

Ref: SSFL/Stock Exchange/2019-20/42 Date: January 28, 2020

To BSE Limited, Department of Corporate Services P. J. Towers, 25th Floor, Dalal Street, Mumbai - 400001

Scrip Code: 542759

To National Stock Exchange of India Limited, Listing Department Exchange Plaza, C-1, Block G Bandra Kurla Complex, Bandra (E) Mumbai - 400051

Symbol: SPANDANA

Dear Sir/Madam,

Sub: Updated Investor Presentation of the Company on the Unaudited Financial Results for the quarter and nine months ended December 31, 2019.

In continuation to our letter no. SSFL/Stock Exchange/2019-20/39 dated January 28, 2020, we hereby inform you that there were few typo errors in the Investor presentation submitted along with the aforesaid letter. The same has now been rectified and an updated copy of the presentation is enclosed herewith for your kind perusal and taking on record.

The aforesaid presentation may also be accessed on the website of the Company at www.spandanaindia.com.

Thanking you

For Spandana Sphoorty Financial Limited

Rakesh Ihiniharia Company Secretary

Membership No.: F8325

# **Spandana Sphoorty Financial Limited**

....Committed to low-income households









# **Investor Presentation**

January 2020



## Safe Harbor



This presentation and the accompanying slides (the "Presentation"), which have been prepared by **Spandana Sphoorty Financial Limited** (the "Company"), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment what so ever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.

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# Performance Snapshot



Largest Microfinance Company in terms of Profit Before Tax (PBT)

2<sup>nd</sup> Largest Microfinance Company in terms of Market Capitalization

**3<sup>rd</sup> Largest** Microfinance Company in India with an AUM of Rs. 5,879 crore, 24+ lakh members and 980 branches

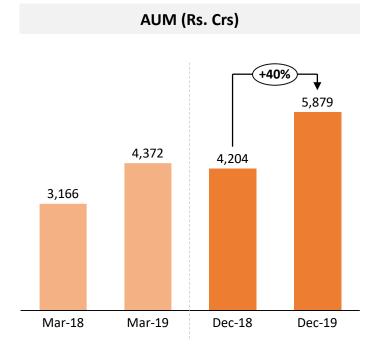
No presence in Assam state

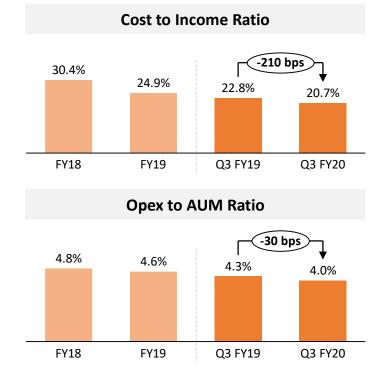
GNPA / NNPA 0.33% / 0.04% Net Worth (Rs. Crs.) 2,505

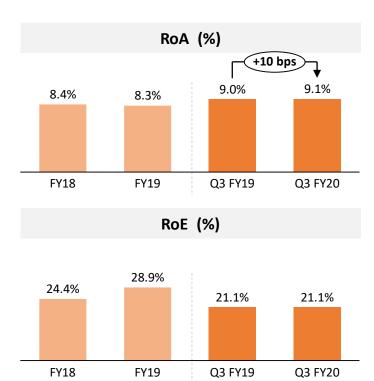
Leverage 1.2x

Capital Adequacy 50.5%

Marginal Cost of Borrowing (Q3) 9.6%



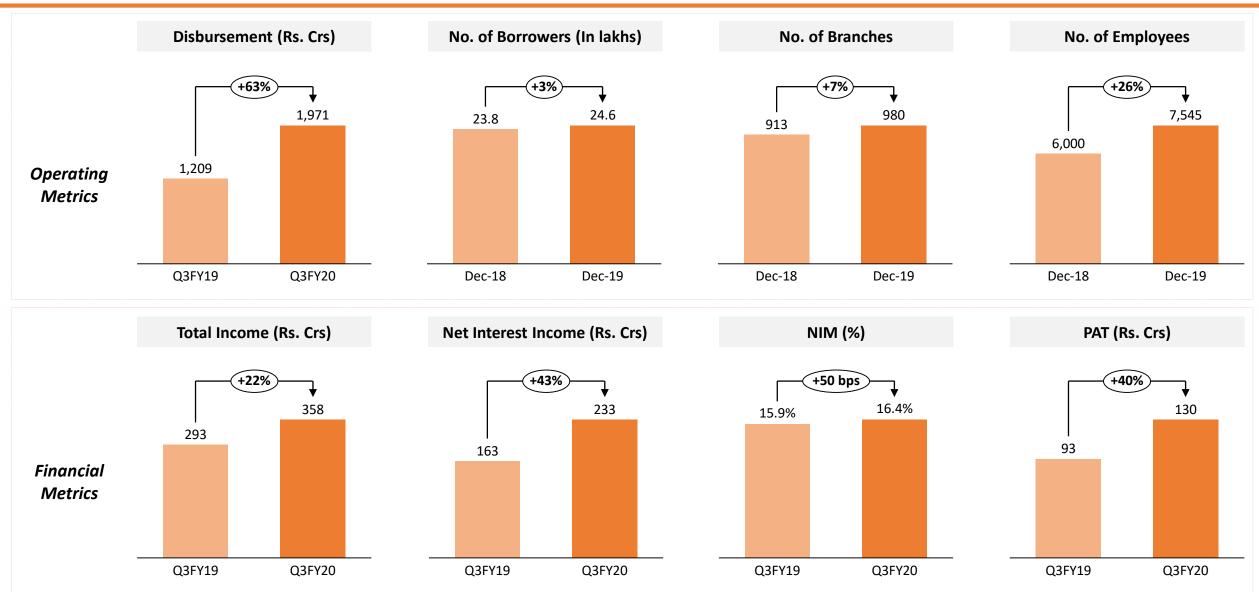




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# Q3FY20 – Key Performance Highlights



