

October 09, 2021

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.: VAKRANGEE LIMITED Q2 FY2021-22 RESULTS UPDATE PRESENTATION
Ref.: Scrip Code – 511431/VAKRANGEE


With reference to the captioned subject and pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith VAKRANGEE LIMITED Q2 FY2021-22 RESULTS UPDATE PRESENTATION considered in the Board Meeting of the Company held today on October 09, 2021.

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



ONLINE SHOPPING



ASSISTED ONLINE PHARMACY



BILL PAYMENT & RECHARGES



ASSISTED ONLINE TRAVEL SERVICES



ASSISTED ONLINE EDUCATION



ONLINE AGRICULTURAL PRODUCTS & SERVICES

VAKRANGEE LIMITED Q2 FY2021-22 RESULTS UPDATE

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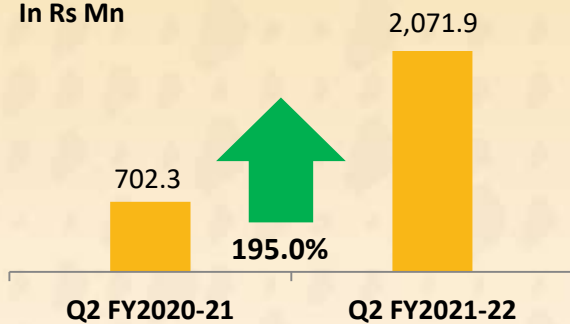
<u>Results Performance Update</u>	<u>04</u>
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RESULTS PERFORMANCE UPDATE

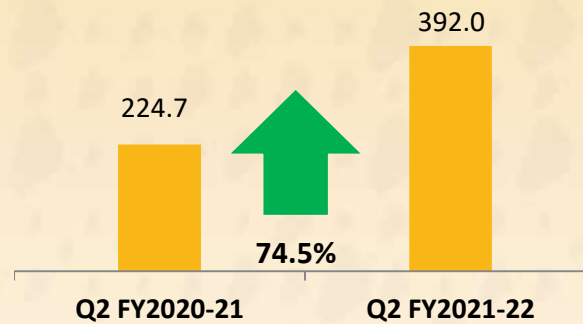
Key Highlights – Q2 FY2021-22 (Y-o-Y Basis)

REVENUE FROM OPERATIONS

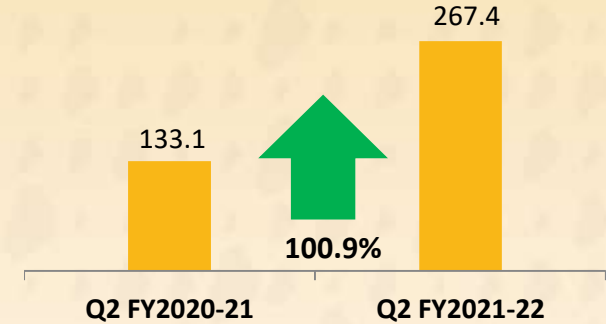
In Rs Mn



EBITDA

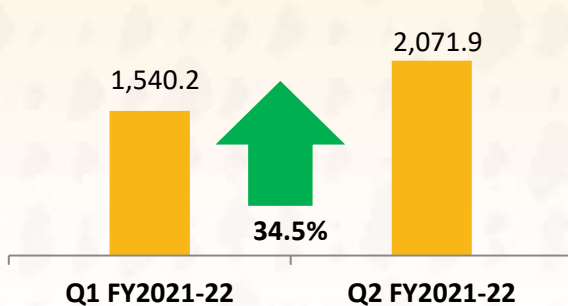


PROFIT AFTER TAX (PAT)

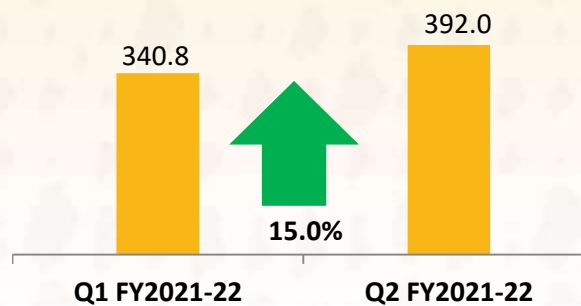


Key Highlights – Q2 FY2021-22 (Q-o-Q Basis)

