

February 13, 2020

To,

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

Sub.: PRESENTATION - RESULTS UPDATE – Q3FY2019-20
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 Presentation on Results Update: Q3FY2019-20. considered in the Board Meeting of the Company held today on February 13, 2020.

Kindly take the above on your record.

Thanking you

Yours faithfully,

For Vakrangee Limited

Mehul Raval

Mehul Raval
Company Secretary
(Mem. No.: A18300)



THE ASSISTED DIGITAL CONVENIENCE STORE



**VAKRANGEE LIMITED
RESULTS UPDATE – Q3FY2019-20**

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RESULTS PERFORMANCE UPDATE



RESULTS PERFORMANCE UPDATE

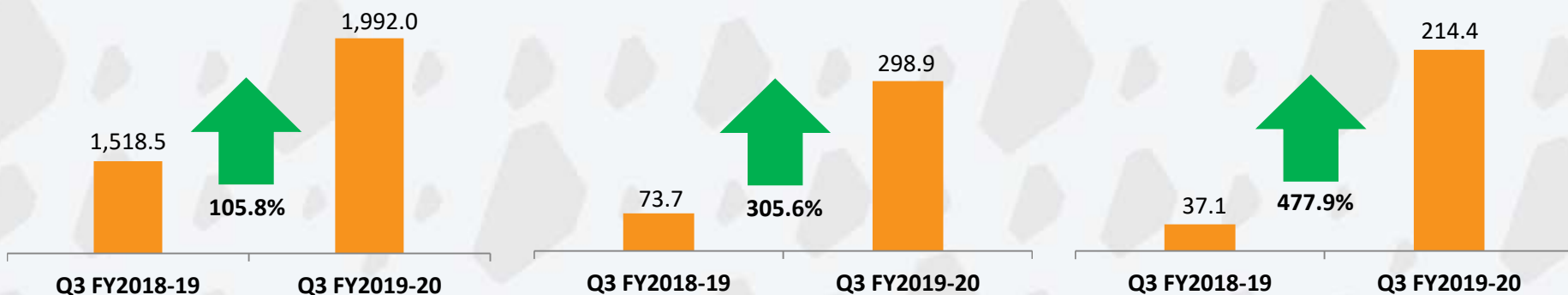
Key Highlights – Q3 FY2019-20 (Y-o-Y Basis)

REVENUE FROM OPERATIONS

EBITDA

PROFIT AFTER TAX (PAT)

In Rs Mn



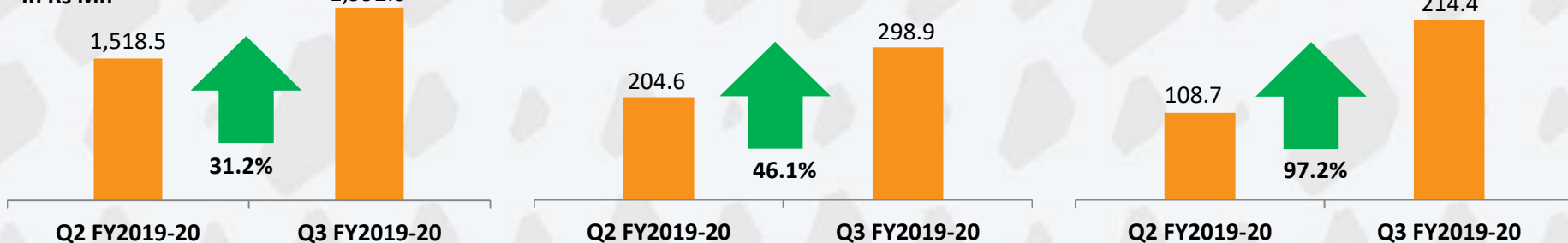
Key Highlights – Q3 FY2019-20 (Q-o-Q Basis)

REVENUE FROM OPERATIONS

EBITDA

PROFIT AFTER TAX (PAT)

