

April 22, 2022

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 – 400051
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Dear Sir/Madam,

Sub.: Update on Schedule of Analyst/ Investor meet under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Ref.: Vakrangee Limited – Scrip Code – 511431/VAKRANGEE

In furtherance to our intimation dated 21st April, 2022 regarding Schedule of Analyst/ Investor meet, please find enclosed herewith the Corporate Presentation considered in today's Analyst/Investor meet.

The said Corporate Presentation is also made available on Company's Website www.vakrangee.in.

Kindly take the above on your record.

Thanking you,

Yours faithfully,

For Vakrangee Limited


Sachin Khandekar
Company Secretary
(Mem. No.: A50577)



Encl: A/a

THE ASSISTED DIGITAL CONVENIENCE STORE



BANKING



FINANCIAL SERVICES



INSURANCE



ATM



ONLINE SHOPPING



ASSISTED ONLINE PHARMACY



BILL PAYMENT & RECHARGES



ASSISTED ONLINE TRAVEL SERVICES



ASSISTED ONLINE EDUCATION



ONLINE AGRICULTURAL PRODUCTS & SERVICES

“GO TO MARKET PLATFORM” : BUILDING INDIA’S LARGEST LAST MILE DISTRIBUTION PLATFORM

**VAKRANGEE LIMITED
CORPORATE PRESENTATION**

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COMPANY OVERVIEW

Banking , ATM & Insurance



Financial Services / Fintech



E-Commerce / Online Travel



Tele Medicine / Pharmacy



PAN INDIA PRESENCE :

- > 80% IN TIER 4-6 LOCATIONS
- 5,430+ POSTAL CODES
- 560+ DISTRICTS



**PHYSICAL + DIGITAL
ECO-SYSTEM**

**“GO TO MARKET PLATFORM” :
BUILDING INDIA’S LARGEST LAST
MILE DISTRIBUTION PLATFORM**

19,230+

LAST MILE PHYSICAL OUTLETS

~25 MN

ACTIVE CUSTOMER BASE

~US\$ 6.7 BN

**ANNUALIZED GROSS
TRANSACTION VALUE**

BFSI & ATM SERVICES



- ATM Cash Withdrawal
- Non-Financial Transactions

(White Label ATM License)



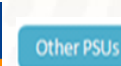
- Opening of Online Demat & Trading Account
- Money Transfer
- Lead Generations of Personal / Home / Business Loans
- Pan Card Service
- CIBIL Score service



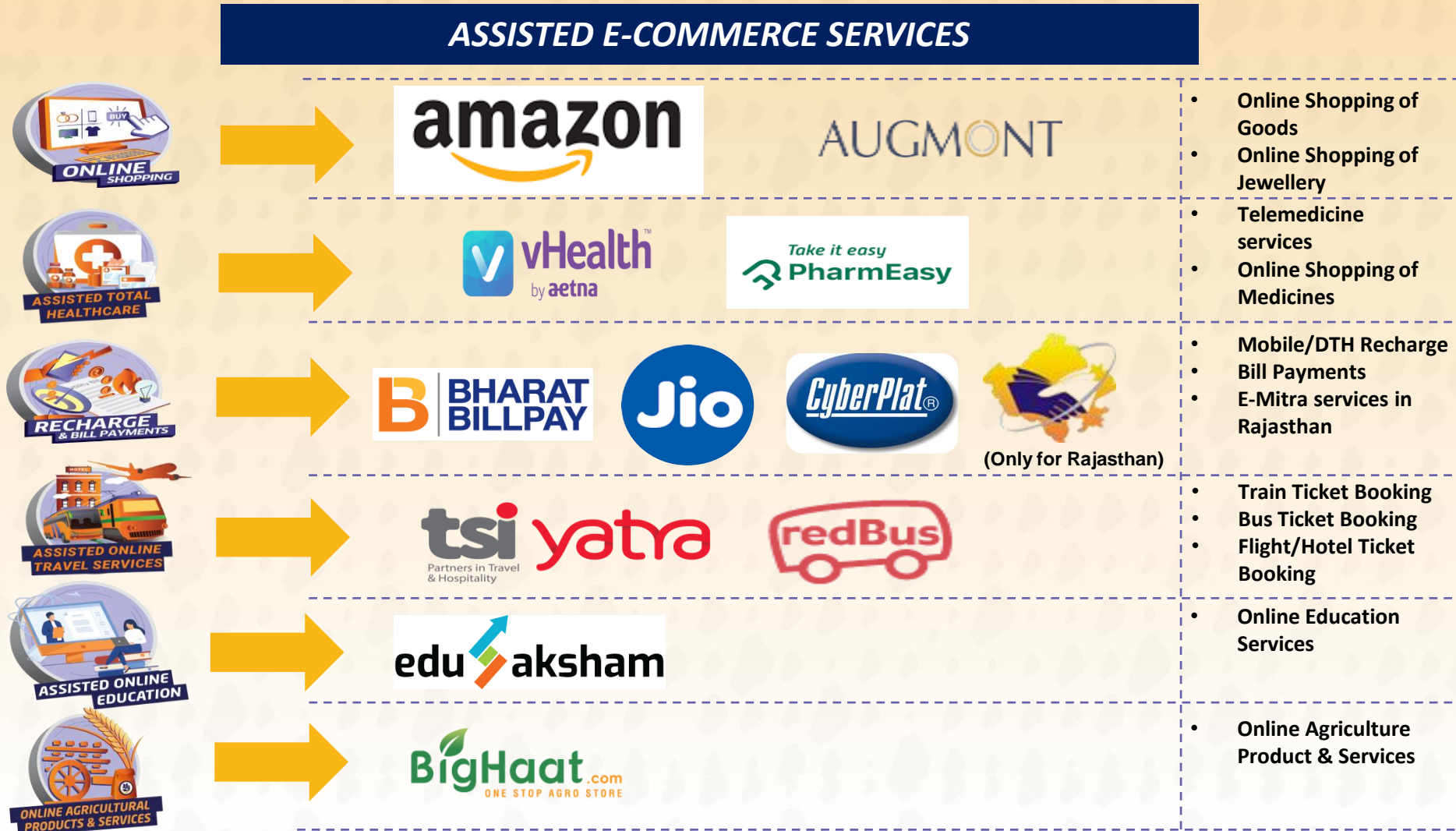
- Life Insurance
- General Insurance
- Health Insurance



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



Relationships beyond banking.





