



INDOSTAR CAPITAL FINANCE LIMITED

Q3FY21 Results Update

04 February 2021

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Note : The figures for the previous period have been adjusted, wherever considered necessary to conform with the financial reporting requirements.

Discussion Summary

❖ Strategy

❖ Quarterly Results

❖ Business Update

❖ Shareholding Structure

- To be a 100% retail company. Focus on growing the retail business
- To reduce the Corporate book to less than 10% by March 22
- To build a profitable retail platform with growth potential to deliver excellent value to all stakeholders
- To focus on collections and enhance asset quality
- To open smart branches with digitisation to enhance productivity and reduce operating expenses
- To expand geography, products and customer segment to gain market share



Discussion Summary

- ❖ Strategy
- ❖ **Quarterly Results**
- ❖ Business Update
- ❖ Shareholding Structure



Q3FY21 in Perspective



- Re-started retail disbursements and quickly reached pre-covid disbursement levels
- Continued reduction in Corporate lending book
- Obtained CRISIL credit rating of AA (-) with stable outlook even in the current challenging environment
- Strengthened partnership with ICICI Bank with renegotiated commercials
- Stable Asset Quality

Summary of Q3



Health & Safety

- India's COVID situation improving; but need for continued alertness
- Most important aspect of the economy in the first half of calendar 2021 is going to be the vaccine. The base case at this stage for most of us is that the vaccine will be effective
- Safe and efficient digital channels – Net Banking, Mobile Banking

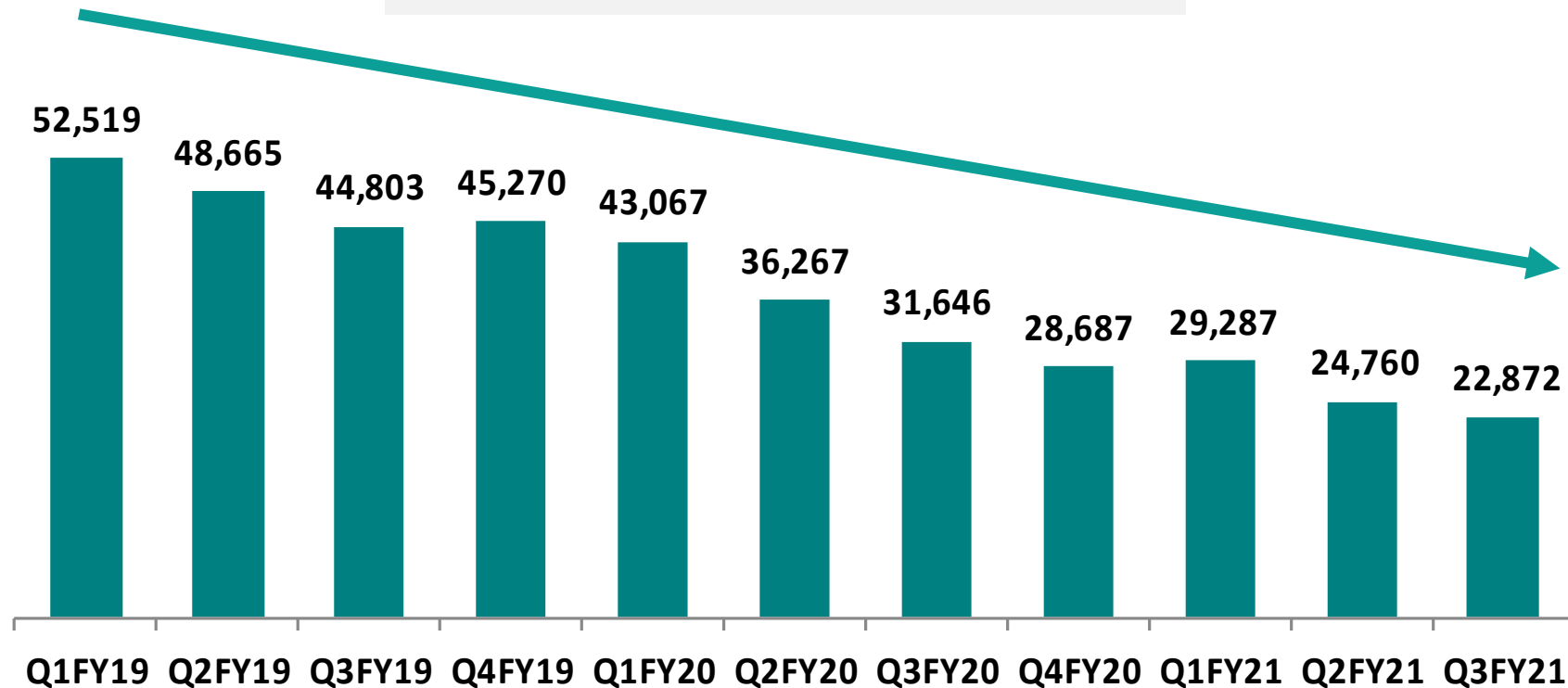
Economic Situation

- Positive high frequency indicators: GST collections – all time high, PMI, power & petroleum consumption
- Commercial Vehicle manufacturers have reported improved Sales numbers
- Announcement of scrappage policy
- Increased government spending, accommodative monetary policy
- Non-urban economy strong – Rural economy is far more resilient today

Steady reduction in the Corporate book



Corporate Lending AUM (₹ mn)



Q3FY21 performance : Key Highlights



Execution of Retailisation Theme

- Strong retail franchise ~75% of AUM (69% in Dec19)
- ICICI partnership AUM ~ ₹ 6,518 mn



Strong Capitalisation & Liquidity

- Comfortable liquidity; ~39% of Borrowings
- CRAR 35%
- Debt : Equity ratio of 1.8x



Financials

- Net Revenue from Operations ₹ 1,568 mn
- Cost Income ratio 47.2%*
- Pre-provision Operating Profit ₹ 768 mn

* Excluding one-off costs

Q3 & 9MFY21: Consolidated Profit & Loss Statement



Particulars (₹ mn)	Q3FY21	Q2FY21	QoQ %	Q3FY20	YoY %	9MFY21	9MFY20	YoY %
Revenue from Operations	3,353	3,392	-1%	3,816	-12%	10,079	12,655	-20%
Interest Expenses	(1,785)	(1,854)	-4%	(1,960)	-9%	(5,477)	(6,664)	-18%
Net Revenue from Operations	1,568	1,538	2%	1,856	-16%	4,602	5,991	-23%
People Costs	470	405	16%	437	7%	1,357	1,385	-2%
Operating Expenses	330	351	-6%	309	7%	944	906	4%
Pre-provision Operating Profit	768	782	-2%	1,110	-31%	2,301	3,700	-38%
Credit Costs	462	328	41%	1,107	-58%	1,035	2,437	-58%
Profit before Tax	307	454	-32%	3	n.a.	1,266	1,262	0%
Tax	65	138	-53%	0	n.a.	237	295	-20%
Profit after Tax	242	316	-24%	2	n.a.	1,030	967	6%
Key Metrics	Q3FY21	Q2FY21		Q3FY20		9MFY21	9MFY20	
Yield on Loans	13.9%	14.0%		14.5%		13.9%	14.3%	
Yield on Total Assets	12.2%	12.3%		14.2%		12.6%	14.6%	
Cost of Borrowings	10.2%	10.2%		10.5%		10.3%	10.3%	
Spread	2.0%	2.0%		3.7%		2.4%	4.3%	
NIM	5.7%	5.6%		6.9%		5.8%	6.9%	
Cost to Income	47.2%*	39.9%*		40.2%		43.4%*	38.2%	

* Excluding one-off costs

Consolidated Balance Sheet



Particulars (₹ mn)	Dec-20	Sep-20	QoQ %	Dec-19	YoY %
Equity	40,046	39,695	1%	30,953	29%
Borrowings	71,236	71,427	0%	69,262	3%
Total Liabilities	111,282	111,121	0%	100,215	11%
Loan Assets	75,515	78,000	-3%	90,238	-16%
Treasury Assets	30,779	27,712	11%	5,591	450%
Fixed Assets & Goodwill	3,913	3,910	0%	4,383	-11%
Other Assets (Net)	1,075	1,500	-28%	2	n.a.
Total Assets	111,282	111,121	0%	100,215	11%
Key Ratios	Q3FY21	Q2FY21	Q3FY20		
ROAA*	0.9%	1.1%	0.0%		
Leverage	2.8x	2.8x	3.5x		
ROAE*	2.4%	3.2%	0.0%		