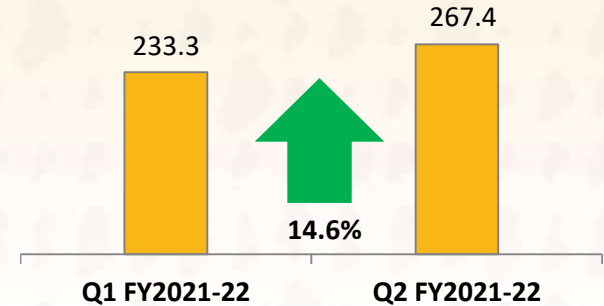
REVENUE FROM OPERATIONS



EBITDA

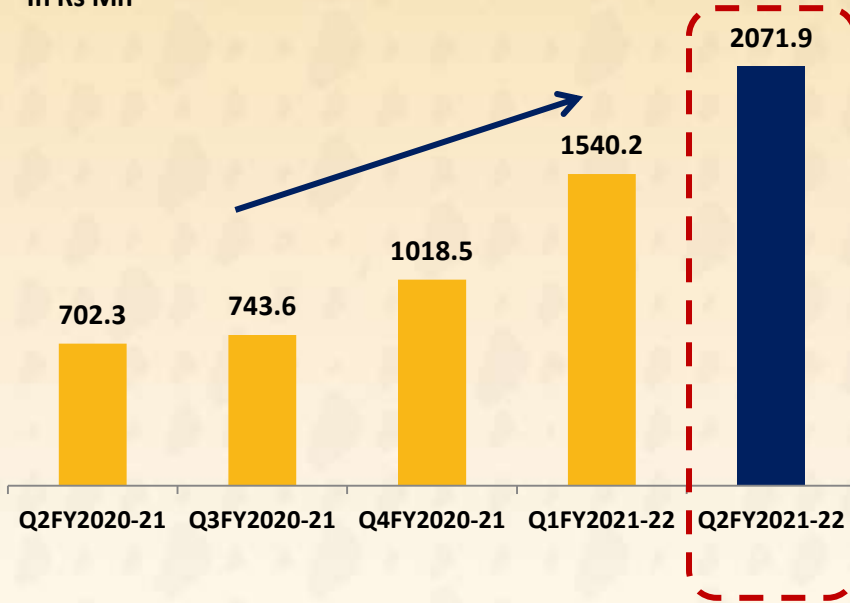


PROFIT AFTER TAX (PAT)

