

July 14, 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, C-1, Block G, Bandra Kurla Complex, Bandra (East), Mumbai – 400051
--	--

Dear Sir/Madam,

Sub.: Update on Investor Forum 2022 (Non-Deal Event) at London Stock Exchange (LSE) in London, U.K. on 14th July, 2022.

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


In furtherance to our communication dated 07th July, 2022 regarding Investor Forum 2022 (Non-Deal Event) at London Stock Exchange (LSE) in London, U.K. on 14th July, 2022., please find enclosed herewith the Presentation considered in the Investor Forum 2022.

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



ASSISTED TOTAL HEALTHCARE



ONLINE SHOPPING



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
INVESTOR FORUM – LONDON STOCK EXCHANGE (LSE)

July 14, 2022

This presentation has been prepared by Vakrangee Limited (“Vakrangee” or “VL” or the “Company”) solely for your information and for your use and may not be taken away, reproduced, redistributed or passed on, directly or indirectly, to any other person (whether within or outside your organization or firm) or published in whole or in part, for any purpose. By attending this presentation, you are agreeing to be bound by the foregoing restrictions and to maintain absolute confidentiality regarding the information disclosed in these materials.

The information contained in this presentation does not constitute or form any part of any offer, invitation or recommendation to purchase or subscribe for any securities in any jurisdiction, and neither the issue of the information nor anything contained herein shall form the basis of, or be relied upon in connection with, any contract or commitment on the part of any person to proceed with any transaction. The information contained in these materials has not been independently verified. No representation or warranty, express or implied, is made and no reliance should be placed on the accuracy, fairness or completeness of the information presented or contained in these materials.

Any forward-looking statements in this presentation are subject to risks and uncertainties that could cause actual results to differ materially from those that may be inferred to being expressed in, or implied by, such statements. Such forward-looking statements are not indicative or guarantees of future performance. Any forward-looking statements, projections and industry data made by third parties included in this presentation are not adopted by the Company and the Company is not responsible for such third party statements and projections.

This presentation may not be all inclusive and may not contain all of the information that you may consider material. The information presented or contained in these materials is subject to change without notice and its accuracy is not guaranteed. Neither the Company nor any of its affiliates, advisers or representatives accepts liability whatsoever for any loss howsoever arising from any information presented or contained in these materials.

THIS PRESENTATION IS NOT AN OFFER OF SECURITIES FOR SALE IN THE UNITED STATES OR ELSEWHERE.

India : Financial & Digital Inclusion Initiative	04
Company Overview	10
Update on Sustainability ESG Initiatives	24
Strategy Update	27
Demerger Update	39
Results Performance Update	43
Update on Awards & Recognition	49
Board of Directors Team	51
Annexure : Kendra Evolution	54

INDIA : FINANCIAL & DIGITAL INCLUSION INITIATIVE

~US\$
3 TRILLION
INDIA'S GDP - 2022

1.35
BILLION
POPULATION

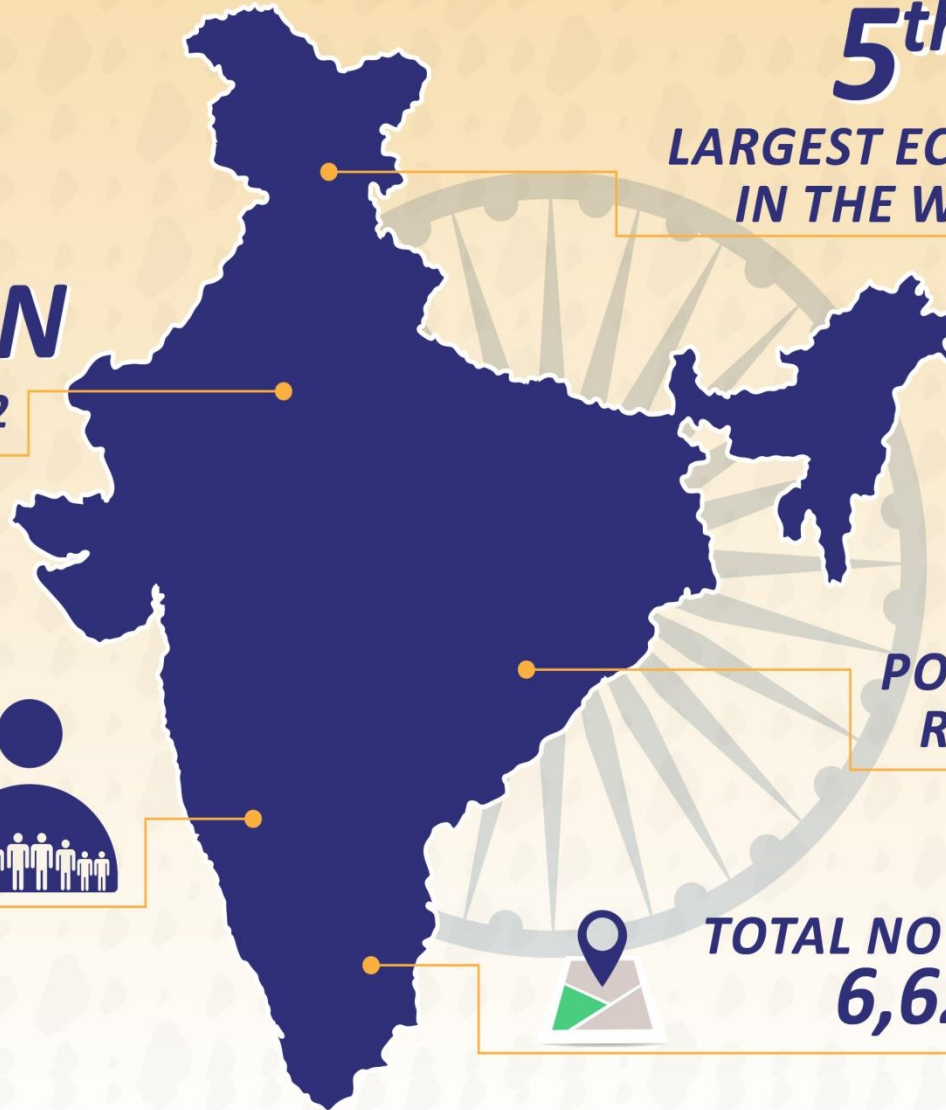


5th

LARGEST ECONOMY
IN THE WORLD

2/3rd
POPULATION IN
RURAL INDIA

TOTAL NO OF VILLAGES
6,62,438



India recognized the need to integrate biometric digital ID (Aadhaar) into two other pillars for reforms: Mobile communications and Financial access.

The resulting trinity is known as JAM: Jan Dhan (financial inclusion), Aadhaar and Mobile connections.

PMJDY SCHEME: FREE ZERO BALANCE ACCOUNTS

More than 450 MN Zero Balance Bank accounts opened and 300+ MN Free RUPAY Debit Cards Issued



JAM Trinity



Biometric based Digital ID
More than 1.2 BN Cards Issued and 99.7% of India's adult population covered till Date

Key Synergies :

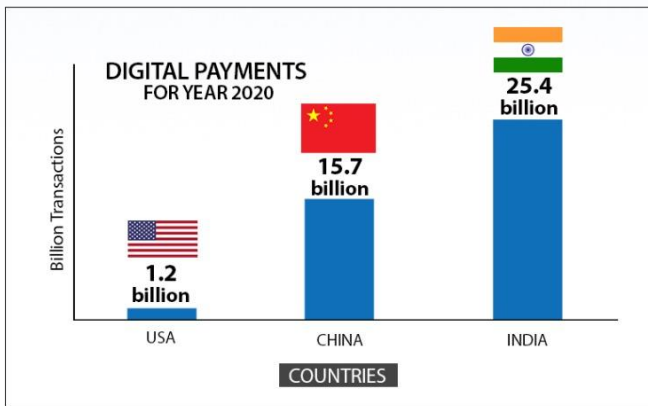
- Digital E-KYC
- Enabling Direct Benefit Transfer of Subsidies (DBT)
- Enabling Interoperable Banking
- Cost Advantage due to Paperless Digital Infrastructure
- New payment modes – QR Code /UPI/ Biometric based



