# SATIN CREDITCARE NETWORK LIMITED



# **Q2FY18 CORPORATE PRESENTATION**

**NOVEMBER 2017** 

BSE: 539404 | NSE: SATIN | CSE: 30024 Corporate Identity No. L65991DL1990PLC041796



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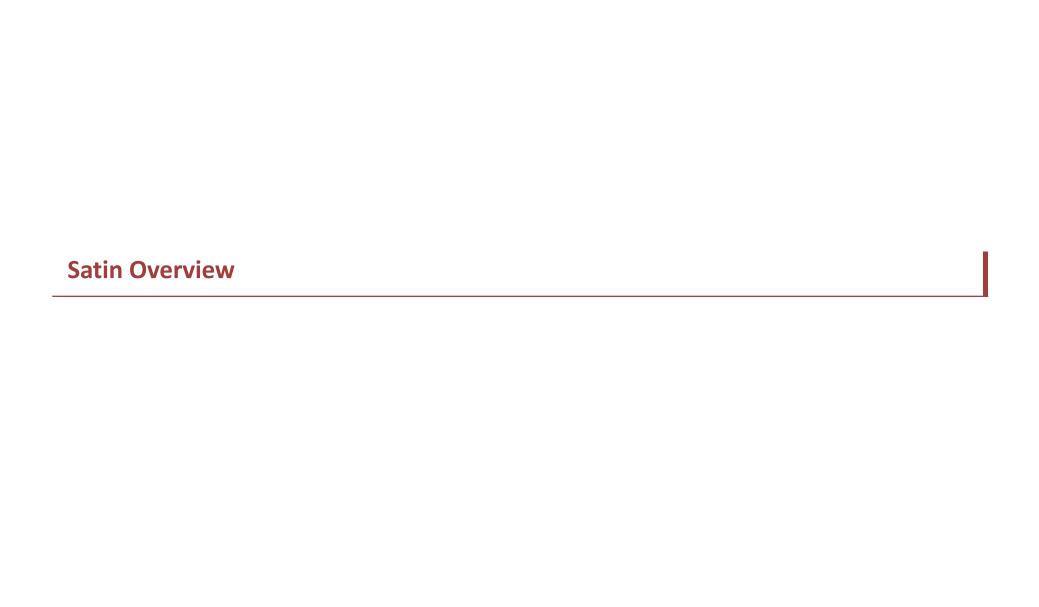
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### **Company Overview**



#### **Business Overview**

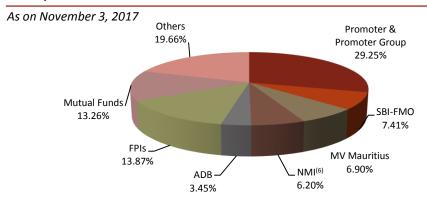
- India's second largest NBFC-MFI in terms of Gross Loan Portfolio ("GLP" or "Gross AUM")<sup>(1)</sup>
- Listed on CSE (May'15), NSE (Aug'15) and BSE (Oct'15)
- Led by Mr. HP Singh, who has experience of over 25 years in retail finance industry and supported by an experienced management team
  - Promoter has significant stake in Satin having invested Rs. 788 mn in the past 5 years
- Offers comprehensive financial products focused on financial inclusion:
  - MFI Segment (Rs. 39,271 mn)<sup>(2)</sup> consisting of lending under Joint Liability Group model, loans to individual businesses, loans for water and sanitation
  - Non-MFI Segment (Rs. 5,660 mn)<sup>(2)</sup> consisting of loans to MSMEs, business correspondent services and similar services to other financial institutions (through its subsidiary) and further product diversification by entry into affordable housing
- 7,178<sup>(3)</sup> employees, 845<sup>(3)</sup> branches, ~2.62<sup>(3)</sup> million active clients<sup>(4)</sup> as of Sep'17
- Strong presence in underpenetrated regions of UP, Bihar, MP, Punjab, Uttarakhand
  - Expanding presence in East India. Started Assam in Q1FY18 and Orissa in Q2FY18
- Multiple rounds of fund infusion from 7 PE investors profitable exits to 3 investors
- During the current financial year, Satin raised Rs. 643 mn equity via pref. allotment from ADB, Rs. 300 mn equity from promoters, Rs. 1,848 mn via securitization & assignment, Rs. 350 mn TIER II via OCRPS from a large NBFC and Rs. 1,500 mn equity via QIP in Oct'17
- In Jul'17, Satin entered into a strategic tie up with a large NBFC to distribute its financial products across the branch network of Satin
- Credit Rating: BBB+
- Grading of MFI 1 (MFI One) from CARE ratings in Oct 2017
- Cashless disbursements were 16% of total disbursement for Sep'17

### **Key Market Statistics**

Particulars	Nov 10, 2017
Returns since listing <sup>(5)</sup>	3.2x
CMP (Rs.)	300.20
M.Cap (Rs. mn)	13,415
Free Float (Rs. mn)	6,976
Price to Book Ratio (BVPS post QIP – Rs. 189.05)	1.6x

Source: BSE & NSE as on November 10, 2017

### **Marquee Shareholder Base**



### **Key Financials**

Rs. mn	FY15	FY16	FY17 <sup>(3)</sup>	1HFY18 <sup>(3)</sup>
Equity (7)	1,935	3,240	6,376	6,938
Gross AUM <sup>(8)</sup>	21,407	32,708	40,666	44,931
On-book AUM	14,645	22,747	31,992	37,358
Off-book AUM	6,762	9,960	4,177	2,517
Subsidiary (Managed AUM)	-	-	4,498	5,056
Total Debt	16,301	27,483	38,641	37,453
Net Interest Income (9)	1,467	2,687	3,657	2,368
PAT	317	579	249	(686)
PAT (post pref. dividend & minority int.)	308	574	249	(684)
Return on Avg. Assets (RoA) (10)	2.0%	2.2%	0.6%	-
Return on Avg. Equity (RoE) (11)	18.6%	22.2%	5.1%	-
Cost to Income (%) (12)	61.6%	59.5%	73.2%	63.3%
CRAR (%)	15.7%	16.8%	24.1%	20.9%

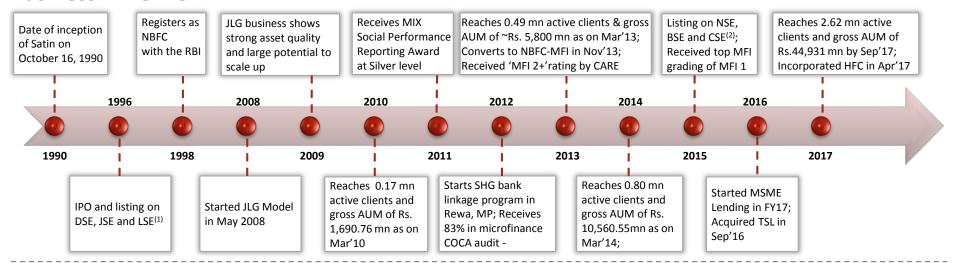
(7) Includes equity share capital, share warrants and reserves and surplus; (8) Including off-book AUM; (9) Represents total income less interest expense; (10) RoA represents ratio of PAT to the Average Total Assets; (11) RoE represents PAT (post Preference Dividend and Minority interest) to the Average Equity (i.e., networth excluding preference share capital); (12) (All expenses including depreciation and excluding credit cost and int. exp) / (Total Income less Int exp).

### **Key Milestones**

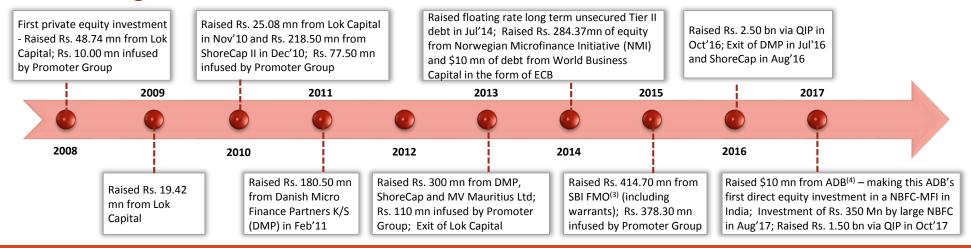




### **Business Timeline**



### **Fund Raising Timeline**



### **Select Accolades & Key Highlights**





Winner of "Best NBFC-MFI Award" in 2017 & Runnerup for "CSR Initiatives & Business Responsibility Award" in NBFC-MFI category— CIMSME Banking and NBFC Awards 2016



"Client Protection Certificate" under the Smart Campaign – 2016 from M-CRIL



Certificate for being the 'Best Micro Finance Company in India' from Worldwide Achievers at the Business Leaders' Summit and Awards, 2016



"India Iconic Name in Microfinance" Award- 2015 from IIBA



First MFI to receive funding from Mudra Bank



Raised multiple rounds of sub debt from reputed financial institutions (domestic and international) and ECB from World Business Capital



First NBFC-MFI to raise funds from a domestic bank against guarantee by Asian Development Bank and IFMR Capital

# Award by MF Transparency Organization







### **Award by Microfinance Information Exchange**





### **Key Investment Thesis**



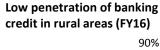


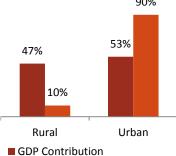


# Robust Industry Fundamentals with Strong Regulatory Support -**Growth to Continue**

### **Industry Snapshot**

- Massive Govt, thrust to boost financial inclusion - NBFC-MFIs (with 41mn borrowers and outstanding FY17 GLP of Rs. 684 bn) to play a key role in furthering this
- Significant opportunity to capture share from unorganized players will continue to drive MFI industry growth
- Presence across 32 states/union territories
- Yet, it is highly underpentrated
  - Rural areas accounted for only 10% of overall o/s bank-credit while comprising of 2/3<sup>rd</sup> households and contributing ~47% of FY16 GDP in India

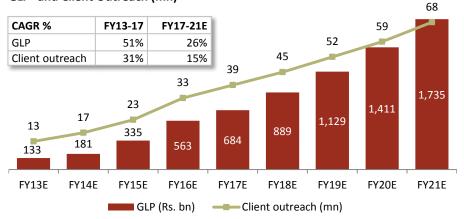




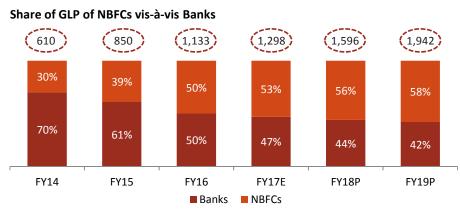
Credit Outstanding Contribution

### Sector has witnessed high growth in loan portfolio and client reach; Industry size to cross Rs 1.5 Tn in next 4 years

### GLP<sup>1</sup> and Client Outreach (mn)

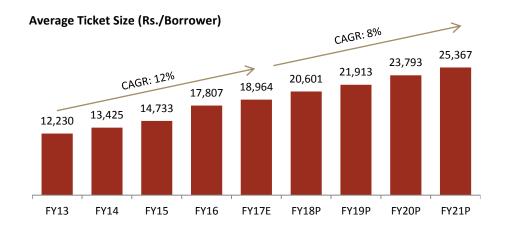


### NBFCs gaining market share in microfinance industry



Note: Figure above the bar indicate GLP in Rs. bn

### Average ticket size expected to cross Rs. 25.000 by FY21

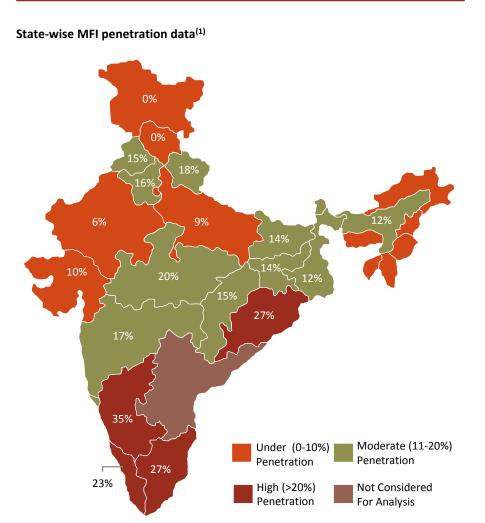


### Low Penetration of MFI in India – Structural Growth Driver

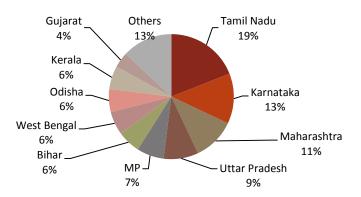


Northern and western states are relatively under penetrated

### Top 10 states having 87% market share in FY17

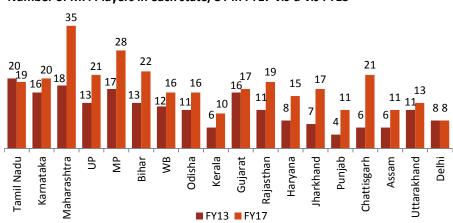


### Market Share (%)



MFIs expanding aggressively, tapping newer states and districts to increase client base

Number of MFI Players in each state/UT in FY17 vis-à-vis FY13(2)



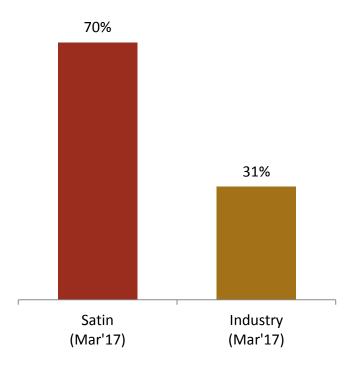


# **Impact of Demonetization**



### Satin was one of the most impacted MFIs during Demonetization

### % portfolio in 6 most affected states

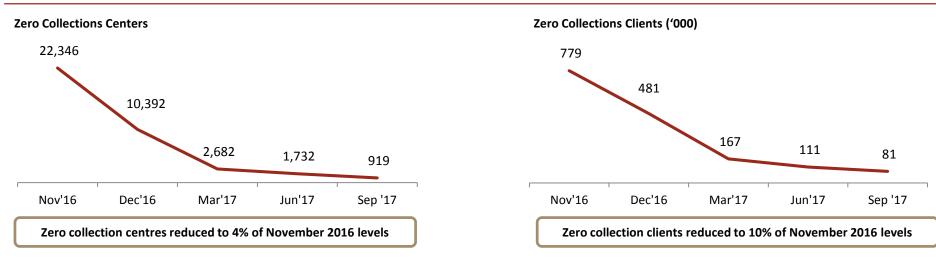


In spite of the above, Collection Efficiency for Fresh disbursements (from 1<sup>st</sup> Jan to 30<sup>th</sup> Sep 2017) at 98% as of Sep 30, 2017

