



SAB KAAM EK DUKAAN



“GO TO MARKET PLATFORM” : BUILDING INDIA’S LARGEST LAST MILE DISTRIBUTION PLATFORM

**VAKRANGEE LIMITED
CORPORATE PRESENTATION**

January 24, 2026

This presentation has been prepared by Vakrangee Limited (“Vakrangee” or “VL” or the “Company”) solely for your information and for your use and may not be taken away, reproduced, redistributed or passed on, directly or indirectly, to any other person (whether within or outside your organization or firm) or published in whole or in part, for any purpose. By attending this presentation, you are agreeing to be bound by the foregoing restrictions and to maintain absolute confidentiality regarding the information disclosed in these materials.

The information contained in this presentation does not constitute or form any part of any offer, invitation or recommendation to purchase or subscribe for any securities in any jurisdiction, and neither the issue of the information nor anything contained herein shall form the basis of, or be relied upon in connection with, any contract or commitment on the part of any person to proceed with any transaction. The information contained in these materials has not been independently verified. No representation or warranty, express or implied, is made and no reliance should be placed on the accuracy, fairness or completeness of the information presented or contained in these materials.

Any forward-looking statements in this presentation are subject to risks and uncertainties that could cause actual results to differ materially from those that may be inferred to being expressed in, or implied by, such statements. Such forward-looking statements are not indicative or guarantees of future performance. Any forward-looking statements, projections and industry data made by third parties included in this presentation are not adopted by the Company and the Company is not responsible for such third-party statements and projections.

This presentation may not be all inclusive and may not contain all of the information that you may consider material. The information presented or contained in these materials is subject to change without notice and its accuracy is not guaranteed. Neither the Company nor any of its affiliates, advisers or representatives accepts liability whatsoever for any loss howsoever arising from any information presented or contained in these materials.

THIS PRESENTATION IS NOT AN OFFER OF SECURITIES FOR SALE IN THE UNITED STATES OR ELSEWHERE.

Company Overview	04
Growth Strategy Initiatives	15
Update on Sustainability ESG Initiatives	26
Results Performance Update	28
Update on Awards & Recognition	34
Board of Directors Team	36



COMPANY OVERVIEW

**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**

- Ventured into G2C & B2C services via Common Service Centers
- Received BC Banking mandate & started BC Point Banking services
- Non-Exclusive Store in Store Format outlets
- Emerged National BC partner to major PSU banks
- Executed projects such as PMJDY - FI & UIDAI Aadhaar Enrollment services
- Received RBI license for White Label ATMs
- Expanded B2C services - Assisted e-commerce services



**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
- Launch of Digital Platform : **“BhartEasy Super Mobile App”**



**PHASE 4: 2023
ONWARDS
(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 & Asset Light Franchisee model
- Appointing District Level MF nationwide aiming for 100% District coverage by March 2026!
- Clear Focus on expanding and Building India's Largest Last Mile Rural distribution platform
- Acquisition of **Vortex Engineering Pvt Ltd** (Subsidiary of Vakrangee)



**“GO TO MARKET PLATFORM” :
BUILDING INDIA’S LARGEST LAST MILE DISTRIBUTION PLATFORM**

**Banking,
ATM &
Insurance**



**Financial
Services
/ Fintech**



**E-Commerce
/ Online
Travel**



**Tele
Medicine /
Pharmacy**



PHYSICAL + DIGITAL ECO-SYSTEM

PERFORMANCE UPDATE FOR Q3 FY2025-26

Our Presence

Total No. of Outlets

23,034

Presence in States/UTs

32

Presence in districts

609

Presence in Tier IV, V & VI

~84%

Our Platform – Key KPIs

Total Transactions

2.2 Cr

Total GTV

~ ₹13,433.4 Cr

No. of Master Franchisee (Districts Covered)

572

ATM Service

No. of ATMs

5,905

Total Transactions

~ 76.5 Lakhs

Total GTV

~ ₹2,175.4 Cr

Presence in Tier IV, V & VI

~77%

Banking Service

No. of Account opened

~ 2.8 Lakhs

No. of Insurance / Pension Schemes sold

~ 3.2 Lakhs

Loan Leads Converted

~ ₹169.5 Cr

Total Transactions

~ 1.4 Cr

Total GTV

~ ₹11,234.8 Cr

BFSI & ATM SERVICES



ATM



White Label ATM
Operator

- ATM Cash Withdrawal
- Non-Financial Transactions



FINANCIAL SERVICES



- Opening of Online Demat & Trading Account
- Money Transfer
- Lead Generations of Personal / Business Loans
- Pan Card Service
- CIBIL Score service
- Filing of I.T returns Services



