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BSE Limited

Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai – 400001

Scrip Code: 517214

National Stock Exchange of India Limited

Exchange Plaza, Plot No. C/1, G Block
Bandra – Kurla Complex, Bandra (E)
Mumbai – 400051

Scrip Code: DIGISPICE

Sub.: **Transcript of the Investors/Analysts Conference Call held on 19th February, 2026**

Dear Sir/Madam,

Pursuant to Regulation 30 read with Regulation 46 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith the transcript of the Investors/ Analyst Call held on 19th February, 2026 with senior management team.

The transcript will also be available on the website of the Company at:
<https://investorrelations.digispice.com/information.php?page=transcripts>.

You are requested to kindly take the above on record and acknowledge the receipt of the same.

Thanking you.

Yours faithfully,

For DiGiSPICE Technologies Limited

(Pankaj Arora)

Company Secretary and Compliance Officer

DiGiSPICE Technologies Limited
Q3 & Nine Months' FY 2026 Earnings Call
February 19, 2026

Management Participants:

Mr. Dilip Modi: Chairman, DiGiSPICE Technologies Limited & Chief Executive Officer, Spice Money Limited

Mr. Sunil Kapoor: Whole Time Director & Chief Financial Officer, Spice Money Limited

Ms. Aastha Garg: Head Investor Relations, Spice Money Limited

Moderator:

Ms. Hashika Mutreja: Investor Relations Partner, Adfactors PR

Hashika:

Good afternoon everyone, a warm welcome to you all and thank you for joining us today for the Q3 and nine-month FY 2026 Earnings Webinar of DiGiSPICE Technologies Limited.

We are pleased to have with us today Mr. Dilip Modi – the Chairman of DiGiSPICE Technologies Limited, Mr. Sunil Kapoor – the Whole-time Director and Chief Financial Officer of Spice Money Limited, Ms. Aastha Garg – Head of Investor Relations, Spice Money Limited.

We will start the session with the management providing an overview of the operational and Financial Performance for the Quarter and nine-month ended FY 2026, post which we will have an interactive Q&A session.

Before we begin, I would like to draw your attention to the fact that certain statements made during this call may be forward-looking in nature. These statements are subjected to risk and uncertainty that could cause actual results to differ materially. A statement in this regard has been included in the result presentation sent to you earlier.

With that, I would now like to invite Mr. Dilip Modi to commence the presentation. Thank you and over to you, sir.

Dilip Modi:

Thank you, Hashika. Good afternoon, everyone. Thank you for taking out the time to join us today. You know, we at Spice Money are continuing our journey of building a strong, trusted financial services platform for Bharat. You know, we are all committed to the goal of driving digital-led financial inclusion. And at Spice Money, we have been working quarter on quarter to make sure that we continue down this path.

Today we are here to present to you how we have done in Quarter 3 of this financial year. And in the Q&A I would love to, we would all love to talk to you guys about any points you may have about where we are heading as a business, what is it that we are looking forward to, and what continues to drive us on a daily basis.

So, let me start with the presentation by talking about the Spice Bharat Stack, which is what we are building for, at Spice Money. So, effectively, if I look at the three elements of the Bharat Stack that we are building; one is the Agent Platform, second is the Consumer Platform, and third is the Lending Platform.

So, effectively today, as an Agent Platform, this is our core business. We are one of the leading Agent Platforms in small towns. We are now reaching over 2.6 lakh small towns with over 1.6 million agents who use our App to deliver basic banking and financial services to over 170 million customers in small towns and villages of India. In terms of transactions on basic banking, the Aadhaar-enabled payment system, which is people using Aadhaar to withdraw and deposit

cash and do funds transfer, we are the number one player. We have closed Quarter 3 at close to 18.64% market share in the Off-Us segment and we continue to consolidate our market share in this segment.

Going forward, there are lots of new products, we are looking to launch for our agents to deliver in their communities. In the GFF, we had spoken about launching the UPI Cash Point. So, today if you look at customers at large, when they go to their ATMs to withdraw cash, they mainly use Card. In our case, customers are using Card plus Aadhaar. Now towards the close of this Quarter 4, we are looking to enable customers to be able to withdraw cash using UPI. As we know that UPI is scaling up very fast. As a country, we are now significantly penetrated on UPI users, and therefore we are looking at our agent network doubling up as a UPI Cash Point network where customers with UPI Apps can now come and withdraw cash at our agent points using UPI. So, UPI is going to be a big layer that is getting added on to our AePS, and this will be an accretive business when it comes to cash withdrawal because now more and more customers are coming in with smartphones with UPI Apps.

