

Piramal Enterprises Limited Investor Presentation

June 2019



Disclaimer

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.

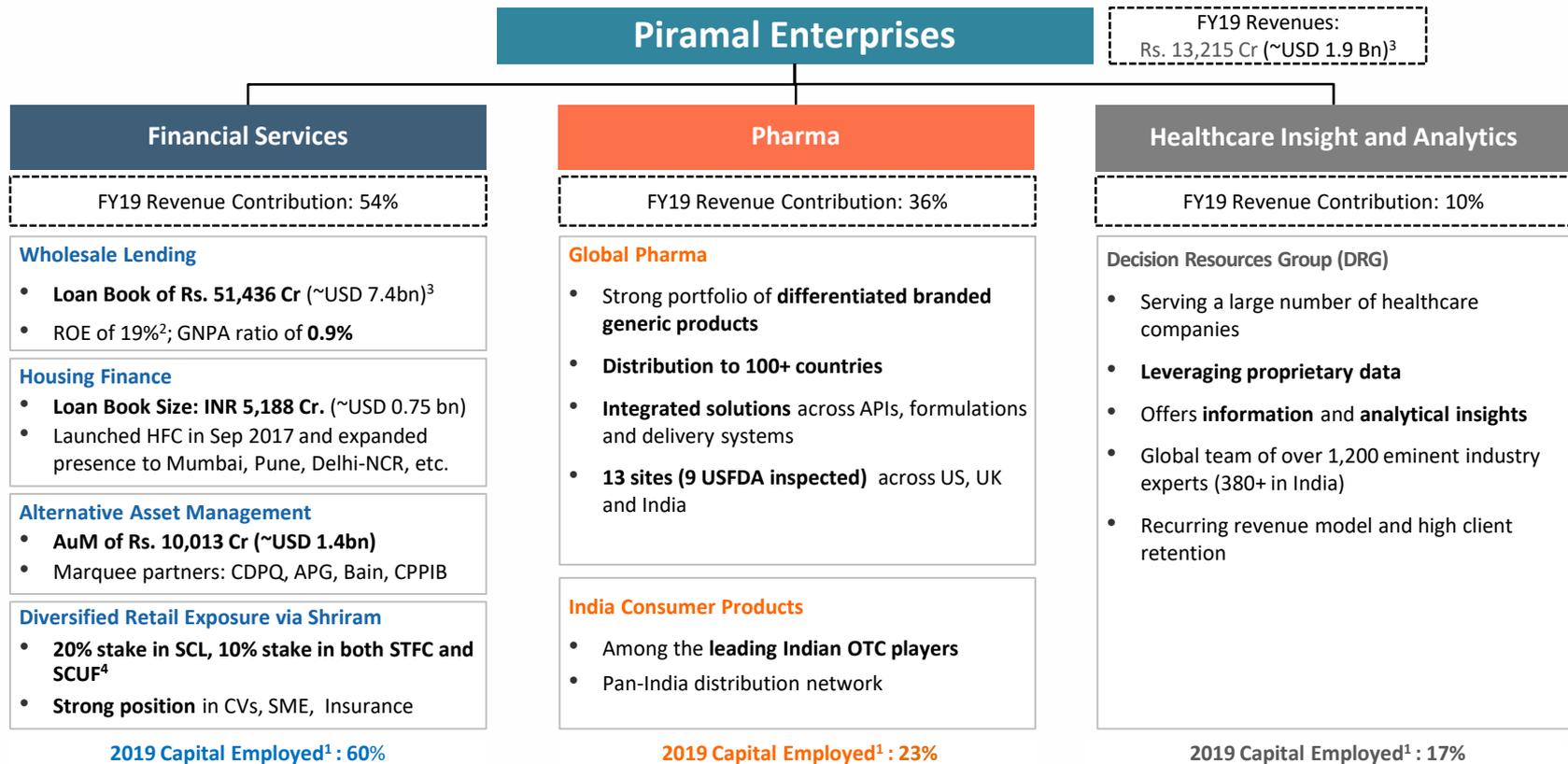
These risks and uncertainties include, but are not limited to Piramal Enterprise Limited's ability to successfully implement its strategy, the Company's growth and expansion plans, obtain regulatory approvals, provisioning policies, technological changes, investment and business income, cash flow projections,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

These materials are not a prospectus, a statement in lieu of a prospectus, an offering circular, an invitation or an advertisement or an offer document under the Indian Companies Act, 2013 together with the rules and regulations made thereunder, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009, as amended, or any other applicable law in India. The securities referred to herein have not been and will not be registered under the U.S. Securities Act of 1933, as amended, and may not be offered or sold in the United States, except pursuant to an applicable exemption from registration. No public offering of securities is being made in the United States or in any other jurisdiction.

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

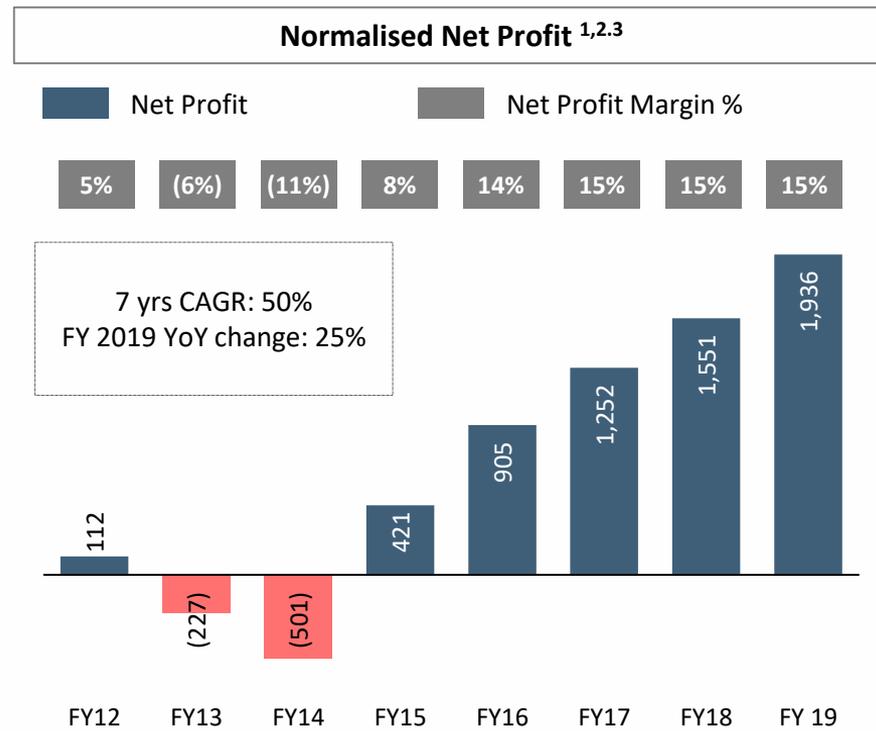
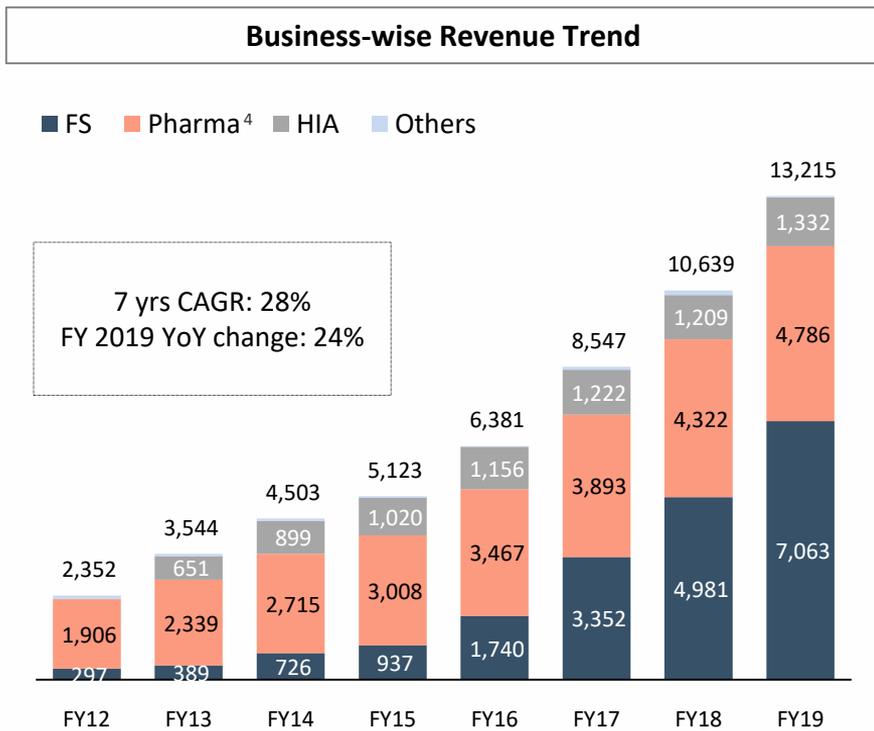
Piramal Enterprises Limited: Business Overview



Notes: 1) As per books. Excludes unallocated portion of capital employed to various business segments; 2) ROE for current reported period FY2019 is considering Cash Tax and other synergies from merger; 3) Exchange rate for revenues is Rs. 69.9 / USD and for Loan book is Rs. 69.3 / USD 4) SCL: Shriram Capital Limited; STFC: Shriram Transport Finance; and SCUF: Shriram City Union Finance

Delivering robust growth

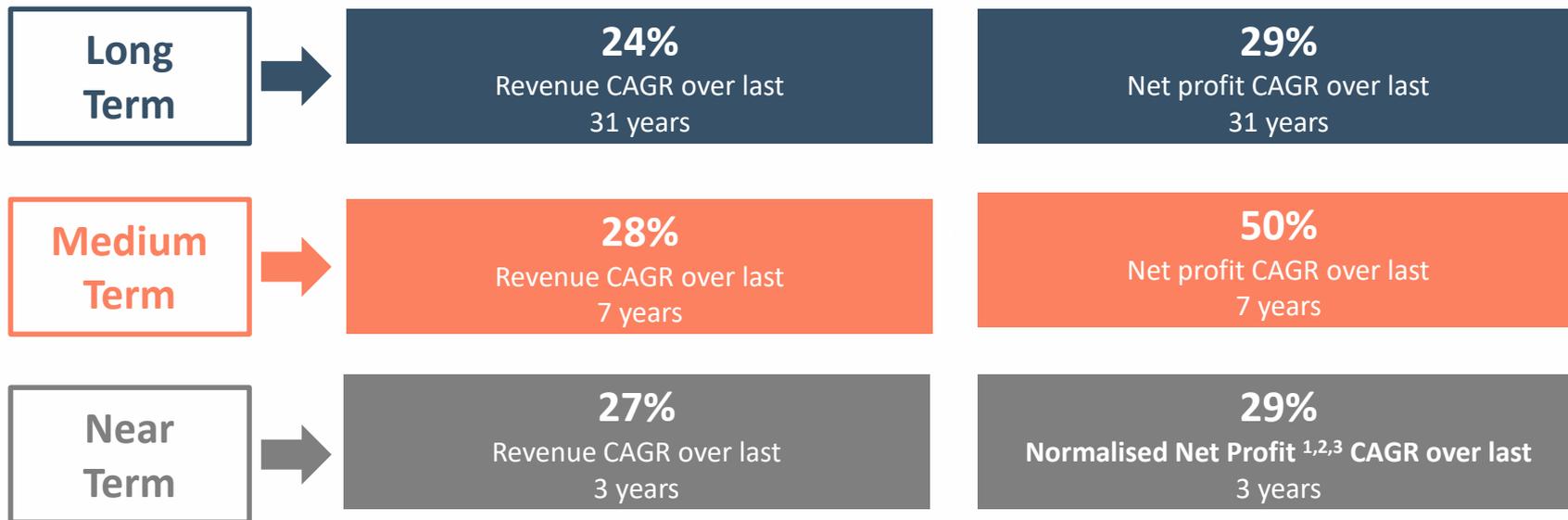
(In Rs. Crores)



Notes:

