

Spends Simplified.

# Investor Presentation

**Zaggle Prepaid Ocean Services Limited** 

August 2025



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### From the Founder's desk...





Raj P Narayanam
Founder and Executive
Chairman

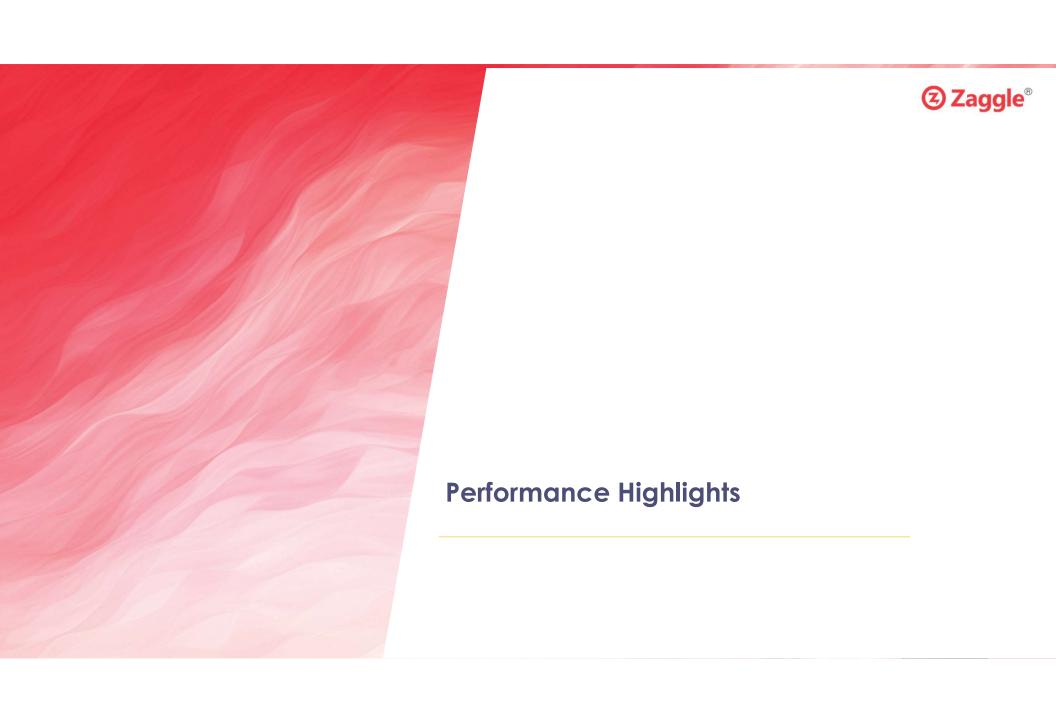
"I am delighted to share that we have begun the year on a solid note, with Q1FY26 revenues reaching INR 3,314.9 Mn, a 31.4% YoY growth, along with an adjusted EBITDA margin of 9.9% and a PAT margin of 7.8%. This is by far our best first-quarter performance, despite being a slower quarter in the year.

With strong fundamentals in terms of growth in the total number of customers and users, healthy growth was visible across our revenue streams. Our recent strategic customer wins, such as Hindustan Pencils, Apollo Health, Mo Engage, Novozymes, DTDC, CK Birla Healthcare, Truecaller, etc., reinforce our value proposition.

We are unlocking new levels of scale and efficiency with AI at the core of our product strategy. Our AI initiatives in multiple areas, including sales automation, customer support & engagement, and bill processing, are at various stages of deployment.

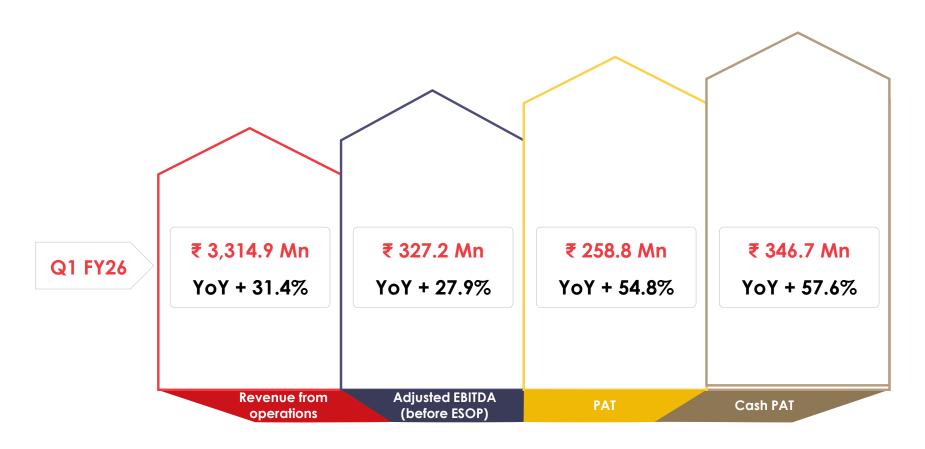
Our inorganic growth plans are panning out the way we had envisioned, and we are already seeing encouraging results in existing investments. Moblieware delivered a stellar performance in Q1FY26. For TaxSpanner, we anticipate significant momentum to kick in in Q2 FY26 on account of an extension in the tax filing deadline. We remain disciplined in how we evaluate and execute M&A while we are constantly scanning the landscape for adjacencies to find the right strategic fits.

We would like to reiterate our guidance for the year, with topline growth expected in the range of 35% to 40% and EBITDA margins projected between 10% and 11%."



