September 2023

EMQQ GLOBAL RESEARCH

EMQQ GOES: ON THE GROUND RESEARCH

India September 2023

Dhaka, Mumbai, Bangalore, Delhi, and Lahore

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EMQQ Goes: India

In March 2023 we continued our EMQQ GOES effort with a visit to South Asia. EMQQ GOES is our effort to visit all 46 Emerging and Frontier Markets to meet the founders, investors, employees, and customers that make up the EMQQ Ecosystem. We started EMQQ GOES in March of 2022 in Latin America. Our trip to India and South Asia seems well timed, as India is increasingly moving to the center of the world stage.

SCALE + DENSITY + DIVERSITY = CHAOS

With 1.8 Billion people, or 28% of the Emerging Markets population, South Asia is the most important part of what we call "the Internet 3rd Wave" as Emerging Markets beyond China digitize. Pictures and graphs can't possibly describe the sheer number of humans and the density in which they populate South Asia and its chaotic megacities. A young population and favorable demographics only add to the importance of the region for investors in the coming decades. Unlike China, which is over 90% Han Chinese, India is incredibly diverse with over 2,000 ethnic groups, six major religions and 22 government recognized languages creating both challenges and opportunities.

INDIA IS HAPPENING NOW

While investors have been waiting for India to "take off" for decades, several signs indicate that India is not just poised for an extended period of significant economic growth and explosion in digitization, it is happening now. While the overwhelmingly popular Prime Minister Modi is not without controversy, he has driven the country to both invest in physical infrastructure with his PM Gati Shakti project (aka National Master Plan), and to digitize at population scale with his Digital India platform. Leading the country's digitization initiatives has been Nilesh Nilekani, co-founder and Chairman of India's technology giant Infosys. Only now is it becoming clear the powerful digital advantages India has developed with Mr. Nilekani's vision and leadership.

INDIA'S SECRET WEAPON - THE INDIA STACK

In addition to investments in physical infrastructure, India has developed a "Digital Public Infrastructure" that is unique in the world. Beginning in 2010 with the development of Aadhaar (which means "foundation"), the country's digital national identity system, India has developed key public technology platforms that are allowing the country to digitize at a dizzying pace. The 2016 introduction of the Unified Payments Interface is now supercharging the growth of mobile payments in India which have increased 40x in the past 5 years. No other country in the world has such a well planned and scaled digital public infrastructure.

THE ROLE OF THE KIRANA STORES

As in many emerging and frontier markets, India's existing retail spending is dominated by 13 million "mom and pop" storefronts called "kiranas". These "informal" retailers typically carry 150-250 items that consumers want on a daily basis. Today, India's kirana stores still control 90% of India's massive retail spending, which is quickly approaching $1 trillion annually. While "traditional" ecommerce players like FlipKart and Amazon are seeing significant growth, it appears that a "hybrid" ecommerce model may be a unique and major part of India's digital economy. The newest part of the "India Stack", the Open Network for Digital Commerce, may play a central role in the acceleration of this "hybrid" model.

On the Ground in India
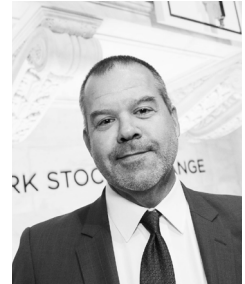
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IS INDIA "LIKE CHINA 15 YEARS AGO"?

A recurring theme of our trip was comparing where India is in its economic growth vs. China, and how the India growth story may resemble the growth that China has experienced since we first got involved with China and Emerging Markets 17 years ago. We found many similarities and some important differences. We also discuss how and why investors that did "invest in China" via the only available China ETF 15 years ago (NYSE: FXI) have lost 50% of their investment in spite of China's 400% economic growth in that period.

THE EVOLVING LANDSCAPE OF INDIA INVESTMENT PRODUCTS

U.S. investors currently have ~$8 Billion invested in Indian equity ETFs trading on NYSE and NASDAQ. The largest, iShares INDA tracks the MSCI India Index while iShares sibling, the 3rd largest tracks the "Indian Nifty Fifty" index. In India, where the ETF market is quite small but fast growing, 90% inflows are going into ETFs tracking the "Nifty Fifty".

OPPORTUNITIES AND CHALLENGES ON THE FRONTIER

Pakistan or Bangladesh may seem obscure countries to most investors and as of today EMQQ holds no companies from either country. However, they are the 5th and 8th largest populations globally with a combined 400 million people that are even younger than India's. And while these are very much Frontier markets, we found that both countries have thriving startup ecosystems populated by well educated young tech entrepreneurs seeking to build their countries' tech giants and to advance their countries' people. We would not be surprised to see one or more tech IPOs from either country in the next 5 or 6 years.

COMPANY VISITS

We were able to visit and spend time with several of EMQQ Global's holdings as well as venture investors, pre-IPO founders, government officials, and journalists covering the technology sector. Holdings we visited include Reliance Industries, PAYTM, IndiaMart and NYKAA. We also gave presentations for the CFA Society India in Bombay, Bangalore and Delhi which helped us learn about and gauge the sentiment of local Indian investors.

SCALE + DENSITY + DIVERSITY = CHAOS

In April 2023, India passed China to become the largest population in the world with 1.4 billion people. India's neighbors to the west and east (Pakistan and Bangladesh) have the world's 5th and 8th largest populations. With a combined population of 1.8 billion people, South Asia represents the largest piece of the "digital third wave".

Furthermore, South Asia's population is very young. With a median age of 26.8, South Asia is younger than any other region except Africa. Consider that China's median age is now 38.5.
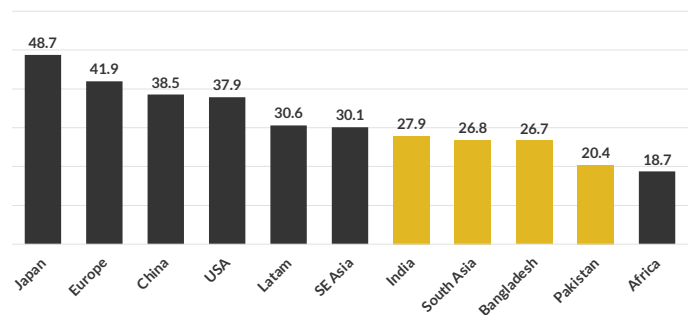
Population/Density

As of June 2023

Rank	City	Population	Density (per km)
1	India	1,417,644,495	464
2	China	1,412,360,000	153
3	United States	331,893,745	36
4	Indonesia	273,753,191	151
5	Pakistan	231,402,117	287
6	Brazil	214,326,223	25
7	Nigeria	213,401,323	226
8	Bangladesh	169,356,251	1,265

Source: World Bank

Median Age - Select Regions

As of June 2023

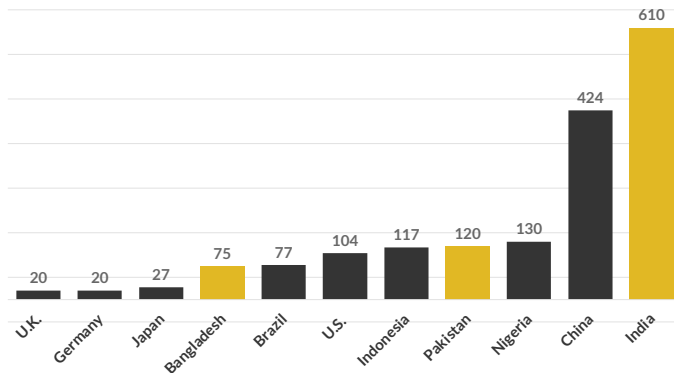| Region	Median Age
Japan	48.7
Europe	41.9
China	38.5
USA	37.9
Latam	30.6
SE Asia	30.1
India	27.9
South Asia	26.8
Bangladesh	26.7
Pakistan	20.4
Africa	18.7

Source: United Nations

With its large population and youth - a combined 800,000,000+ Gen-Z population just entering their most productive years, India and South Asia are set to reap serious demographic dividends.

The combination of a growing GDP, and a massive population of young people is already leading to a very fast growing middle class of consumers. These trends are expected to continue as India's consumption is projected to pass that of China's by 2030.

Total Gen-Z Population (in Millions)

As of June 2023

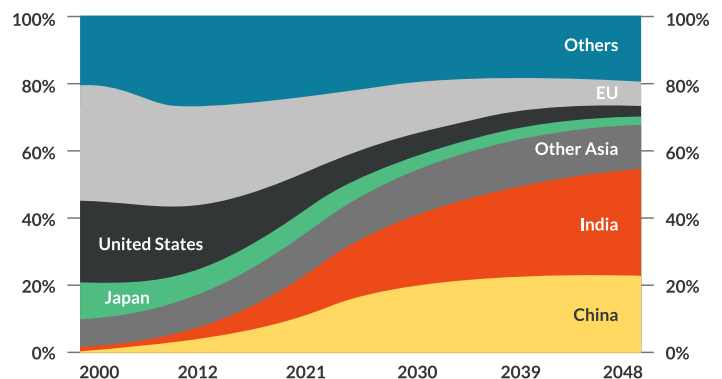| Country	Gen-Z Population
U.K.	20
Germany	20
Japan	27
Bangladesh	75
Brazil	77
U.S.	104
Indonesia	117
Pakistan	120
Nigeria	130
China	424
India	610

