

#### CFL/LS/322/2016-17

August 16, 2017

**BSE Limited** 

Phiroze Jeejeebhoy Towers,

Dalal Street, Fort, Mumbai – 400 001.

Tel No.: 022 - 2272 2039/37/3121

BSE- Scrip Code: 532938

**National Stock Exchange of India Limited** 

Exchange Plaza,

Bandra Kurla Complex, Bandra (East)

Mumbai - 400 051.

Tel No.: 022 - 2659 8237/38

NSE - Symbol - CAPF

Sub.: Intimation of Schedule of Analyst/Institutional Investor Meetings under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations")

With reference to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015 (the "Regulations"), please find below the details of scheduled meeting with Analysts / Institutional Investors:

Date of Meetings	Type of Meetings	Name of Fund/Analysts/ Institutional Investor / Broker / Broker Conference etc.	Place of the Meetings
22-Aug-2017 & 23-Aug-2017	Investor Conference	Edelweiss India Conference 2017 (Southeast Asia), Singapore (Participants to be finalized closer to the date of the conference)	Mandarin Oriental Hotel, Singapore
24-Aug-2017	Investor Conference	Edelweiss India Conference 2017 (Southeast Asia), Hong Kong (Participants to be finalized closer to the date of the conference)	Conrad, Hong Kong

\*Note: Dates are subject to changes. Changes may happen due to exigencies on the part of Investors/Company.)

We wish to inform further that the Company will make the enclosed Presentation which is also uploaded on the Company's website.

Please take the above on record and acknowledge receipt of the same.

Thanking you,

Yours faithfully,

For Capital First Limited

Satish Gaikwad

Head - Legal, Compliance & Company Secretary















**CORPORATE PRESENTATION** 

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### Glossary



**AUM**: Asset Under Management

Bn : Billion

**CAR**: Capital Adequacy Ratio

**CCPS**: Compulsorily Convertible Preference Shares

**CFL**: Capital First Limited

**DII** : Domestic Institutional Investor

FII : Foreign Institutional Investor

FPI : Foreign Portfolio Investor

**HFC**: Housing Finance Company

**MSME**: Micro, Small and Medium Enterprises

**NBFC**: Non-Banking Finance Companies

NCD: Non-Convertible Debentures

NHB: National Housing Bank

Mn : Million

NPA: Non Performing Assets

**OPEX**: Operating Expenditure

PAT : Profit After Tax

**PBT**: Profit Before Tax

QIP: Qualified Institutional Placement

RBI : Reserve Bank of India

Note: For purposes of this presentation, the exchange rate used for converting Rs to \$ has been assumed as 65



Overview of the Company

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Agenda



## Introduction to Capital First

- Capital First Ltd, listed in BSE and NSE, is a leading Indian Financial Institution specialising in providing debt financing to MSMEs and consumers in India.
- Between 2008 to 2010, the Company was largely in the business of wholesale Financing, asset management, and had JVs in Foreign Exchange and retail equity Broking.
- Between 2010 to 2012, Mr Vaidyanathan acquired a stake in the company, changed the business model to retail, and executed a management Buyout of the Company by securing equity backing from Warburg Pincus for Rs 810 Crores and change the name of the Company to Capital First. In the process the company got new shareholders, reconstituted a new board and started new retail business lines. The Market Cap of Capital First has increased from Rs 7.90 Billion (\$121 Mn) on March 31, 2012 (FY ending prior to the buyout) to Rs 64.98 Bn on June 30, 2017 (\$1Bn).
- The founding theme of Capital First is that financing India's 50 million MSMEs and its emerging middle class, with a differentiated model, based on new technologies provides a large and unique opportunity.
- Unlike traditional models of financing, Capital First has successfully created new models to finance MSMEs and Indian consumers, in the hitherto unbanked and under-penetrated segments. The Company uses a differentiated model, based on new technologies and deep analytics.
- With this differentiated approach, Capital First has financed over 4.5 million customers in more than 225 locations across India and built loan assets of Rs 214.10 Bn (USD 3.29 bn) as on 30 June, 2017, with 93% of its loan assets in the Consumer & MSME financing space.
- Capital First has maintained high asset quality over the years. The Gross and Net NPA of the Company is 1.72% and 1.04% respectively as of June 30, 2017 on 90 dpd NPA recognition basis.



## Company's Vision



To be a leading financial services provider- admired and respected for high corporate governance, ethics and values.



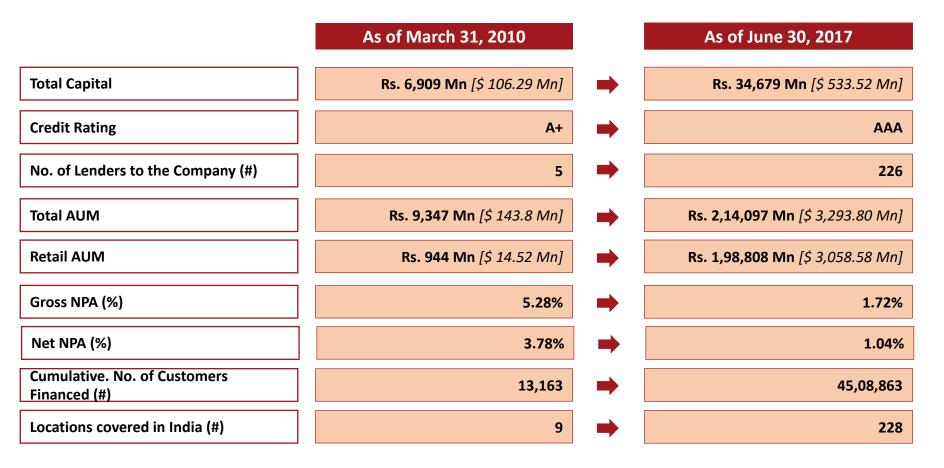
To primarily support the growth of MSMEs in India with debt capital through technology enabled platforms and processes



To finance the aspirations of the Indian Consumers using newage analytics and technology solutions



## Capital First- A transformed company in the last 7 years .....



..... With a strong foundation, the company is well set for growth in the coming years.

