Vakrangee
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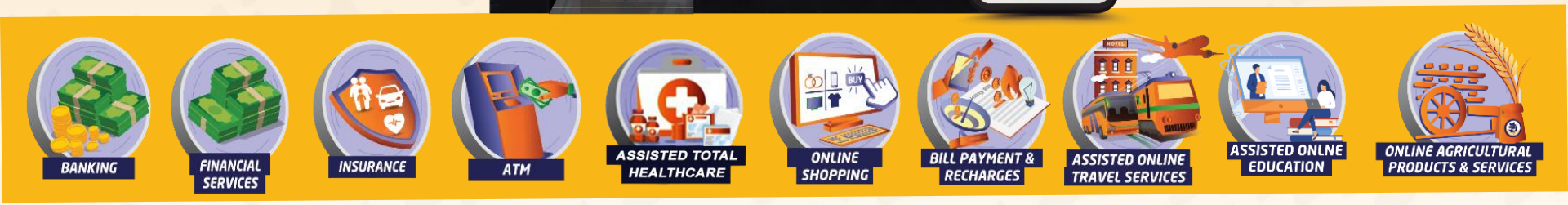
SAB KAAM EK DUKAAN



"GO TO MARKET PLATFORM" : BUILDING INDIA'S LARGEST LAST MILE DISTRIBUTION PLATFORM

VAKRANGEE LIMITED
Q2 FY2023-24 - RESULTS UPDATE

November 11, 2023

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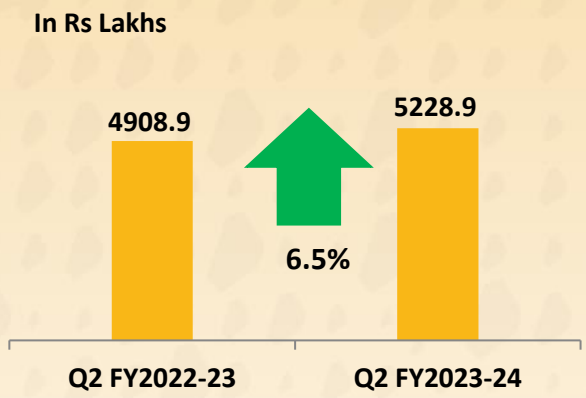
RESULTS PERFORMANCE UPDATE

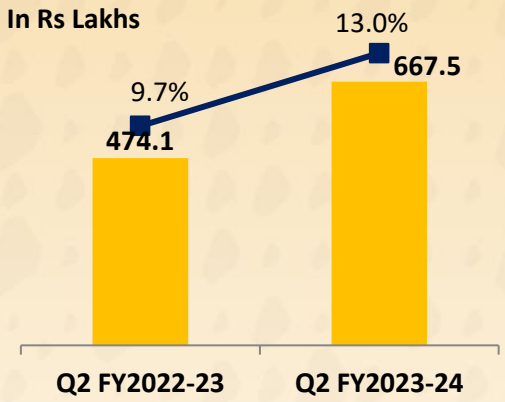
RESULTS PERFORMANCE UPDATE

Key Highlights – Q2 FY2023-24 (Y-o-Y Basis)

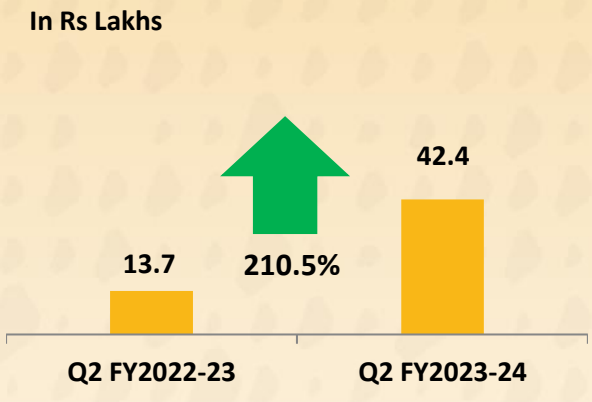
TOTAL INCOME



EBITDA & EBITDA MARGIN



PROFIT AFTER TAX (PAT)