750 MN + SmartPhone users
Low-cost smartphones and affordable data played critical role in driving financial inclusion

“Vishwa Guru” in Digital Payments

With over **25.4 billion** real-time payments transactions, **India is far ahead of China and US**



Source: WION



KEY CATALYSTS FOR GROWTH IN FINANCIAL & DIGITAL INCLUSION LEADING TO SOCIAL INCLUSION :

- **AADHAAR BASED E-KYC :**
 - Led to significant savings in Acquisition time & cost
 - Additional Services like Insurance, Investment, Loans/Microloans are being offered using Digital KYC solutions
- **INTEROPERABLE BANKING ENABLED SEAMLESS OPEN BANKING**
- **ADVENT OF NEW PAYMENT MODES – QR Code / UPI / Mobile linked/ Biometric based payments simplified the payment process for users resulting in increased adoption in semi urban & rural area as well.**

VAKRANGEE LIMITED : OUR ROLE IN THE CURRENT LANDSCAPE

~51

MILLION

No of Aadhaar
Enrolments
UIDAI :
Emergded 2nd
Largest Player
(Pan India)

30+

MILLION

No of Bank
Accounts Opened
(PMJDY) :
Emergded Leader
in Financial
Inclusion

5,900

No of ATMs
(WLA)

Emergded 3rd
Largest ATM
operator in
Rural India
(Tier 4 to 6)

22,858

No of Outlets

One of the
Largest Retail
network in Rural
India

STRONG ON-GROUND EXECUTION SKILLS WITH DEEP RURAL PRESENCE

Through our vast network , we are driving financial, digital and social inclusion in rural India. Our ultimate purpose is to ensure that every Indian has the opportunity to benefit from financial, digital inclusion and has access to the global marketplace.



COVID PANDEMIC LOCKDOWN : VAKRANGEE OUTLETS WERE OPEN PROVIDING ACCESS TO ESSENTIAL SERVICES



COMPANY OVERVIEW

<p>Banking , ATM & Insurance</p>	<p>Financial Services / Fintech</p>	<p>E-Commerce / Online Travel</p>	<p>Tele Medicine / Pharmacy</p>
---	--	--	--

PAN INDIA PRESENCE :

- 84% IN TIER 4-6 LOCATIONS
- 5,627 POSTAL CODES
- 564 DISTRICTS



**PHYSICAL + DIGITAL
ECO-SYSTEM**

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

22,858
LAST MILE PHYSICAL OUTLETS

~25 MN
ACTIVE CUSTOMER BASE

~US\$ 6.9 BN
ANNUALIZED GROSS
TRANSACTION VALUE

VAKRANGEE : PHYSICAL + DIGITAL ECO-SYSTEM
“GO TO MARKET PLATFORM” : BUILDING INDIA’S LARGEST LAST MILE DISTRIBUTION PLATFORM

PERFORMANCE UPDATE FOR Q1 FY2022-23

Our Presence



Total No. of Outlets

22,858

Presence in States/UTs

33

Presence in districts

564

Presence in Tier IV & VI

~84%

Our Platform – Key KPIs



Total Transactions

~34.8 mn

Total GTV

~ ₹ 1,34,369.2 mn

No. of Active Customers

~25 mn

ATM Service



No. of ATMs

5,900+

Total Transactions

~13.2 mn

Total GTV

~ ₹ 31,810.4 mn

Presence in Tier IV & VI

~77%

Banking Service



No. of Account opened

~0.4 mn

Total Transactions

~17.5 mn

Total GTV

~ ₹ 1,00,017.0 mn

BFSI & ATM SERVICES



(White Label ATM License)

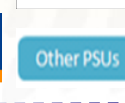
- ATM Cash Withdrawal
- Non-Financial Transactions



- 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

ASSISTED E-COMMERCE SERVICES



- Online Shopping of Goods



- 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 Agriculture Product & Services



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

VAKRANGEE KENDRA: WITH ATM, WITHOUT ATM AND ONLY ATM MODEL

Update on 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 features have been added in the Model - CCTV, Digital Signage & Pinpad device for all kind of payment mode.
- Vakrangee model includes standardized Look & Feel and Branding as designed by renowned Store Brand consultants Lewis & Hickey.

***Vakrangee Kendra –
With ATM***



***Minimum area of 65 sq. ft.
One counter and ATM***

***Vakrangee Kendra –
Without ATM***



***Minimum area of 65 sq. ft.
One counter without ATM***

***Vakrangee Kendra –
Only ATM***



***Minimum area of 25-30 sq. ft.
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
(OPTIONAL)**



- 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

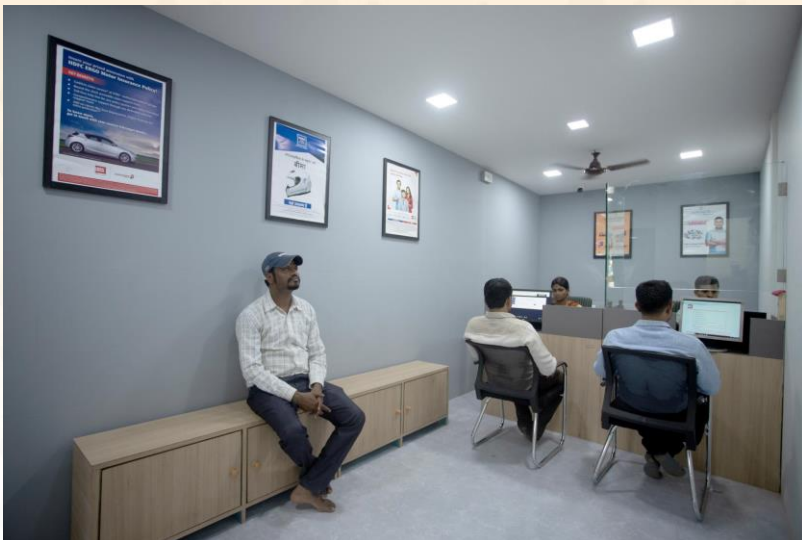


- Digital Signage to enable centrally monitored advertisement campaigns
- To enhance the interaction between Customers and Partners
- Focus to initiate advertising revenue

