THE ASSISTED DIGITAL CONVENIENCE STORE

VAKRANGEE LIMITED CORPORATE PRESENTATION

January 25, 2019

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LEADERSHIP UPDATE : STRENGTHING TEAM

RATIONALE FOR STRENGTHING & ENHANCING THE LEADERSHIP TEAM

1. ***To Enhance Management Bandwidth to drive the company for the next phase of growth opportunity***

2. ***Focussed Effort to further enhance the Corporate Governance standards***

3. ***Rich experience of ~150 man years with proven track record added over last 12-18 months which would immensely benefit the organization***

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LEADERSHIP UPDATE : STRENGTHING TEAM

FOCUS TO STRENGTHEN MANAGEMENT BANDWIDTH & ENHANCE GOVERNANCE STANDARDS

ANIL KHANNA - MANAGING DIRECTOR & GROUP CEO

PREVIOUS ORGANIZATION – BLUEDART EXPRESS

TOTAL EXPERIENCE – 40 YEARS

Mr. Anil Khanna has joined Vakrangee as Managing Director & Group CEO w.e.f. 25th January 2019. Prior to Vakrangee he has been at the position of Managing Director of Blue Dart Express Limited with effect from 21st February 2007. He has a proven track record and is well experienced to lead Vakrangee.

He has 40 years of experience in various industries and has been with Blue Dart since 1992 and he moved to the position of Managing Director since 2007.

Under his leadership and guidance, Blue Dart was able to broaden its strategic focus from being an air express company to a full-fledged logistics organization offering a wide range of products and services, as well as Industry specific solutions in air and ground express segments. *He was also responsible for developing business potential, driving strong revenue growths and enhancing service quality.* He has proven his capabilities in leading his team to achieve exceptional business results.

He has been awarded as Enterprising CEO of the year – Brand Leadership Award. He has also been awarded as Leadership awards - The Greatest Corporate Leaders of India 2013.

He is a graduate from St Stephen's College, Delhi and holds an MBA degree in Marketing and Finance from UBS, Chandigarh.

LEADERSHIP UPDATE : STRENGTHING TEAM

FOCUS TO STRENGTHEN MANAGEMENT BANDWIDTH & ENHANCE GOVERNANCE STANDARDS

DINESH NANDWANA

FOUNDER PROMOTER & EXECUTIVE CHAIRMAN

TOTAL EXPERIENCE – 27 YEARS

Mr. Dinesh Nandwana has about 27+ years of business experience. He drives and oversees the overall business at Vakrangee since its inception in 1990.

He is fully committed and would continue to play an active role in the Business strategy and operations.

He has been instrumental in moulding Vakrangee from a modest consultancy company to a prominent force to be reckoned with. He has scaled the Company to a new orbit of growth.

His vast experience is backed by astute and dynamitic leadership qualities. Under his vision, the Company has set a track record for consistent and sustainable growth.

As a front-runner of the organisation, he ensures a tone of integrity and ethics across the operations and establishes the highest standards of corporate governance.

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 and a Chartered Accountant degree from the Institute of Chartered Accountants of India.

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LEADERSHIP UPDATE : STRENGTHING TEAM

SENIOR TEAM ADDED OVER LAST 12-18 MONTHS TO DRIVE NEXT PHASE OF GROWTH

SANJEET MAHAJAN
CEO – FINANCIAL SERVICES

PREVIOUS ORGANIZATION – HDFC BANK

TOTAL EXPERIENCE – 22 YEARS

- *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.*

RAJESH BHOJWANI
CEO – ATM

PREVIOUS ORGANIZATION – HDFC BANK

TOTAL EXPERIENCE – 18 YEARS

- *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.*

LEADERSHIP UPDATE : STRENGTHING TEAM

SENIOR TEAM ADDED OVER LAST 12-18 MONTHS TO DRIVE NEXT PHASE OF GROWTH

SAGAR KARGUTKAR

CHIEF MARKETING OFFICER

PREVIOUS ORGANIZATION – MCDONALD'S INDIA

TOTAL EXPERIENCE – 19 YEARS

- *Mr. Sagar Kargutkar joined Vakrangee as Chief Marketing officer. He has a experience of 19 years in Consumer & Digital Marketing, Brand Strategy, Product Launches, P & L Management and Sales Management in Media, Entertainment & FMCG / Retail industry. He is engaged with Vakrangee for the overall Marketing initiatives in the organisation across Pan India.*
- *His last assignment was with McDonald's India Ltd. as a Director & Head of Marketing, Communications, Digital & PR.*
- *Prior to McDonald's he was also a part of organisations like Bennett Coleman Co. Ltd. (The Times of India Group) as an Associate General Manager – The Times of India Brand & National Brand Lead for T.I.M.S. and Mid-Day Multimedia Ltd.*

