

# THE ASSISTED DIGITAL CONVENIENCE STORE

**Vakrangee Limited**  
Investor Presentation



January 22, 2018

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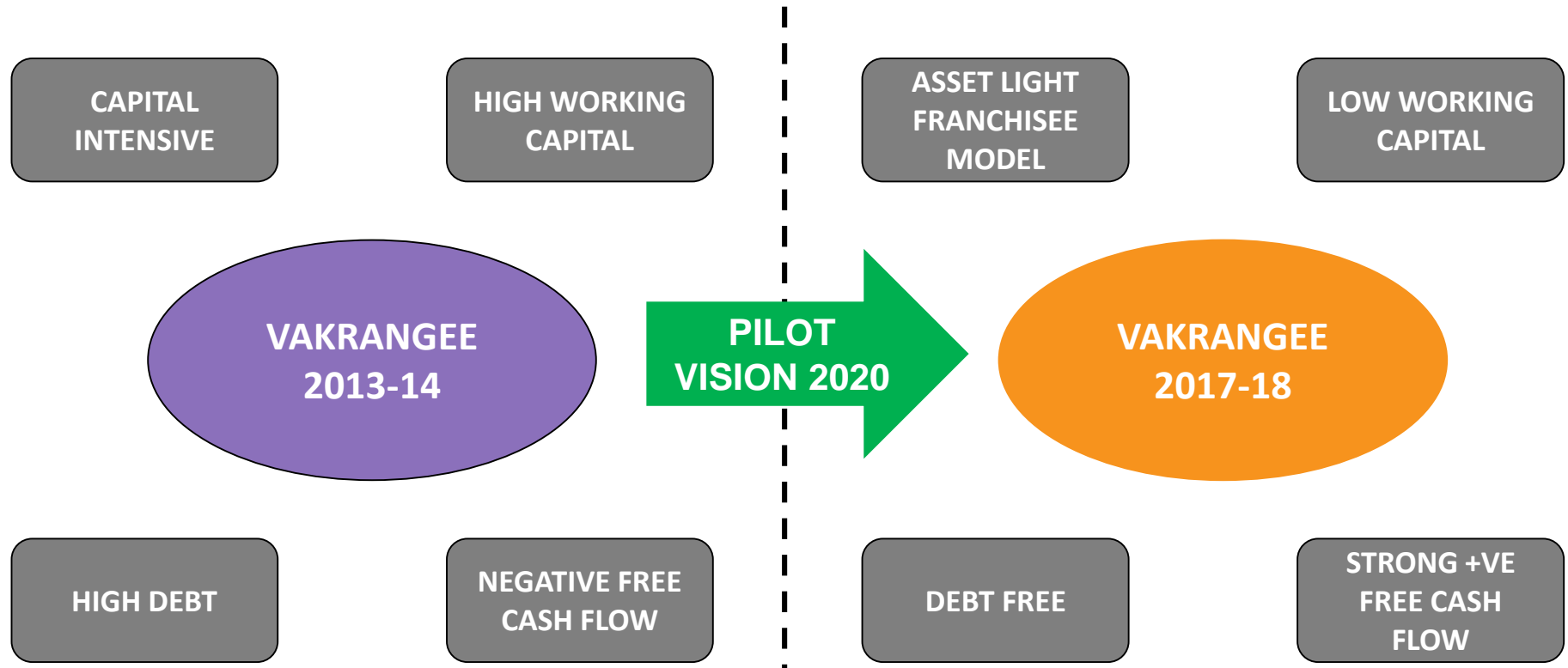
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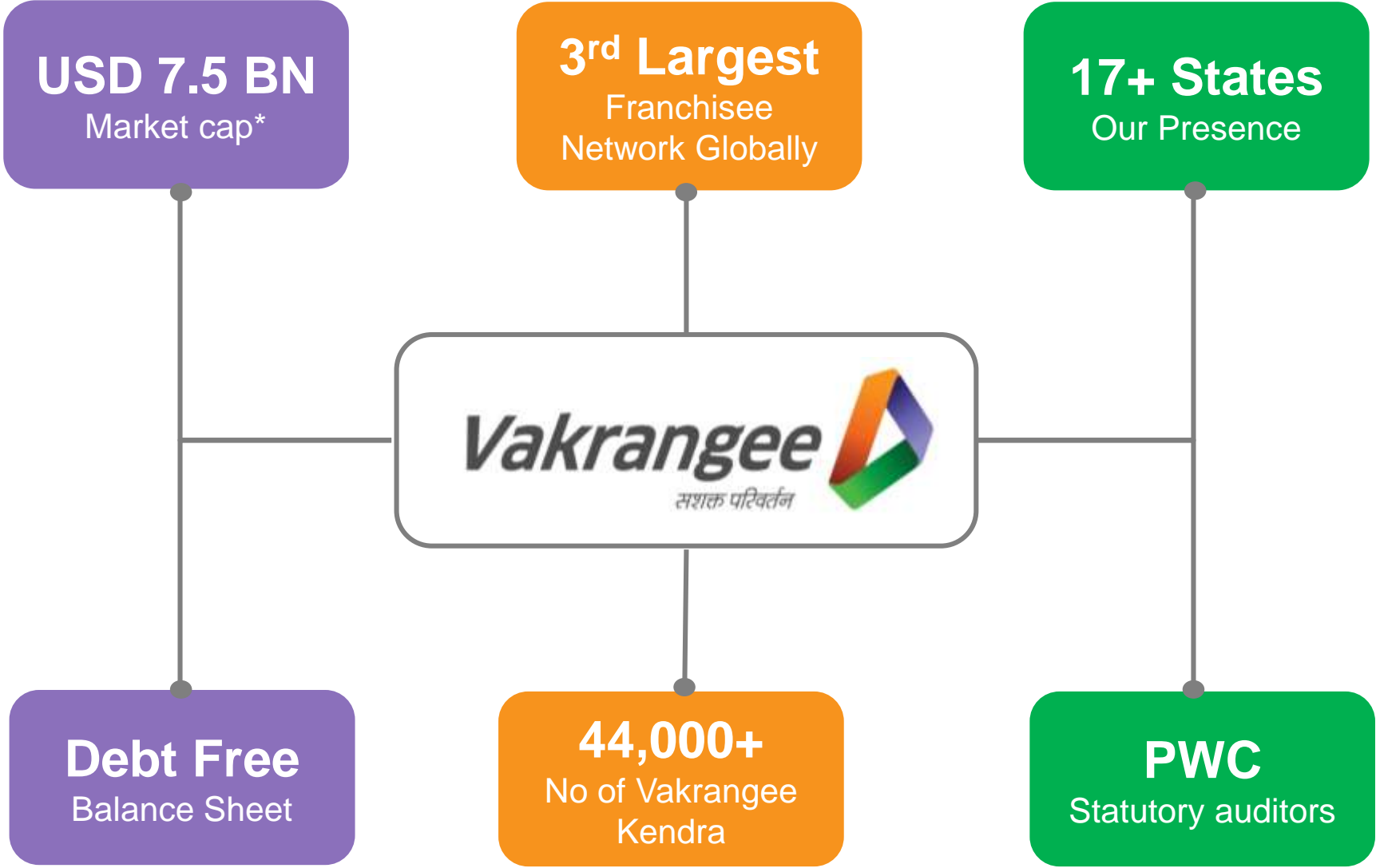
# VAKRANGEE TODAY : EVOLVED INTO CONSUMPTION-LED DIGITAL CONVENIENCE STORE MODEL



	FY14
Revenues (Rs. mn)	19,519.0
Profit after Tax (Rs. mn)	1,749.8
Vakrangee Kendra - % of Revenues	38.7%

