

EW/Sec/2020/131

July), 2020

#### **BSE Limited**

P J Towers, Dalal Street, Fort, Mumbai – 400 001.

Dear Sirs,

**Ref.:- Symbol: EDELWEISS** 

#### **Sub: Investor Presentation**

Please find enclosed the Investor Presentation in US Dollar on Earnings Updates for the year ended March 31, 2020.

Kindly take the same on record.

Thanking you,

For Edelweiss Financial Services Limited

B. Renganathan Executive Vice President and Company Secretary

Encl. a/a



# **Edelweiss Financial Services Limited**

**Q4FY20 & FY20 Earnings Update** 



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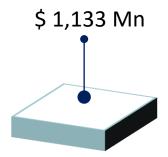
**FY20 Overview** 



#### **FY20 Overview**

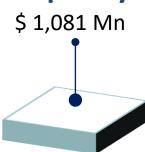


#### **Net Worth**



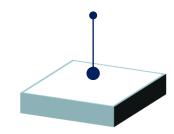


# Liquidity



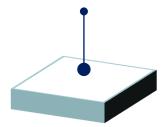
#### **Customer Assets**

\$ 27,560 Mn



#### **BVPS**

\$ 0.92



### **Diversified Business Model Across Ten Key Entities..**



#### **Edelweiss Financial Services Ltd**

#### Credit

- ECL Finance Ltd
- Edelweiss Retail Finance Ltd
- Edelweiss Housing Finance Ltd

# Wealth & Asset Management (EGIA)

- Edelweiss Securities Ltd
- Edelweiss Broking Ltd
- Edelweiss Asset
   Management Ltd
- Edelweiss
   Alternative Asset
   Advisors Ltd

# Asset Reconstruction

 Edelweiss Asset Reconstruction Company Ltd

#### Insurance

- Edelweiss Tokio Life Insurance Company Ltd
- Edelweiss General Insurance Company Ltd

#### ..And Four Businesses

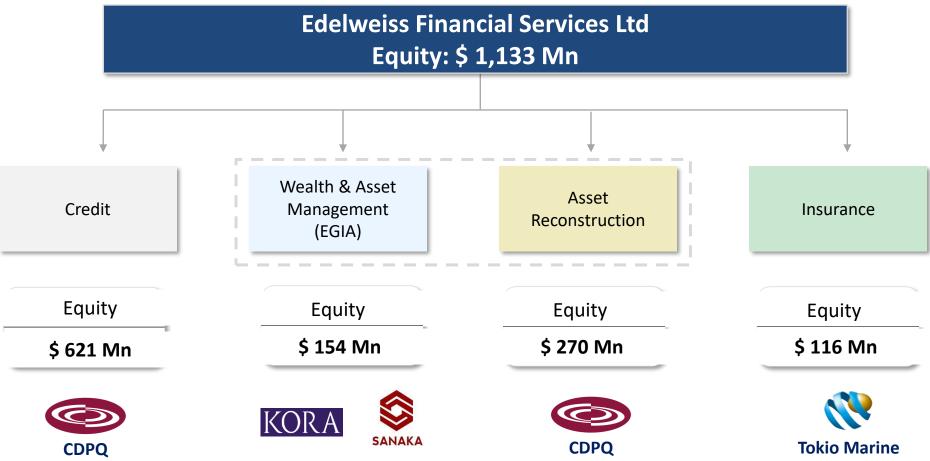


FY20	% share in Net Revenue	% share in Headcount
Credit	32%	22%
 Wealth & Asset Management	 28%	31%
Asset Reconstruction	10%	2%
Insurance	30%	45%

Wealth & Asset Management and ARC together use just ~1/3rd of total capital but constitute 38% of our revenues and 33% of our headcount

### **Our Businesses Are Well Capitalized**





Strong partners, independent operations and ring-fenced governance

## **FY20 Financial Snapshot**



Consolidated (\$ Mn)	9MFY20	Q4FY20	FY20
Revenue	1,013	261	1,274
Interest Cost	483	153	636
Net Revenue	530	108	638
Expenses	348	143	491
Impairment	134	338 <sup>1</sup>	473 <sup>1</sup>
PBT	48	(374)	(326)
PAT	27	(298)	(271)
Equity	1,348	1,133	1,133

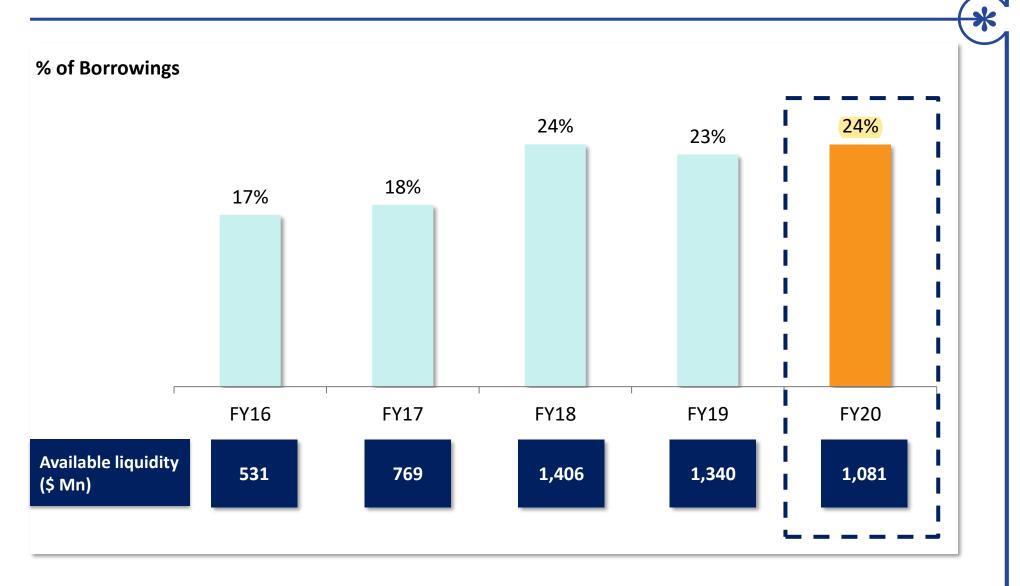
<sup>8</sup> 

### **Strong, Consistent Traction in Fee Income**



\$ Mn	Q1FY20	Q2FY20	Q3FY20	Q4FY20	FY20
Wealth And Asset Management Fee Income	37	33	36	38	145
ARC Fee Income	26	29	28	23	107
Total Fee Income	64	62	65	62	252

