



The Power of Distribution

# MAS FINANCIAL SERVICES LIMITED

MFSL/SEC/EQ/2021/70

October 27, 2021

To,  
The Manager,  
BSE Limited  
Phiroze Jeejeebhoy Towers  
Dalal Street  
Mumbai – 400001

To,  
General Manager  
National Stock Exchange of India Limited  
Exchange Plaza  
Plot No. C/1, G Block  
Bandra-Kurla Complex  
Bandra (East)  
Mumbai – 400051

Scrip Code: 540749, 947381

Trading Symbol: MASFIN

Dear Sir,

**Sub.: Investor Presentation for the quarter & half year ended on September 30, 2021**

Please find enclosed herewith Investor Presentation for the quarter & half year ended on September 30, 2021.

Thanking you,

Yours faithfully,  
For, MAS Financial Services Limited

Riddhi Bhaveshbhai Bhayani  
Company Secretary and Compliance Officer  
ACS No.: 41206



Encl.: As above

Regd. Office :

6, Ground Floor, Narayan Chambers,

B/h Patang Hotel, Ashram Road, Ahmedabad-380 009. [www.mas.co.in](http://www.mas.co.in)

CIN : L65910GJ1995PLC026064

+ 91(O) 079 4110 6500 / 079 3001 6500

+ 91(O) 079 4110 6597, + 91 (O) 079 4110 6561

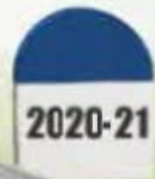
[www.mas.co.in](http://www.mas.co.in)

[mfsl@mas.co.in](mailto:mfsl@mas.co.in)



*The Power of Distribution*

## INVESTOR PRESENTATION – Q2 FY22



**EVERY TIME WE REACH  
A MILESTONE,  
WE BELIEVE  
WE HAVE  
JUST BEGUN...**

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## 25 Years of Endeavours

**54,852 Mn.**  
AUM

**6**  
States and NCR  
of Delhi

**100**  
Branches

**3,496**  
Customer locations

**6,00,000+**  
Active loan accounts

### Diversified Product Portfolio



Micro-Enterprise Loans  
(MEL)



SME Loans

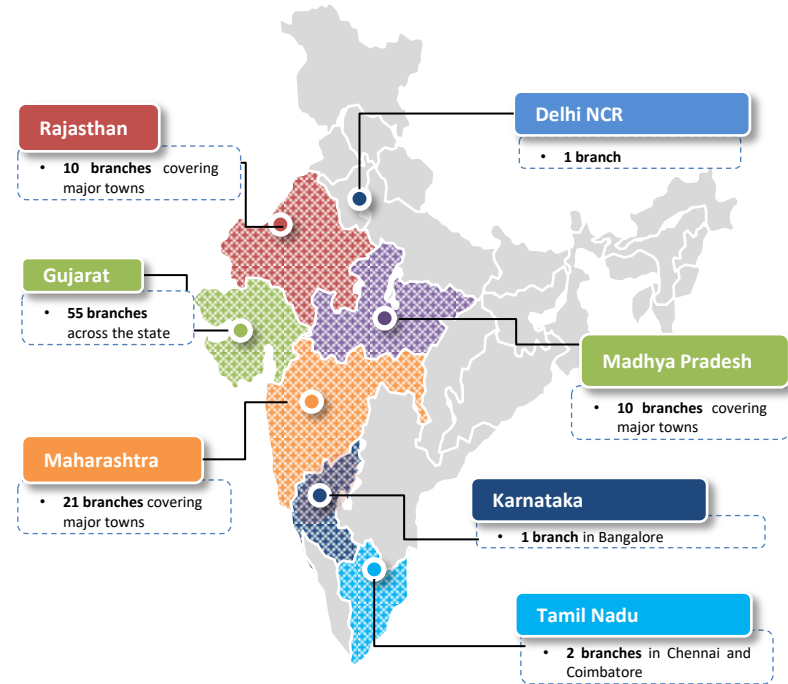


2-Wheeler Loans



Commercial Vehicle Loans

### Strong Retail Presence & Distribution Network



Sourcing Intermediaries:

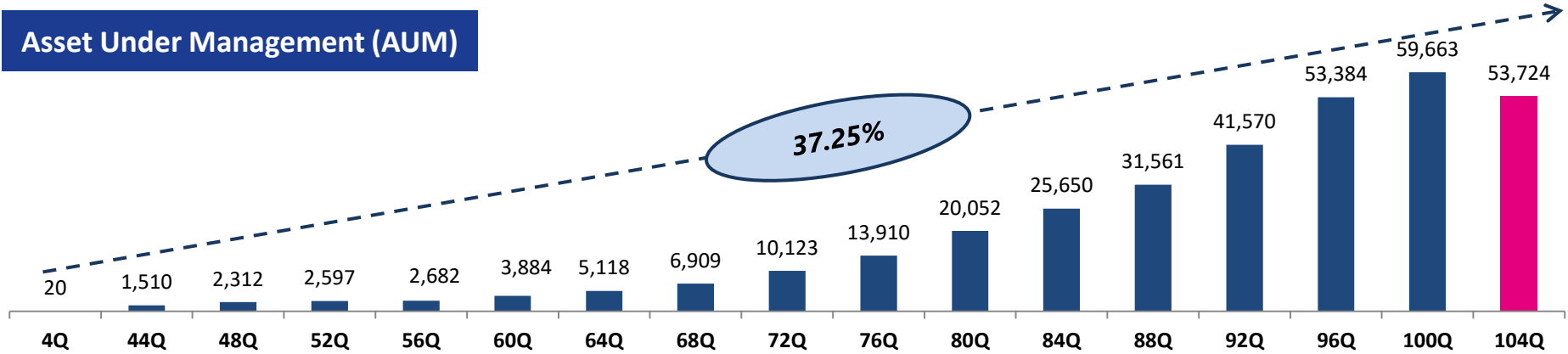
314  


306  

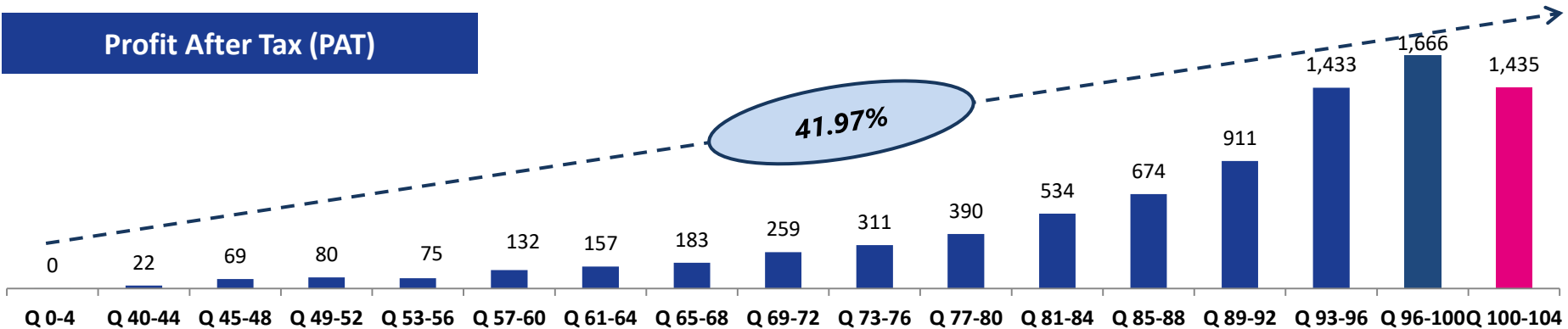

144 NBFCs  


# Journey of 104 Quarters

## Asset Under Management (AUM)



## Profit After Tax (PAT)



(In INR Mn.)

Figures up to March 17 is as per I-GAAP and from thereon it is IND-AS

## Enablers for Navigating through current unprecedented challenges

### SUCCESSFUL TRACK RECORD

- Successfully withstood multiple headwinds over the years.
- Proven track record of more than 25 years with AUM CAGR of 37.25% and PAT CAGR of 41.97%.

### HIGHLY CAPITALISED

- Highly capitalised for future growth. Sufficient capital to continue the growth momentum.
- Capital Adequacy of 25.62% ,Tier I Capital Adequacy of 24.02% & Tier II Capital Adequacy of 1.60%

### STRONG PROVISION BUFFER & PORTFOLIO QUALITY

- Consistent track record of high-quality portfolio with Net Stage 3 Assets of 1.80% as on 30th Sept 2021.
- High Covid-19 related provisioning buffer of INR 492.43 Mn. which is 1.12% of the on book Assets.

### ROBUST LIQUIDITY POSITION

- Cash and cash equivalent of around INR 8,750 Mn. as on 30th Sept 2021.
- Sufficient liquidity to cover opex and debt liabilities for at least next 12 months.
- Positive across all cumulative ALM buckets.

## ASSETS AND PORTFOLIO QUALITY

- The AUM stood at INR 54,852 Mn. a growth of 3.48% over the corresponding period. However, the two quarters are not comparable due to the pandemic impact. **The Gross Stage 3 Assets is 2.30% and Net Stage 3 Assets is 1.80% of AUM as on 30th Sept 2021.**
- The Company is in process of constantly assessing the present evolving situation, in order to make necessary amendments in the credit policy. In line of our dictum of extending credit where it is due and adopting a cautious approach the disbursement was INR 14,767 Mn. in the Sept quarter.
- The Company total special COVID provision as on 30th Sept 2021 stands at INR 492.43 Mn. which is 1.12% of the on book assets of INR 44,160 Mn.
- The collection efficiency for the Sept quarter was around 97%.
- The Company has invoked resolution plans for 439 eligible MSME borrowers (Including Assigned Portfolio) having outstanding balance of INR 295.69 Mn. as on 30<sup>th</sup> September 2021 which is 0.54% of the AUM, based on the parameters laid down in accordance with the resolution policy approved by the Board of Directors of the Company and in accordance with the guidelines issued by the RBI.

