



FinEQ
Presents

Executive Summary	Inroads to the Future	To-be TOM	Customer Strategies
Target Evaluation	Synergies Derived	Evolved Ecosystem	Financial Projections

WayneX- Neobanking

- The Expansion



We are here

A. Phase I Analysis

B. Phase II Analysis

C. Go-To-Market

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Executive Summary

Following is a brief overview for setting up the WayneX Neobanking business in India:

WayneX Key Objectives:

Top line growth

Strategic Acquisition

Technological Capability

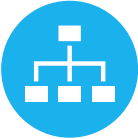
Socio-Economic Growth

Path to profitability



Roadmap to Neo-Banking

Envisioned a 3-year action plan for WayneX to successfully enter the market and launch new products



Target operating model

Arrived at the to-be organizational structure considering emerging focus areas, TOM approach & design principles



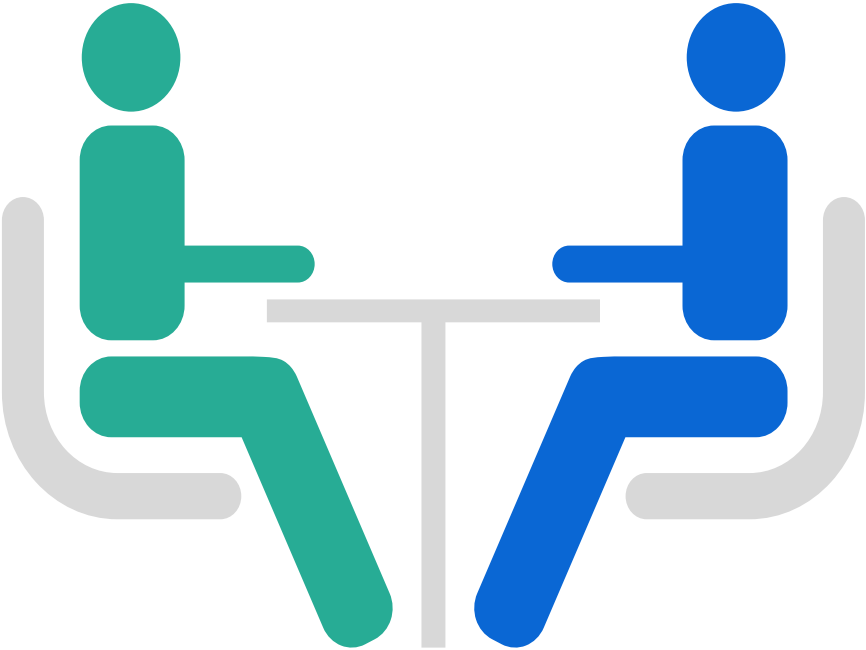
Focused customer strategy

In-depth consumer profiling to understand needs; customized acquisition, engagement, retention for sustained customer value



Formulating dEpth framework

Synthesized a multi-dimensional framework taking into account all M&A parameters, weighted by their importance & effect



Assessment of targets

Evaluated all five targets across the dEpth parameters & narrowed down on preferred target objectively



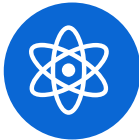
Deal valuation & execution

Used multiple valuation techniques to compute the fair value of targets & substantiate the investment decision



Leveraging the synergies

Identified the potential synergies & established the success pillars of the entire execution process



Building the ecosystem

Evolution of the WayneX ecosystem to include full suite of services, fulfilling company objective & turning profitable



WayneX can inorganically expand into Neo-banking through the acquisition of NeoKhata & establish itself as an all-in-one E-commerce plus fintech player

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Inroads to the Future

Details 

Following is a bird's eye view of the 3-year action plan to successfully venture into the Neobanking space:

Short term ~ 0-12 months

Acquisition of target, Integration of services & Launch



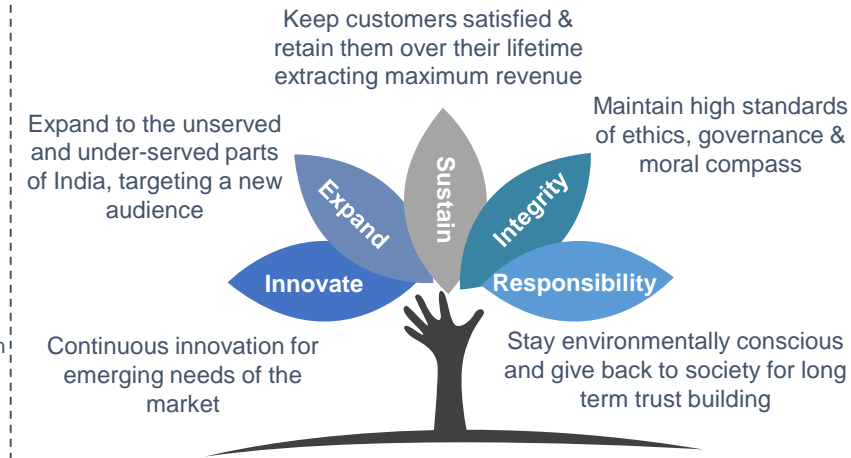
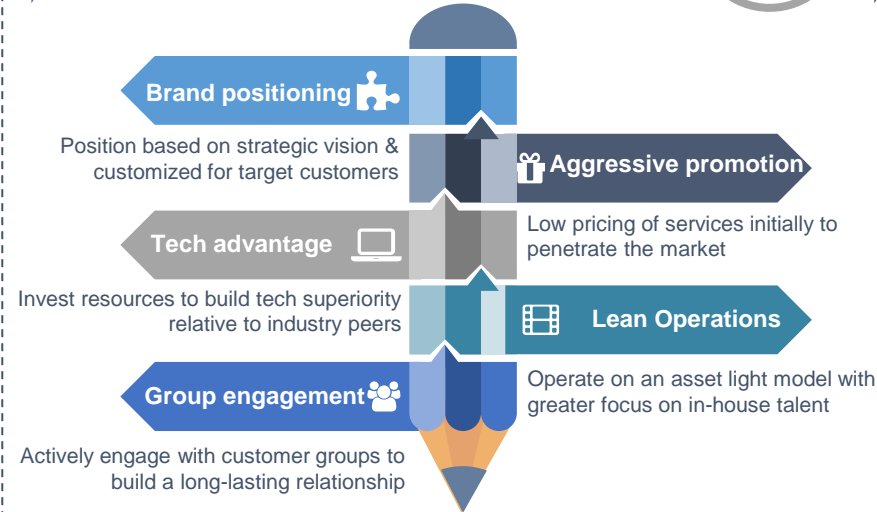
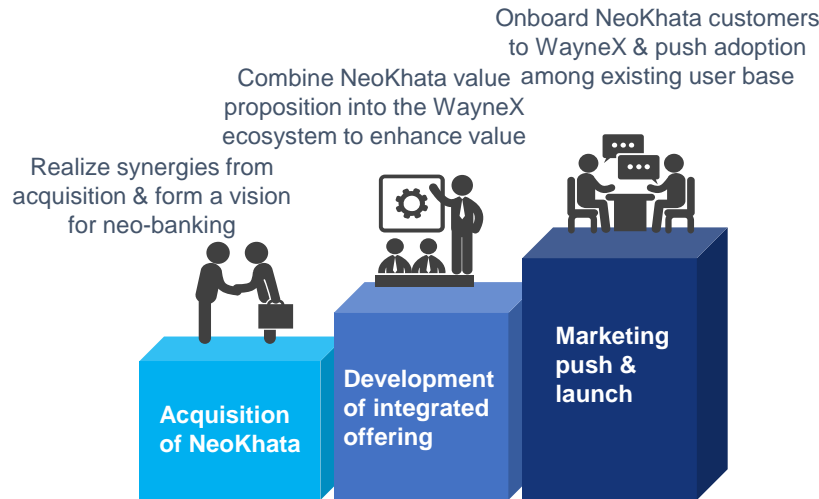
Medium term ~ 12-24 months

Penetrate the market; acquire capabilities, customers, technology



Long term ~ 24-36 months

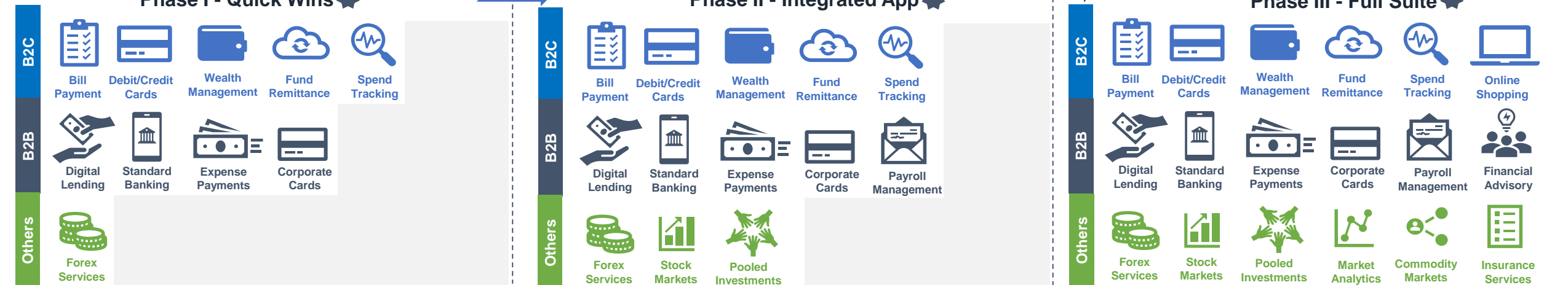
Sustain customer value; Innovate, Grow & Expand



Phase I - Quick Wins

Phase II - Integrated App

Phase III - Full Suite



Note: Please refer "Success Factors", "path to profitability" & "product launch" slides in annexure for more details.

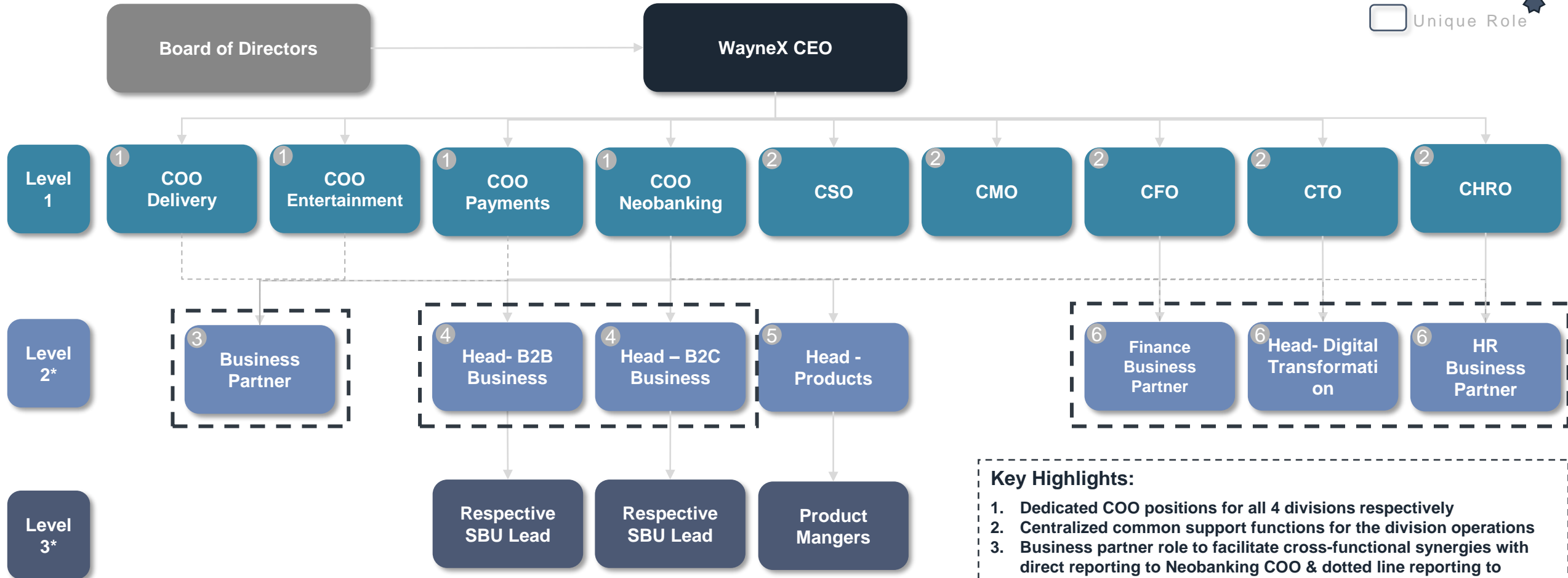
Executive Summary	Inroads to the Future	To-be TOM	Customer Strategies
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Details 

Target Operating Model

Following is the high-level view of the proposed target operating model for WayneX:

 Unique Role



Key Highlights:


1. Dedicated COO positions for all 4 divisions respectively
2. Centralized common support functions for the division operations
3. Business partner role to facilitate cross-functional synergies with direct reporting to Neobanking COO & dotted line reporting to divisional COOs
4. Separate unique roles to head B2B and B2C neobanking segments.
5. Product head to lead the product portfolio & its development.
6. Unique roles with direct reporting to functional heads and dotted line reporting to the divisional COOs.

Step 1

Step 2

Step 3

Step 4

 Identifying focus areas

 Devising TOM approach

 Deriving design principles

To-be TOM structure

Note: Please refer annexure for detailed slides on Step 1, 2 & 3.

*Non-Exhaustive Unique roles ~ For the purpose of the study, TOM structure at Level 2 & Level 3 has been limited to a few key roles.

Executive Summary	Inroads to the Future	To-be TOM	Customer Strategies
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WayneX Customer Personas

Details 

Following is a categorical analysis of targeted customer cohorts to build effective acquisition strategies:

Financially Pro

- ☐ Banking platform: Web, App
- ☐ Investing platform: App
- ☐ Digital financial footprint trust:



➤ Monthly salary breakup:

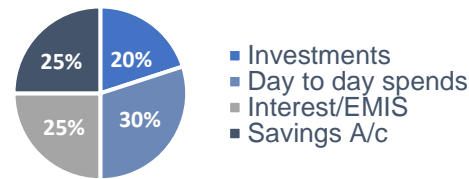


Financially Aware

- ☐ Banking platform: App, In-person
- ☐ Investing platform: App, Broker
- ☐ Digital financial footprint trust:



➤ Monthly salary breakup:

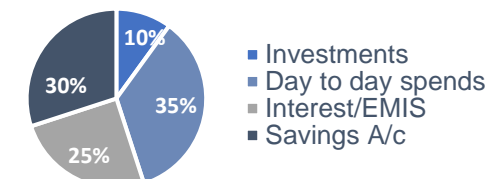


Financially Novice

- ☐ Banking platform: In-person, App
- ☐ Investing platform: Broker
- ☐ Digital financial footprint trust:



➤ Monthly salary breakup:



MSMEs

- ☐ Volume of transactions: High
- ☐ Value of transactions: Low
- ☐ Banking penetration:



Pain points:

- Lack of financial advisory
- Loan processing
- CC account terms



Corporates

- ☐ Volume of transactions: Medium
- ☐ Value of transactions: High
- ☐ Banking penetration:



Pain points:

- Payroll management
- Vendor account management
- Corporate card terms



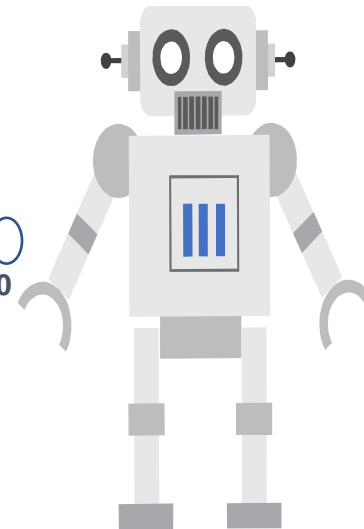
Fintech

- ☐ Relevant userbase
- ☐ Low-cost retail offerings
- ☐ Banking penetration:



Pain points:

- Payroll management
- Market reach
- Seed funding terms



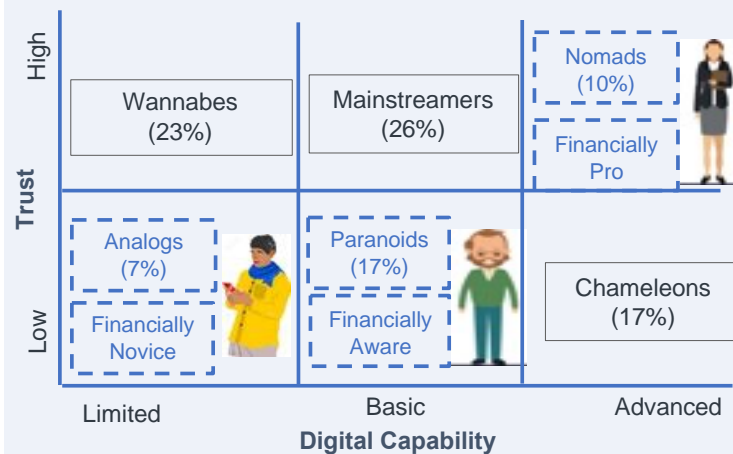
Note: Please refer "B2C & B2B customer journey" slides in annexures for illustrative customer journey.

