2016 - 17
Annual Report
Letter from Pooja Warier - Hamilton, Co-founder and Outgoing CEO

This has been a significant year for UnLtd India, and especially for me in my last year as CEO. We initiated leadership change, and are proud to introduce our new CEO Anshu Bhartia. We learned some tough but important lessons and continued to support some of India’s best and brightest in their endeavour to create impact.

The last year was defined by some remarkable partnerships with like-minded organizations that share our goal of providing a life of dignity and opportunity to millions in India.

We partnered with J.P. Morgan and the Michael & Susan Dell Foundation to incubate 6 social entrepreneurs focused in the Skill Development sector. UnLtd India and the British Asian Trust also came together to incubate social entrepreneurs in the Agriculture space.

This year has also been one of reassessing our beliefs and practices, and opening ourselves to new ways of reaching social entrepreneurs across the country. In our mission to be the go-to incubator for early stage social entrepreneurs all over India, UnLtd India is set to transition from an Affiliate model to a Branch model in the upcoming financial year. Our shift is motivated by our commitment to providing high quality support to all our social entrepreneurs across the country. UnLtd Delhi will function as our first branch and a gateway to the rest of North India as we set our new expansion plan into motion.

As I move on to an advisory role from this year forward, I feel a tremendous gratitude and appreciation for:

• **Our Social Entrepreneurs**
  You keep us inspired to do what we do.

• **Our Supporters and Partners**
  Your unfaltering support of our work keeps us going and is critical to our success.

• **Our Team**
  Your talent, commitment and persistence make UnLtd India stronger every day.

Warm Regards,

Pooja Warier - Hamilton,
Co-founder & Outgoing CEO
Joining the UnLtd India family, and that too in its momentous 10th year no less, is an honour! The decision to take on the amazing work of finding and supporting incredible change makers was an easy one. Not only did UnLtd India check all the boxes on my ‘perfect job’ list, the values of this unique organization strongly resonated with mine.

Over a decade, UnLtd India has truly built a reputation of being the go-to-place for early-stage social entrepreneurs. Social entrepreneurs come with unwavering passion for social change and the ability to use entrepreneurial ideas to effect that change. The UnLtd India portfolio boasts of people from all walks of life, across age groups, gender, qualifications and socio-economic status. People who have been through the Incubation program have tested that customized support, combined with personal and business coaching, has been a catalyst in their growth as entrepreneurs, and has helped their fledgling organisations to flourish.

As an organization, we remain resolute in ensuring that the social entrepreneur remains at the heart of everything we do. In the coming year, we will be consolidating the lessons we have learnt over 10 years, strengthening our model to reflect these learnings, and enhancing the culture of excellence in incubating social entrepreneurs. We will be growing our local presence in the coming years across states in India, thus scaling-up our support to entrepreneurs exponentially and enabling them to impact millions of lives.

As UnLtd India moves into the next decade, I am committed to carrying forward this legacy, by leveraging our 10-year strong foundation, and taking the program across India. Building on UnLtd India’s values and good work, and with the backing of our team, our Board and our supporters, I look forward to infusing renewed energy keep the momentum going.

Warm Regards,

Anshu Bhartia, CEO
OUR VISION
A world where individuals take action to bring about positive social change.

OUR MISSION
To find, support and grow early-stage social entrepreneurs to build high-impact organisations that address India’s most pressing problems.
Our work places the needs of the social entrepreneur at the centre of our model.

We are proud to be the first supporters at the early stages of an organisation to ensure that they get the support that is critical to their success.

We understand that creative solutions to complex social problems, require the flexibility to choose a suitable organizational framework and so we support all models - not for profits, social enterprises and hybrid models.

Our experience has taught us that the best results can be derived through stage-appropriate incubation support which caters to the evolving needs of both the leadership and the organisation.

We believe that investing in a combination of leadership and organisational growth not only increases the likelihood of success of an organisation, but nurtures leaders whose impact is not tied to the success or failure of a single idea, but lies in their development as lifelong entrepreneurs.