- **Q2 FY2023-24 Results :**
  - **Q2 FY2024 : Revenue increases by 6.5% on YoY basis, PAT increases by 209.5% on YoY basis.**
  - **Q2 FY2024 : Quarterly Gross Transaction Value (GTV) crossed Rs. 13,074.5 Crores, Quarterly No. of Transactions crossed 3.3 Crores.**
- **Revenue and Profitability has improved on YoY basis however reduced on QoQ basis primarily due to Business seasonality factor as Q2 is usually a weak quarter and Q3 has better growth prospects due to festive season impact. Further, our growth in margins and profitability shall continue as we scale up our network and operating leverage kicks in.**
- **Our Current Focus has been on Expanding our Presence through Building Master Franchisee network & to Strengthen our First Mover Advantage. We are currently Building a Pan India District level Master franchisee network which would result in strong on-ground operational management as well as better growth scalability in future.**
- **Appointed Master Franchisees in 341 Districts across 26 States across the Country. Master Franchisee to provide on-ground operational support to the existing franchisee outlets as well as drive new franchisee acquisition. Plan to achieve 100% District coverage by March 2024.**
- **Launch of "VISION 2030" : Our Vision 2030 target is to reach 3 lakh + outlets along with Minimum 15,000+ ATMs. With this, Our plan is to achieve a Revenue target of US$ 1 Billion by 2030 along with a Gross Transaction Value of more than US$ 150 Billion.**

VAKRANGEE KENDRA - PERFORMANCE UPDATE

VAKRANGEE : PHYSICAL + DIGITAL ECO-SYSTEM "GO TO MARKET PLATFORM" : BUILDING INDIA'S LARGEST LAST MILE DISTRIBUTION PLATFORM

PERFORMANCE UPDATE FOR Q2 FY2023-24

Our Presence

Total No. of Outlets	Presence in States/UTs	Presence in districts	Presence in Tier IV & VI
21,240	31	560	~84%

Our Platform – Key KPIs

Total Transactions	Total GTV
~ 3.3 Cr	~ Rs. 13,074.5 Cr

ATM Service

No. of ATMs	Total Transactions	Total GTV	Presence in Tier IV & VI
6,426	~ 1.2 Cr	~ Rs. 2,928.3 Cr	~76%

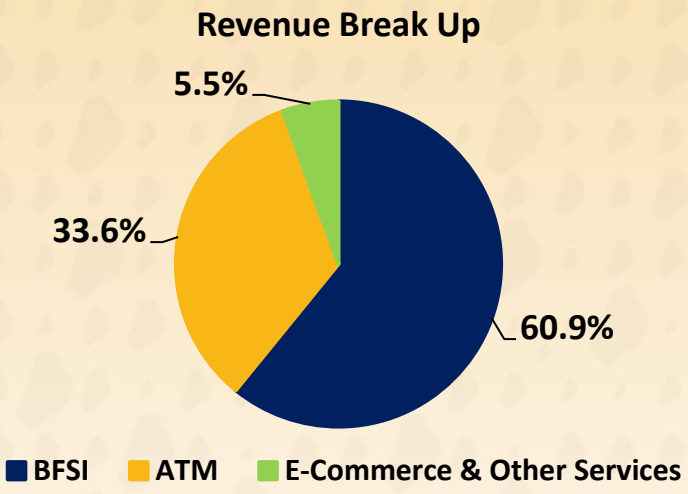
Banking Service

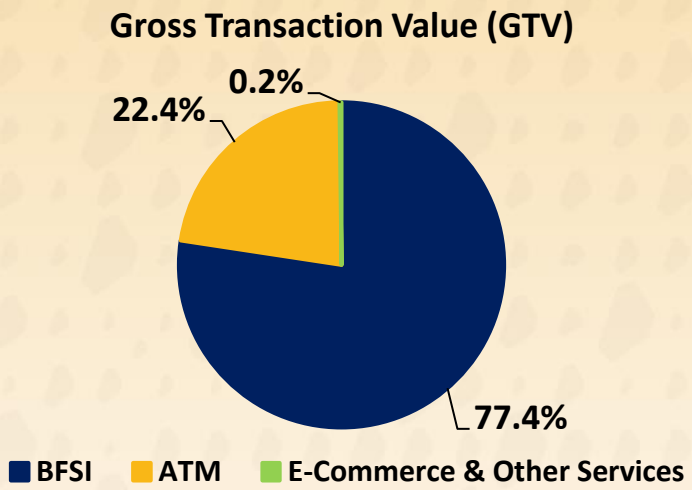
No. of Account opened	No. of Insurance / Pension Schemes sold	Total Transactions	Total GTV
~ 4.0 Lakhs	~ 4.4 Lakhs	~ Rs. 2.1 Cr	~Rs.10,101.7 Cr