* Annualised

Q3FY21: Business Segment Performance



Particulars (₹ mn)	Corporate Lending	CV Finance	SME Finance	Housing Finance	Consolidated ^
Revenue from Operations	834	1,287	432	600	3,353
Interest Expenses	(414)	(526)	(242)	(138)	(1,785)
Net Interest Income	420	761	189	462	1,568
People Costs	17	184	47	53	470
Operating Expenses	9	154	20	26	330
Pre-provision Operating Profit	394	423	123	383	768
Credit Costs *	209	134	99	18	462
Profit Before Tax	185	289	23	365	307

Particulars (₹ mn)	Corporate Lending	CV Finance	SME Finance	Housing Finance	Consolidated ^
Equity #	8,786	11,693	5,442	2,859	40,046
Borrowings	14,341	24,954	8,884	4,667	71,236
Total Liabilities	23,127	36,647	14,326	7,526	111,282
Loan Assets	22,872	33,393	14,168	7,443	75,515
Treasury Assets	-	-	-	-	30,779
Fixed Assets & Goodwill	-	3,002	-	-	3,913
Other Assets	255	253	158	83	1,075
Total Assets	23,127	36,647	14,326	7,526	111,282

* Credit costs are expected loss provisions computed under IndAS plus write offs # Allocated

^ Consolidated includes common corporate costs which are unallocated between segments

9MFY21: Business Segment Performance



Particulars (₹ mn)	Corporate Lending	CV Finance	SME Finance	Housing Finance	Consolidated ^
Revenue from Operations	2,825	4,256	1,286	1,146	10,079
Interest Expenses	(1,431)	(1,875)	(718)	(406)	(5,477)
Net Interest Income	1,394	2,381	568	740	4,602
People Costs	55	553	128	157	1,357
Operating Expenses	72	410	53	75	944
Pre-provision Operating Profit	1,267	1,418	387	509	2,301
Credit Costs *	510	412	94	23	1,035
Profit Before Tax	757	1,006	293	486	1,266

Particulars (₹ mn)	Corporate Lending	CV Finance	SME Finance	Housing Finance	Consolidated ^
Equity #	8,786	11,693	5,442	2,859	40,046
Borrowings	14,341	24,954	8,884	4,667	71,236
Total Liabilities	23,127	36,647	14,326	7,526	111,282
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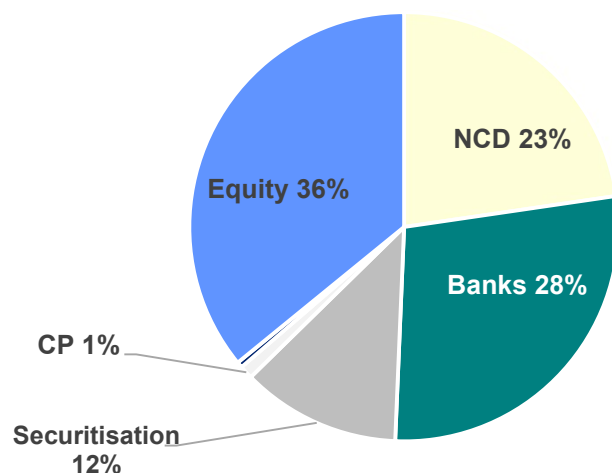
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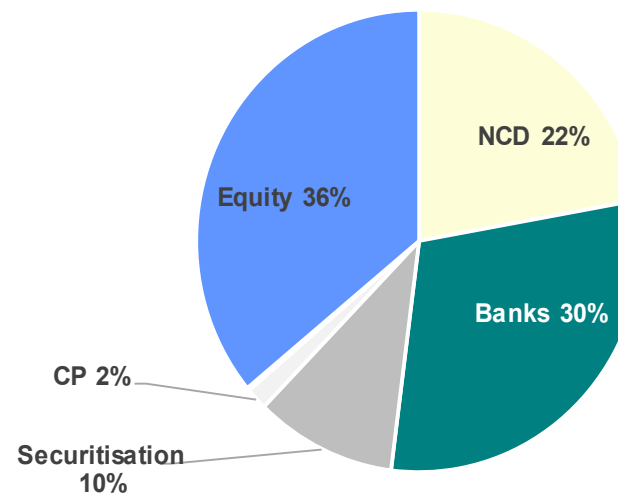
Diversified Funding Profile



Funding Mix - Sep 2020



Funding Mix - Dec 2020



Incremental Funding Mobilized

₹ mn	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21
Banks	2,500	4,546	-	4,250
Markets	-	2,750	3,000	1,500
Assignments	-	-	-	919
Securitisation	6,022	-	-	-
Total	8,522	7,296	3,000	6,669

Strong Credit Ratings

Borrowing Type	Rating Firm	Ratings
Term Loans	CRISIL/ INDIA RATINGS / CARE	AA (-)
Redeemable NCDs	CRISIL/INDIA RATINGS / CARE	AA (-)
CPs	CRISIL / CARE / ICRA	A1 (+)

Strong Liquidity & ALM



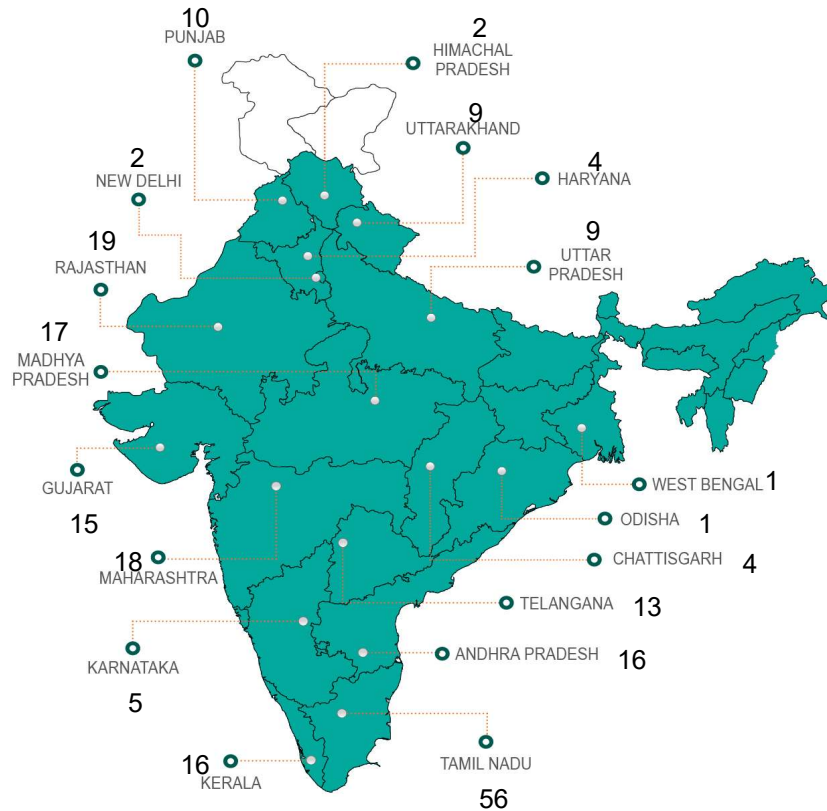
Particulars	Jan-21	Feb-21	Mar-21	Q1 FY22	Q2 FY22	Q3 FY22
Opening Cash & Equivalents*	27,954	27,289	24,845	20,190	13,856	12,941
Loan repayment inflows [Principal]	880	947	864	2,622	2,725	3,552
Total Inflow	28,834	28,236	25,708	22,811	16,581	16,493
Liability Repayment [Principal]						
Commercial Paper	-	500	-	1,250	-	-
NCDs	-	1,830	2,850	3,460	948	4,150
Term Loans & Others	1,546	1,061	2,669	4,245	2,692	2,808
Total Outflow	1,546	3,392	5,519	8,955	3,640	6,958
Closing Cash and equivalents	27,289	24,845	20,190	13,856	12,941	9,535

* Opening Cash & Equivalents

Particulars	₹ mn
Cash and Bank Balance	863
Cash equivalents	-
Liquid Debt Mutual Funds	23,337
Term Deposits with Banks	2,515
Undrawn funding Lines	1,240
Total	27,954

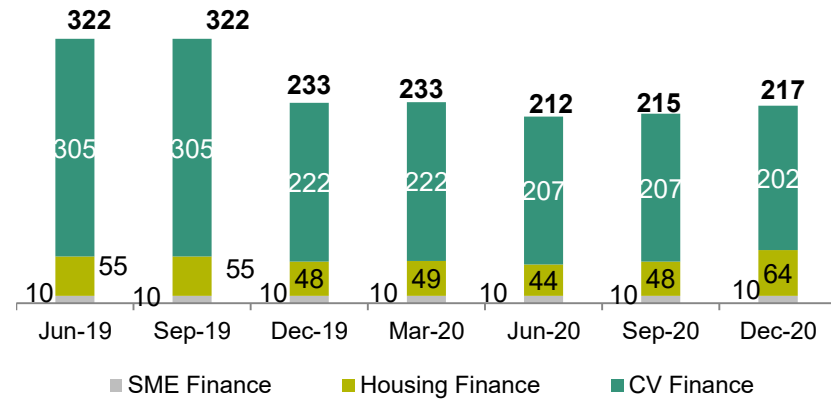
**Incremental funds raised
₹16,965 mn since April 2020**