Customer Strategies

Following is a brief overview of customized approach devised for targeted customer cohort:

Customer Acquisition

Digital User Segmentation Matrix (BYOP)



Persona targeting



Targeted advertisement campaigns basis persona behavior & pain points, minimal fees for legacy customers



Awareness & Promotion

Run campaigns of adding trustworthy banking services in the WayneX 360° umbrella across various channels

Customer Engagement

Push & Pull Strategy



- ❖ **Push legacy customers** to avail new neobanking with introductory offers
- ❖ **Pull acquired customers** to e-commerce & entertainment services

B2C strategy



Financially Pro: Value added offerings
Financially Aware: Investment facilities
Financially Novice: Easy banking facilities

B2B strategy



MSME: Financial advisory
Corporate: Vendor & Payroll management
Fintech: Seed funding & easy credit

Engagement strategies



- ❖ **Leverage social media** by providing personalized targeted recommendations via in-product messaging;
- ❖ **CRM software** to drive customer loyalty & overall customer experience

Customer Retention

Acquired CRM skill-set



Utilize CRM software & skillset of NeoKhata as their customer retention rate is 90%, build a dedicated team in a phased manner

Leverage existing position



Build on the existing brand equity to create an ecosystem serving all financial needs of retail as well as business customers

Building the brand



Delivering value to customers by adding more products and services, strengthen our risk assessments for credit & insurance

Customer life stages



Develop customer life stage feature, which allows the customer to enter their new life stage like marriage, family planning, home loan relevant personalized suggestions for wealth management

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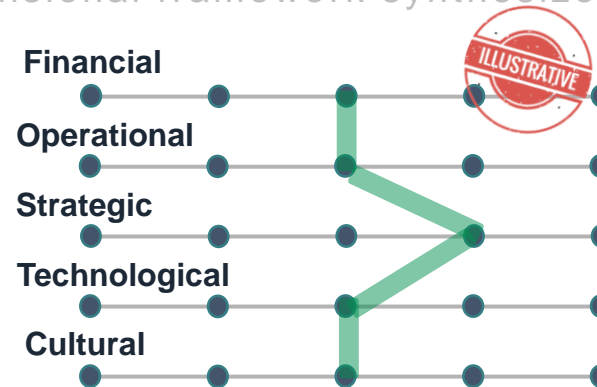
dEpth~ Evaluation Framework

Details 

Following is a multi-dimensional framework synthesized for scientific evaluation of the potential targets:

FinEQ's dEpth framework

The dEpth framework has been specifically developed by Team FinEQ to compare and evaluate the set of 5 potential acquisition targets for WayneX in a scientific and rational manner.



Past Performance (5%)

Fundamentals (10%)

Prospects (10%)



FinEQ's dEpth Framework

The Methodology

- The dEpth framework allocates weightage to 5 parameters & 15 sub-parameters based on the overall strategic alignment
 - ❖ Financial
 - ❖ Operational
 - ❖ Strategic
 - ❖ Technological
 - ❖ Cultural
- The evaluation has been done amongst the five potential acquisition targets to facilitate the management in narrowing down to the target that can bring maximum synergies in future operations for WayneX.

Talent Quality (4%)

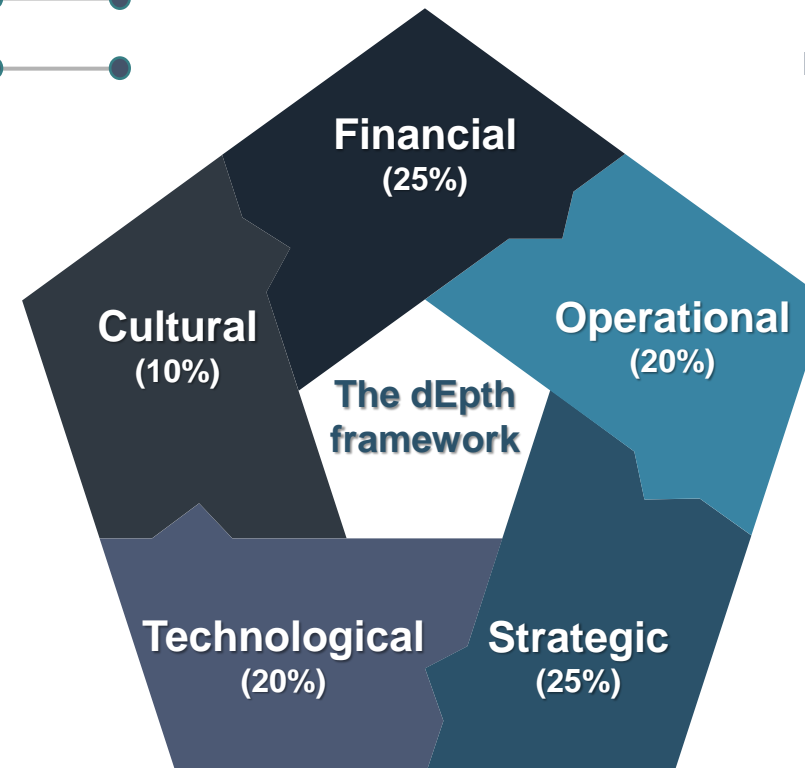
Emp Demographics (3%)

Cultural Fit (3%)

Tech Infrastructure(10%)

Capability Mapping (5%)

Innovation (5%)



Product Offering (10%)

Customer Reach (5%)

Addressable Market (5%)

Strategic Alignment (10%)

Overall Synergies (10%)

Socio-Inclusion (5%)

Note: Please refer “dEpth evaluation framework” tab in the enclosed excel model for parameter definitions and further details.

dEpth Evaluation

Details 

Following is the application of dEpth framework to comparable the proposed targets on a common scale:

dEpth Scoring

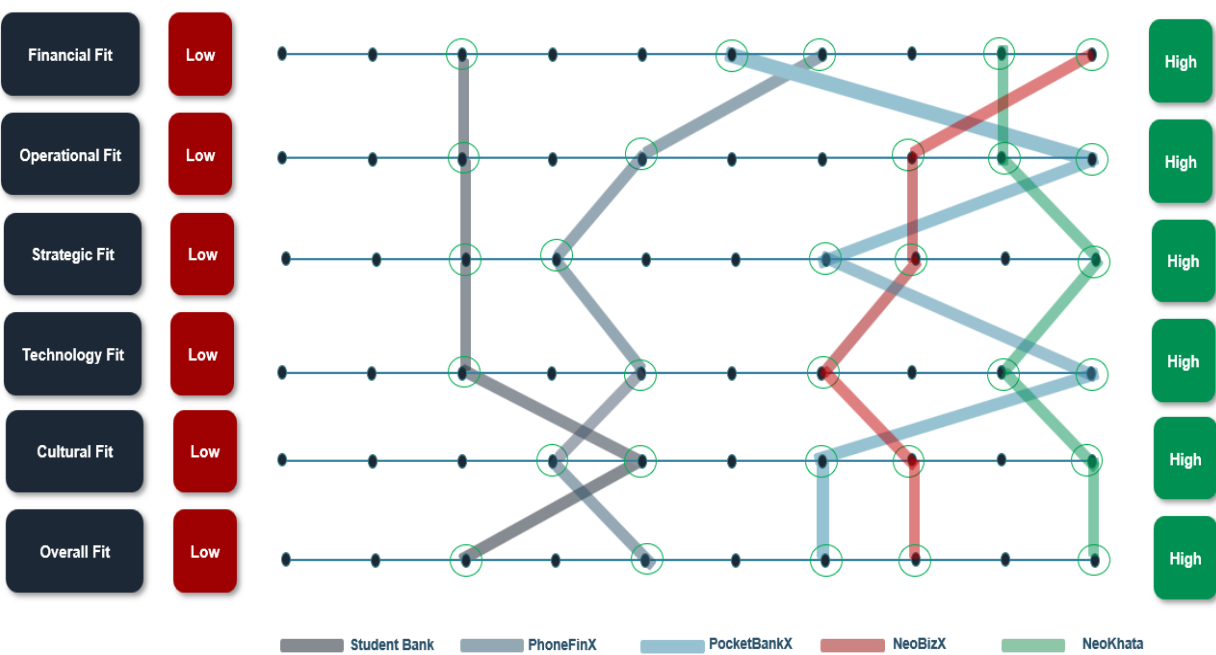
S. No	Parameters	Weight	PhoneFinX	NeoKhata	NeoBizX	Student Bank	PocketBankX
1.)	FINANCIAL SYNERGIES	25%	0.75	1.1	1.15	0.55	0.7
a.	Past Performance	5%	3	4	5	1	2
b.	Fundamentals	10%	3	4	5	2	3
c.	Prospects	10%	3	5	4	3	3
2.)	OPERATIONAL SYNERGIES	20%	0.6	0.85	0.75	0.55	0.9
a.	Product Offering	10%	3	4	4	3	4
b.	Customer Reach	5%	3	4	4	2	5
c.	Addressable Market	5%	3	5	3	3	5
3.)	STRATEGIC SYNERGIES	25%	0.7	1	0.95	0.5	0.9
a.	Strategic Alignment	10%	2	4	4	1	4
b.	Overall Synergies	10%	3	4	3	2	4
c.	Socio-Inclusion	5%	4	4	5	4	2
4.)	TECHNOLOGICAL SYNERGIES	20%	0.65	0.8	0.75	0.45	0.95
a.	Tech Infrastructure	10%	3	4	4	2	5
b.	Capability Mapping	5%	3	4	3	2	4
c.	Innovation	5%	4	4	4	3	5
5.)	CULTURAL SYNERGIES	10%	0.26	0.43	0.39	0.36	0.36
a.	Talent Quality	4%	2	4	3	3	3
b.	Employee Demographics	3%	3	5	5	5	5
c.	Cultural Fit	3%	3	4	4	3	3
Overall Score			2.96	4.18	3.99	2.41	3.81
Ranking			4	1	2	5	3

Acquisition Target >> NeoKhata

- The 5 potential target acquisitions were evaluated based on dEpth framework comprising of 5 parameters and 15 sub-parameters.
- Scores on the scale of 1 to 5 were assigned to the potential targets for each sub-parameter.
- Different weights were assigned to each sub-parameter based on the overall objective of WayneX.
- Scores calculated in 2. above were multiplied by weights mentioned in 3. to get the weighted average.
- Based on the score & dEpth methodology NeoKhata was ranked 1 with an overall score of 4.18, whereas NeoBankX and PocketBankX were ranked 2 & 3 with 3.99 & 3.81 respectively

Note: Please refer “dEpth scoring” & “fit assessment” slides and the “target evaluation tabs” in the enclosed excel model for detailed workings.

dEpth Fit Assessment



Financial Metrics

Particulars	PhoneFinX	NeoKhata	NeoBizX	Student Bank	PocketBankX
Gross Margin	20.24%	11.56%	13.77%	27.73%	15.16%
EBITDA Margin	-31.53%	-27.53%	-26.69%	-47.90%	-33.18%
Net Margin	-34.61%	-29.47%	-28.21%	-52.94%	-36.50%
Revenue CAGR	23.38%	27.35%	52.67%	-17.06%	4.21%
Customer Growth	53.00%	40.00%	50.00%	20.00%	47.00%
Retention Rate	75.00%	90.00%	80.00%	60.00%	85.00%


Ranking	III	II	I	V	IV
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Note: As per financial metrics NeoBizX is ranked #1 & NeoKhata #2, but on applying the dEpth framework NeoKhata is ranked #1 since it's in overall strategic alignment with WayneX objectives.

Target Assessment & Valuation

Details 

Following is a comparison of potential acquisition targets across key metrics and their estimated valuation:

