

Ghar Ki Baat

Corporate Presentation

August 2021



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Key Milestones



1988	<ul style="list-style-type: none"> Obtained NHB license for loans and deposits Company commenced operations
1994	<ul style="list-style-type: none"> Crossed INR 100 Crore loan portfolio
2003	<ul style="list-style-type: none"> Notified under SARFAESI Act
2006	<ul style="list-style-type: none"> Crossed INR 1,000 Crore loan portfolio
2009	<ul style="list-style-type: none"> Entered into a strategic financial partnership with Destimoney Enterprises Private Limited (DEPL) DEPL acquired 26% stake in the Company
2010	<ul style="list-style-type: none"> Launched business process re-engineering project- "Kshitij"

2011	<ul style="list-style-type: none"> New Brand positioning with completely refurbished, elegant, convenient and secured offices Robust and scalable target operating model (TOM) implementation commenced
2012	<ul style="list-style-type: none"> DEPL raises stake from 26% to 49% through conversion of compulsory convertible debentures (CCD)
2014	<ul style="list-style-type: none"> PAT crossed INR 100 Crore and AUM crossed INR 10,000 Crore
2015	<ul style="list-style-type: none"> Implementation of Enterprise System Solution Quality Investments Holdings, owned by the Carlyle group, a global investment firm bought DEPL
2016	<ul style="list-style-type: none"> Listed on Indian stock exchanges through IPO; raised 3,000 Crore TOM implemented AUM crossed INR 25,000 Crore
2017	<ul style="list-style-type: none"> AUM crossed INR 50,000 Crore mark Deposits: Over INR 10,000 Crore Certified as a "Great Place to Work" by building a 'High Trust, High Performance Culture'* Incorporated a subsidiary "PHFL Home Loans & Services Ltd"
2018	<ul style="list-style-type: none"> Included in MSCI Global Small Cap Index Certified as a "Great Place to Work" by building a 'High Trust, High Performance Culture'*
2019	<ul style="list-style-type: none"> Carrying the Saksham ethos forward, the Pehel Foundation was incorporated as the dedicated CSR vehicle of the Company Crossed INR 15,000 Crore in deposits
2020	<ul style="list-style-type: none"> Received ISO 27001:2013 certification, one of the highest security standards in India Became the first HFC to sign a funding of US\$75 million via external commercial borrowings from Japan International Corporation Agency (JICA)
2021	<ul style="list-style-type: none"> Co-lending Partnership with Yes Bank Included in MSCI ESG Indices

*Source: Great Place to Work Institute (GPTW)

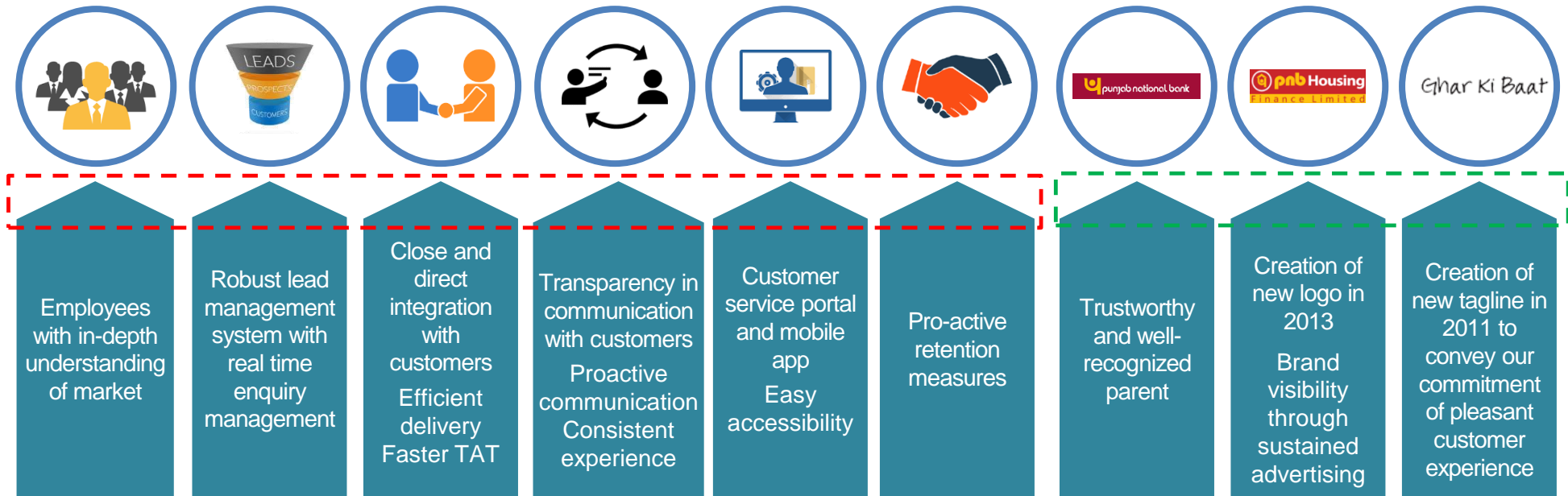
Evolution of Brand Driven by Customer-centric Approach



Customer-centric Approach

...together with...

Initiatives to Reposition Brand



Resulting in Strong Brand Recognition



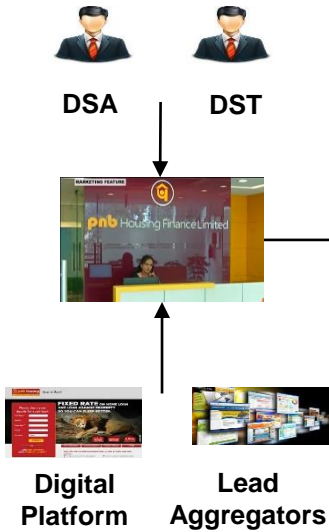
Omni-Channel Customer Touchpoints



Scalable Hub & Spoke Model

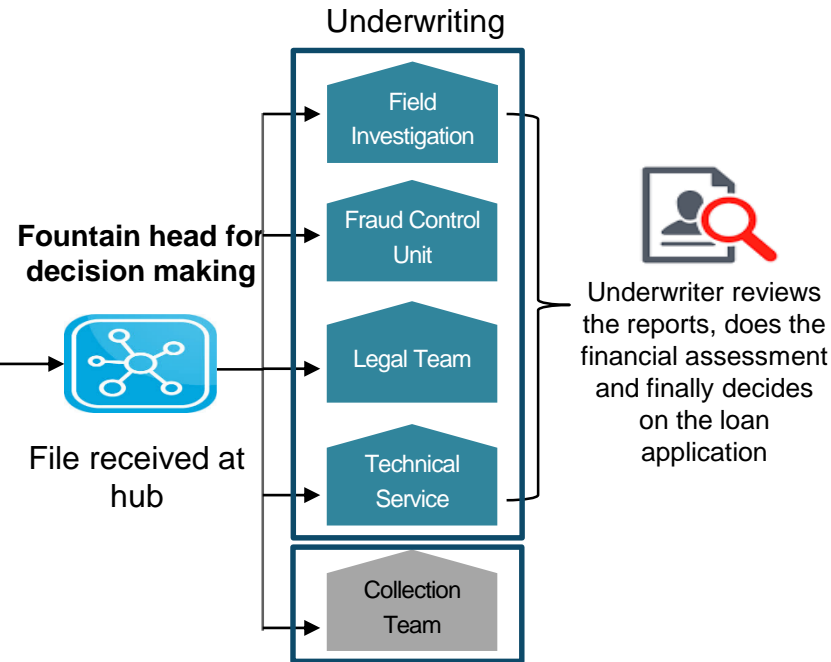


Spokes Customer acquisition / servicing



DSA: Direct Sales Agent; DST: Direct Sales Team

Regional Hub



Central Operations Post Disbursement Operations



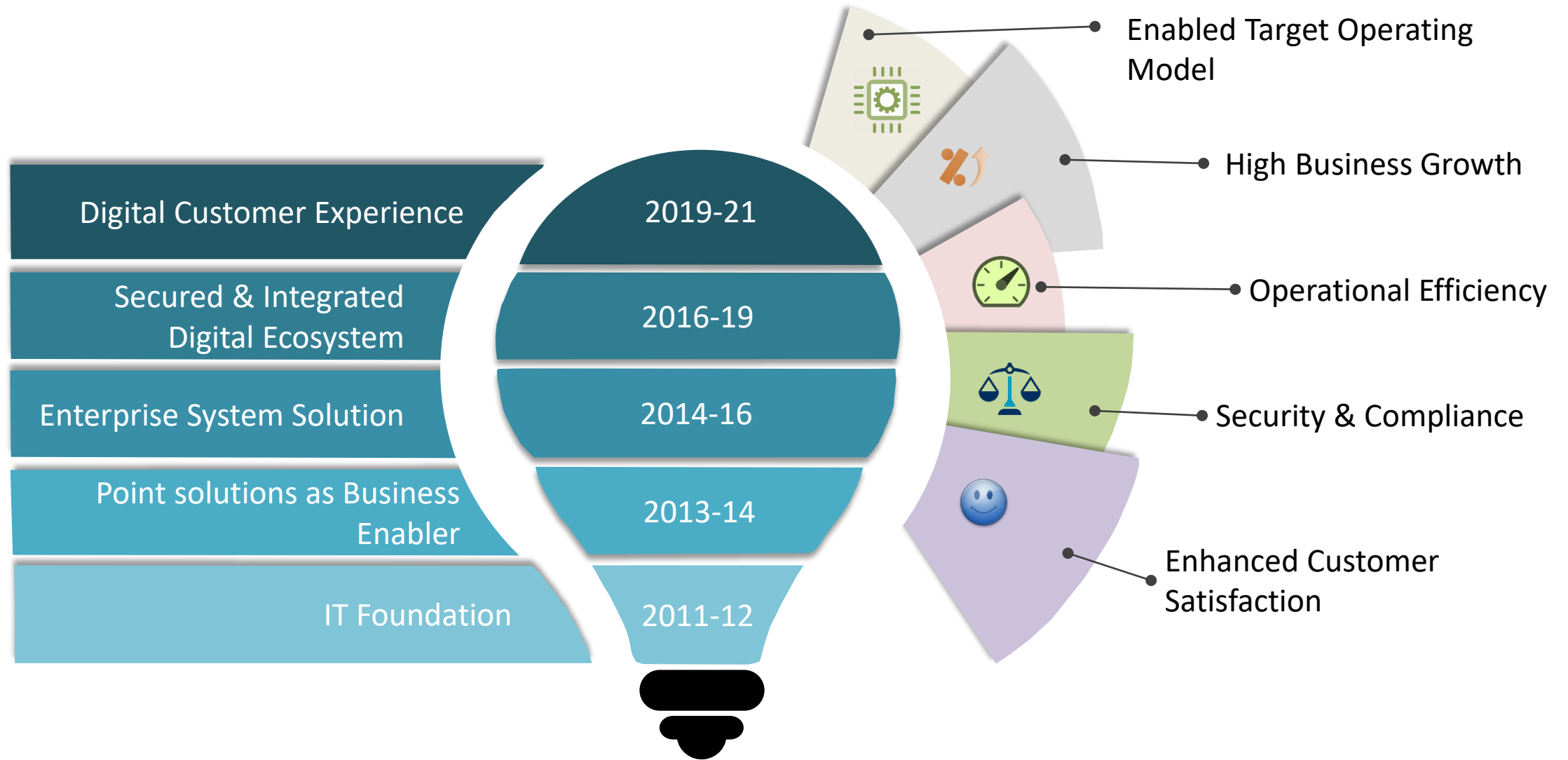
Omni Channel CRM solution that integrates various mode of communication with the customers for better experience and faster resolution

Banking analytics tool to give indepth and easy & faster analysis for self employed retail customers
Fraud control to mitigate fraud incidence
Real time email verification to avoid mis identity of borrowers
Underwriting vendor platform to assist partners "on the go" through various tools viz geo tagging, click to upload etc

Digitisation; amalgamation of people, process and technology for customer convenience & eliminating transit risk
 Robotic intelligent mailing solution to ensure standard, confidential and accurate communication

- ✓ Scalable and efficient operating model with centralized processing
- ✓ Effective risk management with separation of responsibilities
- ✓ Integrated IT platform

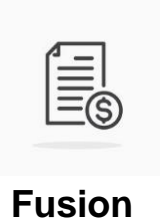
Technology enabled Growth



Digital Interventions across the Value Chain



Tools & Collaborations



Fusion



Uconnect

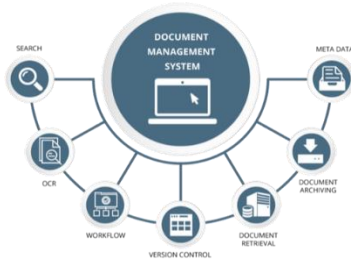


Email verification



Collection Tiger

TALISMA

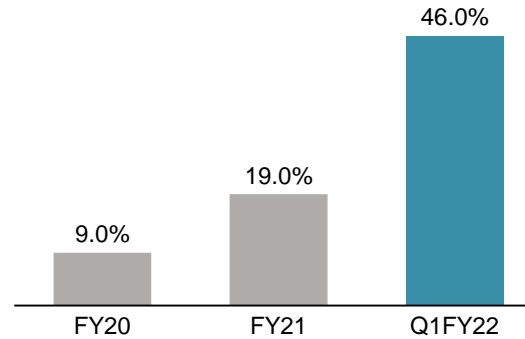


Payment collaborations with various Digital partners

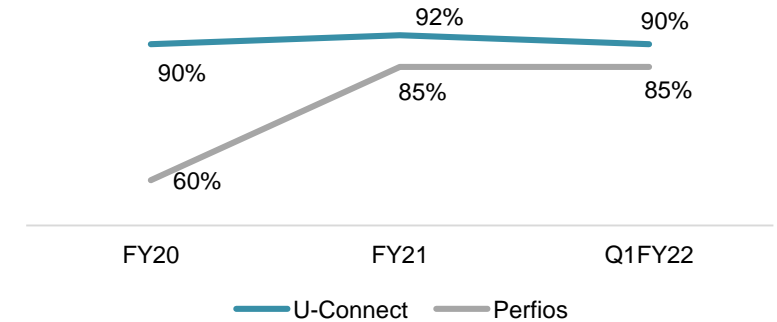
Interventions

- Implemented cloud based Virtual System interface to ensure secure working from any location
- Integration of ACE (A Digital Onboarding Platform) with Loan Origination System (LOS) made live in Q1 for smooth flow of digital loan applications in business workflow without any human intervention.
- Part of NHB's "Automated Data Flow System (ADF)" project; pilot initiated
- Introduction of Robotic Process Automation (RPA) in Central Processing Center (CPC) to reduce human dependencies
- Addition of digital payment platform to support collections

