

26<sup>th</sup> November, 2024

**BSE Limited**

1<sup>st</sup> Floor, New Trading Ring,  
Rotunda Building, P.J. Towers,  
Dalal Street, Fort,  
Mumbai- 400 001  
BSE Scrip Code: 500302

**National Stock Exchange of India Limited**

Exchange Plaza, 5<sup>th</sup> Floor,  
Plot No. C/1, G-Block,  
Bandra-Kurla Complex, Bandra (East),  
Mumbai – 400 051  
NSE Symbol: PEL

**Sub: Intimation of Investor Presentation under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations')**

Dear Sir / Madam,

In continuation to our intimations dated 12<sup>th</sup> November, 2024 and pursuant to Regulation 30 of the SEBI Listing Regulations, please find enclosed herewith the investor presentation to be made to the investors/ analyst at the Singapore and Hong Kong Roadshows, respectively.

Further, the Q2 FY25 – Historical data sheet of the Company can be accessed by clicking on the following link:

[https://www.piramalenterprises.com/Assets/download/Financial%20Reports/2024-2025/Q2/Q2FY25\\_Data%20Sheet.xlsx](https://www.piramalenterprises.com/Assets/download/Financial%20Reports/2024-2025/Q2/Q2FY25_Data%20Sheet.xlsx)

The above information is also available on the website of the Company at [www.piramalenterprises.com](http://www.piramalenterprises.com).

Request you to please take the above on record and oblige.

Thanking you.

Yours truly,  
For **Piramal Enterprises Limited**

**Bipin Singh**  
Company Secretary

Encl.: a/a

**Piramal Enterprises Limited**

CIN: L24110MH1947PLC005719

Registered Office: Piramal Ananta, Agastya Corporate Park, Opp Fire Brigade, Kamani Junction, LBS Mag, Kurla (West), Mumbai 400 070 India  
Secretarial Dept : Ground Floor, B Block, Agastya Corporate Park, Opp. Fire Brigade, Kamani Junction, LBS Marg, Kurla (West), Mumbai, Maharashtra 400070, India

Email Id: [complianceofficer.pel@piramal.com](mailto:complianceofficer.pel@piramal.com) | T +91 22 3802 3084/3083/3103 F +91 22 3802 3084

[piramalenterprises.com](http://piramalenterprises.com)



# Piramal Enterprises Investor Presentation

November 2024



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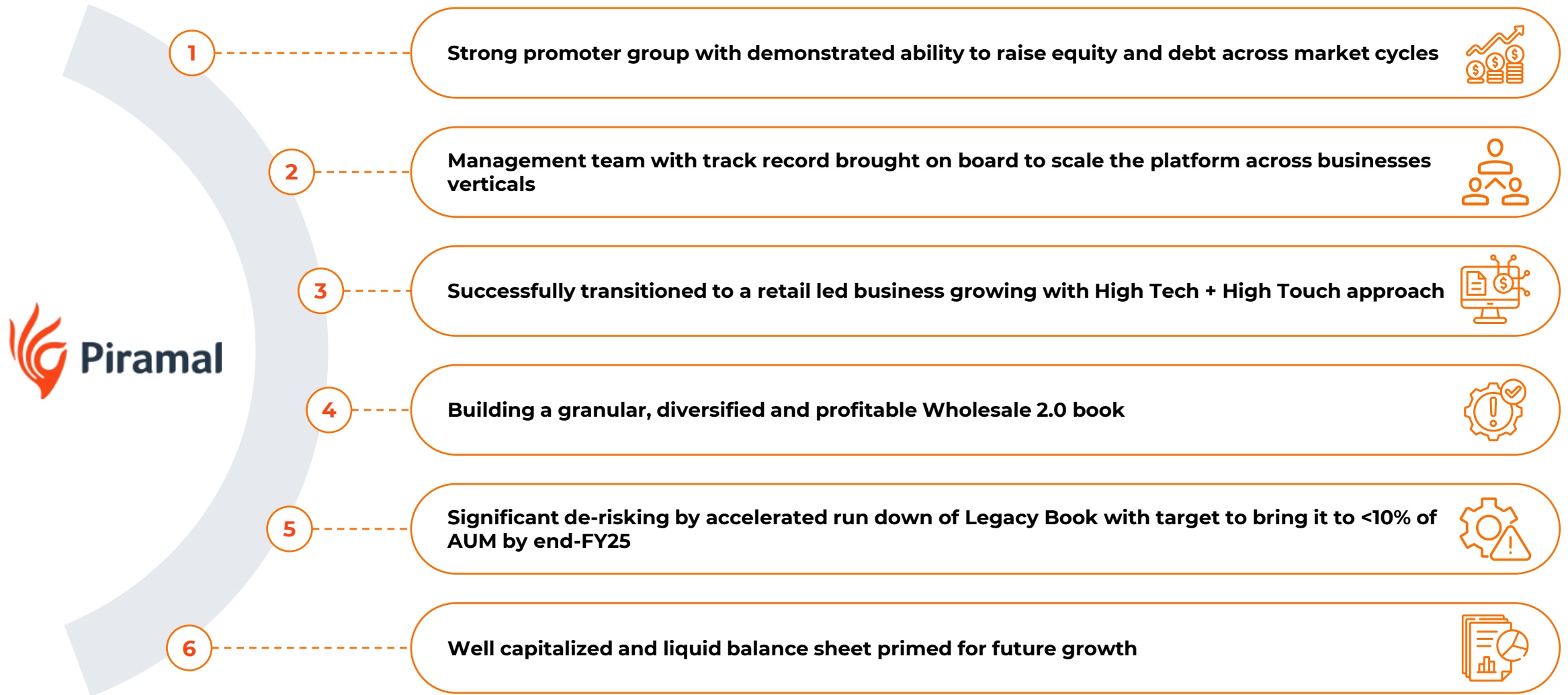


# Overview

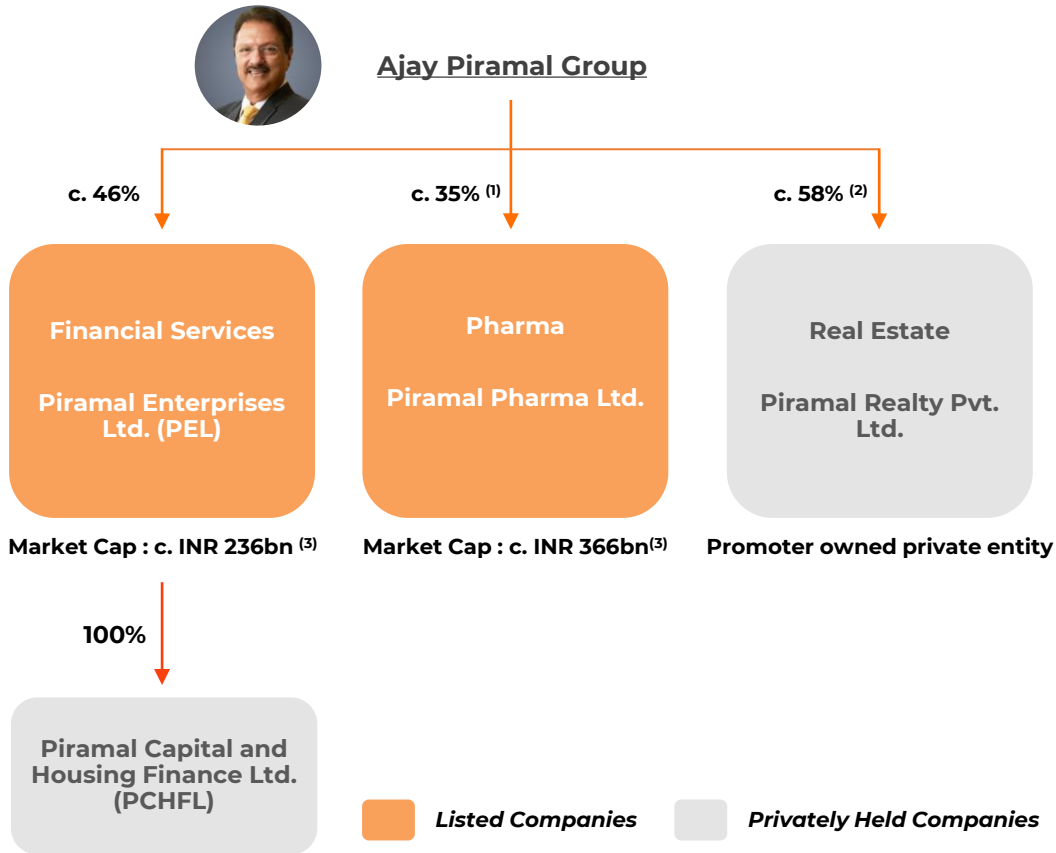


# Summary – The Piramal Finance Story

*A growing diversified lending business being built by a credible management team and backed by a solid promoter group*

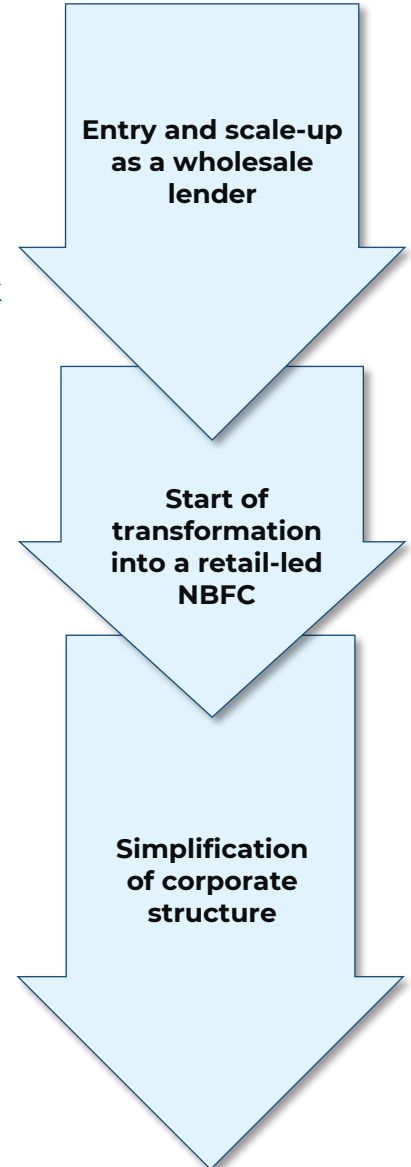
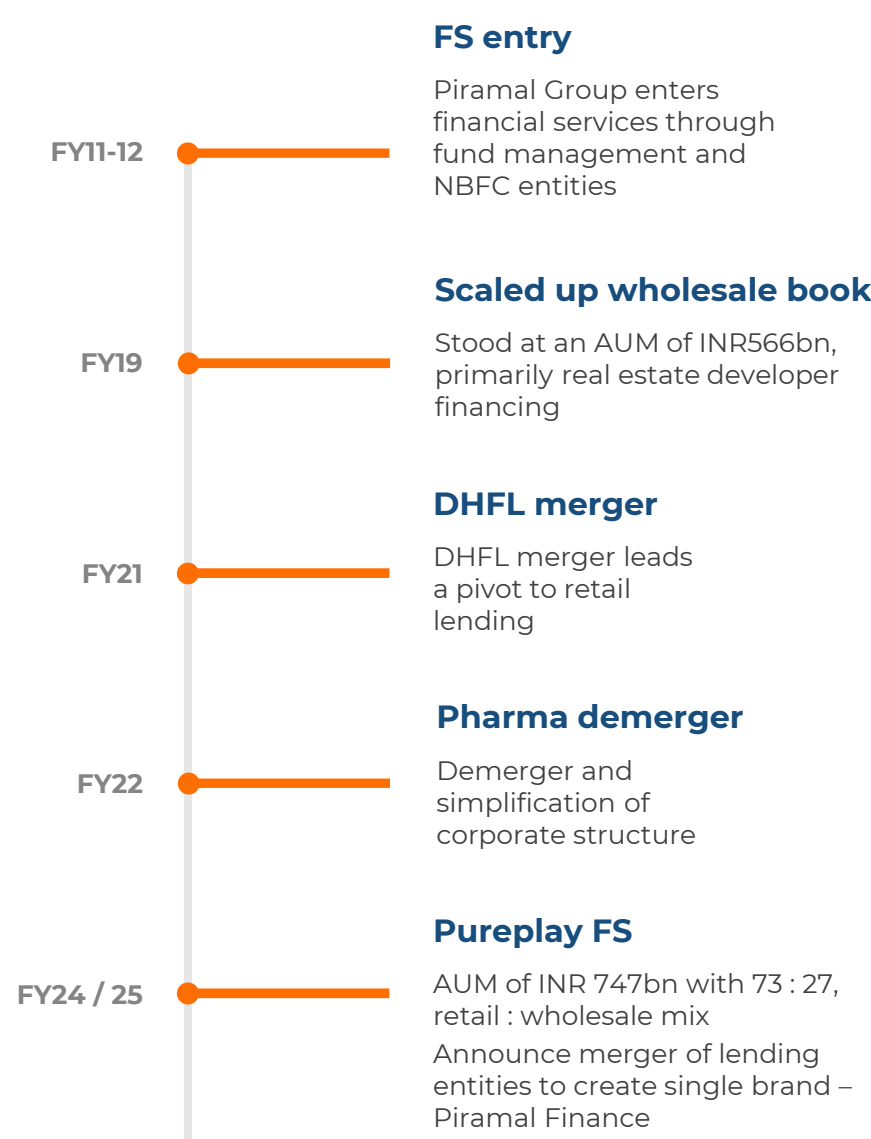


# Group structure and 14 years history timeline in financial Services



*Established 40+ year legacy in India; All businesses operating independently with no cross holdings or intercompany transactions*

Notes: (1) Carlyle holds 18% stake  
 (2) Balance held by Goldman Sachs and Warburg Pincus  
 (3) Market Cap as of 4th Nov 2024

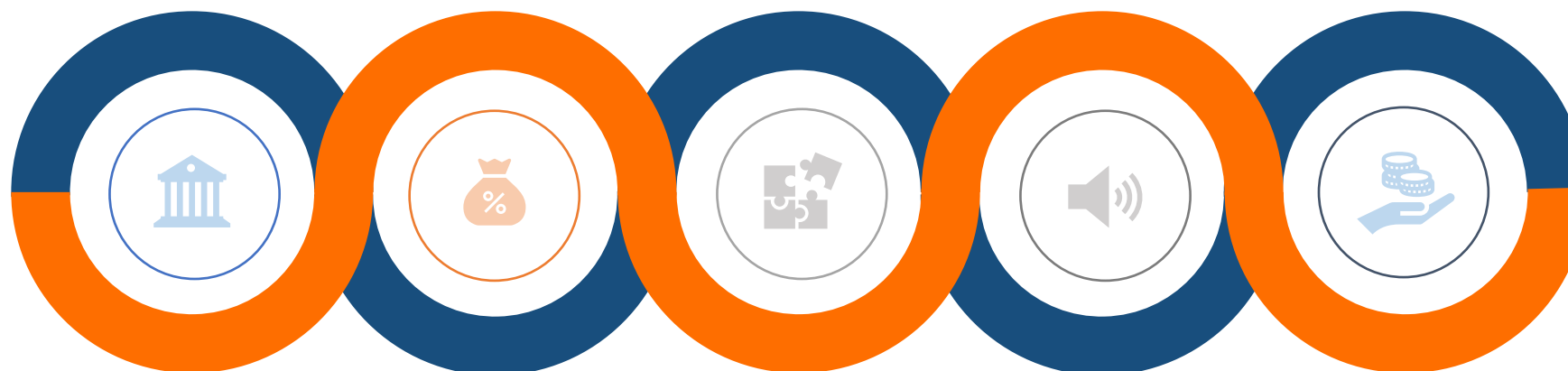


## Shriram investments

- **2014**  
Invested INR46bn in Shriram group of companies
- **2023 & 2024**  
Bulk of Shriram stake divested with residual stake of INR17bn book value

## Conversion into listed NBFC

- **2022**  
Piramal pharma demerged  
Piramal Enterprises converts from a corporate Holdco to an NBFC



## PEL as corporate

- **2010**  
Sold dom. formulation biz to Abbott for US\$3.8bn
- **2014**  
Exited Vodafone investment at c.INR30bn gain
- **2020**  
Exited DRG (Healthcare analytics business) at US\$300mn gain
- **2018 to 2020**  
Raised INR180bn through equity raises and asset sale

## DHFL acquisition

- **2021**  
DHFL acquisition through IBC for INR343bn consideration

## Return of capital

- **2023**  
Share buyback of INR 17.5bn
- **2022 to 2024**  
Total dividend payout of INR 17.5bn over three years

# Strong **management team** on-board



**Jairam Sridharan**

**CEO, Retail Lending**

Former CFO at Axis bank  
IIT Delhi, IIM Calcutta



**Rupen Jhaveri**

**Group President**

Former MD at KKR India  
NYU Stern School of Business



**Yesh Nadkarni**

**CEO, Wholesale Lending**

Former MD & CEO at KKR – RE Lending business  
London Business School



**Upma Goel**

**CFO**

Former CFO and KMP at Ujjivan Small Finance  
Chartered Accountant



**Kalpesh Kikani**

**CEO, Piramal Alternatives**

Former MD at AION Capital ( JV of Apollo & ICICI)  
Bombay University and Member of CFA Institute



# Board with industry leaders having deep expertise in FS and Tech



**Vijay Shah**  
Non-Executive Director  
Former MD,  
Piramal Glass



**Shikha Sharma**  
Non-Executive Director  
Former MD & CEO,  
Axis bank



**Rajiv Mehrishi**  
Independent Director  
Former Finance Secy.,  
GoI<sup>1</sup>



**Gautam Doshi**  
Independent Director  
Former Chairman,  
WIRC of ICAI



**Anjali Bansal**  
Independent Director  
Founder,  
Avaana Capital



**Suhail Nathani**  
Independent Director  
Managing Partner,  
ELP<sup>2</sup>



**Puneet Dalmia**  
Independent Director  
MD,  
Dalmia Bharat Group



**Kunal Bahl**  
Independent Director  
CEO & Co-Founder,  
Snapdeal



**Anita George**  
Independent Director  
Former Sr. Director,  
WBG<sup>3</sup>



**Asheet Mehta**  
Independent Director  
Senior Partner,  
McKinsey & Company

## Guided by Expert Counsel



**Nitin Nohria**  
Senior Advisor  
Former Dean,  
Harvard Business School

Notes: (1) Government of India  
(2) Economic Law Practice  
(3) World Bank Group

# Business snapshot



## GROWTH BUSINESS



**Retail**  
AUM

**INR 54,737**  
Crore

Multi-product retail platform – Housing loans, LAP, Used car loans, Business loans, Salaried PL and Digital loans



**Wholesale 2.0<sup>^</sup>**  
AUM

**INR 7,889**  
Crore

Real estate and corporate mid market loans (CMML)

## LEGACY (Discontinued) BUSINESS



**Legacy (discontinued)**  
AUM

**INR 12,066**  
Crore

**OTHER  
ASSETS**



**Investments  
in Shriram**

**~INR 1,700**  
Crore\*



**Life Insurance**  
GWP

**INR 1,919**  
Crore<sup>^</sup>



**Alternatives**  
Committed Funds

**~\$ 1.0**  
Billion

**Strong capitalization levels and low leverage provide firepower to sustained AUM growth.**

**Total AUM: INR 74,692 Cr**

**Net Worth: INR 26,930 Cr**

**Capital Adequacy: 23.3%**

**Debt / Equity: 2.1x**

**GNPA 3.1% / NNPA 1.5%**

Notes: (\*) Book value as on the balance sheet  
(^) FY24 Gross Written Premium



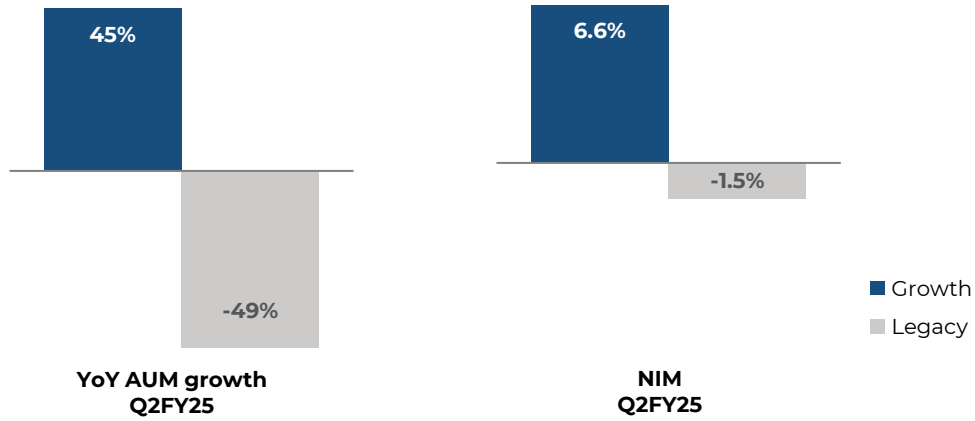
# Lending

## I. Growth business

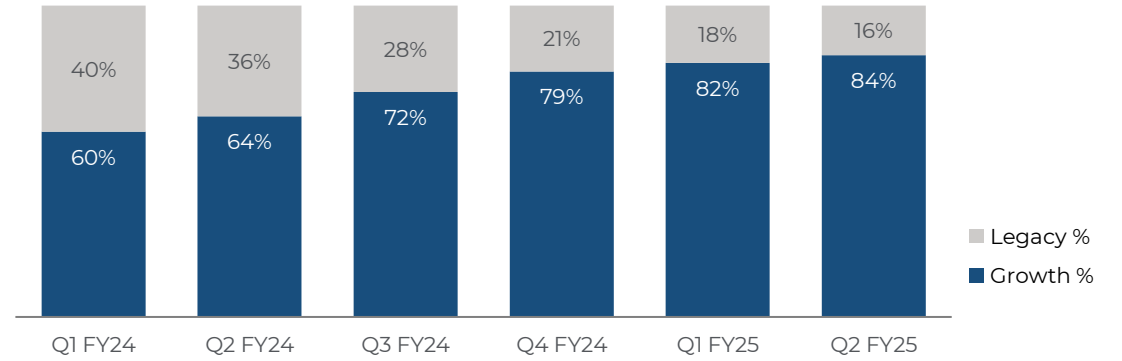


# Consol. AUM growth & margins continue to improve due to mix shift

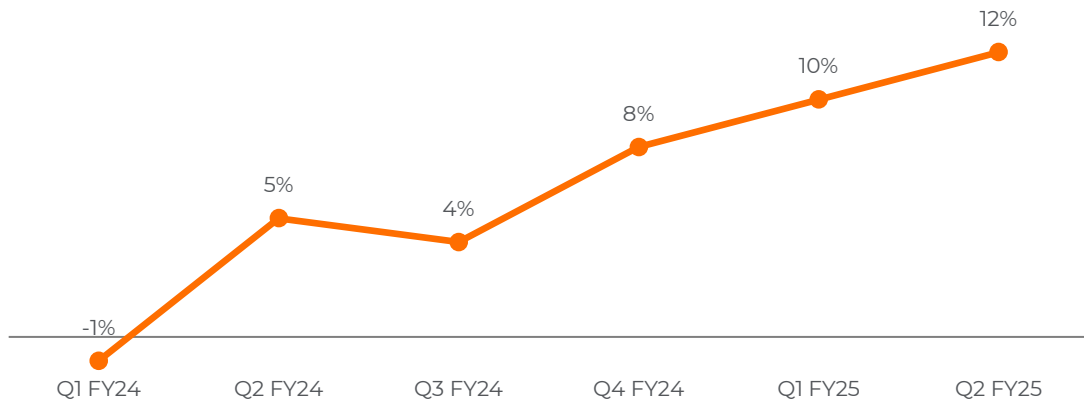
**Growth business has higher AUM growth rate & higher NIM**