AYYAPPAN SWAMY

HEAD FRANCHISE LIFECYCLE

PREVIOUS ORGANIZATION – MONGINIS FOODS

TOTAL EXPERIENCE – 18 YEARS

- *Mr. Ayyappan Swamy is associated with Vakrangee as a Head Franchisee Onboarding & Exit managing the overall operations of franchisee onboarding & exit on Pan India level.*
- *He is a Graduate in Science with Masters in Marketing Management. He has a wide experience of around 18 years into Retail Franchisee Operations, Sales, Marketing & Product Development environment.*
- *His previous assignment was with Monginis Foods Pvt. Ltd. as a General Manager - Marketing & Franchise Operations where he appointed & opened franchisee stores across India. He has worked with major brands like Dabur Foods, PepsiCo and General Mills Sales & Distribution and Modern Trade Management.*

LEADERSHIP UPDATE : STRENGTHING TEAM

AVINASH SAMPAGAONKA

HEAD CRM

PREVIOUS ORGANIZATION – METROPOLITAN STOCK EXCHANGE

- *Mr. Avinash Sampagaonkar joined Vakrangee as Head CRM. He is a commerce graduate and a Masters in Business Administration specializing CRM & Operations.*
- *He possess vast experience of nearly 17 years in Business Operations entailing Customer Service Management.*
- *Prior to joining Vakrangee he was associated with Metropolitan Stock Exchange as Head - Customer Service & Business Intelligence.*
- *Prior to Metropolitan Stock Exchange he was also a part of organisations like Kotak Life Insurance, Spanco Telesystems Ltd., Reliance Infostreams, Hutchison 3 Global Services Pvt. Ltd., CMC Ltd. ATC.*

ARVIND IYER

VICE PRESIDENT

PREVIOUS ORGANIZATION – RELIANCE JIO

- *He is a Bachelor in Engineering with MBA in Finance. He has total vast and diverse experience of around 15 years into Sales, Marketing and Operations support.*
- *Prior to Vakrangee he was handling Sales Planning for Reliance Jio Infocomm Limited, for the state of Maharashtra-Goa.*
- *He has experiences in companies like Reliance Jio Infocomm, Vodafone India Limited, Telenor India, Tata Teleservices.*

IMRAN SHAIKH

HEAD IOCL

PREVIOUS ORGANIZATION – EUROKIDS, FUTURE GROUP

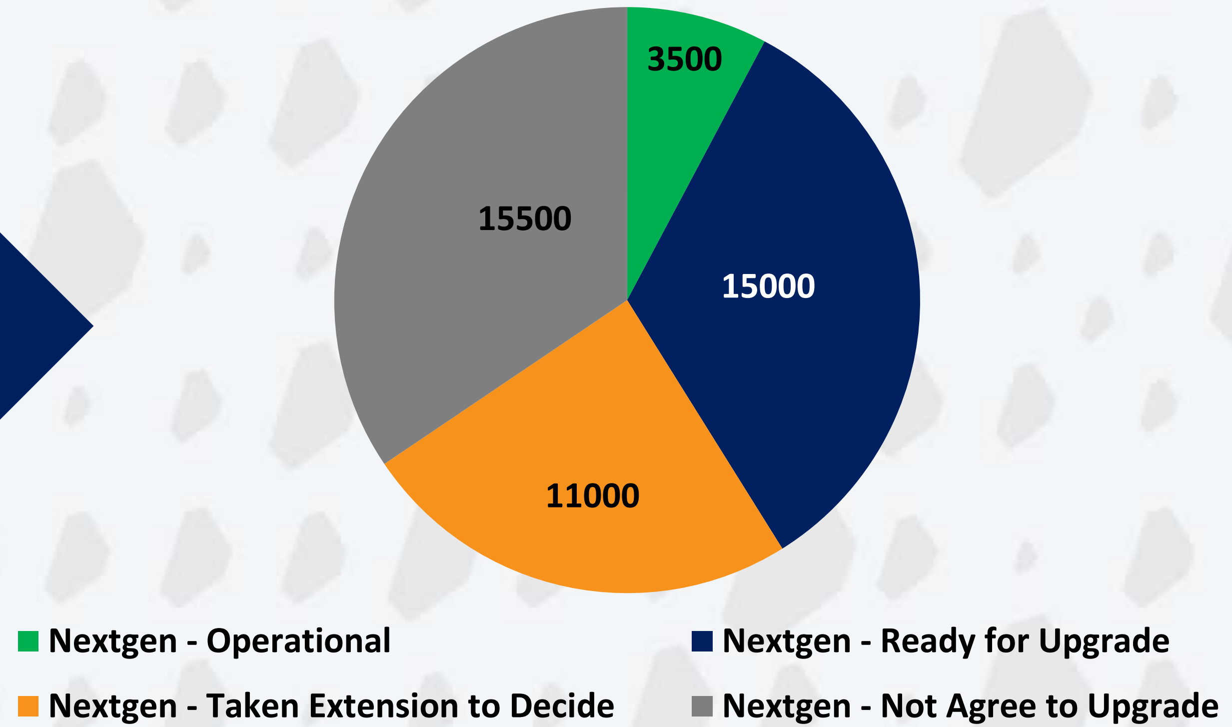
- *Mr. Mr. Imran joined Vakrangee as the Head of the Company Owned Outlets and is heading the COCO operations across the country.*
- *He has rich experience of more than 19 years in the field of operations managing the company owned outlets and is commerce graduate.*
- *His last assignment prior to Vakrangee was with Eurokids International Pvt. Ltd. looking after the COCO division across India for the organization.*
- *He has worked with companies like Staples Future Office Products- Future Group, Aditya Birla Retail Ltd, Essar Telecom Retail Ltd, Pizza Hut and McDonalds.*