Digital Sourcing



Digital Underwriting Tools

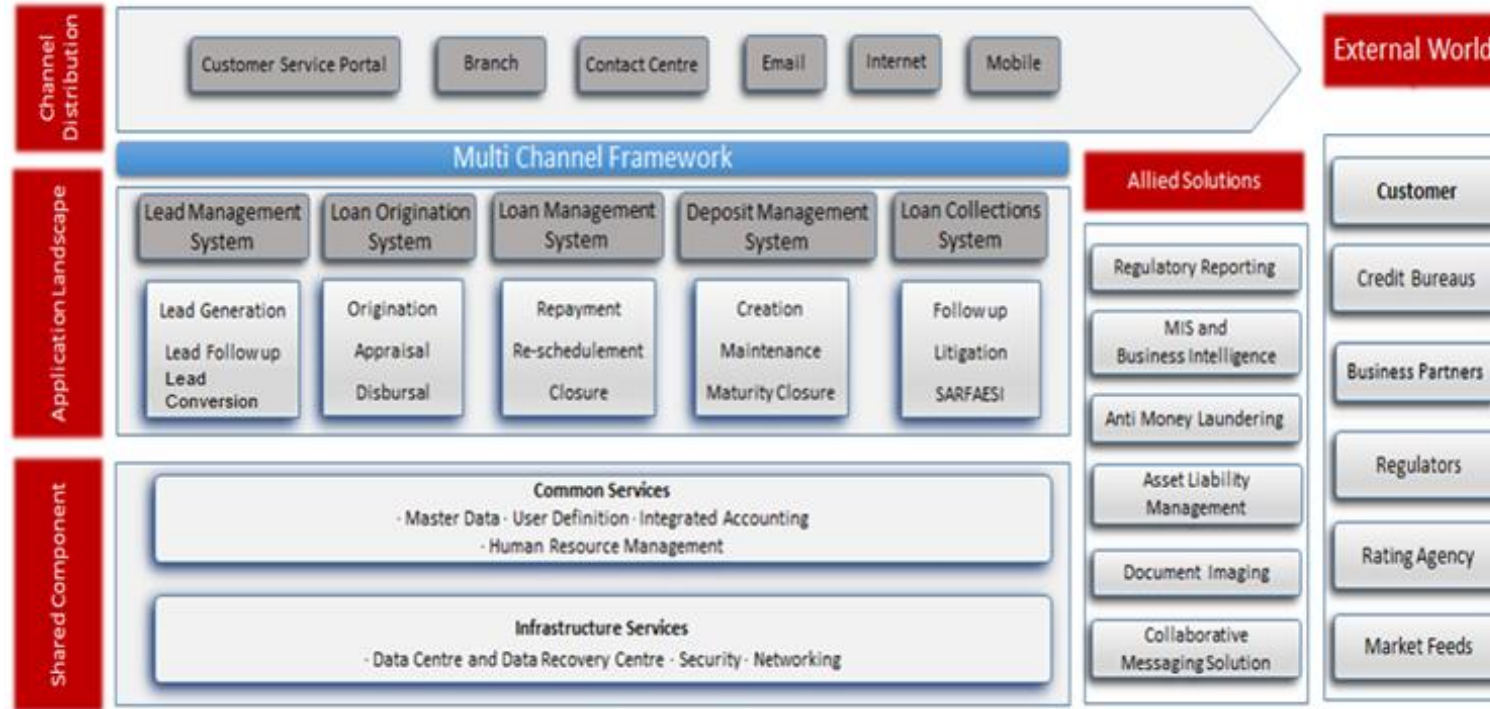


Accelerating Digital Journey

- Designing and Implementation under process to create smarter version of AI powered Chat Bot
- Automate credit decisioning for Salaried customers through STP
- Automate collection system with rule based engine and advance analytics



IT as backbone of Business Processing



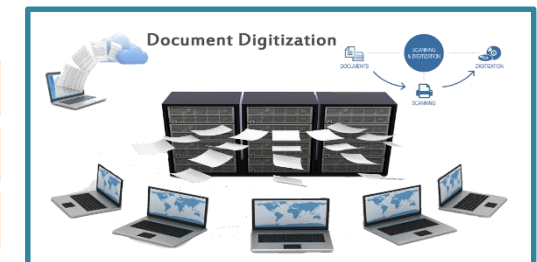
Digitization to bring efficiencies and enhance customer service



‘Document Digitization Centre’ – true amalgamation of People, Process and Technology

Scanned security and title documents are stored on dedicated private cloud for the Company

Mitigates operational and transit risk, reduction in retrieval cost and improvement in data security





- ❖ Centralized operational process
- ❖ Standardization of processes
- ❖ Repository Management & CERSAI: Storage of original property documents for the life of the loan



OPERATIONS & PROCESSING



TRANSFORMED

- ❖ Image based processing
- ❖ Reduction in turn around time
- ❖ Digitization of original property documents to bring efficiencies
- ❖ Cost optimization



- ❖ Delivering services as per Service Level Agreement (SLA).
- ❖ Enhanced productivity through optimum resource utilization.
- ❖ Centralised banking for better cash flow management



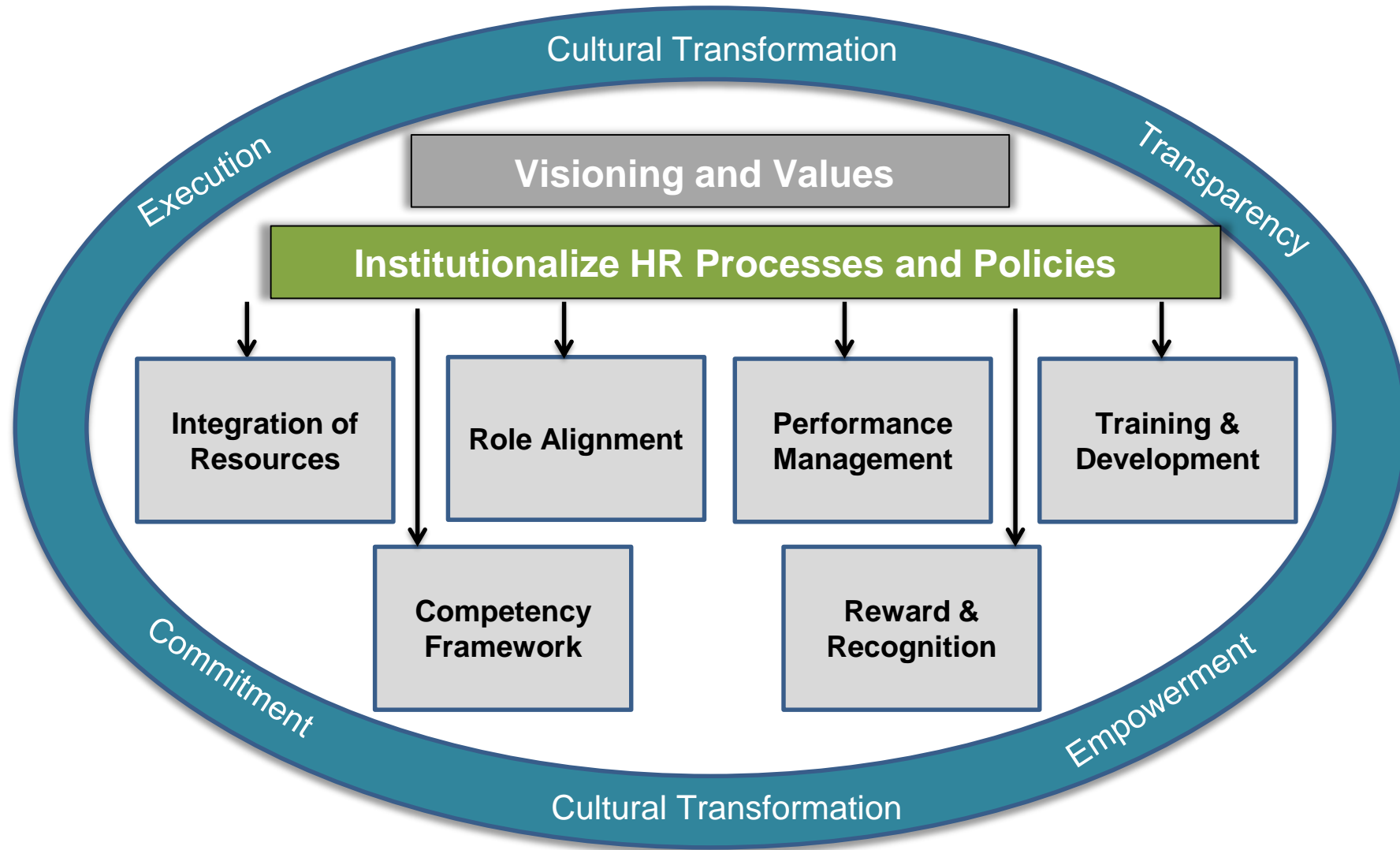
- ❖ Technology enable target operating model
- ❖ Scalable and flexible delivery model.
- ❖ Management of non-customer interface operational activities

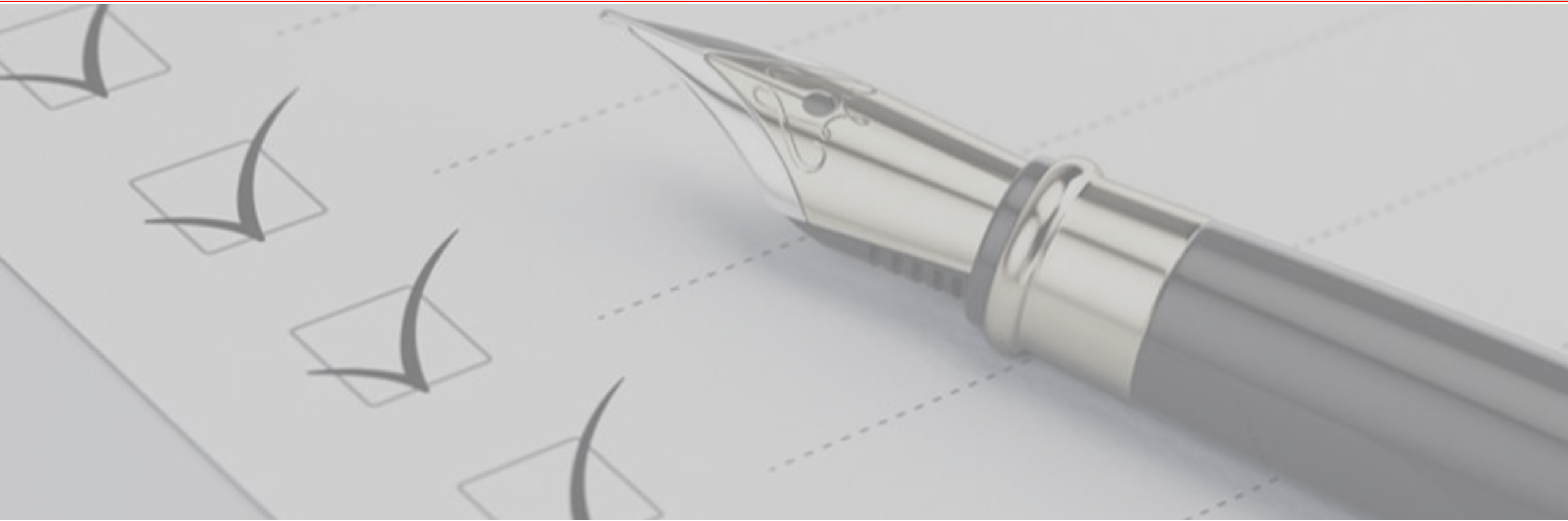


- Central Operations and Processing Centre formalized with an objective to implement best practices, standardize processes and provide predictable customer service experience
- All back end activities moved from branches to COPS and CPC

Leading to Branches being more customer focussed

COPS: Central Operations, CPC: Central Processing Centre



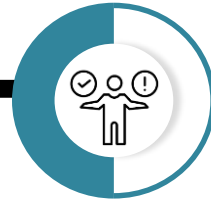


Agenda envisaged in January 2021

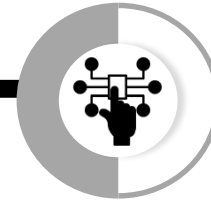
Agenda envisaged in January 2021



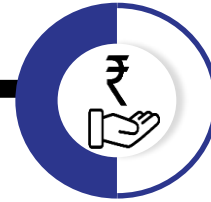
Strengthening the Core



Drive Efficiency



Accelerate Growth



Management

- Strengthen leadership team with internal promotions & external hires
- On boarded senior talent in Collections, Business Transformation, Information security, Affordable Housing and Internal Audit
- Augment Risk & data analytics team
- Introduced incentive plan to retain talent
- Focus on upgrading skill sets

