



Private Equity

IL&FS Investment Managers Limited



Corporate Profile

Cautionary Statement

Forward Looking Statements

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A. Overview

- **IL&FS Group**
- **IIML Overview**
- **Business Model**
- **Asset Management Experience**
- **Investor Reach**
- **Leadership Team**

IL&FS Group

Earliest Infrastructure Developers

- Formed in 1988
- Initial participants were Indian Banks and Institutions
- International Institutional Investors inducted over the years
 - ORIX Corporation (Japan), Abu Dhabi Investment Authority
 - Earlier stakeholders include IFC, Govt. of Singapore, HSBC

Unique Positioning – Concept to Commissioning

- Multiplicity of roles : As sponsor, developer, advisor, and financier
- Promoted over 100 sector dedicated Special Purpose Vehicle companies
- Developing infrastructure projects worth over ~US\$ 25 billion
- In-house capabilities to take projects from ‘concept’ to ‘commissioning’

Pioneering Development Role Play

- Promoted India’s first private sector toll road and water supply project
- Sponsored India’s first infrastructure focused PE fund with AIG
- Early entrants in niche growth areas like waste management, renewable energy, education with a strong social orientation
- Project development partnerships with various State Governments
- Advisor to Government for developing legal and policy frameworks

IIML - Overview

- **One of the oldest PE Managers in India**
 - Raised and managed 13 funds since 1996; also acquired two real estate Funds
 - AUM of \$ 3.5 billion; Additional US\$ 1.6bn under managed accounts
 - Listed on the National Stock Exchange and Bombay Stock Exchange
 - To broaden asset base IIML has acquired Infrastructure Debt Fund with a committed corpus of ₹ 13,250 mn from IL&FS Financial Services Limited
- **Invested across wide spectrum**
 - Traditional PE, Real Estate and Infrastructure
 - Portfolio of privately held, listed and majority controlled assets
- **Recognized market presence**
 - One of the largest domestic fund managers
 - Parentage, Performance, Experience and Expertise translate into top of the mind recall

Private Equity	Infrastructure	Real Estate
<ul style="list-style-type: none"> ▪ 3 Funds fully divested; distributed carry ▪ 1 Fund near full divestment ▪ 1 Fund in Monitoring stage ▪ Raised 1 Fund and announced final close in Sep 2016 ▪ Raised ~US\$ 500 mn 	<ul style="list-style-type: none"> ▪ Pan Asia focused Funds ▪ 1 Fund substantially divested ▪ 1 Fund in Monitoring Stage ▪ Raised ~US\$ 700 mn ▪ Presently raising a US\$ 500 mn Fund 	<ul style="list-style-type: none"> ▪ First of the real estate funds in India ▪ 2 Opportunistic, 2 Yield and 2 Takeover Funds; all in the divestment stage ▪ Raised ~US\$ 1.8 bn ▪ Also has RE Managed Accounts

Business Model

Revenue Stream

- Management Fee
 - Typically 1-1.5% of income earning AUM for the fund life
 - Highly visible, annuity revenue stream over 6-10 years
- Carry
 - Performance upside through profit share
 - Hurdle rate ranges between 7-11% p.a.; Carry is 20% of profits from investments
- Income from Managed Accounts (for 3rd party investments) - Recurring fee & share of profits on exit