INSURANCE



- Life Insurance
- General Insurance
- Health Insurance



BANKING



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

ASSISTED E-COMMERCE SERVICES



ONLINE SHOPPING

amazon

(Available only on BharatEasy Mobile Super App)

DECATHLON

DIGIFY

- Online Shopping of Goods



ASSISTED TOTAL HEALTHCARE

DocOnline
GET HEALTHCARE ANYWHERE

- Telemedicine services
- Online Shopping of Medicines



RECHARGE & BILL PAYMENTS

MAX TV
ANYTHING ANYTIME ANYWHERE

B BHARAT BILLPAY



(Only for Rajasthan)

- Mobile/DTH Recharge
- Bill Payments
- Subscription based OTT Plans
- E-Mitra services in Rajasthan



ASSISTED ONLINE TRAVEL SERVICES

ASSISTED ONLINE TRAVEL SERVICES

yatra



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



ONLINE AGRICULTURAL PRODUCTS & SERVICES

ONLINE AGRICULTURE PRODUCTS & SERVICES

BigHaat.com
ONE STOP AGRO STORE

- Online Agriculture Product & Services

VAKRANGEE KENDRA (VK) MODEL : 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



Min Area required 65-80 sq. ft.

Min Area required 25-30 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

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



- 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)

- *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	✓	✗	✗

A UNIQUE LIFETIME EARNING OPPORTUNITY

- Master Franchisee (MF) is eligible to earn a % of active franchisee's earnings on an on-going perpetual basis.
- Responsible for end-to-end monitoring and ensuring operational compliance for there respective franchisees.
- MF to provides on-ground support to existing outlets & drives new franchisee acquisition for growth.
- District level Master Franchisee appointed in 572 districts across 33 states across the Country (as on December 31, 2025).
- This would lead to help us scale at a faster pace and expand on a pan India basis.

Plan to achieve

100%

District coverage

MASTER FRANCHISEE DISTRICT LEVEL OFFICES

District : Balaghat
State : Madhya Pradesh



District : Surguja
State : Chhattisgarh



District : Muzaffarpur
State : Bihar

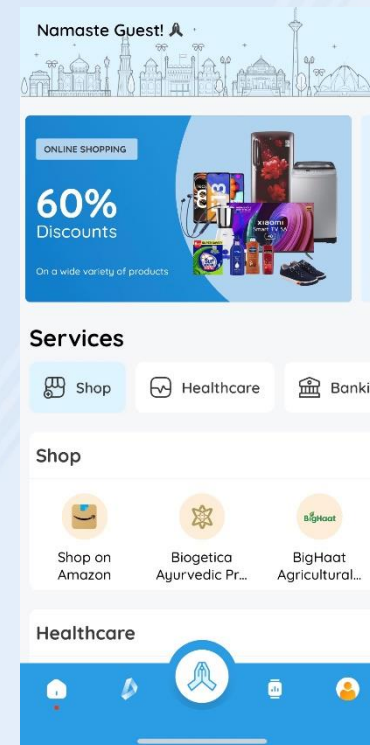


- Vakrangee is launching an online digital platform to enable seamless services for the consumer at the comfort of their homes. Through this, company has evolved into the unique O2O (Online to Offline) platform, whereby there is Assistance available through the Physical Kendra network along with Digital 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.



The registration form for BharatEasy includes the following fields and options:

- Full Name:** Enter Your Fullname
- Email:** Enter Email Address Here
- Set Password:** Enter Password Here (with a strength indicator: 1 lowercase, 1 number, 1 special character)
- Confirm Password:** Enter Confirmed Password Here
- Referral Code (Optional):** Enter RFR Code
- Next:** A large blue button at the bottom to proceed.



BUSINESS MODEL : OUR UNIQUE OFFERING





GROWTH STRATEGY INITIATIVES



FASTER EXPANSION OF THE KENDRA NETWORK LEVERAGING MASTER FRANCHISEES

- Master Franchisees appointed in 572 Districts across 33 States/UTs across the Country.
- MFs provide on-ground operational support to existing outlets and drive new franchisee acquisition.
- Plan to achieve 100% District coverage to fast track kendra network expansion.



EXPANSION OF ATM NETWORK

- Launched Mini ATM - an ultra low-cost ATM machine.
- Driving expansion by offering ATMs at low-cost to accelerate network expansion and enhance market share.
- Deployed more than 1,000 new ATM Machines in 9M FY2025-26.



