



Ref: SSFL/Stock Exchange/2020-21/124
Date: February 09, 2021

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: Investors' Presentation - Q3/9M FY2021

Pursuant to the provisions of Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we have enclosed herewith the Investors' Presentation on the financial and operational performance of the Company for quarter and nine months ended December 31, 2020.

This presentation will also be available on the website of the Company at www.spandanaindia.com.

Kindly take on record the aforesaid information.

Thank you.

Yours Sincerely,

For Spandana Sphoorty Financial Limited
Ramesh Periasamy
Digitally signed by Ramesh
Periasamy
Date: 2021.02.09 17:41:45
+05'30'
Ramesh Periasamy
Company Secretary and Compliance Officer

Encl: As Above

Spandana Sphoorty Financial Limited

....Committed to low-income households



Investor Presentation

February 2021

Q3 FY21

17

Years

Safe Harbor

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Overview of Criss Financial (Subsidiary) & Abhiram (Associate Co.)

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Strong Management Team & Risk Management Processes

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Annexure

Executive Summary

Overview

- 2nd largest microfinance company in India with an AUM of **Rs. 7,764 crore** and an active customer base of 25.5 lakhs
- Best in class portfolio quality with Proforma GNPA of **2.7%**
- Raised **Rs. 4,289 crore** of debt in a disruptive environment
- Industry Leading Capital Adequacy of 39%
- Generated PPOP of Rs 567 crore and PBT of Rs 133 crore in 9M FY21
- Strong distribution network of **1,034 branches spread across 286 Districts of 18 states**

Financial Metrics

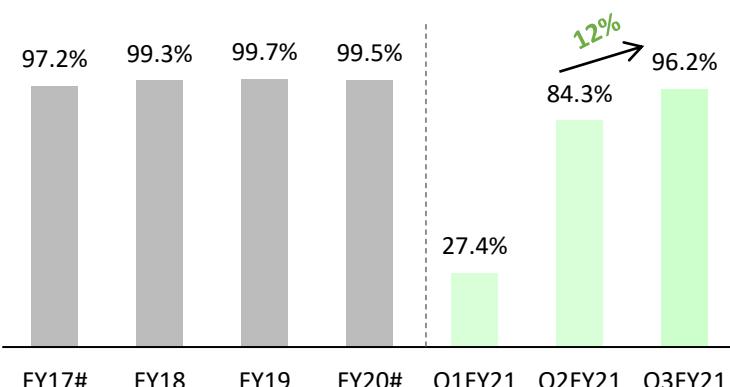
Strong Balance Sheet & Liquidity

Particulars	Q3 FY20	Q3 FY21
Networth (Rs crore)	2,505	2,737
Book Value Per Share (Rs)	390	426
Borrowings raised (Rs crore)	1,202	2,011
Cash & Cash equivalents (Rs crore)	491	776

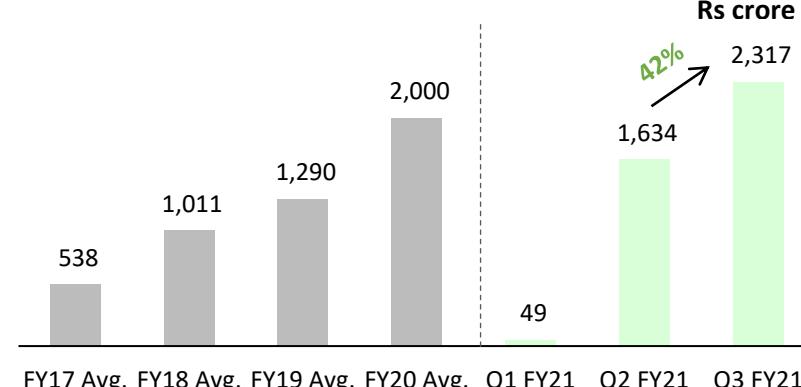
Efficiency & Profitability

Particulars	9M FY20	9M FY21
Marginal Cost of Borrowing %	10.6%	11.4%
Cost-to-Income Ratio % (9M FY21)	21.2%	23.4%
Normalised ROA% (9M FY21)*	7.0%	9.4%
Normalised ROE % (9M FY21)*	23.2%	24.5%

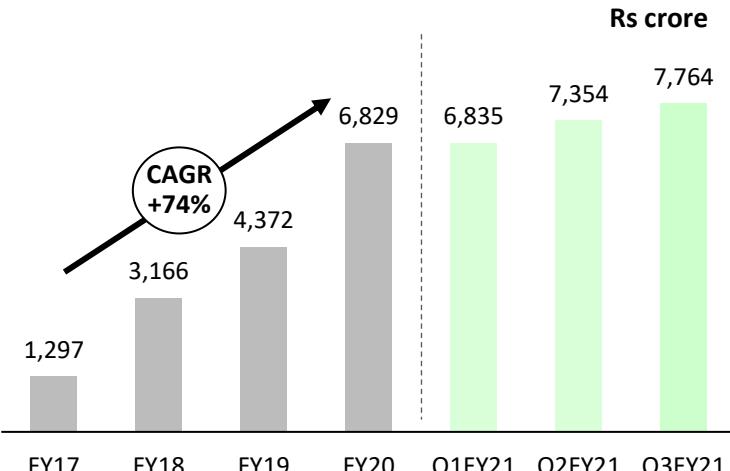
Collection Efficiency nearing Pre-Covid levels



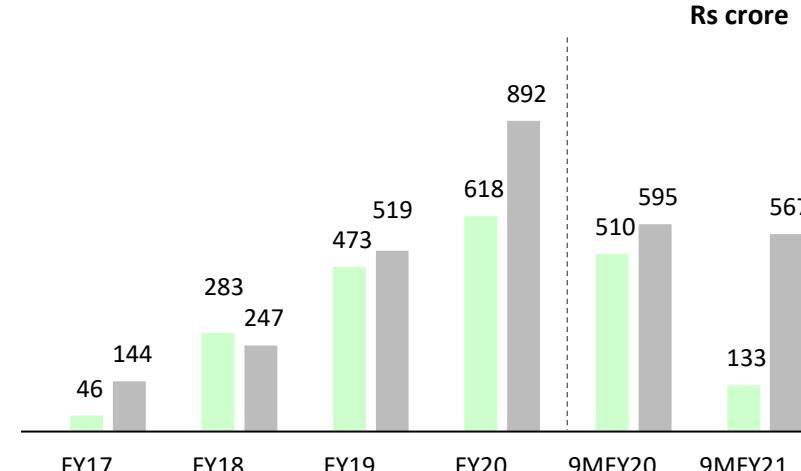
Quarterly Disbursements reaching historical highs



Robust Growth in AUM



Strong PPOP & PBT



- Collections exclude prepayments
- * Excluding Provision related to Covid-19 and others & one-time deferred tax adjustment
- # FY17 Demonetization impact & FY20 excluding lockdown period in March 20
- "The company has not recognized any NPAs since August 31, 2020, in line with the interim order of Hon. Supreme Court"

Q3 FY21 – Performance Highlights

Industry Leading Growth

- Assets under management grew by 32.1% YoY and 5.6% QoQ - Rs 7,764 crore
- Disbursements touched historical high of Rs 2,317 crore; up by 18% YoY and 42% QoQ
- Ranked as No.1 NBFC - MFI in Disbursements & AUM growth in Q2 FY21*

Robust Asset Quality & Prudent Provisioning

- Best in class Collection Efficiency of 96%
- Provisions are made for consecutive 4 quarters, starting from Q4 FY20 – our long experience of ‘crisis’ management has helped us recognize and manage the probable credit losses much earlier than the industry
- Total Provision of Rs 623 crore (including write offs) has been made so far towards COVID & Others, which accounts for 8.0% of total AUM & 9.1% of On Balance sheet Portfolio;
- All non-paying loans having an outstanding of Rs 196 crore were written off and Rs 16 crore interest on these loans was derecognized
- PAR 0+ - 10.9%, PAR 30+ - 9.4% and PAR 60+ - 5.7%
- Sustained best in class portfolio quality with Proforma GNPA of 2.7% and Proforma NNPA of 1%

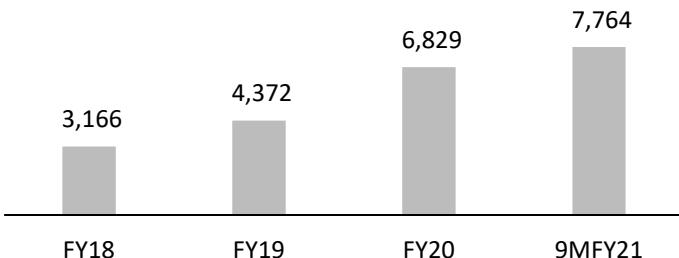
Strong Liquidity Position

- Raised Rs 2,011 crore during Q3 FY21, and got a ratings upgrade this quarter, despite the Covid pandemic
- Diversified lender base & instruments by raising Rs 924 crore through money market instruments; Rs 498 crore raised from retail investors through wealth management channel
- As of 31st Dec 2020, Cash & Cash equivalents is Rs 776 crore and sanctions in pipeline of over Rs 2,600 crore
- On-boarded 12 new lenders and raised Rs 4,289 crore since lockdown – highlights enduring strength of liabilities franchise

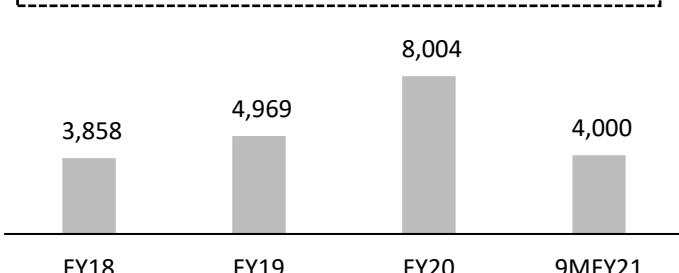
Spandana has always shown consistent growth, profitability and sustainability...

Growth

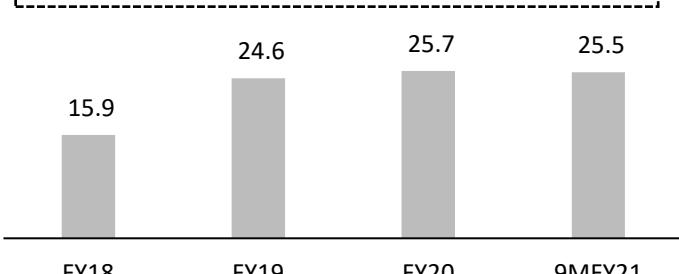
Robust AUM (Rs crore)



Disbursements (Rs crore)

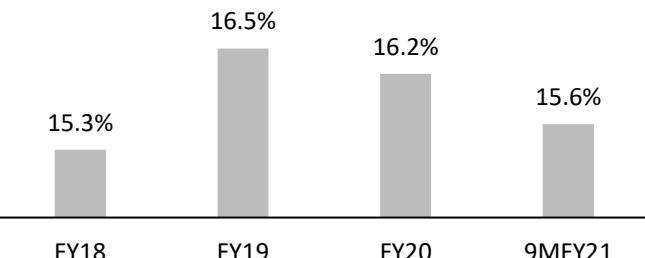


Borrowers (Lakhs)

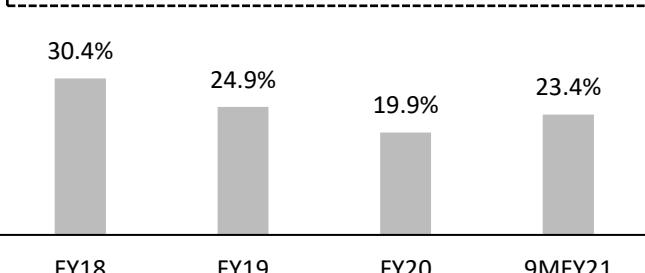


Profitability

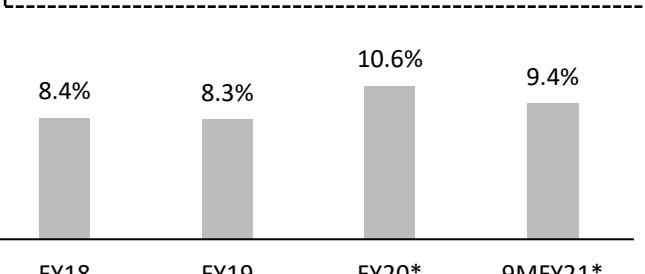
Industry Leading NIM (%)



Cost to Income Ratio

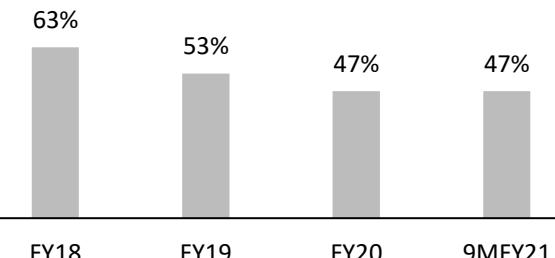


Higher Returns – RoA%

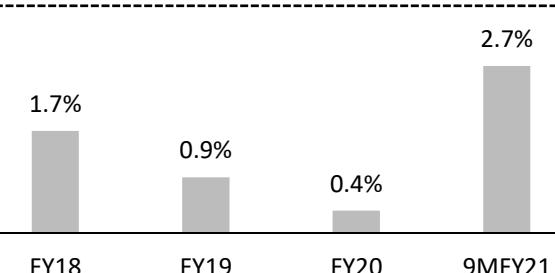


Sustainability

Limited Concentration Risk – Top 3 States

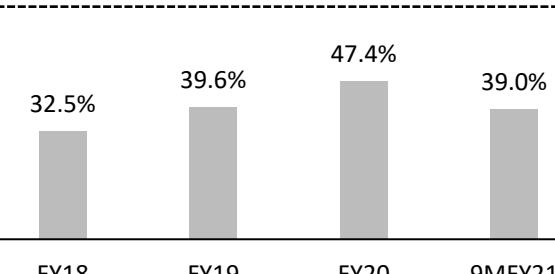


Proforma GNPA (%)



"The company has not recognized any NPAs since August 31, 2020, in line with the interim order of Hon. Supreme Court"

High Capital Adequacy Ratio (%)*



** On Standalone basis*

…with its ‘all-weather’ team having successfully navigated multiple cycles…



17+ years of experience – Navigated multiple crises and mastered crisis management

Measures Taken

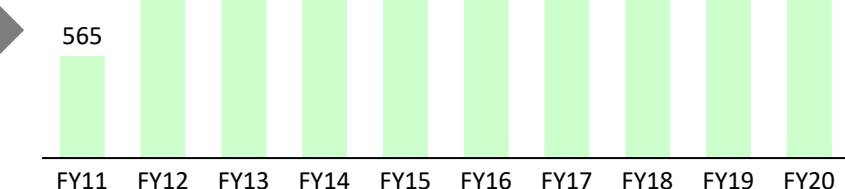
- ✓ Kept on-ground presence in AP by keeping branches open and engaging with customers

Outcome

- ✓ Only MFI to collect ~44% of old AP portfolio while other MFIs were <25%
- ✓ Only one of two MFIs to survive AP crisis, and emerge stronger with 6x AUM and 16x PBT growth
- ✓ Resulted in highly diversified footprint, with 92% rural focus

AP Crisis: 2010

Increase in Cumulative Collections from Old AP Book each year



Measures Taken

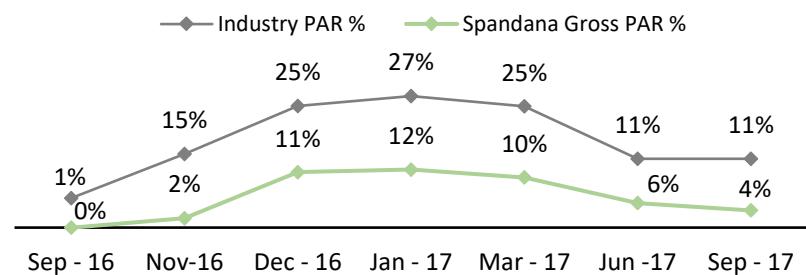
- ✓ Constant engagement with clients and reassurance of continued services by conducting village level mass meetings and awareness camps
- ✓ Sr. Mgmt. travelled across the breadth and depth of the country and Kept the team motivated through training and timely guidance

Outcome

- ✓ Achieved 97% collection efficiency. Significant reduction in PAR (less than half the industry average).

