



Edelweiss Financial Services Limited

Q4FY17 and FY17 Earnings Update



Safe Harbour



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Edelweiss Financial Services Limited Corporate Identity Number: L99999MH1995PLC094641

For more information, please visit www.edelweissfin.com or drop us an e-mail on ir@edelweissfin.com.

NOTES:

Slide 20, 25: EARC is now a subsidiary and consequently capital employed includes Distressed Credit in EARC and excludes episodic

Slide 22, 46: Net Worth Includes unrealised gains on equity and mutual fund investments per IRDA norms

Slide 25,26: Gross and Net NPAs do not include Distressed Credit and Episodic book

Slide 37: UHNI: Ultra High Net Worth Individuals; HNI: High Net Worth Individuals RM: Relationship Manager


Slide 38: Market opportunity source Mckinsey Report March 2017

Slide 52: Conversion rate considered is USD/INR 64.84

Slide 55: Others includes Provident Fund, Insurance & Corporate

Slide 60: Top institutional shareholders : Holding of known affiliates have been clubbed together for the purpose of this information

Slide 9,37,39,52: Numbers have been rounded off to the closest 100



- 1 Overview & Business Approach
- 2 Quarterly Performance Highlights
- 3 Annual Performance Overview
- 4 Business Performance Highlights
- 5 Enterprise Update



Overview & Business Approach



Edelweiss
Ideas create, values protect

We are a Diversified Financial Services Company...



Credit

- Corporate Credit
- Retail Credit
- Distressed Credit

Franchise

- Wealth Management
- Asset Management
- Capital Markets

Insurance

- Life Insurance



Multiple vectors of growth

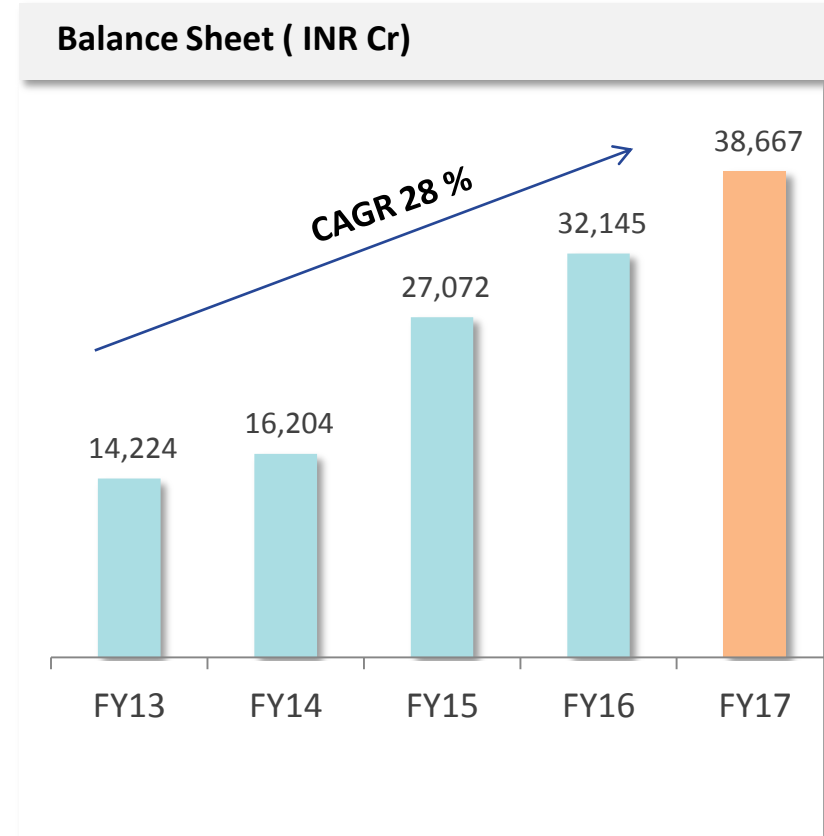
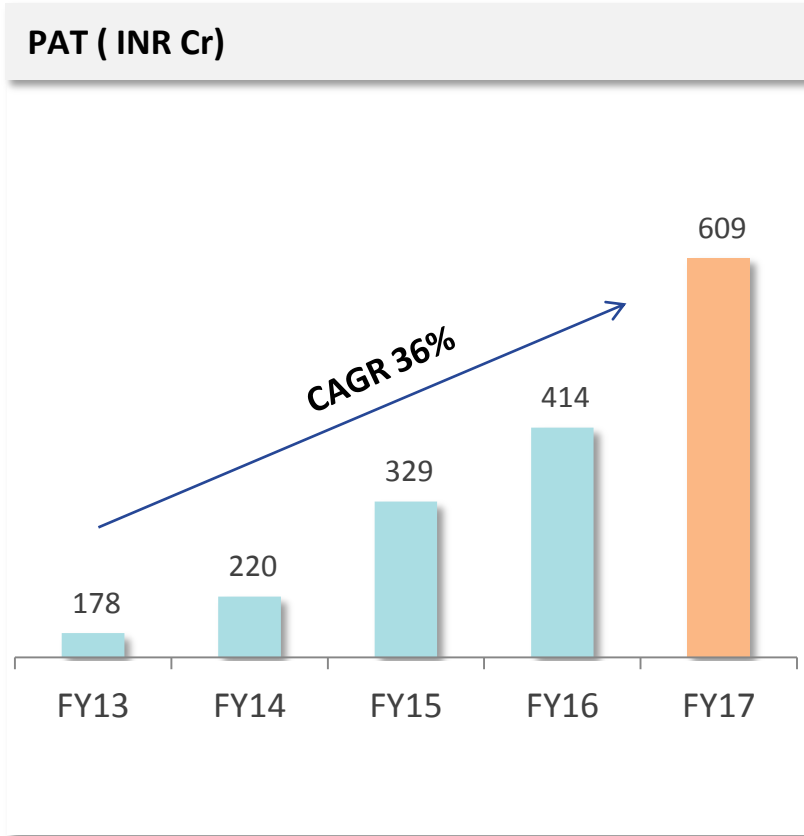
Delivers consistent growth and profitability

Helps manage short term volatility in the business cycle

Ability to calibrate growth in line with favourable market conditions

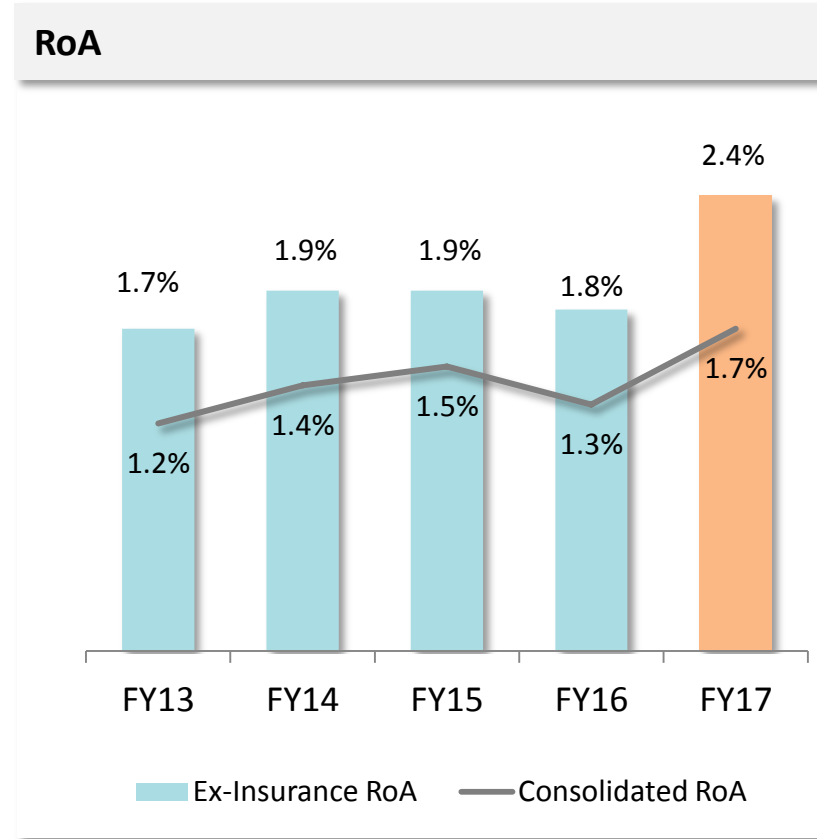
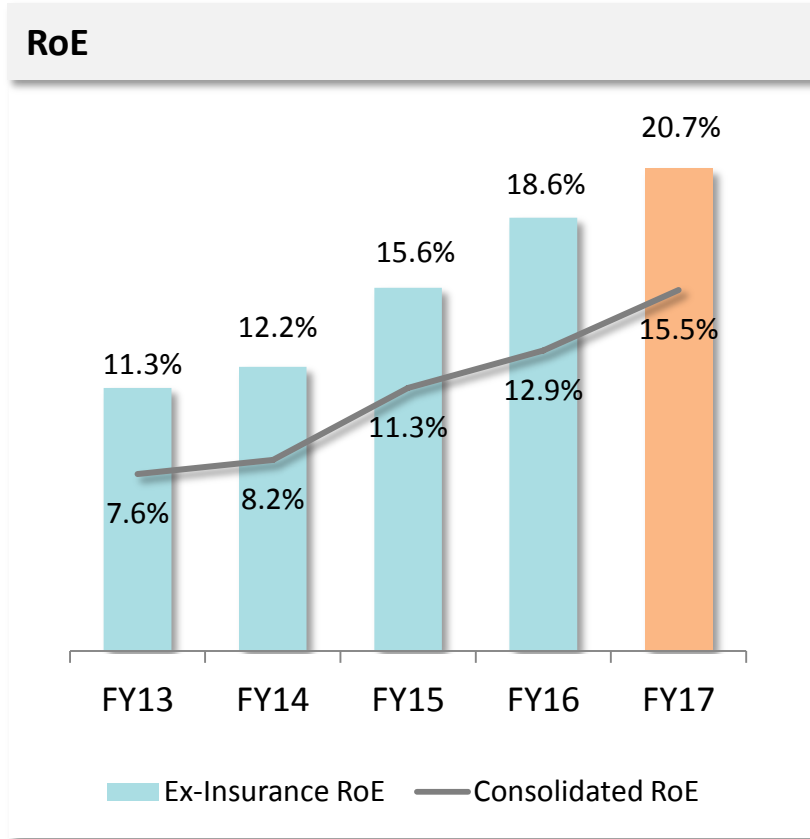
Provides avenues of growth for human capital

..With Consistent Growth Over the Past 5 Years...