Post integration branch rationalisation on course

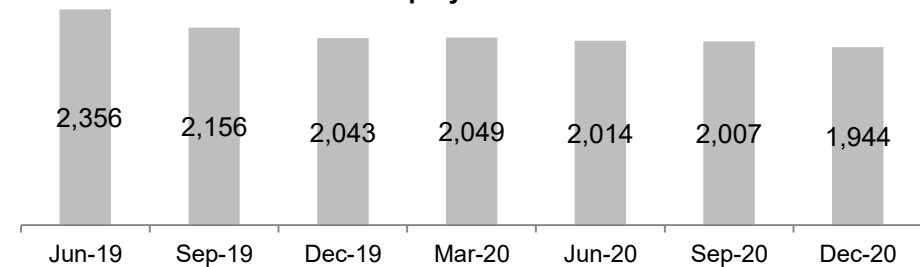


217 branches across 18 states

* Some branches have multiple operating segments



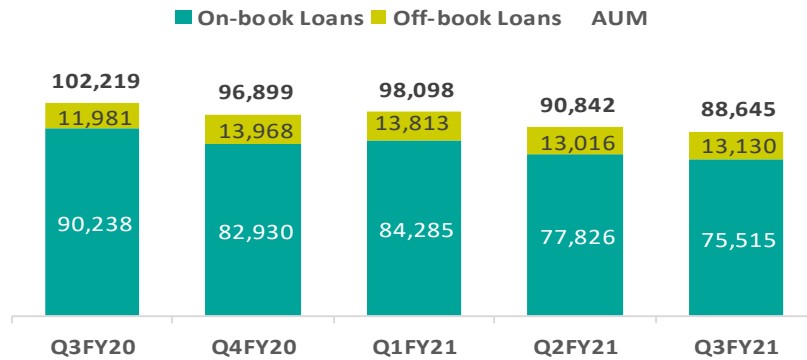
Employee Base



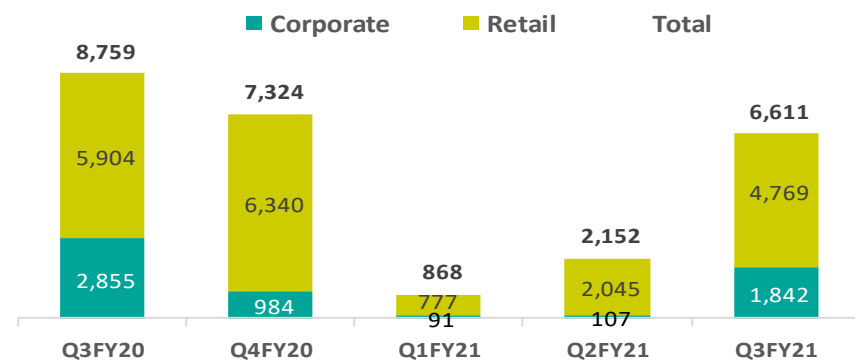
Q3FY21: Quarterly Performance Trend (1/2)



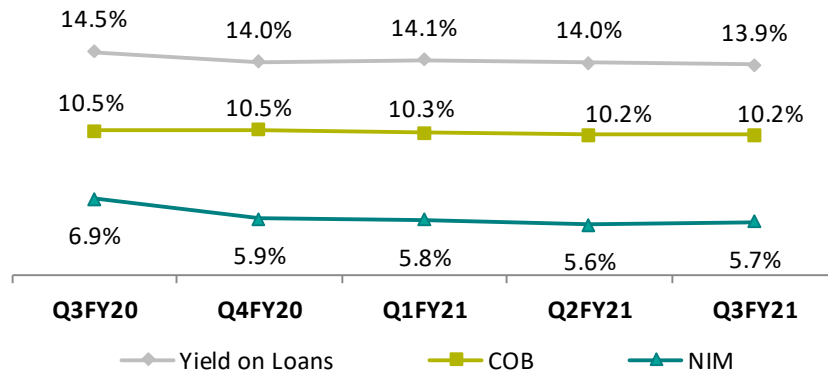
AUM (₹ mn)



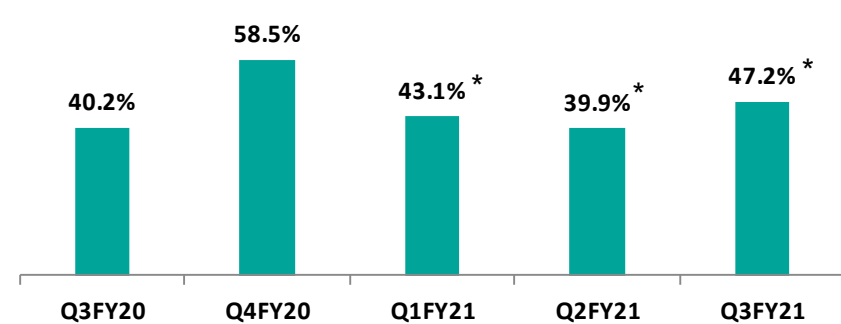
Loan Disbursements (₹ mn)



Margin Analysis (%)



Cost to Income Ratio (%)

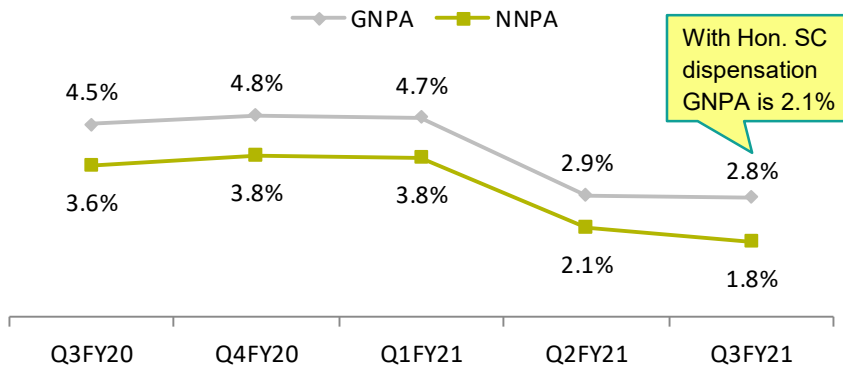


* Excluding one-off costs

Q3FY21: Quarterly Performance Trend (2/2)

