



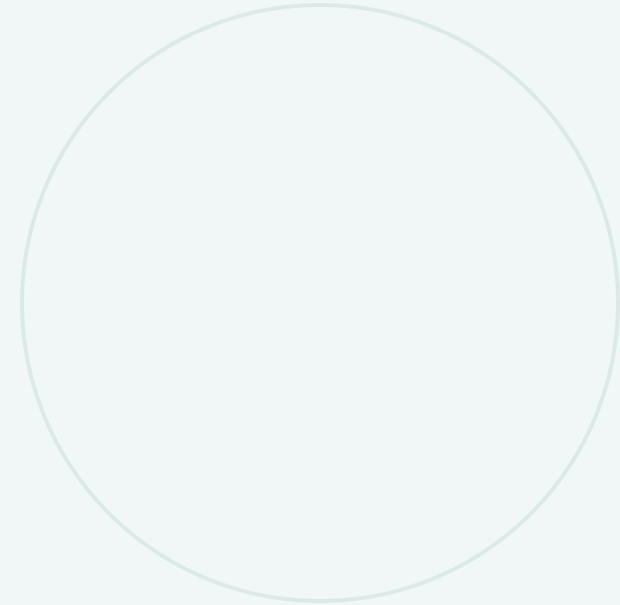
— INVESTOR PRESENTATION 2025

Redefining **Financial Inclusion**

for the **140M+** Underserved Workforce

Orchestrating Benefits, Credit & Health

Confidential & Proprietary



The Inclusion Paradox

Although India's Financial Inclusion Index is at **67%**, urban low-income workers struggle to access basic financial services.

TARGET SEGMENT

Urban Gig and Blue Collar Workers



HIGH COST

Exorbitant Debt

69%

OF URBAN POOR HOUSEHOLDS

Borrow from informal moneylenders at aggressively high interest rates due to lack of credit history.



VULNERABLE

Zero Savings

80%

HAVE ZERO SAVINGS

Have zero savings to manage emergencies or unplanned expenses, leaving them financially vulnerable.



UNPROTECTED

No Safety Net

60%

LACK HEALTH COVERAGE

A significant majority of households are not covered by any health insurance or medical financing scheme.

Why Traditional Models Fail



Employment Uncertainty

Gig economy volatility makes formal financial planning nearly impossible.



Data Blindspots

Lack of sufficient data and understanding of the low-income segment.



Infrastructure Gaps

Limited physical reach and constraints in access for traditional banks.



Unorganized Workforce

High attrition rates and fragmented nature of the job market.



Low Digital Literacy

Requires significant behavior change and handholding to enable access.



Unsustainable Economics

Low transaction values vs. high distribution costs make it unviable.

Unlocking the \$33 Billion Opportunity

Addressing the financial needs of India's blue-collar & gig workforce

TOTAL MARKET POTENTIAL

\$33 Billion

Financial & Health Services

OUR REVENUE POTENTIAL

\$1.3 Billion

Annual Facilitation Fees

Formal India

Target Segment

Total Workforce: 50-60 Mn

OUR FOCUS: BLUE COLLAR SUBSET

20 Mn

Target Workers

\$60 Bn

Target Salary Pool

Semi-Formal

Target Segment

Gig, Platform & Contractual

100-120 Mn

ADDRESSABLE WORKERS

\$300-350 Bn

SALARY POOL

✔ Full segment is addressable

Informal India

Not Currently Modeled

Unorganized Sector

150-170 Mn

WORKERS

\$200-225 Bn

SALARY POOL

⚠ Not sustainably serviceable yet

KEY SEGMENTS

(Spanning Formal & Semi-Formal Markets)

Logistics & Mobility

11-14 Mn

↗ 17-18% CAGR

F&B & Hospitality

8-9 Mn

↗ 20%+ Growth

Security & FM

8-9 Mn

↗ 13-14% CAGR

Manufacturing

40-50 Mn

↗ 3.5% CAGR

Retail

10-15 Mn

↗ 10-12% CAGR

Structural Tailwinds Driving Growth

✔ **Regulatory Mandates**

New labour codes mandate social security for gig workers & health checkups in manufacturing.

