#### Magma Fincorp Limited

Read. Office Magma House 24 Park Street, Kolkata 700 016

Tel: 91 33 4401 7350 / 7200 Fax : 91 33 4401 7313 CIN : L51504WB1978PLC031813 Web: www.magma.co.in



1 February 2018

Corporate Relationship Department **BSE Limited** 25<sup>th</sup> Floor, P.J. Towers, Dalal Street, Fort, Mumbai - 400 001

Company Code - 524000

The Manager Listing Department, **National Stock Exchange of India Limited** "Exchange Plaza" Bandra- Kurla Complex, Bandra (E), Mumbai – 400 051

Symbol - MAGMA

#### Sub: Investors/Analysts' Presentation

Ref: Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations)

Dear Sir,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations') we are enclosing herewith the presentation to be made to the Investors/Analysts on the Unaudited Financial Results of the Company for the quarter ended 31 December 2017.

The presentation is also being uploaded on the website of the Company at the URL https://magma.co.in/about-us/investor-relations/financial-results/investor-presentation/ in accordance with Regulation 46 of the Listing Regulations.

Kindly take the same on record Thanking you,

Yours faithfully,

For Magma Fincorp Limited

Company Secretary ACS No. 13918

Encl:as above



## **Disclaimer**



This presentation has been prepared by Magma Fincorp Limited (the "Company"), for general information purposes only, without regard to any specific objectives, suitability, financial situations and needs of any particular person and does not constitute any recommendation or form part of any offer or invitation, directly or indirectly, in any manner, or inducement to sell or issue, or any solicitation of any offer to purchase or subscribe for, any securities of the Company, nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any contract or commitment therefor. This presentation does not solicit any action based on the material contained herein. Nothing in this presentation is intended by the Company to be construed as legal, accounting or tax advice.

This presentation has been prepared by the Company based upon information available in the public domain. This presentation has not been approved and will not or may not be reviewed or approved by any statutory or regulatory authority in India or by any Stock Exchange in India. This presentation may include statements which may constitute forward-looking statements. The actual results could differ materially from those projected in any such forward-looking statements because of various factors. The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statements, on the basis of any subsequent developments, information or events, or otherwise.

This presentation contains certain forward-looking statements relating to the business, financial performance, strategy and results of the Company and/or the industry in which it operates. Forward-looking statements are statements concerning future circumstances and results, and any other statements that are not historical facts, sometimes identified by the words including, without limitation "believes", "expects", "predicts", "intends", "projects", "plans", "estimates", "aims", "foresees", "anticipates", "targets", and similar expressions. The forward-looking statements, including those cited from third party sources, contained in this presentation are based on numerous assumptions and are uncertain and subject to risks. A multitude of factors including, but not limited to, changes in demand, competition and technology, can cause actual events, performance or results to differ significantly from any anticipated development. Neither the Company nor its affiliates or advisors or representatives nor any of its or their parent or subsidiary undertakings or any such person's officers or employees guarantees that the assumptions underlying such forward-looking statements are free from errors nor does either accept any responsibility for the future accuracy of the forward-looking statements contained in this presentation or the actual occurrence of the forecasted developments. Forward-looking statements speak only as of the date of this presentation and are not guarantees of future performance. As a result, the Company expressly disclaims any obligation or undertaking to release any update or revisions to any forward-looking statements in this presentation as a result of any change in expectations or any change in events, conditions, assumptions or circumstances on which these forward looking statements are based. Given these uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward-looking statements.

# **Disclaimer (..Contd.)**



The information contained in these materials has not been independently verified. None of the Company, its directors, promoter or affiliates, nor any of its or their respective employees, advisers or representatives or any other person accepts any responsibility or liability whatsoever, whether arising in tort, contract or otherwise, for any errors, omissions or inaccuracies in such information or opinions or for any loss, cost or damage suffered or incurred howsoever arising, directly or indirectly, from any use of this presentation or its contents or otherwise in connection with this presentation, and makes no representation or warranty, express or implied, for the contents of this presentation including its accuracy, fairness, completeness or verification or for any other statement made or purported to be made by any of them, or on behalf of them, and nothing in this presentation or at this presentation shall be relied upon as a promise or representation in this respect, whether as to the past or the future. Past performance is not a guide for future performance. The information contained in this presentation is current, and if not stated otherwise, made as of the date of this presentation. The Company undertakes no obligation to update or revise any information in this presentation as a result of new information, future events or otherwise. Any person/party intending to provide finance/ invest in the shares/ businesses of the Company shall do so after seeking their own professional advice and after carrying out their own due diligence procedure to ensure that they are making an informed decision.

This presentation is not a prospectus, a statement in lieu of a prospectus, an offering circular, an advertisement or an offer document under the Companies Act, 2013, as amended, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009, as amended, or any other applicable law in India.

This presentation is strictly confidential and may not be copied or disseminated, in whole or in part, and in any manner or for any purpose. No person is authorized to give any information or to make any representation not contained in or inconsistent with this presentation and if given or made, such information or representation must not be relied upon as having been authorized by any person. Failure to comply with this restriction may constitute a violation of the applicable securities laws. Neither this document nor any part or copy of it may be distributed, directly or indirectly, in the United States. The distribution of this document in certain jurisdictions may be restricted by law and persons in to whose possession this presentation comes should inform themselves about and observe any such restrictions. By reviewing this presentation, you agree to be bound by the foregoing limitations. You further represent and agree that you are located outside the United States and you are permitted under the laws of your jurisdiction to receive this presentation.

This presentation is not an offer to sell or a solicitation of any offer to buy the securities of the Company in the United States or in any other jurisdiction where such offer or sale would be unlawful. Securities may not be offered, sold, resold, pledged, delivered, distributed or transferred, directly or indirectly, in to or within the United States absent registration under the United States Securities Act of 1933, as amended (the "Securities Act"), except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act and in compliance with any applicable securities laws of any state or other jurisdiction of the United States. The Company's securities have not been and will not be registered under the Securities Act.



- 1 Business Overview
- Business Transformation
- 3 Growth Strategy
- 4 Financial Performance Q3 FY18
- **5** Leadership Team & Shareholding Structure
- 6 Annexures

Note: We have used various abbreviations, nomenclature, financial & non-financial ratios in this presentation. These may differ from the customary or industry practices and some of the products / geographical breakup are on best estimate basis. Please refer to the Glossary in this presentation for the definition or description of such abbreviations, nomenclature, financial & non-financial ratios.

