

Ref: Protean/Secretarial/2025-26/103

February 11, 2026

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 nine months ended December 31, 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 nine months ended December 31, 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



Q3 & 9MFY26

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

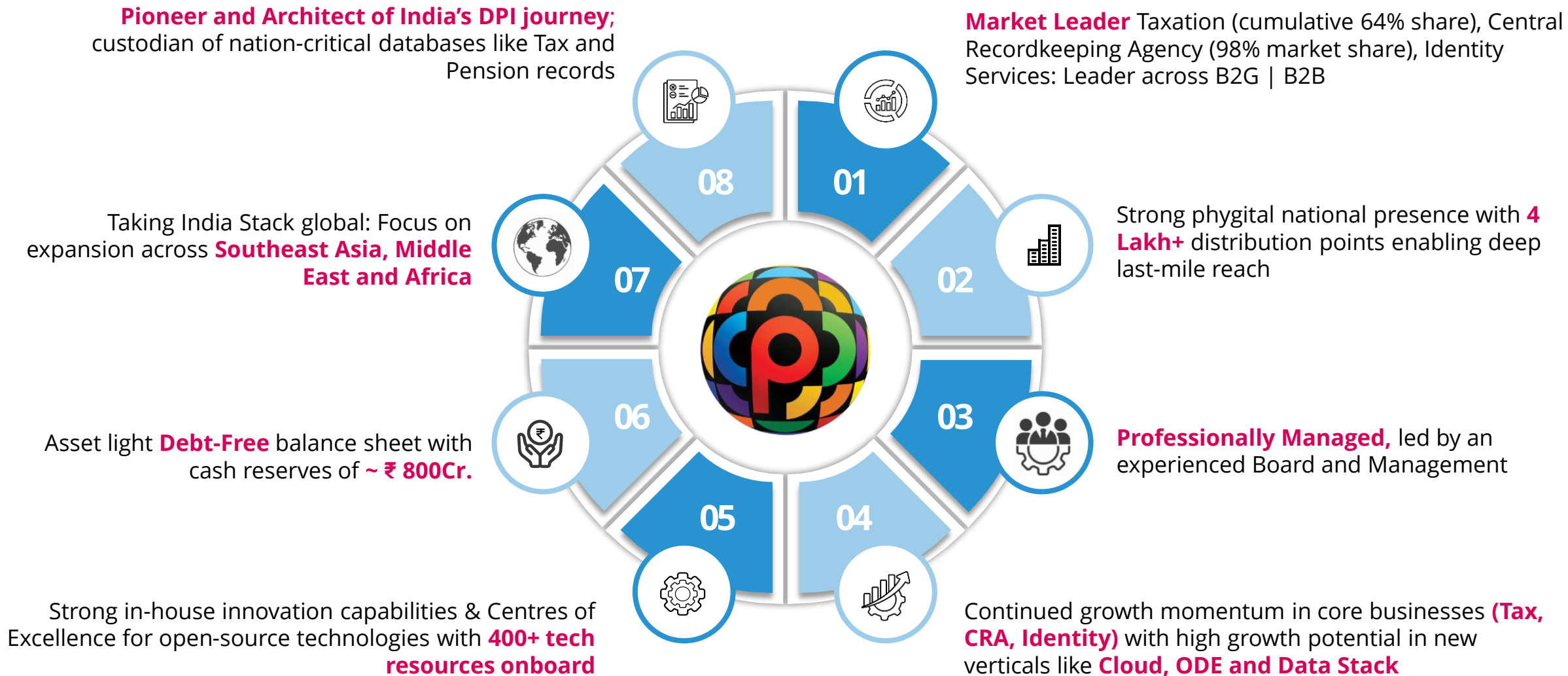
Powering Enterprise Digitization

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 **64% cumulative share** in PAN issuance

Transactional revenue with predictable stability

Central Recordkeeping Agency

- Largest Central Recordkeeping Agency
- **98% market share** with 9.1 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
- **Aadhaar Seva Kendra**