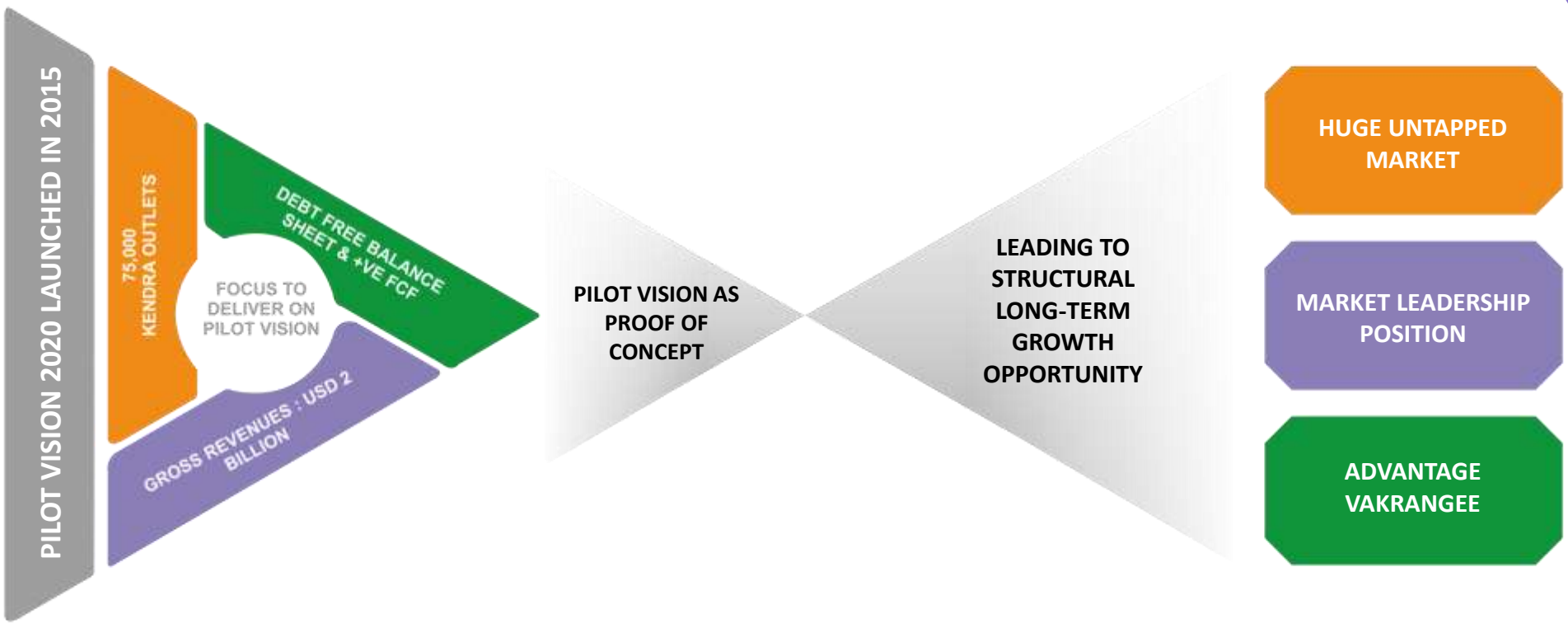
	9M FY18
Revenues (Rs. mn)	46,550.6
Profit after Tax (Rs. mn)	6,331.8
Vakrangee Kendra - % of Revenues	96.2%

# VAKRANGEE TODAY : CONSUMPTION-LED DIGITAL CONVENIENCE STORES



\* As on January, 19, 2018  
Vakrangee Limited

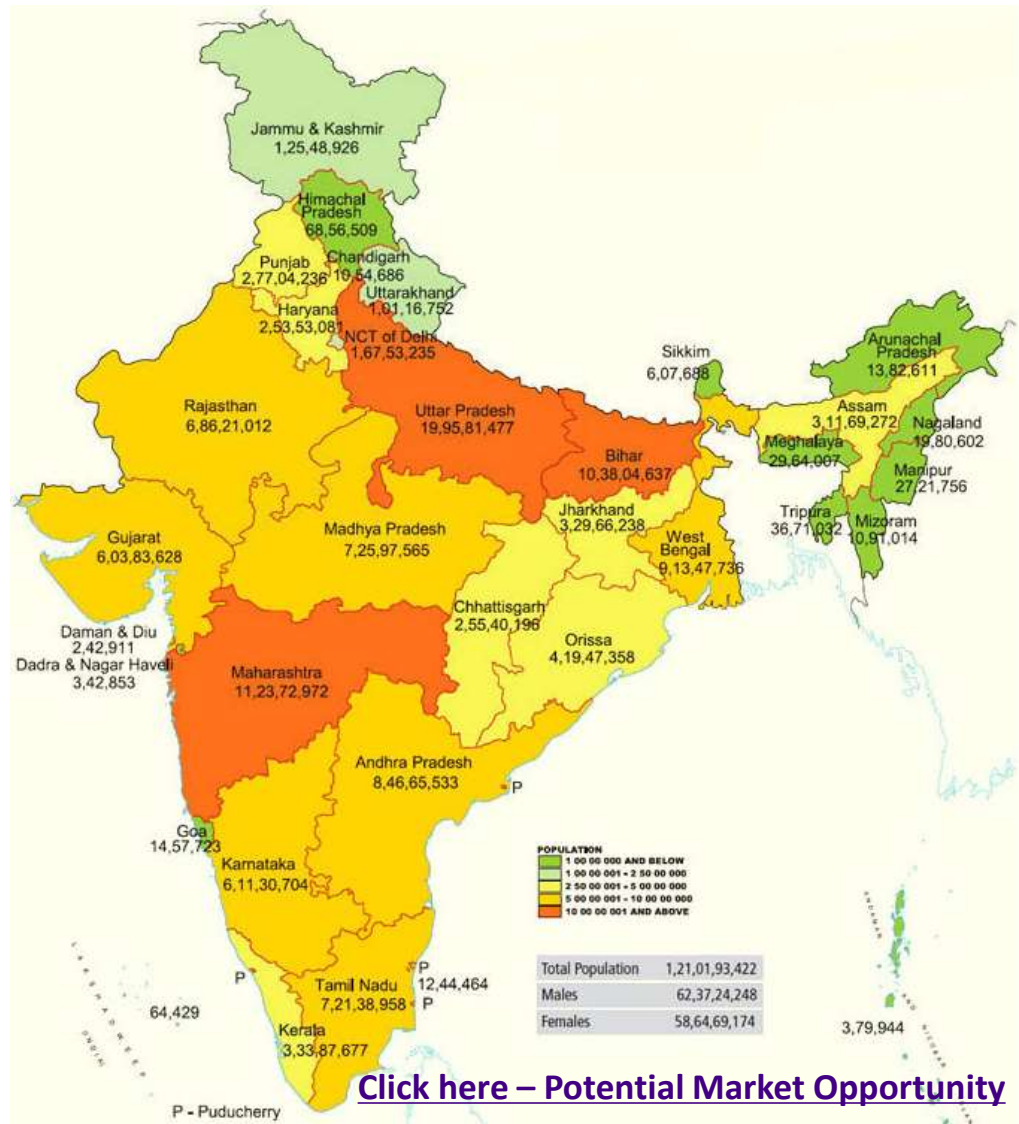
# VAKRANGEE: OUR STRATEGY



**REALIZING OUR RENEWED VISION**

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

# 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

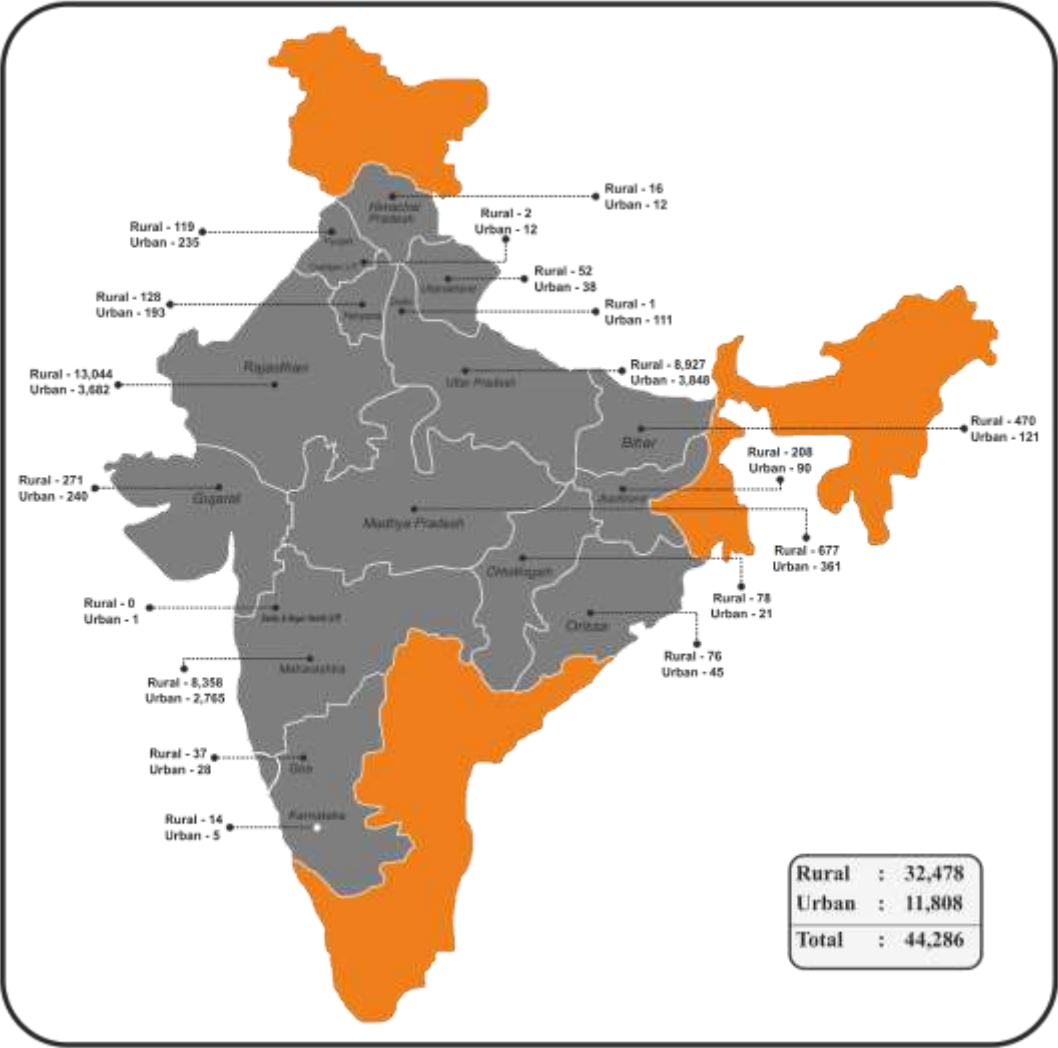
RURAL OUTLET POTENTIAL

# 2,94,442

URBAN OUTLET POTENTIAL

# 75,535

# MARKET LEADERSHIP POSITION : OUR PRESENCE



44,286 OUTLETS

17+ STATES

5,500+ POSTAL CODES

385+ DISTRICTS

# ADVANTAGE VAKRANGEE : OUR STRENGTHS

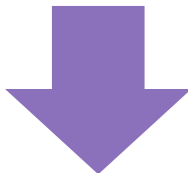
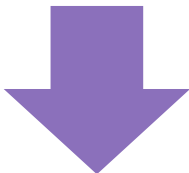
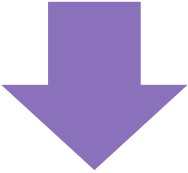


