



"Transforming lives through financial inclusion and accessible banking services."
- LLMS Pakur, Jharkhand

अरुथा धारा

Lahanti Last Mile Services Private Ltd.

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Mr. K. Paul Thomas, MD & CEO, ESAF Small Finance Bank, received the award from Mr. Anantha Nageshwaran, Chief Economic Advisor at the 19th Inclusive Finance India Summit held in New Delhi, on 17 January 2023

This award is in recognition of ESAF's unique spectrum of Financial Inclusion projects ESAF Dhansree, ESAF Udyog Jyothi, LSEDP (Local Sustainable Economic Development Project), ESAF Balajyothi, ESAF Vayojyothi, and ESAF Garshom.

Dear Colleagues,

Warmest New Year greetings to you and your family.

As it is almost time to bid adieu to 2022, let us take a moment to look back and cherish the lessons that the year gifted us and ponder on how it has changed us and our perspectives.

Little joys in life are to be celebrated as much as the conspicuous triumphs. An objective assessment helps us decide where we're going and prevents us from becoming tethered to the past.

With God's grace and the unwavering support of our staff and their families, last year we proved that we are strong enough to successfully tide over any uncertainty. Before we delve into the highlights of 2022, let me take a moment to remember and pray for the souls of the colleagues we lost in the past year.

Apart from the regular skill development activities, this year we conducted several training programmes in association with NABARD. We promoted sustainable development through several initiatives such as the Pashumitra and Urjabandhu training programmes, the organisation of farmers' markets and the capacity building of FPOs. Our development organisations - ESAF Foundation, and Prachodhan Development Services played a key role in leading ESAF Bank's CSR activities. We lent a helping hand to disaster-struck communities through relief activities like food kit distribution. We ensured the well-being of the people of underprivileged communities through mobile medical centres, medical camps, mental health awareness sessions and initiatives like the Garshom project for migrant labourers. We encouraged inclusivity through programmes like the Beach for All campaign for the differently abled, a memory walk on Alzheimer's Day and the formation of clubs for visually challenged children. The family-friendly Thrissur programme organised in partnership with KILA and the signing of an MoU between the CSR wing, the Steel Authority of India, Bokaro, Jharkhand and ESAF LIMS to provide handicraft training to rural youth, were the other significant milestones of 2022.

I would like to take this opportunity to express my gratitude towards all staff members of ESAF Small Finance Bank, ESMACO and LLMS for their staunch support. The collaboration of ESMACO and LLMS teams, with ESAF Small Finance Bank, took us a step closer to our vision of social equality and helped us make great strides in financial inclusion through accessible and affordable banking for all. On the retail front, CEDAR Retail and ESPCL made significant progress in upskilling and empowering the vulnerable and sidelined sections of society, especially women entrepreneurs.

I appreciate the diligence and commitment of all the ESAFians and congratulate them on the incredible growth we have achieved together over the past year. Going forward, let us strive harder to break the barriers set by social inequality and achieve our dream of building an equal and just world for all. May Almighty bless us with countless opportunities to be a source of strength and support for the underprivileged and underserved. **I wish you and your family members a happy, joyful and blessed New Year 2023.**


K. Paul Thomas
 Founder,
 ESAF Group of Social Enterprises



Microfinance loan portfolio stands at INR 3,00,974 Crores as on September 30, 2022, serving 6.2 crore unique borrowers with 12.0 crore loan accounts:
MFIN Micrometer Q2 FY 22-23

GLP of NBFC-MFIs stood at INR 1,05,848 Cr as on September 30, 2022, a 31.0 percent YoY rise as compared to INR 80,797 Cr as on September 30, 2021. NBFC-MFIs, on an aggregated basis, have a network of 18,271 branches with 1,51,277 employees. Loan amount of INR 30,589 Cr was disbursed in Q2 FY 22-23 through 75.4 Lk accounts, as compared to INR 20,328 Cr disbursed in Q2 FY 21-22 through 56.1 Lk accounts. • Average loan amount disbursed per account during Q2 FY 22-23 was INR 40,571 which is an increase of around 12.0% in comparison to average loan amount disbursed per account in same quarter of last financial year.

