

ICFL/LS/0068/2021-22

17 June 2021

BSE Limited
Listing Department, 1st Floor,
P J Towers, Dalal Street, Fort ,
Mumbai - 400 001

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex,
Bandra (E), Mumbai – 400 051

Scrip Code: 541336

Symbol: INDOSTAR

Sub.: Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”)

Dear Sir/ Madam,

Pursuant to Regulation 30 of Listing Regulations, please find enclosed Presentation on Audited Financial Results (Standalone and Consolidated) of the Company for the quarter and financial year ended 31 March 2021.

Request you to kindly take the above on record and disseminate the same on your website.

Thanking you,

Yours faithfully,
For IndoStar Capital Finance Limited


Jitendra Bhati
SVP – Compliance & Secretarial
{Membership No. F8937}



Encl: a/a

IndoStar Capital Finance Limited

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CIN : L35100MH2009PLC268160



INDOSTAR CAPITAL FINANCE LIMITED

Q4 & FY21 Results Update

17 June 2021

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Note : The figures for the previous period have been adjusted, wherever considered necessary to conform with the financial reporting requirements.

Discussion Summary

❖ Strategy

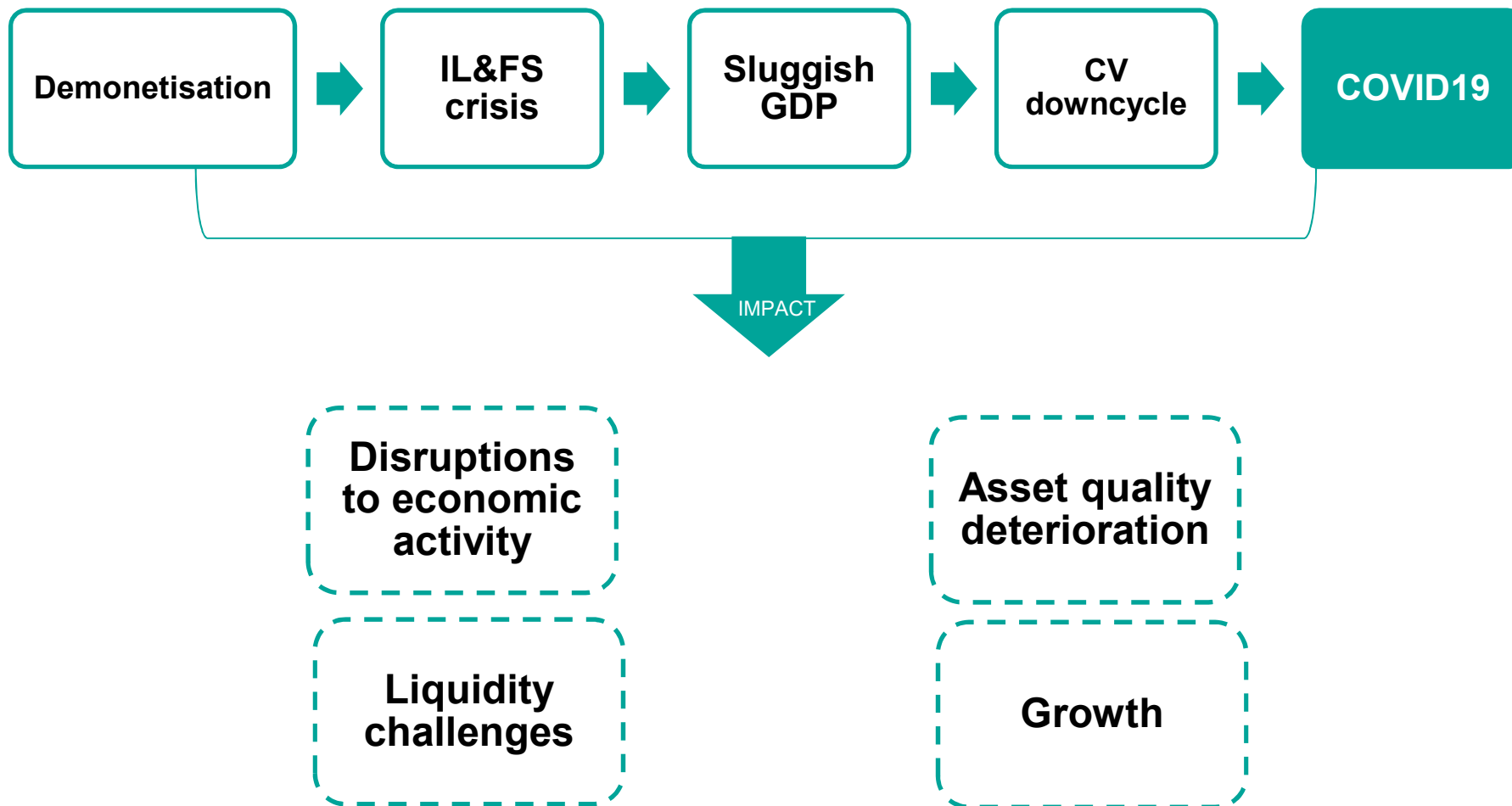
❖ Quarterly Results

❖ Business Update

❖ Shareholding Structure

- **To build a 100% retail company**
- **To reduce the Corporate book to less than 10% of AUM by March 22**
- **To build a profitable retail platform with growth potential to deliver excellent value to all stakeholders**
- **To focus on collections and enhance asset quality**
- **To open smart branches with digitisation to enhance productivity and reduce operating expenses**
- **To expand geography, products and customer segments to gain market share**

NBFCs – Multiple Challenges



What IndoStar did to manage the challenges



1. Strengthened Balance Sheet

- Brought Brookfield as partner with Rs.1225 crs. primary capital and strengthened Capital adequacy and Liquidity
- Created additional provisions to overcome Covid impact

2. Reduced Corporate Lending Exposure

- On track to become 100% retail company in the next 4-6 Quarters

3. Made Affordable Housing Finance business independent

- Shreejit Menon, Business Head, promoted as Deputy CEO
- To infuse capital and accelerate growth

4. Building a strong Digitisation capability

5. Strengthened Senior Management team

6. Building a separate collection vertical to enhance Asset Quality

Robust equity, Comfortable liquidity and Agile operating platforms form the foundation for future growth ahead

Tackling Covid



Digital Preparedness	We continue to be digitally prepared from origination to servicing in a WFH situation
Risk Assessment	We continue to monitor risk closely and will take proactive actions wherever required
Enhanced Collections focus	While collections have been hampered due to lockdowns, our bounce rates are holding up; we will intensify collections as things normalise
Adequate Provisioning	Taken additional provisioning on the balance sheet based on stress testing
Focus on Employee Health & Safety	24*7 Counselling support, outreach and wellness initiatives for mental well-being; Tie-ups for hospital admissions
Stringent Operating Protocols	For business continuity, we have set up strict protocols to ensure branches can run as per guidelines announced
Cost management	Re-negotiated Rentals and optimised vendor payments

Discussion Summary

- ❖ Strategy
- ❖ **Quarterly Results**
- ❖ Business Update
- ❖ Shareholding Structure



Q4FY21 in Perspective



- **Retail disbursements quickly reached Pre-Covid levels**
- **Continued reduction in Corporate lending book**
- **Obtained CRISIL Credit Rating of AA (-) with stable outlook even in the current challenging environment**
- **Strengthened partnership with ICICI Bank with renegotiated commercials**
- **Stable Collection performance**

Strong Liquidity & ALM



Particulars	Apr-21	May-21	Jun-21	Q2 FY22	Q3 FY22	Q4 FY22
Opening Cash & Equivalents*	17,331	15,970	15,392	9,953	8,867	6,431
Loan repayment inflows [Principal]	762	808	729	2,578	3,485	3,678
Total Inflow	18,093	16,778	16,121	12,531	12,352	10,109
Liability Repayment [Principal]						
Commercial Paper			1,250			
NCDs	1,310	400	1,750	948	3,150	2,900
Term Loans & Others	813	986	3,168	2,716	2,771	2,380
Total Outflow	2,123	1,386	6,168	3,664	5,921	5,280
Closing Cash and equivalents	15,970	15,392	9,953	8,867	6,431	4,829

* Opening Cash & Equivalents

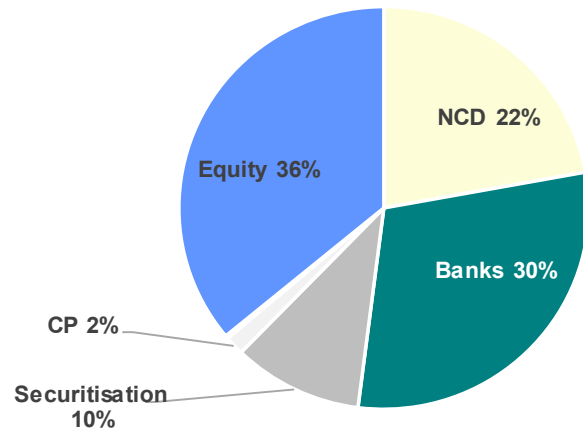
Particulars	₹ mn
Cash and Bank Balance	1,184
Liquid Debt Mutual Funds	12,764
Term Deposits with Banks	1,644
Undrawn funding Lines	1,740
Total	17,331

Incremental funds raised ₹6,769 mn since April 2021 at a lower rate bringing down the overall interest expense

