

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



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**



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

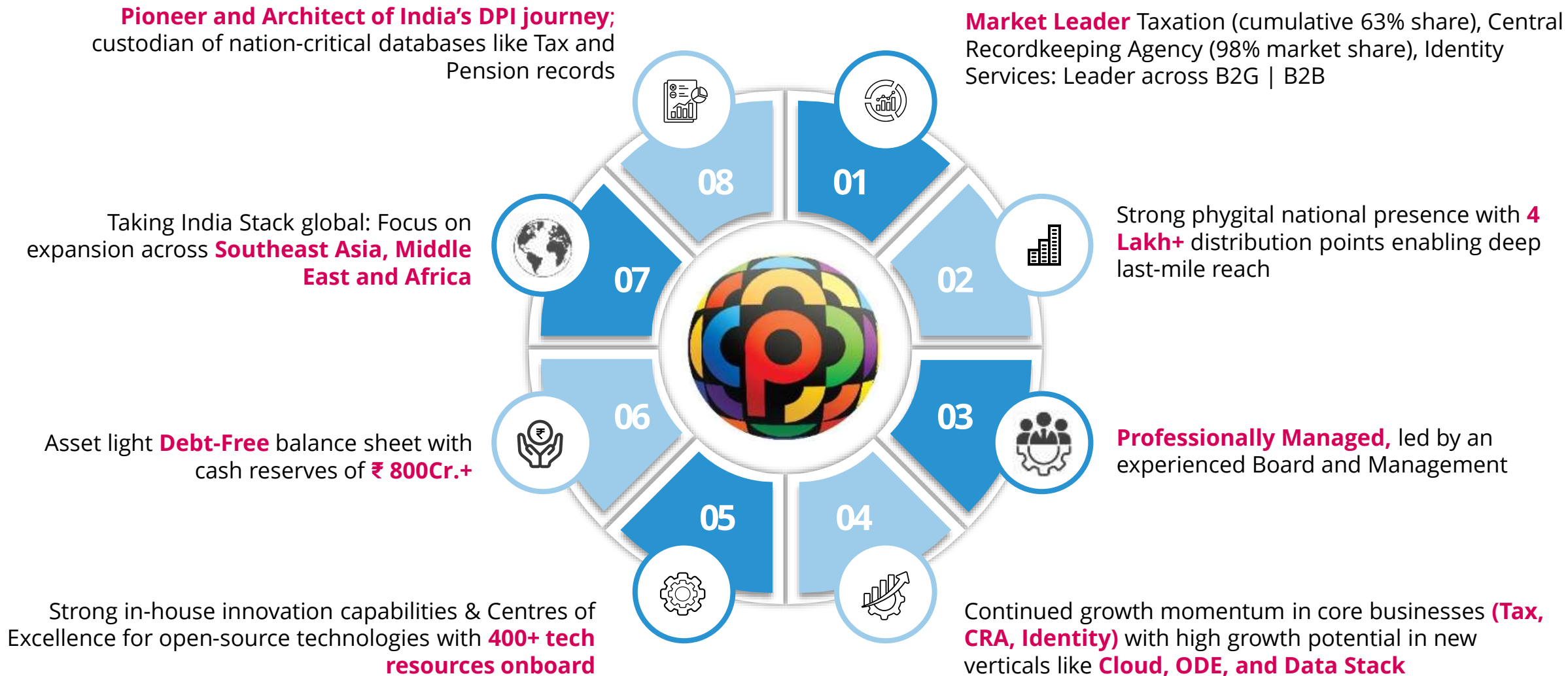
Powering Enterprise Digitization

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

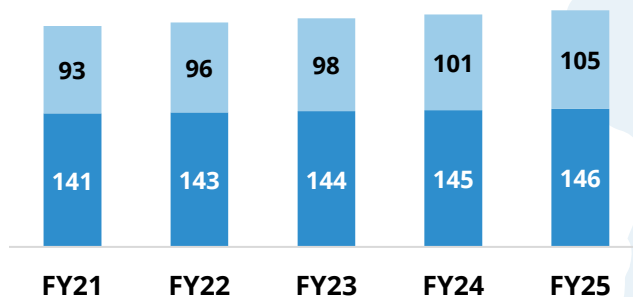
Demographic Shift

Enabling inclusion across age, income, and geography

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

Population Growth (in Cr)

