

To,  
The Manager  
**National Stock Exchange of India Ltd**  
Exchange Plaza, Plot No.C-1, G Block  
Bandra Kurla Complex, Bandra (East),  
Mumbai - 400 051

Date: 15<sup>th</sup> February 2023

**Security Code: ONEPOINT**

**Sub:** Investor Presentation on Q3 of FY 2022-23

**Ref.:** Regulation 30 (Disclosure of event or information) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Dear Sir/Madam,

Pursuant to Regulation 30 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith Investor Presentation for your information and records.

Thanking you,  
Yours faithfully,  
For One Point One Solutions Limited



\_\_\_\_\_  
Pritesh Sonawane  
Company Secretary & Compliance Officer  
Place: Mumbai

**ONE POINT ONE SOLUTIONS LIMITED**

(Formerly known as One Point One Solutions Pvt. Limited)

Corporate Office: C-42, TTC Industrial Area, MIDC, Village Pawane, Navi Mumbai, Maharashtra- 400 705.

T. 022 6687 3800 F. 022 6687 3889 CIN: L74900MH2008PLC182869 website: [www.1point1.in](http://www.1point1.in)

Reg. Off: T-762, 6<sup>th</sup> Floor, Tower-7, International Infotech Park, Above Vashi Railway Station, Vashi, Navi Mumbai, Maharashtra -400 703.  
Mumbai. Gurgaon. Indore. Banglore



1POINT

# One Point One Solutions Ltd

Business Process Partners

**“The innovative  
I.T.E.S company”**

Investor Presentation

Q3FY2023

Refer to disclaimer

# AGENDA

**1.** About us

**2.** Our Core Offerings

**3.** Industry Opportunity

**4.** Our Team

**5.** Quarter Highlights & Way Forward

**6.** Annual Financial Highlights

## OUR VISION

To be the most dynamic and profitable partner for business management services, revolutionising the future of BPM through technology

## OUR MISSION

To continually add value for clients and shareholders by nurturing our talent pool.

## Our Revolution is Constant Evolution

We are pushing our boundaries. Walking on the edge of tomorrow. Challenging ourselves to innovate and create.

There is a shift in who we are. A change in how we communicate.

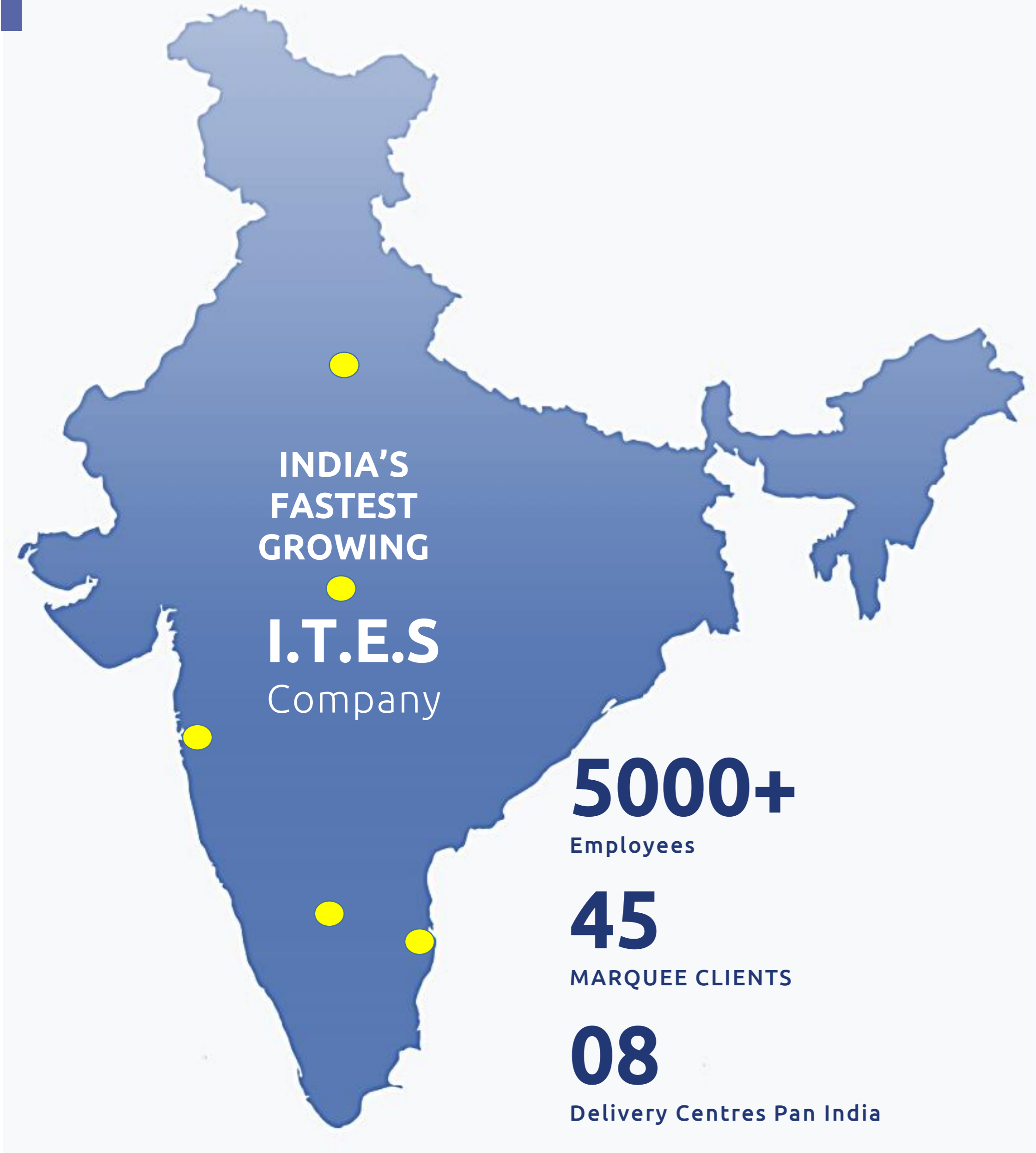
A transformation that is constant. That drives us to crest the wave. Adapting to what faces us.

