

July 26, 2021

To,

Department of Corporate Relationship BSE Ltd. Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai - 400001	Corporate Relationship Department National Stock Exchange of India Ltd. Exchange Plaza, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051
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Dear Sir/Madam,

Sub.: Result Update Presentation - Q1 FY2021-22

Ref.: Scrip Code – 511431/VAKRANGEE

With reference to the captioned subject and pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith Result Update Presentation Q1 FY2021-22 considered in the Board Meeting of the Company held today on July 26, 2021.

Kindly take the above on your record.

Thanking you

Yours faithfully,

For Vakrangee Limited

Jay. M. Bhansali

Jay Bhansali

Company Secretary

(Mem. No.: A48251)



Encl.: A/a

THE ASSISTED DIGITAL CONVENIENCE STORE



**VAKRANGEE LIMITED
RESULTS UPDATE PRESENTATION –
Q1 FY2021-22**

July 26, 2021



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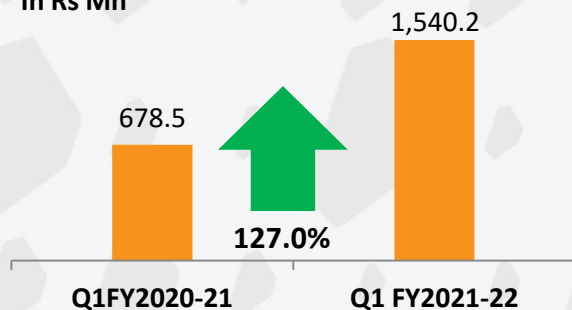


RESULTS PERFORMANCE UPDATE

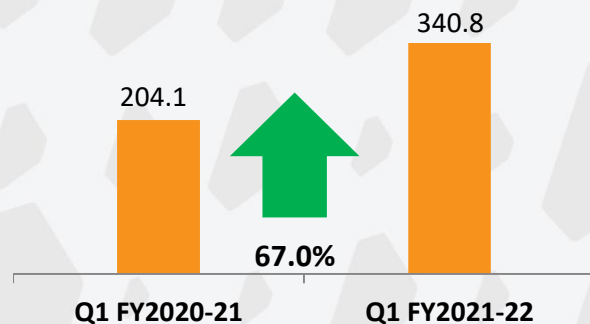
Key Highlights – Q1 FY2021-22 (Y-o-Y Basis)

REVENUE FROM OPERATIONS

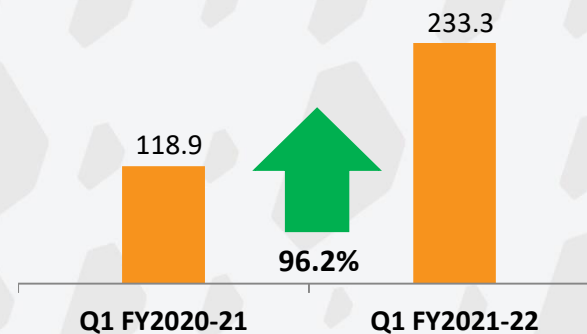
In Rs Mn



EBITDA

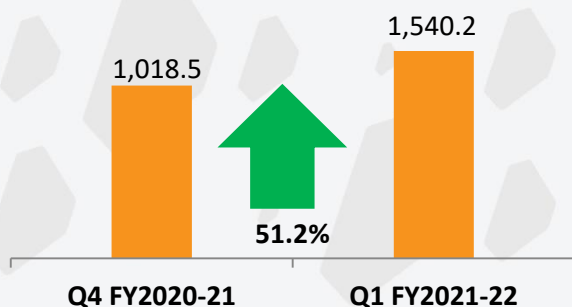


PROFIT AFTER TAX (PAT)

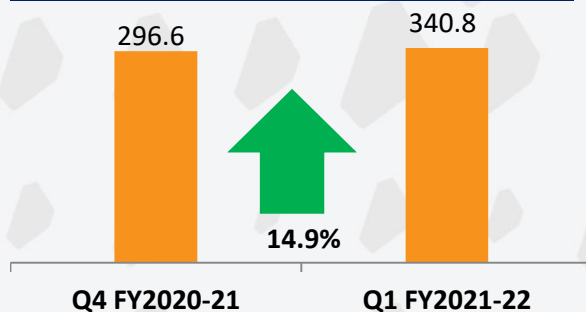


Key Highlights – Q1 FY2021-22 (Q-o-Q Basis)

