



April 27, 2021

The BSE Limited,
Listing Department,
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai – 400 001

National Stock Exchange of India Limited,
Listing Department
“Exchange Plaza”
Bandra Kurla Complex,
Bandra (E), Mumbai – 400 051

Scrip Code: 540173

Symbol: PNBHOUSING

Dear Sirs,

Sub: Investor Presentation

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, Please find attached herewith the Investor Presentation of the Company for the quarter and year ended March 31, 2021.

A copy of the same is placed on the website of the Company www.pnbhousing.com

You are requested to take note of the above and arrange to bring this to the notice of all concerned.

Thanking You.

For PNB Housing Finance Limited

Sanjay Jain
Company Secretary & Head Compliance
Membership No.: F2642

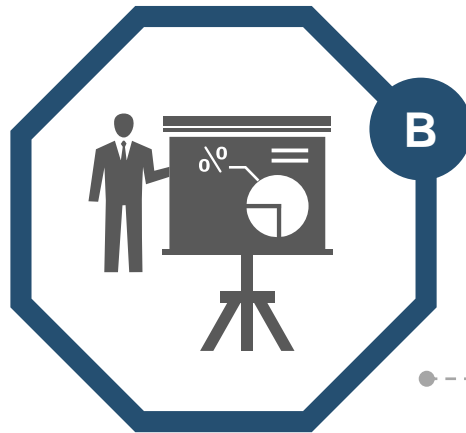


Investor Presentation Q4/FY ended March 2021 27-April-2021





Progress on the New Agenda
Strategy Monitorables



Business & Financial Performance
Shareholding and ESG Snapshot
Key Takeaways
Growth in Housing Finance Sector



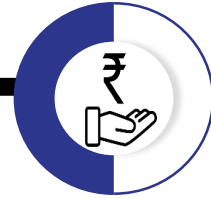
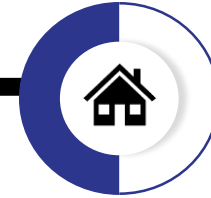
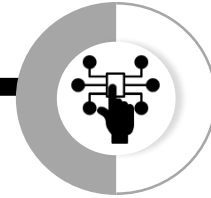
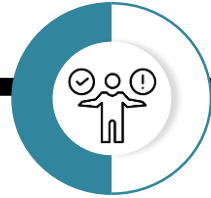
New Agenda set by the Company



Strengthening the Core

Drive Efficiency

Accelerate Growth



Management

- Strengthen leadership team with internal promotions & external hires
- On boarded senior talent in Collections, Information security, Affordable Housing and Internal Audit
- Augment Risk & data analytics team
- Introduced incentive plan to retain talent
- Focus on upgrading skill sets

Capital Position

- Improve capital and gearing
- Build significant provision
- Option to raise capital across different modes

Risk Management

- Leverage advance analytics and new age technologies
- Automate credit appraisal journey with human touch
- Strengthen EWS to improve collection efficiencies
- Remedial Management Group to focus on resolution of corporate book

Cost Management

- Rationalize operating model with focus on profitability
- Optimize cost and productivity
- Improve accountability across organization
- Product and segment level monitoring

Digital Drive

- Accelerate digital transformation across the value chain
- Increase use of AI, ML, RPAs to augment business, underwriting and accelerate efficiencies
- Advanced analytics for portfolio management, risk, collection
- Building Super app to strengthen digital platform

Retail Focused Lending


- Leverage expertise in mass housing and merchant category
- Increase fee income through cross sell, upsell and co-lending
- Retail to be the engine of growth

Grow Affordable Housing "Unnati"

- Building higher yielding Unnati portfolio
- Focus on Average ticket size of ~INR 15 lakh
- Strengthen distribution network with increased presence in Tier 2 and 3 cities

Strengthening the Core – Key Monitorables





Pillars to Agenda	Monitorables	FY20	FY21	Remarks
 Management Team	Key roles hired at senior level		5 hires and 2 promotion	Further strengthen management team
	Introduced incentive plan to retain talent		RSU Allotment done	Introduced RSU for critical positions
 Capital Position	Reduce Leverage*	8.53x	6.72x	With reduced share of Corporate Book
	Improve CRAR*	17.98%**	18.73%	Adjusted for deposit made with companies in same group, CRAR is 20.61%
	Maintain adequate Total Provision to Total Asset*	2.61%	4.09%	Net worth to NNPA is 5.9x
	Tier 1 Capital		In process	Capital Raise process ongoing
 Risk Management	% of loans sanctioned within stipulated TAT	85%	84%	Leveraging digital interventions to enhance efficiencies
	Improve Collection Efficiencies	98.5%	96.8%	Strengthened bucket wise resolutions

* As on last day of the period
 **As per IGAAP


Drive Efficiency – Key Monitorables



Pillars to Agenda	Monitorables	FY20	FY21	Remarks
 <p>Cost Management</p>	Maintain Cost to Income Ratio	16.9%	15.1%	Cost rationalisation measures undertaken
	Reduce incremental Cost of Borrowing	8.47%	6.80%	Incremental COB for Q4FY21 has dropped to 6.26%
	Implement Transformation journey		Project 'IGNITE' initiated	Focus on business repositioning, strengthen u/w, & collections, digital and cost efficiencies
 <p>Digital Drive</p>	Increase in digital sourcing	9%	22%	Increased focus on digital sourcing
	Automate underwriting for Straight through Processing		Vendors identified	Expected to go live by Sep'21
	Analytics across the organisation through integration and data warehousing		Advance stages of vendor identification	Implementation from Sep'21

Accelerate Growth – Key Monitorables



Pillars to Agenda	Monitorables	FY20	FY21	Remarks
 <p>Retail Focussed Lending</p>	Grow Retail Book (YoY)	-6%	-5%	Disbursements higher by 50% Reduced lending rates
	Focus on building Granular book (disbursement)	87.2%	92.3%	Focus on lower ticket asset sourcing
	Reduction in Corporate book*	INR 14,614 crore 18% of AUM	INR 11,786 crore 16% of AUM	Sell down/accelerated payment of INR 1,880 in FY21
 <p>Grow Affordable Housing “Unnati”</p>	Create separate vertical and open lean branch infrastructure	Existing branches	Separate vertical created	Locations identified for opening new branches
	Grow Unnati book*	INR 2,607 crore	INR 2,985 crore	Focus on building Unnati book


* As on last day of the period





Business and Financial Performance


Performance Highlights





	Disbursement	INR 10,445 Crore* / INR 4,103 Crore#
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	Asset Under Management	INR 74,469 Crore
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	Retail Loans	84% of the AUM
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	Deposits	INR 17,129 Crore
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	Gross Margin*	3.33%* / 3.69%#
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	Gearing Ratio	6.72x
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	Total Provision/ Total Assets	4.09%
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	GNPA	4.44% on Loan Assets 3.95% on AUM
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	NNPA	2.43%
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	Write-offs since Inception**	15 bps
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	Book Value Per Share	INR 530
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	Capital to Risk Asset Ratio	18.73%
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Data as on 31-Mar-21

*For FY21 / #Q4 FY21

**On cumulative disbursements

Update on FY21 Guidance

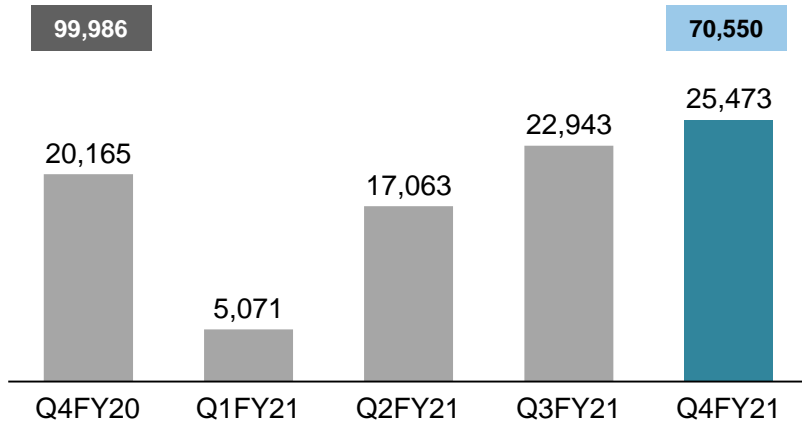


	FY20 Actual	FY21 Guidance	FY21 Actual Achieved
 Disbursements	INR 18,626 Crore 92% of disbursements in Retail	Focus on lower risk weighted retail segment and Unnati segment	INR 10,445 Crore 96% of disbursements in Retail
 AUM	Retail 82% of Total AUM	Retail >85% of Total AUM	Retail 84% of Total AUM
 Unnati Segment	Unnati is 10% of IHL disbursements	Unnati to be 10-15% of IHL disbursements	Unnati is 10% of IHL disbursements; Yield of ~11.1%
 Spread	246 bps	210-220 bps	277 bps
 Gross Margin	321 bps	300-315 bps	333 bps
 Opex	7% reduction on absolute basis	5-10% reduction on absolute basis	18% reduction on absolute basis
 ROA	80 bps	140-160 bps	123 bps

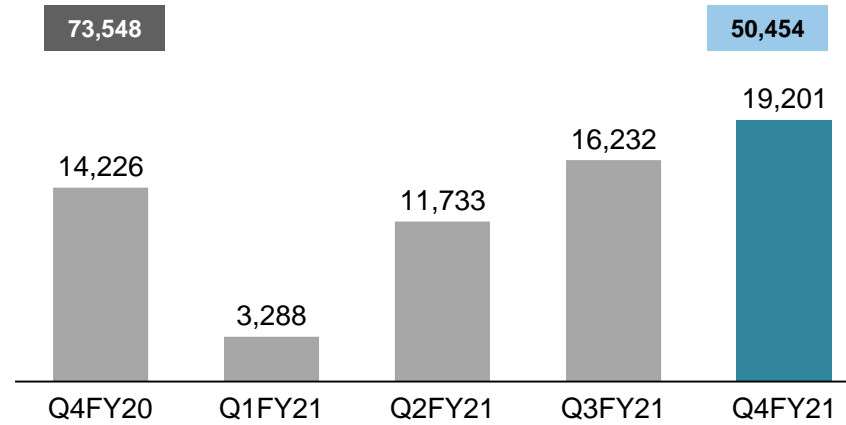
Business Trends - Quarter on Quarter



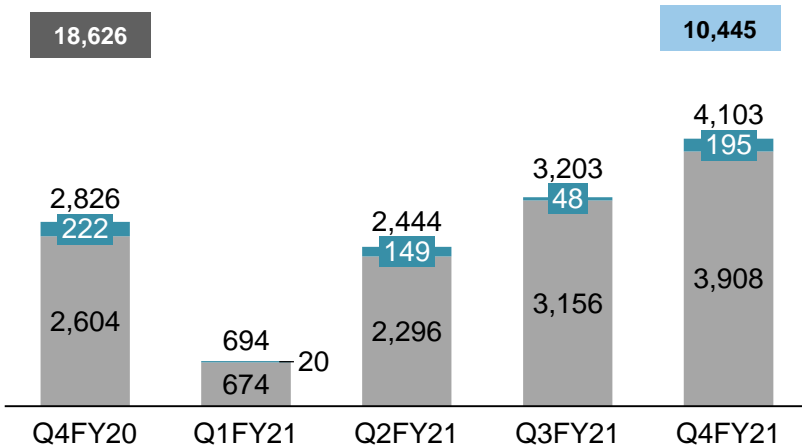
No. of Logins



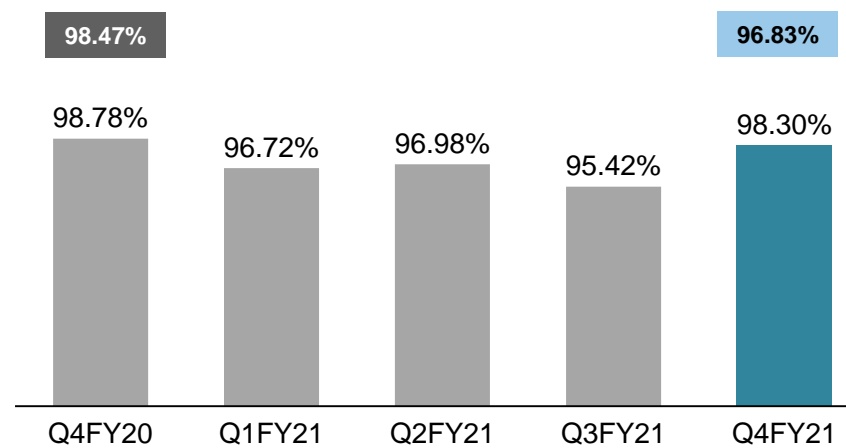
No. of Sanctions



Disbursement (INR Crore)



