# **Tata Capital Limited**

**Results: 9M FY 2023-24** 





# Our Purpose

Responsible financial partner fulfilling India's aspirations

## Our **Purpose Pillars**

1

## Lead with Trust

We respect and reinforce the trust that is placed in us. We are the partner the country can rely on

2

#### Better Together

We actively collaborate with customers, partners, employees, group companies, communities; their success is our success

3

#### **Futuready**

We innovate and leverage technology to anticipate, serve and shape future needs; setting the path for others to follow

4

#### **Faster forward**

We bring speed and simplicity; accelerating the pace at which the future becomes the present

5

#### Capital & More

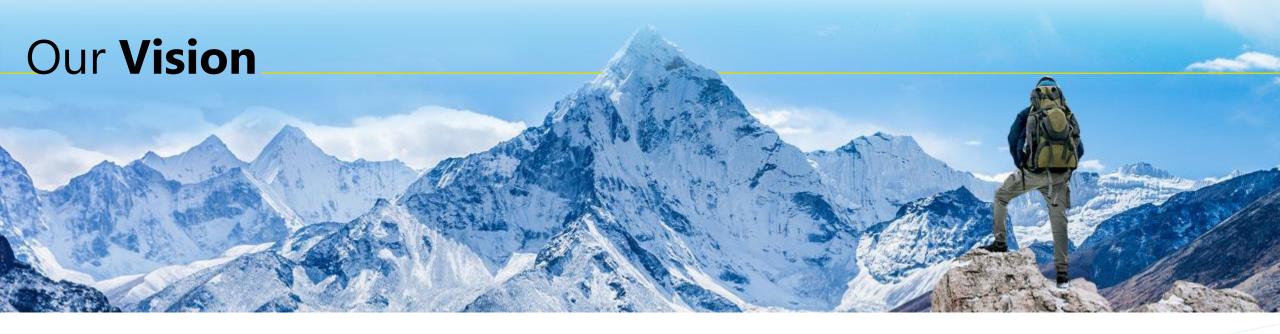
We serve the customer through the life-cycle of needs; We are facilitators and counsellors in helping customers achieve their dreams

6

## **Delivering Delight**

We go above and beyond to care and make people happy; We deliver delight to all stakeholders





To be a leading organization on Growth, Shareholder Returns,

Customer Experience and be an Employer of Choice



## **Tata Capital:**

Flagship Financial Services Company of the Tata Group



INR 1,49,165 Cr

Loan book

85%+

Retail+SME

681

**Branches** 

4.2 Mn

Customers



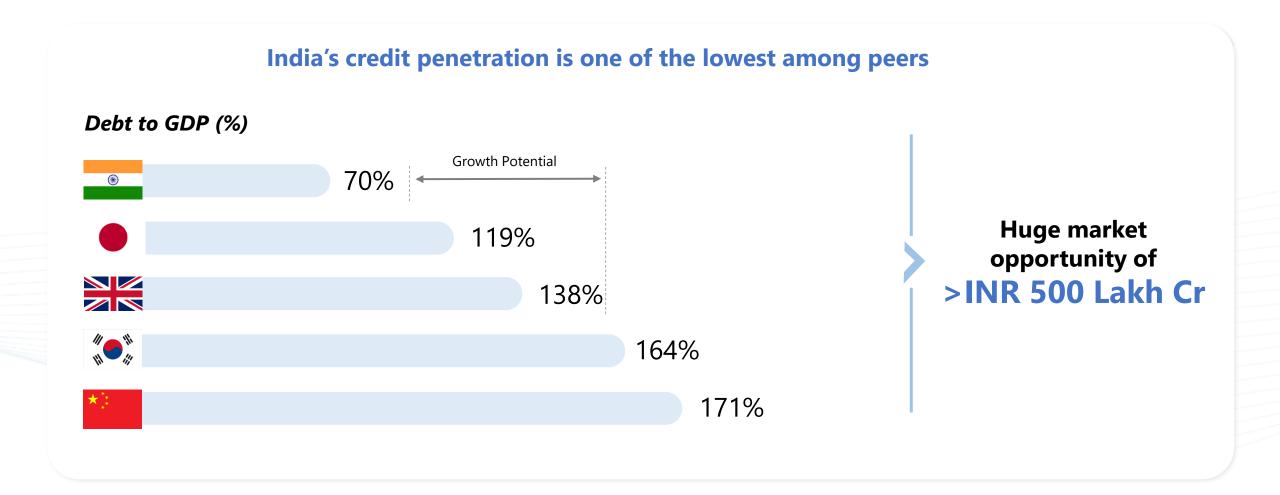
**Profitable since inception** 



**Rated AAA** by Crisil, ICRA, CARE, India Ratings



## Tata Capital poised to capture the India lending opportunity





#### Our Brand Promise: Count on Us

#### Why Count On Us?

#### Customer centric

Research indicated that "delivering on promises" is a key factor for customers to choose a financial services provider.

## Relevant to our evolved Purpose and values

Consolidates internal efforts and drives customer expectations

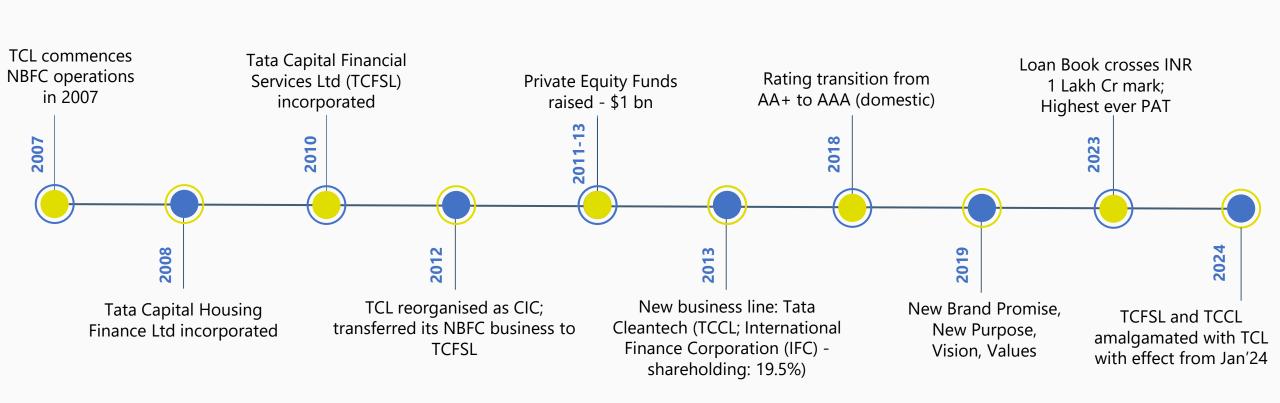
Exudes the image of an assertive, modern brand with empathy