Changing to encompass the unknown. Evolving to the next



# About Us

# Key highlights



**200**Mn  
transactions a year

In **12**  
regional languages

**Compliant**  
with ISO 9001:2015 &  
ISO/IES27000:2013

**58**  
Unique processes

 **NSE**  
Publicly Listed BPO

**WINNER** | BPO EXCELLENCE  
OF THE YEAR - 2022 

**2,200**seats  
Navi Mumbai - 1 location

**1,300**seats  
Gurgaon - 1 location

**450**seats  
Chennai - 1 location

**1,300**seats  
Bengaluru - 3 locations

**250**seats  
Indore - 1 location

**+5500**seats  
Total

## INCORPORATION

2008

1Point1 was originally incorporated as DSA Learning Systems Private Limited at Mumbai, Maharashtra as a Private Limited Company.

## AWARDS SEAT ADDITION

2014-16

Awarded the Best Partner Collections, Tata Teleservices.  
**Seat capacity:** Navi Mumbai: 850, Indore: 250, Bengaluru: 350, Gurgaon: 1300

## ON THE GROWTH PATH Listed on NSE Emerge Platform

2017-18

- Navbharat SME Business Excellence Awards 2017
- Seat capacity enhanced: Navi Mumbai : 1350 seats

- Increased business in BFSI segment
- Improved Self realization for 75% of the business
- Seat capacity enhanced: Bengaluru : 850

2018-19

- I.T. services vertical
- Omni channel solutions
- New / enhanced seat capacity : Navi Mumbai: 2000 Bengaluru: 1300 Chennai: 450

2020-21

- Strategic Tie-up with Bahwan Cybertek to tap into the USD 5 bn IT Services market in the MENA region
- 1<sup>st</sup> International Operations for UAE based client
- Winner of BPO Excellence of the Year-2022

2022

## NEW GROWTH SECTORS

Company moves to Main Board of NSE

## NEW GROWTH DRIVERS

International Operations



# Our Services





# Our Capabilities – Customer Experience Management

POINT

## Omni Channel Experience

Voice Social Media Email Web Chat IVR

**5000+**

Associates

**12**

Years of Experience

**40+**

Engagements

**200+mn**

Transactions

**55+**

Unique Processes

## Domain Services



Energy Resource  
Utilities



Travel Transport  
Hospitality



Healthcare



Retail & Consumer  
Product Goods



Telecom

## BFSI Services



Retail  
Banking



Commercial  
Banking



Capital  
Markets



Mortgages



Insurance



Fintech

## Sales

Tele Sales  
Lead Generation  
Cross Sell / Upsell  
Sales Conversion  
Sales Support

## Originations

KYC  
Welcome Calling  
Data Administration  
IB/OB verification  
Application Screening  
Fraud Verification  
Underwriting Support

## Customer Service

Billing / Premium /  
claims  
Inquiries  
Complaint Management  
Product Access & Use  
Fraud related queries  
Account Maintenance  
Technical help-desk  
support

## Collections

Early / Late Stage  
Skip Trace  
Recoveries  
Hardship Assistance  
Legal Support  
Agency Management  
Credit Operations -  
Back office  
Technical Issues

## Loyalty Management Complaints Management

Renewal Calling  
Retention Calling

Document complaints  
Categorize complaints :  
Product / Process,  
Regulatory, Contact  
Centre related  
Track resolution &  
update

### Workforce Management

3500+ Full Time Employee's supported  
Forecasting, Staffing, Scheduling  
Real Time Management

