

February 8, 2021

To,

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

**Sub.:** Corporate Presentation  
**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 Corporate Presentation considered in the Board Meeting of the Company held today on February 08, 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 –  
Q3 FY2020-21**

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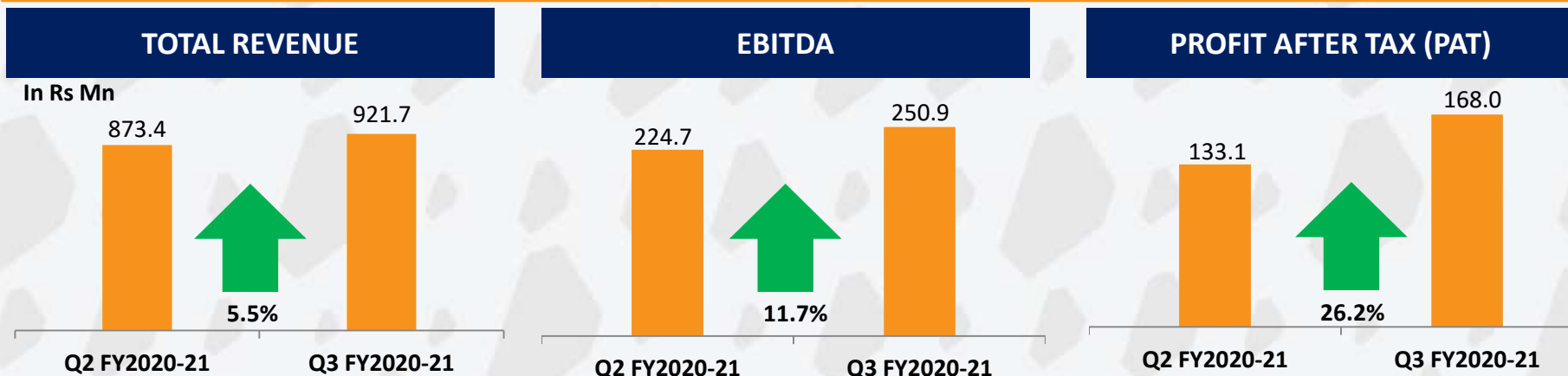
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# ***RESULTS PERFORMANCE UPDATE***

## RESULTS PERFORMANCE UPDATE

### Key Highlights – Q3 FY2020-21 (Q-o-Q Basis)



- There has been stable growth in Revenues on QoQ basis as the COVID and Lockdown situation normalizes and have witnessed robust growth in profitability on a QoQ basis as the company has leveraged technology and process automation initiatives which has resulted into enhanced profitability. The Company's return to normalcy on the business front has been progressing well with month-on-month improvement in the sales. However normalization to pre-COVID levels shall take another quarter.
- Outlet revenues have been impacted as only our key essential services like Banking, ATM, Mobile recharges and Tele-medicine services have been fully operational however other key services like Assisted Online shopping, Online Pharmacy have recently become operational. Travel services and Logistics have been significantly impacted because of the on-ground field level delivery challenges and travel services being closed due to the lockdown situation.
- COVID-19 pandemic has caused unprecedented disruption in the world of work and thereby the Company is leveraging technology, implementing process automation and innovative Digital initiatives as new ways of conducting everyday business and managing field operations. These initiatives would result into improved Franchisee satisfaction and better centralized management of field operations. The company shall also get benefit of the same in overall cost reduction and enhanced profitability.

## PERFORMANCE OUTLOOK UPDATE

### **Sale Revenue & Profitability Growth : Positive & Encouraging**

- Return to normalcy on the business front has been progressing well with month-on-month improvement in the sales
- **Quarterly Throughput crossed Rs. 106+ Billion**
- 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 1,20,000+ Applications in place**

### **Planned Target : Return to Normalcy & Strong Growth**

- Expect Pre-COVID Business Revenue level by next Quarter onwards
- **Outlet expansion to 25,000 NextGen outlets by FY2022**

