

# Turning dreams into reality











I want every Indian to own a home of his own

Late Shri Rajesh Kumar Wadhawan, Founder Chairman (1949-2000)





Our vision is to transform the lives of Indian households by enabling access to home ownership.



## **Section 1**

About the Company

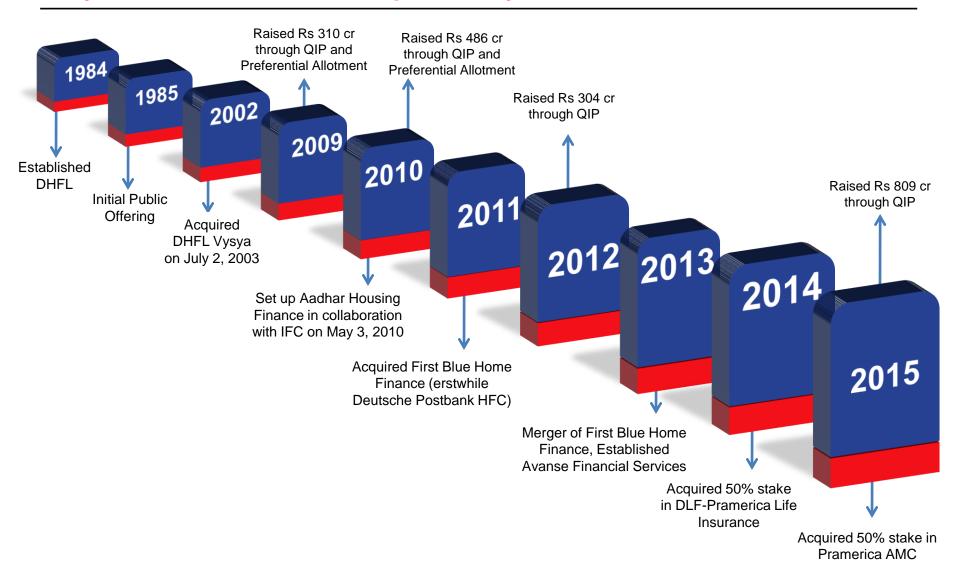


#### **Overview**



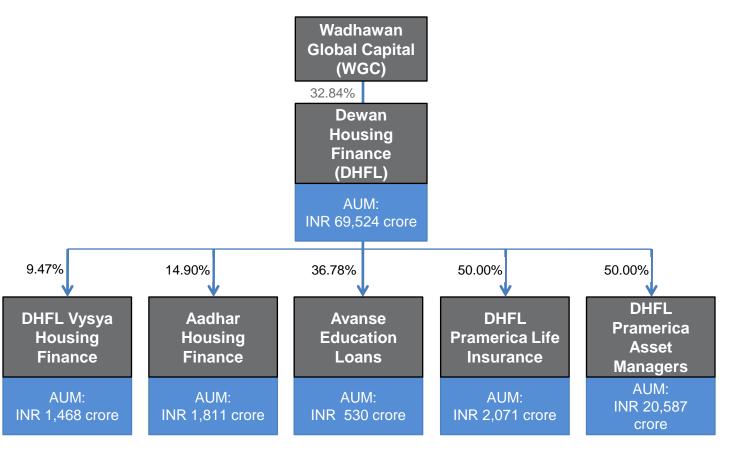


## **Key Milestones in the Group Journey**





## **DHFL Financial Services Group**



- ▲ LMI Focused Financial Services Group
- Group companies with potential for significant value unlocking
- Partners with Marquee organisations like IFC, Prudential Financial Inc. (Pramerica), etc.