■ Population ■ Working population



Rising working age population
Rising tax-payer base

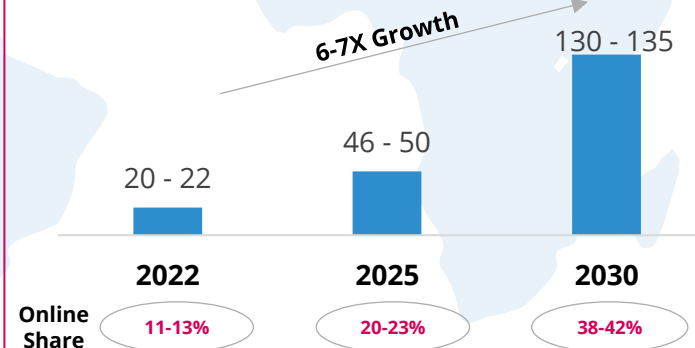
Financialization

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**

Digital Personal & Consumer loans (\$Bn)

45% YoY growth in the number of digital loans originated



Rising per capita income
Growth in household savings

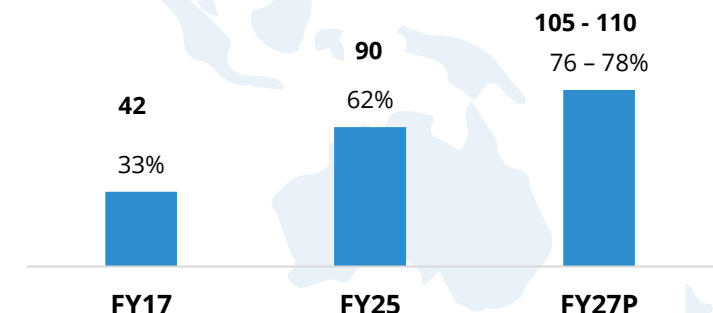
Digitization

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

Internet Penetration

Number of Users (in Cr)



Increasing internet penetration
..with rising volume of digital payments

Our Edge

Opportunity Size

Tax Services

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



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

CRA Services

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



- **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 Identity & Data Stack

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



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

Open Digital Ecosystems

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



- 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**

Cloud & Infosec

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



- 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.



01

MD Commentary

02

Q2FY26 Key Highlights

03

Strategic Win – Landmark UIDAI ASK Mandate

04

Global Fintech Fest - 2025

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Key Drivers – Quarterly

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Financial Performance

Q2FY26 Update



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 position's 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.

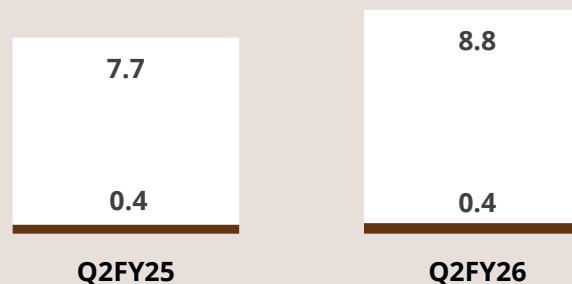
PAN Services



■ Offline ■ Online

Total PANs issued till date 54.7 Cr

CRA Services



■ Cumulative ■ New Additions

e-Sign Transactions

(in crore)



Cumulative till date 67.2 Cr

e-KYC Transactions



Cumulative till date 233.3 Cr

Aadhaar Authentication



Cumulative till date 363.7 Cr

Online Pan Verifications



Cumulative till date 1,585.2 Cr

(₹ 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% |
| EBITDA Margin | 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% |
| PAT Margin | 9.0% | 12.0% | -302 bps | 10.0% | -96 bps | 9.5% | 10.9% | -148 bps |