### Consulting

Customer Service  
Collections  
Technical Helpdesk

### Quality Management

Quality & Performance Management  
CSAT & NPS Framework  
Compliance Framework

### Digital Transformation

Cloud Contact Centre  
BOT's & Omni channel  
Platform AI & RPA

# Operations Life Cycle Management

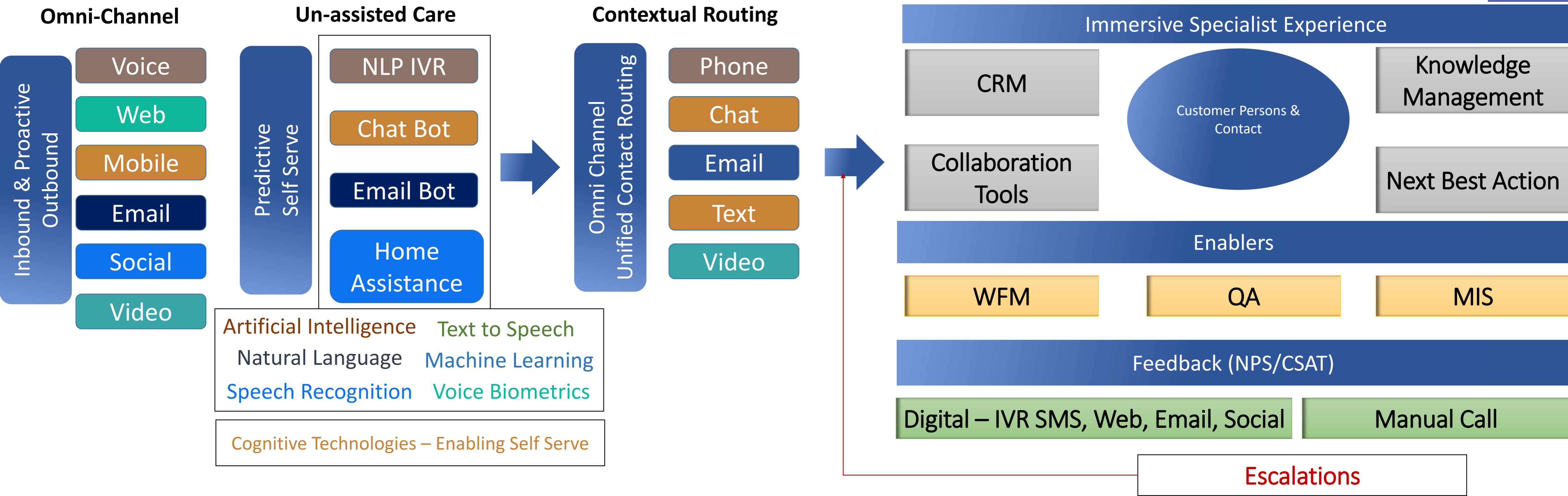


## Our Practice

## What it means to our clients ?

- |   |  |   |   |
|---|--|---|---|
| 1 | Ability to quickly ramp up based on business needs   | ➔ | Scalable model to support business growth                                 |
| 2 | Scorecard based tracking to ensure service levels & SLA's are met                              | ➔ | Dashboard view of SLA's & KPI's<br>No surprise framework                  |
| 3 | Reduce variation in performance  | ➔ | Robust capacity management  |
| 4 | Retention management, RnR & Fun@work   | ➔ | Ensure knowledge is retained within the unit for achieving business goals |
| 5 | Operational, Tactical & Strategic to ensure alignment with objectives                          | ➔ | 3 tiered governance structure to succeed on business objectives           |
| 6 | Lean/ Six Sigma / Process improvement projects to eliminate, deflect & improve overall process | ➔ | Focus on continuous improvement projects & efficiency by best practices   |

# Vision for Future ready Customer Experience Center



Proactive, Contextual, Intelligent, Right Action – Right Time, Right Channels

## Enabled by Best-in-Class Frameworks

Workforce Management

Quality Management

Performance & SLA Mgmt.

Customer Exp.

Compliance



# Indicative Suite of Technological Interventions\*

## Contact Centre as a service

(Contact Centre on Cloud)



## Secured Authentication

(Enhanced Capability across channels)



## Conversational AI

(Speech enabled IVR)



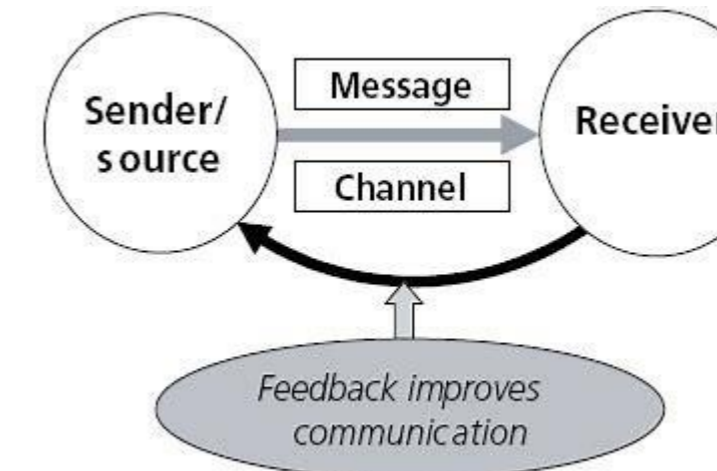
## Desktop Analytics

(Desktop Process adherence to workflow & procedures)



## 2-Way Communication Platform

(Multi channel options to get serviced)



## Social Media Analytics

(AI driven Customer Experience Analytics)



## Customer Journey

(Integrated Customer Journey Monitoring)



## Digital Extraction Suite

(Enhance Productivity)



## Automated Quality Assurance

(Automated Call Quality Monitoring)



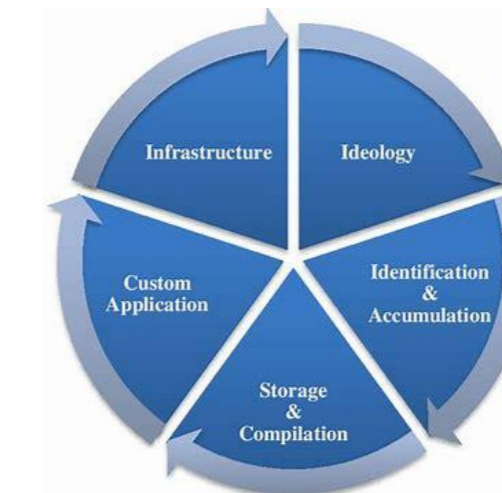
## Email Management

(Intelligence Driven automated email management solution)



## Knowledge Management

(Intelligent Search Solution)



## Survey Tool

(Customer Feedback)



\*The above list is indicative and not exhaustive  
Investor Presentation



## Domain Depth & Process Management

End to end contact centre experience of 12+ years with 5K+ specialist servicing clients with robust quality management and workforce management to support the engagement



## Implementation Readiness

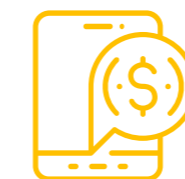
1Point1 delivery centre to be leveraged for training, ramp-up and BCP. Agreed Technology solution for addressing inbound / outbound calling requirement



## Transition & Service Delivery

40+ transitions successfully completed involving captive to vendor and Vendor to Vendor transitions

Our Transition methodology has a robust governance plan to review the progress via sprint & tollgates at every juncture



## Robust Governance & Quality Assurance

Deployment of Program management team for end-to-end planning, transition, stabilization & project transformation