## **Quick Snapshot**





Company into 30<sup>th</sup> year of retail financing business Strong management team with extensive industry experience Strong technology platform, systems & processes

Robust risk management framework





AUM<sup>1</sup> – Rs. 15,252 Crore Evenly spread across India North 38%, East 17%, West 21%, South 24%



~ 17 Lakh Customers serviced since inception

~ 9 Lakh Active customers \*





Diversified product portfolio
Asset-backed finance (Cars, UV, CV, CE, Tractors), SME finance,
Mortgage / Home finance
and General insurance

Pan India presence across 21 states and 304 branches 1



UV – Utility Vehicles, CV – Commercial Vehicles, CE – Construction Equipment

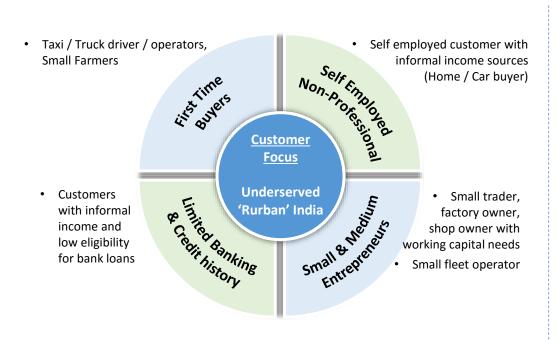
\* ~5 Lakh customers in Finance Business and ~4 Lakh customers in General Insurance Business as on 31st Dec-17

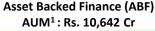
1 - As of 31st Dec 2017

## Provide Financing Solutions to Customers in 'Rurban' India



#### Recognised and Trusted Brand in 'Rurban' India











SME Finance AUM<sup>1</sup>: Rs. 1,826 Cr.



Diverse Product

Offerings

General Insurance GWP<sup>2</sup>: Rs. 365 Cr.





Mortgage/Home Finance AUM<sup>1:</sup> Rs. 2,784 Cr.



Core strengths - Widespread presence, deep 'Rurban' insight, robust technology for faster customer acquisition, loan servicing and effective cross-sell

Rurban includes Rural and Semi-Urban locations

1 - As of 31st Dec 2017; 2 - Upto 31st Dec 2017

# **Focus on Higher Cross-Selling of Products for Lifetime Customer Engagement**



		Customer Segments				Illustrative Asset Profile		
		First Time Buyers	Self Employed Non Professionals	Small & Medium Entrepreneurs	Limited banking / credit history	Average Ticket Size (Rs lakh)	Average Loan to Value Ratio	Average Tenure (months)
Financing Solutions	ABF: Commercial Finance	•	•	•	•	4-6	75-80%	40-45
	ABF: Agri Finance	•	•		•	3-4	65-70%	45-50
	SME Finance		•	•	•	18-20	N/A	30-35
	Mortgage / Home Finance	•	•	•	•	12-14	LAP 35-45% HL 55-65%	120-160
	General Insurance	•	•	•	•	 		

Numbers indicative of disbursements done during Q3 FY18 Commercial Finance includes Cars, UVs & CE; SME Finance includes Unsecured Loans to Business Enterprises;

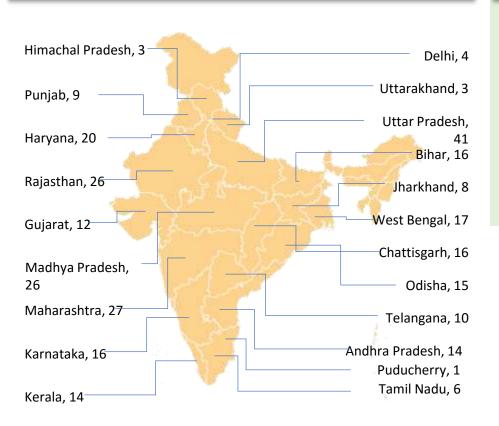
Agri Finance includes Tractors

Mortgage Finance / Home Finance includes LAP and Home Loans

## **Extensive Pan India Network**

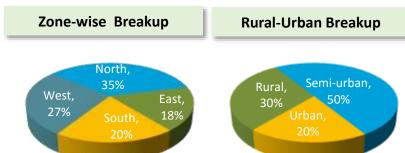


#### 304 Branches as on 31st December 2017



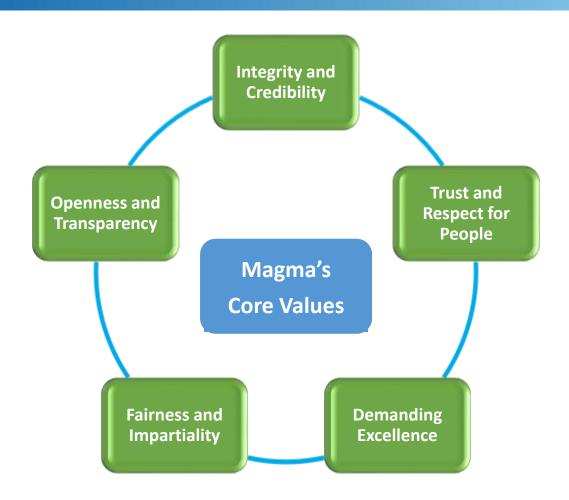
#### **Asset Light Branch Network**

- · Wide retail presence through hub and spoke model
- Technology solutions enable FOS to conduct business from channel/customer location leading to better sales productivity, better market coverage, improved channel and customer experience
- Strong customer engagement through large team of FOS
- Toll free Inbound/Outbound Customer Call Centre for servicing and cross sell



# **Strong Corporate Governance**







- 1 Business Overview
- Business Transformation
- 3 Growth Strategy
- 4 Financial Performance Q3 FY18
- Leadership Team & Shareholding Structure
- 6 Annexures

# **Magma's Transformation Journey**



## **Transformation Providing Robust Platform for Efficient Execution**

A

New Management
Structure to enhance
Performance and
Execution

В

Business process re-engineering for Growth with Improved Portfolio Quality C

Improved Collection
Process leading to visible
improvement in Asset
Quality

D

Robust Risk Framework Interwoven with the Business Strategy F

Technology, Customer
Service and People
Initiatives To Strengthen
Business Processes &
Efficiency

## A. New Management Structure to enhance Performance and Execution



#### **Business CEOs**

- New business-wise CEO structure with complete P&L responsibility of their respective business
- The new management structure adds significant bandwidth at top management level
- Business CEOs have complete ownership & control to execute strategy and drive business
- Individual wealth creation linked to stakeholder wealth creation for respective businesses

#### **Asset backed Finance Business**



Mr. Kaushik Banerjee CEO & President – ABF

Previous Company:
President, Strategy & Corporate Affairs,
Cholamandalam Finance

# Mortgage / Home Finance Business SME Finance Business



Mr. Manish Jaiswal MD & CEO – HFC, CEO – SME

Previous Company: Head, Risk Advisory, Research and SME Ratings, CRISIL

# General Insurance Business (Magma HDI)



Mr. Rajive Kumaraswami CEO – MHDI

Previous Company: Chief Representative Officer - India Liaison office, SCOR Re, India

## **B.** Asset Backed Finance: Business Initiatives



#### **Branch Business Model**

- Introduced Branch Manager Concept for better accountability, and quicker decision making
- Front-end Sales team also accountable for delinquency in 0-90 bucket
- Stronger, faster and deeper customer reach by individual FOS covering radius of <30 km</li>
- The sales with collection responsibility mindset has comfortably set in over the last 2 years
- Better local accountability & responsibility, Improved productivity & cost efficiency on the back of cutting edge technology to help achieve significant growth with better asset quality

## **ABF Strategic Business Initiatives**

#### **Disbursement**

#### Product Mix:

- Realigned product mix to focus on high RoA Used Asset product
- Increased Cross Sell for Insurance products
- Significant improvement in Direct Sourcing
- Channel Sales Managers sourcing through Hunter & Harvester Model:
  - Increased presence at Dealer Counters

