



**Motilal Oswal Financial Services Limited**

CIN: L67190MH2005PLC153397

Regd. Off.: Motilal Oswal Tower,

Rahimtullah Sayani Road,

Opp. Parel ST Depot,

Prabhadevi, Mumbai – 400025

Board: +91 22 7193 4200 / 4263

Fax: +91 22 5036 2365

July 28, 2022

**BSE Limited**

P. J. Towers,  
Dalal Street, Fort,  
Mumbai - 400001

**Security Code: 532892**

**National Stock Exchange of India Limited**

Exchange Plaza, Plot No. C/1, G Block,  
Bandra-Kurla Complex, Bandra (E),  
Mumbai - 400051

**Symbol: MOTILALOFIS**

**Sub: Investor(s)/Analyst(s) Presentation – Financial Performance for Q1FY 2022-23**

Dear Sir/Madam,

This is with reference to our earlier letter dated July 21, 2022 regarding Earnings Conference Call with Institutional Investor(s)/Analyst(s) for discussing Q1FY2022-23 Financial Performance of the Company.

In this regard, please find enclosed herewith the Presentation to be made to Investor(s)/Analyst(s). The said Presentation will be uploaded on the Company's website at [www.motilaloswalgroup.com](http://www.motilaloswalgroup.com).

Further, the Audio recording & transcript of earning con-call will be made available on the Company's Website i.e. [www.motilaloswalgroup.com](http://www.motilaloswalgroup.com).

Kindly take the same on record.

Thanking you,

Yours faithfully,

**For Motilal Oswal Financial Services Limited**

**Kailash Purohit**

**Company Secretary & Compliance Officer**

Encl.: As above



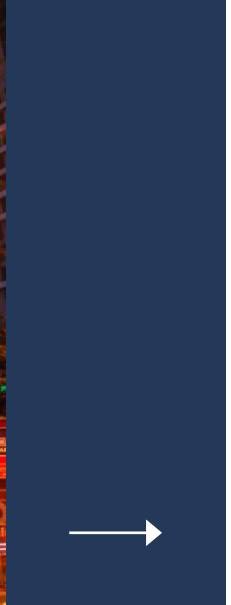
MOTILAL OSWAL



# Motilal Oswal

## Financial Services

Earnings Presentation  
Q1FY23

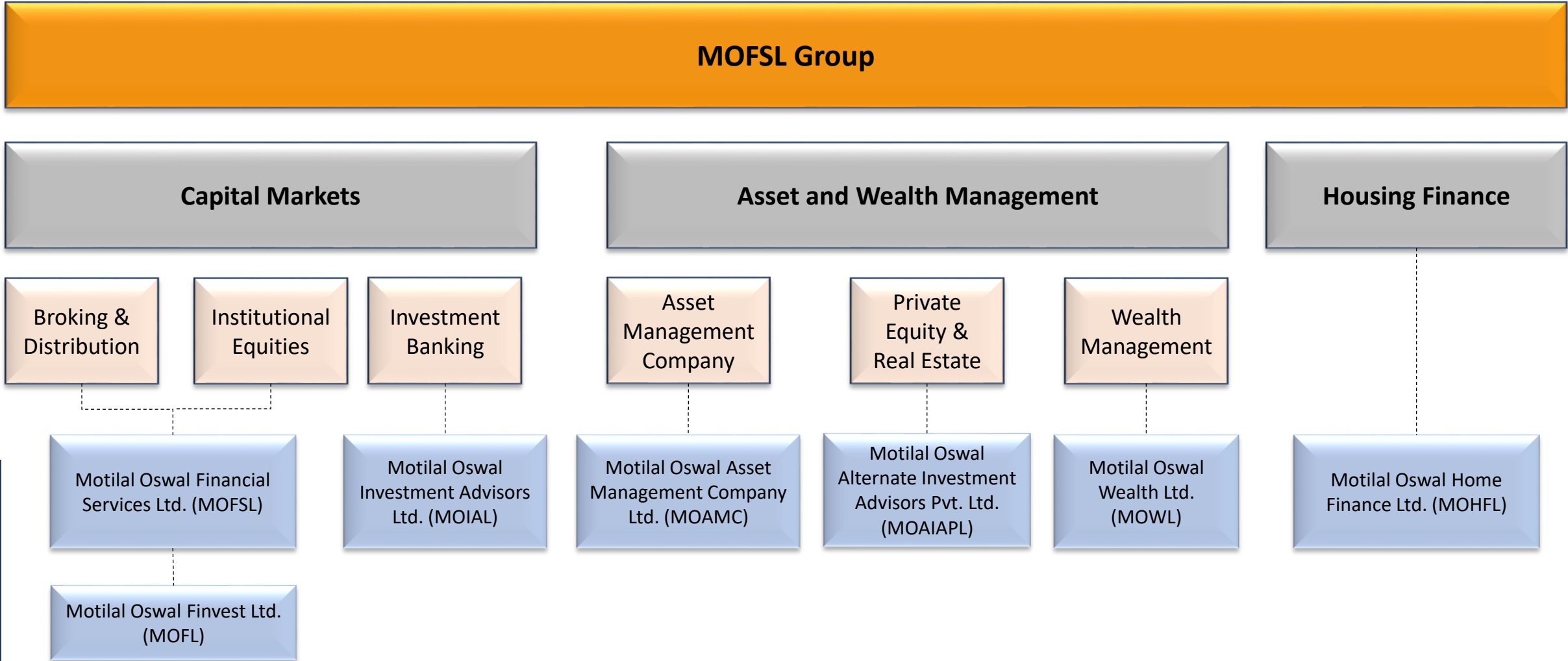


**BUSINESSES  
BUILDING SCALE**

**FOCUS ON  
SUSTAINABLE GROWTH**

**ALL BIZ OFFER HUGE  
HEADROOM FOR GROWTH**

# Group Structure



# Key Highlights for Q1FY23



## Assets under advice

₹ 2.9 tn ↑ 15% YoY



## Revenue

₹ 9.6 bn ↑ 13% YoY



## Operating profit

₹ 1.8 bn ↑ 40% YoY



## Operating PAT margin

20% ↑ 344 bps YoY



## Customers

5 mn ↑ 35% YoY



## Broking ADTO

₹ 1.5 tn ↑ 163% YoY



## Wealth- AUM

₹ 344 bn ↑ 20% YoY



## MOHF- NIM

7.7% ↑ 120 bps YoY

Company has successfully completed buyback of 14.5 lakh shares amounting to ~₹ 2 bn

# Consolidated Financials

PARTICULARS (₹ Mn)	Q1FY23	Q1FY22	YOY (%)	Q4FY22	QOQ (%)
Capital Markets (Broking, Distribution & IB)	6,083	5,105	19%	6,866	-11%
Asset and Wealth Management	2,190	2,013	9%	2,594	-16%
Housing Finance	1,262	1,369	-8%	1,298	-3%
Other Income	111	87	28%	245	-55%
<b>Total Revenues</b>	<b>9,646</b>	<b>8,573</b>	<b>13%</b>	<b>11,002</b>	<b>-12%</b>
Total Revenues after Intercompany adjustments	9,236	7,981	16%	10,134	-9%
Operating Expense	2,213	1,968	12%	2,290	-3%
Employee Expense <sup>(1)</sup>	2,322	1,838	26%	2,503	-7%
Interest Expense	1,144	1,062	8%	1,151	-1%
Other Expense <sup>(2)</sup>	1,118	1,288	-13%	907	23%
<b>Total Expense</b>	<b>6,798</b>	<b>6,155</b>	<b>10%</b>	<b>6,850</b>	<b>-1%</b>
PBT	2,439	1,826	34%	3,284	-26%
<b>Operating PAT</b>	<b>1,817</b>	<b>1,295</b>	<b>40%</b>	<b>2,619</b>	<b>-31%</b>

**Note:**

1. Employee Expense was up 26% YoY due to annual salary increment and addition of ~1800 employees
2. Other Expense was up 23% QoQ due to higher provisioning



# Consolidated Financials – PAT Mix

PAT (₹ Mn)	Q1FY23	Q1FY22	YOY (%)	Q4FY22	QOQ (%)
Capital Markets (Broking, Distribution & IB)	909	785	16%	1,404	-35%
Asset & Wealth	580	549	6%	802	-28%
Home Finance	321	85	279%	456	-30%
Intercompany adj. and others	1	-122	-	-41	-
<b>Operating PAT</b>	<b>1,817</b>	<b>1,295</b>	<b>40%</b>	<b>2,619</b>	<b>-31%</b>

## Reconciliation of Total PAT and TCI

PAT (₹ Mn)	Q1FY23	Q1FY22	YOY (%)	Q4FY22	QOQ (%)
<b>Operating PAT</b>	<b>1,817</b>	<b>1,295</b>	<b>40%</b>	<b>2,619</b>	<b>-31%</b>
MTM PAT <sup>(1)</sup>	-1,504	915	-	378	-
<b>PAT</b>	<b>313</b>	<b>2,211</b>	<b>-86%</b>	<b>2,998</b>	<b>-90%</b>
Other Comprehensive Income (OCI) <sup>(2)</sup>	-495	-391	-	471	-
<b>Total incl. OCI</b>	<b>-182</b>	<b>1,820</b>	<b>-</b>	<b>3,469</b>	<b>-</b>

**Note:**

1. MTM PAT includes both realized and unrealized profit/(loss) on account of Fund based investments made in Equity & Alternate Funds
2. OCI includes MTM profit on equity share investments

# Consolidated Balance Sheet

PARTICULARS (₹ Bn)	June 30, 2022	Mar 31, 2022
<b>SOURCES OF FUNDS</b>		
Net Worth	56.5	56.7
Borrowings <sup>(1)</sup>	63.6	62.3
Minority Interest	0.3	0.3
<b>Total Liabilities</b>	<b>120.3</b>	<b>119.3</b>
<b>APPLICATION OF FUNDS</b>		
Fixed assets (net block)	3.6	3.6
Investments	44.4	46.8
Loans and Advances <sup>(2)</sup>	49.9	49.0
Net Current Assets	22.4	19.8
<b>Total Assets</b>	<b>120.3</b>	<b>119.3</b>

**Note:**

1. Borrowings are inclusive of MOHFL. Ex- MOHFL borrowings are ₹ 37.4 bn in Jun-22.  
 2. Loan & Advances include loan book of Motilal Oswal Home Finance and Margin Trading Facility book.

