

# *Manappuram Finance Limited*

Investor Presentation  
Jan 2020

Gold Loans



Microfinance



Housing Finance



Vehicle Finance



**MANAPPURAM**  
**FINANCE LIMITED**



**MANAPPURAM**  
**FINANCE LIMITED**

## Quarterly Update

Company Overview

Business Strategy

Key Technology Initiatives

Annexure



# Q3 FY20 RESULTS: CONSOLIDATED RESULT HIGHLIGHTS



## AUM

Rs 240,999 Mn  
(+ 6.3% QoQ)  
(+35.5 % YoY)

## Net Profit

Rs 3,978.4 Mn  
(\*16.3% % QoQ)  
(+63.0% YoY)

Networth  
Rs 54,132 Mn

ROA 6.3%  
ROE 30.4%

Capital Adequacy #  
23.4%

Borrowing Cost #  
9.12%

GNPA #  
0.50%

BV / Share Rs 64.06  
\*\*EPS Rs 18.83

Dividend / Share  
Q3FY20: Rs 0.55  
9M FY20: Rs 1.65

Share of New  
Businesses  
32.6%

Total Branches  
4,623

No of Live Customers  
4.93 mn

AUM: Assets Under Management, Net Profit: PAT after Minority Interest

# Calculated on standalone basis

\*One time benefit of Rs 601.5 Mn has been adjusted in Q2 Net profit

• \*\* Annualised EPS

# Q3 FY20 RESULTS: KEY PERFORMANCE HIGHLIGHTS

## Overall Highlights

- Delivered **strong performance with +35.5% YoY and +6.3 % QoQ consolidated AUM growth**
- Robust profitability with **6.3% consolidated ROA, 30.4% consolidated ROE**
- Prudent capital structure with leverage being only 3.7 times

## Gold Loan Business

- **Gold Loan AUM up 29.7% YoY, 7.1% QoQ** in Q3 FY20; **Gold tonnage up 10.9% YoY and 2.1% QoQ**
  - Company expects to grow gold loans in line with market growth
  - Yields on gold loans were stable

## Liquidity

- Access to liquidity from all sources (all CPs rolled over, banks, NCDs, overseas borrowings)
- US Dollar Medium Term Note raised \$300 Mn & over subscribed **by 3.8 times**

## Progress on Business Diversification

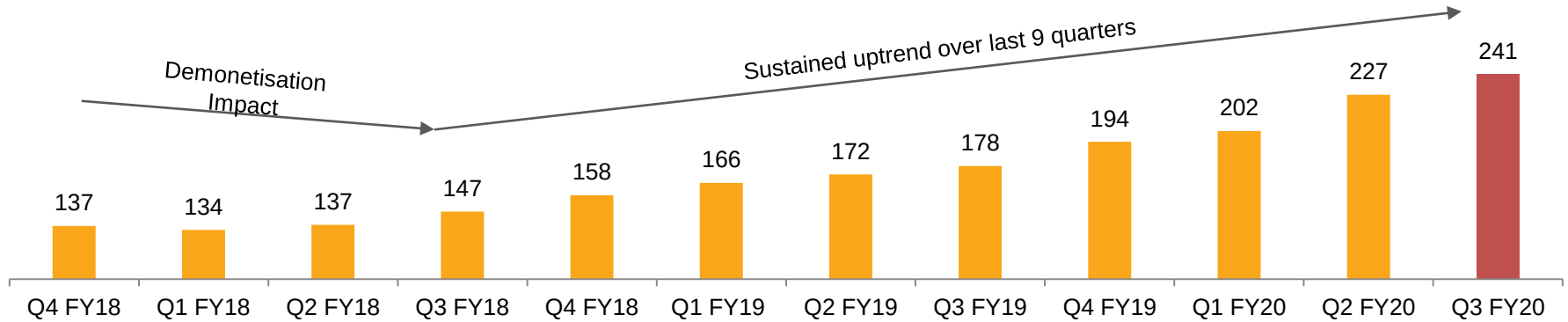
- Delivered robust growth in each of the new businesses, with stable or improving asset quality
- **Asirvad MFI** grew AUM by **+57.2 % YoY** and delivered **26.8% ROE in Q3 FY20**
  - Asirvad MFI is now among the lowest cost providers of microfinance loans in India. Asirvad proactively provided Rs.16 crs during the quarter given some early warning sign in a couple of districts in Karnataka.
- Other business (Vehicle & equipment finance, Housing finance) continue to perform well. We have consciously moderated growth in these segments given slow macro.

## Others

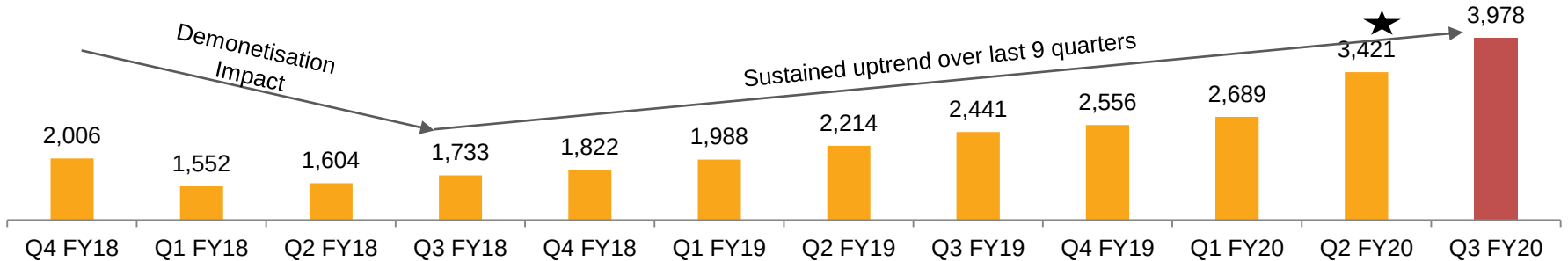
- Board has been appointed Mr. Harshan Kollara (Ex- ED at Federal Bank) as an additional director on Board meeting held on 28<sup>th</sup> January 2020

# Q3 FY20 RESULTS: STRONG UPTREND IN AUM GROWTH & PROFITABILITY

TOTAL AUM (Rs Bn)



NET PROFIT (Rs Mn)



★ Adjusted Net Profit for Q2 FY 20– Rs 3,421.3 Mn after adjusting One time benefit of Rs 601.5 Mn

# Q3 FY20 RESULTS: CONSOLIDATED PROFIT & LOSS STATEMENT



Particulars (Rs Mn)	9M FY20	9M FY19	YoY %	Q3 FY20	Q3 FY19	YOY %	Q2 FY20	QOQ %	FY19
<b>Closing AUM (Rs Bn)</b>	<b>241</b>	<b>178</b>	<b>35.5%</b>	<b>241</b>	<b>178</b>	<b>35.5%</b>	<b>227</b>	<b>6.3%</b>	<b>194</b>
<b>Income from Operations</b>	<b>38,600.0</b>	<b>30,314.6</b>	<b>27.3%</b>	<b>13,990.2</b>	<b>10,812.0</b>	<b>29.4%</b>	<b>12,867.9</b>	<b>8.7%</b>	<b>41,163.2</b>
Finance expenses	12,514.3	9,656.5	29.6%	4,465.4	3,540.1	26.1%	4,249.1	5.1%	13,194.4
<b>Net interest income</b>	<b>26,085.7</b>	<b>20,658.1</b>	<b>26.3%</b>	<b>9,524.8</b>	<b>7,271.9</b>	<b>31.0%</b>	<b>8,618.8</b>	<b>10.5%</b>	<b>27,968.8</b>
Employee expenses	6,128.0	5,256.4	16.6%	2,122.8	1,795.6	18.2%	2,034.2	4.4%	7,201.1
Other operating expenses	4,805.9	4,966.5	-3.2%	1,619.5	1,706.7	-5.1%	1,619.8	0.0%	6,659.0
Pre provision profit	<b>15,151.8</b>	<b>10,435.2</b>	<b>45.2%</b>	<b>5,782.5</b>	<b>3,769.6</b>	<b>53.4%</b>	<b>4,964.8</b>	<b>16.5%</b>	<b>14,108.7</b>
Provisions/Bad debts	1,149.9	404.2	184.5%	491.2	87.4	462.1%	293.4	67.4%	461.0
Other Income	730.4	440.6	65.8%	152.3	196.1	-22.3%	**473.0	-67.8%	625.2
<b>Profit before Tax</b>	<b>14,732.3</b>	<b>10,471.5</b>	<b>40.7%</b>	<b>5,443.6</b>	<b>3,878.3</b>	<b>40.4%</b>	<b>5,144.4</b>	<b>5.8%</b>	<b>14,272.9</b>
Tax	3,911.2	3,760.1	4.0%	1,421.3	1,406.9	1.0%	*1,067.9	33.1%	4,978.1
PAT before OCI	<b>10,821.1</b>	<b>6,711.4</b>	<b>61.2%</b>	<b>4,022.3</b>	<b>2,471.4</b>	<b>62.8%</b>	<b>4,076.5</b>	<b>-1.3%</b>	<b>9,294.8</b>
Other Comprehensive Income	<b>(37.3)</b>	<b>(12.4)</b>	<b>200.8%</b>	<b>(12.3)</b>	<b>(10.0)</b>	<b>23.0%</b>	<b>(18.2)</b>	<b>-32.4%</b>	<b>(25.3)</b>
Total Comprehensive Income	<b>10,783.8</b>	<b>6,699.0</b>	<b>61.0%</b>	<b>4,010.0</b>	<b>2,461.4</b>	<b>62.9%</b>	<b>4,058.3</b>	<b>-1.2%</b>	<b>9,269.5</b>
Minority Interest	93.3	56.0	66.6%	31.6	20.4	54.9%	35.4	-10.7%	70.9
<b>PAT</b>	<b>10,690.5</b>	<b>6,643.0</b>	<b>60.9%</b>	<b>3,978.4</b>	<b>2,441.0</b>	<b>63.0%</b>	<b>4,022.9</b>	<b>-1.1%</b>	<b>9,198.7</b>

\*Reversal of excess Tax Provision Due to reduction in Corporate Tax Rate

\*\*Includes Interest on Income Tax Refund Amounting to Rs. 30.5 Crs

# Q3 FY20 RESULTS: CONSOLIDATED BALANCE SHEET

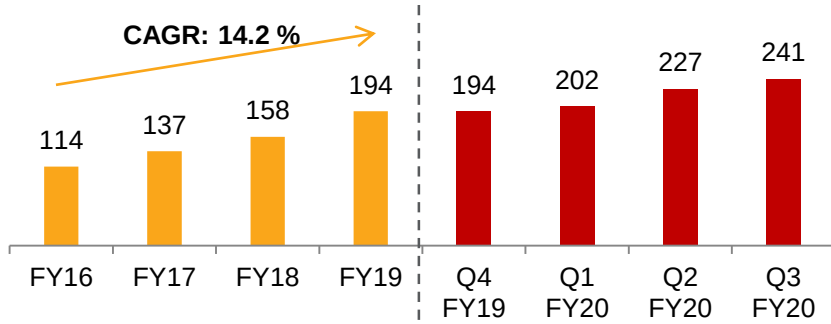


Particulars (Rs Mn)	Dec 2019	Dec 2018	YOY %	Sep 2019	QOQ %
Cash & Bank Balances	21,959.9	8,430.2	160.5%	17,230.9	27.4%
Investments	1,123.4	843.1	33.3%	1,295.7	-13.3%
Loans & Advances	221,898.8	170,660.4	30.0%	210,320.4	5.5%
Fixed Assets	3,609.7	3,548.7	1.7%	5,169.5	-30.2%
Other Assets	12,741.6	8,444.0	50.9%	8,749.6	45.6%
<b>Total Assets</b>	<b>261,333</b>	<b>191,926</b>	<b>36.2%</b>	<b>242,766</b>	<b>7.6%</b>
Share Capital	1,690.0	1,685.6	0.3%	1,686.5	0.2%
Reserves & Surplus	52,442.7	41,729.6	25.7%	48,931.4	7.2%
Borrowings	197,812.8	142,668.3	38.7%	183,461.6	7.8%
Other Liabilities & Provisions	8,837.2	5,557.5	59.0%	8,229.2	7.4%
Minority Interest	550.6	285.5	92.9%	457.2	20.4%
<b>Total Liabilities</b>	<b>261,333</b>	<b>191,926</b>	<b>36.2%</b>	<b>242,766</b>	<b>7.6%</b>

