

EW/Sec/2017/399

May 17, 2017

### National Stock Exchange of India Limited

Exchange Plaza, Bandra Kurla Complex, Bandra (E), Mumbai - 400 051.

Dear Sirs,

### Ref.:- Symbol - EDELWEISS

### **Sub: Investor Presentation**

Please find enclosed the Investor presentation in respect of the Quarter Four and Financial Year ended 2017.

Kindly take the same on record.

Thanking you,

For Edelweiss Financial Services Limited

B. Renganathan Executive Vice President & Company Secretary



EW/Sec/2017/400

May 17, 2017

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

Dear Sirs,

### Ref.:- Scrip Code:- 532922

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For Edelweiss Financial Services Limited

B. Renganathan

Executive Vice President & Company Secretary



# **Edelweiss Financial Services Limited**

Q4FY17 and FY17 Earnings Update



# **Safe Harbour**

### **DISCLAIMERS:**

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Edelweiss Financial Services Limited Corporate Identity Number: L99999MH1995PLC094641 For more information, please visit <u>www.edelweissfin.com</u> or drop us an e-mail on ir@edelweissfin.com.

### **NOTES:**

Slide 20, 25: EARC is now a subsidiary and consequently capital employed includes Distressed Credit in EARC and excludes episodic

Slide 22, 46: Net Worth Includes unrealised gains on equity and mutual fund investments per IRDA norms

Slide 25,26: Gross and Net NPAs do not include Distressed Credit and Episodic book

Slide 37: UHNI: Ultra High Net Worth Individuals; HNI: High Net Worth Individuals RM: Relationship Manager

Slide 38: Market opportunity source Mckinsey Report March 2017

Slide 52: Conversion rate considered is USD/INR 64.84

Slide 55: Others includes Provident Fund, Insurance & Corporate

Slide 60: Top institutional shareholders : Holding of known affiliates have been clubbed together for the purpose of this information

Slide 9,37,39,52: Numbers have been rounded off to the closest 100

# **Contents**

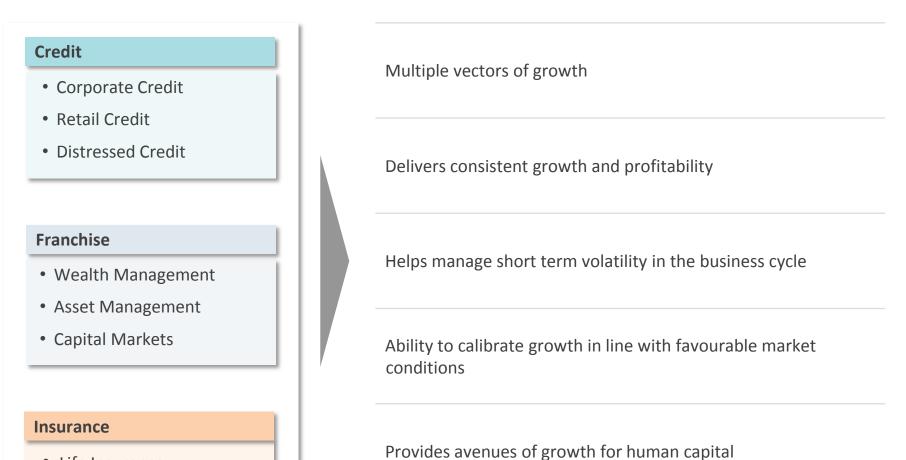


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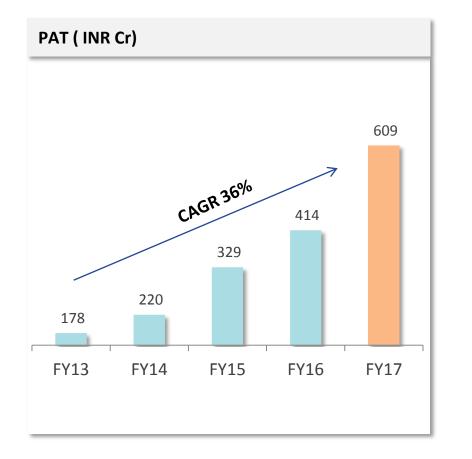


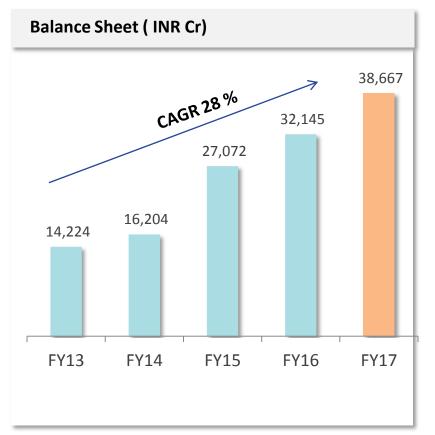
# **Overview & Business Approach**



• Life Insurance

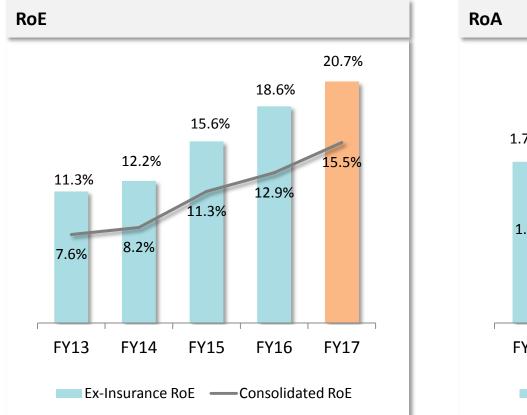
# ..With Consistent Growth Over the Past 5 Years...