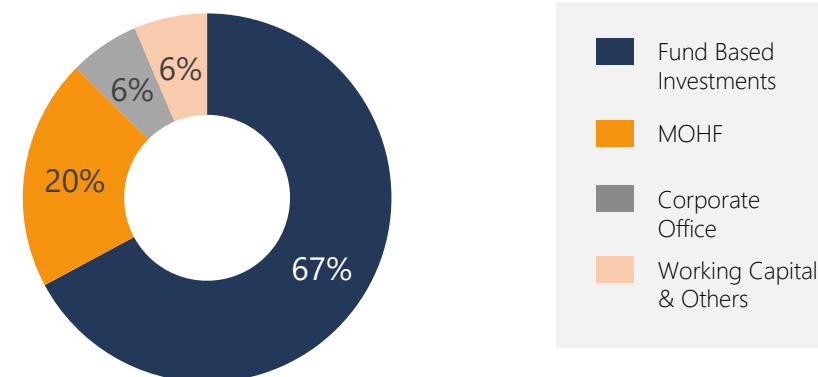
## ROE

	Q1FY23 <sup>1</sup>	FY22	FY21
Capital Markets	148%	258%	92%
Asset & Wealth Mgt.	76%	173%	157%
Housing Finance	13%	10%	5%
Fund Based Investments <sup>2</sup>	-18%	13%	38%
<b>Overall</b>	<b>2%</b>	<b>30%</b>	<b>38%</b>

1. Annualized for Q1FY23

2. ROE for Q1FY23 subdued due to MTM impact on our fund based investments

## Net Worth Deployment



# Capital Markets

## 3.2%

Retail F&O market share; up 34 bps QoQ

## 2.1 Lakh

New clients acquired in Q1FY23

## ₹ 24,000+

One of the highest ARPUs in the industry

## ₹ 172 Bn

Distribution AUM; +23% YoY

## ₹ 3.8 Bn

Distribution Net Sales in Q1FY23, registering a 7x YoY growth

PARTICULARS (₹ Mn)	Q1FY23	Q1FY22	YoY (%)	Q4FY22	QoQ (%)
<b>Revenues</b>	<b>6,083</b>	<b>5,105</b>	<b>19%</b>	<b>6,866</b>	<b>-11%</b>
• Brokerage	3,888	3,572	9%	4,237	-8%
• Distribution	376	330	14%	437	-14%
• Interest	1,363	830	64%	1,397	-2%
• IB	6	12	-53%	258	-98%
• Other Operating Revenue	450	361	25%	536	-16%
<b>Total Expense</b>	<b>4,858</b>	<b>4,029</b>	<b>21%</b>	<b>5,065</b>	<b>-4%</b>
• Employee Expense	1,506	1,187	27%	1,631	-8%
• Fee Sharing & Commission	1,825	1,673	9%	1,999	-9%
• Interest Expense	629	437	44%	672	-6%
• Other Expense	898	732	23%	763	18%
PBT	1,225	1,076	14%	1,801	-32%
<b>PAT</b>	<b>909</b>	<b>785</b>	<b>16%</b>	<b>1,404</b>	<b>-35%</b>

- MOFSL's overall ADTO grew 24% QoQ to ₹ 1,524 bn with overall market share of 2.9% in Q1FY23, up 30 bps QoQ.
- Active clients have registered 43% YoY growth at 0.93 mn as of June 2022. 83% of new clients acquired from Tier II & III cities.
- Brokerage Income was up 9% YoY but down 8% QoQ in spite of 24% QoQ growth in ADTO due to mix shift in favor of F&O.
- Distribution Income was up 14% YoY but down 14% QoQ due to decline in Alternates (IBEF IV) and Insurance income.
- IB revenue was down 98% QoQ due to muted market activity.
- Employee expenses was up 27% YoY due to annual increment and ~1,400 employee addition, predominantly in sales.
- Funding book, which is run as a spread business out of borrowings, stood at ₹ 20 bn in Q1FY23, + 17% YoY.
- IAP (Investment Advisory Portfolio) AUM grew by 78% YoY to ₹ 14 bn.





# Capital Markets

## INSTITUTIONAL EQUITIES



- Focus driven differentiated research products with 250+ companies covering 21 sectors, catering to ~800 institutional clients.
- Institutional team wins big in Asiamoney poll 2021.
- Ranked
  - #1** Domestic Brokerage,
  - #1** Overall Sales,
  - #1** Corporate Access Team,
  - #1** Execution Team and
  - #1** Sales Person
- Retained top quartile domestic ranking across clients.

## INVESTMENT BANKING



- We have a strong pipeline of signed IPO mandates which will start entering the markets with improvement in markets, as a result revenue traction can be witnessed in coming quarters.
- Further there is a strong pipeline of ECM and advisory transactions which would further strengthen the top-line.
- The team continues to engage on a wide cross-section of mandated transactions across capital markets and advisory.



**₹ 27.7 Bn**  
IPO



**₹ 18.4 Bn**  
IPO



**₹ 9.6 Bn**  
IPO



**₹ 14.0 Bn**  
QIP

# Revamping Digital Ecosystem

## Data Science

- Set up team of 20+ employees
- Emphasis on data driven insights and decisions
- Lead cost optimization and prioritization through data analytics
- Improving client activation across channels
- Launched MO Data Science Academy

## Digital Business Unit

- Designing comprehensive customer On-boarding program to improve Activation
- Improving CAC by reorienting and digitizing referral programs
- Emphasis on first 30 days activation
- Personalized customer offerings

## Digital Ecosystem

## Digital Infrastructure

- Moving to cloud based modular architecture
- Rapid application development platform with new age technologies like Flutter (Google)
- Centralized platform for client and partner servicing
- Collaboration with Fintechs & Financial Institutions
- Integrating open source platforms

## Digital Products

- Research 360, to monetize strong research capabilities
- SuperFina, a one-stop shop for all financial needs

### Launch of first in kind products like

- Robo driven advisory product - IAP
- Simplified Option strategies through **Option Store**
- Curated baskets for investors



200+ Tech team. Added 100+ employees in last 6 months. Plan to add another 100 in next 6 months

# Options Store – Industry first exclusive product

Launched easy to invest and multi-leg option strategies to enable retail investors to take advantage of options trading

This week's  
**Mega Free Option Strategies**

Nifty 50 16240.30 -19.00 (-0.12%)

BANKNIFTY  
Max Profit  
**₹99,999**

Required Funds  
₹ 4,901  
Max Loss  
₹ 4,456

1 Lot

Details Trade

## Mega Free Option Strategies

Get the best of the strategies that provides assorted trades for Nifty, Bank Nifty and USD INR

## Predict & Trade

Recommending options strategies with high success probability, basis client's prediction

Predict & Trade

NIFTY 35,618.45 -960.00 (2.54%)

Next Week  
**MARKET**

Up  
6400 votes

Neutral  
201 votes

Down  
14 votes

Start with  
**Other Free Option Strategies** [VIEW ALL](#)

STARTER REQUIRED FUNDS < 10K MAX LOSS < 2K

Max Profit  
**₹1,548**

Max Profit  
**₹99,999**

Home Portfolio Search Reports Ledger

## Other Option Strategies

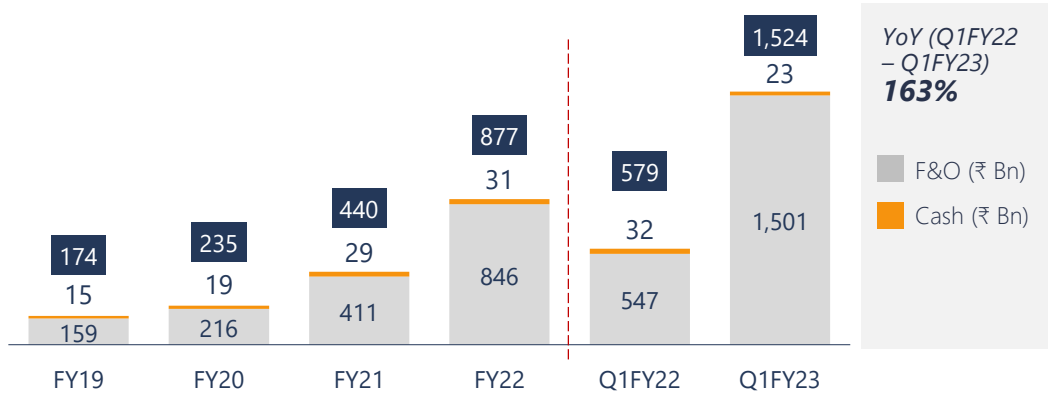
Customer have a wide array of options to execute strategies i.e. funds requirement <10k, Max Loss <2k, Only Sell, etc.

**Additional features  
Coming Soon**

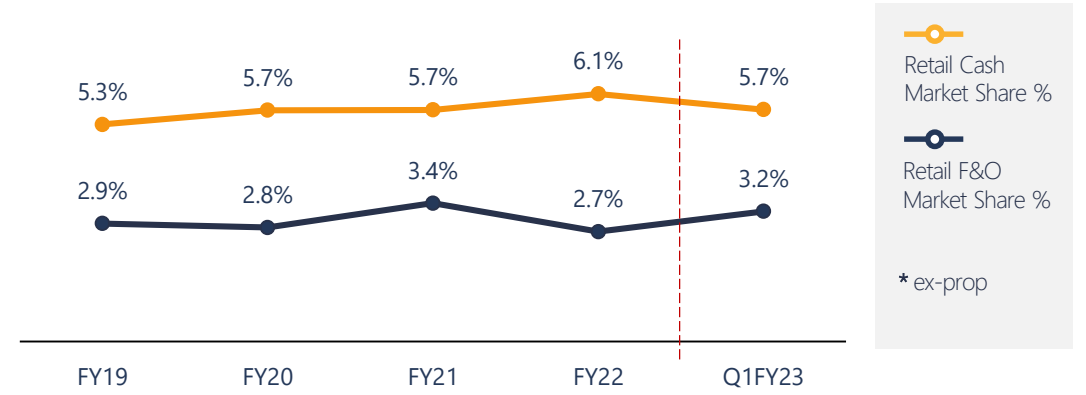
- Readymade Option Strategies for the Advance Traders
- Inclusive Premium Option Strategies under Brains, TGS & Tradetron, that are specially curated by expert team
- Partner Strategies to take you one level up

# Broking and Distribution

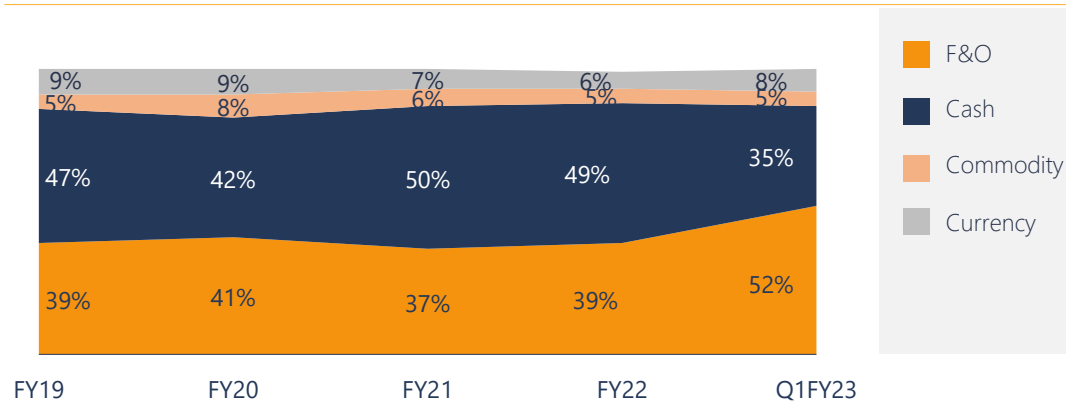
## ADTO continue to rise in midst of volatility



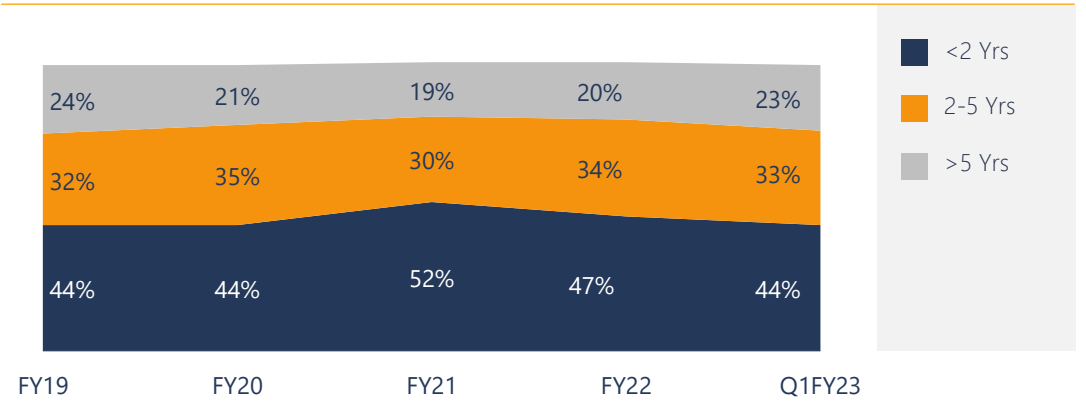
## Gaining F&O & Stable Cash market share