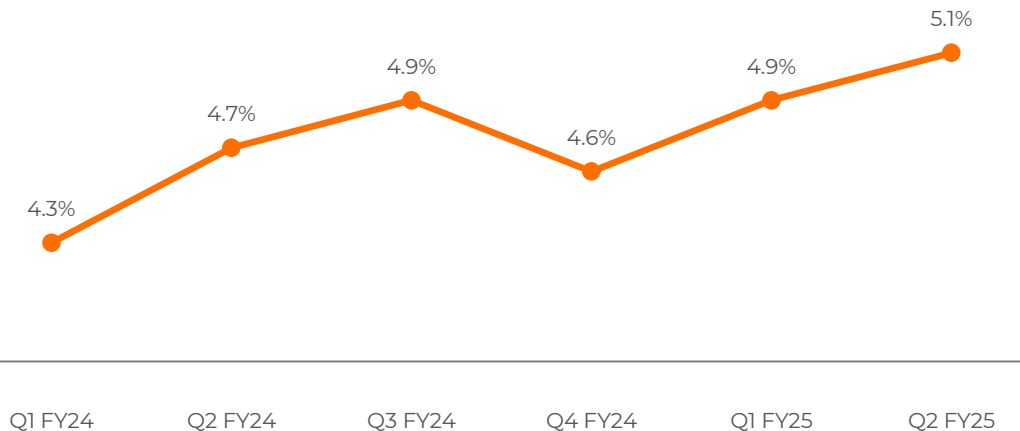
**The portfolio has been shifting towards Growth business...**



**...resulting in higher consol. AUM growth...**



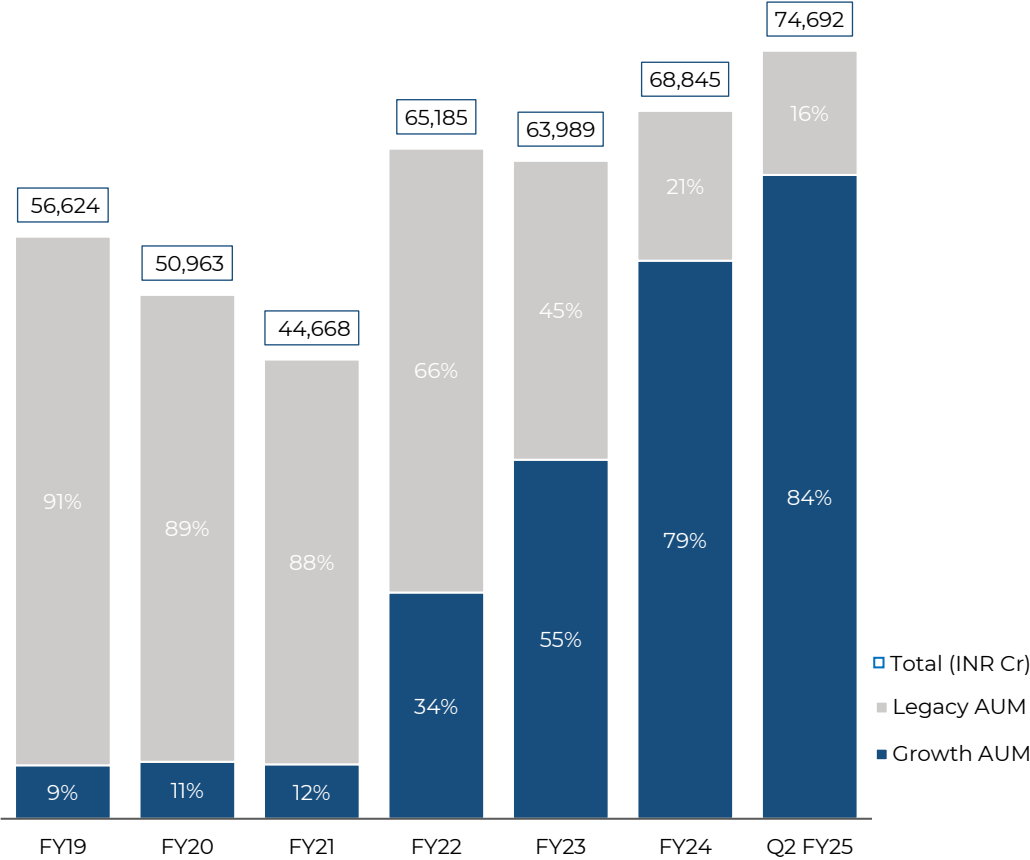
**...and higher consol. NIM**



# Growth business now 84% of total AUM

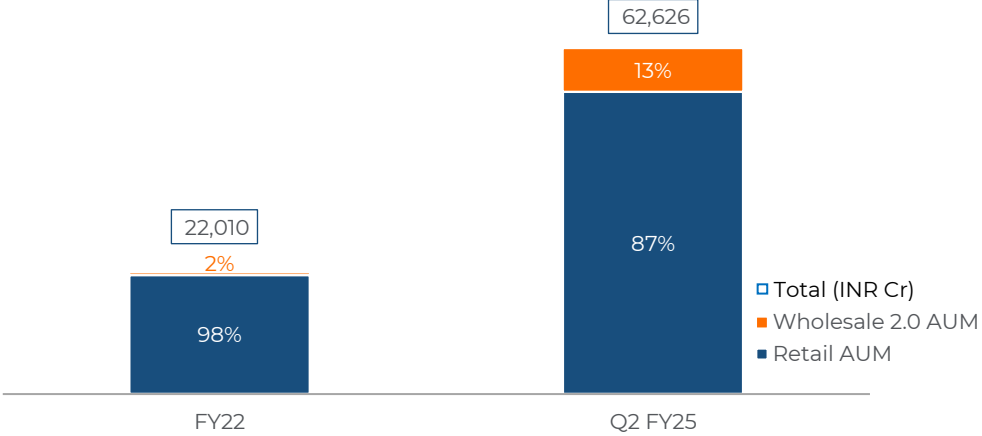


Total AUM up 12% YoY- Growth AUM dominate the AUM mix

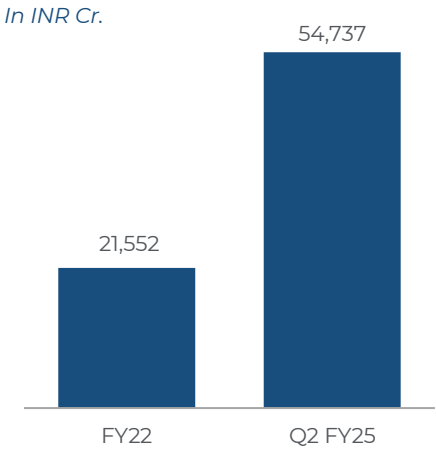


DHFL acquisition in FY22 kick-started the rapid scale up of the growth business

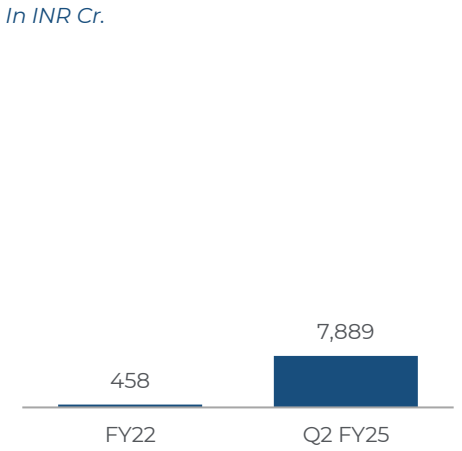
Growth AUM



Retail – Rapid Scale Up



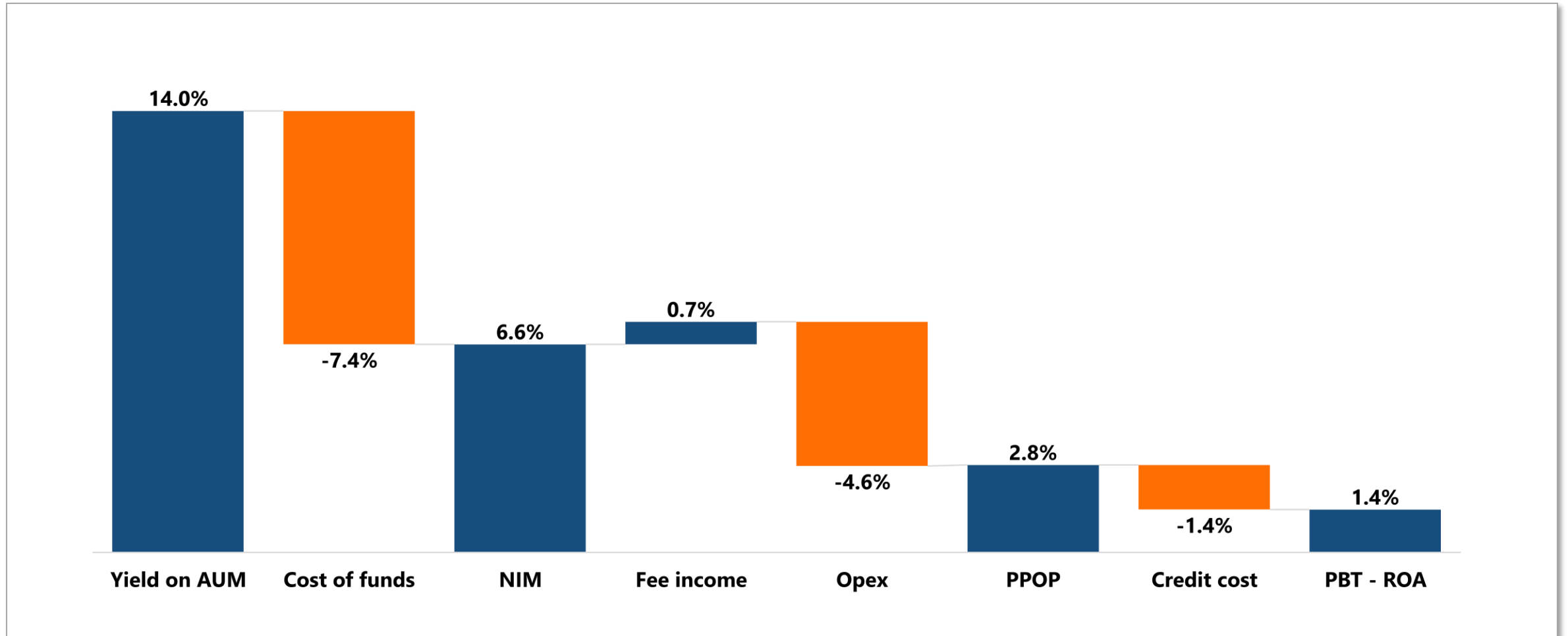
Revamped Wholesale 2.0



# Growth business H1 FY25 ROA tree – on a path to steady state profitability



(All ratios as % of average AUM of growth business)



A steady reduction in opex ratio will be the primary driver of consistent improvement in PBT-ROA over the medium term



# Growth business

## Retail



# Experienced and strong leadership team to drive retail business



**Jairam Sridharan**  
CEO, Retail



**Jagdeep Mallareddy**

**Chief Business Officer**  
25+ years



**Sunit Madan**

**Chief Operating Officer**  
25+ years



**Saurabh Mittal**

**Chief Technology Officer**  
20+ years



**Markandey Upadhyay**

**Chief Data & Analytics Officer**  
20+ years



**Vipul Agarwal**

**Business Head – Partnerships**  
20+ years



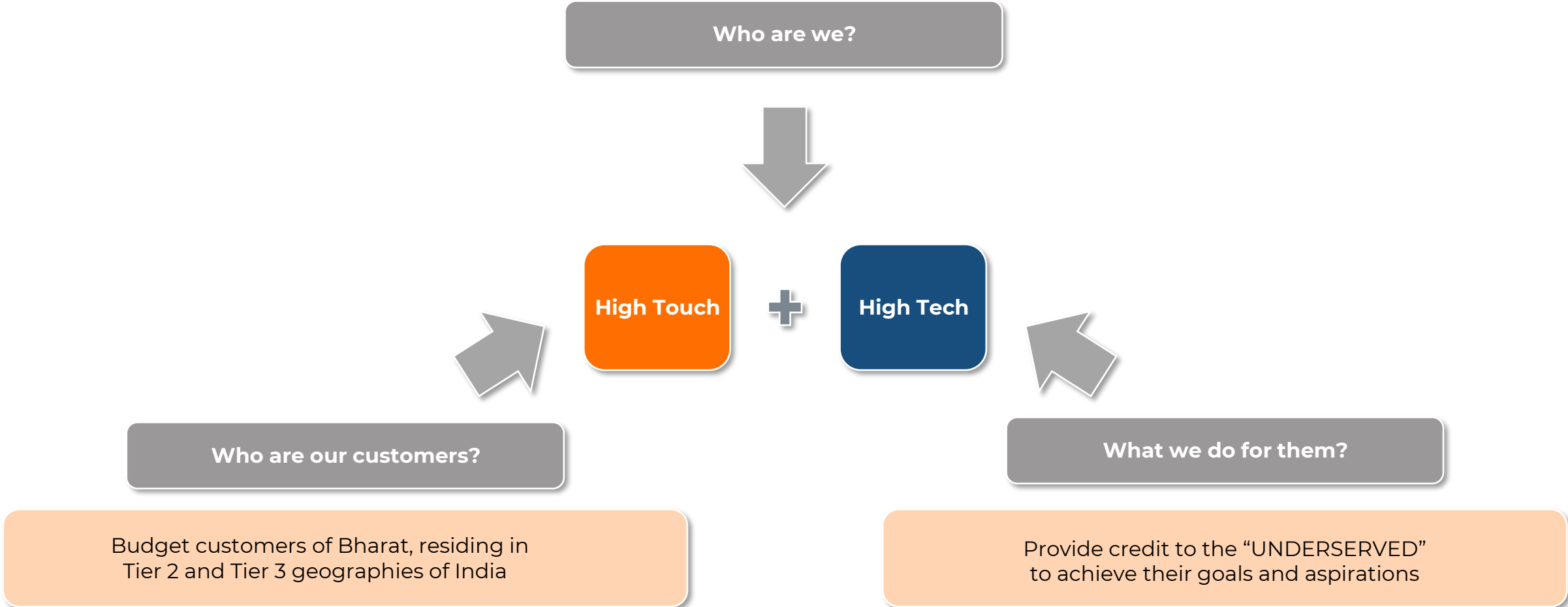
**Arvind Iyer**

**Head – Marketing**  
15+ years

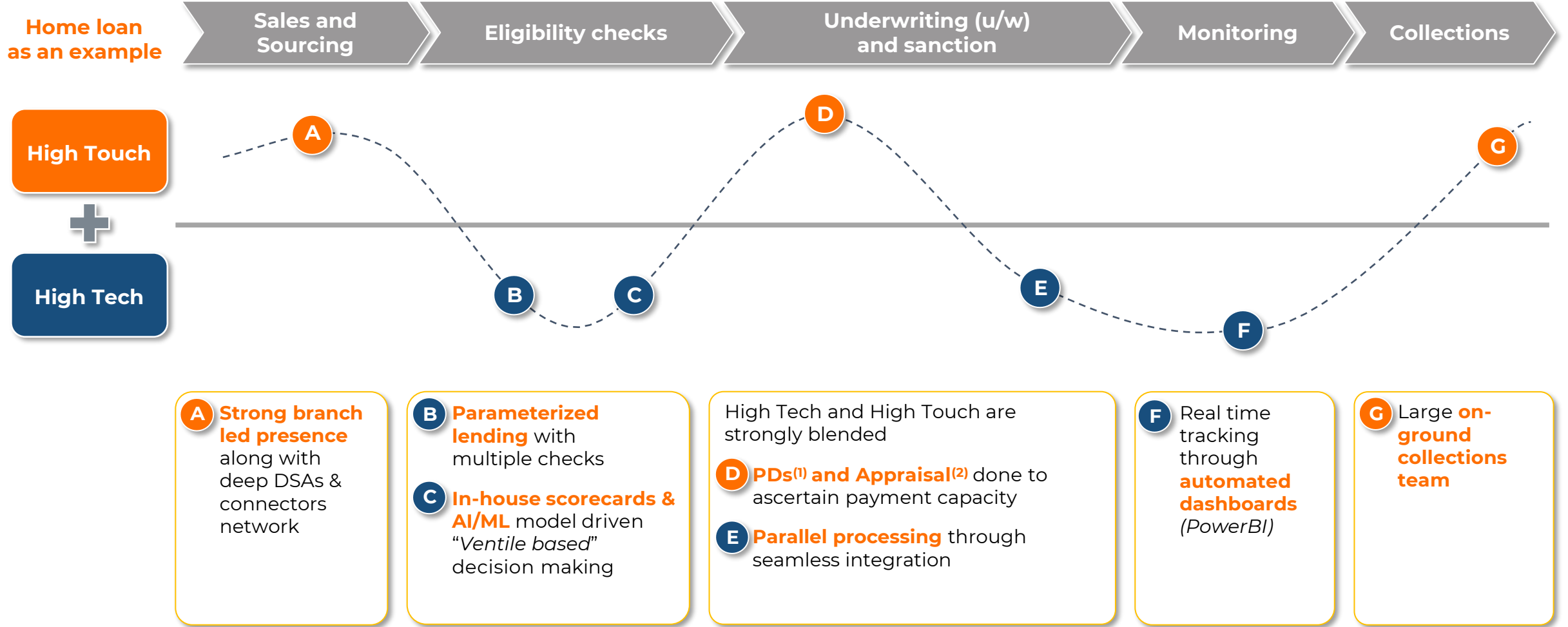




A lender that goes beyond just PAPERS and sees the INTENT of the person



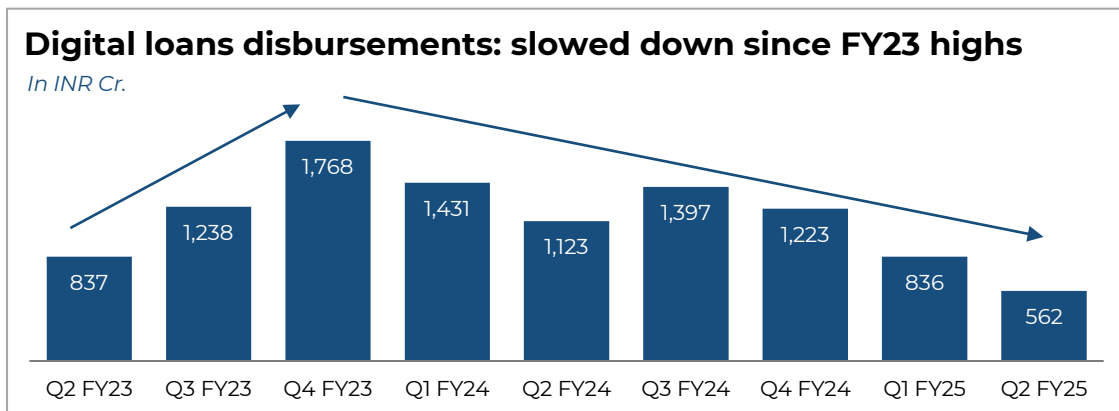
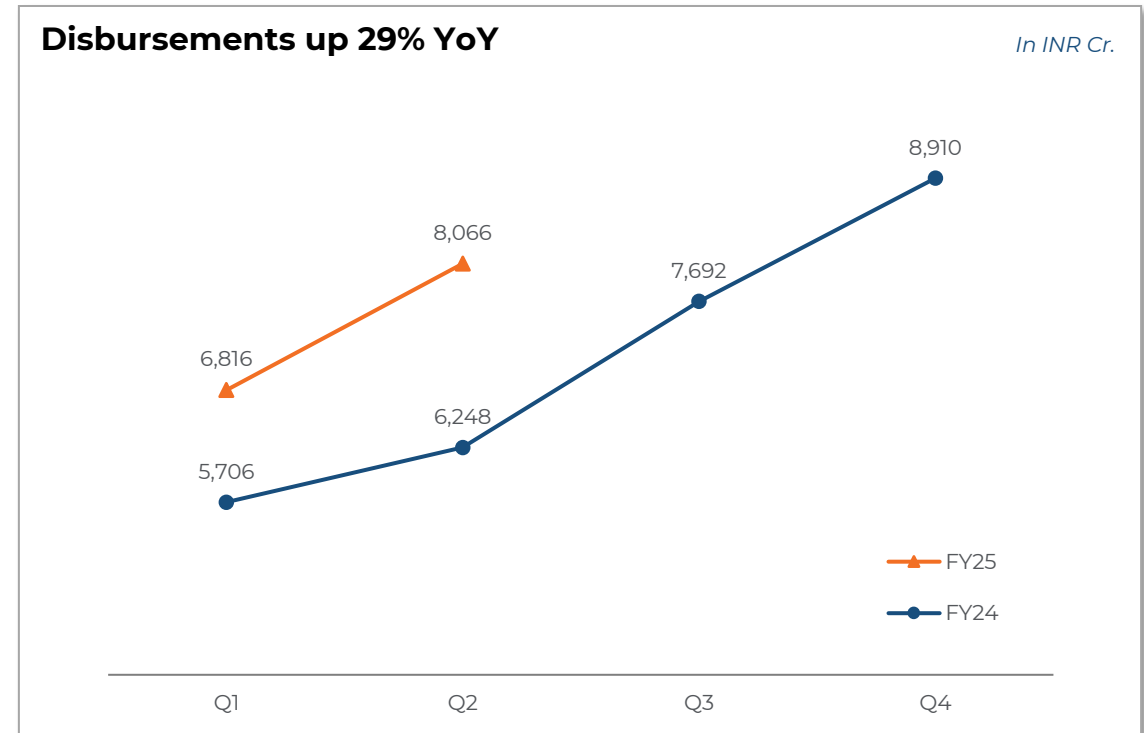
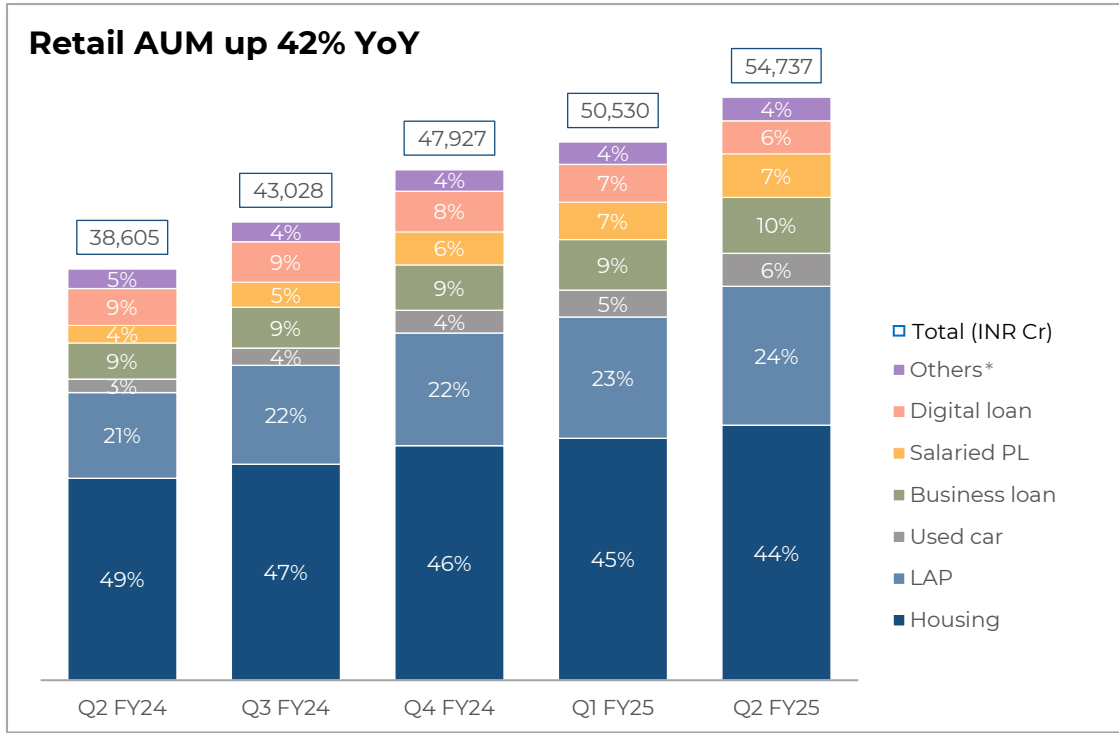
# How does “High Touch + High Tech” work