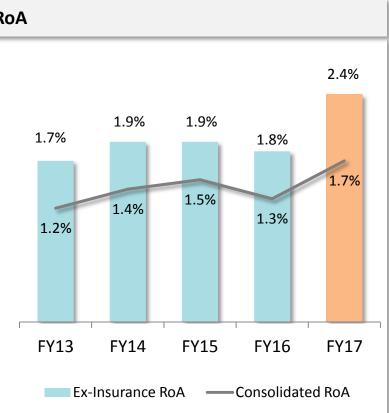




# Non linear growth in profitability

# ...Across Key Performance Parameters





**Continued improvement in profitability ratios** 

# PAT Growth of 47% in FY17...

(INR Cr)	FY16	FY17	YoY Growth
PAT Consolidated	414	609	47%
Credit	337	447	33%
Franchise	72	193	168%
Insurance	(104)	(110)	-
BMU, Corp & Others	110	79	-28%
With 20% growth in Asset	S		
Balance Sheet	32,145	38,667	20%

# ...With Significant Scale and Growth in Assets

As on 31 <sup>st</sup> March'17	INR Cr	YoY Growth	
On Balance Sheet Assets	38,700	20%	Clients ~11,00,000
Off Balance Sheet Assets	1,17,900	93%	
Distressed Credit (ARC Assets)	34,700	38%	
Assets Under Advice (Wealth Management)	60,300	104%	Employees 6,972
Funds under Management (Asset Management)	18,200	264%	
Assets under Custody	4,700	292%	
Total Assets	1,56,600	68%	Offices 277

# Growth in Franchise businesses to provide RoE fillip

### Cost

We focus on costs without compromising on the quality of our offerings

### **Risk and Governance**

Prudent risk management and relentless focus on governance is central to all our businesses

### People

Our culture promotes leadership development and partnership

### **Customer Focus**

We strive to make customer experience outstanding at all times

### **Product Innovation**

We aim to innovate products and processes in order to help our clients succeed

1	Consistently grow our PAT at 25% - 35% annually
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- 2 Reach a Consolidated RoE of 18%
- 3 Reach an Ex-Insurance RoE of 22%
- 4 Bring down Ex-Insurance Cost to Income Ratio below 50%
- 5 Increase Retail Credit Book to 50% of Total Credit Book
- 6 Maintain our asset quality with GNPA below 2%
- 7 Enhance long term credit rating to AAA



# **Quarterly Performance Highlights - Q4FY17**



1

3

Q4 Consolidated PAT at INR 170 Cr; 36% CAGR over 20 quarters

# 2 Non linear growth in profitability

Consolidated PAT growth 40% YoY; Ex-Insurance PAT growth 37% YoY

Balance Sheet growth 20% YoY

# Profit growth across businesses

Credit business grew 25% YoY

Franchise business grew 159% YoY

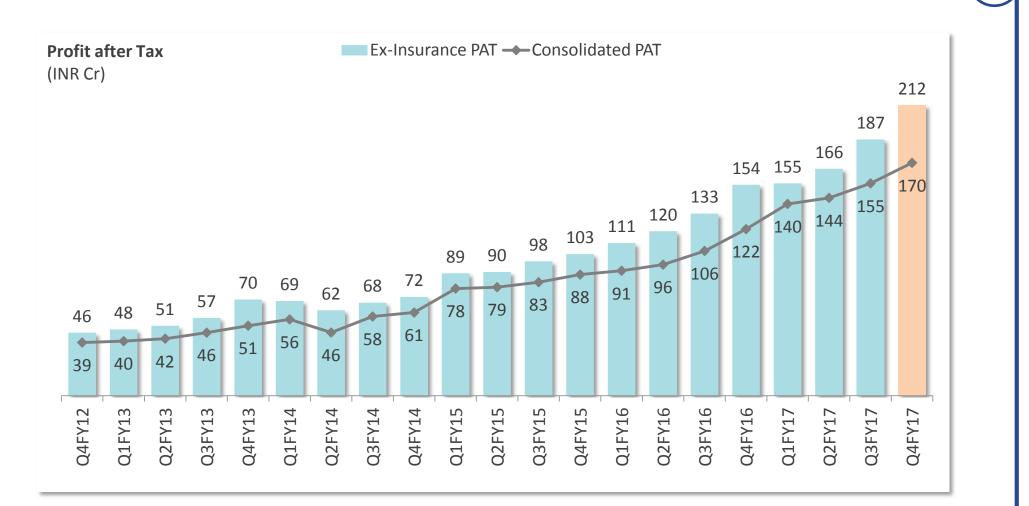
# **Continued improvement in key performance ratios**

Consolidated RoE 16.1%; Ex-Insurance RoE 22.2%

Consolidated RoA 1.7%; Ex-Insurance RoA 2.7%

Consolidated C/I ratio 67%; Ex- Insurance C/I ratio 51%

# <sup>1</sup> **PAT Trajectory Continues to Trend Upwards**



**Consolidated PAT CAGR of 36% over last 20 quarters** 

(INR Cr)	Q4FY16	Q3FY17	Q4FY17	YoY Growth
PAT Consolidated	122	155	170	40%
PAT Ex-Insurance	155	187	212	37%
. With 20% growth in Asse	ets			1
Balance Sheet	32,145	37,245	38,667	20%

# Non-Linear growth in Profitability made possible by the Franchise business

(INR Cr)	Q4FY16	Q3FY17	Q4FY17	FY16	FY17
ΡΑΤ	122	155	170	414	609
Credit	102	117	128	337	447
Franchise	30	51	78	72	193
Insurance	(33)	(31)	(42)	(104)	(110)
BMU, Corp & Others	22	18	7	110	79