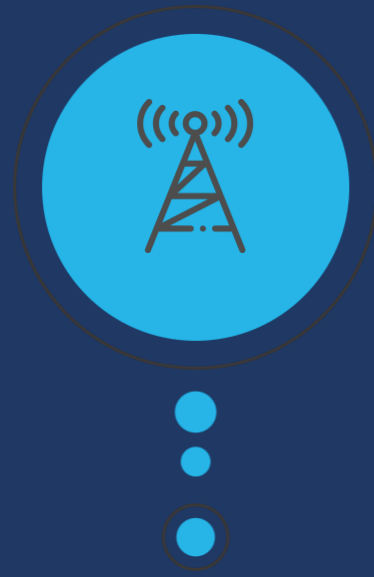
Benchmark industry KPI's/SLA's and commitment to Quality delivery

## BANKING & FINANCE



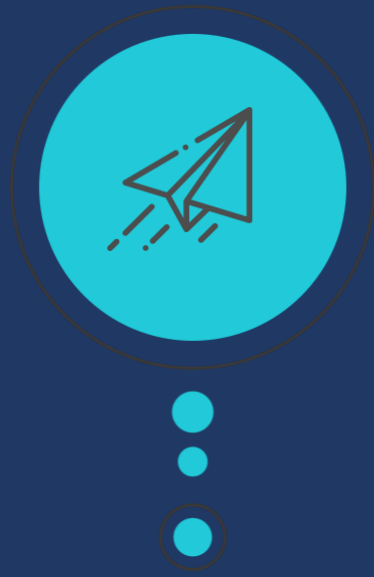
- New Accounts
- Balance Inquiry
- Stop Payment Request
- Lead Generation

## TELECOM



- Customer Service
- Complaint Management
- Collections
- Online Lead Management

## TRAVEL & HOSPITALITY



- Ticketing
- Hotel Reservations
- Holiday Packages

## INSURANCE



- Welcome Calling
- Claims Registration
- Renewals
- Lead Generation

## DTH



- Customer Service
- Complaint Management
- Package Upgrade
- VAS Services
- Subscription Renewals

## E-COMMERCE



- Order Booking
- Content Management
- Delivery Status
- Refund Processing
- Competition Mapping
- Complaint Management

## CONSUMER DURABLES



- Customer Service
- Complaint Management
- Product Installation
- Technical Assistance
- Home Visit Appointment

## HEALTHCARE



- Claim Status
- Claims Registration
- Lead Generation
- Manage OPD Appointments
- Health & Fitness Management

## AIRLINE



- Reservations
- INOP (Irregular Operations)
- Cancellations
- Rescheduling
- Customer Service (Voice, Email & Social Media)

# Key Clients – BPM Services

New Age (E-commerce)


International

Government

Partnered with Infosys

Telecom & DTH

Utility

Airlines

Insurance

Fintech

BFS

Consumer Durables

INBOUND

OUTBOUND

SOCIAL MEDIA

EMAIL

BACK OFFICE

MANPOWER



## NATIONAL CARRER SERVICE (NCS)

A national ICT based portal to connect the opportunities with the aspirations of youth and facilitate registration of job seekers, job providers, skill providers, career counsellors, etc. The portal should provide job matching services in a highly transparent and user friendly manner.



## NSDC- NATIONAL SKILLS DEVELOPMENT CORPORATION

It was set up by Ministry of Finance as Public Private Partnership (PPP) model. NSDC acts as a catalyst in skill development by providing funding to enterprises, companies and organizations that provide skill training. It also develops appropriate models to enhance, support and coordinate private sector initiatives.



## INDIAN EMPLOYMENT EXCHANGE

IEE understands skilled manpower is proportional to productivity. IEE provides us national pool of qualified personnel across domain and sectors. Their auto-select mechanism does the perfect matchmaking of the most suitable candidate for the given job requirement.



## DEEN DAYAL UPADHAYAYA GRAMEEN KAUSHALYA YOJNA (DDU-GKY)

DDU-GKY is the placement led skill training initiative of the Ministry of Rural Development (MoRD) We support Government's noble initiative by partnering with various training centres under DDU-GKY.



## PRADHAN MANTRI KAUSHAL VIKAS YOJNA (PMKY)

PMKY is the flagship scheme of the ministry of Skill Development and Entrepreneurship implemented by the NSDC. 1Point1 hires this industry trained youth to secure a better livelihood.



## NATIONAL APPRENTICESHIP TRAINING SCHEME

NATS in India is a one year program for all of the students. It gives technical qualifications to the youth of the country. The program gives practical knowledge and skills that are required in their field of work.



## MAHARASHTRA KNOWLEDGE CORP LTD. (MKCL)

MKCL is a semi-government public limited company working closely with Maharashtra Govt. & private sector employers to educate masses through "On the Job" training.



## HIMACHAL PRADESH KAUSHAL VIKAS NIGAM (HPKVN)

HPKVN is a state Government Corporation incorporated on 14/9/2015 under the Companies Act, 2013 as the State Skill Mission.





# Industry Opportunity

Column, bar, and pie charts compare values in a single category, such as the number of products sold by each salesperson. Pie charts show each category's value as a percentage of the whole.

Fundraiser Results by Salesperson

PARTICIPANT

Andy

Chloe

Daniel

Grace

Sophia

UNITS SOLD

1

15

9

14

21

Pie Chart

30%

16%

21%

13%

Andy

Chloe

Daniel

Grace

Sophia

# Key highlights of BPM Industry

1 51%

## LEADING INDIA'S ECONOMIC RECOVERY

- Relative share to India's GDP
- 51% relative share in services exports

2 445K

## HIGHEST EVER HIRING

- Technology industry workforce
- 4,45,000 net new hires

3 2500+

## 3RD LARGEST TECH START-UP HUB IN THE WORLD

- Number of tech start-ups
- 2,500+ new start-ups; 42 new unicorns

4 10,000

## INCREASED FOCUS ON INNOVATION

- Tech patents filed during 2015-2021
- ~ 10K patents filed at the end of 2021 by top 5 Indian tech firms

5 30-32%

## DIGITAL REVENUE ACCELERATION

- Digital Revenue Acceleration
- 1.6 Mn digital skilled employees, 32% share of employee base

6 150+

## STRENGTHENING DIVERSITY, EQUITY & INCLUSION

- Strengthening Diversity, Equity & Inclusion
- Talent from 150+ nationalities

## India – home to skilled manpower

- There is a presence of skilled manpower, as India is home to 4.14 Mn IT-BPM professionals.
- India is third largest Unicorn hub globally with a total valuation of USD 168 Bn.