#### **Portfolio**

- Branch & Product Grading: Categorization as per asset quality performance
- Credit Underwriting separated from Business, Credit Structure in place
- Dedicated Tractor Collections team in tractor dominant markets - UP, Haryana, Bihar, Jharkhand and MP

#### Technology

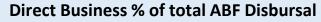
- **Tablets:** Feet on Street equipped with Tablets and Bluetooth printers
- Decision Support System (DSS) in all tablets for immediate confirmation of customer's eligibility basis few simple questions
- Multiple daily Review Dashboards: Robust Review by supervisors

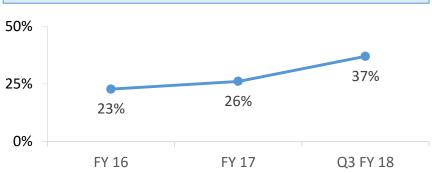
#### People

- Learning & Development:
  Monthly training programs for
  First and Second lines;
  Quarterly programs for the
  Territory and Regional Heads
- Reward & Recognition: Fasttrack Promotion / Increment Scheme for performing FOS

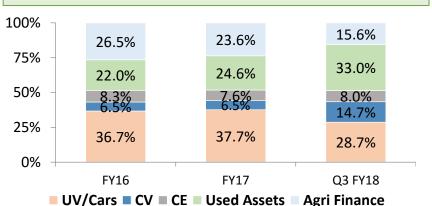
# B. ABF Disbursal Strategy: Change is evident



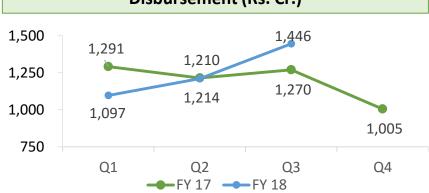




## **Product-wise Disbursal Contribution**



### Disbursement (Rs. Cr.)



Q4 FY 17 disbursals were impacted due to demonetisation

#### **Key Takeaways**

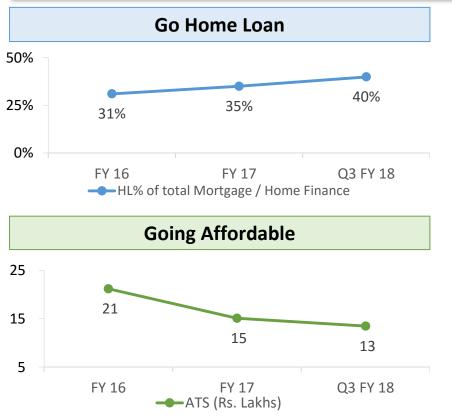
- Disbursement growth at average 13% Q-o-Q over last 3 Quarters
- Higher Focus on Used Assets to improve profitability
- Disbursement concentration reduced in Cars/UVs and Tractors

Values in Rs crore; Direct Biz means Business directly generated by Magma employees without help from DDSAs / NDSAs / Connectors / Brokers, and includes Cross-sell

# **B. Mortgage / Home Finance: Business Initiatives**



## Mortgage / Home Finance Business Initiatives





## **Strategic Initiatives**

- Focus on Informal Income Customers in SENP,
   SEP, NIP and Cash salaried customers
- Eco-System data Mining of ABF Customers and employees of SME Customers
- Risk Management Leadership team in place

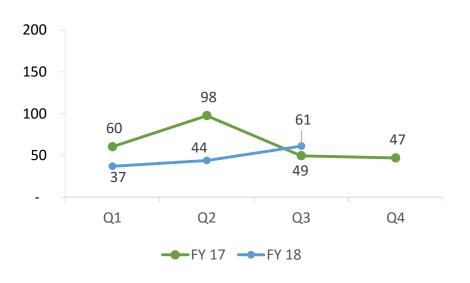
HL above includes Construction Finance Direct Biz means Business directly generated by Magma employees without help from DDSAs / NDSAs / Connectors / Brokers, and includes Cross-sell

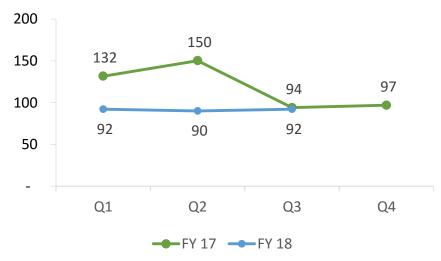
# B. Mortgage / Home Finance Disbursal Strategy: Change is evident



## Home Loan Disbursement (Rs. Cr.)

## LAP Disbursement (Rs. Cr.)





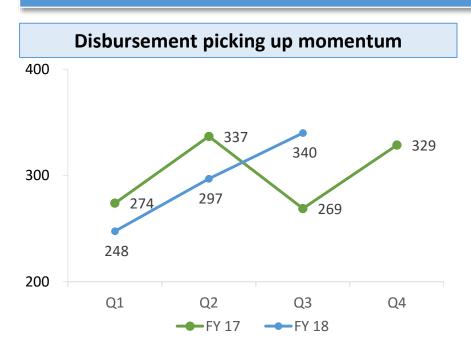
- 14% Q-o-Q improvement and 7% Y-o-Y improvement in overall Mortgage / Home Finance Disbursals in Q3 FY 18
- HL contribution in Mortgage/Home Finance disbursement rises from 34% in Q3FY17 to 40% in Q3FY18

HL above includes Construction Finance

## **B. SME Finance: Business Initiatives**



#### **SME Finance Business Initiatives**



 15% Q-o-Q improvement and 26% Y-o-Y improvement in SME Disbursals in Q3 FY18

## **Product & Geo expansion**

- Geo-Expansion to untapped markets: leveraging on the existing Magma Branch Infrastructure (Currently present in 57 out of 304 branches)
- Product-suite expansion for increasing target market, to cater to semi-formal economy customer segments
- Intending to launch FinTech enabled solutions for shortterm capital needs of MSME's

## **Digital transformation**

- SME digital scoring model improved conversion efficiency from 47% in Q3 FY 17 to 55% in Q3 FY 18
- Building digital cross-sell capabilities across existing customer loan life-cycle
- Building Credit Rule Engine for Underwriting

Values in Rs crore

# B. General Insurance (MHDI): Business Initiatives



#### **General Insurance Business Initiatives**

#### Growth

- Biz growth in line with industry: 19.6% growth on direct biz and 25.7% including RI inward in 9M FY18 over 9M FY17
- Focus on Bancassurance & Alliances channel: Contribution of 5.6% to overall GWP in Q3 FY 18 vs. 1.9% in Q3 FY 17.
- Leveraging on in-house ABF network

## **Profitability**

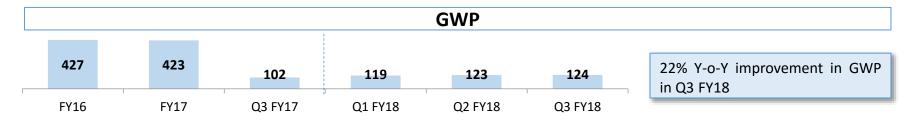
 Introduction of new products and overall growth to gradually reduce loss and combined ratios

#### **Product**

- Recalibrating product mix to increase exposure to non-motor
- Contribution of motor as a product line reduced from to 80% in Q3 FY18 from 87% in Q3 FY17
- Health product added to the suite of products

