

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



**protean**

**Q3 & 9MFY26**  
**Investor**  
**Presentation**

**PROTEAN eGOV  
TECHNOLOGIES LIMITED**





# Index

---

01

**Company Overview & Investment Thesis**

02

**Q3FY26 Updates**

03

**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



# Uniquely Positioned for Future Growth



# Driving the Change: Building for Billions

## 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**

# Strategically Positioned to serve India's Digital Growth Story

## 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

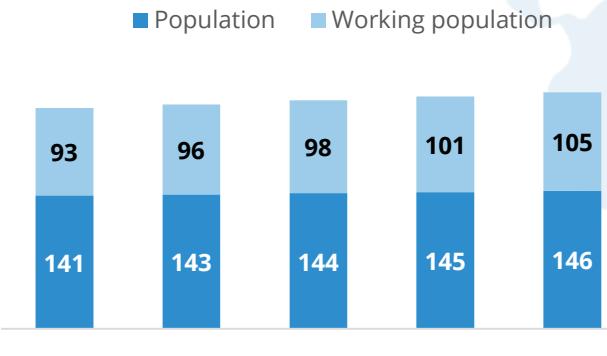
- Digital payment users at **46.5 Cr** (32% penetration), **+16.3% YoY growth**
- 3X growth in non-cash transactions from **FY21 to FY24**

### 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)



Rising working age population  
Rising tax-payer base

#### Digital Personal & Consumer loans (\$Bn)

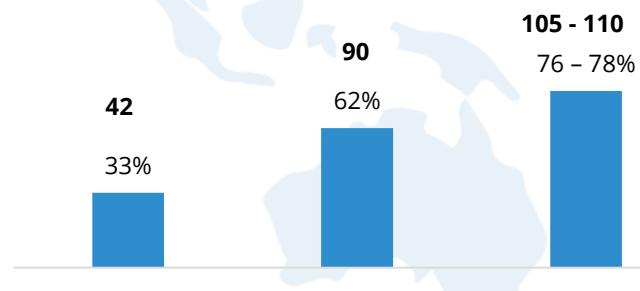
45% YoY growth in the number of digital loans originated



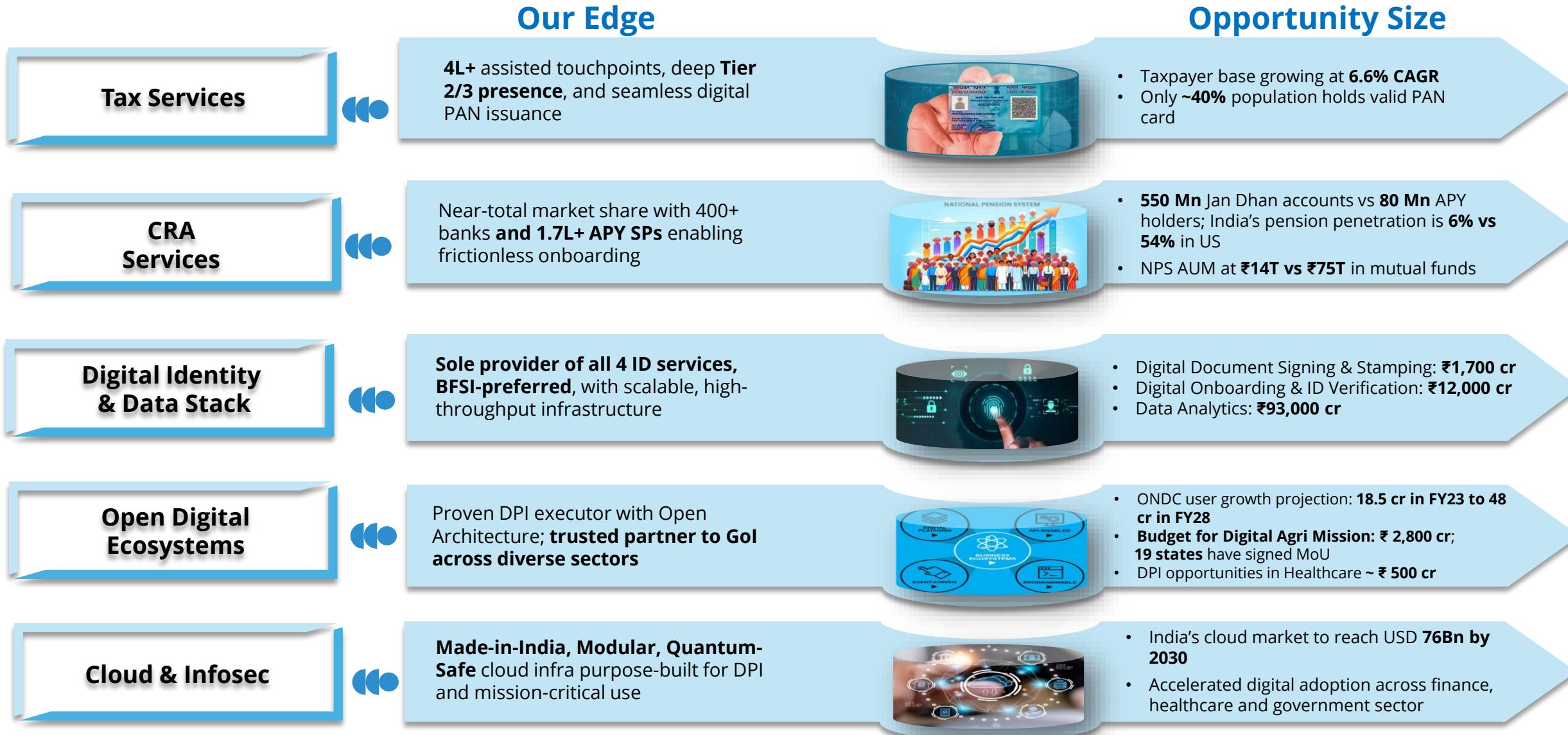
Rising per capita income  
Growth in household savings

#### Internet Penetration

Number of Users (in Cr)



Increasing internet penetration  
..with rising volume of digital payments



Source - Multiple online research platforms and news articles.