## **Section 2**

**Business Strategy** 

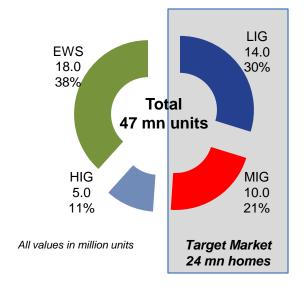


## **Opportunity in the Affordable Housing Space**

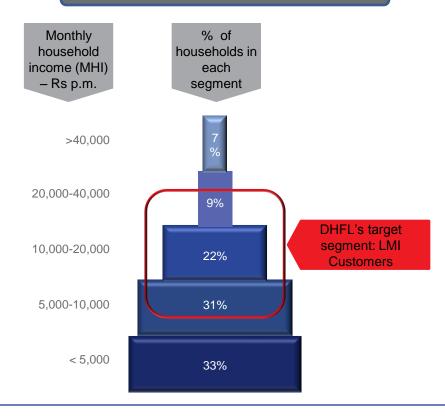
#### Housing units shortfall in India

#### Urban Rural Total 111 100 59 64 52 50 24 40 47 28 19 0 FY14 Additional FY22

All values in million units



#### **Customer segments in housing space**

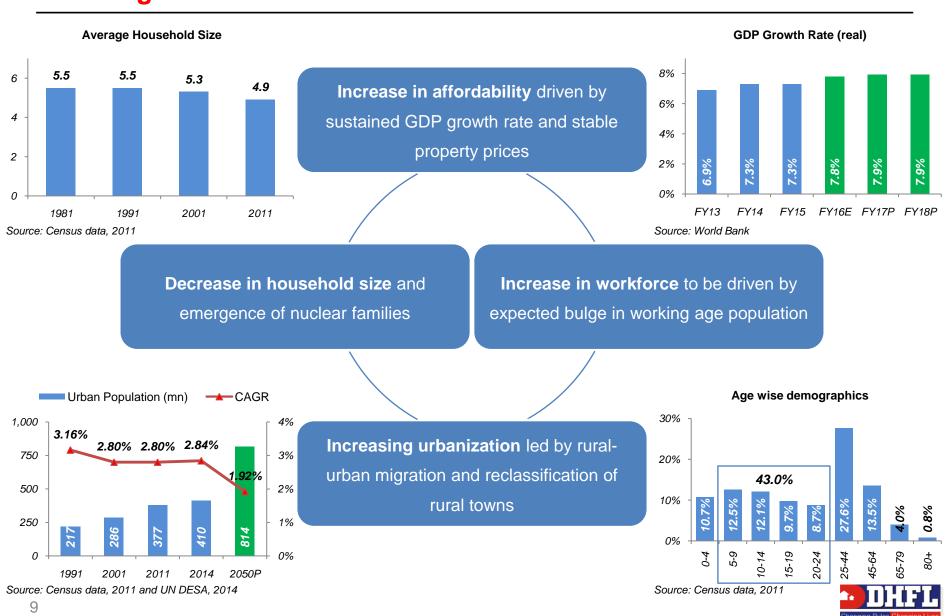


- ★ Current investment in housing: INR 7 lakh crore p.a.
- ♠ Investment of INR 120 lakh crore required to address housing shortage (~INR 15 lakh crore p.a.)

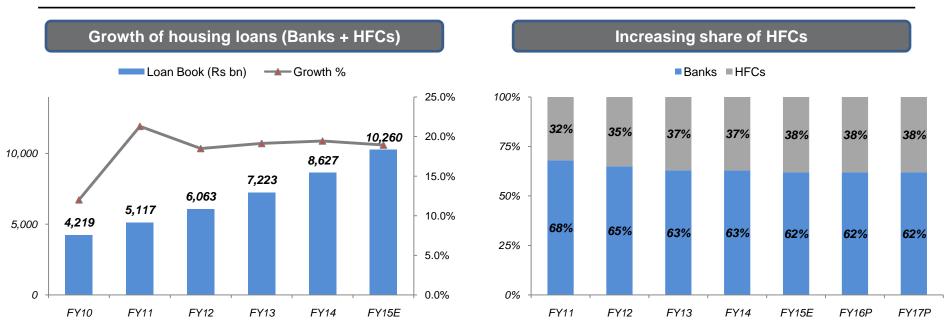
Sources: Report of the technical urban group (TG-12) on urban housing shortage (2012-17), Ministry of housing and urban poverty alleviation (Sep 2012) Funding the vision — Housing for all by 2022, KPMG Housing Report, Monitor Deloitte Report Income classification: EWS (<Rs 1 lakh pa), LIG (Rs 1-2 lakhs pa)