✔ **Workforce Digitization**

Rapid formalization with digital documentation making verification and access easier.

✔ **Formalization Shift**

Greater shift from informal to semi-formal/formal employment structures.

Introducing Sarvam

India's largest service ecosystem built for urban low-income workers



Workers

Millions of unserved users



Unified Access

Single, multi-lingual, and personalized access to all services via one common interface.



High Inclusion

Deep data profiling ensures high acceptance rates.



Digital Identity

Verifiable financial and professional profiles.

ACCESSING SERVICES



WORKER-FACING BRAND

FINANCIAL SERVICES

✓ Earned Wage Access

✓ Personal Loans

✓ Consumption Loans

✓ Vehicle & Home Loans

✓ Savings & Investments

HEALTH ECOSYSTEM

✓ Primary & Preventive

✓ Health Insurance

✓ Occupational Health

✓ Medical Financing

SOCIAL SECURITY & COMMERCE

✓ Social Security Support

✓ Commerce

DATA, TECHNOLOGY AND DISTRIBUTION ENGINE

× NOT AN NBFC



Service Providers

Banks, NBFCs, Insurers



Zero Tech Lift

No complex front-end needed. We own the UX layer.



Custom Products

Intelligence & analytics to customize offerings.



Market Reach

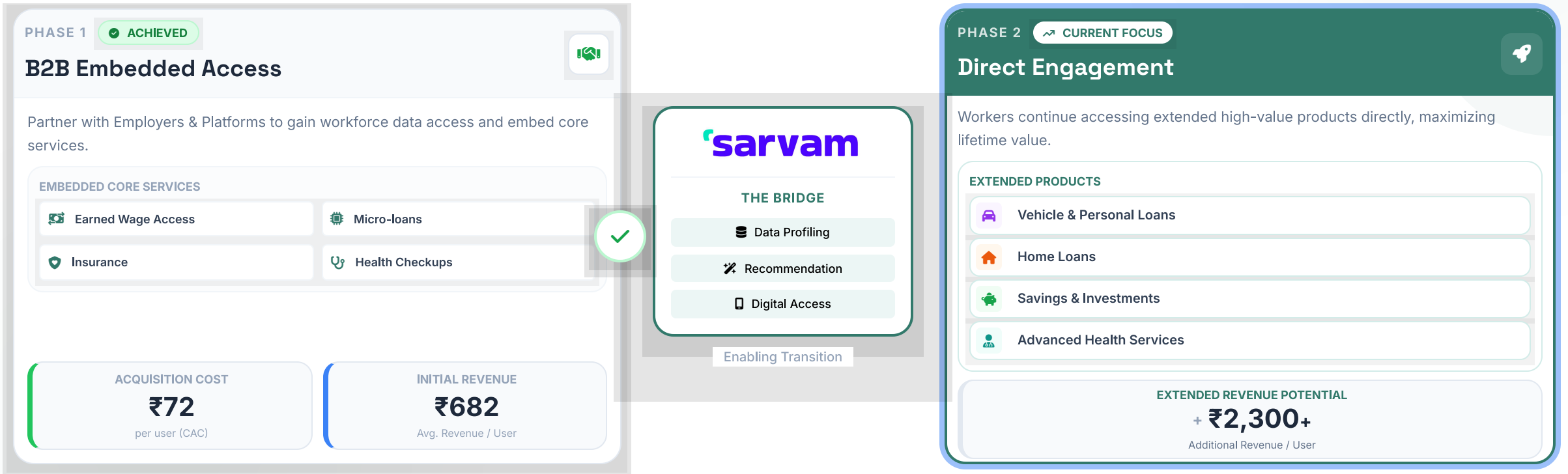
Instant access to a large, unserved market.