Investment Model

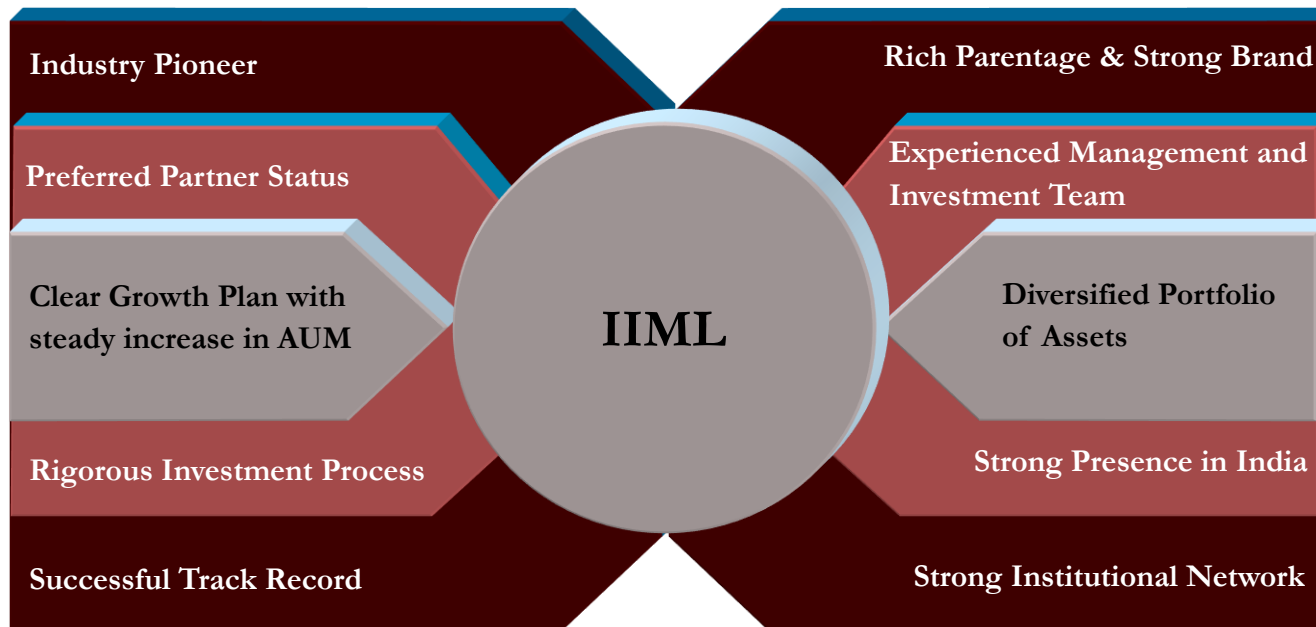
- Long-term investment horizon of 4-7 years
- Majority investments in unlisted companies
- Active investors with clear focus on value creation
- Mitigates risk of stock market volatility

Advantages of Business Model

- Indirect exposure to growth potential of large unlisted companies
- Better positioned to create upsides vs managers of other asset classes
- Documented advantages of PE participation in the value of unlisted companies

Unique Positioning in the Industry

IIML is a pioneer and one of the leading private equity players in India



Oldest and one of the Largest Player with Experience Across Sectors

Asset Management Experience

165
Investments

Private Equity	: 60
Infrastructure	: 31
Real Estate	: 74

134
Liquidity Events

Fully Exited	: 97
Partial Exited	: 27
Listed	: 9

Listed / IPO	: 20%	Private Equity	: 38%
Buyback	: 49%	Infrastructure	: 20%
Strategic Sale	: 16%	Real Estate	: 33%
Trade Sale	: 15%	Yield	: 9%

Innovator & First Mover

- Set up India's first infrastructure focused fund in 1996
- First to structure participation of foreign institutions in the PE framework
- Leading role in bringing private equity to the emerging sectors

Telecom	1998		Energy	2000	
Transportation	2000		Retail	2000	
Water	2001	VIWSCO	Rail	2004	
Shipyards	2005		Media	2006	
Fund incubated Real Estate Development Company	2007		Waste Management	2009	
Commercial REITs	2010		Agri-warehousing	2011	

Global Investor Reach; Marquee Partners



Americas **38%** Europe, ME **33%** Asia **29%**

Long term, institutional capital from SWFs, Pension Funds, Insurance Companies & Institutional Investors



Partners Group



Leadership Team



Mr. Ramesh C Bawa
Managing Director



Mr Krishna Kumar
Chief Executive Officer



Mr. Manoj Borkar
Chief Financial Officer

Together Since
Inception of IL&FS
Private Equity
Practice (1995)