Collection Efficiency (%)



- 50% growth in retail disbursements in Q4 FY21 (YoY)
- Improving collection efficiencies on account of various measures undertaken

■ Corporate ■ Retail

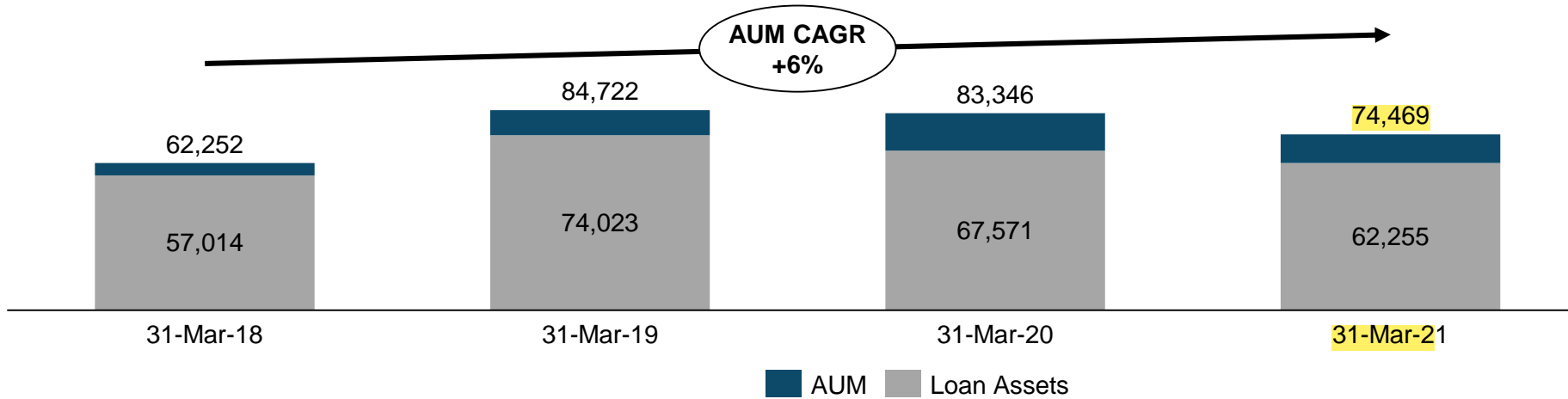
xx FY20
xx FY21

Business Update

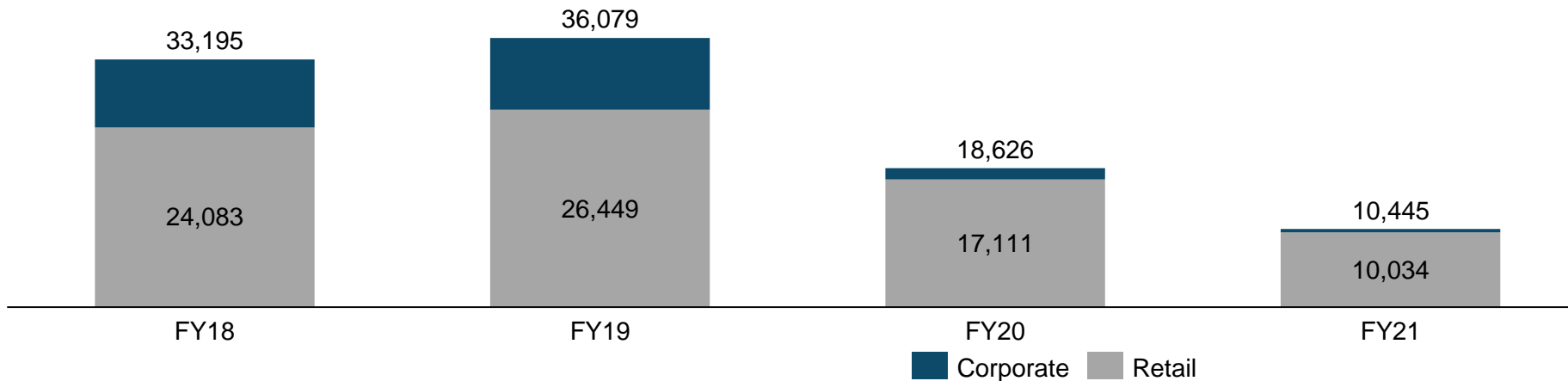


(INR Crore)

Asset



Disbursement

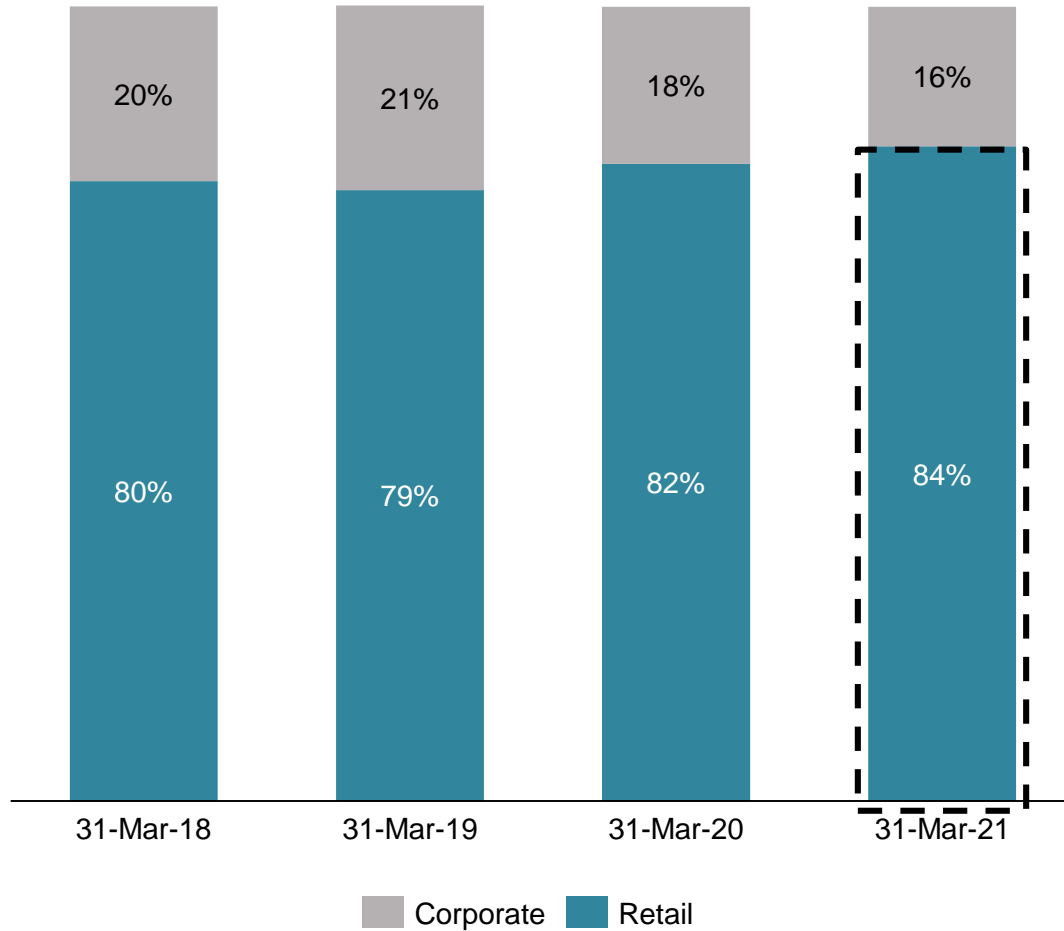


- AUM reduced by 11% YoY
 - Retail 9%
 - Corporate 19%
- Retail AUM is 84% of the total AUM
- 96% of the total disbursements in FY21 were made to the retail segment
- Retail disbursements in Q4 FY21 increased by 50% YoY