ENABLING PRODUCTS



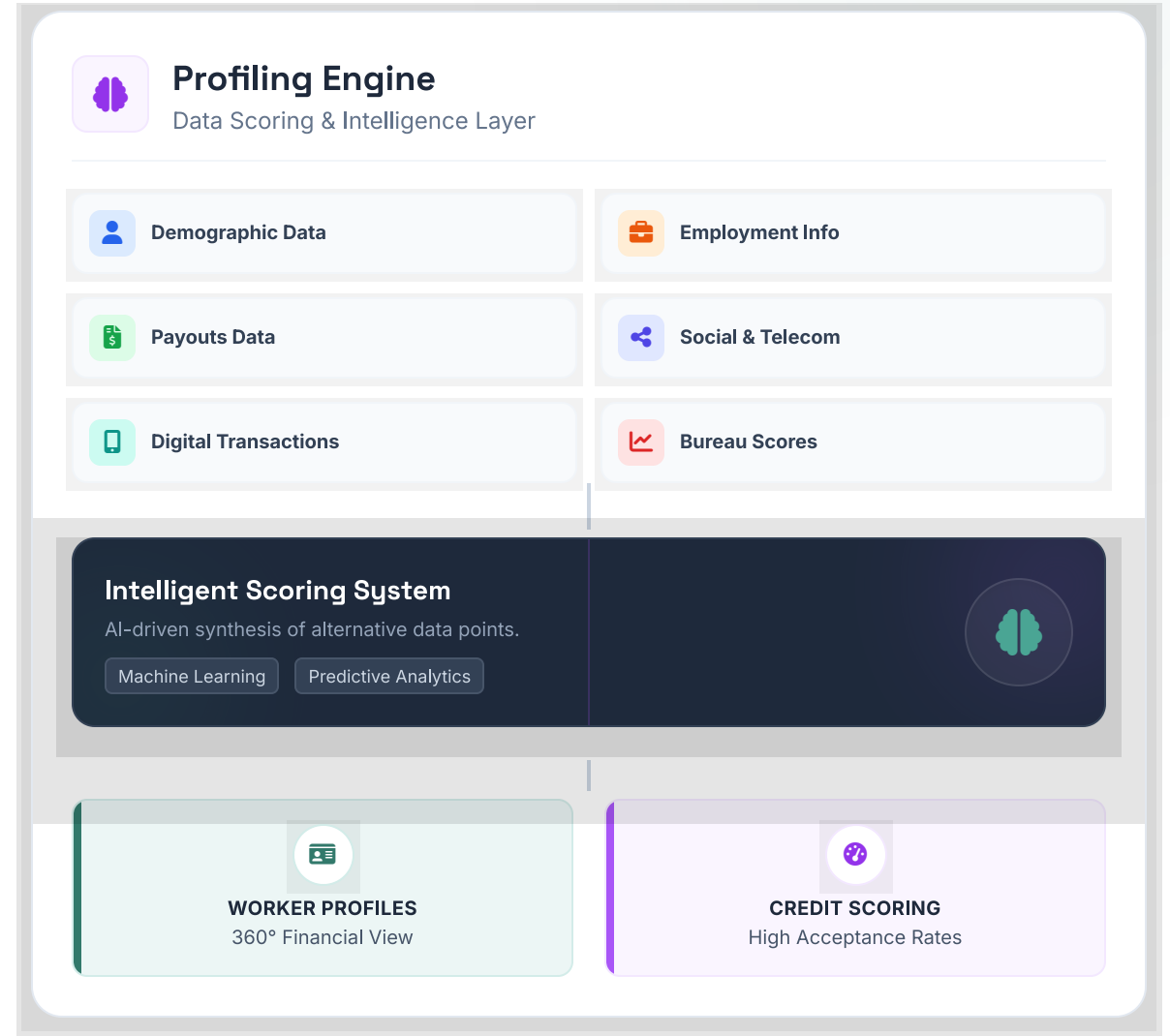
