





## Safe Harbor

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## **Background**



Commenced Operations in 2010 from Chennai, Tamil Nadu



Regulated by RBI and supervised by NHB



Run by professional management team backed by strong Founder Promoter and marquee investors



Presence in 215 locations

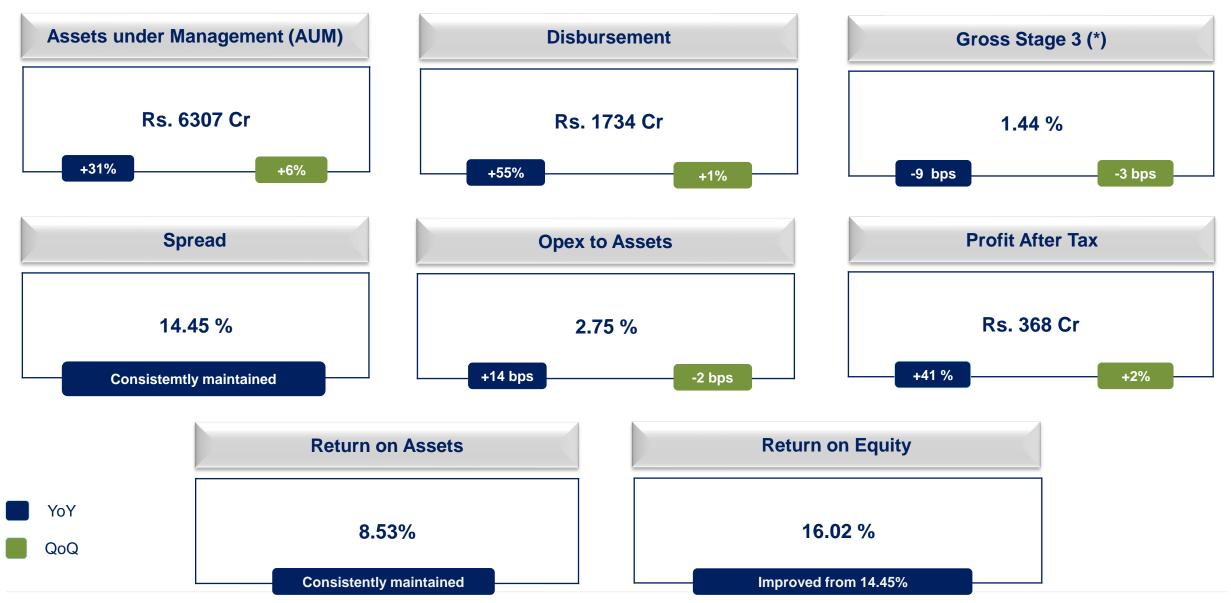


## **Key Strengths**





## **Snapshot - December 2022**



<sup>(\*) –</sup> As perRBI circular dated 12 Nov 2021



## **Diversified Loan Portfolio With Niche Customer Focus**

Secured Portfolio – Home Loans (HL) / Small Business Loans (SBL)





