

August 11, 2018

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.:** Revised Corporate Presentation  
**Ref.:** Scrip Code – 511431/VAKRANGEE

We refer to our letter dated August 10, 2018 wherein we had submitted Corporate Presentation dated August 10, 2018.

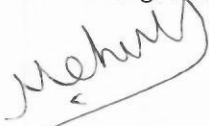
We hereby submit revised Corporate Presentation for publishing on your web-site.

Kindly acknowledge its receipt.

Thanking you

Yours faithfully,

For Vakrangee Limited



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



Encl.: A/a



# THE ASSISTED DIGITAL CONVENIENCE STORE



## Vakrangee Limited Corporate Presentation

August 10, 2018

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## COMPANY OVERVIEW : KENDRA EVOLUTION

# COMPANY OVERVIEW : 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



# COMPANY OVERVIEW : KENDRA EVOLUTION – PHASE 1 : INITIALLY AN E-GOVERNANCE PLAYER



# COMPANY OVERVIEW : 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



# COMPANY OVERVIEW : KENDRA EVOLUTION – PHASE 2 : E-GOVERNANCE PLAYER TO A BANKING BC POINT MODEL



# COMPANY OVERVIEW : KENDRA EVOLUTION – PHASE 3 : E-GOVERNANCE PLAYER TO MULTI SPECIALITY STORE MODEL



## PHASE 3 : MULTI-SPECIALITY STORE MODEL



### Services Offered :

- E-Governance
- Banking
- E-Commerce
- Insurance
- ATM (Optional)

## 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

# COMPANY OVERVIEW : KENDRA EVOLUTION – PHASE 3 : E-GOVERNANCE PLAYER TO MULTI SPECIALITY STORE MODEL





# COMPANY OVERVIEW : 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

# COMPANY OVERVIEW:KENDRA EVOLUTION

## NEXTGEN VAKRANGEE KENDRA: SILVER AND GOLD 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.
- Company is in process to upgrade the existing 45,000+ franchisees to Nextgen Vakrangee kendra model - either in Silver or Gold Model
- Nextgen Vakrangee model includes standardized Look & Feel and Branding as designed by renowned Store Brand consultants Lewis & Hickey.

1

### Silver Kendra

Minimum Area of 200 sq. ft.  
Two counters and ATM

2

### Gold Kendra

Minimum Area of 300 sq. ft.  
Four counters, Owner Desk and ATM



# COMPANY OVERVIEW: KENDRA EVOLUTION

## NEXTGEN VAKRANGEE KENDRA: GOLD MODEL



# COMPANY OVERVIEW: KENDRA EVOLUTION

## NEXTGEN VAKRANGEE KENDRA: SILVER MODEL





# COMPANY OVERVIEW: KENDRA EVOLUTION

## NEXTGEN VAKRANGEE KENDRA: IOCL



## COMPANY OVERVIEW : BRAND AWARENESS CAMPAIGN

# COMPANY OVERVIEW: BRAND AWARENESS CAMPAIGN



**Vakrangee Kendra**

## Key features at every Nextgen Vakrangee Kendra

- ALL PAYMENT MODES ACCEPTED
- ATM FACILITY
- VAKRANGEE NEXTGEN KENDRA
- CENTRALIZED MONITORING SYSTEM
- DIGITAL ADVERTISING

**Vakrangee Kendra**

WALK-IN TODAY TO OUR NEXTGEN VAKRANGEE KENDRAS FOR THESE SERVICES

- ATM • Banking • Online Shopping • Recharge
- E-Ticket Booking • Bill Payments • Insurance
- Courier • Loans • Money Transfer

# 50+

OUTLETS ACROSS MUMBAI METROPOLITAN REGION



# COMPANY OVERVIEW: BRAND AWARENESS CAMPAIGN



**Vakrangee Kendra**

**AB POORI DUNIYA PADOS MEIN**

- ATM
- Banking
- Online Shopping
- Recharge
- E-Ticket Booking
- Bill Payments
- Insurance
- Courier
- Loans
- Money Transfer

**Vakrangee Kendra**

**SAB KAAM EK DUKAAN**

- ATM
- Banking
- Online Shopping
- Recharge
- E-Ticket Booking
- Bill Payments
- Insurance
- Courier
- Loans
- Money Transfer

**COMPANY OVERVIEW:  
BRAND AWARENESS CAMPAIGN**



**COURIER BOOKING AUR ONLINE SHOPPING  
AB PADOS MEIN**



**Vakrangee**  
Kendra  **AB POORI DUNIYA  
PADOS MEIN**

**COMPANY OVERVIEW:  
BRAND AWARENESS CAMPAIGN**



**BANKING AUR RECHARGE  
AB PADOS MEIN**



**Vakrangee**  
Kendra  **AB POORI DUNIYA  
PADOS MEIN**

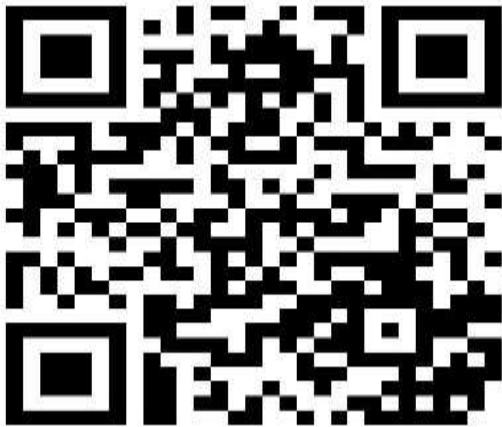




**COMPANY OVERVIEW:  
BRAND AWARENESS CAMPAIGN**



**NEXT-GEN VAKRANGEE KENDRA LOCATOR :  
MUMBAI METROPOLITAN REGION**



**[MMR NEXT-GEN KENDRA LOCATOR –  
CLICK HERE](#)**

**NEXT-GEN VAKRANGEE KENDRA :  
LAUNCH VIDEO LINK**

**[MMR NEXT-GEN KENDRA LAUNCH VIDEO – CLICK HERE](#)**



# COMPANY OVERVIEW : STRATEGY UPDATE

# COMPANY OVERVIEW: STRATEGY UPDATE



## STRATEGY UPDATE – FOCUS ON UPGADATION TO NEXT-GEN VAKRANGEE KENDRA MODEL

1

- Focus to achieve the conversion / upgrade of all 45,000+ outlets to the new Nextgen Vakrangee kendra – Silver or Gold model with standardized Look & Feel
- Conversion / Upgrade / churn to happen in a gradual manner.
- Focus is on Upgradation and standardization of all 45,000+ kendra outlets
- Confident on Long term target of 75,000 Next-gen Vakrangee kendra outlets by 2020

