Vakrangee
सशक्त परिवर्तन

VISION 2030

764
Number of Exclusive District Level Master Franchisees

3,00,000
Vakrangee Kendras

15,000
Number of ATMs

US$ 1 BN
Revenue from Operations

US$ 150 BN
Gross Transaction Value (GTV)

Building Digital Platform
BharatEasy Mobile Super App
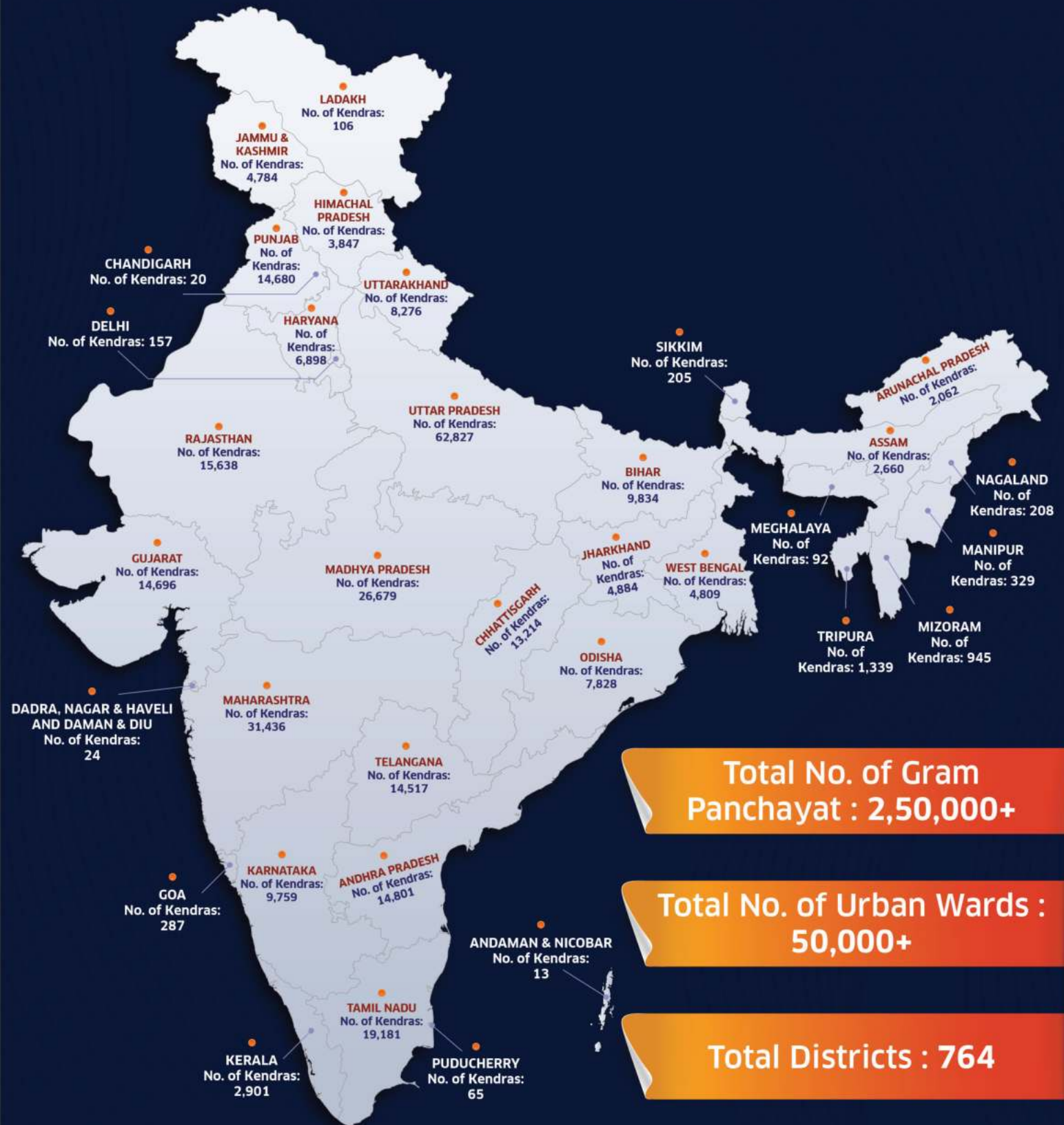
100% Population to be covered
PAN India coverage through Last Mile Physical Vakrangee Kendra Outlets along with Digital BharatEasy Mobile Super App Platform

Vakrangee has emerged as One of the India's Largest Last Mile Rural Distribution Platform with a Physical as well as Digital Eco-system in place with a PAN INDIA Presence. Vakrangee is delivering real-time Banking & Financial Services, ATM, Insurance, e-governance, e-commerce and Total Healthcare services to the unserved & underserved rural, semi-urban and urban markets and enabling Indians to benefit from financial, social and digital inclusion.