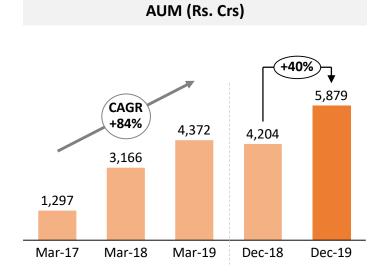


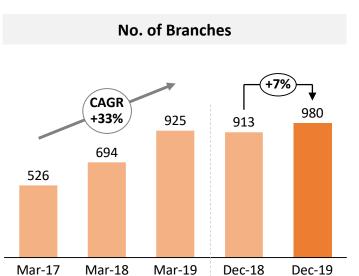


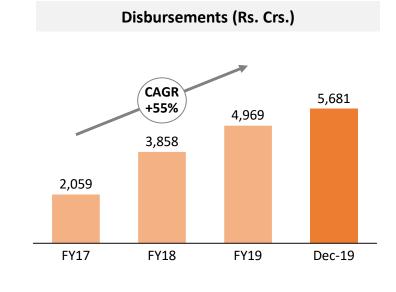
**Key Operating Metrics** Performance Snapshot Spandana at a Glance Key Financial Metrics Learnings from Industry Cycles Annexure

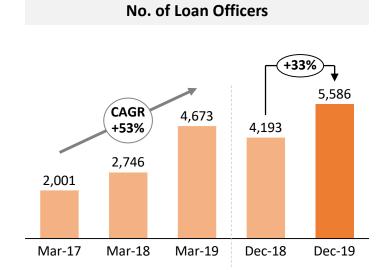
# **Operational Summary**

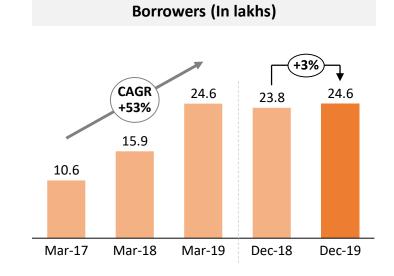


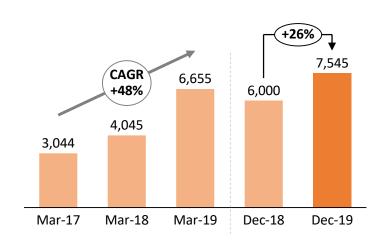












No. of Employees

# Rising Branch and Employee Productivity





Over the last 9 months Company has invested significantly in manpower to build capacity for future growth

# Diversified Geographical Presence

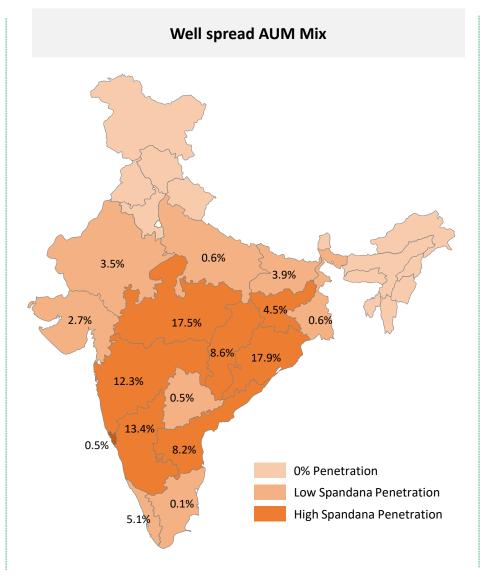


## **Top States By Branch Network**

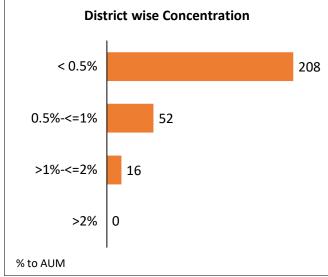
Top States	Number of Branches
Madhya Pradesh	154
Orissa	145
Karnataka	130
Maharashtra	121
Andhra Pradesh	102
Chhattisgarh	78

#### **State-wise Concentration**

Top States	AUM Concentration
Orissa	17.9%
Madhya Pradesh	17.5%
Karnataka	13.4%
Maharashtra	12.3%
Chhattisgarh	8.6%
Andhra Pradesh	8.2%



# Well dispersed district level exposure ensures low impact from region-specific issues



- Top 3 States constitute less than 49% of AUM
- No State has more than 18% of AUM
- No District has more than 1.6% of AUM
- No Branch has more than 0.3% of AUM



