

CRISIL's 2017 Results

Analyst Meet – February 14, 2018



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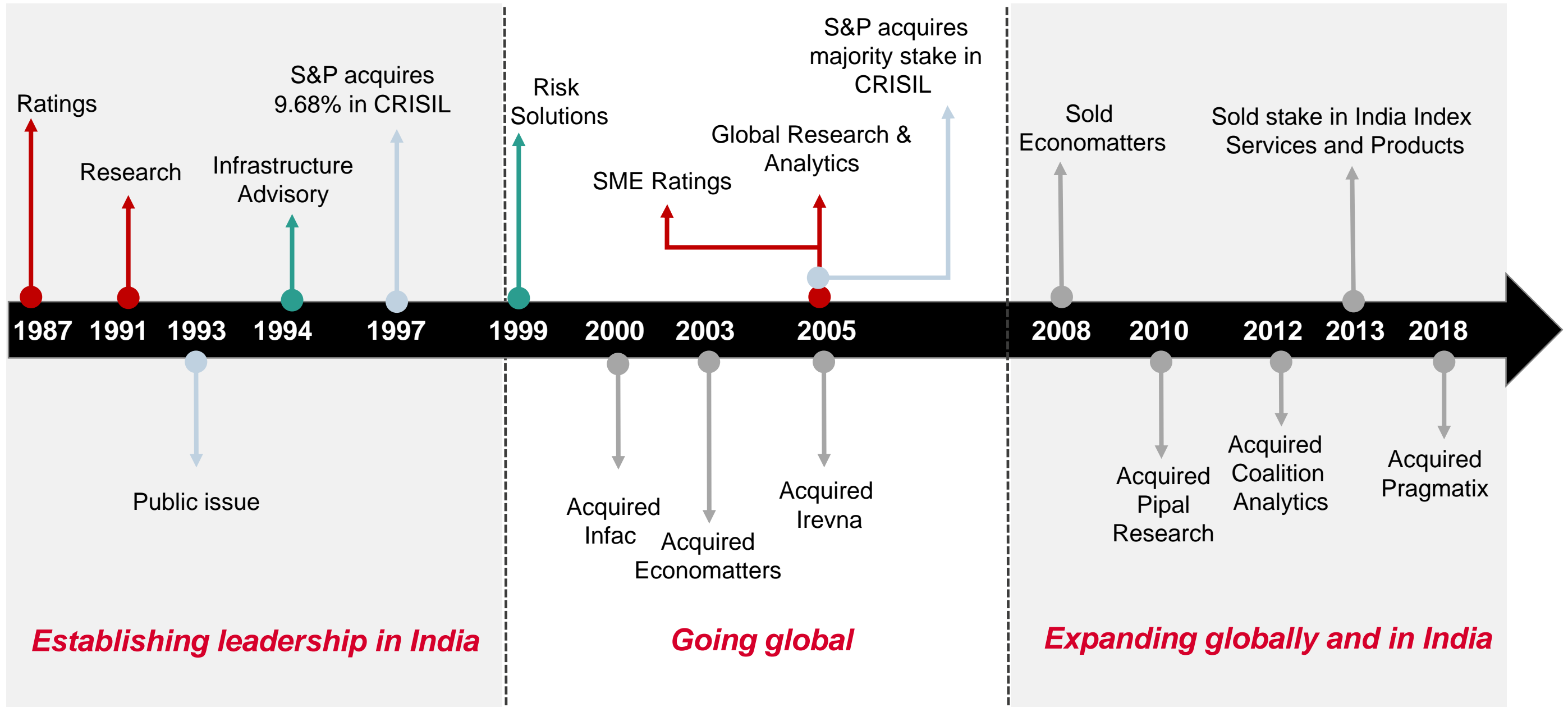
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Agenda

- ❖ Introduction
- ❖ Financial highlights
- ❖ Segment performance
- ❖ Key risks and challenges
- ❖ Summary

Over 30 years of innovation and excellence



- Business Divisions
- Risk and Infra Advisory – 100% subsidiary

- Mergers and Acquisitions

Strong global footprint and delivery capability

Locations



Anchored in a position of strength



RATINGS

India's leading rating agency

Rating on **25,000+** large and mid-scale corporates and financial institutions; **110,000+** SME ratings assigned to date



RESEARCH

India's leading independent research house

90% of India's banking industry by asset base are our clients



GLOBAL RESEARCH & ANALYTICS

World's top-ranked provider of high-end research and analytics services

Work with top **75** global financial institutions



RISK SOLUTIONS

India's eminent BFSI Risk Solutions provider

Solutions provider to **70** banks and financial institutions in India and emerging markets



INFRASTRUCTURE ADVISORY

Preferred infrastructure advisor to governments and multilaterals

Operates in India and over **5** other key emerging countries in Asia, Africa and the Middle east