## **100% In-House Operations**

#### **Fully In-House Team...**



**1,323**Business origination



**252**Credit



**216**Legal & technical



417
Collection



**141**HO / Operations

#### ...Leading to Desired Business Outcomes

**Pricing Power** 



**Reduced TAT** 



**Low Takeover** 



**Reduced Operational Risk** 





## Robust Underwriting, Monitoring and Collections Process

100% In-House Sourcing

**Leveraging Technology** 

Stringent Credit Underwriting

**Robust Collection Management System** 

# Lead Generation through

- Cust app, Ref app
- Social media
- 215 Branches

Digital Onboarding and KYC

Cash flow assessment

Pre & Post Disbursement **15-24 months** 

Monitoring early default signs

0%

Sourcing from DSA / Builders

Credit verification app, property app and legal app –

Optimal leverage of technology leading to efficient processing

**Centralized Underwriting** 

**90 DPD** 

Legal action / SARFAESI



## Information & Technology: Key Enabler of Growth

### **Lending Software**

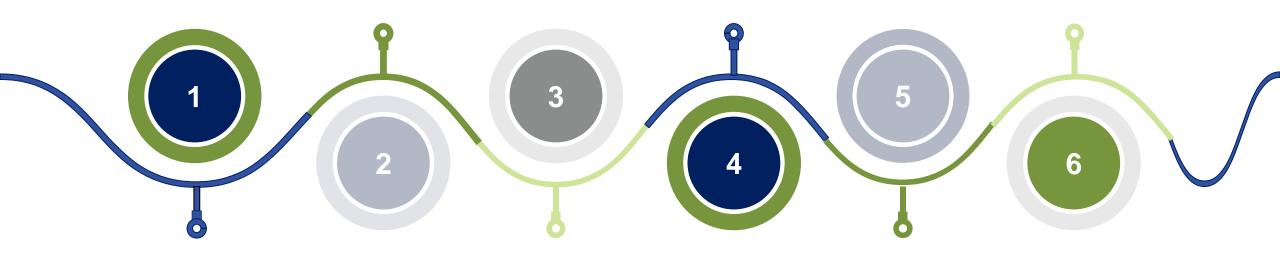
End-to-end software solution

# Customer Relationship & Service

Automated CRM and customer service requests

#### **Human Resources**

Human resources management system application



### **Customer Onboarding**

Sales app, referral app, credit verfn. app and property app E-KYC, E-Nach

### Collections App,

Payments automation via Bharat Bill Pay, Google Pay, Paytm etc

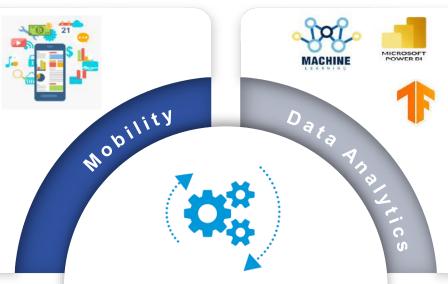
# **Business Intelligence & Analytics**

"Power" analytics platform



## Scalable and Robust Digital Landscape

✓ Mobile App for customer on-boarding, Credit Verification, Technical Valuation, Collections & Customer Service
 ✓ Easy ,Quick & Transparent process right from the field
 ✓ Robotic Process Automation(RPA) to eliminate manual process
 ✓ Electronic Payments
 ✓ Leegality - eStamp & eSign – In Progress



- ✓ Time Series Forecast Using Statistical Model and Tensor Flow for Bounce Prediction.
  - ✓ Machine Learning Models for Analysis and Predictions.
    - Customer Profile Analysis
    - Loan Foreclosure Prediction
    - Probability of Default model
- ✓ "Power BI" for Live Dashboards

- ✓ Lead generation through Campaigns.
- √Tie-up with marketing partners to get the leads [Tuskmelon,Alchem]
  - √Brand awareness
  - ✓ Location awareness
  - ✓ Product and service awareness









✓ End-to- End ERP solution
✓ Backups on Cloud
✓ Payment automation via Bharat Bill Pay
Services and Razorpay API integration in
Collection app











## Risk and Data Science Backed Centralized Underwriting



#### **Risk Management**

- 25 + key data points are collected for Customer Profile Analysis
- Stage-wise disbursement through technical visits
- Multiple touch points to ensure thorough verification in underwriting process



#### Tech -Intervention

- Tech enabled evaluation of customers
- Integration of credit score card with lending application for easier credit evaluation
- Analyzing profiles behaviour for continuous improvement of parameters through machine learning for Better & Faster credit decisioning



# **Centralized Processing**

- Consistency in underwriting with expertise in statewise analysis along with linguistic skills
- Effective training ,knowledge sharing and monitoring process
- Quick adoption to process change

Loans approved within 72 hrs

> 90 %



## **Scalability**









	Tamil Nadu	Andhra Pradesh	Telangana	Karnataka
Per Capita GDP Compared to national average of INR 157k	1.8x	1.1x	1.5x	1.5x
GDP Growth India average: 4%	13%	9%	8%	7%

			% o	f AUM as	on
State	No of branches	9M FY 23	FY 22	FY 21	FY 20
TamilNadu	82	44%	48%	52%	56%
AndhraPradesh	79	34%	31%	28%	24%
Telangana	33	13%	12%	10%	10%
Karnataka	20	8%	9%	10%	10%
Odisha	1	0%	0%	-	-
Total	215	100%	100%	100%	100%