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

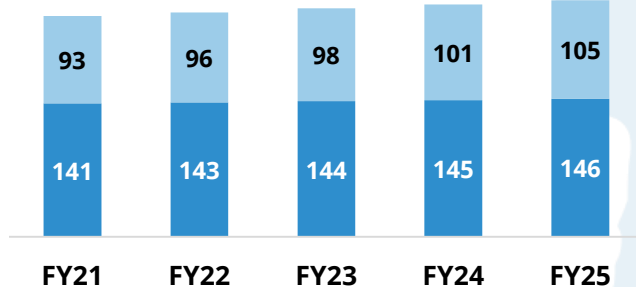
Demographic Shift

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

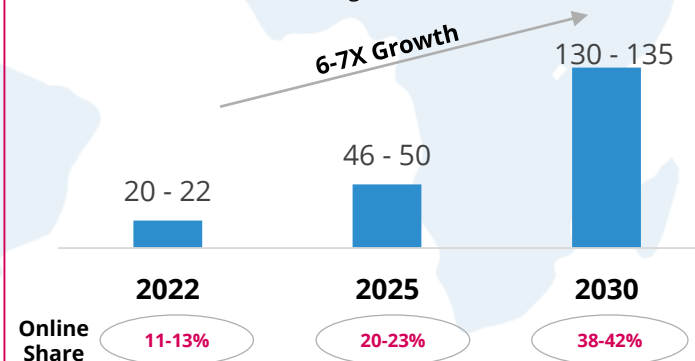
Financialization

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

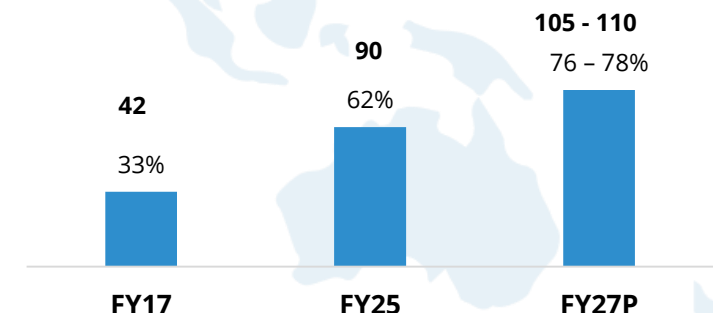
Digitization

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

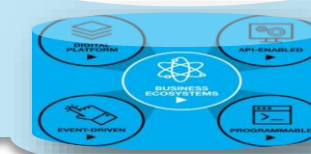
Sole provider of all 4 ID services, BFSI-preferred, with scalable, high-throughput infrastructure



- 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 GoI 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

Q3FY26 Key Highlights

03

UIDAI Mandate - Aadhaar Seva Kendra Rollout Progress

04

Strategic Acquisition - stake in NSDL Payments Bank

05

Key Drivers – Quarterly

06

Financial Performance

Q3FY26 Update



We remain on a strong trajectory for business diversification in line with our stated objectives



Mr. Suresh Sethi

Managing Director & Chief Executive Officer

"We remain on a strong trajectory for business diversification in line with our stated objectives. While we continue to build core digital rails at a population scale, we are progressively expanding into building the application and innovation layers for enterprise and consumer empowerment. This is borne out by our foray into multiple sectors of economy including agriculture, insurance, education, health and identity.

The ongoing regulatory reforms in the pension sector represent meaningful structural tailwinds, with a clear emphasis on expanding coverage, deepening participation, and driving long-term asset growth. These reforms are well aligned with our capabilities and position us to support the next phase of pension adoption.

We are steadily diversifying across international markets, leveraging India's DPI experience to build trusted digital infrastructure globally, while maintaining a disciplined, long-term focus on value creation."



Tax Services

The segment reported a 14% YoY revenue growth, driven by a 90-bps sequential gain in market share

This was also accompanied with a rise in overall PAN card issuances due to the extended deadline for Aadhaar and Pan card linkage

The company strengthened its market leadership with a 59% market share and issued over 1.1 crore PAN cards



CRA Services

PFRDA's ongoing reforms are reshaping India's pension landscape with a focus on accelerating pension adoption & long-term asset growth

Against this evolving backdrop, the company continues to deliver strong operating momentum

35 lakh new subscribers were onboarded, capturing 94% market share in the new additions

> 620 corporates were onboarded

The company continues to hold dominant market share of 98%



Identity Services

The segment recorded 7% combined volume growth across all four facets of digital identity

The volume growth is driven by continued momentum from the Digital India initiatives

Pricing at foundational level remained under pressure

The focus is on driving higher volumes, expanding market share and scaling value-added offerings



New Businesses

Marking a significant milestone, new businesses contributed 11% to the total revenue in 9MFY26 compared to 4% in FY25

The company has successfully completed the first phase of the planned rollout of Aadhar Seva Kendra (ASK), operationalising 34 ASK's across 19 States and UT's

Revenue generation has commenced from these centres, with early performance in line with expectations and providing visibility into sustainable, recurring revenues.

Revenue

₹ 229 crore
↑ 13% YoY

EBITDA

₹ 46 crore
↑ 34% YoY

PAT*

₹ 26 crore
↑ 15% YoY

Cash**

~ ₹ 800 crore
Zero debt

*PAT adjusted for Rs.4 crore one time impact of new labour codes

**Cash & Cash Equivalents



International Order Win

- Secured **strategic national mandate of ₹25 Cr.** to implement DPI & related services for **Ethiopia's Agriculture Ecosystem**
- The company will deliver an AI-powered digital platform encompassing end-to-end **design, development, deployment and support**
- Enabling a **unified eco-system through** farmer & farm IDs, integrated data and AI-driven advisory services



Rollout of Aadhaar Seva Kendra (ASK)

- Successfully completed **first phase** of planned rollout, operationalising **34 ASK's across 19 States and UT's**
- Revenue generation has commenced from these centres, with early performance in line with expectations and providing visibility into sustainable, recurring revenues



Revenue from New Business

- The current nine months contributed **11% to revenue from new businesses** vs 4% in FY25
- Revenue diversification is being driven by a **strategic move to next-generation DPI's** in emerging sectors.



