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Date:- 01-07-2021

To,  
BSE Ltd.  
Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai - 400001

Respected Sir,

**Subject:- Q4FY21 Earnings Conference Call Transcript**

**Ref: Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

With reference to our letter dated June 23, 2021 please find the attached transcript of Q4FY21 Earnings Conference Call for the quarter ended March 31, 2021 held on Wednesday 23<sup>rd</sup> June 2021.

The transcript of the conference call can also be accessed at the website of the Company at [www.srghousing.com](http://www.srghousing.com).

This is for your information and record.

Thanking you

Yours faithfully

For SRG Housing Finance Limited

Vinod K. Jain  
Managing Director  
DIN: 00248843



Enclosed:- As above



# “SRG Housing Finance Limited Q4 FY21 Earnings Conference Call”

**June 23, 2021**



**MANAGEMENT: MR. VINOD KUMAR JAIN - MANAGING DIRECTOR,  
SRG HOUSING FINANCE LIMITED  
MR. ASHOK MODI – CHIEF FINANCIAL OFFICER, SRG  
HOUSING FINANCE LIMITED  
MS. SUNAINA NAGAR – CHIEF INVESTOR RELATIONS  
OFFICER, SRG HOUSING FINANCE LIMITED**



*SRG Housing Finance Limited  
June 23, 2021*

**Moderator:** Ladies and gentlemen, good day and welcome to the SRG Housing Finance Limited Q4 and financial year 2021 Earnings conference call. As a reminder, all participant lines will be in the listen-only mode and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during the conference call, please signal an operator by pressing '\*' then '0' on your touchtone phone. Please note that this conference is being recorded. I now hand the conference over to Ms. Sunaina Nagar – Chief Investor Relations Officer, SRG Housing Finance. Thank you and over to you, Ms. Nagar.

**Ms. Sunaina Nagar:** Thank you. Good afternoon and welcome everyone, we are here to discuss SRG Housing Finance Q4 and financial year 2021 results. With me, we have our leadership team represented by Mr. Vinod Kumar Jain, our Managing Director and Mr. Ashok Modi – Chief Financial Officer.

We will begin this call with an overview and performance update by Managing Director followed by an interactive Q&A session. Please note that this call may contain forward looking statements which exemplifies our judgment and future expectations concerning the development of our business. These forward-looking statements involve risks and uncertainties that may cause actual development and results to differ materially from our expectation. SRG Housing Finance undertakes no obligation to publicly revise any forward-looking statements to reflect the future events or circumstances. A detailed disclaimer is on Slide #2 of the Investor Presentation available on our website.

With that, I will now hand over the call to Mr. Vinod Kumar Jain, over to you Sir.

**Vinod Kumar Jain:** Hello everyone, I welcome you all to the quarter 4, financial year 2021 Earnings conference call. I hope that you and your families are healthy and safe. Financial year 2021 has been quite challenging due to COVID -19.

I am happy that the company has given positive results even during the COVID-19 phase, this shows the strength of our business model. Our gross loan book has been Rs. 325 crore with a growth of 19% in the financial year 2021 as compared to Rs. 274 crore of last year. Due to COVID-19 and lockdown, the disbursement was less in the first six months However in the following six months, we did see a very good disbursement growth. Disbursement has been 35% more than the last year's disbursement of Rs. 90 crore as compared to Rs. 48 crore of the last year. And in Quarter 4, disbursement is of Rs. 37 crore with a growth of 162% as compared to Rs. 14 crore in the last year's Quarter 4. Profit before tax is at Rs. 24 crore with a growth of 6% as compared to Rs. 22 crore of last year.

In Quarter 4, profit before tax is at Rs. 5 crore with a growth of 51% as compared to Rs. 3 crore of last year's Quarter 4. PAT is at Rs. 19 crore with a growth of 5% as compared to Rs. 18 crore

of last year. In Quarter 4, PAT is at Rs. 5 crore with a growth of 43% as compared to Rs. 3 crore for the same Quarter of last year. Total income is at Rs. 77 crore with a growth of 5% as compared to Rs. 73 crore for the last year. Net interest income is at Rs. 36 crore as compared to Rs. 34 crore of last year. Along with this, the net interest margin of the gross loan book is 12.06% as compared to 12.66% of the last year.