(₹ in crore)

| Assets | Sep'25 | Mar'25 |
|------------------------------------|--------------|--------------|
| Tangible Assets | 42 | 47 |
| Right-of-use / Intangible Assets | 127 | 116 |
| Financial Assets | 516 | 616 |
| Other Non-Current Assets | 42 | 56 |
| Total Non-Current Assets | 727 | 836 |
| Trade Receivables | 238 | 144 |
| Cash and Bank | 108 | 136 |
| Other Financial and Current Assets | 244 | 191 |
| Total Current Assets | 589 | 471 |
| Assets Held for Sale | - | - |
| Total Assets | 1,316 | 1,307 |

| Equity & Liabilities | Sep'25 | Mar'25 |
|---|--------------|--------------|
| Shareholder's Equity | 1,018 | 999 |
| Borrowings | - | - |
| Lease and Other Non-Current Liabilities | 72 | 82 |
| Total Non-Current Liabilities | 72 | 82 |
| Borrowings | - | - |
| Trade Payables | 111 | 103 |
| Lease and Other Financial & Current Liabilities | 115 | 123 |
| Total Current Liabilities | 226 | 226 |
| Total Liabilities | 298 | 308 |
| Total Equity and Liabilities | 1,316 | 1,307 |



Modernization of India's Tax Infrastructure

01

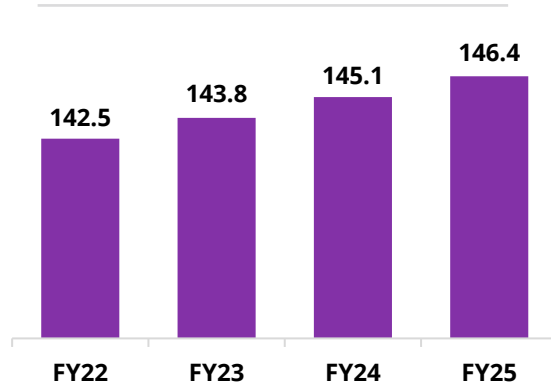
Growing Use Cases, Expanding TAM: PAN's Rising Utility..

02

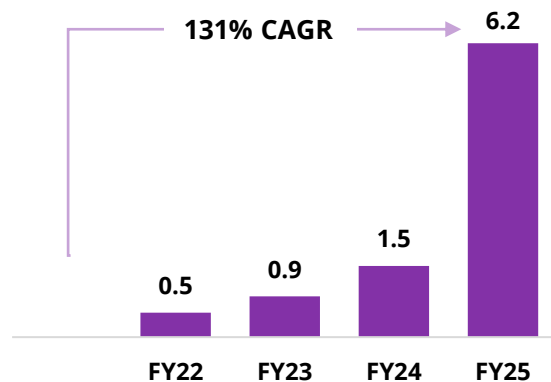
Protean – a leader in Tax Service

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

India's Population (in cr.)



MSME Registrations (in cr.)



Source: Multiple industry reports and news articles

~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

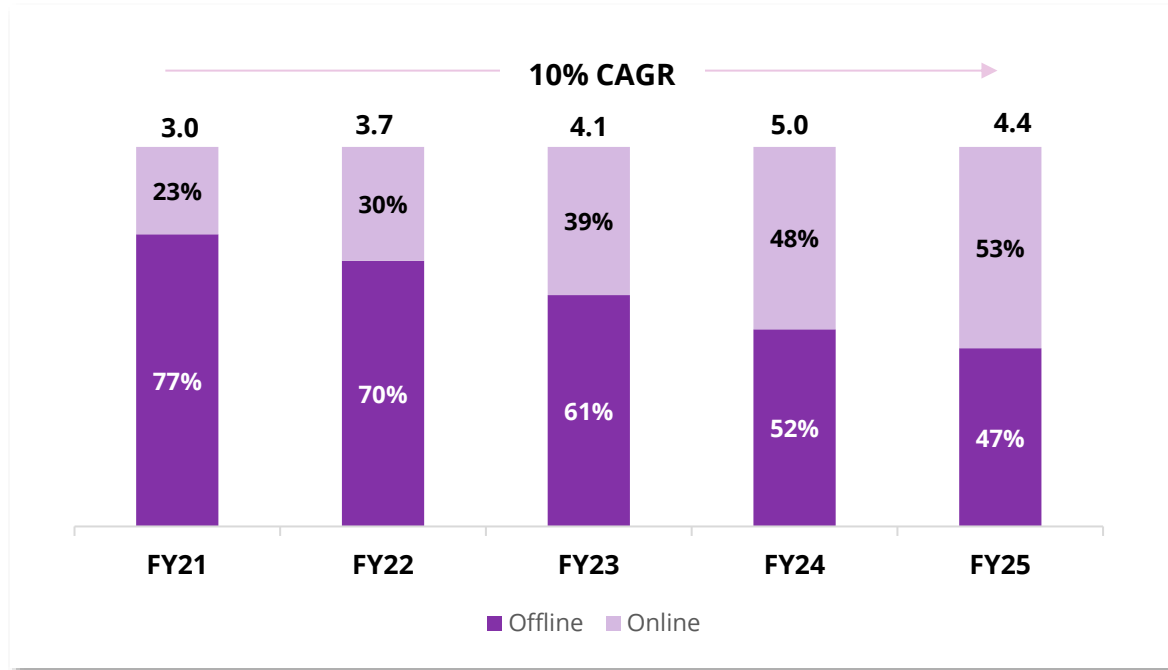
- Investments in stock market and mutual funds
- Availing credit from financial institutions
- Property transactions, jewellery purchase & foreign trips