Tie up with Strong Partners & Access to Key Licenses

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 1,200 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
- Low Capital Intensity due to Asset Light Franchisee model leading to Strong FCF

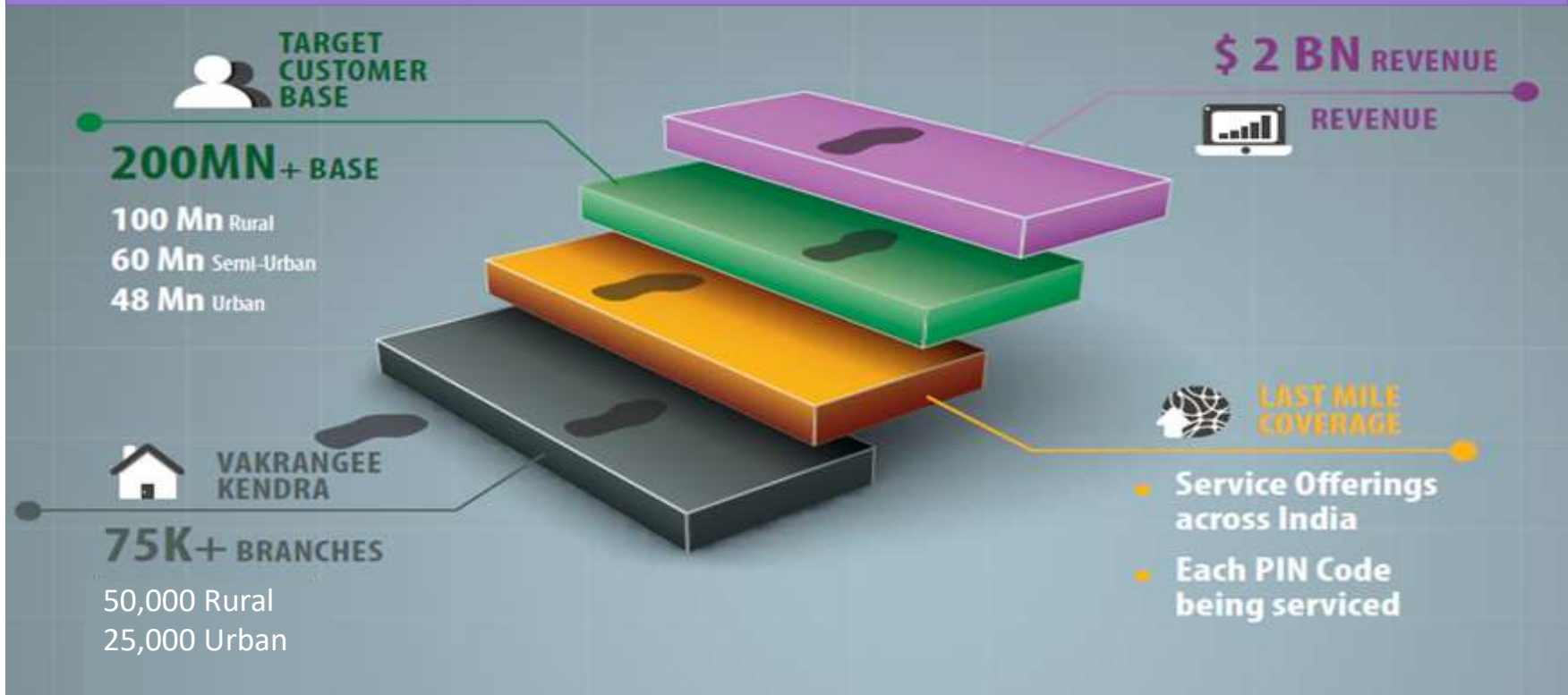


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# OUR 2020 TARGETS

- We are a Technology-driven company, focussing on creating India's largest network of last-mile retail points-of-sale.
- Our aim is to potentially enable every Indian to seamlessly benefit from Financial Inclusion, Social Inclusion, Digital India, Skill Development , Employment , Government programmes and a wider access to basic goods and services.
- Our Strategy is to leverage our vast network of retail access points to deliver real-time Banking & ATM, Insurance Services, E-Governance Services (G2C), e-Commerce Services (B2C) & Logistics Services to the unserved & underserved rural, semi-urban and urban markets.



# UPDATE ON EXPANSION PLAN



	FY2016	FY2017	FY2018	FY2019	FY2020	Executed Till Date – December 2017
Rural Kendras	15,000	25,000	35,000	45,000	50,000	32,478
Urban Kendras	5,000	10,000	15,000	20,000	25,000	11,808
<b>Total</b>	<b>20,000</b>	<b>35,000</b>	<b>50,000</b>	<b>65,000</b>	<b>75,000</b>	<b>44,286</b>

**Achieved**      **20,677**      **35,206**      -      -      -      -

**Well on Track to deliver and achieve on the Planned Expansion Plan**

## COMPANY OVERVIEW

# COMPANY OVERVIEW: EVOLUTION & FUTURE TRANSFORMATION



## BUSINESS EVOLUTION (E-GOVERNANCE)

- 1990** Company Incorporation
- 1993** Computerisation of Central Election Commission
- 2005** MCA 21 Project - Ministry of Corporate Affairs
- 2007**
  1. Land Record Digitization in UP
  2. RSBY (Smart Card Project) – UP, Haryana & Rajasthan
- 2009** Land Record Digitisation for Govt. of Philippines
- 2010**
  1. Passport Seva Kendra Project & CSC Project in Punjab
  2. Sarva Shiksha Abhiyan
- 2011**
  1. UID Enrollments
  2. UID linked Haryana PDS
- 2013**
  1. IGRS
  2. National Population Register
  3. CSC Project in Rajasthan

## STRONG PROJECT EXECUTION CAPABILITIES

- Last mile infrastructure & grass root level footprint to deliver Mission Mode Projects at village level.
- Experience of on-ground complexities in rural regions – flexible timings, power & connectivity issues, manpower training.
- Expertise from data digitization to technology management.
- Deep understanding of rural consumer behavior and mindset.



## BUSINESS TRANSFORMATION (VAKRANGEE KENDRA)

- 2013** Financial Inclusion Project – MoF & RBI
- 2014** WLA License – RBI
- 2015** Foray into E-Commerce
  1. Strategic tie-up with IOC
- 2016**
  2. Insurance tie-up for Life, Non Life and Health
  3. Logistic tie-up with FedEx, Aramex and Delhivery
  1. Alliance with IRCTC
- 2017**
  2. Logistic tie-up with First Flight
  3. Insurance tie-up with Aditya Birla Health
  4. Alliance with DMI Finance Pvt. Ltd., IndusInd Bank for BBPS
  5. Alliance with Vasco Worldwide for Travel Concierge & Visa support services
  6. Alliance with Netmeds Marketplace Limited

### VAKRANGEE KENDRA BUSINESS

**EXPANSIVE DISTRIBUTION PLATFORM  
OF 75,000 LAST MILE RETAIL TOUCH POINTS  
ACROSS INDIA BY 2020**

**PROVIDING ONE-STOP SHOP FOR  
AVAILING BANKING & ATM, INSURANCE, E-GOVERNANCE,  
E-COMMERCE AND LOGISTIC SERVICES**

**VAKRANGEE'S BUSINESS IS FAST TRANSFORMING DRIVEN BY  
THE RISING SHARE OF VAKRANGEE KENDRA BUSINESS**

### VAKRANGEE KENDRA (% REVENUES)

FY14	FY15	FY16	FY17	FY20 E
39%	43%	53%	64%	100%

# COMPANY OVERVIEW: STRONG CORPORATE GOVERNANCE



## NEW STATUTORY AUDITOR – BIG 4 ACCOUNTING FIRM

- The Board has appointment Price Waterhouse & Co. Chartered Accountants LLP (PWC) as New Statutory Auditor on rotation of the existing auditor i.e. S.K.Patodia & Associates, Chartered Accountants.

## BOARD OF DIRECTORS

- Independent Board with 6 out of Total 8 Directors being Independent. Led by Mr. Ramesh Joshi, Ex-ED at SEBI & over 3 decades of experience at RBI.
- Nominee Director on Board representing the Life Insurance Corporation of India.