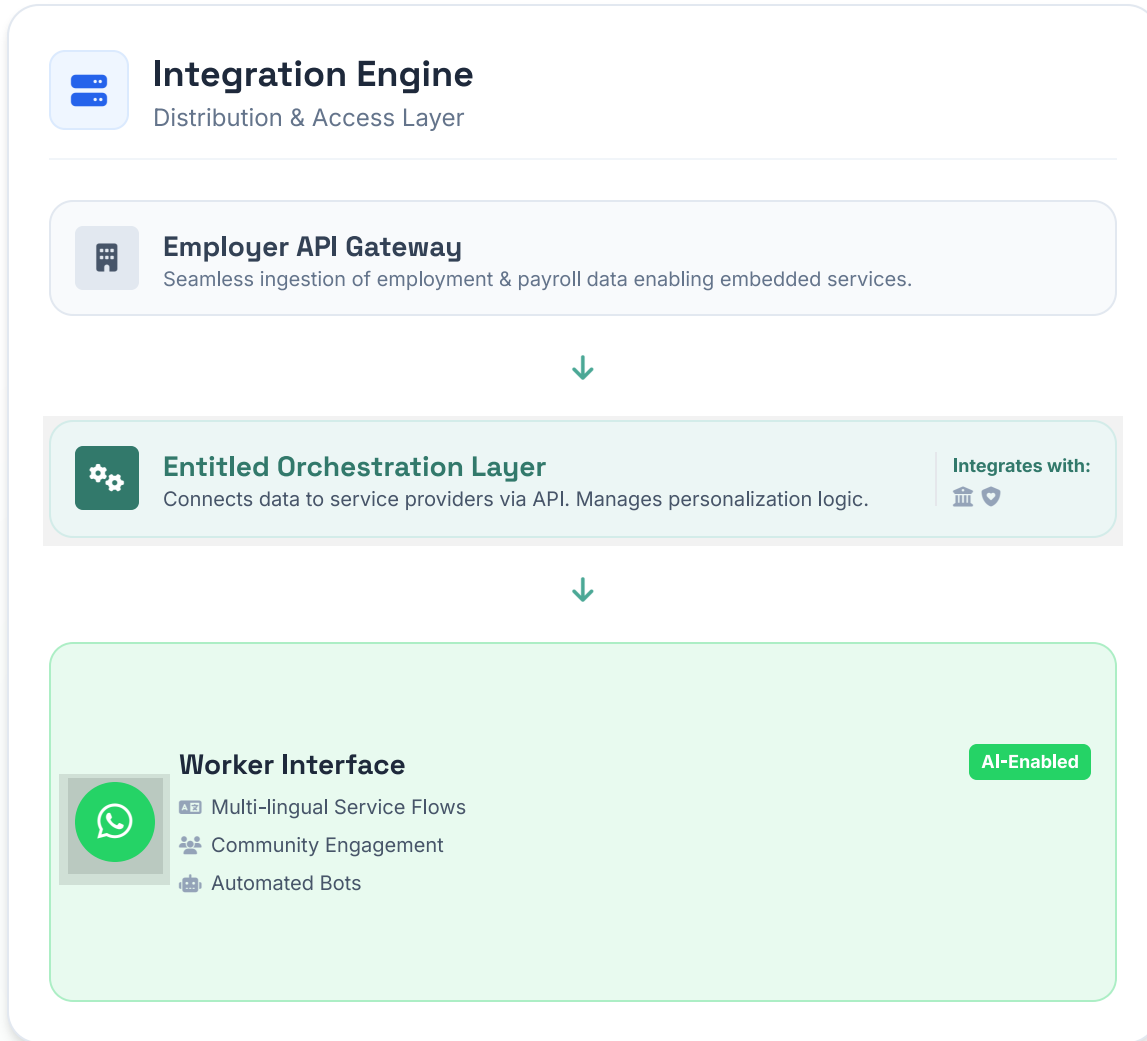
How We Do It: The B2B2C Flywheel