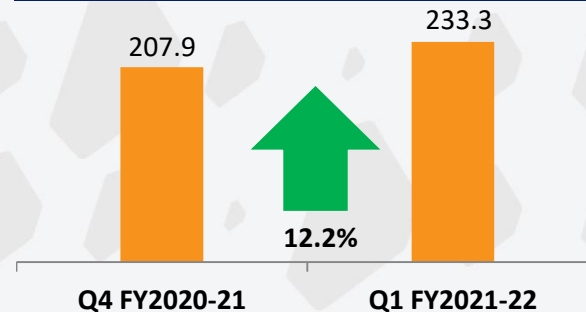
REVENUE FROM OPERATIONS



EBITDA



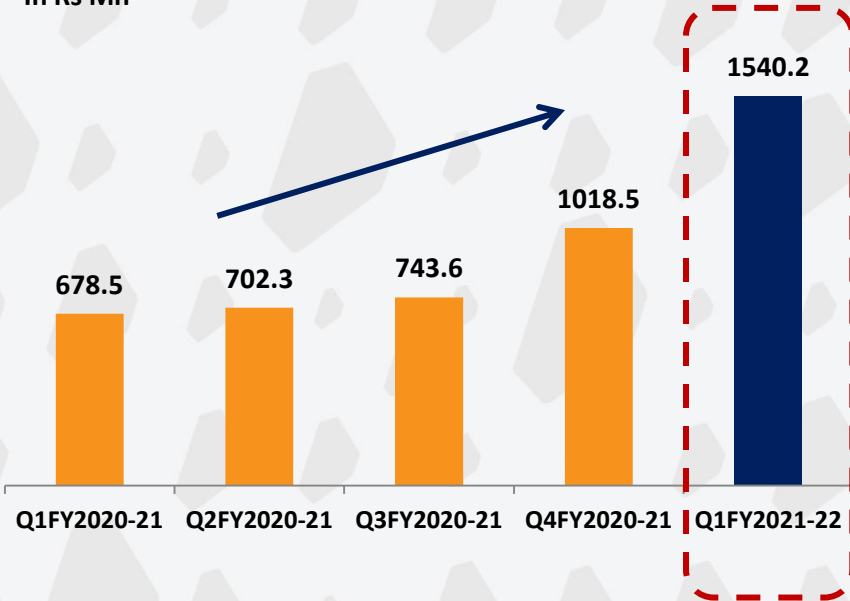
PROFIT AFTER TAX (PAT)



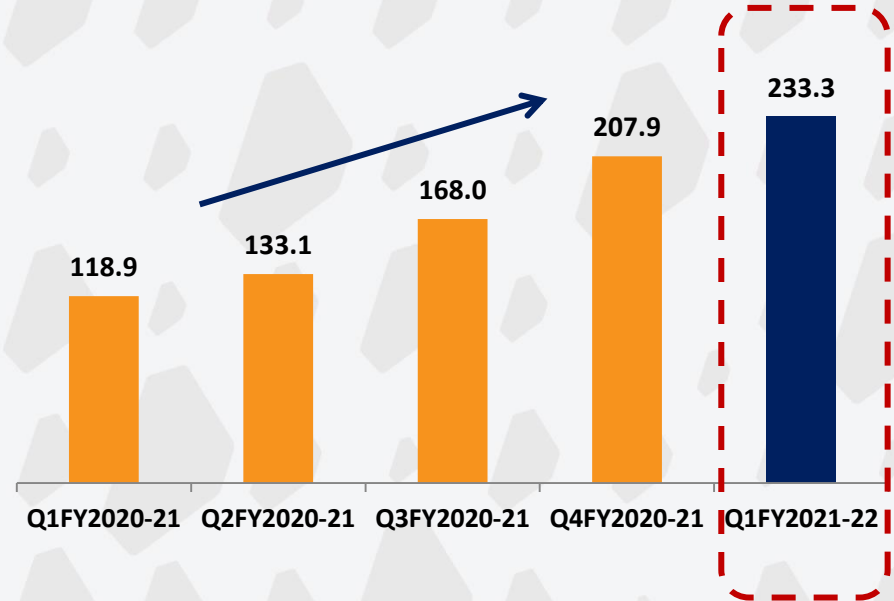
RESULTS PERFORMANCE UPDATE

REVENUE FROM OPERATIONS

In Rs Mn



PROFIT AFTER TAX (PAT)



Returning to Pre-Covid Growth Path, Witnessing Strong Business Growth Momentum !!