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## Strong Financial and Operating Parameters



Rs. 96.79 bn \$ 1.49 bn

19%

81%

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Capital First has transformed from a Wholesale Lending NBFC to a strong Retail Lending NBFC in the last 7 years..



Rs. 75.10 bn \$ 1.16 bn Rs. 61.86 bn \$0.95 bn 26% Rs. 27.51 bn

56%

\$ 0.42 bn 28% 72%

Rs. 9.35 bn

\$ 0.14 bn

Wholesale

NBFC+

broking

Forex

subsidiary

10%

Launched durable financing business with credit scoring. Divested subsidiary + Forex

business

 Merged subsidiary NBFC with parent

Launched two-wheeler financing

Capital First is founded by way of buyout of existing shareholders including 26% minority shareholders (through open offer) with investment of Rs. 8.10 billion from •

**Warburg Pincus** 

(Sep 12)

74%

 Company raised Rs. 1.78 billion as fresh equity from Warburg Pincus (Rs. 1.28 bn) and **HDFC Standard** Life (Rs. 0.50 bn)

> Company's subsidiary acquired HFC license from NHB

Closed Broking **Business** 

Rs. 119.75 bn \$ 1.84 bn



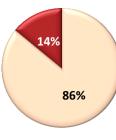
 Company's Assets under Management reached Rs. ~120.00 bn Number of customers

financed since inception crossed 1.0 million.

Capital First raised Rs. 3,000 million of primary equity capital through QIP

 Total Capital (Tier1+Tier2) at Rs. 22.39 billion (post dividend) as of 31 March 2015.

Rs. 160.41 bn \$ 2.47 bn



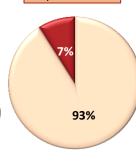
 Company's Assets under Management crossed Rs. 160.00 billion mark successfully.

 Number of customers financed since inception crossed 2.25 million.

**Total Capital** (Tier1+Tier2) at Rs. 27.39 billion as of 31 Mar, 2016

· Capital First Housing Loan Book crossed Rs. 3.99 billion

Rs. 198.24 bn \$ 3.05 bn



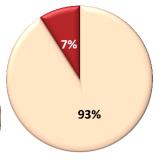
 Company's Assets under Management nearing to Rs. 200 Bn

· Number of customers financed since inception crossed 4.0 million

 Total Capital (Tier1+Tier2) at Rs. 33.99 billion as of 31 March, 2017.

 Capital First Housing Loan Book crossed Rs. 6.12 billion

Rs. 214.10 bn \$ 3.29 bn



 Company's Assets under Management crossed Rs. 214 Bn

 Number of customers financed since inception crossed 4.5 million

 Total Capital (Tier1+Tier2) at Rs. 34,679 million as of 30 June, 2017.

 Capital First Housing Loan Book crossed Rs. 9.48 billion

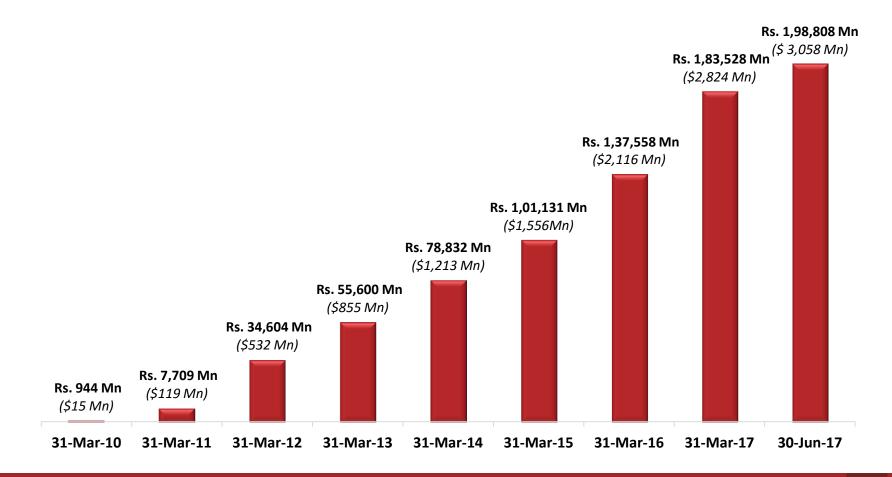
**FY10 FY11 FY12 FY14 FY15 FY16 FY13 FY17** Q1-FY18





