

CIN: L74899DL1992PLC051462

### August 07, 2023

National Stock Exchange of India	BSE Limited
Limited	Corporate Relationship Department
Exchange Plaza,	Phiroze, Jeejeebhoy Towers
C-1, Block-G, Bandra Kurla Complex,	Dalal Street, Mumbai-400001
Bandra (E), Mumbai - 400051	
NSE Symbol: CSLFINANCE	BSE Scrip Code: 530067

Dear Sir/Ma'am,

#### **Sub: Investor Presentation**

Please find enclosed herewith the Copy of the Investor Presentation of the Company highlighting the performance and recent developments of the company for the quarter ended June 30, 2023.

The Investor Update are also being disseminated on Company's website at <a href="www.cslfinance.in">www.cslfinance.in</a>

This is for your kind information and records.

Thanking you,

Yours Faithfully,

For CSL Finance Limited

Rohit Gupta (Director) DIN: 00045077

Encl: a/a



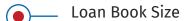
# Q1FY24 Investor Presentation



AUGUST 2023

# 01

# **Quarterly Business Update**



Treasury Update

Asset Quality

Quarterly Financial Snapshot

Asset Quality: Stage Analysis

Operational Updates

P&L Highlights

Lending Partners



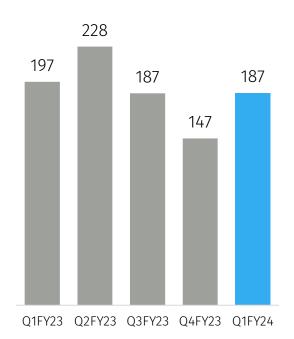
## **Loan Book Size**

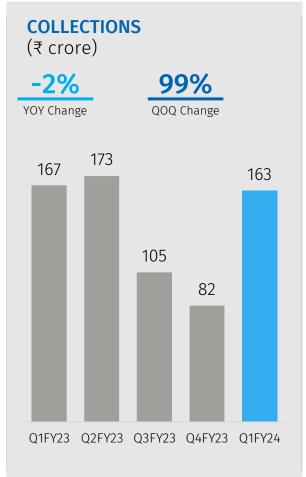
### **DISBURSEMENTS**

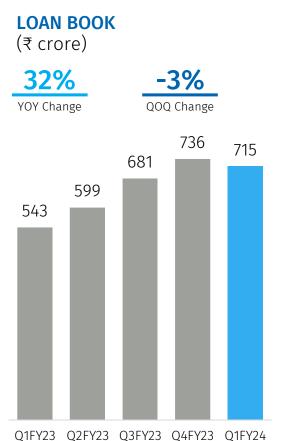
(₹ crore)

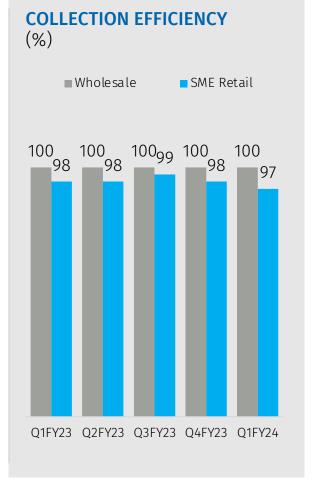
-5% 27% YOY Change

QOQ Change





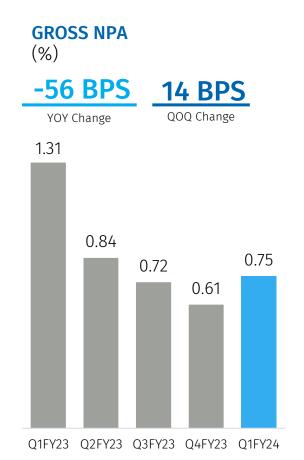


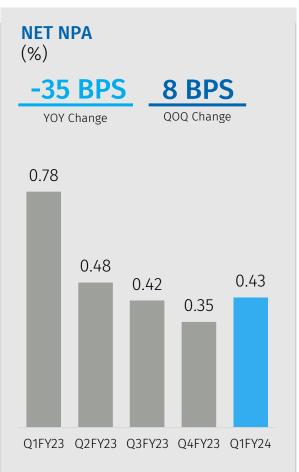


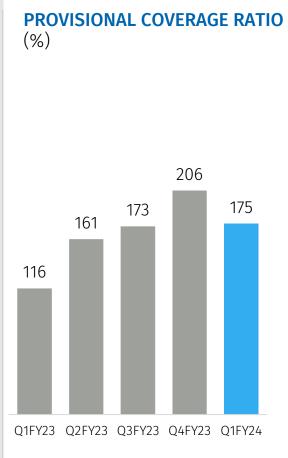
CSL FINANCE LIMITED

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## **Asset Quality**









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# **Asset Quality: Stage Analysis**

