



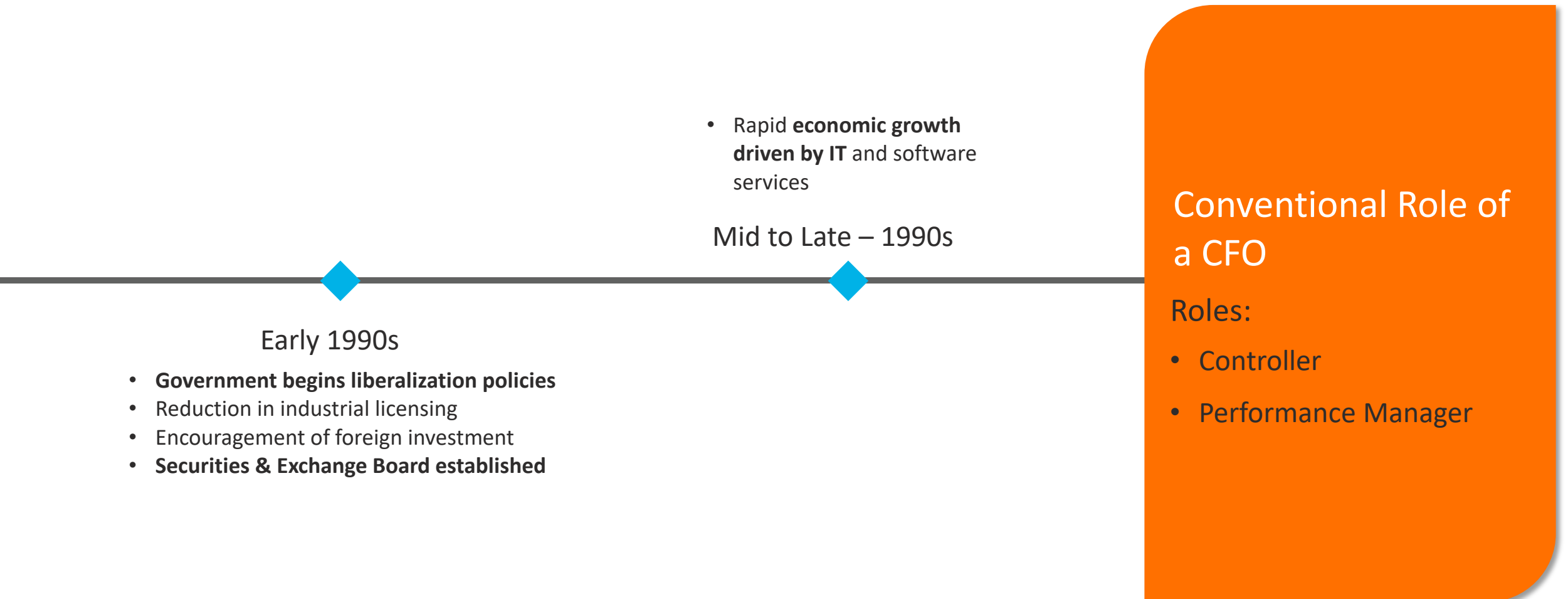
Bits to Billions & The Chief Value Officer