Source: United Nations

Emerging Markets Middle Class Consumption

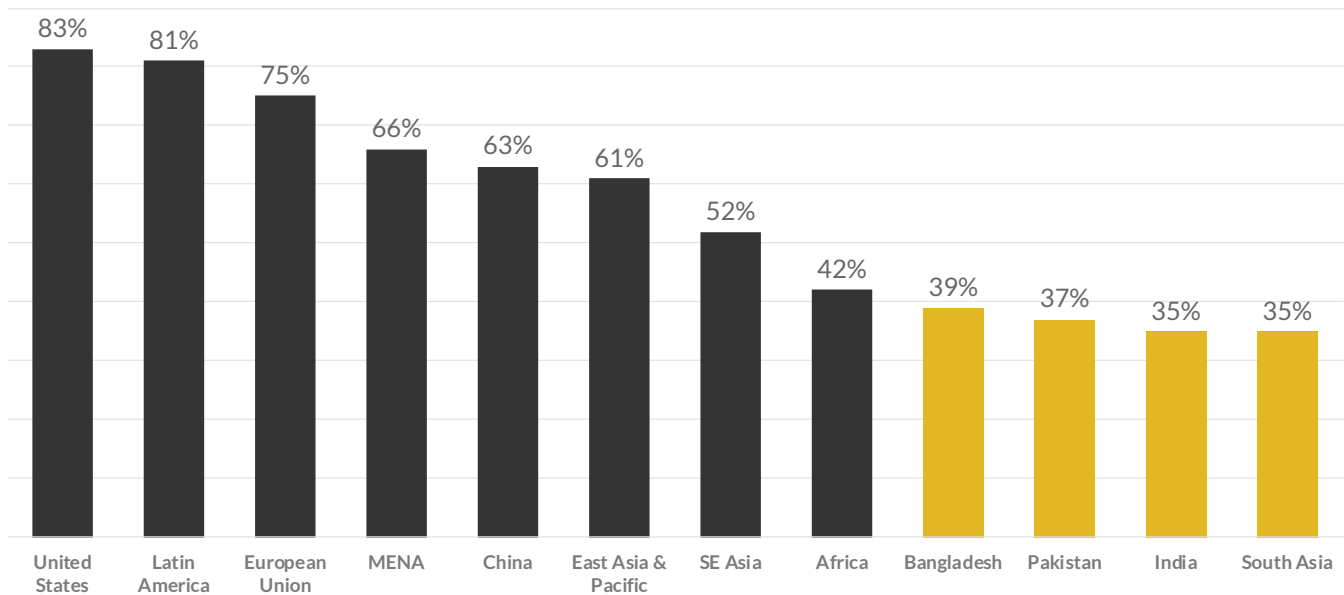**to Exceed 50% of World Consumption by 2025**

Source: OECD Development Centre, Working Paper No. 285, "*The Emerging Middle Class in Developing Countries,*" Homi Kharas.

EMQQ GLOBAL

While South Asia has some of the largest megacities in the world, the region still has relatively low rates of urbanization. This urbanization, if well-managed, has enormous potential to help India accelerate the demographic transition and maximize demographic dividends. As Prime Minister Modi likes to say, "Urbanization is not a challenge but an opportunity."

Urbanization Rate

As of June 2023

United States	83%
Latin America	81%
European Union	75%
MENA	66%
China	63%
East Asia & Pacific	61%
SE Asia	52%
Africa	42%
Bangladesh	39%
Pakistan	37%
India	35%
South Asia	35%

Source: World Bank

Smart City
MISSION TRANSFORM-NATION
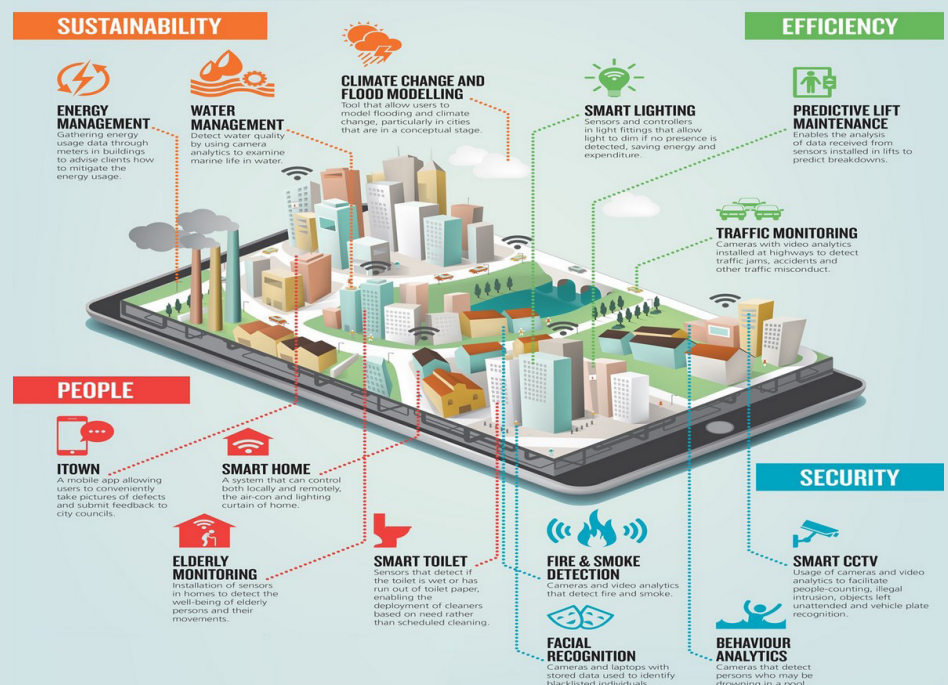
In an effort to capture this urbanization dividend, India has launched the Smart Cities Mission with the goal of renewing and retrofitting cities to develop new "smart cities" across the country, optimizing them to be more citizen friendly and sustainable.

Source: via Rethinking the Future, "*An overview of Smart Cities Mission (India)*".

Dhaka and Bombay are two of the most dense megacities in the world. The Dharavi Slum in Bombay has an area of 0.92 sq. miles and a population of 1,000,000.
Source: Wikimedia Foundation, Inc. via Wikipedia, *"Dharavi"*.

Population/Density of Cities

As of June 2023

| Rank	City	Population	Density (per km)
3	New Delhi, India	32,226,000	13,748
5	Mumbai, India	24,973,000	25,587
13	Dhaka, Bangladesh	18,627,000	30,092
15	Kolkata, India	18,502,000	13,685
22	Karachi, Pakistan	15,738,000	14,002
27	Banglaore, India	15,386,000	10,982
34	Lahore, Pakistan	12,306,000	13,022

Source: World Population Review

Dhaka is the densest megacity in the world.
Source: The New York Times Company, via The New York TimesStyle Magazine, *"The Bangladeshi Traffic Jam That Never Ends"* September 2016.

Bangladesh - Half the U.S. Moved to Illinois

As of June 2023

Size of Bangladesh

Population of Bangladesh
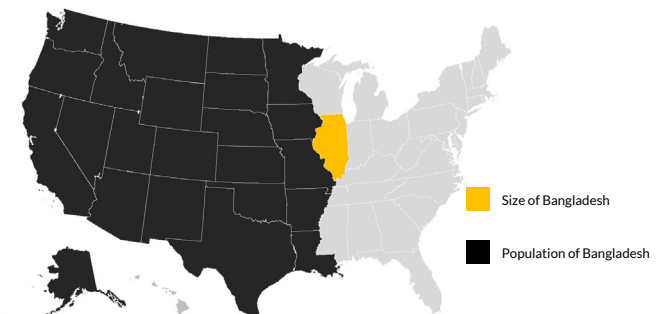
Source: World Population Review

One other key element in thinking about India, especially versus China, is the astonishing diversity of languages, religions, and races. India's 1.4 billion people speak hundreds of languages and more than 2,000 distinct dialects. The constitution of India recognizes 22 major languages, including Hindi, Bengali, Telugu, Marathi, Tamil, Urdu, Gujarati, Malayalam, Kannada, Oriya, Punjabi, Assamese, Maithili, and others. Religious diversity is also notable; while a significant majority of the population practices Hinduism, other religions like Islam, Christianity, Sikhism, Buddhism, and Jainism are also present, coexisting harmoniously. The racial diversity is an amalgamation of various ethnicities like Dravidians, Indo-Aryans, Mongoloids, and various tribal groups, each contributing uniquely to the nation's cultural tapestry. India's population exemplifies an incredible kaleidoscope of diverse languages, religions, and races, forming an integral part of its identity and making it one of the world's most culturally diverse nations.

Each of India's 29 states has their own unique languages, traditions, and religions.
Source: Wikimedia Foundation Inc., via Wikimedia Commons, the free media repository, *"Official language map of India by state and union territory"* October 2020.

1945
Azim Premji
Founder

Source: EMQQ Global LLC

1968
Faqir Chand Kohli
Founder

Source: EMQQ Global LLC

1981
Narayana Murthy
Founder

Source: EMQQ Global LLC

INDIA IS HAPPENING NOW

It is our belief that India is at the earliest stage of what will be an extended period of significant economic growth - especially in the digital economy. In addition to having the world's largest population and very favorable demographics, India appears to have laid a unique foundation for growth through both private and public efforts. This foundation includes the following components:

1. **Human Capital + Technology Ecosystem**

    Unlike other Emerging Markets, India has a home grown technology sector that dates back decades. Tata Computer Systems (now TCS/Tata Consulting Services) was founded in 1968 and Infosys was founded in 1981. Both have been publicly traded for over 20 years.

    India boasts the world's largest number of computer science engineering graduates annually. In addition to the nearly 200,000 Indian students in U.S. universities every year, India boasts its own Indian Institutes of Technology, with 23 locations, that produce scores of computer sciences graduates annually. Historically however, a very high percentage of these graduates emigrate to take positions in other countries - mainly the United States.

    Global technology giants like Google, Microsoft have employed tens of thousands of Indian technologists and managers over the past 30 years, mostly on H-1B

work visas. In the 2021 more than 300,000 Indians had an H-1B petition approved, either for new or continued employment, accounting for almost 75% of the total number of H-1B visas approved that year. These positions are highly coveted by Indian engineers. So much so that hundreds of visa hopefuls flock to the Chilkur Balaji Temple in Hyderabad to

Chilkur Balaji Temple in Hyderabad also known as "Visa Temple".
Source: Pravir Kumar Dwivedi, via Google images, May 2023.

Google CEO Sundar Pichal with Prime Minister Modi.
Source: Bennett, Coleman & Co. Ltd., via The Economic Times Times | Tech, *"Google CEO Sundar Pichai meets PM Modi, says looking forward to support India's G20 presidency"* December 2022.

Microsoft Chairman & CEO Satya Nadella met Prime Minister Narendra Modi in Delhi
Source: NDTV Convergence Limited 2023, via NDTV, *"Microsoft CEO Satya Nadella Meets PM Modi, Calls Meeting 'Insightful, Inspiring'"* January 2023.

Infosys Listed on NASDAQ in March 1999.
Source: Scoopnest.

