

November 09, 2024

<b>National Stock Exchange of India Limited</b> Exchange Plaza, C-1, Block-G, Bandra Kurla Complex, Bandra (E), Mumbai - 400051 <b>NSE Symbol: CSLFINANCE</b>	<b>BSE Limited</b> Corporate Relationship Department Phiroze, Jeejeebhoy Towers, Dalal Street, Mumbai-400001 <b>BSE Scrip Code: 530067</b>
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Dear Sir / Ma'am,

**Sub: Investor Presentation**

Please find enclosed herewith the Copy of the Investor Presentation of the Company highlighting the performance and recent developments of the Company for the quarter and half year ended September 30, 2024.

The Investor Update are also being disseminated on Company's website at [www.csloffinance.in](http://www.csloffinance.in)

This is for your kind information and records.

Thanking you,

Yours Faithfully,

For **CSL Finance Limited**

**ROHIT** Digitally signed  
by ROHIT GUPTA  
Date: 2024.11.09  
**GUPTA** 17:07:59 +05'30'

Rohit Gupta  
Managing Director  
(DIN: 00045077)

**Encl:** a/a

# Q2FY25

## Investor Presentation

November 2024





# Quarterly Business Update



## Inside this section

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Asset Quality: Stage Analysis

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Quarterly Financial Snapshot

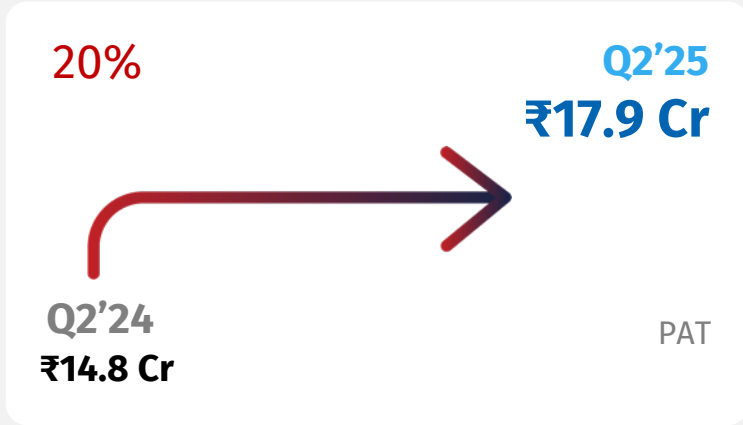
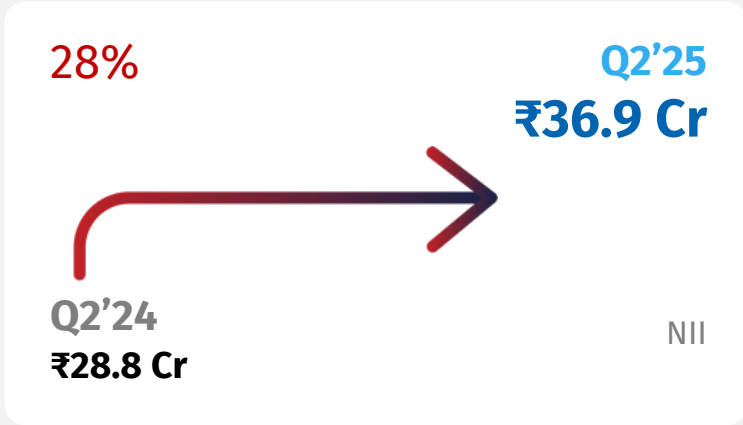
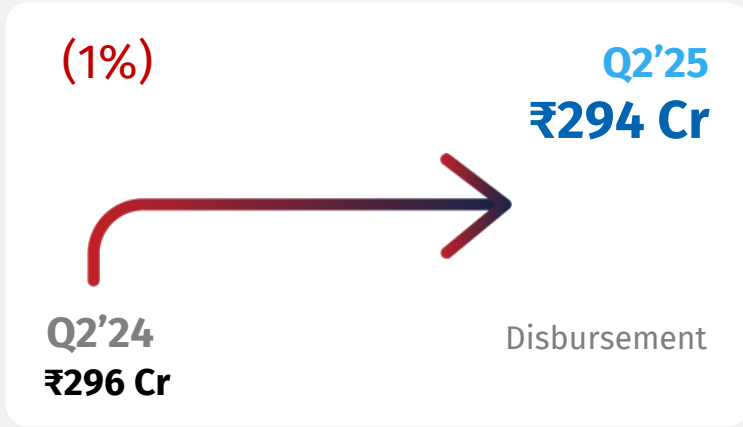
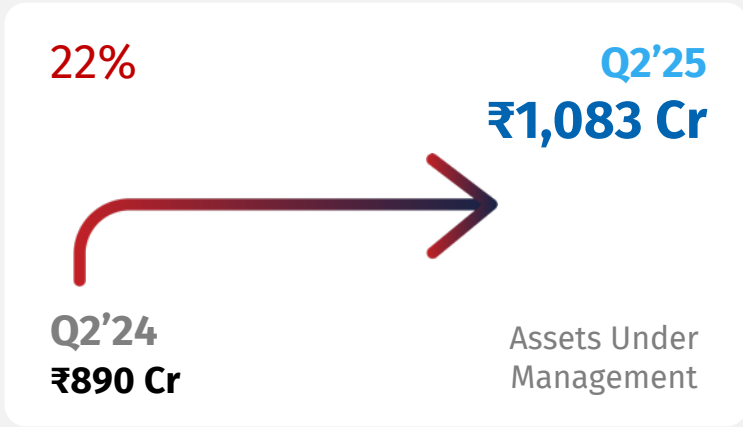
Operational Updates

New Product Updates:  
Suidha Loans

Lending Partners

5Y Financial Snapshot

# Business Growth YoY



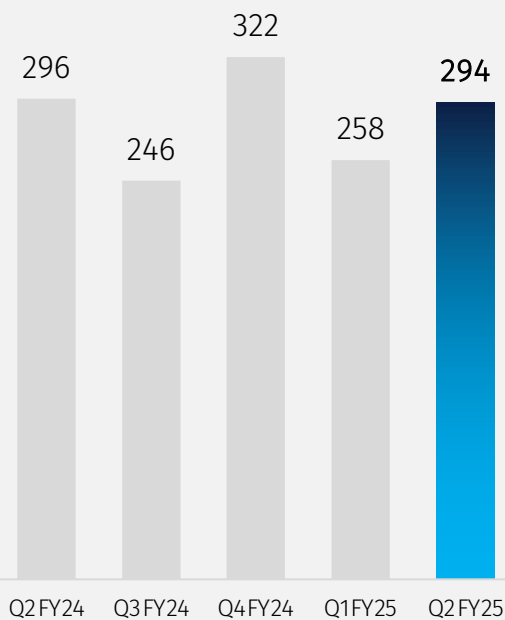
Note: AUM for Q2FY25 includes off-book AUM of ₹ 42 crore.

# Loan Book Size

## Disbursements

(₹ crore)

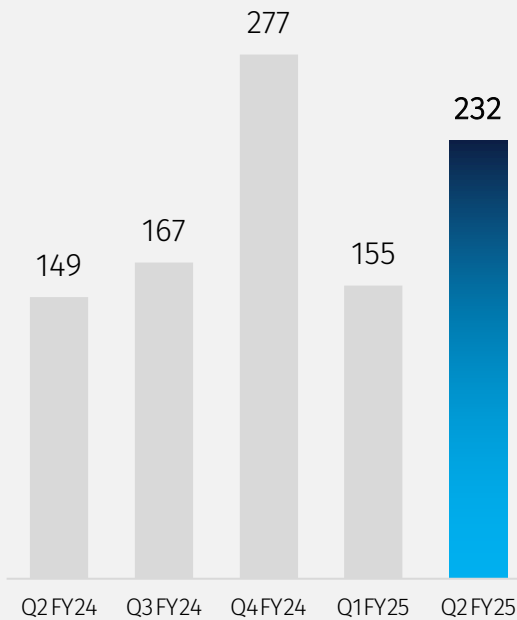
**-1%** **14%**  
YOY Change QOQ Change



## Collections

(₹ crore)

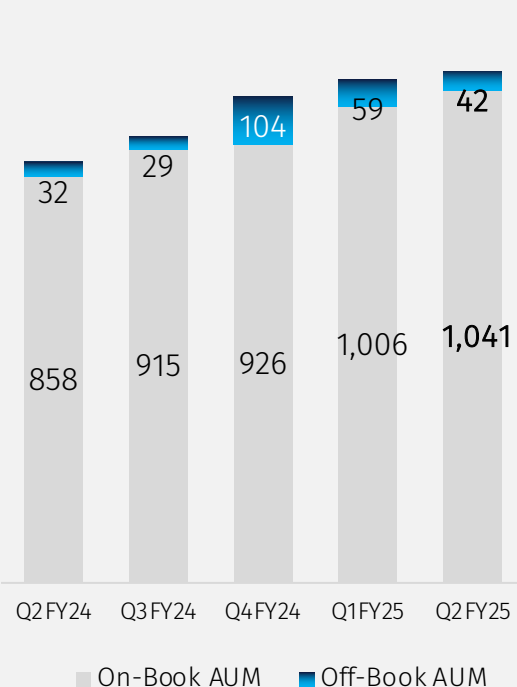
**56%** **50%**  
YOY Change QOQ Change



## Loan Book

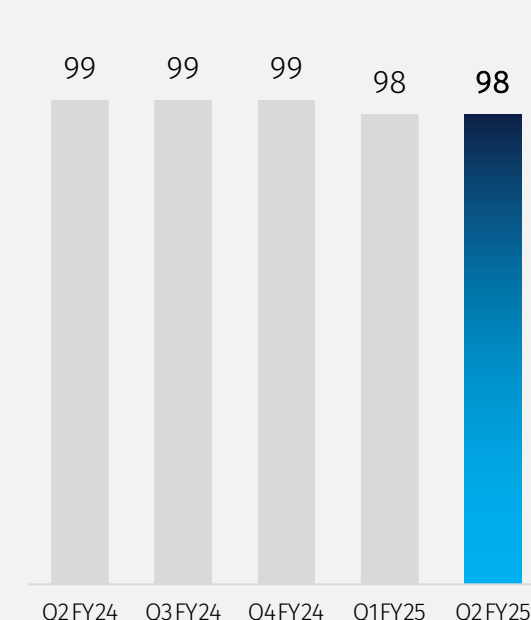
(₹ crore)