## **Housing Demand Growth Drivers**



## **Increasing Presence of HFCs**

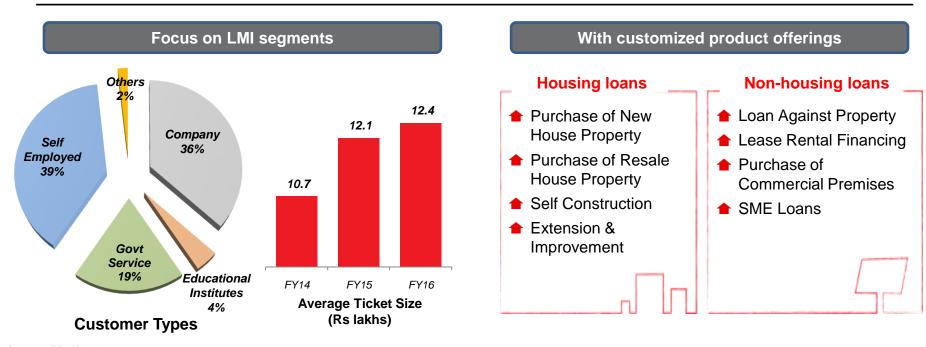


#### **Key Trends in Housing Finance**

- ★ HFCs have established strong presence in Tier II / III cities
  - ♠ More focussed on self employed customer segments
  - ♠ Credit appraisal process aligned to customer requirements
  - ♠ Superior customer servicing and effective recovery mechanisms
- ★ HFCs expected to continue to witness rapid growth
  - ♠ Driven by demand for underlying assets, increasing financial penetration and steady property prices



## **DHFL – Market Leader in LMI segment**



As on 31 March 2016

#### **DHFL – Key Differentiators**

- ♠ More than 3 decades of expertise in underwriting credit for LMI and self employed customers
- ★ Tier II / III city focussed distribution network with a dual distribution strategy (in house + outsourced DSA)
- ★ Carved niche in the MIG and LIG customer segment
- ★ Maintained a healthy portfolio with low delinquency rates by following robust credit appraisal process



#### **Customer Profile**

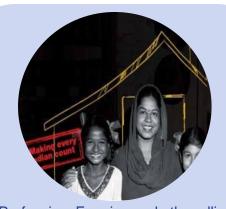


Profession: Teacher

Monthly HH income:~ INR25,000 pm

Family size: ~5 (Parents & 2 Siblings)

Stayed in a 1 room-kitchen



Profession: Farming and other allied
Monthly HH income:~ INR15,000 pm
Family size: ~4 (Husband & 2
Children)
Stayed in a rented 1 room-kitchen



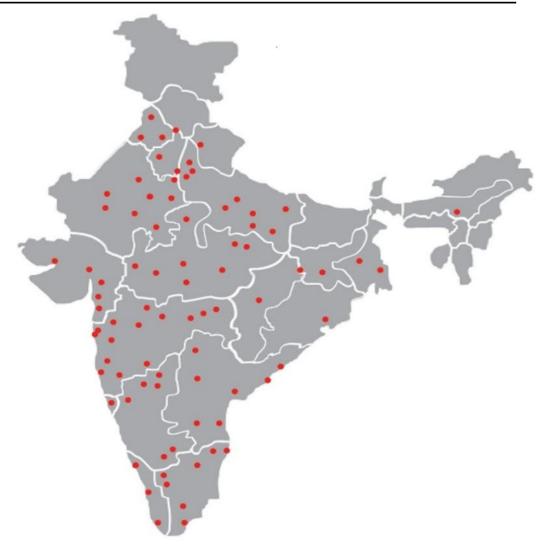
Profession: Owner, super market
Monthly HH income:~ INR30,000 pm
Family size: ~5 (Wife & 3 Children)
Stayed in a rented 1 BHK

Every Indian should have a home of his own



## **Business Enablers:**Pan India network with high Tier II / III city penetration

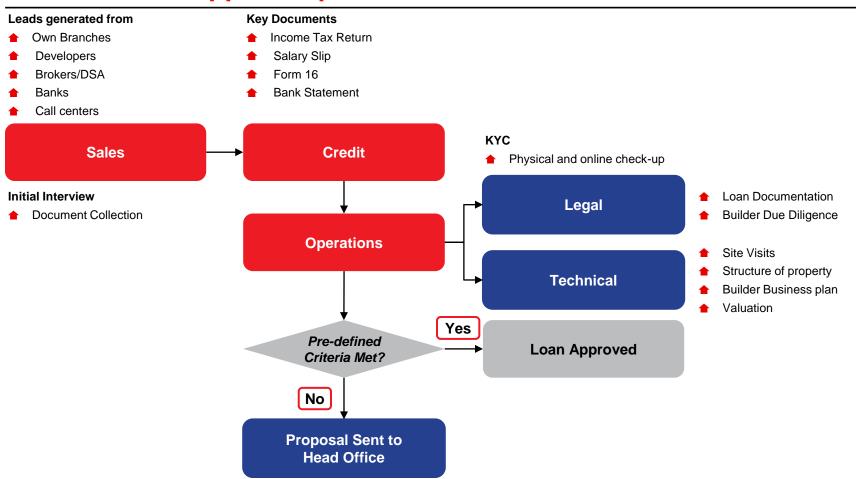
- Distribution footprint is primarily spread across Tier II / III cities and outside the municipal limits of the Metros
- Focus on increasing pan India presence and setting up branches in the untapped LMI markets
- Spread across 353 locations in India <sup>1</sup>