## VAKRANGEE KENDRA OUTLETS – PERFORMANCE UPDATE

PERFORMANCE UPDATE FOR QUARTER ENDED DECEMBER, 2020

~Rs. 106.8 Bn

*Quarterly Throughput on Vakrangee Platform – Q3 FY21 Transaction Value*

10,000+

*No. of NextGen Outlets currently operational*

~Rs. 5.8 Bn

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

~33.7 Mn

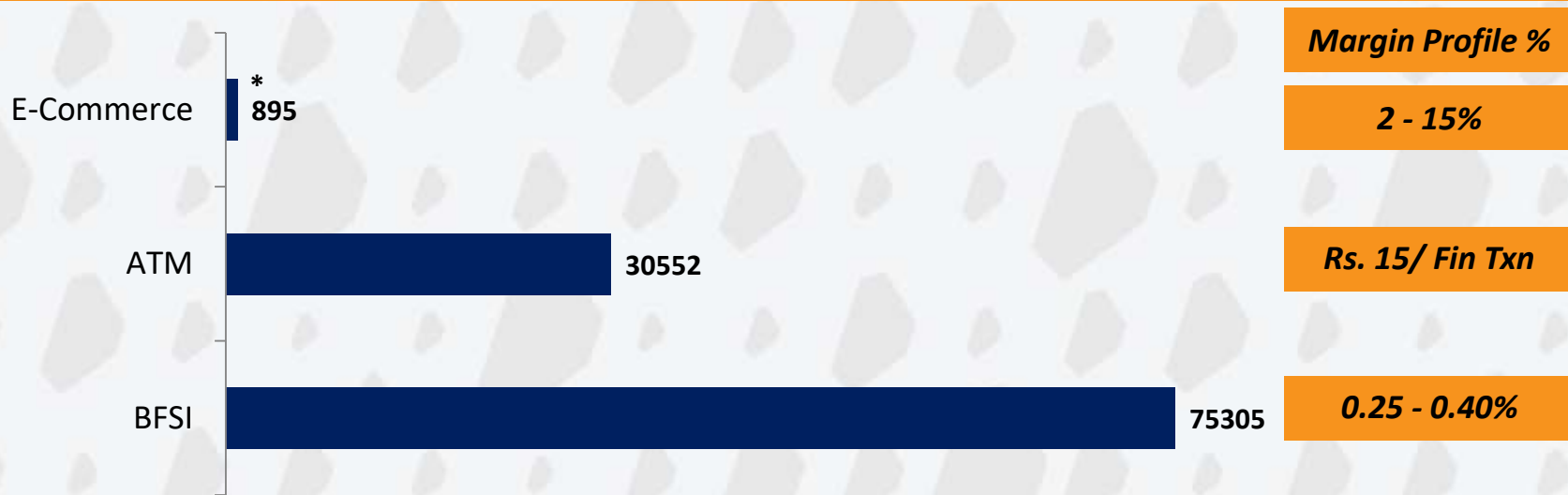
*Quarterly No. of Transactions on Vakrangee Platform – Q3 FY21*

***Our Aim to become India's Largest Rural Consumption Platform***



## VAKRANGEE KENDRA OUTLETS – PERFORMANCE UPDATE

**Q3 FY2020-21 - GMV / THROUGHPUT CONTRIBUTION  
(RS. MN.)**




- Banking and ATM services witnessed Robust GMV and number of transactions. Stable Growth seen in overall BFSI segment. BFSI GMV has improved during Q3 FY21 due to higher withdrawal transactions because of the Government subsidy distribution during the current COVID period.
- Although, other BFSI services like Insurance services, Money transfer have been impacted due to COVID-19 Pandemic.
- E-Commerce has witnessed QoQ growth and is improving, however has been impacted due to services such as Online shopping, Travel services, Online pharmacy being slow in progress due to on-ground field level and delivery challenges as well as ban on Travel services.

## 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 668 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	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.	
4	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.	

## CONSOLIDATED FINANCIAL STATEMENTS

### Key Profit & Loss Statement Items

Particulars (Rs. Mn.)	Q3 FY2020-21	Q2 FY2020-21	QoQ%	Q3 FY2019-20	YoY%	9M FY2020-21
Revenue from Operations	743.6	702.3	5.9	1,992.0	(62.7)	2124.4
Total Expenses	711.8	696.1	2.3	1,925.5	(63.0)	2092.0
EBIDTA	250.9	224.7	11.7	299.0	(16.1)	679.6
Profit before Tax (PBT)	210.0	177.3	18.4	284.0	(26.1)	552.6
Tax Expenses	42.0	44.2	(5.0)	69.6	(39.7)	132.6
Profit after Tax (PAT)	168.0	133.1	26.2	214.4	(21.6)	420.0
Earnings per Share (EPS Basic)	0.16	0.13	23.1	0.20	(20.0)	0.40

### Key Balance Sheet Items

Particulars (Rs. Mn.)	H1 FY2020-21	FY2019-20	Particulars (Rs. Mn.)	H1 FY2020-21	FY2019-20
<b>Net Worth</b>	<b>26,367.7</b>	<b>26,373.0</b>	<b>Fixed Assets</b>	<b>1,564.8</b>	<b>1,539.9</b>
Share Capital	1,059.4	1,059.4	Other Non-Current Assets	6,324.9	6,340.4
Other Equity	25,308.3	25,313.6	Inventory	56.5	78.1
<b>Total Debt</b>	<b>0.0</b>	<b>0.0</b>	Trade Receivables	13,095.2	13,688.4
Long Term Debt	0.0	0.0	Cash & Cash Equivalents	208.7	1,785.1
Short Term Debt	0.0	0.0	Other Current Assets	7,373.6	4,757.4
Other Non-Current Liabilities	52.0	66.8	Less: Trade Payables	221.4	690.8
<b>Total Sources of Funds</b>	<b>26,419.7</b>	<b>26,439.8</b>	Less: Other Current Liabilities	1,982.6	1,058.7
			<b>Net Current Assets</b>	<b>18,530.0</b>	<b>18,481.4</b>
			<b>Total Application of Funds</b>	<b>26,419.7</b>	<b>26,439.8</b>

## OUR RESPONSE TO COVID-19 PANDEMIC

### Our Key priorities during COVID-19 Pandemic:

- **Safeguarding people's health** – Our Franchisees, Field Team & Customers
- **Ensuring business continuity** through our outlets being Operational
- **Supporting communities** by giving them access to Essential Services like Banking, ATM & Tele-medicine services.
- **Innovative strategies Implemented such as Door step banking** for senior citizens and deep rural locations.

Our Frontline Franchisees & Field Team have been instrumental in ensuring our outlets being operational and providing access to Essentials needs of our customers. More than 70% of our outlets are in Tier 5 & 6 Rural locations thereby benefiting the unserved and underserved bottom of the Pyramid population.

