

July 02, 2021

To, Bombay Stock Exchange Limited P.J. Towers, Dalal Street, Fort, Mumbai - 400 001.	To, Corporate Relationship Department National Stock Exchange Limited Exchange plaza, Bandra Kurla complex, Bandra (E), Mumbai 400051
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Sub: Launch of Strategy 2.0 Document : Our next 5 year growth plan

Dear Sir/Madam,

With reference to the above mentioned subject and pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are glad to share with you that we have launched **Strategy 2.0 Document : Our next 5 year growth plan**. Please find enclosed the document".

The launch event can be viewed on the below mentioned link.

Link of the event: [Launch of Strategy 2.0 Document](#)

This is for your information and record.

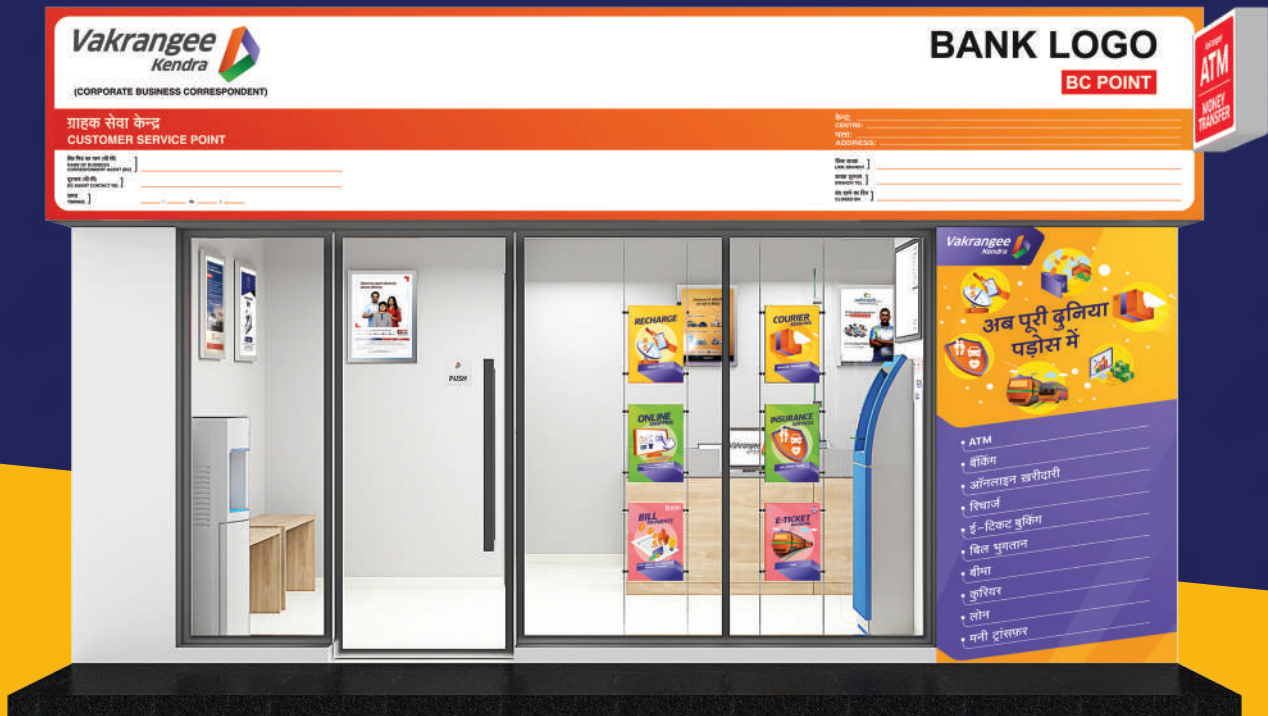
Thanking you,

Yours Faithfully,

For Vakrangee Limited

Jay Bhansali
Company Secretary
(Mem. No.: A48251)

**VAKRANGEE LIMITED : CORE BUSINESS :
PHYSICAL NETWORK PLATFORM**



STRATEGY 2.0

About Vakrangee

Vakrangee is a technology-driven company, focusing on creating India's largest network of last-mile retail outlets. We have emerged as a "one-stop shop" digital convenience store providing a variety of services such as banking, insurance, ATM, e-governance, e-commerce, logistics and financial services



11,700+
Nextgen Kendras*

- Successfully transitioned the Business from Non Exclusive Store in Store Format to Exclusive Branded Format
- One of India's largest franchisee network of Exclusive Branded Format stores

30+ Years

- Founded in the year 1990
- Vakrangee has 30+ years of service excellence



and counting...