## REPUTED PARTNERS

- Company has received Licenses from Prominent authorities like UIDAI, RBI.
- Tie-Up Alliance with Reputed Private Players such as Amazon, Tata AIG, Mahindra & Mahindra, Aramex, HDFC Life, Bajaj Allianz, HDFC ERGO General, Aditya Birla Health etc.

## TAX PAYMENT & DIVIDEND PAYOUT POLICY

- Company has a Tax rate at ~35% and adheres to Full tax payment.
- Formal dividend payout policy in place - Board has approved to maintain a dividend pay-out in the range of 15%-25% of profits after tax (PAT) on consolidated financials.

## INDEPENDENT PROJECT MGMT CONSULTANT

- KPMG as Independent Project Management Consultant and L&H as Branding Consultant.

# COMPANY OVERVIEW:

## VAKRANGEE KENDRA - SCOPE OF SERVICES



Technology Intensive Retail Distribution Platform for last mile touch points delivering services across Banking & ATM, Insurance, e-Governance, e-Commerce and Logistic services to domains on a real-time basis to potential 250 mn customers across underserved rural and urban India

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

# COMPANY OVERVIEW:

## KEY BUSINESS ALLIANCES – STRONG REPUTED PARTNERS



### BANKING & FINANCIAL SERVICES



### E-GOVERNANCE



### INSURANCE



### E-COMMERCE

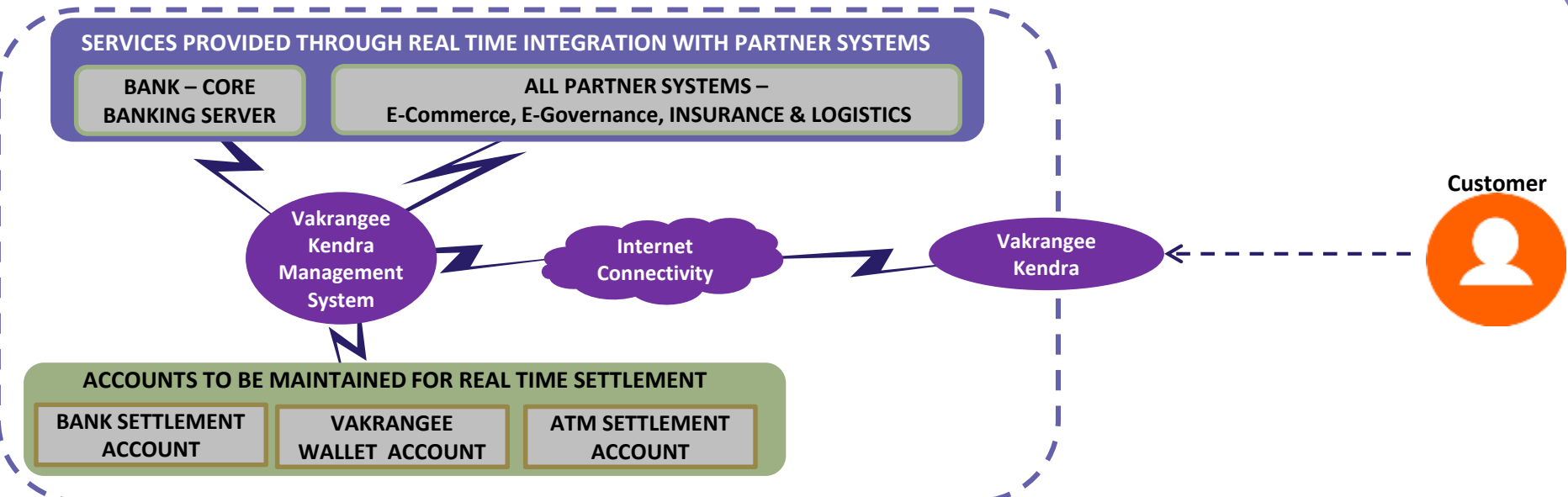


### LOGISTICS





# COMPANY OVERVIEW: VAKRANGEE KENDRA - TECHNOLOGY SETUP



### Technology

- **Technology platform integrated with CBS of various banks, delivering real-time & interoperable banking access**
- Biometric authentication enabling quick KYC and paper less banking
- **integration with all partner systems across E-Commerce, E-Governance, Insurance and Logistics**
- Technical Support Available - Resources at block level trained to handle day-to-day IT glitches and troubleshooting

### Internet Connectivity

- Seamless connectivity through V-SAT or Broadband Internet

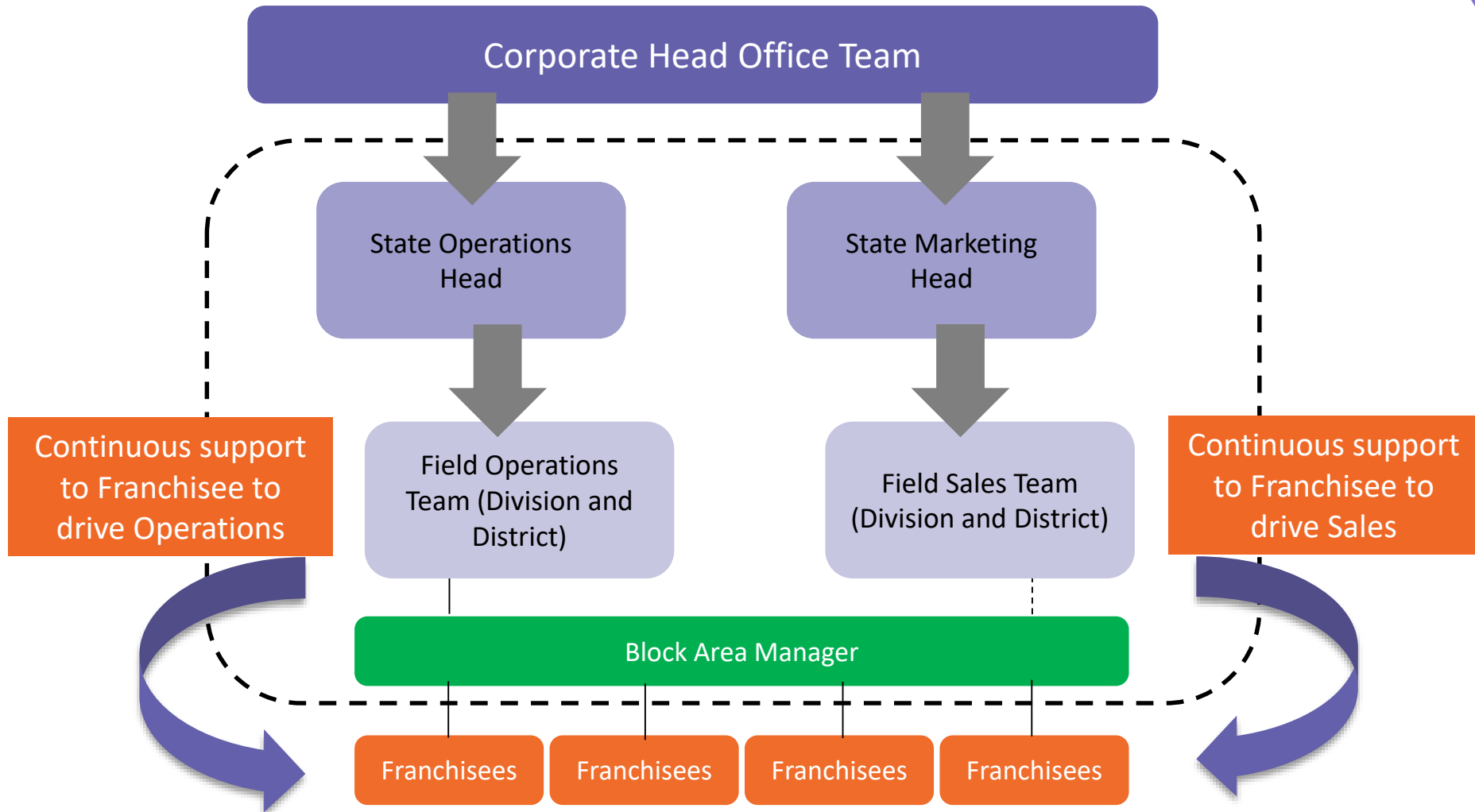
### Power Supply

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

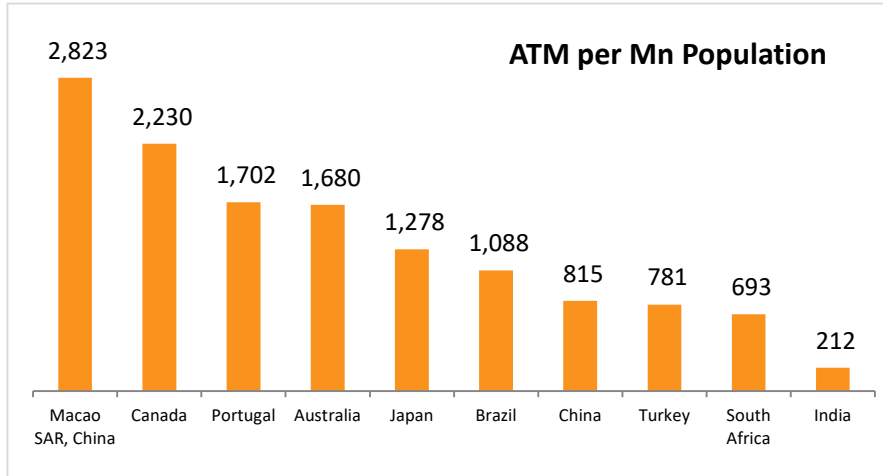
### Security Specifications

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

# COMPANY OVERVIEW: FRANCHISEE FOCUSED TEAM STRUCTURE



# COMPANY OVERVIEW: WHITE LABEL ATM – OPPORTUNITY



- India Rank's is 148 in the world in terms of ATM Density
- Low Penetration = Huge opportunity for WLAs
- As on Sept 2017, India had ~ 221,000 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

