

EW/Sec/2019/323

November 12, 2019

**National Stock Exchange of India Limited**  
Exchange Plaza,  
Bandra Kurla Complex,  
Bandra (E),  
Mumbai – 400 051.

Dear Sirs,

**Ref.:- Symbol: EDELWEISS**

**Sub: Investor Presentation**

Please find enclosed the Investor Presentation on Earnings Updates for the quarter and half year ended September 30, 2019.

Kindly take the same on record.

Thanking you,

**For Edelweiss Financial Services Limited**



**B. Renganathan**  
**Executive Vice President & Company Secretary**

Encl: a/a



# Edelweiss Financial Services Limited

*Q2FY20 Earnings Update*





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## Quarterly Performance Highlights – Q2FY20



**Edelweiss**  
Ideas create, values protect

# Financial Snapshot – Q2FY20



| INR Cr                            | EOP Equity   | Profit after Tax |
|-----------------------------------|--------------|------------------|
| <b>Total Pre Minority</b>         | <b>9,870</b> | <b>68</b>        |
| Credit                            | 5,860        | 37               |
| Asset Reconstruction              | 2,236        | 73               |
| Advisory                          | 214          | 53               |
| Insurance                         | 945          | (68)             |
| BMU & Corporate                   | 615          | (26)             |
| <b>Minority Interest (MI)</b>     | <b>2,096</b> | <b>17</b>        |
| <b>Total Consolidated Post MI</b> | <b>7,773</b> | <b>51</b>        |
| <b>Total Ex-Insurance Post MI</b> | <b>7,236</b> | <b>93</b>        |

# Q2FY20 Overview



- 1 In line with our stated strategy of focusing on enhancing capital light business model:
  - Signed co-origination agreements with SBI,CBI and PNB in addition to BOB signed last quarter
  - Securitized retail credit book of INR 702 Cr during the quarter
- 2 Asset Reconstruction business continues with sustained momentum in recoveries
- 3 Customer Assets grew by 7% YoY despite dampened customer activity in Advisory business
- 4 Closed completion financing fund of \$425 mn (~INR 3,000 Cr) for the real estate sector with Meritz Group
- 5 Sanaka Capital and others will be investing upto \$75mn (~INR 525 Cr) of growth equity in EGIA
- 6 Received first tranche of \$25 mn (~INR 175 Cr) from Kora Management out of the \$75mn (~INR 525 Cr) investment commitment in EGIA
- 7 Arthur J. Gallagher acquires minority stake by way of primary equity in our insurance broking arm
- 8 Embedded Value at INR 1,462 Cr as on 30<sup>th</sup> Sep 2019 in Life Insurance Business; Persistency ratio stood at 78% for H1FY20

# Key Actions Taken - Liquidity, Asset Quality and Balance Sheet



## Liquidity

- We continue to maintain liquidity at ~17% of balance sheet; No change anticipated in our stated liquidity plan
- Overall Liquidity maintained at ~INR 8,400 Cr including undrawn bank lines of INR ~1,000 Cr

## Asset Quality

- We have provided INR 446 Cr in H1FY20 as against INR 460 Cr for entire FY19
- Gross NPA and Net NPA stood at 2.7% and 1.7% as of 30<sup>th</sup> Sep 2019

## Balance Sheet

- We are the only player in the industry to have raised fresh equity thrice since the crisis started
- Debt to Equity (Ex-Treasury) progressively reduced to 3.4x

# Launch of Completion Financing Platform



- Launched India's first completion financing platform for the real estate sector
- Platform will house funds that will buy out existing real estate loans and provide requisite completion financing; Funds will be managed by Edelweiss' Alternative Asset Management business
- First fund of this platform of \$425 mn is closed with Meritz Group
- The platform is targeting to raise \$1 bn over the next 12 months from similar International Institutional investors

## About Meritz Group

- Meritz Group is a South Korean financial conglomerate with a presence in securities & broking, insurance and investment banking
- Has been a pioneer in real estate investing in South Korea & globally
- Renowned for its understanding and deep expertise in real estate investing both in Korea and globally

**The funds will combine investor capital with our operational capabilities in project management as well as workouts and recoveries**

## Fund Raise in EGIA - \$150 mn Target Raise



- Sanaka Growth SPV I Ltd (part of Sanaka Capital) has committed to invest ~\$44 mn (~INR 308 Cr) of growth equity in EGIA in the form of compulsorily convertible instrument
- We and Sanaka are in talks with other investors alongside for a further investment of ~\$31 mn (~INR 217 Cr) in EGIA
- Sanaka is a growth-focused private equity fund founded by Mr. Shankar Narayanan, an industry veteran with over 25 years of experience of private equity investment in India and other Asian countries
- Sanaka targets to achieve capital appreciation from investing in high-quality, growth-oriented, mid-market companies led by entrepreneurial passionate teams
- This is in line with our strategic plan of having separate business groups with distinct entities, ring fenced capital base and independent Board

## We Continue to Forge Strong Partnerships



**CDPQ**



**Tokio Marine**



**Allianz**



**SANAKA**



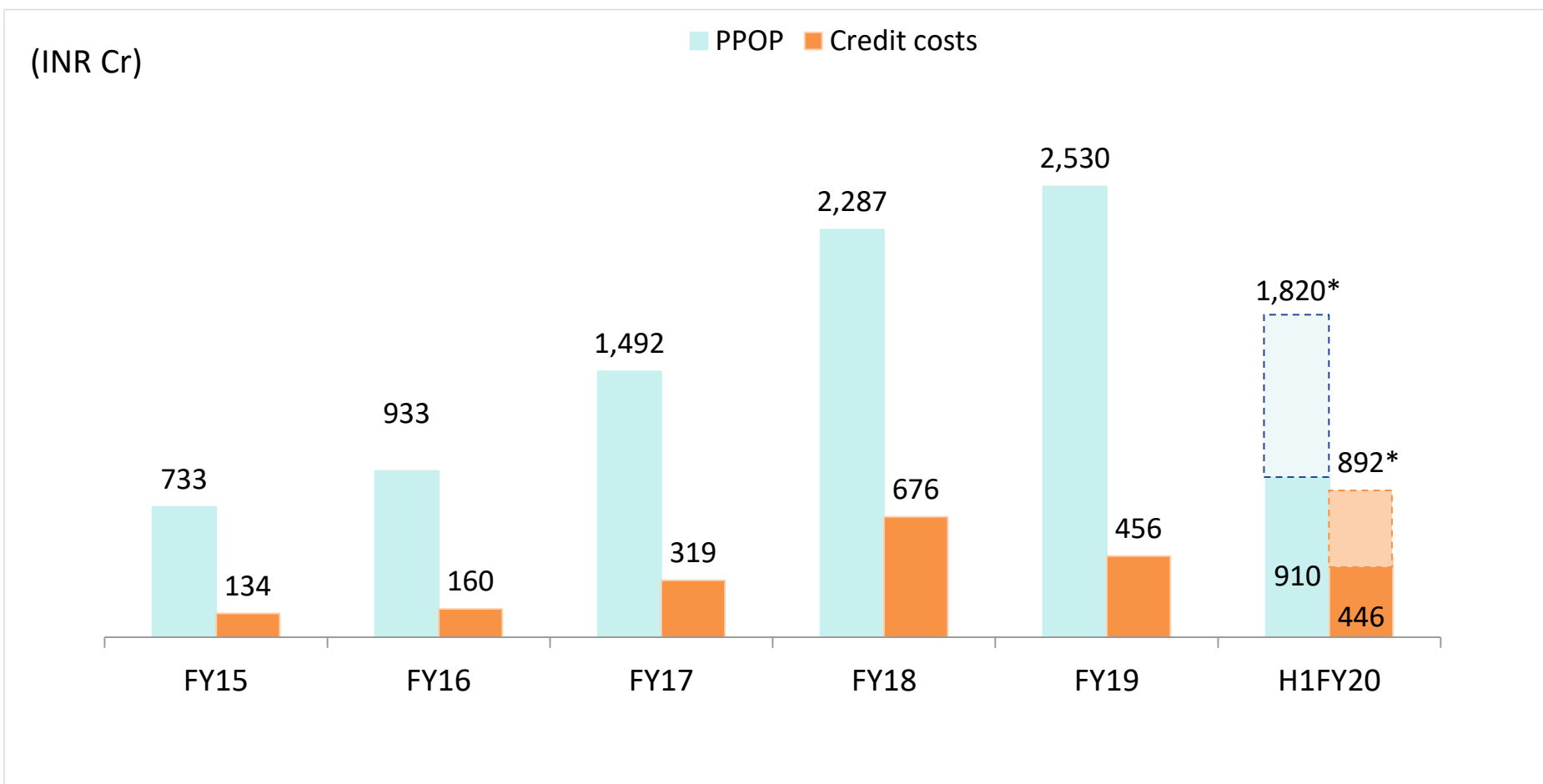
**Arthur J. Gallagher**



**Bank of Singapore**

**We are proud to have been chosen by partners who embody the highest standards of quality and governance**

# PPOP Remains Adequate For Enhanced Credit Costs



**While the enhanced credit costs will impact P&L for FY20, we do not expect any balance sheet impact on account of asset quality**

# PAT Distribution Across Businesses



| (INR Cr)                              | Q2FY19        | Q1FY20        | Q2FY20        |
|---------------------------------------|---------------|---------------|---------------|
| <b>Total Consolidated Post MI PAT</b> | <b>272</b>    | <b>132</b>    | <b>51</b>     |
| <i>Credit</i>                         | 215           | 111           | 37            |
| <i>Asset Reconstruction</i>           | 34            | 63            | 44            |
| <i>Advisory</i>                       | 76            | 68            | 53            |
| <i>Insurance</i>                      | (50)          | (50)          | (42)          |
| <i>BMU &amp; Corporate</i>            | (2)           | (59)          | (41)          |
| <b>Total Ex-Insurance Post MI PAT</b> | <b>322</b>    | <b>182</b>    | <b>93</b>     |
| <b>Balance Sheet</b>                  | <b>59,433</b> | <b>54,513</b> | <b>49,734</b> |

# Key Profitability Ratios



| Ex-Insurance         | Q2FY19 | Q1FY20 | Q2FY20 |
|----------------------|--------|--------|--------|
| PPOP                 | 4.6%   | 4.0%   | 2.8%   |
| Credit Costs         | 0.9%   | 1.9%   | 1.5%   |
| RoA                  | 2.5%   | 1.7%   | 1.0%   |
| RoE                  | 19.1%  | 10.2%  | 5.1%   |
| Cost to Income Ratio | 47%    | 50%    | 56%    |
| Consolidated         | Q2FY19 | Q1FY20 | Q2FY20 |
| RoA                  | 1.9%   | 1.0%   | 0.5%   |
| RoE                  | 14.7%  | 6.8%   | 2.6%   |
| Cost to Income Ratio | 61%    | 67%    | 73%    |

**Ex-Insurance RoA and RoE for H1FY20 are 1.3% and 7.7%**

## Diversified Business Model...



| Business Segments (INR Cr)            | Q2FY20 Pre MI PAT | % Contribution |
|---------------------------------------|-------------------|----------------|
| Retail Credit                         | 31                | 23%            |
| Corporate Credit                      | 6                 | 4%             |
| Asset Reconstruction Business         | 73                | 54%            |
| Wealth Management and Capital Markets | 38                | 28%            |
| Asset Management                      | 15                | 11%            |
| BMU & Corporate                       | (26)              | (20%)          |
| <b>Total Ex- Insurance Pre MI PAT</b> | <b>136</b>        | <b>100%</b>    |
| Insurance Pre MI PAT                  | (68)              | -              |
| <b>Total Consolidated Pre MI PAT</b>  | <b>68</b>         | -              |

...makes us resilient even in a tough market environment

# Steady Growth in Customer Assets



As on 30<sup>th</sup> September, 2019 (rounded off to nearest 100)

## Customer Assets

INR Cr

YoY Growth

2,02,400

7%

*Assets under Advice (Wealth Management)*

1,07,800

10%

*Funds under Management (Asset Management)*

34,900

2%

*Asset Reconstruction (ARC) Assets under Management*

38,200

(5%)

*Assets under Custody & Clearing*

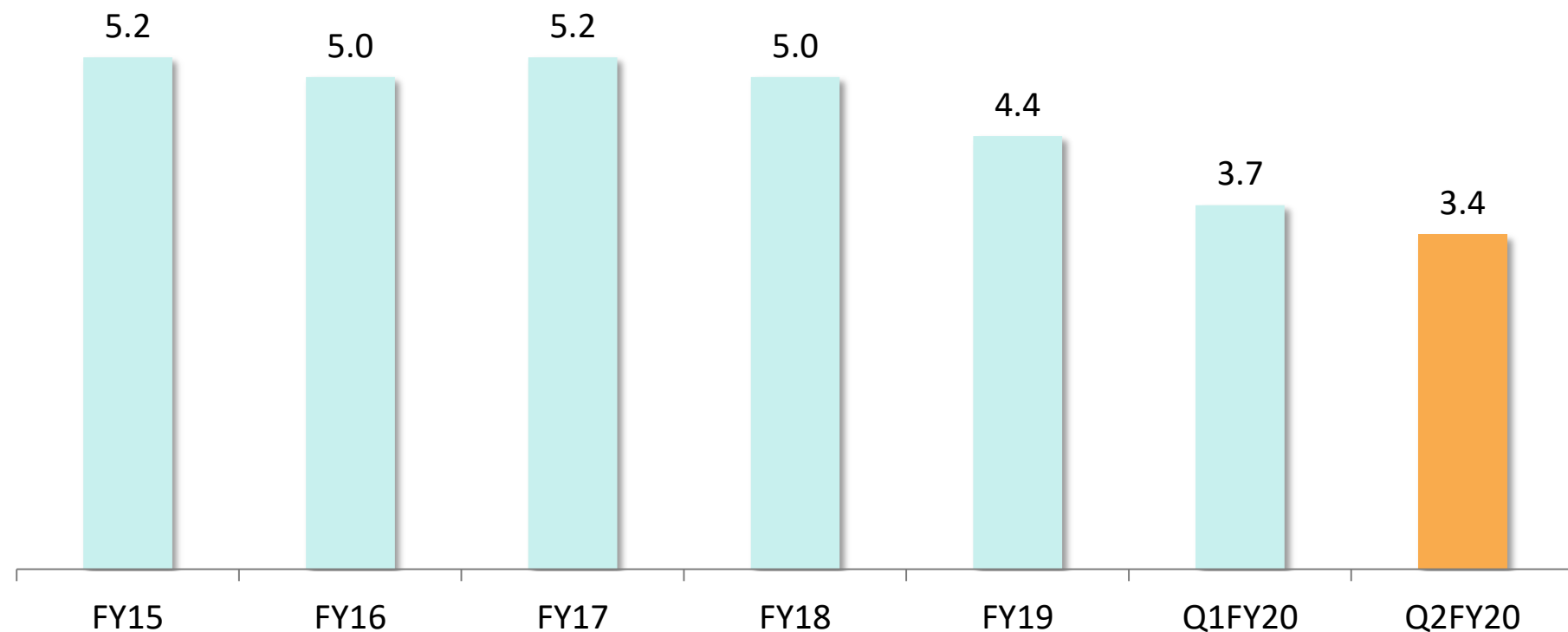
21,500

35%

## Debt Equity Ratio declines further to 3.4x



D/E (Excluding Treasury Assets)