**Key Brand Personality Attributes** 





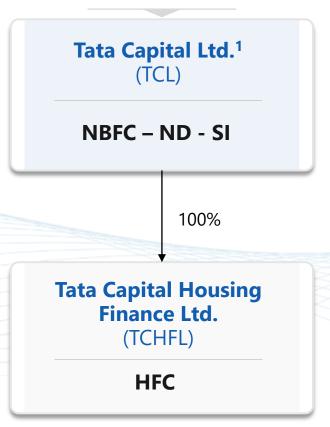
## Major milestones in the Tata Capital journey





## Corporate Structure – Lending business w.e.f. Jan 1st, 2024



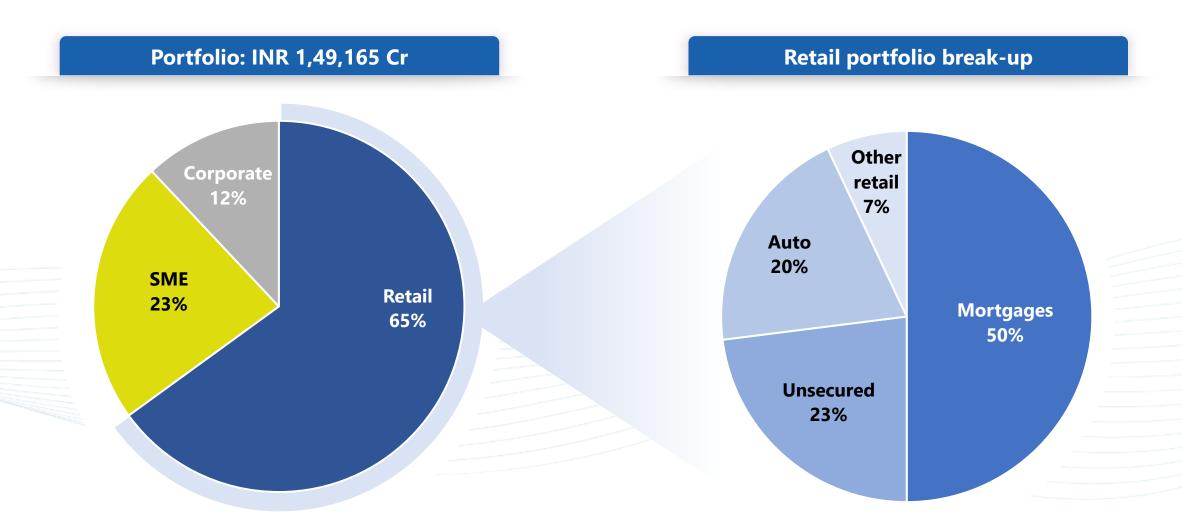




Note: Please note that Tata Capital Financial Services Limited, Tata Cleantech Capital Limited and Tata Capital Limited filed the Certified Copy of the NCLT Order vide Form INC-28 with the RoC on January 01, 2024. In view of the above, the Scheme became Effective on January 01, 2024. Accordingly, Tata Capital Financial Services Limited and Tata Cleantech Capital Limited have amalgamated with Tata Capital Limited with effect from January 01, 2024.

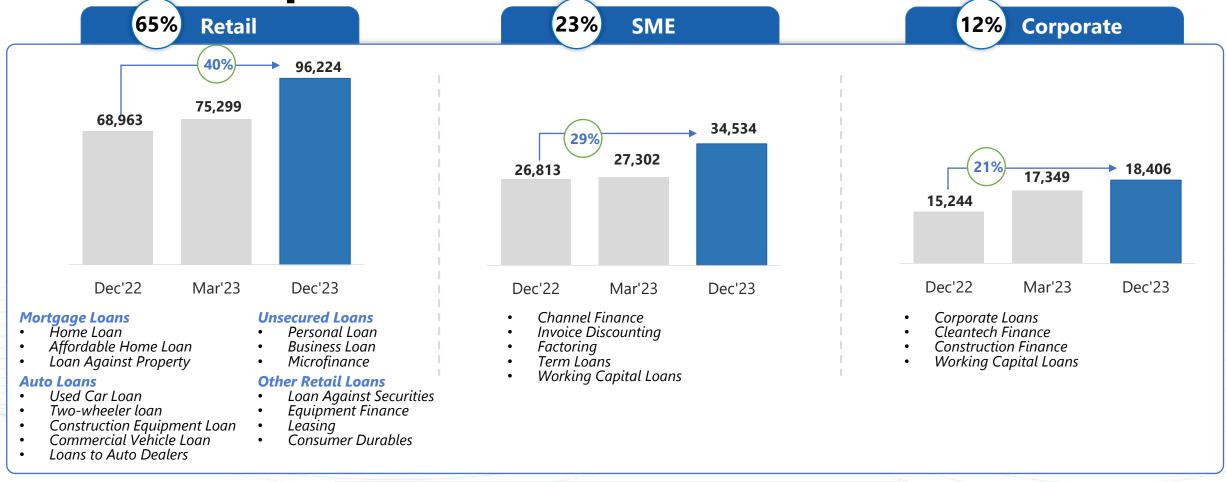
1 Apart from TCHFL, TCL has Tata Securities Ltd. and Private Equity business entities as subsidiaries

## Diversified NBFC serving customers across spectrum





#### ... with a deep focus on Retail & SME customers



#### **Distribution, Advisory & Investing Business**



#### Distribution

Insurance & Credit Cards

#### **Wealth Services**

Personalized investment solutions for individuals and businesses

#### Moneyfy

One Stop digital solution for all financial needs

#### **Private Equity**

Growth Fund, Healthcare Fund

## **Mortgage Loans**



Mortgage loans include Home Loans, Affordable Housing Finance & Loan against property



Serving the underserved with increased focus on Affordable Home Loans and Home Loans to priority sector through widespread reach with focus on Tier-2 and beyond locations



Growing steadily through phygital model with a mix of increasing digital sales, number of partnerships as well as expanding branch network



Deep impetus on digital sourcing reducing TAT, increasing reach and lowering cost of acquisition; Efficient use of analytics aiding in cross-sell and synergy