### CLASSIFICATION OF ASSETS BASIS THE ECL COMPUTATION AS PER IND-AS:

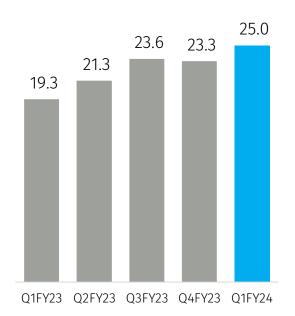
PARTICULARS	Q1FY23	Q4FY23	Q1FY24
Gross Stage 3 (GNPA)	7.06	4.47	5.34
% portfolio in Stage 3	1.31%	0.61%	0.75%
ECL provision Stage 3	2.83	1.92	2.26
Net Stage 3	4.23	2.55	3.07
ECL Provision % Stage 3	40.12%	42.93%	42.44%
Gross Stage 1 & 2	532.61	727.92	707.47
% portfolio in Stage 1 & 2	98.69%	99.39%	99.25%
ECL provision Stage 1 & 2	5.34	7.29	7.09
Net Stage 1& 2	527.27	720.63	700.38
ECL provision % Stage 1 & 2	1.00%	1.00%	1.00%
Total Assets	539.67	732.39	712.81
% portfolio	100%	100%	100%
ECL Provision	8.18	9.21	9.36
Net Stage	531.50	723.18	703.45
TOTAL ECL Provision %	1.51%	1.26%	1.31%
Provision Coverage Ratio	115.72%	205.79%	175.32%
NET NPA (Only Stage 3 Provision)	0.78%	0.35%	0.43%

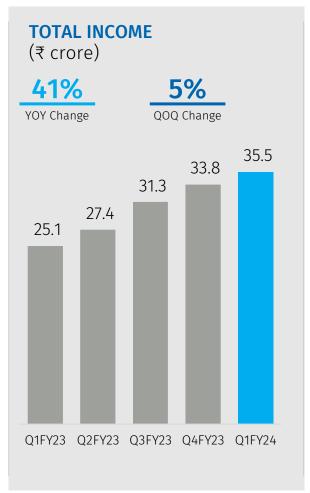
## **P&L Highlights**

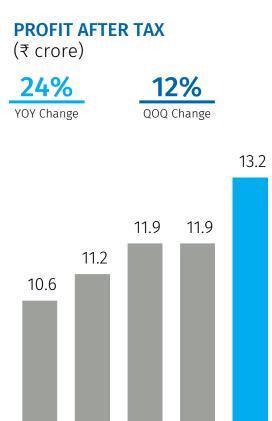
## **NET INTEREST INCOME**

(₹ crore)

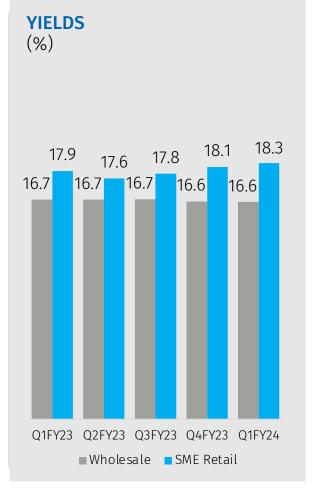
30% YOY Change 7%
QOQ Change







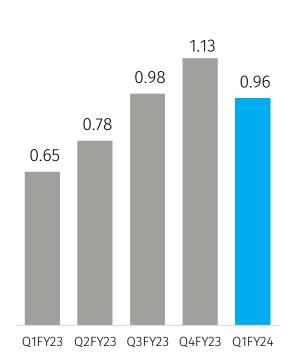
Q1FY23 Q2FY23 Q3FY23 Q4FY23 Q1FY24

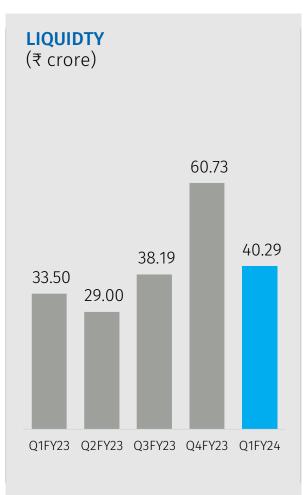


## **Treasury Update**

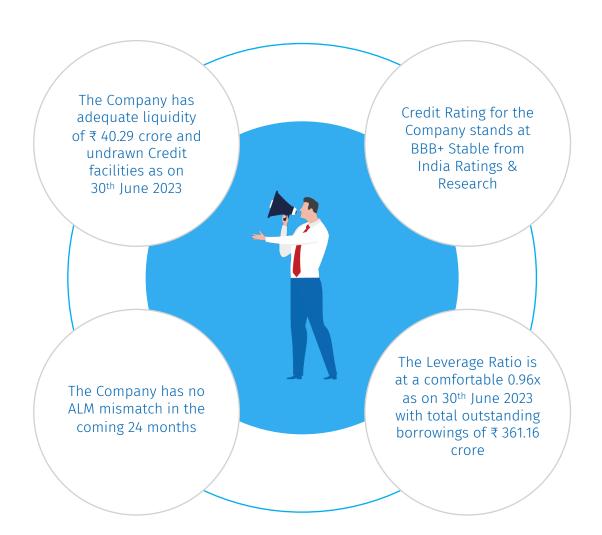
## LEVERAGE

(times)





Note: Higher liquidity reserved in Q4FY23 due to some NCD repayments scheduled Q1FY24



# **Quarterly Financial Snapshot**

(₹ crore)

PARTICULARS	Q1FY23	Q4FY23	Q1FY24
Disbursements	196.61	259.62	187.07
Revenue	25.10	33.75	35.49
Interest Income	23.62	30.9	31.26
PBT	14.20	16.21	18.18
PAT	10.63	11.85	13.24
Bad debts written off	0.50	0.40	0.94
Bad debts recovered	0.79	0.76	0.85
Loans and Advances	542.00	735.61	714.70
Net Worth	332.14	362.40	377.06
Total Liabilities	221.09	416.25	371.53
Borrowings	215.24	408.06	361.15
Gross NPA (%)	1.31%	0.61%	0.75%
Net NPA (%)	0.78%	0.35%	0.43%
Debt to Equity Ratio	0.65	1.13	0.96
CAR	63.50	49.88%	52.76%
ROA	7.84	6.94%	6.94%
ROE	12.81%	12.56%	14.05%
Book Value per share	160.20	174.79	185.24