STRATEGIC FOCUS ON EXPANSION OF FINANCIAL SERVICES

- Focused expansion on financial services such as Loans, Insurance, Mutual Funds & Equities —targeting Tier 3–6 cities where Vakrangee has a strong presence.
- Introducing affordable, small-ticket products tailored for rural and semi-urban customers.



FORAY INTO PRIVATE LABEL PRODUCTS UNDER E-COMMERCE CATEGORY ACROSS KENDRA NETWORK

- Launched Private & White Label apparel range — trendy, comfortable, and affordable.
- Plans to diversify into new consumer and retail categories to expand market footprint.



SCALING FOR SUSTAINABLE EXPANSION

- Awarded the Aadhaar Seva Kendra by the Department of Education, Government of Bihar, for 228 Centers across 6 districts.

NEW BANKING PARTNERSHIP ADDED DURING THE QUARTER



EXPANDING ACCESS, EMPOWERING EVERY CORNER

- **Expanded Banking Network:** Added new partner banks to deepen rural reach.
- **Extensive BC Network:** More than **15,000 Banking BC points** enabling AePS-based biometric services.
- **Financial Inclusion Leader:** **30+ million PMJDY accounts** opened across India.
- **Last-Mile Presence:** Strengthening access in underserved and remote regions.

NEW LOAN PRODUCTS PARTNERSHIPS ADDED DURING THE QUARTER



GHAR BANEGA, TOH DESH BANEGA.

BRIDGING THE CREDIT GAP: MAKING CREDIT ACCESSIBLE TO EVERY CORNER OF BHARAT

- **Loan Growth:** India's total loan volume surged **78% (Mar 2020–Mar 2025)**, reflecting strong credit expansion.
- **Personal Loans Surge:** Added **33.6 million** new active loans in **FY2023–24**, driven by rising consumer confidence.
- **Digital Lending Boom:** Fastest-growing channel with **30.2% CAGR**.
- **Future Outlook:** Market projected to reach **USD 2.38 billion by 2030**.
- **Financial Inclusion Focus:** Expanding **loan products and distribution** to boost rural and semi-urban credit access.

Next Growth Engine Drivers Accelerating Vakrangee's Expansion



Insurance



Loan



Equity



Mutual Funds

Empowering Bharat with Wider Access & Stronger Margins

- **Stronger partnerships:** Added multiple partners to expand reach & enhance service delivery.
- **Affordable offerings:** Small-ticket products for rural & semi-urban customers.
- **Strategic focus:** Driving high-margin business to improve operational efficiency.
- **Sustainable growth:** Building a scalable and profitable model.

AT AN INFLECTION POINT, POISED FOR STRONG GROWTH

Large growing domestic & replacement market

- India's installed ATM capacity: ~250k+ machines.
- **Banking Sector branch expansion: 20,000+ new ATMs.**
- Global ATM replacement: Switch from Windows 7 to Windows 10.
- **Banking refresh cycle: 80,000+ ATM refresh cycle over next 18-24 months.**
- **Migration to Windows 11 & Hardware Upgrade: Banks are transitioning to Windows 11 & upgrading ATM hardware from 9th to 12th Gen motherboards for future-readiness.**

Global Market Opportunity

- **Global ATM market size reached ~\$20.2 bn in 2020 and is expected to grow at a ~8.12% CAGR until 2027**
- Rising demand for ATMs and banking automation in emerging economies.
- **Expansion plans: Targeting high-potential regions like Latin America, MEA, and Asia-Pacific**

Strong Growth Visibility

- **Till now, more than 15,200 ATM machines are successfully supplied.**
- **In 9M FY26, 1,462 ATM machines were successfully supplied.**
- **Strong Revenue Visibility in FY26 Driven by Robust ATM Machine Orders.**
- Annuity nature of the AMC business derives value from the growing scale of the installed base of ATMs.
- **Strong growth & profitability for the IP Product Software Business (Perfo).**

Driving Scalable Growth Through Industry Expertise

Strategic Advisor : Mr. Manjunath Rao joins Vortex Engineering



Experience & Leadership

- **34+ Years** in enterprise sales, services, and senior leadership roles

Key Leadership Roles:

- Formerly led as President-Managed Services at **CMS Infosystems Limited**.
- Former Country Manager & Interim Managing Director – **NCR Corporation India**.
- Chief Operating Officer – **CashLink Global Systems**.
- Director – Sales & Marketing – **Diebold Systems India Pvt. Ltd.**

Strategic Value to Vortex Engineering

- **Accelerates growth** through deep industry & technology leadership.
- **Drives product & solution-led expansion** across banking and enterprises.
- **Strengthens strategic enterprise & banking partnerships.**