Debt-free Company

- Have Successfully Built a Scalable Asset Light Franchisee based Model
- Scale leading to emerge as a Partner of choice

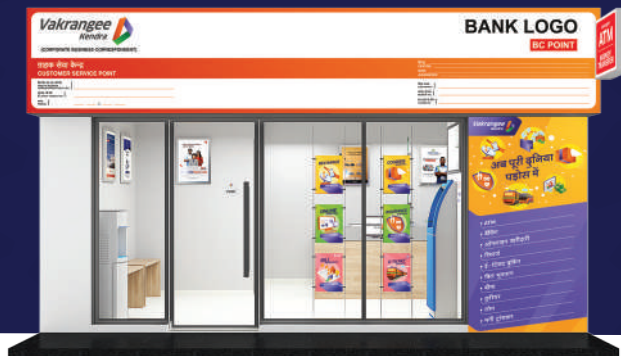
**VAKRANGEE CORE BUSINESS – PHYSICAL NETWORK
5-YEAR GROWTH STRATEGY : (FY21-22 TILL FY25-26)**

FY 2025-26 E

**ANNUAL GMV THROUGHOUT
USD 50 BN**

FY 2025-26 E

**NO. OF OUTLETS
75,000**



Vakrangee 2.0

FY 2025-26 E

**NO. OF ANNUAL TRANSACTION
1 BILLION+**

FY 2025-26 E

**STRONG FINANCIAL GROWTH
TAKE RATE (Revenue COMM %) : ~1.2-1.5%
PAT MARGIN % : 10%-12%
TARGET CASH ADJUSTED ROE : 35%+**

**THIS DOES NOT INCLUDE ANY CONTRIBUTION FROM
THE DIGITAL PLATFORM – MOBILE APP**

VAKRANGEE CORE BUSINESS – PHYSICAL NETWORK 5-YEAR GROWTH STRATEGY

	For Financial Year 2020-21 A	For Financial Year 2021-22 E	For Financial Year 2022-23 E
	Apr-20 – Mar-21	Apr-21 – Mar-22	Apr-22 – Mar-23
No. of Exclusive Branded Outlets	11,730	25,000	35,000
GMV / Gross Transaction Value Throughout (US\$ BN)	5.15	10	18
No. of Transactions (mn)	126.8	300	400
No. of Active Customers (mn)	20-25	25-35	35-45
	For Financial Year 2023-24 E	For Financial Year 2024-25 E	For Financial Year 2025-26 E
	Apr-23 – Mar-24	Apr-24 – Mar-25	Apr-25 – Mar-26
No. of Exclusive Branded Outlets	50,000	65,000	75,000
GMV / Gross Transaction Value Throughout (US\$ BN)	28	40	50
No. of Transactions (mn)	600	800	1,000
No. of Active Customers (mn)	50-60	60-80	80-100