## **Operational Updates** (1/2)



#### **NET INTEREST INCOME & PROFITABILITY**

- Both NII and PAT have registered growth of 7% and 16% QoQ respectively.
- Profitability improved during the quarter due to a higher average AUM, despite a lower closing AUM at the end of Q1FY24.
- Weighted average yields have slightly improved on the SME Retail front and remain relatively flat on the Wholesale side. As a result, Total Income growth was 5% QoQ.
- Lending on floating interest rates will also ramp up in the Wholesale segment in the coming quarters to insulate from fluctuations in interest rates.



#### LOAN BOOK

- The Loan Book is down 3% QoQ in Q1FY24. This decrease was due to higher collections during the current quarter and intentionally lower disbursements on the Wholesale side in Q4, attributed to some NCD repayments scheduled in Q1.
- Post the equity fund raise through preferential issue, Book Value Per Share stands at ₹ 193.01 on a fully-diluted basis.
- The SME Retail: Wholesale mix stands at 44:56 in Q1FY24, compared to 40:60 in Q4FY23.
- Disbursements in Q1FY24 showed a decent growth of 27% QoQ, despite Q1 being a relatively softer quarter for our business.
   Disbursements are expected to pick up in the coming quarters.
- Collection efficiency and Disbursement on SME Retail segment was slightly impacted in Q1, due to unusually high rains and flooding situations in many of markets during June.

- As communicated in our last update, we have begun reshuffling some of the existing branches while also launching new ones. During the quarter, we closed and consolidated 3 older branches while launching 2 new ones one in Rajasthan and one in Uttar Pradesh. This marks our entry into the Uttar Pradesh markets. We will witness a net addition of branches in the coming quarter. While the Company is adding new branches, team strength addition will only be implemented on a branch level. Senior-level management and HQ headcount remain sufficient for larger operations.
- Improving employee and branch level efficiency remains an ongoing activity and a key area of focus, with extensive training and migration programs already undertaken and planned for FY24.



#### **LENDING PARTNERS**

• CSL Finance onboarded a new lender during the quarter - IndusInd Bank Limited. This takes the total lender count to 16 as compared to 6 a year back.



## **Strategic Updates** (2/2)



#### **EQUITY FUND RAISE**

• During the quarter, the Company announced an Equity Fund raise through a Preferential Issue to a prominent Foreign Institutional Investor (FII) - Kitara PIIN 1103 (Kitara Capital), thereby raising ₹48.62 Crore.



#### **NEW PRODUCT LAUNCH IN SME RETAIL SEGMENT**

- In collaboration with APL Apollo Group, the Company has successfully launched its Fabricator Loan product – an unsecured loan based on purchase invoices. This product offers quick disbursement within 24-48 hours and various repayment options.
- It is tailored specifically for the steel fabricators (of APL Apollo) and incorporates a subvention clause.
- With a short tenure of 45-90 days, the product aims to meet the working capital needs of fabricators.
- The Company has developed a dedicated technology platform to manage the entire loan lifecycle.
- The product was initially introduced in 3 of the Company's existing branches in June 2023, and by end of Q2 all of the existing branches will be offering this product. The Company also plans to launch dedicated branches for these loans in Southern India, which will later on also offer entire SME Retail products.



#### DEVELOPING A FEE BASED INCOME

• Over the last few months, the Company has been actively working towards growing its AUM, in both Wholesale & SME Retail, through Direct Assignment (DA) & Co-Lending structures to generate a fee-based income.

- Leveraging its expertise of the NCR Wholesale lending market, the Company is lending via Direct Assignment route for lenders such as Kotak Mahindra Bank Limited & Tourism Finance Corporation of India Limited. The Company has lent 29 Crore as of Q1 under DA.
- In the SME Retail vertical, the Company has lent 20 Crore (1.94 Crore allocated in Q1, rest will be completed in Q2) through Direct Assignment route with Indian Overseas Bank. Through assignment-based lending, the Company will generate fees for the entire duration of the loan.
- The Company can generate a fees of up to 2% of the AUM under Direct Assignment and Co-Lending, without any recourse.



#### OUTLOOK

• Outlook for the Company remains robust, with a loan book target of 1,000 Cr for FY24, with an AUM mix of 50:50 in Wholesale & SME Retail.



**Lending Partners** 



CSL FINANCE LIMITED \_\_\_\_\_\_\_\_1

# **5Y Financial Snapshot**

(₹ crore)

PARTICULARS	FY19	FY20	FY21	FY22	FY23
Disbursements	346.19	270.10	433.32	491.10	758.72
Revenue	59.70	60.85	61.67	74.62	117.54
Interest Income	54.97	58.42	59.18	67.66	108.54
PBT	34.06	31.74	39.36	44.98	61.47
PAT	25.15	22.47	27.53	33.68	45.52
Bad debts written off	0.10	0.26	3.88	1.45	0.94
Bad debts recovered	0.20	0.15	0.10	2.33	2.42
Loans and Advances	323.51	310.96	329.55	516.95	735.61
Net Worth	214.76	232.55	259.20	321.68	362.40
Total Liabilities	121.99	99.92	88.33	210.68	416.25
Borrowings	121.99	95.92	82.60	204.16	408.06
Gross NPA	0.12%	0.69%	2.11%	1.73%	0.61%
Net NPA	0.10%	0.24%	1.19%	0.96%	0.35%
Debt to Equity Ratio	0.57	0.41	0.32	0.63	1.13
CAR	66.00%	73.16%	81.50%	63.82%	49.88%
ROA	7.63%	6.76%	7.92%	8.45%	6.94%
ROE	13.27%	9.66%	11.20%	12.48%	12.56%
Book Value per share	381.33	125.65	140.05	155.06	174.79

