



# Piramal Enterprises Limited

Q1 FY2017 Result Presentation  
1 August 2016

*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'.*

*These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements.*

*These risks and uncertainties include, but are not limited to Piramal Enterprise Limited's ability to successfully implement its strategy, the Company's growth and expansion plans, obtain regulatory approvals, provisioning policies, technological changes, investment and business income, cash flow projections, exposure to market risks as well as other risks.*

*Piramal Enterprises Limited does not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date thereof.*

*Note: Figures in previous periods might have been regrouped or restated, wherever necessary to make them comparable to current period.*

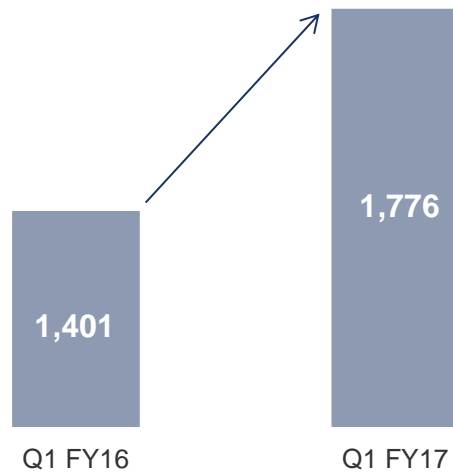
# Key Financial Highlights

Margin

In Rs. Crores, unless otherwise stated

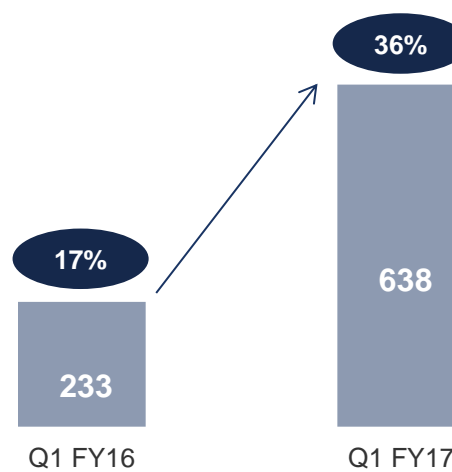
## Revenues

**27%**  
growth during  
Q1 FY2017



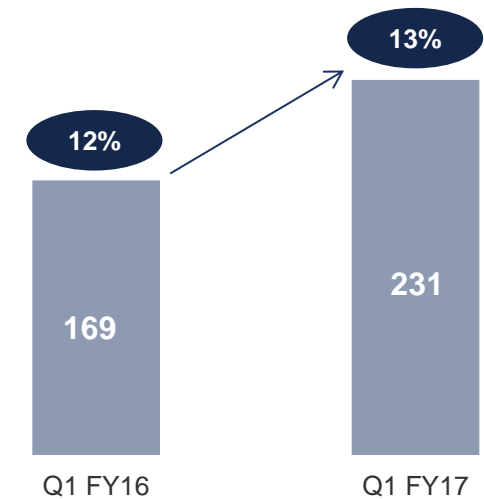
## OPBITDA

**174%**  
growth during  
Q1 FY2017



## Net Profit

**36%**  
growth during  
Q1 FY2017



Note: Q1 FY2017 results have been prepared based on the Ind AS and Q1 FY2016 results have been reinstated to make it comparable with the reported period

# Business highlights for the quarter

## Financial Services

- Loan Book grew by 112% to Rs.16,112 Crores as on 30 Jun 2016 vs. Rs.7,611 Crores as on 30 Jun 2015
  - Construction Finance now 46% of Real Estate loan book
  - Robust asset quality - Gross NPA at 0.6%
- Gross Alternative Assets under Management at Rs.8,715 Crores

## Healthcare

- **Pharma Solutions**
  - Mahad plant cleared its first ever USFDA audit without any observation
  - Frost & Sullivan awarded Digwal team for excellence in sustainability and safety at its 'Green Manufacturing Excellence Awards – 2016'
- **Critical Care**
  - Strengthening presence in UK. Won first public tender in Spain
  - Renewed major GPO (Group Purchase Organisation) contract in US for Isoflurane with over 30% price increase
- **Consumer Products**
  - Integration completed for Little's and MSD brands
  - Agreed to acquire four brands from Pfizer

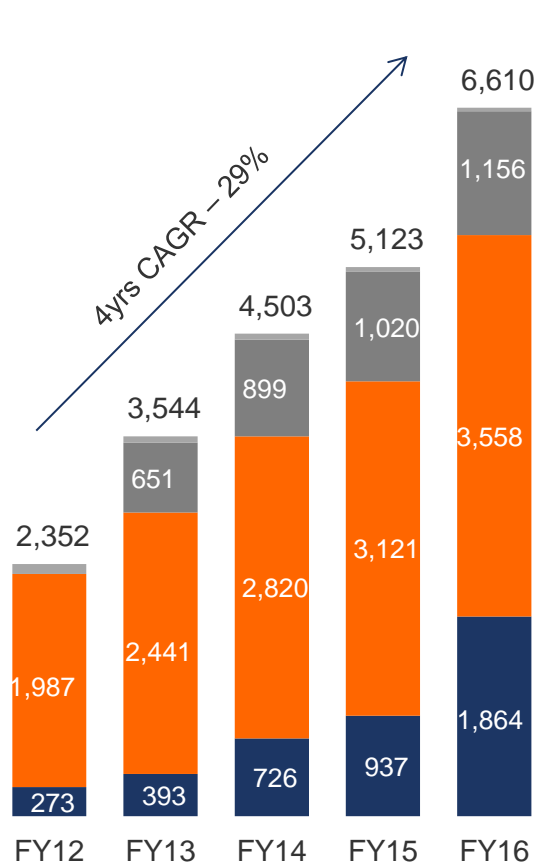
## Information Management

- 210+ positions on boarded in Bengaluru and Gurugram offices
- Launched new dynamic, web-based delivery platform for all DRG research reports in July 2016