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

FY 2025-26

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

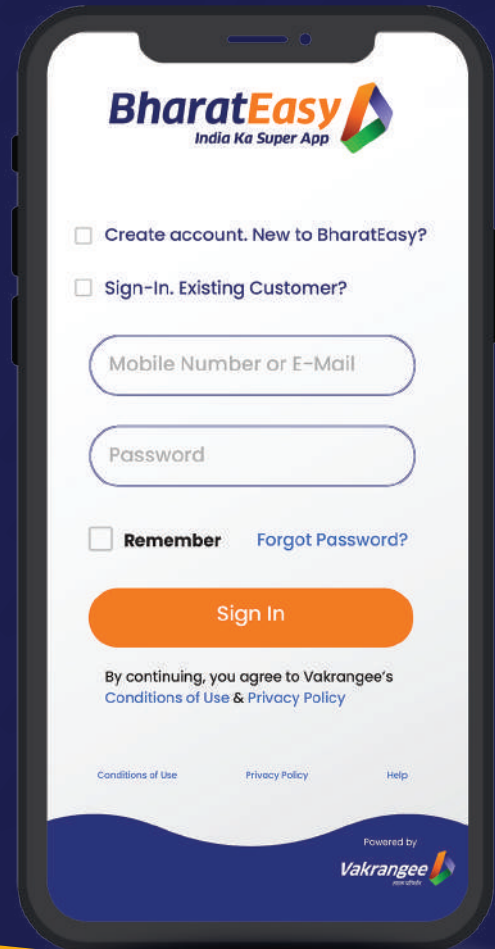
FY 2020-21

- 11,700+ Outlets
- 27 States / UTs
- 510+ Districts
- 4,580 + Postal codes
- 70% Tier V & VI

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

LAUNCH OF MOBILE SUPER APP UPDATE

- Vakrangee has recently launched an online digital platform to enable seamless services for the consumer at the comfort of their homes. Through this, company has evolved into the unique O2O (Online to Offline) platform, whereby there is Assistance available through the Physical Kendra network along with Digital Online Services.
- The company has Initiated this Unique Hybrid proposition with launch of first Digital service of Total Healthcare services. The company plans to make many more existing Vakrangee services live through this platform.
- **The Company is now launching an All in one : “BharatEasy” Mobile Super App based business platform.**



- **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.

OUR BUSINESS MODEL : UNDERSTANDING OUR UNIQUE OFFERING

Customer

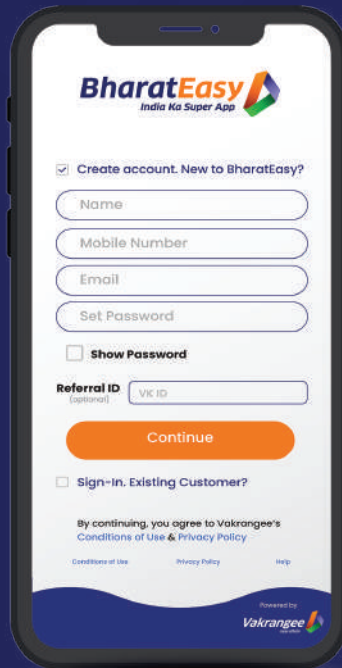
Strong Value Proposition

- All in One Super App Platform
- Access to Physical Store network
- Trust & Comfort for Customers especially in Rural India

Service Partners

Super App : Multi Category Offering

- Online Shopping
- Total Healthcare
- Banking / Insurance / Money Transfer
- Bill Payments / Recharges
- Loan Products / Mutual Funds
- Travel / Entertainment / Events
- Agri Products
- Courier Services
- Online Education



Unique Convenience Features :

- Leveraging the Vakrangee Eco-System
- Store Pick Up Facility
- Pay at Store (Cash)
- Order Return facility
- Courier Pick up / Drop Facility
- Physical Assistance Available
- Grievance / Helpdesk Facility

Vakrangee Kendra Network



- Store Network FY21 – 11,700+ outlets
- Store Network FY26 E – 75,000 outlets
- FY21 Gross Transaction Value – US\$5.2 BN
- FY26E Gross Transaction Value – US\$ 50 BN
- FY21 No. of Customers – ~30 MN
- FY26E No. of Customers – ~80-100 MN