Converting low-cost B2B acquisition into high-value B2C relationships




Dual-Engine Architecture

Seamless distribution powered by deep data intelligence




Partnerships & Integrations

Deeply integrated with key industry leaders across a number of different industries




100+
PARTNERS




1.5 Mn+
USERS


PARTNER IMPACT
Measurable outcomes for B2B partners




40%
CHURN REDUCTION














































₹4,700+
SAVINGS / HIRE



20%
PRODUCTIVITY BOOST



25%
LESS ABSENTEEISM

 STAFFING	        
 GIG & MOBILITY	      
 F&B / HOSPITALITY	       
 MANUFACTURING	       
 CONSTRUCTION	     

Impact Projects - Strategic Flywheel

Partnerships with development agencies & CSR funds enabling innovation, access & revenue



ROLE
Implementation Partner



Grant Funds

Enables R&D and innovative product development without capex



New Access

Opens access to new, hard-to-reach user segments & geographies



Business Growth

Generates Program Management revenue & long-term product monetization

KEY PROGRAM PORTFOLIO

USAID



Samagra Urban Health

Developed health insurance & preventive care plans for urban low-income workforce.

137,000 Users

↻ Ongoing Monetization

HDFC CAPITAL



Construction Health

Accidental insurance, doctor consults & PM-JAY eligibility for construction workers.

22,134 Workers

▶ Active Program

METLIFE FOUNDATION



Gig Financial Health

Financial health measurement survey leading to development of vehicle financing product.

New Product

✓ Monetized

GATES FOUNDATION



Health Subscription

Health plan for unorganized shoe manufacturing workers in Agra (Consults + Meds).

Fully Funded

🧑‍🔬 Product R&D

HSBC CSR



TB Insurance

Fixed benefit insurance for construction workers to prevent catastrophic health costs.

Safety Net

🧑‍🔬 CSR Funded

GBL / J-PAL



Heat Insurance

Parametric heat-based insurance for gig workers under King Climate Action Initiative.

Climate Tech

🧑‍🔬 Innovation

Traction & Growth

Exponential adoption driven by high-frequency usage across verticals

TOTAL ONBOARDED USERS

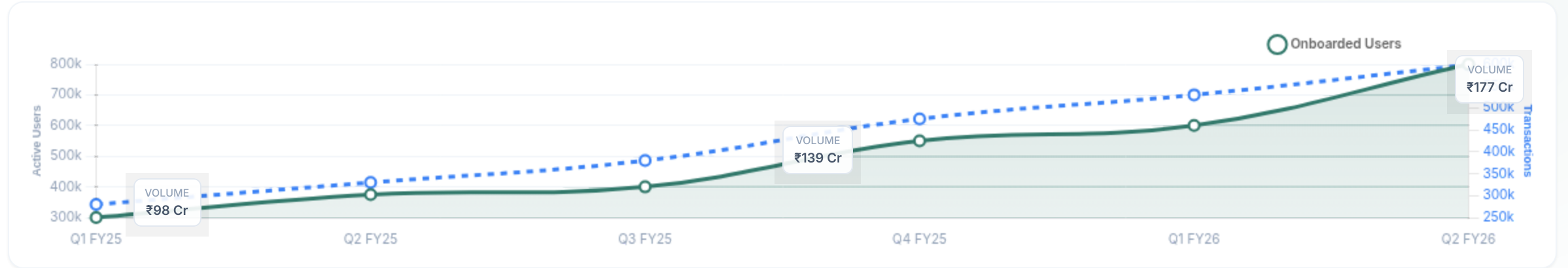
800K ↗ 167%

TRANSACTIONS (CUMULATIVE)

598K ↗ 113%

TRANSACTION VOLUME

₹177 Cr ↗ 75%



CREDIT VERTICAL

Micro-Loans & Insurance Financing

DISBURSED **₹90 Cr** REPAYMENTS **₹80 Cr**

MICRO-LOANS

75k Disbursed

Avg Size: ₹12k - 15k
 Tenure: 4-5 Months

Revenue Model:

Model: FLDG & Pure Facilitation
 Disbursal Fee: 3-5%
 Repayment: 8-10% ARR

INS. FINANCING

New

Avg Size: ₹16k - 20k
 Tenure: 6-12 Months

Revenue Model:

Commission: 10-25%
 (on insurance enablement)



PORTFOLIO QUALITY
 Low Risk Asset Class

DELINQUENCY
<3% ✓



HEALTH VERTICAL

Comprehensive Healthcare Access

TRANSACTION VOLUME **₹7 Cr**

INSURANCE

15-20% Margin

AVPU Revenue ₹600-4,800
 ₹20L/mo

- ✓ Annual Value
- ✓ High Sustain.

CHECKUPS

25-30% Margin

APU Revenue ₹400-3,000
 ₹30L/mo

- ✓ Annual Contract
- ✓ Pan-India Net.