Net Worth is at Rs. 93.61 crore as compared to Rs. 74 crore of the last year. EPS is at Rs.14.48 as compared to Rs. 13.82 for the last year. CRAR ratio is at 38.06% as compared to 14.04% of the last year. In the financial year 2021, housing loan was at 68% and LAP was at 32%, salaried loan 19% and self-employed loan was at 81%. Our 100% loan book is secured with a property, the loan book average ticket size is Rs. 6 lakh and average LTV is 42%. Gross NPA is at 2.34% as compared to 2.21% of the last year. And net NPA is at 0.42% as compared to 0.51% of the last year. As compared to NHB Regulation, we have done an additional provision of Rs. 3 crore, resulting to which our provisional coverage ratio is now at 102%.

Our average borrowing cost has reduced to 10.66% in the Quarter 4 as compared to 11.42% of Quarter 4 of the last year. The company has maintained a healthy spread of 12%. In the Financial year 2021 we have done a total fund raise of Rs. 150 crore. During the Financial year 2021, the total borrowing was at Rs. 286 crore; out of which 36% is from the Bank, 23% from NCD, 27% from FI and 14% from NHB. The Company's liquidity remains strong, during the financial year 2021, the liquid fund in the company has been at Rs. 79 crore; out of which Rs. 40 crore is the Undrawn Sanction. Our ALM position has also been comfortable.

During January – March period a positivity was seen in the economy but in the month of April due to the hit of the second wave of Covid-19, again the lockdown was imposed in different states. We have got to learn a lot with the social-economic damage due to Covid-19 first wave and we have also made quite changes in our business model.

I feel that as the vaccination drives have increased, soon we will be able to see positive results in the Economy I hope that you all might have also got vaccinated.

With this, now you can ask me questions

**Moderator:** Thank you very much. We will now begin the question-and-answer session. The first question is from the line of Agastya Dave from CAO Capital. Please go ahead.

**Agastya Dave:** Hello Mr. Vinod. Thank you very much, your result is again great, your commentary is also very good. Thank you very much for your hard work, I hope that everyone is safe in the team. Sir, you have mentioned about the second wave, so how does the situation on the demand side appears to you now and you also said that you have learnt quite a lot, so will the hit in the growth

be more this time or will it be less, what do you feel in that, Sir? My second question was that this time many people have got infected in the rural areas and what do you feel about the situation of your clients? I hope that the casualties should be minimal but what do you see in the market now?

**Vinod Kumar Jain:** As the lockdown has just relaxed, it is not the right time to talk about anything on the demand side as of now. We will be able to assess the impact post this quarter. We are continuously in talks with our customers and got the idea that their business has started function right after the lockdown relaxation. However the lockdown has still not completely relaxed, therefore we are not in a position to comment on the situation immediately.

**Agastya Dave:** Okay and Sir my second question is regarding your long-term goal as such, will you change anything in that, post lockdown release? Anything has changed due to which you will change your view? or overall dynamics are still the same, opportunities are still present and once the situation settles down taking Corona into consideration, then will our expansion go the same level or are there any changes in that?

**Vinod Kumar Jain:** No Sir, there is no change in our expansion plan. For a housing finance company, lockdown period has to be considered as no business period. Once the lockdown relaxes, business starts to perform well immediately. In previous year also, we got 6 months only to work due to lockdown situation, Still we got the business and were able to disburse more than FY20. Our AUM also grew significantly. If we nullify this quarter Q1FY22, still we have got 9 months and if there is no further lockdown due to 3<sup>rd</sup> wave, we will be able to achieve our targets. We are not considering changing our business or expansion plan as even in this tough period of pandemic, we were able to see better results. We believe we do not have to alter our business strategy and will continue working with this strategy and focus.

**Agastya Dave:** Sir I have one last question on spreads, in long-term will our spreads maintain at 12%? Where do you see the pressure more from in yields or from cost of funding you feel more pressure?

**Vinod Kumar Jain:** Sir I do not see pressure from either side. We do not have any funding challenge as our cost has reduced in previous year. There is huge demand in the market and therefore we do not foresee major stress on the spreads.

**Moderator:** Thank you. The next question is from the line of Rohan Jain from IDFC Mutual Fund. Please go ahead.

**Rohan Jain:** Sir my question is firstly the Rs. 320 crore book that you have in FY2022 till where can you take this ahead, what will be your aim, keeping in mind these 2 months lockdown?