# Q3FY26 Update

---

- 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

## 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

### Revenue

₹ 229 crore  
13% YoY



## 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%

### EBITDA

₹ 46 crore  
34% YoY



## 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

### PAT\*

₹ 26 crore  
15% YoY



## 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.



### 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



## Services Offered

### All front-end services:

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

**Total ASK centres under mandate: 190**  
Update on Rollout Progress

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

**34**  
Phase 1 completed

- 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%**

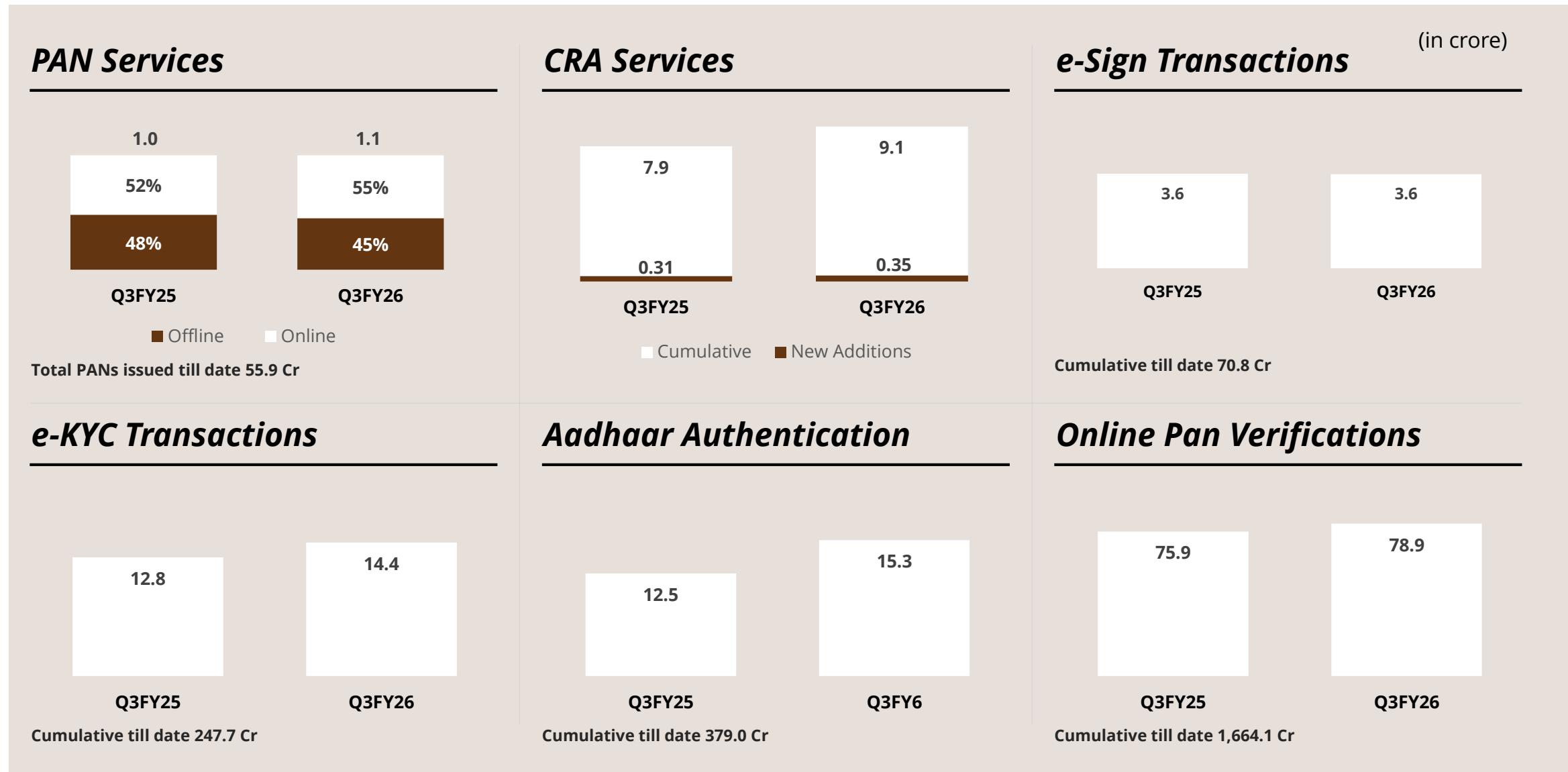
*stake in NSDL Payments Bank*

*with an investment of*

**₹30.2 crore**



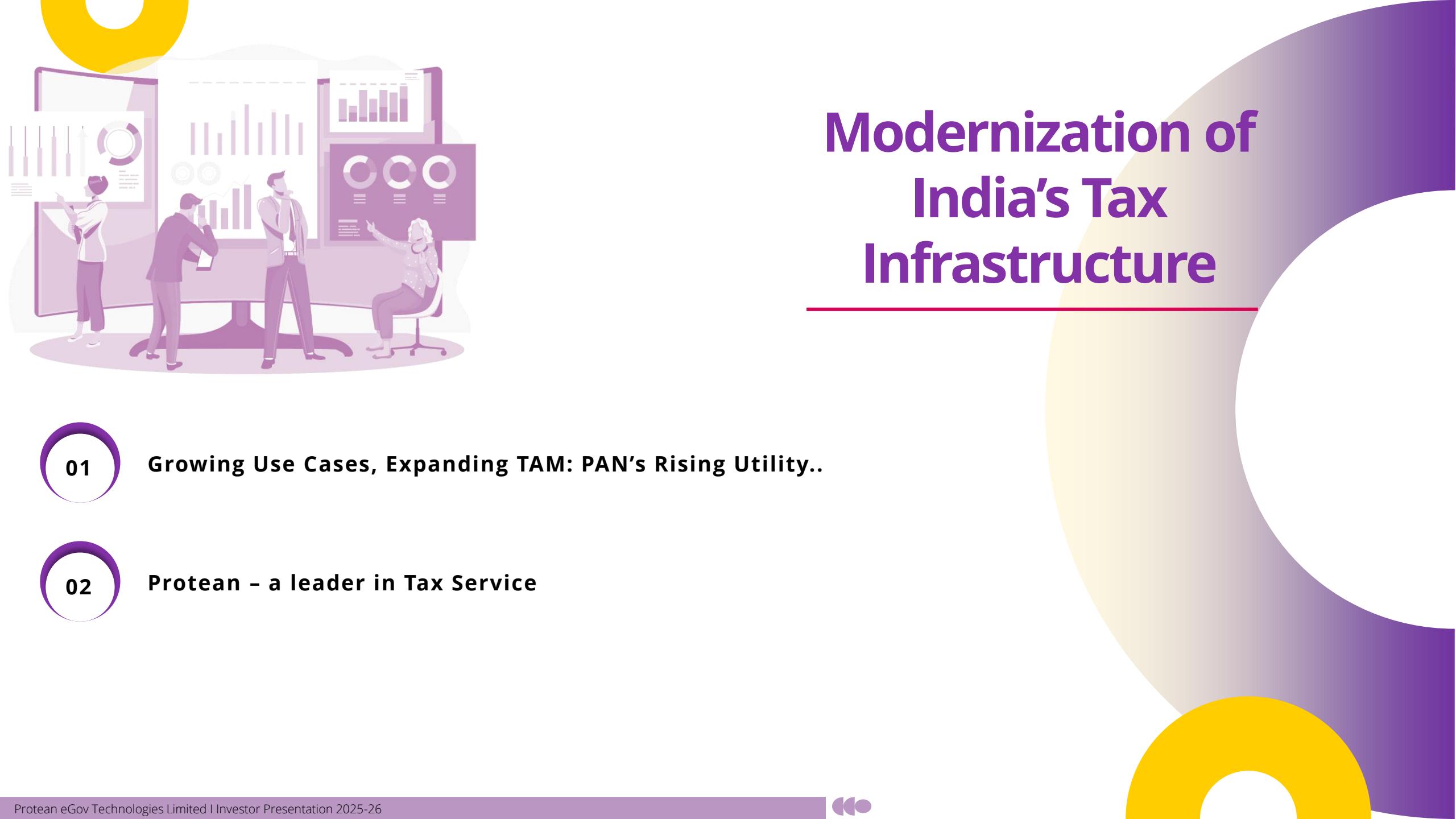