## Healthy financial performance across metrices

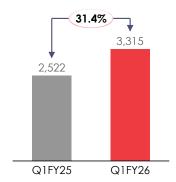




## **Quarterly financial highlights**



Revenue from operations (₹ Mn)



Gross Profit (₹ Mn)

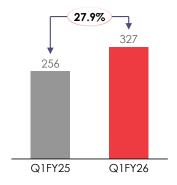


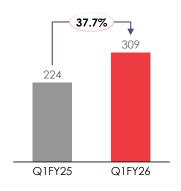
Adjusted EBITDA (₹ Mn)

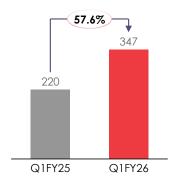
Reported EBITDA (₹ Mn)\*

Cash PAT (₹ Mn)

PAT + Depreciation & Amortization + ESOP Expense







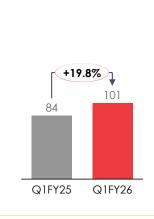
- Reported EBITDA is after reducing the ESOP expenses
- Above performance represents standalone financials

## Key operational performance indicators

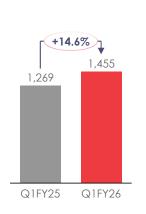




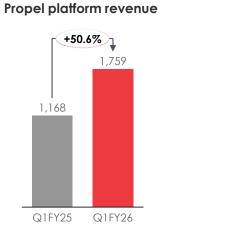




**Software Fees** 



**Program fees** 







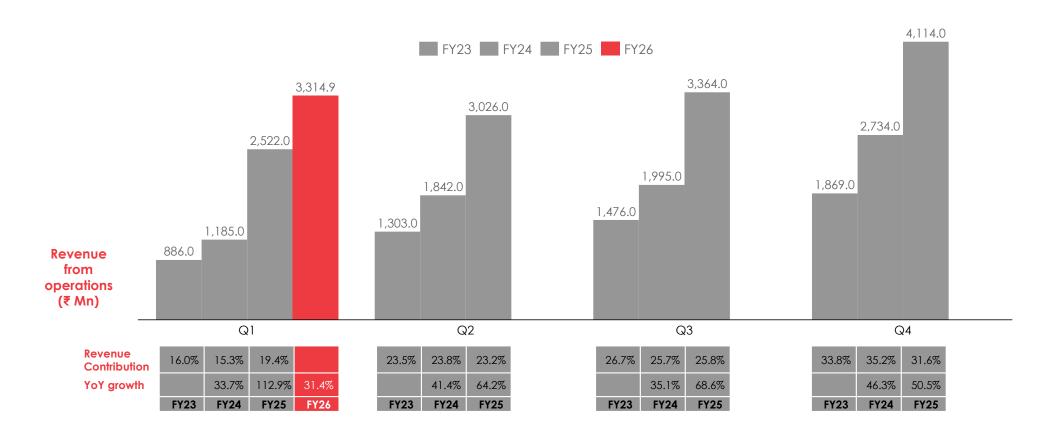
Particulars (₹ Million, unless stated otherwise)	Q1FY26	Q1FY25	YoY
Revenue from operations:	3,314.9	2,522.1	31.4%
Cost of point redemption / gift cards	1,675.4	1,100.6	
Consumption of cards	2.4	4.0	
Gross Profit	1,637.1	1,417.5	15.5%
Gross Profit Margin	49.4%	56.2%	
Employee benefits expense	151.2	109.5	
Incentive and cash back	955.6	896.5	
Other Expenses	203.1	155.7	
Adjusted EBITDA	327.2	255.8	27.9%
Adjusted EBITDA Margin	9.9%	10.1%	
ESOP Cost	18.3	31.4	
Reported EBITDA	309.0	224.3	37.7%
Reported EBITDA Margin	9.3%	8.9%	
Other Income	117.1	45.2	
Depreciation & amortization	69.7	21.4	
EBIT	356.3	248.1	43.6%
EBIT Margin	10.7%	9.8%	
Finance Cost	10.8	20.6	
Profit before Tax	345.6	227.6	
Tax	86.8	60.4	
Profit After Tax	258.8	167.2	54.8%
PAT Margin	7.8%	6.6%	
Cash PAT (PAT+DA+ESOP)	346.7	220.0	57.6%
Cash PAT Margin	10.5%	8.7%	
EPS - Basic	1.93	1.37	
EPS - Diluted	1.92	1.36	

#### Q1FY26 - Key Highlights

- Highest ever revenue in the first quarter
- The YoY growth in the topline is attributed to:
  - This healthy performance is visible across all revenue streams due to operational leverage
  - Newer clients & Users addition
  - Cross sell initiatives
- The rise in employee costs, Incentives and cashback aligns with the overall business growth
- Increase in depreciation & amortization driven by capitalization of new technology and product developments, reflecting continued investment in innovation.
- The total ESOP expenses in FY26 are expected to be approx. INR 60-70Mn

