



RADIANT
Cash Management Services Limited
(Formerly known as Radiant Cash Management Service Pvt. Ltd.)
(An ISO 9001-2015 Company)
CIN : U74999TN2005PLC055748



GST No. : 33AACCR9619R1ZO
PAN No. : AACCR9619R

RADIANTCMS/EarningsCall/SE/2023-24

Date: 22.05.2023

To
Listing Department,
National Stock Exchange of India Limited
C-1, G-Block, Bandra - Kurla Complex
Bandra (E), Mumbai - 400 051

To
Department of Corporate Services,
BSE Limited
Phiroze Jeejeebhoy Towers, Dalal Street,
Mumbai - 400 001

Scrip Code: 543732, Scrip Symbol: RADIANTCMS
ISIN: INE855R01021

Sub: Intimation of Earnings Conference - Presentation, pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Dear Ma'am/Sir(s),

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed a copy of the "Earnings Conference Call - Presentation" on the audited Financial Results of the Company for the quarter and year ended March 31, 2023, which is circulated to the Investors / Analysts for the Earnings Conference Call scheduled on Tuesday, May 23, 2023 at 11 a.m. (IST)

Kindly take the above details on record.

Thanking you,

Yours faithfully,

For RADIANT CASH MANAGEMENT SERVICES LIMITED

Col. David Devasahayam
Chairman and Managing Director
(DIN: 02154891)

Regd. Office : # 28. Vijayaraghava Road, T. Nagar, Chennai - 600 017.

Corporate Office : 'Radiant Building', No. 4/3, Raju Nagar, 1st Street, Okkiyam Thoraipakkam, OMR, Chennai - 600 096.
Tel. : 044-49044904 • Fax : 044-48523448 • E-mail : contact@radiantcashservices.com • Web : www.radiantcashservices.com



RADIANT
CASH MANAGEMENT SERVICES

Investor Presentation

**Q4FY23
and
FY 2022-23**

Disclaimer

This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations of these expressions or negatives of these terms indicating future performance or results, financial or otherwise, which are forward looking statements.

These forward looking statements are based on certain expectations, assumptions, anticipated developments and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, market growth, intense competition and the pricing environment in the market, consumption level, ability to maintain and manage key customer relationship and supply chain sources and those factors which may affect our ability to implement business strategies successfully, namely changes in regulatory environments, political instability, change in international oil prices and input costs and new or changed priorities of the trade.

Radiant Cash Management Services Ltd ("The Company"), therefore, cannot guarantee that the forward-looking statements made herein shall be realized. The Company, based on changes as stated above, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward looking statements as may be required from time to time on the basis of subsequent developments and events. The Company does not undertake any obligation to update forward looking statements that may be made from time to time by or on behalf of the Company to reflect the events or circumstances after the date hereof.



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Summary Financials

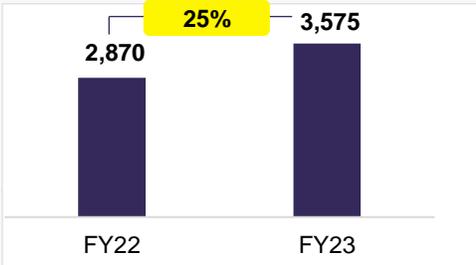


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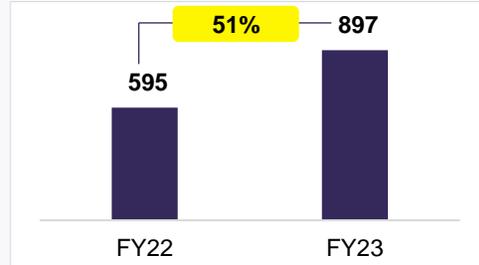
FINANCIAL PERFORMANCE

Q4FY23 and FY23 Results – Financial Highlights

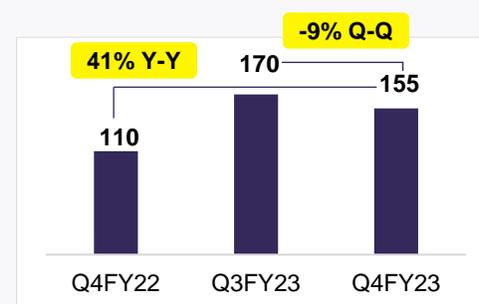
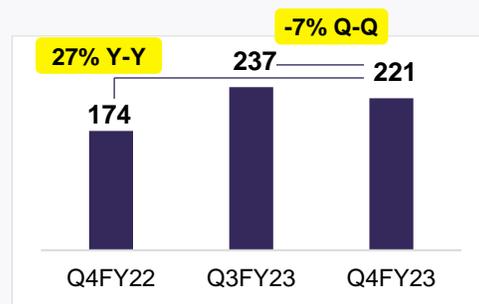
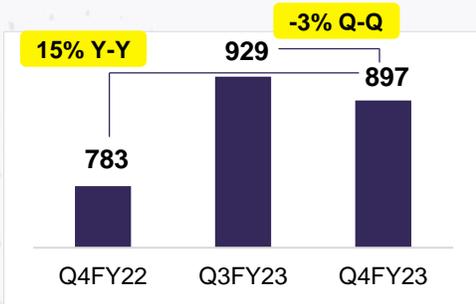
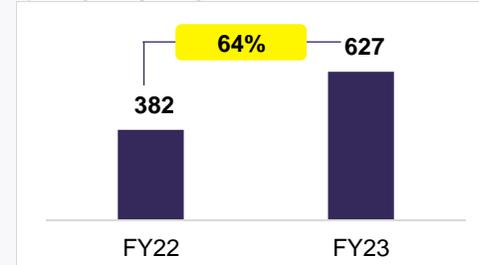
Revenue



EBITDA



PAT



- Strong yearly performance at both top line and bottom line
- Margins have seen an upward trend
- Balance Sheet continues to strengthen

- Revenues, EBITDA and PAT strong on a Y-Y basis
- Sequential (Q-Q) numbers not comparable as Q3 tends to be the strongest quarter due to the festive season



Financial Snapshot[^]

3,575

Total Income
(₹ mn)

897

EBITDA
(₹ mn)

25

EBITDA Margin
(%)

627

PAT
(₹ mn)

18

PAT Margin
(%)

33

RoCE
(%)

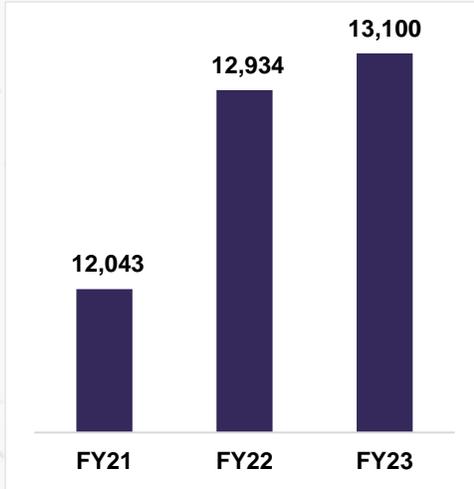
27

RoE
(%)

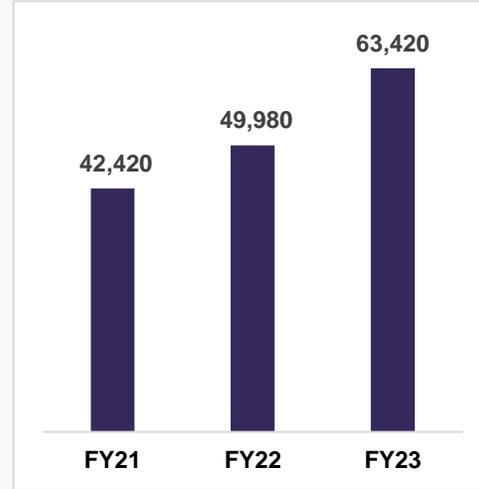
[^] Numbers for year ended 31st March 2023

