



Evolution of Paytm's Business Model

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DOI: <https://doi.org/10.36676/irt.v10.i4.1517>

Published: 06/10/2024



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Abstract

This case study explores the evolution of Paytm's business model, highlighting its transformation from a mobile recharge platform to a multifaceted digital services powerhouse. Initially launched in 2014 by One97 Communications as a prepaid mobile recharge and bill payment platform, Paytm rapidly diversified its offerings to include e-commerce, financial services, and digital payments, capitalizing on India's burgeoning digital economy. The study examines key phases in Paytm's business model evolution, including its expansion into the financial sector with services such as Paytm Wallet, Paytm Payments Bank, and investment products.

The analysis focuses on strategic decisions that fueled Paytm's growth, such as its aggressive market penetration strategies, partnerships with major retailers and financial institutions, and its adaptation to regulatory changes. It also highlights how Paytm leveraged technology and data





analytics to enhance customer experience and streamline operations, contributing to its market dominance.

Furthermore, the case study addresses the challenges faced by Paytm, including intense competition, regulatory hurdles, and the need for continuous innovation to maintain its competitive edge. By examining these aspects, the study provides insights into how Paytm's adaptive business model has enabled it to remain a leading player in India's digital ecosystem.

The findings underscore the importance of flexibility and diversification in sustaining growth in the rapidly evolving digital services sector. This case study offers valuable lessons for other businesses seeking to navigate the dynamic landscape of digital transformation and innovation.

Keywords: Paytm Business Model, Digital Payments, Financial Services, E-commerce, Market Expansion

Introduction

Paytm's business model has undergone significant evolution since its inception in 2010. Initially, the company started as a mobile payment service provider, allowing users to make transactions using their mobile phones. The company's initial success was driven by its QR code-based payment system, which enabled users to make transactions at merchants without the need for physical cards. As the company grew, it expanded its services to include online payments, allowing users to make transactions on e-commerce platforms and online marketplaces.

In 2016, Paytm received a significant boost with the acquisition of Freecharge, a leading mobile recharge platform, which further expanded its reach and user base. The company also diversified its revenue streams by introducing new services such as Paytm Mall, an e-commerce platform, and Paytm Payments Bank, a digital banking service. Paytm's payment ecosystem has also evolved to include features such as UPI-based transactions, enabling users to make payments directly from their bank accounts.

In recent years, Paytm has further expanded its services to include financial services such as lending, insurance, and stock trading. The company has also made significant investments in its technology infrastructure, including the development of its own operating system, KaiOS, which is designed to enable low-cost smartphones and devices to access financial services. Through its





various business models and services, Paytm has become one of the largest fintech companies in India, with over 300 million registered users and a wide range of financial services offerings.

Paytm: Company background

Founded in 2014 by Vijay Shekhar Sharma, Paytm began as a mobile recharge platform and has since transformed into a leading Indian digital payments and financial services company. Headquartered in Noida, Uttar Pradesh, Paytm offers a diverse range of services that include mobile and DTH recharges, utility bill payments, online shopping, and ticket bookings. The company's digital wallet, launched in 2014, allowed users to make secure transactions and pay for goods and services online.

In subsequent years, Paytm expanded its portfolio to include financial services such as insurance, personal loans, and mutual funds, aligning with its vision of becoming a comprehensive financial ecosystem. The introduction of Paytm Payments Bank in 2015 marked a significant milestone, enabling customers to manage their savings accounts, make payments, and transfer money seamlessly.

Paytm's strategic adoption of the Unified Payments Interface (UPI) has been pivotal in driving its growth, facilitating real-time transactions across various banking institutions. The company's IPO in 2021 was one of the largest in Indian history, underscoring its significant market presence and impact. As of today, Paytm continues to lead in digital financial innovation, contributing substantially to India's financial inclusion and digital economy.

Organizational structure

Paytm's organizational structure is designed to support its diverse range of financial services and technological innovations. At the top is the Board of Directors, which provides strategic oversight and governance. The company's day-to-day operations are managed by the Chief Executive Officer (CEO), Vijay Shekhar Sharma, who oversees overall strategic direction and execution.

Beneath the CEO, Paytm is organized into several key divisions, each headed by a Chief Officer or Vice President. These divisions include Paytm Payments Bank, Paytm E-commerce, Paytm





Financial Services, and Paytm Money, among others. Each division operates semi-independently with its own management team, focusing on specific aspects of the business.