***Strengthening Collaboration Across Digital Public Infrastructure and Banking***



(₹ in crore)

Particulars	Q3FY26	Q3FY25	YoY	Q2FY26	QoQ	9MFY26	9MFY25	YoY
<b>Revenue from Operations</b>	<b>229</b>	<b>202</b>	<b>13%</b>	<b>251</b>	<b>-9%</b>	<b>690</b>	<b>619</b>	<b>12%</b>
Other Income	14	19	-23%	15	-1%	58	52	11%
<b>Total Income</b>	<b>243</b>	<b>221</b>	<b>10%</b>	<b>265</b>	<b>-8%</b>	<b>748</b>	<b>670</b>	<b>12%</b>
- 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%
<b>EBITDA</b>	<b>46</b>	<b>35</b>	<b>34%</b>	<b>44</b>	<b>5%</b>	<b>135</b>	<b>114</b>	<b>18%</b>
<i>EBITDA Margin</i>	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%
<b>Profit after Tax*</b>	<b>26</b>	<b>23</b>	<b>15%</b>	<b>24</b>	<b>11%</b>	<b>74</b>	<b>72</b>	<b>3%</b>
<i>PAT Margin</i>	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

---



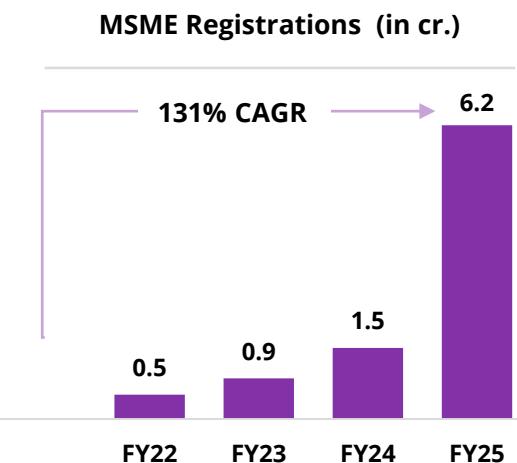
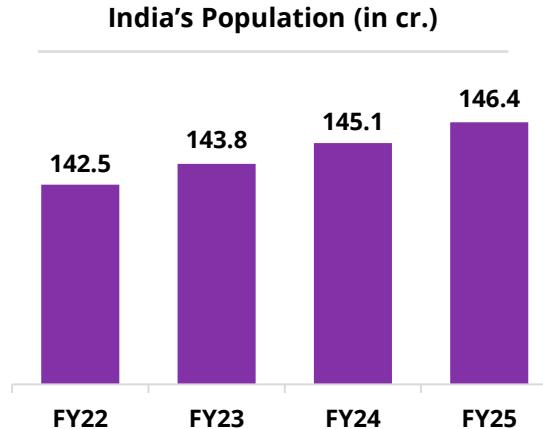
01

**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..



~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:



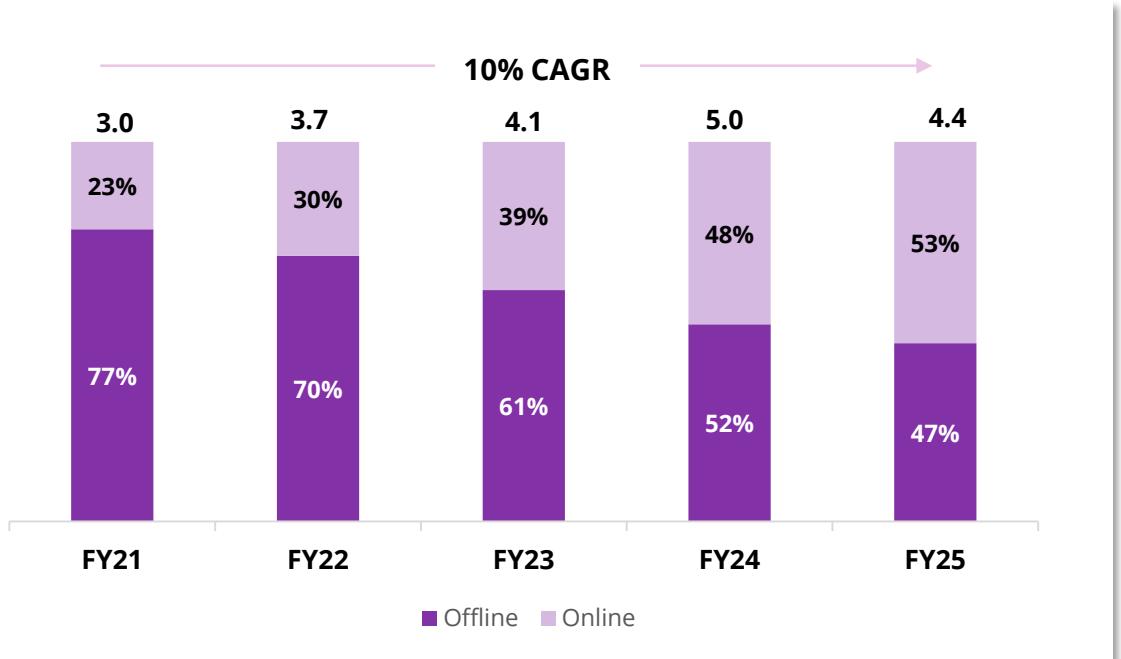
### PAN required for multiple financial transactions

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

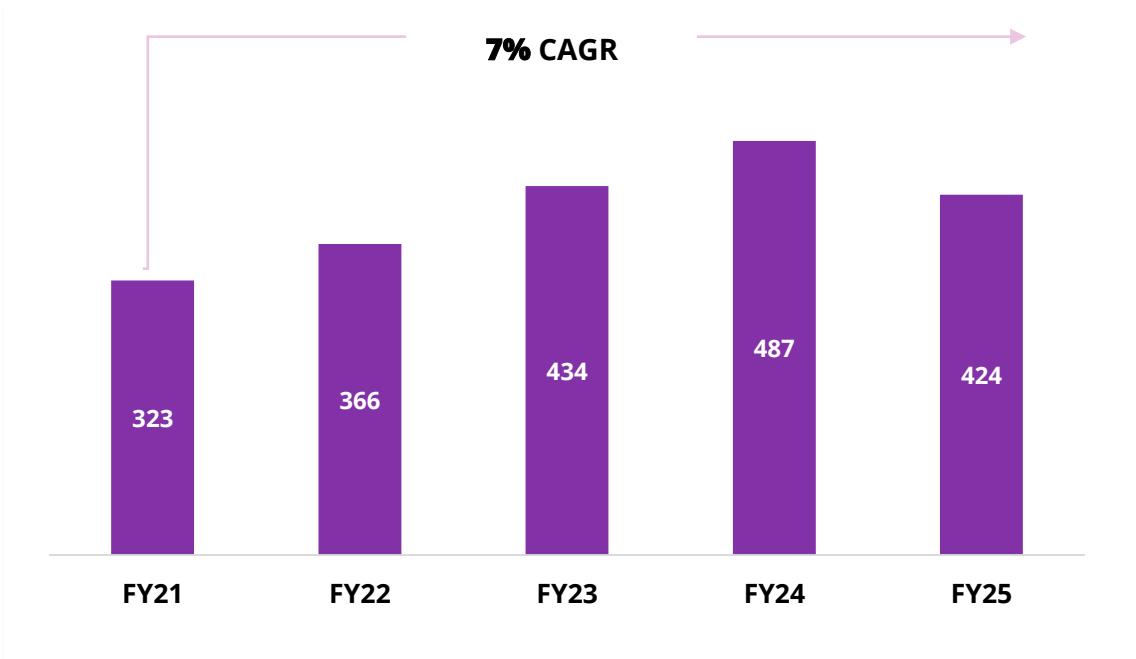
### 200+ Government schemes and subsidies require PAN

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

Protean - Annual PAN Issued (in cr.)



Tax Services Revenue (₹ in cr.)