Note: Map not as per scale. The branch locations shown are for representative purposes only and doesn't reflect all branches of the company



## **Business Enablers: Robust credit appraisal process**



- ★ Centralised processing centers for greater efficiency and risk management
- ♠ In-house legal and technical team appraise applications and In-house civil engineers team conduct technical evaluation
- ♠ Bulk of collections done through ECS and PDCs



## **Section 3**

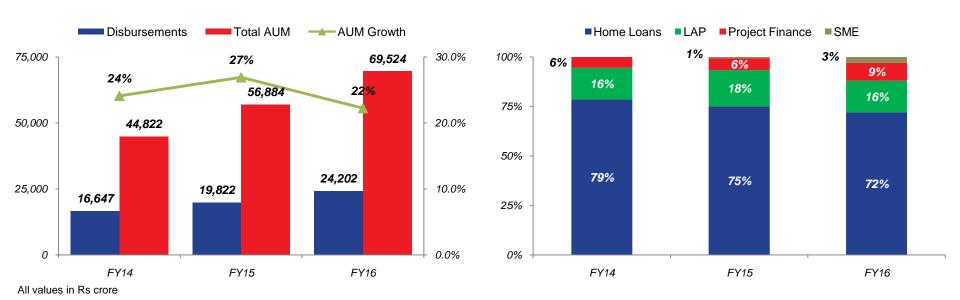
Business and Financial Performance – FY16



## **Strong Asset Growth with Diversified Product Mix**

#### Strong loan book growth

#### With a diversified product portfolio



KEY HIGHLIGHTS

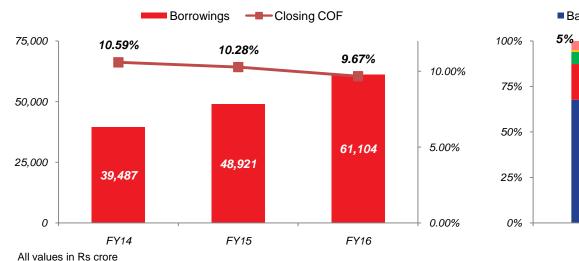
- ▲ Loan Sanctions of Rs 37,608 crore in FY16
- ♠ Disbursements and Total AUM increased at CAGR of 22% and 24% respectively in FY13-16.
- ★ Housing Loans comprise 4/5<sup>th</sup> of Total Loan Portfolio

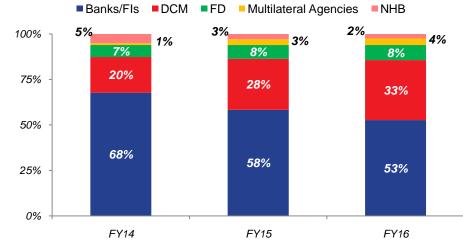


## **Decreasing Cost of Funding**



#### Driven by diversification in liability profile



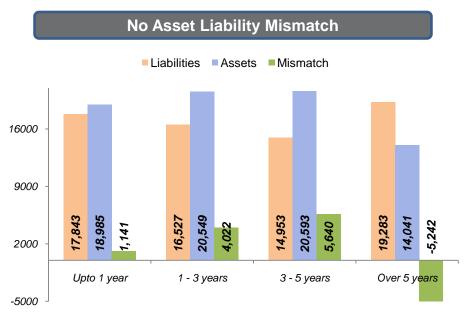


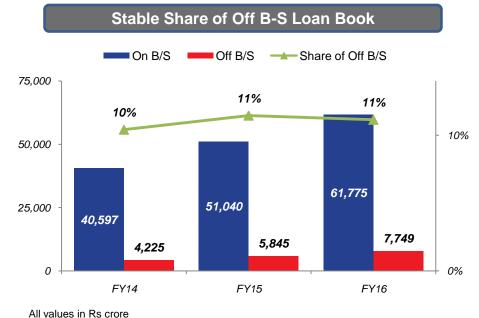
KEY HIGHLIGHTS

- Consortium of 37 banks with adequate limits to drive loan book growth without liquidity challenges
- ♠ Reduced cost of borrowings by increasing the share of Debt Capital Markets
- ★ Highest rating of AAA by CARE and Brickworks for Secured, Long Term Debt and A1+ rating by CRISIL for Short Term Debt
- ♠ Increased focus on raising Public Deposits to raise sticky long term money from retail investors