Chart of Indian CEOs

As of June 2023

Company	Market Cap ($B)	CEO
Microsoft	2,137	Satya Nadella
Alphabet/Google	1,346	Sundar Pichal
Mastercard	356	Ajaypal Singh Banga
Adobe	174	Shantanu Nareyen
Starbucks	123	Laxman Narashimhan
IBM	115	Arvind Krishna
Micron	67	Sanjay Mehrotra
FedEx	58	Raj Subramaniam
Palo Alto Networks	58	Nikesh Arora
VMware	55	Rangarajan Raghuram
NetApp	14	George Kurlan
Youtube	Private	Neal Mohan
Deloitte	Private	Punit Renjen

Source: Bloomberg

pray to the "Visa God." The idol of the temple is Lord Balaji, an avatar of Vishnu, known as the preserver and protector of the universe in Hindu mythology. The 500 year old temple gained a reputation as a visa seekers go-to spot in the 1980s after a few students initially rejected by the US consulate in Chennai went on to secure visas after seeking blessings at the temple.

Today, both Google and Microsoft have Indian CEOs who originally joined their companies via the H-1B visa program! (No word as to whether the Visa Temple aided Satya Nadella or Sundar Pichal.)

India's PM Gati Shakti is the national Master Plan to spend $1.2 trillion on infrastructure.
Source: The Tribune Trust, via The Tribune, *"Modi launches Gati Shakti plan to boost infrastructure"* October 2022.

The Vande Bharat Express has been hailed as India's fastest train.
Source: Getty Images, via BBCNews, *"Indian Railways: Why trains still kill thousands of cattle every year"* April 2023.

2. Physical Infrastructure

Over the past 30 years, as China made massive and well planned investments in physical infrastructure, India's investment lagged. This has changed significantly during the ten years that Prime Minister Modi has been in office. Modi, who enjoys a 78% approval rating, has led a massive increase in infrastructure investment.

In August 2021 India introduced Prime Minister Gati Shakti, aka the National Master Plan for Multi-Modal Connectivity, an Indian mega project worth $1.2 trillion to provide competitive advantage for manufacturing in India. The plan aims to bring all relevant government ministries and departments together and create a digital platform for more integrated and holistic planning of projects. For instance, it will interconnect the ministries governing Indian Roadways, Indian Railways, Indian airways and Indian waterways for easier movement of goods. The main objective of the plan is to achieve a sustained $5 Trillion economy in this decade and expand to a $20 trillion economy by 2040.

- **Railways** - India has an extensive rail transportation network serving both passenger and freight. As the most popular choice of travel, Indian Railways transports 22 million people a day and 8 billion people a year. Modi has championed significant investment to modernize all elements of rail travel. In the next 5 years, Indian Railways will remodel 200 train stations into modern facilities and build 300 new terminals. Additionally, Indian Railways will develop 400 new high-speed Vande Bharat Express trains in the next three years.

Length of National Highways in India (In Miles)

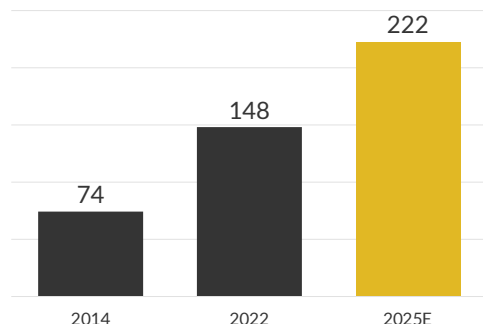**As of June 2023**
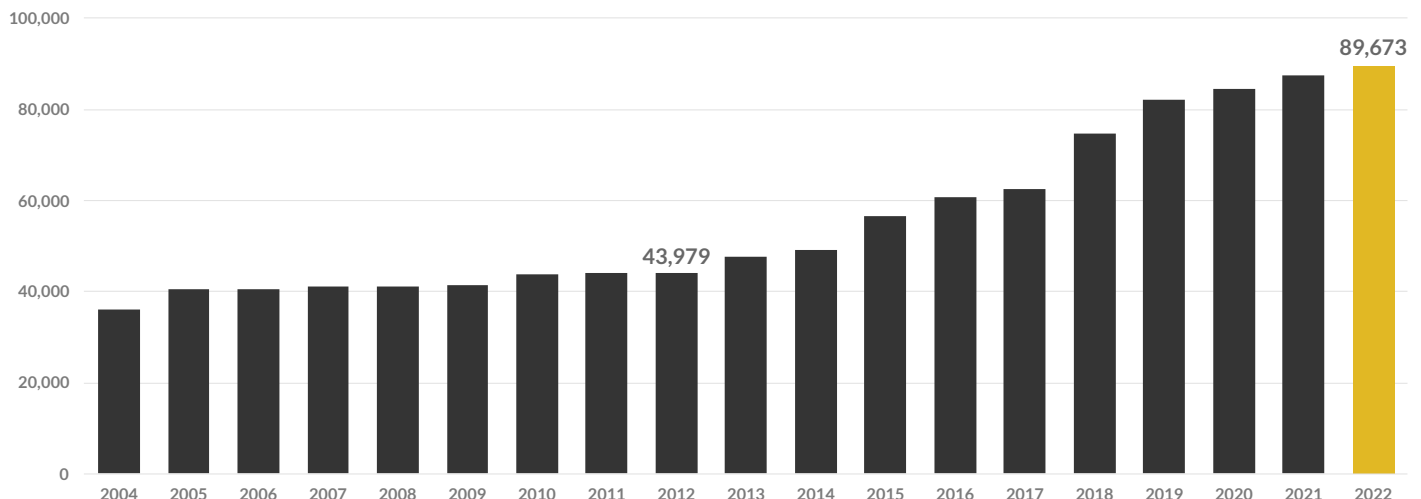
India's highway miles have doubled under Modi.
Source: Statista.

IndiGo airlines ordered 500 Airbus A320 Passenger Jets in June 2023.
Source: Living Media India Limited, via BT Business Today, *"IndiGo places record order for 500 Airbus A320 aircraft"* June 2023.

Number of Airports

As of June 2023

Source: Economic Times

Chaos at New Delhi's Indira Gandhi International Airport was national news in December 2022.
Source: Diligent Media Corporation Ltd, via DNA, *"Explainer: Why is Delhi IGI airport struggling to cope with holiday rush? How Centre is tackling boarding delay"* December 2022.

- **Roads & Highways** - India has made significant investments in its road infrastructure in recent years, recognizing the vital role it plays in fostering economic growth and connectivity. The government has embarked on ambitious plans to enhance the country's road network, focusing on both expanding existing highways and constructing new ones. These investments have led to the development of world-class expressways, connecting major cities and regions, and reducing travel time and congestion. India now has the 2nd longest road network in the world with nearly four million miles. India has also prioritized the improvement of rural and remote areas' connectivity by constructing rural roads, promoting better access to markets and services for rural communities. These strategic investments in road infrastructure not only enhance trade and commerce but also contribute to social inclusion and regional development, positively impacting the lives of millions of Indians.
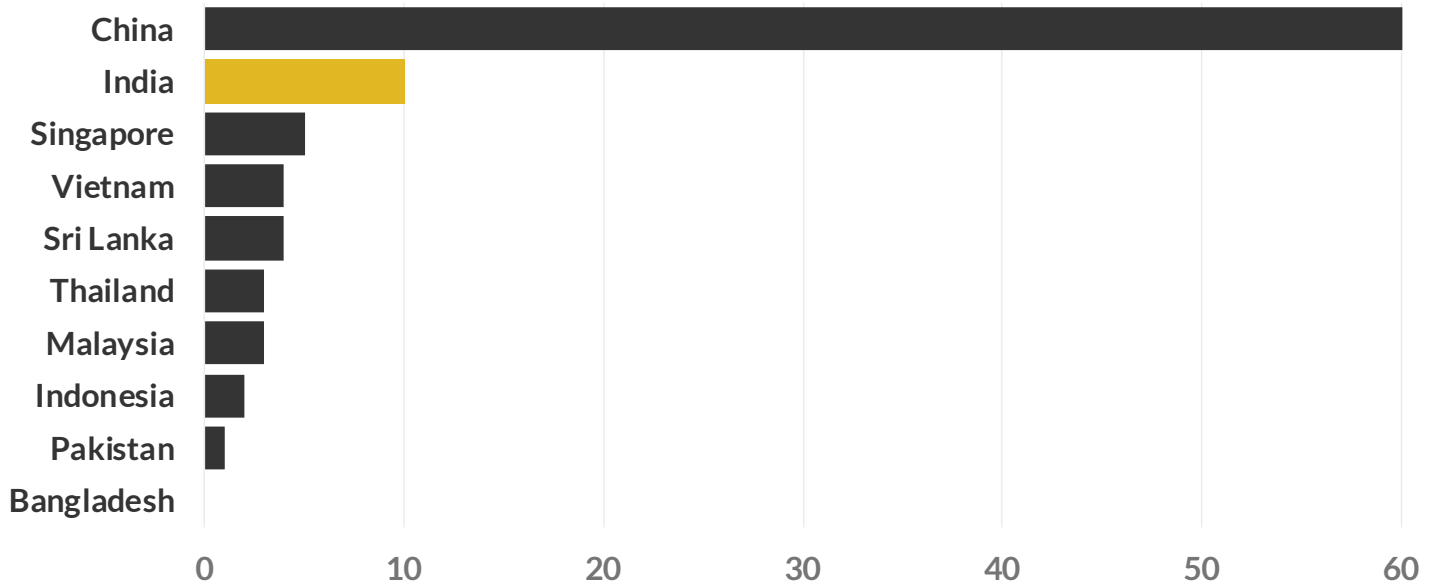
- **Airports** - As India's consumer class has grown so too has demand for domestic and international air travel. While it is estimated that only 5% of India's population travels by air, and that 1% of the population takes nearly half of all flights, the country has the world's 3rd largest airline market. Furthermore, India's air travel market is expected to see huge growth in the coming decades as evidenced by IndiGo airlines' recent record order for 500 Airbus A320 passenger jets. To put in perspective, IndiGo now has 1,200 planes in its order book compared to Southwest Airlines' entire fleet of 800 planes!

  Unfortunately, India's airports have shown that they are already having trouble keeping up. The chaos of massive crowds and hours-long security lines in New Delhi's Indira Gandhi International Airport Terminal 3 was national news in December 2022. The country has pledged to grow the total number of airports to 222 by 2025, tripling the total from just 74 ten years ago.

- **Deep Water Ports** - Perhaps the biggest infrastructure challenge for India will be the development of deep water port capacity. While India is certain to benefit from the China+1 strategy many companies are taking to lower their dependence on China's supply chains, port capacity may be a limiting factor as 90% of the world's traded goods travel by sea at some point. While India has ambitious plans to quadruple its port capacity, ports are very expensive and can take up to 10 years to complete.