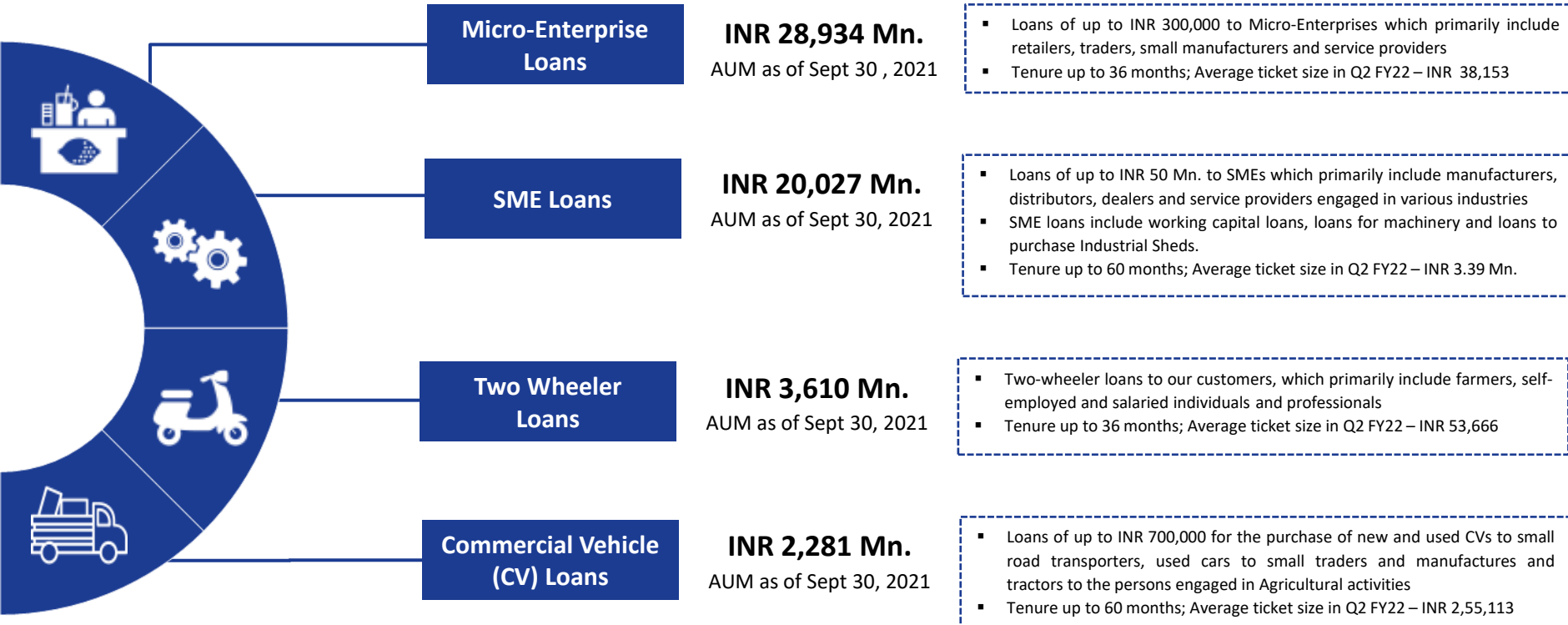
## CAPITAL AND LIQUIDITY MANAGEMENT

- **Company's Capital adequacy remained strong at 25.62% with Tier I Capital of 24.02% and Tier II Capital of 1.60%. The Company has adequate capital and financial resources to fuel its future growth.**
- As on 30th Sept 2021, the company had liquidity buffer of around INR 8,750 Mn. and unutilized Cash Credit facility of around INR 3,850 Mn. In addition the company has sanction on hand to the tune of INR 10,000 Mn. in the form of Term loan and Direct assignment.
- Company also assessed its structural liquidity for the period ended 30th Sept 2021 and based on the assessment there is no negative impact on liquidity and the cash flow in all the cumulative buckets remains positive. Company has also stress tested its liquidity model and is comfortably placed to meet its repayment obligations for the entire year.



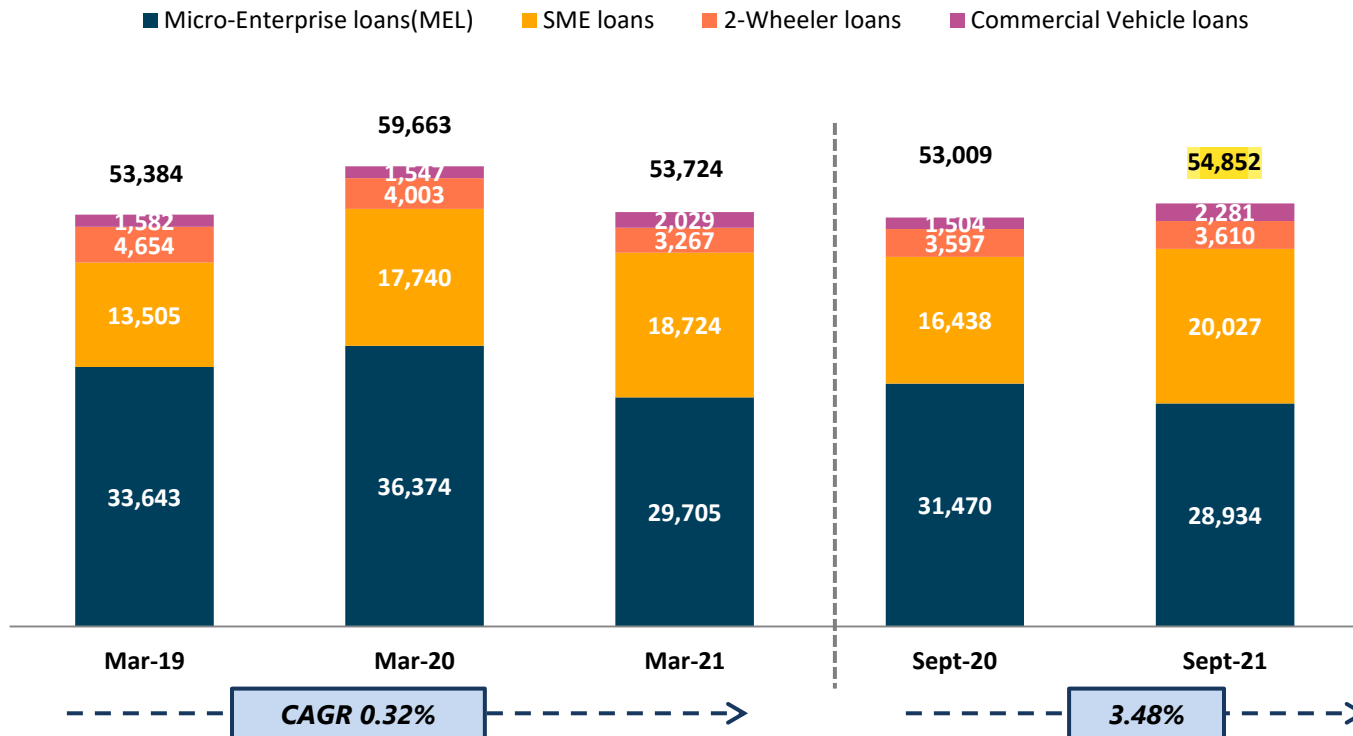
# Diversified product offerings presenting significant growth opportunities

**HAS** focuses on serving the underserved credit needs of mid and low income group segments



# AUM by Product Category

## AUM by Product Category (INR Mn.)



### Segment Performance Sept -21 vs Sept-20

▼ 8.06%

Micro-Enterprise loans (MEL)

▲ 21.83%

SME loans

▲ 0.36%

2-Wheeler loans

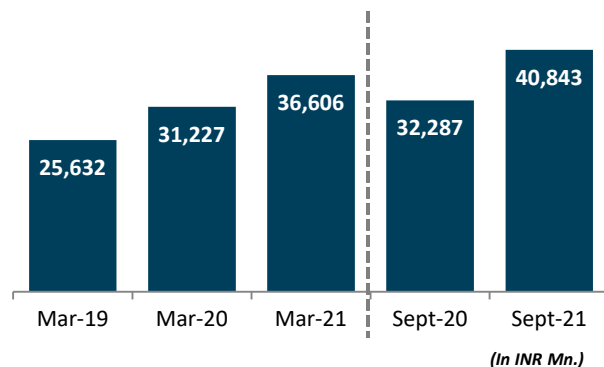
▲ 51.66%

Commercial Vehicle loans

Adopting a cautious approach towards fresh disbursement, in line with our dictum of extending credit where it is due and high collection efficiency.

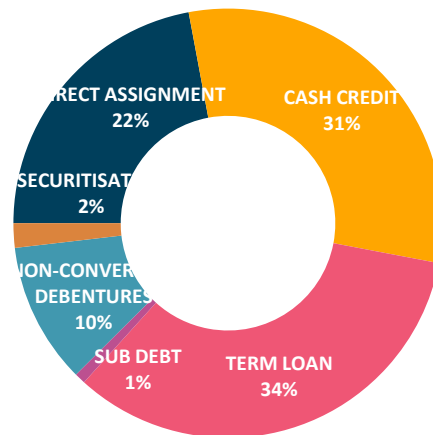
# Liability Management

## BORROWING

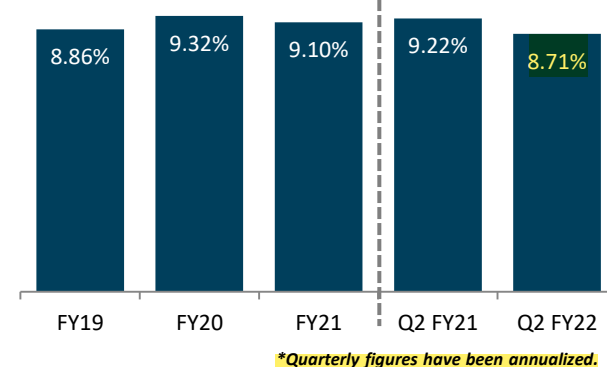


## SOURCES OF FUND

as on 30th Sept 2021



## COST OF BORROWING (COB)\*



- The composition of our liability mix ensures healthy ALM and well diverse resource mix.
- The Company withstood the litmus test very successfully during this most challenging period.  
– **A testimony to its very efficient liability management.**
- **Capital adequacy ratio**, as on 30th Sept 2021 is **25.62%** against regulatory norms of 15%. **Tier I capital** is **24.02%** as against requirement of 10%. **Tier II capital** is just **1.60%** which will increase from time to time depending on the requirement and also as a source of structural liquidity to strengthen ALM.
- **Around 75% of the portfolio is MSME loans** which qualifies as Priority Sector Lending. The company aims to maintain **around 25% of AUM as off book through Direct assignment transactions**. It is with door to door maturity and without recourse to the company. This further strengthens the liability management. The Direct Assignment sanction on hand is around INR 10,000 Mn.
- The **total Cash credit limit** available to the company is **INR 18.20 Bn.** spread across 15 banks. The **utilization level** is maintained at **65% - 70%** of the total Cash Credit Facility, ensuring sufficient liquidity on hand.
- **Leverage Ratio** on balance sheet works out to be **3.30 times** and going forward plan is to maintain the leverage at optimum level.

## ASSET CREATION

- ✓ To anchor to our belief that, growth along with quality is the key to enhance the shareholders' value.
- ✓ Anticipated growth for the next five years to be in the range of 20% - 30% with an understanding of recalibrating it depending on the macro situation, prioritising asset quality and profitability, thereby maintaining healthy ROA and ROCE.
- ✓ We will continue serving the informal LIG and MIG class of customers spread over rural, semi urban and urban areas leveraging on our more than two decades of experience and striving to add value to our clients.
- ✓ SME and Housing finance offers huge potential and company will maintain adequate focus as it is anticipated as one of the key growth drivers.
- ✓ The distribution network of the current states in operation will be strengthened and endeavors will be to provide one of the most efficient financial services which we term as the Power of Distribution. The company will also explore the potentiality of entering into new geographies.