## Superior Risk Management via Asset Liability Matching





All values in Rs crore as on 31 March 2016

HIGHLIGHTS

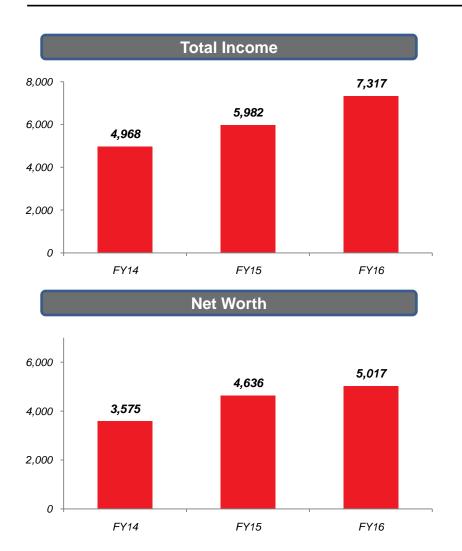
♠ No Asset Liability Mismatch in short term buckets

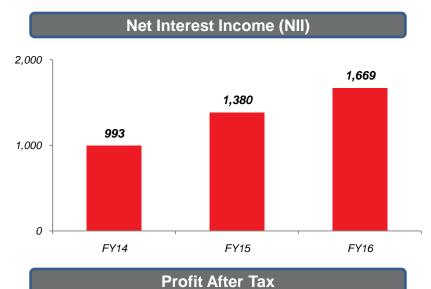
◆ Securitised Rs 4,001 crore in FY16 and maintained share of Off B/S Loan Assets at 11% of Total AUM

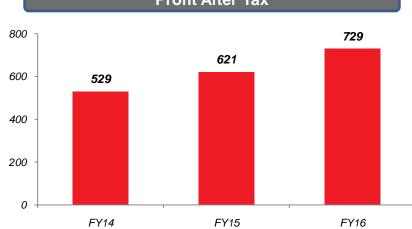
 Revised priority sector guidelines for affordable housing support DHFL strategy of increasing securitisation

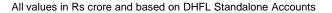


## **Financial Statements (Summary)**



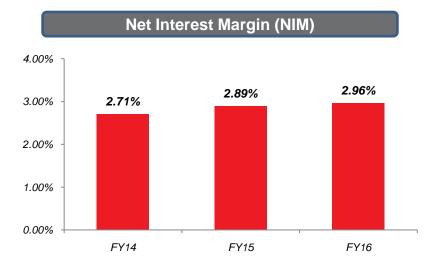




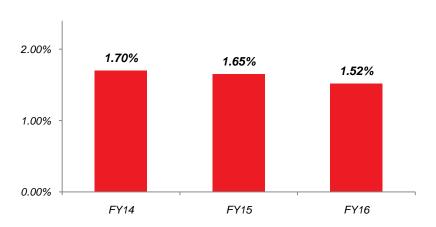




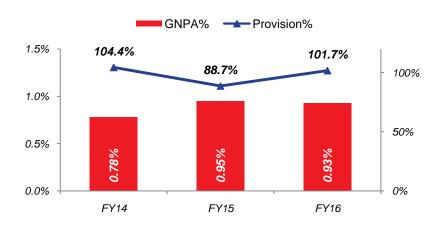
## **Key Ratios**



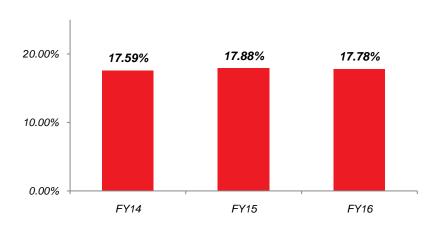
#### Return on Assets (RoA)



#### NPA & Provisions



#### **Return on Equity (RoE)**







## **Financial Performance – Financial Statements**

	FY14	FY15	FY16	YoY Growth (FY16 v FY15)
INCOME STATEMENT				
Interest Income	4,775.8	5,839.4	7,159.3	23%
(-) Interest Expenses	3,782.6	4,459.6	5,490.0	23%
Net Interest Income (NII)	993.2	1,379.8	1,669.3	21%
(+) Non Interest Income	191.9	142.3	157.4	11%
(-) Operating Expenses	369.1	448.5	525.2	17%
(-) Depreciation	10.9	25.5	24.3	-5%
(-) Provisioning	70.0	105.0	175.0	67%
Profit Before Tax	735.1	943.0	1102.2	17%
(-) Taxes	206.1	321.7	373.0	16%
Profit After Tax	529.0	621.3	729.2	17%
BALANCE SHEET				
Net Worth	3,575.0	4,635.8	5,017.0	
Borrowings	39,486.9	48,920.7	61,103.7	