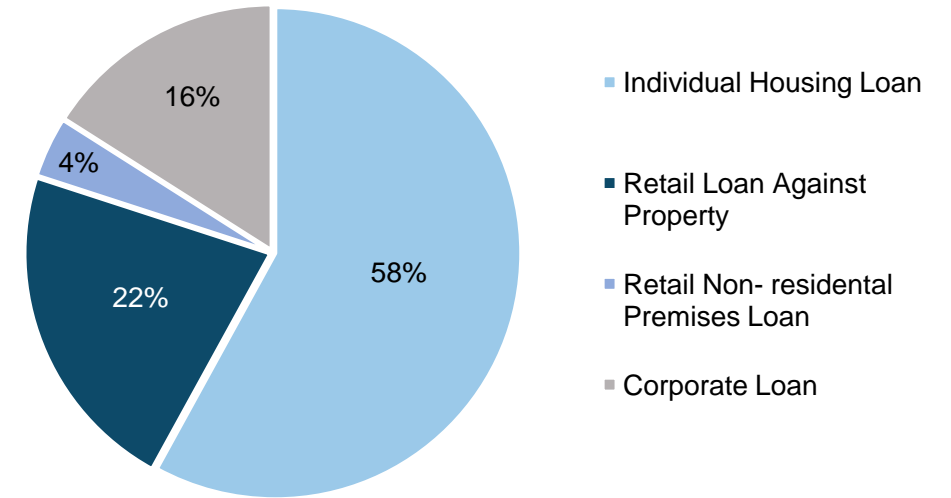
Asset Under Management



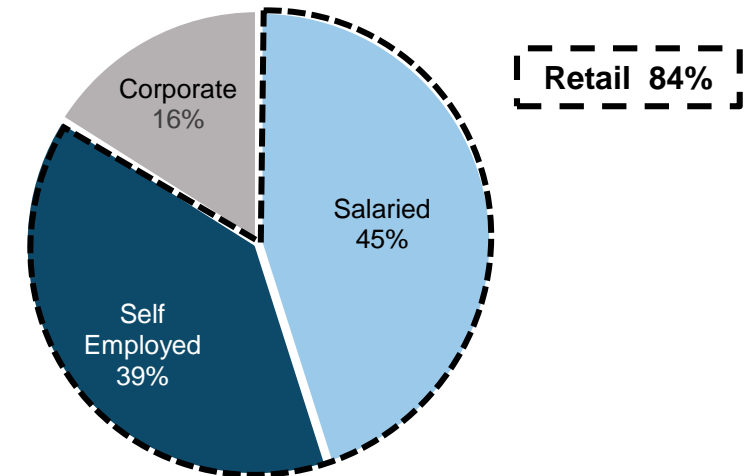
AUM Mix



Product-wise Break-up



Segment-wise Breakup



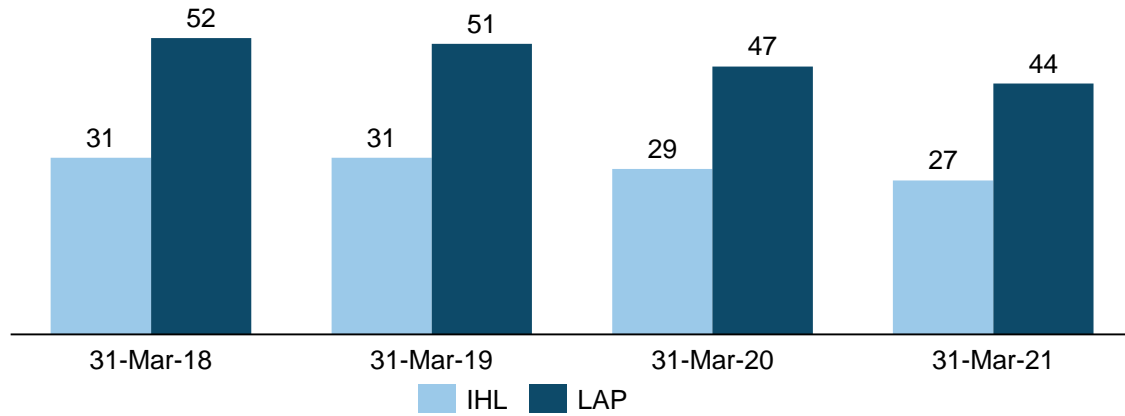
Data as on 31-Mar-21

Retail Loan Book – Key Attributes

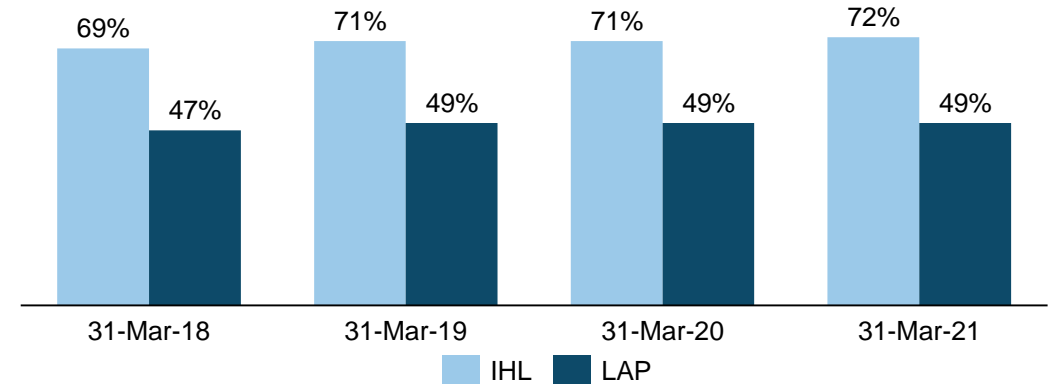


INR Lakhs

Average Ticket Size

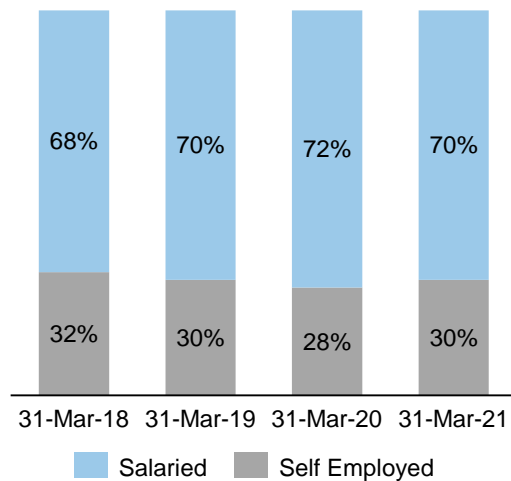


Weighted Average Loan to Value

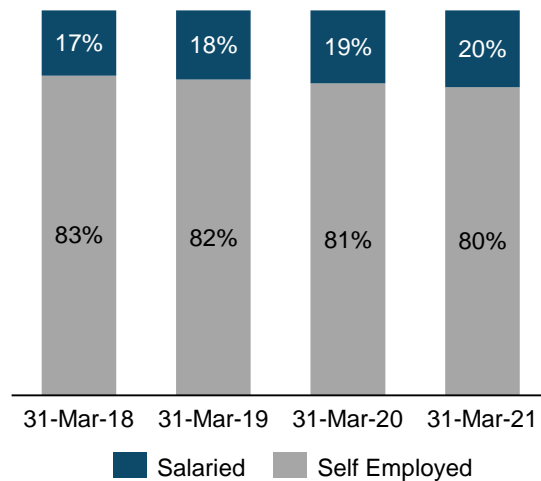


Salaried vs Self-Employed

Individual Housing Loan

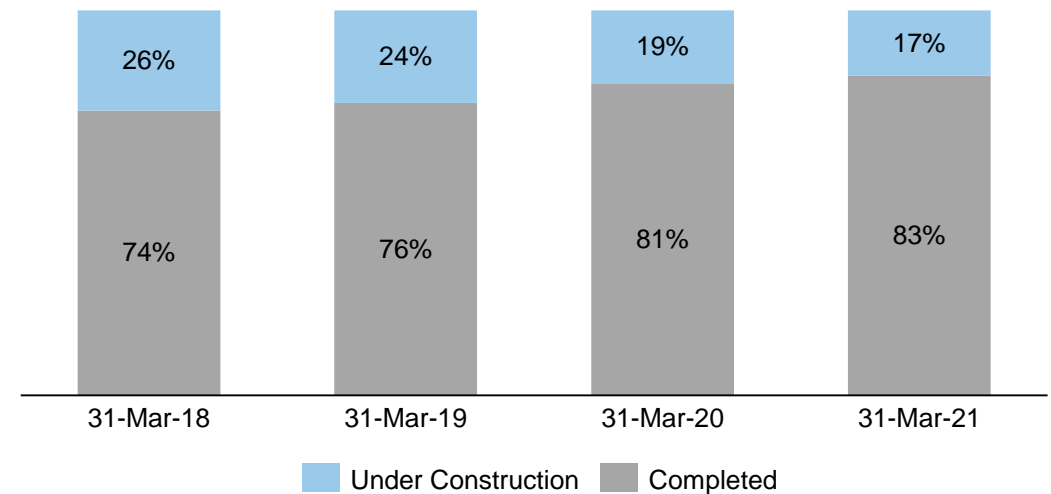


Loan Against Property



Under construction vs Completed

Individual Housing Loan

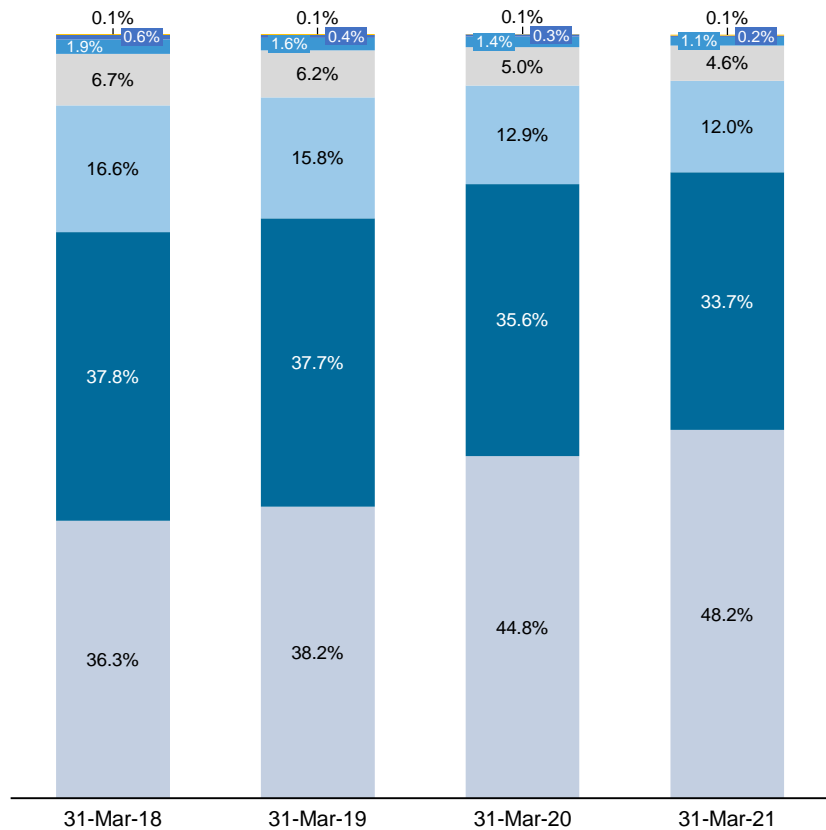


ATS and LTV at Origination

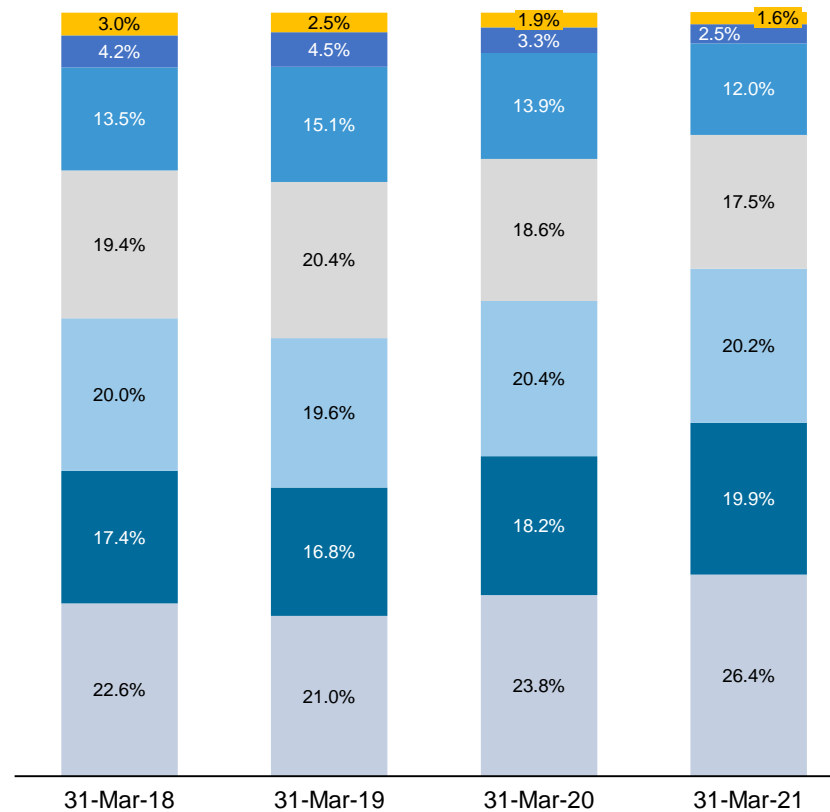
Retail Loan Book – Average Ticket Size Range



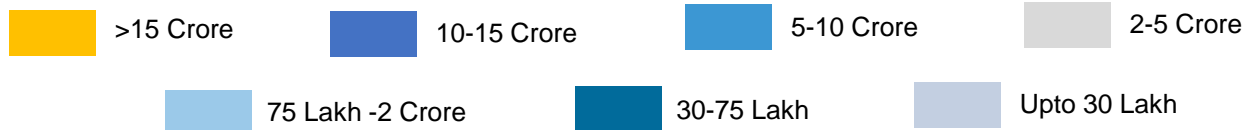
Individual Housing Loan



Retail Loan Against Property



- Focus on granular book resulting in higher proportion of less than INR 2 crore loans
- LTV in LAP maintained below 50%

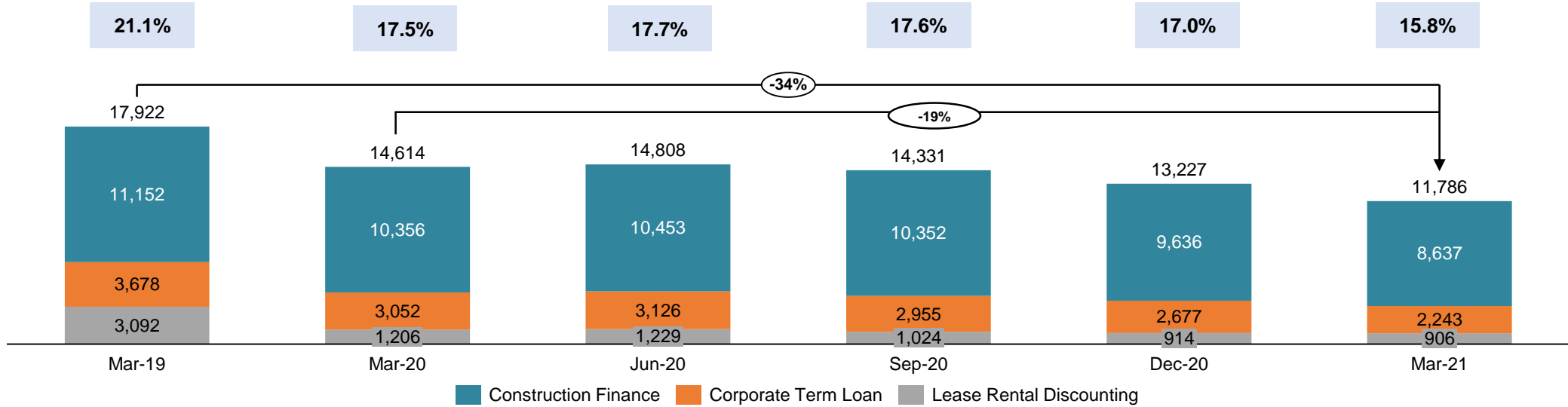


Data on Outstanding Loan Asset

Corporate Book Exposure Continues to Scale Down

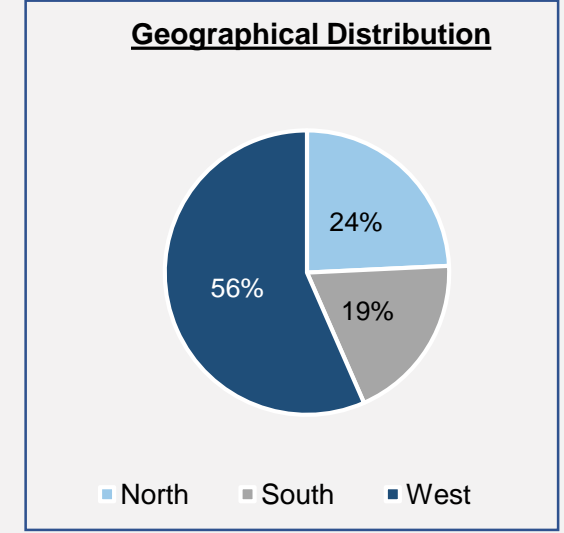
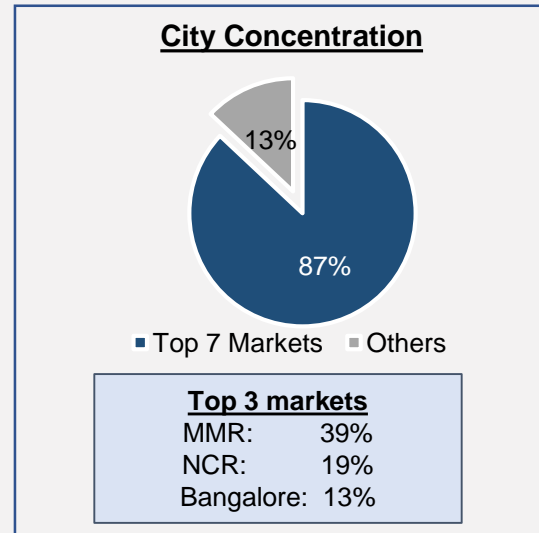