## Rising share of F&O brokerage



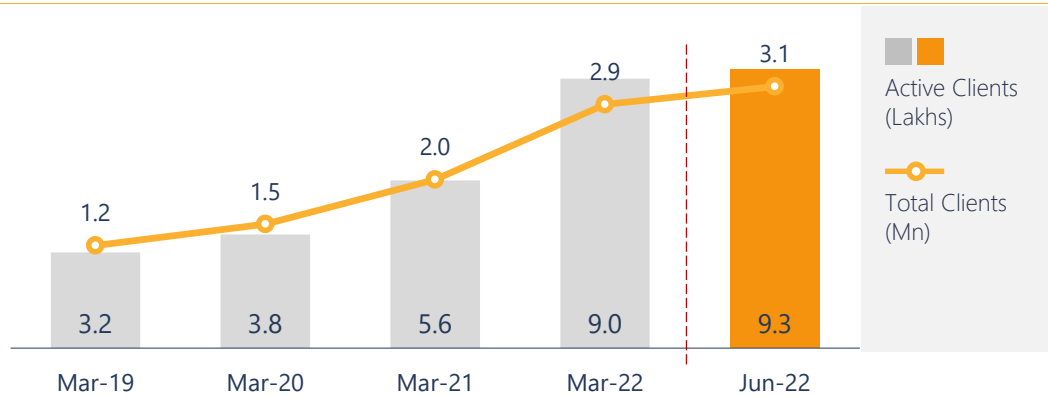
## Vintage wise Brokerage Mix



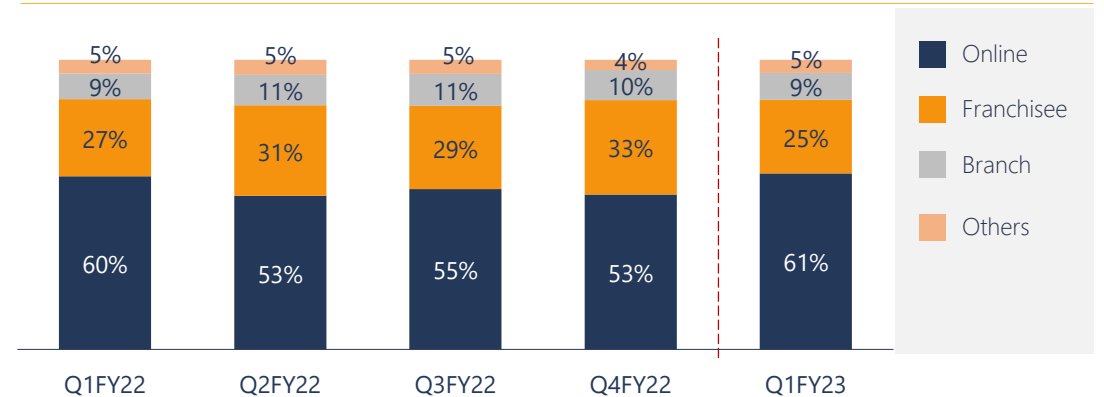


# Broking and Distribution – Loyal and Diversified Client Base

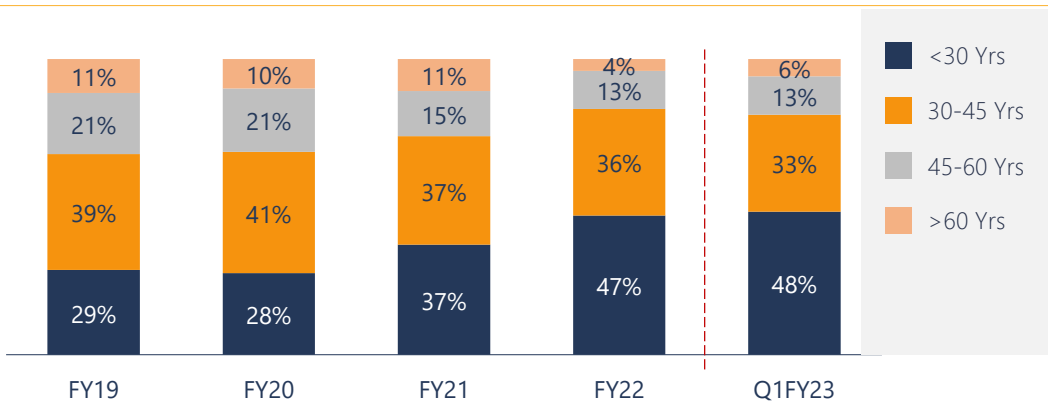
## Continuous improvement in client activation



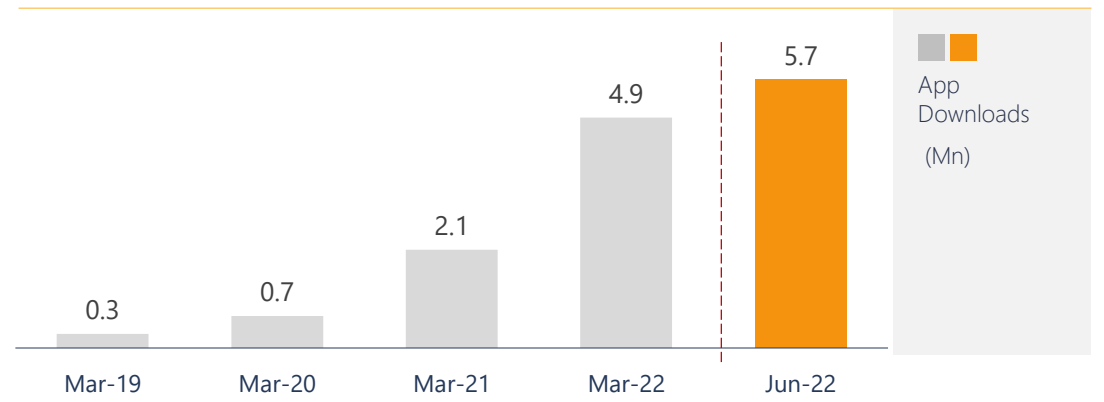
## Emphasis on diversified sourcing model



## Age wise Client Acquisition mix

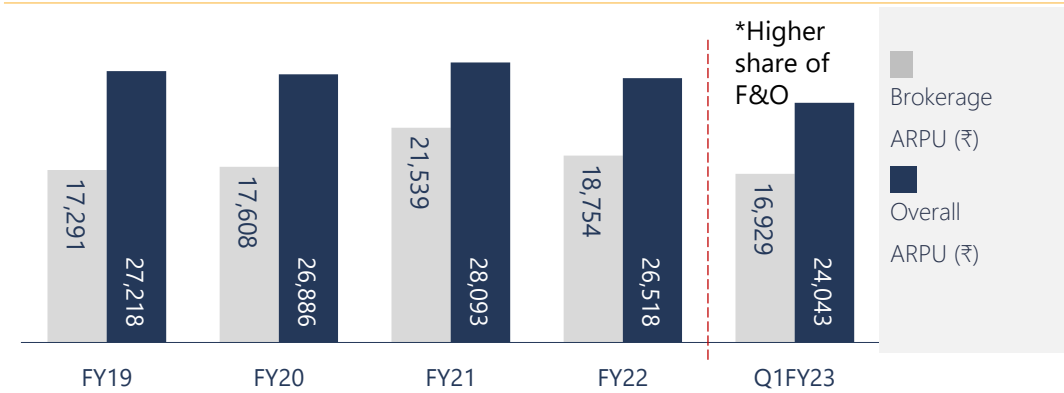


## Gaining traction in App Installations

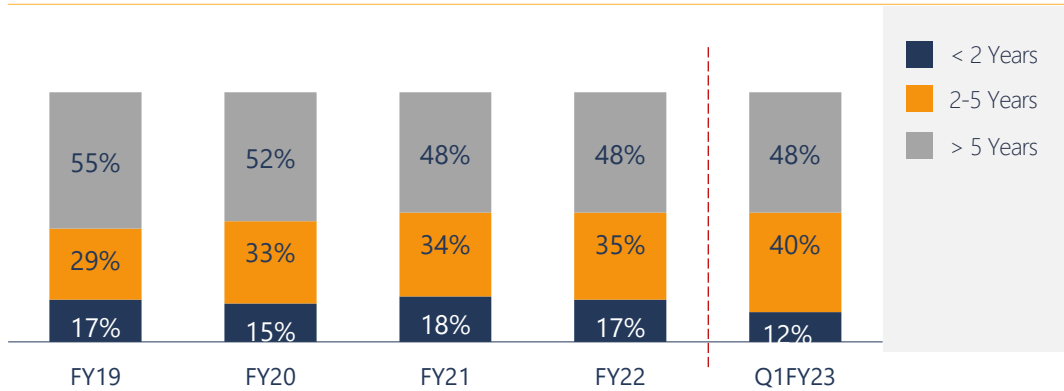


# Broking and Distribution – Emphasis on Revenue & Productivity

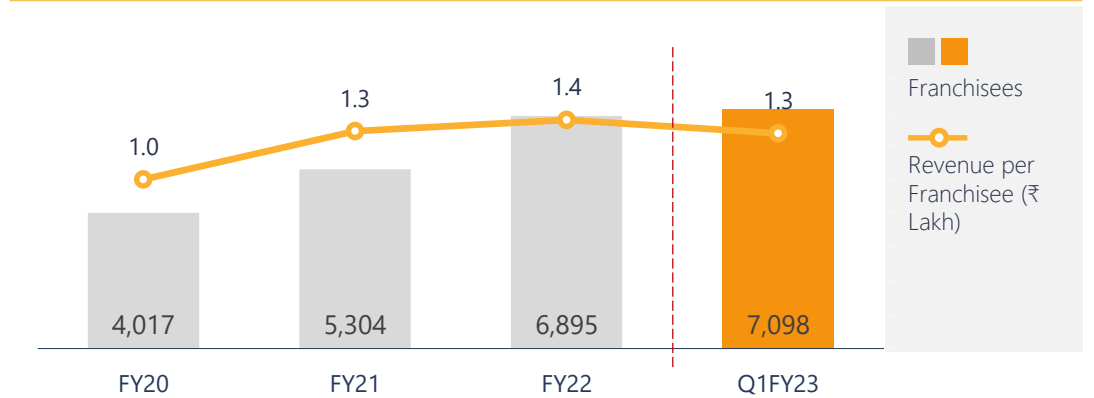
## One of the Highest ARPUs in the industry



## 48% revenue contributed by 5 yrs+ vintage Franchisees



## Franchisee Productivity intact



## Advisor Productivity

Advisor Count  
1,866

Revenue per Advisor  
₹ 6.5 Lakhs

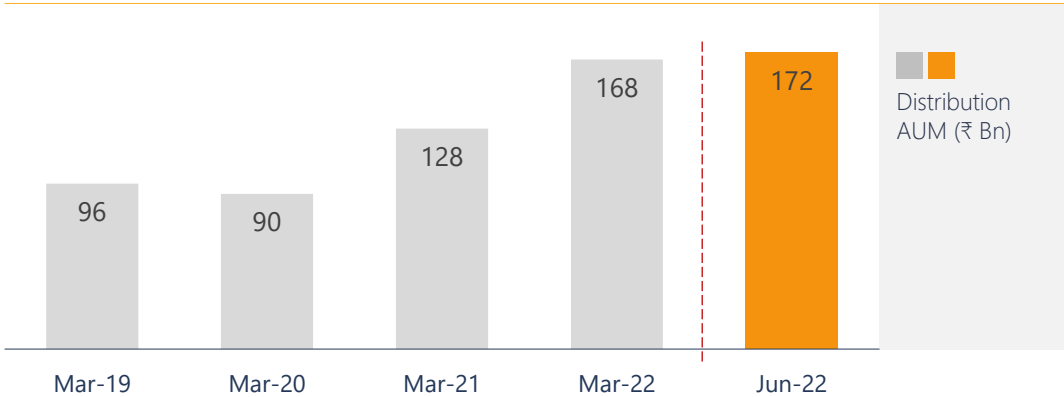
\*Advisor Count and Productivity for Direct Channels  
Revenue per Advisor is for Q1FY23



