CAPRI GLOBAL CAPITAL LIMITED

Unlocking potentials, Empowering people

Loan origination process

Agenda

CAPRI LOANS

Simpler, Better, Faster

CAPRI GLOBAL
HOUSING FINANCE LIMITED

Serving the under-served

- About Capri Global
- Our Business
- Robust Loan Process

Capri Global – an overview

- A diversified Non-Banking Financial Company (NBFC) with presence across high growth segments like **MSME, Construction Finance, Affordable Housing and Indirect Retail Lending** segments
- Promoted by first generation entrepreneur, Mr. Rajesh Sharma, Capri Global Capital Limited (CGCL) is **listed on BSE and NSE**
- **Strong focus on MSMEs – the key growth drivers of the economy**; have **financed about 9,000 businesses** across several states in India ranging from restaurants to small manufacturing units to traders to private schools
- **Affordable Housing Finance** business, aligned with the Government's Flagship scheme under the 'Housing For All by 2022' - mission 'Pradhan Mantri Awas Yojna (PMAY)', has already **empowered about 6,000 families** to realise the dream of owning their own home
- Committed workforce of over 1,850+ employees with a branch presence at **82 locations in 8 states** majorly across North and West India
- **Strong governance and risk-control framework** with scrutiny at multiple levels
  - Statutory Auditor : **Deloitte Haskins & Sells LLP**
  - Internal Auditor **: EY**

Capri Global Capital : Banking the Unbanked

9MFY19 At A Glance

- CGCL Group AUM
  INR 3,682 Cr
- MSME AUM
  INR 1,822 Cr
- CF + IRL AUM
  INR 1,245 Cr
- CGCL AUM (Standalone)
  INR 3,067 Cr
- HL AUM
  INR 615 Cr
- CGCL Disbursements
  INR 1,335 Cr
- PAT
  INR 86.8 Cr
- Net Worth (Standalone)
  INR 1,319 Cr

