

Ref: Protean/Secretarial/2025-26/75

November 6, 2025

To,

BSE Limited (“BSE”)
P.J. Towers, Dalal Street,
Fort, Mumbai – 400 001

Scrip Code: 544021

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai – 400051, India
Trading symbol: PROTEAN

Dear Sir/Madam,

Subject: Investor Presentation for the quarter and half year ended September 30, 2025

Pursuant to Regulation 30 read with Schedule III and other applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith Investor Presentation on Company's Operational and Financial Performance for the quarter and half year ended September 30, 2025.

This is for your information and records.

Thanking you,

Yours truly,

For Protean eGov Technologies Limited

Maulesh Kantharia
Company Secretary & Compliance Officer
FCS 9637

Encl.: As above



protean

Q2 & H1FY26
Investor
Presentation

**PROTEAN eGOV
TECHNOLOGIES LIMITED**





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Business Overview



Company Overview & Investment Thesis

01 **About Protean - Contributors to Building DPI**

02 **Uniquely Positioned for Future Growth**

03 **Driving the Change: Building for Billions**

04 **Strategically Positioned to serve India's Digital Growth Story**

05 **Protean - Business Opportunity Overview**

About Protean: Contributors to Building DPI



Over **3 decades** of experience in building **Digital Public Infrastructure (DPI)** & developing innovative citizen-centric e-governance solutions



Enabled **21+ nationally critical e-Governance stacks** while **working with several ministries** across diverse sectors

Focus Areas / Business Levers

[Tax Services](#)

[Central Recordkeeping Agency - NPS, APY & UPS](#)

[Digital Identity](#)

[Data Stack](#)

[Open Digital Ecosystems](#)

[Cloud & Infosec Services](#)

Established

Emerging

Protean's Strategic Positioning

Building e-Governance platforms

PAN Card Issuance

Tax Information Network

Central Recordkeeping Agency for NPS, APY & UPS

Provisioning Digital Identity

Online PAN Validation

Licensed Service Agency for e-KYC, Auth

Certifying Authority for E-sign

Aadhaar Seva Kendra

Enabling Data Stack

eSignPro

AI Powered CKYC

RISE with Protean

Data Exchange – Account Aggregator

Enabling democratic access through Open Digital Ecosystems

Multisector Interventions

E-commerce, Mobility, Open Finance, (ONDC),

Agriculture,

Health

Education & Skilling

Insurance

Powering Enterprise Digitization

Consumer & Corporate Tech as Application Service Provider

Infra Services – Cloud

Infosec





Tax Services

- **Issuers of the First Digitally Verifiable Tax ID**
- Market leadership with a dominant **63% cumulative share** in PAN issuance

Transactional revenue with predictable stability

Central Recordkeeping Agency

- **Largest Central Recordkeeping Agency**
- **98% market share** with 8.8 Cr+ subscribers across B2C, B2B, and B2G channels

Primarily Annuity Revenue

Digital Identity

- **Sole provider of all four foundational identity services** : e-KYC, Aadhaar Auth, e-Sign, and Online PAN Verification

Recurring SaaS revenue

Open Digital Ecosystems

- Multi-sector Digital Interventions at scale
 - **Founding architect of ONDC's core infrastructure** (Gateway, Registry, Recon & Settlement), with a first-mover advantage in Layer-1 enablement
- **DPI Expansion: Agriculture, Education & Skilling, Health and Insurance**

Data Stack

- **Comprehensive Digital Stack for BFSI**
 - eSign Pro
 - RISE with Protean
 - CKYC
- Account Aggregator

Recurring SaaS revenue

Cloud & Infosec Services

- Sovereign-grade, **MeitY-certified**, Made in India Cloud Stack

Leaders in building Digital Public Infrastructure

Domestic

Building large-scale digital infrastructure across **e-Commerce, Agriculture, Education & Skilling, Health and Insurance**

International

Exporting **India Stack** and Open-Source technologies **across Southeast Asia, Middle East, and Africa**

India's Next-Generation Digital Growth Enablers

Demographic Shift

Enabling inclusion across age, income, and geography

- India's population > **146 Cr; 65% in Tier-2/3** & rural markets

Financialization

Accelerating formalization, compliance, and capital access

- Digital payment users at **46.5 Cr** (32% penetration), **+16.3% YoY growth**
- 3X growth in non-cash transactions from **FY21 to FY24**

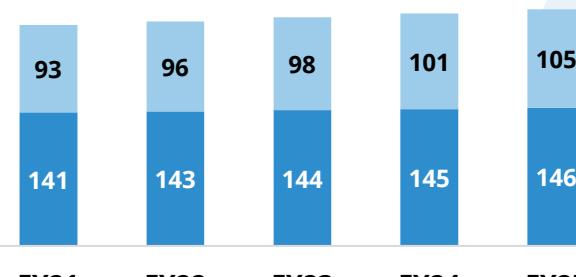
Digitization

Multisector scalable, interoperable digital public infrastructure

- Internet penetration at **61.6%** (90 Cr users)
- QR code deployments rose **~92% YoY** in FY25, with over **75%** of new installations in Tier-2/3 cities

Population Growth (in Cr)

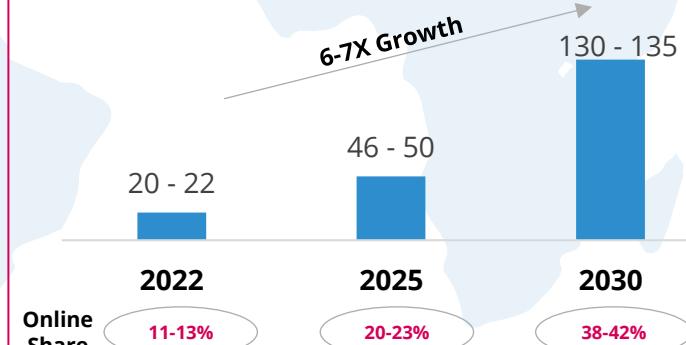
■ Population ■ Working population



Rising working age population
Rising tax-payer base

Digital Personal & Consumer loans (\$Bn)

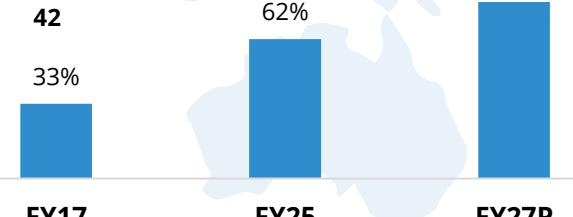
45% YoY growth in the number of digital loans originated