Strategic Stake Acquisition

- **Acquired 4.95% strategic stake in NSDL Payments Bank** enabling to collaborate closely in co-creating, replicable certified digital banking technologies which can further be deployed across BFSI industry



UIDAI Mandate – Aadhaar Seva Kendra (ASK) Rollout Progress



Total ASK centres under mandate: 190
Update on Rollout Progress

190
**ASK's to be opened
across 190 Districts**

34
Phase 1 completed

Services Offered

All front-end services:

- Aadhaar enrolment
- Biometric capture
- Demographic updates
- Other Aadhaar services
- Mandatory biometric updates at ages 5 and 15 years

- Strategic acquisition of 4.95% stake in NSDL Payments Bank Limited (NPBL), a wholly owned subsidiary of NSDL
- Investment in NPBL reflects long term strategic alignment to build trusted, population scale infrastructure
- Opportunity to collaborate closely in co-creating replicable certified digital banking technologies which can further be deployed across the BFSI industry
- The collaboration integrates digital-first banking with DPI to transform identity, data, and consent into inclusive, scalable banking solutions
- Leverages complementary nationwide digital and assisted distribution networks to drive last-mile inclusion in MSME credit, pensions, and citizen-centric e-governance services



**Acquired
4.95%**

stake in NSDL Payments Bank

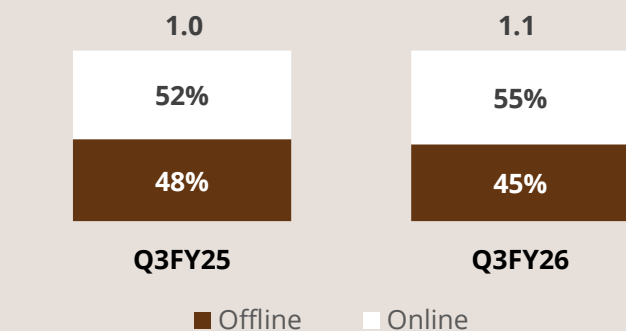
with an investment of

₹30.2 crore



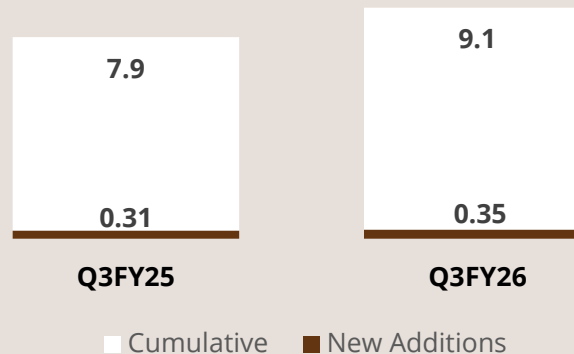
Strengthening Collaboration Across Digital Public Infrastructure and Banking

PAN Services



Total PANs issued till date 55.9 Cr

CRA Services



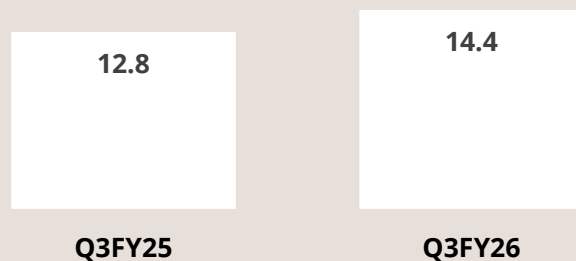
e-Sign Transactions

(in crore)



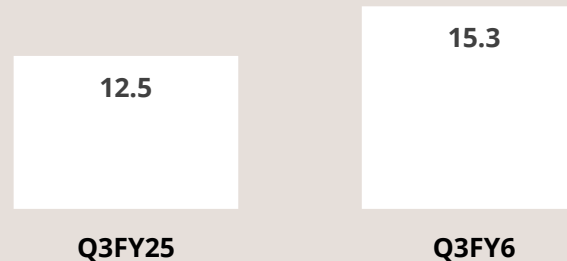
Cumulative till date 70.8 Cr

e-KYC Transactions



Cumulative till date 247.7 Cr

Aadhaar Authentication



Cumulative till date 379.0 Cr

Online Pan Verifications



Cumulative till date 1,664.1 Cr

(₹ in crore)

Particulars	Q3FY26	Q3FY25	YoY	Q2FY26	QoQ	9MFY26	9MFY25	YoY
Revenue from Operations	229	202	13%	251	-9%	690	619	12%
Other Income	14	19	-23%	15	-1%	58	52	11%
Total Income	243	221	10%	265	-8%	748	670	12%
- Tax Services	114	99	14%	107	6%	321	316	2%
- CRA Services	72	72	-	78	-7%	226	208	9%
- Identity Services	22	24	-7%	22	-	68	75	-9%
- Others	21	7	195%	43	-51%	75	20	281%
EBITDA	46	35	34%	44	5%	135	114	18%
EBITDA Margin	19.0%	15.6%	335 bps	16.6%	242 bps	18.1%	17.0%	103 bps
Profit before Tax*	33	29	17%	32	4%	98	93	5%
Tax	7	6	24%	8	-15%	24	21	12%
Profit after Tax*	26	23	15%	24	11%	74	72	3%
PAT Margin	10.9%	10.4%	50 bps	9.0%	187 bps	9.9%	10.8%	-83 bps

*Adjusted for Rs.4 crore one time impact of new labour codes





Modernization of India's Tax Infrastructure

01

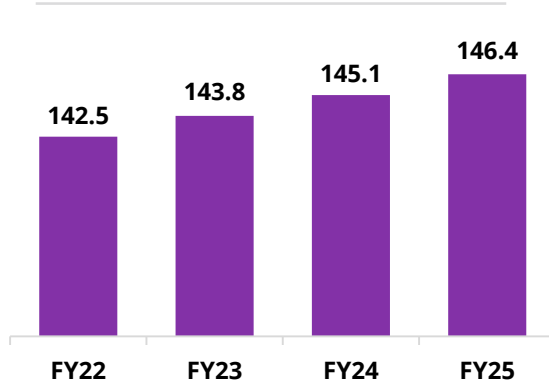
Growing Use Cases, Expanding TAM: PAN's Rising Utility..