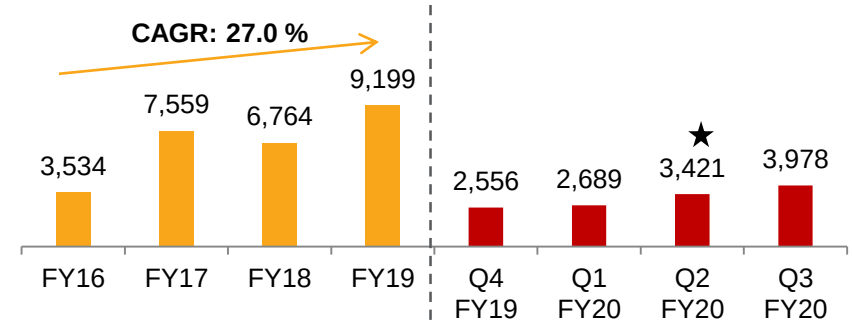
# Q3 FY20 RESULTS: CONSOLIDATED RESULT HIGHLIGHTS



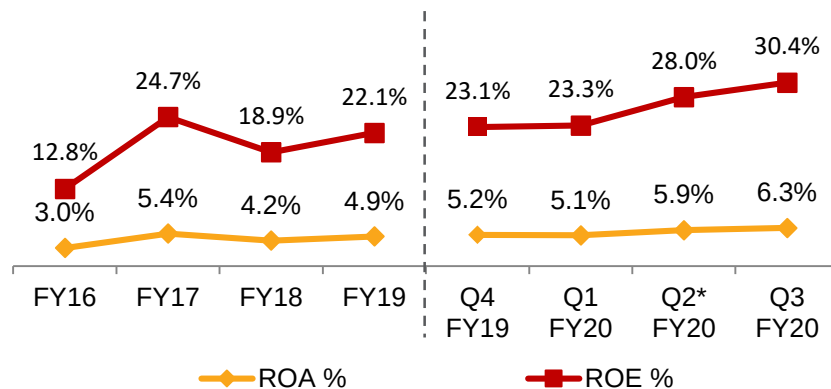
## CONSOLIDATED AUM (Rs Bn)



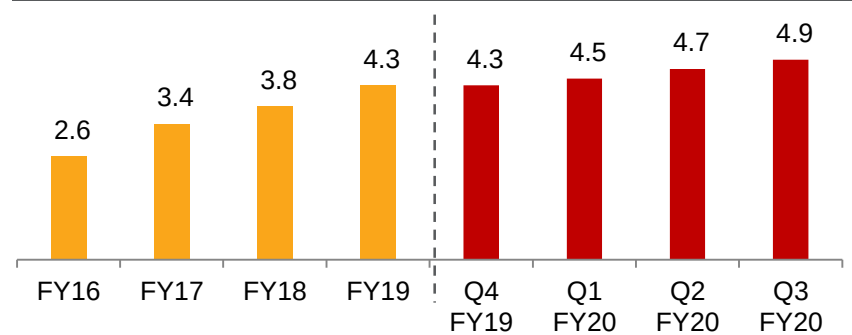
## NET PROFIT (Rs Mn)



## RETURN RATIOS %



## TOTAL CUSTOMER BASE (Mn)



Only FY 16 & 17 nos as per IGAAP

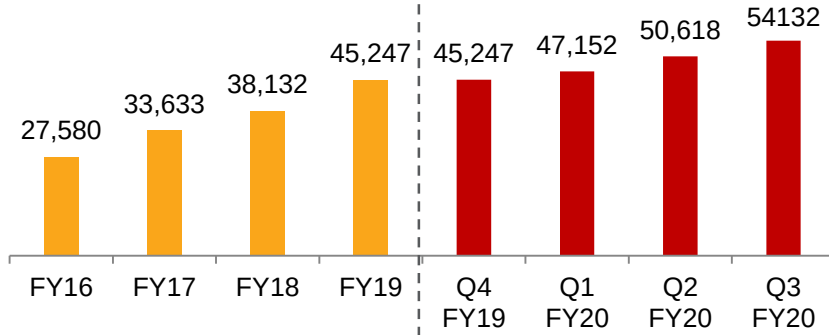
★ Adjusted Net Profit for Q2 FY 20– Rs 3,421.3 Mn after adjusting One time benefit of Rs 601.5 Mn



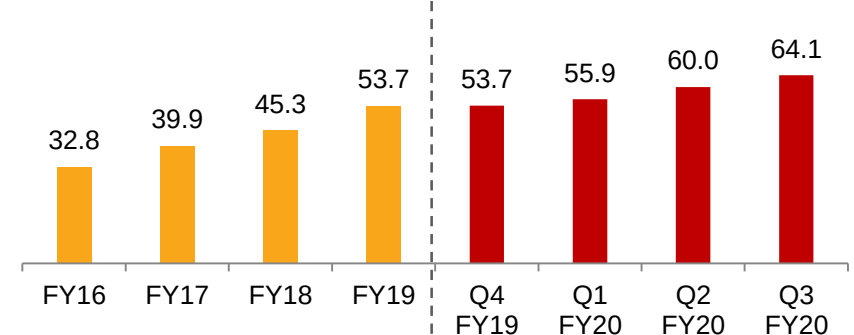
# Q3 FY20 RESULTS: CONSOLIDATED RESULT HIGHLIGHTS



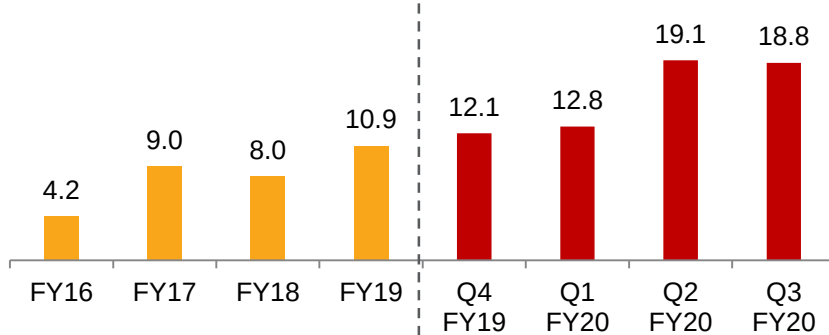
### NETWORTH (Rs Mn)



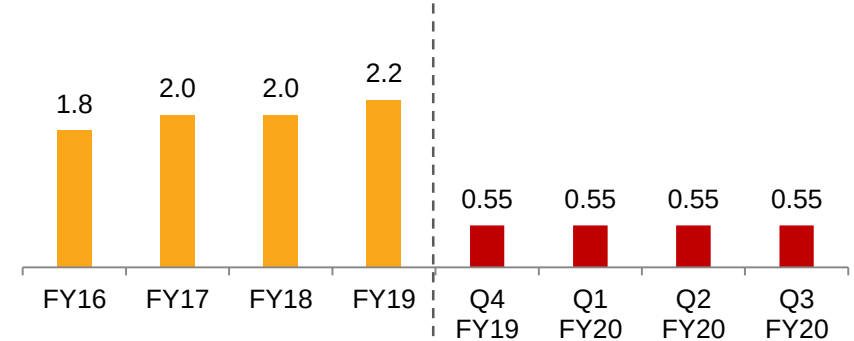
### BOOK VALUE PER SHARE (Rs)



### EARNINGS PER SHARE (Rs)



### DIVIDEND PER SHARE (Rs)

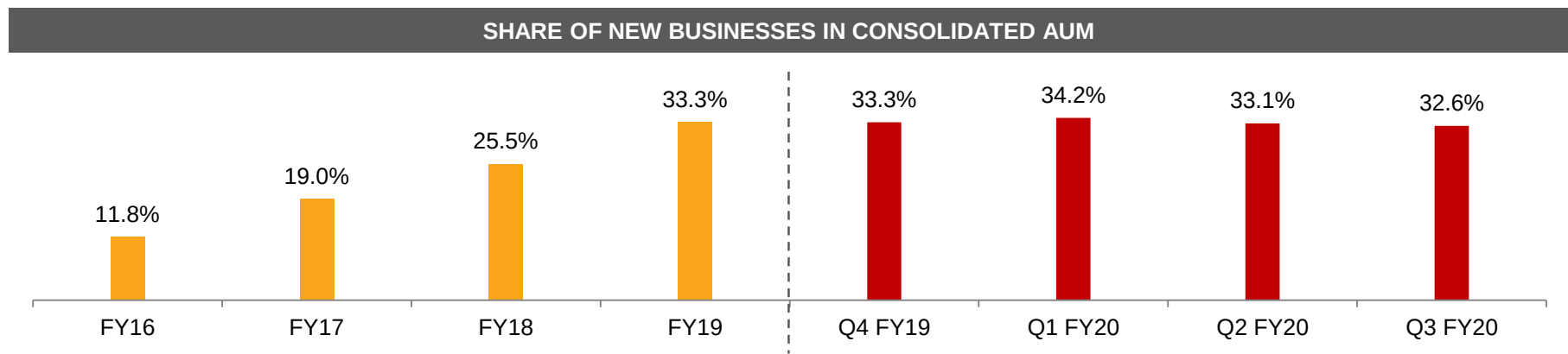


Only FY 16 & 17 nos as per IGAAP

# Q3 FY20 RESULTS: CONSOLIDATED AUM UPDATE



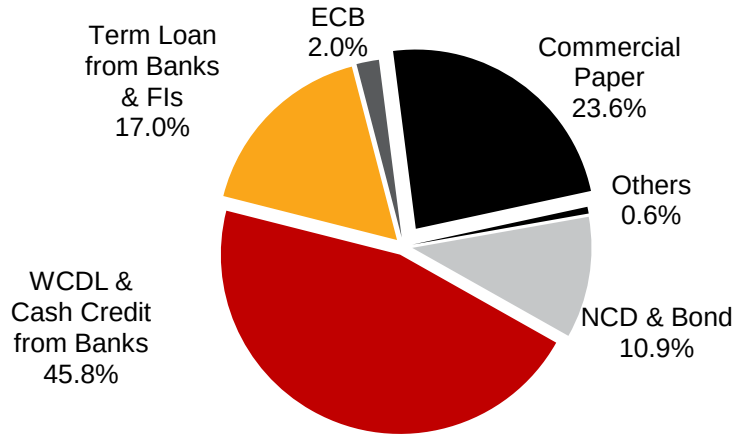
CONSOLIDATED AUM (Rs Mn)								
Particulars (Rs Mn)	FY16	FY17	FY18	FY19	Q4FY19	Q1FY20	Q2FY20	Q3FY20
Gold Loans	100,806.0	111,245.3	117,349.8	129,615.2	129,615.2	132,924.1	151,683.4	162,429.5
Microfinance	9,988.0	17,959.4	24,372.0	38,407.8	38,407.8	41,983.0	47,242.5	50,221.4
Housing Finance	1,286.0	3,104.1	3,746.6	5,187.6	5,187.6	5,416.6	5,679.3	6,012.3
Vehicle Finance	1,297.7	3,058.3	6,253.8	11,146.1	11,146.1	12,270.8	13,177.6	13,973.9
Other Loans	952.0	1,204.8	5,925.2	10,027.7	10,027.7	9,264.9	8,986.5	8,362.3
<b>Total</b>	<b>114,329.7</b>	<b>136,572.0</b>	<b>157,647.5</b>	<b>194,384.4</b>	<b>194,384.4</b>	<b>201,859.4</b>	<b>226,769.3</b>	<b>240,999.4</b>