We believe in the importance of supporting a diverse group of entrepreneurs. Our social entrepreneurs are creating meaningful and sustainable impact at various levels - local, state and national - and we are happy to lend our support to all three.
INCUBATION

The early years of a social venture are particularly challenging, and timely and suitable support can make or break the organisation. It is also a time when the social entrepreneur learns valuable lessons in leadership, setting them on the right trajectory.

At UnLtd India, we work closely with early stage social entrepreneurs to help them grow as entrepreneurs and leaders, and build the capacity to translate their visions into sustainable social organisations with meaningful impact.

While the selection process to our incubation program is non-competitive, the social entrepreneurs we select, share some common threads – a passion for social change, an innovative idea that has the potential to create long lasting impact and the drive to learn.

Our structured incubation program offers social entrepreneurs the opportunity to access the following support:

- Personal and strategic coaching
- Access to funders/investors
- Access to technical know-how via in-house and external experts
- Peer learning
- Access to seed funding
- Leadership development

Our coaching model is dynamic, and within a framework of organisational and leadership development areas, we have the flexibility to customize our support to cater to the unique needs of each individual social entrepreneur, with consideration to the varying stages of an organization's life cycle.

TEST

The idea is in the pre-pilot stage
UnLtd India helps to design and test the blueprint of the product/service

BUILD

The idea has been piloted successfully and the social entrepreneur wants to build a sustainable initiative
UnLtd India helps to consolidate evidence from the pilot and strengthen the product/service, impact & financial model

GROWTH CHALLENGE

The social entrepreneur has a proven model
UnLtd India provides focused high level-inputs and capacity building to ready founders for scale
**Impact**

Impact of our portfolio since 2007

Since inception in 2007, we have supported 146 unique social entrepreneurs across three levels. We supported 17 cohorts of Test and Build and 6 Growth Challenge cohorts.

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<thead>
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<th>Category</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>Agriculture &amp; allied</td>
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<tr>
<td>Education</td>
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<td>Energy</td>
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<td>Water &amp; sanitation</td>
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<tr>
<td>UnLtd India</td>
<td>2016 - 17 Annual Report</td>
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<table>
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<th>Metric</th>
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<td>Beneficiaries</td>
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<td>Social entrepreneurs we incubate have no prior funding</td>
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<td>Model diversity</td>
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UnLtd India 2016 - 17 Annual Report
Impact of our portfolio in 2016 - 2017
In FY 2016 - 17, we supported 40 unique social entrepreneurs across three levels. We supported 4 cohorts of Test and Build and 2 Growth challenge cohorts.

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<td>Beneficiaries</td>
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<td>INR 13.78+ crores</td>
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<td>of social entrepreneurs</td>
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<td>Financial leverage</td>
<td>9.0x</td>
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<td>of the social ventures</td>
<td>50%</td>
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<tr>
<td>are run by women or mixed teams</td>
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<td>Model diversity</td>
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<td>Social enterprises</td>
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<td>Non-profits</td>
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<td>Hybrids</td>
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<td>Exploring</td>
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</table>

- Agriculture & allied: 12
- Education: 12
- Environment: 12
- Financial inclusion: 7
- Gender equality: 7
- Health & wellbeing: 5
- Housing: 1
- Inclusive development: 2
- Livelihoods: 19
- Services: 1
THE QUEST FOR KNOWLEDGE

Established as an independent team in 2014, the Knowledge function at UnLtd India plays a strategic role in ensuring that UnLtd India achieves its core objectives while remaining true to its vision and values. The Knowledge function creates, curates and disseminates information related to social entrepreneurship development to our social entrepreneurs, and our internal team, with the long term goal of sharing learnings with the development sector and emerging as a thought leader.

In the last year, the Knowledge team formalized the cornerstones of UnLtd India’s coaching model by defining clear leadership and organizational development areas, mapped to clear outcomes.