In Rs Mn



RESULTS PERFORMANCE UPDATE

- **Robust growth seen in Financials across all parameters due to clear focus on Store profitability and service activation across the network.**
- **Revenue from Operations increased by 105.8% YoY basis and 31.2% QoQ basis due to increase in number of operational outlets and maturity of existing outlets.**
- **PAT has increased by 477.9% YoY basis and 97.2% QoQ basis due to strong operating leverage as well as adjustment in perquisite expenses of the ESOP.**
- **Strong Operating metrics –**
 - **Vakrangee kendra network throughput has crossed ~US\$ 1 BILLION during Q3 FY2020, Currently at an Annualized Run Rate of ~US\$ 4 BILLION.**
 - **Achieved Operational Breakeven and benefits of strong operating leverage to continue as Number of stores increase as well as Maturity profile of the stores increases.**

VAKRANGEE KENDRA OUTLETS – PERFORMANCE UPDATE

~Rs. 75.5 Bn

Quarterly Throughput on Vakrangee Platform – Transaction Value

10,000+

No. of NextGen Outlets currently operational

~US\$ 4.3 Bn

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

~24.0 Mn

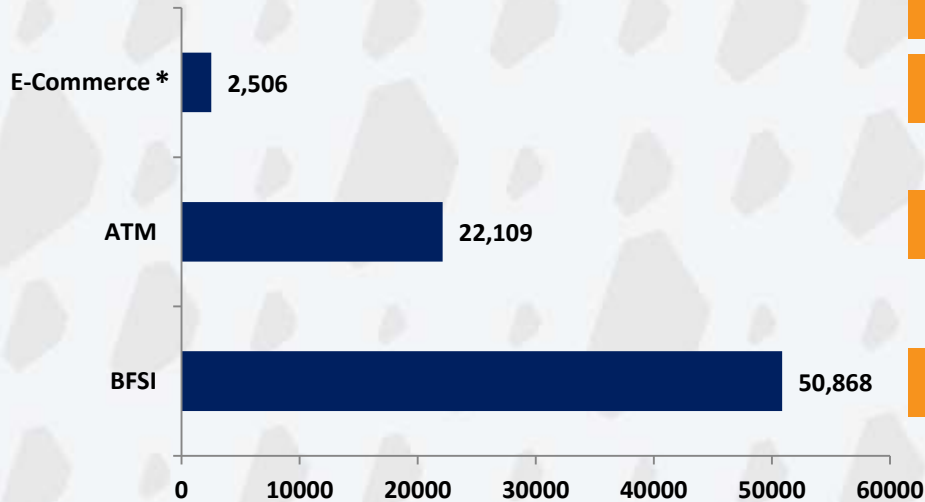
Quarterly No. of Transactions on Vakrangee Platform

Our Aim to become India's Largest Rural Consumption Platform



VAKRANGEE KENDRA OUTLETS – PERFORMANCE UPDATE

Q3 FY2019-20 - GMV / THROUGHPUT CONTRIBUTION (RS. MN.)



Margin Profile %

2 - 15%

Rs. 15/ Fin Txn

0.25 - 0.40%

Q-on-Q GROWTH RATES :

BFSI
VERTICAL

10%

ATM
VERTICAL

Flat

E-COMMERCE
VERTICAL

49%

- BFSI Vertical GMV Growth has been consistent whereby it has grown by 10% due to addition of new stores and stable same sales growth.
- ATM vertical has been Flat due to stable no of ATMs, Internet shutdown in state of Uttar Pradesh in last week of December and also seasonality. Typically in 3rd quarter, post festive period has less transactions.
- E-Commerce is the fastest growing & Highest Margin vertical, also impact is due to festive season in Q3 whereby multiple activation and sale events took place.