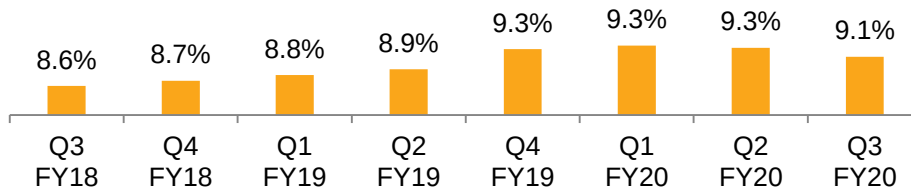
# Q3 FY20 RESULTS: MANAPPURAM FINANCE: BORROWING PROFILE



BORROWING AS ON 31<sup>st</sup> Dec, 2019 = Rs 164,823 Mn



COST OF BORROWING %



CREDIT RATING

## Manappuram Finance:

### Domestic Rating :

Long Term: AA (Stable) by CRISIL  
 Long Term: AA- (Stable) by ICRA  
 Long Term: AA+ (Stable) by Bricwork  
 Long Term: AA (Stable) by CARE  
 Short Term: A1+ by CARE  
 Commercial Paper : A1+ by CRISIL, CARE

### International Rating :

Long Term : BB – /Stable by S&P  
 Short Term : B by S&P  
 Long Term : BB – / Stable by Fitch

## Asirvad Microfinance:

Long Term: AA- (Stable) by CRISIL,  
 Long Term : A+ (Stable) by CARE  
 Short Term: A1+ by CRISIL

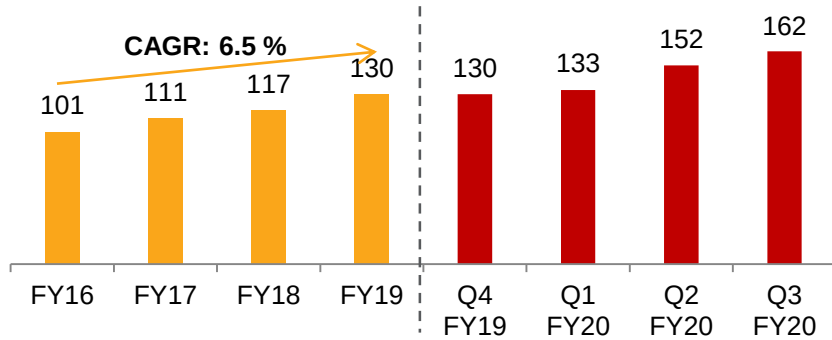
## Housing Finance:

Long Term: AA- (Stable) by CRISIL  
 Short Term: A1+ by CRISIL  
 Long Term: AA- (Stable) by CARE

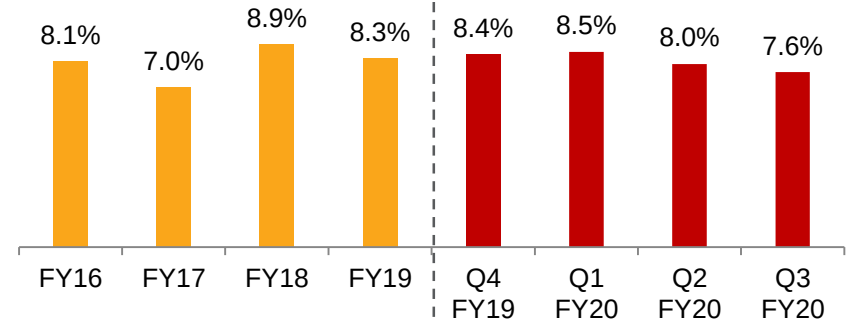
# Q3 FY20 RESULTS: MANAPPURAM FINANCE: STANDALONE RESULT ANALYSIS



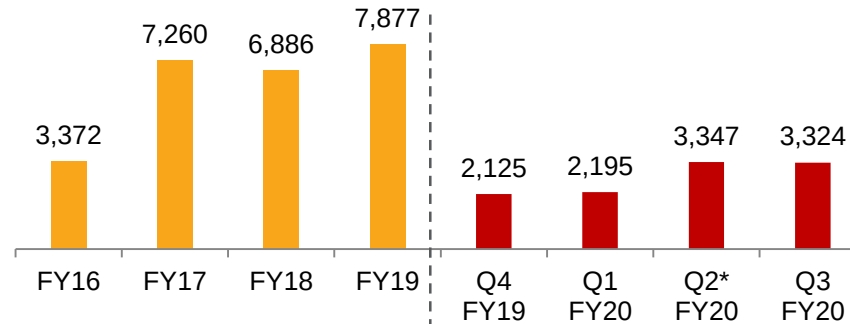
### GOLD LOAN AUM (Rs Bn)



### OPEX TO AUM %



### NET PROFIT (Rs Mn)

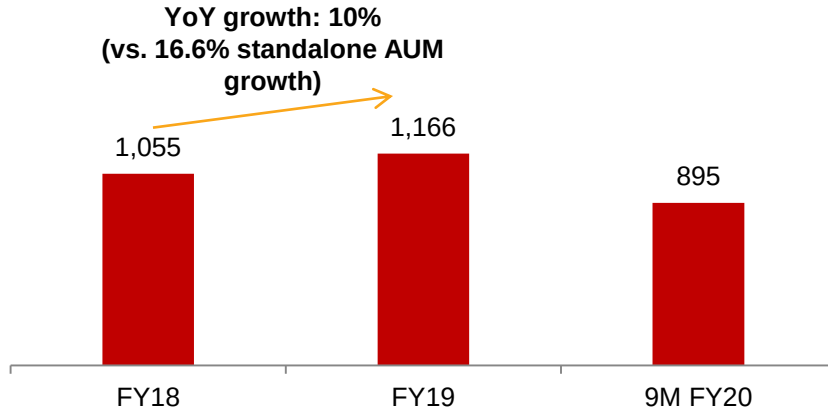


\*Note – Q2 FY20 -Adjusted Net Profit Rs 2,813.8 mn adjusting One time benefit of Rs 533.4 Mn

Only FY 16 & 17 nos as per IGAAP

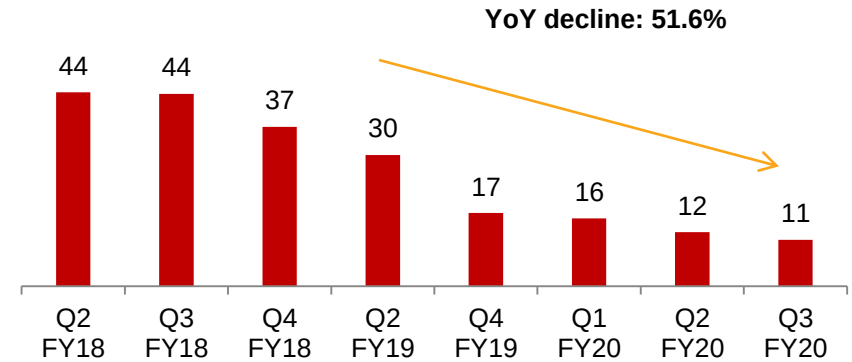
# OPERATING COST LEVERAGE PLAYING OUT IN THE BUSINESS

## OPEX GROWTH HAS TRAILED AUM GROWTH (Rs Cr)



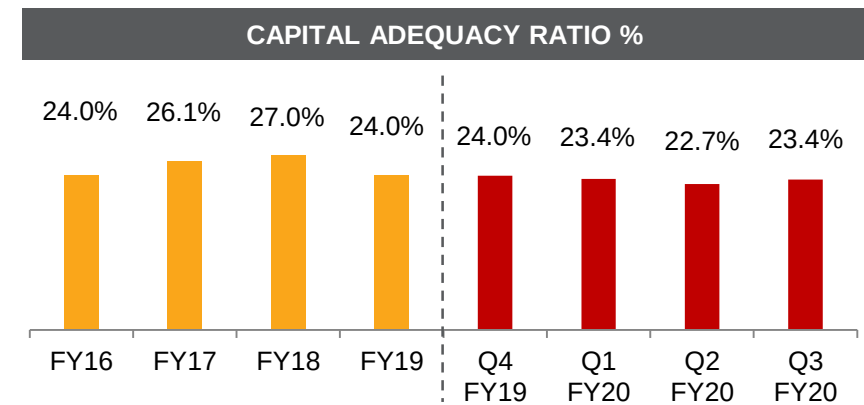
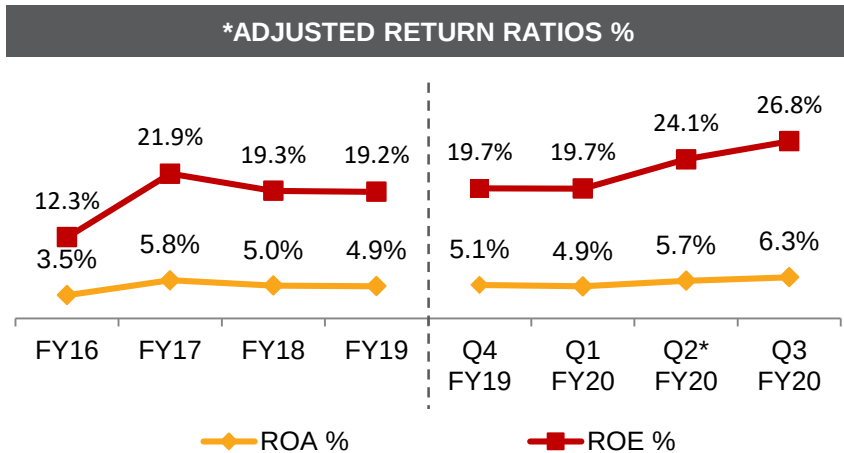
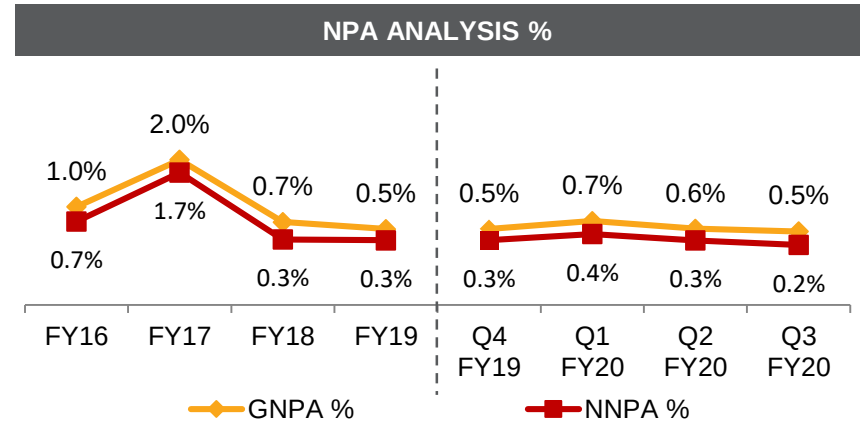
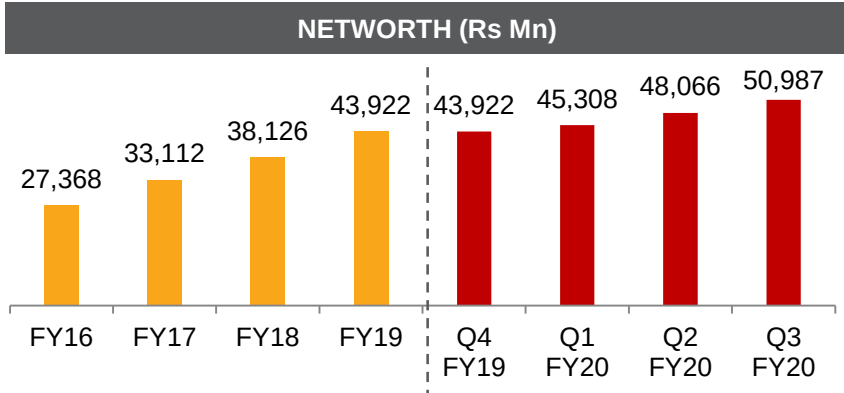
- Significant incremental operating leverage opportunity in the business as growth in opex expected to be lower vs. AUM growth