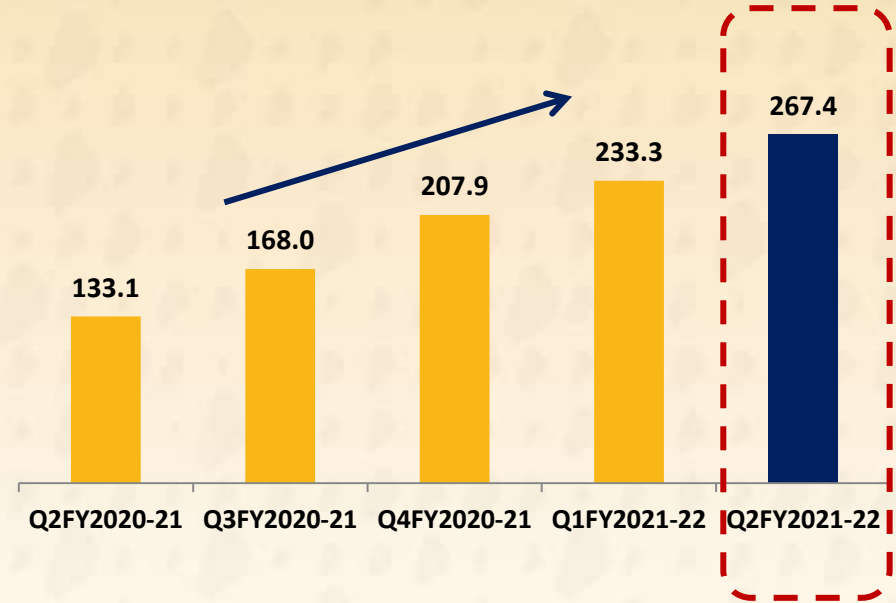


REVENUE FROM OPERATIONS

In Rs Mn



PROFIT AFTER TAX (PAT)



Returning to Pre-Covid Growth Path, Witnessing Strong Business Growth Momentum !!

We have Reached an Inflection Point, we are now well poised for strong Financial & Operational growth over the coming quarters and future years.

Sale Revenue & Profitability Growth : Positive

- Witnessed strong Financial & Operational growth. Return to normalcy on the business front has been progressing well as E-commerce, Online Healthcare and other services have become fully operational.
- Strong growth witnessed in Revenues due to increase in Number of outlets on a YoY basis as well as all services have become fully operational.
- EBIDTA Margins have stabilized at around 18.92% and PAT Margins at 12.91% as major contribution has been from BFSI & ATM services. These margins are in line with our long term sustainable Operating and PAT margins.
- Quarterly Throughput (Gross Transaction Value - GTV) crossed Rs. 115.2 Billion.
- Quarterly No. of Transaction crossed 32.1 Million
- Strong Operating Leverage to result into significant improvement in profitability.
- Implemented Process automation & Technology Initiatives resulting into enhanced profitability

Business Opportunity on Growth Side: Positive

- Currently 13,200+ Operational outlets and More than 1,57,000+ Applications in place
- Substantial Increase in Trust & Awareness due to being Essential service provider
- Enhanced visibility and Brand Awareness during Nationwide Lockdown
- **Empanelling Global consultants to understand the Online market landscape and evaluate the opportunity size for BharatEasy Super App**

Planned Target : Return to Normalcy & Strong Growth

- Well on Plan to achieve our Outlet expansion Target of 25,000 NextGen outlets by FY2022 (March-2022)
- Long term targets to 75,000 NextGen outlets by FY2026