Our goal at Spice Money is to make sure that we build a full Stack Financial Services Distribution Play for small merchants and consumers in Bharat, and we will talk you through in terms of how far we have reached that.

In terms of just overall business, I would say that we have now reached a stage from a P&L point of view where we are a steady platform, you know, we are beginning to see operating leverage kick in. If you look at our indirect costs, we have managed to hold them year on year, quarter on quarter while we have tried to grow on gross margin, which is our net income.

So, if you really look at it for the nine months, this financial year, we have delivered close to Rs. 20 crores profit compared to Rs. 4 crores for the nine months previous year. So, effectively, this is all a function of operating leverage that has begun to kick in and we are hoping that as we add more products to our agent network, we will be able to further strengthen our operating leverage to drive a profitable growth.

In terms of new engines, Lending and Spice Pay are our two new engines:

- On the Lending Business, we are beginning to see good traction, you know, as we consolidate our market share in AePS, we are seeing more agents transact and we are able to now lend, to enable lending to these agents. And we have seen those lending numbers grow. So, you know, we work here as a loan service provider with an FLDG model. We have seen the business here also scale. So, effectively, you will go through the numbers. What we did in the whole of last financial year, we have done in a single quarter, close to in a single quarter in Quarter 3. So, again, the Lending Business is growing and we will talk more about that.

- On Spice Pay, as I mentioned here, we have over 170 million customers who transact on our platform every month. One of the things that we are looking at, is to bring them on to UPI. So, today with Spice Pay, we have the ability to give them a UPI account with a UPI ID and they can use this account to put in cash using our Agent Network and then transact with the UPI ID. So, the whole idea is to bring customers with a new UPI account to be able to do transactions. Now more and more people are looking to do digital transactions and therefore our goal is to use our PPI account to be able to enable new to UPI users to come on board.

So, overall, the Agency Business, the Lending Business and the Consumer Business, we are continuing to grow and our goal is to build a full Stack Financial Services Play for small towns, merchants and consumers.

Moving on to the next page, if I was to talk about some of the key highlights, Quarter 3 has been a muted quarter for us in terms of GTV growth. This is really on the back of the fact that we saw huge subsidy flows in the first half of the year and therefore, you know, just on a relative comparison quarter on quarter, we see a dip in GTV because of the nature of the subsidy flows in terms of seasonality.

Also, in terms of our collections business, there has been a whole restructuring of MFI and NBFCs where there has been a consolidation of books and therefore a slowdown in lending and that is reflected in our collections pie. So, that is more, I would say, the nature of seasonality, the AePS business and the way the MFI and NBFC industry is consolidating. So, that has got reflected on our quarter on quarter numbers.

The second highlight is, of course, the labor code has cut it. So, that has had an impact on our P&L, we will show you the impact.

Our credit, like I spoke about, you know, what we did on the FLDG model all of last year, we have done in a single quarter close, close to that in a single quarter. So, now the credit business has begun to grow, both in terms of disbursements as well as gross margins. And we are trying to make sure that we can contain our credit losses here. So, this is an embedded credit business linked to our transactions on our platform. So, we are able to contain on risk here and whenever we report gross margins, it is net of the risk. And therefore, we believe that, amongst the two new engines of Credit and SPICE Pay, the Credit has already begun to move in a direction towards profitability.

And then overall, I spoke about operating leverage. We are focusing on ensuring that month on month, quarter on quarter, we continue to focus on operational efficiency, whether it is in terms of cost optimization, margin improvement, in terms of product mix, and making sure that we build in efficiency in all our metrics. So, this is something that we will continue to chase.

Just in terms of Innovation and Growth, you know, we are now with this Agent Platform. We have the pipes and the idea is to distribute more products to the pipes. So, we continue to look at launching new products. We have entered the Insurance Category with two new products around Shop insurance and Mobile Screen Protection. Most of our Adhikaris run shops and, you know, being able to give them cover for the business they run, is something that we are excited about. And we are now building more products for insurance in the pipeline.

Given the nature of the market we are in, people are looking for credit cards, it is an aspirational product. So, but given the nature of our market, rather than give unsecured cards, we are working with partners to give secured cards. We again see a big opportunity in this space and we are looking to scale it.