Non linear growth in profitability

...Across Key Performance Parameters



Continued improvement in profitability ratios

PAT Growth of 47% in FY17...



(INR Cr)	FY16	FY17	YoY Growth
PAT Consolidated	414	609	47%
Credit	337	447	33%
Franchise	72	193	168%
Insurance	(104)	(110)	-
BMU, Corp & Others	110	79	-28%
...With 20% growth in Assets			
Balance Sheet	32,145	38,667	20%

...With Significant Scale and Growth in Assets



As on 31st March'17

INR Cr

YoY Growth

On Balance Sheet Assets

38,700

20%

Off Balance Sheet Assets

1,17,900

93%

Distressed Credit (ARC Assets)

34,700

38%

Assets Under Advice (Wealth Management)

60,300

104%

Funds under Management (Asset Management)

18,200

264%

Assets under Custody

4,700

292%

Total Assets

1,56,600

68%

Clients
~11,00,000

Employees
6,972

Offices
277

Growth in Franchise businesses to provide RoE fillip

Our Business Approach



Cost

We focus on costs without compromising on the quality of our offerings

Risk and Governance

Prudent risk management and relentless focus on governance is central to all our businesses

People

Our culture promotes leadership development and partnership

Customer Focus

We strive to make customer experience outstanding at all times

Product Innovation

We aim to innovate products and processes in order to help our clients succeed

Our Aim Over the Next 3 Years is to...



- 1 Consistently grow our PAT at 25% - 35% annually
- 2 Reach a Consolidated RoE of 18%
- 3 Reach an Ex-Insurance RoE of 22%
- 4 Bring down Ex-Insurance Cost to Income Ratio below 50%
- 5 Increase Retail Credit Book to 50% of Total Credit Book
- 6 Maintain our asset quality with GNPA below 2%
- 7 Enhance long term credit rating to AAA



Quarterly Performance Highlights - Q4FY17



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Q4FY17 Results Highlights



1 Q4 Consolidated PAT at INR 170 Cr; 36% CAGR over 20 quarters

2 Non linear growth in profitability

Consolidated PAT growth 40% YoY; Ex-Insurance PAT growth 37% YoY

Balance Sheet growth 20% YoY

3 Profit growth across businesses

Credit business grew 25% YoY

Franchise business grew 159% YoY

4 Continued improvement in key performance ratios

Consolidated RoE 16.1%; Ex-Insurance RoE 22.2%

Consolidated RoA 1.7%; Ex-Insurance RoA 2.7%

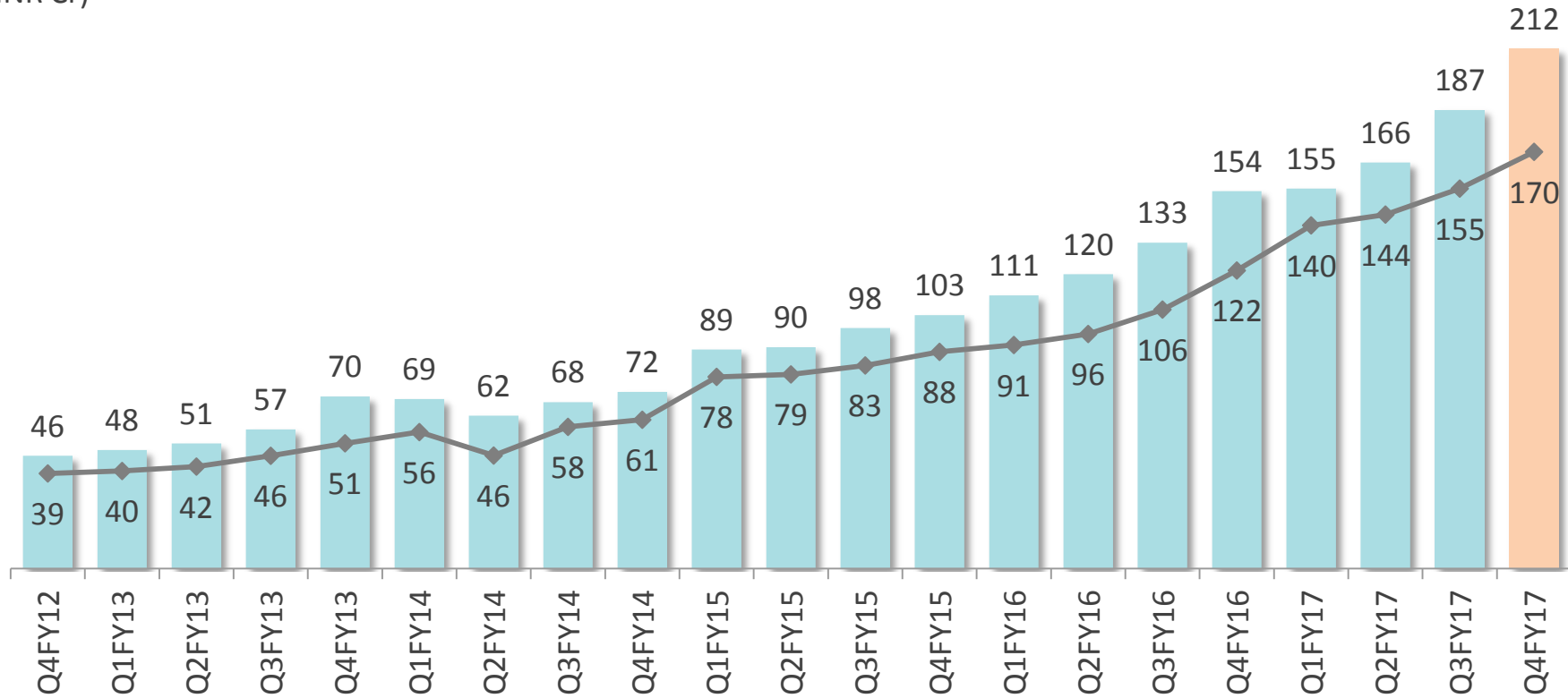
Consolidated C/I ratio 67%; Ex- Insurance C/I ratio 51%

1 PAT Trajectory Continues to Trend Upwards



Profit after Tax
(INR Cr)

Ex-Insurance PAT Consolidated PAT



Consolidated PAT CAGR of 36% over last 20 quarters

2 Consolidated Q4 PAT Growth of 40%



(INR Cr)	Q4FY16	Q3FY17	Q4FY17	YoY Growth
PAT Consolidated	122	155	170	40%
PAT Ex-Insurance	155	187	212	37%
..... With 20% growth in Assets				
Balance Sheet	32,145	37,245	38,667	20%

Non-Linear growth in Profitability made possible by the Franchise business

3 Profit Growth Across Businesses



(INR Cr)	Q4FY16	Q3FY17	Q4FY17	FY16	FY17
PAT	122	155	170	414	609
Credit	102	117	128	337	447
Franchise	30	51	78	72	193
Insurance	(33)	(31)	(42)	(104)	(110)
BMU, Corp & Others	22	18	7	110	79

4 Improving Key Performance Parameters



Consolidated

Key Ratios	Q4FY16	Q3FY17	Q4FY17	FY16	FY17
Cost to Income Ratio	76%	65%	67%	71%	67%
RoE	14.5%	15.4%	16.1%	12.9%	15.5%
RoA	1.3%	1.7%	1.7%	1.3%	1.7%
Ex-Insurance					
Cost to Income Ratio	61%	53%	51%	60%	54%
RoE	21.2%	20.9%	22.2%	18.6%	20.7%
RoA	2.0%	2.5%	2.7%	1.8%	2.4%



Annual Performance Overview - FY17

Financial Snapshot – FY17



INR Cr	EOP Equity	Profit after Tax	RoE	RoA
Pre Minority				
Credit	3,778	507	18.3%	2.1%
Franchise	122	193	-	-
BMU, Corp & Others	655	79	9.0%	0.9%
Insurance	733	(216)	-	-
(-) Minority	958	(46)	-	-
Total Consolidated	4,330	609	15.5%	1.7%
Total Ex-Insurance	3,948	719	20.7%	2.4%

Credit Business Performance Snapshot



Credit Business FY17 (INR Cr)	Total	Y-o-Y	Corporate	Y-o-Y	Retail	Y-o-Y	Distressed	Y-o-Y
EOP Capital Employed	27,608	38%	13,875	15%	8,952	48%	4,781	152%
EOP Equity	3,778	63%	2,110	40%	936	74%	731	164%
Net Interest Income	1,695	41%	1,064	27%	430	72%	201	76%
PAT	507	42%	288	26%	122	68%	97	76%
Net Interest Margin (including fee)	7.2%		8.2%		5.4%		7.3%	
Cost to Income	36%		36%		42%		23%	
RoE	18.3%		18.2%		16.0%		22.5%	
RoA	2.1%		2.2%		1.5%		3.5%	