#### **Branch Productivity as on Dec 31, 2022**

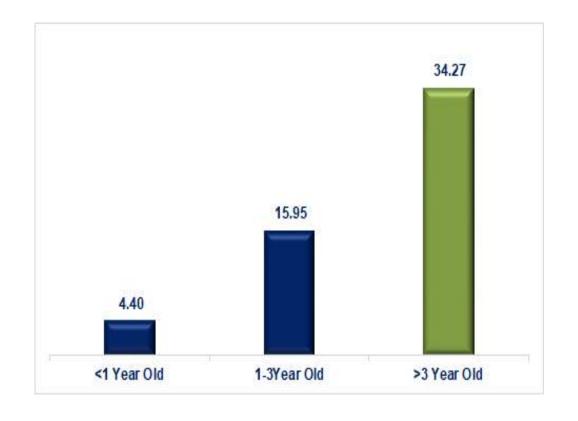
AUM per Branch (Rs. Cr)

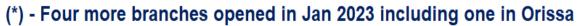
# of Branches













## **Scalable Operating Model**



**AUM Rs. Crores** 

(#) – Represents on book portfolio (no Direct Assignment transactions done)



# **Resilient Model Across Economic Cycles**

	GST Implementation FY 18	NBFC Liquidity Crisis FY 20	Covid-19 (first wave) FY 21	Covid-19 (Second wave) FY 22	Geo Political Issues 9M FY 23
AUM growth	66%	41%	28%	27%	31%
Yield	17%	18%	17%	17%	17%
GNPA	0.5%	0.7%	0.7%	1.19%(#)	1.44%(#)
ROA	6.0%	7.8%	7.4%	8.00%	8.53%

<sup># –</sup> As per RBI circular dated 12 Nov 2021



## **Strong ESG Focus**







**76%** LIG

**72%**Self-employed

38% New to Credit

### **Employment**

in rural / semi-urban areas

### **Support**

to borrowers in tier 2/3/4 locations leading to financial inclusion

#### **NIL**

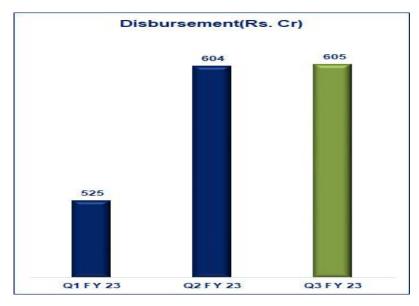
Material Civil litigation

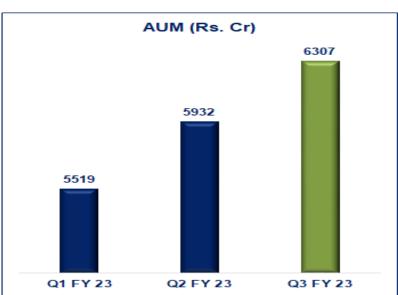
## **Diversified Experience**

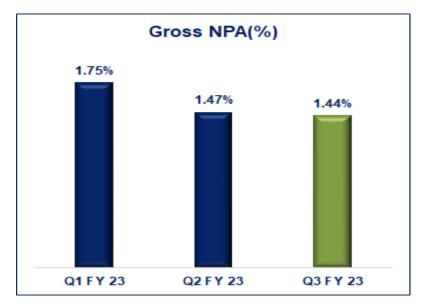
of Board Members across academic and professional domains

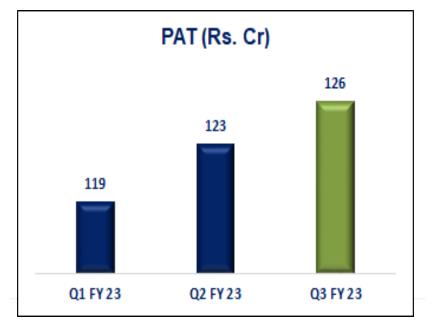


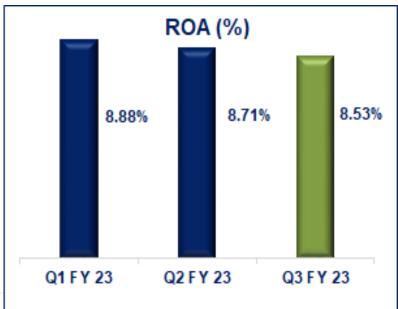
# **Performance Highlights (Quarterly)**