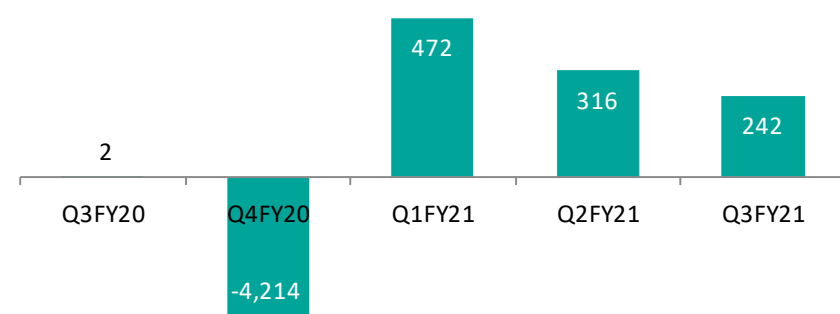


NPA*

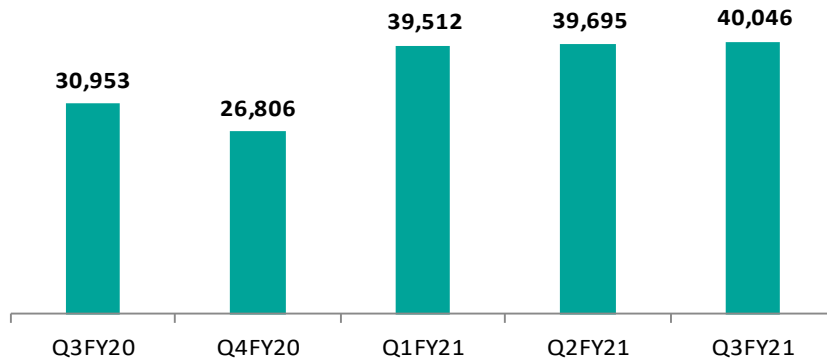


* GNPA & NNPA (restated) represents Stage 3 Assets

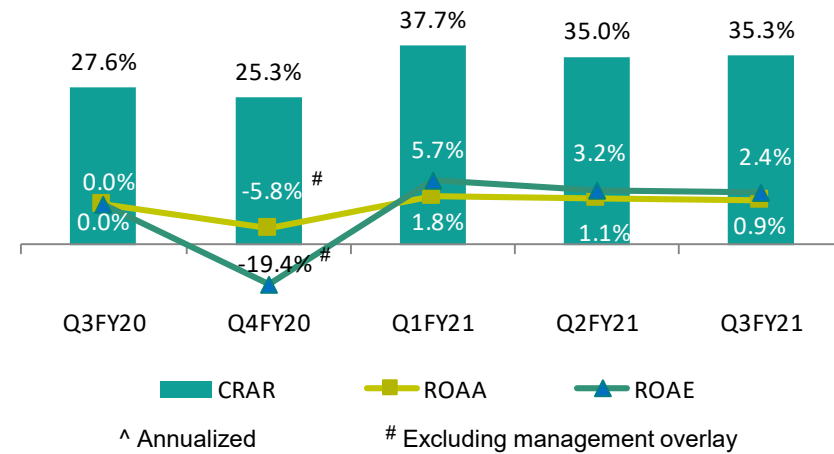
PAT (₹ mn)



Net worth (₹ mn)



Return Ratios^ & Capital Adequacy (%)



Asset Quality



Gross NPA (₹ mn)	Q3FY20	Q4FY20	Q1FY21	Q2FY21	Q3FY21
Corporate Lending	1,546	1,546	1,546	1,546	1,076
CV Finance	2,334	2,336	2,445	578	805
SME Finance	267	237	153	180	261
Housing Finance	51	63	64	69	138
Total	4,199	4,182	4,207	2,372	2,280

Net NPA (₹ mn)	Q3FY20	Q4FY20	Q1FY21	Q2FY21	Q3FY21
Corporate Lending	1,391	1,237	1,237	1,082	470
CV Finance	1,634	1,846	1,925	462	634
SME Finance	217	187	121	142	206
Housing Finance	41	50	53	56	112
Total	3,283	3,320	3,335	1,741	1,422

PCR% (including management overlay) as of 31st December 2020 is 150%

Discussion Summary

- ❖ Strategy
- ❖ Quarterly Results
- ❖ Business Update
- ❖ Shareholding Structure



Collections update



Month	Retail		
	Billing	Total Collections	%
Jan-20	2,267	2,349.5	103.64%
Feb-20	2,122	2,208.9	104.10%
Mar-20	2,232	1,461.7	65.49%
Apr-20	2,130	153.6	7.21%
May-20	2,134	389.4	18.25%
Jun-20	2,219	1,022.8	46.09%
Jul-20	2,234	1,450.2	64.91%
Aug-20	2,211	1,564.5	70.76%
Sep-20	2,182	2,008.1	92.03%
Oct-20	2,153	2,147.8	99.76%
Nov-20	2,092	2,382.0	113.85%
Dec-20	2,050	2,809.8	137.08%

Restructuring Snapshot

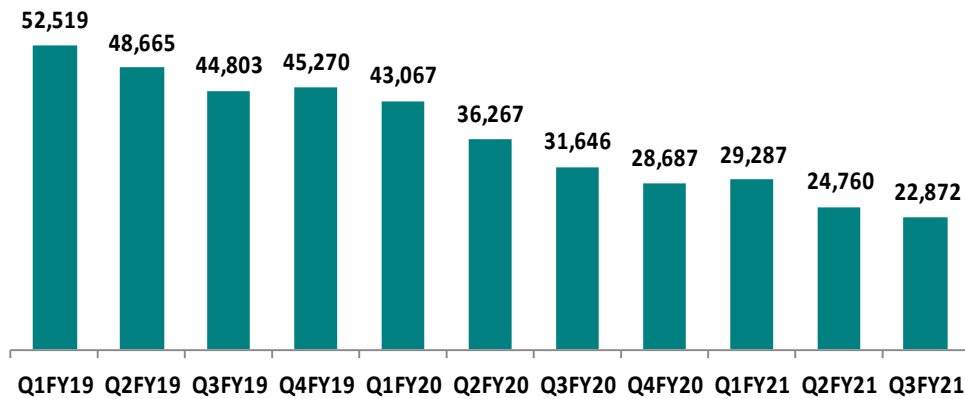


YTD FY21	Total no of Accounts	No. of Restructure accounts	Total AUM	Amount Restructured	% of no. of Restructure accounts	% of Restructured AUM
			(INR mn)	(INR mn)		
VF	81,442	1512	41,014	1632	1.86%	3.97%
SME	2,610	72	17,994	864	2.76%	4.80%
AHF	13,471	0	9,152	0	0%	0%
Total Retail	97,523	1584	68,160	2496	1.62%	3.66%

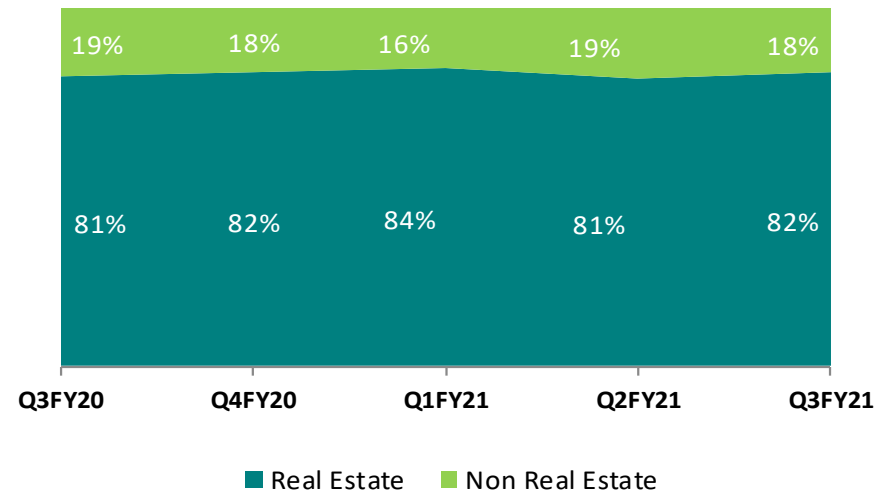
Corporate Lending (1/3)



Corporate Lending AUM (₹ mn)



AUM Breakup: RE vs. Non-RE



- ✓ Continued focus on reduction in exposure
- ✓ Reduced by ₹ 1,888 mn in Q3FY21

Corporate Lending: Profit and Loss (2/3)



Particulars (₹ mn)	Q3 FY 20	Q4 FY 20	Q1 FY 21	Q2 FY 21	Q3 FY 21
Revenue from Operations	1,288	1,077	1,000	991	834
Interest Expenses	(648)	(610)	(529)	(488)	(414)
Net Interest Income	640	467	471	503	420
People Costs	40	27	23	15	17
Operating Expenses	9	8	4	59	9
Pre-provision Operating Profit	591	431	444	429	394
Credit Costs*	763	2,410	84	218	209
Profit before Tax	(172)	(1,978)	361	211	185
Loan Assets	31,646	28,687	29,287	24,760	22,872
Equity ^	10,790	8,934	11,229	9,607	8,786

* Credit costs are expected loss provisions computed under Ind AS plus write offs

^ Allocated

Corporate Lending : Key ratios (3/3)



	Q3 FY 20	Q4 FY 20	Q1 FY 21	Q2 FY 21	Q3 FY 21
Revenue from Operations*	14.7%	14.3%	13.6%	13.7%	13.5%
Net Interest Income*	7.3%	6.2%	6.4%	7.0%	6.8%
Operating Expenses*	0.6%	0.5%	0.4%	1.0%	0.4%
Cost / Income	7.7%	7.7%	5.8%	14.7%	6.2%
Pre-provision Operating Profit	6.7%	5.7%	6.1%	6.0%	6.4%
Credit Costs	8.7%	31.9%	1.1%	3.0%	3.4%
GNPA	4.8%	5.3%	5.2%	6.1%	4.5%
NNPA	4.4%	4.3%	4.2%	4.3%	2.0%
ROAA[^]	-1.8%	-19.4%	4.6%	1.8%	1.8%
Leverage	3.1x	3.0x	2.9x	2.6x	2.6x
ROAE[^]	-5.5%	-58.3%	13.2%	4.6%	4.8%