% of Total AUM



Average Ticket Size (Unique Corporate Houses) (Mar'21)

Product Segment	ATS (INR Crore)
Construction Finance	167
Corporate Term Loan	98
Lease Rental Discounting	84



Corporate Book Performance



- 78% of the book is good which continues to be in Stage 1; majority backed by Tier 1 Developers
- Company identified 5 accounts for voluntary SICR having total outstanding of INR 875 crore (7% of the book) which otherwise would have been classified as Stage 1

• On DPD basis 83% of the book is Zero DPD

• Down Sell / Accelerated pre payment of INR 1,880 crore in FY20-21

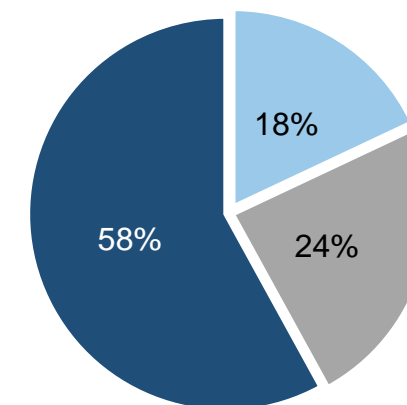
• Deleveraging Top 20 developers' book; reduced by ~ 12% as on 31-Mar-21 as compared to 31-Mar-20.

• Weighted average security coverage of the book is over 2x as on 31-Mar-21

• Stage 3 provision coverage ratio is 60%

• Overall provision coverage is 14% of Corporate book

42% of the Construction Finance Book comprises completed and near completion projects



- Completed
- Near Completion
- Under Construction



Resolutions Achieved

- **IRES Pvt Ltd with O/s of INR 150 crore** with nil haircut
- **Windlass Developers with O/s of INR 30 crore** through SWAMIH investment
- **Pate Developers with O/s of INR 20 crore** with nil haircut.
- **3 other NPA accounts with O/s of INR 4 crore** with nil credit loss

Final Stages of Resolution

- **Vipul Ltd with O/s of INR 353 crore** is in the final stages of resolution
 - Tulip Group to takeover the Project along with its liabilities including PNBHFL debt
 - PNBHFL has given its in-principle NOC for the transaction, which is expected to consummated in Q1 FY22
 - NPA status as on 31-Mar-21

Resolutions Underway on few NPA Accounts

- **Radius** with O/s of INR 259 crore; working with co-lender on resolution.
- **Supertech Ltd.** with O/s of INR 244 crore; Company has started construction of launched part of Project; progress for outright sale of unlaunched phase of the Project to pare down debt.
- **Ornate Pvt. Ltd.** with O/s of INR 181 crore; under NCLT proceeding, EOI received from various developers; RP appointed to resolve queries of developers; resolution plan expected to be received in H1 FY22.

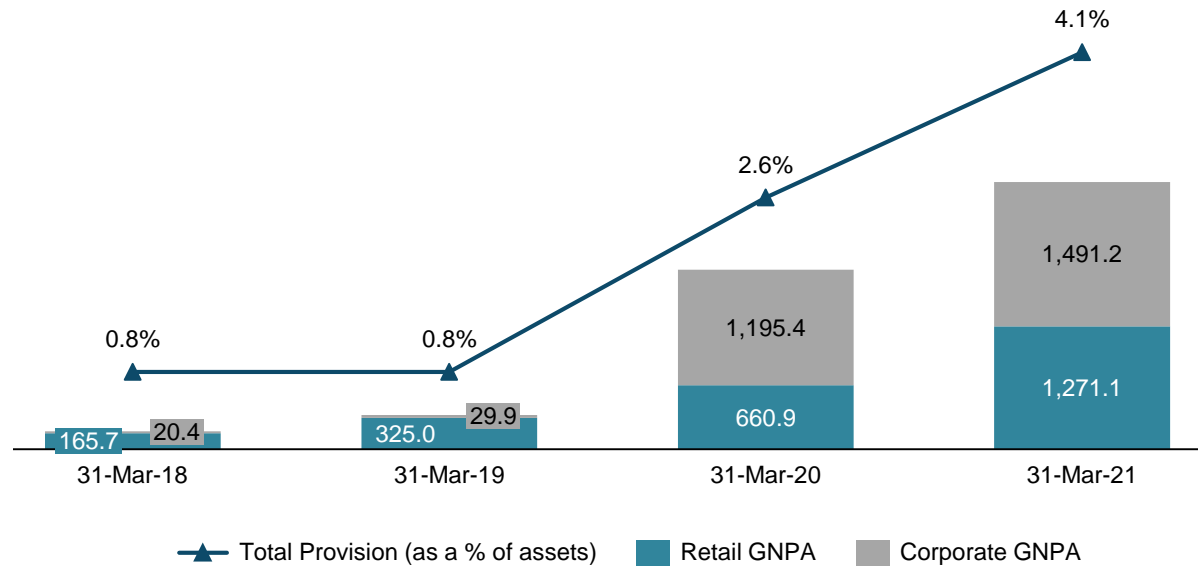
Gross Non-Performing Assets



% of Loan Asset

Gross NPA	0.33%	0.48%	2.75%	4.44%
Net NPA	0.23%	0.38%	1.75%	2.43%

INR Crore



As on 31-Mar-21	INR Crore
Gross NPA	2,762
ECL Provision	2,544
Regulatory provision (as per NHB)	863

- The increase in GNPA in FY21 is primarily on account of COVID-19 pandemic; Company has created adequate provisions in the book
- Incremental provision of INR 778 crore created in FY21; total provision to total asst of 4.1%
- Higher provisions created during the year resulting in further strengthening of the Balance Sheet

Figures as on 31-Mar-21 unless mentioned

Expected Credit Loss (ECL) Provisions – Overall



Classification of the Assets based on the ECL computation under Ind AS:

Particulars (INR Crore)	31-Mar-21	31-Dec-20	31-Mar-20
Gross Stage 1 & 2	59,492	61,696	65,715
% portfolio in stage 1 & 2	95.6%	95.5%	97.3%
ECL Provision Stage 1 & 2	1,295	1,107	1,093
Net Stage 1 & 2	58,198	60,589	64,622
ECL Provision % Stage 1 & 2	2.2%	1.8%	1.7%
Gross Stage 3 (GNPA)	2,762	2,887*	1,856
% portfolio in Stage 3 (GNPA%)	4.4%	4.5%	2.8%
ECL Provision Stage 3	1,249	1,136	672
Net Stage 3	1,513	1,751	1,183
Coverage Ratio % Stage 3	45.2%	39.3%	36.2%
Total Assets	62,255	64,583	67,571
% portfolio	100.0%	100.0%	100.0%
ECL Provision	2,544	2,243	1,766
Net Stage	59,711	62,340	65,805
Total ECL Provision %	4.1%	3.5%	2.6%
Total Provision	2,544	2,243	1,766
Total Provision / Total Assets (%)	4.1%	3.5%	2.6%
Provision Coverage Ratio (%)	92.1%	77.7%	95.0%

*includes Proforma NPA in Stage 3

Stage 3 Provision Coverage Ratio increased to 45.2% compared to 36.2% as on 31st March 2020

Expected Credit Loss (ECL) Provisions – Retail



Particulars (INR Crore)	31-Mar-21	31-Mar-20
Gross Stage 1	46,624	50,730
% portfolio in stage 1	92.4%	95.8%
ECL Provision Stage 1	251	234
Net Stage 1	46,372	50,496
ECL Provision % Stage 1	0.6%	0.5%
Gross Stage 2	2,574	1,566
% portfolio in stage 2	5.1%	3.0%
ECL Provision Stage 2	288	173
Net Stage 2	2,286	1,393
ECL Provision % Stage 2	11.2%	11.1%
Gross Stage 3 (GNPA)	1,271	661
% portfolio in Stage 3 (GNPA%)	2.5%	1.3%
ECL Provision Stage 3	359	168
Net Stage 3	912	493
Coverage Ratio % Stage 3	28.2%	25.4%
Total Assets	50,469	52,957
ECL Provision	898	575
Net Stage	49,571	52,382
Total ECL Provision / Total Assets (%)	1.8%	1.1%

As on 31-March-21

- Provision Coverage ratio of 71%
- Identified accounts for voluntary SICR having total outstanding of INR 667 crore (1.3% of the book) which otherwise would have been classified as Stage 1
- Loans of INR 1,386 crore restructured under the RBI guidelines related to Covid

Expected Credit Loss (ECL) Provisions – Corporate



Particulars (INR Crore)	31-Mar-21	31-Mar-20
Gross Stage 1	9,129	12,505
% portfolio in stage 1	77.5%	85.6%
ECL Provision Stage 1	396	432
Net Stage 1	8,733	12,073
ECL Provision % Stage 1	4.3%	3.5%
Gross Stage 2	1,166	914
% portfolio in stage 2	9.9%	6.3%
ECL Provision Stage 2	359	254
Net Stage 2	807	660
ECL Provision % Stage 2	30.8%	27.8%
Gross Stage 3 (GNPA)	1,491	1,195
% portfolio in Stage 3 (GNPA%)	12.7%	8.2%
ECL Provision Stage 3	890	505
Net Stage 3	601	690
Coverage Ratio % Stage 3	59.7%	42.2%
Total Assets	11,786	14,614
ECL Provision	1,646	1,193
Net Stage	10,141	13,421
Total ECL Provision / Total Assets (%)	14.0%	8.2%

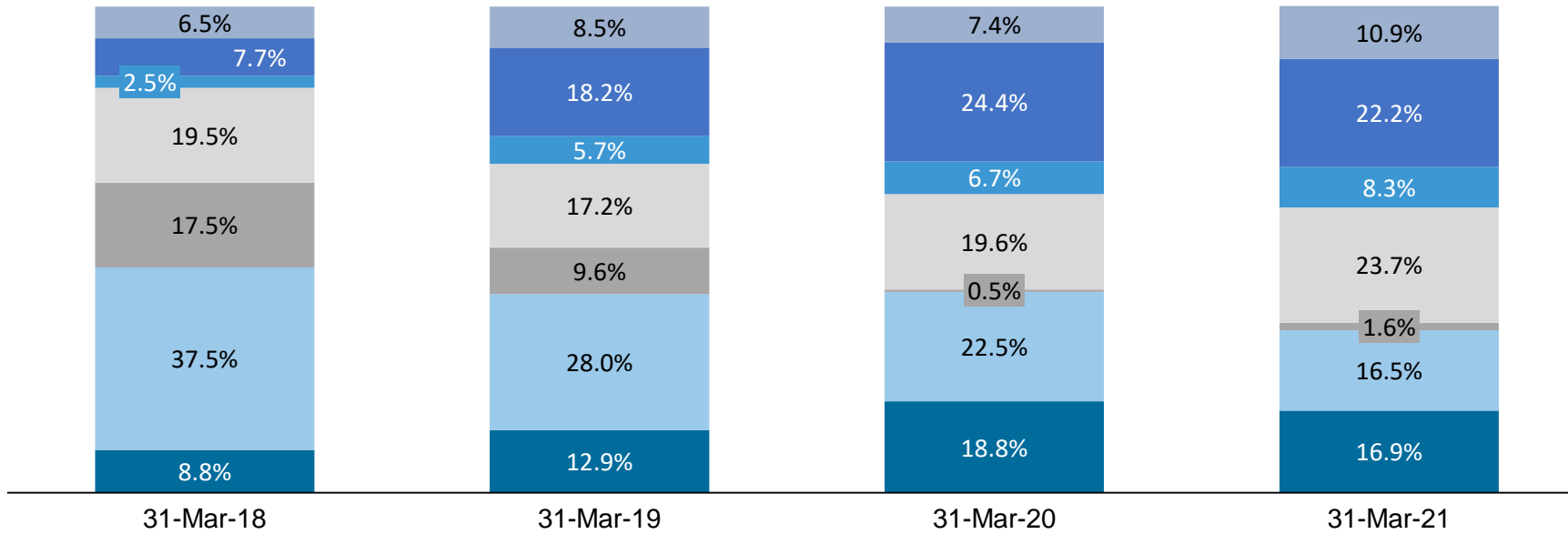
As on 31-March-21

- Provision Coverage ratio of 110%
- Identified 5 accounts for voluntary SICR having total outstanding of INR 875 crore (7% of the book) which otherwise would have been classified as Stage 1
- Loans of INR 337 crore restructured under the RBI guidelines related to Covid