PhoneFinX	NeoBizX	 NeoKhata	PocketBankX	Student Bank
<div> <input type="checkbox"/> Business Model: B2C </div> <div> <input type="checkbox"/> Revenue: ₹ 2.37 Bn. </div> <div> <input type="checkbox"/> EBITDA Margin: -31.5% </div> <div> <input checked="" type="checkbox"/> Cust. Growth Rate: 53% </div> <div> <input type="checkbox"/> Cust. Retention Rate: 75% </div> <div> <input type="checkbox"/> B2C CAC: ₹ 224.7 </div> <div> <input type="checkbox"/> CLV: ₹ 13.1 K </div> <div> <input type="checkbox"/> Co. Size: 1800 </div> <div> <input type="checkbox"/> Rev. / employee: ₹ 1317.7 K </div> <div> <input checked="" type="checkbox"/> Technology: Proprietary </div> <div> <input type="checkbox"/> Social: NA </div> <div> <input type="checkbox"/> Overall fit: LOW </div>	<div> <input type="checkbox"/> Business Model: B2B </div> <div> <input type="checkbox"/> Revenue: ₹ 3.28 Bn. </div> <div> <input checked="" type="checkbox"/> EBITDA Margin: -26.7% </div> <div> <input type="checkbox"/> Cust. Growth Rate: 50% </div> <div> <input type="checkbox"/> Cust. Retention Rate: 80% </div> <div> <input type="checkbox"/> B2C CAC: NA </div> <div> <input type="checkbox"/> CLV: ₹ 852.8 K </div> <div> <input type="checkbox"/> Co. Size: 2300 </div> <div> <input checked="" type="checkbox"/> Rev. / employee: ₹ 1423.9 K </div> <div> <input type="checkbox"/> Technology: AI & ML </div> <div> <input checked="" type="checkbox"/> Social: Tier 3 cities </div> <div> <input type="checkbox"/> Overall fit: MEDIUM </div>	<div> <input checked="" type="checkbox"/> Business Model: B2B + B2C </div> <div> <input checked="" type="checkbox"/> Revenue: ₹ 3.97 Bn. </div> <div> <input type="checkbox"/> EBITDA Margin: -27.5% </div> <div> <input type="checkbox"/> Cust. Growth Rate: 40% </div> <div> <input checked="" type="checkbox"/> Cust. Retention Rate: 90% </div> <div> <input type="checkbox"/> B2C CAC: ₹ 534.9 </div> <div> <input type="checkbox"/> CLV: ₹ 3,199.8 K </div> <div> <input checked="" type="checkbox"/> Co. Size: 3000 </div> <div> <input type="checkbox"/> Rev. / employee: ₹ 1323.3 K </div> <div> <input type="checkbox"/> Technology: AI & ML </div> <div> <input checked="" type="checkbox"/> Social: Tier 3 cities </div> <div> <input checked="" type="checkbox"/> Overall fit: HIGH </div>	<div> <input checked="" type="checkbox"/> Business Model: B2B + B2C </div> <div> <input type="checkbox"/> Revenue: ₹ 3.04 Bn. </div> <div> <input type="checkbox"/> EBITDA Margin: -33.2% </div> <div> <input type="checkbox"/> Cust. Growth Rate: 47% </div> <div> <input type="checkbox"/> Cust. Retention Rate: 85% </div> <div> <input checked="" type="checkbox"/> B2C CAC: ₹ 204.4 </div> <div> <input checked="" type="checkbox"/> CLV: ₹ 125,223.8 K </div> <div> <input type="checkbox"/> Co. Size: 2500 </div> <div> <input type="checkbox"/> Rev. / employee: ₹ 1216.4 K </div> <div> <input type="checkbox"/> Technology: AI - NLP </div> <div> <input type="checkbox"/> Social: NA </div> <div> <input type="checkbox"/> Overall fit: MEDIUM </div>	<div> <input type="checkbox"/> Business Model: B2C </div> <div> <input type="checkbox"/> Revenue: ₹ 0.12 Bn. </div> <div> <input type="checkbox"/> EBITDA Margin: -47.9% </div> <div> <input type="checkbox"/> Cust. Growth Rate: 20% </div> <div> <input type="checkbox"/> Cust. Retention Rate: 60% </div> <div> <input type="checkbox"/> B2C CAC: ₹ 3,111.1 </div> <div> <input type="checkbox"/> CLV: ₹ 190.4 K </div> <div> <input type="checkbox"/> Co. Size: 100 </div> <div> <input type="checkbox"/> Rev. / employee: ₹ 1190.0 K </div> <div> <input type="checkbox"/> Technology: Outsourced </div> <div> <input type="checkbox"/> Social: Education sector </div> <div> <input type="checkbox"/> Overall fit: LOW </div>
₹ 9.31 Bn.	₹ 21.44 Bn.	₹ 27.98 Bn.	₹ 13.89 Bn.	₹ 1.89 Bn.

Note: The valuation has been derived by taking average of valuations from DCF method, EBTIDA multiple and revenue multiple. Please refer “valuation screenshots” in annexure & “valuation” tabs in the enclosed excel model for more details.

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Synergies from NeoKhata

Following is a brief overview of synergies realized from NeoKhata acquisition and the major pillars of execution:

INR
200k

Revenue synergy value
(5% of target revenues)

Cost synergy value
(3% of target operating expenses)

INR
150k

Financial synergy:

Revenue synergies from integrated products offered to a bigger pool of customers, resulting in cross service adoption & increased **Average Revenue per User (ARPU)**

Operational synergy:

Optimization of fixed operating expenses by **eliminating duplicate costs** & shifting to a combined operating model

Technological synergy:

Picking up **best demonstrative practices** from NeoKhata experts to build a steep learning curve for the neo-banking dynamics

Organizational synergy:

Realizing cross collaboration benefits in the Financial Services industry & leveraging **experience sharing** in areas like rural customer behavior

Customer synergy:

Acquisition of existing NeoKhata customers at minimal additional cost & venturing into a **new B2B space** showing strong growth prospects

Best
Strategic
fit

Post Acquisition Integration

Workplace integration:

- Phased shifting (6-12 months) of NeoKhata head office to a closer proximity
- Constant employee engagement to address commutation issues

Reporting relationships:

- Structuring of job roles to complement domain expertise
- Liaison roles for better collaboration

Policy alignment:

- Clear communication of organizational goals
- Conscious efforts to tackle principal – agent problem

Competency building:

- Training programs for familiarization with WayneX practices
- Debriefings & townhalls for quick & free flow of information

Employee onboarding:

- Smooth transition to new employer considering all legal formalities
- Transparent workings for trust building



Note: Synergies assumed to be realized 50% in Year 1 & 100% in Year 2 after closing of transaction.

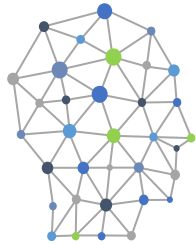
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Evolved WayneX Ecosystem

Details 

Following is a snapshot of the WayneX and NeoKhata integrated value proposition with full suite of services:

A. Identified specific customer needs and introduced services to address specific pain points



- ❖ Differentiated customer segments based on recognizable **behavioral patterns** to develop targeted products
- ❖ In depth research of banking penetration in base markets coupled with **financial awareness & linguistic coverage** to establish personal relationship

- ❖ Building a customer perception of '**Financial friend**' and positioning as '**Easy & Trustworthy**' to gain psychological advantage ★

C. Value offerings brought in by NeoKhata; re-branded & launched as WayneX

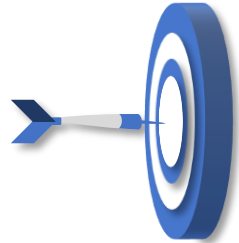
- ❖ NeoKhata mobile app integrated to WayneX **super app** for easier access



- ❖ WayneX positioned as **umbrella service** including e-commerce, entertainment, payments & neobanking
- ❖ WayneX legacy customers to be pushed towards **adopting** neo-banking solution, either **subscription** or **transaction-based** model
- ❖ NeoKhata existing users to receive proper step-by-step guide and assistance to **shift** to WayneX interface

B. Launched products strategically in a phased manner based on target population

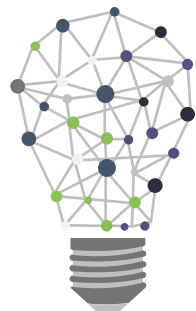
- ❖ Focus on **onboarding customers** through **easy UI**, products ranging from standard banking to advanced wealth management
- ❖ Separate mobile apps and desktop solutions for B2B & B2C segments, **personalized service recommendations** based on needs and pain points



- ❖ Aggressive marketing & promotional activities for new products at regular intervals to continue customer **interaction, feedback & engagement**

D. Build technological advantage & attain profitability by sustaining value

- ❖ Invest in **emerging technologies** over the years to evolve as an up-to-date player in the long run



Note: Please refer slides "technological superiority", "differentiating factors", "risk & challenges" & "cyber-threat landscape" for detailed analysis.

WayneX Neobank

Consolidated

Standalone

Growth Optimism

High

Low

Medium

Financial Projections

For the year ending March 31, 2022

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Financial Model

Details

Neobanking division only

Growth Optimism

WayneX	
Income Statement for the year ended 2022(Projected)	
Revenue	47.06
Other Revenue	0.00
Total Revenue	47.06
Cost Of Revenue	36.93
Gross Profit	10.14
Selling General & Admin Exp.	8.38
Depreciation & Amortization	0.50
Other Operating Expense/(Income)	0.65
Total Operating Expenses	9.53
Operating Income or loss	0.61
Interest Income/(Expense)	0.80
Net Income Before Taxes	-0.19
Provision for Income Taxes	0.13
Net Income after Taxes	-0.32
Net Income	-0.32

Income Statement	WayneX Target Neobanking Acquisition (NeoKhata)				Low	Medium	High
Balance Sheet as of	Mar-31-2018	Mar-31-2019	Mar-31-2020	Mar-31-2021	Mar-31-2022	Mar-31-2022	Mar-31-2022
Currency (in billion INR)	INR	INR	INR	INR	INR	INR	INR
Revenue	1.92	2.95	3.45	3.97	5.06	4.72	5.40
Other Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Revenue	1.92	2.95	3.45	3.97	5.06	4.72	5.40
Cost Of Revenue	1.70	2.70	3.15	3.51	3.97	3.87	3.70
Gross Profit	0.22	0.25	0.30	0.46	1.09	0.85	1.70
Selling General & Admin Exp.	1.00	1.33	1.47	1.55	2.03	1.55	2.16
Depreciation & Amortization*	0.09	0.06	0.05	0.08	0.08	0.08	0.08
Other Operating Expense/(Income)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Operating Expenses	1.09	1.38	1.52	1.63	2.10	1.64	2.24
Operating Income or loss	-0.86	-1.13	-1.22	-1.17	-1.01	-0.78	-0.54
Interest (Income)/Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Income Before Taxes	-0.86	-1.13	-1.22	-1.17	-1.01	-0.78	-0.54
Provision for Income Taxes	0	0	0	0	0.00	0.00	0.00
Net Income after Taxes	-0.86	-1.13	-1.22	-1.17	-1.01	-0.78	-0.54
Net Income	-0.86	-1.13	-1.22	-1.17	-1.01	-0.78	-0.54

Performance Ratios:

Gross Margin: 21.5%

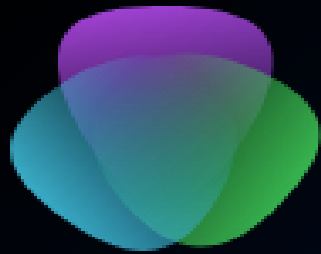
EBITDA: 1.3%

Net Margin: -0.7%

^Three different scenarios has been taken into account on the basis of the level of optimism for NeoKhata performance projects:

- Low ~ The revenue will continue to grow at past CAGR after acquisition
- Medium ~ On the basis of the valuation methodology (Please refer NeoKhata "forecasted financials 5" tab for details)
- High - The revenue will grow at the rate of customer growth * retention rate

Note: A multi-dimensional interactive dashboard has been created to facilitate WayneX management view their projected P&L across dimensions. Please refer "Financial Projections" tabs in the enclosed excel model for more further details.



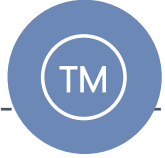
WayneX

Trustworthy Banking

Annexure

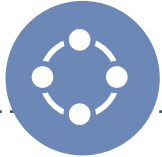
Success Factors to Drive the NeoBank

● — Leveraging Assets — ●



Strong brand recognition

High awareness & deep trust



Ecosystem advantage

Wide reach with customer base and platform



Existing financial services

Financial service experience, capabilities

● — Building & scaling the bank — ●



Customer obsession

Compelling, validated value proposition, commercial, branding



Scalable and flexible technology

Own tech stack, 100% automation and decisioning, strong tech capabilities



Agile org and governance

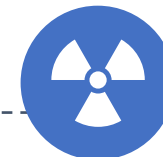
Digibank as decision maker, accelerated staging

● — Sustaining success — ●



Data-driven

For relevant pipeline of offerings, marketing and credit risk analytics



Risk Management

Mitigate risks as a bank and tech player



Path to profitability

Product sequencing while balancing income and costs

Path to Profitability

Back ↕

Grow & sustain:

- ❑ Clear strategy for achieving max profit margins while serving under/unserved segments with low/free services

Continued innovation:

- ❑ App innovation to maintain customer engagement and daily usage
- ❑ Building stronger ecosystem & convenient APIs for users



25-36 months

36+ months

Expansion to unserved markets:

- ❑ Consistently offer low-cost services to further penetrate the market than the traditional banks
- ❑ Clearly identified revenue sources & their cost implications

19- 24 months



13-18 months



Identification of areas to improve bottom-line:

- ❑ Multi-dimensional monitoring of revenue & costs
- ❑ Optimizing cost and working capital requirements across processes

7-12 months



Targeted research on customer pain points:

- ❑ Analysis of customer clusters & identification of pain points
- ❑ Introduction of curated products to match the desires of target clusters

0-6 Months

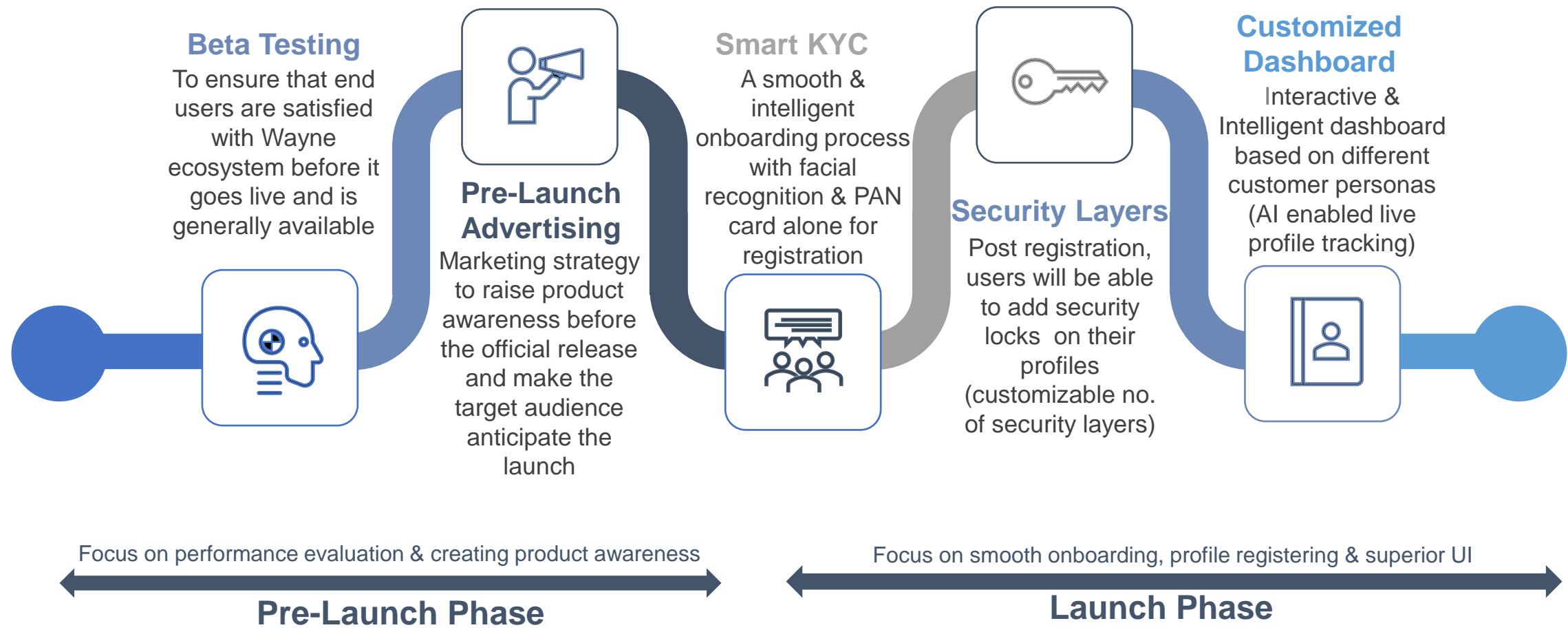


Right product release sequence:

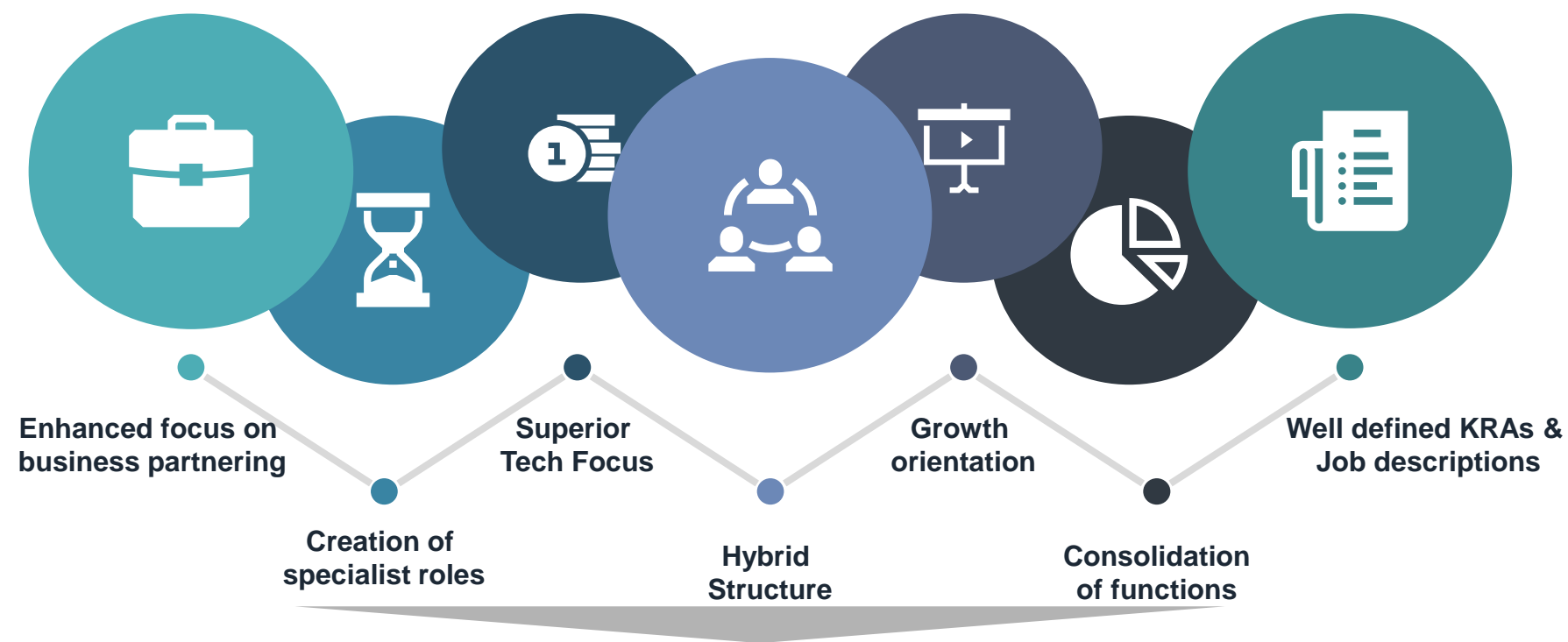
- ❑ 3 Phased product portfolio launch
- ❑ Capitalising on quick wins to extend market reach straightaway

Product Launch

Pre-Launch actions in a phased manner, leading to a strategized launch for optimizing the market leverage



Emerging Focus Areas from Phase-1 Analysis



Scalability

- Scalable structure to support future business growth and operations
- System to support quick decision making in dynamic banking business environment

Capabilities

- Roles to leverage existing ecosystem & internal capabilities
- Focus on specialist roles to drive scalability & business development

Future Readiness

- Future ready organization to adapt to the growing scale and fast changing externalities
- Adoption of leading business practices & benchmarking to stay relevant

Tech Enablement

- Focus on increasing adoption of existing tools to support swifter business operations
- Focus on digitalization to establish tech superiority amongst other players

Approach to Derive Design Themes



Inputs from Phase I Analysis

- ❑ Having understood the strategy, business and as-is benchmarks, FinEQ analyzed the business expectations and identified key focus areas.



Benchmarking Insights

- ❑ Using knowledge repositories, industry best practices were identified and factored into designing TOM for enhanced structural effectiveness.



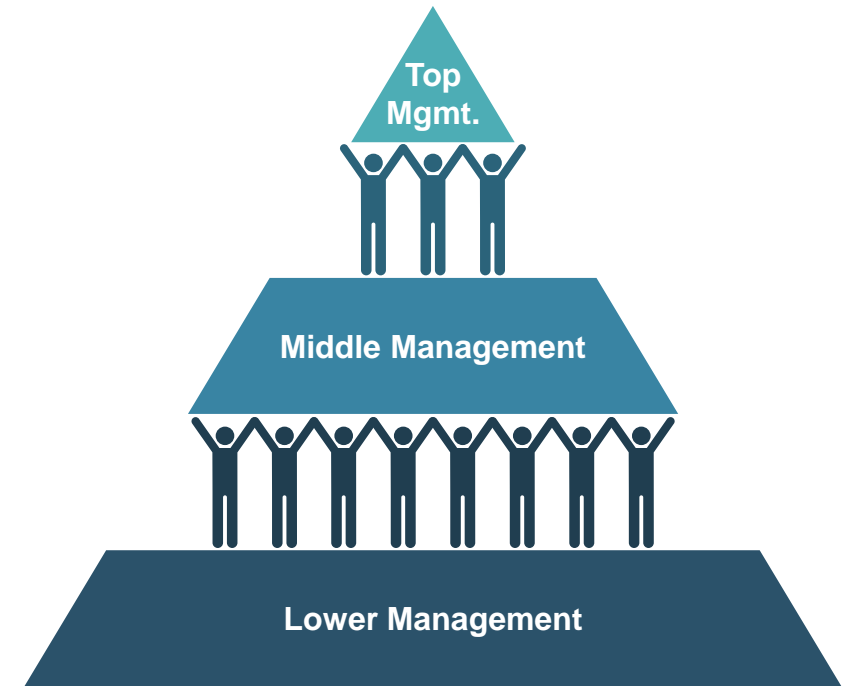
Industry Expert Discussions

- ❑ FinEQ reached out to professionals working in relevant domains to capture their voice on contemporary business trends & get insights on this case.



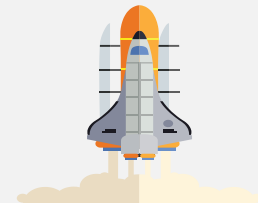

Business Expectations

- ❑ FinEQ analyzed the needs and expectations of business heads, identified their key considerations while structuring the target operating model.



Structural Design Principles

Deriving Design Themes

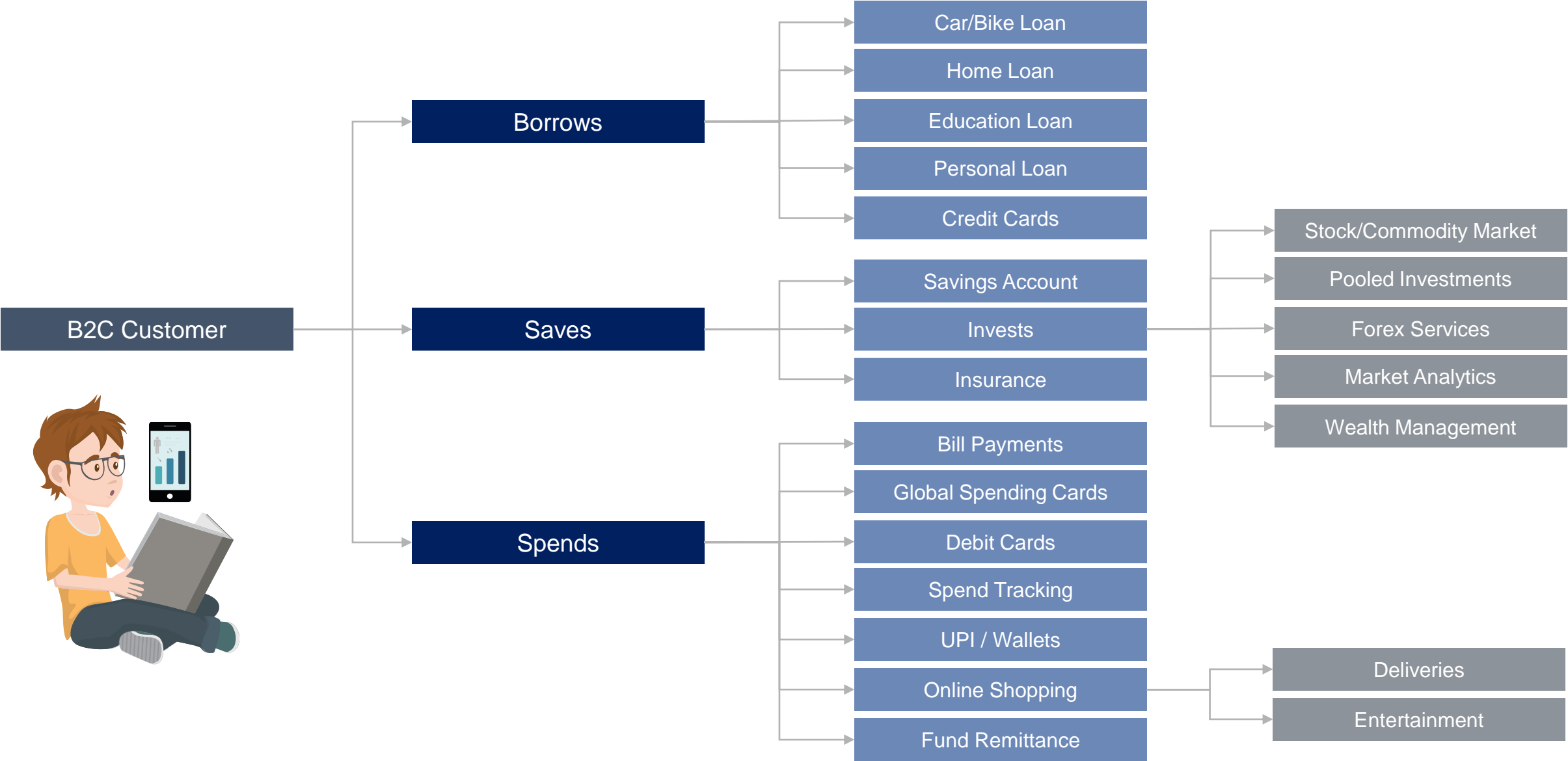
Key Pillars	Priority Areas	Structural Implications	Design Themes
Strategy	Growth Strategy	<ul style="list-style-type: none"> Dedicated business partner roles to facilitate cross-functional business & derive insights 	 <p>Scalable & sustainable</p>
	Enhanced BAU		
People	Change Management	<ul style="list-style-type: none"> Focus on extensive employee engagement planning; Consolidation of non-operations focused functions under functional heads for smooth ; 	 <p>Tech & Digitalization Orientation</p>
	Talent Acquisition & Retention		
Process	Enhanced control	<ul style="list-style-type: none"> Digital transformation role to benchmark internal processes with leading practices and focus on automating manual activities. 	 <p>Realignment of roles with functions</p>
	Digitalization & Automation		
Technology	Tech Superiority	<ul style="list-style-type: none"> Continuous development of WayneX ecosystem and establishing technological superiority amongst competitors to serve the customer better. 	 <p>Dedicated business partnering</p>
	Continuous Innovation		
Governance	Enhanced Control	<ul style="list-style-type: none"> Lean hierarchy under core operations function to facilitate quick decision making; classification into SBUs for greater accountability & control 	
	Swift decision making		
Service Delivery	Centralization	<ul style="list-style-type: none"> Well defined Standard Operating Procedures and KRAs; consolidation of non-operations focused functions 	
	Formalization		

Unique Roles ~ Key Responsibilities

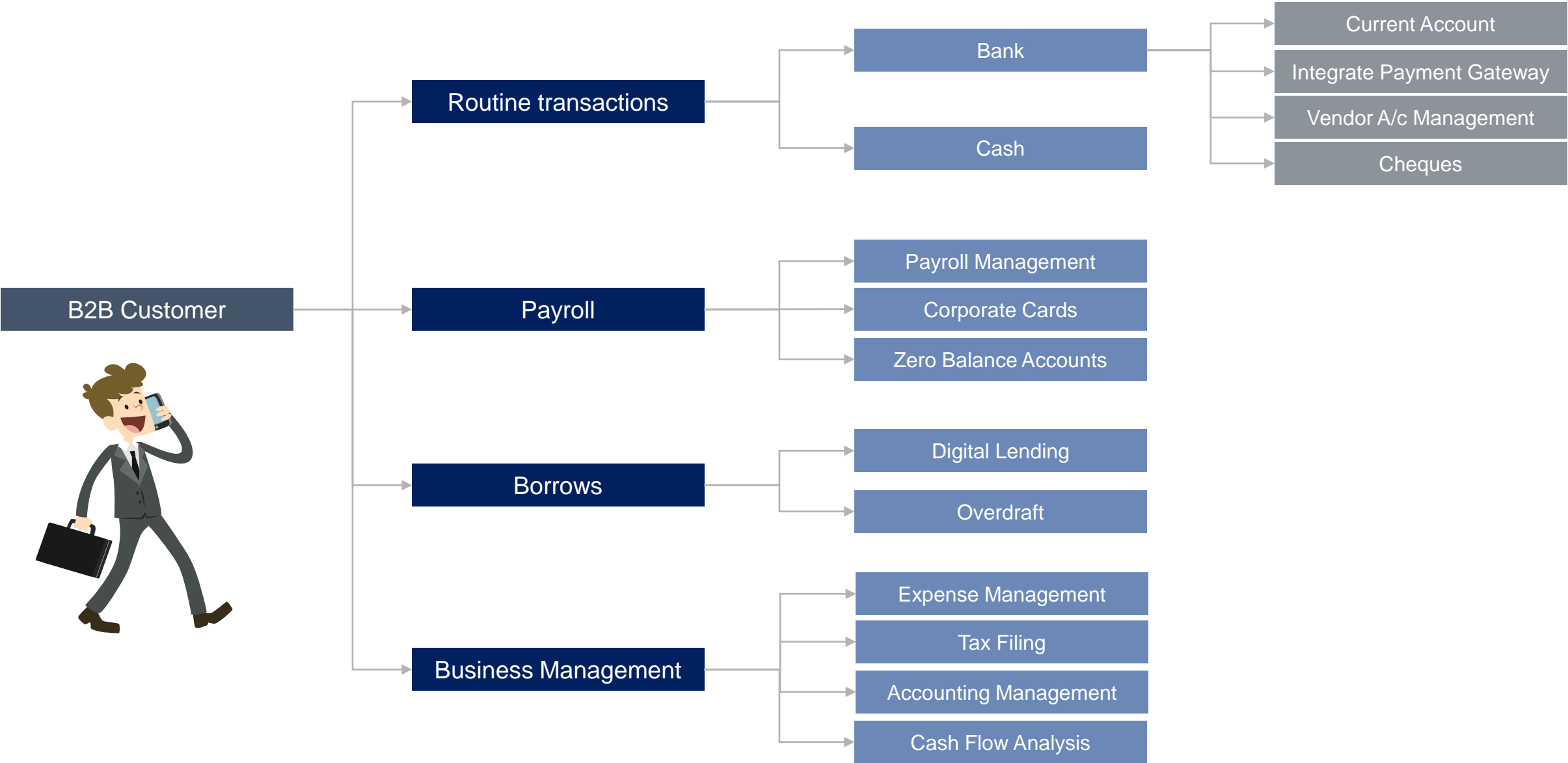
Key Responsibilities

COO	<ul style="list-style-type: none"> ❑ End2End Division Operation ❑ Business Development ❑ Risk Management 	CSO	<ul style="list-style-type: none"> ❑ Expanding BAU & growth ❑ Customer Acq. & Retention ❑ Customer Care & Support 	CMO	<ul style="list-style-type: none"> ❑ End2End Marketing Operations ❑ Building Brand Equity ❑ Customer Engagement
CFO	<ul style="list-style-type: none"> ❑ Financial Reporting ❑ Performance Management ❑ Business Insights 	CTO	<ul style="list-style-type: none"> ❑ Leading Tech Practices ❑ Digitalization ❑ Future Ready Organization 	CHRO	<ul style="list-style-type: none"> ❑ People Management ❑ Change Management ❑ Culture Building
Business Partner	<ul style="list-style-type: none"> ❑ Business Partnering ❑ Cross-functional BD ❑ Full time COO support 	Head – B2B Business	<ul style="list-style-type: none"> ❑ End2End B2B Operations ❑ Business Development ❑ Risk Management 	Head – B2C Business	<ul style="list-style-type: none"> ❑ End2End B2C Operations ❑ Business Development ❑ Risk Management
Head-Products	<ul style="list-style-type: none"> ❑ Product Management ❑ Product Development ❑ Portfolio Expansion 	Finance Business Partner	<ul style="list-style-type: none"> ❑ Finance Business Partnering ❑ Cross-functional sales ❑ Business Insights 	Digital Transformation	<ul style="list-style-type: none"> ❑ Automation & digitalization ❑ Benchmarking Tech Practices ❑ IT Support
HR Business Partner	<ul style="list-style-type: none"> ❑ HR Business Partnering ❑ People Management ❑ Change Management 	Respective SBU Leads	<ul style="list-style-type: none"> ❑ End2End SBU Operations ❑ Performance Reporting ❑ Business Development 	Product Managers	<ul style="list-style-type: none"> ❑ Product Management ❑ Product Development ❑ Product Extension