**22%** **2%**  
YOY Change QOQ Change



## Collection Efficiency

(%)

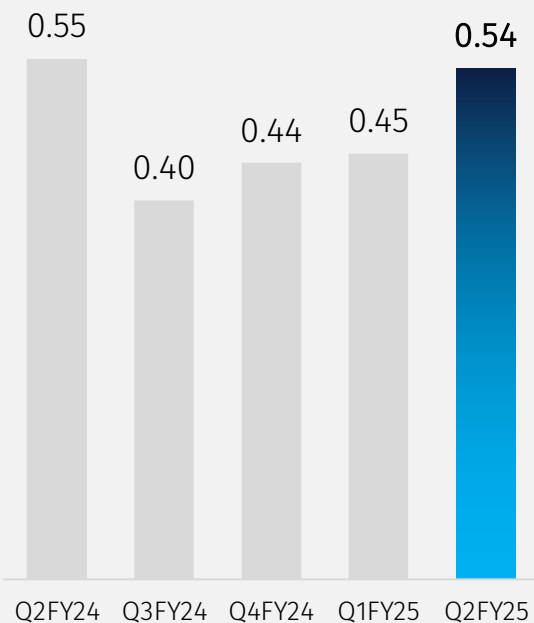


Note: Off-book AUM down on account of lumpiness in Wholesale book  
 Note: YOY & QOQ change for Total AUM

# Asset Quality

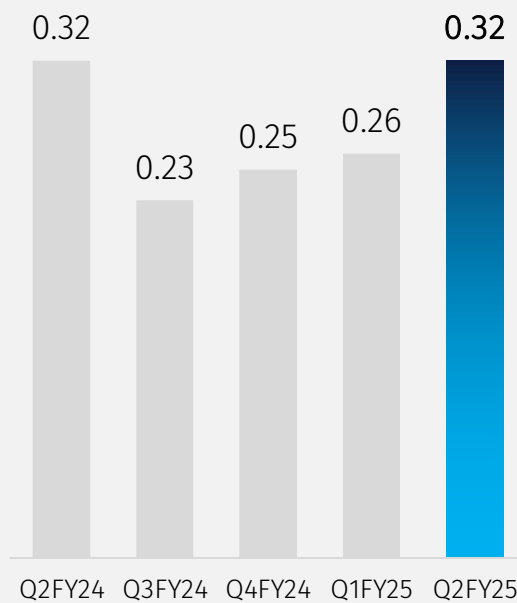
## Gross NPA

(%) **-1 BPS** **9 BPS**  
 YOY Change QOQ Change



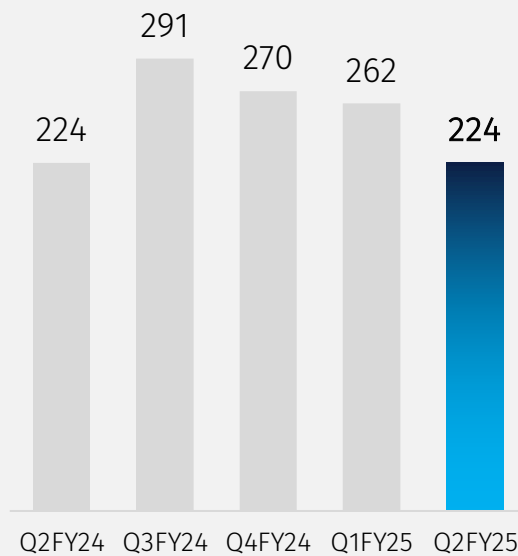
## NET NPA

(%) **0 BPS** **6 BPS**  
 YOY Change QOQ Change



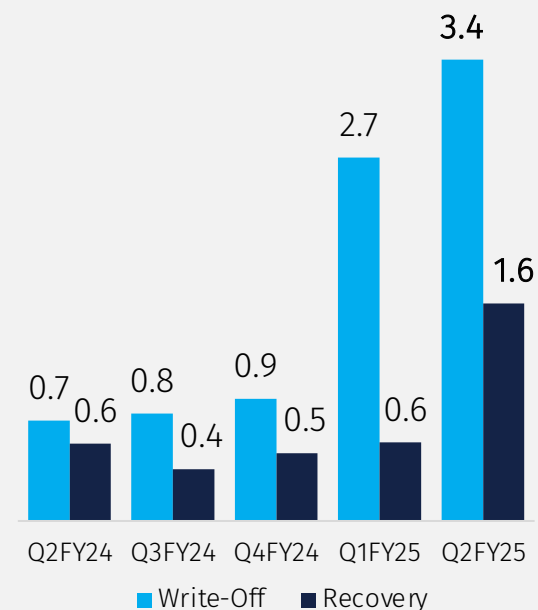
## Provision Coverage Ratio

(%)



## Write-offs & Recoveries

(₹ crore)



Note: Higher write-offs on account of Suidha loan book

# Asset Quality: **Stage Analysis**

## Classification of Assets Basis the ECL Computation as Per Ind-AS:

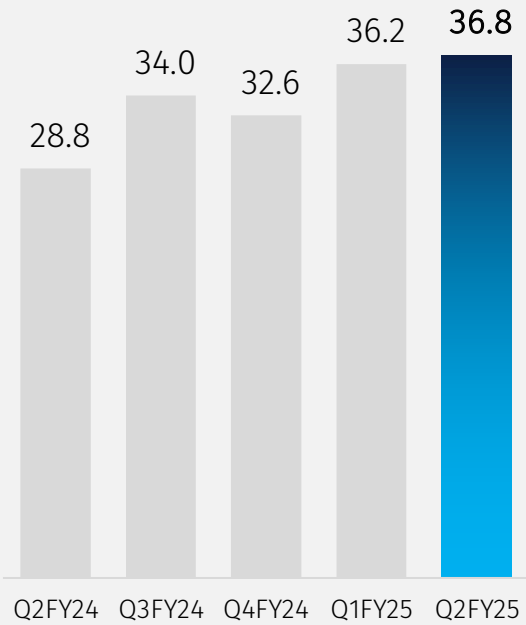
PARTICULARS	Q2FY24	Q1FY25	Q2FY25
Gross Stage 3 (GNPA)	4.55	4.55	5.64
% portfolio in Stage 3	0.55%	0.45%	0.54%
ECL provision Stage 3	1.92	1.97	2.37
Net Stage 3	2.63	2.58	3.27
<b>ECL Provision % Stage 3</b>	<b>42.16%</b>	<b>43.34%</b>	<b>41.99%</b>
Gross Stage 1 & 2	829.90	998.47	1,032.23
% portfolio in Stage 1 & 2	99.45%	99.55%	99.46%
ECL provision Stage 1 & 2	8.29	9.94	10.29
Net Stage 1 & 2	821.62	988.53	1,021.94
<b>ECL provision % Stage 1 &amp; 2</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>
Total Assets	834.46	1,003.01	1,037.86
% portfolio	100.00%	100%	100.00%
ECL Provision	10.21	11.91	12.66
Net Stage	824.25	991.11	1,025.21
<b>TOTAL ECL Provision %</b>	<b>1.22%</b>	<b>1.19%</b>	<b>1.22%</b>
<b>Provision Coverage Ratio</b>	<b>224.14%</b>	<b>261.94%</b>	<b>224.41%</b>
NET NPA (Only Stage 3 Provision)	0.32%	0.26%	0.32%

# P&L Highlights

## Net Interest Income

(₹ crore)

**28%** **2%**  
YOY Change QOQ Change

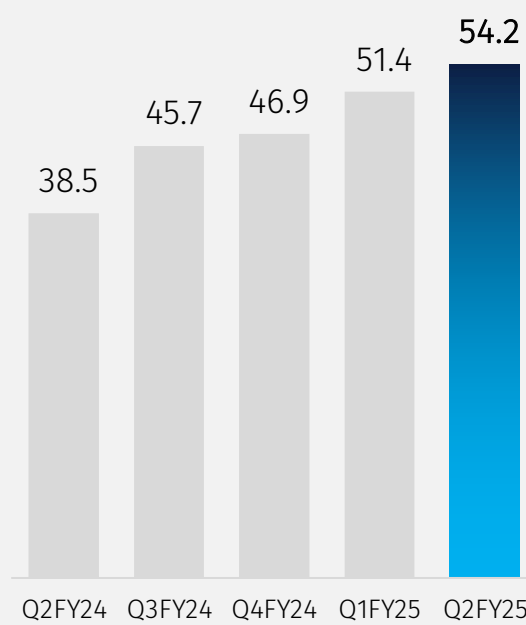


Note: Net Interest Income (NII) = Interest Income + Fees & Commission Income – Finance Costs