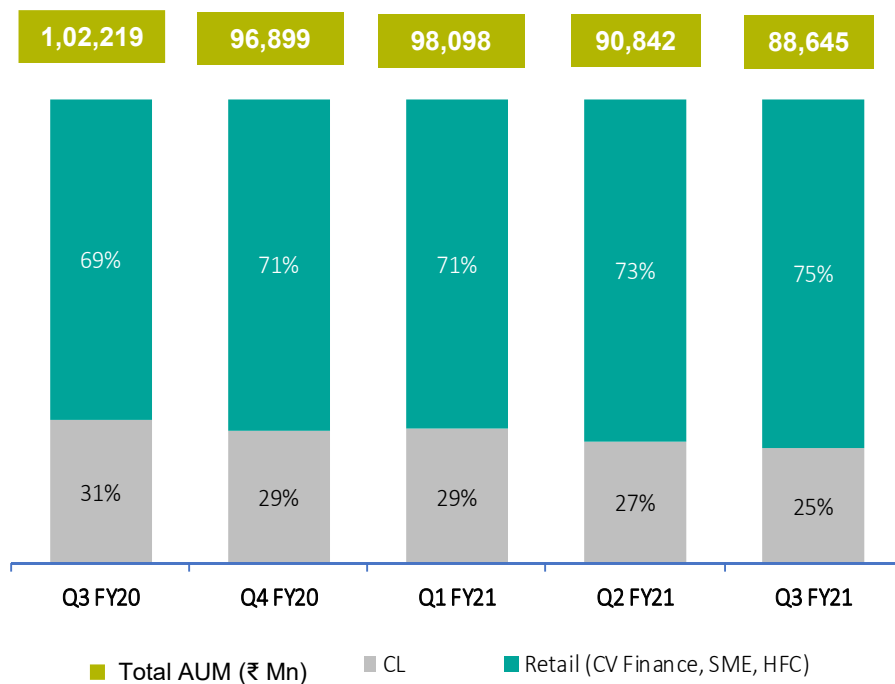
* On daily average basis

[^] Annualized

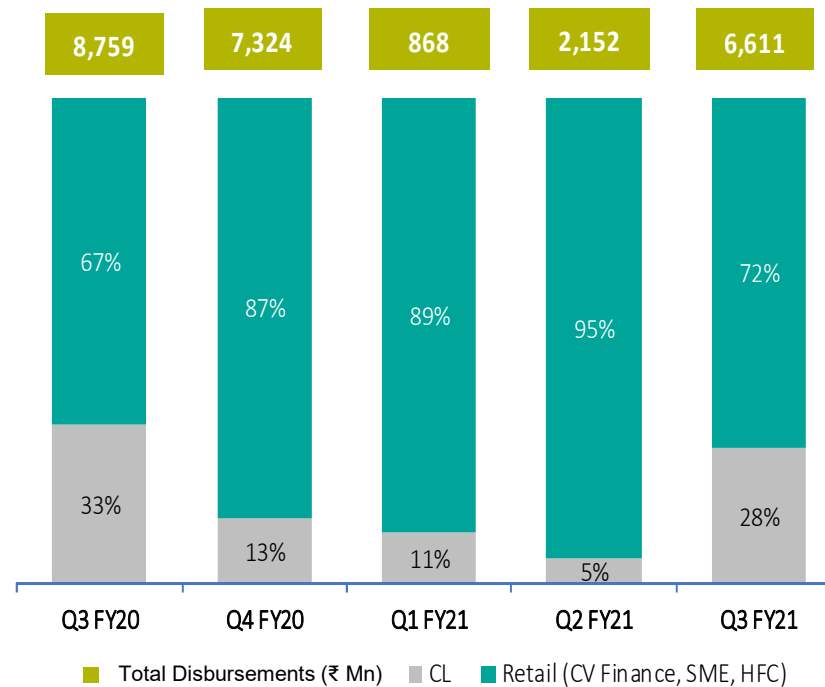
Retailisation Strategy On track



AUM: CL vs Retail (%)



Disbursements: CL vs Retail (%)

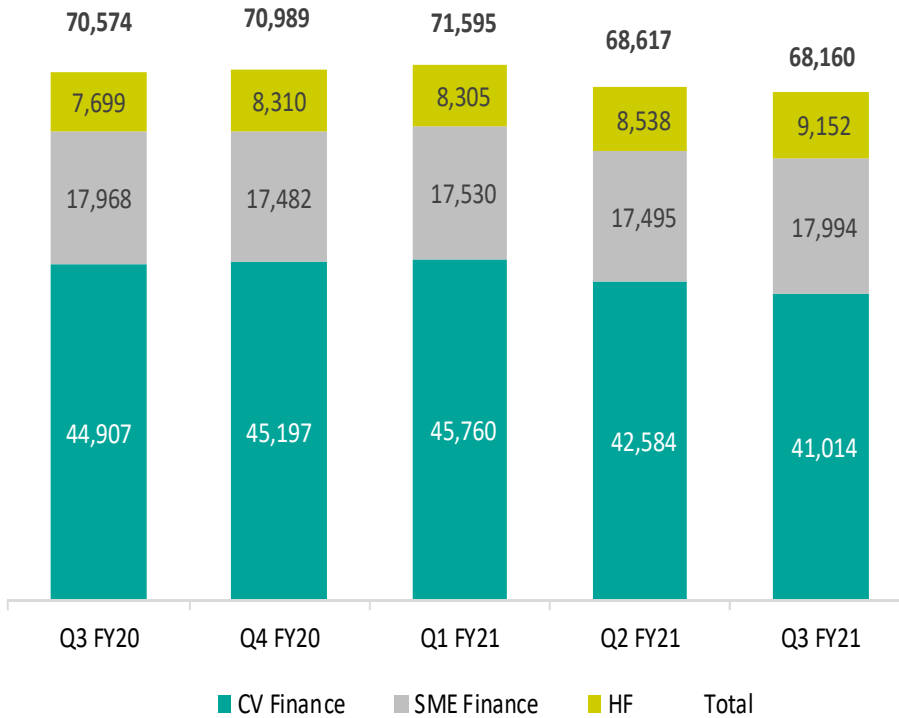


Corporate Lending: CL , Commercial Vehicle Finance: CV Finance, SME Finance: SME, Housing Finance: HF

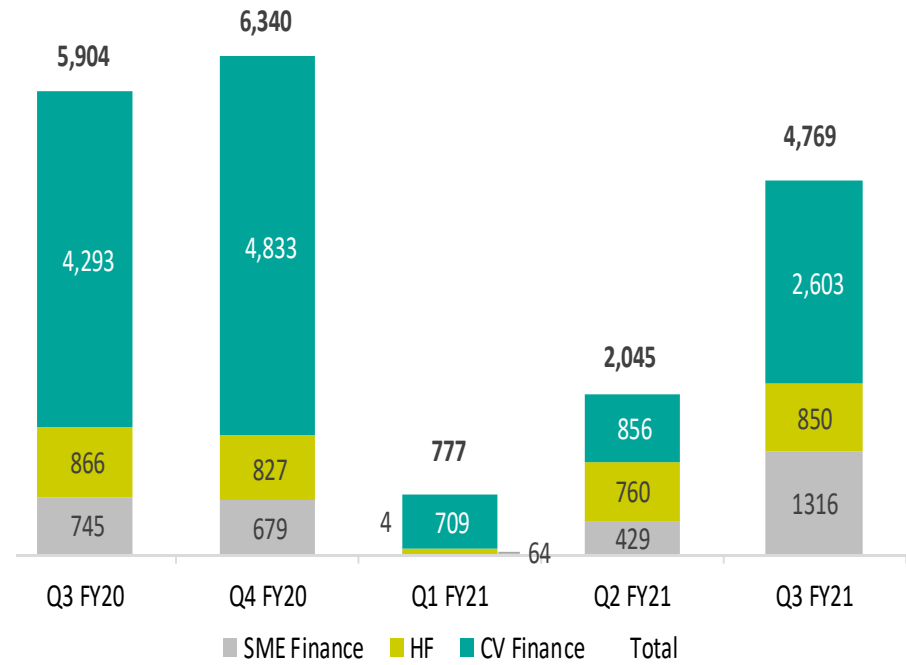
Retail Business Volume impacted by Covid-19



Retail AUM (₹ mn)