Capital Position

- Improve capital and gearing
- Build significant provision
- Option to raise capital across different modes

Risk Management

- Leverage advance analytics and new age technologies
- Automate credit appraisal journey with human touch
- Strengthen EWS to improve collection efficiencies
- Remedial Management Group to focus on resolution of corporate book

Cost Management

- Rationalize operating model with focus on profitability
- Optimize cost and productivity
- Improve accountability across organization
- Product and segment level monitoring

Digital Drive

- Accelerate digital transformation across the value chain
- Increase use of AI, ML, RPAs to augment business, underwriting and accelerate efficiencies
- Advanced analytics for portfolio management, risk, collection
- Building Super app to strengthen digital platform

Retail Focused Lending

- Leverage expertise in mass housing and merchant category
- Increase fee income through cross sell, upsell and co-lending
- Retail to be the engine of growth

Grow Affordable Housing "Unnati"

- Building higher yielding Unnati portfolio
- Focus on Average ticket size of ~INR 15 lakh
- Strengthen distribution network with increased presence in Tier 2 and 3 cities

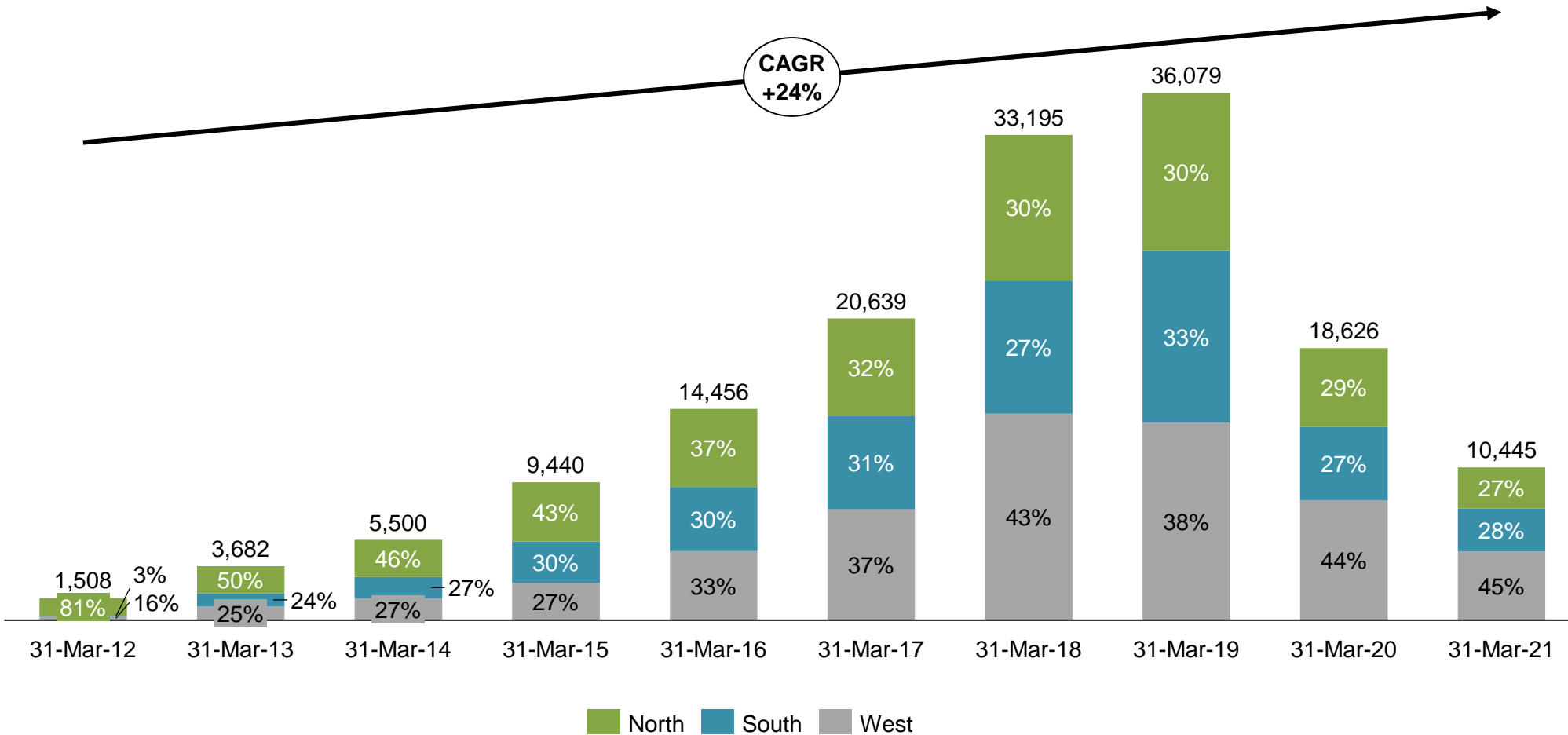


The Growth Journey

Year on Year Trends



Disbursement Trend



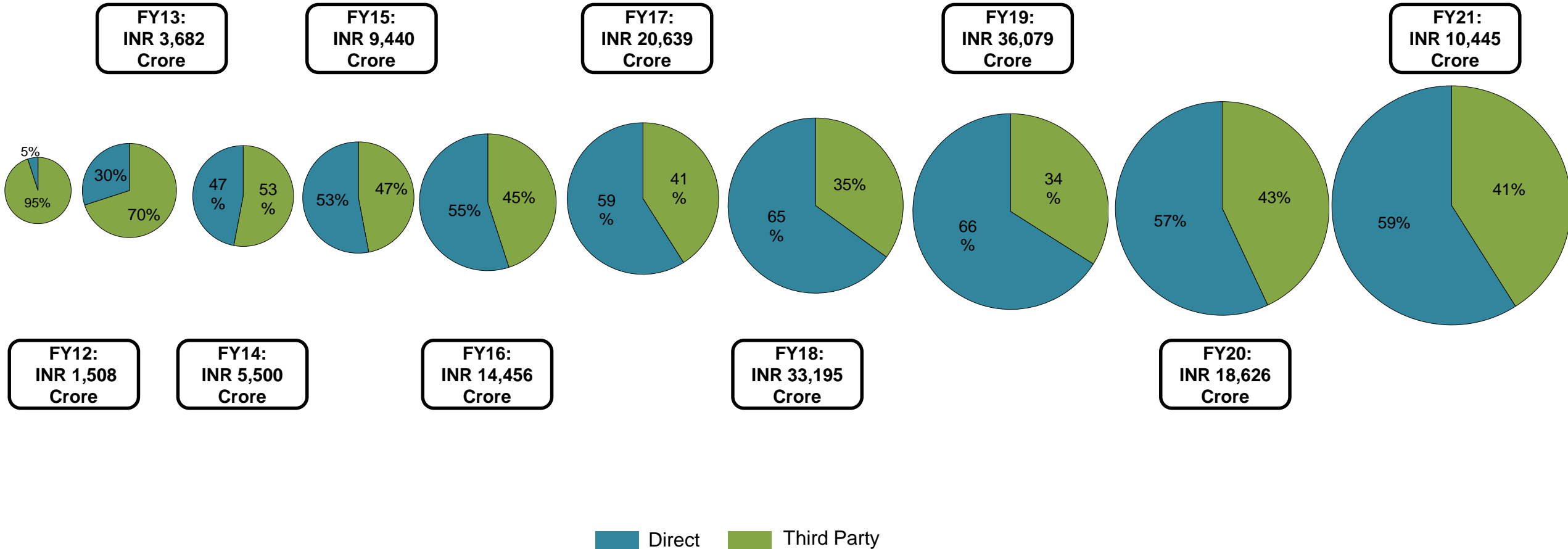
- De risked over a period of time with pan India presence
- Focus on lower risk weighted Retail Assets
- 96% of FY21 disbursements are in retail segment
- Increased digital penetration; contributed 19% of retail logins in FY21