Note: GTV – Gross Transaction Value

VAKRANGEE KENDRA – PERFORMANCE UPDATE

Q2 FY2023-24: REVENUE & GROSS TRANSACTION VALUE CONTRIBUTION BREAK-UP





Revenue from Operations : Rs. 51.5 Cr

Total Gross Transaction Value : Rs. 13,074.5 Cr

No of Active Transacting Outlets : Kendra Performance

No	Annual Franchisee Commission Range (In Rs.)	Number of Active Transacting Kendra Outlets as on September 30, 2023
1	Total Active Transacting Outlets**	20,290
2	New On-boarded Kendras (Yet to Transact)	950
Total Active Outlets + New On-Boarded Outlets		**21,240**

- E-Commerce includes online Shopping, Healthcare, Recharges, Travel Ticket Booking, Logistics & other Services

** Active Transacting Outlets : Outlets considered who have done transactions in last trailing 12 months.

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CONSOLIDATED FINANCIAL STATEMENTS

Key Profit & Loss Statement Items

Particulars (Rs. in Lakhs.)	Q2 FY2023-24	Q2 FY2022-23	YoY%	H1 FY2023-24	FY2022-23
Total Income	5,228.9	4908.9	6.5%	10,818.7	19,870.5
Total Expenses	5,140.8	4854.1	5.9%	10631.5	19,602.5
EBIDTA	667.5	474.1	40.8%	1360.8	1970.9
Profit before Tax (PBT)	99.3	54.8	81.2%	198.5	268.0
Tax Expenses	56.9	41.1	38.4%	106.7	167.5
Profit after Tax (PAT)	42.4	13.7	209.5%	91.8	100.5

Key Balance Sheet Items

Particulars (Rs. in Lakhs)	H1 FY2023-24	FY2022-23
Net Worth	**11,929.7**	**12,385.1**
Share Capital	10,595.1	10,595.1
Other Equity	1,334.6	1,799.0
Total Debt	**5,328.1**	**5,777.1**
Long Term Debt	834.7	1,242.9
Short Term Debt	4,493.4	4,534.2
Other Non-Current Liabilities	2,103.8	2005.4
Total Sources of Funds	**19,361.6**	**20,167.6**

Particulars (Rs. in Lakhs)	H1 FY2023-24	FY2022-23
Fixed Assets	**13,005.5**	**13,491.0**
Other Non-Current Assets	1,467.4	1,406.3
Inventory	179.8	220.8
Trade Receivables	3,781.0	4,007.5
Cash & Cash Equivalents	3,895.3	3,575.5
Other Current Assets	7,862.4	7,105.3
Less: Trade Payables	1,909.7	1,824.3
Less: Other Current Liabilities	8,920.1	7,814.5
Net Current Assets	**4,888.7**	**5,270.3**
Total Application of Funds	**19,361.6**	**20,167.6**

Fiscal Year (FY) is 12 months ending March

COMPANY OVERVIEW

COMPANY'S JOURNEY SO FAR

PHASE 1: 1990-2011

PHASE 1 : EMERGED LEADER IN E-GOVERNANCE BUSINESS

- Vakrangee Ltd: Incorporated as a System Integrator for E-Governance Projects
- Worked on Key Mission Mode projects of the Government such as :
  - Central Election Commission
  - MCA-21 for Ministry of Corporate Affairs
  - Rashtriya Swasthya Bima Yojna (RSBY)
  - Digitization of Land and Revenue records
- Worked on Project Passport Seva Kendra (PSK)
- Won UID Enrolment Project for enrolling Aadhaar