Asia Port Capacity to Handle Vessels Over 14,000 TEU Capacity

Figures for 2022

Country	Value
China	~60
India	~10
Singapore	~5
Vietnam	~4
Sri Lanka	~4
Thailand	~3
Malaysia	~3
Indonesia	~2
Pakistan	~1
Bangladesh	0

Source: The Economist, Drewry Maritime Research.

3. Digital Public Infrastructure

India has developed a unique "digital public infrastructure" over the past 15 years that is only now beginning to reveal its power and bear fruits. Digital public infrastructure (aka the "India Stack") refers to a set of digital infrastructure components and protocols that have been implemented in India to support the country's digital transformation and enable a range of digital services. It was designed to provide a secure and scalable foundation for various government and private sector applications.
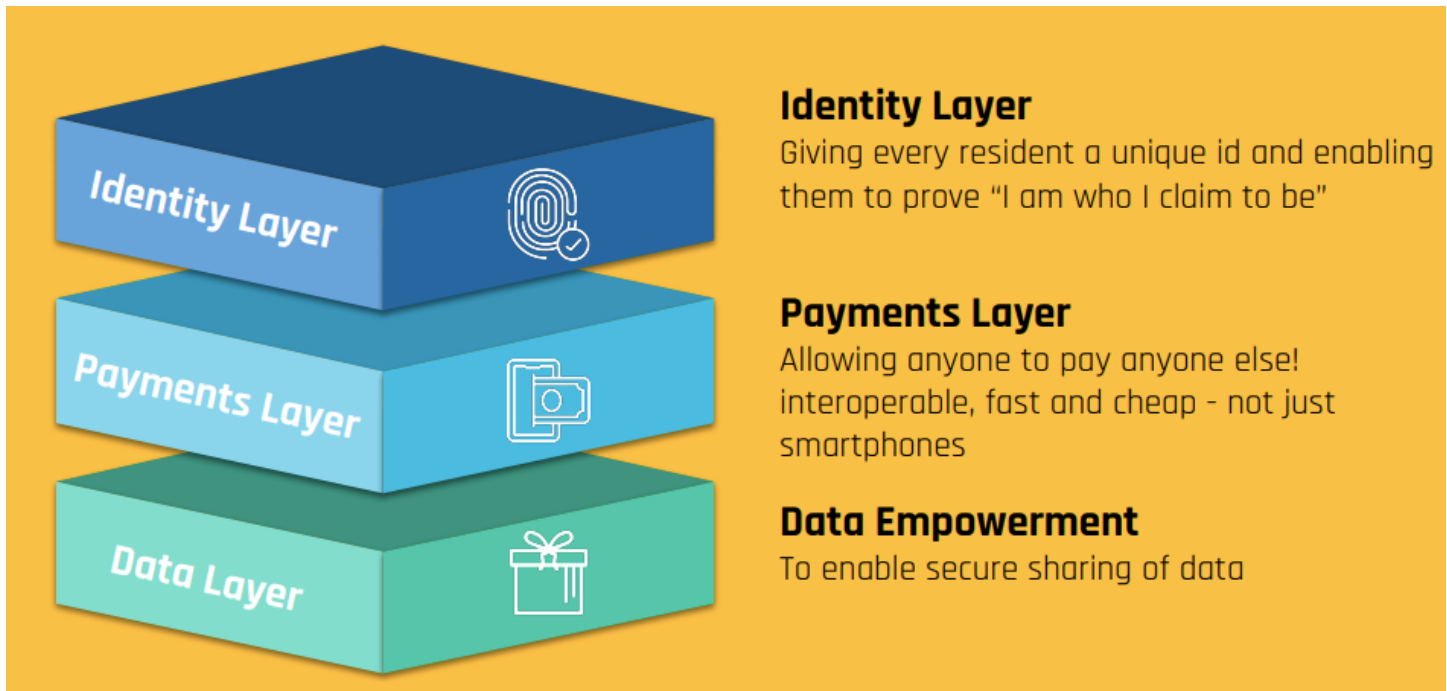
The India Stack consists of three key components:

- **Aadhaar:** Aadhaar (which means "foundation) is a biometric identification system that assigns a unique 12-digit identification number to each Indian resident. It is based on individuals' demographic and biometric information, such as fingerprints and iris scans. Aadhaar serves as a digital identity for citizens, allowing them to access various government services and private sector applications.

- **Unified Payments Interface (UPI):** UPI is a real-time payment system that facilitates instant fund transfers between bank accounts using smartphones. It allows individuals to send and receive money, pay bills, make merchant payments, and more, directly from their bank accounts. UPI has gained significant popularity in India and has simplified digital payments.

- **Digilocker:** Digilocker is a cloud-based platform that provides individuals with a digital storage space to securely store and share their official documents and certificates. It eliminates the need for physical documents and enables easy access to important records, such as educational certificates, driving licenses, and government-issued documents.

These components of the India Stack work together to create a digital ecosystem that enhances convenience, efficiency, and accessibility for Indian citizens. The goal is to enable the delivery of various services, including financial services, healthcare, education, and more, through digital means while ensuring security and privacy.

No other country on the planet has anything like the India Stack. It is our contention that the true power of this digital public infrastructure will not just facilitate India's economic growth but accelerate it and largely define it. This is India's "secret weapon".

The three layers of India Stack

Identity Layer
Giving every resident a unique id and enabling them to prove "I am who I claim to be"

Payments Layer
Allowing anyone to pay anyone else! interoperable, fast and cheap - not just smartphones

Data Empowerment
To enable secure sharing of data

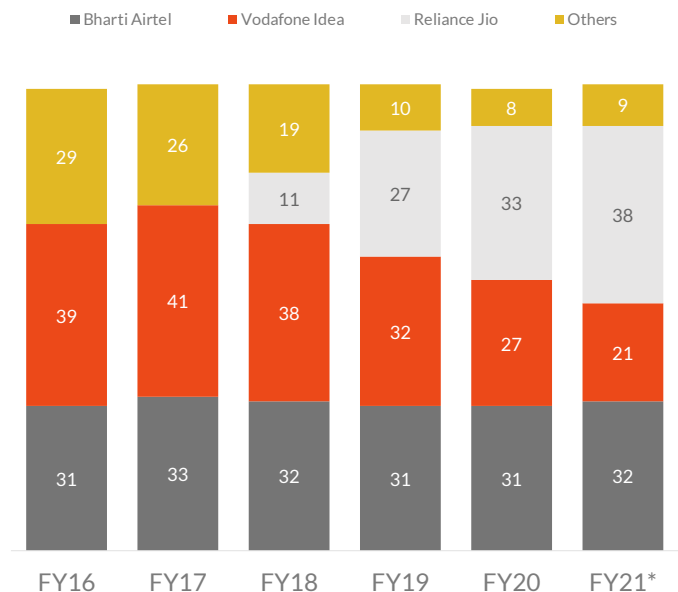Source: iSPIRT, Rahul Sanghi, via Tigerfeathers, *"The Internet Country"* January 2021.

4. Jio Digital - India's Big Bang

One of the pivotal moments in the India digitization story was Reliance Industries' launch of Jio Digital on September 5, 2016. Led by Chairman Mukesh Ambani, Reliance had bid for and won the country's first 4G spectrum license and, at the cost of over $20 Billion, built out a new and state of the art physical network with an eye towards the eventual launch of 5G and 6G networks. Their offer for new customers was free unlimited data for 6 months and free voice calling forever. Ambani's goal of signing up 100 million subscribers in Jio's first year seemed audacious considering there were only 90 million 3G subscribers in the country at that time. To the amazement of most, they reached 100 million subscribers on February 2, 2017! Jio now has over 430 million customers (38% market share) and will roll out 5G across India by the end of 2023.

- **What Jio Did** - The disruptive entrance of Jio Digital into a fragmented market of heavily indebted competitors with aging networks has led to a subscriber base of 430 million, giving Jio a dominant 38% market share. More importantly, it has led to a precipitous 96% decline in the cost of mobile data for Indian smartphone users, who now pay only $0.17 per GB vs $5.62 per GB in the U.S.

Zero to Hero

Reliance Jio has taken market share from Vodafone Idea and also some smaller firms who shut shop since it launched operations.

Legend: ■ Bharti Airtel ■ Vodafone Idea ■ Reliance Jio ■ Others

	FY16	FY17	FY18	FY19	FY20	FY21*
Others	29	26	19	10	8	9
Reliance Jio			11	27	33	38
Vodafone Idea	39	41	38	32	27	21
Bharti Airtel	31	33	32	31	31	32

Source: Jefferies India, Trai. *FY21 numbers are for the nine months period until December 2020.