We have Reached an Inflection Point, we are now well poised for strong Financial & Operational growth over the coming quarters and future years.

PERFORMANCE OUTLOOK UPDATE

Sale Revenue & Profitability Growth : Positive

- Well poised for strong Financial & Operational growth. Return to normalcy on the business front has been progressing well as E-commerce, Online Healthcare and other services have become operational
- Strong Operating Leverage to result into significant improvement in profitability.
- Quarterly Throughput crossed Rs. 107+ Billion. Quarterly No. of Transaction crossed 27.0 Million
- Implemented Process automation & Technology Initiatives resulting into enhanced profitability

Business Opportunity on Growth Side: Positive

- Substantial Increase in Trust & Awareness
- Enhanced visibility and Brand Awareness during Nationwide Lockdown
- **More than 1,50,000+ Applications in place**
- **Company is empanelling Global consultants to understand the Online market landscape and evaluate the opportunity size for BharatEasy Super App and to strategize the best ways to unlock value for all the stakeholders.**

Planned Target : Return to Normalcy & Strong Growth

- **Outlet expansion to 25,000 NextGen outlets by FY2022 and to 75,000 NextGen outlets by FY2026**

Dividend Recommendation : Dividend recommended of Rs.0.10 Per Equity Share having Face Value of Rs.1 each. Company is focusing on key growth initiatives of Strategy 2.0 scaling to 75,000 kendras as well as Digital strategy for enabling O2O platform through Bharat Easy Mobile Super App. Therefore the Board is of the view that the company has strong growth avenues in place and therefore its in best interest of its shareholders that the maximum amount of free cash flows is re-invested in the business for future growth