## SIGNIFICANT RATIONALIZATION IN SECURITY COSTS (Rs Cr)



- Cellular vaults rolled out across 3,446 branches, resulting in rationalization of security costs in the business

# Q3 FY20 RESULTS: MANAPPURAM FINANCE: STANDALONE RESULT ANALYSIS

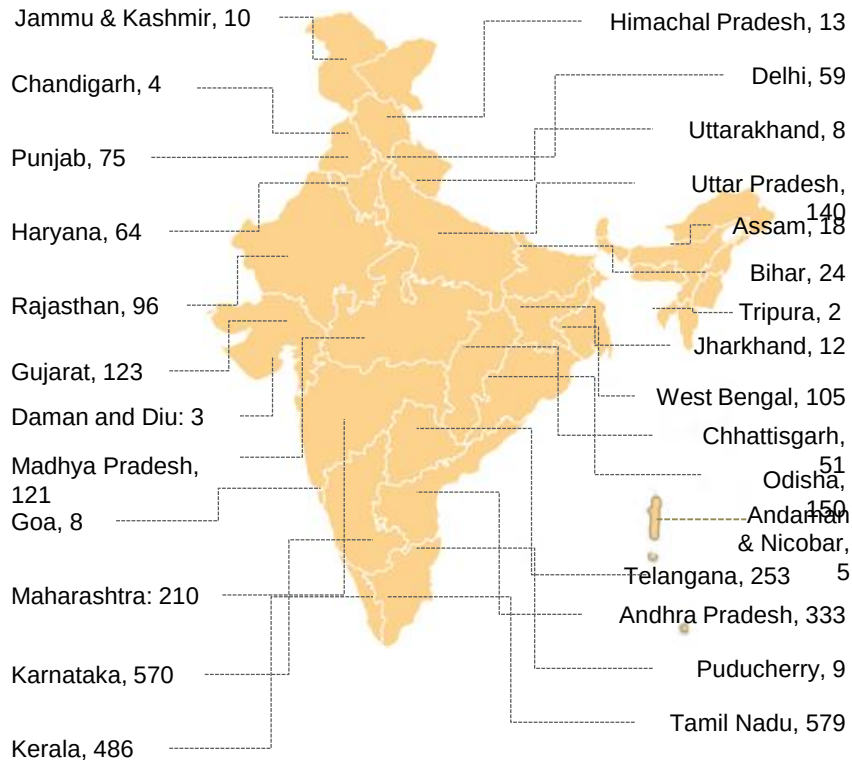


\* Adjusted Net Profit for Q2 FY20- Rs 3,421.3 Mn after adjusting One time benefit of Rs 601.5 Mn

Only FY 16 & 17 nos as per IGAAP  
NPAs on account of theft, spurious collateral etc. are 0.04% of AUM

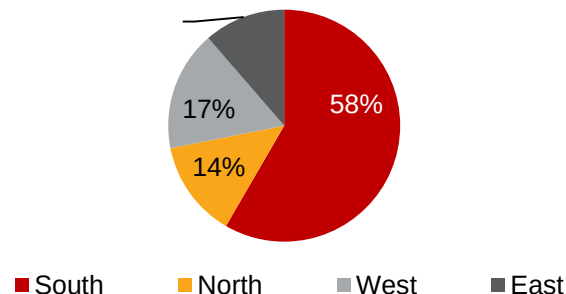
# Q3 FY20 RESULTS: MANAPPURAM FINANCE: GOLD AUM UPDATE

## PAN INDIA PRESENCE

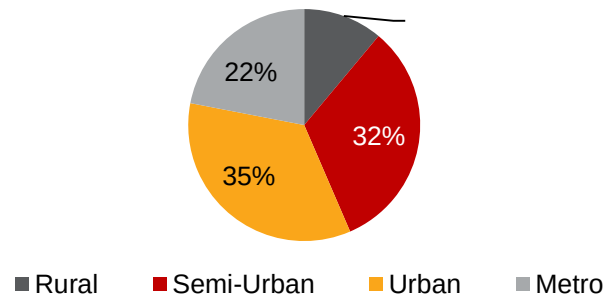


**3,531 Branches as on December 2019**

## GOLD AUM - REGIONWISE BREAKUP



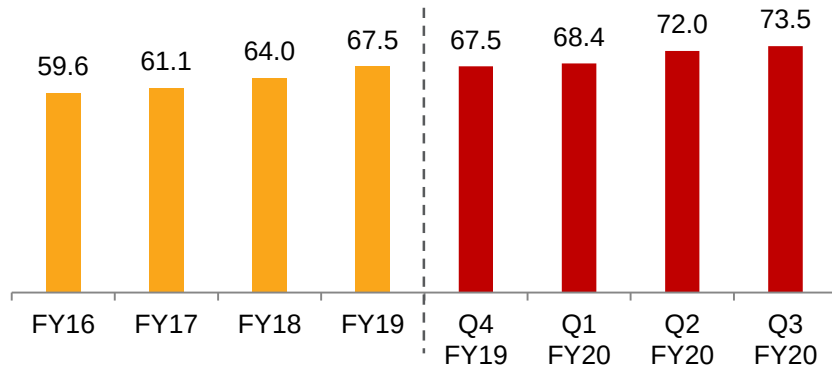
## GOLD AUM - RURAL URBAN MIX



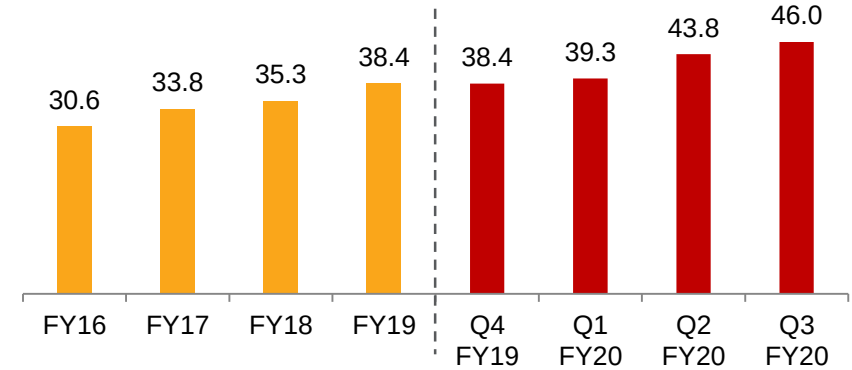
# Q3 FY20 RESULTS: MANAPPURAM FINANCE: GOLD AUM UPDATE



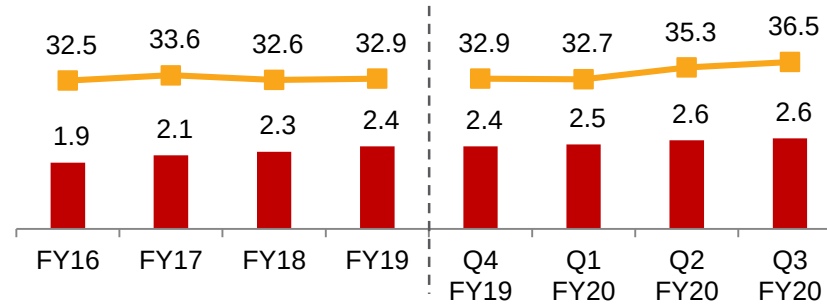
### GOLD HOLDING (TONNES)



### GOLD AUM PER BRANCH (Rs Mn)



### CUSTOMER BASE (Mn) & AVG. LOAN TICKET SIZE (Rs '000)



■ No. of Customers (Mn)

—■ Avg. loan ticket size



# Q3 FY20 RESULTS: ONLINE GOLD LOAN: BUSINESS UPDATE

## ONLINE GOLD LOAN – KEY FEATURES

- Manappuram became the first player to launch its Online Gold Loan (OGL) in September 2015
- This facility enables customers who have access to an internet-enabled device to avail a gold loan anytime, from anywhere in the world
- The loan proceeds are instantaneously transferred to customers bank account. Later, when the loan is repaid, the gold will continue to remain with the Manappuram branch for instant sanction of future loans whenever the need arises
- Customer doesn't need to visit branch after handing over the gold in our branches. All the transactions customer can do online at their convenience.
- Online APP are available in different regional languages for ease of customers.

### The advantages of OGL to a customer are:

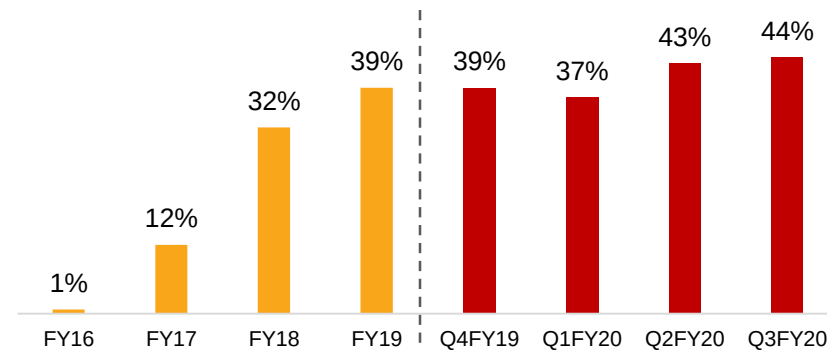
- Easy documentation, instant approval, convenient 24x7 online repayment
- Hassle-free, paper-less transactions online

This OGL portfolio which is an important focus area for the company now accounts for ~43% of the total gold loan book compared to 1% in FY16.