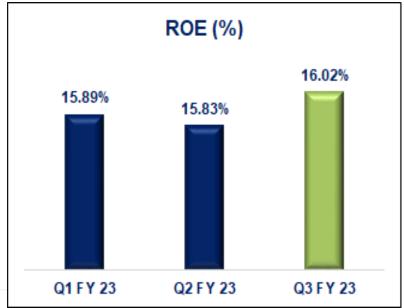






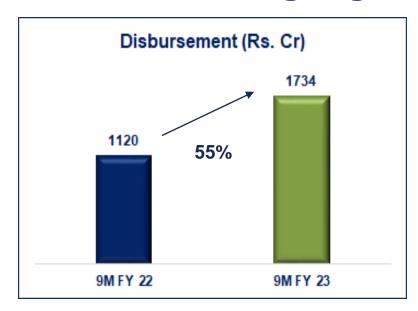


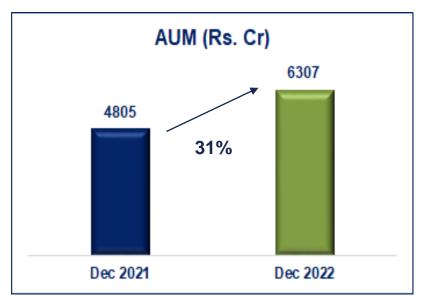


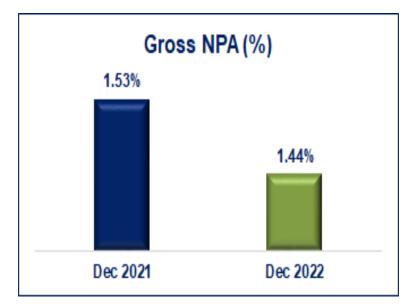


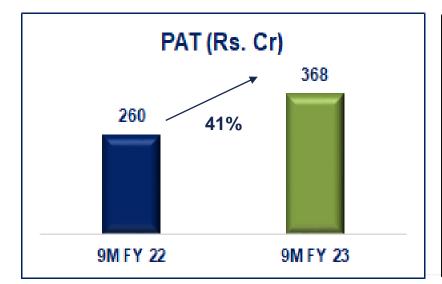


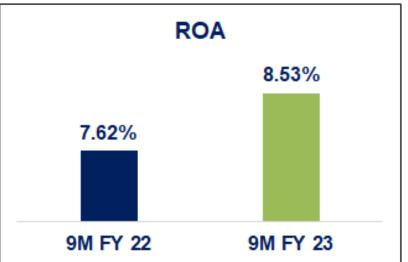
## Performance Highlights (Year on Year)