## LIABILITY MANAGEMENT

- ✓ Ideal debt resource mix, ensuring continuous flow of funds while maintaining optimum utilization of capital.
- ✓ The assets created by the company is expected to generate good securitization/assignment demand thereby enabling the company to de-risk and maintain the off book portfolio.

## OPERATIONAL EXCELLENCE

- ✓ Learning and Unlearning is a constant endeavor at MAS and will strive to improve the efficiency in all the areas of operation.

# FINANCIAL REVIEW

# Key Highlights – Q2 FY22

## ASSET UNDER MANAGEMENT (AUM)

INR **54,852** Mn.

 **3.48%**  
(Sept - 20: INR 53,009 Mn.)

## PROFIT AFTER TAX (PAT)

INR **383** Mn.

 **12.04%**  
(Q2 FY21: INR 342 Mn.)

## NET INTEREST INCOME (NII)

INR **808** Mn.

 **1.64%<sup>^</sup>**  
(Q2 FY21: INR 821 Mn.)

## COST OF BORROWING\* (COB)

**8.71%**

 **51bps**  
(Q2 FY21: 9.22%)

## OPERATING EXPENSE RATIO (OER) \*

**1.57%**

 **0.66bps<sup>^^</sup>**  
(Q2 FY21: 0.91%)

## CAPITALIZATION



TOTAL CRAR: 25.62%

TIER I CRAR : 24.02%

TIER II CRAR : 1.60%

## ASSIGNED TO BANKS/FIS



**19.49%**  
of AUM

RETURN ON AVG. NET WORTH\*

**13.89%**

RETURN ON AVG. BALANCE SHEET ASSETS\*

**2.90%**

RETURN ON AVG. AUM\*

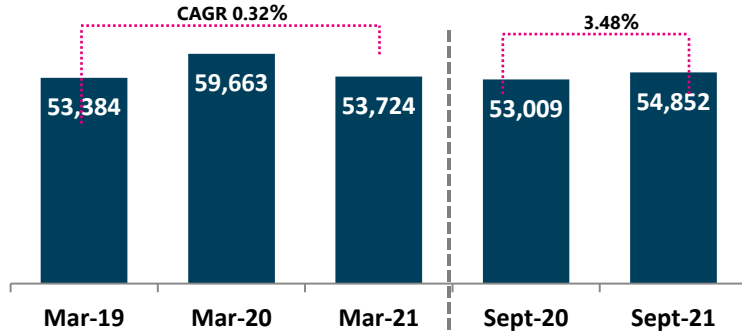
**2.88%**

<sup>^</sup> Due to base AUM impact

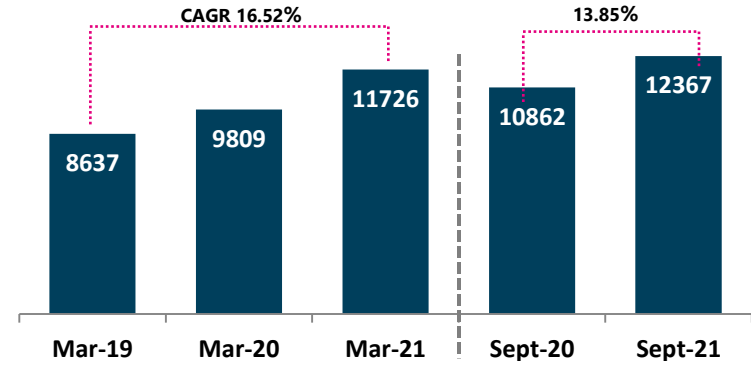
<sup>^^</sup> Due to normalization of business as compared to partial lockdown in September 2020.

# Financial Performance – Q2 FY22

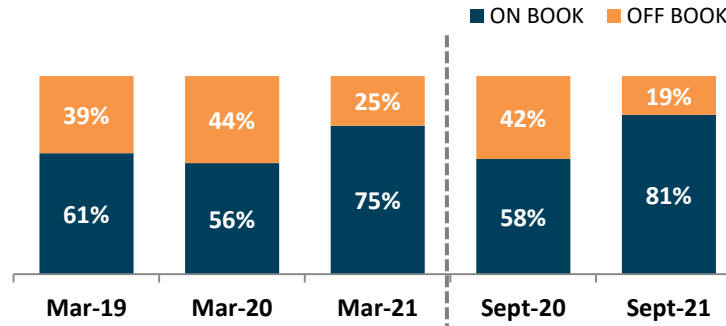
## ASSETS UNDER MANAGEMENT (AUM)



## NET WORTH

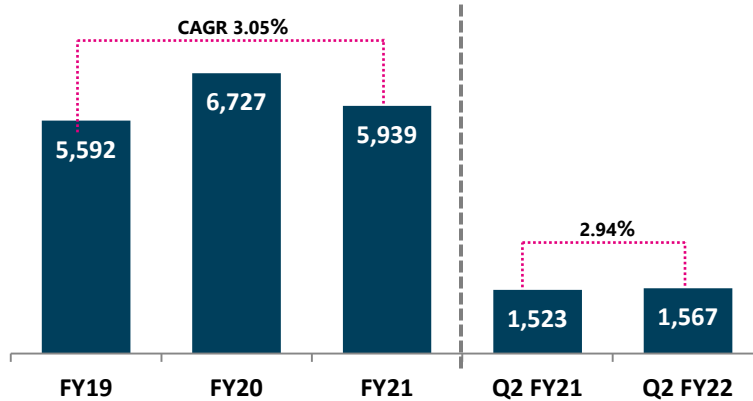


## ON & OFF BOOK AUM

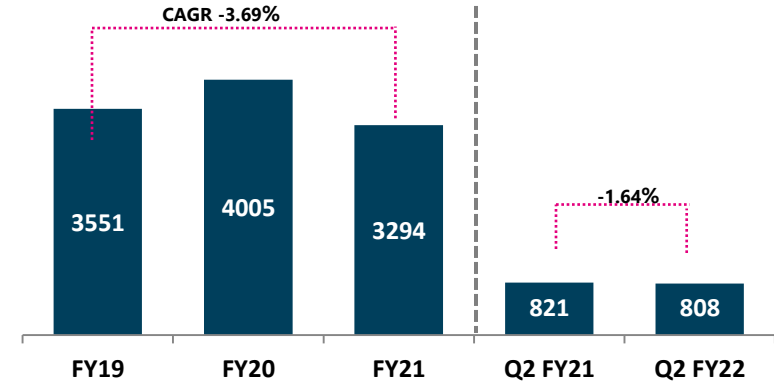


# Financial Performance – Q2 FY22

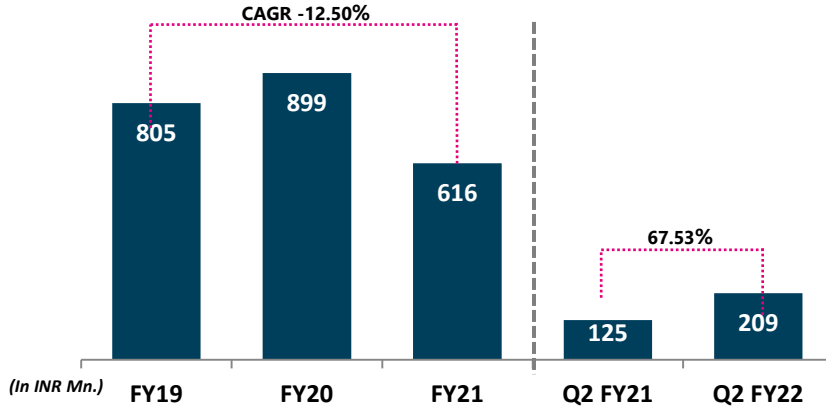
## REVENUE



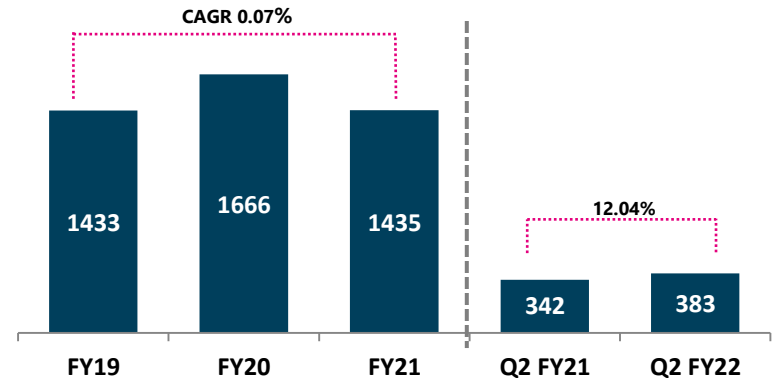
## NET INTEREST INCOME (NII)\*



## OPERATING EXPENSE#



## PROFIT AFTER TAX (PAT)



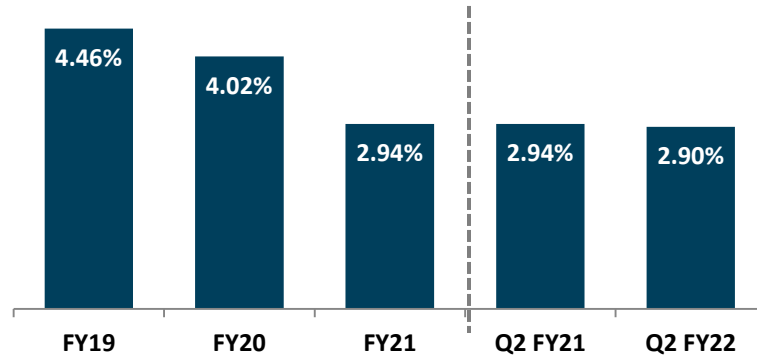
# Increase due to normalization of business as compared to partial lockdown in September 2020.