02

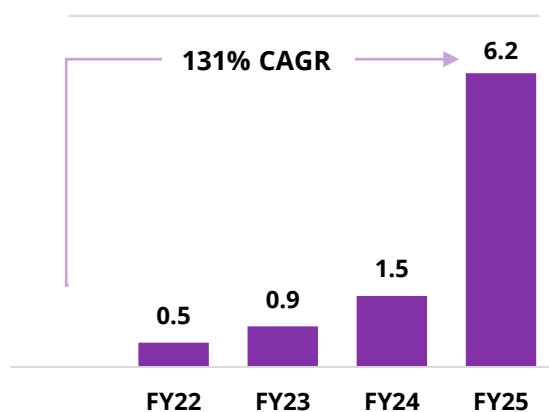
Protean – a leader in Tax Service

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

India's Population (in cr.)



MSME Registrations (in cr.)



~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

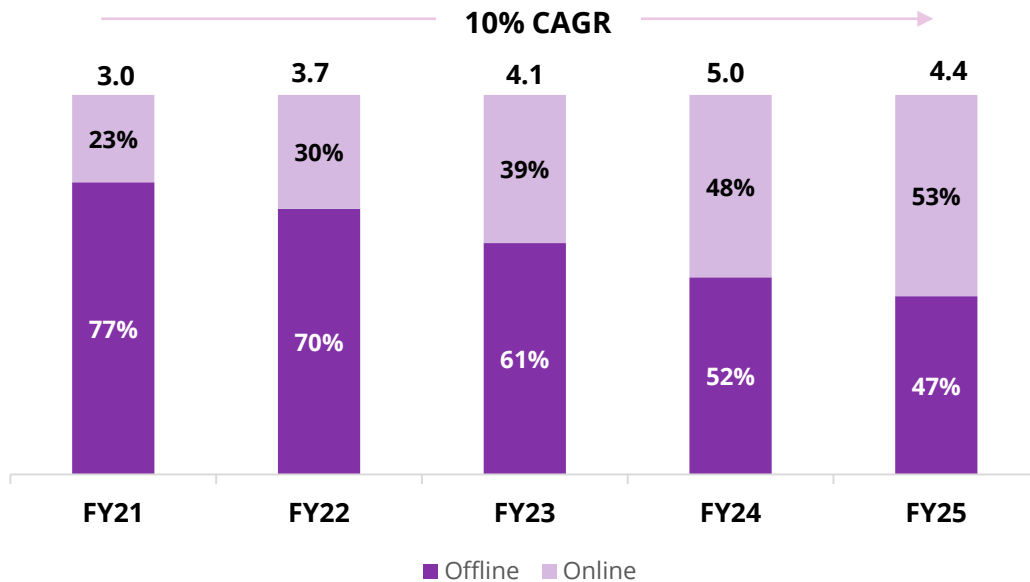
- Investments in stock market and mutual funds
- Availing credit from financial institutions
- Property transactions, jewellery purchase & foreign trips



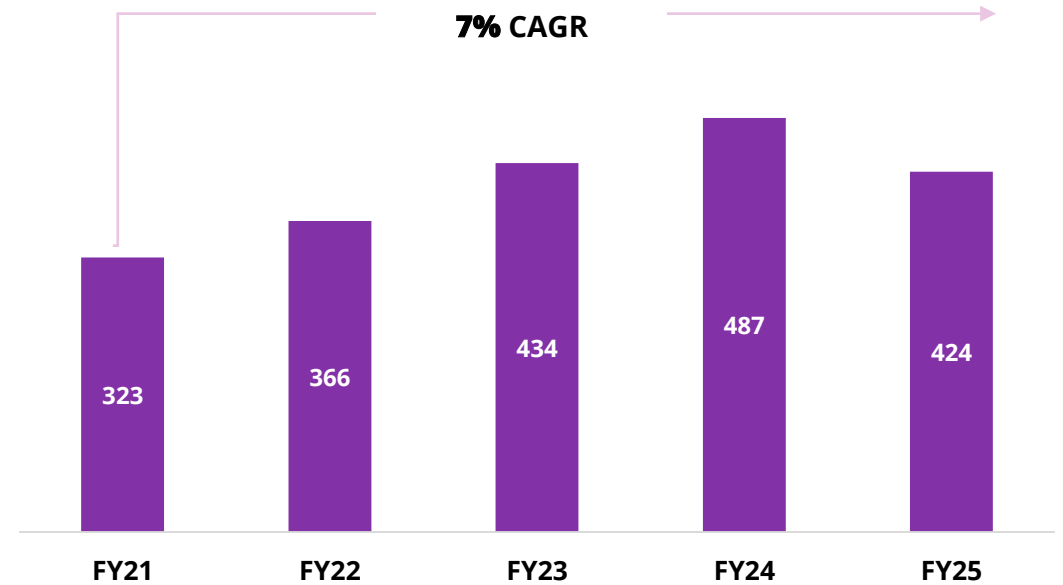
200+ Government schemes and subsidies require PAN

