

July 07, 2022

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.:** Results Update Presentation - Q1 FY2022-23

**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 Results Update Presentation Q1 FY2022-23 considered in the Board Meeting of the Company held today on July 07, 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



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

**VAKRANGEE LIMITED**  
**Q1 FY2022-23 - RESULTS UPDATE**

July 7, 2022

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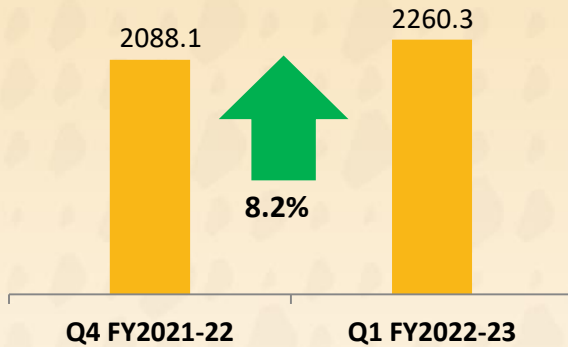
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# ***RESULTS PERFORMANCE UPDATE***

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

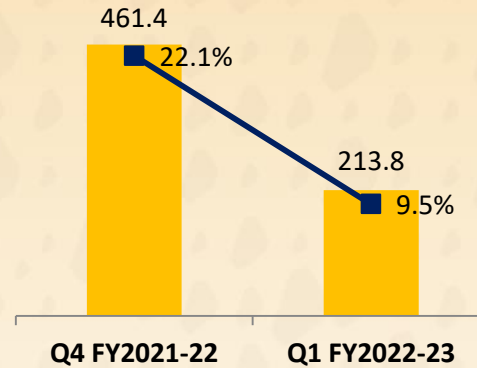
**REVENUE FROM OPERATIONS**

In Rs Mn



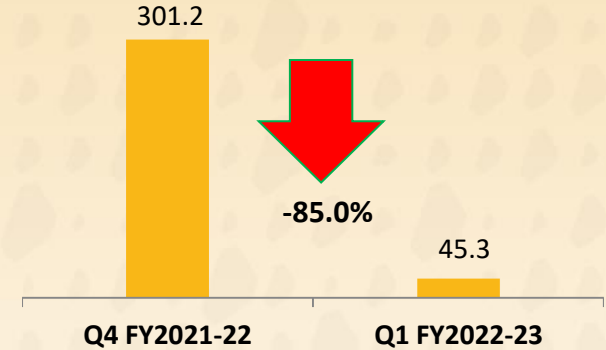
**GROSS PROFIT & GROSS MARGIN**

In Rs Mn



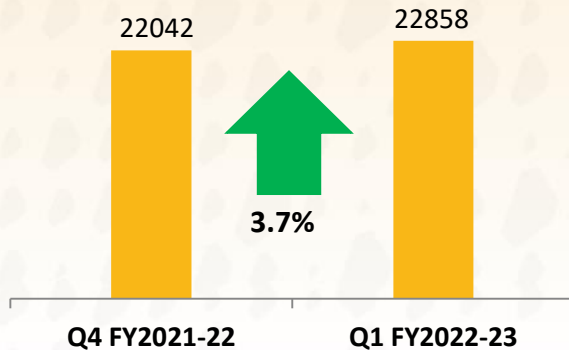
**PROFIT AFTER TAX (PAT)**

In Rs Mn



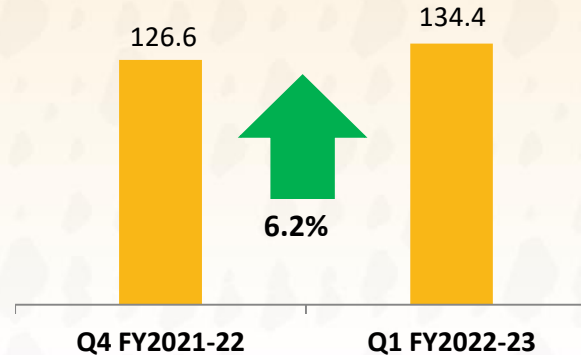
**NUMBER OF OUTLETS**

In Numbers



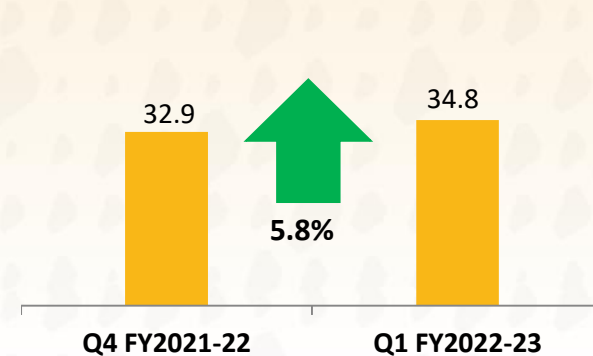
**GROSS TRANSACTION VALUE**

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