"In Q2 FY 22-23 microfinance industry touched INR 3,00,974 Lk Cr mark of portfolio outstanding. NBFC-MFIs have also collectively crossed the INR 1 Lk Cr mark, though banks still have the majority share in microfinance market [banks 37.7%, NBFC-MFIs 36.7%]. The CAGR of the industry in the last five years has been a healthy 22.2% despite two years of disruption due to the pandemic. The growth momentum is expected to pick up further as the estimated credit demand is expected to be INR 17 Lk Cr to INR 20 Lk Cr by 2025. YoY basis, the portfolio performance as depicted by PAR>30 days has improved to 14.5% in Sep'22 as compared to 17.1% in Sep'21 and will stabilise as the COVID effect goes away. Portfolio created after COVID is performing much better and enthuses confidence.

As the sector regains normal operations, all players have to ensure responsible finance through adherence to Industry Code of Conduct and RBI regulations on household income assessment and debt repayment capacity assessment. Growth with responsibility is the new mantra."

Source: Press Release_MFIN Micrometer Q2 FY 22-23, Dec 14 2022



"Success is neither magical or mysterious. Success is the natural consequence of good habits".

The whole mantra of business is built on the above. None amongst us prefers to fail in business. All of us wish to be highly successful in business; meet our targets and to get acclaimed by all. While the desire is to become successful in all ventures, a few of us still believe that success will happen in natural course, whether we work hard for the same or not. But in reality, success is not magical or mysterious. None succeeds in any venture, unless required efforts and hard work are put in, in a planned and systematic manner.

There are many factors that determine success. All those are termed as good habits of an individual or enterprise. Hard work, dedication, determination, knowledge, continuous learning, enthusiasm, loyalty, integrity, honesty, team work, mutual cooperation,

collaboration, supervisory skills, leadership capabilities, etc. are a few of the essential elements for success in any job or venture and those are essentially termed as good habits. Predominantly, an industry where the participants are not those belonging to the affluent class of the society, success is not certainly magical or mysterious. It could be achieved only if we adopt the good practises and habits, bringing in a platform for developing business and to successfully sail through all the waves and tides.

Education, Enthusiasm and Ethics are the three essential Es of success. Ease of business depends on these Es of success. Education means educating ourselves through continuous learning and educating others through regular interactions. High level of energy and enthusiasm is a pre-requisite for active movements in business. Absolute levels of integrity and honesty, which are essential for any business, come from ethical conduct of business. The three Es accordingly create a spectacular platform for conducting business.

Let us all be guided by the mantra of business that success is the natural consequence of good habits. A right combination of Education, Enthusiasm and Ethics would lead us to success, be it in business or in other spheres of life.

Mohanachandran K R, Managing Director & CEO

Ours is a dynamic institution. We are recruiting personnel at various levels on a continuous basis. Through the on-boarding process we make the freshers feel at home. Since our joining the organisation, we are trying our best to adapt to the new environment and ecosystem, as all living organisms do.

Adaptation to the new environment alone will not help, if we do not evolve and thrive. Adapt and Evolve is a theme through which we can advance in the career. We should not rest on what we know, but actively pursue the opportunities to grow and develop. Unlearn what we know and relearning will help us evolve faster.

When we pursue continuous learning, we take on challenges and we push ourselves to do better each time. The learning culture allows us to stay current with the ever-changing world of technology and industry trends. Our training programmes aimed at providing the resources and tools to evolve and maintaining our cutting edge.

When we are dedicated to expanding our knowledge, we can improve our solutions for clients and collaborate as a team to create value for our organisation. As our business continues to grow, we will remain grounded by the fact that there will always be something new to learn.

Davis TV - Vice President - HR & Administration



MANAGEMENT TALK

It was in the year 2004 that I started my journey in the field of microfinance. There were a lot of ambiguities as to the future of micro finance in India, and some of my friends expressed concern as to my decision to join the industry. Still, I decided to give a try and to take a chance. After spending quite a long period of 18 years in micro finance, when I look back, it gives me a lot of satisfaction that it was a correct decision on my part.

In the early days, the industry was relatively small, with limited resources and infrastructure. We had to rely on manual processes, with only a few computers and equipment. Years passed by and the industry has undergone significant changes, evolving into a modern and dynamic platform. Micro finance has turned out to be the growth engine for the rural and semi urban sectors of Indian economy and penetrating more, even to the urban centres.