An Entrepreneurial Mindset

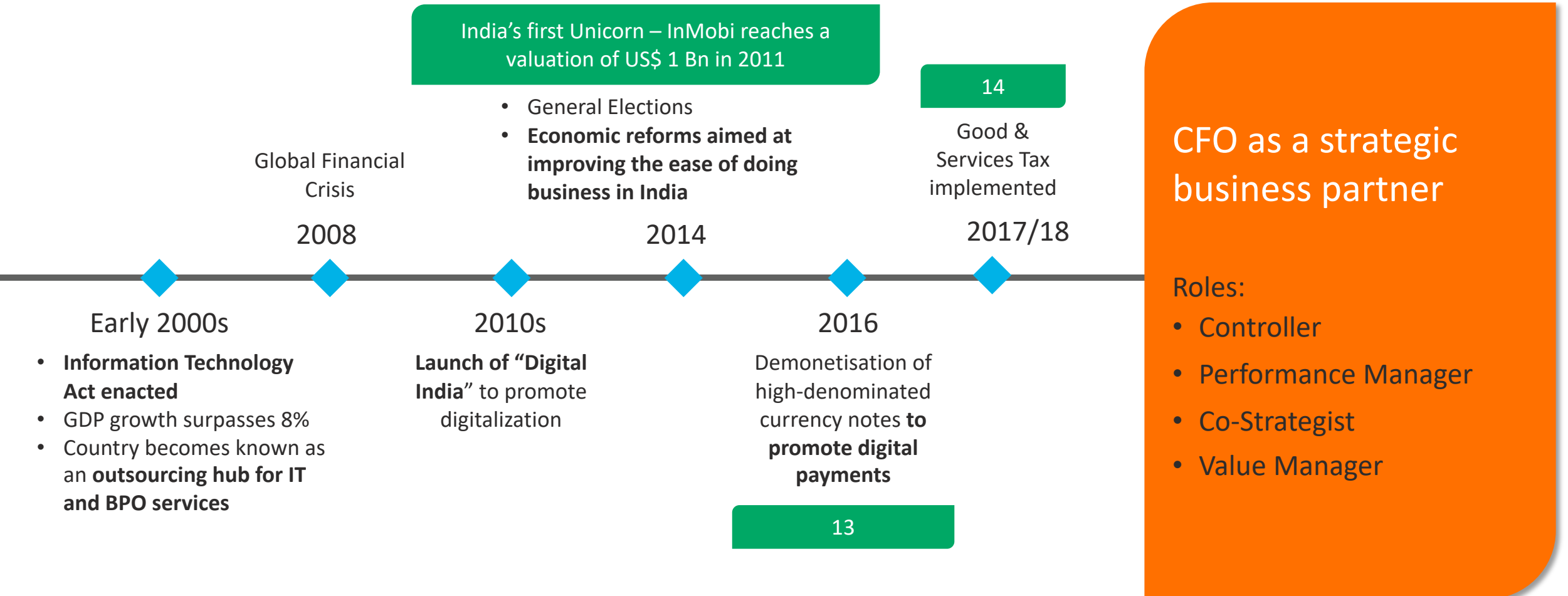
23rd September 2023



The evolving Economic landscape in India underpinning Unicorn Success and the **conventional role of CFO as a controller**



The evolving Economic landscape in India underpinning Unicorn Success and the **evolving role of CFO into a strategic business partner**