## Quarterly revenue contribution (Q3 &Q4 are higher revenue quarters) 2 Zaggle





## **Strategic Alliances**

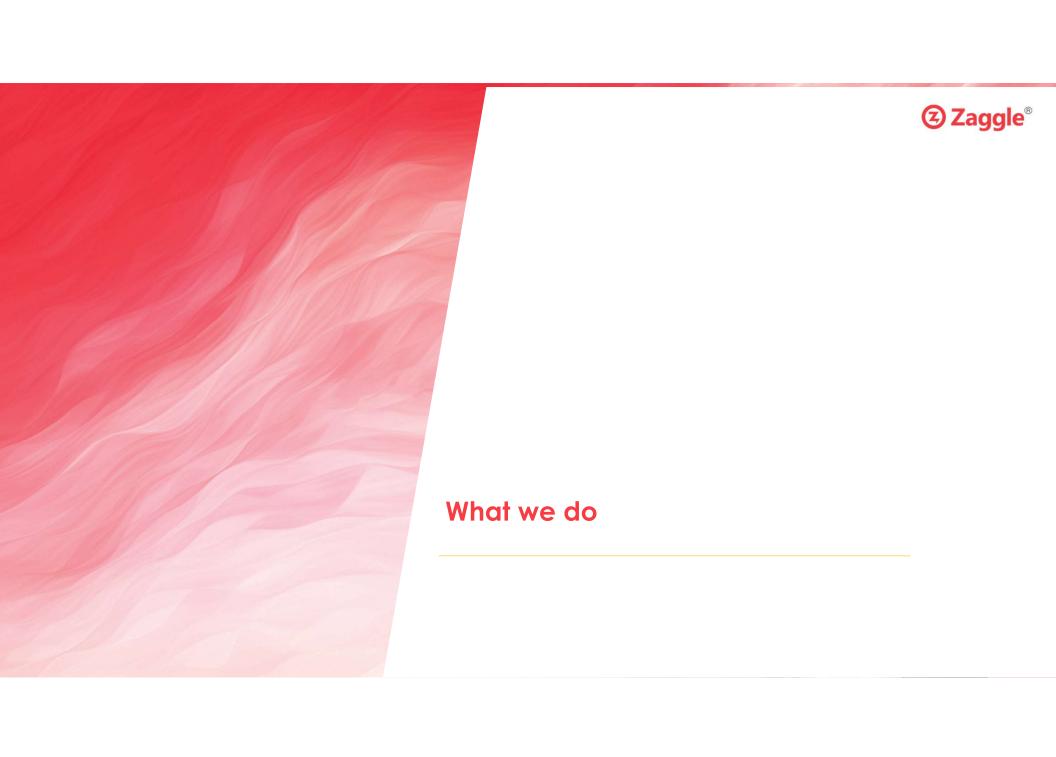


		Contract brief	Duration
Mesh Payments	<b>&gt;</b>	The collaboration with Mesh Payments enhances our offering to Indian customers looking to streamline global expenses and also helps to unlock and access global go-to-market opportunities	3 Years
Mastercard	•	We have further strengthened our partnership with Mastercard by signing a seven year customer business agreement for MasterCard Premium Foreign Currency co-branded Prepaid Cards further strengthening our forex offering	7 Years
Grant Thornton	•	Grant Thornton will offer the Zaggle Spend Management platform to its corporate clients and large enterprises	3 Years
Tata Capital	<b>&gt;</b>	This collaboration with Tata Capital enhances the financial flexibility and affordability offered to employees, allowing them to access attractive leasing options for their purchases under the Smart EPP	5 Years
One Assist	•	One Assist has been onboarded as our insurance partner for the smart EPP covering theft and AD/LD	5 Years

## Recent customers wins for growth



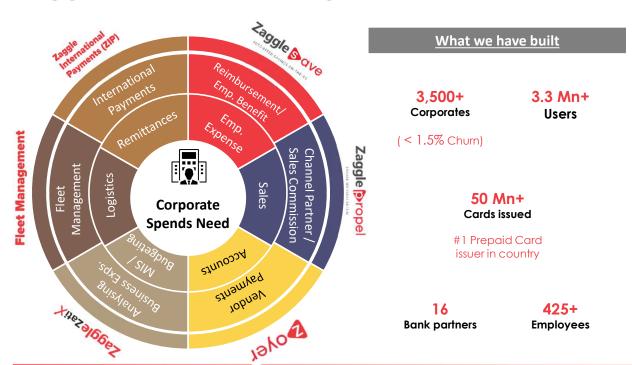
		Contract brief	Duration
Mo Engage India	•	Zaggle would provide Mo engage India Private Limited the Zaggle Save (Employee expense management & benefits)	Perpetual
DTDC Express	<b>&gt;</b>	Zaggle would provide DTDC Express Limited, Zaggle Zoyer & Zaggle Save (Employee expense management & benefits) propositions	5 Years
Novozymes South Asia	•	Zaggle would provide Novozymes South Asia Private Limited the Zaggle Save (Employee expense management & benefits) & Zaggle Propel propositions	3 Years
CK Birla Healthcare	•	Zaggle would provide CK Birla healthcare Private Limited the Zaggle Save (Employee expense management & benefits) and Zaggle Zoyer Propositions	3 Years
Apollo Health and Lifestyle	<b>&gt;</b>	Zaggle would provide Apollo Health and Lifestyle Limited and its Subsidiaries, Zaggle Zoyer & Zaggle Save (Employee expense management & benefits) propositions	3 Years
White Oak Investment Management	<b>&gt;</b>	Zaggle would provide White Oak Investment Management Private Limited, Zaggle Save (Employee expense management & benefits) & Zaggle Zoyer propositions	3 Years
Truecaller International	<b>&gt;</b>	Zaggle would provide Truecaller International LLP the Zaggle Save (Employee expense management & benefits)	3 Years
Hindustan Pencil	<b>&gt;</b>	Zaggle would provide Hindustan Pencil Private Limited the Zaggle Propel Platform (Channel Partner Loyalty Programme)	1 Year



## Zaggle: #1 Spend Management company in India









**Multilingual** interface

**GDPR** Compliant

Products are customizable

Omni-Channel offering with a combination of payment instruments, mobile application and API integrations