<b>Net Worth</b>	<b>27,477.2</b>	<b>26,640.8</b>	<b>Fixed Assets</b>	<b>1,405.1</b>	<b>1,605.1</b>
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
<b>Total Debt</b>	<b>0.0</b>	<b>0.0</b>	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
<b>Total Sources of Funds</b>	<b>27,520.7</b>	<b>26,685.2</b>	Less: Other Current Liabilities	1,473.9	1,729.7
			<b>Net Current Assets</b>	<b>20,092.2</b>	<b>19,050.2</b>
			<b>Total Application of Funds</b>	<b>27,520.7</b>	<b>26,685.2</b>



**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**

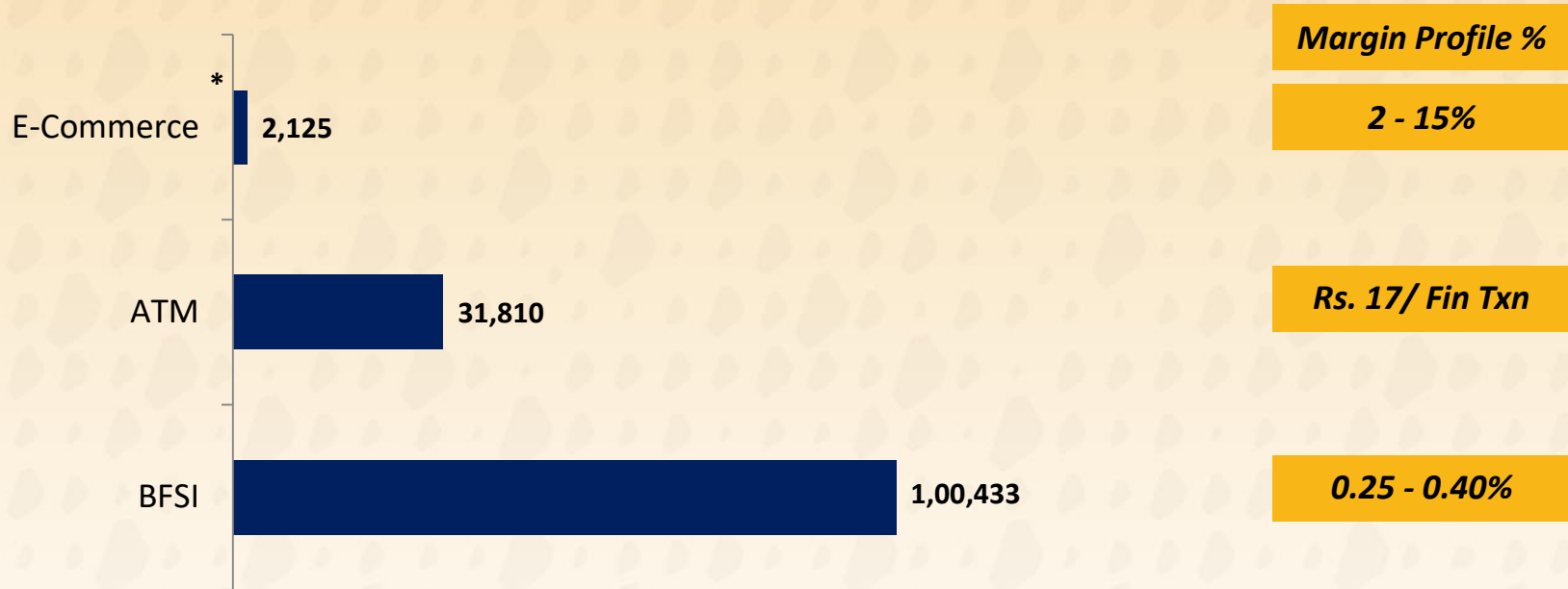
Total Transactions

**~17.5 mn**

Total GTV

**~ ₹ 1,00,017.0 mn**

**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**

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

# ***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



**FREE  
ATM  
SERVICES**

**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**

- **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**

\*TSC Apply



## 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



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)



