



The Power of Distribution

MAS FINANCIAL SERVICES LIMITED

May 10, 2023

MFSL/SEC/EQ/2023/42

To,
The Manager,
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai – 400001

To,
General Manager
National Stock Exchange of India Limited
Exchange Plaza
Plot No. C/1, G Block
Bandra-Kurla Complex
Bandra (East)
Mumbai – 400051

Scrip Code: **540749, 947381**

Trading Symbol: **MASFIN**

Dear Sir,

Sub.: Investor Presentation for the fourth quarter & year ended on March 31, 2023

Please find enclosed herewith Investor Presentation for the Fourth quarter & year ended on March 31, 2023.

Thanking you,

Yours faithfully,
For, **MAS Financial Services Limited**

Riddhi

Riddhi Bhaveshbhai Bhayani
Company Secretary and Compliance Officer
ACS No.: 41206



Encl.: As above

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The Power of Distribution

INVESTOR PRESENTATION – Q4FY23



1995-96

2022-23

***EVERY TIME WE REACH
A MILESTONE,
WE BELIEVE
WE HAVE
JUST BEGUN...***

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Note on change in accounting policy for income recognition on direct assignment transaction:

During the quarter ended 31st March 2023 the Company is directed by Reserve Bank of India to book the gain on assignment transaction upfront in the statement of profit and loss in accordance with Ind AS 109 instead of amortising it over the period of the underlying residual tenure of the assigned loan portfolio as practiced by the company, by exercising their judgement under para 19 of Ind AS 1 for better transparency as per the company’s view.

The new accounting policy has been implemented retrospectively and being presented from the beginning of the earliest period i.e. 1 April 2021.

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25+ Years of Endeavours

₹ 80,926 Mn.
AUM

7
States and NCR
of Delhi

149
Branches

9250+
Customer locations

7,58,000+
Active loan accounts

Diversified Product Portfolio



Micro-Enterprise
Loans (MEL)



SME Loans



2-Wheeler Loans

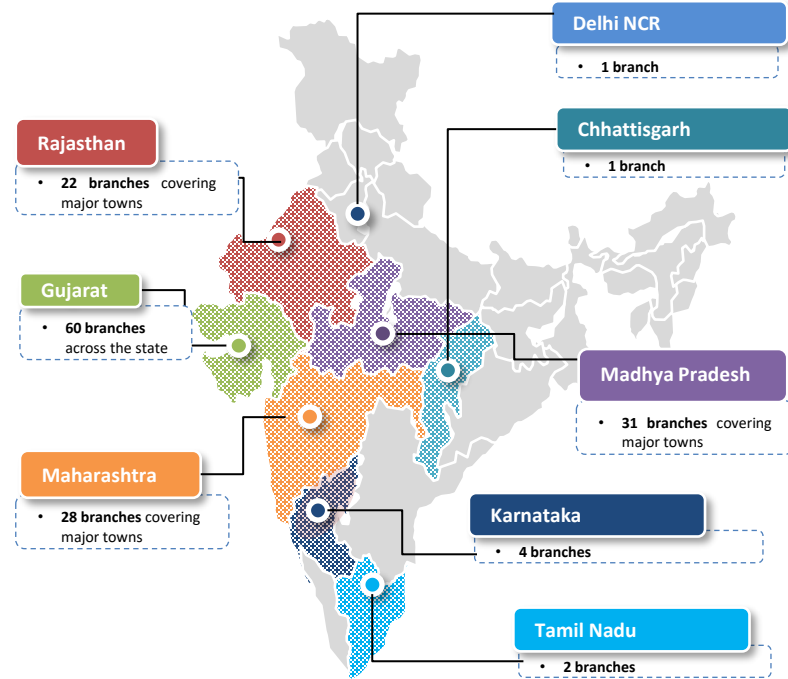


Commercial Vehicle
Loans



Salaried Personal
Loans

Strong Retail Presence & Distribution Network



Sourcing Intermediaries: **268**  **242**  **148 NBFCs** 

GROWTH

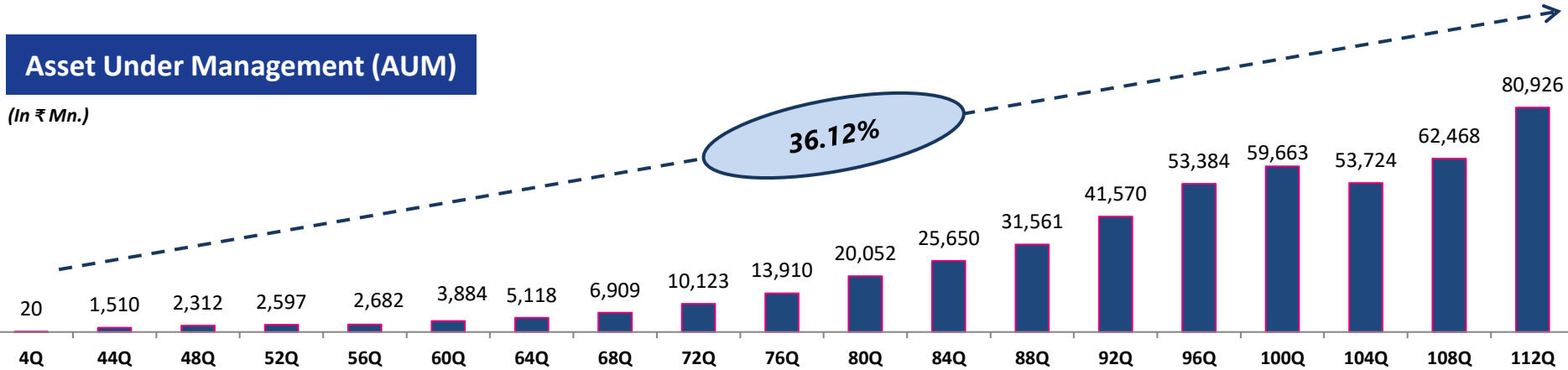
Belief & Philosophy

**CONSISTENTLY AND
STEADILY
IS THE FASTEST WAY TO
REACH WHERE YOU WANT TO**

Journey of 112 Quarters

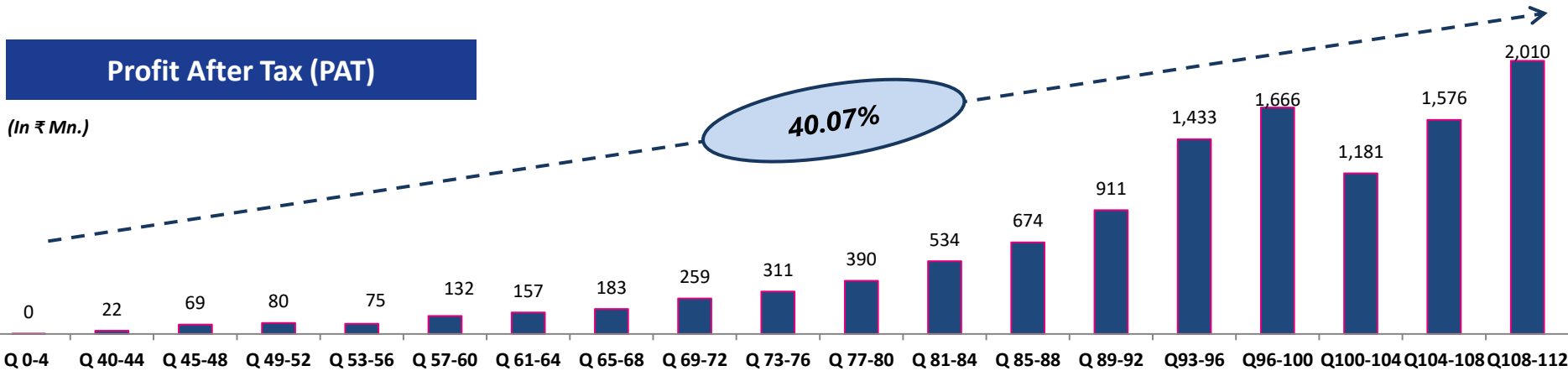
Asset Under Management (AUM)

(In ₹ Mn.)



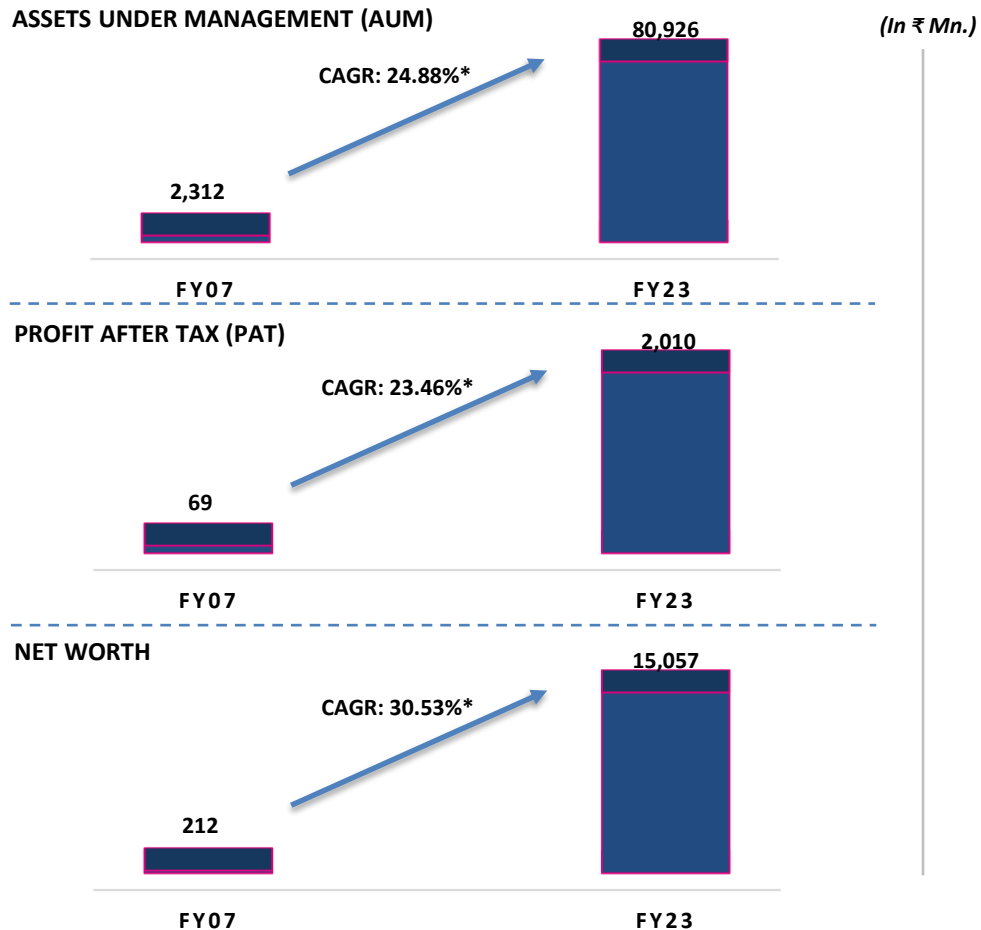
Profit After Tax (PAT)

(In ₹ Mn.)



Figures up to March 17 is as per I-GAAP and from thereon it is IND-AS

Growing consistently and steadily - *Our growth journey of LAST 16 YEARS SINCE OUR FIRST CAPITAL RAISE...*



- ✓ Despite various micro and macro headwinds including demonetization, GST, NBFC liquidity crisis, and COVID, **HAS** has displayed resilience and has delivered robust and sustainable growth
 - ✓ Track record of high-quality portfolio with Net Stage 3 Assets below 2.00% over the period
 - ✓ Maintained healthy return on assets and equity of around:
 - ROA: Range -2.75% - 3.00%
 - ROE: Range - 15.00% - 18.00%
- Growth journey was fuelled predominantly from internal accruals*

Going forward...