## STRATEGY UPDATE – UPDATE ON CURRENT PROGRESS FOR THE NEXT-GEN FRANCHISEE MODEL

2

- Launching 50+ Next Gen Vakrangee kendra outlets in Mumbai Metropolitan Region
- Already 4,000+ outlets are under Upgradation on a Pan India basis covering 2,548 postal codes and 380 districts. Expected to launch these 4,000+ outlets before Diwali. Out of these 4000 outlets, more than 3000 outlets are from Tier 5 and Tier 6 cities.
- Pan India marketing planned over the next few months to increase the Brand awareness

# COMPANY OVERVIEW: STRATEGY UPDATE



## STRATEGY UPDATE – IMPACT ON PROFITABILITY & REVENUE GROWTH

3

- Franchisee to incur capex plus working capital investment upto of Rs. 10 Lakh for silver kendra and upto Rs. 18-20 Lakh for Gold kendra. Revenue sharing ratio to change hence resulting into impact of profitability for the company
- During the current financial year, FY2018-19 the entire focus is on upgradation of the entire 45,000+ kendras into Next-Gen Vakrangee kendra model, hence the financials for the current year would be materially impacted.

## STRATEGY UPDATE – TO INCUR CAPEX FOR THE ATM BUSINESS

4

- ATM is mandatory in the Next gen Vakrangee kendra model and is key to standardization of the outlet.
- ATMs to be provided to all the Nextgen Franchisees on Custodian Basis by the Company
- Capex to be incurred by the Company to support the same. Return on Investment is lucrative compared to current return ratios.

# COMPANY UPDATE:

## IMPACT OF UPGRADATION ON FINANCIALS



### IMPACT OF UPGRADATION ON COMPANY FINANCIALS

- During the current financial year, FY2018-19 the entire focus is on up-gradation of the entire 45,000+ kendras into Next-Gen Vakrangee kendra model.
- The financials for the current year including the revenue as well as profitability would be materially impacted as these outlets undergo refurbishment or get churned.
- Already launched 50+ Next Gen Vakrangee kendras in Mumbai Metropolitan Region and another 4,000+ outlets are under advanced stage of completion and would be operational by Diwali this year.
- Company has already started the process for Upgradation exercise for rest of the 41,000 outlets.
- The benefits of this Upgrading exercise will start bearing fruits from next year FY2019-20 onwards and the company expects robust financials from next year onwards.

# COMPANY UPDATE:

## UPDATE ON SEBI ORDER



### UPDATE ON SEBI ORDER DATED 9<sup>TH</sup> AUGUST 2018

- During June 2013, Promoters acquired shares from the open market through various Promoter owned entities which was within the yearly limit of 5% official creeping allowed for the promoter.
- During this exercise, one of the promoter group entity Vakrangee Holding Private Limited (VHPL) increased the shareholding above 25%.
- Promoter was already holding substantial stake (34.27%) in the company i.e. Vakrangee Limited and were already in control of the same and did not acquire any fresh control by acquiring excess of 0.50% stake, if any above the trigger limit of 25%.
- Vakrangee Holdings Pvt. Ltd. (Promoter Group Company) did not provide any public announcement for open offer for acquisition of shares as mandated under regulations of the SEBI (Substantial Acquisition of shares and Takeovers). This was because the Promoter had the understanding that the overall shareholding of Promoter group would be taken into consideration and which was always substantial and above the threshold of 25%.
- It is alleged that VHPL acquired an excess 0.50% shares in the company and failed to give open offer. The 0.50% shares lying in the brokers pool account were disposed of as a corrective and remedial measure. Therefore, the breach was technical in nature and insignificant and only for a few days.
- SEBI observed that during the quarter ending June 2013, the shareholding of one of the promoter entity of the company namely, Vakrangee Holdings Private Limited (VHPL) increased the threshold limit of 25% of Total share capital of the company.
- SEBI has directed VHPL to make a public announcement to acquire shares of Vakrangee Limited in accordance with the provisions of the Takeover regulations, 2011.



## COMPANY OVERVIEW : BUSINESS MODEL

# 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**



# COMPANY OVERVIEW:

## VAKRANGEE KENDRA - SCOPE OF SERVICES



Technology Intensive Retail Distribution Platform for last mile touch points delivering services across Banking & ATM, Insurance, e-Governance, e-Commerce and Logistic services to domains on a real-time basis to potential customers across underserved rural and urban India

VAKRANGEE VITT		VAKRANGEE NAGRIK	VAKRANGEE BAZAAR	
BANKING	INSURANCE	E-GOVERNANCE	E-COMMERCE	LOGISTICS
<ul style="list-style-type: none"> <li>Bank A/C Opening</li> <li>Cash Deposits, Withdrawals, Money Transfer.</li> <li>Fixed/ Recurring Deposits.</li> <li>Balance Enquiry, Statement of Accounts</li> <li>Disbursement of money under Direct Benefit Transfer</li> </ul>	<ul style="list-style-type: none"> <li>Corporate agency tie-up for Life , General and Health Insurance.</li> <li>Micro Insurance schemes under Atal Pension Yojna, Jeevan Jyoti Bima Yojna &amp; Pradhan Mantri Suraksha Bima Yojna.</li> </ul>	<ul style="list-style-type: none"> <li>Payment of Utility Bills, Taxes, Levies, Certificates, Hall tickets, Exam Fee Payments.</li> <li>Online Form Filling.</li> <li><b>Alliance with IRCTC</b> for offering railway E-Ticket booking</li> <li><b>Bharat Bill Payment System (BBPS)</b> platform to deliver wide range of bill payment services</li> <li>Other G2C services based on state to state</li> </ul>	<ul style="list-style-type: none"> <li>Telecom - Mobile recharge</li> <li>DTH service - Recharge, bill payments</li> <li><b>Assisted E-Commerce Model-</b></li> <li>Alliance with <b>Amazon</b> to facilitate sale of products.</li> <li>Alliance with <b>Augmont</b> for Sales of Gold Products</li> <li>Alliance with <b>Reliance Jio</b> for issuance of sim connection and sale of mobile handsets</li> <li>Alliance with <b>Redbus</b> for offering bus ticketing services.</li> <li>Alliance with <b>Netmeds Marketplace Limited</b> to offer medicines and other health products</li> <li>Alliance with <b>Cinestaan Digital Private Limited</b> to offer free and offline videos to citizens</li> </ul>	<ul style="list-style-type: none"> <li><b>Alliance with FedEx Express, Aramex India, Delhivery , First Flight and Blue dart</b> for courier and logistics services (Forward Delivery as well as Reverse Pick Up services)</li> </ul>
ATM	FINANCIAL SERVICES			
<ul style="list-style-type: none"> <li>Real time cash withdrawals from all banks through WLA (White Label ATM).</li> <li>Co-located ATM in urban/semi-urban branches to cater to holistic banking needs of customers while optimizing cost of operations.</li> </ul>	<ul style="list-style-type: none"> <li>Lead generation for Loan Products – Consumer, Housing, SME Loans</li> <li>Distribution of Mutual Fund products</li> </ul>			