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# **About CSL Finance**

- Introduction & Snapshot
- Wholesale

BusinessVerticals & Products

SME Retail



## Introduction

CSL Finance Limited is a Non-Banking Finance Company registered with the Reserve Bank of India and listed on the NSE and BSE.

The Company is a one-stop destination for Small and Medium-Sized Enterprises (SMEs) and real estate and non-real estate corporates to avail a variety of secured loan products. CSL's experienced and dynamic team aims to fulfil every entrepreneur's dreams by bridging the gap between their dreams and their financial needs to grow their business.

## ₹ 715 Crore Loan Book

56%
Wholesale vertical catering to real estate sector in NCR



**44%**SME Retail vertical built on 25 branches across 6 states

## **SNAPSHOT**

BBB+ Rated 99% Secured loan book

**53%**Superior CAR

**14%** ROE

**₹377 Cr**Net
Worth

**274**Team
Strength







WS LARGE

Structured loans for Mid Income/ Affordable Group Housing Projects WS SMALL

Construction loan given against single plotted projects

WS OTHER TERM LOAN

Loan against SORP/SOCP properties and Loan against securities & deposits which are highly liquid

SME RETAIL

Micro/Small Loans to Kirana Stores, Traders, Schools, and other boutique shops and merchants backed by owned properties as collateral, small ticket loans SME MID-SIZED LAP

Loan against properties for business expansion or working capital finance SME FABRICATOR LOAN

Purchase invoice based unsecured loan product, with quick disbursement within 24-48 hours and varied repayment types

₹ 14 crore

₹9 crore

₹6 crore

₹ 10 lakh

₹ 1.5 crore

₹ 1.5 lakh



**CSL FINANCE LIMITED** 





AUM (₹ crore)	₹ 248 Crore	₹ 135 Crore	₹ 19 Crore
CONTRIBUTION TO WHOLESALE AUM	62%	33%	<b>5%</b>
LOAN ACCOUNTS	<b>25</b>	33	5



#### BETTER CUSTOMER SELECTION: STRONG SOURCING

- Presence in strategically selected micro-markets of NCR
- Excellent understanding of dynamics of each micro-market
- Customer selection based on end-use demand
- Primarily involved in last-mile funding, thus reducing project execution risk
- Business with only reputed developers with a good credibility

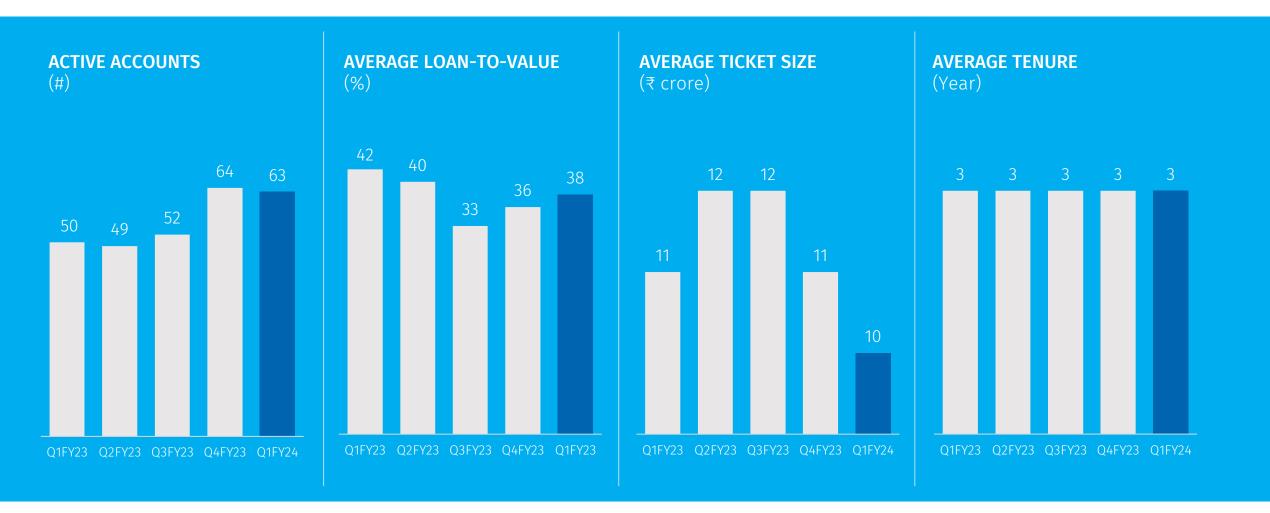
#### **CREDIT APPRAISAL & EXCELLENT SCREENING**

- Robust due diligence
- Extensive credibility checks
- Project & market screening, assessment of market demand-supply trends.
- Each deal is structured uniquely based on specific project requirements
- At least 2X security cover with a charge on multiple assets