WayneX B2C User Journey



WayneX B2B User Journey

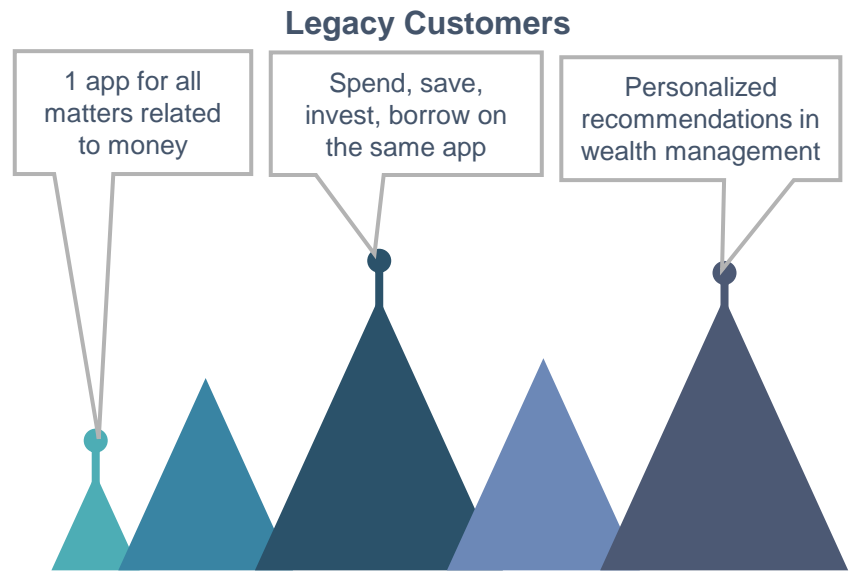
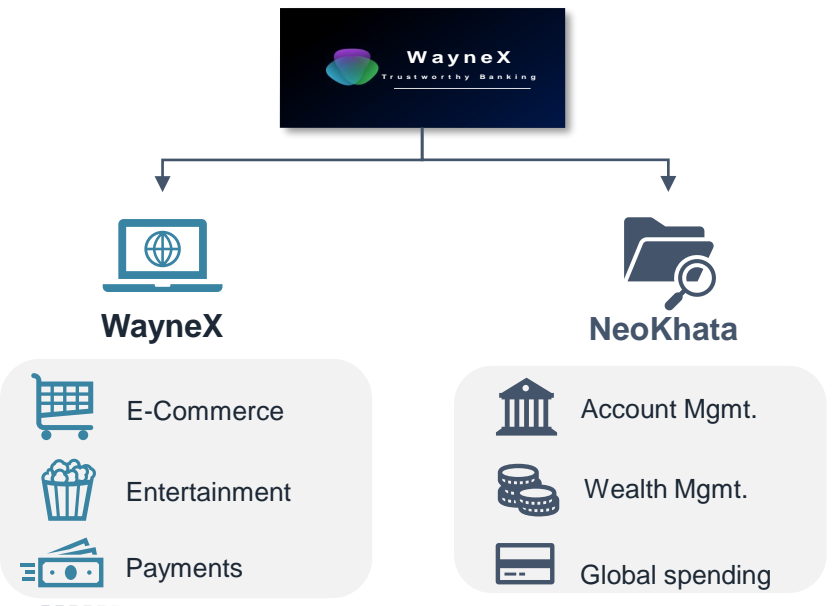



WayneX Customer Funnel

WayneX enjoys a ~20% conversion rate, there exists considerable scope for tapping into the existing white space in the market



Rebranding



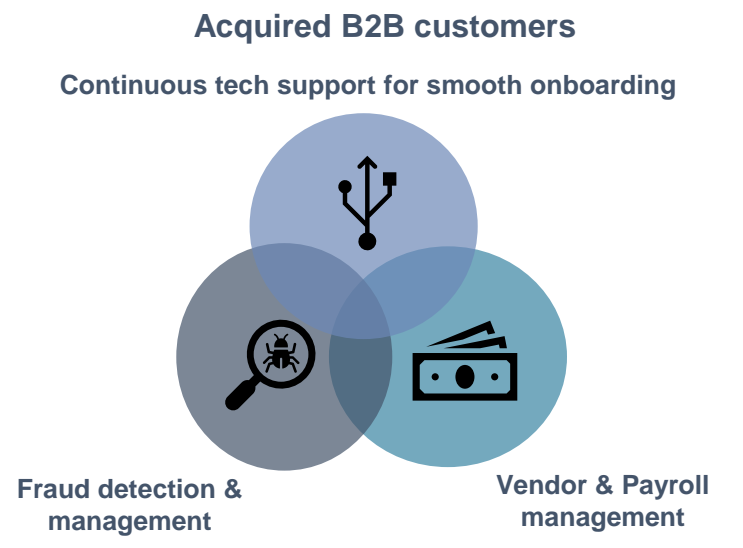
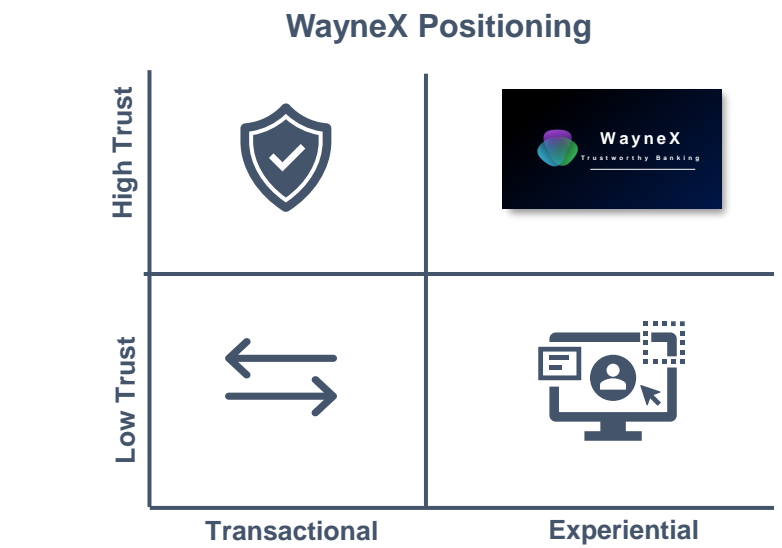


Wayne X

NeoKhata

- Revenue: ₹40 Bn.
- Experience: 10 years
- 2.48 Mn. overall monthly transactions

- Revenue: ₹3.97 Bn
- Experience: 5 years
- 10K+ businesses & 500K+ retail customers



dEpth Scoring

S. No	Parameters	Weight	PhoneFinX	NeoKhata	NeoBizX	Student Bank	PocketBankX
1.)	FINANCIAL SYNERGIES	25%	0.75	1.1	1.15	0.55	0.7
a.	Past Performance	5%	3	4	5	1	2
b.	Fundamentals	10%	3	4	5	2	3
c.	Prospects	10%	3	5	4	3	3
2.)	OPERATIONAL SYNERGIES	20%	0.6	0.85	0.75	0.55	0.9
a.	Product Offering	10%	3	4	4	3	4
b.	Customer Reach	5%	3	4	4	2	5
c.	Addressable Market	5%	3	5	3	3	5
3.)	STRATEGIC SYNERGIES	25%	0.7	1	0.95	0.5	0.9
a.	Strategic Alignment	10%	2	4	4	1	4
b.	Overall Synergies	10%	3	4	3	2	4
c.	Socio-Inclusion	5%	4	4	5	4	2
4.)	TECHNOLOGICAL SYNERGIES	20%	0.65	0.8	0.75	0.45	0.95
a.	Tech Infrastructure	10%	3	4	4	2	5
b.	Capability Mapping	5%	3	4	3	2	4
c.	Innovation	5%	4	4	4	3	5
5.)	CULTURAL SYNERGIES	10%	0.26	0.43	0.39	0.36	0.36
a.	Talent Quality	4%	2	4	3	3	3
b.	Employee Demographics	3%	3	5	5	5	5
c.	Cultural Fit	3%	3	4	4	3	3

Overall Score	2.96	4.18	3.99	2.41	3.81
<i>Ranking</i>	4	1	2	5	3

Fit Assessment

Financial Fit

Low

Operational Fit

Low

Strategic Fit

Low

Technology Fit

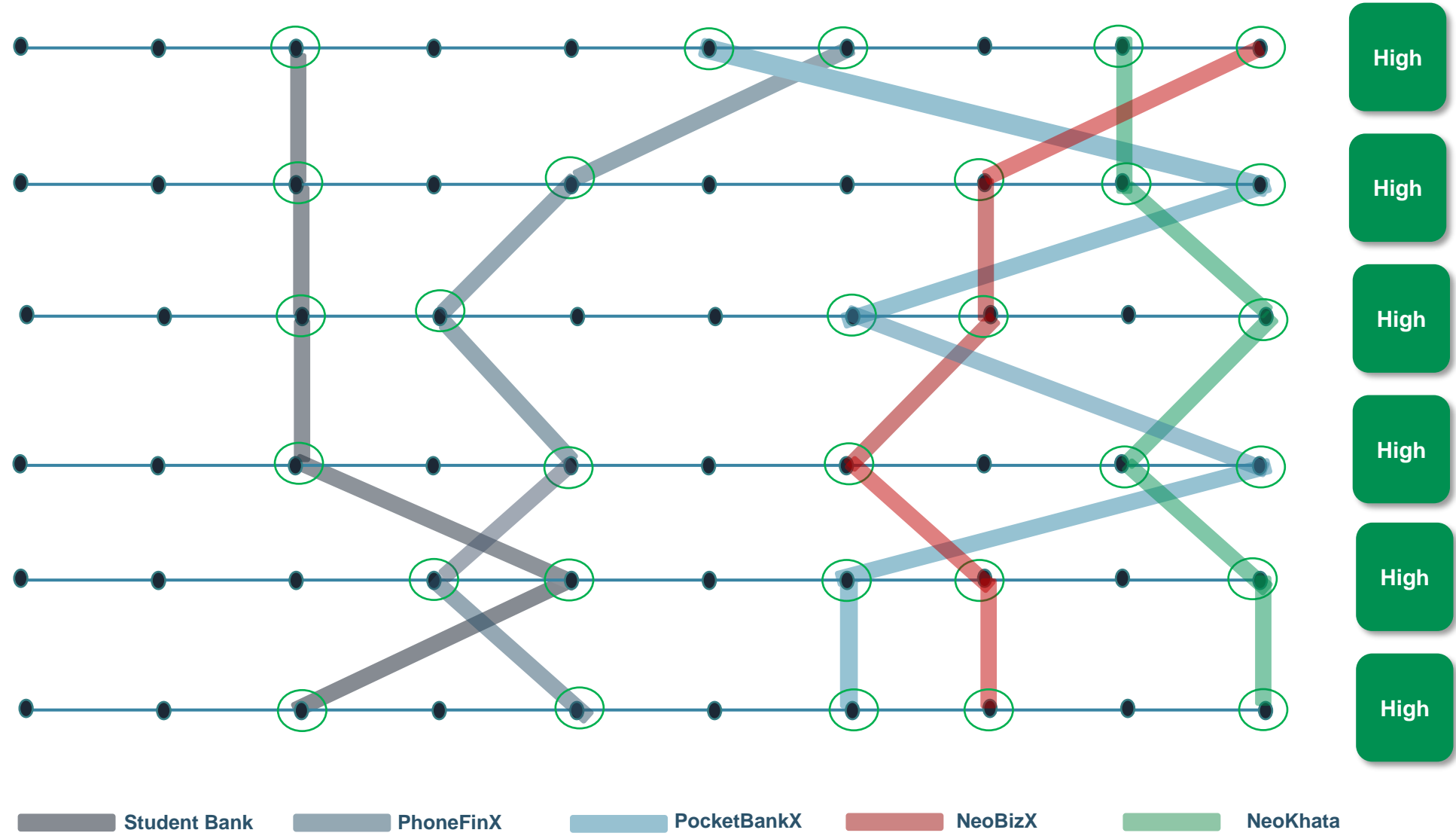
Low

Cultural Fit

Low

Overall Fit

Low



Valuation Screenshots

DCF Valuation

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
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	B	C	D	E	F	G
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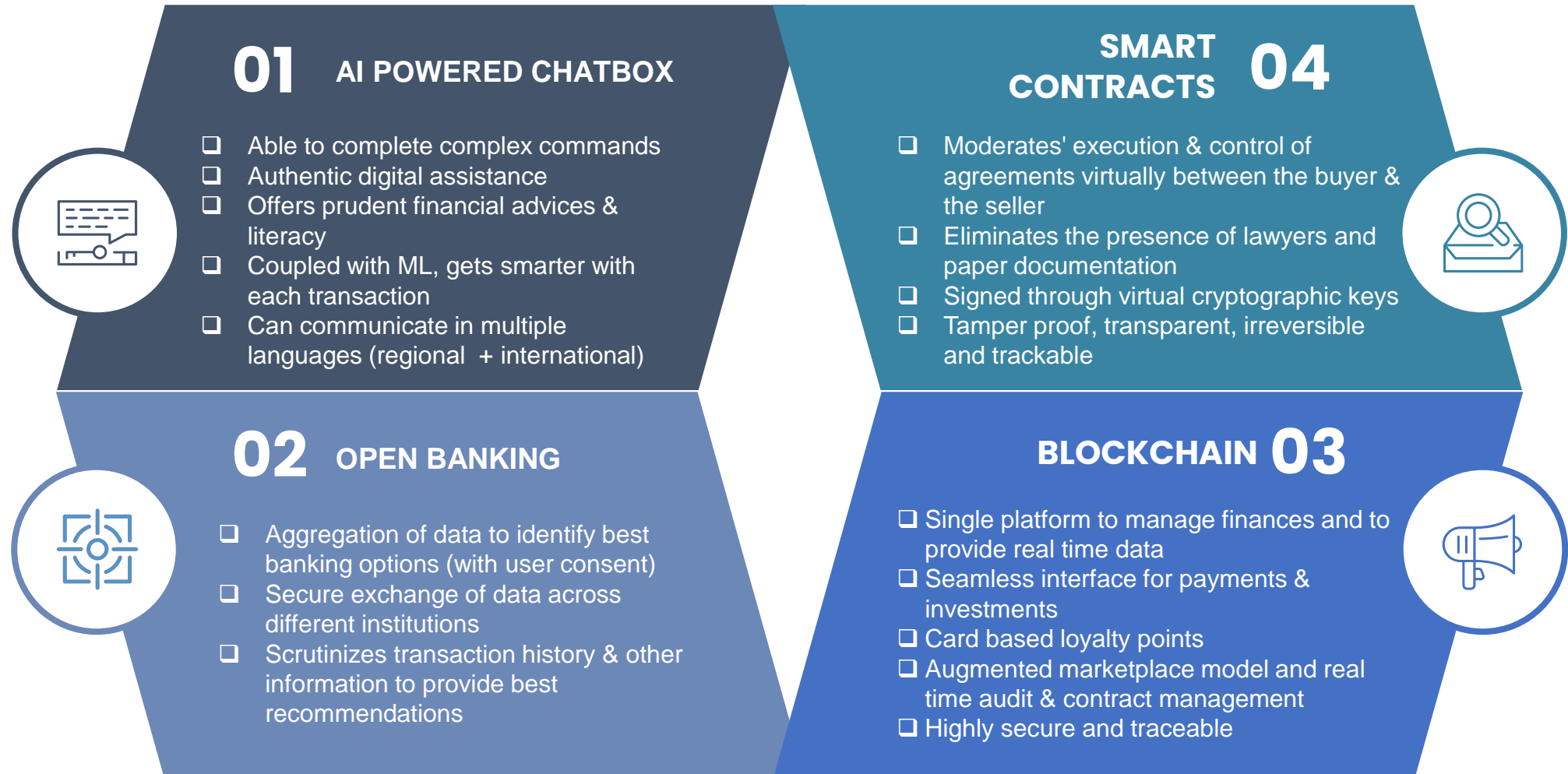
EBITDA & Revenue Multiple Valuation