To continue consistent and steady growth momentum in the range of 20%-25%, resulting in a very strong compounding growth as demonstrated over the years

Figures up to March 17 is as per I-GAAP and from thereon it is IND-AS

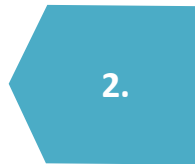
* Consistent performance despite multiple headwinds

STRONG **FUNDAMENTALS**

Enablers for Consistent Growth

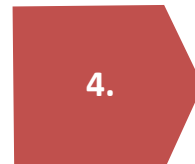
HIGHLY CAPITALISED

- Highly capitalised for future growth. Sufficient capital to continue the growth momentum.
- Capital Adequacy of 25.25% ,Tier I Capital Adequacy of 20.79% & Tier II Capital Adequacy of 4.46%



The Power of Distribution

Consistent
Performer



SUCCESSFUL TRACK RECORD

- Successfully withstood multiple headwinds over the years.
- Proven track record of more than 25 years with AUM CAGR of 36.12% and PAT CAGR of 40.07%.

STRONG PROVISION BUFFER & PORTFOLIO QUALITY

- Consistent track record of high-quality portfolio with Net Stage 3 Assets of 1.52% as on 31st March 2023
- High provision buffer related to Covid-19 which is 0.31% of the on book Assets.

ROBUST LIQUIDITY POSITION

- Cash and cash equivalent of ~ ₹ 7,716 Mn. as on 31st March 2023.
- Sufficient liquidity to cover opex and debt liabilities for at least next 12 months.
- Positive across all cumulative ALM buckets.

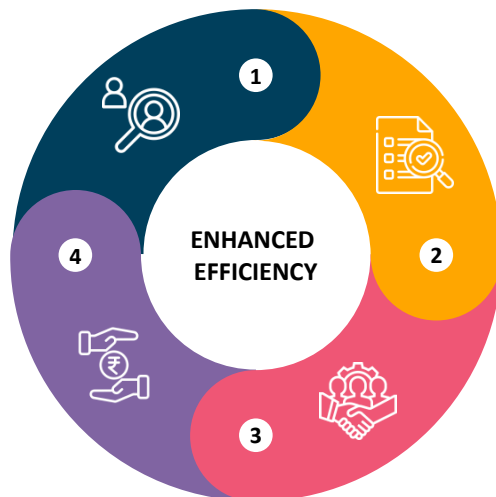
Leveraging Technology Across Spectrum

1. Origination

- Centralized Onboarding System to capture new leads data digitally
- Captured Leads authenticated via mobile OTP
- Efficient & seamless Application Management (*Applicant, Co-Applicant & Guarantor*)
- Customized Document Upload with pre-defined check list & input validation
- Preliminary eligibility check (*positive/negative*) for further credit underwriting

4. Disbursement & Collection

- 100% Cashless / E-disbursement of loan amount
- eNACH permits paperless repayment setup
- Easy e-repayment facility via Paytm, BillDesk, and BharatPe for convenient and timely EMI payment



2. Decisioning

- Assess Credit worthiness through pre-set Business Rules Engine (BRE) & APIs plugins
- eKYC – Enables paperless verification of customer's Identity, Address, DOB etc. (*PAN/Aadhar/ DL/ EC*)
 - Credit Bureau Check – Integrated API services to check customer past behavior, fraud detection/prevention, & trigger bureau score
 - Seamless process to fetch Corporate data such as financials, charges, shareholding, associates, litigation/defaults etc. (*Corpository Platform*)
 - Income Analyzer Tool – Customer Bank Statement / GSTR are automatically assessed to ensure current income and obligations

3. Operations

- Remote Digital Signatures – eSign permits paperless documentation wherein loan agreement is shared digitally with customer for review and e-signing (*eSign / eStamp APIs*)
- C-KYC management system for fast and accurate compliance
- Customer Engagement – Regular and timely updates to customers via WhatsApp, SMS & Email Services APIs

Co – Lending Partnership



बैंक ऑफ महाराष्ट्र
Bank of Maharashtra
भारत सरकार का उद्यम
एक परिवार एक बैंक



Bank of India

Relationship beyond banking

FinTech Collaboration



LoanTap
Fast. Flexible. Friendly.



SmartCoin
MADE IN BHARAT

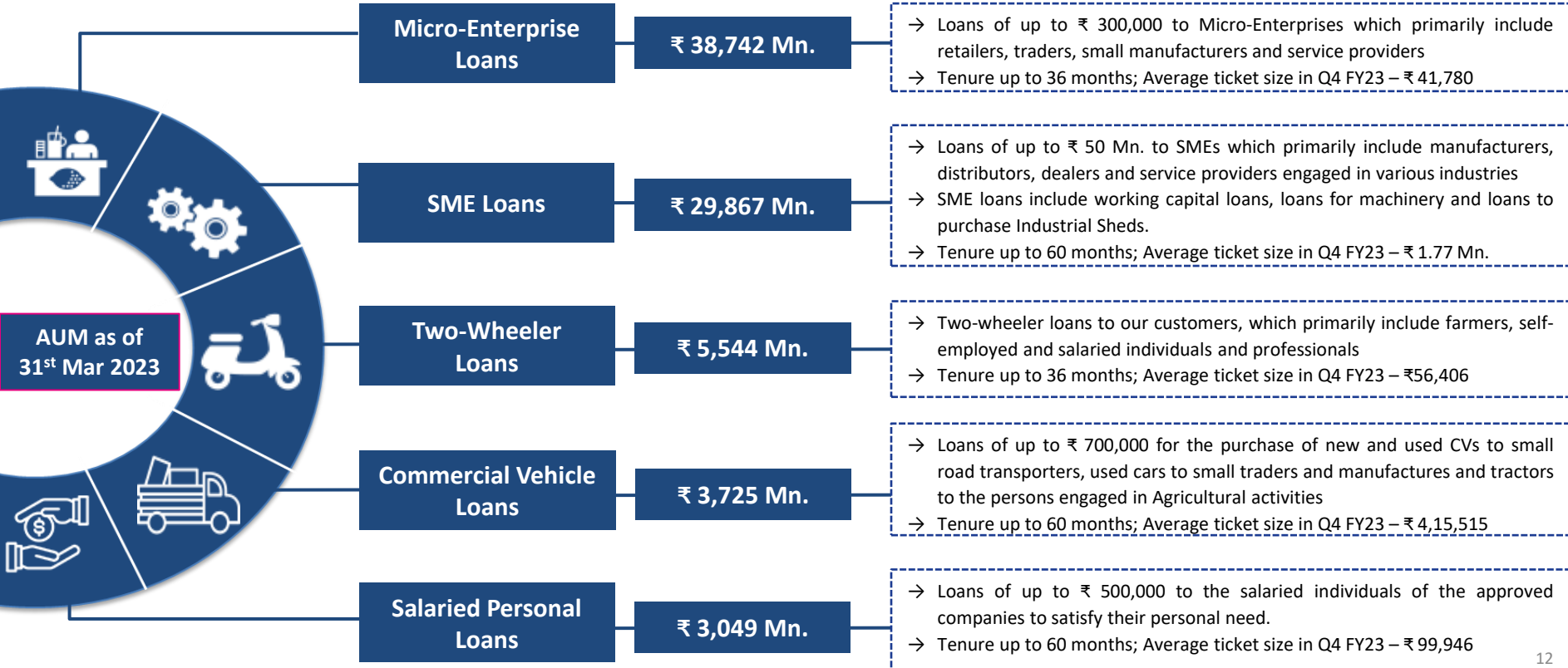


LENDINGKART
Think Cash, Think Lendingkart Group!



Diversified Product Offerings Presenting Significant Growth Opportunities

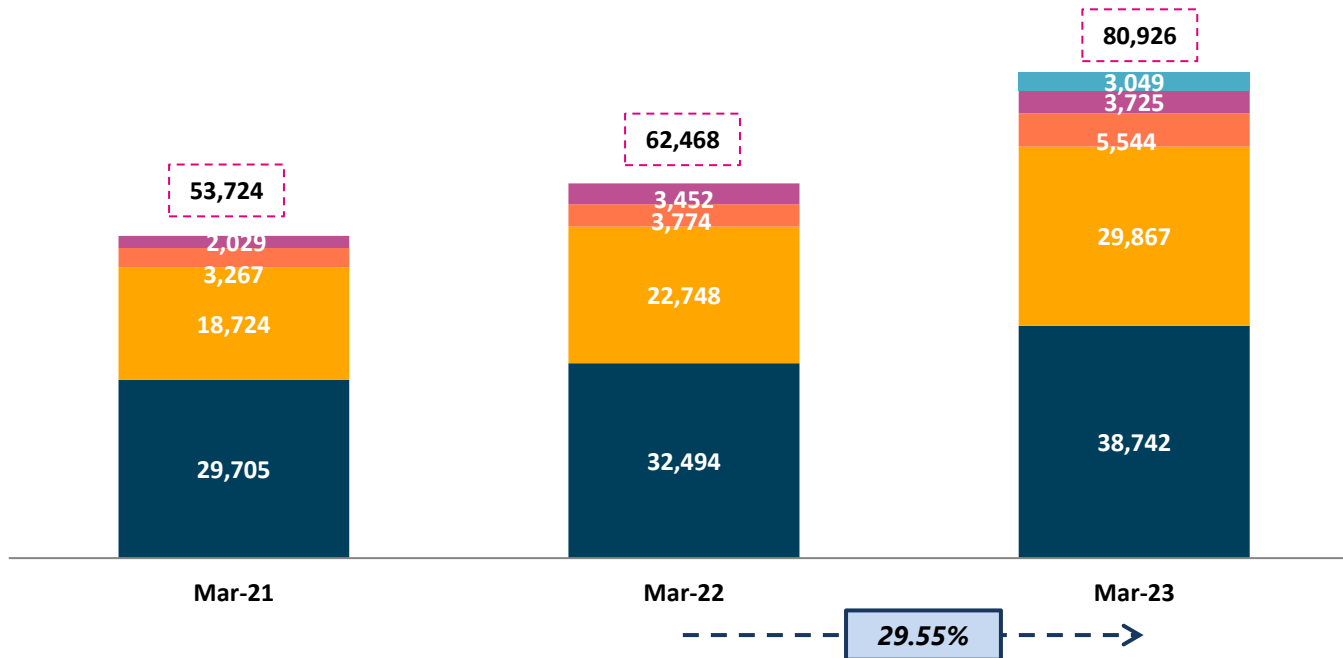
HAS FOCUSES ON SERVING THE UNDERSERVED CREDIT NEEDS OF MID AND LOW INCOME GROUP SEGMENTS



AUM by Product Category

AUM by Product Category (₹ Mn.)

■ Micro-Enterprise loans(MEL) ■ SME loans ■ 2-Wheeler loans ■ Commercial Vehicle loans ■ Salaried Personal Loans



Segment Performance

Mar -23 vs. Mar-22

Micro-Enterprise Loans

▲ 19.23%

SME Loans

▲ 31.29%

2-Wheeler Loans

▲ 46.88%

Commercial Vehicle Loans

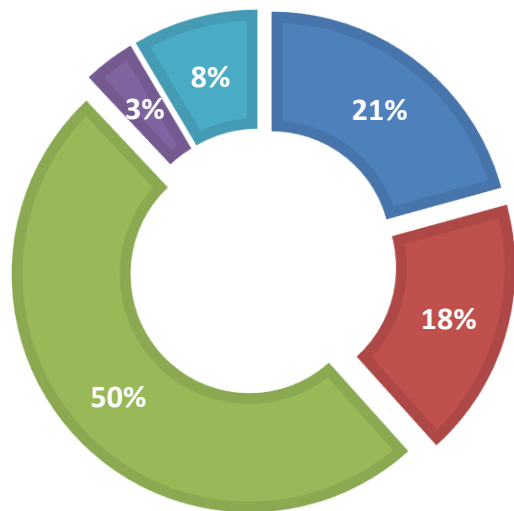
▲ 7.90%



New Product Segment
Salaried Personal Loans

Adopted a cautious approach towards fresh disbursement during the COVID pandemic period i.e. FY 2020 and FY 2021, in line with our dictum of extending credit where it is due and high collection efficiency.