#### **Others**

- Foundation laid in FY 17 has helped change gears in FY 18
- People, underwriting guidelines, processes & capacity largely in place
- Ongoing investment in technology for claims system and customer portal



# B. Cross-sell Initiatives to leverage in-house synergy



- Sourcing of Mortgage & General Insurance Business from existing ABF customers through cross-sell
- Generating leads from existing customers with good track record for ABF
- Operating leverage from existing 'rurban' branch network & common channels for Mortgage & Insurance products

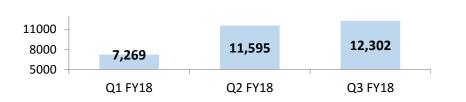
#### **Initiatives Taken**

- Strengthened skill sets through regular training & monitoring
- Zonal disbursement SPOCs to improve conversions
- Strong review rhythm through monthly cross-functional reviews with sales leadership
- Technological enhancement for automatic lead qualification & flow of information

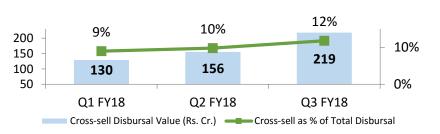
#### **Way Forward**

- Deployment of analytics for improved cross-sell
- Improvement of Lead management system for better productivity and efficiency





#### **Cross-sell Disbursement - FY 18**



# C. Realignment of Collection Processes to Focus on Superior Asset Quality





#### 0-90 days bucket collection with the sales team

- Area of coverage for the FOS reduced from 75 km to 30 km increasing customer connectivity
- Sales personnel can better track the customers, ensures better quality of sourcing



#### **Lower Cases per FOS for Better Focus**

- A leaner collection team with 969 FOS as of Dec-17 against 1,133 in Mar-17
- The cases allotted per FOS dropped from ~53 cases to ~42 cases resulting in better collections in the harder buckets



#### **Reorganisation of Recovery Team**

- SME/ Housing team segregated as the nature of security and procedure for settlement are different
- Since Sep 2016, 540+ dpd collections outsourced, with in house 19 member team exclusively supervising the collection efforts
- Encouraged with results in 540+ dpd from the change, moved 450+ dpd from May 2017 to the exclusive team
- The gross 90+ dpd has reduced by Rs. 250 Cr. in 9MFY18 compared to an increase of Rs 360 Cr. in corresponding period last year
- Marginal NPAs in deep buckets 730+ for ABF, 450+ for SME and 180+ for Housing at the beginning of the year, also a factor for lower Provision Coverage Ratio
- · Substantially higher release of repo vehicles resulting in further improvement in portfolio quality

# **C.** Improving Overall Collection Efficiency





Collection Efficiency of All Buckets

## D. Robust Risk Framework Interwoven With the Business Strategy



## Comprehensive Risk Framework developed in association with a leading Credit Rating Agency

#### **Calibrated Product-Customer-Geography Mix**

- OEM, End-Use and Resale demand driven product classification
- Differentiated offering in various markets considering Net Adjusted Return

#### **Refined Credit Screens & Processes**

- Customised screens to consider informal income streams with relevant experience
- Work on to enable quicker & consistent credit decision by implementing 'credit scoring platform' with targeted 70% automated decision; to also result in better portfolio quality

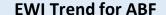
#### **Early Warning Indicators**

- Early Warning Indicators (EWI) and Continuous Portfolio Monitoring Indicators (CPMI) implemented for ABF with benchmarks basis targeted loss
- Branch, product, dealer and asset grading established linked to CPMI & asset quality for continuous monitoring and improvement of asset quality
- Credit hind sighting of early delinquent cases to resolve and use as feedback mechanism in credit screens

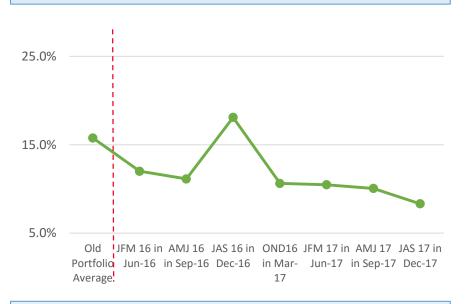
Strong analytics through in-house team, credit bureau modelling & competitive analysis, better process & technology has led to significant improvement of asset quality in the newly generated portfolio

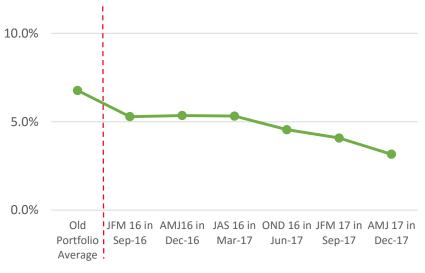
# D. Early Indicators: EWI & CPMI Trend





#### **CPMI-1 Trend for ABF**





The average EWI of newly generated portfolio is lower by 27% compared to the old portfolio average

The average CPMI-1 of newly generated portfolio is lower by 31% compared to the old portfolio average

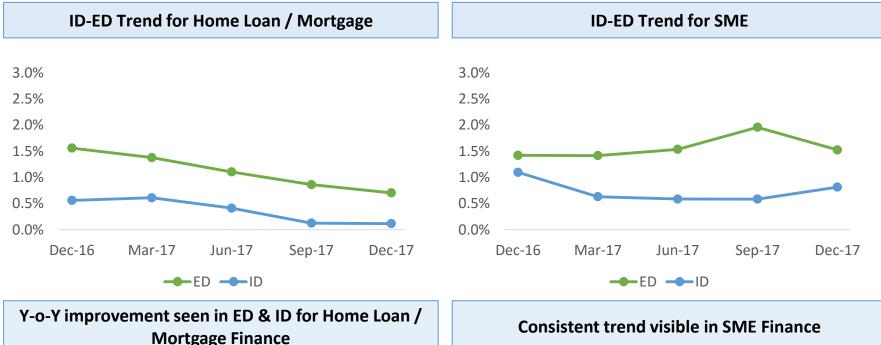
EWI: Early Warning Indicators are the 0+% of each quarterly portfolio with 1 Quarter Lag (Tractor Non-Monthly structure is with 2 Quarter Lag)

CPMI -1: Continuous Portfolio Monitoring Indicator -1 is the 60+% of each quarterly portfolio with 2 Quarter Lag (Tractor Non-Monthly structure is with 3 Quarter Lag);

Old portfolio average indicates the portfolio generated before January-16

# D. Early Indicators: ID & ED Trends





## EWI & CPMI parameters for Home Loan / Mortgage and SME Finance are under development

ID = 30+ bkt % for cases sourced in last 6 months on 2 months lag basis including current month.

ED = 60+ bkt % for cases sourced in last 12 months on 3 month lag basis including current month.

ID = 0+ bkt % for cases sourced in last 6 months on 1 month lag basis including current month.

ED = 60+ bkt % for cases sourced in last 12 months on 3 month lag basis including current month.