Rising per capita income
Growth in household savings

Internet Penetration

Number of Users (in Cr)



Increasing internet penetration
..with rising volume of digital payments

Our Edge

Tax Services

4L+ assisted touchpoints, deep **Tier 2/3 presence**, and seamless digital PAN issuance



CRA Services

Near-total market share with 400+ banks **and 1.7L+ APY SPs** enabling frictionless onboarding



Digital Identity & Data Stack

Sole provider of all 4 ID services, BFSI-preferred, with scalable, high-throughput infrastructure



Open Digital Ecosystems

Proven DPI executor with Open Architecture; **trusted partner to GoI across diverse sectors**



Cloud & Infosec

Made-in-India, Modular, Quantum-Safe cloud infra purpose-built for DPI and mission-critical use



Opportunity Size

- Taxpayer base growing at **6.6% CAGR**
- Only ~40% population holds valid PAN card

- 550 Mn** Jan Dhan accounts vs **80 Mn** APY holders; India's pension penetration is **6% vs 54%** in US
- NPS AUM at **₹14T vs ₹75T** in mutual funds

- Digital Document Signing & Stamping: **₹1,700 cr**
- Digital Onboarding & ID Verification: **₹12,000 cr**
- Data Analytics: **₹93,000 cr**

- ONDC user growth projection: **18.5 cr in FY23 to 48 cr in FY28**
- Budget for Digital Agri Mission: ₹ 2,800 cr; 19 states** have signed MoU
- DPI opportunities in Healthcare ~ **₹ 500 cr**

- India's cloud market to reach **USD 76Bn by 2030**
- Accelerated digital adoption across finance, healthcare and government sector

Source - Multiple online research platforms and news articles.

Q2FY26 Update

01 MD Commentary

02 Q2FY26 Key Highlights

03 Strategic Win - Landmark UIDAI ASK Mandate

04 Global Fintech Fest - 2025

05 Key Drivers - Quarterly

06 Financial Performance

Landmark INR 1,370 crore mandate from UIDAI to establish and operate 188 District-Level Aadhaar Seva Kendras (ASKs) — a strong testament to Protean's proven capability in executing population-scale projects



Mr. Suresh Sethi

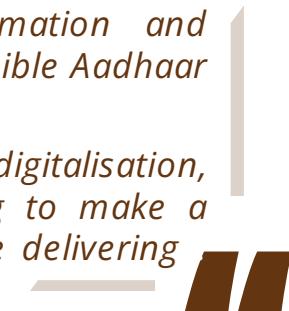
Managing Director & Chief Executive Officer



"I'm glad to share that Protean has delivered a resilient performance in Q2FY26, with 19% QoQ and 14% YoY growth in revenue. Our strategy to expand to sectors including and beyond BFSI, aligned with our core strength of building digital public infrastructure for the nation, has started yielding results with new businesses contributing 12% to our revenue. With a strong order book and a robust balance sheet, we're well-positioned to capitalize on emerging opportunities.

The company secured a landmark INR 1,370 crore mandate from UIDAI to establish and operate 188 District-Level Aadhaar Seva Kendras (ASKs) — a strong testament to Protean's proven capability in executing population-scale projects. With this mandate, Protean becomes the only organisation to manage and scale both Aadhaar and PAN —two foundational IDs that anchor our digital nation. This milestone goes beyond a business achievement; it underscores Protean's commitment to advancing India's digital transformation and improving the lives of millions through efficient, secure, and accessible Aadhaar services across the country.

With a continued focus on innovation, financial inclusion and digitalisation, we're excited about the future and look forward to continuing to make a meaningful impact in the digital public infrastructure space while delivering long term value to all our stakeholders."





Tax Services

The company maintained its leading market share of 58% in Q2FY26

Issued over one crore PAN cards during the quarter, reinforcing its scale, reliability, and pivotal role in India's financial ecosystem

Revenue

₹ 251 crore
14% YoY



CRA Services

Healthy double-digit revenue growth of 12% YoY

41 lakhs new subscribers were onboarded capturing a significant 97% market share in the new additions

More than 690 corporates were on boarded during the quarter

Company continues to hold dominant market share of 98%

EBITDA

₹ 44 crore
-3% YoY



Identity Services

Continues to build on the strong momentum of the Digital India movement

The company has taken a conscious, capacity-driven approach to focus on select clients, strengthen market share, and drive higher volumes

This focused strategy strengthen market share and drive higher volumes, the company has achieved sustained volume growth across most ID products, reinforcing its pivotal role in India's digital identity ecosystem

PAT

₹ 24 crore
-15% YoY



New Businesses

Marked a significant milestone, with new businesses contributing 12% of total revenue in H1FY26 compared to 4% in FY25

Building on deep expertise in creating digital rails for mission-critical, population-scale projects; contributing to various ODEs across different sectors & digital identity led initiatives

This diversification reflects our strategic shift towards enabling the next generation of DPI and broadening Protean's impact across emerging sectors

Cash*

> ₹ 800 crore
Zero debt

*Cash & Cash Equivalents

UIDAI ASK Mandate

- Protean won ₹1,370 Cr. **landmark mandate from UIDAI** for district level Aadhaar Seva Kendras (ASKs)
- **Covering ASKs in 188 district** across India **for** an initial period **of 6 years**
- **End-to-end responsibility** for infrastructure setup, daily operations and delivery of Aadhaar services
- Population scale delivery **ensuring secure, efficient and transparent delivery**

Robust RFP Pipeline

- Protean is building strong pipeline of turnkey businesses, with more than **₹ 1,600 crore order book as on 30th September 2025**
- **Strategically expanding** a high-quality pipeline of RFP-led business opportunities

Revenue from New Business

- The quarter marks significant achievement in new business with **new business contributing 12% to the revenue** in H1FY26 vs 4% in FY25
- The company remains **focused on diversifying revenue from key new businesses**

Other Updates

- Protean **participated in the world's largest Fintech Festival**, where it launched and unveiled several next-generation fintech solutions.
- The company was honoured with the **SKOCH Gold Award**, the highest independent recognition conferred on governments, institutions, and organisations for outstanding contributions to governance and development.