Annexure

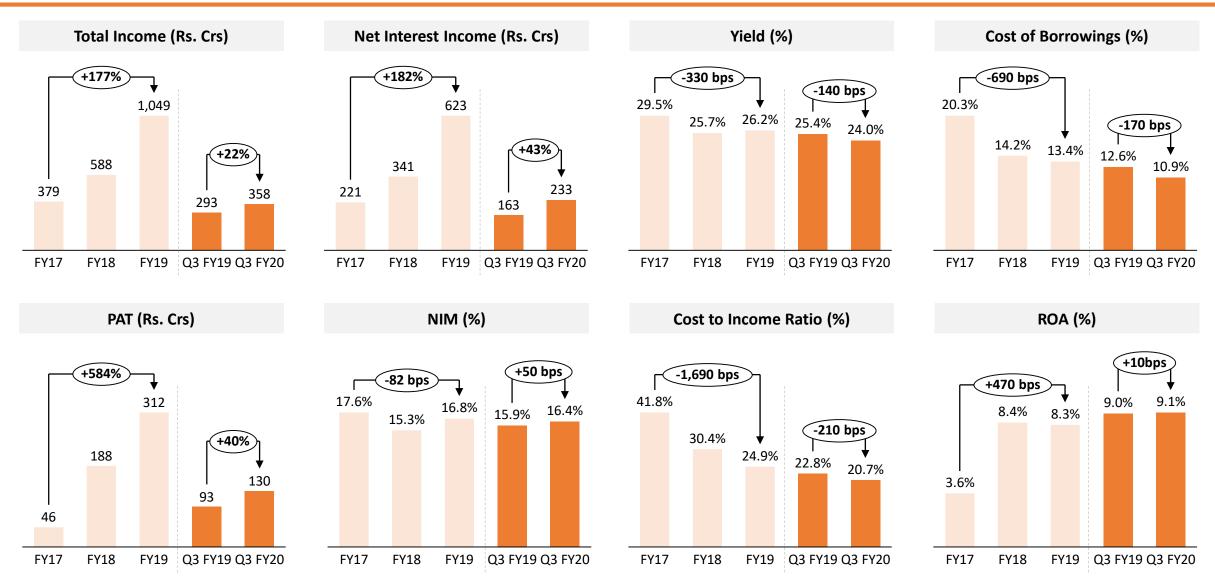
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Learnings from Industry Cycles

# Financial Performance for Q3 FY20





# Profit & Loss Statement



Particulars	Q3 FY20	Q3 FY19	Y-o-Y	Q2 FY20	Q-o-Q*	9MFY20	9MFY19	Y-o-Y
Revenue from Operations								
Interest and Fee Income	292.0	268.2		302.4		871.6	741.0	
Fees and Commission	8.8	3.8		5.9		19.6	11.5	
Net gain on fair value changes	46.8	18.0		48.3		109.9	22.9	
Other Operating Income	2.4	1.1		1.9		5.5	2.5	
Total income from operations	350.0	291.2		358.5		1,006.6	777.9	
Other Income	8.5	2.0		7.9		23.1	2.1	
Total income	358.5	293.2	22%	366.4	-2%	1,029.7	780.0	32%
Expenses								
Finance Cost	84.9	97.8		99.6		273.8	267.9	
Impairment/Credit Cost	41.5	9.2		21.0		85.5	24.1	
Employee Expenses	42.0	33.4		40.3		122.1	93.7	
Depreciation	2.2	1.8		2.4		6.5	4.9	
Other Expenses	12.1	9.4		11.5		31.8	23.6	
Total Expenses	182.7	151.6		174.9		519.8	414.3	
Profit before Tax	175.8	141.6	24%	191.5	-8%	510.0	365.7	39%
Current tax	25.8	0.0		0.9		27.9	0.0	
Deferred Tax	20.4	48.8		144.8		100.4	127.4	
Normalized Profits	129.6	92.9	40%	156.6	-17%	381.6	238.2	60%
Exceptional Deferred Tax adjustment				110.9		112.8		
Net Profit (as reported)	129.6	92.9	40%	45.7	184%	268.8	238.2	13%

<sup>\*</sup> While the AUM grew by 9% Q-o-Q, the total income shows a decline of 2% Q-o-Q due to increasing assigned portfolio (off-balance sheet) outstanding