50%

Mortgage loans contribution to retail book

30 Lakhs

Avg. Ticket Size of Home Loans

62%

Avg. LTV for Home Loan

39%

Avg. LTV for Loan against property



#### **Unsecured Loans**



Unsecured retail loans include Personal Loans, Business Loans & Microfinance targeted at individuals and small businesses



Focused growth through organic business by building DIY journeys and leveraging partnerships



Leveraging unified loan origination system & business rule engines to ensure swift decisioning and loan processing



Utilizing Data Analytics to deep mine existing customer base – increasing share of Direct business with effective cross sell and up sell

15%

Unsecured retail loans contribution to total book

**2**x

Y-o-Y growth in digital unsecured loans disbursals

3.1 Lakhs

Avg Ticket Size of Personal Loans

65%

Personal Loans disbursed digitally



#### **Auto Loans**



Auto loans include Two-Wheeler, Used Car, Construction Equipment ('CEQ'), Commercial Vehicle (CV) loans and Loans to Auto Dealers



Growing business through expansion of dealer network, increasing digital presence and expanding geographical footprint



Large network of channel partners & multi-location presence aiding growth of auto loans with focus on expanding their business



Amongst the lowest delinquency levels in industry for Two-wheeler and Used car loans

20%

Auto loans contribution to retail book

75%+

CV financing through instant sanction

6.8 Lakhs

Avg Ticket Size of Used Car Loan

100%

Two-Wheeler loan cases decisioned via scorecards



#### **SME Loans**



SME Offerings consists of loans given to SME customers sourced through direct channels and ecosystem of Corporates



Loans are extended for capital expenditure and working capital requirements across industry segments.

Working Capital Offerings in the form of Channel Finance, Vendor Finance, Factoring



Seamless customer experience through ease of documentation and extensive use of our own SME Digital Platforms enabling customer servicing across India



1st amongst peers to start offering Factoring as an alternative Working Capital solution

#1

in Channel Finance among non-banks

~2.4 Cr

Avg Ticket Size of Supply Chain Fin

100%

SME customers onboarded digitally

90%

Digital drawdowns for Channel Finance



#### **Corporate Loans**



Consists of loans given to corporates via Term Loans, Cleantech Finance and Construction Finance



Tailor made solutions for corporates (Structured Finance, Working Capital Finance, Finance Lease, Syndication)



Strong track record in cleantech finance with financing of over 300 cleantech projects



Construction
Finance focus on
top 8 cities through
strong risk-based
approach

#### **Market leader**

in financing of Open Access Renewable Projects

# Best in class TAT

2,000 +
Relationship with corporates

98%
Service requests handled digitally



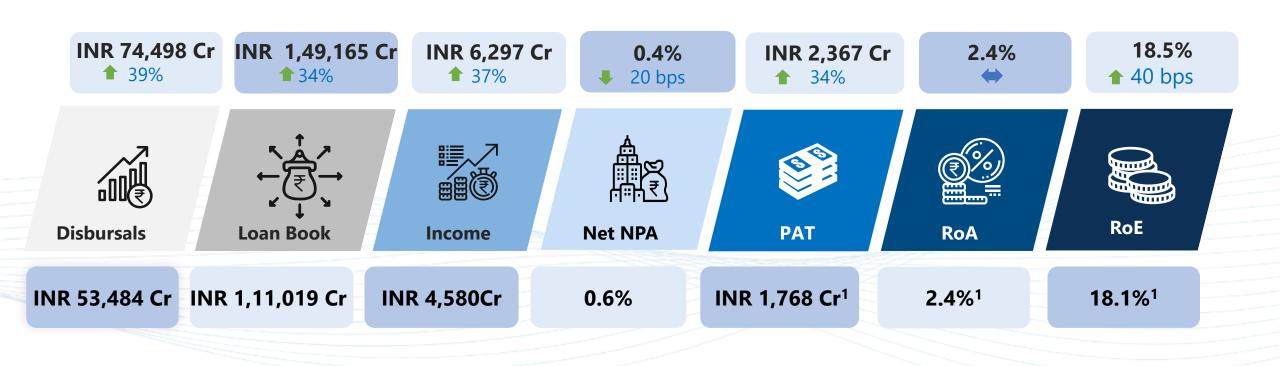
# **Financial Performance**

(Consolidated)