Well Diversified Resource Profile



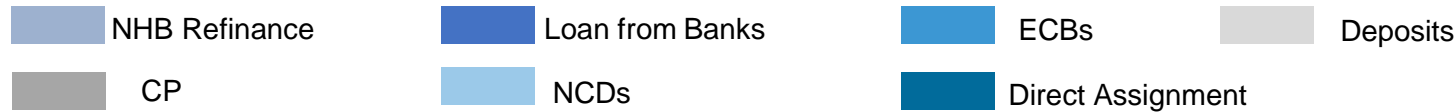
(INR Crore)



• ~70% of the total resource is floating; giving opportunity for replacement & repricing

Credit Rating

- Fixed Deposit: “FAA+” by CRISIL and “AA” by CARE.
- Commercial Paper: “A1(+)” by CARE & CRISIL
- Non-Convertible Debentures: “AA” by CARE, India Ratings, CRISIL and ICRA
- Bank Loans (Long Term): “AA” by CARE and CRISIL



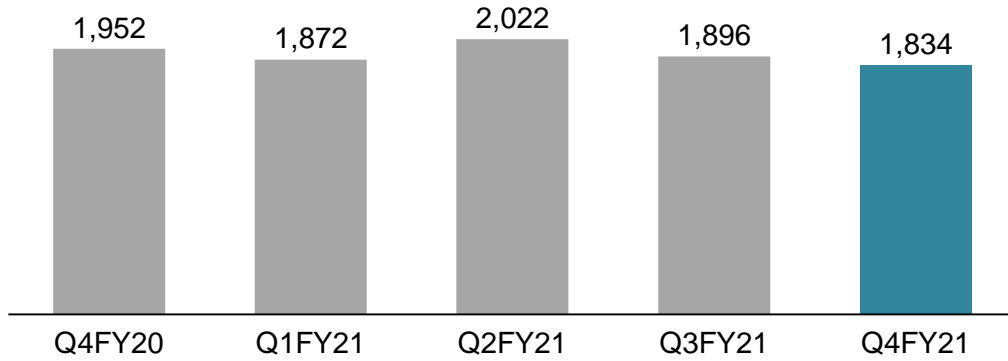
Borrowings	54,268	72,362	68,216	59,942
Total Resource	59,506	83,061	83,991	72,157

Financial Highlights – Quarter on Quarter

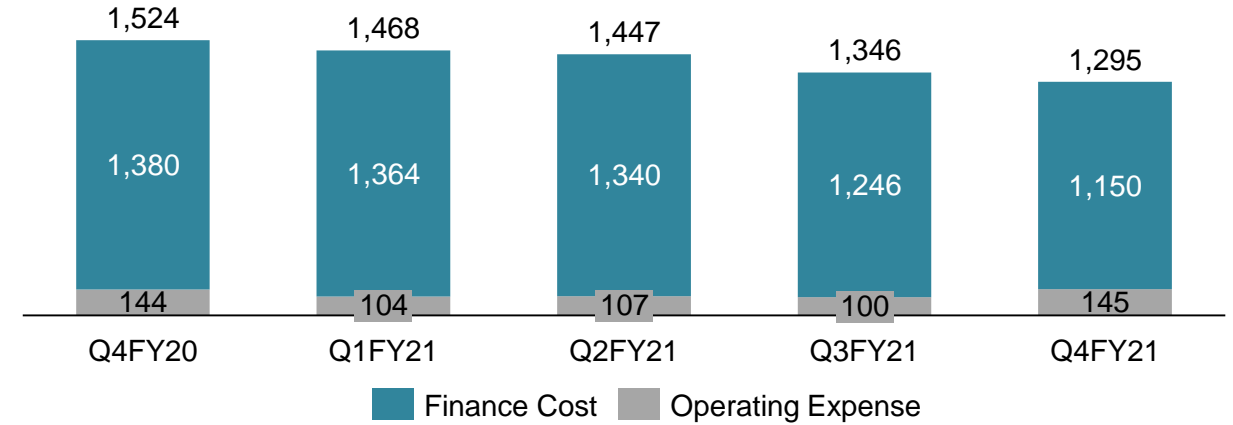


(INR Crore)

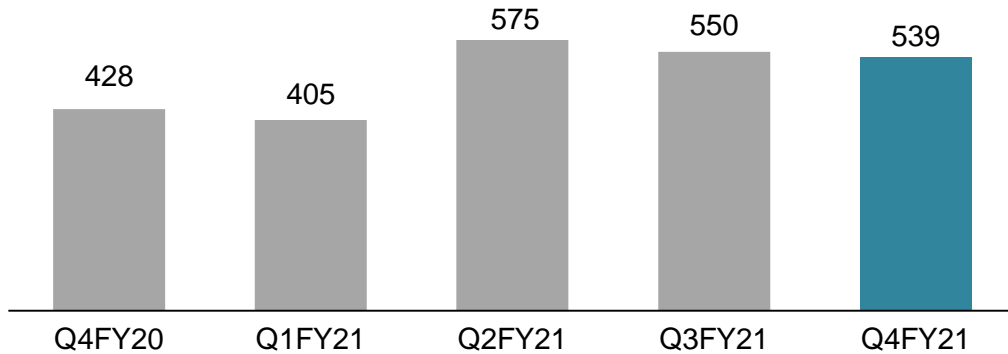
Revenue



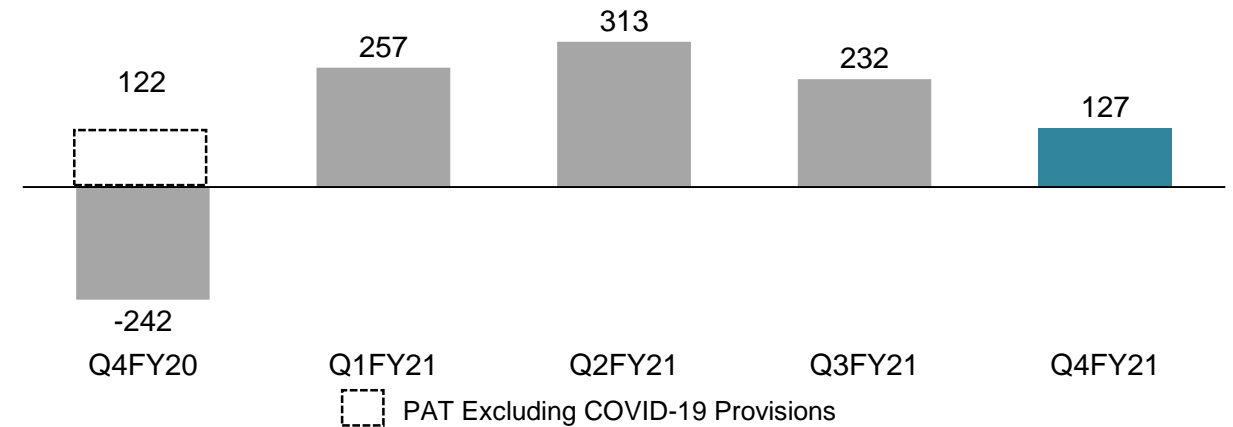
Expense



Pre-provision Operating Profit



Profit After Tax

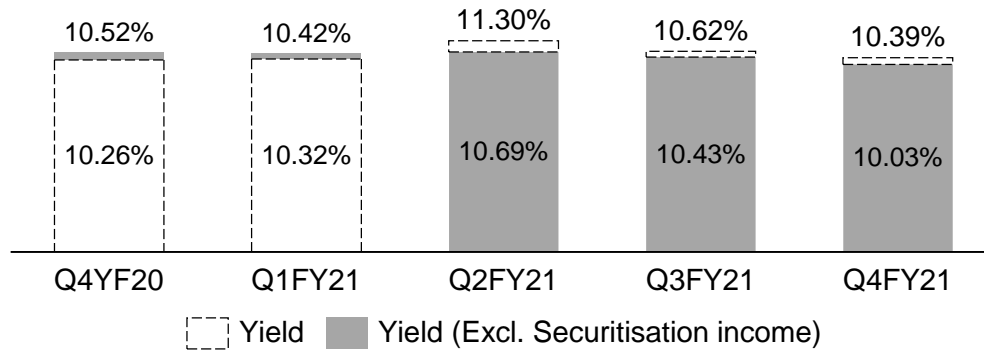


Stable Financial Performance with reducing Operating Expenditure

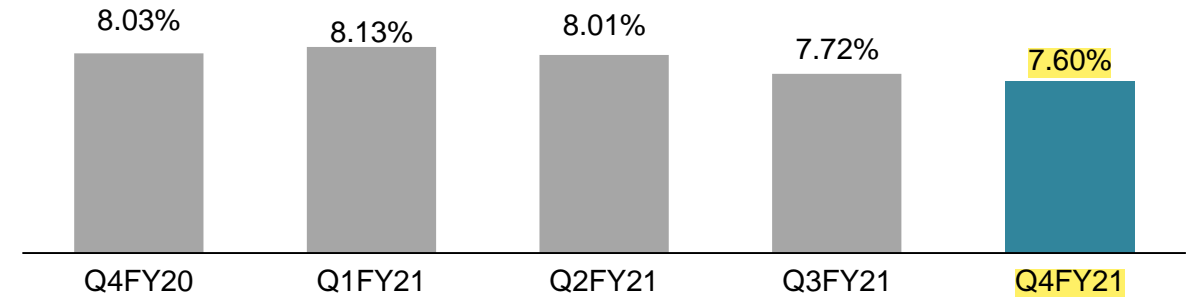
Financial Ratio Highlights – Quarter on Quarter