FY23 Results – Operational Highlights

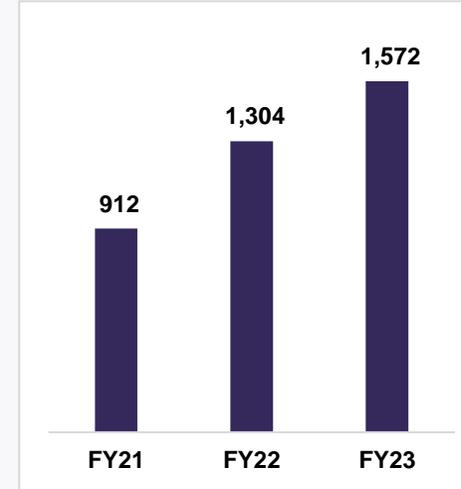
Pin Codes



Total Touch Points



Cash Movement (bn)



- Added additional 166 pin codes to our coverage during the year. Total pin codes covered now stands at 13,100
- Retail touch points coverage also increased by 13,260 (+27%) during the year to 63,420
- Total cash movement for FY23 stood at INR 1,572 bn (+21%) helped by traction from existing as well new client additions
- We added a total of 24 new clients during the last financial year



Operational Snapshot[^]

13,100

Pin Codes Covered

63,420

Touch Points Covered

5,733

Locations³

1,572

Total Currency Movement (₹ bn)

63

Revenue from Tier 3+ cities (%)

840

Fleet of Fabricated Armoured Vans

9,297

Total employees & contractual workers

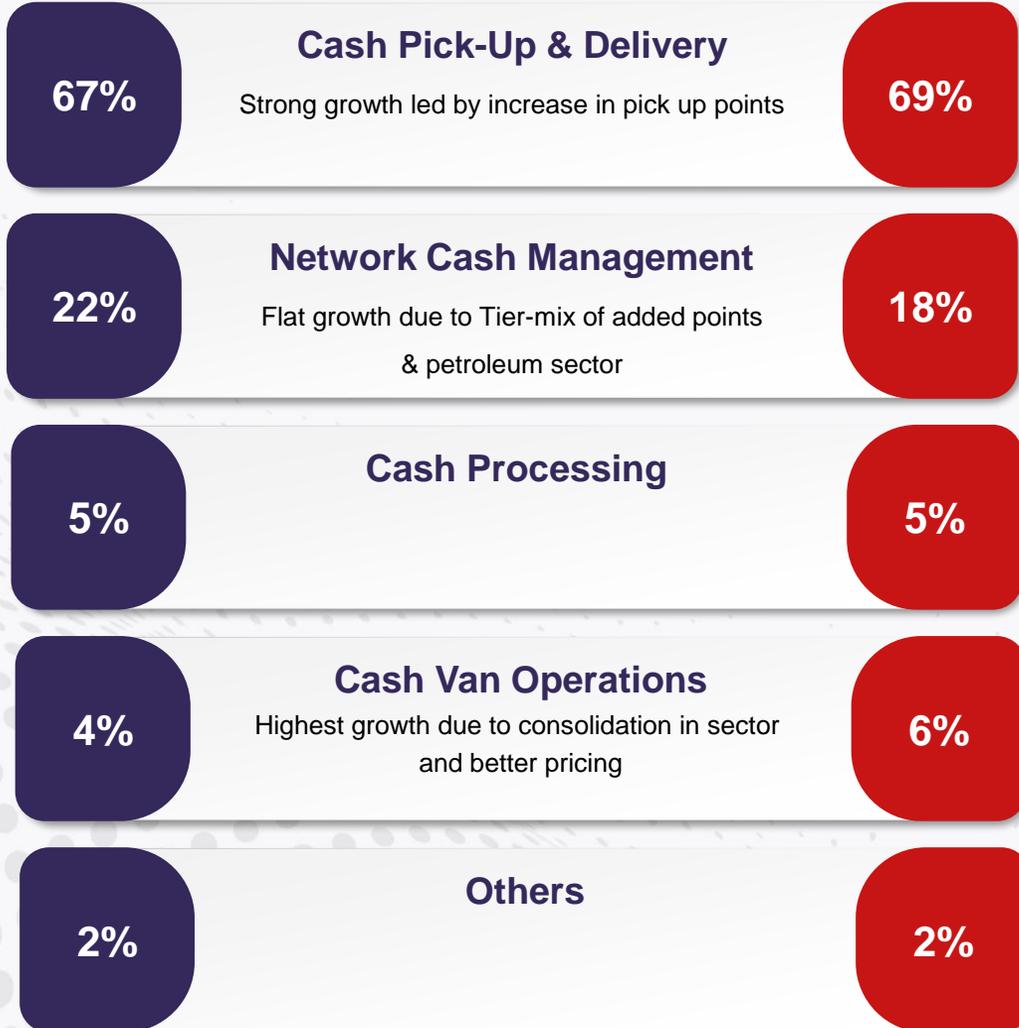
[^] All data for year ended 31st March 2023