Functional departments such as Technology, Marketing, Operations, and Customer Service support these divisions. This structure enables Paytm to efficiently manage its extensive service offerings, drive innovation, and respond to market demands while maintaining a cohesive corporate strategy.

Financial performance

Since its inception in 2014, Paytm has demonstrated significant financial growth. In its early years, the company focused heavily on expanding its user base and services, leading to substantial investment in technology and market expansion. By fiscal year 2018, Paytm's annual revenue had surged to approximately ₹1,430 crore (around \$200 million).

The launch of Paytm Payments Bank in 2015 bolstered its financial services segment, with the bank's deposits growing to ₹2,500 crore by 2020. In November 2021, Paytm went public with an IPO that raised ₹18,300 crore (about \$2.5 billion), one of the largest in Indian history.

Corporate social responsibility

Paytm, a leading fintech company in India, has significantly invested in Corporate Social Responsibility (CSR), aligning its initiatives with both social and environmental goals. Through various programs and partnerships, Paytm strives to create a positive impact on society while also integrating sustainability into its business practices. Here's a detailed look at Paytm's CSR initiatives, including specific figures that illustrate its commitment.

Financial Literacy and Education

Paytm places a strong emphasis on financial literacy, particularly among underserved communities. The company has invested in several initiatives aimed at enhancing financial knowledge. For instance, Paytm's Financial Literacy Program reaches millions of people annually. The company has organized over 1,000 workshops across rural and semi-urban areas, educating individuals on digital payments, savings, and financial planning. Additionally, Paytm's





educational content, available through its app and website, has been accessed by over 5 million users, providing valuable information on financial management.

Healthcare and COVID-19 Relief

During the COVID-19 pandemic, Paytm significantly contributed to healthcare and relief efforts. The company committed ₹100 crore (approximately \$13 million) to support various COVID-19 relief activities. This included donations to relief funds, procurement of essential medical supplies, and support for healthcare infrastructure. Paytm's platform facilitated over ₹50 crore (around \$6.5 million) in donations from users to various COVID-19 relief funds, showcasing its role in mobilizing community support. The company also partnered with NGOs to distribute PPE kits, masks, and sanitizers to frontline workers and health facilities.

Environmental Sustainability

Paytm has made substantial strides in environmental sustainability, focusing on reducing its carbon footprint and promoting eco-friendly practices. The company has invested in energy-efficient technologies and green building practices, aiming to reduce its energy consumption by 20% annually. Paytm's digital transactions have reduced paper usage significantly; it is estimated that the company's initiatives have saved over 100 million sheets of paper annually. Furthermore, Paytm supports environmental conservation projects, including a tree plantation drive where over 500,000 trees have been planted in collaboration with environmental organizations.

Empowering Women and Marginalized Communities

Paytm is dedicated to empowering women and marginalized communities through targeted programs. The company has partnered with various NGOs to provide financial education and resources to women entrepreneurs. For example, Paytm's collaboration with the NGO "Empower India" has supported over 10,000 women entrepreneurs by providing them with microloans and business training. Paytm's initiatives also include digital literacy programs aimed at bridging the digital divide, benefiting more than 200,000 individuals in remote areas.





Employee Volunteering and Community Engagement

Paytm actively encourages employee participation in community service. The company has established the “Paytm Cares” program, which facilitates employee volunteering. In the past year, Paytm employees have contributed over 50,000 hours to various community service activities, including education, health camps, and environmental projects. Paytm’s commitment to community engagement is evident from its organized annual volunteering drives, where employees are given dedicated days to participate in CSR activities.

Paytm’s CSR initiatives reflect a comprehensive approach to social responsibility, encompassing financial literacy, healthcare, environmental sustainability, women’s empowerment, employee engagement, and disaster relief. With significant investments and impactful programs, Paytm has demonstrated its commitment to creating positive social change and contributing to sustainable development. These efforts not only enhance the company’s corporate reputation but also play a crucial role in addressing key societal challenges and fostering inclusive growth.

Different services provided by the Paytm

Paytm, founded in 2014 by Vijay Shekhar Sharma, has grown from a mobile recharge platform to a comprehensive financial services provider. This evolution has been accompanied by a range of facilities and Corporate Social Responsibility (CSR) initiatives that reflect its commitment to societal impact and sustainable development. The company's diverse facilities and CSR programs have garnered attention from industry experts and public figures alike, highlighting their significance in both the financial and social spheres.