### **Maintained Adequate Liquidity**



### **More Than Adequate Capitalization Across Entities..**



Entity	Equity (\$ Mn)	Metric	Value
ECL Finance Ltd	467		21.0%
Edelweiss Retail Finance Ltd	61	CAPAD	29.4%
Edelweiss Housing Finance Ltd	102		28.6%
Wealth & Asset Management	154	Annual Fee Income	\$ 133 Mn
Edelweiss Asset Reconstruction Company Ltd	270	CAPAD	32.5%
Edelweiss Tokio Life Insurance Ltd	99	Salvanav Batia	232%
Edelweiss General Insurance Company Ltd	17	Solvency Ratio	236%

..Despite taking conservative impairment on assets



**Covid Impact Management** 



#### **Covid - Impact on Business**



#### Digital operating model enabled seamless BAU during lockdown in our businesses

#### Credit

Impact on liquidity, asset quality and growth; Continues to be well-capitalized

# Wealth & Asset Management

Fee revenue, Net New Money and number of customers continued to grow in last three months

#### **ARC**

Fee income remains robust with strong pipeline visibility

#### **Insurance**

Digitally enabled LI & GI outperformed the industry to remain amongst the fastest growing

# **Covid - Impact on Liquidity**



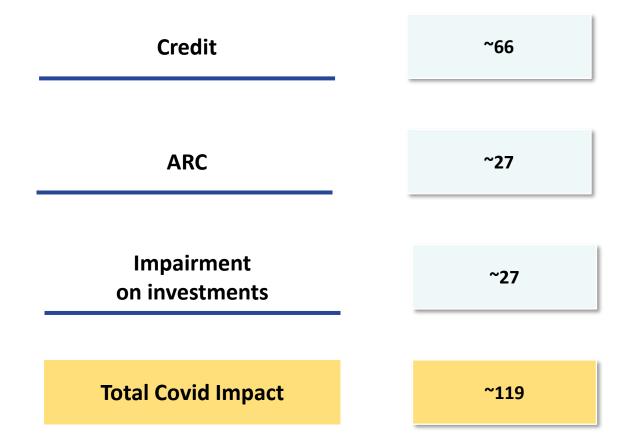
\$ Mn

Covid Impact in H1FY21	531	
Mitigated by		
LTRO	133	Already closed
Bank Lines under PCG	133	Based on on-going discussions
Additional Asset Sales	133	Based on on-going discussions
Drawn from Reserve	133	

### **Covid - Impact on Asset Quality**



\$ Mn





**Key Highlights – Q4FY20** 



### **Revised Expected Credit Loss Model**



Reviewed and revised our Expected Credit Loss model internally as announced in Q3FY20 taking into account changes in the market environment

Commissioned an independent review by a reputed international consulting firm on our wholesale portfolio

Revision of model gave a pre-Covid impairment on portfolio of ~\$ 159 Mn

## **Adopted Conservative Stance On Q4 Impairments**



#### \$ Mn

Estimated impairment after revision of Expected Credit Loss model	~ 159
Additional impairment taken to facilitate sell-down	~ 66
Impairment taken on account of Covid	~ 119

# **Wholesale Portfolio Scale Down Continues To Be Area Of Focus**



1 ECL Finance's wholesale loan book has come down by 43% from peak

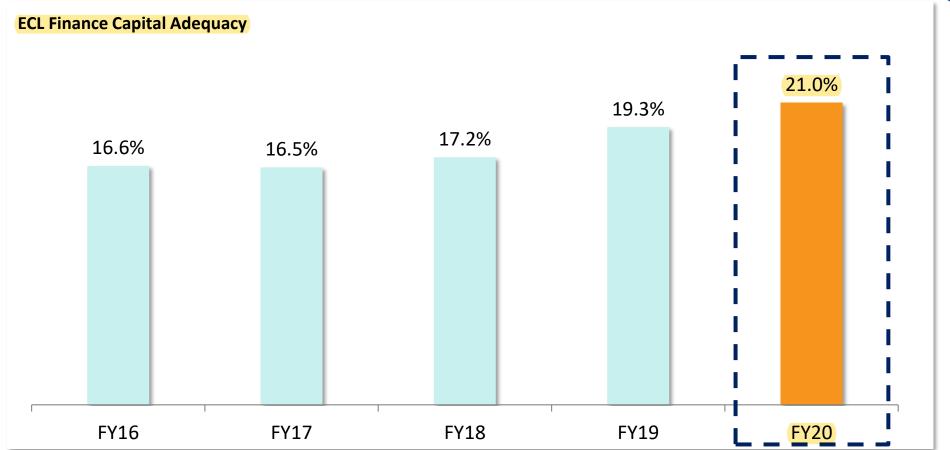
This has been enabled by organic repayments as well as asset sell-down transactions like the RE completion financing platform with Meritz

We have also recently finalised a sell-down transaction of \$ 531 Mn with two global investors

We intend to sell-down another \$ 398 Mn of wholesale portfolio in FY21

### **Strong Capital Adequacy Even After Q4 Impairments**







**Plan Going Forward** 



### **Consolidation and Strengthening In FY21 Through..**



1 Active Covid Impact Management

2 Equity Capital Raise

3 Capital Re-allocation

4 Enhancing Productivity and Efficiencies

### **Covid Impact Management Will Be Key In Near Term**



#### Liquidity

- Intensified customer connect to manage moratorium impact
- Working with banks for funding under LTRO, PCG and other liquidity mechanisms

#### **Asset Quality**

- Focused on minimizing incremental Covid related slippage through active portfolio management
- Ramped up collection efforts significantly

### **Proposed Equity Capital Raise**



In talks to raise \$ 130-200 Mn of equity capital in Wealth & Asset Management (EGIA)

Expect to finalise in the next six to eight weeks

Board approval in place to raise equity, if required, of  $\sim$  \$ 130-200 Mn in EFSL

Expect to raise \$ 200 - 265 Mn of total equity capital in FY21

### **Capital Re-allocation**



Transformation to capital-light credit model will release equity progressively through FY21 and FY22