# E. Technology Initiatives To Strengthen Business Processes & Efficiency





### Field Officer Enablement

- Complete adoption of Mobility across businesses, Decision Support System implemented in ABF leading to faster TAT and better service
- Automated reports for field officers and supervisors
- Decision Support System to be implemented in Housing & SME as well for faster service



# Single Version of Truth

- Automated
   Dashboards: Single repository of data with no manual intervention
- Daily & Monthly dashboards for top management / supervisory levels for review & quick decision making



# **Enterprise Efficiency**

- Chatbots implemented for Helpdesk automation to improve productivity
- Employee onboarding process digitized to give a great firstexperience to new employees



• Online Payment

# Riding the Digital Wave

facility rolled out in August; Adoption reaching 5800+ transactions in Dec-17



 More focus on digital communication and payment channels to improve servicing speed & reliability

Looking to increase digital footprint to optimise costs, improve efficiency and servicing

## E. Customer Service Initiatives To Strengthen Business Processes & Efficiency



#### Key endeavour: To meet and exceed customer expectations fast and proactively

#### **Initiatives under way**

- Conversion of paper based communication to instant delivery - electronic communication
- Process simplification for over the counter fulfillment
- Strengthen vernacular servicing communication with customers in 10 languages
- Front line empowerment for immediate customer resolution

51% reduction in ABF Finance, 34% reduction in Housing Finance and 80% reduction in SME Finance complaints 9M FY 18 vs. 9M FY 17

To further implement Customer Relationship Management at Group Level and consolidate servicing activities

# E. People Initiatives To Strengthen Business Processes & Efficiency



## **People Initiatives**

- Maitree Signature new hire on-boarding program including functional, product and process skilling
- On going customised functional Training: Programs to provide sharp and focussed functional inputs
- 24X7 Online learning platform: Mandatory certifications on compliance, info sec and related areas
- Leadership Development:
  - Customised programs for senior leaders
  - Focus on building leadership attributes in first line leaders and middle management
- All businesses have management team in place to provide undivided attention to Business
- Fully functional Human Resource Management System enabling automation of key HR workflows

Complete revamp of HR processes underway leveraging technology to create a fantastic experience for employees



- 1 Business Overview
- Business Transformation
- 3 Growth Strategy
- 4 Financial Performance Q3 FY18
- Leadership Team & Shareholding Structure
- 6 Annexures

# Transformation journey is still on...



#### Magma Currently..

Growth

 Achieved Q-o-Q increase in disbursals of 18% in Q3FY18 after achieving desired product mix



#### ..Future Magma

 Further ramp up in disbursals in ensuing quarters with higher focus on direct sourcing and cross-sell

• Targeting double digit Disbursement & Loan Book growth

Asset Quality  Focus on 90+ movement: Achieved reduction of 250 Cr. in 9M FY 18 vs. increase of 360 Cr. in 9M FY 17



- Branch business model, Credit Scoring roll out, tighter Risk management to ensure consistently good asset quality in future
- Target to move to 90dpd recognition by Mar-18 with similar to present NPA levels
- Focused to progressively reduce NPA% to achieve industry benchmarks

Credit Rating

Steady credit rating for last two years



 All-round improvement to aid in achieving credit rating improvement; to result in diversified Borrowings and lower Cost of Funds

Profitability

- Business-wise CEOs with complete ownership of PL & growth
- Product-wise PL with desired ROAs being monitored
- Consistent improvement in RoA: 9MFY18 RoA at 1.6% from 1.2% in 9MFY17



- Strategically diversified product portfolio with higher focus on Used Assets in ABF, Home Loan in Mortgage, geo & product expansion in SME and Health in General Insurance to improve risk adjusted return
- AUM growth, Higher direct sourcing, Increasing Cross Sale to improve productivity and reduce customer acquisition cost
- Business transformation initiatives with execution riguor to help further improve RoA to industry benchmark.



- 1 Business Overview
- 2 Business Transformation
- 3 Growth Strategy
- Financial Performance Q3 FY18
- Leadership Team & Shareholding Structure
- 6 Annexures

# **Q3 FY18: Consolidated Result Highlights**



	bursemer	
nie	hiircamar	110
	Dui Scilici	11.7

Q3 FY18 - Rs 1,939 Cr

Q3 FY17 - Rs 1,682 Cr

Opex / AUM

Q3 FY18 - 4.6 %

Q3 FY17 - 3.7 %

**ROA** 

Q3 FY18 - 2.0 %

Q3 FY17 - 1.0 %

AUM

Q3 FY18 - Rs 15,252 Cr

Q3 FY17 - Rs. 17,345 Cr

NNPA

Q3 FY18 - 5.3 %

Q3 FY17 - 7.5 %

ROE

Q3 FY18 - 11.7 %

Q3 FY17 - 6.7 %

NIM

Q3 FY18 - 9.7 %

Q3 FY17 - 7.4 %

PAT

Q3 FY18 - Rs 65 Cr

Q3 FY17 - Rs 37 Cr

Q3 FY 18

Networth - Rs 2,262 Cr

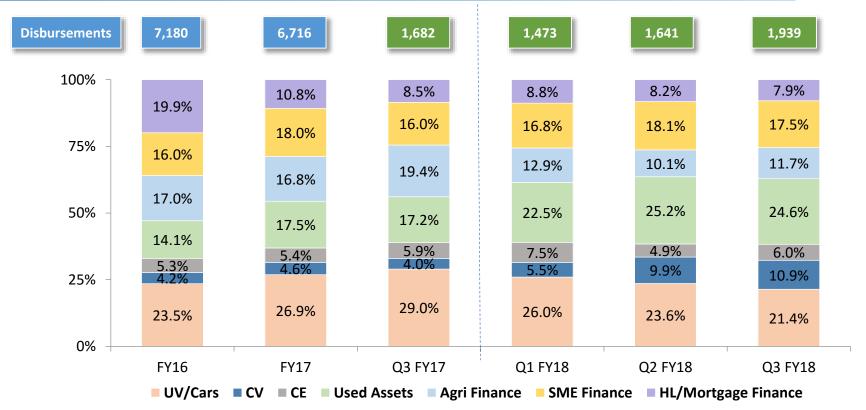
BVPS - Rs 94.8, EPS - Rs 2.7

Capital Adequacy – 20.3%

- Reduction in CoF, Increase in NIM, Reduction in NNPA and Increase in RoA and RoE
- Growth to take off in ensuing quarters → Improved Financial Performance in Future

## **Disbursals**



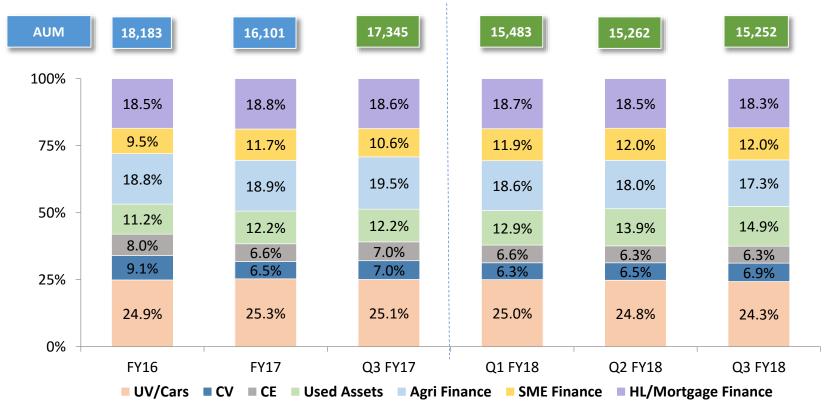


Disbursals gaining momentum with Q-o-Q improvement of 18%

Values in Rs crore

# **Assets Under Management (AUM)**





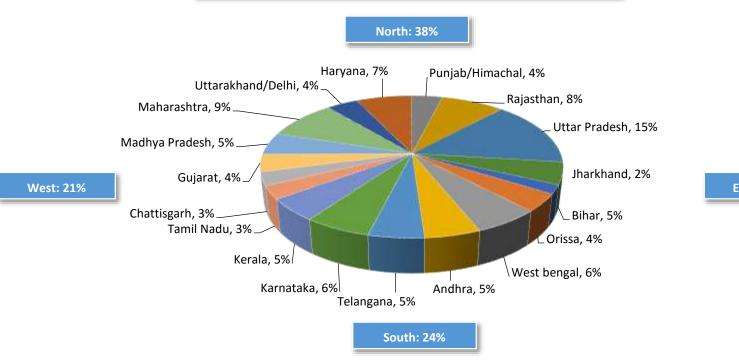
AUM growth expected in ensuing quarters with the ramp up in disbursals