## IT Hardware Rs.3 tn in 4 years

- Domestic value addition is expected to rise from the current 5-10% to 20-25% in 5 years.
- 24% share of the total FDI Equity inflow

## Growing interest in BPM

Due to its potential to increase productivity and significantly reduce costs. These are generic software systems driven by specific process designs that enact and manage the operational business processes.

## 6.26% CAGR for 2021-26 for BPM

The business process management market was valued at USD 3.38 billion in 2020, and it is expected to reach a value of USD 4.78 billion by 2026.

## 8% Contribution to GDP

- The industry is the largest employer within the private sector, employing 3.9 Mn people.
- India's IT-BPM industry amounts to 55% of the global outsourcing market size.

## Global Tech spend at \$ 3.65 Tn

India has 1.23 Bn mobile phones and 7,705 Mn internet users. Data consumption in India is among the highest and cheapest in the world.



## Growing Demand

- In FY22, the Top 3 Indian IT companies in India are expected to have offered 1.05 lakh job opportunities due to increasing demand for talent.
- India's IT and Business services market is projected to reach US\$ 19.93 bn by 2025.
- According to Gartner Estimates, IT spending in India was forecasted to be US\$ 81.89 bn in 2021 and further increase to US\$ 101.8 bn in 2022, a 24.31% YoY increase.

## Global Footprint

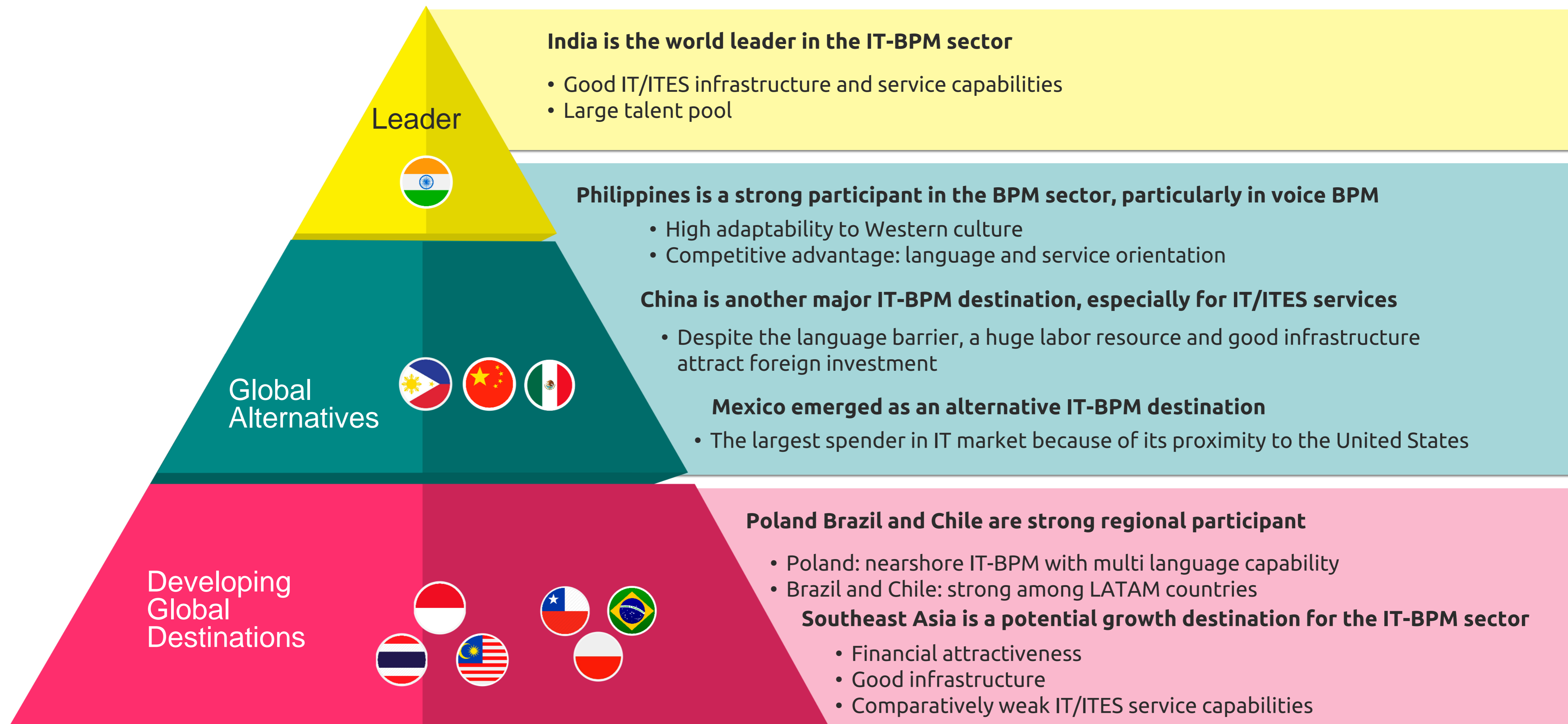
- Indian IT firms have delivery centers across the world.
- IT & BPM industry is well diversified across verticals such as BFSI, Telecom and Retail.
- Increasing strategic alliance between domestic and international players to delivery solutions across the globe.

## Competitive Advantage

- In FY21, India ranked third worldwide with 608,000 cloud experts across all verticals, including technology.
- The computer software and hardware sector in India attracted cumulative FDI inflows worth US\$81.31 bn between April 2000 and December 2021.