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

~55.9 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

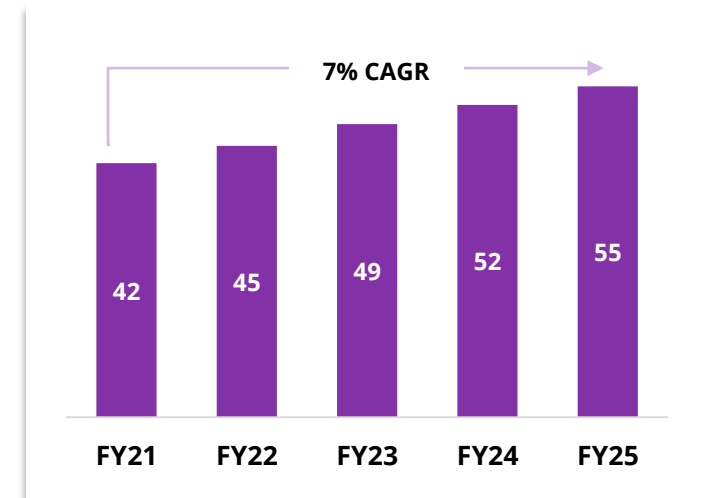


Growth Drivers

- **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



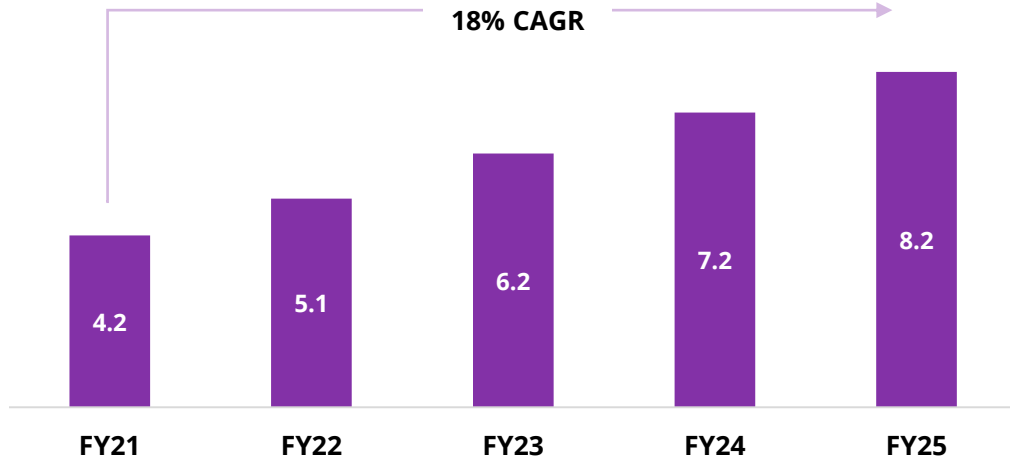
No. of Accounts under PM Jan Dhan Yojana (In Cr.)