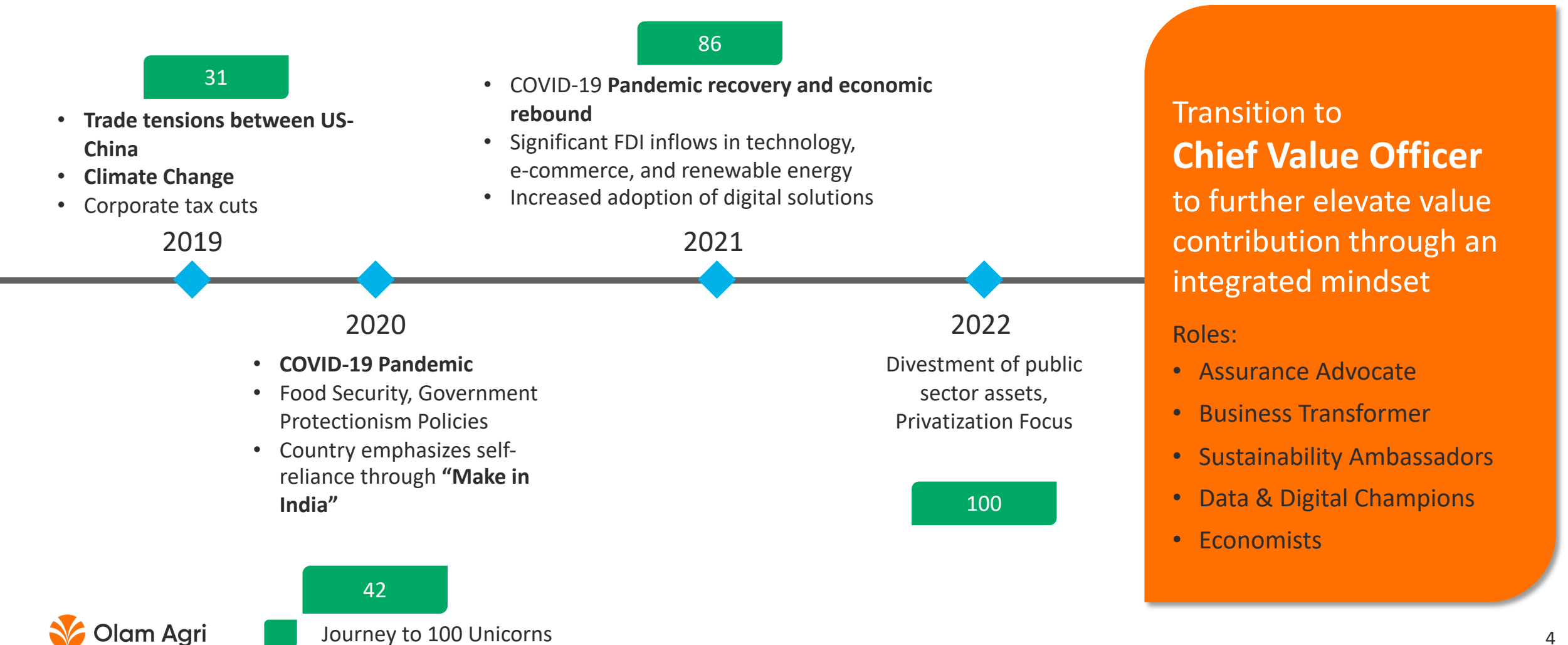


CFO as a strategic