14,500+
Live Accounts

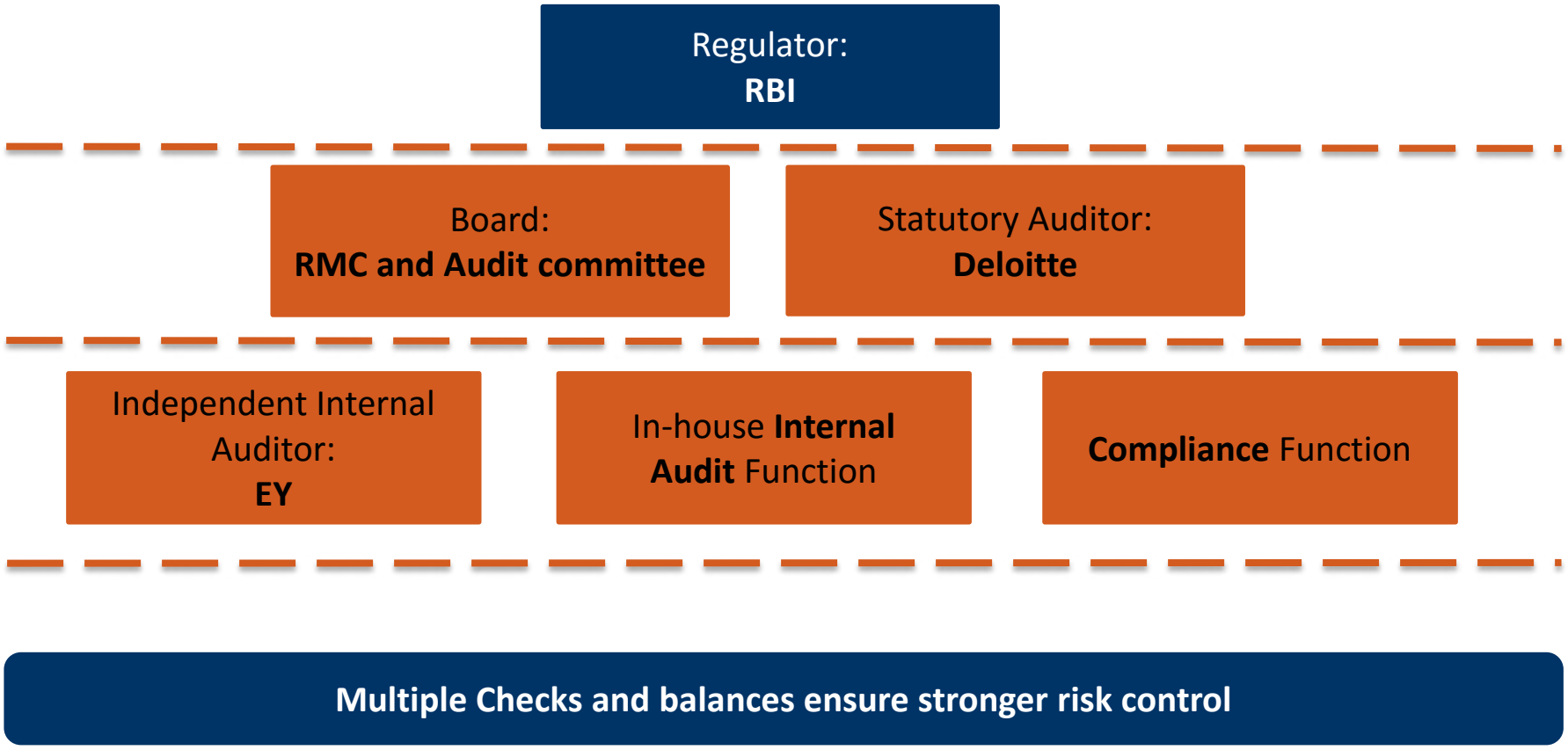
1,850+
Employees

8
States

82
Branches

Employees & Branches as on Q3'19

Robust Governance & Risk Control Mechanism



Employee Strength

Sales
Headcount: 972

Credit
Headcount: 356

Operations
Headcount: 139

Collection & Monitoring
Headcount: 71

HR & Support
Headcount: 70

Technical
Headcount: 59 + Empanelled Valuers

Finance & Accounts
Headcount: 29

Legal
Headcount: 24 + Empanelled Lawyers

FCU
Headcount: 23 + Empanelled Vendors

Compliance & Secretarial
Headcount: 12

Internal Control & Audit
Headcount: 08

Policy & Product
Headcount: 04

Non Executive Staff
Headcount: 91

Total Employee Strength of more than 1,800 across the country

Data as on 31st December, 2018

Our Business

Small Loans: Niche Capabilities

MSME

~ 50 % of AUM

- Focus on Tier II & III cities; Customer outreach: ~9,000
- Loan-to-Value: 48 %
- Ticket size: INR 1.4 Mn with avg loan tenure of 4-5 years
- Key markets: NCR, Gujarat & Maharashtra
- **Portfolio Yield: 15.32 %**

Launched 2012

Construction Finance

~ 31 % of AUM

- Project outreach: 144
- Key markets: Mumbai, Pune, Ahmedabad, Surat, Bangalore, and Hyderabad
- Ticket size: INR 80 Mn with avg tenure of 4-5 years
- **Portfolio Yield: 16.28 %**

Launched 2010

Housing Finance

~ 17 % of AUM

- Affordable housing customers in Tier II & III cities
- Customer outreach: 5,900+
- Key markets: Maharashtra, Gujarat & NCR
- Ticket Size: 1 Mn
- **Portfolio Yield: 13.09 %**

Launched 2016

Indirect Lending

<1 % of AUM

- NBFC Outreach:
- Financing to other smaller NBFCs in MSME and MFI
- Over 100 NBFCs and MFIs with the book size up to INR 5 Bn
- **Portfolio Yield: 14.49 %**