PHASE 2: 2012-2018

PHASE 2 : BUILDING KENDRA BUSINESS ALONG WITH E-GOVERNANCE

- Company ventured into G2C & B2C services through Common Service Centers
- Received the BC Banking mandate and started BC Point Banking services through these Centers
- Non Exclusive Store in Store Format outlets
- Emerged National Business Correspondent partner to major PSU banks
- Executed projects such as PMJDY – Financial Inclusion and UIDAI Aadhaar Enrollment services through these Outlets
- Received RBI license for White Label ATMs
- Added Various B2C services such as Assisted e-commerce, Bus ticket booking, mobile and DTH recharge

PHASE 3: 2019-2022

PHASE 3 : NEXTGEN VAKRANGEE KENDRA BUSINESS

- Planned as an exclusive store model with Standardized Consumer & Service experience
- Launched NextGen Kendra with standard branding , Exclusive store layout as well as signage
- Multi-line of services – Banking, E-Governance, Insurance, E-Commerce, Total Healthcare & optional ATM services
- Tie-up for Banking Business Correspondent with Private Banks such as SBM Bank (India) Ltd. & NSDL Payments Bank Ltd.
- Launch of Digital Platform : BhrartEasy Super Mobile App

PHASE 4: 2023 (POST DEMERGER)

PHASE 4 : NEXTGEN VAKRANGEE KENDRA & DIGITAL APP BUSINESS

- Demerger to unlock the potential of the Core Vakrangee kendra & Digital App Business
- Kendra Business is Retail centric Consumer facing business. It is an Asset Light Franchisee led business model
- Appointing Exclusive District Level Master Franchisees across the country. Plan to achieve 100% District coverage by March 2024 !
- Clear Focus on expanding and Building India's Largest Last Mile Rural distribution platform

VAKRANGEE KENDRA – SCOPE OF SERVICES

Banking, ATM & Insurance

SBM bank
NPCI
Union Bank of India
Bank of Baroda
LIC
HDFC ERGO

Financial Services / Fintech

5paisa.com
LENDINGKART
Think Cash, Think Lendingkart Group!
LenDen club
JIFFY
TransUnion CIBIL

E-Commerce / Online Travel

DIGIFY
amazon
(Available only on BharatEasy Mobile Super App)
BigHaat
tsi yatra
redBus
BHARAT BILLPAY

Tele Medicine / Pharmacy

DocOnline

PAN INDIA PRESENCE :

- 84% IN TIER 4-6 LOCATIONS
- 5,378 POSTAL CODES
- 560 DISTRICTS

PHYSICAL + DIGITAL ECO-SYSTEM

"GO TO MARKET PLATFORM" : BUILDING INDIA'S LARGEST LAST MILE DISTRIBUTION PLATFORM

21,240	~3.3 CR	~Rs. 13,074.5 CR	~US$ 6.3 BN
LAST MILE PHYSICAL OUTLETS	TOTAL TRANSACTIONS	GROSS TRANSACTION VALUE	ANNUALIZED GROSS TRANSACTION VALUE

VAKRANGEE KENDRA – SCOPE OF SERVICES

BFSI & ATM SERVICES

ATM

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

(White Label ATM License)

NPCI
भारतीय राष्ट्रीय भुगतान निगम
NATIONAL PAYMENTS CORPORATION OF INDIA

- ATM Cash Withdrawal
- Non-Financial Transactions

FINANCIAL SERVICES

5paisa.com
GOODWILL
TransUnion CIBIL
LENDINGKART
Think Cash, Think Lendingkart Group!
JIFFY
ADITYA BIRLA CAPITAL
LenDen club
EKO/-

- Opening of Online Demat & Trading Account
- Money Transfer
- Lead Generations of Personal / Business Loans
- Pan Card Service
- CIBIL Score service

INSURANCE

LIC
भारतीय जीवन बीमा निगम
LIFE INSURANCE CORPORATION OF INDIA
InsuranceDekho
Star Union Dai-ichi Life Insurance
HDFC ERGO
care HEALTH INSURANCE
RELIANCE General Insurance
Atal Pension Yojana
Pradhan Mantri Suraksha Bima Yojana
Pradhan Mantri Jeevan Jyoti Bima Yojana