Will prioritize capital allocation, as required, to growth businesses

### **Focus On Productivity And Efficiency**





Cost rationalization across businesses – expect to achieve efficiencies of 18-20% this year



Leverage technology as businesses become more retail-oriented



Simplification continues, streamlining structures and processes



**Business Highlights** 





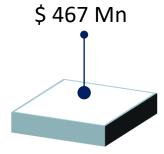
**ECL Finance Ltd** 



#### **ECL Finance At A Glance: FY20**



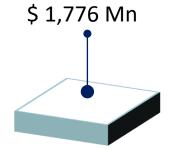




# Liquidity

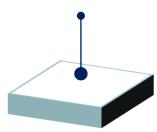
\$ 670 Mn

#### **Loan Book**



#### **CAPAD**

21.0%



ECL Finance has ~40% of the book in retail credit assets

## **Business Performance Snapshot**



FY20 (\$ Mn)	ECL Finance
EOP Loan Book	1,776
EOP Equity	467
Net Revenue	158
Operating Expenses	83
Credit Costs	310
Profit After Tax	(188)

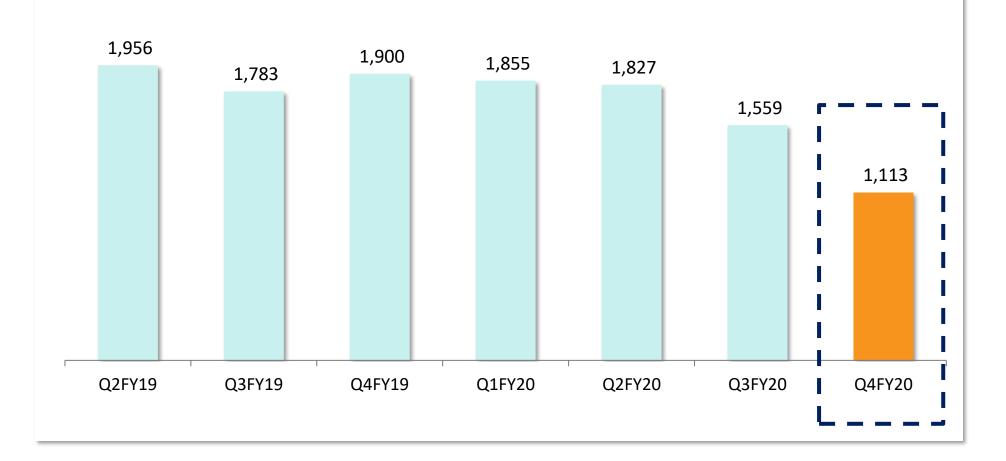
Net Interest Margin	5.2%
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GNPA	3.8%
Total provision cover	143%

## **Reducing Wholesale Assets**

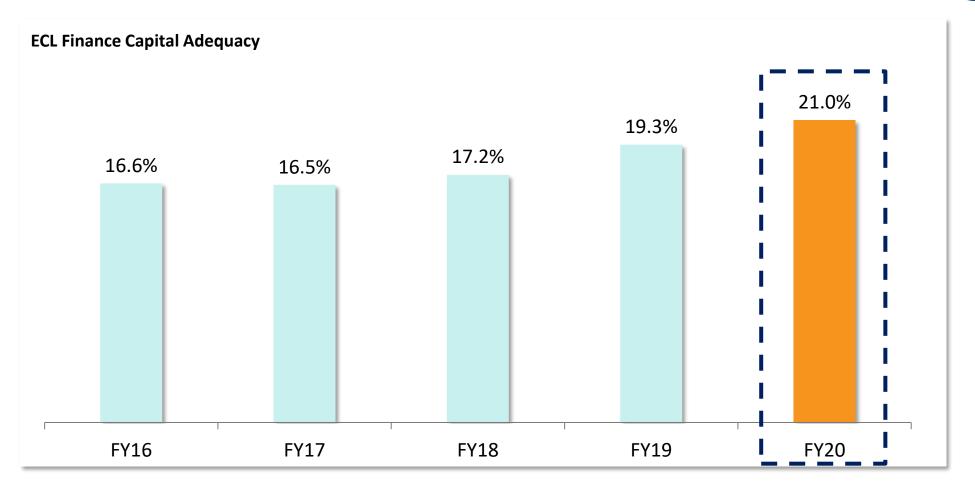




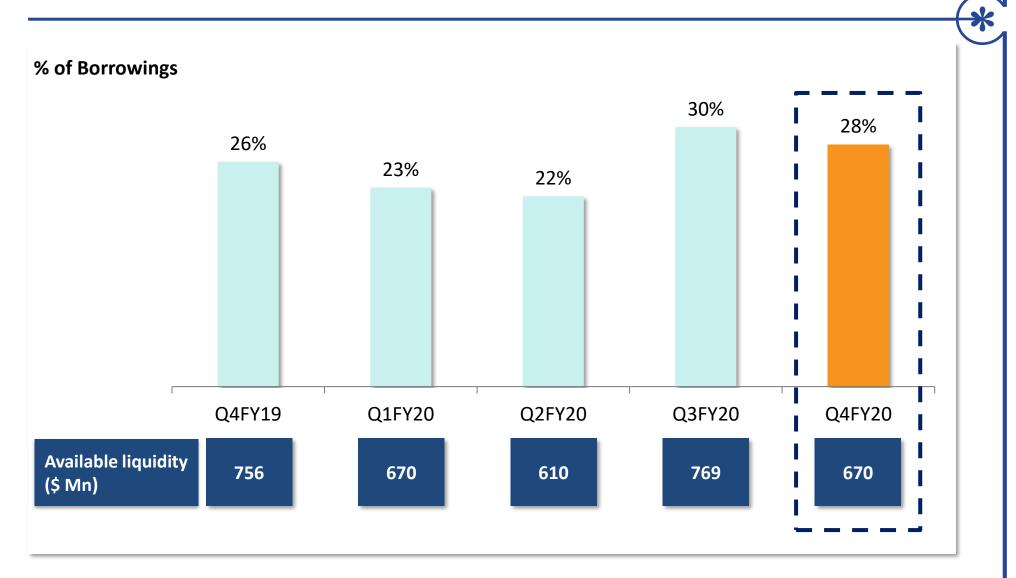


## **Improved Capital Adequacy Even After Q4 Impairments**





### **Adequate Liquidity Maintained Throughout FY20**



#### **FY21 Priorities**



#### Retail Credit

#### **Capital Light Model**

- Prioritizing existing customers and helping them navigate the post Covid scenario
- Use lockdown experience to improve cost efficiencies and productivity
- Focus on completing buildout of tech & analytics led platform
- Collaboration with Banks Co-lending, On-lending and Securitization