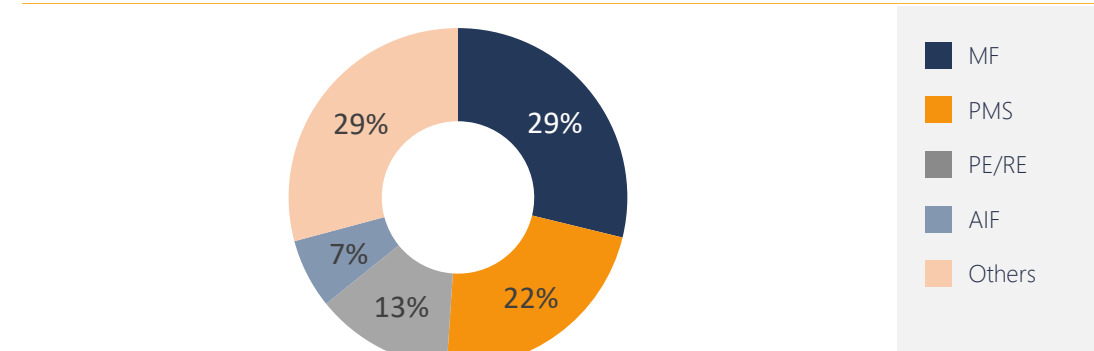


# Broking and Distribution – Large client assets under advice

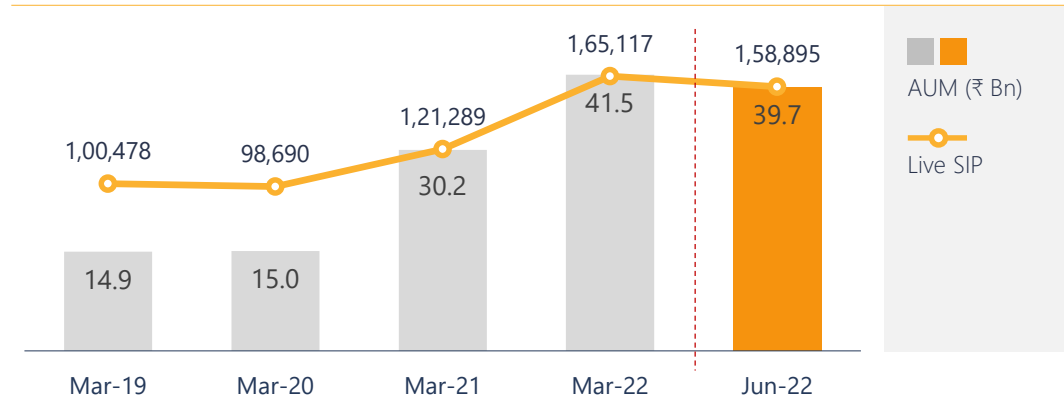
## Rising Distribution (Mass Affluent) AUM



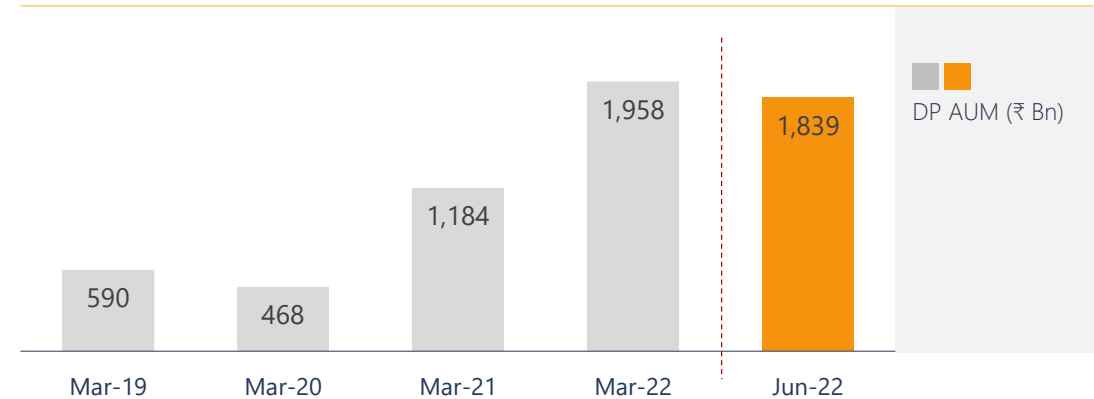
## Distribution AUM Mix



## SIP AUM and Live SIP Count



## DP AUM Growth Trend



# Asset and Wealth Management

**₹ 434 Bn**

AMC AUM

**36%**

Alternates Share in AMC AUM

**₹ 114 Bn**

PE & RE AUM

**₹ 344 Bn**

Wealth AUM

**₹ 19.9 Bn**

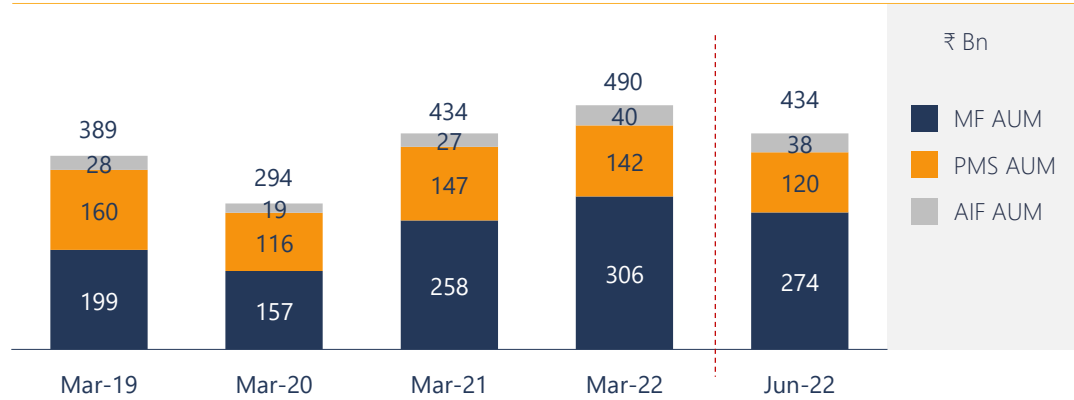
Wealth Net Sales; +88% YoY

- AMC AUM stood at ₹ 434 bn, with MF AUM at ₹ 274 bn and Alternates AUM at ₹ 158 bn.
- Added around 47k new SIPs in Q1FY23, with traction witnessed in active funds.
- Revenue was down 16% QoQ due to one-off profit share on alternates of ₹ 80 mn in AMC and ₹ 82 mn of additional accrual of management fee in IBEF III and ₹ 30 mn in IREF V(5<sup>th</sup> close) in Q4FY22.
- Launched Motilal Oswal Ethical Strategy fund- an Ethical and Shariah complaint PMS.
- We have a strong pipeline of domestic passive funds and AIF which will be launched in coming quarters.
- IBEF IV fund, with a target size of ₹ 45 bn, has already raised ₹ 40 bn and expects to commit ~40% over next 2 quarters.
- Exit from IREF II is expected during the year which will result in profit share from exit of investments.
- IREF VI is planned to launch during the 2<sup>nd</sup> half of FY23.

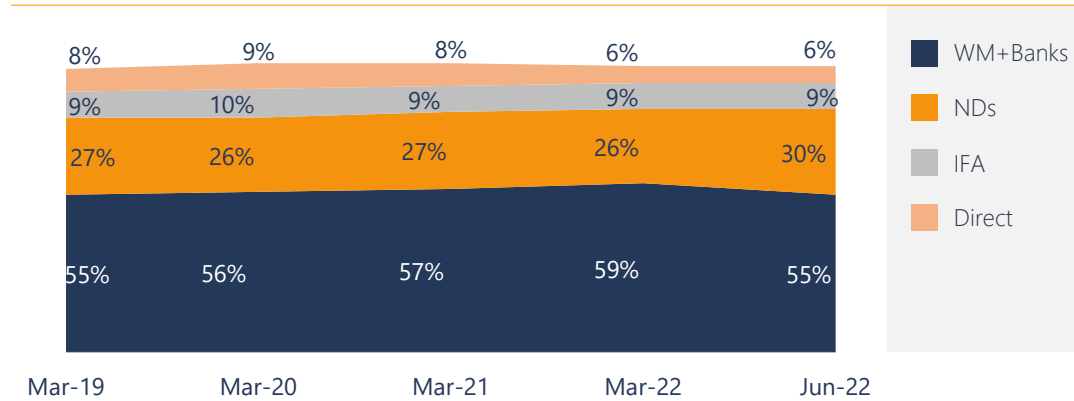
PARTICULARS (₹ Mn)	Q1FY23	Q1FY22	YoY (%)	Q4FY22	QoQ (%)
<b>Total Revenues</b>	<b>2,190</b>	<b>2,013</b>	<b>9%</b>	<b>2,594</b>	<b>-16%</b>
• AMC	1,398	1,381	1%	1,648	-15%
• PE	318	236	35%	469	-32%
• Wealth	473	396	20%	477	-1%
<b>Total Expense</b>	<b>1,405</b>	<b>1,260</b>	<b>11%</b>	<b>1,588</b>	<b>-12%</b>
• Employee Expense	576	456	26%	637	-10%
• Fee Sharing & Commission	588	597	-1%	674	-13%
• Other Expense	241	208	16%	277	-13%
PBT	785	753	4%	1,006	-22%
<b>PAT</b>	<b>580</b>	<b>549</b>	<b>6%</b>	<b>802</b>	<b>-28%</b>