Launched 2018

Robust Loan process

Loan origination Process – A Snapshot

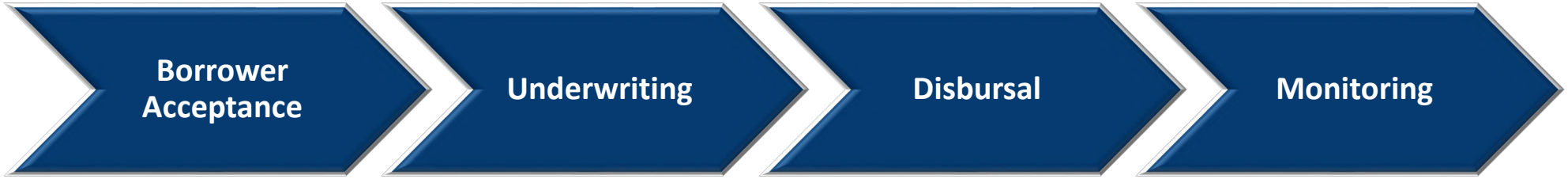
Business Origination	Credit Underwriting	Legal, technical and FCU	Operations	Customer Service	Collection
• DST Salesforce • Doorstep Meeting with customers and Document Collection	• Bureau check • Customized Underwriting basis understanding of cash inflow • Mandatory meeting with customer • Field Investigation (FI)	• Fraud check of Documents/ Borrower profile • Hunter Database (Experian) Check • Title Search of Property • Property Paper verification • Property Valuation	• Pre-disbursal Checks • Centralized Disbursals (RTGS/NEFT) • Centralized banking / Management of repayments • File storage & digitization through vendors	• Mandatory welcome call to new customers • Customer grievances Redressal • SMS / Telecall reminders for EMIs	• Customer visits on Bounce cases • Rigorous follow-up on delinquent cases • Legal Actions such as Section 138 , Arbitration, SARFAESI proceedings etc.

Board approved detailed Credit Policy governs the entire credit process

Scrutiny at multiple levels results in an application to disbursal ratio of ~ 35%

Independent Departments with Independent Reporting Lines aid in maintaining checks and balances

Credit underwriting- Process Flow



Origination Team (Direct/ Web)	Credit Team	Legal & Technical	Operations	FCU / Operations/ Collections
• Sales met customer(s) • Internal Dedupe • Pre-eligibility check by sales • File login with credit	• Borrower due diligence • CIBIL Score >=550 • Initiate verification • Eligibility Calculation • PD with Borrower	• Verification Updation • Legal Vetting • Technical vetting • Loan Sanctioned • Issuance of Sanction letter	• Disbursement request by Customer • Docket Login – Branch Credit • Credit Maker-Checks • Property visit • OPP Vetting	• Independent Compliance team • DM preparation • NDC check by OPs • DM authorization	• Cheque preparation • Intimation to customer • FCU Check • Cheque handover • Independent Collections team