# **4** Improving Key Performance Parameters

Consolidated			;		
Key Ratios	Q4FY16	Q3FY17	Q4FY17	FY16	FY17
Cost to Income Ratio	76%	65%	67%	71%	67%
RoE	14.5%	15.4%	16.1%	12.9%	15.5%
RoA	1.3%	1.7%	1.7%	1.3%	1.7%
Ex-Insurance					
Cost to Income Ratio	61%	53%	51%	60%	54%
RoE	21.2%	20.9%	22.2%	18.6%	20.7%
RoA	2.0%	2.5%	2.7%	1.8%	2.4%



# **Annual Performance Overview - FY17**



INR	Cr	EOP Equity	Profit after Tax	RoE	RoA
Pre	Minority				
	Credit	3,778	507	22.5%	2.1%
	Franchise	122	193	_	_
	BMU, Corp & Others	655	79	9.0%	0.9%
	Insurance	733	(216)	-	_
(-) [	Vinority	958	(46)	-	_
Tot	al Consolidated	4,330	609	15.5%	1.7%
Tota	al Ex-Insurance	3,948	719	20.7%	2.4%

# **Credit Business Performance Snapshot**

Credit Business FY17 (INR Cr)	Total	Y-o-Y	Corporate	Y-0-Y	Retail	Y-0-Y	Distressed	Y-o-Y
EOP Capital Employed	27,608	38%	13,875	15%	8,952	48%	4,781	152%
EOP Equity	3,778	63%	2,110	40%	936	74%	731	164%
Net Interest Income	1,695	41%	1,064	27%	430	72%	201	76%
PAT	507	42%	288	26%	122	68%	97	76%
Net Interest Margin (including fee)	7.2%		8.2%		5.4%		7.3%	
Cost to Income	36%		36%		42%		23%	
RoE	22.5%		18.2%		16.0%		22.5%	
RoA	2.1%		2.2%		1.5%		3.5%	

- Growth driven by our diversified credit book
- Scale up Corporate Credit opportunity through co-investment from Asset Management fund
- Focus on increasing Retail Credit book

Franchise Business FY17 (INR Cr)	Total	Y-0-Y	Wealth Mgmt	Y-o-Y	Asset Mgmt	Y-0-Y	Capital Mkts	Y-0-Y
Net Revenue	1,060	50%	453	87%	52	490%	556	22%
PAT	193	165%	71	262%	7	-	115	69%
Cost to Income	73%	-	76%	-	80%	-	69%	-

• Cost to income ratio down from 85% in FY16 to 73% in FY17 as businesses scale up

- Wealth Management AUA at INR 60,300 cr
- Asset Management AUM at INR 18,200 cr

(INR Cr)	FY17	Y-0-Y
Gross Premium Income	441	42%
Investment & Other Income	151	74%
Total Income	592	<b>49%</b>
Total Expenses	808	46%
Profit After Tax	(216)	-
Minority	(106)	
Edelweiss' share in PAT	(110)	

Net Worth	733
Embedded Value	1,012

# Scaling up as per plan to generate sustainable value

# **Profits Well Distributed Across Business Segments**

Business Segments	Pre MI PAT (INR Cr)	% Contribution
Credit Business		
Structured Collateralised Credit	120	15%
Wholesale Mortgage	168	22%
Retail Mortgage	50	6%
LAS, SME, Agri and Business Loans	72	9%
Distressed Credit	97	13%
Franchise Business		
Wealth Management & Asset Management	78	10%
Capital Markets	115	15%
BMU, Corporate and Others	79	10%
Total Ex- Insurance	779	100%



# **Business Performance Highlights – FY17**

CREDIT



**Corporate Credit – Retail Credit – Distressed Credit** 

# **Credit Business is a Mix of Diversified and Scalable Assets**

As on March'17	Book Size (INR Cr)	% Share	
Corporate Credit	13,875	50%	
Structured Collateralised Credit	6,763	24%	Customized credit solutions with robust risk management systems
Wholesale Mortgage	7,112	26%	Developer financing for primarily residential properties
Retail Credit	8,952	33%	
Retail Mortgage	3,614	13%	Blend of loans to home owners and home buyers
SME & Business Loans	2,138	8%	Highly scalable, focus area for future
Loan against shares	2,328	8%	Catering to Retail and Wealth Management customers in Capital Markets
Agri and Rural Finance	872	3%	Large scalable opportunity with low competitive intensity
Distressed Credit	4,781	17%	Largest Asset Reconstruction Company in India
Total Credit Book	27,608		
	Credit	Franchise	Insurance 2

Credit Business (INR Cr)	Q4FY17	FY17
Capital Employed	27,608	27,608
Net Revenue	517	1,695
Net Interest Margin	7.7%	7.2%
Cost to Income	30%	36%
Provisions	140	319
PAT (post MI)	128	447
Gross NPA	1.59%	1.59%
Net NPA	0.60%	0.60%
RoE (post MI)	18.6%	18.2%
RoA	2.2%	2.1%