**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**

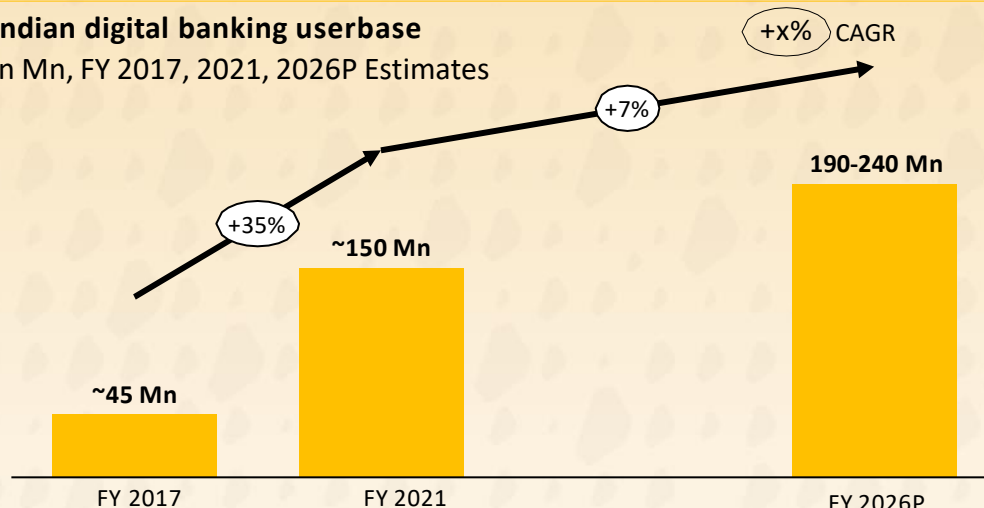


**DIGITAL BANKING : MOVING TOWARDS NEO BANK –  
VAKRANGEE WELL PLACED TO ENTER THE NEO BANKING SEGMENT**

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

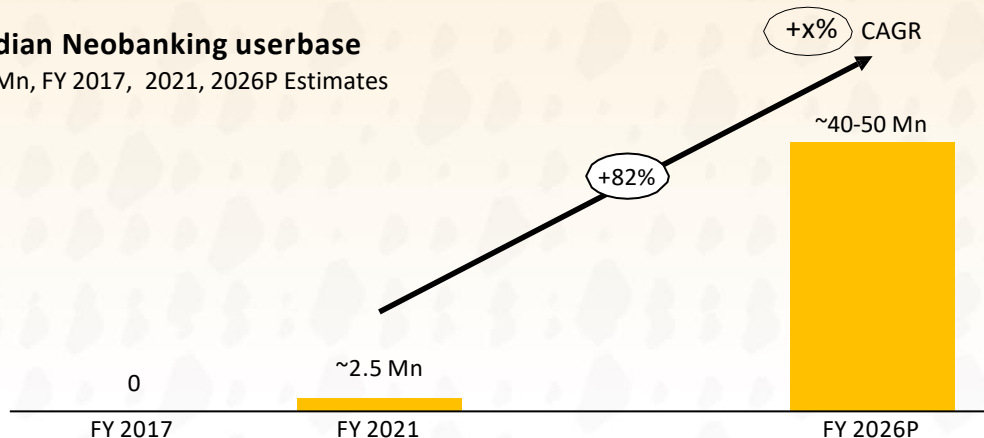
**Indian digital banking userbase**

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**

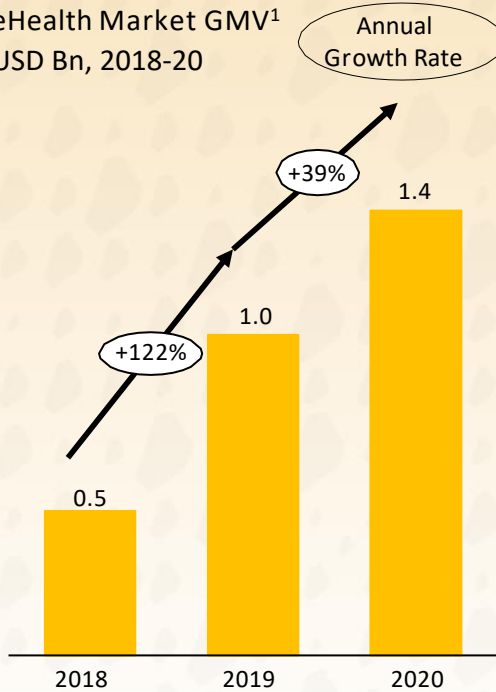
**PERFORMANCE FOR BANKING SERVICES**

	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:**