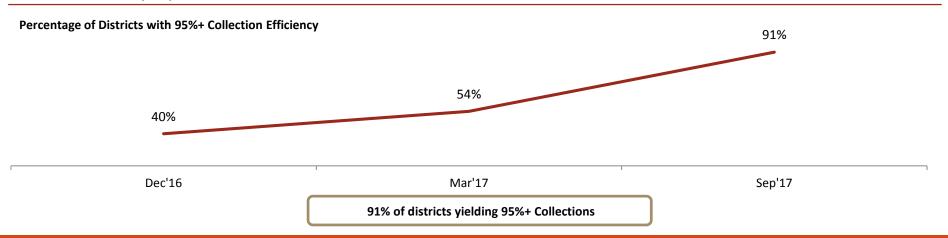
### **Excellent Management of Demonetization**



### **Increased Collections by Rapid Reduction in Zero Collections Centers & Clients**



### **Collection Cfficiency Improvement Visible across Districts**

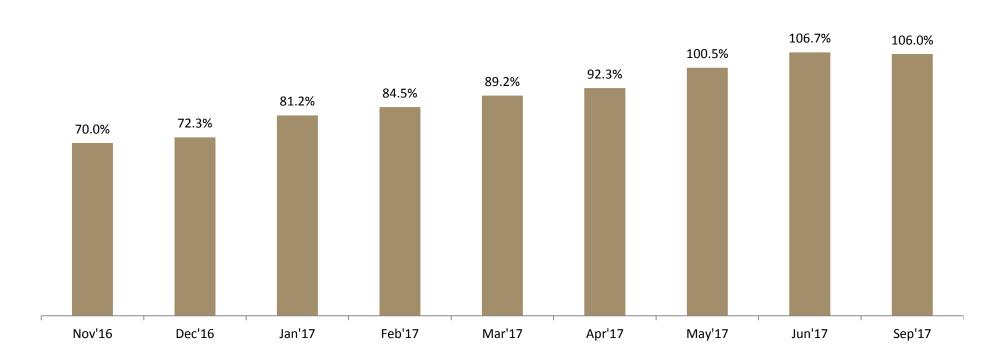


### **Proactive Efforts leading to Strong Recovery in Collections**



### **Strong Recovery in Collection Efficiency**

Month-wise Collection Efficiency(1)

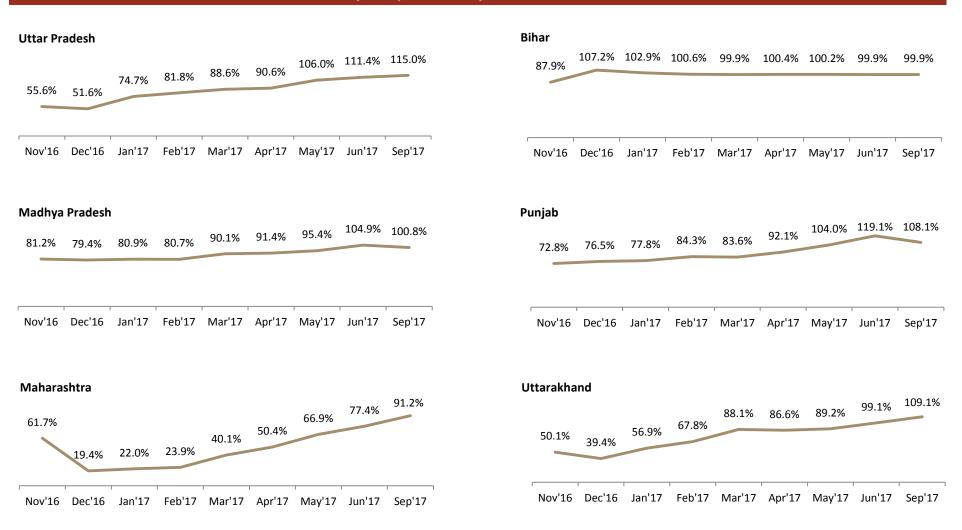


Overall Collection Efficiency at 106% for Sep'17

### **Collection Efficiencies Surpassed Demonetization Levels**







# **Recovery in Collections...**



Consistent improvement in collections <sup>(1)</sup>											
Dues for the month of $\rightarrow$	Nov'16	Dec'16	Jan'17	Feb'17	Mar'17	Apr'17	May'17	Jun'17	July'17	Aug'17	Sep'17
% Collected as of											
Nov'16	64.9%										
Dec'16	80.8%	57.7%									
Jan'17	88.0%	73.2%	58.0%								
Feb'17	91.1%	81.0%	70.5%	57.9%							
Mar'17	92.8%	85.8%	79.2%	71.4%	60.5%						
Apr'17	93.7%	88.0%	83.3%	78.2%	71.2%	66.1%					
May'17	94.5%	90.0%	86.8%	83.6%	79.5%	77.4%	71.7%				
Jun'17	95.1%	91.5%	89.2%	87.2%	84.7%	84.0%	81.2%	76.1%			
Jul'17	95.6%	92.4%	90.5%	89.1%	87.3%	87.3%	85.8%	83.7%	79.9%		
Aug'17	95.9%	93.0%	91.4%	90.1%	88.8%	89.0%	88.0%	86.9%	85.5%	80.8%	
Sep'17	96.4%	93.7%	92.4%	91.4%	91.0%	90.7%	90.2%	89.5%	88.9%	87.2%	84.0%

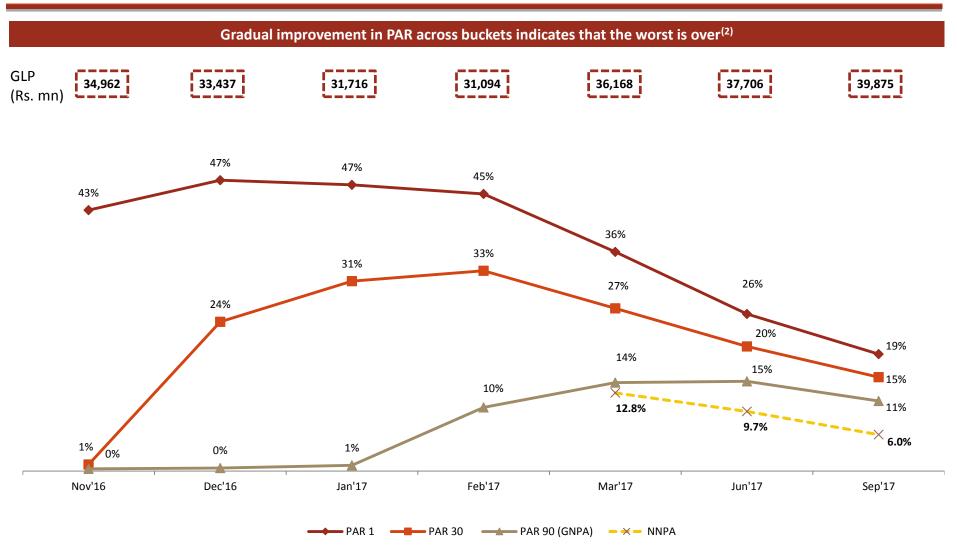
Dues for the month of $\rightarrow$	Nov'16	Dec'16	Jan'17
Improvement from:			
Jul'17 to Aug'17	0.3%	0.6%	0.9%
Aug'17 to Sep'17	0.5%	0.7%	1.0%



We have an increasing pace of recoveries in collections for the months of Nov, Dec and Jan

# ...Leading to Improvement in Portfolio Quality

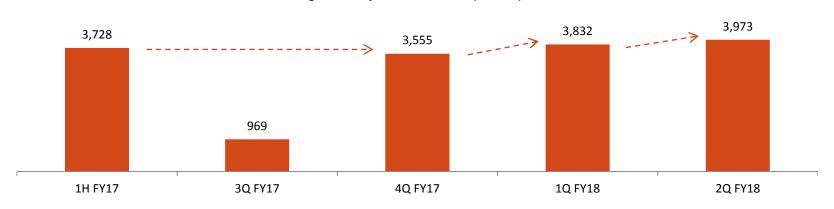




# Strong Client Demand resulting in Rebound in Disbursements, along with Rapid scaling up of Cashless Disbursements

### **Return to Normal Disbursement Levels from Q4FY17 onwards**

Avg. Monthly Disbursements (Rs. mn)

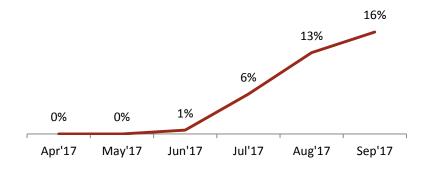


### Digitization efforts that were started during demonetization are showing results

#### % of branches where Cashless disbursements have started

### 27% 20% 20% 6% 0% 0% Apr'17 May'17 Jun'17 Jul'17 Aug'17 Sep'17

#### Cashless disbursements as % of total disbursements



Note: All charts above are on standalone basis

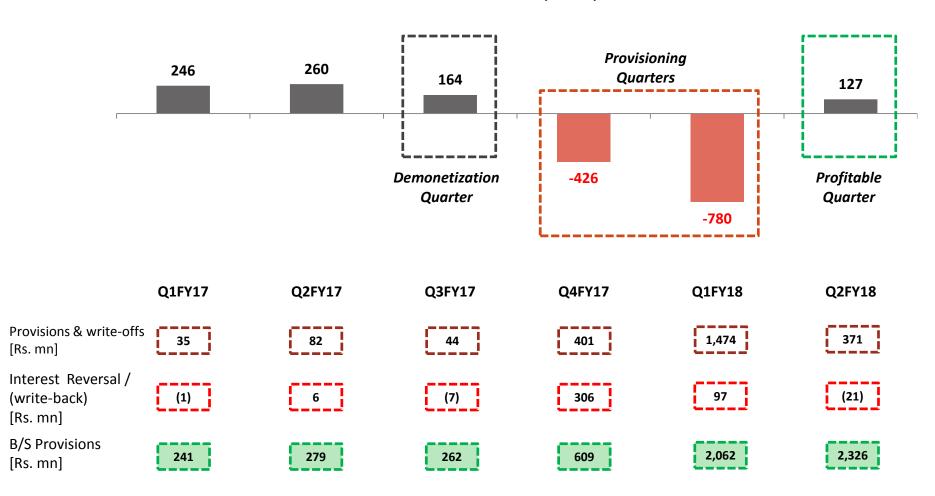


### **Robust Fundamentals**



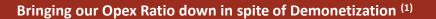
### Satin has effected a swift turn around in Q2FY18<sup>(1)</sup>

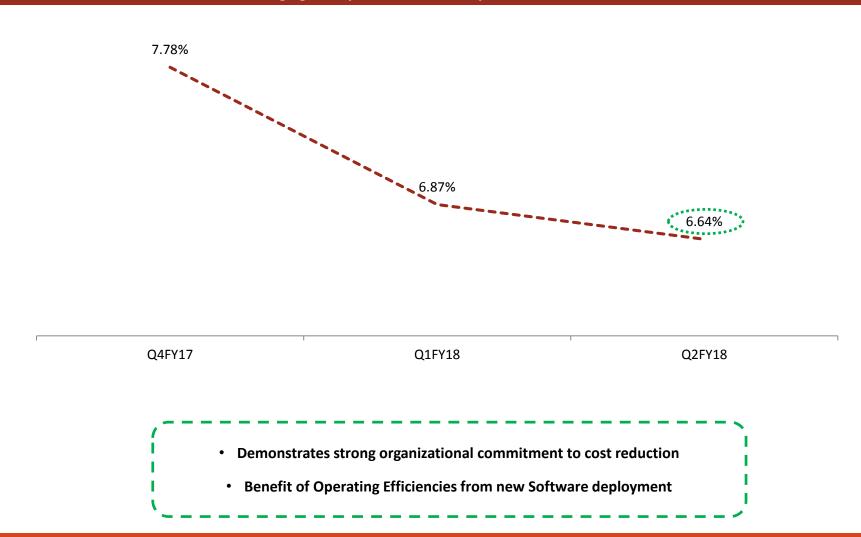




# **Operational Efficiencies resulting in steady Opex Reduction**



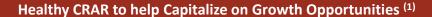


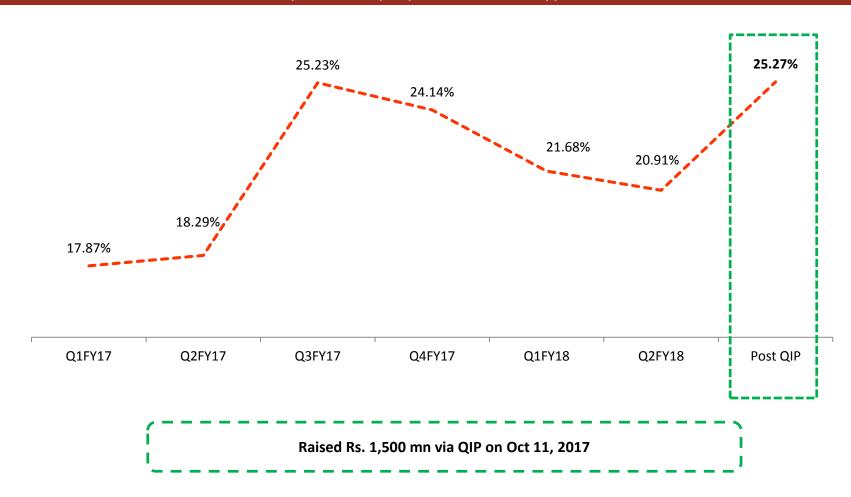


(1) On a standalone basis

# **CRAR** provides ample Headroom for Growth



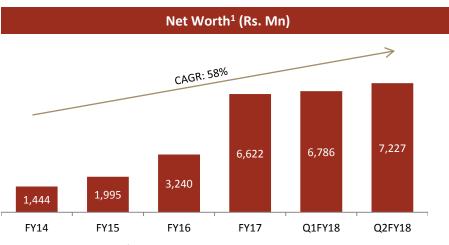




(1) On a standalone basis

### **Track Record of Delivering Growth**

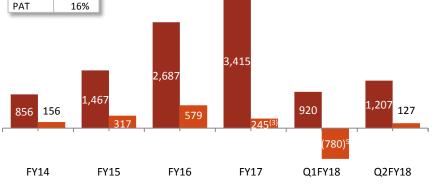


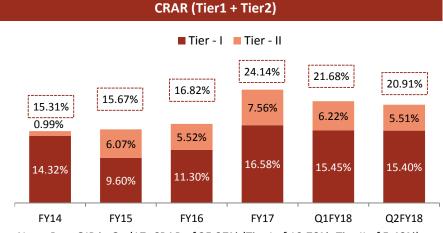


Note: Post QIP in Oct'17, Net Worth stood at Rs. 8,727 mn

### ■ NII PAT FY14-17 CAGR % 59% PAT 16% 3.415 2,687

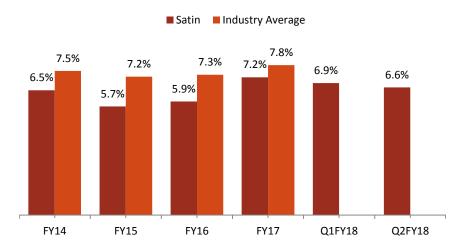
NII<sup>2</sup> and PAT (Rs. mn)