Amazon Easy point, pilot at Vakrangee Kendra

Link to the Co-Branded Advertisement Campaign - Amazon & Vakrangee :

https://www.youtube.com/watch?v=MPtZ_c62Odg

<https://www.youtube.com/watch?v=-AJarKHI94c>



अपने नज़दीकी वक्रांगी केंद्र का पता करने के लिए **1800-266-1199** पर मिस्ट कॉल दें

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 and Micro ATM
Type 3: Only ATM

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



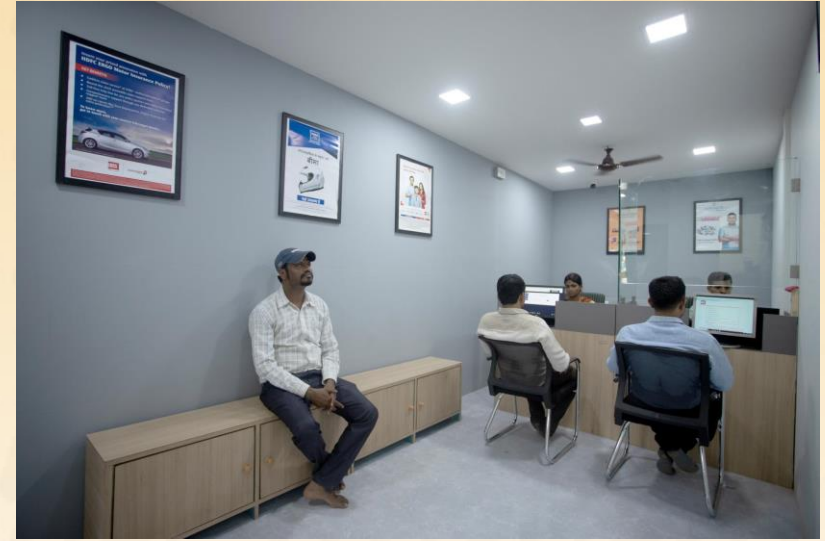
- Digital Signage to enable centrally monitored advertisement campaigns
- To enhance the interaction between Customers and Partners
- Focus to initiate advertising revenue

PIN-PAD DEVICES

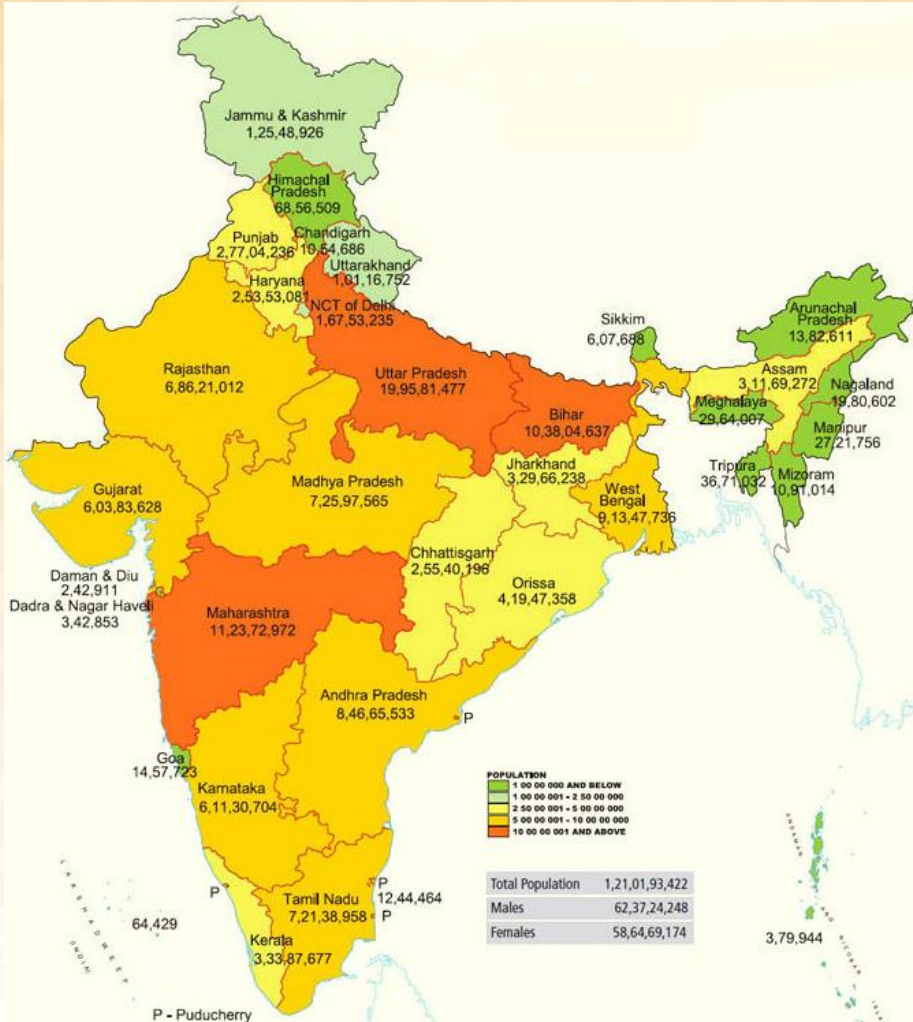


- To enable various kinds of payment modes at any Vakrangee Kendra
- Integration in process to start accepting RuPay / Debit / Credit card payments