My association and interactions with several people in the microfinance industry over a period of time gave me adequate opportunities to learn more about the intricacies of the sector. I have been very keen to make use of every opportunity to learn more and more, so as to equip myself to meet the challenges that a financier faces. It was during this exercise that I happen to hear about one of the pioneers in micro finance in India, ESAF as a brand.

Success stories of ESAF that I read and learnt from different spots attracted me towards the ESAF lines of micro finance and I joined its Business Correspondent - LLMS. Last two years of my association with LLMS, I am proud to say, helped me to contribute largely to the organisation in the north and north east of India. The challenges caused by the pandemic during the period between 2020-21 and 2021-22 gave me further opportunities to learn more about the science of micro finance and the art of its revival. LLMS gave me freedom to work and guidance to excel. I am proud to be a member of the LLMS team working under the brand of ESAF and grateful to the organisation which has provided me huge opportunities to exhibit my skills and to foster my leadership capabilities.

Tanmay Mistry - Associate Vice President - North & North East



Lahanti Last Mile Service Private Ltd. is a leading microfinance organization in India, committed to provide financial services to low-income strata of the society. The Company's focus on implementing a process-oriented structure within the organization has helped it to support its clients with financial services that are accessible and secure. One of the key aspects of this structure is the implementation of the "Three Lines of Defence" approach, which is considered unique within the microfinance industry. The TLD approach helps the Company to mitigate risks and ensure the reliability of its financial products and services.



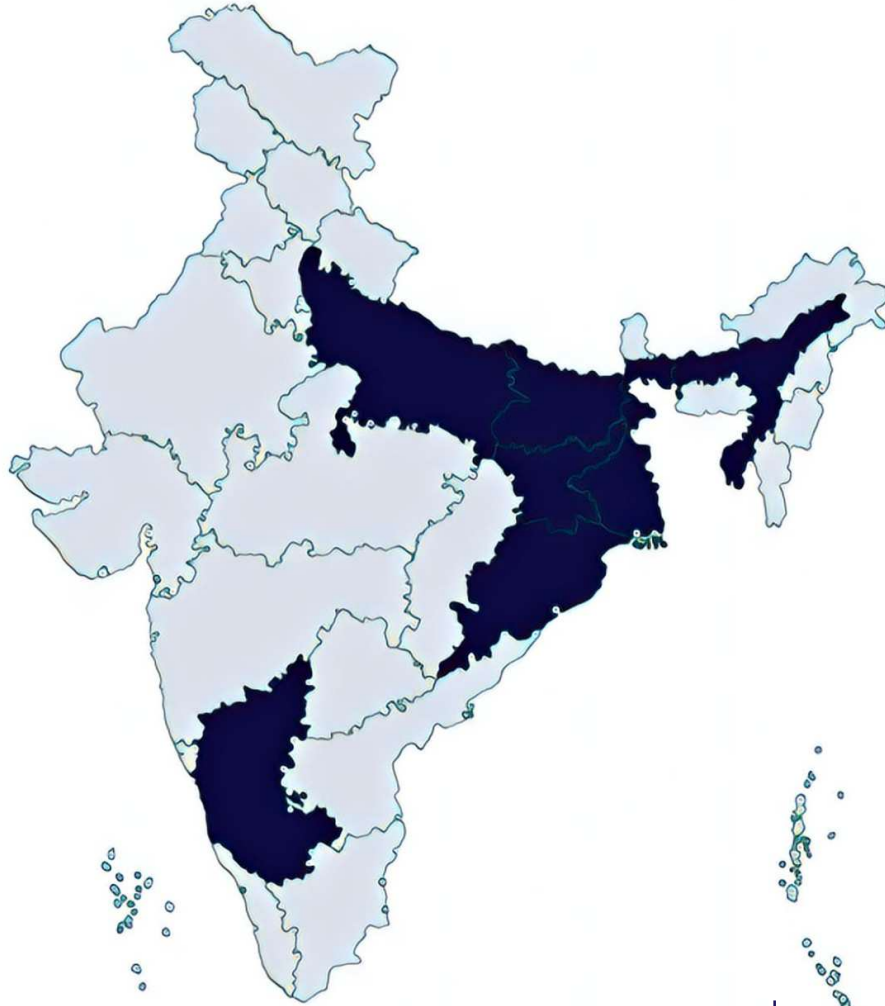
The Three Lines of Defence approach includes three key elements: Business, Risk Management & Compliance and Internal Audit. These elements work together to ensure that the Company's financial products and services meet the highest standards of quality and reliability. The risk management components help to identify potential risks and develop strategies to mitigate them, while the compliance management component helps to ensure that the Company's operations are in line with relevant regulations and laws. The internal audit component provides an independent evaluation of the Company's processes, in order to ensure adequacy of controls.