COMPANY OVERVIEW

- Incorporated in 2001, Vortex is Pioneer in low-power ATMs (Swadeshi ATM) and is an India-based technology company incubated by IIT-Madras.
- Company is an innovative and leading provider of ATMs and cross-platform ATM management software products. **Vortex is a leader in switch-connected, cash management technology.**
- Headquarters and manufacturing facility are in Chennai, India with **annual production capacity of over 12,000 ATMs.**
- Clients includes leading PSU banks, private sector banks, co-operative banks, as well as major brown-label and white-label ATM operators. The company also has a strong international footprint, serving clients in over 50 countries across key growth markets.
- **Debt-free company backed by a seasoned management team and audited by Ernst & Young (E&Y), ensuring strong leadership, financial integrity, and robust governance.**



UNIQUE OFFERINGS SUITED TO EMERGING MARKET

- **9 patents in the field of ATM & Cash Dispensers (Make in India – Atmanirbhar Bharat).**
- Proprietary Linux based Operating Software; also compatible with Windows via XFS layer.
- Value for money products developed using technology, design innovation and in-house software leading to lower TCO (Total Cost of Ownership) translating to operational breakeven at lower footfalls compared to conventional ATMs.
- Has own cash dispensers (core part of an ATM), with lowest life cycle cost compared to its competitors.
- Ability to endure high up-time under harsh operating conditions. Ability to accept soiled notes.
- In-house developed critical components.
- Software IP Product Play: Perfo®- cross-platform ATM Monitoring and Incident Management Solution.

GROWTH STRATEGY

Strong Revenue Visibility with new ATMs Order



Strong export business opportunity with high profitability



Strong software IP product play "Perfo®" highly scalable & profitability



KEY METRICS

282 no. of ATM units shipped in Q3 FY26



9 Patents / IP in the field of ATM & Cash Dispensers



15,200+ ATMs shipped across India, Africa & South Asia



CUSTOMER PROFILE AND KEY ATM OFFERINGS

Key Customers

Indian Public and Private Sector Banks



Operators



Exports



Key ATM Offerings

Ecoteller – Front Load ATM



- Very low operating expenses
- Can operate under power fluctuations and power failures
- Easy to use; provides biometric authentication
- Electronic journal – saves paper
- Very compact – uses less real estate
- Built-in Digital Video Surveillance System

Desktop ATM – Ecoteller Mini



- Wall mountable or Tabletop model
- Suitable for Mobile Application
- Supports Aadhar based bio-metric authentication &
- Extendable to include Cash deposit function
- Lowest Capex product in the market

Through-the-wall ATM



- Designed specifically for export markets
- CEN L / 1 Certified Safe
- Complies with all international standards and certified with all major switches
- Suitable for outdoor installations
- Bunch presenter with a maximum capacity of 40 notes per transaction
- Eco-Friendly and User-Friendly

Bunch Note Acceptor/Recycler



- Developed for both indoor & outdoor installations
- Suitable for large volume deposits
- UL291 Level 1-certified chest
- Reliable Fake note detection
- Interfaces with Switch (NDC+)
- 7 notes/second note acceptance (high-speed)
- Large capacity: 100 notes per transaction

स्वदेशी
TECHNOLOGY
MAKE IN INDIA

**Front Load / Lobby
ATM Machine**

**Banking Automation
Products : Digital
Banking Unit (DBU)**

**Mini / Desktop /
Mobile ATM**

**Through-the-Wall
(TTW) ATM**



- Recently launched 2 new products i.e. Android ATM and MINI ATM
- Banking Automation Products: Plan to launch Digital Banking Unit (DBU) kiosk, an alternate to Physical Bank Branch
- Android ATM is with advance Digital Banking features, an alternate to Physical Bank Branch along with Next-Generation User Interface powered by Open-Source Android OS