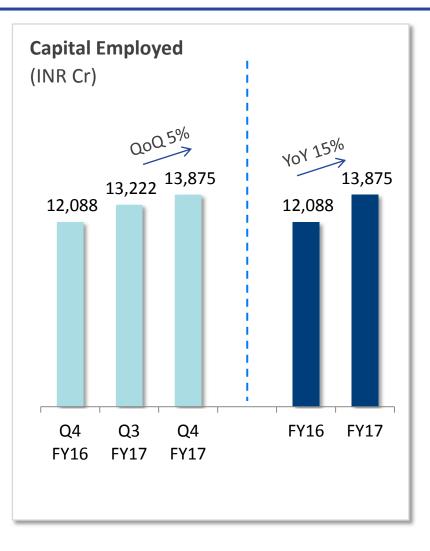
Credit		
Credit	Franchise	Insurance

Key Parameters	Q4FY17	FY17
Average Interest Yield	16.4%	16.2%
Average Cost of Borrowing	10.0%	10.3%
Net Interest Margin	7.7%	7.2%

At the end of	Q4FY17
Gross NPA	362
Gross NPA %	1.59%
Net NPA %	0.60%
Total Provision Held	314
Total Provision Cover	87%
Average Collateral cover on Corporate book	2.3X
Average Loan-To-Value on Retail book	~45%

Franchise Insurance
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# **Steady Growth in Corporate Credit**



### **FY17** Performance Highlights

- Corporate Credit PAT grew 23% YoY
- Strong deal flow across Structured Collateralised Credit and Wholesale Mortgage
- Maintained asset quality with high collateral cover
- Improved margins despite falling interest rate scenario



### **Business Approach**

# **Client Centric Solutions**

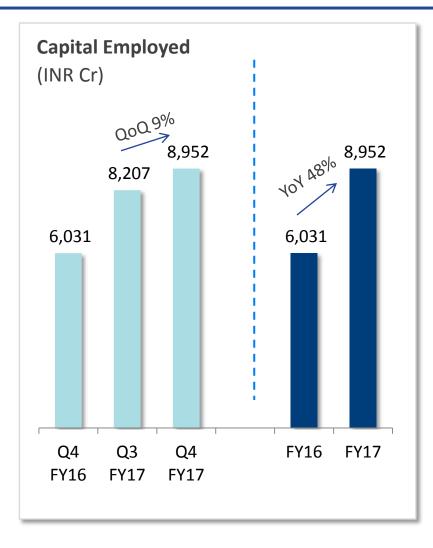
- Strong client relations
- Expertise in providing customized solutions

### **Robust Risk Management Processes**

- In –house team of experts at underwriting and legal structuring
- Multilevel appraisal process
- Detailed evaluations carried out Counterparty, Collateral and Cash flows
- Ring fenced structures and hybrid collateral pool ensures negligible loss given defaults

Credit	Franchise	Insurance
	Trafferiise	msurance

# **Retail Credit Expanding Footprint**



### **FY17** Performance Highlights

- Strong origination momentum of H1FY17 back in March post demonetization
- Improving spread driven by product mix and reduced cost of funding
- Geographic expansion on track with launch of new branches – 61 as on March'17
- Focus on SME and Affordable housing segment
- CIMSME Awards MSME Banking & NBFC Excellence Awards 2016

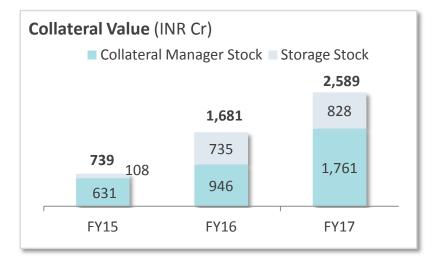


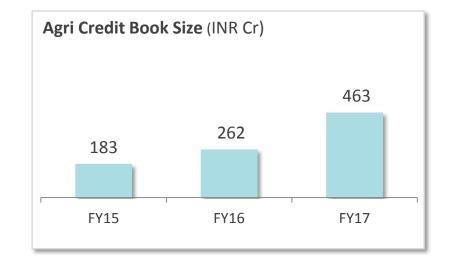
# **Business Approach**

- Established and optimized business infrastructure and platform
- Products tailored for target segments that are large, growing, underpenetrated and profitable
- Focused approach to improving operating efficiency
- Digital Transformation Migrating towards decision making consistency and simplicity

Credit	Franchise	Insurance	

# **Agri Credit Expected to Scale Up Post FY18**



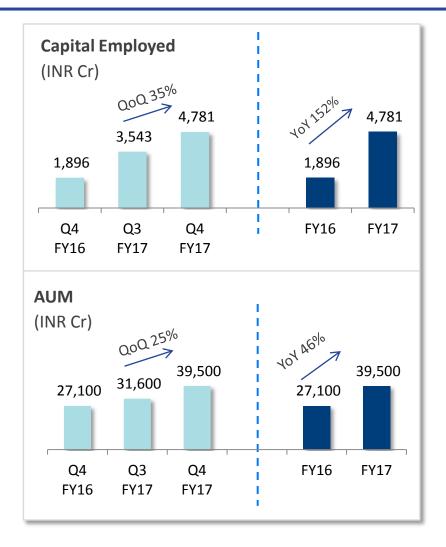


### **Business Approach**

- One of the few organized players providing end to end business solutions in the Agri value chain
- Leverage the large opportunity size of the Agri financing industry estimated to be ~INR 1 lac Cr
- Continue to refine the business model with a focus on increasing the credit book
- Network of 435 warehouses across 17 states in India; investments in risk management capabilities
- Empanelled with 23 banks for Collateral Management Services

Credit	Franchise	Insurance

# **Growth in Distressed Credit due to Higher Acquisition**



### **FY17** Performance Highlights

- Significantly higher acquisitions in FY17
- Gross loans of ~INR 80,000 Cr purchased which is ~8% of stressed assets in the Banking sector
- Continued focus on resolution and recovery
- Partnership with CDPQ (Canada)
  - CDPQ acquired 20% equity stake in Edelweiss Asset Reconstruction Company
  - First tranche of Equity infusion in Q3FY17
  - On a fully diluted basis Edelweiss holds 60% in EARC