- Life Insurance
- General Insurance
- Health Insurance

BANKING

SBM bank
यूनियन बैंक ऑफ इंडिया Union Bank of India
बैंक ऑफ़ बड़ौदा Bank of Baroda
NSDL Payments Bank
महाराष्ट्र ग्रामीण बँक MAHARASHTRA GRAMIN BANK
Karnataka Bank Ltd. Your Family Bank. Across India.
पंजाब नैशनल बैंक pnb punjab national bank
आरएमजीबी RMGB
CRGB
Other PSUs

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

VAKRANGEE KENDRA – SCOPE OF SERVICES

ASSISTED E-COMMERCE SERVICES

amazon

(Available only on BharatEasy Mobile Super App)

DECATHLON

DIGIFY™

- Online Shopping of Goods

Doc online
GET HEALTHCARE ANYWHERE

- Telemedicine services
- Online Shopping of Medicines

BHARAT BILLPAY

(Only for Rajasthan)

- Mobile/DTH Recharge
- Bill Payments
- E-Mitra services in Rajasthan

tsi yatra
Partners in Travel & Hospitality

redBus

- Train Ticket Booking
- Bus Ticket Booking
- Flight/Hotel Ticket Booking

BigHaat.com
ONE STOP AGRO STORE

- Online Agriculture Product & Services

VAKRANGEE KENDRA (VK) MODEL : NEW LOOK & FEEL

MODEL 1 : VK WITH ATM WITH PRIVATE BANK BC POINT

MODEL 2 : VK WITHOUT ATM WITH PSU BANK BC POINT

MODEL 3 : VK WITHOUT ATM WITH PRIVATE BANK BC POINT

MODEL 4 : ONLY ATM

Min Area required 65-80 sq. ft.

Key Features :

- Exclusive Dedicated Outlet for Banking BC point services
- Exclusive dedicated outlet for ATM & Other services. Design provision such that ATM can be operational for extended hours

Min Area required 25-30 sq. ft.

Key Features :

- ATM at outlet located within the store
- Potential to enhance the footfall significantly
- CCTV Monitoring system

Highly Recommended : Store Exclusivity with Consistent Branding

BRANDING

- Exclusive store model has Higher Earning Potential and Higher Success
- Dedicated Exclusive outlet for Banking BC point services only.
- Delivers Standardize service level and same customer experience.
- Standardized layout and design by L&H (Lewis & Hickey)

VAKRANGEE KENDRA - KEY FEATURES

KEY FEATURES

STORE EXCLUSIVITY & CONSISTENT BRANDING		• Exclusive Banking BC Point Outlet • Exclusive Outlet for ATM and all other services • Standardized Customer experience with same service level experience • Uniform and Consistent Branding for Higher brand recall and visibility
ATM IN OUTLET (OPTIONAL)		• ATM at store • Potential to enhance the footfalls significantly • Additional stream of revenues for both the Franchisee and the company
CCTV MONITORING SYSTEM		• CCTV Monitoring 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

Vakrangee Kendra : Long Term Sustainable & Profitable Business Model

- *With the development of the Digital Economy, India is fastly moving towards Digital Payment Mechanisms and Emerging as a Cashless Society.*
- *With the fast pace of digital payment penetration, Cash transactions such as ATM & Banking transactions are expected to witness slow down. Therefore, there would be profitability & viability challenges for standalone business models such as only White Label ATMs, only Banking (AEPS) provider, only Money Transfer providers which are dependent on cash transactions.*
- ***Vakrangee is future ready with a clear focus on building long term sustainable & profitable business model.***
  - ***Non-Cash based Banking Offering such as Account Opening, Loan Product, Insurance Services, Fixed Deposits & NPA Recovery***
  - ***No dependency on single line of product or services such as ATM or Banking Services.***
  - ***Wide portfolio of product & services such as Online Shopping, Total Healthcare Services, Bill Payments, Online Travel Services, Mobile Recharges, CIBIL Score services, Pan Card Services, Online Opening of Demat & Trading Account Opening Services and many more***
  - ***Highest commission in the industry***

BENEFITS OF VAKRANGEE OVER OTHER PLAYERS

Sr. No.	Particular	Vakrangee	Only WLA Peers	Only DMT & AEPS Peers
1	Multiple Line of Product & Services	✓	✗	✗
1.1	Non-Cash based Banking Offering	✓	✗	✗
1.2	Online Shopping & Other E-Commerce Services	✓	✗	✗
2	Highest Commission in the industry	✓	✗	✗