UPI Based Android ATM Launch at Global Fintech Fest (GFF), 2025

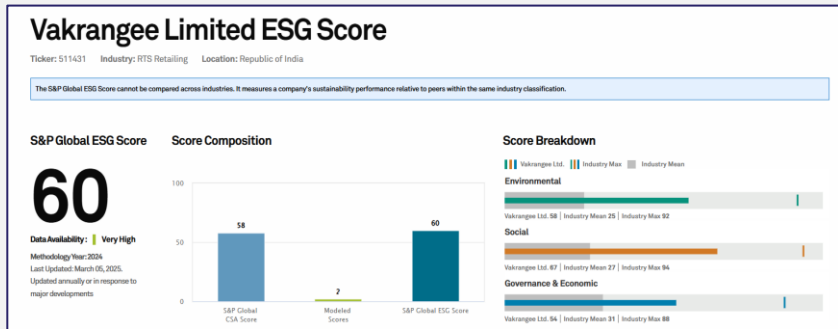


- **Android-Based Platform:** Runs on **Android OS** with **UPI-enabled cash withdrawals** and an **app-like interface**.
- **Extended Banking Services:** Supports **cash withdrawal, fixed/recurring deposits, and other banking functions**.
- **Low-Cost Branch Alternative:** Enables banks to **focus on lending and core products** while reducing infrastructure costs.
- **Rapid Deployment:** Offers **faster rollout** compared to traditional ATMs.
- **Rollout Status:** **Pilot projects live and ready for testing.**

UPDATE ON SUSTAINABILITY ESG INITIATIVES

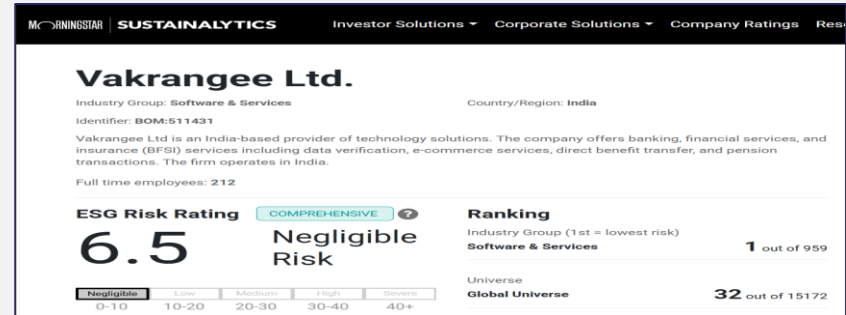
VAKRANGEE ESG PERFORMANCE UPDATE

S&P Global ESG Score



Vakrangee has earned a **“S&P Global Bronze Class”** spot in the yearbook and has score 60 ESG Score (S&P Global Scores) in the Corporate Sustainability Assessment (CSA) survey.

Sustainalytics ESG Score



Source Link : <https://www.sustainalytics.com/esg-rating/vakrangee-ltd/1028256073>

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.

Independent ESG Risk Assessment

- Earned a **“S&P Global Bronze Class”** spot in the sustainability yearbook 2022 and has score 60 ESG Score in the Corporate Sustainability Assessment (CSA) survey.

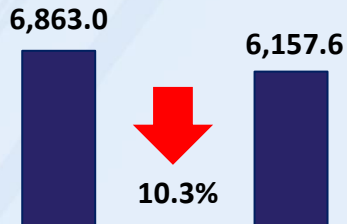
We have mapped our sustainability initiatives with the United Nation's Sustainable Development Goals. Our aim is to efficiently adopt these goals and address the global challenges, which includes poverty, inequality, climate, environmental degradation, prosperity, peace & justice.

RESULTS PERFORMANCE UPDATE

Q3 FY2025-26 (Y-O-Y Basis)

TOTAL INCOME

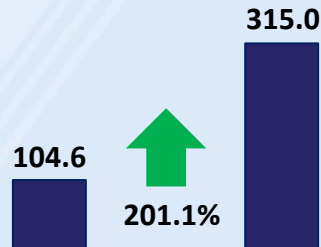
In Rs Lakhs



Q3 FY2024-25 Q3 FY2025-26

PROFIT AFTER TAX

In Rs Lakhs



Q3 FY2024-25 Q3 FY2025-26

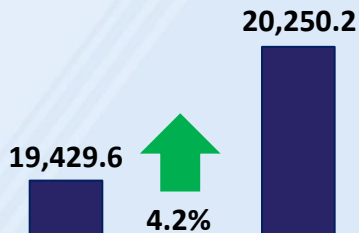
PAT increased ~3x YoY, marking a 201% rise in Q3 FY26

EBITDA grew 48.7% YoY, with margins expanding to 15.4% from 9.2% in Q3 FY26

9M FY2025-26 (Y-O-Y Basis)