## **Performance Highlights**

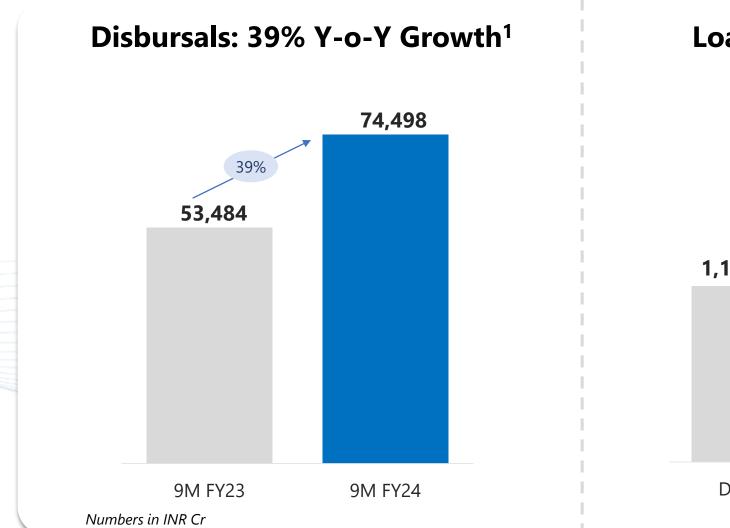
#### **9M FY24**

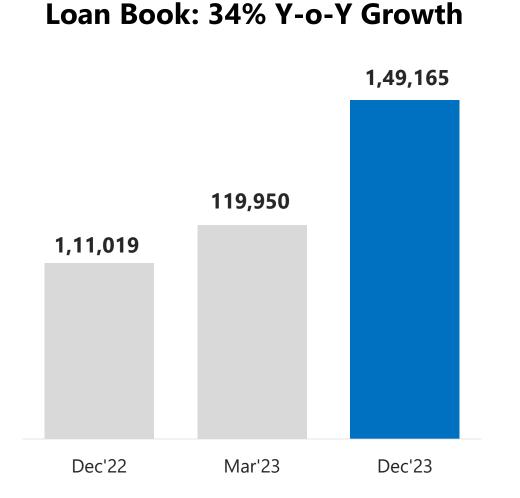


#### **9M FY23**



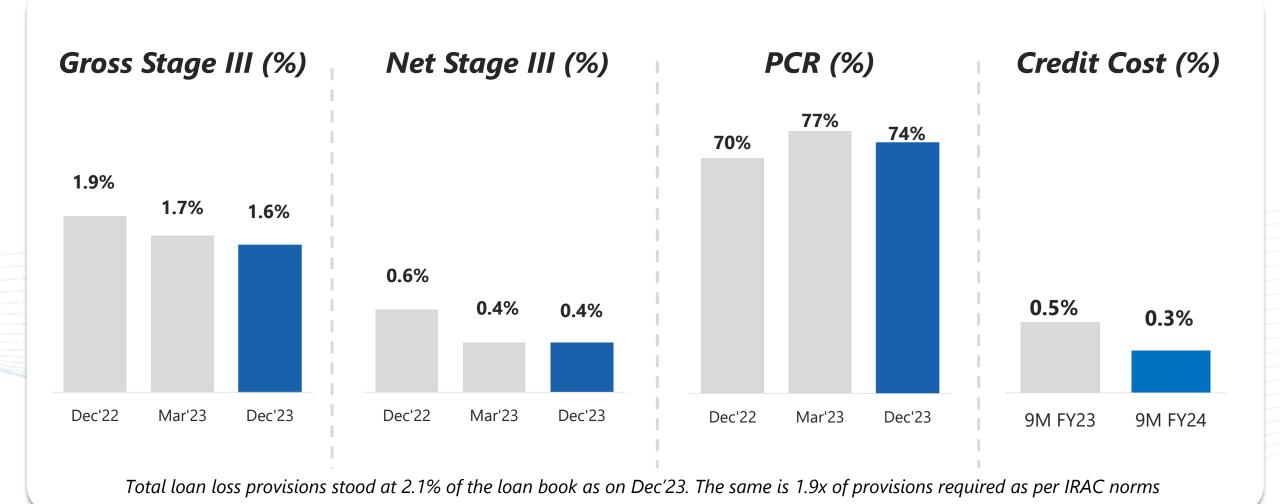
#### **Disbursals & Loan Book**





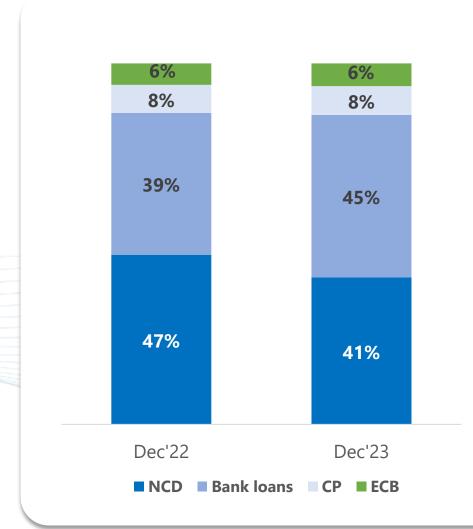


## **Asset Quality**





## **Liability Mix**





**Diversified funding mix** including ECBs as well as public NCDs



Well-articulated capital raising plan with a focus on raising more granular, sticky liabilities



Maintained **adequate liquidity** along with a **well-managed ALM** 













#### **Financial Performance**

FY23	INR Cr	9M FY23	9M FY24	Y-o-Y Growth
74,995	Disbursals	53,484	74,498	39%
1,19,950	Loan book	1,11,019	1,49,165	34%
7,036	NIM + Other Revenue	4,580	6,297	37%
2,664	Operating expenses	1,859	2,600	40%
582	Credit cost	360	304	(15%)
3,790	Profits before tax	2,361	3,393	44%
3,029	Profits after tax	1,891	2,367	25%
730	- attributable to one-time items	123	-	-
2,299	- attributable to core business operations	1,768	2,367	34%

FY23	Ratios	9M FY	⁄23 9M FY24
6.9%	NIM + Other Revenue (%)	6.2%	6.5%
37.9%	Cost to Income (%)	40.6	% 41.3%



# Well positioned for long-term Success

Expanding footprint in Tier II cities & beyond

Expanding reach across mediums

Digital @ heart of our transformation

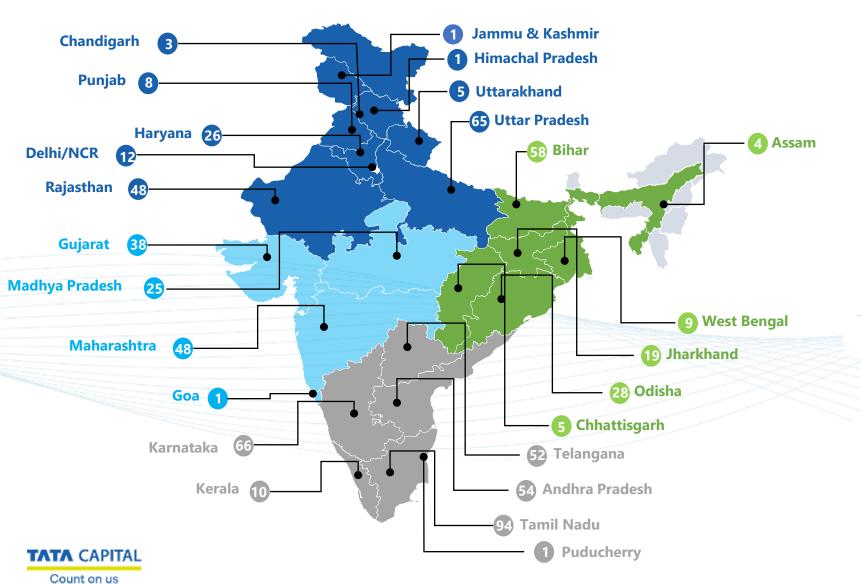
Analytics across Customer life cycle

Strong risk culture embedded across organization

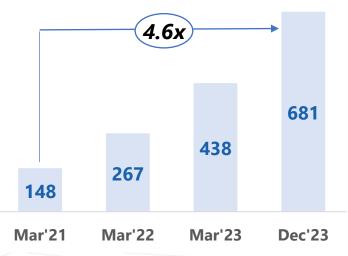
Synergies from diversified Tata ecosystem



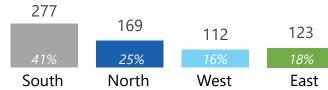
#### Expanding footprint in Tier II cities & beyond