## ONLINE GOLD LOAN METRICS

AUM (Rs Mn) – Q3FY20	71,814.4
Average Ticket Size (Rs '000)	47.4

## % SHARE of OGL IN THE OVERALL GOLD AUM



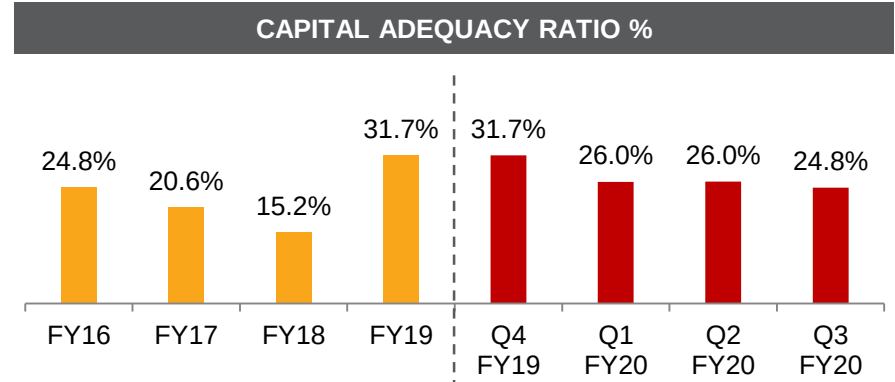
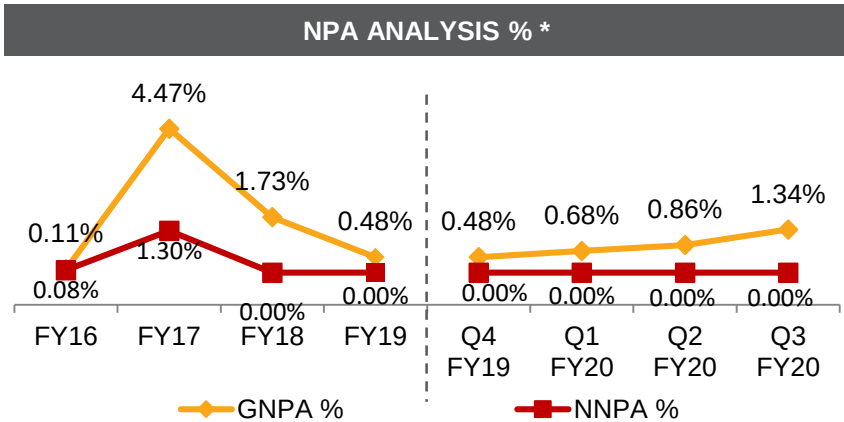
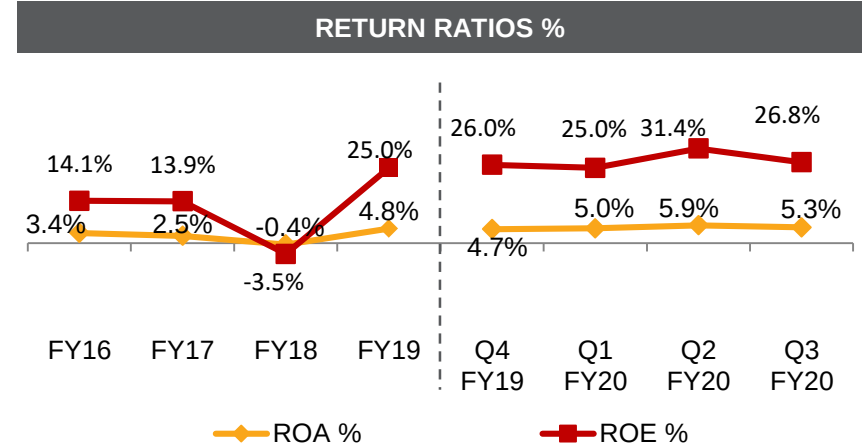
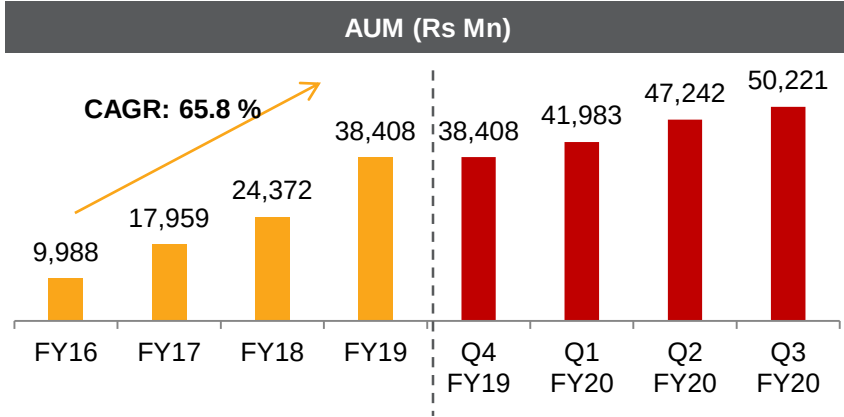
# Q3 FY20 RESULTS: ASIRVAD MICROFINANCE: KEY HIGHLIGHTS



Particulars (Rs Mn)	9M FY20	9M FY19	YOY %	Q3 FY20	Q3 FY19	YOY %	Q2 FY20	QOQ %	FY19
<b>Closing AUM</b>	50,221.4	31,951.6	57.2%	50,221.4	31,951.6	57.2%	47,242.5	6.3%	38,407.8
<b>Income from Operations</b>	<b>6,553.5</b>	<b>4,494.6</b>	<b>45.8%</b>	<b>2,380.0</b>	<b>1,633.8</b>	<b>45.7%</b>	<b>2,170.9</b>	<b>9.6%</b>	<b>6,181.8</b>
Finance expenses	2,302.4	1,986.8	15.9%	813.9	744.6	9.3%	797.4	2.1%	2,734.5
<b>Net interest income</b>	<b>4,251.1</b>	<b>2,507.8</b>	<b>69.5%</b>	<b>1,566.1</b>	<b>889.2</b>	<b>76.1%</b>	<b>1,373.5</b>	<b>14.0%</b>	<b>3,447.3</b>
Employee expenses	1,056.4	845.9	24.9%	363.8	302.4	20.3%	358.1	1.6%	1,134.8
Other operating expenses	620.5	484.7	28.0%	219.3	168.9	29.9%	222.6	-1.5%	691.3
<b>Pre provision profit</b>	<b>2,574.1</b>	<b>1,177.2</b>	<b>118.7%</b>	<b>983.0</b>	<b>417.9</b>	<b>135.2%</b>	<b>792.8</b>	<b>24.0%</b>	<b>1,621.2</b>
Provisions/Bad debts	*653.2	155.6	319.7%	340.1	71.5	375.5%	146.3	132.5%	197.8
Other Income	436.2	371.0	17.6%	155.3	163.8	-5.2%	158.4	-1.9%	590.7
<b>Profit before Tax</b>	<b>2,357.1</b>	<b>1,392.6</b>	<b>69.3%</b>	<b>798.2</b>	<b>510.2</b>	<b>56.4%</b>	<b>804.9</b>	<b>-0.8%</b>	<b>2,014.1</b>
Tax	609.1	483.2	26.1%	206.4	179.3	15.1%	141.9	45.4%	688.3
<b>PAT before OCI</b>	<b>1,748.0</b>	<b>909.4</b>	<b>92.2%</b>	<b>591.8</b>	<b>330.9</b>	<b>78.9%</b>	<b>662.9</b>	<b>-10.7%</b>	<b>1,325.8</b>
Other Comprehensive Income	<b>2.1</b>	<b>4.5</b>	<b>-52.7%</b>	<b>0.8</b>	<b>1.5</b>	<b>-49.4%</b>	<b>0.4</b>	<b>90.8%</b>	<b>2.1</b>
<b>PAT</b>	<b>1,750.1</b>	<b>913.9</b>	<b>91.5%</b>	<b>592.6</b>	<b>332.4</b>	<b>78.3%</b>	<b>663.3</b>	<b>-10.7%</b>	<b>1,328.0</b>
<b>Borrowings</b>	28,851.1	25,455.9	13.3%	28,851.1	25,455.9	13.3%	26,758.6	7.8%	22,157.9
<b>Networth</b>	9,574.7	4,769.6	100.7%	9,574.7	4,769.6	100.7%	8,982.3	6.6%	7,824.6

\*Asirvad has provided additional provision of Rs 16 Crs in Q3 FY20 due to unrest in Managalore district in Karnataka

# Q3 FY20 RESULTS: ASIRVAD MICROFINANCE: RESULT ANALYSIS



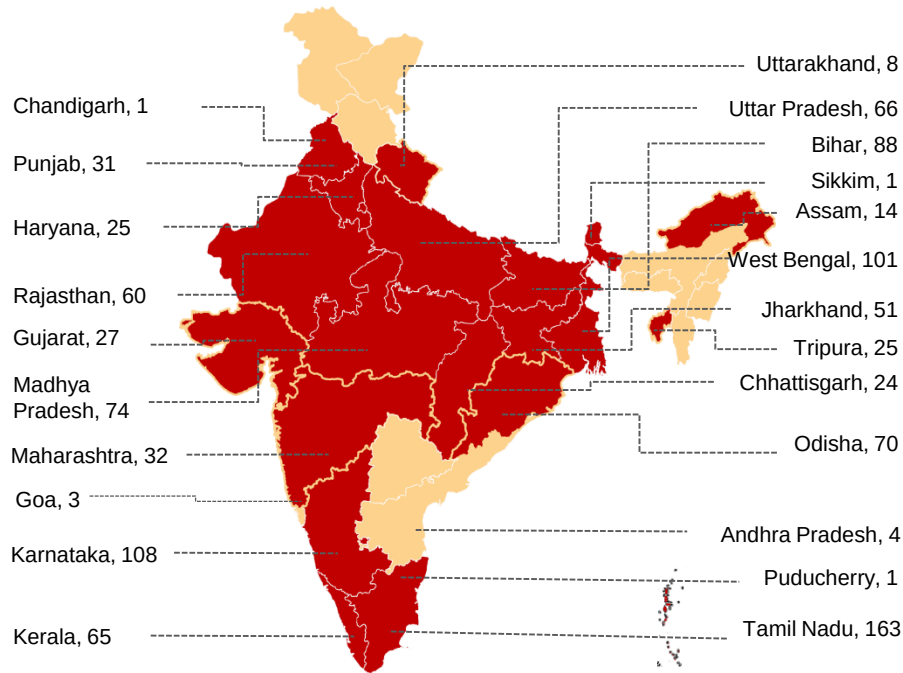
\* NPA recognised at 90 Days

Only FY 16 & 17 nos as per IGAAP

# Q3 FY20 RESULTS: ASIRVAD MICROFINANCE: AUM UPDATE

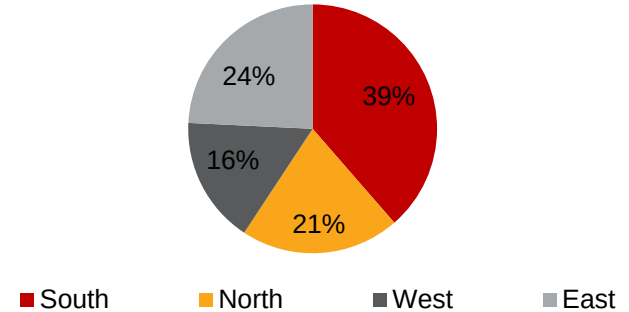


## PAN INDIA PRESENCE

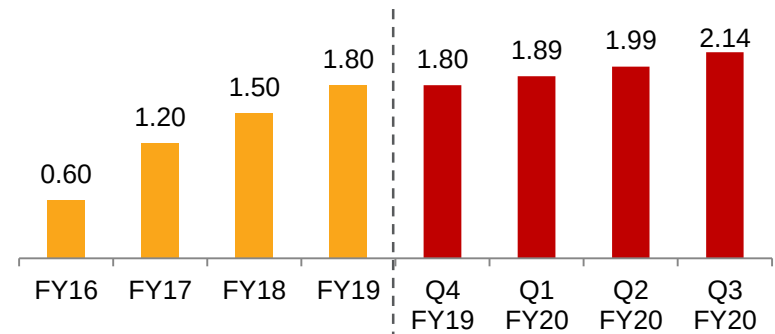


1042 Branches

## MFI AUM - REGIONWISE BREAKUP



## CUSTOMER BASE (Mn)



# Q3 FY20 RESULTS: HOUSING FINANCE: BUSINESS UPDATE



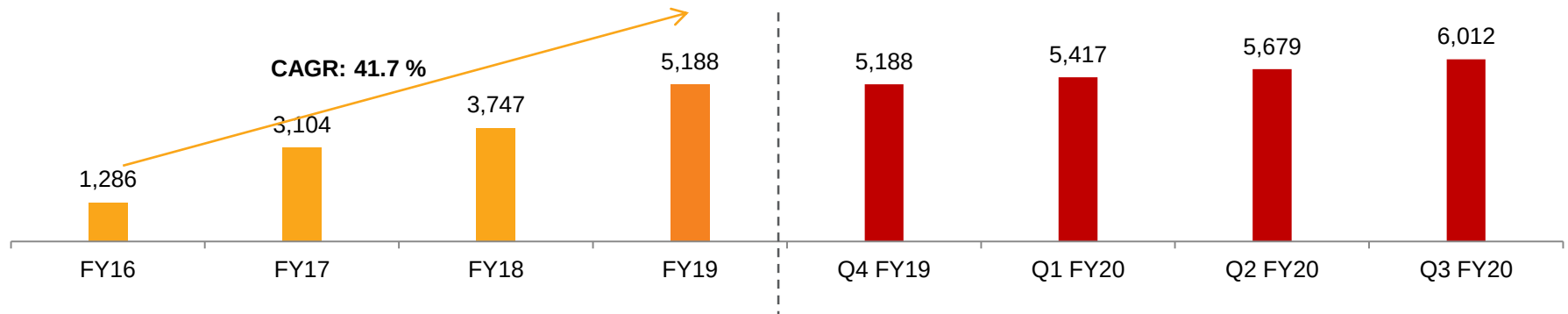
## AFFORDABLE HOUSING

- Started commercial operations in January 2015.
- Focus on Affordable Housing for Mid to Low income Group.
- Focus on South and West of India.
- Rated AA - /Stable (Long Term) & A1+ (Short Term) by CRISIL
- Rated AA – (Stable) (Long Term) by CARE