business partner

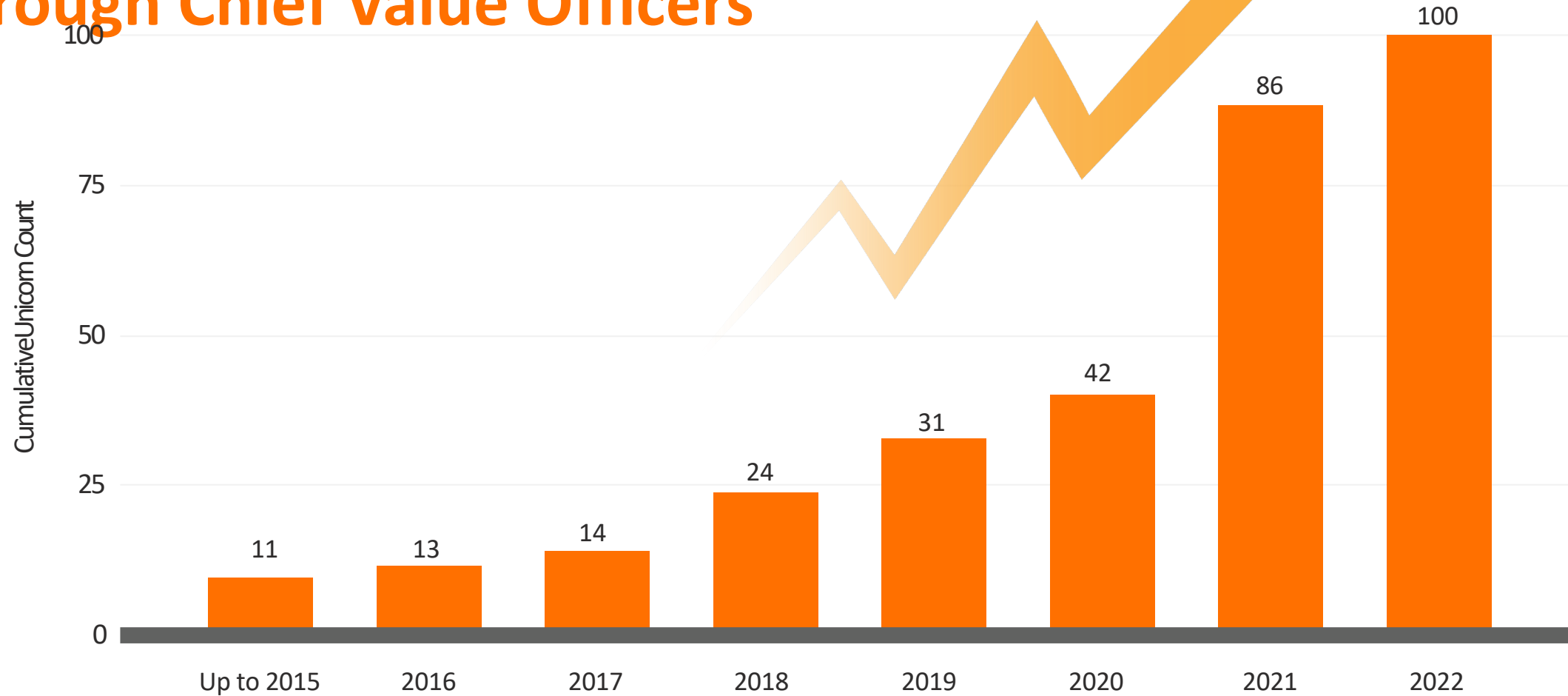
Roles:

- Controller
- Performance Manager
- Co-Strategist
- Value Manager

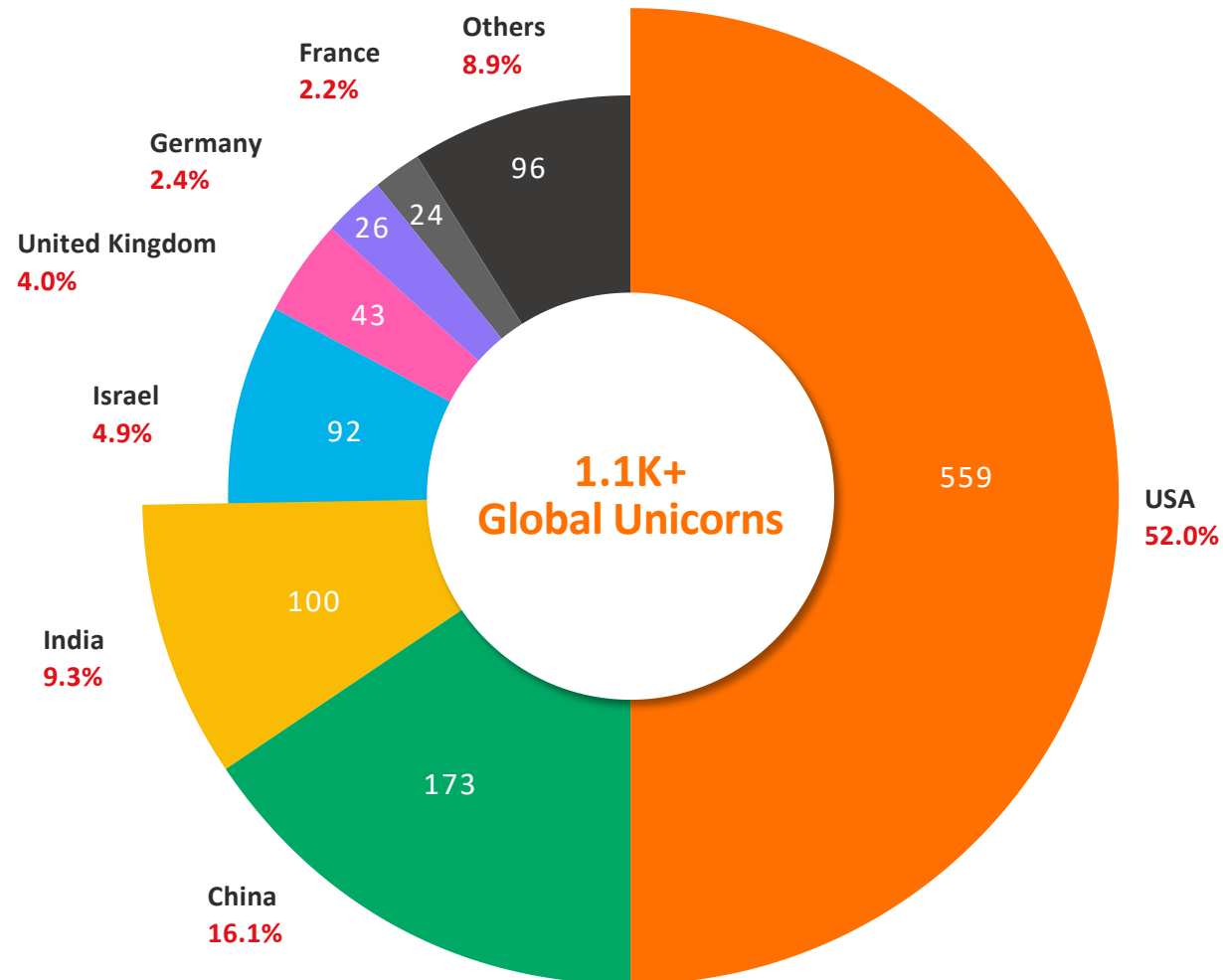
The evolving Economic landscape in India underpinning Unicorn Success and the **transition of the CFO to a Chief Value Officer(CVO)** in a **BANI world**



76% of the Indian startups attained Unicorn status since 2019 with effective partnership through Chief Value Officers



...making India home to the third highest number of Unicorns in the World...