STRATEGY UPDATE

NEXTGEN UPGRADADATION STATUS

45000 VAKRANGEE KENDRA OUTLETS

UPGRADATION STATUS



GUIDANCE ON OPENING OF NEXTGEN OUTLETS

- ***Currently there is a clear visibility of 15,000 incremental franchisees who have agreed to upgrade to NextGen format***
- ***Planned Target to reach atleast 25,000 operational NextGen Vakrangee kendras by FY 2019-20. Further to reach 45,000 NextGen Vakrangee kendras by FY 2020-21 & 75,000 NextGen kendras by FY 2021-22.***

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IMPACT OF UPGRADATION TO NEXTGEN

NEXTGEN OUTLETS WILL LEAD TO BETTER BRAND VISIBILITY & ENHANCED PROFITABILITY

Store Exclusivity	Service Availability & Consistent Branding	Technology Features	Sales & Profitability Impact
Enhanced Store Visibility and Brand Awareness. Better Efficiency and Productivity.	Consistent Service Level & Customer Experience	CCTVs And Digital Signage for centralized monitoring and advertisement Campaigns To enable all kind of payment mechanisms	Enhanced Revenue stream & Footfalls through Addition of ATM. Better Efficiency due to clear focus on Vakrangee services.

STORE ECONOMICS OF A NEXTGEN KENDRA

NextGen Outlet Estimated Revenue Per Store	Avg. Revenue per Month Rs. 0.1 mn to 0.2 mn based on Rural and Urban Location*
NextGen Outlet Estimated Commission Sharing Ratio	Ranging from 65:35 to 80:20 based on Service Type
NextGen Outlet Estimated Profit Margins %	Vakrangee Margins Gross Level – 20-25% EBIDTA Level – 15-18%**
NextGen Outlet Estimated Capex for Vakrangee	Vakrangee Capex for ATM ~Rs. 0.25 mn
NextGen Outlet Estimated Capex for Franchisee & Breakeven	Total Capital Employed for Franchisee – Rs. 1.0 – 1.5 mn Breakeven Period In Months – 18-24

*Note: * - Estimate Based on a mature store. Maturity is considered as more than 12 months old outlet.*

*** - EBIDTA Margins calculated on basis of reaching an Operating leverage of minimum 10,000 operational stores.*

STORE ECONOMICS - MMR CASESTUDY

MMR NextGen outlets are currently only 3 months old. The below is the Average Data for the month of December 2018.
As the stores mature, we expect the financials to significantly improve.

Avg. No of Daily Transactions - ATM	***~70-75 transactions per day per ATM***
Avg. Total Banking* & ATM Throughput - Transaction Value	***~ Rs. 280-300 mn per Month (Cumulative for all MMR Outlets)***
Avg. No of Bill Payments / Ticket Bookings	***~ 70-80 Transactions per Month per Outlet***
Avg. E-Commerce** GMV Throughput – Transaction Value	***~ Rs. 120-130 mn per Month (Cumulative for all MMR Outlets)***

Note - * - Banking include Deposits / withdrawals and Money Transfer
** - E-commerce includes Online shopping of products, pharmacy products, Gold & jewellery, Mobile recharges

FINANCIAL GUIDANCE

- *Revenue as well as Profitability has been materially impacted as these outlets undergo up-gradation process.*

- *Financials to start improving from March quarter onwards as more and more Next Gen outlets become operational.*
- *Further, Financials shall improve as the stores get more and more mature.*

Mar-18 till Dec-2018	Mar-19 onwards

- *Financials in the current quarter have seen the maximum impact of the Up-gradation exercise.*

- *Launched 3,300+ Nextgen Vakrangee Kendras across Pan India on 14th January 2019.*
- *Robust Balance sheet maintained with Debt free status and entire Capex funded through internal accruals.*

UPDATE ON COMPLIANCE RELATED MATTERS

SEBI INVESTIGATION	EOW INVESTIGATION	MCA INSPECTION
There were no findings or instance of any stock manipulation by Promoter or Promoter group entities. Link : Click Here	Clean chit given to promoter & promoter group with respect to price & volume manipulation Link : Click Here	Update on Preliminary Findings - No Irregularities observed with respect to PWC resignation Link : Click Here

Q3 & 9M FY2018-19 RESULTS UPDATE

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CONSOLIDATED FINANCIAL STATEMENTS

Key Profit & Loss Statement Items

Particulars (Rs. Mn.)	Q3 FY2018-19	Q2 FY2018-19	QoQ %	9M FY2018-19
Total Income from Operations	1,186.6	3,200.6	(62.9)	14,663.1
Total Expenses	1,133.5	3,146.8	(64.0)	14,323.6
EBIDTA	73.7	72.1	2.2	396.8
Profit before Tax (PBT)	70.8	53.8	31.6	357.3
Tax Expenses	33.7	34.4	(2.0)	169.5
Profit after Tax (PAT)	37.1	19.4	91.2	187.8
Earnings per Share (EPS Basic)	0.04	0.02	100.0	0.18