### Vakrangee Kendra Outlets: Stores Operational with all Safety Protocols in Place



## UNDERSTANDING THE IMPACT OF COVID-19 PANDEMIC

### COVID-19 PANDEMIC IMPACT:

- Nationwide Lockdown led to store closures
- Only Essential Services Operational like Banking, ATM & Tele Medicine
- Supply Chain Disruption
- Liquidity Stress
- Logistic and On-Ground Delivery Challenges

### CHALLENGES

- Revenue Impact due to store closure during initial Lockdown period and Only Essential services like Banking and ATM available .
- Situation is improving , However would take another one quarter to normalize. Demand side challenge for services like Online shopping, Travel services.
- Supply Chain disrupted impacting Hardware equipment availability / prices and Liquidity Challenges for the Vendor Partners

### OPPORTUNITIES

- Increased Store and Brand awareness due to availability of Essential services like Banking, ATM and Tele-medicine.
- Positive Response received to Marketing Campaign for Enquiries on NextGen Vakrangee kendra Franchisee
- Easy Loan availability under Mudra Loan scheme for MSMEs
- Robust balance sheet in place to benefit and ensure software / Hardware availability without material price impact.

**POST COVID:**

**OPPORTUNITY TO INCREASE  
OUR COMPETITIVE ADVANTAGE  
& ACHIEVE OUR PLANNED  
TARGETS AHEAD OF TIME**

## VAKRANGEE KENDRA - GROWTH STRATEGY UPDATE

### WELL PLACED TO LEVERAGE THE GROWTH OPPORTUNITY

#### Emerging as a Convenience Store of Choice for Consumers in Rural India

- Enhanced visibility and Brand Awareness during Nationwide Lockdown.
- Our stores were open and have been providing Essential services like Banking, ATM, Mobile recharges and telemedicine consultation services.
- Provided Door-step banking and subsidy payment services in unserved locations during Lockdown.

#### Huge Number of Enquiries Received for NextGen Kendras with Loan Facility in Place

- Aggressive Marketing Campaign over last 9 months have resulted into overwhelming response generating 1,20,000+ Enquiries.
- Dedicated Loan facility for franchisees with Tie up with Union Bank of India , to ease the franchisee on-boarding process
- Clear visibility of 25,000 NextGen outlets over the next 12 months

#### Leveraged Strong Balance sheet to ensure Kendra Hardware / Software Availability

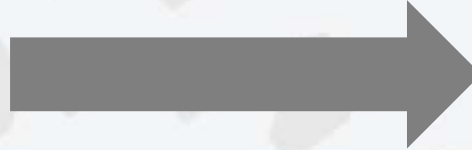
- Most of equipment's are imported and are assembled in India. In current environment, we expect price hike as well as availability challenges.
- Leveraged strong balance sheet to financially support vendors and ensure software / Hardware availability without material price impact.
- Software / Hardware procurement well in place for batch of 25,000 Kendra.

*The company is well poised to achieve its store expansion targets . However, there has been delay in expansion due to COVID Pandemic leading to Logistic challenges as well as Hardware availability challenges.*

**VAKRANGEE KENDRA OUTLETS – PERFORMANCE UPDATE**

**VISIBILITY ON OPENING OF NEXTGEN OUTLETS**

Total Number of  
Operational Outlets :  
**10,000+**



Total Number of  
Formal Expression of  
Interest :  
**1,20,000+**

**CLEAR VISIBILITY OF 25,000 NEXTGEN OUTLETS OVER THE NEXT 12 MONTHS**



# ***UPDATE ON SUSTAINABILITY ESG INITIATIVES***

**KEY INITIATIVES : SUSTAINABILITY IMPACT & ESG**

**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.

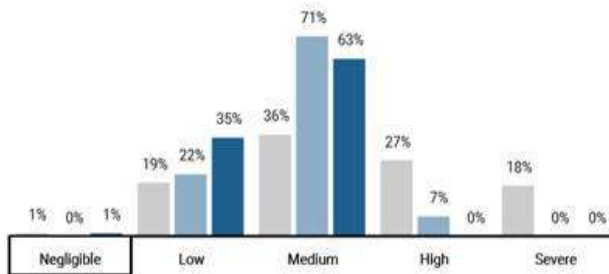
**Independent ESG Risk Assessment & Integrated Report Assurance**

- Globally ranked No.1 in the Sustainalytics ESG Risk rating rankings out of the 668 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 )
- Independent Assurance of Integrated Annual report of FY20 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.**

## HIGHLIGHTS OF SUSTAINALYTICS ESG ASSESSMENT REPORT

ESG Risk Rating Distribution



Relative Performance

	Rank (1 <sup>st</sup> = lowest risk)	Percentile (1 <sup>st</sup> = lowest risk)
Global Universe	14 out of 12076	1st
Software & Services (Industry Group)	1 out of 668	1st
Data Processing (Subindustry)	1 out of 68	1st

	ESG Risk rating	Exposure	Management
<b>Vakrangee Limited</b>	<b>7.4 Negligible</b>	<b>30.0 Low</b>	<b>81.4 Strong</b>

- Vakrangee has been globally ranked No.1 in the Sustainalytics ESG Risk rating rankings out of the 668 companies assessed in the Software and Services industry across worldwide.
- Rating Overview - The company is at negligible risk of experiencing material financial impacts from ESG factors, due to its low exposure and strong management of material ESG issues. Furthermore, the company has not experienced significant controversies.
- Sustainalytics has recognised the company's leadership in sustainability-related matters by giving a score of 7.4 Negligible in ESG risk rating. Sustainalytics mentions that the company's overall management of material ESG issues is strong.
- Link to report: <https://vakrangee.in/pdf/Policies-PDF/Vakrangee%20Ltd%20-%20Sustainalytics%20ESG%20Risk%20Rating%20Summary%20Report.pdf>