PERFORMANCE UPDATE FOR QUARTER ENDED SEPTEMBER, 2021

~Rs. 115.2 Bn

Quarterly Throughput on Vakrangee Platform – Q2 FY22 Transaction Value

~32.1 Mn

Quarterly No. of Transactions on Vakrangee Platform – Q2 FY22

13,200+

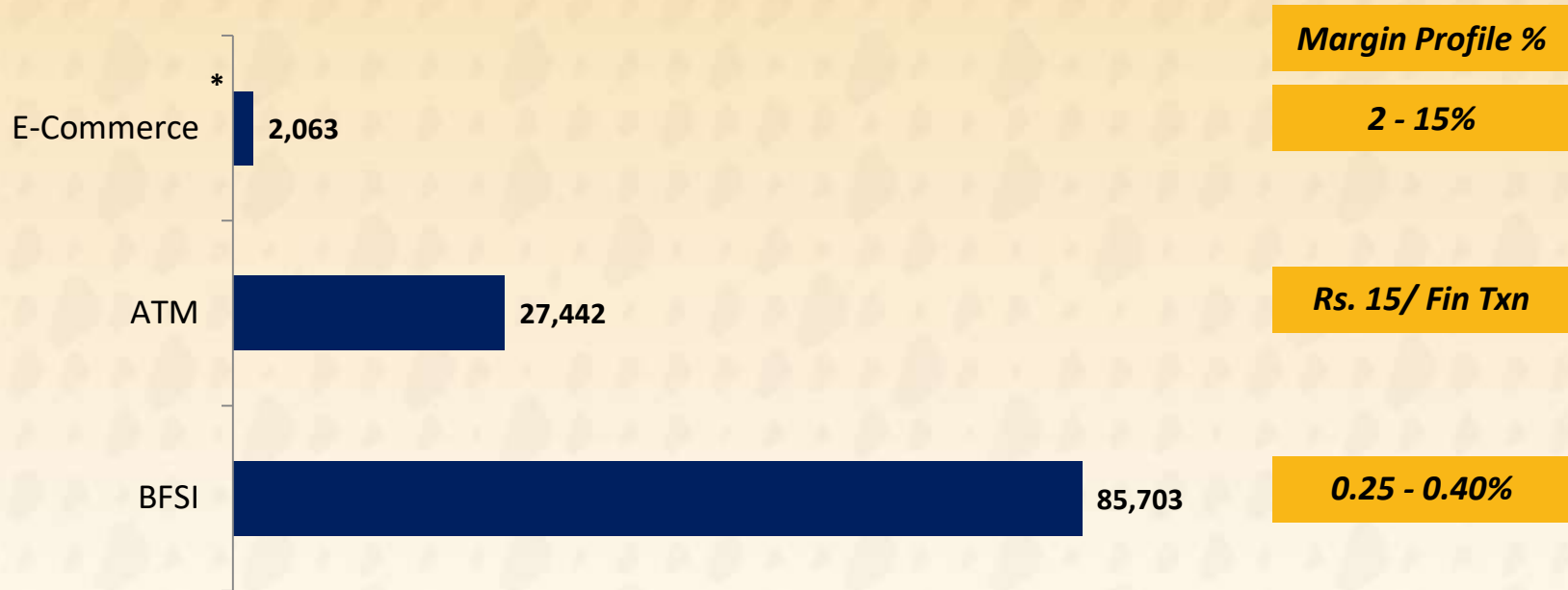
No. of NextGen Outlets currently operational

~US\$6.2 Bn

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

Our Aim to become India's Largest Rural Consumption Platform

**Q2 FY2021-22 - GMV / THROUGHPUT 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 QoQ growth and is improving.

Company has Leveraged technology, implemented process automation and Digital initiatives as new ways of conducting everyday business and managing field operations.

1

FLM : COMPLETE DIGITAL PROCESS

- *Entire Franchisee Lifecycle Management (FLM Process) is now Digital : From Lead Generation to On-Boarding to Service Activation*
- *Digitized through Aadhaar based e-signing as well as e-stamping of the franchisee agreements thereby bringing paperless, hassle free documentation and faster Turnaround Time (TAT) for the prospective franchisees.*
- *To significantly reduce franchisee on-boarding costs, enhance field team efficiency and productivity. Leading to Higher scalability for the franchisee model and enhanced profitability*

2

DIRECT 2 WAY LIVE COMMUNICATION WITH FRANCHISEES

- *Dedicated Business vertical wise VC channels being set up whereby Franchisees can login on daily basis and get online Training sessions service wise.*
- *Live 2 way communication sessions with direct Business teams as well as Centralized HO level relationship managers to resolve their queries on real time basis.*
- *The calendar for all these sessions is communicated to the franchisees directly through VKMS Portal, Email as well as Whatsapp as a medium.*

Initiatives have significantly reduced the manpower requirement as well as resulted into better centralized management of field operations.



**SHUBHAM
KULKARNI**

Franchisee - **SHUBHAM KULKARNI** from a Tier-3 location of Maharashtra have Earned ₹ **88,373** in just month from **BFSI Services**

Number of Accounts Opened - 91

**Total Transaction Value -
₹ 4,86,12,050**



**TARUN
FILLING
STATION**

Franchisee – **TARUN FILLING STATION** from a Tier-6 location of Punjab have Earned ₹ **1,48,210** in just month from **ATM Services**

**Number of Financial Transaction -
14,293**

**Total Transaction Value –
₹ 75,18,100**



**DEEPALI
ANDHARE**

Franchisee - **DEEPALI ANDHARE** from a Tier-1 location of Maharashtra have Earned ₹ **41,262** in one month from **BFSI-DMT Services**