**Focused on building a sustainable lending franchise through use of technology and personal touch across customer journey**

Notes: (1) Personal discussions  
(2) Involves process of valuing and appraising the property on-site

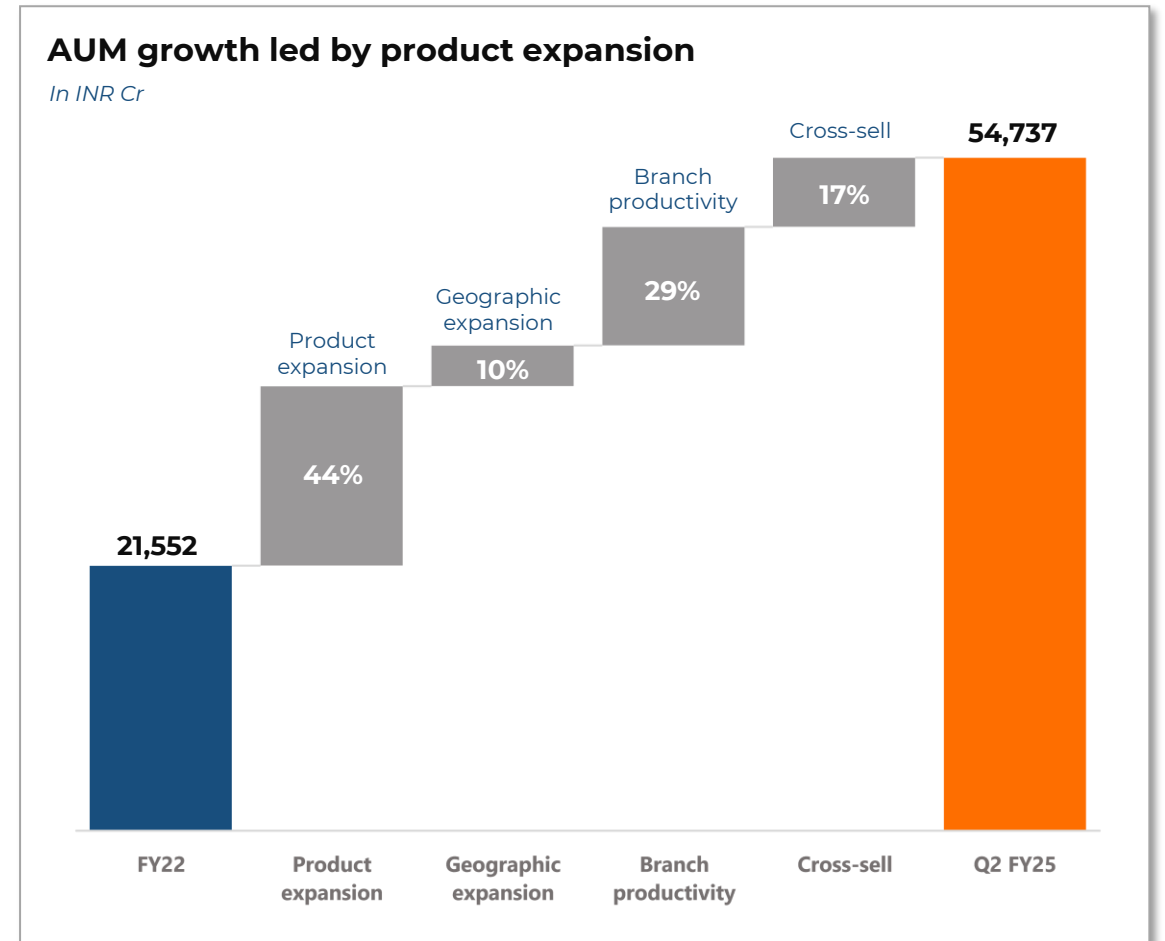
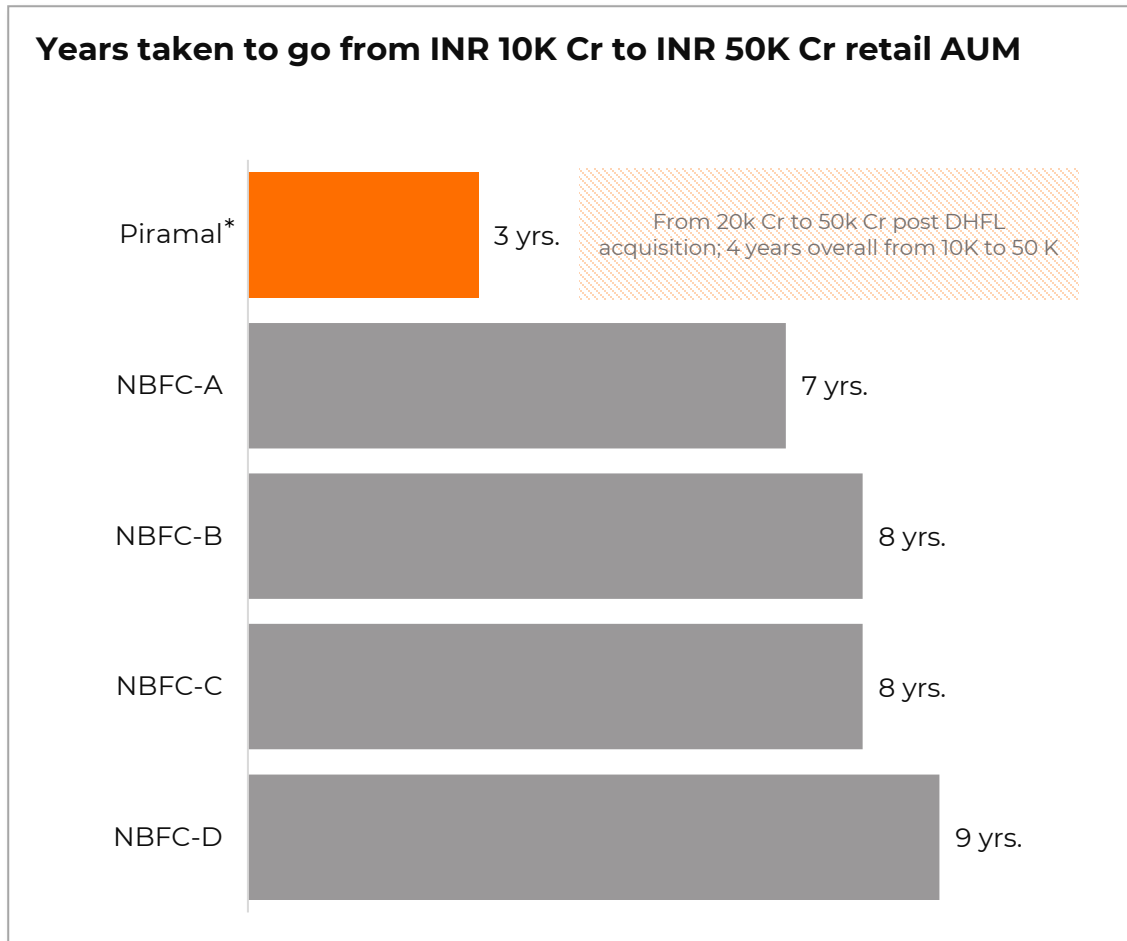
# Retail – growth across product verticals



- **Digital Loans** disbursements reduced by ~70% from peak 6 quarters ago
- 85% of digital loan disbursement is **credit protected** primarily through FLDG
- **Securitization** picking up, with total 27 DA and 2 co-lending live programs

Note: (\*) Others includes loan against mutual fund (LAMF) (INR 501 Cr as of Q2 FY25), SRs (INR 1,590 Cr as of Q2 FY25) & pass-through certificates (PTC) (INR 133 Cr as of Q2 FY25)

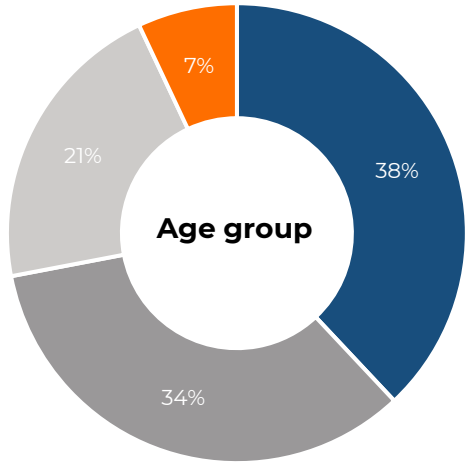
# Strong growth led by core business drivers



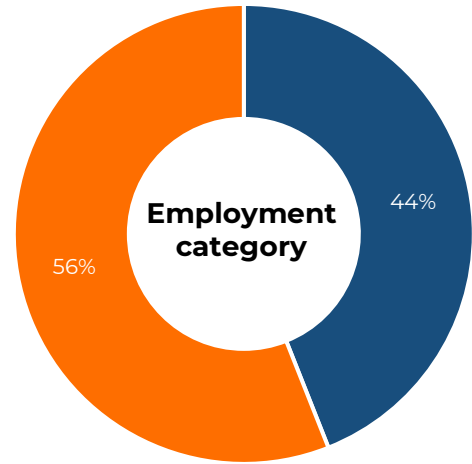
**Going from INR 10k Cr to INR 50k Cr has typically been a 5–10 years journey for retail NBFCs**

Note: (\*) For Piramal, retail lending AUM increased from INR ~21k Cr post acquisition to INR 50k Cr in ~3 years

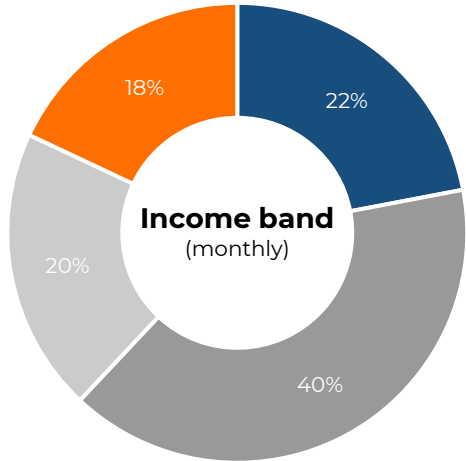
# Retail - customer profile for branch-based acquisition



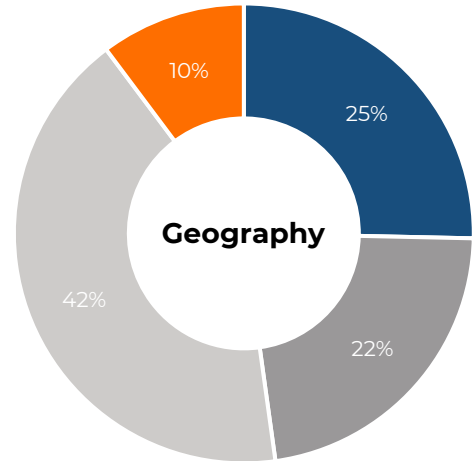
- 18 - 34 yrs.
- 35 - 44 yrs.
- 45 - 54 yrs.
- >=55 yrs.



- Salaried
- Self employed



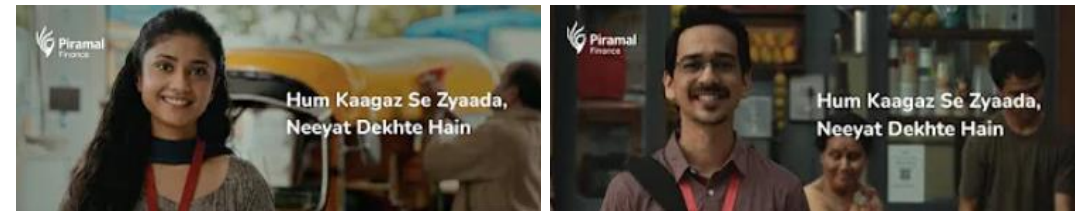
- <INR 30k
- INR 30k - 59k
- INR 60k - 99k
- >=INR 1 lakh



- Metro adjacent
- Tier-1
- Tier-2
- Tier-3



Our recent brand campaigns (click on the images to view)



**Customers acquired through branch network represents 92% of total retail AUM**

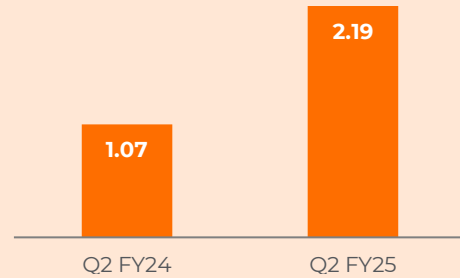
**We serve self-employed, modest-income type of customer base**

# A transformative year in digital engagement, service and collections

## Mobile App

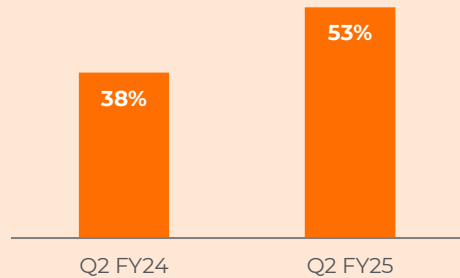
**MAU up 105% YoY**

*In Lakh*



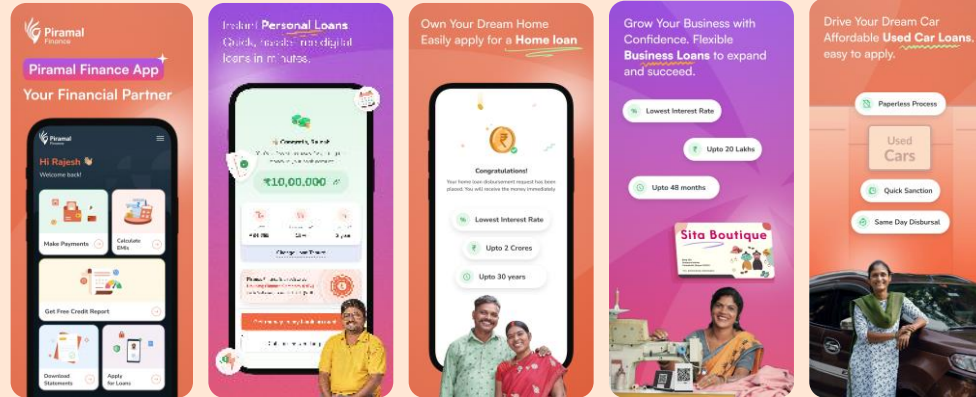
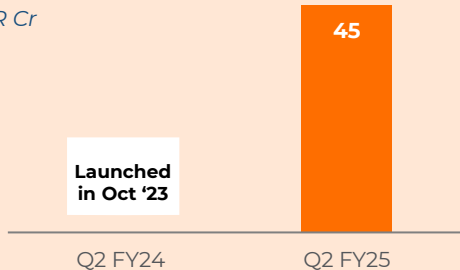
**Service requests fulfilled digitally**

*% of overall service requests*

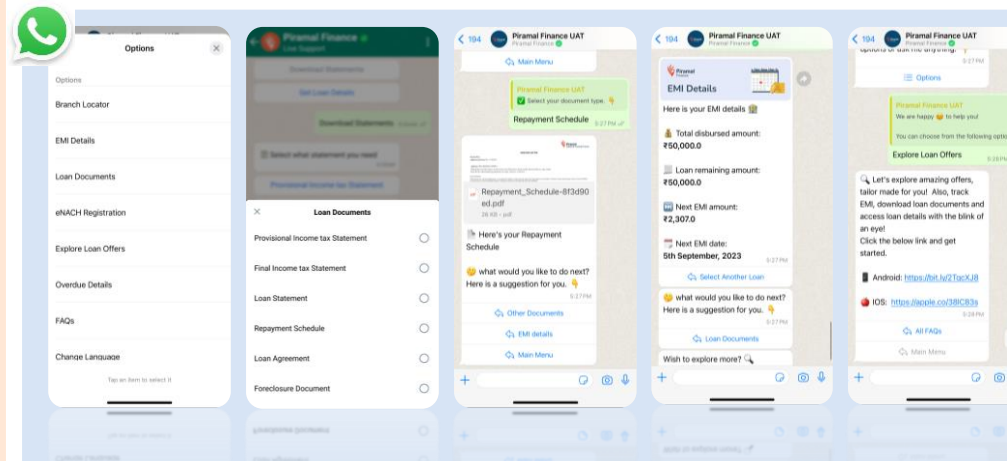


**Overdue & fees collection on Mobile App up 55% since Q3 FY24**

*In INR Cr*



In FY25, Piramal Finance's mobile app received a major upgrade, adding features like last-mile PL disbursement (organic & partnership), advance EMI payments, and third-party products like health insurance

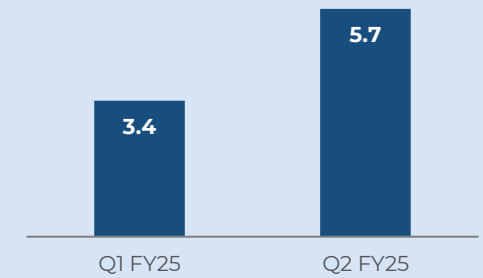


Launched in April '24, the WhatsApp service bot supports 8 languages and uses conversational AI, moving beyond traditional menu-driven interactions

## WhatsApp

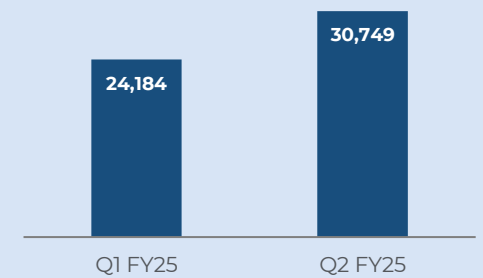
**MAU up 67% QoQ**

*In Lakh*



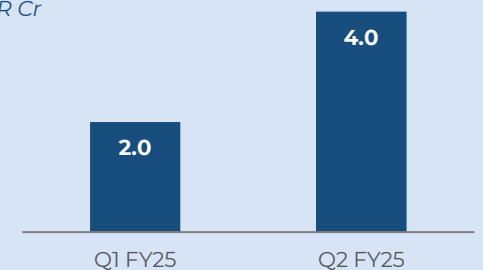
**Service requests concluded up 35% QoQ**

*(#)*



**Overdue collection on WhatsApp Bot up 100% QoQ**

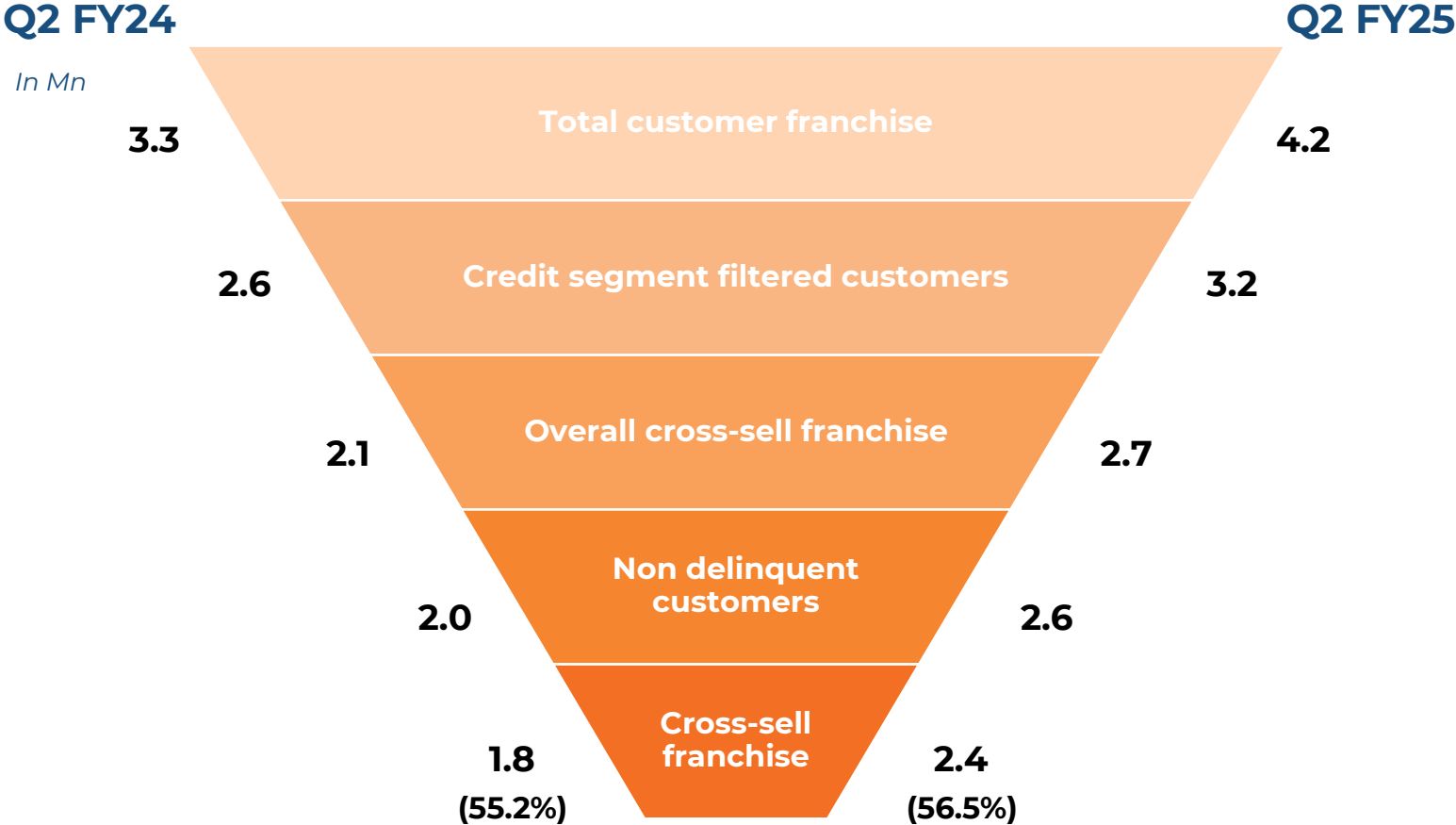
*In INR Cr*



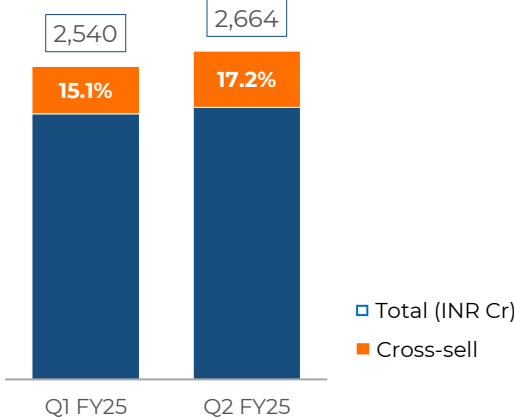
# Cross-sell franchise funnel



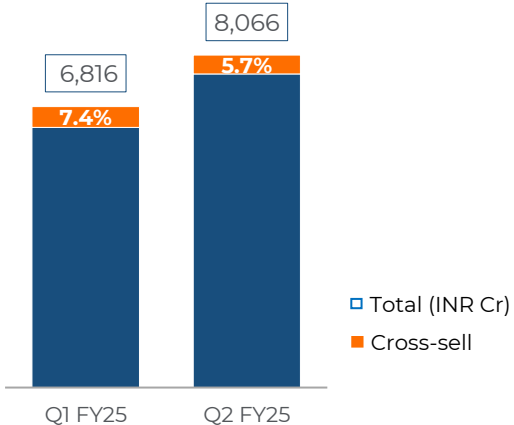
Total customer franchise **up 27% YoY** to 4.2 Mn