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 :
80,000+



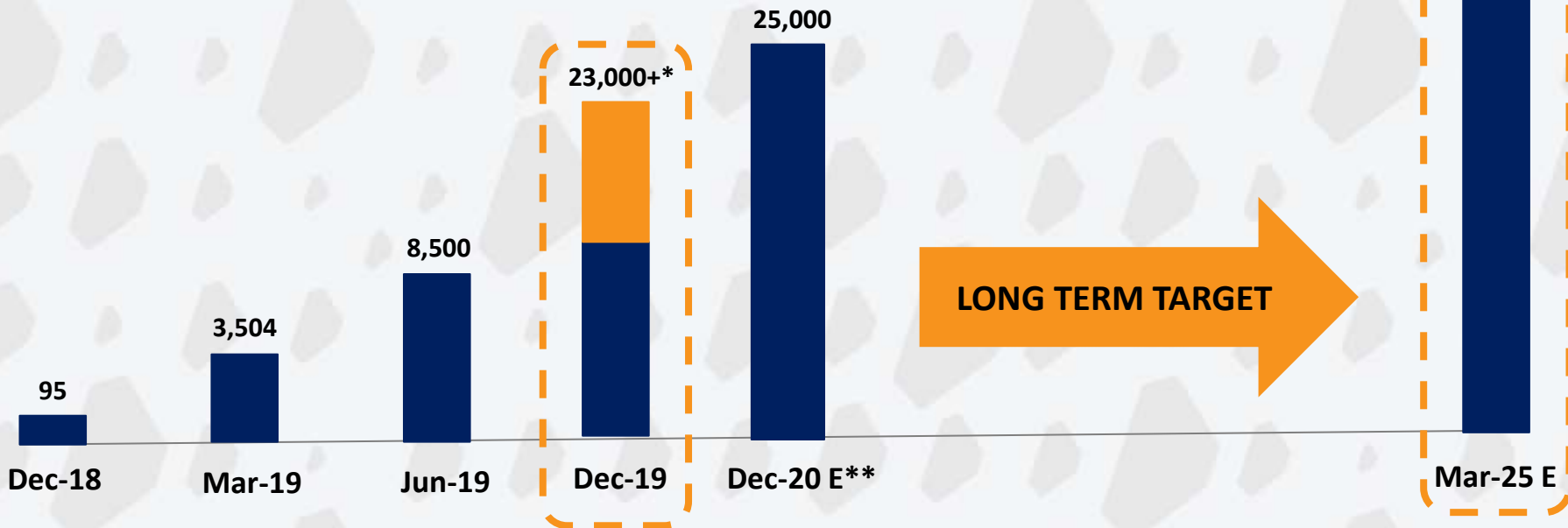
Outlets under
On-Boarding
Process :
13,000+

**CLEAR VISIBILITY OF 25,000 NEXTGEN OUTLETS TO BE ON-BOARDED BY MAR 2020
TO HAVE 25,000 NEXTGEN OUTLETS FULLY OPERATIONAL BY CY 2020**

VAKRANGEE KENDRA OUTLETS – PERFORMANCE UPDATE

GUIDANCE ON OPENING OF NEXTGEN OUTLETS

NO OF NEXTGEN OUTLETS



Note: * Operational outlets Outlets under On-Boarding Process

Planned Target is to have last Mile presence across All Postal codes covering each & every Gram Panchayat in the country.

** 25,000 Nextgen outlets to be on-boarded by Mar 2020 & fully operational by Dec 2020

HIGHLIGHTS OF GRANT THORNTON REPORT

Grant Thornton (GT) has done a detailed study and released a report on “ **Financial Inclusion and Rural India – Banking & ATM sector in India**”. Financial inclusion is the key to bridging the social divide and achieving a well distributed, robust and sustainable economic growth.

As per the report, Vakrangee has emerged as a leading player in India who has been at the forefront of driving Financial and Social inclusion in the country.

Key Highlights from the GT Report related to Vakrangee are as follows –

- Vakrangee has over 12,000 BC points, of which 82% are situated in Rural India.
- In FY2018, Vakrangee BC's opened 31.7% of all BSBDA's opened by all BC's in India.
- Vakrangee is the 13th Largest ATM operator in India. However, in Rural India it is 3rd largest ATM operator behind only SBI and Tata Indicash.
- When compared to private sector Banks, it ranks over a number of private Banks such as Axis Bank (1,905 ATMs), HDFC Bank (1,063 ATMs) & ICICI Bank (760 ATMs) in Rural India.
- Banking and ATM throughput from the Vakrangee Kendra network for FY 2019 (till 31st Dec 2019) is Rs. 21,800 crore

HIGHLIGHTS OF GRANT THORNTON REPORT

Vakrangee's performance

As on Sep '19	VKR count	Total count	VKR Rank	VKR Share %
ATMs in India	3,985	227,886	13	2%
ATMs in rural India	2,625	33,645	3	6%
ATMs by WLA in rural India		10,340	2	25%
ATMs by public sector banks in rural India		27,669	2	NA
ATMs by private sector banks in rural India		5,897	1	NA