UIDAI mandate to establish district level ASKs

- UIDAI issued **mandate for engagement of service providers** to establish and run district level ASKs in **471 districts across India**
- These ASKs will **provide all front-end activities** related to Aadhaar enrollment, biometric, demographic update and other miscellaneous Aadhaar services
- Also servicing **new births** and **mandated biometric updates** at the age of 5 and 15 years



Protean won ₹1,370 crore, mandate for ASK

- Won **₹1,370 Cr mandate** from UIDAI for complete setup and running the daily operations, ensuring smooth, ethical and secure delivery of Aadhaar services
- **188 districts** to be covered across India
- This is initially a **6 year engagement**



Reinforces Protean as India's Identity Backbone

- Deepens leadership in **population-scale identity services** and positions Protean as the only company contributing towards scaling up two critical national IDs for the country i.e Aadhaar & PAN
- **Diversifies revenue mix** and expands addressable opportunity



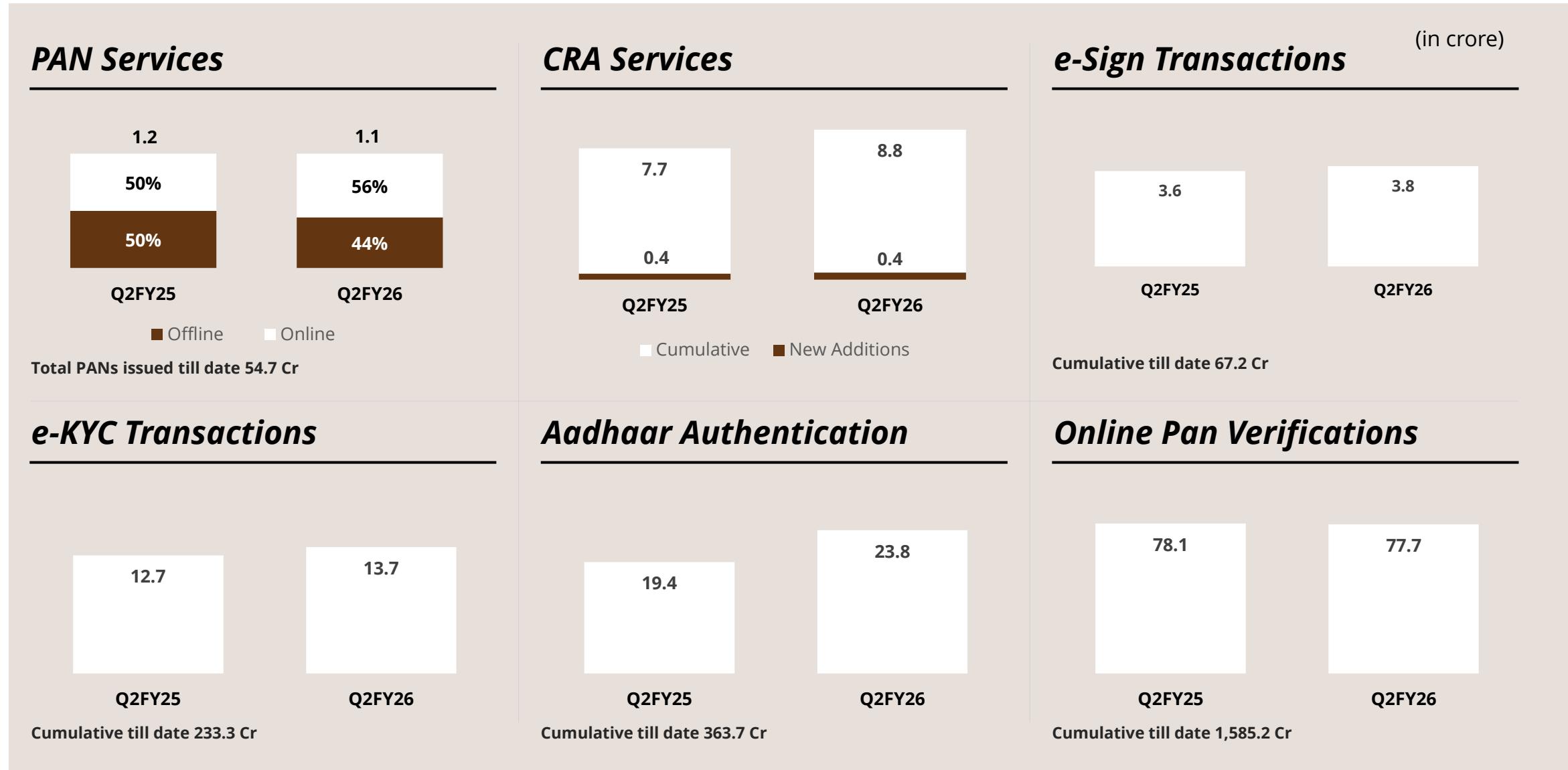
The Global Fintech Fest, the world's largest and the most prestigious fintech event, brought together leading industry veterans, innovators, and government authorities. Protean took the centre stage with its powerful theme: ***"If it's fintech, it must be powered by Protean."***

Protean launched and unveiled several first-of-its-kind fintech innovations:

- Sovereign AI 'Cloud-in-a-Box' : Simplifying compliance, enhancing data privacy, and enabling faster, affordable deployments across ecosystems
- Quantum-Safe Secure Data Vault: Integrated with the Pi-Control platform on Protean cloud, ensuring unparalleled data privacy and resilience
- e-NPS Express Onboarding: A breakthrough in CRA services, enabling new subscribers to join in under 90 seconds
- 'State of DPI in India' Report: A comprehensive analysis highlighting India's progress in digital public infrastructure, its role in formalising the economy, advancing financial inclusion, and powering the nation's \$8 trillion growth ambition

Appreciations:

- Protean's booth attracted strong interest from industry leaders and key government representatives, who lauded the company's pioneering work in digital public infrastructure across Pension, Aadhaar, and CKYCR 2.0.