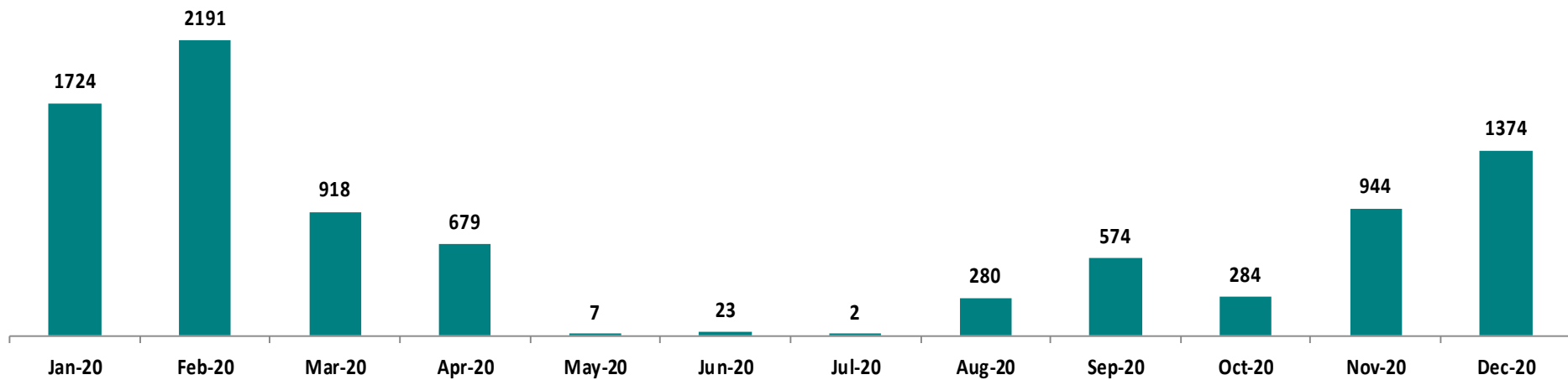
Retail Disbursements (₹ mn)



CV Finance (1/3)



CV Finance – Monthly Disbursement Trend (₹ mn)



✓ CV Finance AUM ₹ 41,014 mn

✓ AUM of ICICI Bank tie-up ₹ 6,518 mn

CV Finance : Profit and Loss (2/3)



Particulars (₹ mn)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21
Revenue from Operations	1,743	1,455	1,511	1,458	1,287
Interest Expenses	(771)	(759)	(707)	(642)	(526)
Net Interest Income	971	697	804	817	761
People Costs	206	193	187	182	184
Operating Expenses	119	152	100	157	154
Pre-provision Operating Profit	647	352	517	478	423
Credit Costs	252	901	191	87	134
Profit before Tax	394	(549)	326	391	289
Loan Assets	38,261	36,184	36,951	34,384	33,393
Equity [^]	10,854	9,455	12,154	11,666	11,693

[^] Allocated

CV Finance : Key ratios (3/3)

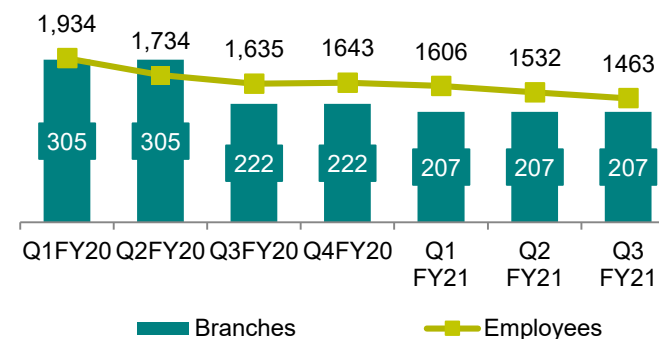


	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21
Revenue from Operations*	16.9%	15.2%	16.0%	15.7%	15.1%
Net Interest Income*	9.4%	7.3%	8.5%	8.8%	8.9%
Operating Expenses*	3.1%	3.6%	3.0%	3.6%	4.0%
Cost / Income	33.4%	49.5%	35.7%	41.4%	44.4%
Pre-provision Operating Profit*	6.3%	3.7%	5.5%	5.2%	5.0%
Credit Costs	2.4%	9.4%	2.0%	0.9%	1.6%
GNPA ^{\$}	5.8%	6.2%	6.3%	1.6%	2.3%
NNPA ^{\$}	4.1%	5.0%	5.0%	1.3%	1.8%
ROAA [^]	3.4%	-4.3%	3.2%	3.0%	2.5%
Leverage	3.8x	3.4x	3.2x	2.9x	3.0x
ROAE[^]	13.2%	-14.9%	10.5%	8.7%	7.6%

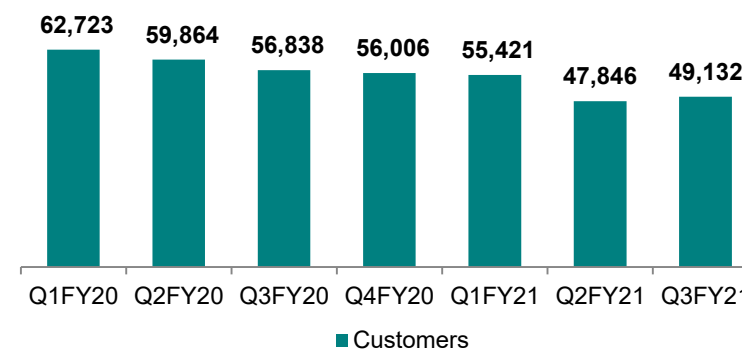
* On daily average basis

[^] Annualized

Branches & Employees



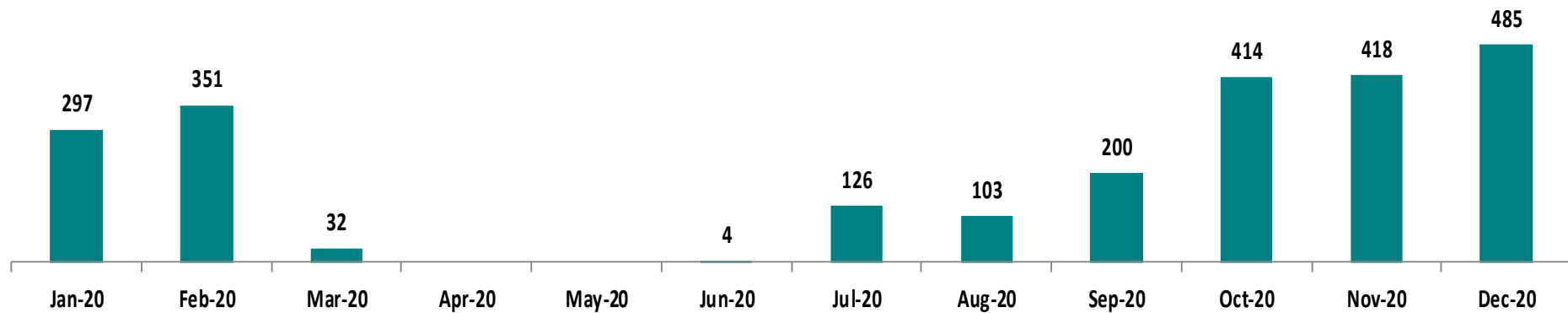
Customer Count



SME Finance (1/3)



SME Finance – Monthly Disbursement Trend (₹ mn)



✓ SME Finance AUM : ₹ 17,994 mn

✓ Assigned/Securitized Portfolio : ₹ 3,826 mn

SME Finance: Profit and Loss (2/3)



Particulars (₹ mn)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21
Revenue from Operations	441	428	436	419	432
Interest Expenses	(260)	(266)	(245)	(232)	(242)
Net Interest Income	181	162	191	188	189
People Costs	45	44	39	42	47
Operating Expenses	33	31	17	16	20
Pre-provision Operating Profit	103	87	135	129	123
Credit Costs	85	63	(29)	23	99
Profit before Tax	17	24	164	105	23
Loan Assets	13,513	13,360	13,371	13,491	14,168
Equity [^]	4,607	4,161	5,126	5,235	5,442