## Rapidly expanding branch presence over the last 3 years



#### Pan-India geographic footprint



## Expanding reach across mediums









Liked by hectagramme and 12,73,804 others







**Dainik Bhaskar** 



**BRAND FILM** 





**Personal** 

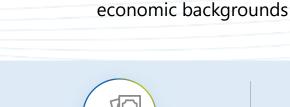
LOAN

## **Education loans: Empowering dreams, Nurturing future**

We have launched 'Education Loans' to enable students to pursue higher education, both in India & abroad incl. USA, Canada, UK, Ireland, Australia, New Zealand, Germany, Singapore and Dubai (UAE)



Targeted at students who wish to pursue Undergraduate, Postgraduate, Masters programs in Science, Technology, Engineering & Mathematics and Management and Upskilling courses



Tata Capital aims to align with

We believe quality education

India's commitment to education.

should be accessible to all socio -

Up to 100% Financing



Sanction before admission



Flexible Repayment



Tenor 13-15 years



No Collateral up to ₹ 75 Lakhs



## 'Digital' @ heart of our transformation



## Reimagining customer experience

Enabling unified customer experience and seamless e2e digital journeys

Accelerated No-touch, paperless disbursements

Increased Business from Direct to Customer Channel



#### Bringing delight to service

Gen Al powered bot servicing

Continued instant selfservice focus; higher servicing from Digital platforms

Enhanced Multi- lingual & conversational capabilities

Enhanced marketing & communication engine



## Rethinking how we operate

Using intelligent automation across value chain to continually improve cost efficiencies

Leveraging data and analytical models to improve metrics across businesses & functions

Deep focus on automation & data-led collection capabilities



## Simplifying partner journeys

'Smart Assist' platform enabling e2e seamless journeys

97% adoption across all products

Enabling better partner productivity, convenient supervision and ability to serve anytime, anywhere



## **Embracing ecosystems for growth**

Leverage partnerships –
Tata Digital, Fintech
ecosystem and broader
Group – to launch digital
first products across retail,
mortgage & channel
finance

Comprehensive API stack to enable e2e digital / STP partner journeys

#### **Key Digital initiatives during Q3 FY24**

Single onboarding and underwriting system (CMS) for all corporate products.

Upgraded to advanced Business Rule Engine (BRE), powered by AI & ML (Two-wheeler & Home Loans)

Instant Digital Commercial Vehicle journey launched for sanction process



## Digital as a Business catalyst

**2.5x Y-o-Y growth in web traffic** through optimized webpages

Significant growth in mobile app downloads

Segment based customer & channel partner journeys enabling **instant**, **paperless disbursement** 

Over INR **2,300 Cr** business done through **cross sell in 9M FY24** 



Enhanced **Pre-approved offers**; 20 Lakhs+ offers monthly

Digital tools & enablers for faster & efficient customer onboarding – **Digital KYC**, **electronic repayment** 

Partnerships across lending value chain: Business sourcing, embedded lending, processes, systems & business enablers

225+

APIs used across ecosystem

100%

Applications on cloud

86%

of retail logins use scorecards

150 +

Partnerships

42%

Y-o-Y Growth in Preapproved disbursals during 9M FY24



## Digital as an Efficiency enabler

#### **Underwriting**

Data from source via APIs enabling rule-based underwriting

Banking Analysis: Account Aggregator, Net Banking, ePDF

**Financial Analysis**: GST, ITR and Credit Appraisal Memorandum Automation

**Productivity enhancement**: Reduction in underwriting turn-around time

#### **Collections**

Data & Al/ML led allocation strategy: pre-delinquency management, delinquency recovery – **40 models used across collections management** 

Comprehensive automated payout system for collection agencies

**Settlement** module and **Asset Management** module to boost operational **efficiency** and **strengthen control measures** 

**Heuristics based communications** for customer follow-up – right time, right channel & sequence

100%

Two-Wheeler cases decisioned via scorecards

25%+

Business Loan transactions are processed through Account Aggregator

92%

Collections through digital

49%

Digital payments through BBPS

100%

Digital app enabled collections workforce



## Digital as an Experience driver

#### **Customer**

New age Digital Experience: Upgraded to Modern UI including dark mode

Omni-Channel Presence: Website, App, WhatsApp, IVR, SMS (linkbased loan service)

**Self-Service Capabilities**: Statement of Account, KYC details update, Interest Certificate, etc.

**Voice and Chatbot Assistance** with conversational service capabilities: TIA (powered by GenAI) with 99% Accuracy

**Voice Assistance** (Alexa, Google Assistant)

**Multilingual Availability** of services

services

channels

#### Channel

**Agent Productivity**: Paperless workflow management for agents

**Convenient Supervision**: Agent wise dashboards including real-time sales view against business plan

**Digital journeys** for agents incl. Eligibility Calculator, bureau & income fetch and analysis, digital KYC, etc.

customers onboarded through digital platforms

165+ on digital

85%

Digital Adoption of services

service requests ~ 12L service requests handled digitally for the quarter

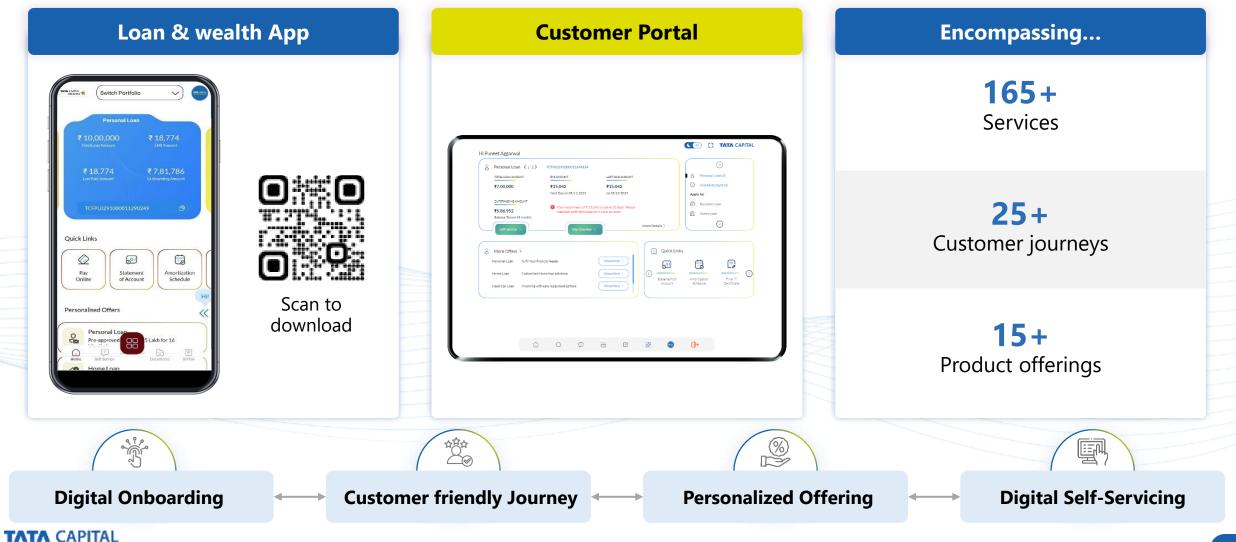
Channel Finance drawdown via online channels