Key Balance Sheet Items

Particulars (Rs. Mn.)	H1 FY2018-19	FY2017-18
Net Worth	**25,858.0**	**25,924.1**
Share Capital	1,058.8	1,058.8
Other Equity	24,799.2	24,865.3
Total Debt	**0.0**	**0.0**
Long Term Debt	0.0	0.0
Short Term Debt	0.0	0.0
Other Non-Current Liabilities	59.4	75.0
Total Sources of Funds	**25,917.3**	**25,999.1**

Particulars (Rs. Mn.)	H1 FY2018-19	FY2017-18
Fixed Assets	**943.6**	**929.8**
Other Non-Current Assets	530.1	566.4
Inventory	262.7	171.5
Trade Receivables	12,902.3	13,078.9
Cash & Cash Equivalents	12,193.7	14,744.5
Other Current Assets	397.1	435.4
Less: Trade Payables	189.4	3,465.6
Less: Other Current Liabilities	1,122.8	461.8
Net Current Assets	**24,443.6**	**24,502.9**
Total Application of Funds	**25,917.3**	**25,999.1**

Fiscal Year (FY) is 12 months ending March

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

NEXTGEN 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

VAKRANGEE VITT

BANKING

- Bank A/C Opening
- Cash Deposits, Withdrawals, Money Transfer.
- Fixed/ Recurring Deposits.
- Balance Enquiry, Statement of Accounts
- Disbursement of money under Direct Benefit Transfer

INSURANCE

- Corporate agency tie-up for Life , General and Health Insurance.
- Micro Insurance schemes under Atal Pension Yojna, Jeevan Jyoti Bima Yojna & Pradhan Mantri Suraksha Bima Yojna.

ATM

- Real time cash withdrawals from all banks through WLA (White Label ATM).
- Co-located ATM in urban/semi-urban branches to cater to holistic banking needs of customers while optimizing cost of operations.

FINANCIAL SERVICES

- Lead generation for Loan Products – Home Loans, Home Improvement, Loan Against Property, Personal Loan and Business Loan.
- Distribution of Mutual Fund products
- Domestic Money Transfer Services

VAKRANGEE NAGRIK

E-GOVERNANCE

- Payment of Utility Bills, Taxes, Levies, Certificates, Hall tickets, Exam Fee Payments.
- Online Form Filling.
- **Alliance with IRCTC** for offering railway E-Ticket booking
- **Bharat Bill Payment System (BBPS)** platform to deliver wide range of bill payment services
- Other G2C services based on state to state

VAKRANGEE BAZAAR

E-COMMERCE

- Telecom - Mobile recharge
- DTH service - Recharge, bill payments
- **Assisted E-Commerce Model-**
- Alliance with **Amazon** to facilitate sale of products.
- Alliance with **Augmont** for Sales of Gold Products
- Alliance with **Reliance Jio** for issuance of sim connection and sale of mobile handsets
- Alliance with **Redbus** for offering bus ticketing services.
- Alliance with **Netmeds Marketplace Limited** to offer medicines and other health products
- Alliance with **Cinestaan Digital Private Limited** to offer free and offline videos to citizens

LOGISTICS

- **Alliance with FedEx Express, Aramex India, Delhivery , First Flight and Blue dart** for courier and logistics services (Forward Delivery as well as Reverse Pick Up services)

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KEY BUSINESS ALLIANCES – STRONG REPUTED PARTNERS

BANKING
State Bank of India, Union Bank of India, Allahabad Bank, बैंक ऑफ़ बड़ौदा Bank of Baroda, बैंक ऑफ इंडिया Bank of India – Relationships beyond banking, पंजाब नैशनल बैंक punjab national bank, Other PSUs

FINANCIAL SERVICES
Reliance Mutual Fund – Wealth Sets You Free, Aditya Birla Capital, EKO, DMI Finance, shubham, IndiaShelter Home Loans

ATM
भारतीय रिज़र्व बैंक Reserve Bank of India – India's Central Bank, NPCI
(White Label ATM License)