# COMPANY OVERVIEW:

## KEY BUSINESS ALLIANCES – STRONG REPUTED PARTNERS



### BANKING



### FINANCIAL SERVICES



### E-GOVERNANCE



### INSURANCE



### E-COMMERCE

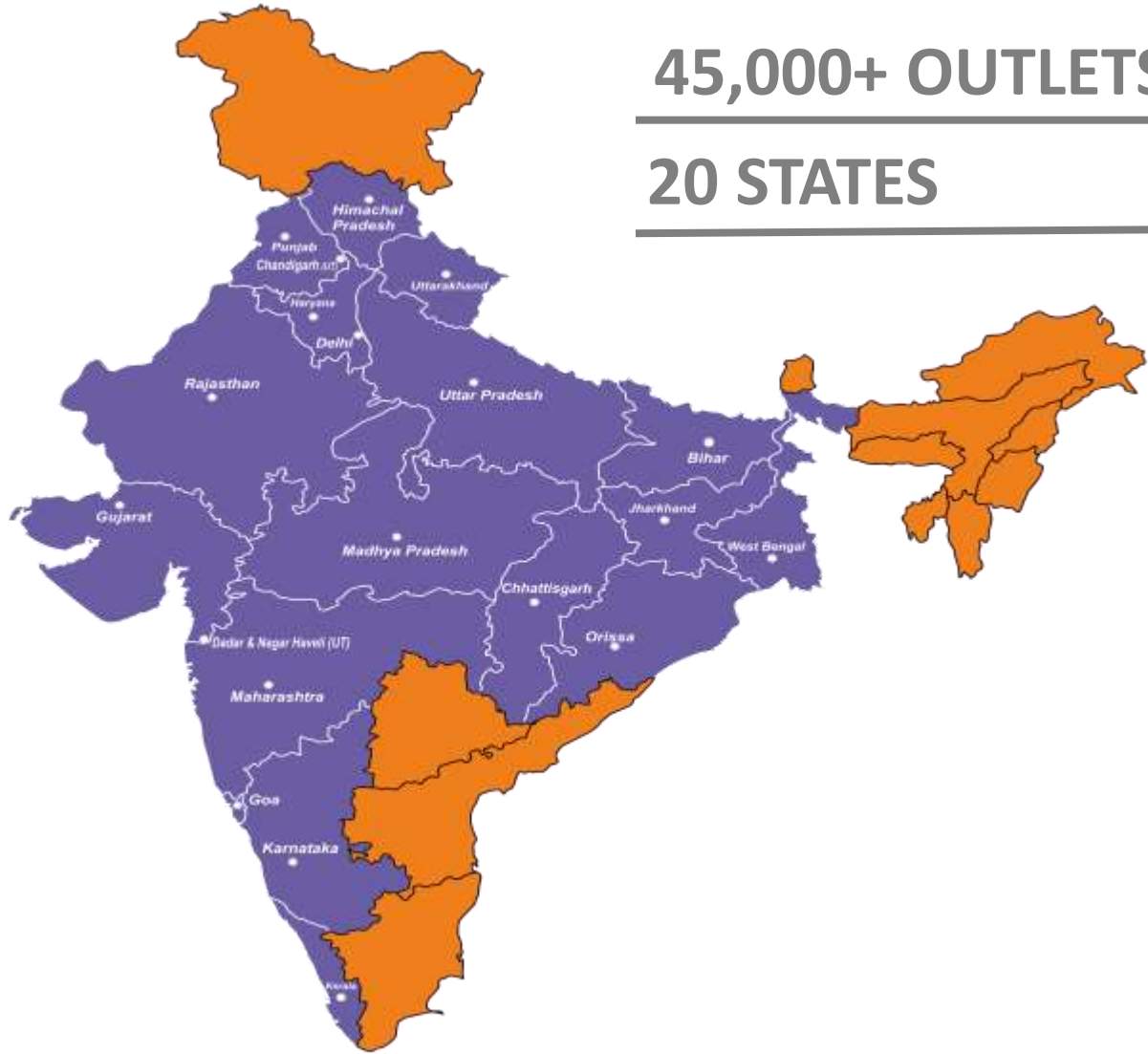


### LOGISTICS





# COMPANY OVERVIEW: OUR PRESENCE



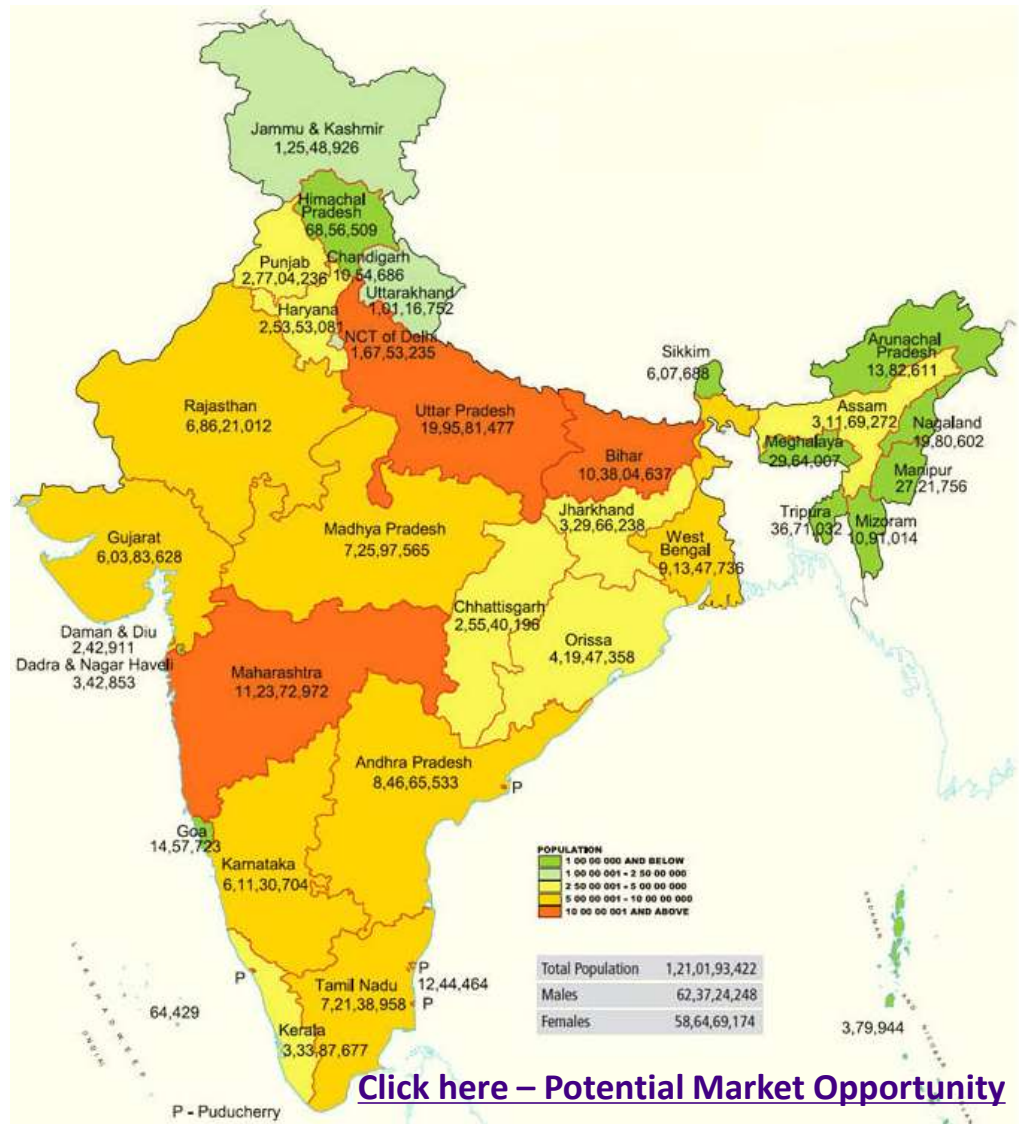
**45,000+ OUTLETS**

**20 STATES**

Sr. No.	State Name
1	Bihar
2	Chandigarh
3	Chhattisgarh
4	Dadra and Nagar Haveli
5	Delhi
6	Goa
7	Gujarat
8	Haryana
9	Himachal Pradesh
10	Jharkhand
11	Karnataka
12	Kerala
13	Madhya Pradesh
14	Maharashtra
15	Odisha
16	Punjab
17	Rajasthan
18	Uttar Pradesh
19	Uttarakhand
20	West Bengal

# COMPANY OVERVIEW:

## HUGE UNTAPPED MARKET: OVERALL MARKET POTENTIAL



[Click here – Potential Market Opportunity](#)