# **Business Approach**

- Largest asset reconstruction company in India
- Focus on large operating and EBITDA earning assets but financially broken
- Delivering long term risk adjusted returns akin to LP GP model (Limited Partner & General Partner )
- Created an advisory board comprising of senior industry experts
- Building in-house capabilities for operational turnaround
- Extensive coverage & being first port of call for Banks

Credit	Franchise	Insurance



# **Business Performance Highlights – FY17**

FRANCHISE

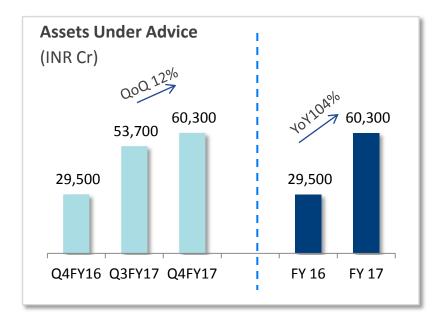
Edelweiss Ideas create, values protect

Wealth Management – Asset Management – Capital Markets

Franchise (INR Cr)	Q4FY17	FY17
Net Revenue	350	1,060
Cost to Income	67%	73%
PAT	78	193

|--|

### Wealth Management AUA Continues to Scale Up



As on Mar'17	No. of clients	No of RMs	AUA (INR Cr)
UHNI	~400	53	41,200
HNIs	~5,900	102	6,200
Mass Affluent	~400,000	720	12,900

#### **FY17** Performance Highlights

- Rapidly gaining market share with consistent increase in AUA
- INR 6,600 Cr added in Q4FY17
- Differentiated value proposition delivered through Specialist Financial Advisors (FAs) and Digital platform
- Cost to income ratio improved to 76% for the year from 88% in FY16

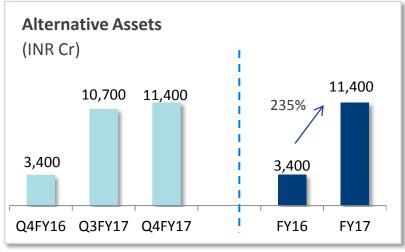
Credit

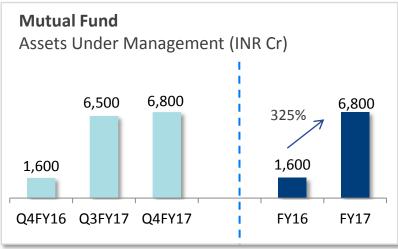
Franchise

### **Business Approach**

- Large market opportunity
  - UHNI segment: INR 35 lac Cr AUM
  - HNI & Mass Affluent: INR 30 lac Cr AUM
- Present across the spectrum of client segments Ultra High Net Worth, High Net Worth and Mass Affluent
- Multi asset class platform offering structured customized solutions
- Yields of 70 80 bps on AUA

### **Asset Management – Building a Sustainable Franchise**





Credit

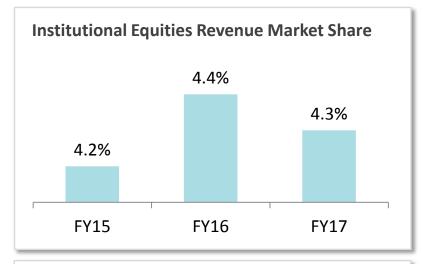
#### **FY17** Performance Highlights

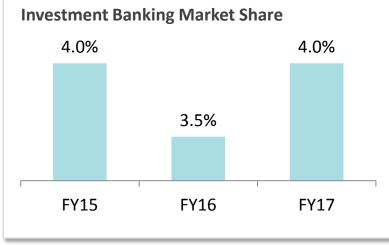
- AUM growth of 4X during the year
- Completed first closure for three funds (EISAF II, EREF, EROF) garnering AUM of INR 4,500 Cr
- Successful integration of JP Morgan & Ambit Alpha acquisitions added AUM of INR 4,500 Cr
- Strengthened organisation structure and hired senior resources for fund management
- Nominated for Eureka Hedge Fund Award third year in a row



- Leading player in the Private Debt space across real estate credit, distressed assets credit and special opportunities
- Differentiated product offerings for both global and domestic clients
- Designed to offer the best opportunity for investment growth in Indian asset classes
- Focus on risk and capital preservation

### **Capital Markets - Pioneer and Market Leaders**





#### **FY17** Performance Highlights

- Institutional Equities and Investment Banking saw top line growth of ~28%
- Investment Banking raised over INR 12,300 cr through 6 IPOs
- Bond issuances: featured in the top 10 ranking in private placement league tables and as top public issue arranger
- Arranger to private placement issuances of ~INR 77,000 cr

# **Capital Markets – Business Approach**

Segments	Business Strengths and Approach
Institutional Equities	<ul> <li>Largest domestic institutional brokerage house in India</li> <li>Market leadership driven by strong fundamental and alternative derivatives desk</li> <li>Pioneering technologies &amp; robust risk management systems</li> </ul>
Investment Banking	<ul> <li>One of the most active Equity Capital Markets bankers</li> <li>Multi product, multi sector player</li> <li>Robust M&amp;A &amp; PE practices with long standing industry relationships</li> </ul>
Debt Capital Markets	<ul> <li>Leadership position in Public Issuances &amp; CPs</li> <li>Progressing towards top 10 ranking in Private Placement league tables</li> </ul>