\*Due to base AUM impact

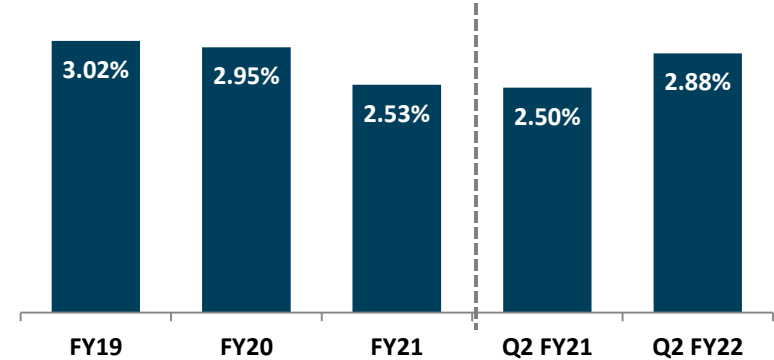


# Financial Performance – Q2 FY22

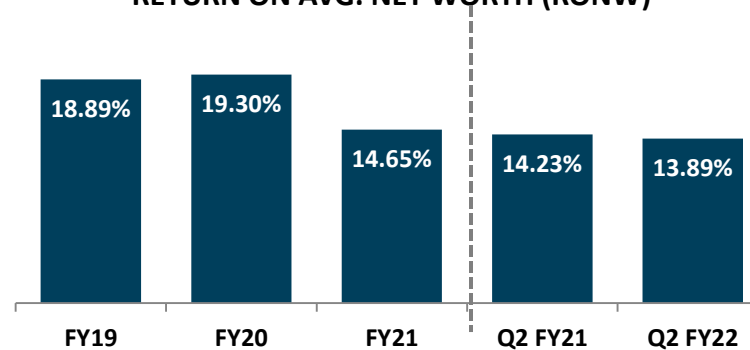
## RETURN ON AVG. BALANCE SHEET ASSETS (ROTA)\*



## RETURN ON AVG. AUM (ROAUM)\*



## RETURN ON AVG. NET WORTH (RONW)\*\*



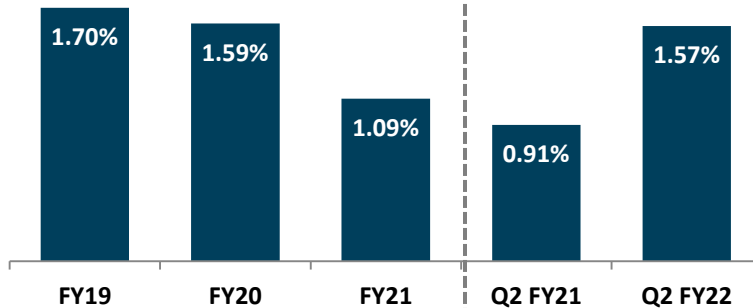
\*\* Network considered without OCI

\* Figures have been annualized. 16

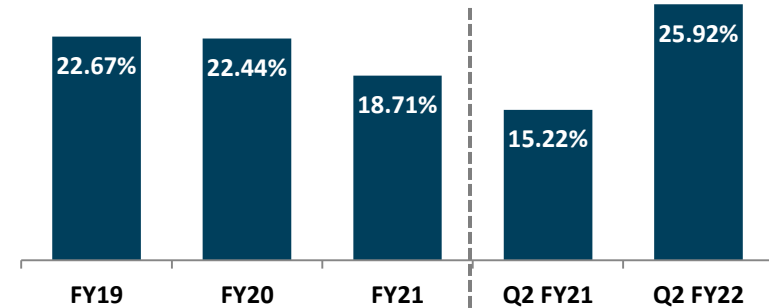
# Financial Performance – Q2 FY22

Optimized cost structure

OPERATING EXPENSE RATIO (OE RATIO)\*^

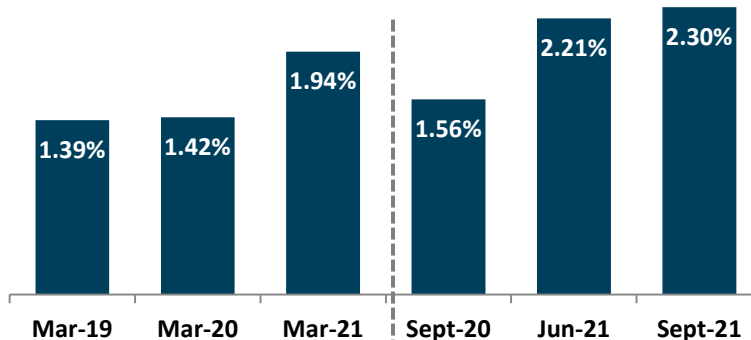


OPERATING EXPENSE AS % OF NII^

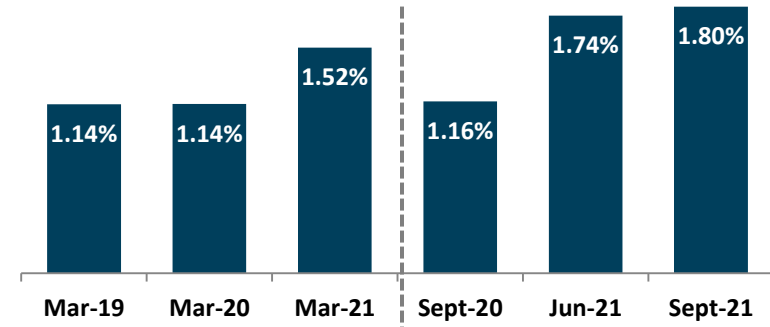


Efficiently maintaining the quality of assets

GROSS STAGE 3 ASSETS #



NET STAGE 3 ASSETS #



# In September -20 - Lower due to Moratorium Relaxation during COVID 1<sup>st</sup> Wave.  
In September -21 - Lag effect of COVID 2<sup>nd</sup> Wave.

^ Increase due to normalization of business as compared to partial lockdown in September 2020.

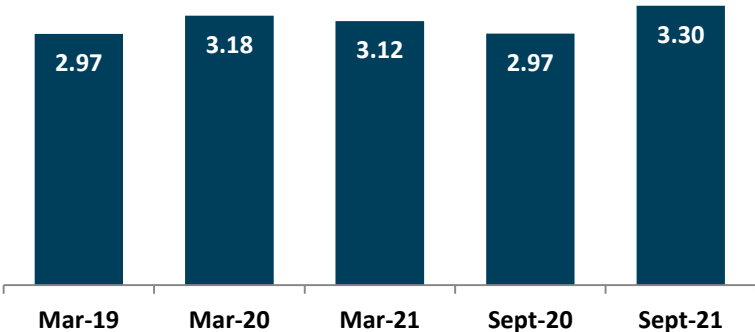
\*Quarterly figures have been annualized.

# Financial Performance – Q2 FY22

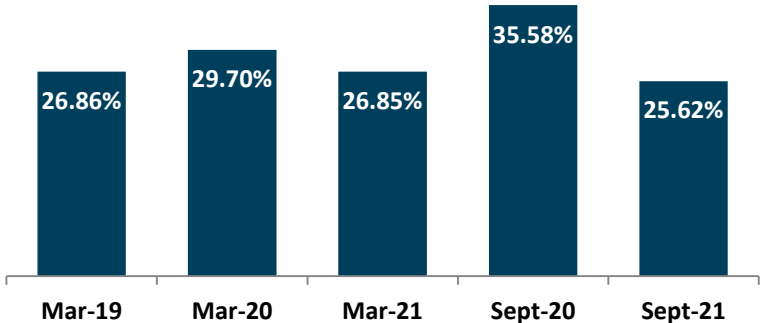


Strongly Capitalized

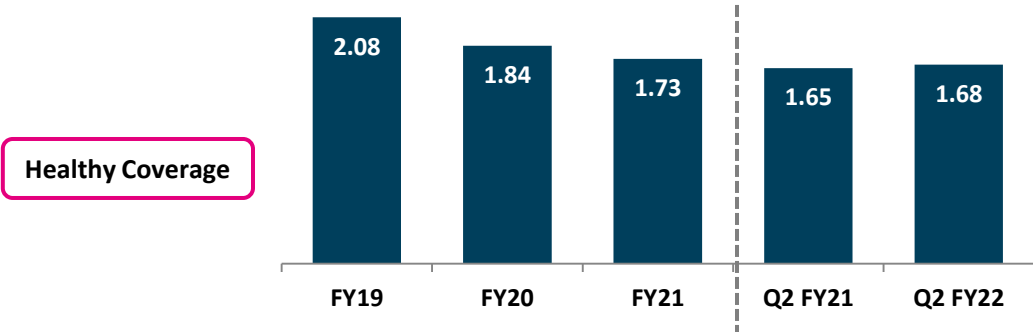
DEBT – EQUITY RATIO (DER)



CAPITAL ADEQUACY RATIO \*(CAR)



INTEREST COVERAGE RATIO (ICR)

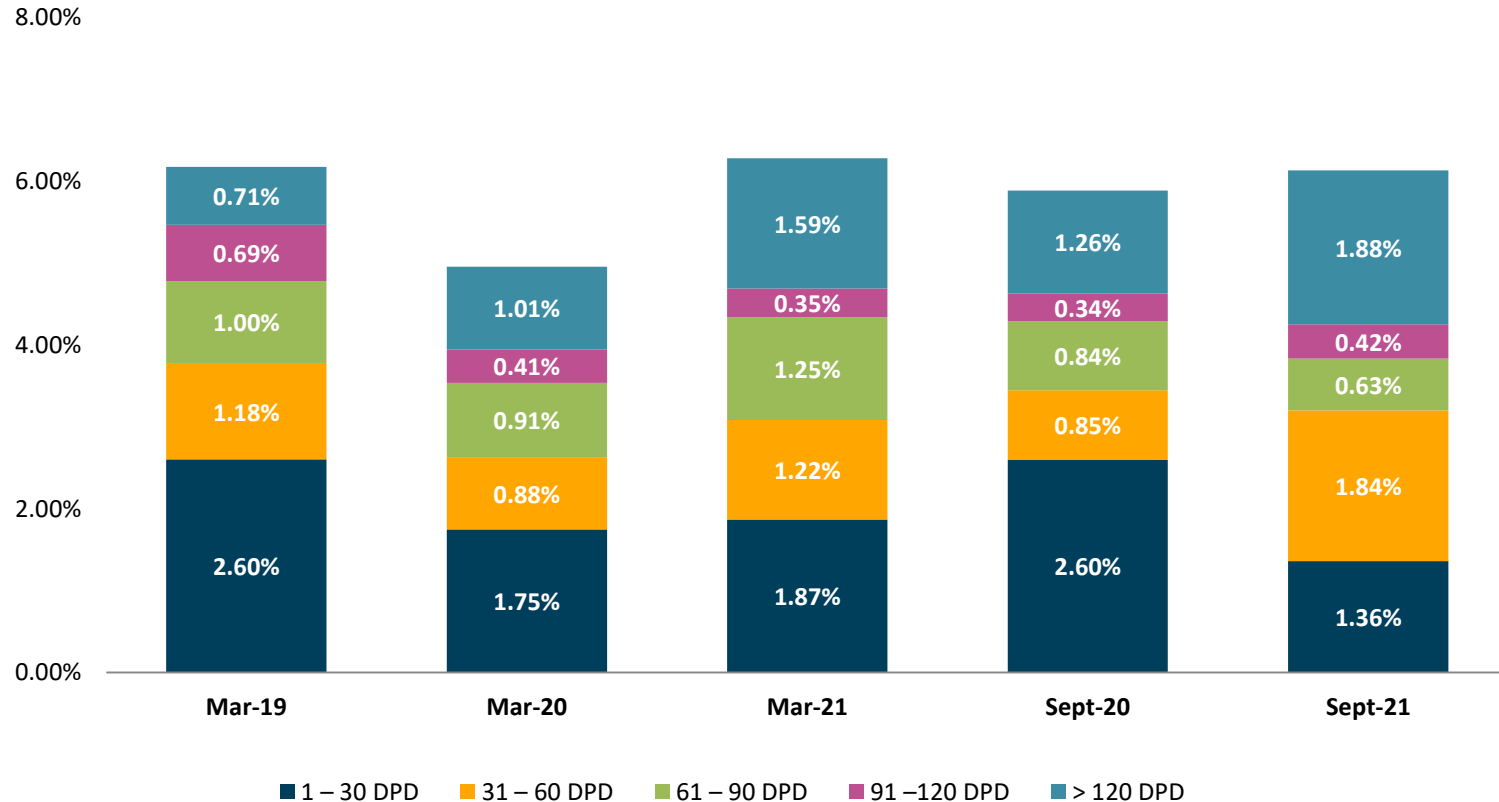


Healthy Coverage

\* In September-20 CAR was higher due to higher percentage of Direct assigned portfolio @ 42%.