UPDATE ON MASTER FRANCHISEE INITIATIVES

- ***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***

UPDATE ON MASTER FRANCHISEE INITIATIVES

- *APPOINTED MASTER FRANCHISEES IN 341 DISTRICTS ACROSS 26 STATES ACROSS THE COUNTRY*.*
- *MASTER FRANCHISEE TO PROVIDE ON-GROUND OPERATIONAL SUPPORT TO THE EXISTING FRANCHISEE OUTLETS AS WELL AS DRIVE NEW FRANCHISEE ACQUISITION.*
- *THIS WOULD LEAD TO HELP US SCALE AT A FASTER PACE AND EXPAND ON A PAN INDIA BASIS.*

Plan to achieve 100% District coverage by March 2024 !

Note - *As on 31st October, 2023

MASTER FRANCHISEE DISTRICT LEVEL OFFICES

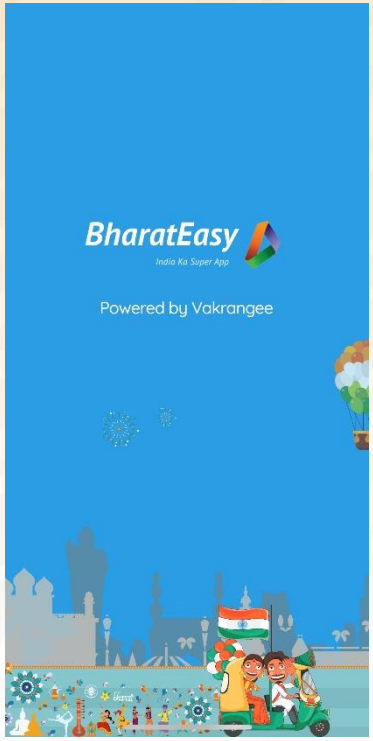
District : Balaghat
State : Madhya Pradesh

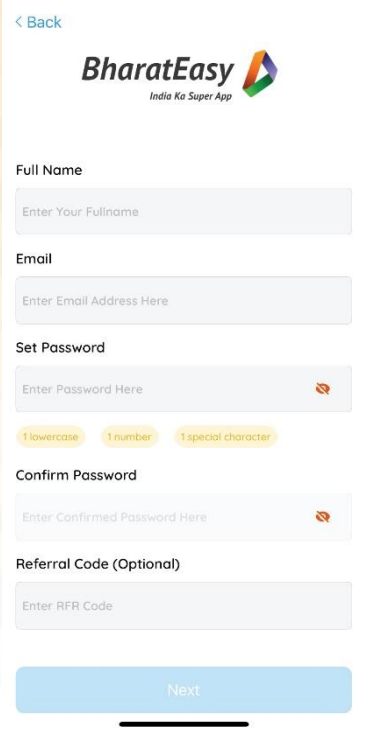
District : Surguja
State : Chhattisgarh

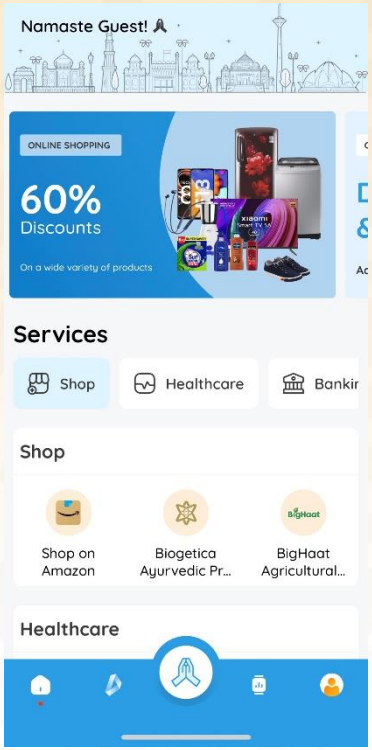
District : Muzaffarpur
State : Bihar

UPDATE ON BHARATEASY MOBILE SUPER APP

- Vakrangee is 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 has currently launched an upgraded Beta Trial Version of "BharatEasy" Mobile Super App" based business platform.**
- 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.