Demonetization: 2016

PAR 0+ Industry Comparison



Kerala Floods & Orissa Cyclone: 2018 & 2019

Collections recovered significantly within 2-3 months in both cases

Measures Taken

- ✓ Assisted borrowers through various relief activities and providing emergency loans to revive their income generating activities

Outcome

- ✓ Created borrower ties with the company, which resulted in collection efficiency normalizing in less than two months, ahead of other MFIs

Kerala Floods



*CE% of only affected districts

…and Covid19 is another demonstration of this same ability

First MFI to resume operations

- First MFI to resume business post-lockdown, opening branches across 18 states in April 2020 – significant advantage in collections effort
- Quickly moved branches from ‘red’ to nearby ‘green’ zones to enable immediate start of operations – another demonstration of our agility

Agile team management approach

- Put in place healthcare measures and special allowances to incentivize staff, and protect their well-being – led to highly motivated field team
- To ensure effective communication and to move towards a flatter hierarchy, a supervisory layer between cluster manager and AVP was removed – continuous focus on efficiency
- While the entire industry has been laying off staff, Spandana has actually increased hiring, especially at senior levels – investing for growth

‘Client-first’ engagement philosophy

- Center meetings were suspended to ensure social distancing and borrower comfort - borrowers were instead met at their door-steps
- Constantly engaged in dialogue with the borrowers about their well being, and did not press for repayments where economic activity was compromised – ensured strong borrower-connect, that helped collections effort as lockdown eased up
- Where possible, encouraged borrowers to pay their regular installments so that they don’t have to pay accrued interest levied on delayed payments

Increased use of Technology

- Sophisticated data models were designed to identify the key focus areas, supported by special task forces
- Analytics driven project-based approach (instead of resorting to blunt all-out approach) enabled highly efficient, targeted operations

Experience of handling past crises



Extremely diversified footprint



92% of borrowers in rural areas with limited impact



Collection efficiency at 96% (Q3FY21)



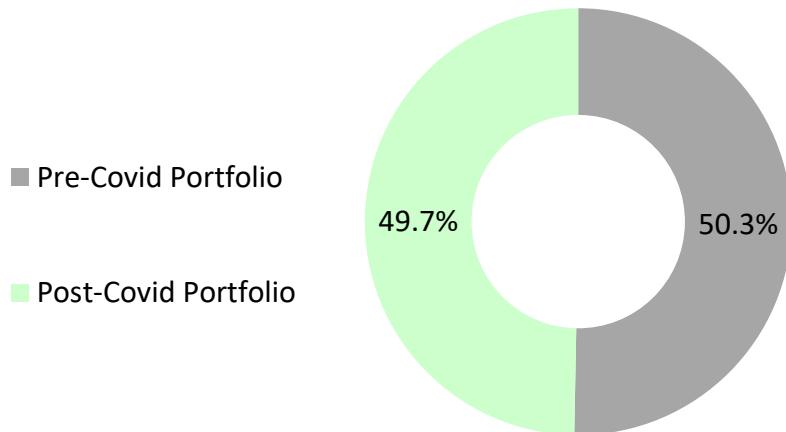
Strong Cash Position



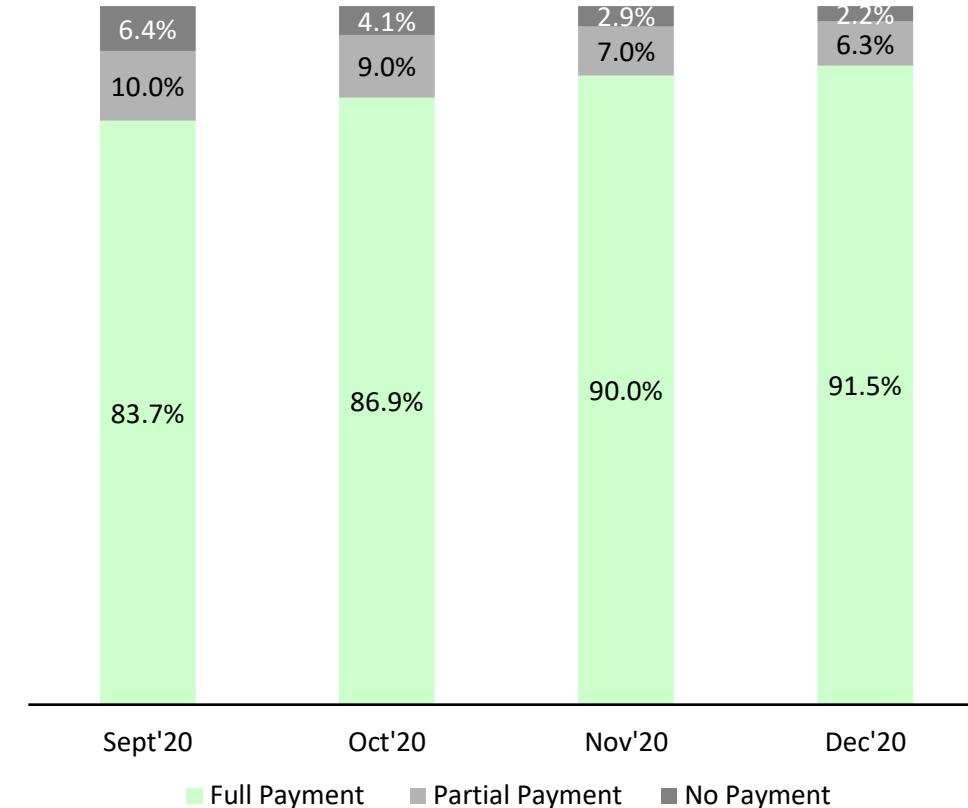
Spandana has emerged faster & stronger as compared to the Industry, and is now focused on driving growth

Portfolio Has Show Strong Post-Covid Recovery

Total Portfolio Break-up



Almost All Borrowers Have Resumed Repayments



Post Covid disbursements	Rs. in Crore	PAR %
Current Portfolio	3,858.6	-
PAR 0	0.3	0.01%
PAR 30	0.2	0.01%
PAR 60	0.0	0.00%
PAR 90	0.0	0.00%
Total Portfolio	3,859	~50% of GLP

- 50% of portfolio has been created post April 2020 (Post-Covid portfolio) – this portion has consistently had 100% collection efficiency
- These loans have only been disbursed to existing borrowers with proven track record of on-time repayments – making this a very low-risk book

Conservative Provisioning Levels

Cumulative Provisions of Rs 411 crores which accounts for 5.9% of the On-Balance Sheet Portfolio

Particulars (Rs crore)	Q4 FY20	Q1 FY21	Q2 FY21	Q3FY21	Cumulative Provision as per Balance sheet as on Dec 31, 2020
Standard Provisions	30	22	8	0.2	49
COVID & Other Provisions	129	89	114	14	362
Total Impairment on Financial Instruments	188	111	122	14.2	411
Write-offs	29	-	-	212*	
Cumulative Provisions (as per balance sheet) and Write-offs	195	275	396	623	

* Write-off of portfolio outstanding for loans with no instalment collected since 1st September 2020

Interest on NPA loans amounting to Rs 16 crore is de-recognized and Rs 10 crore is adjusted to interest income

Agile Risk Management Has Always Helped Avoid Over-Leveraged Areas

Strong History of Pre-Emptively Managing Exposure to Risky Geographies

Paused UP in 2016 as borrowers were over-leveraged, and chose not to expand in near-by TN due to high MFI penetration

1.5% of AUM

Uttar Pradesh – stopped disbursals when peers were entering aggressively

- In 2016, Spandana pre-emptively identified over-leveraged districts and credit bureau rejection trends, and chose to reduce its exposure in UP, at a time when peers were increasing their market presence
- Reduced its exposure from Rs 20 crore to just Rs 6 crore by Mar'17
- UP was one of the badly affected states for MFIs during demonetization
- Company's GNPA was less than half of the industry

0.1% of AUM

Tamil Nadu – chose not to expand, despite strong presence of peers

- Despite linguistic similarities and contiguous geography, Spandana never expanded its footprint in TN, due to high number of MFIs present in the state and high borrower leverage
- This was against industry trends, where most MFI's had large businesses here
- Spandana has only secured portfolio – loan against properties in this state, and has therefore avoided any asset quality challenges here

Current Footprint Reflects Same Experience and Agility

Slowly expanded into WB, but pulled back due to high borrower leverage levels; chose not to enter Assam, due to high MFI concentration

No Presence

Assam – chose not to enter, given rapid expansion by peers

- Assam was one of the focus geography for many MFIs
- However, Spandana was conscious of too many MFIs entering the state, and the resultant high per-borrower loan amounts
- As a result, Company went against industry trends and chose not to enter the state
- Assam micro finance portfolios of other lenders now at significant risk

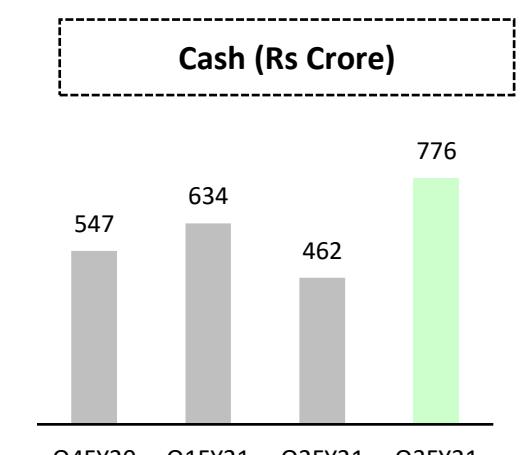
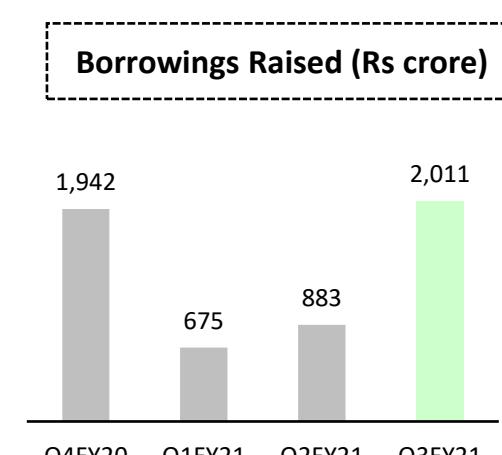
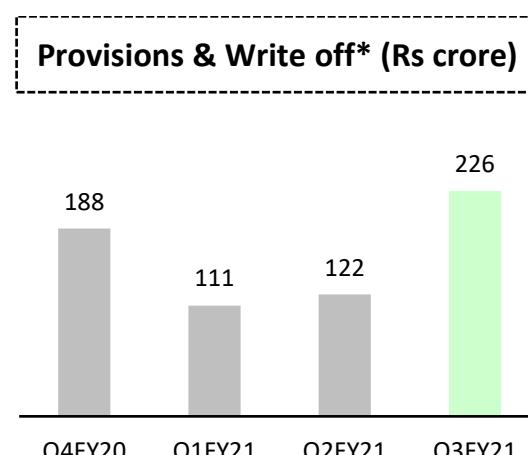
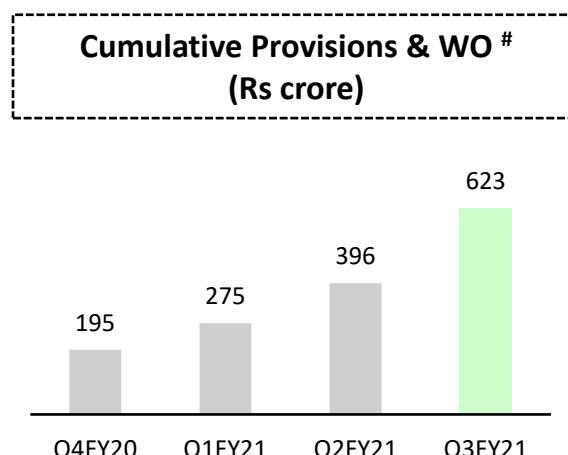
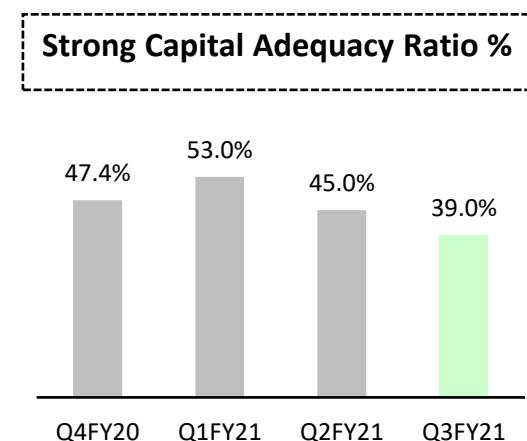
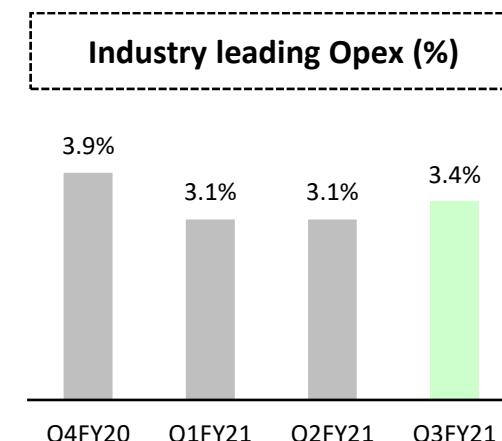
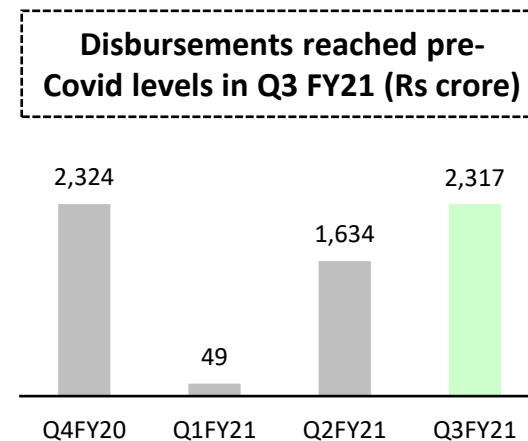
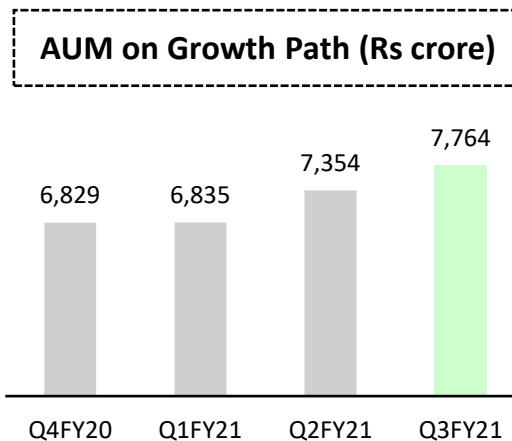
0.5% of AUM

West Bengal – pulled back, despite large volumes disbursed by peers

- WB was the fastest growing state for many MFIs
- Spandana tested the market, but quickly understood that borrowers were highly over-leveraged
- Spandana hence pulled back significantly, and reducing the portfolio from a peak of 3% of AUM to the current 0.5% of AUM
- Today the state has demonstrated poor asset quality for the rest of the industry

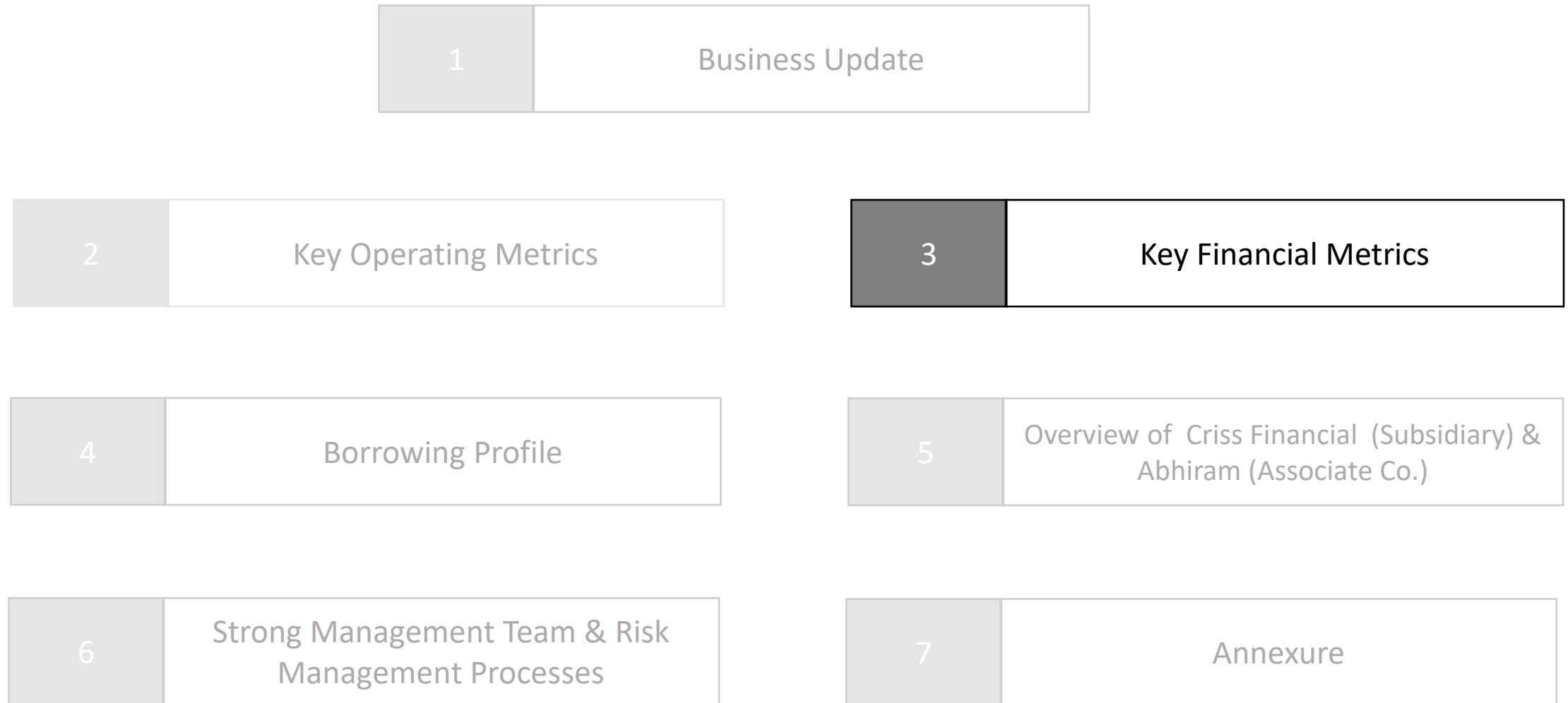
Normalization in Business Trajectory to Pre-Covid levels

Company's Conservative Practices and Seasoned Team Have Enabled Us To Resume Normalcy