HUGE UNTAPPED MARKET: OVERALL MARKET POTENTIAL



POPULATION

1.35 BILLION



POLLING STATIONS

1 MILLION



TOTAL NO OF VILLAGES

6,62,986



TOTAL NO OF GRAM PANCHAYAT

2,53,268



TOTAL NO OF URBAN WARDS

75,535



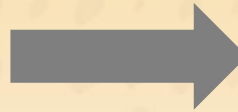
TOTAL OUTLET POTENTIAL

3,28,803



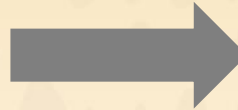
STORE ECONOMICS OF A NEXTGEN KENDRA

**NextGen Outlet Estimated
Revenue Per Store**



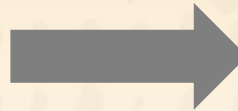
**Avg. Revenue per Month
Rs. 0.1 mn ***

**NextGen Outlet Estimated
Commission Sharing Ratio**



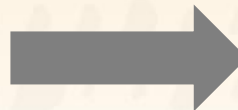
**Ranging from 65:35 to 80:20 based on
Service Type**

**NextGen Outlet Estimated
Profit Margins %**



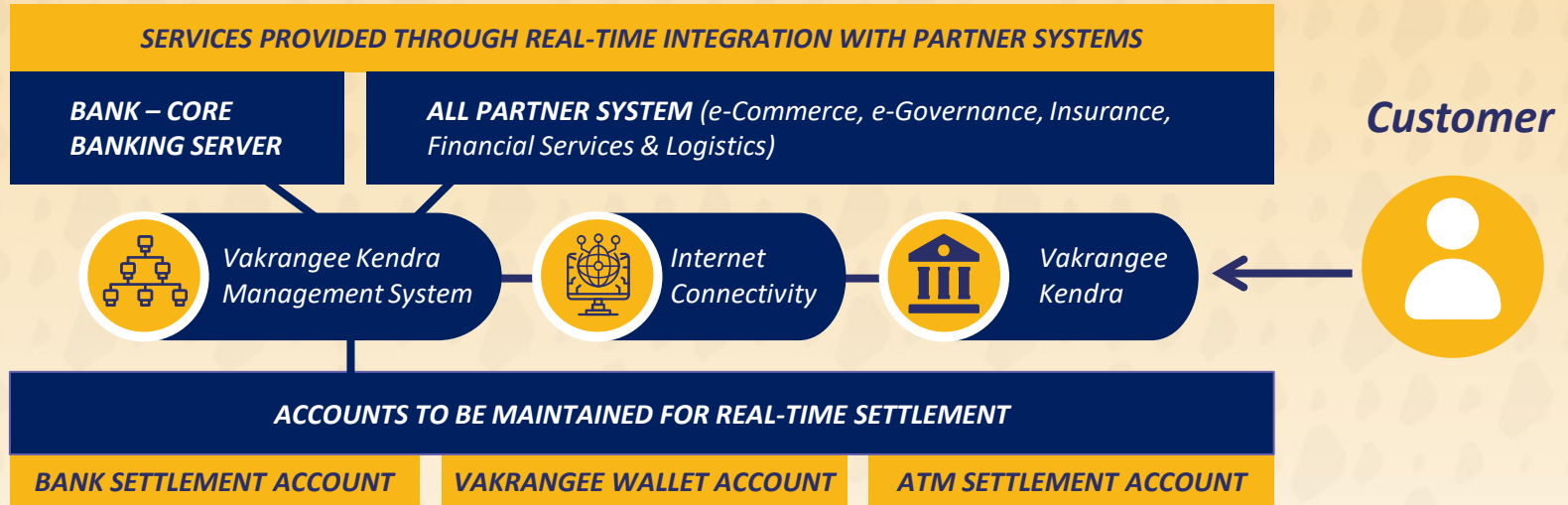
**Vakrangee Margins
Operational Gross Level – 18-20%
Sustainable EBIDTA Level – 15-16%**

**NextGen Outlet Estimated
Capex for Franchisee &
Breakeven**



**Total Capital Employed for Franchisee –
Rs. 1.0 – 1.5 mn
Breakeven Period In Months – 18-24**

OUR PROPRIETARY TECHNOLOGY PLATFORM



Technology

- **Technology platform integrated with CBS of various banks, delivering real-time & interoperable banking access**
- **Biometric authentication enabling quick KYC and paper less banking**
- **Integration with all partner systems across E-Commerce, E-Governance, Insurance and Logistics**
- **Technical Support Available - Resources at block level trained to handle day-to-day IT glitches and troubleshooting**

Internet Connectivity

- **Seamless connectivity through V-SAT or Broadband Internet**

Security Specifications

- **Defined User Policy -Authentication required for each and every user of the server; Secured and safe transactions**

- India ranks low in the world in terms of ATM Density. We have ATM density of 210 ATMs per Million whereas developed countries like Canada have 2,141 ATMs per Million.
- Low ATM Penetration in Tier 3, 4, 5 and 6 cities creates Huge opportunity for WLAs to bridge the gap between Urban and Rural India
- As on December 2021, India had ~ 254,000 ATMs
- Vakrangee is 3rd largest ATM Deployer in Rural India
- RBI WLA license to Vakrangee –
 - Minimum of 1,000 WLAs to be deployed per year
 - Maintain ATM deployment ratio of 1:2:3 (Metro / Urban : Semi Urban : Rural)

BENEFITS OF VAKRANGEE WLAS OVER OTHER PLAYERS

Sr. No.	Operating Cost	Vakrangee	Peers
1	Rent Expense	✗	✓
2	Civil Work & Interiors	✓	✓
3	Internet Connectivity	✓	✓
4	Cash Management Charges	✗	✓
5	ATM Operational Costs	✓	✓
6	Security Guard	✗	✓

COMPETITIVE ADVANTAGES VAKRANGEE MODEL

COST SYNERGIES

- No requirement of security guard as the ATM is located inside the Vakrangee Kendra & monitored through centralized CCTV
- Sharing of Civil Work, Internet Connectivity, Rent and Electricity expenses
- CRA activity performed by Franchisee. No additional CRA Cost and dependency for First Line of Maintenance (FLM) calls