#### CONSTANT MONITORING

- Dedicated, on-ground resourced for asset monitoring
- Fortnight site visits to assess project progress
- Review of sales, inventories, market price, costs
- Detect early warning signals, initiate required steps, and increase engagement
- Wherever required, initiate early legal actions for faster repayments

## Wholesale (1/3)



## Wholesale Large: Affordable Group Housing



Committed Receivables are 3x of existing POS

Average ticket size of units is under ₹25 Lakhs

SOLD (%)	CASES (#)	SANCTION (₹ CR)	POS AS ON 31.03.23	AUM (%)	POS AS PER REPAYMENT SCHEDULE	PRE-PAYMENT RECEIVED	ACCOUNT CONDUCT	AVERAGE TICKET SIZE
100%	2	49.40	32.04	28%	46.00	13.96	Satisfactory	< 25 Lakhs
80% to 100%	1	30.00	9.18	8%	-	-	Satisfactory	< 25 Lakhs
< 50%	7	94.71	73.82	64%	84.82	11.00	Satisfactory	< 25 Lakhs
	10	174.11	115.04	100%	130.82	24.96		

**CSL FINANCE LIMITED** 

# Wholesale Large: Mid-Income Group Housing



COMPLETION (%)	CASES (#)	SANCTION (₹ CR)	POS AS ON 31.12.22	AUM (%)	POS AS PER REPAYMENT SCHEDULE	PRE-PAYMENT RECEIVED	ACCOUNT CONDUCT	AVERAGE TICKET SIZE
100% (Completed)	3	22.50	3.28	2%	16.95	13.67	Satisfactory	< 60 Lakhs
90% to 100% (Nearing Completion)	4	30.50	17.07	13%	23.45	6.38	Satisfactory	< 60 Lakhs
> 70%	3	65.00	33.75	25%	58.51	26.34	Satisfactory	< 60 Lakhs
< 50%	5	89.80	79.20	59%	62.96	4.96	Satisfactory	< 60 Lakhs
	15	207.80	133.30	100%	161.87	51.34		

## **Wholesale Small: Small Builders**

Tenure of these loans is under 36 months

Small Builder Floors are G+4 floor structure buildings

Located in South Delhi & Gurugram micromarkets of NCR region



Regulatory compliances are minimal as these projects don't fall under RERA compliances

Risk of non-completion of projects is minimal

Construction cost is a small part of these projects

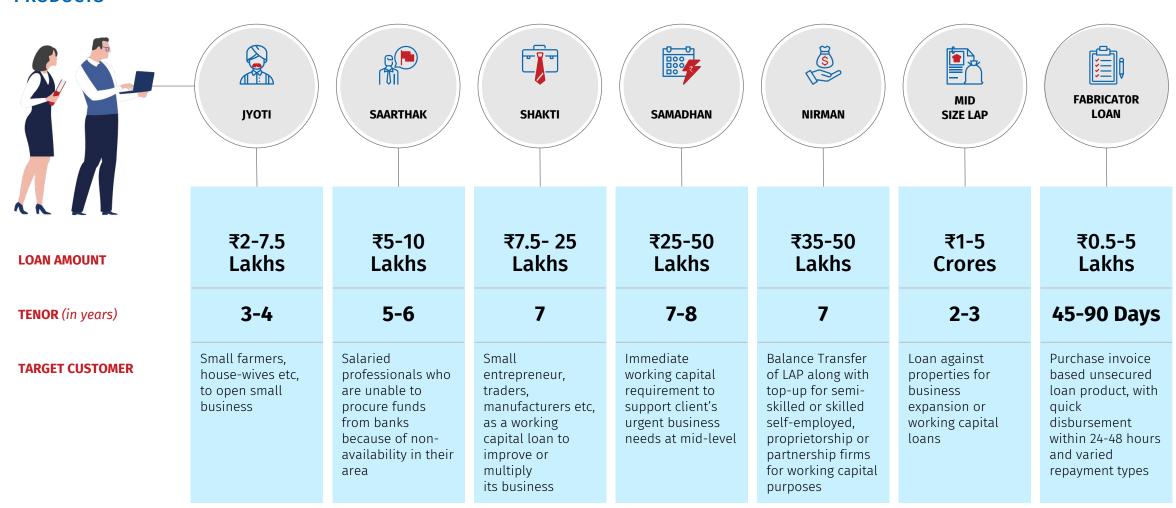
Feedback loop is fast and demand-supply corrects quickly

COMPLETION (%)	CASES (#)	SANCTION (₹ CR)	POS AS ON 31.12.22	AUM (%)	POS AS PER REPAYMENT SCHEDULE	PRE-PAYMENT RECEIVED	ACCOUNT CONDUCT
100%	4	27.24	16.67	12%	25.00	8.33	Satisfactory
70% to 99%	6	37.50	28.08	21%	33.49	6.11	Satisfactory
50% to 69%	15	116.31	48.63	36%	112.25	63.62	Satisfactory
70% to 99%	8	52.59	41.63	31%	43.76	2.13	Satisfactory
	33	233.64	135.00	100%	214.50	80.19	