VAKRANGEE KENDRA OUTLETS – PERFORMANCE UPDATE

PERFORMANCE UPDATE FOR QUARTER ENDED JUNE, 2021

~Rs. 107.0 Bn

Quarterly Throughput on Vakrangee Platform – Q1 FY22 Transaction Value

~27.0 Mn

Quarterly No. of Transactions on Vakrangee Platform – Q1 FY22

11,900+

No. of NextGen Outlets currently operational

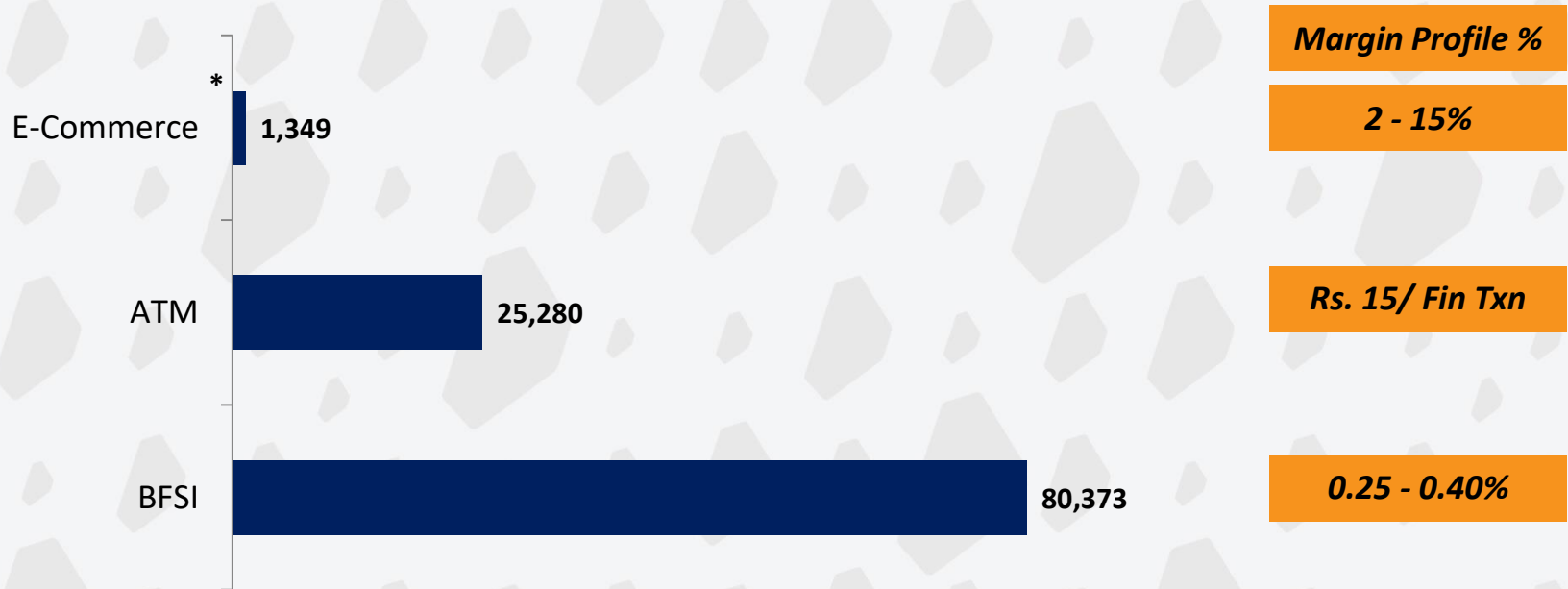
~US\$5.8 Bn

Annual Run Rate Throughput – Transaction Value - basis Current No. of operational Outlets

Our Aim to become India's Largest Rural Consumption Platform

VAKRANGEE KENDRA OUTLETS – PERFORMANCE UPDATE

Q1 FY2021-22 - GMV / THROUGHPUT CONTRIBUTION
(RS. MN.)



- Banking and ATM services witnessed normalization as there was Government subsidy distribution during the Covid period.
- E-Commerce, Online Healthcare and Other services have now become operational and have witnessed QoQ growth and is improving.

CONSOLIDATED FINANCIAL STATEMENTS

Key Profit & Loss Statement Items

Particulars (Rs. Mn.)	Q1 FY2021-22	Q1 FY2020-21	YoY%	Q4 FY2020-21	QoQ%	FY2020-21
Revenue from Operations	1,540.2	678.5	127.0	1,018.5	51.2	3,142.9
Total Expenses	1,248.9	684.1	82.6	919.4	35.8	3,011.3
EBIDTA	340.8	204.1	67.0	296.6	14.9	976.2
Profit before Tax (PBT)	305.4	165.3	84.8	275.6	10.8	828.2
Tax Expenses	72.2	46.4	55.6	67.7	6.6	200.3
Profit after Tax (PAT)	233.3	118.9	96.2	207.9	12.2	627.9
Earnings per Share (EPS Basic)	0.22	0.11	100.0	0.20	10.0	0.59

Key Balance Sheet Items

Particulars (Rs. Mn.)	FY2020-21	FY2019-20	Particulars (Rs. Mn.)	FY2020-21	FY2019-20
Net Worth	26,640.8	26,373.0	Fixed Assets	1605.1	1,539.9
Share Capital	1,059.4	1,059.4	Other Non-Current Assets	6029.9	6,340.4
Other Equity	25,581.4	25,313.6	Inventory	49.7	78.1
Total Debt	0.0	0.0	Trade Receivables	11203.1	13,688.4
Long Term Debt	0.0	0.0	Cash & Cash Equivalents	212.8	1,785.1
Short Term Debt	0.0	0.0	Other Current Assets	9655.7	4,757.4
Other Non-Current Liabilities	44.4	66.8	Less: Trade Payables	341.4	690.8
Total Sources of Funds	26,685.2	26,439.8	Less: Other Current Liabilities	1729.7	1,058.7
			Net Current Assets	19050.2	18,481.4
			Total Application of Funds	26685.2	26,439.8