# Asset Under Management - Credit Quality

## ASSET UNDER MANAGEMENT- DPD



(In INR Mn.)

Particulars	Sept-21		Sept-20	
	AUM	Provision	AUM	Provision
Stage 1	42235.40	135.58	29422.89	120.94
Stage 2	1070.69	108.75	778.61	86.48
Stage 3	854.24	274.00	631.69	214.66
<b>TOTAL ON BOOK</b>	<b>44160.33</b>	<b>518.34</b>	<b>30833.19</b>	<b>422.08</b>
Assigned Portfolio	10691.44	N/A	22175.51	N/A
<b>TOTAL AUM</b>	<b>54851.78</b>		<b>53008.70</b>	

Particulars	Sept-21	Sept-20
Gross Stage 1 And Stage 2 Assets As % Of On Book Assets	98.07%	97.95%
Stage 1 & Stage 2 Assets (Standard Assets) Provisioning	0.56%	0.69%
Gross Stage 3 Assets As % Of On Book Assets	1.93%	2.05%
Stage 3 Assets Provisioning	32.08%	33.98%
Net Stage 3 Assets As % Of On Book Assets	1.31%	1.35%
Gross Stage 3 As % Of AUM	2.30%	1.56%
Net Stage 3 As % Of AUM	1.80%	1.16%

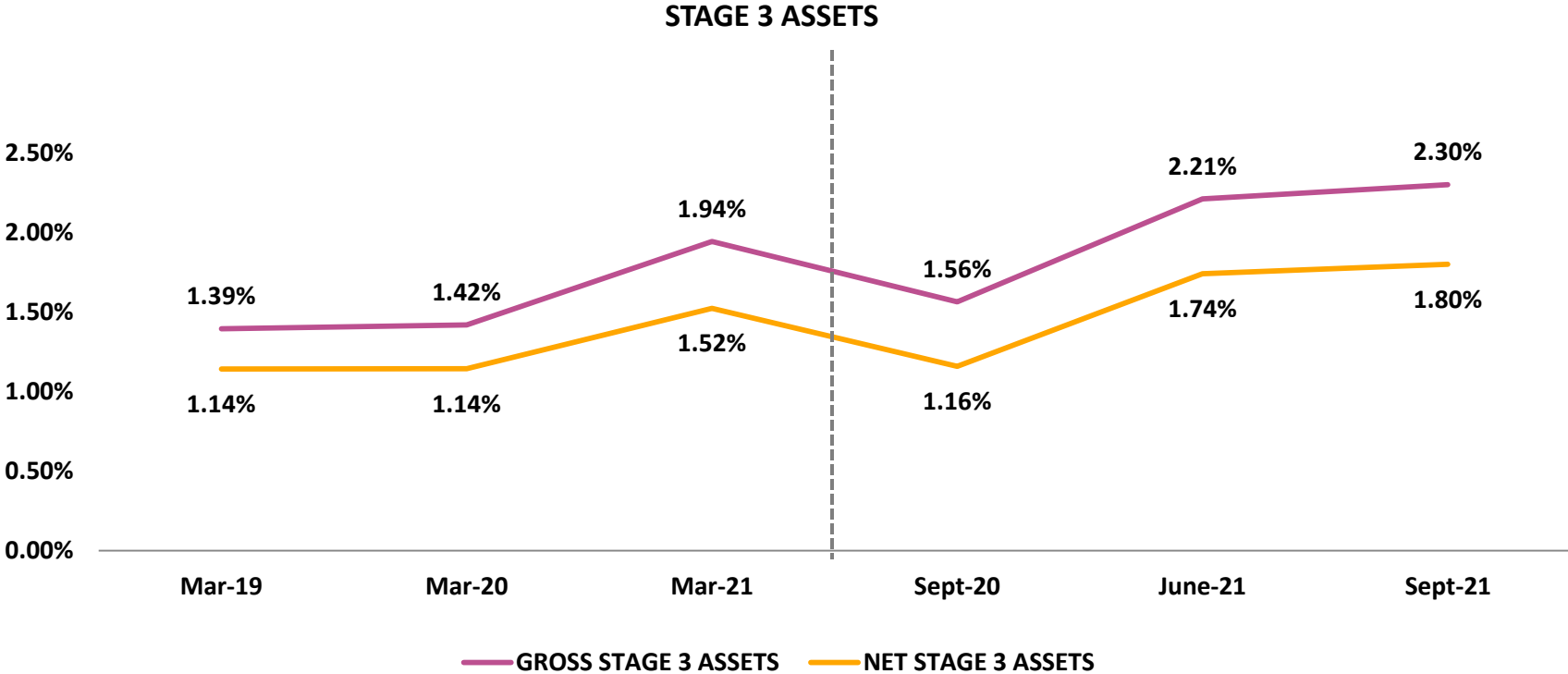
Note: (1) Stage 3 (>90 DPD Assets) on Assigned portfolio is INR 406.59 Mn. on 30th Sept 2021 and INR 196.33 Mn. on 30th Sept 2020 which has been taken into consideration while calculating Stage 3 As % Of AUM.

(2) The company special COVID provisioning as on 30th Sept 2021 is INR 492.43 Mn. (Not netted off with gross assets in various stages) with which total provision amounts to around INR 1010.77 Mn.

(3) The Company has invoked resolution plans for 439 eligible MSME borrowers (Including Assigned Portfolio) having outstanding balance of INR 295.69 Mn. as on 30th September 2021 which is 0.54% of the AUM, based on the parameters laid down in accordance with the resolution policy approved by the Board of Directors of the Company and in accordance with the guidelines issued by the RBI.

# Constantly maintaining quality portfolio

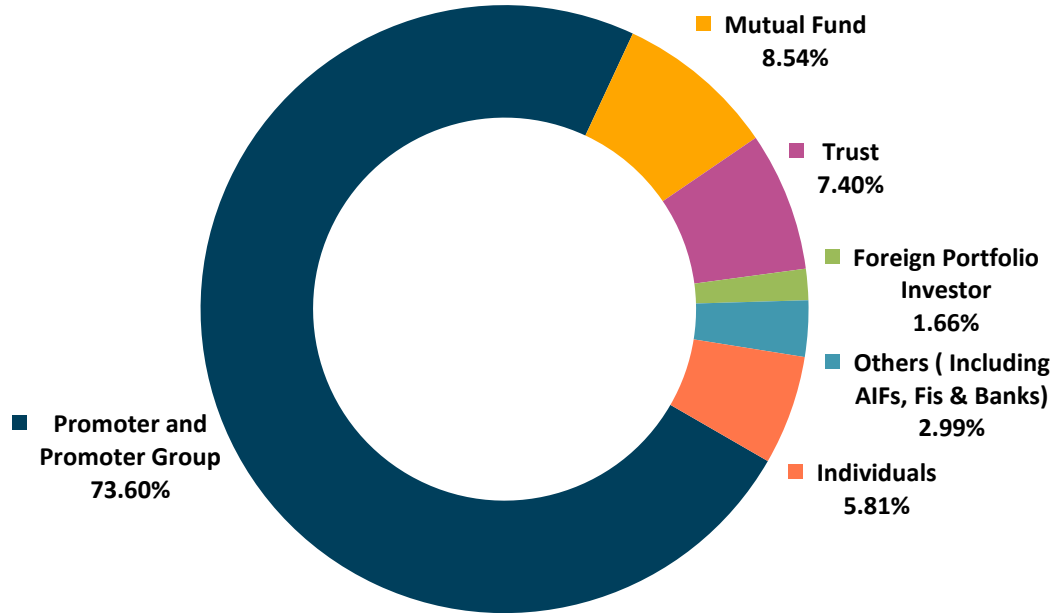
Catalyst in growth of Entrepreneurs, not creating just borrowers



# In September-20 - Lower due to Moratorium Relaxation during COVID 1<sup>st</sup> Wave.  
In September-21 - Lag effect of COVID 2<sup>nd</sup> Wave.