# Balance Sheet

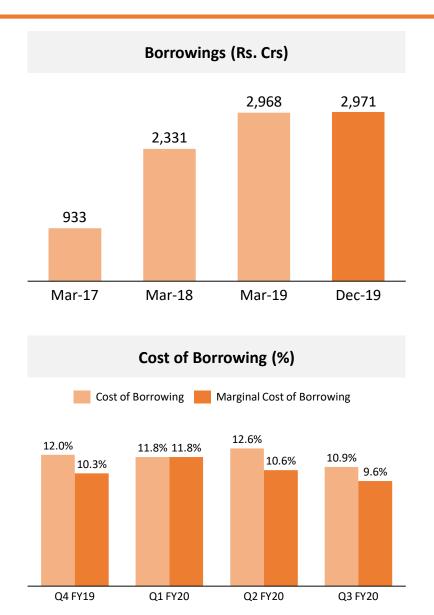


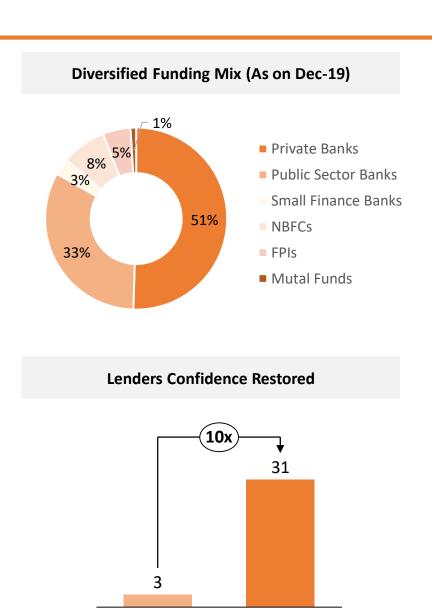
ASSETS (Rs. Crs.)	Dec 31, 2019	Sep 30, 2019	Mar 31, 2019
Financial Assets			
Cash and cash equivalents	491.3	781.0	148.6
Bank Balances other than cash and cash equivalents	195.8	188.7	203.2
Trade Receivables	9.8	15.7	3.5
Loan Portfolio	4,721.5	4,507.6	4,267.8
Investments	2.3	2.2	0.1
Other financial assets	201.7	132.0	60.4
Total Financial Assets	5,622.3	5,627.2	4,683.7
Non-Financial Assets			
Current tax assets (net)	8.0	9.9	8.3
Deferred tax assets (net)	0.7	21.5	200.0
Property, Plant and Equipment	16.2	17.2	7.2
Intangible assets	1.6	1.8	2.2
Goodwill	17.4	17.4	17.4
Other non-financial assets	37.3	8.7	13.0
Total Non-Financial Assets	81.2	76.4	248.1
Total Assets	5,703.5	5,703.6	4,931.7

LIABILITIES & EQUITY (Rs. Crs.)	Dec 31, 2019	Sep 30, 2019	Mar 31, 2019
Financial Liabilities			
Debt Securities	881.0	1,177.1	1,372.0
Borrowings (Other than Debt Securities)	2,070.1	1,962.4	1,575.5
Subordinated Liabilities	20.3	20.3	20.3
Other Financial liabilities	172.9	129.6	44.5
Total Financial Liabilities	3,144.3	3,289.3	3,012.2
Non-Financial Liabilities			
Current Tax Liabilities (net)	24.2	2.4	6.3
Provisions	2.1	1.7	0.4
Other Non-Financial liabilities	26.7	32.6	22.5
Total Non-Financial Liabilities	52.9	36.6	29.1
Equity			
Equity Share Capital	64.2	64.2	59.6
Other Equity	2,441.0	2,312.5	1,829.8
Equity attributable to shareholders of the company	2,505.2	2,376.6	1,889.4
Non-Controlling Interest	1.2	1.1	0.9
Total Equity	2,506.3	2,377.7	1,890.4
Total Liabilities and Equity	5,703.5	5,703.6	4,931.7

# Diversified Borrowing Profile

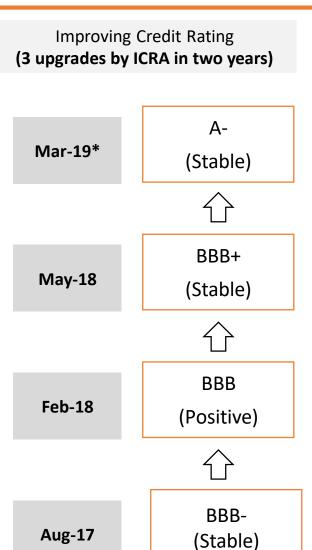






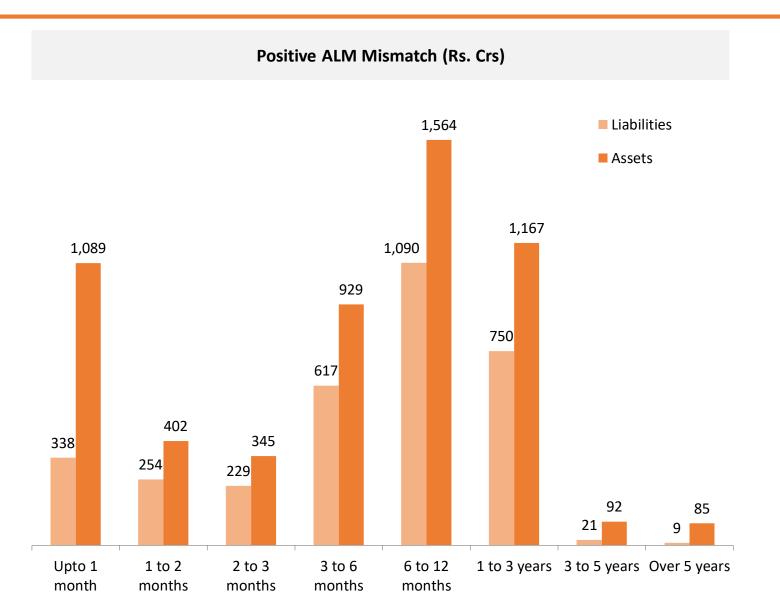
Mar-17

Dec-19



# Positive Asset-Liability Gap & Comfortable Liquidity Position







# Particulars (Rs. Crs )Q4 FY20Q1 FY21Opening Liquidity491789Add: Principal Repayments977861Less: Debt Repayments679617Closing Liquidity7891,033

**Well Capitalized for Growth** 



**Key Operating Metrics** Performance Snapshot **Key Financial Metrics** Spandana at a Glance Learnings from Industry Cycles Annexure