(₹ in crore)

Particulars	Q2FY26	Q2FY25	YoY	Q1FY26	QoQ	H1FY26	H1FY25	YoY
Revenue from Operations	251	220	14%	211	19%	461	416	11%
Other Income	15	14	8%	29	-49%	43	33	31%
Total Income	265	233	14%	239	11%	504	449	12%
- Tax Services	107	119	-10%	100	8%	207	217	-4%
- CRA Services	78	70	12%	76	3%	154	136	14%
- Identity Services	22	24	-6%	24	-7%	46	51	-10%
- Others	43	7	513%	11	281%	54	13	326%
EBITDA	44	45	-3%	45	-2%	89	80	12%
<i>EBITDA Margin</i>	16.6%	19.4%	-281 bps	18.8%	-220 bps	17.6%	17.7%	-10 bps
Profit before Tax	32	38	-15%	32	-1%	64	65	0%
Tax	8	10	-14%	9	-4%	17	16	7%
Profit after Tax	24	28	-15%	24	0%	48	49	-3%
<i>PAT Margin</i>	9.0%	12.0%	-302 bps	10.0%	-96 bps	9.5%	10.9%	-148 bps

Balance Sheet

(₹ in crore)

Assets	Sep'25	Mar'25	Equity & Liabilities	Sep'25	Mar'25
Tangible Assets	42	47	Shareholder's Equity	1,018	999
Right-of-use / Intangible Assets	127	116	Borrowings	-	-
Financial Assets	516	616	Lease and Other Non-Current Liabilities	72	82
Other Non-Current Assets	42	56	Total Non-Current Liabilities	72	82
Total Non-Current Assets	727	836	Borrowings	-	-
Trade Receivables	238	144	Trade Payables	111	103
Cash and Bank	108	136	Lease and Other Financial & Current Liabilities	115	123
Other Financial and Current Assets	244	191	Total Current Liabilities	226	226
Total Current Assets	589	471	Total Liabilities	298	308
Assets Held for Sale	-	-	Total Equity and Liabilities	1,316	1,307
Total Assets	1,316	1,307			



Modernization of India's Tax Infrastructure



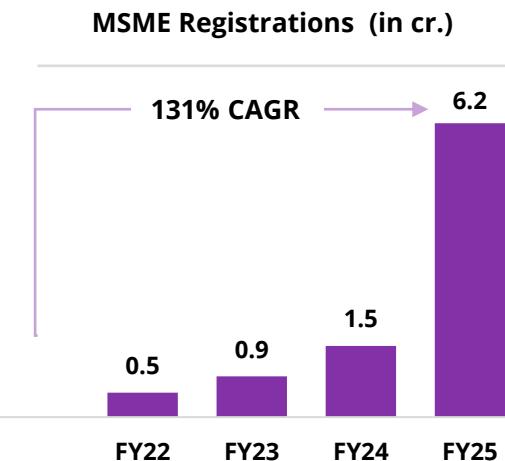
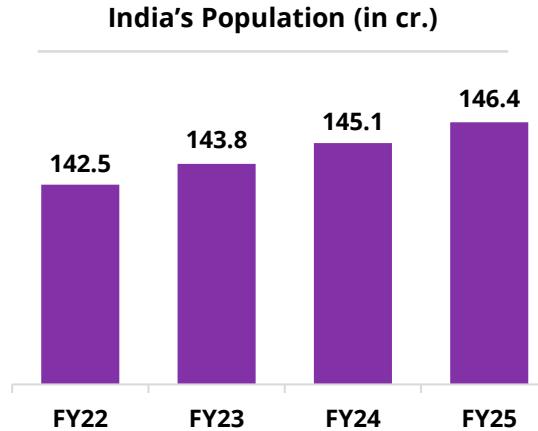
01

Growing Use Cases, Expanding TAM: PAN's Rising Utility..

02

Protean - a leader in Tax Service

Growing Use Cases, Expanding TAM: PAN's Rising Utility..



~40%
Indian population
with a valid PAN card

~5 Cr
New bank accounts
opened every year

~1.2 Cr
Youth enter the
workforce every year

>80 Lakhs
PAN Verifications
on a daily basis

18.1 Cr+
DEMAT account
holders



Universal Business ID

Single identifier for businesses – Key document for registration & regulatory compliance

Digital Economy Enabler

Vital for authentication of digital transactions

Unorganised Workforce Integration

- 30 Cr workers in the unorganised sector (Jul 2024).
- Govt. pushing PAN-based IDs for gig & informal workers

Growing use cases for PAN:



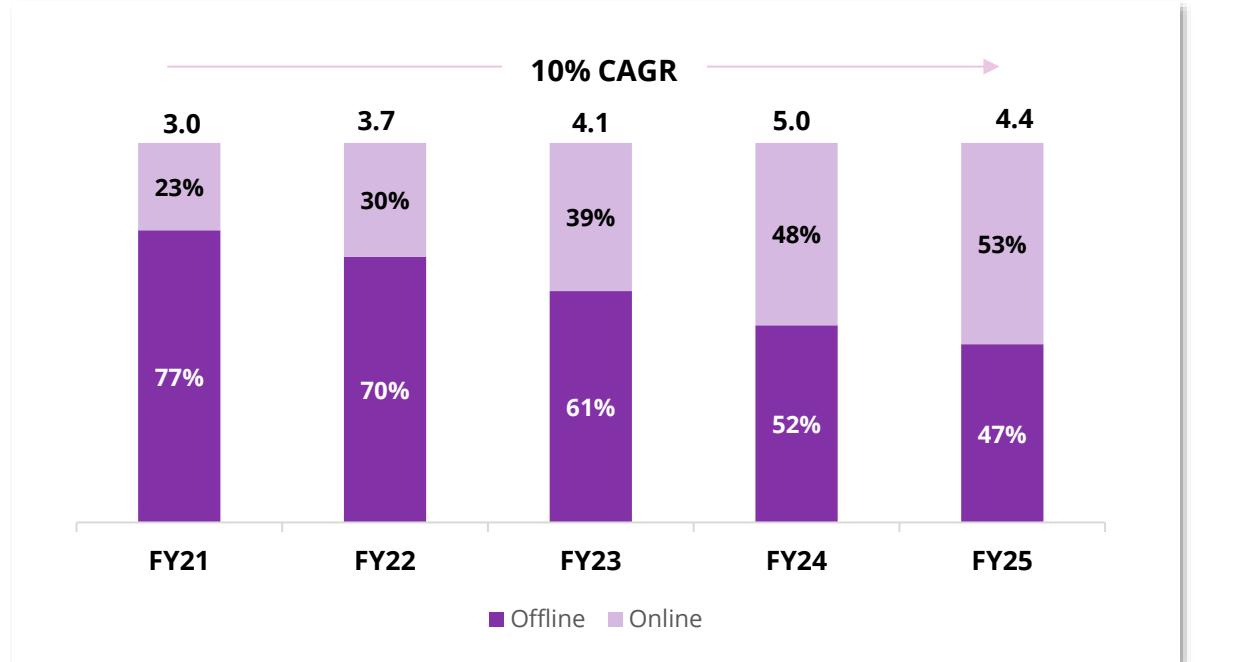
PAN required for multiple financial transactions