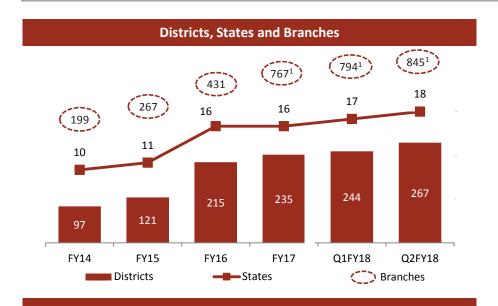
Note: Post QIP in Oct'17, CRAR of 25.27% (Tier I of 19.78%, Tier II of 5.48%)

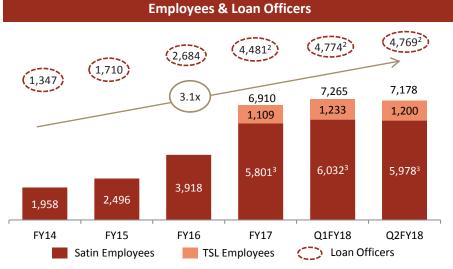


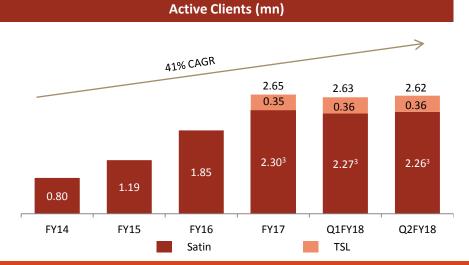


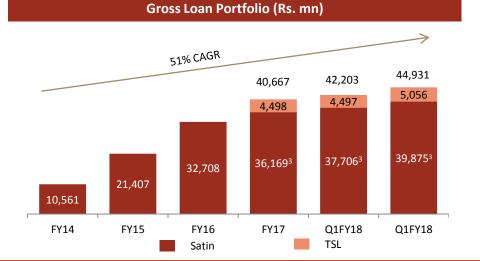
# **Operational Highlights (1/3)**





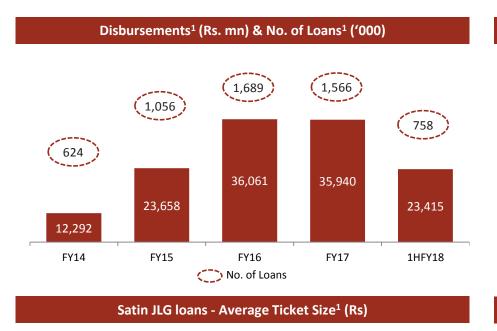


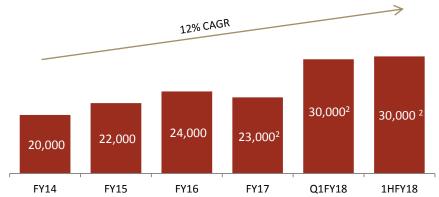




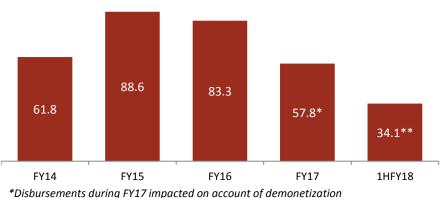
# **Operational Highlights (2/3)**





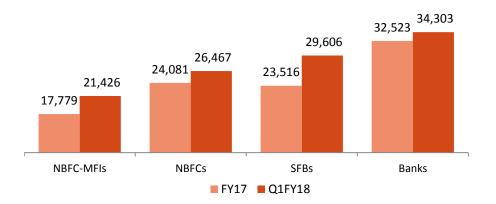


### Disbursement Per Branch<sup>1</sup> (Rs. Mn)



<sup>&</sup>quot;Dispursements during FY17 impacted on account of demonetizati

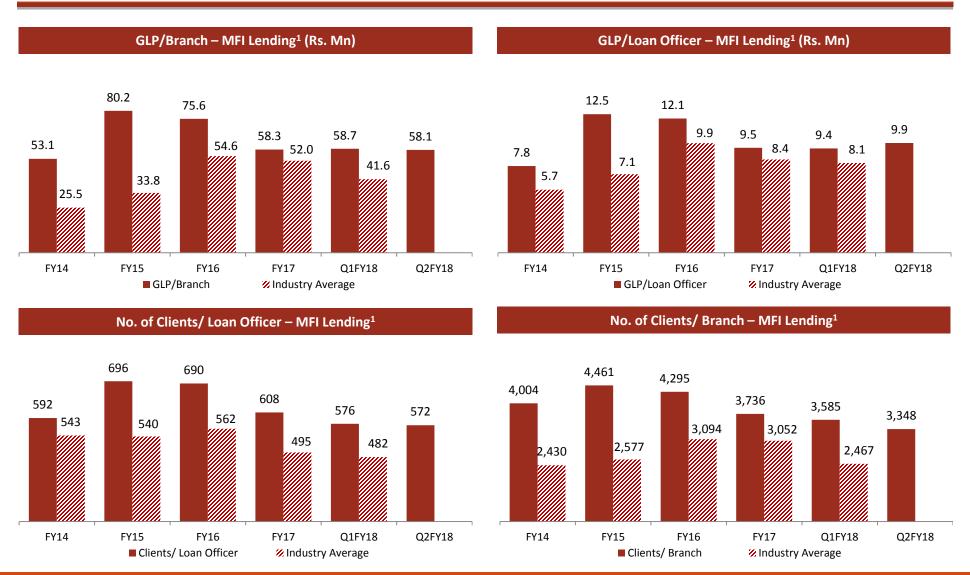
### Industry Average Ticket Size<sup>3</sup> (Rs)



<sup>\*\*</sup>Data for interim periods is not comparable to annual numbers

# Operational Highlights (3/3)







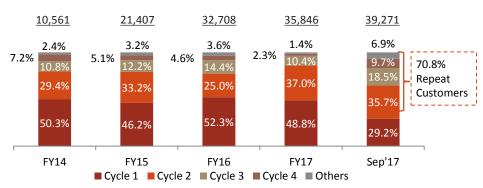
### **Strong Client Relationships with Transparent Operations**



#### **Trend in Loan Cycle**

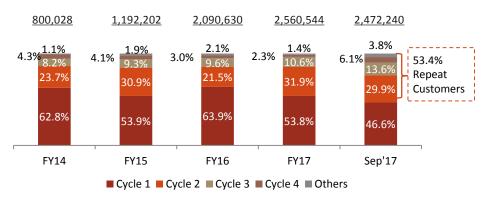
 Focus on further strengthening client relationships - Clients can graduate from being the first cycle borrowers under JLG Model to subsequent loan cycles

#### By GLP (Rs. mn)



Note: Data above excludes MSME segment

#### By No. of Loan Accounts



Note: Data above excludes MSME segment

### **Transparent Operations**

Smart Campaign – Client Protection Certification



Pricing
Transparency
Award by MF
Transparency

PRICING
PRICING
TRANSPARENCY
awarded to
satin Creditcare Network Ltd
by
Information State Control of the Contro

Loan Card with transparent terms and conditions



Strong Internal Audit Processes and Systems ensure portfolio quality

Full fledged in-house Internal Audit department for Group Lending and MSME

**Team Strength** 

- 5 member supervisory/support team at Head Office and a strong field team
- All branches and regional offices are audited quarterly

Scope

- Branches 680 (1)
- Branches per Internal Audit staff 8 to 9
- Regional offices 43 (1)

Various Audits conducted	Frequency
Branch Audit	Quarterly
Regional Office Audit	Quarterly
Social Audit	Quarterly
Compliance Audit	Varies depending on feedback from other audits



# **Diversification – By Product**



### **Existing Product**



#### Started in FY09

- Total GLP under MFI Lending has reached Rs.
   39,271 mn as of Sep'17
- Presence across 18
   states and Union

   Territories as on Sep'17
   with Orissa operations

   started in Q2FY18
- Active client base stood at ~2.26mn as of Sep'17



#### Started in FY17

- Launched in Apr'16
- Operations in Delhi/NCR, Punjab, Haryana and Maharashtra
- As of Sep'17, AUM stood at Rs. 604 mn
- Operating from 29 branches as of Sep'17

### New Products with Large Target Markets



### **Acquired in FY17**

- On Sep 1, 2016, Satin acquired a majority stake in TSL which acts as a business correspondent offering both microfinance and small business loans in rural and semi-urban areas
- 165 branches with gross loans aggregating to Rs. 5,056 mn as of Sep'17



### Proposed start: FY18

- Proposes to enter into affordable housing segment
- A wholly-owned subsidiary Housing Finance Company incorporated in April 2017 for servicing housing loans
- Leverages company's distribution network and outreach

Strategic Tie-Up with Large NBFC

### Proposed start: FY18

 Strategic tie up with large NBFC to distribute its non-MFI financial products across the branch network of Satin

# Company Products Mix - MSME, started in FY17, has gained traction



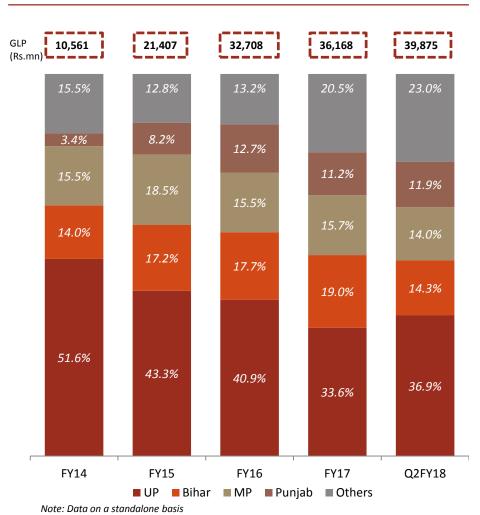
	MFI Segment <sup>(1)</sup>	Non-MFI Segment	Business Correspondent services	
Product features as on Sep'17	MFI Lending	Loans to MSME <sup>(2)</sup>	TSL <sup>(3)</sup>	
Start Date	May'08 (JLG)	Apr'16	May'12 <sup>(3)</sup>	
Ticket Size Range	Rs. 5,000 – Rs. 50,000	Rs. 100,000 – Rs. 1,500,000	Rs. 15,000 – Rs. 35,000 (JLG - Microfinance)	
Tenure	12 - 24 months	24 – 60 months	12 - 24 months	
Frequency of Collection	Bi-Weekly / 2 Bi-Weekly	Monthly	Bi-Weekly / 2 Bi-Weekly	
No. of States/UTs	18	5	8	
No. of Branches	676*	29*	165	
Gross Loan Portfolio (Rs. mn)	39,271	604	5,056	
No. of loan accounts	2,472,192	653	359,021	
Avg. Ticket Size during 1HFY18	Rs. 30,000 (JLG)	Rs. 980,000	22,500	

**Notes** - (1) As on Sep'17, MFI Segment included MFI Lending (loans under JLG model, water & sanitation loans and loans to individual businesses) and Product Financing (Loans for solar lamps); (2) MSME: Micro, Small & Medium Enterprises; (3) TSL acquisition is effective Sep 1, 2016;

# **Diversification – By Geography**



### Management Focus is on Geographic Diversification<sup>1</sup>



### Areas of operations – Reducing Geographic concentration

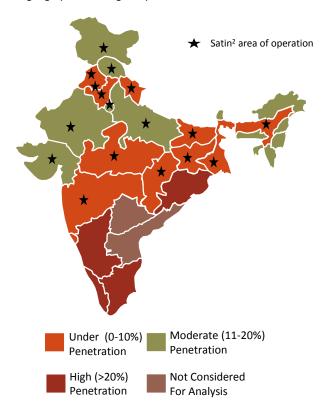
States	GLP - Q2FY18 (Rs. mn)	Q2FY18 % mix	FY14 % mix	Change	FY14 – Q2FY18 CAGR %
Uttar Pradesh	14,705	37%	52%	•	33%
Bihar	5,699	14%	14%	$\leftrightarrow$	47%
Madhya Pradesh	5,580	14%	16%	•	42%
Punjab	4,735	12%	3%	1	109%
Haryana	1,628	4%	1%	1	128%
Rajasthan	1,374	3%	2%	<b>1</b>	82%
Uttarakhand	1,352	3%	4%	•	42%
Maharashtra	1,261	3%	-	<b>1</b>	-
West Bengal	1,115	3%	-	1	-
Gujarat	572	1%	-	1	-
Jharkhand	552	1%	-	1	-
Delhi & NCR	498	1%	9%	•	(17%)
Chhattisgarh	350	1%	-	1	-
Assam	281	1%	-	1	-
Orissa	106	0%	-	1	-
Himachal Pradesh	42	0%	-	1	-
Jammu & Kashmir	22	0%	0%	<b>(+)</b>	38%
Chandigarh	3	0%	0%	<b>(+)</b>	(15%)
Total	39,875	100%	100%		46%

