Corporate Presentation

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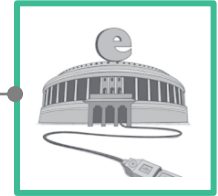
The Company's financial year ends on March 31.

To become number one G-to-C Service Provider in the world partnering with Governments across the globe

Enabling the Indian Government in achieving the Digital India objective through e-Governance

Services Offered

- Visa
- Passport
- Consular Services
- Attestation & Biometric Services
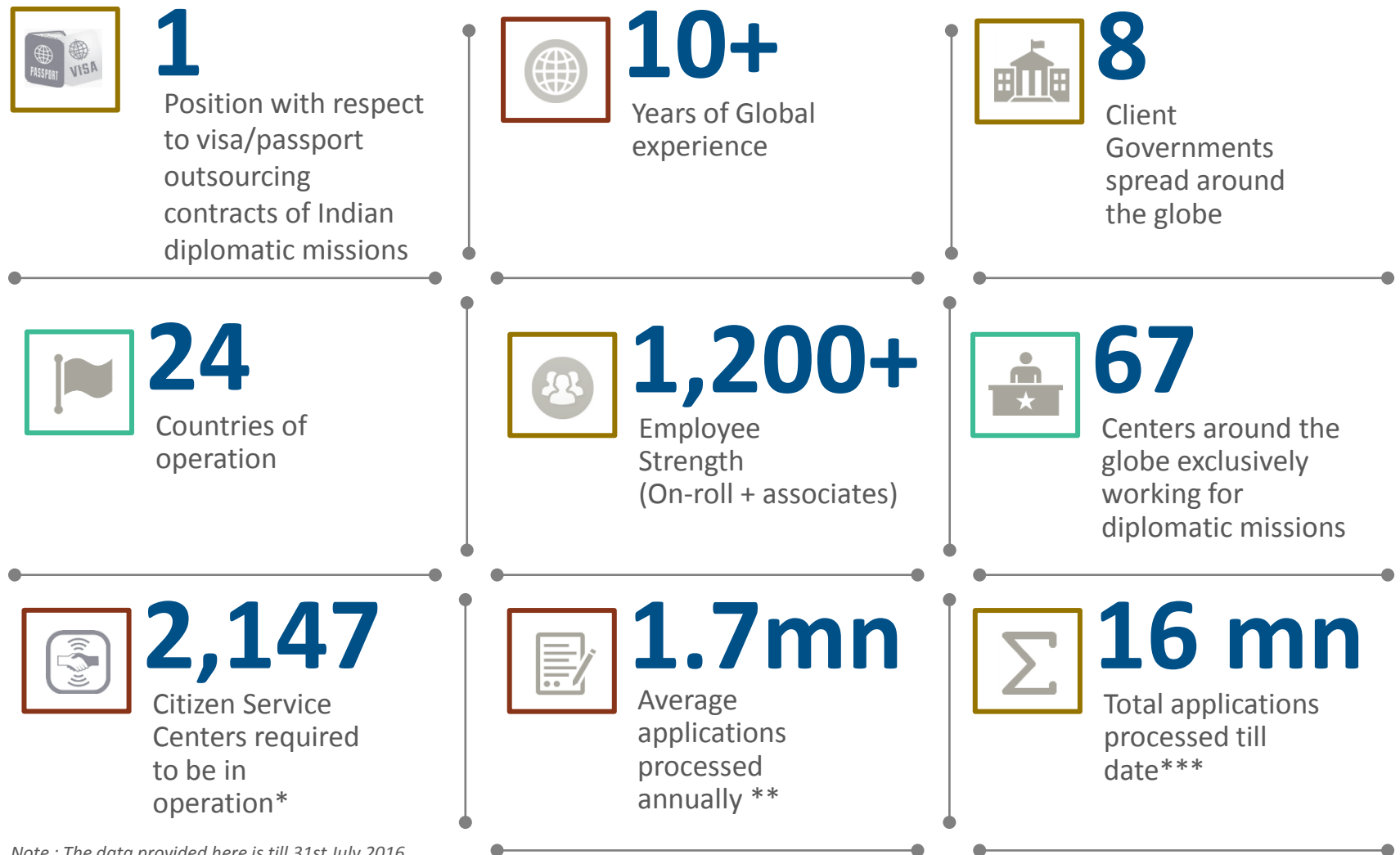- E-Governance Services

Target Customer Base

- Diplomatic Missions
- Ministry of Foreign/External Affairs
- State IT & e-Governance Departments
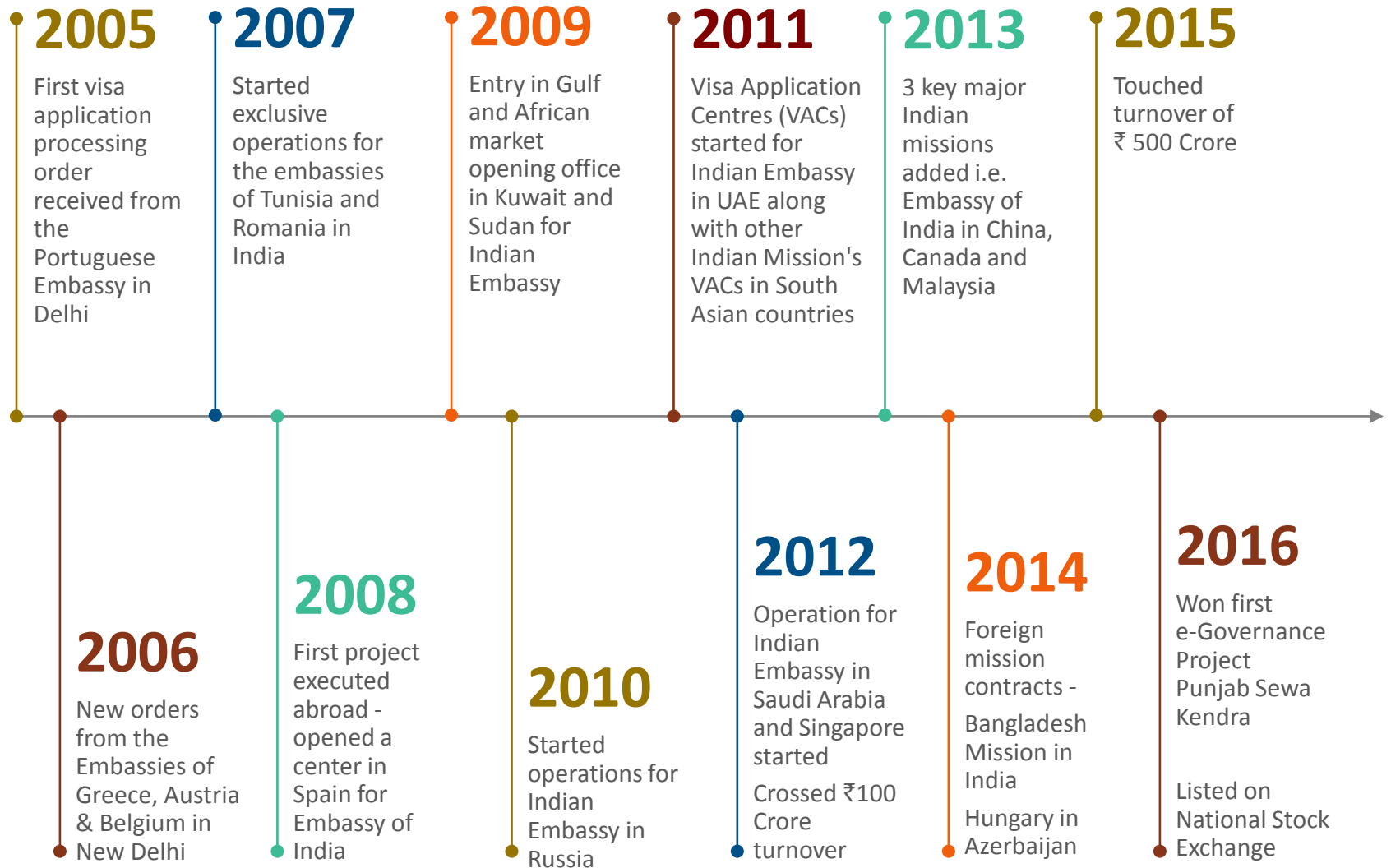- Overseas e-Governance Market