Values in Rs crore

# Q3 FY18: State-wise AUM Breakup





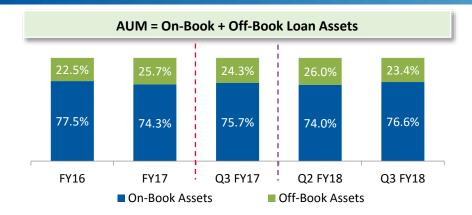


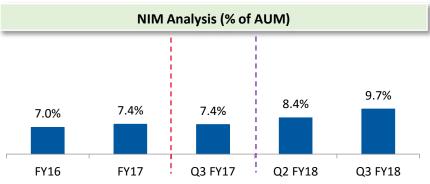
East: 17%

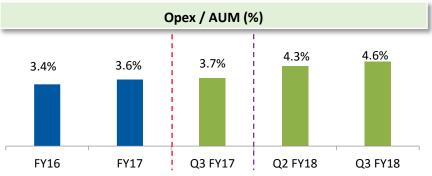
Diversification of loan book exposure minimizes impact of regional / local / single event risks

# **Q3 FY18: Consolidated Result Highlights**

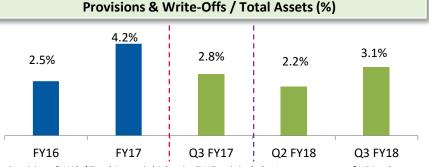








NIM: (Total Income (incl. Other Income) – Interest Expenses)/Average AUM



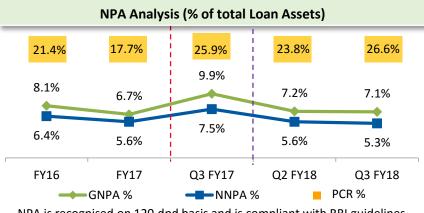
AUM includes both On-book and Off-Book Loan Assets and is average of opening and closing Loan Assets

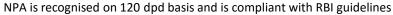
Provisions & WO / Total Assets is higher in FY17 as it includes Loss on account of NPA sale. Total Assets is average of opening and closing balance of On B/S Assets of MFL (Consolidated)

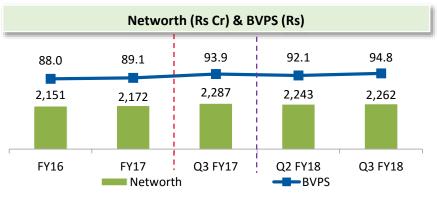
- Reduction in CoF and increase in share of earning book has led to NIM Expansion
- Investment in management bandwidth has led to increase in opex ratio; expected to reduce with better productivity and loan book growth in ensuing quarters

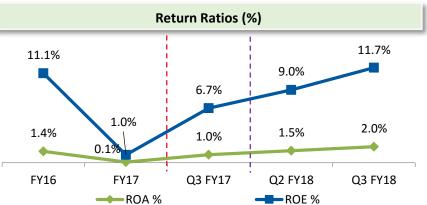
# **Q3 FY18: Consolidated Result Highlights**



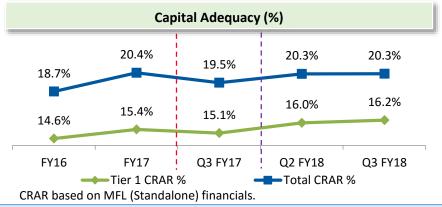








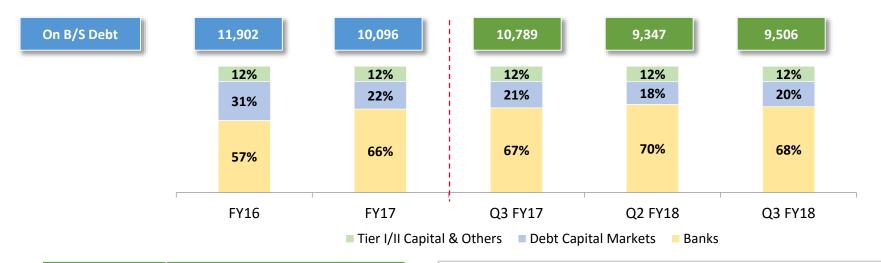
Negative impact on PAT in FY17 on account of NPA sale is Rs. 145 cr.



- GNPA & NNPA ratios trending lower Q-o-Q
- Consistent up-trend in Return Ratios Q-o-Q

# **Q3 FY18: Liability Profile**





Instrument	Rating			
Short term Debt	A1+ (By CARE & CRISIL)			
Long term Debt	AA- (By CARE, ICRA & India Ratings)			

- Diversified liability sources limit concentration risk, allows stable flow of funds and stable rating, all leading to lower costs
- · Consortium of 18 public & private sector banks
- Debt Capital market funding from wide spectrum of lenders including MFs, Insurance companies, Pension / Provident funds and Corporates among others
- Other unsecured debt includes Perpetual debt, Sub debt and Preference capital
- · The above chart is based on average utilization of Funds basis

B/S Debt includes Preference Capital and based on MFL Consolidated financials; Values in Rs crore.

## **Consolidated Profit & Loss Statement**



	Particulars (In Rs Crore)	Q3 FY18	Q2 FY18	Q3 FY17	9M FY18	9M FY17	*FY17
1	Revenue						
а	Revenue from operations	579.9	531.3	580.3	1,660.5	1,784.9	2,345.6
b	Operating result from general insurance business	0.6	0.3	0.3	0.7	-0.4	-1.1
С	Other income	9.9	18.2	13.5	47.3	41.0	55.0
	Total Revenue	590.4	549.7	594.1	1,708.4	1,825.6	2,399.5
2	Expenses						
а	Employee benefits expense	94.8	89.0	76.9	272.5	226.9	293.3
b	Finance costs	220.7	228.1	272.2	688.9	868.5	1,125.4
С	Depreciation and amortisation expense	11.9	11.7	13.7	36.4	36.2	48.5
d	Provision and bad debts written-off	101.8	74.9	104.7	268.1	287.6	606.9
е	Brokerage and commission	24.7	24.2	26.9	71.7	82.8	111.8
f	Other expenses	44.2	42.2	43.4	130.7	125.3	166.8
	Total Expenses	498.0	470.0	537.7	1,468.4	1,627.2	2,352.7
3	Profit from ordinary activities before tax(1-2)	92.4	79.7	56.4	240.0	198.3	46.8
4	Tax expense						
а	Current Tax	20.3	29.5	41.7	73.3	92.5	15.0
b	Deferred Tax	7.1	1.3	-21.8	7.7	-28.9	19.1
4	Tax expense (includes deferred tax)	27.4	30.8	19.9	81.1	63.7	34.1
5	Net Profit from ordinary activities after tax (3-4)	65.0	48.9	36.5	158.9	134.6	12.7

<sup>\*</sup>Negative impact on PAT in FY17 on account of NPA sale is Rs. 145 cr.