- Growth driven by our diversified credit book
- Scale up Corporate Credit opportunity through co-investment from Asset Management fund
- Focus on increasing Retail Credit book

Franchise Business Performance Snapshot



Franchise Business FY17 (INR Cr)	Total	Y-o-Y	Wealth Mgmt	Y-o-Y	Asset Mgmt	Y-o-Y	Capital Mkts	Y-o-Y
Net Revenue	1,060	50%	453	87%	52	490%	556	22%
PAT	193	165%	71	262%	7	-	115	69%
Cost to Income	73%	-	76%	-	80%	-	69%	-

- Cost to income ratio down from 85% in FY16 to 73% in FY17 as businesses scale up
 - Wealth Management AUA at INR 60,300 cr
 - Asset Management AUM at INR 18,200 cr

Life Insurance Performance Snapshot



(INR Cr)	FY17	Y-o-Y
Gross Premium Income	441	42%
Investment & Other Income	151	74%
Total Income	592	49%
Total Expenses	808	46%
Profit After Tax	(216)	-
Minority	(106)	
Edelweiss' share in PAT	(110)	
Net Worth	733	
Embedded Value	1,012	

Scaling up as per plan to generate sustainable value

Profits Well Distributed Across Business Segments



Business Segments	Pre MI PAT (INR Cr)	% Contribution
Credit Business		
Structured Collateralised Credit	120	15%
Wholesale Mortgage	168	22%
Retail Mortgage	50	6%
LAS, SME, Agri and Business Loans	72	9%
Distressed Credit	97	13%
Franchise Business		
Wealth Management & Asset Management	78	10%
Capital Markets	115	15%
BMU, Corporate and Others	79	10%
Total Ex- Insurance	779	100%



Business Performance Highlights – FY17

CREDIT

Corporate Credit – Retail Credit – Distressed Credit



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Credit Business is a Mix of Diversified and Scalable Assets



As on March'17	Book Size (INR Cr)	% Share	
Corporate Credit	13,875	50%	
Structured Collateralised Credit	6,763	24%	Customized credit solutions with robust risk management systems
Wholesale Mortgage	7,112	26%	Developer financing for primarily residential properties
Retail Credit	8,952	33%	
Retail Mortgage	3,614	13%	Blend of loans to home owners and home buyers
SME & Business Loans	2,138	8%	Highly scalable, focus area for future
Loan against shares	2,328	8%	Catering to Retail and Wealth Management customers in Capital Markets
Agri and Rural Finance	872	3%	Large scalable opportunity with low competitive intensity
Distressed Credit	4,781	17%	Largest Asset Reconstruction Company in India
Total Credit Book	27,608		

Credit Business at a Glance – FY17



Credit Business (INR Cr)	Q4FY17	FY17
Capital Employed	27,608	27,608
Net Revenue	517	1,695
Net Interest Margin	7.7%	7.2%
Cost to Income	30%	36%
Provisions	140	319
PAT (post MI)	128	447
Gross NPA	1.59%	1.59%
Net NPA	0.60%	0.60%
RoE (post MI)	18.6%	18.2%
RoA	2.2%	2.1%

Improving NIMs and Robust Asset Quality



Key Parameters	Q4FY17	FY17
Average Interest Yield	16.4%	16.2%
Average Cost of Borrowing	10.0%	10.3%
Net Interest Margin	7.7%	7.2%

At the end of	Q4FY17
Gross NPA	362
Gross NPA %	1.59%
Net NPA %	0.60%
Total Provision Held	314
Total Provision Cover	87%
Average Collateral cover on Corporate book	2.3X
Average Loan-To-Value on Retail book	~45%

Credit

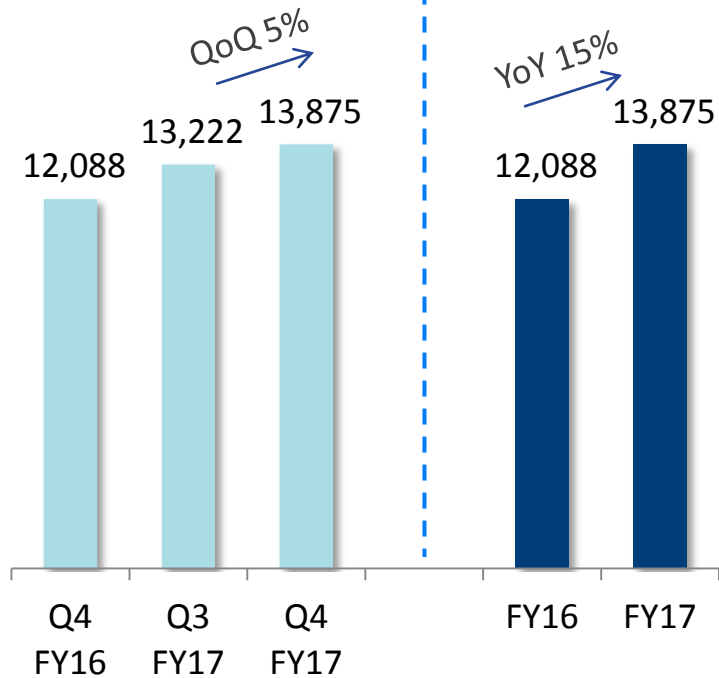
Franchise

Insurance

Steady Growth in Corporate Credit



Capital Employed (INR Cr)



FY17 Performance Highlights

- Corporate Credit PAT grew 23% YoY
- Strong deal flow across Structured Collateralised Credit and Wholesale Mortgage
- Maintained asset quality with high collateral cover
- Improved margins despite falling interest rate scenario



Business Approach

Client Centric Solutions

- Strong client relations
- Expertise in providing customized solutions

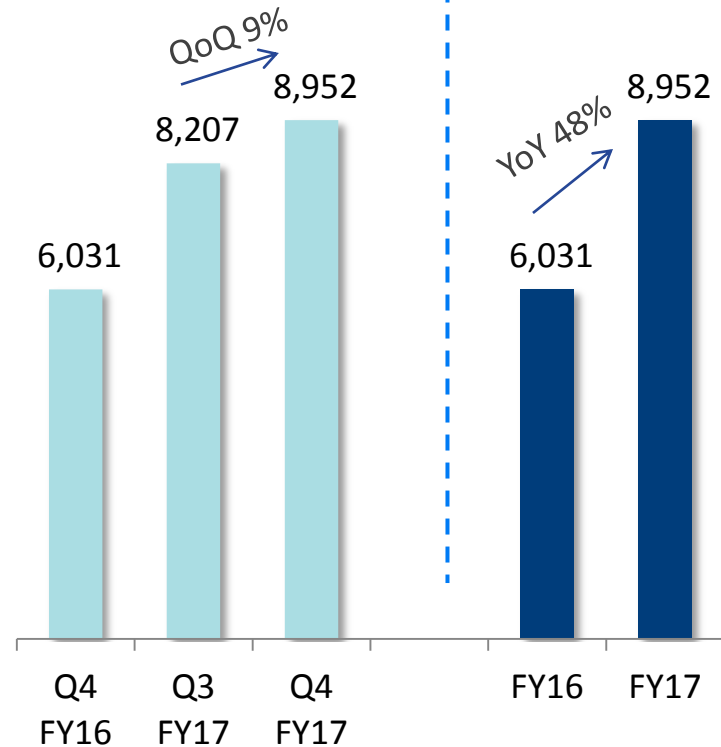
Robust Risk Management Processes

- In-house team of experts at underwriting and legal structuring
- Multilevel appraisal process
- Detailed evaluations carried out - Counterparty, Collateral and Cash flows
- Ring fenced structures and hybrid collateral pool ensures negligible loss given defaults

Retail Credit Expanding Footprint



Capital Employed (INR Cr)



FY17 Performance Highlights

- Strong origination momentum of H1FY17 back in March post demonetization
- Improving spread driven by product mix and reduced cost of funding
- Geographic expansion on track with launch of new branches – 61 as on March'17
- Focus on SME and Affordable housing segment
- CIMSME Awards - MSME Banking & NBFC Excellence Awards 2016

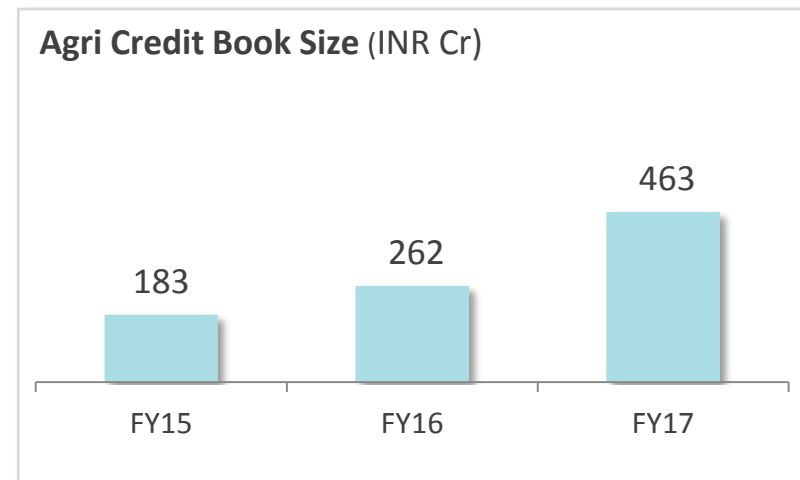
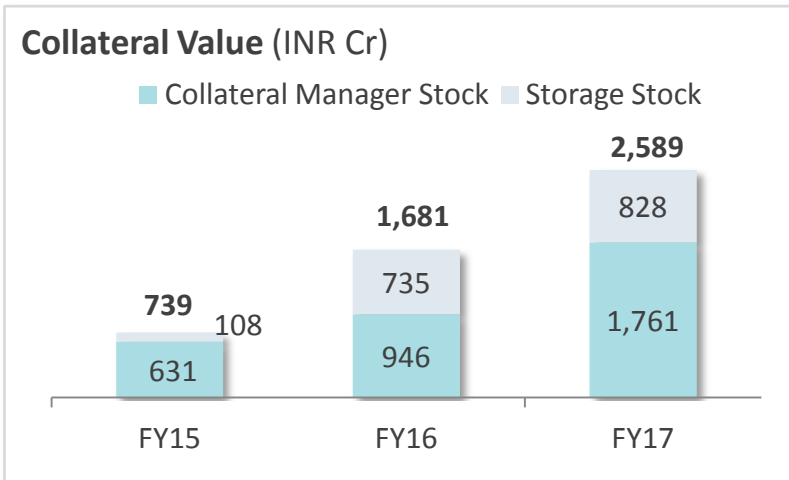
Retail Credit - Business Approach