# Robust Financial Performance since Abbott deal

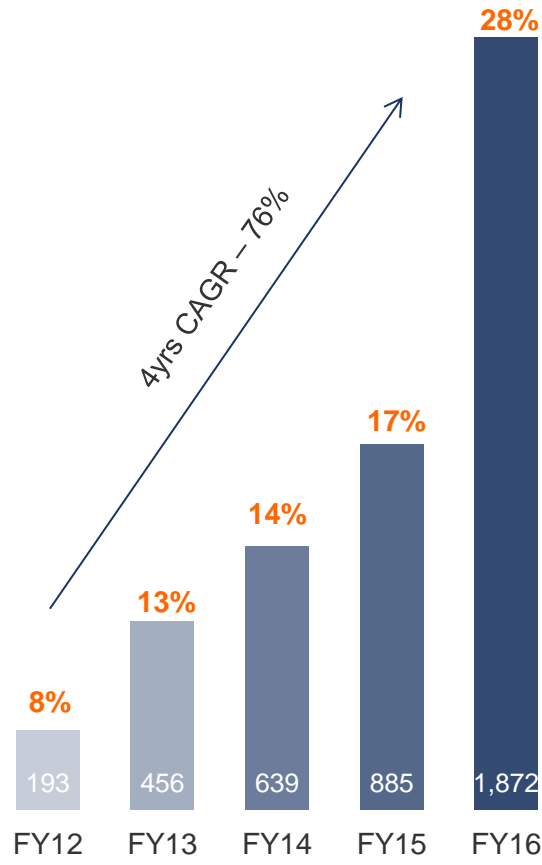
### Business-wise revenue trend

■ FS   ■ HC   ■ IM   ■ Others



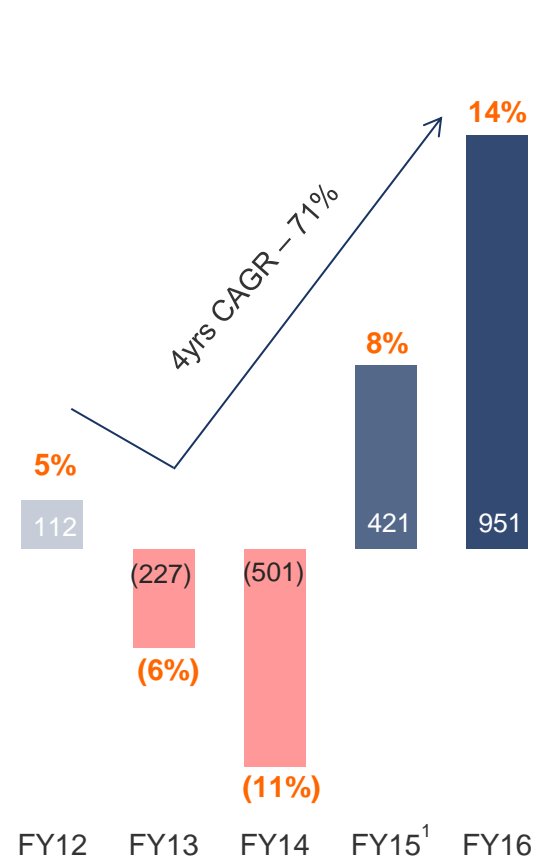
### Operating profit and margin trend

■ OPBITDA   ■ % OPBITDA Margin



### Net profit and margin trend

■ Net Profit   ■ % Net Profit Margin



Note: Numbers as reported during their respective periods

1. FY2015 net profit excludes exceptional gain on sale of 11% stake in Vodafone India partly offset by the amount written down on account of scaling back of our investments in NCE research.

## Revenues : Delivering improved performance every quarter

Period	Reported Period	Previous Period	% Change
Q1 FY2015	Rs. 1,182 Crores	Rs. 965 Crores	+ 22%
Q2 FY2015	Rs. 1,243 Crores	Rs. 1,131 Crores	+ 10%
Q3 FY2015	Rs. 1,400 Crores	Rs. 1,286 Crores	+ 9%
Q4 FY2015	Rs. 1,298 Crores	Rs. 1,121 Crores	+ 16%
Q1 FY2016	Rs. 1,401 Crores	Rs. 1,182 Crores	+ 19%
Q2 FY2016	Rs. 1,544 Crores	Rs. 1,243 Crores	+ 24%
Q3 FY2016	Rs. 1,859 Crores	Rs. 1,400 Crores	+ 33%
Q4 FY2016	Rs. 1,734 Crores	Rs. 1,298 Crores	+ 34%
Q1 FY2017	Rs. 1,776 Crores	Rs. 1,401 Crores	+ 27%

Note: Q1 FY2017 results have been prepared based on the Ind AS and Q1 FY2016 results have been reinstated to make it comparable with the reported period

# OPBITDA : Delivering improved performance every quarter

Period	Reported Period	Previous Period	% Change
Q1 FY2015	Rs. 156 Crores	Rs. 141 Crores	+ 11%
Q2 FY2015	Rs. 215 Crores	Rs. 152 Crores	+ 42%
Q3 FY2015	Rs. 321 Crores	Rs. 276 Crores	+ 16%
Q4 FY2015	Rs. 194 Crores	Rs. 71 Crores	+ 173%
Q1 FY2016	Rs. 233 Crores	Rs. 156 Crores	+ 49%
Q2 FY2016	Rs. 476 Crores	Rs. 215 Crores	+ 121%
Q3 FY2016	Rs. 628 Crores	Rs. 321 Crores	+ 96%
Q4 FY2016	Rs. 468 Crores	Rs. 194 Crores	+ 141%
Q1 FY2017	Rs. 638 Crores	Rs. 233 Crores	+ 174%