# Asset Management

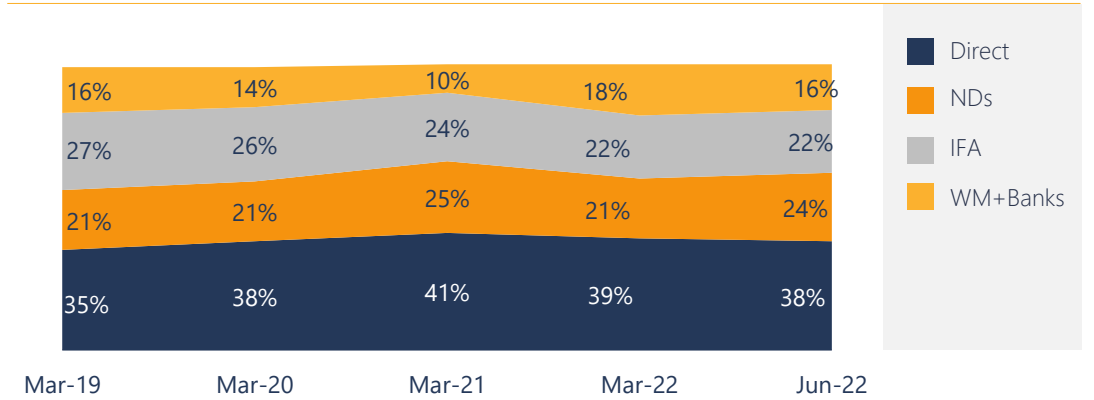
## AMC AUM Breakup and Growth trend



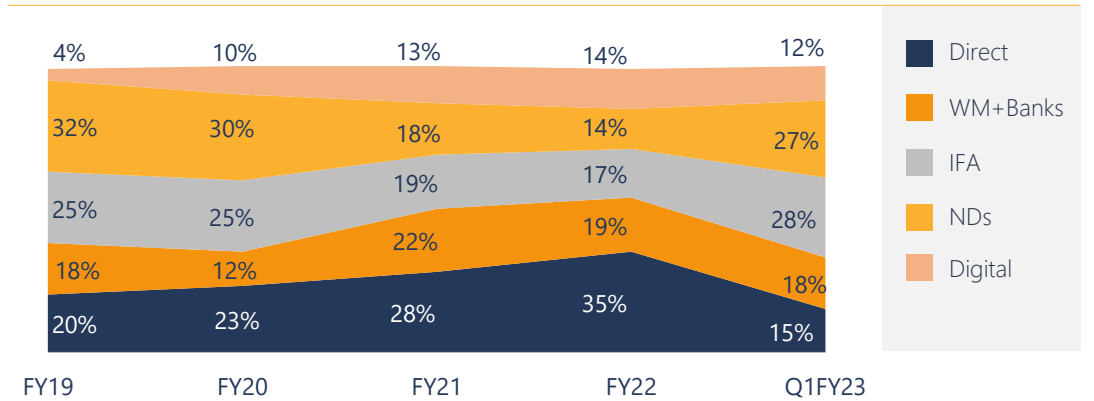
## AMC Alternates AUM mix



## AMC MF AUM mix

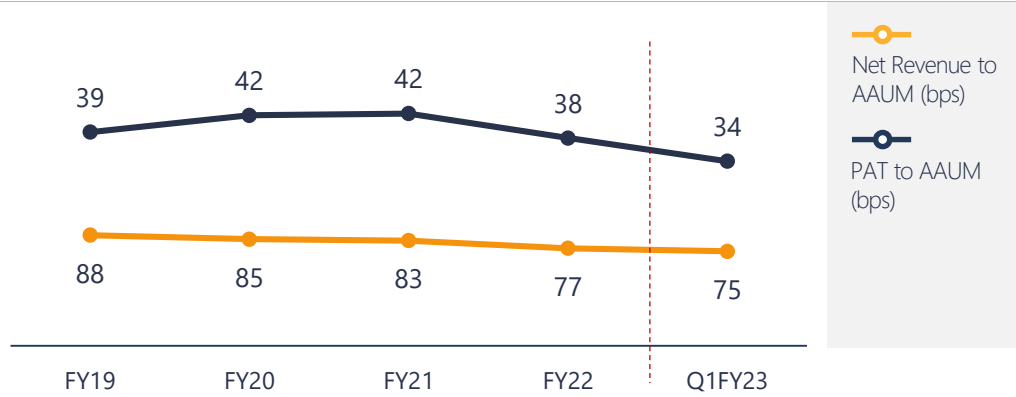


## AMC MF GS mix

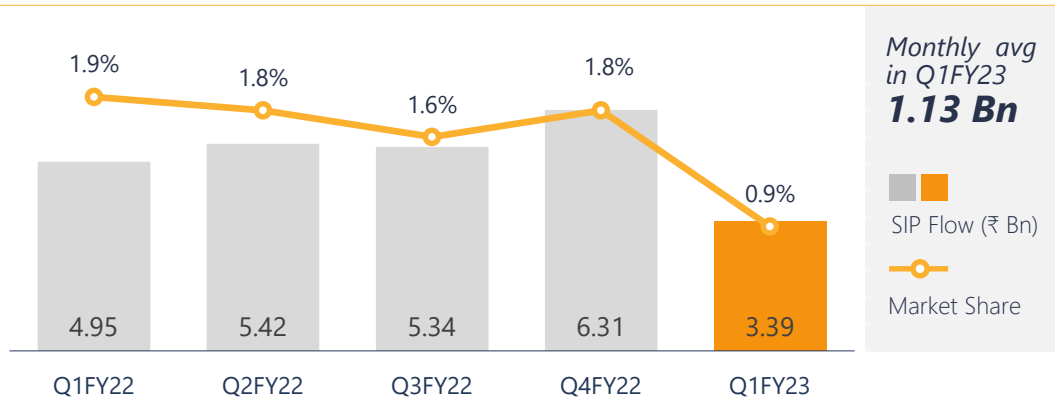


# Asset Management

## Calibration in AMC yields

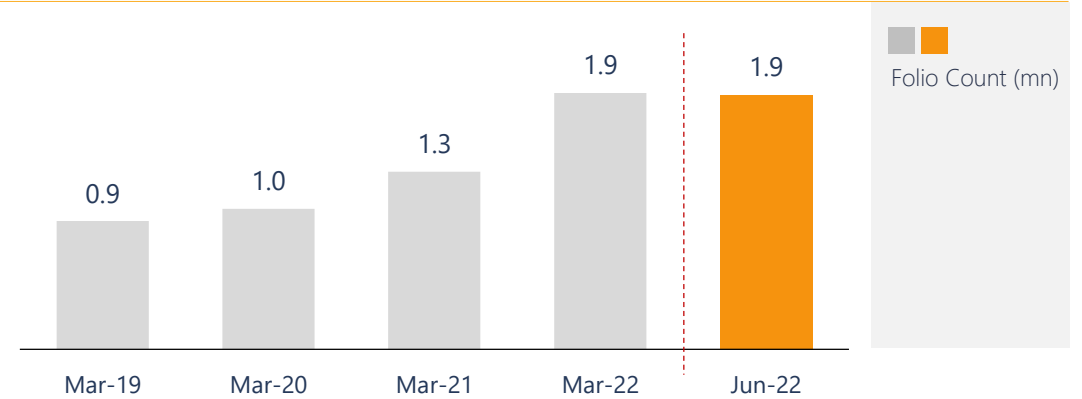


## AMC MF SIP flows

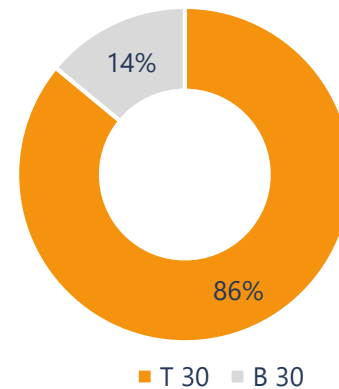


\*Q1FY23 SIP flows were down due to the RBI restriction on investment in international MF

## AMC MF Folios

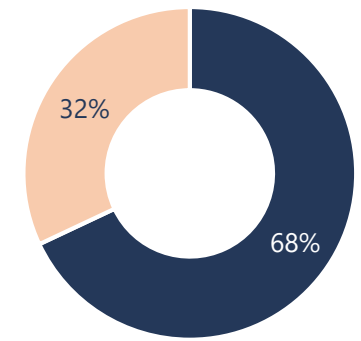


## MF MAAUM Location Mix



\*Monthly Avg. AUM

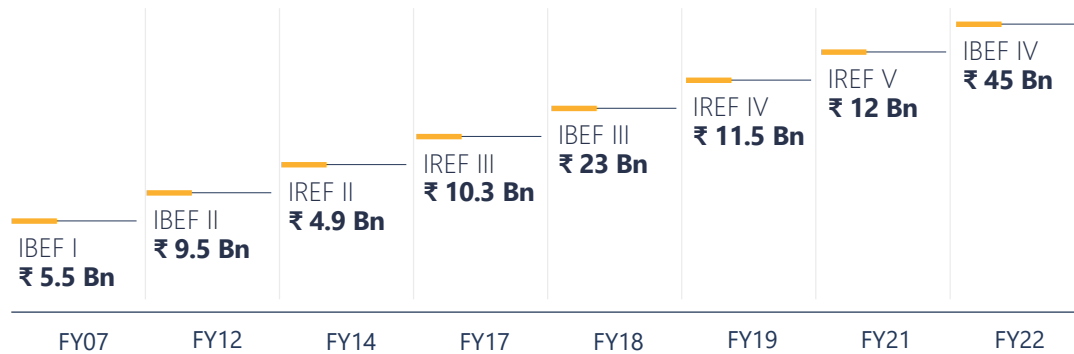
## High Share of Individuals in MF



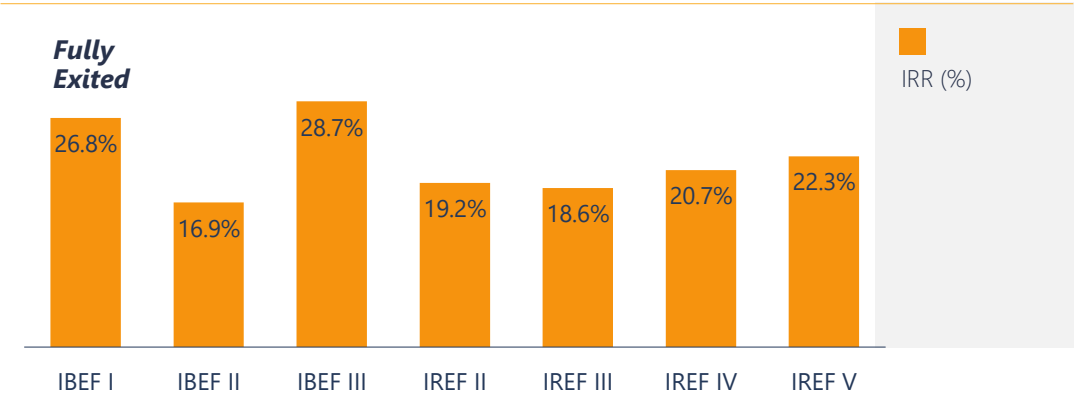
■ Individuals ■ Corporates

# Private Equity & Real Estate Funds

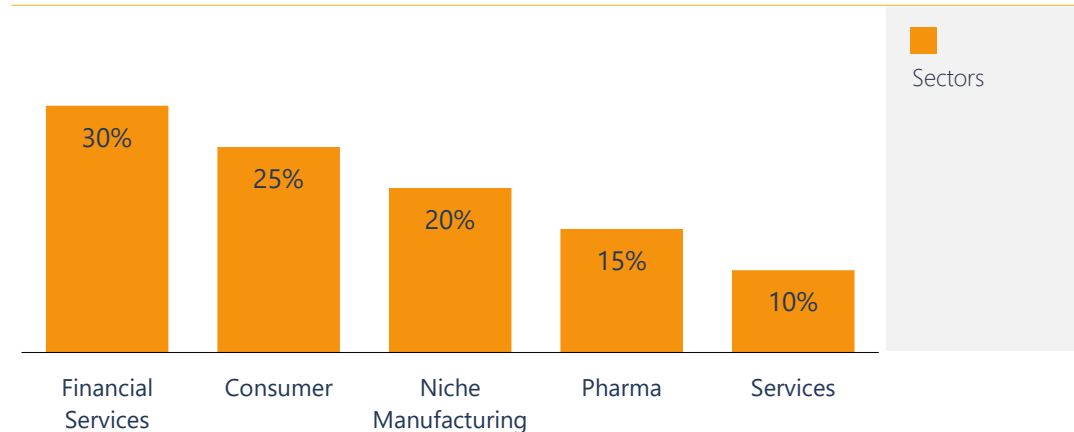
## Successful launch of PE & RE Funds over years