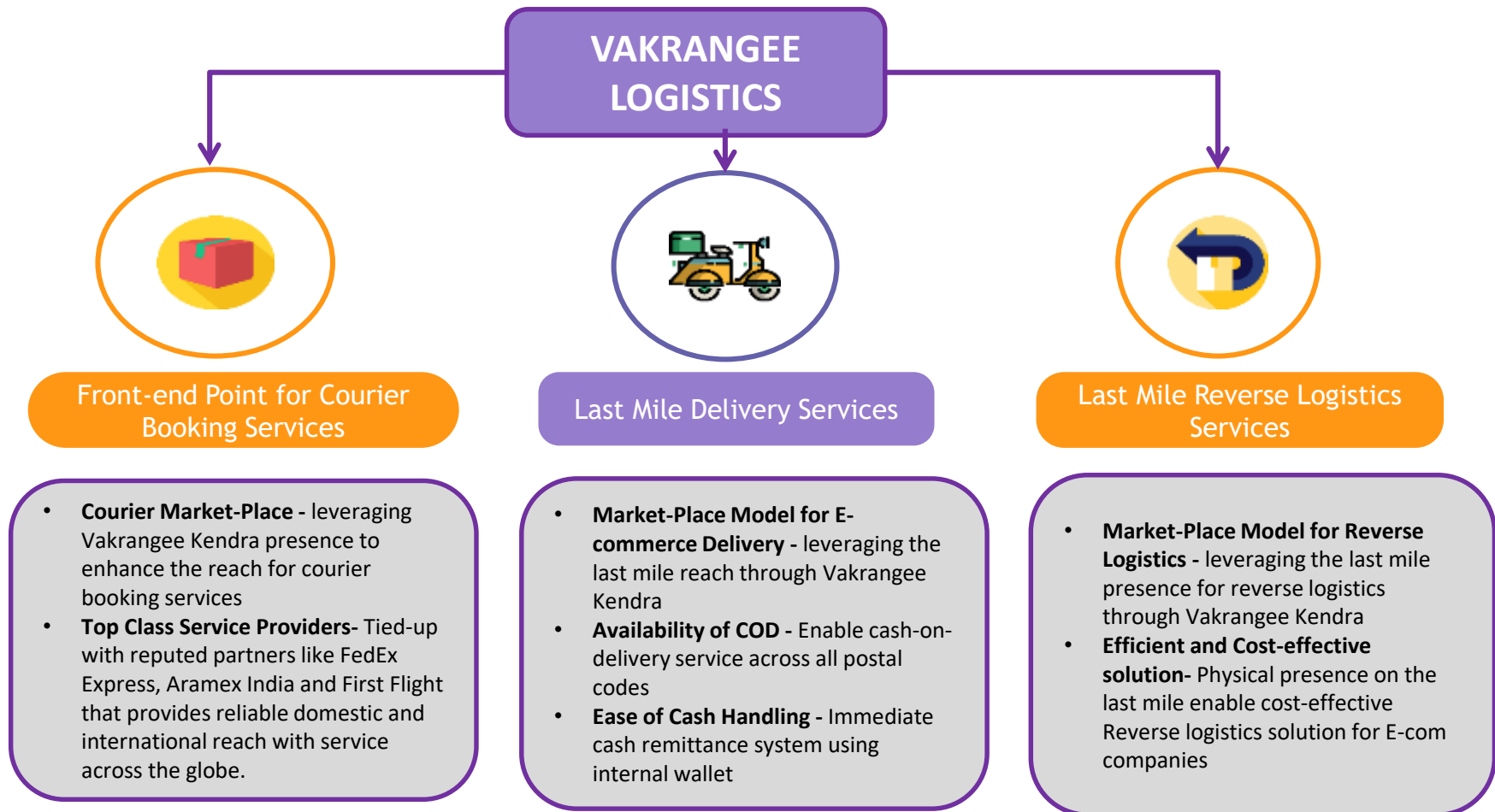
Sr. N o.	Operating Cost	Vakrangee	Peers
1	Rent Expense	✗	✓
2	Civil Work & Interiors	✓	✓
3	Internet Connectivity	✓	✓
4	Cash Management Charges	✗	✓
5	ATM Operational Costs	✓	✓
6	Security Guard	✗	✓

### 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.

# COMPANY OVERVIEW: LOGISTICS – OUR BUSINESS MODEL



# COMPANY OVERVIEW: LOGISTICS – SERVICE OFFERING



Logistics –  
Fulfillment  
Center

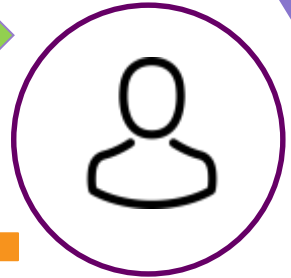


Vakrangee  
Master Kendra  
@ District Level



Vakrangee Kendra – Postal code “N”

Vakrangee Kendra – Postal code “1”



OPERATIONAL RESPONSIBILITY – LOGISTIC OPERATOR

OPERATIONAL RESPONSIBILITY - VAKRANGEE

## COMPANY OVERVIEW:

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



- Strategic tie-up with Indian Oil Corporation Limited (IOC), India's largest commercial enterprise for setting up Vakrangee Kendra at its retail outlets (distribution network).
- To set up Vakrangee Kendra in more than 20,000 IOC Retail Outlets (Filling/Gas Station) located in Pan India. (IOCL has more than 25,000+ Retail Fuel Outlets)
- Tie up to increase the customer touch points at the Vakrangee Kendra and ensure a boost in its core objective i.e. Financial Inclusion, Digital Inclusion, Social Inclusion, Employment Generation and Skill Development.
- As on 31st December 2017, 260+ Kendras already operational at IOCL outlets

### Photograph of Vakrangee Kendra at IOC Filling / Gas Station



# COMPANY OVERVIEW:

## AWARDS AND CERTIFICATIONS



### Awards and Accolades

- CA Entrepreneur Path Breaker Award 2017 by Institute of Chartered Accountants of India
- Selected in the Fortune 500 Companies – Fortune India 2017
- Selected in the Super 50 Companies – Forbes India 2017
- Selected in the Top 50 BSE 500 Companies by Growth in M-Cap - Forbes India 2017
- Vakrangee has been featured in 11 Indian companies, up from an all-time low of eight last year by Forbes Asia's Best Under a Billion list for 2015
- ET-500 Companies for 2013 as published by ET
- Nominated (top 5) for the best CEO (IT & ITes) by Business Today in January 2014
- 26<sup>th</sup> in the Deloitte Technology Fast 50 companies in India, 2012
- 18<sup>th</sup> in the Deloitte Technology Fast 50 companies in India, 2011
- 226<sup>th</sup> rank in Deloitte Fastest 500 growing Asia Pacific companies in 2011
- CA. Business Leader - SME (3rd Rank) of the Year Award, 2008 to the Chairman by Institute of Chartered Accountants of India
- Economic Times ET 500 best companies in India in 2006-07

### Certifications



## Q3 & 9M FY2017-18 RESULTS UPDATE



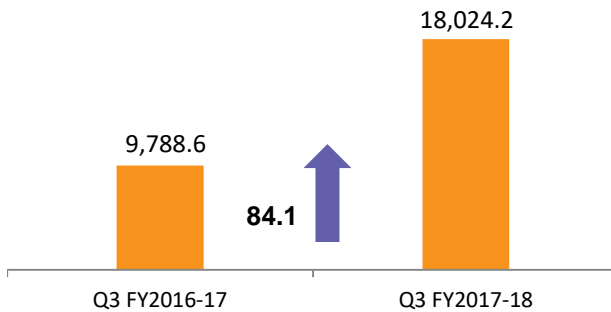
# Q3 & 9M FY2017-18 RESULTS: KEY HIGHLIGHTS