Number of Transactions - 2,491

**Total Transaction Value -
₹ 66,30,608**



**SUNANDAN
KUMAR**

Franchisee - **SUNANDAN KUMAR** from a Tier-3 location of Punjab have Earned ₹ **75,994** from **vHealth by Aetna Services**

Number of Plans Sold - 328

**Total Transaction Value -
₹ 3,27,999**

Key Profit & Loss Statement Items

Particulars (Rs. Mn.)	Q2 FY2021-22	Q2 FY2020-21	YoY%	Q1 FY2021-22	QoQ%	H1 FY2021-22
Revenue from Operations	2,071.9	702.3	195.0	1,540.2	34.5	3,612.1
Total Expenses	1,723.8	696.1	147.6	1,248.9	38.0	2,972.8
EBIDTA	392.0	224.7	74.5	340.8	15.0	732.8
Profit before Tax (PBT)	352.8	177.3	99.0	305.4	15.5	658.2
Tax Expenses	85.3	44.2	93.0	72.2	18.1	157.5
Profit after Tax (PAT)	267.4	133.1	100.9	233.3	14.6	500.7
Earnings per Share (EPS Basic)	0.25	0.13	92.3	0.22	13.6	0.47

Key Balance Sheet Items

Particulars (Rs. Mn.)	H1 FY2021-22	FY2020-21	Particulars (Rs. Mn.)	H1 FY2021-22	FY2020-21
Net Worth	27,000.3	26,640.8	Fixed Assets	1,559.7	1,605.1
Share Capital	1,059.4	1,059.4	Other Non-Current Assets	6,029.6	6,029.9
Other Equity	25,940.9	25,581.4	Inventory	45.9	49.7
Total Debt	0.0	0.0	Trade Receivables	10,903.4	11,203.1
Long Term Debt	0.0	0.0	Cash & Cash Equivalents	345.2	212.8
Short Term Debt	0.0	0.0	Other Current Assets	10,820.2	9,655.7
Other Non-Current Liabilities	50.1	44.4	Less: Trade Payables	837.2	341.4
Total Sources of Funds	27,050.4	26,685.2	Less: Other Current Liabilities	1,816.4	1,729.7
			Net Current Assets	19,461.1	19,050.2
			Total Application of Funds	27,050.4	26,685.2

***STRATEGY 2.0:
VAKRANGEE'S PHYSICAL NETWORK PLATFORM –
OUR NEXT 5 YEAR GROWTH PLAN***

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

Q2 FY 2021-22

- 13,200+ Outlets
- 28 States / UTs
- 560+ Districts
- 4,860+ Postal codes
- 70% Tier V & VI

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

COMPANY OVERVIEW

Vakrangee Kendra offers a broad spectrum of services across different sectors to offer a “One Stop Shop” solution for its customers

BFSI & ATM SERVICES :



ATM



Banking and Financial Services



Insurance Services



ASSISTED E-COMMERCE :



Assisted Online Shopping and Online Pharmacy



Bill Payments and Recharge



Tele-Medicine : Consultation with Expert Doctors

BFSI & ATM SERVICES

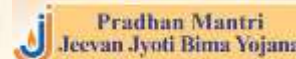


(White Label ATM License)

- ATM Cash Withdrawal
- Non-Financial Transactions



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



- Life Insurance
- General Insurance
- Health Insurance



- Account Opening
- Cash Withdrawal/ Deposit services
- Other Banking services

ASSISTED E-COMMERCE SERVICES



- Online Shopping of Goods
- Online Shopping of Jewellery



- 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 Education Services



- Online Agriculture Product & Services



Amazon Easy point, pilot at Vakrangee Kenda

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 मिसड कॉल दें

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 - 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.
Type 1: One counter and ATM
Type 2: One Counter w/o ATM
Type 3: 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