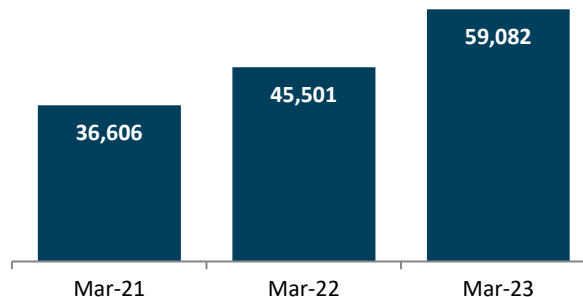
SOURCES OF FUND as on March 31, 2023



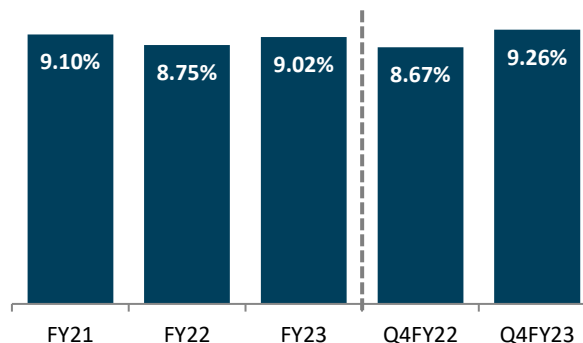
- DIRECT ASSIGNMENT (Incl. Co-lending)
- CASH CREDIT
- TERM LOAN
- SUB DEBT
- NON-CONVERTIBLE DEBENTURES

BORROWING

(In ₹ Mn.)



COST OF BORROWING (COB)*



*Quarterly figures have been annualized.

- 1 The composition of our liability mix ensures healthy ALM and well diversified resource mix.
- 2 The Company withstood the litmus test very successfully during this most challenging period.
– A testimony to its very efficient liability management.
- 3 **Capital adequacy ratio**, as on **31st March 2023** is **25.25%** against regulatory norms of 15%. **Tier I capital** is **20.79%** as against requirement of 10%. **Tier II capital** is just **4.46%** which may potentially increase from time to time depending on the requirement and also as a source of structural liquidity to strengthen ALM.
- 4 **Around 85% of the portfolio is MSME loans** which qualifies as Priority Sector Lending. The company aims to maintain **around 20%-25% of AUM as off book through Direct assignment and Co-lending transactions**. It is with matching door to door maturity and without recourse to the company. This further strengthens the liability management. The Direct Assignment and co-lending sanction on hand is around ₹ 12,000 Mn.
- 5 The **total Cash credit limit** available to the company is ₹ **16.90 Bn.** spread across 14 banks. The **utilization level** is maintained at **65% - 70%** of the total Cash Credit Facility, ensuring sufficient liquidity on hand.
- 6 **Leverage Ratio** on balance sheet works out to be **3.92 times** and going forward plan is to maintain the leverage at optimum level.

WAY FORWARD

ASSET CREATION

- ✓ To anchor to our belief that, growth along with quality is the key to enhance the shareholders' value
- ✓ Continue to serve the informal LIG and MIG class of customers spread over rural, semi urban and urban areas leveraging on our more than two decades of experience
- ✓ Adequate focus on SME and Housing Finance which offers huge potential – Expected to be key growth drivers
- ✓ Strengthening and enhancement of current distribution network and also explore the potentiality of entering new geographies
- ✓ Anticipated growth for the next five years to be in the range of 20% - 25% with prioritising asset quality and maintaining healthy ROA and ROCE

LIABILITY MANAGEMENT

- ✓ Ideal debt resource mix, ensuring continuous flow of funds while maintaining optimum utilization of capital.
- ✓ The assets created by the company is expected to generate good securitization/assignment/Co-Lending demand thereby enabling the company to de-risk and maintain the off book portfolio.

OPERATIONAL EXCELLENCE

- ✓ Learning and Unlearning is a constant endeavour at HAS
- ✓ Strive to improve the efficiency in all the areas of operation
- ✓ Technology adaption to minimize operational costs

STANDALONE FINANCIAL **REVIEW**

Key Highlights – FY2022 - 23

ASSET UNDER MANAGEMENT (AUM)

₹80,926 Mn.  29.55%


(March-22: ₹ 62,468 Mn.)

PROFIT AFTER TAX (PAT)

₹2,010 Mn.  27.55%

(FY22: ₹ 1,576 Mn.)

NET INTEREST INCOME (NII)

₹4,743 Mn.  40.51%

(FY22: ₹ 3,375 Mn.)

COST OF BORROWING (COB)

9.02%  27bps

(FY22: 8.75%)

OPERATING EXPENSE RATIO (OER)

2.18%  59bps[^]

(FY22: 1.59%)

CAPITALIZATION



TOTAL CRAR: 25.25%

TIER I CRAR : 20.79%

TIER II CRAR : 4.46%

ASSIGNED TO BANKS/FIS



19.00%
of AUM

RETURN ON AVG. NET
WORTH

15.25%

RETURN ON AVG.
BALANCE SHEET ASSETS

2.93%

RETURN ON AVG. AUM

2.80%

[^] Due to expense incurred on strengthening and expansion of branches, centers, employees and partnership including Fintech. Also, due to Normalization of business from Q3 FY22.

Key Highlights – Q4 FY23

ASSET UNDER MANAGEMENT (AUM)

₹80,926 Mn.

↑ 29.55%

(March-22: ₹ 62,468 Mn.)

PROFIT AFTER TAX (PAT)

₹556 Mn.

↑ 23.44%

(Q4 FY22: ₹ 450 Mn.)

NET INTEREST INCOME (NII)

₹1,268 Mn.

↑ 36.09%

(Q4 FY22: ₹ 931 Mn.)

COST OF BORROWING* (COB)

9.26%

↑ 59bps

(Q4 FY22: 8.67%)

RETURN ON AVG. NET
WORTH*

16.04%

RETURN ON AVG.
BALANCE SHEET ASSETS*

2.91%

RETURN ON AVG. AUM*

2.83%

OPERATING EXPENSE RATIO (OER) *

1.94%

↓ 2bps

(Q4 FY22: 1.96%)

CAPITALIZATION



TOTAL CRAR: 25.25%

TIER I CRAR : 20.79%

TIER II CRAR : 4.46%

ASSIGNED TO BANKS/FIS



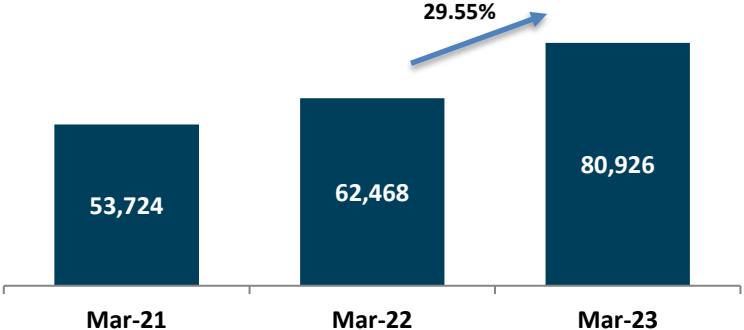
19.00%
of AUM

Financial Performance – Q4 FY23

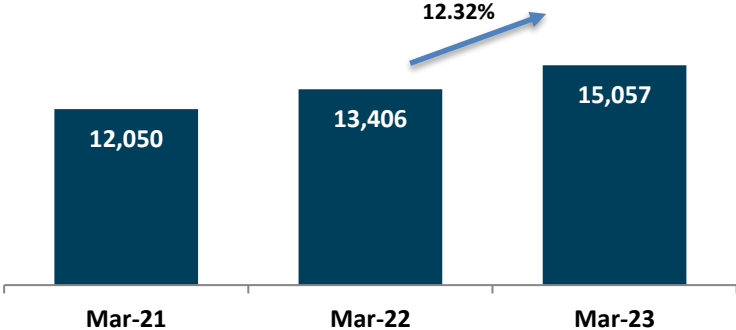


(In ₹ Mn.)

ASSETS UNDER MANAGEMENT (AUM)

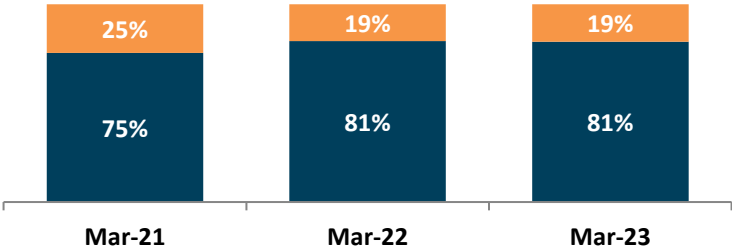


NET WORTH



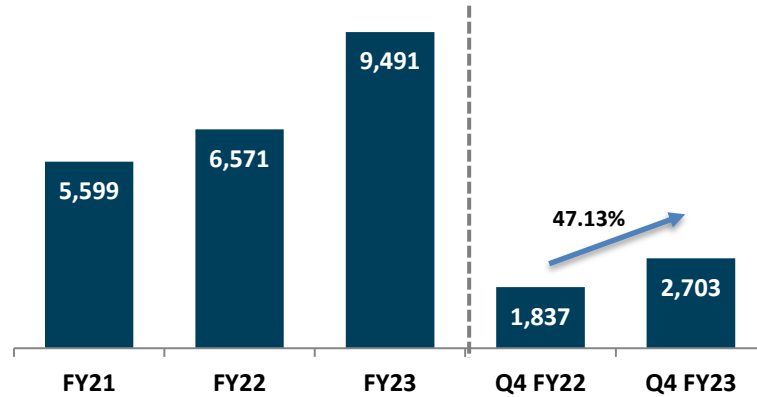
ON & OFF BOOK AUM

■ ON BOOK ■ OFF BOOK



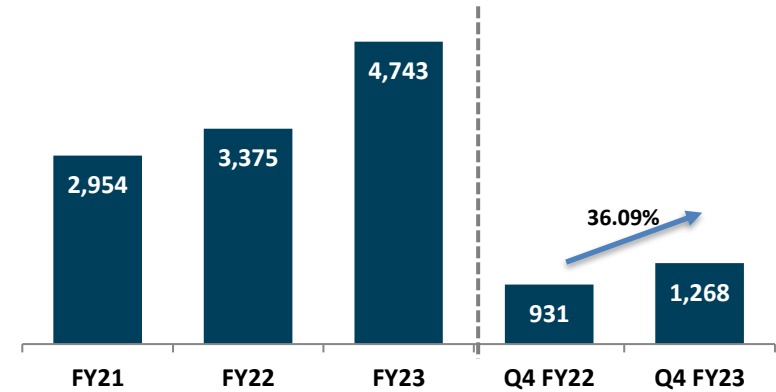
Financial Performance – Q4 FY23

REVENUE

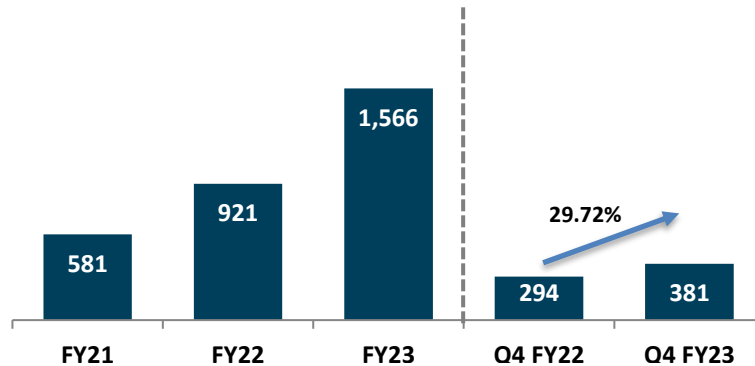


NET INTEREST INCOME (NII)

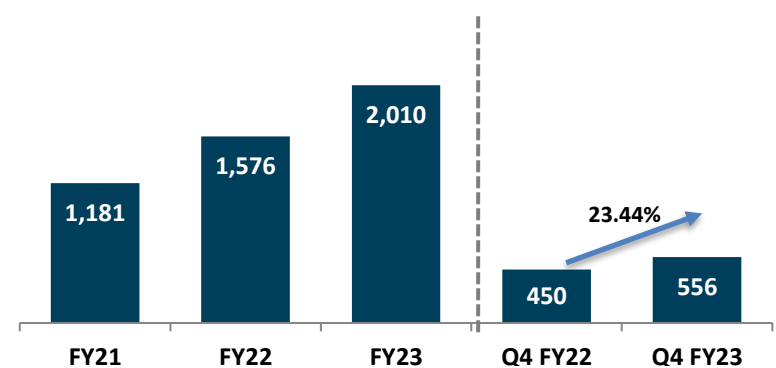
(In ₹ Mn.)