# Reputed Marquee FIIs and DIIs shareholders base

Shareholding as on 30th Sept 2021



## Marquee Non Promoter Shareholders

MOTILAL PRIVATE EQUITY

AXIS MUTUAL FUND

IDFC MUTUAL FUND

TATA AIA LIFE INSURANCE

MOTILAL OSWAL MUTUAL FUND

ASK INVESTMENT MANAGERS PRIVATE LIMITED

SCHRODER INTERNATIONAL SELECTION FUND INDIAN OPPORTUNITIES

INDIA EMERGING OPPORTUNITIES FUND LIMITED

DIMENSIONAL FUND ADVISORS

UNISUPER LIMITED AS TRUSTEE FOR UNISUPER

# Financial Statement: FY19 – H1 FY2021-22



PROFIT & LOSS STATEMENT				
INR Mn.	FY 2019	FY 2020	FY 2021	H1 FY 2021-22
Total Revenue	5592	6727	5939	3052
<b>Expenses</b>	<b>3391</b>	<b>4446</b>	<b>4010</b>	<b>2042</b>
Finance Costs	2041	2722	2645	1459
Operating Expense	805	899	616	359
Provisions and Loan Losses	545	825	749	224
<b>Profit Before Tax</b>	<b>2201</b>	<b>2282</b>	<b>1929</b>	<b>1011</b>
<b>Profit After Tax</b>	<b>1433</b>	<b>1666</b>	<b>1435</b>	<b>752</b>
Other comprehensive income	-66	47	75	-45
<b>Total comprehensive income</b>	<b>1367</b>	<b>1713</b>	<b>1510</b>	<b>707</b>

BALANCE SHEET STATEMENT				
INR Mn.	Mar-19	Mar-20	Mar-21	Sept-21
<b>ASSETS</b>				
<b>Financial assets</b>	<b>36435</b>	<b>44906</b>	<b>50847</b>	<b>54841</b>
Loans	31807	33485	38051	40768
other financial assets	4628	11422	12795	14073
<b>Non-financial assets</b>	<b>763</b>	<b>811</b>	<b>929</b>	<b>979</b>
<b>Total assets</b>	<b>37197</b>	<b>45718</b>	<b>51776</b>	<b>55820</b>
<b>LIABILITIES</b>				
<b>Financial liabilities</b>	<b>27494</b>	<b>34946</b>	<b>39339</b>	<b>42899</b>
Debt securities (including Subordinate Debt)	598	599	3740	5529
Borrowings (other than debt securities)	19598	25202	29198	32134
Other Financial Liabilities	7297	9145	6401	5236
<b>Non-financial liabilities</b>	<b>1067</b>	<b>963</b>	<b>711</b>	<b>554</b>
<b>Total liabilities</b>	<b>28561</b>	<b>35909</b>	<b>40050</b>	<b>43453</b>
<b>EQUITY</b>				
Equity share capital	547	547	547	547
Other equity	8090	9262	11179	11820
<b>Total equity</b>	<b>8637</b>	<b>9809</b>	<b>11726</b>	<b>12367</b>
<b>Total liabilities and equity</b>	<b>37197</b>	<b>45718</b>	<b>51776</b>	<b>55820</b>





**AA\$ Rural Housing & Mortgage Finance  
Limited (MRHMFL)**

Subsidiary

## MAAS is targeting affordable housing finance segment through its subsidiary

- MAAS Rural Housing & Mortgage Finance Limited (“MAAS Housing” or MRHMFL) is a non-deposit taking , NHB registered, housing finance institution. It was incorporated in 2008 and headquartered in Ahmedabad, Gujarat
- MRHMFL provides loans for purchase of new and old houses, construction of houses on owned plots, home improvement loans and loans for purchase and construction of commercial property. It also extend loans to developers for construction of affordable housing projects
- MRHMFL provides housing loans in rural and semi-urban areas of Gujarat, Maharashtra, Rajasthan and Madhya Pradesh
- With its continued focus on the rural and semi-urban segments, the company has 69 branches and have sourcing arrangements with 43 intermediaries – typically project developers and property agents

### Housing Loans



- Loans of up to INR 5 Mn. for residential and INR 10 Mn. for commercial
- Provides housing loans to customers, who are primarily salaried and self-employed individuals and loans to developers for construction of affordable housing project
- Tenure up to 300 months for residential and 144 months for commercial
- Average Ticket size in Q2 FY22– **INR 8,68,131**
- AUM as of 30th Sept 2021– **INR 3,003 Mn.**

## ASSETS AND PORTFOLIO QUALITY

- The AUM stood at INR 3,003 Mn. a growth of 6.58% over the corresponding period. However, the two quarters are not comparable due to the pandemic impact. The Gross Stage 3 Assets is 0.65% and Net Stage 3 Assets is 0.46% of AUM as on 30th Sept 2021.
- The Company is in process of constantly assessing the present evolving situation, in order to make necessary amendments in the credit policy. In line of our dictum of extending credit where it is due and adopting a cautious approach, the disbursement was INR 256.99 Mn. in Sept quarter.
- The total special COVID provision as on 30th Sept 2021 stands at INR 29.97 Mn. which is around 1.21% of the on book assets of INR 2,482.22 Mn.
- The collection efficiency for the Sept quarter was around 96%.
- The Company has invoked resolution plans for 25 eligible borrowers having outstanding balance of INR 27.25 Mn. as on 30th September 2021 which is 0.91% of AUM, based on the parameters laid down in accordance with the resolution policy approved by the Board of Directors of the Company and in accordance with the guidelines issued by the RBI

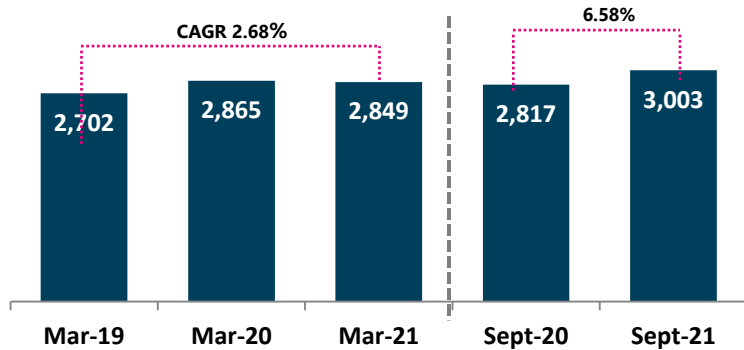
## CAPITAL AND LIQUIDITY MANAGEMENT

- Company's Capital adequacy remained strong at 51.63% with Tier I Capital of 36.92% and Tier II Capital of 14.71%. The Company has adequate capital and financial resources to grow its business operations.
- As on 30th Sept 2021, the company had liquidity buffer of around INR 309 Mn. and unutilized Cash Credit facility of INR 170 Mn.
- Company also assessed its structural liquidity for the period ended 30th Sept 2021 and based on the assessment there is no negative impact on liquidity and the cash flow in all the cumulative buckets remains positive. Company has also stress tested its liquidity model and is comfortably placed to meet its repayment obligations for the entire year.

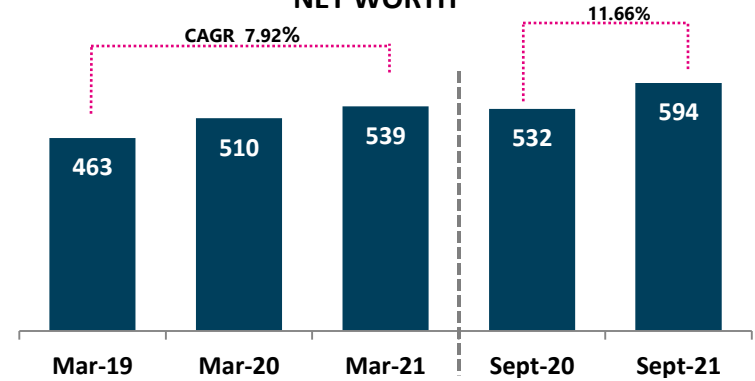
# Financial Performance – Q2 FY22



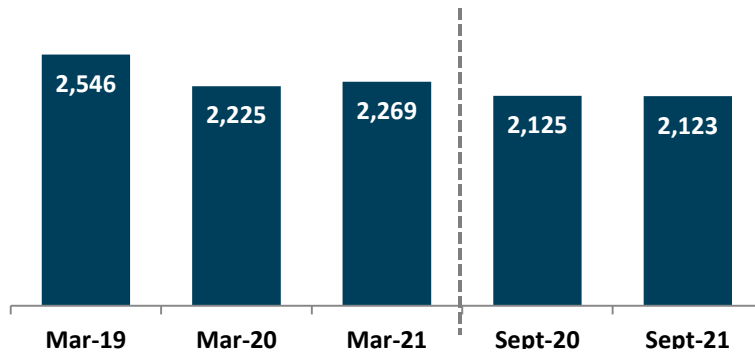
## ASSETS UNDER MANAGEMENT (AUM)



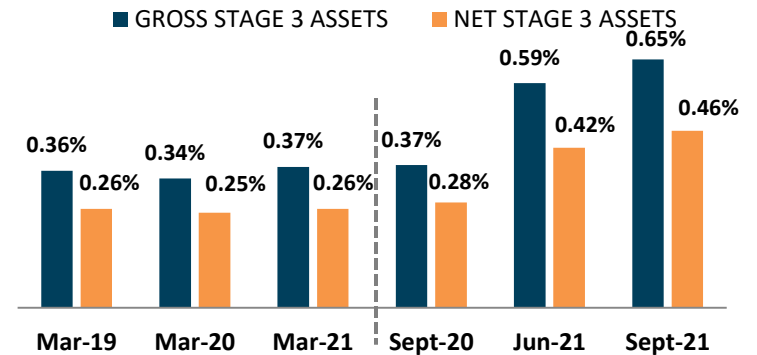
## NET WORTH



## BORROWING



## GROSS STAGE 3 ASSETS & NET STAGE 3 ASSETS



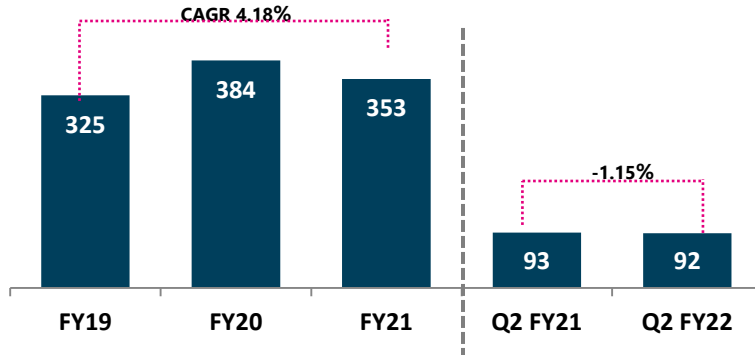
(In INR Mn.)

# In September 20 - Lower due to Moratorium Relaxation during COVID 1<sup>st</sup> Wave.  
In September 21 - Lag effect of COVID 2<sup>nd</sup> Wave impact.