OCC. HEALTH SERVICES

NEW LAUNCH

First Major Contract Signed & Live

Strong Pricing Advantage across all Health Products

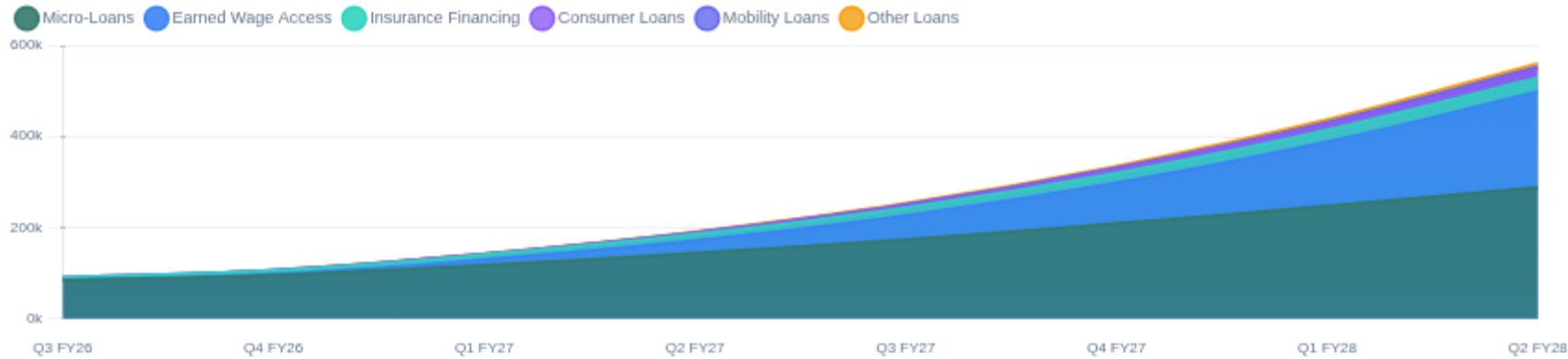
Product Growth Projections - Post-Funding Scale

Scaling transaction volumes & expanding product portfolio with new capital



FORECAST PERIOD
Next 6-8 Quarters Trajectory

Credit Vertical - Product Portfolio Expansion



6 Products Aggressive Scale

Q2 FY28 GTV

Micro-Loans from ₹90 Cr	₹422 Cr
Wage Access	₹120 Cr
Insurance Fin	₹61 Cr
Mobility Loans	₹47 Cr
Consumer Loans	₹47 Cr