[illegible]

Financial Forecasting at 2 Levels

[illegible]

Technological Superiority



Differentiating Factors

Parameters	Standard Neo Bank	Waynex Neo Bank
❖ Service Platform	Web & Mobile app	Web., Mobile app & Desktop (PC) software
❖ User Interface	Standard web/app UI with access to service tools	Interactive & smart UI with customer engaging tools like AI enabled chatbot etc.
❖ Client Relations	Short Term	Short Term & Long Term
❖ Customer Support	Office Hours	24x7 service
❖ Operational Efficiency	Standard	Faster (Coupled with XOps and Latest Data management tools)
❖ Security	Less to Moderate	High (Blockchain system & high-end cyber security)
❖ Transparency	Less to Moderate	High (Open Banking)
❖ Value Added Services	Standard neo-banking services	Additional to standard neo-banking services, Waynex also offers Smart Contracts, financial assistance & recommendations
❖ Blockchain enabled lending	✗ <input type="checkbox"/>	✓ <input type="checkbox"/>
❖ Decentralized Transactions	✗ <input type="checkbox"/>	✓ <input type="checkbox"/>
❖ AI Powered chatbots	✗ <input type="checkbox"/>	✓ <input type="checkbox"/>
❖ Open Banking	✗ <input type="checkbox"/>	✓ <input type="checkbox"/>

Risks & Challenges

Risks

- ❑ **Higher growth vs Credit quality**
Neo-banks take pride in offering the fastest approval rates with their flexible loan assessment criteria. This pushes them to somewhat compromising with assessing the creditworthiness.
- ❑ **Digital flexibility and its correlation security risk (cyberattacks)**
Hacking is a great potential risk in today's world of online services. The risk of an outside source getting their hands on your money and investments by hacking into your bank account. Depending on how vulnerable your bank is, depends on how big the risk of this happening is.
- ❑ **Onboarding Risks in Banking**
One big risk regarding the onboarding process, is the risk of people committing fraud, opening an account with a stolen or fake identity. Online fraud being mostly linked to stolen ID's, which can be bought on online in bulk for the purpose of opening an online bank account.
- ❑ **Technology Failure**
While WayneX offers superior tech compared to its competitors, the risk of a technological failure becomes even more crucial. It has serious implications not only on operations but on brand image as well.
- ❑ **Justifying Valuations & Raising Capital**
Due to unclear long term business model, low profitability with over projected market valuations is a "war chest", one that makes it difficult to convince investors for subsequent rounds of funding.
- ❑ **Erosion of Differentiators**
The technological advantages that a neo bank offers are becoming more and more common now a days. WayneX need to cope up with the pace of everchanging technological advancements to sustain its differentiation.

Challenges

- ❑ **Regulatory Ambiguity**
The RBI does not recognize entirely virtual banks and does not regulate neo-banks. Some neo-banks choose to act as business correspondents (BCs) of conventional banks, which are typically viewed as entities furthering financial inclusion in remote areas.
- ❑ **Technology & Security**
Conventional banks would expect infrastructure and security practices of WayneX to comply with internationally accepted standards before partnering with them.
- ❑ **Data Privacy**
Given the low charges for traditional product offerings, WayneX would depend on customer data and their ability to cross-sell products to stay afloat. Such an ability may be affected by passage of the Personal Data Protection Bill, India's GDPR equivalent.
- ❑ **Convincing Neo-Khata customers to switch**
For WayneX to become profitable in neo-banking, they're going to need to build up a large-enough customer base, which means convincing significant Neo-Khata costumers to switch their accounts.
- ❑ **Big Banks own Neo-Banks**
Traditional banks' own neo-bank-like offerings, such as Mettle from NatWest. While the big banks may lack the agility of the neo-banks, they far outstrip them when it comes to the levels of resource, they can throw behind these initiatives
- ❑ **COVID Impact**
COVID has impacted almost every industry and fintech isn't any exception. WayneX will need to seriously consider the changing customer behavior and their spending patterns to leverage the market.

Cyber-threat Landscape

Particulars	Business Disruption	Information Loss	Revenue Loss	Equipment Damage	Total cost by attack type
Malware (+11%)	\$0.50	\$1.40	\$0.60	\$0.10	\$2.60
Web Based Attacks (+17%)	\$0.30	\$1.40	\$0.60	-	\$2.30
Denial of service (+10%)	\$1.10	\$0.20	\$0.40	\$0.10	\$1.70
Malicious insiders (+15%)	\$0.60	\$0.60	\$0.30	\$0.10	\$1.60
Phishing and social engineering (+8%)	\$0.40	\$0.70	\$0.30	-	\$1.40
Malicious code (+9%)	\$0.20	\$0.90	\$0.20	-	\$1.40
Stolen devices (+12%)	\$0.40	\$0.40	\$0.10	\$0.10	\$1.00
Ransomware (+21%)	\$0.20	\$0.30	\$0.10	\$0.10	\$0.70
Botnets (+12%)	\$0.10	\$0.20	\$0.10	-	\$0.40
Total cost by consequence	\$4.00	\$5.90	\$2.60	\$0.50	\$13.00

Consequences of different types of cyberattacks in Neobanking space

As-is Phase-I Analysis

As-is Industry Landscape

Following is a bird's eye view of the Neo-banking space which continues to attract diverse range of industry players:

Overview:

The Neo Banking space continues to grow globally, from incumbent banking operators to emergent new challengers. There are currently 250+ neo banks globally, but just 13 have been successful in generating positive bottom line. Of those 13 successful neo-banks, 10 are based in Asia Pacific region.



Futuristic Model

100% online & easy APIs

The model of neo-bank itself is scalable and futuristic, since it is easy to integrate with technology, low cost, with unbounded accessibility.

Advanced Security

2FA, RBAC, Biometric

Neo-banks offer higher safety and security to its customers, this is because of their inherent nature, a huge amount of investment goes into tech infrastructure.

Low-cost Offering

Wider choice to customers

The substantial growth of neo-banks is driven by low cost offering to customers. Also, its cost of operations is much lower than traditional physical banks.

High Adoption Rate

Omni-channel processing

Due to unbounded geographical reach and easy to use API interfaces, the adoption rate of neo-banks amongst consumer market is quite high.

Top industry players



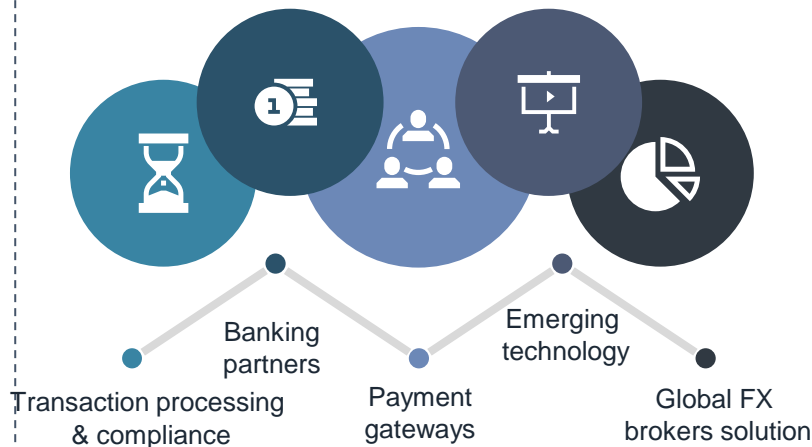
As-is Industry Landscape

Neo-banking market in India is emerging as an attractive opportunity with a strong future-outlook.

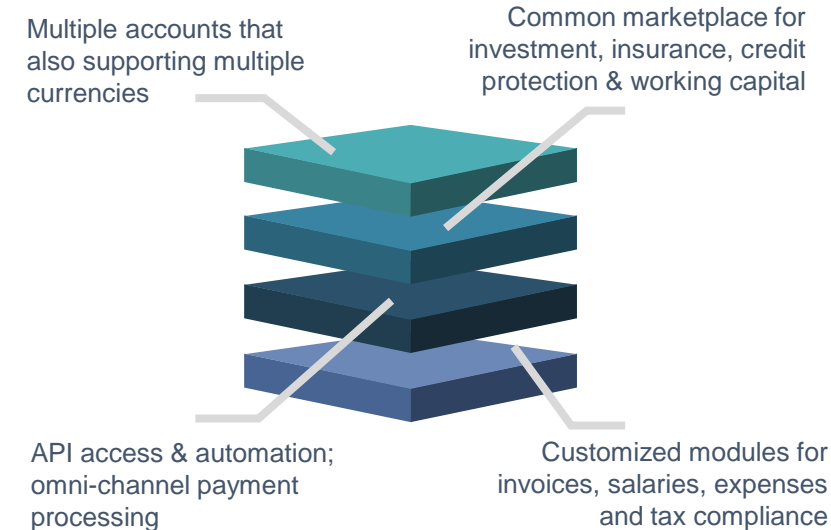
Traditional vs Neo Banks



Core infrastructure



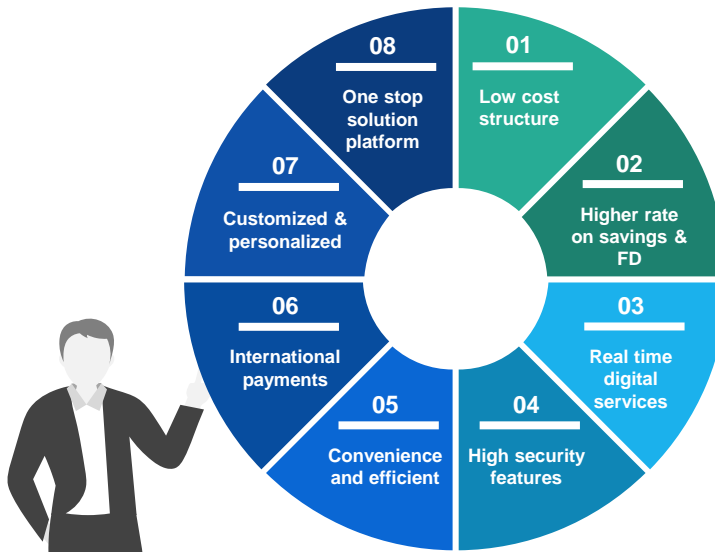
B2B / B2C Modules



Industry Clientele



Advantages with Neo-Banking



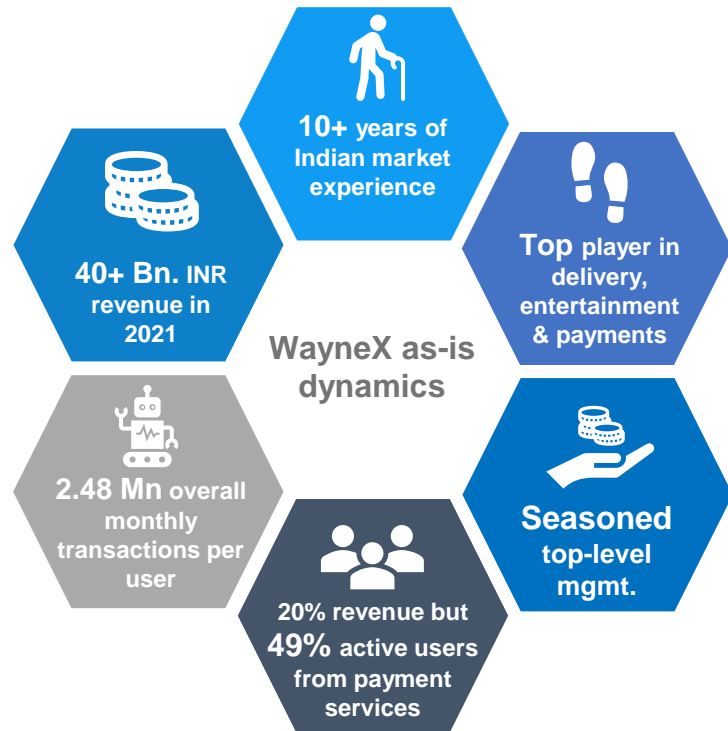
Neobank takes 1.5 - 2 years to build



As-is Company Landscape

Following is a bird's eye view of WayneX existing business landscape, aiming to enter the neo-banking space:

Objectives: **Customer Monetization** **Data Monetization** **Finance as-a-service**



160M+ user base

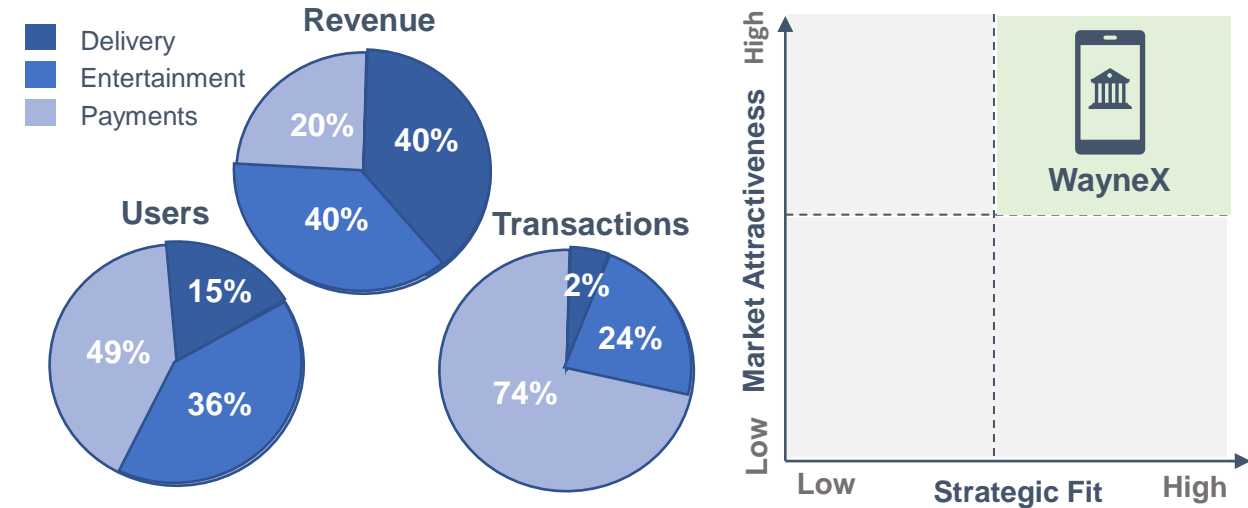
Wide range of services

Strong tech infra.