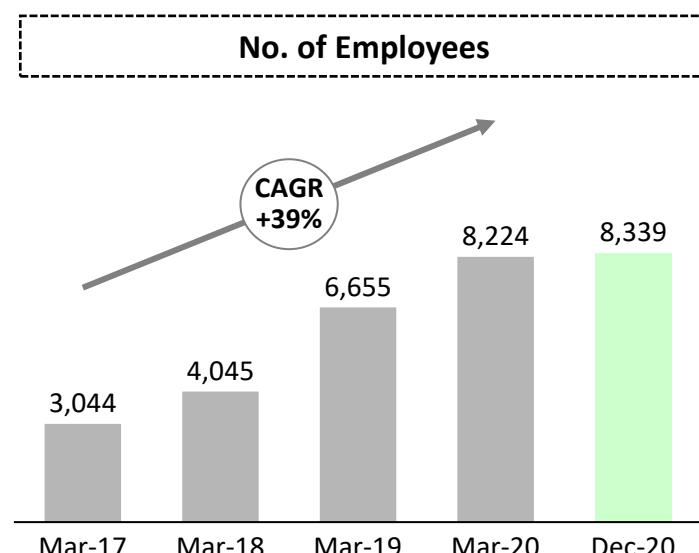
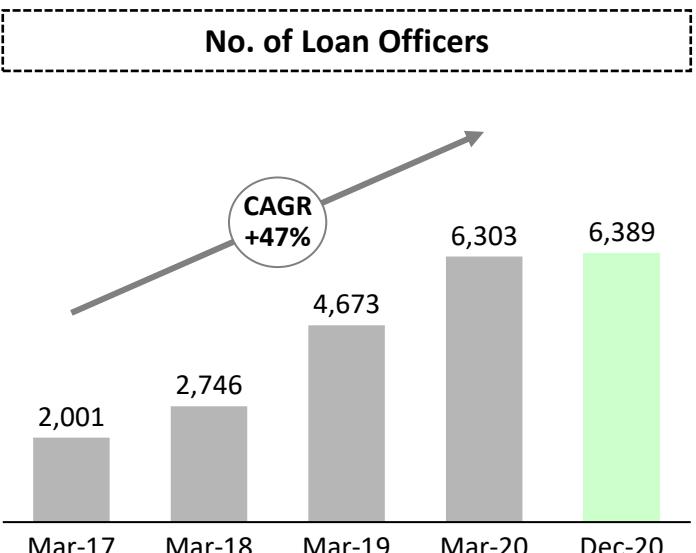
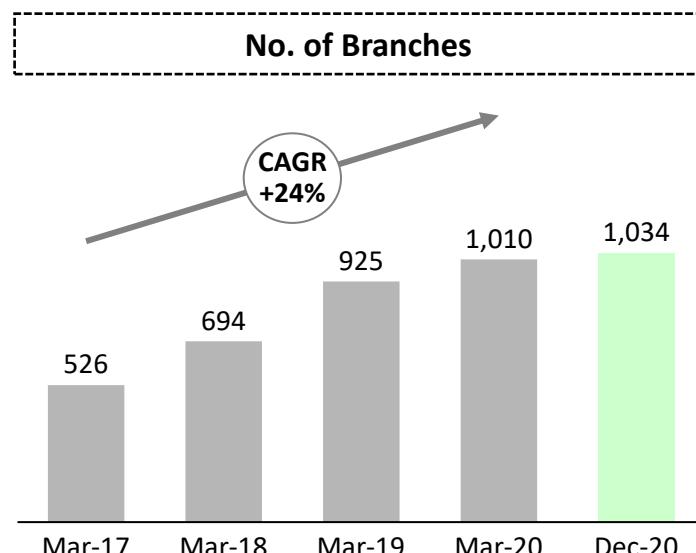
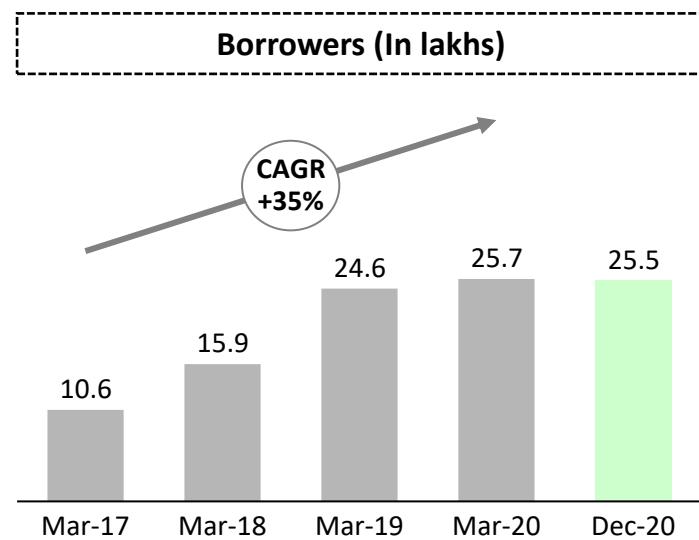
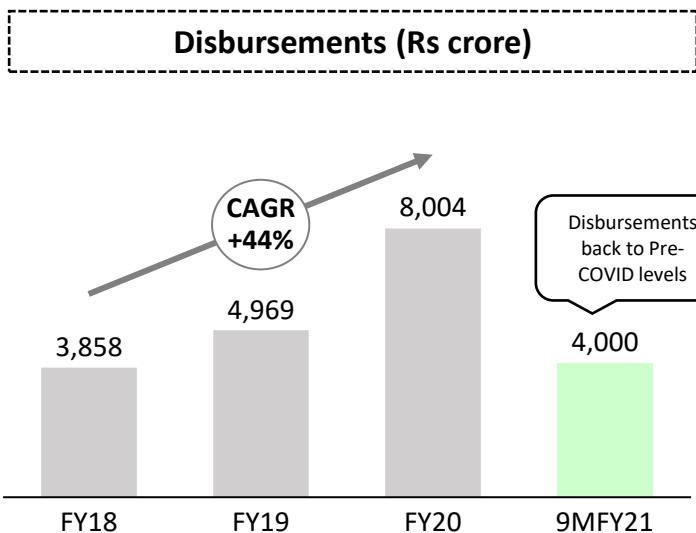
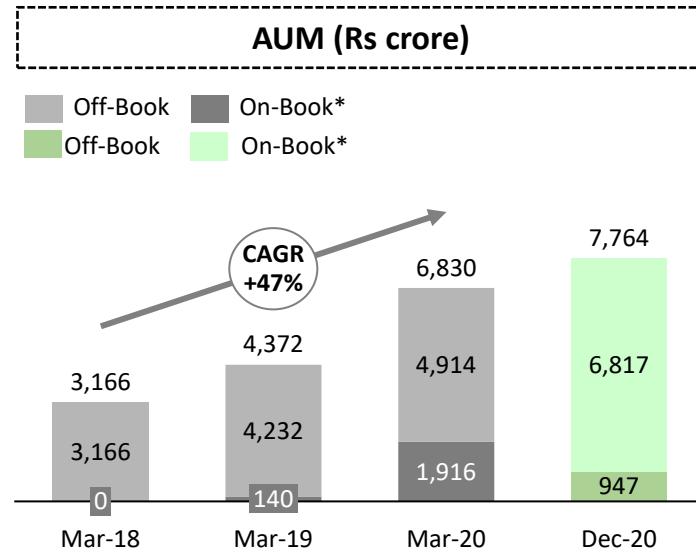


*Write-off of portfolio outstanding for loans with no instalment collected since 1st September 2020

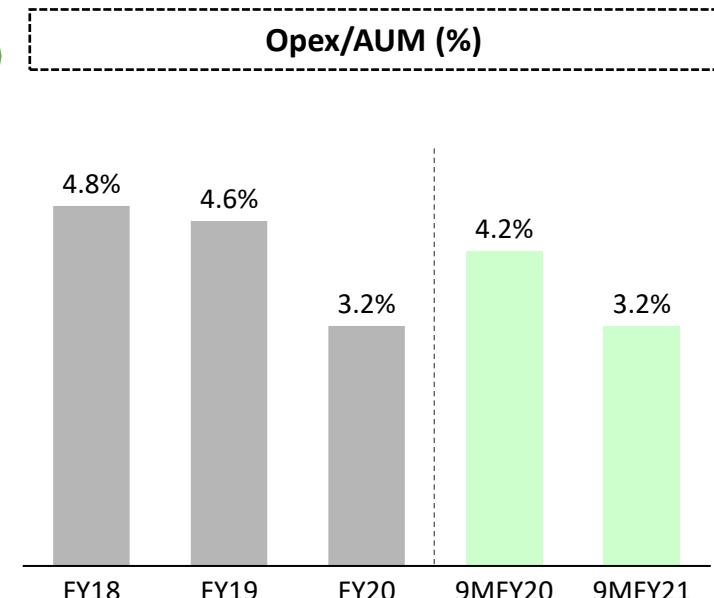
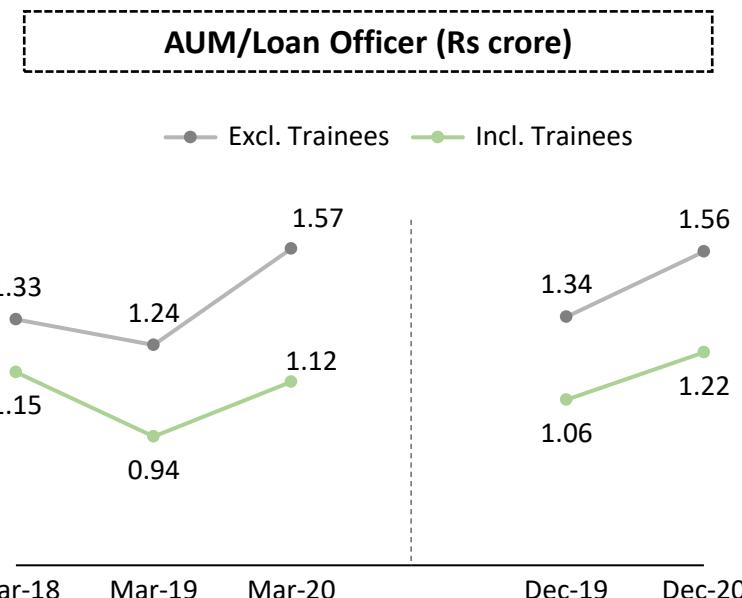
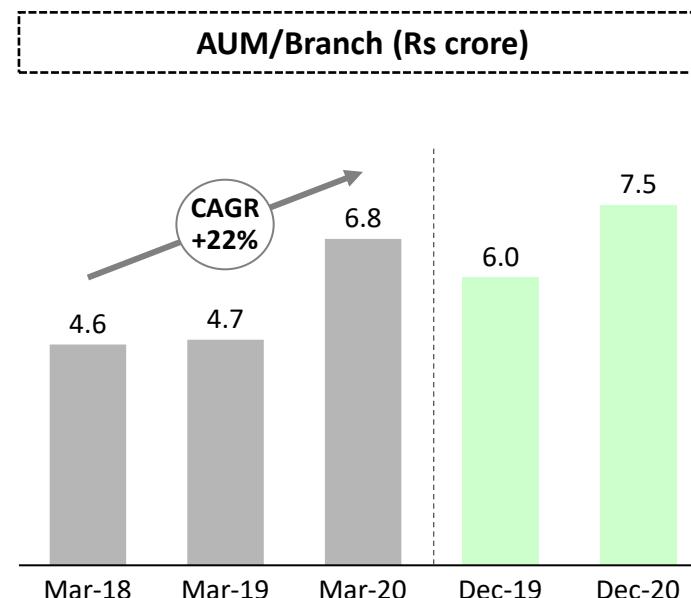
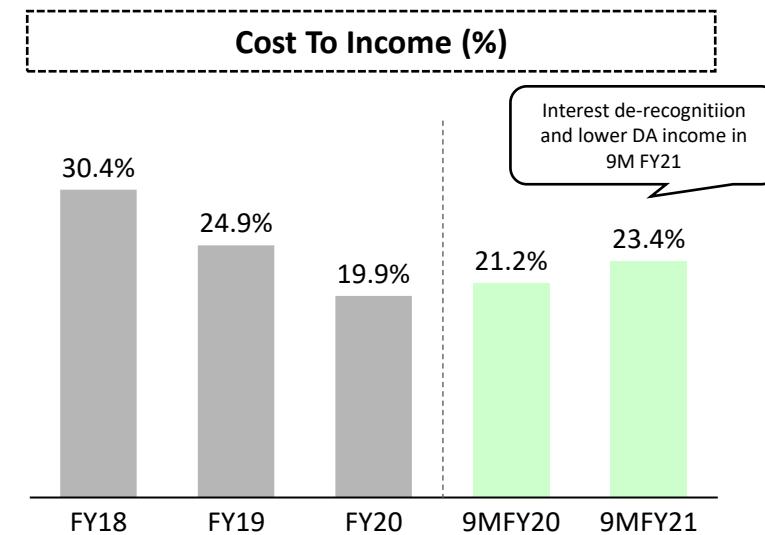
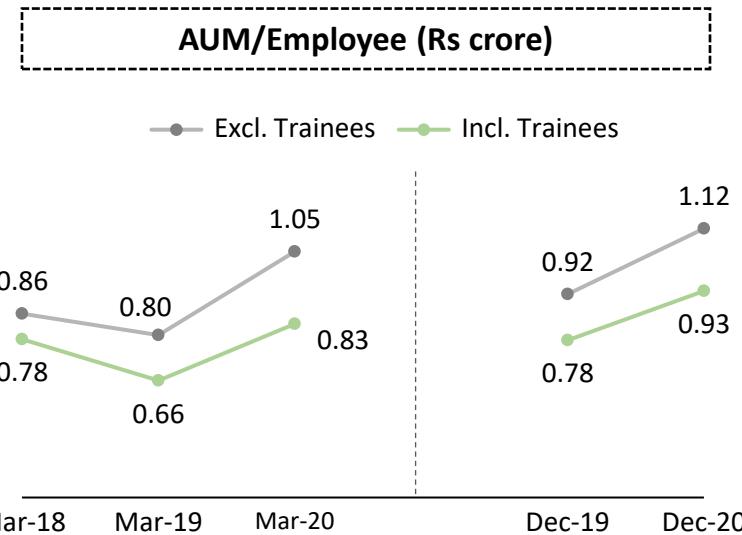
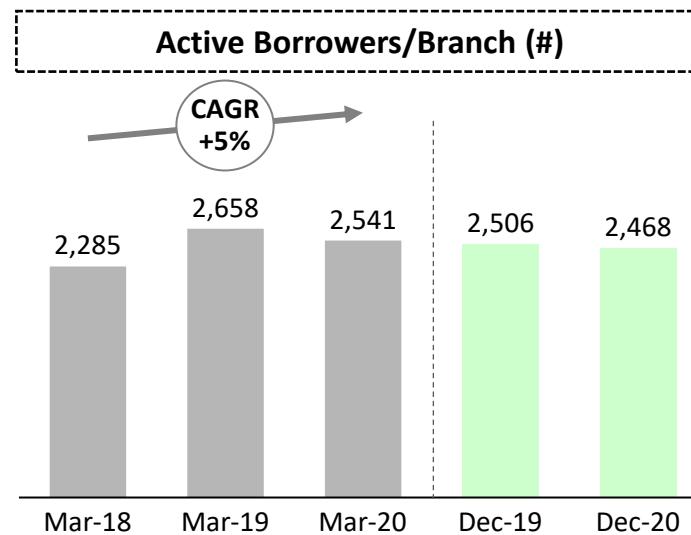
Interest on NPA loans amounting to Rs.16 crores is de-recognized and Rs. 10 crores is adjusted to interest income



Operational Summary



Rising Employee Productivity has led to Opex Efficiency

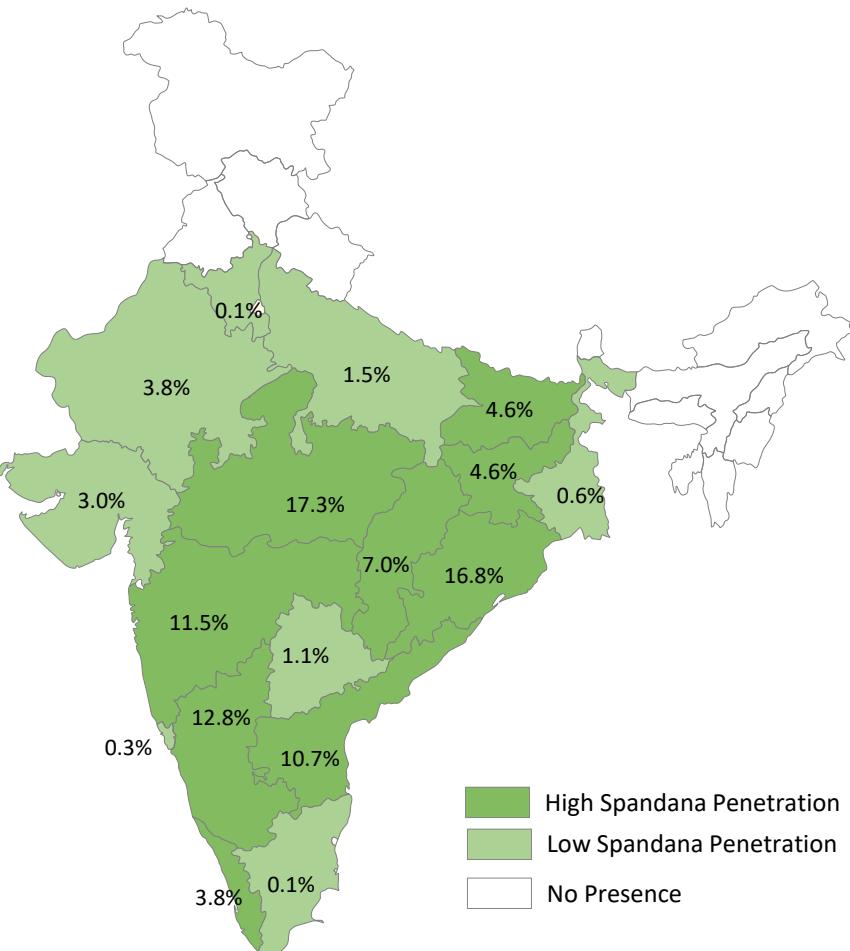


Industry-Leading Geographic Diversification at State, District and Branch Levels

State-wise Concentration

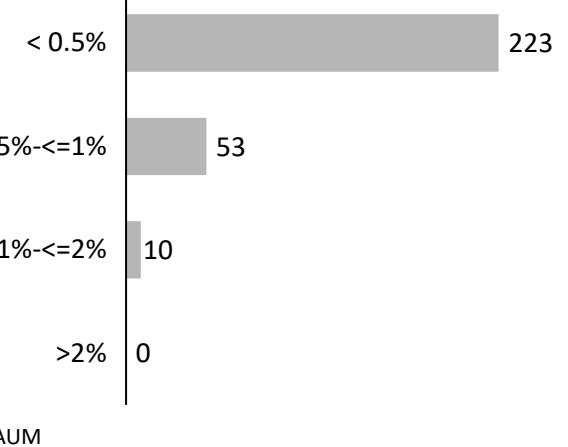
Top States	AUM Concentration
Madhya Pradesh	17.3%
Orissa	16.8%
Karnataka	12.8%
Maharashtra	11.5%
Andhra Pradesh	10.7%
Chhattisgarh	7.0%
Other States	23.9%