## Business Performance Highlights

***CREDIT***

***Retail Credit – Corporate Credit***



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# Credit Business Mix



| As on 30 <sup>th</sup> September, 2019 | Capital Employed (INR Cr) | %           |                                                                 |
|----------------------------------------|---------------------------|-------------|-----------------------------------------------------------------|
| <b>Retail Credit</b>                   | <b>15,111</b>             | <b>48%</b>  |                                                                 |
| Retail Mortgage                        | 8,075                     | 26%         | Blend of loans to home owners and home buyers                   |
| SME & Business Loans                   | 3,821                     | 12%         | Under-served and highly scalable market, key focus area         |
| ESOP and Margin Financing              | 2,943                     | 9%          | Catering to customers in Wealth Mgmt and Capital Markets        |
| Agri and Rural Finance                 | 272                       | 1%          | Under-served market with low competitive intensity              |
| <b>Corporate Credit</b>                | <b>16,178</b>             | <b>52%</b>  |                                                                 |
| Structured Collateralised Credit       | 5,144                     | 17%         | Customized credit solutions with robust risk management systems |
| Wholesale Mortgage                     | 11,034                    | 35%         | Developer financing for primarily residential properties        |
| <b>Total Credit Book</b>               | <b>31,289</b>             | <b>100%</b> |                                                                 |

# Credit Business at a Glance



| Credit Business (INR Cr)          | Q1FY20 | Q2FY20 |
|-----------------------------------|--------|--------|
| Capital Employed                  | 33,968 | 31,289 |
| Average Interest Yield            | 15.9%  | 14.6%  |
| Average Cost of Borrowing         | 10.3%  | 10.5%  |
| Net Interest Margin               | 7.0%   | 5.6%   |
| Net Interest Income               | 619    | 461    |
| Cost to Income                    | 41%    | 49%    |
| Pre Provisioning Operating Profit | 367    | 237    |
| Credit Costs                      | 222    | 181    |
| PAT (Pre MI)                      | 111    | 37     |
| RoA                               | 1.2%   | 0.4%   |
| RoE                               | 9.3%   | 3.2%   |

# Credit Business Performance Snapshot



| Q2FY20 (INR Cr)      | Total  | Retail | Corporate |
|----------------------|--------|--------|-----------|
| EOP Capital Employed | 31,289 | 15,111 | 16,178    |
| EOP Equity           | 5,860  | 2,502  | 3,358     |
| Net Interest Income  | 461    | 221    | 240       |
| PAT                  | 37     | 31     | 6         |
| Net Interest Margin  | 5.6%   | 5.6%   | 5.7%      |
| Cost to Income       | 49%    | 48%    | 49%       |
| RoA                  | 0.4%   | 0.8%   | 0.1%      |
| RoE                  | 3.2%   | 6.9%   | 0.8%      |

# Asset Quality at a Glance

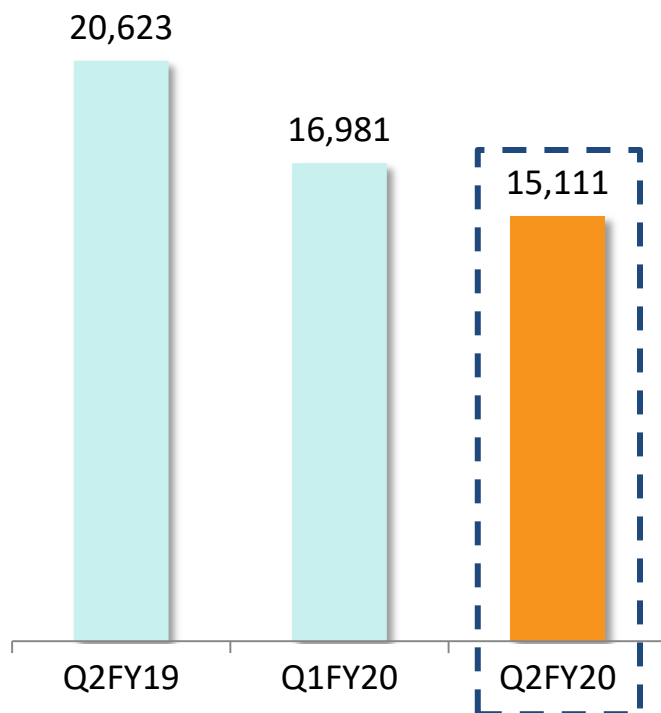


| As on 30 <sup>th</sup> September,19 (INR Cr) | Q1FY20 | Q2FY20 |
|----------------------------------------------|--------|--------|
| Credit Book                                  | 32,328 | 29,725 |
| <i>Of which Stage 3</i>                      | 752    | 810    |
| ECL Provision                                | 836    | 803    |
| <i>Of which Stage 3</i>                      | 352    | 317    |
| Specific Provision Cover                     | 47%    | 39%    |
| Total Provision Cover                        | 111%   | 99%    |
| Gross NPA                                    | 2.33%  | 2.73%  |
| Net NPA                                      | 1.24%  | 1.66%  |

# Retail Credit

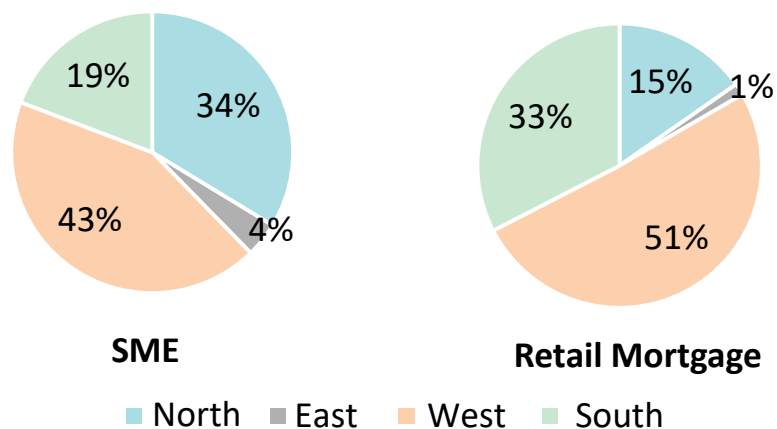


**Capital Employed**  
(INR Cr)



|                          | SME       |           | Retail Mortgage |         |
|--------------------------|-----------|-----------|-----------------|---------|
|                          | Secured   | Unsecured | HL              | LAP     |
| Average Yields %         | 14%       | 23%       | 11%             | 13%     |
| Median Ticket Size (INR) | ~1 Cr     | 7 lacs    | 15 lacs         | 19 lacs |
| Average LTV              | ~75% -85% |           | ~50%-60%        |         |
| Locations (#)            | 108       |           | 100             |         |

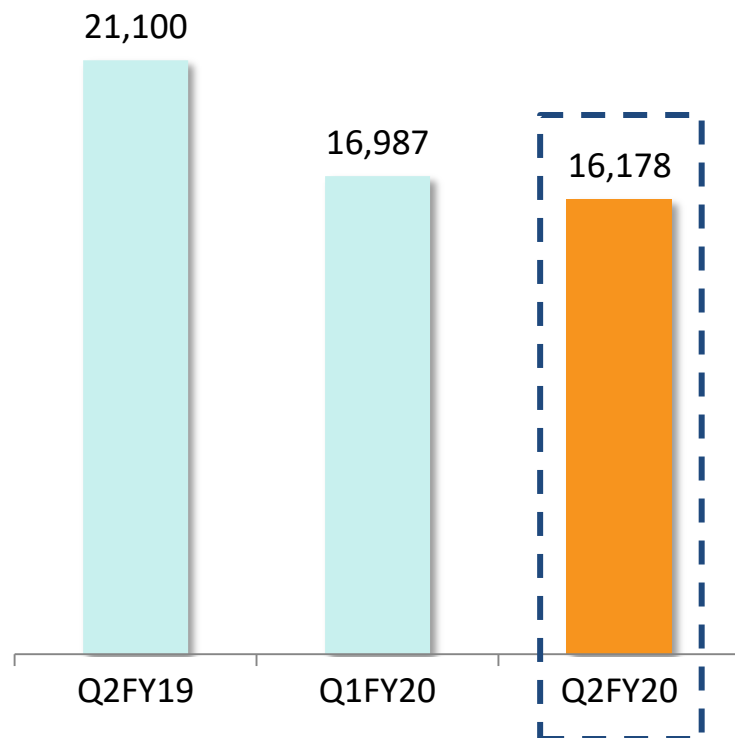
**Loan Book - Geographical Split**



# Corporate Credit

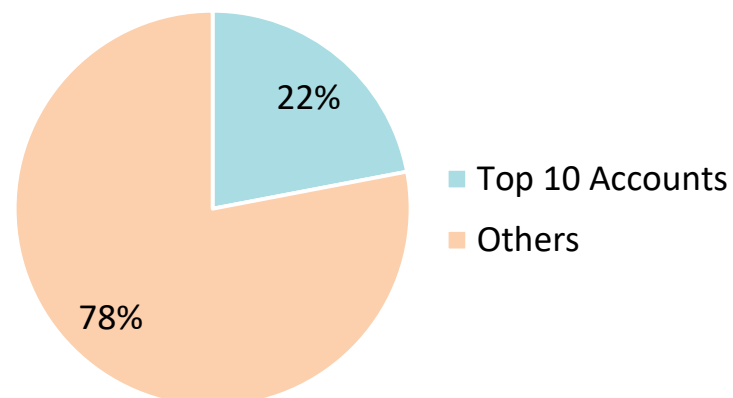


**Capital Employed**  
(INR Cr)



|                       | Structured Collateralised Credit | Wholesale Mortgage |
|-----------------------|----------------------------------|--------------------|
| Average Yields %      | 15% - 17%                        | 17% - 19%          |
| Portfolio Granularity | 67 accounts                      | 162 projects       |
| Typical Ticket size   | INR 100-125 Cr                   |                    |

**Exposure in Top 10 Accounts**





## Business Performance Highlights

**ADVISORY**

**Wealth Management – Asset Management – Capital Markets**



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# Advisory Business Performance Snapshot



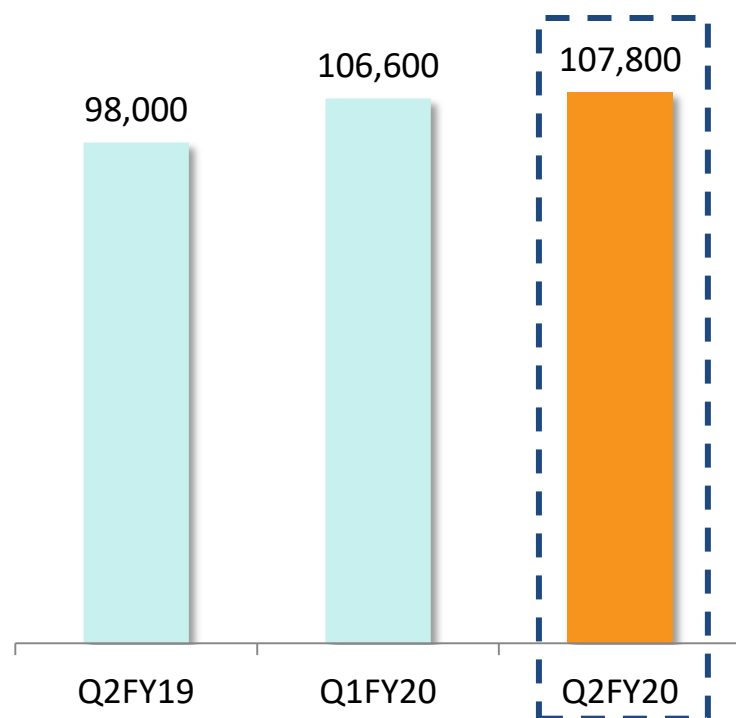
| Q2FY20 (INR Cr) |       | Wealth Management | Asset Management | Capital Markets |
|-----------------|-------|-------------------|------------------|-----------------|
|                 | Total |                   |                  |                 |
| Net Revenue     | 257   | 127               | 60               | 70              |
| PAT             | 53    | 33                | 15               | 5               |
| Cost to Income  | 71%   | 64%               | 66%              | 88%             |
| PAT Yield       | -     | 13 bps            | 16 bps           | -               |

|                 |  |                     |                         |                                   |
|-----------------|--|---------------------|-------------------------|-----------------------------------|
| Customer Assets |  | Assets under Advice | Assets under Management | Assets under Custody and Clearing |
|                 |  | 1,07,800            | 35,900                  | 21,500                            |

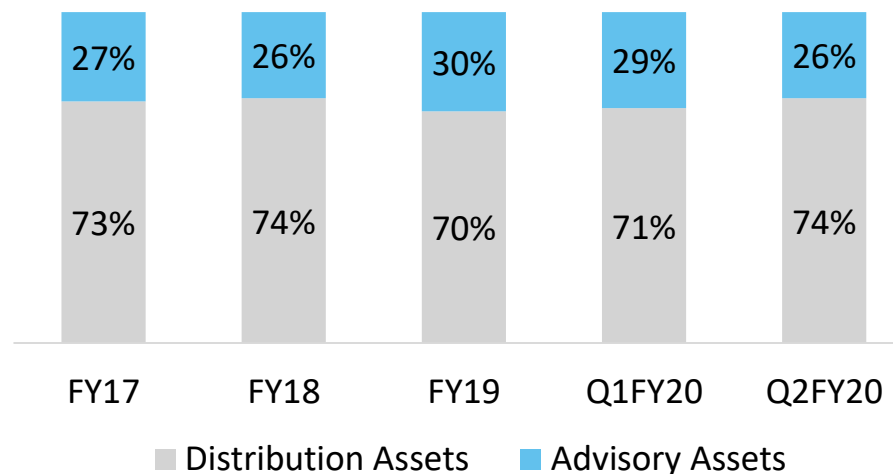
# Wealth Management

## Assets Under Advice (INR Cr)



| As on 30 <sup>th</sup> Sept'19   | Number of Clients | AUA (INR Cr) | Number of RMs |
|----------------------------------|-------------------|--------------|---------------|
| Ultra High Net Worth Individuals | ~2,410            | 83,500       | 161           |
| Affluent Investors               | ~5,25,300         | 24,300       | 781           |