Diversified Funding Profile



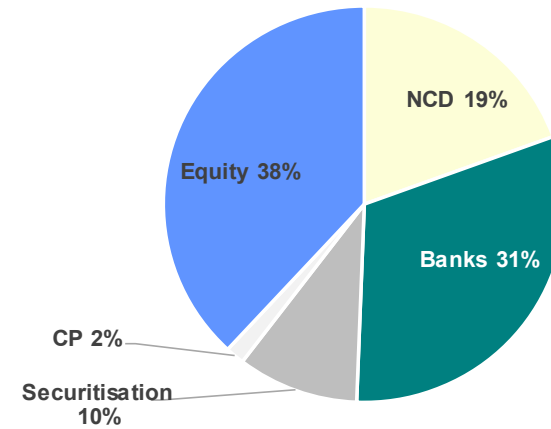
Funding Mix - Dec 2020



Incremental Funding Mobilized

₹ mn	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21
Banks	4,546	-	4,250	1,500
Markets	2,750	3,000	1,500	-
Assignments	-	-	919	774
Others (ICD)	-	23	38	-
Total	7,296	3,023	6,707	2,274

Funding Mix - Mar 2021



Strong Credit Ratings

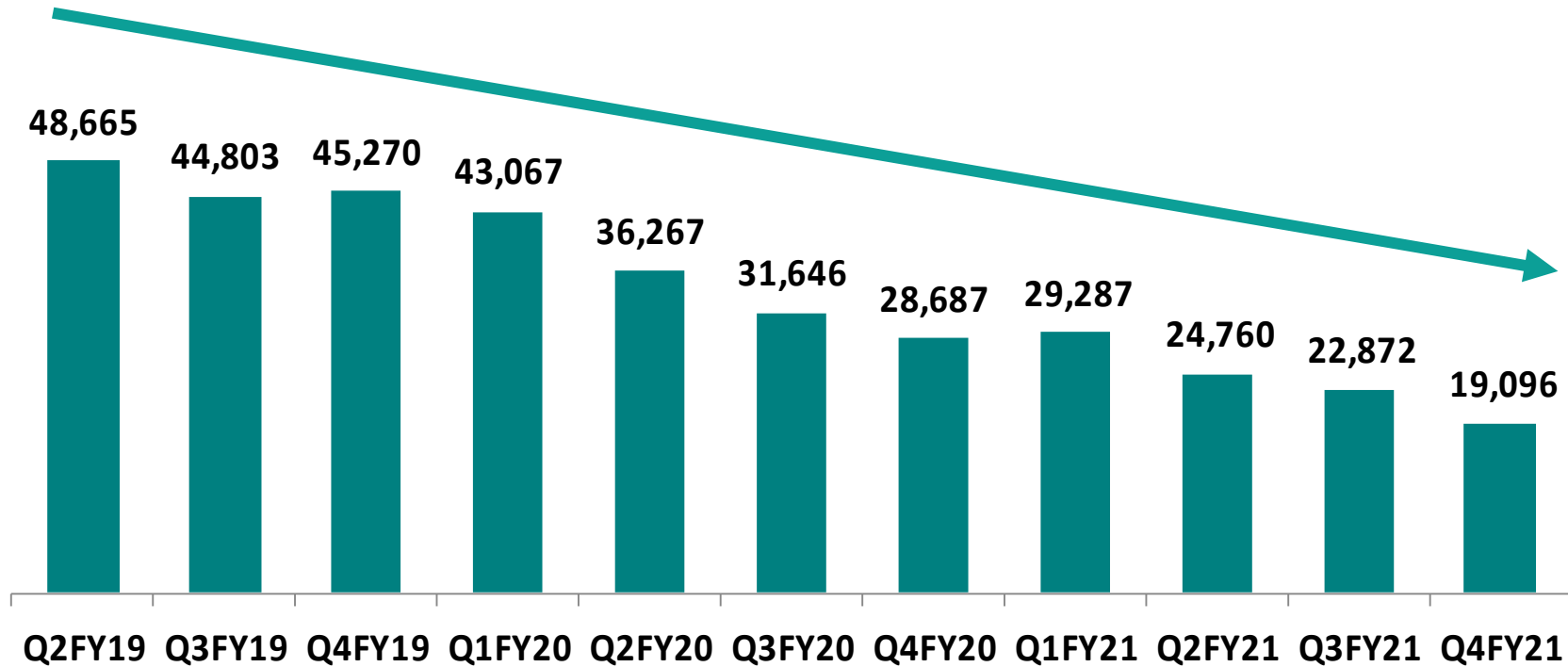
Borrowing Type	Rating Firm	Ratings
Term Loans	CRISIL/INDIA RATINGS / CARE*	AA (-)
Redeemable NCDs	CRISIL/INDIA RATINGS / CARE*	AA (-)
CPs	CRISIL / CARE* / ICRA	A1 (+)

* CARE Ratings not applicable for HFC

Steady reduction in the Corporate book



Corporate Lending AUM (₹ mn)

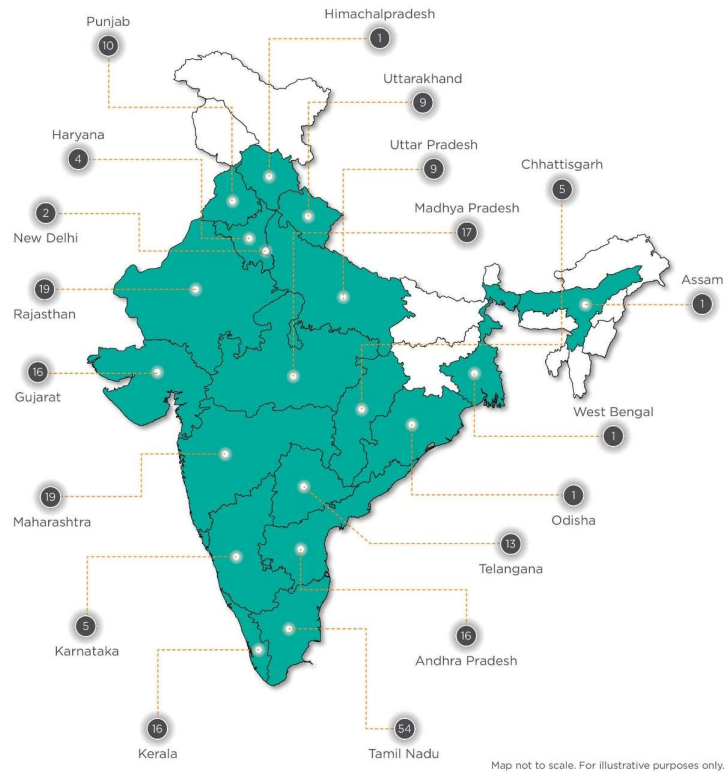


Retail collections performance update



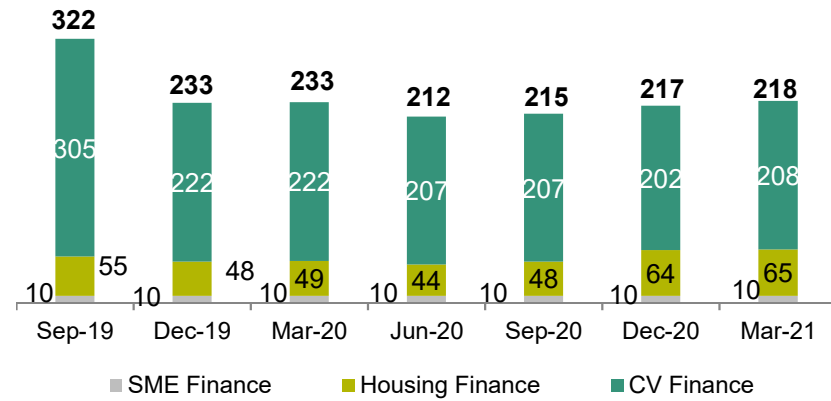
Month	Retail		
	Billing	Total Collections	%
Jan-20	2,267	2,350	103.60
Feb-20	2,122	2,209	104.10
Mar-20	2,232	1,462	65.50
Apr-20	2,130	154	7.20
May-20	2,134	389	18.30
Jun-20	2,219	1,023	46.10
Jul-20	2,234	1,450	64.90
Aug-20	2,211	1,565	70.80
Sep-20	2,182	2,008	92.00
Oct-20	2,153	2,148	99.80
Nov-20	2,092	2,382	113.90
Dec-20	2,050	2,810	137.10
Jan-21	1,985	1,867	94.10
Feb-21	2,011	2,191	108.90
Mar-21	1,997	2,742	137.30
Apr-21	1,978	2,773	140.20
May-21	1,943	2,476	127.40

Post integration branch rationalisation on course

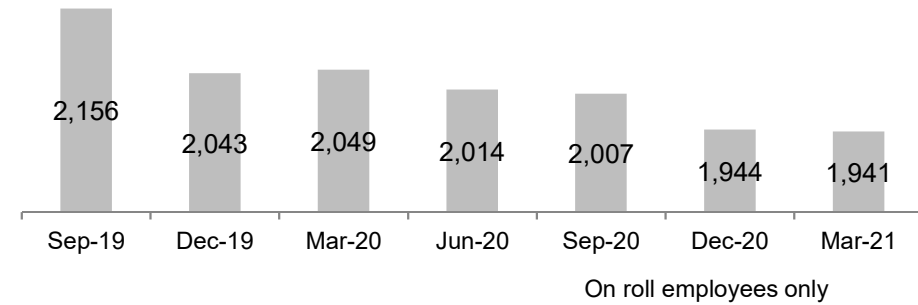


218 branches across 19 states

* Some branches have multiple operating segments



Retail Lending - Employee Base



Q4FY21 performance : Key Highlights



Execution of Retailisation Theme

- Strong Retail Franchise ~ 78% of AUM (v/s 71% in Mar-20)
- ICICI partnership AUM ~ ₹ 6,193 mn



Strong Capitalisation & Liquidity

- Comfortable liquidity; ~31% of Borrowings
- CRAR 35%
- Debt : Equity ratio of 1.6x



Financials

- Net Revenue from Operations ₹ 1,208 mn
- Cost Income ratio 60.5%*
- Pre-provision Operating Profit ₹ 383 mn