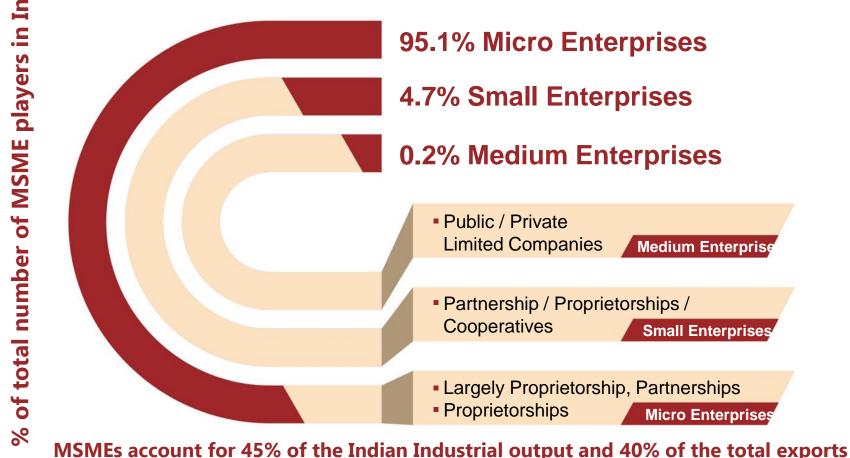
..And emerged as a significant player in the Indian Retail Financial Services within 7 years of launch with Retail Loan Book crossing Rs. 198.81 bn (USD 3.01 Billion)

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## There exists a large opportunity to finance the MSME Segment in India

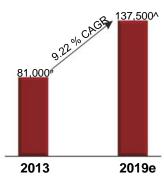
Micro, Small and Medium enterprises form a large part of the Indian Economy. They generate employment and actors a catalyst for socio-economic transformation in India. There are more than 29 million MSME enterprises across India employing more than 69 million people



Source: "Micro, Small and Medium Enterprise Finance in India – A Research Study on Needs, Gaps and Way Forward" by IFC, Nov 2012

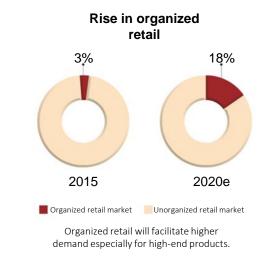
### The Indian Consumer financing market is a huge and growing opportunity.

#### Rise in per capita income (Rs.)



Increase in disposable income to drive affordability for higher valued consumer durables

Replacement cycle of consumer products has reduced from 9-10 years to 4-5 years



#### Two wheeler industry



**17.6 million**No of two wheelers sold in FY17

6.89% (Y-o-Y)

Growth in two wheelers sales for FY17

## Urbanization and greater brand awareness

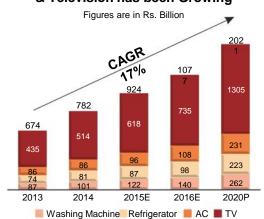
Urban Population to Rise

31% → 41%

(2011) (2030e)

Urban consumers have started to perceive consumer durables as lifestyle products and are open to pay increased prices for branded products.

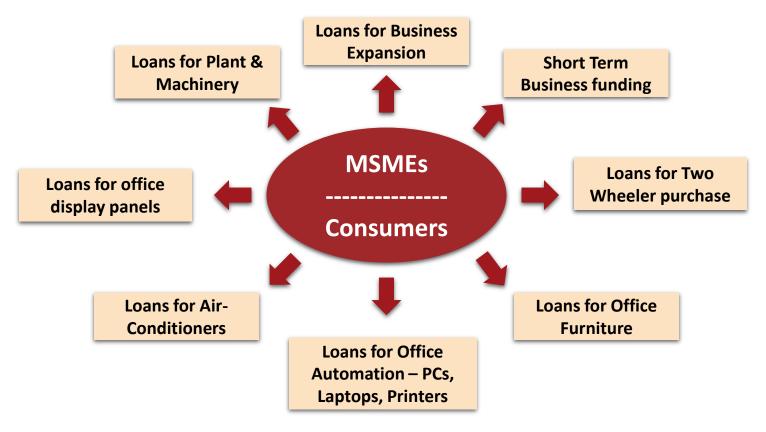
## The market for white goods\* & Television has been Growing



Note: #1USD = Rs. 54 (for March 2013), ^1USD = Rs. 62.5 (as on April 2015)

Source: MOSPI, EY study on Indian electronics and consumer durables April 2015, SIAM data

# CFL provides financing to select segments that are traditionally underserved by the existing financing system



Traditionally these end uses are underserved by the financial system as ticket sizes are small, credit evaluation is difficult, collections is difficult, and business is often unviable owing to huge operating and credit costs.



## CFL has emerged as a Specialized Player in financing MSMEs by offering different products for their various financing needs

## Typical Loan Ticket Size From CFL

Rs. 1.0 Mn - Rs. 20.0 Mn

Rs. 100K - Rs. 1.0 Mn

Rs. 15K - Rs. 100K

## Typical Customer Profile

To Small and Medium Entrepreneurs financing based on customised cash flow analysis and references from the SME's customers, vendors, suppliers.

To Small Entrepreneurs/ partnership firms in need of immediate funds, for say, purchase of additional inventory for an unexpected large order.

To Micro business owners and consumers for purchase of office PC, office furniture, Tablets, Two-Wheeler, etc.