- Investments in stock market and mutual funds
- Availing credit from financial institutions
- Property transactions, jewellery purchase & foreign trips

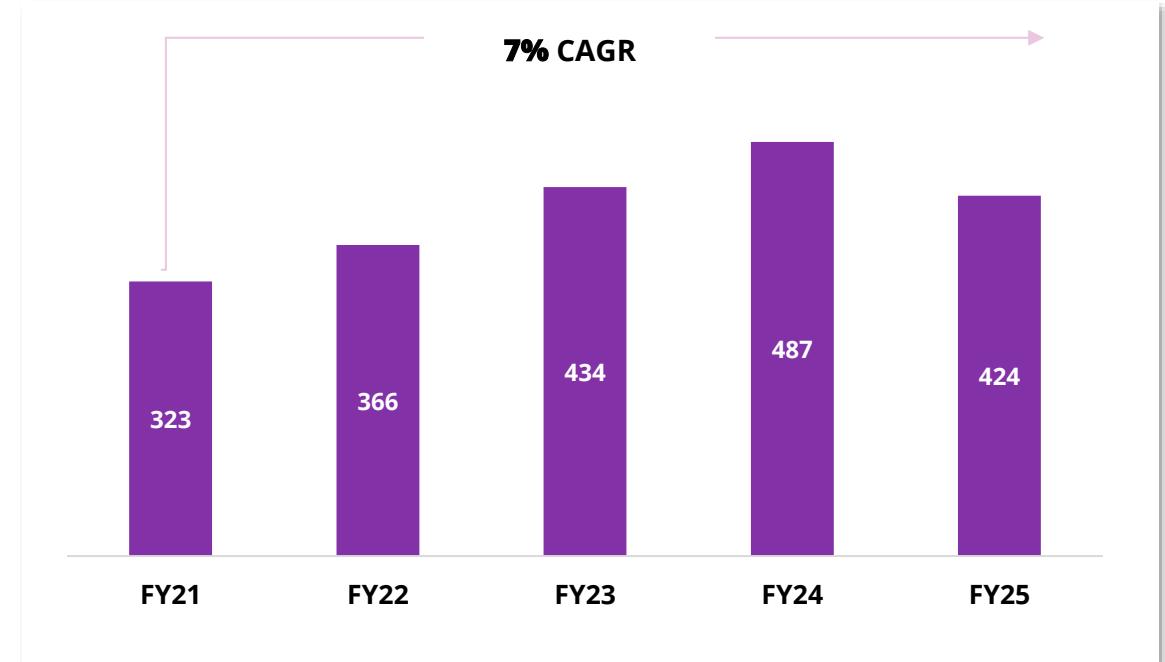
200+ Government schemes and subsidies require PAN

Stable recurring revenue potential backed by government mandates & rising compliance needs

Protean - Annual PAN Issued (in cr.)



Tax Services Revenue (₹ in cr.)



In 2004,
Protean set up the Tax
Information Network

- Largest issuer of India's Digital Tax Identity
- Asset light,
- Prepaid B2C
- Transactional Business

~7-8 Cr
PAN cards issued
per year

~54.7 Cr
Cumulative PAN cards
issued by Protean growing
at 19% CAGR

64%
Protean Market Share
in Cumulative
PAN Issuance



Central Recordkeeping Agency

NPS|APY|UPS

01

CRA Services: Large Headroom for Growth

02

Protean – Strengthening the Social Security Infra



Government Support for Pension Expansion

- NPS employer contribution** increased from **10% to 14%** (under the New Regime)
- Under **New Tax regime, NPS is the only deduction allowed**
- Unified Pension Scheme** launched: set to serve **35 lakh** Central Govt. employees with a potential to serve 65 lakh+ State Govt. employees
- Association of NPS Intermediaries launched:** To unify and strengthen NPS intermediaries

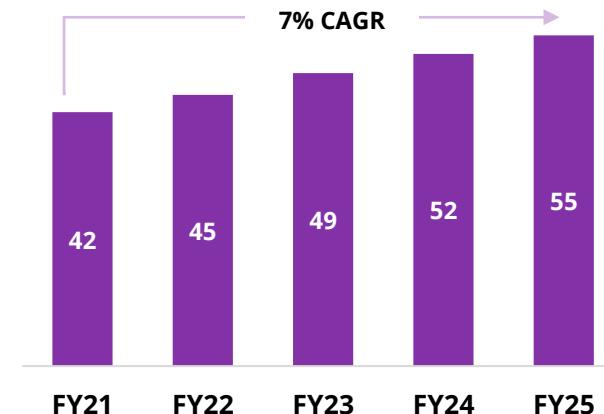


Growth Drivers

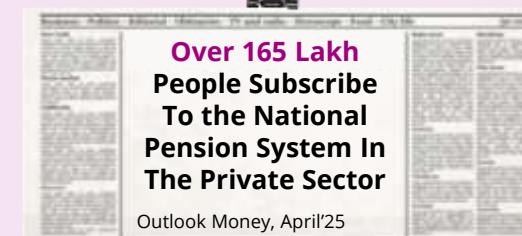
- Low Pension Coverage (AUM)** : India's ~ **17% of GDP** vs **55%+** in OECD nations
- Pension Penetration : 54% (US) vs 6% (India)**
- NPS & APY AUM growing at ~ **30% CAGR (5 years)**
- Underserved Market** : NPS AUM at ₹14T vs ₹75T in mutual funds
- Global Benchmarking** : India ranks **44/48** in Mercer Global Pension Index (2024), indicating significant expansion scope



No. of Accounts under PM Jan Dhan Yojana (In Cr.)