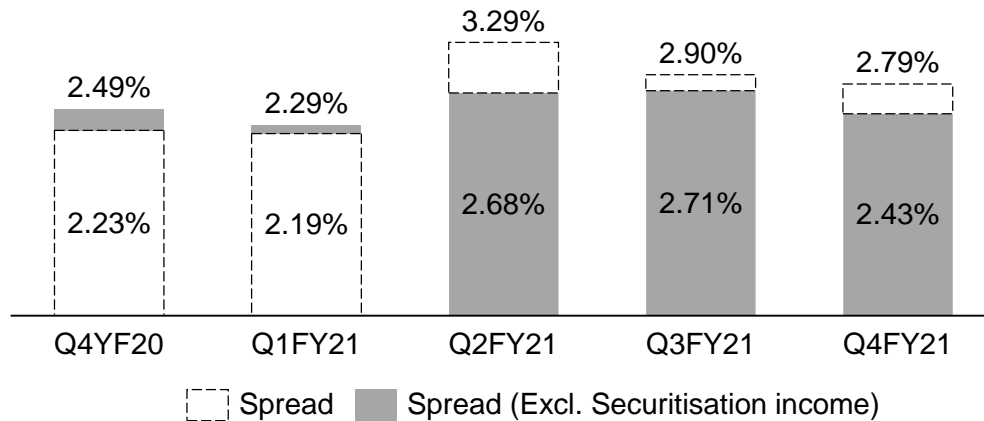
Average Yield



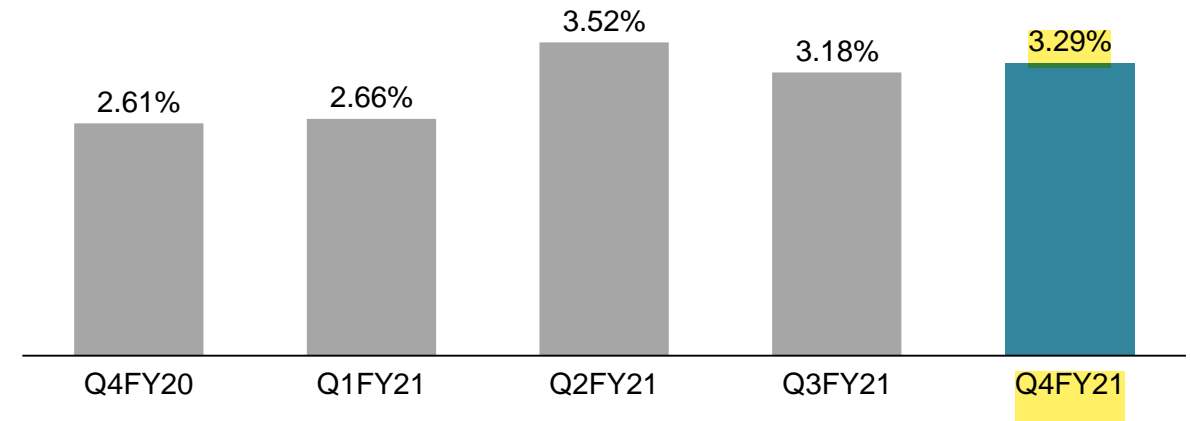
Average Cost of Borrowing



Spread



Net Interest Margin



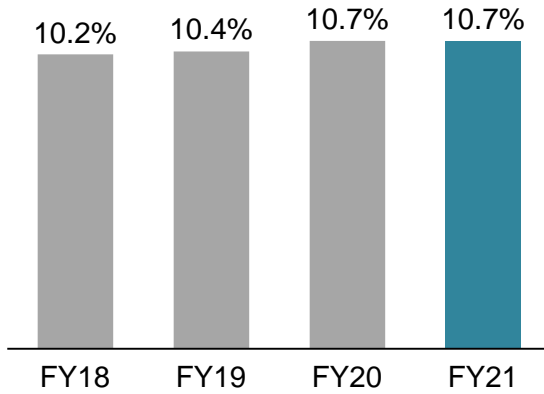
Maintained Spread and Margins in falling Interest Rate Scenario

Ratios are calculated on Monthly Average

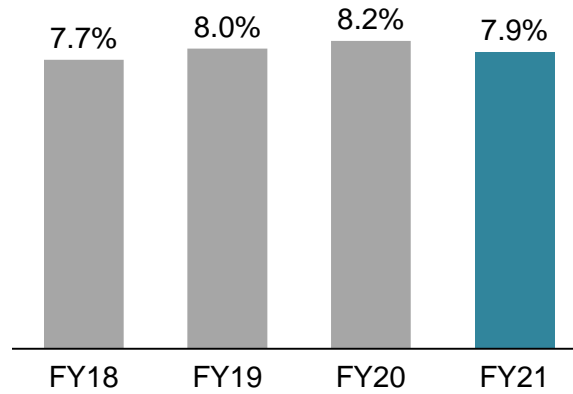
Margin Analysis - Annual



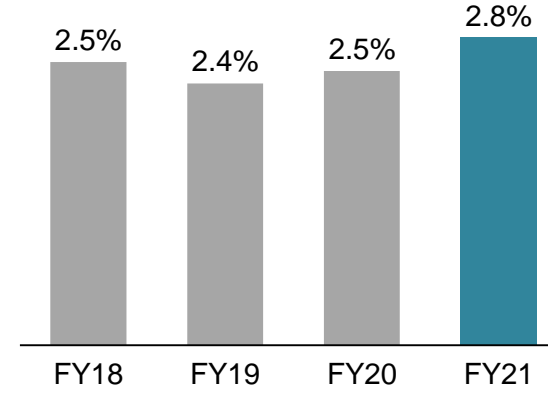
Average Yield



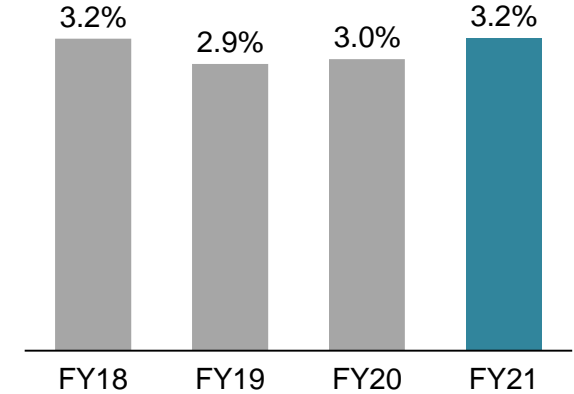
Average Cost of Borrowings



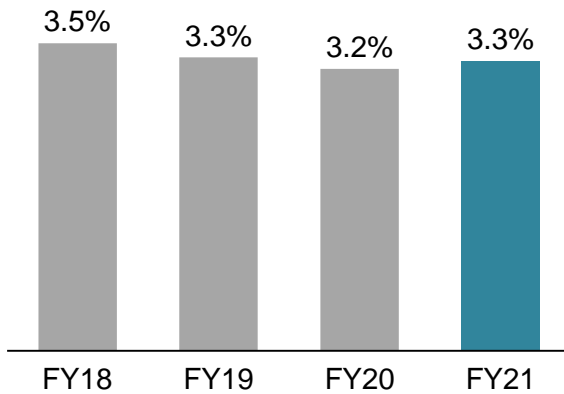
Spread



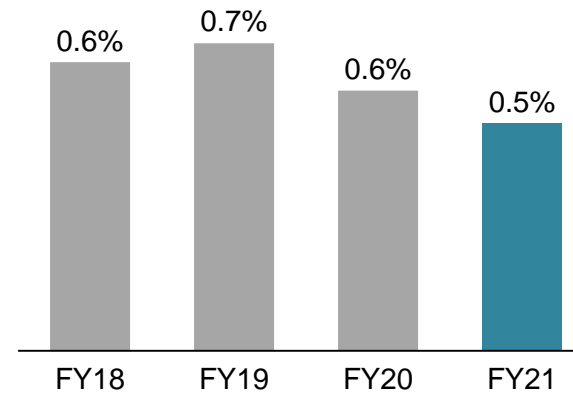
Net Interest Margin



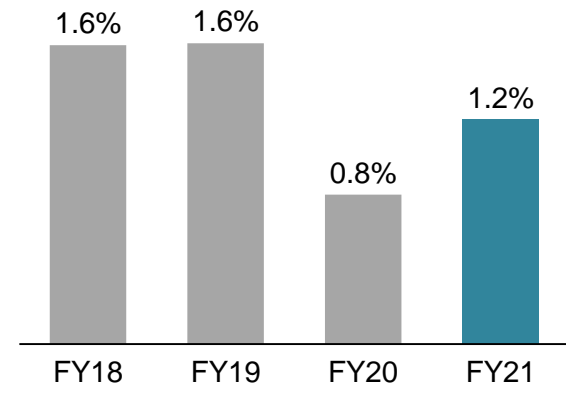
Gross Interest Margin



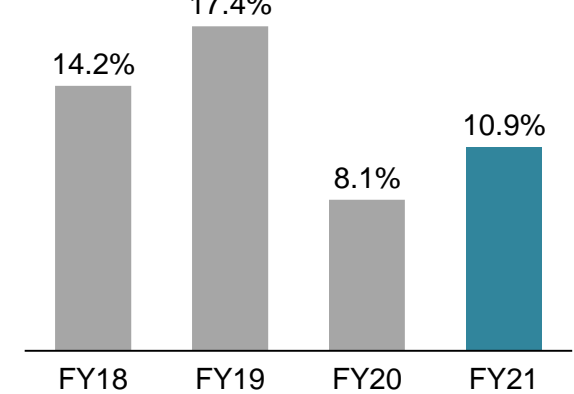
Opex to ATA Ratio



Return on Asset



Return on Equity



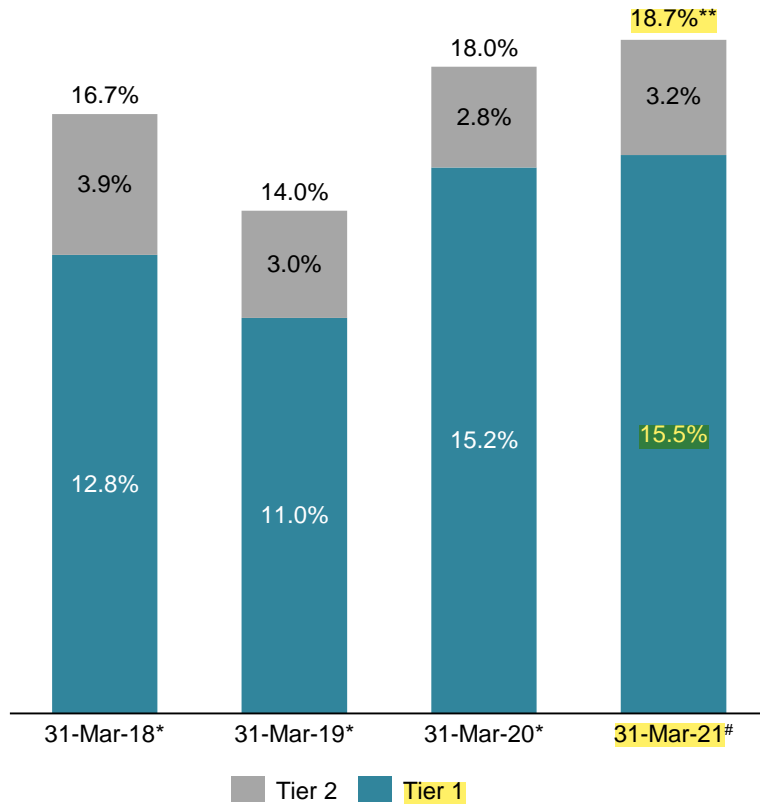
Ratios are calculated on Monthly Average
Gross Margin is net of acquisition cost

Capital Position

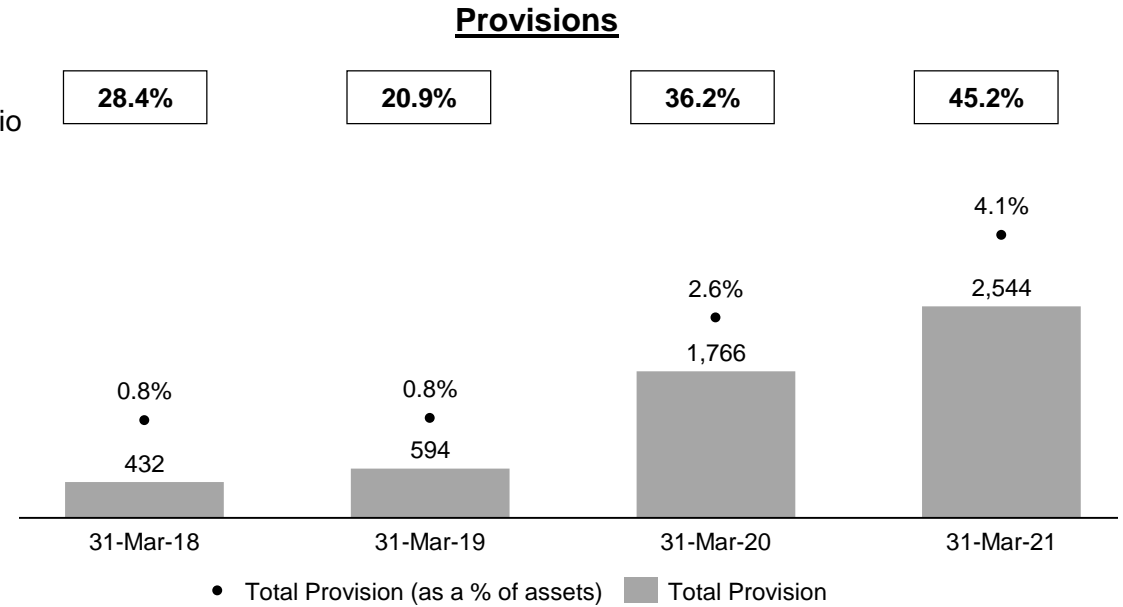


(INR Crore)

Capital to Risk Asset Ratio

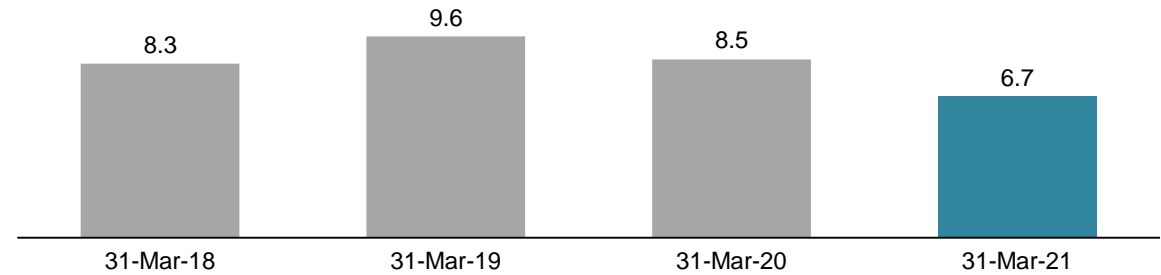


Stage 3 Coverage ratio (%)



**Adjusted for deposits with companies in same group, which gets deducted from Net owned Funds, the CRAR would have been 20.6%.