Note: Q1 FY2017 results have been prepared based on the Ind AS and Q1 FY2016 results have been reinstated to make it comparable with the reported period

# Net Profit excluding key exceptional items : Delivering improved performance every quarter

Period	Reported Period	Previous Period	% Change
Q1 FY2015	Rs. 55 Crores	(Rs. 147 Crores)	+ NM
Q2 FY2015	Rs. 41 Crores	(Rs. 32 Crores)	+ NM
Q3 FY2015	Rs. 224 Crores	(Rs.11 Crores)	+ NM
Q4 FY2015	Rs. 100 Crores	(Rs.311 Crores)	+ NM
Q1 FY2016	Rs. 169 Crores	Rs.55 Crores	+ 206%
Q2 FY2016	Rs. 246 Crores	Rs.41 Crores	+ 495%
Q3 FY2016	Rs. 322 Crores	Rs.224 Crores	+ 44%
Q4 FY2016	Rs. 180 Crores	Rs.100 Crores	+ 80%
Q1 FY2017	Rs. 231 Crores	Rs.169 Crores	+ 36%

Note: Q1 FY2017 results have been prepared based on the Ind AS and Q1 FY2016 results have been reinstated to make it comparable with the reported period  
FY2015 quarterly numbers excludes exceptional gain from Vodafone transaction and exceptional loss from NCE shutdown

NM – Not measurable

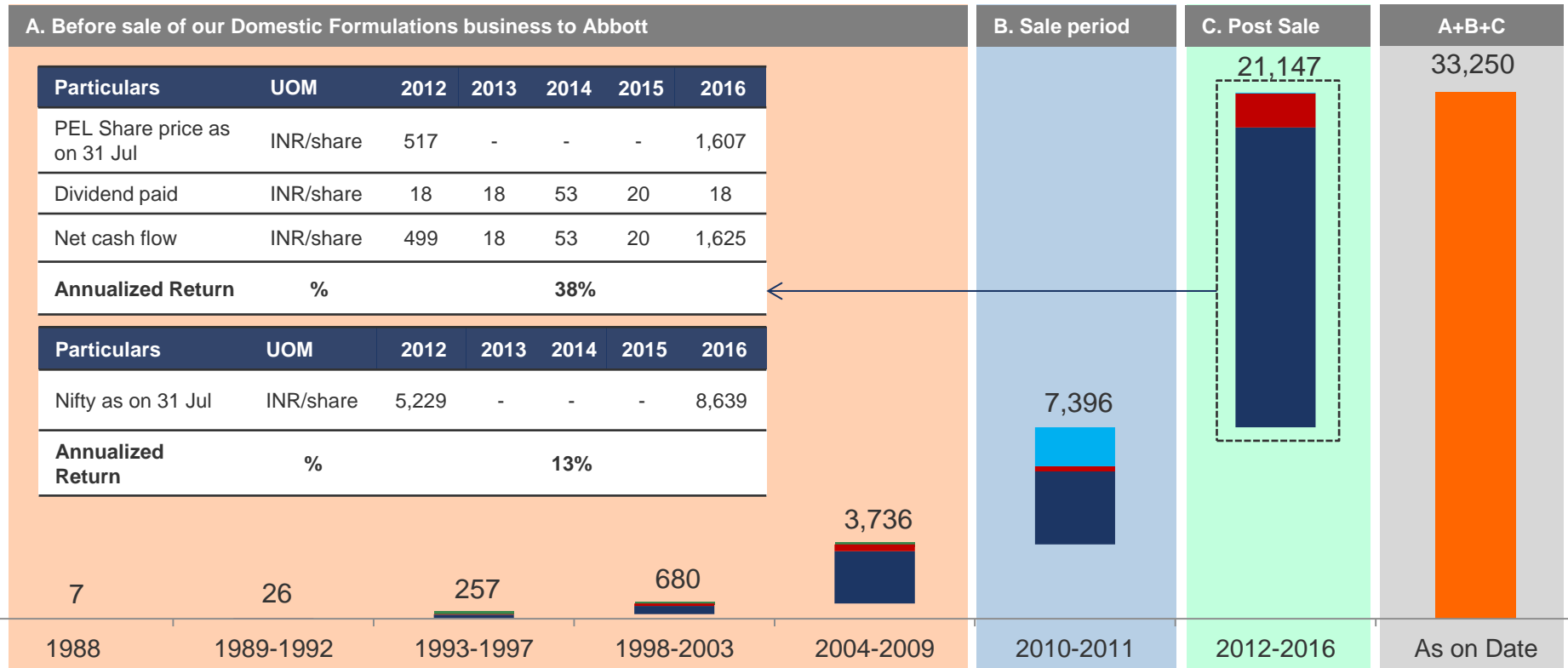


# Consistently improved performances every quarter is creating significant value for shareholders

## Shareholder value creation in less than 3 decades

(In Rs. Crores)

■ Incremental Market Cap ■ Dividend Paid ■ Capital returned through buyback ■ Capital raised<sup>1</sup>



Note:

- Company raised less than Rs.500 Crores during the entire period (includes initial capital invested in the company in 1988)
- All numbers till 1992 represents book value
- Analysis carried out based on market information till 29 Jul 2016