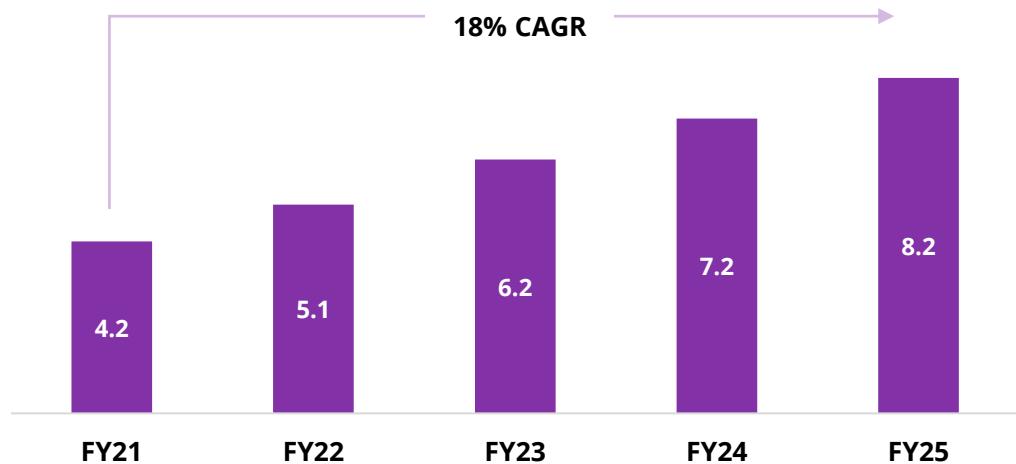


India's Social Security Push

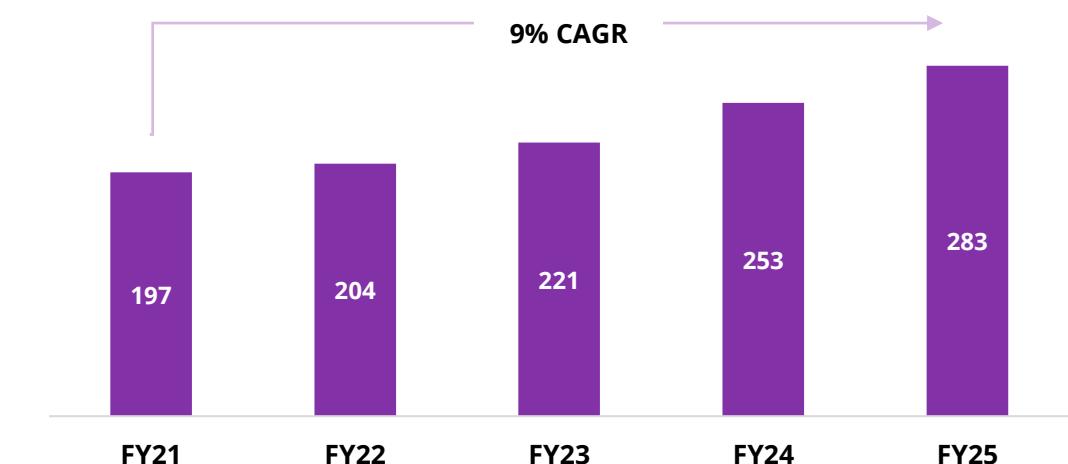


Source: Multiple news articles, industry reports

CRA Services – No. of subscribers (in cr)



CRA Services - Revenue (₹ in cr)



Protean's Dominant Position...



Built India's First Digital Pension Infrastructure – enabling seamless onboarding and servicing



India's largest CRA with 98%+ market share in NPS, APY and UPS Primary CRA for Unified Pension Scheme



Developed a **robust, fully compliant platform for UPS** in record time demonstrating **Tech Excellence and Commitment**



Dual revenue stream – Primarily more than **92% annuity revenue**



Key Contributor : India's Foundational Identity



01

Steady growth in Digital Identity Services

02

Protean - Comprehensive Service Portfolio

03

Data Stack: Opportunity

Growth Drivers



Increase in Mobile Phone and Internet Subscribers

- 1.1 Bn+ Mobile Connections
- **~720 Mn** Smartphone Users in 2025 (over 40% access financial services)
- **~900 Mn** internet users (2025)
- **218K Village Councils** connected to Broadband (Bharatnet)
- Mobile data costs **37 times lower than US**



Banking Penetration and Digital Transactions

- **80%+** Banking Penetration (**550 Mn** Accounts with balances of over **INR 2.1 Tn**)
- **1.6 Mn** bank accounts opened per day (FY25)
- Interoperable Banking Infra (CBS, NFS, AePS) - Distance to Bank reduced to **0 KM**
- **613 mn** digital transactions happening in a day; **UPI - 18.4 Bn+** transactions (June 2025)
- Since **UPI's launch (2017)**, India has been improving financial inclusion at a **CAGR of 5%+**