# Company Overview



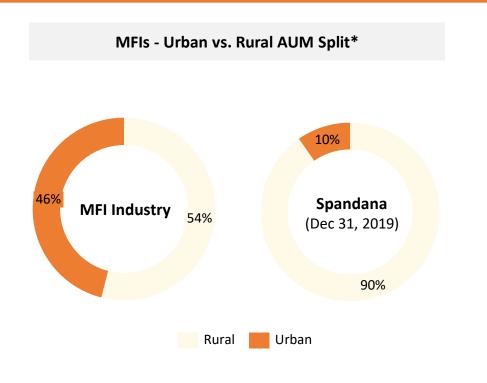
- Founded by Padmaja Reddy who has over 24 years of experience in development and microfinance sector
- Operating as an NBFC since 2004 and NBFC-MFI since 2015
- By March 2010, we were the 2<sup>nd</sup> largest MFI in India in terms of AUM and borrowers and were one of the most profitable players\*
- Regulatory action in the formerly unified state of Andhra Pradesh severely impacted our company and the company was placed into the CDR mechanism

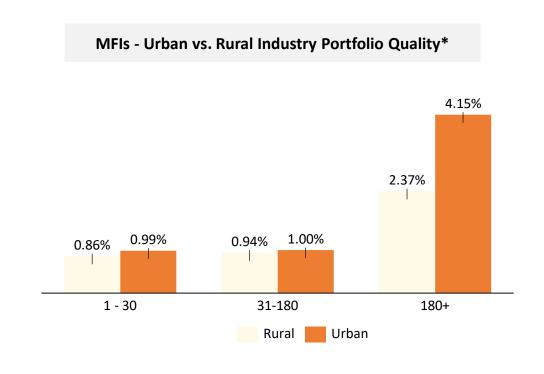


- Spandana was one of only two NBFC MFIs to exit CDR successfully, post the AP crisis, in March 2017\*
- Awarded the "Best Entrepreneur -2019" by Confederation of Indian Industry (CII)
- Spandana is the largest in terms of PBT, 2<sup>nd</sup> largest in terms of Market cap and 3<sup>rd</sup> largest NBFC-MFI in terms of AUM as on 31<sup>th</sup> December, 2019
- Listed on 19<sup>th</sup> August 2019 on NSE & BSE

## Focused on Rural Markets







- Industry is skewed towards urban#
- Rural India has 6,40,000 Villages#

- Close to 68% of India's population live in rural areas#
- Delinquencies in urban portfolio higher than those in rural portfolio#

Industry growth is skewed towards urban markets leaving space for growth in rural markets, which also demonstrate better asset quality

# Our Products



Product Name	Purpose	Interest Rate (%)	Tenor	Ticket Size (Rs.)		
Core Product: 98% o	Core Product: 98% of AUM					
Abhilasha	<ul> <li>Abhilasha stands for "Aspiration"</li> <li>This unique loan is designed especially for low-income households who aspire to improve their financial well-being</li> <li>The primary objective of this loan is to empower women in setting up and expanding income generating activities, smoothen household cash flows and acquire productive assets</li> </ul>	24	1 to 2 Years	25,000 to 80,000		
Other Products: 2%	of AUM					
Education Loans	Loans given only to existing borrowers to meet their children's education and school fees requirements	24	1 to 4 years	10,000 to 20,000		
Loan Against Property (LAP)	<ul> <li>Offered to clients who own business, are self- employed or salaried. These are given against the mortgage of residential/houses/ Commercial shops (excluding any open plots on agriculture land)</li> </ul>	22 to 26	1 to 10 Years	1,00,000 to 30,00,000		
Gold - Keertana Loans	Offered in the states of Andhra Pradesh and Telangana for Agriculture, Business and short-term liquidity needs	16 to 27	1 to 12 Months	1,000 to 10,00,000		

## Efficient Business Process



1

- **Group Formation** with 8 to 10 members
- KYC Document collection through FinS app
- Basic information about product and process

6

 Subsequent loan processing starts before last two installments of previous loan 2

- Scanned Documents uploaded to the app directly
- Data is entered directly into the app by the loan officer and key data entry is automated



5

 Center Meeting based loan collections 3

 Group training, house visits, credit appraisal, group recognition test

4

- Loan Sanction and disbursement process at the branch office
- Loan amount is disbursed directly into the borrower's bank account

## Niche Business Model







- Group size of 8 to 10 women
- Loans given under Joint Liability Group (JLG) model
- Fortnightly centre meetings
- Leverage the existing customer network (borrowers and branches) to cross sell non-financial products
- No Regional, Divisional and Zonal offices (only branches & corporate office)



#### **Processes**

- Standardized systems and a front-end interface that gives real time information on demand and collections
- Checks and controls built on the system have been automated with minimal human intervention
- Timely disbursement of loan to all in the group at one-go
- Disbursement norms are also calibrated based on branch categories
- Mandatory credit bureau check prior to loan disbursement



**HR** policies

- Strict employee transfer policy with adherence to operational risk control
- Performance driven culture through incentive structure for field staff
- Seasoned Credit Assistants ("CAs") can be trained to assume the role of Branch Managers ("BMs") while seasoned BMs can be trained to assume the role of Cluster Managers
- Grooming internal employees and building talent pool for future growth