* Excluding one-off costs

Q4 & FY21: Consolidated Profit & Loss Statement



Particulars (₹ mn)	Q4FY21	Q3FY21	QoQ %	Q4FY20	YoY %	FY21	FY20	YoY %
Revenue from Operations	2,792	3,353	-17%	3,334	-16%	12,870	15,989	-20%
Interest Expenses	(1,584)	(1,785)	-11%	(1,942)	-18%	(7,060)	(8,607)	-18%
Net Revenue from Operations	1,208	1,568	-23%	1,392	-13%	5,810	7,382	-21%
People Costs	380	470	-19%	502	-24%	1,737	1,887	-8%
Operating Expenses	445	330	35%	311	43%	1,388	1,217	14%
Pre-provision Operating Profit	383	768	-50%	579	-34%	2,685	4,278	-37%
Credit Costs**	3,838	462	n.a.	6,207	-38%	4,874	8,644	-44%
Profit/ (Loss) before Tax	(3,455)	306	n.a.	(5,628)	-39%	(2,189)	(4,366)	-50%
Tax ^{\$}	(284)	64	n.a.	(1,415)	-80%	(48)	(1,120)	-96%
Profit/ (Loss) after Tax	(3,171)	242	n.a.	(4,213)	-25%	(2,141)	(3,246)	-34%

Key Metrics	Q4FY21	Q3FY21	Q4FY20	FY21	FY20
Yield on Loans	13.1%	13.9%	14.0%	13.7%	14.2%
Cost of Borrowings	9.8%	10.2%	10.5%	10.1%	10.4%
Spread	0.8%	2.0%	3.2%	2.1%	4.1%
NIM	4.6%	5.7%	5.9%	5.5%	6.7%
Cost to Income	60.5%*	44.5%*	58.5%	49.2%*	42.1%

^{\$} Includes one-time tax expense on Goodwill

* Excluding one-off costs

** FY21 includes Management Overlay of INR 1,500 Mn

Consolidated Balance Sheet



Particulars (₹ mn)	Mar-21	Dec-20	QoQ %	Mar-20	YoY %
Equity	36,983	40,046	-8%	26,806	38%
Borrowings	60,076	71,236	-16%	71,419	-16%
Other Liabilities	3,757	3,086	22%	3,061	23%
Total Liabilities	1,00,816	1,14,368	-12%	1,01,286	-
Loan Assets	71,393	75,515	-5%	82,930	-14%
Treasury Assets	21,115	30,779	-31%	7,756	n.a.
Fixed Assets & Goodwill	3,656	3,913	-7%	4,214	-13%
Other Assets	4,652	4,161	12%	6,386	-27%
Total Assets	1,00,816	1,14,368	-12%	1,01,286	-
Key Ratios	FY21	Dec-20*		FY20	
ROAA	-2.0%	0.9%		-2.9%	
Leverage	2.9x	2.8x		3.7x	
ROAE	-5.8%	2.4%		-10.9%	

* Annualised

Q4FY21: Business Segment Performance



Particulars (₹ mn)	Corporate Lending	CV Finance	SME Finance	Housing Finance	Consolidated [^]
Revenue from Operations	577	1,292	536	192	2,792
Interest Expenses	(350)	(490)	(227)	(126)	(1,584)
Net Interest Income	227	802	309	66	1,208
People Costs	18	243	45	24	380
Operating Expenses	32	169	37	38	445
Pre-provision Operating Profit	177	390	227	4	383
Credit Costs *	520	2,965	257	73	3,838
Profit Before Tax	(343)	(2,575)	(30)	(69)	(3,455)

Particulars (₹ mn)	Corporate Lending	CV Finance	SME Finance	Housing Finance	Consolidated [^]
Loan Assets	19,096	32,069	14,056	8,382	71,393

* Credit costs are expected loss provisions computed under IndAS plus write offs

[^] Consolidated includes common corporate costs which are unallocated between segments

FY21: Business Segment Performance



Particulars (₹ mn)	Corporate Lending	CV Finance	SME Finance	Housing Finance	Consolidated [^]
Revenue from Operations	3,401	5,549	1,823	1,338	12,870
Interest Expenses	(1,780)	(2,365)	(946)	(531)	(7,060)
Net Interest Income	1,621	3,184	877	807	5,810
People Costs	73	796	173	181	1,737
Operating Expenses	104	580	90	112	1,388
Pre-provision Operating Profit	1,444	1,808	614	514	2,685
Credit Costs *	1,031	3,378	350	96	4,874
Profit Before Tax	413	(1,570)	263	418	(2,189)

Particulars (₹ mn)	Corporate Lending	CV Finance	SME Finance	Housing Finance	Consolidated [^]
Loan Assets	19,096	32,069	14,056	8,382	71,393

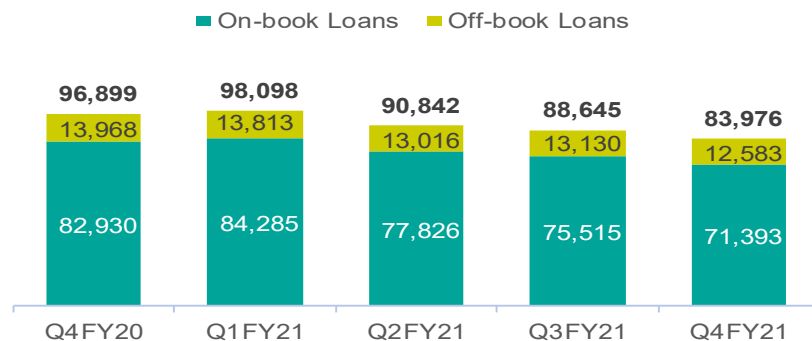
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[^] Consolidated includes common corporate costs which are unallocated between segments

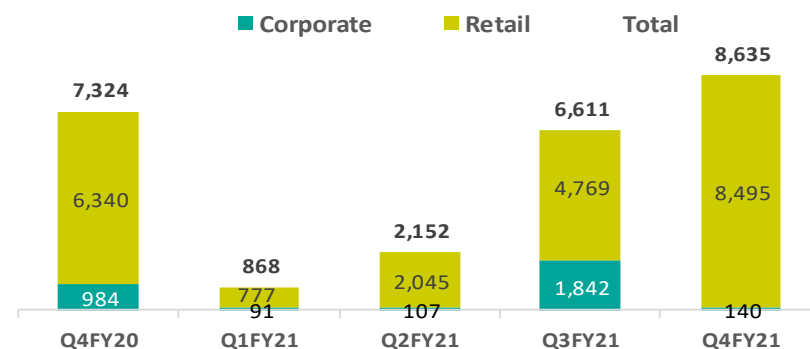
Q4FY21: Quarterly Performance Trend (1/2)



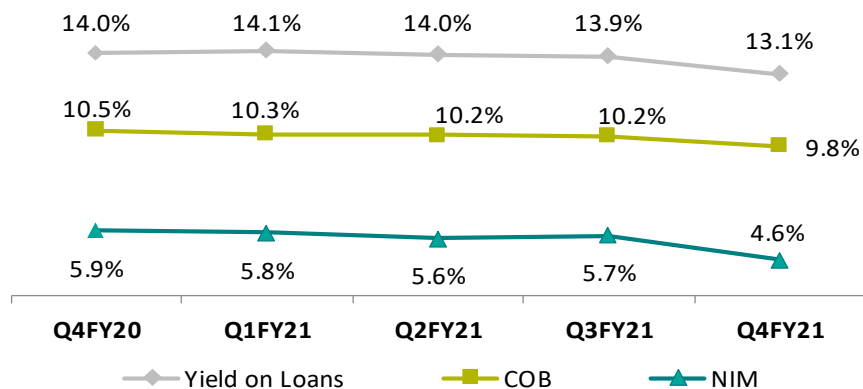
AUM (₹ mn)



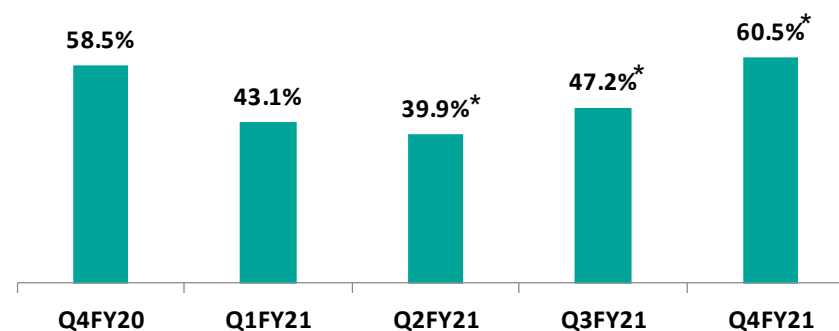
Loan Disbursements (₹ mn)



Margin Analysis (%)



Cost to Income Ratio (%)

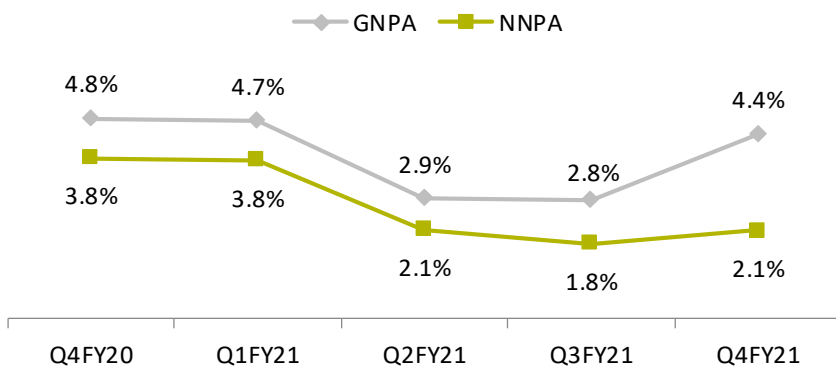


* Excluding one-off costs

Q4FY21: Quarterly Performance Trend (2/2)

