





## ***Ab Sab Kuch Asaan***

At Vakrangee Limited, we are creating the world's largest retail distribution channel. Not only are we able to deliver over 1,000 services and ~60 million products through our assisted e-Commerce model, but we also have the ability to handle the logistics to both urban and rural locations with equal ease. By managing our inbound supply chains with great efficiency, we aim to provide a deeply gratifying "last-mile" experience to our targeted base of 200 million+ customers across pan India.

No matter how remotely they live, our Vakrangee Kendras enable our customers to access a wide array of goods and services, such as banking & insurance products, e-Governance services, getting an Aadhaar Card made, paying utility bills, and much more, within walking distance. Government subsidies can now be deposited directly into their bank accounts. With assisted e-commerce, our rural and urban customers can access the same choices available globally, at the same prices and terms as any urban customer is privileged to receive. Today, our Kendras have become indispensable modern-day convenience stores for many ordinary people, whose lives get transformed when a Vakrangee outlet opens nearby.

The deep portfolio of services that we offer also creates a strong impact on local communities. At Vakrangee, we recognise the importance of providing a consistent quality and experience, even to low-income or remote households. If we wish to progress to become a first world nation, integrating an entire population into a modern economy is a national priority. At Vakrangee, our ultimate goal is to see that every Indian has the opportunity to benefit from financial inclusion, financial literacy and enabling Government programmes. We are fast becoming the obvious choice for millions of people.

As we cater to India's unserved and underserved citizens in rural and "difficult to reach" areas in urban India, we recognise the need to expand our delivery routes to remote areas, while also considering the end-to-end supply chain network design and omni-channel distribution challenges. As we continue on our path of growth, we aim to ensure that people from each and every pin code have access to our network and superior service technology. This, in turn, makes us a valuable partner to a number of companies interested in selling and delivering their wares to the "last-mile". Our vision is to have more than 75,000 Vakrangee Kendras operational by 2020 across India, serving an addressable marketplace of more than a billion people.



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## NOTE ON FORWARD LOOKING STATEMENTS

In this Annual Review we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This review and other statements – written and oral – that we periodically make contain forward-looking statements that set out anticipated results based on the management's plans and assumptions. We have tried wherever possible to identify such statements by using words such as 'anticipate', 'estimate', 'expects', 'projects', 'intends', 'plans', 'believes', and words of similar substance in connection with any discussion of future performance.

We cannot guarantee that these forward-looking statements will be realized, although we believe we have been prudent in assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialize, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should bear this in mind. We undertake no obligation to publicly update any forward-looking statement, whether as a result of new information, future events or otherwise.

# Corporate Information

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## Board of Directors

Mr. Dinesh Nandwana -  
Managing Director & CEO  
Dr. Nishikant Hayatnagarkar -  
Whole Time Director  
Mr. Ramesh Joshi  
Mr. Sunil Agarwal  
Mr. B. L. Meena  
Mr. Avinash Vyas  
Mr. T. Sitharthan  
Mrs. Sujata Chattopadhyay

## Compliance

### Statutory Auditors

M/s. S. K. Patodia & Associates,  
Chartered Accountants, Mumbai

### Company Secretary & Compliance Officer

Ms. Darshi Shah

## Bankers

Axis Bank Limited  
Bank of India  
Dhanlaxmi Bank Limited  
IDBI Bank Limited  
Indian Overseas Bank  
State Bank of Bikaner & Jaipur  
State Bank of India  
SBM Bank (Mauritius) Limited  
State Bank of Travancore  
Union Bank of India  
Vijaya Bank

## Security Trustee

Axis Trustee Services Limited

## Registrars

M/s Bigshare Services Pvt. Ltd.  
E-2, Ansa Industrial Estate,  
Saki - Vihar Road, Sakinaka,  
Mumbai - 400 072.  
Tel: +91-22-4043 0200  
Fax: +91-22-2847 5207  
Email: info@bigshareonline.com

## Registered Office

### Vakrangee Limited

'Vakrangee House'  
Plot No. 66,  
Marol Co-op. Indl. Estate,  
Off. M. V. Road, Marol,  
Andheri (East),  
Mumbai - 400 059.  
Phone No. : +91 22 2850 4028 / 3412,  
+91 22 6776 5100  
Fax No. : +91 22 2850 2017  
Email: info@vakrangee.in  
Website: www.vakrangee.in