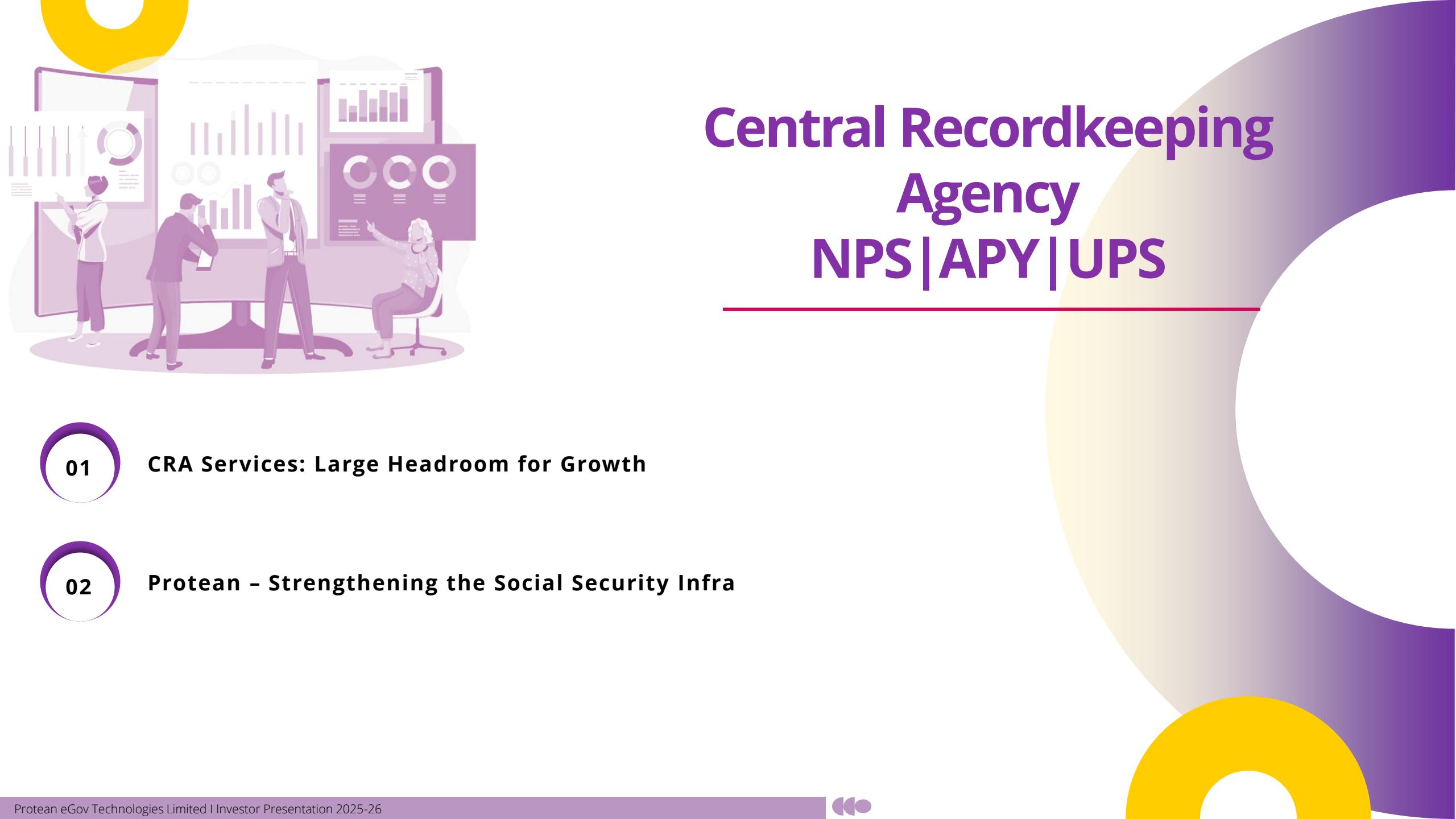
In 2004,  
Protean set up the Tax  
Information Network

- 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

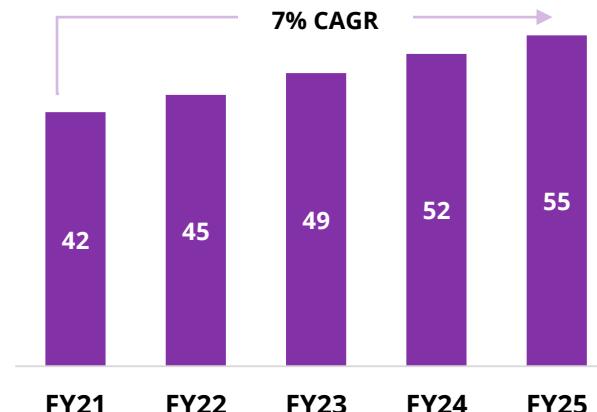


## Growth Drivers

- 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



**India's pension AUM to grow to Rs 118 trillion by 2030**  
Moneycontrol, April'24



**Over 165 Lakh People Subscribe To the National Pension System In The Private Sector**  
Outlook Money, April'25



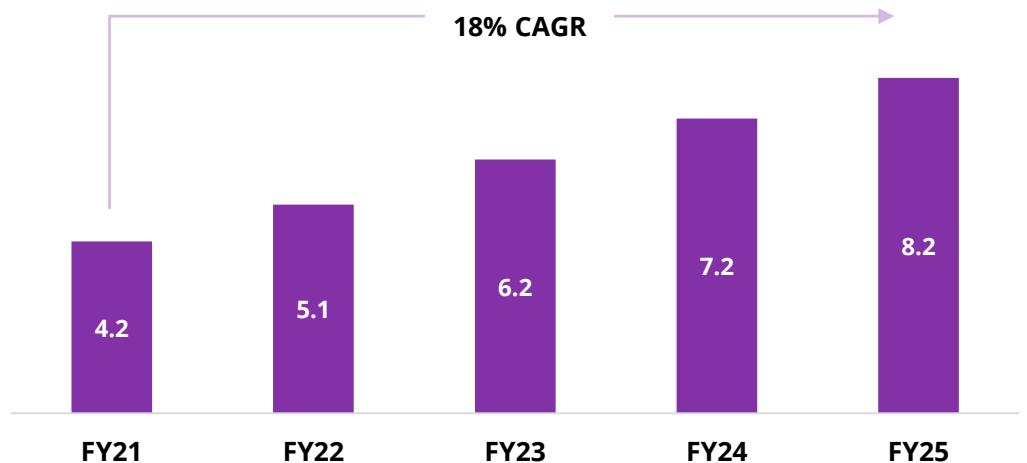
**Govt seeks to spend Rs. 70 Billion for the new UPS initiative**  
NDTV Profit, March'25