TOTAL INCOME

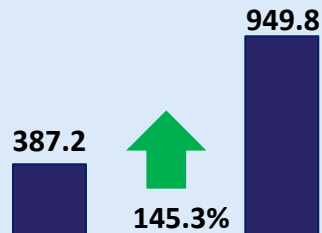
In Rs Lakhs



9M FY2024-25 9M FY2025-26

PROFIT AFTER TAX

In Rs Lakhs



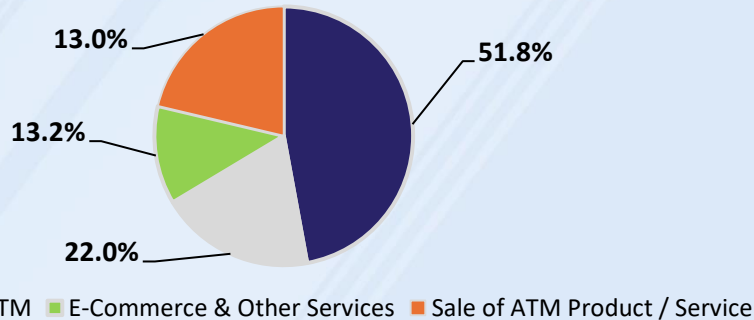
9M FY2024-25 9M FY2025-26

PAT for 9M FY26 has crossed the full-year level of FY25, reflecting strong growth

Q3 FY26 consolidated revenue impacted by inter-company sales elimination & ATM machines supplied to Vakrangee

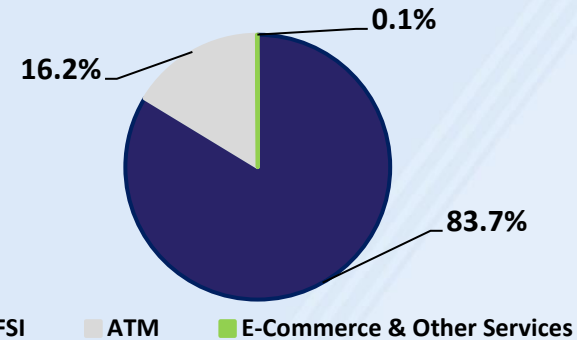
BUSINESS : Q3 FY2025-26 REVENUE & GROSS TRANSACTION VALUE CONTRIBUTION BREAK-UP

Revenue from Operations Break-up



Revenue from Operations : Rs. 60.1 Cr

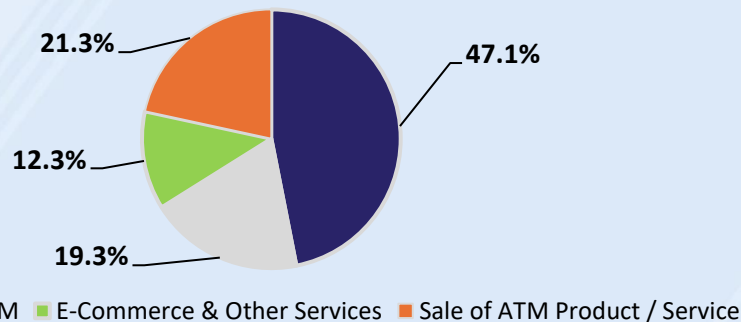
Gross Transaction Value (GTV)



Total Gross Transaction Value : Rs. 13,433.4 Cr

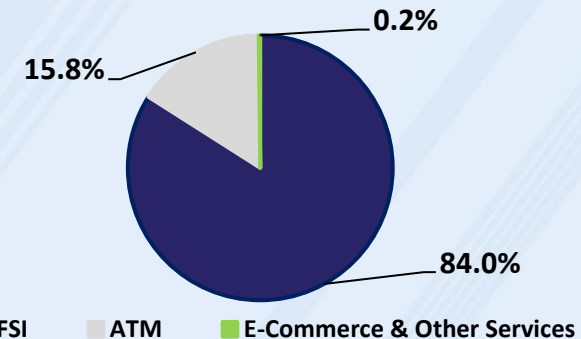
BUSINESS : 9M FY2025-26 REVENUE & GROSS TRANSACTION VALUE CONTRIBUTION BREAK-UP

Revenue from Operations Break-up



Revenue from Operations : Rs. 198.0 Cr

Gross Transaction Value (GTV)



Total Gross Transaction Value : Rs. 40,290.4 Cr



- **Q3 FY2025-26 Results: Profit After tax increases by 3x marking a rise of 201.1% on YoY basis.**
- Q3 FY26 consolidated revenue impacted by Rs. 3.9 Cr due to inter-company sales elimination & ATM machines supplied to Vakrangee, while **Standalone total income grew by 3.6% on YoY basis.**
- **We expect profitability to continue, with a focus on delivering strong quarter-on-quarter growth.**



- **Q3 FY2025-26: Quarterly Gross Transaction Value (GTV) crossed Rs. 13,433.4 Crores and Quarterly No. of Transactions crossed 2.2 Crores.**
- Going forward, the Company is strategically focusing on Non-Cash based Banking Offering such as Account Opening, Loan Product, Insurance Services, Fixed Deposits, Mutual Funds & NPA Recovery to drive deeper financial inclusion and value-added offerings.