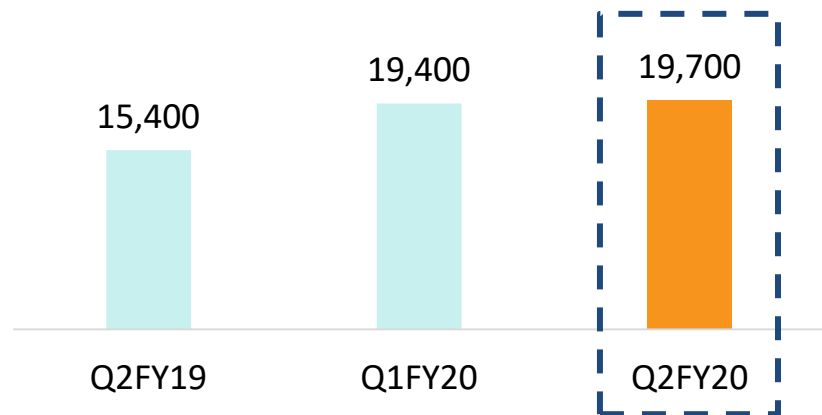
## Wealth AUA Breakup



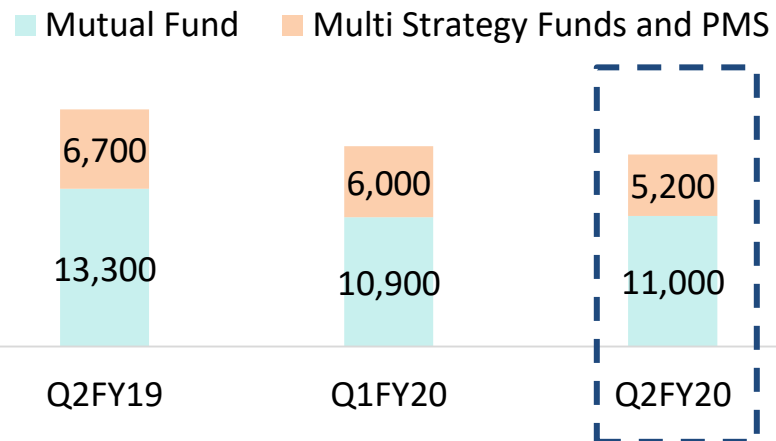
# Asset Management



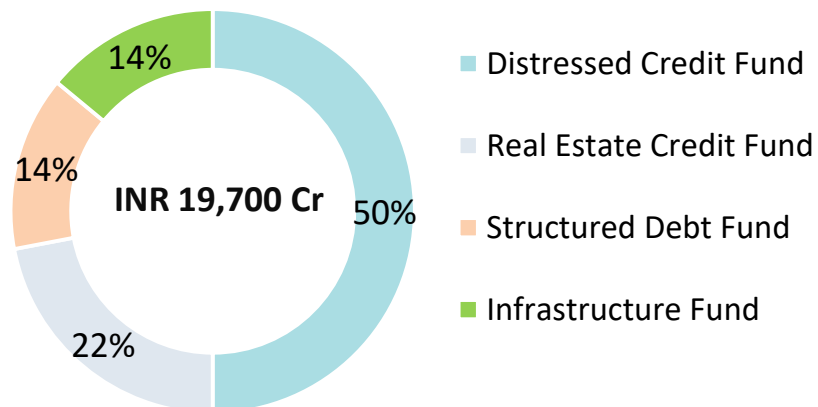
## Alternative Assets – Private Credit (INR Cr)



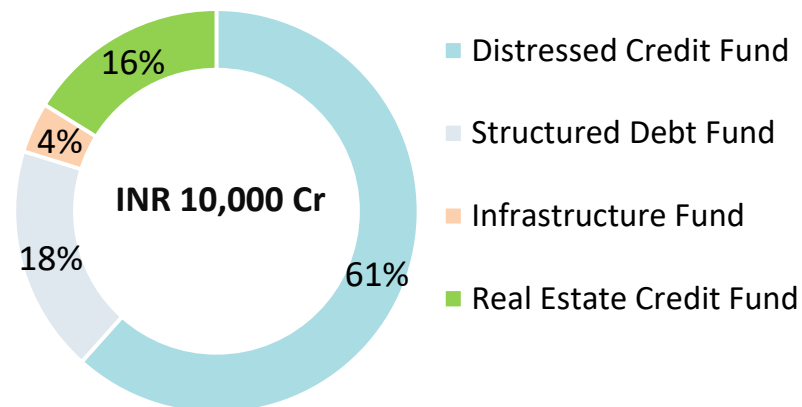
## Public Markets (INR Cr)



## Alternative Assets AUM as on 30<sup>th</sup> Sep 19



## Deployment in Alternative Assets till Date

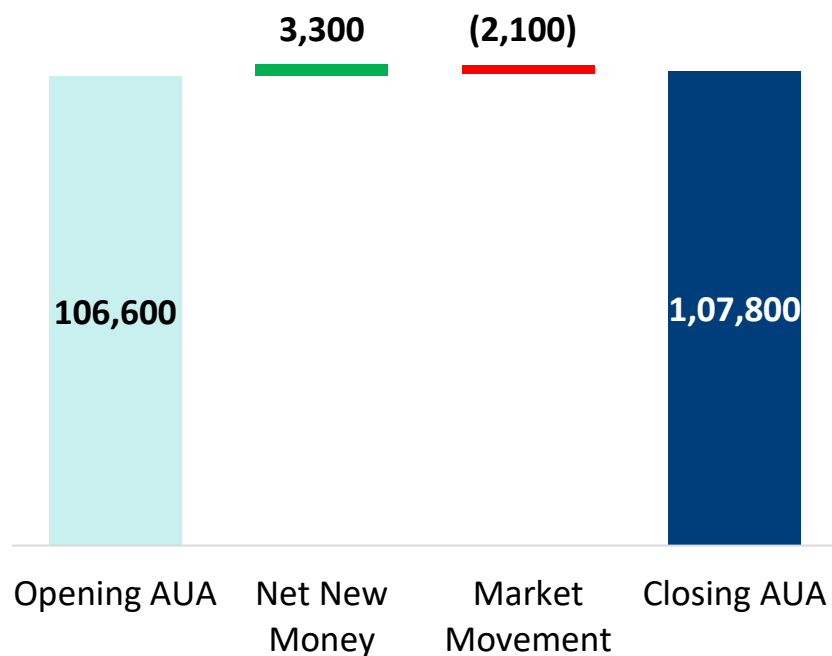


# Net New Flows in Wealth and Asset Management



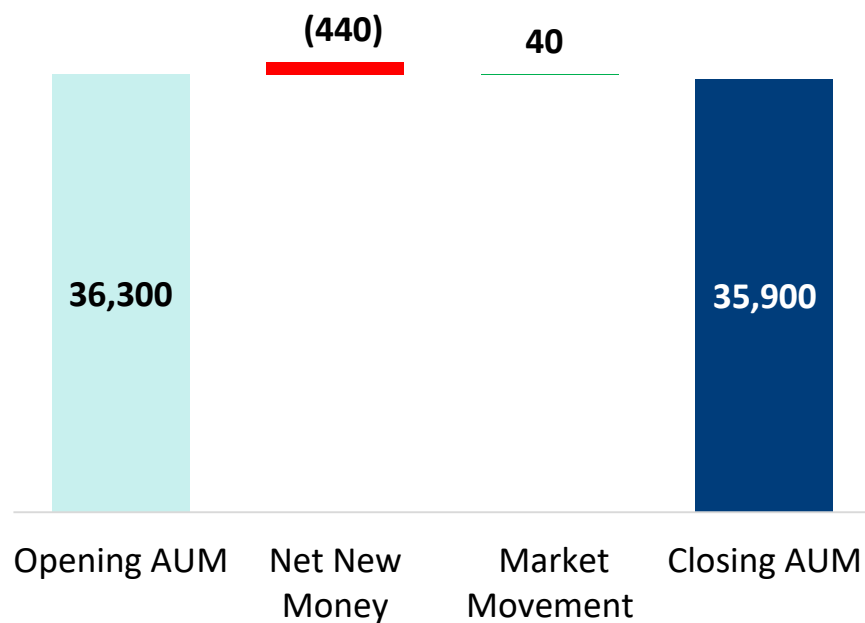
## Wealth Management AUA Movement in Q2FY20

(INR Cr)



## Asset Management AUM Movement in Q2FY20

(INR Cr)



# Capital Markets



## Key Equity Capital Market & Advisory Transactions

**Capital Small Finance Bank**

**Private Equity Placement**  
July 2019  
Sole Financial Advisor



**Initial Public Offering**  
July 2019  
BRLM



**Buyback**  
September 2019  
Sole Manager

## Key Debt Capital Market Transactions



**Public Issue**  
August 2019  
Lead Manager



**Public Issue**  
September 2019  
Lead Manager



**Public Issue**  
September 2019  
Lead Manager



**Public Issue**  
September 2019  
Lead Manager



## Business Performance Highlights

### *Asset Reconstruction*



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# Asset Reconstruction Business Performance Snapshot



| INR Cr               | Q1FY20 | Q2FY20 |
|----------------------|--------|--------|
| AUM                  | 47,463 | 47,029 |
| EOP Capital Employed | 8,631  | 8,765  |
| EOP Equity           | 2,158  | 2,236  |
| Net Interest Income  | 204    | 179    |
| Credit Costs         | 26     | 17     |
| PAT                  | 105    | 73     |
| Net Interest Margin  | 11.2%  | 8.3%   |
| Cost to Income       | 22%    | 28%    |
| RoA                  | 5.8%   | 3.4%   |
| RoE                  | 22.3%  | 13.1%  |

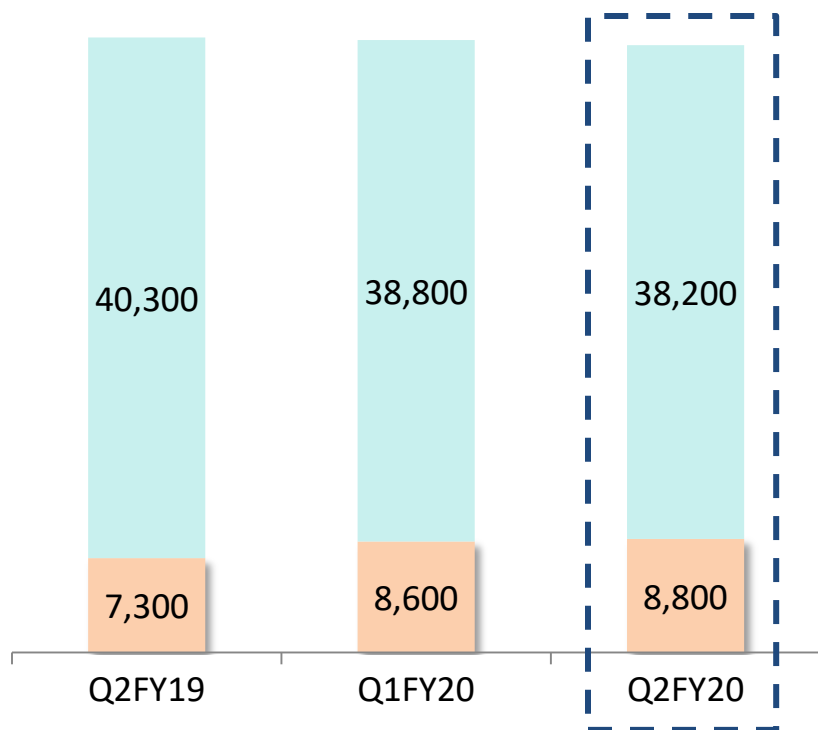
# Asset Reconstruction Overview



## AUM

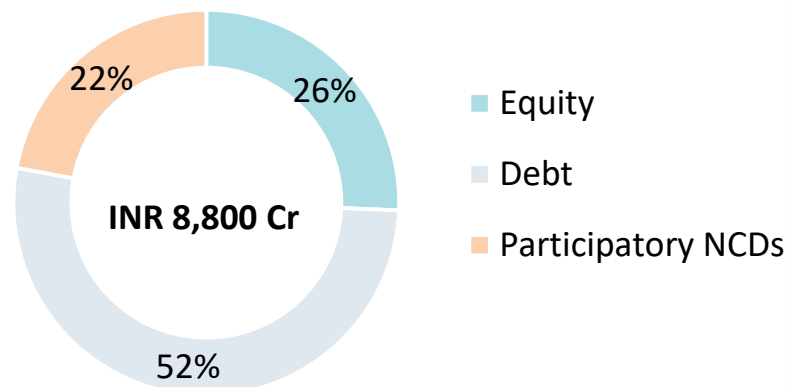
(INR Cr)

Edelweiss Contribution Investors Contribution



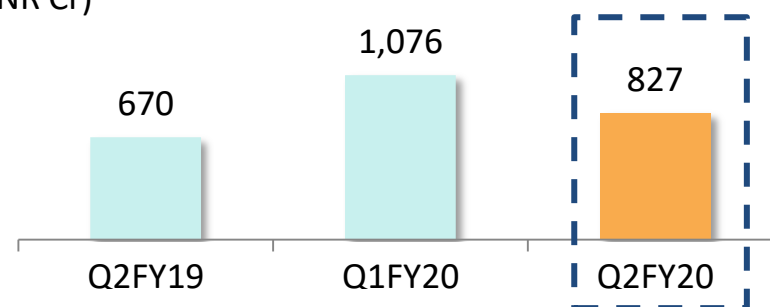
## Funding profile of Edelweiss's Contribution in ARC

(INR Cr)



## ARC Recoveries

(INR Cr)