In order to evaluate the leadership behaviour of our social entrepreneurs, and recommend areas of growth, the Knowledge team conducted a leadership assessment with our active portfolio, following up the study with high quality induction and theory of change workshops, that catered to the gaps identified. The Knowledge Team also planned and executed a successful Leadership Retreat at Jaipur Rugs, giving our Social Entrepreneurs the unique opportunity to understand the inner workings of a successful social enterprise, while also reassessing their own capacity and capability to be effective leaders. Using the Leadership Retreat as a compass to gain insight into their perception of what makes a good leader, our incubatees were able to explore their individual leadership styles, think through navigating conflict, and effectively managing teams, beneficiaries and stakeholders.

Under the Knowledge team’s purview, UnLtd India acted as visiting faculty at ISDI Parsons (the official Indian campus of Parsons College, New York) and led a course titled ‘Design for Social Impact’ for undergraduate students in their third year of full time study at ISDI. Towards this foray, the Knowledge team defined a strong curriculum, that we hope will find its way to other institutions in the years to come.
SOCIAL ENTREPRENEUR SPOTLIGHT

Inir Pinheiro
GRASSROUTES JOURNEYS

Grassroutes is reducing migration and improving incomes in rural areas by developing villages as tourist destinations. Grassroutes currently works in 10 villages across 3 states in India.

UnLtd India worked with Inir to set and achieve key organisational milestones. Through the years of incubation support, UnLtd India helped Inir access a vibrant peer network that he could lean into for advice and to share learnings, supported him with advice on Human Resources which helped with putting in place policies, hiring and building a robust team and introduced him to one of Grassroutes’ key investors.

2,500 RURAL LIVES IMPACTED

20% FALL IN DISTRESS MIGRATION

1,00,000+ EMPLOYMENT DAYS CREATED

13 STAFF

“UnLtd India gave me a space to be, people with whom I could be myself and not be judged and seem like a failure. They gave me hope to build my dream.”

-Inir Pinheiro
SOCIAL ENTREPRENEUR SPOTLIGHT

Jitendra Sinha
SAI SUSTAINABLE AGRO

SAI empowers marginal and small farmers to build profitable livelihoods by utilizing cultivable wasteland to produce raw materials for the pulp and paper mill industry, and by teaching farmers to undertake inter-cropping to generate short-term income and food security.

UnLtd advised Jitendra on SAI’s scale strategy for its expansion into Chattisgarh. Apart from supporting him on inter crop marketing, UnLtd India gave Jitendra key inputs on securing funding from banks for the farmer beneficiaries, introduced him to Trafigura Foundation, one of SAI’s key funders, and connected Jitendra to a legal expert to review partnership agreements, and assisted in developing impact indicators.

1,455 FARMERS WORKED WITH
2,17,000 TREES PLANTED
4 STAFF

“UnLtd India’s mentoring support has helped me to complete 5 years of primary schooling (in Entrepreneurship) in just one year. Look forward to complete secondary schooling in 2nd year, and masters in 3rd year.”

-Jitendra Sinha
SOCIAL ENTREPRENEUR SPOTLIGHT

Ashok Rathod
OSCAR FOUNDATION

OSCAR Foundation uses sports to reduce school drop-outs and instil the importance of education in children from vulnerable communities. As part of their program, OSCAR runs a computer literacy program enabling children to access basic computer skills and administers a scholarship fund for students with limited financial means.

UnLtd India helped OSCAR Foundation to build budgets and put financial systems in place and offered hands-on-support with planning programs. The one-on-one coaching to Ashok, who came to UnLtd India when he was 17 years old, helped him hone his communication and presentation skills. UnLtd India also created access to funders and donors by providing platforms to showcase OSCAR Foundation’s work.

3,600 CHILDREN IMPACTED

PROGRAM REPlicated IN 5 STATES IN INDIA IN SRILANKA

40-50% TO 12% FALL IN DROPOUT RATE

100 YOUNG LEADERS ENGAGED

40 STAFF

“The incubation team has helped me put systems in place. Interacting with peers at UnLtd India has pushed me to think about my community and approach partnerships in new ways. Other social entrepreneurs think big, so I do too.”

-Ashok Rathod
Adveka Foundation supports the mental health needs of caregivers who work in the healthcare industry, through support groups for caregivers, individual counselling, trainings, workshops and awareness events.