The Assisted Digital Convenience stores (Physical Outlets) are called as "Vakrangee Kendra" which acts as the "One-stop shop" for availing various services and products and Digital platform is called as BharatEasy Mobile Super app.

Vakrangee aims to be the most trustworthy Physical as well as Digital convenience store across India. We will keep expanding this network until we are in close proximity to the last excluded person within the country.

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HUGE UNTAPPED MARKET : OVERALL MARKET POTENTIAL

LADAKH
No. of Kendras:
106

JAMMU & KASHMIR
No. of Kendras:
4,784

HIMACHAL PRADESH
No. of Kendras:
3,847

PUNJAB
No. of Kendras:
14,680

CHANDIGARH
No. of Kendras: 20

UTTARAKHAND
No. of Kendras:
8,276

DELHI
No. of Kendras: 157

HARYANA
No. of Kendras:
6,898

SIKKIM
No. of Kendras:
205

ARUNACHAL PRADESH
No. of Kendras:
2,062

UTTAR PRADESH
No. of Kendras:
62,827

RAJASTHAN
No. of Kendras:
15,638

BIHAR
No. of Kendras:
9,834

ASSAM
No. of Kendras:
2,660

NAGALAND
No. of Kendras: 208

GUJARAT
No. of Kendras:
14,696

MADHYA PRADESH
No. of Kendras:
26,679

JHARKHAND
No. of Kendras:
4,884

WEST BENGAL
No. of Kendras:
4,809

MEGHALAYA
No. of Kendras: 92

MANIPUR
No. of Kendras: 329

CHHATTISGARH
No. of Kendras:
13,214

ODISHA
No. of Kendras:
7,828

TRIPURA
No. of Kendras: 1,339

MIZORAM
No. of Kendras: 945

DADRA, NAGAR & HAVELI AND DAMAN & DIU
No. of Kendras:
24

MAHARASHTRA
No. of Kendras:
31,436

TELANGANA
No. of Kendras:
14,517

KARNATAKA
No. of Kendras:
9,759

ANDHRA PRADESH
No. of Kendras:
14,801

GOA
No. of Kendras:
287

ANDAMAN & NICOBAR
No. of Kendras:
13

TAMIL NADU
No. of Kendras:
19,181

KERALA
No. of Kendras:
2,901

PUDUCHERRY
No. of Kendras:
65

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

Vakrangee सशक्त परिवर्तन

VISION 2030 : GROWTH TARGETS

	FY 2022-23	FY 2029-30 (E)
Number of Exclusive District Level Master Franchisees	158	764
Number of Active Transacting Outlets	20,399	3,00,000
Number of ATMs	6,324	15,000
Presence in Number of Districts / Postal Codes	Districts: 566 Postal Codes: 5159	PAN India Coverage

DETAILED EXPANSION PLAN

Sr. No.	Particulars	As on March 31, 2023	FY 2023-24 (E)	FY 2024-25 (E)	FY 2025-26 (E)	FY 2026-27 (E)	FY 2027-28 (E)	FY 2028-29 (E)	FY 2029-30 (E)
				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 : FINANCIAL GROWTH PLAN

FY 2029-30 (E)

Revenue	US$ 1 BN (~₹8,200 CR)
EBITDA Margin (Range)	~15.0% - 16.0%
PAT Margin (Range)	~10.0% - 12.0%
Gross Transaction Value (GTV)	~US$ 150 BN (₹12,30,000 CR)

FY 2022-23

Revenue	₹197.3 CR
EBITDA Margin	~10.0%
PAT Margin	~0.5%
Gross Transaction Value (GTV)	~US$ 6.2 BN (₹51,164 CR)

*1 USD = ₹82/-

VAKRANGEE KENDRA PER STORE ECONOMICS (OUTLET ON MATURITY BASIS – SEMI URBAN / RURAL OUTLET)

Vakrangee Kendra With ATM

Sr. No.	Service	Monthly Amount (In ₹)
1	Banking & Financial Services Revenue	15,000
2	ATM Revenue	15,000
3	E-commerce & Other Services Revenue	10,000
	Total Revenue	40,000

Vakrangee Kendra Without ATM

Sr. No.	Service	Monthly Amount (In ₹)
1	Banking & Financial Services Revenue	15,000
2	E-commerce & Other Services Revenue	10,000
	Total Revenue	25,000

Note: Mature outlet considered is 12-18 Months old outlet.