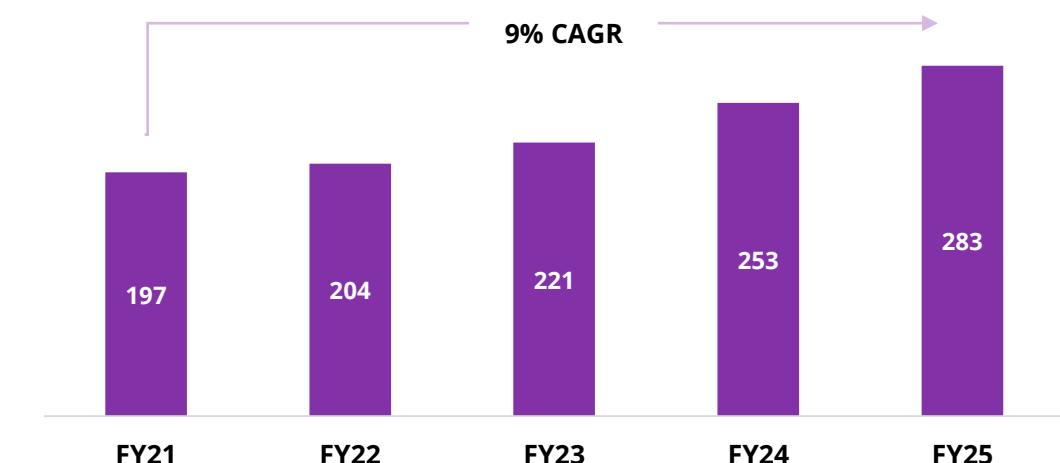
**Atal Pension Yojana registers 1.17 crore new enrolment in 2024-25**  
Business Standard, April'25

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



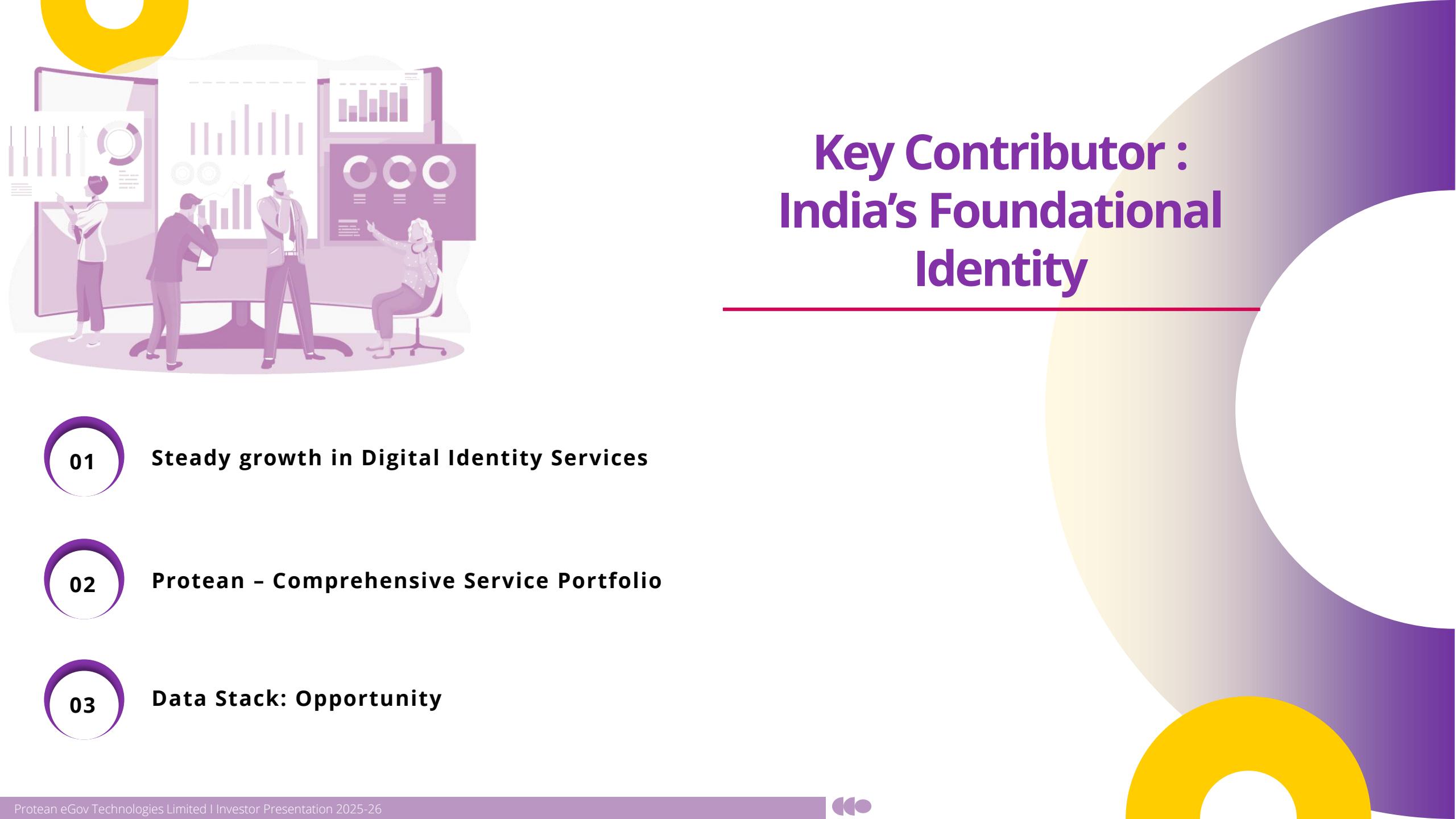
**India's largest CRA with 98%+ market share in NPS, APY and UPS Primary CRA for Unified Pension Scheme**