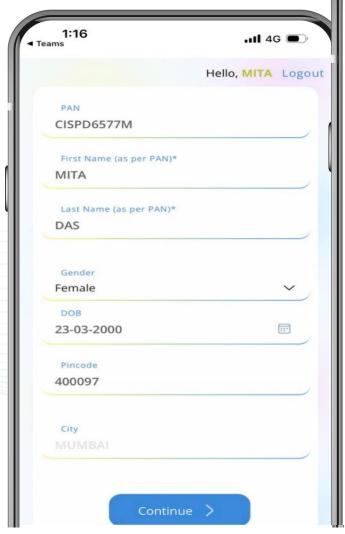
## Retail: Seamless digital experience

Count on us

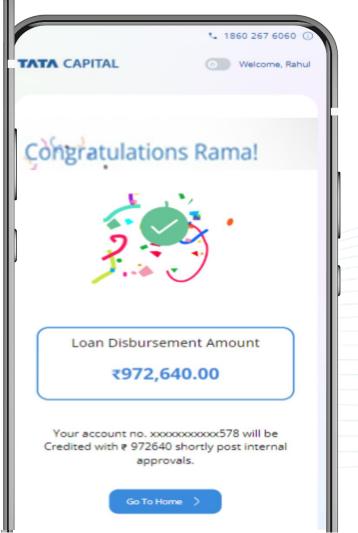
Efficiency at its core: "Building Reliable and scalable Online Platforms"



Retail: Instant Unsecured Loan journey







## Retail: Scaling up Account Aggregator based use case

~ 0.5Mn Account aggregator registrations through different products in last 2 years