- 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

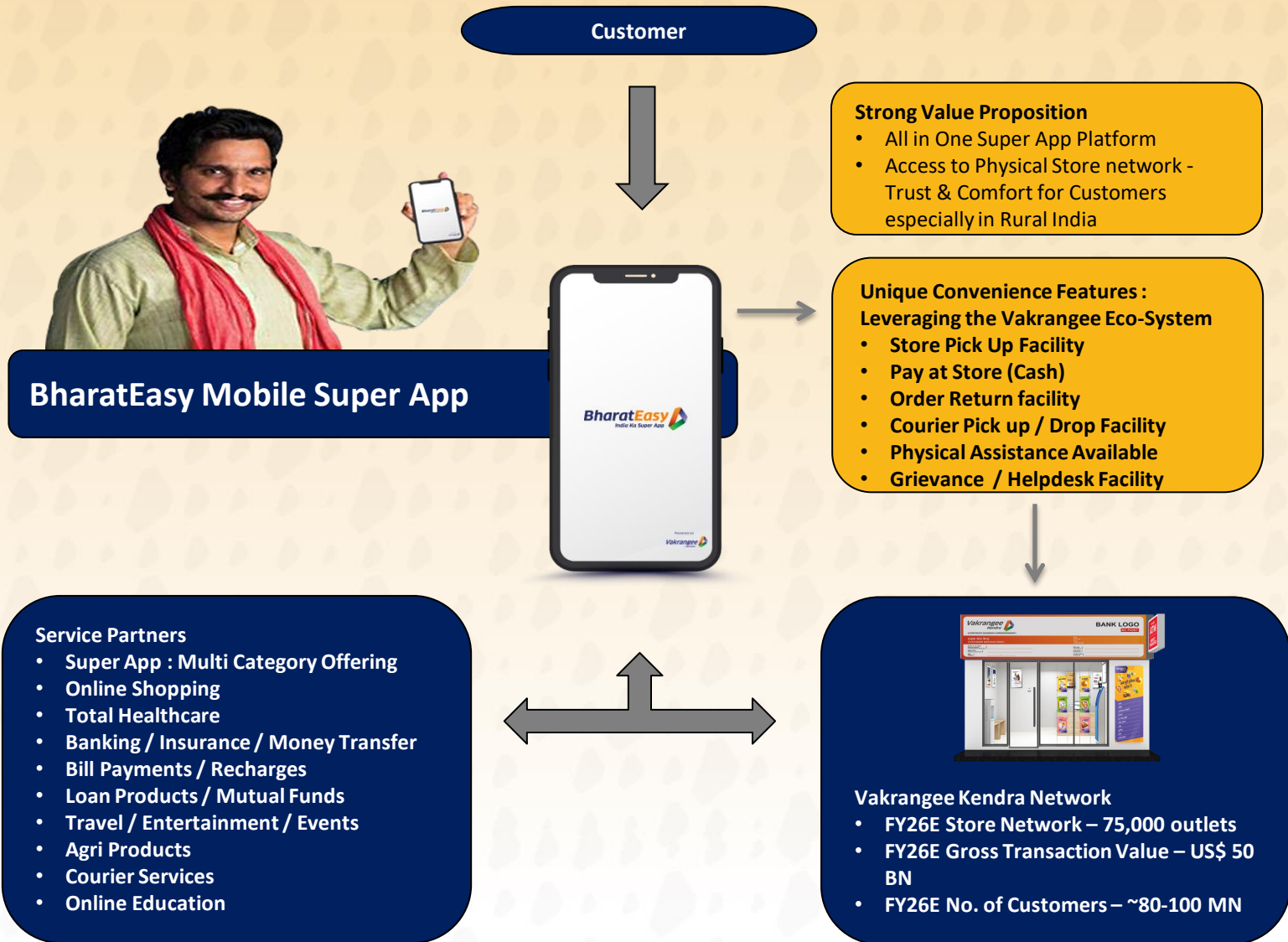
Sign-In. Existing Customer?

By continuing, you agree to Vakrangee's
Conditions of Use & Privacy Policy

[Conditions of Use](#) [Privacy Policy](#) [Help](#)