Diversified Revenues across Segments and Industries

SEGMENTS

FY22

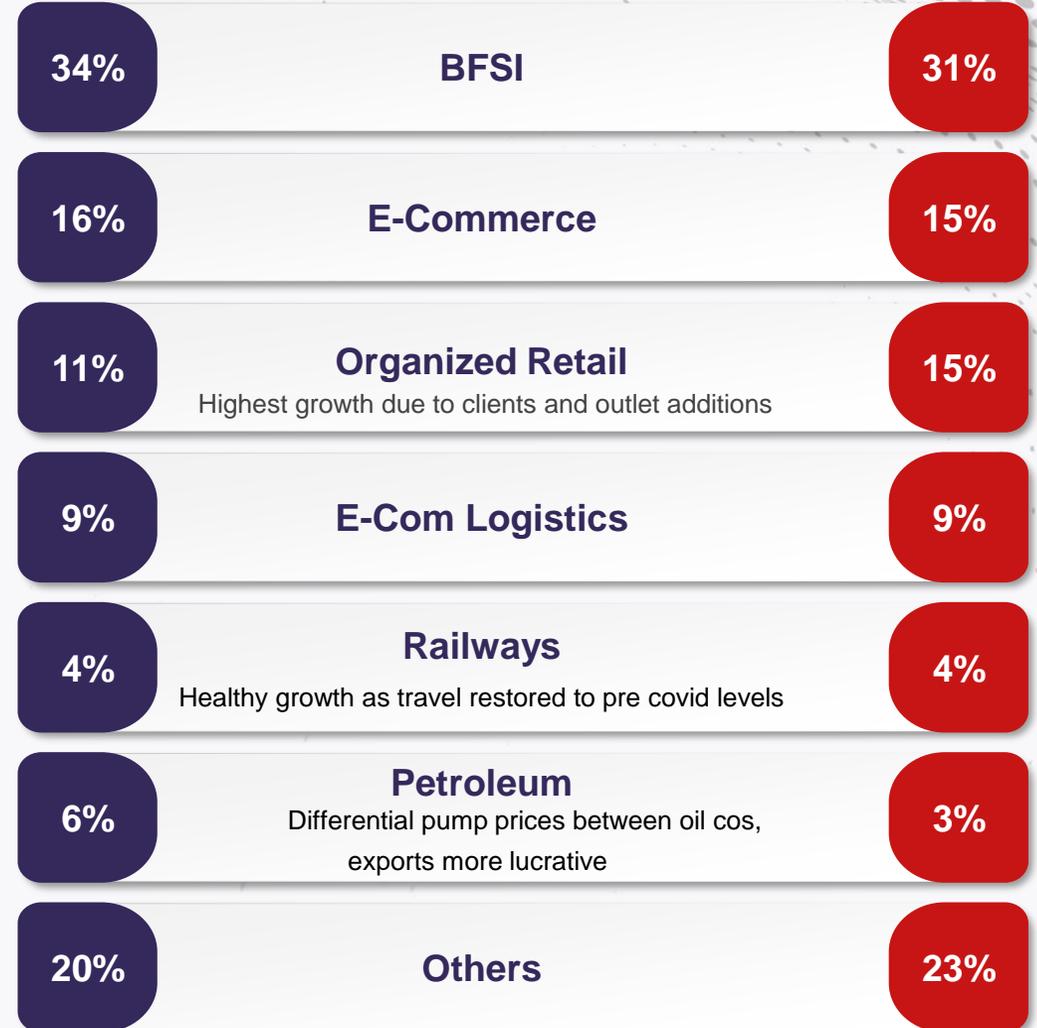
FY23



INDUSTRIES

FY22

FY23



Q4FY23 and FY23 Results – Financials Snapshot

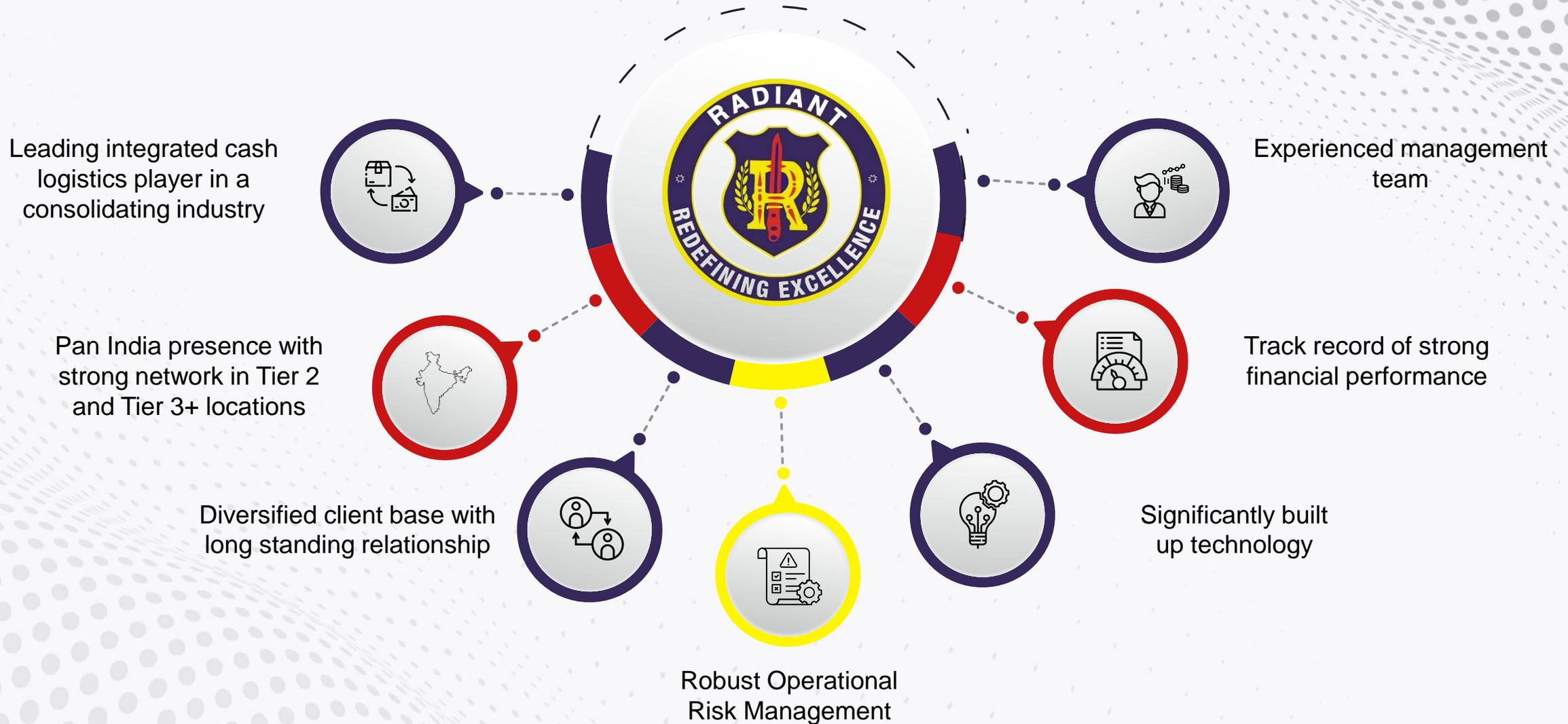
P&L INR mn	Q4FY22	Q4FY23	Y-Y(%)	Q3FY23	Q-Q(%)	FY22	FY23	Y-Y(%)
Revenues	783	897	15%	929	-3%	2,860	3,549	24%
Other income	2	17		4		9	26	
Total Income	785	914	16%	933	-2%	2,870	3,575	25%
Employee Costs	128	157	22%	162	-3%	497	605	22%
As a % of Sales	16.4%	17.4%		17.5%				
Other Expenses	483	536	11%	533	1%	1,778	2,073	17%
As a % of Sales	62%	60%		57%				
EBITDA	174	221	27%	237	-7%	595	897	51%
EBITDA Margin (%)	22%	24%	207 bps	25%	-124 bps	20.7%	25.1%	436 bps
Finance costs	12	3		2		37	9	
Depreciation	10	12		11		38	45	
Profit Before Tax (PBT)	152	207	36%	224	-8%	521	843	62%
Tax Expense	42	51		54		138	216	
Profit After Tax (PAT)	110	155	41%	170	-9%	382	627	64%
Net Profit Margin (%)	14.0%	17.0%	301 bps	18.3%		13.3%	17.5%	423 bps



02

Business Overview

Company Overview



Business and Revenue Model



Cash Pickup & Delivery

Pick up cash from end-user outlet on daily basis or on request and deposit the cash in client's bank account. Also selectively deliver cash to end-user outlets based on request from banks

Fixed amount per point per month, based on the location of the outlet, and the daily cash limit.

Growth in number of points, particularly beat pick up points which are serviced every working day



Network Cash Management

Value added service in which cash is deposited in Radiant's bank account in locations where client does not have a bank branch and subsequently transfer funds electronically

Variable amount linked directly to the amount of cash deposited in Radiant's bank account

Growth of points in Tier 3+ locations, where bank branch presence is limited



Cash Processing

At end-user request, cash is counted and verified at the time of pick-up (as against sealed bag pick-up) for an additional fee

Fees directly linked to quantum of cash picked up

Growth in volume of cash handled



Cash Van Operations

Provide armored vans with full crew comprising driver, armed guards, cash custodian on short or long term lease mostly to banks for their own bulk handling of cash (between branches and vaults)

A fixed amount per van per month (or per day) with additional charges for excess usage of time and distance, if any.

Growth in currency in circulation, extent of currency replacement by RBI (culling out soiled notes and introducing fresh notes), branch expansion network of banks



Others

Includes Man Behind Counter (providing trained manpower at end user location for handling large volumes of cash in high footfall outlets), Vault operations where banks and others rent our vaults for storing of cash or valuables

MBC is billed as per headcount per month. Vault rent is billed based on quantum and value of storage, and its duration.

Service Description

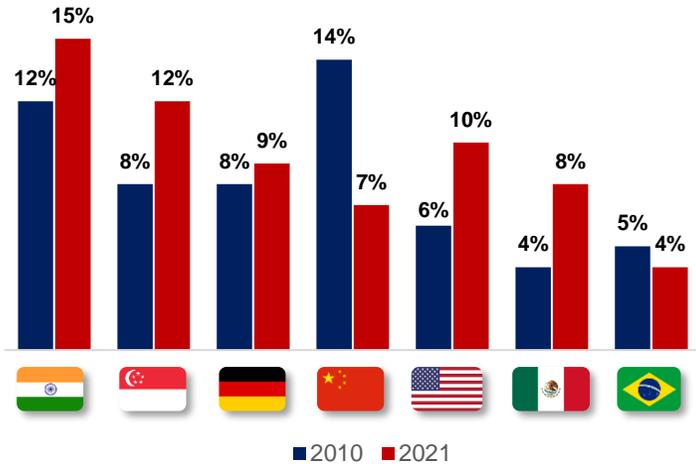
Revenue Model

Growth Drivers

Cash transactions growing alongside Digitization

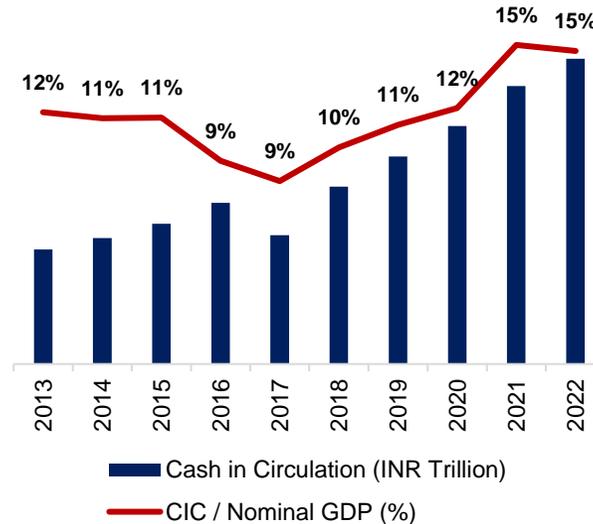
Cash in Circulation (CIC) as % of GDP

Cash in Circulation (as % of GDP)