## Total Income

(₹ crore)

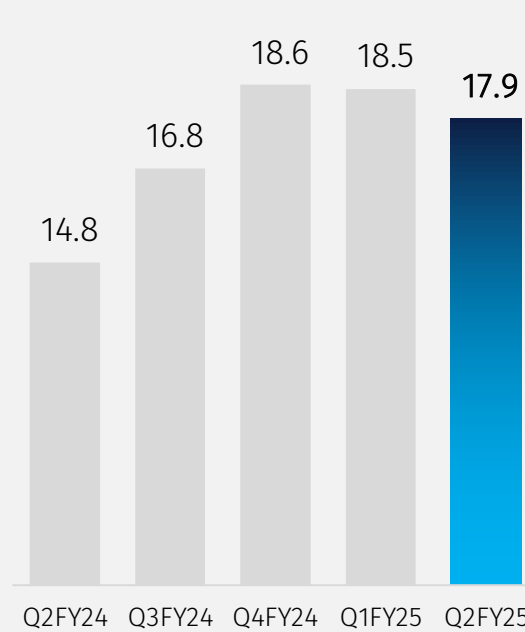
**41%** **6%**  
YOY Change QOQ Change



## Profit After Tax

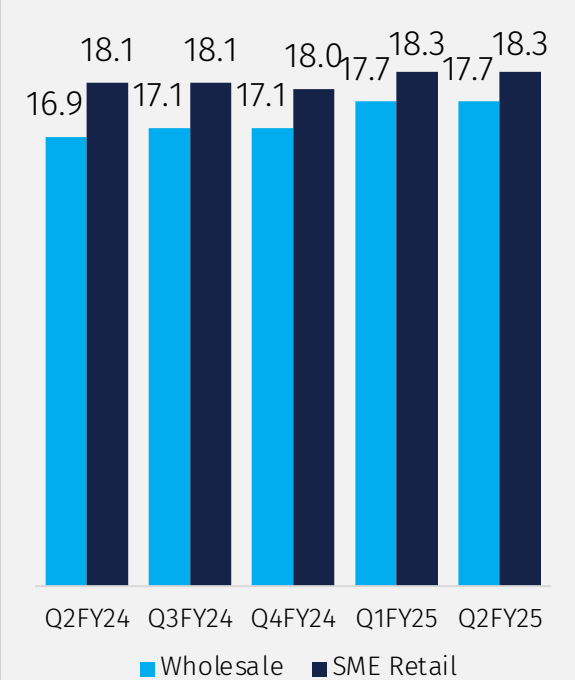
(₹ crore)

**20%** **-3%**  
YOY Change QOQ Change



## Yields

(%)



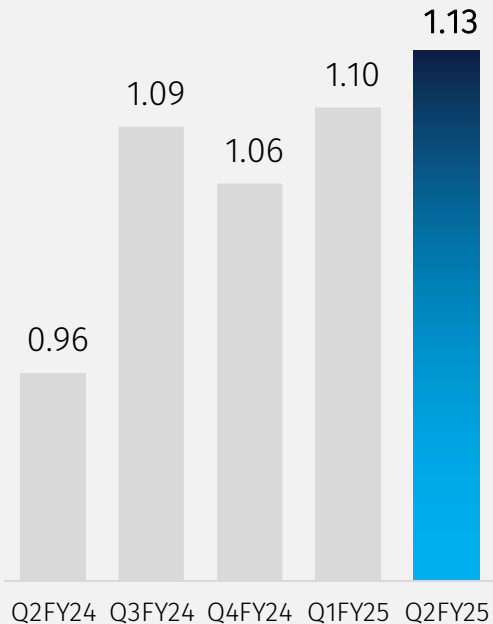
■ Wholesale ■ SME Retail



# Treasury Update

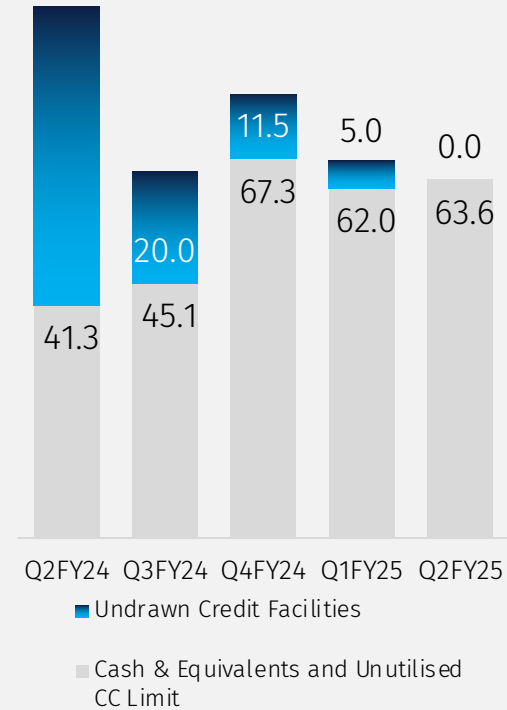
## Leverage

(Time)



## Liquidity

(₹ crore)



- 1 The Company has adequate liquidity of ₹ 63.6 crore as on 30<sup>th</sup> September 2024. Additionally, it has 100 Cr of DA Lines available from SBI.
- 2 The Company has positive ALM across all the buckets.
- 3 Credit Rating for the Company has been reaffirmed as A- | Stable from Acuite Ratings & Research as on November 4, 2024
- 4 The Leverage Ratio is at a comfortable 1.13x as on 30<sup>th</sup> September 2024 with total outstanding borrowings of ₹ 569.20 crore.



# Quarterly **Financial Snapshot**

(₹ crore)

PARTICULARS	Q2FY24	Q1FY25	Q2FY25
Disbursements	297.37	258.34	293.93
Revenue	38.53	51.36	54.31
Interest Income	33.94	46.78	49.56
PBT	20.25	24.68	24.72
PAT	14.82	18.51	17.85
Bad debts written off	0.74	2.67	3.39
Bad debts recovered	0.57	0.58	1.61
Loans and Advances (before ECL provision)	857.98	1,003.01	1,037.86
Net Worth	437.80	493.56	505.73
Total Liabilities	431.42	549.57	584.19
Borrowings	420.66	542.88	569.20
Gross NPA (%)	0.55%	0.45%	0.54%
Net NPA (%)	0.32%	0.26%	0.32%
Debt to Equity Ratio	0.96	1.10	1.13
CAR	51.03%	49.68%	49.11%
ROA	7.76%	7.30%	6.60%
ROE	13.49%	15.06%	14.29%
Book Value per share	216.32	216.64	221.98

# Operational Updates

## LOAN BOOK

- Q2 & H1FY25 have experienced subdued AUM growth rates due to several contributing factors.
  - The SME segment's performance has been notably affected by reduced disbursements, attributed to a severe heatwave in northern India, heavy monsoon and partial flooding in some western markets, along with election-related disturbances and internal productivity issues.
  - These factors have slightly impacted collection efficiency and slippages in H1.
  - Furthermore, adapting to the latest RBI policy on booking disbursements has taken longer than anticipated. The new policy requires disbursements to be booked on the date funds are credited to the borrower's account, rather than the cheque issue date or loan sanction date. Consequently, the team had to align with these practices, and incentive systems needed updating.
  - While this change created a temporary setback, it is expected to yield long-term benefits by significantly reducing the possibility of cancellations on sanctions and ensuring business is booked only after fund disbursement.
  - As a result of these factors, AUM growth stood at 22% YOY and 2% QOQ.
  - Given the macro-environment where the RBI has expressed concerns about unsecured lending and over-leveraged borrowers,
- there has been some spillover impact on the secured lending industry as well. Consequently, industry-wide slippages have increased over the past 2-3 months.
  - In light of this context, CSL has tightened its credit policies and systems. The new LOS & LAP will also support this initiative.
  - The Wholesale book continues to do well, with a conducive business environment and a thriving real estate industry. The deal pipeline for the Wholesale book is as per the original expectation.
  - As a result, the SME Retail: Wholesale AUM mix has shifted in favour of the Wholesale book in the last 2 quarters, and now stands at 39:61.
  - The consolidation in SME Retail book is expected to be concluded in H2, and we expect to do better on the AUM growth front in the coming quarters.

## PROVISIONING & WRITE-OFFS

- Write-offs for Q2 & H1 stood higher primarily on account of write-offs in Suvidha loan book. The Company has written off all accounts 90 days past due (DPD).
- As of September 30, 2024, out of the total Suvidha disbursement of 15.84 Cr, 3.24 Cr has been written-off. Recoveries from these write-offs are expected over the next 12 months.
- The Company maintains a healthy PCR of 224%

## NET INTEREST INCOME & PROFITABILITY

- Total Income growth rate is largely in line with AUM growth.
- NII growth rate has been affected by lower AUM growth and fee income in Q2. There is also some impact of negative carry on the liquidity.
- Profitability has experienced a 3% QOQ decline, primarily due to higher provisioning in the Suvidha & SME Retail loan book, coupled with increased OPEX from new branch additions and employee benefit expenses. PAT growth on a YOY basis stood at 20%.
- Yields have remained stable in both verticals.

## LENDING PARTNERS

- CSL Finance has added 3 new lending partners this quarter, including Bajaj Finance, Ujjivan Small Finance Bank, and Capital Small Finance Bank.
- The Company maintains healthy liquidity of 63.6 Cr and has also received 100 Cr of DA lines from SBI.