Home Loan



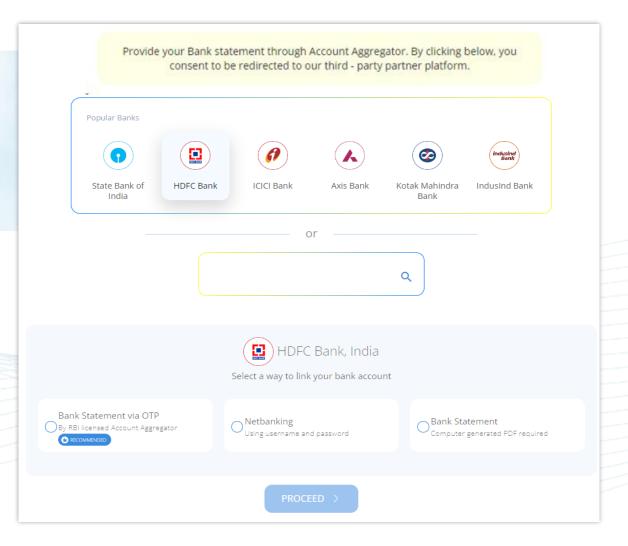
Personal Loan



**Business Loan** 



**Channel Finance** 



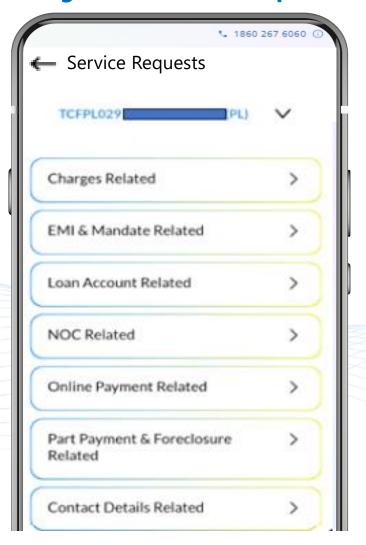


## Retail: Customer experience redefined

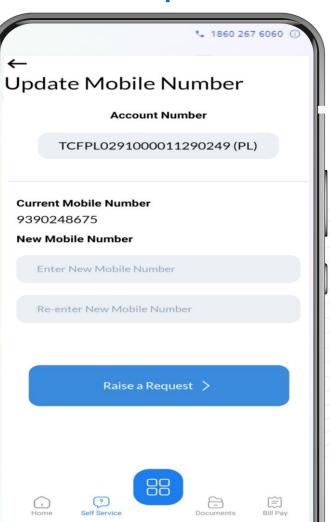
#### **Dashboard**



#### **Categorized Service Requests**



#### **Profile update**





## Money / One Stop Digital Solution for all financial needs





**Track transactions** 



360 portfolio view



**On Call Assistance** 



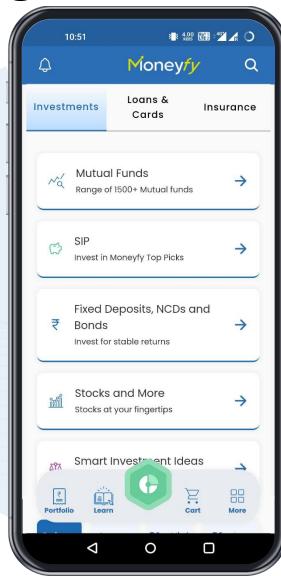
**Goal based investment** 



50 lakh+ Downloads







#### Invest

- Mutual Funds
- Corporate FDs
- Stocks

#### **Bill Pay**

- Utilities
- Recharges
- EMI Payments

Taxes

Subscriptions

Small Case

Bonds

#### **Borrow**

- Personal Loan
- Business Loan
- Home Loan

- Used Car Loan
- Credit Card

#### Insurance

- Life Insurance
- Health Insurance
- Travel Insurance

- Hospital Cash
- Motor, Personal **Accident Insurance**



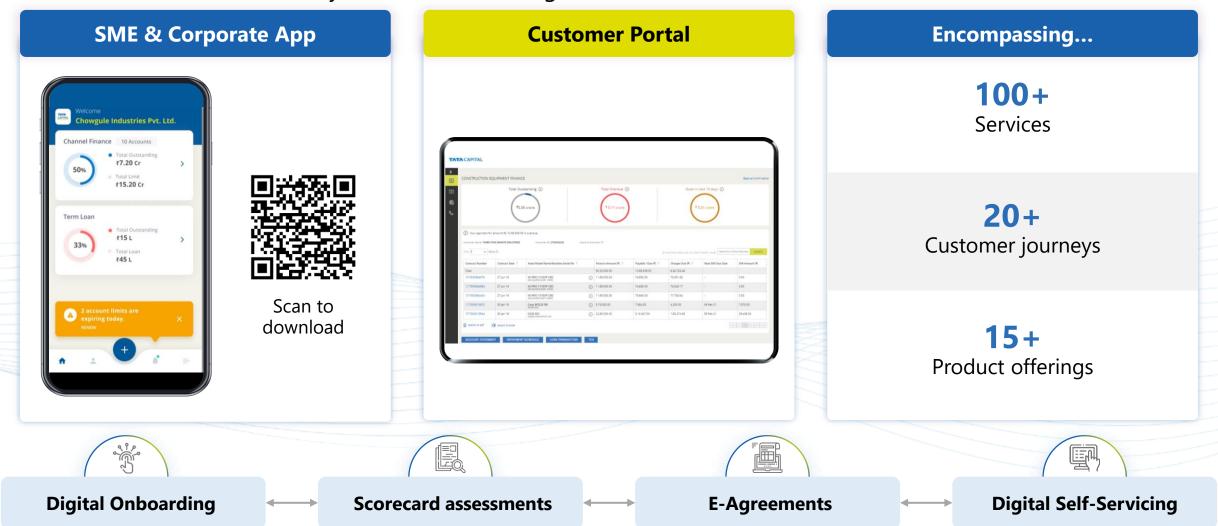
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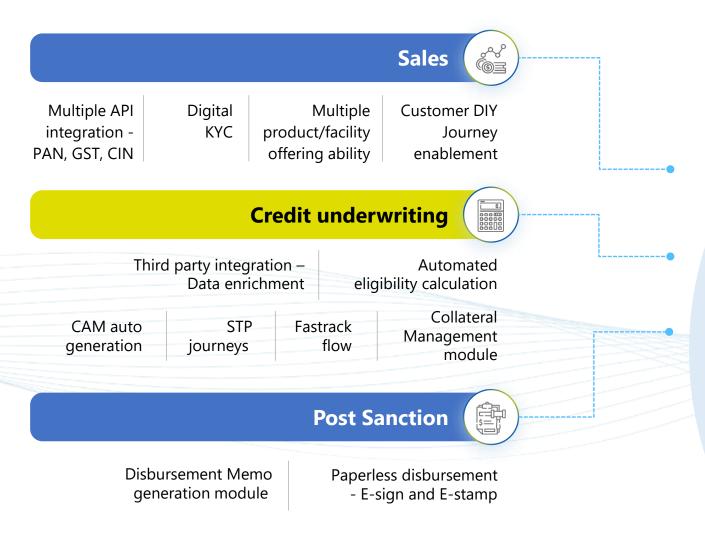
## **SME & Corporate:** Seamless digital experience

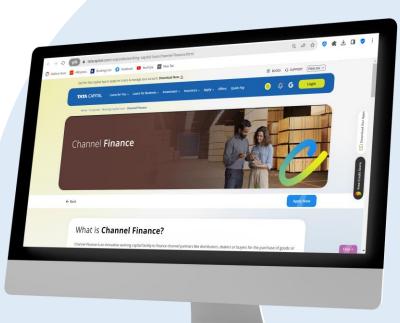
Count on us

Efficiency at its core: "Building Reliable and scalable Online Platforms"



## **SME & Corporate: Loan Origination System 2.0**







## SME & Corporate: Superior customer experience



Instant Drawdown & Disbursal



View Loan Transaction & Repayment Schedule



Upload/Download TDS Certificates



Vehicle Leasing For Corporates



Automated Ageing based Invoice authorization



Additional Limits Activation



Update Stock & Debtor Statements



Loan Application Tracker



Customized
Dashboard/Reports



Digitized Trade Advance module



Digitized service journeys available for all SME & Corporate products



End to end architecture including internal processes to maximize efficiency and reduce TAT

90%

Digital drawdowns for Channel Finance

69%

Digitally Active Supply Chain Finance Customers 98%

Service requests handled digitally



## Analytics across customer lifecycle



## Better conversion and pricing



Improve cross-sell & Products per Customer



Increase Straight through decision making



Improve collection efficiency



Drive productivity and efficiency

### **Acquisition & Cross-sell**

Leads from existing base & group ecosystem

Prospect Marketing

Pre-approved offers

Segmentation and profitability models

### **Underwriting & Disbursement**

Decision scorecards

Decision tree for policy refinement

Risk based pricing

Channel scorecards

### **Lifecycle Management & Retention**

Bureau Watch Proactive retention models

Pricing Model/ CLTV/Customer risk profiling

Early warning signals

### **Collection & Recovery**

Scorecards built using LR/DT/ML algorithms

Models used for allocation, self cure, representation strategy, X bucket and flow bucket collections, Settlement and Repo



## Strong Risk culture embedded across organization

Strong risk management framework, with rigorous oversight, multiple layers of defense, robust through-the-cycle credit risk framework supplemented by data analytics capabilities



Agile & responsive risk function fostering a strong risk culture across the organization



Wide coverage of entire spectrum of risks including Credit, Operational, Fraud, Market, InfoSec & IT, Compliance and ERM



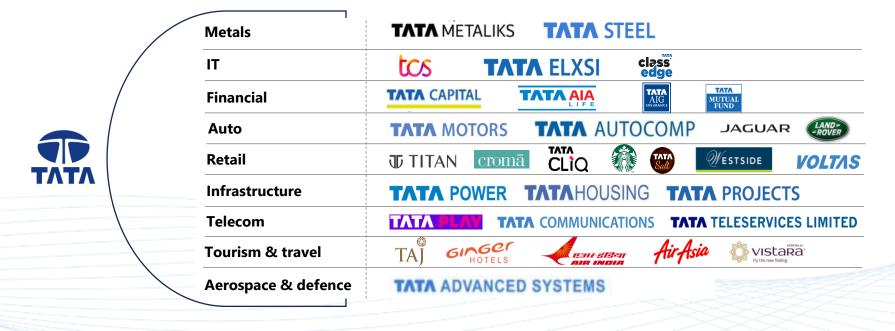
Superior Risk insights strengthened with analytical capabilities





## Synergies from diversified Tata Ecosystem

Tata Capital, as the flagship financial services of the Group, plays a pivotal role in Tata group's focus on domestic consumption as a key theme in their growth philosophy



Shared brand and synergies with various Tata Group companies and potential opportunities to cross-sell set to increase further as Tata Capital taps into the Tata Group ecosystem as part of its growth strategy

290k+

Offers generated on Tata Neu



68k+

Customers from Tata Neu ~80

Relationships with Group companies

1,000 +

Dealers / Vendors



# **Lending Subsidiary**

(Tata Capital Housing Finance Ltd.)