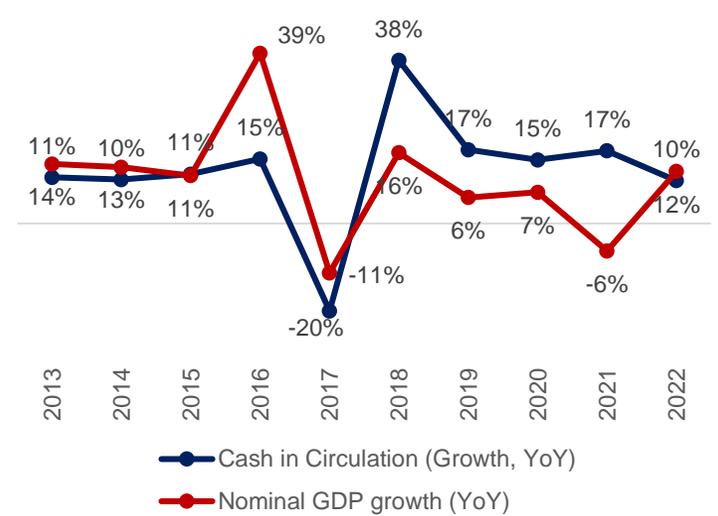
Convenience, ease of use and exactness associated with cash makes it the leading transaction medium.

Cash in Circulation (CIC) in India



Cash in circulation in India has continued to grow despite the growth of digital transactions.

Growth in CIC and Nominal GDP

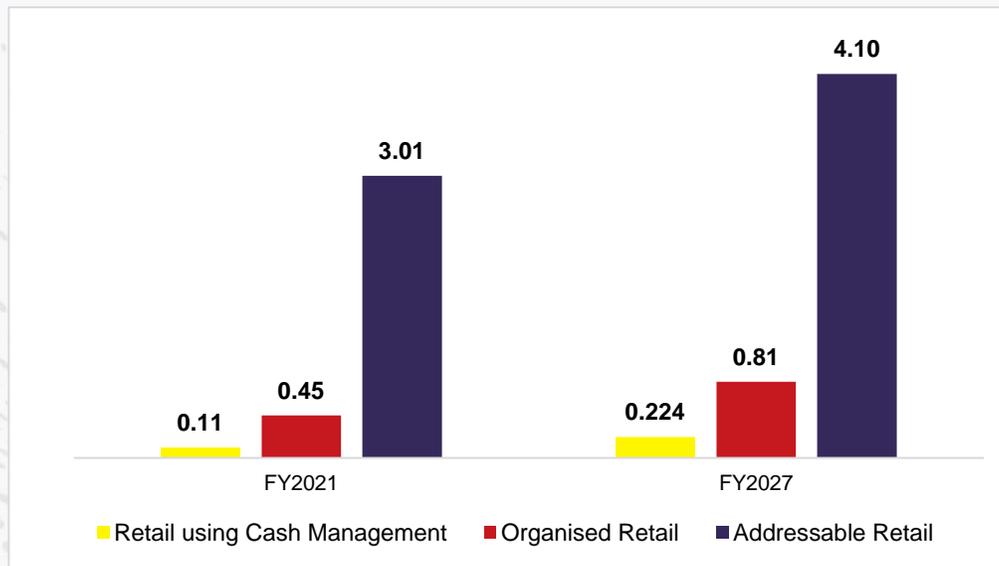


Growth in CIC has kept pace with nominal GDP growth with India having one of the highest CIC to GDP %.

Retail Cash Management - Highly Underpenetrated Sector with growth tailwinds

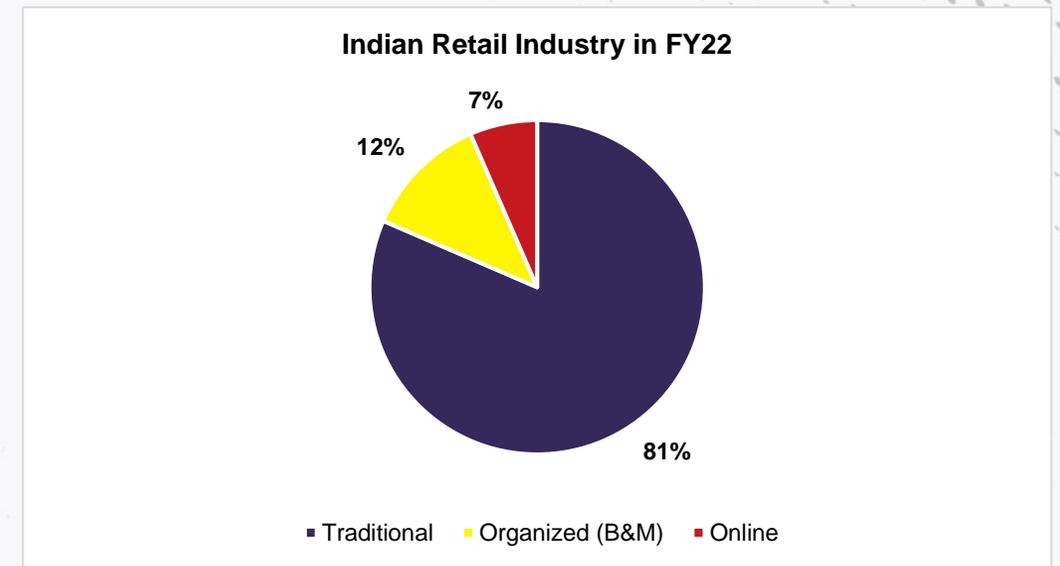
Retail Cash Management segment is expected to grow at 20.3% CAGR during FY 2021-27

< 3% of Addressable retail outlets use cash management services



Source: Frost and Sullivan Report

Organized Retail to be a key growth driver



Source: India Retail and E-commerce Trends FY22

Key Drivers for Growth in Cash Management Services

- Market underpenetrated – < 3% retail touch points use CMS currently
- Cost advantages to clients on account of our scale of operations
- Our best-in-class operational standards ensures high level of convenience
- Increasing number of organized retail outlets with high volume of cash collections
- Expansion of e-commerce into Tier 2+ cities and beyond
- Excellence in risk management systems provide enhanced security to clients