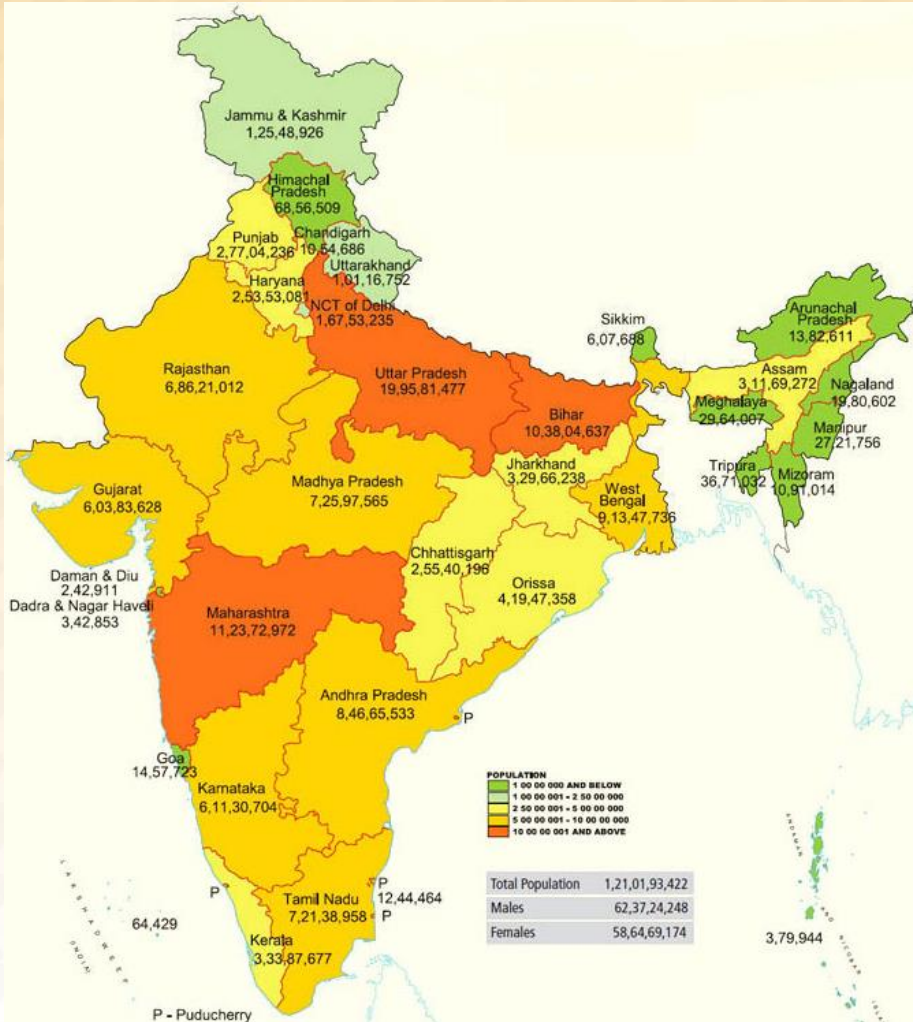
PIN-PAD DEVICES



- 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

6,62,438



TOTAL NO OF GRAM PANCHAYAT

2,55,376



TOTAL NO OF URBAN WARDS

75,535



TOTAL OUTLET POTENTIAL

3,30,911



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

Within 12-18 Months

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

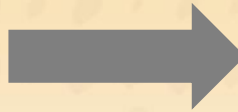
Q1 FY 2022-23

- 22,858 Outlets
- 33 States / UTs
- 564 Districts
- 5,627 Postal codes
- 84% Tier IV & VI

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

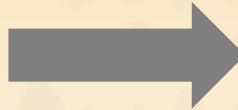
STORE ECONOMICS OF A NEXTGEN KENDRA

NextGen Outlet Estimated Revenue Per Store



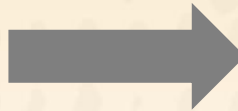
**Avg. Gross Revenue per Month
Rs. 50k – 80k***

NextGen Outlet Estimated Commission Sharing Ratio



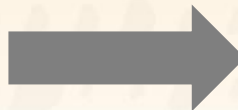
Ranging from 65:35 to 80:20 based on Service Type

NextGen Outlet Estimated Profit Margins %



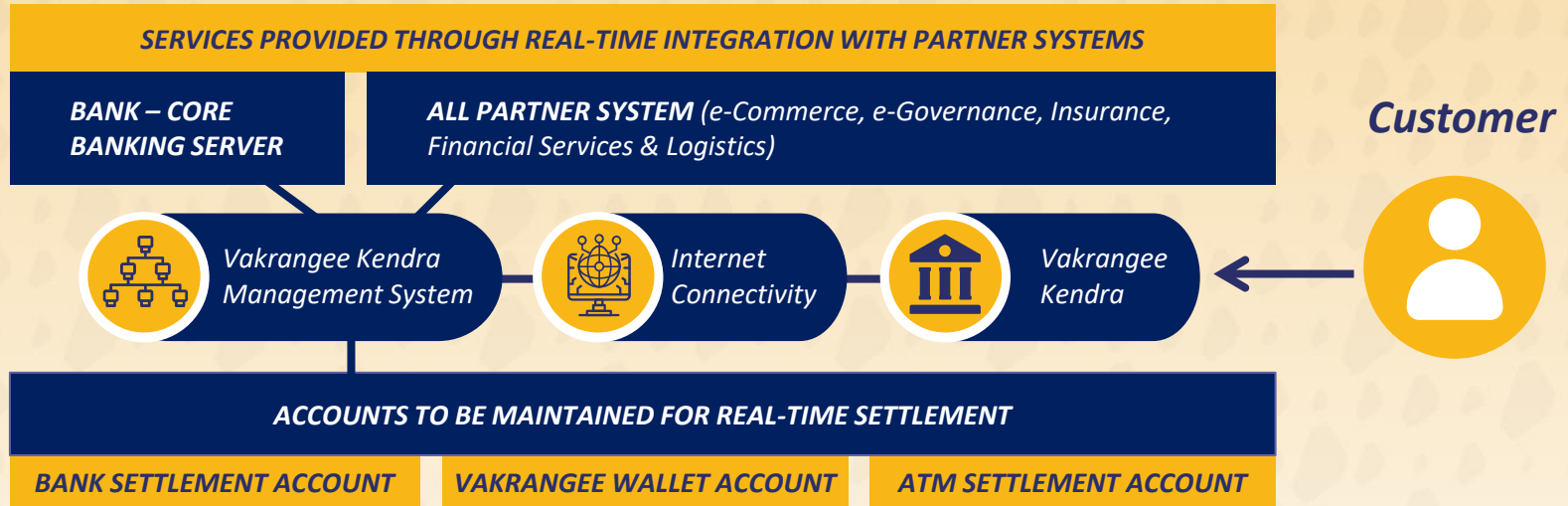
**Vakrangee Margins
Operational Gross Level – 18-20%
Sustainable EBIDTA Level – 15-16%**

NextGen Outlet Estimated Capex for Franchisee & Breakeven



**Total Capital Employed for Franchisee –
Rs. 0.3 – 0.5 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 March 2022, India had ~ 258,000 ATMs
- Vakrangee is 4th 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

UPDATE ON SUSTAINABILITY ESG INITIATIVES

VAKRANGEE ESG PERFORMANCE UPDATE

VAKRANGEE RECOGNIZED AS A ESG GLOBAL 50 TOP RATED COMPANY BY SUSTAINALYTICS



- In 2022, Vakrangee has been recognized by Sustainalytics as an ESG Global 50 Top Rated company.
- Globally ranked No.1 in the Sustainalytics ESG Risk rating rankings assessed in the Software and Services industry across worldwide.
- 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.

VAKRANGEE EARNS BRONZE CLASS SPOT IN SUSTAINABILITY YEARBOOK 2022 BY S&P GLOBAL



- Vakrangee Limited has been honored to be included in this year's Sustainability Yearbook 2022, published by S&P Global.
- Vakrangee has earned a "**S&P Global Bronze Class**" spot in the yearbook and has score 77 ESG Score ([S&P Global Scores](#)) in the Corporate Sustainability Assessment (CSA) survey.

**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.
- 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.

STRATEGY UPDATE

SUCCESSFULLY ADDED NEW BUSINESS PARTNERSHIPS WITH SOME OF THE MARQUEE GLOBAL PLAYERS

Allianz Partners

- *Partnered with Allianz Partners to Provide Assisted Total Healthcare services across our Platform.*
- *Allianz Partners is a world leader in insurance and assistance services and they would offer a combination of Assisted healthcare services to the unserved and underserved population of India through our platform.*
- *Pilot Initiated during Q1 FY2022-23*

DECATHLON

- *Partnered with Decathlon Sports India, a world leader in sports equipment's to offer a complete range of sports equipment's and products to our customers.*
- *Decathlon provides world-class products both for beginners as well as passionate professionals at extremely affordable prices.*
- *Strategically added a complete bouquet of sports equipment's products at our Kendras.*
- *Pilot to Start in Q2 FY2022-23*



**NEW BUSINESS OPPORTUNITY
VAKRANGEE MODELS**



Option: 1

Vakrangee Kendra with ATM
Rs. 2,09,999/-
all inclusive

FREE ATM SERVICES
(Upfront fee of ₹ 9,999 & Refundable Security Deposit of ₹ 2,00,000*)



Option: 2

Vakrangee Only ATM
Rs. 2,00,000/-
all inclusive

100%*
Refundable Security Deposit
of ₹ 2 Lakhs



Option: 3

Vakrangee Kendra without ATM
Rs. 9,999/-
all inclusive



FREE ASSURED BANKING BC POINT



ZERO MAINTENANCE CHARGES INCLUDING FREE PARTS REPLACEMENT



HIGHEST COMMISSION

*TSC Apply

- **LAUNCH OF NEW ATTRACTIVE PRICING FOR ALL KENDRA MODELS**
- **TO LEAD TO QUICK FRANCHISEE PAYBACK AS WELL AS DRIVE STRONG FRANCHISEE INTEREST**
- **RECEIVED OVERWHELMING RESPONSE & ON TRACK TO ACHIEVE THE TARGET OF 75,000 KENDRA**



BECOME A MASTER FRANCHISEE VAKRANGEE KENDRA MODEL

GET COMPLETE PORTFOLIO OF VAKRANGEE SERVICES
AT JUST ₹ 9,999/- & **GET VAKRANGEE ATM FOR FREE***

Offer Like Never Before



FREE
ATM
SERVICES

100%*
Refundable Security
Deposit of ₹ 2 Lakhs

75
Azadi Ka
Amrit Mahotsav

Limited Period Offer
Valid for **1st 1,000**
Applicants Only!!