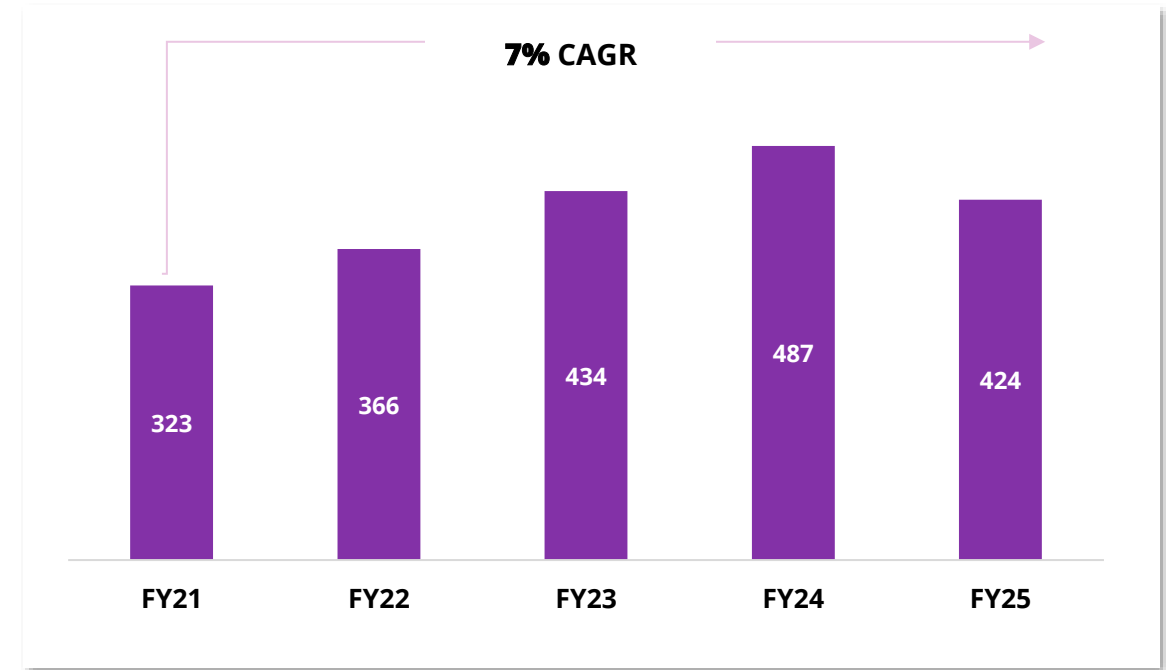
200+ Government schemes and subsidies require PAN