## HIGHLIGHTS OF CDP SCORE REPORT

### CDP SCORE REPORT - CLIMATE CHANGE 2020



Your CDP score



Average performance



Specialized  
professional  
services



Asia



Global  
Average

- Vakrangee Demonstrates Environmental Transparency and achieves “B” Score from CDP for Environmental Practices, Better than the Industry’s Average.
- This is higher than the Asia regional average of D, Global Average of C and Higher than the specialized professional services sector average of D.
- It is a proof and recognition of the concrete and constant commitment of the Company in its efforts to fight against climate change.
- Link to report: [https://vakrangee.in/pdf/Policies-PDF/2020\\_Climate\\_Change\\_Vakrangee\\_Ltd.pdf](https://vakrangee.in/pdf/Policies-PDF/2020_Climate_Change_Vakrangee_Ltd.pdf)

## HIGHLIGHTS OF ROBECOSAM – S&P GLOBAL ESG SCORE

**Vakrangee ranked No. 13 Company in the global industry ranking and ranked No. 9 Company in the Corporate Governance global industry raking based on RobecoSAM – S&P Global ESG Score.**

Rank	Score	Company Name	Rank	Score	Company Name
1	80	Wipro Limited	1	85	Atos SE
2	80	Indra Sistemas, S.A.	2	84	Indra Sistemas, S.A.
3	79	Tech Mahindra Limited	3	82	Nomura Research Institute, Ltd.
4	78	Atos SE	4	82	Wipro Limited
5	78	Nomura Research Institute, Ltd.	5	81	NTT DATA Corporation
...			...		
7	75	NTT DATA Corporation	11	71	Infosys Limited
8	72	NEC Corporation	12	71	Cielo S.A.
<b>9</b>	<b>69</b>	<b>Vakrangee Limited</b>	<b>13</b>	<b>70</b>	<b>Vakrangee Limited</b>
10	67	Infosys Limited	14	68	Worldline S.A.
11	65	Fujitsu Limited	15	67	Capgemini SE

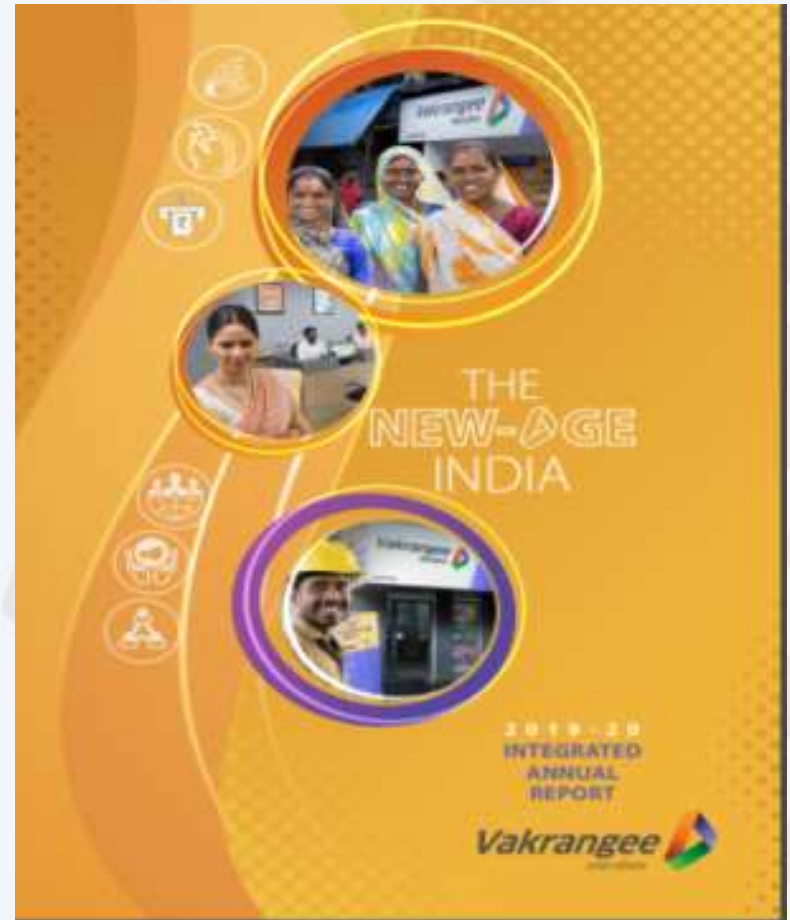
## HIGHLIGHTS OF BLOOMBERG GEI SCORE



- Vakrangee is globally recognized & included in 2021 Bloomberg Gender-Equality Index.
- 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.
- The Average overall GEI score is 66% however Vakrangee have score 70.86%. As we strongly stand with gender equality and it reflects company's long-standing commitment to being a fully inclusive company and to the women who make business successful every day.
- The Bloomberg GEI index measures gender equality across five pillars: female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies, and pro-women brand.
- Link to report:

## HIGHLIGHTS OF INTEGRATED ANNUAL REPORT

- **First Integrated Annual report of Vakrangee limited released with Assurance from Independent Auditor Grand Thornton India LLP [FY19-20]**
- **Highlights of Integrated Annual Report:**
  - Vakrangee adopted the Integrated Reporting Framework of the International Integrated Reporting Council (IIRC) for the report.
  - Assurance from Independent Auditor reflects our determination to follow the principles of the highest standards of corporate governance.
  - Focussed to build robust, transparent and effective reporting framework for our stakeholders.
  - Vakrangee has mapped their business strategy and sustainability initiatives with the United Nation's Sustainable Development Goals.
- **Link to Integrated Annual Report:**  
[https://vakrangee.in/pdf/Annual\\_Reports/Integrated%20Annual%20report%202019-20%20-%20Vakrangee%20Ltd.pdf](https://vakrangee.in/pdf/Annual_Reports/Integrated%20Annual%20report%202019-20%20-%20Vakrangee%20Ltd.pdf)