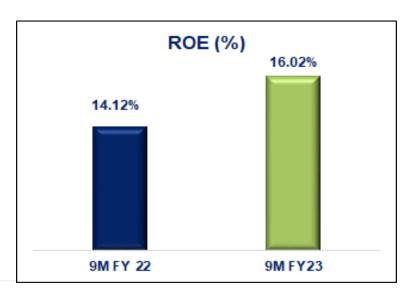








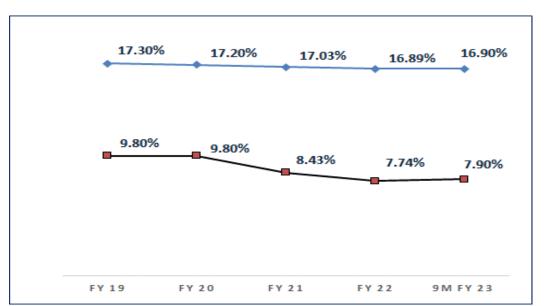


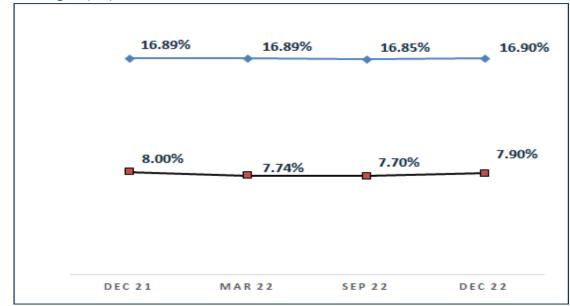


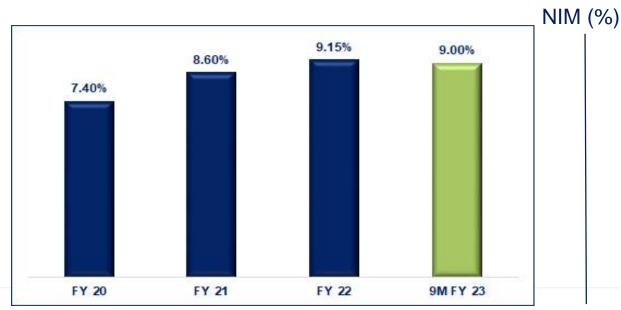


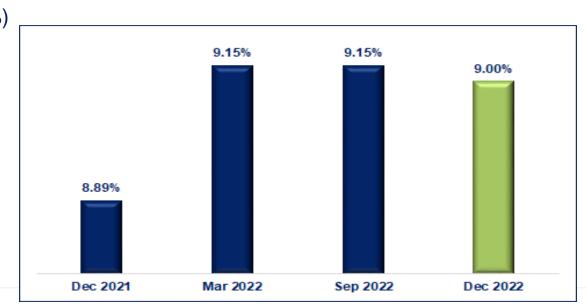
## **Consistent Spreads**

### Yields/Cost of Borrowings (%)





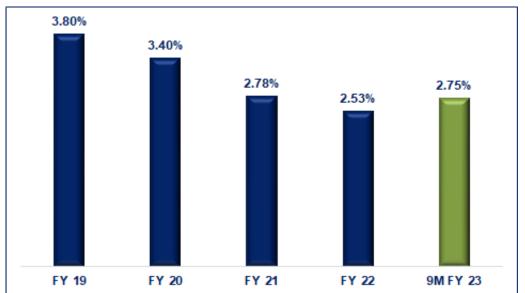




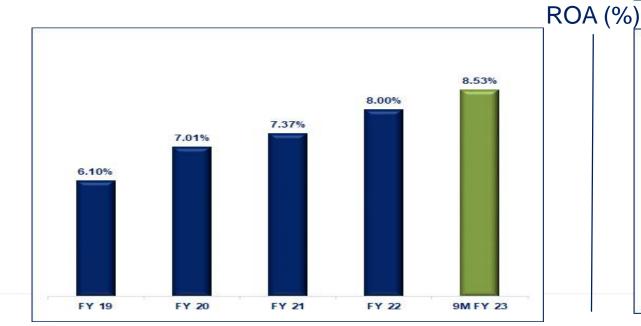


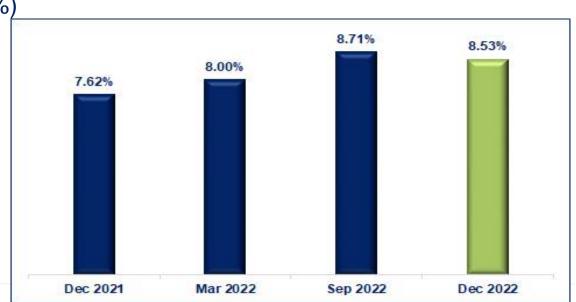
## **Opex and ROA**

## Opex (%)





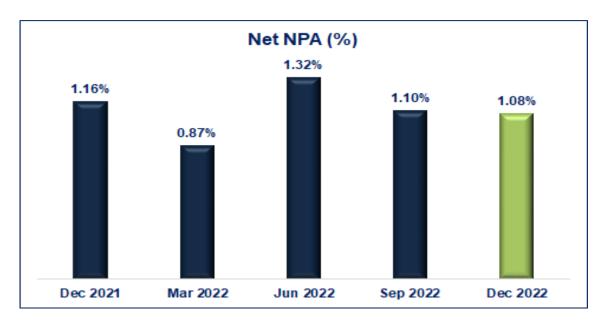


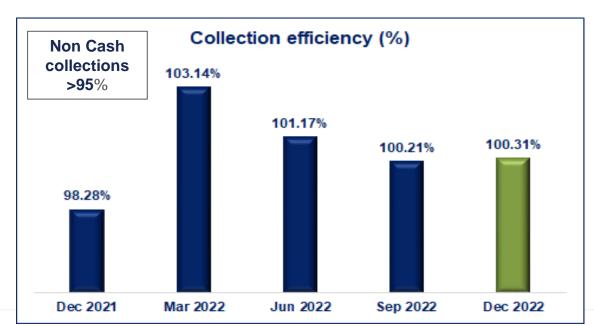




## **Asset Quality**











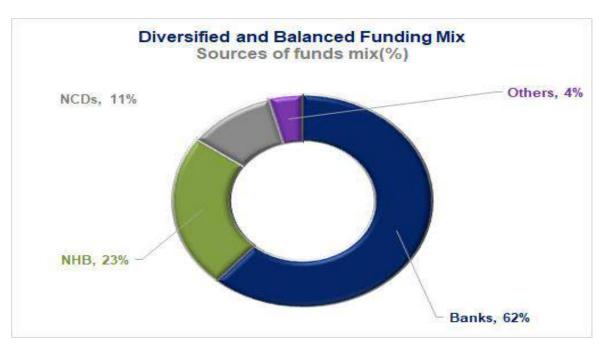
# **Provision for Contingencies (ECL)**

Rs. Lakhs

Doublesdays		Consolidated						
Particulars	31-Dec-22	30-Sep-22	30-Jun-22	31-Mar-22	31-Mar-21			
Gross Stage 3	9,107.22	8,692.27	9654.17	6,183.67	2,717.11			
% portfolio in Stage 3	1.44%	1.47%	1.75%	1.19%	0.67%			
ECL Provision Stage 3	2,276.81	2,173.07	2,413.54	1,545.92	1,178.23			
Net Stage 3	6,830.42	6,519.20	7,240.63	4,637.74	1,538.88			
Provision coverage ratio (PCR)	25.00%	25.00%	25.00%	25.00%	43.36%			