[^] Allocated

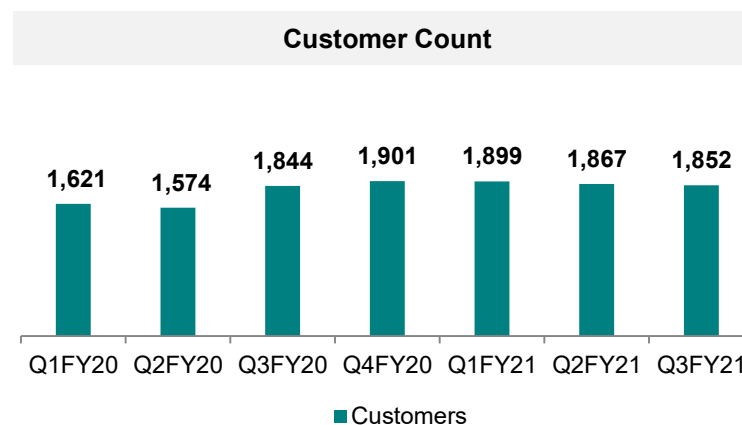
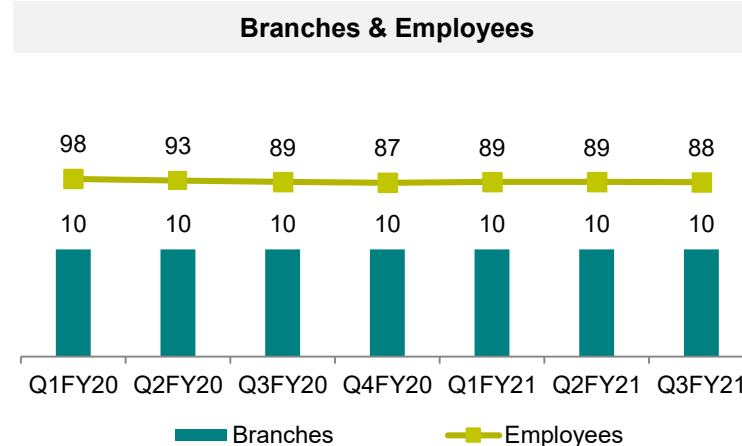
SME Finance : Key ratios (3/3)



	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21
Revenue from Operations*	12.9%	13.0%	12.8%	12.6%	12.6%
Net Interest Income*	5.3%	4.9%	5.6%	5.6%	5.5%
Operating Expenses*	2.3%	2.3%	1.6%	1.8%	1.9%
Cost / Income	43.1%	46.1%	29.3%	31.3%	35.2%
Pre-provision Operating Profit*	3.0%	2.7%	4.0%	3.9%	3.6%
Credit Costs	2.5%	1.9%	-0.9%	0.7%	2.9%
GNPA	2.0%	1.8%	1.1%	1.3%	1.8%
NNPA	1.6%	1.4%	0.9%	1.1%	1.5%
ROAA ^	0.5%	0.7%	4.5%	2.0%	0.9%
Leverage	3.1x	3.1x	2.9x	2.6x	2.6x
ROAE ^	1.4%	2.1%	13.1%	5.2%	2.4%

* On daily average basis

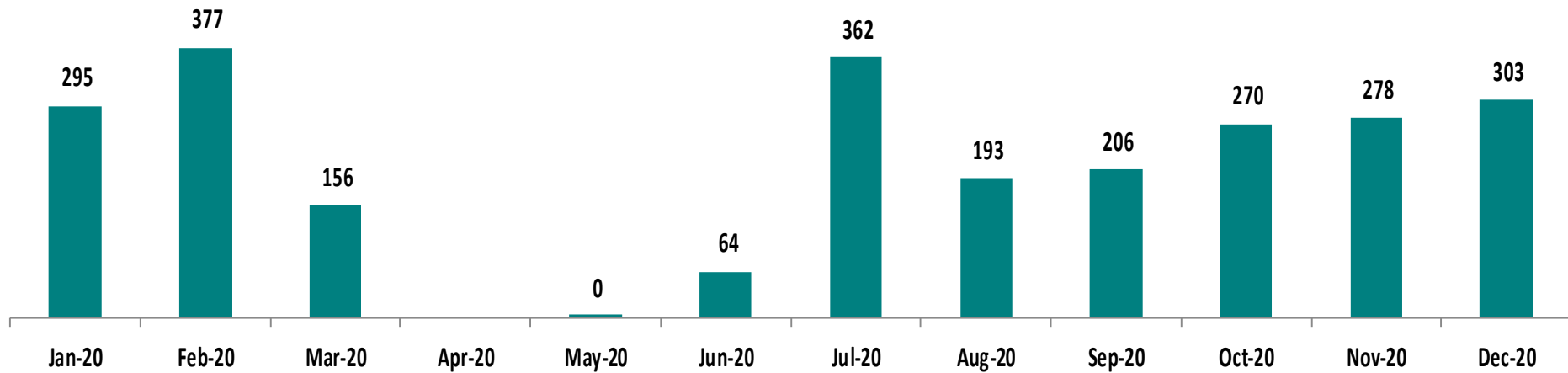
^ Annualized



Housing Finance (1/3)



Housing Finance – Monthly Disbursement Trend (₹ mn)



- ✓ Housing Finance AUM : ₹ 9,152 mn
- ✓ Assigned /Securitized Portfolio : ₹ 1,683 mn
- ✓ Loans assigned during Q3 FY21 : ₹ 919 mn

Housing Finance: Profit and Loss (2/3)



Particulars (₹ mn)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21
Revenue from Operations	245	261	261	285	600*
Interest Expenses	(121)	(141)	(136)	(132)	(138)
Net Interest Income	124	119	125	153	462
People Costs	58	63	53	51	53
Operating Expenses	31	36	21	27	26
Pre-provision Operating Profit	36	20	51	75	383
Credit Costs	6	51	0.3	4.1	18
Profit before Tax	30	(30)	50	70	365
Loan Assets	6,819	7,477	7,460	7,725	7,443
Equity ^	2,325	2,329	2,860	2,998	2,859

^ Allocated

* including upfront assignment income

Housing Finance : Key Ratios (3/3)

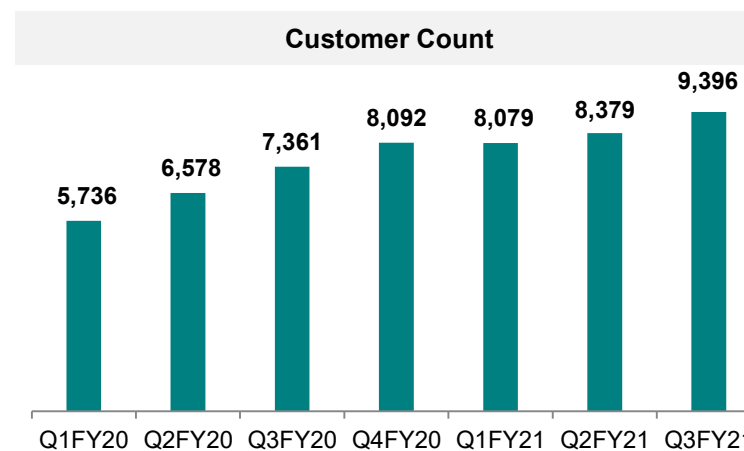
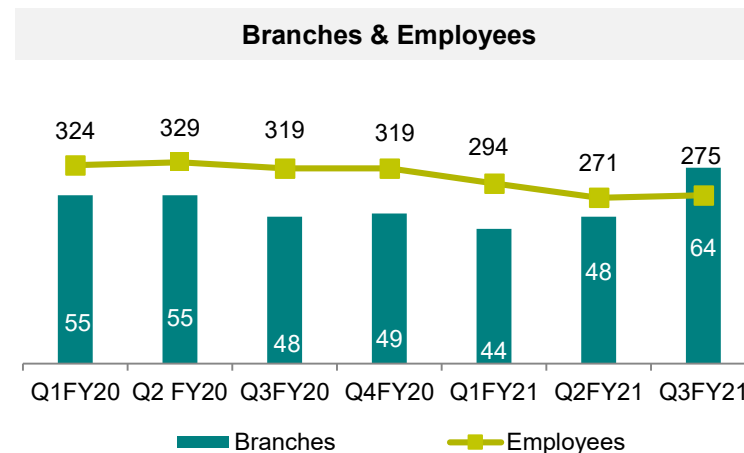


	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21
Revenue from Operations*	15.3%	14.6%	13.9%	14.7%	# 14.9%
Net Interest Income*	7.8%	6.7%	6.7%	7.9%	# 7.9%
Operating Expenses*	5.5%	5.6%	4.0%	4.0%	4.0%
Cost / Income	71.1%	83.0%	59.5%	51.3%	# 50.0%
Pre-provision Operating Profit*	2.2%	1.1%	2.7%	3.8%	# 4.0%
Credit Costs	0.4%	2.9%	0.0%	0.2%	0.9%
GNPA	0.8%	0.8%	0.8%	0.9%	1.8%
NNPA	0.6%	0.7%	0.7%	0.7%	1.5%
ROAA ^	1.7%	-1.5%	2.4%	2.9%	# 1.8%
Leverage	3.1x	3.1x	2.9x	2.6x	2.6x
ROAE ^	5.2%	-4.6%	7.0%	7.6%	# 4.6%

* On daily average basis

^ Annualized

Excluding one time upfront assignment income



Significant Growth Capital : A real edge in current environment



IndoStar now has all the essential ingredients to rapidly grow its loan book in the future