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## **Key Product Offerings**

	Products	Key Features	Average Loan Ticket Size (Rs.)	Average Loan Tenor (Months)	Average Loan to Value Ratio (%)	Challenges
MSME Loans		<ul> <li>CFL provides long term loans to MSMEs after proper evaluation of cash flows.</li> <li>Backed by collateral of residential or commercial property.</li> <li>Monthly amortizing products with no moratorium.</li> <li>CFL also provides unsecured short tenure</li> <li>working capital loans to the MSMEs.</li> </ul>	7,400,000 (\$ 114,000)	60*	45%	Evaluation of cash flows is a key challenge for credit appraisal of MSMEs
Two Wheeler Loans		CFL provides financing to salaried segment as well as self employed individuals like small traders, shop keepers for purchase of new two-wheelers.	53,000 (\$815)	24	72%	High collection cost as the collection efforts required are significant due to small ticket size and large number of customers running into millions. Operating expenditure is also very high.
Consumer Durable Loans		■ CFL provides financing to salaried and self- employed customers for purchasing of LCD/LED panels, Laptops, Air-conditioners and other such white good products. They are also availed by small entrepreneurs for official purposes.	22,000 (\$338)	12	77%	High collection cost as the collection efforts required are significant due to small ticket size and large number of customers running into millions. Operating expenditure is also very high.

Note: All the loan product related figures are for the period FY17

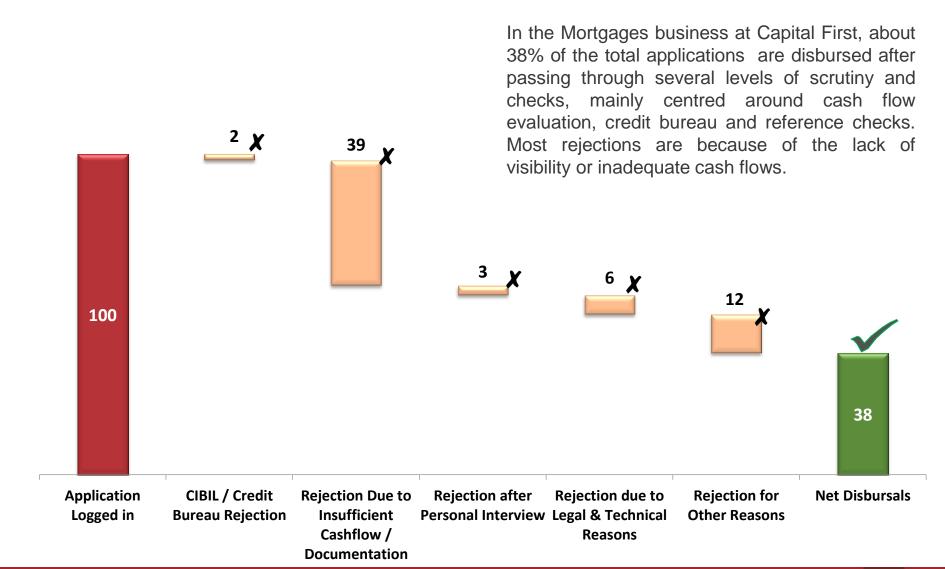
\* On actuarial basis

# CFL is structured with inherent checks and balances for effective risk management



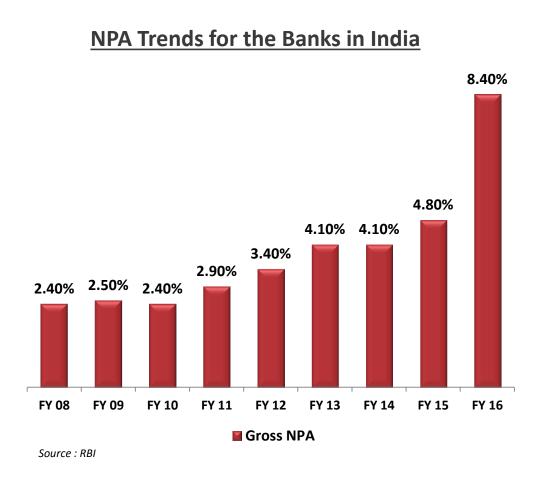
Sales, credit, operations and collections are independent of each other, with independent reporting lines for checks and balances in the system

## Rigorous Credit Underwriting Process helps in maintaining high asset quality



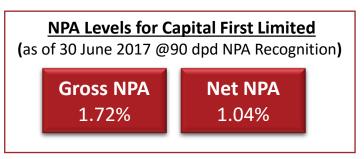


# CFL's Asset Quality is among the best in the Indian Financial Services Industry









\$Numbers above represent weighted averages based on respective loan book for the top 10 listed banks and NBFCs in India, ranked by assets based on the published financials.

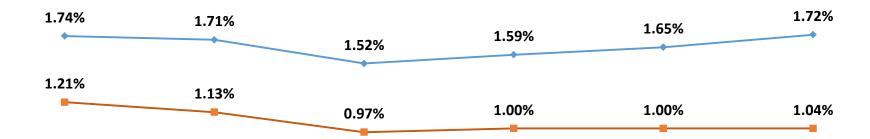


## CFL's Asset Quality is among the best in the Indian Financial Services Industry

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#### NPA Trend at 90 DPD NPA Recognition