Business, Risk Management, Compliance and Internal Audit are vital tools that build an organisation and equip it to create opportunities for all. Sustainability of business and success of the organisation, both depend up on the three lines, which act as tools of defence to protect the interest of all the stake holders including the customers and employees.

Let us all equip ourselves to learn, remember and practise ways and means of business built upon the fundamental principles of Three Lines of Defence.

Sreenidhi S - Senior Manager Governance, Risk & Compliance

LLMS - AT A GLANCE...



 8 States

 57 Districts

 100 Branches

 2.45 Lakhs Customers

 23,995 Groups

 813 Cr. Asset Under Management

 Micro ATMs



1000 plus Employees



SKILL DEVELOPMENT AND TRAININGS

The total number of employees working for Lahanti Last Mile Services Private Ltd has crossed 1000 by 31 Dec 2022.

The company's success depends largely on its focus on employee development and growth. Lahanti Last Mile Services recognizes the importance of investing in its employees and providing them with the tools and resources they need to succeed. The company has implemented many programs and initiatives to help employees grow and develop professionally.

In addition to its focus on employee development, Lahanti Last Mile Services is also committed to providing its employees with a supportive and inclusive work environment. The company fosters a culture of collaboration and teamwork, encouraging employees to work together towards a common goal. This helps to create a positive and productive work environment, which contributes to the company's overall success.

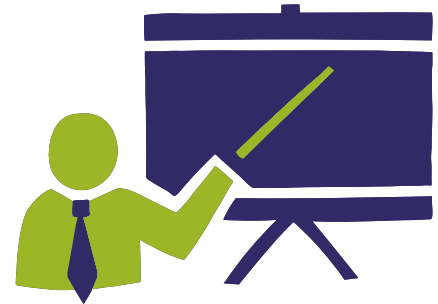
Overall, the growth of Lahanti Last Mile Services in terms of its employee base is a testament to the company's commitment to its employees and its focus on providing quality services to its clients. With a strong commitment to employee development and a supportive work environment, the company is well positioned for continued growth and success in the future.

Conducted 14 Internal
Training Programs with 112 Man Hours
in Q3 FY 22-23

246 employees promoted to
higher cadres in FY 22-23,
60 in Q3

The average age of LLMS
employees - 27.40 years

22% of our Employees completed more
than 5 years in the organization as
on 31 Dec 2022





KNOW YOUR VICE PRESIDENT



Mr. Davis T V joined LIMS as Vice President (HR & Admin) on 01 October 2022. A senior banker with more than 4 decades of experience in banking, Mr. Davis TV has proven track record in HR, Credit & Banking operations. LIMS welcomes Mr. Davis TV to its fold.

On the occasion of Diwali 2022...

Dear ESAFIans,

First of all, wishing you a very joyful and prosperous Diwali. This festive season is the occasion to be thankful for all the good things that happened and also it is important to ward off evil. Let's hope the evil will get dispelled in the glowing light of diyas.

Diwali symbolises the celebration of a great return that ignites the virtues of dedication and strategic wisdom. As an entity, we should also return to our roots and strengthen our trunks to hold strong to the ground. Along with this, let us be the wide-open branches that provide shade to millions who have entrusted their supreme faith in us.

Being a socially responsible organisation, we are bound to execute several duties towards society as a whole and the environment we live in. In other words, our celebrations must embody the virtues of responsibility. Let us aim at making good memories rather than endangering the future by using non-environmental-friendly crackers and substances.

Remember, when we provide shade, the vision and values of our organisation should be the soothing effect that could be felt by our stakeholders. This would be possible only with the wholehearted efforts and perseverance of each and every one of you.

Let us celebrate by lighting millions of diyas in our hearts and brightening the lives of millions around us.