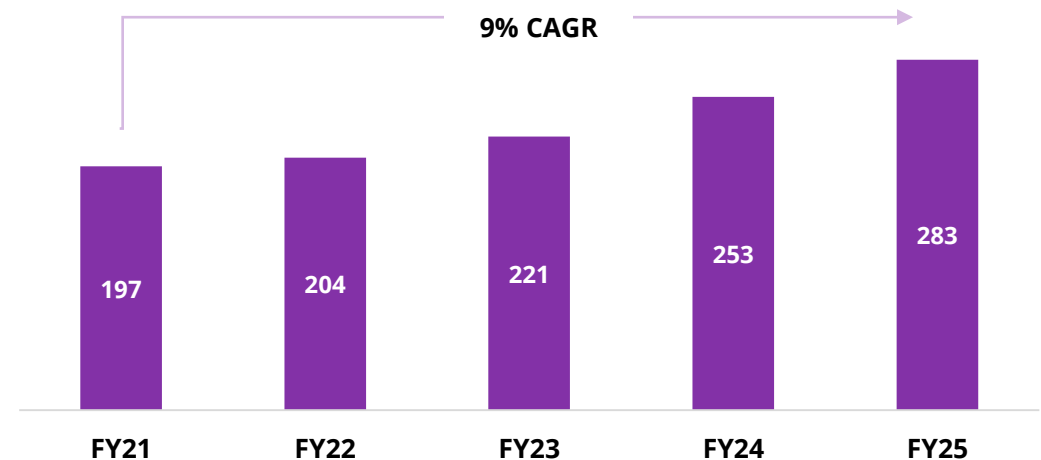
India's Social Security Push



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

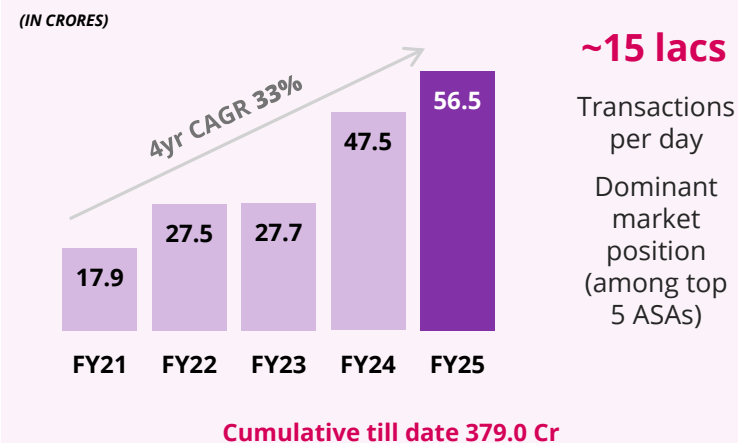
- Estimated Savings **of \$52 Bn** across DBT schemes since **2013-14**
- **\$227 Mn+** Direct benefits transferred per day in 2025
- **300+ schemes** and **900 Mn** beneficiaries (FY25)

Strong growth in Infrastructure Development – Physical and Digital

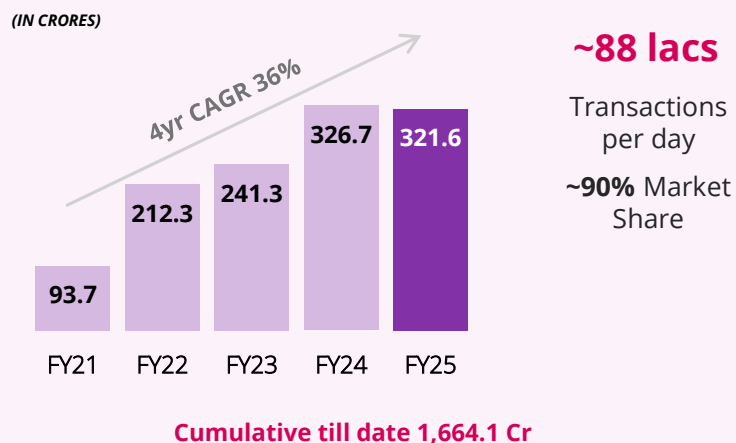
Accelerated adoption of digital and financial services, leading to increased demand for Digital Identification and Verification