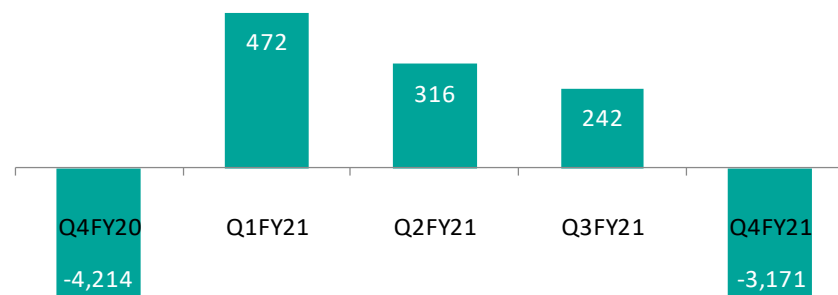


NPA*

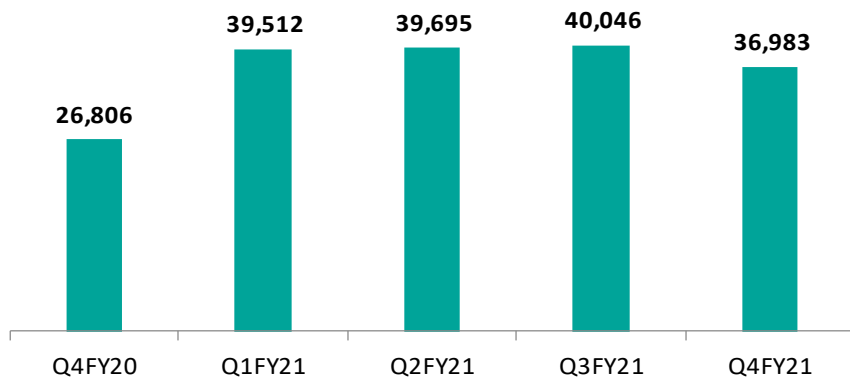


* GNPA & NNPA (restated) represents Stage 3 Assets

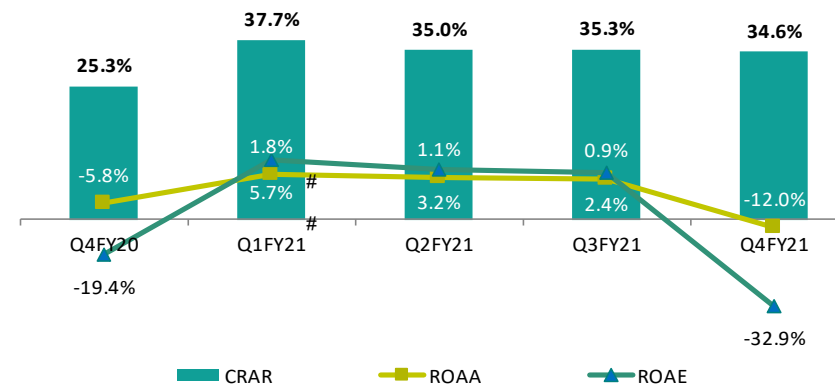
PAT (₹ mn)



Net worth (₹ mn)



Return Ratios^ & Capital Adequacy (%)



^ Annualized

Excluding management overlay

Asset Quality



Gross NPA (₹ mn)	Q4FY20	Q1FY21	Q2FY21	Q3FY21	Q4FY21
Corporate Lending	1,546	1,546	1,546	1,076	-
CV Finance	2,336	2,445	578	805	2,900
SME Finance	237	153	180	261	382
Housing Finance	63	64	69	138	159
Total	4,182	4,207	2,372	2,280	3,441

Net NPA (₹ mn)	Q4FY20	Q1FY21	Q2FY21	Q3FY21	Q4FY21
Corporate Lending	1,237	1,237	1,082	470	-
CV Finance	1,846	1,925	462	634	1,216
SME Finance	187	121	142	206	244
Housing Finance	50	53	56	112	120
Total	3,320	3,335	1,741	1,422	1,580

PCR% (including management overlay) as of 31st March 2021 is 170%



Discussion Summary

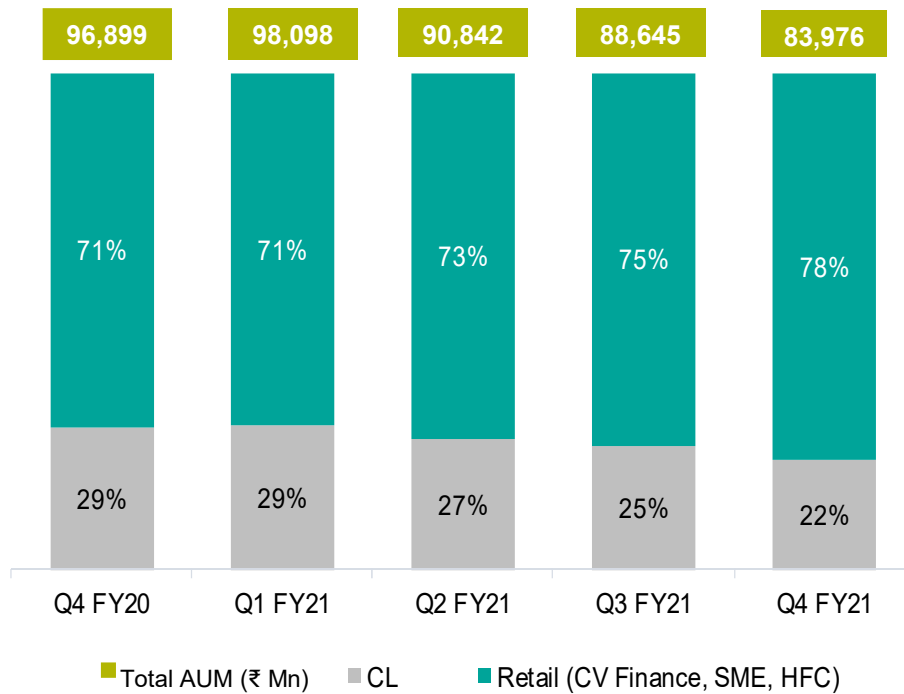
- ❖ Strategy
- ❖ Quarterly Results
- ❖ Business Update
- ❖ Shareholding Structure



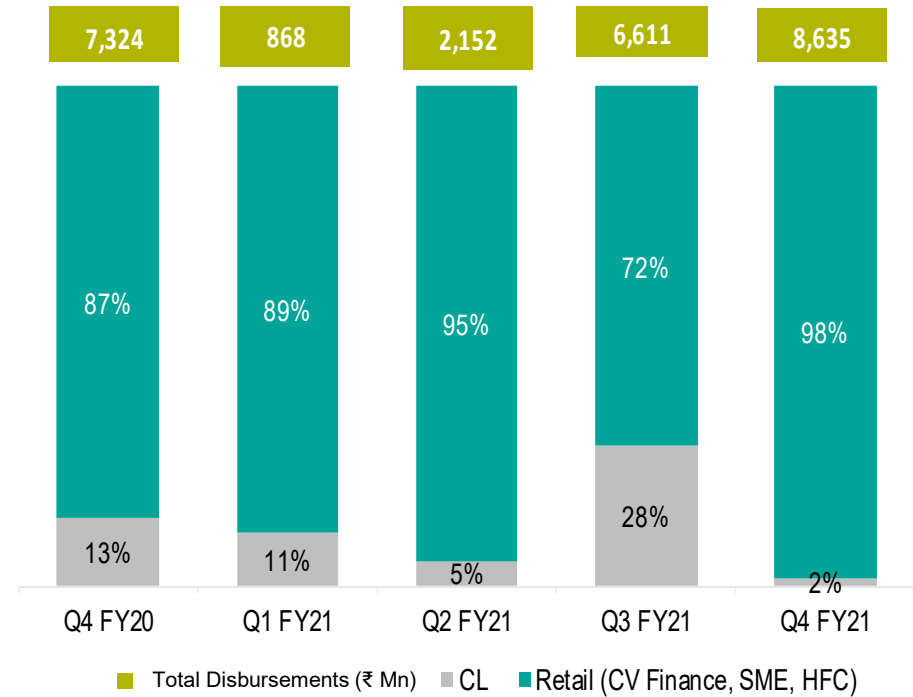
Retailisation Strategy On track



AUM: CL vs Retail (%)



Disbursements: CL vs Retail (%)

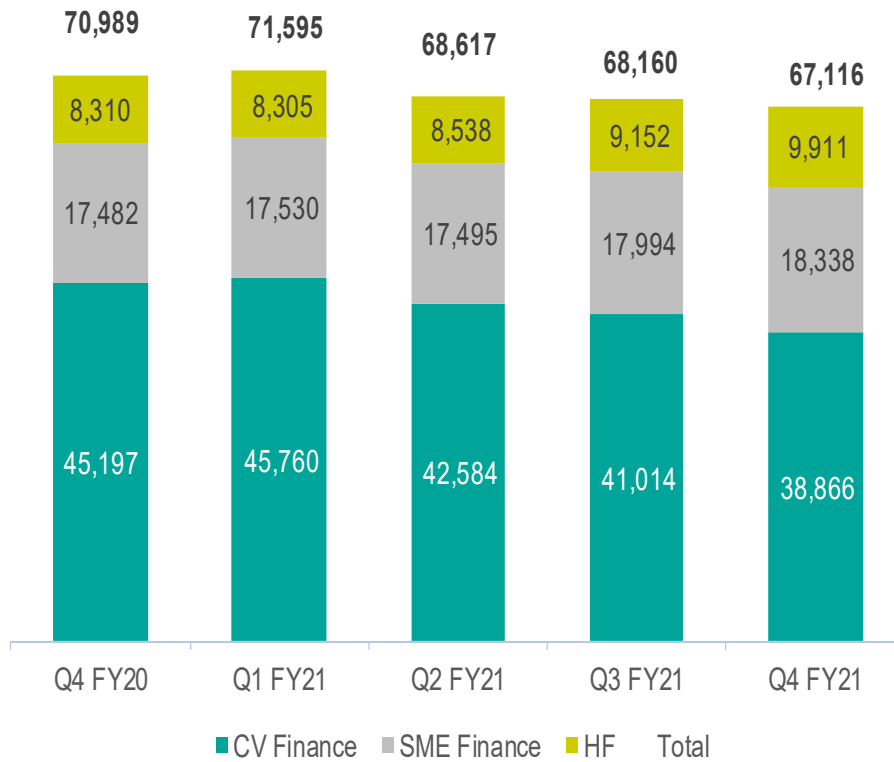


Corporate Lending: CL , Commercial Vehicle Finance: CV Finance, SME Finance: SME, Housing Finance: HF