And then Savings continues to be a big area we are focused on. We are very excited with some new partnerships that we are looking to stitch in, in the Savings space. And given the rural nature of our business, we are also looking at Agri-Commerce as one area to be able to drive income for our agents. So, overall, innovation, execution and looking at our customer base and looking at what all products we can build for them, continues to be our focus to drive sustainable long term growth.

Now, just looking at some key metrics on the next slide, if you look at each of the rows on the top, like I spoke about 1.6 million agents, so close to 16.4 lakh now registered agents on our Spice Money platform, over 2.55 lakh small towns covered. On a monthly basis, we serve close to 27 million customers and we have a thousand-member team, majority of whom are also on the ground. Just in terms of numbers, on a year on year basis, we have seen growth in almost all the key product metrics, except for collections, which is the cash management service business, where we have de-grown and I explained to you as to what is the reason in terms of what is happening in the MFI and NBFC industry. So, this is something that, you know, we are seeing some short term pressures and maybe they will continue for a quarter or two until we are able to look at enhancing our product suite around digital collections and doing more for our partners. Otherwise, if you look at AePS, BBPS, CASA, which is our current account saving account product, and more importantly, the float balance associated with the products, as well as our credit distribution metrics, almost all of them have grown year on year and all of this data is available to you online, you can please consume it in your own time.

If you look at the Financial Indicators, our focus is gross margin. So, we continue to focus on growing gross margin a quarter on quarter and year on year. And that is what drives underlying profitability and growth. We are a zero debt business. So, our focus is to stay asset light, you know, build our ROIs through ensuring that we can drive more operating leverage in our business.

And overall, we are excited with the future because we see that, if India has to grow into a multi trillion-dollar economy, you know, these small town economies have to deliver. And we

are building the underlying financial bedrock in terms of, last mile banking infrastructure layer between product manufacturers and small businesses. And therefore, we can provide for access and unit economics to financial institutions to serve small businesses as well as small businesses being able to access financial products in a far more economical way using the agent network that we have on the ground.

So, I look forward to the Q&A that we have later. And I will hand over now to Sunil to walk us through the numbers. Over to you, Sunil.

Sunil Kapoor:

Thanks Dilip. So, on the number side, this quarter number has a degrowth of 4% on the customer GTV. And consequently, our revenue is also down, but we are able to maintain the gross margin almost at the same level, only 1% down. We have already called out that this was a muted Quarter, but we are able to hold our gross margin. And if you see on the indirect cost, what Dilip has also called out that we are keeping the operating efficiency in check always. And if we compare it from the previous year also, that is, we have the same cost, operating cost and whatever the gross margin improvement in the last nine months compared to the previous nine months that is flowing straight to EBITDA.

And on the EBIT side also, consequently from the EBITDA side, that is, we are able to kind of hold the EBIT margins a little bit down but hopefully in the next quarter, we will catch up on the gross margin and EBITDA also and will be able to boost the growth instead.

And if you see on the YTD numbers, the PAT is almost Rs. 21 crores against Rs. 4 crores in the previous year, nine months. And there is a considerable growth and improvement. And that is primarily due to the, what the gross margin and holding the cost at the same level. And if you see on the PAT discontinued business, there is a slight one time additional expenses come in, but that has keep on, we are trying to contain it and not more than Rs. 1.5 crores, a year kind of will be hit for the PAT discontinued business, but we are working on that. Hopefully in the next year, first half, we will be able to take this discontinued business to zero level, so it does not impact our P&L. And PAT, there is also one point with respect to the labor code impact, which has come as an exceptional item, which we have shown as a net of tax purposes, because it creates a deferred taxation asset on the provisional amounts on the gratuity and leave encashment. And consequently, the profit, PAT after all notional gain and losses Rs. 2.4 crores for this Quarter and Rs. 16.5 crores for the nine months all put together.

So, this is all about numbers. I am handing over this this PPT to be run by Aastha. So, she can take us through the other product metrics and numbers.

Aastha Garg:

Thank you Sunil sir. Good afternoon everyone. I will be covering some of the key business updates for this quarter.

So, starting with the Agent Base, we are continuously working to expand on our Agent Base across India. Our focus here remains on deepening our presence, region by region and to ensure that we are trying to build an optimal estimate density across regions so that we are present in every market that we are we are operating in. This will allow us to effectively deliver last mile services to our customers and also improve accessibility for them across Bharat. Dilip sir and Sunil sir have already fairly covered about how our GMs and GTVs have fared this quarter.