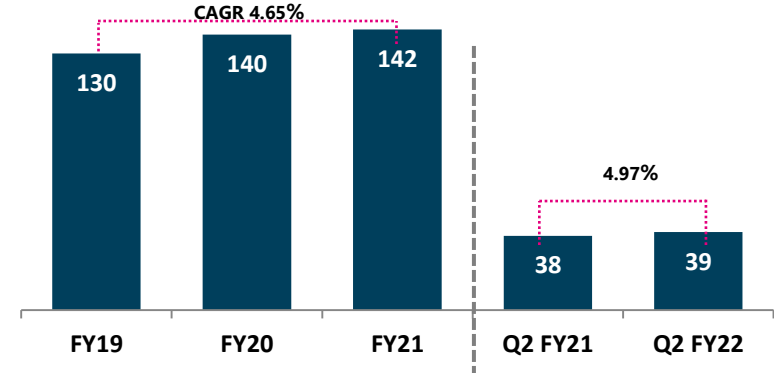
# Financial Performance – Q2 FY22



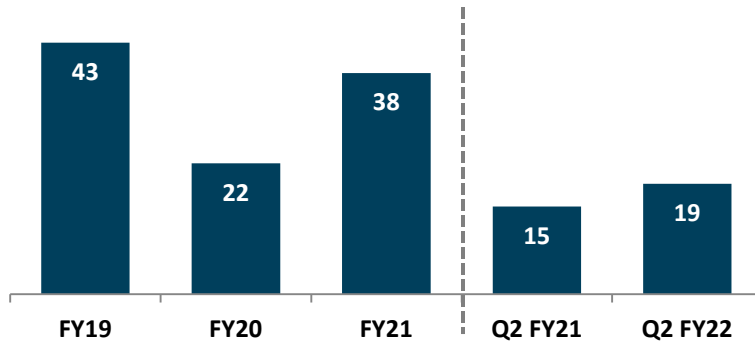
## REVENUE



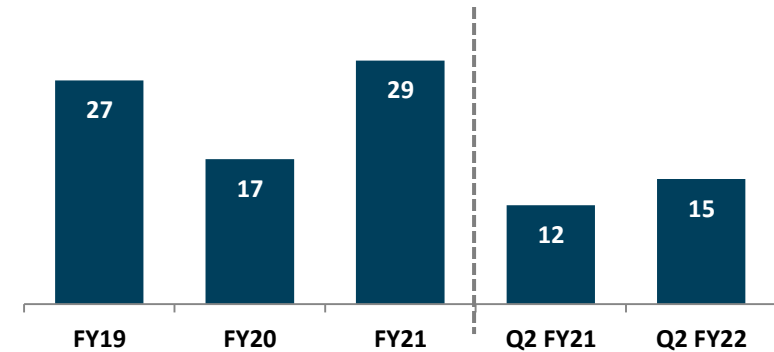
## NET INTEREST INCOME (NII)



## PROFIT BEFORE TAX (PBT)



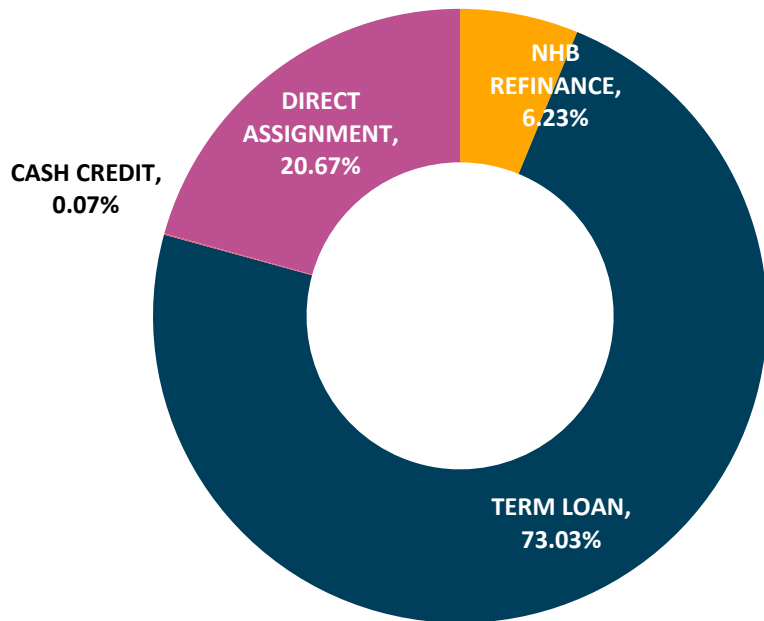
## PROFIT AFTER TAX (PAT)



(In INR Mn.)

## Sources of Fund

as on 30th Sept 2021



- The composition of our liability mix ensures healthy ALM and well diverse resource mix.
- The Company continues to demonstrate its capability of efficient liability management.
- **Capital adequacy ratio**, as on 30th Sept 2021 is **51.63%** against regulatory norms of 12%. **Tier I capital is 36.92%**. **Tier II capital is just 14.71%** which will increase from time to time depending on the requirement and also as a source of structural liquidity to strengthen ALM.
- **Around 65% of the on book portfolio qualifies as priority sector lending for banks as on lending to HFCs.** We keep on raising term loans from banks both priority sector and Non priority sector lending with a average maturity of 5 -7 years.
- We keep on availing **refinance from NHB which is currently 6.23% of our total borrowing mix.** This help us to raise matching tenure loans at very competitive rates. The company is working very hard to enhance NHB refinance share in our total liability management.
- The **total Cash credit limit** available to the company is **INR 170 Mn.**. The company utilizes the fund as per the requirement , ensuring sufficient liquidity on hand.
- **Around 100% of the housing loan portfolio qualifies as priority sector lending for banks if the same is assigned to banks.** Increase in direct assignment of portfolio over a period of time will enable efficient ALM and will bring about capital efficiency.

# Credit Quality



(In INR Mn.)

Particulars	Sept-21		Sept-20	
	AUM	Provision	AUM	Provision
Stage 1	2,270.98	1.87	2,507.24	2.96
Stage 2	192.25	11.20	62.60	3.25
Stage 3	18.99	5.64	10.02	2.76
<b>TOTAL ON BOOK</b>	<b>2,482.22</b>	<b>18.71</b>	<b>2,579.86</b>	<b>8.97</b>
Assigned Portfolio	520.33	N/A	237.32	N/A
<b>TOTAL AUM</b>	<b>3,002.56</b>		<b>2,817.19</b>	

Particulars	Sept-21	Sept-20
Stage 1 And Stage 2 Assets As % Of On Book Assets	99.23%	99.61%
Stage 1 And Stage 2 Assets ( Standard Assets) Provisioning	0.53%	0.24%
Stage 3 As % Of On Book Assets	0.77%	0.39%
Stage 3 Assets Provisioning	29.67%	27.55%
Net Stage 3 As % Of On Book Assets	0.54%	0.28%
Stage 3 As % Of AUM	0.65%	0.37%
Net Stage 3 As % Of AUM	0.46%	0.28%

**Note: (1) Stage 3 (>90 DPD Assets) on Assigned portfolio is INR 0.60 Mn. on 30th Sept 2021, and INR 0.53 Mn. on 30th Sept 2020 which has been taken into consideration while calculating Stage 3 As % Of AUM.**

**(2) The company special COVID provisioning as on 30th Sept 2021 is INR 29.97 Mn. (Not netted off with gross assets in various stages) with which total provision amounts to around INR 48.68 Mn.**

**(3) The Company has invoked resolution plans for 25 eligible borrowers having outstanding balance of INR 27.25 Mn. as on 30th September 2021 which is 0.91% of AUM, based on the parameters laid down in accordance with the resolution policy approved by the Board of Directors of the Company and in accordance with the guidelines issued by the RBI**

# UNDERSTANDING MAS





## VISION

To be one of the most efficient distributors of financial services and create value on a very large scale.



## MISSION

To constantly endeavor, to attain excellence and create a very wide Financial distribution network and to be catalyst; in providing the most efficient financial services which we term as financial inclusion.



## BELIEF

“We have miles to go & Promises to keep.....”  
 “Together we can and we will”

### LIABILITY MANAGEMENT

- ✓ Self Propelling Business Model – Capital requirement met predominantly from internal accruals
- ✓ Healthy ALM
- ✓ Right mix of resources
- ✓ Planning and maintaining Cost Efficiency

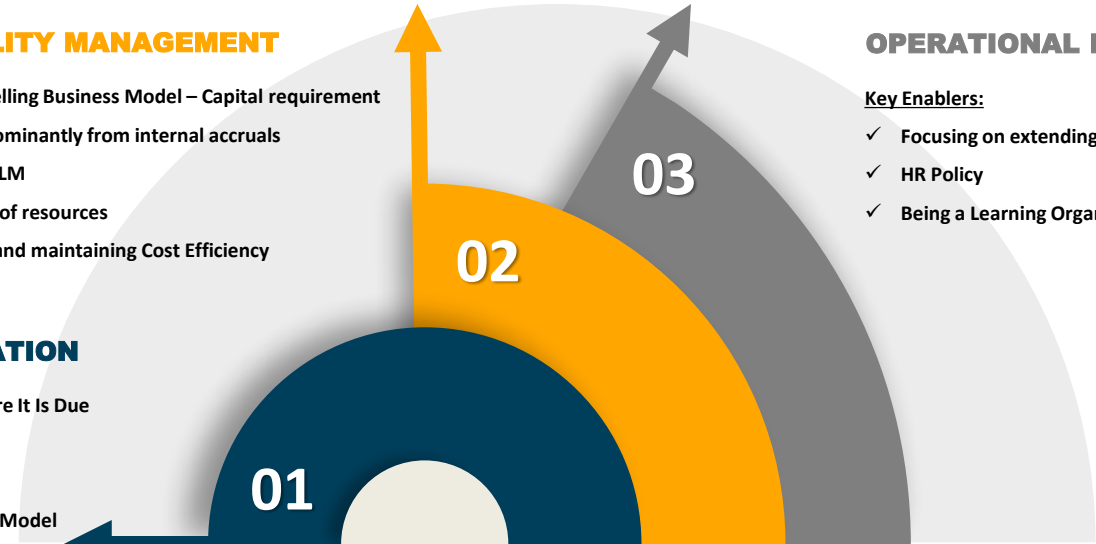
### ASSET CREATION

- ✓ Dictum: Credit Where It Is Due
- ✓ Product Mix
- ✓ Adding Value
- ✓ Unique Distribution Model

### OPERATIONAL EXCELLENCE

Key Enablers:

- ✓ Focusing on extending credit where it is due
- ✓ HR Policy
- ✓ Being a Learning Organization



# Unique and Robust Distribution Network Through NBFC Partners (1/3)



## AIM & OUR UNDERSTANDING

Efficient last mile delivery of credit across its product range namely MEL, SME, 2 Wheeler and Commercial Vehicle Loans

Value chain approach has proven to be the most potent one to solve informality because of proximity to the end borrowers

Better quality of intermediation with advantage of adequate capital base along with better understanding of the operations and demography

Revenue sharing model ensures scalability of the relationships where the operational cost and credit cost to be borne by the partner NBFCs is considered. The partnership is with full recourse to the partner

## KEY CRITERIA FOR STARTING RELATIONSHIP

Promoters Evaluation

Product Alignment

Operational Excellence

Growth Strategy

Capital Base

Financial Performance

## CREDIT ASSESSMENT

### Pre-Engagement Due Diligence

- Promoters' Domain Expertise
- Strategic alignment
- Range of Products
- On site system and Operational Setup

### Transaction Level Due Diligence

- Alignment of Credit screen for various products
- Creation of portfolio
- On site audit of the portfolio Hypothecated

### Periodical Deep Diving

- Continuous engagement in order to improve their Systems & Operations to ensure the quality of portfolio and compliance

# Unique and Robust Distribution Network Through NBFC Partners (2/3)

## IMPACT

### HAS

- Widens its network while maintaining a relatively lower risk profile
- Establishes knowledge partnerships and increase its local market knowledge

### NBFCs

- Value addition in improving their systems and operations which helps in scalability and Sustainability of business
- Gets vital liability support due to our understanding of the retail products

### Borrowers

- Creates an all-round enabling situation of extending credit where it is due by extending credit with deep penetration and understanding

### Eco-System

- Catalyst in Efficient last mile delivery of credit

## TRACK RECORD

Started with 1 NBFC in 2008, currently having relationship with more than 100 such NBFCs having virtual presence Pan India.