***STRATEGY 2.0:
VAKRANGEE'S PHYSICAL NETWORK
PLATFORM –
OUR NEXT 5 YEAR GROWTH PLAN***

**VAKRANGEE CORE BUSINESS – PHYSICAL NETWORK 5-YEAR GROWTH STRATEGY :
(FY21-22 TILL FY25-26)**

FY 2025-26 E

**ANNUAL GMV THROUGHOUT
USD 50 BN**



Vakrangee 2.0

FY 2025-26 E

**NO. OF OUTLETS
75,000**

FY 2025-26 E

**NO. OF ANNUAL TRANSACTION
1 BILLION+**

FY 2025-26 E

STRONG FINANCIAL GROWTH
TAKE RATE (Revenue COMM %) : ~1.2-1.5%
PAT MARGIN % : 10%-12%
TARGET CASH ADJUSTED ROE : 35%+

THIS DOES NOT INCLUDE ANY CONTRIBUTION FROM THE DIGITAL PLATFORM – MOBILE APP

VAKRANGEE CORE BUSINESS – PHYSICAL NETWORK 5-YEAR GROWTH STRATEGY

	For Financial Year 2020-21 A	For Financial Year 2021-22 E	For Financial Year 2022-23 E
	Apr-20 – Mar-21	Apr-21 – Mar-22	Apr-22 – Mar-23
No. of Exclusive Branded Outlets	11,730	25,000	35,000
GMV / Gross Transaction Value Throughout (US\$ BN)	5.15	10	18
No. of Transactions (mn)	126.8	300	400
No. of Active Customers (mn)	20-25	25-35	35-45
	For Financial Year 2023-24 E	For Financial Year 2024-25 E	For Financial Year 2025-26 E
	Apr-23 – Mar-24	Apr-24 – Mar-25	Apr-25 – Mar-26
No. of Exclusive Branded Outlets	50,000	65,000	75,000
GMV / Gross Transaction Value Throughout (US\$ BN)	28	40	50
No. of Transactions (mn)	600	800	1,000
No. of Active Customers (mn)	50-60	60-80	80-100

FOCUSSED TO BUILD PAN-INDIA
PRESENCE COVERING 100%
POSTAL CODES

FY 2025-26

- 75,000+ Outlets
- 19,000 + Postal codes
- 36 States / UTs
- 740 + Districts
- ~70% Tier V & VI

Q1 FY 2021-22

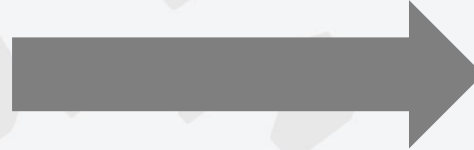
- 11,900+ Outlets
- 27 States / UTs
- 520+ Districts
- 4,620+ Postal codes
- 70% Tier V & VI

With Exclusive Branded Format Stores,
Consistent Service Experience &
Strong Brand Recall

VAKRANGEE KENDRA OUTLETS – PERFORMANCE UPDATE

VISIBILITY ON OPENING OF NEXTGEN OUTLETS

Total Number of
Operational Outlets :
11,900+



Total Number of
Formal Expression of
Interest :
1,50,000+

CLEAR VISIBILITY OF 25,000 NEXTGEN OUTLETS BEFORE MARCH 2022

SUSTAINABILITY ESG PERFORMANCE UPDATE

Global recognition reflects company's commitment to further enhance its corporate governance and transparency standards. Company has achieved Global recognition across various platforms for its superior ESG performance and long term Business sustainability.

Company has been successful in benchmarking its performance on a wide range of industry specific economic, environmental, governance and social criteria that are relevant to the growing focus on Business sustainability and financially relevant to the corporate success.

Sr. No.	ESG Assessment & Rating platform	Vakrangee Ranking	
1	Sustainalytics ESG Risk Assessment Rating	Globally ranked No.1 in the Sustainalytics ESG Risk rating rankings out of the 816 companies assessed in the Software and Services industry across worldwide	
2	CDP Score - Climate Change 2020	Achieved "B" Score from CDP for Environmental Practices, Better than the Industry's Average (Asia regional average of D, Global Average of C)	
3	CDP Score - Supplier Engagement Rating 2020	Achieved "A-" Score from CDP for Suppliers Engagement, Better than the Industry's Average (Asia regional average of B-, Global Average of C)	
4	SAM Corporate Sustainability Assessment (CSA) – S&P Global	Globally ranked No. 13 Company in the global industry ranking and ranked No. 9 in the Corporate Governance global industry raking based on RobecoSAM – S&P Global ESG Score.	
5	Bloomberg Gender Equality Index (BGEI)	Included in the Bloomberg's 2021 Gender-Equality Index (GEI). The 2021 Bloomberg GEI comprises of 380 companies across the world with a combined market capitalization of USD14 Trillion Headquartered in 44 countries and Regions across 11 sectors.	