## Policy Support

- In the Union Budget 2022-23, the allocation for IT and Telecom sector stood at US\$ 11.58 bn
- The government introduced the STP scheme, which is a 100% export oriented scheme for the development and export of computer software, including export of professional services.





## B.F.S.I..

1

- Regulatory changes and norms such as Basel III, Solvency II, the SOX Act, and the US Patriot Act increase regulatory compliance cost.
- Growing number of digital customers
- Outsourcing of both transactional finance and accounting (F&A) processes and non-transactional financial functions.
- Increased application of automation due to rapid advances in technology.



## ECommerce

2

- High capital investment is a concern for budding Unicorn providers that strive to optimize Capital Expenditure and reduce operating expenses.
- Growth in mobile communications led to a drop in public switched telephones and voice revenue volumes
- Outsourcing activities shifting from transactional processes to network operations, content bundling and solutions
- Value-added services such as content and next-generation communication services



## Healthcare

3

- Regulatory reform and changes in the healthcare system worldwide.
- Hiring and training IT talent not the core business of healthcare service providers.
- Free up internal resources for core business purposes
- Electronic medical records (EMR) digitizing patient medical records
- Software-oriented architecture improving the performance of applications



# Our Team



# AKSHAY CHHABRA

## Chairman & Managing Director

Akshay Chhabra is the founder and promoter of 1Point1 Solutions Ltd. As a young engineer, Akshay strode off the beaten path and let his entrepreneurial instincts take over. 1Point1He holds a degree of B.E. (Electronics Engineering) from the University of Mumbai. He is the guiding force behind the strategic decisions of our company and has been instrumental in planning and formulating the overall business strategy and developing business relations of our company.

As the CMD of 1Point1, he focuses on technology-driven innovation to build efficiencies and surge ahead in the BPM space. Moreover, his understanding of business finance readies the company to take on new challenges in a dynamic market.

A key area for him is the identification of new business opportunities and transforming them into real-life conversions. Akshay's leadership is invaluable in aligning the company with its strategic vision fostering the cognitive company culture at 1Point1 Solutions Ltd.

**“Increasing capacity utilization and service offerings, New Client addition will propel us to a +30-40% CAGR over the next 3-5 years ”**





**AKASHANAND KARNIK**  
Chief Operating  
Officer

Over a career spanning 15 years, Akash led BPMs to 10X growth, built brands and grew the domestic market.

He has headed business operations and sales for India in companies such as D&B, E-Serve and GTL. Besides business development, Akash holds wide experience in building Customer-Lifecycle Management solutions across verticals like BFSI, Telecom, Airlines, E-Commerce, and Consumer Durables.

Akash is an engineer with a post-graduation in Business Management.



**SUNIL KUMAR JHA**  
Chief Financial  
Officer

Formulating the financial plans of The company on its roadmap to growth

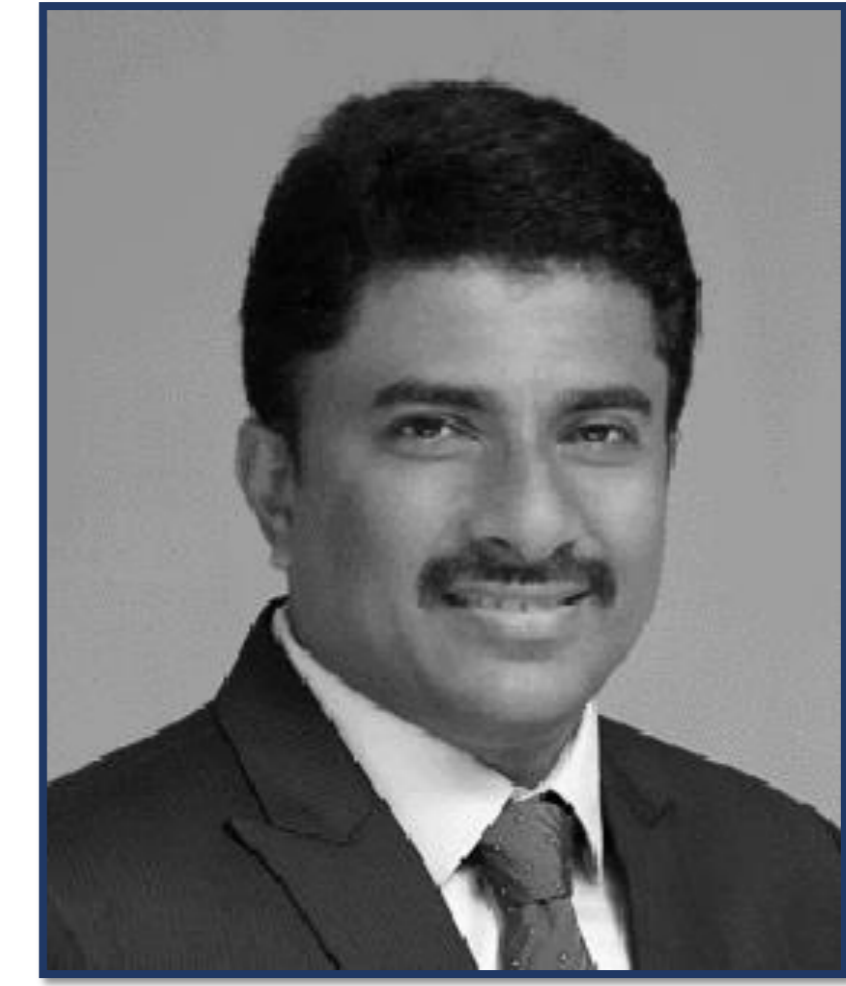
Sunil Kumar Jha is an Chief Financial Officer of the Company. He is a qualified Chartered Accountant from the Institute of Chartered Accountants of India.