Strong competition

Disruptive Environment

Longer breakeven



WayneX Ecosystem



E-Commerce

- ❖ Grocery
- ❖ Apparel
- ❖ Electronics



Entertainment

- ❖ - Travel/mobility
- ❖ - Movies/shows
- ❖ - Subscriptions



Payments

- ❖ UPI
- ❖ Wallet
- ❖ Easy pay



Super app / portal

- ❖ Integrated info.
- ❖ All Lifestyle needs
- ❖ Easy to use APIs



Banking

- ❖ Paperless banking
- ❖ Digital credit facility
- ❖ Financial advisory



Communication

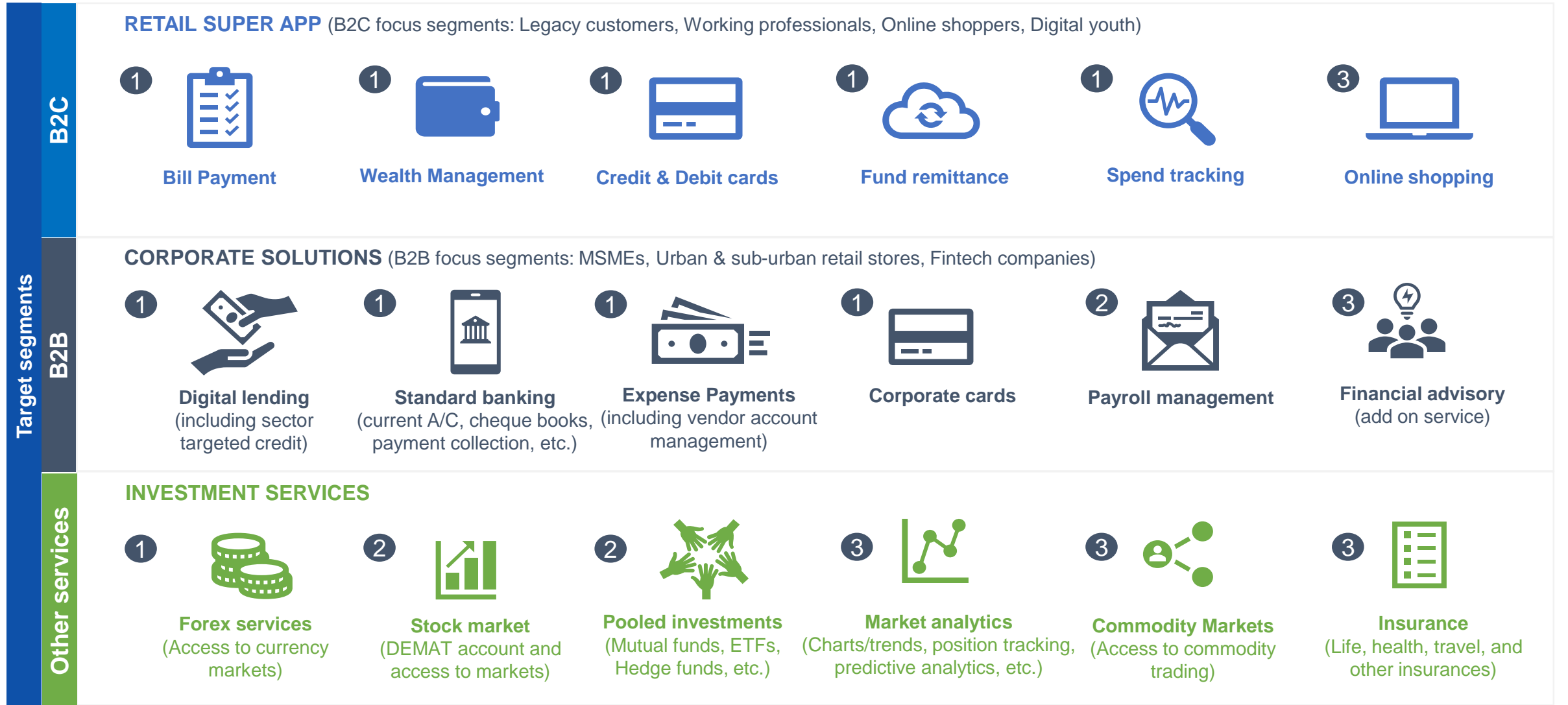
- ❖ Financial literacy
- ❖ Digital inclusiveness
- ❖ Social initiatives

Existing

Proposed

Product Portfolio

Following is a brief outline of the launch of WayneX neo banking products in a three phased manner:



Note: Please refer "Phase wise roll out" plan slide in annexure for more details.

1 Product portfolio Phase I (0-12 Months)
 2 Product addition Phase II (12-24 Months)
 3 Product addition Phase III (24+ Months)

Feasibility Assessment

Based upon the preliminary understanding, following is the feasibility study for WayneX new business opportunity:

- **PRODUCT FEASIBILITY:** Waynex Banking App takes the digital banking experience to a different level altogether. It incorporates the primary banking services and customized / personalized offerings that add a lot of value to the customer experience. The product has a unique and user-friendly UI that makes it easy to access to all its users.



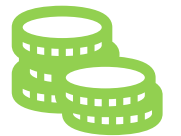
- **MARKET FEASIBILITY:** Despite a highly competitive environment, Waynex, with its unique offering & user-friendly UI, shows promising potential to tap into the under-penetrated Indian neo-banking market which is still in its nascent phase. Waynex is expected to assume a decent piece of the market, given the strong outlook & untapped market prospects.



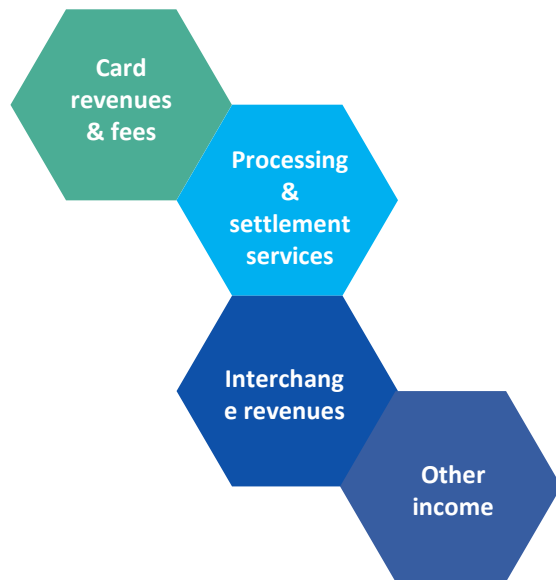
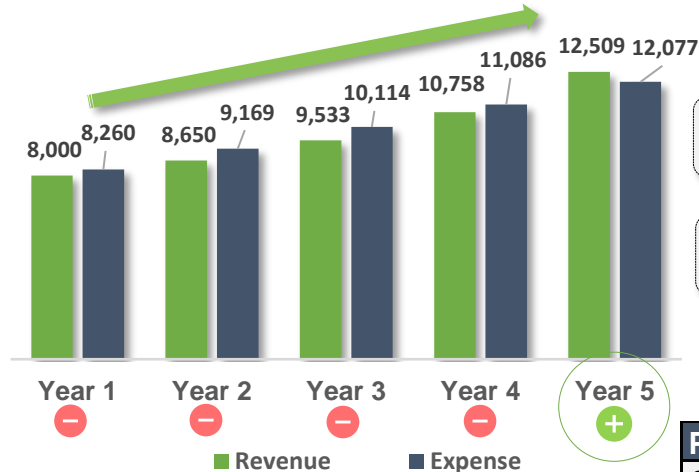
- **OPERATIONAL FEASIBILITY:** Waynex already has people from diverse backgrounds, bringing expertise in various domains. Experience in the Indian financial services industry coupled with an organic organization structure catalyzes communication and reduces the risk of operational failures, thereby ensuring a healthy working environment.



- **FINANCIAL FEASIBILITY:** The exponential growth of neo-banking industry (CAGR ~40%) shows a bright financial future for WayneX. A strong market demand in addition to the capital light model and existing backend infrastructure, paves the way for a financially viable & attractive prospect to add on to the WayneX umbrella of offerings.



YoY Revenue vs Expense
(Amount in INR millions)



Revenue Sources

Financial Modelling

Financial Metrics

As per financial
modelling

Break-even : 5th year

Rev. CAGR: 12%

ARPU: INR 242

Net margin*: 3.5%

*Year 5

Externally
Benchmarked

DuPont: 20%

ROA: 2.5%

Leverage: 7.41

Eq. to Assets: 14%

WayneX has been benchmarked to Greendot Corporation, a public neo-bank in the U.S. for the purpose of this study.

All amount in INR million unless otherwise stated

Particulars	% of Total Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Operating Revenues						
Card revenues & fees	44.4%	3,552	3,891	4,373	5,079	6,143
Processing & settlement services	24.7%	1,972	2,110	2,287	2,518	2,822
Interchange revenues	28.9%	2,312	2,474	2,682	2,952	3,309
Other income	2.1%	164	175	190	209	235
Total Revenues		8,000	8,650	9,533	10,758	12,509
Operating Expenses						
Sales & marketing expenses	44.0%	3,520	4,192	4,871	5,543	6,192
Compensation benefits expenses	18.3%	1,460	1,533	1,610	1,690	1,775
Processing expenses	20.8%	1,660	1,743	1,839	1,950	2,080
Other general administrative expenses	20.3%	1,620	1,701	1,795	1,903	2,030
Total Expenses		8,260	9,169	10,114	11,086	12,077
Gross Profit / Loss						
Total Profit / Loss		-260	-518	-582	-329	432

Break even in 5th year







Note: Please refer enclosed WayneX excel sheet for detailed financial workings

*Actual numbers might differ from estimates

Source: Annual report, Green Dot Corporation, retrieved 08/21, from <https://ir.greendot.com/static-files/f7f1b5ee-8c72-4a6f-b389-ad7a5c3330d2>

Customer Acquisition Strategy

Following highlights a detailed plan for customer acquisition and engagement during the initial launch phase:

Customer Acquisition	Eliminated fees  <ul style="list-style-type: none">• Start offering legacy customers with basic banking services at negligible prices to shift them to the neobank products (market penetration strategy)• Partner with a traditional bank for transaction accounts and pitch WayneX super app to its customers• Access MSME databases & contact them directly offering integrated services at cheap rates to increase adoption	Digital marketing  <ul style="list-style-type: none">• Run targeted advertisement campaigns for select customer segments (like LED screen ads in corporate hubs for working professionals)• Conduct awareness campaigns for digital banking services in sub-urban and rural areas to explore potential digital FS adoption• Conduct SEO/SEM analysis and run social media marketing programs for targeting selected customer profiles based on demography, behavior, etc.	Leveraging Technology  <ul style="list-style-type: none">• Tie up with advanced data analytics startups to obtain selective profiles of target customer segments• Effectively use social media & other platforms to identify & approach potential clients• Partner with Fintech companies (e.g., MasterCard) to target their existing customer base through bundled offerings and discounts
Customer Engagement	Customized offerings  <ul style="list-style-type: none">• Personalized credit / debit cards for retail users for increased bonding with the brand• Specialized payment processing smart cards for corporate client employees to maintain their office identity• Option to customize interface of mobile app as per the customer profile (salaried professional / retail investor / business owner / corporate house)	Nudge online spending  <ul style="list-style-type: none">• Collaborate with major retail chains (Jio Mart, Brand factory, etc.) to offer attractive offers on purchases through the WayneX network• Offer promotional discounts on purchases across leading online spending businesses including Zomato, Flipkart, Uber, etc.• Incentivize international spending through all purpose debit cards and	Financial advisory  <ul style="list-style-type: none">• Use AI technology and predictive analysis model to advise clients on better fund management• Provide expert views on working capital & long-term financial management to B2B clients at subsidized rates• Offer real-time tracking and updates on financial markets and news showing possible impact on financial assets held by customer

Customer Retention Strategy

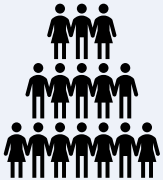
Following outlines the detailed approach of building & maintaining long term relationships with the customers:

Leveraging existing position



Brand reputation

Utilize the awareness of WayneX name to tap into smaller retail segments, initiate engagement campaigns to hype the launch of neo-banking service



Customer ecosystem

Build on the existing user base to create a financial ecosystem serving all financial needs of users from all age groups and socio-political backgrounds



Existing expertise

Leverage best demonstrative practices from current operations in the FS Industry to differentiate service from major competitors

Building the Brand



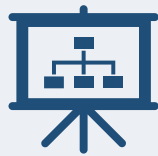
Customer is priority

Work towards delivering and sustaining customer value with help from research on consumer behavior for market positioning & brand building process



Tech capabilities

In-house tech stacking, data driven decision making & scalability of platform with due emphasis on security and privacy communicated to the user



Modern day organization

Flexible organic structure with limited centralization, ability to scale workforce quickly and clear demarcation of authority

Long term sustainability



Data & Analysis

Keep up with the latest developments in AI-ML space with tangible applicability like credit risk assessment, consumer marketing, performance evaluation, etc.



Risk mitigation

Focus on corporate governance and ethical behavior, use big data to efficiently flag high risk alternatives, scan online buying behavior & social data for red flags



Roadmap to profitability

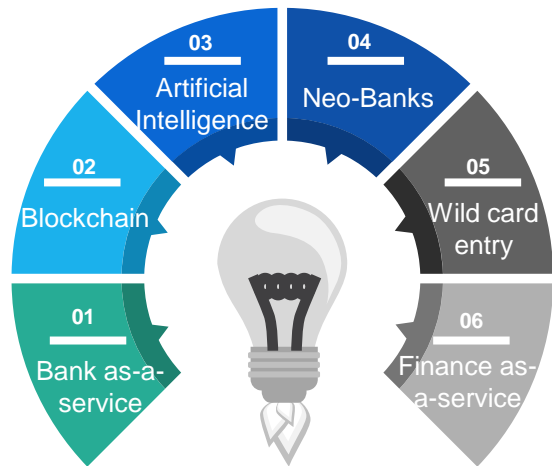
Consider long term profitability over short term gains, work towards correct sequencing of services, targeting exact pain points

Note: Please refer "Digital Success Factors" & "Digital Brand Interest" slides in annexure for more details.