Quick Highlights

1 Position with respect to visa/passport outsourcing contracts of Indian diplomatic missions

10+ Years of Global experience

8 Client Governments spread around the globe

24 Countries of operation

1,200+ Employee Strength (On-roll + associates)

67 Centers around the globe exclusively working for diplomatic missions

2,147 Citizen Service Centers required to be in operation*

1.7mn Average applications processed annually **

16 mn Total applications processed till date***

Note : The data provided here is till 31st July 2016
* As per RFP. Citizen Service Centers (CSCs) are constructed by Punjab Government, operated by BLS
** Average for the last 3 years of financial year 2013-14, 14-15, & 15-16
*** Application count consists of all type of applications i.e. Visa, Passport, Consular, Attestation

Evolution Timeline

2005
First visa application processing order received from the Portuguese Embassy in Delhi

2007
Started exclusive operations for the embassies of Tunisia and Romania in India

2009
Entry in Gulf and African market opening office in Kuwait and Sudan for Indian Embassy

2011
Visa Application Centres (VACs) started for Indian Embassy in UAE along with other Indian Mission's VACs in South Asian countries

2013
3 key major Indian missions added i.e. Embassy of India in China, Canada and Malaysia

2015
Touched turnover of ₹ 500 Crore

2006
New orders from the Embassies of Greece, Austria & Belgium in New Delhi

2008
First project executed abroad - opened a center in Spain for Embassy of India

2010
Started operations for Indian Embassy in Russia

2012
Operation for Indian Embassy in Saudi Arabia and Singapore started

Crossed ₹100 Crore turnover

2014
Foreign mission contracts -

Bangladesh Mission in India

Hungary in Azerbaijan

2016
Won first e-Governance Project Punjab Sewa Kendra

Listed on National Stock Exchange

A

Visa, Passport and Consular Application Processing Business

Visa, Passport and Consular Processing Overview

BLS - VISA/PASSPORT APPLICATIONS OUTSOURCING AND TECHNOLOGY SERVICES SPECIALIST

MANAGING ADMINISTRATIVE AND NON-JUDGEMENTAL TASKS FOR CLIENT GOVERNMENTS

Visa Application

- Establishing dedicated, Visa Application Centers (VACs)
- VACs manned by trained staff who:
  - receive visa applications
  - disseminate information
  - capture data
  - schedule interviews
  - conduct financial reconciliation

Passport Processing

- Acceptance and processing of applications for:
  - issuance or renewal of passports
  - corrections to passports
  - issue of passports to Persons of Indian Origin
  - government contracts for Machine Readable Passports (MRPs)

Consular Services

- Acceptance and processing of applications for Consular Services, i.e.
  - issuance of birth certificate, marriage certificate, etc.
  - attestation of driving license, attestation of affidavit for obtaining child's passport in India, etc.
- Services extended to Indian Citizen or Citizen of the Client Government

Attestation & Biometric

- Accept documents on behalf of the of the Govt. Ministry and facilitate the Ministry Attestation/Apostille process
- Extend services like translation, state attestation services, etc.
- Collection of finger prints, facial photo, retina scan, etc. with/without passport processing

Value Added Services

BLS also offers a host of value added services for travellers' convenience, which is a significant revenue driver

Form Filling

Photograph Services

SMS Alerts

Email/ Printing

Travel Desk

Photocopy

Courier Services

Premium Lounge

Translation Services

Insurance

Help Desk

Call Center

Typical Process Flow For Visa, Passport & Consular Processing

STEP 1
Information
Enquiry / Reception

STEP 2
Submission

STEP 3
Data Capture
& Management

STEP 4
Biometric Data
Collection if Applicable

STEP 10
Day end Consolidation

STEP 5
Cash Management

STEP 9
Retrieval Consolidation
& Passback

STEP 8
Data Procession at
the Mission

STEP 7
Transmission of
Data to the Mission

STEP 6
Quality Check
Consolidation of Reports
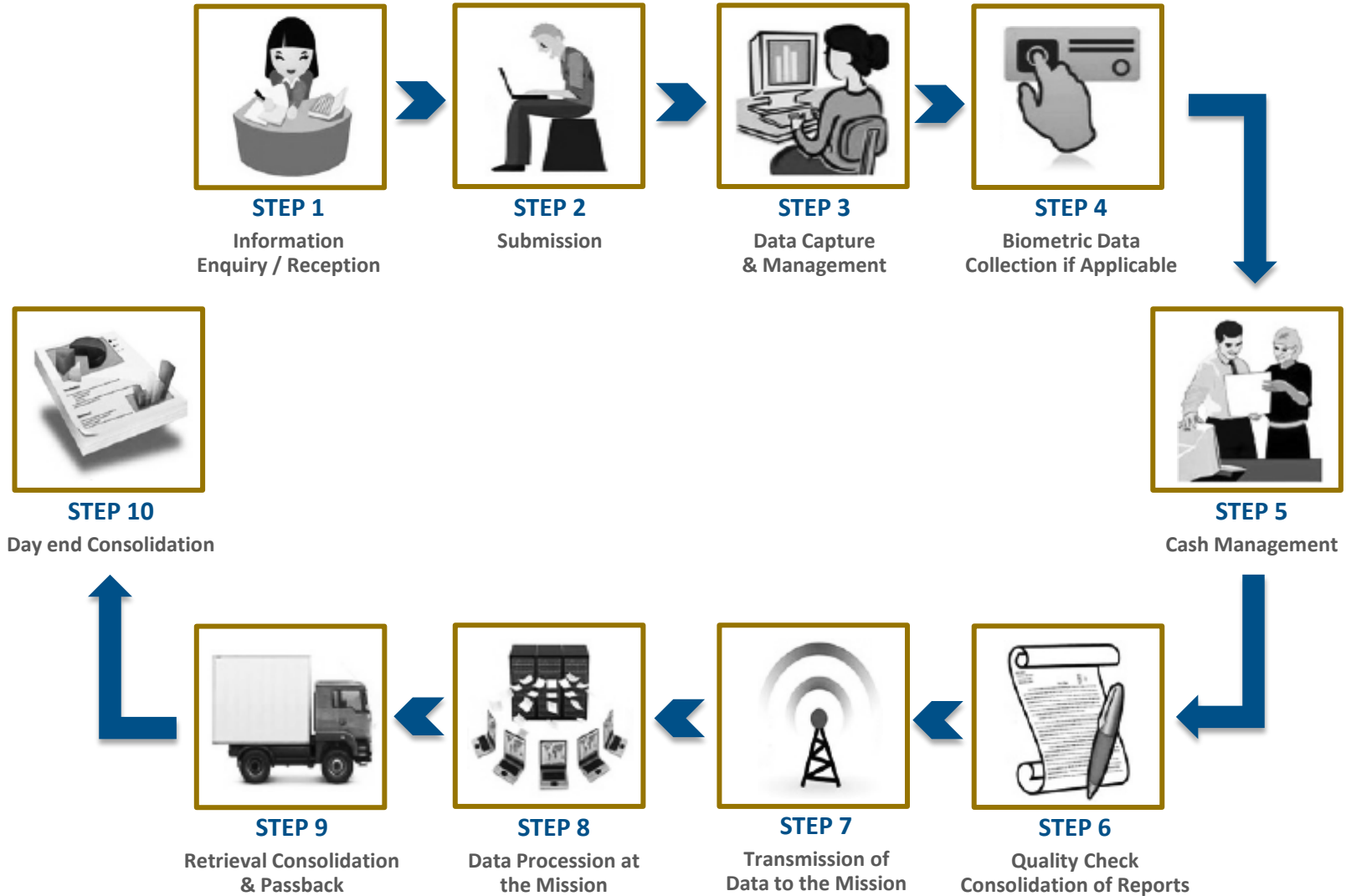
Key Contract Terms: An Illustration