Retail Cash Management – Lessons from rest of the world

Key trends that drive the adoption of outsourced Retail Cash Management services

US (85% org retail market) and 67% use cash management services

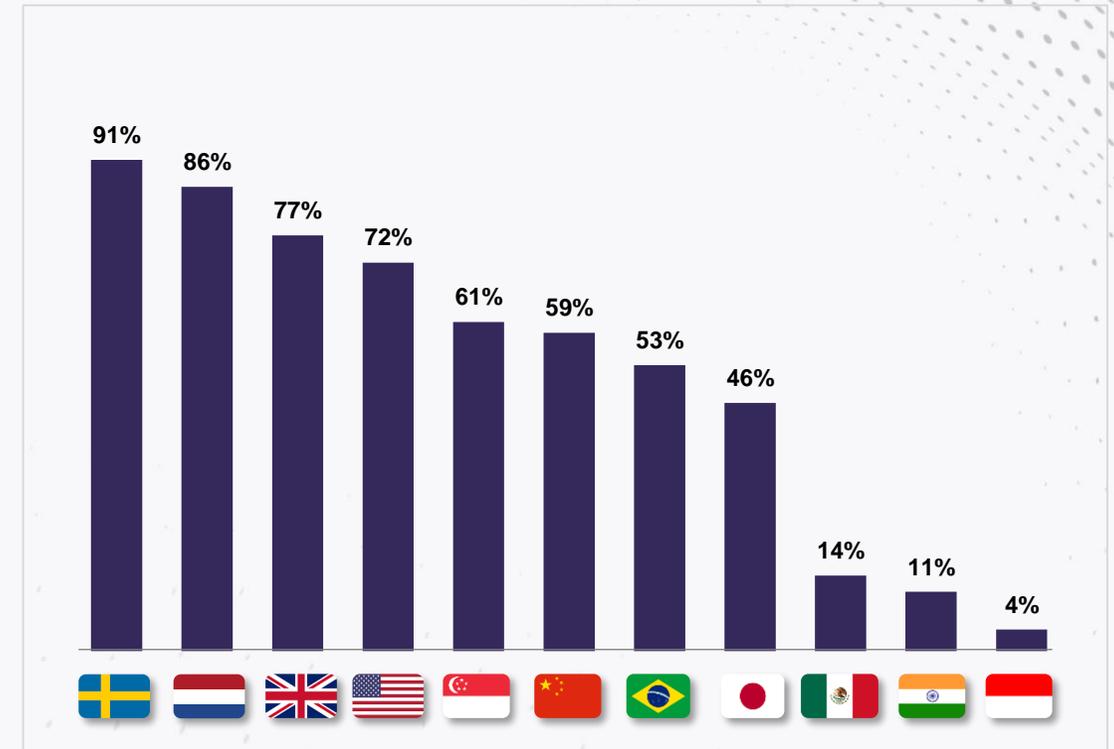


- 3mn+ addressable retail touch points
- Only 15% in the organized sector
- 24% organized retailers use cash management services
- 230 mn unbanked adults



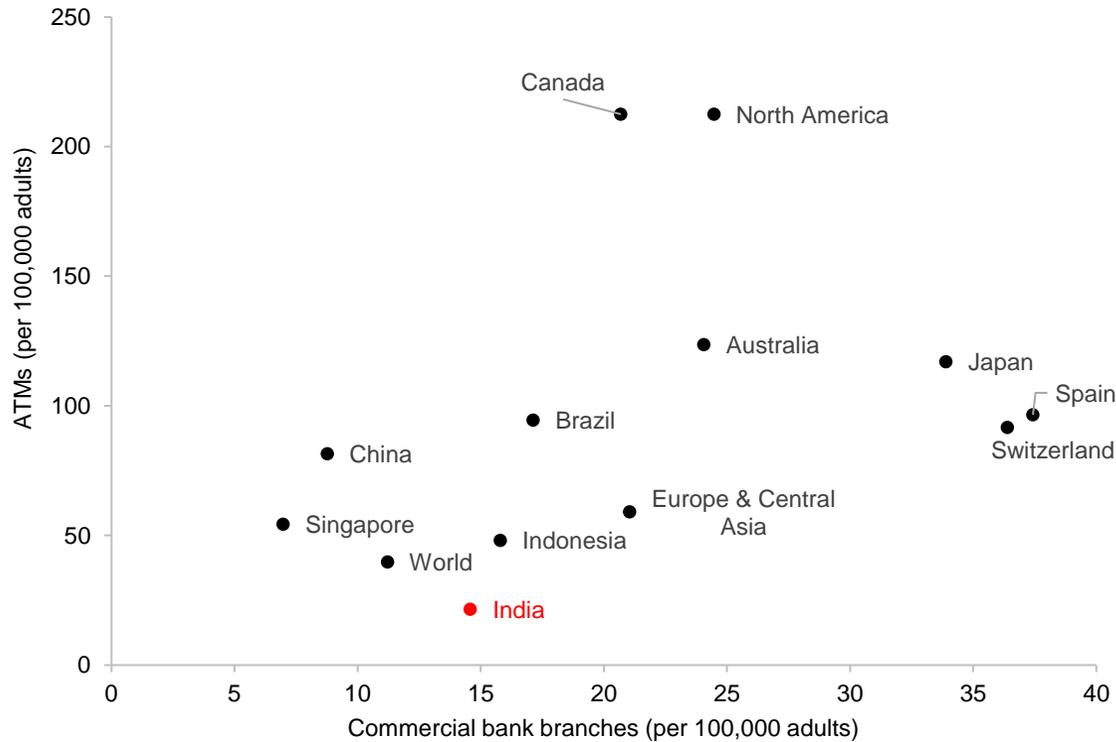
- 85% of retail market is organized
- 67% of the organized retailers use some form of cash management solutions
- 10 mn unbanked adults

11% of transactions are non-cash – India has high cash usage



Banking Infrastructure severely underpenetrated

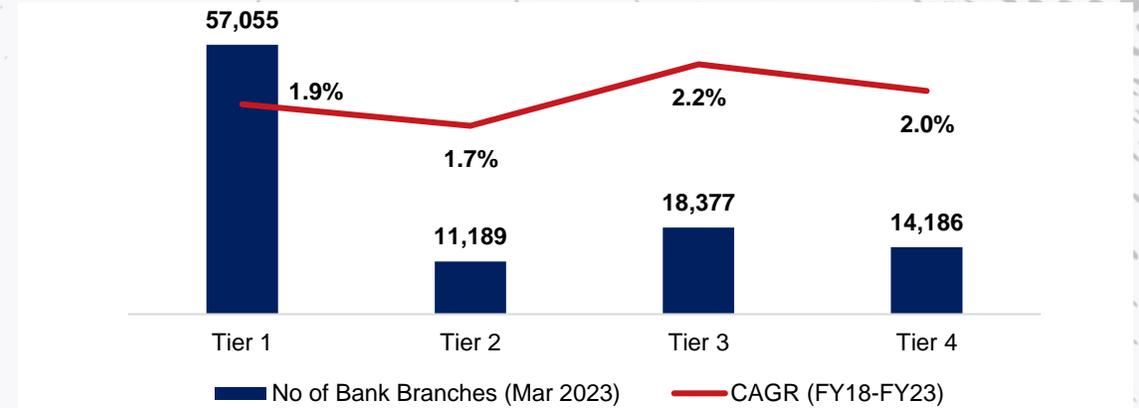
Indian banking infrastructure compared to the rest of the world



Source: World Bank

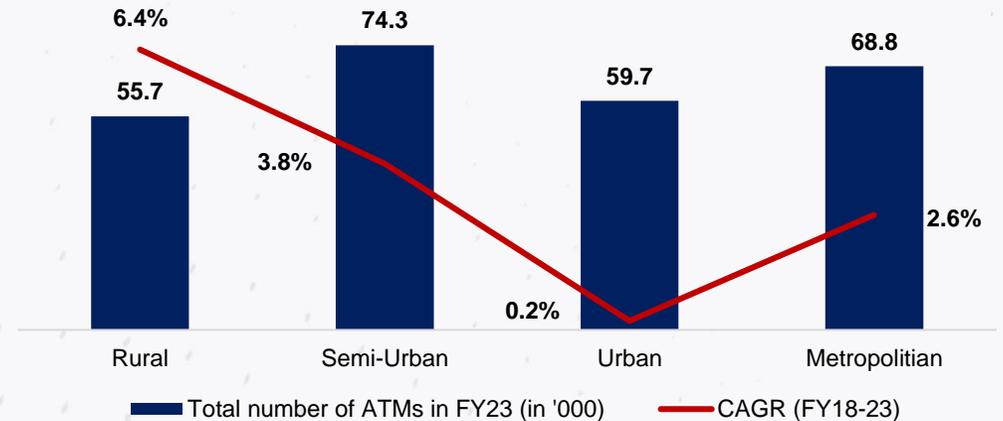
- India at the lower end of the spectrum in terms of Banking infrastructure
- Bank branch additions in India slow given the push for Digitisation

Bank Branch additions have been slow



Source: RBI

ATM additions in Rural and Semi-Urban outpace that in Urban and Metro region

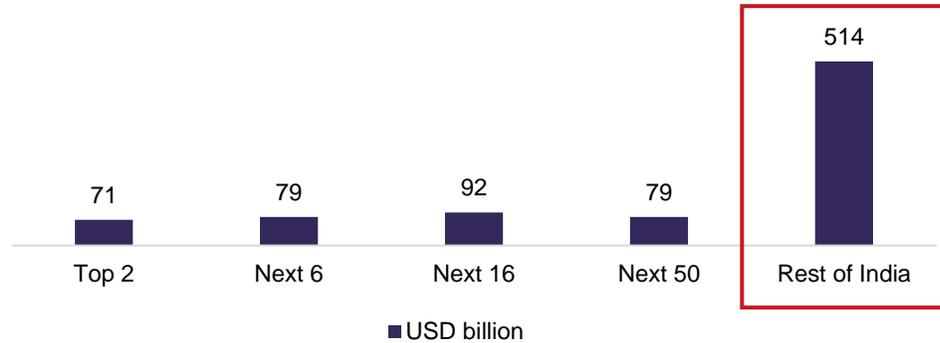


Source: RBI

Significant potential in Tier 2 & 3 Cities

Non-metro cities to be an important driver of Retail Industry growth..