## HOUSING FINANCE METRICS

AUM (Rs Mn) – Dec 2019	6,012.3
Branch Network	46
Number of States	9
Average Ticket Size (Rs mn)	0.8
Average Yield (%)	15.0%
GNPA %	4.32%

## AUM (Rs Mn)



# Q3 FY20 RESULTS: VEHICLE AND EQUIPMENT FINANCE: BUSINESS UPDATE



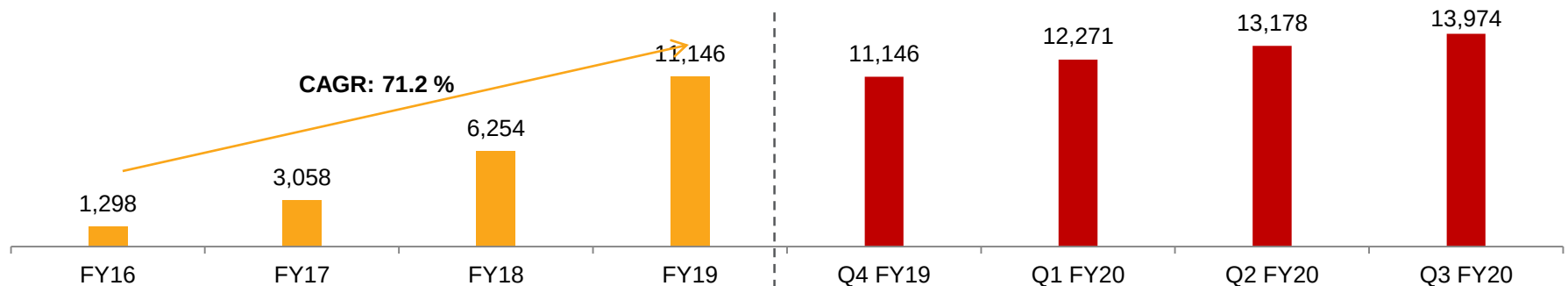
## VEHICLE AND EQUIPMENT FINANCE

- Started commercial operations in January 2015.
- The operations are a part of Manappuram Finance Ltd and are carried out from existing gold loan branches
- Selectively entered in all parts of India except North-east.
- Focus on Underserved Category of Customers who do not have access to Formal Banking system.

## VEHICLE AND EQUIPMENT FINANCE METRICS

AUM (Rs Mn) – Dec 2019	13,973.9
Branch Network	214
Number of States	22
Average Ticket Size (Rs mn)*	0.76
Average Yield (%)	19.9%
GNPA %	2.87%

## AUM (Rs Mn)



\* Only Commercial Vehicle



**MANAPPURAM**  
**FINANCE LIMITED**



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# COMPANY OVERVIEW: BRIEF PROFILE



## STRONG PEDIGREE

- Incorporated in 1992, the company has been one of India's leading gold loans NBFCs.
- Promoted by Mr. V.P. Nandakumar (current MD & CEO) whose family has been involved in gold loans since 1949.

## BUSINESS OVERVIEW

- Focus on utilising surplus capital to build or acquire new lending products relevant to the existing retail customer base.
- Addition of new synergistic product segments – Microfinance (MFI), Commercial vehicles (CV), Mortgage & Housing Finance.
- Consolidated AUM of Rs 194 Bn as on Mar-2019
- Established pan-India presence

## FINANCIAL OVERVIEW

- Total AUM has grown from Rs 75.5 Bn in FY11 to Rs 194 Bn in FY19 at CAGR of 11%.
- Standalone Capital Adequacy Ratio in FY19 stood at 24.0%.
- Net Interest Income of Rs 27,968.8 Mn and PAT of Rs 9,198.7 Mn in FY19 grown at CAGR of 20.3 % and 27.6 % respectively over last 5 years.
- Return ratios: ROA – 4.9% in FY19, ROE – 22.0 % in FY19.

## HIGH CORPORATE GOVERNANCE STANDARDS

- Consistent dividends to shareholders.
- Reputed auditors such as KPMG as internal auditors and Deloitte Haskins & Sells LLP as statutory auditors to ensure accurate financial reporting & transparency.
- Strong external professional representation on the Board with 6 of the 10 directors being independent. Board is chaired by Mr. Jagdish Capoor – Ex-Deputy Governor of RBI, Ex-Chairman of HDFC Bank.



# COMPANY OVERVIEW: STRONG BRAND RECALL

- Strong brand equity built over the years.
- Celebrity endorsements have led to enhanced visibility and growing business.
- Brand 'Manappuram' is endorsed by well recognized film industry icons across India .
- Our brand ambassadors - Venkatesh, Mohan Lal, Puneeth Rajkumar, Vikram, Akshay Kumar, Jeet, Sachin Khedekar And Uttam Mohanty.



# COMPANY OVERVIEW: EXPERIENCED MANAGEMENT TEAM

**Mr. V. P. Nandakumar**  
*Managing Director & CEO*

- Chief Promoter of Manappuram Group
- Certified Associate of Indian Institute of Bankers



**Mr. B.N. Raveendra Babu**  
*Executive Director*

- Director since July 1992
- Worked in a senior role with Blue Marine International in U.A.E



**Mrs. Bindu A L**  
*CFO*

- Chartered Accountant with Over 20 years experience in the area of Finance and Accounts



**Mr. Raja Vaidhyanathan**  
*Managing Director – MFI*

- Erstwhile Promoter of Asirvad Microfinance
- IIT IIM Alumni with over 33 years of experience across industries



**Mr. Jeevandas Narayan**  
*Managing Director – Housing Finance*

- Erstwhile MD of State Bank of Travancore
- Over 37 years of experience in the financial services industry



**Mr. K Senthil Kumar**  
*Head – Commercial Vehicle*

- Over 21 years experience with organizations such as Fullerton India, Citi Bank, HDFC Bank etc.



**Mrs. Puneet Kaur Kohli**  
*SVP - CTO*

- Over 22 years experience with organizations such as Bajaj Capital, Motricity, Bharti Airtel, Accenture, Duncan Industries, ITC Hotel



# COMPANY OVERVIEW: CORPORATE GOVERNANCE – STRONG BOARD OF DIRECTORS



**MANAPPURAM**  
**FINANCE LIMITED**

**Mr. Jagdish Capoor**  
**CHAIRMAN, INDEPENDENT &**  
**NON-EXECUTIVE DIRECTOR**

- Former Chairman of HDFC Bank, former Deputy Governor of Reserve Bank of India, former Chairman of UTI and BSE Ltd
- Currently, he is on the Board of Indian Hotels Company Limited, Assets Care Enterprise Limited, Indian Institute of Management, LIC Pension Fund Limited and is the Chairman of Quantum Trustee Company Private Limited.

**Mr P. Manomohan**  
**INDEPENDENT &**  
**NON-EXECUTIVE DIRECTOR**

- Bachelor of Commerce from Kerala University, Diploma in Industrial finance from Indian Institute of Bankers and also a Certified Associate of the Indian Institute of Bankers
- Has over 38 years of work experience in the RBI and in the regulatory aspects of NBFCs

**Mr V. R. Ramchandran**  
**INDEPENDENT &**  
**NON-EXECUTIVE DIRECTOR**

- He holds a Bachelor of Science from the Calicut University and a Bachelor degree in law from the Kerala University.
- He has over 32 years of work experience and is a civil lawyer enrolled with the Thrissur Bar Association.

# COMPANY OVERVIEW: CORPORATE GOVERNANCE – STRONG BOARD OF DIRECTORS



**Sutapa Banerjee**  
**INDEPENDENT &**  
**NON-EXECUTIVE DIRECTOR**

- Advance leadership Fellow at Harvard University, Gold medallist in Economics from XLRI School of Management in India.
- She is Managing Director of Shiva Cement Ltd, JSW Cements Ltd, JSW Holdings Ltd , North East Small Finance Bank Ltd. etc.
- She was earlier associated with ABN AMRO and ANZ Grindlays and Indian Investment Bank (Ambit)

**Mr Gautam Narayan**  
**NON INDEPENDENT &**  
**NON-EXECUTIVE DIRECTOR**

- He is a Chartered Accountant with additional qualification in management Post Graduate Diploma in Management from IIM Ahemadabad.
- He is a partner at Apax Partners.

**Mr Abhijit Sen**  
**ADDITIONAL DIRECTOR**

- He holds B-Tech (Hons) from IIT, Kharagpur and Post- Graduate Diploma from IIM, Kolkata
- External Advisor to E & Y
- Board member- India First Life Insurance, Kalyani Forge, Trent Ltd and Ujjivan Micro-Finance
- Served as CFO with Citi India for 18 years

**Mr. Harshan Kollara**  
**ADDITIONAL DIRECTOR**

- He holds a Masters (Economics) from Bombay University.
- Board member-Fast Encash Money Transfer (UK), Abans Global Ltd (UK), Value Finance Corporation Ltd (UK), Morgan Harvey Services Ltd (UK)
- Severed as Executive Director in Federal bank Ltd, Vice President and Regional Head in Union bank of California and EVP & head, international banking in ICICI bank Ltd

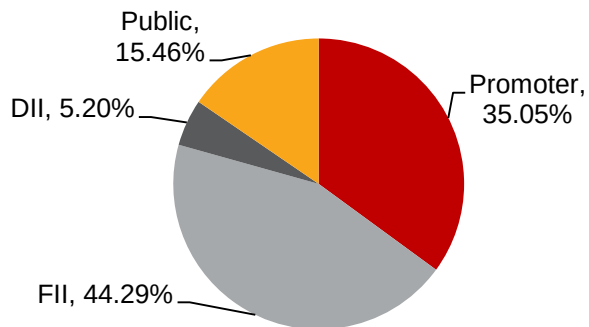
# COMPANY OVERVIEW: SHAREHOLDING STRUCTURE



## Share Price Performance



## % SHAREHOLDING – DEC 19



## MARKET DATA

AS ON 23.01.2020

Market Capitalization (Rs Mn)	1,55,138
Price (Rs)	183.60
No. of Shares Outstanding (Mn)	844.9
Face Value (Rs)	2.0
Avg. Qtrly Trading Volume (Rs Mn)	445.2
Avg. Qtrly Trading Volume (Mn shares)	2.8
52 Week High-Low (Rs)	184.85 – 90.0

Source – : BSE, Trading volume and Value is BSE & NSE combined

## KEY INSTITUTIONAL INVESTORS AT DEC 19

% HOLDING

Quinag Acquisition (FPI) Ltd	9.92%
Baring India Private Equity Fund	8.76%
Barclays Merchant Bank Singapore Ltd	3.70%
Fidelity Investment Trust	3.12%
DSP Blackrock Microcap Fund	1.50%
Duro one Investments Ltd	2.28%