# **Corporate Credit**

#### **Expedite Sell-Down, release equity**

- Maintain adequate liquidity until the sell-down is complete
- Preserve Asset Quality Working closely with customers and monitoring cashflows





### **FY20 At A Glance**



#### **Edelweiss Retail Finance Limited**

**Net Worth** 

\$ 61 Mn

**Loan Book** 

\$ 185 Mn

**Capital Adequacy** 

29.4%

### **Edelweiss Housing Finance Limited**

**Net Worth** 

\$ 102 Mn

**Loan Book** 

\$ 574 Mn

**Capital Adequacy** 

28.6%

### **Business Performance Snapshot**



FY20 (\$ Mn)	ERFL	EHFL			
EOP Loan Book	185	574			
EOP Equity	61	102			
Net Revenue	15	25			
Operating Expenses	5	20			
Credit Costs	10	5			
Profit After Tax	0.1	0.3			
Net Interest Margin	7.0%	3.8%			
GNPA	2.4%	1.7%			
Total Provision Cover	129%	54%			

Cover provided by provisions and collateral are adequate and monitored closely



Wealth & Asset Management (EGIA)



### **Wealth & Asset Management Overview**



### **Edelweiss Global Investment Advisors (EGIA)**

#### **Wealth Management**

AuA: \$ 15,090 Mn

- Managed Products
- Fixed Income & Equities
- Advisory & Issuer Services
- Succession & Estate Planning

#### **Asset Management**

Total AUM: \$ 6,740 Mn

Private Credit AUM: \$ 2,880 Mn

- Alternative Asset Management
- Mutual Fund

# Wealth & Asset Management – At A Glance



**FY20** 



**NET WORTH** 

\$ 154 Mn



**GROSS REVENUE** 

\$ 200 Mn



**Profit After Tax** 

\$ 25 Mn



# of Wealth Clients

~5,75,000+



# of Wealth RMs

*835* 



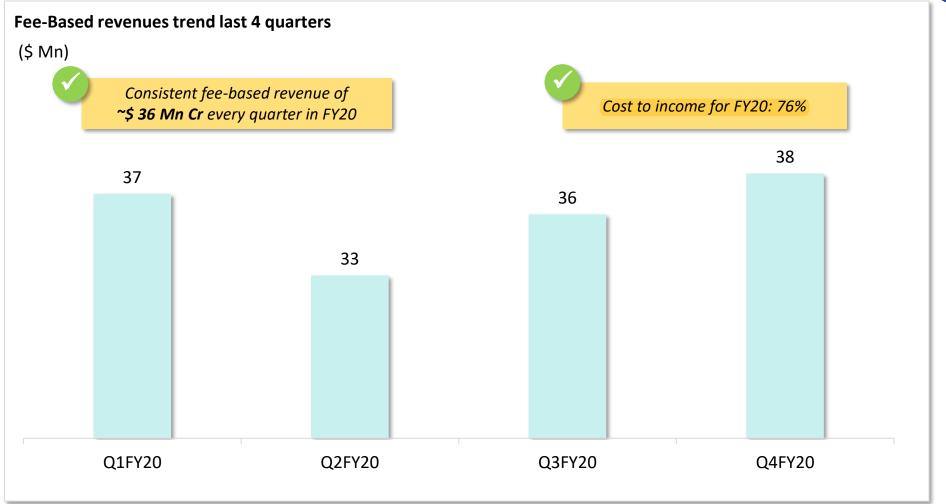
Edelweiss Mobile Trader App rating and downloads

4.6 ★ & 1M+

downloads

### **Strong Fee-Based Revenue Stream**

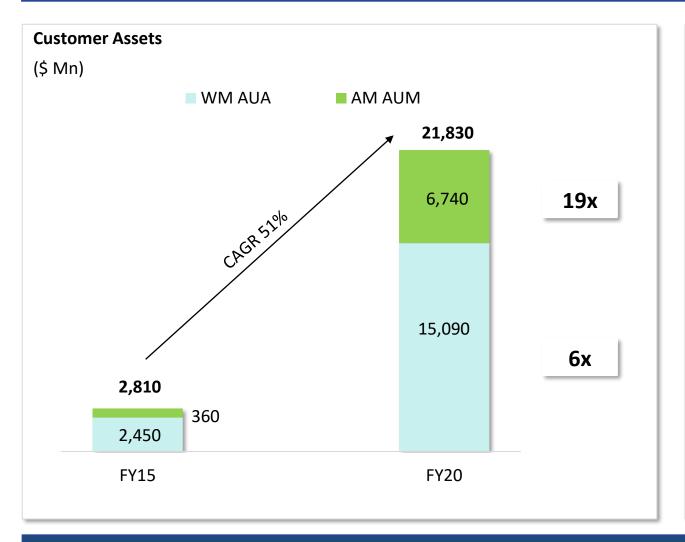


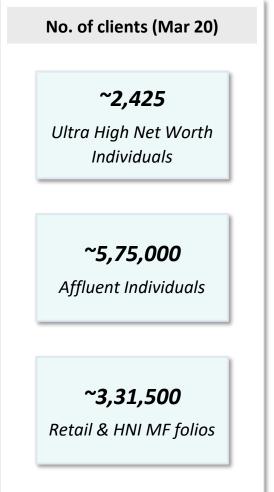


Our business enjoys a high operating leverage

# **Scale Established Across Segments In The Last Five Years**



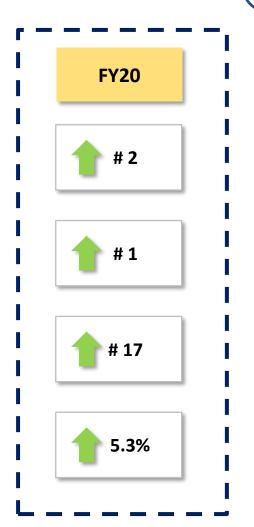




# **Strong Improvement In Market Position**



**FY15** Wealth Management Industry Rank # 10 Alternative Assets Industry Rank N/A AMC Industry Rank # 36 Institutional Equities Market Share 4.6%