**24%**  
Revenue CAGR for last 28 years

**27%**  
PBITDA CAGR for last 28 years

**Over 28%\***  
Annualized return to shareholders over last 28 years

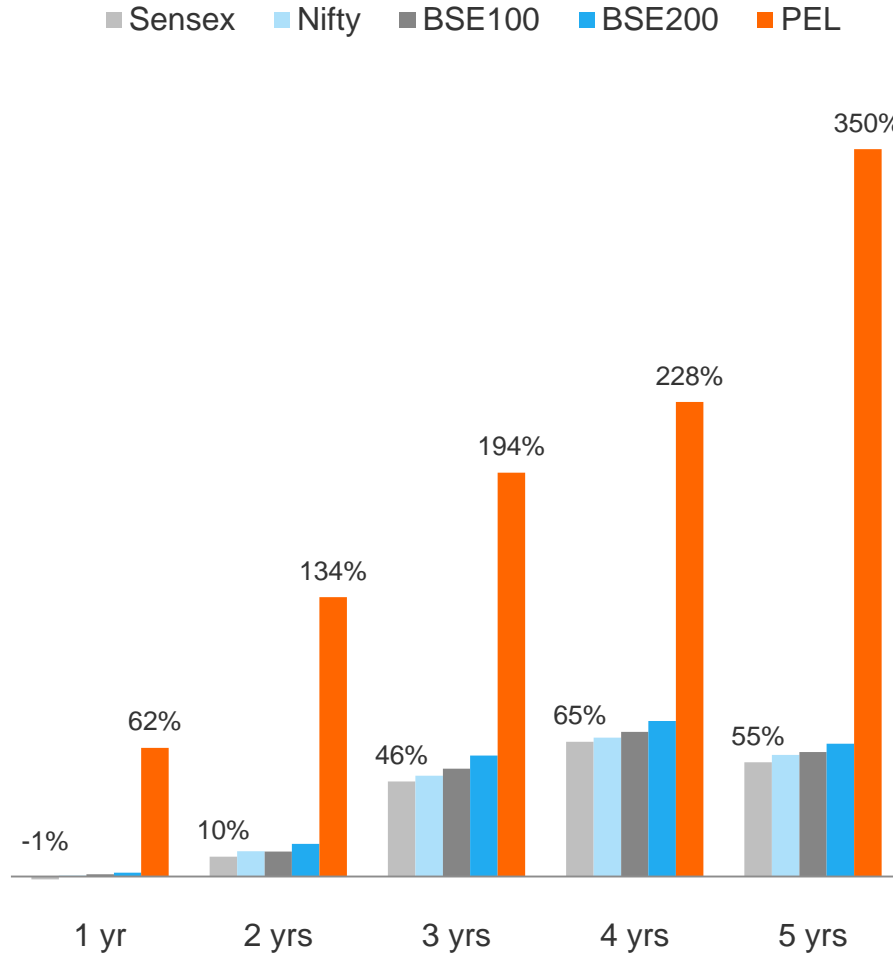
**Rs. 1 Lac invested in the company in 1988 has generated total value of Rs.11 Crores\***

Source : Bloomberg \* Assumed dividend reinvested in the stock

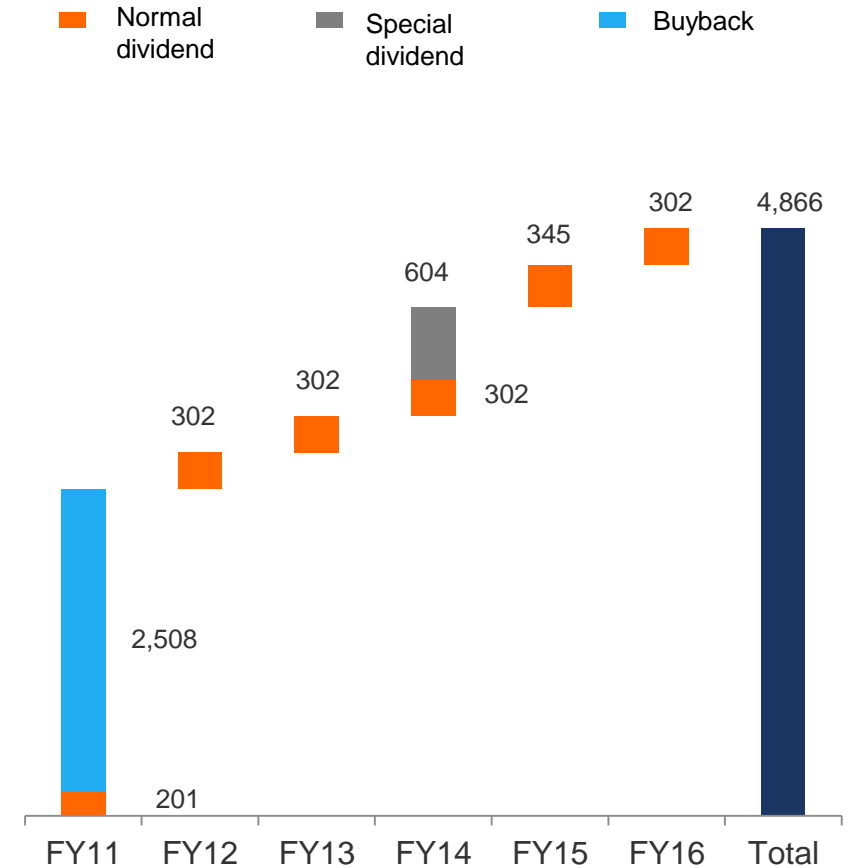
# Returns to shareholders consistently outperforming all benchmarks

Consistently delivered strong shareholder returns – significantly higher than benchmarked indices<sup>1</sup>

Rs.4,866 Crores<sup>2,3</sup> returned to shareholders since sale of Domestic Formulations business in 2010



In Rs. Crores



Notes:  
 1. Total shareholder return numbers are as on 30 Jun 2016. Assumes re-investment of dividend in the stock (Source : Bloomberg)