### **Strong Presence in Underpenetrated MFI Regions**



# Satin is Present Predominantly in States of Low MFI Penetration

- With presence in 18 states<sup>1</sup>, Satin is steadily building a pan India presence
- Established presence in underserved geographies leading to significant growth opportunities
- Further strengthening presence in underserved geographies through acquisition of TSL



### **Top States with Highest MFI Client Concentration**

Region	MFI Clients (Lakh) <sup>3</sup>	Population FY17 <sup>4</sup> (Cr)	MFI penetration⁵ (%)	Satin's market share <sup>6,8</sup>	YoY growth <sup>7,8</sup> (Industry GLP)		Q2FY18 GLP <sup>2</sup> (Rs. mn)	Q2FY18 GLP% mix
Tamil Nadu	31	8	27%	-	60.3%	-	-	-
Karnataka	36	6	35%	-	24.1%	-	-	-
Kerala	7	3	23%	-	68.5%	-	-	-
UP	32	22	9%	24.7%	0.5%	(9.2%)	14,705	37%
Bihar	22	12	14%	19.8%	53.6%	18.4%	5,699	14%
MP	25	7	20%	16.2%	11.1%	11.8%	5,580	14%
Punjab	7	3	15%	35.4%	29.3%	(2.7%)	4,735	12%
Haryana	6	3	16%	13.3%	20.4%	132.0%	1,628	4%
Rajasthan	7	8	6%	12.0%	18.4%	75.9%	1,374	3%
Uttarakhand	3	1	18%	23.0%	(6.9%)	(0.5%)	1,352	3%
Maharashtra	28	12	17%	2.0%	20.4%	89.7%	1,261	3%
West Bengal	17	9	12%	1.2%	51.3%	802.6%	1,115	3%
Gujarat	10	7	10%	3.5%	15.2%	243.7%	572	1%
Jharkhand	7	3	14%	6.8%	50.1%	212.2%	552	1%
Delhi	1	2	-	11.6%	(24.2%)	(39.8%)	498	1%
Chhattisgarh	7	3	15%	4.5%	36.2%	159.1%	350	1%
Assam	7	3	12%	-	60.4%	-	281	1%
Odisha	20	5	27%	-	32.4%	-	106	0%
НР	-	1	-	-	-	194.0%	42	0%
J & K	-	1	-	-	-	(6.0%)	22	0%
Chandigarh	-	0	-		-	5.5%	3	0%

### Satin States of Operations

- Satin is present mostly in states of low MFI penetration
- It has significant presence in under-penetrated and high growing markets

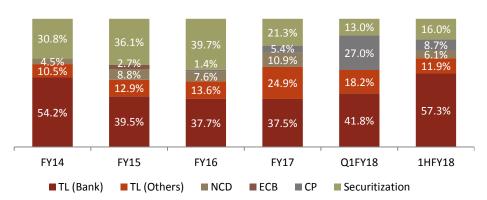


# **Improving Liability Profile and Strong Liquidity Position**



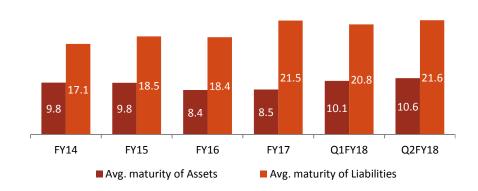
#### **Diversification of funding mix**

#### Source of debt funds raised during the period



### **Benefit of positive ALM mismatch continues**

#### ALM (No. of Months)1

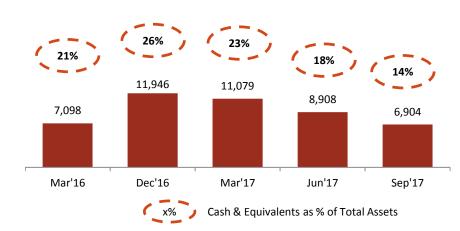


### **Diversified sources of funds**

Top 10 Lenders on the basis of on-balance sheet debt	Share (%) as on 30 Sep 2017
NABARD	19%
Bandhan Bank Limited	5%
ResponsAbility	4%
Union Bank Of India	3%
HSBC	3%
MAS Financial Services Limited	3%
IndusInd Bank	3%
Capital First Limited	3%
Indostar Capital Finance Limited	3%
Standard Chartered Bank	2%
Top 10 lenders	49%

### **Strong Liquidity Position to Sustain Growth**

### Liquidity<sup>2</sup> (Rs. mn)

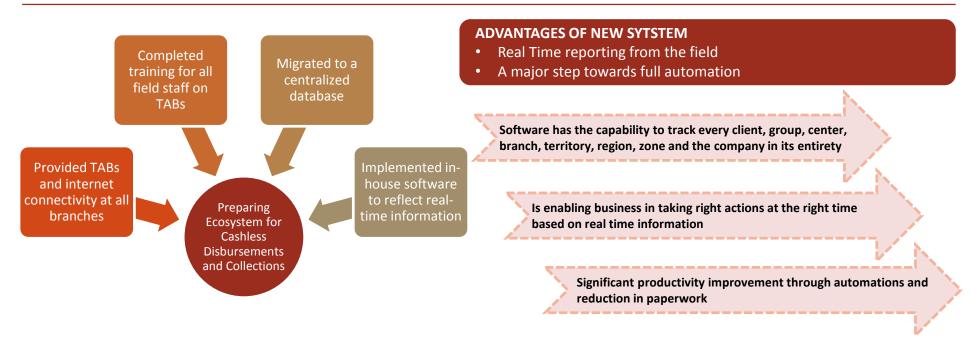




### **Operational Capabilities Backed by Robust IT Infrastructure**



Digital transformation implemented across all branches in less than 3 months (From 21 Apr'17 to 03 Jul'17)



### **Cashless Disbursements Strategy**

85% clients have Aadhaar cards, and ~50% have Aadhaar linked bank accounts<sup>(1)</sup> Cashless disbursements to customers' bank account through IMPS facility From a pilot in Feb'17, today cashless disbursement is live across >150 branches Executing upon the strategy of full cashless disbursement especially in new branches Cashless
disbursement to
JLG clients –
c. 16% of total
monthly
disbursement<sup>(3)</sup>

# **Technology Revamp— To help realize operational efficiencies**



### Significant reduction in disbursement turnaround time to existing customers post migration to new system

**Previous System** 

**New System** 



















**KYC** and Bank Information

CSO collects clients and bank account information

Loan Processing at RO

Entry of KYC and bank details. Post CB check printing of agreements

Confirmation by BM

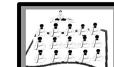
BM approves the client's disbursement

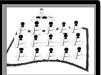
Disbursement by **HO Team** 

HO team transfers money through digital mode to clients

Client

UTR no. of transactions shared with clients.

























Center meeting

CSO checks the willingness for a new loan

**Proposal on** Tab

Client details are captured through TAB

**Instant Credit** Bureau

Instant credit worthiness/ eligibility check of the Customer

**Bank account Validation** 

Beneficiary Account Validation through API Demand Generation

Demand Generated for cashless disbursement

Clients

Clients get the disbursement confirmation through a message



### **Backed by Large, Marquee Institutional Investors**



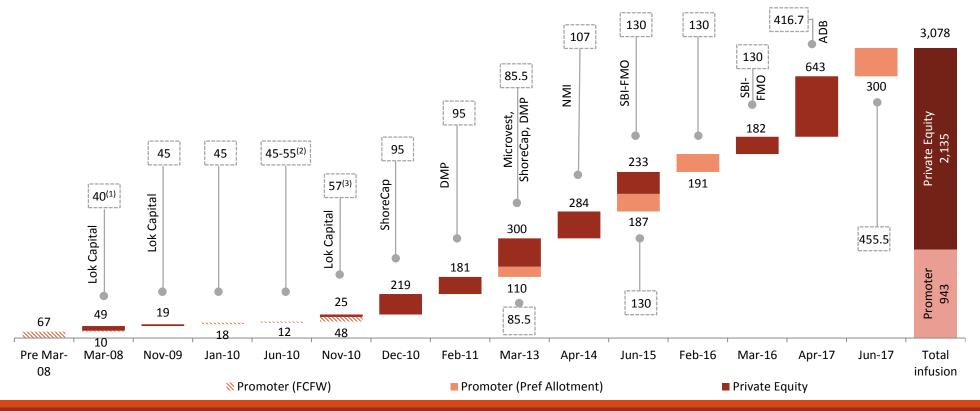
**Investor confidence** 

- 7 rounds of equity capital raise with marquee investors with complete profitable exits to 3 investors
- Raised Rs. 2,500 mn from marquee institutions via QIP in Oct 2016. Further raised Rs. 1,500 mn in Oct 2017 via QIP from large domestic mutual funds.
- Adequate board representation There are 4 directors on the board representing the Investors and one SIDBI nominee director

Promoter Commitment

- Promoter stake in Satin is the highest among listed MFIs having invested at regular intervals at par with incoming PE investors
- Promoters have invested c. Rs 943 Mn over various rounds since inception

### Private Equity Financing Rounds supported by Promoters Investing at Par with Incoming PE investors





### **Experienced Management Team**





#### Mr. HP Singh, Chairman cum Managing Director

- Has over 27 years of retail microfinance experience
- Law graduate and a fellow of the Institute of Chartered Accountants of India since 1984



### Mr. Jugal Kataria Chief Financial Officer

- Cost Accountant, Chartered Accountant and Company Secretary along with 25+ years of experience in the field of accounts, finance, audit, taxation and compliance etc.
- Worked with Apollo Tyres Limited, Berger Paints (India) Limited before joining SCNL in 2000.



#### Mr. Dev Verma, Chief Operating Officer

- 15+ years of experience in various industries
- Worked National Panasonic India Ltd, Citi Financial Consumer Finance India Ltd, Max Life Insurance and SKS Microfinance



### Mr. Sanjay Mahajan, Chief Information Officer

- Experience of over 25 years in Information Technology across the Globe
- Previously worked with Bata International Group, Yum Restaurants, Procter & Gamble for India & Singapore, Gillete India Ltd., Eicher Tractors Limited



#### Mr. Subir Roy Chowdhury, Head - Human Resources

- Experience of 17 years in HR functions
- Previously worked with Magma Fincorp, ICICI Securities Ltd, ICICI Prudential Life Insurance Company Ltd, Magma Leasing Ltd, Wacker Metroark Chemicals Ltd. and Kotak Securities.



#### Mr. Sanjeev Vij, CEO, Taraashna Services Limited

- 27 years of experience having previously worked at Tata Motor Finance Sols., Bajaj Finance, RBS, Citicorp Finance India Limited, Alpic Finance, 20th Century Finance etc.
- Rank holder Chartered Accountant, Bachelor of Commerce and Master of Commerce degrees from University of Delhi



#### Mr. Amit Sharma, CEO, Satin Housing Finance Limited

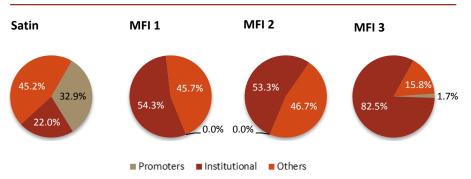
- 15+ years of experience having previously worked at Karvy, Religare Group, P.N.Vijay Financial Services, Abhipra Capital and the Association of National Exchange Members of India
- CS from ICSI, B.Com (Hons) and LLB from Delhi University, DIFC ( Dubai) Certification



#### Mr. Ram Gunasekaran, Head - MSME

- 15 years of experience having previously worked at Tata Motors Finance, ICICI, GE Capital, Magma Fincorp.
- MBA with distinction from the Edinburgh Business School, Heriot Watt University, UK.