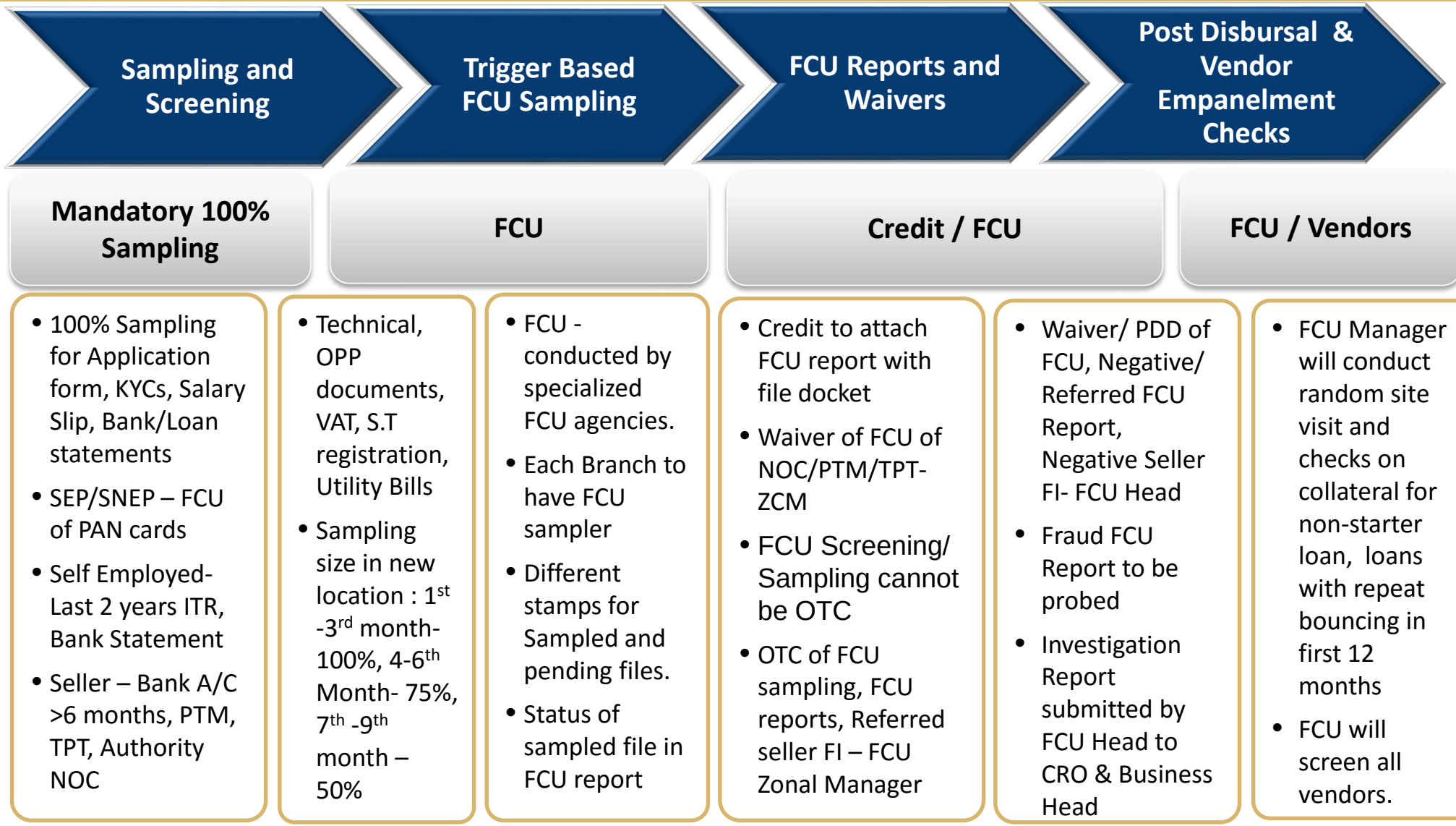
Technical Valuation - Process Flow

Property Visit	APF Checks	Internal Technical Team	Vendors	Reports when no Technical team
• All reports in prescribed format • Minimum 3+1 Pic. of internal and Façade to be incorporated • Highlight the part of Property not visited with reasons • Surprise visit at the property	• Verify through neighbors • Highlight discrepancy & cross-check with Sales/ Credit • Reports must carry photo and geo coordinates of the property	• Cheque favoring details to be part of all APF files • OPS to cross-check disbursement favoring between Disbursement Memo and APF Technical report	• Only 1 Technical Report by external agency for every disbursal for loans <= Rs 50 Lacs and 2 Technical Reports by external agencies for > Rs 50 Lacs loan amount • 1 technical report by external agency for subsequent disbursal	• Internal Vetting Report by Technical Manager (TM) is must. • Internal vetting is to be basis Physical visit of collateral by Technical Team. • Final Valuation to be considered as per Internal Vetting Report.	• Where no Technical team For Loans: • <25 Lacs: supported by Property Visit Report by Credit • 25 Lac -50 Lac: PVR & Vetting report (without visit) by TM • >50 Lac :TM's vetting report with visit