## TEAM STRENGTH

- Team strength addition is primarily on account of the 8 new branches launched in Q2.

## BRANCH FOOTPRINT EXPANSIONS

- In line with its expansion plans, CSL has added 8 new branches this quarter, including 3 in Gujarat and 2 branches each in Rajasthan and Haryana. With these additions, the operational branch count stands 42 as of Q2.
- Consequently, employee count and associated OPEX related to branch expansion have also increased this quarter.

## SUVIDHA PRODUCT UPDATE

- As communicated in the previous quarter, the Company evaluated its learnings from the first Pilot launch of the product. Based on these insights, a new Suvidha platform has been created.
- However, given the current industry scenario of unsecured lending and the general caution expressed by the regulator on unsecured lending, the Company has temporarily put the launch of Pilot 2.0 on hold.
- Currently, there are no active accounts in the Suvidha loan book. All accounts beyond 90 days-past-due have been written off, and recovery for the total write-off of 3.24 Cr is ongoing.

## OUTLOOK

- Given the impact of external and internal factors on muted loan book growth in H1, the AUM target for FY25 has been revised to 1,250-1,350 Cr from the previous 1,350-1,450 Cr.





# Lending Partners

## Banks & SFBs

		 Kotak Mahindra Bank			 YOUR PERFECT BANKING PARTNER			
 Indian Bank	 Small Finance Bank	 Utkarsh Small Finance Bank						


Newly added


  
UJJIVAN SMALL FINANCE BANK  
Build a Better Life

## NBFC

	 Kotak Mahindra Investments Limited			
				

Newly added



# 5Y Financial Snapshot

PARTICULARS	FY20	FY21	FY22	FY23	FY24
Disbursements	270.10	433.32	491.10	758.72	1,052.04
Revenue	60.85	61.67	74.62	117.54	166.58
Interest Income	58.42	59.18	67.66	108.54	153.72
PBT	31.74	39.36	44.98	61.47	85.60
PAT	22.47	27.53	33.68	45.52	63.36
Bad debts written off	0.26	3.88	1.45	0.94	3.40
Bad debts recovered	0.15	0.10	2.33	2.42	2.34
Loans and Advances	310.96	329.55	516.95	735.61	920.21
Net Worth	232.55	259.20	321.68	362.40	472.92
Total Liabilities	99.92	88.33	210.68	416.25	510.51
Borrowings	95.92	82.60	204.16	408.06	503.22
Gross NPA	0.69%	2.11%	1.73%	0.61%	0.44%
Net NPA	0.24%	1.19%	0.96%	0.35%	0.25%
Debt to Equity Ratio	0.41	0.32	0.63	1.13	1.06
CAR	73.16%	81.50%	63.82%	49.88%	51.30%
ROA	6.76%	7.92%	8.45%	6.94%	7.18%
ROE	9.66%	11.20%	12.48%	12.56%	13.33%
Book Value per share	125.65	140.05	155.06	174.79	207.58



# About CSL Finance



## Inside this section

Introduction

CSL's Business Model

Key Differentiators of CSL

Business Verticals & Products

SME Retail

Wholesale

# Introduction

CSL Finance Limited is a Non-Banking Finance Company registered with the Reserve Bank of India and listed on the NSE and BSE.



The Company is a one-stop destination for Small and Medium-Sized Enterprises (SMEs) and real estate and non-real estate corporates to avail a variety of secured loan products. CSL's experienced and dynamic team aims to fulfil every entrepreneur's dreams by bridging the gap between their dreams and their financial needs to grow their business.



**₹1,083 Crore**  
AUM

**A- Stable**  
Credit Rating Reaffirmed

**14%**  
ROE

**99%**  
Secured loan book

**₹506 Cr**  
Net Worth

**48%**  
Superior CAR

**457**  
Team Strength

As of Q2FY25

# CSL's **Business Model**

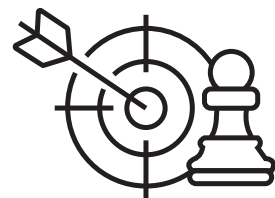


## 01

### Domain Expertise

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Build deep understanding of our markets, products, and customers

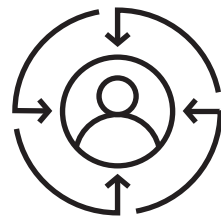


## 02

### Focused Strategy

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Operate within circle of competence, and expand it over time

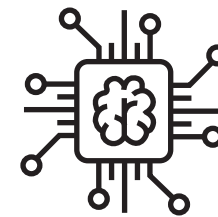


## 03

### Customer-Centric

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Prioritise customer comfort, tailored products, swift disbursements, etc.



## 04

### Technology-Driven

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Harness technology to enhance credit decisioning, reduce TAT, and continuously improve lending models



## 05

### Healthy Businesses

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Lend to healthy businesses, with good cash flows, profit margins, and business vintage; who lack access to traditional finance sources



# Key Differentiators of CSL



## SME Retail Lending

1. Target market: serving the **unbanked & underserved**
2. Using **alternative data** instead of conventional scorecards for underwriting
3. **Swift disbursement** & ease of application
4. Efficiency through **digital transformation**
5. Small and flexible ticket sizes
6. Focused on **secured lending** book (99%)
7. **Quality collateral** (85% is SORP & 9% is SOCP)
8. Promoting **financial inclusion** (63% AUM from non-Urban locations)



## Wholesale Lending

1. **Niche and focused** real estate wholesale book
2. Focus on **projects with decent capital contribution** by promoters or last-mile funding
3. Focused on **secured lending** book (100% of the book)
4. Built on **in-depth expertise of NCR** and all its micro-markets
5. Proactive **project monitoring** post funding
6. **Robust collection** mechanism in place via escrows
7. Strength in the affordable housing segment

# Business Verticals & Products



## Wholesale

### WS Large

Structured loans for Mid Income/ Affordable Group Housing Projects

**₹391 crore**  
Loan Book

**38**  
Active Accounts

**₹15 crore**  
Average Ticket Size

### WS Small

Construction loan given against single plotted projects

**₹210 crore**  
Loan Book

**33**  
Active Accounts

**₹7 crore**  
Average Ticket Size

### WS Other Term Loan

Loan against SORP/SOCP properties and Loan against securities & deposits which are highly liquid

**₹52 crore**  
Loan Book

**9**  
Active Accounts

**₹8 crore**  
Average Ticket Size

## SME Retail

### SME Retail

Micro/Small Loans to Kirana Stores, Traders, Schools, and other boutique shops and merchants backed by owned properties as collateral, small ticket loans

**₹335 crore**  
AUM

**2,902**  
Active Accounts

**₹13.7 lakh**  
Average Ticket Size



### SME Mid-Sized Lap

Loan against properties for business expansion or working capital finance

**₹86 crore**  
AUM

**50**  
Active Accounts

**₹2.2 crore**  
Average Ticket Size



# SME Retail



# SME Retail (1/6)

## Products



### Jyoti

**₹3-10 Lakhs**  
Loan Amount

**3-7**  
Tenor (In Years)

#### Target Customer

Provide working capital to small businesses to manage day-to-day expenses and seasonal cash flow gaps. Our loans offer the necessary financial support for growth, stability, and operational efficiency, fostering long-term success and contributing to broader economic development.



### Saarthak

**₹10-50 Lakhs**  
Loan Amount

**3-7**  
Tenor (In Years)

#### Target Customer

Salaried professionals who are unable to procure funds from banks because of non-availability in their area



### Shakti

**₹10-35 Lakhs**  
Loan Amount

**3-7**  
Tenor (In Years)

#### Target Customer

Small entrepreneur, traders, manufacturers etc, as a working capital loan to improve or multiply its business



### School Loan

**₹5-100 Lakhs**  
Loan Amount

**3-7**  
Tenor (In Years)

#### Target Customer

Loans to schools and education institutions to meet their working capital requirements.

# SME Retail (2/6)

## Products



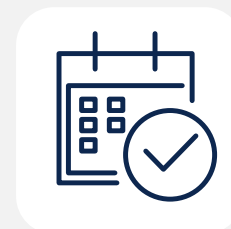
### Nirman

**₹10-50 Lakhs**  
Loan Amount

**3-7**  
Tenor (In Years)

#### Target Customer

Balance Transfer of LAP along with top-up for semi-skilled or skilled self-employed, proprietorship or partnership firms for working capital purposes



### Samadhan

**₹25-50 Lakhs**  
Loan Amount

**3-7**  
Tenor (In Years)

#### Target Customer

Immediate working capital requirement to support client's urgent business needs at mid-level