Moving to the next slide, Viral. Looking at this in detail, we can see that the GTVs and GMs are fairly muted as compared to the previous quarter. But if we see the year-on-year numbers, we have seen the AePS GTVs almost grow 13.2% as compared to the same quarter last year. And even though the CMS volumes have not grown, but we have been able to hold our gross margins on the CMS side also, which has led to our overall gross margin grow as compared to the last year same quarter. And the new buckets also we see that have almost doubled as compared to what we were doing in the last year same quarter.

So, overall, we see there has been improvement in our gross margins as compared to what we were doing last year, though this quarter is fairly muted considering seasonality that Dilip Sir has already talked about. But let us discuss on the product-wise matrix in the slides ahead. Let us move to the next slide.

So, talking about AePS, where we enable cash withdrawal for our customers across India, we have been continuously consolidating and growing our market share. As we have already highlighted in the earlier quarters as well, cash deposit and UPI cash withdrawal are the next big opportunities for us in this space. If we see in AePS, Dilip Sir already mentioned, our market share is now touching 18.64% in this quarter, so there is growth there. And as well as if we see that almost Rs. 400 crores we are touching on the cash deposit GTVs also. So, on that front also, we are seeing growth.

On top of the AePS business, the next big product that we have built is the Collections product. So, moving to the next slide. So, in collections, we already talked about that, the industry has seen fairly competitive pricing pressures here. So, we are working in a fairly competitive industry and we are trying to hold our margins and to grow overall in this margin competitive industry. We are trying to strengthen our supply side, by bringing in more lenders, so there is growth in our Lender Segment.

And then we are wanting to build a good product suite with our partnerships that we are working with, so that we can serve them well and grow in this space.

Talking about the digital collection side, which is the BBPS product, let us move to the next slide. Here also, we are seeing a continuous growth. Though the growth is slow, we can see our GTVs improving, both quarter on quarter as well as year on year. And if we see the repeat

engagement base on our platform also, that is also fairly growing every quarter. So, that makes us believe that there is opportunity in this segment as more and more digitization happens, the GTVs in this space will also grow.

Coming to the Financial Product Distribution, where we started our journey with CASA. Let us move to the next slide. So, on CASA also, we have now touched opening close to 15 lakh plus accounts across India, where almost Rs. 260 crores of float balances are lying. And we have almost 35,000 plus SMAs who have opened more than 5 accounts till date. So, we can say that there are healthy balances that are being maintained in these accounts, an average of almost 2000. So, that is a good growth that we have seen on this product.

And the next thing that we are focusing here, is basically growing on the basis of cross-sell and up-sell. So, now I come to discussing about the more important updates on the side of credit that have happened in this quarter. So, Dilip sir already mentioned that this is the business that we have been building, where we are building our own Lending Model based on transaction data using a shared risk FLDG structure. So, this model is the foundation of our long term plan for responsible and scalable lending that we want to do for Bharat. Our focus here has been on two scalable engines. One is the transaction led lending for our own SMA base. And the other is MSME business loans. The efforts that we have been doing in the last one year now have started showing traction. And if we see the numbers in FY 2025, where we did a GTV of almost Rs. 20.5 crore, in this quarter alone, we have delivered disbursements of almost Rs. 19.2 crore. So, we can fairly say that we have successfully validated this model for our own SMA base. Now, what is the next step here is, that we have to focus on the agents beyond our SMA base to grow this product.

On the Vyapar loan side, which is the MSME business loans, we have already launched it in this quarter in partnership with Muthoot FinCorp. And we will be actively working to scale this further in the coming quarters.

Now, talking about the other big growth engine for future, which is the Financial Product Distribution, let us move to the next slide. So, talking about this, if we see on the top, under Financial Product Distribution, we are currently distributing loans, including gold, as well as other credit products for our partner lenders. Our focus has been on strengthening the supply side in this product by bringing in more lenders, as well as diversifying the product suite available for distribution. So, we have seen a fair buildup of this business in the last couple of years. And if we see the numbers on the loan disbursement, we can see that we have grown almost 2.6x year on year on the value of disbursements against a volume growth of almost 2.1x year on year. So, while there has been some decline that we can see in numbers this quarter as compared to the previous quarter, this was primarily due to some realignment that happened with one of the major lenders that we do business with.