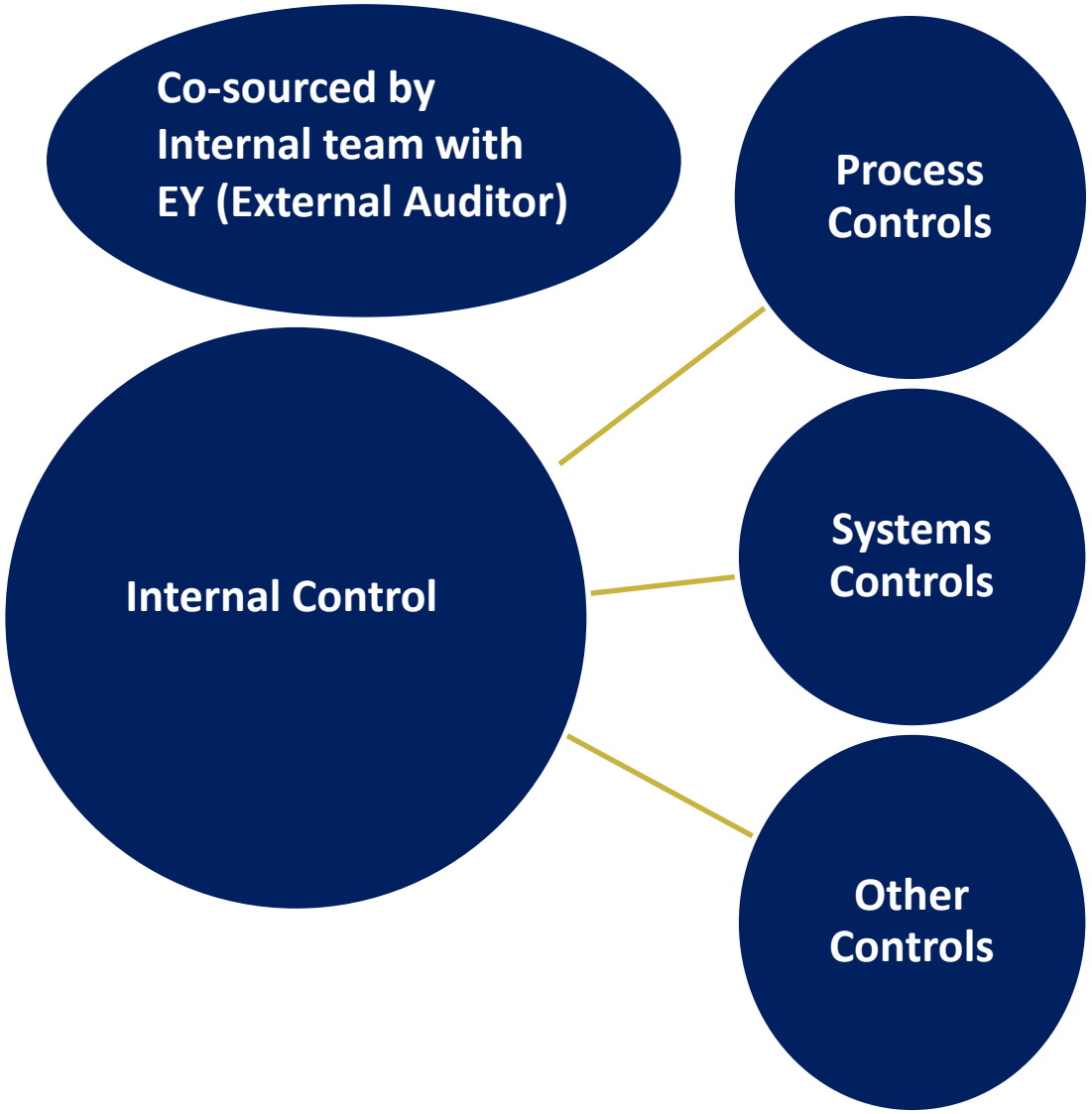
Legal Process Flow

External Lawyer	Credit Team	Legal & Technical Team	Legal Manager & CPAs	Vendor	
• Lawyer issues three reports LOR, Search Report & OPP Vetting Report • Breach of TAT to be reported • Approval for LOR from in house Legal Manager(LM) • Waiver approval based on legal logic and policy	• Internal vetting of positive LOR<25 lacs not required • LM/NLM can approve negative LOR basis approval policy • OPP through external empanelled Lawyer	• APF master file shared by Technical team • APF legal is initiated by LM • Positive APF vetted by LM • LM to peruse the documents and issue a onetime concise legal report.	• Purchase/ Resale/ BT Transaction tracking by LMs • CPAs will initiate transaction to the legal vendor Credit • Transaction to be concluded as decided by sales and credit • PDD MIS to be circulated to the stakeholders every fortnight .	• Vendor to sent LOR. Soft copy- 2 working days, hard copy- 5 working days • Vendor's bill – Monthly • Legal Admin. To issue MIS, twice a week w.r.t. legal reports for positive PD	• Legal vendors are empanelled based on market feedback and references from any of the stakeholders. • LM visits vendor office accompanied by the local credit team