Evolving macro-economic environment



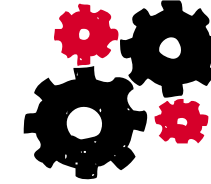
India



Growth revival post structural reforms



Focus on infra and MSMEs



Emphasis on agriculture and rural income



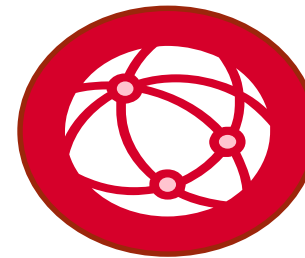
NPAs and fiscal slippage a concern



Global



Synchronized global growth



Growing trade intensity



Expected interest rate tightening



Geopolitical risks

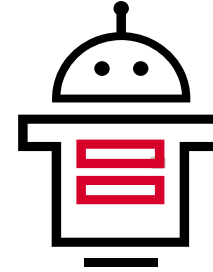
Rapidly changing business landscape



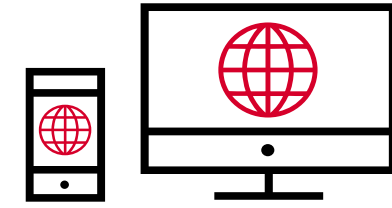
Alternative data



**Ecosystem
enabling platforms**



**AI & machine
decisioning**



**Evolving
Payments and
Currency**



**Millennial
workforce & end
users**



**Policy & evolving
regulation**



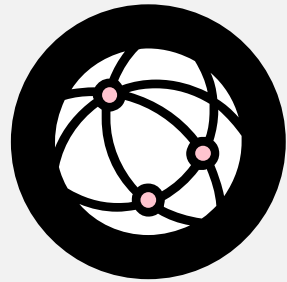
**Increasing cost
optimization**



**Focus on
sustainability**

Our vision and go-forward strategy

Vision: To be a leading agile and innovative, global analytics company



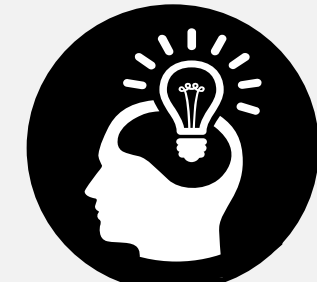
Enhance core offerings



Launch new products and advanced analytics



Deepen Customer centricity

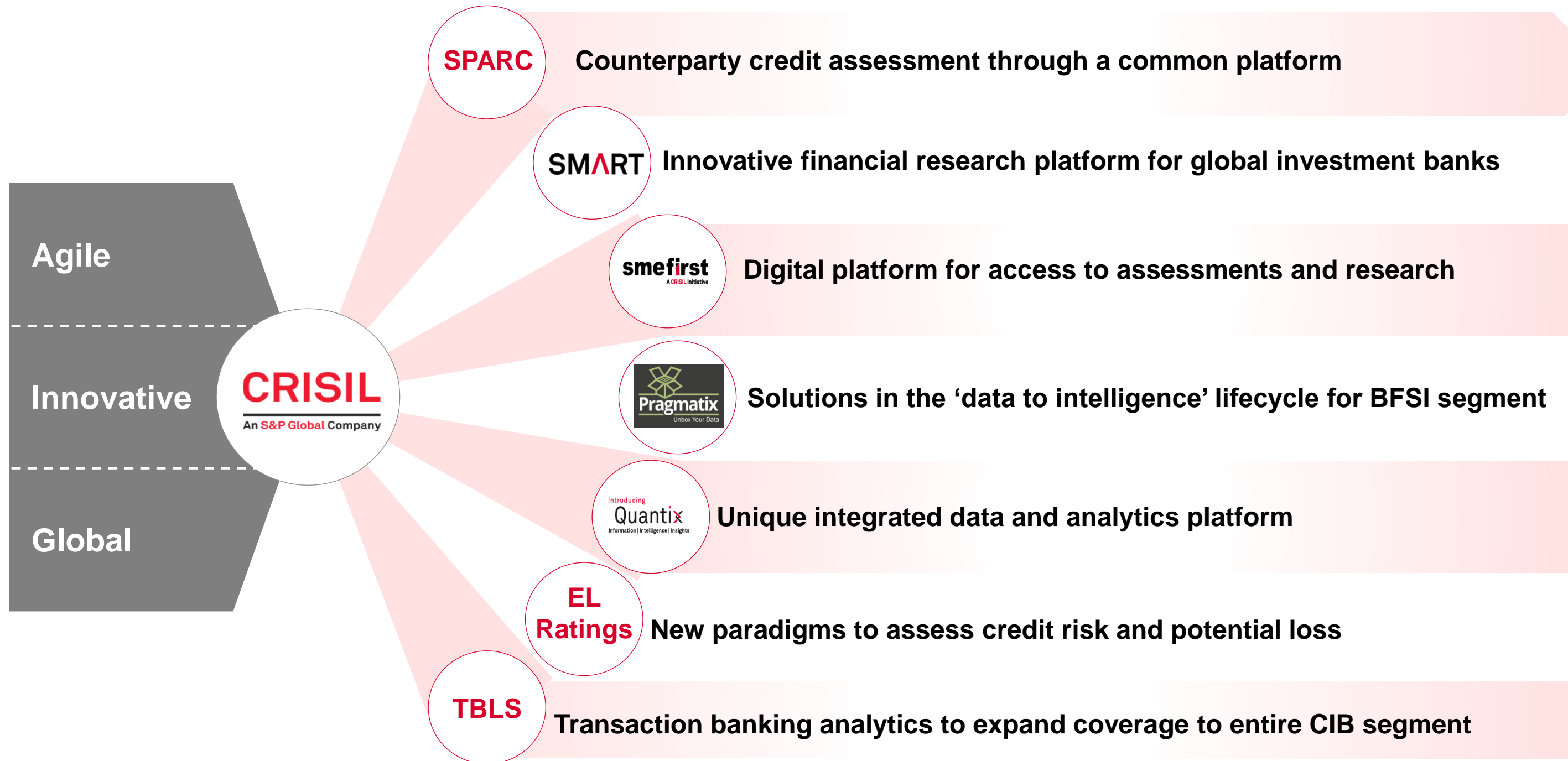


Drive Excellence

Talent

Technology

Enhancing our core and adding new analytics and solutions



SMART: Simple, Modular, Analytics & Research Toolkit
SPARC: Shared Platform for Assessing Risk of Counterparties
EL: Expected Loss

TBLS: Transaction Banking and Lending Services

Deepening customer centricity and franchise - India



CRISIL Infrastructure Advisory hosted the first **'CRISIL India Infrastructure Conclave'** in New



Ashu Suyash and SEBI Chairman Ajay Tyagi, along with other dignitaries inaugurated the **'AMFI-CRISIL Factbook'**



CRISIL Ratings hosted its second **'annual seminar on NBFC sector'** in Mumbai



CRISIL Research partnered with PFRDA as a knowledge partner for the **'Third Pension Conference'**



India Outlook Fiscal 2018: Resetting Growth Expectations

ET Banks may have to take 60% haircut on 12 largest NPAs: **Crisil**
Economic Times - 26-Jun-2017
According to **Crisil** direct markdown of loan assets than 70 per cent of all NPAs will impact on their capital position

The Indian EXPRESS Arun Jaitley should focus on job creation in Budget: Rating agency ...
The Indian Express - 27-Jan-2017
Stating that employment has not been increasing in the last three years, **rating agency Crisil** today said creating jobs should be the top focus of the Finance Minister in his third budget to be presented on February 1. "The last three years have seen a slow but steady uptick in economic growth, but it is likely that this hasn't ...

live mint BS-III vehicles ban to cost auto companies nearly ₹3,000 crore: **Crisil**
Livemint - 03-Apr-2017
In a report, **Crisil Research** said makers taking a hit of up to Rs2,000 crore could be Rs460-480 crore. It said half their stock of BS-III vehicles ...

BS Business Standard Rs 48,000 crore renewable projects in crisis due to tariff revision ...
Business Standard - 28-Aug-2017
As more states take the route of revision of tariffs for renewable energy projects as recent bids have gone ultra low, the sector could see a major shakeup with close to 7 GW under pressure. **Rating agency CRISIL** expects Rs 48,000 crore worth of project capacity under threat. Many discoms have openly voiced their ...

CRISIL widely quoted across prominent media



CRISIL Infrastructure advisory was the knowledge partner in **FICCI's Smart Railways Conclave**

Deepening customer centricity and franchise - Global



Ashu Suyash, Managing Director & CEO, CRISIL participated in the fourth **Asia Summit** organised by **Milken Institute in Singapore**



CRISIL GR&A hosted a seminar on **'Disruption and Future of Research'** in New York.