2. Of the buy back of 41.8 mn shares shown in FY11, buyback of 0.7 mn shares happened in FY12  
 3. Capital returned to shareholder through dividends doesn't include amount paid under Dividend Distribution Tax



**Piramal**  
knowledge action care

# Financial Services



# Wholesale Lending

**Total Loan Book of Rs.16,112 Crores as on 30 Jun 2016 vs. Rs.7,611 Crores, as on 30 Jun 2015**

- Robust asset quality - Gross NPAs at 0.6%
- Technology transformation initiative is on track; implementation expected to be completed by the end of FY2017

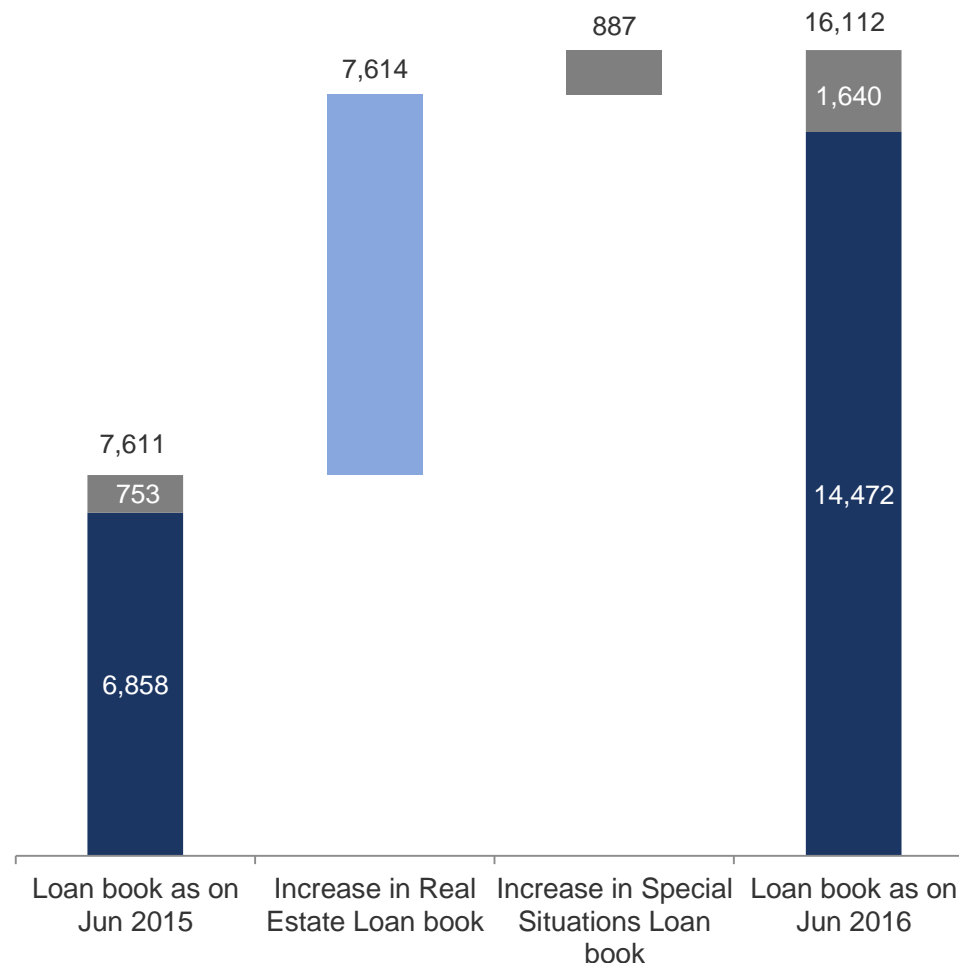
## Real Estate Lending:

- Construction Finance is now 46% of our Real Estate loan book
- Entered transactions in commercial space
- Relationship building exercise with Tier A developers going successful through 'Piramal Preferred Partner' initiative

## Special Situations :

- Loan book grew to Rs.1,640 Crores as 30 Jun 2016 vs. Rs.753 Crores as on 30 Jun 2015
- Assets spread across various industries including infrastructure, cement, renewables, transportation, etc.

**Continued scaling up of whole-sale lending business (Rs. Crores)**



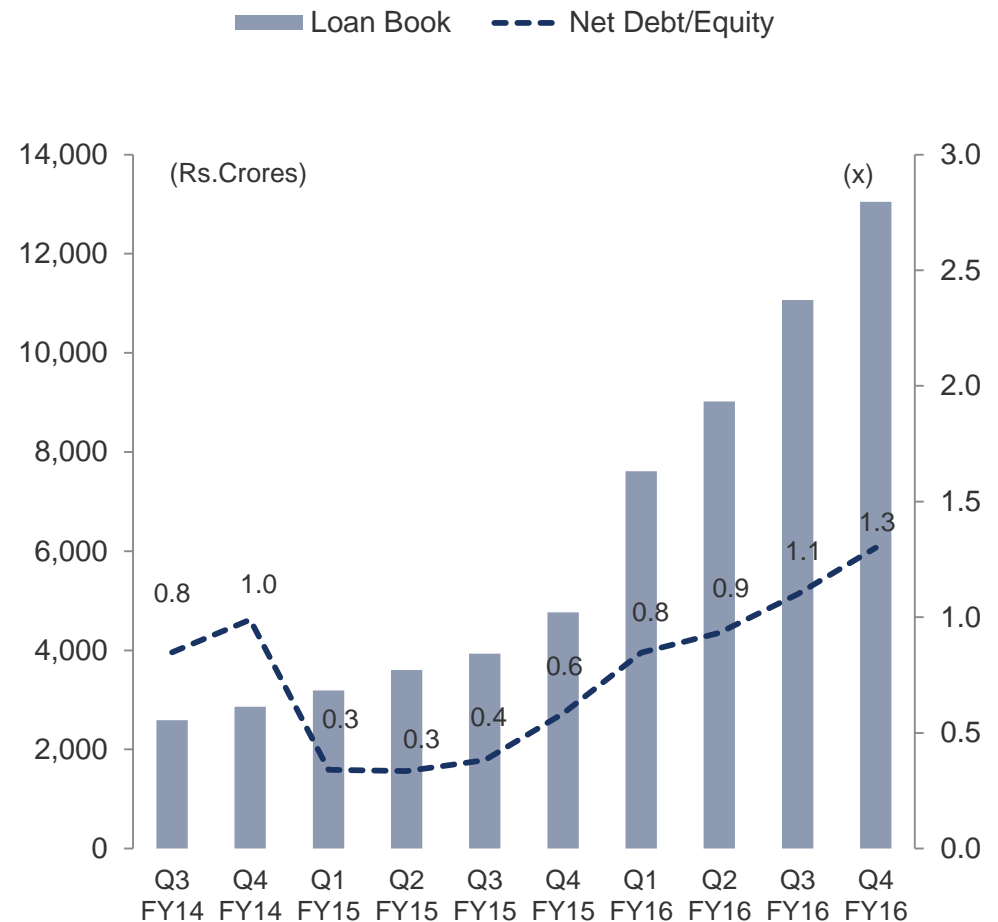
## Loan book performance against parameters