Well diversified portfolio across States



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

District wise Concentration

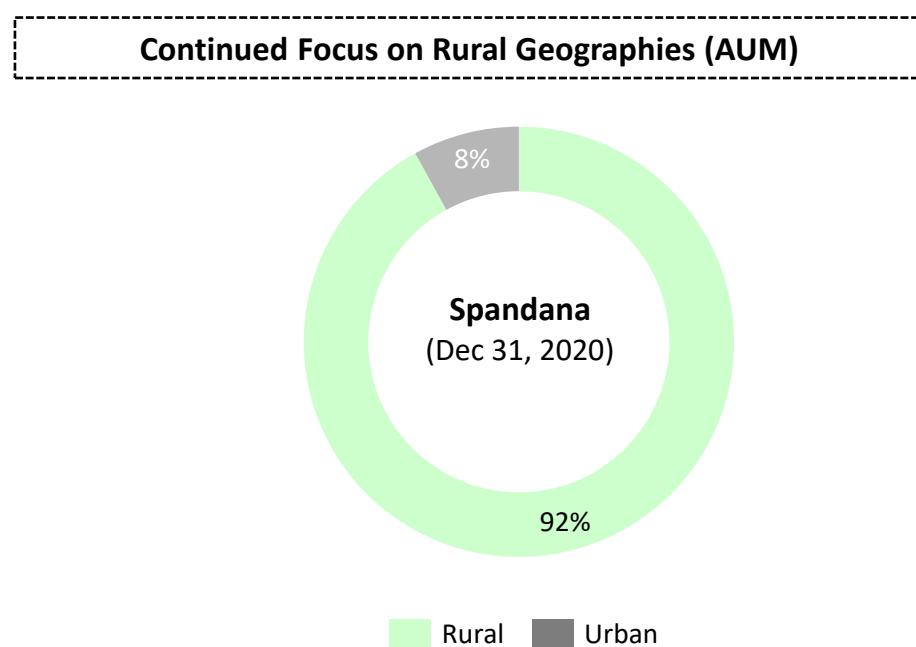
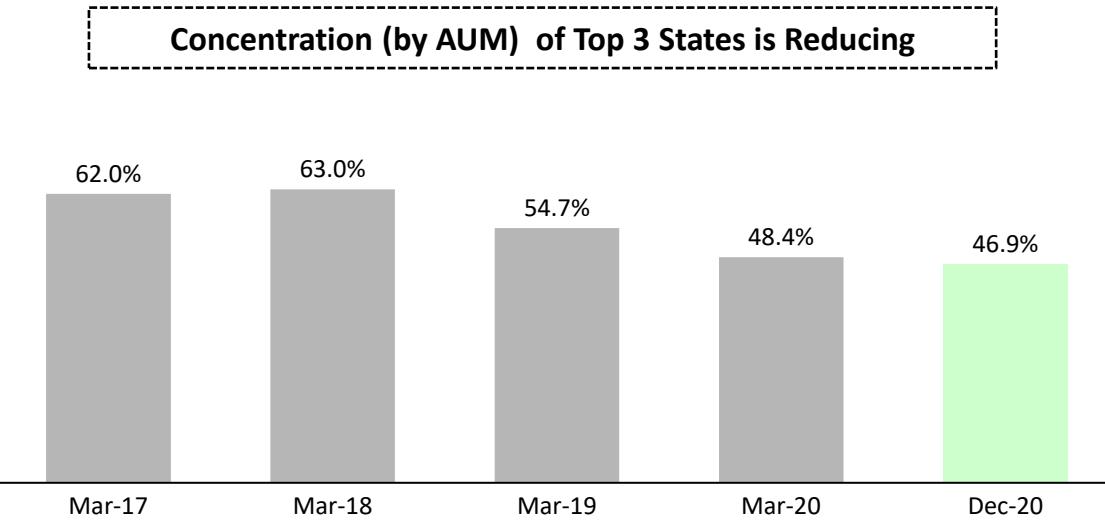
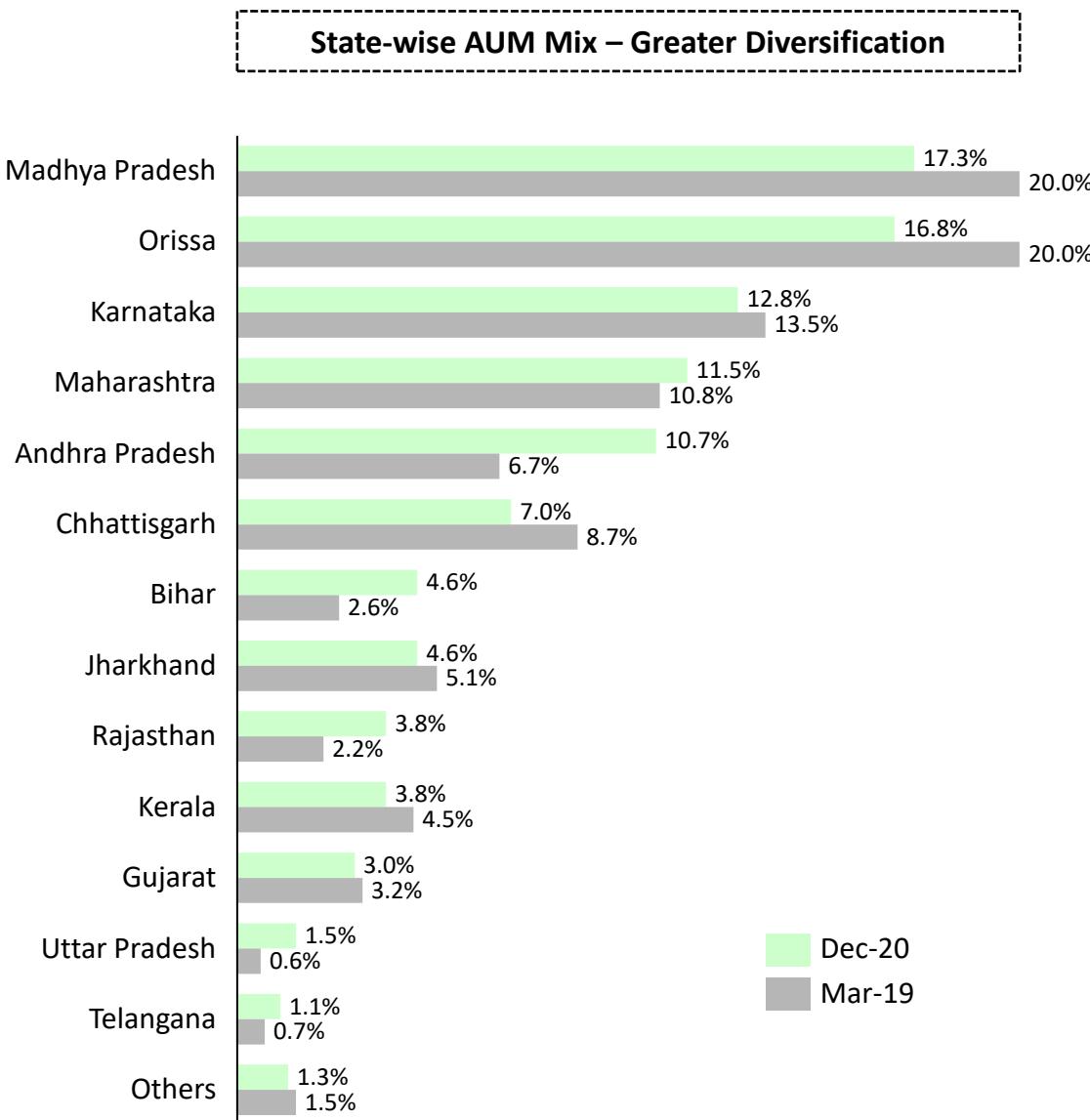


Top States By Branch Network

Top States	Number of Branches
Madhya Pradesh	157
Orissa	154
Karnataka	131
Maharashtra	122
Andhra Pradesh	107
Chhattisgarh	74

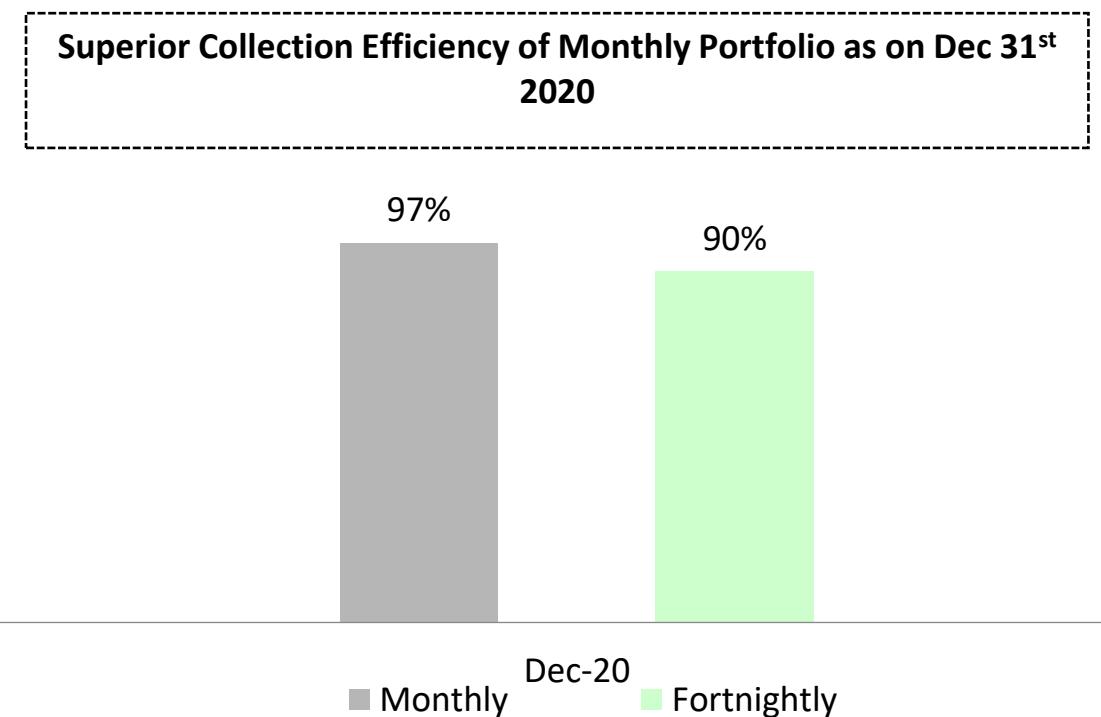
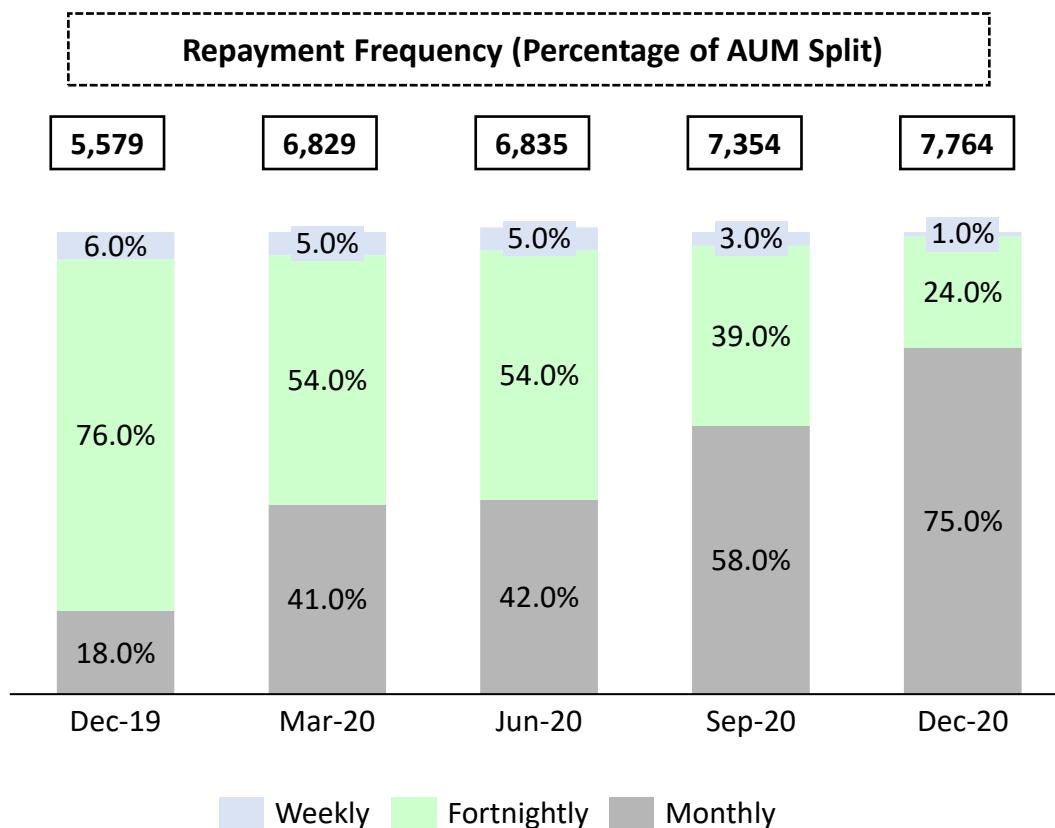
- Top 3 States constitute less than 47% of AUM
- No State more than 17.3% of AUM
- No District more than 1.5% of AUM
- No Branch has more than 1.0% of AUM

Continued Focus on Further Increasing Diversification, Without Compromising Rural Focus



Successful Transition to Monthly Repayment

- Company started transition to monthly repayment in late-2019, in response to customer demand, driven by a lower time commitment from their side
- Industry has evolved, where more frequent borrower meetings were once required to maintain discipline – no longer needed, as borrowers have become more experienced with MFIs and credit bureaus
- Today, ~75% of our AUM is on the monthly repayment, and it is consistently demonstrating superior collection efficiency
- This will also have a positive long-term impact on our operating cost ratios & portfolio quality



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Key Financial Metrics

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Overview of Criss Financial (Subsidiary) & Abhiram (Associate Co.)

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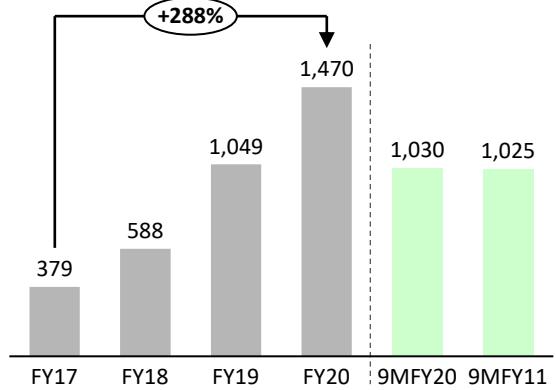
Strong Management Team & Risk Management Processes

7

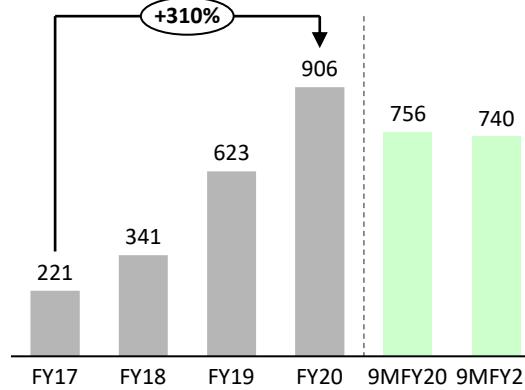
Annexure

Financial Performance

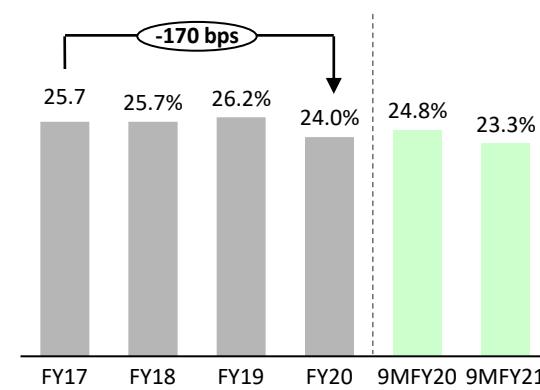
Total Income (Rs crore)



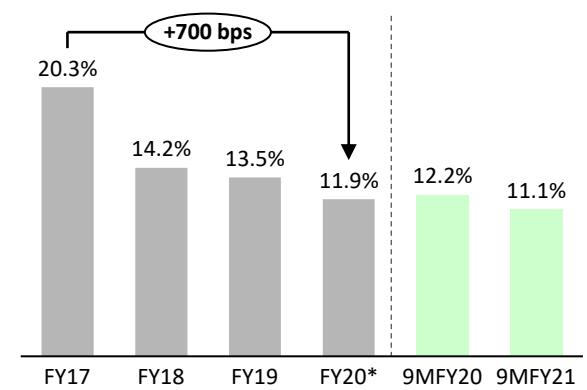
Net Interest Income (Rs crore)



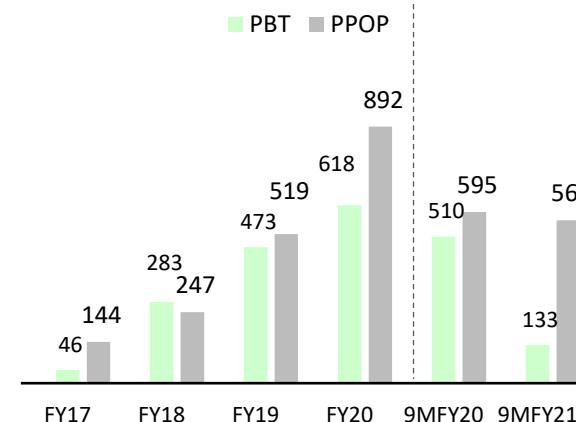
Yield (%)



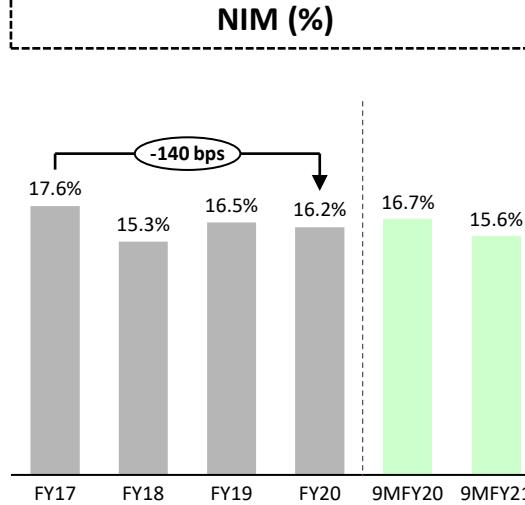
Cost of Borrowings (%)



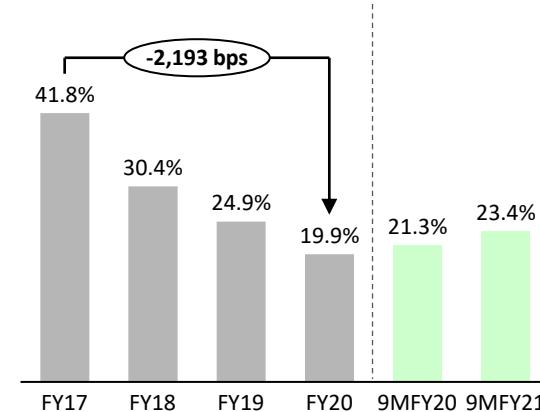
PPOP & PBT (Rs crore)



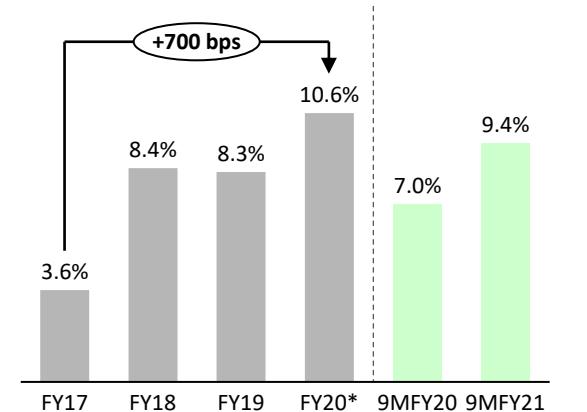
NIM (%)