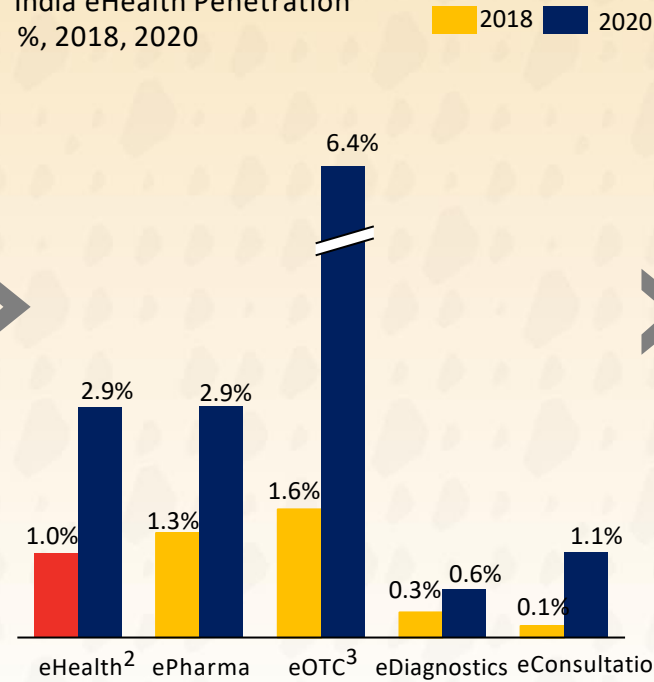
**eHealth sector has been witnessing rapid growth, whereas the overall penetration rates across segments still remain low, providing Huge Long Term Growth potential !!**

eHealth Market GMV<sup>1</sup>  
USD Bn, 2018-20

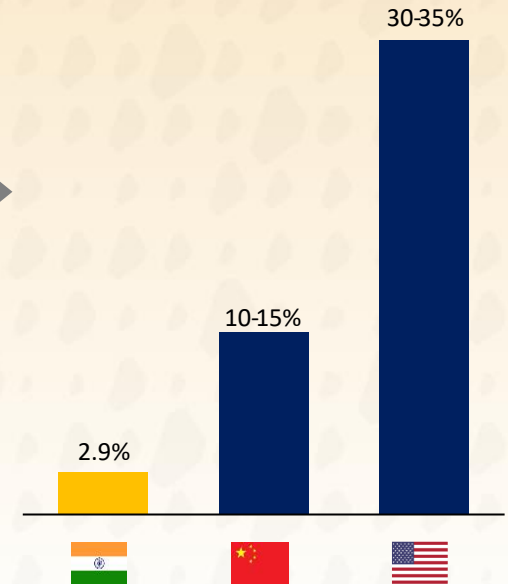


~70% of the maret was led by metro cities in 2020, although the non-metro segment is growing much faster

India eHealth Penetration %  
%, 2018, 2020



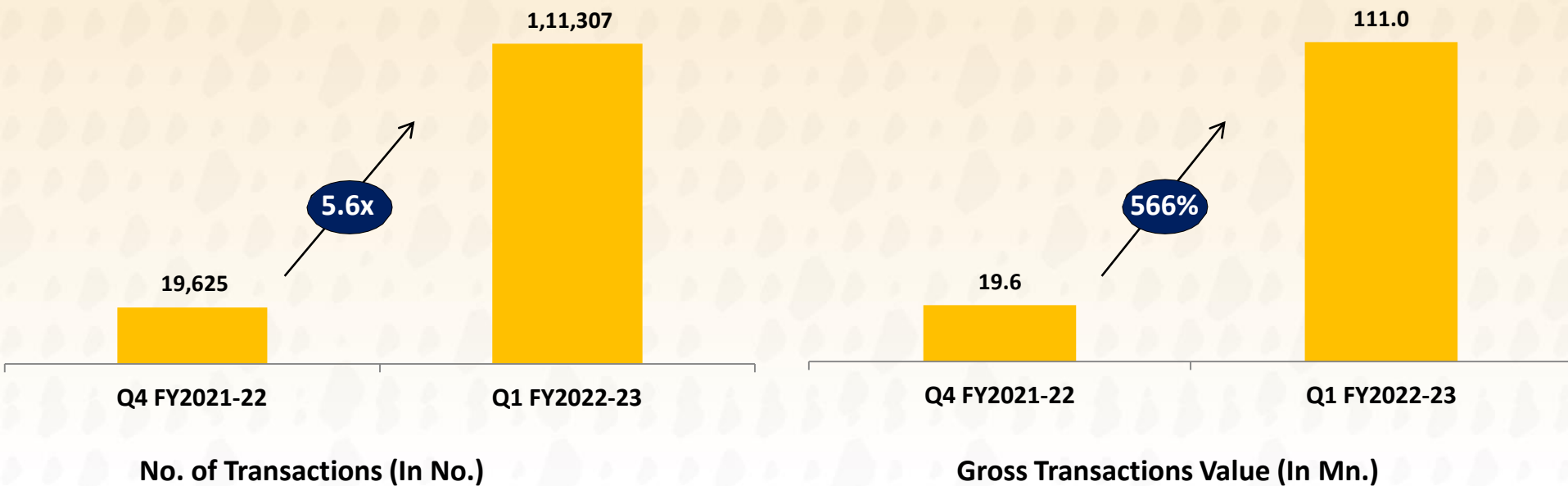
ePharma & eHealth Penetration- Global Benchmarks %, 2020