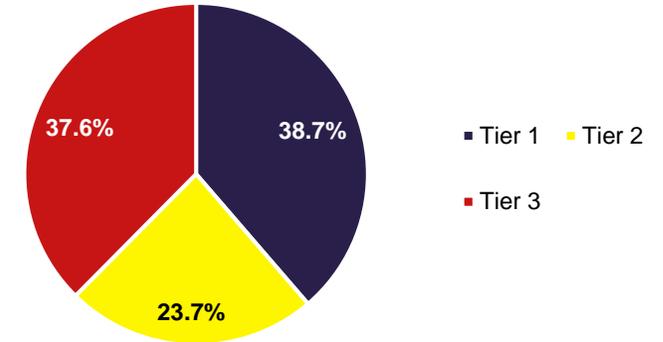
Retail Spend Across City Types (USD billion)



Source: Wazir Advisors, India Retail and E-commerce trends report 2022

Tier 2 & 3 cities the real growth levers of the e-commerce industry

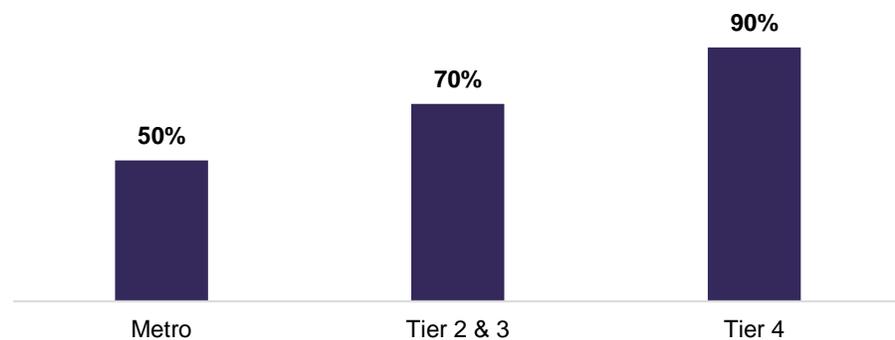
E-Commerce market share in FY22



Source: Wazir Advisors, India Retail and E-commerce trends report 2022

Cash the most relevant form of currency even in new age businesses..

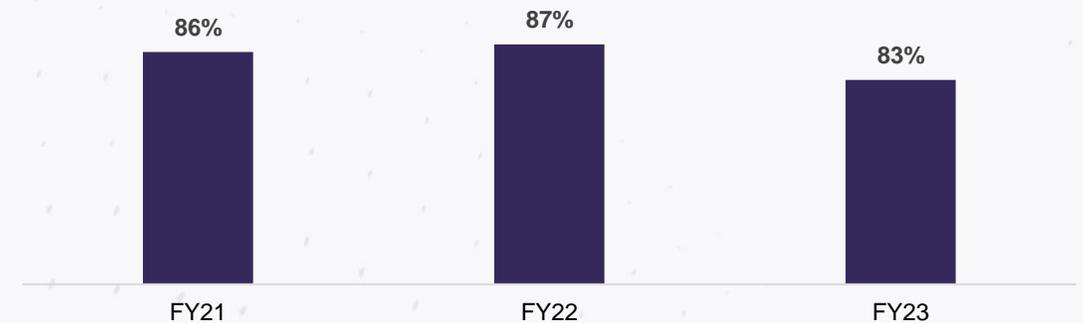
COD as a % of E-commerce Transactions by Tiers (FY20)



Source: Frost and Sullivan Report

Radiant is well positioned to tap this growth opportunity

Revenues from tier 2 and tier 3+ towns



Pan India footprint with strong network in Tier 2 and Tier 3+ locations

Pan-India presence with a focus on non metro cities

Pan-India presence



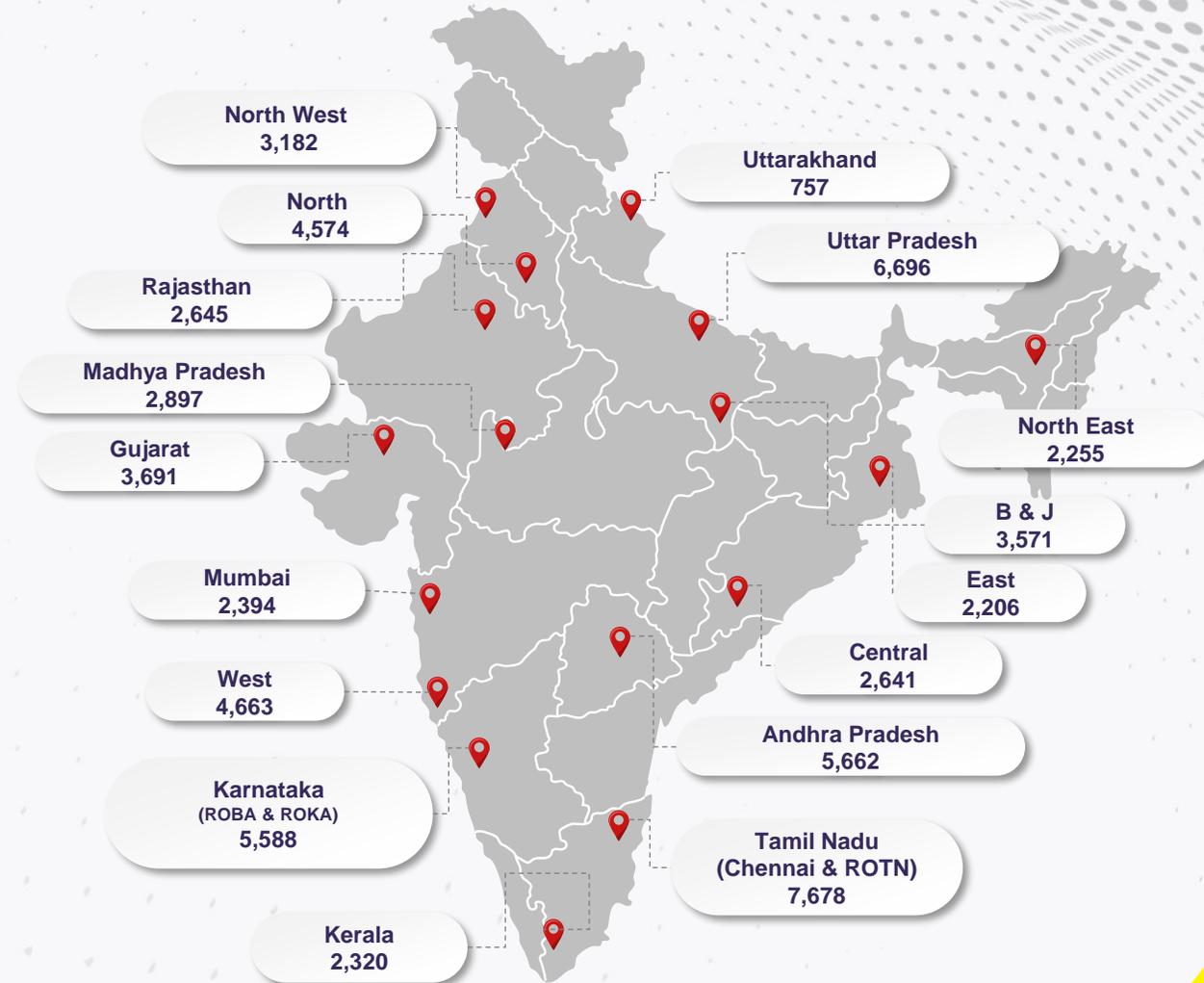
- 28 States and 8 Union Territories
- 63,240+ touch points covering
- 13,100 pin codes across India