Powered by
Vakrangee

BUSINESS MODEL : OUR UNIQUE OFFERING



***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

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

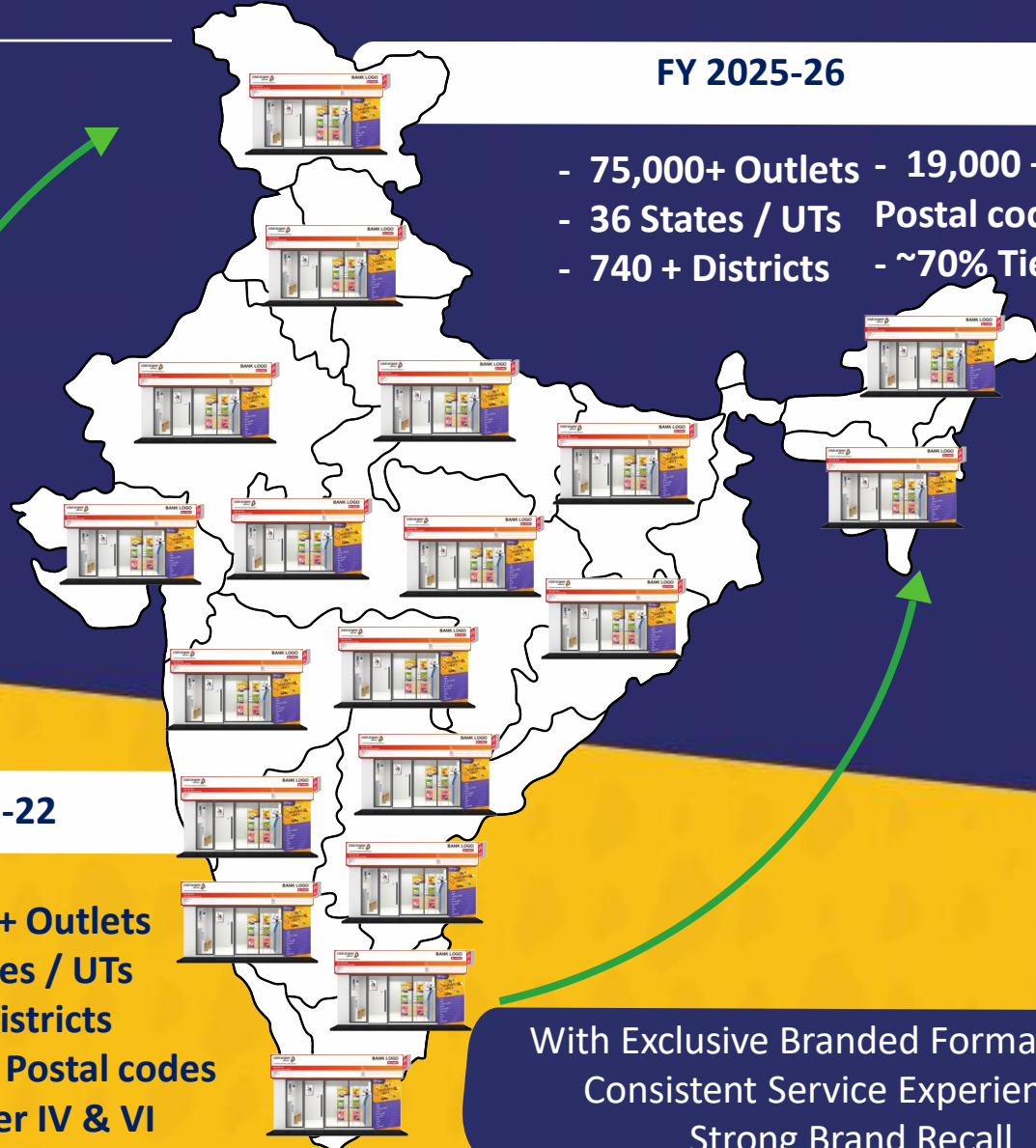
FY 2025-26

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

Q3 FY 2021-22

- 19,230+ Outlets
- 33 States / UTs
- 560+ Districts
- 5,430+ Postal codes
- 80% Tier IV & VI

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



DEMERGER UPDATE

- As on June 19, 2021 the Board of Directors of Vakrangee Limited had approved Demerger of its digital Division.
- However, The Board of Directors have now after due deliberations and detailed discussions, taking into consideration the best interest of all its stakeholders, have finally decided to demerge its E-Governance and IT/ITES division. Whereas the digital division will continue to be part of the current listed entity Vakrangee Limited.

BOARD DECISION ON DEMERGER:

VAKRANGEE TO RESTRUCTURE ITS BUSINESS FOR SHAREHOLDER VALUE CREATION

TO DEMERGE ITS NON CORE BUSINESS OF E-GOVERNANCE AND IT/ITES AS A SEPARATE ENTITY TO BE LISTED

- Demerger to unlock the potential of the Core Vakrangee kendra Business in the current Listed entity.
- Current Listed Entity “Vakrangee Limited” to consist of existing business of Vakrangee Kendra physical outlets as well as Digital platform of BharatEasy Mobile Super app.
- Vakrangee Kendra Business is Retail centric Consumer facing business. It is an Asset Light, High return on capital business and thereby will get the proper representation post the Demerger.
- The Demerger will enable both the Companies to enhance business operations by streamlining operations, more efficient management control and outlining independent growth strategies.

PROPOSED DEMERGER STRUCTURE

PRE-DEMERGER



POST-
DEMERGER
ARRANGEMENT

1

**VAKRANGEE LIMITED –
CURRENT LISTED ENTITY**

2

**VL E-GOVERNANCE & IT
SOLUTIONS BUSINESS
DIVISION – TO BE LISTED**

POST-
DEMERGER
ARRANGEMENT

TO INCLUDE :-

- VAKRANGEE KENDRA BUSINESS (PHYSICAL OUTLETS)
- BHARATEASY MOBILE SUPER APP (DIGITAL PLATFORM)

TO INCLUDE :-

- E-GOVERNANCE BUSINESS
- IT/ITES BUSINESS
- IT EQUIPMENT PROCUREMENT & TRADING SERVICES

KEY FEATURES :

- ASSET LIGHT BUSINESS MODEL
- SCALABLE FRANCHISEE MODEL
- HIGH RETURN ON CAPITAL
- FREE CASH FLOW POSITIVE

KEY FEATURES:

- PROJECT BASED BUSINESS
- CAPITAL INTENSIVE BUSINESS
- WORKING CAPITAL INTENSIVE

POST DEMERGER :

VAKRANGEE LIMITED TO EMERGE AS PURE RETAIL CONSUMER CENTRIC BUSINESS

**RETAIL CONSUMER
CENTRIC BUSINESS**

**STRONG RURAL BRAND
PRESENCE**

**UNIQUE PHYSICAL +
DIGITAL PLATFORM**

ASSET LIGHT MODEL

**SCALABLE FRANCHISEE
LED MODEL**

**DEBT FREE BALANCE
SHEET**

**HIGH RETURN ON
CAPITAL**

**FREE CASH FLOW
POSITIVE**

**HIGH RETURN ON
EQUITY**

**VAKRANGEE LIMITED TO EMERGE AS ONE OF INDIA'S LARGEST RURAL DISTRIBUTION
PLATFORM ALONG WITH DIGITAL PLATFORM OF BHARATEASY MOBILE SUPER APP**

UPDATE ON SUSTAINABILITY ESG INITIATIVES

VAKRANGEE RECOGNIZED AS A TOP ESG PERFORMER IN 2022



- ***Vakrangee Limited has been identified as a top ESG performer out of more than 4,000 comprehensive companies that Sustainalytics cover in the global universe.***
- ***In 2022, Vakrangee has been recognized by Sustainalytics as an ESG Global 50 Top Rated company.***
- ***Vakrangee has also been awarded ESG India Leadership Award 2021 for the Category - “Leadership in Data Privacy and Security” organised by ESGRisk.ai, India’s first ESG rating company.***

**Being Responsible
& Social Conscious
Company**

- Being one of the largest franchisee-based, multi-service retail network, Vakrangee is focused on creating India's extensive network of last-mile retail outlets at every postal code in the country, enabling Indians to benefit from financial, social and digital inclusion.

**Being UNGC
Signatory Member**

- Vakrangee Limited has been accepted as a Signatory of the United Nations Global Compact.
- We are now part of a global network of over 9,500 companies and 3,000 non-business participants that are committed to building a sustainable future.