UnLtd India guided Adveka Foundation through partner outreach, and helped Maitreyi understand the organisation's funding needs. Through the incubation program, Maitreyi learned more about marketing strategies and developed networking skills. UnLtd India also assisted with proposal writing to build partnerships and creating an organisational pitch. Maitreyi had access to intensive workshops which helped build capabilities across unit economics, pricing structures and budgeting.

"The help received has been invaluable. It is difficult and lonely as the only founder of Adveka to continue working on the idea especially when there are a million hurdles; UnLtd India makes me feel less lonely and provides validation, which can never be replaced."

-Maitreyi Nigwekar
Founded in 2015, UnLtd Delhi is led by founder Rahul Nainwal. Rahul is a veteran social entrepreneur who co-founded iVolunteer and introduced the concept of formal volunteering in India. Rahul then went on to start iVolunteer Overseas, an organization that sends Indian volunteers around the world. Rahul also created learning systems for the ICICI Social Entrepreneurs program, now known as the India Social Entrepreneurs Program. Under Rahul’s leadership, UnLtd Delhi has supported 13 social ventures in 2016-2017. These social entrepreneurs have reached 14,174 beneficiaries and raised over INR 10,00,000.

We have begun the transition of UnLtd Delhi to a branch model, and look forward to expanding our national presence in the coming years.

UNLTD TAMIL NADU & UNLTD HYDERABAD

Our affiliates UnLtd Tamil Nadu and UnLtd Hyderabad supported 60 and 25 social entrepreneurs respectively since their inception in 2013. As we restructure our growth strategy in the coming financial year, we plan to transition from an affiliate model to a branch model. With this goal in mind, both UTN and UH have wound down operations, after completing all pending support for selected incubatees. We appreciate the work put in by the founder of UnLtd Tamil Nadu, Gijs Spoor and the founder of UnLtd Hyderabad, Raj Janagam, and their respective teams, and wish them the best in their future endeavours.
UNLTD DELHI SOCIAL ENTREPRENEUR SPOTLIGHT

Eshan Sadasivan
PROSOC (PROducts for SOCiety)

PROSOC designs and develops innovative products and services to empower people at the bottom of pyramid to lead better lives. Their product DESKIT helps children with no access to academic infrastructure at home to learn and write comfortably.

UnLtd Delhi connected PROSOC with a key mentor who assisted them in analysing market opportunities. By providing timely input, UnLtd Delhi also helped Eshan to take key strategic decisions related to team building, recruitment, marketing, sales plans and so on. UnLtd Delhi also enabled access to a network of peers and strategic partners, and gave PROSOC specific feedback on the DESKIT product, leading to a more effective redesign and a comprehensive final iteration.

8,000+ STUDENT ‘DESKIT’ USERS

LOW INCOME WOMEN EMPLOYED

“Effective and realistic networking and mentorship opportunities for the overall growth and development of the start-up social enterprise is the USP of UnLtd Delhi’s incubation program!”

-Eshan Sadasivan
The Huddle this year witnessed the launch of our focused Skilling Portfolio supported by J.P. Morgan and Michael & Susan Dell Foundation. We also announced our biggest leadership transition since inception, and introduced our new CEO Anshu Bhartia to our network. With inspiring opening plenaries from Sweta Mangal of Ziqitsa and MUrgency and Matthew Spacie, the founder of Magic Bus, and a rousing closing speech from Raj Gilda, the founder of Lend A Hand, the Huddle was a roaring success!

The Huddle is our annual, flagship conference, that provides our social entrepreneurs with the opportunity to showcase their work in many different ways to a group of India’s most influential and visionary funders. The Huddle also provides a platform to learn from experts and peers also letting them leverage this opportunity to exhibit their products and services.