### Promoter stake in Satin is the highest among listed peers



Note: Satin shareholding as on Aug 10, 2017; Source for peers: BSE as on 30 June 2017



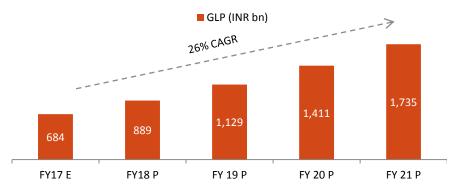
# **Future Business Strategy**



### **Core operations (MFI Lending)**

### Market size(1)

Rs. 684 bn market; expected to grow at 26% CAGR over next 4 years



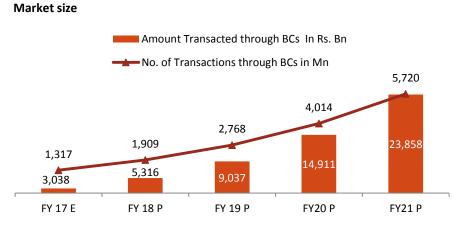
- Focus on improving collections and GLP growth momentum
- Geographic diversification Broad base operations and reduce any geographic concentration in states such as Uttar Pradesh
- Increase penetration in existing states through existing branches and by establishing new branches across Northern, Eastern and Central India
- Expand operations to new geographies
  - Started operations in Assam and Orissa in Q1FY18 and Q2FY18 respectively

### **New Products**

### **Product Financing**

 Continue to explore product financing of need based items relevant to company's existing clients by innovating and designing new products for them

### BC Operations and Allied Services



- In Aug'16, Satin acquired majority stake in TSL for Rs. 497.86 Mn under a share-swap arrangement with a view to leverage on its expertise in financial sector and diversify revenue stream to include fee income
- TSL seeks to enter into arrangements with various other banks and financial institutions to scale the business correspondent and allied services business

# **Future Business Strategy**



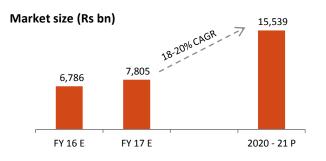
### **New Products**

### **MSME**

### Market size (Rs bn) 12-14% CAGR 19,205 13,955 13,140 11.733 11.345 FY 18 P FY 16 FY 17 FY 19 P FY 20 P FY 21 P

- Expand operations to new geographies Presently operating in Delhi NCR, Haryana, Punjab and Maharashtra
- Focus on portfolio quality

### **Housing Finance**



- Aspire to be a niche housing finance player in tier II, III and IV cities and towns
- Focus on portfolio quality

### Large NBFC Tie Up

- Strategic tie up with large NBFC to distribute its non-MFI financial products across the branch network of Satin
- Focus on non-microfinance products as a part of the strategic tie-up

### **Focus on Digital Transformation**

















**Real Time Tracking** 

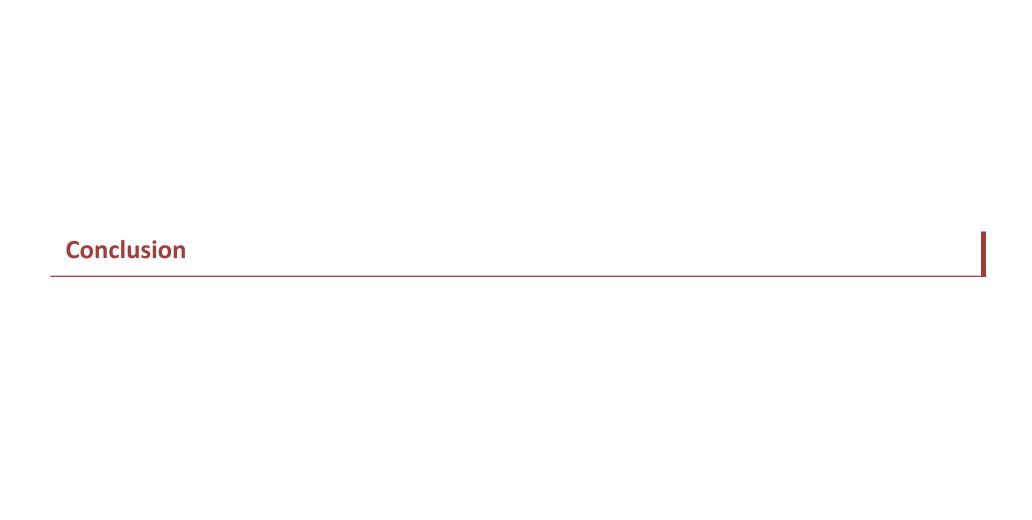
**Cashless** Disbursement

**Cashless** Collection

IT Infrastructure

Risk Management

- Professional CIO, Mr Sanjay Mahajan appointed in Jan '16
- Key technological initiatives include e-KYC authentication, digitization of client supporting documents, visibility of client's credit history, biometric authentication, realtime integration with credit agencies, centralized repository of information, integration of employee management and HR system, etc.
- Partnered with ItzCash and recently with Mimo to move towards cashless collections



# Focus to Build the Business for Future Despite Demonetization



While the industry was grappling with collections and significant portion of our AUM was in affected geographies, our

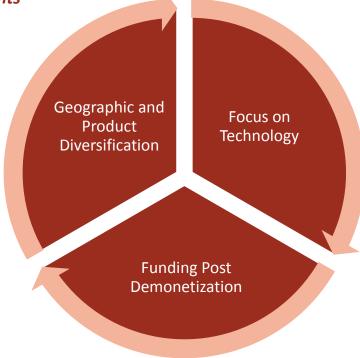
efforts persisted on several other fronts

### **Focus on Product Portfolio**

- Started HFC from April 2017 Focus to be on monetization of rural assets
- MSME is scaling up well with focus on portfolio quality
- Recent tie up with a large NBFC Access to a significantly larger balance sheet (c. 3% equity stake in the form of OCRPS)
  - With this strategic tie-up, product portolio will expand to products other than microfinance
- Disbursement has returned to pre demonetization levels
  - Q1FY18 and Q2FY18 average monthly disbursements of Rs 3,832 mn and Rs 3,973 mn respectively<sup>(1),(2)</sup>
- Reduced the mix of monthly collections in our AUM to less than 20%
- All fresh JLG disbursement is Bi-weekly

### **Geographic Expansion**

- Started operations in two more states post demonetization
  - Assam in Q1FY18 and Orissa in Q2FY18
- Opened 136 new branches between Sep'16 and Sep'17 of which 62 branches have been started in 1HFY18



### **Investor Confidence and Promoter Commitment**

- During the current financial year, Satin has raised:
  - Rs. 643 mn equity via pref. allotment from ADB (Apr'17)
  - Rs. 300 mn equity from promoters (Apr'17)
  - Rs. 350 mn via OCRPS from a large NBFC (Aug'17)
  - Rs. 1,848 mn via securitization in 1HFY18
  - Rs. 1,500 mn equity capital via QIP (Oct'17)

# <u>Technology revamp leading to operational</u> efficiencies

- Saved significant cost by building technology inhouse vs. buying off-the-shelf
- Digital transformation implemented across all branches in less than 3 months (From 21 Apr'17 to 03 Jul'17)
  - Real time reporting and decision making
  - Complete last mile connectivity across all branches and upto each loan officer
  - All loan officers have TABs with data connectivity
- Opex ratio reduced to 6.64% in Q2FY18 from 7.78% in Q4FY17<sup>(2)</sup> primarily due to robust IT infrastructure
- Cost to income reduced to 53.4% in Q2FY18 from 72.32% in FY17<sup>(2)</sup> due to operational effiiencies
- Cashless disbursements is at c. 16% of total disbursements during Sep'17

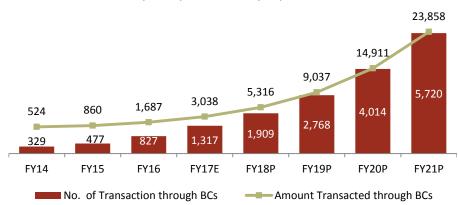
# Annexure Industry Overview -BC Operations, MSME Finance and Small Ticket Housing Finance

# **BC Operations**



### Number of BC transactions to soar given lower cost of operations

### BC Transactions - Value (Rs. Bn) and Volume (Mn)

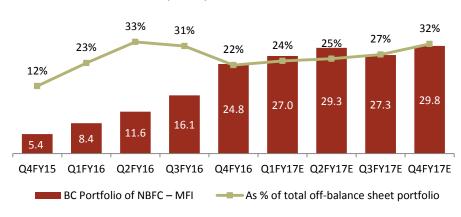


### Massive growth potential for growth of BC portfolio of NBFC-MFIs

- BC portfolio to witness healthy growth as overall banking credit growth recovers, MFI industry stabilizes and competition from SFBs reduces
- Micro-lending through BCs have attracted banks due to several benefits such as:
  - Meeting of PSL targets without any direct involvement of banks as loans are sourced by MFIs, who are in direct contact with the borrower
  - Better resource utilisation for banks as rural branches get relieved from a significant part of low-ticket size micro-lending obligations
  - Improved portfolio quality NBFC-MFIs have expertise in micro-lending as part of their core portfolio, unlike banks who primarily focus on industrial and other higher ticket-size lending

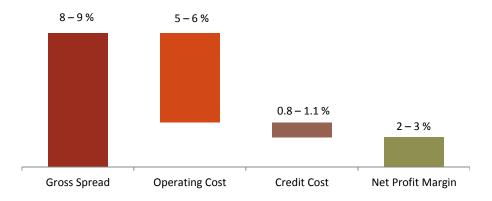
### BC portfolio of NBFC-MFIs on the rise

### BC Portfolio of NBFC - MFI (Rs. Bn)



# Higher margins and attractive RoA makes BC business lucrative even for MFIs

### **Estimated Costs and Ratios BC Business**



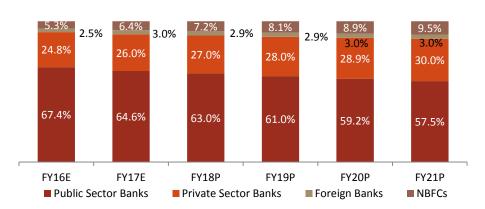
Source – CRISIL Research; MFIN
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# Micro, small and medium enterprise (MSME) finance



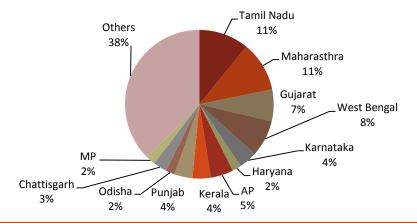
### Share of NBFCs and private banks to increase in MSMSE credit

### **Share of MSME Finance By Institutions**

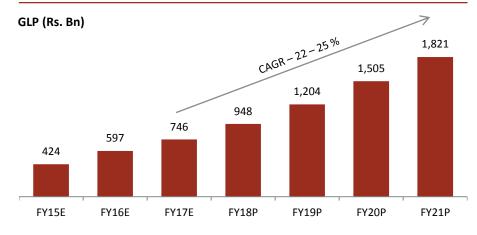


# Southern, western states contributing to majority of MSME loan outstanding with banks

### Statewise FY17 GLP (Rs. Bn)

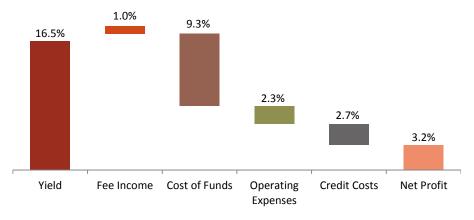


### NBFCs' MSME credit to sustain impressive growth



### **Profitability of NBFC lending**

### **Profitability of NBFC SME Lending**



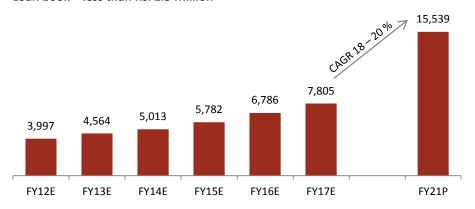
Source – CRISIL Report; MFIN
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# **Small Ticket Housing Finance**



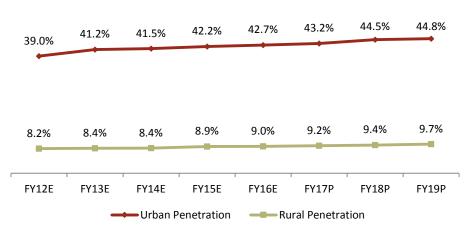
### Healthy growth expected in low ticket housing finance segment

### Loan book - less than Rs. 2.5 Million



### Rise in finance penetration to drive industry growth

### Finance penetration in rural and urban areas (overall housing finance)

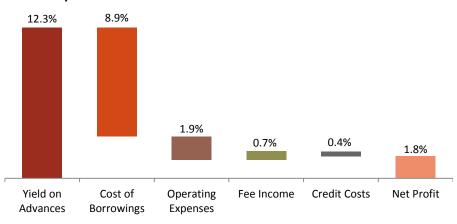


### **Key Growth Drivers**

- Thrust on low ticket housing with Govt. initiatives like 'Housing for All' to boost growth and help increase share
- Pradhan Mantri Awas Yojana Credit linked subsidy scheme: Subsidy to be provided on home loans taken by eligible urban population
- Revision of interest spread cap to 3.5% for Rural Housing Fund (RHF)
- Lower risk-weights and higher LTV for low ticket loans to boost disbursements
  - LTV on loans between Rs 30-75L increased to 80% from 75% and risk weights reduced to 35% from 50%
- Infra status to affordable housing companies to push more developers to enter this sector
- Urbanisation to increase at a CAGR of 2.0-2.5% between 2017-2022

### **Profitability of HFCs**

### **Profitability of HFCs**



Source: CRISIL Report
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# **Annexure**

Financial & Operational Details – Consolidated

# **Operational Details – Consolidated (Quarterly)**



PARTICULARS	Q2FY18 <sup>(A)</sup>	Q1FY18 <sup>(A)</sup>	Q2FY17 <sup>(A)</sup>	YoY %	QoQ %
Gross AUM (Rs. mn)	44,931	42,204	41,810	7.5%	12.4%
On-Book AUM (Rs. mn)	37,358	35,292	27,920	33.8%	12.4%
Securitization/ Assignment (Rs. mn)	2,517	2,414	9,597	(73.8%)	12.4%
TSL - Business Correspondence (Rs. mn)	5,056	4,497	4,293	17.8%	12.4%
Gross AUM Mix (Rs. mn)	44,931	42,203	37,401	7.5%	12.4%
MFI Lending (Rs. mn)	39,271	37,219	20	5.0%	5.5%
Product Financing (Rs. mn)	0	0	96	Na	(67.8%)
MSME (Rs. mn)	604	487	4,293	532.3%	24.1%
TSL - Business Correspondence (Rs. mn)	5,056	4,497	37,401	17.8%	12.4%
No. of districts					
SCNL	267	244	225	18.7%	9.4%
TSL	96	84	78	23.1%	14.3%
No. of branches	845	794	681	24.1%	6.4%
SCNL	680	634	544	25.0%	7.3%
TSL	165	160	137	20.4%	3.1%
No. of Employees	7,178	7,265	6,546	9.7%	(1.2%)
SCNL	5,978	6,032	5,537	8.0%	(0.9%)
TSL	1,200	1,223	1,009	18.9%	(2.7%)
No. of Loan Officers	4,769	4,774	4,276	11.5%	(0.1%)
SCNL	3,960	3,949	3,614	9.6%	0.3%
TSL	809	825	662	22.2%	(1.9%)
No. of Active Customers	2,623,072	2,629,878	2,590,792	1.2%	(0.2%)
SCNL	2,264,168	2,273,285	2,277,142	(0.6%)	(0.4%)
TSL	358,904	355,793	313,650	14.4%	0.9%
Average Ticket Size (Rs)					
MFI Lending (SCNL)	30,000*	30,000*	26,000*	15.4%	0.0%
MSME (SCNL)	980,000*	1,110,000*	560,000*	75.0%	(10.9%)
TSL	22,500*	20,200*	21,700*	3.7%	11.4%