Cost to Income Ratio (%)



ROA (%)



Consolidated Profit & Loss Statement

Particulars (Rs crore)	9M FY21	9M FY20	Q3 FY21	Q3 FY20	Q2 FY21
Revenue from Operations					
Interest income	959.7	871.6	332.6	292.0	317.3
Net gain on fair value changes	38.9	109.9	-0.4	46.8	23.8
Other Income	10.1	25.1	5.6	11.2	3.8
Total income from operations	1,008.7	1,006.6	337.9	350.0	344.8
Non-operational Income	16.6	23.1	6.4	8.5	9.3
Total income	1,025.3	1,029.7	344.3	358.5	354.1
Expenses					
Finance cost	285.0	273.8	116.0	84.9	84.1
Impairment on financial instruments and other provisions	30.2	85.5	0.2	41.5	7.9
Employee benefit expense	127.5	122.1	43.8	42.0	42.0
Depreciation and amortization expense	5.2	6.5	2.0	2.2	1.6
Other expenses	40.9	31.8	19.1	12.1	12.8
Total Expenses	488.7	519.8	181.1	182.7	148.5
Profit before Tax	536.6	510.0	163.2	175.8	205.7
Tax expense	37.1	128.3	-6.9	46.2	24.6
Normalized Profits	499.6	381.6	170.1	129.6	181.1
Provision and write-off related to Covid-19 and others	403.4	-	199.8	-	114.2
Exceptional Deferred Tax Adjustment	-	112.8	-	-	-
Net Profit (as reported)	96.2	268.8	-29.7	129.6	66.9

Consolidated Balance Sheet

ASSETS (Rs crore)	Dec 31, 2020	Mar 31, 2020	Dec 31, 2019	LIABILITIES & EQUITY (Rs crore)	Dec 31, 2020	Mar 31, 2020	Dec 31, 2019
Financial Assets				Financial Liabilities			
Cash and cash equivalents	775.8	59.6	491.3	Debt Securities	1,396.8	777.6	881.0
Bank Balances other than cash and cash equivalents	233.6	197.5	195.8	Borrowings (Other than Debt Securities)	3,202.7	2,227.3	2,070.1
Trade Receivables	3.6	22.4	9.8	Subordinated Liabilities	20.2	20.3	20.3
Loan Portfolio	6,552.4	4,976.7	4,721.5	Other Financial liabilities	262.9	227.2	172.9
Investments	2.4	487.5	2.3	Total Financial Liabilities	4,882.6	3,252.4	3,144.3
Other financial assets	58.1	166.2	201.7	Non-Financial Liabilities			
Total Financial Assets	6,462.9	5,909.9	5,622.3	Current Tax Liabilities (net)	116.6	64.7	24.2
Non-Financial Assets				Provisions	1.3	2.8	2.1
Current tax assets (net)	15.3	15.3	8.0	Other Non-Financial liabilities	34.3	30.1	26.7
Deferred tax assets (net)	85.8	7.0	0.7	Total Non-Financial Liabilities	152.3	97.6	52.9
Property, Plant and Equipment	14.3	15.2	16.2	Equity			
Intangible assets	0.9	1.3	1.6	Equity Share Capital	64.3	64.3	64.2
Goodwill	17.4	17.4	17.4	Other Equity	2,672.3	2,561.7	2,441.0
Other non-financial assets	13.4	11.2	37.3	Equity attributable to shareholders of the company	2,736.7	2,626.0	2,505.2
Total Non-Financial Assets	147.1	67.4	81.2	Non-Controlling Interest	1.5	1.2	1.2
Total Assets	7,773.0	5,977.3	5,703.5	Total Equity	2,738.2	2,627.2	2,506.3
				Total Liabilities and Equity	7,773.0	5,977.3	5,703.5

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Business Update

2

Key Operating Metrics

3

Key Financial Metrics

4

Borrowing Profile

5

Overview of Criss Financial (Subsidiary) & Abhiram (Associate Co.)

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Strong Management Team & Risk Management Processes

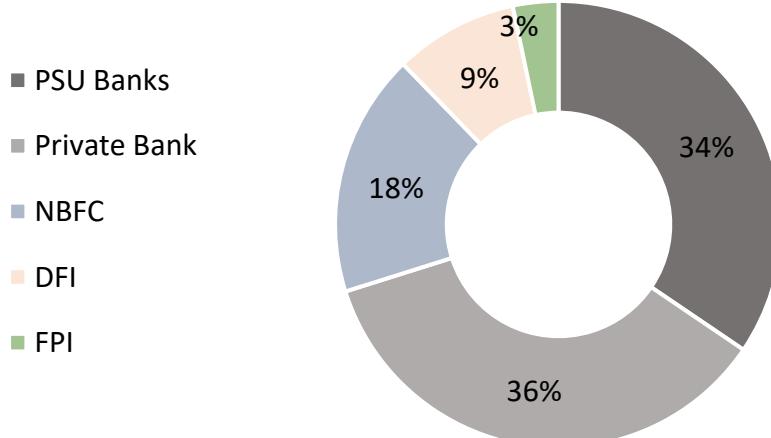
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Annexure

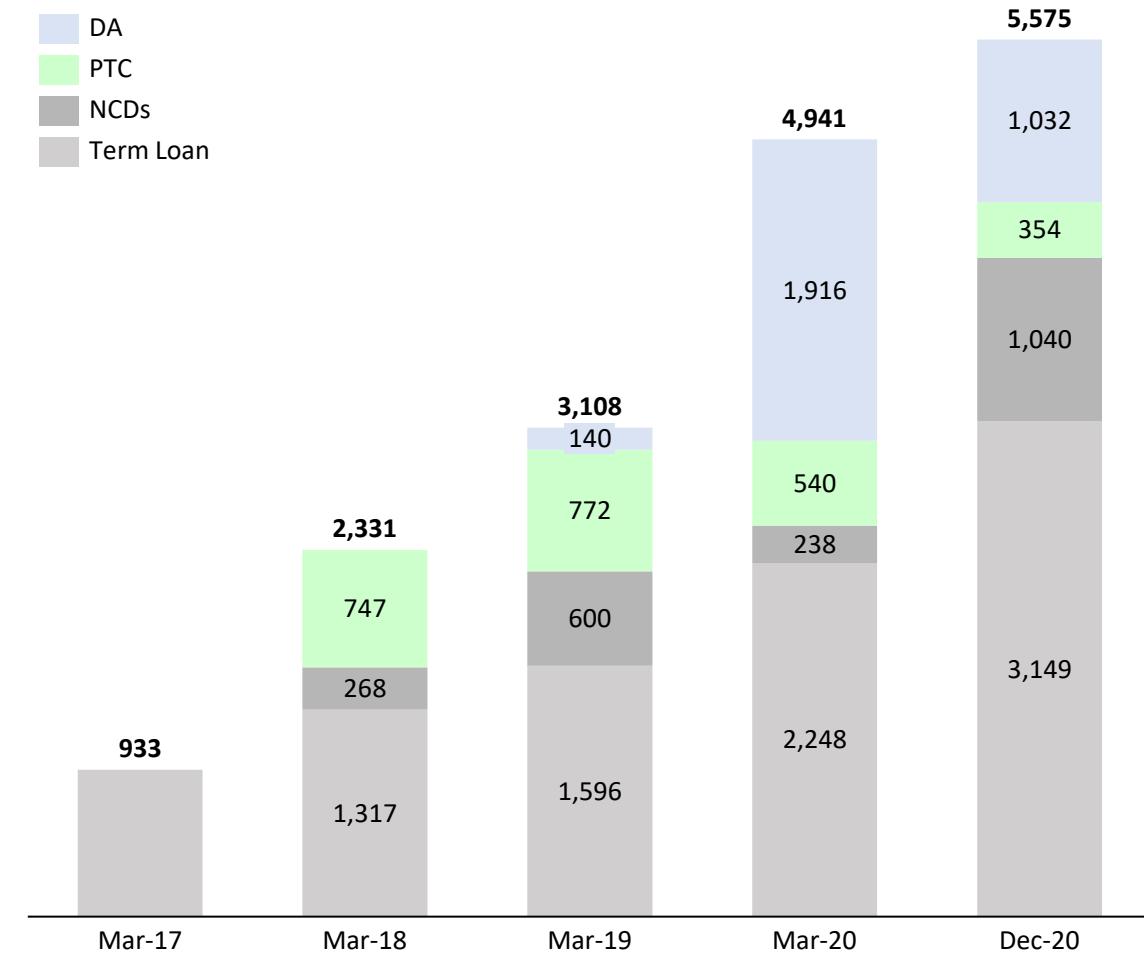
Diversified Borrowing Profile

- Total borrowings raised since lockdown is **Rs. 4,289 crore**
- No moratorium availed from lenders -- paid both interest and principal in full and on time, even during the lockdown
- Further diversified the borrowing profile by tapping into retail debt market through wealth management channels and money market instruments such as NCDs and MLDs
- Comfortable liquidity position with Rs 2,600 crore of sanctions in pipeline

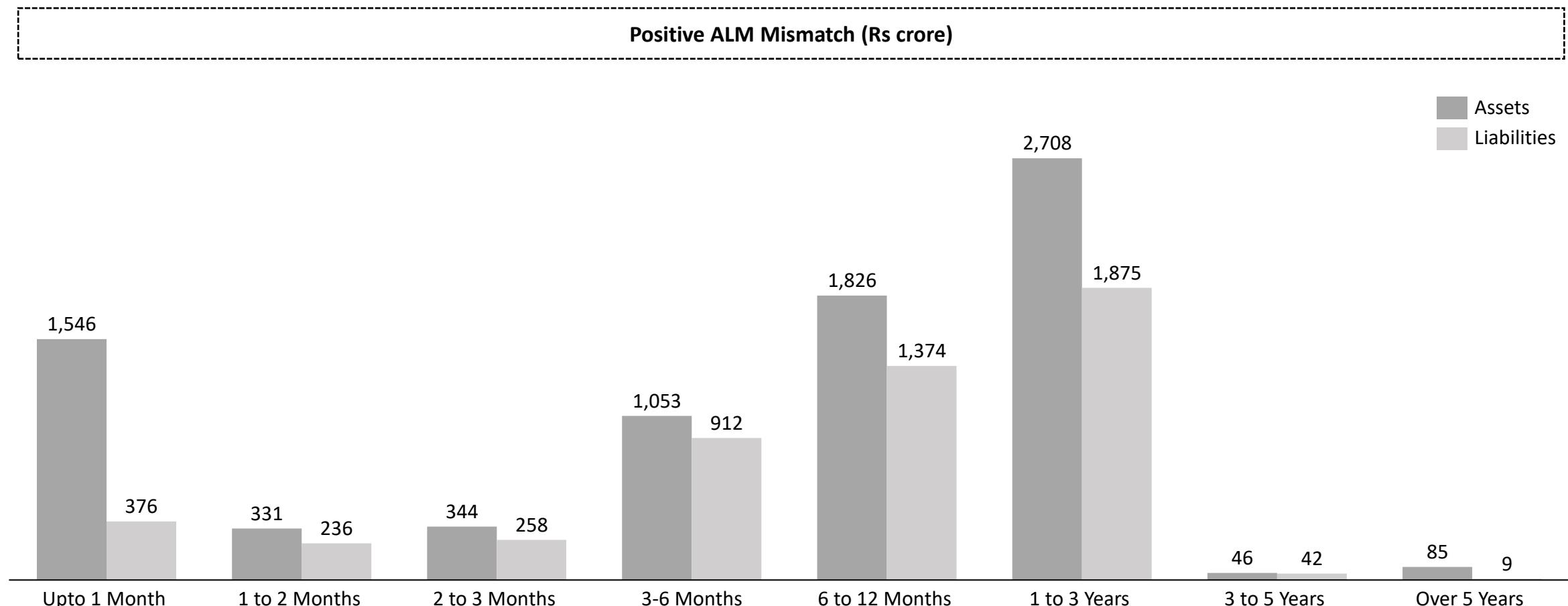
Diversified Funding Mix (As on Dec-20)



Borrowings (Rs crore)*

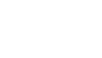


Comfortable Liquidity Position Driven by Strong Track Record



Positive ALM mismatch across all the buckets, where its assets mature faster than liabilities

Strong Credit Rating – Upgraded to ‘A’ rating in Dec, despite impact of Covid

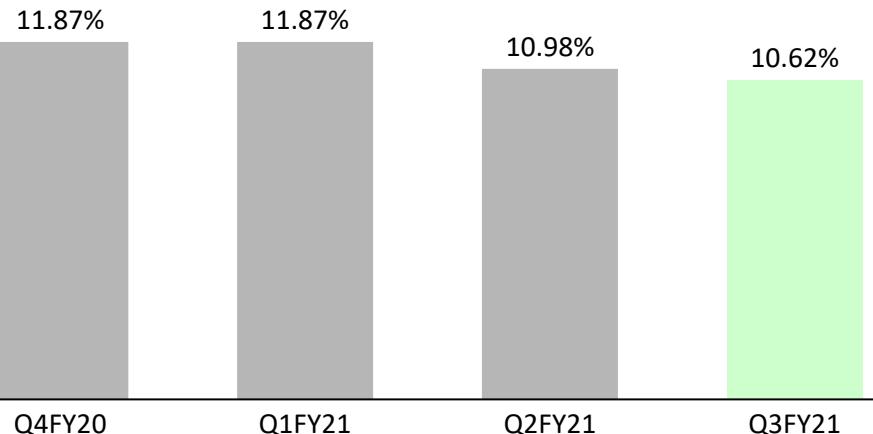
Rating Instrument	Rating Agency	Rating	Consistent Rating Upgrades
Bank Facilities	Ind-Ra*	A (Stable)	 Dec'20 A/Stable (IndRa)
	ICRA	A- (Stable)	
Non-Convertible Debentures	Ind-Ra*	A (Stable)	 Mar'19 A-/Stable (ICRA)
	ICRA	A- (Stable)	
Market linked Debentures	Ind-Ra*	A (Stable)	 May'18 BBB+/Stable
	ICRA	A- (Stable)	
Comprehensive Microfinance Grading (Institutional Grading/Code of Conduct Assessment (COCA)	SMERA	M1C1, highest grading	 Feb'18 BBB/Positive
			Aug'17 BBB-/Stable

*Recently got rated “A” from India Ratings even in these difficult circumstances

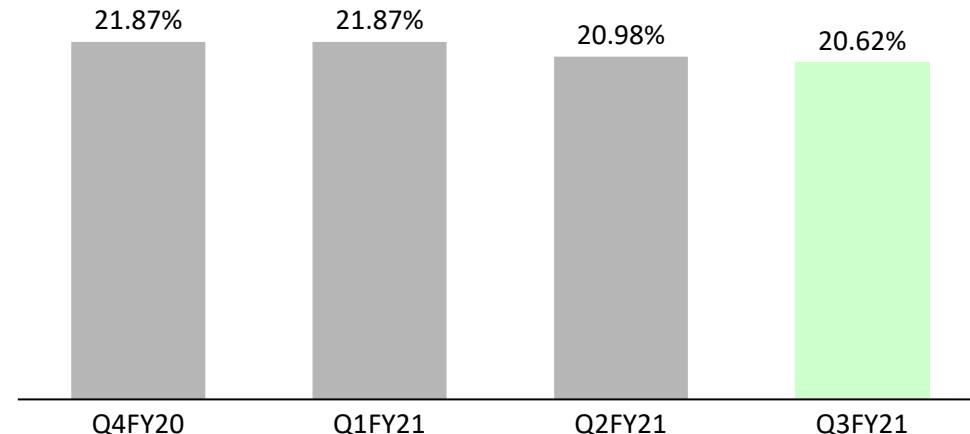
Steady reduction in Lending rate & Cost of Borrowing

- Company's strong track record and ratings upgrades have enabled it to continuously reduce its cost of borrowing
- Enabled to pass on benefits to customers, and lend at more competitive rates, while still maintaining the same 10% spread

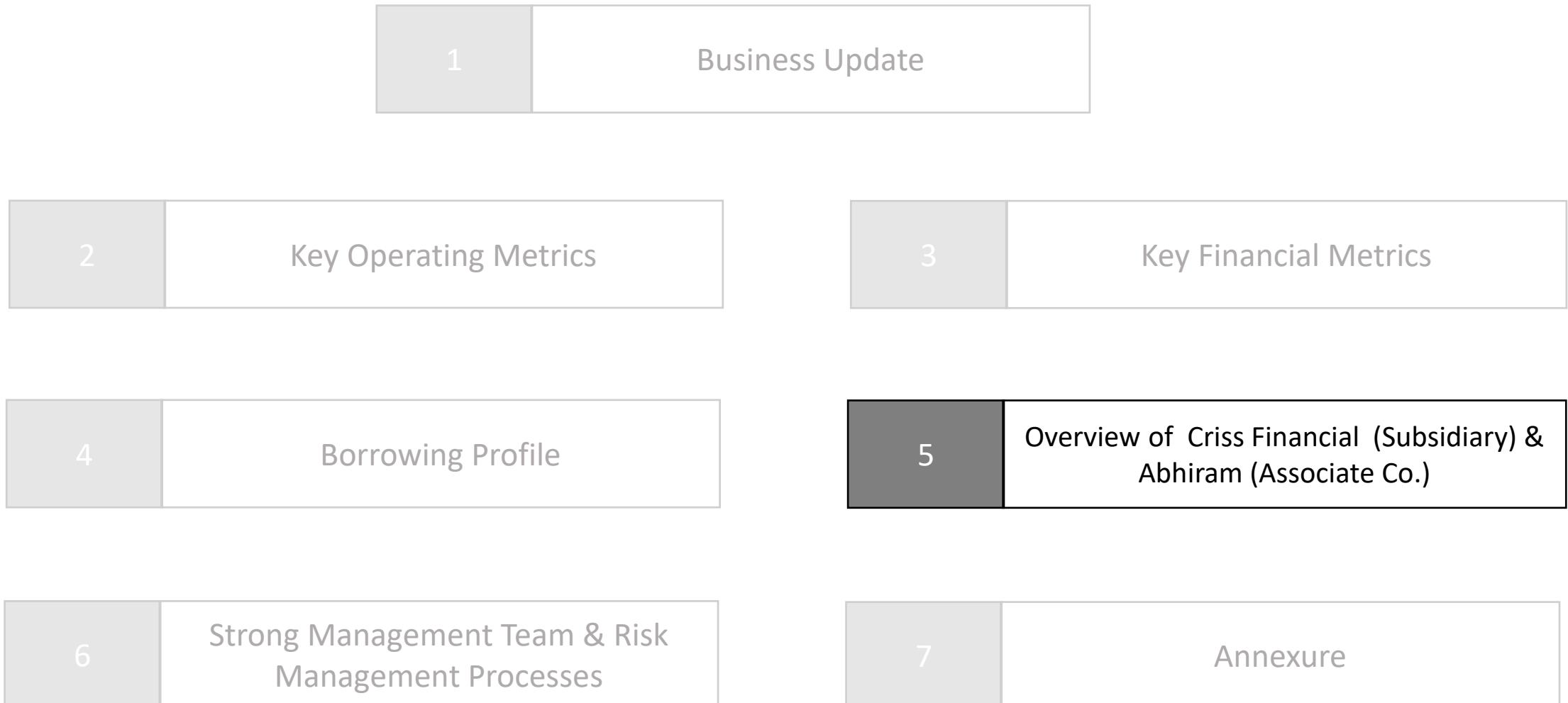
RBI-Definition Cost of Borrowing Reducing