Changing Rules Changing Lives

## **Financial Performance – Key Ratios**

	FY14	FY15	FY16
Net Interest Income (NIM)	2.71%	2.89%	2.96%
Cost/Income Ratio	25.99%	27.32%	26.82%
Gross NPA %	0.78%	0.95%	0.93%
Provision Coverage Ratio (PCR)	104.36%	88.68%	101.74%
Total CRAR	17.16%	16.56%	17.03%
Tier 1 CRAR	11.94%	12.53%	13.26%
Net Debt/Equity Ratio	10.42	10.14	11.23
Return on Assets (RoA)	1.70%	1.65%	1.52%
Return on Equity (RoE)	17.59%	17.88%	17.78%
Earnings per share (Rs/share)	41.23 <sup>2</sup>	23.88	25.0
Dividend per share (Rs/share)	8.0 <sup>1</sup>	6.0	8.0 <sup>3</sup>
Dividend payout %	19.4% <sup>1</sup>	12.5%	32.0%

#### Note:

All values based on DHFL Standalone Accounts



<sup>&</sup>lt;sup>1</sup> Includes Special 30th Anniversary Celebration Dividend @ Rs 3 per share

<sup>&</sup>lt;sup>2</sup> FY14 EPS not comparable with later periods (FY15 onwards) as the same is calculated without adjusting for Bonus issue of 1:1 done in FY16

<sup>&</sup>lt;sup>3</sup> Interim dividend of Rs 6/share paid during the year. Board has recommended final dividend of Rs 2/share

## **Section 4**

Management Team and Shareholding



## **Strong Management Team**

DHFL has a highly experienced and cohesive management team, with average 20+ years experience in relevant industries

#### **EXECUTIVE LEADERSHIP**



Mr. Kapil Wadhawan

Chairman and Managing Director



Mr. Harshil Mehta

CEO, DHFL

#### **BUSINESS HEADS**



Mr. Pravin Bansal

President Project Finance 30 years + experience



Mr. Pavan Gupta

Business Head – Housing Finance 15 years + experience



Mr. Rishi Anand

Business Head – Housing Loan 16 years + experience



Mr. Amit Gainda

President – SME and Mortgage Loan 17 years + experience

#### **SHARED SERVICES**



Mr. Santosh Sharma

Chief Financial Officer



Mr. Vikas Arora

Head – Collections and Recovery



#### Mr. Pradeep Sawant

Head - Legal



Mr. Satinder Gupta

Chief Risk Officer



Mr. Jayesh Shah

Head – Information Technology



Mr. C D Ramesh

Head - Human Resources



#### Mr. Anmol Gupta

Head – Corporate Planning



## **Vastly Experienced Board of Directors**



#### Kapil Wadhawan, CMD

- ♠ MD in 2000 and CMD in 2009
- Instrumental in driving the Group from AUM of ₹ 5.8bn to ₹ 500bn over 6 years



## Dheeraj Wadhawan, Non Executive Director

- Graduated in Construction Mgmt from Univ. of London
- Over 12 years of experience in housing development



#### G.P. Kohli, Independent Director

- Former MD, LIC
- Vast experience in insurance, housing, HRD. IT



#### M. Venugopal, Independent Director

- ★ Former CMD, Bank of India
- ♠ Former MD & CEO, Federal Bank
- Vast experience in banking



#### V.K. Chopra, Independent Director

- ★ Former CMD, Corporation Bank & SIDBI
- ★ Former Executive Director, Oriental Bank of Commerce
- ♠ Former Whole Time Member, SEBI
- Vast experience in banking



#### Vijaya Sampath, Independent Director

- Senior Partner of law firm, Lakshmikumaran
   & Sridharan
- ♠ Ombudsperson for Bharti Group
- Over 30 yrs of Corporate and Legal experience



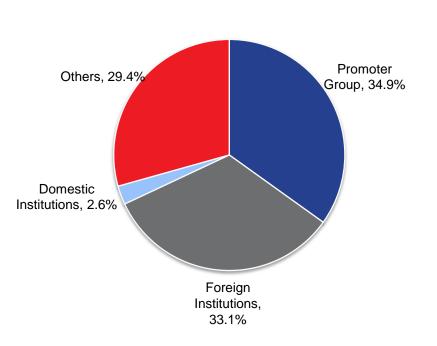
#### Dr. Rajiv Kumar, Additional (Independent) Director