- **Vortex Engineering, a subsidiary company, recorded a 17.0% revenue growth on YoY basis in 9M FY2025-26.**
- **1,462 ATMs shipped in 9M FY2025-26, reflecting a strong 23.4% year-on-year growth.**
- **EBITDA up ~4.5x YoY with Net Profit positive for 9M FY2025-26.**



- **Vakrangee Limited, along with its subsidiary companies, is debt-free and maintains a robust balance sheet.**
- This strong financial position enables us to confidently support our expansion plans and pursue sustained long-term growth.

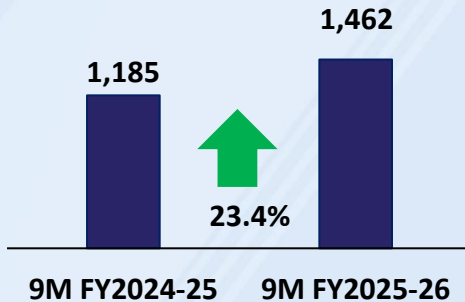


- **Strategic focus on high-margin business for better profitability & phasing out low-margin business to optimize operations.**
- Long-term aim to enhance margin expansion and sustainable growth.

9M FY2025-26 (Y-O-Y Basis)

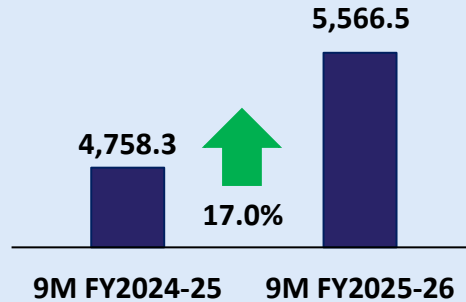
ATM MACHINE SHIPPED

In Numbers



REVENUE

In Rs Lakhs



EBITDA up ~4.5x YoY with Net Profit positive for 9M FY2025-26

High-margin IP software (PERFO) business witnessing strong growth & profitability

AMC business showing solid growth with rising annuity-based revenue

Key Profit & Loss Statement Items

Particulars (Rs. in Lakhs.)	Q3 FY2025-26	Q3 FY2024-25	YoY%	9M FY2025-26	9M FY2024-25	YoY%
Total Income	6,157.6	6,863.0	(10.3)	20,250.2	19,429.6	4.22
Total Expenses	5,736.4	6,701.7	(14.4)	18,964.7	18,839.0	0.7
EBIDTA	926.1	622.8	48.7	2,736.1	1,973.8	38.6
Profit before Tax & Exceptional Item	421.1	161.3	161.1	1,285.4	590.6	117.6
Profit before Tax (PBT)	421.1	161.3	161.1	1,299.4	590.6	120.0
Tax Expenses	106.1	56.7	87.1	349.6	203.4	71.9
Profit after Tax (PAT)	315.0	104.6	201.1	949.8	387.2	145.3
Cash Profit (PAT + Depreciation)	776.2	528.5	46.9	2,285.9	1,627.9	40.4

Key Balance Sheet Items

Particulars (Rs. in Lakhs)	H1 FY2025-26	FY2024-25	Particulars (Rs. in Lakhs)	H1 FY2025-26	FY2024-25
Net Worth	20,856.6	21,166.9	Fixed Assets	12,808.5	12,705.3
Share Capital	10,831.9	10,831.9	Other Non-Current Assets	2,431.2	2,407.9
Other Equity	10,024.7	9,411.7	Inventory	1,634.5	1,830.0
Non-Controlling Interest	929.4	923.3	Trade Receivables	4,592.7	2,701.6
Total Debt	-	-	Cash & Cash Equivalents	9,191.4	8,188.2
Long Term Debt	-	-	Other Current Assets	3,610.8	3,031.1
Short Term Debt	-	-	Less: Trade Payables	3,023.6	1,778.7
Other Non-Current Liabilities	2,345.0	2,382.2	Less: Other Current Liabilities	7,114.5	5,536.3
Total Sources of Funds	24,131.0	23,549.1	Net Current Assets	8,906.3	8,435.9
			Total Application of Funds	24,131.0	23,549.1



UPDATE ON AWARDS & RECOGNITION



- Vakrangee makes history by setting **GUINNESS WORLD RECORDS™** title for the *Most stores launched simultaneously* on 14th January 2019
- Launches 1107 Nextgen Vakrangee kendra stores across the country at 11.07 Am on the same day
- This is the highest number of stores opened anywhere in the world

- Vakrangee has been awarded as the best 'FINANCIAL SERVICES RETAILER OF THE YEAR' at the Indian Retail Awards 2019.
- The objective of the Indian Retail Awards is to recognize the Retailers who are closing the gap between operational reality and consumer expectations with great retailing practices.