- 1) FY2016 - FY 2019 results have been prepared based on IND AS, prior periods are IND GAAP;
- 2) 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;
- 3) FY2019 normalised net profit excludes non-recurring and non-cash accounting charge towards imaging assets in Q1 FY2019 and non-recurring exceptional item in Q4 FY2019;
- 4) Pharma includes Global Pharma and India Consumer Products

Consistently delivering strong performance across various periods



Note :

1) FY2016, FY2017, FY2018 & FY2019 results have been prepared based on IND AS, prior periods are IGAAP; 2) Q4FY2018 normalised net profit excludes synergies from reverse merger of subsidiaries in Financial services segment; 3) Q1FY2019 normalised net profit excludes non-recurring and non-cash accounting charge towards imaging assets and Q4 FY2019 normalised net profit excluding non-recurring exceptional items

Consistent performance quarter after quarter

(In Rs. Crores)

Period	Revenues			Normalised Net Profits		
	Reported Period	Previous Period	% YoY Change	Reported Period	Previous Period	% YoY Change
Q2FY16	1,504	1,243	+21%	235	41	+473%
Q3FY16	1,786	1,400	+28%	307	224	+37%
Q4FY16	1,691	1,298	+30%	193	100	+93%
Q1FY17	1,776	1,401	+27%	231	169	+36%
Q2FY17	1,966	1,504	+31%	306	235	+30%
Q3FY17	2,342	1,786	+31%	404	307	+32%
Q4FY17	2,463	1,691	+46%	311	193	+61%
Q1FY18	2,254	1,776	+27%	302	231	+31%
Q2FY18	2,536	1,966	+29%	384	306	+25%
Q3FY18	2,858	2,342	+22%	490	404	+21%
Q4FY18 ²	2,991	2,463	+21%	375	311	+21%
Q1FY19 ³	2,902	2,254	+29%	382	302	+27%
Q2FY19	3,144	2,536	+24%	480	384	+25%
Q3FY19	3,489	2858	+22%	603	490	+23%
Q4 FY19 ⁴	3,680	2,991	+23%	470	375	+25%

15 consecutive quarters of delivering 20%+ revenue growth
15 consecutive quarters of delivering 20%+ Normalised Net Profit growth

Note: 1) FY2016, FY2017, FY2018 & FY2019 results have been prepared based on IND AS, prior periods are IGAAP; 2) Q4FY2018 normalised net profit excludes synergies from reverse merger of subsidiaries in Financial services segment; 3) Q1FY2019 normalised net profit excludes non-recurring and non-cash accounting charge towards imaging assets 4) Q4 FY2019 normalised net profit excludes non-recurring exceptional item 5) Pharma includes Global Pharma and Indian Consumer Products

Various business segments growing consistently over years

YoY revenue growth

Businesses	FY14		FY15		FY16		FY17		FY18		FY19	
	H1	H2										
Financial Services	20% & above											
Pharma ¹	10%-19%	20% & above	10%-19%	10%-19%	10%-19%	10%-19%	10%-19%	10%-19%	10%-19%	10%-19%	10%-19%	10%-19%
Healthcare Insights & Analytics	20% & above	10%-19%	10%-19%	10%-19%	10%-19%	10%-19%	10%-19%	10%-19%	<0%	10%-19%	10%-19%	10%-19%
Total Revenues	20% & above	20% & above	10%-19%	10%-19%	10%-19%	20% & above						

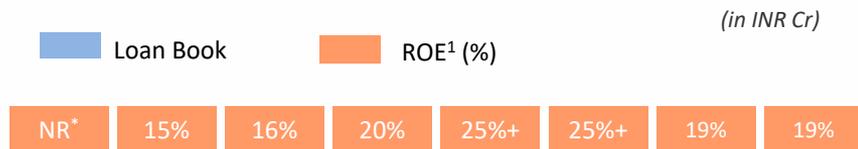


* Investment income from treasury operations for various periods has been clubbed under Financial Services

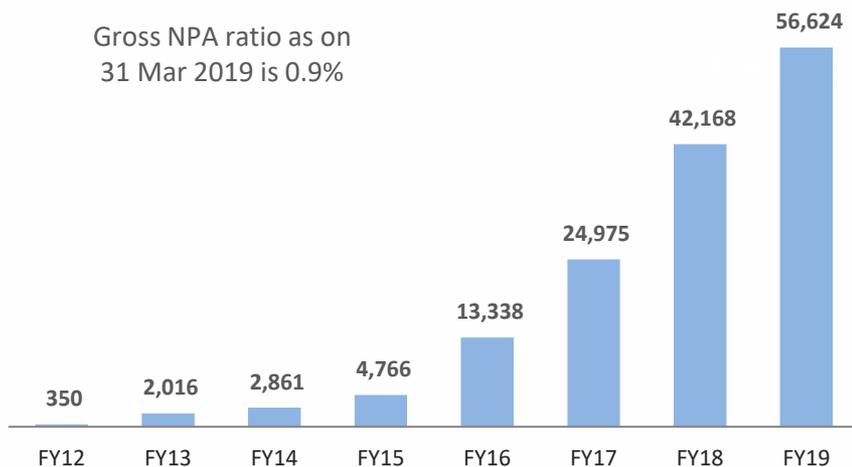
Note:
1) Pharma includes Global Pharma and Indian Consumer Products

Strong performance trend in Financial Services

Financial Services Performance



Gross NPA ratio as on 31 Mar 2019 is 0.9%



Performance Highlights

Asset Quality

- Consistently maintained healthy asset quality; GNPA below 1% since last 12 quarters

ROE

- Continue to maintain healthy ROE, even after the fund raise
 - FY2019 ROE of 19%²

Portfolio Diversification

- Housing finance loan book grew 32% QoQ to Rs.5,188 Crores, despite the volatile environment.
 - The business constitutes ~9% of overall loan book in March-2019 vs. 3% in March-2018

Growth

- Delivered 30%+ YoY growth in loan book in each of the last 16 quarters
 - During FY2019, loan Book grew 34% YoY to Rs. 56,624 Crores

*Notes: 1) ROE for past periods are reported for full year 2) ROE for current reported period FY2019 considers Cash Tax and other synergies from merger

3) FY2016 - FY2019 results have been prepared based on IND AS, prior periods are IGAAP

Financial Services: Performing better than peers, despite volatile environment

PEL's relative position vs. median for peers

 Above  In-line  Below

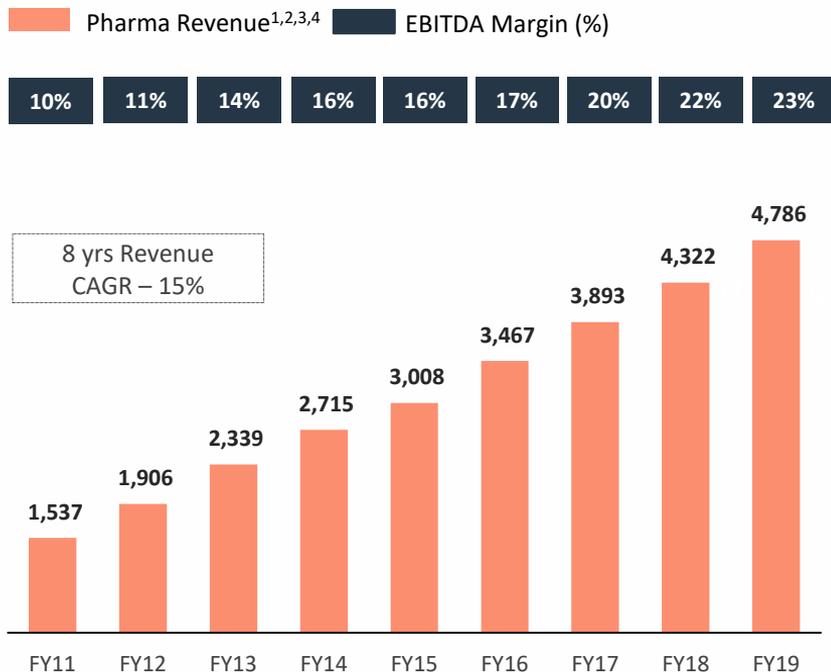
Particulars	PEL	PEL's relative position	Median – Peers	Peer 1	Peer 2	Peer 3	Peer 4	Peer 5
Loan book growth – YoY (%)	34%		26%	41%	15%	26%	36%	16%
NIM (%)	6.4%		5.0%	11.8%	3.3%	6.9%	2.9%	5.0%
Gross NPA ratio (%)	0.9%		1.5%	1.5%	1.2%	2.3%	0.5%	5.9%
Debt-to-equity (D/E) ¹ (x)	3.9x		6.5x	5.5x	4.7x	8.2x	9.3x	6.5x
ROE ² (%)	19%		18%	23%	14%	21%	17%	18%
Price-to-book multiple (x)	-	-	3.3x	10.2x	3.3x	3.7x	1.8x	1.9x

Note: Peer data as reported for FY 19 or as at March 31, 2019. Peer set includes (not necessarily in the same order): Bajaj Finance, Cholamandalam Finance, HDFC Ltd., L&T Finance and PNB Housing Finance.
 (1) D/E multiple for PEL's lending business only, excludes investments in Shriram companies, DTA benefit from reverse merger and equity allocated to the Alternate AUM business. Overall D/E multiple for PEL's Financial Services business is 2.2x as of March-2019, including investments in Shriram Embedded Value for HDFC
 (2) ROE for PEL on a cash-tax basis (considering the capital allocation from the fund raise); Operating Return on Source: Company filings / disclosures, Bloomberg

Consistent performance trend: Pharma

Pharma Performance

(in INR crores)



Performance Highlights

Growth

- PEL’s Pharma revenue has grown at a CAGR of 15% over last 8 years

Profitability

- Global Pharma (accounts for 93% of Pharma revenues¹) has delivered a strong growth in EBITDA margins from 10% in FY11 to 23% in FY19

Quality & Compliance

- Successfully cleared 33 USFDA inspections, 143 other regulatory audits and 989 customer audits, since FY 2011

Differentiated Model

- Our differentiated business model has enabled us to perform better than most of the other Indian Pharma companies

Notes:

1. Excludes revenue from JV with Allergan
2. FY2016 - FY2019 results have been prepared based on IND AS, prior periods are IGAAP

3. Global Pharma revenue accounted for 93% of the overall Pharma revenue during 9MFY19
4. Pharma revenue includes Global Pharma and consumer products

Pharma: Our differentiated business model enabling better performance vs. peers

PEL's relative position vs. median for peers

 Above  In-line  Below

Particulars		PEL - Overall Pharma	PEL's relative position	Median - Peers	Peer 1	Peer 2	Peer 3	Peer 4	Peer 5
Revenue growth – YoY (%)	FY16	16%		12%	12%	4%	5%	22%	15%
	FY17	12%		8%	23%	11%	(9%)	6%	8%
	FY18	11%		1%	(9%)	(14%)	1%	3%	9%
	FY 19	11%		8%	5%	10%	8%	8%	19%
EBITDA margin ¹ – FY19 (%)		23%		20%	20%	21%	22%	19%	20%
EV / EBITDA (x) ²		-	-	14.0x	13.4x	14.4x	14.0x	16.2x	10.9x

Note: Pharma peer set includes (not necessarily in the same order): Aurobindo Pharma, Cipla, Dr. Reddy's Lab, Lupin and Sun Pharma

(1) EBITDA margin for PEL is for the Global Pharma business (93% of overall Pharma business)