- Senior fellow at Centre for Policy Research (CPR)
- ★ Former Secretary General of FICCI
- ♠ Former Director & Chief Executive of ICRIER
- Former Chief Economist of CII



## **Shareholding**

#### **Shareholding Overview**



#### **Key Shareholders**

SN	Name of Investor	% Holding
1	Rakesh Jhunjhunwala	3.43%
2	Acacia Partners <sup>1</sup>	3.29%
3	Lazard <sup>1</sup>	1.91%
4	Neuberger Berman <sup>1</sup>	1.87%
5	Government Of Singapore 1	1.72%
6	Jupiter Asset Management <sup>1</sup>	1.68%
7	Morgan Stanley Investment Mgmt <sup>1</sup>	1.53%
8	Treasurer Of The State of North Carolina <sup>1</sup>	1.38%
9	Kotak Asset Management <sup>1</sup>	1.31%
10	HSBC Global Asset Management 1	1.22%

As on 31 March, 2016

1 Held through multiple funds/schemes



## **Awards & Recognition**



Mr. Kapil Wadhawan among the Top 100 CEO's in the Business Today Listing





India's Most Trusted Brand 2015 in the Housing Finance Category by IBC







Wins the Golden Peacock Innovative Product and Service Award 2016 for its innovative "Wealth2Health Fixed Deposit" product



"Bahana Campaign" the most creative Ad on TV in the Banking, Financial Services and Insurance Sector by INDY's presented by 94.3 My FM and Start Group endorsed by CMO Asia.





Amongst the Top 50 Dream Companies to work for organised by Times Ascent & World HRD Congress





Best Housing Finance Company by BFSI awards presented by ABP News and World HRD Congress and endorsed by Star Group



**BW|BUSINESSWORLD** 





Mr. Kapil Wadhawan among the Top 100 CEO's in the Business Today Listing







Best Employer Brand Awards at IPE BFSI Awards



The Greatest Corporate Leaders of India – Leadership Awards in Financial Services by India's Greatest



Amongst India's 50 Biggest Financial Companies in India by Business World



DHFL is recognised as a Power Brand amongst the top 200 brands in India by M/S Planman Marcom



Second Asia's Best Employer Brand Award for Excellence in HR through Technology





ONDY'S



India's Top 100 Best Companies to Work For: Great Place To Work Institute, India in Association with Economic Times



## **Annexure**

**DHFL Group Associates** 



## **Group Management Centre**

#### **Kapil Wadhawan (Chairman & Managing Director)**

#### Group Management Center

- Provides strategic direction and enhances synergistic value across the group
- ♠ Professionals with relevant expertise in respective fields and reputation for good governance



#### **G** Ravishankar

- ♠ About 25 years of experience with Jet Airways, Geometric, GE Capital
- Former acting CEO and CFO at Jet Airways

#### **Srinath Sridharan**

 Over 18 yrs of experience in Strategy Management across Automobile, E- Commerce, Advertising, Consumer, Realty and Financial services industries





#### **K Srinivas**

- → ~30 years experience in various entities including 14 years experience at Bajaj Auto Ltd
- ★ Former Mgmt Committee member at Bajaj Auto, Former Head of HR, Retail Finance

#### **M Suresh**

- ♠ About 30 years of experience in sales & distribution with TATA AIA Life, HDFC Life, ITC
- Former MD and CEO at TATA AIA





## Entities Engaged in the LMI & the Underserved customer segments

#### **DHFL Vysya Housing Finance**

Engaged in the LMI Strata



#### Aadhar Housing Finance

Serves the most Underserved segment



- ★ The Average Ticket size stood at Rs 9 lakhs as on FY16
- ★ Has operations majorly in South India, viz., Karnataka, Andhra Pradesh, Telangana, Tamil Nadu & Kerala as well as in Maharashtra and Uttar Pradesh
- Presence in 33 locations
- ★ As on FY16, the Company made home loan disbursements of Rs 442 crore

- Maximum ticket size capped at Rs 15 lakhs
- Generates business through 13 low income states in India viz; UP, MP, Bihar, Chhattisgarh, Jharkhand, West Bengal, Orissa, Gujarat and Rajasthan, Mahrashtra, Uttarakhand, Punjab and Haryana
- Presence in 101 locations
- ♠ IFC has 20% equity stake in the company



#### **Avanse Financial Services Limited**



#### Enabling education, Empowering youth



Forayed into Education loans business in 2013



► IFC holds 20% stake in the Company



Business Coverage across 8 major educational markets of the country – includes Mumbai, Delhi & Pune being exclusive Avanse branches, with additional coverage through 180 DHFL Centres