OPERATING EXPENSE#



PROFIT AFTER TAX (PAT)

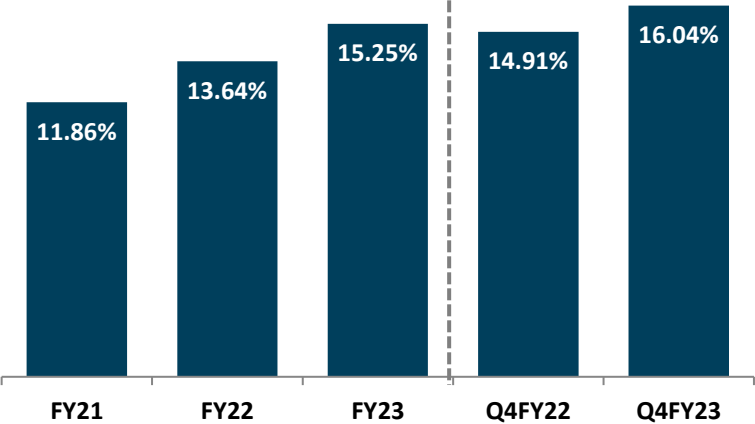


Due to expense incurred on strengthening and expansion of branches, centers, employees and partnership including Fintech. Also, due to Normalization of business from Q3 FY22.

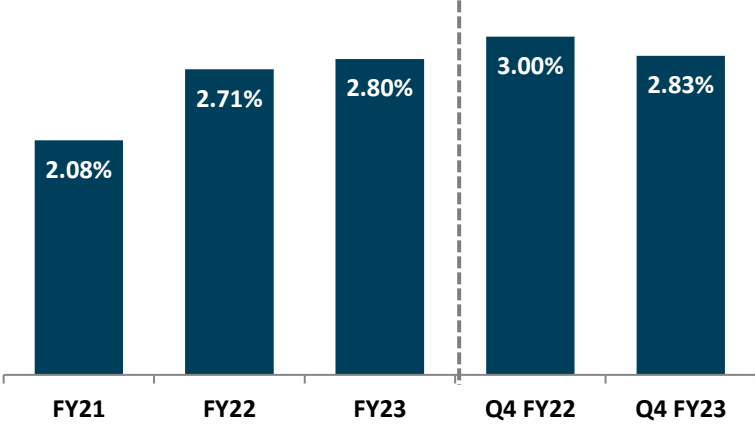
Financial Performance – Q4 FY23



RETURN ON AVG. NET WORTH (RONW)**



RETURN ON AVG. AUM (ROAUM)*



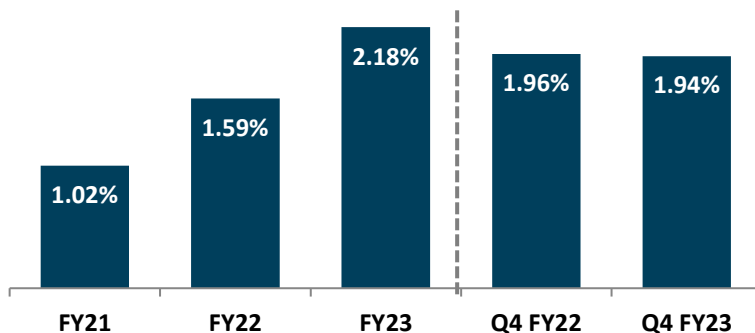
** Networth considered without OCI

* Quarterly figures have been annualized.

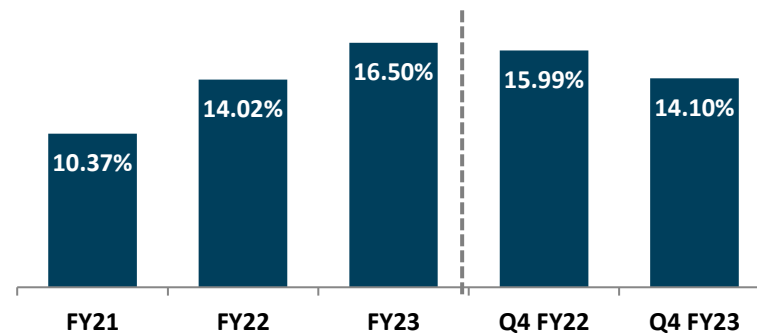
Financial Performance – Q4 FY23

Optimized cost structure

OPERATING EXPENSE RATIO (OE RATIO)^*

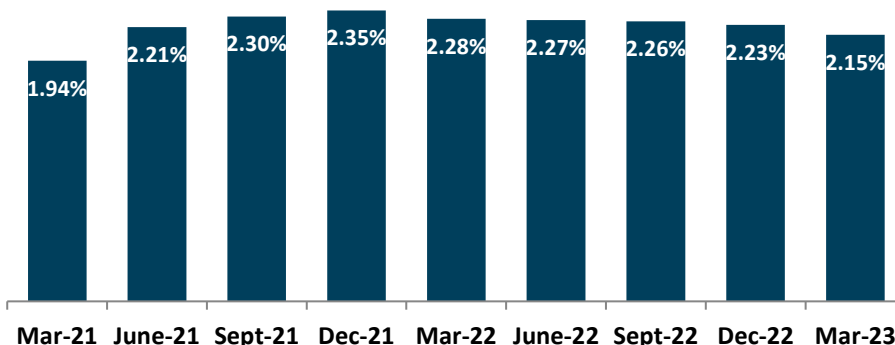


OPERATING EXPENSE AS % OF INCOME^*

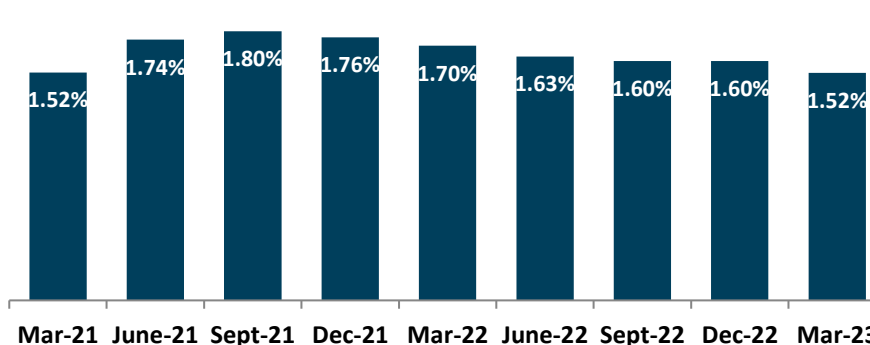


Efficiently maintaining the quality of assets

GROSS STAGE 3 ASSETS



NET STAGE 3 ASSETS



^ Due to expense incurred on strengthening and expansion of branches, centers, employees and partnership including Fintech. Also, due to Normalization of business from Q3 FY22.

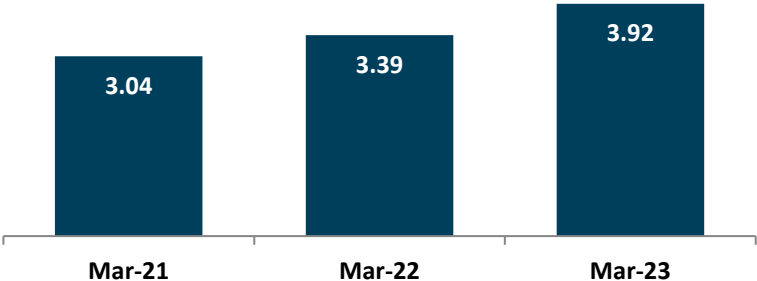
*Quarterly figures have been annualized.

Financial Performance – Q4 FY23

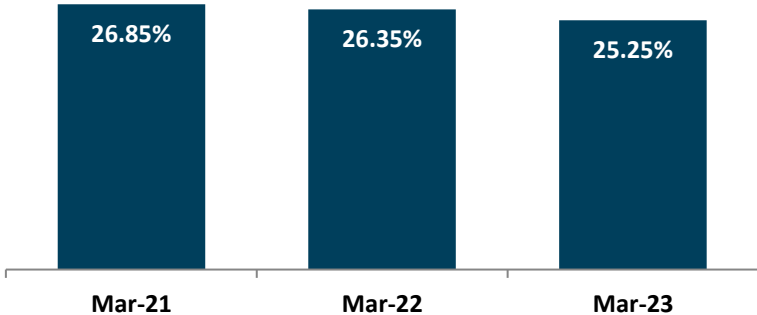


Strongly Capitalized

DEBT – EQUITY RATIO (DER)

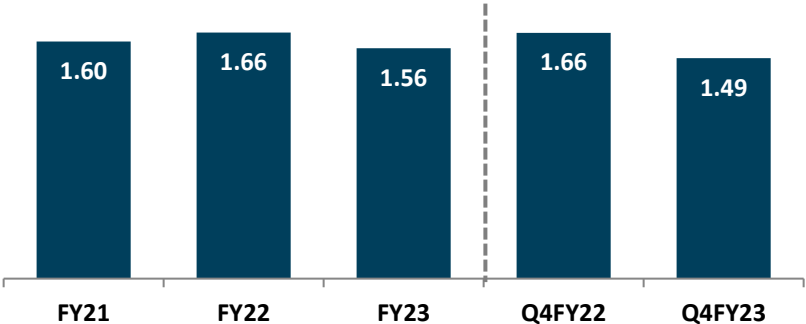


CAPITAL ADEQUACY RATIO (CAR)