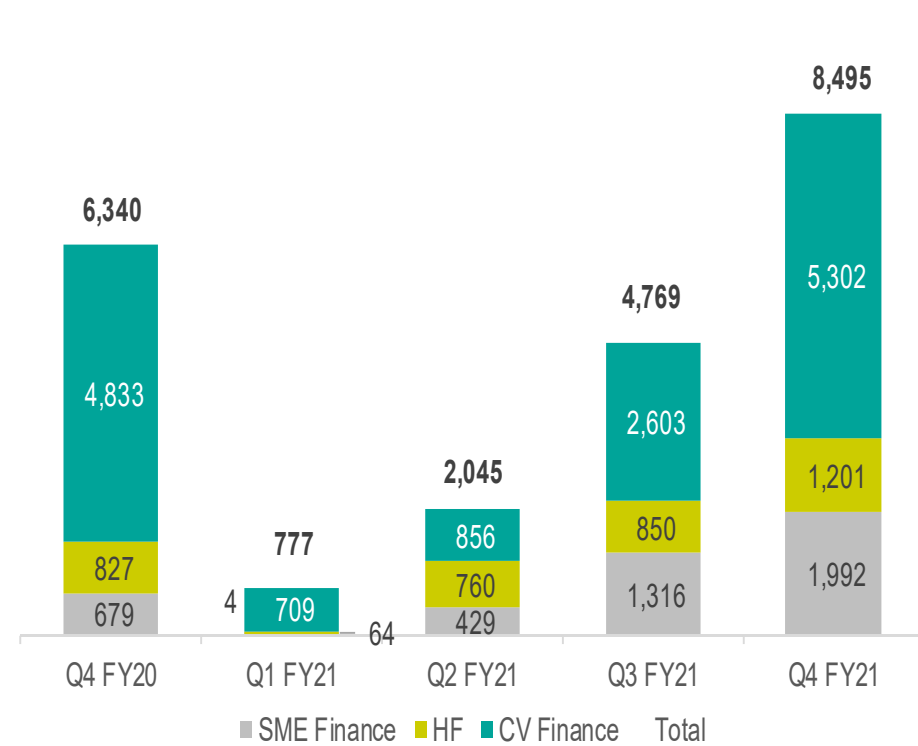
Retail Business Volume



Retail AUM (₹ mn)



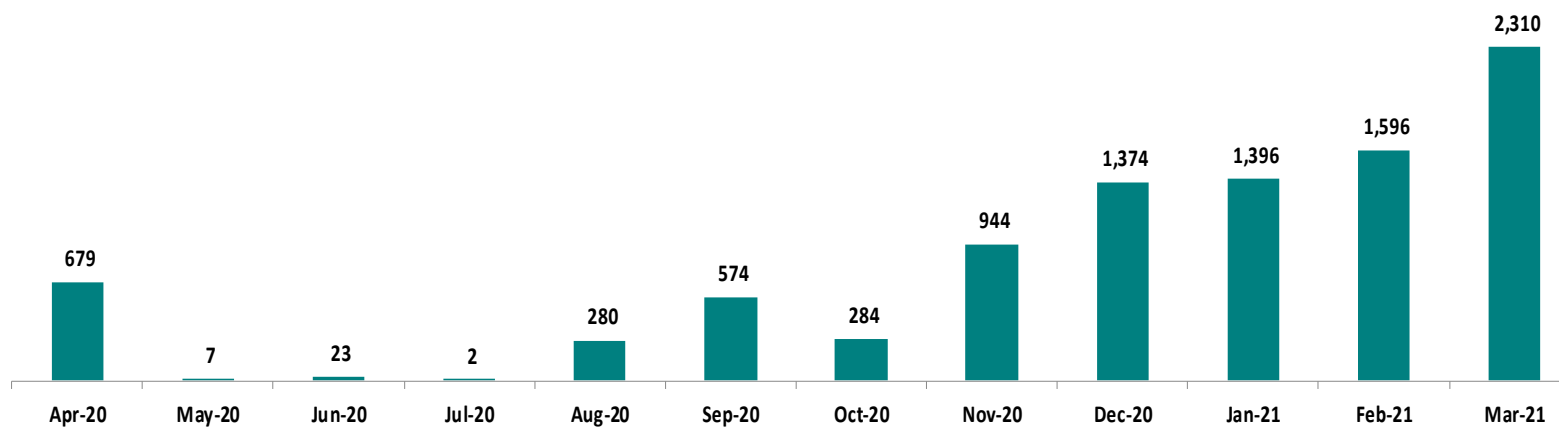
Retail Disbursements (₹ mn)



CV Finance (1/3)



CV Finance – Monthly Disbursement Trend (₹ mn)



✓ CV Finance AUM ₹ 38,866 mn

✓ AUM of ICICI Bank tie-up ₹ 6,193 mn

CV Finance : Profit and Loss (2/3)



Particulars (₹ mn)	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21
Revenue from Operations	1,456	1,511	1,459	1,287	1,292
Interest Expenses	(759)	(707)	(642)	(526)	(490)
Net Interest Income	697	804	817	761	802
People Costs	193	187	182	184	243
Operating Expenses	152	100	157	154	169
Pre-provision Operating Profit	352	517	478	423	390
Credit Costs*	901	191	87	134	2,965
Profit/ (Loss) before Tax	(549)	326	391	289	(2,575)
Loan Assets	36,184	36,951	34,384	33,393	32,069

* Credit costs are expected loss provisions computed under IndAS plus write offs

CV Finance : Key ratios (3/3)

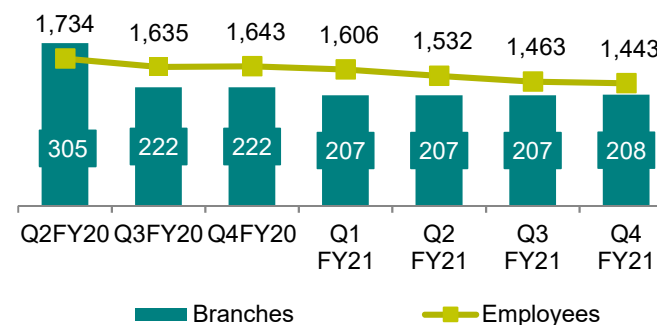


	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21
Revenue from Operations*	15.2%	16.0%	15.7%	15.1%	15.1%
Net Interest Income*	7.3%	8.5%	8.8%	8.9%	9.4%
Operating Expenses*	3.6%	3.0%	3.6%	4.0%	4.8%
Cost / Income	49.5%	35.7%	41.4%	44.4%	51.4%
Pre-provision Operating Profit*	3.7%	5.5%	5.2%	5.0%	4.6%
Credit Costs	9.4%	2.0%	0.9%	1.6%	34.8%
GNPA	6.2%	6.3%	1.6%	2.3%	8.1%
NNPA	5.0%	5.0%	1.3%	1.8%	3.5%
ROAA ^	-4.3%	3.2%	3.0%	2.5%	-27.5%
Leverage	3.4x	3.2x	2.9x	3.0x	3.0x
ROAE ^	-14.9%	10.5%	8.7%	7.6%	-82.4%

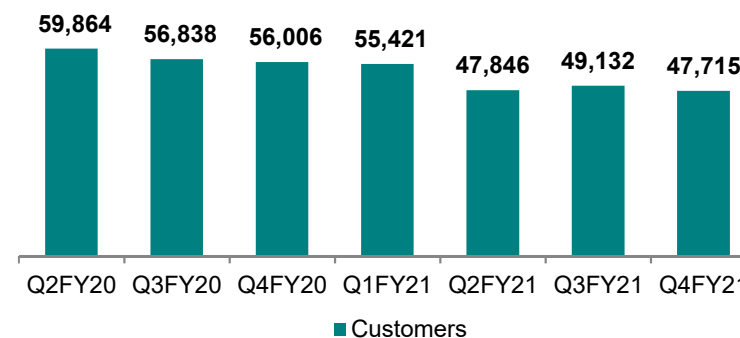
* On daily average basis

^ Annualized

Branches & Employees



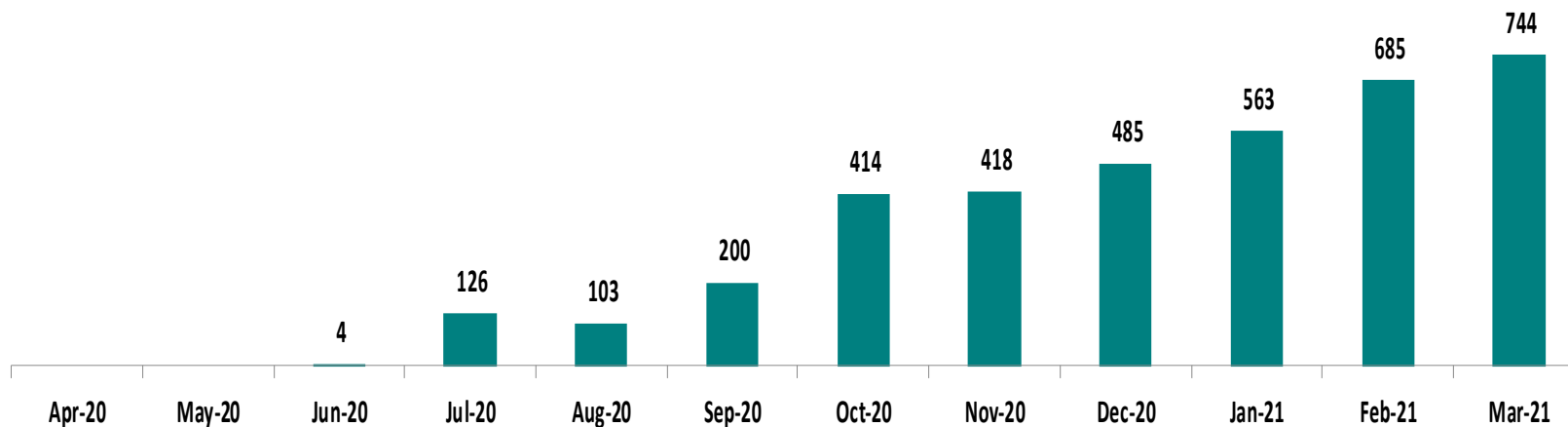
Customer Count



SME Finance (1/3)