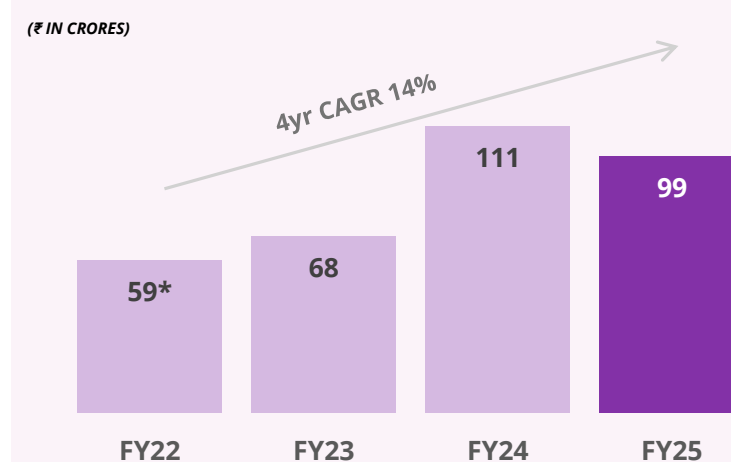
Aadhaar Authentication



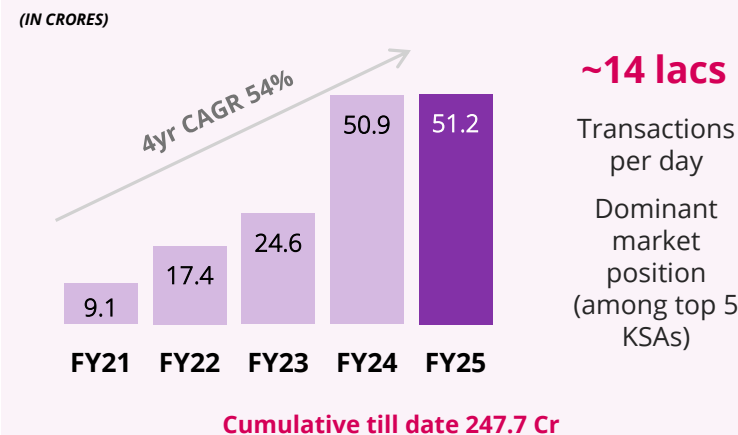
Online Pan Verification



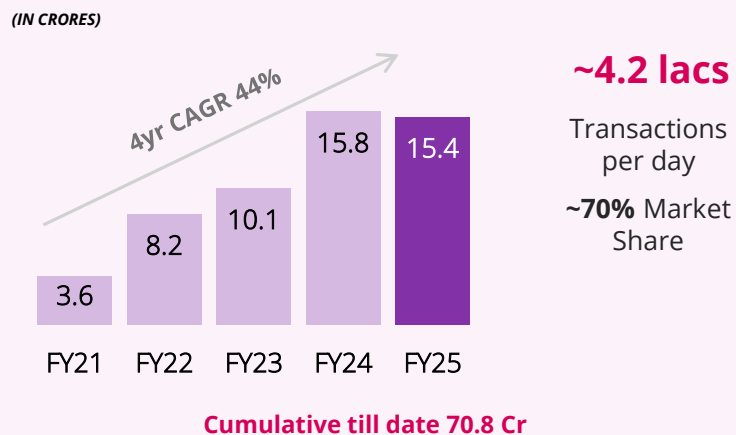
Revenue – Identity Services



e-KYC Transactions

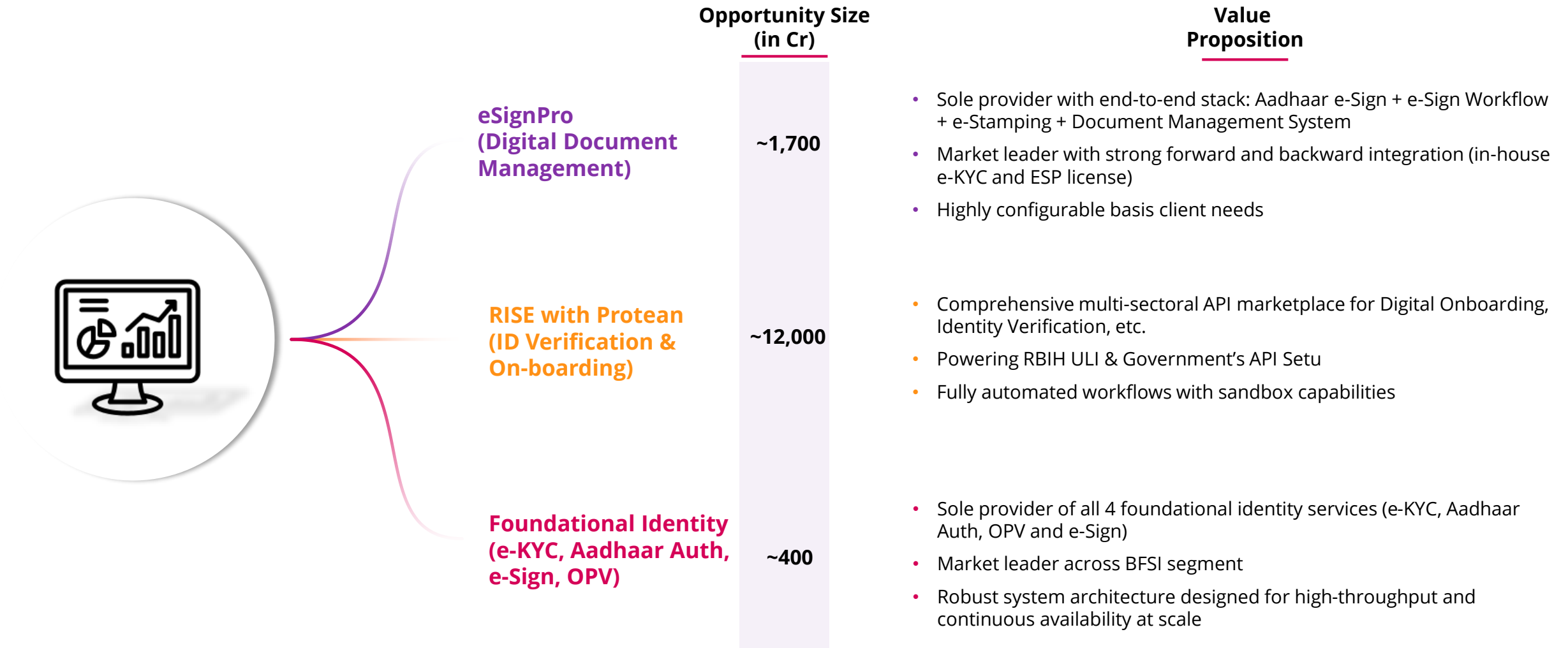


e-Sign Transactions

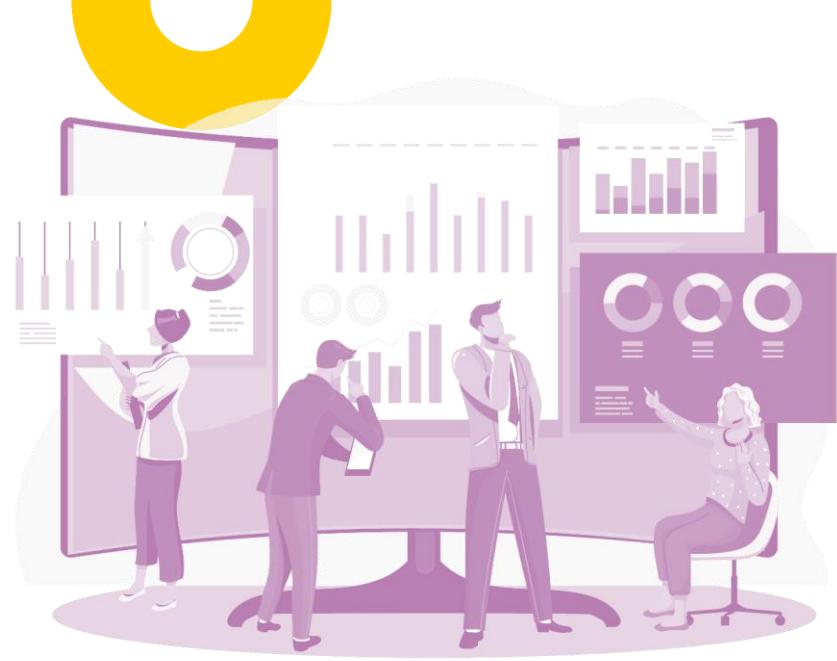


Sole provider of all four foundational identity services: E-sign, EKYC, Aadhaar Auth and OPV