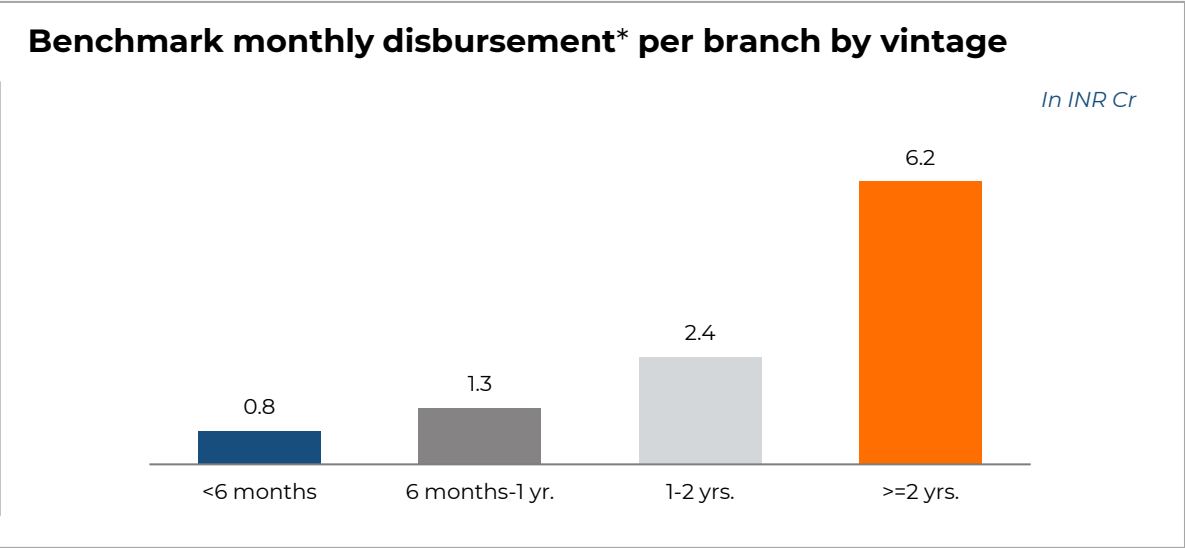
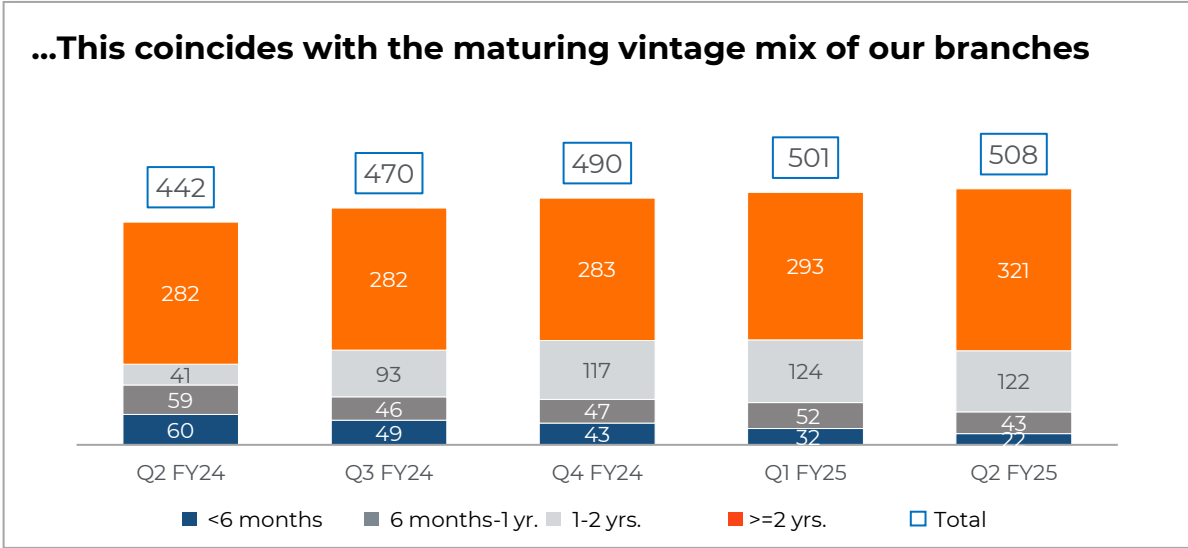
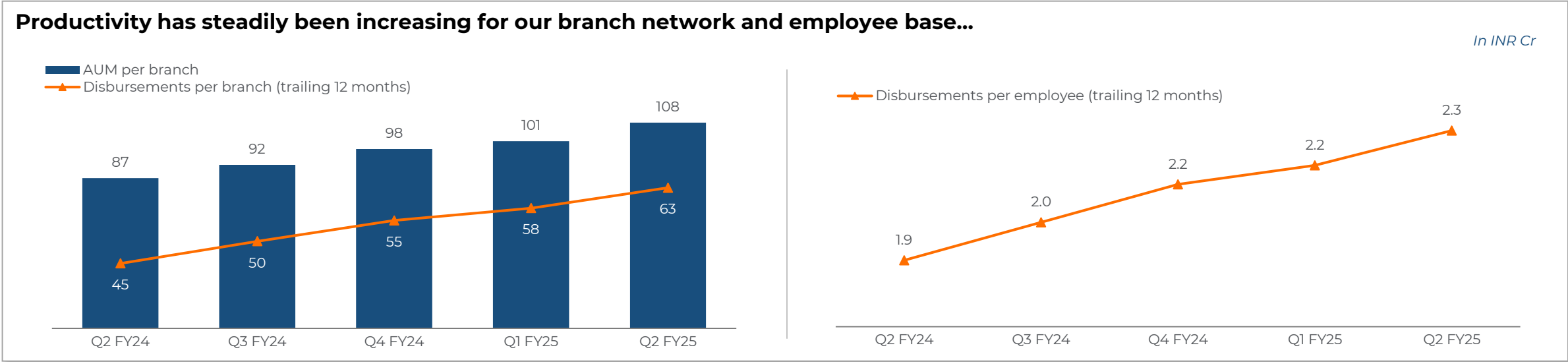
Cross-sell% in unsecured disbursements



Cross-sell% in total retail disbursements



# Productivity improvement to continue, driven by increasing Branch maturity



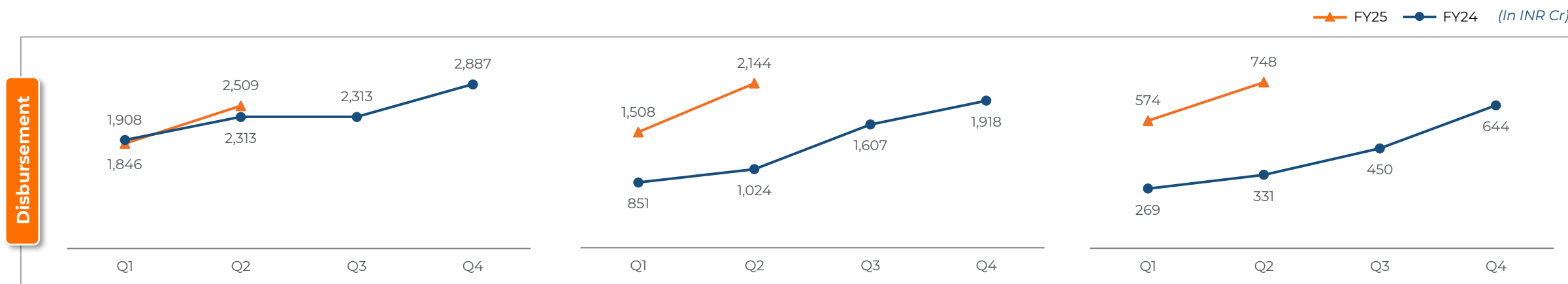
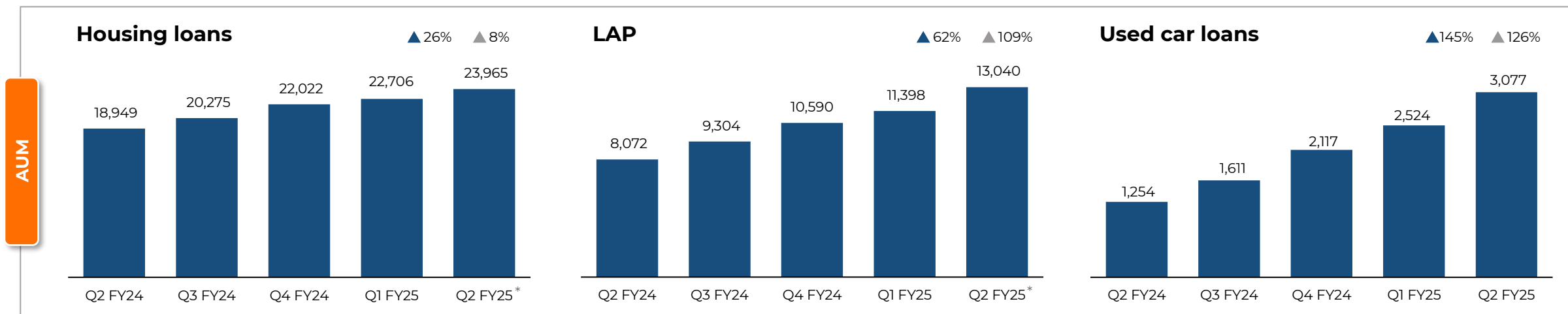
Note: (\*) Only for branch led products



# Growth momentum sustaining in mortgages and used car loans



■ AUM (INR Cr) ▲ YoY AUM growth ▲ YoY disbursement growth



<b>22 Lac</b>	<b>66%</b>	<b>751</b>	<b>11.6%</b>
Average ticket size	Average LTV	Average CIBIL score	Disbursement yield

<b>23 Lac</b>	<b>49%</b>	<b>748</b>	<b>12.9%</b>
Average ticket size	Average LTV	Average CIBIL score	Disbursement yield

<b>6.8 Lac</b>	<b>73%</b>	<b>748</b>	<b>15.1%</b>
Average ticket size	Average LTV	Average CIBIL score	Disbursement yield

Note: (\*) In Q2FY25, concluded DA sale transactions of INR 612 Cr in Housing, INR 695 Cr in LAP and co-lending transaction of INR 47 Cr in Housing loans, INR 65 Cr in LAP

# Branch originated business **outpacing digital loans**

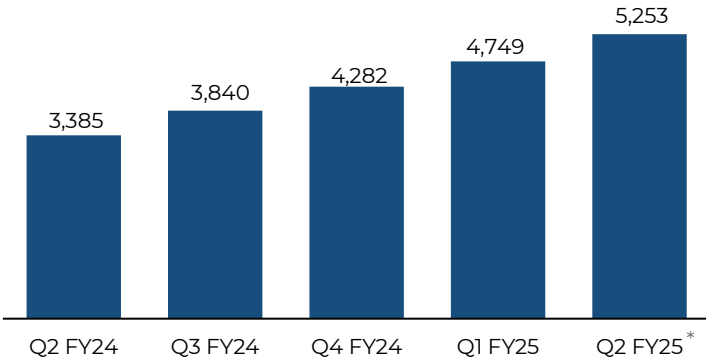


■ AUM (INR Cr) ▲ YoY AUM growth ▲ YoY disbursement growth

AUM

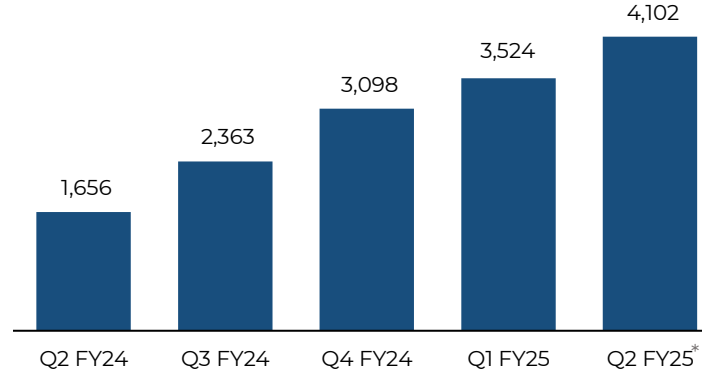
## Business loans

▲ 55% ▲ 39%



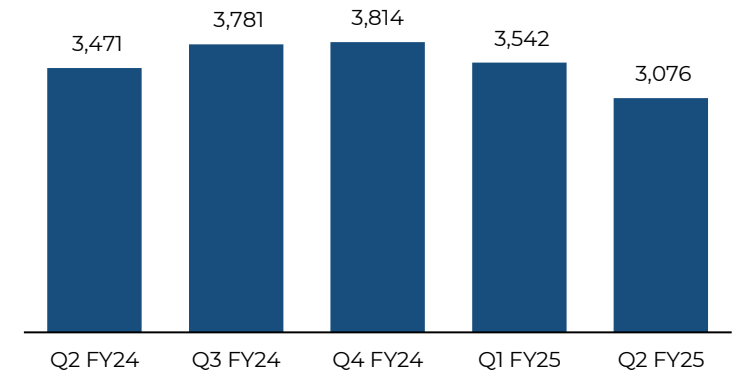
## Salaried PL

▲ 148% ▲ 68%



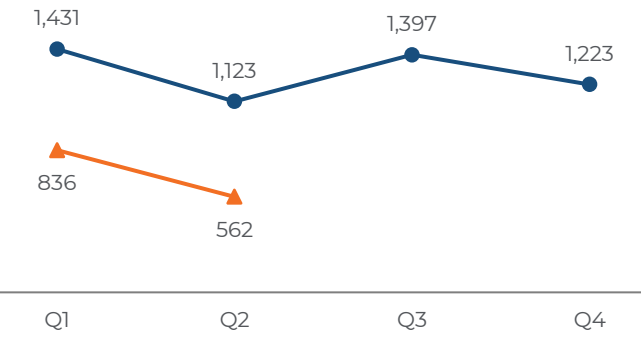
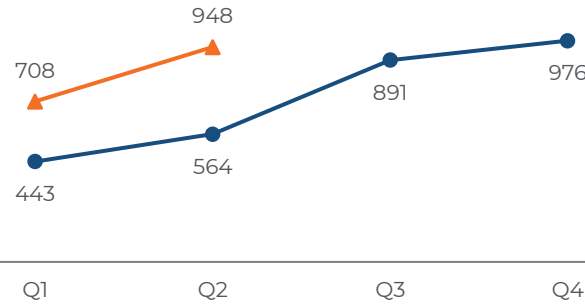
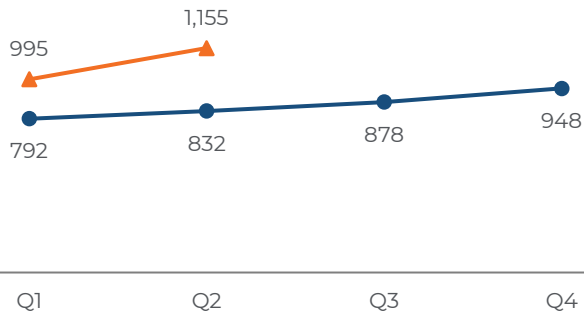
## Digital loans

▲ -11% ▲ -50%



Disbursement

▲ FY25 ● FY24 (In INR Cr)



<b>5.5 Lac</b> Average ticket size	<b>750</b> Average CIBIL score	<b>19.8%</b> Disbursement yield
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<b>4.4 Lac</b> Average ticket size	<b>754</b> Average CIBIL score	<b>17.5%</b> Disbursement yield
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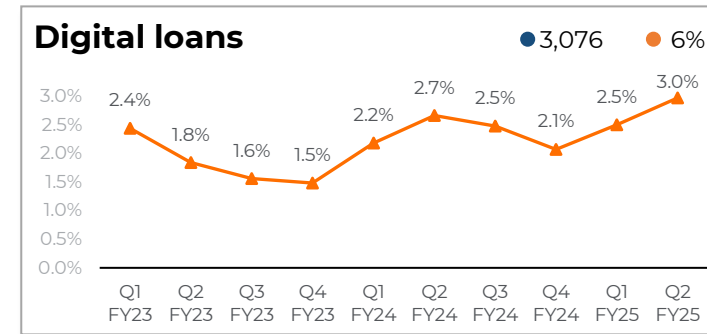
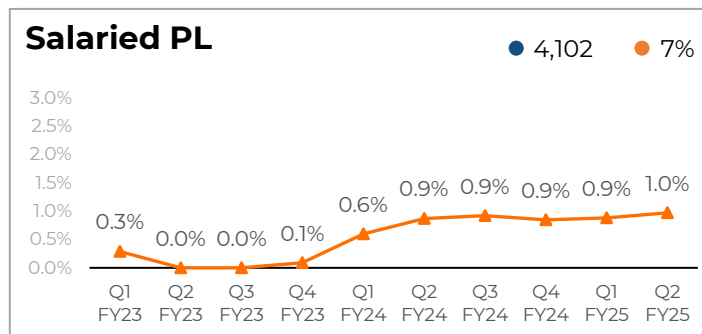
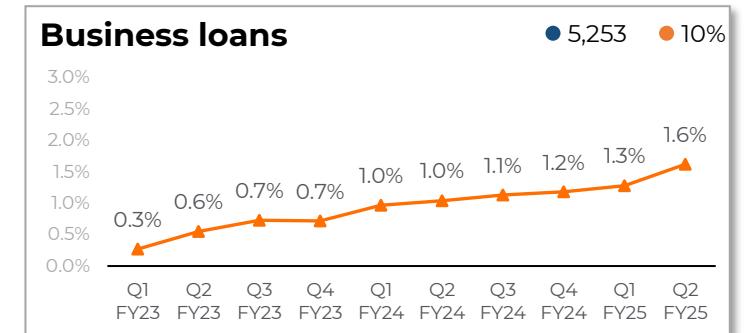
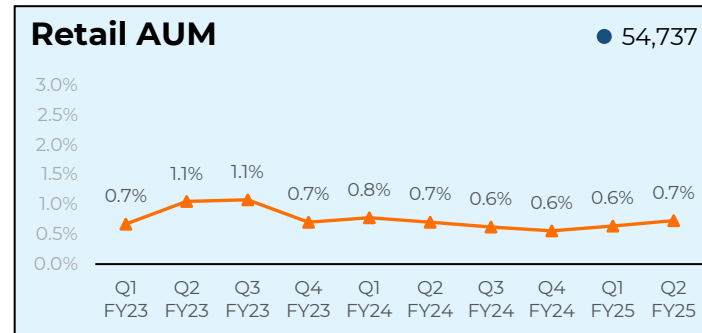
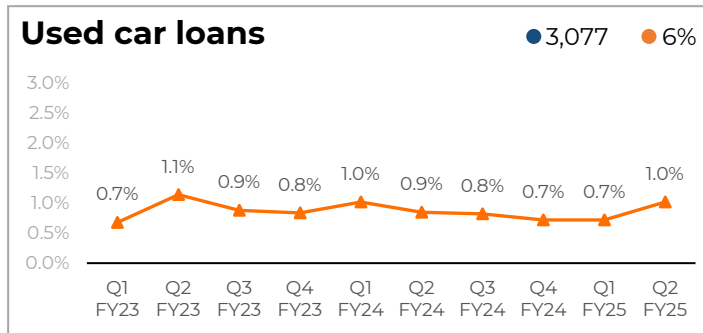
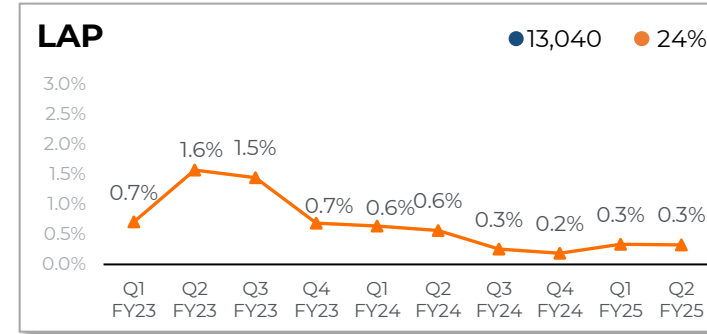
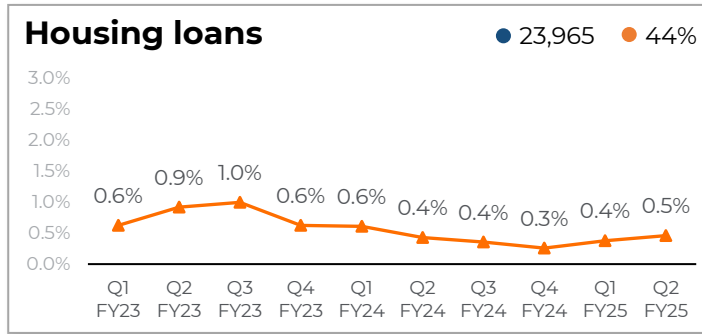
<b>0.5 Lac</b> Average ticket size	<b>756</b> Average CIBIL score	<b>16.4%</b> Disbursement yield
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Note: (\*) In Q2FY25, concluded DA sale transactions of INR 81 Cr in Business loans, INR 223 Cr in Salaried PL and co-lending transaction of INR 109 Cr in Business loans