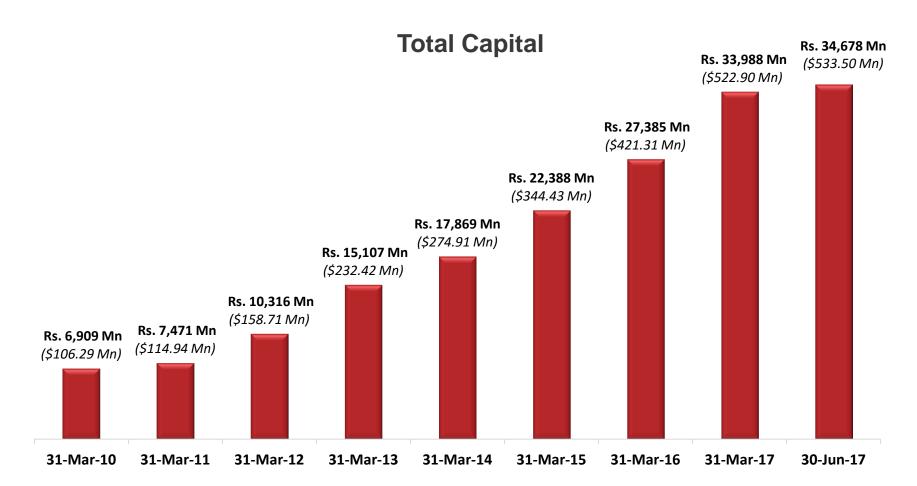
The Company transitioned its reporting of NPA from 150 DPD to 120 DPD in Q1-FY17 and from 120 DPD to 90 DPD in Q1-FY18. In order to enable easy comparability of NPA as a common scale, the chart below has been compiled to depict the NPA trend at 90 DPD over last 6 quarters.







## Total Capital of the Company has grown consistently and significantly over the years to Rs. 34.68 Bn (\$533.50 Mn)



Note: Capital includes Networth, Perpetual Debt and Sub-Debt

## Executive Chairman, Capital First.



Mr. V. Vaidyanathan founded Capital First Ltd by first acquiring an equity stake in an existing NBFC, changing the business model, and then executing a Management Buyout by securing an equity backing of Rs. 8.10 billion in 2012 from PE Warburg Pincus which included (a) buyout of majority and minority shareholders through Open Offer to public; (b) Fresh capital raise of Rs. 1.00 billion into the company; (c) Reconstitution of the Board of Directors (d) Change of business from wholesale to retail lending; (e) Creation of a new brand "Capital First". Post the buyout he holds shares and options totalling 10.5% of the equity of the company on a fully diluted basis.

He believes that financing India's 50 million MSMEs and India's emerging middle class, with a differentiated model based on new technology platforms, offers a unique opportunity in India. As part of this belief, on acquiring control of the management, he exited legacy businesses of Real estate financing, Foreign Exchange, Broking, Wealth management, Investment management and instead transformed the company into a large retail financing institution with operations in 228 locations across India. Between March 2010 to June 2017, he has grown the retail financing book from Rs. 0.94 billion (\$14 Mn) to Rs. 1,98,808 Mn (\$3.18 Bn), has grown the Equity Capital from Rs. 6.90 billion (\$106 Mn) to Rs. 23,729 Mn (\$379 Mn), reduced Gross NPA from 5.36% (180 DPD) to 1.72% (90 DPD), got the long term credit rating upgraded to AAA. The market cap of the company has increased from Rs. 7.90 billion (\$122 Mn) to Rs 64,985 Mn (\$1.00 Bn) in June 2017.

He joined ICICI Limited in early 2000 when it was a Domestic Financial Institution (DFI) and the retail businesses he built helped the transition of ICICI from a DFI to a Universal Bank. He built the Retail Banking Business for ICICI Limited since its inception, and grew ICICI Bank to 1400 Bank branches in 800 cities, 25 million customers, a vast CASA and retail deposit base, branch, internet and digital banking, built a retail loan book of over Rs. 1.35 trillion (\$20 Bn) in Mortgages, Auto loans, Commercial Vehicles, Credit Cards, Personal Loans. He also built the SME business and managed the Rural Banking Business. These businesses helped the conversion of the institution to a universal bank renowned for retail banking.

He was earlier the MD and CEO of ICICI Prudential Life Insurance Co (2009) and an Executive Director on the Board of ICICI Bank (2006). He was also the Chairman of ICICI Home Finance Co. Ltd (2006), and served on the Board of CIBIL- India's first Credit Bureau (2005), and SMERA- SIDBI's Credit Rating Agency(2005). He started his career with Citibank India in 1990 and worked there till 2000 in consumer banking.

During his career, he and his organization have received a large number of domestic and international awards including the prestigious Entrepreneur of the Year Award at APEA 2017, CNBC Asia Innovative company of the year IBLA-2017, Economic Times Most Promising Business Leaders of Asia Asian Business Leaders Conclave 2016, Malaysia, 'Outstanding Entrepreneur Award' in Asia Pacific Entrepreneurship Awards 2016, Greatest Corporate Leaders of India- 2014, Business Today – India's Most Valuable Companies 2016 & 2015, Economic Times 500 India's Future Ready Companies 2016, Fortune India's Next 500 Companies 2016, Dun & Bradstreet India's Top 500 Companies & Corporates 2016 & 2015, "India's most trusted financial brand – 2016" by WCRC Leaders Asia, "Best Retail bank in Asia 2001", "Excellence in Retail Banking Award" 2002, "Best Retail Bank in India 2003, 2004, and 2005" from the Asian Banker, "Most Innovative Bank" 2007, "Leaders under 40" from Business Today in 2009, and was nominated "Retail Banker of the Year" by EFMA Europe for 2008. He is an alumnus of Birla Institute of Technology and Harvard Business School and is a regular contributor on Financial and Banking matters in India and international forums.

He is a regular marathoner and has run 23 marathons and half marathons. He lives in Mumbai with his family of father, wife and three children.

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### **Eminent Board of Directors**



N.C. Singhal Independent Director

Former Vice Chairman & Managing Director of SCICI Ltd. (Since merged with ICICI Ltd.)