*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

Digitally Verifiable Identity

- Permanent Account Number (PAN)
- Tax Information Network (TIN)
- Direct & indirect taxes
- Automation of Central Excise and Service Tax



CRA



Broadened the ambit of Pension system in India

Central Recordkeeping Agency for

- National Pension Scheme
- Atal Pension Yojana
- Unified Pension Scheme



IDENTITY

Sole provider of all four foundational identity services

- eSign
- eKYC
- Online PAN Verification
- Aadhaar Authentication
- Aadhaar Seva Kendra



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



- 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.

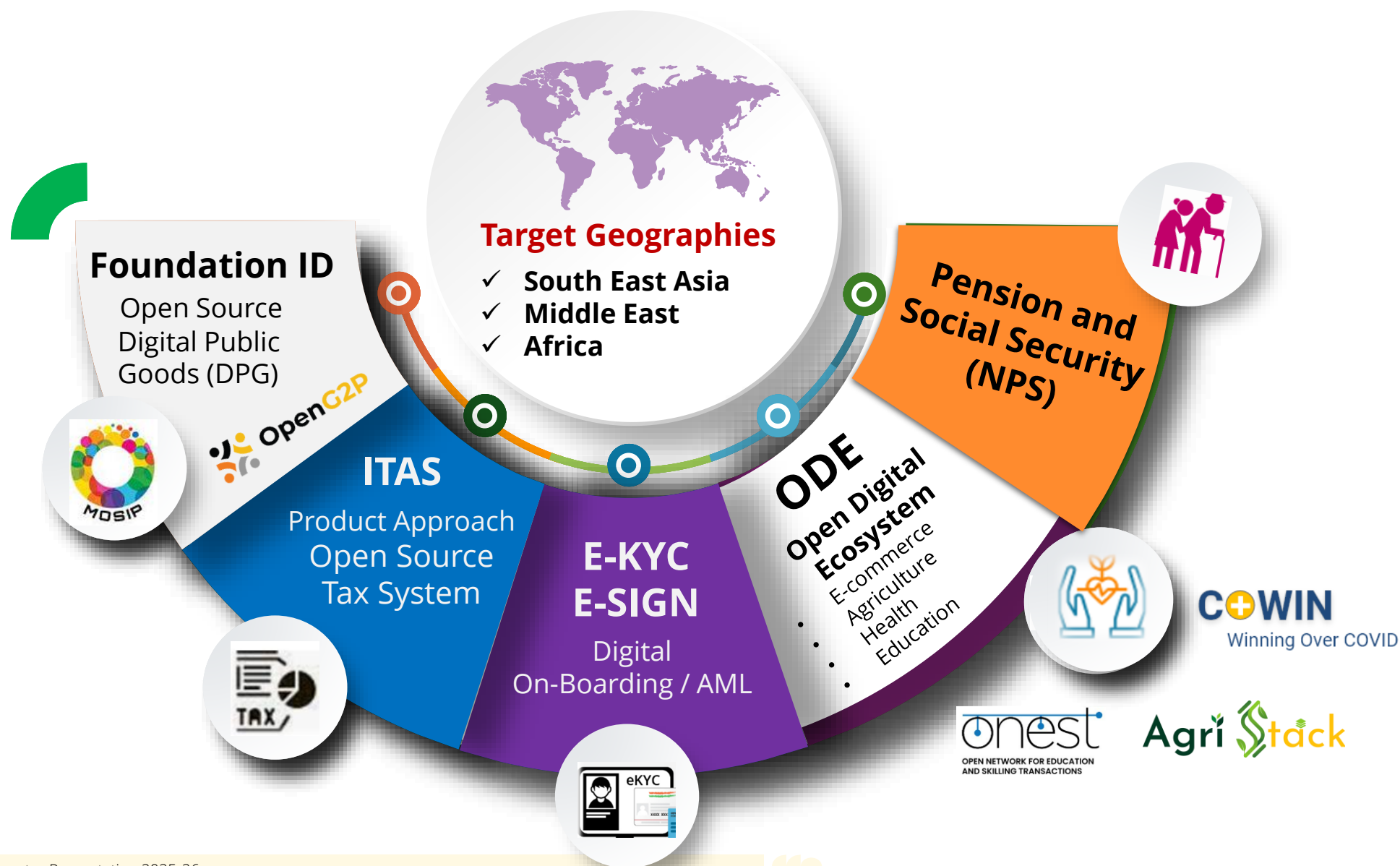




International Business

01

DPI Components – For International Markets



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Thank You

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