### Mid-Size Lap

**₹1-5 Crores**  
Loan Amount

**2-3**  
Tenor (In Years)

#### Target Customer

Loan against properties for business expansion or working capital loans

# SME Retail (3/6)

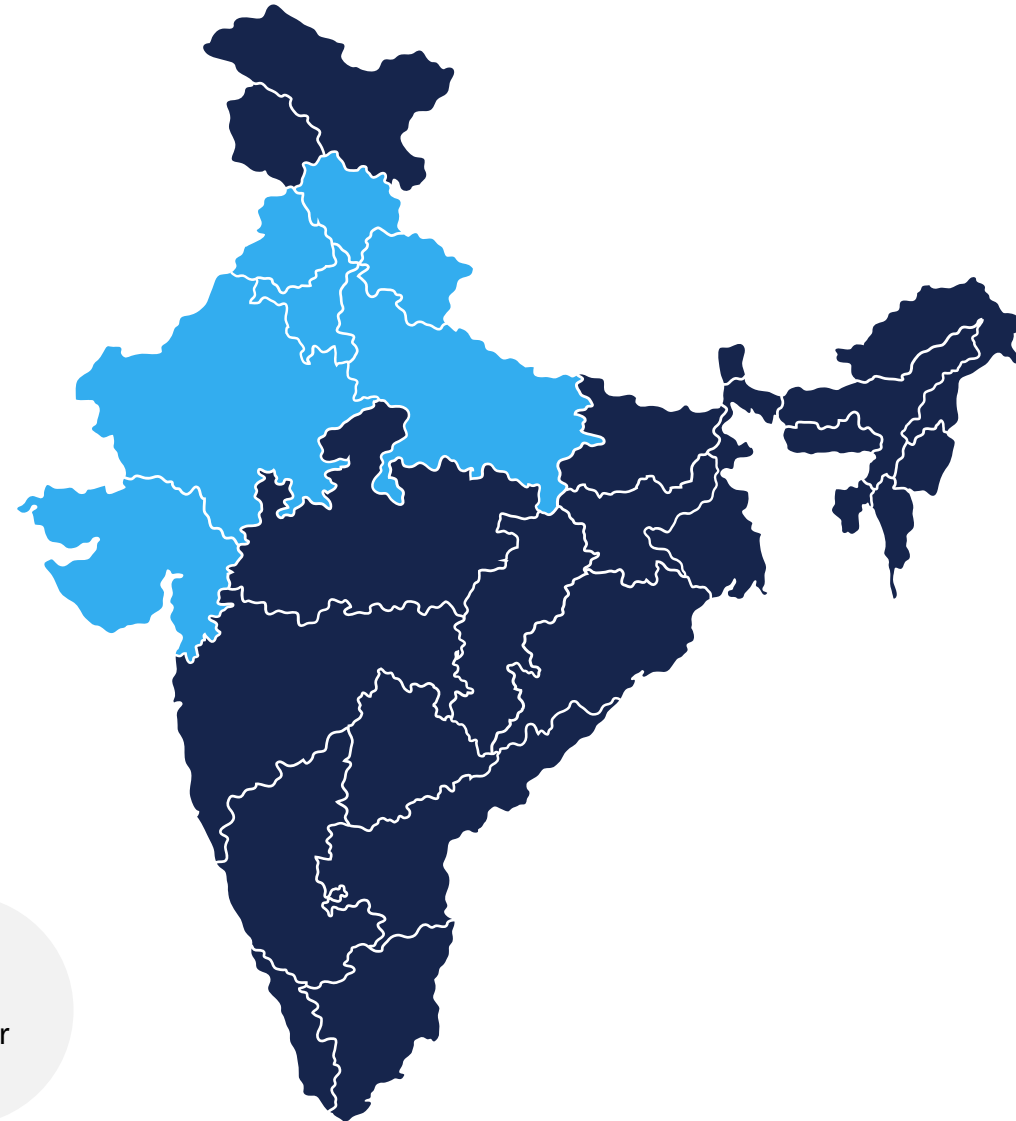
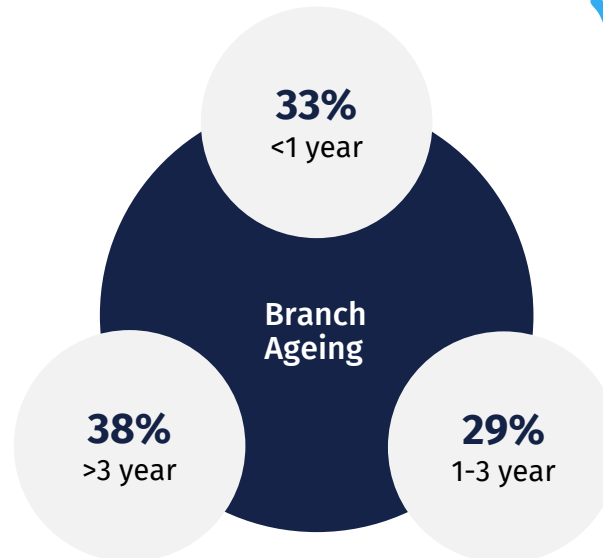
## Presence

● 31%	● 26%
<b>13 Branches</b>	<b>11 Branches</b>
<b>Rajasthan</b>	<b>Gujarat</b>
<hr/>	
● 12%	● 12%
<b>3 Branches</b>	<b>7 Branches</b>
<b>Punjab</b>	<b>Haryana</b>
<hr/>	
● 2%	● 7%
<b>1 Branch</b>	<b>3 Branches</b>
<b>New Delhi</b>	<b>Uttarakhand</b>
<hr/>	
● 10%	<b>42 Branches</b>
<b>4 Branches</b>	<b>Total Branch Network</b>
<b>Uttar Pradesh</b>	

■ AUM DISTRIBUTION (in %)

## Clustered

Approach to expanding branch network, based on understanding & comfort in each micro-market



# SME Retail (4/6)

## Automating Workflow to Improve Efficiency

### Loan Origination

- Customer on-boarding & authentication
- Geotagging of business premise and residence
- eKYC
- Document verification & validation
- Preliminary eligibility check
- Mobile number verification through OTP
- Door to door canvassing for lead generation



### Loan Evaluation

- Multi Bureau checks + CIBIL Auto analysis
- Automated Technical & Field Investigation
- Automated Bank statement analyzer
- Different input parameters for credit analysis
- Physical verification of business premise & residence
- Multiple third party APIs installed to eliminate fraudulent activities



### Loan Disbursement

- 100% cashless, E-disbursement of loan file and amount
- Payment enabled through various third-party payment gateways & apps
- E-signing of all documents for unsecured loans
- Multiple report generations at a click of a button



### Loan Collection

- Digital mobile App for field officers
- Geo tagging & customer information update
- 99% collection done by NACH & eNACH
- Penny-drop verification
- Automated & Manual outbound dialling and instalment reminder messages

### OTHER INITIATIVES

- Continuous enhancements in credit decisioning module
- Extensive efforts on Training & Development for the adaptability of this new technology
- Implementing BRE for automating deviations as per policies



# SME Retail (5/6)

Relying on a banking customer onboarding & loan underwriting platform

**Key drawback:**

Less suitable for NBFC operations | Little customizations

Up to 2021

Migrated to a bespoke customer onboarding & loan underwriting platform with multiple API integrations.

**Recent achievements:**

Communication Engine for customers • Pre-printed & automated Loan documents deliverables • E-NACH & Aadhar Based NACH • Banking statement analyser integrated in LOS

- Multiple third-party API integrations • Mobile Collect for collections module • Extensive reporting tool • Extensive credit enhancements
- Launch of new Unsecured Loan products in LOS • Multiple Bureau Checks & Analysis • BRE • CKYC • BI Dashboards • Lead Management System • BBPS Integration • Account Aggregator

**Q2 Achievements** - Airtel Payments Bank Integration, Incentive Management System, Version 2 of the Suvidha Loan Platform

FY23-FY24

**Roadmap:**

- Version 2 of LOS & LAP expected to launch in November'24
- Implementing a New LMS for Wholesale Vertical in November'24
- Data Analytics Initiatives (ongoing)

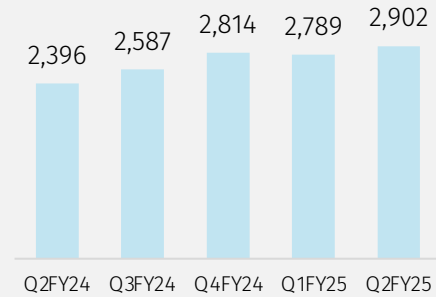
Roadmap Going Forward

# SME Retail (6/6)

## SME

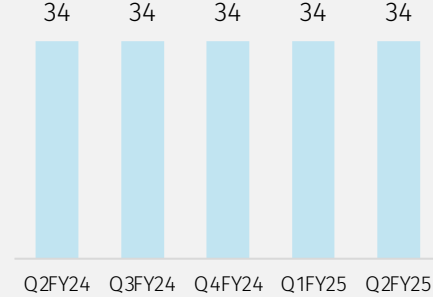
### Active Accounts

(#)



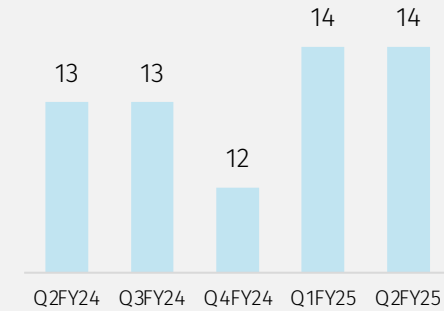
### Average Loan-to-value

(%)



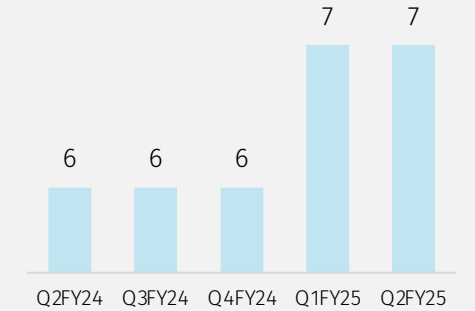
### Average Ticket Size

(₹ Lakh)