LAUNCH OF MOBILE SUPER APP UPDATE

LAUNCH OF MOBILE SUPER APP UPDATE

- Vakrangee has recently launched an online digital platform to enable seamless services for the consumer at the comfort of their homes. Through this, company has evolved into the unique O2O (Online to Offline) platform, whereby there is Assistance available through the Physical Kendra network along with Digital Online Services
- The company has Initiated this Unique Hybrid proposition with launch of first Digital service of Total Healthcare services The company plans to make many more existing Vakrangee services live through this platform.
- **The Company is now launching an All in one : “BharatEasy” Mobile Super App based business platform. (Beta Trial Version has been launched)**
- **By downloading a single Vakrangee’s BharatEasy Super App mobile application, our customers would get access to a wide array of Products and Services which would significantly reduce their requirement to switch between multiple apps. This would lead to superior customer experience and convenience for the customer.**
- The Mobile super app platform would be offering various consumer products and services under one umbrella. Consumers would use it every day because our app would offer a seamless, multi-service, integrated, contextualized and efficient experience.

BharatEasy
India Ka Super App

Create account. New to BharatEasy?

Name

Mobile Number

Email

Set Password

Show Password

Referral ID (optional) VK ID

Continue

Sign-In. Existing Customer?

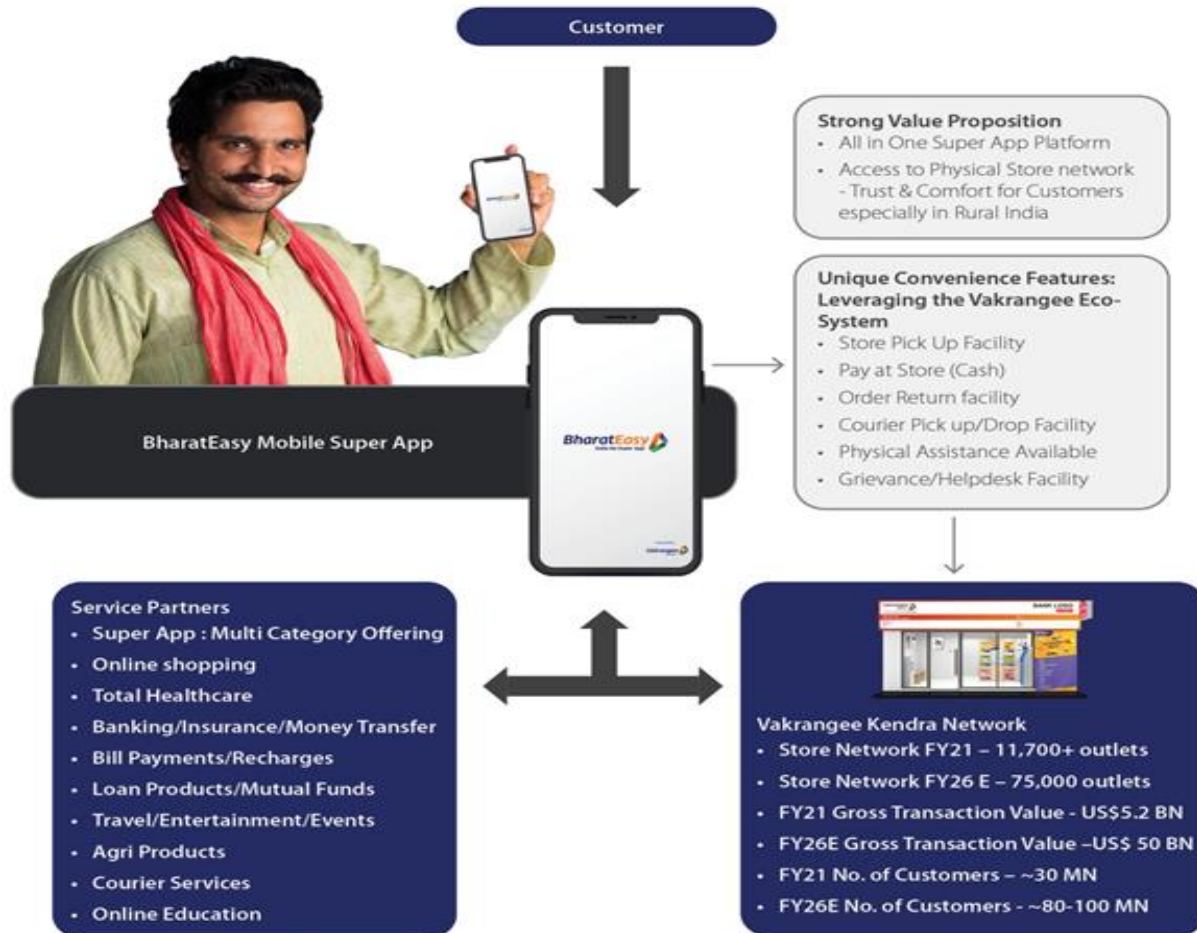
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Powered by
Vakrangee