Source – BSE



**MANAPPURAM**  
**FINANCE LIMITED**

Quarterly Update

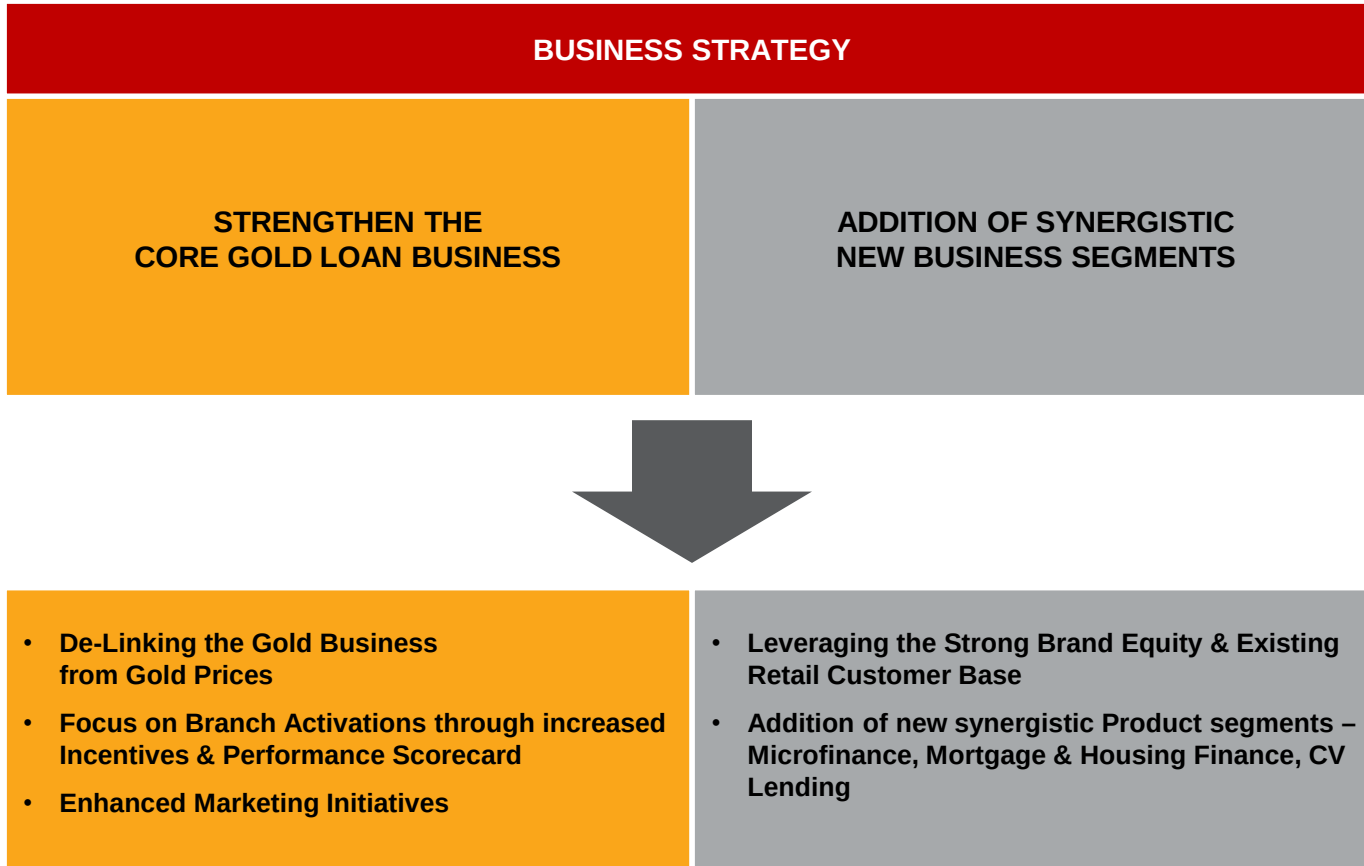
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# BUSINESS STRATEGY: KEY HIGHLIGHTS



# BUSINESS STRATEGY: DE-LINKING GOLD BUSINESS FROM GOLD PRICES

Earlier Scenario – 12 month Long Tenure Product		12 months – Single Product Offering	Additional 2 month for Auction
Gold value	100		
LTV	75%		
<b>Gold Loan</b>	<b>75</b>		
Interest Rate	24%		
<b>Interest Cost*</b>	<b>21</b>		
<b>Total Principal + Interest*</b>	<b>96</b>		

**If the Customer does not pay or close the Loan, then there is likely loss of interest for 2 months during Auction**



- Recalibrated the product structure to de-Link from gold price fluctuation.
- Loan to value (LTV) ratio is now linked to the tenure of the loan. Therefore, the maximum permissible LTV of 75% would be available on loans of shorter tenure rather than one year as was the standard practice earlier.

Current Revised Scenario – 3 to 6 month Short Tenure Products	3 months	6 months	9 months	12 months	Additional 2 month for Auction
	3 Month Scenario	6 Month Scenario	9 Month Scenario	12 Month Scenario	
Gold value	100	100	100	100	If the Customer does not pay or close the Loan, there is ample margin of safety to recover Principal as well as Interest. Also, Linkage to Gold prices is Negligible.
<b>LTV</b>	<b>75%</b>	<b>70%</b>	<b>65%</b>	<b>60%</b>	
<b>Gold Loan</b>	<b>75</b>	<b>70</b>	<b>65</b>	<b>60</b>	
Interest Rate	24%	24%	24%	24%	
<b>Interest cost *</b>	<b>7.5</b>	<b>11.2</b>	<b>14.3</b>	<b>16.8</b>	
<b>Total Principal + Interest *</b>	<b>82.5</b>	<b>81.2</b>	<b>79.3</b>	<b>76.8</b>	

\* Includes interest outgo during 2 months of auctioning period



# BUSINESS STRATEGY: GOLD LOAN BUSINESS – REACHING OUT TO THE CUSTOMER



Increased marketing initiatives across branches and key markets

Significantly enhanced our marketing spend with growing BTL and ATL activities

Increased incentives and branch activations

Initiative to track branch level performance scorecard

STRATEGIC INITIATIVES TO DRIVE BUSINESS PERFORMANCE



# BUSINESS STRATEGY: INTRODUCING NEW SYNERGISTIC PRODUCT SEGMENTS



## RATIONALE FOR STRATEGY TO DIVERSIFY INTO SYNERGISTIC PRODUCT SEGMENTS -

- Strategy to Utilise surplus capital to build or acquire new lending products relevant to the existing retail customer base.
- To leverage the strong retail customer base, retail branch network and the strong Manappuram Brand Equity build over the years.
- To Leverage our operational capability to process large volume, small ticket lending transactions with semi-urban and rural customers.
- Focus to enhance the revenue mix and improve structural return on equity (RoE).

- Geographic concentrations norms - District wise, State wise and along with Industry heat map analysis.
- Disbursement Related Caps - Branches categorised based on performance for fresh disbursements for existing customer and acquisition of new customer.
- Portfolio Outstanding Caps for a District - Threshold on AUM exposure vrs own as well as with Industry .
- Robust risk tool based pincode/district data analytics for branch expansion and disbursement decision making.
- Introduction of E- On boarding of customers through TAB & paperless documentations.
- Ensuring Quality and Robustness of group formation process, regularity of meetings and attendance.
- 100% cashless disbursement through bank account and de-dup check & mobile no verification with OTP based loan approval process.
- Geotagging of centres , members , field officer movements for better monitoring
- 100% movement tracking of cash collections / same day reconciliation of MIS with bank account
- Integrated system enforced defined controls across process chain.

- PAR management: State of the art Analytics/MIS - center-wise, customer wise, branch wise and bucket wise data analyzed on daily basis and reported across various senior levels for better monitoring and supervisory control.
- Dashboard for Field level Managers in TAB for ensuring better monitoring.
- Automation of timely due date reminders, acknowledgement of cash collection through SMS in addressing potential employee frauds.
- Internal Audit pro-active focus on collections and overdue centres.
- Currently exploring avenues for cashless collection options.
- Leverage existing time tested vintage customer base.
- Well defined metrics for cash management and diverse resources for ensuring liquidity controls and Interest rate management.
- Calibrated and indiscriminative approach to geographies in managing political risk.
- Robust customer grievance redressal mechanism
- Responsible lending with fair pricing and geo sensitive approach.



**MANAPPURAM**  
**FINANCE LIMITED**



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# KEY TECHNOLOGY INITIATIVES: EXPLORING NEW AGE FINTECH BUSINESS OPPORTUNITIES

## **INNOVATE (STRATEGIC)**

Innovative projects to make us ready and relevant to face future challenges / Changes. E.g. - SGL, Whatsup OGL Mobility platforms, Digital PL Loans, Digital Scorecards, OGL Digital Cards, Kiosks, BA Portal, VAS Portal

## **DIFFERENTIATE (TACTICAL)**

Business differentiators like CRM, MDM, UPI, AEPS, RPA Solutions & Adoption of New technologies i.e. IOT, Blockchain, AI/ML Ent. Apps like AML, AFS, GRC, LMS and Infra Solutions SD WAN Usage of public cloud, DMS and Digital Work Flows

## **RUN (OPERATE)**

Improved SLA Based Support for IT Services, Replacement of PCs to Mobile devices with MDM, Setting Up of Outsourced Information Security Organization, Involvement of Professional Network Integrators better connectivity

# KEY TECHNOLOGY INITIATIVES: INNOVATIVE BUSINESS PROPOSITIONS



- **Offline Apps:** B2C & B2B Apps that can work without internet connectivity
- **Mobility Apps:** Restructured Apps that can work without any device, browser, platform dependency
- **OGL Digital Cards & Wallets:** This may open up opportunity for vertical integration with merchants
- **Digital Personal Loans:** Paper less digital loans with built in scorecards with quicker TAT for disbursing Loans
- **VAS Portal & Kiosks:** Portal that can provide Value added services to Customers including provision of Self operated Kiosks
- **BA/BC/Agent/Franchisee Portals:** Portals that allow to Business Associates/Business correspondents/ Agents/Franchisees to offer MAFIL Group product and services to customers
- **Online Lending Market Place:** Cater/Offer or avail MAFIL Group services through online

# KEY TECHNOLOGY INITIATIVES: IMPLEMENTATION OF NEW TECHNOLOGIES - STAYING AHEAD OF THE CURVE

**AEPS** *Aadhaar Enabled Payment System*

**CRM** *(a) Solution for Customer 360 view  
(b) Lead Management (c) Campaign Management (d) Customer Service Management*

**AFS** *(a) Suspicious/ Fraudulent Transaction Monitoring  
(b) Real time case Management*

**UPI** *(a) Enabling UPI solution for Collection  
(b) Bank Account confirmation (c) Enabling additional disbursement solution (d) Support for multi-bank transfer facility*

**IOT** *IOT based Solution for /Strengthening e Security*

**LMS** *(a) Learning through mobile Platform  
(b) development of curriculum for continuous learning exercise (c) Integrated platform Training Result Assessment*

**RPA** *Bring RPA solution to do improved/efficient/cost-effective process automation*

**DMS & Digital Work Flows** *(a) Centralized DMS System for management of Images (b) Implementation of digital work flows*

**AML** *(a) Solution for customer Risk Profiling,  
(b) Transaction Monitoring*

**MDM** *(a) Single Source of data (b) Data Governance (c) Source for HR/Sales/Market/Customer Analytics (d) building Cross Sell/Up Sell opportunities*

**Block chain** *E Auction Solution by using blockchain technology*

**GRC** *(a) Platform for category wise enterprise risk Reporting (b) Platform for Measurement & treatment of Enterprise Risk (c) Tracking Governance, Risk & compliance*