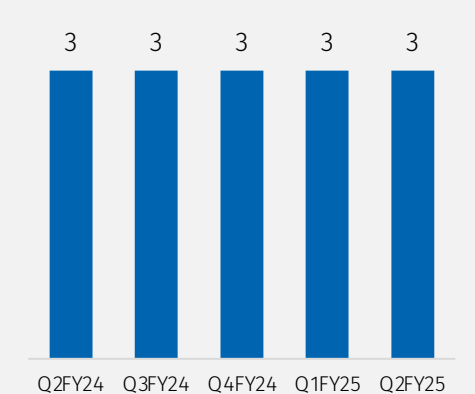
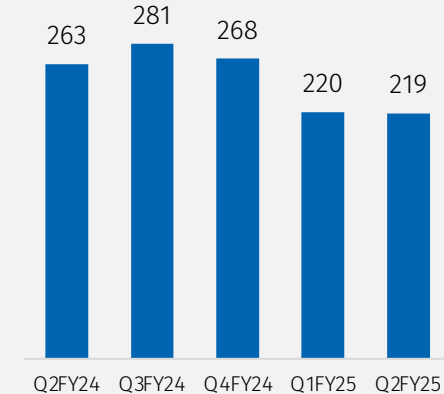
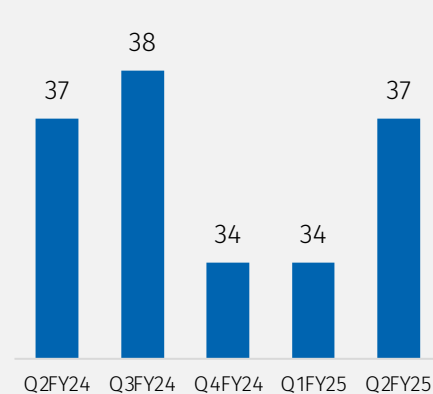
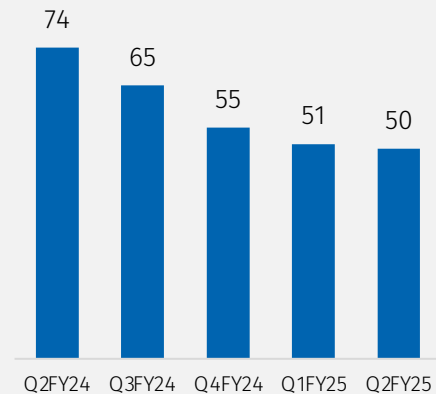


### Average Tenure

(Year)

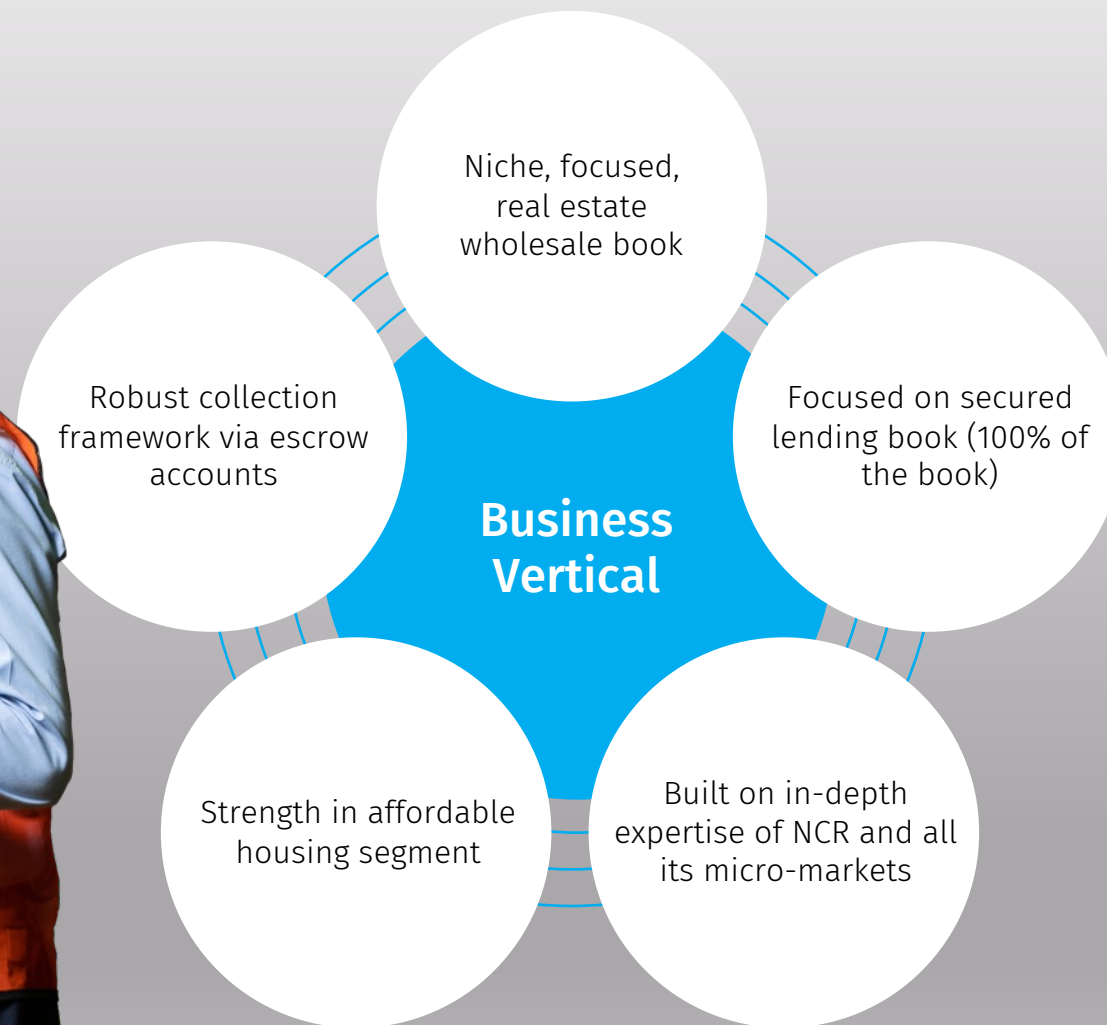


## Mid-Sized LAP



Note – From Q4FY22 onwards, the Company has reclassified Mid Sized LAP in SME Retail, from earlier Wholesale.

# Wholesale



# Wholesale (1/2)

## Robust Risk Management Framework



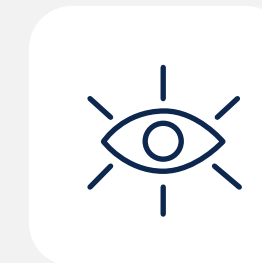
### Better Customer Selection: Strong Sourcing

- Presence in strategically selected micro-markets of NCR
- Excellent understanding of dynamics of each micro-market
- Customer selection based on end-use demand
- Primarily involved in last-mile funding, thus reducing project execution risk
- Business with only reputed developers with a good credibility



### Credit Appraisal & Excellent Screening

- Robust due diligence
- Extensive credibility checks
- Project & market screening, assessment of market demand-supply trends.
- Each deal is structured uniquely based on specific project requirements
- At least 2X security cover with a charge on multiple assets



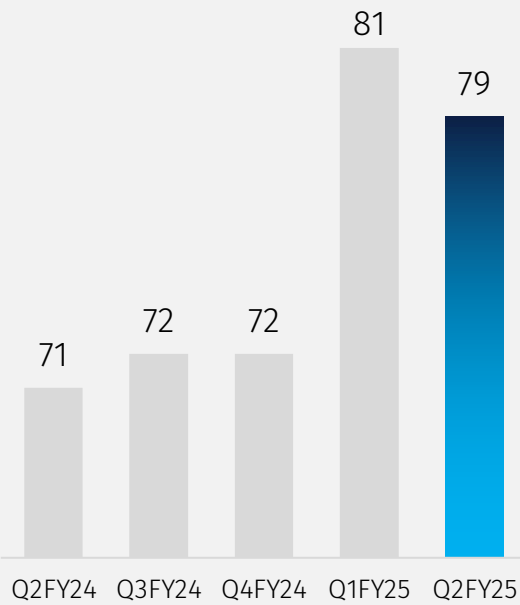
### Constant Monitoring

- Dedicated, on-ground resourced for asset monitoring
- Fortnight site visits to assess project progress
- Review of sales, inventories, market price, costs
- Detect early warning signals, initiate required steps, and increase engagement
- Wherever required, initiate early legal actions for faster repayments

# Wholesale (2/2)

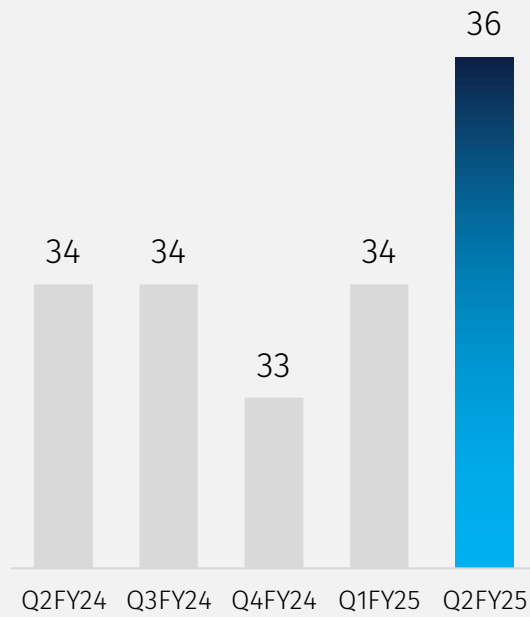
## Active Accounts

(#)