He holds Post graduate qualifications in Economics, Statistics and Administration and was awarded the united Nations Development Programme Fellowship for Advanced Studies in the field of Project Formulation and Evaluation, in Moscow and St. Petersburg.

He has 55 years of experience in Corporate sector.



Hemang Raja Independent Director

Former Managing Director & CEO of IL&FS Investsmart Itd.

He has served on the executive committee of the Board of the National Stock Exchange of India Limited and also served as a member of the Corporate governance Committee of the BSF Limited.

He is an MBA from Abilene Christian university, Texas, with a major emphasis on finance and an Alumni of Oxford university, UK.

He has a vast experience of over 35 years in financial services.



M S Sundara Rajan Independent Director

Former Chairman & Managing Director of Indian Bank.

He is a Post graduate in Economics from university of Madras with specialisation in Mathematical Economics. National Income and Social Accounting.

He has a total experience of over 39 years in the Banking Industry.



Dr. Brinda Jagirdar Independent Director

Former Chief Economist of State Bank of India.

She is an independent consulting Economist with specialisation in areas relating to the Indian economy and financial intermediation.

She is a Ph.D in Economics. university of Mumbai, M.S. in Economics from the university of California at Davis, USA, MA in Economics from Gokhale Institute of Politics and Economics, Pune and BA in Economics from Fergusson College, Pune.

She has over 35 years of experience in banking industry.



Dinesh Kanabar Independent Director

Former Deputy CEO of KPMG in India and Chairman of its Tax practice. Presently, he is the CEO of Dhruva Advisors LLP. He has handled some of the biggest tax controversies in India and has advised on complex structures for both inbound and outbound investments.

He is a Fellow Member of the ICAI.

He has over 25 years of experience advising some of the largest multinationals in India.

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## Eminent Board of Direct



Vishal Mahadevia
Non-Executive Director

He is the Managing Director & Co-Head, Warburg Pincus India Private Ltd.

Previously, he has worked with Greenbriar Equity group, Three Cities Research, Inc., and McKinsey & Company.

He is a B.S. in Economics with a concentration in finance and a B.S. in Electrical Engineering from the university of Pennsylvania.

He has 21 years of experience in Corporate sector across the globe



Narendra Ostawal
Non-Executive Director

He is the Managing Director of Warburg Pincus India Private Limited.

Earlier, he has worked with 3i India Private Limited (part of 3i group PLC, UK) and McKinsey & Company.

He holds a Chartered Accountancy degree from ICAI and an MBA from IIM, Bangalore.

He has 13 years of experience in consulting and private equity segment.



Apul Nayyar Executive Director

Prior to Capital First, Apul has worked in leadership positions across companies like India Infoline(IIFL), Merrill Lynch and Citigroup.

Apul is a qualified Chartered Accountant. He has successfully concluded Global Program for Management Development (GPMD) from Ross School of Business, Michigan, USA.

He has more than 18 years of experience in the Financial Services Industry.



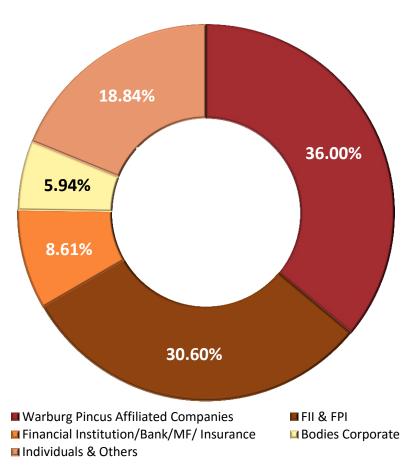
Nihal Desai Executive Director

Prior to Capital First, Nihal has worked with Serco India as Managing Director and developed new markets for its core and new BPO business.

With an Engineering degree in Computer Science and Post Graduate degree in management, he has been part of numerous management trainings from institutes like Wharton and IIM-Ahmedabad.

He has more than 20 years of work experience in the Financial Services domain.

### Reputed marquee FIIs and DIIs have invested in CFL



<sup>\*</sup> Includes Banks, Mutual Funds, Insurance

Total # of shares as of 30 June 2017: 9,74,22,069 Book Value per Share: Rs. 244 (*US\$3.75*)