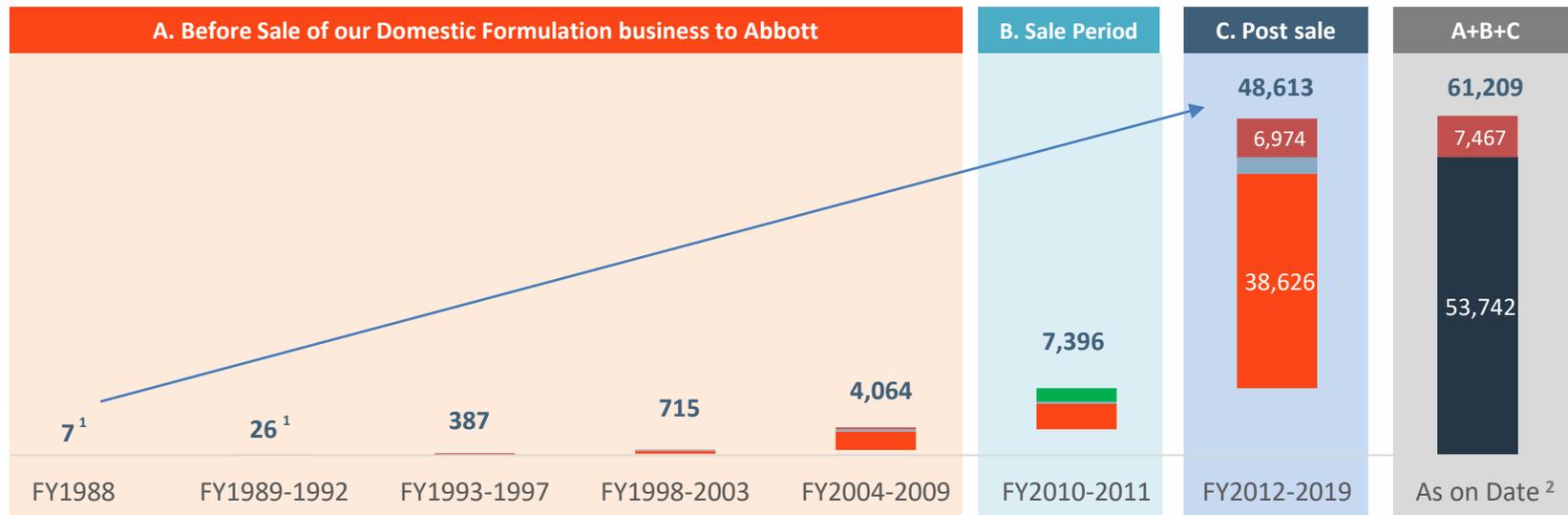
(2) Trailing twelve months as of May 30, 2019

Source : Companies reported numbers, Stock Exchange Filings, Reuters

Creating significant value for shareholders

(In INR Crores)

■ Incremental Market cap
 ■ Dividend Paid ³
 ■ Capital Returned through Buyback
 ■ Capital Raised
 ■ Value Created



- Note:
- All numbers till 1992 represents book value
 - Analysis carried out based on market information till 31 March 2019
 - Dividend for FY 2019 is not included in Total Dividend paid

24%
Revenue CAGR for last 31 years

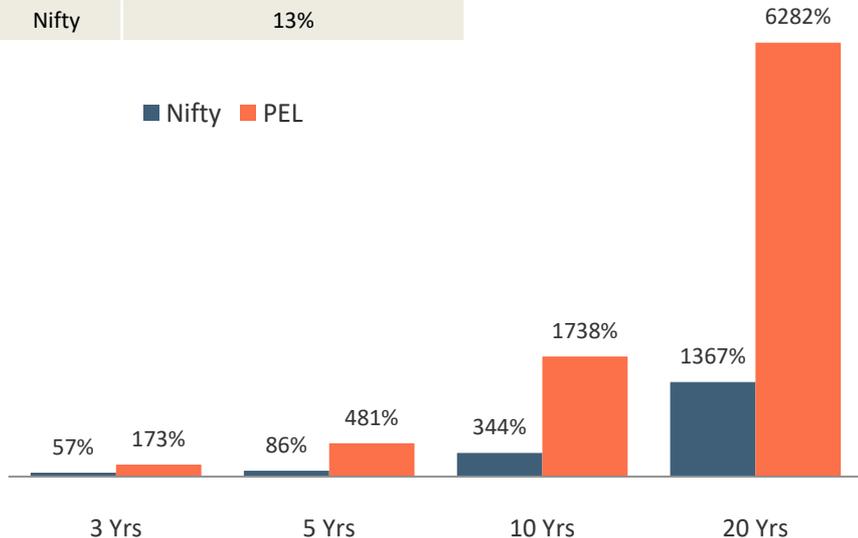
29%
Net Profit CAGR for last 31 years

28%*
Annualized return to shareholders over last 31 years

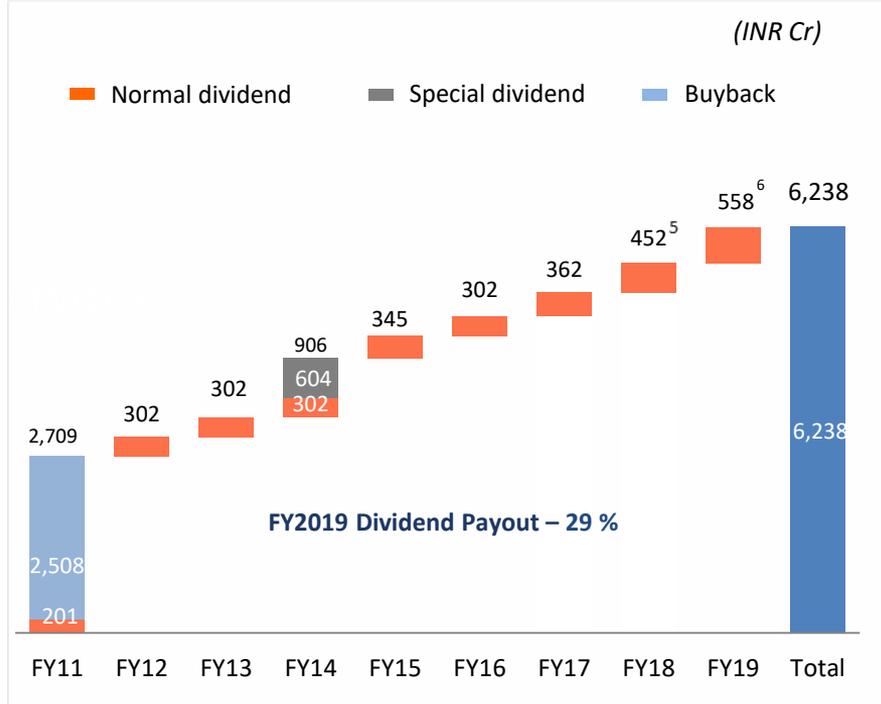
Long-term returns to shareholders consistently outperforming benchmarks

Consistently delivered strong shareholder returns – significantly higher than benchmarked indices¹

	5 year Annualized Return ²
PEL	42%
Nifty	13%



INR 6,238 Cr^{3,4,5,6} returned to shareholders since sale of Domestic Formulations business in 2010



Notes:

1) Total shareholder returns are as on 31 Mar 2019. Assumes re-investment of dividend in the stock (Source : Bloomberg); 2) Annualized returns are as on 31 March 2019; 3) Of the buy back of 41.8 mn shares shown in FY11, buyback of 0.7 mn shares happened in FY12; 4) Capital returned to shareholder through dividends doesn't include amount paid under Dividend Distribution Tax; 5) FY18 Excludes any dividend payout upon conversions of CCDs & related Rights till book closure date 6) FY 19 includes any dividend payout upon conversion of CCDs & Rights till book closure date for FY 19

Board of Directors



AJAY PIRAMAL
 CHAIRMAN
 AWARDED “ASIA BUSINESS LEADER OF THE YEAR” BY CNBC ASIA
 NON - EXECUTIVE DIRECTOR, TATA SONS
 CHAIRMAN, SHRIRAM CAPITAL LIMITED
 CO – CHAIR, UK-INDIA CEO FORUM

DIRECTORS



DR. SWATI PIRAMAL
 VICE-CHAIRPERSON
 EMINENT SCIENTIST
 AWARDED PADMA SHRI



NANDINI PIRAMAL
 EXECUTIVE DIRECTOR,
 OTC, HR, QUALITY & RISK
 MBA, STANFORD



ANAND PIRAMAL
 NON-EXECUTIVE DIRECTOR,
 HEADS PIRAMAL REALTY
 MBA, HARVARD



VIJAY SHAH
 EXECUTIVE DIRECTOR,
 25+ YEARS WITH GROUP
 TURNAROUND BUSINESSES

INDEPENDENT DIRECTORS



N VAGHUL
 FORMER CHAIRMAN,
 ICICI BANK



GAUTAM BANERJEE
 SENIOR MD & Co-CHAIRMAN,
 ASIA OPERATING COMMITTEE,
 BLACKSTONE, SINGAPORE



ARUNDHATI BHATTACHARYA
 FORMER CHAIRPERSON,
 STATE BANK OF INDIA



DEEPAK M SATWALEKAR
 FORMER MD & CEO,
 HDFC STANDARD LIFE



SIDDHARTH (BOBBY) MEHTA
 FORMER PRESIDENT & CEO
 TRANSUNION



S RAMADORAI
 FORMER VICE-CHAIRMAN,
 TCS



PROF. GOVERDHAN MEHTA
 EMINENT SCIENTIST
 FORMER DIRECTOR - IISc
 AWARDED PADMA SHRI



KEKI DADISETH
 FORMER CHAIRMAN,
 HINDUSTAN UNILEVER LTD



DR. R MASHELKAR
 EMINENT SCIENTIST
 FORMER DG, CSIR
 AWARDED PADMA VIBHUSHAN

Robust Governance Mechanism

Board of Directors



Legal, Risk, Quality and Compliance teams are independent and report directly to the Board members

Board Sub-committees



PHARMA

FINANCIAL SERVICES

HEALTHCARE INSIGHT & ANALYTICS

Pharma Operations Board

5 Investment Committees for Real Estate Lending, RE Fund Management, Corporate Finance Transactions, Emerging Corporate Lending and Housing Finance

Healthcare Insight & Analytics Board

- Executive Directors
- Key Business CEOs
- External Experts

- Executive Directors
- Independent Directors
- Financial Services CEO
- External Experts
- Business Vertical Heads

- Independent Director
- Business CEO
- External Expert

Trusted Partnerships

Our Strategic Partners



Our Top Investors



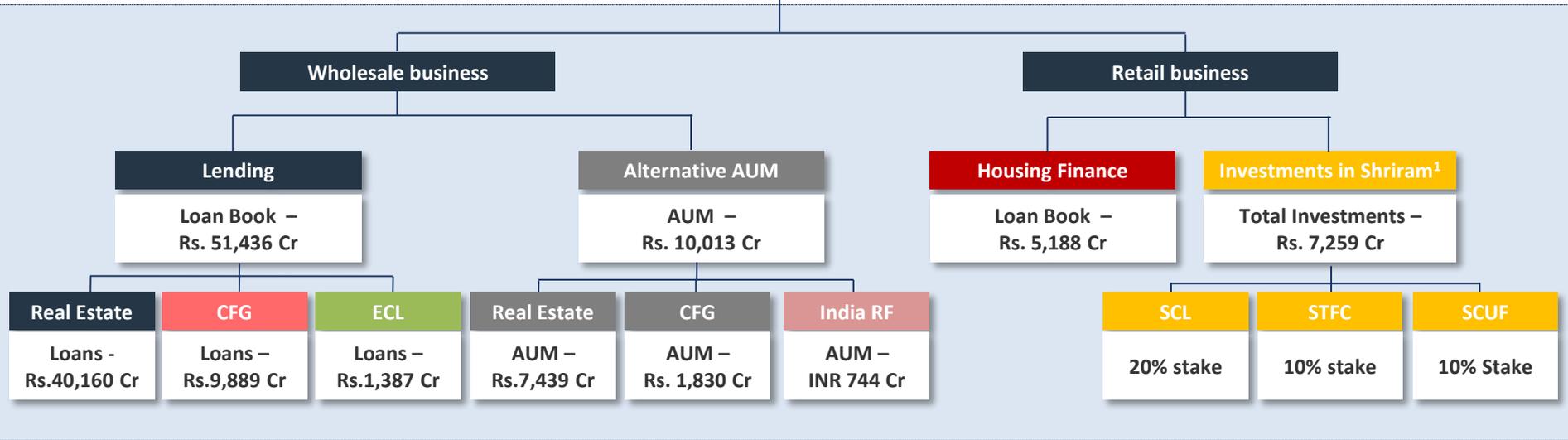


Financial Services

Diversified exposure across both wholesale and retail financing

As on Mar 31, 2019

Financial Services		
Loan Book – Rs. 56,624 Cr	AUM – Rs. 10,013 Cr	Investments in Shriram – Rs. 7,259 Cr



CFG – Corporate Finance Group;
STFC – Shriram Transport Finance Corp.