Annexure

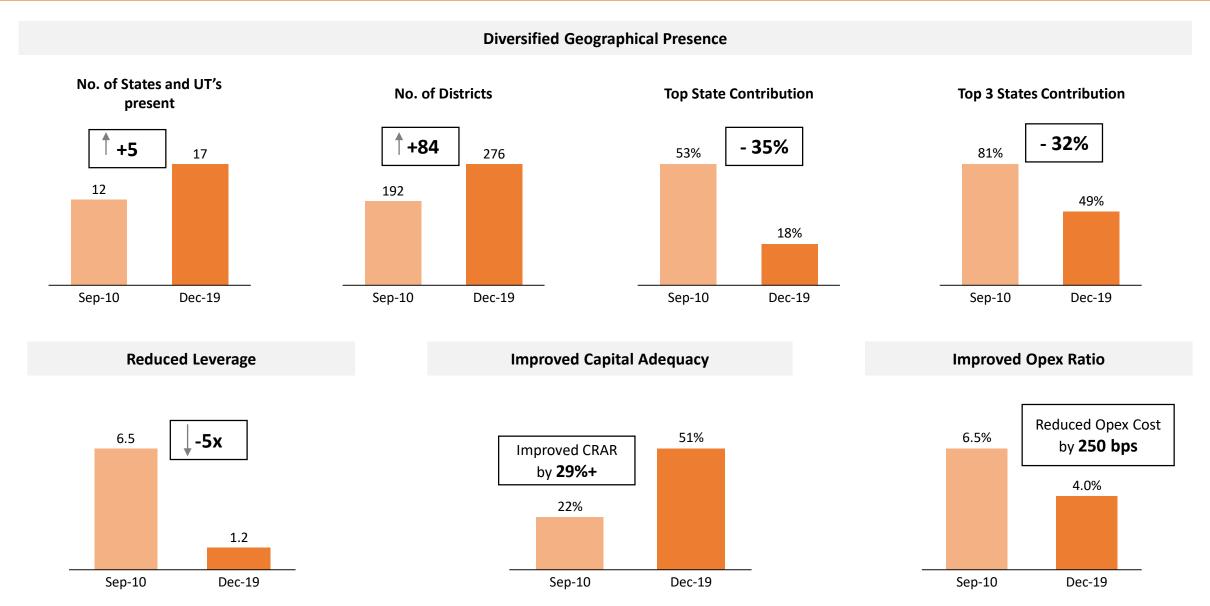
**Key Operating Metrics** Performance Snapshot Spandana at a Glance Key Financial Metrics

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**Learnings from Industry Cycles** 

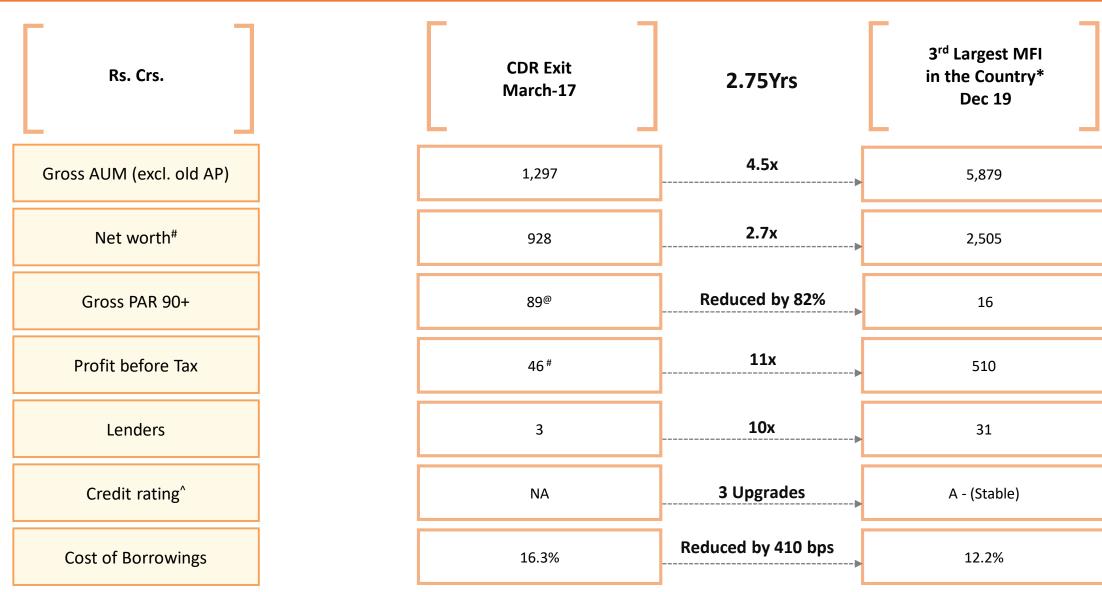
# Implemented Learning from AP Crisis





# Strong Performance since CDR Exit





<sup>\*</sup>Source ICRA Research - Report titled "Indian Microfinance Sector" dated July 9, 2019 # March 2017 figures are restated as per Ind-AS financials

<sup>^</sup> Standalone Credit Rating
@ PAR was high due to demonetization impact