**SAMIT CHAKRAVARTY**  
Chief Information &  
Technology Officer

Samit Chakravarty's propensity for innovation has brought various technical developments to life. He manages the company's systems-related requirements including the work network, the customised CRM and the in-house dialler.

In addition, he has taken up the virtualisation of all company assets to provide consistent and scalable software services delivery, business intelligence and security systems. Samit is a B.Sc graduate from Mumbai and a successful GNIIT-ian. His experience is spread across Telecom Networking, Switching, Routing & CRM Development.



**K.S. SRIKUMAR**  
Chief Sales &  
Strategy Officer

Srikumar is a seasoned executive with an enviable track record of over 27 years delivering transformational business value to clients and internal teams alike. In this assignment, Sri is vested with growing the customer base, solutions and geographical footprint of 1Point1 in line with its strategic business and growth goals.

Sri has led operations, business development and growth efforts for marquee players in the ASEAN Telecom and BPO space managing Voice and non-voice streams delivering gazelle results. He has pioneered BPO solutions in the Indian Media sector and in addition implemented high value Client lifecycle management solutions for clients in over 11 industry verticals.



**RAJIV DESAI**  
**GLOBAL DELIVERY HEAD - BFSI**

15+ years of experience in Customer Experience Management across BFSI and Domain. Effectively balancing dynamic customer workload, adherence to service levels, and transforming business leveraging technology solutions have been the key focus areas. Has prior experience in setting up offshore / onshore contact centre's and managing large transitions. He has done his MBA in Finance and B.E Computer Technology from Mumbai University



**ASHWINI KUMAR RAO**  
**CHIEF HUMAN RESOURCES OFFICER**

A passionate people leader having over 24+ years of experience in Human Resources, CLCM (Customer Life Cycle Management), Sales & Distribution, Channel Management, Organized Retail Store Operations, Customer Support, Call Centre Operations and Services Marketing, holding two MBAs to his credit, in HR and Marketing. He has been instrumental and extremely focused on adding value to the business through various HR interventions. He has worked in a spectrum of industries like Organized Retail Industry , Telcom, FMCG.



**SOURABH SAXENA**  
**National Head -Service Delivery (India)**

A seasoned & dynamic Customer Service/BPO professional with over two and half decades of experience. He is a Hotel Management graduate with a MBA in Operations. He has worked in Hotels, Telecom, BPO – Onshore & Offshore and adapts to the business needs with aplomb. His past organizations of note are Hilton Group of Hotels, Vodafone, GE, Sutherland, Teletch, Spice, TechMahindra. His last assignment was with Concentrix leading a large Global ECOM account.

# Key Management Team (3/3)



**Deepna Uchil**  
Asst. Vice President  
National Head – Training, TM, DEI and CSR



**ABHIJEET DUTTA**  
Vice President  
Operations



**VIKAS TALIKOTI**  
Vice President  
Operations



**ABDUL AZEEM A**  
Asstt. Vice President  
Operations



**VISHAL BUDHWANI**  
General Manager  
Operations



# Quarter Financial Highlights

Q-o-Q

Revenue Growth



0.7%

PBT Growth



10.9%

Profit Growth



12.1%

Earnings per share\*



12.1%

## Performance Highlights

- The current capacity utilisation remains at 65% on one shift basis.
- Efforts are being made to take the capacity utilisation to 100% till the end of current financial year on a one shift basis.
- Company is hiring aggressively to scale up international operations including Senior Management hires.
- Recent new client wins / increase in wallet share:

Razorpay	Bzinga	Star Union Daiichi Life Insurance
Bridge Labz	Porter	The Giving Moment
- Signed contract with DMI Finance and Kotak Mahindra Bank.

# Quarter Financial Highlights (Standalone)

POINT

Particulars (INR Lacs)	Q3FY23	Q2FY23	Q3FY22	QoQ%	9MFY23	9MFY22	YoY%
Revenue from Operations	3,502.8	3,479.4	3,261.6	0.7	10,457.5	9,703.6	7.8
Total Expenditure	<b>2,735.8</b>	<b>2,626.1</b>	<b>2,638.7</b>	4.2	<b>8,003.1</b>	<b>7,685.0</b>	4.1
<b>EBITDA</b>	<b>767.0</b>	<b>853.4</b>	<b>622.9</b>	-10.1	<b>2,454.5</b>	<b>2,018.7</b>	21.6
<b>EBITDA Margin (%)</b>	21.90%	24.53%	19.10%	-263 bps	23.47%	20.80%	+267 bps
Other Income	50.6	11.6	399.0	336.6	91.1	498.5	-81.7
Depreciation	404.6	462.3	509.0	-12.5	1,359.6	1,661.6	-18.2
<b>Profit Before Interest Tax</b>	<b>413.0</b>	<b>402.7</b>	<b>512.9</b>	2.6	<b>1,186.0</b>	<b>855.6</b>	38.6
Interest	115.0	134.1	96.7	-14.3	376.6	574.3	-34.4
<b>Profit Before Tax</b>	<b>298.0</b>	<b>268.6</b>	<b>416.3</b>	11.0	<b>809.3</b>	<b>281.2</b>	187.8
Tax	83.3	77.0	81.5	8.21	228.5	67.8	237.1
<b>Profit After Tax</b>	<b>214.7</b>	<b>191.6</b>	<b>334.8</b>	12.1	<b>580.9</b>	<b>213.5</b>	172.1
<b>PAT Margin (%)</b>	6.13%	5.51%	10.27%	+62 bps	5.55%	2.20%	+335 bps
<b>Earnings Per Share (Rs)</b>	<b>0.11</b>	<b>0.10</b>	<b>0.18</b>	12.1	<b>0.31</b>	<b>0.11</b>	172.1

# Key Growth Drivers

## 01 Domestic Capacity Utilisation

FY22  
64%



FY23-24  
100%

The Company is aiming to reach 100% capacity utilisation of current 5500 seats in Domestic business by end FY23.

