

disbursement processing branch accounting systems and maintaining customer history.

We implemented an enterprise document management system and all customer and loan documents are archived in robust and secure manner. In order to improve customer satisfaction, we implemented CRM service modules which enable our employees to view, capture and respond to customer service-related requests through various channels such as branch walk-ins, call centers and emails.

From October 2021, the Synergy platform has been replaced by our TCS Lending and Securitization Platform as part of our Digital Transformation Program. For further details, see “– *Information Technology – Digital Transformation Program*” on page 174.

Further, we have implemented analytics platforms to enable data backed decision making and develop a comprehensive information management system. We have developed a credit risk scoring engine to provide a credit risk score based upon customer demographics and income profile, which supplements our underwriting process. We utilize our analytics platform to improve business while managing risks. Through this platform, several management information system reports are generated, including on an automated basis, which helps us optimize our operations.

We have implemented an online payment gateway on our website to enable our customers to make their payments via modes such as internet banking, UPI and debit cards. In addition to this, we are integrated with banks and online payment aggregators which enables customer to pay at the nearest collection point as well thereby improving collection efficiency. We conduct regular tracking of our collections team and have provided them with mobile applications to enable them to collect payments from our customers. We also capture latitude and longitude of properties that helps us in easy identification and more accurate valuation, which we believe has helped us reduce our turnaround time for approving loans, as well as achieve a higher accuracy in determining the loan-to-value ratio.

At our branches, we have installed a three-layered multiprotocol label switching security and secure wide area network (SD-WAN), which helps us prevent any unauthorized access to our network, manage network broadcasting and provides security from spoofing attacks. We have also enabled work-from-home for employees through secure VPN access, which has helped ensure continuity of business even during the COVID-19 related lockdown. We have implemented digital human resources management solutions, with attendance, leave management, reimbursements and online learning management capabilities. We have dedicated IT infrastructure with a data center that is hosted at Mumbai, Maharashtra and data recovery center hosted at Hyderabad, Telangana. Our overall infrastructure is designed and deployed with layered security architecture with 24x7 network and security monitoring that assures high up-time for better customer service and acquisition.

Digital Transformation Program

In FY2020, we launched a Digital Transformation program and have appointed TCS to implement their Lending and Securitization Platform across our systems. Our TCS platform was operational in October 2021. As we implemented the TCS platform concurrently across all our branches, there was some disruption in disbursement numbers in October and November 2021 due to the “learning curve” associated with the adoption of a new technological system, which have settled down since mid-November 2021. See “*Risk Factors –We rely significantly on our information technology systems for our business and operations. A failure, inadequacy or security breach in our information technology and telecommunication systems may adversely affect our business, results of operations, cash flows and financial condition.*” on page 42. Since mid-November 2021 to the date of this Red Herring Prospectus, all of our active customer accounts have been successfully transferred into our new Lending and Securitization Platform. To ensure the continued smooth operation of our new Lending and Securitization Platform and as part of our Digital Transformation Program to improve and enhance the internal processes, we have implemented the following key initiatives along with platform capabilities:

Digital Onboarding - digitizing the loan life cycle management with omni-channel inputs, capturing leads from multiple sources, rule-based auto-allocation of these leads, customer onboarding with cognitive document extraction and validation, and loan application processing;

Loan Origination - focusing on straight through processing, enabling the credit team to underwrite applications through rule-based deviations and workflows based on customer profile;

Verification Portal - providing secure access to technical, legal and risk containment service providers to render verification services to support credit underwriting;

Loan Servicing - enabling disbursal, repayment schedule management, NPA tracking, interfacing with third-party applications and agencies such as CIBIL, CERSAI and PMAY;

Finance & Accounting – enabling an enterprise wise integrated accounting solution;

GST Integration – enabling capturing and generation of the GST data to be filed in various GST returns;