FCU Process Flow



Internal Controls Framework

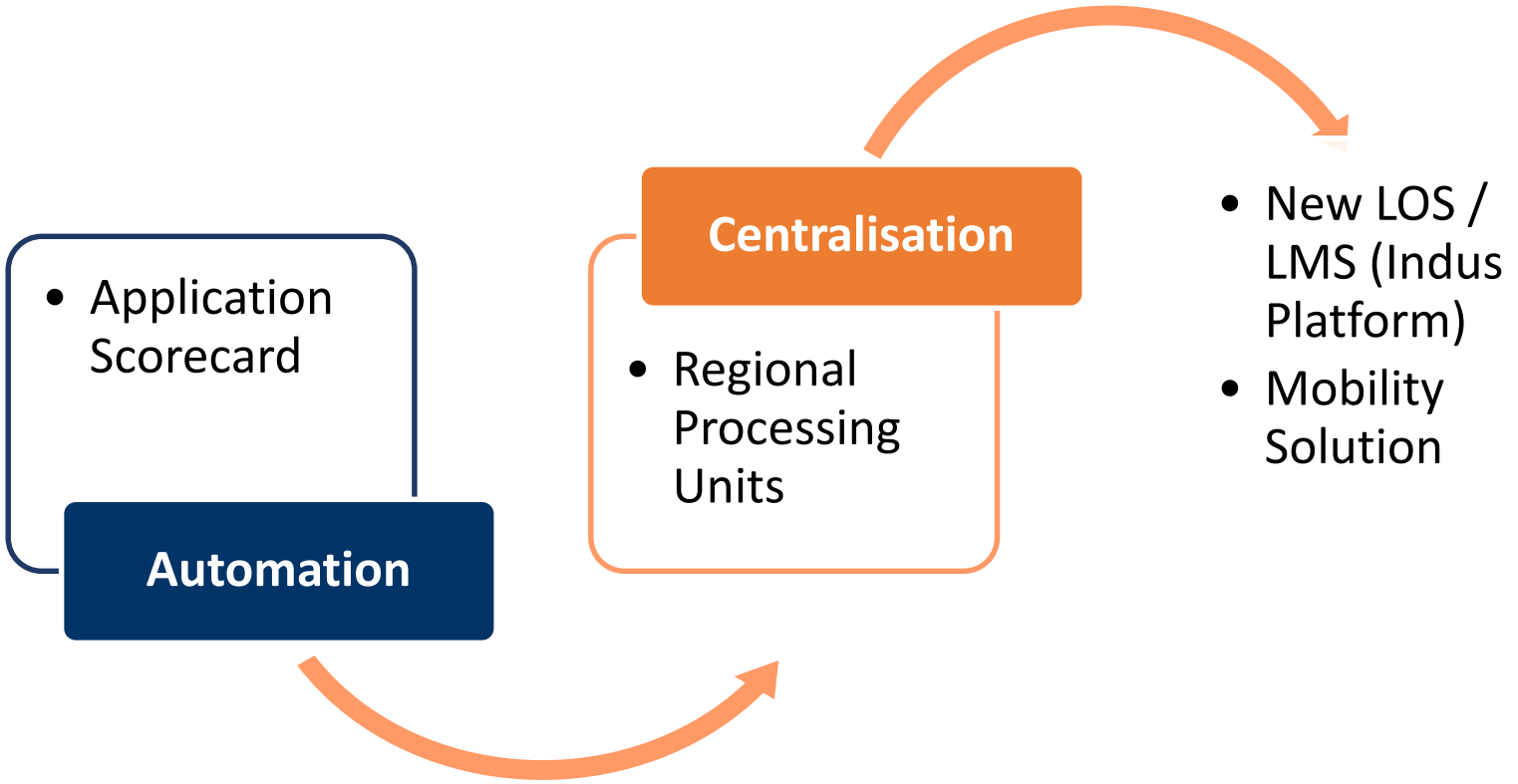


- Files & Docs review
- Title Docs review
- Process Review including Branch Visits
- Transactions verification
- Outsourcing review
- Testing IFC controls