Beyond credit distribution, we have also started selling FD backed credit cards in partnership with ZET. So, we have sold close to 2500 cards till date with an active SMA of almost 10,000 on this product, which is a till date number.

On insurance side also, which was one of the key products that we were working to get on our platform, we can say that we launched this product in Q2 on a couple of categories. And till date, we have sold almost 10,000 policies so far. So, the next big thing that we will be working on this product side, will at least enabling four to five more categories of products in both secured credit as well as insurance side. I will say that we started the Financial Product Distribution journey by opening CASA accounts. And then we built up loan distribution on top of that. And now we have entered the insurance space as well. The next big opportunity for us in this space lies on the sides of savings and investments and we will be actively working to launch them next. Now, I think I will hand over to Mr. Dilip for the closing remarks.

Dilip Modi:

Thank you, Aastha. Thank you. Can we move to the next slide, please? So, I have two slides to close. Effectively on this slide, I just want to bring out to all of you that our commitment is to drive deep penetration of formal financial services in Bharat, are the 1.4 billion people in our country, nearly a billion people live in small towns and rural Bharat. And we want to be able to serve them when it comes to formal financial services. As I said, we are already a leading, you know, AEPS led ATM network for Bharat, where we have close to 18.5% market share. Our commitment is to deepen this further and build Bharat's largest assisted ATM network. Just to give you a sense of numbers, ATM industry as a whole talk about about 2.2 lakh ATM machines. Networks like ours, have onboarded nearly 20 lakh, you know, human ATM points across small towns and villages of which we have got 16 lakh. So, for us, the whole goal is to deepen because when you talk about ATM networks to build confidence and trust in customers, which is a cash first economy, the ability to move cash in and out of bank accounts actually gives them confidence to keep their money in the bank account. So, effectively for us, the withdrawal and deposit nature of the network allows us to not only enable them to pull money out when they need it with the guardrails, but also be able to deposit cash. If we have to grow UPI penetration in the country, we have to make it easy for people to put money into their bank account. And today, with AePS seeding and we are looking forward to more and more banks coming into this, we can actually enable a very large penetration of network, easy convenience for consumers to be able to put money into their account and do UPI. So, we are committed to building on the ATM side.

Collections again, we are an economy where lots of loans are given to small merchants and consumers in Bharat but the main challenges around collections. How do we make sure that the deep ATM network that we are building in Bharat also doubles up and serves as one of the largest rural cash collection networks for Bharat and I think this is also something that we are already on this journey. We have both the bilateral relationships with our enterprise partners and we are excited about the BBPS platform as well. And we are committed to growing this. So, it is not just ATM, but also collections.

And then finally, just on the network, our goal to build a deep Financial Distribution Grid for Bharat can you just go back to the previous slide, please? Yes, so our goal is, you know, like Aastha mentioned around credit, savings, investment, insurance, making sure that we can build capability and capacity of our agents for them to be able to do more for their communities. So, this last mile access network is a huge opportunity for us to work with our ecosystem partners to actually bring formal financial products, reduce cost of credit, try penetration of insurance, savings and investments into deep Bharat, into deep rural India, into small towns. And that is something we are excited about.

On our own products, we are focusing on credit and PPI, we see our prepaid instrument as a great opportunity to put a very easy to use UPI account in the hands of our consumers and be able to do more with that account. Right. We want to make it easy for them to move cash into accounts and to be able to transact using the accounts with us, very easy to use App on their basic smartphone. So, this is something that we are committed to bring the next 100+ million UPI users onto UPI. And as far as lending is concerned, we are already well on our journey where we build proprietary models for our own agents and we want to build on that for merchants sitting around the agents. So, if you look at it, we have got the agency business that we are scaling. We have operating leverage. And on the back of this, we are building our two core businesses around spending, savings, investments on the digital side and lending as well. So, all of these are coming together for us to build a very strong financial services stack for Bharat.

And let me close with our ecosystem partnerships on the next slide, we do this because of the blessings of the regulator and we have the requisite licenses which allow us to do what we do. We have partnerships with leading banks, partnerships with leading lenders and partnerships with leading NBFCs and MFIs where, we are looking to provide services to them when it comes to opening accounts, driving origination, driving collections, also supporting them on risk and underwriting. And like Aastha said, we have entered insurance, it is a huge category. We need to solve for it. We need to drive micro insurance products into Bharat. And we will make sure that we can work with our business partners to leverage our network to be able to deliver it in a cost effective way. So, with that, I thank you for giving us time. And I will hand it back to Hashika for the Q&A. Thank you.