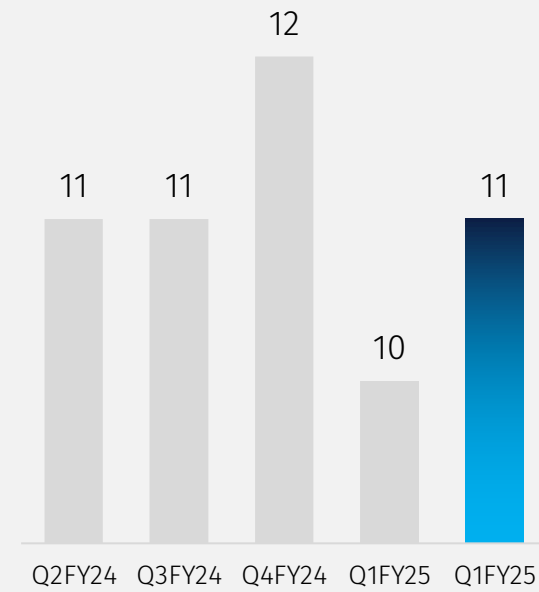
## Average Loan-to-value

(%)



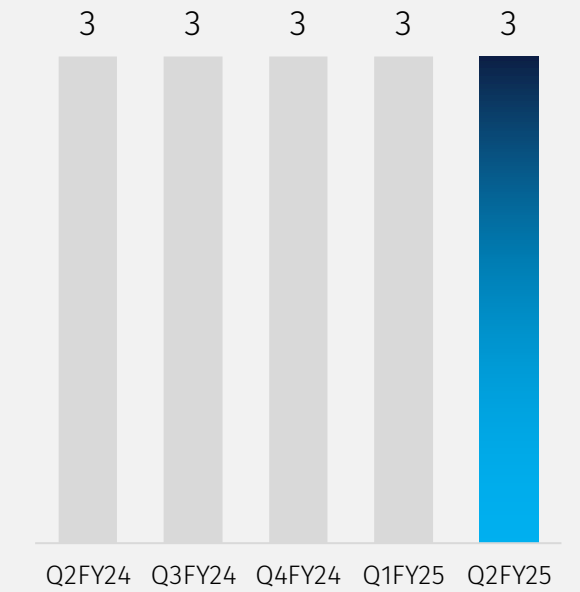
## Average Ticket Size

(₹ crore)



## Average Tenure

(Year)





# Building **for Leadership**



→  
Building for  
Tomorrow

→  
Well Managed  
ALM

→  
Conservative Leverage  
Standards

# Building for **Tomorrow**



## Professionals

- Professional leadership & CXOs
- Deep domain expertise & experience



## Governance

- Independent BOD
- 8 years of uninterrupted Dividends
- Transparent & proactive investor communication



## Risk-management DNA

- Never growth at cost of risk-management
- Prudent leverage
- Sticking to domain expertise
- Well-managed ALM



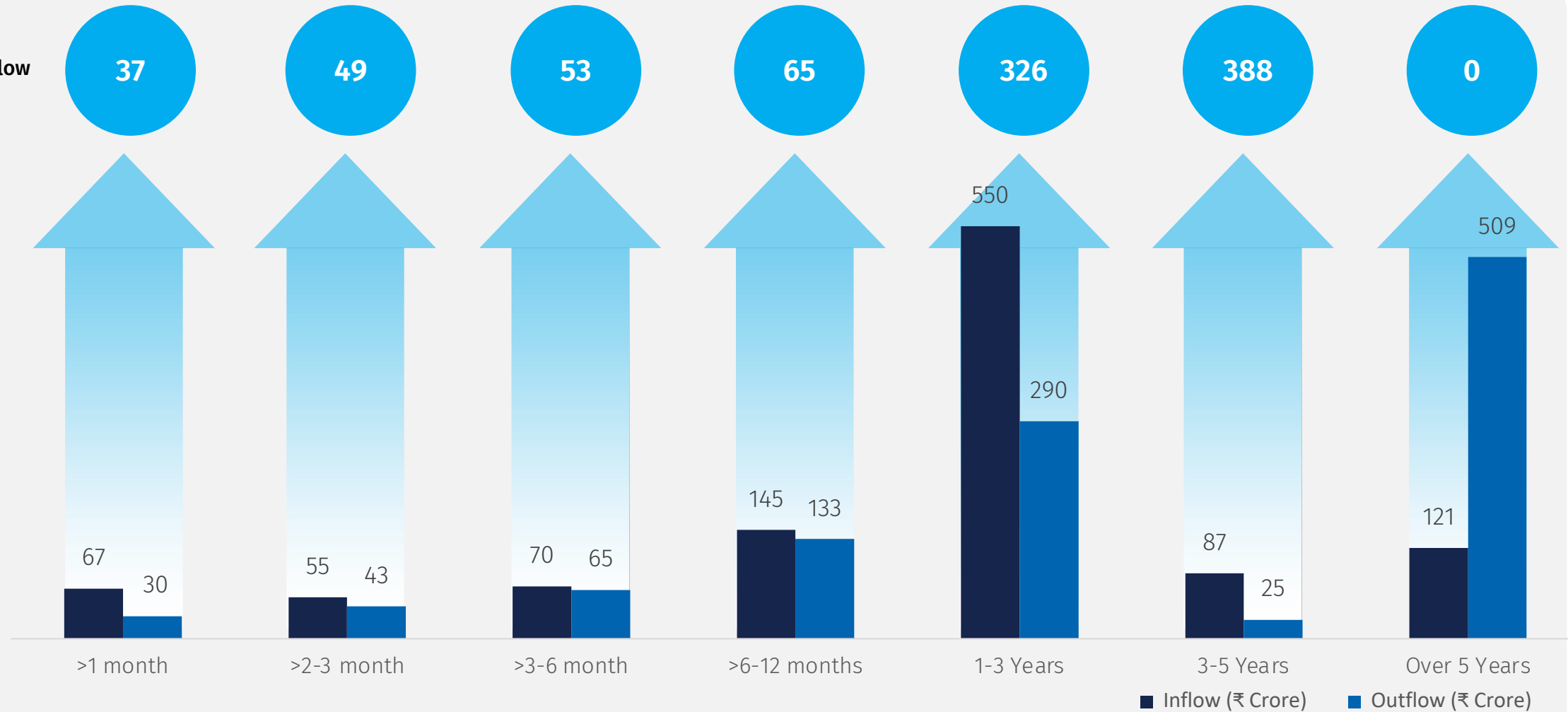
## Poised For Growth

### Multiple growth levers aligning:

- Self-sufficiency & growth of SME vertical
- New products
- Credit rating upgrade & access to capital
- Headroom for leverage
- Conducive macros

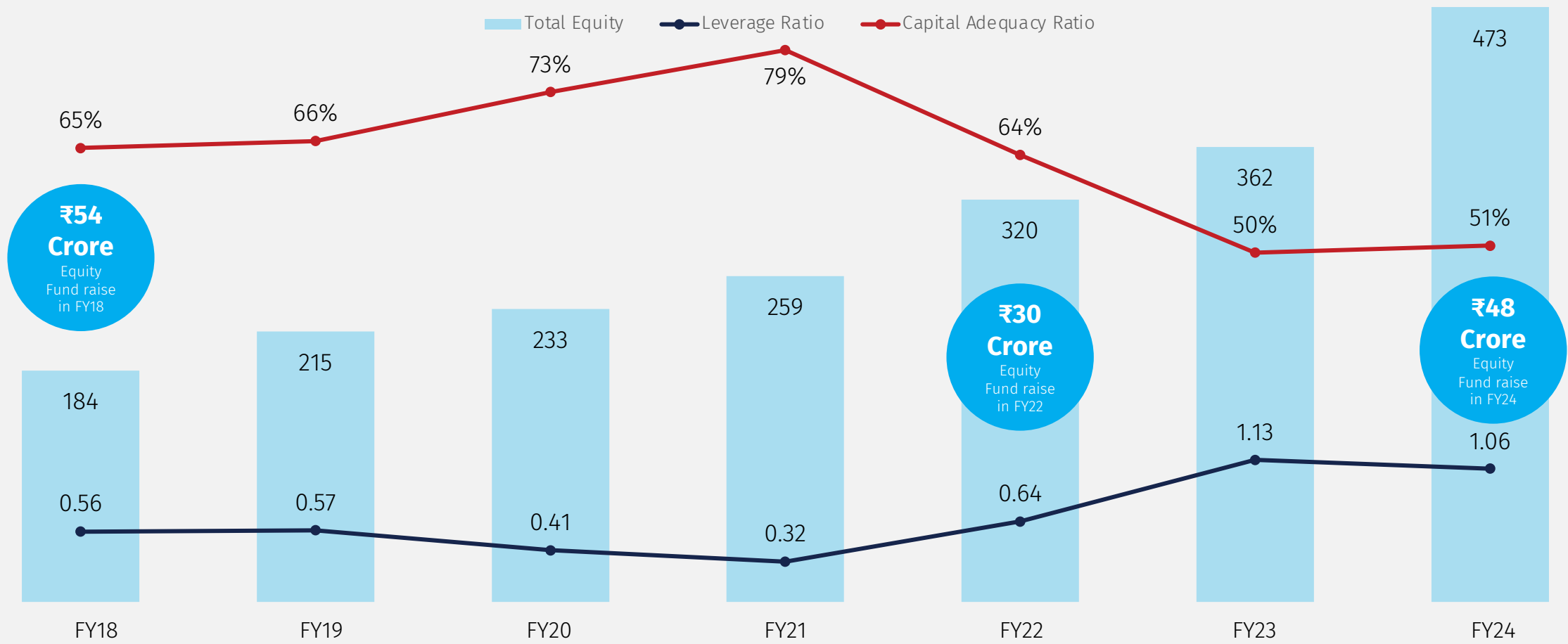
# Well Managed ALM

Cumulative  
Inflow -Outflow  
(₹ Crore)



# Conservative Leverage Standards

**CONSERVATIVE LEVERAGE THRESHOLD**  
1.5-2X in Wholesale & <4X in SME Retail



# Leadership



Board of  
Directors



Management  
Team



# Board of Directors



**Rohit Gupta**  
Managing Director

Mr Rohit Gupta has over nearly 3 decades of experience in merchant banking, corporate finance, financial restructuring, project finance, capital markets and structured lending. He has advised several small/mid-size organizations to develop and execute turnaround and growth strategies and helped them raise equity and debt through various instruments to fuel their growth. He is passionate about innovative and structured lending models and is the prime driving force behind the structured lending model of the Company. In addition, he has steered the Company to certain niche market segments and has envisioned Company's foray into SME lending. He is a qualified Chartered Accountant.