# Retail risk (1/2) – Overall stable 90+ DPD reflecting diversified AUM mix



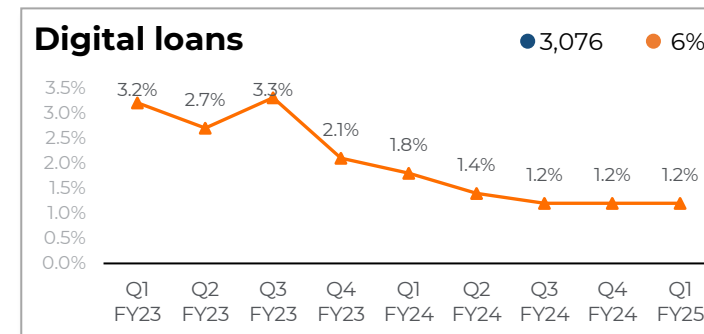
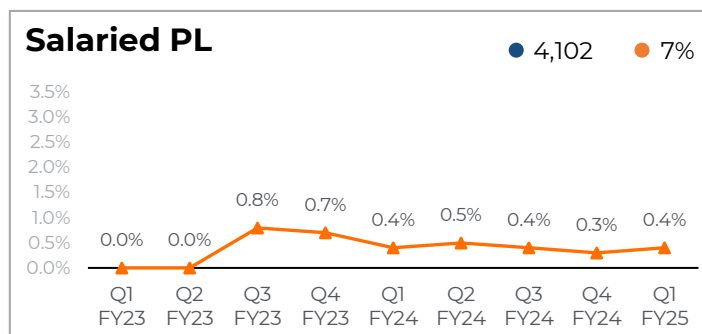
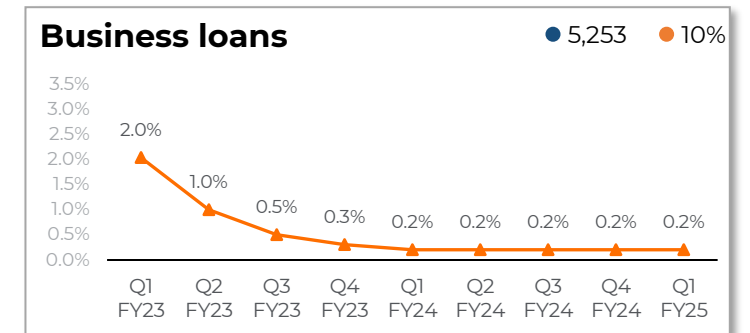
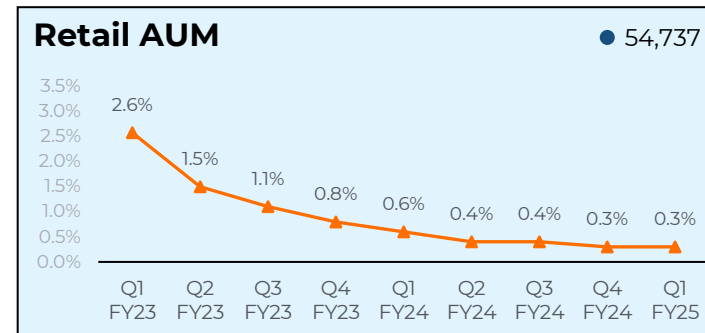
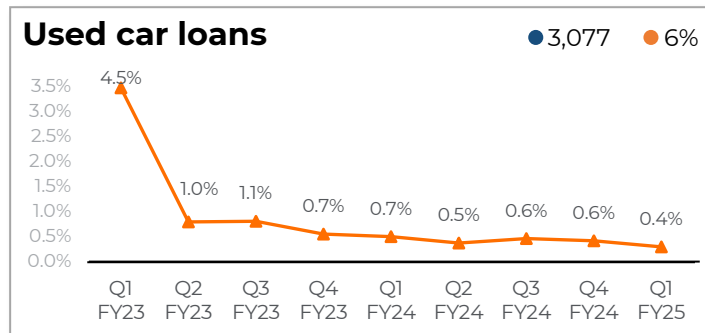
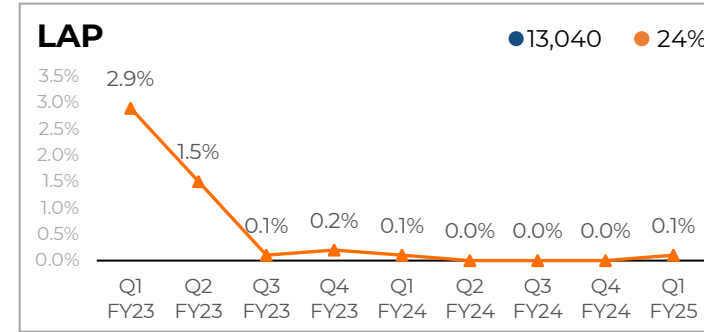
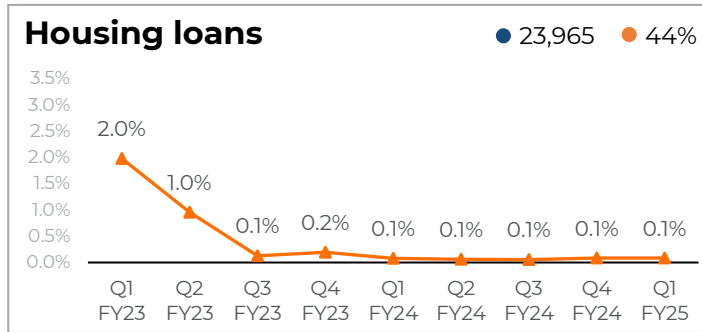
- AUM as of Q2 FY25 (INR Cr)
- % of retail AUM as of Q2 FY25
- ▲ 90+ DPD



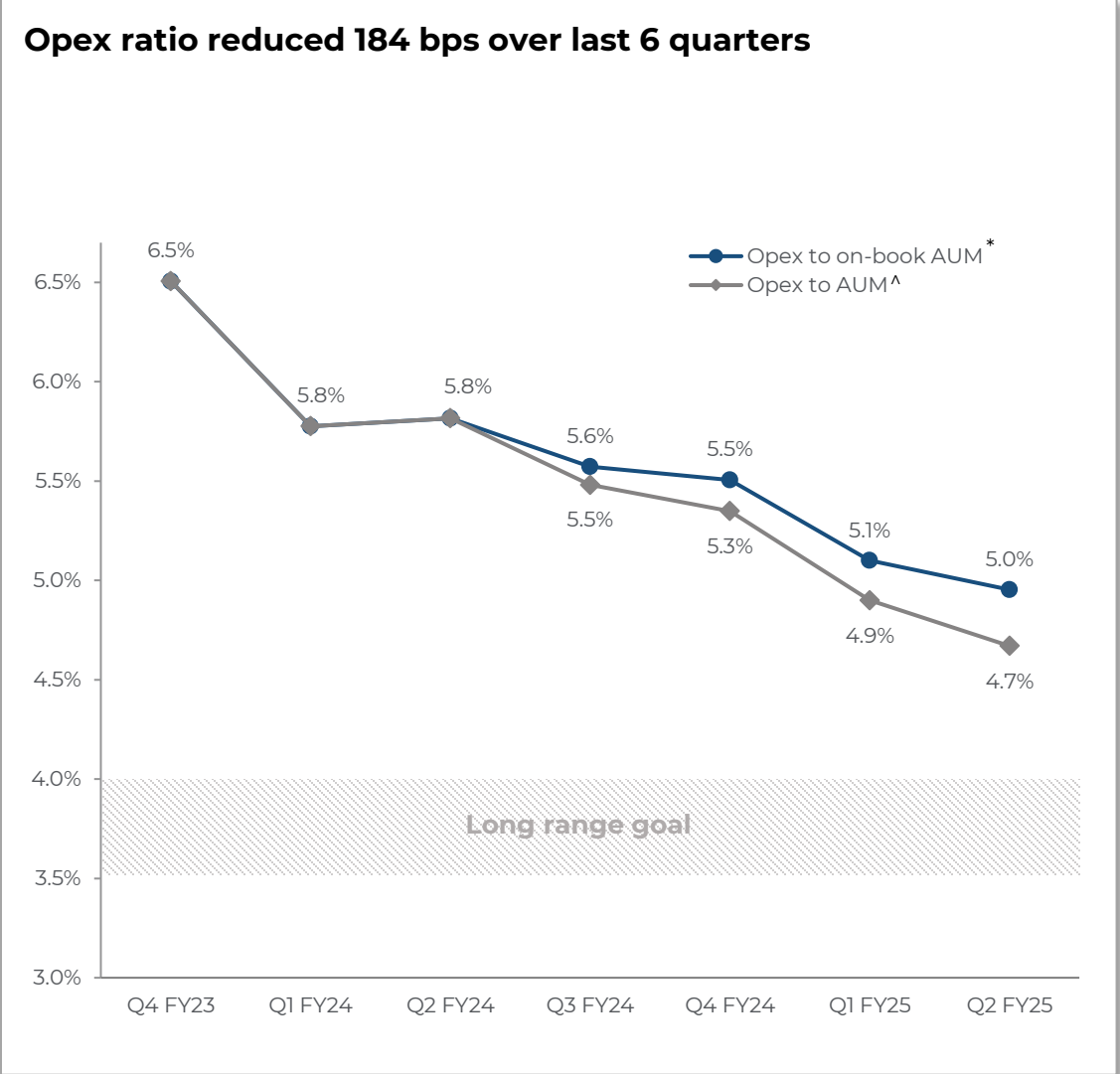
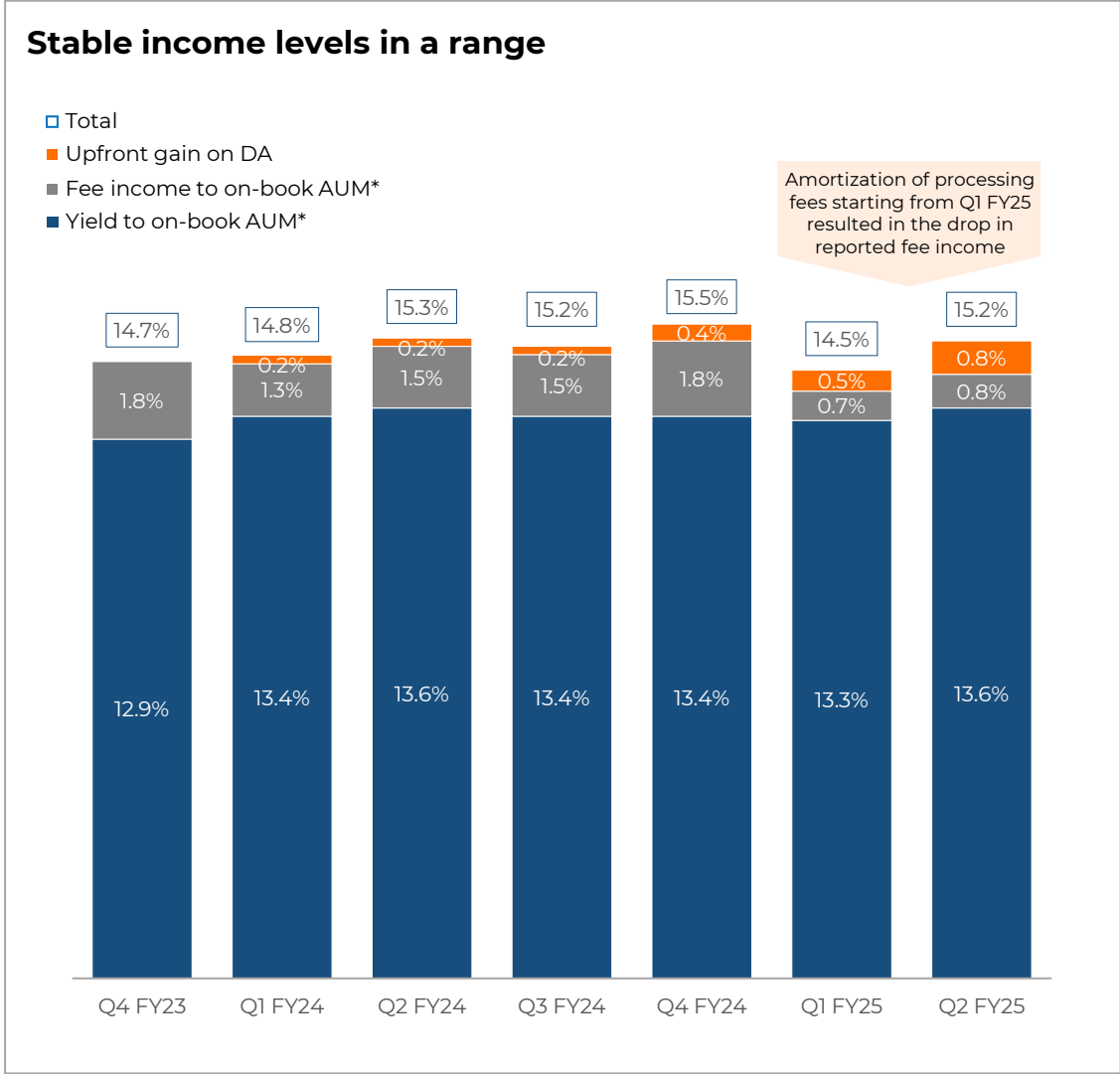
# Retail risk (2/2) – vintage risk: steady improvement in quality of new originations



- AUM as of Q2 FY25 (INR Cr)
- % of retail AUM as of Q2 FY25
- ▲ 30+ DPD at 3 months on book  
*quarters mentioned on x-axis represent the quarters of origination*



# Retail: Stable income profile - opex ratios moderating



Notes: (\*) On-book AUM excludes DA and co-lending  
 (^) Includes POCI, SRs, PTC, DA and co-lending

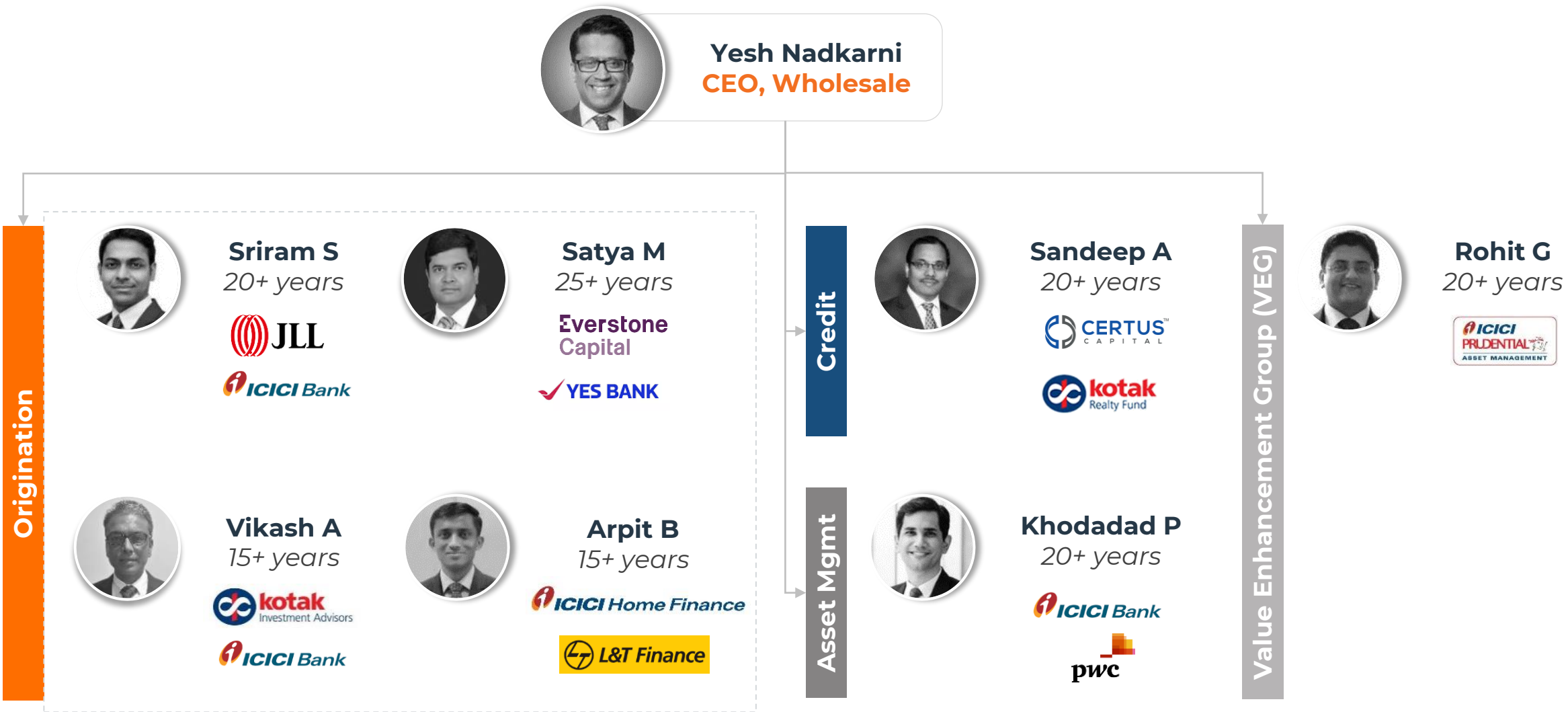


# Growth business

## Wholesale 2.0



# Experienced and strong leadership team to drive wholesale business



# Wholesale 2.0 – Tapping opportunity in underpenetrated real estate and corporate mid-market lending

## Why Real Estate Financing Market?



### OPPORTUNE TIMING

Beginning of growth cycle as affordability at all time high



### DEVELOPER CONSOLIDATION

Resulting in better quality ecosystem



### GAP IN HFC / NBFC SPACE

Sector getting vacated resulting in major market gap



### TIER 2/3 MARKETS

Underpenetrated and less competition

*Creation of developer ecosystem to provide end to end solution through Retail & Wholesale partnership; Building a specialized team within wholesale to cater to this segment*

## Corporate Mid-market Lending: A Large Untapped Market in India



Predominantly OpCo loans



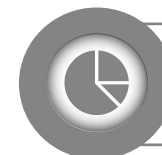
Backed by cashflow / assets



Mid-sized companies with revenues of up to USD 300mn



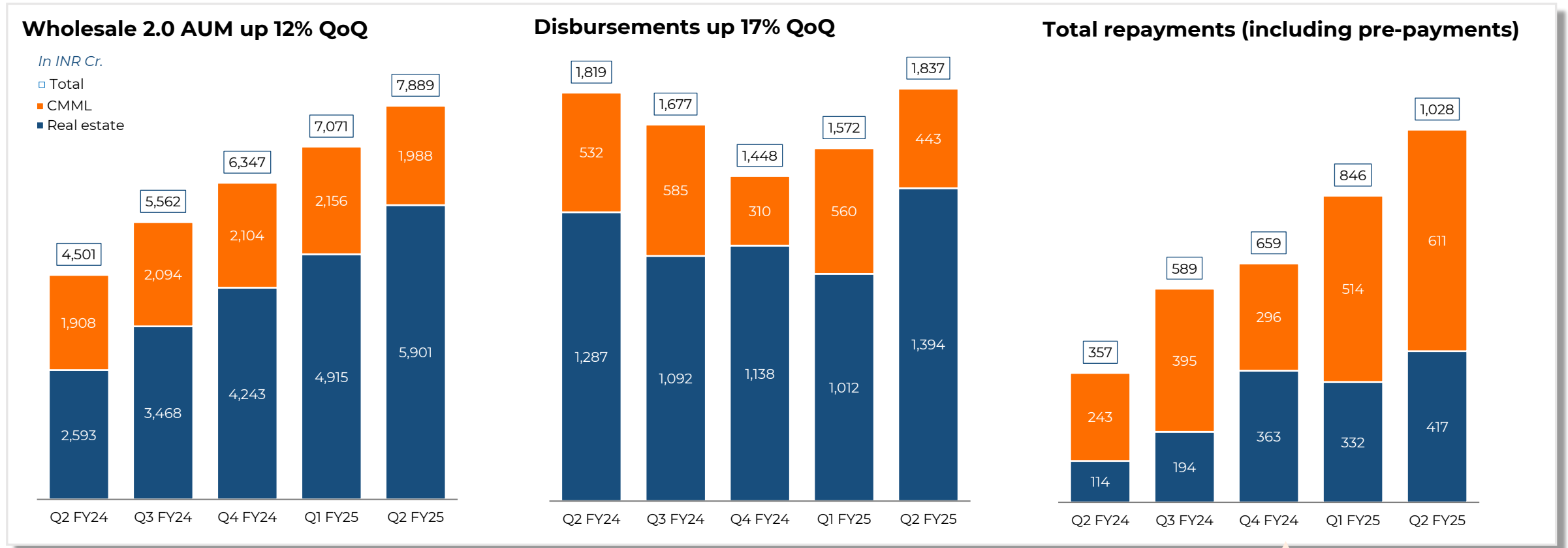
Investment grade and above (externally rated A to BBB-)