Become a Banker & Essential
Service Provider of your Neighbourhood



PORTFOLIO OF VAKRANGEE SERVICES



FREE ASSURED
BANKING
BC POINT

FREE ATM*
(100% REFUNDABLE
DEPOSIT)

0% ZERO MAINTENANCE
CHARGES INCLUDING FREE
PARTS REPLACEMENT

HIGHEST
COMMISSION

*T&C APPLIED
*ATM on custodian basis

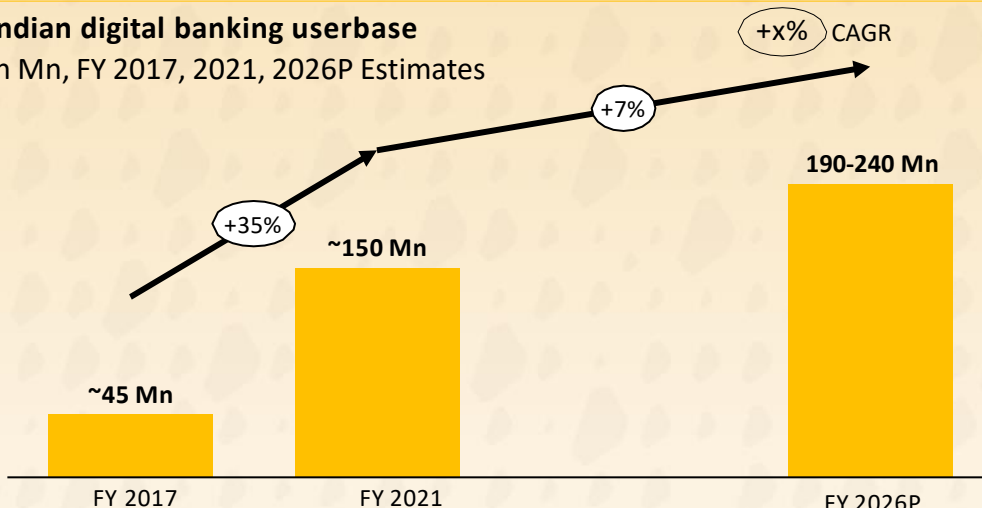
- **LAUNCH OF NEW ATTRACTIVE MASTER FRANCHISEE SCHEME : A UNIQUE LIFETIME EARNING OPPORTUNITY WHEREBY THE MASTER FRANCHISEE IS ELIGIBLE TO EARN A % OF ACTIVE FRANCHISEE'S EARNINGS ON A ON-GOING PERPETUAL BASIS**
- **DISTRICT LEVEL MASTER FRANCHISEE BEING APPOINTED. THIS INITIATIVE WOULD LEAD TO HELP US SCALE AT A FASTER PACE AND EXPAND ON A PAN INDIA BASIS**
- **MASTER FRANCHISEE SHALL BE RESPONSIBLE FOR END TO END MONITORING AND ENSURING OPERATIONAL COMPLIANCES FOR THERE RESPECTIVE FRANCHISEES**

**DIGITAL BANKING : MOVING TOWARDS NEO BANK –
VAKRANGEE WELL PLACED TO ENTER THE NEO BANKING SEGMENT**

While currently nascent, the Indian Neobanking userbase is expected to grow fast – at 80%+ yearly till FY26

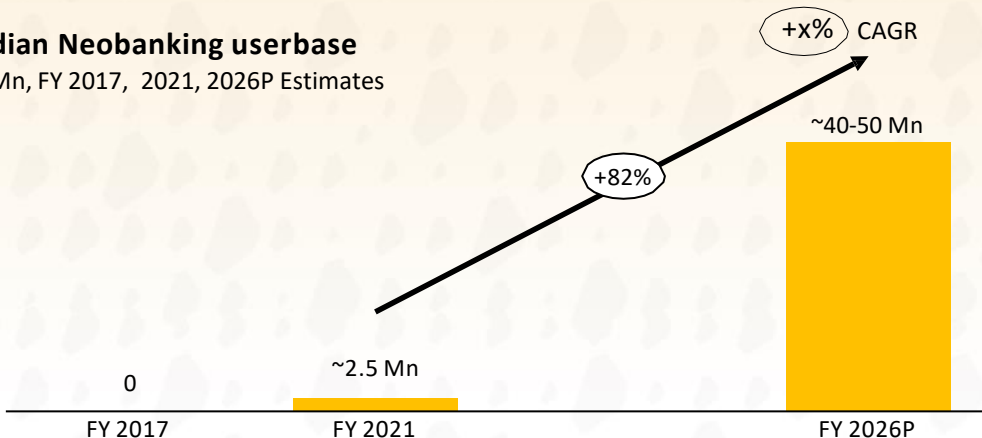
Indian digital banking userbase

In Mn, FY 2017, 2021, 2026P Estimates



Indian Neobanking userbase

In Mn, FY 2017, 2021, 2026P Estimates



Opportunities

Underpenetrated Rural market : Last Mile Retail Customer Base

Lack of trust within the current user base. Therefore, Physical Presence & Assistance is a Key Differentiator

Diversified service offerings : BFSI Services like Demat, MFs, insurance, and lending

Opportunity to tap into the MSME market

**MOVING TOWARDS TRANSITIONING INTO A NEO BANK –
VAKRANGEE WELL PLACED TO ENTER THE NEO BANKING SEGMENT**

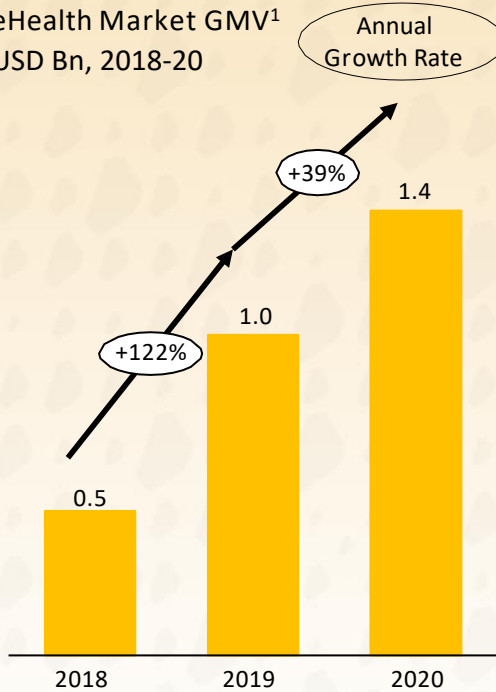
PERFORMANCE FOR BANKING SERVICES

	Q1 FY2021-22	FY2021-22	KEY DIFFERENTIATORS :
Number of Bank Accounts Opened	~ 0.4 MILLION	~ 2.7 MILLION	DIGITAL AS WELL AS PHYSICAL ECO-SYSTEM IN PLACE TILL THE LAST MILE
Number of Transactions	~ 17.5 MILLION	~ 69.7 MILLION	STRONG EXISTING RETAIL & MSME CUSTOMER BASE PRIMARILY RURAL FOCUSED
Total Transaction Value	~₹ 1,00,017.0 MILLION	~₹ 3,52,253.0 MILLION	STRONG FOCUS ON USER EXPERIENCE, PHYSICAL ASSISTANCE & AFFORDABLE PRICING