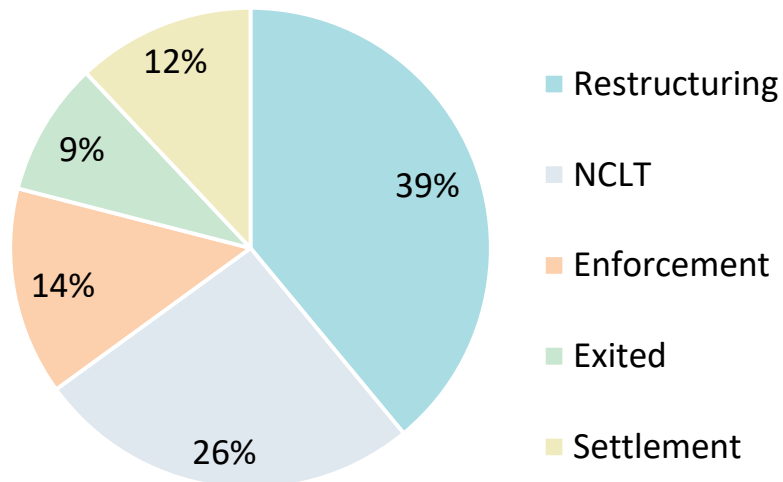


**ARC pipeline remains robust;  
Settlement financing and Retail recoveries are emerging opportunities**

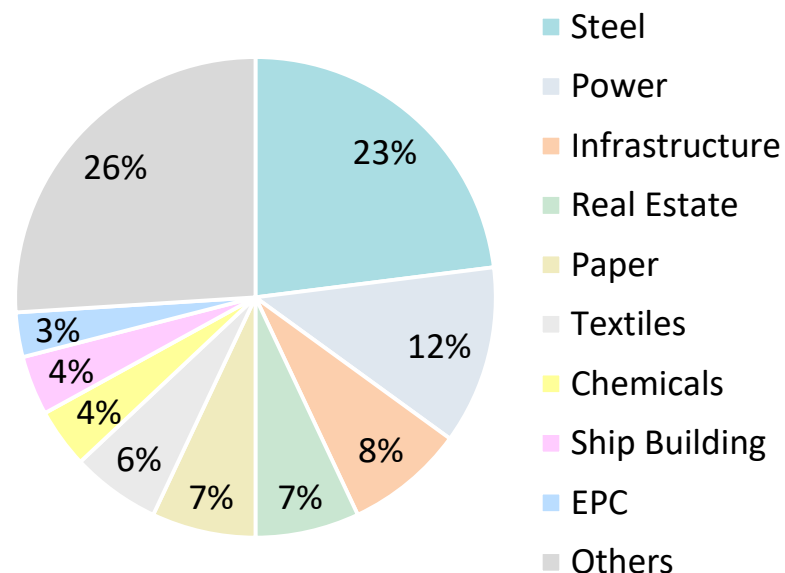
# Resolution Strategy and Top Industry Exposures



SRs Issued : Resolution Strategy wise Break-up



SRs outstanding : Top 10 industry exposure %

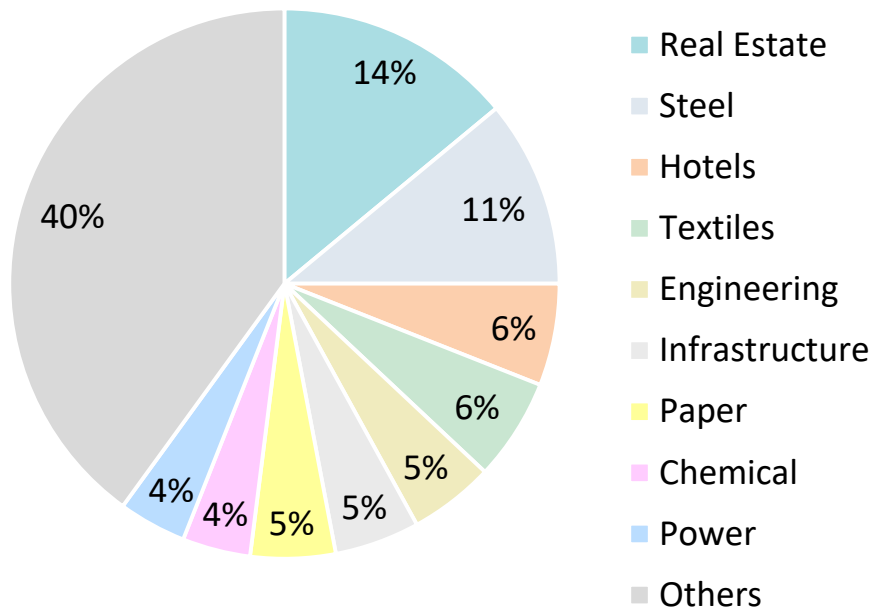


NAV of these assets are calculated bi-annually

# Strong Sourcing Ability and a Robust Pipeline



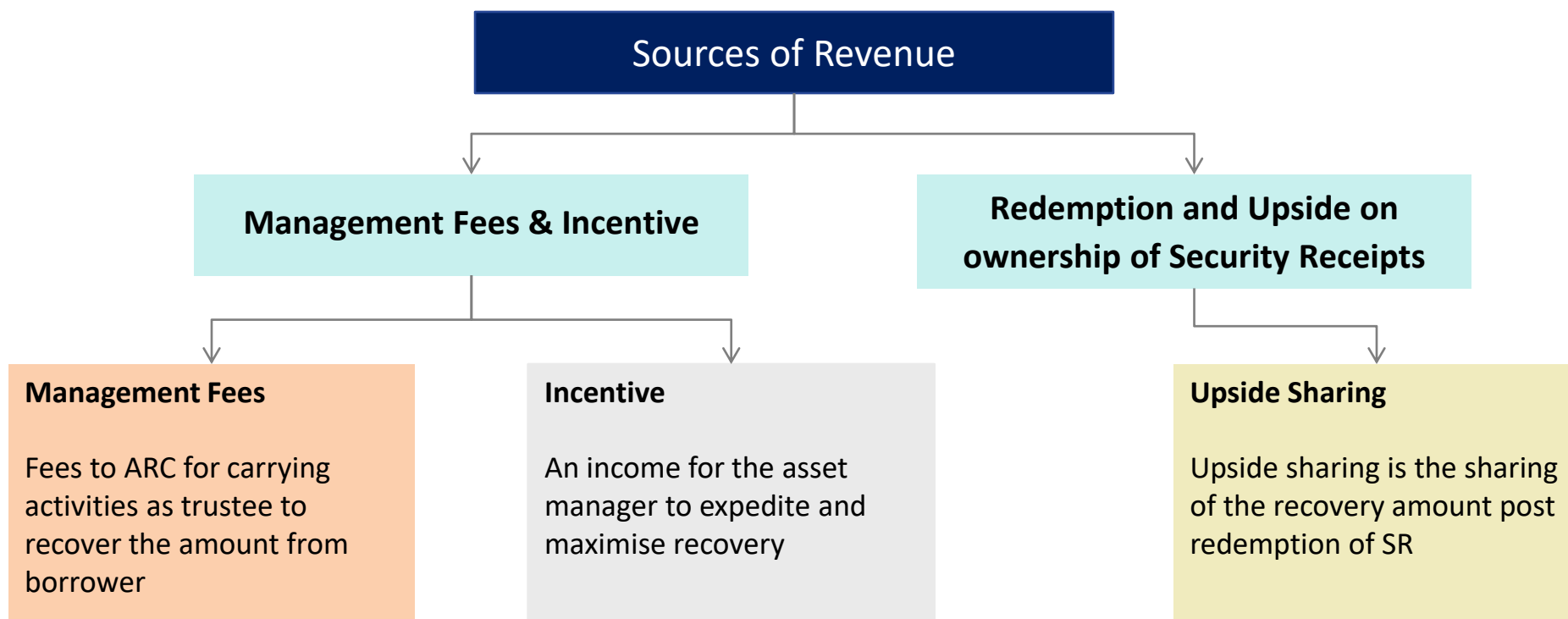
## Deals in pipeline spread across sectors



## Deep Banking Relationships

- Our Asset Reconstruction business has acquired assets from over 65 banks/FIs since inception
- Knowledge of the portfolios of banks
- Currently have access to information on over 100 stressed assets in system with potential deal size of more than INR 15,000 Cr
- Database of over 2,000 stressed assets created over last 5 years from auctions/bilateral discussions

# Model on Revenue Stream



**Recurring revenue from Management Fees & Incentive generate yields of 15-17% p.a.;  
Upside from carry income in successful cases can add around 4-6%**

# How do ARC Economics work?



Assuming asset with book value INR 200 is sold to ARC at INR 100 - Bank contributes INR 85 and ARC INR 15

| Assuming a time period of 5 years                             | Case 1      | Case 2      | Case 3      |
|---------------------------------------------------------------|-------------|-------------|-------------|
| Recovery Assumption (A)                                       | 100         | 125         | 150         |
| Management Fee @ 2% p.a. (B)                                  | 10          | 10          | 10          |
| Recovery Incentive @ 1.5% of recovery ( $C = 1.5\% * A$ )     | 1.5         | 1.9         | 2.3         |
| Return of Capital/ Upside to ARC ( $D = (A - B - C) * 15\%$ ) | 13.3        | 17.0        | 20.7        |
| <b>Total Earning for ARC = B + C + D</b>                      | <b>24.8</b> | <b>28.8</b> | <b>32.9</b> |

**Banks get a return over and above their invested capital without any incremental effort in this model;  
Average IRR of ~18-20% is earned on the investment by the ARC**

## Snapshot of ARC Economics for H1FY20



| INR Cr                         | H1FY20   |
|--------------------------------|----------|
| Nominal Value of debt acquired | 1,14,227 |
| Price paid @ avg. 50% discount | 55,822   |
| Capital Employed               | 8,765    |
| Net Interest Income            | 383      |
| <b>PAT</b>                     | 178      |

**NII of 9.6% on average capital employed and RoA 4.5% and RoE of 17.3% for H1FY20**



## Business Performance Highlights

### INSURANCE

*Life Insurance – General Insurance*



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# Life Insurance Performance Snapshot



| (INR Cr)                         | Q2FY19      | Q2FY20      | Y-o-Y Growth |
|----------------------------------|-------------|-------------|--------------|
| Net Premium Income               | 180         | 218         | 21%          |
| Investment Income & Other Income | 16          | 45          | 185%         |
| <b>Total Business</b>            | <b>196</b>  | <b>263</b>  | <b>34%</b>   |
| Profit After Tax                 | (74)        | (54)        | -            |
| Minority                         | (37)        | (26)        | -            |
| <b>Edelweiss' Share in PAT</b>   | <b>(38)</b> | <b>(28)</b> | <b>-</b>     |
| <b>Net Worth</b>                 | <b>982</b>  | <b>832</b>  |              |

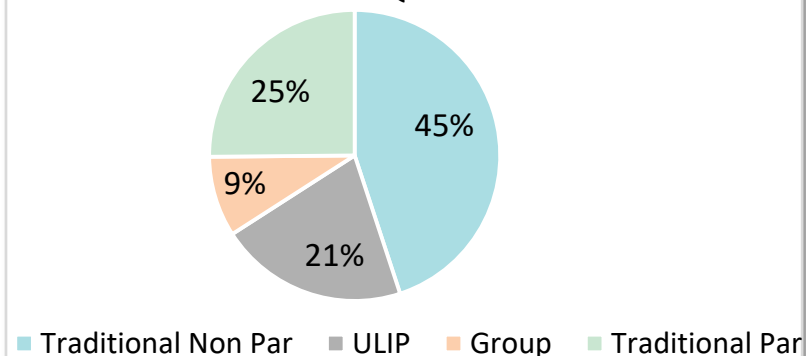
121 branches and 46,306 PFAs across 93 locations in India

# Life Insurance – Long Term Value Creation

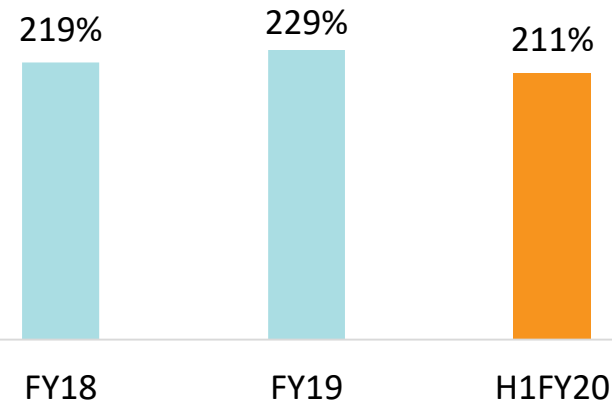


## Product Mix

New Business Premium Q2FY20

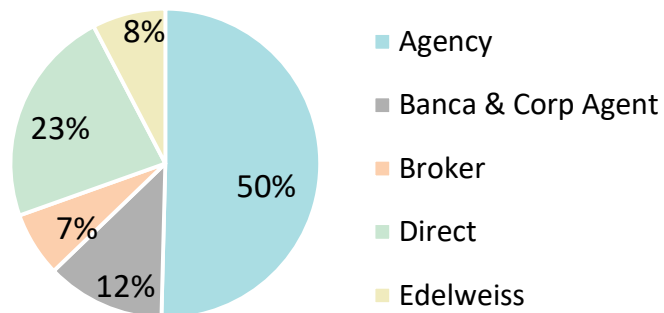


## Solvency Ratio

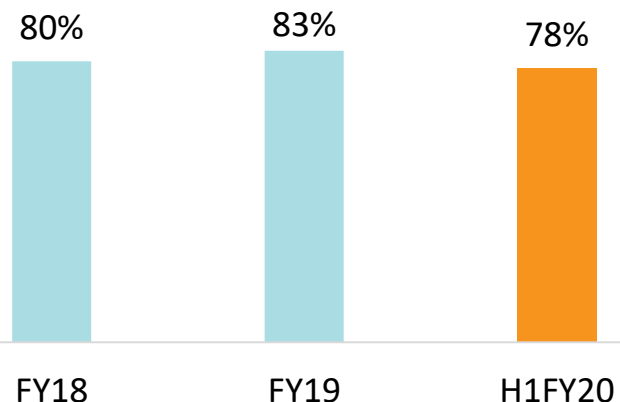


## Channel Mix

New Business Premium Q2FY20



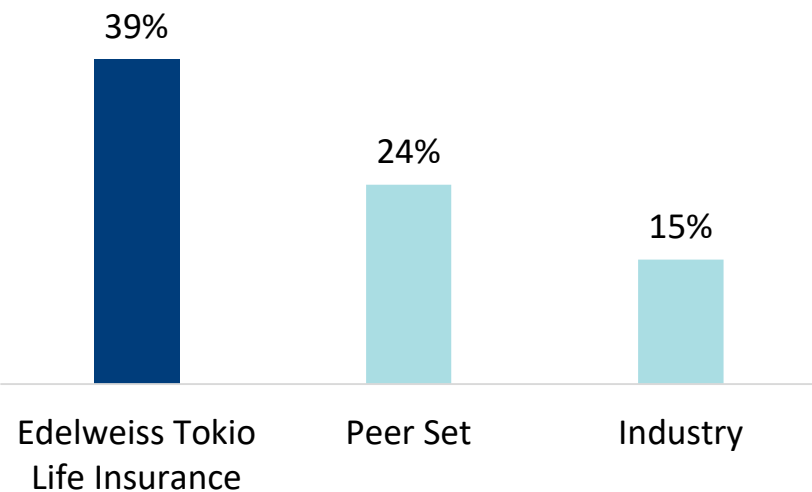
## 13<sup>th</sup> Month Overall Rate Persistency