Diversified sectors manufacturing, services & NBFC



# Wholesale 2.0: Building a diversified and granular book backed by cash flows and assets



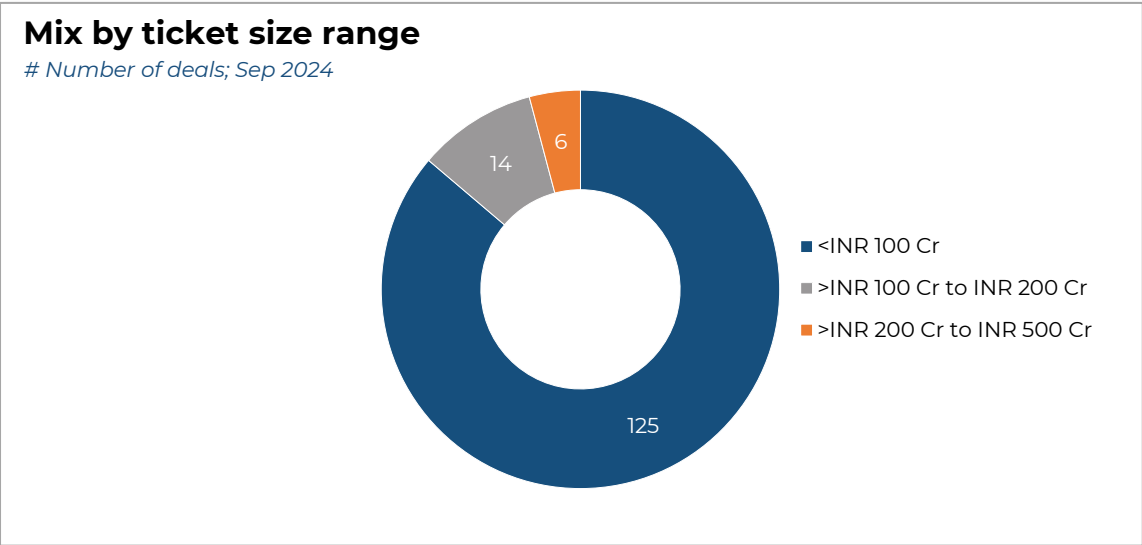
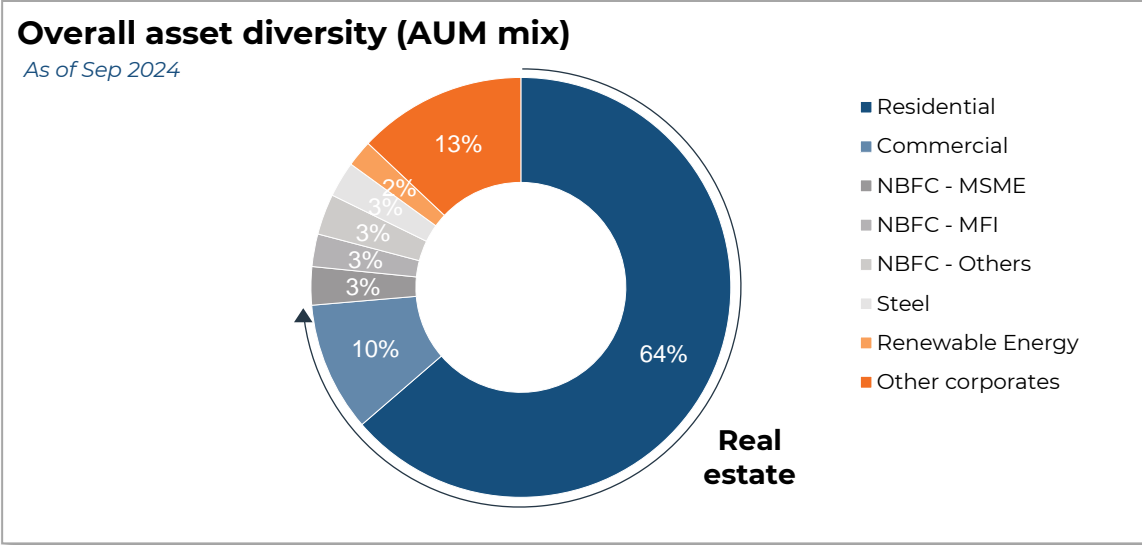
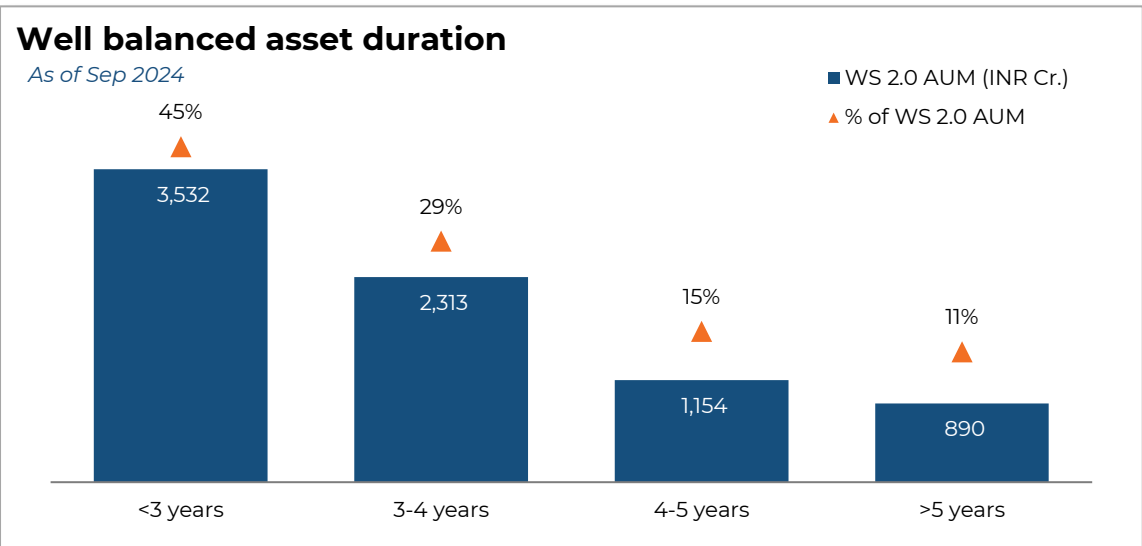
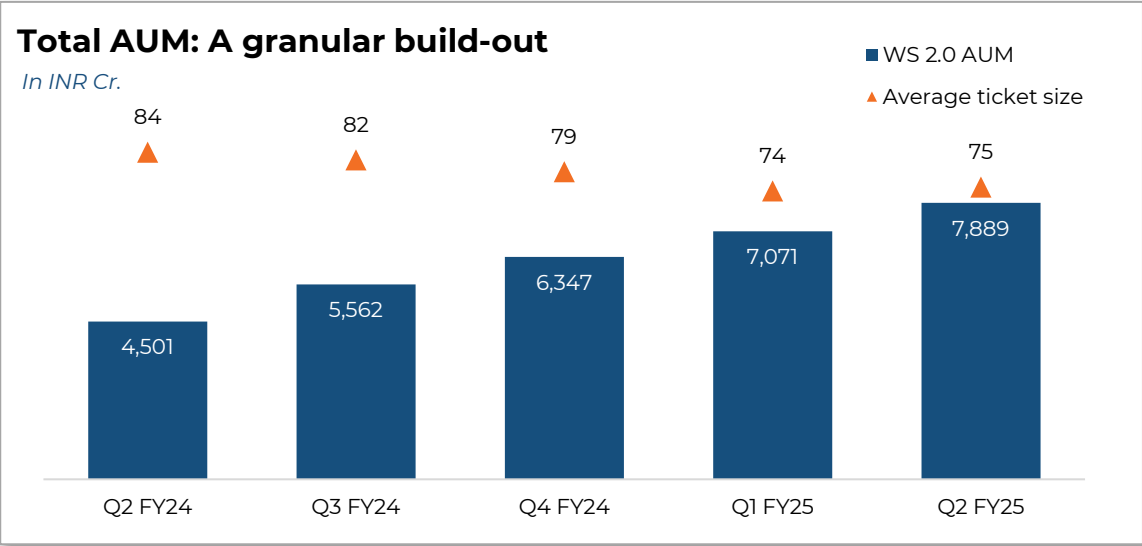
- **Disbursements** of INR 1,837 Cr in Q2 FY25
- **Performing well**, in line with or ahead of underwriting, as reflected in prepayments
- **Pre-payments** worth INR 769 Cr received in Q2 FY25
- **Exited deals** worth INR 2,649 Cr in total so far

- **Repayments** particularly high in CMML book
- Corporate India continues to de-lever, with debt repaid much faster than contracted

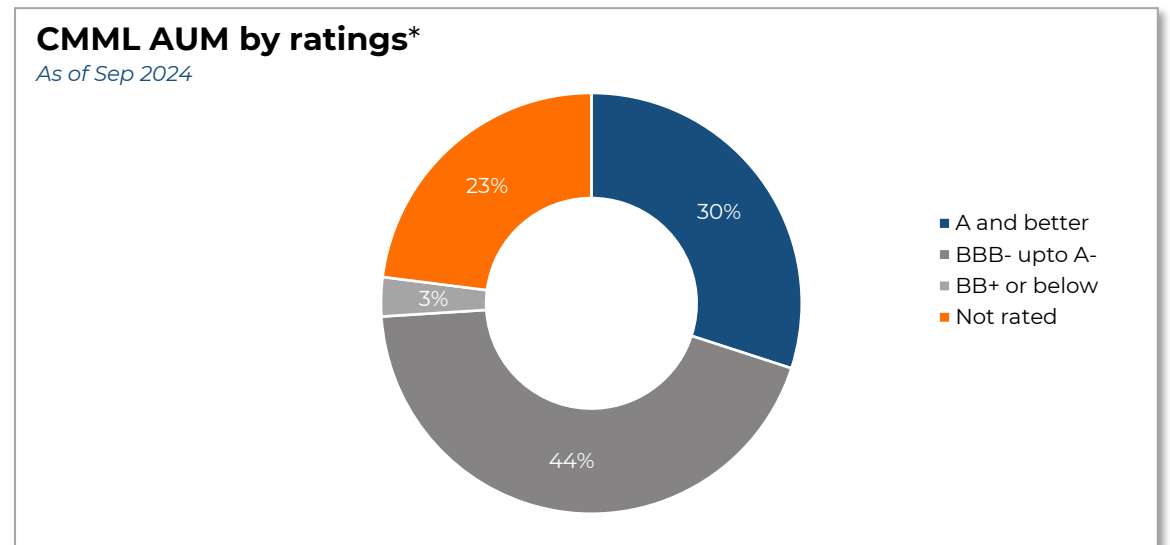
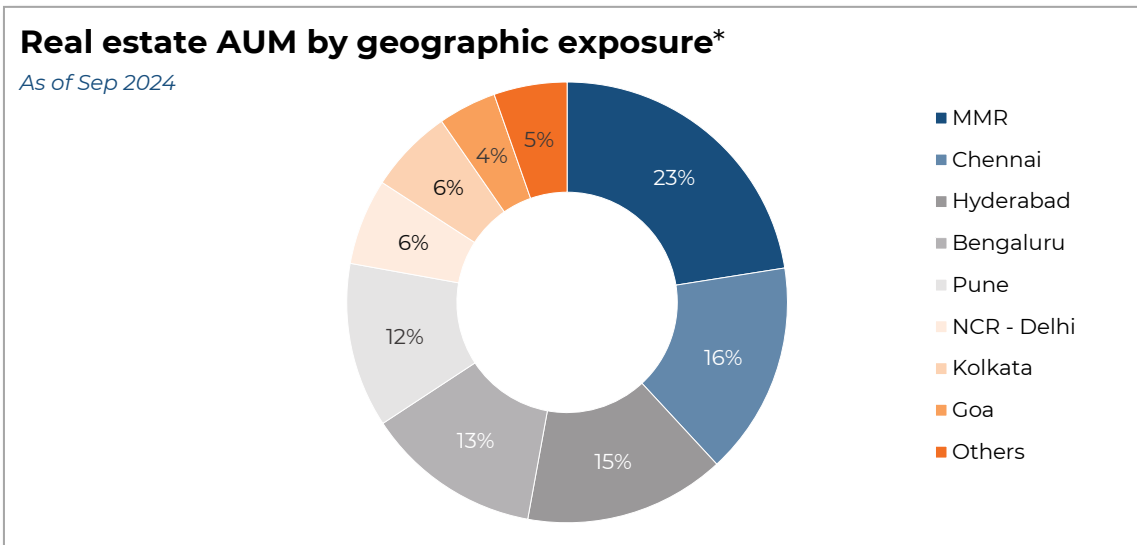
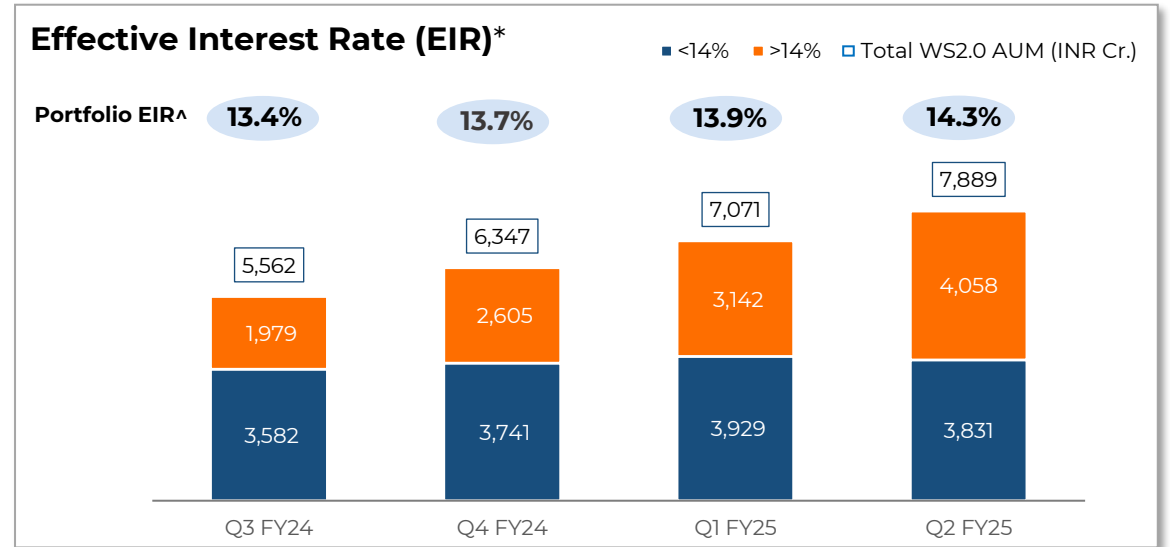
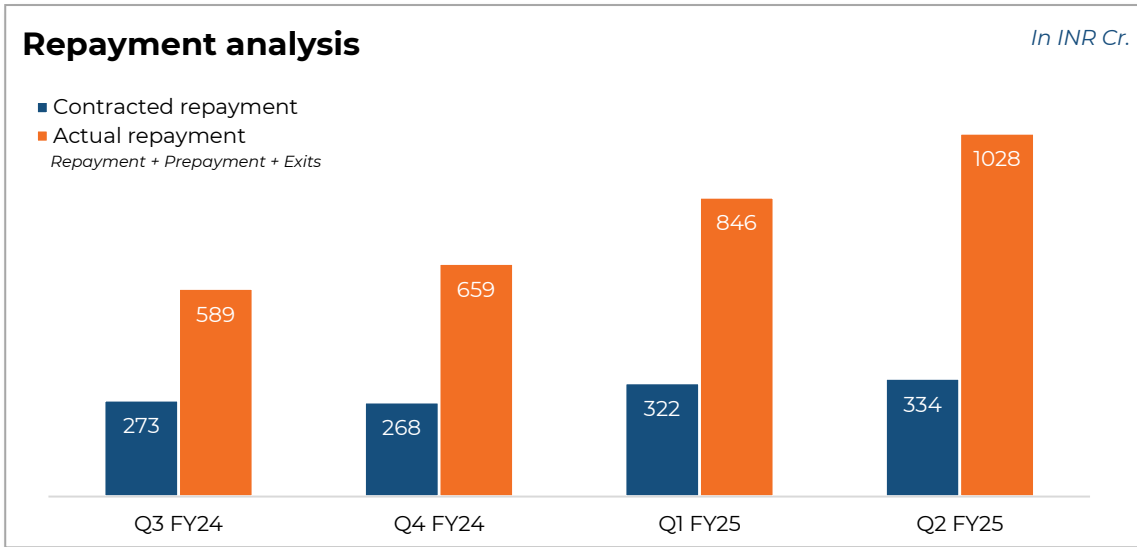
# Wholesale 2.0: Granular and diversified build-out



(Charts represents data for outstanding AUM)



# Wholesale 2.0: Portfolio analysis



Notes: (\*) Represents data for outstanding AUM  
 (^) Portfolio EIR % includes fee income



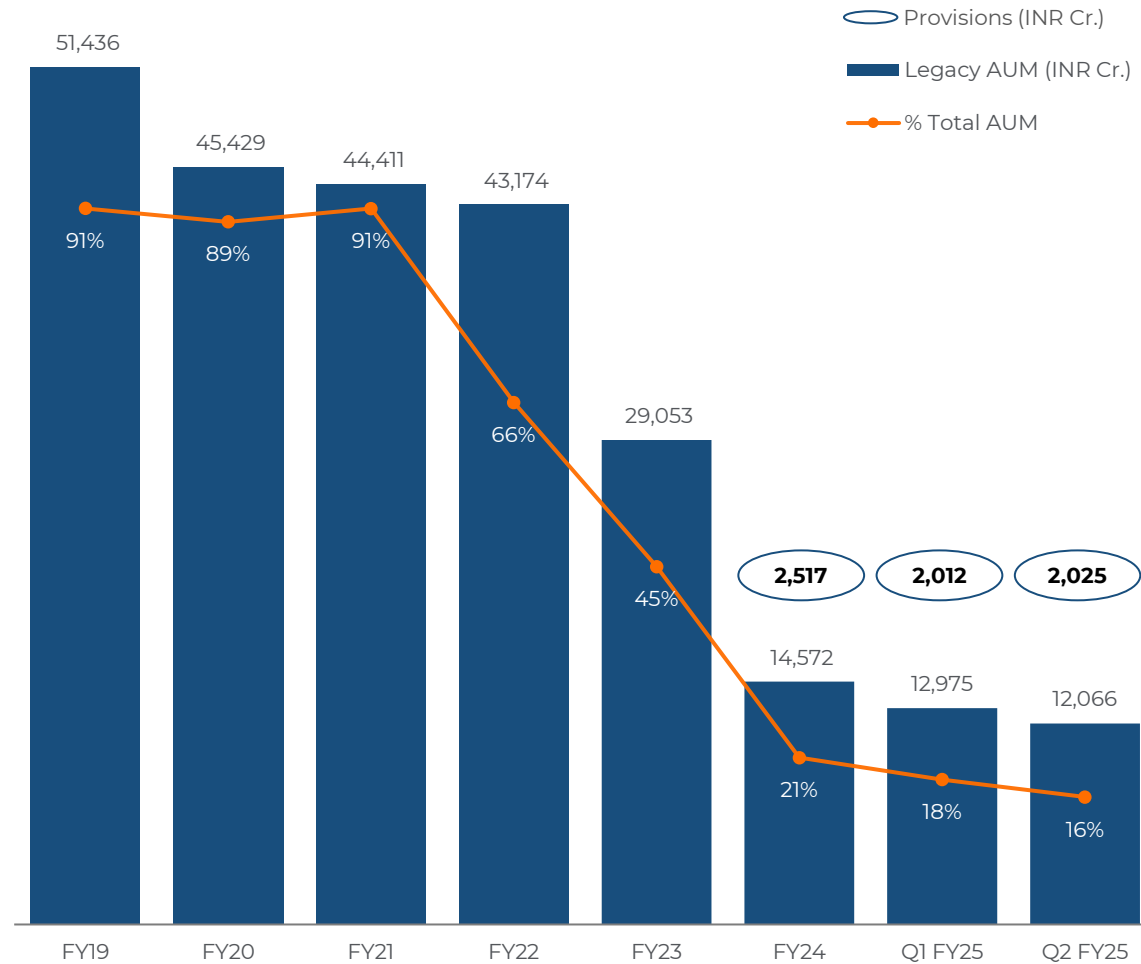
# Lending

## II. Legacy (discontinued) business



# Rapidly reducing legacy AUM

## Legacy AUM down 7% QoQ & 49% YoY to INR 12,066 Cr

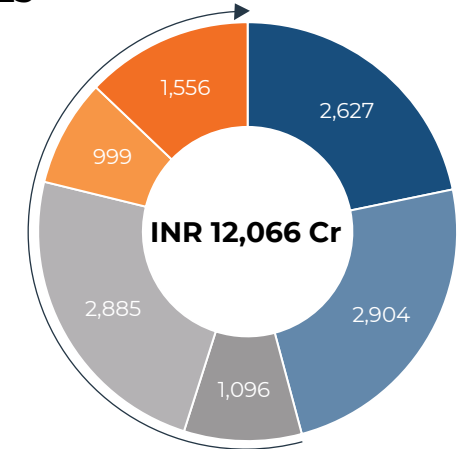


## Composition legacy AUM-Q2FY25

In INR Cr.

- Stage 1 loans
- Stage 2 loans
- Stage 3 loans
- SRs
- AIF
- Lands & receivables

INR 6,535 Cr



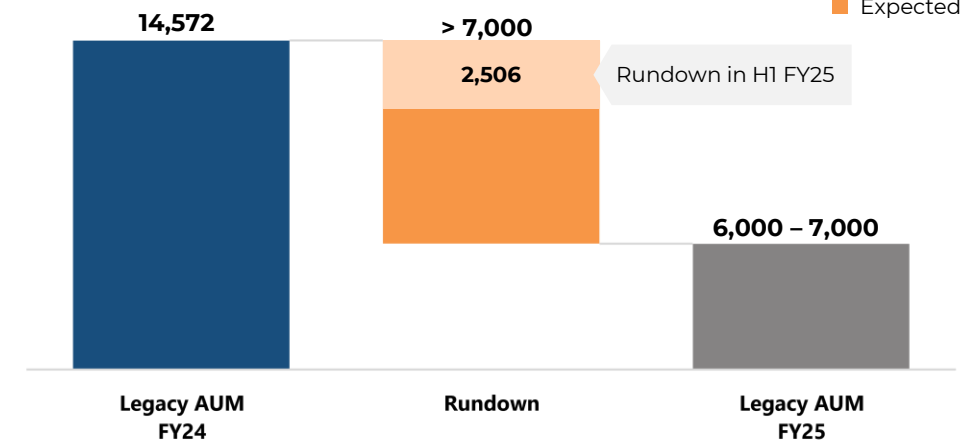
### Average yields\*

**4.7%** Total legacy | **10.2%** Stage 1 and stage 2 loans

## Reiterate bringing legacy to <10% of AUM in FY25 & <5% in FY26

In INR Cr.

- Achieved
- Expected



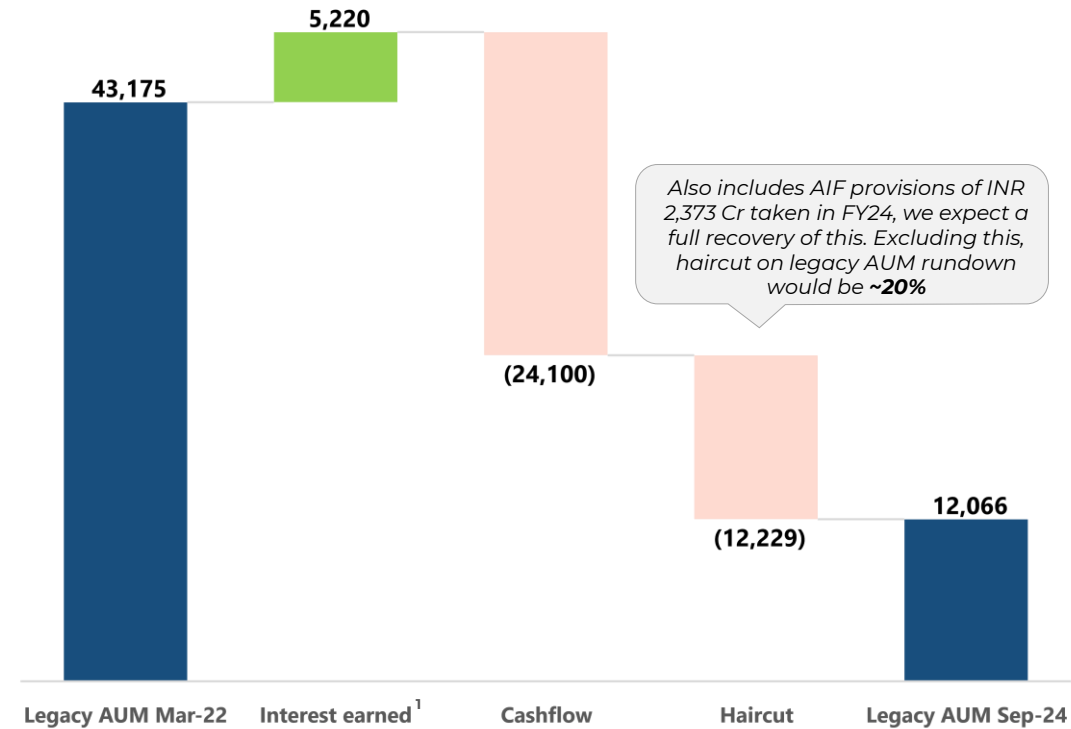
Note: (\*) Average yield % includes fee income

# Some details on the legacy AUM rundown



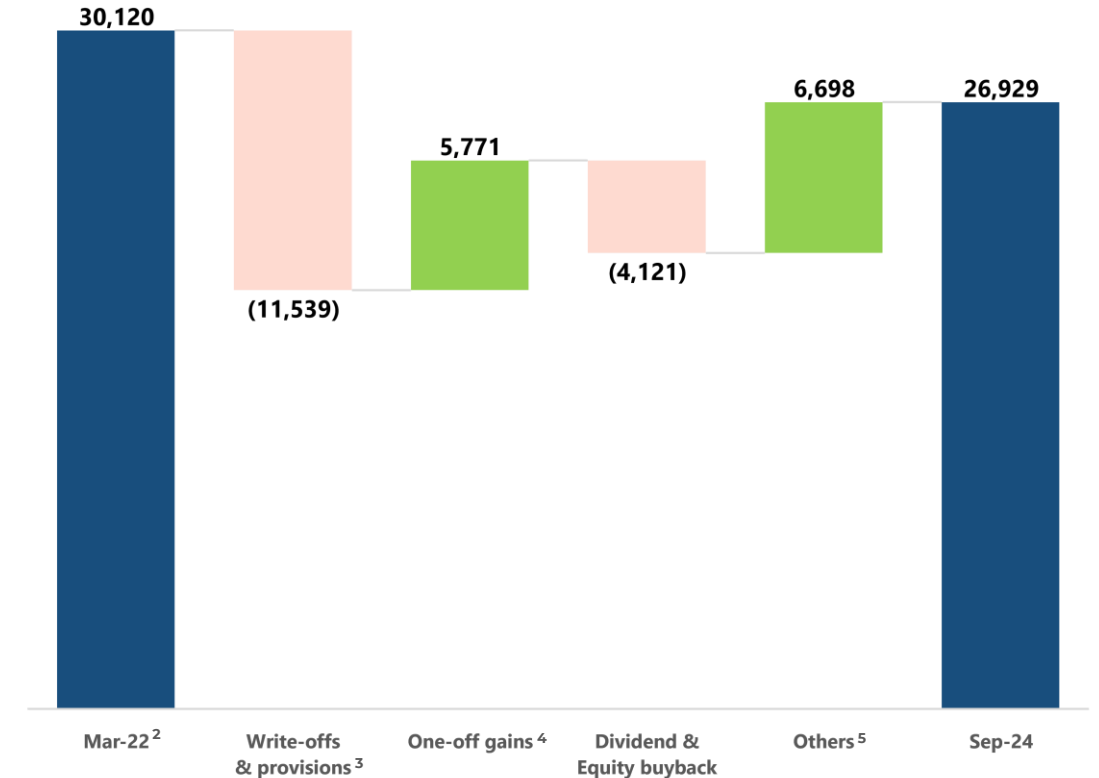
## Overall haircut of ~25% during the rundown since FY22

In INR Cr.