Health Vertical - Service Line Scaling



3 Core Services High Margin

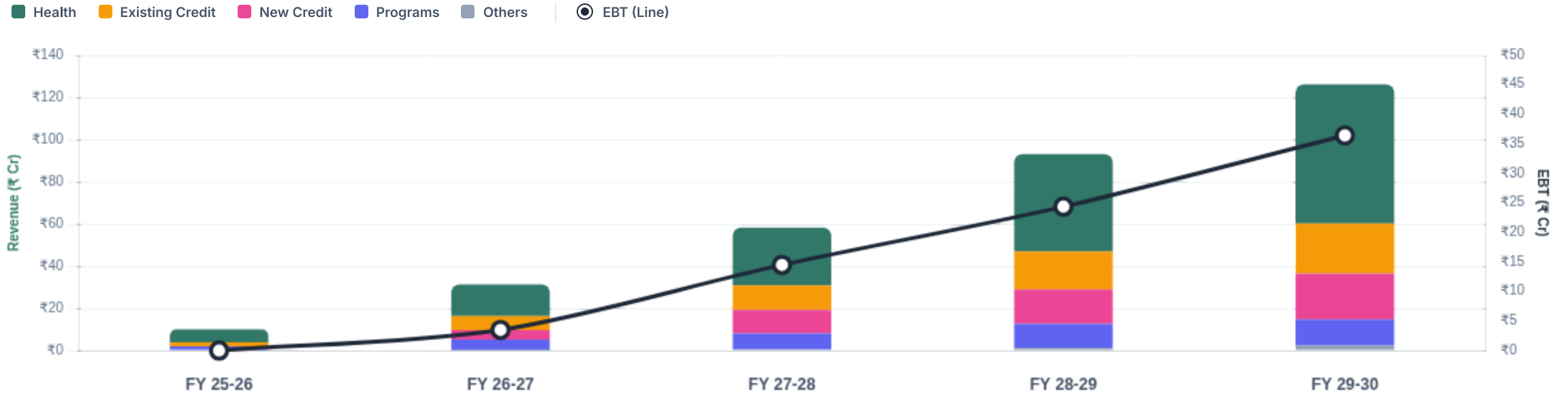
Q2 FY28 MONTHLY REVENUE RATE

Insurance	₹1 Cr/mo
Checkups	₹1.1 Cr/mo
Occ. Health	₹30 L/mo

Financial Projections & Profitability

Clear path to sustainable profitability with strong unit economics

CURRENT MRR
₹1 Cr+



Scale

12x Growth

Revenue expansion from FY26 to FY30



Milestone

Breakeven in FY 25-26

Profitability achieved from FY 26-27 onwards



Efficiency

31% Margin

Projected EBT Margin by FY 29-30



User Base

5M Users

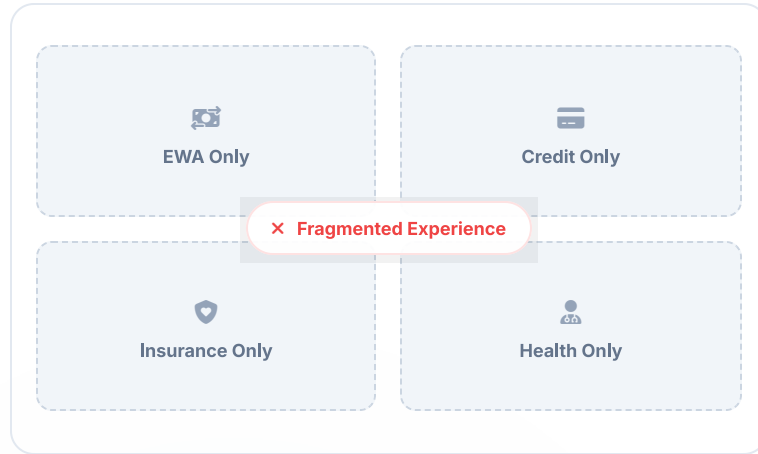
Total transacting users by FY 29-30

Competitive Advantages

The Unified Stack Advantage - Building a moat through integrated services & data flywheel