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**

# Steady growth in Digital Identity Services

## 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%+**

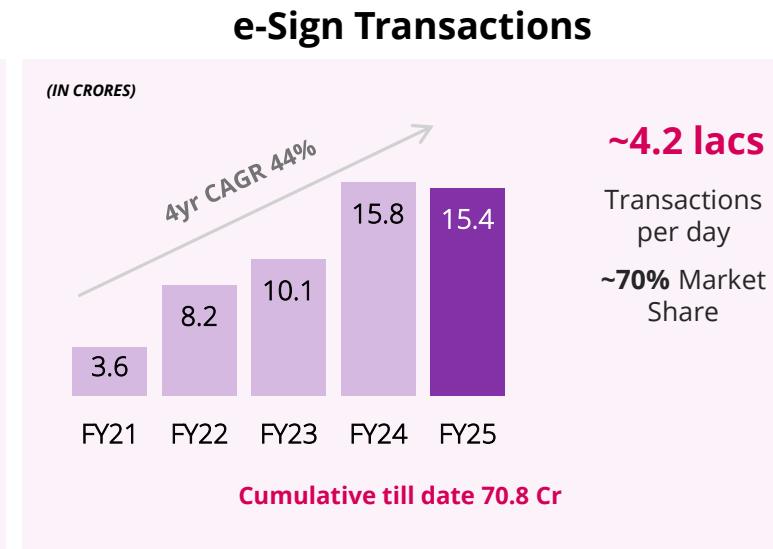
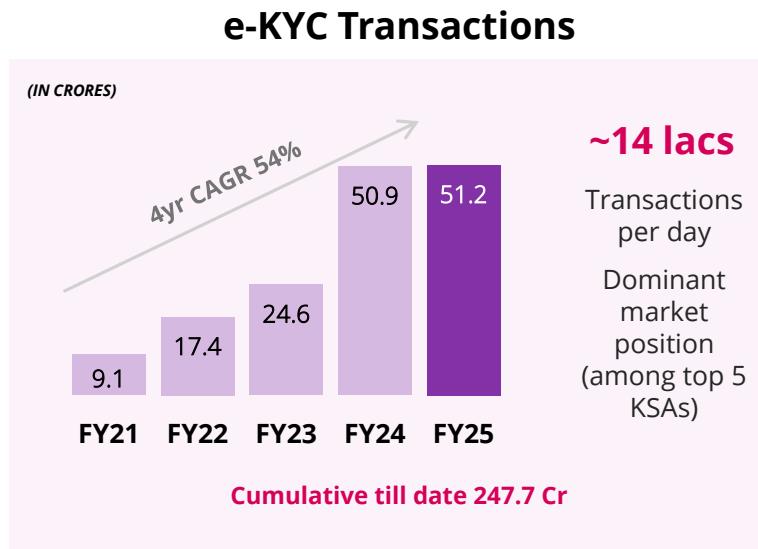
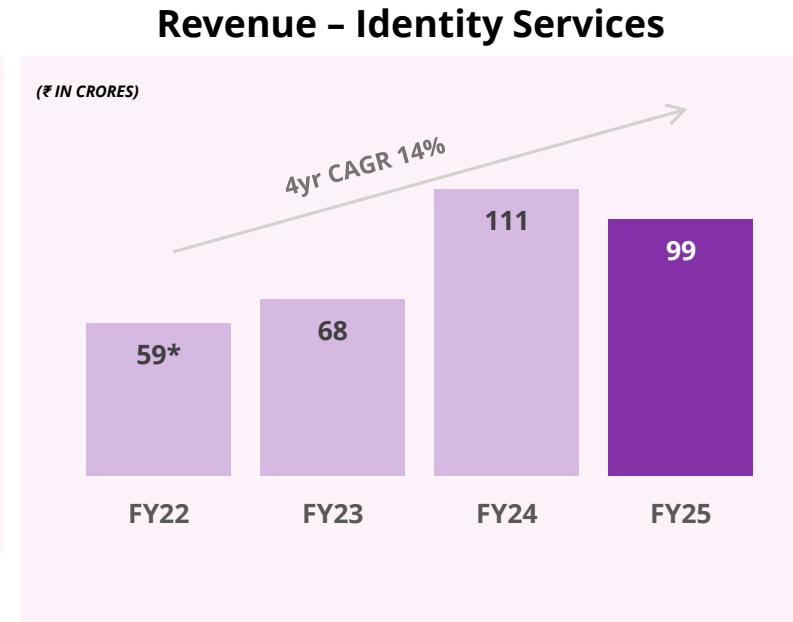
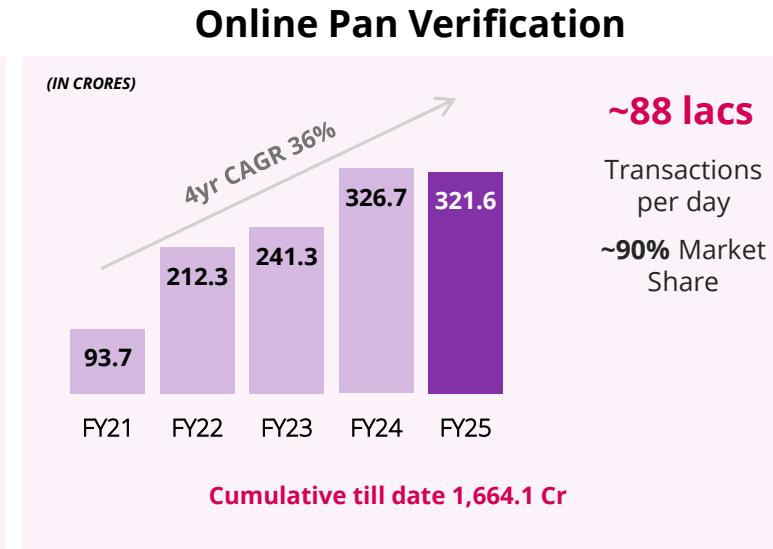
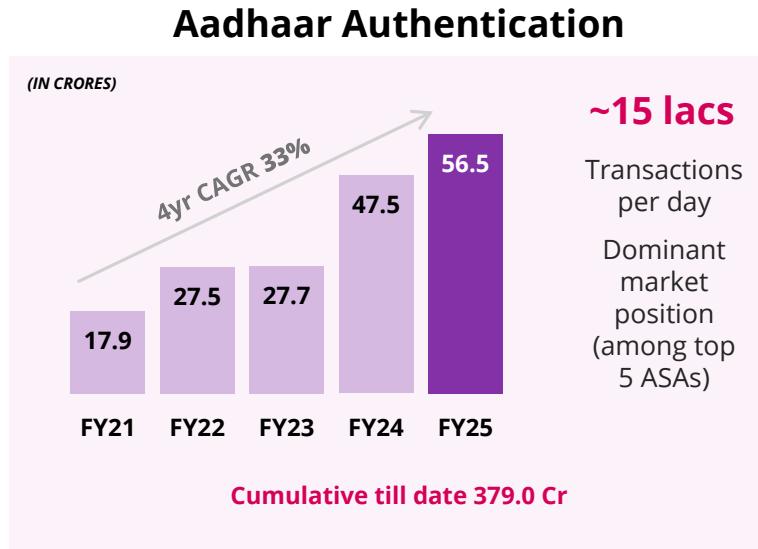