Facilities of Paytm

Payment Solutions and Digital Wallets

One of Paytm’s core facilities is its robust digital payments infrastructure, which includes a versatile digital wallet. This wallet enables users to make payments for a wide range of services including mobile recharges, utility bills, and online shopping. The wallet also supports QR code payments and UPI (Unified Payments Interface), making it a versatile tool for both consumers and





merchants. The seamless integration of these features has made Paytm a leader in the digital payment space, catering to millions of users across India.

Paytm Payments Bank

Launched in 2015, Paytm Payments Bank offers a range of banking services, including savings accounts, fixed deposits, and digital banking solutions. The bank's facilities include zero-balance savings accounts and access to a wide network of ATMs and branchless banking through the Paytm app. This initiative has been pivotal in promoting financial inclusion, particularly among underserved and rural populations. By offering digital banking services, Paytm Payments Bank bridges the gap between traditional banking and the unbanked, providing accessible and user-friendly financial services.

E-commerce Platform

Paytm Mall, the company's e-commerce arm, provides a comprehensive online shopping experience. This platform features a diverse range of products, from electronics to fashion and groceries. Paytm Mall integrates with Paytm's payment solutions, allowing for a smooth and secure checkout process. The platform also includes features like cashback offers and easy returns, enhancing the shopping experience for users.

Paytm Money

Paytm Money, launched in 2018, focuses on investment solutions. It offers services such as mutual fund investments, stock trading, and portfolio management. This platform allows users to manage their investments and track their financial goals through a user-friendly interface. The integration of digital tools for investment management represents Paytm's commitment to expanding its financial services beyond payments.

Paytm Insurance and Loans

In addition to payment solutions and investment services, Paytm has ventured into insurance and loans. Through partnerships with various financial institutions, Paytm provides users with access to insurance products and personal loans. This diversification of services is aimed at providing a comprehensive financial ecosystem that addresses various user needs.

Paytm's facilities and CSR initiatives have garnered praise from various industry experts and public figures. Dr. Raghuram Rajan, former Governor of the Reserve Bank of India, commended





Paytm for its role in advancing financial inclusion. He highlighted the company's efforts to bring digital financial services to underserved populations, noting that such initiatives are crucial for fostering economic growth and reducing inequality.

Nandan Nilekani, co-founder of Infosys and a prominent advocate for digital India, has also praised Paytm's contributions to financial literacy and inclusion. Nilekani emphasized that Paytm's efforts in promoting digital payments and financial education are instrumental in transforming India's financial landscape.

In the realm of environmental sustainability, Paytm has received positive feedback from environmental organizations for its tree plantation drives and commitment to reducing paper usage. Activists and experts have acknowledged the company's proactive approach to environmental conservation, noting that corporate responsibility in this area is vital for addressing climate change. Overall, Paytm's facilities and CSR initiatives reflect a comprehensive approach to business and social responsibility. The company's commitment to financial inclusion, healthcare support, environmental sustainability, and community empowerment underscores its role as a responsible corporate entity. The positive comments from renowned figures further validate the impact of Paytm's efforts in creating meaningful societal and environmental change.

Public administration by Paytm

Paytm, a leading fintech company in India, has made significant strides in public administration through its comprehensive digital solutions and corporate social responsibility initiatives. While traditionally associated with financial services, Paytm's role extends into public administration by providing platforms and services that enhance government efficiency, transparency, and accessibility.

Facilitating Digital Payments for Government Services

One of Paytm's key contributions to public administration is its role in digitizing government payments. By partnering with various state and central government agencies, Paytm has enabled the collection of taxes, utility payments, and other government fees through its platform. This includes services such as property taxes, water bills, and vehicle registration fees. Through these partnerships, Paytm has facilitated a seamless and efficient payment experience for citizens,





reducing the need for physical visits to government offices and minimizing the risk of errors and fraud.

For instance, in many states, Paytm has been integrated into the government's digital payment infrastructure, allowing residents to pay taxes and utility bills online. This integration supports the government's push towards digital governance and helps in streamlining revenue collection processes.

Enhancing Financial Inclusion and Accessibility

Paytm's initiatives align with broader public administration goals of enhancing financial inclusion and accessibility. The company's digital wallet and Paytm Payments Bank provide financial services to underserved and rural populations, which is crucial for promoting economic inclusion. By offering services like zero-balance savings accounts and digital transactions, Paytm helps bridge the gap between traditional banking services and the unbanked population.