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SUSTAINABILITY IMPACT & ESG

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.

Environment

Vakrangee is committed to preserving the planet. To this end, we have taken the responsibility to conserve environment for creating a better world for today and for the future. Our focus areas are reducing carbon footprints, using disruptive technology and responsible consumption and production.

Vakrangee has been an early adopter of Paperless banking & ATM Services within our network of Vakrangee Kendra outlets. We have expanded the policy to other services and envisage an ecosystem which would eliminate use of products harming the environment. We promote the use of alternate energy and continue to explore ways to efficiently widen their usage.

Social

At Vakrangee, we believe in our ethos of giving back to society and empowering the underprivileged communities. We aspire to contribute towards the growth of our economy, thereby doing our part in making the world a better place to live.

We have always made an effort to act responsibly and be socially conscious. Through our phygital model of operations, we are taking the financial and digital literacy to the bottom of the socio economic pyramid. By bridging the divide between India's urban and rural populations, we are serving as the greatest equaliser.

Corporate Governance

A rich legacy of fair, ethical and transparent governance practices lays the foundation for our robust corporate governance philosophy. We strongly believe that firm corporate governance transforms an organization by promoting ethics, accountability and transparency, creating value for all its stakeholders.

Vakrangee's dedication to strengthen its practices for corporate governance and transparency is shown in its widespread recognition. We have received global recognition on a number of forums for our outstanding ESG performance and long term business sustainability.

GLOBAL LEADER IN SUSTAINABILITY (ESG)

SUSTAINALYTICS
a Morningstar company
ESG **GLOBAL 50** TOP RATED
2022

ESG Global 50 Top Rated company by Sustainalytics in 2022.

SUSTAINALYTICS
a Morningstar company
ESG **INDUSTRY** TOP RATED
2022

Globally ranked No.1 in the Sustainalytics ESG Risk rating rankings assessed in the Software and Services industry across worldwide.

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 has earned a "S&P Global Bronze Class" spot in the yearbook.

- Vakrangee has score 78 ESG Score **(S&P Global Scores)** in the Corporate Sustainability Assessment (CSA) survey.

IMPORTANT: Sustainalytics retains control of the badge image, and reserves the right to terminate access and use of the badge designation and image at any time pursuant to the terms and conditions outlined in the licence contract.

VISION 2030

SUSTAINABILITY IMPACT & ESG

Commitment for Net Zero Emissions

- We are committed to set science-based emissions reduction targets across all relevant scopes in line with 1.5°C emissions scenarios.

- We are committed to reach net-zero value chain emissions by 2035.

- Our short-term yearly targeted goal is a 5% reduction per year in absolute Scope 1 and 2 GHG emissions from our operations compared to a 2020 baseline.

- Currently, we are targeting 25% reduction in absolute Scope 1 and 2 GHG emissions from our operations, compared to a 2020 baseline, by 2025.

- Additional focus is to reduce Scope 3 Emissions, which are indirect emissions throughout the company's value chain through offering and using services and products.

Commitment for Higher Disclosures

- Our Integrated Report is guided by the principles of the Framework of the International Integrated Reporting Council (IIRC) and is in complete alignment with Global Reporting Initiative (GRI) standards.

- Independent Assurance : Performance of six capitals have been reported in terms of Key Performance Indicators (KPIs). Grant Thornton Bharat LLP has provided a reasonable assurance on selected KPIs.

Focus Towards Gender Equality

- Vakrangee has always been a Responsible and Socially conscious company. Gender Equality is fundamental to our philosophy and core DNA of being a social equalizer. We strive to build a workplace culture with gender Diversity and believe it is core to the success and growth of our company.

- We have designed our targets to reach a 1:1 ratio of male and female across the organisation by 2025.

- We consider gender equality as an integral part of our non-discrimination commitment.

- Our Nomination, Remuneration and Compensation Committee ensures gender pay equality at our organisation and our subcommittee, "Pay Equity Committee", is solely dedicated to designing, implementing, monitoring, and reviewing gender pay equality programs.

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VAKRANGEE BUSINESS MODEL : LONG TERM SUSTAINABLE & PROFITABLE

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	✔	✘	✘

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TECHNOLOGY STRATEGY

We are using our 'Phygital' model to build India's largest network of last mile retail touch points to deliver real-time banking, insurance, financial services, e-governance, e-commerce, and ATM services to the underserved rural, semi-urban and urban markets. We have our business evidently moving towards our new age India with opportunities to leverage digitization for improved comfort and refined consumer experience.