SME Finance – Monthly Disbursement Trend (₹ mn)



✓ SME Finance AUM : ₹ 18,338 mn

✓ Assigned Portfolio : ₹ 4,282 mn

SME Finance: Profit and Loss (2/3)



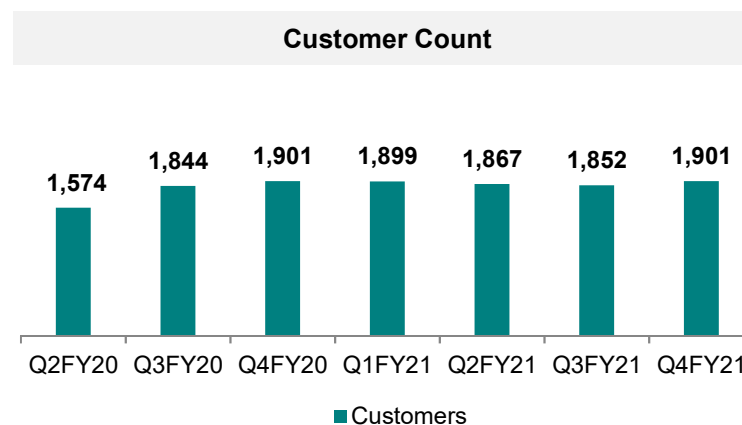
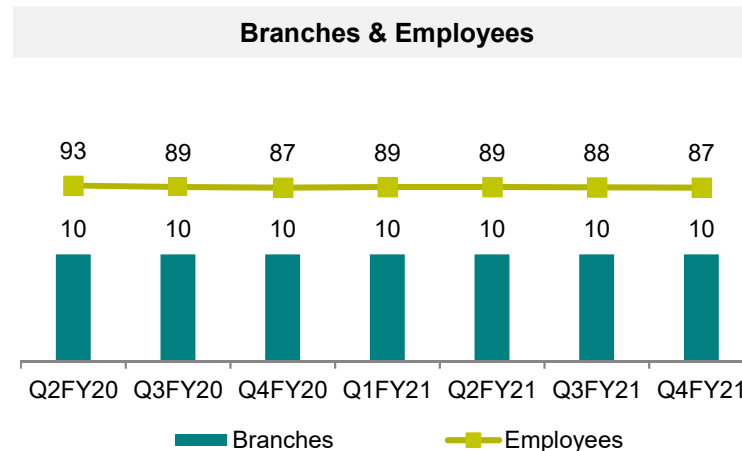
Particulars (₹ mn)	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21
Revenue from Operations	428	436	419	432	536
Interest Expenses	(266)	(245)	(232)	(242)	(227)
Net Interest Income	162	191	187	190	309
People Costs	44	39	42	47	45
Operating Expenses	31	17	16	20	37
Pre-provision Operating Profit	87	135	129	123	227
Credit Costs*	63	(29)	23	99	257
Profit/ (Loss) before Tax	24	164	106	24	(30)
Loan Assets	13,360	13,371	13,491	14,168	14,056

* Credit costs are expected loss provisions computed under IndAS plus write offs

SME Finance : Key ratios (3/3)



	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21
Revenue from Operations*	13.0%	12.8%	12.6%	12.6%	15.3%
Net Interest Income*	4.9%	5.6%	5.6%	5.5%	8.8%
Operating Expenses*	2.3%	1.6%	1.8%	1.9%	2.3%
Cost / Income	46.1%	29.3%	31.3%	35.2%	26.6%
Pre-provision Operating Profit*	2.7%	4.0%	3.9%	3.6%	6.5%
Credit Costs	1.9%	-0.9%	0.7%	2.9%	7.3%
GNPA	1.8%	1.1%	1.3%	1.8%	2.6%
NNPA	1.4%	0.9%	1.1%	1.5%	1.7%
ROAA ^	0.7%	4.5%	2.0%	0.9%	-1.6%
Leverage	3.1x	2.9x	2.6x	2.6x	2.6x
ROAE ^	2.1%	13.1%	5.2%	2.4%	-4.0%



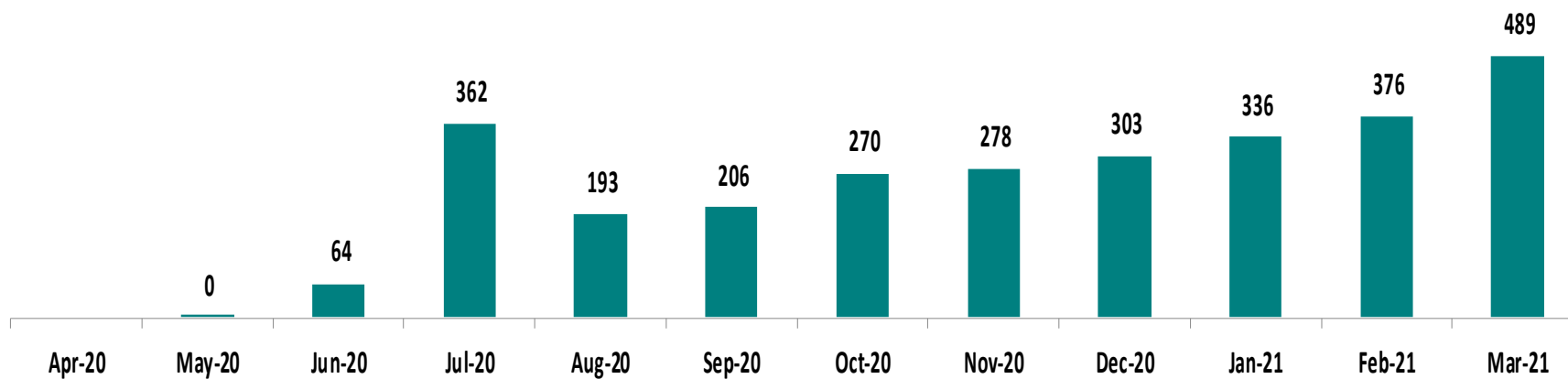
* On daily average basis

^ Annualized

Housing Finance (1/3)



Housing Finance – Monthly Disbursement Trend (₹ mn)



✓ Housing Finance AUM : ₹ 9,911 mn

✓ Assigned Portfolio : ₹ 1,503 mn

Housing Finance: Profit and Loss (2/3)



Particulars (₹ mn)	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21*	Q4 FY21
Revenue from Operations	261	261	285	600	192
Interest Expenses	(141)	(136)	(132)	(138)	(126)
Net Interest Income	120	125	153	462	66
People Costs	63	53	51	53	24
Operating Expenses	36	21	27	26	38
Pre-provision Operating Profit	21	51	75	383	4
Credit Costs*	51	0	4	18	73
Profit/ (Loss) before Tax	(30)	51	71	365	(69)
Loan Assets	7,477	7,460	7,725	7,443	8,382

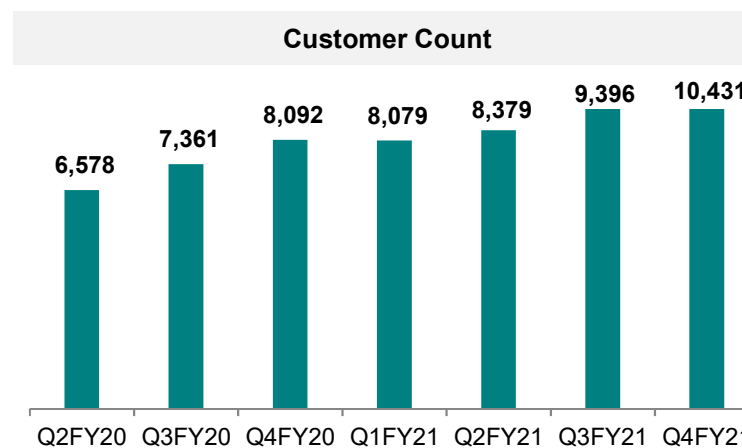
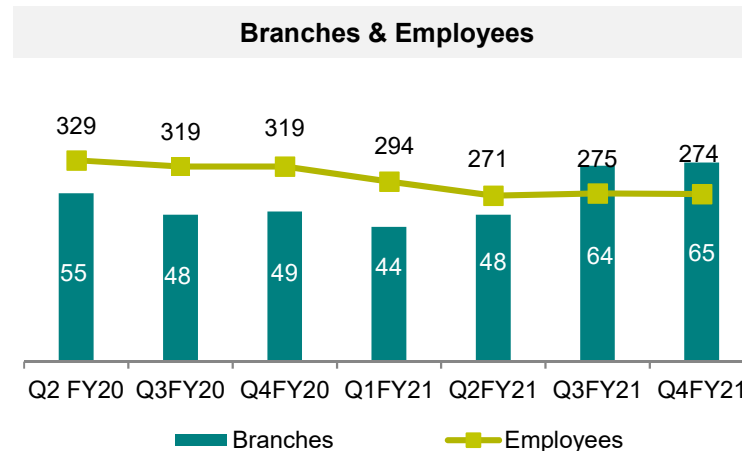
* Credit costs are expected loss provisions computed under IndAS