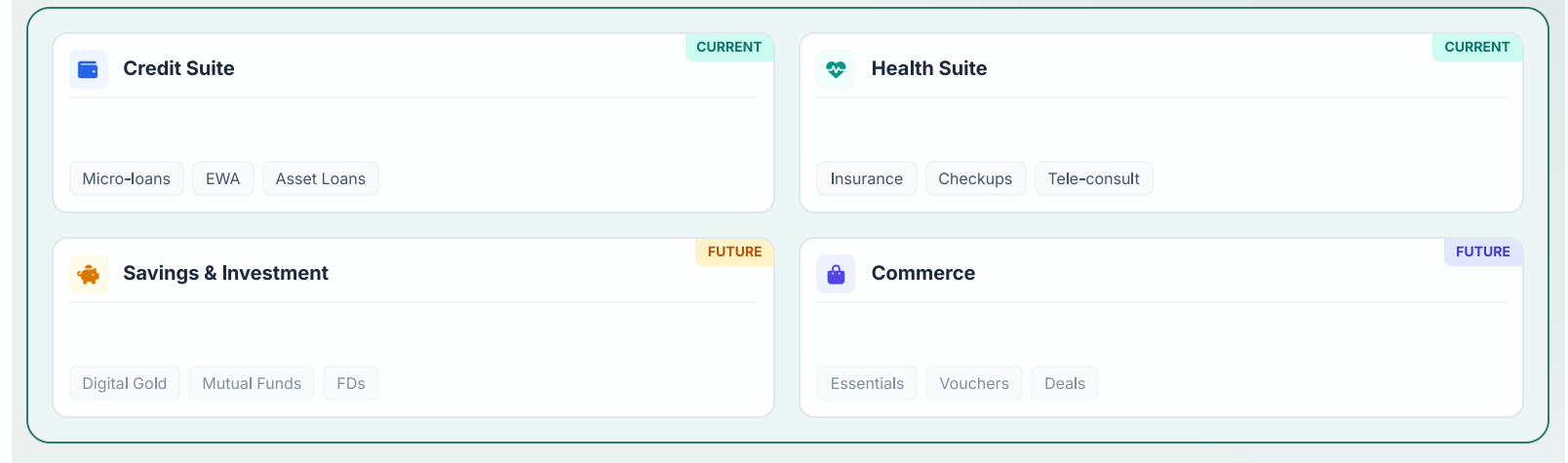
POINT SOLUTION COMPETITORS

Fragmented

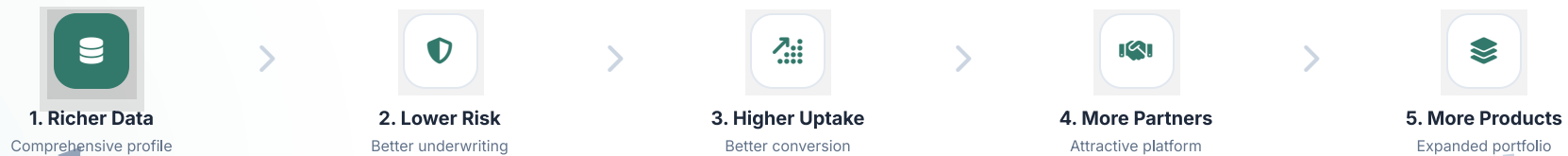


ENTITLED - UNIFIED STACK ECOSYSTEM

Fully Integrated



The Data Flywheel Effect



Single Integration

One API replaces 5+ vendor integrations. Drastically reduces tech overhead & management complexity.

Comprehensive Value

Full-stack employee benefits suite vs. fragmented point solutions. Higher perceived value for employers.

Data Synergy

Cross-product insights (e.g. Health + Credit) enable better risk models, pricing & personalization.

Team Entitled

A stable leadership core with zero management churn, bringing together comprehensive functional expertise and a proven track record of building and scaling startups.

Complete Functional Coverage

Proven Scaling Track Record

Zero Management Churn

AK

Anshul Khurana
Co-founder & CEO

15+ Yrs

EXPERIENCE

- > Ex Co-founder & CEO: Grand Resource Factory
- > Product Mgmt: Housing.com, India Infrastructure

EDUCATION

- MBA from **ISB (Indian School of Business)**

AJ

Arpan Jain
Co-founder & COO

12+ Yrs

EXPERIENCE

- > Ex Business Head: Grand Resource Factory
- > Product/Supply Chain: Bewakoof.com
- > Consultant: Aspire Advisors

EDUCATION

- B.Tech & M.Tech from **IIT Bombay**

KY

Krishna Yadav
Co-founder & CFO

10+ Yrs

EXPERIENCE

- > Ex CFO: Grand Resource Factory
- > Founder: Insidescope (HR Tech)
- > Finance/IR: Housing.com

CREDENTIALS

- Qualified **Chartered Accountant (CA)**

VB

Vasu Bhardwaj
CTO

8+ Yrs

EXPERIENCE

- > Ex Co-founder & CTO: AIRA (Meeting Tech)
- > App Dev: Citibank

EDUCATION

- B.Tech (CS) from **Delhi Technological University**

RM

Rajat Mahajan
Chief Business Officer

17+ Yrs

EXPERIENCE

- > Ex President: Qube Health
- > Country Head: Healthi.in
- > Sr Assoc. Director: Zeta

BS

Bhanu Singhal
Chief Marketing Officer

6+ Yrs

EXPERIENCE

- > Founder: Iconic Foods
- > Marketing Head: Greenline Books
- > Social Strategy: CMO, Govt of Haryana



Thank You

Join us in redefining financial inclusion for the **140M+ underserved workforce.**

CONTACT INFORMATION

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Partner With Us →

Investment Highlights

WHY INVEST NOW



Unified Platform

Integrated **Credit & Health** stack creating a powerful data flywheel moat vs. fragmented competitors.



Proven Traction

800K+ Users, **₹177 Cr** Volume, and **100+** Enterprise Partners.



Clear Profitability

Breakeven by **FY 25-26** with a path to **30% EBT Margin** by FY 28-29.



Stellar Team

Zero churn leadership core with 65+ years of combined domain expertise in Fintech & Ops.