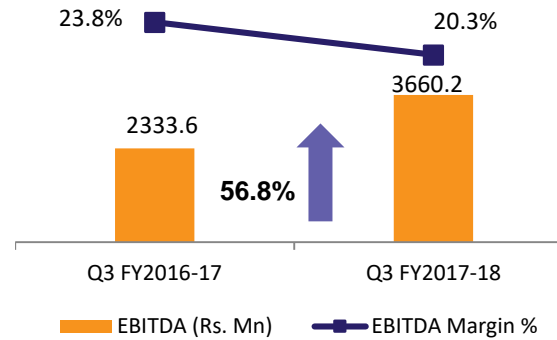
In Rs Mn

## Q3 FY2017-18 (Consolidated)

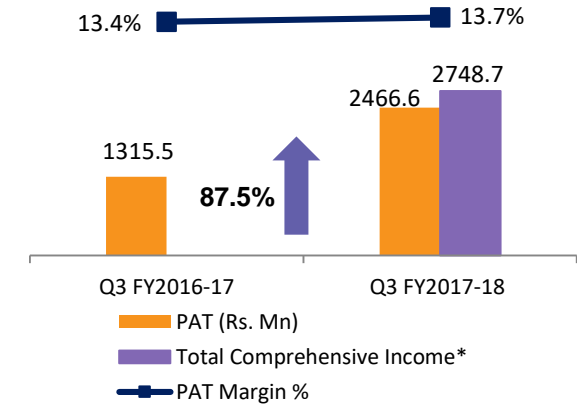
### REVENUES



### EBITDA & EBITDA Margin

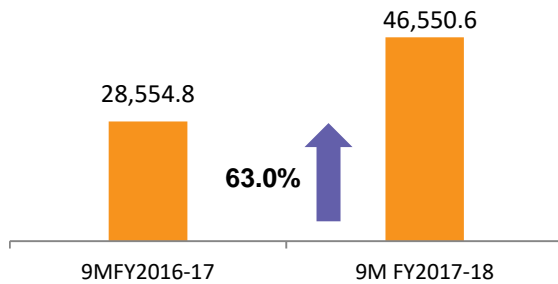


### PAT & PAT Margin

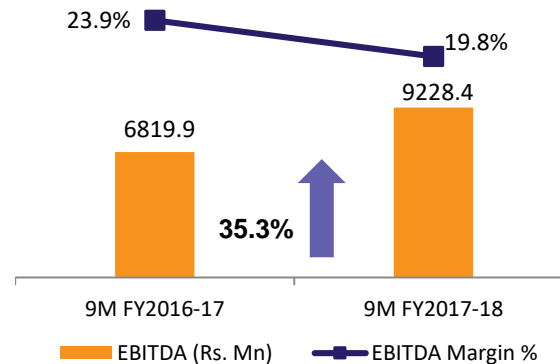


## 9M FY2017-18 (Consolidated)

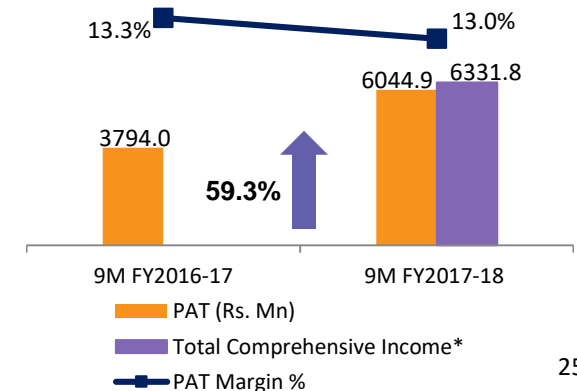
### REVENUES



### EBITDA & EBITDA Margin



### PAT & PAT Margin



\* Includes Gain from Fair Value of Equity Instruments  
Vakrangee Limited

# Q3 & 9M FY2017-18 RESULTS: KEY HIGHLIGHTS



## KEY OPERATIONAL UPDATES

- **Update on Expansion Plan –**
  - **Currently 44,286 outlets are across 17+ states**
- **Update on New Tie-ups & Alliances –**
  - **E-commerce** - Netmeds Marketplace Limited to offer medicines and other health products
- **Update on Outlets at Indian Oil Corporate Limited (IOC) Filling/Gas Station –**
  - 260+ outlets operational in the state of Maharashtra, Rajasthan, Uttar Pradesh, Gujarat, Madhya Pradesh, Orissa, Jharkhand, Chhattisgarh and Delhi NCR

## KEY INDUSTRY UPDATES

- **New set of guidelines proposed by RBI** - Banks need to open at least 25% of their banking outlets in a year in unbanked area. Reserve Bank of India has come with the guideline that all Business Correspondent point providing banking services can be considered as banking outlet which are fulfilling the terms & conditions of RBI circular no. RBI/2016-17/306 DBR No.BAPD.BC.69/22.01.001/2016-17, dated May 18, 2017. (Link: <https://rbidocs.rbi.org.in/rdocs/notification/PDFs/NOTI3062319C9C94C33494794C2B5271CF92878.PDF>).
- **Update on Pradhan Mantri Jan Dhan Yojna Scheme** – Total 30.80 crore accounts opened so far with Rs. 71501.17 crore in deposits. (Date as on January 2, 2018).
- **Update on Direct Benefit Transfer Scheme (DBT)** – The Scope of DBT has been expanded and it has been universalised to cover all Central Sector and Centrally Sponsored Schemes. (Source - <http://cabsec.nic.in/dbt/cir31mar16.html>)
  - **Latest Update on DBT** - DBT Mission is monitoring data from 56 Ministries/Departments on 409 government schemes operational in the country. The total direct benefit Transfer (Cumulative) stood at Rs. 2,68,752.22 Crores stood and for FY2017-18 stood at Rs. 85,808.90+ Crore; number of DBT transactions (FY2017-18) stood at more than 122.06+ crore and saving stood at 57,029 Crore (Data as on January 2, 2018).

# Q3 & 9M FY2017-18 RESULTS:

## BUSINESS WISE VERTICAL ANALYSIS (STANDALONE)



Particulars (Rs Mn)	Q3 FY2017-18		Q3 FY2016-17		YoY %	9M FY2017-18		9M FY2016-17		YoY %
		% of Total		% of Total			% of Total		% of Total	
<b>Total Revenues</b>	<b>17504.6</b>	<b>100.0</b>	<b>9678.4</b>	<b>100.0</b>	<b>80.9</b>	<b>45438.6</b>	<b>100.0</b>	<b>28230.1</b>	<b>100.0</b>	<b>61.0</b>
Vakrangee Kendra	16837.2	96.2	6281.0	64.9	168.1	40297.3	88.7	17744.6	62.9	127.1
E-Governance	667.4	3.8	3397.4	35.1	(80.4)	5141.3	11.3	10485.5	37.1	(51.0)
<b>Total EBITDA</b>	<b>3447.1</b>	<b>100.0</b>	<b>2294.7</b>	<b>100.0</b>	<b>50.2</b>	<b>8848.8</b>	<b>100.0</b>	<b>6714.9</b>	<b>100.0</b>	<b>31.8</b>
Vakrangee Kendra	3192.6	92.6	1300.6	56.7	145.5	7575.9	85.6	3726.6	55.5	103.3
E-Governance	254.5	7.4	994.1	43.3	(74.4)	1272.9	14.4	2988.3	44.5	(57.4)
<b>EBITDA Margin %</b>	<b>19.7</b>		<b>23.7</b>			<b>19.5</b>		<b>23.8</b>		
Vakrangee Kendra	19.0		20.7			18.8		21.0		
E-Governance	38.1		29.3			24.8		28.5		

# Q3 & 9M FY2017-18 RESULTS: CONSOLODATED FINANCIAL HIGHLIGHTS



## Key Profit & Loss Statement Items

Particulars (Rs. Mn.)	Q3 FY2017-18	Q3 FY2016-17	YoY %	9M FY2017-18	9M FY2016-17	YoY %
<b>Total Income from Operations</b>	<b>18,024.2</b>	<b>9,788.6</b>	<b>84.1</b>	<b>46,550.6</b>	<b>28,554.8</b>	<b>63.0</b>
<b>Total Expenses (Excluding Depreciation &amp; Finance Cost)</b>	<b>14,445.6</b>	<b>7,462.8</b>	<b>93.6</b>	<b>37,470.7</b>	<b>21,762.2</b>	<b>72.2</b>
<b>EBIDTA</b>	<b>3,660.2</b>	<b>2,333.6</b>	<b>56.8</b>	<b>9,228.4</b>	<b>6,819.9</b>	<b>35.3</b>
<b>EBIDTA Margin %</b>	<b>20.3</b>	<b>23.8</b>	<b>(350 bps)</b>	<b>19.8</b>	<b>23.9</b>	<b>(410 bps)</b>
Depreciation Expense	7.9	190.7	(95.9)	22.7	602.4	(96.2)
Finance Cost	12.9	131.9	(90.2)	99.0	401.6	(75.3)
<b>Profit before Tax (PBT)</b>	<b>3,639.4</b>	<b>2,010.9</b>	<b>81.0</b>	<b>9,106.7</b>	<b>5,815.9</b>	<b>56.6</b>
Tax Expenses	1,172.8	695.4	68.7	3,061.8	2,021.8	51.4
<b>Profit after Tax (PAT)</b>	<b>2,466.6</b>	<b>1,315.5</b>	<b>87.5</b>	<b>6,044.9</b>	<b>3,794.0</b>	<b>59.3</b>
<b>PAT Margin %</b>	<b>13.7</b>	<b>13.4</b>	<b>30 bps</b>	<b>13.0</b>	<b>13.3</b>	<b>(30 bps)</b>
<b>Total Comprehensive Income*</b>	<b>2,748.7</b>	<b>1,302.2</b>	<b>111.1</b>	<b>6,331.8</b>	<b>3,758.0</b>	<b>68.5</b>
<b>Total Comprehensive Income Margin</b>	<b>15.3</b>	<b>13.3</b>	<b>200 bps</b>	<b>13.6</b>	<b>13.2</b>	<b>40 bps</b>
<b>Earnings per Share (EPS Basic in Rs.)</b>	<b>2.33</b>	<b>1.25</b>	<b>86.4</b>	<b>5.71</b>	<b>3.58</b>	<b>59.5</b>