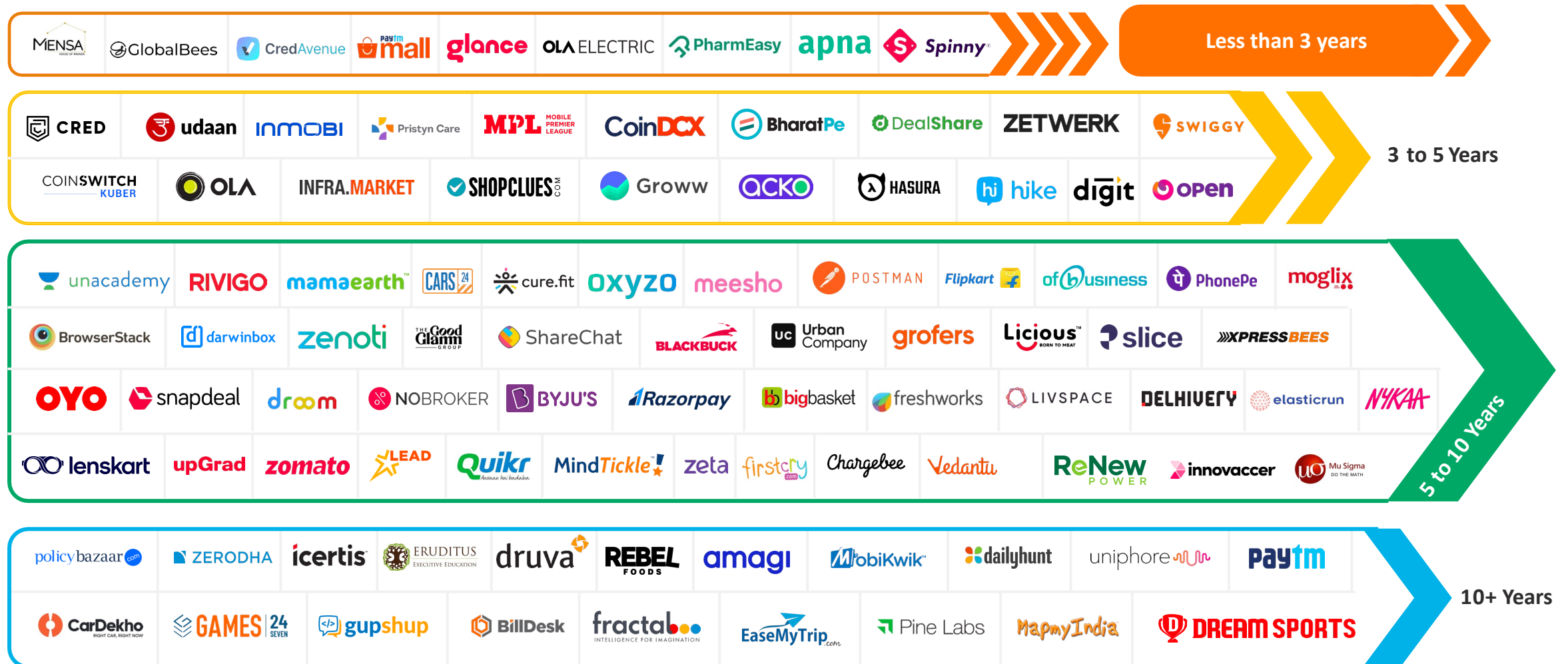
Year-on-year growth of unicorns in India (300%) is higher than China (267%) between 2020 and 2021.

World's third largest startup economy, India, is far behind the unicorns minted in countries like the US and China.

In the past three years (2019 to 2021), on average India produced two unicorns every month.



...with many startups achieving Unicorn status in the growth stage



India's Unicorn growth has been hinged on **M&As**, with 326 startups acquired to date; 90 acquisitions during 2021...



... and backed by credible **investors**

	Investor Origin	Total Number Of Unicorns Backed	Notable Unicorns Invested In
TIGER GLOBAL	USA	35	Groww OLA slice zomato
SEQUOIA	USA	29	THE Good Glamm GROUP BharatPe BYJU'S MPL MOBILE PREMIER LEAGUE
SoftBank	Japan	19	OLA paytm SWIGGY MENSA
ACCEL PARTNERS	USA	13	ShareChat Chargebee amagi BrowserStack
INNOVEN CAPITAL	India	12	ofbusiness OYO PharmEasy ZETWERK
TRIFECTA CAPITAL	India	10	RIVIGO uc Urban Company Licious™ THE Good Glamm GROUP
ALPHA WAVE	USA	10	VERSE meesho LEAD DREAM SPORTS
Lightspeed	USA	9	darwinbox GlobalBees ACKO CredAvenue
STEADVIEW CAPITAL MANAGEMENT	UK	9	Chargebee DELHIVERY uc Urban Company NYKAA
DST GLOBAL	USA	8	BYJU'S CARS24 OLA SWIGGY
NORWEST	USA	8	MENSA amagi zenoti SWIGGY
nexus venture partners	USA	8	druva HASURA unacademy POSTMAN