## **SME Retail** (1/5)

### **PRODUCTS**



## **SME Retail** (2/5)

## **PRESENCE**



PUNJAB 02 | 15%



HARYANA

04 | 15%



NCR 03 | 2%



UTTAR PRADESH 01 | 7%

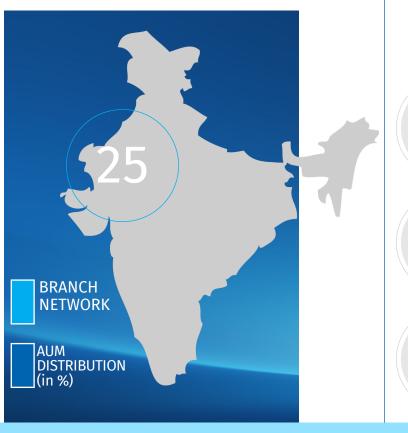


RAJASTHAN **07 | 32%** 



06 | 22%







## **Clustered**

Approach to expanding branch network, based on understanding & comfort in each micro-market

## **SME Retail** (3/5)

### **AUTOMATING WORKFLOW TO IMPROVE EFFICIENCY**



- Multi Bureau checks + CIBIL Auto analysis
- Automated Technical & Field Investigation
- Automated Bank statement analyzer
- Different input parameters for credit analysis
- Physical verification of business premise & residence
- Multiple third party APIs installed to eliminate fraudulent activities



LOAN



- Customer on-boarding & authentication
- Geotagging of business premise and residence
- eKYC
- Document verification & validation
- Preliminary eligibility check
- Mobile number verification through OTP
- Door to door canvasing for lead generation

- 100% cashless, E-disbursement of loan amount
- 99% collection done by NACH & eNACH
- Penny-drop verification
- Automated outbound dialling and instalment reminder messages
- Payment enabled through various third-party payment gateways & apps
- E-signing of all documents for unsecured loans

### **OTHER INITIATIVES**

- Multiple report generations at a click of a button
- Continuous enhancements in credit decisioning module

• Extensive efforts on Training & Development for the adaptability of this new technology

CHECKLIST

Implementing BRE for automating deviations as per policies

## **SME Retail** (4/5)





Migrated to a bespoke customer onboarding & loan underwriting platform with multiple API integrations.

#### Achievements so far:

- SMS & WhatsApp Integration in LOS
- Automated EMI reminders to customers
- Legal & technical vendor integrations in LOS
- Pre-printed loan agreement
- Mobile Collect for collections module
- Multiple deliverable letters automated from LMS
- Extensive credit enhancements
- Launch of new Unsecured Loan products in LOS
- New product for managing fabricator loans





- E-NACH & Aadhar Based NACH LIVE for all sanctioned cases
- Banking statement analyser integrated in LOS
- Multiple third party API integrations to eliminate frauds in LOS pertaining to KYC, GST, Vehicle RC, among others
- Extensive reporting tool

- Multiple Bureau Checks & Analysis through various credit bureaus

## **Roadmap Going Forward**

#### **H1 FY24**

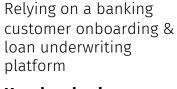
- Business Rule Engine
- Airtel Payments Bank Integration for cash deposit point
- Data Analytics
- BI Dashboards
- Lead Management System

#### **H2 FY24**

**●** 

- Treasury Management System
- Virtual Accounts with HDFC BANK
- Legal status tracking & crime check Integrations
- Communication Engine in LMS
- Document Management System
- Customer Facing App
- CKYC