Hashika:

Thank you so much, Mr. Dilip. We will now open the floor for Q&A session. Participants who wish to ask a question are requested to use the raise hand feature to ask the question. Alternatively, you may share your questions in the chat box and we will take them up during the session. We would just request all the participants to kindly introduce themselves by stating their name and their organization before asking the question. Thank you. We will take the first question from Mr. Gulshan Singh.

Gulshan Singh: Just wanted to start with the quarter overall. GTV was a bit soft sequentially. Should we think of this as largely normalization after elevated AePS subsidized last quarter? Or are you seeing some underlining slow down as well?

Dilip Modi: Thank you, Gulshan for your question. I would say that, definitely H1 this year, we saw a significant subsidy flows, even more than what we had expected. So, I would say that we would want to factor in the seasonality or the fact that there was a significant shoot up in subsidies and therefore on a relative basis, there is a dip in GTV. I think the underlying slowdown, Gulshan, is more related to the lending book of MFIs and NBFCs. I think as they have been consolidating on their NPAs and making sure that they are able to consolidate and restructure their books, we have seen a bit of slowdown in lending. We hope that will come back as the books become easier, lighter in terms of bad debt. And I think directionally, our goal is to, you know, deepen our density, which means increase the reach of our SMAs per household. We continue to strengthen on our product suite, which means that we want to drive more transactions through our agent base. So, we are hoping that, a combination of multiple things can help us to continue to grow on transactions and revenue. So, I would say that, it is a combination of multiple factors. But I think we will know better as we move forward in the next few quarters.

Hashika: Thank you, sir. I hope that answers your question. We have the next question from Agarwal Family Office.

Agarwal Family Office: Gross margin percentage on revenue improved to 47 % this quarter. Is this sustainable or partly driven by low margin CMS volumes? And where do you see steady state gross margin settling over the next two to three years?

Dilip Modi: Yes, Aastha you want to just talk about the drivers of the growth in gross margin. And then, of course, next two to three years, we will take separately.

Aastha Garg: Yes, so on the first part of the question, where we are talking about gross margin improvement to almost 47% this quarter. So, obviously, one thing that is mentioned here in the question itself, that the CMS volumes are dropping, which is a low margin business, which is looking like as if the margins are coming from the low margin CMS volumes going away, while that is not the actual case. The CMS that is decreased for us is basically on the side of one major client that we are working with, where the margins were in itself very low. So, when the volumes with that one client has decreased, our overall CMS margins have grown up. So, that is in turn helped us grow our overall margins on the CMS side.

On AePS side also, I think we are pretty good on the margins with our continuous subscription packs being in place. We are able to provide values to the Adhikaris for the transactions that they are doing on our platform. Hence, they are increasing the number of transactions they do with us. And hence, we are growing both on our market share side, consolidating the business

and the margins are also in place. So, if we talk about why the gross margins have in turn grown so much in this quarter, which is fairly because of the operational efficiencies that we have been working on, especially on the sides of the direct cost. We have a lot of charges that we have to pay to the banks or other third parties to do this business. And we have been optimizing on that. And that has led to this improvement in our gross margins. If we say that what this could look like as a trend in the coming quarters also, we could say that this would somewhere look like somewhere between 44% to 45%, on an average for a quarter.

Dilip Modi: Yes. Hashika, should we continue with the questions in the chat?

Hashika: Yes. The next question is from Rahul Kumar.

Rahul Kumar: With UPI cash withdrawals and AePS cash deposits evolving, do you see assisted models becoming more infrastructure like utilities over time?

Dilip Modi: Absolutely, Rahul. I think absolutely, because when I said industry, we are talking about growth of UPI. As I mentioned, this is literally building out an infrastructure at the last mile, because at the end of the day, to do a UPI, to be able to do digital, you have to have a transacting bank account and to be having a transacting bank account, you have to make it easy for people to put money into the bank account. Now when you talk about things like AePS cash deposit, almost now, almost all accounts are seeded with Aadhaar biometrics across all small towns and rural. And this is a great opportunity, in fact, not just in small towns, but in big towns as well, where it is easy for people to move cash. And I think what we have observed in all our experience in building this platform over the last few years is that, this ease of putting money, into and withdrawing an account, we have seen situations where people have had to travel a distance to withdraw cash. And the reason they withdraw all the money and spend the money, spend the money in cash is because it is not easy for them to go back and deposit and then again withdraw. So, if you make it convenient for them to do it, I think it becomes a great enabling infrastructure for digital financial inclusion.