Digital (eHealth) Healthcare Opportunity:

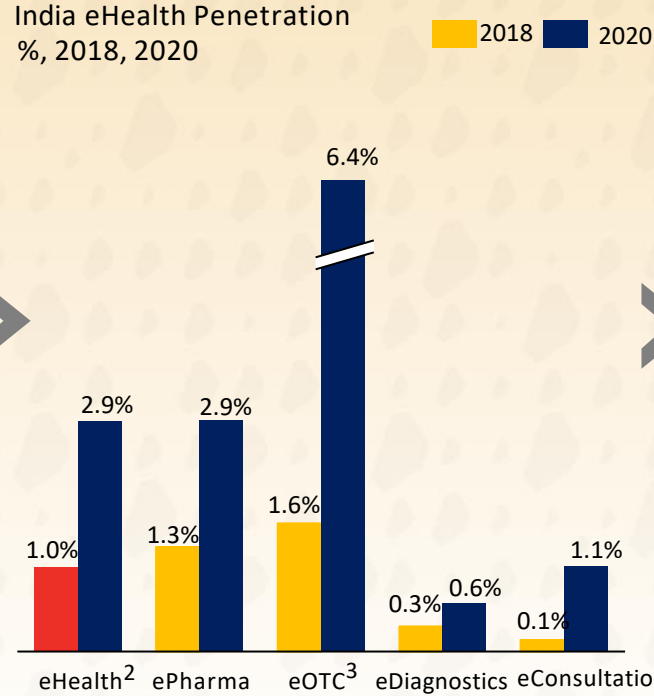
eHealth sector has been witnessing rapid growth, whereas the overall penetration rates across segments still remain low, providing Huge Long Term Growth potential !!

eHealth Market GMV¹
USD Bn, 2018-20

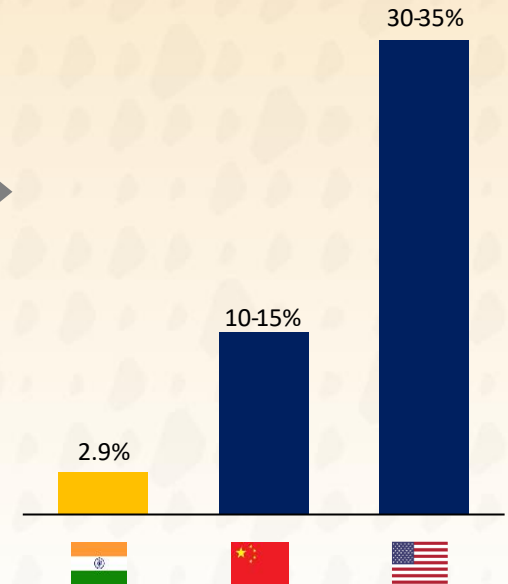


~70% of the market was led by metro cities in 2020, although the non-metro segment is growing much faster

India eHealth Penetration %
%, 2018, 2020



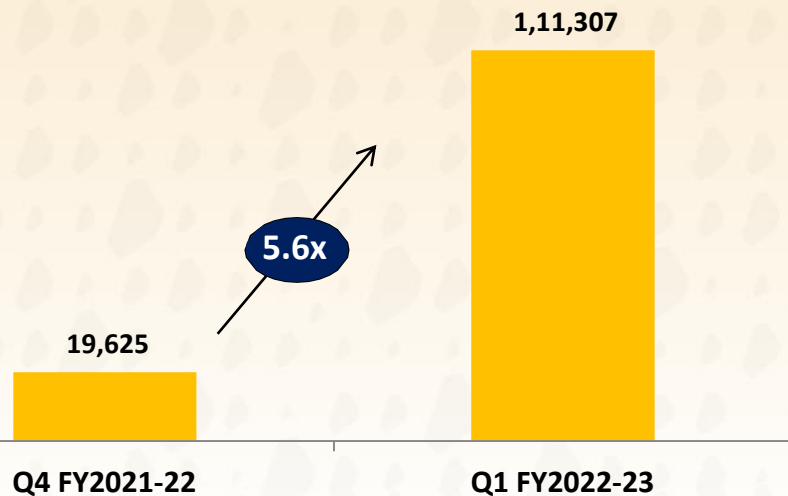
ePharma & eHealth Penetration- Global Benchmarks %, 2020



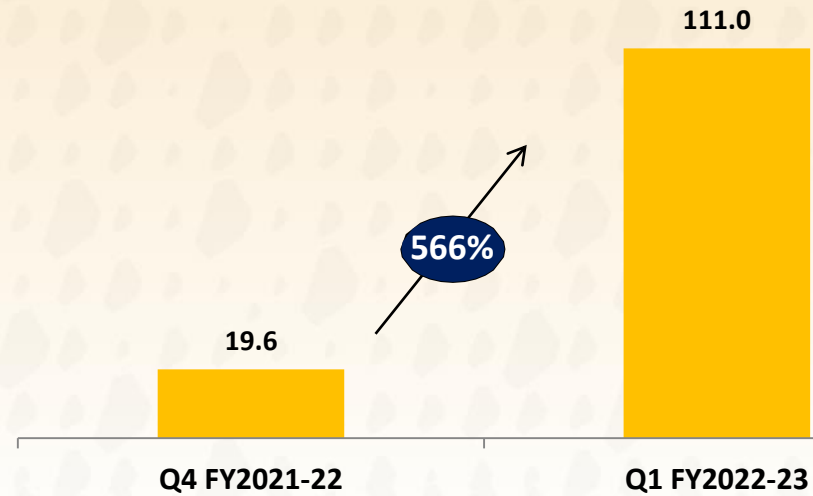
DIGITAL HEALTHCARE OPPORTUNITY :

- **Current Rural consumer requires assistance to understand different healthcare services**
- **Limited availability of physical doctors in rural locations**
- **Lack of access to Health Infrastructure & Expert Consultation**

PERFORMANCE FOR PILOT PROJECT : LAUNCHED PILOT FOR HELATHCARE SERVICES IN 1,000+ OUTLETS



No. of Transactions (In No.)