- Network & Server Security review
- Application Software review
- Information Security Management
- IT Infrastructure
- CCTV review

- Insurance: Assets, D&O, Indemnity
- SOPs Writing & Implementation
- RCMs : Preparations & self assessment
- Financial Controls: Budgeting
- Pre-disb. Customers' Financial audits(Wholesale)
- Physical Verification of Fixed Assets
- Efficiency reviews

Technology Initiatives



A positive impact on productivity and cost control

A new generation cloud-based platform with rule engine and mobility modules being implemented

Customer Profile

Sarvadnya Collection - Mobile accessories and print services enterprise
Loan given INR 6 lakhs

"I took a loan from Capri Global Capital and it has helped my business grow. Their ability to observe and understand my business along with friendly customer service were the key reasons I chose them. The documentation being delivered at my shop was a big surprise and made me feel important. "
Shri Mira Ramesh , Owner, Sarvadnya Collection , Nagpur , Maharashtra

Trained Beautician
Loan given INR 18 lakhs

"Our new home helped me pursue my entrepreneurial dream and support my family."
Ms. Mohini, Beautician, Jaipur, Rajasthan

Jai Shree Plastics - Plastic manufacturing business
Loan given INR 30 lakhs

The loan by Capri Global Capital enabled me to expand my business and helped me create employment for the needy. We are all grateful to the company for extending prompt and timely assistance to us."
Shri Lalu Ram, Proprietor, Jai Shree Plastics, Ujjain, Madhya Pradeh

470 Jobs Created by the new enterprises funded by Capri Global Capital. Over 60% customers received their first loan from Capri Global Capital.

Case Study: Sunil Kumar K Rajbhar – HL ; Branch - Boisar

Loan Sanctioned: Rs. 6.90 Lacs

- The case is Builder flat purchase case.
- The customer is BEMS (Bachelor of Electropathy Medicine and Surgery), operating his clinic at Borivali.
- Surprise office and residential visit by RM
- There was no rent agreement of the clinic since it was **asbestos structure**, hence his brother was taken as a guarantor and case was processed.
- Credit Manager visited his clinic
- The customer was maintaining register for the patients to whom he used to give medicine and therapy.
- CIBIL, CRIFF, CPA initiated. PD with customer
- property legality was checked at the time of doing APF

- **ABB of Rs.30k of SBI bank of 6 months and Rs.17k of Union bank of last one year**
- **Low LTV, property value was Rs.12 lacs as per valuation report as per policy LTV should be at least 54%**
- **BEMS degree proof taken on record**

Case Study: SS Enterprises – MSME ; Branch - Thane

Loan Sanctioned: Rs. 14.50 Lacs

- Proprietor of informal business having cash flows but no income documents.
- Surprise property visit by RM & BM
- Challenge was to ascertain his daily cash flows to assess his income along with nature of business.
- Credit Manager visited his place of business
- He maintained a diary of daily sales, which was verified randomly for last 3 Month period.
- Bank statements is assessed in detail to assess his savings/ spending pattern
- He is having additional income through his wife's business and rental income, The same has been verified through Bank statements, However, these income are not considered for eligibility

- **Positive Business reference checks with buyers and suppliers**
- **Customer offered SOCP. The property is in the name of proprietor himself**
- **LTV is 62% against the policy norms of 60%**
- **FOIR is 62.80% against the policy norms of 65%**

Rejected Case : Jayvant Bhoir ; Branch - Thane

Loan Requested Rs. 12.00 Lacs

- The Customer was engaged in supplying of drinking water canes business
- The customer operate the business from his resident-cum office premises
- Current business stability is one year which was not met as per our policy norms.
- No stock and business set seen during the PD visit
- Applicant did not maintained / provided any business records to verify his business income
- Stated business income is not justified as per bank statement
- No asset base in the name of applicant from own business income