#### **Highlights of FY16**

- ♠ Outstanding Portfolio Rs 530 crore
- ▲ Loans Sanctioned Rs 636 crore
- Loans disbursed Rs 343 crore
- ♠ Average Ticket size Rs 14.5 lakhs
- Product Mix:

Domestic: Rs 92 crore

Abroad: Rs 360 crore

Project Finance: Rs 78 crore

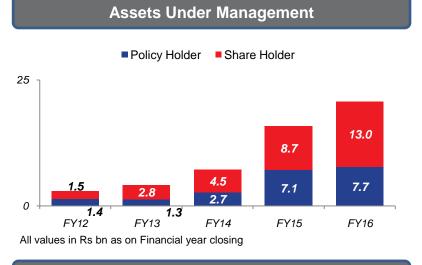
★ Total Income – Rs 58.28 crore

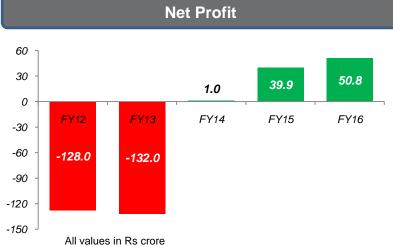


## **DHFL Pramerica Life Insurance (JV with Prudential Financial)**



- 74:26 joint venture between DHFL Ltd. (DHFL) and its Promoters and Prudential Financial Inc (PFI) <sup>1</sup> catering to the Life Insurance segment
- ← ~5,000 part-time + full time agents as on 31 Mar 2016





<sup>1</sup> Pramerica is the brand name used by Prudential Financial, Inc. ("PFI") of the United States and its affiliates in select countries outside of the United States. Neither PFI nor any of the named Pramerica entities are affiliated in any manner with Prudential plc, a company incorporated in the United Kingdom.



## **DHFL Pramerica Asset Managers (JV with Prudential Financial)**



- ◆ 50:50 joint venture between DHFL Ltd. (DHFL)
  Prudential Financial Inc , USA (PFI)¹ catering to the
  Mutual Fund & Portfolio Management Segment w.e.f.
  August 11, 2015
- Completed acquisition of Deutsche Mutual Fund on March 04, 2016
- Launched mutual fund business in 2010 and Portfolio Management Service in 2013
- Headquartered in Mumbai, presence in 19 cities
- Primary Distributor Focus IFAs and National Distributors
- 103,911 active folios and 4,349 empanelled distributors as on 31 Mar, 2016
- Trained over 2,600 Individual Distributor across 25 Cities
- Created Differentiated Asset Allocation Solutions

#### **Assets Under Management** ■ Mutual Funds ■ PMS Funds 200 185.6 150 100 50 20.3 18.3 16.0 15.7 15.0 9.0 0.0 0.7 FY13 FY14 FY15 FY11 FY12 FY16

All values in Rs bn as on Financial year closing PMS includes Discretionary & Advisory AUM



<sup>1</sup> Pramerica is the brand name used by Prudential Financial, Inc. ("PFI") of the United States and its affiliates in select countries outside of the United States. Neither PFI nor any of the named Pramerica entities are affiliated in any manner with Prudential plc, a company incorporated in the United Kingdom.

#### **Disclaimer**

This presentation may contain statements about events and expectations that may be "forward-looking," including those relating to general business plans and strategy of Dewan Housing Finance Corporation Ltd. ("DHFL") and its associates/subsidiaries/JVs, its future outlook and growth prospects, and future developments in its businesses and its competitive and regulatory environment. Actual results may differ materially from these forward-looking statements due to a number of risks and uncertainties, including future changes or developments in DHFL and its associates/subsidiaries/JVs business, its competitive environment, its ability to implement its strategies and initiatives and respond to technological changes and political, economic, regulatory and social conditions in India. All financial data in this presentation is obtained from the Audited Financial Statements for the year ended March 31, 2014, March 31, 2015 and March 31, 2016, basis which the ratios are calculated. This presentation does not constitute a prospectus, offering circular or offering memorandum or an offer invitation or a solicitation of any offer to purchase or sell, any shares of DHFL should not be considered or construed in any manner whatsoever as a recommendation that any person should subscribe for or purchase any of DHFL's shares. None of the projections, expectations, estimates or prospects in this presentation should be construed as a forecast implying any indicative assurance or guarantee of future performance, nor that the assumptions on which such future projections, expectations, estimates, or prospects have been prepared are complete or comprehensive.

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