Gross Stage 2	30,402.31	29,818.89	26,049.50	45,155.90	35,289.12			
% portfolio in stage 2	4.82%	5.03%	4.72%	8.72%	8.68%			
ECL Provision Stage 2	2,235.63	1,915.17	902.49	1,020.68	176.45			
Net Stage 2	28,166.68	27,903.72	25,147.01	44,135.22	35,112.67			
Provision coverage ratio (PCR)	7.35%	6.42%	3.46%	2.26%	0.50%			
Gross Stage 1	5,91,158.93	5,54,715.88	5,16,195.10	4,66,620.41	3,68,769.06			
% portfolio in stage 1	93.74%	93.51%	93.53%	90.09%	90.66%			
ECL Provision Stage 1	2,157.73	1,886.03	1,755.06	1,602.02	328.06			
Net Stage 1	5,89,001.20	5,52,829.85	5,14,440.04	4,65,018.39	3,68,441.00			
Provision coverage ratio (PCR)	0.37%	0.34%	0.34%	0.34%	0.09%			
Total AUM	6,30,668.46	5,93,227.04	5,51,898.77	5,17,959.98	4,06,775.29			
ECL Provision	6,670.17	5,974.27	5,071.10	4,168.62	1,682.74			
Provision coverage ratio (PCR)	1.06%	1.01%	0.92%	0.80%	0.41%			



## **Robust Funding Management and Credit Profile**



Avg. tenureof	Q3 FY 23	FY22	FY21
borrowings(month s)	85.9	84.7	83.3

- Others represents Securitisation
  - Credit Rating (ICRA)— Upgraded to AA-from A+
  - Credit Rating(CARE) Upgraded to AA-from A+