- **Poor ABB maintained in business**
- **No proper business records like cash register, supplier bills etc**
- **Current business stability was one year which is not met as per our policy norms**

Making A Difference: Flowering Human Ambitions

Kamlesh Chauhan: Loan Sanctioned: Rs. 10 Lacs

- He is the proprietor of an informal business having cash flows having no income documents. He is a first time borrower with no credit history.
- Challenge was in assessment of his daily cash flows to assess his income along with nature of business.
- The Credit Manager visited Mr. Chauhan at his place of business, once in the morning and once in the evening to assess his daily cashflows
- He maintained a diary of daily sales, which was verified randomly for last 1 year period
- Business was entirely in cash from walk-in customers
- We offered a tailormade loan considering his cashflows and saving habits etc.

Making A Difference: Nurturing Entrepreneurship

Jyoti Nai: Loan sanctioned - Rs. 14.00 Lacs

- An individual operating a beauty parlor since 2010 from rental premises.
- She is a first time borrower with no credit history.
- She has 3 employees. Attendance register for employees were maintained and verified.
- A Log book was maintained of daily customers with daily collection which helped us in assessing the income of Mrs Jyoti.
- Her husband, Mr. Dwarikaprasad Nai, a cash salaried employee working with a garment shop in Borivali.

Making A Difference: Fuelling Dreams of Life

Raghvendra Joshi : Loan sanctioned Rs.14.36 Lacs

- An Auto rickshaw driver
- The Credit Manager met at his rented residence to judge his standard of living
- Mr Joshi also used to work as a driver for travel company. He was working there on Sundays and holidays.
- Verified with the agency owner on the average monthly payment to the borrower
- Reference checks were done with fellow drivers in the agency
- Credit Manager also met his wife who works with a Proprietary concern with a cash salary of Rs 10 k. Her employment and salary was personally verified with the employer

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THANK YOU

Q&A

Appendix

Wide Branch Network

Gujarat	Madhya Pradesh	Rest of Maharashtra	Rajasthan	Delhi NCR	Mumbai	Punjab & Haryana	Karnataka
AHMEDABAD	RAIPUR	AHMEDNAGAR	AJMER	NSP	ANDHERI	LUDHIANA	Bengaluru
ANAND	AGAR MALWA	AKOLA	ALWAR	OKHLA	Asangaon / Shahpur	AMBALA	**Total Branches - 1**
BHARUCH	BHOPAL	AMRAVATI	BHILWARA	PUSA ROAD	BADLAPUR	PANIPAT	
BHAVNAGAR	DHAR	AURANGABAD	BIKANER	GURGAON	BOISAR	**Total Branches - 3**	
BHUJ	HOSHANGABAD	CHINCHWAD	CHITTORGARH	NOIDA	KALYAN		
GANDHIDHAM	INDORE	JALGAON	DUNGARPUR	BHIWADI	MIRA ROAD		
HIMMATNAGAR	INDORE 2	KHARADI	JAIPUR	AGRA	PANVEL		
JAMNAGAR	JABALPUR	KOLHAPUR	JAITARAN	GHAZIABAD	THANE		
JUNAGARH	KHANDWA	NAGPUR	JODHPUR	MATHURA	VIRAR		
KALOL	KHARGONE	NASHIK	KOTA	MEERUT	**Total Branches - 9**		
MEHSANA	MANDSAUR	PUNE FC ROAD	SUJANGARH	**Total Branches - 10**			
MORBI	NEEMUCH	PUNE II	SUMERPUR				
NARODA	RATLAM	Sangli	UDAIPUR				
PALANPUR	SATNA	SATARA	**Total Branches - 13**				
RAJKOT	UJJAIN	SHRIRAMPUR					
SURAT	VIDISHA	**Total Branches - 15**					
SURENDRANAGAR	**Total Branches - 16**						
VADODARA							
Total Branches - 18							

Branches as on 31 March 2019