Business Approach

- Established and optimized business infrastructure and platform
- Products tailored for target segments that are large, growing, underpenetrated and profitable
- Focused approach to improving operating efficiency
- Digital Transformation - Migrating towards decision making consistency and simplicity

Agri Credit Expected to Scale Up Post FY18



Business Approach

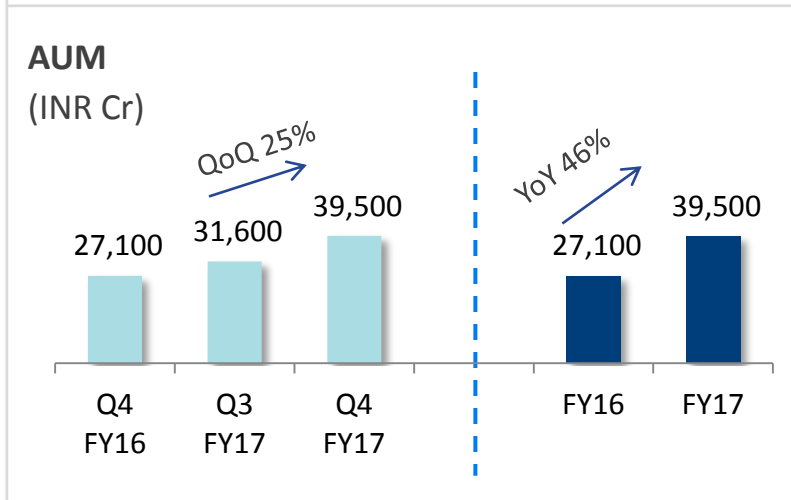
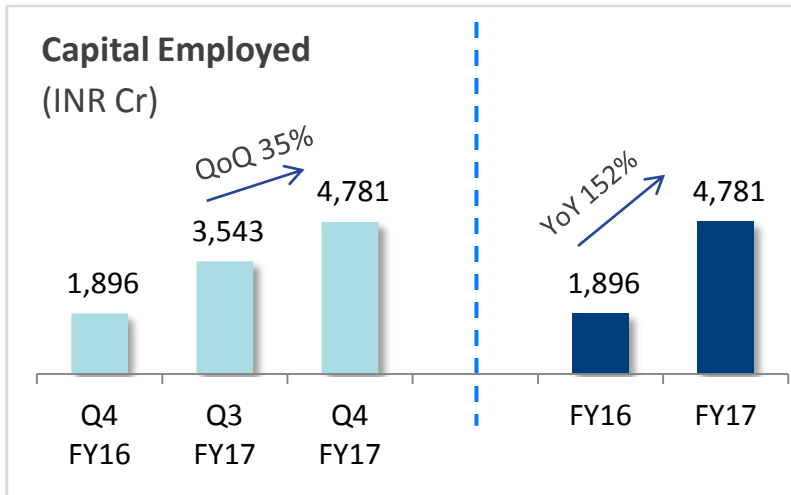
- One of the few organized players providing end to end business solutions in the Agri value chain
- Leverage the large opportunity size of the Agri financing industry estimated to be ~INR 1 lac Cr
- Continue to refine the business model with a focus on increasing the credit book
- Network of 435 warehouses across 17 states in India; investments in risk management capabilities
- Empanelled with 23 banks for Collateral Management Services

Credit

Franchise

Insurance

Growth in Distressed Credit due to Higher Acquisition



FY17 Performance Highlights

- Significantly higher acquisitions in FY17
- Gross loans of ~INR 80,000 Cr purchased which is ~8% of stressed assets in the Banking sector
- Continued focus on resolution and recovery
- Partnership with CDPQ (Canada)
 - CDPQ acquired 20% equity stake in Edelweiss Asset Reconstruction Company
 - First tranche of Equity infusion in Q3FY17
 - On a fully diluted basis Edelweiss holds 60% in EARC

Distressed Credit - Business Approach



Business Approach

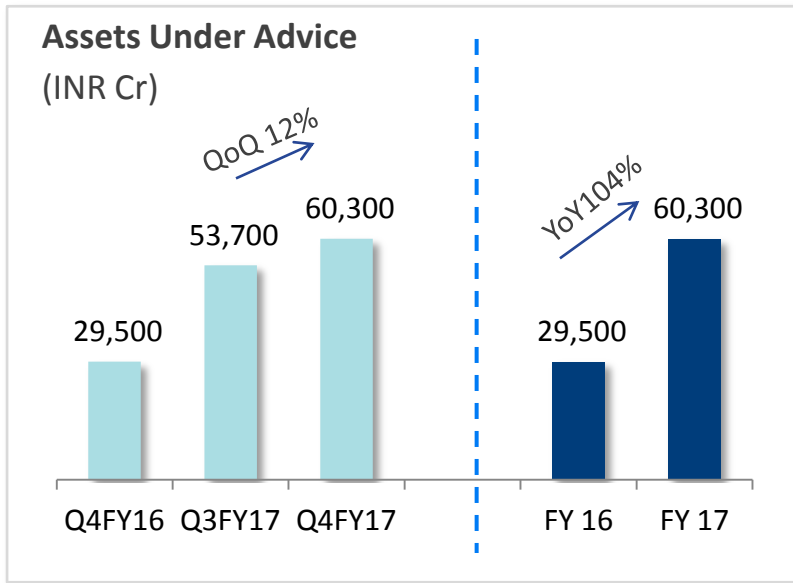
- Largest asset reconstruction company in India
- Focus on large operating and EBITDA earning assets but financially broken
- Delivering long term risk adjusted returns akin to LP GP model (Limited Partner & General Partner)
- Created an advisory board comprising of senior industry experts
- Building in-house capabilities for operational turnaround
- Extensive coverage & being first port of call for Banks

Franchise Business at a Glance – FY17



Franchise (INR Cr)	Q4FY17	FY17
Net Revenue	350	1,060
Cost to Income	67%	73%
PAT	78	193

Wealth Management AUA Continues to Scale Up



FY17 Performance Highlights

- Rapidly gaining market share with consistent increase in AUA
- INR 6,600 Cr added in Q4FY17
- Differentiated value proposition delivered through Specialist Financial Advisors (FAs) and Digital platform
- Cost to income ratio improved to 76% for the year from 88% in FY16

As on Mar'17	No. of clients	No of RMs	AUA (INR Cr)
UHNI	~400	53	41,200
HNIs	~5,900	102	6,200
Mass Affluent	~400,000	720	12,900

Credit

Franchise

Insurance

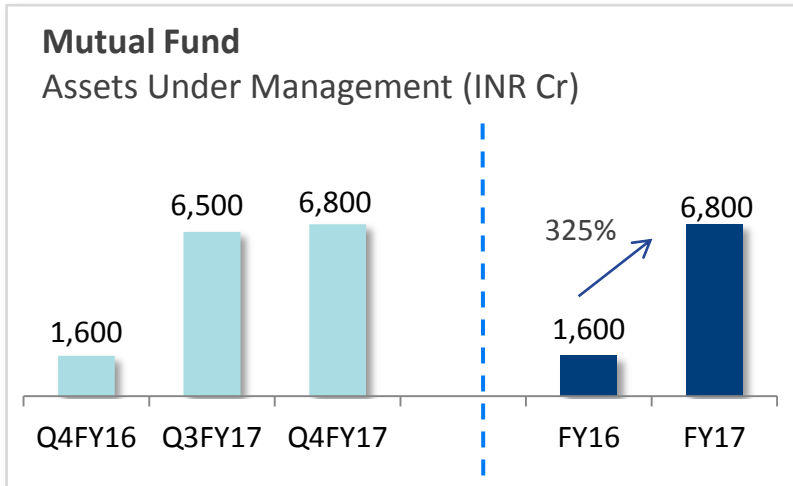
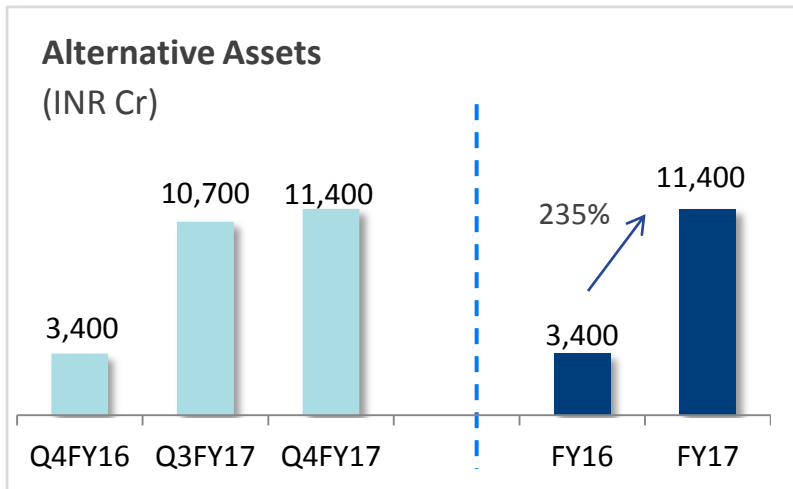
Wealth Management - Business Approach