## **Nextgen Vakrangee Kendra – Sustainable Business Model**

***Vakrangee Kendra business model is a Long Term sustainable business model as we are a Provider of Emergency and Essential Services***

***Even during the current COVID-19 Pandemic situation, Our Vakrangee kendras have been Exempted from Lockdown and are Operational, thereby resulting into Sustainable Earnings***

Ministry of Home Affairs circular for lockdown dated 24<sup>th</sup> March - [Link to Circular](#)

**Vakrangee Kendra outlets are one stop shops providing key Essential services to the citizens of the country such as –**

- Banking Services
- ATM Services
- Telemedicine health services – Including Unlimited Tele & Video Consultation with expert doctors & Home Blood test facility

**During COVID-19 Pandemic, Our more than 10,000 Vakrangee Kendras are operational to provide the key essential services and thus serving the Nation. 80% of our outlets are in Tier 5 &6 Rural locations thereby benefiting the unserved and underserved bottom of the Pyramid population.**

COVID-19 update note on Vakrangee - [Link to Circular](#)



## Nextgen Vakrangee Kendra – Sustainable Business Model

**Vakrangee Kendras disbursing Government DBT Subsidies and Providing Essential Services during Lockdown:-**



Please view Video Links for more Details :-

- Vakrangee Cares : Serving the Nation: <https://www.youtube.com/watch?v=4-eHcPznPTM>
- Doorstep Banking:
  - <https://www.youtube.com/watch?v=Fi0aoR118CU>
  - <https://www.youtube.com/watch?v=rfkNwTX58jQ&t=82s>
  - <https://www.youtube.com/watch?v=jHGSP4PNaTc>

# **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**

**ASSISTED E-COMMERCE SERVICES**



- Online Shopping of Goods
- Online Shopping of Jewellery



- Online Shopping of Medicines
- Telemedicine services



(Only for Rajasthan)

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



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

## E-COMMERCE MARKETING INITIATIVES



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

[https://www.youtube.com/watch?v=MPtZ\\_c62Odg](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 मिस्ड कॉल दें

**NEXTGEN VAKRANGEE KENDRA – SCOPE OF SERVICES**

**UNIQUE FEATURES OF ASSISTED ONLINE SHOPPING**

**Own The World's  
Biggest E-mall : More than  
1 Crore+ products**



**Monopolistic  
Offering of Marketplace**

**Zero Working Capital  
Requirement\***



**POTENTIAL EARNING OF  
Rs. 1,00,000+  
per month**



**High Quality Products at  
Competitive Prices**



**Zero  
Inventory Model**

*\*Applicable only for Amazon service  
Source: Company*

**NEXTGEN VAKRANGEE KENDRA – SCOPE OF SERVICES**

**BFSI & ATM SERVICES**

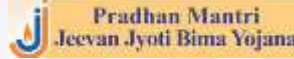


(White Label ATM License)

- 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

## 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 – ATM, 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.  
One counter and 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