Source: RBI data and GT Analysis

Click on image for [GT Report](#):



- ***Vakrangee has emerged as the fastest growing and third largest White Label ATM player in the country.***
- ***Vakrangee is the 13th Largest ATM operator in India. However, in Rural India it is 3rd largest ATM operator behind only SBI and Tata Indicash.***
- ***Vakrangee have a major share of 66% in Rural India in the WLA segment.***

UPDATE ON ALLIANCE – TELEMEDICINE SERVICES



- **Vakrangee Limited (VL) has tied up with vHealth by Aetna to offer a combination of Telemedicine services and privileged access to its nationwide network of hospitals and clinics.**
- **Aetna is a CVS Health Company (Fortune 8 Enterprise), one of the world's leading health services providers.**
- **Vakrangee plans to rollout Telemedicine and Digital Healthcare services through its network of Nextgen Vakrangee Kendras.**
- **Customers would be able to gain access to specially trained doctors through Virtual Consultation along with privileged and discounted access to a large network of physical clinics and hospitals.**
- **Also be able to arrange home blood tests for its customers, doorstep delivery of medicines through vHealth's partner network.**

VAKRANGEE KENDRA OUTLETS – PERFORMANCE UPDATE

**Debt Free &
Cash Rich
Balance
Sheet**

**Strong
Senior
Mgmt. team
in Place**

**WELL
POISED FOR
STRONG
GROWTH**

**Zero
Promoter
Pledge &
Promoter
Stake
Increased**

**All
Regulatory
Compliances
in Place**

**Scalable
Franchisee
Model with
Strong
Operating
Leverage**

CASE STUDIES

CASE STUDIES : NEXTGEN TOP PERFORMERS



MOHAMMED ARIF

NCR (DELHI)

TIER 1 LOCATION

AGEING OF OUTLET – 12 MONTHS

“I have earned
Rs. 1,08,171
From Assisted Online Shopping
in just 1 month”



Number of Orders

10,733



Total Sale Value

₹ 5,00,970

CASE STUDIES : NEXTGEN TOP PERFORMERS



SUPARNA RAJE
WEST BENGAL

TIER 2 LOCATION
AGEING OF OUTLET – 14 MONTHS

“I have earned
Rs. 43,401

From Assisted Online Pharmacy
in just 1 month”



**Number of
Transaction**

2,961



**Total Transaction
Value**

₹ 2,89,415

CASE STUDIES : NEXTGEN TOP PERFORMERS



NAND LAL SWAMI

RAJASTHAN

TIER 5 LOCATION

AGEING OF OUTLET – 12 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



SARVADAMAN PATHAK

RAJASTHAN

TIER 1 LOCATION

AGEING OF OUTLET – 12 MONTHS

“I have earned
Rs. 1,24,029
From BFSI – ATM Services in just
1 month”



**Number of Financial
Transaction**

11,709



**Total Transaction
Value**

₹ 1,95,22,500

CASE STUDIES : NEXTGEN TOP PERFORMERS



YOGESH HUMANE
MAHARASHTRA

TIER 6 LOCATION

AGEING OF OUTLET – 17 MONTHS

“I have earned

Rs. 36,782

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



**Number of
Transactions**

1,449



**Total Transaction
Value**

₹ 59,30,444

Q3 FY2019-20 RESULTS UPDATE

CONSOLIDATED FINANCIAL STATEMENTS

Key Profit & Loss Statement Items

Particulars (Rs. Mn.)	Q3FY2019-20	Q2FY2019-20	QoQ%	Q3FY2018-19	YoY%	9MFY2019-20
Revenue from Operations	1,992.0	1,518.5	31.2	967.9	105.8	4,778.3
Total Expenses	1,925.5	1,558.9	23.5	1,133.5	69.9	4,799.8
EBIDTA	298.9	204.6	46.1	73.7	305.6	696.1
Profit before Tax (PBT)	284.0	168.5	68.5	70.8	301.1	610.2
Tax Expenses	69.6	59.9	16.2	33.7	106.5	208.9
Profit after Tax (PAT)	214.4	108.7	97.2	37.1	477.9	401.2
Earnings per Share (EPS Basic)	0.20	0.11	81.8	0.04	400.0	0.38