More Competitive Marginal Lending Rate



Consistent 10% Spread



Overview of Criss Financial

About CFL

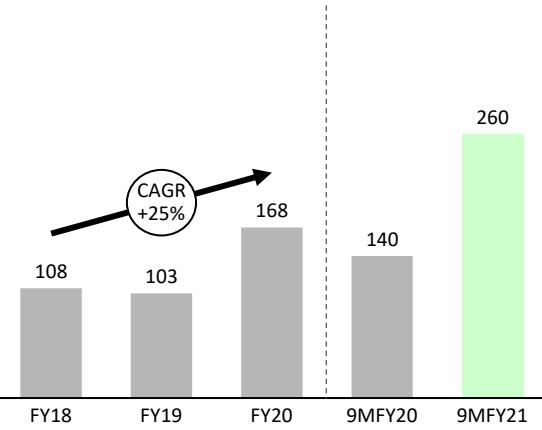
- Criss Financial Holdings Limited (CFL) is an NBFC, which is a 97.5% subsidiary of Spandana Sphoorty Financial Limited
- It was set up to operate in states / asset classes that SSFL itself could not, given its status as an NBFC-MFI
- CFL offers Loans against Gold, Loans against property, Business Loans and Personal Loans;
- CFL operates in Andhra Pradesh and Telangana states targeting households with Annual household income of >Rs.150,000, offering both secured and unsecured loans
- It operates through 44 Branches covering 12 Districts, 2,000 villages, and 65,000 borrowers, employing 320 employees

Performance Snapshot

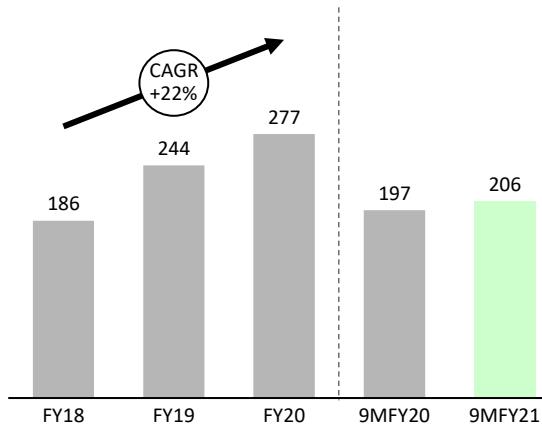
- AUM of CFL grew by 36% CAGR in the last three years to Rs 257 crore
- CFL has collection efficiency of 99.2% for Q3FY21 and best in class portfolio quality with Proforma GNPA of 0.5%
- CFL made net profit of Rs 8.8 crore in 9 months after making Rs 5.6 crore provision (including write off), which is 2.1% of AUM
- With diversified mix of products, operating cost ratio is lowest at 3.6%
- CFL has a healthy 6.1% ROA (post provision and write off), 17% ROE and 30.9% Capital adequacy for 9 months of FY21

Criss Financial – Robust Financial Performance

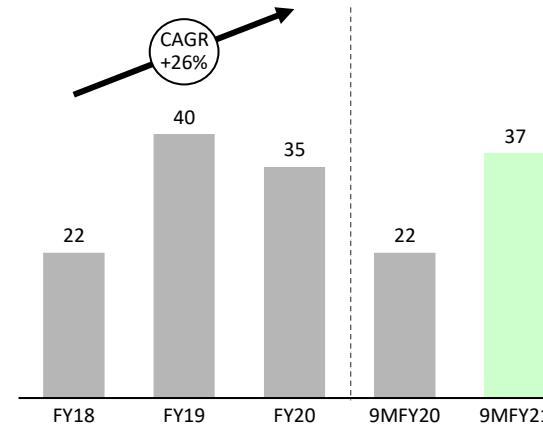
AUM (Rs crore)



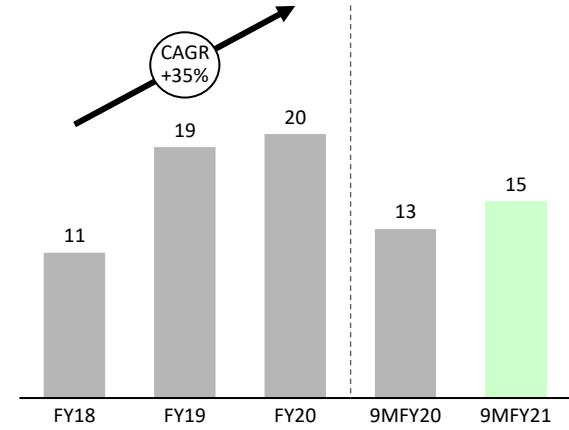
Disbursements (Rs crore)



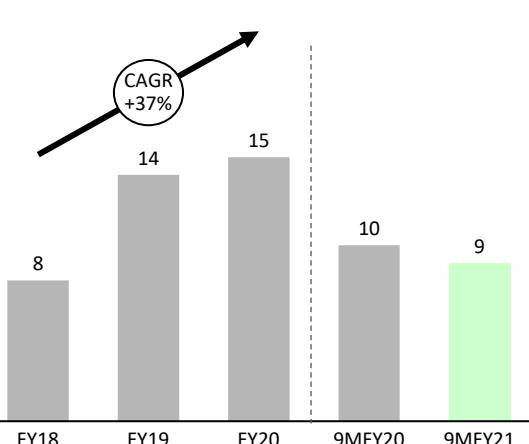
Total Income (Rs crore)



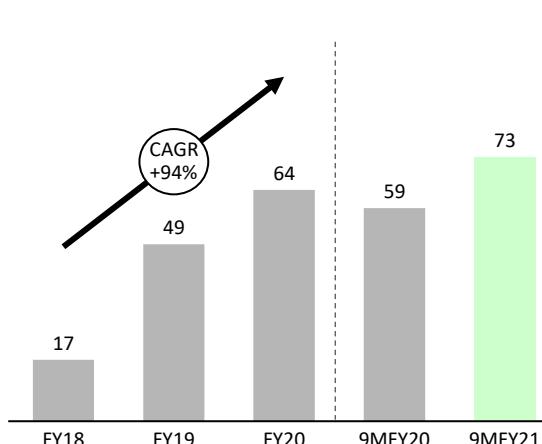
PBT (Rs crore)



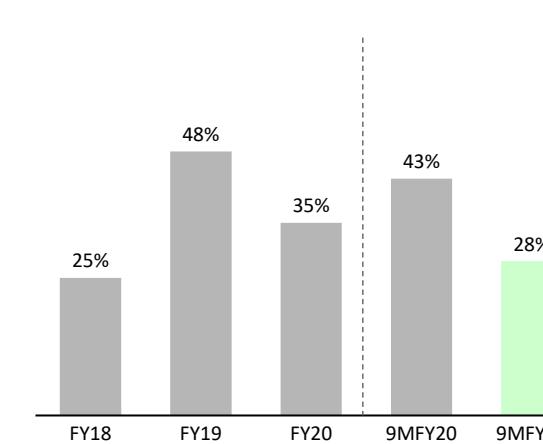
PAT (Rs crore)



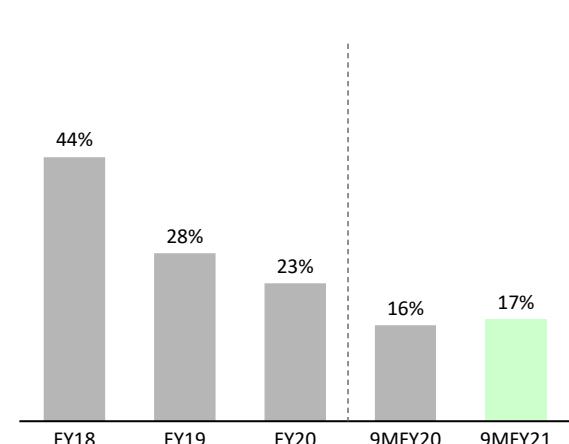
Networth (Rs crore)



CRAR (%)



ROE (%)



Criss Financial – Q3 & 9M FY21 Profit & Loss Statement

Particulars (Rs crore)	9M FY21	9M FY20	Q3 FY21	Q3 FY20	Q2 FY21
Revenue from Operations					
Interest income	34.9	20.5	13.9	7.3	10.4
Net gain on fair value changes	-	-	-	-	-
Others	0.9	1.2	0.5	0.7	0.4
Total income from operations	35.8	21.7	14.4	8.0	10.8
Other Income	1.2	-	0.1	-	0.8
Total income	37.0	21.7	14.5	8.0	11.6
Expenses					
Finance cost	14.0	5.5	6.3	2.0	3.8
Impairment on financial instruments and other provisions	2.9	-	2.6	-	0.2
Employee benefit expense	3.3	2.6	1.2	0.9	1.0
Depreciation and amortization expense	0.1	0.1	-	-	-
Other expenses	1.8	0.7	0.4	0.4	1.3
Total Expenses	22.1	8.9	10.5	3.3	6.3
Profit before Tax	14.9	12.8	4.0	4.7	5.3
Tax expense	3.4	3.3	0.6	1.2	1.4
Normalized Profits	11.5	9.5	3.4	3.5	3.9
Provision and write-off related to Covid-19 and others	2.7	-	2.7	-	-
Exceptional Deferred Tax Adjustment	-	-	-	-	-
Net Profit (as reported)	8.8	9.5	0.7	3.5	3.9

Criss Financial – Q3 FY21 & Balance Sheet

ASSETS (Rs crore)	Dec 31, 2020	Mar 31, 2020	Dec 31, 2019	LIABILITIES & EQUITY (Rs crore)	Dec 31, 2020	Mar 31, 2020	Dec 31, 2019
Financial Assets				Financial Liabilities			
Cash and cash equivalents	7.2	6.0	4.1	Borrowings	182.0	113.4	73.8
Bank Balances	-	0.4	0.4	Subordinated Liabilities	-	0.2	0.2
Loan Portfolio	255.7	167.9	130.7	Other Financial liabilities	6.2	1.6	4.4
Other financial assets	0.1	9.0	3.9	Total Financial Liabilities	188.2	115.1	78.3
Total Financial Assets	263.0	183.3	139.1	Non-Financial Liabilities			
Non-Financial Assets				Current Tax Liabilities (net)	3.5	5.0	3.3
Current tax assets (net)	0.4	0.4	-	Provisions	0.1	0.1	0.1
Deferred tax assets (net)	0.6	0.2	0.1	Other Non-Financial liabilities	0.2	0.7	0.2
Property, Plant and Equipment	0.1	0.1	0.1	Total Non-Financial Liabilities	3.9	5.8	3.5
Intangible assets	-	0.0	0.1	Equity			
Other non-financial assets	0.9	1.1	1.1	Equity Share Capital	4.8	4.8	4.8
Total Non-Financial Assets	2.0	1.8	1.4	Other Equity	68.1	59.3	53.8
Total Assets	265.0	185.1	140.5	Total Equity	72.9	64.2	58.6
				Total Liabilities and Equity	265.0	185.1	140.5

Overview of Abhiram Marketing

Overview

- Abhiram Marketing is a consumer goods retail company, incubated by Spandana's promoter – it is hence an associate company of Spandana
- It purchases various consumer durables goods such as rice cookers, lamps, mobile phones, white goods, etc from OEMs, for sale to customers in harder-to-reach geographies that are not reached by traditional retailers.

Standard Business Model in MFI Industry

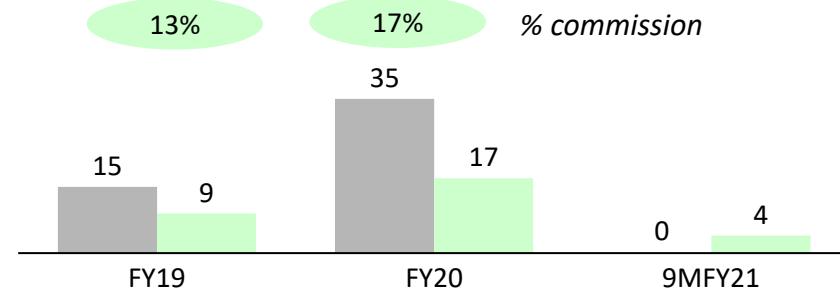
- Virtually all MFIs cross-sell consumer goods to their clients, as it provides them with access to products that significantly improve their lives – this is keeping with the industry's mission
- Besides offering loans to borrowers to buy these products, they also facilitate the supply of products via a third-party retailer, as such retailers do not have direct distribution available in the rural areas that MFIs operate in
- MFI's sales staff and branch spaces are used for this activity – such retailers hence pay MFIs a sales commission for this
- While there are various third-party retailers that do this with other MFIs, Spandana has chosen to do this through Abhiram, which provides better service / integration to our customers, at very competitive commission rates – **this is an enduring structural benefit for Spandana and its customers**
- Till March 2020, the sale of the consumer goods, and the loans taken by our customers against these, used to sit in Abhiram's balance sheet
- However, from FY21 onwards, these loans now sit on Spandana's own balance sheet, and only the sale of the goods remains in Abhiram's P&L

Insignificant Impact on Spandana's Opex due to Abhiram's Cost Sharing

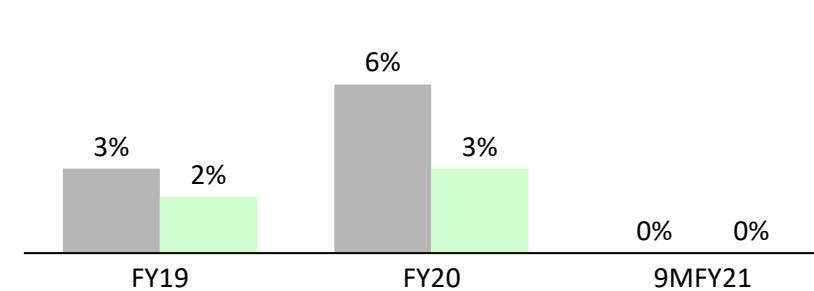
- Abhiram was incubated to help Spandana serve its customers more effectively, and hence does not seek to maximize its own profits
- Like all third-party retailers, it pays its partnering MFI a sales commission – this is ~13% for Abhiram, vs ~8% for other players in the industry, which is a small structural advantage that Spandana enjoys
- However, the difference between these rates is 3%-6% of Spandana total PBT, no impact in 9M FY21

Fee Income

Actual Commission paid to SSFL vs. Industry Standard (Rs crore)

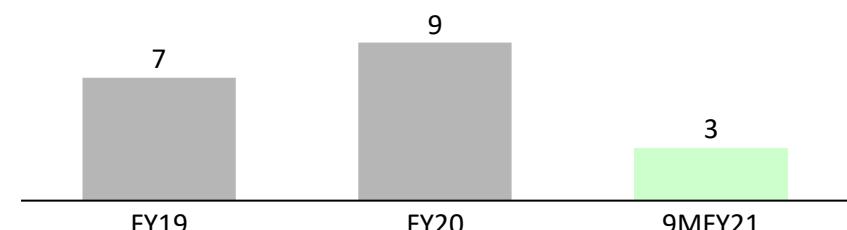


Actual Commission paid to SSFL vs. Industry Standard (as a % of SSFL's normalised PBT)

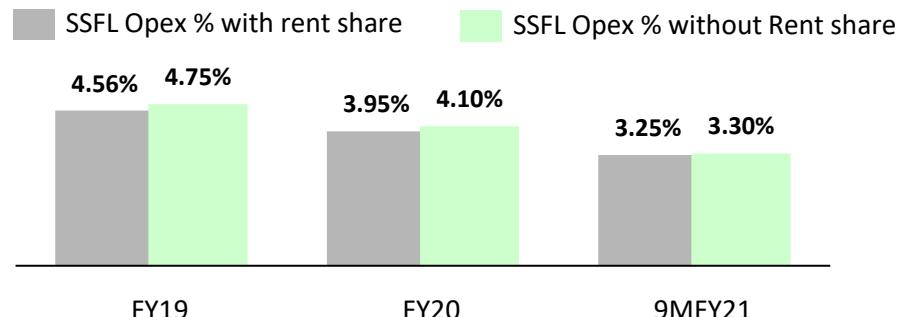


Cost Sharing

Actual Rent paid by Abhiram to SSFL (Rs. crore)