# **Balance Sheet – Consolidated (Quarterly)**



PARTICULARS (Rs. mn)	Q2FY18 <sup>(A)</sup>	Q1FY18 <sup>(A)</sup>	Q2FY17 <sup>(A)</sup>	YoY %	QoQ %
Equity <sup>(1)</sup>	6,938	6,523	4,293	61.6%	6.4%
Preference shares	262	250	250	4.9%	4.9%
Net Worth	7,201	6,773	4,543	58.5%	6.3%
Minority Interest	25	21	23	8.6%	19.1%
Long Term Borrowings	18,301	19,205	16,432	11.4%	(4.7%)
Long Term Provisions	127	107	55	130.9%	19.0%
Total Non Current Liabilities	18,428	19,311	16,487	11.8%	(4.6%)
Short Term Borrowings	1,230	2,555	2,102	(41.5%)	(51.9%)
Other Current Liabilities	19,229	17,689	17,969	7.0%	8.7%
Short Term Provisions	2,643	2,226	282	835.8%	18.7%
Total Current Liabilities	23,102	22,470	20,353	13.5%	2.8%
Total Liabilities	48,755	48,575	41,405	17.8%	0.4%
Tangible Assets	370	386	293	26.4%	(4.0%)
Intangible Assets	42	51	17	149.7%	(17.1%)
Capital Work-in-progress	130	109	86	52.2%	19.3%
Goodwill on Consolidation	339	337	337	0.7%	0.7%
Non Current Investments	1	1	1	(0.1%)	0.0%
Deferred Tax Assets (Net)	860	760	116	640.5%	13.1%
Long Term Loans and Advances	11,101	9,265	8,953	24.0%	19.8%
Other Non Current Assets	970	1,049	1,298	(25.3%)	(7.5%)
Total Non Current Assets	13,814	11,958	11,100	24.4%	15.5%
Trade Receivables	64	43	74	(13.7%)	49.0%
Cash and cash equivalents	7,328	9,255	9,222	(20.5%)	(20.8%)
Short Term Loans and Advances	27,035	26,807	19,256	40.4%	0.9%
Other Current Assets	513	513	1,752	(70.7%)	0.1%
Total Current Assets	34,941	36,618	30,305	15.3%	(4.6%)
Total Assets	48,755	48,575	41,405	17.8%	0.4%
Book Value Per Share (Rs.)	174.71 <sup>(2)</sup>	164.28	130.26	34.1%	6.3%

# **P&L Statement – Consolidated (Quarterly)**



DARTICH ARC (Remain)	03EV49(A)	01EV10(A)	03FV17(A)	V-V 9/	0-0-%
PARTICULARS (Rs. mn)	Q2FY18 <sup>(A)</sup>	Q1FY18 <sup>(A)</sup>	Q2FY17 <sup>(A)</sup>	YoY %	QoQ %
Total Revenue		4.070			
Interest Income	2,127	1,879	1,457	46.0%	13.2%
Excess Interest Spread on securitization	129	74	439	(70.6%)	74.0%
Loan Processing Fee	120	116	139	(13.5%)	3.3%
Income from Business Correspondent Services	128	103	38	233.7%	24.9%
Other Operating Income	27	61	54	(49.3%)	(54.8%)
Other Income	5	1	0	-	302.3%
Total Revenue	2,537	2,234	2,127	19.3%	13.6%
Interest Expense	1,192	1,211	1,016	17.3%	(1.6%)
Personnel Expenses	560	515	401	39.6%	8.7%
Credit cost (Provisions for NPAs, Write-offs, etc.)	408	1,503	87	367.6%	(72.8%)
Administration & Other Expenses	172	181	213	(19.5%)	(5.3%)
Depreciation	35	36	12	186.0%	(4.7%)
Total Expenses	2,366	3,447	1,730	36.8%	(31.4%)
Profit before tax	171	(1,213)	398	(57.0%)	-
Extraordinary Items and CSR	-	-	-	-	-
Profit before tax (after Extraordinary items)	171	(1,213)	398	(57.0%)	-
Tax Expense	59	(414)	133	478.0%	-
PAT before minority interest	112	(798)	265	(57.6%)	-
Minority Interest	(0)	(2)	1	-	-
PAT after minority interest	113	(796)	264	(57.4%)	-
Preference Dividend	-	-	-	-	-
PAT (post Pref. Dividend and Minority Interest)	113	(796)	264	(57.4%)	-
		()	<del>-</del>	(	
EPS – Basic	2.75	(20.78)	8.31	(66.9%)	-
EPS – Diluted	2.75	(20.78)	8.18	(66.4%)	_

# **P&L Statement – Consolidated (Half yearly)**



PARTICULARS (Rs. mn)	1HFY18 <sup>(A)</sup>	1HFY17 <sup>(A)</sup>	YoY %
Total Revenue			
Interest Income	4,007	2,928	36.8%
Excess Interest Spread on securitization	203	809	(74.8%)
Loan Processing Fee	236	225	5.0%
Income from Business Correspondent Services	231	38	500.8%
Other Operating Income	88	77	13.7%
Other Income	7	0	-
Total Revenue	4,771	4,077	17.0%
Interest Expense	2,403	1,991	20.7%
Personnel Expenses	1,075	701	53.2%
Credit cost (Provisions for NPAs, Write-offs, etc.)	1,911	122	1461.8%
Administration & Other Expenses	353	478	(26.2%)
Depreciation	71	22	221.3%
Total Expenses	5,812	3,315	75.3%
Profit before tax	(1,041)	762	(236.6%)
Extraordinary Items and CSR	-	-	-
Profit before tax (after Extraordinary items)	(1,041)	762	(236.6%)
Tax Expense	355	251	41.2%
PAT before minority interest	(686)	511	(234.4%)
Minority Interest	(2)	1	(558.2%)
PAT after minority interest	(684)	510	(234.1%)
Preference Dividend	-	-	-
PAT (post Pref. Dividend and Minority Interest)	(684)	510	(234.1%)
EPS – Basic	(17.61)	16.12	(209.2%)
EPS – Diluted	(17.61)	15.88	(210.9%)

# **Annexure**

Financial & Operational Details – Standalone

# **Operational Details – Standalone (Quarterly)**



PARTICULARS	Q2FY18	Q1FY18	Q2FY17	YoY %	QoQ %
Gross AUM (Rs. mn)	39,875	37,706	37,517	6.3%	5.8%
No. of districts	267	244	225	18.7%	9.4%
No. of branches	680	634	544	25.0%	7.3%
No. of States of operation	18	17	16	12.5%	5.9%
No. of Employees	5,978	6,032	5,537	8.0%	(0.9%
No. of Loan Officers	3,960	3,949	3,614	9.6%	0.39
No. of Active Customers	2,264,168	2,273,285	2,277,142	(0.6%)	(0.4%
No. of Loan Accounts	2,472,893	2,536,238	2,447,217	1.0%	(2.5%
Disbursement during the period (Rs. mn)	11,918	11,497	13,794	(13.6%)	3.79
No. of loans disbursed during the period	374,789	383,130	528,491	(29.1%)	(2.2%
MFI Lending (excl. Prod. Financing & MSME)					
Gross AUM (Rs. mn)	39,271	37,219	37,401	5.0%	5.5%
No. of branches	676	634	541	25.0%	6.69
No. of Employees	5,913	5,984	5,508	7.4%	(1.2%
No. of Loan Accounts	2,472,192	2,535,570	2,322,748	6.4%	(2.5%
Disbursement during the period (Rs. mn)	11,757	11,319	13,729	(14.4%)	3.99
No. of loans disbursed during the period	374,604	382,968	517,584	(27.6%)	(2.2%
Productivity Metrics for MFI Lending					
Gross AUM/ Branch (Rs. mn)	58.1	58.7	69.1	(16.0%)	(1.0%
Gross AUM/ Loan Officer (Rs. mn)	9.9	9.4	10.3	(4.2%)	5.25
Disbursement/ Branch (Rs. mn)	17.4	17.9	25.4	(31.5%)	(2.6%
Disbursement/ Loan Officer (Rs. mn)	3.0	2.9	3.8	(21.8%)	3.6
No. of Clients/ Branch	3,348	3,585	4,209	(20.5%)	(6.6%
No. of Clients/ Loan Officer	572	576	630	(9.2%)	(0.79
Average Ticket Size (Rs.)	30,000*	30,000*	26,000*	15.4%	0.0

# **Operational Details - Standalone (Quarterly contd...)**



PARTICULARS	Q2FY18	Q1FY18	Q2FY17	YoY %	QoQ %
Product Financing					
Gross AUM (Rs. mn)	0	0	20	-	(67.8%)
No. of Loan Accounts	48	182	124,291	-	(73.6%)
Disbursement during the period (Rs. mn)	-	-	8	-	-
No. of loans disbursed during the period	-	-	10,789	-	-

MSME					
Gross AUM (Rs. mn)	604	487	96	532.3%	24.1%
No. of branches	29	16	5	480.0%	81.3%
No. of employees	65	48	29	124.1%	35.4%
No. of Active Customers	653	486	178	266.9%	34.4%
Disbursement during the period (Rs. mn)	161	179	57	181.0%	(9.9%)
No. of loans disbursed during the period	185	162	118	56.8%	14.2%
Average Ticket Size (Rs.)	980,000*	1,100,000*	490,000*	100%	(10.9%)

# **Operational Details – Standalone (Half yearly)**



PARTICULARS	1HFY18	1HFY17	YoY %
Gross AUM (Rs. mn)	39,875	37,517	6.3%
No. of districts	267	225	18.7%
No. of branches	680	544	25.0%
No. of States of operation	18	16	12.5%
No. of Employees	5,978	5,537	8.0%
No. of Loan Officers	3,960	3,614	9.6%
No. of Active Customers	2,264,168	2,277,142	(0.6%)
No. of Loan Accounts	2,472,893	2,447,217	1.0%
Disbursement during the period (Rs. mn)	23,415	22,368	4.7%
No. of loans disbursed during the period	757,919	883,424	(14.2%)
MFI Lending (excl. Prod. Financing & MSME)			
Gross AUM (Rs. mn)	39,271	37,401	5.0%
No. of branches	676	541	25.0%
No. of Employees	5,913	5,508	7.4%
No. of Loan Accounts	2,472,192	2,322,748	6.4%
Disbursement during the period (Rs. mn)	23,076	22,246	3.7%
No. of loans disbursed during the period	757,572	851,618	(11.0%)
Productivity Metrics for MFI Lending			
Gross AUM/ Branch (Rs. mn)	58.1	69.1	(16.0%)
Gross AUM/ Loan Officer (Rs. mn)	9.9	10.3	(4.2%)
Disbursement/ Branch (Rs. mn)	34.1	41.1	(17.0%)
Disbursement/ Loan Officer (Rs. mn)	5.8	6.2	(5.3%)
No. of Clients/ Branch	3,348	4,209	(20.5%)
No. of Clients/ Loan Officer	572	630	(9.2%)
Average Ticket Size (Rs.)	30,000*	26,000*	15.4%

# **Operational Details - Standalone (Half yearly contd...)**



PARTICULARS	1HFY18	1HFY17	YoY %
Product Financing			
Gross AUM (Rs. mn)	0	20	-
No. of Loan Accounts	48	124,291	-
Disbursement during the period (Rs. mn)	-	22	-
No. of loans disbursed during the period	-	31,628	-

MSME			
Gross AUM (Rs. mn)	604	96	480.0%
No. of branches	29	5	124.1%
No. of employees	65	29	532.3%
No. of Active Customers	653	178	266.9%
Disbursement during the period (Rs. mn)	339	100	238.8%
No. of loans disbursed during the period	347	178	94.9%
Average Ticket Size (Rs.)	980,000*	560,000*	75.0%

# **Financial Performance – Standalone**



RoE Tree	Q2FY17	1HFY18	Q1FY18	FY17
Gross Yield <sup>(1)</sup>	24.72%	23.38%	23.02%	22.55%
Financial Cost Ratio <sup>(2)</sup>	12.28%	12.39%	13.06%	12.64%
Net Interest Margin <sup>(3)</sup>	12.44%	10.99%	9.96%	9.91%
Operating Expense ratio <sup>(4)</sup>	6.64%	6.61%	6.87%	7.17%
Loan Loss Ratio <sup>(5)</sup>	3.82%	9.53%	15.96%	1.63%
RoA <sup>(6)</sup>	1.05%	-	-	0.61%
Leverage (Total Debt / Total Net Worth)	5.37x	5.37x	5.80x	5.82x
RoE <sup>(7)</sup>	7.52%	-	-	5.10%
Cost to Income Ratio	53.40%	60.13%	68.95%	72.33%

Capital Adequacy and Asset Quality	Post QIP	1HFY18	Q1FY18	FY17
CRAR	25.27	20.91	21.68	24.14
Tier-l	19.78	15.40	15.45	16.58
Tier-II	5.48	5.51	6.23	7.56
GNPA <sup>(8)</sup>				
GNPA on Gross AUM (Rs. mn)	-	4,560	5,527	5,225
GNPA as % of Gross AUM	-	11.43%	14.66%	14.45%
No. of Clients	-	323,721	383,214	355,508
NNPA <sup>(8)</sup>				
NNPA on Gross AUM (Rs. mn)	-	2,236	3,467	4,616
NNPA as % of Gross AUM	-	5.95%	9.73%	12.76%

- 1. Gross Yield represents the ratio of Total Income in the relevant period to the Average AUM
- ${\it 2. Financial Cost Ratio represents the ratio of Interest Expense in the relevant period to the Average AUM}\\$
- 3. Net Interest Margin represents the difference between the Gross Yield and the Financial Cost Ratio
- 4. Operating Expenses Ratio represents the ratio of the Operating Expenses (expenses including depreciation but excluding Credit Cost and Interest Expense) to the Average Gross AUM
- 5. Loan Loss Ratio represents the ratio of Credit Cost to the Average AUM
- 6. RoA is annualized and represents ratio of PAT to the Average Total Assets
- 7. RoE is annualized and represents PAT (post Preference Dividend) to the Average Equity (i.e., net worth excluding preference share capital)
- 8. Gross and Net NPA represent PAR >90