## TCHFL – Business overview

#### **About TCHFL**

- ➤ Fully owned subsidiary Incorporated as 100% subsidiary of Tata Capital, dedicated towards Housing finance business
- Growing steadily Phygital model with a mix of leveraging digital sales, number of partnerships as well as expanding branch network
- Serving the underserved Increased focus on Affordable Home Loans and Home Loans to priority sector through widespread reach with focus on Tier-2 and beyond locations
- Deep impetus on digital sourcing Shorter TAT, increased reach and lower cost of acquisition; efficient use of analytics aiding in cross-sell and synergy





**Home loans** 

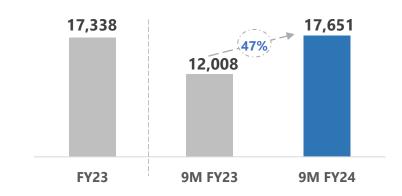
**Loan against property** 

Avg. Ticket Size

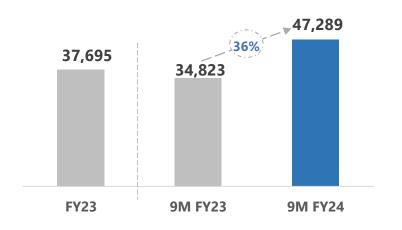
**INR 30 Lakhs** 

**INR 31 Lakhs** 

### **Disbursements (INR Cr)**



### Loan book (INR Cr)





## TCHFL – Financial performance

FY23	INR Cr	9M FY23	9M FY24	Y-o-Y Growth
17,338	Disbursals	12,008	17,651	47%
37,695	Loan book	34,823	47,289	36%
1,767	NIM + Other Revenue	1,247	1,602	28%
634	Operating expenses	434	630	45%
32	Credit cost	2	-150	~
1,101	Profits before tax	811	1,122	38%
821	Profits after tax	604	837	39%

FY23	Ratios	9M FY23	9M FY24
5.4%	NIM + Other Revenue (%)	5.3%	5.1%
35.9%	Cost to Income (%)	34.8%	39.3%
20.7%	Return on Equity (%)	20.8%	21.2%
1.6%	Gross NPA (%)	1.8%	1.2%
0.6%	Net NPA (%)	0.9%	0.5%



# Serving India 'Responsibly'

**Impacting Lives** 

Financing green projects

Serving the Underserved



## Impacting Lives



### **Climate Action**

Water security

Renewable energy

358,000+

lives impacted



### Health

Cancer Care Treatment

Eradication of curable blindness

598,000+

lives impacted



## **Education | Skilling**

Scholarships

Quality Primary Education

Financial Literacy

331,000+

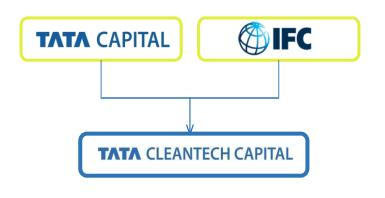
lives impacted

**1,287,000**+ beneficiaries through our programs

- Aligned to our group focus areas and Sustainable Development Goals (SDGs)
- Benefits the Socially and Economically underprivileged and Affirmative Action Communities
- Trusted partners to deploy



## Financing green projects through Cleantech Finance



- Tata Capital along with IFC had established a separate financing arm called Tata Cleantech in 2012 with a clear focus on Green or Sustainable financing
- First Indian entity to join the Global **Green Bank Network** comprising National Green Banks from across the world
- First private entity globally to partner **UN Sponsored Green Climate Fund ('GCF')** to develop solar rooftop market



























Presence in financing of multiple climate focused businesses

300 +

No. of cleantech projects financed 25,000 Cr+

**Disbursed** till date

16GW+

Renewable capacity financed 25mn ton+

**Total carbon emission** averted

**Project & Structured Finance** 

**Debt Syndication** 

**Financial & Cleantech Advisory** 



**Business activities** 

## Serving the **Underserved**

Tata Capital makes essential financing available for underbanked individuals or businesses through multiple products

### **Microfinance**



- Microfinance customers are typically unbanked individuals or groups who do not have access to traditional banking products
- They are self-employed and typically home-based entrepreneurs. In rural areas, the customers are those engaged in small-scale income generating activities – Agri and Agri allied activities

### **Competitive interest rates**

Microfinance interest rates and tailored borrowing experience cater to the underprivileged needs

### **Minimal documentation requirements**

Avoids document hassles and long process times, minimal documentation and paperwork to process microfinance application

### **MSME loans**



- Business loans provided to small businesses in India which are a vital cog in the economic growth and one of the largest job creators in the informal sector
- Such loans come with features such as easy eligibility, minimum documentation and doorstep services allowing efficient credit penetration
- Flexibility to choose business loan as per repayment capability and enhanced ability to borrow especially for small businesses – allows increased penetration in the smaller pockets of the economy that do not have access to credit

Flexible loan tenor

**Customizable products** 

No collateral required

**Multiple repayment options** 

Aims to promote entrepreneurship culture allowing nurturing of homegrown talent and development in the economy



## **Awards & Recognition**



'Asset Finance Company of the Year' & 'Best Mobile Initiative – The Mutual Fund Company' at Annual NBFC & Fintech Excellence Awards 2023



ET BFSI Excellence award

– Microfinance Team
2023



Golden Peacock award for Risk Management, 2023



Multiple awards at Digital Customer Experience Confex and Awards, 2023



Multiple awards at Banking Frontiers Awards, 2023



Green Urja award – Top Private financing institution for RE and EE 2023



Best Digital Customer Experience Transformation Initiative at Annual CX Excellence Awards - 2023



Multiple awards at Assocham Annual Summit & Awards, 2023



The CSR Journal Excellence Awards (Environment) – 5<sup>th</sup> Edition, 2023



Multiple awards at CII – Digital Transformation Awards, 2023



Best Digital
Transformation at CX
Innovation &
Technology Summit &
Awards, 2023



Audit Excellence Award at Annual Banking & Finance Audit Conclave, 2023



Excellence in Real estate finance (Metro) at Naredco Times Real Estate Conclave & Icons, 2023



Recognized as 'Most Ethical Procurement Company', Procurement Leadership Awards, 2023



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