ECL – Emerging Corporate Lending;
SCUF – Shriram City Union Finance

HFC – Housing Finance Company;
India RF – India Resurgence Fund (JV with Bain Capital Credit)

SCL – Shriram Capital Limited;

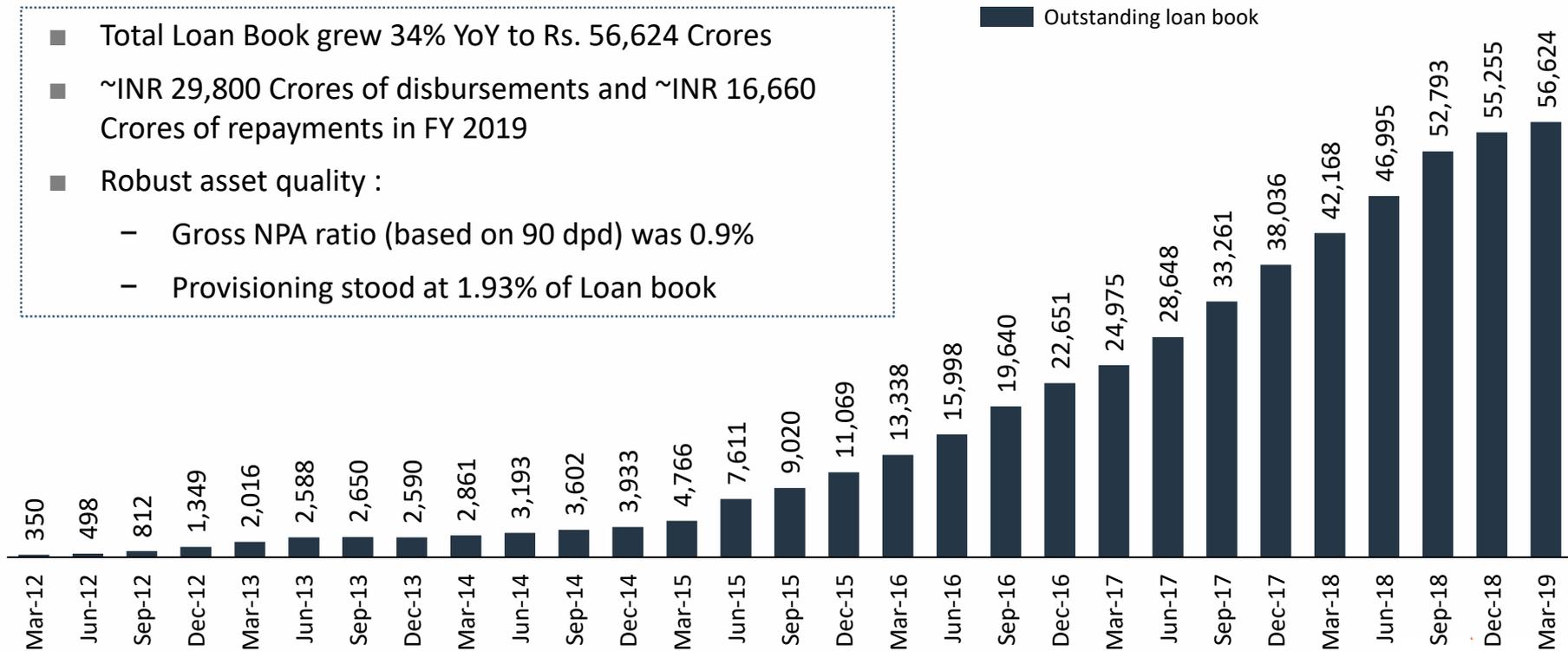
Strong portfolio with total investments, loans and assets under management of ~INR 74,000 Crores

(1) Investments in Shriram: STFC and SCUF based on market value; SCL based on book value, including accumulated profits

Loan book growth

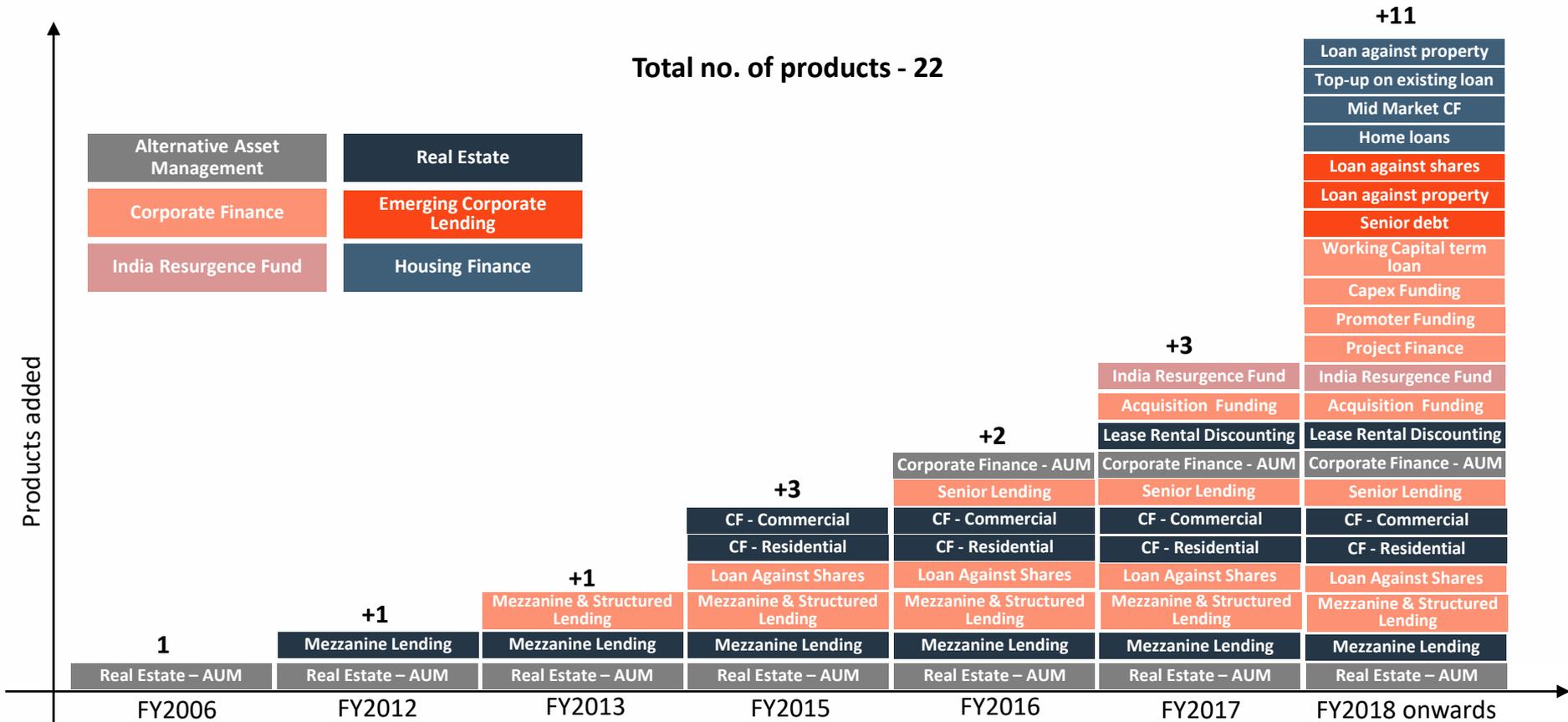
(in INR Crores)

- Total Loan Book grew 34% YoY to Rs. 56,624 Crores
- ~INR 29,800 Crores of disbursements and ~INR 16,660 Crores of repayments in FY 2019
- Robust asset quality :
 - Gross NPA ratio (based on 90 dpd) was 0.9%
 - Provisioning stood at 1.93% of Loan book



Note: Carrying value till Dec'15 and amortised cost thereafter

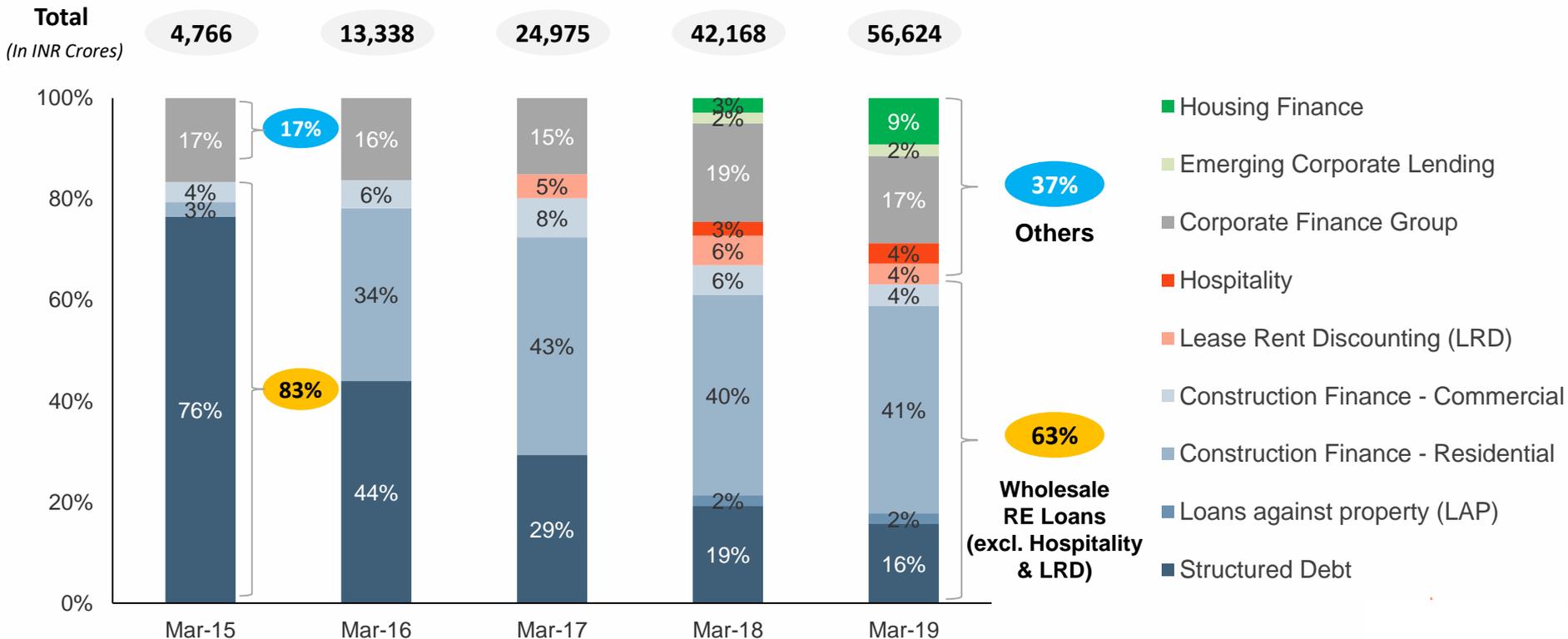
Consistently expanding product portfolio



Note : CF – Construction Finance

Consistent diversification of loan book to lower the risk-profile

Trend of changing portfolio mix (%)