## Key Balance Sheet Items

Particulars (Rs. Mn.)	H1 FY2017-18	FY2016-17	Particulars (Rs. Mn.)	H1 FY2017-18	FY2016-17
<b>Net Worth</b>	<b>22,894.6</b>	<b>20,537.5</b>	<b>Fixed Assets</b>	<b>462.6</b>	<b>287.5</b>
Share Capital	529.4	529.2	Other Non-Current Assets	257.9	114.1
Other Equity	22,365.2	20,008.3	Inventory	467.3	4,991.9
<b>Total Borrowings</b>	<b>0.0</b>	<b>1,440.2</b>	Trade Receivables	10,818.0	8,243.6
Long Term Debt	0.0	0.0	Cash & Cash Equivalents	12,777.4	6,031.9
Short Term Debt	0.0	1,440.2	Other Current Assets	99.9	3,015.4
Other Non-Current Liabilities	42.0	33.2	Less: Trade Payables	860.8	354.3
<b>Total Sources of Funds</b>	<b>22,936.6</b>	<b>22,010.9</b>	Less: Other Current Liabilities	1,085.7	319.2
			<b>Net Current Assets</b>	<b>22,216.1</b>	<b>21,609.3</b>
			<b>Total Application of Funds</b>	<b>22,936.6</b>	<b>22,010.9</b>

Note: Fiscal Year (FY) is 12 months ending March

\* Includes Gain from Fair Value of Equity Instruments

## DIVIDEND PAY-OUT POLICY

- FROM FY2015-16 ONWARDS, THE BOARD HAS APPROVED TO MAINTAIN A DIVIDEND PAY-OUT IN THE RANGE OF 15%-25% OF PROFITS AFTER TAX (PAT) ON CONSOLIDATED FINANCIALS.

## RATIONAL FOR DIVIDEND PAYOUT RANGE:

- The company stands committed to create sustainable shareholder wealth to all its shareholders. The company has agreed to distribute an optimal and appropriate level of the profits earned through its business to the shareholders, in the form of dividend.
- Company's Legacy Business (E-Governance vertical) has been Capex Intensive as well as Working Capital Intensive, thus limiting the Free Cash Flow generation.
- Going forward, the Company's plans to focus on Vakrangee Kendra outlet Business.
- Vakrangee Kendra business has Low Capex requirement and Low Working Capital requirement.

## DIVIDEND PAYOUT

Particulars	FY2015-16	FY2016-17
Dividend Per Share	1.25	2.00
Dividend as % of Face Value	125.0%	200.0%
Dividend Payout (As % of PAT)*	20.2%	24.0%

Note: \* Including Dividend Distribution Tax

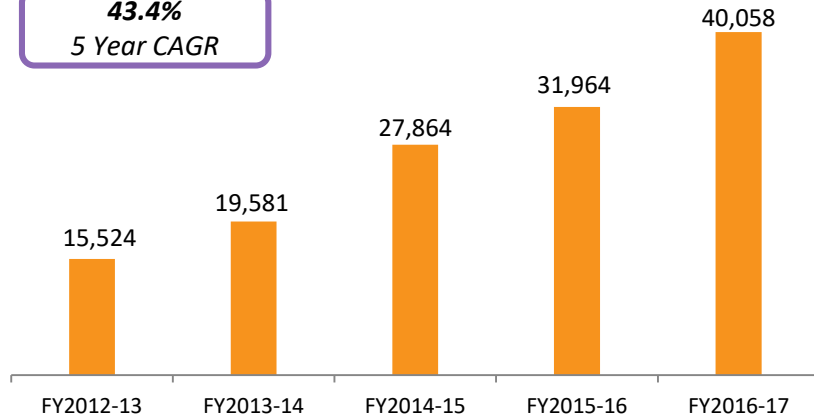
# FINANCIAL OVERVIEW & SHAREHOLDING STRUCTURE

# FINANCIAL OVERVIEW: LAST 5 YEARS FINANCIAL HIGHLIGHTS



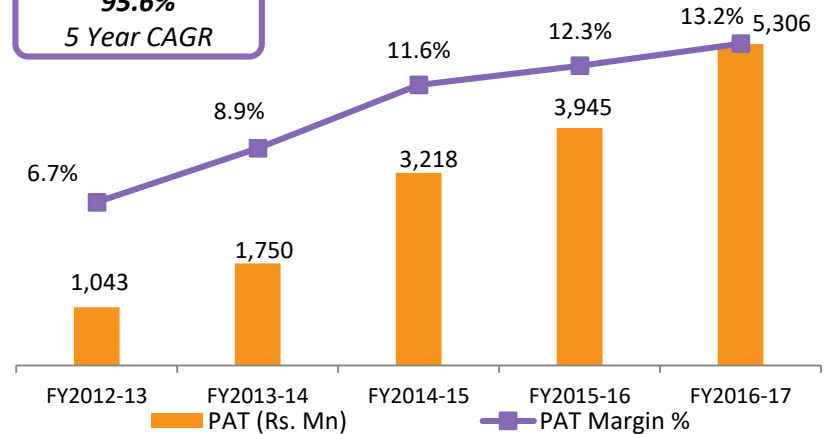
## REVENUES (RS. MN.)

**43.4%**  
5 Year CAGR



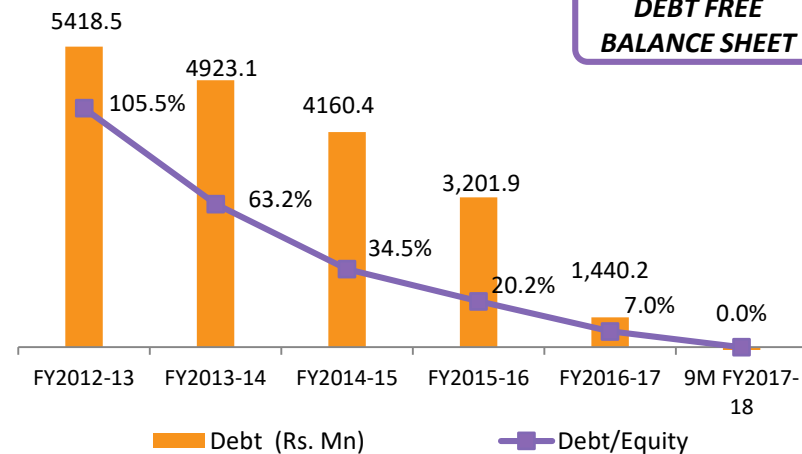
## PAT (RS. MN.) & PAT MARGIN %

**95.6%**  
5 Year CAGR



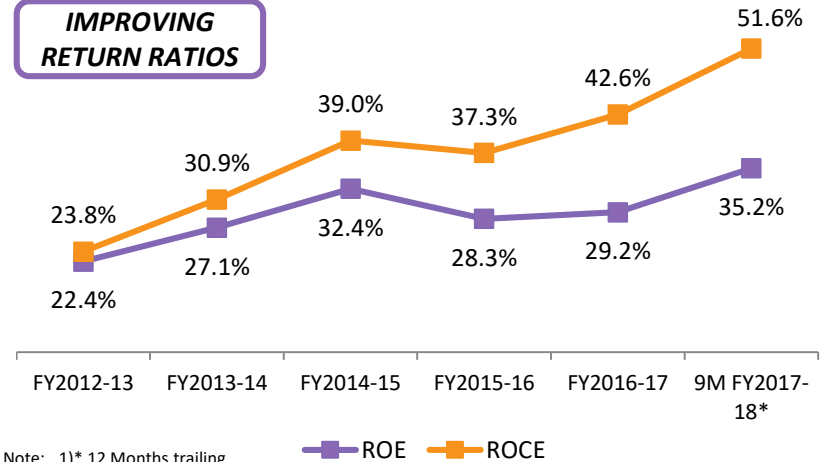
## DEBT (RS. MN.) & D/E RATIO

**DEBT FREE  
BALANCE SHEET**



## RETURN RATIOS – ROE & ROCE (%)

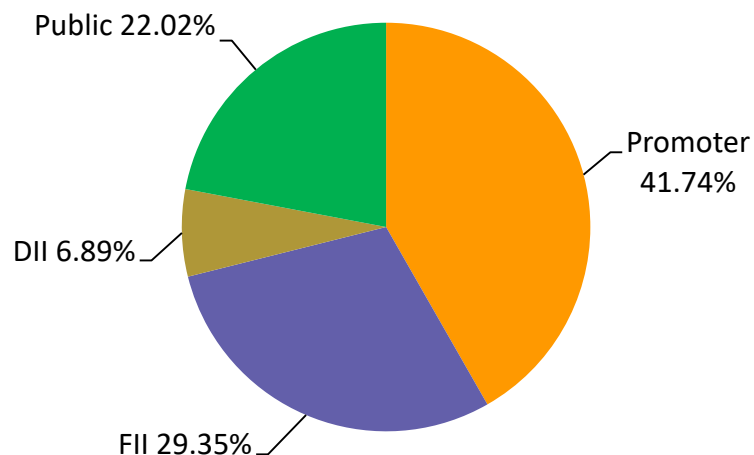
**IMPROVING  
RETURN RATIOS**



# SHAREHOLDING STRUCTURE



Shareholding Pattern – December 31, 2017



As on 19.1.2018 (NSE)