Business Approach

- Large market opportunity
 - UHNI segment: INR 35 lac Cr AUM
 - HNI & Mass Affluent: INR 30 lac Cr AUM
- Present across the spectrum of client segments - Ultra High Net Worth, High Net Worth and Mass Affluent
- Multi asset class platform offering structured customized solutions
- Yields of 70 - 80 bps on AUA

Asset Management – Building a Sustainable Franchise



FY17 Performance Highlights

- AUM growth of 4X during the year
- Completed first closure for three funds (EISAF II, EREF, EROF) garnering AUM of INR 4,500 Cr
- Successful integration of JP Morgan & Ambit Alpha acquisitions - added AUM of INR 4,500 Cr
- Strengthened organisation structure and hired senior resources for fund management
- Nominated for Eureka Hedge Fund Award third year in a row

Asset Management – Business Approach



Business Approach

- Leading player in the Private Debt space across real estate credit, distressed assets credit and special opportunities
- Differentiated product offerings for both global and domestic clients
- Designed to offer the best opportunity for investment growth in Indian asset classes
- Focus on risk and capital preservation

Credit

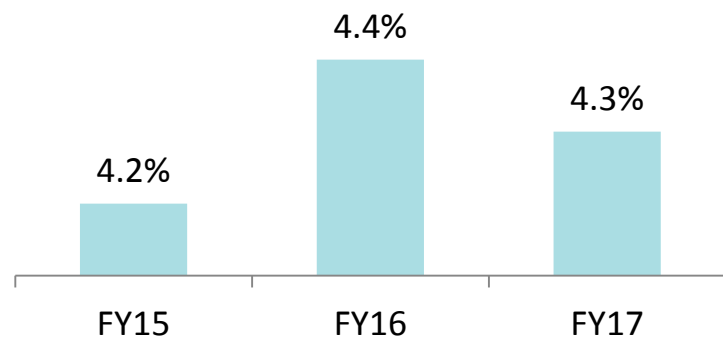
Franchise

Insurance

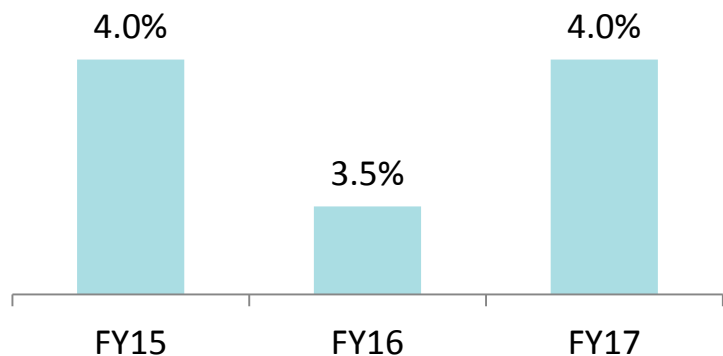
Capital Markets - Pioneer and Market Leaders



Institutional Equities Revenue Market Share



Investment Banking Market Share



FY17 Performance Highlights

- Institutional Equities and Investment Banking saw top line growth of ~28%
- Investment Banking raised over INR 12,300 cr through 6 IPOs
- Bond issuances: featured in the top 10 ranking in private placement league tables and as top public issue arranger
- Arranger to private placement issuances of ~INR 77,000 cr

Capital Markets – Business Approach



Segments

Business Strengths and Approach

Institutional Equities

- Largest domestic institutional brokerage house in India
- Market leadership driven by strong fundamental and alternative derivatives desk
- Pioneering technologies & robust risk management systems

Investment Banking

- One of the most active Equity Capital Markets bankers
- Multi product, multi sector player
- Robust M&A & PE practices with long standing industry relationships

Debt Capital Markets

- Leadership position in Public Issuances & CPs
- Progressing towards top 10 ranking in Private Placement league tables

Credit

Franchise

Insurance



Business Performance Highlights – FY17

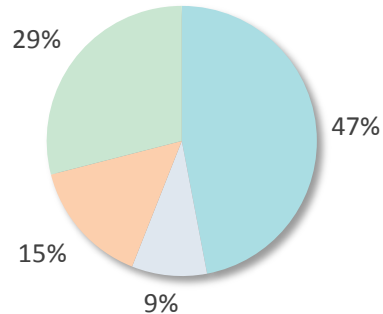
INSURANCE

Life Insurance – An Additional Value Creator



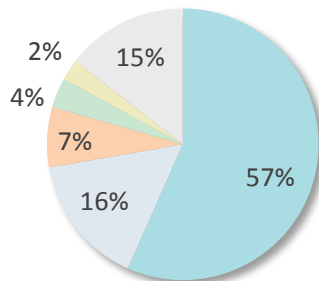
Products

■ Traditional Non Par ■ Traditional Par ■ Group ■ ULIP



Channel Mix

■ Agent ■ Banca ■ Corporate Agent
■ Brokers ■ Direct Business ■ Group



Distribution

- Agency-led multi-channel distribution approach with emphasis on productivity
- Focus on building direct capability specifically online
- ~21,400 PFAs across 66 cities in India

Investments Capability

- Providing superior returns through top performing funds

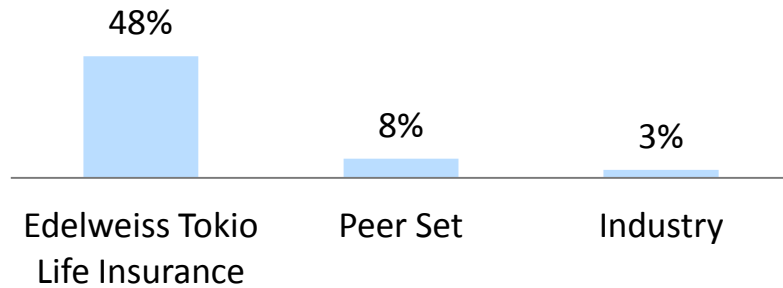
Technology

- Provide unique and enhanced customer experience across all touch points
- Generate operating efficiencies across the organization

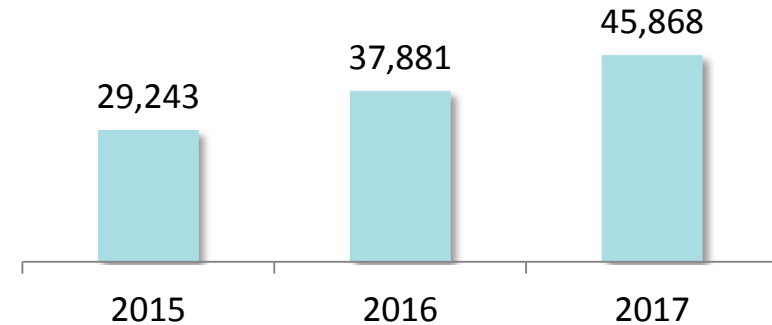
Fastest Growing Individual Annual Premium Equivalent



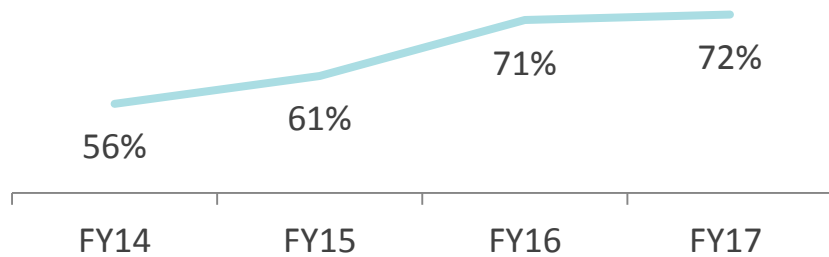
Individual Annual Premium Equivalent
CAGR growth since FY13



Number of Policies Issued
(Individual & Group Business)



Persistency
(Individual & Group Business)



- Individual Annual Premium Equivalent - INR 165 Cr for FY17 – Growth of 19% YoY
- Wide pan India presence
 - 91 branches in 66 cities

Insurance – Key Financials



Edelweiss Tokio Life Insurance Company Limited (ETLI)

(INR Cr)	Q4FY17	FY17
Gross Premium Income	205	441
Investment Income & Other Income	40	151
Total Income	245	592
Total Expenses	327	808
Profit After Tax	(82)	(216)
Minority	(40)	(106)
Edelweiss' Share in PAT	(42)	(110)
Net Worth	733	733



Balance Sheet Management Unit

BMU, Corporate and Others



Balance Sheet Management Unit at a Glance – FY17

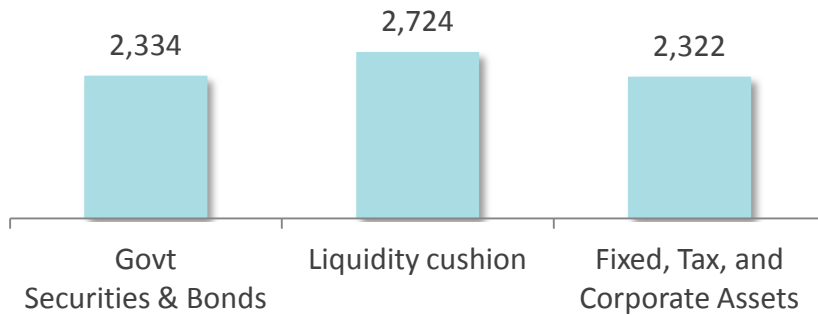


BMU, Corporate & Others	Q4FY17	FY17
Capital Employed	7,380	7,380
Net Revenue	112	492
Cost to Income	94%	76%
PAT	7	79
RoE	2.8%	9.0%
RoA	0.3%	0.9%