**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**

# COMPANY OVERVIEW:

## ADVANTAGE VAKRANGEE : OUR STRENGTHS

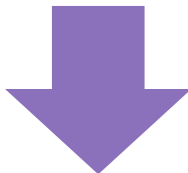
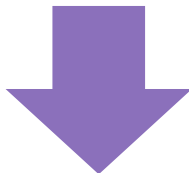
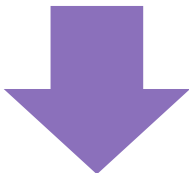
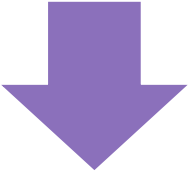


Tie up with Strong Partners & Access to Key Licenses

Technology & Integration Expertise

On Ground Field Presence till the Block Level

Size and Scale with Strong Franchisee Model



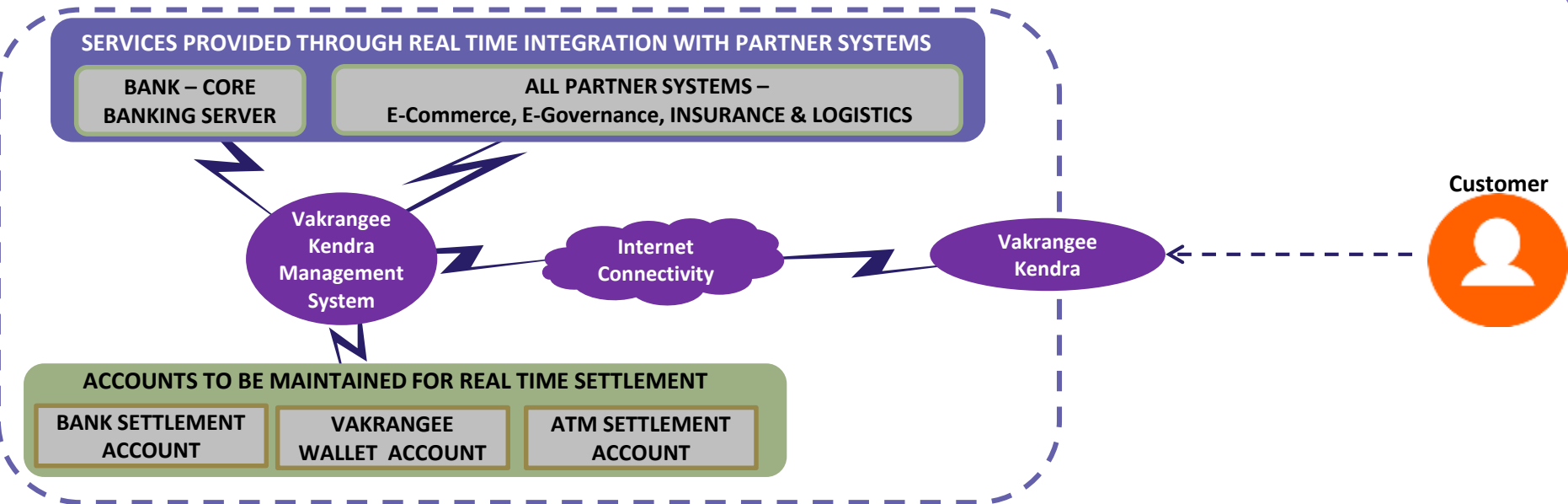
- Portfolio of key Licenses & Partnership empanelment's built over last 20 years
- Have built a strong bouquet of products and services