**MANDATORY ATM IN EACH OUTLET**



- ATM at each 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

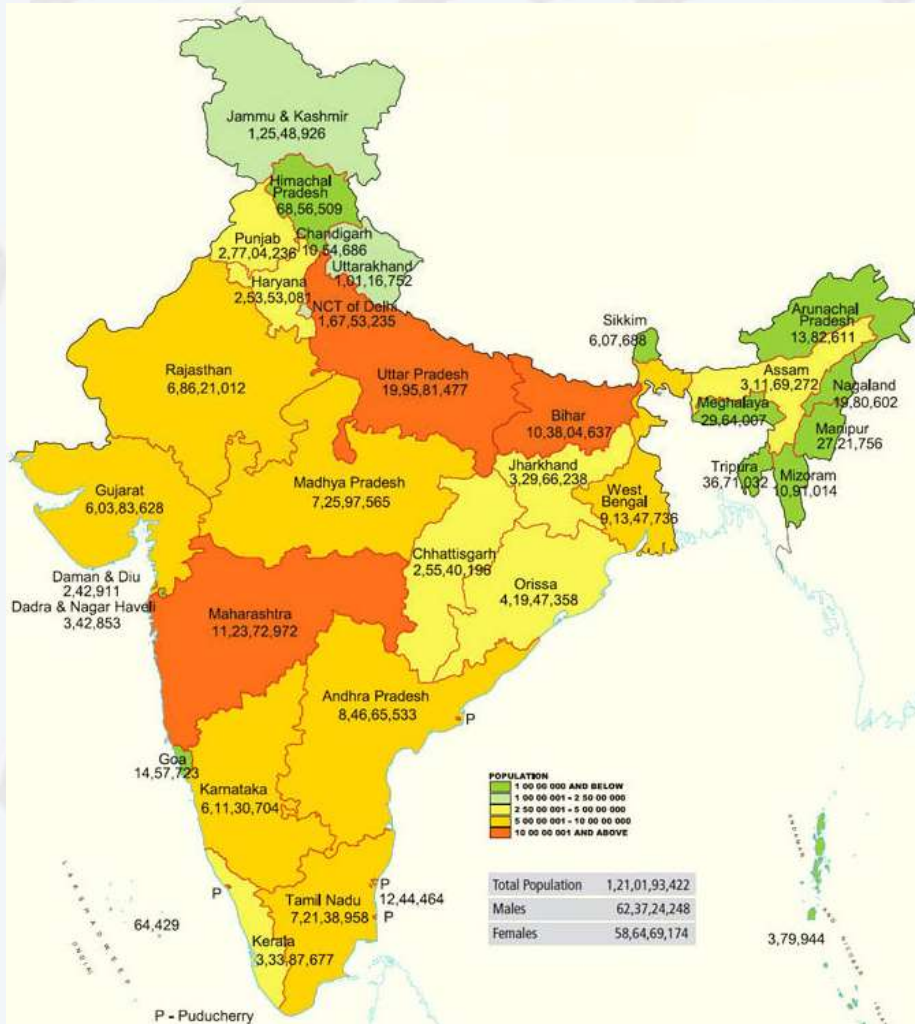
## NEXTGEN VAKRANGEE KENDRA MODEL



## NEXTGEN VAKRANGEE KENDRA MODEL



## HUGE UNTAPPED MARKET: OVERALL MARKET POTENTIAL



POPULATION

**1.21 BILLION**



TOTAL NO OF VILLAGES

**6,54,424**



TOTAL OUTLET POTENTIAL

**3,69,977**



RURAL OUTLET POTENTIAL

**2,94,442**



URBAN OUTLET POTENTIAL

**75,535**



**ADVANTAGE VAKRANGEE : OUR STRENGTHS**

**Tie up with Strong Partners & Access to Key Licenses**



- *Portfolio of key Licenses & Partnership empanelment's built over last 20 years*
- *Have built a strong bouquet of products and services*

**Technology & Integration Expertise**



- *Over two decades of System Integration Capabilities*
- *Interoperable banking - Integration with the Core Banking servers of the Banks*
- *Pioneer in Aadhaar based biometric enabled banking*

**On Ground Field Presence till the Block Level**



- *Field Level Hierarchy till Block level*
- *Continuous Handholding and support to Franchisee to maintain smooth Operations and drive sales*

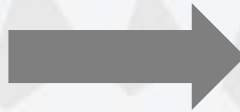
**Size and Scale with Strong Franchisee Model**



- *Robust store Economics leading to strong growth in stores*
- *Scale leading to emerge as a Partner of choice*

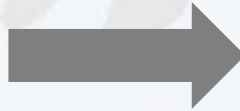
## STORE ECONOMICS OF A NEXTGEN KENDRA

**NextGen Outlet Estimated Revenue Per Store**



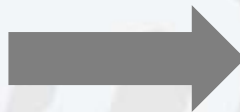
**Avg. Revenue per Month  
Rs. 0.1 mn \***

**NextGen Outlet Estimated Commission Sharing Ratio**



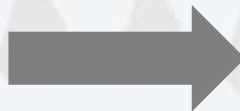
**Ranging from 65:35 to 80:20 based on Service Type**

**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**

Note: \* - Estimate Based on a mature store. Maturity is considered as more than 12 months old outlet.

\*\* - EBIDTA Margins calculated on basis of reaching an Operating leverage of minimum 10,000 operational stores.

## OUR PROPRIETARY TECHNOLOGY PLATFORM

SERVICES PROVIDED THROUGH REAL-TIME INTEGRATION WITH PARTNER SYSTEMS

BANK - CORE  
BANKING SERVER

ALL PARTNER SYSTEMS (e-commerce, e-governance, insurance,  
financial services & logistics)