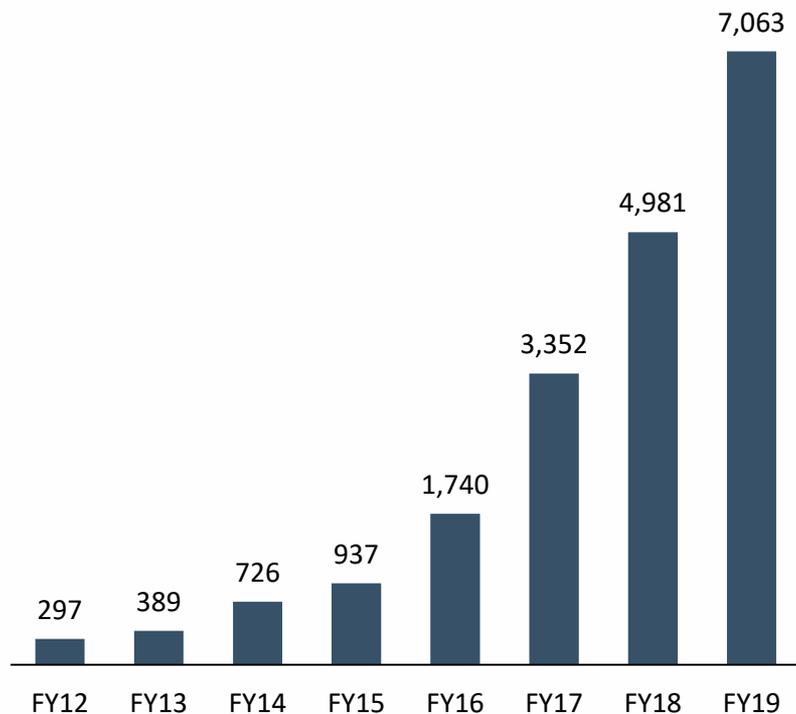


Note: Corporate Finance Group incl. education loans

(1) Wholesale RE loans (excluding Hospitality sector)

Financial Services: Key Performance Metrics

Income from Financial Services (in INR Crores)



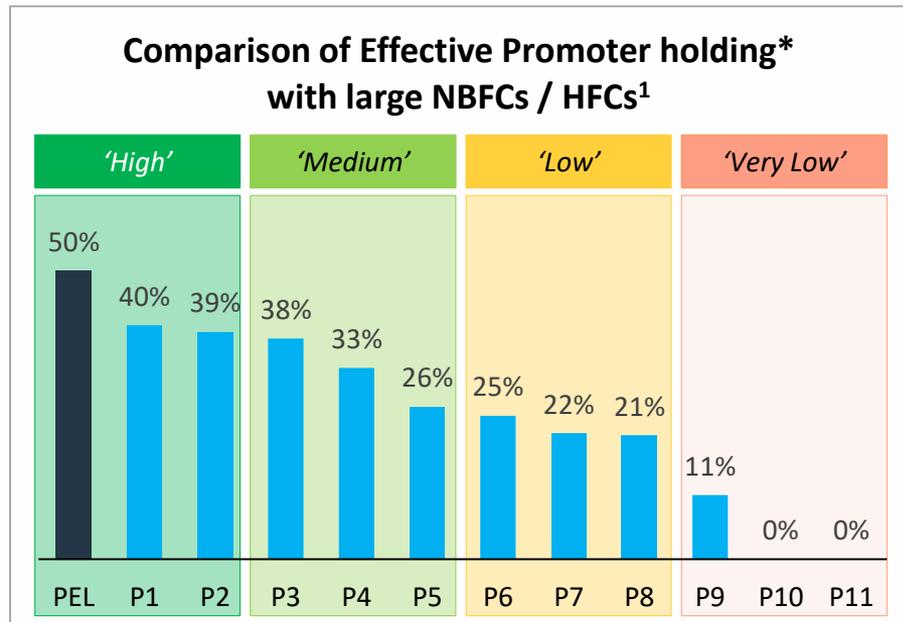
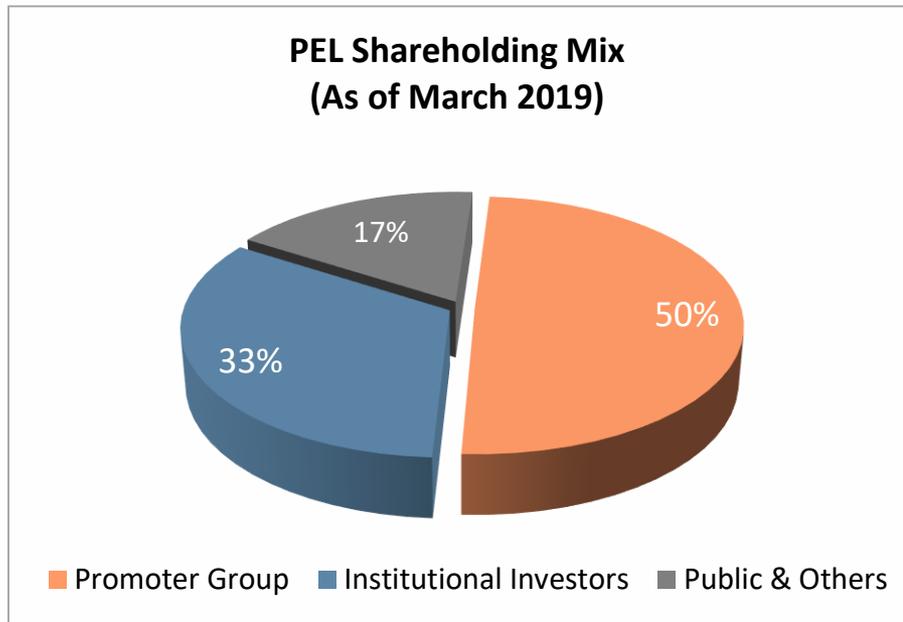
Note: Provisioning numbers are in line with IND AS

Key Performance Indicators: PEL Financial Services (excl. Shriram)

Particulars	FY2019
Total Loan Book size	Rs. 56,624 Crores
Total Equity on Lending (utilized synergies from reverse merger)	Rs. 11,442 Crores
Debt-to-Equity (for Lending business)	3.9x
Average Yield on Loans	13.7%
Average Cost of Borrowings	9.0%
Net Interest Margin	6.4%
Cost to Income Ratio	18.0%
Total Provisioning as on March 31, 2019	1.93%
Gross NPA ratio (based on 90 dpd)	0.9%
ROA	3.2%
ROA (considering Cash Tax and other synergies from merger)	3.8%
ROE	16%
ROE (considering Cash Tax and other synergies from merger)	19%

Strong commitment from the Promoter Group

As on Mar-2019



Largest effective promoter shareholding among major non-banking financial institutions of India

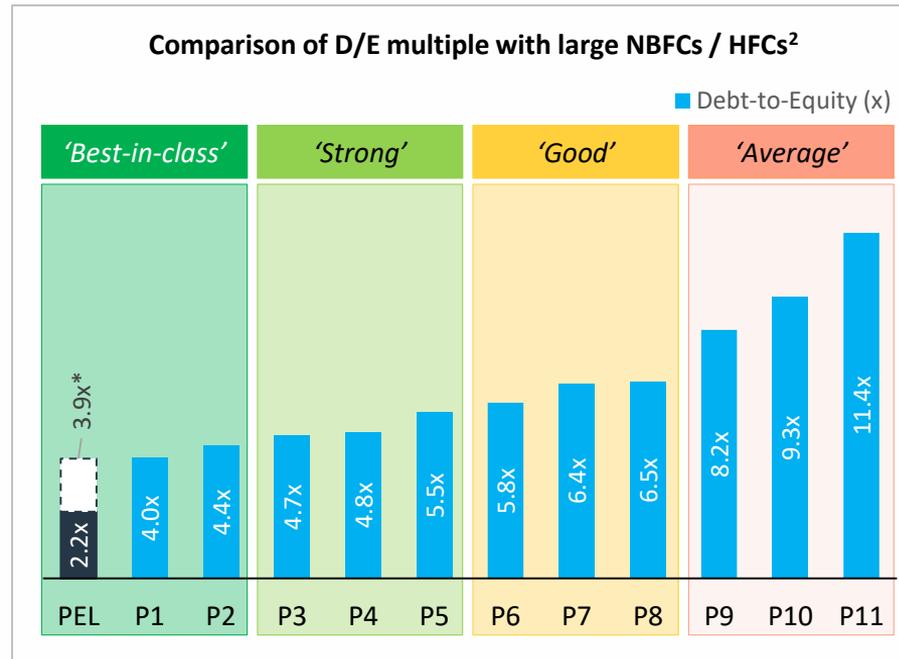
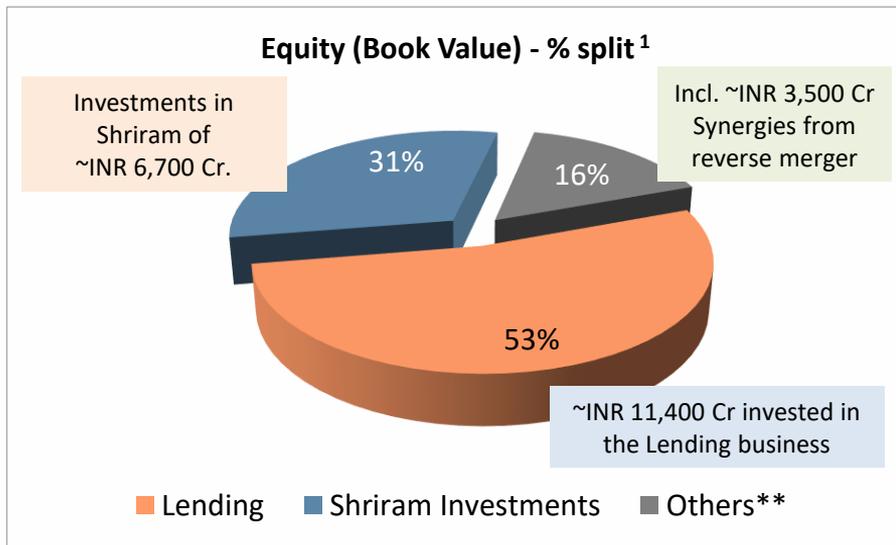
*Estimated based on available disclosures. Effective promoter shareholding is defined as the stake of the promoter group in the company, adjusted for any cross-holdings or indirect holdings through a holding company-subsidiary structure. In case of no single promoter/founder or promoter group it has been considered as zero.

Note: (1) P1 – P11 represents the peer set, which includes (not necessarily in the same order): HDFC Ltd., LIC Housing Finance, Bajaj Finance, Indiabulls Housing Finance, Dewan Housing Finance, Aditya Birla Capital, PNB Housing Finance, L&T Finance, Mahindra & Mahindra Financial Services, Edelweiss and Cholamandalam Finance. Data for peers as on March 31, 2019. Data for Aditya Birla Capital as on June 30, 2018

Amongst the least levered large non-banking financial institutions in India

As on Mar-2019

Total equity in the Financial Services (FS) Business of ~INR 22,000 Cr vs. loan book of ~INR 56,600 Cr



* D/E multiple of 3.9x for PEL's lending business only. Overall D/E multiple for PEL's Financial Services business is 2.2x, including investments in Shriram.

** Others includes DTA benefit from reverse merger and equity allocated to Alternate AUM business

(1) Based on estimated allocation (2) P1 – P11 represents the peer set, which includes (not necessarily in the same order): HDFC Ltd., LIC Housing Finance, Bajaj Finance, Indiabulls Housing Finance, Aditya Birla Capital, PNB Housing Finance, L&T Finance, Mahindra & Mahindra Financial Services, Edelweiss, Repco Home Finance and Cholamandalam Finance.