1. The contract signed between the Embassy and the Service provider is exclusive in nature

2. These projects are on a BOO (Build, Own and Operate) basis wherein:

   - All the expenses are borne by the company and the same is recovered/included within the service fee collected

   - BLS makes arrangements for infrastructure and manpower as per the requirement laid down in RFP document

   - Service provider also collects the govt. fee and the same is remitted to the government, while retaining the company's service fee component

3. Typical Term: 3-5 years

4. Eligibility Criteria for Bidding Companies: High entry barriers, thus very few players meeting the eligibility conditions for bidding globally

Domain Experience
- Must have a minimum number of years of relevant industry experience
- Simultaneously they must have multi-country, multi-location (within a particular country) and multi-counter (within a particular center) operations of a minimum percentage
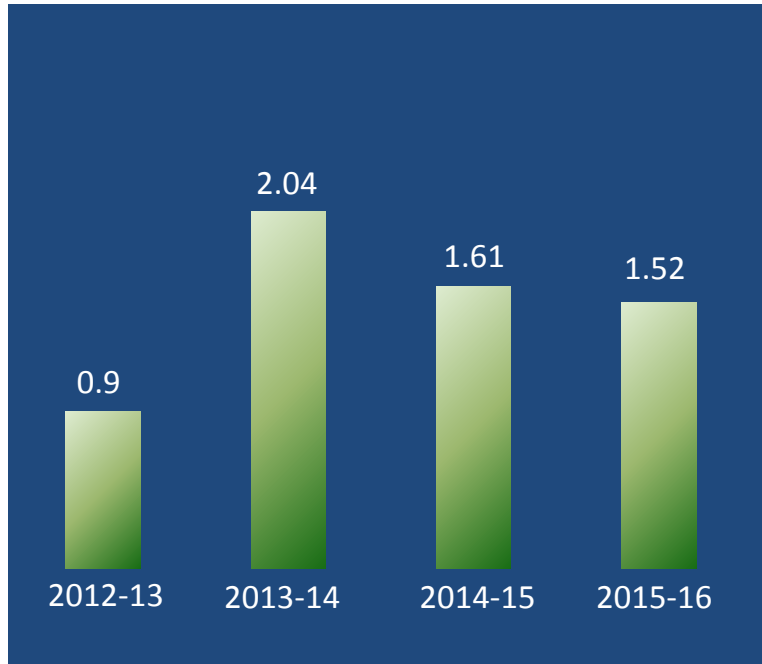
Strong Financials
- Should have a minimum net worth
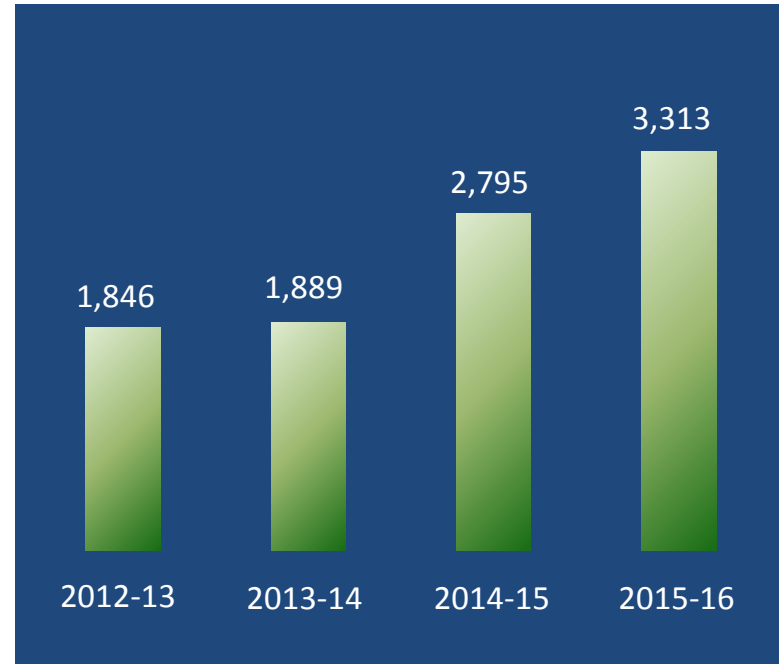- The average annual turnover should be at least a specified minimum

Operational Track Record
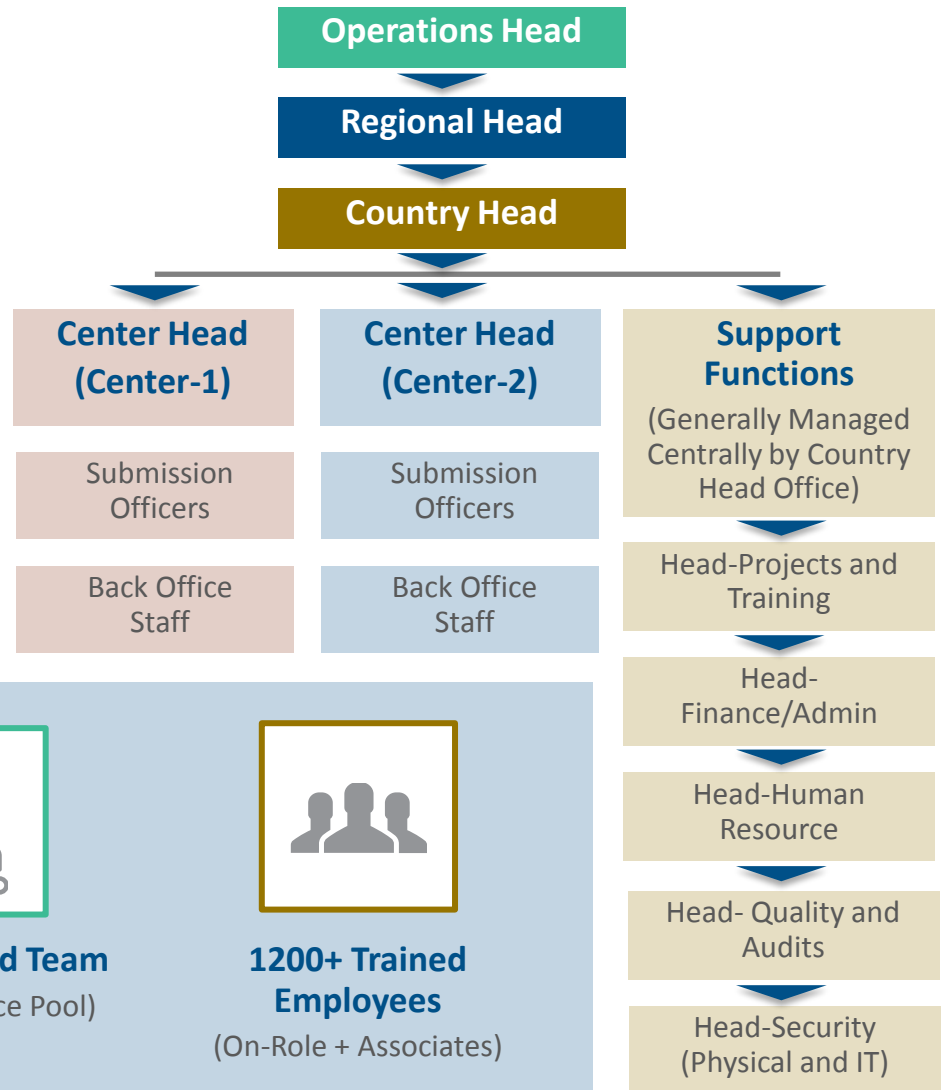
BLS Total application Count (Million)