Consolidated Financial Results include results of two subsidiaries (MHFL & MITL – Unreviewed) and one joint ventures (JASL – Unreviewed) comprising total revenue of Rs 83.55 Crs and Rs 241.36 Crs for the quarter and nine months ended 31 December 2017 respectively and total profit after tax of Rs 16.87 Crs and Rs 33.80 Crs for the quarter and nine months ended 31 December 2017 respectively

Above results include reviewed results of Joint venture - MHDI which recorded total revenue of Rs 3.08 Crs and Rs 6.39 Crs respectively for the quarter and nine months ended 31 December 2017 and total profit after tax of Rs 1.87 Crs and Rs 4.45 Crs for the quarter and nine months ended 31 December 2017. Our share in total revenue and profit after tax is 41.11%

# **Consolidated Balance Sheet (Condensed)**



Particulars (In Rs Crore)	30th Sep 2017	31st Mar 2017
LIABILITIES:		
Share Capital	47	47
Reserves and Surplus	2,196	2,125
Minority Interest *	-	34
Net Worth	2,243	2,172
Borrowings	9,347	10,096
Other Liabilities	1,422	1,293
TOTAL LIABILITIES	13,012	13,595

### **ASSETS:**

Loan Assets	11,292	11,968
Fixed Assets	214	218
Other Assets	1,030	961
Cash & Bank Balance	476	448
TOTAL ASSETS	13,012	13,595

<sup>\*</sup>MITL became 100% subsidiary on acquisition of 26% stake from ITL in the current financial year



- 1 Business Overview
- Business Transformation
- 3 Growth Strategy
- 4 Financial Performance Q3 FY18
- **5** Leadership Team & Shareholding Structure
- 6 Annexures

## **Board Of Directors**



#### **Promoter Directors**

### Mayank Poddar Chairman Emeritus and Whole time Director

- Supports policy formulation and guidance to the Management/Board
- Over 30 years of experience in the financial sector.

### Sanjay Chamria VC and MD

- Anchors strategic policy formulation and execution.
- Drives new business initiatives and leads management team

### **Non Promoter Directors**

## Narayan K Seshadri Non- executive Independent Chairman

He is on the Board of companies including Clearing Corporation of India Limited, PI Industries Limited and TVS Electronics Limited

### Nabankur Gupta Independent Director

He is on the Board of companies including Raymond Limited, VIP Industries Limited and Quantum Advisors Limited. Served as Group President in Raymond

### VK Viswanathan Independent Director

Previously he served as Managing Director of Bosch Ltd. He currently serves on board of various reputed Indian corporates as an Independent Director.

Chairman of Bosch Ltd.

### Satya Brata Ganguly Independent Director

Serves on the Boards of various reputed Indian companies including West Bengal Industrial Corporation Limited and Rupa and Company Limited

## Sanjay Nayar (Nominee of KKR)

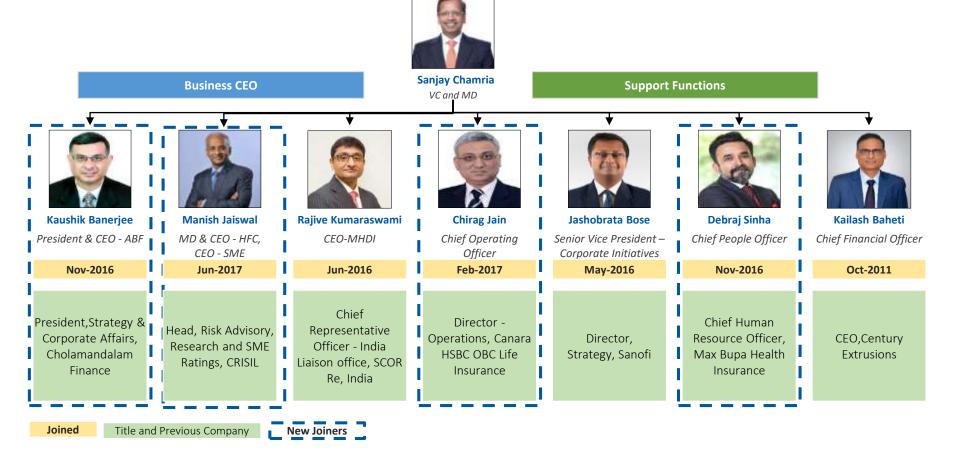
CEO of KKR, India. He is on the Board of Grameem Capital Private Limited, Apollo Hospitals Enterprise Limited and Dalmia Cement (Bharat) Limited

## Madhumita Dutta-Sen (Nominee of IFC)

Ms. Madhumita Dutta-Sen has worked for IFC. She has a Master's degree in Science from the American University, Washington D.C.

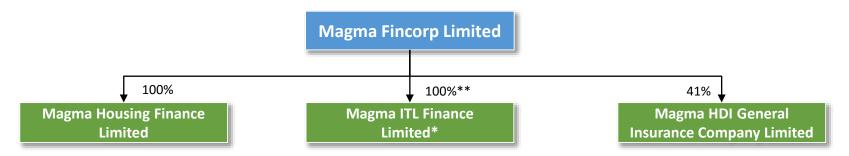
## **Key Management Team**





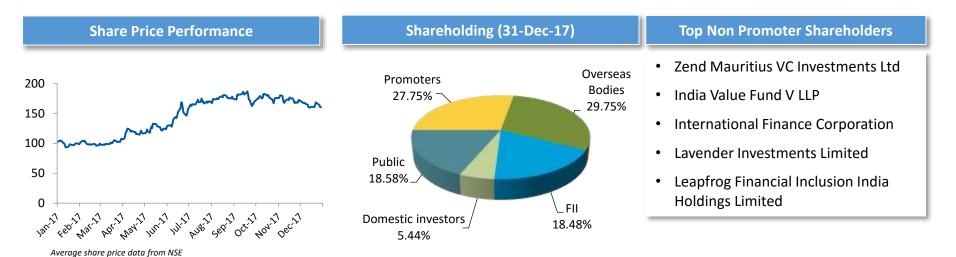
# **Holding Structure & Shareholding Pattern**





<sup>\*</sup>The Board approved merger of Magma ITL into Magma Fincorp at its meeting held on 9-Nov-17

<sup>\*\*</sup>Magma Fincorp increased stake in Magma ITL from 74% to 100% on 23-Aug-17