### **Business Performance Snapshot**



FY20 (\$ Mn)	Total	Wealth Management	Asset Management
EOP Equity	154	131	23
Gross Revenues	200	158	41
Net Revenues	154	114	40
Operating costs	117	80	37
Profit before tax	37	34	3
Profit after tax	25	21	3
RoE	23%	 26%	14%

**Customer Assets** 

**AUA** 15,090 Assets under Management 6,740

Customers trust our advice and our asset management in times of volatility

### **FY21 Priorities for EGIA**



# Wealth Management

#### Focus on creating a clear leadership position in Wealth Management

- Continue to invest in building a strong affluent distribution platform
- Pursue dominance by using technology aggressively
- Continue to align organization to client segments

# Asset Management

#### **Maintain leadership position in Alternatives**

- Best in class governance standards
- Strengthen fund-raising capabilities and established global LP relationships
- Ongoing ESOF III fund raise with commitments of \$465m already (global large insurance/pension funds); Final close \$900m target
- Launched Bharat Bond ETF 2

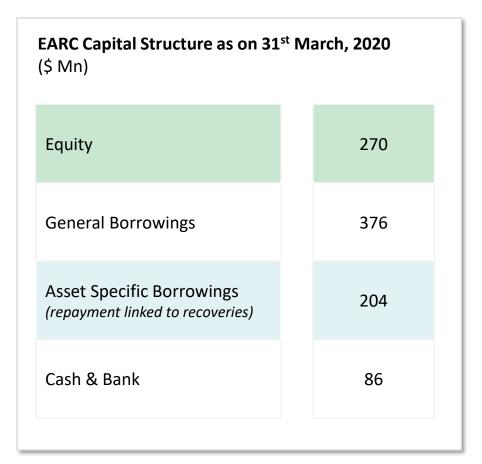


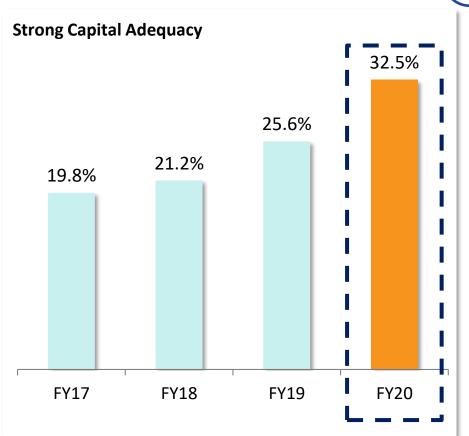
**Edelweiss Asset Reconstruction Company Ltd (EARC)** 



### Strong, well capitalized Balance Sheet







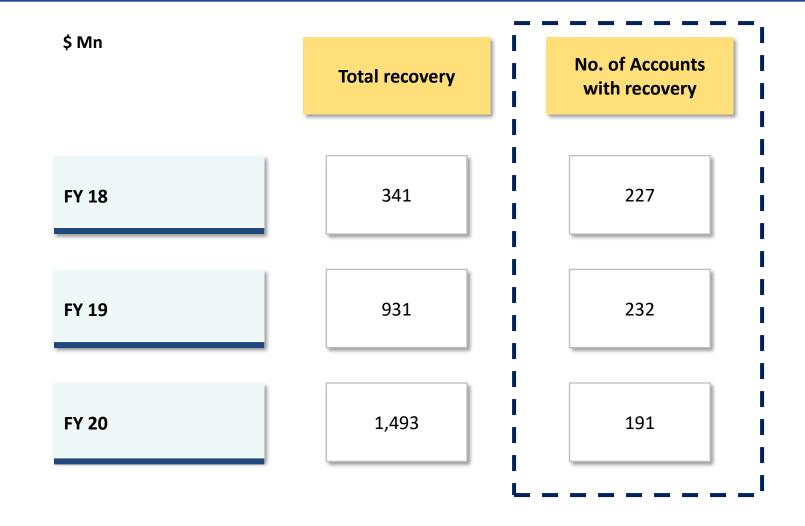
# **Steady Fee Income Anchors Profitability**



\$ Mn	FY18	FY19	FY20
Management Fee Income	104	115	107
Incentive and Gain on SRs	(5)	59	38
Interest & Other Income	4	7	10
Total Income	102	181	155
Management Fee/ Total Income	102%	63%	69%
Management Fee as a % of AUM	1.9%	1.9%	1.8%

### Recoveries of \$ 2,766 Mn in 3 Years





Recoveries are robust and contributed by a large number of accounts

# **Business Performance Snapshot**



\$ Mn	FY20
AUM	5,729
EOP Capital Employed	717
EOP Equity	270
Total Revenue	156
Net Revenue	57
Operating Costs	11
PAT (pre MI)	41
PAT (post MI)	25
RoA	5.1%
RoE	16.5%

High RoA business; Growth potential driven by a strong pipeline

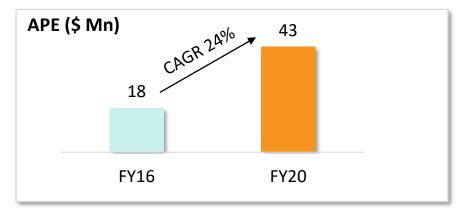


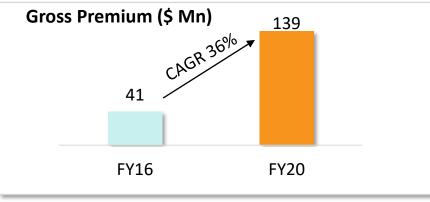
**Edelweiss Tokio Life Insurance Company Ltd (ETLI)** 