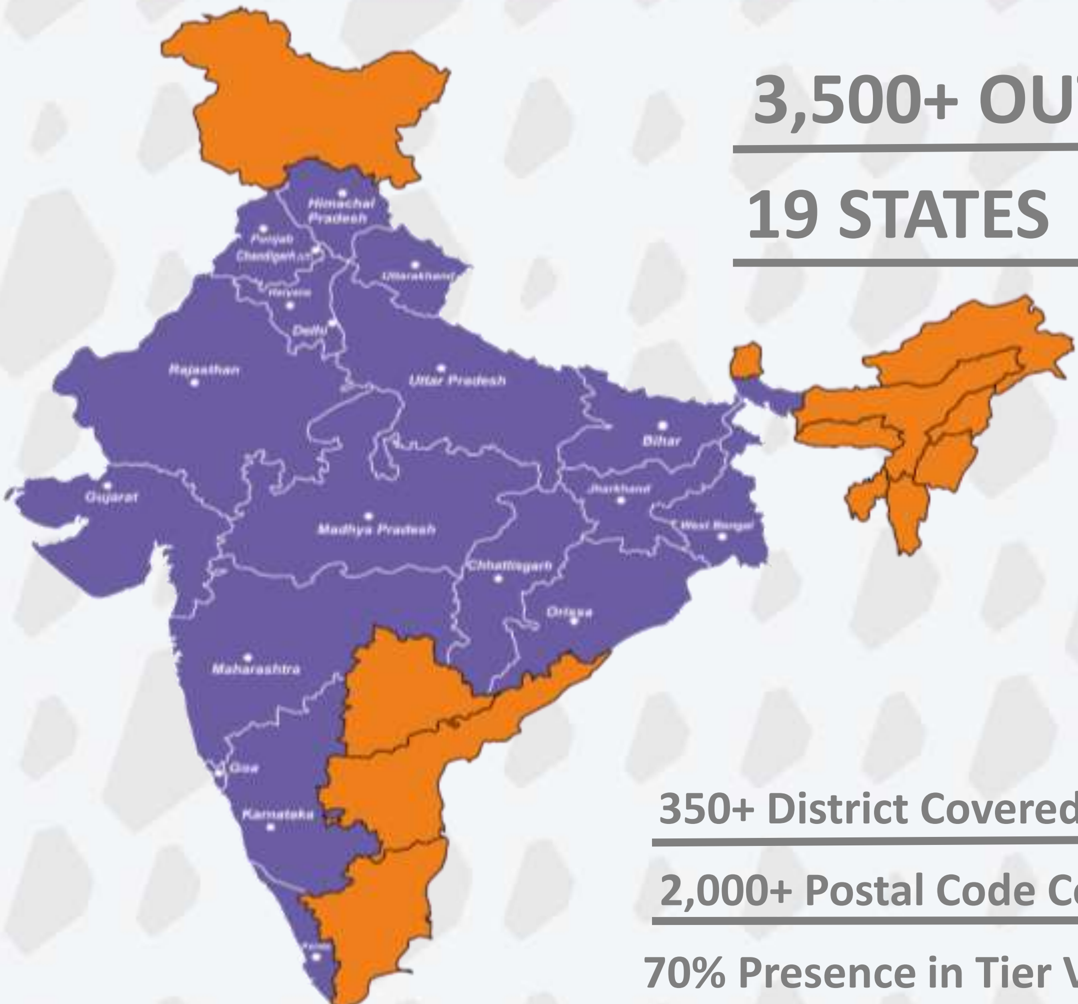
E-GOVERNANCE
IRCTC, MAHAVITARAN – Maharashtra State Electricity Distribution Co. Ltd, BBPS – Bharat Bill Payment System, RISL

INSURANCE
LIC – भारतीय जीवन बीमा निगम Life Insurance Corporation of India, Tata AIG Insurance, HDFC Life – Sar utha ke jiyo!, HDFC ERGO, Reliance General Insurance, Cigna TTK, Pradhan Mantri Suraksha Bima Yojana, Bajaj Allianz, Aditya Birla Capital, Religare Health Insurance, Atal Pension Yojana, Pradhan Mantri Jeevan Jyoti Bima Yojana

E-COMMERCE
amazon, netmeds.com – India Ki Pharmacy, AUGMONT, Jio, redBus, CyberPlat
(For Mobile/DTH Recharge)

LOGISTICS
FedEx Express, BLUE DART, DHL, First Flight – First Flight Couriers Ltd., aramex