The company's efforts in promoting financial literacy also contribute to public administration goals. Paytm conducts financial literacy programs to educate individuals about digital payments, savings, and financial management. These programs are particularly valuable in rural areas where access to traditional banking education is limited. By improving financial literacy, Paytm supports informed financial decision-making among citizens.

Supporting Government Schemes and Subsidies

Paytm plays a role in the administration of various government schemes and subsidies. For example, the company has been involved in the distribution of subsidies and benefits directly to beneficiaries through its digital platform. This includes subsidies for essential services like gas and electricity. By digitizing these processes, Paytm helps ensure that benefits are delivered efficiently and transparently, reducing leakages and delays associated with manual processing.

Additionally, Paytm has been involved in facilitating the disbursement of funds for social welfare programs. Through its digital infrastructure, the company supports the government's efforts to reach beneficiaries more effectively and manage program funds transparently.

Enabling E-Governance and Public Services

Paytm's technology supports e-governance initiatives by providing platforms that streamline public services. The company's digital solutions contribute to the digitization of government





services, enhancing their accessibility and efficiency. For instance, Paytm's integration with government service portals allows citizens to access and complete various administrative tasks online, such as applying for licenses, paying fines, and accessing public records.

This shift towards digital platforms helps reduce bureaucratic delays and enhances the overall efficiency of public service delivery. By leveraging technology, Paytm supports the government's goal of creating a more responsive and transparent public administration system.

Disaster Relief and Emergency Response

In times of crisis, Paytm has supported public administration efforts by contributing to disaster relief and emergency response. The company has facilitated donations and fundraising for disaster relief through its platform, allowing citizens to contribute to relief funds quickly and securely. Paytm's involvement in emergency response underscores its commitment to supporting public administration in managing and mitigating the impact of natural and man-made disasters.

Promoting Transparency and Accountability

Paytm's digital solutions contribute to greater transparency and accountability in public administration. By providing a platform for electronic transactions and digital records, Paytm helps reduce the potential for corruption and fraud. The digital trail created by online payments and transactions enhances accountability by providing clear records of financial activities.

Paytm's engagement with public administration extends beyond its core financial services, impacting various aspects of government efficiency and citizen engagement. Through its digital payment solutions, support for financial inclusion, administration of government schemes, and contribution to e-governance, Paytm plays a vital role in modernizing public administration processes. The company's initiatives align with broader goals of enhancing transparency, accessibility, and efficiency in public service delivery, reflecting its commitment to contributing positively to the governance landscape in India.

Conclusion

Paytm's engagement with public administration demonstrates the transformative potential of fintech solutions in government operations. By facilitating government payments, enhancing financial inclusion, supporting scheme administration, enabling e-governance, contributing to





disaster relief, and promoting transparency, Paytm has made significant contributions to modernizing public services. The company's initiatives align with broader goals of improving efficiency, accessibility, and accountability in public administration.

Through its comprehensive approach, Paytm not only enhances the delivery of government services but also supports the broader objectives of social and economic development. As digital technologies continue to evolve, Paytm's role in public administration is likely to expand, further shaping the future of governance and public service delivery in India.

Looking to the Future

Arun Jaitley, Former Finance Minister of India:

"Digital payment solutions like Paytm are vital for achieving a cashless economy. The company's continued innovation and expansion into various financial sectors will significantly contribute to India's economic modernization."

Shaktikanta Das, Governor of the Reserve Bank of India:

"Paytm's role in advancing digital financial services is commendable. Their efforts in enhancing payment infrastructure and supporting financial inclusion are integral to the success of India's financial sector reforms."

Nirmala Sitharaman, Union Minister of Finance:

"Paytm's commitment to providing accessible financial services aligns with the government's vision of a digital and inclusive economy. Their contribution to digital payments and financial inclusion will support India's goal of becoming a global financial hub."

Natarajan Chandrasekaran, Chairman of Tata Sons:

"Paytm's innovative approach in integrating technology with financial services positions it as a leader in the fintech space. Their focus on expanding financial inclusion and creating a seamless user experience will be crucial for the future of financial services in India."

Dr. Montek Singh Ahluwalia, Former Deputy Chairman of Planning Commission:





"The advancements made by Paytm in digital payments and financial services reflect the broader shift towards technology-driven solutions in the financial sector. Their ongoing efforts will be essential in driving economic growth and improving financial accessibility."