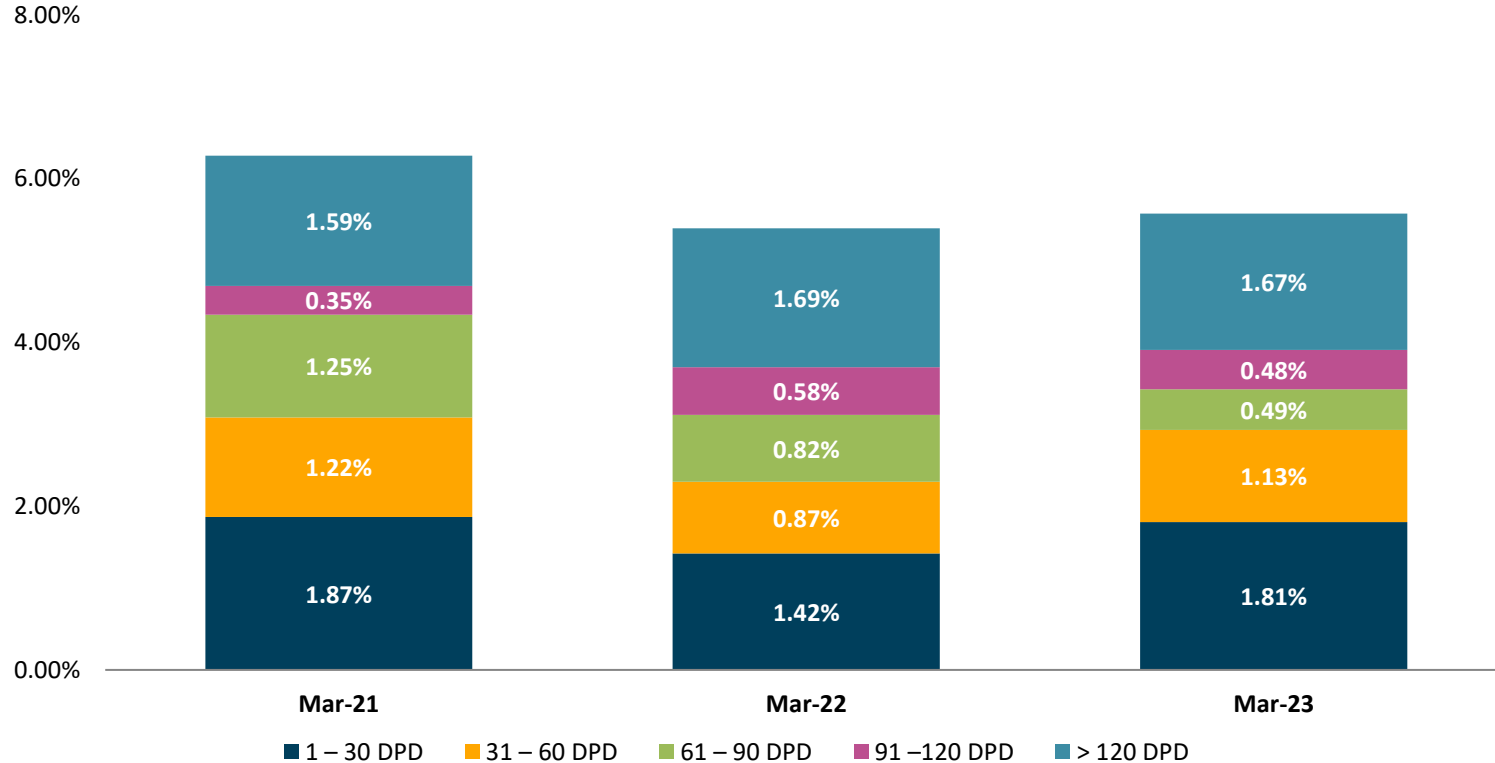
INTEREST COVERAGE RATIO (ICR)

Healthy Coverage



Asset Under Management - Credit Quality

ASSET UNDER MANAGEMENT- DPD



(In ₹ Mn.)

Particulars	Mar-23		Mar-22	
	AUM	Provision	AUM	Provision
Stage 1	63,108.92	173.85	48,866.98	175.80
Stage 2	1,113.09	150.25	902.64	92.10
Stage 3	1,327.05	512.70	1,050.09	361.21
TOTAL ON BOOK	65,549.06	836.80	50,819.71	629.11
Assigned Portfolio	15,376.50	N/A	11,648.29	N/A
TOTAL AUM	80,925.56		62,467.99	

Particulars	Mar-23	Mar-22
Gross Stage 1 And Stage 2 Assets As % Of On Book Assets	97.98%	97.93%
Stage 1 & Stage 2 Assets (Standard Assets) Provisioning	0.50%	0.54%
Gross Stage 3 Assets As % Of On Book Assets	2.02%	2.07%
Stage 3 Assets Provisioning	38.63%	34.40%
Net Stage 3 Assets As % Of On Book Assets	1.24%	1.36%
Gross Stage 3 As % Of AUM	2.15%	2.28%
Net Stage 3 As % Of AUM	1.52%	1.70%

Notes:

(1) Stage 3 (>90 DPD Assets) on Assigned portfolio is ₹ 412.24 Mn. on 31st March 2023 and ₹ 373.91 Mn. on 31st March 2022 which has been taken into consideration while calculating Stage 3 As % Of AUM.

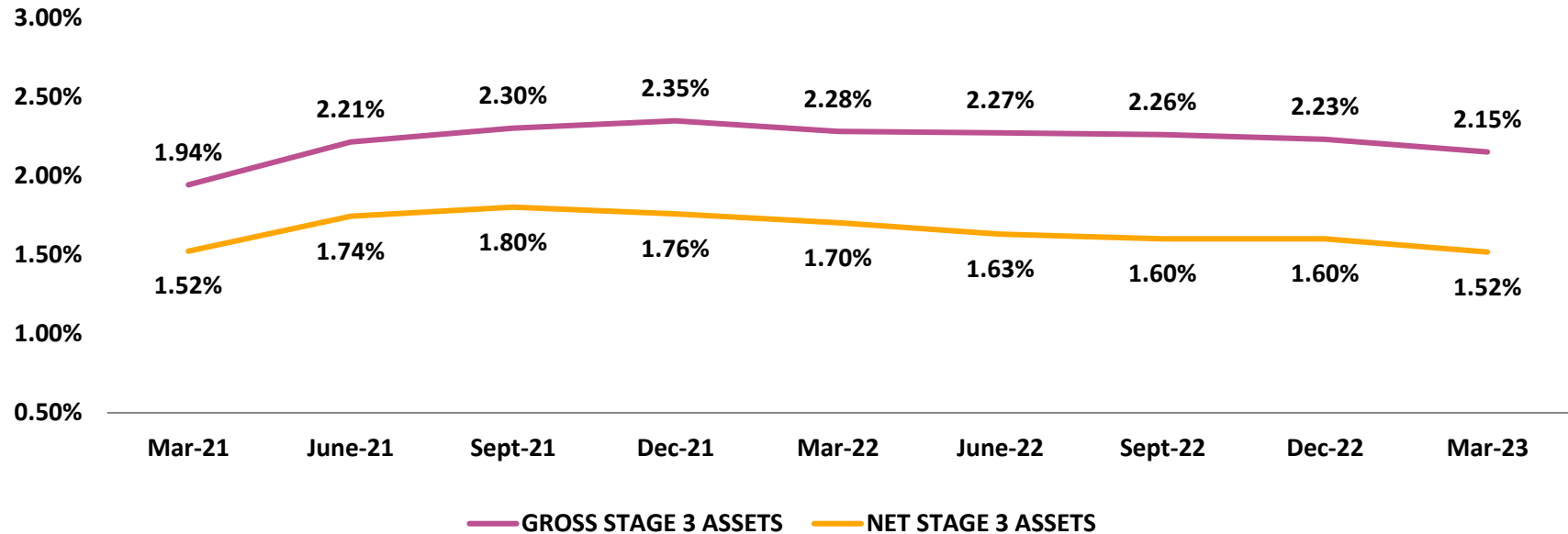
(2) The provision buffer (COVID provision) as on 31st March 2023 is ₹ 200.26 Mn. (Not netted off with gross assets in various stages) with which total provision amounts to around ₹ 1037.06 Mn.

(3) The restructured book outstanding as on 31st March 2023 was ₹ 70.45 Mn. which is 0.09% of the AUM.

Constantly Maintaining Quality Portfolio

Catalyst in growth of Entrepreneurs, not creating just borrowers

STAGE 3 ASSETS



Financial Statement: FY20 to FY23



(In ₹ Mn.)

PROFIT & LOSS STATEMENT

Particulars	FY 2021	FY 2022	FY2023
Total Revenue	5,599	6,571	9,491
Expenses	4,010	4,458	6,844
Finance costs	2,645	3,195	4,748
Operating expense	581	921	1,566
Provisions and loan losses	784	341	530
Profit Before Tax	1,590	2,113	2,647
Profit After Tax	1,181	1,576	2,010
Other comprehensive income	75	(76)	(195)
Total Comprehensive Income	1,256	1,500	1,815

BALANCESHEET STATEMENT

Particulars	Mar-21	Mar-22	Mar-23
ASSETS			
Financial assets	50,869	59,763	75,724
Loans	38,051	45,538	59,102
Other financial assets	12,818	14,225	16,623
Non-financial assets	798	879	1,041
Total Assets	51,667	60,642	76,765
LIABILITIES			
Financial liabilities	39,339	47,052	61,567
Debt securities (incl. Subordinate Debt)	3,741	4,993	8,800
Borrowings (excl. Debt Securities)	29,198	37,327	49,576
Other financial liabilities	6,401	4,733	3,191
Non-financial liabilities	278	184	141
Total Liabilities	39,617	47,236	61,708
EQUITY			
Equity share capital	547	547	547
Other equity	11,503	12,859	14,511
Total equity	12,050	13,406	15,057
Total Liabilities and Equity	51,667	60,642	76,765

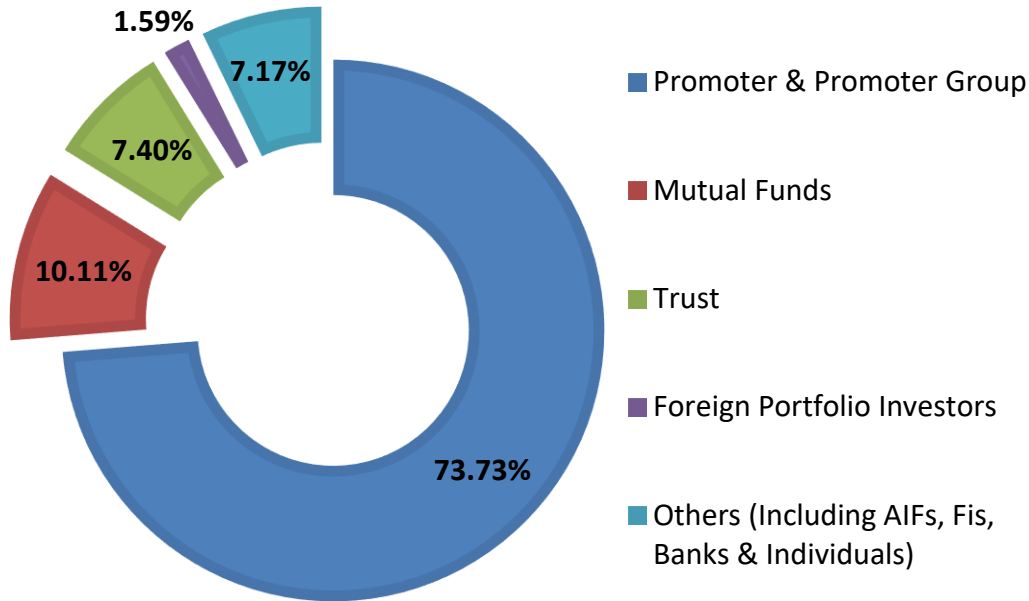
Note on change in accounting policy for income recognition on direct assignment transaction:

During the quarter ended 31st March 2023 the Company is directed by Reserve Bank of India to book the gain on assignment transaction upfront in the statement of profit and loss in accordance with Ind AS 109 instead of amortising it over the period of the underlying residual tenure of the assigned loan portfolio as practiced by the company, by exercising their judgement under para 19 of Ind AS 1 for better transparency as per the company's view.