**Independent ESG
Risk Assessment &
Integrated Report
Assurance**

- 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.
- Achieved "B" Score from CDP for Environmental Practices, Better than the Industry's Average (Asia regional average of D, Global Average of C).
- Reasonable Assurance of Integrated Annual report of FY21 by Grant Thornton.

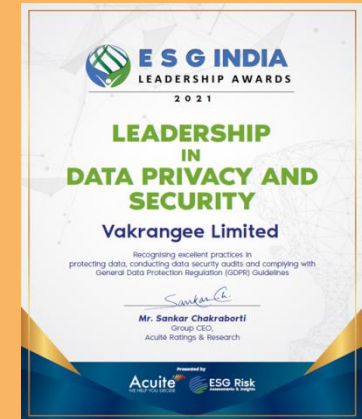
We have mapped our sustainability initiatives with the United Nation's Sustainable Development Goals. Our aim is to efficiently adopt these goals and address the global challenges, which includes poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.

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	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.	 Now a Part of S&P Global
3	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.	

UPDATE ON 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.

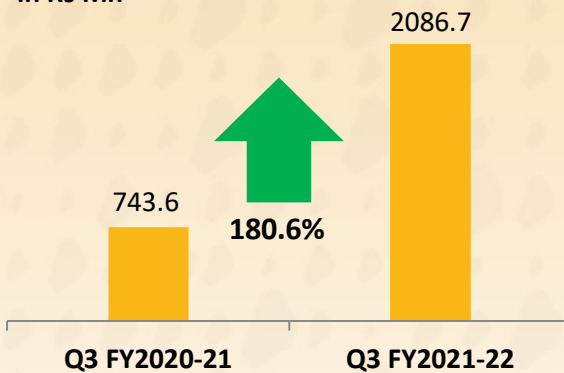
- Vakrangee has been awarded **ESG India Leadership Award 2021** for the Category - **"Leadership in Data Privacy and Security"** organised by **ESGRisk.ai**, India's first ESG rating company.
- We prioritize the trust of all our stakeholders and employees, and place strong emphasis on data privacy and security.

RESULTS PERFORMANCE UPDATE

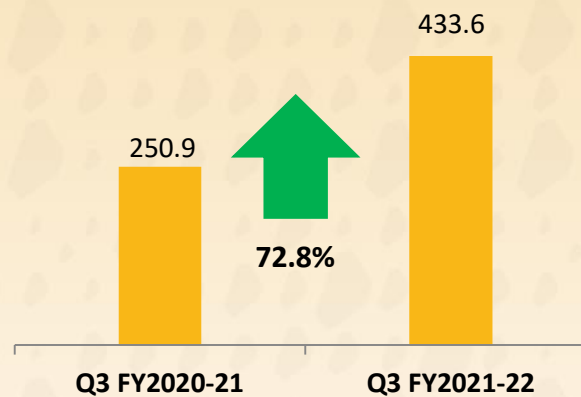
Key Highlights – Q3 FY2021-22 (Y-o-Y Basis)

REVENUE FROM OPERATIONS

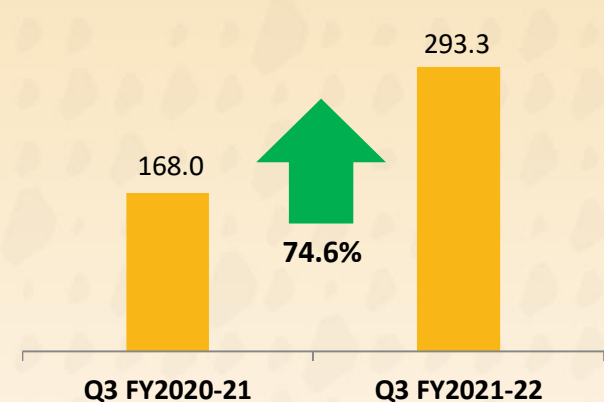
In Rs Mn



EBITDA



PROFIT AFTER TAX (PAT)



Sale Revenue & Profitability Growth : Positive

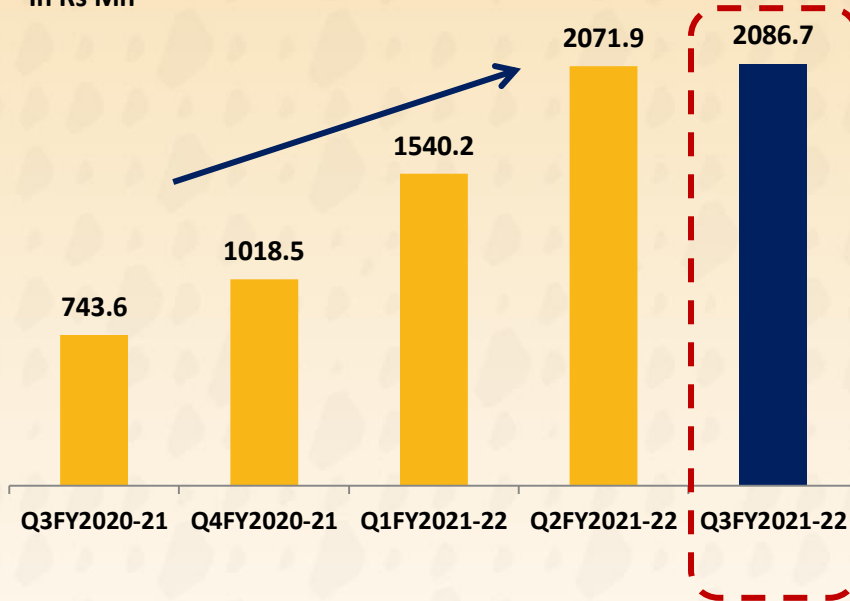
- Witnessed strong Financial & Operational growth. Return to normalcy on the business front has been progressing well as E-commerce, Online Healthcare and other services have become fully operational
- Strong growth witnessed in Revenues due to increase in Number of outlets on a YoY basis as well as services becoming operational.
- EBIDTA Margins have improved at around 20.8% and PAT Margins at 14.1% due to lower employee expenses as well as major contribution has been from BFSI & ATM services
- Implemented Process automation & Technology Initiatives resulting into enhanced profitability
- Strong Operating Leverage to result into significant improvement in profitability