CRISIL Infrastructure Advisory participates in FICCI's **Namaskar Africa 2017**, Ghana



CRISIL GR&A sponsored **GARP: 18th Annual Risk Management Convention** in New York




CRISIL GR&A hosted 'An exclusive briefing on **'Big Data' - Getting beyond the hype'** in London




efc
efinancialcareers

Credit Suisse has hired another top equity derivatives MD from Bank of America
EFinancial Careers, 02 Nov 2017 (Paul)
Credit Suisse ranked outside the top 50 derivatives revenues in the first half, according to <http://bit.ly/2iD8jBW>




Bloomberg

JPMorgan Is Focus of LME's Battle for
Bloomberg, 01 Nov 2017 (Jack Farhy)
For JPMorgan, the new fee is likely a bit higher than the third-largest in commodities in the first half according to [Coalition](http://bit.ly/2z8K0SV)...
<http://bit.ly/2z8K0SV>



WSJ

Deutsche, Barclays Feel the Investment Bank Burn
The Wall Street Journal, 26 Oct 2017 (Max Colchester and Jenny Strasburg)
Deutsche Bank and Barclays are the world's sixth- and seventh-largest investment banks by revenue, according to data by [Coalition](http://on.wsj.com/2z7CIH).
<http://on.wsj.com/2z7CIH>



FINANCIAL NEWS

The calls for bank break-ups are getting louder
Financial News, 23 Oct 2017 (David Wighton)
Both Credit Suisse and Barclays are struggling in Europe, where their investment banks were 10th and 12th in terms of revenue in the first half according to [Coalition](http://bit.ly/2i0tTIS).
<http://bit.ly/2i0tTIS>

CRISIL Coalition **quoted in international financial media** over 470 times during the year



CRISIL and S&P jointly hosted a discussion forum on **MiFID II and the changes in Research Consumption Practices** in London

Corporate Social Responsibility: Core to CRISIL

Mein Pragati



Empowering socially and economically disadvantaged sections of society by strengthening their financial capabilities

Moneywise Centres for Financial Literacy



Collaborating with the RBI and nationalized banks to improve financial inclusion in remote blocks across Haryana and Maharashtra

CRISIL RE



Enabling environment conservation, financial literacy and inclusive education in cities

- Empowered 1,50,000 women under “Mein Pragati”
- Inaugurated 20 centers under RBI’s financial literacy program

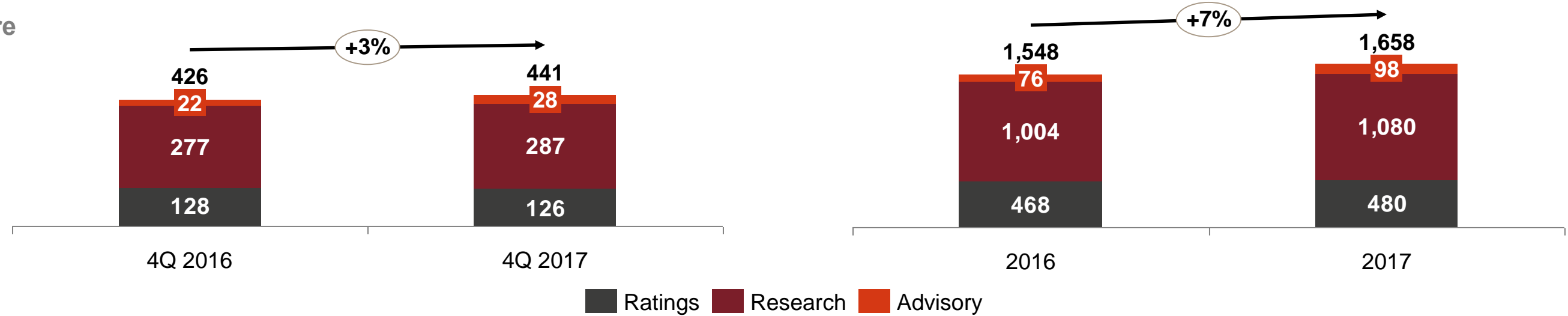
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- ❖ Segment performance
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2017 revenues grew by 7%; PAT by 3%

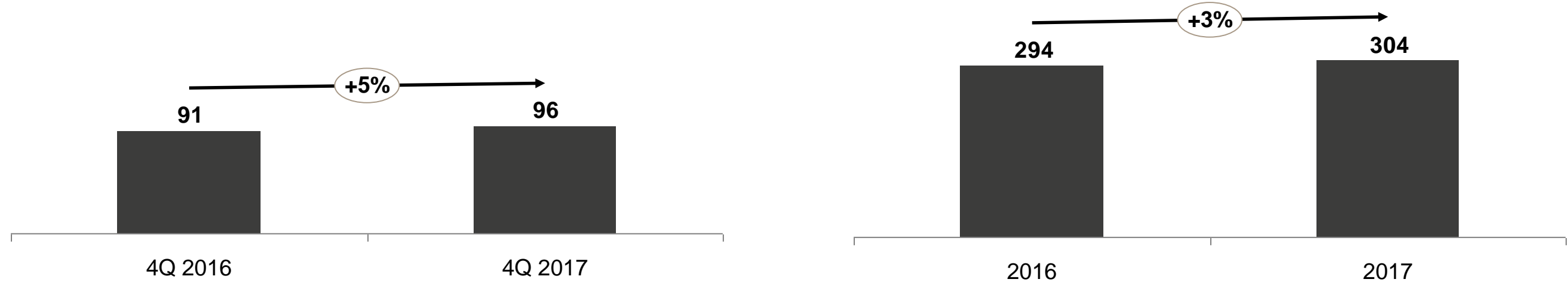
Segment operating revenues

₹ crore



Profit after tax[^]

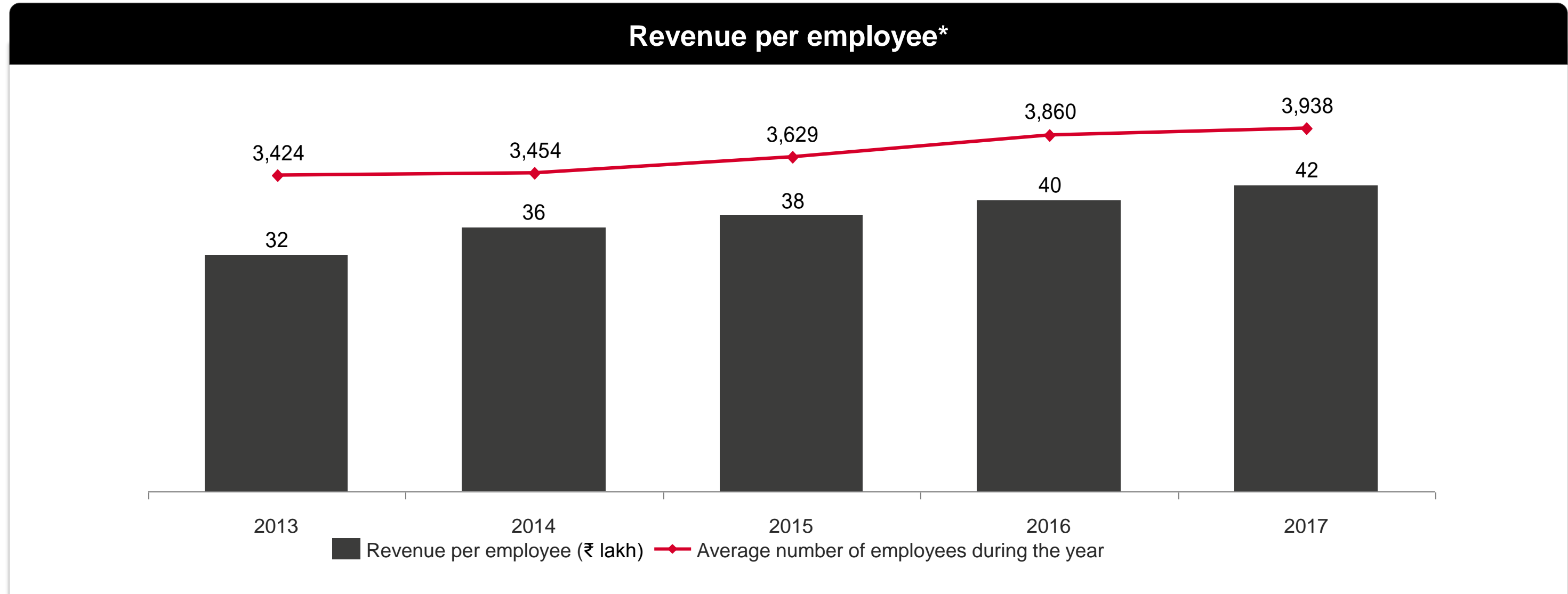
₹ crore



Note: Numbers rounded off

[^]The performance for the year was affected by an adverse currency impact of ₹15.7 crore, compared with a gain of ₹ 9.4 crore in 2016