# At a Glance

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WE ARE INDIA'S LARGEST E-GOVERNANCE PLAYER FUNCTIONING AS A SYSTEMS INTEGRATOR AND END-TO-END SERVICE PROVIDER FOR VARIOUS E-GOVERNANCE PROJECTS WITH AN EXPERIENCE OF OVER TWO DECADES. WE HAVE BUILT UP AN EXTENSIVE DELIVERY NETWORK FOR OUR SERVICES IN THE FORM OF VAKRANGEE KENDRAS IN ALMOST 16 STATES ACROSS INDIA. THROUGH THE VAKRANGEE KENDRAS, WE ARE DELIVERING REAL-TIME SERVICES TO THE UNSERVED AND UNDER-SERVED CITIZENS IN RURAL AND URBAN LANDSCAPE ACROSS BANKING, INSURANCE, E-GOVERNANCE, E-COMMERCE AND LOGISTICS PLATFORMS.

We are a systems integrator and IT-enabled solutions provider in the Indian e-Governance space with strong capabilities in Document Management System and Printing Management System. As of 31<sup>st</sup> March 2016, we delivered our services through over 20,000 Vakrangee Kendras. With a footprint across India, we have first mover advantage to leverage the huge opportunity from the ₹-1.1 trillion "Digital India" mission.

We have a strong track record of successfully implementing various time-bound Mission Mode Projects (MMPs) under the government's National e-Governance Plan. We have leveraged our technology platform, impeccable track record on the national e-Governance plan and delivery network to enter new businesses in the area of financial inclusion.

## Our Competitive Strengths

- A complete retail solution
- Evolved franchisee model
- Asset light model of business

# 75,000

Franchisee Network of Vakrangee Kendras to be set up across India by 2020

# 50,000

Franchisee Network of Rural Vakrangee Kendras to be set up across India

# 25,000

Franchisee Network of Urban Vakrangee Kendras to be set up across India

# 16

Number of States where Vakrangee is Currently Present



**₹104,860 Mn**

Market Capitalisation ( As on  
31<sup>st</sup> March, 2016)

**More than 21,800**

**Vakrangee Kendras set**

**up Till Date**

10,500+ Rajasthan

5,000+ Maharashtra

3,500+ Uttar Pradesh

**KEY BUSINESS  
VERTICALS**

**VAKRANGEE KENDRA**

- Banking & Insurance
- e-Commerce
- e-Governance
- Logistics
- Legacy e-Governance (SI)

**200 Million**

Potential customers to be served  
across the Unserved, Under-  
served Rural and Urban India

**100+**

Vakrangee Kendras currently  
set up in Mumbai

**300+**

Districts currently  
present in

**BBB**

ESG Rating from MSCI  
ESG Research

**OUR STRONG EXECUTION  
CAPABILITIES**

- Last mile infrastructure and 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 digitisation to technology management
- Deep understanding of rural consumer behaviour and mindset

**KEY DIFFERENTI-  
ATING FACTORS**

- Strong project execution capabilities
- Nation-wide footprint with presence till grass root level
- Strong workforce capable of driving project implementation
- End-to-end IT expertise

## Our Vision

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Vakrangee aims to be the most trusted consumer service point for urban and rural India, by making solutions even more simple & sustainable; offering products & services that are even more reliable & affordable; and imparting customer service that is even more friendly.

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## Our Mission

Vakrangee intends to become India's No.1 retailer by offering innovative ideas and proven modern technologies for facilitating universal financial & social inclusion.