Ratan Tata, Former Chairman of Tata Group:

"Paytm's achievements in transforming financial services through digital innovation are impressive. As they continue to expand their offerings, their role in enhancing financial inclusion and driving technological advancement will become increasingly important."

Rajeev Chandrasekhar, Minister of State for Electronics and IT:

"Paytm's dedication to creating a digital financial ecosystem aligns with our vision for a tech-driven economy. Their contributions to digital payments and financial inclusion are pivotal in achieving our national goals."

Uday Kotak, Chairman of Kotak Mahindra Bank:

"Paytm has set a benchmark for integrating digital technology with financial services. Their innovative solutions are reshaping the financial landscape and will play a key role in the future of banking in India."

Sandeep Bakhshi, CEO of ICICI Bank:

"Paytm's forward-thinking approach in financial technology is driving the industry towards greater efficiency and accessibility. Their efforts in digital payments and financial inclusion are vital for the evolution of India's banking sector."

K.V. Kamath, Former President of the New Development Bank:

"Paytm's focus on leveraging technology to enhance financial services is a significant contribution to the sector. Their ongoing innovations will be instrumental in shaping the future of financial inclusion and digital transactions."

Sunil Mittal, Founder and Chairman of Bharti Enterprises:

"Paytm's expansion into various financial services reflects their commitment to driving digital transformation in India. Their role in advancing financial technology and accessibility will be crucial for the future growth of the sector."

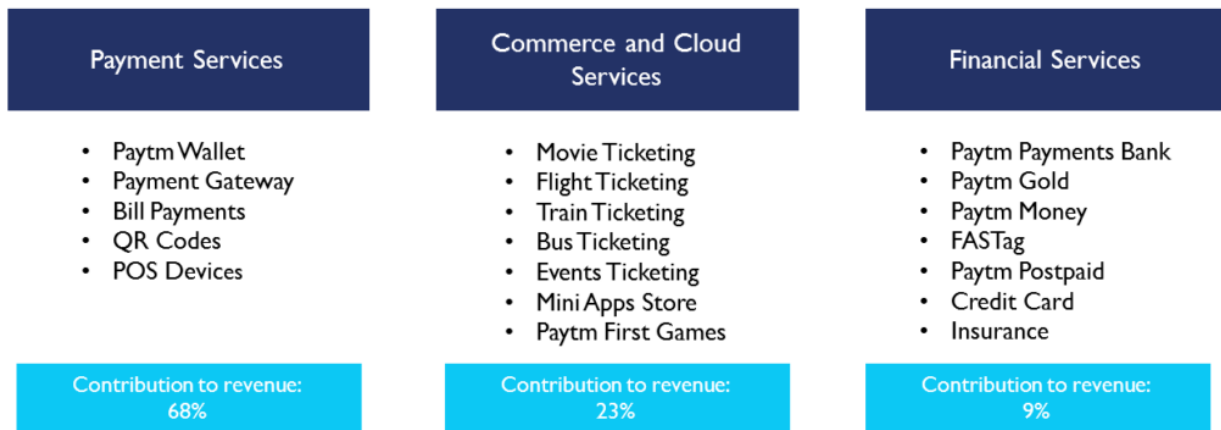




Deepak Parekh, Chairman of HDFC Limited:

"The progress made by Paytm in digital payments and financial services highlights their leadership in the fintech space. Their continued innovation will be a key factor in the evolution of financial services in India."

Exhibit 1 : Paytm Business activities : An overview



Digital Payments

Overview: Paytm began as a mobile recharge platform and has since expanded its digital payment solutions to cover a wide range of services.

- **Mobile Recharges:** Users can recharge their mobile phones across different service providers.
- **Bill Payments:** Includes utility bill payments such as electricity, water, and gas.
- **Merchant Payments:** Provides payment solutions for businesses through QR codes, POS systems, and online gateways.
- **Peer-to-Peer Transfers:** Enables individuals to send money to others via the Paytm app.
- **Unified Payments Interface (UPI):** Integration of UPI for seamless, real-time bank transactions.

Impact: Streamlines transactions, reduces reliance on cash, and supports digital financial inclusion.

Paytm Payments Bank

Overview: Launched in 2015, Paytm Payments Bank offers a range of banking services with a focus on financial inclusion.





- **Savings Accounts:** Zero-balance savings accounts with competitive interest rates.
- **Fixed Deposits:** Short-term and long-term fixed deposit options.
- **Digital Banking:** Access to banking services through the Paytm app.
- **ATM Services:** Access to ATMs and branchless banking solutions.