# Seasoned and Resilient Business Model



Challenges faced	Spandana Approach	Outcome
Andhra Pradesh (AP) Crisis	<ul> <li>Kept on-ground presence in AP by keeping branches open and engaging with customers</li> <li>Continuing operations in other states</li> <li>Rebuilt operations through diversification, cost rationalization &amp; recovery in AP</li> </ul>	<ul> <li>Managed recovery in old AP portfolio</li> <li>Executed profitable operations in other states</li> </ul>
Corporate Debt Restructuring (CDR)	<ul> <li>Maintained profitability for four consecutive years while operating under CDR</li> <li>Enabled Spandana to attract capital and exit CDR</li> </ul>	<ul> <li>Over 4.5x growth in assets under management since CDR exit*</li> <li>High profitability across all year's post CDR exit</li> </ul>
Demonetization	<ul> <li>Pro-active steps by allowing borrowers to repay a portion of their installments</li> </ul>	<ul> <li>Superior asset quality with gross PAR 90+ reduced from 6.86% in Mar 17 to 0.33% in Dec 2019</li> </ul>
Liability franchise, processes streamlined post CDR/DeMo	<ul> <li>Leveraged strong relationships with financial institutions</li> <li>Invested in further upgrading systems and processes</li> </ul>	Significant deepening of funding base, increased ratings, and continuously falling cost of borrowings

# Key Takeaways



## **Largest NBFC-MFI (PBT)**\*

2<sup>nd</sup> largest NBFC-MFI (Market cap)\*
3<sup>rd</sup> Largest NBFC-MFI (AUM)\*

Rural	
Focus	

90% portfolio in underserved rural areas

# High Geographic Diversity

16 states
1 Union Territory
276 districts
980 branches

No State > 18.0% No District > 1.6%

No Branch > 0.3%

## **Well Capitalized**

50.5% Capital Adequacy Ratio

1.2x Debt to Equity
Ratio

# Low Operating Expenses

4.0% Opex ratio

20.7% Cost to income ratio

Robust risk management, stream-lined systems, processes, and controls

**Strong management team** 

Led by Individual Promoter with more than 24 years of microfinance experience in India



**Key Operating Metrics** Performance Snapshot Spandana at a Glance Key Financial Metrics Learnings from Industry Cycles 6 Annexure

# Microfinance in India – Rs. 5-6 Tn opportunity



3rd

India is amongst
Top 3 nations with
unbanked people

India has 640,000 Villages in rural India

**Rural Villages have** 

68%

of India's population residing in them

Rural India has
10%

Share in Total credit

Rural India contribute

**53%** 

To India's NDP

Low Income states house

69%

Of India's rural population

Urban	Rural
78	168
90	180
52	108
Rs. 3.2 Tn	Rs. 4.5 Tn
Rs. 5-6 Tn	
	78 90 52 Rs. 3.2 Tn

# **IPO** Details



Face Value	Rs.10 Per Share
Issue Price	Rs. 856 Per Share

<b>Particulars</b>	Shares	Rs. Crores
Fresh Issue	4,543,385	389*
Offer For Sale	9,356,725	801
Total	13,900,110	1,190

## **Shareholding Structure (%)**

Particulars	Pre IPO	Post IPO
Promoter Holding	78.71%	62.72%
Public Holding	21.29%	37.28%
Total	100.0%	100.0%

## **Objects of the Issue**

To utilise the Net Proceeds from the Fresh Issue towards augmenting its capital base to meet future capital requirements

## **Listed on NSE and BSE on 19th August 2019**







\*Net IPO Proceeds is Rs. 376 crs

# Experienced Board of Directors





## Ms. G Padmaja Reddy | Managing Director

She is post-graduation in management, worked in an NGO and later in 1998, started 'Spandana'. She pursued various trainings on Microfinance – all CGAP modules on Microfinance, a course on Microfinance at Naropa University, Credit and Micro Enterprise Development Training from Durham University, U.K Market Research for Micro Finance at Uganda etc.



## Deepak Calian Vaidya | Independent Director

A fellow of ICA in England and Wales since 1979. Served as a BoD of Capricon Securities, Arc Advisory Services, Apollo Gleneagles Hospital, Bombay Oxygen Investments, UTI Capital, etc



## **Jagadish Capoor | Independent Director**

He has previously worked as the deputy governor of the RBI for more than four years. He also serves as a BoD of HDFC Securities, LIC Housing Finance, LIC Pension Fund, LIC HFL Trustee Company Private etc



## **Bharat Dhirajlal Shah | Independent Director**

He is the Chairman of HDFC Securities. He is the co-founder of HDFC Bank, and he joined the bank in 1994 as an Executive Director on its board. He has held several lead roles at the for 12 years. He serves on the board of various companies including 3M India, Exide Industries etc.



## **Abanti Mitra | Independent Director**

She has previously worked as an executive with Astra Marine Pvt. Ltd. for one year, a management executive at Micro-Credit Ratings International Ltd. for two years, and a manager with ICICI Bank for three years. She also serves as a BoD of Development Equities Pvt. Ltd. and Positron Consulting Services Pvt. Ltd.



## Sunish Sharma | Nominee Director, Kedaara Capital

He is the Managing Partner and co-founder of Kedaara Capital. Previously, he was a MD at General Atlantic, where he worked for 8 years. He worked at McKinsey & Co. for over six years. He has extensive private equity investment experience. He has an MBA from IIM-Calcutta and is a qualified cost accountant from ICWAI.



#### Kartikeya Dhruv Kaji | Nominee Director, Kedaara Capital

He serves as a Director at Kedaara Capital. He has previously worked with Perella Weinberg Partners and Merrill Lynch in New York, and with Temasek Holdings Advisors India.