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## Our Brand Promise

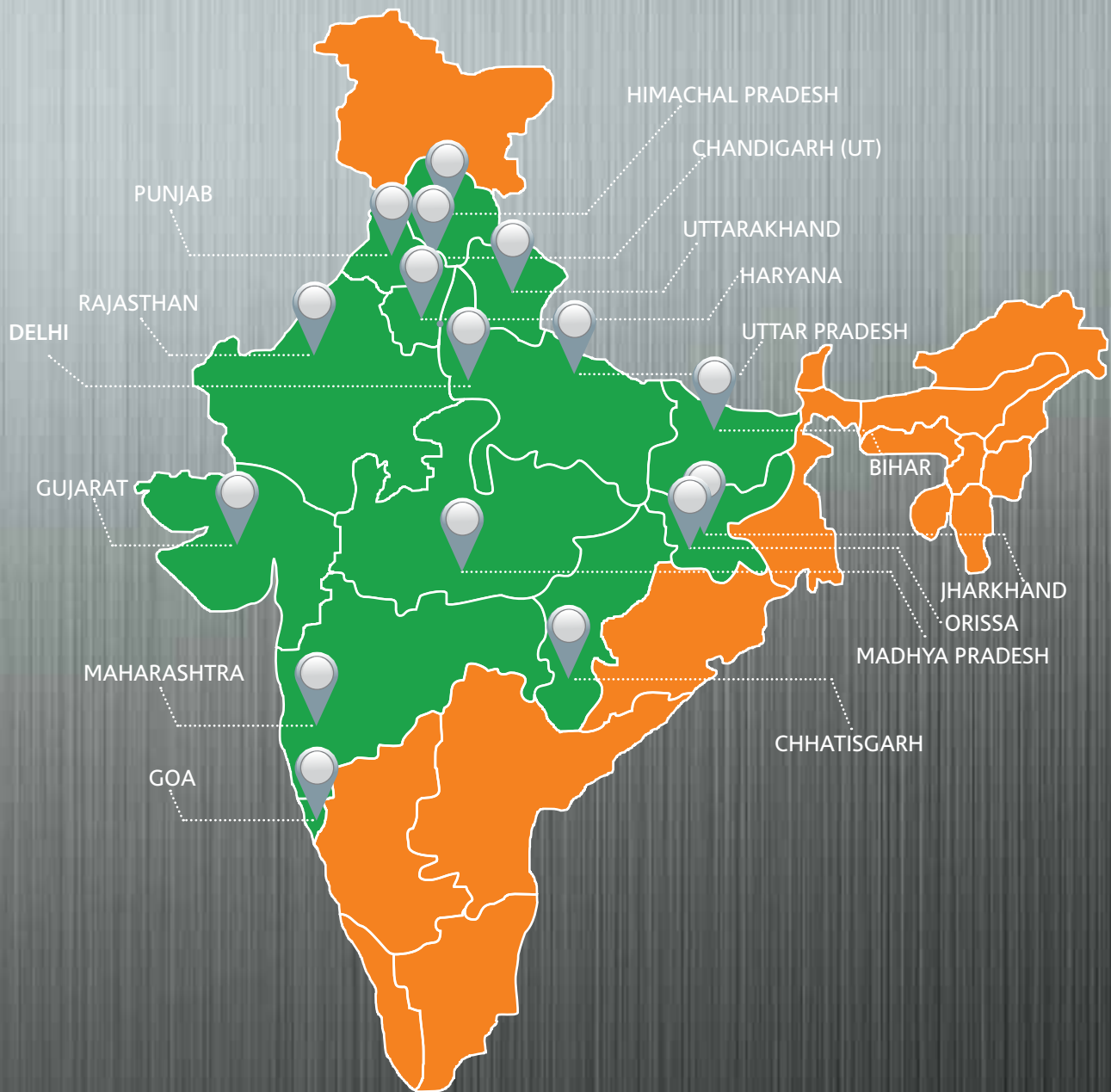
No matter how remote, excluded or poor they might be, we promise to give every under-served Indian their rightful access to basic modern banking, within walking distance from their homes. Along with this, we also promise to bring closer to them affordable and quality products & services that improve their essential living standards.

We will continue this endeavour until we have included the last financially excluded person in our country.



# Our Presence

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# The Vakrangee Effect

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Our vast network financially empowers a large section of the society that, till now, had been completely excluded from the mainstream activities of an emerging economy: namely consumption, savings and investment. This increased participation will in turn support further industrialisation, more agriculture and a wider market for goods and services. With the potential financial inclusion of a large section of society responsible for more than half of India's GDP, the Indian economy can be further enlarged and energised.

We call this "The Vakrangee Effect"