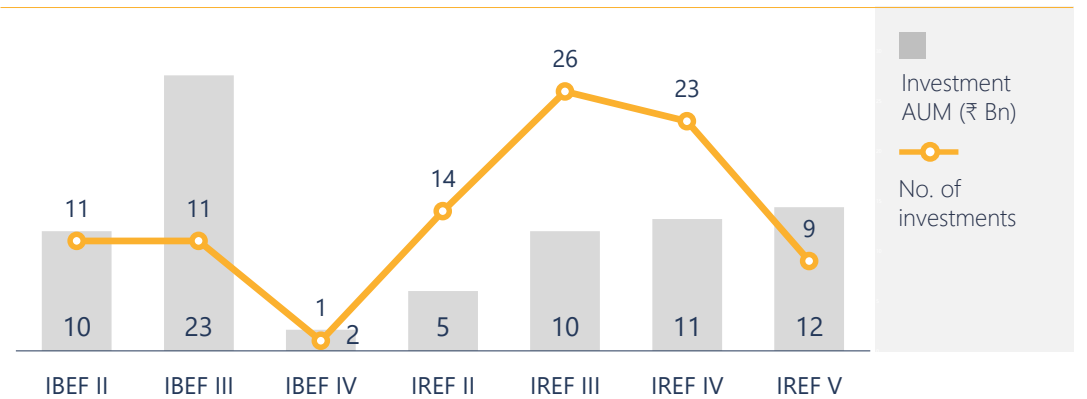
## PE & RE Fund Level IRR



## Investments spread across sectors



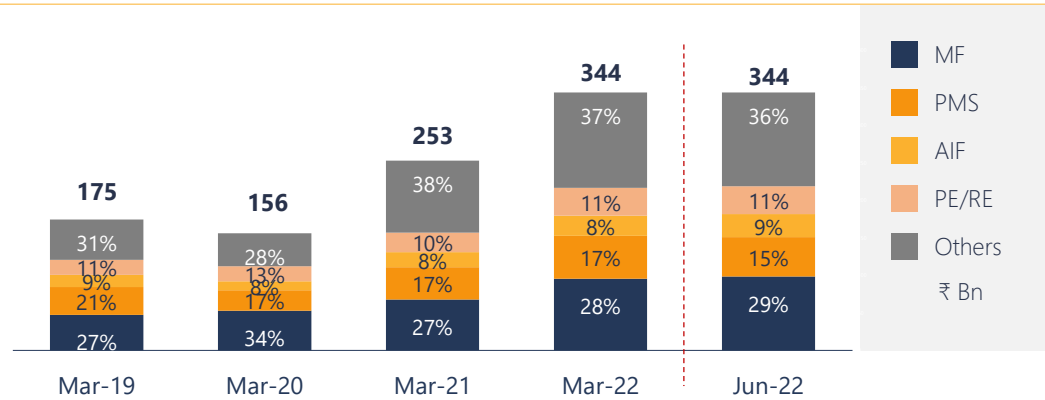
## PE & RE Active Investments



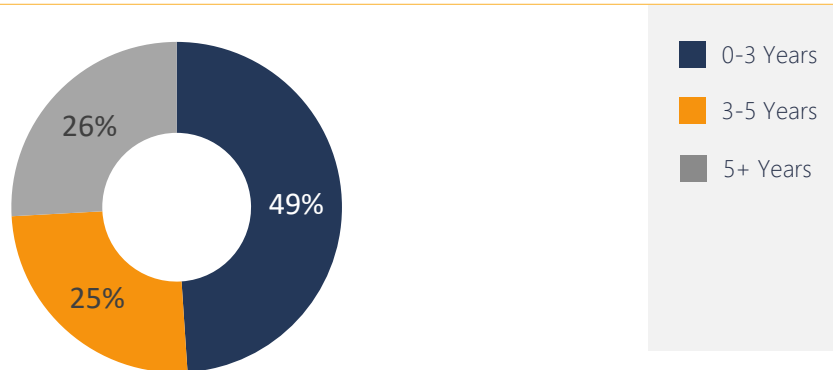


# Wealth Management

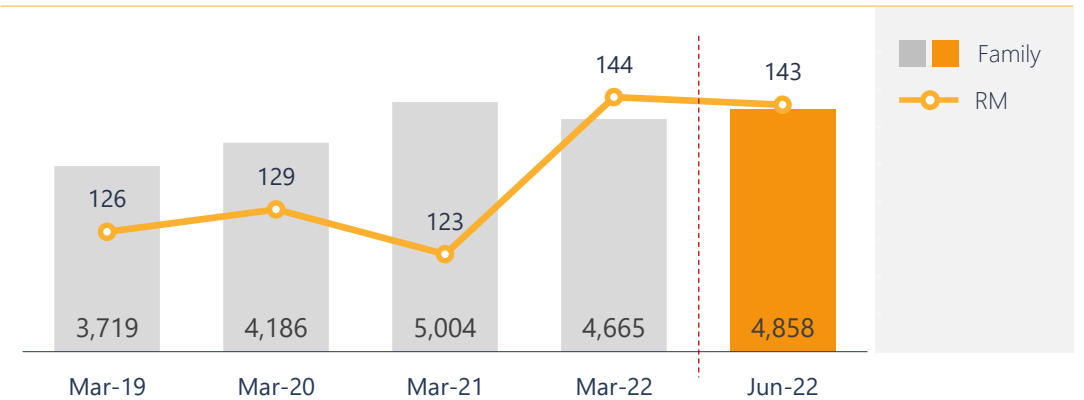
## AUM diversified across asset classes



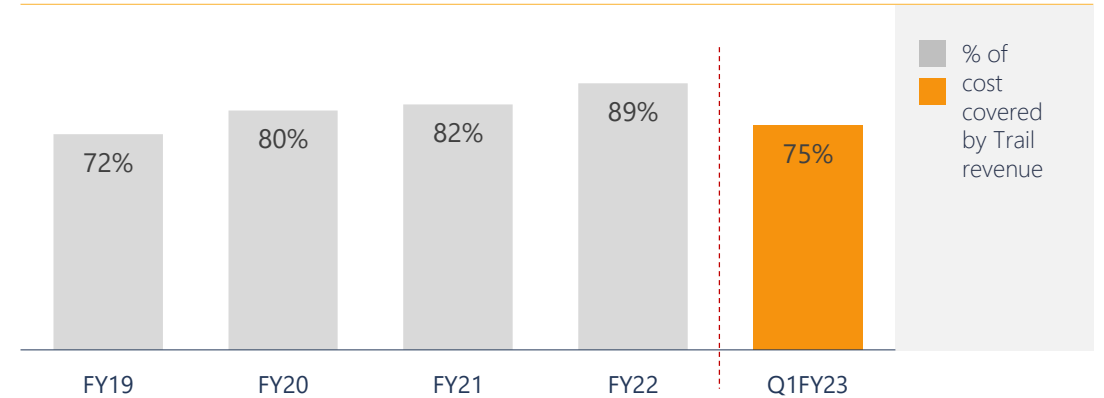
## More than 50% of RM with vintage of 3+ years



## Continued traction in UHNI families addition



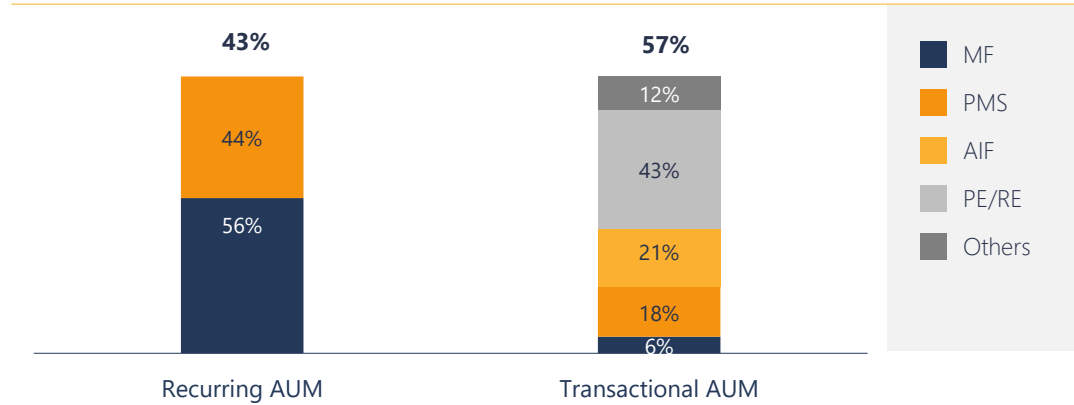
## Trail income covers majority of the opex



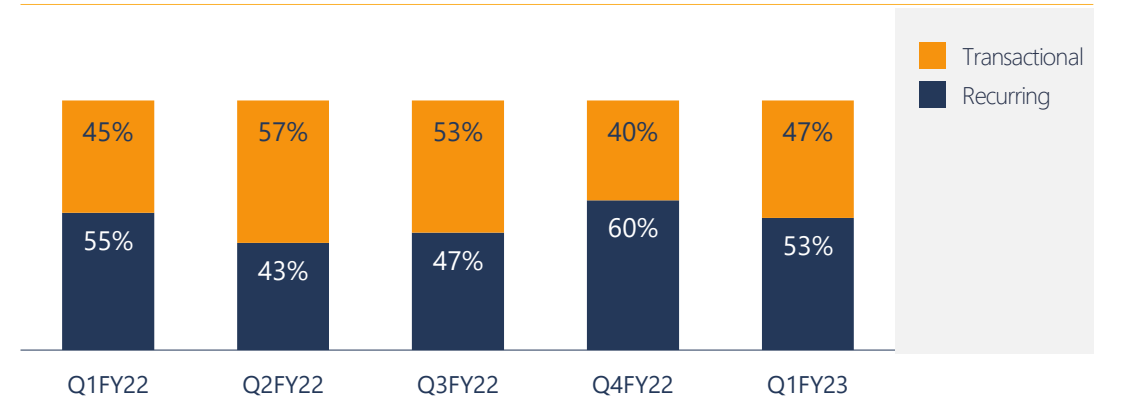


# Wealth Management

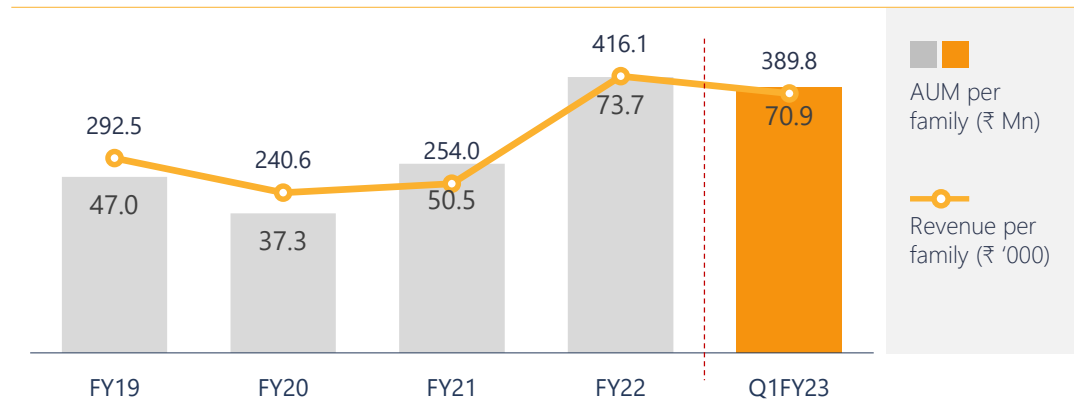
## AUM Mix- Q1FY23



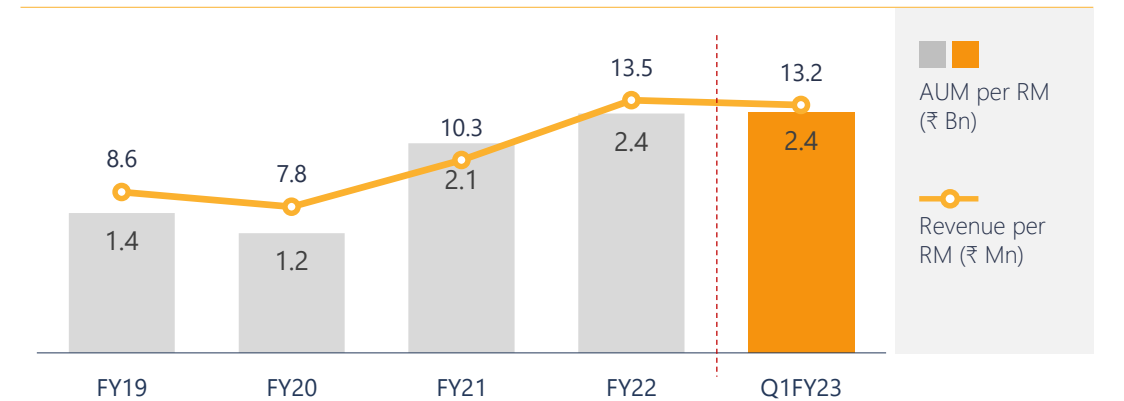
## Focus on improving share of recurring business