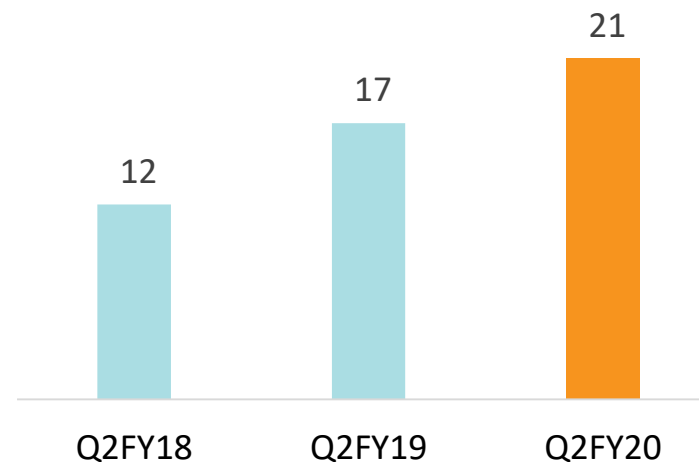
# Life Insurance Scaling Rapidly



**Collected Individual Annual Premium Equivalent**  
CAGR growth since FY17



**Number of Policies Issued (Individual business )**  
(in 000)

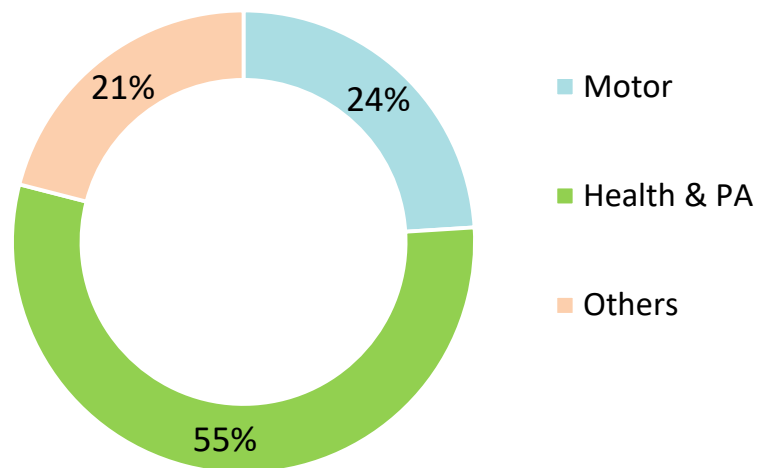


- Collected Individual Annual Premium Equivalent (APE) for Q2FY20 stood at INR 85 Cr
- Gross premium at INR 229 Cr growth of 23% YoY
- Embedded Value at INR 1,462 Cr as on 30th September 2019

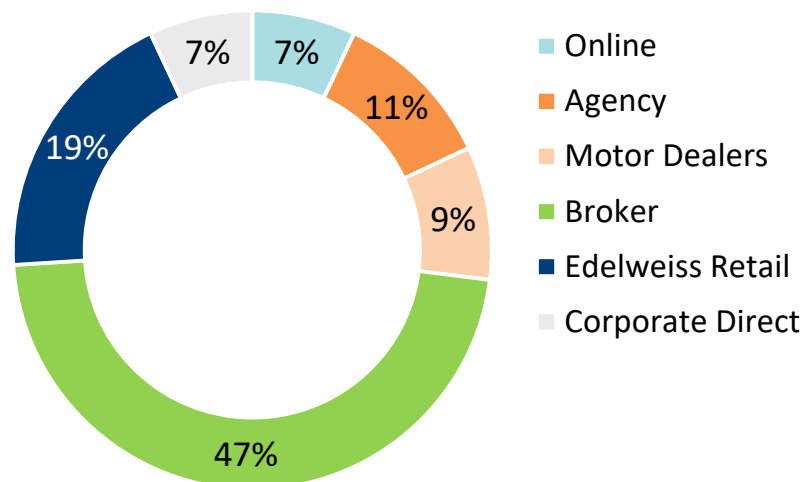
# General Insurance



Product Mix - Q2FY20



Channel Mix - Q2FY20



- Gross Written Premium at INR 58 Cr - growth of 67% YoY
- Contribution of profitable Motor Own Damage line is 63% - highest in the industry
- 1500+ partners created in Retail
- Youngest insurer but not the smallest – ahead of 8 General Insurance players



## Liquidity Management



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# Maintained Sufficient Liquidity



|                     | FY 16  | FY 17  | FY 18  | FY 19  | H1FY20 |
|---------------------|--------|--------|--------|--------|--------|
| Available Liquidity | 4,000  | 5,800  | 10,600 | 10,100 | 8,400  |
| Balance Sheet Size* | 27,400 | 36,900 | 51,800 | 51,900 | 48,600 |
| Liquidity %         | 15%    | 16%    | 20%    | 19%    | 17%    |

# Cash Flow Plan



| Particulars (INR Cr)                       | Q3FY20       | Q4FY20       | Q1FY21       | Q2FY21       |
|--------------------------------------------|--------------|--------------|--------------|--------------|
| <b>Opening Available Liquidity (A)</b>     | <b>8,400</b> | <b>8,000</b> | <b>8,800</b> | <b>8,500</b> |
| <b>Inflows</b>                             |              |              |              |              |
| Asset EMI and Repayments                   | 2,000        | 2,800        | 1,800        | 1,500        |
| Securitization                             | 1,000        | 1,000        | 1,000        | -            |
| Fresh Borrowings                           | 2,500        | 2,100        | 1,700        | 2,500        |
| <b>Total Inflows (B)</b>                   | <b>5,500</b> | <b>5,900</b> | <b>4,500</b> | <b>4,000</b> |
| <b>Outflows</b>                            |              |              |              |              |
| Total Borrowings Repayments                | 4,400        | 3,100        | 2,800        | 2,300        |
| Fresh disbursements                        | 1,500        | 2,000        | 2,000        | 2,000        |
| <b>Total Outflows (C)</b>                  | <b>5,900</b> | <b>5,100</b> | <b>4,800</b> | <b>4,300</b> |
| <b>Closing Available Liquidity (A+B-C)</b> | <b>8,000</b> | <b>8,800</b> | <b>8,500</b> | <b>8,200</b> |

# Assets in each Period Adequately Covering the Liabilities



|             | Assets | Liabilities | Gap   |
|-------------|--------|-------------|-------|
| Upto 1 year | 15,300 | 14,100      | 1,200 |
| 1-3 years   | 16,600 | 15,400      | 1,200 |
| 3 years+    | 16,700 | 9,200       | 7,500 |

Total gap represents our equity base

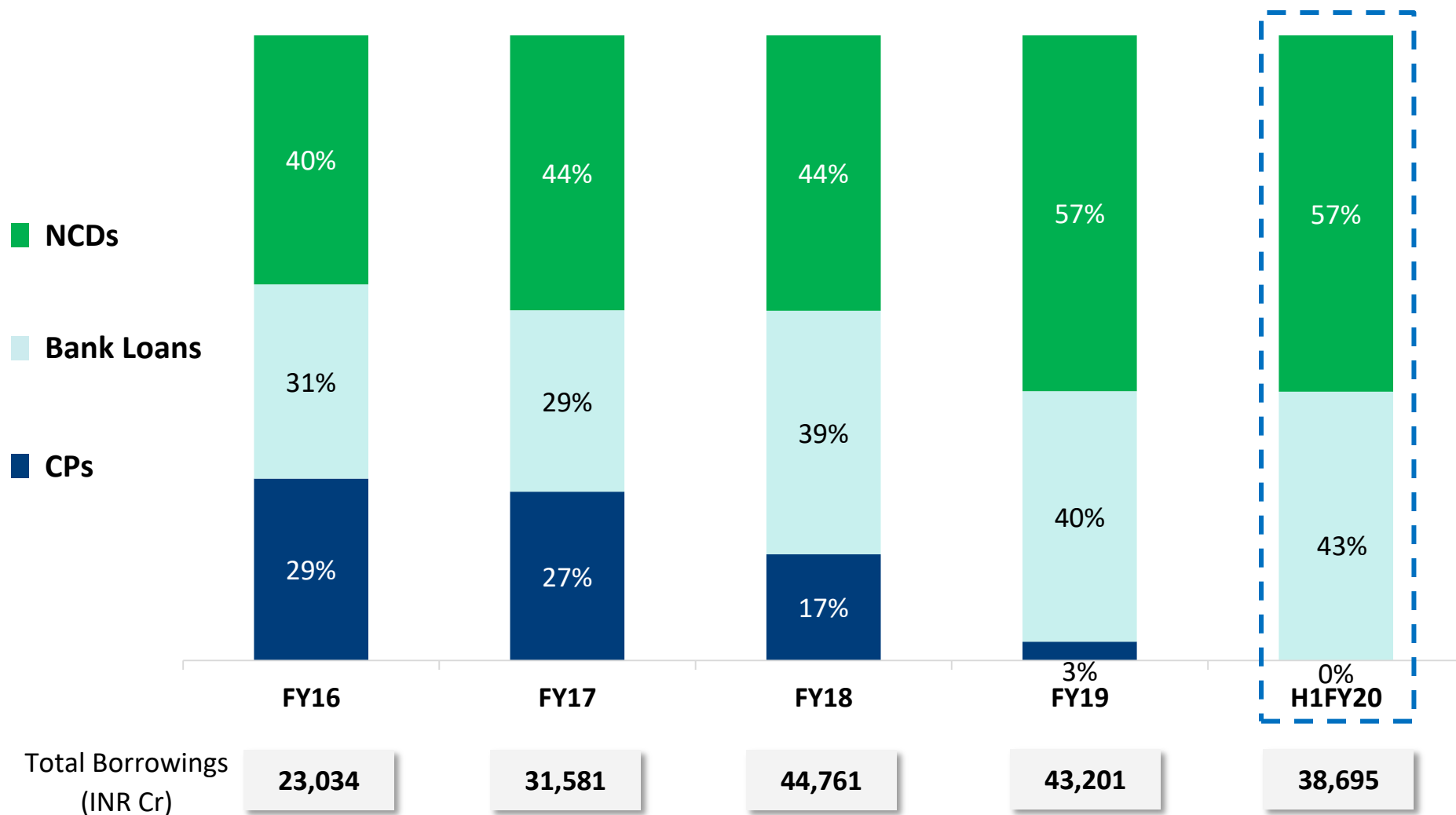


## Balance Sheet Highlights



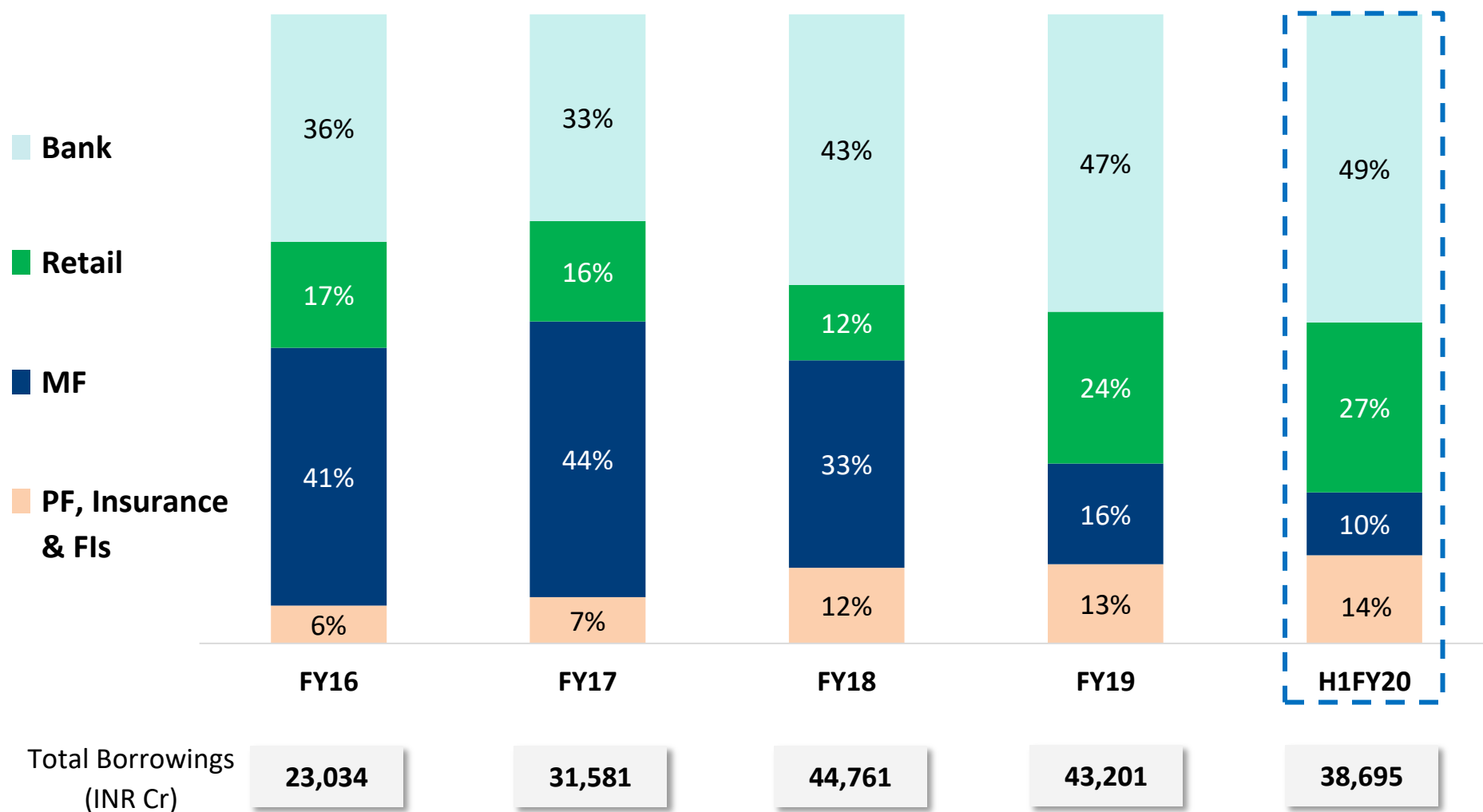
**Edelweiss**  
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# Diversified Borrowing Profile By Instruments...