**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**

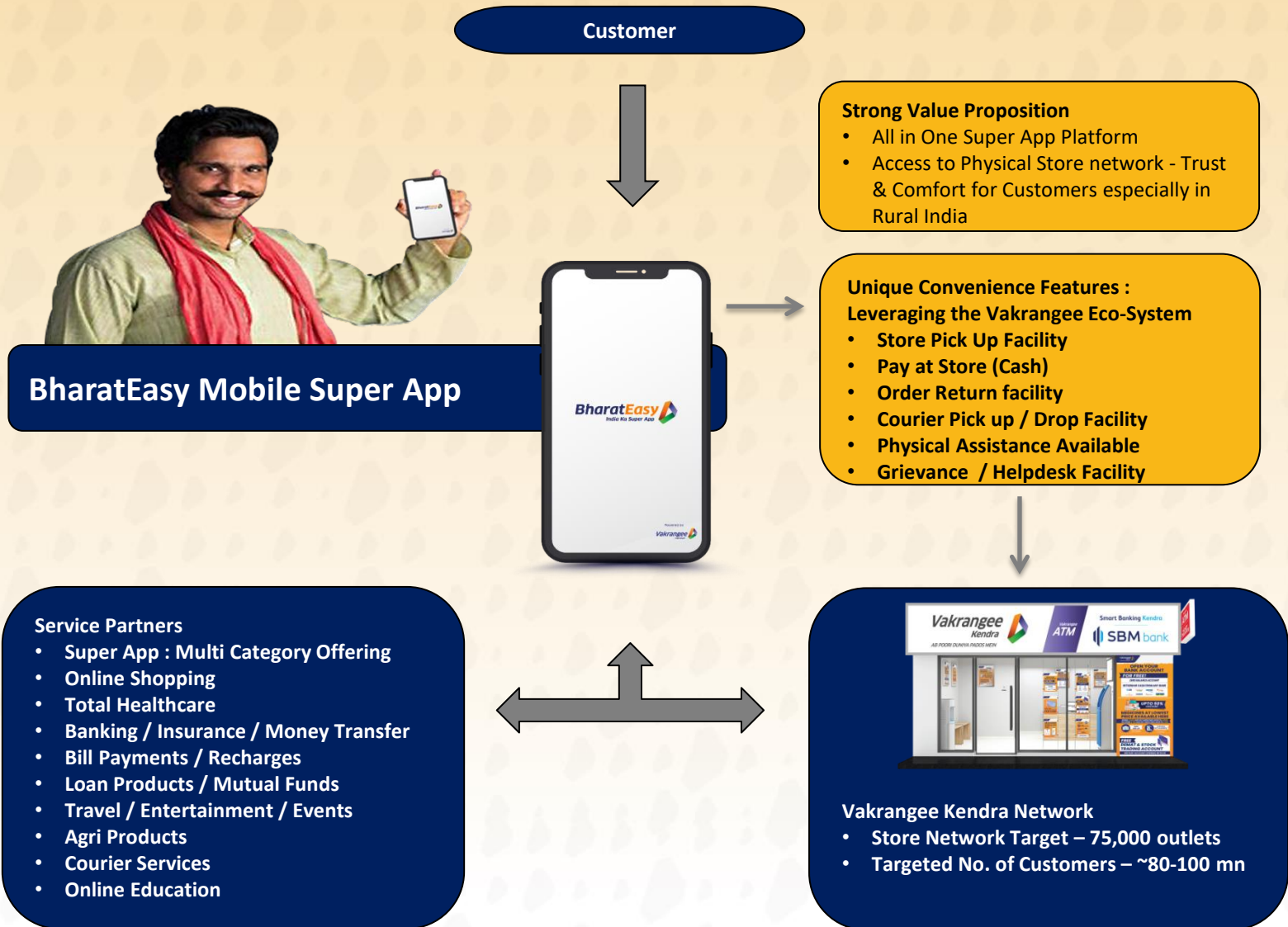