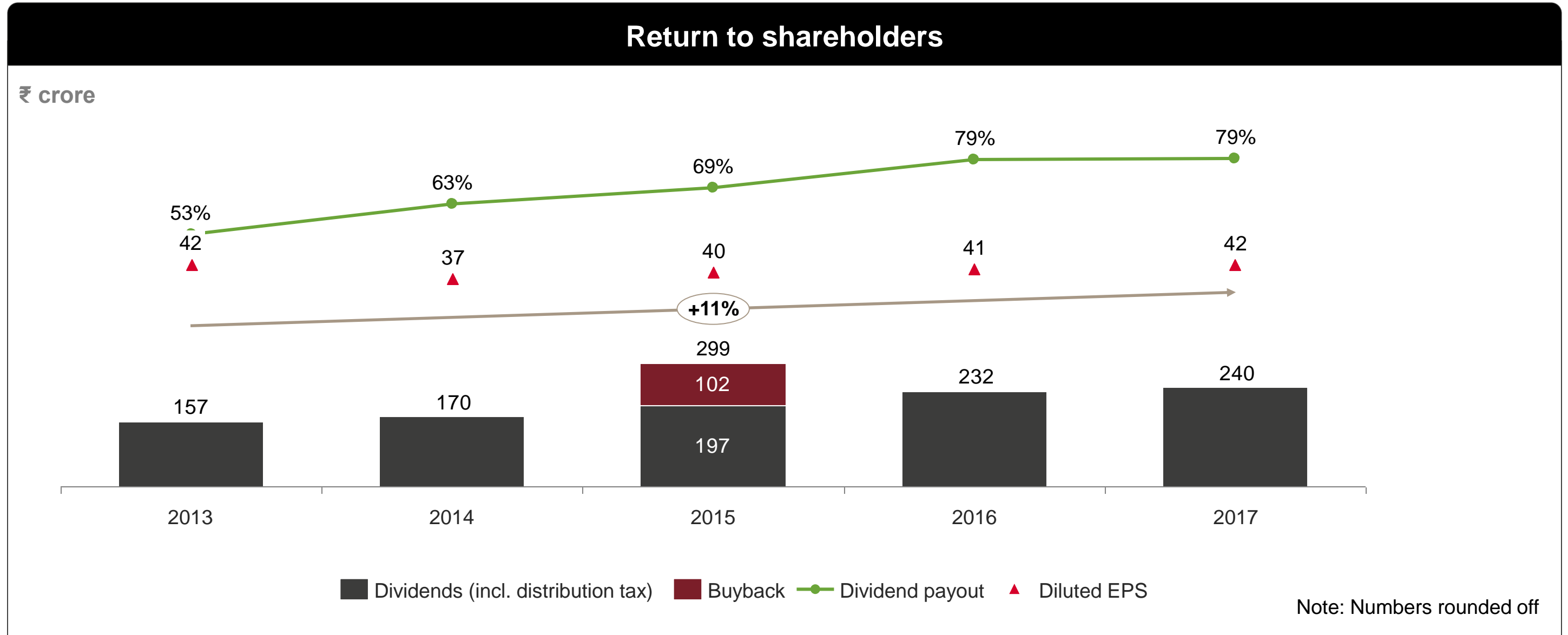
Revenue per employee continues to rise



*Based on segment revenue

Note – 2016 and 2017 data is IND AS adjusted

Strong track record of returning cash to shareholders



Note – 2016 and 2017 data is IND AS adjusted

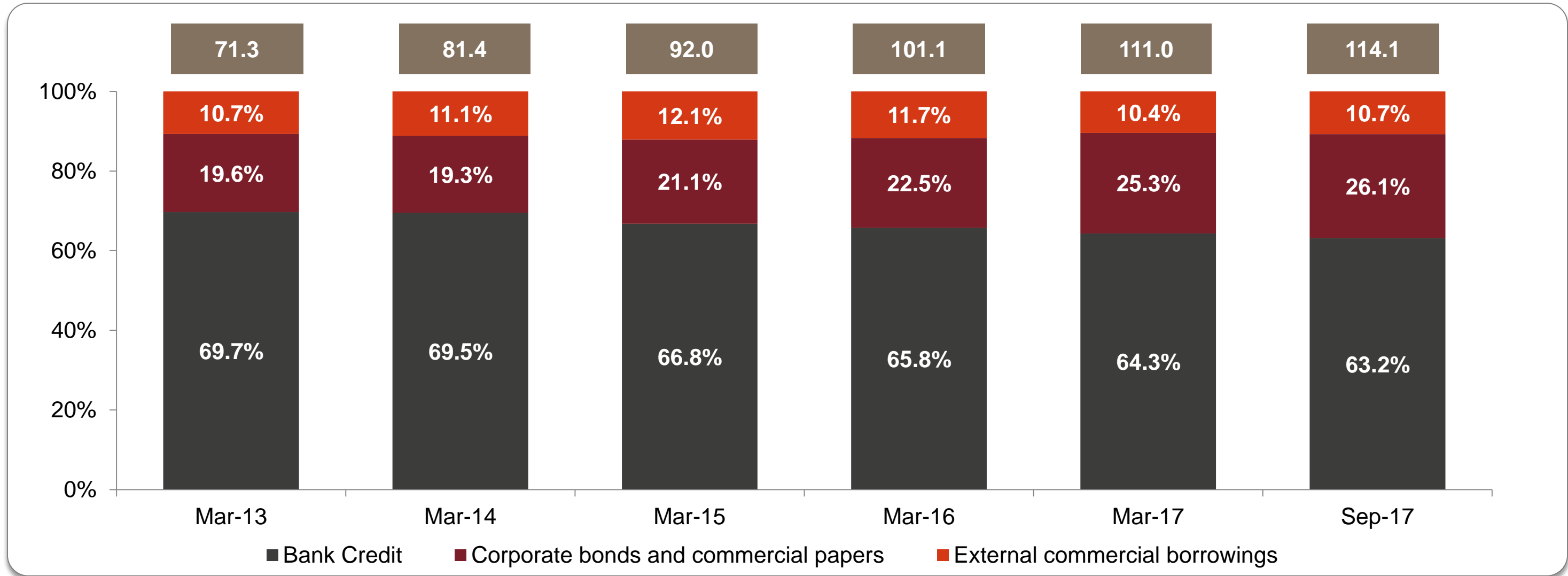
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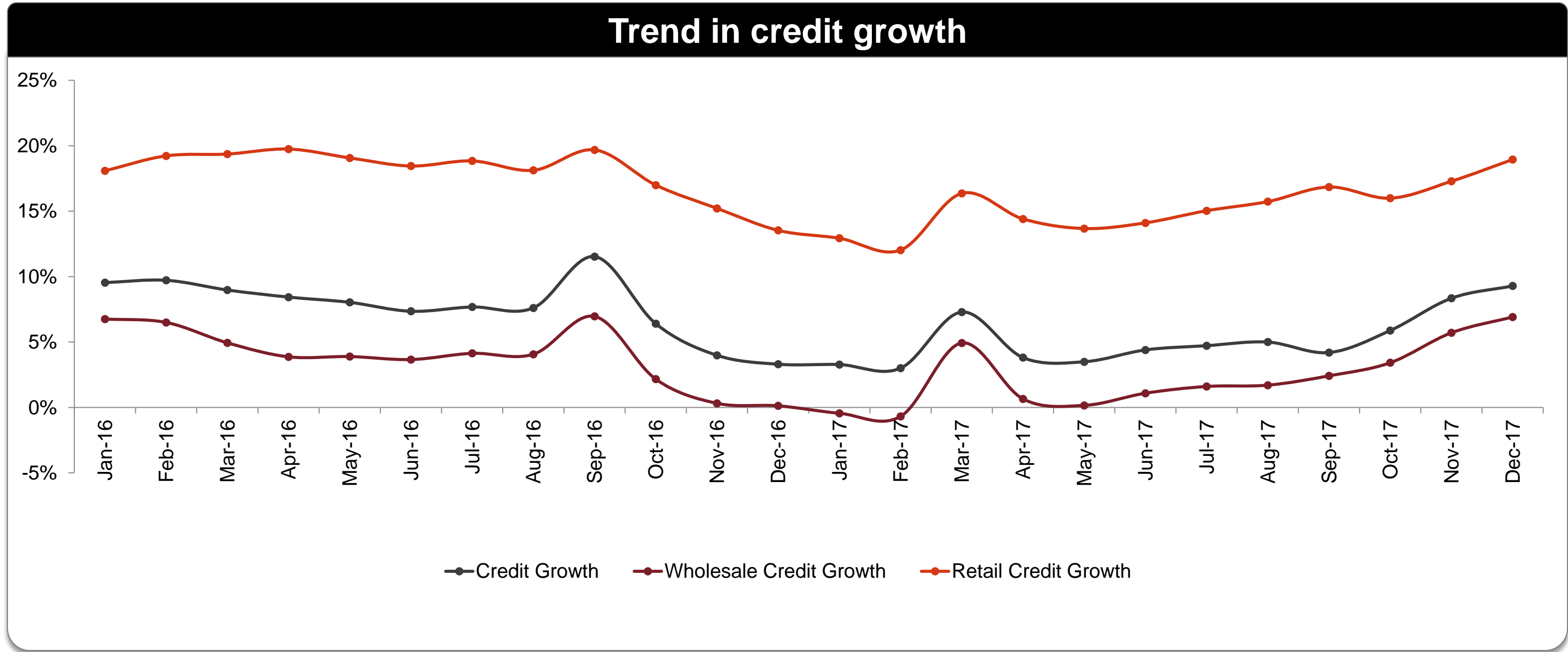
Corporate bonds contribute a fourth of the outstanding funding to the corporate sector