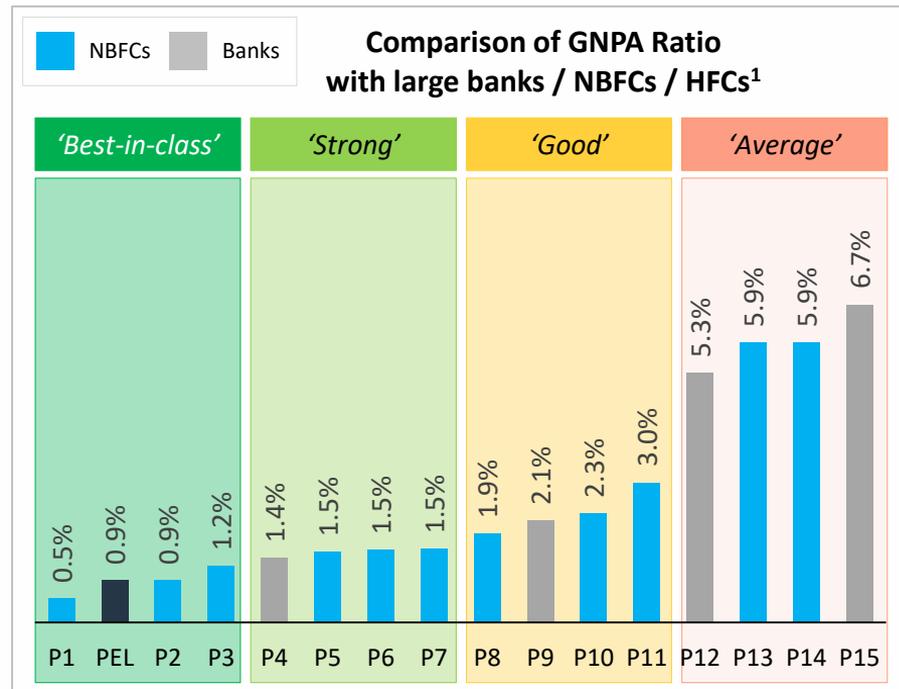
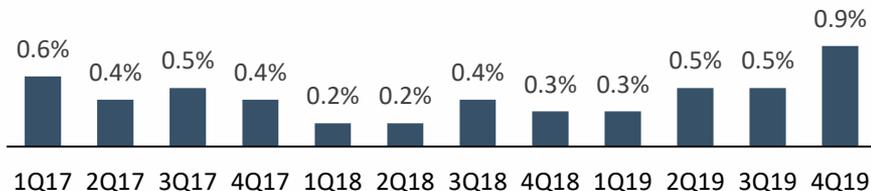
‘Best-in-class’ asset quality, as a result of robust risk management

As on Mar-2019

PEL’s Financial Services GNPA performance

NPA Resolution:

Recovered ~INR 110 Crores from 2 NPA cases, due as of Mar-2019, by bringing a stronger developer on-board to complete the project

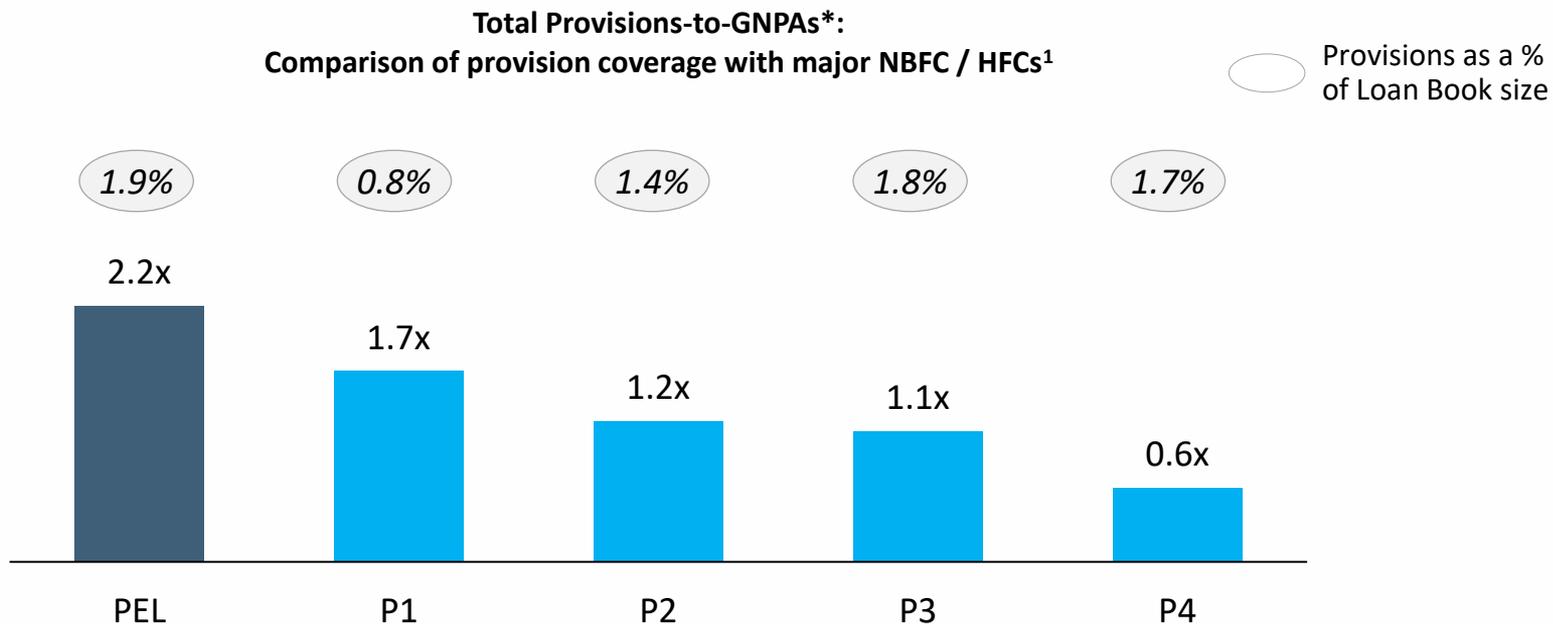


Note:

(1) P1 – P15 represents the peer set, which includes (not necessarily in the same order): HDFC Ltd., LIC Housing Finance, Bajaj Finance, Indiabulls Housing Finance, Repco Home Finance, Aditya Birla Capital, PNB Housing Finance, L&T Finance, Mahindra & Mahindra Financial Services, Edelweiss, Cholamandalam Finance, HDFC Bank, ICICI Bank, Kotak Mahindra Bank, and Axis Bank.

Conservative provisioning, despite healthy asset quality

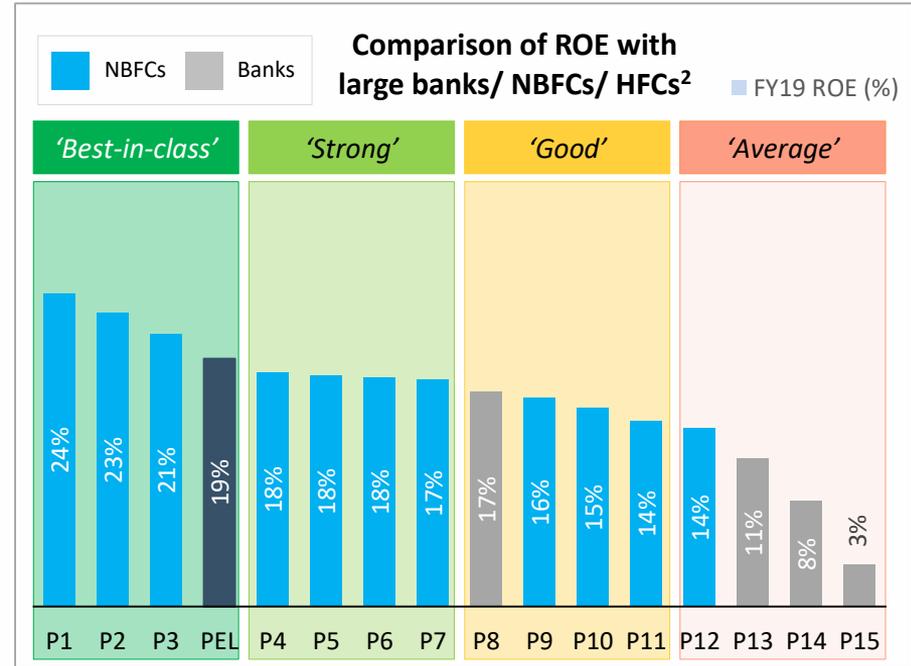
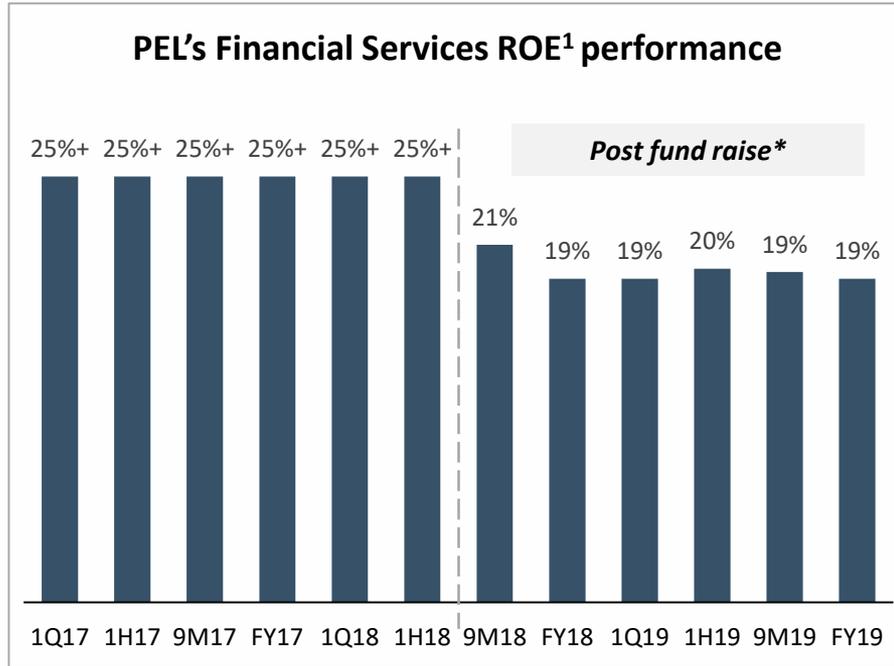
As on Mar-2019



Total provisions at 1.9% of loan book size and relatively higher than peers

* Provisions-to-Gross NPAs based on total provisions for Stage 1, 2 and 3 assets (incl. any provisions retained from erstwhile provisions under the Indian GAAP regime)
 Note: (1) P1 – P4 represent the peer set, which includes (not necessarily in the same order): Bajaj Finance, Cholamandalam Finance, HDFC Ltd. and PNB Housing Finance

Deliver robust returns by tapping additional sources of fee income



Aim to deliver robust returns of 18-20% going forward

* In 3Q18, ~INR 2,300 Cr was allocated to Financial Services. In 4Q18, the entire ~INR 5,000 Cr (of the estimated allocation) was allocated to the business.

Note: (1) ROE calculation for PEL on a cash tax basis, considering the capital allocation from the fund raise; (2) P1 – P15 represents the peer set, which includes (not necessarily in the same order): HDFC Ltd., LIC HF, Bajaj Finance, Indiabulls Housing Finance, Repco Home Finance, Aditya Birla Capital, PNB Housing Finance, L&T Finance, Mahindra & Mahindra Financial Services, Edelweiss, Cholamandalam Finance, HDFC Bank, ICICI Bank, Kotak Mahindra Bank, and Axis Bank.

Real Estate end-to-end financing model

Particulars	Private Equity	Mezzanine Lending	Construction Finance	Lease Rent Discounting	Housing Finance
Stages of lending for a project	Primarily for land purchase	Post land purchase till commencement of construction (Phase of obtaining approvals)	For construction of projects	Lease rental discounting for commercial projects	Providing housing loans to home buyers
Current Size	Off Balance Sheet (3 rd Party Funds with PEL sponsor commitment upto 7.5%)	On Balance Sheet	On Balance Sheet	On Balance Sheet	On Balance Sheet
Year of commencement	Started in 2006; acquired by PEL in 2011	2011	2015	2016	2017
Current Size	INR 5,490 Crores*	INR 8,939 Crores	INR 25,817 Crores	INR 4,192 Crores	INR 5,188 Crores
Yield / IRR	20-24%	14-17%	13-15%	9-11%**	9-11%
Tenor	4-6 years	3-5 years	4-6 years	7-15 years	20-30 years