**Negligible CP exposure as on 30<sup>th</sup> September, 2019**

## ...And By Source

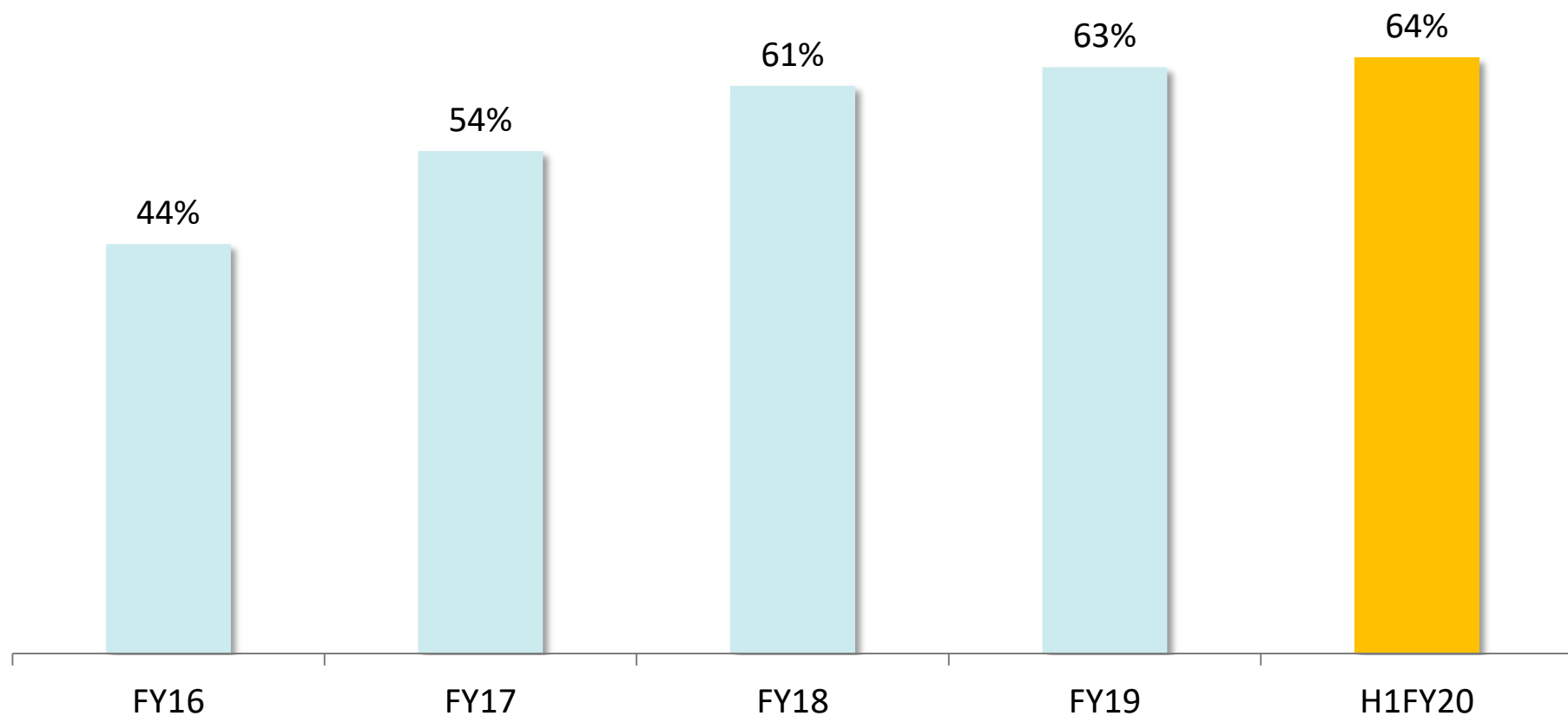


**Increasing focus on retail borrowings in the total liability mix**

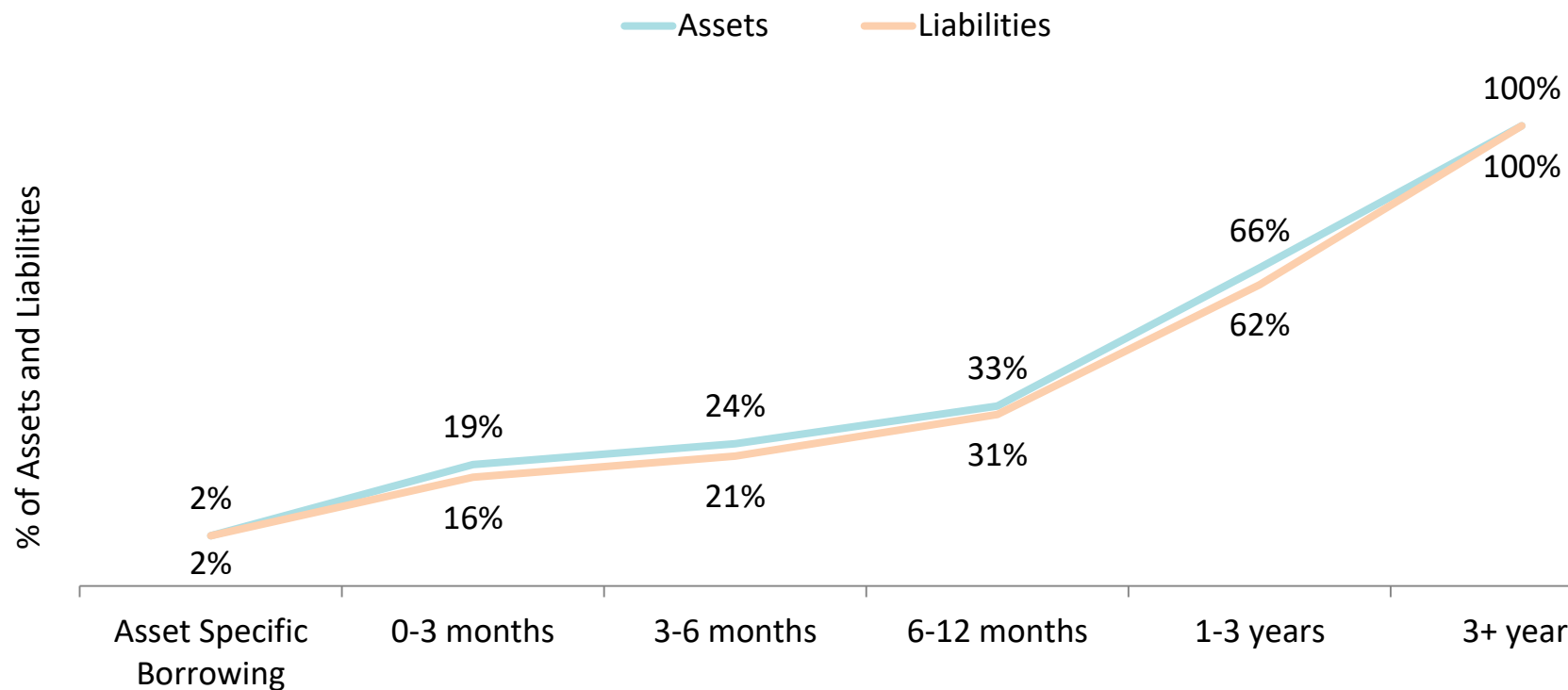
# Increasing Percentage of Long Term Borrowings



% of Total Borrowings (excl ASB)



# Positive ALM Across Durations



- BMU manages ALM under the aegis of Asset Liability Committee

# Comfortable Capital Adequacy Ratio



## Capital Structure as on 30<sup>th</sup> Sept, 2019 (INR Cr)

|                    |        |       |
|--------------------|--------|-------|
| Core Equity Tier I | 8,310  | 15.6% |
| Additional Tier I  | 345    | 0.6%  |
| Tier II            | 2,589  | 4.9%  |
| Total Capital      | 11,244 |       |

## Capital Adequacy Ratio

**21.1%**

# Debt to Equity Ratio Reduced Further



## Capital Structure as on 30<sup>th</sup> Sept, 2019 (INR Cr)

|                                 |                 |        |
|---------------------------------|-----------------|--------|
| Total Debt                      |                 | 38,695 |
| Less:                           | Treasury Assets | 4,658  |
| Net Debt (Ex-Treasury Assets)   |                 | 34,037 |
| Equity                          |                 | 9,870  |
| D/E ratio (Ex- Treasury Assets) |                 | 3.4x   |

# Our Risk Governance Structure...



## Oversight by Board Risk Committee

### Global Risk Committee

#### Business Risk

- Implementation of risk framework for specific businesses
- Defining risk policies & limits for various products
- Continuous monitoring of risks and ensure adherence to policies

#### Group Risk & Assurance

- Risk aggregation and monitoring
- Risk culture
- Will have an oversight over all 11 risk vectors & provide assurance on financial & business parameters

#### Enterprise Risk Management Council

- Define Organization risk framework & appetite
- Review “High Impact” risk events
- Risk aggregation and interplay assessment

## ...Ensures Prudent Risk Management and Responsible Growth



**Business Risk**

**Credit Risk**

**Liquidity Risk**

**Market Risk**

**Regulatory  
Risk**

**Reputational  
Risk**

**Physical  
Infrastructure  
Risk**

**Technology  
Risk**

**People Risk**

**Operational &  
Process Risk**

**Fraud Risk**

**Enterprise risk management approach: 11 Risk Framework**

# 13 Member Board Comprises Majority of Independent Directors



**Mr. K Chinniah**  
***Independent Director***

- Served as Managing Director & Global Head Infrastructure, Portfolio, Strategy & Risk Group with GIC Special Investments



**Mr. Biswamohan Mahapatra**  
***Independent Director***

- Former RBI Executive Director, chaired various committees of RBI
- Handled varied areas of banking regulations, policy and supervision



**Mr. P N Venkatachalam**  
***Independent Director***

- Banking sector expert and former member of the Interim Pension Fund Regulatory Authority of India
- Former MD, State Bank of India



**Mr. Ashok Kini**  
***Independent Director***

- Former Managing Director (National Banking Group) State Bank of India
- Served as an advisor to the Thorat Committee on Financial Inclusion at RBI
- 35 years of banking experience



**Mr. Navtej S. Nandra**  
***Independent Director***

- Served as President of E\*TRADE Financial Corporation.
- Prior to this he served as CEO for Morgan Stanley Investment Mgmt Inc. and COO for Wealth Management at Merrill Lynch



**Dr. Ashima Goyal**  
***Independent Director***

- Professor at Indira Gandhi Institute of Development Research
- Specialist in open economy macroeconomics, international finance, institutional and development economics
- Serves as a Part-time member of Economic Advisory Council to the Prime Minister



**Mr. Berjis Desai**  
***Independent Director***

- An independent legal counsel engaged in private client practice.
- Retired as Managing Partner at J. Sagar & Associates



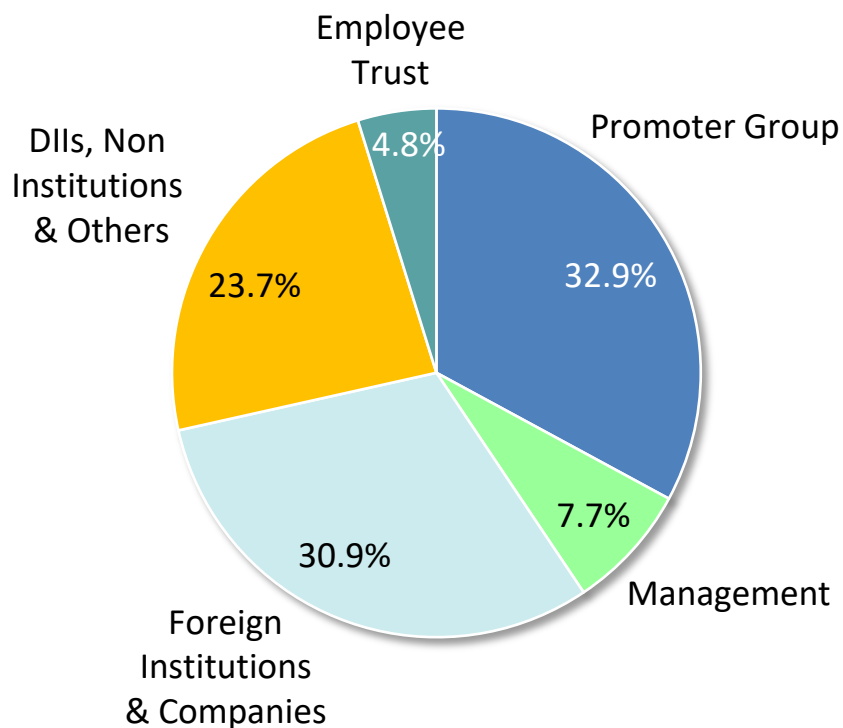
**Ms. Anita M George**  
***Non- Executive Director***

- Executive Vice President, Strategic Partnership- Growth Markets, CDPQ India
- Prior to CDPQ, was Senior Director of the World Bank's Energy and Extractive Industries Global Practice

# Significant Institutional Ownership



Shareholding Pattern as on 30<sup>th</sup> September, 2019



| Key Shareholders above 1% |                                               | Percent |
|---------------------------|-----------------------------------------------|---------|
| 1                         | BIH SA                                        | 4.3%    |
| 2                         | Pabrai Investment Funds                       | 3.6%    |
| 3                         | Wellington Management                         | 2.6%    |
| 4                         | LIC                                           | 2.1%    |
| 5                         | HDFC Mutual fund                              | 2.0%    |
| 6                         | Vanguard Group                                | 1.6%    |
| 7                         | Caisse de dépôt et placement du Québec (CDPQ) | 1.5%    |
| 8                         | Flowering Tree Investment Management          | 1.3%    |
| 9                         | Baron Asset Management                        | 1.3%    |
| 10                        | Kotak Mutual Fund                             | 1.2%    |
| 11                        | Goldman Sachs Funds                           | 1.2%    |
| 12                        | Rakesh Jhunjunwala                            | 1.1%    |
| 13                        | Fidelity Management & Research                | 1.0%    |