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

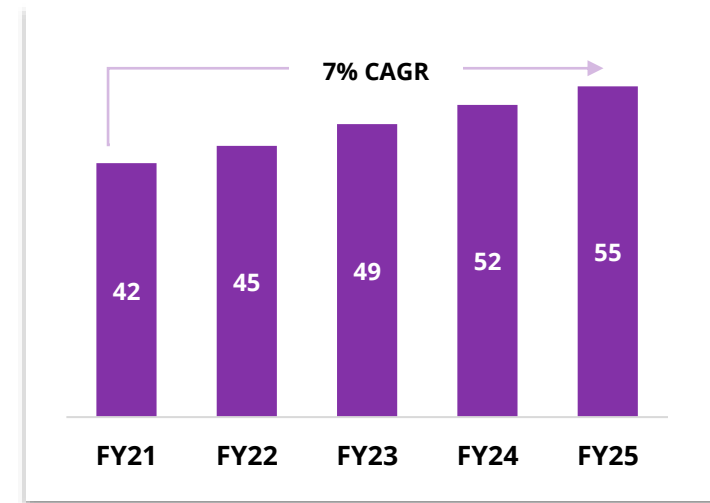


Growth Drivers

- **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



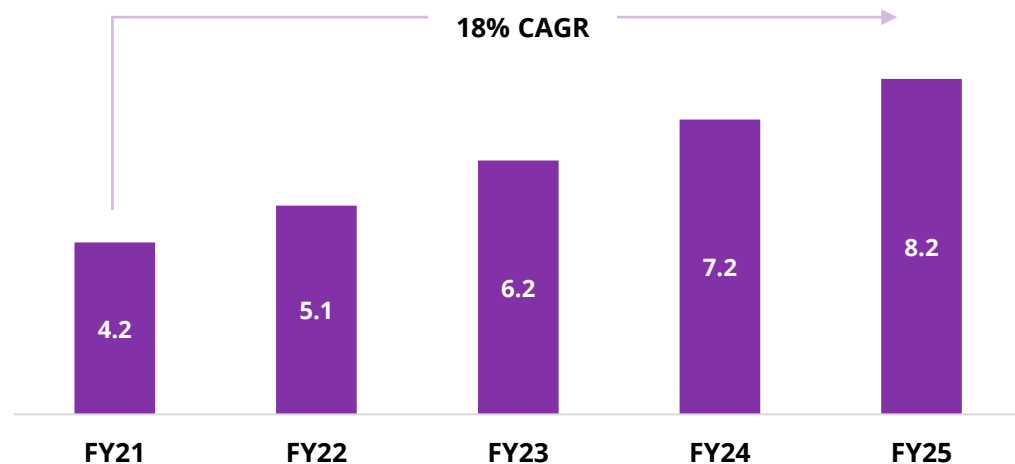
No. of Accounts under PM Jan Dhan Yojana (In Cr.)