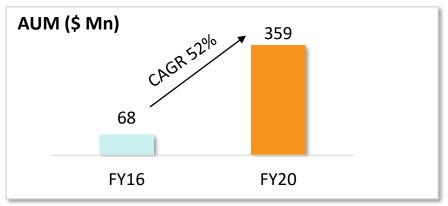


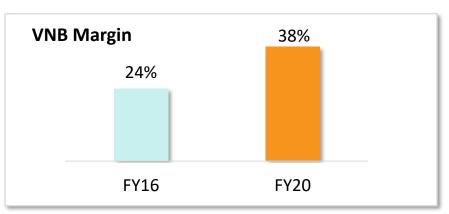
### **Business Snapshot**









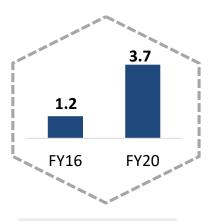


**Focus Areas for Long Term Value Creation** 

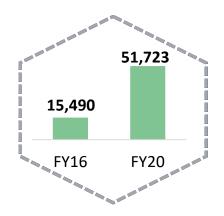
- Scale & Reach
- High Quality Franchise
  - Digital sales model

### **Long Term Value Creation – Scale and Reach**





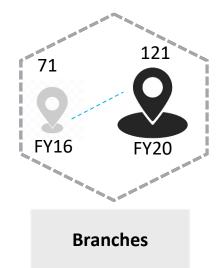




Agents



**Banca Partners** 

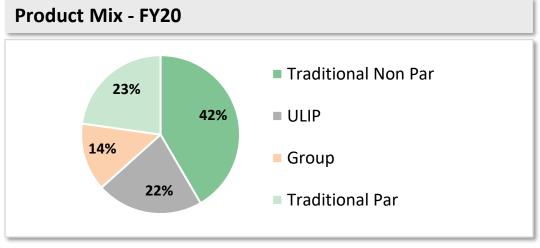


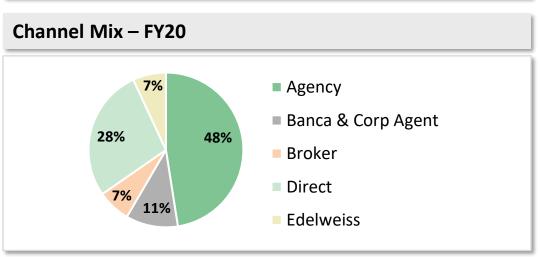
Strong distribution network of 2,000+ point of sale

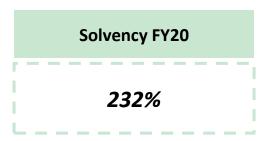
Distribution Partners

# **Long Term Value Creation – High Quality Franchise**





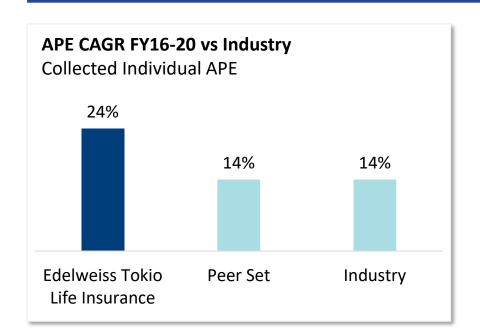


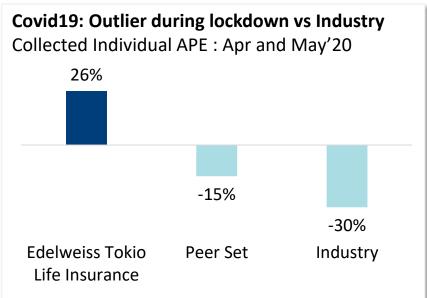




### **Among the Fastest Growing in the Industry**







- India Insurance Summit & Awards 2020 Product Innovation Company of the Year
- Training processes certified with ISO 21001:2018 First in the BFSI sector
- Outperformed industry with 26% growth in individual APE and 42% in individual NOP over May 19 YTD by :
  - Enabling digital sales process even before the lockdown
  - Providing over 3 lakh hours of digital sales training in the months of March-May'20

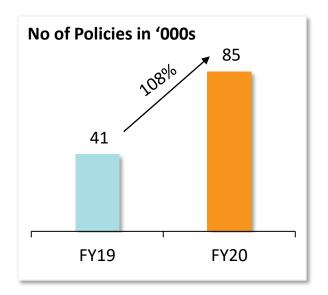


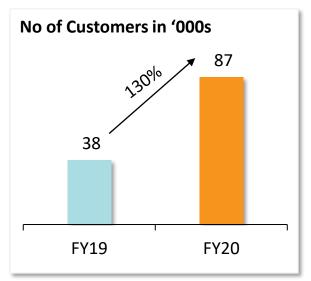
**Edelweiss General Insurance Company Ltd (EGIC)** 

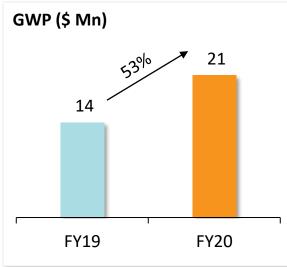


### **Business Snapshot**









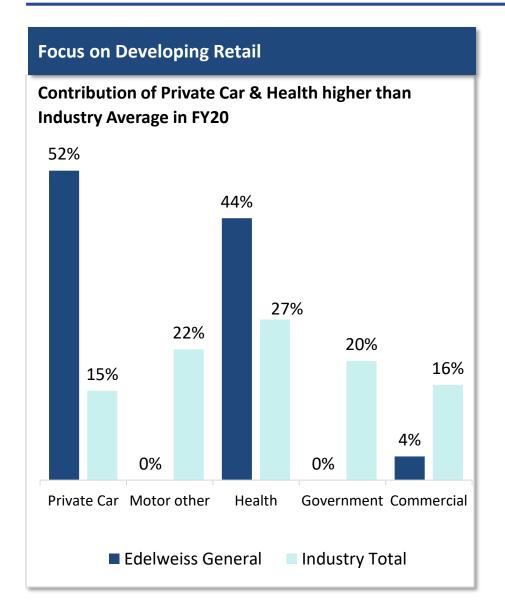
### **Focus Areas for Long Term Value Creation:**

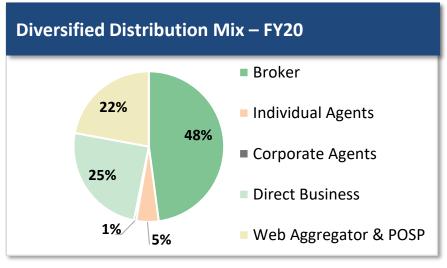
- Digital-First new-age company
- Innovative products catering to unmet customer needs
- Onboard strategic partner