Balance Sheet Management Unit



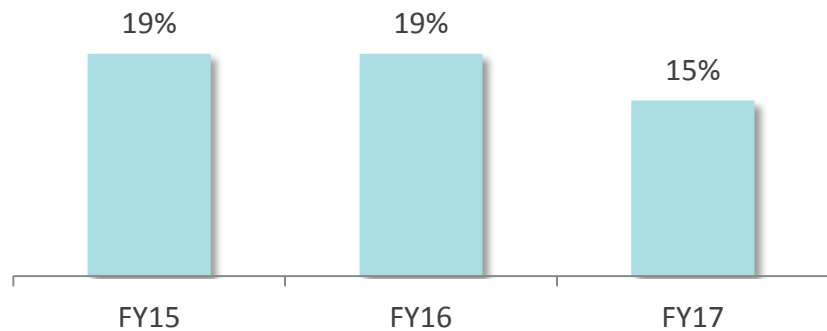
BMU, Corporate and Others
(INR Cr)



Key Objectives

- Create liquidity cushion through investment in High Quality Liquid Assets
- Asset Liability Management
- Manage Treasury assets and Investments

Balance Sheet Management Assets as % of Total Assets



- Balance Sheet Management Assets as a percentage of Total Assets has been decreasing consistently over years



Balance Sheet

Key Highlights – Balance Sheet



- 1 ~ \$24 billion of Assets – On and Off Balance Sheet
- 2 Matched ALM
- 3 Comfortable capital adequacy ratio at 17.01%
- 4 Diversified Liability mix
- 5 Increased share of long term liabilities
- 6 Liquidity cushion at 10.5% of Balance Sheet
- 7 Stable business model reflected in credit ratings

1 ~ \$24 billion of Assets – On and Off Balance Sheet

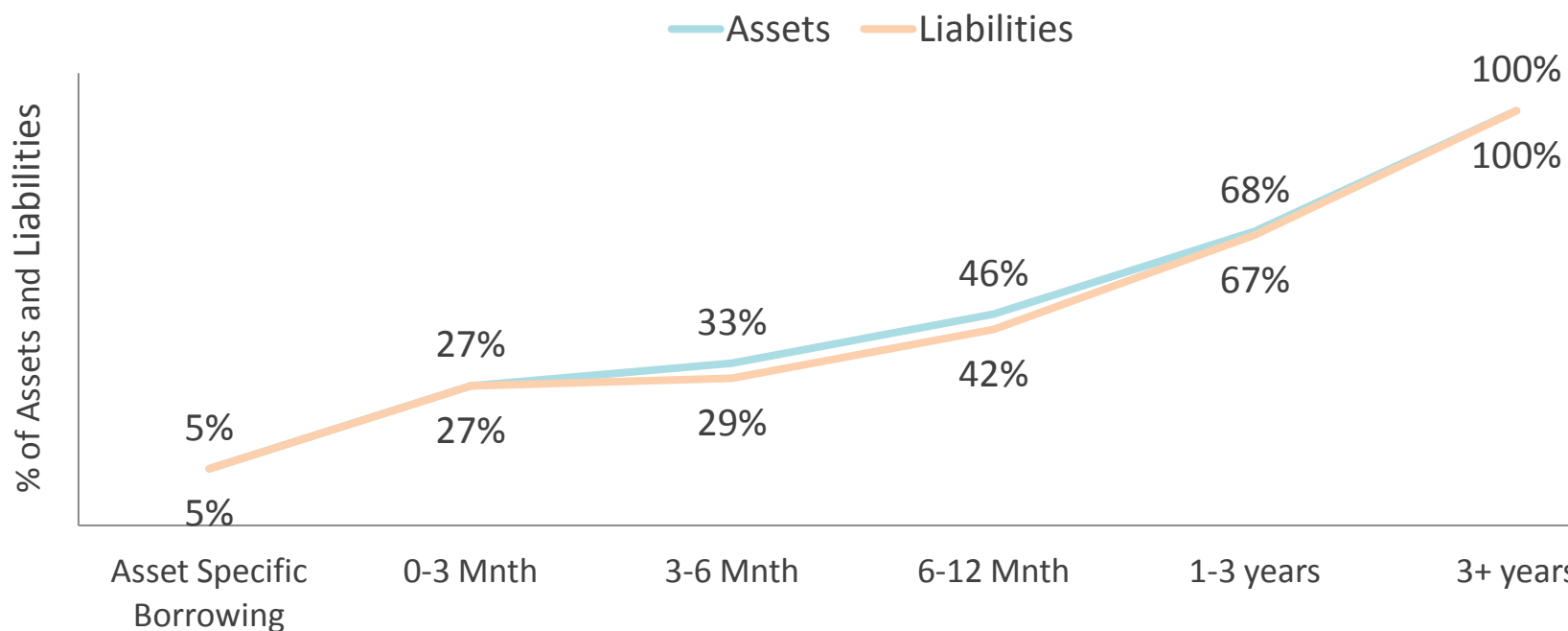


As on 31st March 2017	INR Cr	USD bn
On Balance Sheet Assets	38,700	6.0
Off Balance Sheet Assets	1,17,900	18.2
<i>Distressed Credit (ARC Assets)</i>	<i>34,700</i>	<i>5.4</i>
<i>Assets Under Advice (Wealth Management)</i>	<i>60,300</i>	<i>9.3</i>
<i>Funds under Management (Asset Management)</i>	<i>18,200</i>	<i>2.8</i>
<i>Assets under Custody</i>	<i>4,700</i>	<i>0.7</i>
Total Assets	1,56,600	24.2

2 Comfortable Asset - Liability Profile



Mar'17: INR 38,667 Cr



- Positive asset-liability matching across durations
- BMU manages ALM under the aegis of Asset Liability Committee



Liability Structure, Mar'17 (INR Cr)

Tier I	5,088
Tier II	1,081
Total Capital	6,169
Risk Weighted Assets	36,267

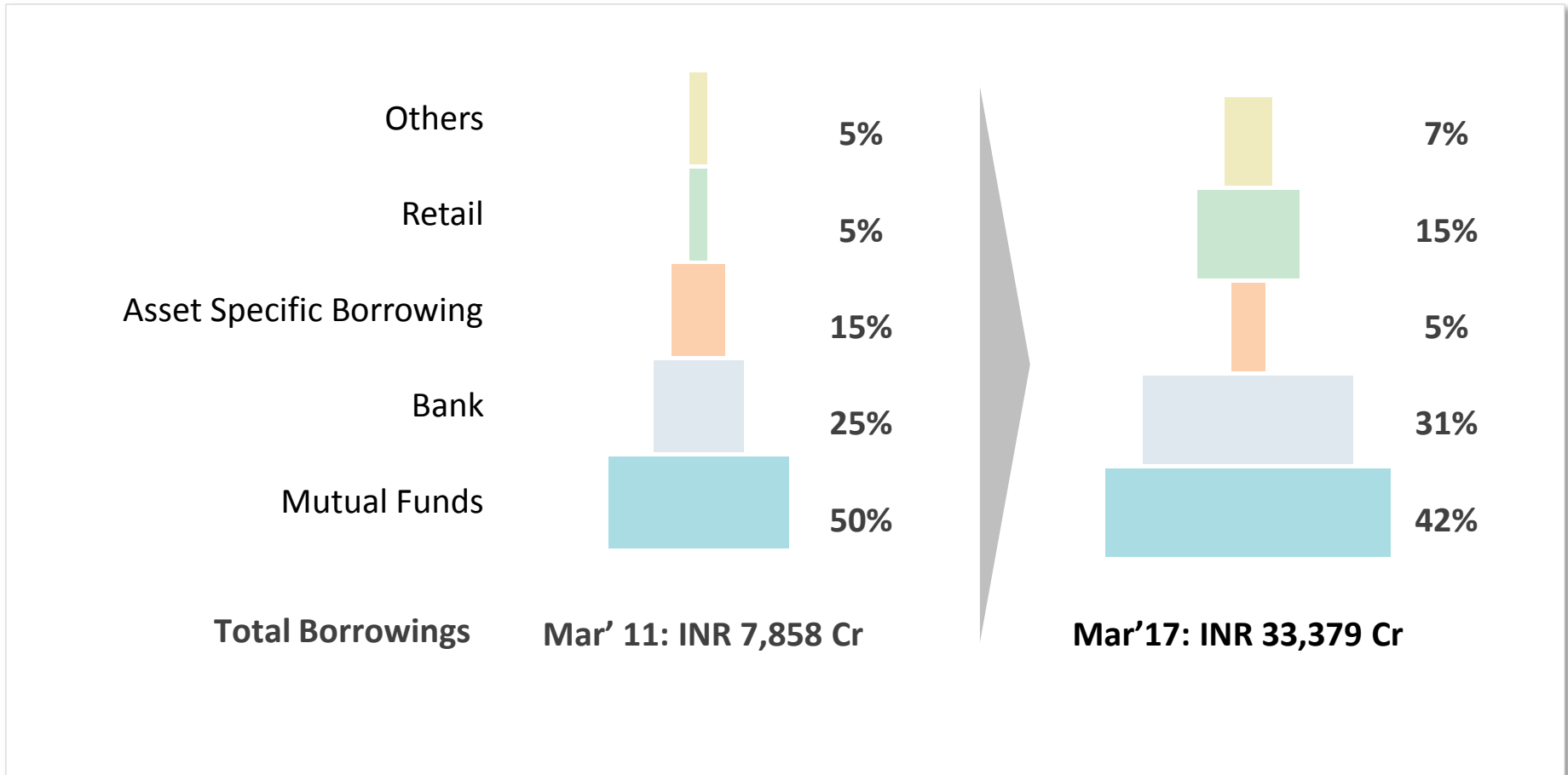
81% of gross assets

Capital Adequacy Ratio

17.01%

Debt/Equity : 5.2
(excluding Treasury assets)