Gearing (x)



De-leveraged Balance Sheet with enhanced Provisions

Ratio is calculated on Monthly Average
 *Based on IGAAP
 #Based on IND-AS

Consolidated Profit & Loss Statement



Particulars (INR Crore)	Q4 FY21	Q4 FY20	YoY	Q3 FY21	QoQ	FY21	FY20	YoY
Interest Income	1,670	1,803		1,758		7,190	7,688	
Add: Net gain on fair value changes	39	63		43		162	159	
Add: Income on derecognized (assigned) loans	35	3		35		71	336	
Less: Finance Cost	1,150	1,380		1,246		5,100	5,875	
Net Interest Income	594	488	21.7%	590	0.7%	2,323	2,308	0.6%
Net Fees and other Income	81	82		59		190	298	
Gross Income	675	570	18.4%	649	4.0%	2,513	2,606	-3.6%
Operating Expenses								
Less: Employee Benefit Expenses	53	35		43		211	233	
Less: Other Expenses	69	93		42		173	245	
Less: Depreciation and Amortisation	14	14		14		59	66	
Operating Profit	539	428	25.9%	550	-2.0%	2,069	2,062	0.3%
Less: Impairment on financial instruments & Write-offs (Expected Credit Loss)	351	755		256		862	1,251	
Profit Before Tax	188	-327	-	294	-36.1%	1,207	811	48.8%
Less: Tax Expense	61	-85		62		277	165	
Net Profit after Tax	127	-242	-	232	-45.3%	930	646	44.0%
Add: Other Comprehensive Income	40	-82		6		-21	-55	
Total Comprehensive Income	167	-324		239		909	591	
EPS (Basic)	7.6	-14.4		13.8		55.3	38.5	

Consolidated Balance Sheet



	Particulars (INR Crore)	31-Mar-21	31-Mar-20
	LIABILITIES		
1	Financial Liabilities		
(a)	Derivative financial instruments	51	-
(b)	Debt Securities	11,461	17,837
(c)	Borrowings (Other than Debt Securities)	29,746	32,328
(d)	Deposits	16,746	16,132
(e)	Subordinated Liabilities	1,439	1,439
(f)	Other financial liabilities	1,764	1,776
	Sub Total - Financial Liabilities	61,208	69,512
2	Non-Financial Liabilities		
(a)	Current Tax Liabilities	63	-
(b)	Provisions	18	19
(c)	Other non-financial liabilities	1,180	1,401
	Sub Total - Non-Financial Liabilities	1,261	1,420
3	EQUITY		
(a)	Equity Share capital	168	168
(b)	Other Equity	8,755	7,830
	Sub Total - Equity	8,923	7,998
	TOTAL – EQUITY & LIABILITIES	71,392	78,930

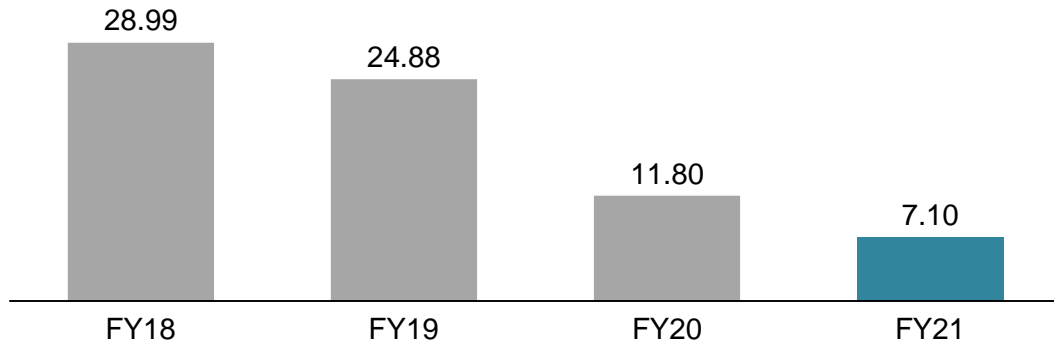
	Particulars (INR Crore)	31-Mar-21	31-Mar-20
	ASSETS		
1	Financial Assets		
(a)	Cash and cash equivalents	6,969	8,514
(b)	Loans	60,645	66,628
(c)	Investments	2,045	2,076
(d)	Other Financial Assets	952	872
	Sub Total - Financial Assets	70,610	78,090
2	Non - Financial Assets		
(a)	Tax Assets (Net)	430	347
(b)	Property, Plant and Equipment	82	105
(c)	Right of use assets	78	120
(d)	Other Intangible assets	21	25
(e)	Other non-financial assets	35	35
(f)	Assets held for sale	136	207
	Sub Total - Non - Financial Assets	782	839
	TOTAL - ASSETS	71,392	78,930

Employee Efficiency

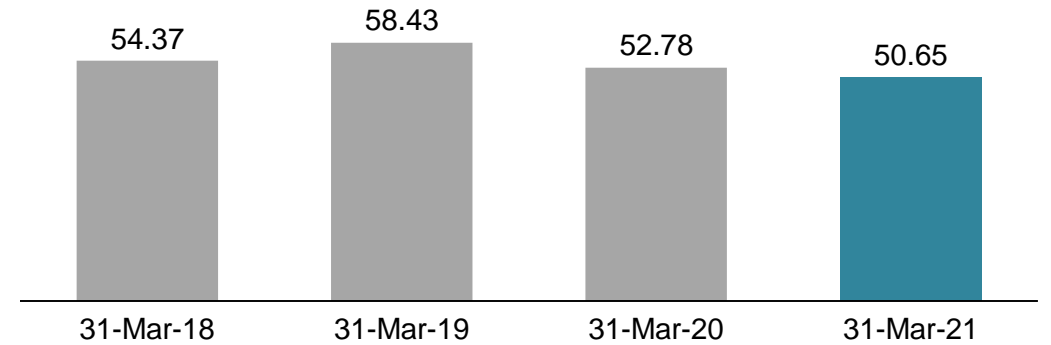


(INR Crore)

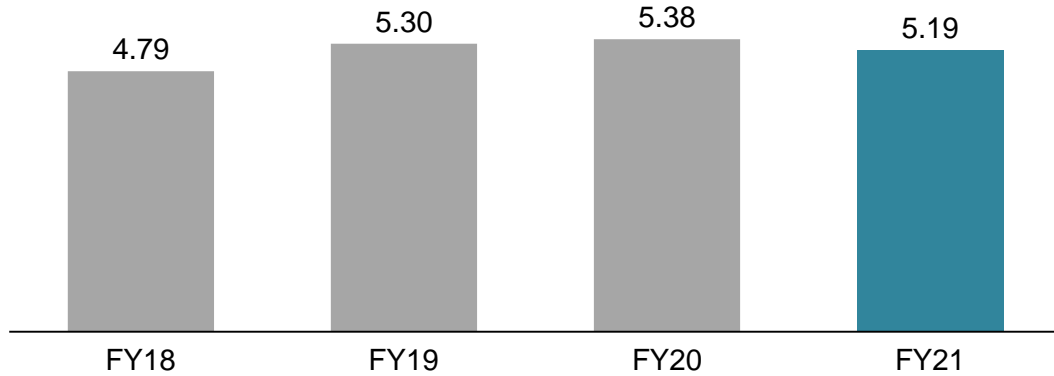
Disbursement / Employee



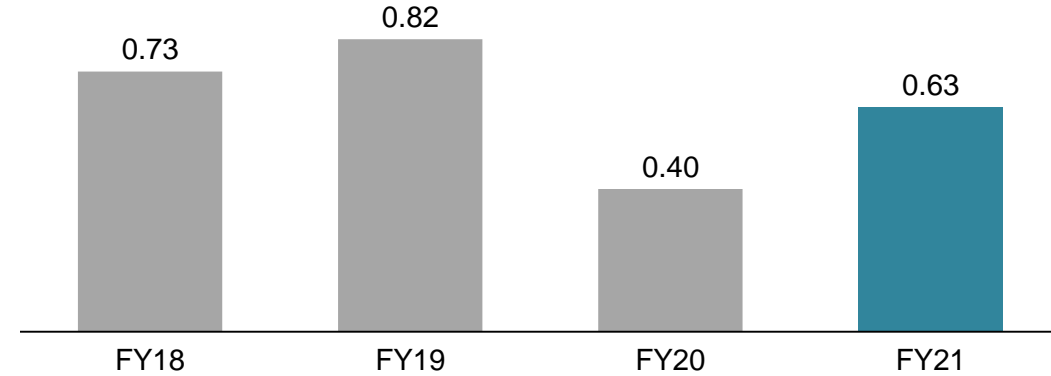
Asset under Management / Employee



Total Revenue / Employee



Profitability / Employee



Calculated on average number of employee for the year
Average no. of employee for FY21: 1,470

Experienced Management Team



MANAGING DIRECTOR & CEO

- Years of Experience: 36+
- Years with PNBHF: 8 Months

ED & CHIEF CREDIT OFFICER

- Years of Experience: 30+
- Years in Mortgage: 23+
- Years with PNBHF: 8

CHIEF FINANCIAL OFFICER

- Years of Experience: 24+
- Years in Mortgage: 11+
- Years with PNBHF: 3

CHIEF PEOPLE OFFICER

- Years of Experience: 30+
- Years in Mortgage: 12+
- Years with PNBHF: 9

CHIEF CENTRALIZED OPERATIONS & TECHNOLOGY

- Years of Experience: 35+
- Years in Mortgage: 25+
- Years with PNBHF: 9

COMPANY SECRETARY & COMPLIANCE HEAD

- Years of Experience: 30+
- Years in Mortgage: 25+
- Years with PNBHF: 25

CHIEF RISK OFFICER

- Years of Experience: 17+
- Years in Mortgage: 17+
- Years with PNBHF: 7

BUSINESS HEAD – RETAIL

- Years of Experience: 18+
- Years in Mortgage: 15+
- Years with PNBHF: 9

CREDIT HEAD – RETAIL

- Years of Experience: 19+
- Years in Mortgage: 18+
- Years With PNBHF: 7

HEAD – REMEDIAL MANAGEMENT GROUP

- Years of Experience: 14+
- Years in Mortgage: 14+
- Years with PNBHF: 2

HEAD – COLLECTIONS

- Years of Experience: 22+
- Years in Mortgage: 15+
- Years with PNBHF: 6 Months

HEAD –CUSTOMER SERVICE & OPERATIONS

- Years of Experience: 23+
- Years in Mortgage: 14+
- Years with PNBHF: 4

HEAD – DEPOSIT AND CROSS SALES

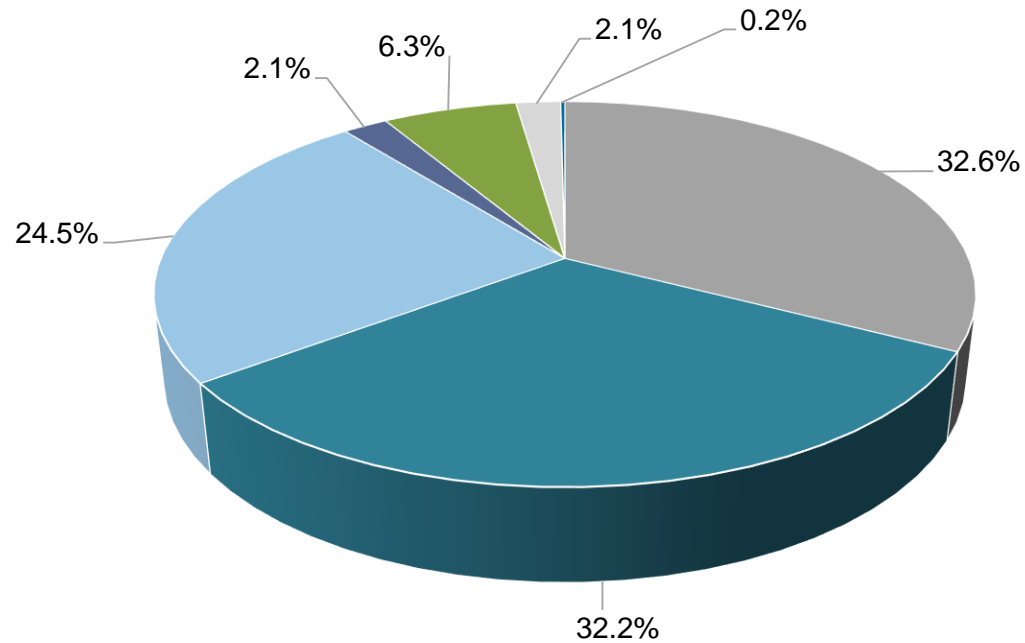
- Years of Experience: 17+
- Years in Mortgage: 8+
- Years with PNBHF: 8