Particulars	Q1 FY2017
Total Loan Book size	Rs.16,112 Crores
Average Yield on Loans	16%
Cost of Capital	9%
Cost to Income Ratio	7%
Gross NPA ratio	0.6%
ROA	6%
ROE	25%+

# Strong balance sheet gives huge potential to significantly grow our Financial Services segment

- Maintaining strong balance sheet during challenging market.
  - AA credit rating (ICRA)
  - Balance sheet headroom a key competitive advantage
- Still significant potential to grow the business by increasing leverage
  - **A resolution proposed in AGM to increase the borrowing limits of the Company up to Rs.44,000 Crores**
- Expect to maintain strong ROEs even with increase in the scale of business, optimum leverage levels and more trusted partnerships (to generate higher fee income).

**PEL overall Net Debt / Equity trend**



**Total gross Assets under Management grew to Rs.8,715 Crores**

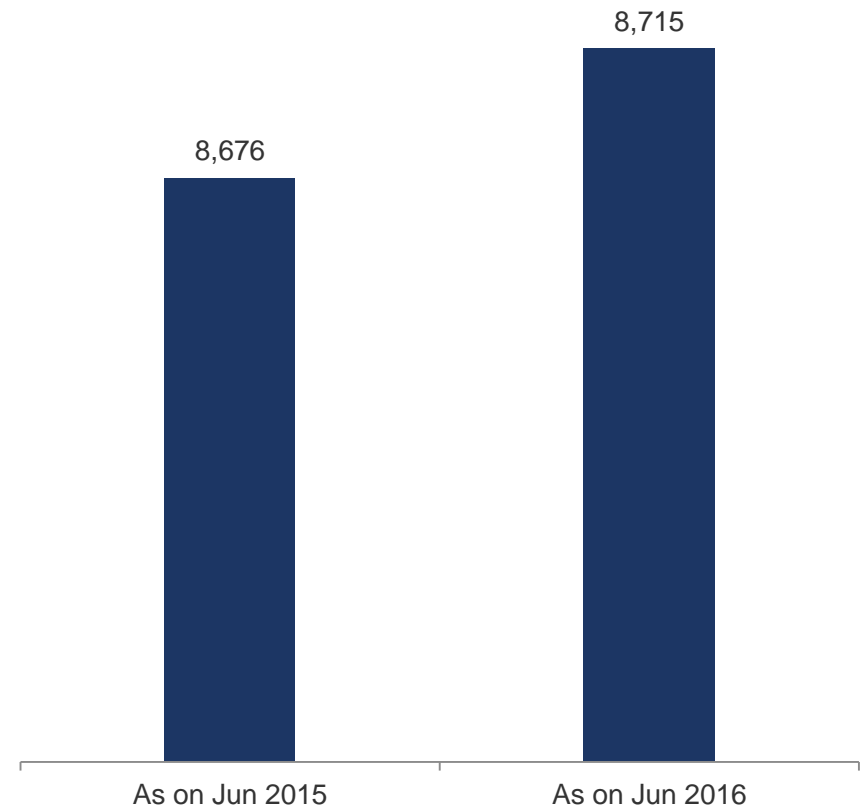
## Real Estate :

- Real Estate gross funds under management of Rs.8,190 Crores as on Jun 30, 2016
- Invested in 62 projects across 7 cities with 25 leading developers

## Special Situations :

- Investments made by APG under our alliance with them includes total disbursements of Rs.525 Crores as on Jun 30, 2016
  - PEL will earn Management Fees and Carry Interest on the investments made by APG