#### **Robust Numbers**

Revenue from operations (standalone)

Rs. 13.026.5 Mn

▲ 68.0% (YoY)

Q1FY26 FY25

Rs. 3,314.9Mn

▲ 31.4% (YoY)

Adjusted EBITDA (standalone)

Rs. 1.244.9 Mn

▲ 45.5% (YoY)

Rs. 327.2 Mn

▲ 27.9% (YoY)

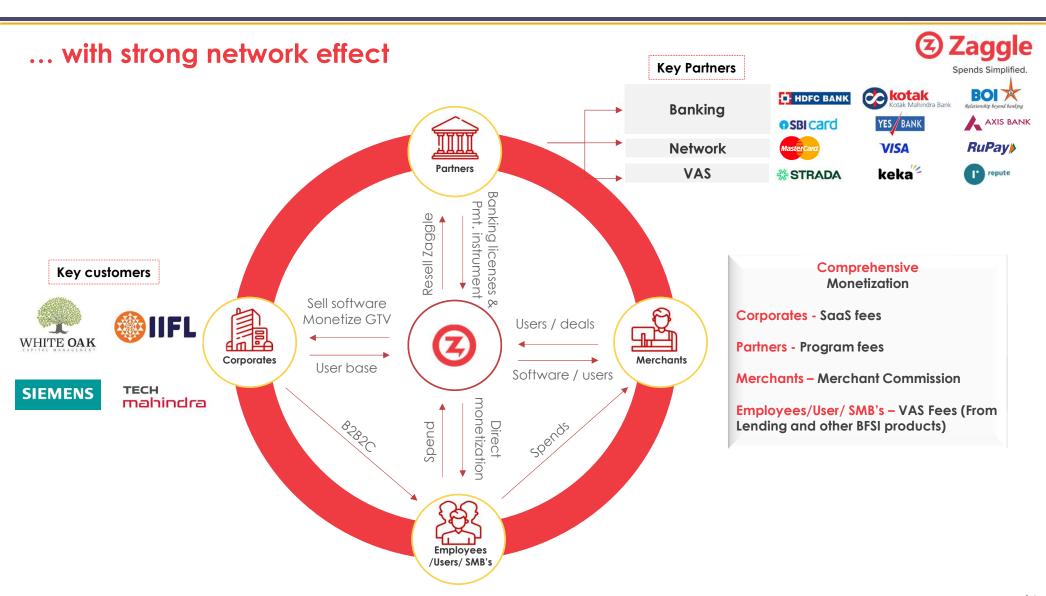
Profit After Tax (standalone)

Rs. 874.8 Mn

▲ 98.7% (YoY)

Rs. 258.8 Mn

**▲ 54.8%** (YoY)



## **Omni Channel Offerings**



#### Offering a combination of payment instruments, mobile application and API integrations

**Omni Channel** 

Offerings



BHASKARA E ABC PVT LTD

Co - Branded Cards with Banks



**Zaggle App to Manage Spends** 







**Multiple Banks** & network partners





























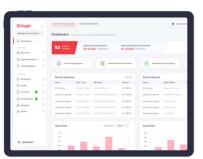












Dashboard to manage reporting & analytics

## **Innovative Product Offerings**



#### Comprehensive suite of products for a large & growing addressable market

### Zaggle propel

Rewards & recognition platform

Channel rewards and incentives

Employee rewards and recognition

## Zaggle save

Employee expense management & benefits

Expense Management

Employee Reimbursements

Employee tax benefits

## Zaggle **D**oyer

Embedded-finance

Integrated data-driven business spend management platform with embedded finance capabilities

## **Zaggle**ZatiX

Empower businesses with full control over spends through dashboard and corporates

#### Zaggle Fleet Management

Fleet Payment solution for fleet owners as well as Oil Marketing Companies (OMC) / Compressed Natural Gas (CNG) providers

## Zaggle International Payments (ZIP)

Simplifying international payments with complete compliance and transparency

Live Products at the time of IPO

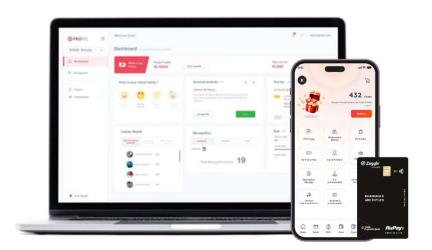
**Continuing innovation** 

## Zaggle propel - Supercharging Channel Partner Performance



#### **Key Features**

- Seamless Partner Onboarding
- Scheme Management
- Campaign Management QR Scan & Earn, Scratch & Win
- Metric-Based Incentive Computation
- 2 Lead Management
- 2 Leaderboards and Achievements
- Automated Claim Management
- Performance Management
- Redemption
- Reports and Analytics



#### **Payments / Redemption Solutions**

Prepaid Cards

Merchant Vouchers

#### **Revenue Streams**

Interchange fee share from banks (Program Fees)

Merchant commission (Sales – Purchase value of vouchers)

SaaS Fee

## Zaggle ove – Digitize Employee Expense, Reimbursements & Benefits Zaggle



#### **Key Features**

- **Automatic Expense Reporting**
- Mobile-First Experience (Intuitive App with Smart OCR)
- Seamless Transaction Reconciliation against Scanned **Receipts**
- Set Up Policies & Limits Easily
- Consolidated Statement for the Admin and Individual statement For Every User
- Multiple Billing Cycles To Match Corporate Expense Management Requirements
- Controls at MCC, MID & Transaction Type Level Wide Acceptance
- 100% RBI and Income Tax Regulations Compliant Powerful Dashboard With Advanced Analytics & Reporting
- Real-Time Expense Approval
- 100% Policy Enforcement