HEAD – INVESTOR RELATIONS

- Years of Experience: 18+
- Years in Mortgage: 4+
- Years with PNBHF: 4



Shareholding as on 31-Mar-21



- Promoters
- Mutual Funds
- Financial Institutions / Banks
- Quality Investment Holdings
- Public & Others
- Foreign Inst. Investors
- Bodies Corporates

Outstanding Shares – 16,82,68,123 shares

Top Shareholders

SSG Capital, General Atlantic Singapore Fund, Franklin Templeton MF, Malabar Investments, Vanguard, Blackrock (ETFs), United India Insurance, Edelweiss Trusteeship MF, Reliance Capital MF, Dimensional Fund Advisors

Inclusions in MSCI Indices



Index	Since
MSCI Emerging Markets IMI ESG Screened Index	Mar-21
MSCI ACWI IMI ex Controversial Weapons Index	Mar-21
MSCI ACWI IMI Climate Change Index	Mar-21
MSCI Global Small Cap Index	Nov-18

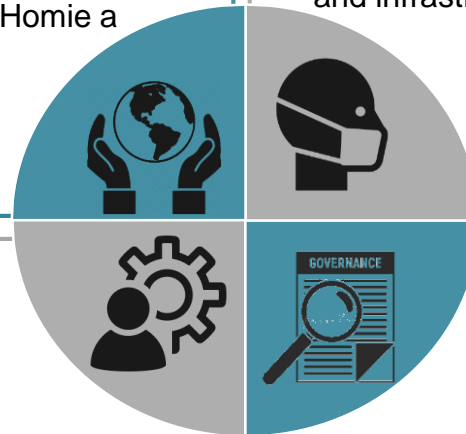


Environment

- Over 95% reduction in usage of paper for customer communication
- 99% EMI collections through digital mode
- Encouraging adoption of cloud computing technology, virtualisation, data centre energy optimisation among others
- Introduced ACE for digital customer onboarding and launched Homie a sales Chat Bot to minimize physical interface
- Over 55% customers on mobile app

Social

- Covid-19: Supported scientific research and health initiatives, contributed towards PM Relief
- Conducted skill development for 5,000 construction workers and ensured holistic care to 3,000 children of construction workers
- Continued strengthening various education initiatives – supported operational and infrastructure support to 9 schools
- Invested in healthcare programs with an aim to upgrade primary and tertiary health facilities across the country
- Ensuring livelihood to resource poor women through two projects in Rajasthan and MP



- Team of 1,391 employees as on 31st March 2021
 - Young organization with average age of 35 years
 - 18% women employees
- Learning & development (FY21):
 - 1,532 unique employees trained
 - 1,561 number of training programme conducted

Human Capital

Governance

- Diversified & highly experienced Board of 11 members with 5 independent directors
- Systems in place to address stakeholder's grievances viz customers, shareholders', vendors etc.
- Strong and well experienced senior management team with extensive industry experience
- Over 90% of customer requests resolved within TAT

Key Takeaways



Robust and scalable
Hub and Spoke model

Leverage advance
analytics and digital
tools to automate credit
appraisal journey

**Robust Underwriting
Processes**



Improve collection
efficiencies through
predictive analytics,
automated workflow,
digital tools etc

**Augment Collection
efficiencies**



Created Remedial
management
Group to focus on
resolution and
management of
corporate accounts

**Resolutions in Corporate
Book**



Operating leverage
playing out, thereby
improving Cost to
Income Ratio

**Improving
Cost-to-Income Ratio**



Strengthening digital
presence across the
value chain

**Strong Thrust on
Digitization**



Continue to operate in
mass housing and
merchant segment

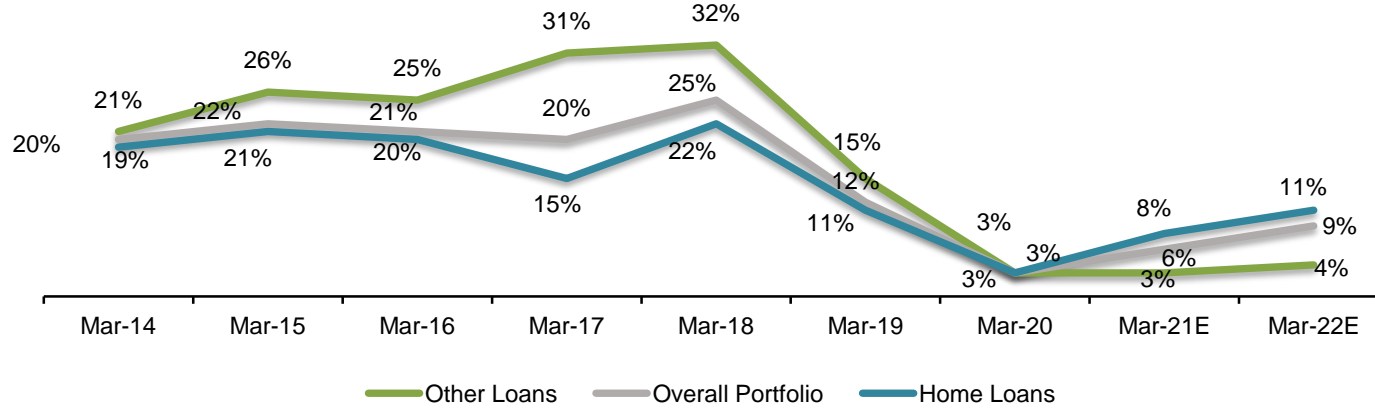
Focus on affordable
housing including high
yielding Unnati segment

Focus on Retail Segment

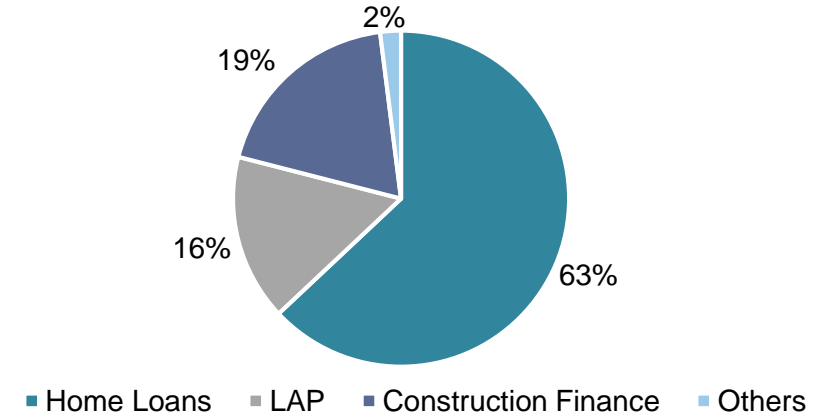
Growth of Housing Finance Sector



Portfolio Growth of HFCs

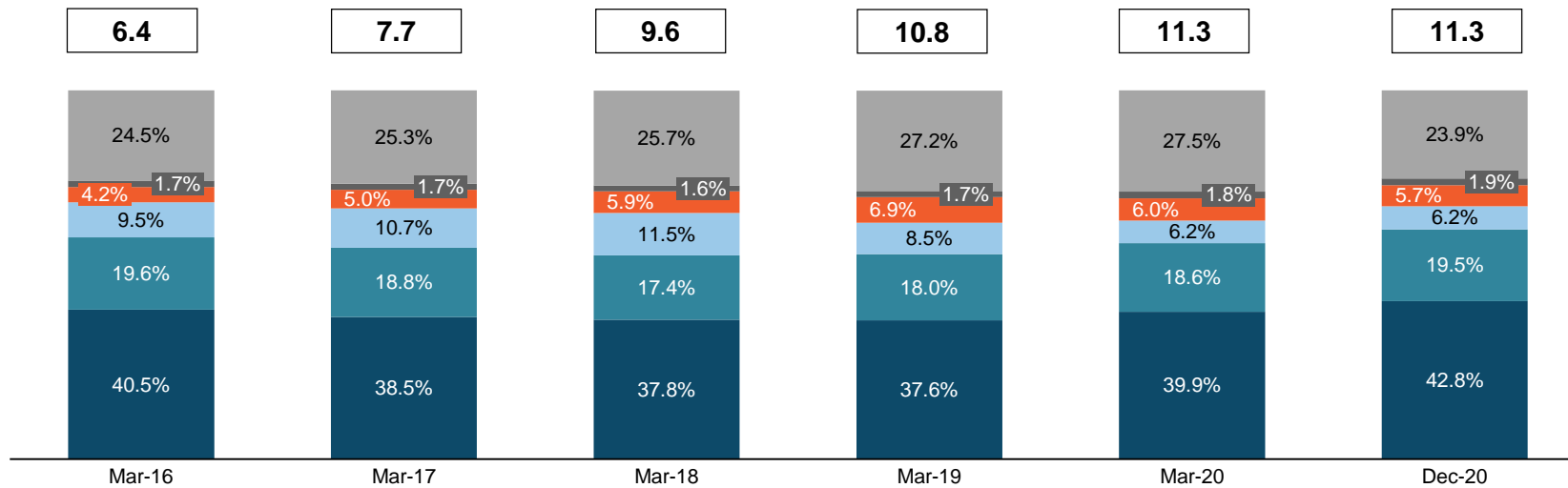


Portfolio Composition of HFCs*



HFCs Share

Total HFC Loans (INR trillion)



Source: ICRA Reports
*As on Dec-20
% Change is YoY

Glossary



Ratios	Formulas Used
Average Yield (%)	$(\text{Interest Income} + \text{Assignment Income}) \text{ on Loans} / \text{Average Loan Assets}$
Cost to Income (%)	$\text{Operating Expenditure}(\text{Employee Cost} + \text{Other Expenses} + \text{Depreciation} - \text{Acquisition Cost} - \text{ESOP cost} - \text{CSR cost}) / (\text{Net Revenue} - \text{Acquisition Cost})$
NIM (%)	$\text{Net Interest Income including assignment income} / \text{Average Earning Assets}$
Opex to ATA (%)	$\text{Operating Expenditure}(\text{Employee Cost} + \text{Other Expenses} + \text{Depreciation} - \text{Acquisition Cost} - \text{ESOP cost} - \text{CSR cost}) / \text{Average Total Assets as per Balance sheet}$
PCR (%)	ECL Provision as a % of GNPA

AI	Artificial Intelligence
ATA	Average Total Assets
ATS	Average Ticket Size
AUM	Asset Under Management
BVPS	Book Value per Share
C/I	Cost to Income
CRAR	Capital to Risk Asset Ratio
CP	Commercial Paper
CTL	Corporate Term Loan
DPS	Dividend per Share
DSA	Direct Selling Agents
ECB	External Commercial Borrowing
ECL	Expected Credit Loss
EPS	Earning Per Share
EWS	Early Warning Signals

GNPA	Gross Non-Performing Asset
HFCs	Housing Finance Companies
LAP	Loan against Property
LRD	Lease Rental Discounting
ML	Machine Learning
NCDs	Non-Convertible Debentures
NIM	Net Interest Margin
NNPA	Net Non-Performing Asset
NRPL	Non-Residential Premises Loans
PAT	Profit After Tax
PCR	Provision Coverage Ratio
ROA	Return on Asset
ROE	Return on Equity
RPA	Robotic Process Automation

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