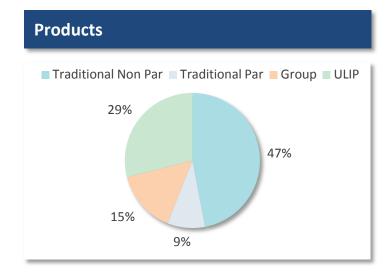


# **Business Performance Highlights – FY17**

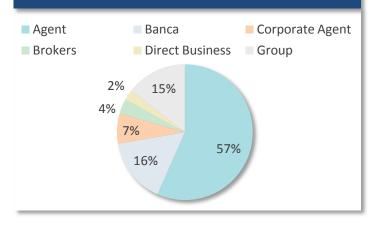
**INSURANCE** 



# Life Insurance – An Additional Value Creator



#### **Channel Mix**



#### Distribution

- Agency-led multi-channel distribution approach with emphasis on productivity
- Focus on building direct capability specifically online
- ~21,400 PFAs across 66 cities in India

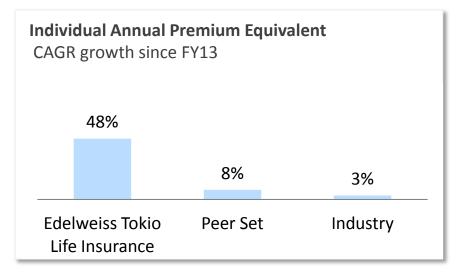
#### **Investments Capability**

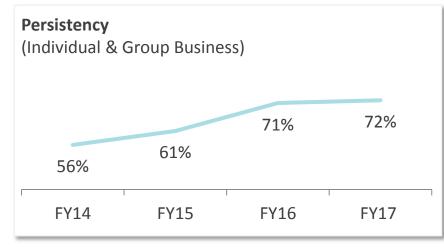
• Providing superior returns through top performing funds

#### Technology

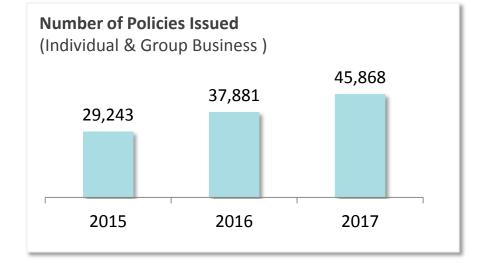
- Provide unique and enhanced customer experience across all touch points
- Generate operating efficiencies across the organization

# **Fastest Growing Individual Annual Premium Equivalent**





Credit



 Individual Annual Premium Equivalent - INR 165 Cr for FY17 – Growth of 19% YoY

Insurance

- Wide pan India presence
  - 91 branches in 66 cities

Edelweiss Tokio Life Insurance Company Limited (ETLI)		
1FY17	FY17	
205	441	
40	151	
245	592	
327	808	
(82)	(216)	
(40)	(106)	
(42)	(110)	
(2	42)	

Net Worth	733	733
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Credit Franchise Insurance	
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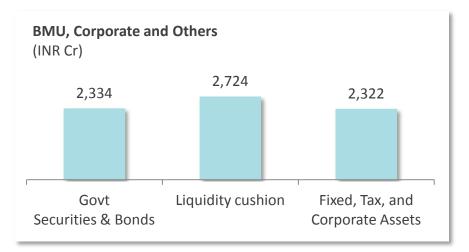
# **Balance Sheet Management Unit**

BMU, Corporate and Others



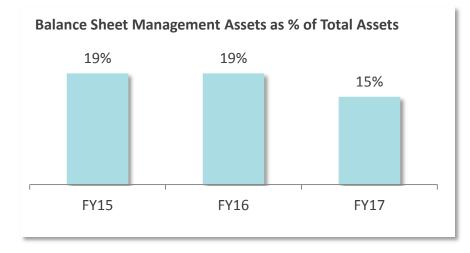
BMU, Corporate & Others	Q4FY17	FY17
Capital Employed	7,380	7,380
Net Revenue	112	492
Cost to Income	94%	76%
PAT	7	79
RoE	2.8%	9.0%
RoA	0.3%	0.9%

## **Balance Sheet Management Unit**



#### **Key Objectives**

- Create liquidity cushion through investment in High Quality Liquid Assets
- Asset Liability Management
- Manage Treasury assets and Investments

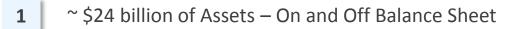


 Balance Sheet Management Assets as a percentage of Total Assets has been decreasing consistently over years



# **Balance Sheet**



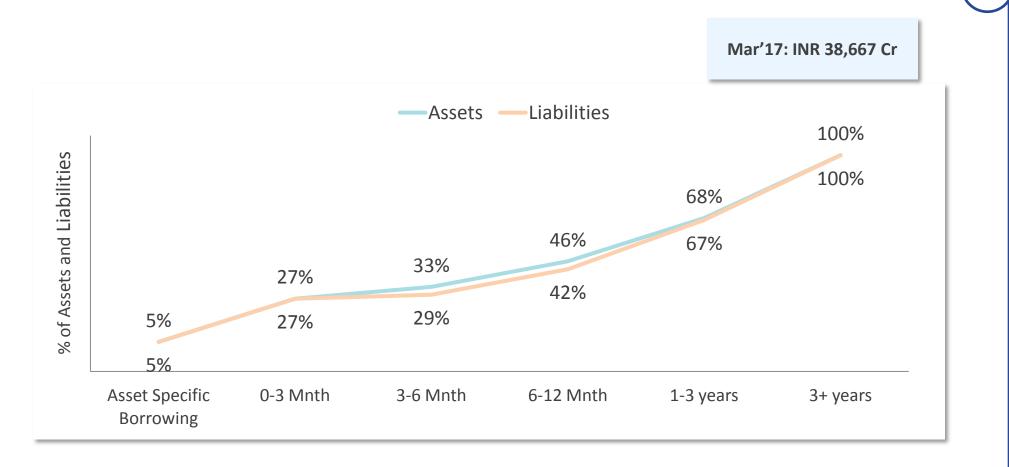


- 2 Matched ALM
- **3** Comfortable capital adequacy ratio at 17.01%
- 4 Diversified Liability mix
- **5** Increased share of long term liabilities
- **6** Liquidity cushion at 10.5% of Balance Sheet
- **7** Stable business model reflected in credit ratings