Values in INR Crore
One Crore = 10 Million

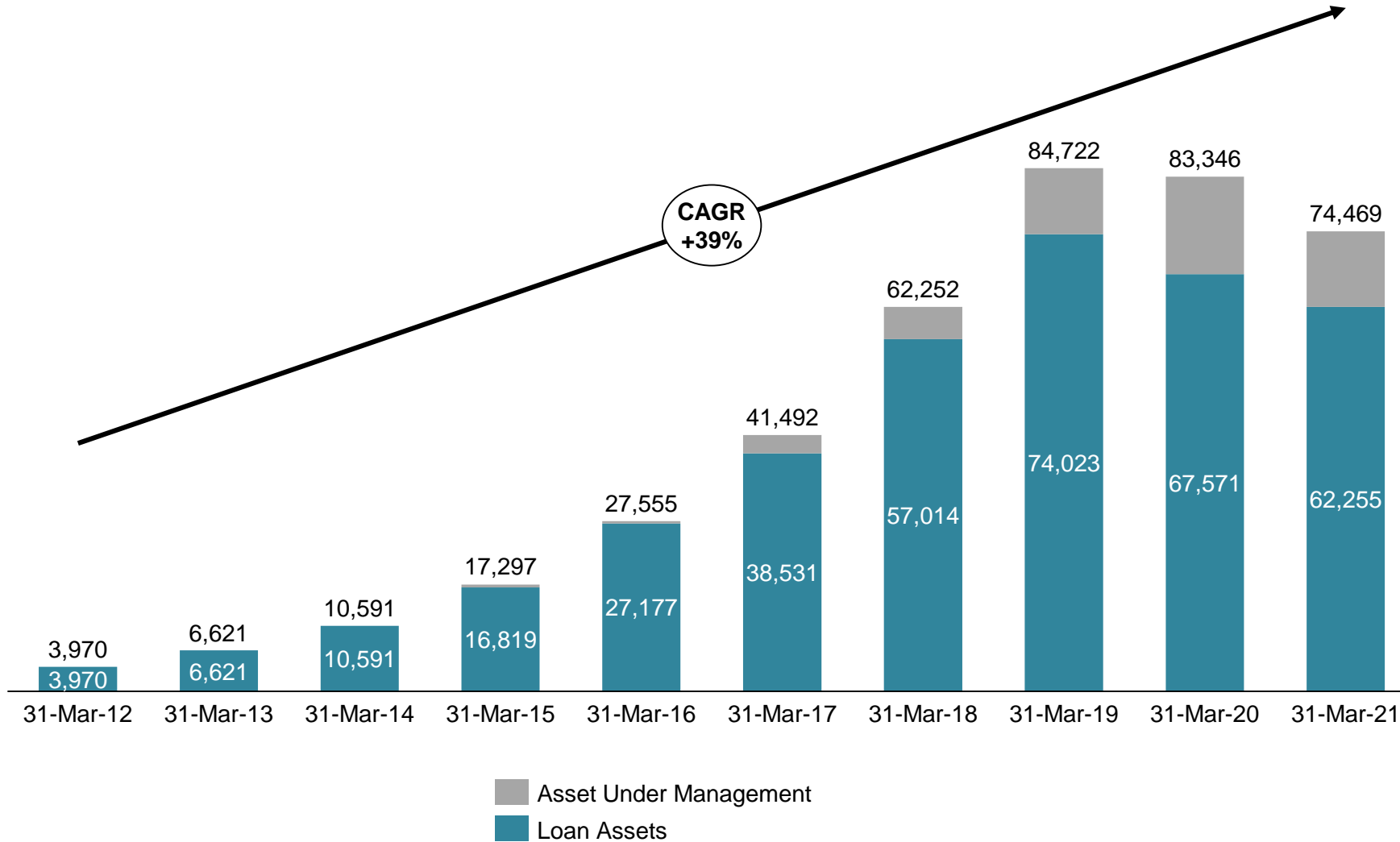
Balanced Sourcing Channel



% Disbursement



Asset Growth

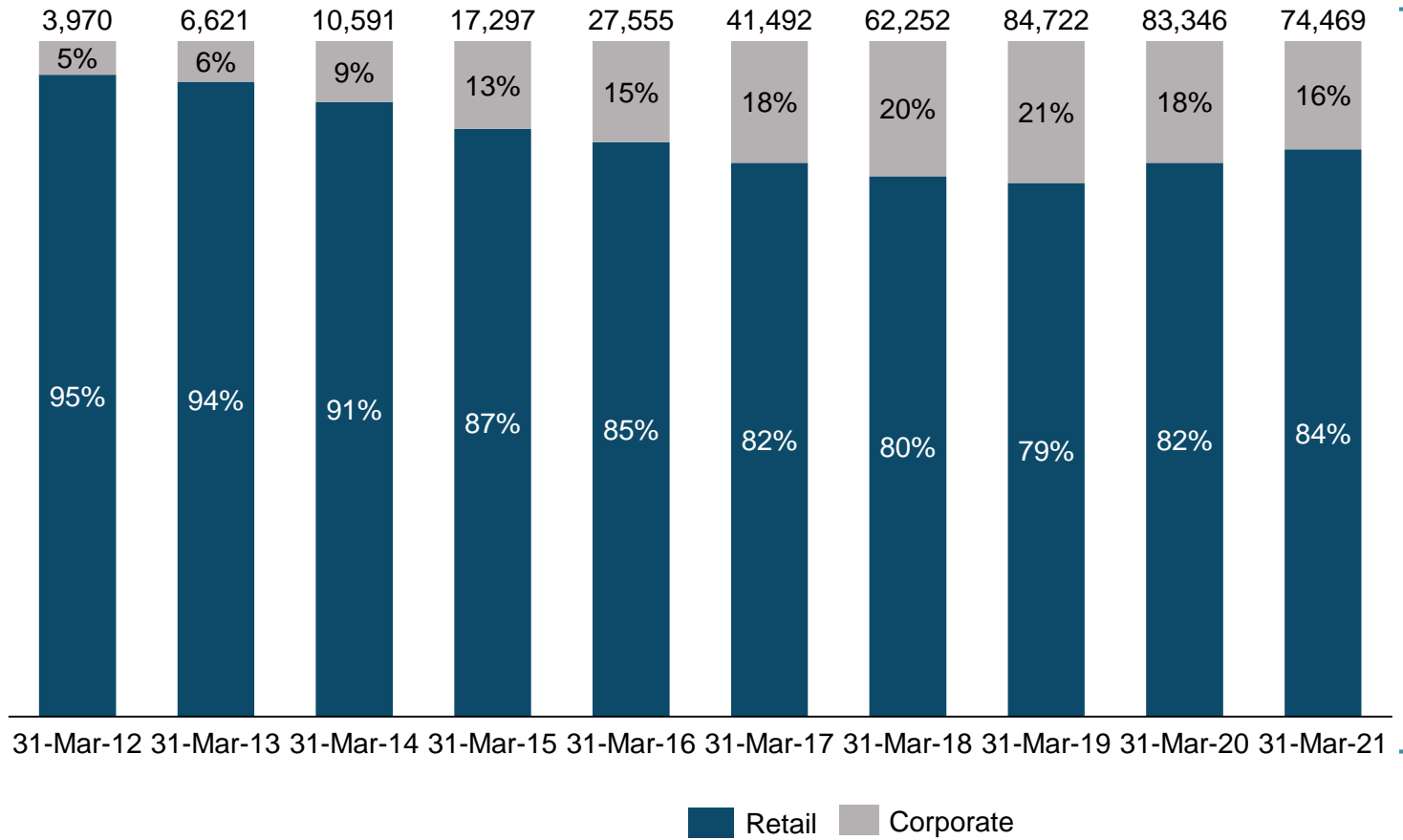


- One of the Top 4 HFCs in the Country[^]
- PNB Housing share amongst the HFC sector increased from 2.5% in FY14 to 5.7% in Dec 2020*
- Focus on retail segment; retail AUM is 84% of total AUM

Values in INR Crore
 One Crore = 10 Million

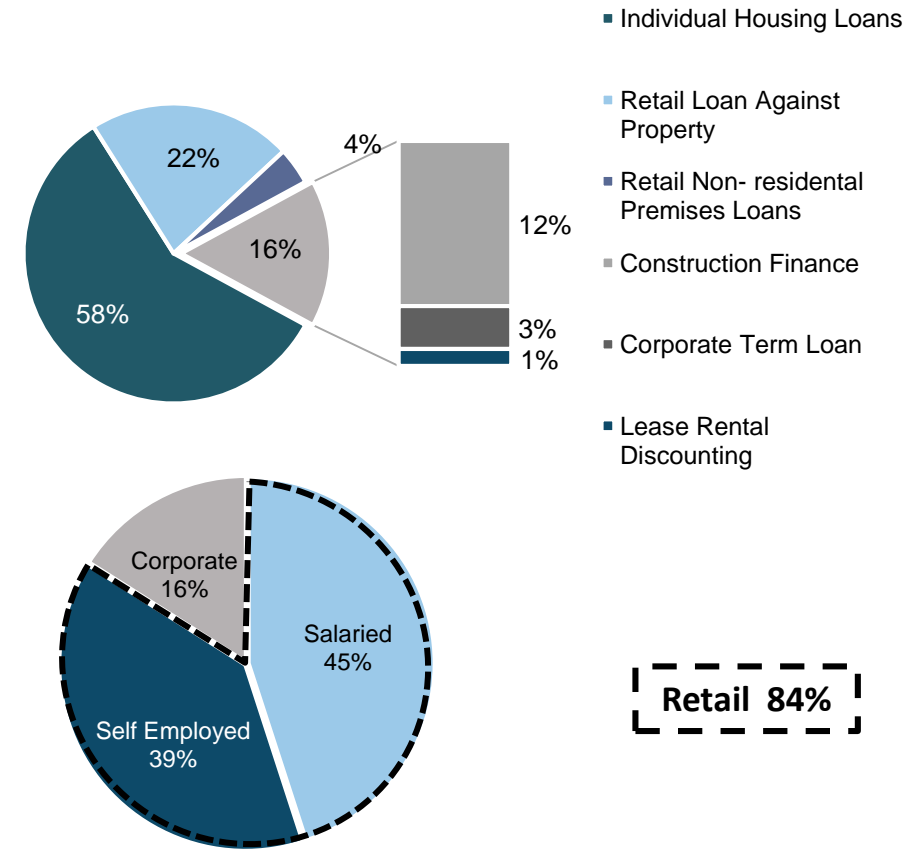
*Source: ICRA reports
[^]Company Reports

Asset Under Management Mix



Product-wise AUM Break-up

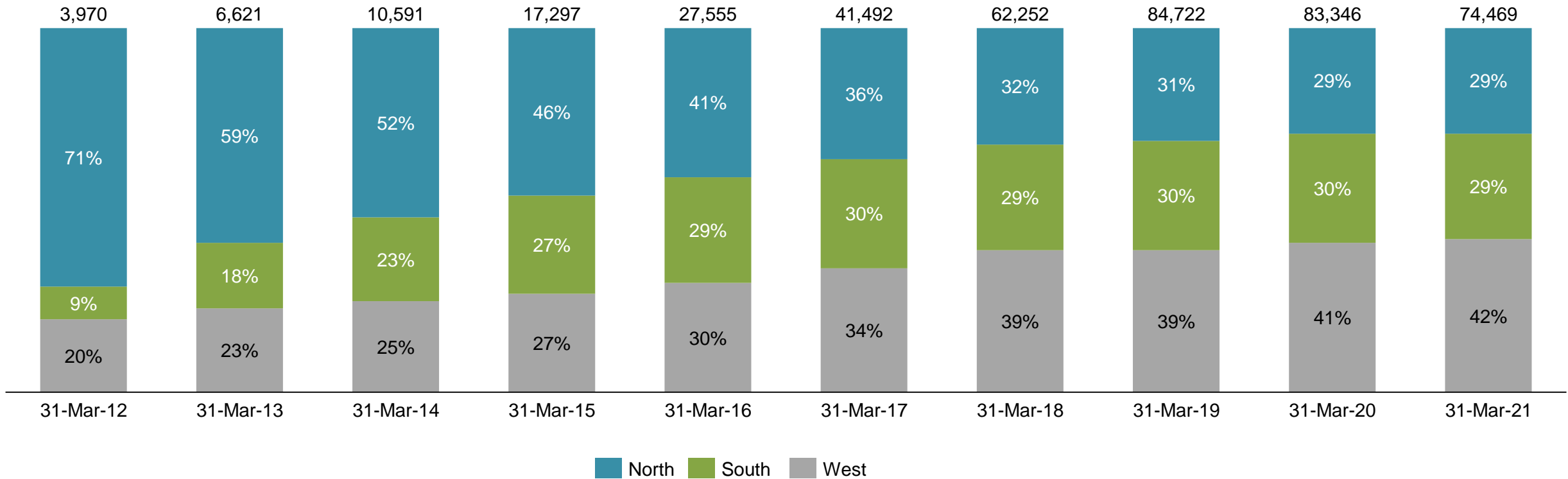
Total AUM of 74,469 Crore
(As on 31-Mar-21)



De-risked Geographical Concentration

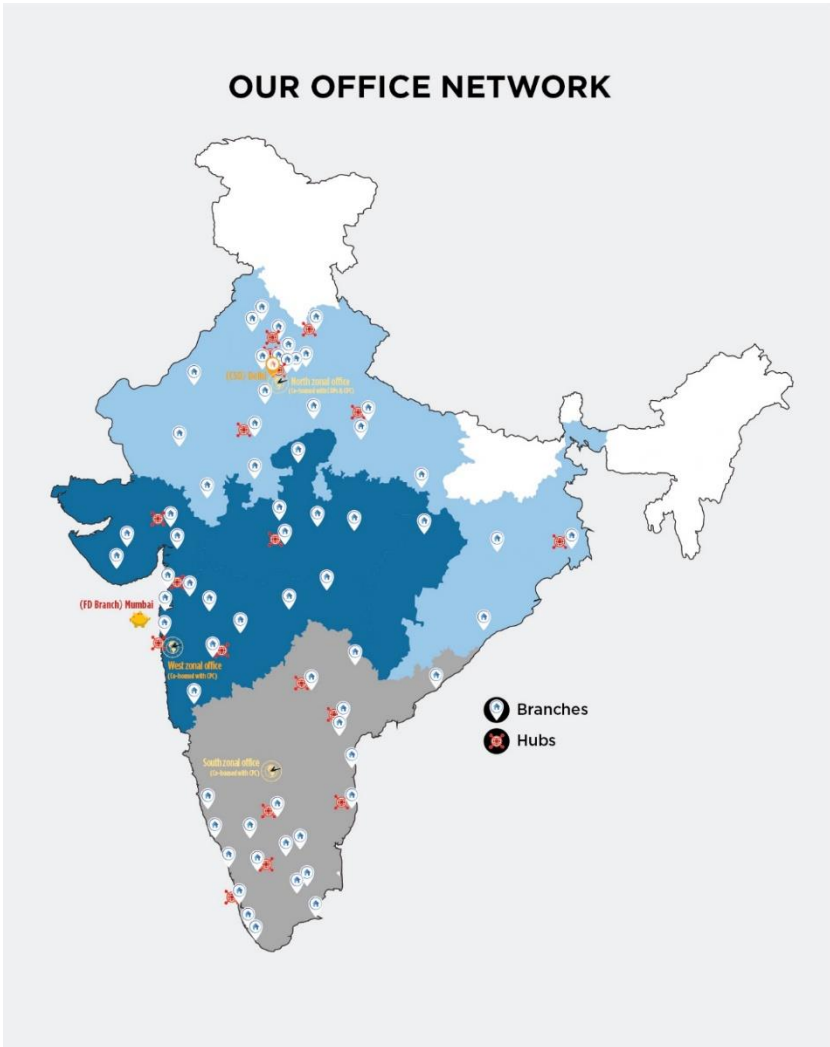


% of Asset Under Management

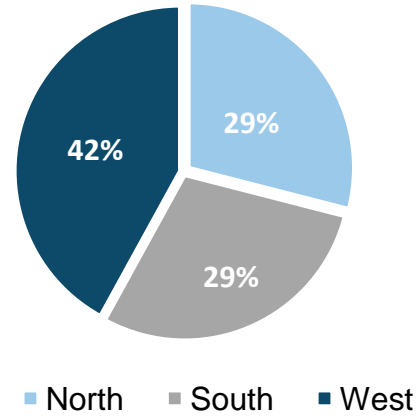


Values in INR Crore
One Crore = 10 Million

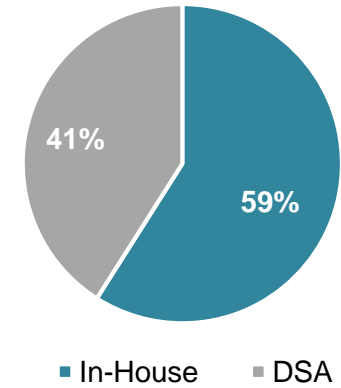
Strong Distribution Network



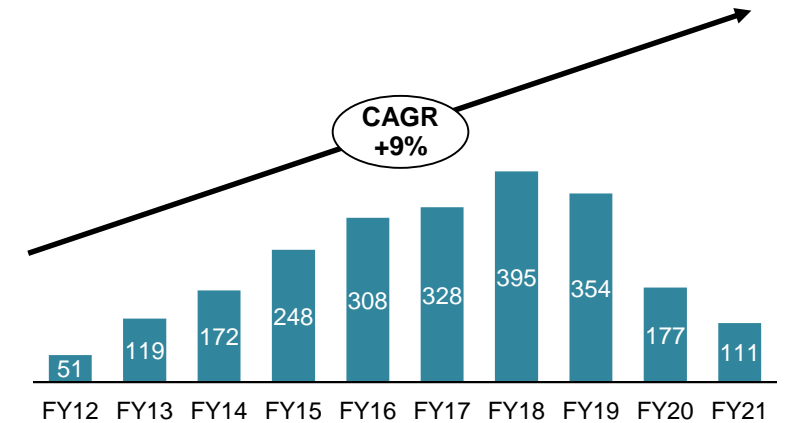
AUM – Geographical Breakup



Disbursement Origination



Disbursement / Branch (INR Crore)



Network

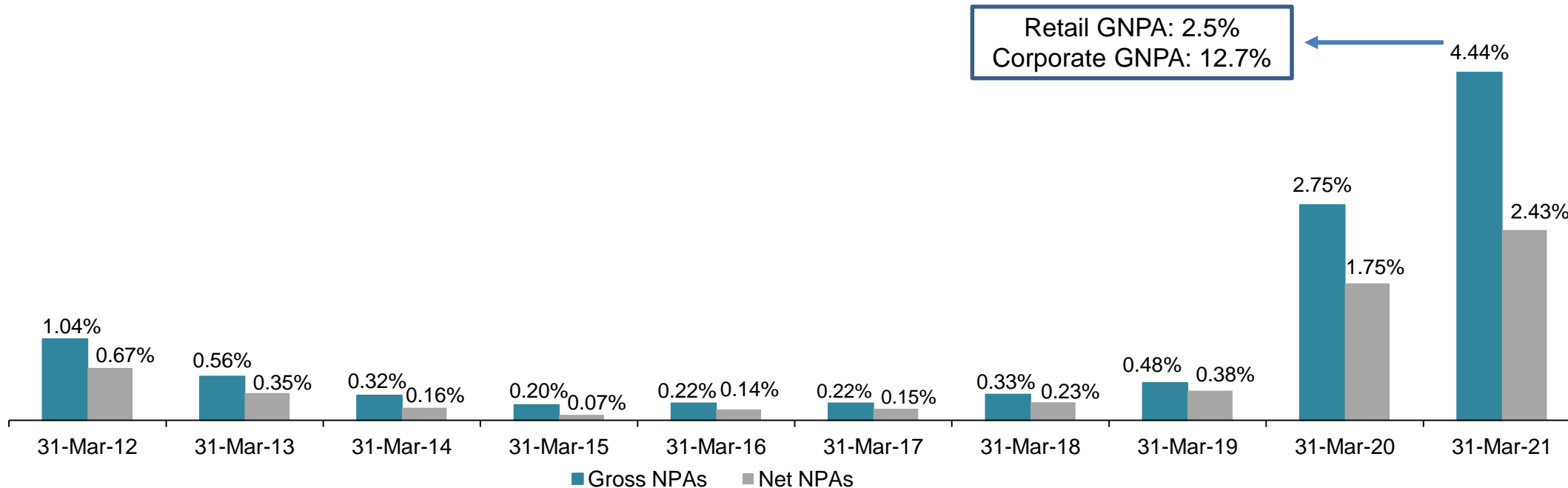
- 94 branches with presence in 64 unique cities
- 17 outreach centers
- Over 21,000 channel partners
- 22 decision making hubs

📍 Central Support Office

Map not to scale. All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness.