Year	Value
2012-13	0.9
2013-14	2.04
2014-15	1.61
2015-16	1.52

Revenue per Visa/Passport & Consular Services Application (in INR)

Year	Value
2012-13	1,846
2013-14	1,889
2014-15	2,795
2015-16	3,313

Human Resources For Visa, Passport & Consular Services Business

- Global resource pool of 1200+ employees

- Strong foothold in training, local legal compliances, staff retention

- Well organized and pre-defined hierarchy

- Attractive retention policies, local hiring & deployment

- Completely automated and computerized HR process

Operations Head

Regional Head

Country Head

Center Head (Center-1)	Center Head (Center-2)	Support Functions (Generally Managed Centrally by Country Head Office)
Submission Officers	Submission Officers	Head-Projects and Training
Back Office Staff	Back Office Staff	Head-Finance/Admin
		Head-Human Resource
		Head- Quality and Audits
		Head-Security (Physical and IT)

4 GTC
(Global Training Centers)

One Dedicated Team
(Global Resource Pool)

1200+ Trained Employees
(On-Role + Associates)

B

Digital India
Power To Empower

e-Governance Business

E-Governance Overview

Government of India has clear focus on increasing transparency, delivering benefits directly to citizen under the ambit of Digital India Program:

1. Aimed at providing electronic services to every citizen

2. 44 Mission Mode projects covering a wide range of domains, viz. agriculture, land records, health, education, passports, police, courts, municipalities, commercial taxes, treasuries etc.*

3. Indian Citizen to get benefits of Integration in terms of saving his/her time and money

4. State Governments implementing Single Window System, whereas departments will be integrated (under e-District project) and services will be outsourced to External Service Providers

5. Computerization of departments and roll out of the centers by delivering IT infrastructure, software, manpower and operation for 5-10 years tenure (depending upon the contractual terms)

6. Vision of Digital India **

Digital Infrastructure as a Core Utility to Every Citizen	**Governance and Services on Demand**	**Digital Empowerment of Citizens**

Source:
*http://www.digitalindia.gov.in/content/introduction
**http://www.digitalindia.gov.in/content/vision-and-vision-areas

E-Governance Overview

The Company forayed into e-Governance with the Punjab Sewa Kendra Project

- Large & unique e-Governance project in India

- All government services to be provided through a single window system

- BLS will be delivering more than 223 services which come under Right To Services Act, in close coordination with more than 17 departments

- Punjab State e-Governance Society (PSeGS) were already running 160 "Suwidha Kendra" for last five years delivering 70 services in the State of Punjab; these are now part of the 2147 Sewa Kendras

- Sewa Kendras strategically located within 2.5 kilometers distance from one another

- BLS will collect government fee and service charges upfront along with the applications

- Physical infrastructure provided by PSeGS; IT infrastructure and manpower to be supplied by BLS

- All utility bills to be deposited through these Citizen Service Centers (CSCs)**

Note: The information published here is taken from the RFP, and can be viewed/ downloaded from the below link: http://www.dgrpunjab.gov.in/
*As per RFP
**Centers are constructed by Government and operated by BLS

2147
Sewa Kendras*

22
Districts

12.3
Million Applications in 5 months in FY16

Punjab State e-Governance Project
Largest e-Governance project to be implemented under RTS Act in India

223
Govt. Services

Partnering with Market Leaders

HP	Randstad	CP Plus

Emerson EMERSON.

Opening Citizen Service Centers at a Brisk Pace

323

Centers opened on 12th August, 2016.

485

Centers opened on 11th September, 2016.

In total we have opened

808

Sewa Kendras (Centers) out of

2147

to be operational.
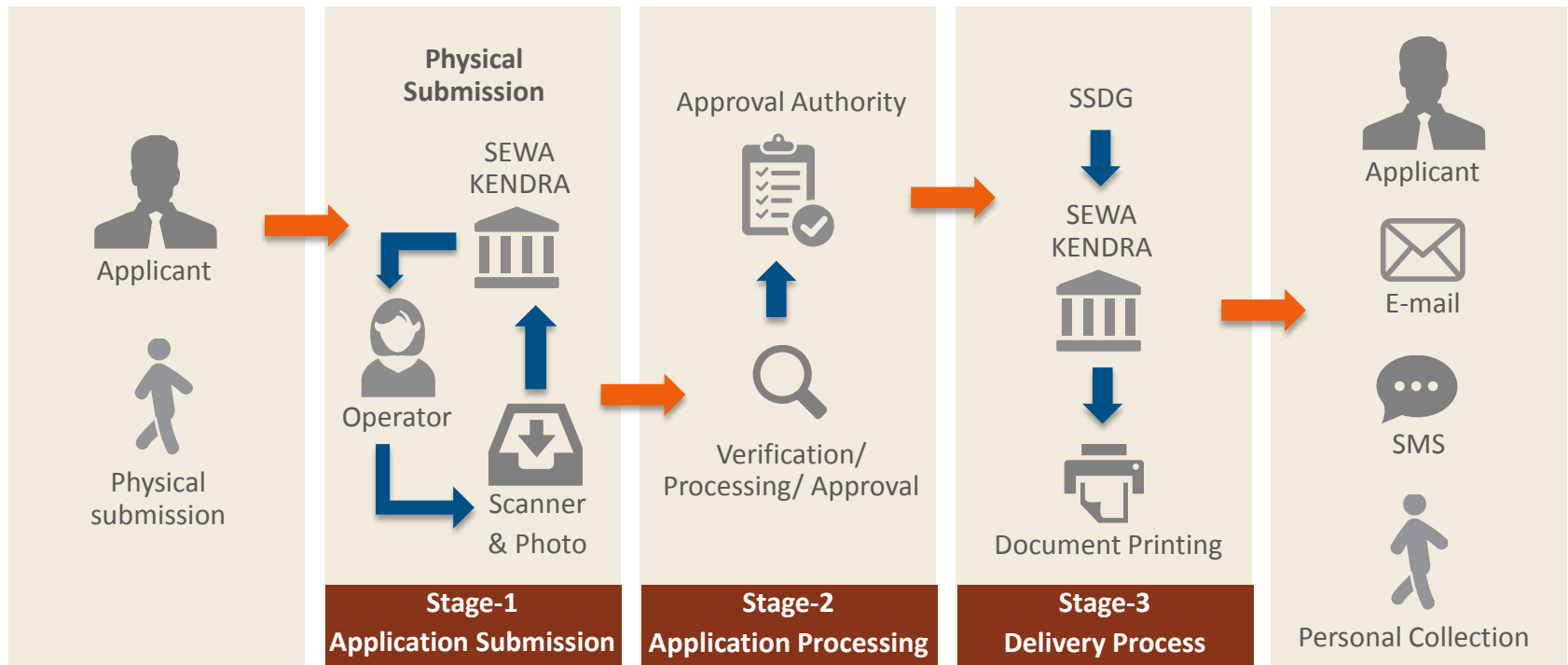
* More Centers to be opened soon

Our Services

Implementation

- Supply, installation and configuration of IT hardware, networking and other peripherals at Sewa Kendras
- Recruitment & training of required personnel