- Capital : We have substantial growth capital, which we will utilize to pursue calibrated growth
- Strong ALM and Low Leverage
- Continued reduction in Corporate lending book. Focus on growing the retail business
- Stable Asset Quality
- Hub and Spoke Branch expansion - targeting deeper penetration in Tier 2/3 cities
- Re-started retail disbursements and quickly reached Pre-Covid levels
- Obtained CRISIL Credit Rating of AA (-) with stable outlook even in the current challenging environment
- Strengthened partnership with ICICI Bank with renegotiated commercials
- Expanding the Product/ Geography/ Customer Segment
- Scrappage Policy will add to the tailwinds

Scrappage Policy



- This is a much awaited and welcome reform announced by the government
- One million+ commercial vehicles in India, which are more than 15 years old
- Scrapping them and creating a replacement demand will modernise the fleet and has the potential to add approximately \$15 billion to the sales of new commercial vehicles
- This replacement demand is nearly 1.5 times the average annual sales of new commercial vehicles
- Vehicle financiers to be the biggest beneficiaries of the huge replacement market
- Finer details of the policy are awaited
- Execution of the scheme will be key
- If the government provides for an additional incentive by way of an upgrade discount, the scheme will be extremely successful and truly modernize India's fleet of vehicles

Entrepreneurial Leadership Team with Strong Sponsor Backing



- ✓ Several years of experience and in-depth understanding of the specific industry and geographic regions
- ✓ Separate business & credit heads for each vertical
- ✓ Strong alignment through large ESOP program



R. Sridhar
Executive VC
& CEO

- 30+ years of experience in financial services industry
- Previously associated with various entities forming part of the Shriram group
- Previously served as the MD of Shriram Transport Finance Company



Deep Jaggi
Chief Business
Officer

- 20+ years of experience across Asset Finance and other retail businesses
- Previously worked with HDB, Cholamandalam Finance & Apollo Tyres



Amol Joshi
CFO

- 20+ years of leadership experience across all areas of finance in Banks and NBFCs
- Previously worked with Citicorp, Standard Chartered Bank, Amex and L&T Financial Services



Pankaj Thapar
Director -
Strategy

- 30+ years of experience in corporate finance
- Previously worked with Everstone Capital Advisors, Dentsu, Coca-Cola India, ANZ, Grindlays Bank, Citibank & ICICI



Jaya Janardanan
COO

- More than 25 years of experience with banks and financial institutions
- Previously worked with Ujjivan Small Finance Bank, Aditya Birla Payment Bank, Bank Of America, JP Morgan and ICICI Bank








Mohit Mairal
Chief Risk
Officer

- 20 years of experience in Underwriting, Collections, Risk Management and Sales in banking and financial services sector
- Previously worked with ICICI Bank, HDFC Bank, GE Capital, IIFL

Entrepreneurial Leadership Team with Strong Sponsor Backing



 <p>A. Gowthaman Business Head Vehicle Finance</p> <ul style="list-style-type: none"> 20+ years of experience in financial institutions Previously worked with Cholamandalam Investment & Finance Co, Shriram Transport Finance Co, Shriram Investments etc 	 <p>Hansraj Thakur Business Head SME Finance</p> <ul style="list-style-type: none"> Several years of experience in SME, commercial banking, and sales Previously worked at IDFC Bank, Standard Chartered Bank, ICICI Bank and Development Credit Bank 	 <p>Shreejit Menon Business Head Affordable HF</p> <ul style="list-style-type: none"> Several years of experience with financial Institutions Previously worked with Religare Housing Development Finance Corporation, HSBC and Muthoot Housing Finance 	 <p>Siva S. National Credit Head – Vehicle Finance</p> <ul style="list-style-type: none"> 24 years of experience with financial Institutions Previously worked with Fullerton India, Citigroup, Equitas Small Finance Bank. Also worked in Ashok Leyland Limited
 <p>Sudeep P S National Credit Head - SME</p> <ul style="list-style-type: none"> 20 years of experience with banks & financial Institutions Previously worked with Bharti, ICICI, Deutsche Post Bank, Edelweiss, Bajaj Finance 	 <p>Shripad Desai National Credit Head – Housing Finance</p> <ul style="list-style-type: none"> 21 years of experience with banks & financial Institutions Previously worked with IDBI Bank, Reliance Capital, ICICI Bank, Deutsche Bank and others 	 <p>N. Ramesh Group Head Operations</p> <ul style="list-style-type: none"> 31 years of experience with banks & financial Institutions Previously worked with GE Countrywide, Cholamandalam Investment & Finance Co. Ltd., Shriram City Union Limited, Equitas Small Finance Bank. 	 <p>Salil Bawa Head – IR & Marketing</p> <ul style="list-style-type: none"> 20 years of experience in Investor Relations, Strategy and Fund Raising Previously worked with Bharti, Tata Group, Edelweiss Financial Services, Manappuram

Strong & Distinguished Board



- ✓ 14 committees composed of independent and non-independent directors and also employees¹
- ✓ Distinct and delineated responsibilities to ensure good corporate governance
- ✓ Strong capital sponsorship also providing access to best industry practices and international corporate governance standards

Name	Designation	Description
 Bobby Parikh	Chairman & Non-Executive Independent Director	<ul style="list-style-type: none"> Director since 2011 Several years of experience in finance
 R.Sridhar	Executive Vice Chairman & CEO	<ul style="list-style-type: none"> 30+ years of experience in financial services industry Previously associated with various entities forming part of the Shriram group
 Dhanpal Jhaveri	Non-Executive Director	<ul style="list-style-type: none"> Director since 2010; Partner at Everstone Capital Experience in investing, corporate strategy, mergers and acquisitions and investment banking Previously worked with Vedanta Group, ICICI Securities, KPMG India
 Vibhor Talreja	Non-Executive Director	<ul style="list-style-type: none"> Managing Director at Everstone Capital since 2019 Previously worked at Temasek India, JM Financial, Morgan Stanley and Tata Administrative Services
 Aditya Joshi	Non-Executive Director	<ul style="list-style-type: none"> Senior Vice-President at Brookfield Asset Management. Mumbai leading the Private Equity Investment team in India Previously worked with Apax Partners, The Blackstone Group and Morgan Stanley
 Munish Dayal	Non-Executive Director	<ul style="list-style-type: none"> Managing Director at Brookfield Asset Management India and has over three decades of experience in financial services Before joining Brookfield, was Senior Operating Partner at Baring Private Equity Partners India Limited
 Hemant Kaul	Non-Executive Independent Director	<ul style="list-style-type: none"> Several years of experience in the fields of banking and insurance Previously worked with Axis Bank and Bajaj Allianz General Insurance
 Naina Krishna Murthy	Non-Executive Independent Director	<ul style="list-style-type: none"> 17+ years of experience in the field of law Founder of India law firm K Law

1. 14 committees include Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee, Asset Liability Management Committee, Risk Management Committee, Credit Committee, Management Committee, Corporate Lending Committee, Retail Lending Committee, IT Strategy Committee, Grievance Redressal Committee, Banking Committee and Debenture Committee

 Independent Directors



Discussion Summary

- ❖ Strategy
- ❖ Quarterly Results
- ❖ Business Update

❖ **Shareholding Structure**

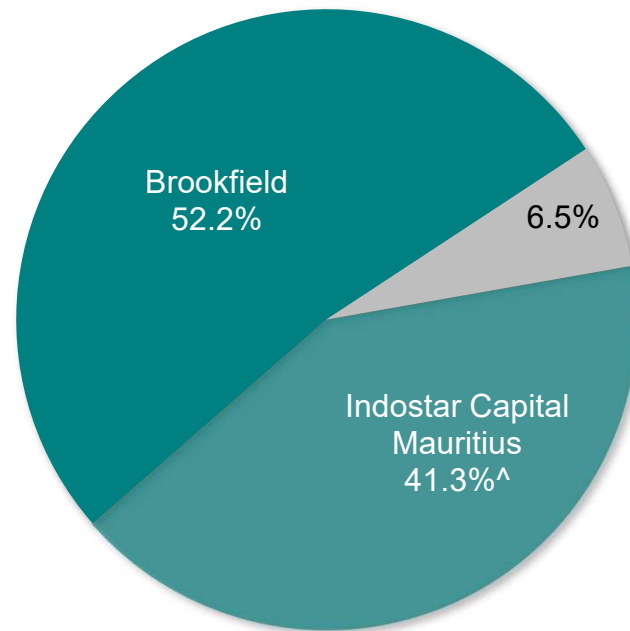


Shareholding Pattern



Shareholding# @ 31 December 2020

Brookfield



EVERSTONE

Excluding CCPS

^ includes ECP II & ECP III

ESOP is 4.58% of diluted shares capital (excluding CCPS)

Source – NSE, Company data

For Further Queries



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