* Includes Ivanhoe commitment

** To down-sell a portion of the portfolio to maintain ROE

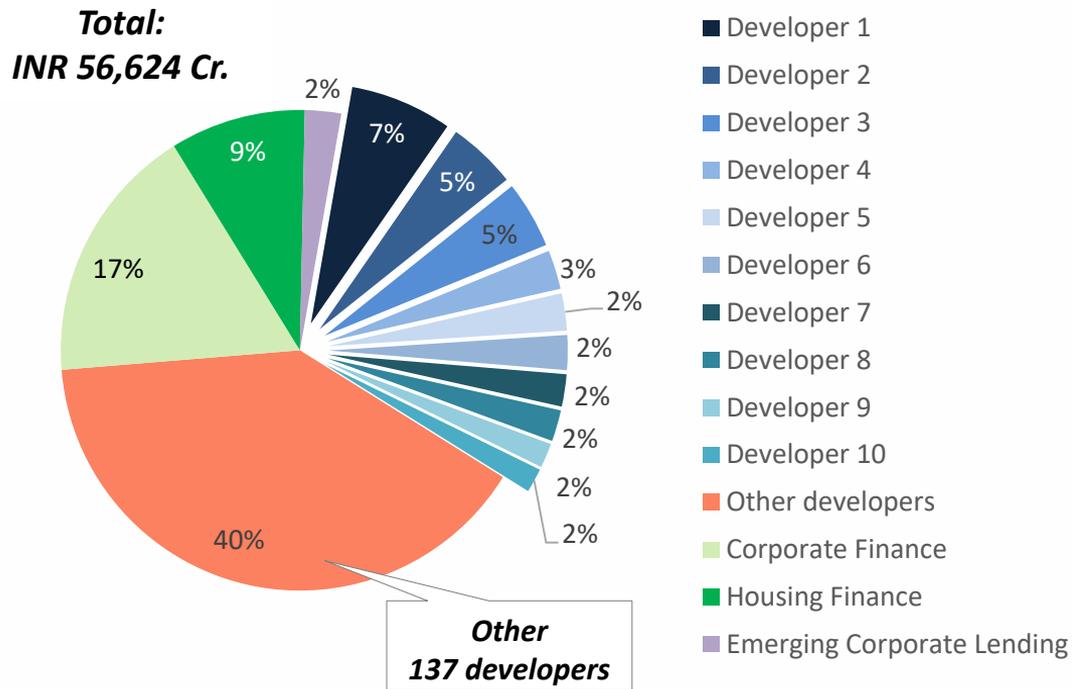
Integrated platform creating significant value for customers



Developer concentration and share in industry-wide sales

As of Mar-2019

Loan book breakdown: Top-10 developer loans vs. Other loans



Top-10 developers constitute ~31% of total lending exposure as of Mar-2019

Note: Corporate Finance Group incl. education loans

Share of our clients in industry-wide sales

Region / City	Total No. of Developers	Sales, in the last 3-months (based on area)
	Share of PEL (%)	Share of PEL's clients (%)
MMR	0.8%	5.3%
NCR	2.0%	5.8%
Bangalore	2.7%	2.8%
Pune	0.6%	3.2%
Chennai	2.6%	2.8%
Ahmedabad + Surat	0.9%	6.4%
Hyderabad	0.7%	11.6%
Kolkata	0.3%	0.3%
Total	1.2%	4.4%

Our share in developer relationships

Our developers' share of sales owing to superior project performance

Housing Finance: Growth Drivers

Significant opportunity from existing developer relationships

350+ Developers



1000+ Projects



- 650+ DSAs
- 1650+ Connectors

Leveraging Brickex

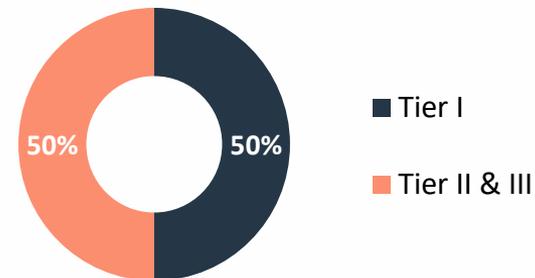
10,000+ Distributors



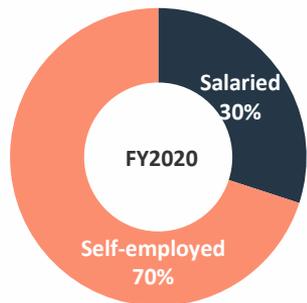
Brickex is India's leading B2B aggregation platform focusing on sales & marketing of Real Estate and Financial Services products with a network of 10,000+ distributors across Tier I cities

Focusing on Tier II and Tier III cities

Targeting to open 18 branches by 2020



Extending loans to the self-employed



LAP, Small Construction Finance

Small Construction Finance

- Target top developers in Tier II & III cities
- Leveraging Brickex for market insights / sourcing

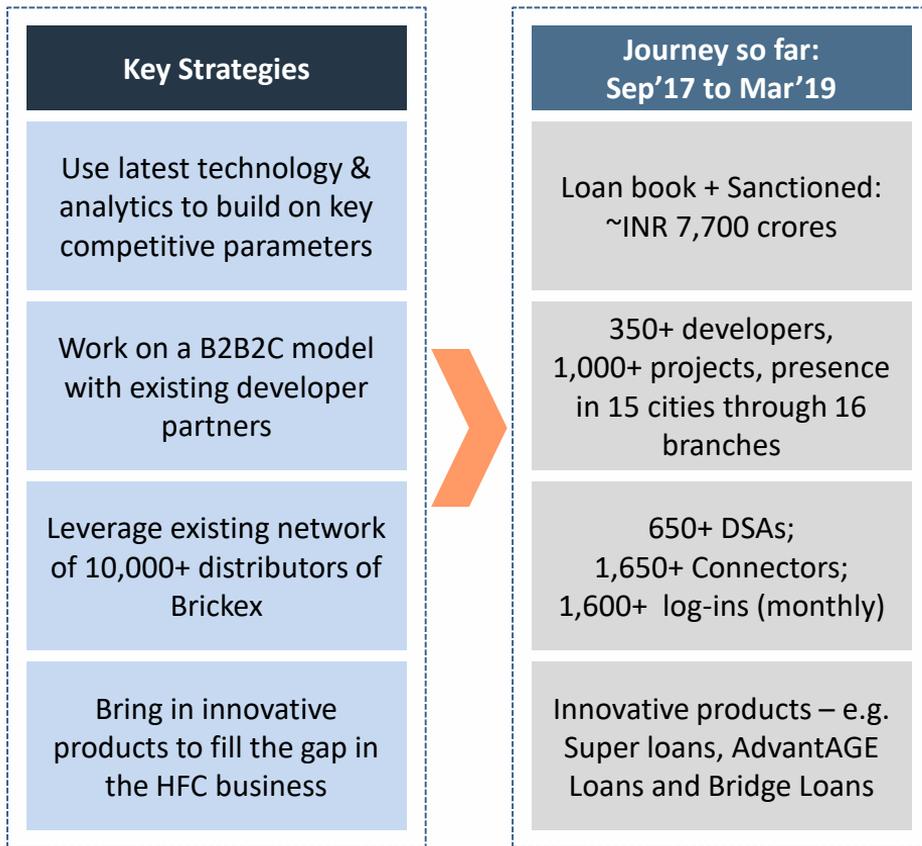
Loan against property (LAP)

- To enter the market through Piramal ecosystem
- Specialised underwriting cell for self-employed

Affordable housing

- Our development partners entering affordable segment
 - To selectively fund based on existing relationship
- Higher margins with selective use of syndication/down selling

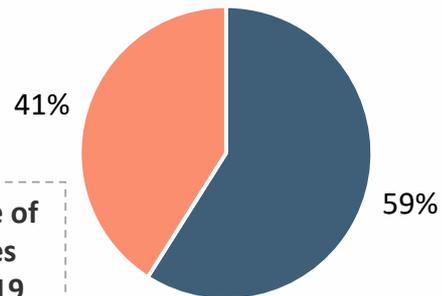
Housing Finance: Performance trends



Customer Mix

- Salaried
- Self-employed

As of Mar-2019

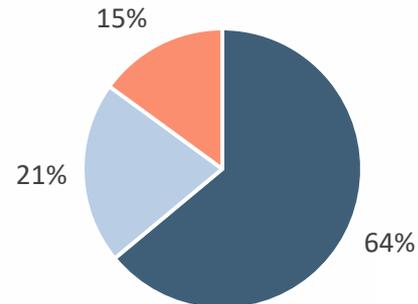


Avg. ticket size of INR 0.7 crores as of Mar-2019

Zone-wise Loan Book

- West
- North
- South

As of Mar-2019



Corporate Finance Group: Performance trends

FY14 - FY16		As of Mar-2019
10	TEAM	46 ¹
Infra	SECTOR FOCUS	Infra, Cement, Transmission, Auto Comp, Logistics, Chemicals
Mezzanine	PRODUCTS	Mezzanine, Senior Debt, Project Finance, Loan Against Shares
INR 1,857 Cr	LOAN BOOK	INR 9,787 Cr
INR 2,015 Cr	LOAN BOOK (Including APG)	INR 11,617 Cr

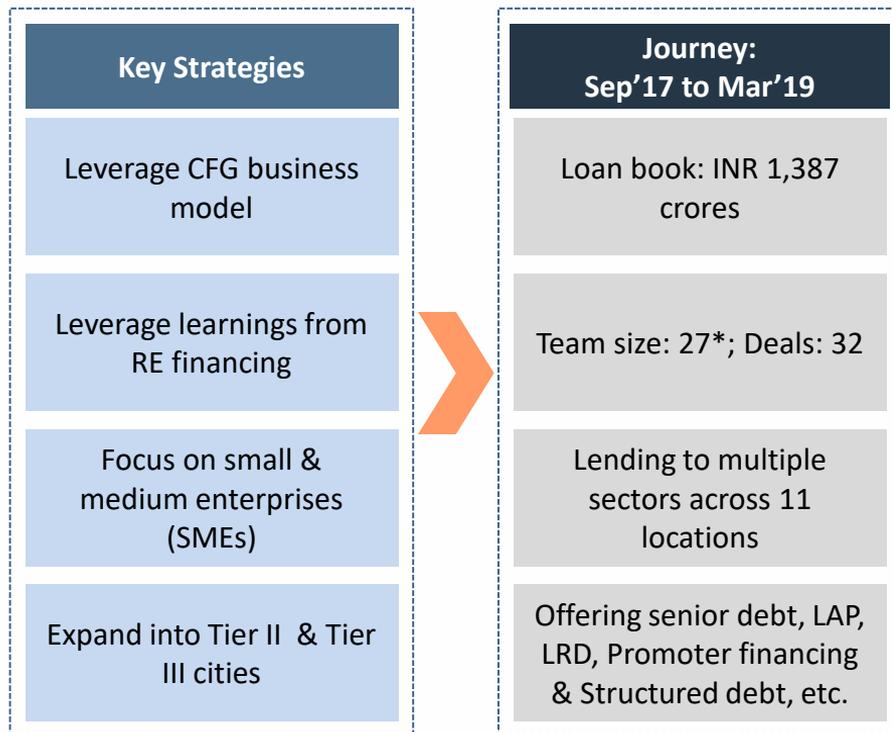
Increased number of sectors with growth in lending platform

FY 14	FY 16	FY 17	FY 19
Book: INR 925 Cr	Book: INR 1,857 Cr	Book: INR 3,599 Cr	Book: INR 9,787 Cr
 Roads  Renewable	 Roads  Renewable  Cement	 Roads  Renewable  Cement  Auto Ancillaries	 Roads  Renewable  Cement  Auto Ancillaries  Transmission  Logistics and Warehousing  Packaging  Cash Management

Yield range widened to 13-16%

(1) Includes 'Partner Functions', such as Risk Management, Asset Monitoring, Legal etc.

Emerging Corporate Lending: Performance trends



* Team size including 'Partner Functions', such as Risk Management, Asset Monitoring, Legal etc.

Target segments

- ✓ Financing requirements of emerging and mid-market companies

Products offered

- ✓ Senior Debt, Loan against Property, Lease Rental Discounting, Promoter Financing, Structured Debt, Loans against Shares etc.

Ticket size

- ✓ Offering solutions with ticket size ranging from Rs.10 Cr. to Rs.125 Cr.

Sector-agnostic platform

- ✓ Funding diverse sectors including auto ancillaries, manufacturing, pharma, services, hospitality, etc.