NEXTGEN VAKRANGEE KENDRA – OUR PRESENCE



3,500+ OUTLETS

19 STATES

350+ District Covered

2,000+ Postal Code Covered

70% Presence in Tier V & VI Cities

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

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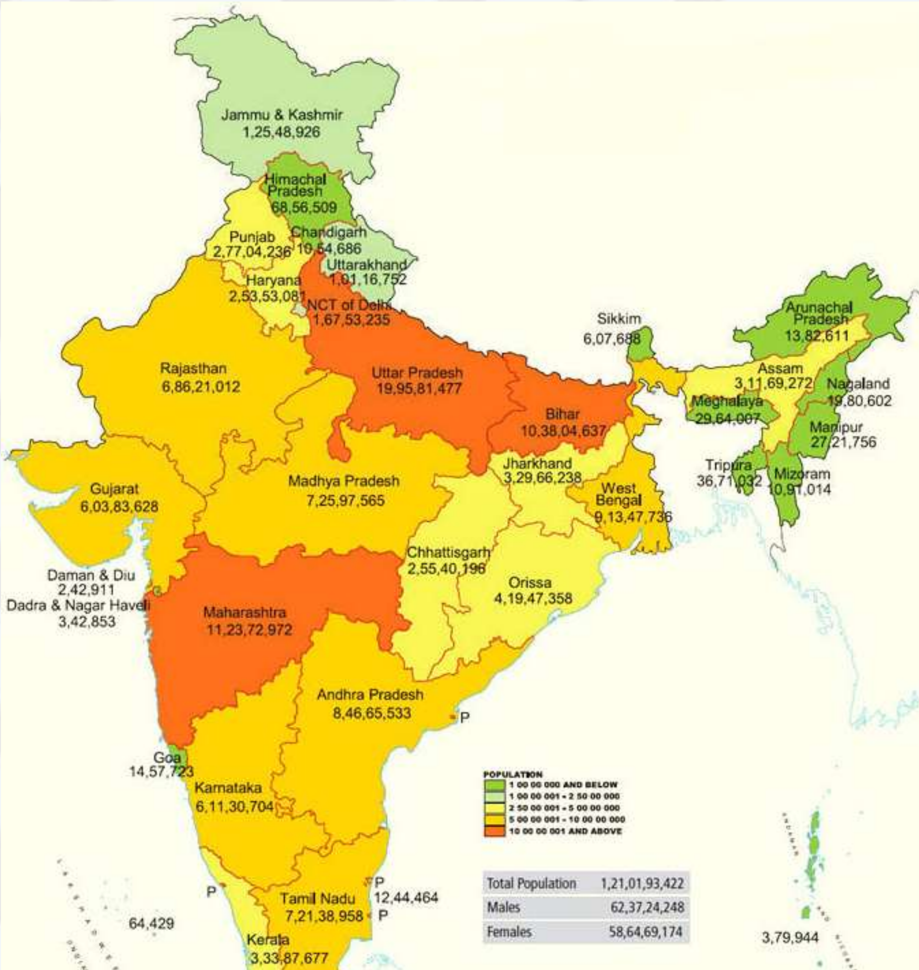
HUGE UNTAPPED MARKET: OVERALL MARKET POTENTIAL



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

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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