The new accounting policy has been implemented retrospectively and being presented from the beginning of the earliest period i.e. 1 April 2021.

SHAREHOLDING **PROFILE**

Shareholding as on 31st March 2023



Marquee Investors

Motilal Oswal Private Equity

Axis Mutual Fund

IDFC Mutual Fund

PGIM India Mutual Fund

TATA AIA Life Insurance

Nippon India AIF

BlackRock

Schroders

Dimensional Fund Advisors

UniSuper Limited



**RAAS Rural Housing & Mortgage Finance
Limited (MRHMFL)**

Subsidiary

₹AS is targeting affordable housing finance segment through its subsidiary

- ₹AS Rural Housing & Mortgage Finance Limited (“₹AS Housing” or MRHMFL) is a non-deposit taking , NHB registered, housing finance institution. It was incorporated in FY 2008 and headquartered in Ahmedabad, Gujarat
- MRHMFL provides loans for purchase of new and old houses, construction of houses on owned plots, home improvement loans and loans for purchase and construction of commercial property. It also extend loans to developers for construction of affordable housing projects
- MRHMFL provides housing loans in rural and semi-urban areas of Gujarat, Maharashtra, Rajasthan and Madhya Pradesh
- With its continued focus on the rural and semi-urban segments, the company has 73 branches and have sourcing arrangements with 54 intermediaries – typically project developers and property agents

Housing Loans

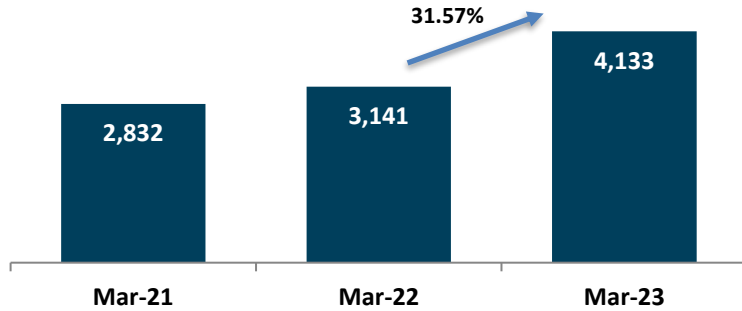


- Loans of up to ₹ 5 Mn. for residential and ₹ 10 Mn. for commercial
- Provides housing loans to customers, who are primarily salaried and self-employed individuals and loans to developers for construction of affordable housing project
- Tenure up to 300 months for residential and 144 months for commercial
- Average Ticket size in Q4 FY23– ₹ **7,08,367**
- AUM as of 31st March 2023– ₹ **4,133 Mn.**

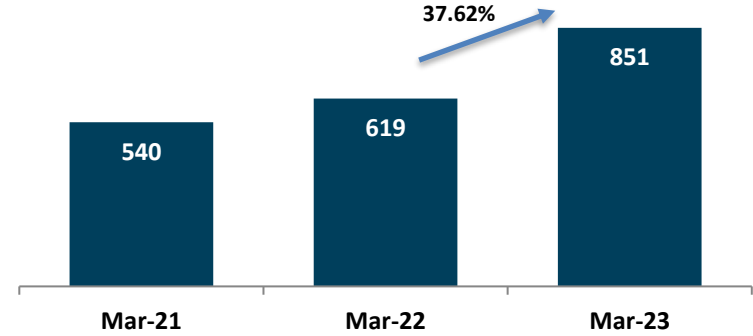
Financial Performance – Q4 FY23



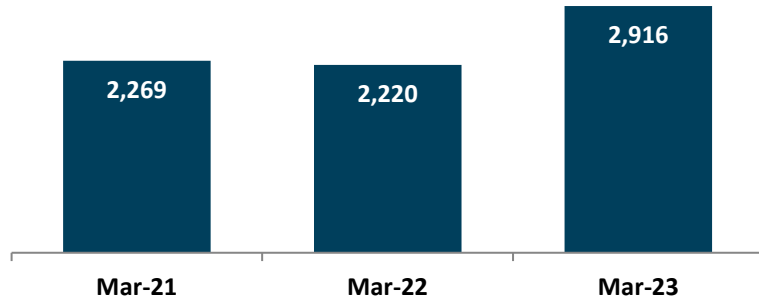
ASSETS UNDER MANAGEMENT (AUM)



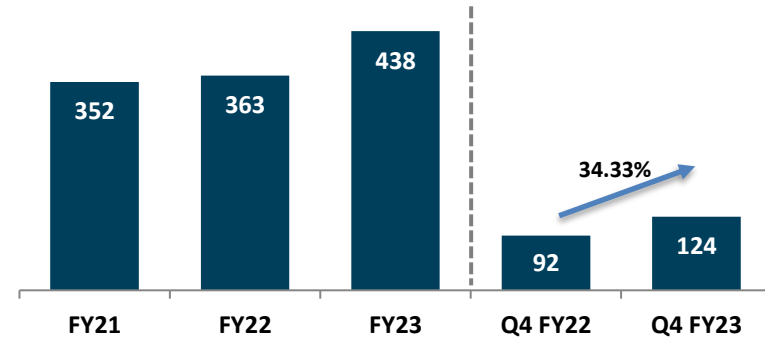
NET WORTH



BORROWING



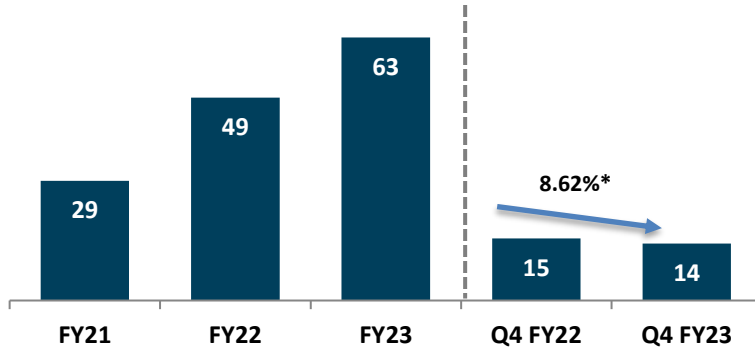
REVENUE



Financial Performance – Q4 FY23

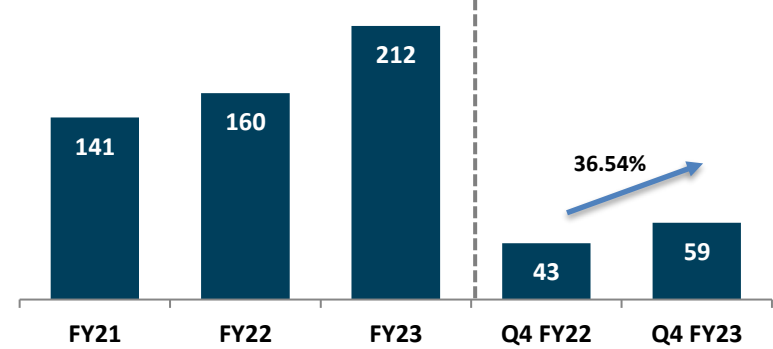


PROFIT AFTER TAX (PAT)

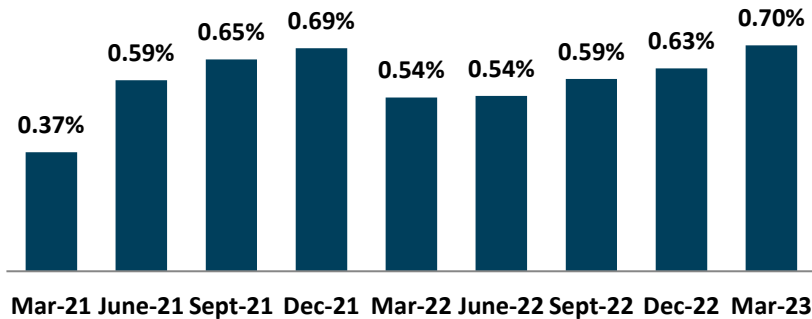


NET INTEREST INCOME (NII)

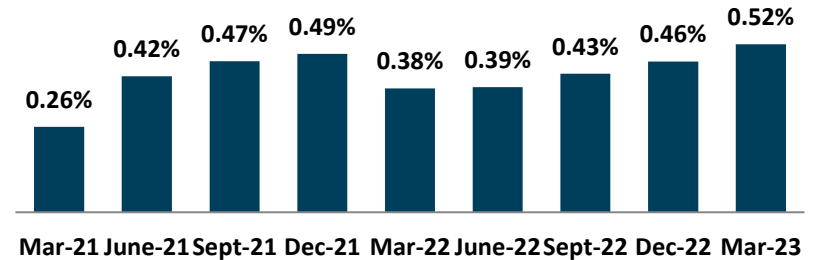
(In ₹ Mn.)



GROSS STAGE 3 ASSETS

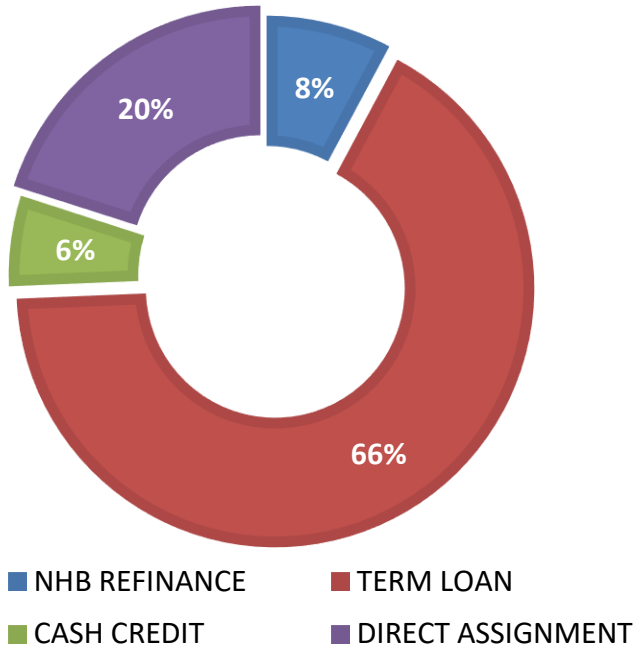


NET STAGE 3 ASSETS



* Majorly due to expansion in branch network

Sources of Fund as on 31st March 2023



- 1 The composition of our liability mix ensures healthy ALM and well diverse resource mix.
- 2 The Company continues to demonstrate its capability of efficient liability management.
- 3 **Capital adequacy ratio**, as on 31st March 2023 is **38.93%** against regulatory norms of 15%. **Tier I capital** is **28.66%**. **Tier II capital** is **10.27%**.
- 4 **Around 65% of the on-book portfolio qualifies as priority sector lending for banks as on lending to HFCs.** We keep on raising term loans from banks for both priority sector and Nonpriority sector lending with an average maturity of 5 -7 years.
- 5 We keep on availing **refinance from NHB which is currently 7.82% of our total borrowing mix.** This help us to raise matching tenure loans at very competitive rates. The company is working very hard to enhance NHB refinance share in our total liability management.
- 6 The **total Cash credit limit** available to the company is **₹ 270 Mn..** The company utilizes the fund as per the requirement , ensuring sufficient liquidity on hand.
- 7 **Around 100% of the housing loan portfolio qualifies as priority sector lending for banks if the same is assigned to banks.** Increase in direct assignment of portfolio over a period of time will enable efficient ALM and will bring about capital efficiency.

Credit Quality



(In ₹ Mn.)