Have grown at a CAGR of around 30% in last five years across our product range with immaculate track record.

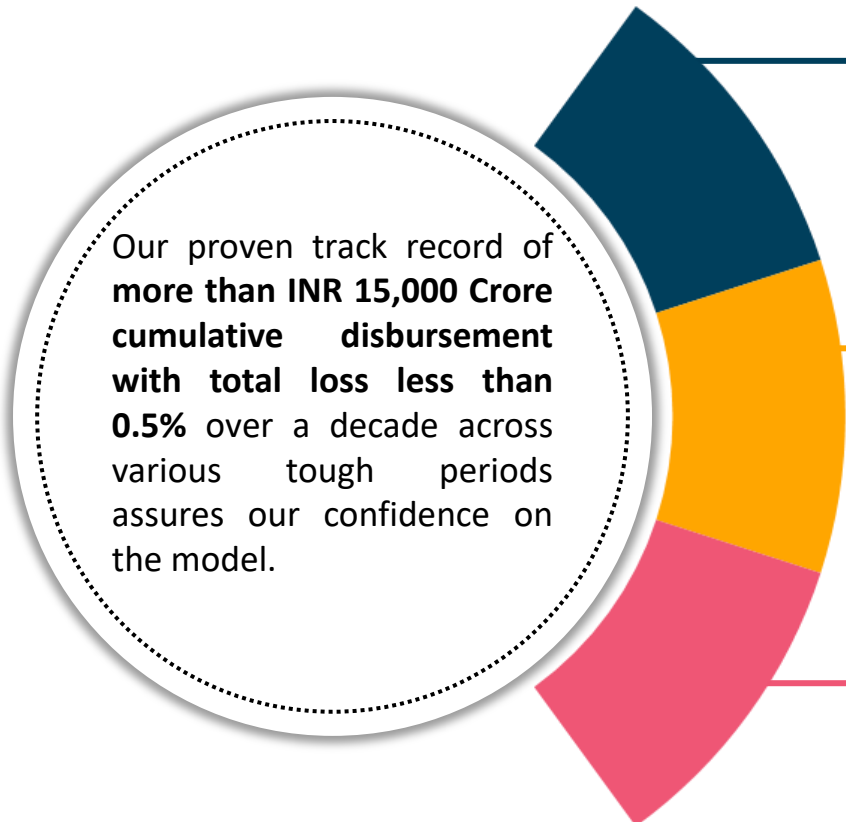
## GOING FORWARD

Huge potential to grow along with these NBFCs partners across our product range for efficient last mile delivery of credit

360° view for scalability and sustainability of relationship in the form of :

- a) Providing Liability Solution
- b) Product Development & Strengthening their system and Operations
- c) Capital Advisory

## The learning curve is further strengthened:



Our proven track record of **more than INR 15,000 Crore cumulative disbursement with total loss less than 0.5%** over a decade across various tough periods assures our confidence on the model.

### CREDIT ASSESSMENT

Continuous strengthening of due diligence and audit process - both pre and post disbursement.

Further strengthening the field due diligence.

### CONSTANT MONITORING

Close indulgence with partner NBFCs both on the system as well as credit part. Additional diligence of financial accounting with necessary deep diving also to be the part of monitoring to preempt any irregularities.

### EVALUATION MATRIX

Further strengthening the evaluation and the exposure matrix for all the NBFCs partners.

# Robust and Comprehensive Credit Assessment & Risk Management Framework

**MAS** aims to give credit where it is due with the dictum of adherence and adaptability

## Robust credit assessment



## Credit assessment process overview by Product

### Micro-Enterprise Loans

- Analysis of business potential and end use, cash flows and model (business to have cash profit for the previous 3 years)
- Requires a guarantor or co-applicant according to the assessment of the applicant's profile

### SME Loans

- Business operating history is required from minimum 1 year to 5 years depending on loan size
- 50-70% of turnover to be reflected in current account
- Eligibility criteria is based on turnover, debt/equity ratio and net worth on a case-to-case basis

### Two-wheeler Loans

- At least one property (residential or business) should be owned by the applicant or jointly residing family members
- For a student applicant, a co-applicant is compulsory

### Commercial Vehicle Loans

- Requires vehicle hypothecation and insurance cover
- Analysis of income, experience, and business stability requirements depending on whether the applicant is a first time user, first time owner, fleet operator or a captive user

## EXPERIENCED PROMOTER



**Mr. Kamlesh Chimanlal Gandhi**  
 Chairman & MD

- **Mr. Kamlesh Chimanlal Gandhi**, aged 55 years, is the Founder, Chairman and Managing Director of **MAS** since inception.
- He visualized the opportunities in the retail financial services very early and has been leading the strategic initiatives and the execution team at **MAS**.
- He has close to 30 years of experience in the financial services sector.
- Under his leadership the company grew very consistently at CAGR of more than 40% over all these years.
- He is a director of the Finance Industry Development Council.



**Late Mr. Mukesh Chimanlal Gandhi**

- **Late Mr. Mukesh Chimanlal Gandhi**, was a Co-founder, whole-time Director - Finance **MAS** Financial Services Limited. He was associated with the Company from May 25, 1995 till Jan 19, 2021.
- He was designated as the Director (Finance) and Chief Financial Officer of the Company on March 20, 2015. He held bachelor's and Master's degrees in commerce from Gujarat University
- He had over 30 years of experience in the financial services sector, with the Company
- He was also the chairman of the Gujarat Finance Company Association and a director of the Finance Industry Development Council.
- He played an important role in bringing the company to its present level from a humble beginning in the year 1995, based on very strong fundamentals. He was filled with positivity, enthusiasm, zeal, kindness and pragmatism The Company has immensely benefitted from his vision and vigilance.
- Team **MAS** remain committed to it's vision of excellence through endeavours.

## EMINENT DIRECTORS



**Mrs. Darshana Saumil Pandya**  
Executive Director & CEO

- **Darshana Saumil Pandya**, aged 48 years, is an executive Director and Chief Executive Officer of *MAS* Financial. She has been associated with the Company since June 1, 1996, and as an executive Director since December 23, 2016
- She holds a bachelor's degree in commerce from Gujarat University
- She has over 25 years of experience in the financial service sector



**Mr. Bala Bhaskaran**  
Independent Director

- He has been associated with the Company as a Director since November 1995 and as an independent Director since April 2014
- He is a management graduate with two decades of experience in the consultancy and financial sector.
- He has a number of management consultancy inputs from his rich experience
- He has done his engineering from IIT-Madras, MBA from IIM-Bangalore and CFA from ICFAI



**Mr. Chetan Ramniklal Shah**  
Independent Director

- He has been associated with the Company since June 2008 and as an independent Director since April 2014
- He holds bachelor's degrees in commerce and law (general) from Gujarat University
- He is also a qualified chartered accountant registered with the Institute of Chartered Accountants of India
- He has over 33 years of experience in the financial services sector and has in the past worked with the Natpur Co-operative Bank as the Manager – Finance



**Mr. Umesh Rajanikant Shah**  
Independent Director

- He has been associated with the Company as an independent Director since December 2016
- He is a Chartered Accountant
- He has more than 35 years of experience in the diverse fields connected with Finance, Accounting, Auditing and Taxation
- He also has 5 years hands-on experience of working in an NBFC



**Mrs. Daksha Niranjani Shah**  
Independent Director

- She is a business graduate from Indian Institute of Management (IIM), Ahmedabad, specializing in Finance and Marketing and also a student of Economics and Statistics.
- She worked as a Programme Director of Vikas Centre for Development and Friends of Women's World Banking by serving and building capacity of more than 80 Microfinance Organizations all over India.
- She worked as Managing Director of Pahal Financial Services Pvt. Ltd from 2011 to 2014. At present she is the Managing Director of Altura Financial Services Ltd since 2014.

### CORE TEAM

Consisting of **more than 35 employees** being with *MAS* since inception and inclusion of lateral talents who have proven their capability, dedication and loyalty.

### EXECUTION TEAM

Consisting of **more than 1500 employees** who works along with the core team towards accomplishing the company's Mission and Vision.

# Major events and milestones

1995

- On incorporation, commenced retail finance operations **with Two-wheeler and Micro-Enterprise loans**

2006

- Received first round of capital infusion of **INR 65 Mn.** from Bellwether Micro Fund

2008

- Acquired second and third round of capital infusion worth **INR 435 Mn. and INR 400 Mn. from FMO and ICICI Venture**, respectively
- Floated the housing finance subsidiary

2011

- Listing of **NCDs on Bombay Stock Exchange**

2012

- Received the fourth round of capital infusion of **INR 650 Mn.** from DEG

2013

- Disbursement and **AUM crossed INR 10 Bn.**

2014

- Sarva Capital purchased 50% CCPS** held by FMO in secondary deal

2015

- Raised Subordinate Debentures of **INR 200 Mn.**
- AUM crossed INR 20 Bn.**

2016

- Bank loan rating was upgraded to **'IND A' with 'Stable outlook'**
- Raised subordinate debentures of **INR 400 Mn.**

2017

- AUM crossed INR 30 Bn.**
- Motilal Oswal infused **capital of INR 1,000 Mn.**

2018

- Listing of Equity Shares on BSE & NSE**
- Received capital infusion of **INR 350 Mn. from MOSL**
- Raised fresh capital of **INR 2,330 Mn. via IPO**

2019

- AUM crossed INR 50 Bn.**
- Bank loan **rating upgraded** to "Acuité AA -" with Stable outlook and Short-term rating assigned as Acuité A1+

2020

- Completed **25th Year of Endeavours**
- AUM crossed INR 60 Bn. on a consolidated basis**

2021

- Inclusive Finance India Award 2020** – NBFC lending to Micro and Small Enterprises
- Raised **INR 650 Mn. via market-linked NCDs (MLD)**





*The Power of Distribution*

**REGISTERED OFFICE**

MAS Financial Services Limited  
6, Ground Floor, Narayan Chambers,  
Ashram Road, Ahmedabad-380009

**[www.mas.co.in](http://www.mas.co.in)**

**INVESTOR CONTACT**

**Mr. Ankit Jain**  
**Chief Financial Officer**  
079-41106682  
ankit\_jain@mas.co.in

**Mr. Nishant Vyas**  
**Investor Relations Manager**  
079-41106551  
nishant\_vyas@mas.co.in