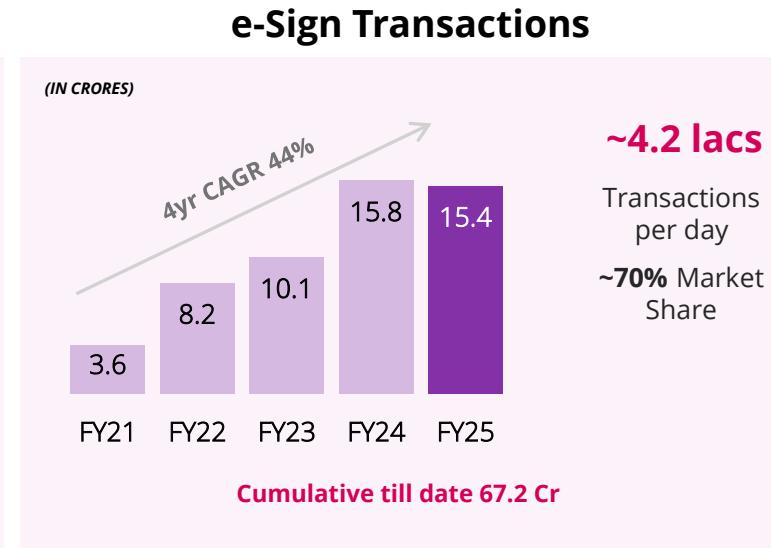
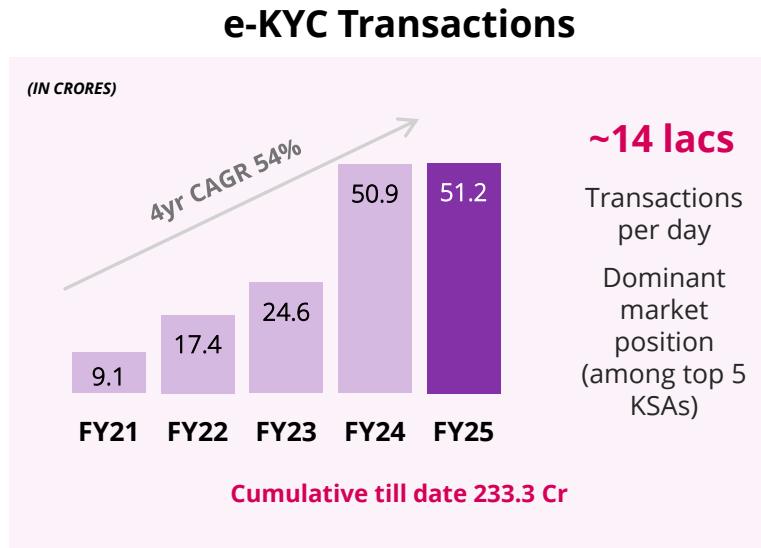
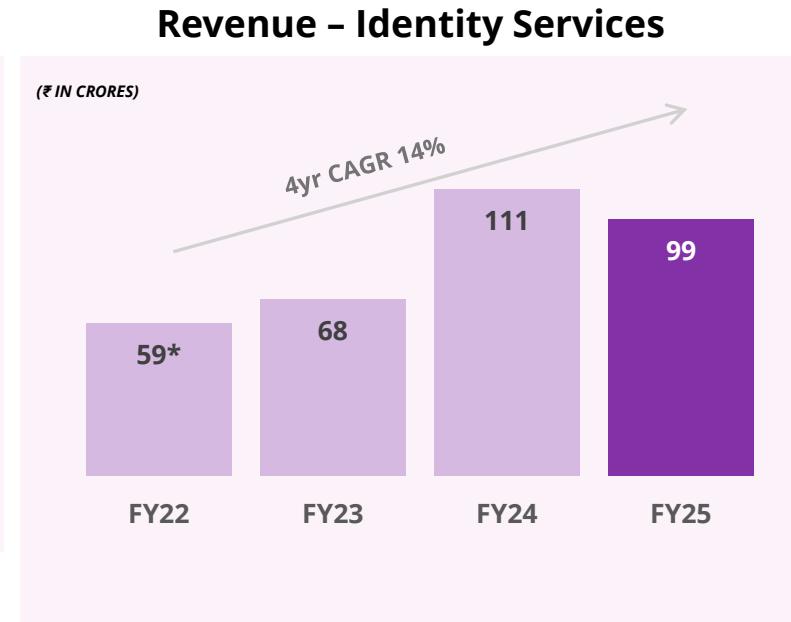
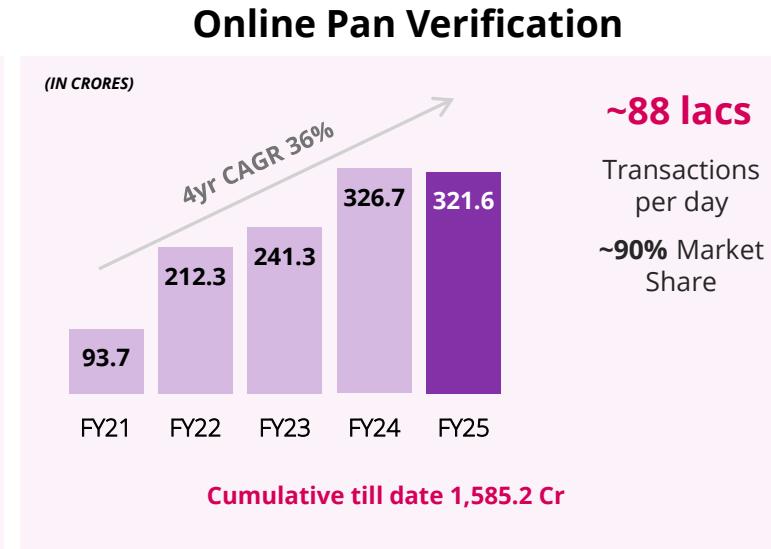
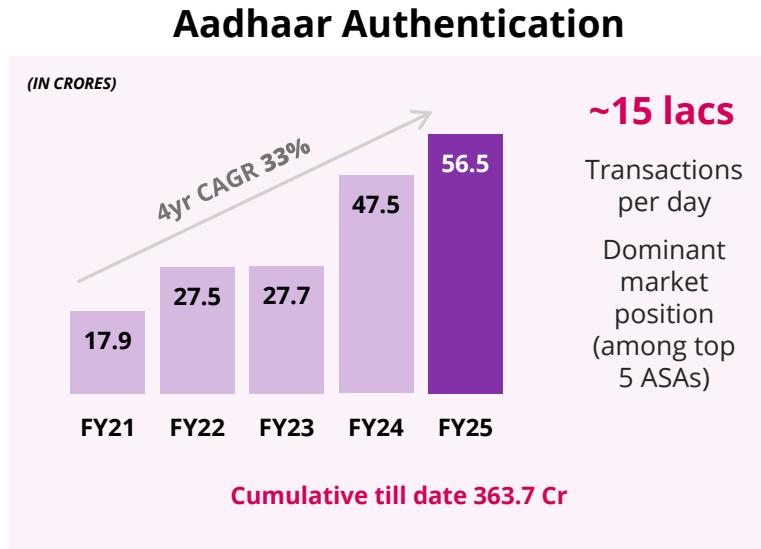


World's largest Direct Benefits Transfer Programme

- Estimated Savings of **\$52 Bn** across DBT schemes since **2013-14**
- **\$227 Mn+** Direct benefits transferred per day in 2025
- **300+ schemes** and **900 Mn** beneficiaries (FY25)

Strong growth in Infrastructure Development – Physical and Digital

Accelerated adoption of digital and financial services, leading to increased demand for Digital Identification and Verification



Sole provider of all four foundational identity services: E-sign, EKYC, Aadhaar Auth and OPV

*adjusted for revision in UIDAI Charges from Rs.20 per transaction to ~Rs.3 per transaction which is pass through cost for the company

Data Stack: Opportunity



Opportunity Size (in Cr)	Value Proposition
~1,700	<ul style="list-style-type: none">• Sole provider with end-to-end stack: Aadhaar e-Sign + e-Sign Workflow + e-Stamping + Document Management System• Market leader with strong forward and backward integration (in-house e-KYC and ESP license)• Highly configurable basis client needs
~12,000	<ul style="list-style-type: none">• Comprehensive multi-sectoral API marketplace for Digital Onboarding, Identity Verification, etc.• Powering RBIH ULI & Government's API Setu• Fully automated workflows with sandbox capabilities
~400	<ul style="list-style-type: none">• Sole provider of all 4 foundational identity services (e-KYC, Aadhaar Auth, OPV and e-Sign)• Market leader across BFSI segment• Robust system architecture designed for high-throughput and continuous availability at scale

Positioning Protean as a partner of choice for both public and private sector players

Source - Multiple online research platforms and news articles.