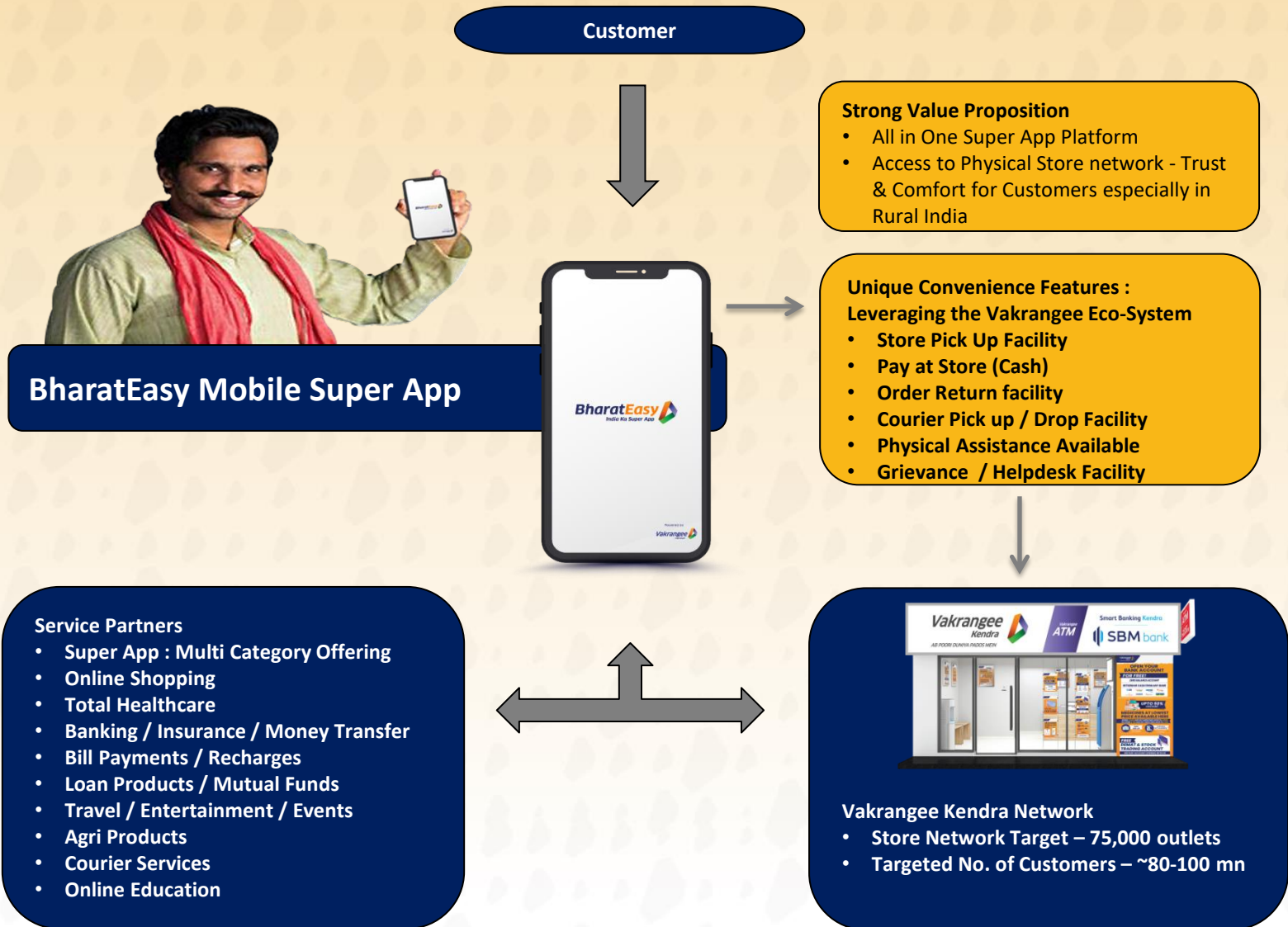


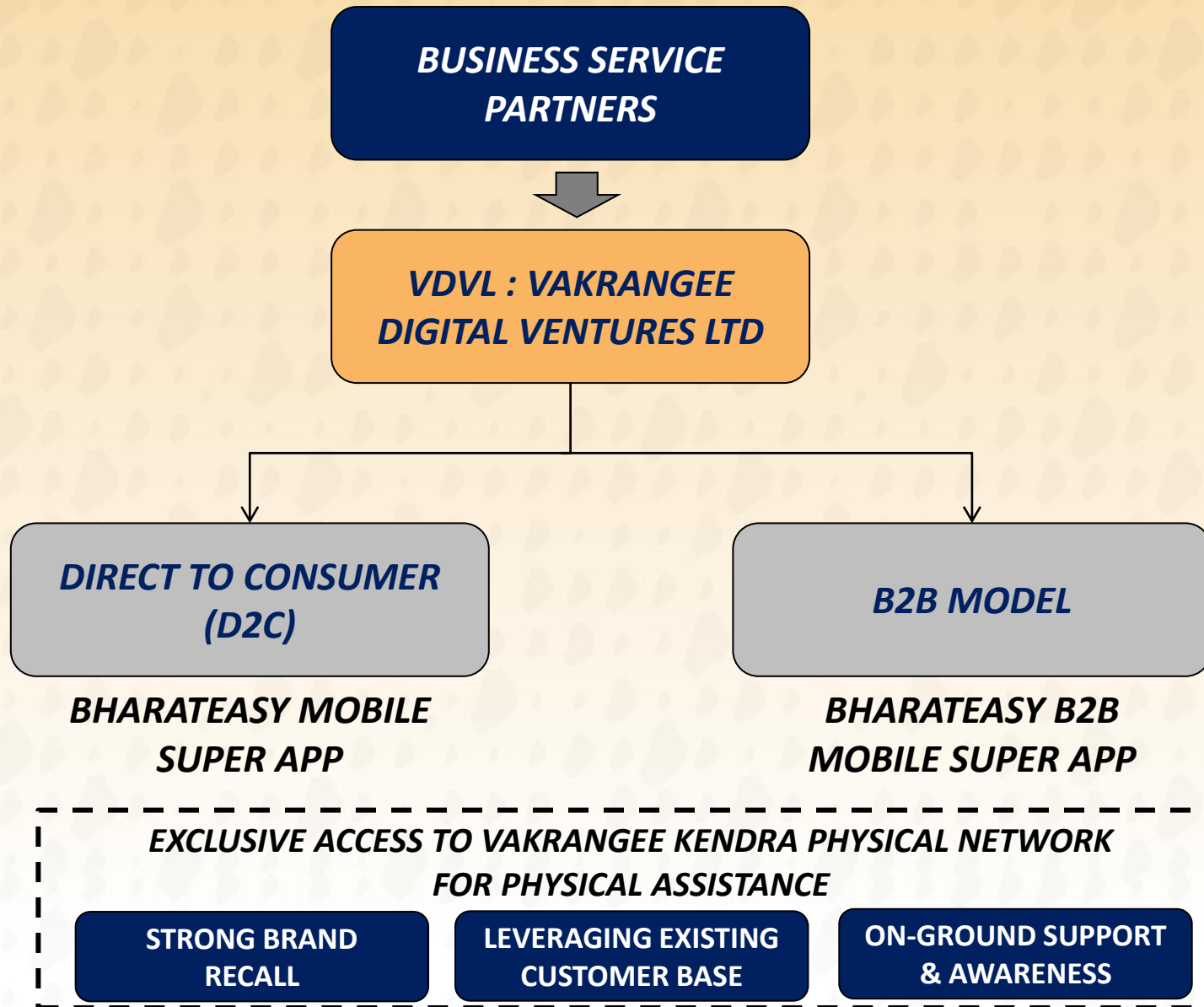
Gross Transactions Value (In Mn.)

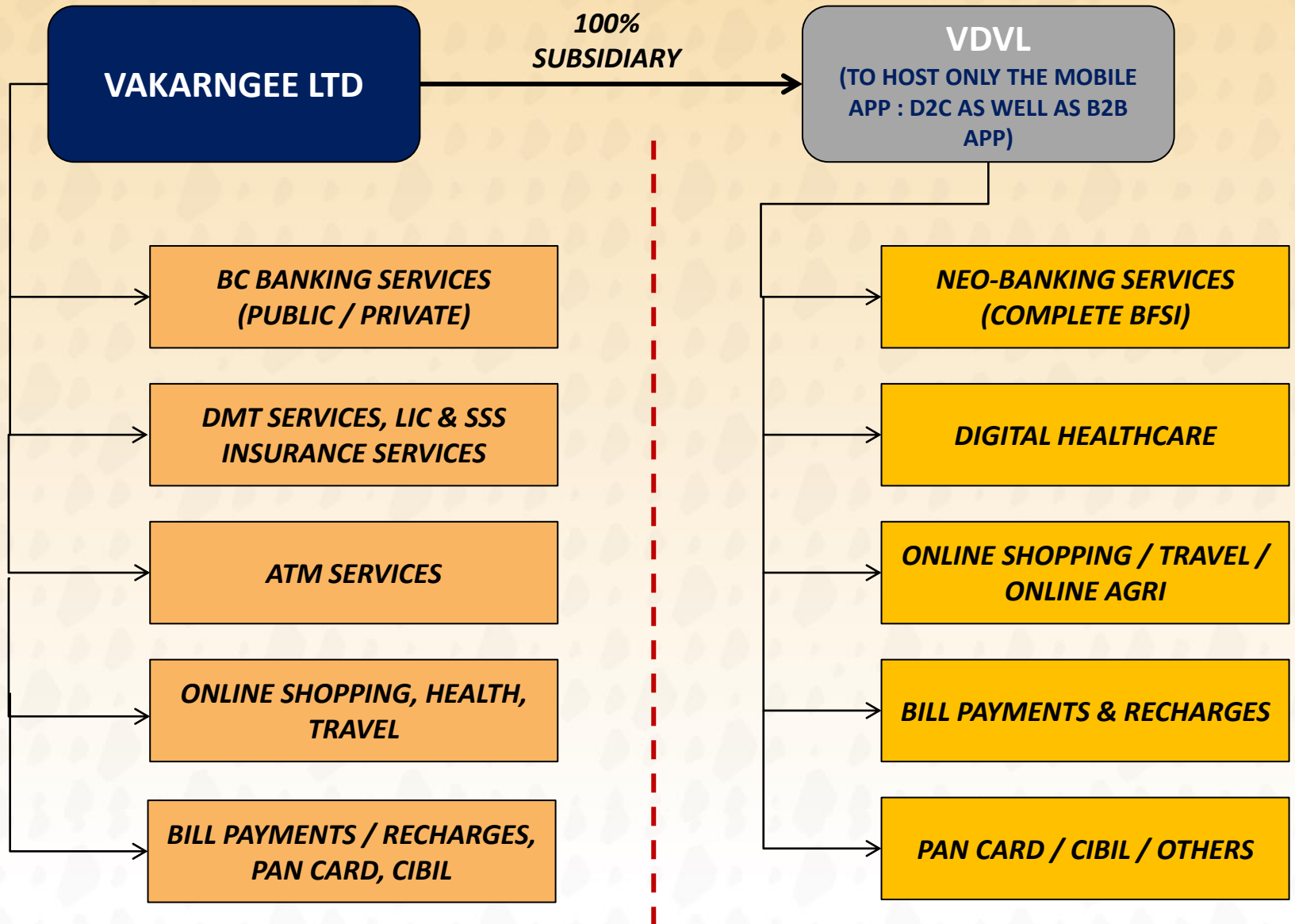
- Vakrangee would be launching an online digital platform to enable seamless services for the consumer at the comfort of their homes. Through this, company has evolved into the unique O2O (Online to Offline) platform, whereby there is Assistance available through the Physical Kendra network along with Digital Online Services.
- **The Company would be launching an All in one : “BharatEasy” Mobile Super App based business platform. (Currently 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.