Data as on 31-Mar-21

Gross Non-performing Assets



Retail GNPA: 2.5%
Corporate GNPA: 12.7%

As on 31-Mar-2021	INR Crore
Gross NPA	2,762
ECL Provision	2,544
Regulatory provision including Standard asset and NPA	863
Total ECL provision to Total Asset	4.1%

- Incremental provision of INR 778 crore created in FY21; total ECL provision to total asset of 4.1%
- Increase in GNPA in FY21 is primarily on account of COVID-19 pandemic; Company has created adequate provisions

Write-offs since Inception (on cumulative disbursement) is 15 bps

NPA as a % of Loan Assets

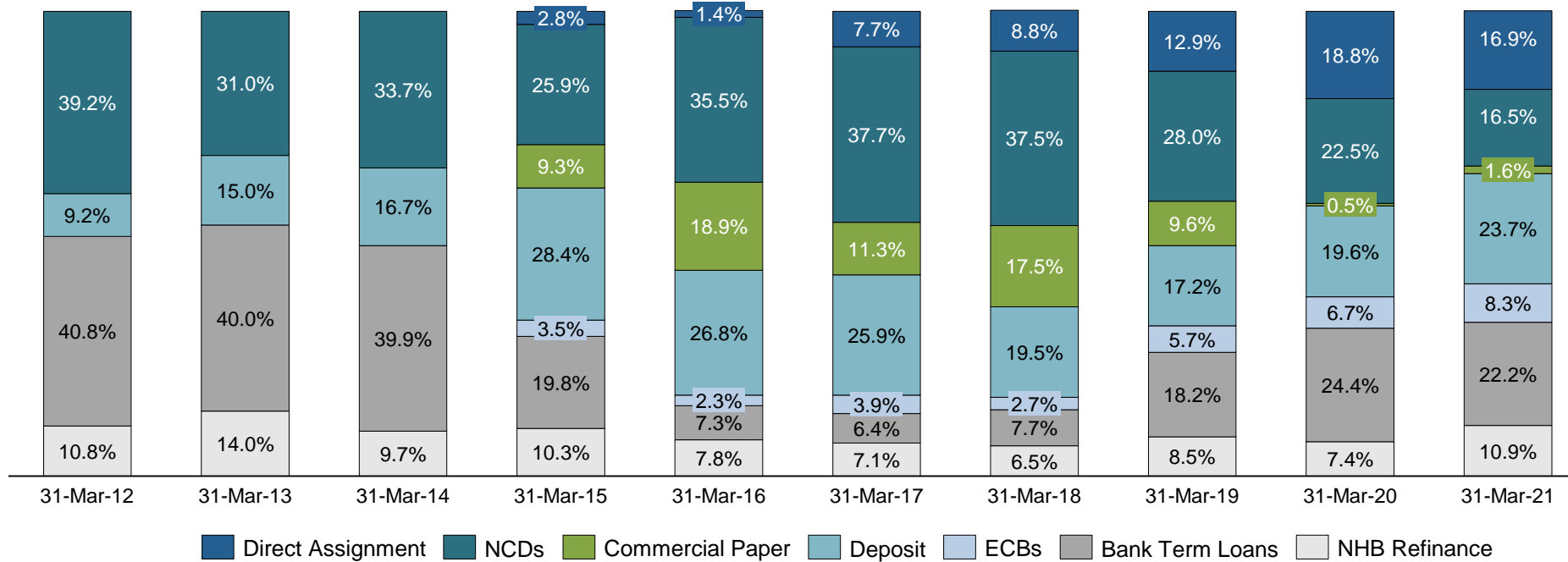
Credit Rating



Rating Agency	Fixed Deposit	NCDs	Bank Loans	Commercial Paper
CRISIL	FAA+ (Outlook Negative)	AA (Outlook Negative)	AA (Outlook Negative)	A1+
ICRA	-	AA (Outlook Negative)	-	-
CARE	AA (Outlook Stable)	AA (Outlook Stable)	AA (Outlook Stable)	A1+
India Ratings	-	AA (Outlook Negative)	-	-

Updated as on August 2021

Well Diversified Borrowing Composition



- ~71% of the total resource is floating; giving opportunity for replacement & repricing
- First HFC to sign a funding of USD 75 million via ECB from JICA (Japan International Corporation Agency) in April 2020 with co-financing of US\$ 25 Mn by Citibank(Citi)
- First HFC to raise funds through Green Bonds
- Deposits of 17,129 Crore; 3rd largest deposit taking HFC*

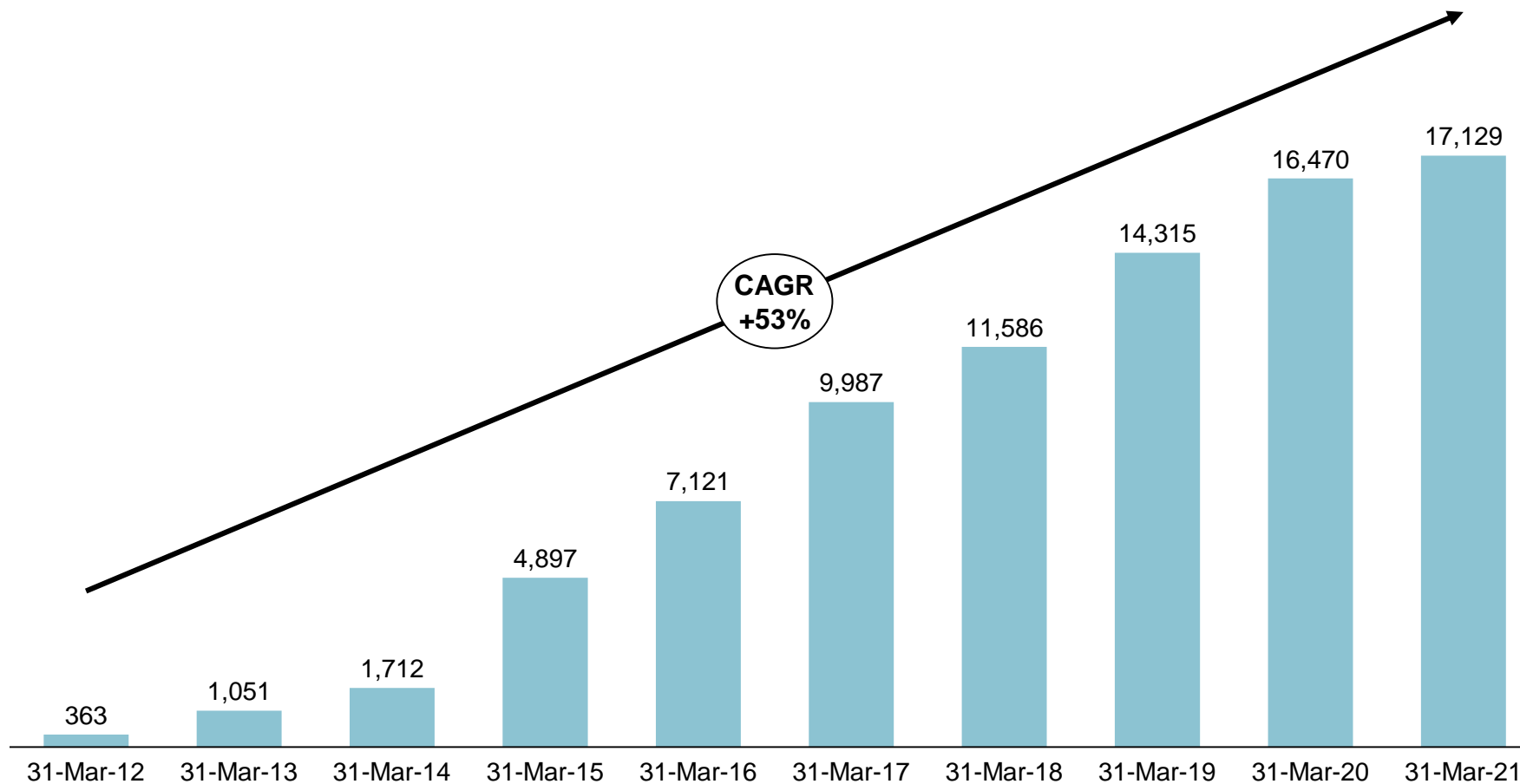
	31-Mar-12	31-Mar-13	31-Mar-14	31-Mar-15	31-Mar-16	31-Mar-17	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21
Borrowing	3,962	6,787	10,241	16,752	26,159	35,657	54,268	72,362	68,216	59,942
Assignment	0	0	0	478	378	2,961	5,238	10,699	15,775	12,215
Total Resource	3,962	6,787	10,241	17,230	26,537	38,618	59,506	83,061	83,991	72,157

Well diversified borrowing mix
Maintained adequate Cash & Liquid Investments of INR 6,981 Crore as on 31-Mar-21

One Crore = 10 Million

*Source: Company Report

Growth in Deposit Outstanding



- Third largest deposit mobilizer among HFCs*
- Strong and predictable distribution channel- the base grew from over 300 brokers in FY12 to more than 14,000 brokers end FY21
- Over 84% of outstanding deposits is public deposit