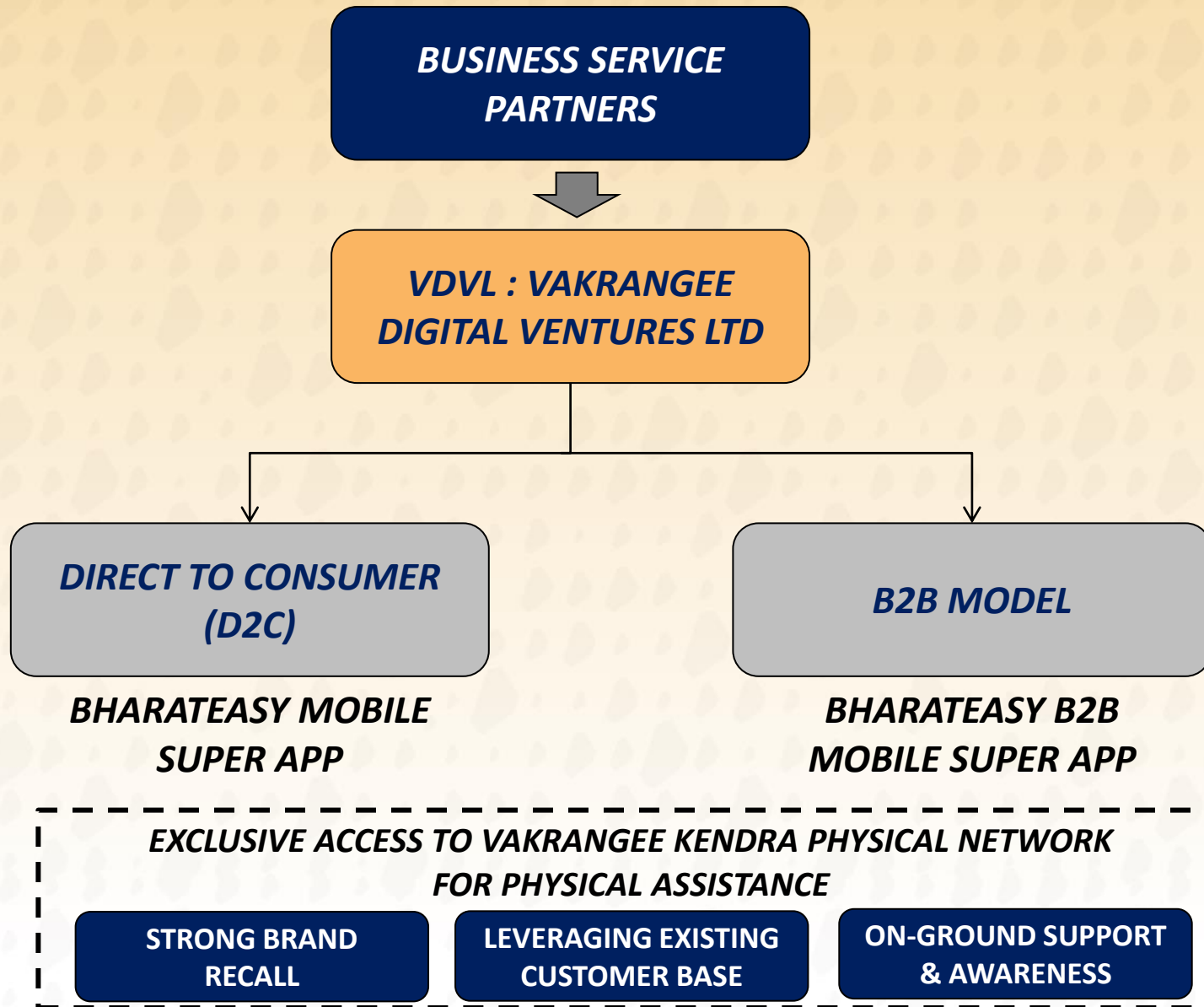
Note: Healthcare Service is now activated across all outlets