BUSINESS MODEL : OUR UNIQUE OFFERING

Our Business Model:
Understanding Our Unique Offering



BUSINESS MODEL : UNIQUE COMPETITIVE ADVANTAGES

Business Model:
Unique Competitive Advantages



COMPANY OVERVIEW

NEXTGEN VAKRANGEE KENDRA – SCOPE OF SERVICES

Vakrangee Kendra offers a broad spectrum of services across different sectors to offer a “One Stop Shop” solution for its customers

BFSI & ATM SERVICES :



ATM



Banking and Financial Services



Insurance Services



ASSISTED E-COMMERCE :



Assisted Online Shopping and Online Pharmacy



Bill Payments and Recharge



Tele-Medicine : Consultation with Expert Doctors

NEXTGEN VAKRANGEE KENDRA – SCOPE OF SERVICES

BFSI & ATM SERVICES



भारतीय रिज़र्व बैंक
Reserve Bank of India
India's Central Bank

(White Label ATM License)



- ATM Cash Withdrawal
- Non-Financial Transactions



- Money Transfer
- Lead Generations of Personal / Home / Business Loans



- Life Insurance
- General Insurance
- Health Insurance



- Account Opening
- Cash Withdrawal/ Deposit services
- Other Banking services

NEXTGEN VAKRANGEE KENDRA – SCOPE OF SERVICES

ASSISTED E-COMMERCE SERVICES



- Online Shopping of Goods
- Online Shopping of Jewellery



- Telemedicine services
- Online Shopping of Medicines



(Only for Rajasthan)

- Mobile/DTH Recharge
- Bill Payments
- E-Mitra services in Rajasthan



- Train Ticket Booking
- Bus Ticket Booking
- Flight/Hotel Ticket Booking



- Online Education Services

FORMATS OF NEXTGEN VAKRANGEE KENDRA

NEXTGEN VAKRANGEE KENDRA: GOLD, SILVER AND BRONZE MODEL

Update on Nextgen Vakrangee Kendra Model:-

- As the Bouquet of services have increased over the last few years , the viability of the kendra has increased on a standalone basis resulting into an Exclusive store format.
- Key Mandatory features have been added in the Nextgen Model - CCTV, Digital Signage & Pinpad device for all kind of payment mode.
- Nextgen Vakrangee model includes standardized Look & Feel and Branding as designed by renowned Store Brand consultants Lewis & Hickey.

Gold Kendra



*Minimum area of 300 sq. ft.
Four counters, owner desk and
ATM*

Silver Kendra



*Minimum area of 100 sq. ft.
Two counters and ATM*

Bronze Kendra



*Minimum area of 65 sq. ft.
Type 1: One counter and ATM
Type 2: One Counter w/o ATM
Type 3: Only ATM*

KEY FEATURES – NEXTGEN VAKRANGEE KENDRA

KEY FEATURES

**STORE EXCLUSIVITY &
CONSISTENT
BRANDING**



- Exclusive store model with same service level and same Customer experience
- Standardized layout & design by L&H (Lewis & Hickey)
- Uniform and Consistent Branding for Higher brand recall and visibility

ATM IN OUTLET



- ATM at store and located within the store
- Potential to enhance the footfalls significantly
- Additional stream of revenues for both the Franchisee and the company

**CENTRALIZED
MONITORING SYSTEM**



- Centralized CCTV system
- Better Security at the store
- Full compliance with RBI guidelines to maintain more than 90 days video recording back up

DIGITAL ADVERTISING



- Digital Signage to enable centrally monitored advertisement campaigns
- To enhance the interaction between Customers and Partners
- Focus to initiate advertising revenue

PIN-PAD DEVICES



- To enable various kinds of payment modes at any Vakrangee Kendra
- Integration in process to start accepting RuPay / Debit / Credit card payments