- 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

- Field Level Hierarchy till the Block level – More than 1,150 District and Block Area managers
- Continuous Handholding and support to Franchisee to maintain smooth Operations and drive sales

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

# COMPANY OVERVIEW: VAKRANGEE KENDRA - TECHNOLOGY SETUP



## 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

## Power Supply

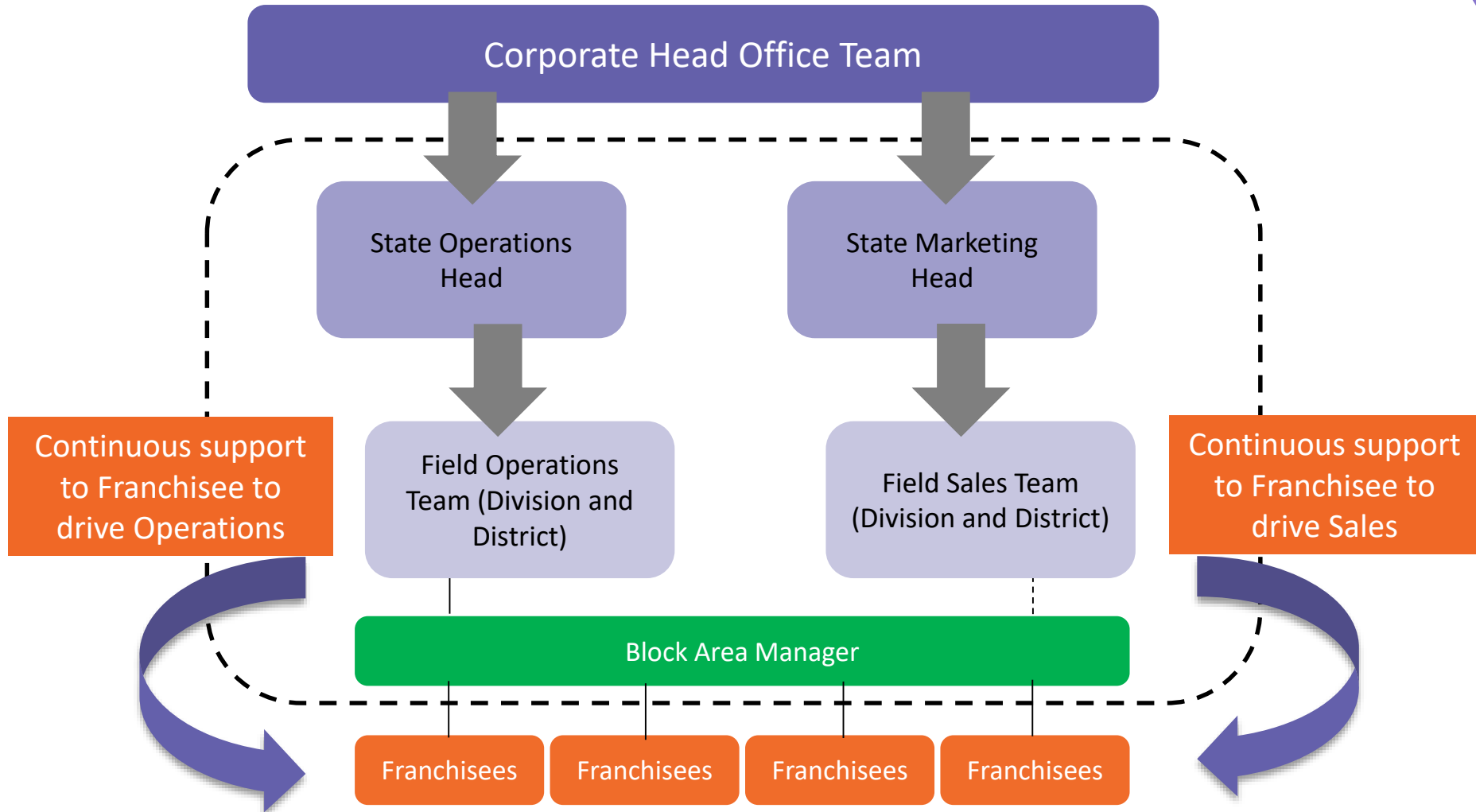
- Designed to operate 4 hours on battery backup in case of power failure

## Security Specifications

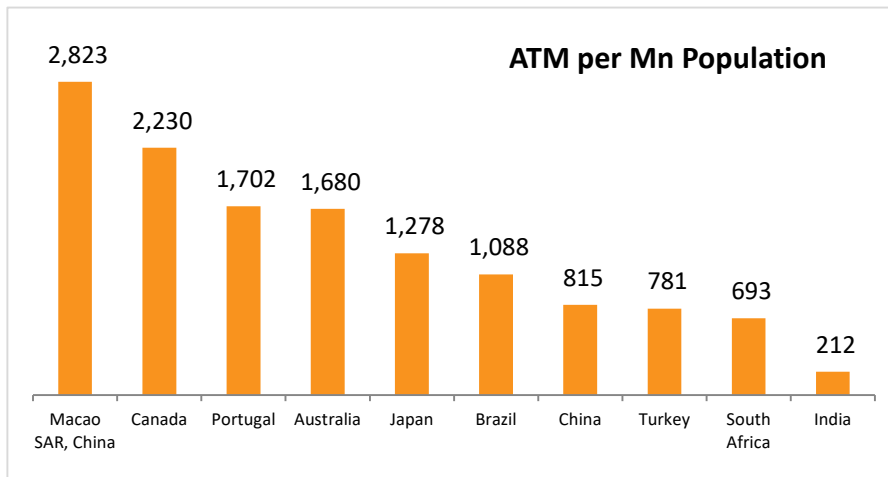
- Defined User Policy -Authentication required for each and every user of the server; Secured and safe transactions