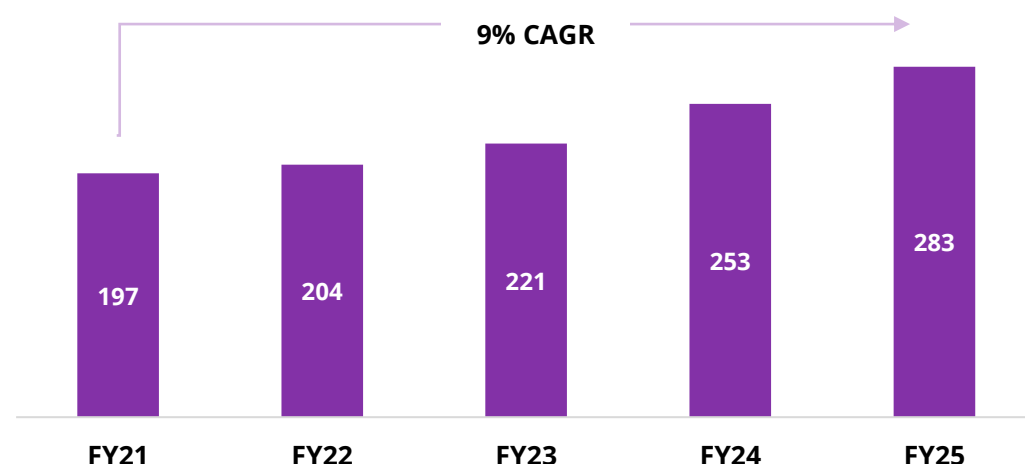
India's Social Security Push



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

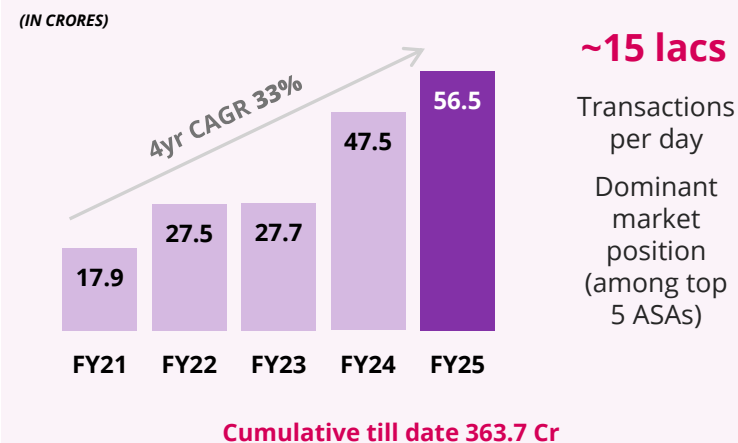
- Estimated Savings **of \$52 Bn** across DBT schemes since **2013-14**
- **\$227 Mn+** Direct benefits transferred per day in 2025
- **300+ schemes** and **900 Mn** beneficiaries (FY25)

Strong growth in Infrastructure Development – Physical and Digital

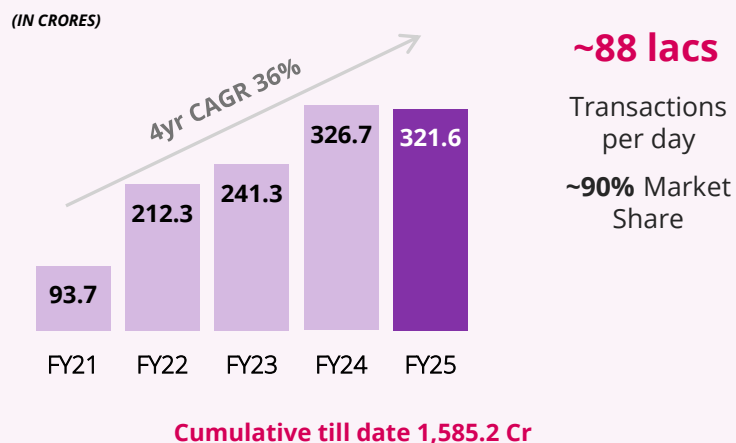
Accelerated adoption of digital and financial services, leading to increased demand for Digital Identification and Verification