Customer Experience

For customers, our goal is to become their go-to store for everyday needs and convenience services. Our goal is for our customers to relate to our motto of "Sab Kaam Ek Dukaan" or "Ab Poori Duniya Pados mein".

We are currently working on developing and expanding our 'Phygital model' for better service efficiency and customer experience. We are incorporating the latest technologies like AR and VR, Artificial Intelligence led Conversational Generative AI and Chatbot capabilities in our application for our customers and stakeholders.

Our last mile services working to improve the quality of life and customer satisfaction is growing exponentially geographically and offering service diversity. We strive to bring in innovation through diversification of services and technology, for catering to the needs of the ever changing and adapting society.

We strive to create a customer centric company by ensuring that our offerings and operations are driven by what is best for the customer and which ultimately would be best for the company. A consistent and high quality service delivery would be ensured for best customer experience at Vakrangee kendras.

Our business strategy is heavily focused on technological innovations. We believe in the power of technological breakthroughs and have taken various key initiatives.

Cloud Migration

We have embarked on our journey to Cloud platform. Our BharatEasy mobile Super app has been developed on cloud to ensure that we scale and be agile to changing market environment. We would continue to build applications on cloud and automate the development journey using DEVOPS philosophy. Design by cloud would be fundamental design principle of our technology strategy. We are also in process to migrate our in-house Vakrangee Kendra Management System (VKMS) portal to cloud platform for better efficiency, productivity and availability

Big Data and Predictive Analytics

We are in process to manage ETL Data warehouse and Create Big Data Lake which would be single source of truth for structured, unstructured and semi structured data. We would run Services for Business Intelligence (BI) reporting and predictive analytics. We are building customer data platform on which we can run analytics to understand customer behavior, buying pattern and transaction to provide personalized customer experience and recommendation.

TECHNOLOGY STRATEGY

Artificial Intelligence and Machine Learning

Artificial intelligence (AI) and Machine Learning (ML) are integral components of any corporate strategy due to their ability to process high volumes of data. Using these technologies, we are expanding our Phygital model which further supports speed and convenience to all the stakeholders. By automating and enhancing data preparation, data visualization, predictive modelling, and other complicated analytical operations that would otherwise be labor-intensive and time-consuming, AI and ML makes big data analytics simpler and efficient. AI and ML are being leveraged to improve our product lines, design advanced business solutions, pull relevant information from big piles of data to improve the accuracy, assist in assignment of resources, maximize automation of existing processes, and save countless human hours.

Internet of Things (IoT)

Internet of Things (IoT) is a disruptive technology that connects multiple devices. These smart devices can relate to one another, incase if an intrusion is detected, the security team can quickly take other appropriate measures. We are adopting this technology in improving process efficiency, utilization of assets and productivity. IoT would enable us to monitor ATMs, electric surveillance, and logistics in the most efficient manner.

ONDC

We are in the process to design and launch our Buyer Application on ONDC platform to provide ecommerce shopping experience to franchisee and customers in rural market. We can replicate the model on our Bharat Easy Super App to provide ONDC experience directly to customer. We will also be registering as Seller on Seller App of ONDC to sell our services which are available on BharatEasy Mobile Super App. We will be developing a dedicated seller app which can provide a streamlined and optimized experience for local sellers near our Vakrangee Kendras. This will improve our reach and discoverability across multiple platforms.

Conversational Generative AI and Chatbot

Generative AI like ChatGPT have disrupted the market with their capability to have intelligent conversation. Generative AI refers to a subset of artificial intelligence techniques and algorithms that focus on generating new content, that resembles or mimics human-generated content. It involves training machine learning models to learn patterns and generate new data based on the patterns it has learnt.

Chat bots identify the context in the text chat by the customer and stakeholder and respond to it in the most appropriate way. With this, our stakeholders will be able to get answers to their questions and develop better understanding to the aspects. We are planning to leverage ChatGPT capabilities to be integrated with Chatbot for customer servicing, Franchisee acquisition, helpdesk management for franchisee operations and internal users.

Augmented Reality and Virtual Reality as a Mixed Reality

Virtual Reality (VR) offers users to experience spatial presence while Augmented Reality (AR) helps simulate things that are not present in the real world. It creates a world where consumers can avail our services without leaving the virtual world. The technology provides a simplified and comfortable phygital experience, which help us in retention and growth of our business. The advantage of this technology is that the customer can experience the product or services before buying and without its physical availability. Our phygital model fuses both the real physical world trust and connection, and virtual world efficiency, accessibility and speed with AR and VR. All the employees at our firm are trained on these technologies.

THANK YOU!