BUSINESS MODEL : UNIQUE COMPETITIVE ADVANTAGES

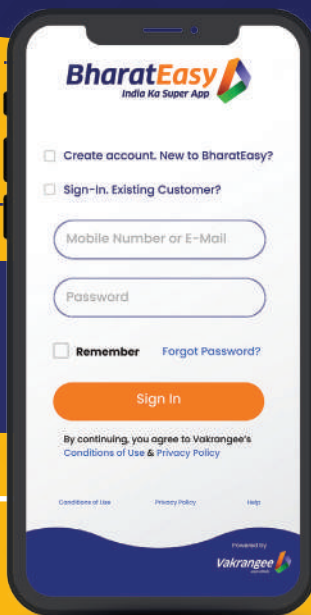
Convenience :

All-in-one platform for all Customer needs

Unique Proposition of Digital along with Physical: "Phygital"

Sustainable Advantages over the standard benchmarks apps

- Store Pick Up Facility
- Order Return Management
- Pay at Store Option
- Courier Pick up / Drop Facility
- Physical Assistance Available
- Grievance / Helpdesk Facility



Strong Technology Expertise : Technology and product-first approach to business

Vakrangee is a strong consumer brand recognized across the length and breadth of India

- Rural Focused Loyalty Program for transition to Mobile Super App
- Unique Referral program for Vakrangee Franchisee network : To Help scale faster and reduce customer acquisition costs



KEY INITIATIVES : SUSTAINABILITY IMPACT & ESG

Being Responsible & Social Conscious Company

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

Being UNGC Signatory Member

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

Independent ESG Risk Assessment & Integrated Report Assurance






- Globally ranked No.1 in the Sustainalytics ESG Risk rating rankings out of the 816 companies assessed in the Software and Services industry across worldwide.
- Achieved "B" Score from CDP for Environmental Practices, Better than the Industry's Average (Asia regional average of D, Global Average of C).
- Independent Assurance of Integrated Annual report of FY20 by Grant Thornton.

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

SUSTAINABILITY ESG PERFORMANCE UPDATE

Global recognition reflects company's commitment to further enhance its corporate governance and transparency standards. Company has achieved Global recognition across various platforms for its superior ESG performance and long term Business sustainability.

Company has been successful in benchmarking its performance on a wide range of industry specific economic, environmental, governance and social criteria that are relevant to the growing focus on Business sustainability and financially relevant to the corporate success.

Sr. No.	ESG Assessment & Rating platform	Vakrangee Ranking	
1	Sustainalytics ESG Risk Assessment Rating	Globally ranked No.1 in the Sustainalytics ESG Risk rating rankings out of the 668 companies assessed in the Software and Services industry across worldwide	
2	CDP Score - Climate Change 2020	Achieved "B" Score from CDP for Environmental Practices, Better than the Industry's Average (Asia regional average of D, Global Average of C)	
3	CDP Score - Supplier Engagement Rating 2020	Achieved "A-" Score from CDP for Suppliers Engagement, Better than the Industry's Average (Asia regional average of B-, Global Average of C)	
4	SAM Corporate Sustainability Assessment (CSA) - S&P Global	Globally ranked No. 13 Company in the global industry ranking and ranked No. 9 in the Corporate Governance global industry ranking based on RobecoSAM - S&P Global ESG Score	
5	Bloomberg Gender Equality Index (BGEI)	Included in the Bloomberg's 2021 Gender-Equality Index (GEI). The 2021 Bloomberg GEI comprises of 380 companies across the world with a combined market capitalization of USD14 Trillion Headquartered in 44 countries and Regions across 11 sectors	

VAKRANGEE LIMITED COMMITS TO SET SCIENCE-BASED EMISSIONS REDUCTION TARGETS

- Commits to set science-based emissions reduction targets across all relevant scopes in line with 1.5°C emissions scenarios.
- Commits to set a long-term target to reach net-zero value chain emissions by 2035.