# COMPANY OVERVIEW: FRANCHISEE FOCUSED TEAM STRUCTURE



# COMPANY OVERVIEW: WHITE LABEL ATM – OPPORTUNITY



- India rank's is 148 in the world in terms of ATM Density
- Low Penetration = Huge opportunity for WLAs
- As on March 2018, India had ~ 240,000 ATMs. It is expected to cross 350,000 ATMs by 2020 in India.
- RBI WLA license to Vakrangee –
  - Set up & Manage 15,000 WLA
  - Maintain rural (Tier III to VI) to urban (Tier I & II) ratio of 2:1 (incl. minimum of 10% to be set up in Tier V & VI)

## Benefits of Vakrangee WLAs Over Other Players

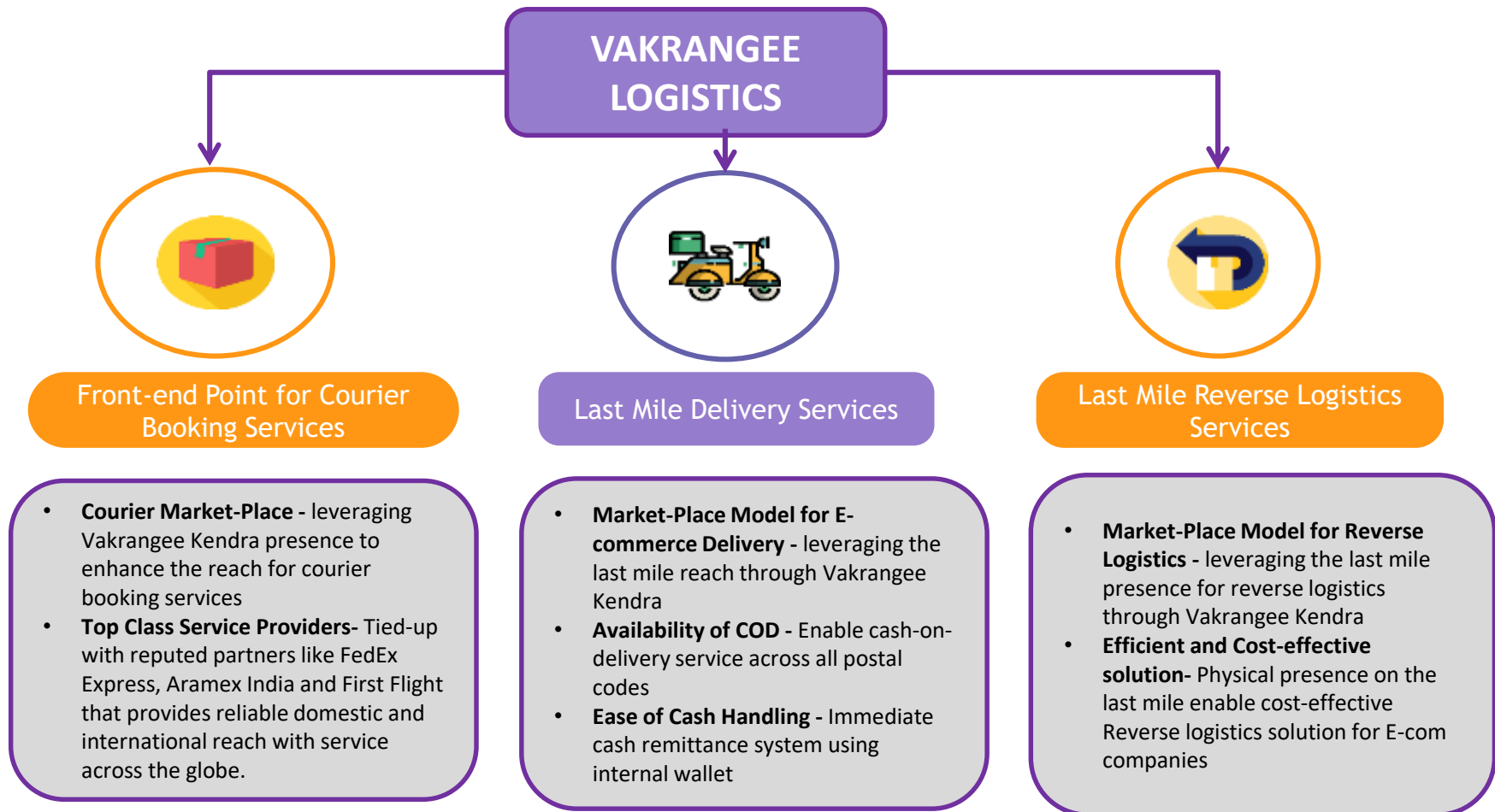
Sr. N o.	Operating Cost	Vakrangee	Peers
1	Rent Expense	✗	✓
2	Civil Work & Interiors	✓	✓
3	Internet Connectivity	✓	✓
4	Cash Management Charges	✗	✓
5	ATM Operational Costs	✓	✓
6	Security Guard	✗	✓

### COMPETITIVE ADVANTAGES VAKRANGEE MODEL

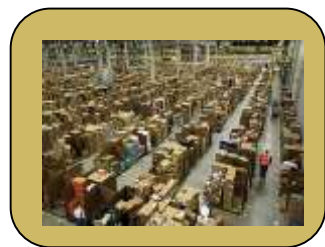
#### COST SYNERGIES

- No requirement of security guard as the ATM is located inside the Vakrangee Kendra
- Sharing of Civil Work, Internet Connectivity, Rent and Electricity expenses
- CRA activity performed by Franchisee. No CRA Cost and dependency for First Line of Maintenance (FLM) calls