UPI cash withdrawal, I think, again, is an infrastructure layer. At the end of the day, people need, you know, small money, sometimes in cash for spending purposes, if it becomes easy for them to be able to withdraw that money at UPI cash points, that players like us will enable across Bharat, I think it becomes, they are able to move forward with their lives much easier. And so I think very clearly, these are becoming like a last mile. We will see ourselves as effectively a last mile banking infrastructure connecting financial providers with small businesses and consumers.

Hashika: Thank you, sir. We will take the next question from Navdeep Mehta.

Navdeep Mehta: Golds and other loan volumes is down. Can we see improvement in coming quarters? And the second question is, can we see overall revenue increasing in Q4?

Dilip Modi:

I think credit distribution is something that we have definitely seen a big need for. There are lots of financial providers who want to distribute credit. When you look at secured credit distribution that is what we are focusing on. Unsecured credit is more linked to our FLDG model, where it is more embedded credit to our agents and going forward to merchants. But when you look at secured credit distribution, definitely it is an area which people are interested in and want to work with us to grow. I think we are trying to get our kind of model in place, in terms of how to work with partners and how to scale this business. So, I would say Navdeep that, maybe you need to give us a quarter or two more in terms of kind of putting in place the right product infrastructure, where we have lots of lenders at one end and borrowers at the other, you know, in a bit of a kind of open API kind of stack. So, we are in the process of building that out. You know, we have a lot of learnings because when it comes to secured credit, we have to work closely with the branches of the lenders. And so how do we build that into the journeys and into the stack for our Adhikaris to work with, is something that we are working on. So, I think, we are seeing this as something that we think could scale up more in H2 of Financial Year 2027. I think the next couple of months will go more in terms of building the stack for financial product distribution, right. What we have really been able to get our hands around in the last two years, is around embedded credit for our own agents. And that is how you have seen the numbers scale. But in terms of pure credit distribution, I think it is about getting the product, the open API stack and the supply side in place. And I think H2 next year is where we can hopefully see that numbers scale.

Hashika:

Thank you, sir. The next question is a follow up from Gulshan Singh.

Gulshan Singh:

Indirect costs seem fairly stable despite increments. Is this the steady cost base now or should we expect reinvestment as growth accelerates?

Dilip Modi:

Gulshan, we are calling out the new engines separately, Sunil can throw more light on it. But we are, wherever we are looking at new investments, we are calling it out separately, maybe we can continue to add to it. But Gulshan, definitely our goal is to build a leading financial services stack across the board. We are literally unbundling various aspects of the bank and making sure we can deliver it at population scale. So, for us, you know, looking at new areas like now we are beginning to look at Lending, Savings, Investment, Insurance. I think we will continue to invest in these areas. But I think from a P&L perspective, we are calling it out separately. Sunil you want to add to that?

Sunil Kapoor:

Yes, so we are investing in the new engines and building up the capabilities and capacity both in terms of new products distribution. And if you see our numbers also, that new engines, what we were investing or incurring as an investment, almost Rs. 11 crores we have done in the last financial year on these new engines, which has now come down to kind of Rs. 1 crore a quarter. So, from that perspective, we keep on investing and whatever we have built, then we take out for other initiatives. So, from that perspective, we are investing also, but we are very conscious

about that we should have an operating efficiency in every department or activities, what we do.

Hashika: Thank you, sir. The next question is from Shrey Patel.

Shrey Patel: Insurance and saving products are being pushed heavily in rural markets. Are consumers genuinely adopting these or is adoption still agent driven?

Dilip Modi: Shrey, we believe that both will continue to grow. I think when it comes to products like Insurance and Savings, we believe that agents definitely have a role to play. We still believe that not just in small towns, even in big towns, agents continue to play a role, given the complexity of the products, helping to hand hold you, what we call wealth managers when it comes to investments, so directionally, I think, just improving understanding what is an FTE? How do you think about gold savings? How do you look at this? We believe that, there is a trust factor that exists, when it comes to working with people in your communities. We have seen how the microfinance sector has grown on the back of that. Of course, now there are structural changes happening to that sector. But I think when it comes to being able to build awareness, handhold people through complex financial products, I think agents have a significant role to play. What we are trying to do, is make sure that we can enable an agency model which is significantly tech led and very attractive on unit economics, so that we can drive more and more products through our agent network.