Investment Team

**Legal, Risk, Compliance,
ESG, Asset Management &
Accounts Team**

India

Singapore

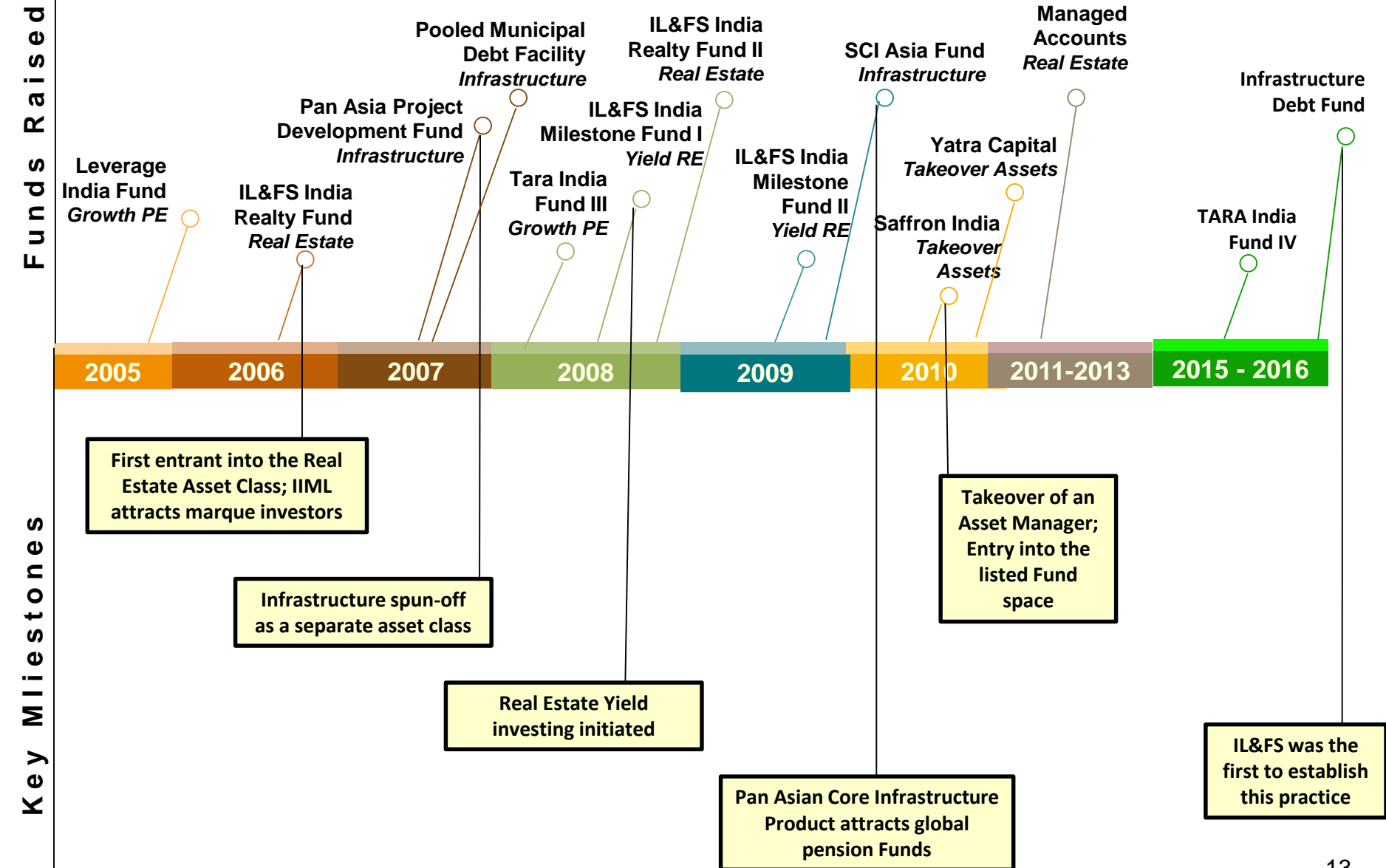
Dubai

Mauritius

B. Funds Under Management

- **Fund Raise Milestones**
- **Fund Verticals**
 - **Private Equity**
 - **Infrastructure**
 - **Real Estate**
- **Notable Exits**

Fund Raise Milestones



Private Equity

IIML's Experience

- ▶ US\$ 450 mn invested across 82 investments
- ▶ Early investors in Retail, Shipyard, Media

Growth PE Funds

	Vintage	Corpus (US\$ mn)
AIG Indian Sectoral Equity Fund ¹	1996	91
Leverage India Fund	2004	153
Tara India Fund III	2007	225
Tara India Fund IV	2015	60