- Vinod Kumar Jain:** Sir we are targeting Rs. 500 crore Loan book in FY2022. We have been preparing for the same for last few months. We have appointed team accordingly. If we are not hit largely by 3<sup>rd</sup> wave then Rs. 500 Crores loan book is achievable.
- Rohan Jain:** So, to achieve the target of Rs. 500 crore, what is the amount of disbursements you have to make, I am seeing your Q4 disbursements you mentioned it was Rs. 37 crores.
- Vinod Kumar Jain:** Yes in last quarter we did Rs. 37 crores disbursement and we are in position to do Rs. 50 crores in a quarter. If the economy is restarted we can do Rs. 150 crores in next 3 quarters considering Rs. 50 crores average. This will allow us to reach Rs. 500 crore loan book.
- Rohan Jain:** So, you are saying in the remaining 3 quarters you can do Rs. 50 crore x 3, Rs. 150 crore?
- Vinod Kumar Jain:** It will be approximately Rs. 150 crore but we should cross this number.
- Rohan Jain:** The first quarter that has gone by up to June, in that was the business zero or did we do any business in it?
- Vinod Kumar Jain:** Sir we are not discussing about the current quarter now, we are discussing about the previous one. June is yet to complete, only after it, we will be able share.
- Rohan Jain:** But you are saying in FY2022 total you can do business of Rs. 150 crore?
- Vinod Kumar Jain:** Yes, comfortably.
- Rohan Jain:** But if you disburse around Rs. 150 crore your book stands at Rs. 320 crore and even if we add Rs. 150 crore in it then also considering the repayment and balance terms still Rs. 500 crore, you had mentioned Rs. 500 crore or Rs. 450 crore?
- Vinod Kumar Jain:** I mentioned Rs. 500 crore. When I say we can disburse Rs. 50 crores in a month I am already considering it incremental. This is after reducing repayments. Actual disbursement number will be higher.
- Rohan Jain:** Okay and in FY20 I believe your book was around Rs. 280 crore as far I recollect and now you have done Rs. 320 crore in FY2021. So, keeping the lockdown in mind your book looks very good, my question is in last year after the Rs. 274 crore mark, you did disbursement worth of Rs. 90 crore this year in FY21, adding both of them it comes to around Rs. 360 crore. After that what is remaining is Rs. 320 crore, so this Rs. 40 crore gap that is there, with the rate of 10-15-20% repayment and balance transfer do they amount to this much or only every time or this time it was higher?



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- Vinod Kumar Jain:** Out of this Balance transfer is 2-3% and rest is all repayments only..
- Rohan Jain:** My next question is that the interest rates globally and in India also it has now fallen quite a bit, so kind of it has bottom out now and there are discussions going on to increase the interest rates, whenever it may be. So, once the interest rates start to increase, how will it impact to you on the yield and on your NIMs? Will you be able to pass it on to your customers?
- Vinod Kumar Jain:** Our entire book is on fixed rate so we will not pass it on to our customers. We are expecting to not increase by more than 1-1.5%. Our NIM will be impacted by that much percent only. In FY 2020 when our average borrowing cost was ~11.5%, we didn't pass it on to our customer this year when it came down to ~10.75%. So the average NIM gets balanced out. The major hit on NIMs arise when we reduce our lending rate.
- Rohan Jain:** No, I am not telling your lending cost will be reduced but if your cost increases...
- Vinod Kumar Jain:** We don't foresee cost to increase significantly. It will change by 1% only. At present banks are flushed with liquidity and there is huge gap in supply side, we don't think interest rate will be spiked up marginally.
- Rohan Jain:** Okay. Further lockdown was there for last 2 months, what is the stress on ground? Secondly in when we compare this period to Q4 what kind of collection efficiency have you seen? Do you feel that you will have to go for repossession of securities?
- Vinod Kumar Jain:** Sir as we have already discussed that the lockdown has just relaxed, we are not in position to comment on current quarter. The impact of this lockdown will not be seen today, it will take some time to reflect. We can only discuss about this after this period.
- Rohan Jain:** Mr. Vinod I am not asking you numbers, just in general points if you can
- Vinod Kumar Jain:** Sir we can't tell you business impact of this lockdown as of now. This will reflect in next 15 days. Last year during same period, we thought of a very disruptive business however it was not the case. We got better collections as soon as the business were open. In our segment, Rural India business takes no time to pick up once the lockdown gets relaxed. Therefore we can't predict how it will reflect this time. After end of this quarter we will come to know about the actual position.
- Rohan Jain:** The EMI collection is done every month, right?
- Vinod Kumar Jain:** Yes EMI is collected every month. But on your question of repossession, we can't comment. As it comes after 3 months NPA. Our collections are going on and we can't tell you anything on

repossession. Further to your question of monthly collections, we are able to do 80-85% collections.