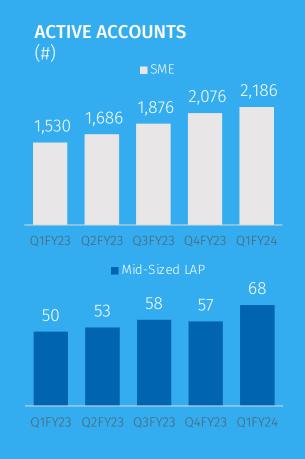


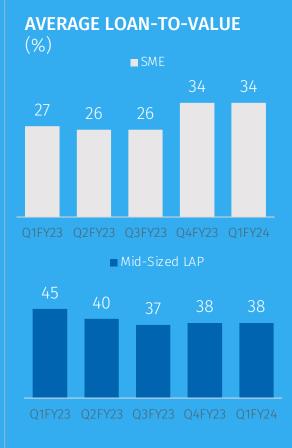
## **Key drawback:**

**Up to 2021** 

- Less suitable for NBFC operations
- Little customizations

## **SME Retail** (5/5)









# 03

# Prudent Risk Management



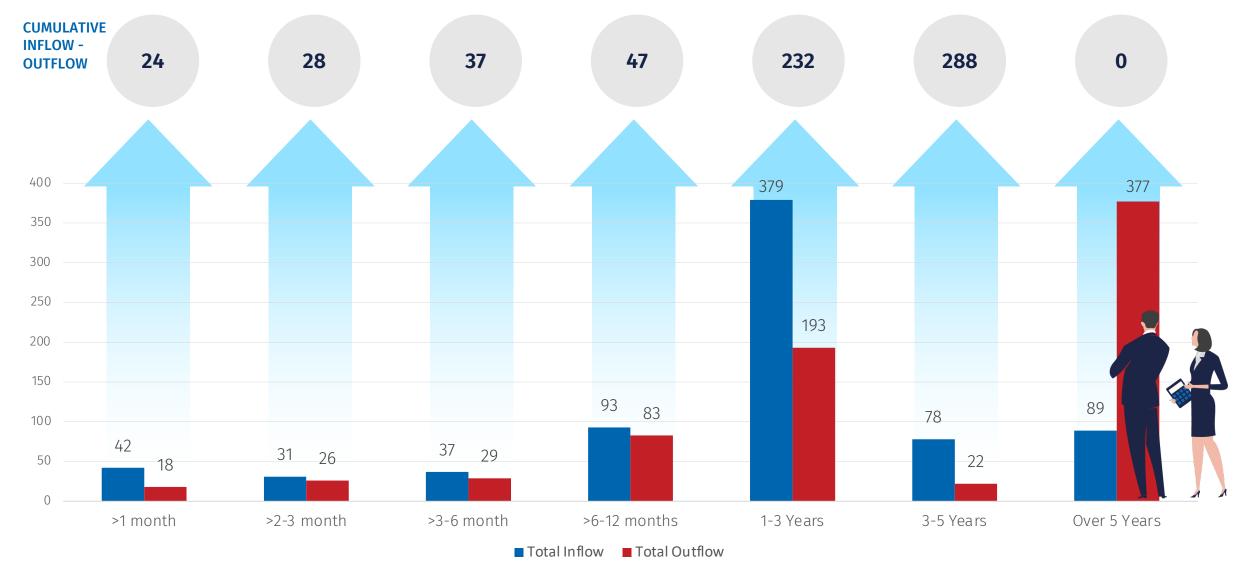
Well Managed ALM





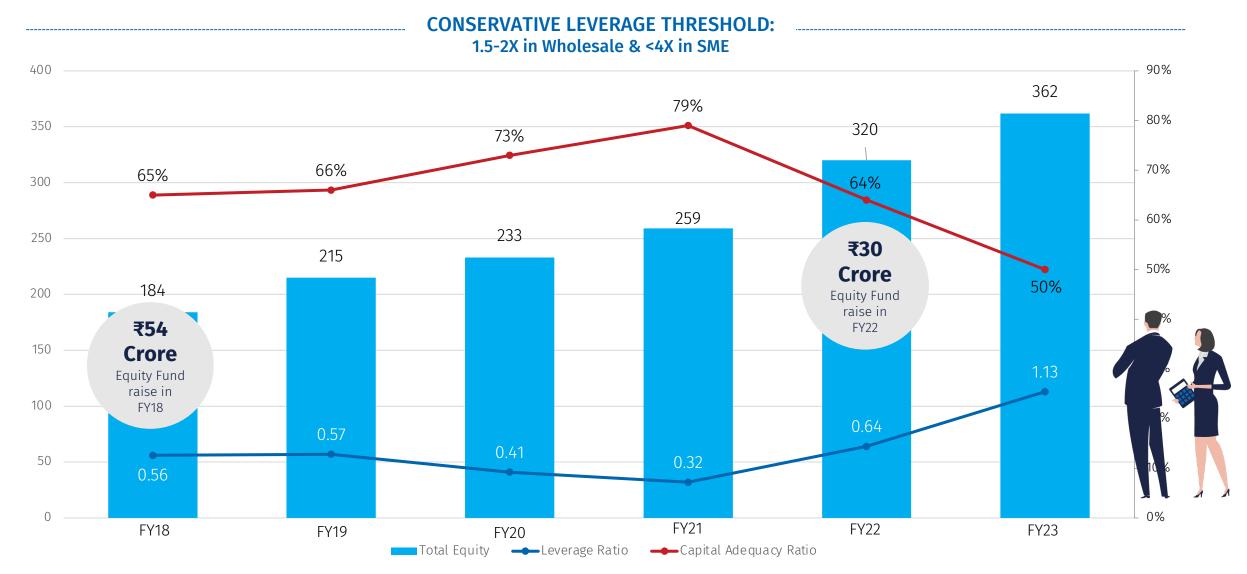


# Well Managed ALM



CSL FINANCE LIMITED 31

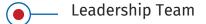
## **Conservative Leverage Standards**



# 04

# Leadership







## **Board of Directors**



ROHIT GUPTA
MANAGING DIRECTOR

Mr Rohit Gupta has over two decades of experience in merchant banking, corporate finance, financial restructuring, project finance, capital markets and structured lending. He has advised several small/mid-size organizations to develop and execute turnaround and growth strategies and helped them raise equity and debt through various instruments to fuel their growth. He is passionate about innovative and structured lending models and is the prime driving force behind the structured lending model of the Company. In addition, he has steered the Company to certain niche market segments and has envisioned Company's foray into SME lending. He is a qualified Chartered Accountant.



ASHOK KUMAR KATHURIA DIRECTOR

Mr Kathuria has been associated with the Company since its inception. He has served the Company as a Director since 2005 and has experience managing back-end operations, documents processing, liasoning and administration across various projects and assignments. He has handled various assignments single-handedly and led his work in a way that is highly appreciable.



RACHITA GUPTA WHOLE-TIME DIRECTOR

Ms Rachita is a commerce graduate and has done her Masters of Business Finance from Warwick Business School, UK. She started her career with EY and has experience in Analytics, Data Management, Digital Marketing & Corporate Branding. She played a vital role in the rollout of the Retail lending segment of the company. In addition, she has been a critical person in driving the various MIS reports and setting up the Marketing and CSR dept of CSL.



PARMOD BINDAL INDEPENDENT DIRECTOR

Mr Parmod Bindal has been a Chartered Accountant in practice for the last 32 years. He has vast experience in the fields of Bank Audits, Income Tax and Indirect Taxes, including GST, Statutory Audit, Internal Audit, Tax Audit, Companies Act, Stock Audit, etcetera. He has also served as the Independent Director of the Steel Authority of India from 2015 to 2019.