Values in INR Crore
One Crore = 10 Million

*Source: Company Report

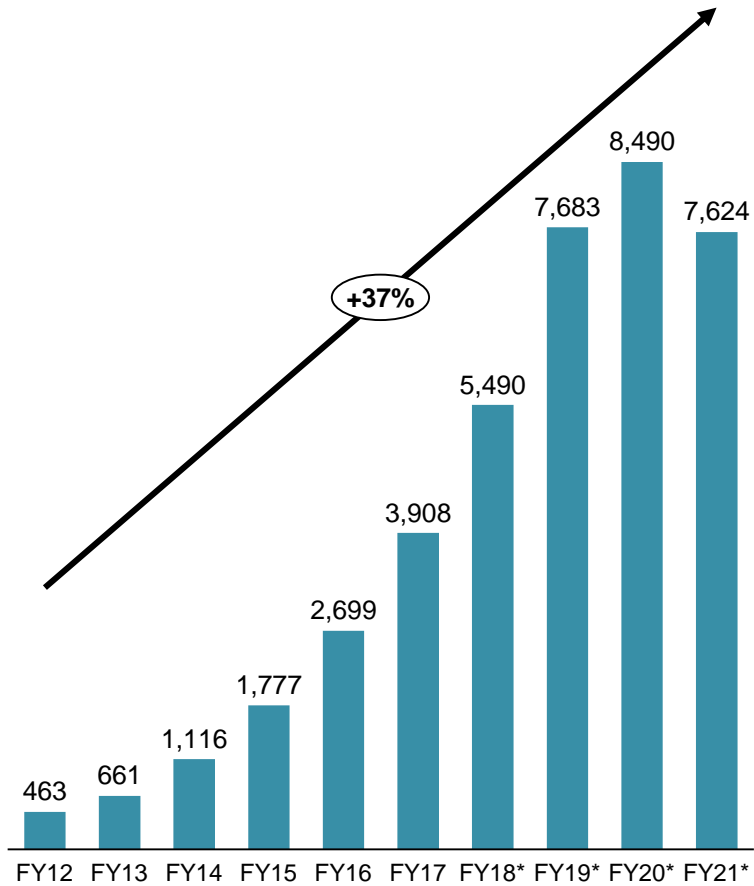


Financial Performance

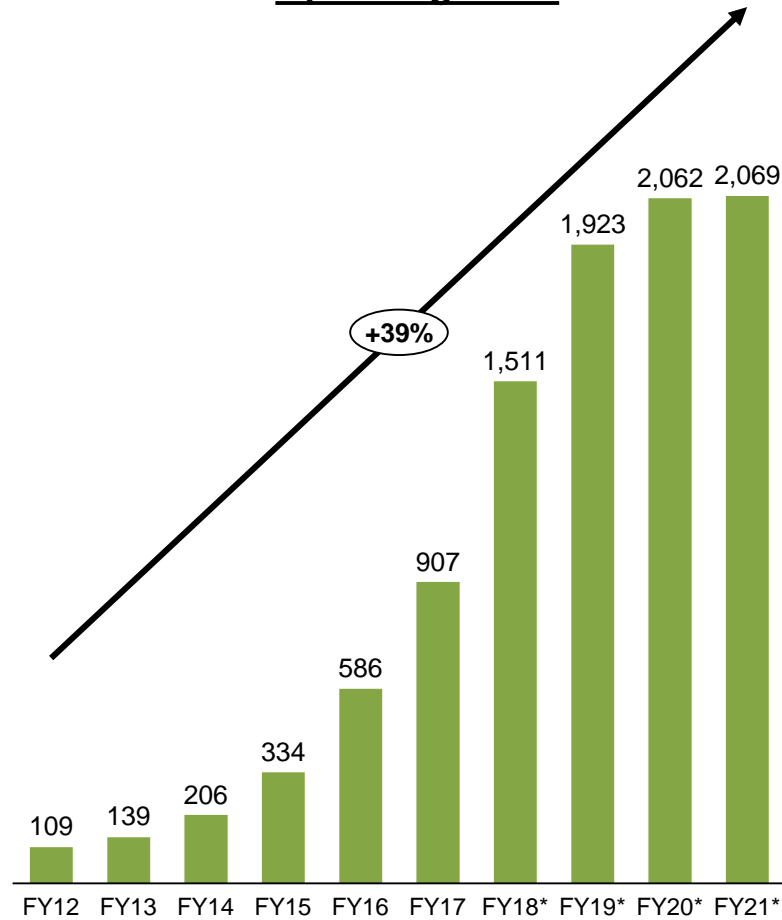
Strong Revenue & Profit growth



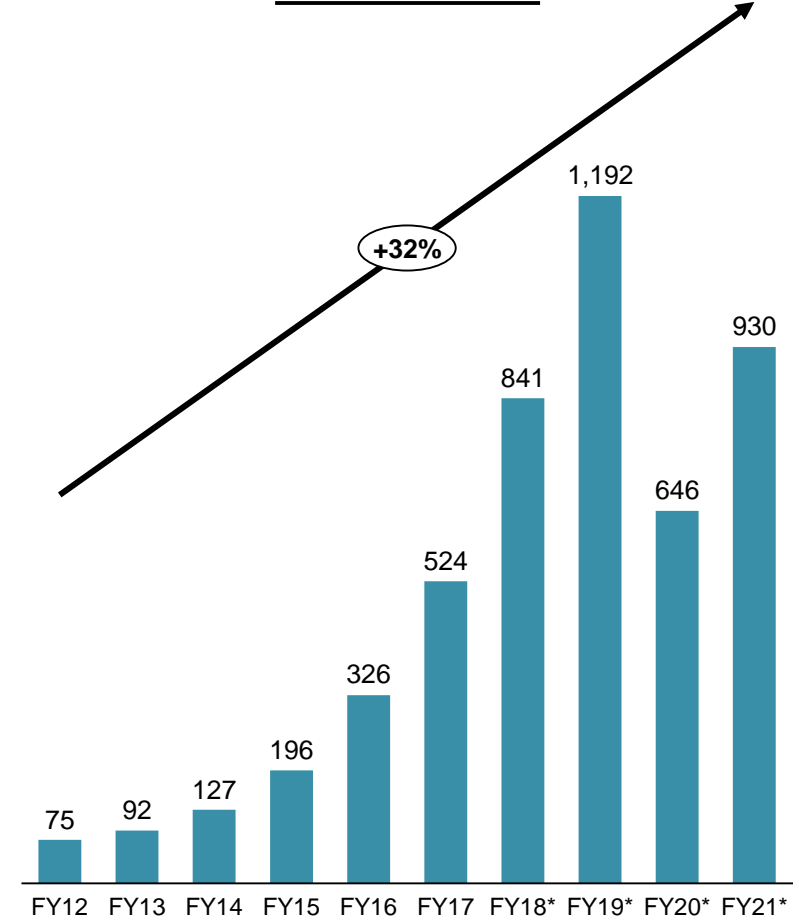
Total Revenue



Operating Profit



Profit After Tax

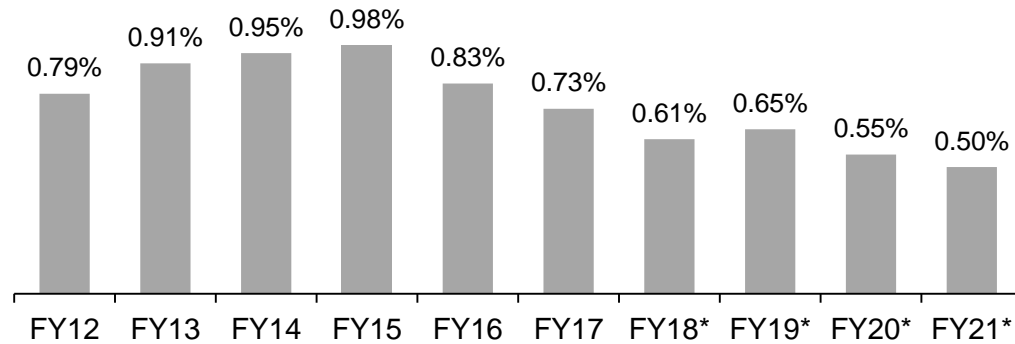


* FY18, FY19 & FY20, FY21 numbers are on consolidated basis and as per Ind-AS
 Values in INR Crore
 One Crore = 10 Million

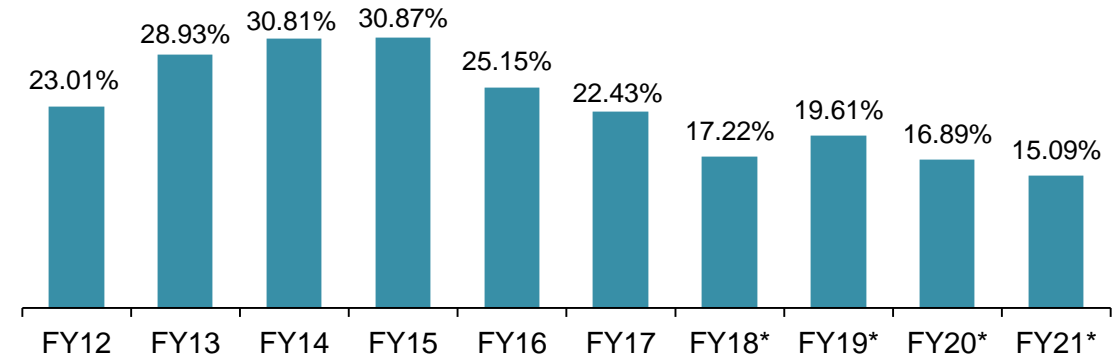
Operating Leverage and Return Profile



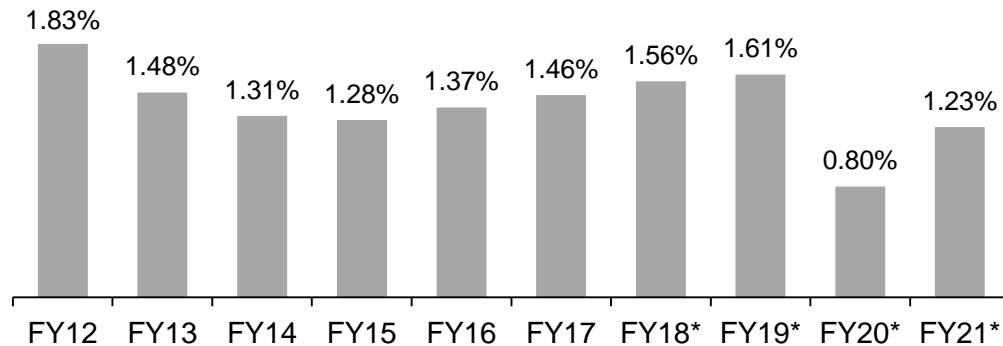
Opex to Average Total Asset Ratio



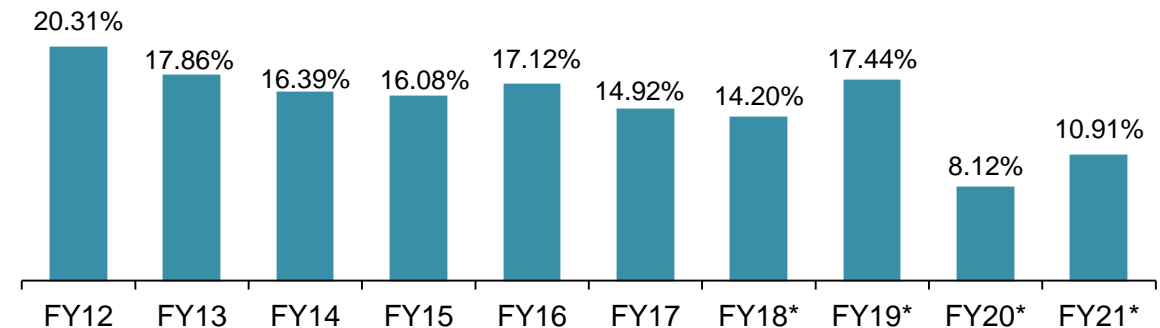
Cost to Income Ratio



Return on Total Asset



Return on Equity



Ratios are calculated on Monthly Average

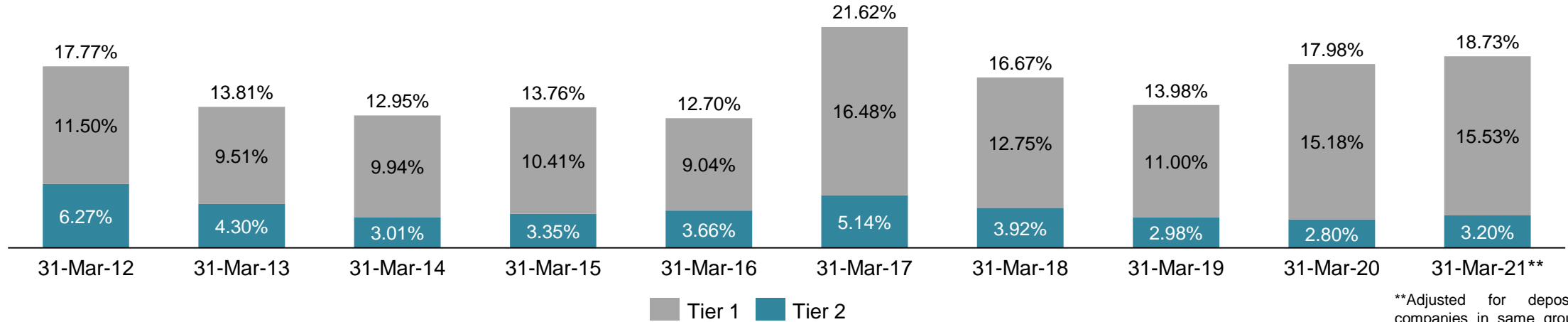
Opex to ATA is calculated as Operating Expenditure(Employee Cost + Other Expenses + Depreciation - Acquisition Cost – ESOP cost - CSR cost)/Average Total Assets as per Balance sheet

Cost to Income Ratio: Operating Expenditure(Employee Cost + Other Expenses + Depreciation - Acquisition Cost – ESOP cost - CSR cost) / (Net Revenue-Acquisition Cost)

* For the calculation of ratios, P&L numbers for FY18, FY19 & FY20, FY21 are as per Ind AS

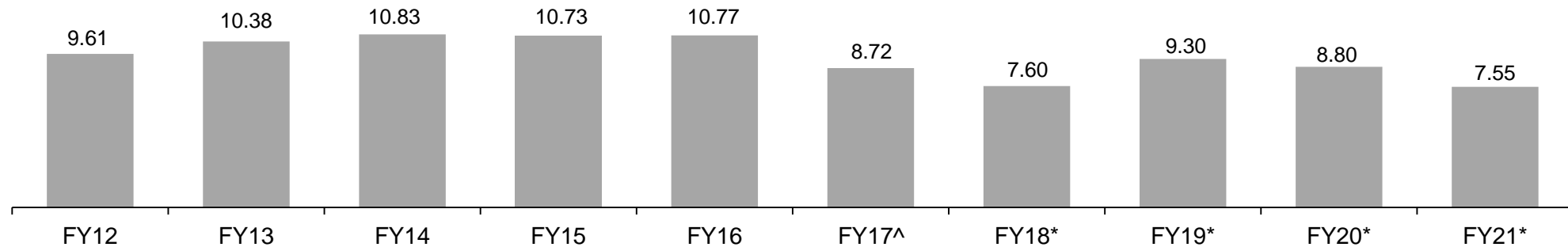


Capital to Risk Asset Ratio#



**Adjusted for deposits with companies in same group, which gets deducted from Net owned Funds, the CRAR would have been 20.61%.