## AUM and Revenue per Family Trend



## RM Productivity holding up in volatile market



# Home Finance

**₹ 35.5 Bn**

AUM as on Jun-22

**₹ 1.7 Bn**

Disbursements in Q1FY23, registering a growth of 84% YoY

**COF @7.5%**

Incremental COF in Q1FY23

**<1%**

NNPA on New Book of AUM ₹ 12 bn

**Expansion**

Opened 2 new branches in Q1FY23

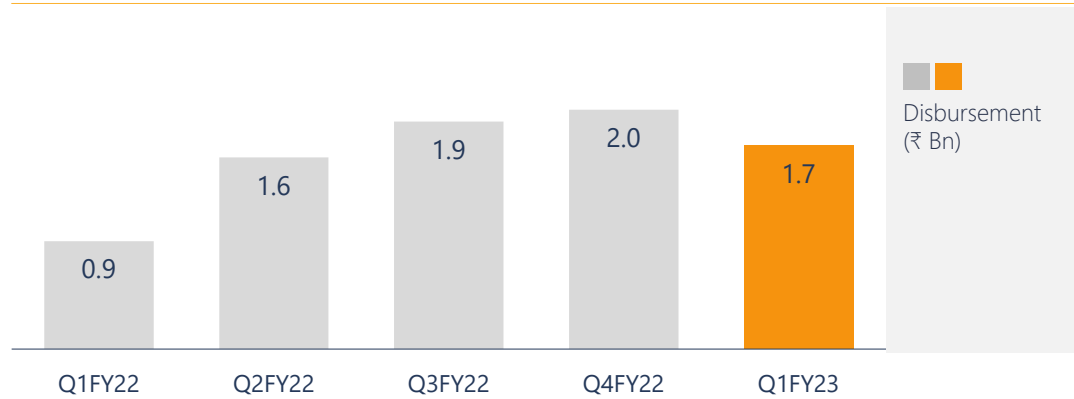
- NII improved by 15% on YoY basis in Q1FY23 led by robust disbursement.
- PPOP was down 4% YoY due to ₹ 90 mn of Direct Assignment income recorded in Q1FY22.
- PBT was down 20% QoQ whereas PAT was down 30% due to tax benefits on special reserves created for the entire year in Q4FY22.
- Net gearing stood at 2.3x, Tier 1 CRAR remained robust at 51%.
- Leveraging MO Real Estate team's expertise to build good quality Construction Finance book.
- Focus on process development has led to TAT improvement by 25% on QoQ basis.

PARTICULARS (₹ Mn)	Q1FY23	Q1FY22	YoY (%)	Q4FY22	QoQ (%)
Interest Income	1,214	1,249	-3%	1,233	-2%
Interest Expense	506	634	-20%	527	-4%
<b>Net Interest Income (NII)</b>	<b>708</b>	<b>615</b>	<b>15%</b>	<b>706</b>	<b>0%</b>
<b>Total Income</b>	750	734	2%	764	-2%
Operating Cost	285	250	14%	289	-1%
- Employee Cost	218	180	21%	210	4%
- Other Cost	67	70	-5%	78	-14%
<b>Operating Profit (Pre-Prov.)</b>	<b>465</b>	<b>484</b>	<b>-4%</b>	<b>475</b>	<b>-2%</b>
Provisioning	38	372	-	-57	-
PBT	427	112	280%	532	-20%
<b>PAT</b>	<b>321</b>	<b>85</b>	<b>279%</b>	<b>456</b>	<b>-30%</b>

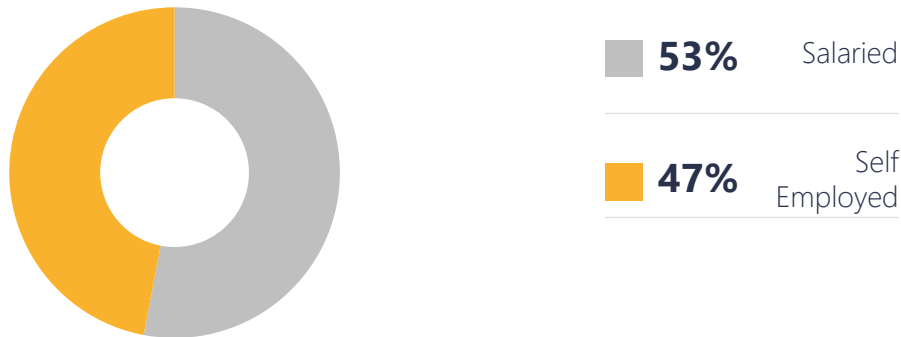


# Home Finance – Portfolio Metrics

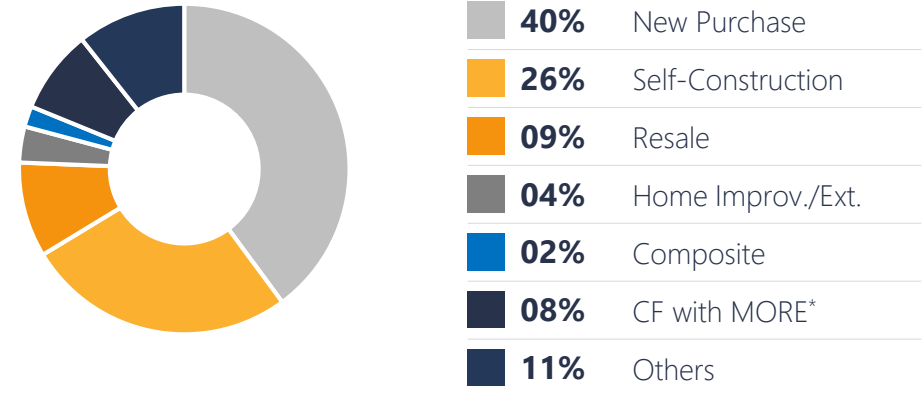
## Disbursement Trend



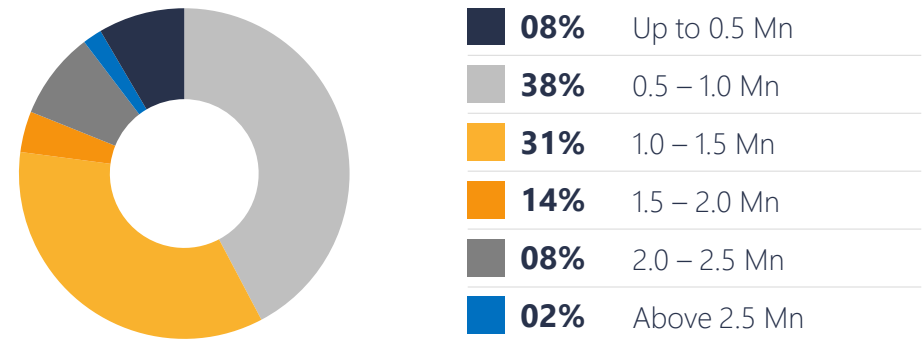
## Customer Mix



## Product Mix



## AUM by Ticket Size



**Note:**  
\*Motilal Oswal Real Estate (MORE); lending to CAT A builders

\*Based on Loan Book

# Home Finance

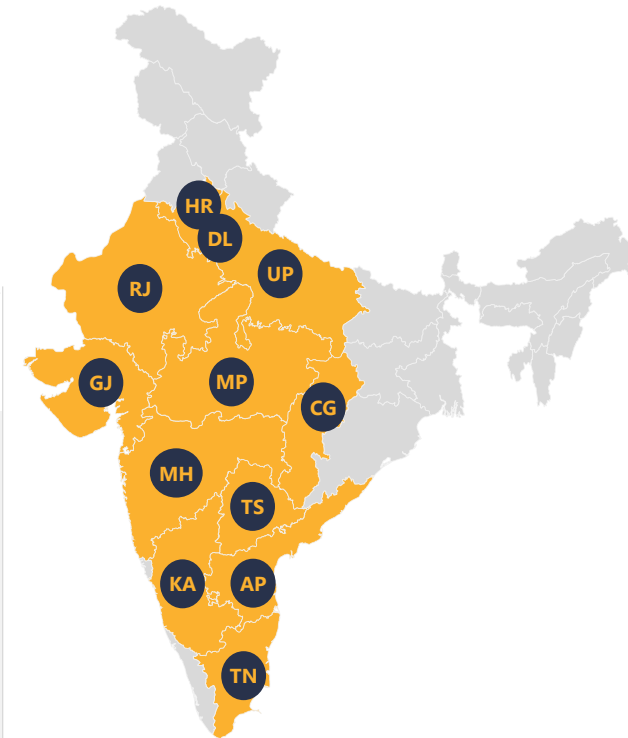
## ECL Provisioning Details

PARTICULARS (₹ Mn)	Q1FY23
Stage 1 & 2	34,444
% portfolio in stage 1 & 2	97.84%
<b>Stage 3</b>	<b>759</b>
% portfolio in Stage 3	2.16%
<b>ECL Provision % Stage 1 &amp; 2</b>	<b>1.64%</b>
<b>Total Assets</b>	<b>35,203</b>
ECL Provision	879
<b>ECL Provision %</b>	<b>2.50%</b>
<b>Stage 3 Coverage Ratio</b>	<b>41%</b>

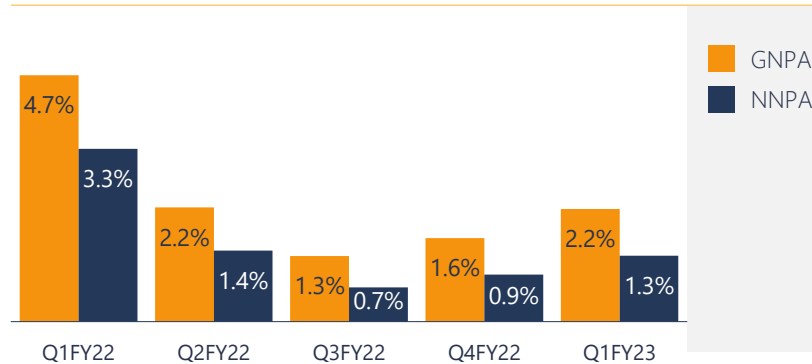
STATE	NOS. OF BRANCHES	
MH	Maharashtra	32
GJ	Gujarat	15
TN	Tamil Nadu	14
RJ	Rajasthan	11
KA	Karnataka	09
MP	Madhya Pradesh	09
AP	Andhra Pradesh	05
HR	Haryana	04
CG	Chhattisgarh	02
TS	Telangana	02
DL	Delhi	02
UP	Uttar Pradesh	01