Operations

- Service delivery at Sewa Kendras using state portal
- Transaction management (including cash management & deposit)
- Facilities management (including Security & Insurance of Assets)
- Manpower management
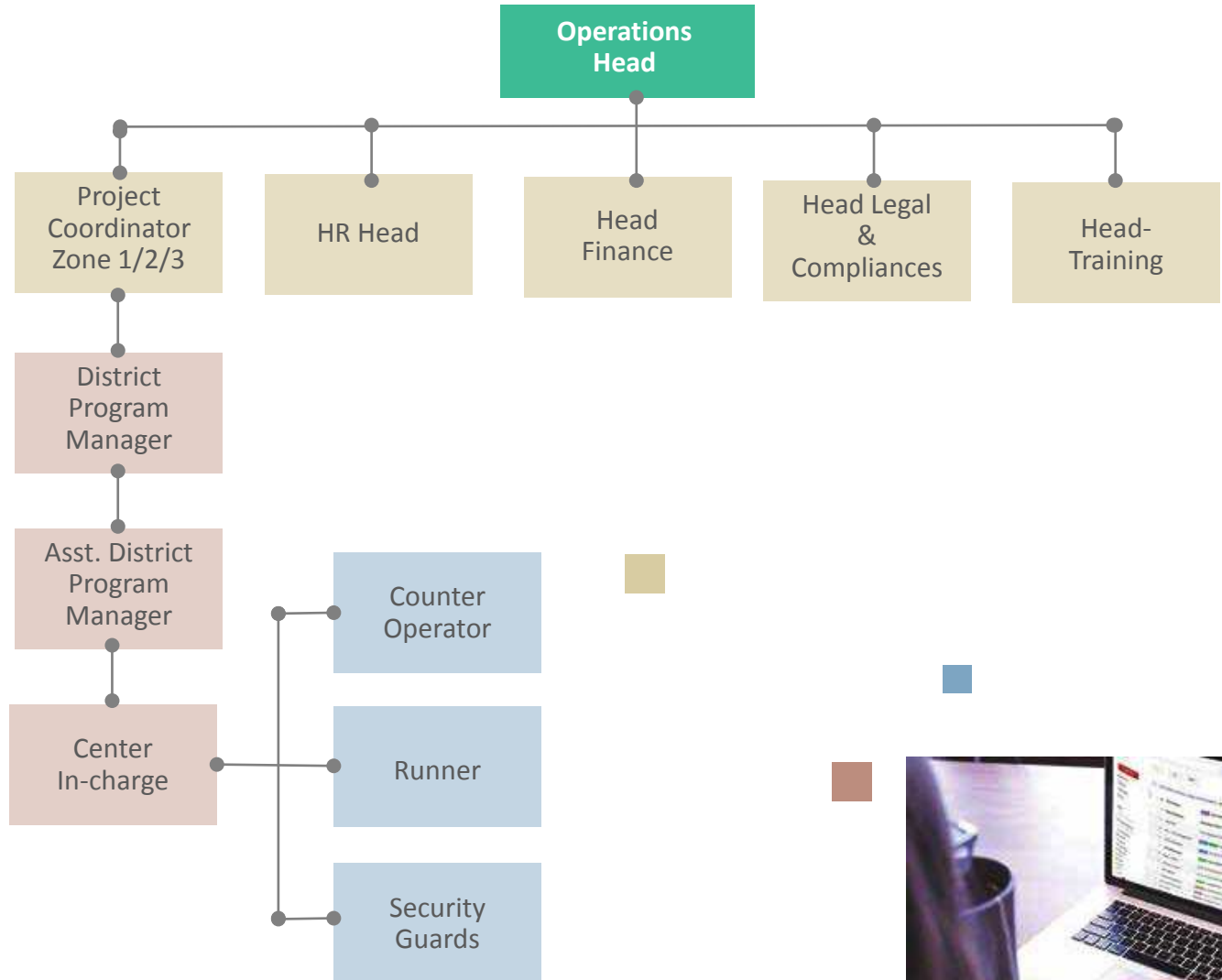- Consumables management
- Operation of 2,147 Sewa Kendras for 5 years

| Stage-1 Application Submission | Stage-2 Application Processing | Stage-3 Delivery Process |

3 Zonal Training Centers

45 Key Operations Personnel

4500+ Total Manpower

Operations Head

- Project Coordinator Zone 1/2/3
  - District Program Manager
    - Asst. District Program Manager
      - Center In-charge
        - Counter Operator
        - Runner
        - Security Guards
- HR Head
- Head Finance
- Head Legal & Compliances
- Head-Training

Global Operations

Visa and Passport & Consular Services

Attestation Services

E-Governance Services

Tour and Travels

Manpower Services

Market Opportunity and Growth Strategy

Passport and Visa Application Services: Growth and Market

- International travel is consistently increasing with every passing year, fuelling the number of visa applications.

- 2015 marks the 6th consecutive year of above-average annual growth of 4% or more since 2010, as per the UNWTO.

- International tourist arrivals grew by 4.4% in 2015 to reach a total of 1,184 million, This translates to 50 million more international tourists in 2015 as compared to 2014.

- UNWTO forecasts international tourist arrivals to increase by 3.5% to 4.5% over the full year 2016.

- UNWTO's long-term projection stands at 3.8% growth a year for the period 2010 to 2020.

- Governments across the world are outsourcing handling of Visa and Passport Applications to Private Companies. In India, TCS was awarded the Passport Automation Project in 2008, opening the doors for more companies to be service providers to the government.

BLS well-positioned to seize the growing opportunities

- Presence in 24 countries

- Stringent prequalification criteria for all contracts restricting number of players worldwide

Source: http://media.unwto.org/press-release/2016-01-18/international-tourist-arrivals-4-reach-record-12-billion-2015

Upcoming Passport and Visa Business Opportunities

	Upcoming Business Opportunities		
S. No.	Client Government	No. of Applications	Year
1	Canada Global	15,00,000	2016
2	Spain Global for 23 Countries	17,00,000*	2016
3	Thailand Global for 11 Countries	33,00,000	2016
4	Malaysia	1,90,000	2016
5	Germany	1,71,000	2016
6	Sri Lanka	1,93,000	2016
7	Israel	32,000	2016
8	Bulgaria	25,000	2016
9	Afghanistan	80,000	2016
10	Embassy of Brazil in US	3,00,000	2016
	71,91,000		
1	Swiss Global	35,00,000	2017
2	France Global	5,00,000	2017
3	Greece Global	11,00,000	2017
4	Australia Global	5,00,000	2017
	56,00,000		
1	UK Global	30,00,000	2018
2	Embassy of India, Bahrain	50,000	2018
3	Embassy of India, France	1,50,000	2018
4	Embassy of India, Japan	1,30,000	2018
5	Embassy of India, Saudi Arabia	5,00,000	2018
6	Embassy of India, UK	5,00,000	2018
7	Embassy of India, Washington D.C.	5,00,000	2018
	31,83,000		

3
Global Tenders
(Canada, Spain, Thailand, Swiss, UK, France, Greece etc)*

12
Indian VAC Tenders

16
Million Applications to be awarded by the Govt.

Note: The above numbers are based on the internal workings and on the basis of information available on the internet for some of the RFPs
*Projected applications per year

E-Governance Space: Growth and Market

- The Indian Government has shown intent and commitment to accelerate the promotion of the e-governance model for transforming the manner in which it renders public services.

- Projects being implemented in both Government-to-Citizen (G2C) and Government-to-Business (G2B) domains, across central ministries and state departments.

- Government leveraging solutions and services from specialist service providers and IT-BPO industry to realize the vision of Digital India.

- Revamping of Mission Mode and Other e-Governance Projects like Transport, PDS, e-Prisons, National Scholarship Portal, Payonline, Checkpost online, etc.

- Apart from India, South East Asian countries also opening up opportunities for players in the e-governance domain.