- 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

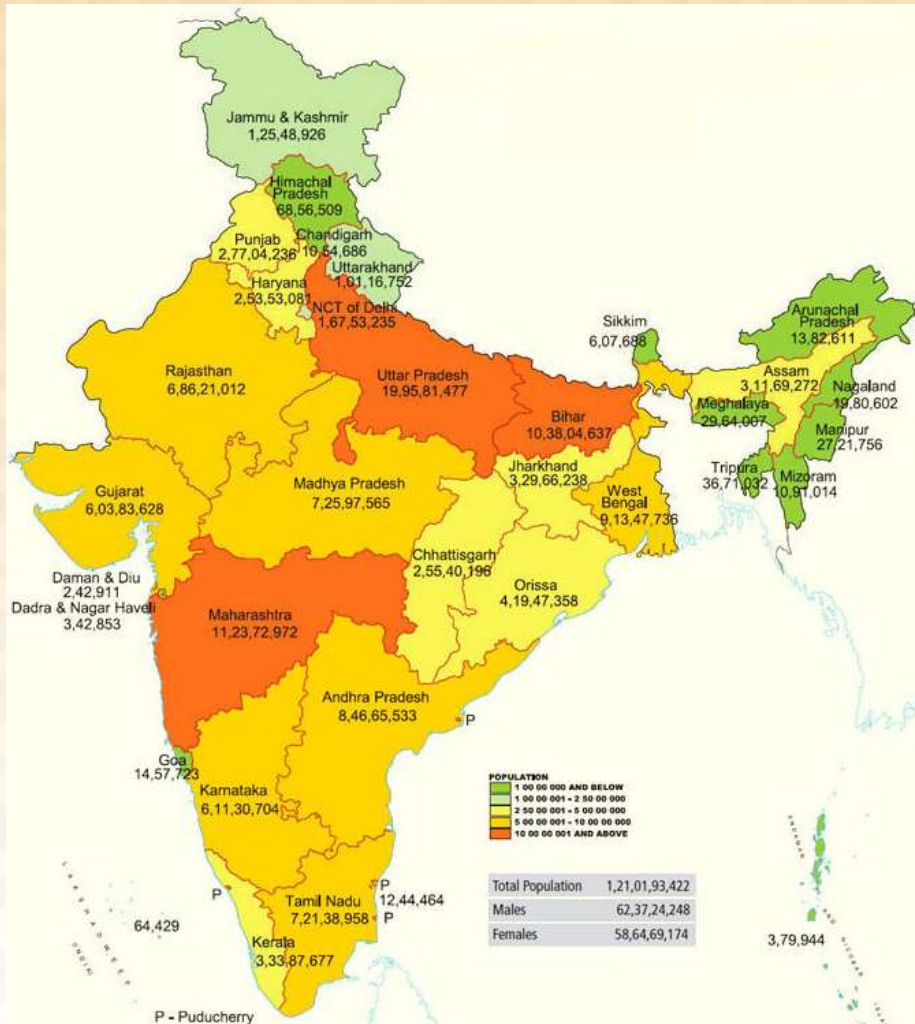


- To enable various kinds of payment modes at any Vakrangee Kendra
- Integration in process to start accepting RuPay / Debit / Credit card payments





HUGE UNTAPPED MARKET: OVERALL MARKET POTENTIAL



POPULATION

1.35 BILLION



POLLING STATIONS

1 MILLION



TOTAL NO OF VILLAGES

6,62,986



TOTAL NO OF GRAM PANCHAYAT

2,53,268



TOTAL NO OF URBAN WARDS

75,535



TOTAL OUTLET POTENTIAL

3,28,803



Tie up with Strong Partners & Access to Key Licenses



- **Portfolio of key Licenses & Partnership empanelment's built over last 25 years**
- **Have built a strong bouquet of products and services**

Technology & Integration Expertise



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

On Ground Field Presence till the Block Level



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

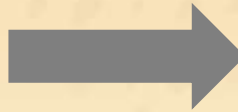
Size and Scale with Strong Franchisee Model