Key Balance Sheet Items

Particulars (Rs. Mn.)	H1FY2019-20	FY2018-19	Particulars (Rs. Mn.)	H1FY2019-20	FY2018-19
Net Worth	26,022.7	26,022.0	Fixed Assets	1,543.3	1,562.1
Share Capital	1,059.4	1,058.8	Other Non-Current Assets	179.7	257.3
Other Equity	24,963.3	24,963.2	Inventory	157.3	41.1
Total Debt	0.0	0.0	Trade Receivables	13,270.5	13,196.2
Long Term Debt	0.0	0.0	Cash & Cash Equivalents	11,463.9	11,441.7
Short Term Debt	0.0	0.0	Other Current Assets	1,255.1	678.9
Other Non-Current Liabilities	51.4	57.0	Less: Trade Payables	546.3	338.8
Total Sources of Funds	26,074.1	26,079.0	Less: Other Current Liabilities	1,249.4	759.5
			Net Current Assets	24,351.1	24,259.6
			Total Application of Funds	26,074.1	26,079.0

***STRONG CORPORATE GOVERNANCE :
ALL REGULATORY DUE DILIGENCE
ALREADY IN PLACE***

STRONG CORPORATE GOVERNANCE

ALL REGULATORY DUE DILIGENCE ALREADY IN PLACE

SEBI INVESTIGATION



There were no findings or instance of any stock manipulation by Promoter or Promoter group entities.

Link : [Click Here](#)

EOW INVESTIGATION



Clean chit given to promoter & promoter group with respect to price & volume manipulation

Link : [Click Here](#)

MCA INSPECTION



Update on MCA Inspection - No Irregularities & no further action pending pertaining to Vakrangee

Link : [Click Here](#)

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

ASSISTED E-COMMERCE :



Assisted Online Shopping and Pharmacy



Bill Payments and Recharge



Logistics



BFSI & ATM SERVICES :

ATM



Insurance Services



Banking and Financial Services



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



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 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



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

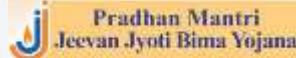
(White Label ATM License)