Hashika: Thank you, sir. There is a follow up question by Rahul Kumar.

Rahul Kumar: Do you think the assisted fintech model becomes more relevant and resilient during periods of liquidity tightening compared to phases of abundant liquidity?

Dilip Modi: So, Rahul, I am just trying to put my head around this question where you are basically saying that the kind of model we have, which is an assisted model, right? During times when, there is a liquidity tightening, when there is less liquidity in the market, then do they become more resilient?

I think for us, Rahul, what we have seen is that, definitely our agents started off as being cash out points, became cash collection points, and now are also enabling distribution of financial products. But at large, I think we believe that both, for cash and non-cash products, this network, this model continues to have relevance. And we believe that, especially when we think about banking beyond payments, the need to have, you know, agents who can play the role of what bank branches play on the ground is a huge opportunity. So, I think, my sense is that the model continues to be relevant at all points. But maybe, Sunil, you want to attempt an answer to this question?

Sunil Kapoor:

I think that, with the assisted fintech model, I think, because your question is with respect to assisted fintech model and liquidity standpoint of view, I do not think that liquidity meant for our business is more on the kind of, maybe the subsidy side of it. But other than that, I do not think that tightening of the liquidity will be impacting us, only with respect to the credit side. And as the liquidity gets tightening, that is keep on the basis of the cycle. And credit distribution may have their own cycle also. And I think that is a part of the business from the perspective of credit where liquidity tightening or liquidity ease help grow or have a pause also. So, that is a cyclical, I will see it only with respect to credit.

Hashika:

Thank you. I hope that answers your question. We have another question from Rahul Kumar.

Rahul Kumar:

If you look at the broader industry over the next three to five years, what do you think becomes the dominant profit pool, payments, collections, lending or financial distribution?

Dilip Modi:

I think Rahul, definitely lending is a big part of the profit pool going forward. You know, that clearly is a standout. Payments continue to be under stress when it payments and collections, when it comes to margins. So, that is more about throughput that we tend to drive. So, if I say it is Lending, followed by Financial Distribution, followed by Payments and Collections from a profit pool perspective, right? However, for us, payments and collections continues to be the focus, because when you are building a business of the nature that we are, you need the throughput, you need the data to drive, you know, the higher profit pool products. So, that has to continue to be the underlying layer to enable us to build more products to drive profitability.

Hashika:

Thank you, sir. Participants who wish to ask a question are requested to use the raise hand feature or you can alternatively share your questions in the chat box. Since there are no further questions, I would pass it on to Dilip sir to give his concluding remarks.

Dilip Modi:

Well I would once again like to thank everyone for this opportunity. When I look at things quarter on quarter, it perhaps sometimes hides the overall direction in which we are moving. We are building this business for the next 25, 30, 40, 50 years. We are building a kind of an infrastructure which will enable penetration of formal financial services for small businesses and consumers living in small towns. I think the technology tailwinds are all there when we think about even the AI revolution that is happening, we believe that it will serve people at large, it will serve, it will have a population scale kind of a use case.

We at Spice, are also committed to writing this revolution of AI to be able to do more and I think, Financial Services as a sector is going to be deeply impacted and this will all be in the positive direction. We know that India has this legacy of leapfrogging technology. We know that how mobile phones grew vis-a-vis fixed line phones, how mobile internet grew vis-a-vis fixed line internet. And we know how banking influenced by digitization will grow compared to traditional banking. And we at Spice Money are committed to driving a digital banking revolution in Bharat.

So, with that, I thank you very much for your interest. You can continue to reach out to us. Our team is always available to answer any questions. For us, it is really about growing this space of stakeholders who are excited about serving small merchants and consumers in Bharat. And we would be more than happy to engage with anyone who has interest to want to participate in this journey. Thank you so much. And I look forward to our next call. Thank you.

Hashika:

Thank you, Dilip Sir. Thank you, everyone for joining us today for the Q3 and 9 months FY 2026 Earnings Call of DiGiSpice Technologies Limited. We truly appreciate your time and participation. If you have any further questions, please feel free to reach out to us at the email IDs provided in the investor presentation. We look forward to your continued engagement and to interacting with you again next quarter. Thank you once again and have a pleasant evening.

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