Particulars	Mar-23		Mar-22	
	AUM	Provision	AUM	Provision
Stage 1	3,202.04	2.84	2,304.96	2.34
Stage 2	173.75	8.04	182.90	10.34
Stage 3	25.00	7.40	16.25	4.83
TOTAL ON BOOK	3,400.80	18.28	2,504.11	17.51
Assigned Portfolio	732.57	N/A	637.36	N/A
TOTAL AUM	4,133.37		3,141.48	

Particulars	Mar-23	Mar-22
Stage 1 And Stage 2 Assets As % Of On Book Assets	99.26%	99.35%
Stage 1 And Stage 2 Assets (Standard Assets) Provisioning	0.32%	0.51%
Stage 3 As % Of On Book Assets	0.74%	0.65%
Stage 3 Assets Provisioning	29.61%	29.74%
Net Stage 3 As % Of On Book Assets	0.52%	0.46%
Stage 3 As % Of AUM	0.70%	0.54%
Net Stage 3 As % Of AUM	0.52%	0.38%

Notes:

(1) Stage 3 (>90 DPD Assets) on Assigned portfolio is ₹ 3.78 Mn. on 31st March 2023 and ₹ 0.58 Mn. on 31st March 2022 which has been taken into consideration while calculating Stage 3 As % Of AUM.

(2) The provision buffer (COVID provision) as on 31st March 2023 is ₹ 29.96 Mn. (Not netted off with gross assets in various stages) with which total provision amounts to around ₹ 48.24 Mn.

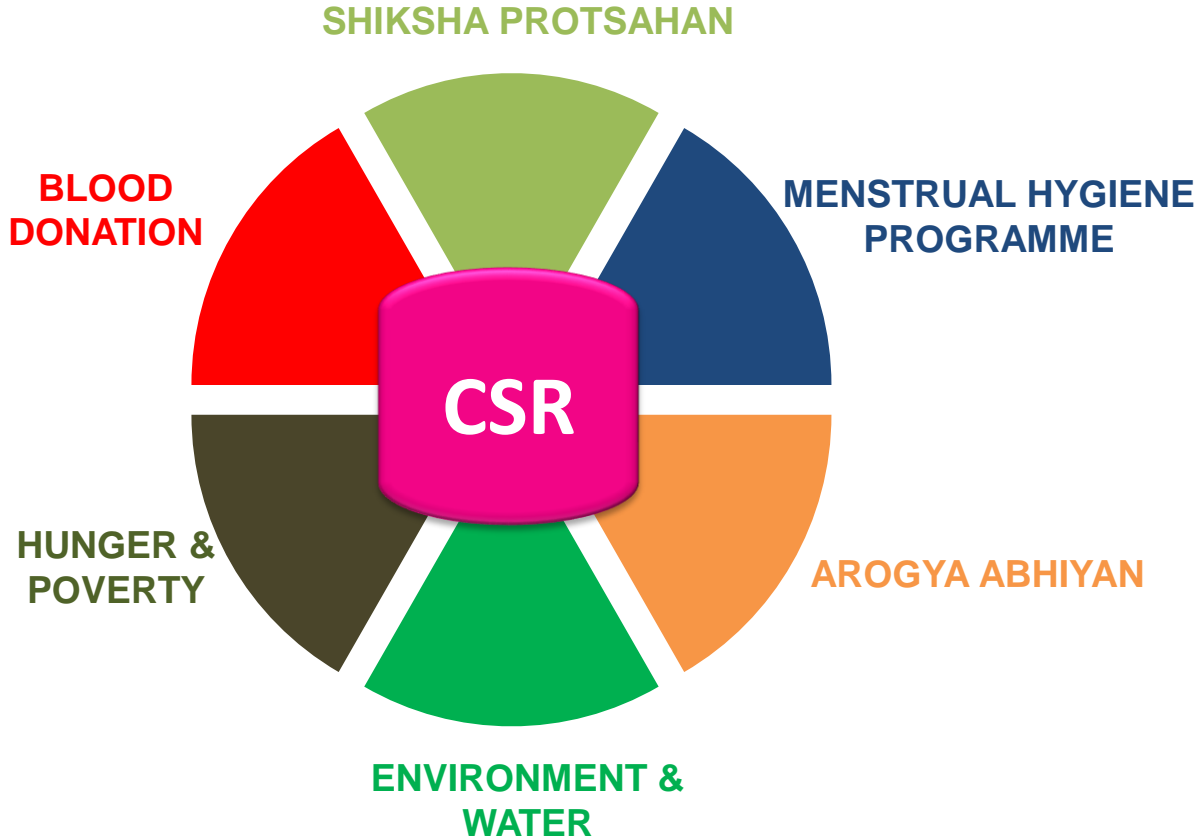
(3) The restructured book outstanding as on 31st March 2023 was ₹ 20.49 Mn. which is 0.54% of the AUM.

FOCUS ON ENVIRONMENT, SOCIAL, & GOVERNANCE (ESG)



- ❑ The management of MAS Financial Services Limited (MAS) believes in Environmentally Conscious approach for all business & operational related activities.
- ❑ MAS endeavours to create awareness amongst all the stakeholders on the importance of environment conservation & protection. The company also encourages promotion of eco-friendly products across all value chains.
- ❑ Committed to optimize electricity / energy & water resources to reduce carbon and water footprints and minimize waste at all physical locations of the business. Also, strive to adopt renewable sources of energy wherever possible.
- ❑ Plans to form separate ESG committee and policy to implement and monitor all works related to Environment, Social, and Governance aspects.

Enhancing Social Impact (1/2)



“Caring for communities is a way of life”

- ✓ MAS Financial Services Ltd strongly believe in giving back to society and has always been actively involved in various Corporate Social Responsibility activities.
- ✓ Focused on long term projects of Promoting Education, Sanitisation, Health, Environment & Welfare to ensure overall well-being.
- ✓ CSR committee comprising of one Executive Director and two Independent Directors of the Company.
- ✓ More information on CSR projects and policy at www.mas.co.in

Enhancing Social Impact (2/2)



Shiksha Protsahan



Health & Wellness



Blood Donation



Shiksha Protsahan

- ❑ The management of MAS Financial Services Limited adhere to the highest standards of corporate governance and proactively ensure its application across business operations.
- ❑ Strict compliance with the requirements of SEBI and RBI regulations with regard to Corporate Governance.
- ❑ Rich experienced Board of the Company comprising of 6 Directors including 4 Independent Directors. Board comprises of two Woman Directors (one Executive and one Independent).
- ❑ Regular monitoring & continuous upgradation of internal control system and risk management process. Also, maintaining periodic dialogue with statutory and internal auditors for compliance.
- ❑ Adequate processes, operational & IT mechanism to ensure all regulatory & tax compliances and also safeguarding privacy and cybersecurity.
- ❑ Board approved policies on Corporate Governance, Data Privacy, Internal Code of Conduct, Risk Management & Nomination, POSH, and Related Party Transactions etc. are uploaded on the company's website at www.mas.co.in

UNDERSTANDING **HAS**



VISION

To be one of the most efficient distributors of financial services and create value on a very large scale.



MISSION

To constantly endeavor, to attain excellence and create a very wide Financial distribution network and to be catalyst; in providing the most efficient financial services which we term as financial inclusion.



BELIEF

“We have miles to go & Promises to keep.....”
“Together we can and we will”

LIABILITY MANAGEMENT

- ✓ Self Propelling Business Model – Capital requirement met predominantly from internal accruals
- ✓ Healthy ALM
- ✓ Right mix of resources
- ✓ Planning and maintaining Cost Efficiency

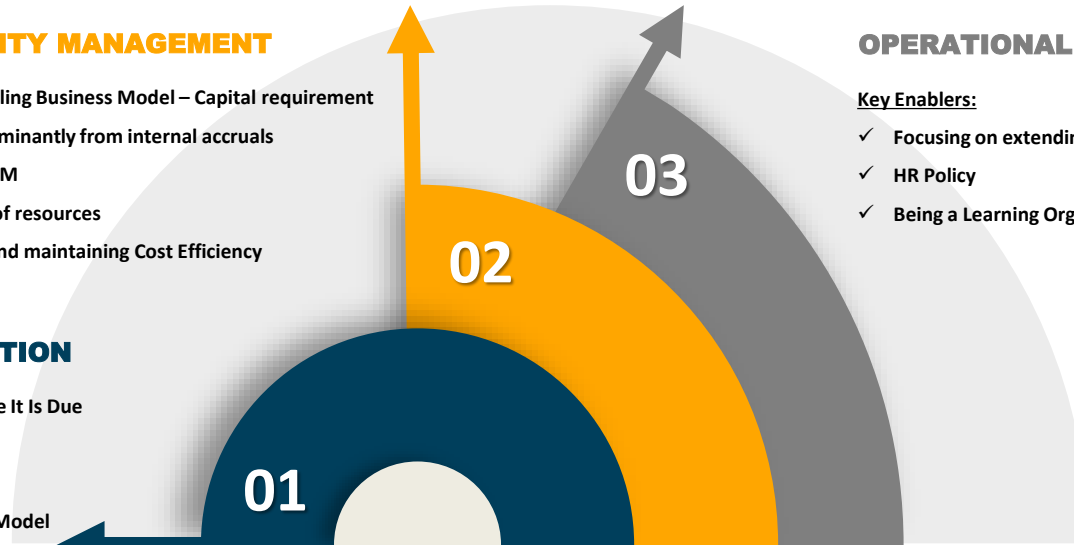
ASSET CREATION

- ✓ Dictum: Credit Where It Is Due
- ✓ Product Mix
- ✓ Adding Value
- ✓ Unique Distribution Model

OPERATIONAL EXCELLENCE

Key Enablers:

- ✓ Focusing on extending credit where it is due
- ✓ HR Policy
- ✓ Being a Learning Organization



EXPERIENCED PROMOTER



Mr. Kamlesh Chimanlal Gandhi
Chairman & MD

- **Mr. Kamlesh Chimanlal Gandhi**, aged 56 years, is the Founder, Chairman and Managing Director of **HAS** since inception.
- He is a proficient and experienced industry practitioner with a brilliant track record, which includes over two decades of managing and propelling the Company's growth. He manages the Company with the guidance and support of the Board and his own understanding and vision are among the key enablers for the consistent performance of the Company.
- He is the member of Banking and Finance taskforce of Gujarat Chambers of Commerce and Industry, Chairman of Gujarat Finance Company Association, Co- Chairman of FIDC, an industry body of NBFCs, Co-Chairman of ASSOCHAM MSME Development Council and a member of SME Chamber of India.
- He is also the Managing Trustee of Smt. Urmilaben Chimanlal Gandhi Foundation. The Foundation currently contributes towards the financial needs in health care and education.



Late Mr. Mukesh Chimanlal Gandhi

- **Late Mr. Mukesh Chimanlal Gandhi**, was a Co-founder, whole-time Director - Finance **HAS** Financial Services Limited. He was associated with the Company from May 25, 1995 till Jan 19, 2021.
- He was designated as the Director (Finance) and Chief Financial Officer of the Company on March 20, 2015. He held bachelor's and Master's degrees in commerce from Gujarat University
- He had over 30 years of experience in the financial services sector, with the Company
- He was also the chairman of the Gujarat Finance Company Association and a director of the Finance Industry Development Council.
- He played an important role in bringing the company to its present level from a humble beginning in the year 1995, based on very strong fundamentals. He was filled with positivity, enthusiasm, zeal, kindness and pragmatism The Company has immensely benefitted from his vision and vigilance.
- Team **HAS** remain committed to it's vision of excellence through endeavours.

EMINENT DIRECTORS



Mrs. Darshana Saumil Pandya
 Executive Director & CEO

Mrs. Darshana S. Pandya is responsible for leading the operations at MAS. She is also the driving force behind forging relationships between the Company and its partners which amount to over 100 NBFC-MFIs and NBFCs. After completing her graduation in Commerce, she joined the Company in 1996 as a junior executive. Through her hard work and determination to excel and with support from the management, she has risen to the level of Director & CEO.