# THANK YOU



# Glossary



AUM	Assets Under Management: On-Book & Off-Book Loan Assets				
FOS / Field Officer	Feet on Street				
ABF	Asset Backed Finance				
HL	Home Loan				
LAP	Loan against property				
SME	Small & Medium Enterprises				
NDSA	Non-dealer Direct Selling Agent				
DDSA	Dealer Direct Selling Agent				
Direct Biz	Direct Biz means Business directly generated by Magma employees without help from DDSAs /				
	NDSAs / Connectors / Brokers; And includes Cross-sell				
ATS	Average Ticket Size				
NIM	Net Interest Margin: [Total Income (incl. Other Income)—Interest Expenses]/Average AUM				
Yield	Weighted average yield on Loan Assets including Off-Book Loan assets				
CoF	Cost of Funds: Weighted average cost of borrowings including cost of securitised assets				
Opex / AUM%	Opex / [Average of opening & closing AUM]				
Total Assets	On B/S Assets of MFL (Consolidated)				
Prov. & Write-off / Total	rov. & Write-off/ Average of opening and closing Total Assets				
Assets %					
GNPA %	Gross Non-Performing Assets / Closing AUM				
NNPA %	Net Non-Performing Assets / (Closing AUM - Provision)				
PCR%	Provision / Closing GNPA				
RoA	PAT / Average Total Assets				
RoE	PAT / (Networth - Goodwill)				
Networth	Equity Share Capital +Reserves & Surplus				
BVPS	Book Value per share: (Networth-Goodwill) / No. of Equity shares outstanding				
EPS	Earnings Per Share (Diluted)				
MITL	Magma ITL Finance Limited (100% Subsidiary)				
MHF	Magma Housing Finance Limited (100% Subsidiary)				
MHDI	Magma HDI General Insurance Company Limited (Joint Venture)				
JASL	Jaguar Advisory Services Private Limited (Joint Venture)				
SENP	Self-employed Non Professional				
SEP	Self-employed Professional				
JL1					
NIP	No income Proof				

# **Standalone Profit & Loss Statement**



	Particulars (In Rs Crore)	Q3 FY18	Q2 FY18	Q3 FY17	9M FY18	9M FY17	*FY17
1	Revenue						
а	Revenue from operations	498.3	460.7	487.9	1,429.1	1,501.1	1,973.0
b	Otherincome	10.6	18.3	11.8	47.5	35.8	49.1
	Total Revenue	508.9	479.0	499.6	1,476.6	1,536.9	2,022.0
2	Expenses						
а	Employee benefits expense	83.0	78.0	59.2	236.3	172.8	230.2
b	Finance costs	188.8	194.0	225.8	586.0	722.8	937.9
С	Depreciation and amortisation expense	11.8	11.6	13.6	36.2	36.0	48.3
d	Provision and bad debts written-off	90.5	78.1	91.1	246.0	255.5	542.3
е	Brokerage and commission	23.7	23.2	25.5	68.5	78.4	106.1
f	Other expenses	39.7	38.5	38.6	118.0	110.5	146.6
	Total Expenses	437.5	423.4	453.9	1,291.0	1,376.1	2,011.3
3	Profit from ordinary activities before tax(1-2)	71.4	55.6	45.8	185.6	160.8	10.7
4	Tax expense						
а	Current Tax	16.4	17.1	38.4	53.9	81.1	-3.3
b	Deferred Tax	7.7	1.7	-22.0	8.4	-28.9	7.9
4	Tax expense (includes deferred tax)	24.0	18.8	16.3	62.3	52.2	4.6
5	Net Profit from ordinary activities after tax (3-4)	47.4	36.9	29.4	123.3	108.6	6.1

<sup>\*</sup>Negative impact on PAT in FY17 on account of NPA sale is Rs. 126 cr.

# **Standalone Balance Sheet (Condensed)**



Particulars (In Rs Crore)	30th Sep 2017	31st Mar 2017	
LIABILITIES:			
Share Capital	47	47	
Reserves and Surplus	2,044	1,991	
Net Worth	2,091	2,038	
Borrowings	7,990	8,512	
Other Liabilities	919	842	
LIABILITIES	11,000	11,392	
ASSETS:			
Loan Assets	9,416	9,894	
Fixed Assets	145	149	
Other Assets	1,044	991	
Cash & Bank Balance	395	359	
ASSETS	11,000	11,392	

## **Rewards & Recognition**





## **Corporate Social Responsibility**

- CSR Leadership Award, National Awards for Excellence in CSR & Sustainability, 2016 (M Scholar)
- Corporate Responsibility Award -by Investor Review, UK, 2016 (M Scholar)
- NGOBOX CSR Impact Awards- CSR Project of the Year, 2016 (Highway Heroes)
- 2nd Best Project of the Year- NHRDN CSR Competition, 2016 (Highway Heroes)
- BT CSR Excellence Awards Innovation in CSR Practices, 2017 (Highway Heroes)
- Asian Customer Engagement Forum & Awards - Best CSR Event, 2017 (Highway Heroes)
- CSR Journal Excellence Award Health and Sanitation, 2017 (M Care)

### **Human Resources**

- CII National HR Excellence Award Confluence, 2016
- Highest JOB Creator ET BENGAL Corporate Awards 2016

## Information Technology

- BFSI Awards 2016 Best use of Mobile Technology in Financial Services
- FINNOVITI Award 2016 for Digital Banking
- CIO Crown Award for Innovation, October 2017

### **Corporate Communication**

- League of American Communications Professionals (LACP) Spotlight Awards, 2010, 2011, 2012, 2013, 2014, 2016, 2017 for Annual Report Design
- LACP Vision Awards for Communications Materials, 2016 for Internal Brand Campaign for Project SMART
- EPC Awards 2017, Best PR Campaign of the Year

### **Customer Service**

 Customer Service Leadership Award, by Frost & Sullivan, 2016





















## **Community Obsession: Corporate Social Responsibility**



### Health & Wellbeing



- Free medical Consultation to approx. 65,000 truckers through health check up camps
- Contributed to Pausasingh village, Dhenkanal, Orissa become OD Free village by setting up toilets.
- M-Care: Weekly clinic in WB villages. 4500+ patients have been treated till date

### **Environment Sustainability**



- Magma Truckers Initiative for Environment Sustainability. In association with PCRA, Govt. of India undertaking
- Training Safer Driving Skills to Truck Drivers in 190 location. Estimated 130,000 truckers benefitted
- Better Mileage + Fuel Conservation = Saving about 290 Lac Lt. of Diesel per year
- Reduction in CO2 Emission estimated 790 Lac kg.
- E-Toilets for Sanitation at Transport Nagars to benefit to approx. 60,000
   Truck drivers

### **Promotion of Education**



- M Scholar 200 meritorious students from poor families offered Scholarships to further under-graduate education.
- Adoption of 16 Schools in Tribal areas in CG, Jharkhand in Tribal areas
- Mid-day Meal Programme: Offering mid-day meal to 5100 students in Govt. Schools in Kolkata (East), Delhi (North), Mumbai (West), Saraikela (East), Nellore (South), Faridabad (North), Jaipur (North) – through Food Relief Foundation

### Swayam - Corporate Volunteering



- Every Child is Special: Providing toys and other pre school kits for the under privileged kids of Mewat area in Alwar Dist.
- Supporting Free Student Hostel for the tribal kids to have easy access to school, shelter, food, clothing and other life values