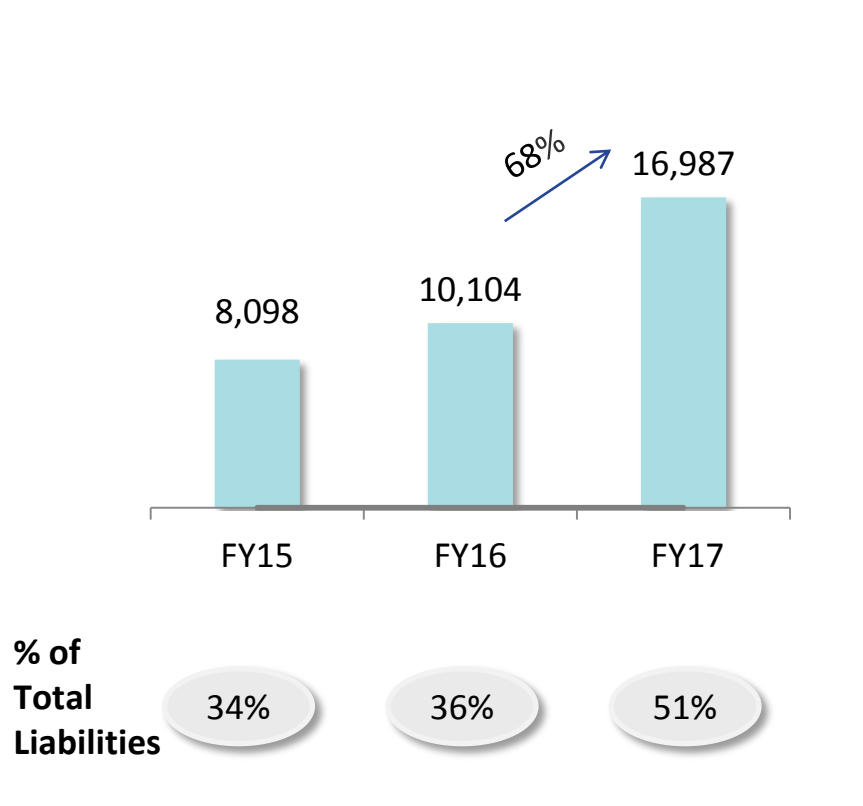
Diversified Sources of Borrowing



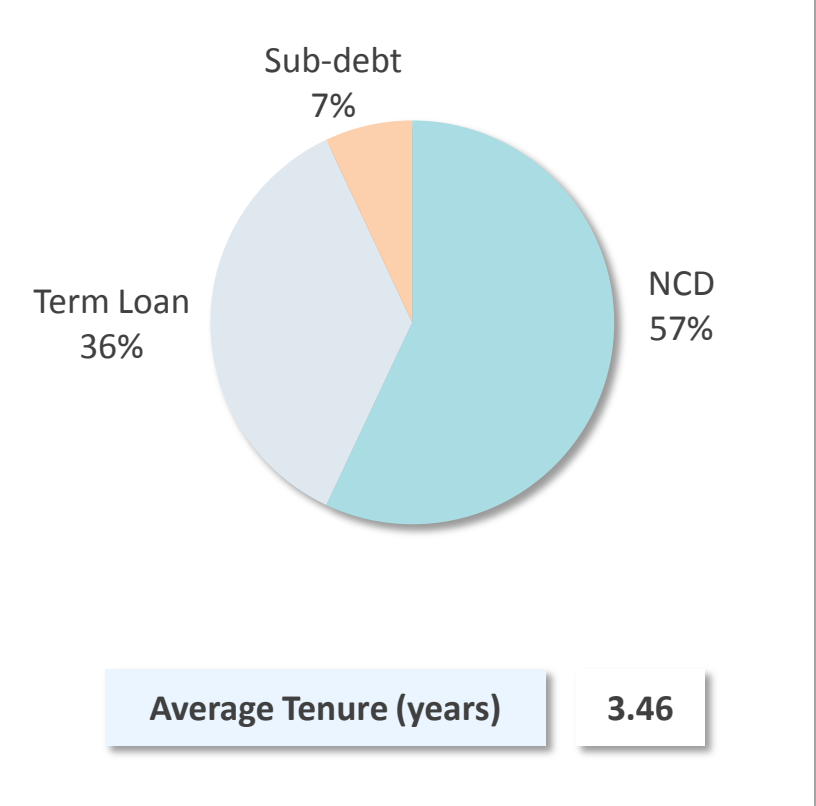
5 Increased Share of Long Term Liabilities



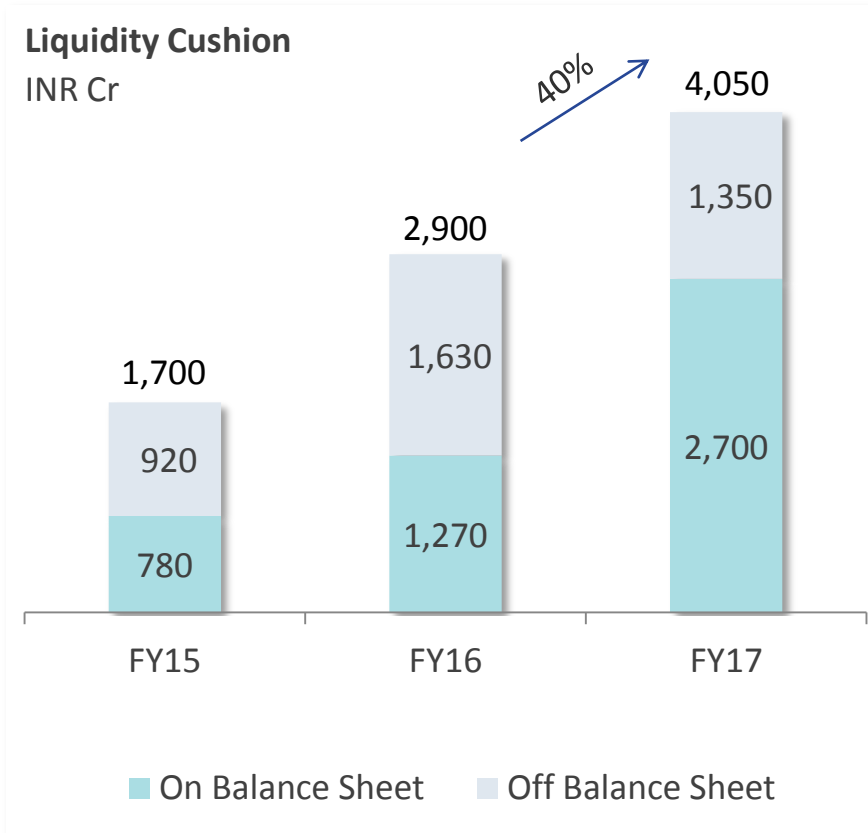
Long Term Liabilities (INR Cr)



Long Term Liabilities Breakup



6 Liquidity Cushion at 10.5% of Balance Sheet



- A well diversified liquidity cushion comprising of:
 - Banking Lines
 - Fixed Deposits
 - Government Securities, Mutual Funds etc
- Steady growth in liquidity cushion to provide for any liquidity event
- Continually evaluate the composition through various instruments to ensure immediacy, relevance and cost efficiency



Purpose (Debt Programme)	Rating agency	Rating
Short term		CRISIL A1+
Short term		CARE A1+
Short term		ICRA A1+
Long term		BWR AA+
Long term		CARE AA
Long term		CRISIL AA
Long term		ICRA AA

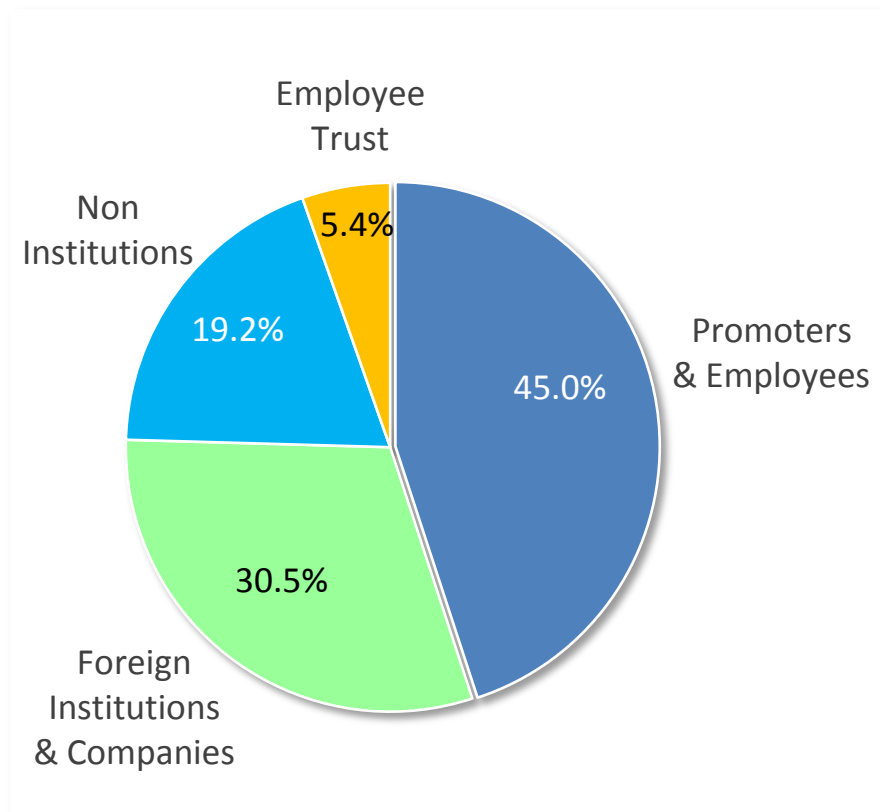


Enterprise Update

Significant Institutional Ownership



Shareholding Pattern



Top Institutional Shareholders above 1%

As 31st March 2017

	Name	Percent
1	BIH SA	5.3%
2	Fidelity	3.4%
3	SAIF Advisors	2.5%
4	Goldman Sachs	1.7%
5	Government Pension Fund	1.5%
6	Amansa	1.4%
7	Morgan Stanley	1.3%
8	Ashoka PTE	1.2%
9	Vanguard	1.1%
10	Jupiter	1.1%