SSFL's Opex with & without Abhiram Rent Sharing



Abhiram Marketing – Profit & Loss and Balance Sheet

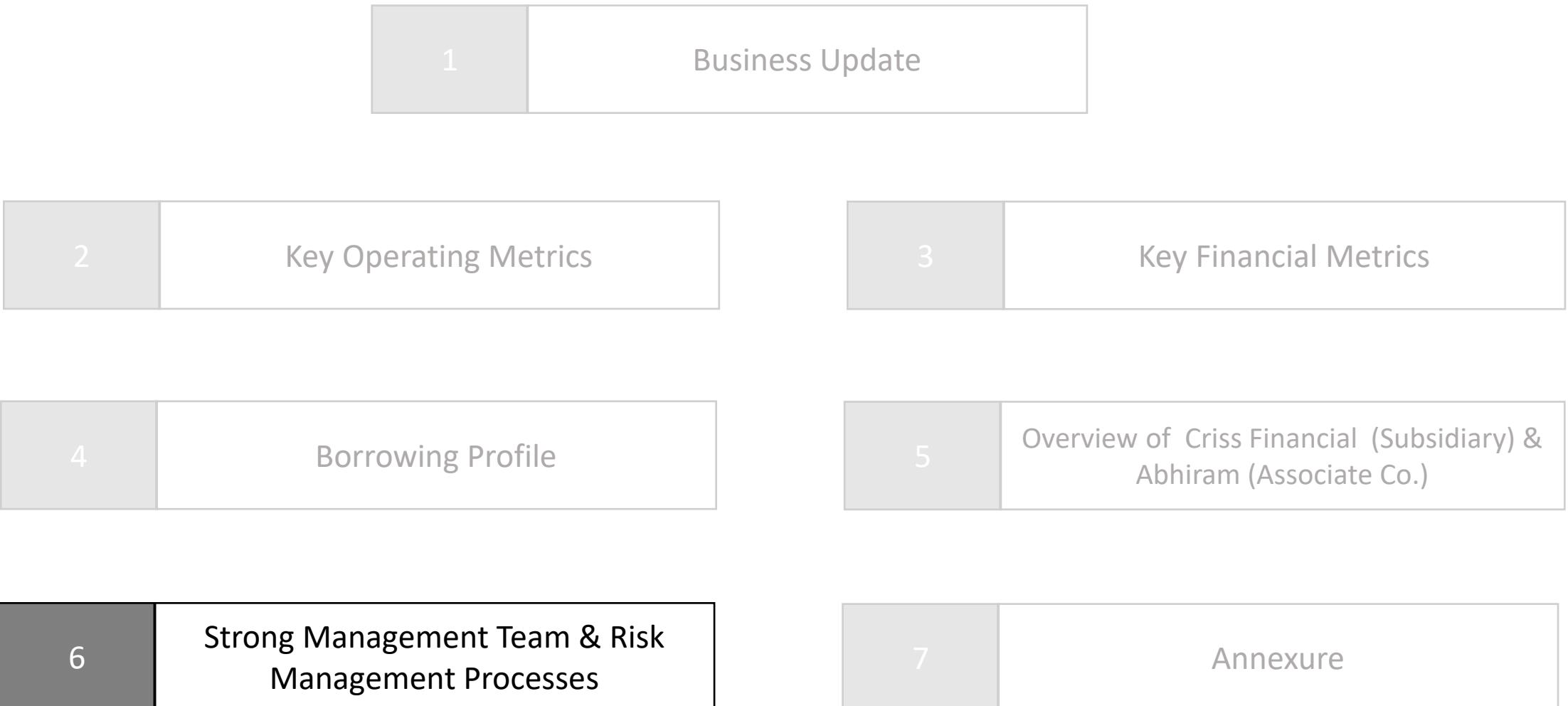
- Abhiram is a relatively small entity, which enables Spandana to serve its borrowers more effectively, by providing them with access to consumer durables and similar products
- It does not have a substantial P&L or balance sheet of its own, and has a very limited impact on Spandana's own financials
- Abhiram's PAT in the last three years: FY19 – Rs 1.4 crore, FY20 – Rs 6 Lakh, 9M FY21 – Rs (2.1) crore

Abhiram – Q3 & 9M FY21 Profit & Loss Statement

Particulars (Rs crore)	9M FY21	FY20	FY19
Total Revenue	69.0	250.1	131.4
Cost of Goods Sold	49.8	179.5	91.6
Gross Profit	19.2	70.6	39.8
Gross Margin (%)	28%	28%	30%
EBITDA	16.0	16.0	8.5
EBITDA Margin (%)	23%	6%	6%
Profit After Tax	(2.5)	0.1	1.4

Abhiram – 9M FY21 & FY20 Balance Sheet

Assets				Equity and Liabilities			
Particulars (Rs crore)	Dec,31 2020	Mar,31 2020	Mar,31 2019	Particulars (Rs crore)	Dec,31 2020	Mar,31 2020	Mar,31 2019
Non- Current Assets				Equity			
Other Non-Current Assets	6.5	69.2	1.5	Shareholders Equity	1.8	1.8	1.8
Total Non- Current Assets	6.5	69.2	1.5	Reserves and Surplus	0.7	3.2	3.1
Current Assets				Networth	2.5	5.0	4.9
Trade Receivables	82.5	97.4	44.5	Current Liabilities			
Inventory	7.0	31.5	10.7	Borrowings	99.9	165.0	49.5
Other Current Assets	7.1	13.2	2.8	Trade Payables	0.6	3.7	2.0
Cash & Bank Balance	2.9	0.2	5.3	Other Liabilities	3.0	37.8	8.4
Total Current Assets	99.5	142.3	63.3	Total Current Liabilities	103.5	206.5	59.9
Total Assets	106.0	211.5	64.8	Total Liabilities	106.0	211.5	64.8



Strong Top Management Team with Cross-Cycle Experience



PADMAJA REDDY

Managing Director

Padmaja is the Promoter and Managing Director. She has an overall experience of 24 years in the 'social development' and 'microfinance' industry. She founded 'Spandana' in 1998 and promoted the Company in 2003. Under her able leadership, the company has witnessed immense growth and scaled new heights. She holds a master's degree in Business Administration and has pursued trainings on Microfinance from Naropa University, Durham University Business School and Harvard Business School.



SATISH KOTTAKOTA

Chief Financial Officer

Satish has been associated with 'SSFL' since June 2020. He has 24+ years of experience in the BFSI and Healthcare sector. He has previously worked with organizations like ICICI Bank, HSBC, Apollo Health Sheet and CallHealth. He holds a bachelor's degree from Andhra University, and master's degree from INSEAD. He is also a Chartered Accountant.



ABDUL FEROZ KHAN

Chief Strategy Officer

Feroz has been associated with SSFL since 2008 in various roles of Finance, IT, Operations etc., He played a vital role in CDR exit and IPO. He leads Spandana's digital transformation. Prior to Spandana, he was associated with Aditya Birla Sun life Insurance. He holds MBA from ICFAI



AMIT RANJAN BISWAL

Chief Business Officer

Amit had previously worked with 'SSFL' between 2010-17 and re-joined in May 2020. He has 15+ years of expertise in leading field operations across diverse geographies. In his most recent role, he was CEO of Swarna Pragati Housing Microfinance. In the past, he has also worked with organizations such as Navdhan Capital, Adhikar Microfinance, and Bharat Financial Inclusion. He has done his MBA from Asian School of Business.



SHARMILA KUNGUMA

Chief Risk Officer

Sharmila has been associated with 'SSFL' since December 2020. She has 17 years of experience across various banks and NBFCs such as Jana SFB, Kinara Capital, HSBC, Citibank and Bharti Airtel. She holds a bachelor's degree from Bangalore University and an MBA from Symbiosis. She is also member of Institute of Internal Auditors India.



NAVEEN RAO ALURI

SVP & Business Head – West

Naveen has been associated with 'SSFL' since June 2010 in the sales and collections vertical. He holds a bachelor's degree from Dnyanopasak College and a masters degree from Sambalpur University.



GOKULA NANDA MOHANTY

SVP & Business Head - East

Gokula has been associated with 'SSFL' in various sales and collection roles since May 2013. He holds a bachelor's degree from Dnyanopasak College and masters from Geetam University.



AMIT RAJ

SVP & Business Head - Central

Amit has been associated with 'SSFL' since June 2020. Previously, he was Zonal Manager of L&T Financial Services, responsible for the zone's micro loan business. He has 16+ years of experience across micro-finance (Arohan & Bharat Financial) and leading life insurance companies. He holds a bachelor's degree in science from St Xavier's College and master's degree from APJ Abdul Kalam Technical University.



DINESH SHENNOY

SVP & Business Head - South

Dinesh has been associated with 'SSFL' since October 2019. Prior to this, he worked as Head of Sales & Distribution of Karnataka Region at Vodafone. In the past, he has also worked with Reliance Infocom and PepsiCo India. He holds a bachelors degree of arts from Mangalore University.



RAMESH PERIYASAMY

Company Secretary & Compliance Officer

Ramesh Periasamy is Company Secretary and Compliance Officer. He is qualified Company Secretary and graduate in Law from Bangalore University. He has 15+ years of experience in corporate laws, legal, listing, M&A and regulatory compliance. Before joining SSFL, he worked with Embassy Office Parks REIT, Manappuram Finance Limited, Kalyan Jewellers and NeST Technologies as Company Secretary, Legal and Compliance Officer. He also practiced law in trial courts and Madras High Court



MADHUSUDHAN KESIRAJU

SVP - Head of Finance

Madhusudhan re-joined 'SSFL' in September 2019. He had previously worked with the company in 2014-15. He has ~25 years of experience across organizations like Grameen Financial Services, K12 Techno Service, and CAPWDI. He is a Chartered Accountant and holds an MBA from Institute of Marketing & Management.

Experienced Second Layer of Management



RAVI KUMAR KUKKAMALLA
VP - Business Head of Andhra Pradesh

Ravi has been associated with 'SSFL' since last 17 years in various sales and collections. He holds a bachelor's degree from Ambedkar University.



GOBIND PRASAD MOHANTY
VP & Business Head of Jharkhand & West Bengal

Gobind has been associated with 'SSFL' since last 10 years in various sales and collection roles. He holds a bachelor's degree from Dnyanopasak College and masters from Sambalpur University.



OMKAR NAMDEV
VP & Business Head of Chhattisgarh

Omkar has been associated with 'SSFL' since last 16 years in the sales and collections vertical.. He holds a bachelor's degree from Dr Hari Singh Gaur University



BASAVARAJA PARAMESHWARAPPA
VP & Business Head of Karnataka

Basavaraj has been associated with 'SSFL' since last 10 years in the sales and collections vertical. He holds a bachelor's degree from Dnyanopasak College and masters from Sambalpur University.



ANKIT KUMAR TYAGI
VP & Business Head of Madhya Pradesh

Ankit re-joined 'SSFL' in December 2020. He had earlier worked with the company form 2010-13. He has 10 years of experience across ICICI Prudential Life Insurance, Vodafone Idea, Grameen Financial Services, K12 Techno Service and CAPWDI. He holds a masters degree from Symbiosis Institute of International Business.



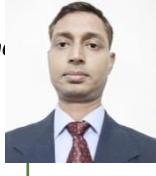
ANUPAM JAIN
VP & Business Head of Madhya Pradesh

Anupam has been associated with 'SSFL' since February 2020. He has 24 years of experience in the sales and collections vertical. He was associated with Tata Group of Companies for 20 years. He holds a bachelor's degree from Devi Ahilya University.



NIKHIL SHARMA
VP & Business Head – Rajasthan & Haryana

Nikhil has been associated with 'SSFL' since July 2020. He has 9 years of experience in Financial Services and Insurance sectors. He holds a bachelors and master's degree from Maharishi Dayanand Saraswati University.



VIKRAM KUMAR
VP & Business Head of Orissa

Vikram has been associated with 'SSFL' since July 2020. He has 15 years of experience in Sales and Business Development across Vodafone India, Reliance Communication and Nestle India. He holds a bachelor's degree from Bhupendra Narayan Mandal University and masters from FMS - IRM.



RAVI KUMAR RANJAN
VP & Business Head of Bihar and UP

Ravi has been associated with 'SSFL' since October 2020. He has spent ~11 years in Sales and Business development across L&T Finance, Bharti Airtel, EKO India Financial Services, and Tata AIG. He holds a bachelor's degree from Sikkim Manipal University and Diploma from Apeejay School of Management.



ANUP MC
VP & Business Head of Karnataka

Anup has been associated with 'SSFL' since February 2021. He has an overall experience of 24 years and was previously associated with organizations such as Gilly's Bengaluru-Dubai, Reliance Communications Ltd, Vodafone South Ltd, and Zip Telecom Ltd.



ANUP MATHEW
VP & Business Head of Kerala & Karnataka

Anup has been associated with 'SSFL' since February 2021. He holds a bachelor's degree from Calicut university and PG diploma from Kerala press academy. He has an overall experience of 21 years in Sales and Business Development and has previously worked with organizations such as Idea cellular & Vodafone Idea Ltd .



SUNIL KUMAR RANA
VP & Business head of Odisha

Sunil has been associated with 'SSFL' since January 2021. He holds a bachelor's degree from Utkal university and masters from Periyar university. He has an overall experience of 15 years and has previously worked with organizations like L&T Financial Services, Indusind Bank Ltd, Yes Bank, HDFC Bank Ltd, and Kotak Mahindra Bank Ltd.



AMARNATH RAJU
VP & Business Head of Telangana

Amarnath has been associated with 'SSFL' since January 2021. He holds a bachelor's degree and masters degree from Osmania University . He has an overall experience of 17 years in Sales and Business development and was associated with organizations such as Airtel Payments Bank Ltd, Reliance Communication and Water health India.



ADITYA KUMAR GV
VP – Investor Relations

Aditya re-joined 'SSFL' in October 2020. His prior stint in the Company was from 2017-19. He has 8 years of experience and was previously associated with organizations such as Noon.com (Dubai) heading Treasury & Insurance, Cue Learn, and Sanmar Group. He is a Chartered Accountant and Company Secretary.



ANUP AGARWAL
VP – Accounts & Taxation

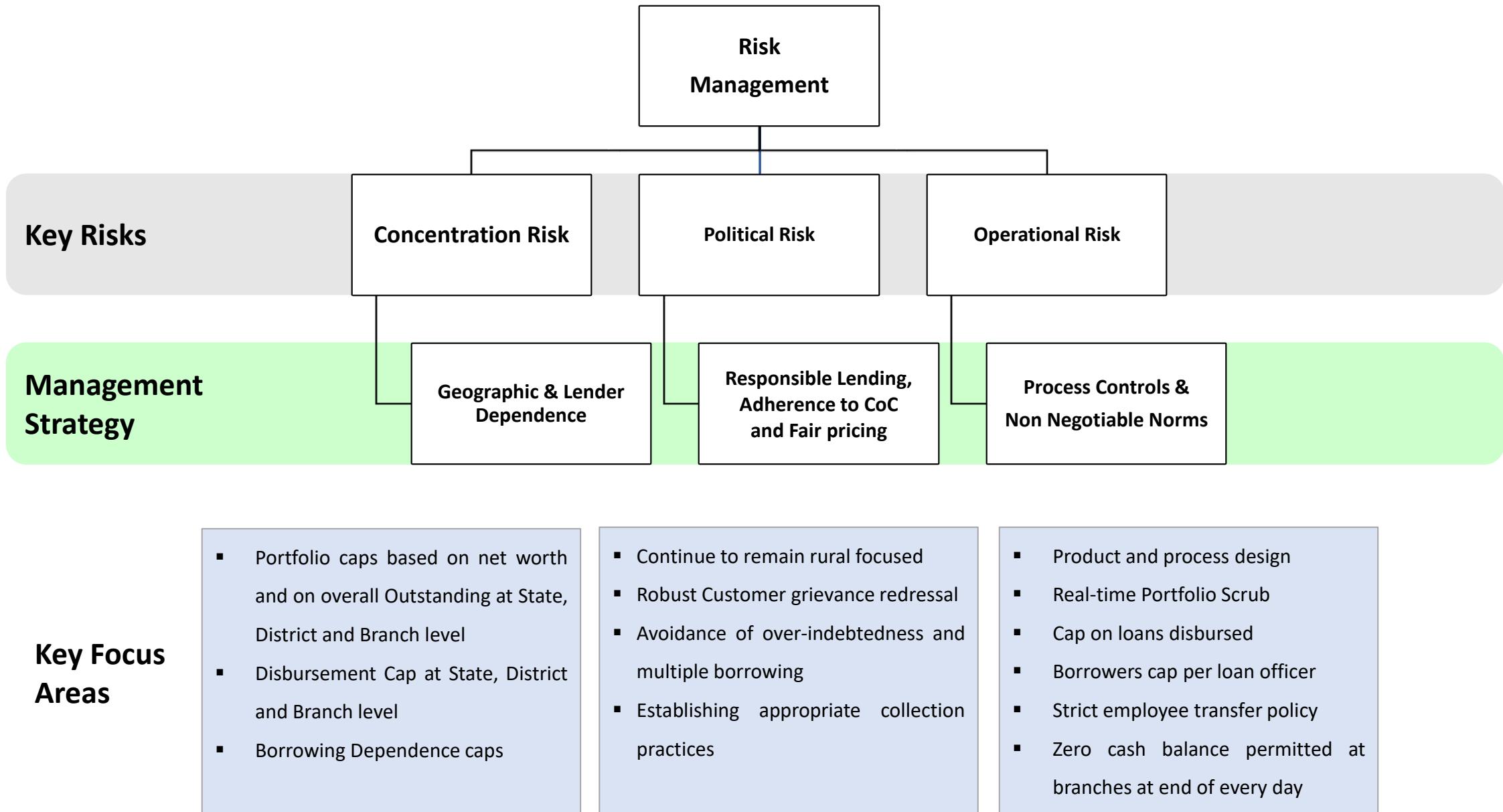
Anup has been associated with 'SSFL' since December 2020. He has 9+ years of experience across KPMG and Walker Chandio & Co LLP. Previously, he was Associate Director at KPMG, overseeing financial reporting and budgeting for various clients. He holds a bachelor's degree in commerce from Osmania University and is a Chartered Accountant.



DINESH REDDY
VP – Treasury

Dinesh has been associated with 'SSFL' since December 2020. He is a qualified ACCA (UK), with Masters in International Accounting, MBA (Finance). He joins Spandana with 11+ years of across in managing accounting functions, consulting.

Strong Risk Management DNA

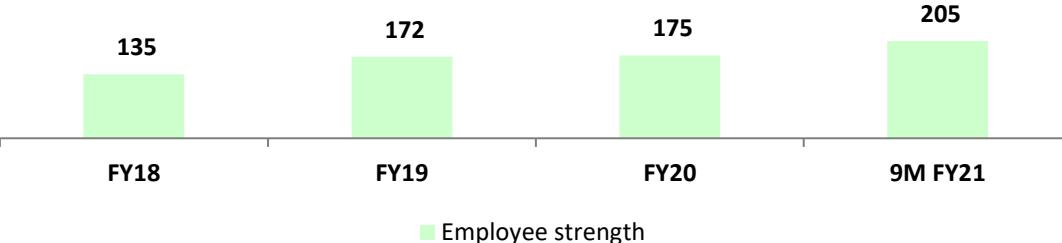


Robust Internal Audit & FICM Functions

Exhaustive Scope for Internal Audit...