Vakrangee Kendra  
Management System



Internet  
Connectivity



Vakrangee  
Kendra

Customer



ACCOUNTS TO BE MAINTAINED FOR REAL-TIME SETTLEMENT

BANK SETTLEMENT ACCOUNT

VAKRANGEE WALLET ACCOUNT

ATM SETTLEMENT ACCOUNT

### 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**

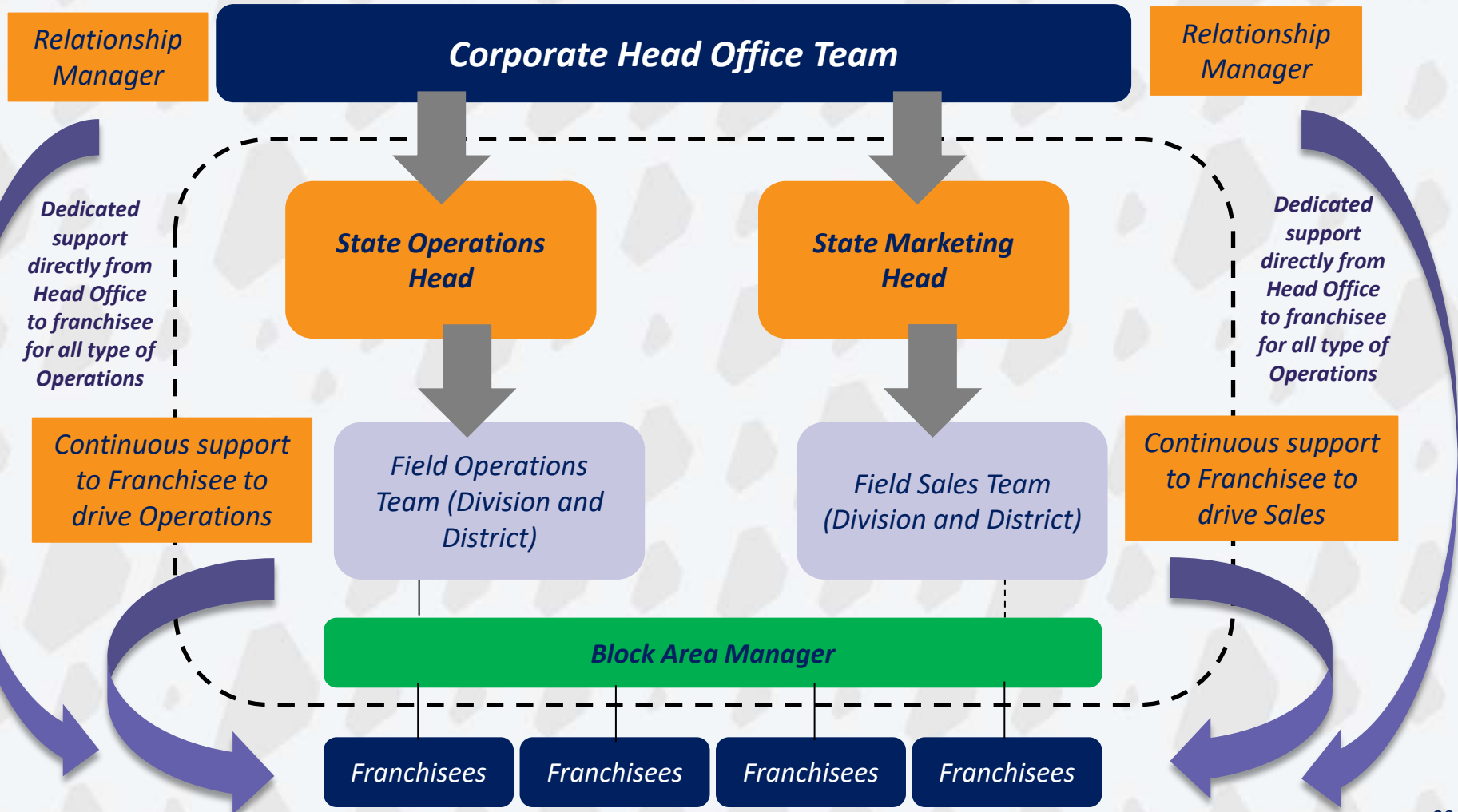
### Internet Connectivity

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

### Security Specifications

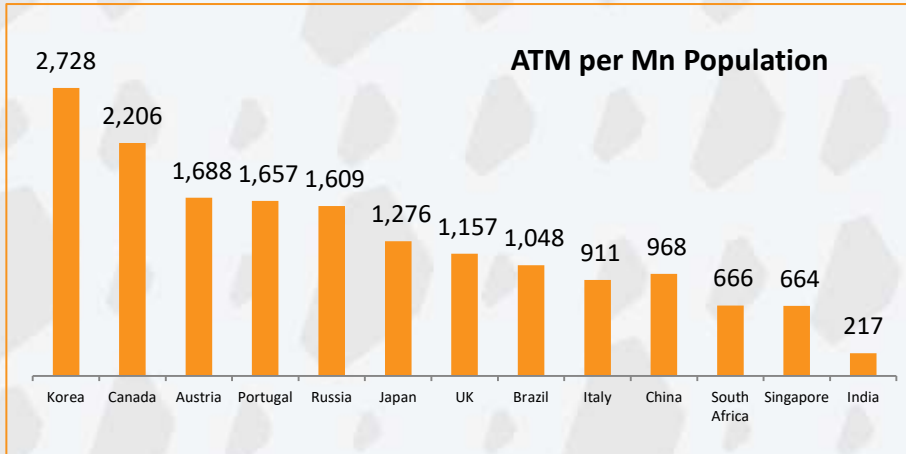
- **Defined User Policy -Authentication required for each and every user of the server; Secured and safe transactions**

**FRANCHISEE FOCUSED TEAM STRUCTURE**





## WHITE LABEL ATM – OPPORTUNITY



- India rank's is 145 in the world in terms of ATM Density
- Low ATM Penetration in Tier 3, 4, 5 and 6 cities ~ Huge opportunity for WLAs to bridge the gap between Urban and Rural India
- As on September 2020, India had ~ 249,000 ATMs
- Vakrangee is 3rd largest ATM Deployer in Rural India
- RBI WLA license to Vakrangee –
  - Minimum of 1000 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. N o.	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

# ***UPDATE ON AWARDS & RECOGNITION***

## AWARDS & RECOGNITION



- Vakrangee makes history by setting **GUINNESS WORLD RECORDS™** title for the *Most stores launched simultaneously* on 14<sup>th</sup> January 2019
- Launches 1107 Nextgen Vakrangee kendra stores across the country at 11.07 Am on the same day
- Overall the Company launched 3,300+ stores on a Pan India basis
- 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.
- Award recognises company's 'Nextgen Vakrangee Kendras' growth and customer satisfaction in 2018-19.
- 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.

## AWARDS AND CERTIFICATIONS

- *Vakrangee has been nominated in the 'India's Top 100 Franchisees' list by the Franchisee India Magazine in the January 2020 edition.*
- *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*
- *Awarded as the best 'Financial Services Retailer of the year' at the Indian Retail Awards 2019*
- *CA Entrepreneur Path Breaker Award 2017 by Institute of Chartered Accountants of India*
- *Selected in the Fortune 500 Companies – Fortune India 2017*
- *Selected in the Super 50 Companies – Forbes India 2017*
- *Selected in the Top 50 BSE 500 Companies by Growth in M-Cap - Forbes India 2017*
- *Vakrangee has been features in 11 Indian companies, up from an all-time low of eight last year by Forbes Asia's Best Under a Billion list for 2015*
- *ET-500 Companies for 2013 as published by ET*
- *Nominated (top 5) for the best CEO (IT & ITes) by Business Today in January 2014*
- *26<sup>th</sup> in the Deloitte Technology Fast 50 companies in India, 2012*
- *18<sup>th</sup> in the Deloitte Technology Fast 50 companies in India, 2011*
- *226<sup>th</sup> rank in Deloitte Fastest 500 growing Asia Pacific companies in 2011*
- *CA. Business Leader - SME (3rd Rank) of the Year Award, 2008 to the Chairman by Institute of Chartered Accountants of India*
- *Economic Times ET 500 best companies in India in 2006-07*