Our Risk Governance Structure



Oversight by Board Risk Committee

Global Risk Committee

Business

Business Risk

- Implementation of risk framework
- Continuous monitoring of risks
- First line of defense

Group Risk

- Define Organisation risk framework
- Risk aggregation and monitoring
- Risk culture
- Second line of defense

Risk Council

- Identify key current and potential risks
- Develop mitigation plan
- Precursor to ERM

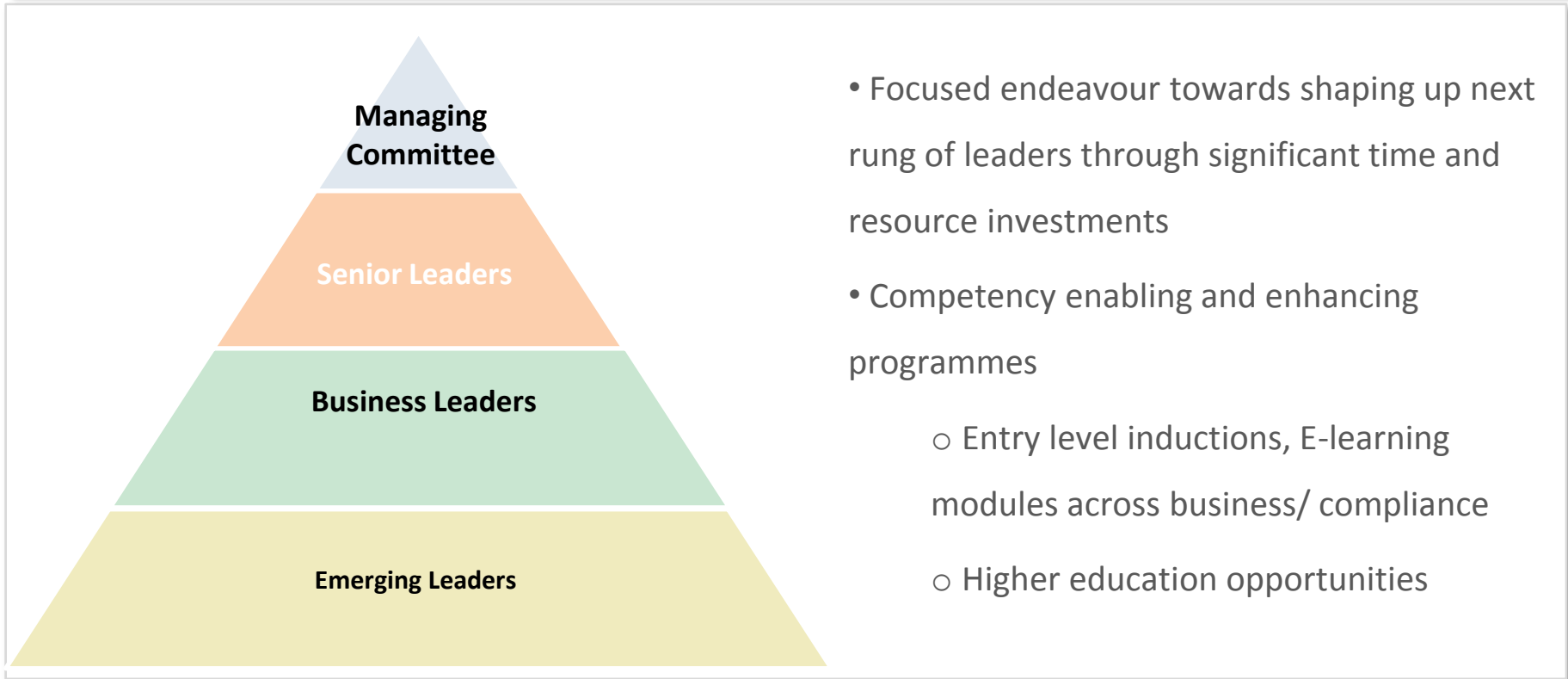
Corporate Controller & audit

Comprehensive eight risk framework

Future Proofing through Leadership Development



~10% of our employees engaged in leadership groups at various levels



Committed towards creating a continuous talent and leadership pipeline

Awards and Recognition - Edelweiss Won 26 Awards in FY17



INDIA'S BEST CORPORATE BRANDS 2016

Economic Times Consumer Survey



**BEST LIFE INSURER - INDIA
EDELWEISS TOKIO LIFE INSURANCE 2017**

Outlook Money Awards in the life insurance category



BEST CORPORATE GOVERNANCE - INDIA 2017

CFI.co Corporate Governance Awards



WEALTH MANAGEMENT EXCELLENCE AWARD (GWM) 2017

The Economic Times Premium Brands



GOLDEN PEACOCK AWARD FOR RISK MANAGEMENT 2016

Golden Peacock Awards



EDELGIVE - EFFORTS TOWARDS WOMEN EMPOWERMENT 2016

FICCI CSR Awards



EDELGIVE - OPTIMALLY CHANNELISING CSR BUDGETS 2016

CNBC TV18 Financial Inclusion Awards



BEST EQUITY CAPITAL MARKETS HOUSE AND BEST BROKER AWARD 2016

FinanceAsia Country Awards



RANKED #3 IN FOUR CATEGORIES 2016

AsiaMoney Brokers Poll



SILVER FOR THE BEST INTEGRATED CAMPAIGN (OLYMPIC) 2016

India PR and Corporate Communications Awards



AWARDED MARKETING CAMPAIGN OF THE YEAR (#IAMTEAMINDIA) 2016

CMO Asia Awards



MARKETING EXCELLENCE IN THE BFSI SECTOR 2016

World Marketing Congress, Mumbai

EdelGive Foundation



Education

Empowering children through holistic learning approach, life skill & research and advocacy



Quality education for under-privileged children in schools



Livelihood

Water and soil conservation, skill development, financial inclusion livelihood generation for communities



Financial inclusion for women



Women Empowerment

Promoting safety, gender justice, and economic empowerment of women and girls



The Protection of Women from Domestic Violence



- Edelweiss employees, families and clients have given 22,000 hours in volunteering
- Impacted over 455,000 lives in 13 states
- Supported 85 Non-Governmental Organizations.
- Brought INR 70 Cr into philanthropy

Board Comprises Majority of Independent Directors



Mr. K Chinniah

- Served as Global Head - Portfolio, Strategy & Risk Group with GIC Special Investment, the private equity arm of the Govt. of Singapore Invst Corp ("GIC")



Mr. P N Venkatachalam

- Banking sector expert and former member of the Interim Pension Fund Regulatory Authority of India
- Former MD, State Bank of India



Mr. Sanjiv Misra

- President of Phoenix Advisers Pte. Ltd, a boutique advisory firm.
- Worked with Goldman Sachs, Citigroup



Mr. Berjis Desai

- An independent legal counsel engaged in private client practice.
- Practiced transactional and dispute resolution laws for the last 37 years.
- Former Managing Partner at J. Sagar & Assoc.



Mr. Navtej S. Nandra

- Served as President of E*TRADE Financial Corporation.
- Prior to this he served as CEO for Morgan Stanley Investment Management Inc



Mr. Sunil Mitra

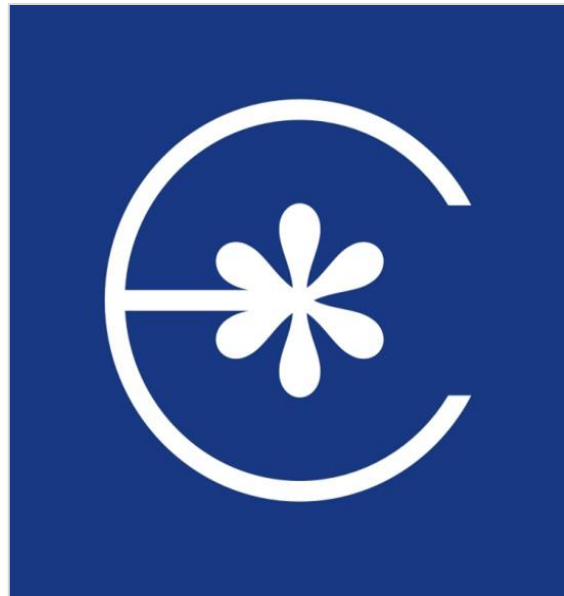
- Rich and varied experience in public administration and general management
- Held diverse positions in Government of India - Disinvestment Secretary, Revenue Secretary & Finance Secretary



Mr. Biswamohan Mahapatra

- Former RBI Executive Director, chaired various committees of RBI
- Handled varied areas of banking regulations, policy and supervision

7 out of 12 Board members are Independent Directors



“To be a Respected
Financial Services firm with
a Portfolio of High Quality
Growth Businesses”