# COMPANY OVERVIEW: LOGISTICS – OUR BUSINESS MODEL



# COMPANY OVERVIEW: LOGISTICS – SERVICE OFFERING

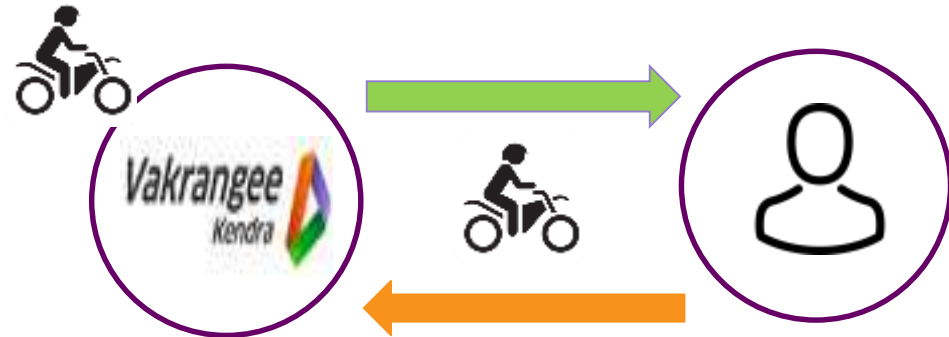
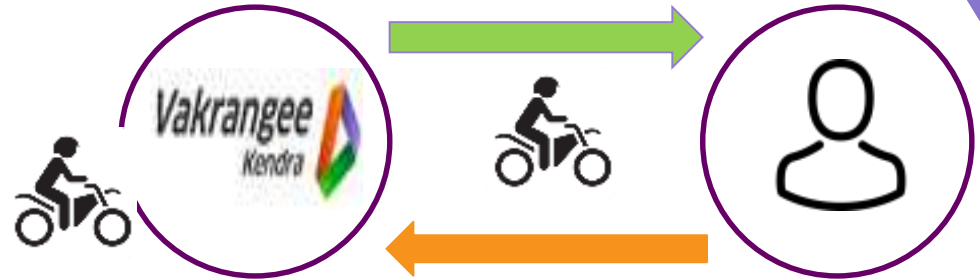


Logistics –  
Fulfillment  
Center



Vakrangee  
Master Kendra  
@ District Level

Vakrangee Kendra – Postal code “1”



Vakrangee Kendra – Postal code “N”

OPERATIONAL RESPONSIBILITY – LOGISTIC OPERATOR

OPERATIONAL RESPONSIBILITY - VAKRANGEE



# COMPANY OVERVIEW: STRATEGIC TIE UP WITH INDIAN OIL CORPORATION LIMITED FOR PAN INDIA



- Strategic tie-up with Indian Oil Corporation Limited (IOC), India's largest commercial enterprise for setting up Vakrangee Kendra at its retail outlets (distribution network).
- To set up Vakrangee Kendra in more than 20,000 IOC Retail Outlets (Filling/Gas Station) located in Pan India. (IOCL has more than 25,000+ Retail Fuel Outlets)
- Tie up to increase the customer touch points at the Vakrangee Kendra and ensure a boost in its core objective i.e. Financial Inclusion, Digital Inclusion, Social Inclusion, Employment Generation and Skill Development.



# COMPANY OVERVIEW:

## AWARDS AND CERTIFICATIONS



### Awards and Accolades

- 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 featured 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
- 26<sup>th</sup> in the Deloitte Technology Fast 50 companies in India, 2012
- 18<sup>th</sup> in the Deloitte Technology Fast 50 companies in India, 2011
- 226<sup>th</sup> 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

### Certifications



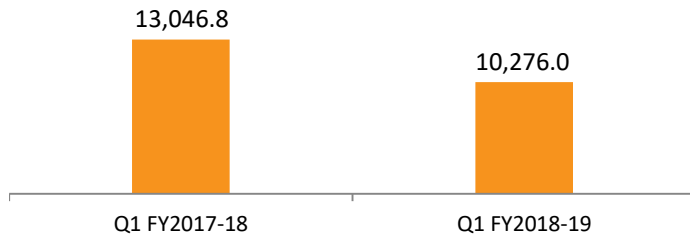
## Q1 FY2018-19 RESULTS UPDATE

# Q1 FY2018-19 RESULTS: KEY HIGHLIGHTS

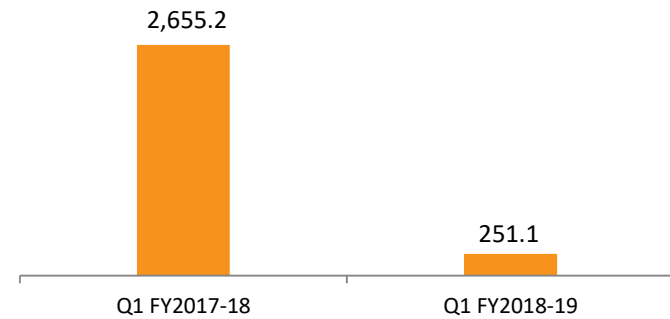


In Rs Mn

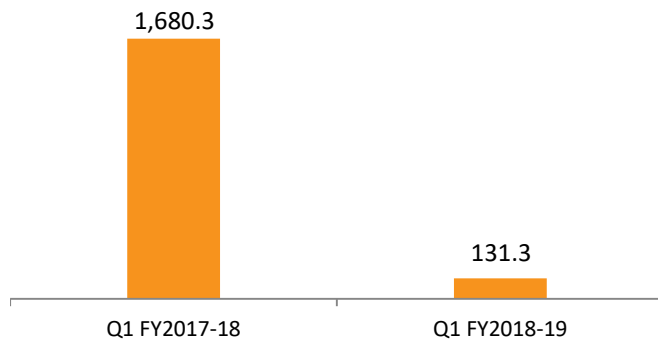
## TOTAL INCOME



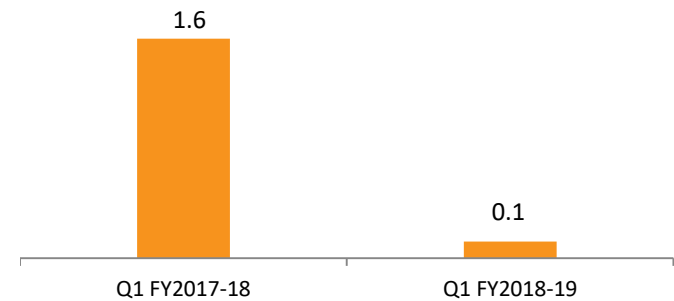
## EBITDA



## PAT



## EPS (In Rs.)



# CONSOLIDATED FINANCIAL STATEMENTS



## Key Profit & Loss Statement Items

Particulars (Rs. Mn.)	Q1 2018-19	Q1 FY2017-18	YoY %
<b>Total Income from Operations</b>	<b>10,276.0</b>	<b>13,046.8</b>	<b>(21.2)</b>
<b>Total Expenses</b>	<b>10,043.3</b>	<b>10,458.2</b>	<b>(4.0)</b>
EBIDTA	251.1	2,655.2	(90.5)
<b>Profit before Tax (PBT)</b>	<b>232.6</b>	<b>2,588.6</b>	<b>(91.0)</b>
Tax Expenses	101.4	908.3	(88.8)
Profit after Tax (PAT)	131.3	1,680.3	(92.2)
<b>Earnings per Share (EPS Basic)</b>	<b>0.1</b>	<b>1.6</b>	<b>(93.8)</b>