Cost of Mobile Data in India

Time period: 2014 - 2022

$4.14

-96%

Jio

$0.17
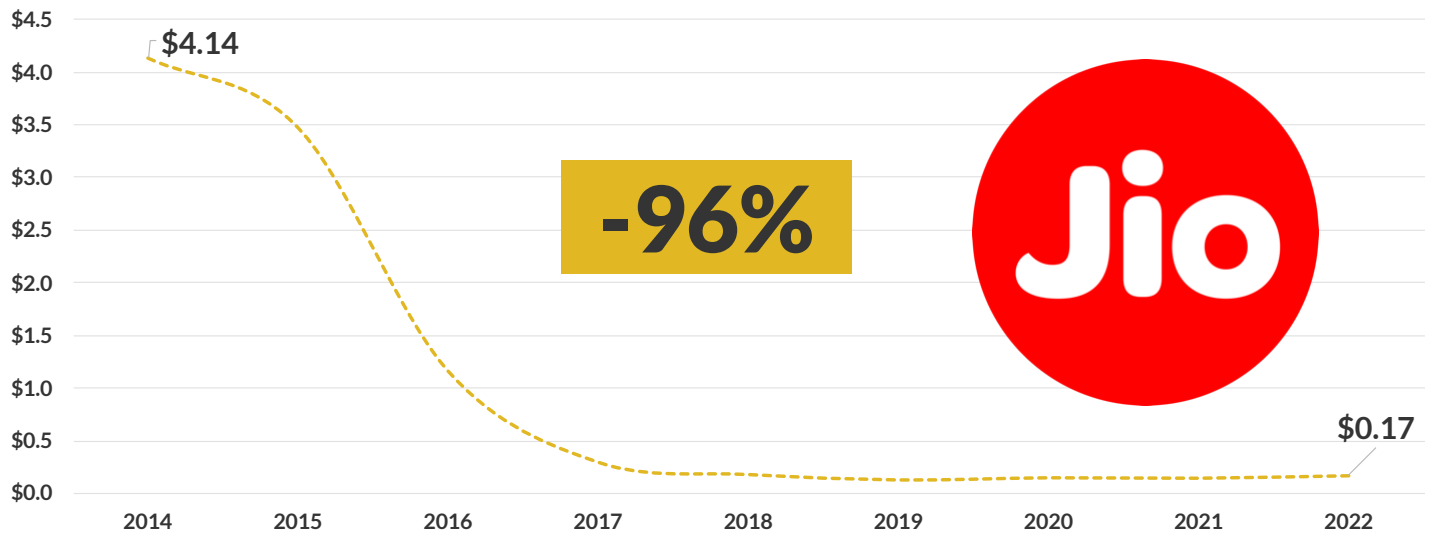
Source: Cable.co.uk

Cost of 1GB of Mobile Data

As of 2022

Country	Cost
India	$0.17
Bangladesh	$0.32
Pakistan	$0.36
China	
Indonesia	
Brazil	
UK	
Germany	
Japan	
US	$5.62
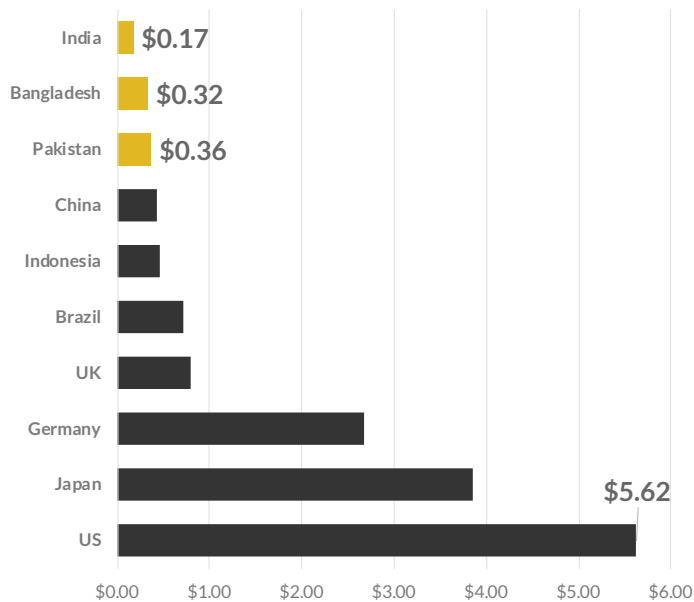
Source: Cable.co.uk

Traffic Per Smartphone - GB per Month

As of 2022

Region	GB
Africa	4.6
Latam	10.5
MENA	11.0
SE Asia	12.5
Eastern Europe	13.0
China	17.0
North America	17.4
Western Europe	19.0
India	25.0
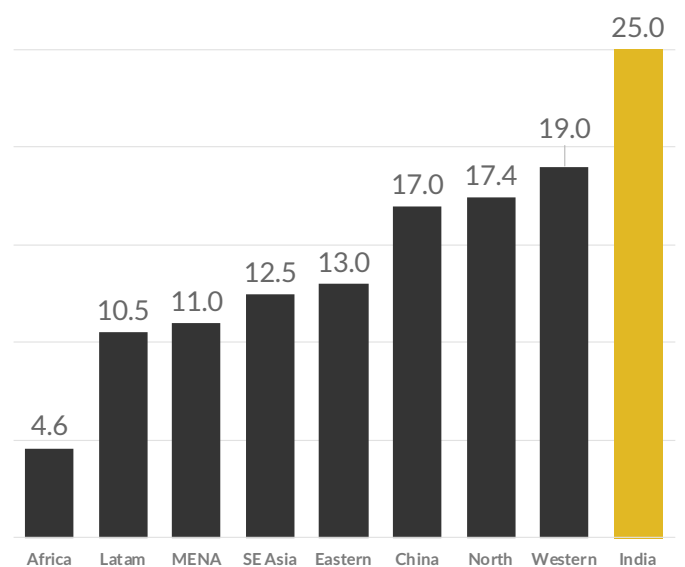
Source: Ericsson mobility report

"When we started Jio we set a target of 100 million customers in shortest time. Even we didn't imagine that we will do it in months. Aadhaar enabled us to open a million customers a day, which is unheard of in the industry."

-Mukesh Ambani, Chairman, Reliance Industries

- **How Jio Did It** - Perhaps more importantly is HOW they did it. At the time of Jio's launch, competitors using existing methods could take hours or even days to verify a person's identity, which is required in India to purchase a new phone. When Jio launched, they built their sign up app on top of Aadhaar and were able to reduce processing times to under 5 minutes and sign up an average of 600,000 people a day!

INDIA'S SECRET WEAPON - THE INDIA STACK

The most important and unique part of India's infrastructure is its "digital public infrastructure" or the "India Stack". This digital public infrastructure is unique in the world - no other emerging or developed market country has anything like it - and it is quickly proving to be a very, very important part of India's growth story.

Beginning in 2009, India initiated several projects that frankly, while we knew of and about them, we did not understand or comprehend what they meant to the growth of India and its digital economy. Now we can see it and we believe that it will not only serve as a digital foundation for a growing economy, but that it may well serve as an accelerant of the economic growth rates currently forecast.

The project was begun in 2009 when Nandan Nilekani, Infosys co-Founder and Chairman, agreed to serve as the Chairman

The Aadhaar of the Aadhaar - Nandan Nilekani. Infosys Co-Founder has overseen India's Digital Stack.
Source: The Printers (Mysore) Private Ltd., via DH Deccan Herald, *"Nandan Nilekani plans an ecommerce industry free from Amazon's control"* April 2022.

of a new national identification card system (think Social Security number) called Aadhaar (which translates to "foundation"). At that time, a serious impediment to India's growth and development was that very few people had an identification card of any type. Less than half of births were even reported to the government. This led to a very low rate of financial inclusion.

Early on, Nandan insisted that the Aadhaar system should embrace technology and be built for the future as much as possible. As such he insisted that not only should the system be digital, but that each unique 12 digit identity number be linked to biometric information of the person that included both fingerprints and iris (eye) scans. The system was voluntary to join. There are now 1.3 billion Indians enrolled in the Aadhaar system. Again, we were aware of Aadhaar but had not followed the system's progress closely.

Soon after launching Aadhaar, a KYC ("know your customer") layer was added to Aadhaar that would allow for people to open a bank account simply with their fingerprints and iris scan. This led to a massive increase in financial inclusion in the country as hundreds of millions of people opened their first bank accounts using Aadhaar.

Rapid Enrollment of Aadhaar Digital IDs (In Billions)
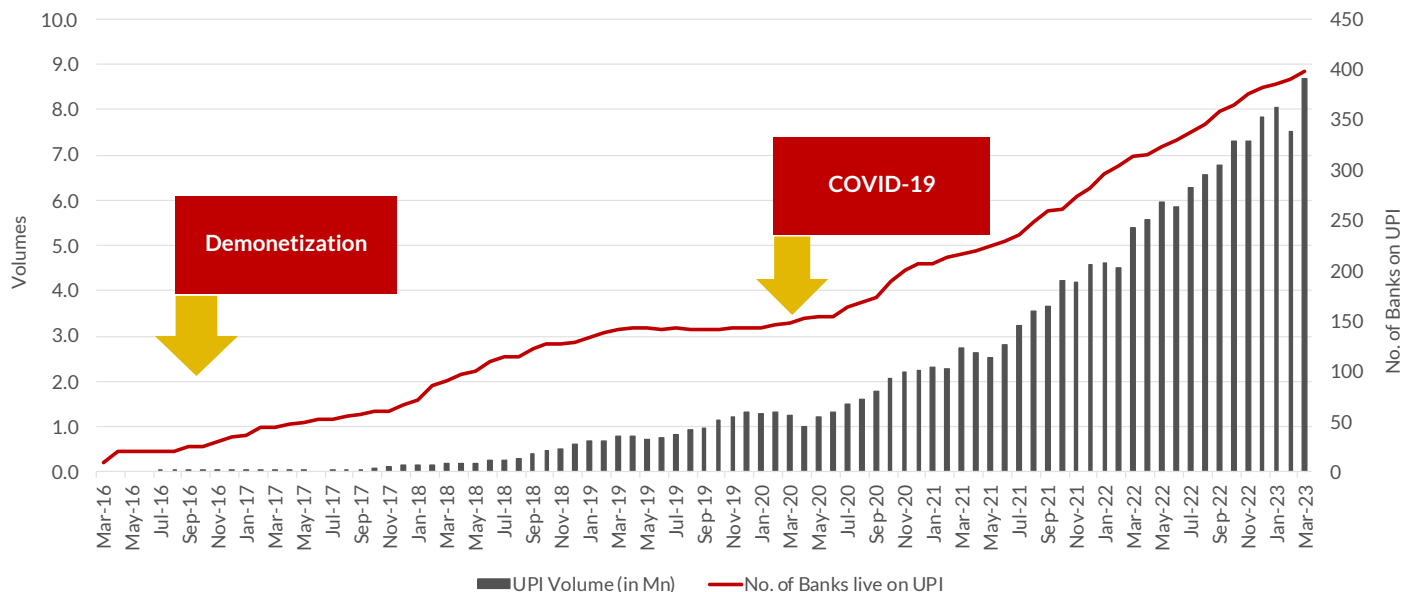
As of June 2023
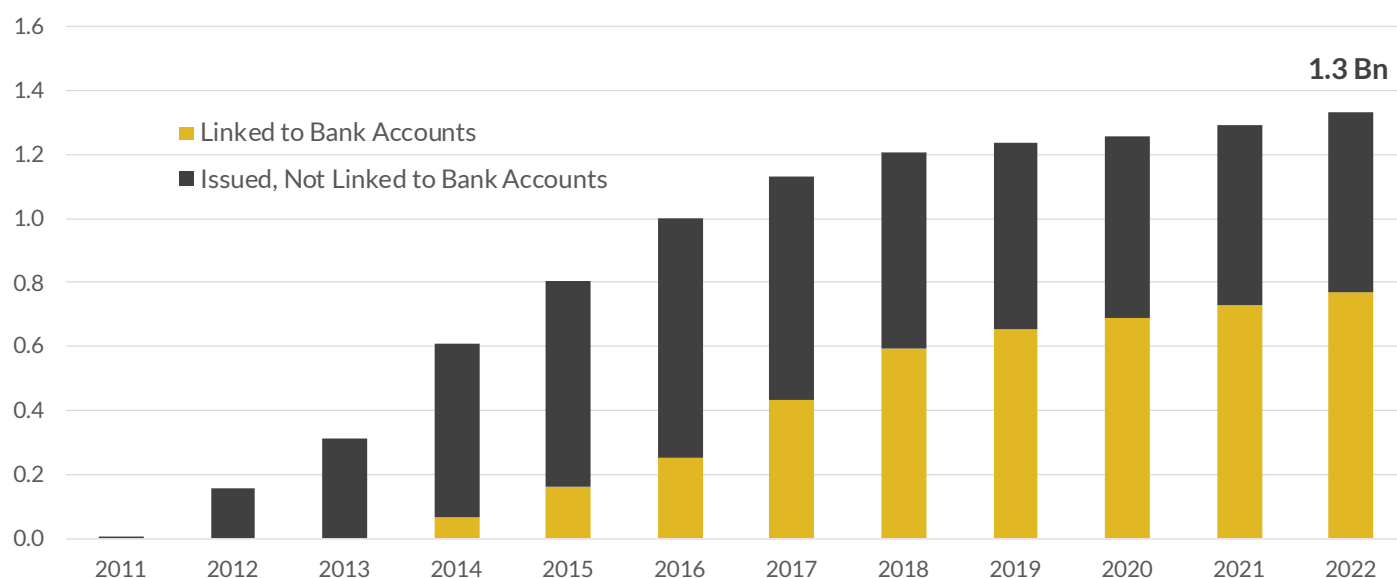
Source: Unique Identification Authority of India