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*

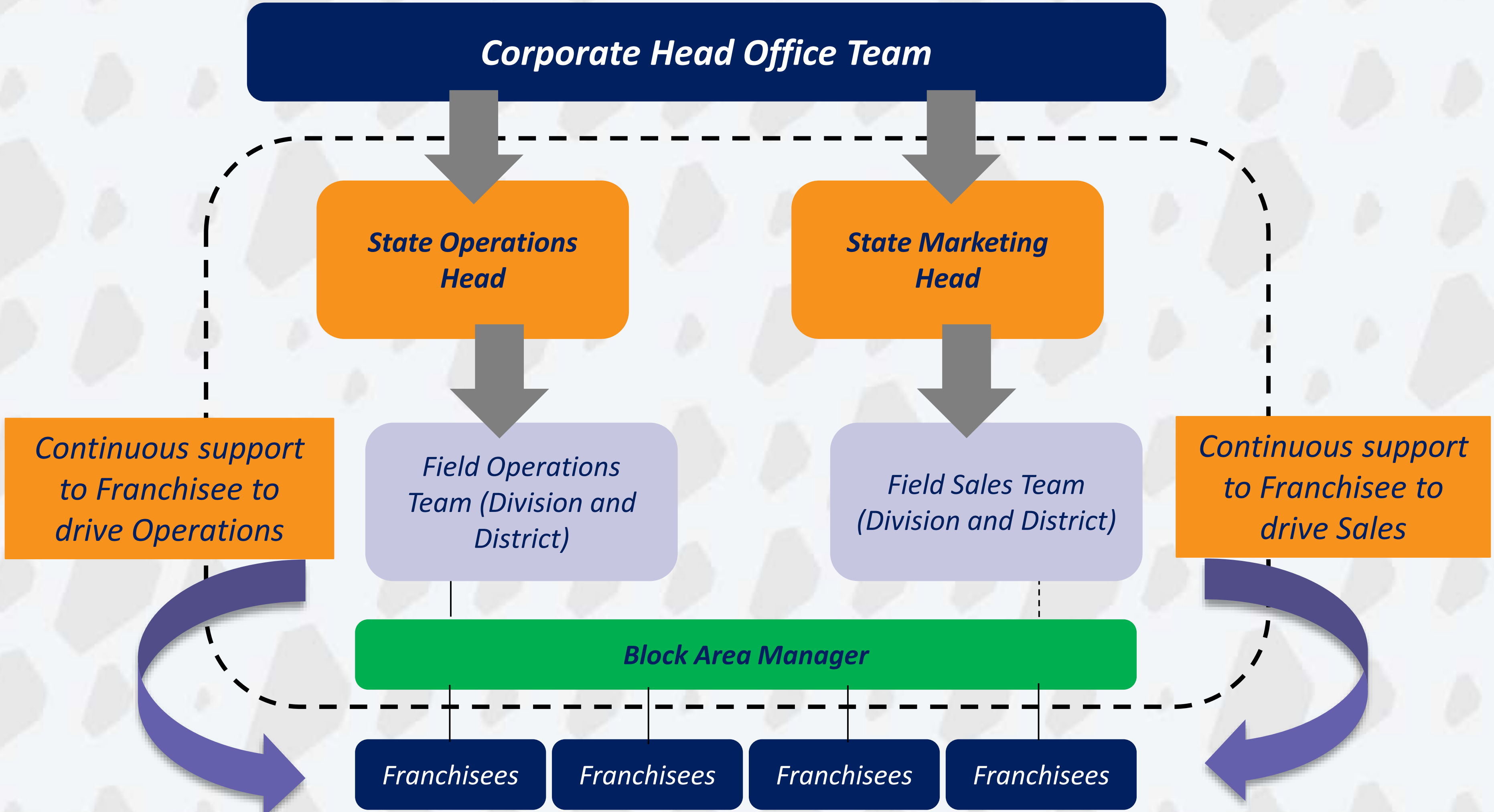
Internet Connectivity

- *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*

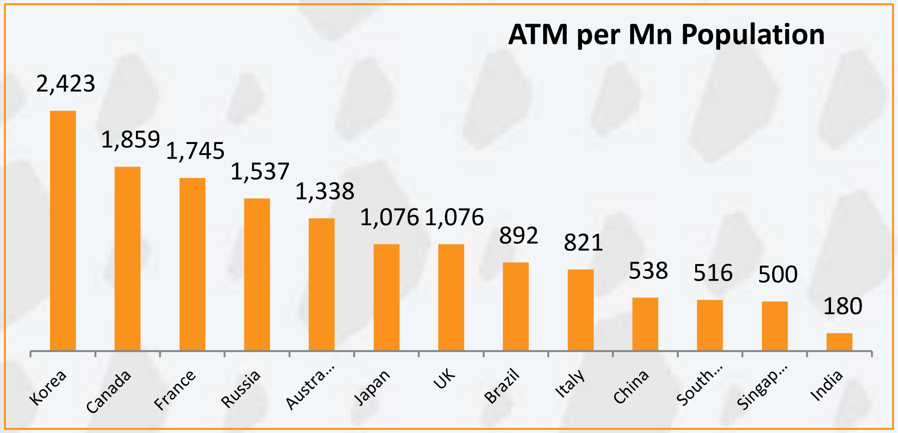
FRANCHISEE FOCUSED TEAM STRUCTURE



STRATEGIC TIE UP WITH INDIAN OIL CORPORATION LIMITED C

- ***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 IOC Retail Outlets (Filling/Gas Station) located in Pan India.***
- ***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.***

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*

LOGISTICS – OUR BUSINESS MODEL

VAKRANGEE LOGISTICS

Front-end Point for Courier Booking Services

- ***Courier Market-Place -*** *leveraging Vakrangee Kendra presence to enhance the reach for courier booking services*
- ***Top Class Service Providers-*** *Tied-up with reputed partners like FedEx Express, Aramex India and First Flight that provides reliable domestic and international reach with service across the globe.*

Last Mile Delivery Services

- ***Market-Place Model for E-commerce Delivery -*** *leveraging the last mile reach through Vakrangee Kendra*
- ***Availability of COD -*** *Enable cash-on-delivery service across all postal codes*
- ***Ease of Cash Handling -*** *Immediate cash remittance system using internal wallet*

Last Mile Reverse Logistics Services

- ***Market-Place Model for Reverse Logistics -*** *leveraging the last mile presence for reverse logistics through Vakrangee Kendra*
- ***Efficient and Cost-effective solution-*** *Physical presence on the last mile enable cost-effective Reverse logistics solution for E-com companies*

AWARDS AND CERTIFICATIONS

- ***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 features 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^{th} in the Deloitte Technology Fast 50 companies in India, 2012***
- ***18^{th} in the Deloitte Technology Fast 50 companies in India, 2011***
- ***226^{th} 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***

ISO International Organization for Standardization
ISO/IEC 20000

CERTIFIED ISO 27001
ISO/IEC 27001:2005

CMMI LEVEL 3 certified

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

- *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 Director

- *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.*

LEADERSHIP TEAM

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

DINESH NANDWANA
Founder Promoter & Executive Chairman

- 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.

ANIL KHANNA
Managing Director & Group CEO

- *Mr. Anil Khanna has joined Vakrangee as Managing Director & Group CEO w.e.f. 25th January 2019. Prior to Vakrangee he has been at the position of Managing Director of Blue Dart Express Limited with effect from 21st February 2007. He has a proven track record and is well experienced to lead Vakrangee. He has 40 years of experience in various industries*
- *Under his leadership and guidance, Blue Dart was able to broaden its strategic focus from being an air express company to a full-fledged logistics organization offering a wide range of products and services, as well as Industry specific solutions in air and ground express segments. He was also responsible for developing business potential, driving strong revenue growths and enhancing service quality. He has proven his capabilities in leading his team to achieve exceptional business results.*
- *He is a graduate from St Stephen's College, Delhi and holds an MBA degree in Marketing and Finance from UBS, Chandigarh.*

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

LEADERSHIP TEAM

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

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.

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.

LEADERSHIP TEAM

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

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.