## 02 Target Global Clientele

Initiated



FY23/24  
10%

Initiation of international business by FY23/24 and target at least 10% utilisation starting end FY23.

## 03 I.T. Services as a Profit Centre

Currently  
NIL



To grow at  
30-35% p.a.

Company to ramp up revenues from (new) IT Services vertical expected to grow at 30-35%.

## 04 Increase High Margin Billable Hours

International +  
Domestic  
Business



Opportunity  
to scale up

Increase share of higher revenue / margin contributing clients in domestic and international geography.

## 05 Growth Rate for the next 3-5 years

Historical  
11% CAGR  
2015-2022



Targeted  
+30-40% CAGR  
2022-2027

We are targeting a 30-40% CAGR on all fronts namely Revenue, EBITDA and PAT for the next 3-5 years (base year: FY22).

## 06 Increase share of Government Business

Revenue share  
2% in FY22

Looking to increase share of revenue from high margin government business from 2% in FY22 to 15% by FY24



# Annual Financial Highlights



# Annual Financial Highlights – Profit & Loss (Standalone)

Particulars (INR Lacs)	FY18	FY19	FY20	FY21	FY22
Revenue from Operations	11,562.3	14,595.9	12,508.6	10,160.1	13,168.7
Total Expenditure	9,604.2	12,127.0	9,653.8	9,330.7	10,344.4
<b>EBITDA</b>	<b>1,958.0</b>	<b>2,468.9</b>	<b>2,854.8</b>	<b>829.4</b>	<b>2,824.3</b>
EBITDA Margin (%)	16.9%	16.9%	22.8%	8.2%	21.4%
Other Income	15.2	26.3	35.7	725.3	696.3
Depreciation	748.7	1,355.6	2,703.9	2,646.9	2,193.3
<b>Profit Before Interest &amp; Tax</b>	<b>1,224.5</b>	<b>1,139.5</b>	<b>186.6</b>	<b>-1,092.3</b>	<b>1,327.4</b>
Interest	247.0	58.8	891.6	926.8	763.0
Exceptional Items	-	-	1,849.8	-	-
<b>Profit Before Tax</b>	<b>977.5</b>	<b>1,080.8</b>	<b>-2,554.8</b>	<b>-2,019.0</b>	<b>564.4</b>
Tax	166.9	184.6	-656.3	-673.2	198.6
<b>Profit After Tax</b>	<b>810.7</b>	<b>896.2</b>	<b>-1,898.5</b>	<b>-1,345.8</b>	<b>365.8</b>
PAT Margin (%)	7.0%	6.1%	-15.2%	-13.2%	2.8%
<b>Earnings Per Share (Rs)</b>	<b>6.84</b>	<b>3.57</b>	<b>-7.57</b>	<b>-0.72</b>	<b>0.18</b>

# Annual Financial Highlights – Balance Sheet (Standalone)

Particulars (INR Lacs)	FY2018	FY2019	FY2020	FY2021	FY2022
<b>EQUITY AND LIABILITIES</b>					
<b>EQUITY</b>					
(i) Equity share capital	1,671.7	1,671.7	2,507.5	2,507.5	3,761.2
(ii) Other equity	4,796.6	5,646.7	2,881.9	1,532.7	627.0
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
(i) Financial Liabilities					
- Borrowings	7.2	53.1	31.5	316.4	177.5
- Other financial liabilities	-	-	53.6	60.0	65.9
- Lease liability	-	-	8,023.7	8,007.1	3,847.5
(ii) Provisions	12.5	26.2	37.9	47.4	66.7
(iii) Other non-current liabilities	-	-	26.6	20.5	14.3
(iv) Deferred Tax liabilities	179.3	80.2	-	-	-
<b>Current liabilities</b>					
(i) Financial Liabilities					
- Borrowings	-	919.1	1,313.3	1,648.0	1,297.1
- Trade Payables	297.0	669.9	522.2	643.1	368.5
- Other current financial liab	682.4	1,298.1	1,101.0	949.0	903.1
(ii) Other current liabilities	445.3	275.9	357.7	901.9	688.0
(iii) Provisions	-	-	18.7	22.3	29.9
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>8,091.9</b>	<b>10,640.8</b>	<b>16,875.6</b>	<b>6,655.8</b>	<b>11,846.7</b>

Particulars (INR Lacs)	FY2018	FY2019	FY2020	FY2021	FY2022
<b>ASSETS</b>					
<b>Non-current assets</b>					
(i) Property, plant & equipment	2,862.4	3,909.9	3,194.5	2,410.0	2,006.3
(ii) Right to use	157.2	187.1	7,735.4	7,497.6	3,521.6
(iii) Goodwill on Consolidation					
(iv) Intangible Assets	907.2	715.3	1,133.7	746.1	589.7
(v) Capital Work in progress	-	2,024.4	-	-	-
(vi) Financial Assets					
- Investments	50.0	50.0	50.0	50.0	50.0
- Other Financial Assets	420.0	399.7	427.4	458.3	557.0
(vii) Deferred Tax Assets	-	-	582.5	1,257.1	1,066.9
<b>Current assets</b>					
(i) Financial Assets					
- Trade receivables	3,155.9	2,825.1	2,710.0	2,678.0	2,534.4
- Cash and cash equivalents	223.3	66.0	18.2	50.8	43.2
- Bank bal other than above	-	-	300.0	131.0	144.5
- Other Financial Assets	204.9	232.8	-	7.2	57.8
(ii) Other current assets	111.1	230.5	723.9	1,369.8	1,275.1
<b>TOTAL ASSETS</b>	<b>8,091.9</b>	<b>10,640.8</b>	<b>16,875.6</b>	<b>16,655.8</b>	<b>11,846.7</b>

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