**Growing Alternative Asset Management business**  
(Rs. Crores)





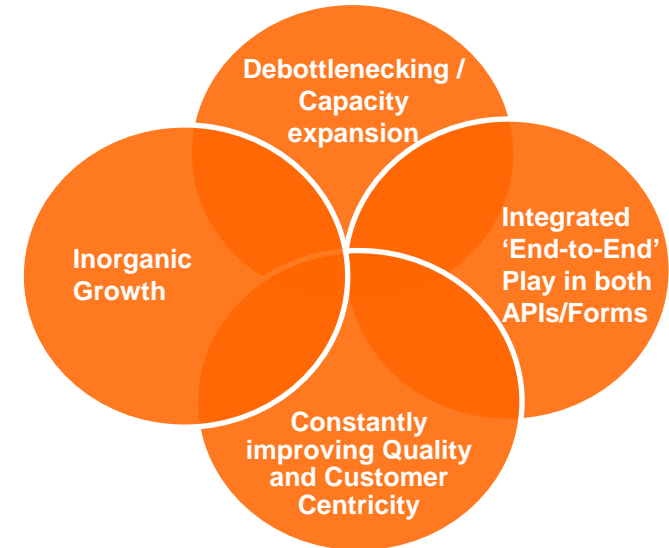
Healthcare



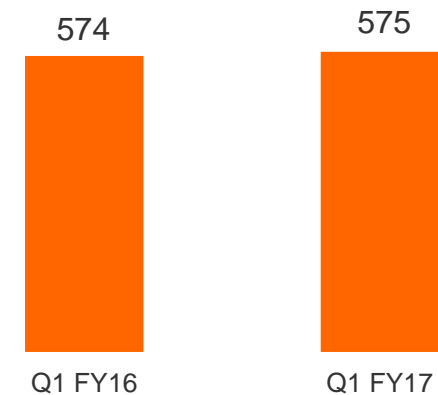


- **Revenue Performance:** Q1 FY2017 Revenues were at Rs.575 Crores, broadly in line with corresponding quarter of the previous year due to lumpy nature of business.
  
- **Continued focus on quality:**
  - Mahad plant cleared its first ever USFDA audit without any observation
  
  - Frost & Sullivan recently concluded 'Green Manufacturing Excellence Awards – 2016' where Digwal team won two awards:
    - Sustainability award – “Certificate of Merit-challengers category”
    - Safety Excellence Award – “Certificate of Merit – Safety Excellence”
  
- **Diversification of customer portfolio:** Tapping several mid-size/Biotech customers with opportunities to become preferred partners thereby maximizing customer lifetime value as their products mature across the value chain
  
- Two development projects at overseas sites have been successfully validated and scaled up for commercialization from next year.

## Pharma Solutions' growth strategy



## Q1 FY17 vs. Q1 FY16 Revenue performance (In Rs. Crores)

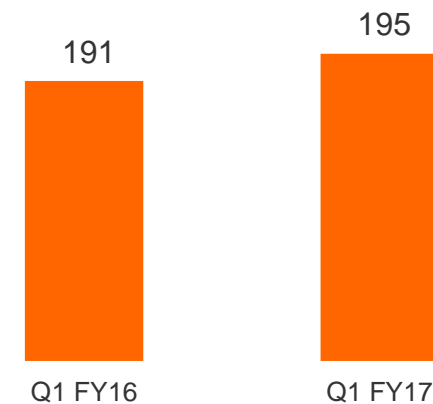


- **Revenue performance:** Q1 FY2017 Revenues were at Rs.195 Crores, broadly in line with corresponding quarter of the previous year.
  - Delivered strong growth for last year.
- **Growth in regulated markets continued:**
  - **UK :** Continue to strengthen our presence and expand our market share in UK by winning more tenders in its various geographies.
  - Won first public tender in Spain
  - **US :** Renewed major GPO (Group Purchase Organisation) contract for Isoflurane with >30% price increase.
- **Executing on strategy of adding new products:** Continue to explore inorganic opportunities to expand product portfolio
- **Maintaining cost leadership**
  - Progressing well on cost reduction initiatives to improve EBITDA margins and gain market share
  - Investments made in Bethlehem site are yielding good results
- **Continue to work towards launching Desflurane in 2017**

## Critical Care's growth strategy



## Q1 FY17 vs. Q1 FY16 Revenue performance (In Rs. Crores)



- **Revenue performance** : Q1 FY2017 Revenues grew 31% YoY at Rs.80 Crores, surpassing the market growth of 3% for Q1 FY2017  
Key drivers include:

- Successful integration of acquired brands :
  - Integration completed for Little’s & MSD brands
  - Acquired brands expanding their coverage
- Increased distribution of current brands
- Sound acceptance of new launches in the market

- **Acquisition:** Agreed to acquire four brands from Pfizer Ltd - Ferradol, Neko, Sloan’s and Waterbury’s Compound.

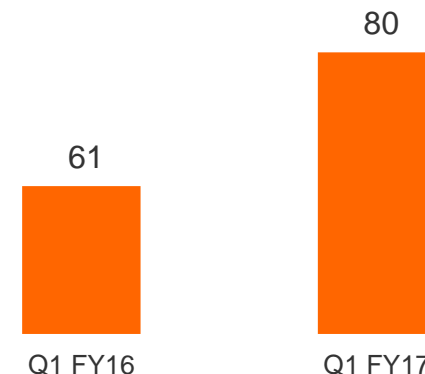
- **Launching product extensions:**

- Launched extensions of existing brands Polycrol and Tetmosol
- i-range portfolio continues to sustain the demand . Business has launched its new extension ‘i-pill daily’, a regular contraceptive pill

## Consumer Product’s growth strategy



## Q1 FY17 vs. Q1 FY16 Revenue performance (In Rs. Crores)



Note: Revenue does not include revenues from our JV with Allergan as it is now accounted as an associate income as per the Ind AS.