In 2016, Nandan was asked to lead the creation of a second program called the Unified Payments Interface ("UPI"), a program that would allow anyone in India to transfer money instantaneously to any other person digitally (with a QR code) with zero cost or friction. Again, we were aware of the UPI initiative but had not followed it closely. Frankly, we were concerned that UPI might pose a threat to PAYTM, the Indian fintech leader that was private at the time but was among those most likely to IPO at some point. (PAYTM did an IPO in 2021 and is now part of all our strategies. See more in the Company Visits section of this report.)

Now, one can say "it's all coming together" for the India Stack.

Monthly UPI Transaction Volume (In Bn)

As of June 2023

Legend: UPI Volume (in Mn) — No. of Banks live on UPI

Chart annotations: Demonetization, COVID-19

Source: NPCI India

THE ROLE OF THE KIRANA STORES

As India powers its large-scale digital transformation, many parts of its economy will be affected. A key economic player is the traditional kirana store – a hyperlocal neighborhood provision store or "mom and pop" shop that carries a regular supply of essentials for one block or local neighborhood. At first glance, these shops may seem insignificant – individual shops owned by individual owners – but due to the sheer size of India and the Indian retail market, kiranas make up a $450 billion industry. While informal retail and "mom and pop" shops are nearly universal in the EMQQ world, India's market is enormous in comparison to other emerging markets. Informal retail makes up 90% of grocery retail spending in India or, in other words, $450 billion of a $500 billion industry.

Source: Microsoft, via Microsoft India Stories, *"Taking 'kirana' store owners from calculator to cloud"* May 2018.

Corner Shop Market Share in Grocery Retail

As of June 2023

Country	Share
Egypt	90%
Brazil	35%
Indonesia	70%
India	90%
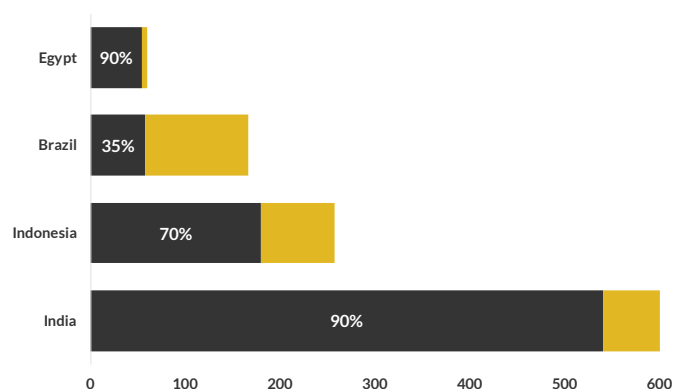
Source: Flourish Ventures "Digitizing the Corner Shop" Report.

Across India, there are 13 million kiranas while modern grocery stores number in the low thousands (8,000 to be exact). 58% of consumers buy all their groceries at their local kirana. These corner stores contribute 10% of India's GDP and employ 8% of India's workforce (more than 40 million people). They are the second largest source of employment generation, after agriculture.

Like its entrance into most emerging markets, modern grocery – both domestic (e.g., Big Bazaar) and international (e.g., Walmart) – entered the Indian market more than 20 years ago. Today, however, it has less than 10% market share. Why? The answer is simple: India is a low cost market where low prices and operating costs are first priority for consumers, merchants and suppliers.

In India, kirana stores are the lowest cost commerce option. Run by family members in a storefront owned by the family, kiranas have zero payroll costs and zero property costs. Operating a kirana is significantly cheaper than a traditional retail grocery store, which employs numerous workers and pays rent. In the US, which lacks such an expansive ecosystem of family-run and family-owned corner stores, Amazon comes out with significantly lower costs than all other retailers. Without storefronts and an army of employees to run them (Walmart employs 2x the number of people Amazon does), Amazon's overhead costs are much lower. Because of this, Amazon has disrupted traditional retail and accelerated the demise of struggling players by slashing prices. This disruption hasn't taken place in India due to differing market conditions like low smartphone penetration (5%) and distinctive consumer preferences.

Beyond low operating costs, the kirana store meets consumer needs that modern grocery and ecommerce (thus far) cannot:

1. **Proximity** - Less than 7% of Indian households own a car. Indians do not buy in bulk; they shop when required. Because the average middle class consumer goes grocery shopping daily (low cost, high volume market), proximity to their home is essential.

2. **Customized Inventory** - Because all of a kirana's customers are regular and visit the store for almost all of their grocery needs, shop owners carry the exact products customers want. Modern grocery can't compete with that level of personalization or care.

3. **Personalized 1-1 Care** - Most kiranas offer free home delivery with no purchase minimum and free credit. The Indian consumer benefits greatly from the 1-1 relationship with their local kirana store owner.

4. **Reliability** - The kirana proved more reliable than modern grocery or ecommerce during the pandemic due to localized supply chains leading to fewer disruptions and enhanced trust/loyalty of its customer base.

But what is the future of kiranas in India's digital age? There's no question that digitizing and tech-enabling the kiranas represents an enormous business opportunity. And that's exactly what many fintech and logistics startups have sought to capitalize on. The QR code for digital payments, powered by United Payments Interface (UPI) and operated by Paytm, Phone Pe, and Google Pay, is now ubiquitous among kirana stores that have long been dependent on cash. Digital payments have simplified and shortened transactions at the kirana, enhancing the customer experience and enabling more business and cash flow. With transactions on the kirana store owner's phone, sellers are now able to document and formalize cash flow, thus improving access to credit. Kiranas outside of India's megacities are also digitizing; in 2022, UPI transactions saw a 650% increase in those regions.

Some companies have gone a step further to truly tech-enable the kirana stores. While the UPI QR code freed up the owner from manually giving change, confirming the transaction was yet another time-consuming task. Because many shop owners are not digitally literate, they often had to call their younger relatives to check that the money was in fact received. To solve this, Paytm created a "soundbox," which provides audio confirmation that a payment has been

Source: via Re-emerging World, "*Three Factors which are Driving Digital Payments uptake among Urban Kirana Stores in India*" February 2020.

Source: Business Standard Private Ltd., via Business Standard, *"ONDC requires massive efforts before it goes public, says DPIIT secy"* December 2022.

made, freeing up the shop owners from manual verification. The shop owners pay a small subscription fee per month for the tool, which has caught on quickly. With more than 6.8 million subscription-based soundboxes deployed across India, Paytm is building a broad customer base to learn more about merchant needs and offer more demand-driven payment and credit solutions in the future.

Arguably the largest attempt to digitally enable kirana stores is being made by the Open Network for Digital Commerce (ONDC) initiative. The government-backed initiative, a key building block in the "India Stack," seeks to make digital commerce available equitably to all Indian citizens.

What does this mean? Unlike the US ecommerce market, which is dominated by Amazon at 41% market share, ONDC aims to enable all sellers in India to sell digitally via a decentralized ecommerce network. With the entire merchant ecosystem, including kiranas, onboarded onto the digital commerce network, the number of sellers and buyers will increase, driving costs down and accelerating ecommerce growth. Onboarding the undigitized population will result in India's ecommerce penetration rising to 25% in two years, from just 5% today, according to Shireesh Joshi, chief business officer of ONDC (Forbes India).

What does ONDC look like? Launched this spring, ONDC supports a decentralized network that all players – from Flipkart, Amazon, Uber and Zomato, to supermarkets,

retailers and 13 million kirana stores – can plug into. With all players in food, fashion, payment and travel accessible in one super-app, ONDC enables buyers to discover and connect with any seller with their desired product (e.g., Zomato, local kirana or supermarket) and choose the seller and delivery method with the lowest price. This will expand choice and lower prices for consumers and improve the visibility and discoverability of all merchants, i.e., online vs. offline, big tech retail vs. small kirana.

What does "decentralized ecommerce network" mean? Whereas Amazon controls everything from seller onboarding, customer acquisition, delivery fulfillment and customer service in the US, ONDC seeks to "unbundle" the entire chain of services and democratize access to selling online. When kirana store owners or supermarkets join ONDC, they will be able to choose a company in the network to work with on seller onboarding, payments, logistics, and customer acquisition. This will prevent one or a few companies from gate-keeping market entry and dominating ecommerce.

In addition to democratizing access and turbocharging ecommerce growth, ONDC executives see the initiative fostering innovation across the system. Like UPI, the government-backed interface which numerous startups (Paytm, Phone Pe) have built upon, "the opportunity to build on and innovate for ONDC is massive. ONDC could be India's next unicorn catalyst," according to Susmit Patodia of Antler India (Forbes India).

Having just launched this spring, it remains to be seen how the ONDC initiative folds in the kirana stores. The Indian government is clearly taking steps to ensure that such an integral piece of the economy is not only included but fully enabled and empowered in the country's digitization journey. Some experts see India eventually adopting a hybrid model of ecommerce that leverages the technology, convenience and scalability of digital commerce, as well as the hyperlocal and 1-1 relationship strengths of kiranas.