Average Gearing (x)



Ratios are calculated on Monthly Average

* For the calculation of ratios, P&L numbers for FY18, FY19, FY20 & FY21 are as per Ind AS

^Capital of INR 3,000 Crore raised through IPO of 3,87,19,309 fresh equity shares

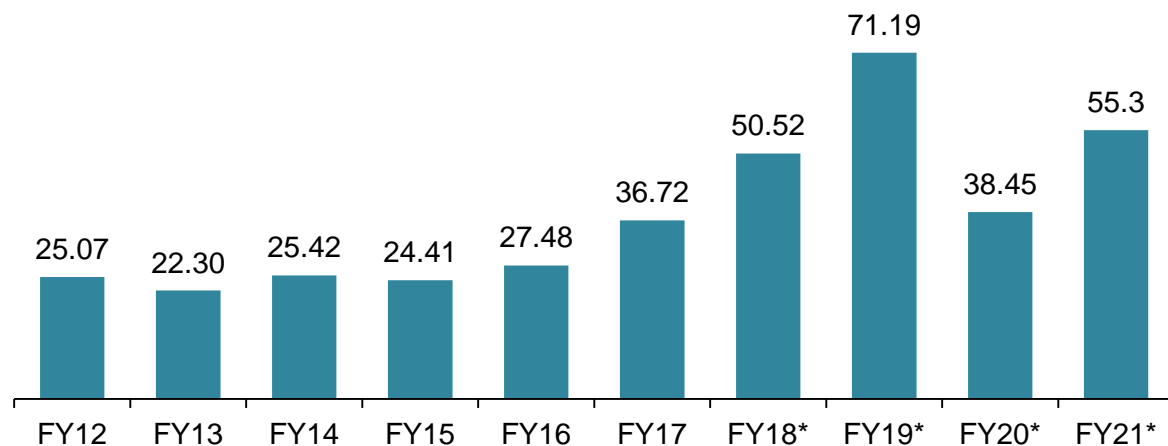
#CRAR upto 31-Mar-20 is as per I-GAAP



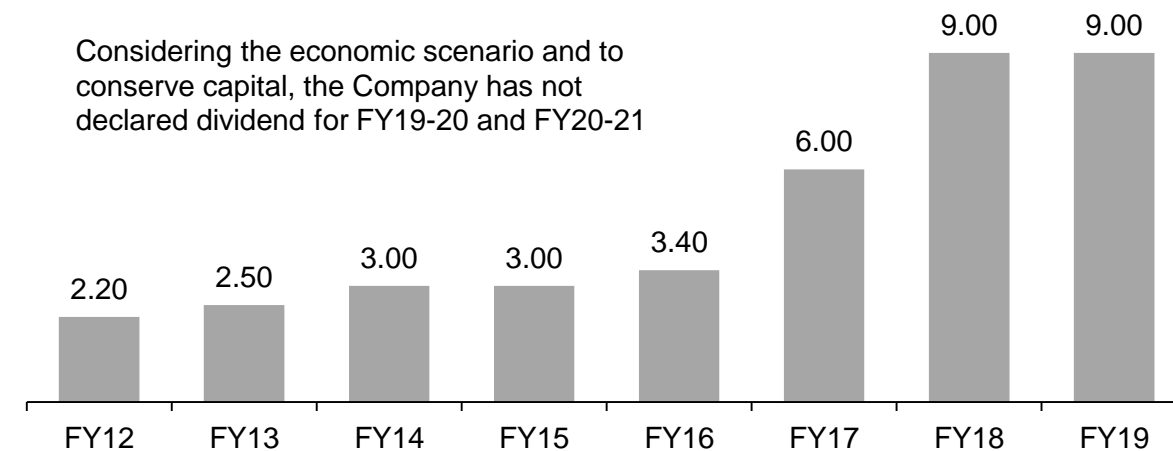
Valuation & Shareholding



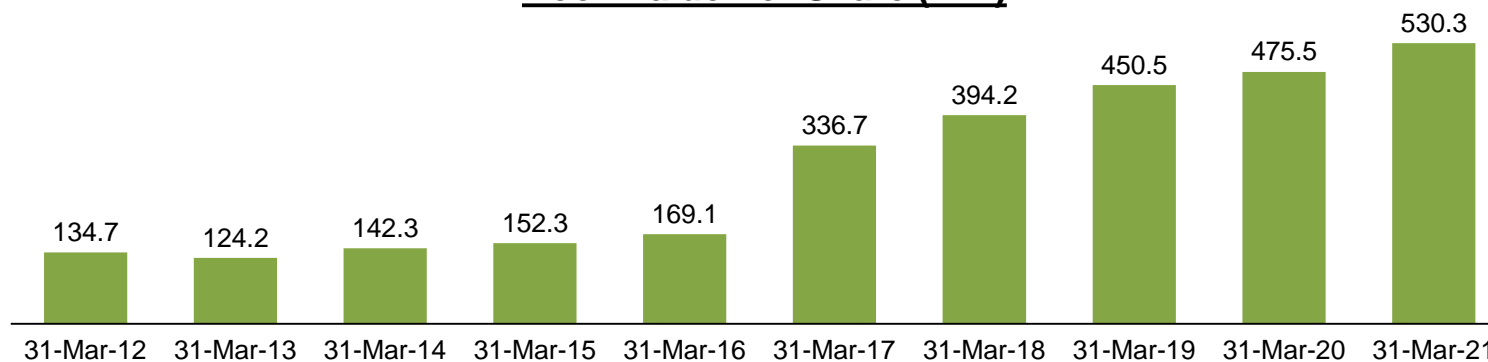
Earning Per Share (INR)



Dividend Per Share (INR)



Book Value Per Share (INR)

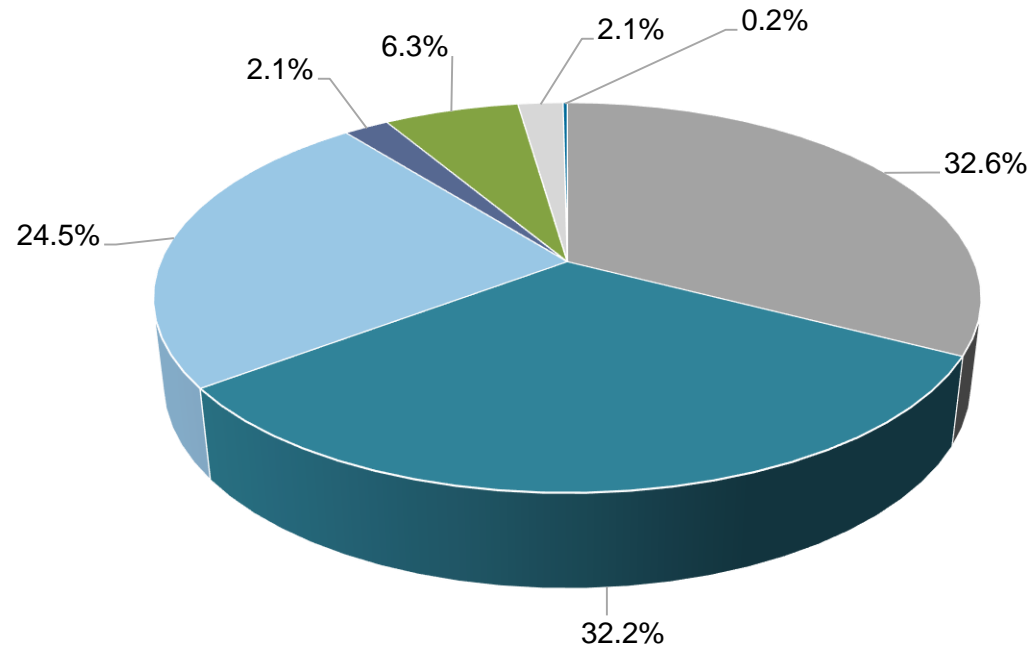


* As per Ind AS

** IPO price of INR 775 per share



Shareholding as on 31-Mar-21



- Promoters
- Mutual Funds
- Financial Institutions / Banks
- Quality Investment Holdings
- Public & Others
- Foreign Inst. Investors
- Bodies Corporates

Outstanding Shares – 16,82,68,123 shares

Listed on Indian Stock Exchanges on 7th November 2016

Part of MSCI Indices



Index	Since
MSCI Emerging Markets IMI ESG Screened Index	Mar-21
MSCI ACWI IMI ex Controversial Weapons Index	Mar-21
MSCI ACWI IMI Climate Change Index	Mar-21
MSCI Global Small Cap Index	Nov-18

Part of Indian Stock Exchanges Indices

- NIFTY500 Value 50
- NIFTY 500
- Nifty 200
- NIFTY MIDSML 400
- BSE 500
- BSE ALLCAP
- BSE Finance
- BSE 400 MIDSMALLCAP



Detailed Financials

Profit & Loss Statement - Consolidated



Particulars (INR Crore)	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12	% CAGR
	IndAS				IGAAP						
Revenue from Operations	7,604	8,482	7,679	5,489	3,908	2,698	1,777	1,116	642	454	
Other Income	20	8	4	1	0	1	-	-	19	9	
Total Revenue	7,624	8,490	7,683	5,490	3,908	2,699	1,777	1,116	661	463	37%
Expenditure:											
Finance Cost	5100	5,875	5,166	3,537	2,644	1,860	1,265	801	462	315	
Employee Benefit Expenses	211	233	304	144	101	75	67	40	26	16	
Other Expenses	185	253	258	273	237	162	106	63	34	23	
Depreciation Expense	59	66	31	24	19	15	5	5	2	0	
Total Expenditure	5,555	6,427	5,760	3,978	3,001	2,112	1,443	910	523	354	36%
Operating Profit	2,069	2,062	1,923	1,511	907	586	334	206	139	109	39%
Provisions and Write-Offs	862	1,251	189	277	103	83	38	30	12	6	
Profit Before Tax	1,207	811	1,734	1,235	804	503	296	176	126	103	31%
Tax Expenses	277	165	543	393	280	177	100	48	35	27	
Net Profit After Tax	930	646	1,192	841	524	326	196	127	92	75	32%
EPS (Basic)	55.3	38.5	71.2	50.5	36.7	27.5	24.4	25.4	22.3	25.1	

One Crore = 10 Million

Balance Sheet Statement (IND-AS Consolidated)



	Particulars (INR Crore)	31-Mar-21	31-Mar-20	31-Mar-19	31-Mar-18
	LIABILITIES				
1	Financial Liabilities				
(a)	Derivative financial instruments	51.4	0.0	210.8	38.6
(b)	Payables				
	(l) Trade Payables				
	(i) total outstanding dues of micro enterprises and small enterprises	0.0	0.0	0.0	0.0
	(ii) total outstanding dues of creditors other than micro enterprises and small enterprises	111.8	86.9	127.2	119.6
(c)	Debt Securities	11,461.5	17,836.5	29,604.9	31,088.3
(d)	Borrowings (Other than Debt Securities)	29,746.3	32,328.1	26,793.2	9,950.7
(e)	Deposits	16,746.0	16,131.9	14,023.0	11,339.8
(f)	Subordinated Liabilities	1,438.6	1,438.6	1,437.7	1,397.9
(g)	Other financial liabilities	1,652.2	1,690.0	2,091.3	854.5
	Sub Total - Financial Liabilities	61,207.9	69,512.0	74,288.1	54,789.3
2	Non-Financial Liabilities				
(a)	Current tax liabilities	62.9	0.0	0.0	0.0
(b)	Provisions	18.4	18.9	25.2	18.7
(c)	Other non-financial liabilities	1,179.9	1,401.0	2,011.8	1,639.1
	Sub Total - Non-Financial Liabilities	1,261.2	1,420.0	2,037.0	1,657.8
3	EQUITY				
(a)	Equity Share capital	168.3	168.2	167.5	166.6
(b)	Other Equity	8,754.7	7,829.6	7,376.4	6,400.8
	Equity attributable to equity holders of the parent	8,923.0	7,997.8	7,543.9	6,567.4
	Non-controlling interest	-	-	-	-
	TOTAL – EQUITY & LIABILITIES	71,392.2	78,929.7	83,869.0	63,014.5

	Particulars (INR Crore)	31-Mar-21	31-Mar-20	31-Mar-19	31-Mar-18
	ASSETS				
1	Financial Assets				
(a)	Cash and cash equivalents	6,968.5	8,514.3	4,034.0	2,817.0
(b)	Bank Balance other than (a) above	0.1	0.1	0.1	0.0
(c)	Derivative Financial instruments	0.0	125.7	0.0	0.0
(d)	Trade Receivables	44.9	44.9	38.8	0.3
(e)	Loans	60,644.7	66,628.0	74,287.9	57,164.8
(f)	Investments	2,044.7	2,075.7	4,560.7	2,413.0
(g)	Other Financial Assets	906.6	701.7	513.0	240.8
	Sub Total - Financial Assets	70,609.7	78,090.4	83,434.5	62,635.9
2	Non - Financial Assets				
(a)	Current tax assets (Net)	0.0	61.0	115.6	48.5
(b)	Deferred tax Assets (Net)	429.6	285.9	61.0	45.5
(c)	Investment Property	0.5	0.6	0.6	0.6
(d)	Property, Plant and Equipment	81.7	105.3	78.3	58.4
(e)	Right of use assets	78.1	119.8	0.0	0.0
(f)	Capital work-in-progress	0.0	1.23	3.8	8.2
(g)	Other Intangible assets	20.9	25.4	24.2	17.1
(h)	Intangible assets under development	2.3	2.8	1.4	1.5
(i)	Other non-financial assets	32.7	30.7	18.5	20.2
(j)	Assets held for sale	136.5	206.6	131.1	178.7
	Sub Total - Non - Financial Assets	782.5	839.3	434.5	378.6
	TOTAL - ASSETS	71,392.2	78,929.7	83,869.0	63,014.5

Balance Sheet Statement - Equity & Liabilities (I-GAAP)