**Rohan Jain:** That is what I am asking the monthly collection of 80-85% you are telling about April and May?

**Vinod Kumar Jain:** Yes, April, May and June. All of these months

**Rohan Jain:** When NPA recognition happen is a secondary, I was just asking that how is the stress you are seeing, considering lockdown is there. What will the impact on your customer's business?

**Vinod Kumar Jain:** We don't consider delayed payment as stress as our loan book is entirely secured against residential house. We have faced first wave of Covid also and there was no stress as such therefore we can't say it will be much a big concern.

**Rohan Jain:** You have the plan to take your AUM to Rs. 450-500 crore, do you have any plans ahead of this For longer duration of time, maybe FY23 or further?

**Vinod Kumar Jain:** Let the market open up completely first. Once the market starts to function full-fledged, then we will be able to comment on our plans. Next 6 months are crucial, if that goes smoothly, we will be able to decide our targets. Currently we can only see things till march as that much is visible. Based on our performance in next 6 months our future plans well be finalized. This year we are targeting Rs. 500 crores and accordingly planned for fund raise.

**Rohan Jain:** Are you seeing any difference in the last few years and this year's business because we were not able to meet the targets for the last 1-2 years due to various reasons like the NBFC crises etc. So are you seeing anything different this year?

**Vinod Kumar Jain:** In last few years due to multiple factors like Demonetization, Liquidity issue in NBFC sectors and COVID, our performance has been affected. Now looking at the current vaccination drive we are hopeful that third wave of COVID will not be that harsh. And if so, we will be able to achieve our targets. We have ample of liquidity and fund line available along with this demand is also good.

**Rohan Jain:** Your Q4 of FY2021 which has just gone by, can we assume that quarter was a perfect normalized business quarter, there was not much of a problem during that quarter, like in Q1

**Vinod Kumar Jain:** Q4 was normalized, the business was full fledged during that quarter. The disbursement and collections were also good.



- Rohan Jain:** So, from thereon, my question is that we have done a disbursement of Rs. 34 crore in Q4, so what different has happened now that we will be able to do a disbursement of Rs. 50-60 crores in one quarter going forward?
- Vinod Kumar Jain:** In Q4 the business picked up. If it would have been picked up earlier, we would be in even better position. This year we are operating with our experience of last year's COVID situation and resulting lockdown.
- Moderator:** Thank you very much. The next question is from the line of Agastya Dave from CAO Capital. Please go ahead.
- Agastya Dave:** Thank you for the follow-up sir. I have two questions; one you touched slightly upon balance transfers. So generally, how much balance transfers do you get to see? And second Sir, how much is the loan tenure and how much is the payment for it? What is the early payments rate?
- Vinod Kumar Jain:** Our balance transfers is around 3% and our loan tenor is for 7-10 years. Foreclosure and BT together is around 3% to 4%. Foreclosure means early payment (pre-payments).
- Agastya Dave:** Are there any variations in this because of any reason, let us say if monsoon is very good or monsoon is very bad or is this a steady number, we can go ahead holding this number as definite?
- Vinod Kumar Jain:** In this, Monsoon do not impact this because we do not count income from Agriculture, so its impact does not come on our business. That is the reason we can take this number in continuation going forward.
- Agastya Dave:** Okay the reason why I asked this is because, suppose going forward suddenly a one-off income comes because the monsoon was very good. Someone grew onions and onion rates are Rs. 100, so he has additional Cap, so he will pre-pay his loan. So that is why I was asking Sir that is there any co-relation from the agriculture income?
- Vinod Kumar Jain:** No, we have not seen its impact in the past years at all as we don't consider Agricultural incomes.
- Agastya Dave:** Okay great.
- Vinod Kumar Jain:** Whenever customers have liquidity, they don't come for prepayments, they utilize this amount for his business purpose/expansion.
- Agastya Dave:** The next question was, till when will our AGM take place and when will our annual report come?

**Vinod Kumar Jain:** We will do AGM by September, as of routine we will do it in September or maybe we will do it early, if investors ask for it.

**Agastya Dave:** There is one request Sir that when our results come, if the conference call is kept sometime nearer to it, so it will be better. I was in fact thinking that whether I need to call Ms. Sunaina to know whether this time the call will be organized or not. So, if we keep this quarter conference call sometime nearer to the results, then it will be very helpful.

**Vinod Kumar Jain:** The reason for delay this time was at that time when our results were announced, our offices were closed due to lockdown.