While nothing is certain and it's still early days for the project, Nandan Nilekani, who built Aadhaar, has called ONDC "the most exciting business transformation happening in the country" (Forbes India).

IS INDIA "LIKE CHINA 15 YEARS AGO"?

A recurring theme of our trip was comparing where India is in its economic growth vs. China, and how the India growth story may resemble the growth that China has experienced since we first began investing in China 15 years ago.

Our first observation on the ground was that the massive amount of infrastructure being built in Bombay looks eerily like Shanghai did on my first visit in 2007. As covered earlier in this report, India is making massive infrastructure investments just as China was doing 15 years ago.

Bombay-Ahmedabad High Speed Rail Corridor will connect Bombay with Ahmedabad.
Source: Kovai Media Private Limited, via SWARAJYA, *"Bullet Train Project: Running Behind Target..."* April 2023.

Bombay definitely looks and feels like Shanghai 15 years ago.
Source: EMQQ Global LLC.

Apple opened its first store in China at Beijing's Sanlitun Mall in July 2008.
Source: via 9To5Mac, *"Apple readies massive replacement..."* July 2020.

Apple opened its first store in India in Bombay's Bandra Kurla Complex in April 2023.
Source: via Reuters, *"Apple says 'Hello Mumbai' at first India store launch"* April 2023.

For Apple, India must seem like China 15 years ago. The iPhone maker, which has only a small though growing market share in India, opened its first two stores in India two weeks after our visit and 15 years after opening in Beijing.

China in 2008 vs India in 2023

As of June 2023

	China 2008	India 2023
GDP ($ Billions)	4,577	3,737
GDP Per Capita	3,447	2,601
GDP Growth	9.7%	6.1%
Urbanization	47%	35%
Smartphone Penetration*	38%	47%
First Apple Store	2008	2023

*China as of 2014.
Source: IMF.

THE EVOLVING LANDSCAPE OF INDIA INVESTMENT OPPORTUNITIES

Currently U.S. investors have $8 Billion in the 14 Indian equity ETFs trading on NYSE and NASDAQ. (This compares to $26 Billion in the 56 China ETFs currently available.) The largest, iShares INDA tracks the MSCI India Index while iShares' sibling INDY, the 3rd largest, tracks the "Indian Nifty Fifty" index. In India the ETF market is quite small but fast growing with 90% inflows going into ETFs tracking the "Nifty Fifty".

## A List of US Traded India ETFs

As of July 31, 2023

Ticker	Name	Assets	YTD Return	YTD FF	Inception	Fee
INDA	iShares MSCI India ETF	$6,083,800,000	4.9%	$1,174,000,000	2/2/12	0.64%
EPI	WisdomTree India Earnings Fund	$1,083,450,000	9.3%	$238,820,000	2/22/08	0.84%
INDY	iShares India 50 ETF	$660,447,000	6.8%	$32,380,000	11/18/09	0.89%
SMIN	iShares MSCI India Small-Cap ETF	$365,022,000	15.7%	$19,450,000	2/8/12	0.74%
FLIN	Franklin FTSE India ETF	$335,901,000	6.5%	$253,660,000	2/6/18	0.19%
PIN	Invesco India ETF	$131,080,000	8.4%	$29,340,000	3/5/08	0.78%
NFTY	First Trust India NIFTY 50 Equal Weight ETF	$120,225,000	8.5%	$35,220,000	2/14/12	0.80%
INCO	Columbia India Consumer ETF	$117,954,000	14.0%	$35,810,000	8/10/11	0.75%
INDL	Direxion Daily MSCI India Bull 2X Shares	$64,144,700	4.6%	$8,640,000	3/11/10	1.26%
GLIN	VanEck India Growth Leaders ETF	$62,044,100	12.1%	$3,930,000	8/25/10	0.77%
INDF	Nifty India Financials ETF	$7,102,600	9.4%	-$1,680,000	10/20/20	0.75%
IXSE	WisdomTree India ex-SOE	$6,788,700	5.4%	$0	4/4/19	0.58%
INQQ	India Internet & Ecommerce ETF	$6,627,400	20.2%	$4,670,000	4/5/22	0.86%
DGIN	VanEck Digital India ETF	$2,386,700	12.7%	$740,000	2/15/22	0.71%
SUM		$9,046,973,200		$1,834,980,000		

Source: Vettafi, Bloomberg.

As we found in China 15 years ago, the traditional indexes are likely not the best way to capture the growth of the Indian economy. While India may be "like China 15 years ago" investors should note that while the Chinese economy has grown over 400% in the past 15 years, "the index" is actually DOWN 50%. (Referencing the FTSE Xinhua index that the original iShares China ETF tracks (NYSE: FXI).

China GDP vs iShares Large-Cap ETF (FXI)

(2007-2022)
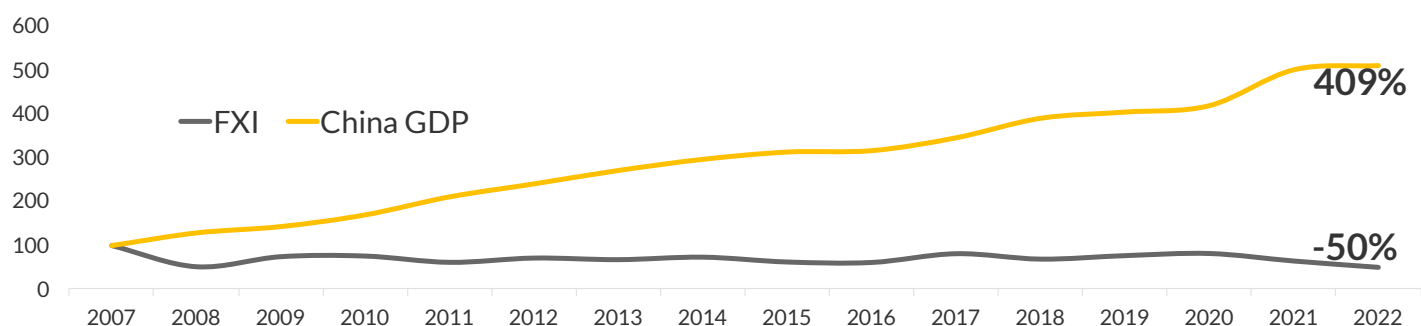
Source: IMF, Bloomberg.

We have spent time dissecting the companies that comprise the "Nifty Fifty" to assess whether they are likely to be good ways to benefit from the Indian economic growth story that seems likely in the next couple of decades. Here are some important takeaways:

- **20% of Nifty Fifty Gets Little or No Revenue FROM India**

  20% of the Nifty Fifty generates little or no revenue from India but rather from the U.S. and Europe. India's largest technology companies generate nearly all of their revenue serving as the "back office" for many large global companies outside of India. While these companies employ tens of thousands of Indians, their growth of revenue and profits are not directly tied to the growth of India's consumption growth or even the growth of the Indian economy.

- **7% of Nifty Fifty is in State Owned Enterprises (SOEs)**

  While not as bad as broad China indexes, the India indexes including the Nifty Fifty have about 7% in State Owned Enterprises ("SOEs"). As with China these are largely government owned banks and oil companies like State Bank of India and Coal India. SOEs are not only inefficient and conflicted in their purpose, they are known for poor governance and are also frequently corrupt. A corruption scandal involving Coal India in 2012 became known as "Coalgate" and may have cost taxpayers over $100 Billion.

- **38% of Nifty Fifty is in Financials**

  The Nifty Fifty is dominated by Financial Services with a 38% weight. Many seasoned Indian investors believe that the best equity investment opportunities in India are in their banking sector which has many secular tailwinds and has produced strong returns on equity and profit growth for many years. We think the case for these companies is solid and recently added Bajaj Finance to the EMQQ, FMQQ and INQQ portfolios. Bajaj Finance is a large, well established and well respected provider of credit to small and medium sized businesses that is increasingly focused on the consumer. The company has also made a move to become nearly 100% smartphone based.

- **The Nifty Fifty is Missing the Internet**

  As is the case with the broad Emerging Markets ETFs and single country ETFs, most of the internet companies are missing. Of the 25 Indian internet companies in EMQQ, FMQQ and INQQ, only two are included in the Nifty Fifty (Reliance Industries and Bajaj Finance).

20% of Nifty Fifty Gets Little Revenue From India

As of June 2023

Name	Ticker	Weight	Sub-Sector	Export as % Sales
INFOSYS LTD	INFO IN	5.6%	IT Services	97%
TATA CONSULTANCY	TCS IN	4.1%	IT Services	96%
HCL TECHNOLOGIES	HCLT IN	1.4%	IT Services	95%
WIPRO LTD	WPRO IN	0.7%	IT Services	95%
TECH MAHINDRA	TECHM IN	0.8%	IT Services	94%
DIVI'S LABORATORIES	DIVI IN	0.5%	Pharma	90%
DR. REDDY'S LABS	DRRD IN	0.8%	Pharma	80%
SUN PHARMA	SUNP IN	1.3%	Pharma	65%
TATA STEEL LTD	TATA IN	1.1%	Steel	52%
LARSEN & TOUBRO	LT IN	3.6%	Infra.	47%
CIPLA LTD	CIPLA IN	0.6%	Pharma	42%
SUM		20.5%		

Source: Bloomberg

7% of Nifty Fifty is in State Owned Enterprises (SOEs)

As of June 2023

Name	Ticker	Weight	Sector
STATE BANK OF INDIA	SBN IN	2.8%	Financ. Sers.
NTPC LTD	NTPC IN	1.0%	Ultilities
POWER GRID CORP OF INDIA	PWGT IN	1.0%	Ultilities
OIL & NATURAL GAS CORP	ONGC IN	0.8%	Energy
SBI LIFE INSURANCE CO	SBILIFE IN	0.6%	Financ. Sers.
COAL INDIA LTD	COAL IN	0.6%	Energy
BHARA PETROLEUM CORP	BPCL IN	0.4%	Energy
SUM		7.2%	

Source: Bloomberg

Overall, while the Nifty Fifty does offer exposure to some of the sectors that will benefit from India's growth (consumer, financials, etc.), it has very little exposure to the Indian internet and ecommerce companies that should capture the most growth in the coming decades. In fact, we would say that it is more than likely that some of them will one day join the Nifty Fifty.