NEXTGEN VAKRANGEE KENDRA MODEL



CASE STUDIES : NEXTGEN TOP PERFORMERS



Franchisee -**Nand Lal Swami** from a Tier-5 location of Rajasthan have Earned ₹ **76,186** in just month from **BFSI Services**

Number of Accounts Opened - 36

Total Transaction Value - ₹ 2,55,27,850



Franchisee -**SHASHI JAIN** from a Tier-3 location of Rajasthan have Earned ₹ **1,45,460** in just month from **ATM Services**

Number of Financial Transaction - 11,591

Total Transaction Value – ₹ 96,78,600



Franchisee -**DEEPALI ANDHARE** from a Tier-1 location of Maharashtra have Earned ₹ **41,262** in one month from **BFSI-DMT Services**

Number of Transactions - 2,491

Total Transaction Value - ₹ 66,30,608



Franchisee -**KANHAIYA LAL** from a Tier-3 location of Rajasthan have Earned ₹ **27,300** from **vHealth by Aetna Services**

Number of Plans Sold - 182

Total Transaction Value - ₹ 1,82,000

UPDATE ON AWARDS & RECOGNITION

AWARDS & RECOGNITION



- Vakrangee makes history by setting **GUINNESS WORLD RECORDS™** title for the *Most stores launched simultaneously* on 14th January 2019
- Launches 1107 Nextgen Vakrangee kendra stores across the country at 11.07 Am on the same day
- This is the highest number of stores opened anywhere in the world

- Vakrangee has been awarded as the best 'FINANCIAL SERVICES RETAILER OF THE YEAR' at the Indian Retail Awards 2019.
- The objective of the Indian Retail Awards is to recognize the Retailers who are closing the gap between operational reality and consumer expectations with great retailing practices.

- Vakrangee has been ranked amongst Top 100 Franchise Opportunities for the year 2021 by the Franchisee India in the Franchising World's Annual Survey.
- Franchise 100 represents the Top-100 best performing franchise brands and opportunities by analyzing their brand strength, franchise growth, size of system, costs and fee as well as franchise friendliness.

ANNEXURE :
KENDRA EVOLUTION

KENDRA EVOLUTION

PHASE 1: INITIALLY AN E-GOVERNANCE PLAYER

PHASE 1: CSC & E-MITRA MODEL



OUTLETS WERE TERMED AS “COMMON SERVICE CENTRE - CSC” OR “E-MITRA KENDRA” :-

- NON-EXCLUSIVE STORE MODEL
- SINGLE LINE OF SERVICE PRIMARILY
- NO STANDARDIZED DESIGN LAYOUT & BRANDING . KIRANA STORE MODEL

PHASE 2: EVOLVED TO A BANKING BC POINT MODEL

PHASE 2 : BANKING BC POINT MODEL



COMPANY RECEIVED THE BC BANKING MANDATE AND STARTED BANKING SERVICES –

- NON-EXCLUSIVE
- DUAL LINE OF SERVICE - E-GOVERNANCE & BANKING SERVICES
- NO STANDARDIZED DESIGN , INITIATED STANDARD BRANDING IN TERMS OF BASIC SIGNAGE & HOARDINGS

PHASE 3: EVOLVED TO MULTI SPECIALITY STORE MODEL

PHASE 3 : MULTI-SPECIALITY STORE MODEL



EVOLVED INTO A MULTI SPECIALITY STORE MODEL :-

- PLANNED AS AN EXCLUSIVE STORE MODEL
- MULTI-LINE OF SERVICES – BANKING, E-GOVERNANCE, INSURANCE, E-COMMERCE & OPTIONAL ATM SERVICES
- INITIATED STANDARD BRANDING IN STORE LAYOUT AS WELL AS SIGNAGE

PHASE 4: EXCLUSIVE NEXTGEN DIGITAL CONVENIENCE STORE

PHASE 4 : NEXTGEN KENDRA MODEL –DIGITAL CONVENIENCE STORE



EVOLUTION INTO AN EXCLUSIVE ASSISTED DIGITAL CONVENIENCE STORE MODEL –

- EXCLUSIVE STORE MODEL
- MULTI-LINE OF SERVICES – STANDARDIZED LAYOUT & DESIGN BY L&H (LEWIS & HICKEY)
- STANDARD BRANDING IN STORE DIGITAL SIGNAGE & CCTV MANDATORY

Thank You