#### 20+ Lender Relationships

**No Exposure** to Short term **Ioan incl CPs** 

DFI	NHB	International Finance
		Corporation

Private Sector **HDFC Bank Axis Bank Federal Bank Kotak Bank** 

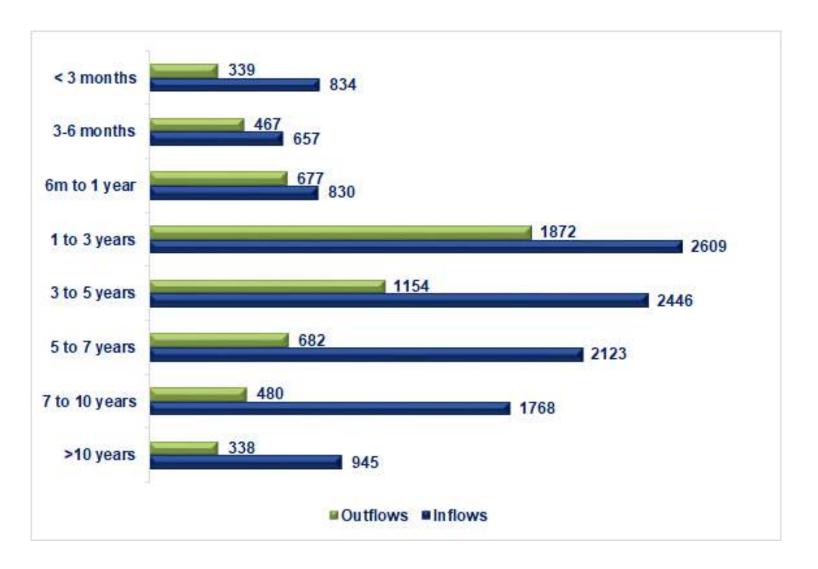
**Public Sector SBI Indian Bank** 

**Bank of Baroda Bank of Maharashtra** 



## **ALM Surplus**

#### Position as on 31 Dec 2022 (Rs.Cr)



#### **Surplus**

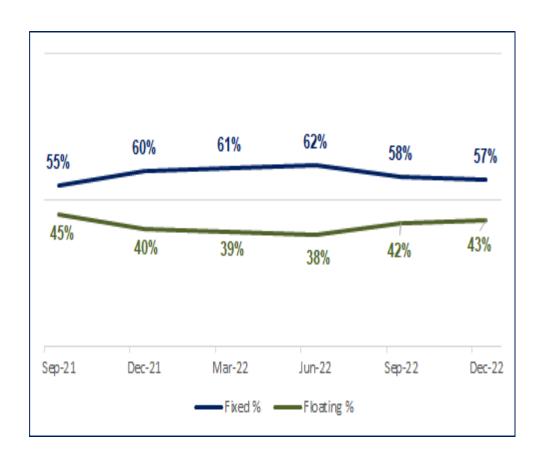


# Fixed Vs Floating (Assets Vs. Liabilities)

#### Loan Assets & Borrowings (₹ Cr) As on Dec-22

### 6307 6307 1572 (24%)1388 (22%) 2087 (34%) 4919 (78%)2648 (42%) Loan Assets Borrowings/Equity ■Equity ■Fixed ■Floating

#### **Borrowings - Fixed Vs. Floating (\*)**



gap between Loan Assets & Borrowings filled by a portion of Equity



## Comfortable liquidity position/Capital Adequacy

## A. Liquidity Rs. Crores

Unencumbered Cash and Cash	664
Equivalents	864
Un availed sanctions from NHB	400
Total	1,064

Particulars	Q4 FY 23	Q1 FY 24
Opening Liquidity	1064	1191
Add: Principal repayments and surplus from operations	312	317
Less: Debt repayments	185	250
Closing Liquidity	1,191	1,259

• Rs.1250 crores available for business upto June 2023

# B. Capital Adequacy Capital Adequacy as on 31 Dec 2022 - 79.32%



## **Key Growth Strategies**



Focus on Existing Segment

- Ticket Size in INR 0.5 1.5mn range
- Large headroom in new to credit, retail segment
- Maintain different templates of customer profiles to increase business while managing risks



Deeper
Penetration in
Existing
Markets

- Contiguous expansion and increasing penetration
- Branch expansion in new markets Odisha, Maharashtra, and Chhattisgarh



Continued focus on productivity

- Focus on Opex including cost of funds
- Continue to improve credit ratings



## **Experienced and Well Diversified Board**

#### **CMD**

M. Anandan

Chairman & Managing Director



**Sumir Chadha**Nominee Director - WestBridge



**KP Balaraj**Nominee Director - WestBridge

#### **Non-Executive Independent Directors**



S. Krishnamurthy
Former MD and CEO, SBI Life
Insurance



K. M. Mohandass
Partner, KM Mohandass & Co.



**Non-Executive Nominee Directors** 

Krishnamurthy Vijayan Former MD, JPM Asset Mgmt.

**Non-Executive Directors** 



Mona Kachhwaha
Director – Impact Investors
Council

#### **Non-Executive Independent Director**



**VG Kannan**Former- MD, SBI



**Shailesh J. Mehta**Partner, Granite Hill Capital Partners



Suman Bolina
Executive Managing Partner, Sri Santhi Corp.



## **Stable Management**



M.Anandan
Chairman & Managing Director
4 decades of experience in
Financial Services



Balaji P
ED & CFO
Several years of experience in finance, treasury, banking, fund raising



C.T. Manoharan

Executive Vice President - Business

Development

Rich experience in housing finance industry across sales, channel and distribution management



N.Srikanth
Vice President - HR
Seasoned Professional with experience
in HR planning, recruitment, training,
induction, employee relations and
engagement



John Vijayan
Chief Risk Officer
Experience in Financial Services in the areas of Operations, Finance, Customer Servicing and Internal Audit.