Our third edition of The Huddle took place on 6th April, 2017 at the Courtyard Marriott in Mumbai and was well-attended by over 150 participants. The event was designed to have four sector showcase panels that allowed our Social Entrepreneurs to showcase their ideas to funders, and two masterclasses that gave our community of incubatees, past and present, a chance to learn essential skills. The sector panels spanned Education, Environment, Agriculture & Livelihoods and Skilling, and saw sixteen of our most innovative Social Entrepreneurs putting their best foot forward as they vied for the attention of potential funders. In our first of two masterclasses, Aditya Sethi, the Technology Director of Digital Green, and Dr. Ajay Nair, the co-founder and CEO of MeraDoctor and Paycillin.com, discussed how technology could help organizations to scale up and how a start-up should choose the right technology. In the second masterclass, Michael Burns, the founder of Tall Tales, walked the class through impact storytelling, where he helped participants to convey their stories in a more compelling way.
TEAM VOICES

“Over the last three years that I have worked at UnLtd India with the Incubation team, I have had an incredible journey learning lot of new things at a personal and professional front and getting the right opportunities to leverage my skills and contribute to the organization. The culture and vibe motivates you to give more than your 100% to work and be a multi-tasker. My interactions with the team and the social entrepreneurs have helped my learning curve grow significantly. I am happy to have been part of this journey with UnLtd India.”

Kavita Pandya,
Manager Incubation Program

“UnLtd India is invested in ensuring that all employees grow in the course of our time here. I have had the opportunity to hone my existing skills and have been challenged to take on new roles and develop necessary skills in a supportive and encouraging environment. I am grateful for the opportunity I have to learn from the talented UI team as well as the social entrepreneurs we incubate. My one and a half years at UnLtd India have been a great experience both personally and professionally.”

Shruti Manian,
Communications Associate

“It has been a rollercoaster ride for me with UnLtd India, exhilarating and challenging. The inspiring struggles and victories of our social entrepreneurs, which we live through with them, are not only motivating but also lessons for life. I am always humbled and just happy to be able to make a small difference in our world with UnLtd India.”

Shefali Gupta,
Operations Director
GOVERNANCE

Name of the Board Member | M/F | Age | Designation | Occupation | Note
--- | --- | --- | --- | --- | ---
Pooja Taparia | F | 39 | Chair | Social Entrepreneur | Appointed w.e.f. 25 January 2017
Akhil Shahani | M | 49 | Director | Business | Appointed W.e.f. 30 March 2017
Shalaka Joshi | F | 38 | Director | Consultant |  
Vishal Taleja | M | 38 | Member | Social Entrepreneur (Was on Board) | Resigned – Last day on Governing Board was 26th Sept 2016
Mannohman Malhoutra | M | 80 | Member | Social Service | Resigned – Last day on Governing board was 28th Feb 2017

- Whether any board member is related – No
- Number of Board meetings conducted in FY 2016-17 – 7 Nos.
- Minutes of the Board Meetings are documented and circulated – Yes
- A board resolution policy exists practiced – Yes
- The board approves programmes, budgets annual activity report and audited financial statements – Yes
- The board ensures the organisations compliances with laws and requisitions-

OPERATIONS:

Status of the registration and legal entity
Section 8 company registered under the Companies Act 2013 (Formerly known as Section 25 Company registered under Companies Act (1956) )

CIN Number and date
U93000MH2009NPL193471 dated 22.06.2009

Registered Office Address
Block No. 1, Flat No. 1 & 2 , Baitul Karim, 4 Boran Road, Bandra West, Mumbai 400050.

80 G Registration Number
CTE(E)/80G/609/2014-15

12-A Registration Number
46769 dated 05/06/2014

Foreign Contribution (Regulation) Act
Registered under Section 11(1) of the Act – Registration no. 083781490

Roles and Responsibilities of Key Personnel:

a) Chief Executive Officer (CEO)
CEO- Lead the successful delivery and growth of UI’s core programmes, set the strategy for organisation, raise funds and take overall financial responsibility of the organisation, build high level partnerships at national and international level

b) Senior Program Director
Senior Program Director works with CEO, Board and Program leads to set the strategy for the organisation, ensures the successful delivery and growth of core programs and manage and strengthen our first rate program teams, track and report program outcomes and impact. Build high value partnerships in the market to support core programs etc. Liaise with our Operations team to provide adequate operational support to the Program teams

Accountability and Transparency:

i) Accounts are maintained on accrual basis YES

ii) Distribution of staff according to salary levels and gender breakup

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<th>Male</th>
<th>Female</th>
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Name and address of our Auditor
M/s. SLM & CO LLP
Chartered Accountants,
New Marine Lines,
Mumbai-400 020.