BUSINESS MODEL : OUR UNIQUE OFFERING

Customer

BharatEasy Mobile Super App

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

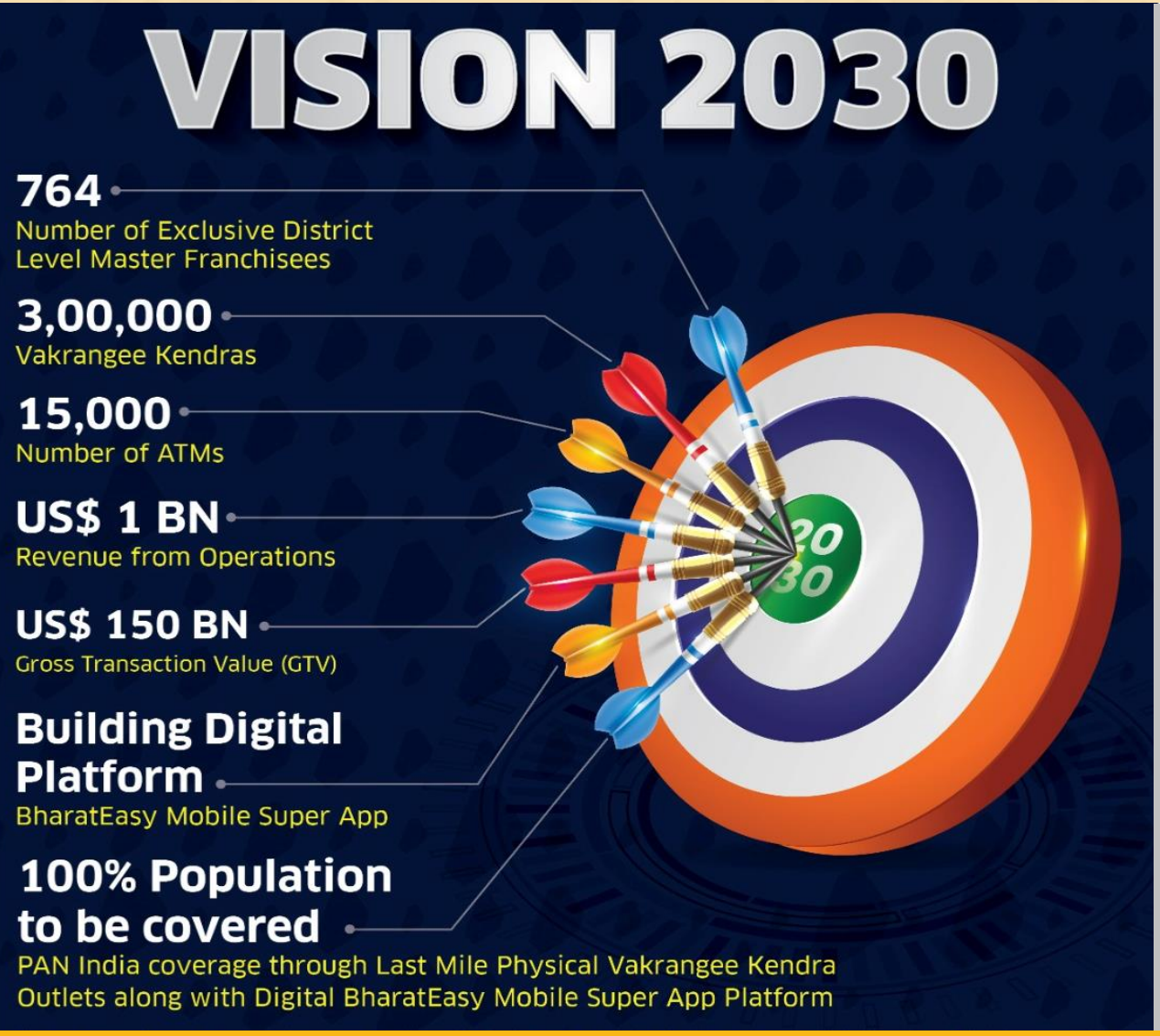
Unique Convenience Features : Leveraging the Vakrangee Eco-System
- Store Pick Up Facility
- Pay at Store (Cash)
- Order Return facility
- Courier Pick up / Drop Facility
- Physical Assistance Available
- Grievance / Helpdesk Facility