■ Represents total outstanding stock in Rs lakh crore

Source: RBI; SEBI; Ministry of Finance

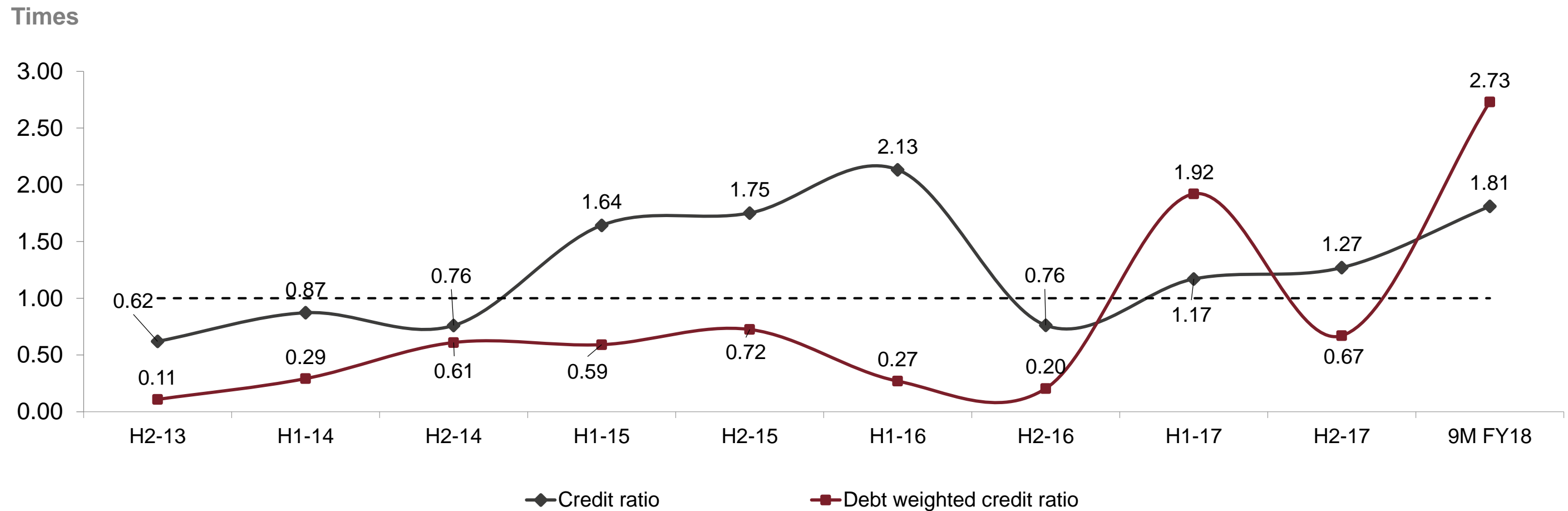
Wholesale credit on its way to recovery



Source: RBI, CRISIL Research

Underpinned by improving credit ratios

Semi-annual trends in the credit ratio* and the debt-weighted credit ratio^



Source: CRISIL

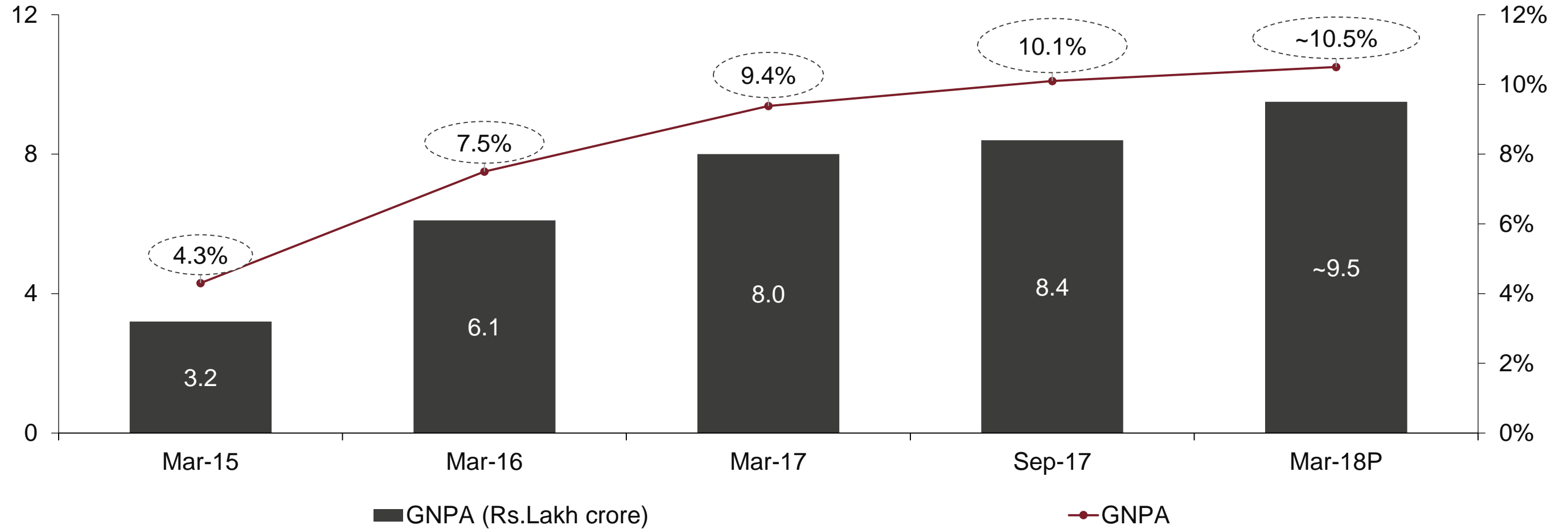
*Credit ratio is the ratio of upgrades to downgrades recorded during a period.

^Debt-weighted credit ratio is the ratio of total debt on the balance sheets of firms upgraded versus firms downgraded, excludes financial sector players.

However, stress in the banking industry remains

GNPA to reach 10.5% by Mar 18

Rs. Lakh crore



Recent announcements augur well for the bond and credit markets

- Move from 'AA' to 'A' grade ratings for investments by insurance companies, pension and provident funds will improve access to capital market for larger number of companies