Impact: Provides accessible banking services to underserved populations and promotes financial inclusion.

E-Commerce

Overview: Paytm Mall, the e-commerce arm of Paytm, offers a comprehensive online shopping experience.

- **Product Categories:** Electronics, fashion, groceries, home appliances, and more.
- **Cashback and Discounts:** Features promotional offers, discounts, and cashback deals.
- **Seller Platform:** Allows vendors to list and sell products on the platform.

Impact: Enhances online shopping accessibility and integrates payment solutions with e-commerce.

Paytm Money

Overview: Paytm Money provides investment services and financial planning tools.

- **Mutual Funds:** Investment in a wide range of mutual fund schemes.
- **Stock Trading:** Platform for trading in equities and other financial instruments.
- **Portfolio Management:** Tools for managing and tracking investments.

Impact: Empowers individuals with tools for investment and financial planning, enhancing market participation.

Paytm Insurance and Loans

Overview: Expansion into insurance and loan products through partnerships with financial institutions.

- **Insurance Products:** Includes health, life, and vehicle insurance.
- **Personal Loans:** Provides access to personal loans and credit facilities.
- **Insurance Aggregator:** Allows users to compare and purchase insurance policies.

Impact: Broadens financial service offerings and supports consumer access to insurance and credit.





Paytm Financial Services

Overview: Integration of additional financial services to create a comprehensive ecosystem.

- **Wealth Management:** Advisory services for wealth management and financial planning.
- **Foreign Exchange:** Services for currency exchange and international transactions.
- **Corporate Services:** Solutions for business payments, corporate banking, and employee benefits.

Impact: Enhances the range of financial services available to both individuals and businesses.

Corporate Social Responsibility (CSR)

Overview: Paytm is involved in various CSR initiatives that contribute to social and environmental causes.

- **Financial Literacy:** Programs to educate individuals on digital payments and financial management.
- **Healthcare and Education:** Donations and support for health and education initiatives.
- **Environmental Sustainability:** Efforts in tree plantation, reducing carbon footprint, and promoting eco-friendly practices.

Impact: Supports community development, enhances social responsibility, and promotes sustainability.

Exhibit 2 : Organizations structure of Paytm





Executive Management

- **Chief Executive Officer (CEO):** Vijay Shekhar Sharma
 - **Responsibilities:** Overall strategic direction, corporate vision, and leadership of Paytm's diverse operations. Oversees major strategic initiatives and company growth.
- **Chief Financial Officer (CFO):**
 - **Responsibilities:** Manages financial planning, reporting, and investment strategies. Ensures financial health and compliance with regulatory requirements.
- **Chief Technology Officer (CTO):**
 - **Responsibilities:** Oversees technology strategy, development, and infrastructure. Ensures the integration of advanced technologies to support Paytm's digital platforms.
- **Chief Operating Officer (COO):**
 - **Responsibilities:** Manages daily operations across various business units. Focuses on operational efficiency and process optimization.

2. Business Units

- **Paytm Payments Bank**
 - **Head:** Chief Executive Officer of Paytm Payments Bank
 - **Responsibilities:** Manages all aspects of banking services, including savings accounts, fixed deposits, and digital banking operations.
- **Paytm Mall (E-Commerce)**
 - **Head:** Chief Executive Officer of Paytm Mall
 - **Responsibilities:** Oversees the e-commerce platform, including product categories, merchant relations, and customer experience.
- **Paytm Money**
 - **Head:** Chief Executive Officer of Paytm Money
 - **Responsibilities:** Manages investment services, including mutual funds, stock trading, and financial planning tools.
- **Paytm Insurance and Loans**
 - **Head:** Chief Executive Officer of Paytm Insurance and Loans
 - **Responsibilities:** Oversees the provision of insurance products and loan services, including partnerships with financial institutions.





- **Paytm Financial Services**

- **Head:** Chief Executive Officer of Paytm Financial Services
- **Responsibilities:** Manages additional financial services, including wealth management, foreign exchange, and corporate solutions.

3. Functional Departments

- **Technology and Development**

- **Head:** Chief Technology Officer (CTO)
- **Responsibilities:** Focuses on technological innovation, platform development, and IT infrastructure. Ensures robust and secure digital services.

- **Product Management**

- **Head:** Senior Vice President of Product Management
- **Responsibilities:** Oversees the development and management of Paytm's product offerings. Coordinates with business units to drive product innovation and user experience.