INTEGRATED ESG PERFORMANCE TARGETS

ENVIRONMENT IMPACT – SAVINGS IN CARBON EMISSIONS

	Minimum	Maximum
Carbon Emissions (Kg CO₂)	0.908	3.859
No. of Footfall Per day per Outlet	50	80
No. of Days	365	365
Existing Operational No. of Outlets	11,750 +	11,750 +
Targeted No. of Outlets Till March, 2022	25,000	25,000
Targeted No. of Outlets Till March, 2026	75,000	75,000
Carbon Emissions - Per day per outlet (Kg CO₂)	45.4	192.95
Carbon Emission Savings – Targeted outlets per year (Kg CO₂)- FY22	41,42,75,000	1,76,06,68,750
Carbon Emission Savings – Targeted outlets per year (Kg CO₂)- FY26E	124,28,25,000	5,28,20,06,250

INTEGRATED ESG PERFORMANCE TARGETS

SOCIAL IMPACT – EMPLOYMENT GENERATION & SKILL DEVELOPMENT

	FY 21-22	FY 25-26
Total Number of Targeted Outlets	25,000	75,000
No of Employees per Outlet - Employment Generation	2	2
Target – Direct Employment Generation	50,000	1,50,000

All Employees undergo Training and this leads to skill development since they clear Banking certification and Insurance IRDA certification.

SOCIAL IMPACT – COMMUNITY IMPACT : BENEFIT FOR FINANCIAL, SOCIAL & DIGITAL INCLUSION

	FY 21-22	FY 25-26
Total Number of Targeted Outlets	25,000	75,000
Minimum No. of Families in a Village	500	500
Target – Community Families to be Benefitted	12,500,000	37,500,500

VAKRANGEE KENDRA – ENVIRONMENTAL INITIATIVES



Technology Innovation:

- We make use of disruptive technology such as e-KYC, interoperability, and real-time transactions.
- Advanced features that are environment-friendly, such as paperless banking, and biometric evaluation.
- Being digital and paperless in nature, our Kendras generate negligible paper waste and zero plastic waste.



Reducing carbon footprint:

- Our Vakrangee Kendras contribute towards reducing carbon footprint. We cater to our customers by offering them a bouquet of products and services within walking distance, which is time effective and saves fuel cost.
- Our Kendras are also helping towards saving substantial carbon emissions by being located at walkable distances.



Responsible Consumption:

- We have adopted 'Go Green' initiatives. Our banking processes run on AePS model. Moreover, ATM transactions do not generate printed receipts. The transaction acknowledgments are sent via SMS.
- Our Kendras are also helping towards saving substantial carbon emissions by being located at walkable distances.



Sustainable sourcing & Procurement:

- Incorporated environmental considerations in procurement decisions related to purchase of products to minimize the environmental impact which we or our franchisees procure.
- Entire Hardware Kit is procured as per our Green procurement policy. Our KDB Design manual enlists the approved list of vendors and products which are aligned to our Sustainable sourcing policy.

VAKRANGEE KENDRA – SOCIAL INITIATIVES

Social Equalizer:

- We are taking the financial and digital literacy to the bottom of the socio-economic pyramid and serving as the last-mile link to connect India's unserved and underserved rural and urban citizens
- Offering them the same products and services at the same time, competitive price and same service levels.
- We are acting as the biggest equaliser by bridging the gap between the urban and rural population in India.



Financial Inclusion:

- We are driving the Financial Inclusion initiatives of the Government by providing access to basic Banking and Insurance services.
- Vakrangee kendra enables transfer of Government subsidies directly into the bank accounts of citizens through the Government's Direct Benefit Transfer (DBT) scheme.



Decent Work. Economic Growth & Skill development:

- We are driving rural consumption and rural growth through our Kendras.
- Our franchisees create local work opportunities by hiring resources and undertaking skill development, with certification for banking and insurance services. We make people contribute to India's economic growth to achieve fair globalisation and poverty reduction.



Work Opportunities for Underrepresented Groups:

- We provide equal and right opportunities to people – to get work that is productive, stable, and well-paid.
- Special Preference to Women Entrepreneurs, Ex-military Professionals and Individuals with special abilities.
- No discrimination on the basis of race, sex, colour, national or social origin, ethnicity, religion, age, disability, sexual orientation, gender identification or any other status protected by applicable law.



Thank You!

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