Strong presence in Key Markets



- Strong presence in fast growing tier 2 and tier 3+ markets
- 84% of Touch-points and 83% of Revenues coming from Tier2 and Tier 3+

Present at more than 63,420 touch points across India (ex Lakshadweep)



Diversified client base with long standing relationship

Pan-India presence



Client base spans across India's largest foreign, private and public sector banks due to our extensive reach especially in Non-Metro cities

Strong company-client relationships



Bespoke Services, consistent delivery of quality and cost-effective services has helped cement long term client relationships

Wide service offerings



Ability to cross sell value added services such as network currency management and cash processing services

Revenue Contribution



Marquee Clients Steady Revenues, improving Distribution



Robust Risk Management Framework



Rigorous focus on risk mitigation and prevention

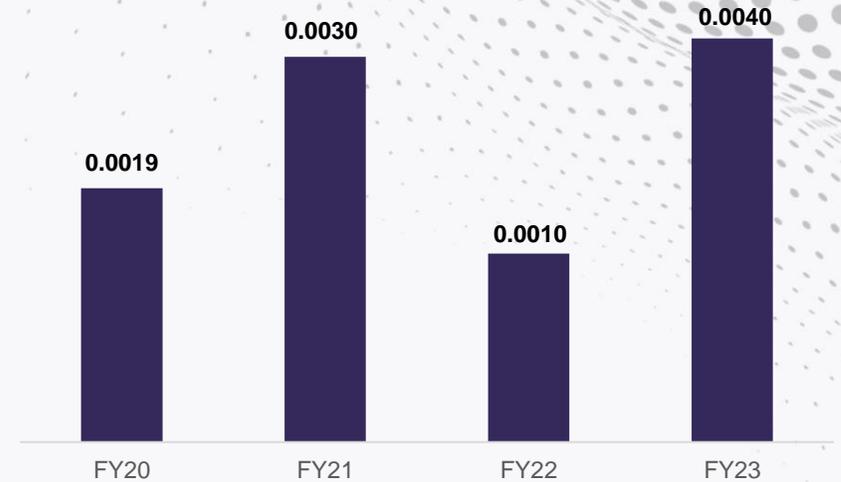
- 🛡️ A stringent risk management policy – **Combination of Human Touch and Technology**
- 🛡️ **Automation and API integration** ensuring real time tracking
- 🛡️ **Clear escalation framework** - Senior staff immediately dispatched to the incident for on-site resolution
- 🛡️ **Periodic audit and risk mitigation** measures



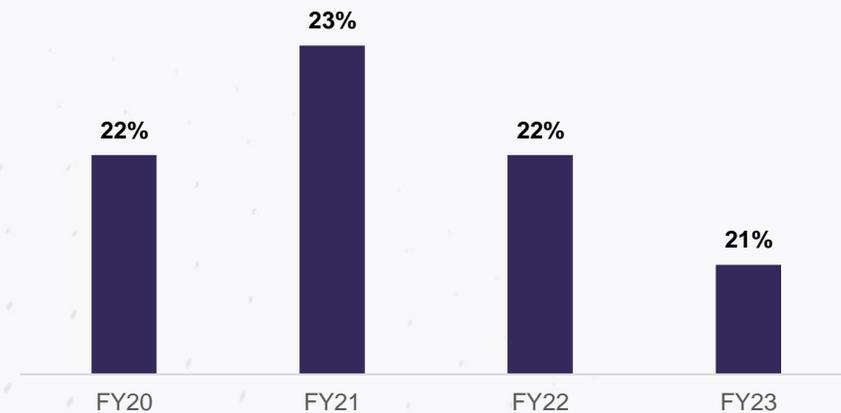
Strictly enforced by a strong risk management team

- 🛡️ **Risk management team of 134 employees**, which include 70 ex-armed forces personnel – headed by Director (Ops).
- 🛡️ Hiring subject to **rigorous background verification** followed by **police verification**
- 🛡️ **74 risk managers and 60 supervisors** (majority - retired junior commissioned officers from the armed forces)

Cash Loss as proportion of Cash movement %



Ex-Armed Forces Staff as % of Total Staff



Significantly built-up technology to optimise operations ...

Technology acting as a key differentiator

- Allows efficient handling of operations in a high-fidelity business
- Technology solutions help clients to increase their focus on their core competence without a need to make significant investments in operational infrastructure
- Enhanced partner engagement and experience through digitization of processes and augmentation of technology platforms

Key initiatives undertaken by the Company

- Implementation of CPIN/OTP during cash collection adding one more level of security
- Client view application provides direct access to their points and pick ups and thereby providing real time data
- QR code Scan to record cash collected thereby avoiding any manual intervention while picking up cash and any possible errors

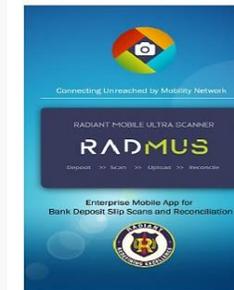


API integration with few clients

- Created API integration with a few of clients' ERP software, with a view towards providing a seamless experience to client
- Allows the clients and the end-users to track real time data for cash management which are outsourced to the company
- Added benefit of being able to continue to service the client and may act as a barrier to the client to switch service providers in the future

Mobile Applications

- Radmus App and Radiant Sandesh App for end-to-end reconciliation





03

Team

Experienced Board of Directors



Col. David Devasahayam
Chairman and Managing Director

- Founder with a B.Sc. from JNU, M.Sc from University of Madras, PG from the Defense Services Staff College and Owner/President Management Program at Harvard Business School.
- Over 24 years of experience in the Indian Army and over 16 years of experience in the Company**



Dr. Renuka David
Whole Time Director

- Founder Director with an MBBS from Bharathiar University, a Ph.D from The American University for Global Peace in USA.
- Previously associated with Apollo Hospitals, Thirunal Hospital and the Assam Rifles. **16 years of experience in the Company.**



Mr. A.P. Vasanthakumar
Nominee Director

- Nominee Director of Ascent Capital with a B.Tech from Bharthiar University and an MBA from Bharathidasan University.
- Associated with multiple companies in the Ascent Capital portfolio.
- Over 19 years of experience in PE & venture capital**



Ms. Jayanthi, I.A.S (retd)
Independent Director

- Independent Director with a B.A and M.A in Politics and Public Administration from the University of Madras.
- Over 35 years of experience in the Indian Administrative Services and has held various positions in the Government**



Mr. Ashok Kumar Sarangi
Independent Director

- Independent Director with a B.A Political Science from Sambalpur University, Master's Degree of Arts in Political Science as well as a M.Phil from JNU.
- Over 32 years of experience with the RBI and retired as Chief General Manager**



Lt. Gen. (Retd.) Devraj Anbu
Independent Director

- Independent Director with a B.A. from the National Defence Academy, JNU, M.Sc from the University of Madras and M.Phil in Defence and Management from SDMS.
- Over 35 years in the Indian Army in senior positions and has been decorated with several medals in the course of his career**

The experience of the Board and senior management team has enabled the Company to develop a strong understanding of industry-specific aspects of the business and operations.