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

Vakrangee Kendra Network
- Master Franchisees - 341
- Store Network - 21,240 outlets

VISION 2030 : GROWTH TARGETS

VISION 2030 : GROWTH TARGETS



- *Vakrangee has emerged as One of India's Largest last mile distribution platform with a Physical as well as Digital eco-system in place with a Pan India Presence.*
- *Vakrangee aims to be most trustworthy Physical as well as Digital Convenience store across India. We will keep expanding this network until we are close proximity to the last excluded person within the country.*

You can access the detailed Vision 2030 document through the below link:
https://vakrangee.in/pdf/Policies-PDF/Vakrangee-Vision-2030.pdf

VISION 2030 : GROWTH TARGETS

HUGE UNTAPPED MARKET : OVERALL MARKET POTENTIAL

Total No. of Gram Panchayat : 2,50,000+

Total No. of Urban Wards : 50,000+

Total Districts : 764

Total Outlet Potential : 3,00,000+

No. of Vakrangee Kendra outlets: State-wise targets

VISION 2030 : GROWTH TARGETS

DETAILED EXPANSION PLAN

Sr. No.	Particulars	As on March 31, 2023	FY2023-24 Est.	FY2024-25 Est.	FY2025-26 Est.	FY2026-27 Est.	FY2027-28 Est.	FY2028-29 Est.	FY2029-30 Est.
Cumulative									
1	Master Franchisee (Exclusive District Level Business Partner)	158	764	764	764	764	764	764	764
2	Vakrangee Kendra Outlets (Exclusive Standarized Outlet) : Same Look & Feel	20,399	27,000	37,000	57,000	85,000	1,30,000	2,10, 000	3,00,000
3	No. of White Label ATMs	6,324	7,300	9,000	11,000	13,000	15,000	15,000	15,000

VISION 2030 : GROWTH TARGETS

FINANCIAL GROWTH PLAN

FY 2022-23		FY 2029-30 (E)	
Revenue	Rs.197.3 CR	Revenue	**US$ 1 BN** (~Rs. 8,200 CR)
EBITDA Margin	~10.0%	EBITDA Margin (Range)	15.0% - 16.0%
PAT Margin	~0.5%	PAT Margin (Range)	10.0% - 12.0%
Gross Transaction Value (GTV)	US$ 6.2 BN (Rs. 51,164 CR)	Gross Transaction Value (GTV)	**US$ 150 BN** (~Rs. 12,30,000 CR)

UPDATE ON SUSTAINABILITY ESG INITIATIVES

VAKRANGEE ESG PERFORMANCE UPDATE

Vakrangee Limited ESG Score

Ticker: 511431 Industry: TSV IT services Location: Republic of India

ESG Score Result

78

Methodology Year: 2022

Vakrangee Ltd. | Industry Max | Industry Mean

Environmental

Vakrangee Ltd. **77** | Industry Mean **23** | Industry Max **99**

Social

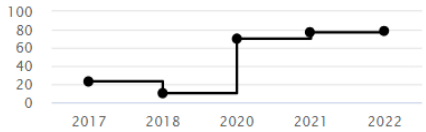
Vakrangee Ltd. **83** | Industry Mean **22** | Industry Max **90**

Governance & Economic

Vakrangee Ltd. **73** | Industry Mean **28** | Industry Max **88**

Score History

Y/Y Change: 1



Last Updated: February 17, 2023. Updated annually or in response to major developments

Data Availability: **Very High**

*Vakrangee has earned a **"S&P Global Bronze Class"** spot in the yearbook and has score 78 ESG Score (S&P Global Scores) in the Corporate Sustainability Assessment (CSA) survey.*

VAKRANGEE EARNS BRONZE CLASS SPOT IN SUSTAINABILITY YEARBOOK 2022 BY S&P GLOBAL

Sustainability Award
Bronze Class 2022

S&P Global

- *Vakrangee Limited has been honored to be included in Sustainability Yearbook 2022, published by S&P Global.*

Vakrangee
सशक्त परिवर्तन

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 1074 companies assessed in the Software and Services industry across worldwide. • Reasonable Assurance of Integrated Annual report of FY23 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.

Vakrangee
सशक्त परिवर्तन

Thank You