- **Marketing and Customer Acquisition**

- **Head:** Chief Marketing Officer (CMO)
- **Responsibilities:** Manages branding, marketing strategies, and customer acquisition efforts. Enhances market presence and user engagement.

- **Operations**

- **Head:** Chief Operating Officer (COO)
- **Responsibilities:** Manages operational processes across various business units. Focuses on optimizing efficiency and service delivery.

- **Compliance and Risk Management**

- **Head:** Chief Compliance Officer
- **Responsibilities:** Ensures adherence to regulatory requirements and manages risk mitigation strategies. Focuses on legal compliance and risk management.

- **Human Resources**

- **Head:** Chief Human Resources Officer
- **Responsibilities:** Manages recruitment, employee relations, and organizational development. Focuses on talent management and workplace culture.





4. Regional and Functional Divisions

- **Regional Managers:**
 - **Responsibilities:** Oversee operations and business development in specific geographical regions. Ensure alignment with corporate strategies and local market needs.
- **Functional Heads:**
 - **Responsibilities:** Manage specialized areas such as customer service, business development, and strategic partnerships. Collaborate with other departments to support overall business objectives.

Paytm's organizational structure is designed to support its extensive range of financial and technological services. The structure facilitates effective management of its various business units, ensures operational efficiency, and promotes strategic growth. By delineating responsibilities across executive management, business units, functional departments, and regional divisions, Paytm effectively addresses the complexities of its diverse operations and positions itself for continued success in the fintech industry.

Exhibit 3 : Financial performance

Consolidated Balance Sheet	----- in Rs. Cr. -----			
	Mar '24	Mar '23	Mar '22	Mar '21
	12 mths	12 mths	12 mths	12 mths
Sources Of Funds				
Total Share Capital	63.60	63.40	64.90	60.50
Equity Share Capital	63.60	63.40	64.90	60.50
Share Application Money	0.30	0.10	0.00	0.20
Preference Share Capital	0.00	0.00	0.00	0.00
Init. Contribution Settler	0.00	0.00	0.00	0.00
Preference Share Application Money	0.00	0.00	0.00	0.00
Employee Stock Option	0.00	0.00	1,002.20	426.40
Reserves	13,262.70	12,952.10	13,084.50	6,047.70
Networth	13,326.60	13,015.60	14,151.60	6,534.80





Secured Loans	0.00	2.00	0.10	544.90
Unsecured Loans	0.00	0.00	0.00	0.00
Total Debt	0.00	2.00	0.10	544.90
Minority Interest	-28.20	-22.70	-22.10	-18.60
Policy Holders Funds	0.00	0.00	0.00	0.00
Group Share in Joint Venture	0.00	0.00	0.00	0.00
Total Liabilities	13,298.40	12,994.90	14,129.60	7,061.10
	Mar '24	Mar '23	Mar '22	Mar '21
	12 mths	12 mths	12 mths	12 mths
Application Of Funds				
Gross Block	2,857.70	2,157.00	1,506.80	953.40
Less: Revaluation Reserves	0.00	0.00	0.00	0.00
Less: Accum. Depreciation	1,610.40	948.20	592.90	462.10
Net Block	1,247.30	1,208.80	913.90	491.30
Capital Work in Progress	13.60	11.40	12.00	23.60
Investments	4,628.30	2,697.10	1,229.50	413.00
Inventories	0.00	0.00	0.00	0.00
Sundry Debtors	1,650.70	1,252.80	746.40	471.30
Cash and Bank Balance	5,246.20	7,039.50	5,202.00	2,876.40
Total Current Assets	6,896.90	8,292.30	5,948.40	3,347.70
Loans and Advances	4,353.00	5,756.20	9,887.80	4,875.70
Fixed Deposits	0.00	0.00	0.00	0.00
Total CA, Loans & Advances	11,249.90	14,048.50	15,836.20	8,223.40
Deferred Credit	0.00	0.00	0.00	0.00
Current Liabilities	3,461.30	4,751.70	3,749.00	2,022.50
Provisions	379.40	219.20	113.00	67.70
Total CL & Provisions	3,840.70	4,970.90	3,862.00	2,090.20
Net Current Assets	7,409.20	9,077.60	11,974.20	6,133.20
Minority Interest	0.00	0.00	0.00	0.00
Group Share in Joint Venture	0.00	0.00	0.00	0.00