~45% owned by Edelweiss management and employees



## ESG at Edelweiss

# Our Framework is based on the United Nations Sustainable Development Goals



## People Focused Goals



No Poverty, Zero Hunger & Economic Growth



Quality Education



Gender Equality

## Planet Focused Goals



Affordable & Clean Energy

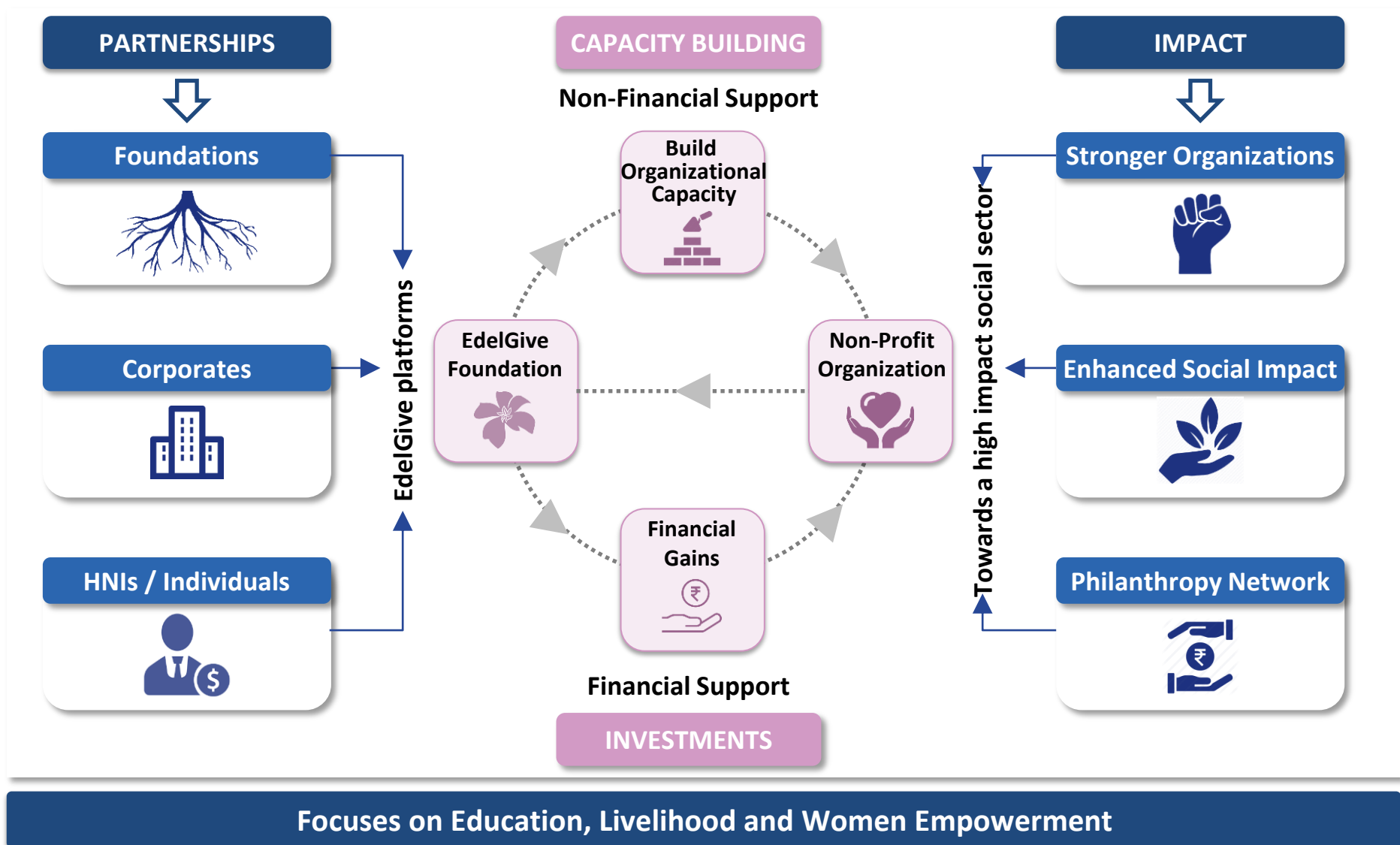


Responsible Consumption

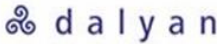


Climate Support

# EdelGive Foundation - Unique Philanthropic Platform



# EdelGive Funding Partners

|                                                                                                                               |                                                                                                                                     |                                                                                                                                             |                                                                                                                                   |                                                                                                                                                 |                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <br>BILL & MELINDA GATES foundation          | <br>TATA TRUSTS                                    | <br>BRITISH ASIAN TRUST<br>TRANSFORMING LIVES TOGETHER     | <br>GREAT EASTERN CSR FOUNDATION               | <br>Asian Venture Philanthropy Network                       | <br>CHILDREN'S INVESTMENT FUND FOUNDATION |
| <br>HT Parekh FOUNDATION<br>Be HERE tomorrow | <br>dalyan                                         | <br>CHANDRA FOUNDATION                                     | <br>CDPQ                                       | <br>BURGUNDY®<br>ASSET MANAGEMENT LTD.                       | <br>GENERAL ATLANTIC                      |
| <br>genpact<br>Transformation Happens Here   | <br>Swiss Re Foundation                            | <br>Indian Institute of Technology Bombay                  | <br>IEFG International Education Funders Group | <br>atDta                                                    | <br>BOROSIL®                              |
| <br>VOLKART FOUNDATION                       | <br>NPCI<br>NATIONAL PAYMENTS CORPORATION OF INDIA | <br>SVP SOCIAL VENTURE PARTNERS                            | <br>International Innovation Corps             | <br>SAR                                                      | <br>allcargo<br>logistics Ltd.            |
| <br>UnLtd India                            | <br>PORTICUS                                     | <br>EMpower<br>Enriching young lives in emerging markets | <br>SAVANNAH WISDOM                          | <br>RARE<br>ENTERPRISES<br>Insight   Intellect   Integrity | <br>THE GLOBAL FUND FOR<br>Children     |

We have partnered with some of the largest foundations, Corporates and HNIs through our innovative models focused on collaboration

# EdelGive is supported by Funding Partners of Four Categories



## International Foundations

|                                   |                   |                                       |
|-----------------------------------|-------------------|---------------------------------------|
| Bill and Melinda Gates Foundation | Savannah Wisdom   | Children's Investment Fund Foundation |
| Ford Foundation                   | Dalyan Foundation | British Asian Trust                   |

## International Funders

|                           |            |                  |
|---------------------------|------------|------------------|
| Burgundy Asset Management | atDta      | General Atlantic |
| CPDQ                      | First Data | Genpact          |

## Indian Foundations

|             |                    |                                   |
|-------------|--------------------|-----------------------------------|
| Tata Trusts | Volkart Foundation | H.T. Parekh Foundation            |
| SDMC        |                    | Great Eastern Shipping Foundation |

## Indian Corporates

|         |                    |                  |
|---------|--------------------|------------------|
| Borosil | Allcargo Logistics | Lucky Securities |
|---------|--------------------|------------------|

# EdelGive NGO Partners



## Education



Working to improve Student Learning Outcomes by leveraging Government systems



## Women Empowerment



Working to enable economic and social empowerment of women



## Livelihoods



Working to improve livelihoods in agrarian communities through water related interventions

# EdelGive Foundation - Key Metrics



## Employee Engagement

|                           |                                                            |
|---------------------------|------------------------------------------------------------|
| Employee Engagement %     | More than 70% engaged in financial and nonfinancial giving |
| Man Hours spent till date | 33,170 hrs                                                 |
| Field Visits till date    | 168+                                                       |

## Capacity Building – Non financial support

Employees provided skills and time pro bono in over 100+ projects till date

- Strategy and leadership
- Systems, processes and technology
- Financial planning
- Human resources

## Grants and Funding

### Cumulative till date

|                           |                   |
|---------------------------|-------------------|
| Grantees                  | More than 95 NGOs |
| Funds Committed           | > INR 231 Cr      |
| Presence in Indian States | 14 States         |
| Funding Partners          | 116               |

**Edelweiss wins National CSR Award**



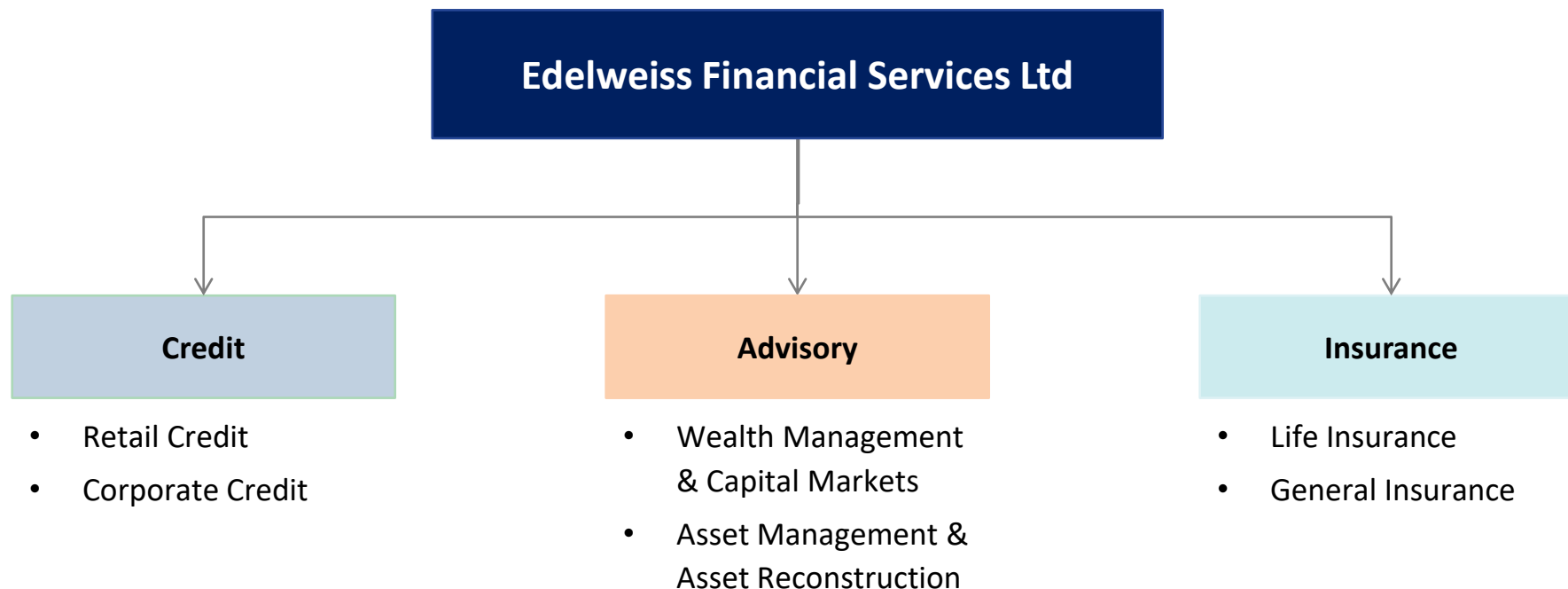
## **Addendum to Q2FY20 Earnings Update**

***Business Strategy Going Forward***



**Edelweiss**  
Ideas create, values protect

# Edelweiss Business Group Structure



## Six businesses across three ring fenced verticals

- Our Retail Credit, Life and General Insurance businesses are in growth phase
- Our Advisory businesses are market dominant and scaling steadily
- Our Corporate Credit business is being transitioned to the Asset Management model

# Edelweiss Strategy FY20-23



| Line of Business                                   | Strategy                                                                                                                                                                                    | Benefits                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Retail Credit</b>                               | <ul style="list-style-type: none"> <li>Will work largely in partnership with banks for Co-origination</li> </ul>                                                                            | <ul style="list-style-type: none"> <li><b>Equity Release:</b> Equity in the Corporate Credit will be released as we wind down the book</li> </ul>                                                                                                                                                                                                                                                                                                                                                           |
| <b>Corporate Credit</b>                            | <ul style="list-style-type: none"> <li>Showcase our workout capabilities especially in real estate and structured credit transactions</li> <li>Deliberate move to fund structure</li> </ul> | <ul style="list-style-type: none"> <li><b>Financing :</b> Gradual rundown of the Corporate Credit will generate liquidity which will finance Retail Credit growth</li> <li><b>ALM:</b> Costs of maintaining liquidity will reduce as the book becomes more granular</li> <li><b>Asset Quality:</b> Credit risk will be more granular since the book will be predominantly retail credit</li> <li><b>Quality of Earnings:</b> Earnings will be a blend of fee and spread, leading to healthy RoAs</li> </ul> |
| <b>Wealth Management &amp; Capital Markets</b>     | <ul style="list-style-type: none"> <li>Maintain dominance in each of the segments</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>Favourable landscape for synergistic expansion</li> <li>Low competitive intensity</li> <li>Superior economics</li> </ul>                                                                                                                                                                                                                                                                                                                                             |
| <b>Asset Management &amp; Asset Reconstruction</b> | <ul style="list-style-type: none"> <li>Alternatives will be a big growth area</li> <li>To build platform for Retail ARC</li> </ul>                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Life Insurance</b>                              | <ul style="list-style-type: none"> <li>Continue as per plan towards breakeven</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>Building source of long - term annuity income</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>General Insurance</b>                           | <ul style="list-style-type: none"> <li>Focus on cross-sell and digital delivery model</li> </ul>                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

**New phase in our journey of building sustainable diversified institution**

# Retail Credit



## Key Metrics

| H1FY20           | INR Cr |
|------------------|--------|
| Capital Employed | 15,111 |
| Equity           | 2,502  |
| PAT              | 78     |

## Business Strategy

- Continue our focus on growing in niche segments especially in SME and Affordable Housing Loans in partnership with banks
- Move from Tech-enabled to Tech-first approach – revamp of customer outreach and delivery model
- Business is still in growth investment phase
- Growth in book will result in efficiency in scale, reduce C/I thereby improving RoA
- Steady state RoA target of ~2-2.5% in next 2-3 years from current levels

**Retail Credit will constitute 75% of the book by FY23**

# Corporate Credit



## Key Metrics

| H1FY20           | INR Cr |
|------------------|--------|
| Capital Employed | 16,178 |
| Equity           | 3,358  |
| PAT              | 70     |