* including upfront assignment income

Housing Finance : Key Ratios (3/3)



	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21
Revenue from Operations*	14.6%	13.9%	14.7%	#14.9%	9.8%
Net Interest Income*	6.7%	6.7%	7.9%	# 7.9%	3.4%
Operating Expenses*	5.6%	4.0%	4.0%	4.0%	3.1%
Cost / Income	83.0%	59.5%	51.3%	50.0%	92.5%
Pre-provision Operating Profit*	1.1%	2.7%	3.8%	# 4.0%	0.3%
Credit Costs	2.9%	0.0%	0.2%	0.9%	3.7%
GNPA	0.8%	0.8%	0.9%	1.8%	1.9%
NNPA	0.7%	0.7%	0.7%	1.5%	1.4%
ROAA ^	-1.5%	2.4%	2.9%	# 1.8%	-2.8%
Leverage	3.1x	2.9x	2.6x	2.6x	2.5x
ROAE ^	-4.6%	7.0%	7.6%	#4.6%	-7.1%



* On daily average basis

^ Annualized

Excluding one time upfront assignment income

FY21 Restructuring Snapshot

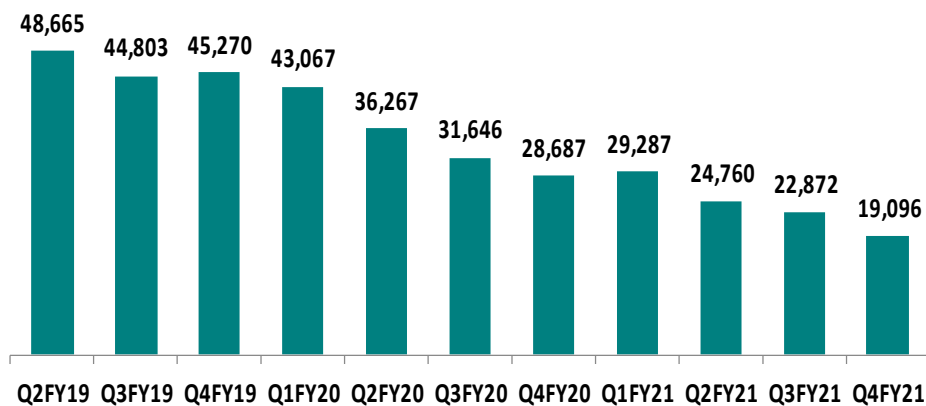


FY21	Total no of Accounts	No. of Restructured accounts	Total AUM	AUM under Restructure	% of no. of Restructured accounts	% of Restructured AUM
			(₹ mn)	(₹ mn)		
VF	72,314	1,580	38,866	1,614	2.2%	4.2%
SME	2,664	133	18,338	1384.6	5.0%	7.6%
AHF	14363	184	9,911	144.58	1.3%	1.5%
Total Retail	89,341	1,897	67,115	3,143	2.1%	4.7%

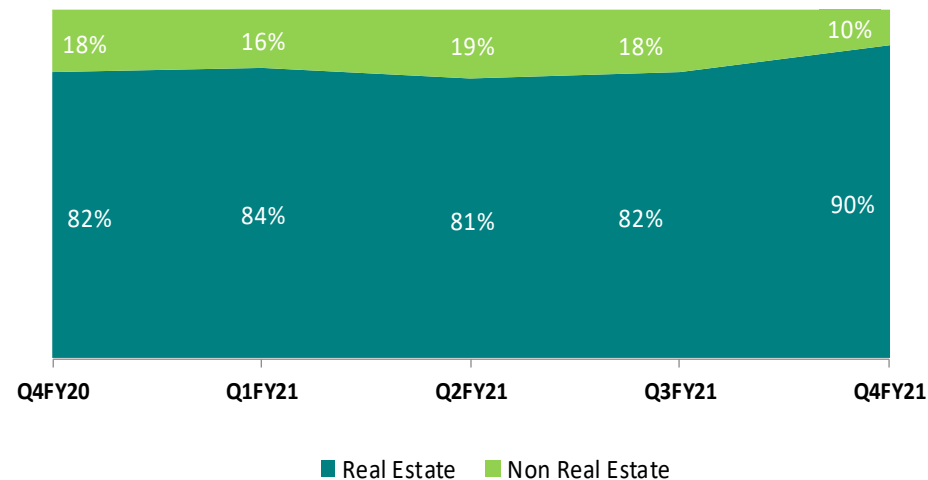
Corporate Lending (1/3)



Corporate Lending AUM (₹ mn)



AUM Breakup: RE vs. Non-RE



✓ Continued focus on reduction in exposure

Corporate Lending: Profit and Loss (2/3)



Particulars (₹ mn)	Q4 FY 20	Q1 FY 21	Q2 FY 21	Q3 FY 21	Q4 FY 21
Revenue from Operations	1,077	1,000	991	834	577
Interest Expenses	(610)	(529)	(488)	(414)	(350)
Net Interest Income	467	471	503	420	227
People Costs	27	23	15	17	18
Operating Expenses	8	4	59	9	32
Pre-provision Operating Profit	432	444	429	394	177
Credit Costs*	2,410	84	218	209	520
Profit/ (Loss) before Tax	(1,978)	360	211	185	(343)
Loan Assets	28,687	29,287	24,760	22,872	19,096

* Credit costs are expected loss provisions computed under IndAS plus write offs

Corporate Lending : Key ratios (3/3)



	Q4 FY 20	Q1 FY 21	Q2 FY 21	Q3 FY 21	Q4 FY 21
Revenue from Operations*	14.3%	13.6%	13.7%	13.5%	10.0%
Net Interest Income*	6.2%	6.4%	7.0%	6.8%	3.9%
Operating Expenses*	0.5%	0.4%	1.0%	0.4%	0.9%
Cost / Income	7.7%	5.8%	14.7%	6.2%	21.8%
Pre-provision Operating Profit	5.7%	6.1%	6.0%	6.4%	3.1%
Credit Costs	31.9%	1.1%	3.0%	3.4%	9.0%
GNPA	5.3%	5.2%	6.1%	4.5%	0.0%
NNPA	4.3%	4.2%	4.3%	2.0%	0.0%
ROAA[^]	-19.4%	4.6%	1.8%	1.8%	-5.1%
Leverage	3.0x	2.9x	2.6x	2.6x	2.5x
ROAE[^]	-58.3%	13.2%	4.6%	4.8%	-12.8%

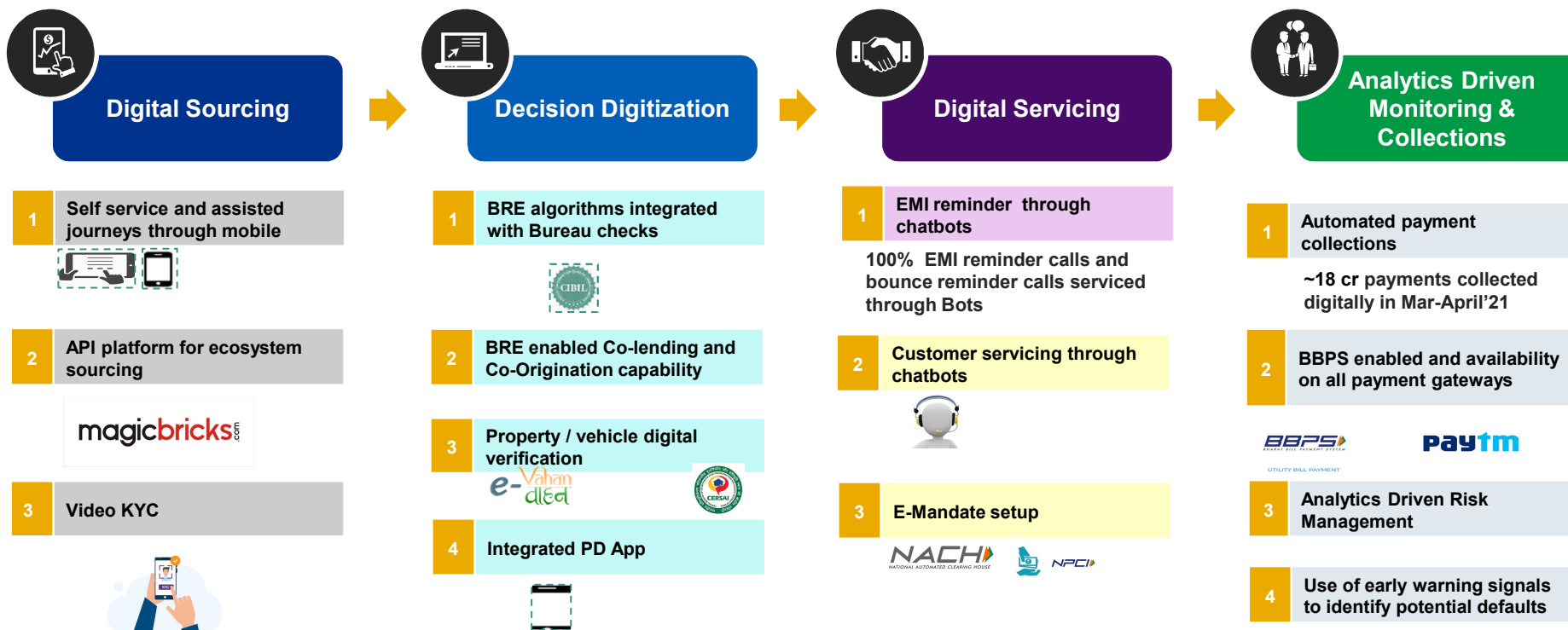
* On daily average basis

[^] Annualized

Leveraging technology and data analytics



Digital Lending Value Chain



- **Substantial growth capital to pursue calibrated growth**
- **Strong ALM and Low Leverage**
- **Focus on high yield Used CV & affordable housing**
- **Hub and Spoke Smart branch expansion - deeper penetration in Tier 2/3 cities**
- **Digitisation to help improve TAT and customer service**
- **Re-started retail disbursements and quickly reached Pre-Covid levels**
- **Obtained CRISIL Credit Rating of AA (-) with stable outlook**
- **Strengthened partnership with ICICI Bank with renegotiated commercials**
- **Expanding Product/ Geography/ Customer segments**
- **Scrappage Policy will add to the tailwinds**