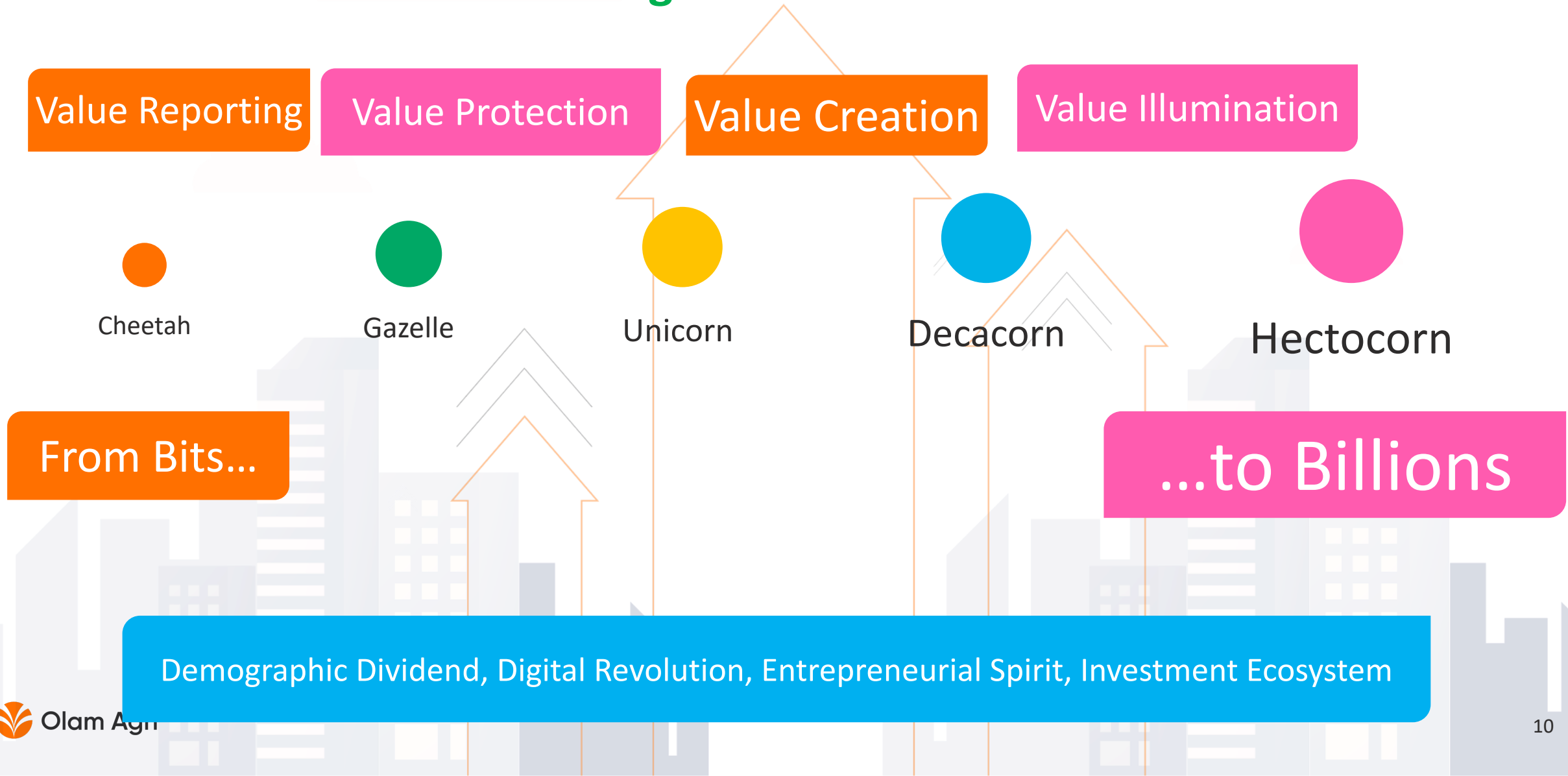
67% of the top 10 Indian unicorn investors are US-origin.

Tiger Global Management has invested in 35% of the Indian unicorns, highest among other investors.