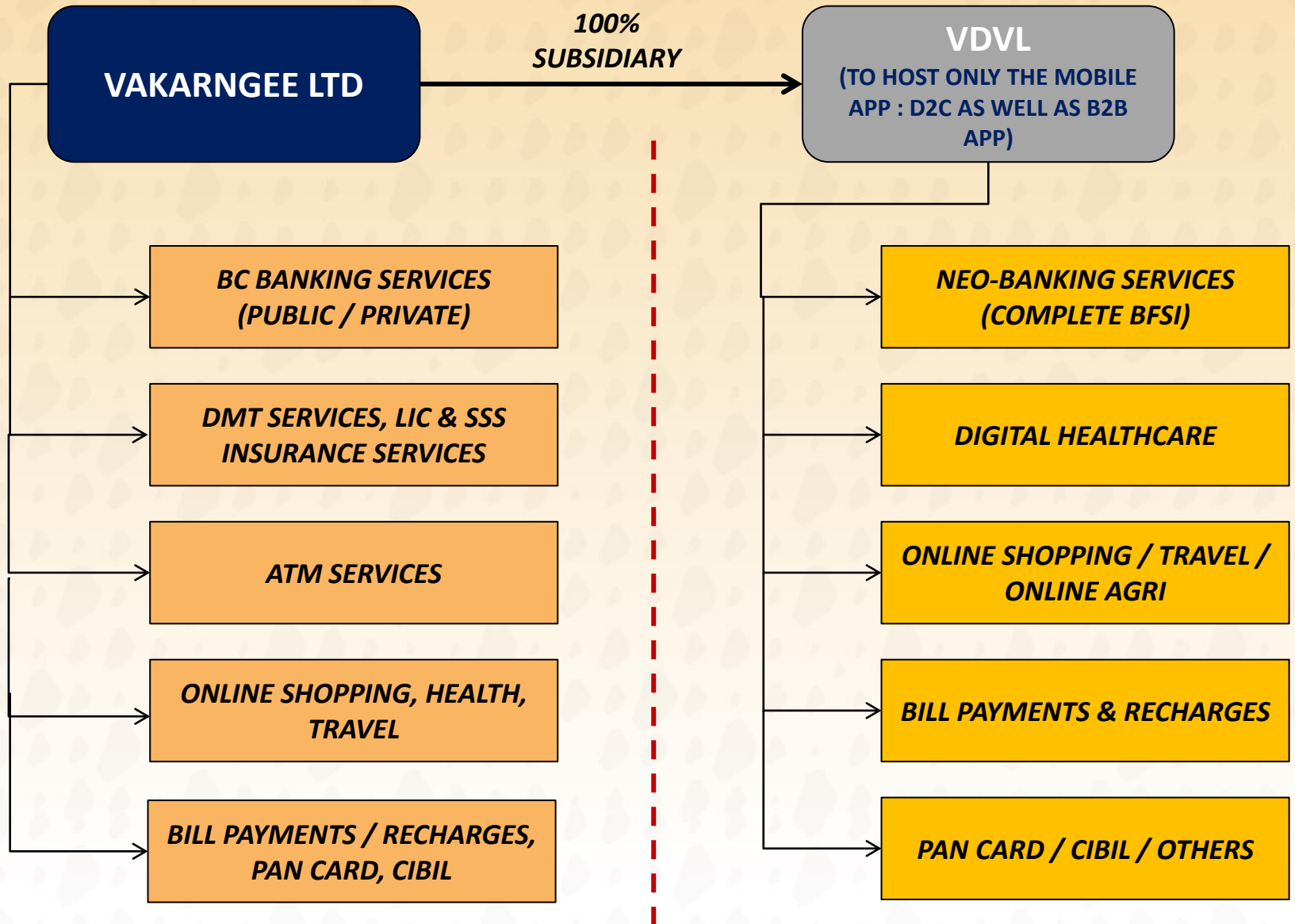
- Vakrangee would be launching an online digital platform to enable seamless services for the consumer at the comfort of their homes. Through this, company has evolved into the unique O2O (Online to Offline) platform, whereby there is Assistance available through the Physical Kendra network along with 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***

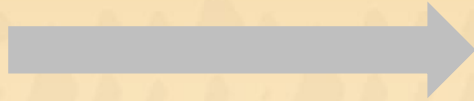
- As on June 19, 2021 the Board of Directors of Vakrangee Limited had approved Demerger of its digital Division.
- However, The Board of Directors have now after due deliberations and detailed discussions, taking into consideration the best interest of all its stakeholders, have finally decided to demerge 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**

# ***COMPANY OVERVIEW***

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

**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=MPtZ_c62Odg)

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



अपने नज़दीकी वक्रांगी केंद्र का पता करने के लिए **1800-266-1199** पर मिसड 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**