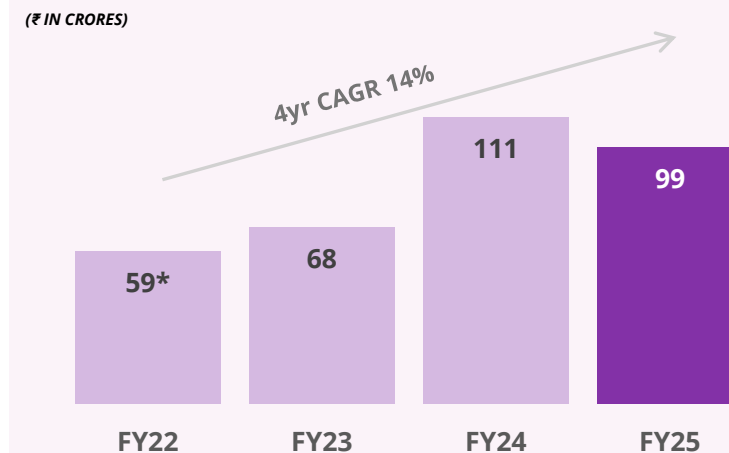
Aadhaar Authentication



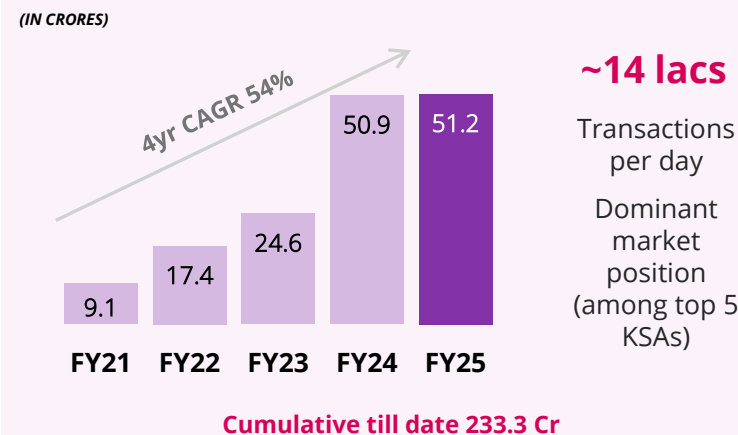
Online Pan Verification



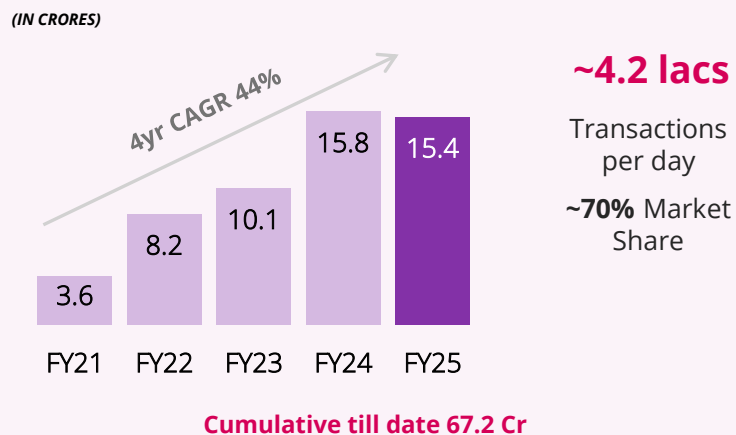
Revenue – Identity Services



e-KYC Transactions

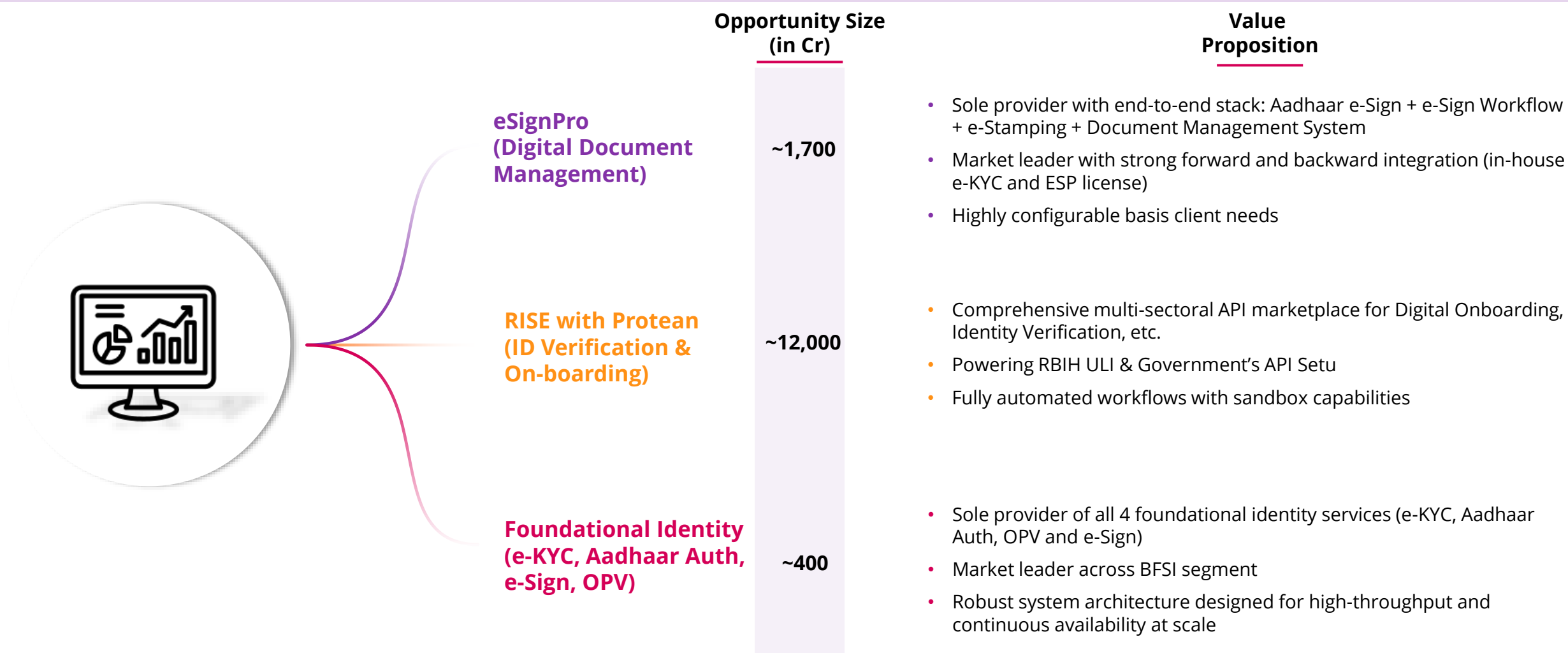


e-Sign Transactions



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



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