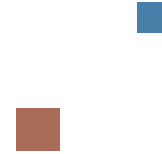# Upcoming E-Governance Business Opportunities

Sr.	Project Opportunity	Client	Annual Volume of Applications	Time Frame
1.	Madhya Pradesh (State wide)*	Dept. of IT & E-Govt. of MP	120 Million	2016-17
2.	ICT for Smart City Bhopal**	Bhopal Smart City Development Corporation Limited	2 Million	2017-18
3.	CSC-Haryana e-Seva **	Haryana State Electronics Development Corporation Limited	20 Million	2018-19
4.	Odisha e-Governance Project**	Odisha e-Governance Services Limited	25 Million	2018-19
5.	Delhi e-Governance ***	Delhi e-Governance Society (DeGS)	12 Million	2017
6.	Maharashtra**	Dept. of IT & E-Governance, Govt. of Maharashtra	120 Million	2018
7.	Jharkhand**	Department of Government Reform, Jharkhand	60 Million	2018-19

Source:
http://esuvidha.goup.in/wp-content/uploads/2016/07/esuvidha_220716.pdf
***These are the major projects are in pipeline, and the data is based out on the primary consultation with the departments.*
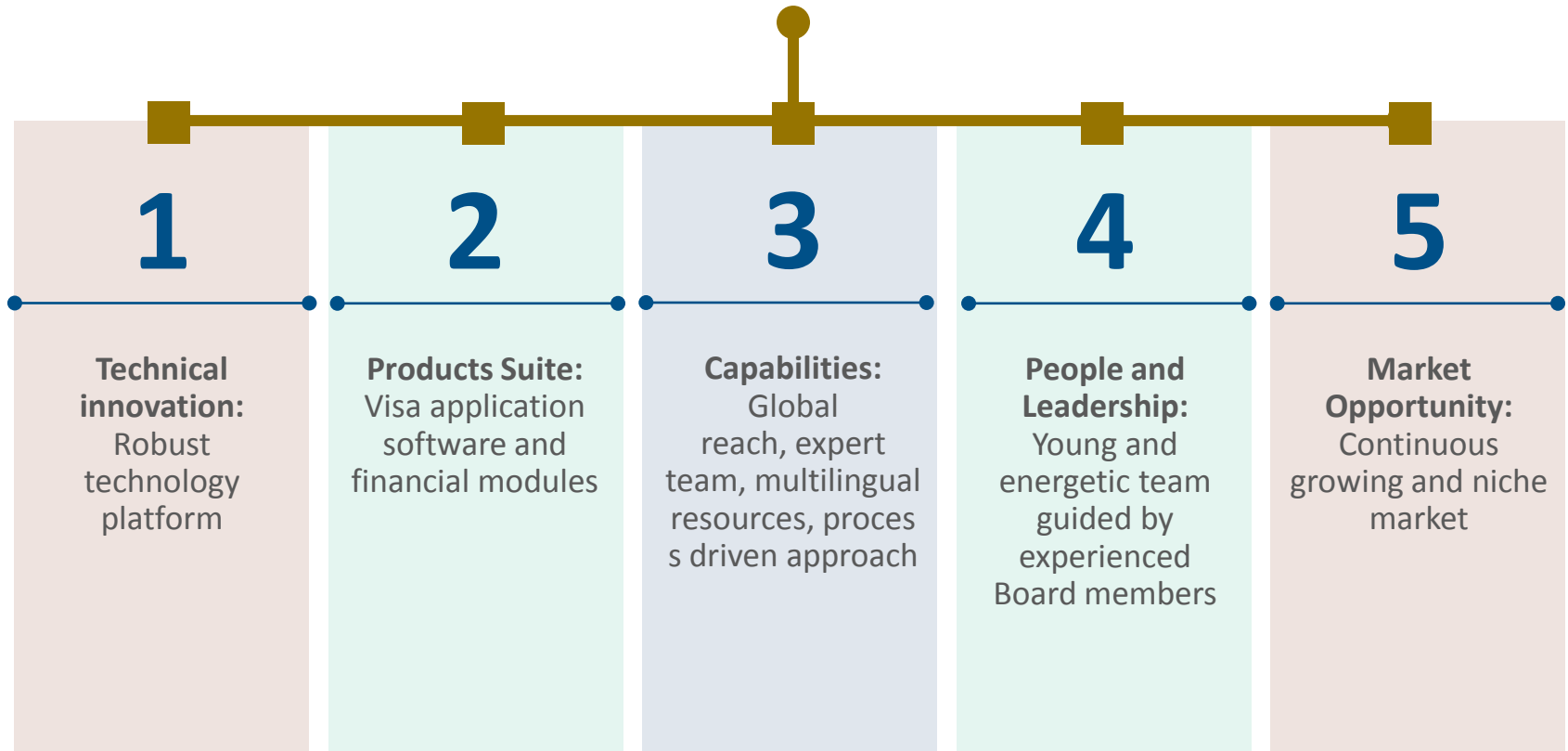****A tender was published from the Delhi e-Gov Society for hiring Consultant, the process is already on, however there is no published information yet.*

Key Business Drivers

1 **Technical innovation:** Robust technology platform

2 **Products Suite:** Visa application software and financial modules

3 **Capabilities:** Global reach, expert team, multilingual resources, proces s driven approach

4 **People and Leadership:** Young and energetic team guided by experienced Board members

5 **Market Opportunity:** Continuous growing and niche market

Strong Focus on Process

DATA SECURITY

Data collected is purged in accordance with rules defined by the Clients. Applicant's information is kept confidential on the most secured servers in the world. Servers are established in Asia's largest Tier 4 data center company (CRTLS).

QUALITY CONTROL

Regular surveys conducted to evaluate customer satisfaction. Internal audit helps in ensuring adherence and evaluating possible enhancements in the quality control systems.

TECHNOLOGY

Investments in technological advancement on regular basis to provide customized solutions to customers and add value to their business.

PHYSICAL SECURITY

Stringent practices followed for maintaining physical security at offices: metal safe for documents, load bag with pad locks, intruder alarm system, smoke detector, emergency exits, fire extinguishers, hand held detectors, metal detectors.

Management Team

Management Team

- **Mr. Nikhil Gupta**, *Managing Director*

  Has more than 35 years of experience in all key aspects of business, including Finance, Sales and Marketing, Project Management, IT and Exports in particular to Manufacturing, Materials, Polymers, and Services.
  He has worked with RPG Cables as Managing Director, Executive Director and CEO. He is an Associate Member of the Institute of Chartered Accountants of India (Merit List) and BA (Hons.) in Economics from Delhi University. His association with BLS brings high value in terms of giving right direction and driving organization towards growth excellence.

- **Mr. Shikhar Aggarwal,** *Joint Managing Director*

  A young and dynamic leader, Commerce graduate from Delhi University and a CA aspirant, he has a keen vision to drive BLS to the top. He is actively managing all international operations and is also instrumental in Business Development for new international projects.

- **Mr. Jitendra Sahu**, *Senior Vice President - Global Business*

  Has over 15 years experience in managing global projects and significantly increasing the revenues from global businesses. He is a member of the core management team at BLS and has rich professional experience in the hospitality and consular services domains.

- **Ms. Charu Khosla,** *Senior Vice President - Business Development*

  Has experience of 16 years in business development and has been associated with BLS for more than a decade. She brings with her tremendous experience in the field of consular services support and has strong relations with key diplomatic personnel across various countries.

- **Mr. Merzban Majoo,** *Senior Vice President - Global Operations*

  Has more than 25 years of experience and is responsible for managing the global operations.
  With his innovative ideas for enhancing employee productivity and customer satisfaction, BLS has achieved a benchmark in operational efficiency. He has a flair for languages and speaks Russian, German, Gujarati, English, Hindi and Arabic with ease.