Beta Version Trial Performance Data	Q1 FY2023
No of App Downloads	9,708
No of Avg. Monthly Active Users	4,345
No of Transactions	41,881

BUSINESS MODEL : OUR UNIQUE OFFERING







DEMERGER UPDATE

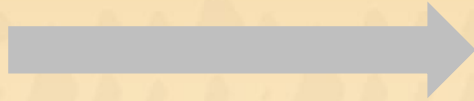
- As on June 19, 2021 the Board of Directors of Vakrangee Limited had approved Demerger of its digital Division.
- However, The Board of Directors have now after due deliberations and detailed discussions, taking into consideration the best interest of all its stakeholders, have finally decided to demerge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

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.

PRE-DEMERGER



**POST-
DEMERGER
ARRANGEMENT**

1

**VAKRANGEE LIMITED –
CURRENT LISTED ENTITY**

TO INCLUDE :-

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

KEY FEATURES :

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

2

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

TO INCLUDE :-

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

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**

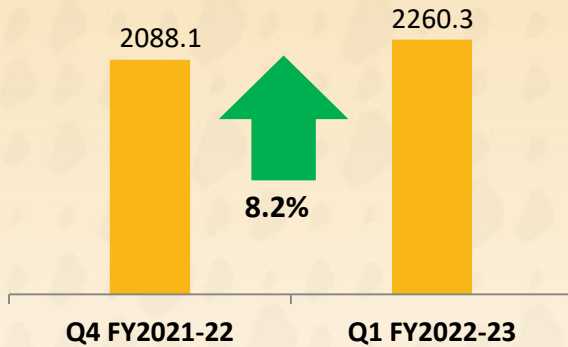
**VAKRANGEE LIMITED TO EMERGE AS ONE OF INDIA'S LARGEST RURAL DISTRIBUTION
PLATFORM ALONG WITH DIGITAL PLATFORM OF BHARATEASY MOBILE SUPER APP**

RESULTS PERFORMANCE UPDATE

Key Highlights – Q1 FY2022-23 (Q-o-Q Basis)

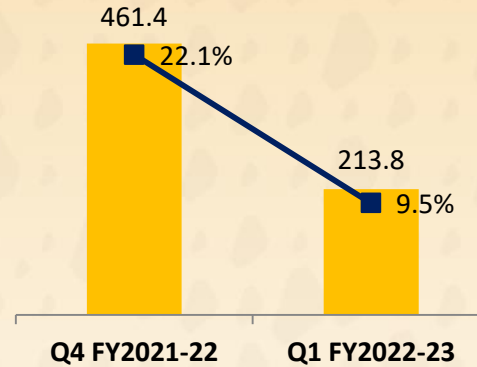
REVENUE FROM OPERATIONS

In Rs Mn



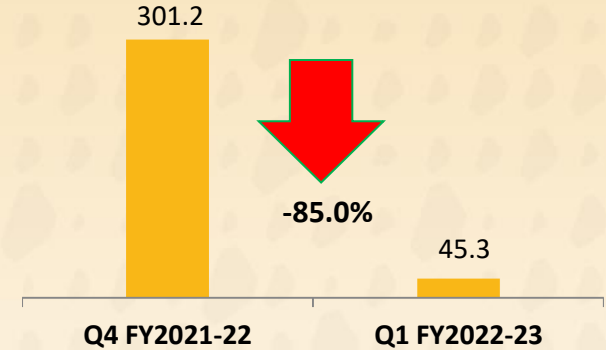
GROSS PROFIT & GROSS MARGIN

In Rs Mn



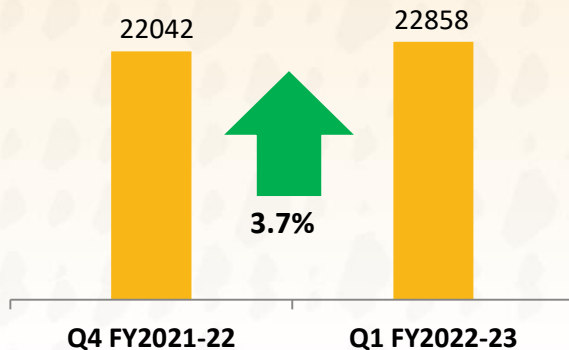
PROFIT AFTER TAX (PAT)