ANNEXURES

KENDRA EVOLUTION

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-GOVERNENCE SERVICES
- NO STANDARDIZED DESIGN LAYOUT & BRANDING
- KIRANA STORE MODEL

KENDRA EVOLUTION

PHASE 1: INITIALLY AN E-GOVERNANCE PLAYER

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-GOVERNENCE & BANKING SERVICES**
- **NO STANDARDIZED DESIGN**
- **INITIATED STANDARD BRANDING IN TERMS OF BASIC SIGNAGE & HOARDINGS**

KENDRA EVOLUTION

PHASE 2: E-GOVERNANCE PLAYER TO A BANKING BC POINT MODEL

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-GOVERNENCE, 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**

KENDRA EVOLUTION

PHASE 3: E-GOVERNANCE PLAYER TO MULTI SPECIALITY STORE MODEL

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-GOVERNENCE, 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**

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

KENDRA EVOLUTION

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

MANDATORY ATM IN EACH OUTLET

- ATM at each 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

KENDRA EVOLUTION

NEXTGEN VAKRANGEE KENDRA: GOLD MODEL

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KENDRA EVOLUTION

NEXTGEN VAKRANGEE KENDRA: SILVER MODEL

KENDRA EVOLUTION

NEXTGEN VAKRANGEE KENDRA: IOCL

Vakrangee
सशक्त परिवर्तन

KENDRA EVOLUTION

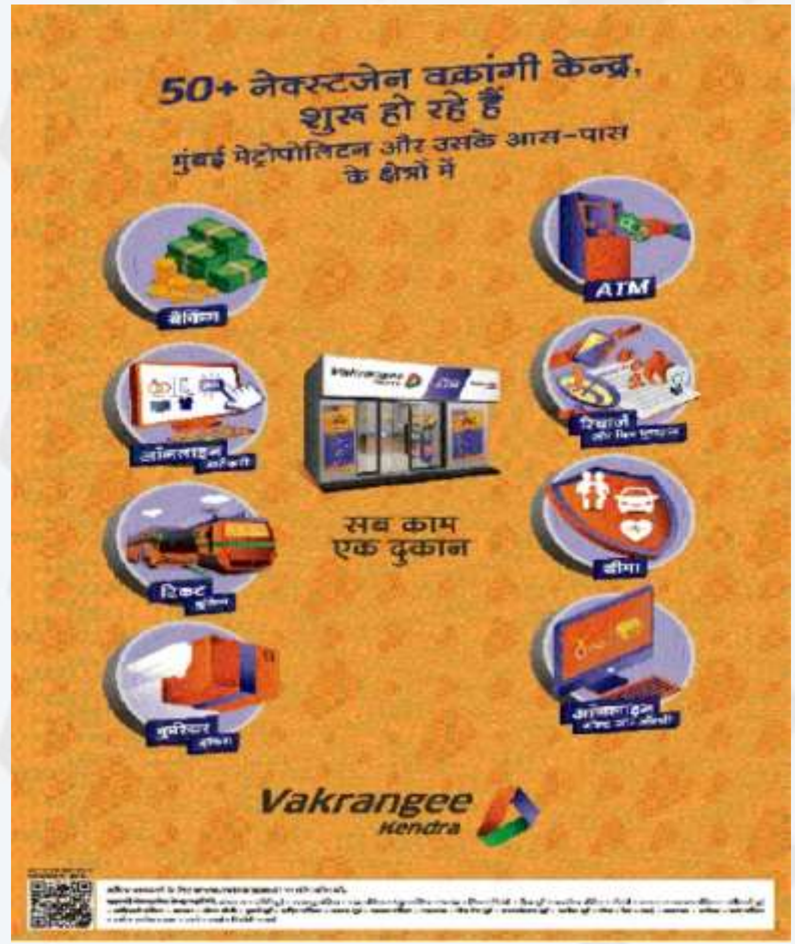
NEXTGEN VAKRANGEE KENDRA

KENDRA EVOLUTION

NEXTGEN VAKRANGEE KENDRA

BRANDING & MARKETING CAMPAIGN

NATIONAL LEVEL ADVERTISING - PRINT



NATIONAL LEVEL ADVERTISING - PRINT

NATIONAL LEVEL ADVERTISING - OOH

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NATIONAL LEVEL ADVERTISING - OOH

NATIONAL LEVEL ADVERTISING - OOH

NATIONAL LEVEL ADVERTISING - OOH

NATIONAL LEVEL ADVERTISING - LOCALISED

NATIONAL LEVEL ADVERTISING - LOCALISED

NATIONAL LEVEL ADVERTISING - RADIO

RADIO ADVERTISING AUDIO LINK
RADIO AUDIO MARKETING CAMPAIGN – CLICK HERE
RADIO AUDIO MARKETING CAMPAIGN – CLICK HERE
RADIO AUDIO MARKETING CAMPAIGN – CLICK HERE
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NEXTGEN VAKRANGEE KENDRA LOCATOR

NEXT-GEN VAKRANGEE KENDRA LOCATOR : MUMBAI METROPOLITAN REGION

MMR NEXT-GEN KENDRA LOCATOR – CLICK HERE

NEXT-GEN VAKRANGEE KENDRA LOCATOR : NATIONAL CAPITAL REGION

NCR NEXT-GEN KENDRA LOCATOR – CLICK HERE

NEXT-GEN VAKRANGEE KENDRA : LAUNCH VIDEO LINK

MMR NEXT-GEN KENDRA LAUNCH VIDEO – CLICK HERE

NCR NEXT-GEN KENDRA LAUNCH VIDEO – CLICK HERE

Thank You