Planned Target : Return to Normalcy & Strong Growth

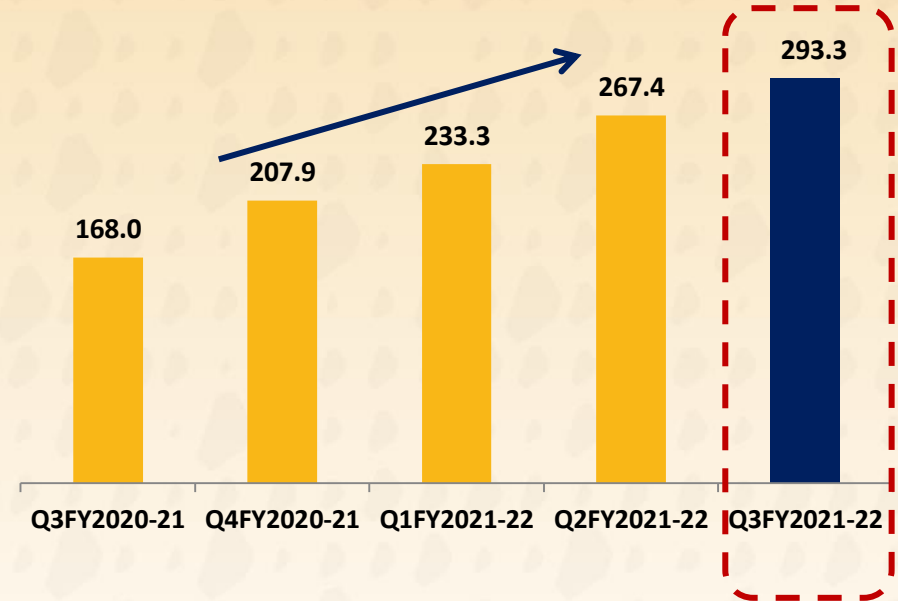
- Well on Plan to achieve our Outlet expansion Target of 25,000 NextGen outlets by FY2022 (March-2022)
- Long term targets to 75,000 NextGen outlets by FY2026

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 UPDATE FOR QUARTER ENDED DECEMBER, 2021

~Rs. 125.5 Bn

Quarterly Throughput on Vakrangee Platform – Q3 FY22 Transaction Value

~34.1 Mn

Quarterly No. of Transactions on Vakrangee Platform – Q3 FY22

19,230+

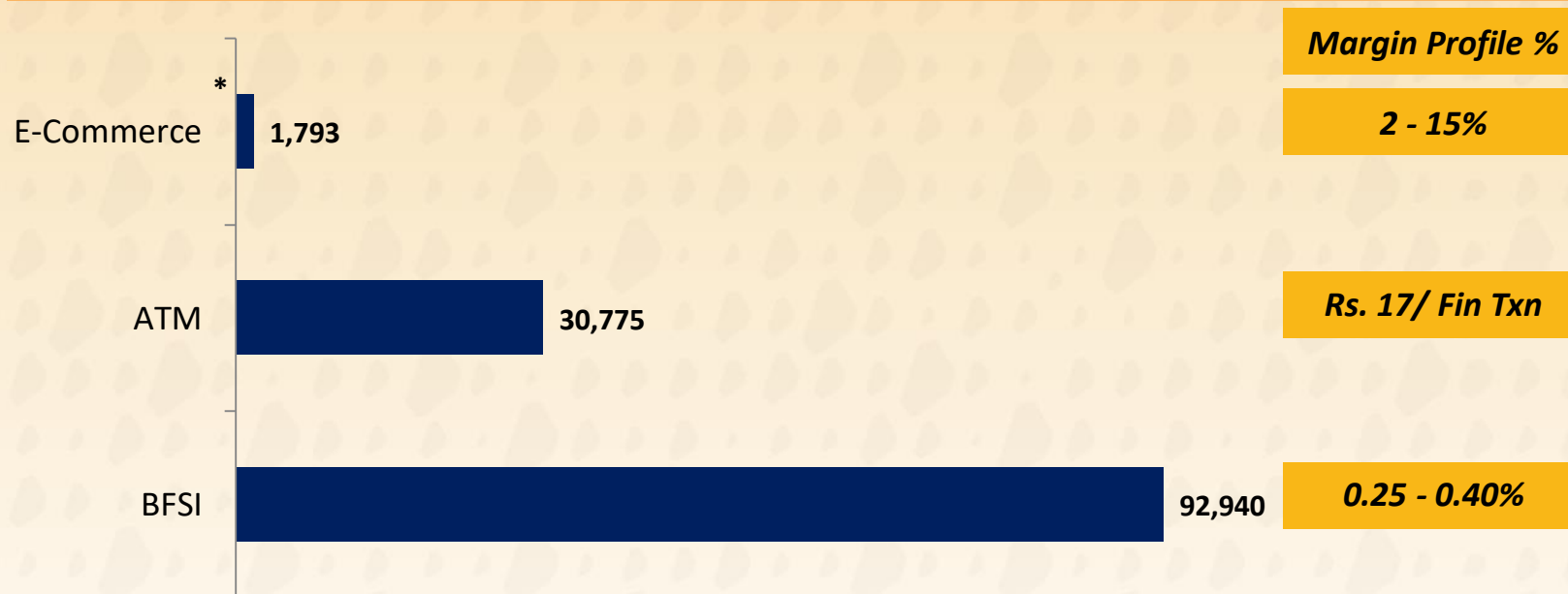
No. of Outlets currently Operational**

~US\$6.7 Bn

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

Our Aim to become India's Largest Rural Consumption Platform

**Q3 FY2021-22 - GMV / THROUGHPUT CONTRIBUTION
(RS. MN.)**



- BFSI and ATM services witnessed robust QoQ as well as YoY growth as we get back to pre-covid growth path.
- E-Commerce, Online Healthcare and Other services have now become operational and have witnessed YoY growth and is improving.