Best Wishes,


K. Paul Thomas
 Founder,
 ESAF Group of Social Enterprises



Head Office Thrissur, New Annex Opening 1st Oct 2022



Diwali Sweet Distribution at different centers of LIMS in Oct 2022

EVENTS



Leadership Trainings Oct/Nov/Dec 2022

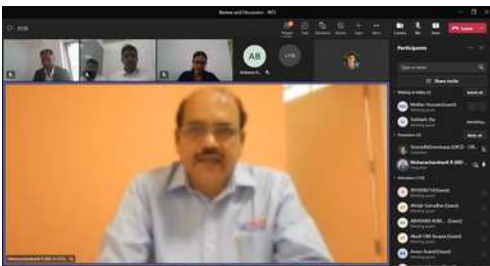
PROGRAMS & CONTACTS



ESMACO Auditors Training Program 10 Oct 2022



Leadership Training Program at Mysore by Dr.Jeyseelan N, Director LLMS



Townhall Network Territory 1 & 2
Nov 10 & 11, 2022



Sangam Visit, Barharwa, Jharkhand



Branch Visit



Board Meeting Oct 2022



Three Lines of Defense Training in Odisha



CLIENTS OUTREACH

Q3 FY 2022-2023 Outreach

7 states

220 Programs

2420 families reached

9925 attendees

LLMS' DHANASHREE program is a unique financial literacy initiative aimed at empowering individuals to improve their financial stability. Conducted at the grass root level, the program focuses on building knowledge and understanding of banking and finance. The aim is to help individuals make informed decisions about their finances, including savings, budgeting, and planning for the future. This program is supported by ESAF Small Finance Bank and powered by NABARD. LLMS has regularly organized the DHANASHREE program in 7 different states, with a positive impact on the financial well-being of participants. By providing financial education and support, LLMS is working towards its goal of improving the financial stability of individuals and communities, one person at a time. The DHANASHREE program is a testament to LLMS' commitment to serving the underserved and making a meaningful difference in people's lives.





Lahanti Last Mile Services Private Limited promotes transparency, honesty, and integrity in public life. The organization strives to create awareness about corruption and its negative impact on society through initiatives like literacy programs aimed at promoting ethical behavior. By promoting transparency and honesty, LLMS is helping to create a just and equitable society and serves as a model for organizations looking to make a positive impact. Lahanti Last Mile Services is making a lasting contribution to a better future for all.

CHEERS - NAHIDA MOHAMED



Dazzling to inspire

+veTHRISSUR

NAHIDA Mohammed is glad that she could overcome various challenges to participate in the Mrs India One in a Million modelling contest. Despite criticism from family and community leaders, this mother of a five-year-old was determined to have her way.

At the contest's concluding ceremony in New Delhi on December 22, 2022, Nahida won the 'Kerala state gold' title. Winning the title battling several odds was a life-transforming experience for the 35-year-old.

Nahida is a planning and development officer with Lakshmi Last Mile Services Pvt Ltd, the business correspondent of ESAF Small Finance Bank. About five years ago, after giving birth to her child, Nahida was bedridden with peripartum cardiomyopathy. It is a weakness of the heart muscle that usually appears either in the last trimester of pregnancy or up to five months after childbirth. Nahida even spent five days on ventilator support. But she bounced back and then decided to never compromise in her life. Soon after recovering from her rare condition, Nahida even completed a marathon in 2020.

"I loved modelling. I first thought of making it to the Mrs Kerala contest. But I didn't get a chance. Then I came to know about the Mrs India competition. The whole journey of participation was an inspiring experience for me," she said. Nahida made it to the final 20 from among 44 contestants.

"In the beginning I was anxious of wearing various dresses for the contest. But support from my family kept me going," she said.

A top 20 finisher at the Mrs India modelling contest, Nahida overcame many odds to pursue her interest. Now she wants to inspire others, reports **GOPIKA VARRIER**

IT'SIDE

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Ms. Nahida, Officer, Business Planning & Development Department, Head Office LLMS, achieved a remarkable feat by winning the title of "State Winner from Gold Category Mrs. Kerala" and becoming a finalist in the highly prestigious event sponsored by One in a Million beauty pageant. Her dedication, poise, and intelligence shone brightly on the stage, and her hard work and perseverance have been rewarded. This win is a testament to the strength and resilience of women and serves as a source of inspiration for individuals everywhere.