**Rachita Gupta**  
Whole-time Director

Ms Rachita is a commerce graduate and has done her Masters of Business Finance from Warwick Business School, UK. She started her career with EY and has experience in Analytics, Data Management, Digital Marketing & Corporate Branding. She played a vital role in the rollout of the Retail lending segment of the company. In addition, she has been a critical person in driving the various MIS reports and setting up the Marketing and CSR dept of CSL.



**Ashok Kathuria**  
Director

Mr Kathuria has been associated with the Company since its inception. He has served the Company as a Director since 2005 and has experience managing back-end operations, documents processing, liasoning and administration across various projects and assignments. He has handled various assignments single-handedly and led his work in a way that is highly appreciable.



**Parmod Bindal**  
Independent Director

Mr Parmod Bindal has been a Chartered Accountant in practice for the last 32 years. He has vast experience in the fields of Bank Audits, Income Tax and Indirect Taxes, including GST, Statutory Audit, Internal Audit, Tax Audit, Companies Act, Stock Audit, etcetera. He has also served as the Independent Director of the Steel Authority of India from 2015 to 2019.



**Subhash Chand Kwatra**  
Independent Director

Mr Chander Subhash Kwatra has done his MBA with specialization in Finance from IGNOU, New Delhi. He is a Post Graduate of Mathematical Statistics from Delhi University and is a certified Associate of the Indian Institute of Bankers (CAIIB). He has a rich and vast experience of over 35 years in the banking industry. He joined Punjab and Sind Bank as a probationary officer in 1983 and retired as the Bank's Chief Financial Officer in 2018.



**Ayush Mittal**  
Independent Director

Mr Mittal manages the day-to-day operations of various professional advisory firms. Having spent more than five years in capital and forex markets, he is actively involved in algorithmic software trading of forex in Singapore and other countries. He also has experience in taxation, corporate litigation and corporate restructuring. He is a qualified Chartered Accountant.

# Management Team

● Work Experience ● Years at CSL



**Rohit Gupta**  
Managing  
Director

29+ 13+

Ex – ICICI Bank,  
Axis Bank, DHFL



**Rachita Gupta**  
Whole-time  
Director

7+ 6+

Ex – Ernst & Young



**Amit Ranjan**  
Chief Operating  
Officer

24+ 3+

Ex – Karvy Financials, Save  
Financial Services, HSBC Bank,  
ICICI Bank, Deutsche Bank



**Naresh Varshney**  
Chief Financial  
Officer

36+ 9+

Ex – RR Finance Consultants,  
Centrum Capital & Unicorn



**Atul Agrawal**  
President –  
Finance & Treasury

21+ <1

Ex – Paisalo Digital,  
SMC Finance



**Amit Kaul**  
President –  
IT

33+ <1

Ex – SBI Global Factors, IFCI  
Factors, Bibby Financial  
Services



**Chandan Kumar**  
Wholesale  
Credit Head

22+ 5+

Ex – PNB Housing, HDFC, SIB



**Deepak Sood**  
President SME  
(North)

27+ <1

Ex- Regional Head of Delhi,  
AU Small Finance Bank



**Prashant Kumar**  
ZCM  
SME

17+ <1

Ex – ICICI Bank,  
Axis Bank, DHFL



**Neeraj Bhati**  
ZCM  
SME

14+ <1

Ex - Edelweiss Housing Finance,  
Indusind Bank, RBL Finserve and  
Muthoot Finance



**Nikhil Singh**  
VP Business Operations  
& Business Analytics

18+ 3+

Ex - ICICI Bank, HDFC Bank,  
Ziploan, Eduvanz and Save  
Financial Services



**S.B. Tiwari**  
Chief Manager  
Accounts

29+ 13+



**Shalini Aggarwal**  
VP  
Finance

9+ 4+



**Saurabh Priyadarshini**  
Head  
Legal

12+ 3+



**Hariom Kumar**  
AVP  
HR

17+ 5+

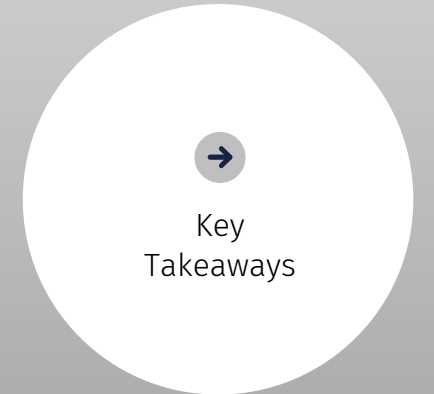
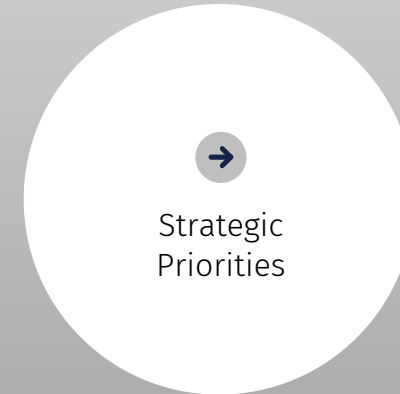
Ex – Ujjivan Financial  
Services



**Preeti Gupta**  
Company  
Secretary

9+ 3+

# Strategy



# Strategic Priorities



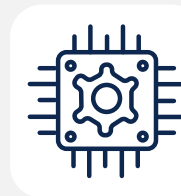
## Rationalisation of portfolio

- The Company aims to rationalise its portfolio in favour of the SME Retail vertical, to de-risk itself from being present in only one business vertical, achieve more granularity in the loan book, and have better access to funds.
- Going forward, the SME Retail vertical will remain the key growth driver for the Company.



## Optimising branch performance

- The Company is working towards growing its SME Retail loan book, and AUM per branch, AUM per employee, to achieve better branch-level profitability.
- Branch reorganisation & new openings are happening in a clustered manner to achieve better results.
- The Company is planning a new branch on strategic geographies within its existing clusters.
- Locations strategically placed on Mumbai-Delhi Expressway, Delhi-Uttaranchal Belt, Delhi-Punjab GT Road Belt are expected to be bustling with economic activity. CSL plans to tap these Tier-2 & Tier-3 locations with its branch expansion.
- Subject to market conditions, the Company aims to take the total count to ~50 branches by the end of FY25.



## Leveraging technology to strengthen operations

- The Company is working towards strengthening its customer onboarding & loan origination through multiple API integrations
- Integration of various modules & functions is a continuous process
- At present, the Company is strengthening its data analytics capabilities through comprehensive & interactive dashboards for real-time data tracking
- Overall LAP is being revamped for the Wholesale segment
- Overall LOS is being revamped for the SME Retail segment
- Collections systems are being strengthened



## Focusing on adding competencies

- CSL is working on adding another secured loan product under 5 lakh category with higher IRR potential



## Leveraging Credit rating upgrade

- Recently, Credit Rating for the Company has been reaffirmed as A- | Stable from Acuite Ratings Research from erstwhile BBB+ | Stable from India Ratings & Research
- The crucial A rating will help company access more capital at competitive terms, and thus aid AUM growth & profitability
- More PSU lenders are being onboarded, thus optimising borrowing costs as well as scoring larger ticket sizes from the lenders

# Key Takeaways



①

## Well Capitalised

CSL is a well-capitalised lender with a superior Capital Adequacy Ratio.



②

## A- STABLE: Credit Rating

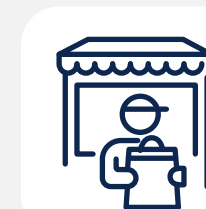
CSL's credit rating has recently upgraded to A-Stable, this will help CSL access more capital and at competitive terms. It will also open doors to a new set of lenders.



③

## Geared for Growth

With a significant headroom to grow leverage ratio, and a conducive external environment the Company is geared for further AUM growth.



④

## Growing mix of SME Retail: Wholesale

Growing mix of SME Retail, will help optimise the overall cost-to-income ratio of the Company and improve profitability.



⑤

## Strong Risk Management DNA

The Company puts risk management at the foremost. It also follows conservative provisioning standards i.e. 1% of AUM against regulatory requirement of 0.4%.



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## GET IN TOUCH



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Company Secretary

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[investor@cslfinance.in](mailto:investor@cslfinance.in)



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