#### **Payments / Redemption Solutions**

Prepaid + Corporate Credit Cards

#### **Revenue Streams**

Interchange fee share from banks (Program Fees)

SaaS Fee

<sup>\*</sup> OCR - Optical Character Recognition MID - Merchant Identification Number MCC - Merchant Category Code

## Zaggle oyer – Digitized Vendor Procure-to-Pay Solutions



#### **Key Features**

- Seamless Petty Cash Management Through The Mobile App & Corporate Credit/Prepaid Card
- Consolidated Statement for The Admin and Individual Statement for Every User
- Multiple Billing Cycles to Match Corporate Expense Management Requirements
- Controls At Merchant Category Codes, Merchant Identification Number & Transaction Type Level
- Automated Invoice Processing
- Integrated Payables and Credit Cards
- Multiple Payment Options via Zoyer Pay
- Utility Payments Powered by BBPS
- Real-Time Payment Alerts and Self-Service App
- Seamless ERP and Accounting Integration



Payments / Redemption Solutions

**Revenue Streams** 

Corporate Credit Cards

Interchange fee share from banks (Program Fees)

SaaS Fee

### **Recent innovations**



### **Zagglez**atiX

#### **Intelligent Spend Analytics Platform**

Newly launched analytics platform, designed to empower businesses with greater cost efficiencies. Available as part of a bundled solution offered by banks, combining corporate credit cards with cuttingedge SaaS technology

#### **Fleet Management**

#### **Managing Fleet Expenses Efficiently**

Fleet program offers a spend management system tailored for fleet management

## Zaggle International Payments (ZIP)

**Simplifying Global Transactions** 

ZIP ensures seamless international payments with full compliance and transparency

Key Features					
Full control over spends through dashboard for corporates	Dashboard & analytics for Fleet owners as well as oil marketing companies/CNG providers	② Live FX Rates with Timestamps			
② Digital journey for employee card	Advanced Spend Controls for fleet owner	Foreign Remittance Certificate Issued			
Granular level visibility of employee card	Automated Approval Workflow	Multi-currency Forex Cards for Individuals and Corporates			
Download customize transaction reports		Segregate business and personal forex spends			
Self-servicing tools for corporates					

## Inorganic initiatives to strengthen the business portfolio



		Overview	Transaction Details
		One of the largest income tax and e-filing companies specializing in digital solutions for tax and accounting. Operates under the brand "TaxSpanner"	<b>Stake:</b> 98.3%
Span Across IT Solutions	<b>•</b>	This transaction strengthens Zaggle's presence in the spend management space by capitalizing on TaxSpanner's comprehensive tax services which fit right across our entire	<b>Consideration</b> : INR 568.3 Mn
		product offering  Zaggle has already integrated TaxSpanner's solutions across its existing product offerings and we have seen initial success already.	<b>Status</b> : Completed in September 2024
		Leader in digital payment solutions, offers services such as UPI, IMPS, and an API banking platform named "TransXT."	<b>Stake:</b> 38.34%
Mobileware Technologies	<b>&gt;</b>	This transaction aligns with Zaggle's aim to strengthen its presence in the SaaS FinTech industry by capitalizing on Mobileware's established infrastructure and expertise	<b>Consideration</b> : INR 228.5 Mn
		Zaggle plans to integrate Mobileware's innovative solutions into its ecosystem, enhancing its capabilities in embedded payments and streamlining transaction experiences	<b>Status</b> : Completed in March 2025

## Seasoned management team and board (1/2)





## **Dr. Raj P Narayanam**Founder and Executive Chairman

- Founded Zaggle in 2011 with a vision to simplify corporate spends
- Honorary Doctorate Degree (D. Litt) by Chitkara University,
   Puniab
- Completed post-graduate diploma in business management with specialization in finance from the FORE School of Management - New Delhi
- He has experience in the technology and fintech industry. He
  has made varying levels of investments in certain companies
  at different points in time. Has served on the board of the
  company since 2012

#### Leadership



### **Avinash Ramesh Godkhindi**Managing Director and CEO

- Leading Zaggle's growth; Served on the board of the company since 2012
- Holds a bachelor's degree in engineering from Bangalore University,
   Bengaluru, and MBA from the University of Chicago, Chicago
- Has served on the board of the company since 2012
- Awarded the "Inspiring CEO" award by the Economic Times in 2022
- He has experience in the banking industry Prior to joining Zaggle, Avinash worked with Citibank in India

#### **Board of Directors**



#### Aravamudan Krishna Kumar Independent Director

- Non-Executive Chairman at UCO Bank
- He retired in 2014 from State Bank of India as MD
- Holds a bachelor's degree in arts and economics (honors course) from the University of Delhi
- Certified associate of the Indian Institute of Bankers
- Directorships: MTAR Technologies, TVS Wealth, Sathguru Catalyser



#### **Virat Sunil Diwanji** Non – Executive, Non – Independent Director

- Appointed as National Head Consumer Banking & Senior Management Personnel of Federal Bank
- 30+ years of experience in building, managing and growing Retail Consumer Businesses cutting across Liabilities and Assets;
- Successfully managed JVs with international partners (Ford Credit International) and executed the merger of mid-size bank – ING Vysya
- Served as Non-Executive Director, for over 9 years, on Board of Kotak General Insurance Limited from its inception stage
- Prior to joining Kotak Group, he has worked with management consultancy division of A. F. Ferguson & Co for 6 years handling assignments cutting across Private and Public sector enterprises in India and UAE