### **Key Shareholders**

Warburg Pincus, through its affiliate entities

V. Vaidyanathan

GIC, Sovereign Wealth Fund, Singapore

Government Pension Fund Global, Norway

Goldman Sachs Asset Management, USA

Birla Asset Management, India

HDFC Standard Life Insurance, India

HDFC Mutual Fund, India

Jupiter Asset Management, UK

Canara HSBC OBC Life Insurance, India

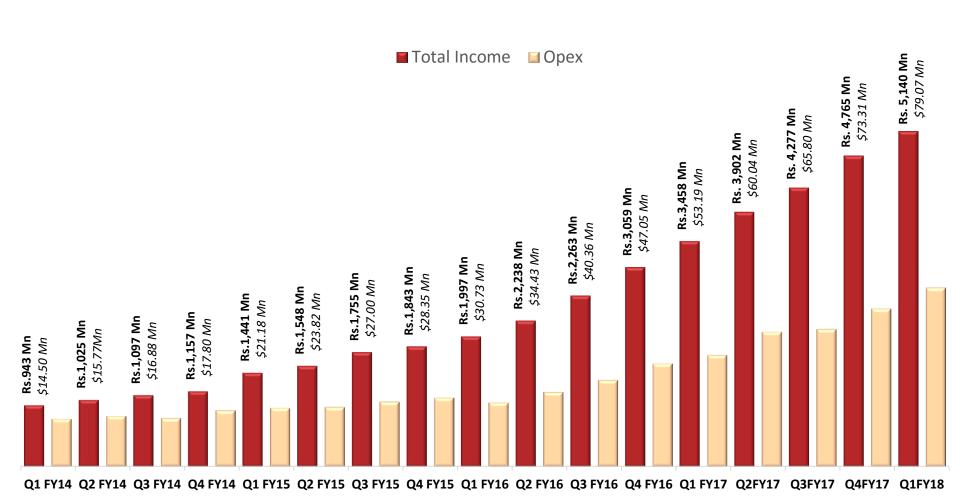
Ashburton Limited, UK

DNB (Den Norske Bank) Asset Management, Norway

Nomura Asset Management, Singapore

Income growth has continued to outpace growth in Operating Expenses, resulting in increasing operating leverage over the years...

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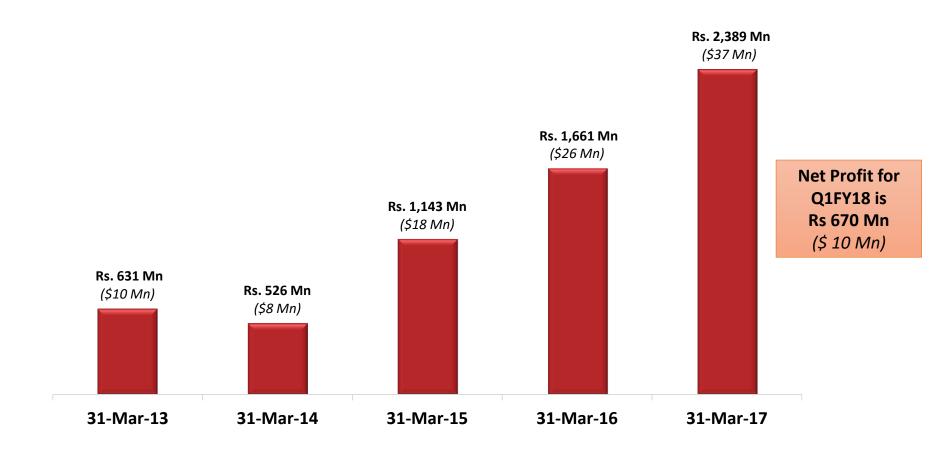


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## ...Resulting in consistent increase in profits

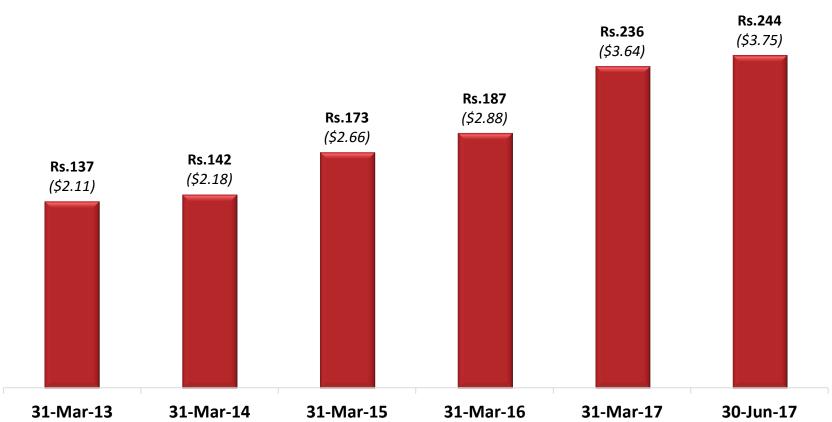
### **Net Profit**



## Book Value per share for the Company has increased every year accordingly...

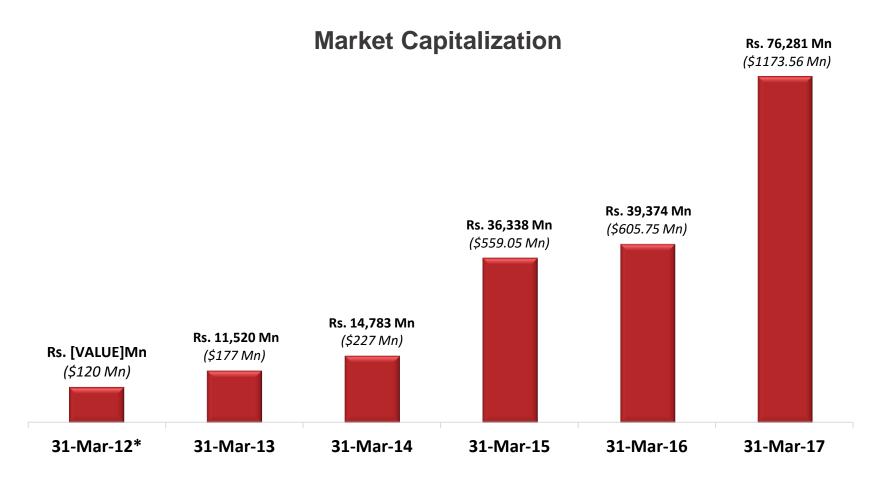
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### **Book Value Per Share**