- Push for one-fourth of large corporates financing needs from the bond market will provide opportunities and deepen bond market
- Reform measures with respect to stamp duty regime on financial securities transactions across the country will improve operational convenience to issuers
- Government focus on infrastructure, especially in the road sector bodes well for structured credit opportunities
- RBI recent revised guidelines for resolution of stressed assets puts in place a transparent and structured process

Ratings: 2017 Highlights

Financial update

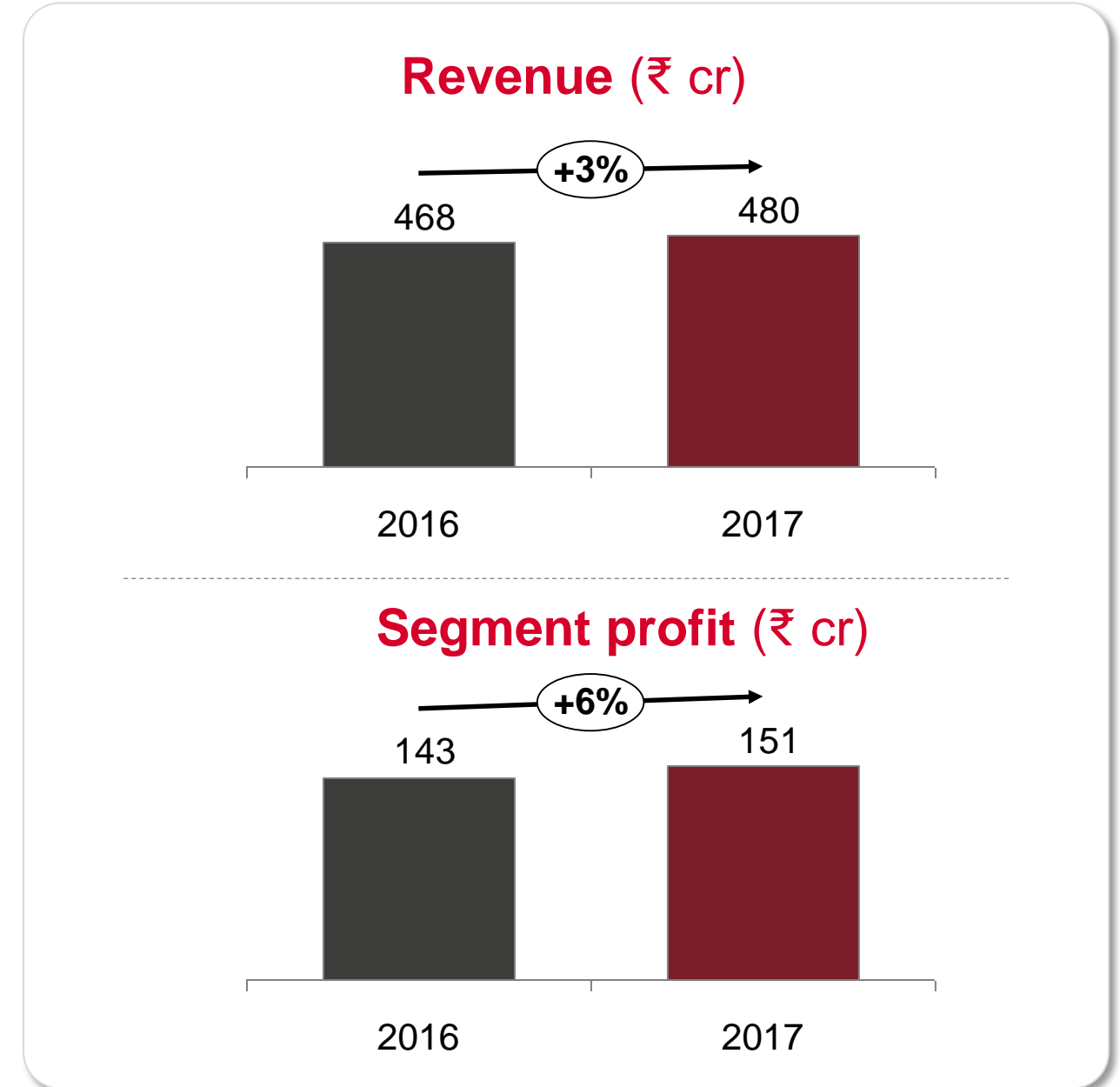
- Growth in revenues driven by debt offerings by large corporate segment offset by muted performance in bank loan ratings and SME segments
- Segment profitability reflects improved efficiencies

Enhance core offerings

- Large number of client additions
- Initiated independent credit evaluation for stressed assets
- First to assign a rating on a hybrid annuity project in India