Name and address of our Bank
H.D.F.C Bank Limited,
Thakur Complex (Branch),
Building no.3, Wing – G,
Thakur Enclave Sankul,
Thakur Complex, Kandivali (E),
Mumbai-400101

Solicitors
Impact Law Ventures
Suite 909, 9th Floor,
Vishwadeep Building,
Janakpuri District Centre,
Janakpuri, New Delhi - 110058
FINANCIALS

Social Entrepreneurs Foundation India Income and Expenditure Account for the year ended 31st March 2017
(All amounts are in Indian Rupees unless otherwise stated)

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<tr>
<th>Particulars</th>
<th>Note</th>
<th>Year ended 31st March, 2017</th>
<th>Year ended 31st March, 2016</th>
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<tr>
<td>Income</td>
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<td>Grant and Contributions</td>
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<td>Other Income</td>
<td>19</td>
<td>286,120</td>
<td>415,840</td>
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<td>Total Income</td>
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<td>Project Expenses</td>
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<td>Total Expenditure</td>
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<td>Excess of expenses over income</td>
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<td>-4,327,655</td>
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<td>Appropriations</td>
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<td>Surplus of the year from Operations</td>
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<td>Summary of Significant Accounting Policies</td>
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The accompanying notes are an integral part of the financial statements.

Auditor's Report
Signed in terms of separate report of even date.
SLM & CO LLP
Chartered Accountants
Firm Regn No. W-100030

For And On Behalf of The Board of Directors
Sanjay Makhija
Partner
Membership No. 042150
Date: 5th September 2017
Shalaka Joshi
Pooja Taparia
Director
Director
DIN: 07718548
DIN: 06434532
Date: 5th September 2017

Social Entrepreneurs Foundation India Balance Sheet as at 31st March 2017
(All amounts are in Indian Rupees unless otherwise stated)

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<td>EQUITY AND LIABILITIES</td>
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<td></td>
<td>9,252,215</td>
<td>13,300,120</td>
</tr>
<tr>
<td>ASSETS</td>
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</tr>
<tr>
<td>Non-Current Assets</td>
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<td>Fixed Assets</td>
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<td>Intangible Assets</td>
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<td>Current Assets</td>
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<td>Donations and Grant Receivables</td>
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<td>Cash and bank balances</td>
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<td>Short-term advances</td>
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<td>Other Current Assets</td>
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<td>Total</td>
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<td>13,300,120</td>
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<tr>
<td>Summary of Significant Accounting Policies</td>
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</table>

The accompanying notes are an integral part of the financial statements.

Auditor's Report
Signed in terms of separate report of even date.
SLM & CO LLP
Chartered Accountants
Firm Regn No. W-100030

For And On Behalf of The Board of Directors
Sanjay Makhija
Partner
Membership No. 042150
Date: 5th September 2017
Vishal Talreja
Pooja Taparia
Director
Director
DIN : 02142575
DIN : 06434532
Date : 5th September 2017
OUR FUNDERS, STRATEGIC PARTNERS & SUPPORTERS

We appreciate the consistent and reassuring support of our funders, supporters and partners. We are grateful for your generosity and thank you immensely for playing a crucial role in helping us to grow and remain committed to social impact.

FUNDERS

- British Asian Trust
- Fidelity
- GSRD Foundation
- Michael & Susan Deli Foundation
- SLA
- SET
- Social Entrepreneurs Trust
- J.P. Morgan
- TRAFIGURA Foundation
- Chandra Foundation
- United Way
- Atlas Equifin

STRATEGIC PARTNERS

- actis
- Buy1Give1
- DBS Foundation
- The Marshall Foundation
- Romeera Foundation
- Karl-Johann Persson
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