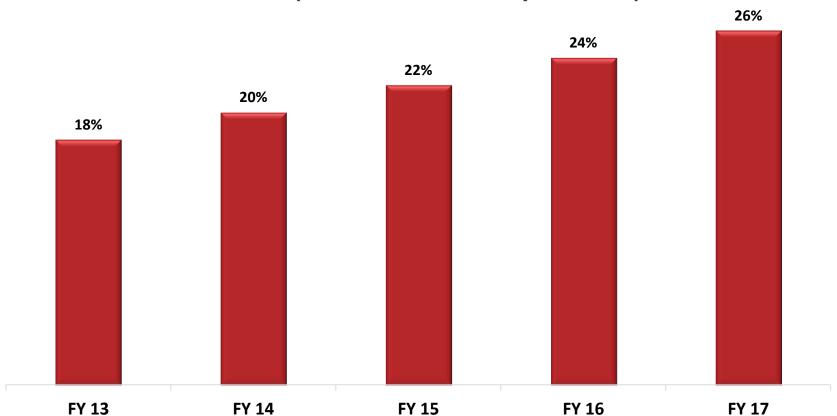
### The Market Cap of the Company has grown steadily over the years...



<sup>\*</sup> Last date of Financial Year immediately preceding the Management Buyout

## The Company has been a dividend paying Company throughout...

### Dividend (as % of face value per share)



OVERVIEW OF THE COMPANY

2 CHANGING ASSET COMPOSITION

PRODUCT OFFERING

CREDIT PROCESSES

CAPITAL POSITION

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BOARD OF DIRECTORS

7 SHAREHOLDING PATTERN 8

8 FINANCIAL RESULTS



## Consolidated Profit & Loss

Corresponding quarter (Q1-FY17 vs. Q1-FY18)

All figures are in Rs. Mn unless specified

Particulars	FY16	FY17	Q1-FY17	Q1-FY18	% Change
Interest Income	17,153	24,615	5,539	7,213	30%
Less: Interest Expense	8,973	11,607	2,760	3,065	11%
Net Interest Income (NII)	8,181	13,008	2,778	4,148	49%
Fee & Other Income	1,737	3,395	679	992	46%
Total Income	9,918	16,403	3,457	5,140	49%
Opex	5,032	8,299	1,710	2,738	60%
Provision	2,365	4,530	995	1,408*	42%
PBT	2,521	3,574	752	994	32%
Tax	860	1,185	262	324	24%
PAT	1,661	2,389	492	670	36%

**OVERVIEW OF** THE COMPANY 2 CHANGING ASSET 3 COMPOSITION

**PRODUCT** OFFERING

CREDIT **PROCESSES** 

CAPITAL **POSITION** 

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**BOARD OF DIRECTORS**  7 SHAREHOLDING 8 **PATTERN** 

FINANCIAL RESULTS



Consolidated Profit & Loss

All figures are in Rs. Mn unless specified

	FY14			FY15			FY16			FY17			FY18				
Particulars	Q1	Q2	Q3	Q4	Q1												
Interest Income	2,212	2,408	2,581	2,660	3,047	3,234	3,470	3,489	3,590	3,966	4,522	5,075	5,539	6,112	6,415	6,549	7,213
Less: Interest Expense	1,481	1,587	1,668	1,732	1,895	1,928	2,046	2,008	1,986	2,116	2,346	2,524	2,760	2,961	3,082	2,804	3,065
Net Interest Income (NII)	731	794	913	928	1,152	1,306	1,424	1,481	1,603	1,850	2,176	2,551	2,779	3,151	3,333	3,745	4,148
Fee & Other Income	212	203	184	229	290	242	331	362	394	388	447	508	679	751	944	1,020	992
Total Income	943	1,024	1,098	1,157	1,441	1,548	1,755	1,843	1,997	2,238	2,623	3,059	3,458	3,902	4,277	4,765	5,140
Opex	736	777	746	862	905	913	996	1,057	983	1,143	1,327	1,579	1,710	2,066	2,104	2,149	2,738
Provision	133	132	183	62	212	218	306	318	508	471	619	766	995	1,031	1,239	1,264	1,408
PBT	74	115	169	233	325	417	453	468	506	624	677	714	753	805	934	1,082	994
Tax	19	43	68	-66	116	146	154	103\$	175	213	232	239	261	229	320	374	324
PAT	55	72	101	299	208	271	299	365	331	410	445	475	492	576	614	708	670

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### **Consolidated Balance Sheet**

All figures are in Rs. Mn unless specified

	3	•
Particulars	As on Mar 31, 2017	As on Jun 30, 2017
SOURCES OF FUNDS		
Net worth	23,038	23,729
Loan funds	1,41,081	1,63,084
Total	1,64,119	1,86,813
APPLICATION OF FUNDS		
Fixed Assets	646	691
Deferred Tax Asset (net)	722	969
Investments	437	519
Current Assets, Loans & Advances		
Loan Book	1,50,914	1,65,182
Other current assets and advances	23,858	33,254
Less: Current liabilities and provisions	(12,458)	(13,801)
Net current assets	1,62,313	1,84,635
Total	1,64,119	1,86,814

## **Thank You**



### **INVESTOR CONTACT**

#### **SAPTARSHI BAPARI**

M: +91 22 4042 3534 P: +91 99200 39149

 ${\sf E:saptarshi.bapari@capital first.com}$ 

#### **Capital First Limited**

One IndiaBulls Centre, Tower 2A & 2B, 10th Floor, Senapati Bapat Marg, Lower Parel (West), Mumbai 400 013.