Management Team

- **Mr. Karan Aggarwal,** *Senior Vice President - Finance*

  Has graduated in Finance & Management from University of Bradford, UK and has completed the specialization course in Finance from Harvard University. He has a decade-long experience across diversified fields and has also been involved in leading multiple organizations i.e. BLS Polymers, BLS Ecotech and BLS International. He is instrumental in setting up new subsidiaries and all its finances.

- **Mr. Satish Kumar**, *HR Head*

  Has over 13 years experience in all key aspects of Human Resource Management, Human Resources Information Systems, and Learning & Development. He has worked with Vayam Technology, Posco ICT, Intrepcon Services & Cosmic Softech Limited. He has done an MBA program in HR & IT from IIBM. He is responsible for bringing human resource values, managing cultural values of the organization, and leading a young and dynamic team to manage rich pool of expert resources world-wide.

- **Mr. Prabal Banerjee,** *Head - IT*

  Has more than 15 years of experience in the field of information technology and has held the senior management position in multiple firms. He has an expert team of software developers and data base engineers, which has been instrumental in setting up the IT infrastructure and deploying the software applications successfully.

- **Mr. Vicky Jain,** *Operation Head - Call Center Operations*

  Has more than 16 years of experience in companies like Serco and Spice. He is currently heading the Call Center operations, and has been running it successfully since its inception.
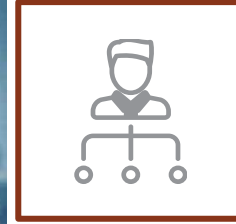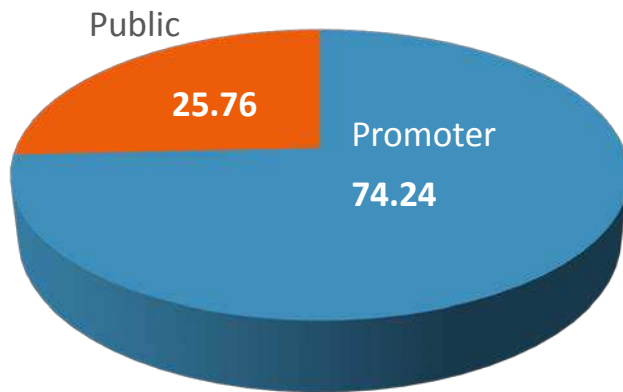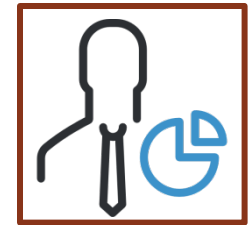
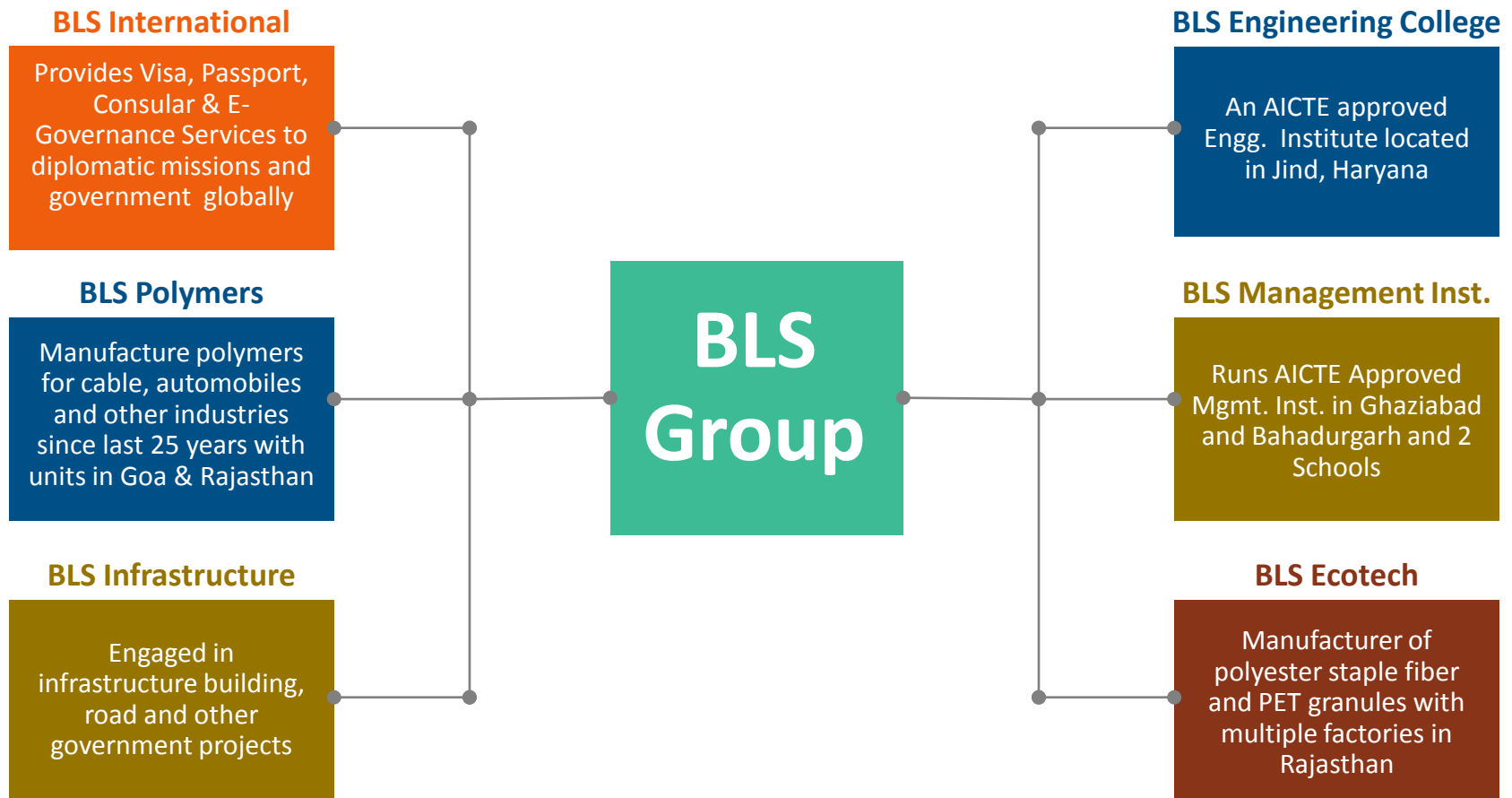# Corporate Structure, Shareholding Pattern and Promoter Group

Shareholding Pattern

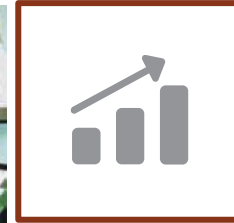| S. No.	Category	No. of equity shares	% of equity shares
1.	Promoter	7606000	74.24
2.	Public	2639000	25.76
	Total	**10245000**	**100.00**

Public

25.76

Promoter

74.24

Promoters are a Diversified Business Group

BLS Group: Established in 1954, with interest in Education, Visa/Passport Processing, Polymers, Polyesters Staple Fiber, Infrastructure Solutions.
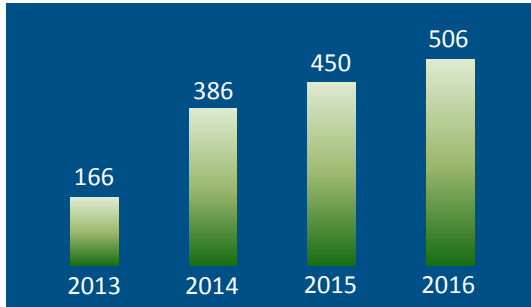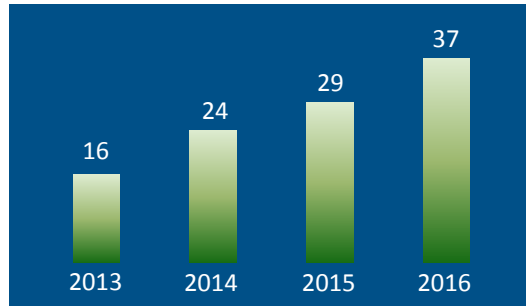
BLS International
Provides Visa, Passport, Consular & E-Governance Services to diplomatic missions and government globally