# Consumer Products : Created a large India-wide distribution network

	FY2015	Now
No. of towns present	481	1,500
Total Outlet presence	230,000	350,000
Chemist Outlet presence	140,000	220,000
Field Force	800	2,000

**Our chemist coverage is now comparable with the top 3 OTC players**

# Consumer Products : Acquired three brand portfolios to leverage this strong distribution network



## Agreed to acquire 4 brands from Pfizer Ltd

- Includes brands namely: Ferradol, Neko, Sloan's & Waterbury's Compound.
- Also, includes trademark rights for few products in Bangladesh & Sri Lanka.
- These brands hold a rich legacy and have a high consumer pull and are available in India for the past 30+ years
- Operates in Rs.7,000 Crores market



## Successfully integrated the 5 brands acquired from Organon India & MSD BV

- Includes key brands like Naturolax, Lactobacil & Farizym – leading brands in GI segment
- PEL to expand this segment - already has presence through Polycrol
  - To launch new formats and target wider reach



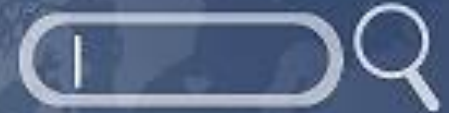
## Successfully integrated the baby-care brand “Little’s”

- Includes entire product range across 6 categories
- PEL now caters to the entire spectrum in the kids segment (0 to 16 years of age)
- Operates in Rs.1,000 Crores non-food baby-care category, growing at 13%
- Starting to leverage on our India-wide strong network

## HEALTH DATA

surgery 0  
clinical test  
medications  
blood pressure  
lab test 52%  
vaccination 82%  
BMI normal

10-may-14



# Information Management

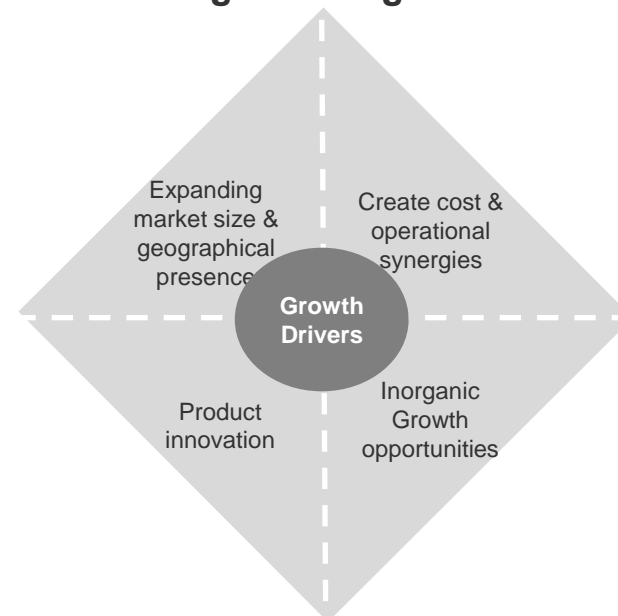
patient #08001

gender ♂  
age 23  
HR 95 bpm  
120/60  
ECHO D  
CD PWR<500  
Frq 2.0 MHz  
1800 mm  
AO 100%



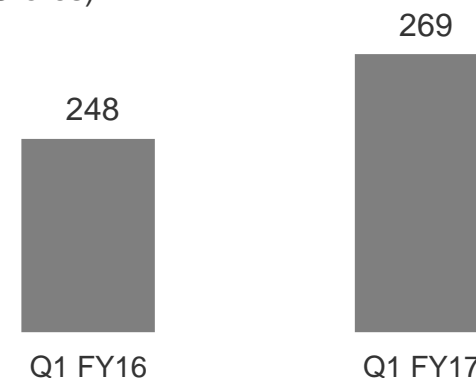
- **Revenue performance** - Revenue grew 9% during the quarter
- **Expanding to Provider & Payer market**
  - HBI acquisition enabling our entry into provider market
  - Adaptive Software acquisition enabling our entry into payer market
- **India Expansion - Key to Accelerating Product Development & Innovation and Boosting Margins**
  - Bengaluru and Gurugram offices on target, with 210+ positions on-boarded (India headcount now represents ~20% of DRG's global workforce)
- **Insights Platform On Track**
  - Launched on schedule, a new dynamic, web-based delivery platform for all DRG research reports in July 2016
    - Will transform how customers access DRG content

## Information Management's growth initiatives



## Strong revenue performance

(In Rs. Crores)





## Financials





# Diversified Revenue Mix

(In Rs. Crores or as stated)

Net Sales break-up	Quarter I ended			% Sales
	30-Jun-16	30-Jun-15	% Change	
Healthcare	851	827	3%	48%
Pharma Solutions	575	574	0%	-
Critical Care	195	191	2%	-
Consumer Products	80	61	31%	-
Financial Services	635	320	98%	36%
Information Management	269	248	9%	15%
Others	21	6	-	1%
<b>Total <sup>2</sup></b>	<b>1,776</b>	<b>1,401</b>	<b>27%</b>	<b>100%</b>

Note:

1. Foreign Currency denominated revenue in Q1 FY2017 was Rs.977 Crores (55% of total revenue)

# Consolidated P&L

(In Rs. Crores or as stated)

Particulars	Quarter I ended		
	30-Jun-16	30-Jun-15	% Change
Total Revenues	1,776	1,401	27%
R&D Expenses	24	38	(37%)
Other Operating Expenses	1,114	1,130	(1%)
OPBIDTA	638	233	174%
OPBIDTA Margin %	36%	17%	-
Non-operating other income	53	113	(53%)
Interest expenses	395	171	132%
Depreciation	77	55	41%
Profit before tax & exceptional items	219	120	82%
Exceptional items (Expenses)/Income <sup>1</sup>	-	(3)	-
Income tax	46	(2)	-
Profit after tax (before MI & Prior Period items)	173	120	44%
Minority interest	-	-	-
Share of profit/(loss) of associates <sup>2</sup>	58	50	17%
Net Profit after Tax	231	169	36%
EPS (Rs./share)	13.4	9.9	36%

## Notes:

1. Exception loss for Q1 FY2016 amounting Rs. 2.6 Crores represent loss on sale of Piramal Clinical Research Business.
2. Income under share of associates primarily includes our share of profits at Shriram Capital and Allergan India



## For Investors :

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