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

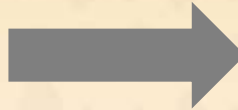
STORE ECONOMICS OF A NEXTGEN KENDRA

NextGen Outlet Estimated Revenue Per Store



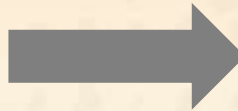
**Avg. Revenue per Month
Rs. 0.1 mn ***

NextGen Outlet Estimated Commission Sharing Ratio



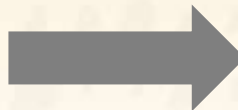
Ranging from 65:35 to 80:20 based on Service Type

NextGen Outlet Estimated Profit Margins %



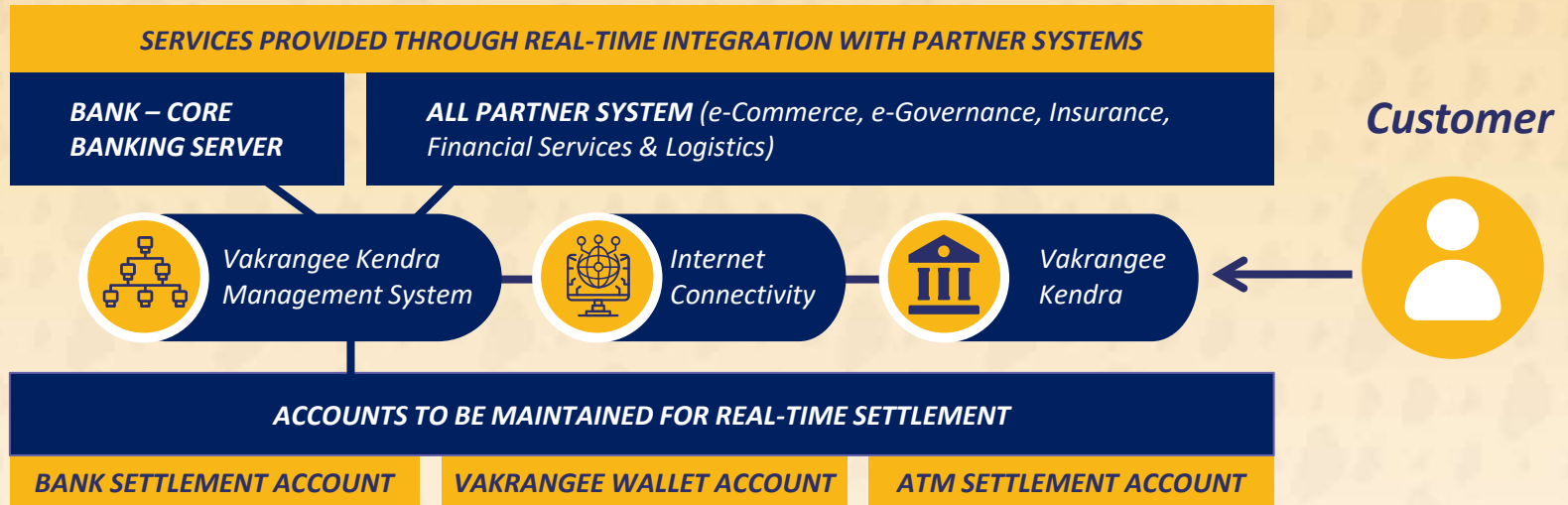
**Vakrangee Margins
Operational Gross Level – 18-20%
Sustainable EBIDTA Level – 15-16%**

NextGen Outlet Estimated Capex for Franchisee & Breakeven



**Total Capital Employed for Franchisee –
Rs. 1.0 – 1.5 mn
Breakeven Period In Months – 18-24**

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 April 2021, India had ~ 252,000 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

- 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. (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.

BharatEasy
India Ka Super App

Create account. New to BharatEasy?