Open Digital Ecosystems - ODE

01

Building Digital Public Infrastructure layer by layer

Building Digital Public Infrastructure layer by layer to solve for population scale challenges

Aligned with India's visionary DPI framework built on open standards and protocols,
Protean continues to contribute towards multisectoral Open Digital Ecosystems



TAX

PAN - Digitally Verifiable Identity

Tax Information Network
Direct & Indirect taxes
Automation of Central Excise and Service Tax



CRA



Broadened the ambit of Pension system in India

Central Recordkeeping Agency for

- NPS
- APY
- UPS



IDENTITY

Sole provider of all four foundational identity services

- eSign
- eKYC
- Online PAN Verification
- Aadhaar Authentication



INSURANCE

Creating a unified digital marketplace that seamlessly connects **customers, insurers and intermediaries**, fostering **financial security** nationwide



Open Network for Digital Commerce

20+ Hyperlocal domains including:

- Mobility & Transport
- Open Finance
- Groceries & Fashion
- Electronics



- Farmer ID
- Land Record
- Crop Registries
- Soil Health Record
- Agri Finance
- Customized Advisory



Decentralized network for:

- Education Finance
- Skilling
- Learning
- Sustainable Livelihood



Building Digital Health Ecosystem

- Health ID Issuance
- Health Facility Digitization
- Personal health record app
- Health Exchange



Cloud and Infosec

01

Cloud and Infosec

India's cloud computing market is projected to grow at a CAGR of 26.5% and reach ~USD 76 billion by 2030, as compared to ~USD 18 billion in 2024.



Growth Drivers

Accelerated digital adoption across key sectors (finance, healthcare, manufacturing, government)

Ongoing national programs like Digital India, e-governance, and data localization mandates

The rise of AI, analytics, edge computing, and pay-as-you-go models

Increased public and private sector cloud investments, including major expansions from global players and Indian IT firms

Certifications -

MEITY, PCI-DSS, SOC 1, SOC 2, SOC 3, ISO, HIPPA

Protean's Offerings	Value Proposition
Protean On-Premise Cloud	One of India's few providers of self-service on-premise cloud that uses open-source tech to significantly cut costs .
Managed Security Operation Center	India's homegrown Managed SOC with in-house SIEM expertise , and a strong foundation in compliance and privacy.
Quantum Safe Data Vault	The sole 'Made in India' Quantum Safe Data Vault, uniquely integrated with digital services like e-Sign .
Secure API Gateway	Strategic integration of Yappes API Gateway enables expansion and scalability across BFSI, healthcare, and government sectors .
AI in a Box	Delivers modular, scalable in-house AI models tailored to enterprise needs.

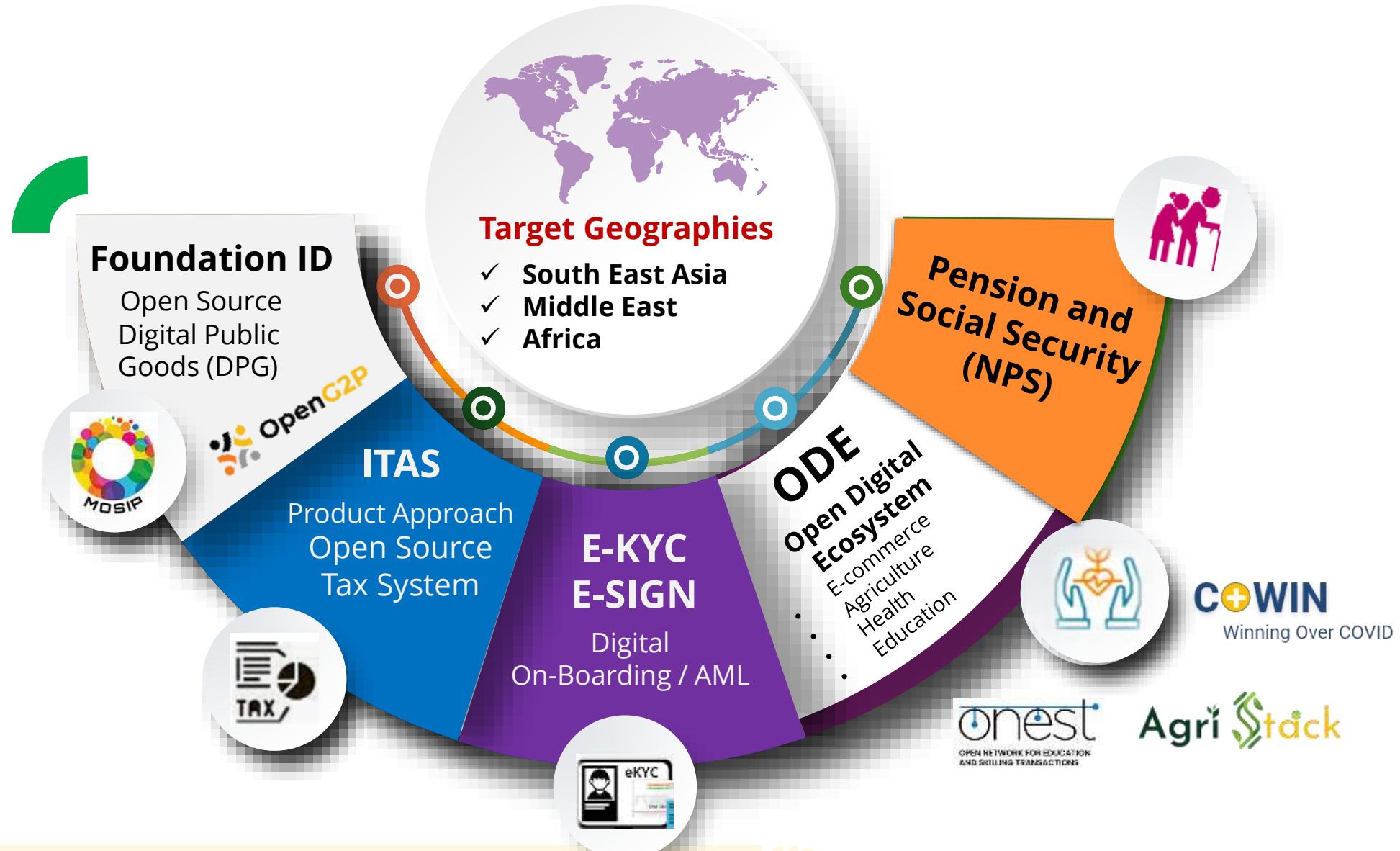


International Business

01

DPI Components – For International Markets

DPI Components – For International Markets



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