## Net-worth movement since end-FY22

In INR Cr.



Notes: (1) Includes other miscellaneous adjustments

(2) Opening net worth (INR 30,120 Cr) in FY23 excludes pharma business

(3) Write-offs & provisions include P&L credit costs (INR 9,620 Cr) and total net exceptional AIF provisions (INR 1,919 Cr)

(4) One-off gains include reversal of income tax provisions from DHFL merger (INR 3,327 Cr), gain of on Shriram restructuring (INR 717 Cr), Shriram Finance Limited (SFL) gain (INR 855 Cr) and income from Shriram investments stake sale (INR 871 Cr) 37

(5) Others include operating profit, other provisions, taxes and other miscellaneous movements



# Financials



# Profit and loss statement – consolidated entity



In INR Cr.

Consolidated income statement	Q2 FY25	Q2 FY24	YoY %	Q1 FY25	QoQ %	H1 FY25	H1 FY24	YoY %
Interest income <sup>1</sup>	2,198	1,800	22%	2,011	9%	4,209	3,525	19%
Less: Interest expense	1,317	1,050	25%	1,205	9%	2,522	2,094	20%
<b>Net interest income (A)</b>	<b>881</b>	<b>750</b>	<b>17%</b>	<b>807</b>	<b>9%</b>	<b>1,687</b>	<b>1,431</b>	<b>18%</b>
Fee & commission	102	125	(19%)	109	-6%	211	215	(2%)
Dividend	32	13	142%	-		32	90	(64%)
Others	123	26	378%	58	112%	181	69	161%
<b>Other income (B)</b>	<b>257</b>	<b>164</b>	<b>56%</b>	<b>167</b>	<b>54%</b>	<b>424</b>	<b>374</b>	<b>13%</b>
<b>Total income (A+B)</b>	<b>1,137</b>	<b>914</b>	<b>24%</b>	<b>973</b>	<b>17%</b>	<b>2,111</b>	<b>1,806</b>	<b>17%</b>
Less: Operating expenses (Opex)	741	664	12%	703	5%	1,444	1,292	12%
<b>Pre-provision operating profit (PPOP)</b>	<b>396</b>	<b>250</b>	<b>58%</b>	<b>270</b>	<b>47%</b>	<b>666</b>	<b>513</b>	<b>30%</b>
Less: Loan loss provisions & FV loss / (gain)	317	198	60%	133	138%	451	377	20%
Less: Shriram FV loss / (gain)	-	-		-		-	(855)	
Less: Goodwill write-off	-	-		-		-	278	
<b>Profit before tax</b>	<b>79</b>	<b>53</b>	<b>50%</b>	<b>137</b>	<b>(42%)</b>	<b>216</b>	<b>713</b>	<b>(70%)</b>
Add: Exceptional gain / (loss)	77 <sup>2</sup>	(64) <sup>3</sup>		104 <sup>2</sup>	(26%)	181	(64)	
Less: Current & deferred tax	27	11	154%	66	(59%)	94	184	(49%)
Add: Associate income	34	71	(52%)	8	351%	42	92	(54%)
<b>Reported net profit / loss after tax</b>	<b>163</b>	<b>48</b>	<b>238%</b>	<b>181</b>	<b>(10%)</b>	<b>344</b>	<b>557</b>	<b>(38%)</b>

Notes: (1) Interest Income includes DA Upfront income of INNR 99 Cr in Q2 FY25 and INR 57 Cr in Q1 FY25

(2) Exceptional gains include gross AIF recovery of INR 77 Cr in Q2 FY25 and INR 104 Cr in Q1 FY25

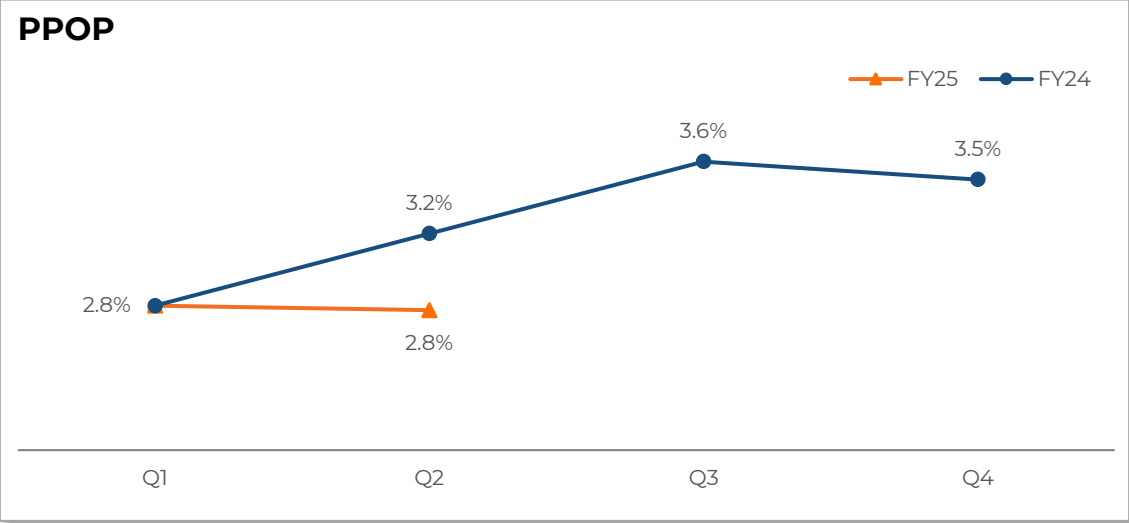
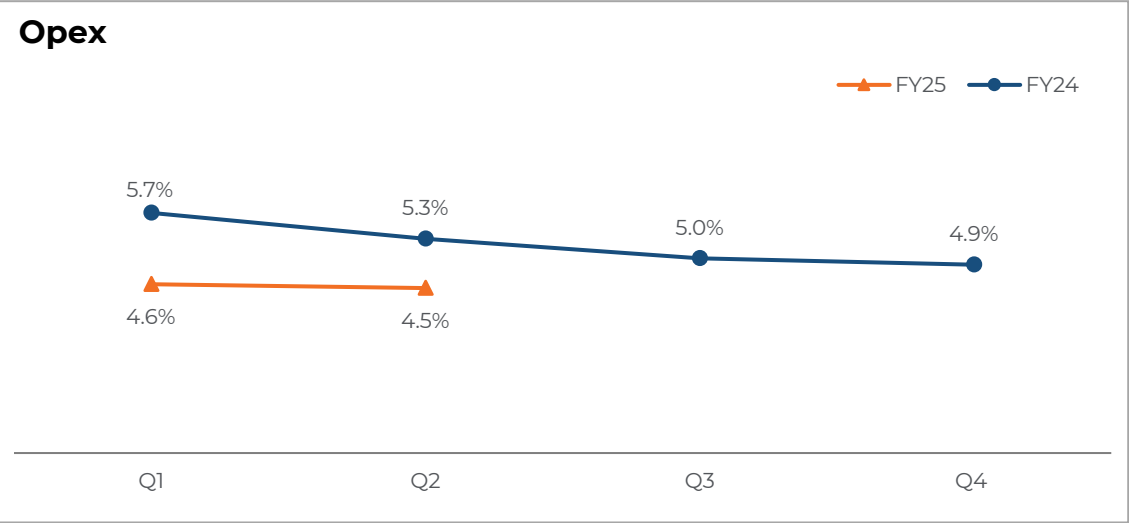
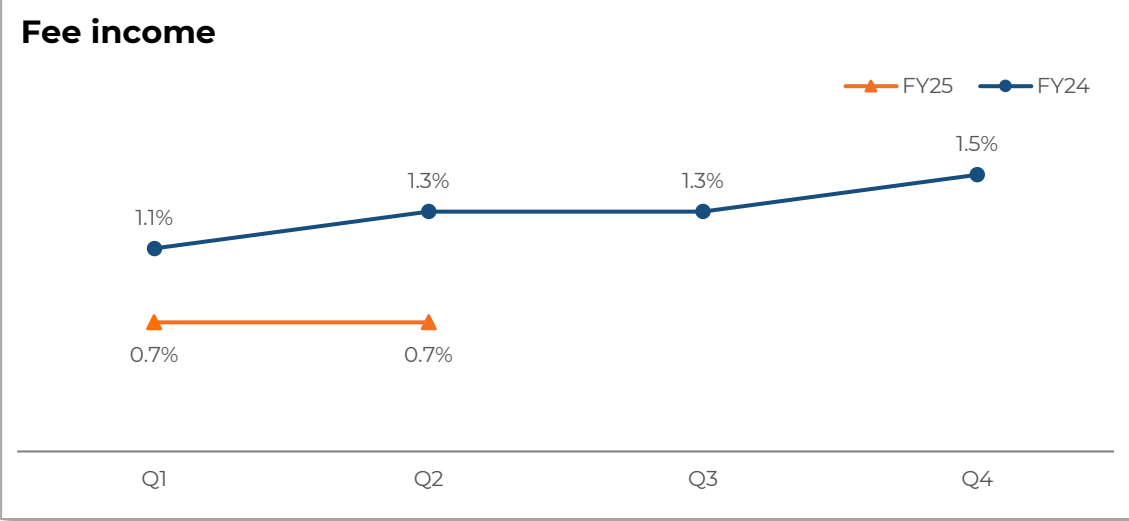
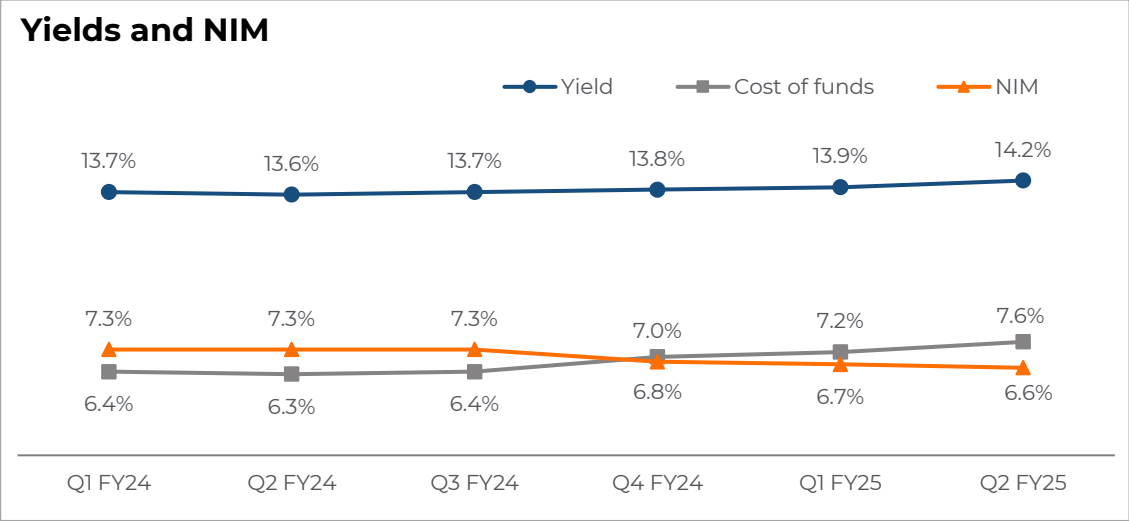
(3) In furtherance to the order dated 5th September 2023 and 20th September 2023 of the Hon'ble Delhi High Court in W.P.(CRL) 2555/2023, Piramal Fund Management Private Limited, has agreed to refund / return the principal amounts to all investors of Indiareit PMS as a one-time payment without admission of any liability and without prejudice basis



# Growth business P&L ratios



(All ratios as % of average AUM of Growth business)



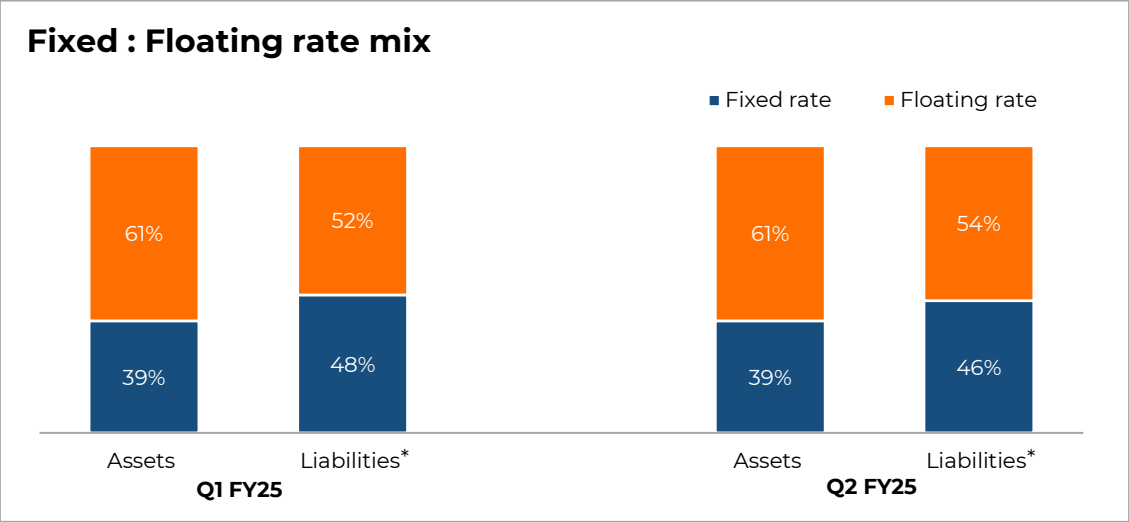
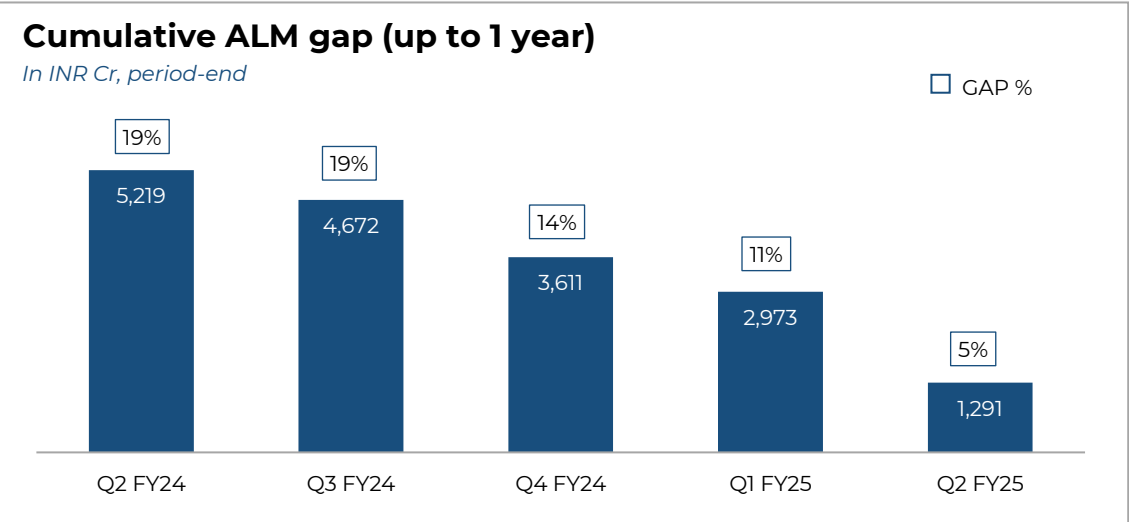
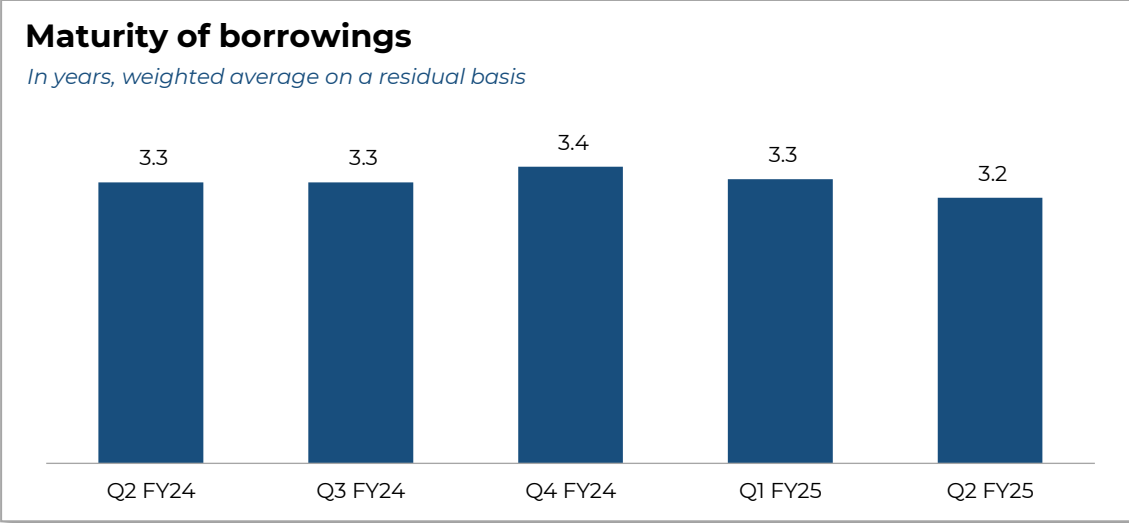
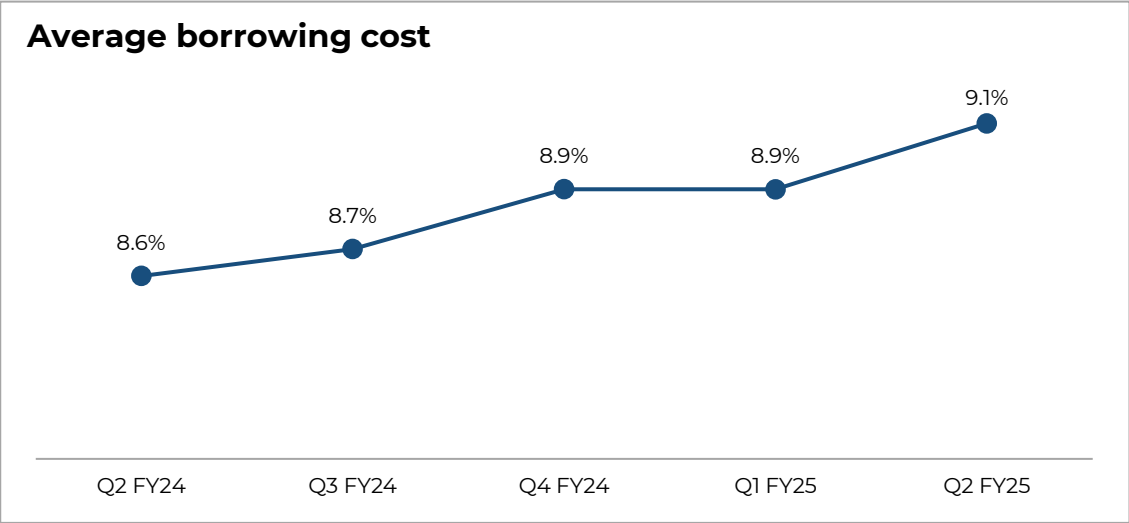
# Balance sheet and key ratios

Consolidated balance sheet <span style="float: right;">(INR Cr.)</span>			
Particulars	Q2 FY25	Q1 FY25	Q2 FY24
<b>Assets</b>			
Cash & liquid investments	6,039	5,803	6,588
Gross asset under management	70,720	68,053	66,321
ECL provision	3,118	2,997	2,666
Net assets under management	67,601	65,056	63,654
Investments in Shriram group	1,708	1,708	2,278
Investments in alternatives and others	3,264	3,141	2,398
Fixed assets	2,673	2,750	1,703
Net assets / (liability)	3,192	3,230	1,346
<b>Total assets</b>	<b>84,478</b>	<b>81,688</b>	<b>77,966</b>
<b>Liabilities</b>			
Net worth	26,930	26,863	28,710
Gross debt	57,548	54,825	49,256
<b>Total liabilities</b>	<b>84,478</b>	<b>81,688</b>	<b>77,966</b>
<b>Leverage ratios</b>			
Gross debt to equity (x)	2.1	2.0	1.7
Net debt to equity (x)	1.9	1.8	1.5