**Agastya Dave:** I understand Sir, that is why just a request. And one more request is, for our AGM then it should not be in September end because many companies AGMs get piled up, then it becomes difficult to attend.

**Vinod Kumar Jain:** This time we will do it early. We will try not to keep it in September end.

**Agastya Dave:** Yes, if you do it in august end or September first week, then it will be very helpful. Thank you very much sir, all the best. Take care of yourself and your team. Thank you.

**Moderator:** Thank you very much. The next question is from the line of Rohan Jain from IDFC Mutual Fund. Please go ahead.

**Rohan Jain:** Sir I have three, four more questions.

**Vinod Kumar Jain:** Certainly Sir.

**Rohan Jain:** My one question is, what is your branch expansion plan this year?

**Vinod Kumar Jain:** We do not have branch expansion plan as of now because we can easily achieve our business targets from our existing branches. We have 35 to 37 branches, if we take Rs. 50 lakh also as an average, then we can go around Rs. 20 crore monthly. And there are few big branches, where we are able to do more business. As of now we are less likely to opt for expansion, if there is no COVID, then we will be able to increase 4 to 5 branches.

**Rohan Jain:** So, if you do not increase branch then I am assuming that you will get benefit on the cost side as and when your loan book increases.

**Vinod Kumar Jain:** Definitely. Incremental branches doesn't cost us more. Once a branch is to set up, regular expenses for that doesn't increase. With every incremental employee, additional business is received. The cost benefit will not be very high like 5% or so, it will be only around 1-1.5%.

- Rohan Jain:** What is the investment of setting up one new branch; is it Rs. 50 lakh or so, excluding employee? What is your setup cost?
- Vinod Kumar Jain:** One branch set up costs is up to Rs. 1 to 1.5 lakh.
- Rohan Jain:** And how many employees need to be hired, Sir?
- Vinod Kumar Jain:** There are five employees; one is a branch manager, two or three executives are there, one person is of the operation credit side.
- Rohan Jain:** Means branch is not an expensive investment. You can do that as many as you want however, you do not need any now, that is what you are saying.
- Vinod Kumar Jain:** Yes, it is not very expensive we do not set up expensive branches. We focus more on business and quality employees, so things happen smoothly. We believe in practical approach.
- Rohan Jain:** Your Maharashtra's NPA is from 9.6% to 8.4%, so maybe this NPA is so high because of COVID-19, How will it be going forward?
- Vinod Kumar Jain:** Our focus is less in Maharashtra recently. We have just one branch there. Currently we are focusing and operating in Gujarat, MP and Rajasthan.
- Rohan Jain:** Can we take one of the reasons for this, that you do not have much expertise in this area here in Maharashtra and that is the reason you are facing problem over here?
- Vinod Kumar Jain:** We can't say this because due to this lockdown, Maharashtra is worst hit. Trains are not operating and this is creating huge business loss to small business owners. Specially in Mumbai where things were not normalized even after so long. Because of this longer duration of shutting down businesses, naturally cash flows would be inversely affected.
- Rohan Jain:** Can you give me a sense regarding your LAP customer, generally to which type of people do you give the LAP, what is their income stream and profile... can you give some sense on it?
- Vinod Kumar Jain:** Sir we have mixed profiles in this portfolio. All self-business owners are part of this be it Milk, dairy, Hairdresser, Kirana store etc. All possible business which operate in a village are our customers. There is no particular segment which we can identify for our LAP portfolio.
- Rohan Jain:** The security that you have, I feel your LTV is quite less, which is very good, around 40%- 50%, in LAP also and in Housing also, maybe it must be this much in both.