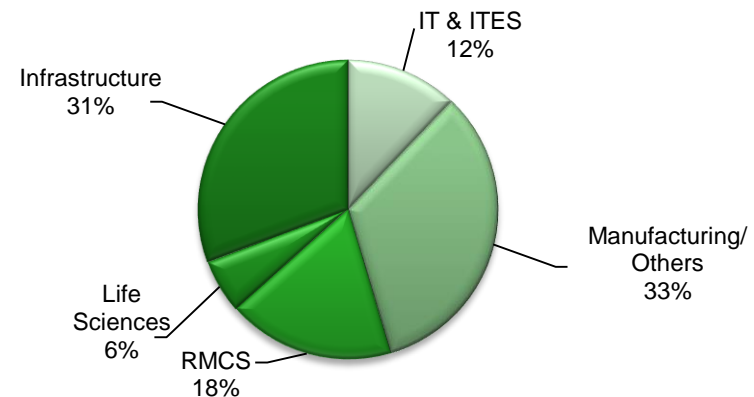
VC / Sector Specific Funds

	Vintage	Corpus (US\$ mn)
India Auto Ancillary Fund ¹	1998	15
South Asian Regional Apex Fund ¹	1995	25

Investee Companies



Investments – Across Sectors



* Spun off as a separate vertical

Infrastructure

IIML's Experience

- ▶ ~US\$ 550 mn invested in 31 transactions ¹
- ▶ Early investors in Telecom, Roads, City Gas, Rail

Infrastructure Funds

AIG Indian Sectoral Equity Fund ²	1996	91
SCI Asia Infra Growth Fund	2008	658

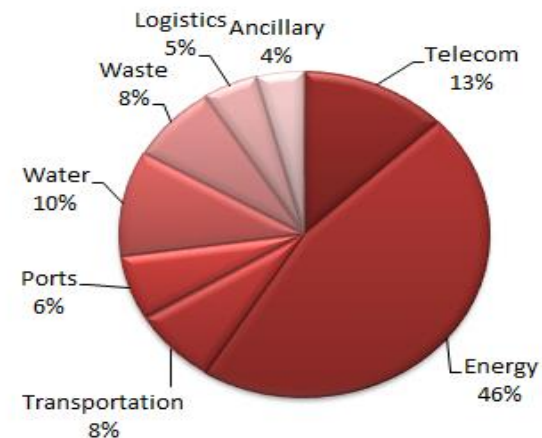
Project Development Funds

India Project Development Fund ²	2000	16
Pan Asia Project Development Fund	2006	45

Investee Companies



Investments – Across Sectors



¹ Incl. transactions undertaken under PE Vertical, prior to spin off

² Fully Divested

Real Estate

IIML's Experience

- ▶ Pioneer in India - First RE fund launched in 2005
- ▶ Early investors in Urban rejuvenation projects and Industrial Parks
- ▶ Opened up yield based commercial investing in Fund format

Opportunistic RE Funds

IL&FS India Realty Fund	2006	525 ¹
IL&FS India Realty Fund II	2007	895

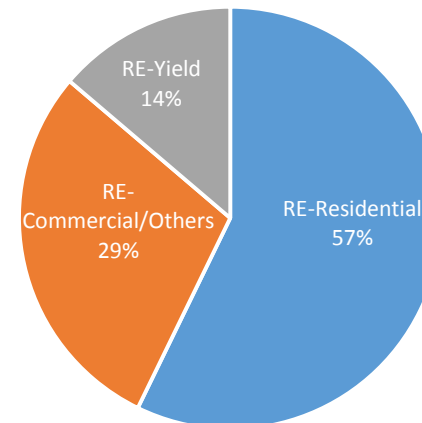
Yield Based Funds

IL&FS Milestone Fund I & II	2007/09	220
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Investee Companies