- ATM Cash Withdrawal
- Non-Financial Transactions



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



- Life Insurance
- General Insurance
- Health Insurance



Other PSUs

- 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 – GOLD MODEL

NEXTGEN VAKRANGEE KENDRA: GOLD MODEL

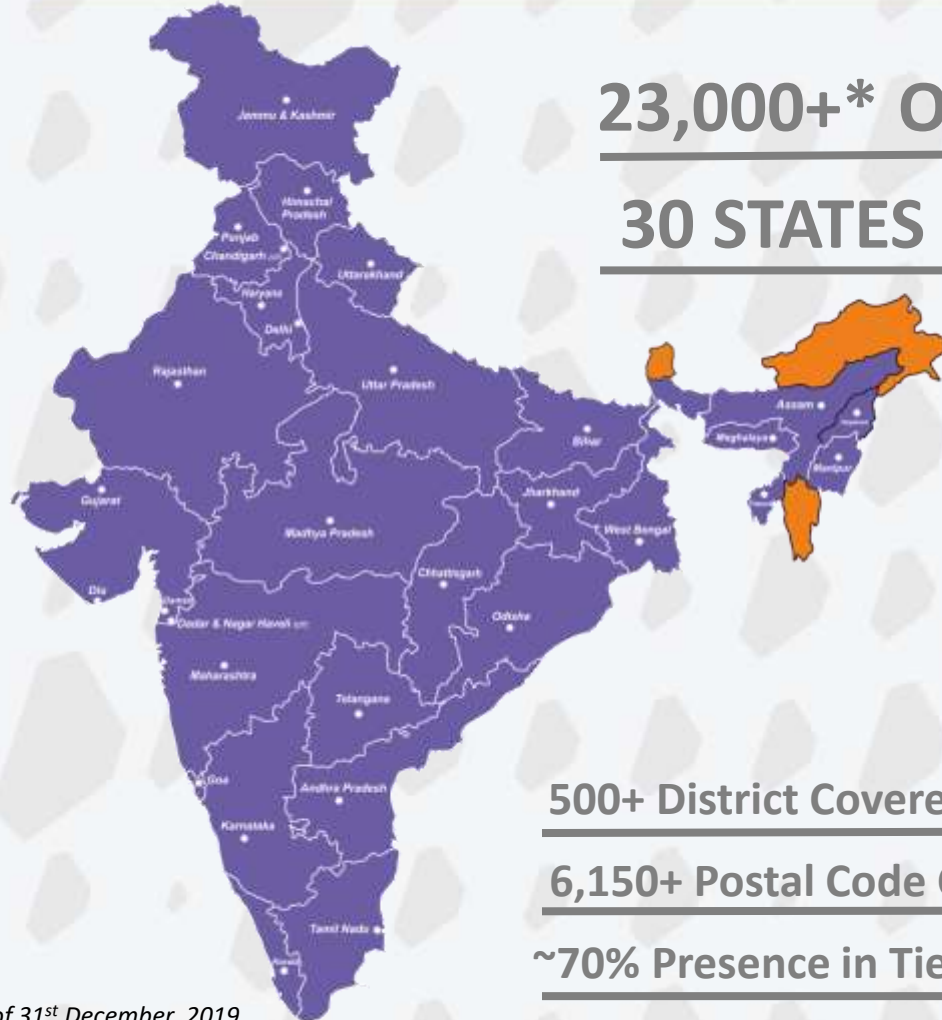


NEXTGEN VAKRANGEE KENDRA – SILVER MODEL

NEXTGEN VAKRANGEE KENDRA: SILVER MODEL



NEXTGEN VAKRANGEE KENDRA – OUR PRESENCE



23,000+* OUTLETS

30 STATES & UTs

500+ District Covered

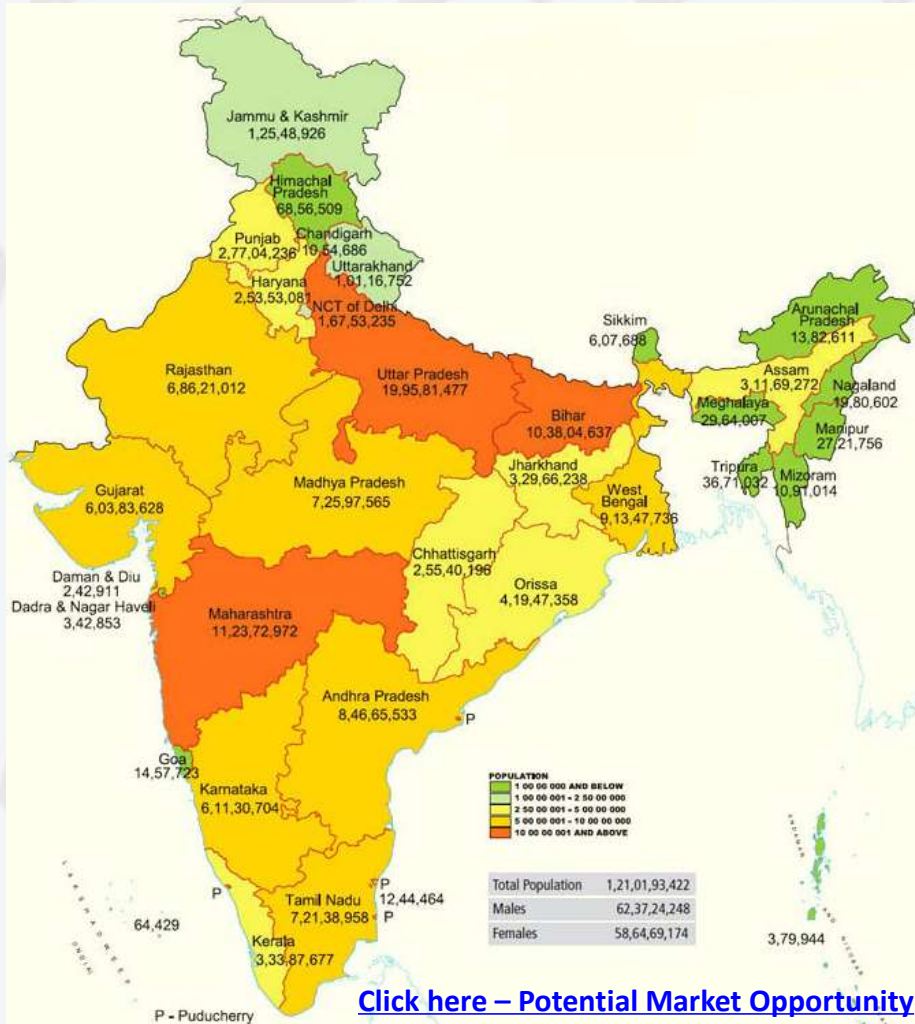
6,150+ Postal Code Covered

~70% Presence in Tier V & VI Cities

Sr. No.	State & UT Name
1	Andhra Pradesh
2	Assam
3	Bihar
4	Chandigarh
5	Chhattisgarh
6	Dadra and Nagar Haveli
7	Daman and Diu
8	NCR (Delhi)
9	Goa
10	Gujarat
11	Haryana
12	Himachal Pradesh
13	Jammu & Kashmir
14	Jharkhand
15	Karnataka
16	Kerala
17	Madhya Pradesh
18	Maharashtra
19	Manipur
20	Meghalaya
21	Nagaland
22	Odisha
23	Punjab
24	Rajasthan
25	Tamil Nadu
26	Telangana
27	Tripura
28	Uttar Pradesh
29	Uttarakhand
30	West Bengal

- As of 31st December, 2019
- 10,000+ Operational outlets & 13,000+ outlets under on-boarding process

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 the Block level – More than 1,000 District and Block Area managers*
- *Continuous Handholding and support to Franchisee to maintain smooth Operations and drive sales*

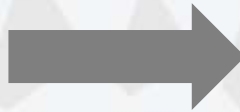
Size and Scale with Strong Franchisee Model



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

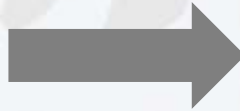
STORE ECONOMICS OF A NEXTGEN KENDRA

NextGen Outlet Estimated Revenue Per Store



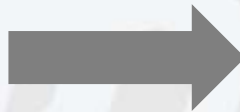
**Avg. Revenue per Month
Rs. 0.1 mn ***

NextGen Outlet Estimated Commission Sharing Ratio



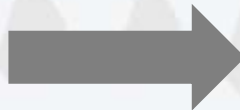
Ranging from 65:35 to 80:20 based on Service Type