Growth trajectory of Unicorns

Partnering as a Chief Value Officer



Growth trajectory of Unicorns



Cheetah



Gazelle



Unicorn



Decacorn



Hectocorn

Early to Growth Stage

- a) Early Stage
 - Idea conceptualization
 - Minimum viable product
 - Seed funding secured
- b) Startup Stage
 - Product tested in the market
 - Secures Series A funding



The Transformational Role of the Finance Function as a CVO

- Establish **financial controls** and accounting systems & processes; relevant KPIs
- **Engagement with early-stage investors**; creating a foundation for the **valuation**
- **Capital acquisition & efficient management of financial resources**; ensuring liquidity

Growth trajectory of Unicorns



Growth to Maturity Stage

- a) Growth Stage
 - Expands into new markets
 - Secures Series B funding
- a) Maturity Stage
 - Market dominance
 - Secures Series C and D funding; Potential IPO



The Transformational Role of the Finance Function as a CVO

- Clear **path to profitability**; refining the financial strategy
- **Mergers and Acquisitions**; financial modeling, valuation expertise, due diligence, financial storytelling
- **Data driven decision making**; data analytics and insights to support expansion plans

Growth trajectory of Unicorns



Unicorn

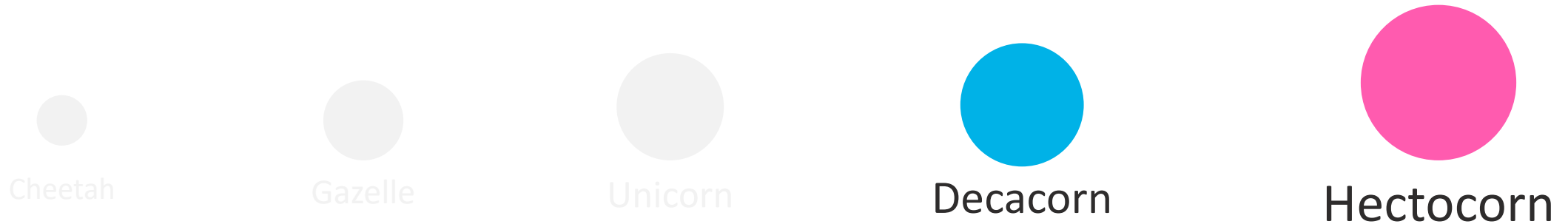
- a) Valuation surpasses US\$ 1 Bn
- b) Industry leadership position



The Transformational Role of the Finance Function as a CVO

- **IPO planning and readiness**; investor engagement on growth strategy, including expansion plans, market entry, product development etc. to justify a higher valuation
- Benchmarking to compare financial metrics to comparable companies; **valuation measuring up to peers**
- **Management of substantial capital resources** and funds allocation; sources and uses of funds
- Compliance focus and building and protecting **reputational capital**

Growth trajectory of Unicorns



Decacorn

- a) Valuation exceeding US\$ 10 Bn
- b) Greater growth and market dominance

Hectocorn

- a) Valuation of over US\$ 100 Bn
- b) Particularly tech giants



The Transformational Role of the Finance Function as a CVO

- **Sustaining a high valuation;** Profitability and margin expansion
- M&A and portfolio management; **strategic growth initiatives**
- **Investor relations excellence;** unique value proposition to support a premium valuation

How Finance can partner to overcome the challenges Unicorns face

Entrepreneurial Mindset

- Mentorship and Advisory Services
- IPO Support
- Risk Management
- Capital Management
- ESG Initiatives
- Government and Regulatory Liaison

Unicorn Challenges & Opportunities

- Sustaining high valuations
- Achieving profitability while maintaining growth
- Intense competition & market volatility
- Regulatory challenges
- Operational scaling
- Global expansion
- Brands and reputation management
- Tech ecosystem changes

Chief Value Officer

- Capital & performance management
- Profitability analysis
- Market intelligence
- Compliance & risk management
- Cost optimization and strategic partnerships to access new markets
- M&A support
- Crisis management
- Digital transformation