Strong Management Team

Col. Benz K. Jacob
Chief Operating Officer

Over 28 years of experience in the Indian Army and over 14 years in the Company
Bachelor degree in Arts from JNU, Delhi and a PG in Defence Studies from the University of Madras

Wg. Cdr. Shashank Naidu
Director (Audit)

Over 26 years of experience in the Indian Army and over 16 years in the Company
Master's degree in Mathematics from Osmania University, a PG in Business Administration and a PG from the Defence Services Staff College, Wellington

Jaya Bharathi Karumuri
Company Secretary

Over 19 years of experience. Previously associated with Seven Seas Distillery, Elico Limited, Pragnya South City Projects among others
Qualified Company Secretary, Bachelor's degree in Arts and Master's degree of philosophy in Commerce from University of Madras

Cyrus Shroff
Chief Marketing Officer

Over 25 years of experience in Financial Services
Previously associated with Standard Chartered Bank and the Bank of Tokyo-Mitsubishi UFJ
Bachelor's degree in Commerce from the H.R College of Commerce and Economics, and Diploma degree in Management Studies from the JBIMS, University of Mumbai

T.V. Venkataramanan
Chief Financial Officer

Holds a degree in CA, CS and ICWA
Previously associated with Tamil Nadu Newsprint and Papers, Takata India Hanil Lear, India Japan Lighting and Ponds.
Associated with the company since Aug 2021

Swamidoss
Director (Banking)

Over 37 years of experience in Banking and associated with the company for over 16 years
Previously associated with the Reserve Bank of India as Director
Master's degree of arts in Public Administration from the University of Madras

Karthik Sankaran
Chief Technical Officer

Over 16 years of experience in IT
Previously associated with Pellucid Learning Systems, eFunds International, Ultramatics India, Circular Edge Solution among others. Bachelor's degree of Engineering in Electronics and Communication Engineering from the Madurai Kamaraj University



04

Key Performance Indicators

Key Performance Indicators

PARTICULARS	FY21	FY22	FY23
Customer Base			
Clients	56	65	89
End customers	2,469	2,675	3,242
Geographical Reach			
Pin codes	12,043	12,934	13,100
Locations	5,414	6,147	5,733
States	28	28	28
Union Territories	8	8	8
Total touch points	42,420	49,980	63,420
- Cash Pick - up points	39,375	45,082	59,941
- Beat pick - up points	35,863	41,151	56,902
- Request pick - up points	3,512	3,931	3,039
- Cash Delivery points	3,045	4,898	3,479
Split of touch points	42,420	49,980	63,420
- Tier 1	6,618	6,113	10,039
- Tier 2	6,759	8,285	13,278
- Tier 3+	29,043	35,582	40,103

PARTICULARS	FY21	FY22	FY23
Operational Assets			
Cash Vans	694	739	840
Strong rooms	16	16	15
Safes	28	28	28
Vaults	11	11	12
Cash Movement (Rs. Mn)	9,12,216	13,03,804	15,72,187
Risk Management Parameters			
Ex - Armed Forces Employees	1,803	1,896	1,939
% of Ex - Armed Forces Employees (%)	23%	22%	21%
Insurance Coverage (%)	100%	100%	100%
Cash Loss (Rs. Mn)	26.96	18.85	63.38
Cash Loss as % of Cash movement (%)	0.0030	0.0010	0.0040
Insurance Premium Paid (Rs. Mn)	30.95	29.67	44.17



05

Summary Financials

Income Statement

Particulars (Rs million)	FY21	FY22	FY23
I Revenue from operations	2,217	2,860	3,549
II Other income	25	9	26
III Total Income (I + II)	2,242	2,870	3,575
IV Expenses			
Employee benefits expenses	390	497	605
Finance costs	20	37	9
Depreciation and Amortisation expenses	27	38	45
Other expenses	1,354	1,778	2,073
Total Expenses (IV)	1,791	2,349	2,732
V Profit Before Tax (III - IV)	450	521	843
VI Tax Expense			
- Current tax	109	141	216
- Tax relating to previous years	1	-	(3)
- Deferred tax charge / (credit)	16	(3)	3
Total Tax Expense (VI)	126	138	216
VII Profit for the Year / Period (V - VI)	324	382	627
IX Total Comprehensive Income for the Year * (VII + VIII)	325	377	631
X Earnings Per Equity Share (Face Value of INR 1 each)			
(1) Basic (in INR)	3.20	3.77	6.11
(2) Diluted (in INR)	3.20	3.77	6.11

Balance Sheet

Particulars (Rs million)	FY21	FY22	FY23
EQUITY AND LIABILITIES			
Equity			
(a) Equity Share Capital	10	101	107
(b) Share Application Money			
(c) Other Equity	1,261	1,297	2,193
Total Equity	1,271	1,398	2,299
Liabilities			
Non - Current Liabilities			
Financial Liabilities			
(i) Long Term Borrowings	15	13	9
(ia) Lease Liabilities	18	8	-
Total Non Current Liabilities	32	21	9
Current Liabilities			
(a) Financial Liabilities			
(i) Short Term Borrowings	96	255	269
(ia) Lease Liabilities	12	12	9
(ii) Trade Payables			-
a) Total Outstanding Dues of MSME ;	6	3	4
Total Outstanding Dues of Creditors other than MSME	25	11	4
(iii) Other Financial Liabilities	102	120	157
(b) Other Current Liabilities	57	65	35
(c) Provisions	1	18	-
(d) Current Tax Liabilities (Net)	20	3	1
Total Current Liabilities	318	488	480
Total Liabilities	350	508	489
Total Equity and Liabilities	1,621	1,906	2,789

Particulars (Rs million)	FY21	FY22	FY23
ASSETS			
Non - Current Assets			
(a) Property , Plant and Equipment	94	132	126
(b) Capital Work in Progress	-	-	19
(c) Intangible Assets	16	9	6
(d) Financial Assets			
(i) Investments	-	-	
(ii) Other Financial Assets	32	39	84
(e) Deferred Tax Assets (Net)	14	19	14
(f) Non Current Tax Asset (Net)	14	14	9
(g) Other Non Current Assets	8	0	3
Total Non Current Assets	179	213	262
Current Assets			
(a) Financial Assets			
(i) Trade Receivables	701	785	702
(ii) Cash and Cash Equivalents	538	702	980
(iii) Bank Balances other than (ii) above	136	91	738
(iv) Other Financial Assets	11	70	18
(b) Other Current Assets	57	44	89
Total Current Assets	1,442	1,693	2,527
Total Assets	1,621	1,906	2,789

Cash Flow Statement

Particulars (Rs million)	FY21	FY22	FY23
Cash Flows from Operating Activities			
Profit Before Tax	450	521	843
Adjustments :			
Depreciation and Amortization expenses	27	38	45
Provision for Gratuity	2	10	9
Provision for Bad & Doubtful Debts	(6)	0	-
Dividend Income	(3)	-	8
Interest income	(11)	(7)	-
Profit on sale of mutual funds	-	-	(23)
Profit on sale of fixed assets	-	(0)	(2)
Interest Expense	20	21	5
Operating Cash Flow before Working Capital Changes	479	582	888
Net Cash Generated from / (used in) Operating activities	276	311	742

Particulars (Rs million)	FY21	FY22	FY23
Cash Flows from Investing Activities			
Purchase of Property, Plant & Equipment , Intangibles (including capital advances)	(31)	(61)	(60)
Proceeds from Sale of Fixed Assets	-	0	3
Investment in Fixed Deposits	(118)	(188)	-
Proceeds from maturity of Fixed Deposits	115	219	-
Investment in Fixed Deposits (Net)	(3)	31	(685)
Proceeds from redemption of Mutual funds	282	-	-
Investment in Mutual funds	-	-	-
Interest income	5	7	23
Dividend Income	3	-	-
Net Cash Generated from / (used in) Investing Activities	257	(23)	(728)
Cash Flows from Financing Activities			
Proceeds from Shares / Shares bought back	(250)	-	499
Dividend paid (including Dividend Distribution Tax , as applicable)	-	(250)	(228)
Proceeds from borrowings	1	2	-
Repayment of long term loans	(3)	(3)	(3)
Net increase / (decrease) in Short Term Borrowings	(99)	158	14
Payment of principal portion of lease Liability	(4)	(9)	(11)
Interest paid (including interest on lease liability)	(19)	(21)	(5)
Net Cash Generated from / (used in) Financing Activities	(374)	(123)	264
Increase / (Decrease) in Cash and Cash Equivalents	159	164	278
Cash and Cash Equivalents at the Beginning of the Year	379	538	702
Cash and Cash Equivalents at the End of the Period / Year	538	702	980



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