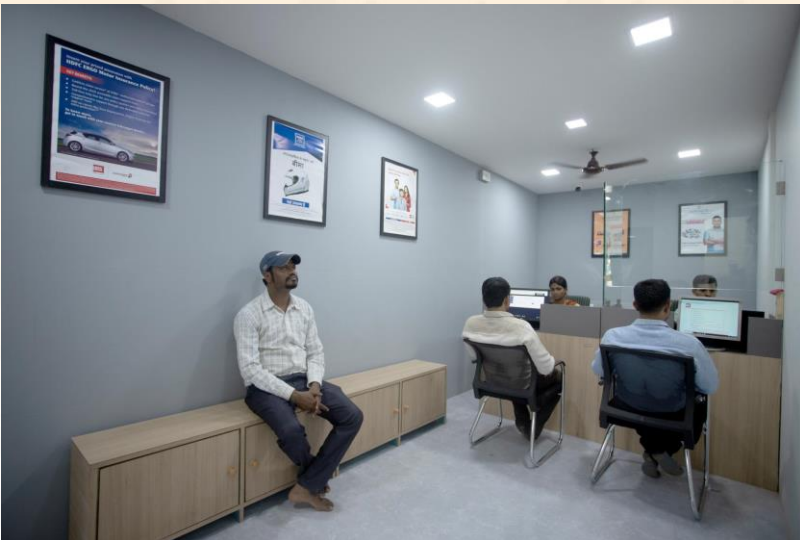


- Digital Signage to enable centrally monitored advertisement campaigns
- To enhance the interaction between Customers and Partners
- Focus to initiate advertising revenue

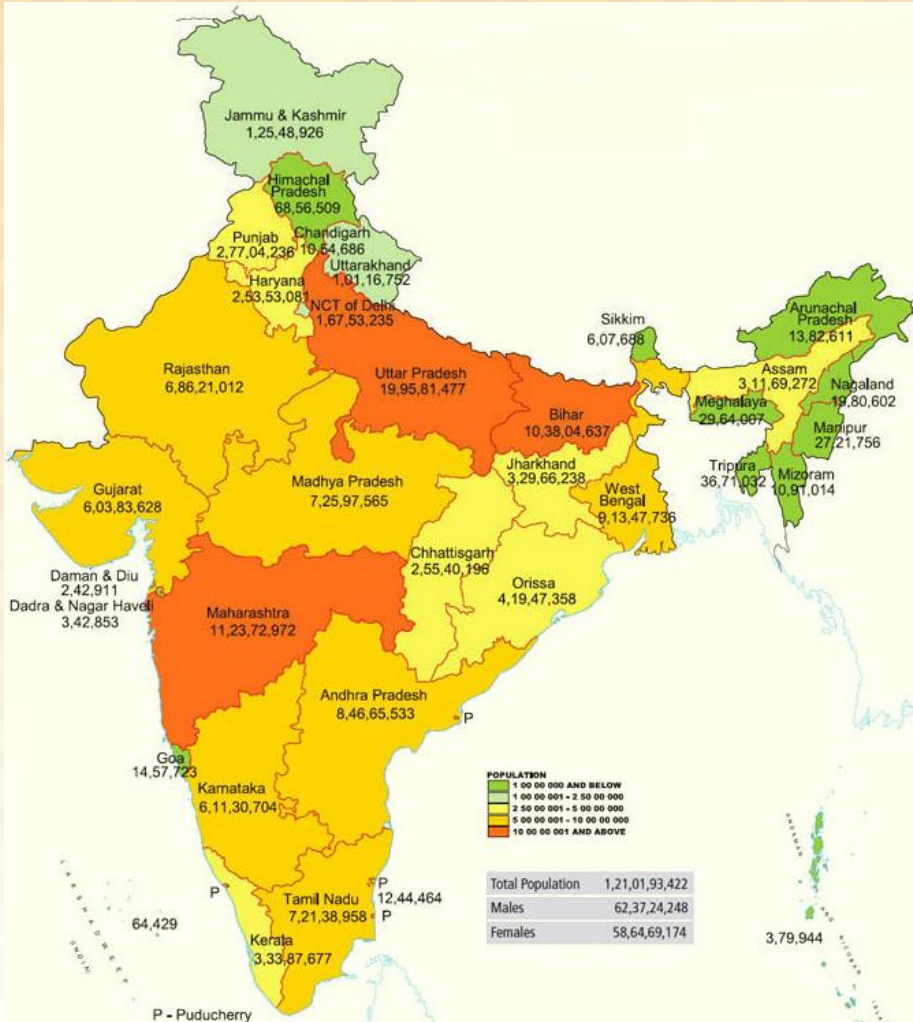
**PIN-PAD DEVICES**



- 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**



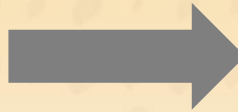
TOTAL OUTLET POTENTIAL

**3,30,911**



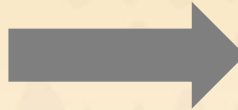
## STORE ECONOMICS OF A NEXTGEN KENDRA

**NextGen Outlet Estimated Revenue Per Store**



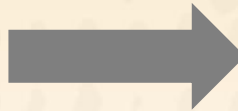
**Avg. Gross Revenue per Month  
Rs. 50k – 80k\***

**NextGen Outlet Estimated Commission Sharing Ratio**



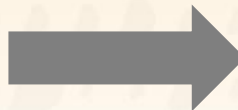
**Ranging from 65:35 to 80:20 based on Service Type**

**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**

# ***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.**

# ***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***