Congratulation Ms. Nahida Mohamed, Cheers to you for the job well done.



INTEGRITY

We maintain ethical conduct and moral values in all our dealings

HONESTY

We ensure uprightness and fairness in all our dealings



TRUST

We believe and trust; but verify often as a responsible organisation

LLMS

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R

M

A



LLMS

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A



PASSION

We are passionate to the profession and the cause for which we work



TRANSPRENCY

We maintain absolute transparency in our business dealings

COMMITMENT

We are committed to achieve the social and economic goals of the organisation



PILLERS OF LLMS ...

Lahanti Last Mile Services Private Limited is dedicated to creating a positive impact in the communities it serves. The company recognizes the importance of integrating integrity, honesty, trust, passion, transparency, and commitment as the pillars of its operations. These attributes are essential to building strong relationships and fostering a culture that values accountability, reliability, and ethical behavior.

By operating with integrity, the company ensures that its actions align with its values and ethical principles, inspiring trust and confidence among its stakeholders. Honesty and transparency help to build credibility and promote accountability, while passion drives the company's mission and goals, and creates a positive work environment. Commitment to the company's goals and values is essential to delivering on promises and ensuring long-term success.

The integration of these pillars is crucial to creating a cultural impact within the communities served by Lahanti Last Mile Services Private Limited. By consistently demonstrating these attributes, the company is able to foster trust and build strong relationships with its clients and stakeholders, creating a positive impact on their lives and the communities in which they live. Moreover, by prioritizing ethics and values, Lahanti Last Mile Services Private Limited is able to differentiate itself and establish a reputation for excellence.

The pillars of integrity, honesty, trust, passion, transparency, and commitment are integral to the success and cultural impact of Lahanti Last Mile Services Private Limited. By consistently upholding these values, the company is able to create a positive impact on the lives of its clients, stakeholders, and employees, and help to build a better future for the communities it serves.



BIDS ADIEU...



Mr. Samu John, Chief Business Officer, was given a befitting farewell in December 2022, as he moved out of LLMS to pursue a different role in the ESAF eco system.

Best wishes Mr. Samu John





Outstanding in different manners - they completed years of self-less services under ESAF-LLMS combination



Yogesha S
Unit Manager
Nanjanagudu, Karnataka



Shivamurthy
Unit Manager
Mysore, Karnataka



Tejaswi M P
Unit Manager
Malavalli, Karnataka



Vishal Kumar. Mishra
Assistant Manager Int Audit
Godda, Bihar



G Sunil Kumar
Area Manager
Chamarajanagar, Karnataka



Mohammad Imran Ali
Officiating Unit Manager
Thakurganj, Bihar



Ashwini H Gowda
Assistant Manager MIS
Srirangapattana, Karnataka



Arun Kumar Mandal
Assistant Unit Manager
Kursela, Bihar



Navin Kumar Das
Assistant Unit Manager
Pakur, Jharkhand



Narayan Mirdha
Assistant Unit Manager
Bokaro, Bihar



Ranjan Kumar Pandey
Assistant Unit Manager
Bhagalpur, Bihar



Pushpalatha
Assistant Unit Manager
Kr Nagar, Karnataka



Dharmesha S
Unit Manager
Maddur, Karnataka



Kapildeo Kumar Ranjan
Area Manager
Kursela, Bihar



Dilip Kumar Rawani
Assistant Unit Manager
Dumka, Jharkhand



Subir Kumar Singh
Assistant Unit Manager
Barharwa, Jharkhand





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 **Mysore Administrative Office - No. 8&9, First floor, Dr. Rajkumar Road, opposite to Mangal Deep electronics, Alanahalli, Mysore - 570011**

 **Ranchi Administrative Office - Kanjika Bhawan, 1st floor, Near Bharat Kitchen House, Kadru, Ashok Nagar, Ranchi, Jharkhand-834002**

Whistle Blowing Contact

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Internal Complaints Committee

(For prevention of Sexual harassment of women at workplace)

Chairperson: Ms. Mala Nair
mala.nair@esafbank.com

Sreenidhi Sreenivasa - Thrissur HO

Jesmi Yohannan - Thrissur HO

AMRUTHA DHARA EDITORIAL COMMITTEE

Anand S - Mysore AO

Pooja Mondal - Ranchi AO

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