INQQ Members

As of June 2023

INQQ	COMPANY	TICKER	SECTOR	NIFTY 50
1	RELIANCE INDUSTRIES	RIL IN	E-COMMERCE	YES
2	BAJAJ FINANCE	BAF IN	FINTECH	YES
3	ZOMATO LTD	ZOMATO IN	FOOD DELIVERY	NO
4	INFO EDGE INDIA	INFOE IN	CLASSIFIEDS	NO
5	FRESHWORKS INC	FRSH US	SAAS	NO
6	INDIAN RAILWAY CATERING	IRCTC IN	TRAVEL TECH	NO
7	ONE 97 COMMUNICATIONS	PAYTM IN	FINTECH	NO
8	JUBILANT FOODWORKS	JUBI IN	FOOD DELIVERY	NO
9	FSN E-COMMERCE VENTURES	NYKAA IN	E-COMMERCE	NO
10	PB FINTECH	POLICYBZ IN	FINTECH	NO
11	INDIAMART INTERMESH	INMART IN	E-COMMERCE	NO
12	MAKEMYTRIP	MMYT IN	TRAVEL TECH	NO
13	TANLA PLATFORMS	TANLA IN	ADTECH	NO
14	HAPPIEST MINDS TECHN	HAPPSTMN IN	SAAS	NO
15	INDIAN ENERGY EXCHANGE	IEX IN	FINTECH	NO
16	AFFLE INDIA	AFFLE IN	ADTECH	NO
17	ANGEL ONE	ANGELONE IN	FINTECH	NO
18	EBIX INC	EBIX US	FINTECH	NO
19	INTELLECT DESIGN ARENA	INDA IN	FINTECH	NO
20	ICICI SECURITIES	ISEC IN	FINTECH	NO
21	ROUTE MOBILE	ROUTE IN	ADTECH	NO
22	BRIGHTCOM GROUP	BCG IN	ADTECH	NO
23	TRUECALLER AB-B	TRUEB SS	SOFTWARE	NO
24	NAZARA TECHNOLOGIES	NAZARA IN	GAMING	NO
25	EASY TRIP PLANNERS	EASEMYTR IN	TRAVEL TECH	NO

Source: EMQQ Global, Bloomberg

At the entrance to Dharavi Slum in Bombay is a giant billboard touting index funds!
Source: EMQQ Global LLC.

OPPORTUNITIES AND CHALLENGES ON THE FRONTIER

While there are currently no EMQQ companies from either Pakistan or Bangladesh, we visited both countries on our trip. Pakistan and Bangladesh are the 5th and 8th largest populations globally with a combined 400 million people that are even younger than India's. And while these are very much Frontier markets, they represent significant long term opportunities. We found that both countries have thriving startup ecosystems populated by well educated young tech entrepreneurs seeking to build their countries' tech giants and to advance their countries' people.

Even more than India, consumption in Pakistan and Bangladesh is dominated by informal retail with 98% of consumer spending at the millions of mom and pop stores called "Karyana'' in Pakistan and "Mudir Dokan'' in Bangladesh. We visited with two pre-IPO companies trying to capture this market opportunity: ShopUp in Dhaka, Bangladesh and Dastgyr in Lahore, Pakistan.

Dhaka, Bangladesh
Our visit to Dhaka was very intense. It is not possible to describe the chaos that comes with having a population of 170 million living in an area the size of Iowa. Dhaka, the capital city of Bangladesh, is a frenetic metropolis boiling with life and culture.

Dhaka is the densest megacity in the world.
Source: Colombia Focus, *"Medellín ranks third among the 10 most densely populated cities in the world"* June 2017.

The Tomb of Bibi Pari, Lalbagh Fort, old Dhaka, Bangladesh.
Source: fr.dreamstime.com, via Travel & Explore, *"Lalbagh Fort at Old Dhaka"*.

Top Left Image: EMQQ Global LLC. Kevin Carter with Raquib, director of Comms Etc at ShopUp. **Top right Image:** thedailystar.net, via The Daily Star, *"REDX: Going the distance for Smart Bangladesh"*. **Bottom Left Image:** via TechCrunch+, *"ShopUp raises $22.5 million to digitize millions of mom-and-pop shops in Bangladesh"* October 2020. **Bottom Right Image:** Mokam app on Google.

Known as one of the most densely populated cities in the world, it serves as the country's economic, political, and cultural epicenter. Amidst the hustle and bustle, Dhaka's rich history is visible in its many architectural wonders, from the 17th-century Lalbagh Fort to the Star Mosque and its Mughal architecture.

It is however this density that makes many elements of the country's digital future very intriguing. As discussed earlier, urbanization is a powerful way to accelerate the demographic dividend of a young population. One Founder we met with lamented that he had to spend half of every investor meeting trying to "explain what Bangladesh is". To make it simple, he describes it as the "World's Biggest Megacity" which is in many ways accurate when you consider the size and density of the country.

Company Visit: ShopUp
We visited with Bangladesh ecommerce leader ShopUp in Dhaka. The company is private but has received over $200 million in venture capital funding from largely U.S. investors including Peter Thiel's Valar Partners and Sequoia India (now Peak XV Partners). We spent time with both the Founder & CEO of ShopUp Afeef Zaman and Director of Communications and Brand, Raquibuddoula Chowdhury.

Source: EMQQ Global LLC. Kevin Carter with Afeef Zaman, CEO of ShopUp.

The company is seeking to emulate the Alibaba "iron triangle" model as described by Porter Erisman, an American that was one of Alibaba's first employees and the author of the book Alibaba: The House That Jack Ma Built. In the book, Porter describes the "iron triangle" as a combination of ecommerce, logistics, and financial services. ShopUp has had great success in first building the most comprehensive logistics network in Bangladesh. Its Red X delivery service now accounts for 80% of the company's revenue. Its Mokam app, which serves "Mudir Dokan" shop owners in ordering and managing inventory, provides the balance of current revenue. We would not be surprised to see an IPO of ShopUp in the next few years.

Source: Dastgyr

Source: EMQQ Global LLC. bKash and its pink paper bird logo are everywhere in Dhaka.

bKash Dominates Mobile Payments in Bangladesh
bKash is the leading payments app in Bangladesh. We did not meet with bKash but a walk down any street shows the ubiquity of this mobile payments platform that has now 70 million users. The company has revolutionized the way people handle financial transactions, particularly in a country where access to traditional banking services has historically been very limited. Bkash enables users to securely send and receive money, make utility bill payments, recharge mobile phones, and even shop at various online and offline merchants.

With a simple and user-friendly interface, Bkash has made financial services accessible to millions of people, especially those residing in rural areas. Its convenience and reliability have contributed significantly to the growth of e-commerce and digital financial inclusion in Bangladesh, empowering individuals and businesses alike. The company's investors include BRAC bank, Bangladesh's largest commercial bank as well as SoftBank and Alibaba's fintech subsidiary Ant Group which acquired a 20% stake in 2018.

Lahore, Pakistan
At the end of the trip I crossed the Wagah land border to Pakistan and was picked up by Saif Ali who leads business development and communications for Pakistan B2B Ecommerce company Dastgyr. Saif was very helpful in arranging my visit to Lahore and scheduling an evening presentation with a few local dozen Pakistani entrepreneurs and venture investors followed by a more intimate dinner.

I was incredibly impressed by the sophistication and intelligence of the people I met in Pakistan - especially Saif Alia of Dastgyr and Saad Haasan from Sturgeon Ventures, a Karachi based early round VC investor I spent a day with as well. Saif and Saad are literally two of the smartest and most intelligent people I have ever met. To be honest, I kind of felt like a mental midget when I listened to conversations with these two and others from Dastgyr and the Lahore tech community. There were discussions of the linguistic nuances of various European languages, dissections of the working capital challenges of scaling an ecommerce company in a rising interest rate environment and even a dissertation of best American TV commercials by decade since the advent of television with the conclusion that it was hands down the 1980s!

Source: Dastgyr

Dastgyr warehouse, Lahore Pakistan.
Source: Dastgyr.

Company Visit - Dastgyr

Dastgyr is a B2B e-commerce marketplace that uses technology to connect informal retailers with manufacturers and wholesalers. The company's name is derived from "dastgir" which translates to "helper". Currently the company has more than 100,000 small and medium size businesses on its platform and has processed more than 1.5 million orders to date in 40 Pakistani cities. Dastgyr seeks to create the "perfect stack" (aka "iron triangle") that includes an ecommerce marketplace, a logistics network and smartphone based financial services.

The marketplace consists of several verticals including:

- Retail/FMCG, Snacks, Homecare, Confectionary, Personal Care, etc.
- Construction - Ferrous and Non-ferrous metals
- Chemicals - Pigments, Resins, Fillers, Surfactants, Solvents, etc
- Agricultural - Foodstuffs, Molasses, Pesticides, etc.

Source: Dastgyr.

Dastgyr's Buyer app allows business owners to purchase a wide assortment of products from various local and international sellers at competitive prices with reliable, doorstep delivery, all with a few clicks from their smartphones. Dastgyr's Seller app enables suppliers of all sizes to upload their inventory, manage their orders, and ultimately, increase their overall throughput.

Venture capital markets in all regions have seen significant declines in the past couple of years, however, Dastgyr was able to raise a meaningful round of capital, ~$37 million, in June of 2022. While Pakistan faces significant political and economic challenges in the near term, we believe the company is well positioned to help lead the digitization of the world's 5th largest country by population.

EMQQ GOES INDIA COMPANY VISITS

We met with several of our EMQQ portfolio companies as well as CFA Societies, Venture Capital investors, government agencies and others in India's technology and startup ecosystem. Here are some highlights:

Reliance Industries, Bombay, India.
Source: EMQQ Global LLC.

NYKAA, Bombay, India
Source: EMQQ Global LLC.

PAYTM, Bombay, India
Source: EMQQ Global LLC.

CFA Society India, Bombay
Source: EMQQ Global LLC.
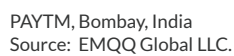
CFA Society India, Bangalore.
Source: EMQQ Global LLC.

CFA Society India, Delhi.
Source: EMQQ Global LLC.

Invest India, Delhi.
Source: EMQQ Global LLC.

EMQQ Global Team at Taj Mahal, Agra, India.
Source: EMQQ Global LLC.

EMQQ Global Team bike rickshaw Old Delhi.
Source: EMQQ Global LLC.

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