Name

Mobile Number

Email

Set Password

Show Password

Referral ID (Optional) VK ID

Continue

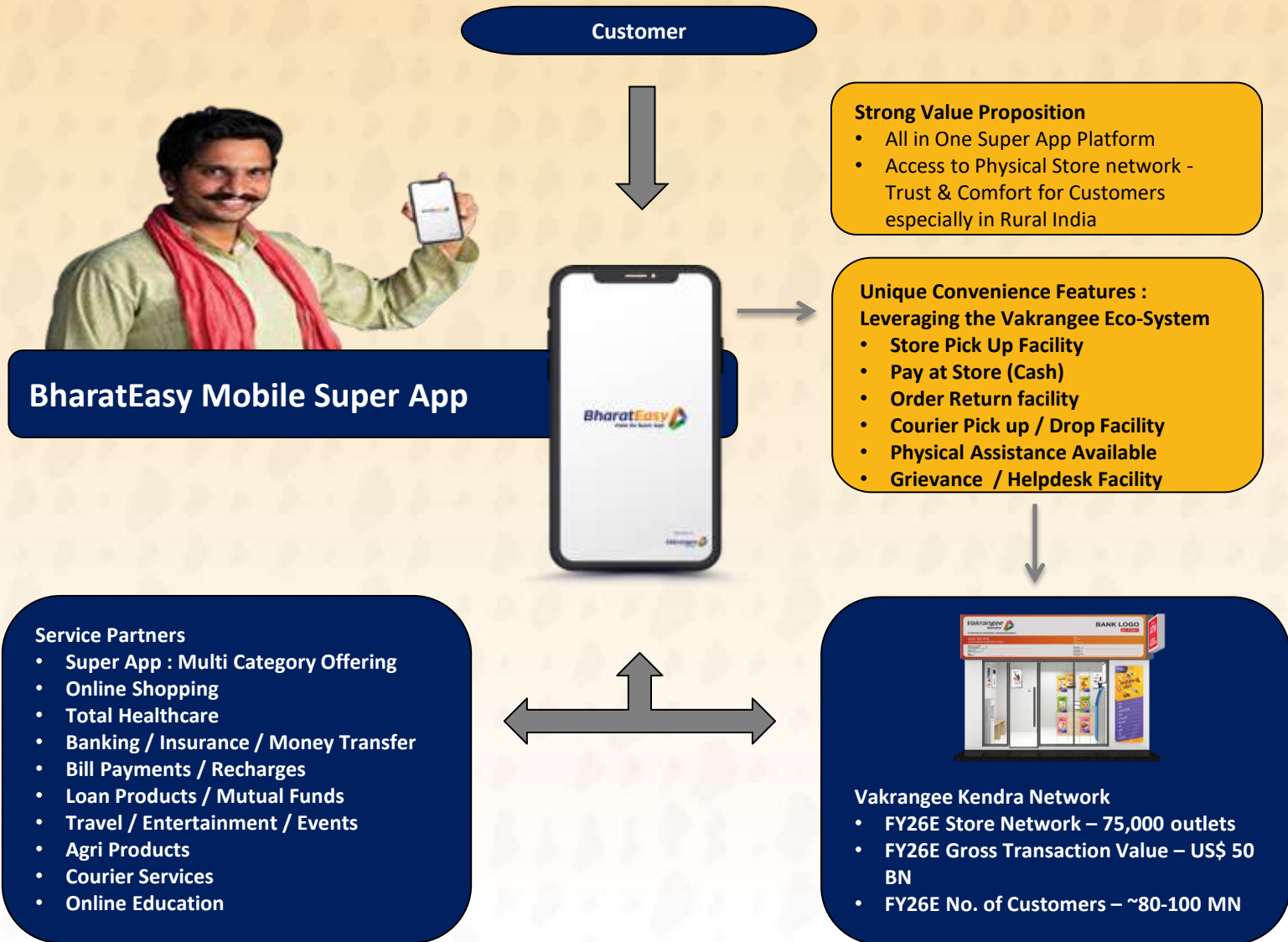
Sign-In. Existing Customer?

By continuing, you agree to Vakrangee's Conditions of Use & Privacy Policy

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Powered by
Vakrangee

BUSINESS MODEL : OUR UNIQUE OFFERING



UPDATE ON SUSTAINABILITY ESG INITIATIVES

**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).
- 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.

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 816 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 raking 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.	

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