## MOHFL's Geographic Reach

PRESENCE ACROSS  
**106 LOCATIONS IN 12 STATES/UTS**

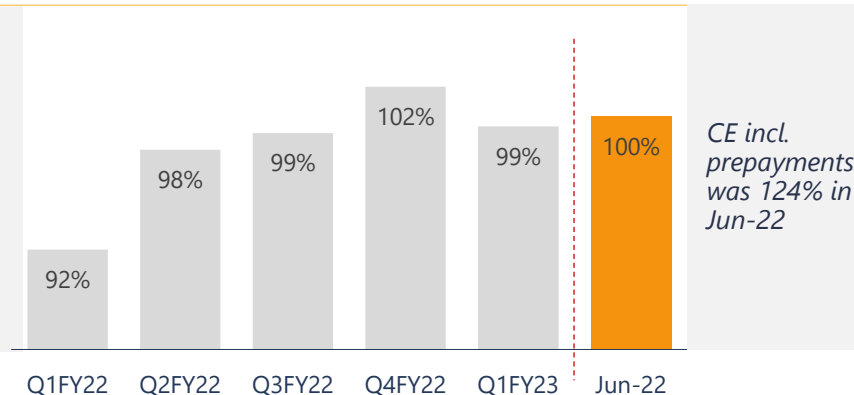


## MOHFL's GNPA and NNPA Trend



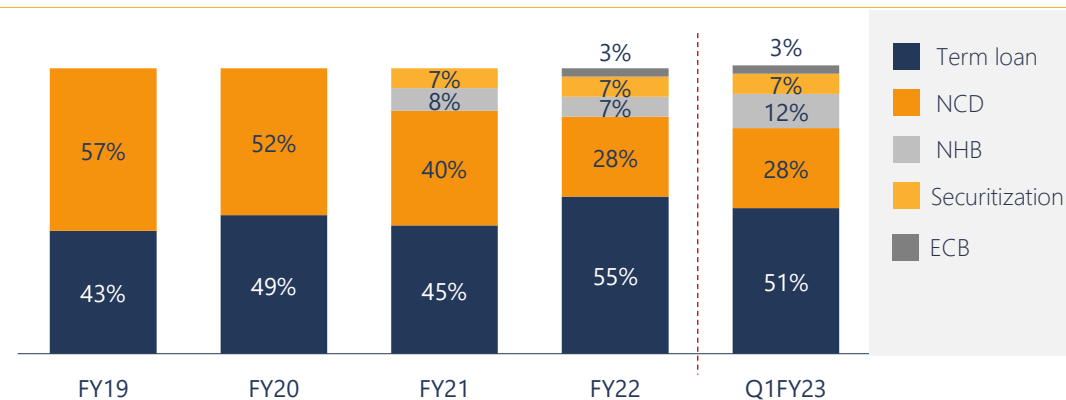
As per new RBI norm, GNPA and NNPA stood at 2.8% and 1.7% respectively

## Collection Efficiency Trend

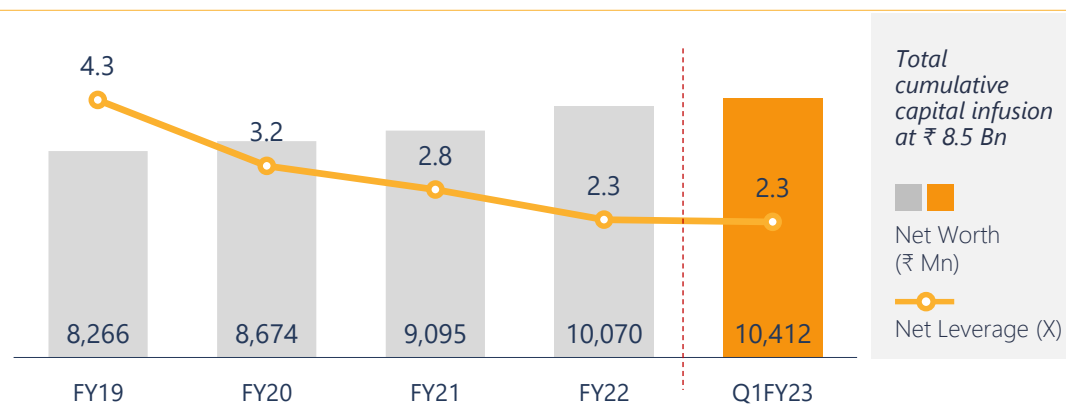


# Home Finance

## Diversified Liability Mix



## Net Worth and Net D/E



## Key Ratios

Parameters	Q1FY23	Q1FY22
Yield	13.7%	13.8%
COF	7.9%	8.6%
Spread	5.9%	5.2%
NIM	7.7%	6.5%
ROA	3.6%	0.9%
ROE	13.2%	3.7%
CRAR	51.0%	47.5%

\* All ratios are annualized

# Fund Based Investments

**₹ 44.4 Bn**

Total investments

**₹ 38.4 Bn**

Total equity investment including alternate funds

**~₹ 13.9 Bn**

Total unrealised gain on fund-based investments

**~18%**

Cumulative XIRR on total investments

**23%**

XIRR on PE/RE investments

- Fund based book includes sponsor commitments cum investments in equity MF, PE funds, Real estate funds, AIF and strategic equity investments.
- Total equity investment including alternate funds was at ₹ 38.4 bn as of Jun-22, MTM of these gains are included in earnings under Ind-AS reporting.
- Cumulative XIRR on total investments is ~18%, whereas XIRR on PE/RE investments stood at 23%.
- These investments have helped “seed” our new businesses, which are scalable, high-RoE opportunities. They also serve as highly liquid “resources” available for future investments in business, if required.

PARTICULARS (₹ Mn)	Q1FY23	Q1FY22	Q4FY22
<b>Revenues</b>	<b>-1,510</b>	<b>1,136</b>	<b>670</b>
-MF/Alternates	-1,447	1,209	-911
-PE/RE	-184	-140	413
-Unlisted Shares/Others	121	66	1,168
<b>PAT</b>	<b>-1,509</b>	<b>896</b>	<b>463</b>
OCI	-484	-377	453
<b>TCI</b>	<b>-1,993</b>	<b>518</b>	<b>916</b>

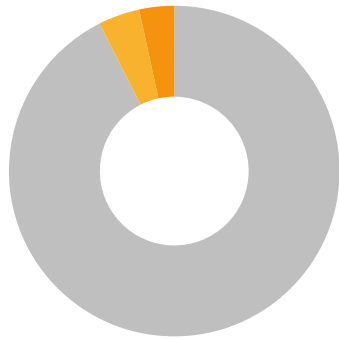
Financials are regrouped as GTL and TMTL are moved from Asset Management and Capital Markets respectively to Fund Based.





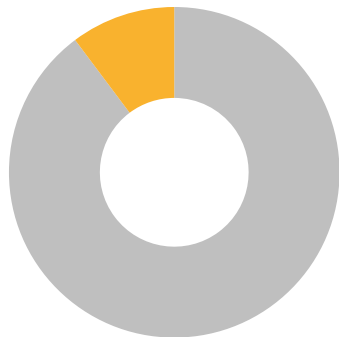
# Fund Based investments – Largest Skin in The Game

## Skin in the Game in AMC (₹ Bn)



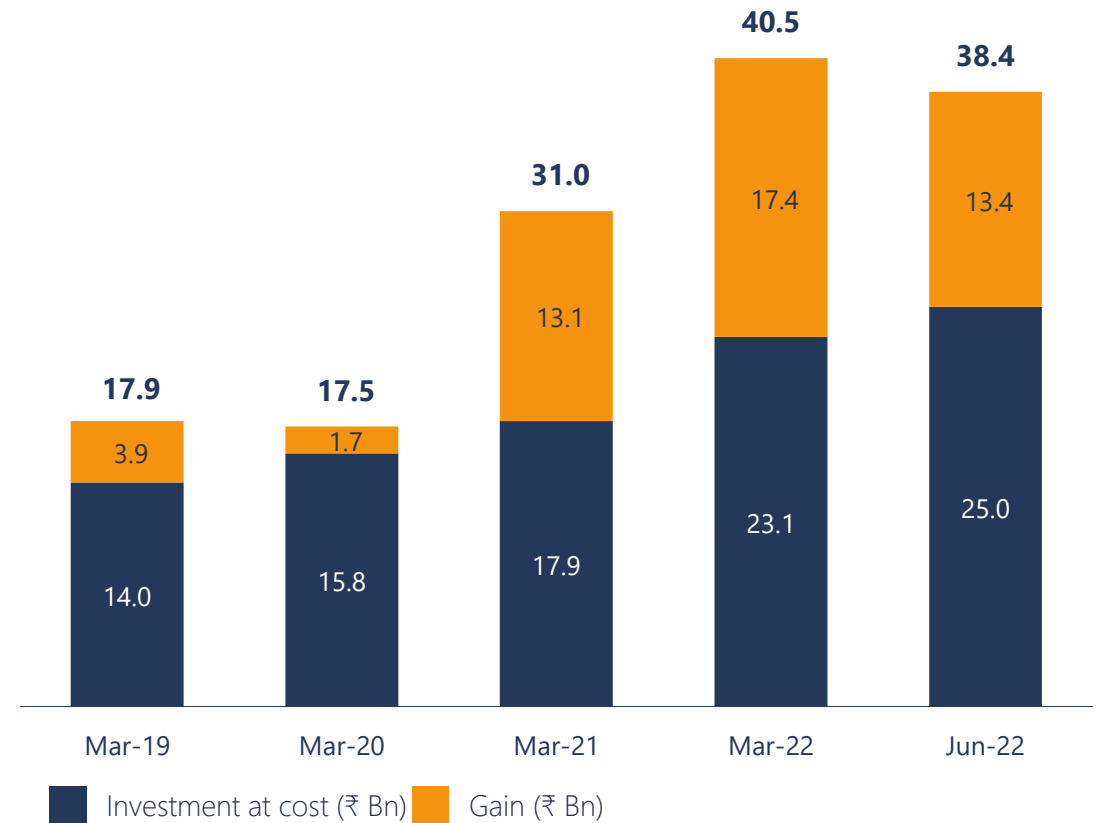
- 434** AMC AUM
- 19** Sponsor AUM
- 16** Promoter AUM

## Skin in the game in PE & RE (₹ Bn)



- 114** Active AUM
- 13** Sponsor Commitment in PE & RE

## Strong Growth in investments over the years



# MOFSL levers for sustainable growth

## Collaboration

- Build loyal franchisee and partners network
- Leveraging productivity of in-house advisors / RMs
- Collaborate with financial institutions

## Customer focus

- Phygital approach
- Launching One stop shop 'Super App' for all financial products
- Advisor for entire customer life cycle
- Leveraging strong research capabilities to onboard new customers.

## Market penetration

- Penetrating newer markets with focus on tier II & III cities
- Strengthening offerings in existing markets
- Target millennials and Gen Z customers



## Scalability

- Research / Advisor driven offerings
- Emphasis on trail revenue models
- Higher Variable cost components
- Consistent RoE of 20%+

## Digital

- Digital to be one of DNA for each staff backed by trainings, campaigns & workshops
- New age UI/UX across platforms to provide seamless user experience
- Revamping tech stack with emphasis on cloud based modular architecture
- Building data analytics team for product interventions and collections

## Competency building

- Strengthening senior leadership and succession planning
- Augment the talent of young resources
- Talent development program for across management levels

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MOTILAL OSWAL



# Thank You

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