Subramaniam G
ED - Chief of Operations and Risk
Several years of experience in lending
(financial products), risk management,
operations and collections



V. Krishnaswami
Sr. Vice President - Information
Technology
Experience in strategizing and implementing digital technology solutions, IT designs and, infrastructure.



Ramesh K
Vice President - Credit
Rich experience in areas of Credit & Risk
Management, Fraud Control and
operations in retail finance.

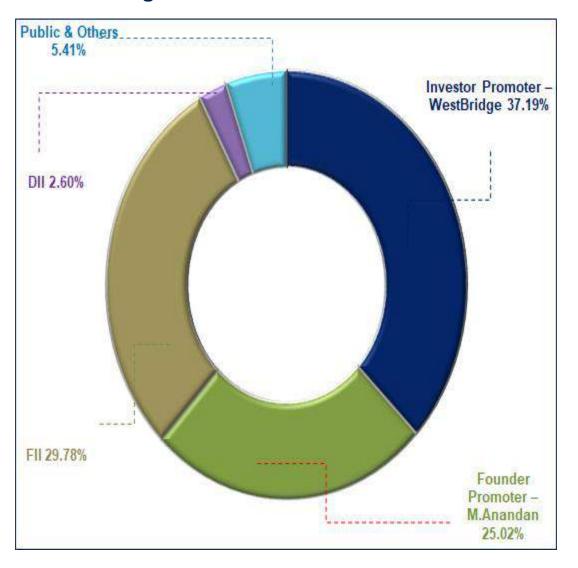


Sundara Kumar V
Vice President - Legal & Receivables
Legal experience in title deed scrutiny,
SARFAESI and arbitration procedures in
housing finance / mortgages.



## **Diversified Shareholding**

#### **Shareholding Pattern as on 27 Jan 2023**



#### **Top Institutional Shareholders as on 27 Jan 2023**

Investor Details	% of holding				
Key Investors					
Malabar Group	8.41				
Ward Ferry	3.50				
Capital Research	3.40				
Steadview Capital	3.19				
Sequoia	2.78				
Madison	1.86				
Aberdeen	1.80				
Vanguard	1.39				
Genesis	1.17				
Neuberger Berman	1.01				



# Annexures



# Consolidated Statement of Profit and Loss(\*)

Rs. Crores

						Growth
FY 22	Particulars	Q3 FY 23	Q2 FY 23	9 M FY 23		9M FY 23 over 9M FY 22
791.67	Interest income on loans	277.32	257.47	767.79	574.41	34%
48.55	Processing fees and other income	17.48	19.58	52.82	31.46	
208.59	Interest expense	77.16	66.83	198.25	159.36	
631.63	NIM	217.64	210.22	622.36	446.51	39%
117.14	Operating expenses	41.43	44.55	118.66	86.81	37%
34.47	Provisions - ECL/Write offs	7.78	9.07	26.37	24.00	
480.02	Profit before tax	168.43	156.60	477.33	335.70	42%
109.88	Provision for Taxation	42.87	33.28	109.62	75.41	
370.14	Profit After Tax	125.56	123.32	367.71	260.29	41%

(\*) – Based on Ind AS



## Consolidated Statement of Assets and Liabilities(\*)

Rs. Crores

Particulars	31-Dec-22	31-Mar-22
Sources of Funds		
Share capital	99.60	99.38
Reserves & Surplus	3102.73	2,816.78
Total Networth	3,202.33	2,916.16
Borrowings	3659.11	2,720.63
Other liabilities and provisions	54.06	47.25
Total	6,915.50	5,684.04
Application of Funds		
Loan Assets	6177.58	5,078.75
Fixed Assets	4.55	4.01
Liquid Assets - Bank FDs, MFs	671.19	547.59
Other Assets	62.18	53.69
Total	6,915.50	5,684.04

(\*) – Based on Ind AS



## **RoA Tree**

Particulars	9M FY 23	FY 22
Revenue from operations/Avg Loan book	18.45%	17.51%
Other Income/Avg loan book	0.60%	0.67%
Total Revenue/Avg loan book	19.05%	18.17%
Finance cost/Avg loan book	4.60%	4.51%
Spread/Avg loan book	14.45%	13.66%
Operating expenses/Avg loan book	2.75%	2.53%
ECL Provision/Avg loan book	0.61%	0.75%
PBT/Avg loan book	11.08%	10.38%
PAT/Avg loan book	8.53%	8.00%
PAT/Networth	16.02%	14.45%



# Thank You