Launch new products and analytics

- New credit rating scale for infra projects and assigned India's first rating on new infra scale
- smefirst.com – an online portal for addressing all SME needs



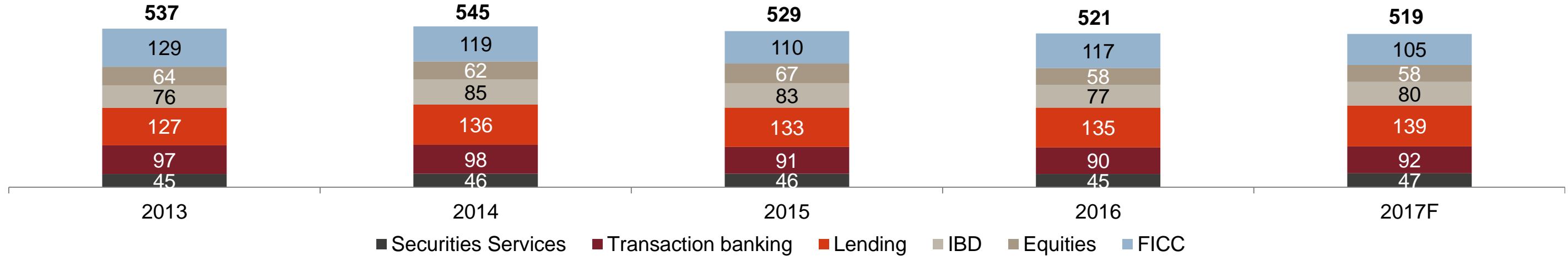
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Global: Continued demand for differentiated investment research in the global markets

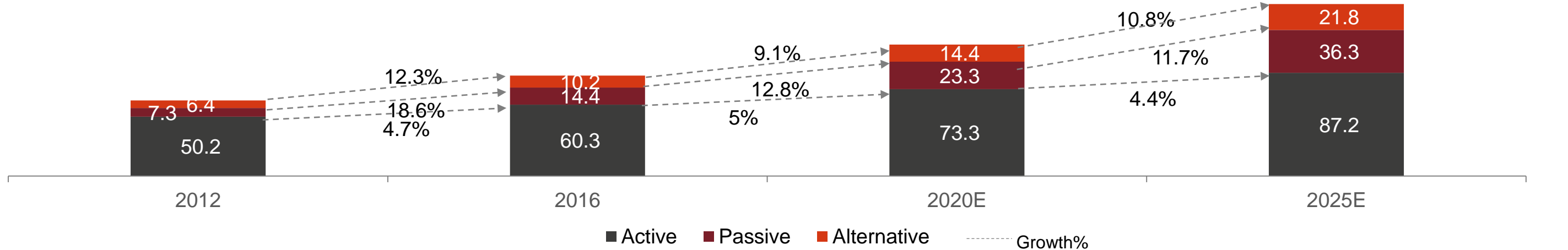
Bottoming out of CIB revenue pools

\$ Billion



Higher growth in passive and alternative assets under management

\$ Billion



Sources: Coalition, Bloomberg, Industry sources, CRISIL GR&A Analysis

CIB: Corporate and Investment Banking IBD: Investment Banking Division

Global: Regulatory landscape stabilizing, major world economies witnessing initial signs of synchronized, sustained growth

Key regulations

Enterprise Risk: CCAR, DFAST, EBA/PRA Stress Testing

Global Regulatory Prescription: Basel III, IV

Accounting regulations: US GAAP, IFRS

- Global economy is on the upswing with major economies experiencing initial signs of growth momentum
- Focus on regulatory adherence continues, but most major regulations have matured

Key regulation





MiFID-II
(Markets in Financial Instruments Directive)

- Impacts buy-side and sell-side
- Analytics expected to play an increasingly bigger role

CCAR: Comprehensive Capital Analysis and Review
DFAST: Dodd-Frank Act Stress Tests
EBA: European Banking Authority

PRA: Prudential Regulation Authority
IFRS: International Financial Reporting Standards

India: Key emerging trends and expectations

-  Buoyant capital market supporting research needs
-  Increasing demand for dynamic and granular data
-  Robust growth in AUMs in AMCs over past five years
-  Growing demand from the BFSI sector including credit and fixed income research

Research: 2017 Highlights

Financial update

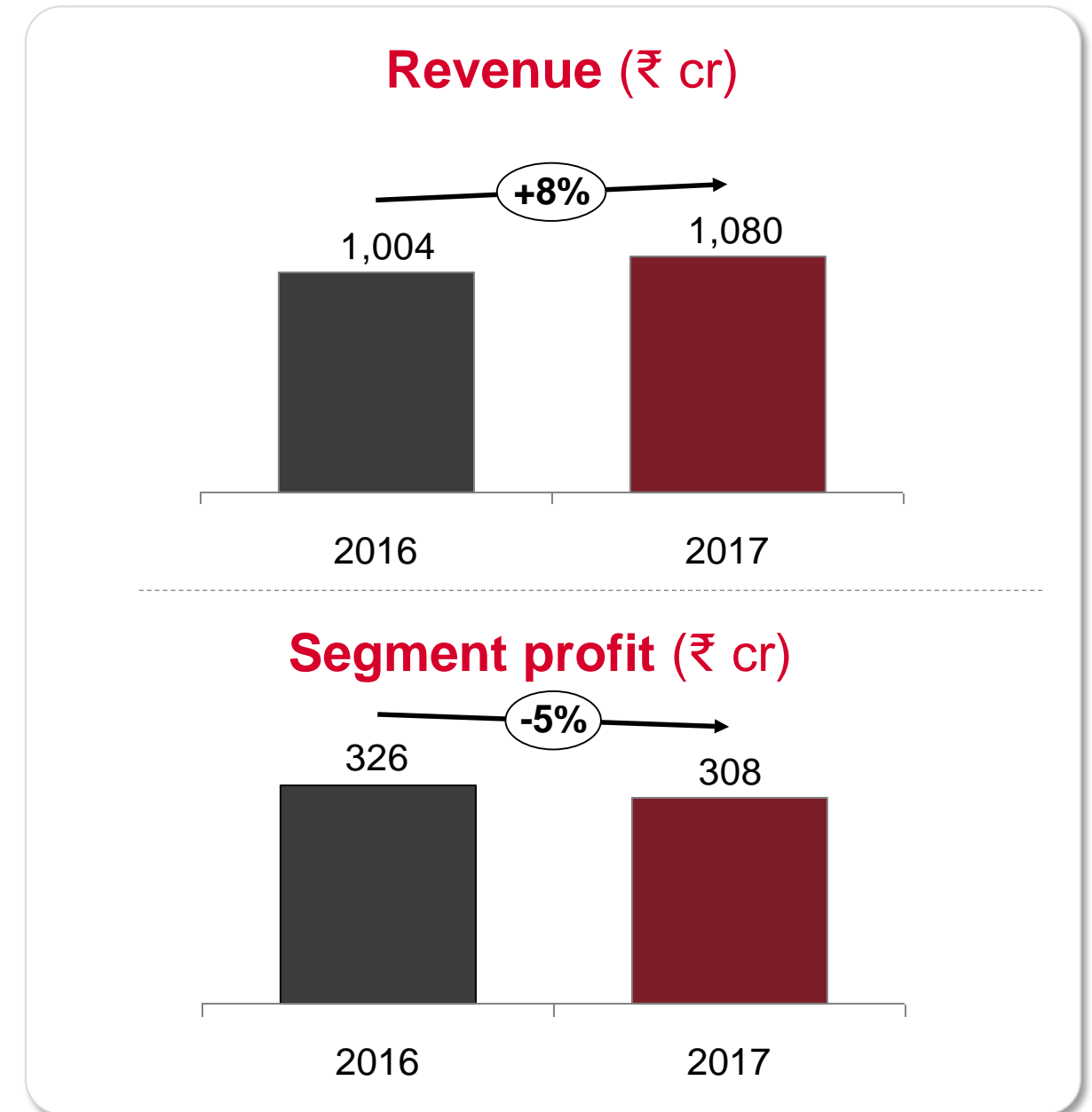
- Revenue grew with new client additions across India and Global Research
- Opportunities tapped in model risk management, change management, FRTB and FCC
- Margins reflect impact of forex and investments