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**

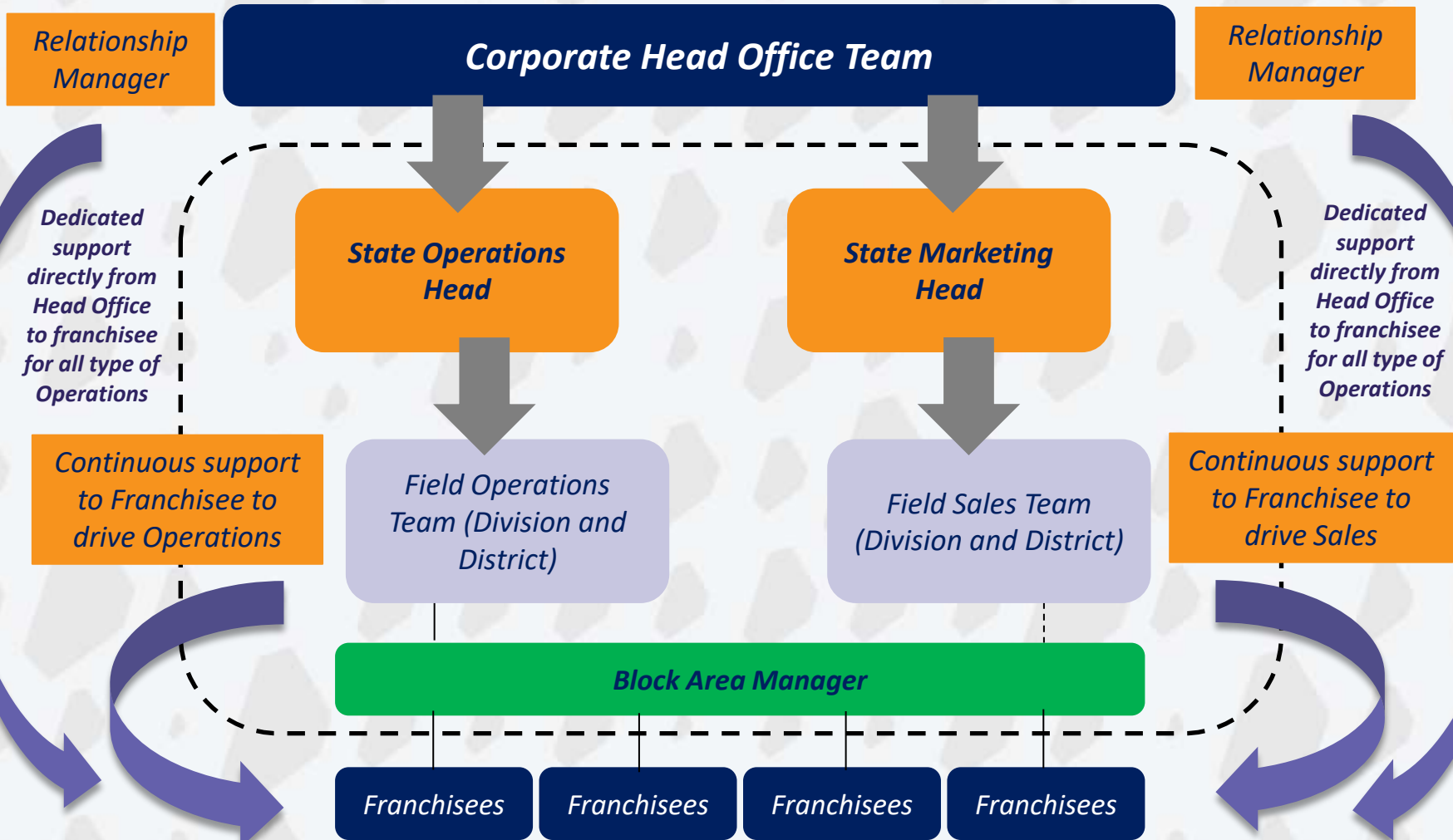
Internet Connectivity

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

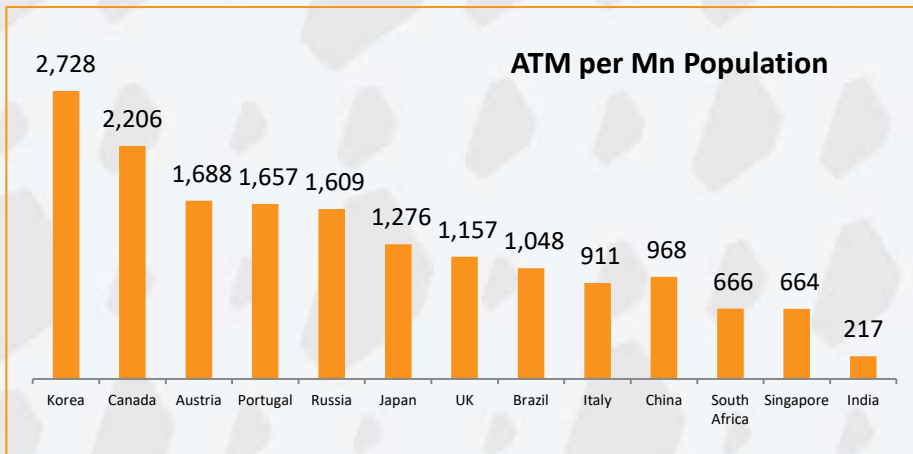
Security Specifications

- *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 December 2019, India had ~ 245,000 ATMs.
- 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 14th 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

- **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**
- **26th in the Deloitte Technology Fast 50 companies in India, 2012**
- **18th in the Deloitte Technology Fast 50 companies in India, 2011**
- **226th 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**



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

BOARD OF DIRECTORS

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.



ANIL KHANNA
Non Executive
Director

- Mr. Anil Khanna is currently as Non Executive Director. Prior to Vakrangee he has been at the position of Managing Director of Blue Dart Express Limited.
- He has 40 years of experience in various industries and has a proven track record and he is a graduate from St Stephen's College, Delhi and holds an MBA degree in Marketing and Finance from UBS, Chandigarh.

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