## Business Strategy

- Book is going through a down cycle and is expected to reverse in next 3-4 quarters
- Asset Management vehicles have proved to be a better source of long term stable and flexible capital for non-granular, high yield credit opportunities in the longer term
- This will come from global investors and domestic HNIs looking for duration and yielding assets
- We are hence accelerating the move of Corporate Credit from NBFC to fund form
- Current drag on profitability is due to higher credit costs which will continue to impact profits for next 3-4 quarters

**We expect the corporate book to come down by ~50-60% in the next 2 years**

# Asset Management & Asset Reconstruction Business



## Key Metrics

| H1FY20 | INR Cr |
|--------|--------|
| AUM    | 82,900 |
| Equity | 2,306  |
| PAT    | 208    |

## Business Strategy

- We manage ~INR 83,000 Cr of combined customer assets with our capital contribution of ~INR 10,000 Cr
- Continue to maintain dominance in Asset Reconstruction business with the opportunity in mid market /retail NPAs with NBFC and banks
- Will consolidate our market leadership in alternatives – as we intend to raise and deploy \$1 bn every year
- With the establishment of our performance track record, sponsor commitments will progressively reduce to 5%
- Investments will happen for next 3-4 years in Mutual Fund business to scale it further

**Our key differentiator is our investment expertise and our large operating team capability**

# Wealth Management and Capital Markets



## Key Metrics

| H1FY20 | INR Cr   |
|--------|----------|
| AUA    | 1,07,800 |
| AUC    | 21,500   |
| Equity | 144      |
| PAT    | 91       |

## Business Strategy

- Achieved leadership position especially in affluent segment which is one of the fastest growing segments
- Strong technology platform and product capabilities already built
- Ability to scale up credit book for WM clients as well as focus on advisory and distribution products
- Significant synergies with Capital Markets business especially in HNI client coverage and delivery of full suite of capabilities

**We see significant opportunity in using technology to lower the cost of delivery of our services**

# Insurance



## Life Insurance

| H1FY20         | INR Cr |
|----------------|--------|
| Equity         | 832    |
| PAT            | (128)  |
| Embedded Value | 1,462  |

## Life Insurance Business Strategy

- Increase Protection and Non Par products share to boost margins
- Multi-channel distribution strategy while ramping up proprietary channels like Direct and Agency
- Our 51% JV with Tokio Marine ensures both growth capital and specialist knowledge
- We plan to achieve EV breakeven by 2022 in Life insurance business

## General Insurance

| H1FY20 | INR Cr |
|--------|--------|
| Equity | 113    |
| PAT    | (26)   |

## General Insurance Business Strategy

- Started operations in February 2018 to strengthen the retail offering
- Our current distribution strategy focuses on using our platform for cross-sell and upsell
- People- light approach to operations while leveraging technology prowess
- We plan to breakeven in another 6-7 years



## **Addendum to Q2FY20 Earnings Update**

***Indian Real Estate Snapshot***

# There is Significant Pessimism Around Real Estate..



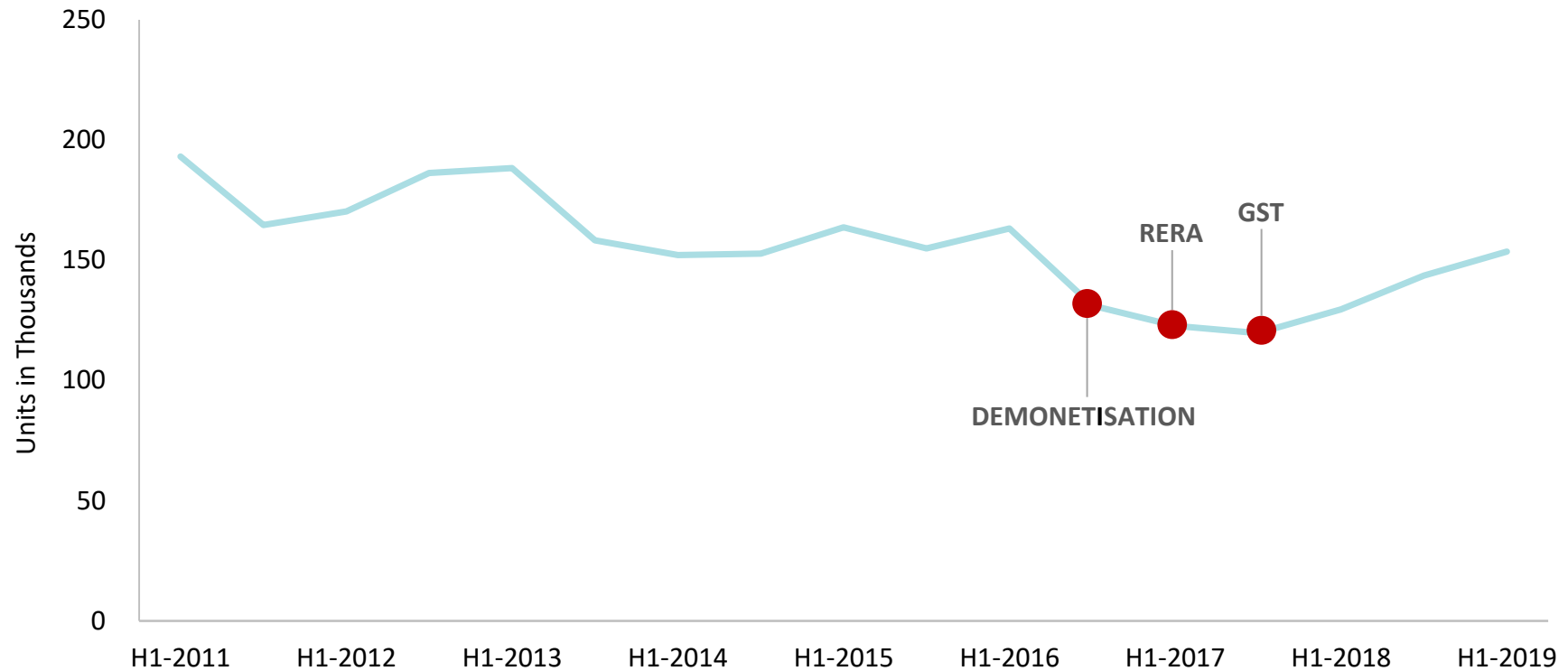
- 1 Liquidity squeeze has created a severe cash crunch for most developers
- 2 Many projects are stuck for lack of last-mile financing
- 3 Undelivered homes, along with one or two cases of fraud, have created a very negative perception in the market
- 4 General view is that the sector is under severe stress

**...but data shows that things are actually improving**

# Reform-led Revival in Sales Volumes...



Sales Trend



**-7% CAGR**

Sales from 2011 to 2017

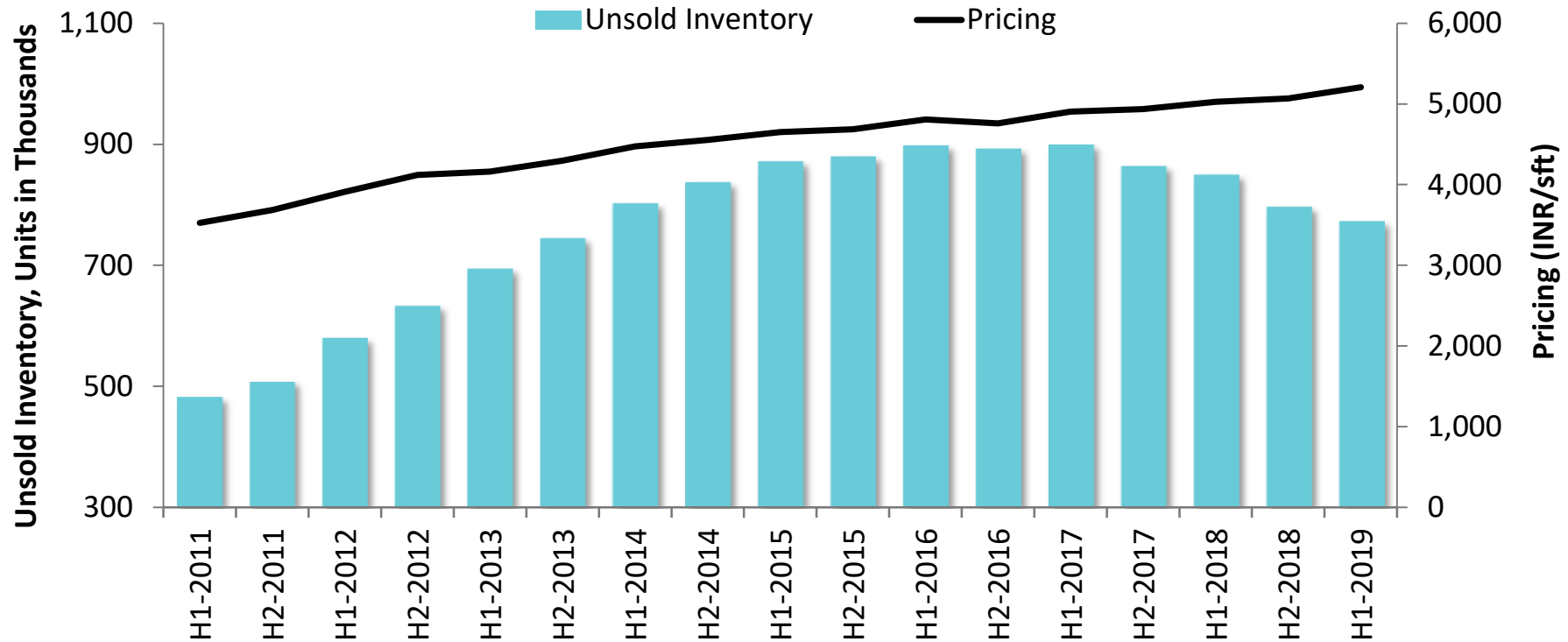
**+11% CAGR**

Last 2 years

# ...has Rationalized Inventory Levels, Helped by Flat Pricing Trends



Selling Price and inventory levels

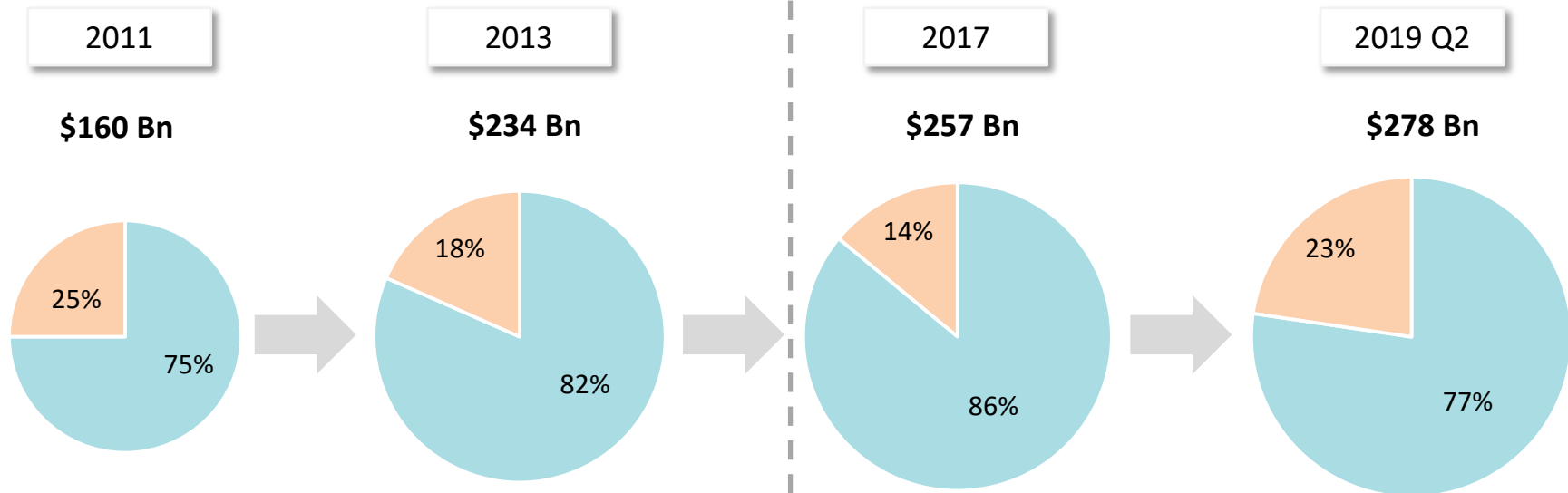


- Inflation-adjusted prices have remained flat, leading to improved affordability
- 15% decline in piled up inventory since beginning of reforms

# Balance Restored in Residential vs Commercial RE Asset Class Mix

## Value of Assets Under Construction

Residential Commercial



### 2011 - 2013

- Rapid growth in Residential RE, led largely by institutional funding
- Mix between Commercial and Residential changed from 1:3 (2011) to 1:4 (2013)

### 2017 - Present

- Investment in Commercial RE has caught up in light of economic activity – low vacancy levels
- Restoration of a mix of 1:3 between Commercial and Residential RE



## Assets under watch is only ~2x of current stressed debt



| Developer Financing (Total Book) | '000 Cr    |
|----------------------------------|------------|
| Banks                            | 330        |
| NBFCs                            | 200        |
| <b>Total</b>                     | <b>530</b> |

- Estimated stress of ~15% translates to a book of INR 80,000 Cr
- INR 80,000 Cr of total stressed debt would need ~40% of completion financing - ~INR 32,000 Cr
- Government and other private funds should be able to bridge this gap



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## NOTES:

- |                          |                                                                                                                                         |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Slide 5, 40 :            | Embedded value (EV) is calculated on market consistent basis                                                                            |
| Slide 11 :               | Balance sheet is on net basis; General insurance loss of INR 14 Cr in Q2FY20                                                            |
| Slide 12,18,19 :         | RoE is calculated excluding equity convertible instrument of CDPQ of INR 1,040 Cr                                                       |
| Slide 6,20 :             | GNPA is as per RBI prudential norms; Stage 3 Credit Book and ECL Provision correspond to GNPA and specific provision taken respectively |
| Slide 14,24,25,26,27,31: | AUM, AUA and AUC is rounded off to nearest 100                                                                                          |
| Slide 19,24,30,38 :      | Business wise financial performance numbers are on fully loaded cost basis with allocation of Group Enterprise costs                    |
| Slide 51 :               | Risk weighted assets is 88.7% of Gross Assets of INR 60,121 Cr                                                                          |
| Slide 56 :               | Key institutional shareholders: Holding of known affiliates have been clubbed together for the purpose of this information              |