In Rs Mn



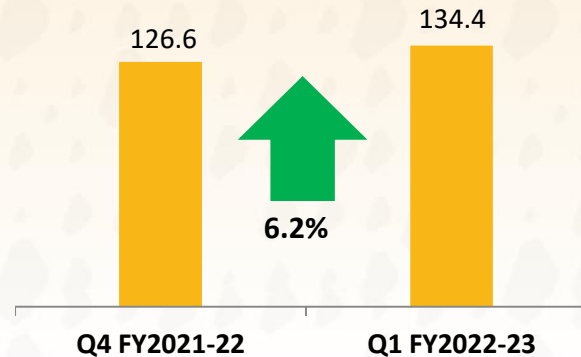
NUMBER OF OUTLETS

In Numbers



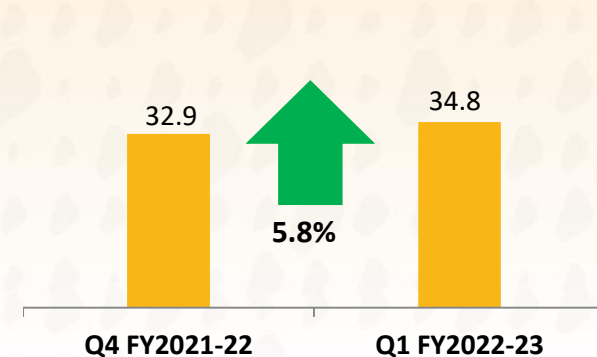
GROSS TRANSACTION VALUE

In Rs Bn



NUMBER OF TRANSACTIONS

In Mn



- **Strong Revenue Growth** : Strong growth witnessed in Revenues due to increase in Number of outlets as well as services becoming normalized and operational post pandemic.
- **Our Focus has been on Market Expansion & to Strengthen our First Mover Advantage**
- **Near Term Profitability has been impacted** as we are re-investing our Operational cash flows for enhancing Franchisee incentives.
- Gross Margins have been Impacted primarily due to the **Launch of Additional Franchisee incentive schemes**. These Additional incentives are transitory in nature but would lead to quick payback for the franchisees thereby driving strong New franchisee interest.
- **The Maximum impact on Gross Margins due to these additional incentives has been in the current quarter and would keep on reducing over the next couple of quarters thereby Gross Margins and Profitability will keep on improving henceforth in the subsequent quarters.**
- **Profit Margins have bottomed out and Company is confident to deliver improved profitability & sustainable growth in the subsequent quarters.**
- Strong word of mouth and referral incentives along with Pan India marketing have resulted in to Higher lead funnel for Franchisee acquisition. We have received an overwhelming response with more than 60,000 fresh applications in the current quarter.
- Further, we have introduced **New attractive pricing** for all our kendra models as well as **Introduced Master Franchisee Scheme** which would help us scale at a much faster pace and thereby **achieve our Long Term targets well ahead of targeted timelines.**
- We are confident that these strategic initiative shall lead to significant growth in profitability in the long run.
- **Our Plan is to achieve Long Term Outlet expansion Target of 75,000 Next-Gen outlets within the next 12 -18 Months.**
- **Focus on New Verticals** : Launched a successful pilot for Digital healthcare services across 1,000+ outlets in Q1 FY2022-23. Registered a 500%+ growth on QoQ basis during the said quarter.

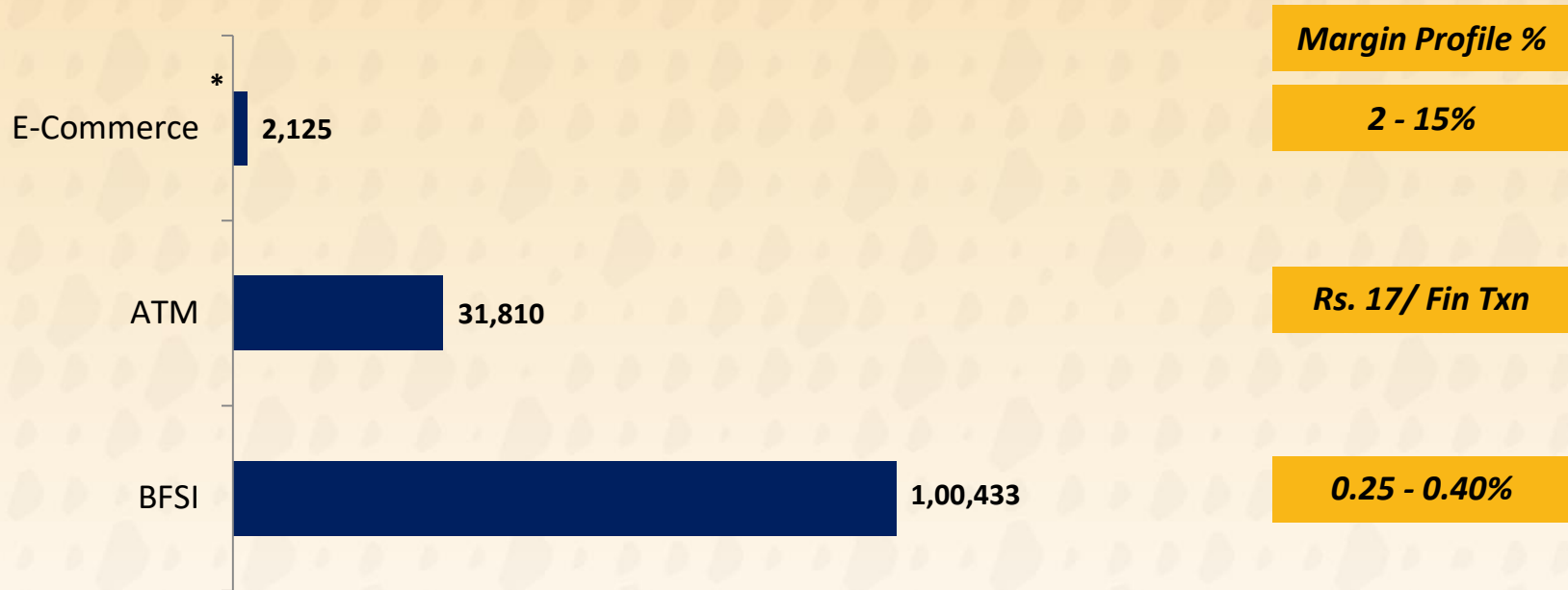
Key Profit & Loss Statement Items

Particulars (Rs. Mn.)	Q1 FY2022-23	Q1 FY2021-22	YoY%	FY2021-22
Revenue from Operations	2,260.3	1540.2	46.8	7,786.9
Total Expenses	2213.9	1248.9	77.3	6,393.7
EBIDTA	104.2	340.8	(69.4)	1,586.9
Profit before Tax (PBT)	65.0	305.4	(78.7)	1,415.5
Tax Expenses	19.7	72.2	(72.7)	320.2
Profit after Tax (PAT)	45.3	233.3	(80.6)	1,095.2
Earnings per Share (EPS Basic)	0.04	0.22	(81.8)	1.03

Key Balance Sheet Items

Particulars (Rs. Mn.)	FY2021-22	FY2020-21	Particulars (Rs. Mn.)	FY2021-22	FY2020-21
Net Worth	27,477.2	26,640.8	Fixed Assets	1,405.1	1,605.1
Share Capital	1059.5	1,059.4	Other Non-Current Assets	6,023.4	6,029.9
Other Equity	26417.7	25,581.4	Inventory	41.0	49.7
Total Debt	0.0	0.0	Trade Receivables	9,554.3	11,203.1
Long Term Debt	0.0	0.0	Cash & Cash Equivalents	567.2	212.8
Short Term Debt	0.0	0.0	Other Current Assets	11,768.6	9,655.7
Other Non-Current Liabilities	43.5	44.4	Less: Trade Payables	365.0	341.4
Total Sources of Funds	27,520.7	26,685.2	Less: Other Current Liabilities	1,473.9	1,729.7
			Net Current Assets	20,092.2	19,050.2
			Total Application of Funds	27,520.7	26,685.2

**Q1 FY2022-23 – GROSS TRANSACTION VALUE 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.

**JITENDRA
GAHALOT**

Franchisee – **JITENDRA GAHALOT** from a **Tier-6** location of Rajasthan have Earned ₹ **98,349** in just month from **BFSI – Banking Services**

**Total Transaction Value - ₹
₹ 3,05,11,600**

**PREM
SHANKAR
JAT**

Franchisee – **PREM SHANKAR JAT** from a **Tier-6** location of Rajasthan have Earned ₹ **1,65,899** in just month from **ATM Services**

**Number of Financial Transaction -
14,823**

**Total Transaction Value –
₹ 1,55,56,200**

**KAJALBEN
PATEL**

Franchisee - **KAJALBEN PATEL** from a **Tier-2** location of Gujarat have Earned ₹ **90,160** in one month from **BFSI-DMT Services**

**Number of Transactions –
4,096**

**Total Transaction Value -
₹ 1,40,22,953**

**BHAGIRATH
VERMA**

Franchisee - **BHAGIRATH VERMA** from a **Tier-2** location of Madhya Pradesh have Earned ₹ **8,47,787** in just month from **Healthcare Services**

**Number of Plans Sold –
5,008**

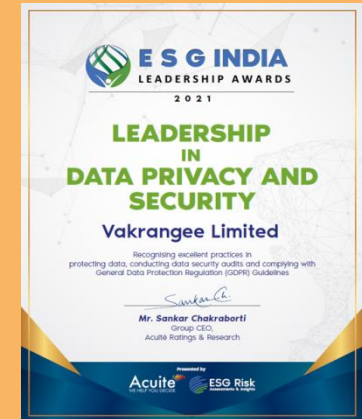
**Total Transaction Value -
₹ 50,01,945**

**DANIEL
THINSEEN**

Franchisee - **DANIEL THINSEEN** from a **Tier-6** location of North East have Earned ₹ **49,250** in just month from **Online Demat Account Opening Services**

**Number of Account Opened –
255**

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.

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