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## Seasoned management team and board (2/2)



#### **Board of Directors**



#### **Abhay Deshpande Raosaheb** Independent Director

- 20+ years of experience in Financial banking
- PhD Economics and engineering from the Dr. Babasaheb Ambedkar Marathwada University, Aurangabad, Maharashtra
- Directorships: Rapidue Technologies, Payswiff Technologies, Recykal Foundation, Anubhuti Welfare Foundation, Sarvah Incubation Foundation, Musika Solutions Private Limited, Apr Reality Llp
- Co-founder of Markjack which he exited post sale to Capillary



### **Prerna Tandon**Independent Director

- Holds a master's degree in business administration from the Panjab University, Chandigarh
- She worked as the Vice President operations at Infosys BPO Limited & Vice President – productivity & digitization leader at Genpact India



### **Arun Vijaykumar Gupta** Independent Director

 Holds a bachelor's degree in commerce from the P.D. Lion's College of Commerce and Economics, University of Bombay

#### **Key Managerial Personnel**

#### Aditya Kumar Chief Financial Officer

- Member of The Institute of Chartered Accountants of India, New Delhi
- He has experience in the financial services industry
- Prior to joining Zaggle, he worked at Spandana Sphoorty Financial Limited as Vice President Investor Relations-Finance



### Hari Priya Company Secretary & Compliance Officer

- Member of the Institute of Company Secretaries of India, New Delhi and bachelor's degree in law from Osmania University,
- Prior to joining Zaggle, she worked at Spandana Sphoorty, Gayatri Projects and Axis Clinicals

## Zaggle in a nutshell

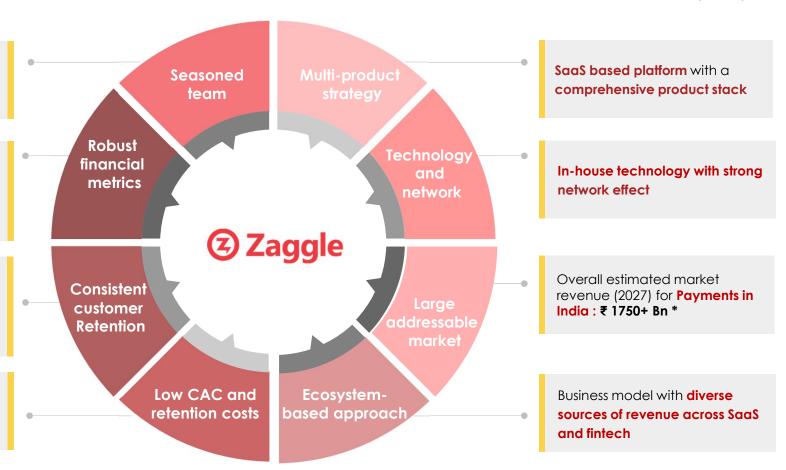




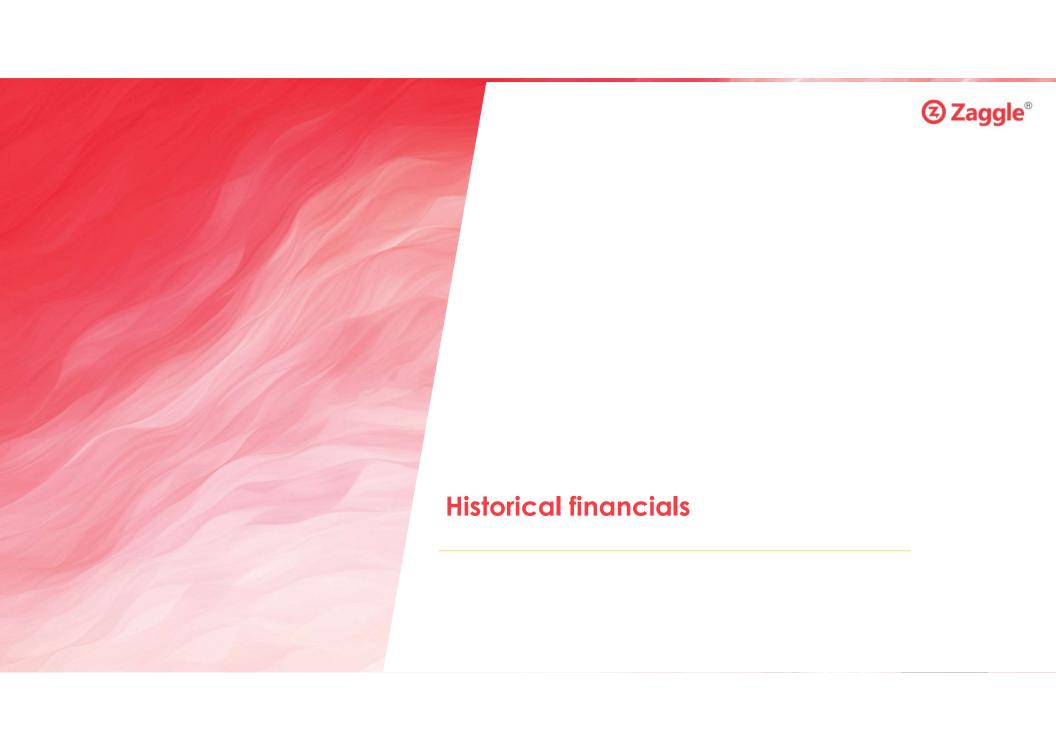
Revenues from operations in FY25 have grown y-o-y at 68.0% with a corresponding growth in Reported EBITDA y-o-y of 63.2% over the same period