Market cap (Rs. Mn)	4,75,349.65
Price (Rs.)	448.95
No. of shares outstanding (Mn)	1,058.80
Face Value (Rs.)	1.00
52 wk High-Low (Rs.)	458.00/145.00

- Vakrangee has been classified in the Specialty Retail industry by Bombay Stock Exchange (BSE).
- Vakrangee is included in BSE 100, BSE 200, BSE 500, NSE 200, NSE 500, Nifty Full Midcap 100, Nifty Free Float Midcap 100 index, Nifty Large Midcap 250 and is also included in MSCI Global Standard Index.
- Vakrangee is also got included in Group 'A' stocks of BSE.
- Group A classification is based on qualitative factors - Corporate Governance, Compliance track record, Responsible/Sustainable Investment etc. and quantitative factors - market capitalisation, public share holding, floating stock, trading volume etc.

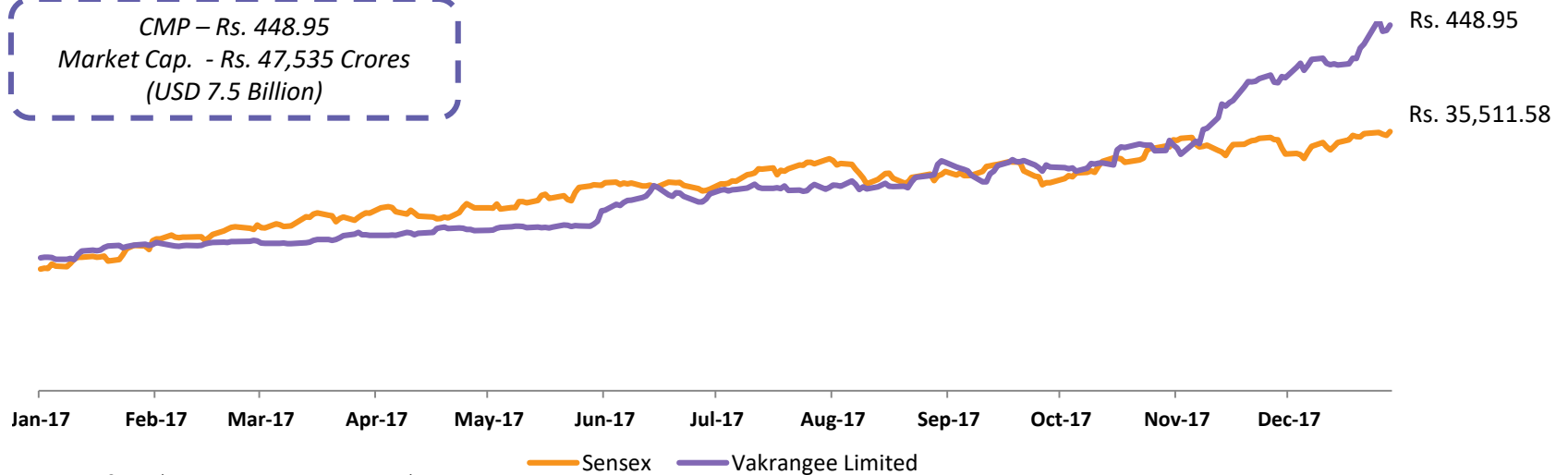


# FOCUS ON LONG TERM SHAREHOLDER VALUE CREATION



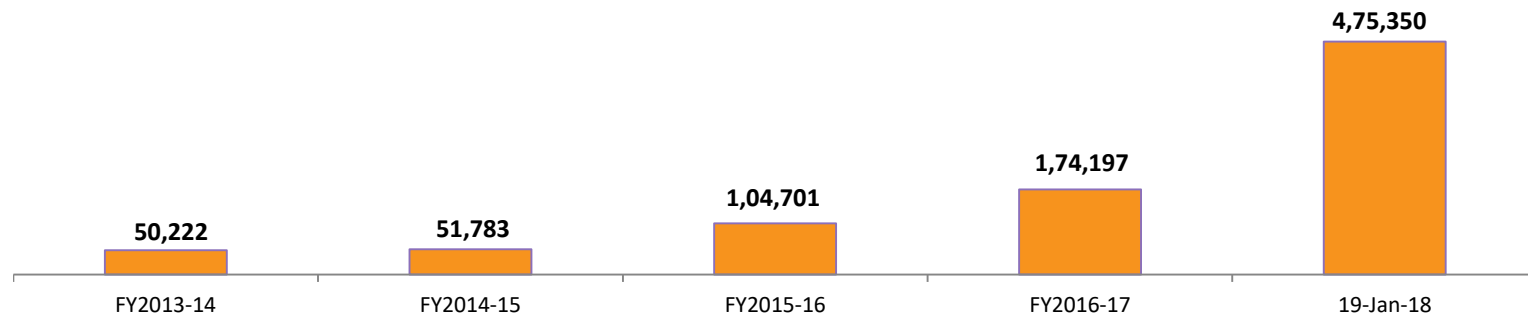
## Stock Price vs Sensex Growth % (Last 12 months)

CMP – Rs. 448.95  
 Market Cap. - Rs. 47,535 Crores  
 (USD 7.5 Billion)



Source: BSE & NSE (Figures as on January 19, 2018)

## Market Capitalization (Rs. Mn)



Source: BSE & NSE (Figures as on January 19, 2018)

Vakrangee Limited

## 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 3 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**  
*Additional Director  
(Independent)*

- 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.



**T. SITHARTHAN**  
*Nominee Director  
(Independent)*

- Nominee Director (representing the Life Insurance Corporation of India) of our Company.
- Holds a Bachelor's degree in Law from the University of Madras and a Master's degree in Sociology from Annamalai University.



**SUJATA  
CHATTOPADHYAY**  
*Additional Director  
(Independent)*

- Fellow member of the Institute of Cost Accountants of India and the Associate member of the Institute of Company Secretaries of India.
- Has over 26+ years of experience across various industries and geographies - Choice Capital Advisors Private Ltd, Polygenta Technologies Ltd, Arysta LifeScience India Ltd, Steel Exchange India Limited.

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



**DINESH  
NANDWANA**  
Managing  
Director and CEO

- Has about 27+ years of business experience. Main functions and areas of responsibilities in the Company include policy formulation and decision making.
- Has received a memento from the former Honorable President of India, Late Shri Shankar Dayal Sharma in 1996.
- Recipient of the 'CA Business Leader - SME (3rd Rank)' award by the Institute of Chartered Accountants of India for the year 1997.
- Holds a Bachelor's degree in Commerce from Rajasthan University & is a certified Chartered Accountant from the Institute of Chartered Accountants of India.



**DR NISHIKANT  
HAYATNAGARKAR**  
Director – R&D

- Has about 25+ years of business experience in the information technology sector. Main areas of responsibility in the Company include software development, information technology compliance and technical support. Holds a Doctorate in Computer Science from the Indian Institute of Technology, Mumbai



**SUMIT JAIN**  
CEO -  
eCommerce

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



**RAJEEV RANJAN**  
CEO -  
eGovernance

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

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



**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 as product manager handling Two Wheeler and Retail Motor-Health verticals at different points of time.
- 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.



**SHAIENDRA  
JINDAL**  
CEO - Logistics

- Mr. Shailendra Jindal is working as a CEO and whole-time director with Vakrangee Logistics Pvt. Ltd. (a 100% subsidiary of Vakrangee Ltd.).
- He has 30 years of progressive experience in entire gamut of finance, investment banking, sales, technology and operations management in start-ups, medium sized and global organizations. He started his career with Price Waterhouse & has taken various leadership roles as a Managing Director of Choice International Ltd., Business Head-SAP, CEO of Continental Capital Advisors, EVP Finance & Sr. Advisor with Prime Focus Ltd. & group CFO with Bhandari group before joining Vakrangee.
- Mr. Jindal qualified as a CA in 1985 from ICAI with 40th rank on all India basis & received his grad. CWA from ICWAI in 1987.

# ANNEXURE – VAKRANGEE KENDRA OUTLETS

# VAKRANGEE KENDRA: URBAN OUTLETS



# VAKRANGEE KENDRA: RURAL OUTLETS





# VAKRANGEE KENDRA: INDIAN OIL OUTLETS





**Thank You**