# **Balance Sheet – Standalone (Quarterly)**



				<u> </u>	
PARTICULARS (Rs. mn)	Q2FY18	Q1FY18	Q2FY17	YoY %	QoQ %
Equity <sup>(1)</sup>	6,965	6,536	4,289	62.4%	6.6%
Preference shares	262	250	250	4.9%	4.9%
Net Worth	7,227	6,786	4,539	59.2%	6.5%
Long Term Borrowings	18,283	19,180	16,385	11.6%	(4.7%)
Long Term Provisions	113	95	48	132.6%	19.1%
Total Non Current Liabilities	18,396	19,274	16,433	11.9%	(4.6%)
Short Term Borrowings	1,230	2,533	2,097	(41.3%)	(51.5%)
Other Current Liabilities	19,034	17,515	17,735	7.3%	8.7%
Short Term Provisions	2,590	2,179	282	818.4%	18.9%
Total Current Liabilities	22,854	22,227	20,114	13.6%	2.8%
Total Liabilities and Equity	48,477	48,288	41,086	18.0%	0.4%
Tangible Assets	360	375	282	27.8%	(3.9%)
Intangible Assets	41	50	15	171.6%	(17.1%)
Capital Work-in-progress	130	109	86	52.2%	19.3%
Intangible Assets under development	-	-	-	-	-
Non Current Investments	728	608	498	46.1%	19.7%
Deferred Tax Assets (Net)	840	748	113	642.2%	12.3%
Long Term Loans and Advances	11,096	9,262	8,950	24.0%	19.8%
Other Non Current Assets	909	982	1,215	(25.2%)	(7.4%)
Total Non Current Assets	14,105	12,133	11,159	26.4%	16.2%
Current Investments*	-	-		-	-
Trade Receivables	4	2	9	(55.6%)	160.6%
Cash and cash equivalents	6,904	8,908	8,966	(23.0%)	(22.5%)
Short Term Loans and Advances	26,967	26,743	19,251	40.1%	0.8%
Other Current Assets	497	501	1,701	(70.8%)	(0.8%)
Total Current Assets	34,372	36,154	29,927	14.9%	(4.9%)
Total Assets	48,477	48,288	41,086	18.0%	0.4%
Book Value Per Share (Rs.)	175.38 <sup>(2)</sup>	164.59	130.14	34.8%	6.6%

# **P&L Statement – Standalone (Quarterly)**



PARTICULARS (Rs. mn)	Q2FY18	Q1FY18	Q2FY17	YoY %	QoQ %
Total Revenue					
Interest Income	2,121	1,875	1,457	45.5%	13.1%
Excess Interest Spread on securitization	129	74	439	(70.6%)	74.0%
Loan Processing Fee	120	116	139	(13.3%)	3.8%
Other Operating Income	27	61	54	(49.3%)	(54.8%)
Total Revenue	2,397	2,125	2,089	14.8%	12.8%
Interest Expense	1,191	1,206	1,015	17.4%	(1.3%)
Personnel Expenses	467	441	381	22.7%	5.9%
Credit cost (Provisions for NPAs, Write-offs, etc.)	371	1,474	82	350.2%	(74.8%)
Administration & Other Expenses	144	158	207	(30.4%)	(8.8%)
Depreciation	33	35	11	188.4%	(5.6%)
Total Expenses	2,206	3,314	1,696	30.1%	(33.4%)
Profit before tax	191	(1,188)	393	(51.3%)	-
Extraordinary Items and CSR	-	-	-	-	
Profit before tax (after Extraordinary items)	191	(1,188)	393	(51.3%)	-
Tax Expense	65	(408)	133	(148.6%)	-
PAT	127	(780)	260	(51.3%)	-
Preference dividends	-	-	-	-	
PAT after pref. div.	127	(780)	260	(51.3%)	-
EPS – Basic	2.77	(20.36)	8.18	(66.1%)	-
EPS – Diluted	2.77	(20.36)	8.06	(65.6%)	-

# **P&L Statement – Standalone (Half yearly)**



PARTICULARS (Rs. mn)	1HFY18	1HFY17	YoY %
Total Revenue			
Interest Income	3,995	2,928	36.5%
Excess Interest Spread on securitization	203	809	(74.8%)
Loan Processing Fee	236	225	5.0%
Other Operating Income	88	77	13.7%
Total Revenue	4,523	4,039	12.0%
Interest Expense	2,397	1,989	20.5%
Personnel Expenses	909	681	33.4%
Credit cost (Provisions for NPAs, Write-offs, etc.)	1,845	118	1467.9%
Administration & Other Expenses	301	472	(36.1%)
Depreciation	68	22	217.4%
Total Expenses	5,520	3,282	68.2%
Profit before tax	(997)	757	-
Extraordinary Items and CSR	-	-	-
Profit before tax (after Extraordinary items)	(997)	757	-
Tax Expense	(343)	251	-
PAT	(653)	506	-
Preference dividends	-		-
PAT after pref. div.	(653)	506	-
EPS – Basic	(17.59)	15.99	-
EPS – Diluted	(17.59)	15.76	-

# **Annexure**

**Financial & Operational Details - TSL** 

# **Operational Details – TSL**



PARTICULARS	Q2FY18	Q1FY18	Q2FY17	YoY %	QoQ %
Gross AUM (Rs. mn)	5,056	4,497	4,293	17.8%	12.4%
No. of districts	96	84	78	23.1%	14.3%
No. of branches	165	160	137	20.4%	3.1%
No. of States of operation	8	8	7	14.3%	0.0%
No. of Employees	1,200	1,233	1,009	18.9%	(2.7%)
No. of Loan Officers	809	825	662	22.2%	(1.9%)
No. of Active Customers	358,904	355,793	313,650	14.4%	0.9%
Disbursement during the period (Rs. mn)	1,932	1,524	1,754	10.2%	26.8%
No. of loans disbursed during the period	78,441	75,366	78,077	0.5%	4.1%
Productivity Metrics					
Gross AUM/ Branch (Rs. mn)	30.6	28.1	31.3	(2.2%)	9.0%
Gross AUM/ Loan Officer (Rs. mn)	6.2	5.5	6.5	(3.6%)	14.6%
Disbursement/ Branch (Rs. mn)	11.7	9.5	12.8	(8.5%)	22.9%
Disbursement/ Loan Officer (Rs. mn)	2.4	1.8	2.6	(9.9%)	29.3%
No. of Clients/ Branch	2,175	2,224	2,289	(5.0%)	(2.2%)
No. of Clients/ Loan Officer	444	431	474	(6.4%)	2.9%
Average Ticket size (Rs.)	22,500*	20,200*	21,700*	3.7%	11.4%

# Financial Details – TSL



PARTICULARS (Rs. Mn)	Q2FY18	Q1FY18	Q2FY17	YoY %	QoQ %
Balance Sheet					
Networth (Rs. Mn)	279	171	187	48.7%	63.1%
Total borrowings (Rs. Mn)	18	46	51	(65.8%)	(62.3%)
Other Liabilities & Provisions	262	232	244	7.4%	12.9%
Total Liabilities	559	450	483	15.7%	24.2%
Fixed Assets	11	12	13	(13.7%)	(10.0%)
Cash and cash equivalents	320	239	256	24.9%	33.7%
Other Assets	227	198	214	6.3%	14.9%
Total assets (Rs. Mn)	559	450	483	15.7%	24.2%
Profit & Loss Statement					
Total income (Rs. Mn)	120	108	106	13.1%	11.9%
Interest Expense	1	5	3	(76.7%)	(86.4%)
Personnel Expenses	78	72	56	40.5%	8.3%
Credit cost (Provisions for NPAs, Write-offs, etc)	32	29	11	200.3%	11.8%
Administration & Other Expenses	24	22	22	10.3%	10.2%
Depreciation	1	1	2	(32.9%)	3.7%
Total Expenses	137	130	93	46.6%	5.6%
Profit before tax	(17)	(22)	13	-	-
Extraordinary Items and CSR	0	0	0	-	-
Profit before tax (after Extraordinary items)	(17)	(22)	13	-	-
Provision for tax	(5)	(6)	4	-	-
Profit/(loss) after tax (Rs. Mn)	(11)	(16)	9	-	-
EPS	(1.23)	(1.81)	1.00	-	-

# **Collections With Lag – TSL**



Dues for the month of →	Nov'16	Dec'16	Jan'17	Feb'17	Mar'17	Apr'17	May'17	Jun'17	Jul'17	Aug'17	Sep'17
% Collected as of											
30-Nov	96%	-	-	-	-	-	-	-	-	-	-
31-Dec	97%	88%	-	-	-	-	-	-	-	-	-
31-Jan	98%	92%	85%	-	-	-	-	-	-	-	-
28-Feb	98%	92%	89%	84%	-	-	-	-	-	-	-
31-Mar	98%	93%	90%	88%	84%	-	-	-	-	-	-
30-Apr	98%	94%	92%	90%	88%	86%	-	-	-	-	-
31-May	99%	97%	95%	96%	92%	91%	89%	-	-	-	-
30-Jun	99%	98%	97%	96%	94%	94%	93%	89%	-	-	-
31-Jul	99%	98%	98%	96%	95%	94%	94%	92%	89%	-	-
31-Aug	99%	98%	98%	96%	95%	95%	95%	93%	91%	89%	-
30-Sep	99%	98%	98%	97%	96%	96%	95%	94%	92%	92%	90%

# **Annexure**

**Financial & Operational Details - FY15 to FY17** 

# **Operational Details – Consolidated**



PARTICULARS	CAGR% (FY15-FY17)	FY15	FY16	FY17 <sup>(A)</sup>	YoY% (FY16-FY17)
Gross AUM (Rs. mn)	37.8%	21,407	32,708	40,667	24.3%
On-Book AUM (Rs. mn)	47.8%	14,645	22,747	31,992	40.6%
Securitization/ Assignment (Rs. mn)	(21.4%)	6,762	9,960	4,177	(58.1%)
TSL - Business Correspondence (Rs. mn)	· · · · · ·	·		4,498	,
Gross AUM Mix (Rs. mn)	37.8%	21,407	32,708	40,667	24.3%
MFI Lending (Rs. mn)	29.4%	21,407	32,595	35,845	10.0%
Product Financing (Rs. mn)			113	1	
MSME (Rs. mn)				322	
TSL - Business Correspondence (Rs. mn)				4,498	
No. of districts					
SCNL	39.4%	121	215	235	9.3%
TSL				87	
No. of branches	69.5%	267	431	767	78.0%
SCNL	52.1%	267	431	618	43.4%
TSL				149	
No. of Employees	66.4%	2,496	3,918	6,910	76.4%
SCNL	52.5%	2,496	3,918	5,801	48.1%
TSL				1,109	
No. of Loan Officers	61.9%	1,710	2,684	4,481	67.0%
SCNL	48.7%	1,710	2,684	3,781	40.9%
TSL				700	
No. of Active Customers	49.1%	1,190,999	1,851,113	2,647,185	43.0%
SCNL	38.9%	1,190,999	1,851,113	2,298,095	24.1%
TSL				349,090	
Average Ticket Size (Rs)					
MFI Lending (SCNL)		22,000	24,000	23,000	
Product Financing (SCNL)			695	695	
MSME (SCNL)				10,50,000	
TSL				22,700	

# **Balance Sheet - Consolidated**



PARTICULARS (Rs. mn)	CAGR% (FY15-FY17)	FY15	FY16	FY17 <sup>(A)</sup>	YoY% (FY16-FY17)
Equity <sup>(1)</sup>	81.5%	1,935	3,240	6,376	96.8%
Preference shares		60	-	250	
Net Worth	82.3%	1,995	3,240	6,626	104.5%
Minority Interest		-	-	23	
Long Term Borrowings	57.9%	8,117	13,335	20,233	51.7%
Long Term Provisions	149.2%	14	29	87	202.2%
Total Non Current Liabilities	58.1%	8,131	13,364	20,321	52.1%
Short Term Borrowings	129.1%	324	1,447	1,699	17.4%
Other Current Liabilities	39.5%	9,501	14,752	18,478	25.3%
Short Term Provisions	99.8%	157	231	625	170.9%
Total Current Liabilities	44.4%	9,981	16,430	20,803	26.6%
Total Liabilities	54.1%	20,107	33,034	47,772	44.6%
Tangible Assets	153.7%	55	119	355	199.1%
Intangible Assets	154.5%	6	22	36	61.0%
Capital Work-in-progress	8.2%	84	72	98	35.5%
Intangible Assets under Development		-	-	24	
Goodwill on Consolidation		-	-	337	
Non Current Investments	(0.1%)	1	1	1	
Deferred Tax Assets (Net)	108.0%	53	87	231	163.6%
Long Term Loans and Advances	43.0%	4,023	5,420	8,229	51.8%
Other Non Current Assets	22.7%	1,102	1,838	1,658	(9.8%)
Total Non Current Assets	43.6%	5,322	7,558	10,968	45.1%
Current Investments*		-	-	205	
Trade Receivables	288.6%	5	16	71	347.1%
Cash and cash equivalents	80.0%	3,487	7,098	11,298	59.2%
Short Term Loans and Advances	49.5%	10,751	17,576	24,017	36.7%
Other Current Assets	49.7%	542	787	1,214	54.3%
Total Current Assets	57.8%	14,785	25,476	36,804	44.5%
Total Assets	54.1%	20,107	33,034	47,772	44.6%
Book Value Per Share (Rs.)	50.3%	75.27	101.73	169.98	67.1%