Mr. Bala Bhaskaran
 Independent Director

Mr. Balabhaskaran N. Nair is a management graduate with two decades of experience in the consultancy and financial sector. Over the years, with his rich work experience, he has gathered a number of management consultancy inputs. He has done his engineering from IIT-Madras, MBA from IIM-Bangalore and CFA from ICFAI.



Mr. Chetan Ramniklal Shah
 Independent Director

Mr. Chetan R. Shah holds a bachelor's degree in commerce and a degree in law (general) from Gujarat University. He is also a qualified Chartered Accountant registered with the Institute of Chartered Accountants of India. He has over three decades of experience in the financial services sector and has worked with the Natpur Co- operative Bank in the capacity of Manager – Finance.



Mr. Umesh Rajanikant Shah
 Independent Director

Mr. Umesh R. Shah is a qualified Chartered Accountant. He has over three decades of experience in diverse fields connected with Finance, Accounting, Auditing and Taxation. He also has 5 years of hands-on experience of working in an NBFC.



Mrs. Daksha Niranjan Shah
 Independent Director

Mrs. Daksha Niranjan Shah is a business graduate from Indian Institute of Management (IIM), Ahmedabad, where she specialized in Finance and Marketing; she is also a student of Economics and Statistics. She has rich experience of more than three decades in diversified fields of Textiles, Chemicals and Financial services. She has undergone various courses such as the course in Microfinance at the Economic Institute, Boulder, Colorado, USA.

CORE TEAM

Consisting of **more than 35 employees** being with **MAS** since inception and inclusion of lateral talents who have proven their capability, dedication and loyalty.

EXECUTION TEAM

Consisting of **more than 2000 employees** who works along with the core team towards accomplishing the company's Mission and Vision.

HAS Financial Services Limited recently formed Corporate Advisory Committee for the year 2023 – 2024. The committee consist of experienced and eminent persons in their respective fields and will provide strategic inputs and counsel to the company's board of directors and to the executive leadership team on key business initiatives and growth opportunities.



Dr. Rajiv Kumar

Dr. Rajiv Kumar - Former Vice Chairman of NITI Aayog – Government of India's apex think tank, with the rank of a cabinet minister. He is the Founding Director & current Chairman of Pahle India Foundation – a public policy think tank. He also served as an independent director on the Central Boards of the Reserve Bank of India and the State Bank of India.



Mr. TT Srinivasaraghavan

Mr. TT Srinivasaraghavan - Chairman Emeritus of FIDC & Retired MD of Sundaram Finance Ltd. He has over 40 years of experience in the banking and financial services sector and has been associated with leading trade related organisations. He has been involved with various Committees constituted by the RBI on NBFC related matters, including the recently constituted Group of Advisors to Regulations Review Authority.



Mr. U.S. Paliwal

Mr. U.S. Paliwal – Secretary General, CCA and CEO of the Association of Small Finance Banks of India. He is Former Executive Director of Reserve Bank of India and Former Director of Bank of Mauritius. He was Nominee Director on the Boards of three PSU banks in India.

Unique and Robust Distribution Network Through NBFC Partners (1/3)



AIM & OUR UNDERSTANDING

Efficient last mile delivery of credit across its product range namely MEL, SME, 2 Wheeler and Commercial Vehicle Loans

Value chain approach has proven to be the most potent one to solve informality because of proximity to the end borrowers

Better quality of intermediation with advantage of adequate capital base along with better understanding of the operations and demography

Revenue sharing model ensures scalability of the relationships where the operational cost and credit cost to be borne by the partner NBFCs is considered. The partnership is with full recourse to the partner

KEY CRITERIA FOR STARTING RELATIONSHIP

Promoters Evaluation

Product Alignment

Operational Excellence

Growth Strategy

Capital Base

Financial Performance

CREDIT ASSESSMENT

Pre-Engagement Due Diligence

- Promoters' Domain Expertise
- Strategic alignment
- Range of Products
- On site system and Operational Setup

Transaction Level Due Diligence

- Alignment of Credit screen for various products
- Creation of portfolio
- On site audit of the portfolio Hypothecated

Periodical Deep Diving

- Continuous engagement in order to improve their Systems & Operations to ensure the quality of portfolio and compliance

Unique and Robust Distribution Network Through NBFC Partners (2/3)

IMPACT

MAS

- Widens its network while maintaining a relatively lower risk profile
- Establishes knowledge partnerships and increase its local market knowledge

NBFCs

- Value addition in improving their systems and operations which helps in scalability and Sustainability of business
- Gets vital liability support due to our understanding of the retail products

Borrowers

- Creates an all-round enabling situation of extending credit where it is due by extending credit with deep penetration and understanding

Eco-System

- Catalyst in Efficient last mile delivery of credit

TRACK RECORD

Started with 1 NBFC in 2008, currently having relationship with more than 100 such NBFCs having virtual presence Pan India.

Have grown at a CAGR of around 30% in last five years across our product range with immaculate track record.

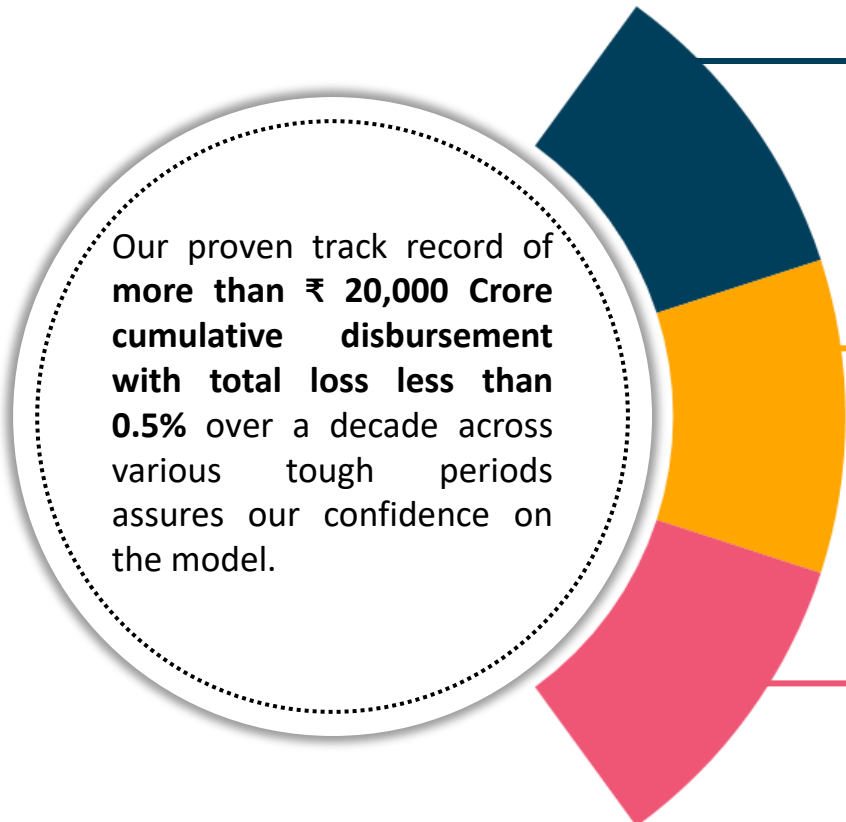
GOING FORWARD

Huge potential to grow along with these NBFCs partners across our product range for efficient last mile delivery of credit

360° view for scalability and sustainability of relationship in the form of :

- a) Providing Liability Solution
- b) Product Development & Strengthening their system and Operations
- c) Capital Advisory

The learning curve is further strengthened:



Our proven track record of **more than ₹ 20,000 Crore cumulative disbursement with total loss less than 0.5%** over a decade across various tough periods assures our confidence on the model.

CREDIT ASSESSMENT

Continuous strengthening of due diligence and audit process - both pre and post disbursement.

Further strengthening the field due diligence.

CONSTANT MONITORING

Close indulgence with partner NBFCs both on the system as well as credit part. Additional diligence of financial accounting with necessary deep diving also to be the part of monitoring to preempt any irregularities.

EVALUATION MATRIX

Further strengthening the evaluation and the exposure matrix for all the NBFCs partners.

Robust and Comprehensive Credit Assessment & Risk Management Framework

HAS aims to give credit where it is due with the dictum of adherence and adaptability

Robust credit assessment



Credit assessment process overview by Product

Micro-Enterprise Loans

- Analysis of business potential and end use, cash flows and model (business to have cash profit for the previous 3 years)
- Requires a guarantor or co-applicant according to the assessment of the applicant's profile

SME Loans

- Business operating history is required from minimum 1 year to 5 years depending on loan size
- 50-70% of turnover to be reflected in current account
- Eligibility criteria is based on turnover, debt/equity ratio and net worth on a case-to-case basis

Two-wheeler Loans

- At least one property (residential or business) should be owned by the applicant or jointly residing family members
- For a student applicant, a co-applicant is compulsory

Commercial Vehicle Loans

- Requires vehicle hypothecation and insurance cover
- Analysis of income, experience, and business stability requirements depending on whether the applicant is a first time user, first time owner, fleet operator or a captive user

Salaried personal Loans

- Loan provided to Salaried Individuals having minimum required disposable income working with approved company.
- Eligibility criteria is based on FOIR, permanent domicile, job stability, credit history etc.

Major Events and Milestones



Note: As per Calendar Year

1995

- ✓ On incorporation, commenced retail finance operations with *Two-wheeler and Micro-Enterprise loans*

2006

- ✓ Received first round of capital infusion of ₹ 65 Mn. from Bellwether Micro Fund

2008

- ✓ Acquired 2nd & 3rd round of capital infusion worth ₹ 435 Mn. and ₹ 400 Mn. from FMO and ICICI Venture, respectively
- ✓ Floated the housing finance subsidiary

2011

- ✓ Listing of NCDs on Bombay Stock Exchange

2012

- ✓ Received the fourth round of capital infusion of ₹ 650 Mn. from DEG

2013

- ✓ Disbursement and AUM crossed ₹ 10 Bn.

2014

- ✓ Sarva Capital purchased 50% CCPS held by FMO in secondary deal

2015

- ✓ Raised Subordinate Debentures of ₹ 200 Mn.
- ✓ AUM crossed ₹ 20 Bn

2016

- ✓ Bank loan rating was upgraded to 'IND A' with 'Stable outlook'
- ✓ Raised subordinate debentures of ₹ 400 Mn

2017

- ✓ Motilal Oswal infused capital of ₹ 1,350 Mn.
- ✓ Raised fresh capital of ₹ 2,330 Mn. via IPO
- ✓ Listing of Equity Shares on BSE & NSE

2019

- ✓ AUM crossed ₹ 50 Bn.
- ✓ Bank loan rating upgraded to "Acuité AA-" with Stable outlook and Short-term rating assigned as Acuité A1+

2020

- ✓ Completed 25th Year of Endeavours

2021

- ✓ Inclusive Finance India Award 2020 – NBFC lending to Micro and Small Enterprises
- ✓ Raised ₹ 650 Mn. via market-linked NCDs (MLD)

2022

- ✓ ASSOCHAM 8th MSMEs Excellence Awards March 2022 – Best MSME Lending of the Year
- ✓ New subsidiary: MAFIN Insurance Broking Private Limited

2023

- ✓ Great Place To Work Certified (Jan 2023 - Jan 2024)
- ✓ Net Profit for the Year crossed Rs 2 Bn.



The Power of Distribution

REGISTERED OFFICE

MAS Financial Services Limited
6, Ground Floor, Narayan Chambers,
Ashram Road, Ahmedabad-380009

www.mas.co.in

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Mr. Meet Chande
Investor Relations Manager
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meet_chande@mas.co.in