### World's largest Direct Benefits Transfer Programme

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

**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

### 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



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



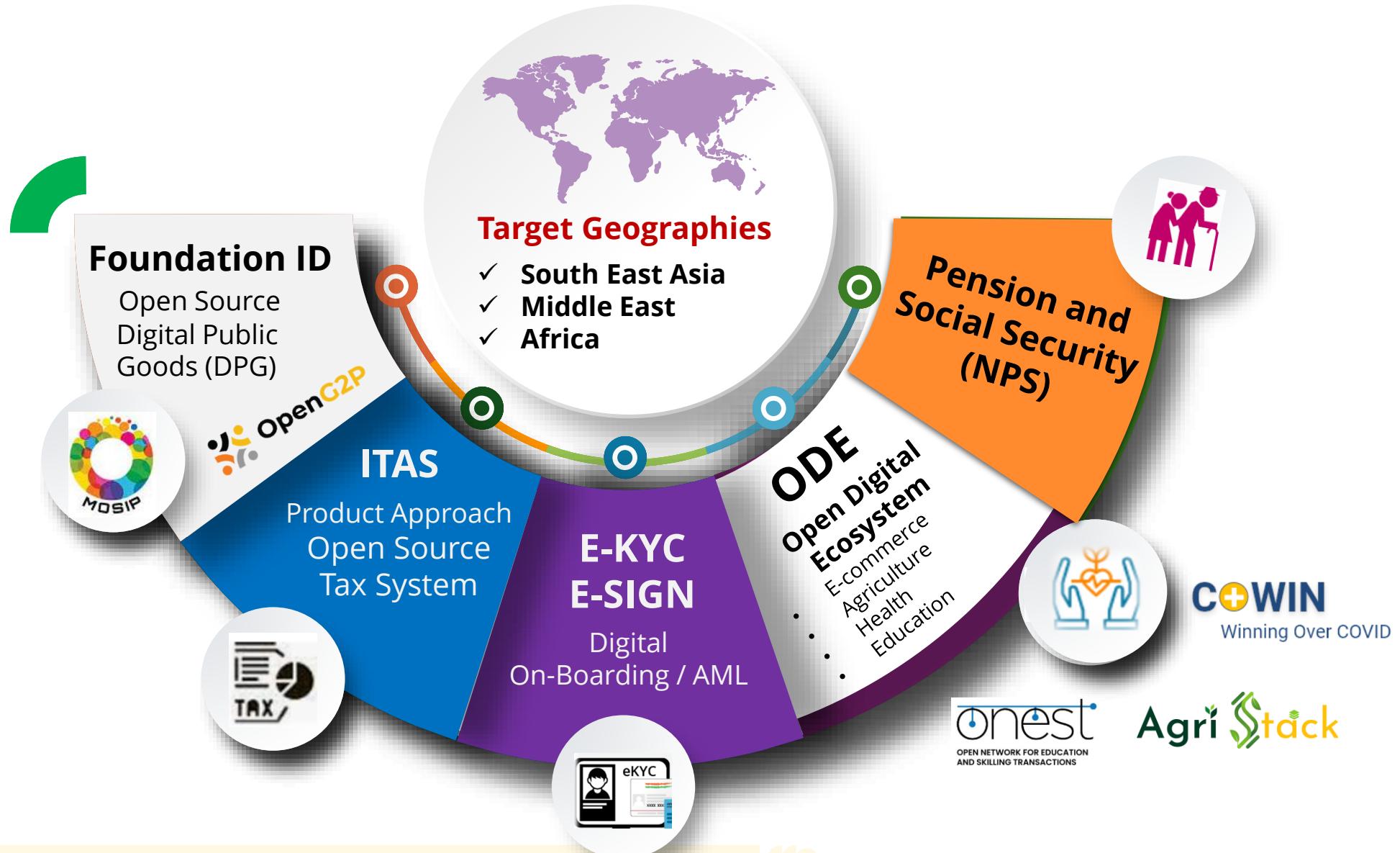
# International Business

---

01

**DPI Components – For International Markets**

# DPI Components – For International Markets



## DISCLAIMER

This presentation and the accompanying slides (the "Presentation") have been prepared by Protean eGov Technologies Limited (the "Company") solely for information purposes and do not constitute any offer, recommendation, or invitation to purchase or subscribe for any securities and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

Certain statements in this presentation concerning our future growth prospects are forward-looking statements that involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The Risk and uncertainties relating to the statements include but are not limited to, risks and uncertainties regarding fiscal policy, competition, inflationary pressures, climate and general economic conditions affecting demand/supply and price conditions in domestic and international markets. The Company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable. This Presentation may not be all-inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded. The Company does not make any promise to update/provide such a presentation along with results to be declared in the coming quarters and years.

# Thank You

For Investor Relations Query contact

**Pushpa Mani**

Vice President-Head Investor Relations  
+91 9911684123

[Pushpa@proteantech.in](mailto:Pushpa@proteantech.in)/[ir@proteantech.in](mailto:ir@proteantech.in)