**SHUBHAM
KULKARNI**

Franchisee - **SHUBHAM KULKARNI**
from a Tier-3 location of Maharashtra
have Earned ₹ **88,373** in just month
from **BFSI Services**

Number of Accounts Opened - 91

**Total Transaction Value -
₹ 4,86,12,050**



**ABDUL
HAKIM
SHEIKH**

Franchisee – **ABDUL HAKIM SHEIKH**
from a **Tier-5** location of Rajasthan
have Earned ₹ **1,67,012** in just month
from **ATM Services**

**Number of Financial Transaction -
16,418**

**Total Transaction Value –
₹ 17,95,500**



**DEEPALI
ANDHARE**

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**



**SUNANDAN
KUMAR**

Franchisee - **SUNANDAN KUMAR** from a
Tier-3 location of Punjab have Earned
₹ **75,994** from **vHealth by Aetna Services**

Number of Plans Sold - 328

**Total Transaction Value -
₹ 3,27,999**

Key Profit & Loss Statement Items

Particulars (Rs. Mn.)	Q3 FY2021-22	Q3 FY2020-21	YoY%	Q2 FY2021-22	9M FY2021-22
Revenue from Operations	2,086.7	743.6	180.6	2,071.9	5,698.8
Total Expenses	1,698.8	711.8	138.7	1,723.8	4,671.5
EBIDTA	433.6	250.9	72.8	392.0	1,166.4
Profit before Tax (PBT)	379.7	210.0	80.8	352.8	1,037.9
Tax Expenses	86.4	42.0	105.7	85.3	243.9
Profit after Tax (PAT)	293.3	168.0	74.6	267.4	794.0
Earnings per Share (EPS Basic)	0.28	0.16	75.0	0.25	0.75

Key Balance Sheet Items

Particulars (Rs. Mn.)	H1 FY2021-22	FY2020-21	Particulars (Rs. Mn.)	H1 FY2021-22	FY2020-21
Net Worth	27,000.3	26,640.8	Fixed Assets	1,559.7	1,605.1
Share Capital	1,059.4	1,059.4	Other Non-Current Assets	6,029.6	6,029.9
Other Equity	25,940.9	25,581.4	Inventory	45.9	49.7
Total Debt	0.0	0.0	Trade Receivables	10,903.4	11,203.1
Long Term Debt	0.0	0.0	Cash & Cash Equivalents	345.2	212.8
Short Term Debt	0.0	0.0	Other Current Assets	10,820.2	9,655.7
Other Non-Current Liabilities	50.1	44.4	Less: Trade Payables	837.2	341.4
Total Sources of Funds	27,050.4	26,685.2	Less: Other Current Liabilities	1,816.4	1,729.7
			Net Current Assets	19,461.1	19,050.2
			Total Application of Funds	27,050.4	26,685.2

BOARD OF DIRECTORS TEAM

Strong Board of Directors



RAMESH JOSHI
Non Executive
Chairman

- Has about 40+ years of business experience. He has held several leadership positions in the Reserve Bank of India and has been Nominee Director on behalf of RBI on the Boards of Various Banks, and retired as an Executive Director of SEBI.
- He is also on the Panel of Arbitrators for NSE, BSE and MCX.
- Holds a Bachelor’s degree in Arts from the University of Nagpur and a Bachelor’s degree in Law from the University of Nagpur.



**DINESH
NANDWANA**
Managing Director
& Group CEO

- Has about 27+ years of business experience. Main functions and areas of responsibilities in the Company include policy formulation and decision making.
- Has received a memento from the former Honorable President of India, Late Shri Shankar Dayal Sharma in 1996.
- Recipient of the ‘CA Business Leader - SME (3rd Rank)’ award by the Institute of Chartered Accountants of India for the year 1997.
- Holds a Bachelor’s degree in Commerce from Rajasthan University & is a certified Chartered Accountant from the Institute of Chartered Accountants of India.



**DR NISHIKANT
HAYATNAGARKAR**
Director – R&D

- Has about 25+ years of business experience in the information technology sector.
- Main areas of responsibility in the Company include software development, information technology compliance and technical support. Holds a Doctorate in Computer Science from the Indian Institute of Technology, Mumbai

Strong Board of Directors



AVINASH VYAS
Non Executive
Independent Director

- Has wide experience in Audit Certification for externally aided projects funded by foreign agencies such as World Bank and its extended arms
- Holds a Bachelor's Degree in Commerce and is LL.B (professional) which adds to his business acumen.



SUNIL AGARWAL
Non Executive
Independent Director

- Has over 25+ years of experience in business administration. He is an entrepreneur with varied business interests in the mining industry in Rajasthan.
- Holds a Bachelor's degree in Commerce from the University of Rajasthan.



B. L. MEENA
Non Executive
Independent Director

- Has about 28+ years of experience, having served in various Government departments. A former Chief Commercial Manager, North Western Railways.
- Holds a Master's degree in Arts from the University of Rajasthan and a Bachelor's degree in Law from the University of Rajasthan



Ranbir Datt
Nominee Director

- Nominee Director (representing the Life Insurance Corporation of India) of our Company.
- Joined LIC as Assistant Administrative Officer in 1984. Worked as Head of various channels in LIC of India viz., Deptt of Pension & Group Superannuation, Banking Assurance, Micro Insurance, Office Service & Estates etc. Presently Mr. Datt is Executive Director of Corporate Planning /New Projects.



SUJATA CHATTOPADHYAY
Non Executive
Independent

- Fellow member of the Institute of Cost Accountants of India and the Associate member of the Institute of Company Secretaries of India.
- Has over 26+ years of experience across various industries and geographies - Choice Capital Advisors Private Ltd, Polygenta Technologies Ltd, Arysta LifeScience India Ltd, Steel Exchange India Limited.



H.C. MITTAL
Non Executive
Independent

- Mr. Mittal is a postgraduate and a certified associate from Indian Institute of Bankers. In his long and illustrious career of more than 37 years with Union Bank of India, he has held several leadership positions.
- He possesses vast exposure and experience in various fields of banking administration across segments ranging from MSME, Retail, Agriculture, Import / Export & Financial Inclusion.

ANNEXURE : ***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