# ***CASE STUDIES***

**CASE STUDIES : NEXTGEN TOP PERFORMERS**



**NAND LAL SWAMI**

**RAJASTHAN**

**TIER 5 LOCATION**

**AGEING OF OUTLET – 21 MONTHS**

“I have earned  
**Rs. 76,186**  
From BFSI – Banking Services  
in just 1 month”



**Number of Accounts  
Opened**

**36**



**Total Transaction  
Value**

**₹ 2,55,27,850**

**CASE STUDIES : NEXTGEN TOP PERFORMERS**



**SHASHI JAIN**

**RAJASTHAN**

**TIER 3 LOCATION**

**AGEING OF OUTLET – 23 MONTHS**

“I have earned  
**Rs. 1,45,460**  
From BFSI – ATM Services in just  
1 month”



**Number of Financial  
Transaction**

**11,591**



**Total Transaction  
Value**

**₹ 96,78,600**

**CASE STUDIES : NEXTGEN TOP PERFORMERS**



**DEEPALI ANDHARE**  
**MAHARASHTRA**

**TIER 1 LOCATION**

**AGEING OF OUTLET – 23 MONTHS**

“I have earned

**Rs. 41,262**

From BFSI – Domestic Money  
Transfer Service in just 1  
month”



**Number of  
Transactions**

**2,491**



**Total Transaction  
Value**

**₹ 66,30,608**



**CASE STUDIES : NEXTGEN TOP PERFORMERS**



“I have earned  
**Rs. 1,13,815**  
From Assisted Online Shopping  
in just 1 month”

**SANTIDEV BAG**

**West Bengal**

**TIER 5 LOCATION**

**AGEING OF OUTLET –12 Months**



**Number of Orders**

**802**



**Total Sale Value**

**₹ 17,22,950**

**CASE STUDIES : NEXTGEN TOP PERFORMERS**



**SUPARNA RAJE**  
**WEST BENGAL**

**TIER 2 LOCATION**  
**AGEING OF OUTLET – 23 MONTHS**

“I have earned  
**Rs. 48,326**

From Assisted Online Pharmacy  
in just 1 month”



**Number of  
Transaction**

**3,279**



**Total Transaction  
Value**

**₹ 3,22,207**

# ***BOARD OF DIRECTORS TEAM***

## BOARD OF DIRECTORS

### 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.

# ***ANNEXURES***

# ***KENDRA EVOLUTION***

## KENDRA EVOLUTION

### PHASE 1: INITIALLY AN E-GOVERNANCE PLAYER

#### PHASE 1: CSC & E-MITRA MODEL



#### Services Offered :

- E-Governance

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

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



## KENDRA EVOLUTION

### PHASE 1: INITIALLY AN E-GOVERNANCE PLAYER



## KENDRA EVOLUTION

### PHASE 2: E-GOVERNANCE PLAYER TO A BANKING BC POINT MODEL

#### PHASE 2 : BANKING BC POINT MODEL



#### Services Offered :

- E-Governance
- Banking

COMPANY RECEIVED THE BUSINESS CORRESPONDENCE BANKING MANDATE AND STARTED THE BC POINT SERVICES THROUGH THE KENDRA –

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

## KENDRA EVOLUTION

### PHASE 2: E-GOVERNANCE PLAYER TO A BANKING BC POINT MODEL



## KENDRA EVOLUTION

### PHASE 3: E-GOVERNANCE PLAYER TO MULTI SPECIALITY STORE MODEL

#### PHASE 3 : MULTI-SPECIALITY STORE MODEL



#### Services Offered :

- E-Governance
- Insurance
- Banking
- ATM (Optional)
- E-Commerce

#### 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
- STANDARDIZED DESIGN
- INITIATED STANDARD BRANDING IN STORE LAYOUT AS WELL AS SIGNAGE
- PARALLEL EFFORTS TO ACTIVATE VARIOUS SERVICES ACROSS ALL OUTLETS AND CONVERSION TO EXCLUSIVE MODEL

## KENDRA EVOLUTION

### PHASE 3: E-GOVERNANCE PLAYER TO MULTI SPECIALITY STORE MODEL



## KENDRA EVOLUTION

PHASE 4: E-GOVERNANCE PLAYER TO AN EXCLUSIVE NEXTGEN ASSISTED DIGITAL CONVENIENCE STORE

### PHASE 4 : NEXTGEN KENDRA MODEL – ASSISTED DIGITAL CONVENIENCE STORE



#### Services Offered :

- E-Governance
- Banking & Financial Services
- E-Commerce
- Insurance
- ATM (Mandatory)
- Logistics

### EVOLUTION INTO AN EXCLUSIVE ASSISTED DIGITAL CONVENIENCE STORE MODEL –

- EXCLUSIVE STORE MODEL
- MULTI-LINE OF SERVICES – BANKING & FINANCIAL SERVICES, E-GOVERNANCE, INSURANCE, E-COMMERCE, LOGISTICS & MANDATORY ATM SERVICES
- STANDARDIZED LAYOUT & DESIGN BY L&H (LEWIS & HICKEY)
- STANDARD BRANDING IN STORE LAYOUT AS WELL AS SIGNAGE
- ATM MANDATORY
- DIGITAL SIGNAGE & CCTV MANDATORY
- PINPAD DEVICES TO ENABLE ALL KIND OF PAYMENT MODES ACROSS SERVICES

***Thank You***