BLS Polymers
Manufacture polymers for cable, automobiles and other industries since last 25 years with units in Goa & Rajasthan

BLS Infrastructure
Engaged in infrastructure building, road and other government projects

BLS Group

BLS Engineering College
An AICTE approved Engg. Institute located in Jind, Haryana

BLS Management Inst.
Runs AICTE Approved Mgmt. Inst. in Ghaziabad and Bahadurgarh and 2 Schools

BLS Ecotech
Manufacturer of polyester staple fiber and PET granules with multiple factories in Rajasthan

Financials

Operational Track Record

Revenue (in INR, Crore)
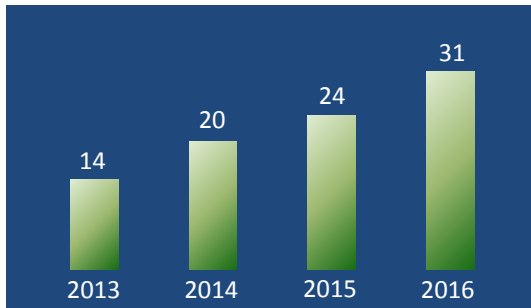
2013	2014	2015	2016
166	386	450	506

EBITDA (in INR, Crore)

2013	2014	2015	2016
16	24	29	37

EBITDA (Margin Ratio, %)

2013	2014	2015	2016
9	6	7	7

PAT (in INR, Crore)

2013	2014	2015	2016
14	20	24	31

PAT Margin %

2013	2014	2015	2016
8	6	5	6

Net Worth (in INR, Crore)

2013	2014	2015	2016
34.35	57.88	83.5	118.75
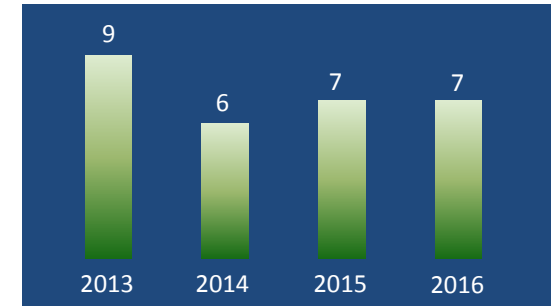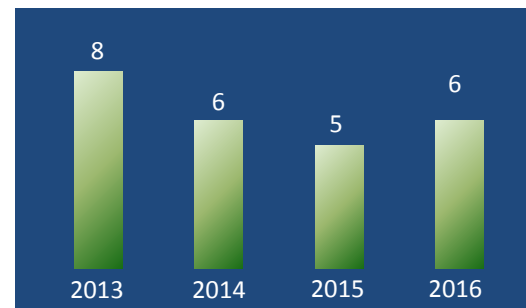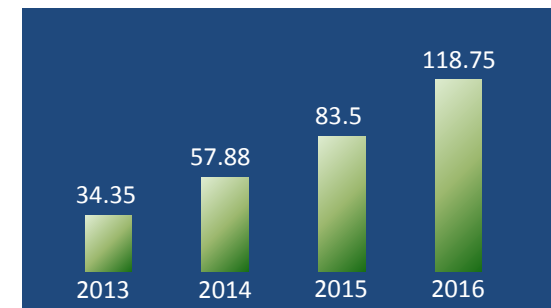
Return Ratios

Return on Capital Employed (%)

2013	2014	2015	2016
41.31	35.43	26.42	25.00

Return on Equity (%)

2013	2014	2015	2016
41.10	35.35	28.25	26.02
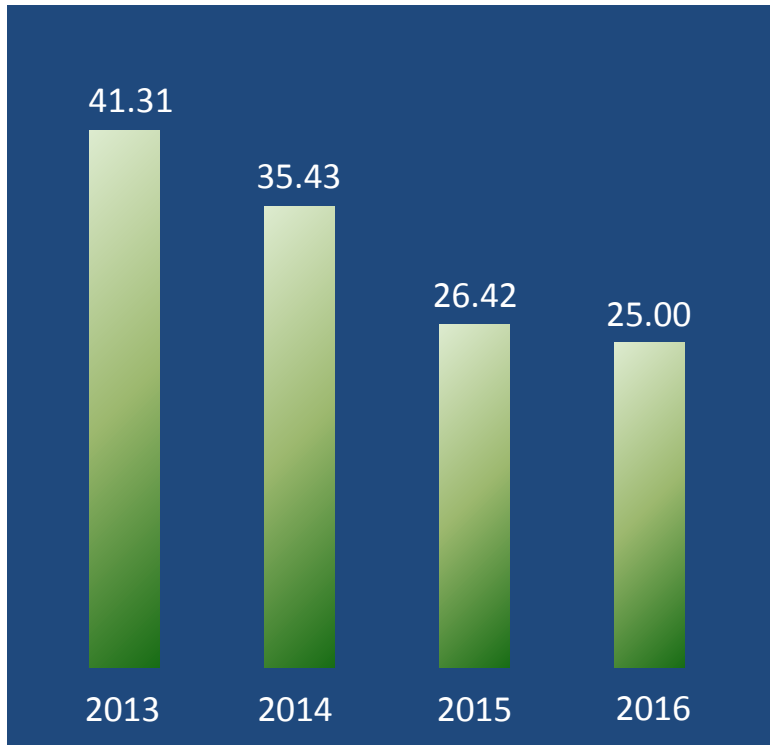
Consolidated Income Statement

(in INR)

Particulars	For the year ended 31.03.2016	For the year ended 31.03.2015	For the year ended 31.03.2014	For the year ended 31.03.2013
INCOME	5,05,45,90,301	4,50,39,52,782	3,85,99,42,645	1,66,24,83,974
EXPENSES	4,68,56,55,732	4,21,36,61,830	3,61,66,50,163	1,50,70,36,633
(EBITDA)	36,89,34,568	29,02,90,952	24,32,92,481	15,54,47,341
Depreciation	5,52,75,040	5,10,82,509	3,52,56,247	1,13,24,079
Profit before tax	31,36,59,528	23,92,08,443	20,80,36,234	14,41,23,262
Tax expense	45,91,783	34,04,826	34,12,786	29,14,036
Net profit after tax	30,90,67,745	23,58,03,617	20,46,23,448	14,12,09,226

Note: Major operations outside India

Consolidated Balance Sheet

(in INR)

Particulars	31.03.2016	31.03.2015	31.03.2014	31.03.2013
EQUITY AND LIABILITIES				
Shareholders' funds	1,18,74,78,351	83,49,94,504	57,88,42,792	34,35,23,678
Minority Interest	10,17,380	8,33,396	9,12,468	-
Non-current liabilities	5,23,55,610	6,63,44,100	73,45,891	53,72,847
Current liabilities	13,05,30,012	13,23,27,896	7,97,11,724	7,95,31,722
Total	**1,37,13,81,354**	**1,03,44,99,896**	**66,68,12,876**	**42,84,28,247**
Assets				
Non-current assets	43,75,43,532	40,13,52,083	32,13,36,443	25,19,66,247
Current assets	50,79,54,257	47,46,05,287	25,28,20,900	9,47,20,972
Cash & Cash equivalent	42,58,83,564	15,85,42,526	9,26,55,532	8,17,41,028
Total	**1,37,13,81,353**	**1,03,44,99,896**	**66,68,12,875**	**42,84,28,247**

THANK YOU