- Vinod Kumar Jain:** Yes.
- Rohan Jain:** So, this is one way of credit underwriting the other way is whether you assess or not I am not aware of it as to what is the household income of that person whom you are giving the loan. One is household income of normal housing customers and second what is the business income of LAP customers or what is the total household income, so do you do any such assessment?
- Vinod Kumar Jain:** Yes, we do it 100%, we have a credit team for it. We will not be able to give a loan unless the income assessment is done. Loan is not given based on property value, its given basis your income earnings. Our credit team visits the customer, verifies his business and based on our credit parameters, calculates his income. Based on his income, Loan amount is finalized.
- Rohan Jain:** So how much margin do you keep into it, if you can give me an example?
- Vinod Kumar Jain:** If it is a village income, then suppose he earns Rs. 100, then we take his income as 60% and 40% is his expenditure and if he is from a city, then we take it as 50-50%.
- Rohan Jain:** But do you take income of only one person, who is the head of the family, or do you take it of two persons, two or three persons as well?
- Vinod Kumar Jain:** We take it of all the earning members of the family. If there is an additional earning person, then we make him co-applicant. Suppose there are husband and wife in the family, then both will become applicant, co-applicant. If suppose a son is also earning, then he will also become the co-applicant. All income earning members whose income we are considering in our credit underwriting, we make them co-applicants.
- Rohan Jain:** Okay, for your coming growth going forward in the next year also I think I have seen somewhere, I do not remember the exact figure, around Rs. 1000 crore, if I am right. So, if you will do so much of a growth going forward, then do you have any plans for your equity raise in the coming immediate year?
- Vinod Kumar Jain:** Definitely Sir. We will need equity for our expansion.
- Rohan Jain:** This year we do not have the equity requirement, this FY22.
- Vinod Kumar Jain:** For smooth functioning of business we will look for equity raise in advance before the actual need arises.
- Rohan Jain:** But according to me, your borrowings, your leverage ratio is not that much now. So do you not feel that for the next one or two years, you should not raise the equity and borrowing.



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**Vinod Kumar Jain:** Till we reach Rs. 500 Crores AUM, we might not need equity. By this time the business is set to disburse 20-25 crores in a month, so the rate of growth in coming months is much higher. When there are no funding hurdles, what we plan for 3-4 years, we can achieve that in 1.5-2 years. Our current plan for next 5 years could be achieved in next years also when funding is available.

**Rohan Jain:** What your focus on ROA and ROE in the business that you do? Do you focus on direction of your ROE?

**Vinod Kumar Jain:** We focus on our lending rate. We believe if lending rate is good, ROA and ROE will automatically be better. With 18-20% lending rate, we don't have to focus further on these as we have comfortable spreads to take care of these.

**Rohan Jain:** Okay and if we could get your view on the succession planning, if you have planned anything. Your current team includes you and your CFO-Mr. Modi also your son has joined . Have you devised any plan, can you share what exactly it will be?

**Vinod Kumar Jain:** We have our business plan for next 3 years readily available. We didn't want to comment on our succession plan this early but now as you have asked I would share some updates with you. We have recently appointed an ex Edelweiss and Ponnawalla Finance employee with 12-15 years of experience. He will be looking after Risk Management and Credit. We have also appointed from this April, Mr. Arun Mishra for Administration of all business functions and MIS reporting. He has 30 years of experience in Housing Finance Industry. He comes with 22 years of experience with PNB Housing Finance and 5 years of experience at Shriram Housing. In HR also we have employee with 10-12 years of experience. He is taking care of HR functions including recruitments and performance appraisal. All our processes are Automated and through CRM Software. We have our own call centers and collection team including Counsellor and legal team.

**Rohan Jain:** Mr. Arun Mishra who has joined you what is his designation? Is he joint to be on the Board or he will be working on day-to-day management also?

**Vinod Kumar Jain:** He will be in day-to-day management. He has joined as Management advisor.

**Rohan Jain:** Okay and I had a suggestion from my side, I had an observation when we see other companies after being in the industry and the company size as is yours, the salary that you draw as a company's management as a percentage of your profits if we feel that is high as compared to the other companies in the same industry or other industry that is taken negatively by the shareholders sometimes. I had a suggestion from my end the higher the skin in the game, the



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higher they earn through shareholding, and not through fixed payouts, the higher the value they get, this is my observation over the long term.

**Vinod Kumar Jain:** Surely, we will keep this into consideration as we move ahead.

**Rohan Jain:** This is all I had Mr. Vinod thank you for sparing the time out.

**Moderator:** Thank you very much. Ladies and gentlemen that was the next question for today. I will now hand the conference over to Ms. Sunaina Nagar for closing comments.

**Sunaina Nagar:** Thank you all for attending the call and patient listening of answers from our side. We at SRG hope and pray that everyone in your family are safe and keeping good health. I would like to thank you all, our shareholders and stakeholders for your continued trust and support. Thank you very much for your time. For any further information we request you to get in touch with our Investor Relations Team. We are happy to assist you. The transcript of this call will be uploaded on our website that is [www.srghousing.com](http://www.srghousing.com). Thank you.

**Moderator:** Thank you very much on behalf of SRG Housing Finance Limited that concludes this conference. Thank you for joining us, you may now disconnect your lines. Thank you.