# **P&L Statement – Consolidated**



PARTICULARS (Rs. mn)	CAGR% (FY15-FY17)	FY15	FY16	FY17 <sup>(A)</sup>	YoY % (FY16-FY17)
Total Revenue		·	'	·	
Interest Income	52.1%	2,662	4,275	6,158	44.0%
Excess Interest Spread on securitization	79.6%	330	892	1,064	19.3%
Loan Processing Fee	26.1%	225	352	358	1.7%
Income from Business Correspondent Services	NA	-	-	235	NA
Other Operating Income	185.0%	24	66	195	195.5%
Other Income	NA	-	-	4	NA
Total Revenue	57.2%	3,242	5,585	8,015	43.5%
Interest Expense	56.7%	1,775	2,899	4,358	50.3%
Personnel Expenses	109.4%	392	884	1,719	94.5%
Credit cost (Provisions for NPAs, Write-offs, etc.)	146.0%	97	208	588	182.4%
Administration & Other Expenses	35.3%	491	686	899	31.2%
Depreciation	75.8%	20	29	61	110.0%
Total Expenses	65.8%	2,775	4,705	7,624	62.0%
Profit before tax	(8.5%)	467	880	391	(55.6%)
Extraordinary Items and CSR	149.5%	2	5	13	152.0%
Profit before tax (after Extraordinary items)	(9.8%)	465	875	378	(56.8%)
Tax Expense	(6.5%)	147	296	129	(56.4%)
PAT before minority interest	(11.3%)	317	579	249	(57.0%)
Minority Interest		-	-	1	-
PAT	(11.4%)	317	579	249	(57.1%)
Preference Dividend		9	6	-	-
PAT (post Pref. Dividend and Minority Interest)	(10.2%)	308	574	249	(56.6%)
EPS – Basic	(22.9%)	12.17	20.28	7.24	(64.3%)
EPS – Diluted	(22.6%)	11.93	19.97	7.15	(64.2%)

# **Operational Details - Standalone**



PARTICULARS	CAGR% (FY15-FY17)	FY15	FY16	FY17	YoY % (FY16-FY17)
Gross AUM (Rs. mn)	30.0%	21,407	32,708	36,168	10.6%
No. of districts	39.4%	121	215	235	9.3%
No. of branches	52.1%	267	431	618	43.4%
No. of States of operation	20.6%	11	16	16	0.0%
No. of Employees	52.5%	2,496	3,918	5,801	48.1%
No. of Loan Officers	48.7%	1,710	2,684	3,781	40.9%
No. of Active Customers	38.9%	1,190,999	1,851,113	2,298,095	24.1%
No. of Loan Accounts	46.6%	1,192,202	2,090,630	2,560,873	22.5%
Disbursement during the period (Rs. mn)	23.3%	23,658	36,061	35,940	(0.3%)
No. of loans disbursed during the period	21.8%	1,055,514	1,688,914	1,566,368	(7.3%)
MFI Lending (excl. Prod. Financing & MSME)					
Gross AUM (Rs. mn)	29.4%	21,407	32,595	35,845	10.0%
No. of Loan Accounts	46.3%	1,192,202	1,900,586	2,553,049	34.3%
Disbursement during the period (Rs. mn)	22.6%	23,658	35,921	35,571	(1.0%)
No. of loans disbursed during the period	20.5%	1,055,514	1,487,039	1,533,535	3.1%
No. of branches	51.8%	267	431	615	42.7%
No. of Employees	52.1%	2,496	3,918	5,772	47.3%
Productivity Metrics for MFI Lending					
Gross AUM/ Branch (Rs. mn)	(14.7%)	80	76	58	(22.9%)
Gross AUM/ Loan Officer (Rs. mn)	(13.0%)	13	12	9	(21.9%)
Disbursement/ Branch (Rs. mn)	(19.2%)	89	83	58	(30.6%)
Disbursement/ Loan Officer (Rs. mn)	(17.5%)	13.8	13.4	9.4	(29.7%)
Disbursement/ Employee (Rs. mn)	(19.4%)	9	9	6	(32.8%)
No. of Clients/ Branch	(8.5%)	4,461	4,295	3,736	(13.0%)
No. of Clients/ Loan Officer	(6.5%)	696	690	608	(11.9%)
Average Ticket Size (Rs.)	2.2%	22,000	24,000	23,000	(4.2%)

(1) On standalone basis

# **Operational Details - Standalone (Contd.)**



PARTICULARS Product Financing	FY15	FY16	FY17	YoY % (FY16-FY17)
Gross AUM (Rs. mn)	-	113	1.22	(98.9%)
No. of Loan Accounts	-	190,044	7,495	(96.1%)
Disbursement during the period (Rs. mn)	-	140	22.59	(83.9%)
No. of loans disbursed during the period	-	201,875	32,504	(83.9%)

MSME				
Gross AUM (Rs. mn)	-	-	322	-
No. of Active Customers	-	-	329	-
No. of branches	-	-	8	-
No. of employees	-	-	29	-
Disbursement during the period (Rs. mn)	-	-	347	-
No. of loans disbursed during the period	-	-	329	-
Average Ticket Size (Rs.)	-	-	1,050,000	-

(1) On standalone basis

# Financial Performance - Standalone



12.76%

RoE Tree	FY15	FY16	FY17
Gross Yield <sup>(1)</sup>	20.28%	20.64%	22.55%
Financial Cost Ratio <sup>(2)</sup>	11.10%	10.71%	12.64%
Net Interest Margin <sup>(3)</sup>	9.18%	9.93%	9.91%
Operating Expense ratio <sup>(4)</sup>	5.65%	5.91%	7.17%
Loan Loss Ratio <sup>(5)</sup>	0.61%	0.77%	1.63%
RoA <sup>(6)</sup>	2.03%	2.18%	0.61%
Leverage (Total Debt / Total Net Worth)	8.17x	8.48x	5.82x
RoE <sup>(7)</sup>	18.57%	22.17%	5.10%
Cost to Income Ratio	61.57%	59.49%	72.33%
Capital Adequacy and Asset Quality	FY15	FY16	FY17
CRAR	15.67	16.82	24.14
Tier-I	9.60	11.3	16.58
Tier-II	6.07	5.52	7.56
GNPA <sup>(8)</sup>			
GNPA on Gross AUM (Rs. mn)	4	55	5,225
GNPA as % of Gross AUM	0.02%	0.17%	14.45%
No. of Clients	2,014	4,294	355,508
NNPA <sup>(8)</sup>			
NNPA on Gross AUM (Rs. mn)	2	27	4,616

- 1. Gross Yield represents the ratio of Total Income in the relevant period to the Average AUM
- 2. Financial Cost Ratio represents the ratio of Interest Expense in the relevant period to the Average AUM
- 3. Net Interest Margin represents the difference between the Gross Yield and the Financial Cost Ratio
- 4. Operating Expenses Ratio represents the ratio of the Operating Expenses (expenses including depreciation but excluding Credit Cost and Interest Expense) to the Average Gross AUM

0.01%

0.09%

- 5. Loan Loss Ratio represents the ratio of Credit Cost to the Average AUM
- 6. RoA is annualized and represents ratio of PAT to the Average Total Assets
- 7. RoE is annualized and represents PAT (post Preference Dividend) to the Average Equity (i.e., net worth excluding preference share capital)
- 8. Gross and Net NPA represent PAR >90

NNPA as % of Gross AUM

# **Balance Sheet – Standalone**



PARTICULARS (Rs. mn)	CAGR	FY15	FY16	FY17	YoY %	
	(FY15-FY17)	4.005			(FY16-FY17)	
Equity <sup>(1)</sup>	81.5%	1,935	3,240	6,372	96.7%	
Preference shares	104.1%	60	-	250		
Net Worth	82.2%	1,995	3,240	6,622	104.4%	
Long Term Borrowings	57.8%	8,117	13,335	20,201	51.5%	
Long Term Provisions	135.0%	14	29	78	168.9%	
Total Non Current Liabilities	57.9%	8,131	13,364	20,279	51.7%	
Short Term Borrowings	127.5%	324	1,447	1,676	15.8%	
Other Current Liabilities	38.7%	9,501	14,752	18,284	23.9%	
Short Term Provisions	99.4%	157	231	623	169.9%	
Total Current Liabilities	43.6%	9,981	16,430	20,583	25.3%	
Total Liabilities and Equity	53.7%	20,107	33,034	47,484	43.7%	
Tangible Assets	149.5%	55	119	343	189.3%	
Intangible Assets	150.2%	6	22	35	55.5%	
Capital Work-in-progress	8.2%	84	72	98	35.5%	
Intangible Assets under development			-	24		
Non Current Investments		1	1	498 <sup>(2)</sup>		
Deferred Tax Assets (Net)	106.2%	53	87	227	159.3%	
Long Term Loans and Advances	43.0%	4,023	5,420	8,226	51.8%	
Other Non Current Assets	19.5%	1,102	1,838	1,574	(14.3%)	
Total Non Current Assets	43.9%	5,322	7,558	11,025	45.9%	
Current Investments*				205		
Trade Receivables	53.0%	5	16	11	/20 70/1	
Cash and cash equivalents	78.3%				(30.7%) 56.1%	
Short Term Loans and Advances	78.3% 49.4%	3,487	7,098	11,079 24,000	36.6%	
		10,751	17,576			
Other Current Assets	46.5%	542	787	1,164	47.9%	
Total Current Assets Total Assets	57.0%	14,785	25,476	36,459	43.1%	
- C-12 1.0-C-13	53.7%	20,107	33,034	47,484	43.7%	
Book Value Per Share (Rs.)	48.4%	75.27	101.73	169.87	67.0%	

# **P&L Statement – Standalone**



PARTICULARS (Rs. mn)	CAGR% (FY15-FY17)	FY15	FY16	FY17	YoY % (FY16-FY17)
Total Revenue					
Interest Income	52.0%	2,662	4,275	6,150	43.8%
Excess Interest Spread on securitization	79.6%	330	892	1,064	19.2%
Loan Processing Fee	26.1%	225	352	358	1.7%
Other Operating Income	183.7%	24	66	195	197.1%
Total Revenue	54.8%	3,242	5,585	7,767	39.1%
Interest Expense	56.6%	1,775	2,899	4,351	50.1%
Personnel Expenses	100.0%	392	884	1,568	77.4%
Credit cost (Provisions for NPAs, Write-offs, etc.)	140.8%	97	208	563	170.4%
Administration & Other Expenses	31.2%	491	686	846	23.4%
Depreciation	69.5%	20	29	56	95.3%
Total Expenses	63.1%	2,775	4,705	7,384	56.9%
Profit before tax	(9.5%)	467	880	383	(56.6%)
Extraordinary Items and CSR	125.5%	2	5	11	105.9%
Profit before tax (after Extraordinary items)	(10.5%)	465	875	372	(57.5%)
Tax Expense	(7.2%)	147	296	127	(57.1%)
PAT	(12.1%)	317	579	245	(57.7%)
Preference dividends		9	6	-	-
PAT after pref. div.	(10.8%)	308	574	245	(57.3%)
EPS – Basic	(23.5%)	12.17	20.28	7.13	(64.8%)
EPS – Diluted	(23.1%)	11.93	19.97	7.05	(64.7%)

# **Operational Details – TSL**



PARTICULARS	CAGR% (FY15-FY17)	FY15	FY16	FY17	YoY % (FY16-FY17)
Gross AUM (Rs. mn)	31.5%	2,603	3,458	4,498	30.1%
No. of districts	55.5%	36	61	87	42.6%
No. of branches	46.9%	69	112	149	33.0%
No. of States of operation	41.4%	4	6	8	33.3%
No. of Employees	54.9%	462	978	1,109	13.4%
No. of Loan Officers	57.8%	281	674	700	3.9%
No. of Active Customers	34.1%	194,227	277,355	349,090	25.9%
Disbursement during the period (Rs. mn)	36.2%	2,880	3,723	5,346	43.6%
No. of loans disbursed during the period	26.3%	147,492	185,792	235,333	26.7%
Productivity Metrics					
Gross AUM/ Branch (Rs. mn)	(10.5%)	38	31	30	(3.3%)
Gross AUM/ Loan Officer (Rs. mn)	(16.7%)	9	5	6	21.1%
Disbursement/ Branch (Rs. mn)	(7.3%)	42	33	36	7.9%
Disbursement/ Employee (Rs. mn)	(12.1%)	6	4	5	26.6%
No. of Clients/ Branch	(8.8%)	2,815	2,476	2,343	(5.4%)
No. of Clients/ Loan Officer	(15.1%)	691	412	499	18.2%
Average Ticket size (Rs.)	7.9%	19,500	20,000	22,700	12.5%

# Financial Details—TSL



PARTICULARS (Rs. Mn)	CAGR% (FY15-FY17)	FY15	FY16	FY17	YoY % (FY16-FY17)
Balance Sheet	·				
Networth (Rs. Mn)	23.8%	122	177	187	5.8%
Total borrowings (Rs. Mn)	178.2%	11	23	88	279.0%
Other Liabilities & Provisions	17.6%	126	180	174	(3.1%)
Total Liabilities	31.6%	259	380	449	18.2%
Fixed Assets	27.4%	8	10	13	24.0%
Cash and cash equivalents	19.5%	153	254	218	(14.0%)
Other Assets	48.6%	99	116	218	88.1%
Total assets (Rs. Mn)	31.6%	259	380	449	18.2%
Profit & Loss Statement					
Total income (Rs. Mn)	37.0%	216	323	405	25.5%
Interest Expense	53.9%	4	10	10	2.3%
Personnel Expenses	83.0%	72	178	241	35.0%
Credit cost (Provisions for NPAs, Write-offs, etc)		0	13	35	164.8%
Administration & Other Expenses	(4.1%)	101	109	93	(15.1%)
Depreciation	77.0%	2	4	7	72.7%
Total Expenses	46.7%	179	315	386	22.5%
Profit before tax	(27.5%)	36	8	19	143.2%
Extraordinary Items and CSR	103.0%	1	0	2	518.4%
Profit before tax (after Extraordinary items)	(31.6%)	36	7	17	124.0%
Provision for tax	(24.4%)	11	2	6	194.5%
Profit/(loss) after tax (Rs. Mn)	(35.3%)	24	5	10	94.5%
EPS	(43.8%)	3.54	0.62	1.12	80.6%

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# Thank You