Customer churn rate is less than 1.5%

Customer acquisition costs of less than 5% of total revenue



Note: FY: Financial Year \*Source: Frost & Sullivan Report



## Historical financial and operating metrics



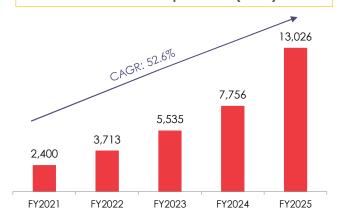








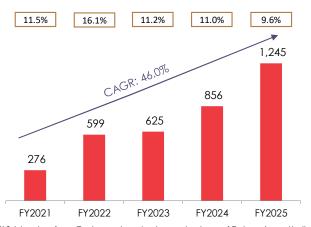
Revenue from operations (₹ Mn)

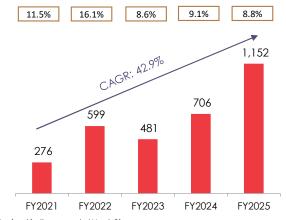


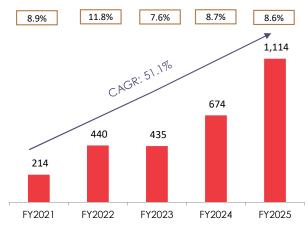
Adjusted EBITDA & EBITDA margin(₹ Mn)



Cash PAT & Cash PAT margin (₹ Mn)







Note: (1) Total number of users (Employees, channel partners, and customers of Customers) served by the company, FY: As of and for the year ended March 31 Above performance represents standalone financials

## Historical profit and loss statement (standalone)



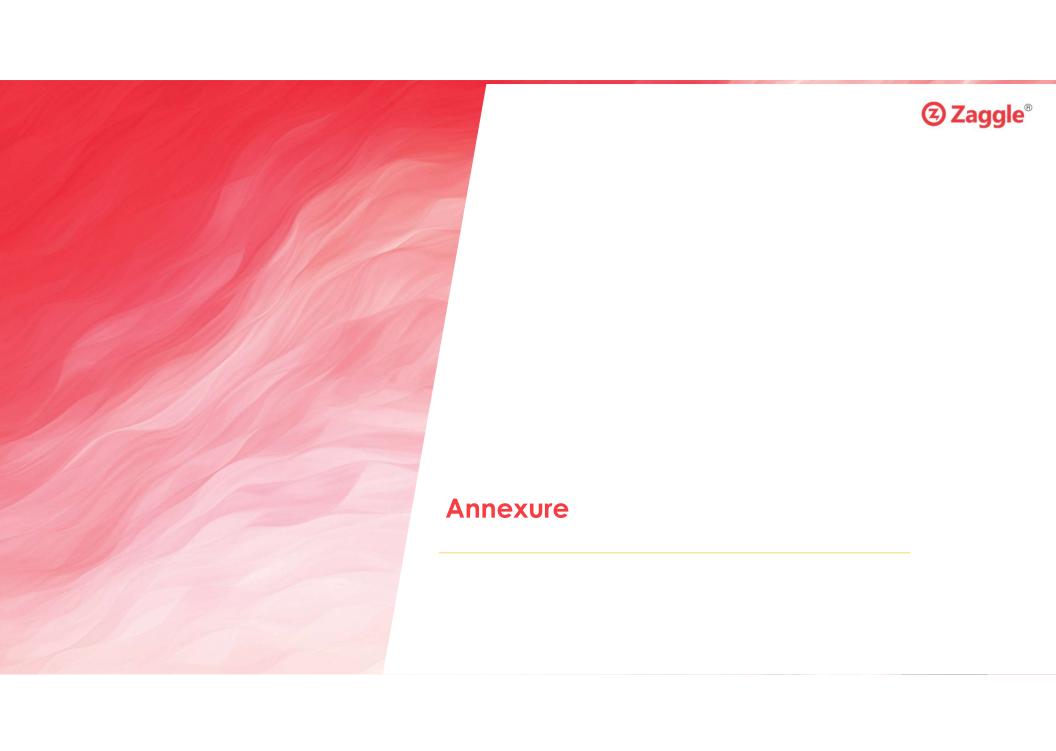
Particulars (₹ Million, unless stated otherwise)	FY25	FY24	FY23	FY22	FY21
Revenue from operations	13,026.5	7,756.0	5,534.6	3,712.5	2,399.7
Gross Profit	6,228.5	3,946.5	2,328.3	2,259.6	2,087.9
Gross Profit Margin	47.8%	50.9%	42.0%	60.8%	87.0%
Employee benefits expense	563.4	363.1	291.7	154.3	124.6
Incentive and cash back	3,598.7	2,168.3	1,002.0	1,176.4	1,380.3
Other Expenses	821.4	559.5	409.5	330.4	306.6
Adjusted EBITDA	1,244.9	855.7	625.0	598.5	276.3
Adjusted EBITDA Margin	9.6%	11.0%	11.3%	16.1%	11.5%
ESOP Cost	92.6	149.8	144.1	-	-
Reported EBITDA	1,152.3	705.9	481.0	598.5	276.3
Reported EBITDA Margin	8.8%	9.1%	8.7%	16.1%	11.5%
Other Income	245.1	112.7	11.1	4.0	3.2
Depreciation	146.9	83.6	61.9	20.9	20.4
EBIT	1,250.5	735.0	430.1	581.6	259.0
EBIT Margin	9.6%	9.5%	7.8%	15.7%	10.8%
Finance Cost	76.3	137.2	113.7	69.8	77.1
Profit before Tax	1,174.2	597.8	316.3	511.7	182.0
Tax	299.4	157.6	87.3	92.5	(11.3)
Profit After Tax	874.8	440.2	229.0	419.2	193.3
PAT Margin	6.7%	5.7%	4.1%	11.3%	8.1%
Cash PAT (PAT+DA+ESOP)	1,114.3	673.6	435.1	440.1	213.8
EPS - Basic (₹)	6.96	4.06	2.48	4.57	2.11
EPS – Diluted (₹)	6.93	4.03	2.46	4.57	2.11