Internal Audit Scope	Process Followed
General Audit	<ul style="list-style-type: none">Internal audit manager produces a monthly audit plan of branches. 3 days of audit per branch based on the ICQ (internal control questionnaire)Confidential document, submitted to the board
Closing Cash Verification	<ul style="list-style-type: none">Regular monitoring of branches facing high cash collections. Daily reconciliation of bank statements and physical and FIMO denomination
Portfolio Verification	<ul style="list-style-type: none">Physical meeting with the borrower by an independent EIA
Trigger based verification	<ul style="list-style-type: none">Triggers raised by the operational team are verified by the internal audit team
Fraud verification	<ul style="list-style-type: none">Escalation matrix defined for fraud reportingRegular monitoring of branches with history of any dubious previous transaction

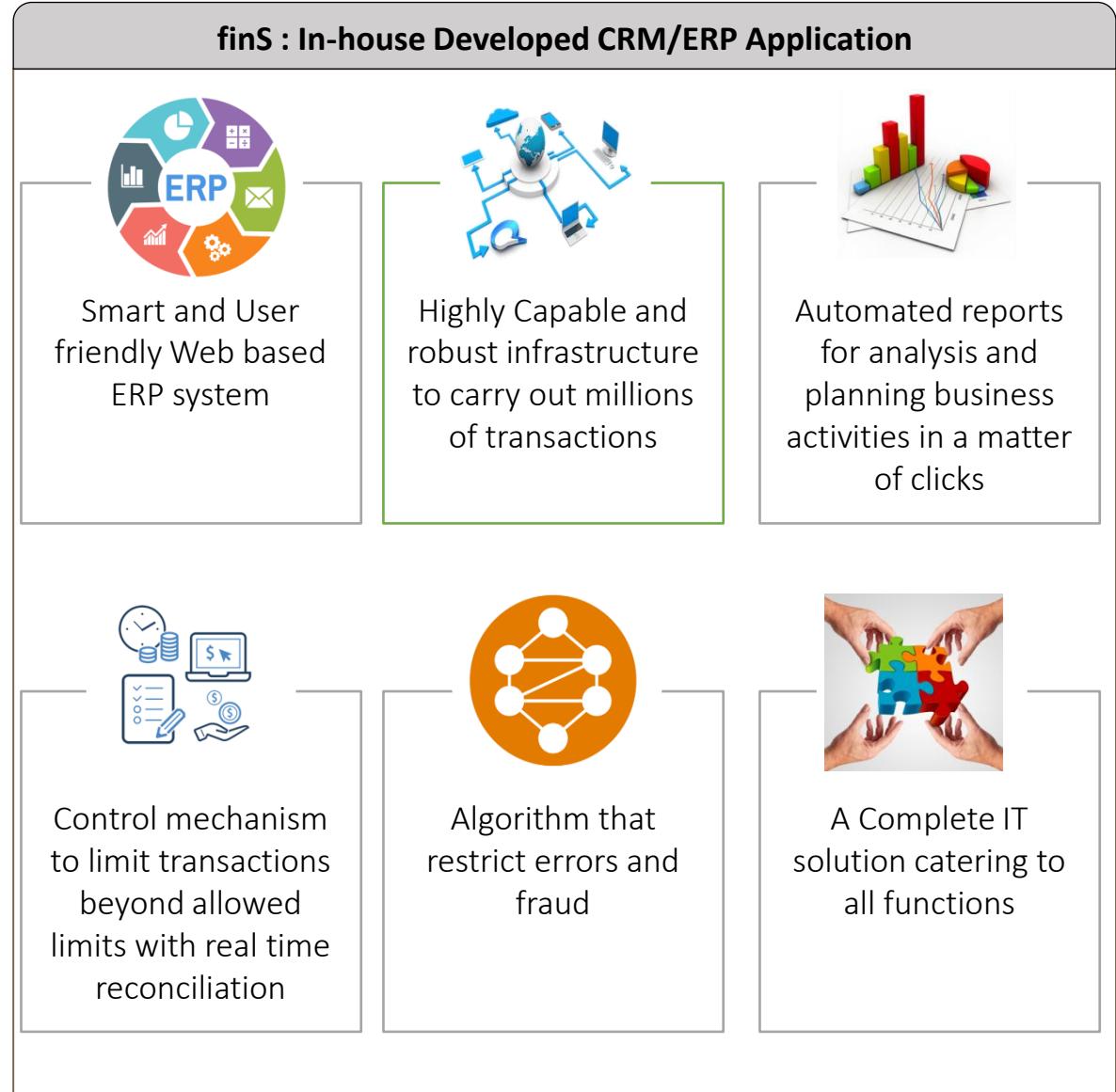
..With a Significantly augmented team for higher internal audit coverage



Internal Audit Frequency of Audit is determined on Audit rating of the branch during the last Audit.

- Platinum and Gold graded Branches are audited once in a quarter
- Silver graded Branches are audited once in two months
- Bronze graded Branches are audited once in a month
- 85%+ coverage of branches in Q3 FY21
- Strengthened the team size with 205 Internal auditors as on Dec'20
- 1 Internal Auditor for every 5 branches
- 80 Members dedicated team for Crisis Mgt
- BDO is the external Internal Auditor

Technology Leveraged for Superior Efficiency and Control



Efficiency

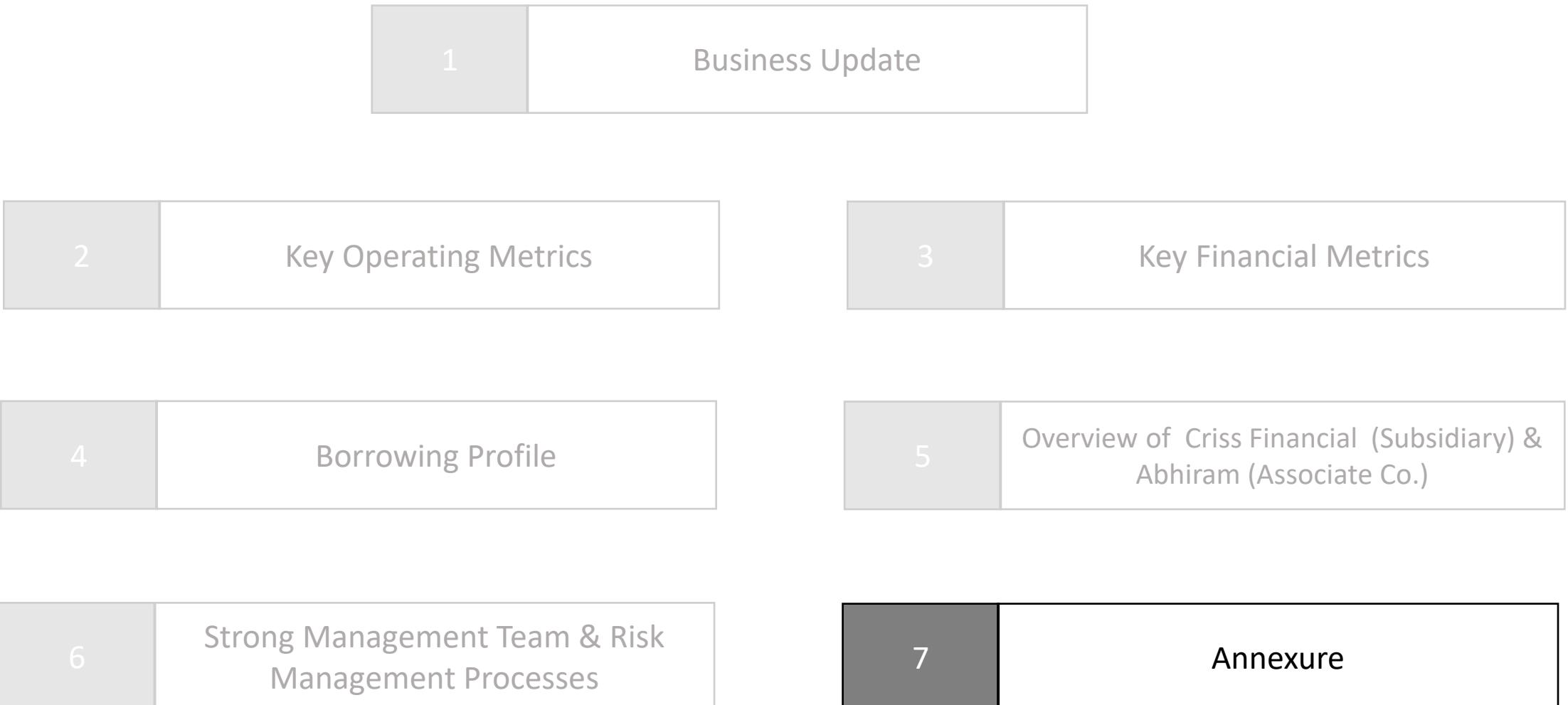
- ✓ Enables real-time paper-less processing of all loans, providing our borrowers with industry-leading TATs
- ✓ System / process design also leads to more efficiency for branch staff – enabling us to have a lower operating cost
- ✓ For example, no data entry is done at branches KYC docs are all scanned, and then processed by the system + a central data team

Data & Analytics

- ✓ System provides real-time borrower-level information (not just group level), which enables sophisticated data analytics to be used

Control

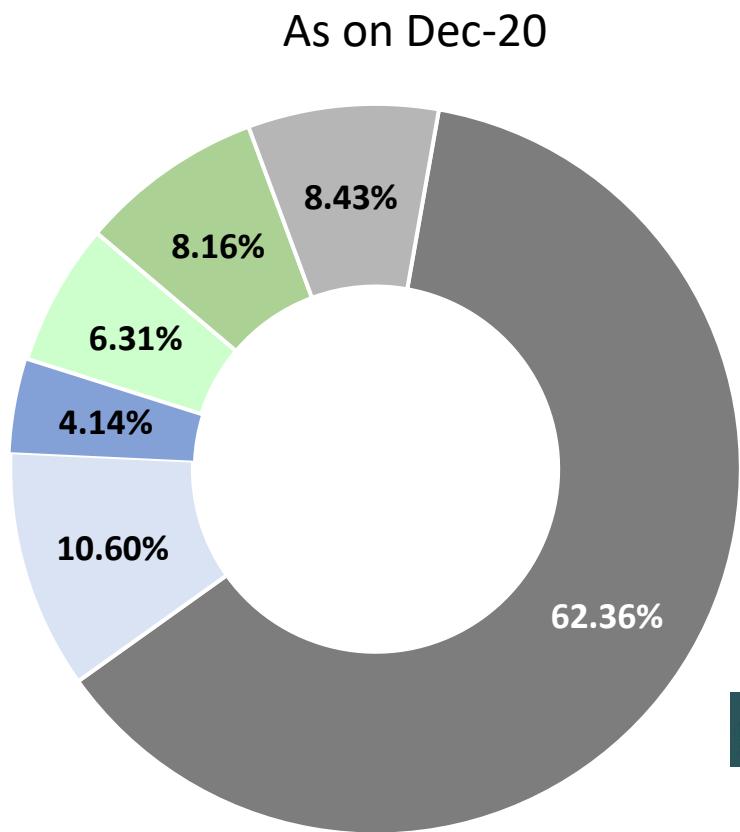
- ✓ Disbursements and collections plans entirely system-controlled – removing risk of errors / frauds in field
- ✓ Enables corporate tactical decisions to be transmitted to the field instantly



Products

Product Name	Purpose	Interest Rate (%)	Tenor	Ticket Size (Rs.)
Core Product: 98% of AUM				
95.4% Abhilasha / Chetana	<ul style="list-style-type: none"> These unique loan products are designed especially for low-income households who aspire to improve their financial well-being 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 	20.98%	12 to 30 Months	25,000 to 80,000
2.6% Interim Loans	<ul style="list-style-type: none"> Loans given only to existing borrowers to meet their interim and emergency requirements 	20.98%	12 to 24 Months	10,000 to 20,000
Other Products: 2% of AUM				
Loan Against Property (LAP)	<ul style="list-style-type: none"> 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) 	22% to 26%	3 to 7 Years	3,00,000 to 50,00,000
Business Loans / Personal Loans	<ul style="list-style-type: none"> Offered to Clients to expand their existing income generating activities 	22% to 26%	12 to 36 Months	50,000 to 2,00,000
Gold - Keertana Loans	<ul style="list-style-type: none"> 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
Consumer Loans	<ul style="list-style-type: none"> Offered to finance the purchase of consumer products 	20.98%	6 to 24 Months	1,000 to 16,000

Shareholding Pattern



**Padmaja
Reddy**
+
KEDAARA
CAPITAL

- Promoters
- FII
- AIF
- Insurance
- Bodies Corporate
- Public & Others

Non-Promoter Investor Details		% Holding
Valiant Mauritius Partners*		7.31%
ICICI Prudential Life Insurance		4.75%
JM Financial India Trust		2.51%
Bajaj Allianz Life Insurance		1.56%
Edelweiss Alternative Investment		1.25%
Goldman Sachs India		1.18%
Helion Venture Partners		1.01%

* Through Various Funds

Experienced Board of Directors



Deepak Calian Vaidya | Chairman & Independent Director

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



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.



Ms. G Padmaja Reddy | Managing Director

She is a post-graduated 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.



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.



Jagadish Kapoor | 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



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.



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 bank for 12 years. He serves on the board of various companies including 3M India, Exide Industries etc.



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.



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.

Niche Business Model



Business Model

- Group size of 6 to 10 women
- Loans given under Joint Liability Group (JLG) model
- Monthly & Fortnightly centre meetings
- Leverage the existing customer network (borrowers and branches) to cross sell financial & non-financial products
- No Regional, Divisional and Zonal offices (only branches & corporate office)



Processes

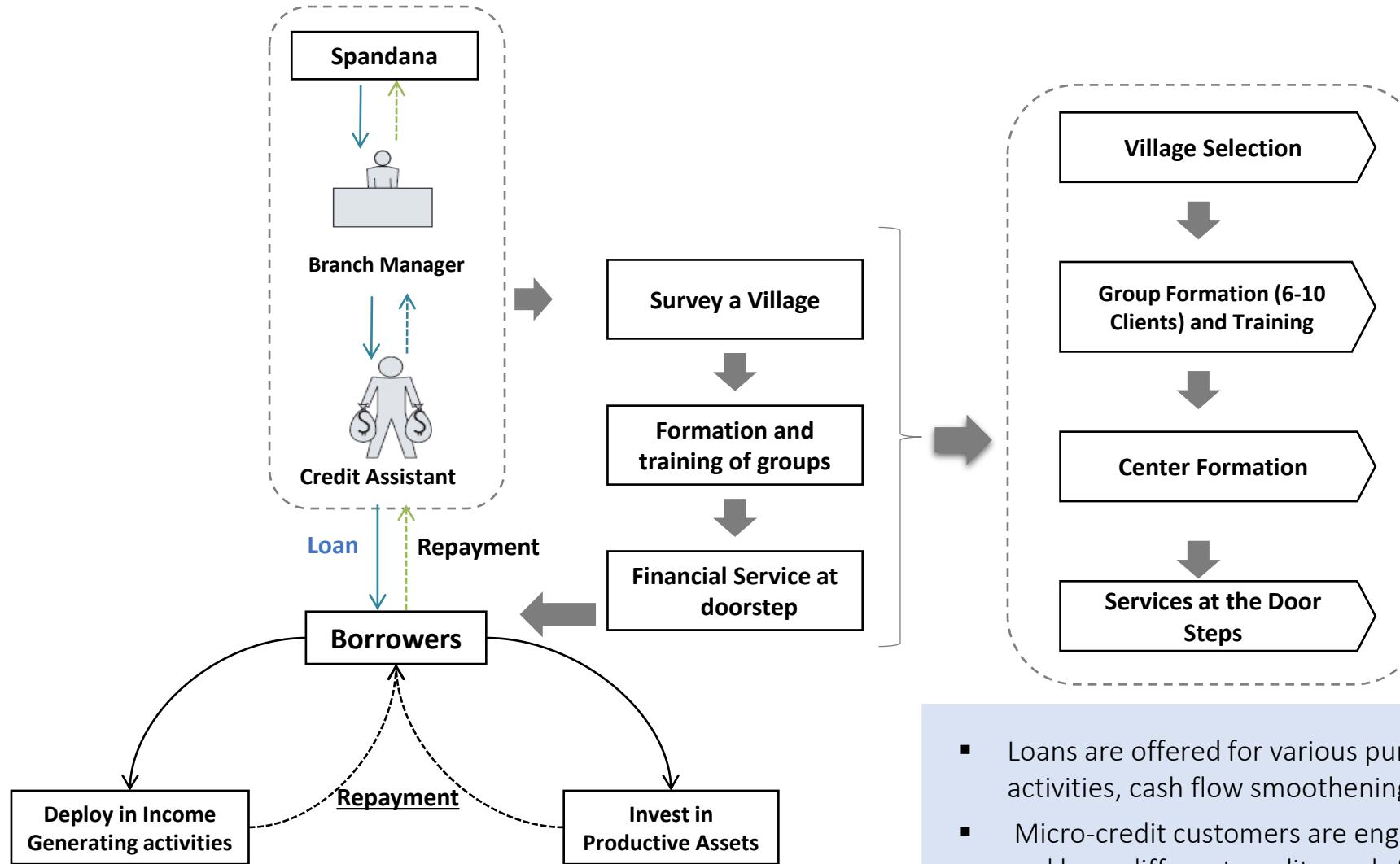
- Standardized systems and a front-end interface that gives real time information on demand and collections
- Checks and controls built on the system have been automated with minimal human intervention
- Timely disbursement of loan to all in the group at one-go
- Disbursement norms are also calibrated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

Efficient Business Process



- Loans are offered for various purposes – Agri/ Agri-allied activities, cash flow smoothening etc
- Micro-credit customers are engaged in variety of livelihoods and have different credit needs for which these funds are utilised

'Spandana' – A People Focused Organization: CSR Initiatives

'Spandana' is undertaking various CSR initiatives to promote better livelihood and quality of life for economically weaker section of people living in its areas of business presence. A brief overview of the major CSR activities has been given below:

Providing Free Tailoring Training to Household Women and Girls



Distribution of 'solar lights & cycles' in 11 states (AP, Bihar, Gujarat, Karnataka, Maharashtra & Others) to improve living standards & productivity



Relief activities for Godavari flood victims in Kerala & Andhra Pradesh



Promoting Kitchen Gardening by distributing free samples of seed mix - Coriander, Tomato, Spinach & Bhindi seeds in Hyderabad zone



Awards & Accolades

NewsX - Excellence in Entrepreneurship

NewsX placed Mrs Padmaja Reddy in India's A-List for Excellence in Entrepreneurship

AIWMI - India's top 100 Women in Finance

AIWMI placed Mrs Padmaja Reddy in India's top 100 Women in Finance 2020

The Economic Times

The Economic Times recognizes Mrs Padmaja Reddy as one of the Promising Entrepreneurs of India

Next Fortune 500 List

Spandana is placed in next Fortune 500 list published by Fortune India

Inclusion in MSCI Small Cap Index

Morgan Stanley Capital International has placed Spandana in their India Domestic Small Cap Index

Company of the year in Financial Services

Dare to Dream Awards presented By Zee Business in association with SAP- 2019

Chief Strategy Officers Summit by Morpheus

Strategy Leader of the year - 2019

CII Entrepreneur Awards

Best Entrepreneur Award - 2019

Herald Global and BARC Asia

Most Admired Leader of Asia 2018

CMO Asia, Singapore

Women Leadership Award for Excellence in Banking & Finance, 2018

APS Research & Media, National ICON Awards, New Delhi

The Most Trusted Micro Financial Company of the Year 2018

International Achievers Conference, Thailand

Outstanding Achievement Award for Excellence in Banking & Finance

The Golden Star Awards, Delhi

The Best Micro Finance Company of the Year

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)
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 + 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