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



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



- 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. |

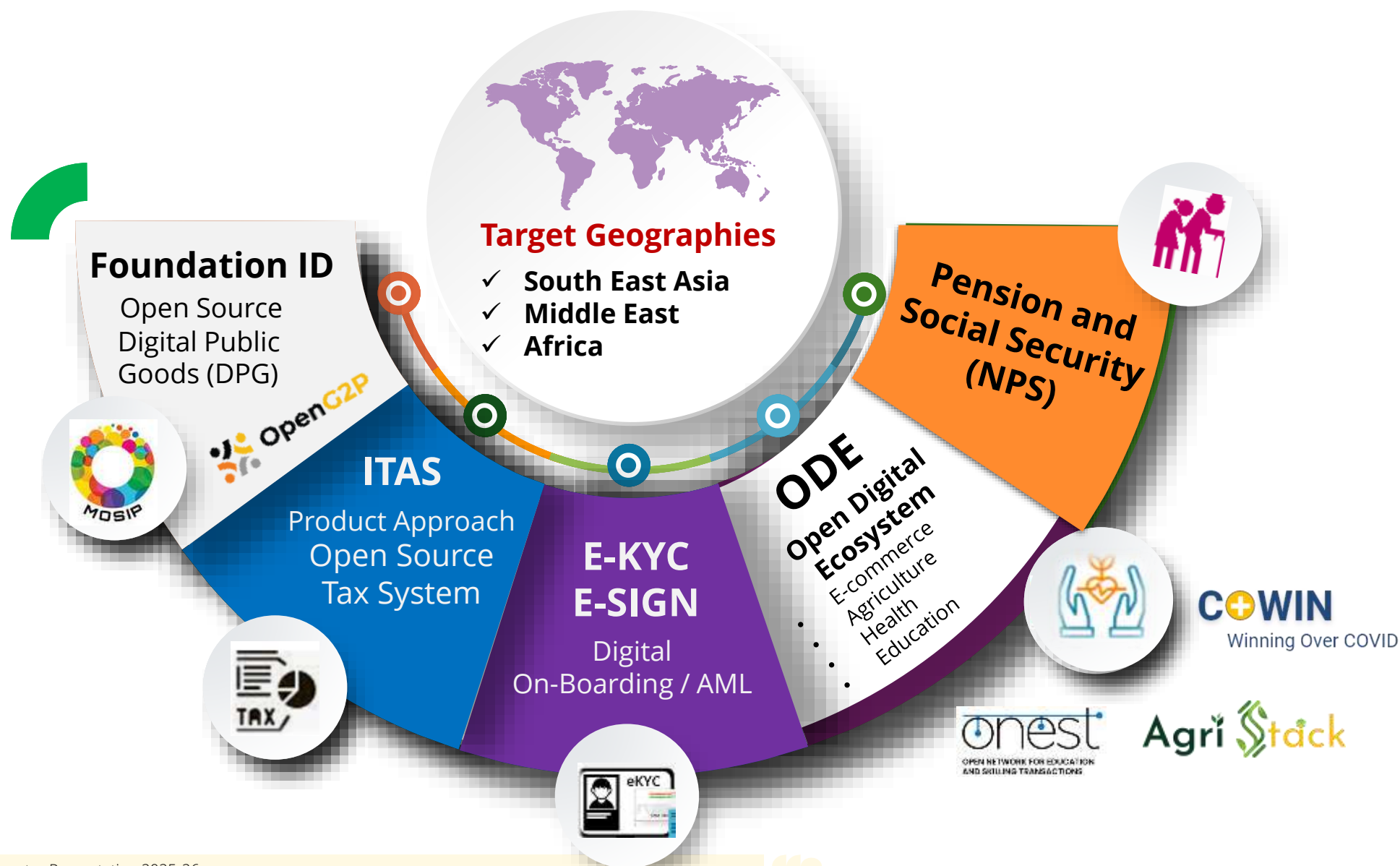




International Business

01

DPI Components – For International Markets



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Thank You

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