Particulars (Rs. in Millions)	2025	2024	2023	2022	2021
ASSETS					
Non-current assets					
Property, plant and equipment	396.83	25.32	23.5	19.8	9.5
Right-of-use assets	100.93	119.10	196.7	55.2	36.8
Intangible assets	544.07	81.56	68.9	44.3	27.0
Intangible asset under development	220.17	498.63	108.7	15.0	0.0
Financial assets					
(i) Investments	815.79	259.83	4.9	0.0	0.0
(ii) Loans	8.45	0.00			
(iii) Other financial assets	418.46	46.12	14.7	7.3	4.1
Other non-current assets	18.21	11.00	119.0	21.4	0.0
Income-tax assets (net)	5.60	27.60	23.1	123.6	74.7
Deferred tax assets (net)	27.23	27.22	29.8	24.6	106.9
Total non-current assets	2,555.74	1,096.38	589.2	311.1	258.9
Current assets					
Inventories	3.31	3.58	1.0	1.1	2.7
Financial assets					
(i) Investments	0.00	5.20	12.3	0.0	0.0
(ii) Trade receivables	2,148.99	1,746.21	1,026.6	429.5	226.8
(iii) Cash and cash equivalents	379.91	79.40	195.9	7.1	27.9
(iv) Bank balances other than (iii) above	6,151.52	2,713.67	30.1	29.0	5.0
(v) Other financial assets	102.76	30.40	1.2	0.0	0.0
Other current assets	1,740.81	1,286.52	491.4	148.7	99.5
Total current assets	10,527.30	5,864.98	1,758.4	615.5	361.9
Total assets	13,083.04	6,961.36	2,347.6	926.5	620.8

Particulars (Rs. in Millions)	2025	2024	2023	2022	2021
EQUITY AND LIABILITIES					
EQUITY					
Equity share capital	134.21	122.49	92.2	1.8	1.8
Other equity	12,341.91	5,631.33	395.3	-37.4	-457.3
Total equity	12,476.12	5,753.82	487.5	-35.6	-455.5
LIABILITIES					
Non-current liabilities					
Financial liabilities					
(i) Borrowings	0.00	154.73	513.3	483.3	376.9
(ii) Lease liabilities	77.90	87.57	158.7	51.0	31.9
Provisions	20.79	16.40	11.4	7.2	5.7
Total non-current liabilities	98.69	258.70	683.4	541.5	414.5
Current liabilities					
Financial liabilities					
(i) Borrowings	50.90	581.29	697.4	161.5	313.9
(ii) Lease liabilities	35.50	42.68	44.1	7.4	7.9
(iii) Trade payables					
- Total outstanding dues of micro and small enterprises	2.21	6.53	9.6	7.8	0.1
- Total outstanding dues of creditors other than micro and small enterprises	32.82	13.10	82.6	99.6	191.0
(iii) Other financial liabilities	45.05	21.11	23.7		
Provisions	1.00	0.95	0.2	0.1	0.1
Other current liabilities	327.45	281.77	271.3	144.3	148.9
Current tax liabilities (net)	13.30	1.41	47.8	0.0	0.0
Total current liabilities	508.23	948.84	1,176.7	420.6	661.8
Total liabilities	606.92	1,207.54	1,860.1	962.1	1,076.3
Total equity and liabilities	13,083.04	6,961.36	2,347.6	926.5	620.8



## Key awards, accreditations and recognitions





Business Awards 2025 organized by Franchise India



Fintech Brand of the Year Award at 5th Edition BW Businessworld Fintech Awards 2025



Pioneering FinTech Innovation in Spend Management at the 5th Edition of ET Excellence Telangana – 2025.



Great Indian B2B FinTech Brand Award organised by Transformance



Telangana Best Employer Brand Awards 2024



FINIXX 2024 - Best use of Customer Loyalty Program & Best use of Print Ad



**Govt of Telangana:** Recognized Pride of Telangana, 2024



BW Businessworld Festival of Fintech Conclave Awards: Fintech Brand of the Year, 2024



Best Digital Expense
Management Platform (India)
2024 by CFI.co - Capital
Finance International



11<sup>th</sup> Payments Industry Awards: Best Spend Management System Provider, 2024



11th Payments Industry Awards: Best Card Initiative for Zaggle ZatiX Provider, 2024



Top 50 Indian Digital Finance Influencers 2024: Promoter Raj Narayanam was awarded for his visionary contributions persistently guide the FinTech revolution in India.



Transformation
Tech Award" at
Deloitte
Technology Fast
50, 2024 INDIA



International Startup Festival: Lifetime Achievement Award to Dr. Raj P Narayanam, 2024



BW Businessworld Festival of Fintech Conclave Awards: Fintech Leader of the Year, 2024