- Total capital adequacy at 23.3% with net worth of INR 26,930 Cr

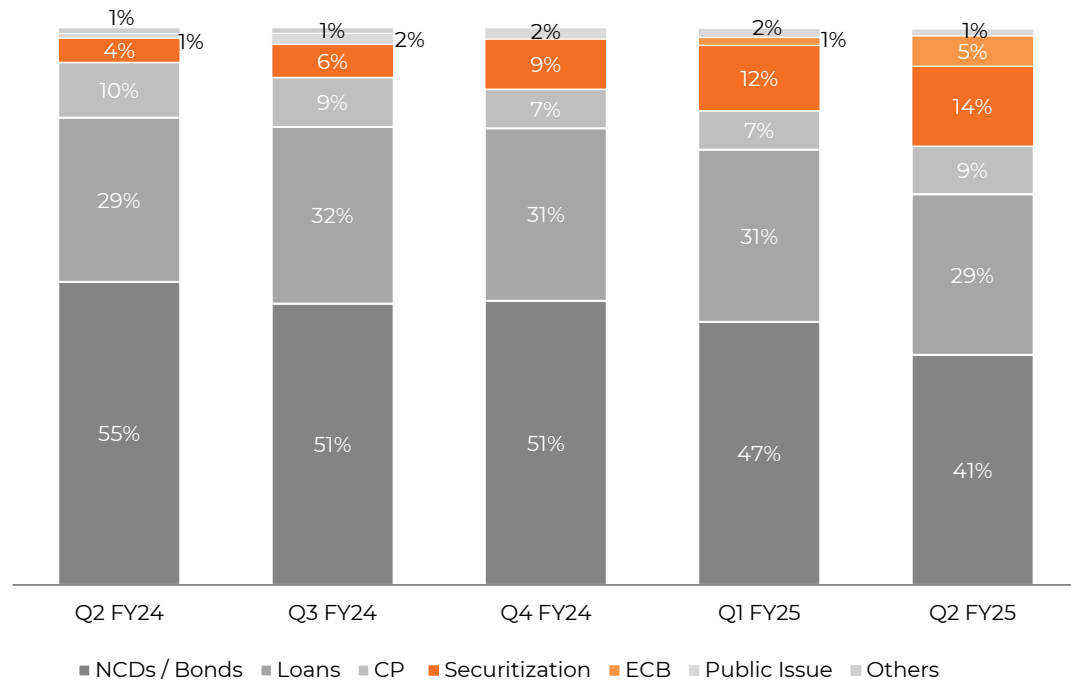
# Liabilities management



Note: (\*) Liabilities includes fixed rate borrowings of INR 16,172 Cr for Q1 FY25 & INR 15,710 Cr for Q2 FY25

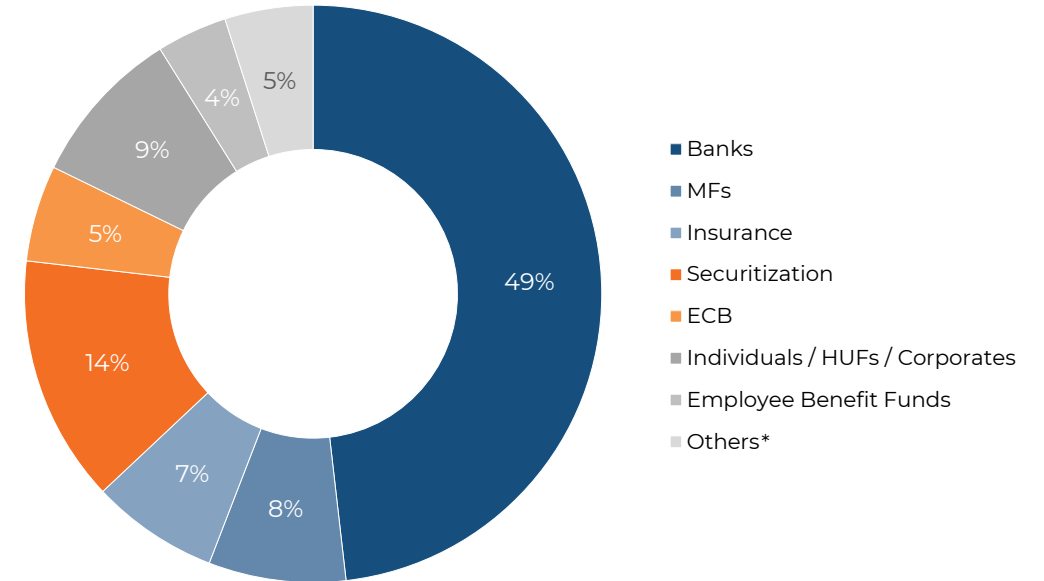
# Diversifying the borrowing mix

## Rising role of Securitization and International Borrowings



## Borrowing mix by type of lender

As of Sep '24



**Domestic ratings**

**Long term ratings**  
ICRA & CARE: AA  
Outlook Stable

**Short term ratings**

CRISIL, ICRA, CARE: A1+

**International ratings**

S&P: BB-  
Moody's: Ba3

**\$100mn social impact loan | Raised USD sustainability bond of \$300mn in Jul '24 and \$150mn in Oct '24**

Notes: Borrowings include direct assignment (DA) of INR 3,686 Cr as of Q2 FY25, INR 2,408 Cr as of Q1 FY25, INR 1,598 Cr as of Q4 FY24, INR 875 Cr as of Q3 FY24 and INR 612 Cr as of Q2 FY24  
(\* Includes NHB, & other financial institutions which contribute 3% and 2% respectively to overall borrowings;

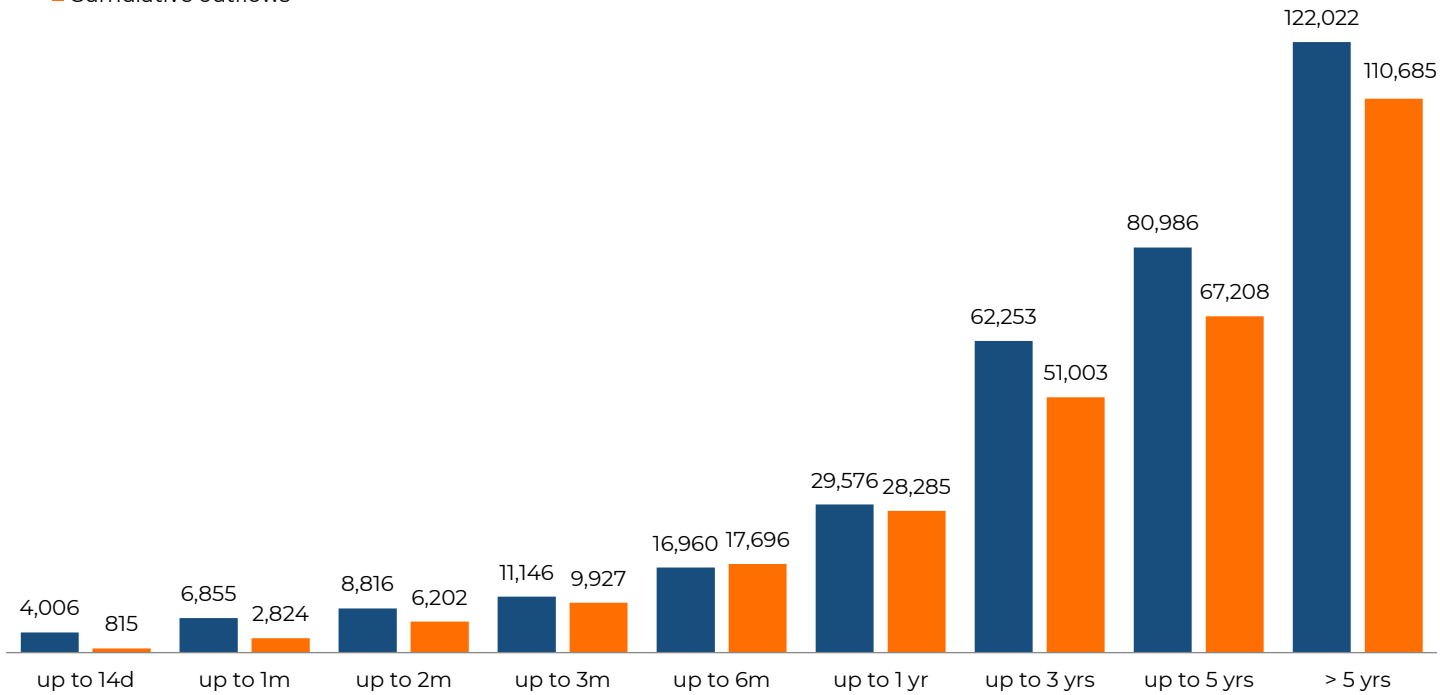
# Asset-liability profile



As on Sep 30, 2024

In INR Cr.

■ Cumulative inflows  
■ Cumulative outflows

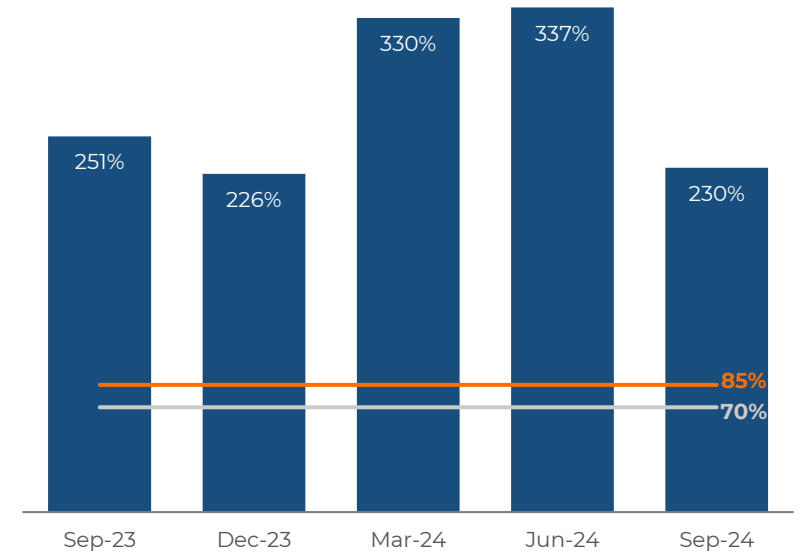


## Cumulative GAP (%)



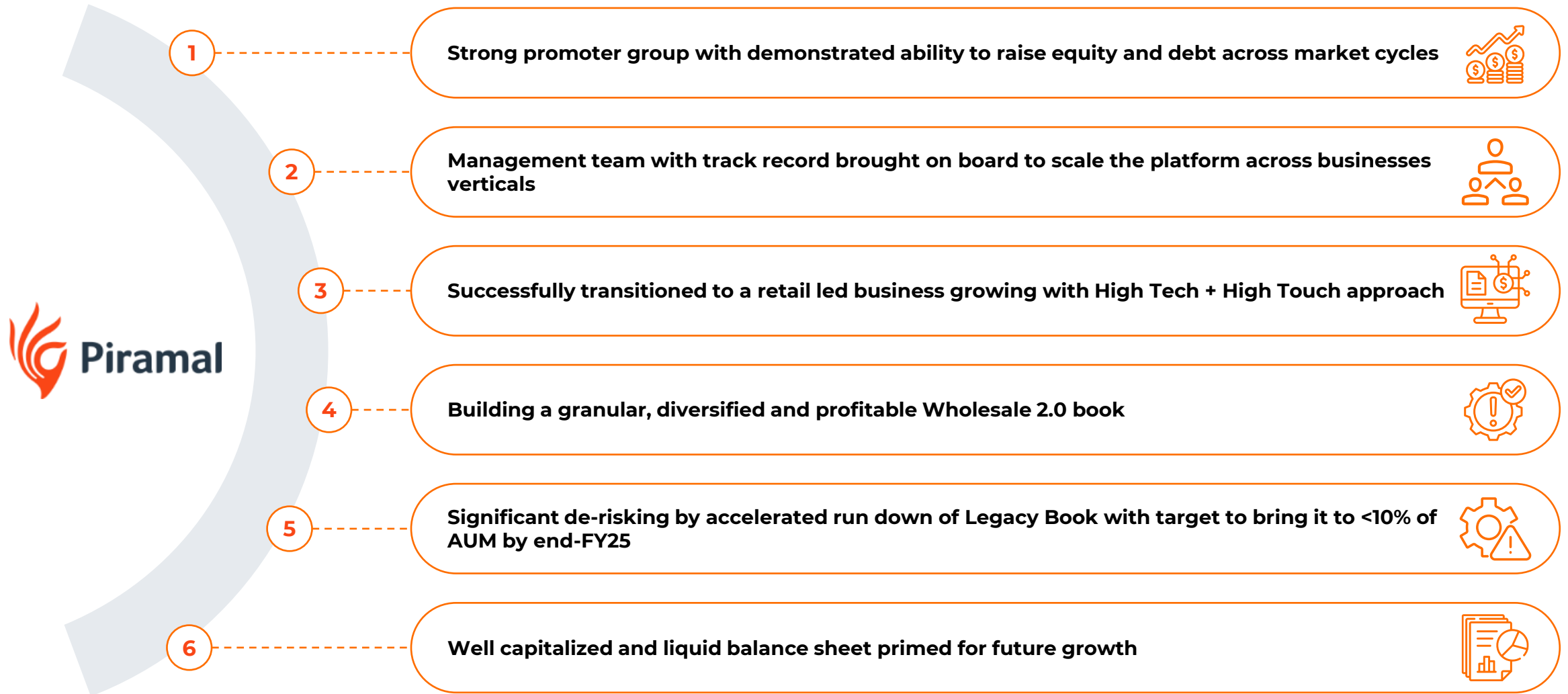
## Very strong position on liquidity

■ PEL's Consol. LCR %  
— Regulatory LCR% requirement (NBFCs)  
— Regulatory LCR% requirement (HFCs)



# Summary – The Piramal Finance Story

*A growing diversified lending business being built by a credible management team and backed by a solid promoter group*





# Appendix



# Asset classification: Total assets



Total assets (INR Cr.)	Q2 FY25	Q1 FY25	Q2 FY24
Stage 1	64,041	61,594	59,419
Stage 2	4,085	3,940	4,146
Stage 3	1,973	1,641	1,529
<b>Sub-Total</b>	<b>70,100</b>	<b>67,175</b>	<b>65,094</b>
POCI	620	877	1,227
<b>Total AUM*</b>	<b>70,720</b>	<b>68,053</b>	<b>66,321</b>
Total provisions (INR Cr.)	Q2 FY25	Q1 FY25	Q2 FY24
Stage 1	1,183	1,174	1,111
Stage 2	880	839	843
Stage 3	1,055	984	712
<b>Total</b>	<b>3,118</b>	<b>2,997</b>	<b>2,666</b>
Provision coverage ratio (%)	Q2 FY25	Q1 FY25	Q2 FY24
Stage 1	1.8%	1.9%	1.9%
Stage 2	21.6%	21.3%	20.3%
Stage 3	53.5%	60.0%	46.6%
<b>Total provisions as a % of total AUM</b>	<b>4.4%</b>	<b>4.4%</b>	<b>4.0%</b>
<b>GNPA ratio (%)</b>	<b>3.1%</b>	<b>2.7%</b>	<b>2.7%</b>
<b>NNPA ratio (%)</b>	<b>1.5%</b>	<b>1.1%</b>	<b>1.5%</b>

Note: (\*) Excludes direct assignment (DA) (INR 3,686 Cr as of Q2 FY25, INR 2,408 Cr as of Q1 FY25 and INR 612 Cr as of Q2 FY24), Co-lending (INR 286 Cr as of Q2 FY25 and INR 115 Cr as of Q1 FY25)



# Asset classification: Growth assets



Total assets (INR Cr.)	Q2 FY25	Q1 FY25	Q2 FY24
Stage 1	55,975	52,395	39,595
Stage 2	1,181	1,050	1,010
Stage 3	878	756	661
<b>Sub-Total</b>	<b>58,034</b>	<b>54,201</b>	<b>41,267</b>
POCI	620	877	1,227
<b>Total AUM*</b>	<b>58,654</b>	<b>55,078</b>	<b>42,494</b>
Total provisions (INR Cr.)	Q2 FY25	Q1 FY25	Q2 FY24
Stage 1	622	583	587
Stage 2	136	123	57
Stage 3	336	279	225
<b>Total</b>	<b>1,094</b>	<b>985</b>	<b>869</b>
Provision coverage ratio (%)	Q2 FY25	Q1 FY25	Q2 FY24
Stage 1	1.1%	1.1%	1.5%
Stage 2	11.5%	11.8%	5.6%
Stage 3	38.3%	36.9%	34.0%
<b>Total provisions as a % of total AUM</b>	<b>1.9%</b>	<b>1.8%</b>	<b>2.0%</b>

Note: (\*) Excludes direct assignment (DA) (INR 3,686 Cr as of Q2 FY25, INR 2,408 Cr as of Q1 FY25 and INR 612 Cr as of Q2 FY24), Co-lending (INR 286 Cr as of Q2 FY25 and INR 115 Cr as of Q1 FY25)

# Asset classification: Legacy assets



Total assets (INR Cr.)	Q2 FY25	Q1 FY25	Q2 FY24
Stage 1	8,067	9,199	19,823
Stage 2	2,904	2,890	3,136
Stage 3	1,096	885	868
<b>Total AUM</b>	<b>12,066</b>	<b>12,975</b>	<b>23,827</b>
Total provisions (INR Cr.)	Q2 FY25	Q1 FY25	Q2 FY24
Stage 1	561	591	524
Stage 2	744	716	787
Stage 3	719	706	488
<b>Total</b>	<b>2,025</b>	<b>2,012</b>	<b>1,798</b>
Provision coverage ratio (%)	Q2 FY25	Q1 FY25	Q2 FY24
Stage 1	7.0%	6.4%	2.6%
Stage 2	25.6%	24.8%	25.1%
Stage 3	65.6%	79.7%	56.2%
<b>Total provisions as a % of total AUM</b>	<b>16.8%</b>	<b>15.5%</b>	<b>7.5%</b>

# Multi-product retail lending platform across the risk-reward spectrum – Q2 FY25



Product Segments	Products	Average disbursement ticket size (INR lakh)	Disbursement yield	Share in disbursements	AUM yield*	Share in AUM^
Housing	Affordable housing	22.2	11.6%	31.1%	11.8%	43.8%
	Mass affluent housing					
	Budget housing					
Secured MSME (LAP)	Secured business loan	23.3	12.9%	26.6%	13.0%	23.8%
	Loan against property (LAP)					
	LAP plus					
Used car loans	Pre-owned car loans	6.8	15.1%	9.3%	15.0%	5.6%
Business loan	Microfinance loans	0.6	18.9%	5.8%	17.7%	2.7%
	Business loans	8.8	20.3%	8.5%	20.3%	6.9%
	Merchant BNPL					
Salaried PL	Salaried personal loans	4.4	17.5%	11.8%	17.5%	7.5%
Digital loan	Digital purchase finance	0.5	16.4%	7.0%	18.0%	5.6%
	Digital personal loans					
<b>Total / weighted average</b>		<b>15.1</b>	<b>14.1%</b>		<b>13.7%</b>	

Note: (\*) Weightage average yield excludes POCI and pertains to all customers outstanding as of 30th Sep 2024

(^) The balance 4.1% (to make the total 100%) consists of LAMF (INR 501 Cr as of Q2FY25), SRs (INR 1,590 Cr as of Q2 FY25) & pass-through certificates (PTC) (INR 133 Cr as of Q2 FY25)

# We expect ~15% AUM growth in FY25



Key metrics	Q4 FY24	Q2 FY25	Q4 FY25E
Total AUM (INR '000 Cr)	~69 (+8% YoY)	~74.7 (+12% YoY)	~80 (~15% YoY)
Legacy (discontinued) AUM (as % Total AUM)	21%	16%	<10%
Retail : Wholesale mix	70 : 30	73 : 27	75 : 25
Exit quarter opex to AUM - Growth business	4.9%	4.5%	4.6%

## FY28E targets

Key metrics	FY24	FY28E
Retail growth	49% YoY	26% CAGR (from FY24)
Retail : Wholesale mix	70 : 30	75 : 25
Total AUM (INR '000 Cr)	~69 (+8% YoY)	~150 (21% CAGR from FY24)

- Profitability targets - **ROA of 3.0-3.3% by FY28E**
- In addition, assessed carry forward losses of ~INR 10,600 Cr, provide an **upside potential** to ROA & PAT targets

Term	Description
<b>90+ DPD delinquency</b>	90 to 179 days DPD (% of average AUM)
<b>ALM Profile</b>	Based on contractual ALM for wholesale and behavioral ALM for the retail portfolio
<b>Average AUM</b>	Average of periodic average on-book AUM
<b>Blackout period</b>	Blackout period pertains to all listed securities of PEL
<b>Borrowing cost</b>	Borrowing cost = interest expense / average interest - bearing liabilities
<b>CMML</b>	Corporate mid market loans
<b>Cost of funds (CoF)</b>	COF = Interest expense / on book average AUM
<b>Credit segment filtered customers</b>	Customer base after removing industry level delinquent behavior
<b>Cross-sell franchise</b>	Customer base after removing low score customers
<b>Cumulative GAP</b>	Cumulative GAP = Cumulative inflows up to 1-year – cumulative outflows up to 1-year
<b>Cumulative GAP (%)</b>	Cumulative GAP (%) = net flows (i.e., cumulative inflows – cumulative outflows) as a % of cumulative outflows
<b>GAP%</b>	GAP% = Net flows (i.e., cumulative inflows – cumulative outflows) as a % of cumulative outflows
<b>Geography</b>	Population considered Tier 1: 40+ lacs, Tier2: 10-40 lacs, Tier3: <10 lacs; metro adjacent locations carved out from tier 1/2/3 for centers in peripheries of metros.
<b>Gross credit cost</b>	Aggregate of stage-wise credit cost for stage 1/2/3 loans & write-off
<b>Growth AUM</b>	It includes Retail AUM and Wholesale 2.0 AUM
<b>LCR %</b>	Liquidity coverage ratio %
<b>MAU</b>	Monthly active users
<b>Net credit cost</b>	Gross credit cost less recoveries from POCI book and other gains
<b>Net interest income (NII)</b>	NII = interest income - interest expense
<b>Net interest margin (NIM)</b>	NIM = net interest income / on book average AUM
<b>Non delinquent customers</b>	Customer base after removing internal defaults
<b>On book AUM</b>	On book AUM excludes DA and co-lending
<b>Overall cross-sell franchise</b>	Customer base after removing minimum seasoning norm with us
<b>POCI</b>	POCI (purchased or originated credit impaired) represents the stressed retail book acquired from DHFL at discounted value.
<b>Retail AUM</b>	It includes POCI, SRs, PTC, DA, co-lending & excludes acquired off-book assets (INR 8,002 Cr as of Q2 FY25) in the nature of DA & PTC as part of the DHFL acquisition
<b>Total customer franchise</b>	It includes existing / past borrowers as well as co-borrowers
<b>Vintage risk</b>	30+ DPD at 3 months on book ( MoB ) mark
<b>Wholesale 2.0</b>	It refers to loans sanctioned under new real estate (RE) and corporate mid market loans (CMML) from FY22 onwards

*Except for the historical information contained herein, statements in this presentation and any subsequent discussions, which include words or phrases such as 'will', 'aim', 'will likely result', 'would', 'believe', 'may', 'expect', 'will continue', 'anticipate', 'estimate', 'intend', 'plan', 'contemplate', 'seek to', 'future', 'objective', 'goal', 'likely', 'project', 'on-course', 'should', 'potential', 'pipeline', 'guidance', 'will pursue' 'trend line' and similar expressions or variations of such expressions may constitute 'forward-looking statements'.*

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# Thank You

**For Investors:**

**Ravi Singh**

Head of Investor Relations, Strategy and Sustainability  
singh.ravi@piramal.com

**Ruchika Jain**

DVP - Investor Relations and Sustainability  
ruchika.jain@piramal.com