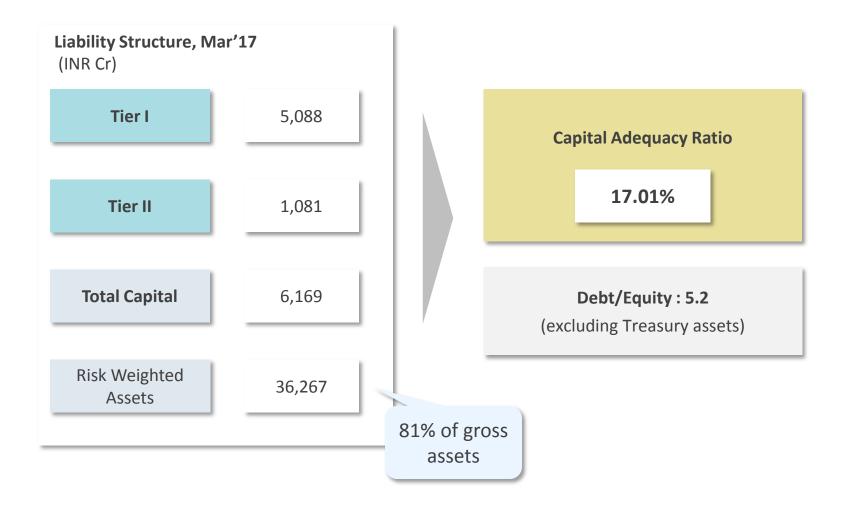
As on 31st March 2017	INR Cr	USD bn
On Balance Sheet Assets	38,700	6.0
Off Balance Sheet Assets	1,17,900	18.2
Distressed Credit (ARC Assets)	34,700	5.4
Assets Under Advice (Wealth Management)	60,300	9.3
Funds under Management (Asset Management)	18,200	2.8
Assets under Custody	4,700	0.7
Total Assets	1,56,600	24.2

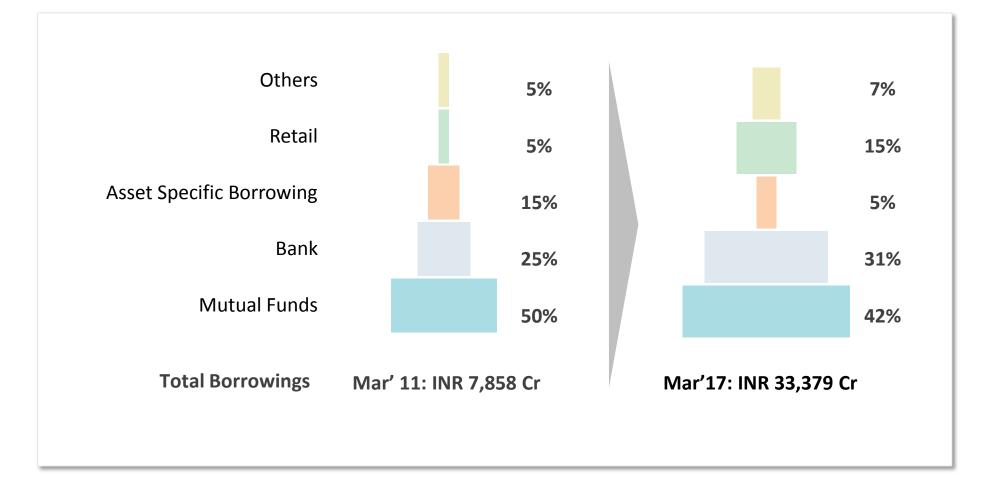
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# 2 **Comfortable Asset - Liability Profile**

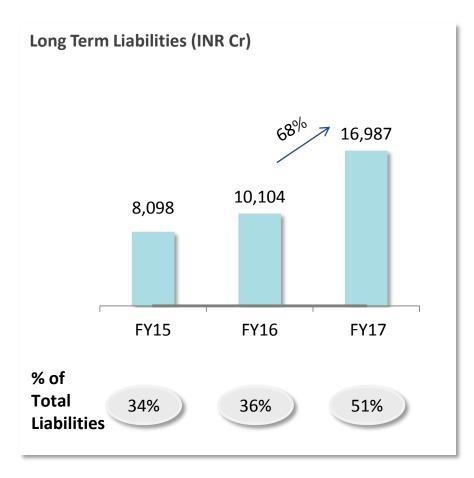


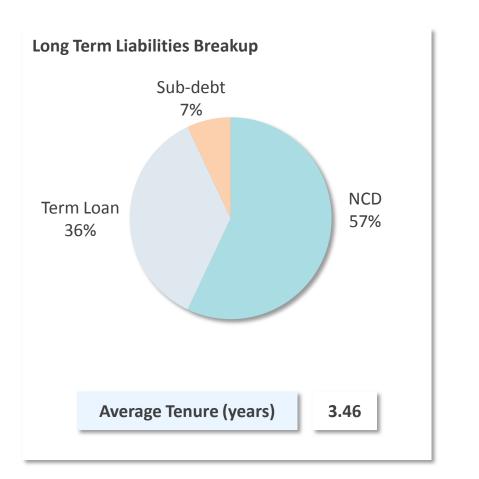
- Positive asset-liability matching across durations
- BMU manages ALM under the aegis of Asset Liability Committee