Emerging Technologies

Following is a brief of key technological advancements that can be incorporated in the neo-banking industry:

Fintech space



Banking space

Digital Account Opening

Waste reduction, management and optimal use of resources

Video Collaboration
Reducing the pressure on environment & sustainable future



Cloud Computing
Process efficiencies & innovation, and economic growth

Application Program Interfaces
More durable & innovative products for the consumers

P2P Payments
More durable & innovative products for the consumers

Quantum Computing

Platform computation, quantum mechanics to calculate system outputs

Big Data

Natural Language Processing

Subfield of linguistics, computer science & AI, concerned with interactions between computer and human language

Agile Tech

Group of software development methodologies based on iterative development

Edge Computing

Distributed computing paradigm, bringing computation & data storage closer to source data

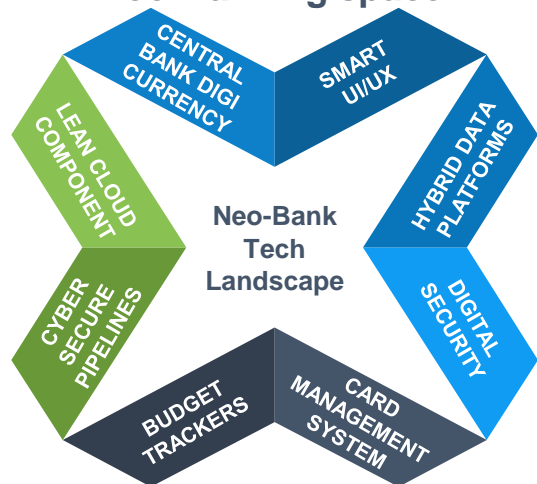
Hybrid Clouds

Combining private clouds with one or more public clouds

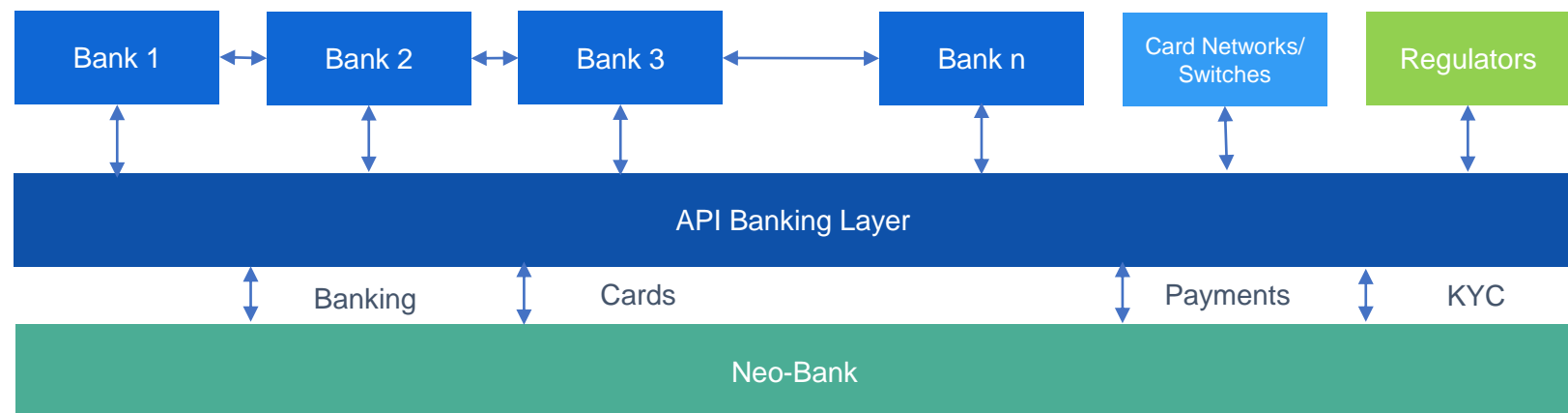
XOps

Productionalisation of AI, improved security and experience

Neo-Banking space



SME Lending Framework for Neo-Bank



Emerging technology in Neo-Banking space

SME Lending Framework

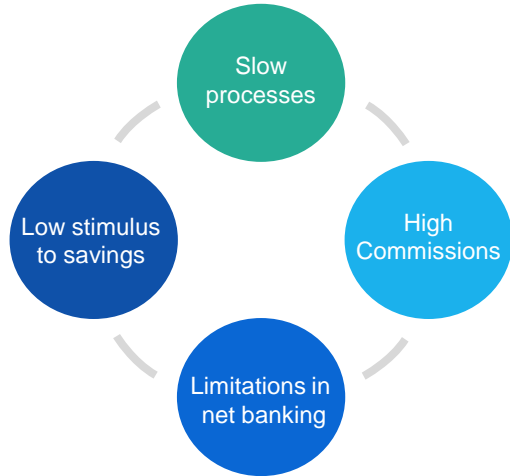
Note: Please refer "Technological Capabilities" slide in annexure for more details.

Source: Taneja R., (2021), Rise of neobanks in India, Outlook money, retrieved 08/21 from <https://www.outlookindia.com/outlookmoney/fintech/rise-of-neobanks-in-india-6862>

Inclusive Growth

Neo-banking industry is going to be a key catalyst to social development and economic growth of India

Problems with traditional banks



Unserved

- No bank A/c
- 190 Mn unbanked Indian adults

Pseudo served

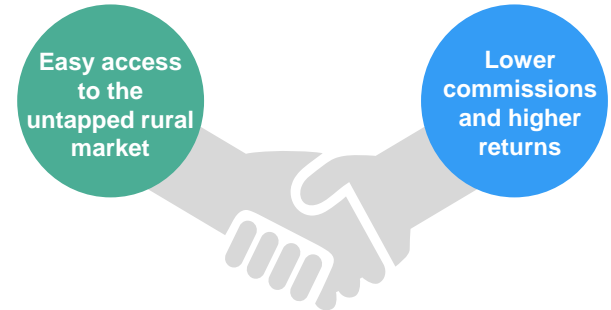
- 80% Indians have bank A/cs but half of them are inactive

Underserved

- People having bank A/cs but less exposure to other fin. Products & services

WayneX for unserved

India is second only to China amongst the developing countries in the number of residents with no bank accounts.



WayneX for pseudo served

27 out of 36 India's financial inclusion policies implemented between 1991-2014 focused only on a single device need or dual needs

Simplified banking

Clear guidance for customers

User-friendly portals

Robust grievance redressal



WayneX for Underserved

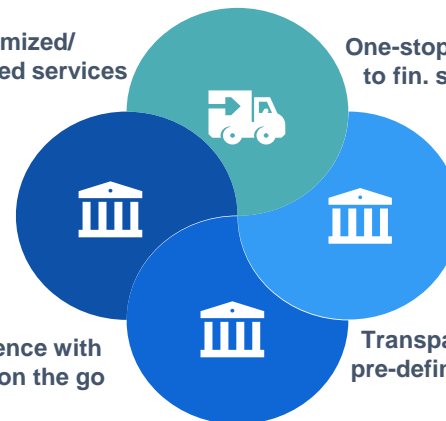
Penetration of financial services like home loan & stock market investment is less than 10% in India

Customized/ personalized services

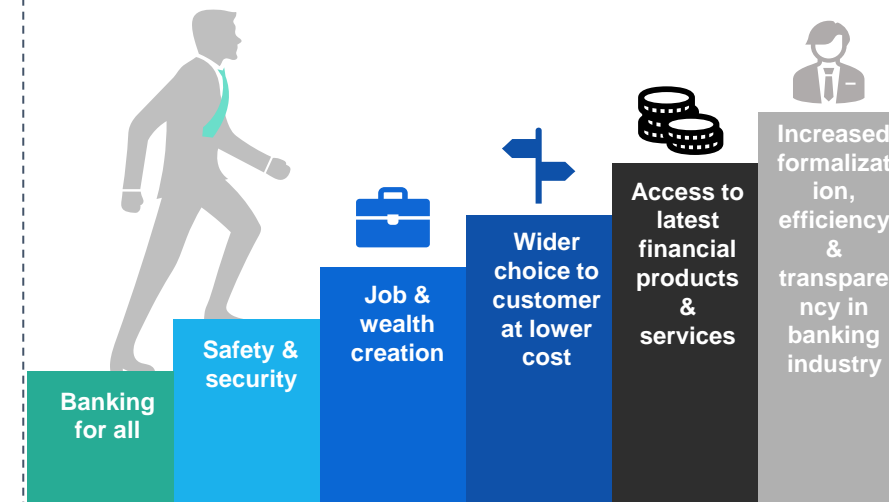
One-stop solution to fin. services

Convenience with services on the go

Transparent system; pre-defined workflows



WayneX for socio-economic growth

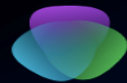


Note: Please refer "Key decisions for management" slide in annexure for more details.

Competitive Landscape



- ❖ B2B
- ❖ Market Share | 1.79%
- ❖ Revenue | INR 500cr. (Approx.)
- ❖ Active Users | 5 Million
- ❖ Strength | Corporate network
- ❖ Weakness | Less customization
- ❖ Sponsorships | Matrix P, Tiger G
- ❖ Future-Outlook | B2C expansion
- ❖ Overall Positioning | High volume transactions leader



WayneX
Trustworthy Banking

- ❖ B2B + B2C
- ❖ Market Share | 5%
- ❖ Revenue | INR 800 cr. (Approx.)
- ❖ Active Users | 5 Million
- ❖ Strength | Existing customer base
- ❖ Weakness | Domain expertise
- ❖ Sponsorships | N.A.
- ❖ Future-Outlook | 360° fin. services
- ❖ Overall Positioning | One stop solution



- ❖ B2C
- ❖ Market Share | 40%
- ❖ Revenue | INR 3281 cr.(Approx.)
- ❖ Active Users | 150 Million
- ❖ Strength | Integrated services
- ❖ Weakness | Poor customer service
- ❖ Sponsorships | Ali Baba
- ❖ Future-Outlook | Going Public
- ❖ Overall Positioning | B2C market leader

Phase-wise rollout plan

High Level Overview

Particulars	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	2+ years
Strategy Phase - Building Neo-bank division									
- Product & technology building									
- Operating model establishment									
- Talent acquisition									
- Risk management & process systemization									
- Vendor selection for outsourced processes									
- Go To Market plan mobilization									
Phase I - Go-live									
- Initial portfolio launch									
- Building system capabilities & market integration									
Phase II - Portfolio extension									
- Extending product line in the existing portfolio									
- Brand building & expanding user base									
Phase III - Full integration & sustenance									
- Final roll-out of the end-to-end service portfolio									
- Change management & business sustenance									

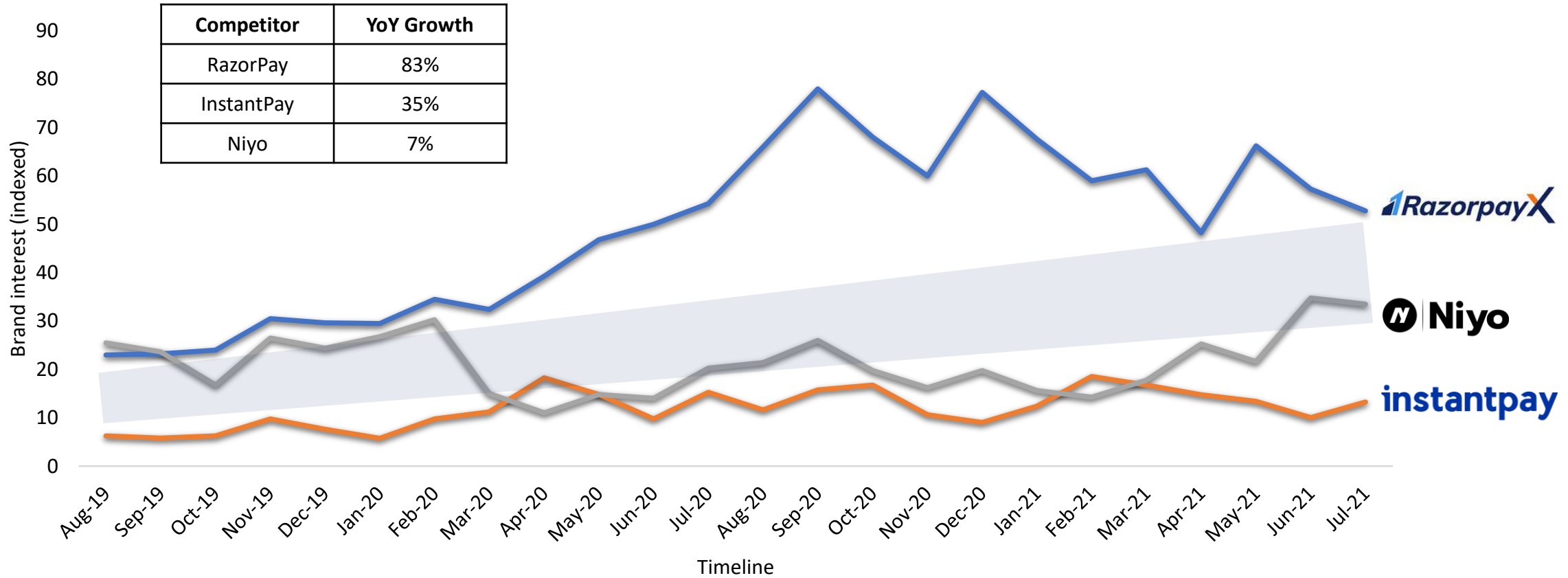
 Phase completion milestone

Financial Model Screenshots

[illegible]

Digital Brand interest

Assessing the trends for the past 24 months, we have identified a **target range** for WayneX's brand interest as a **reference point** for the management to work towards for the next couple of years



Note: Please refer attached WayneX excel sheet for base data & detailed workings.

Digital success factors



Brand Interest and social media buzz

Create media hypes and deploy PR strategies to sustain interest from target consumer groups

Website traffic & App download tracking

Continuously monitor & benchmark digital traffic to peers for better positioning

SEO / SEM performance

Optimize our keywords according to the customer driven searches to enhance visibility on search platforms

Privacy & Security

Ensure complete data integrity and high standards of security for sensitive financial data – building the most important trust factor in the Indian market

Customer sentiment

Collect real time customer feedback and improve services to attain better customer loyalty and lower churn rate



Brand engagement on social handles

Improve engagement on social media through contests, discounts, giveaways, celebrity endorsements, etc.

Share of digital voice

Evaluation of consumer behavior in non-promoted digital posts compared to industry peers

360° customer service

Provide 24x7 customer assistance to encounter any and all issues at the customer's end



Technological capabilities

Neo-Banking emerging technological trends



- **Central Bank Digi Currency**
Once introduced, this can turn out to be a game changer for Neo-banks as it can lead to a drastically increased demand for digital banking & FS services
- **Card Management System**
WayneX can deploy CMS to administer and facilitate the live tracking and real time control of card life cycle – giving a greater sense of belief to its customers
- **Budget Trackers**
WayneX can implement this online money management tool uniquely designed for transaction tracking, also adding a level of financial for customers over their expenses
- **Cyber Secure Pipelines**
This encryption software can be used by WayneX to secure clients' sensitive financial information and transaction history to efficiently mitigate online fraud risks
- **Lean Cloud Component**
Designed to reduce the cost of maintaining a robust backend IT architecture, it can facilitate ease of use & control for the tech team
- **Smart UI/UX**
Option for personalizing user interface (on both app and website) to customers can help WayneX differentiate its offering and deliver a wholesome user experience

Big Data Ecosystem developments



- **Quantum Computing**
WayneX can develop these backend processes to efficiently compute highly complex data interactions & improve predictive analytics
- **Agile Tech**
Highly flexible development and encoding of technical processes that can give WayneX the ability to run pilots for rolling out new features without disrupting the normal flow of services
- **XOps**
WayneX can employ these DevOps for an improved cyber security landscape & build capacity for smooth handling of AI enabled products
- **Hybrid Clouds**
WayneX can use it as a solution to link private clouds with one or more public clouds, ensuring greater privacy & data protection to its customers as well as the banking partners
- **Edge Computing**
WayneX can develop such high end computing capabilities for more accurate risk assessment, credit analytics, financial modelling, etc.
- **Natural Language Processing**
NLP can be applied by WayneX to improve UI interactions and linguistics for users to effectively mitigate communication barriers.

Key decisions for the management