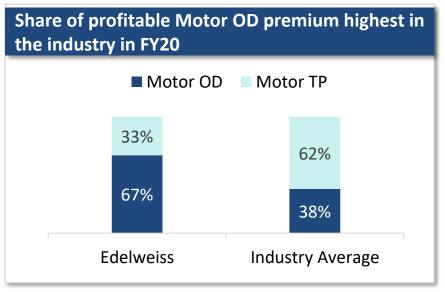
Solvency ratio for FY20 at 236% well above regulatory requirement

### Focused on Profitable Segments and Diversified Distribution











**Balance Sheet. Organisation. Governance.** 



# **Liquidity & Cash Flow Plan for FY21**



Particulars (\$ Mn)	H1FY21	H2FY21
Opening Available Liquidity (A)	1,081	836
Inflows		
Contractual Inflows	730	597
Covid-related impact	(531)	(133)
Fresh Borrowings	451	199
Asset Sell downs	292	133
Total Inflows (B)	942	796
Outflows		
Repayments	875	597
Reduction in ESOP Book	219	-
Disbursements	93	239
Total Outflows (C)	1,187	836
Closing Available Liquidity (A+B-C)	836	796

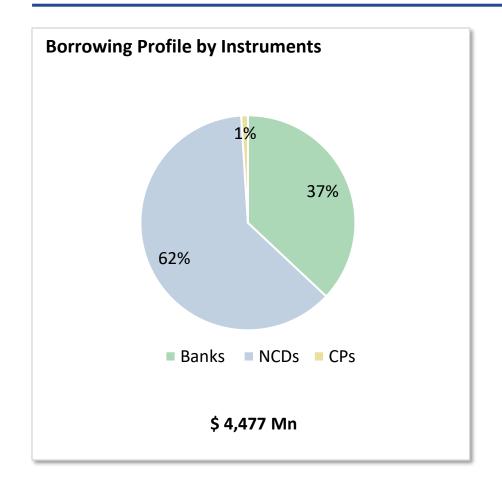
### **Assets in each Tenor Range Adequately Cover Liabilities**

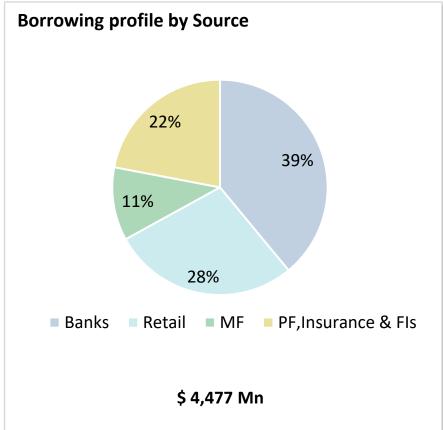


(\$ Mn)	Assets	Liabilities	Gap
Upto 1 year	2,229	2,016	212
1-3 years	1,685	1,671	13
3 years+	2,374	1,645	730

# **Borrowing Profile**







### **Our Group Risk Governance Structure...**



### **Oversight by Board Risk Committee**

#### **Global Risk Committee**

#### **Business Risk**

- Implementation of risk framework for specific businesses
- Defining risk policies & limits for various products
- Continuous monitoring of risks and ensure adherence to policies

#### **Group Risk & Assurance**

- Risk aggregation and monitoring
- · Risk culture
- Will have an oversight over all 11 risk vectors & provide assurance on financial & business parameters

# Enterprise Risk Management Council

- Define Organization risk framework & appetite
- Review "High Impact" risk events
- Risk aggregation and interplay assessment

### ... Ensures Prudent Risk Management and Responsible Growth



### 13 Member Board Comprises Majority of Independent Directors



Dr. Ashima Goyal Independent Director

- Professor at Indira Gandhi Institute of Development Research
- Specialist in open economy macroeconomics, international finance, institutional and development economics
- Serves as a Part-time member of Economic Advisory Council to the Prime Minister



Ms. Anita M George

- Non- Executive, Non-Independent Director
- Executive Vice President, Strategic Partnership- Growth Markets, CDPQ India
- Prior to CDPQ, was Senior Director of the World Bank's Energy and Extractive Industries Global Practice



Mr. K Chinniah Independent Director

 Served as Managing Director & Global Head Infrastructure, Portfolio, Strategy & Risk Group with GIC Special Investments



Mr. Berjis Desai Independent Director

- An independent legal counsel engaged in private client practice.
- Retired as Managing Partner at J. Sagar & Associates



Mr. P N Venkatachalam Independent Director

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



Mr. Biswamohan Mahapatra Independent Director

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



Mr. Navtej S. Nandra Independent Director

- Served as President of E\*TRADE Financial Corporation.
- Prior to this he served as CEO for Morgan Stanley Investment Mgmt Inc. and COO for Wealth Management at Merrill Lynch

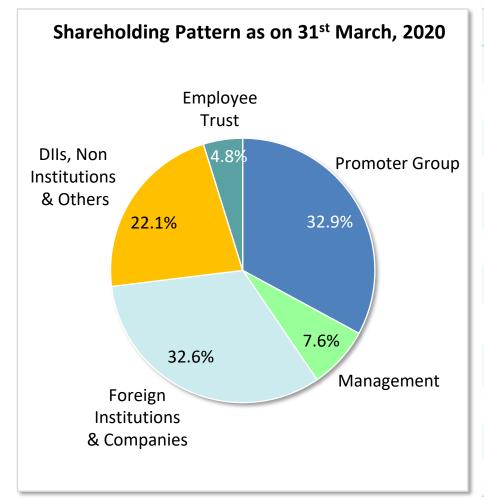


Mr. Ashok Kini Independent Director

- Former Managing Director (National Banking Group) State Bank of India
- Served as an advisor to the Thorat Committee on Financial Inclusion at RBI
- 35 years of banking experience