AYUSH MITTAL INDEPENDENT DIRECTOR

Mr Mittal manages the day-to-day operations of various professional advisory firms. Having spent more than five years in capital and forex markets, he is actively involved in algorithmic software trading of forex in Singapore and other countries. He also has experience in taxation, corporate litigation and corporate restructuring. He is a qualified Chartered Accountant.



CHANDER SUBHASH KWATRA INDEPENDENT DIRECTOR

Mr Chander Subhash Kwatra has done his MBA with specialization in Finance from IGNOU, New Delhi. He is a Post Graduate of Mathematical Statistics from Delhi University and is a certified Associate of the Indian Institute of Bankers (CAIIB). He has a rich and vast experience of over 35 years in the banking industry. He joined Punjab and Sind Bank as a probationary officer in 1983 and retired as the Bank's Chief Financial Officer in 2018.

Years at CSL

Work Experience

6+

## **Management Team**



**ROHIT GUPTA MANAGING DIRECTOR** 

17+



**NARESH VARSHNEY** CHIEF FINANCIAL **OFFICER** 

26+

8+

Ex – RR Finance Consultants. Centrum Capital & Unicorn



**AMIT RANJAN** CHIEF **OPERATING OFFICER** 

ICICI Bank. Deutsche Bank

18+

Ex – Karvy Financials, Save Financial Services, HSBC Bank,

2+



**CHANDAN KUMAR** WHOLESALE **CREDIT HEAD** 

Ex - PNB Housing, HDFC, SIB



**RACHITA GUPTA** WHOLE-TIME DIRECTOR

Ex – Ernst & Young



**RANJAN BANERJEE ZONAL CREDIT HEAD SME** 

18+

2+

Ex - TATA Capital, Hinduja Leyland Finance, Shriram City Union Finance



**RITESH TYAGI HEAD FINANCE** 



11+

Ex: Aviom India Housing, ICICI Bank, PNB housing, SMC Finance



**NIKHIL SINGH VP OPERATIONS** 

16+

Ex - ICICI Bank, HDFC Bank, Ziploan, Eduvanz and Save Financial Services



**SHALINI AGGARWAL VP FINANCE** 

**SAURABH PRIYADARSHINI SR MANAGER LEGAL** 

5+

**PREETI GUPTA COMPANY SECRETARY** 

6+

2+

**HARIOM KUMAR SR MANAGER HR** 

4+

21+

17+

Ex – Ujjivan Financial Services

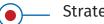




**CHIEF MANAGER ACCOUNTS** 

# 05

# **Strategy**



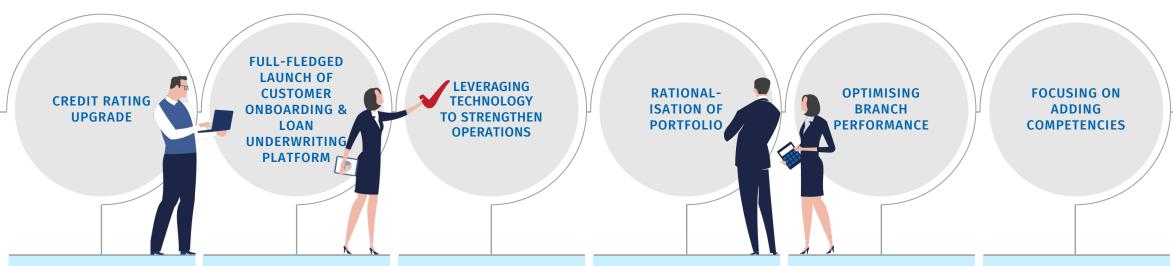
Strategic Priorities







## **Strategic Priorities**



- In the recent credit rating review in December'22, the Company was reassigned BBB+ rating.
- The Company plans to re-approach credit rating agency in the coming FY, as its AUM mix transitions further in favour of SMF Retail.
- The Company has recently migrated to a new customer onboarding & loan underwriting platform with multiple API integrations.
- In FY24, the Company is working towards integrating various modules & functions in its system to further improve credit checks & automate lending.
- The Company is working towards automating underwriting, reducing physical onboarding of accounts, and reducing turn-around-time to achieve efficiency and competitiveness in the SME Retail segment.

  The Company is
- The Company is working towards creating a full fledged system for driving its fabricator loans

- The Company aims to rationalise its portfolio in favour of SME Retail vertical, to de-risk itself from being present only in one business vertical.
- From the current Wholesale: SME Retail mix of 56:44, the Company plans to achieve a portfolio mix of 50:50 in FY24.
- The Company is working towards growing its SME Retail loan book, and AUM per branch, AUM per employee, to achieve better branch-level profitability.
- CSL has recently added its first unsecured loan product for steel fabricators in association with APL Apollo Group.



03

05

BBB+ RATED

CSL has recently upgraded to BBB+, achieving the crucial AA credit rating will help in raising debt at competitive terms, and open doors to a new set of lenders.

Key Takeaways

**GEARED FOR AUM GROWTH AFTER 3 YEARS OF CONSOLIDATION** 

With a significant headroom to grow leverage, and a conducive external environment after a wave of consolidation, the Company is geared for growth in both of its lending verticals.



Growing mix of SME Retail, will help optimise the overall cost-to-income ratio of the Company and optimise profitability.

PRUDENCE OVER GROWTH DNA

The Company favours risk management over growth.

## **Safe Harbour**

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**GET IN TOUCH** 

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