Miscellaneous Expenses	0.00	0.00	0.00	0.00
Total Assets	13,298.40	12,994.90	14,129.60	7,061.10
Contingent Liabilities	188.50	322.90	362.10	421.60
Book Value (Rs)	209.73	205.36	202.75	1,009.91

Source : **Dion Global Solutions Limited**

Exhibit 4 : CSR project proposal evaluation guidelines

The CSR Committee shall decide on the locations for CSR Activities and formulate and recommend to the Board of Directors, an annual action plan in pursuance of its CSR policy which includes:

CSR Expenditure

The Company shall spend at least 2 percent of average net profit calculated as per the relevant provisions of the Act during the three (3) immediately preceding financial years, on the CSR activities as per Schedule VII of the Act in pursuance of CSR policy and approved annual action plan on the Company.

If in any year ,the Company fails to spend such amount, the Board shall, in its report made under section 134 (3) (o) of the Act, specify the reasons for not spending the amount and, unless the unspent amount relates to any ongoing project, transfer such unspent amount to a Fund specified in Schedule VII of the Act, within a period of six months from the expiry of the relevant financial year.

In case, the Company undertakes any ongoing project, any amount remaining unspent and earmarked for the ongoing project, shall be transferred within a period of thirty days from the end of the relevant financial year to a special account to be opened for that financial year in any scheduled bank to be called the ‘Unspent Corporate Social Responsibility Account’, and such amount shall be spent within a period of three financial years from the date of such transfer, failing which, the unspent amount shall be transferred to the Fund to specified in Schedule VII of the Act, within a period of thirty days from the date of completion of the third financial year.





If CSR expenditure in a financial year exceeds the statutory limit, such excess may be set-off against CSR expenditure for the immediate succeeding three financial years in accordance with the Act and with the approval of the Board, on the recommendation of the CSR Committee.

The Company may also undertake CSR activities other than those specified in Schedule VII of the Act on a voluntary basis (other than those required to meet statutory obligations) as may be approved by the CSR Committee.

Gist of CSR Activities

The Company will undertake CSR Activities under the following areas:

- I. Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.
- II. Promoting education, including special education and employment enhancing vocation skills specially among children, women, elderly, and the differently abled and livelihood enhancement projects;
- III. Promoting gender equality, empowering women, setting up homes and hostels for women and orphans, setting up old age homes, day care centers and such other facilities for senior citizens and measures for reducing inequalities faced by socially and economically backward groups;
- IV. Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga;
- V. Protection of national heritage, art and culture including restoration of building and sites of historical importance and works of art: setting up public libraries; promotion and development of traditional arts and handicrafts;
- VI. Measures for the benefit of armed forces veterans, war widows and their dependents;
- VII. Training to promote rural sports, nationally recognized sports, paralympic sports and Olympic sports;





- VIII. Contribution to the Prime Minister’s National Relief Fund or Prime Minister’s Citizen Assistance and Relief in Emergency Situations Fund (PM CARES Fund or any other fund set up by the Central Government for socio-economic development and relief and welfare of the Schedule Castes, the scheduled tribes, other backward classes, minorities and women;
- a) contribution to incubators or research and development projects in the field of science, technology, engineering and medicine, funded by the Central Government or State Government or Public Sector Undertaking or any agency of the Central Government or State Government; and
 - b) Contributions to public funded Universities listed in Schedule VII of the Act
- IX. Rural development projects;
- X. Slum area development;
- XI. Disaster management, including relief, rehabilitation and reconstruction activities; and
- XII.** Any other activities as listed in Schedule VII of the Act.

Source : <https://paytm.com/document/ir/policies-and-guidelines/Corporate-Social-Responsibility-Policy-V4.0>





Exhibit 5 : Advertising and social media coverage of Paytm



paytm
Launching
Paytm Mini App Store

Calling all Developers,
Let's build India's Digital Revolution, together!

Distribute your Mini App on Paytm to
150 Million Monthly Active Users

at 0% Payment Charges for Paytm Wallet & LPI

What are Mini Apps?
Developers can create mini apps that can be used directly from the Paytm app without the need for a separate app. This allows developers to reach a wider audience and monetize their apps more effectively.

Paytm Mini App
Developer Conference
Join us for a day of learning, networking, and showcasing your mini apps. Register now at <https://www.paytm.com/miniapp>

Get access to curated advertisements of 50+ brands on Fueler Membership

Join Fueler Membership





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