## Amit Sobti | Nominee Director, Kedaara Capital

He is currently a Director with the Private Capital division at Ontario Teachers' Pension Plan (Asia) in Hong Kong and has over 20 years of experience in private equity and investment banking including over two years with Unitas Capital, nine years with Warburg Pincus LLC, and two years with Rhone Group LLC.



### Ramachandra Kasargod Kamath | Nominee Director

He is a former Chairman & MD of PNB for 5 years. He was an ED at Bank of India for over 2 years and the Chairman & MD at Allahabad Bank for over 1 year. He has also held the post of Chairman of the Indian Banks Association for 2 years. He also serves as a BoD of Aavas Financiers and Centrum Capital.



# Darius Dinshaw Pandole | Nominee Director, JM Financial Products Limited

He is the MD & CEO – PE and Equity AIFs at JM Financial Ltd. Prior to this, he was a partner at New Silk Route Advisors and served as an ED at IDFC Asset Management Company Ltd. He also serves on the BoD of JM Financial Asset Management, Fairchem Speciality and Mahindra Logistics.

# Historical Profit & Loss Statement



Particulars (Rs. Crs.)	31-Mar-19	<b>31-Mar-18</b>	31-Mar-17
Interest Income	998	573	371
Commission Income	15	4	4
Net gain on fair value changes	27	4	2
Others	4		1
Total Revenue from operations	1,043		377
Other income	5 0		2
Total Income	1,049	588	379
Finance cost	358	232	149
Impairment on financial instruments	45	-35	98
Employee benefit expenses	131	76	58
Depreciation and amortization expense	7	6	8
Other expenses	34	27	29
Total Expenses	575	305	344
Profit before exceptional items and tax	474	283	35
Exceptional items	0	0	11
Profit before tax	474	283	46
Income tax expense	162	95	-398
Profit for the period	312	188	443

# Historical Balance Sheet



ASSETS (Rs. Crs.)	March 31, 2019	March 31, 2018	March 31, 2017	
Financial Assets				
Cash and cash equivalents	149	105	290	
Bank Balances other than cash and cash equivalents	203	103	2	
Trade Receivables	4	3	2	
Loan Portfolio	4,268	3,090	1,195	
Investments	0	0	0	
Other financial assets	60	66	2	
Total Financial Assets	4,684	3,366	1,490	
Non-Financial Assets				
Current tax assets (net)	8	4	5	
Deferred tax assets (net)	200 384		422	
Property, Plant and Equipment	7	6	7	
Intangible assets	2	3	2	
Goodwill	17	-	-	
Other non-financial assets	13	2	3	
Total Non-Financial Assets	248	398	438	
Total Assets	4,932	3,764	1,929	

LIABILITIES & EQUITY (Rs. Crs.)	March 31, 2019	March 31, 2018	March 31, 2017
Financial Liabilities			
Debt Securities	1,372	1,015	-
Borrowings (Other than Debt Securities)	1,576	1,297	933
Subordinated Liabilities	20	20	1
Other Financial liabilities	45	45 15	
Total Financial Liabilities	3,012	2,346	959
Non-Financial Liabilities			
Current Tax Liabilities (net)	6	9	24
Provisions	0	0	1
Other Non-Financial liabilities	23	18	18
Total Non-Financial Liabilities	29	28	42
Equity			
Equity Share Capital	60	60 30	
Other Equity	1,830	1,361	899
Equity attributable to shareholders of the company	1,889	1,391	-
Non-Controlling Interest	1	-	-
Total Equity	1,890	1,391	928
Total Liabilities and Equity	4,932	3,764	1,929

# Glossary



Sr. No.	Particulars	Formula
1	Networth	Shareholders Fund + Other Equity excluding Non controlling interest
2	Capital Adequacy	Tier I ratio + Tier II ratio
3	Leverage	Closing On Balance sheet Borrowings / Closing Net worth
4	Marginal Cost of Borrowing	(Borrowings availed during the period * interest rate + processing fees and other charges) / Borrowings availed during the period
5	Cost to Income Ratio	(Employee benefit expenses + Depreciation and amortization expense + Other Expenses) / (Total Income - Finance Cost excluding Interest on Lease Liability)
6	Assets Under Management (AUM)	Loan Portfolio including portfolio assigned and excluding Old AP Portfolio
7	RoA (%)	Profit After Tax / Quarterly Average AUM (Annualised)
8	RoE (%)	Profit After Tax / Quarterly Average Net worth (Annualised)
9	Yield (%)	(Interest income on the loan portfolio + interest income on derecognised loan portfolio passed on to assignees + retained interest income on derecognised loan portfolio) / Quarterly Average AUM (Annualised)
10	Cost of Borrowings (%)	(Finance Cost - Interest on Lease Liability) / Quarterly Average Borrowings (Annualised)
11	Net Interest Income (NII)	(Interest income on the loan portfolio + interest income on derecognised loan portfolio passed on to assignees + retained interest income on derecognised loan portfolio) - (Finance Cost - Interest on Lease Liability)
12	NIM (%)	NII / Quarterly Average AUM (Annualised)
13	Opex to AUM Ratio	(Employee benefit expenses + Depreciation and amortization expense + Other Expenses) / Quarterly Average AUM (Annualised)

# **Contact Information**

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# **THANK YOU**