Investments – Across Asset Classes



¹ Excl. US\$ 155 mn of line of credit

Notable Exits

Company	IRR, Cash Multiple	Divestment Amount ¹ (₹ mn)	Exit Type
ABG Shipyard	67%, 4.0x	1,262	Listed / IPO
Continental Warehousing	28%, 2.9x	981	Trade Sale to Warburg
DQ Entertainment	34%, 3.4x	144	Listed / IPO
Futuresoft	88%, 2.9x	270	Strategic Sale to Flextronics
Godrej Beverages	54%, 1.6x	1,199	Strategic Sale to Hershey
Hotel Leelaventures	95%, 2.4x	469	Listed / IPO
ibn18	37%, 2.8x	1,120	Listed / IPO
iMetrix Technologies	28%, 2.4x	427	Strategic Sale to Siemens
Indiagames	72%, 14.0x	206	Strategic Sale to Tom Online
Indraprastha Gas	65%, 6.9x	1,924	Listed / IPO
Max Telecom	22%, 4.5x	2,605	Strategic Sale to Essar
Noida Toll Bridge	23%, 2.9x	585	Listed / IPO
RPG Cellular	37%, 2.0x	926	Strategic Sale to Aircel
Sasken Communication	69%, 1.8x	305	Listed / IPO
Shoppers Stop	24%, 3.8x	572	Listed / IPO
Tejas Networks	22%, 2.1x	511	Trade Sale to Mayfield

¹ Incl. dividends

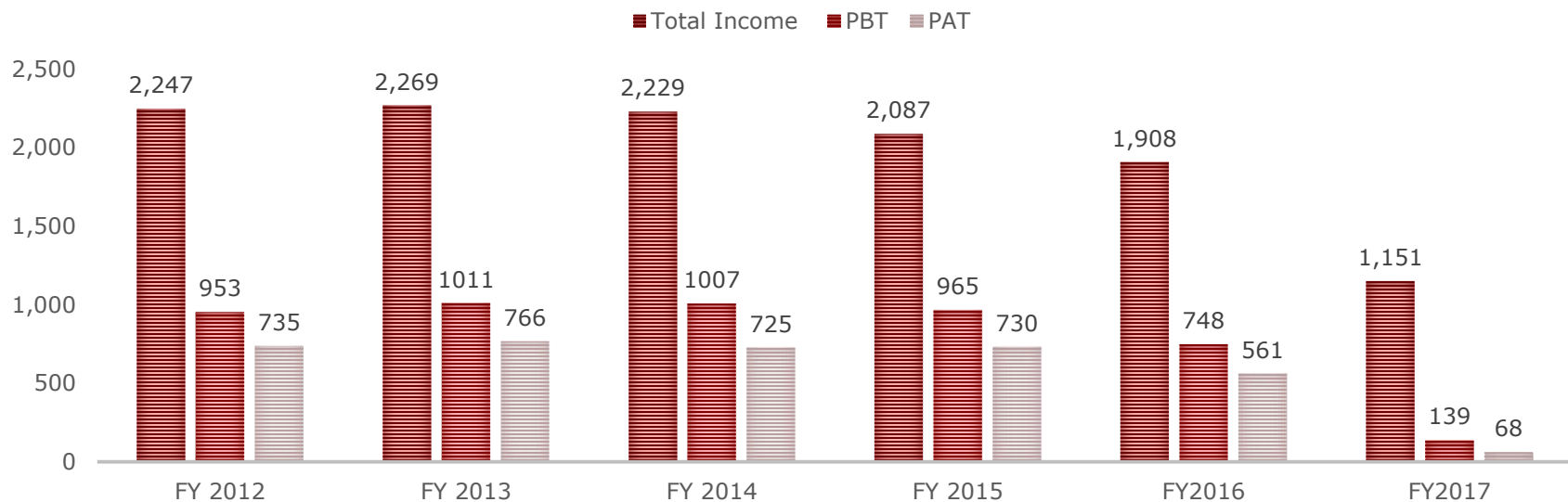
C. Financial Performance

Financial Performance

₹ mn

Particulars	FY 2012	FY 2013	FY 2014	FY 2015	FY2016	FY2017
Total Income	2,247	2,269	2,229	2,087	1,908	1,151
Total Costs	1,294	1,258	1,222	1,122	1,160	1,013
PBT	953	1011	1007	965	748	139
PAT	735	766	725	730	561	68
PAT Margin (%)	33	34	33	35	29	5
EPS (₹)*	2.4	2.5	2.3	2.3	1.8	0.2

*Adjusted for splits and bonuses. FV of ₹ 2 per share



Thank You