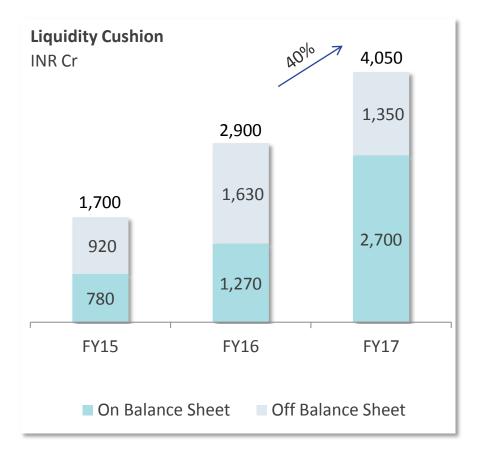




# **5** Increased Share of Long Term Liabilities







- A well diversified liquidity cushion comprising of:
  - Banking Lines
  - Fixed Deposits
  - Government Securities, Mutual Funds etc
- Steady growth in liquidity cushion to provide for any liquidity event
- Continually evaluate the composition through various instruments to ensure immediacy, relevance and cost efficiency

# 7 Stable Business Model Reflected in Credit Ratings

Purpose (Debt Programme)	Rating agency	Rating
Short term	A STANDARD & POOR'S COMPANY	CRISIL A1+
Short term	Professional Risk Opinion	CARE A1+
Short term	ICRA	ICRA A1+
Long term		BWR AA+
Long term	Professional Risk Opinion	CARE AA
Long term	A STANDARD & POOR'S COMPANY	CRISIL AA
Long term	ICRA	ICRA AA

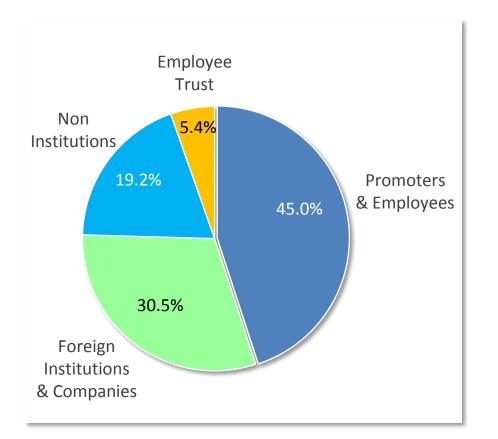


# **Enterprise Update**



# **Significant Institutional Ownership**

**Shareholding Pattern** 



### **Top Institutional Shareholders above 1%**

#### As 31<sup>st</sup> March 2017

	Name	Percent
1	BIH SA	5.3%
2	Fidelity	3.4%
3	SAIF Advisors	2.5%
4	Goldman Sachs	1.7%
5	Government Pension Fund	1.5%
6	Amansa	1.4%
7	Morgan Stanley	1.3%
8	Ashoka PTE	1.2%
9	Vanguard	1.1%
10	Jupiter	1.1%

# Awards and Recognition - Edelweiss Won 26 Awards in FY17



### **EdelGive Foundation**

#### Education

Empowering children through holistic learning approach, life skill & research and advocacy



Quality education for underprivileged children in schools





Financial inclusion for women

Livelihood

Water and soil conservation, skill

development, financial inclusion

livelihood generation for

communities

#### Women Empowerment

Promoting safety, gender justice, and economic empowerment of women and girls



The Protection of Women from Domestic Violence



- Edelweiss employees, families and clients have given 22,000 hours in volunteering
- Impacted over 455,000 lives in 13 states
- Supported 85 Non-Governmental Organizations.
- Brought INR 70 Cr into philanthropy

# **Board Comprises Majority of Independent Directors**



#### Mr. K Chinniah

 Served as Global Head - Portfolio, Strategy & Risk Group with GIC Special Investment, the private equity arm of the Govt. of Singapore Invst Corp ("GIC")



#### Mr. P N Venkatachalam

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



#### Mr. Sanjiv Misra

- President of Phoenix Advisers Pte. Ltd, a boutique advisory firm.
- Worked with Goldman Sachs, Citigroup



#### Mr. Navtej S. Nandra

- Served as President of E\*TRADE Financial Corporation.
- Prior to this he served as CEO for Morgan Stanley Investment Management Inc



#### Mr. Biswamohan Mahapatra

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



#### Mr. Berjis Desai

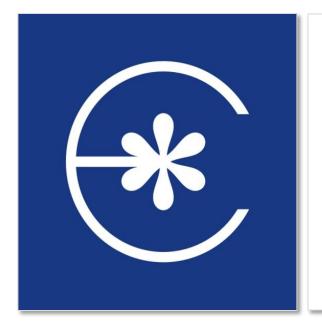
- An independent legal counsel engaged in private client practice.
- Practiced transactional and dispute resolution laws for the last 37 years.
- Former Managing Partner at J. Sagar & Assoc.

#### Mr. Sunil Mitra

- Rich and varied experience in public administration and general management
- Held diverse positions in Government of India -Disinvestment Secretary, Revenue Secretary & Finance Secretary

# red

### 7 out of 12 Board members are Independent Directors



"To be a Respected

Financial Services firm with

a Portfolio of High Quality

Growth Businesses"