Particulars (INR Crore)	Mar-17	Mar-16	Mar-15	Mar-14	Mar-13	Mar-12
Equity and Liabilities						
Shareholder's Funds	5,577	2,146	1,581	935	621	404
Share Capital	166	127	104	66	50	30
Reserves and Surplus	5,412	2,019	1,477	869	571	374
Non-Current Liabilities	24,477	16,938	11,453	8,130	5,579	2,818
Long-Term Borrowings	24,084	16,646	11,105	7,947	5,536	2,802
Deferred Tax Liabilities (Net)	47	30	8	-	-	-
Other Long-Term Liabilities	104	101	259	134	15	-
Long-Term Provisions	242	161	82	49	28	16
Current Liabilities	12,905	10,587	5,999	2,465	1,666	1,310
Short-Term Borrowings	7,947	7,448	3,447	452	-	-
Short-Term Provisions	28	71	53	36	176	138
Trade Payables	94	75	57	22	6	3
Other Current Liabilities	4,836	2,992	2,442	1,956	1,484	1,170
Total	42,960	29,671	19,033	11,530	7,866	4,533

One Crore = 10 Million

Balance Sheet Statement - Assets (I-GAAP)



Particulars (INR Crore)	Mar-17	Mar-16	Mar-15	Mar-14	Mar-13	Mar-12
Assets						
Non-Current Assets	37,744	26,656	14,782	8,868	6,449	3,845
Fixed Assets	60	62	58	26	16	4
-Tangible Assets	48	48	38	23	13	4
-Intangible Assets	11	10	1			
-Capital Work-in-Progress	2	4	18	3	4	1
Non-Current Investments	961	782	219	119	74	54
Deferred Tax Assets (Net)				15	12	12
Loans and Advances	36,444	25,624	14,382	8,641	6,318	3,774
Other Non-Current Assets	278	188	123	68	29	1
Current Assets	5,216	3,015	4,251	2,662	1,417	688
Current Investments	2,318	840	1,367	527	719	325
Cash and Bank Balances	151	249	293	138	188	11
Short-Term Loans and Advances	40	18	20	9	459	315
Other Current Assets	2,706	1,908	2,571	1,988	50	37
Total	42,960	29,671	19,033	11,530	7,866	4,533

One Crore = 10 Million



Strong Team

Experienced Management Team



MANAGING DIRECTOR & CEO

- Years of Experience: 36+
- Years with PNBHF: 1

CHIEF FINANCIAL OFFICER

- Years of Experience: 24+
- Years in Mortgage: 11+
- Years with PNBHF: 3

CHIEF CENTRALIZED OPERATIONS & TECHNOLOGY

- Years of Experience: 35+
- Years in Mortgage: 25+
- Years with PNBHF: 10

COMPANY SECRETARY & COMPLIANCE HEAD

- Years of Experience: 30+
- Years in Mortgage: 25+
- Years with PNBHF: 26

BUSINESS HEAD – RETAIL

- Years of Experience: 18+
- Years in Mortgage: 15+
- Years with PNBHF: 9

CREDIT HEAD – RETAIL

- Years of Experience: 19+
- Years in Mortgage: 18+
- Years With PNBHF: 8

CHIEF RISK OFFICER

- Years of Experience: 17+
- Years in Mortgage: 17+
- Years with PNBHF: 8

HEAD – COLLECTIONS

- Years of Experience: 22+
- Years in Mortgage: 15+
- Years with PNBHF: <1

HEAD – REMEDIAL MANAGEMENT GROUP

- Years of Experience: 14+
- Years in Mortgage: 14+
- Years with PNBHF: 3

HEAD – CUSTOMER SERVICE & OPERATIONS

- Years of Experience: 23+
- Years in Mortgage: 14+
- Years with PNBHF: 4

HEAD – DEPOSIT AND CROSS SALES

- Years of Experience: 17+
- Years in Mortgage: 8+
- Years with PNBHF: 9

HEAD – INVESTOR RELATIONS

- Years of Experience: 19+
- Years in Mortgage: 4+
- Years with PNBHF: 4

HEAD – BUSINESS TRANSFORMATION PROJECT

- Years of Experience: 17+
- Years in Mortgage: 6+
- Years with PNBHF: <1

Highly Experienced and Diversified Board



Sh CH. S. S. Mallikarjuna Rao
Non Executive Chairman

Age: 59 Years
MD & CEO of PNB



Sunil Kaul
Non Executive Director

Age: 61 Years
MD, Carlyle Head, SE
Asia, FIG, Carlyle



Neeraj Vyas
Non-Executive Director

Age: 63 Years
Former Banker,
Dy. MD & COO, SBI



Kapil Modi
Non-Executive Director

Age: 36 Years
Director, Carlyle India



Rajneesh Karnatak
Non-Executive Director

Age: 51 Years
Chief General Manager,
PNB



R Chandrasekaran
Independent Director

Age: 63 Years
Founder and Former
Executive Vice Chairman,
Cognizant



Nilesh S. Vikamsey
Independent Director

Age: 57 Years
Sr. Partner, Khimji Kunverji and Co
Past President-ICAI



Ashwani Kumar Gupta
Independent Director

Age: 67 Years
Financial Consultant



Tejendra Mohan Bhasin
Independent Director

Age: 65 Years
Former CMD Indian
Bank



Sudarshan Sen
Independent Director

Age: 62 Years
Former Executive Director,
RBI



Gita Nayyar
Independent Director

Age: 57 Years
Former Banker



Hardayal Prasad
Managing Director & CEO

Age : 60 Years
SBI Cards, State Bank of
India

Corporate Governance



Board of Directors

Under the provisions of the Companies Act, 2013. It has 12 members, 1 non-executive chairman, 4 are non-executive directors, 6 are independent directors and Managing Director & CEO.

Audit Committee (ACB)

Under section 177 of the Companies Act, 2013. It has 3 members, all are independent directors.

Risk Management Committee (RMC)

Committee to oversee various types of risks. It has 5 members, 1 independent director, 3 are non-executive directors and Managing Director & CEO.

Credit Committee of the Board (CCB)

Under section 179 of the Companies Act, 2013. It has 3 members, 1 independent director, 1 non-executive director and Managing Director & CEO.

Nomination and Remuneration Committee (NRC)

Under section 178 of the Companies Act, 2013. It has 4 members, 2 are independent directors and 2 are non-executive directors.

Stakeholders Relationship Committee (SRC)

Under section 178 of the Companies Act, 2013. It has 4 members, 1 independent director, 2 are non-executive directors and Managing Director & CEO.

Corporate Social Responsibility Committee (CSR)

Under section 135 of the Companies Act, 2013. It has 4 members, 3 are independent directors and Managing Director & CEO.

IT Strategy Committee

Under RBI Master Direction. It has 5 members, 1 independent director, 1 non-executive director, Managing Director & CEO, CTO and National Head.

6 out of 12 are independent directors including independent women director, 1 Non-Executive Chairman



Environment

- 99% EMI collections through digital mode
- Introduced ACE for digital customer onboarding; digital penetration increased to 46% in Q1FY22
- Over 65% customers on mobile app
- The Company through its CSR initiative supported
 - Water conservation in Rajasthan
 - Research and innovation in construction sector for environment friendly material
- Received the “Business Transformation Award 2021” by Mint (TEHCiRCLE) for its ACE technology platform

PHCs: Public Health Centres



Social

- Covid-19: Set up 70 bedded ICU Facility, provided oxygen concentrators, establish PSA based oxygen plant and provided ambulances for emergency pre-hospital care.
- Continued strengthening various education initiatives – refurbished infrastructure for seven government schools
- Enable access to healthcare
 - Supported technology advancement in AIIMS Delhi and provided advanced equipment to PHCs in Karnataka
 - Infrastructure upgrade of the largest government facility in Pune
- Ensuring livelihood to women in EWS category through projects in Rajasthan and MP



Human Capital

- Team of 1,364 employees as on 30th June 2021
 - Young organization with average age of 35 years
 - Average employee tenure is over 4 years
 - 17.4% women employees
- Learning & development (Q1FY22):
 - 1,190 unique employees trained
 - 380 number of training programme conducted



Governance

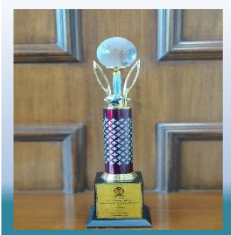
- Diversified & highly experienced Board of 12 members with 6 independent directors
- All committees except CCB headed by Independent directors
- Systems in place to address stakeholder’s grievances viz customers, shareholders’, vendors etc.
- Strong and experienced management team with extensive industry experience
- Over 90% of customer requests resolved within TAT

CCB: Credit Committee of Board

Awards and Recognitions



Won **Business Transformation Award 2021** for 'ACE technology platform'



Won one of **India's Most Trusted Brands of India 2021** by Team Marksman in association with CNBC-TV18



Managing Director & CEO, Mr. Hardayal Prasad has been bestowed with **The Economic Times Most Promising Business Leaders of Asia 2020-21** at their 5th edition ceremony



Won **Adam Smith Asia Award** as 'Highly Commended Winner 2020' under the category 'Best Sustainable Finance/ESG Solution' at **Adam Smith Awards Asia**



Won **Gold Award for Annual Report FY2018-19** at the 10th Public Relations Council of India (PRCI) Excellence Awards in Bengaluru



Won the **Gold award** at Outlook Money Awards 2019 under the 'Home Loan (overall) Provider of the Year' category



Won the **Gold Award at the League of American Communications Professionals LLC (LACP) Vision Awards 2018-19** for the Annual Report and has been ranked 37th among top 100 Annual Reports worldwide



Felicitated as winner for **Excellence in Operations** at the **IDC India Insights Awards 2019** held in Bengaluru



Awarded for **Best Customer Engagement Initiative of the Year** by a HFC and Best CSR Practice of the Year



Mr. Nitant Desai awarded amongst **Top 100 CIOs of India** for the fourth consecutive year



Recognized at the prestigious **6th CSR Impact Awards**, organized by CSRBOX in association with Dalmia Bharat



Awarded for **Excellence in Project Management 2019** by Talisma (leading provider of digital customer) amongst 1,700 existing clients



Once again, awarded **Housing Finance Firm of the Year** at the 11th Annual Estate Awards in Delhi.



Recognized for the second time at the prestigious **The Economic Times Best BFSI Brands 2019** held at a grand event in Dubai.



Conferred bronze award at the SKOCH Awards 2018. The award was felicitated for **µConnect**, a collaborative service platform for underwriting partners.



Winner at **The Economic Times Innovation Tribe Awards 2018**; winning trophy for its innovative digital solution iBox.



Strong Industry Growth

Indian Housing Finance Sector Poised for Strong Growth



Wide Spread Retail Distribution Network and Unique Operating Model

Wide spread retail distribution network with pan India presence and over 22,000 channel partners across India



Strong Thrust on Digitization

Strengthening digital presence across value chain



Focus on Retail Segment

Continue to operate in mass housing and merchant segment
Focus on affordable housing including high yielding Unnati segment



Robust Underwriting Processes

Robust and scalable Hub and Spoke model
Leverage advance analytics and digital tools to automate credit appraisal journey



Augment Collection efficiencies

Improve collection efficiencies through predictive analytics, automated workflow, digital tools etc.



Diversified Liability Profile

Well Diversified Borrowing Profile with access to Multiple Sources of Funding



Strong Balance Sheet

Conservative provisioning to withstand challenging market dynamics
Remedial management Group to focus on resolution of corporate accounts



Improving Cost to Income Ratio

Improve Cost to Income ratio by leveraging Opex

Glossary



ATA	Average Total Assets
ATS	Average Ticket Size
AUM	Asset Under Management
BVPS	Book Value per Share
C/I	Cost to Income
CRAR	Capital to Risk Asset Ratio
CP	Commercial Paper
CTL	Corporate Term Loan
DPS	Dividend per Share
DSA	Direct Selling Agents
ECB	External Commercial Borrowing
ECL	Expected Credit Loss
EIR	Effective Interest Rate
EPS	Earning Per Share
EWS	Economically Weaker Section

GNPA	Gross Non-Performing Asset
HFCs	Housing Finance Companies
LAP	Loan against Property
LIG	Low Income Group
LRD	Lease Rental Discounting
NCDs	Non-Convertible Debentures
NII	Net Interest Income
NIM	Net Interest Margin
NNPA	Net Non-Performing Asset
NPA	Non-Performing Asset
NRPLs	Non-Residential Premises Loans
PAT	Profit After Tax
PCR	Provision Coverage Ratio
ROA	Return on Asset
ROE	Return on Equity



Ratios	Formulas Used
Average Borrowings (%)	Interest Expense / Average Borrowings
Average Gearing Ratio (x)	Average Borrowings / Average Net worth
Average Yield (%)	(Interest Income + Assignment Income) on Loans / Average Loan Assets
Cost to Income (%)	Operating Expenditure(Employee Cost + Other Expenses + Depreciation - Acquisition Cost – ESOP cost - CSR cost) / (Net Revenue-Acquisition Cost)
Gross Margin (%)	Total Net Income excluding acquisition cost / Average Total Assets as per Balance sheet
NIM (%)	Net Interest Income / Average Earning Assets
Opex to ATA (%)	Operating Expenditure(Employee Cost + Other Expenses + Depreciation - Acquisition Cost – ESOP cost - CSR cost) / Average Total Assets as per Balance sheet
PCR (%)	(ECL Provision + Steady state Provision) as a % of GNPA
ROA (%)	Profit After Tax / Average Total Assets
ROE (%)	Profit After Tax / Average Net worth
Spread (%)	Average Yield - Average Cost of Borrowings



Thank You

Contact

Ms. Deepika Gupta Padhi - Head-Investor Relations
Phone: +91 11 23445214
Investor.relations@pnbhousing.com
PNB Housing Finance Limited
CIN: L65922DL1988PLC033856

www.pnbhousing.com