### **Significant Institutional Ownership**





	Key Shareholders above 1%	Percent
1	BIH SA	5.0%
2	Pabrai Investment Funds	4.1%
3	Wellington Management	3.7%
4	TIAA CREF funds	3.2%
5	LIC	2.2%
6	HDFC AMC	1.9%
7	Baron Asset Management	1.6%
8	Flowering Tree Investment Management	1.5%
9	Caisse de dépôt et placement du Québec (CDPQ)	1.5%
10	Vanguard Group	1.3%
11	UBS	1.1%
12	Rakesh Jhunjhunwala	1.0%



**ESG** at Edelweiss



### **Edelweiss Wins National CSR Award**





**109** Districts across **14** States



**\$ 13 Mn** committed



NGO Partners



18 Co-funded Grants



**50** Active Grants

### **EdelGive Foundation's commitment to Achieving the SDGs** (*Cumulative till date*)

Quality Education

\$ 2 Mn\*

~18 lakh Children supported

More than 65,000 Teaching professionals trained

**17,500** Schools

No Poverty

\$ 3 Mn\*

1,200 acres of irrigated land

10,000+ Individuals trained

**176** Watershed Structures Repaired/Built

8 FPO/FPC Strengthened

Gender Equality

\$ 5 Mn\*

More than 1.5 lakh women supported

**5,700+** Grassroot leaders developed

8,100+ males engaged

#### **Employee Engagement**

(Cumulative till date)



- 75% Edelweiss Employees Engaged
- ~40,000 Man-hours of volunteering
- **69** skilled volunteering projects

# **EdelGive Funding Partners & Networks**



BILL & MELINDA GATES foundation	TATA TRUSTS	BRITISH ASIAN TRUST TRANSFORMING LIVES TOGETHER	GREAT EASTERN CSR FOUNDATION	Asian Venture Philanthropy Network	FORD FOUNDATION
HT Parekh FOUNDATION	& dalyan	CHANDRA FOUNDATION	© CDPQ	BURGUNDY® ASSET MANAGEMENT LTD.	GENERAL ATLANTIC
genpact Transformation Happens Here	Swiss Re Foundation	J.P.Morgan	IEFG International Education Funders Group	atDta	BOROSIL
VOLKART FOUNDATION	NATIONAL BRIMENTS CONFORMION OF NOA	SVP SOCIAL VENTURE PARTNERS	TOKIO MARINE	SAR	all cargo logistics ltd.
CREDIT SUISSE	Shapoorji Pallonji	GNSP  GOD MY SILENT PARTNER  FOUNDATION	SAVANNAH WISDOM	R A R E  ENTERPRISES  Insight   Intellect   Integrity	the global fund for Children

We have partnered with some of the largest Foundations, Corporates and HNIs through our innovative models focused on collaboration



# **Annexure**



### **Wealth & Asset Management Pro Forma Financials**

	No.	
abla		

FY20 (\$ Mn)	EGIA Reported	EGIA Proforma
Gross Revenues	200	272
Net Revenues	154	181
Fee-based revenues	109	145
Operating costs	117	133
Profit before tax	37	47
Profit after tax	25	33

- Reported financials for the Wealth Management division in EGIA entity in this presentation currently do not include those from investment banking and ESOP & margin financing
- These businesses will transition to EGIA in FY21
- Proforma financials for EGIA presented above are management estimates after including the income from investment banking and ESOP & margin financing

### **Safe Harbour**



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### Safe Harbour



#### **NOTES:**

Slide 4,7, 11: Net worth/Equity & PAT numbers are including MI; Net worth/Equity Includes investment in equity convertible instrument by CDPQ of \$ 138 Cr, Kora Management of \$ 23 Mn and Sanaka Capital of \$ 16 Mn

Slide 4: Customer Assets are rounded off to nearest 10

Slide 5: Only key entities are mentioned for wealth & asset management

Slide 7: Business Equity numbers are after inter company eliminations within respective businesses

Slide 9 & 41: Fee based revenues for EGIA are proforma management estimates inclusive of float income, IB fee and distribution income booked in 2 corporate entities which

will transition to EGIA

Slide 9 & 48: Numbers are as per standalone ARC Financials

Slide 10 & 33: Borrowings are excluding CBLO & CCDs & excludes accrued interest; Available Liquidity is calculated as on balance sheet liquidity plus liquid able assets

Slide 14,15 & 18: The Management has estimated the impact of the Covid-19 pandemic in determining the credit cost provision and charge based on the available and

evolving information, both specific and macro

Slide 29 & 30: Equity includes CDPQ investment of \$138 Mn in CCD

Slide 30 & 37: GNPA is as per RBI prudential norms & calculated on credit assets excluding FVTPL accounts

Slide 39,42 & 44: AuA is inclusive of custody assets; AuA & AUM are rounded off to nearest 100

Slide 40 &44: Equity includes Kora Management and Sanaka Capital investment of \$ 39 Mn in equity convertible instrument

Slide 43: Wealth management rankings based on Asian Private Banker league table as on FY20 and edelweiss rank excludes banks; MF ranking based on average

QAUM for the quarter ended for March as per AMFI; Institutional equities market share is based on business estimates

Slide 47: Capital adequacy is for standalone EARC; Balance sheet numbers are for consolidated entity

Slide 50: Equity including MI; Numbers are as per Consolidated ARC Financials

Slide 54: 13th Month Persistency (on Premium Basis) includes policy issued from Apr 2018 to Mar 2019; EV is calculated on market consistent basis

Slide 55: Source: Life Insurance Council

Slide 57: Number of policies are active policies as on 31st March, FY20 & 31st March, FY19

Slide 58: Source: GIC and Market Information | Note: Private Car assumed at 40% of Total Motor Premium; Health Includes PA

Slide 60: Numbers are based on management estimates

Slide 61: Numbers are based on management estimates & 3 years+ liabilities exclude Equity; Assets and Liabilities don't include ASB

Slide 62: Borrowings exclude CBLO & investment in Equity Convertible instruments by CDPQ of \$ 138 Mn, Kora Management of \$ 23 Mn and

Sanaka Capital of \$ 16 Mn

Slide 66: Key institutional shareholders: Holding of known affiliates have been clubbed together for the purpose of this information

Currency conversion: Conversion rate of 1 USD equal to 75.39 INR has been used. Due to rounding off, numbers presented in this presentation may not add up to the totals provided and/or correlate with the growth and contribution percentages provided. Data provided in the INR version of the Investor Presentation shall prevail in case of disparity