- Vakrangee has been awarded 'ESG Performance Award in Financial Services' at the 2nd Annual ESG Summit & Awards 2022.

- Vakrangee Limited is happy to announce our recognition as one of the 'TOP 100 Franchise Opportunities for 2023' by Franchise India.
- Vakrangee has been bagging this award for the past 3 years and this is the Fourth consecutive year of the 'Top 100 Franchise Opportunities Award'

BOARD OF DIRECTORS TEAM

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



**DIVYA
NANDWANA**
Chairperson

- *Divya Nandwana is an accomplished professional with a strong foundation in technology and extensive experience in management consulting and strategic leadership.*
- *She holds a Bachelor of Technology degree from Indian Institute of Technology (IIT) Guwahati, where she developed a keen analytical mindset and a passion for innovative problem-solving. She has also done an Executive Leadership Programme from Stanford Graduate School of Business.*
- *In July 2016, she joined Vakrangee wherein she initially headed the ATM Business Vertical. As she advanced in her role, she also took on the responsibility as Head of Technology, where she spearheaded the integration of advanced technology solutions to drive digital transformation across the organization.*
- *She has ~9 years of experience at Vakrangee and has been instrumental in driving the company's strategic vision and innovation-led growth.*



**VEDANT
NANDWANA**
Managing
Director

- *Vedant Nandwana is a seasoned finance professional and holds a CA degree from ICAI and a CFA designation from the CFA Institute, USA. Since joining Vakrangee in 2018, Vedant has played a significant role in the company's growth and strategic direction. Initially, he led the Banking Vertical and was instrumental in driving the company's core strategy.*
- *Prior to his tenure at Vakrangee, Vedant gained valuable experience at KPMG India, where he worked for three years in the auditing and assurance division. During his time at KPMG, he was involved in auditing a diverse range of clients within the Financial Services sector, including Venture Capital Funds and some of the largest private banks in India.*
- *He has 7 years of association with Vakrangee and has been instrumental in steering the company's growth, innovation, and strategic transformation.*

STRONG BOARD OF DIRECTORS : INDEPENDENT / NOMINEE DIRECTORS ON THE BOARD



H.C. MITTAL
Non-Executive
Independent
Director

- H.C Mittal is a postgraduate and a certified associate from Indian Institute of Bankers. In his long and illustrious career of more than 37 years with Union Bank of India, he has held several leadership positions.
- He possesses vast exposure and experience in various fields of banking administration across segments ranging from MSME, Retail, Agriculture, Import / Export & Financial Inclusion.



SAVITA KENI
Non-Executive
Independent
Director

- Savita Keni is a distinguished banking professional with over three decades of extensive experience in various facets of the banking industry. Having retired as the General Manager of Bank of Baroda, she has established herself as a leader with a deep understanding of the complexities and dynamics of modern banking.
- Throughout her illustrious career, she has gained a wealth of experience across multiple key areas, including corporate and mid-corporate finance, MSME finance, stress asset management, and disciplinary proceedings



SANDEEP J. GAWAREN
Non-Executive
Independent
Director

- Mr. Sandeep J. Gaware, a banking veteran with 36+ years of experience, has driven transformative initiatives in rural and retail banking, credit risk, compliance, digital transformation, and subsidiary governance.
- He currently serves on the Board of Canbank Financial Services Ltd, bringing expertise in risk governance and strategic oversight.
- A B.Sc. graduate, CAIIB, and alumnus of leadership programs at XLRI, IIMs, ASCI, with international exposure in Europe, he combines strong academic grounding with rich industry experience.



L K SHAMSUNDER
Non-Executive,
Non-Independent
Nominee Director
(LIC)

- L K Shamsunder is presently serving as Zonal Manager, LIC of India, South Central Zone. Prior to this position, he worked as Director, Zonal Training Centre, Hyderabad. He also held the position of Executive Director (Corporate Communications), Mumbai.
- He holds Bachelor's degree in science, besides being a Fellow from Insurance Institute of India. He also holds a Diploma in Health Insurance, Compliance Governance & Risk Management, and Medical Underwriting.

Thank You