Enhance core offerings

- In India, enhanced India Research delivery platform – “Cutting Edge” and launched ULIP rankings
- Globally, continued expansion across Coalition analytics; risk and research offerings

Launch new products and analytics

- Quantix
- SMART (Simple, Modular, Analytics & Research Toolkit)
- TBLS (Transaction Banking & Lending Services)
- SPARC (Shared Platform for Assessing Risk of Counterparties)



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Business environment continues to be driven by policy, regulatory and technological changes

Markets



Risk Solutions

- Asset quality decline with rising NPAs
- Leverage Big Data analytics for decisioning

Infrastructure Advisory

- Ambitious and visionary programs by the Indian government in the infrastructure space
- Opportunities in select emerging markets like Africa and South-East Asia

Regulators



- Changing regulations with introduction of IFRS9, IndAS and BASEL III
- Recapitalization of banks by the government

- New funding mechanisms for infrastructure projects
- Shift from policy formulation to implementation and monitoring

Customers



- Emphasis on financial inclusion and deeper market penetration
- Emergence of payment and small banks

- Competitive co-operative federalism -> opportunities at the state and city levels
- Changing multilateral landscape

Advisory: 2017 Highlights

Financial update

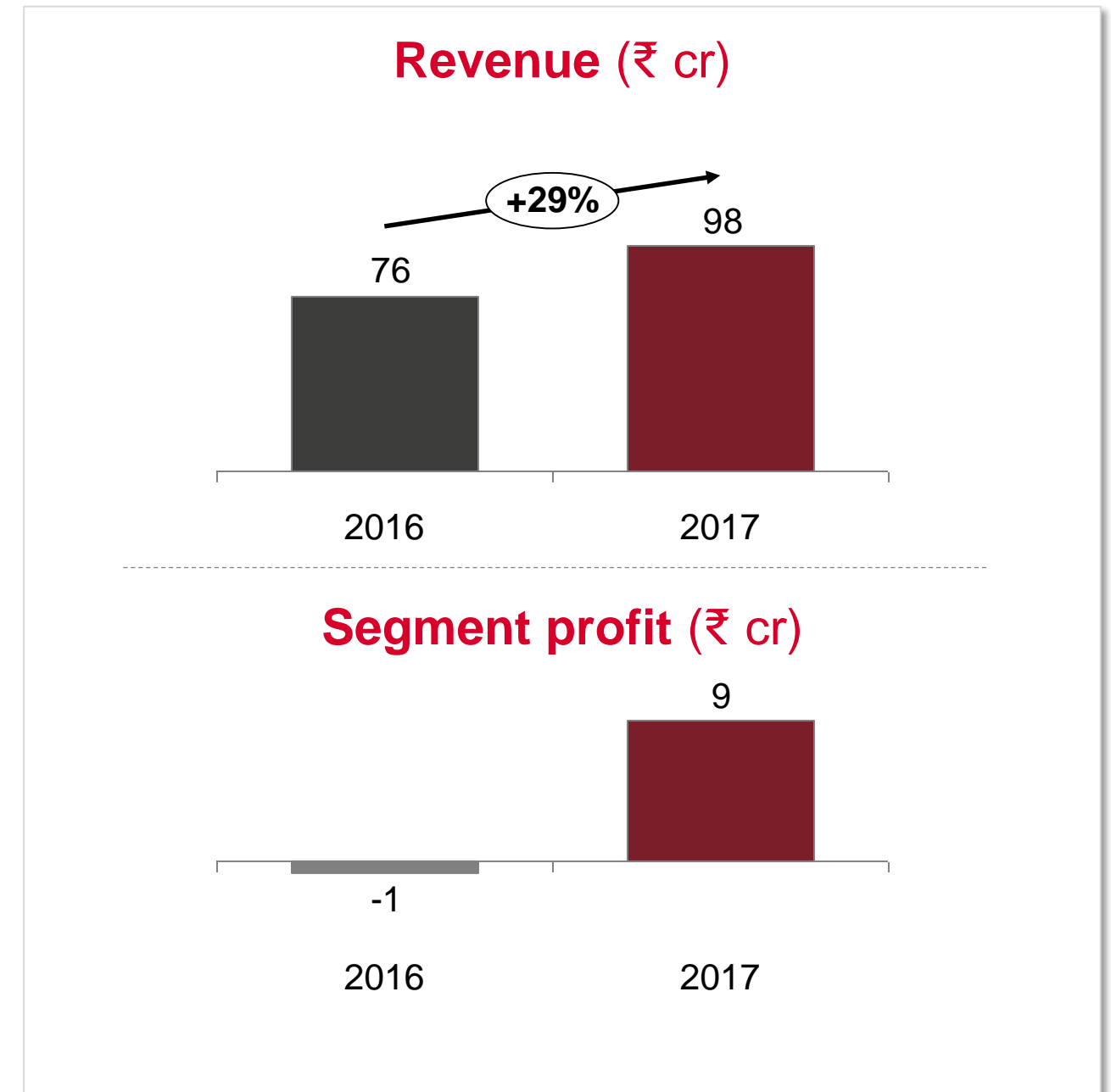
- Robust revenue growth with key wins across risk solutions and infrastructure advisory
- Segment profitability reflects improving product mix and monetization of investments

Enhance core offerings

- Re-development of key products within Risk Solutions
- Won prestigious mandates from multilateral agencies, city municipalities (AMRUT, Smart cities, Value capture finance etc.)

Launch new products and analytics

- IFRS9 offering
- InfraInvex – “first-of-its-kind investability index”



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Key risks and challenges

- Uncertain regulatory environment
- Reputation risk
- Disruptive technology
- Adverse currency movement
- Intense price competition
- Cyber risk

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In summary

- Policy developments for bond market and credit growth on a positive trajectory
- Infrastructure and SME push by the Indian government
- Global economic recovery
- Focus on regulatory adherence continues by global financial institutions
- CRISIL is well placed to become a leading agile and innovative global analytics company
- Committed to its mission of making markets function better

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