 MAJOR BUSINESS DIFFERENTIATORS

 ENTERPRISE LEVEL APPS





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**FINANCE LIMITED**



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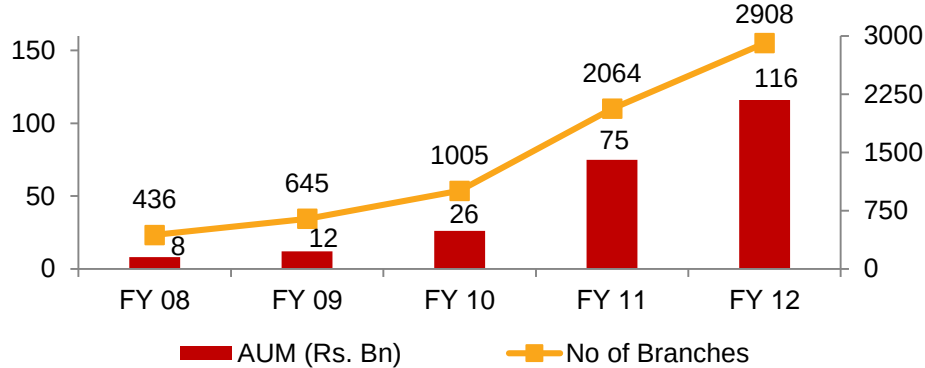


# UNDERSTANDING OUR EVOLUTION

## PHASE 1: FY08 - FY12

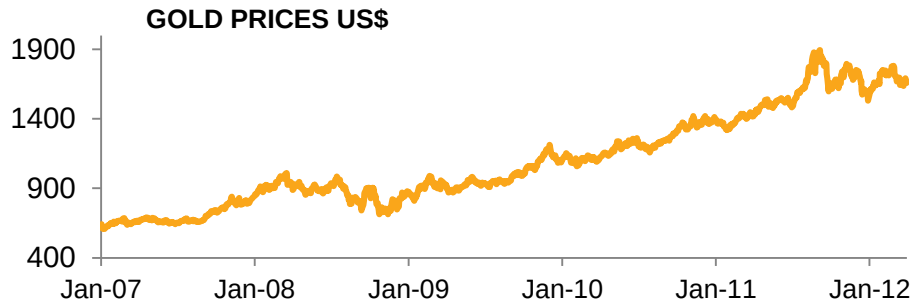


### STRONG GROWTH WITNESSED....



- Higher Loan To Value (LTV) up to 85%
- Lower Cost of Funds due to Eligibility under Priority Sector Lending
- Supported by Buoyant Economic Growth
- Long Tenure Products supported by Rising Gold Prices
- **Strong Competitive Positioning** - Better LTV, Lower interest rate compared to Moneylenders, Prompt Disbursement, Convenience of Place/time

### SUPPORTED BY RISING GOLD PRICES....



Company witnessed CAGR of ~95% in AUM over FY08 - FY12.

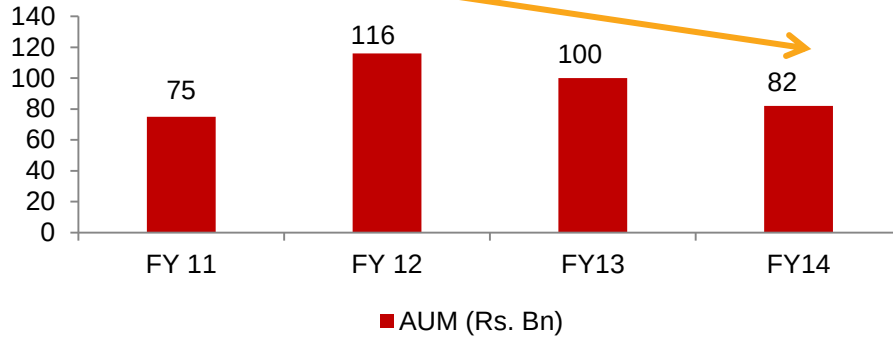
Branch Network grew by 7x over FY08 - FY12.

Strong Execution Capabilities and well defined systems and processes.

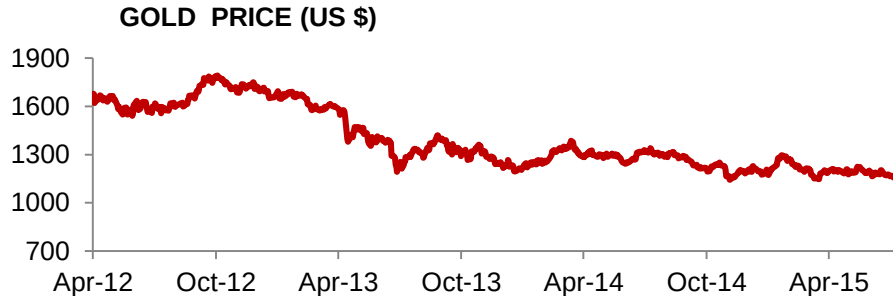
# UNDERSTANDING OUR EVOLUTION

## PHASE 2: FY12 - FY14

### REGULATORY OVERHANG IMPACT....



### ALONG WITH FALLING GOLD PRICES....



Source - Bloomberg

### Regulatory Changes by RBI-

- **Mar - 2012 : Removal of Priority Sector Lending Status**  
– led to Higher Borrowing Cost.
- **Mar - 2012 : Cap on LTV to not exceed more than 60%**
  - Weakened the Competitive positioning vis-à-vis Banks and Moneylenders.
  - Higher LTV Focused customers moved to Moneylenders whereas Interest Rate sensitive customers moved to Banks.
- Cap on Maximum Borrowing up to Rs. 2.5 Mn.

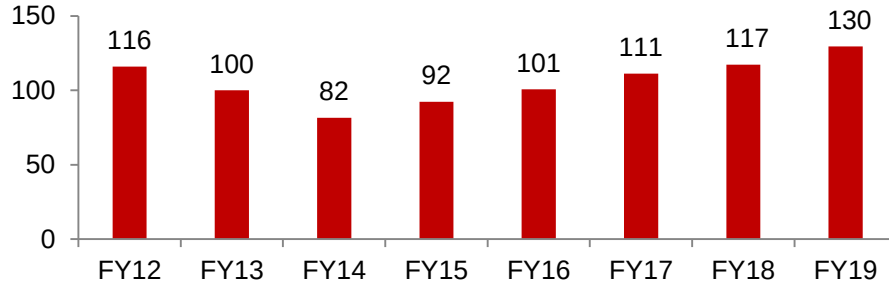
### Fall in Gold Prices –

- Peak LTV was 85% for FY12 and Long Tenure portfolio.
- Negative Operating Leverage resulted into fall in Return Ratios and Profitability.**

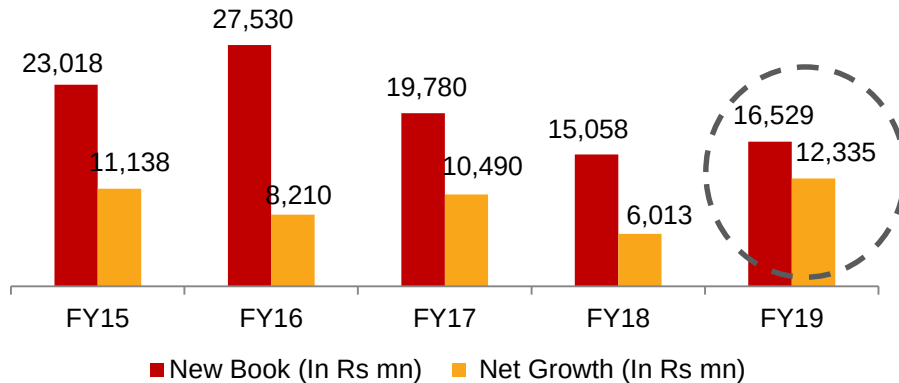
# UNDERSTANDING OUR EVOLUTION

## PHASE 3: FY15 ONWARDS

### ON A REVIVAL PATH.....



### WITNESSING THE GROWTH BACK...



Note - \* Net Growth = New Book - Auction

### Sept - 2013 : Regulatory Changes by RBI-

- Increased the loan-to-value (LTV) ratio for gold loans to 75 per cent -
  - Resulting into Level Playing Field for NBFCs vis-a-vis the commercial banks .

### Jan-2014 : Reaching out to the Customers

- Through enhanced Marketing and Branch Activation Initiatives

### June - 2014 : De-Linking to Gold Prices -

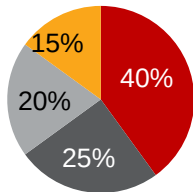
- Shift from Long Tenure products to short Tenure products (3 to 9 Months)
- Recalibrated loan to value (LTV) ratio to link it to the tenure of the loan.
  - Maximum permissible LTV of 75% to be available on loans of shorter tenure rather than one year.

**Positive Operating Leverage to kick in which would result into better Return Ratios and Profitability.**

India possesses over ~20,000 tonnes of gold worth more than US\$ 800 bn.  
Organized gold loan sector penetration is Just 3% !

- India is the largest consumer of gold jewellery in the world - Together with China, it makes up over half the global consumer demand for gold.

Region wise Share



■ South ■ West ■ East ■ North

- Southern India has been the largest market accounting for approximately 40% of the gold demand, followed by the western region at approximately 25% of India's annual gold demand.

- Further, Rural India is estimated to hold around 65% of total gold stock. For Rural India gold is the virtually the bank account of the people - As historically gold has been an good hedge against inflation & since it is fairly liquid, a lot of savings are in the form of gold.

# INDUSTRY OVERVIEW: KEY DRIVERS FOR GOLD LOAN MARKET



## ADVANTAGE CONSUMER

- Idle gold can be monetized for productive purposes.
- Prompt Disbursement - Faster turnaround time.
- Minimal Documentation - No major documentation requirement.
- Flexible repayment options available.

## ADVANTAGE LENDER

- Collateral / Security is with the lender – No requirement to reposes.
- No Liquidity Issues – Gold is one of the most liquid asset class.
- No Asset Liability Mismatch – Loan assets are for 3 to 6 months whereas liabilities are for 1 year and above.
- One of the lowest NPA segment

**LEADING TO A WIN-WIN SITUATION FOR ALL STAKEHOLDERS**

# INDUSTRY OVERVIEW: COMPETITIVE ADVANTAGE - GOLD LOAN NBFC'S



Parameter	Gold loan NBFC's	Banks	Moneylenders
<b>LTV</b>	Up to 75%	Lower LTV than NBFC's	Higher than 75%
<b>Processing Fees</b>	No / Minimal Processing Fees	Processing charges are much higher compared to NBFC's	No Processing Fees
<b>Interest Charges</b>	~18% to 26% p.a	~12% to 15% p.a	Usually in the range of 36% to 60% p.a.
<b>Penetration</b>	Highly Penetrated	Not highly penetrated. Selective Branches	Highly Penetrated
<b>Mode of Disbursal</b>	Cash/Cheque (Disbursals More than Rs. 0.1 mn in Cheque)	Cheque	Cash
<b>Working Hours</b>	Open Beyond Banking Hours	Typical Banking Hours	Open Beyond Banking Hours
<b>Regulated</b>	Regulated by RBI	Regulated by RBI	Not Regulated
<b>Fixed Office place for conducting transactions</b>	Proper Branch with dedicated staff for gold loans	Proper Branch	No fixed place for conducting business
<b>Customer Service</b>	High – Gold Loan is a Core Focus	Non Core	Core Focus
<b>Documentation Requirement</b>	Minimal Documentation, ID Proof	Entire KYC Compliance	Minimal Documentation
<b>Repayment Structure / Flexibility</b>	Flexible Re-Payment Options. Borrowers can pay both the Interest and Principal at the closure. No Pre-Payment Charges.	EMI compulsorily consists of interest and principal. Pre-Payment Penalty is Charged.	-
<b>Turnaround Time</b>	10 minutes	1-2 hours	10 minutes

**NBFC's RETAIN NICHE POSITIONING**



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