## Key Balance Sheet Items

Particulars (Rs. Mn.)	2017-18	FY2016-17	Particulars (Rs. Mn.)	2017-18	FY2016-17
<b>Net Worth</b>	<b>25,924.1</b>	<b>20,537.5</b>	<b>Fixed Assets</b>	<b>929.8</b>	<b>287.5</b>
Share Capital	1,058.8	529.2	Other Non-Current Assets	566.4	119.0
Other Equity	24,865.3	20,008.3	Inventory	171.5	4,991.9
<b>Total Debt</b>	<b>-</b>	<b>1440.2</b>	Trade Receivables	13,078.9	8,243.6
Long Term Debt	-	-	Cash & Cash Equivalents	14,744.4	6,031.9
Short Term Debt	-	1440.2	Other Current Assets	426.5	3,004.9
Other Non-Current Liabilities	75.0	37.0	Less: Trade Payables	3,465.5	296.9
<b>Total Sources of Funds</b>	<b>25,999.1</b>	<b>22,014.7</b>	Less: Other Current Liabilities	461.8	372.8
			<b>Net Current Assets</b>	<b>28,430.2</b>	<b>22,277.9</b>
			<b>Total Application of Funds</b>	<b>25,999.1</b>	<b>22,014.7</b>

**Note: \*Other expenses includes Rs. 2,199.5 mn. (net off amounts of allowances for credit loss considered in previous years) towards amount written off as bad debts related to legacy e-Governance business Segment during the quarter ended March 31, 2018**



## DIRECTORS & LEADERSHIP TEAM

# INDEPENDENT / NOMINEE DIRECTORS ON THE BOARD

## Strong Board of Directors



**RAMESH JOSHI**  
*Non Executive  
Independent  
Director*

- Has about 40+ years of business experience in the banking industry.
- Has worked with RBI for over three decades and a former ED of SEBI
- Holds a Bachelor's degree in Arts from the University of Nagpur and a Bachelor's degree in Law from the University of Nagpur.



**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



**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.



**Ranbir Datt**  
*Nominee Director  
(Independent)*

- 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**  
*Additional Director  
(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.

## STRONG MANAGEMENT TEAM IN PLACE TO DRIVE NEXT PHASE OF GROWTH ACROSS ALL BUSINESSES



**DINESH  
NANDWANA**  
Managing  
Director and 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



**SUMIT JAIN**  
CEO -  
eCommerce

- Mr. Sumit Jain joined Vakrangee as Sr. Vice President and is heading the eCommerce vertical.
- He joined Vakrangee Limited from Barclays. Prior to Barclays, he worked with Credit Suisse and Intel Corporation in USA for over a span of 6 years.
- Holds a MBA Degree from Stern School of Business at New York University and has completed B. Tech degree in Computer Science from Indian institute of Technology (IIT) Bombay.



**RAJEEV RANJAN**  
CEO -  
eGovernance

- Mr. Rajeev Ranjan was a former Chief Executive Officer, with Vakrangee e-Solutions INC. at Manila, Philippines, he has led 8500 strong team of professionals and technical resources to deliver world-class and high-quality Land Registration project for Government of Philippines.
- Mr. Ranjan is a Post-graduate and former Tata group senior executive, having vast experience with excellent record of delivering simultaneous National level, large scale and mission-critical projects, on time and within budget.

## STRONG MANAGEMENT TEAM IN PLACE TO DRIVE NEXT PHASE OF GROWTH ACROSS ALL BUSINESSES



**SANJEET MAHAJAN**  
CEO –  
FINANCIAL  
SERVICES

- Mr. Sanjeet Mahajan joined Vakrangee as Head – Financial & Other Services in October 2017. He is responsible to build the Retail & SME Loans, Mutual Fund & Other Allied businesses at Vakrangee Ltd. Prior to joining Vakrangee,
- Mr. Mahajan was associated with HDFC Bank for over 2 decades and served across multiple roles. In his last assignment as a Vice President at HDFC Bank, Mr. Mahajan was responsible to drive over all business and operations for some of the largest metro Retail branches of HDFC Bank.



**RAHUL DEV PAL**  
CEO – Banking

- Mr. Rahul Dev Pal an economics graduate with a rich experience of 26+ years in the field of sales and marketing. He has an in-depth knowledge of the banking vertical & from the very beginning of his career, he has dealt with different Government departments & has done a lot of work in the BFSI vertical.
- Starting his career with HCL he worked with companies like Xerox, Pertech Computers , BPL & Godrej. His last assignment in Godrej was as a National Head.



**HARISH MANI**  
CEO -  
INSURANCE

- Mr. Harish Mani is a commerce graduate with PGDRM from IRMA. He has 14+ years of rich experience in Insurance & Micro-Finance Industry.
- Prior to joining Vakrangee he worked for Bharti Axa Life Insurance company for 8 years in various functions and prior to Bharti Axa Life he worked for ICICI Lombard General Insurance company for 4+ years.
- He worked on digital systems like ICICI Lombard Point of Sale (ILPOS) which is an pioneering industry leading application for policy issuance today.



**RAJESH BHOJWANI**  
CEO - ATM

- Mr. Rajesh Bhojwani joined Vakrangee as Executive Vice President and is heading the ATM vertical.
- He joined Vakrangee from HDFC Bank Ltd, where he had worked in ATM, SME Lending and Retail Branch Banking division for over 12 years. His last assignment at HDFC Bank was Head – ATM Business Process.
- Prior to HDFC Bank, he worked with Chola MS General Insurance Company Ltd & Dewan Housing Finance Corp Ltd (DHFL) for over a span of 5 years. He is Post Graduate (Construction & Project Management) from CEPT University, Ahmedabad. He also holds a B.E. (Civil) degree from DDIT, Nadiad, Gujarat.



**JITENDRA JOG**  
Sr. Vice  
President,  
Operations  
(Logistics)

- Mr. Jitendra Jog is a veteran in the logistics industry, he is a result oriented professional with over 28 years of wide and varied experience in the areas of Business Development, Operations Management, General Management and Client Servicing in this industry.
- He started his career with TNT Express in UK and has worked in Senior management positions with leading logistics companies in India such as Skypak, TNT India, Aramex India, Spoton, etc.



**Thank You**