CSR Initiatives



Education

Women Empowerment

Sanitation

Environment

Partnership with 15 NGOs

Projects in 9 states

Employees from 22 Branch Offices involved

Total Beneficiaries from CSR 5,257

- 12 students diagnosed with ASD granted educational scholarship
- 10 girls between age group 16-18 years granted education scholarship pursuing summer programs
- 80% passing percentage of students appearing for SSC exams & trained under IndoStar's sponsorship at Night school in Mumbai
- 250 sling bags & soaps were produced by 50 differently able participants at the training workshop conducted

- Education scholarship given to 50 adolescent girls between age group 12 – 16 years from Chennai
- 30 adolescent girls from shelter homes trained for jobs readiness with training sessions on tailoring, jewelry and enrolment into training institutes.
- 26 women from low income families in Gujarat trained to be chauffeurs & 16 women provided with permanent driving license

- Sanitation infrastructure build in government schools of Rajasthan, Pune & Kerala
- Inaugurated a sanitation complex for a government school in Guwahati
- Number of students benefitting from Sanitation infrastructure are as follows:
 - Rajasthan: 465
 - Pune: 180
 - Kerala: 330
 - Guwahati: 394

- Land identified for Miyawaki plantation near Thadiyalur railway area has been prepared, cleaned with borewell constructed
- Plantation of Miyawaki to be initiated in the unlock phase after the lockdown in Tamil Nadu



COVID Relief Support



United Way India

- Provided 150 PPE Kits for Health care workers in Kasturba Hospital, KEM, Sion Hospital, Bhabha Hospital, Rajawadi Hospital



Habitat for Humanity India

- 231 Family essential Kits, 450 Health kits provided to visually impaired families, officers of police force in TN, UP & Maharashtra



Smile Foundation

- 150 Dry Ration and Necessity Kit to affected migrant families Delhi, Karnataka & Gujarat



Janvikas Trust

- 309 PPE Kits, 250 Dry Ration & Basic Necessity Kit to frontline workers & families in Gujarat



Salaam Bombay Foundation

- 800 grocery kits to less privileged families across Mumbai

Entrepreneurial Leadership Team with Strong Sponsor Backing




- ✓ Several years of experience and in-depth understanding of the specific industry and geographic regions
- ✓ Separate business & credit heads for each vertical
- ✓ Strong alignment through large ESOP program



- 30+ years of experience in financial services industry
- Previously associated with various entities forming part of the Shriram group


R. Sridhar ■
Executive VC & CEO

Previously served as the MD of Shriram Transport Finance Company




- 20+ years of experience across Asset Finance and other retail businesses
- Previously worked with HDB, Cholamandalam Finance & Apollo Tyres

Deep Jaggi
Chief Business Officer




- 20+ years of leadership experience across all areas of finance in Banks and NBFCs
- Previously worked with Citicorp, Standard Chartered Bank, Amex and L&T Financial Services

Amol Joshi
CFO



- More than 25 years of experience with banks and financial institutions
- Previously worked with Ujjivan Small Finance Bank, Aditya Birla Payment Bank, Bank Of America, JP Morgan and ICICI Bank


Jaya Janardanan
COO



- 20 years of experience in Underwriting, Collections, Risk Management and Sales in banking and financial services sector
- Previously worked with ICICI Bank, HDFC Bank, GE Capital, IIFL


Mohit Mairal
Chief Risk Officer

Entrepreneurial Leadership Team with Strong Sponsor Backing

B Ravi Kumar
Business
Head
Asset
Finance

- 20+ years of experience in financial services
- Previously worked with Cholamandalam Investment & Finance Co,



Hansraj Thakur
Business
Head
SME
Finance

- Several years of experience in SME, commercial banking, and sales
- Previously worked at IDFC Bank, Standard Chartered Bank, ICICI Bank and Development Credit Bank




Shreejit Menon
Deputy
CEO
Affordable
HF

- Several years of experience with financial Institutions
- Previously worked with Religare Housing Development Finance Corporation, HSBC and Muthoot Housing Finance



Siva S.
National
Credit
Head –
Vehicle
Finance

- 24 years of experience with financial Institutions
- Previously worked with Fullerton India, Citigroup, Equitas Small Finance Bank. Also worked in Ashok Leyland Limited



Sudeep P S
National
Credit
Head - SME

- 20 years of experience with banks & financial Institutions
- Previously worked with Bharti, ICICI, Deutsche Post Bank, Edelweiss, Bajaj Finance



Shripad Desai
National
Credit
Head –
Housing
Finance

- 21 years of experience with banks & financial Institutions
- Previously worked with IDBI Bank, Reliance Capital, ICICI Bank, Deutsche Bank and others



N. Ramesh
Group
Head
Operations

- 31 years of experience with banks & financial Institutions
- Previously worked with GE Countrywide, Cholamandalam Investment & Finance Co. Ltd., Shriram City Union Limited, Equitas Small Finance Bank.



Salil Bawa
Head – IR &
Marketing

- 20 years of experience in Investor Relations, Strategy and Fund Raising
- Previously worked with Bharti, Tata Group, Edelweiss Financial Services, Manappuram

Strong & Distinguished Board



- ✓ 14 committees composed of independent and non-independent directors and also employees¹
- ✓ Distinct and delineated responsibilities to ensure good corporate governance
- ✓ Strong capital sponsorship also providing access to best industry practices and international corporate governance standards

Name	Designation	Description
 Bobby Parikh	Chairman & Non-Executive Independent Director	<ul style="list-style-type: none"> Director since 2011 Several years of experience in finance
 R.Sridhar	Executive Vice Chairman & CEO	<ul style="list-style-type: none"> 30+ years of experience in financial services industry Previously associated with various entities forming part of the Shriram group
 Dhanpal Jhaveri	Non-Executive Director	<ul style="list-style-type: none"> Director since 2010; Partner at Everstone Capital Experience in investing, corporate strategy, mergers and acquisitions and investment banking Previously worked with Vedanta Group, ICICI Securities, KPMG India
 Vibhor Talreja	Non-Executive Director	<ul style="list-style-type: none"> Managing Director at Everstone Capital since 2019 Previously worked at Temasek India, JM Morgan Stanley and Tata Administrative Services
 Aditya Joshi	Non-Executive Director	<ul style="list-style-type: none"> Managing Director at Brookfield Private Equity Group and heads the private equity business for Brookfield in India Previously worked with Apax Partners, The Blackstone Group and JM Morgan Stanley
 Munish Dayal	Non-Executive Director	<ul style="list-style-type: none"> Managing Director at Brookfield Asset Management India and has over three decades of experience in financial services. Before joining Brookfield, was Senior Operating Partner at Baring Private Equity Partners India Limited
 Hemant Kaul	Non-Executive Independent Director	<ul style="list-style-type: none"> Several years of experience in the fields of banking and insurance Previously worked with Axis Bank and Bajaj Allianz General Insurance
 Naina Krishna Murthy	Non-Executive Independent Director	<ul style="list-style-type: none"> She has more than two decades of experience in the legal sector Founder of India law firm K Law

1. 14 committees include Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee, Asset Liability Management Committee, Risk Management Committee, Credit Committee, Management Committee, Corporate Lending Committee, Retail Lending Committee, IT Strategy Committee, Grievance Redressal Committee, Banking Committee and Debenture Committee

 Independent Directors



Discussion Summary

- ❖ Strategy
- ❖ Quarterly Results
- ❖ Business Update

❖ **Shareholding Structure**

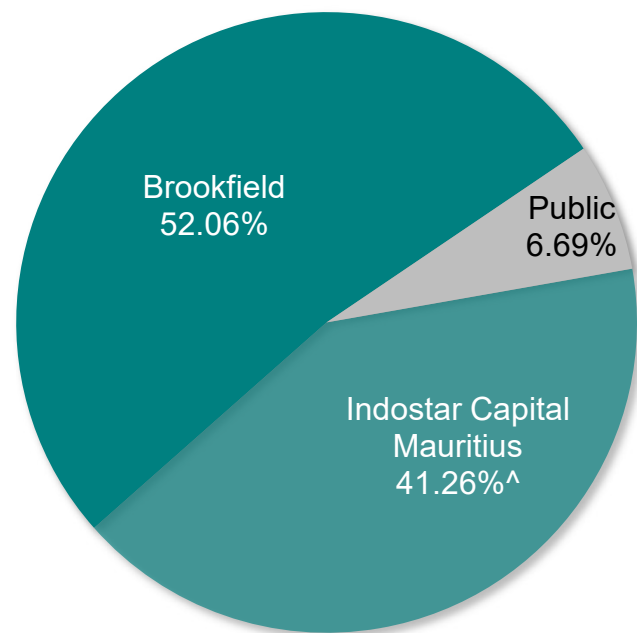


Shareholding Pattern



Shareholding# @ 31 March 2021

Brookfield



EVERSTONE

Excluding CCPS

^ includes ECP II & ECP III

ESOP is 4.37% of diluted shares capital (excluding CCPS)

Source – NSE, Company data

For Further Queries



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