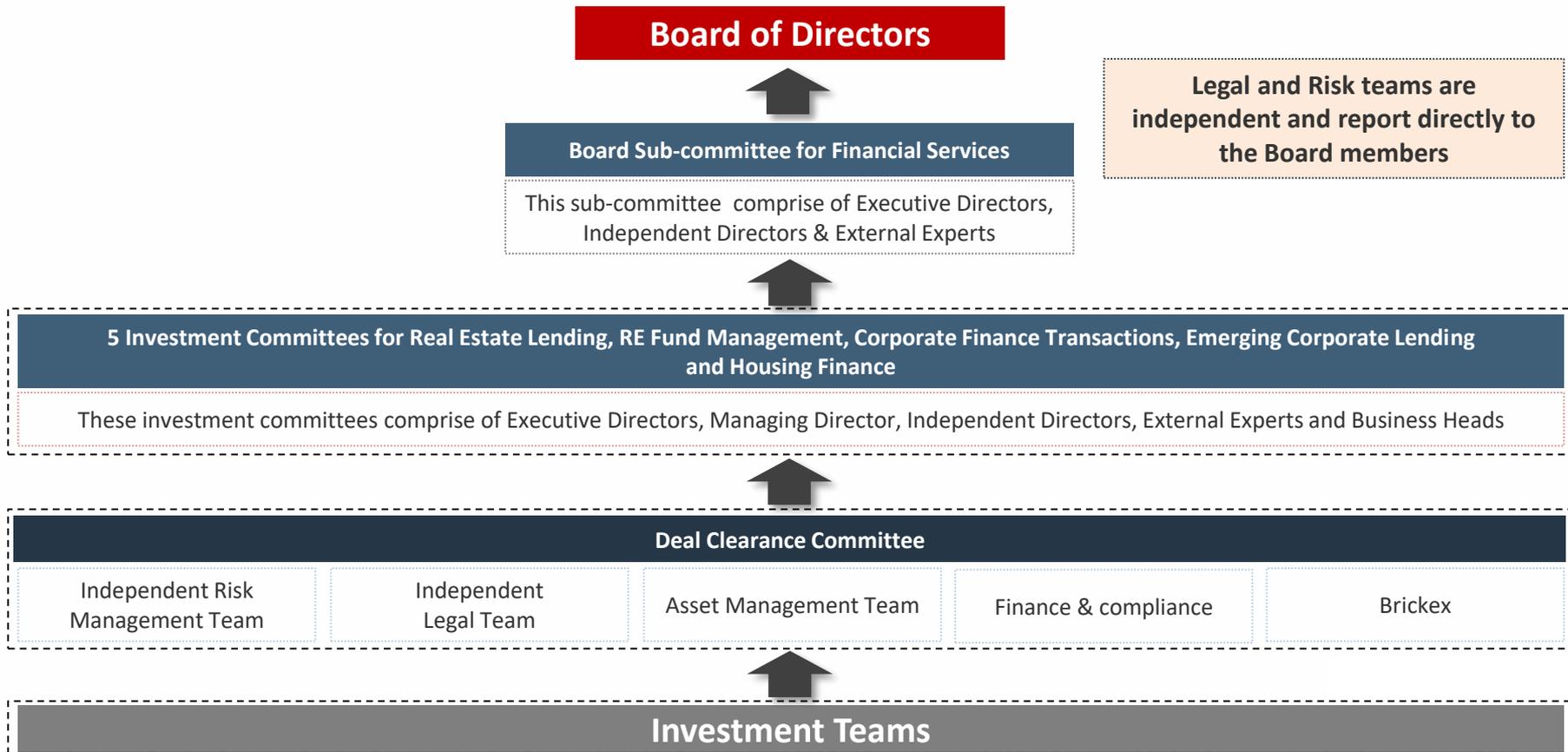
Progress so far

- ✓ Loan book of Rs.1,387 Cr. as on 31 Mar 2019
- ✓ Set up team of 27 people including underwriting, investment, dedicated business operations, legal and asset monitoring functions
- ✓ For deal origination, senior relationship managers are based in Mumbai, Delhi, Chennai, Bangalore, Hyderabad, Pune and Ahmedabad



Measures to ensure healthy asset quality

Review and governance mechanism



Risk Management and Stringent controls at every stage

Dealing with Tier 1 clients through a partnership approach and offering innovative, customized solutions



- Over 70% of portfolio comprises of 'Grade A' developers, which have a strong track record
- ~97% of Real Estate lending in Tier 1 cities – Mumbai, Pune, Bengaluru, Hyderabad, Chennai and NCR
- 100% deals with escrow accounts on the Cash flow

Stringent deal underwriting processes



- Independent risk and legal teams, reporting to the Board
- 100% deals with conservative underwriting assumptions based on delay in sales velocity by 6-12 months
- Integrated high quality legal set-up, present across entire deal lifecycle from origination to closure to post-closure
- 3 stage deal approval – Deal Clearance Committee / Executive Clearance Committee / Investment Committee Framework

In-depth asset monitoring process



- Unique asset monitoring process, comprising of an 'Early Warning Framework' and periodic portfolio stress tests
- 100% transaction coverage in 'Early Warning Signal' meetings
- 100% developer sales MIS are monitored every month
- Pre- and post-disbursement audit, internal audit and review of processes by external parties

Unique ability to takeover and complete a project, in a worst-case scenario



- 80% of projects are in the construction stage or completed
- Completed project can be sold through Brickex, the in-house broking and distribution arm, if required
- The Group can take over, complete and sell a project (in a worst-case scenario)

100% secured lending with unique ability to takeover, complete and sell a project, if needed

Role of the Asset Monitoring Team

Physical Presence at Site

‘Ears to the ground’ approach

- Periodic site visits (Monthly/quarterly)
- Construction status
- Real time feedback to Team
- Micro Market Analysis / Sector Updates
- PMC & Board Meetings
- Engagement with Lender’s Engineer

Developers

175+*

Operating Performance

Adherence to Business Plan

- Actual v/s Budget (Sales Velocity, Selling Price, Collection, Costs)
- Cash Cover Ratio (Actual v/s Budget)
- Sales Trend Analysis
- Operating and financial analysis
- NOC issuance
- Escrow statement

Transactions

304+

EWS Meetings

‘Early Warning Signals’ identified

- Project performance
- Key issues highlighted
- Action items
- Market trends
- Regulatory developments
- APG Portfolio updates

Projects across cities

439



Controls at Pre-qualification stage

Real Estate lending in Tier I cities of Mumbai, Pune, Bengaluru Hyderabad, Chennai and NCR

97%

Portfolio comprising of Grade A Developers

70%+



Controls at Pre-approval stage

Deals with underwriting assumptions based also on delay in velocity by 6 to 12 months

100%

Deals with Escrow A/C

100%



Controls at Post-disbursement stage

Site Visits / month

220+

Developer sales MIS and escrow accounts monitored per month

100%

*Including mid-market developers

Progress on projects monitored regularly: Sample site visit photos

Real Estate

Non-Real Estate

Sep'16 – 5th Floor completed



Dec'16 – 9th Floor Completed



Oct'17 – Finishing near



Operating wind turbines along with 33 kV lines



Molten metal is poured in moulds for casting



Sample of Site Visit Report



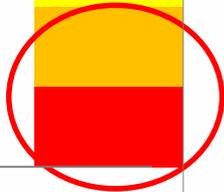
Tower Name	Expected completion date	Dec 07, 2016	Nov 23, 2016	Oct 20, 2016	Sep 20, 2016	Aug 16, 2016	Jul 18, 2016
No. of Labours on site		400 - 425	400 - 425	400-425	430-450	360-380	310-330
Tower 1 : 4B + G + 22 Flr.							
RCC	Mar, 2017	Work in progress on 18 th and 19 th floors	Work in progress on 18 th floor.	Work in progress on 14 th & 15 th floor.	Work in progress on 12 th & 13 th floors.	Work in progress on 9 th & 10 th floors.	Work in progress on 6 th & 7 th floors.
Block Work	Jun, 2017	12 th floor in progress.	9 th floor in progress.	6 th floor in progress.	4 th floor in progress.	3 rd floor in progress.	2 nd floor in progress.
Plastering / Gypsum	Sep, 2017	Gypsum started on 1 st and 2 nd floor.	-	-	-	-	-
Flooring	Dec, 2017	Awaiting for material to start with flooring in next week.	-	-	-	-	-
Finishes	Jun, 2018	-	-	-	-	-	-

Dashboard of site visits and stalled projects separately highlighted to the MD on a monthly basis

Sample of overall Portfolio Performance Review Sheet

AUM Summary (INR Cr)

Category	No. of Deals	Total
Green – No major concerns		
Yellow – Closely monitor for next 6 months		
Amber – Envisage stress over next 6 months		
Red – Overdue		
Total		



Teams spend significant time post disbursement to **detect and react to early warning signals (EWS)**

Key parameters for colour coding

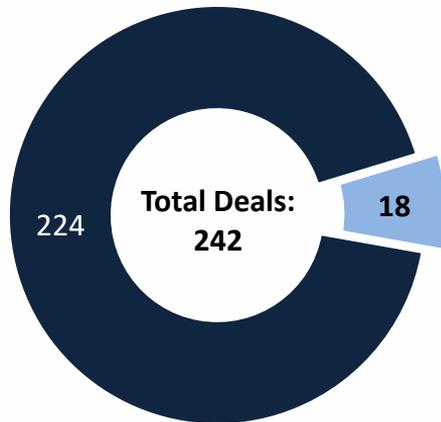
1. Site visit findings
2. Approval timelines
3. Construction cost
4. Sales Velocity in terms of units, area and value
5. Pricing – per sq ft and ticket size
6. Collections
7. Cover computation
8. Ability to meet principal and interest obligations
9. Discussions with developers / promoters

Sensitivity Analysis: Residential Real Estate Portfolio

Even in the worst-case scenario, only 18 of 242 deals required ‘proactive measures’

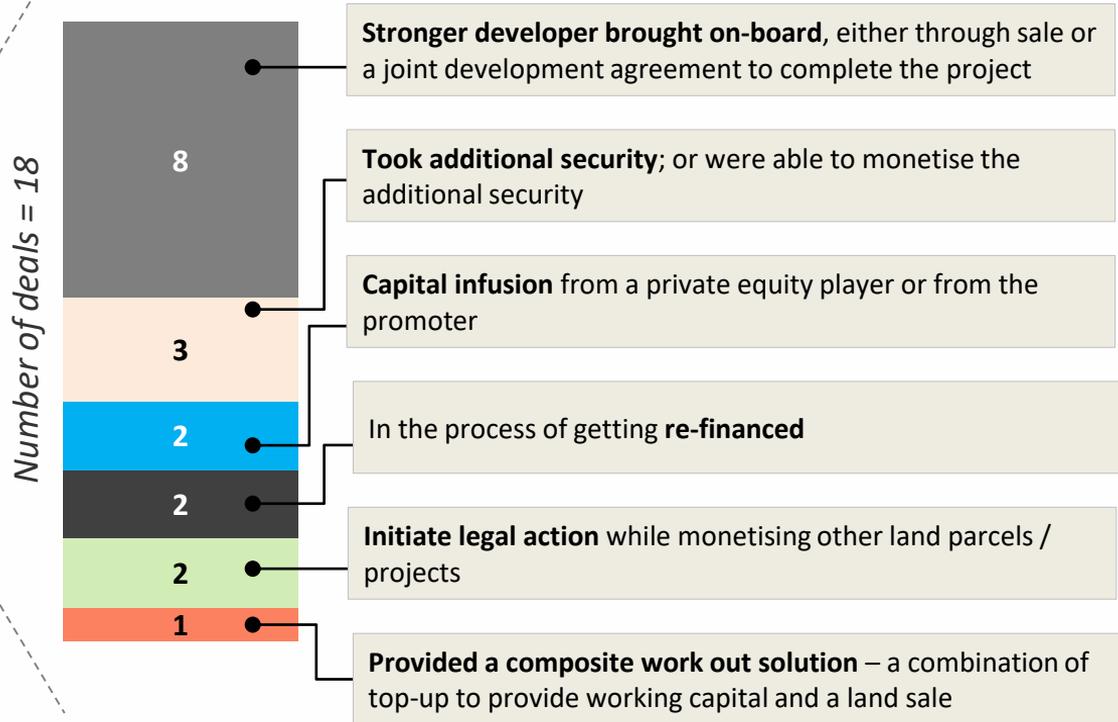
Factors considered for sensitivity analysis:

Cash Cover	Construction Status
Pricing	Financial Closure



- Deals which meet internal thresholds
- Deals which require proactive actions

Proactive Measures taken during the quarter for those 18 deals





Liquidity Position and Borrowing Profile

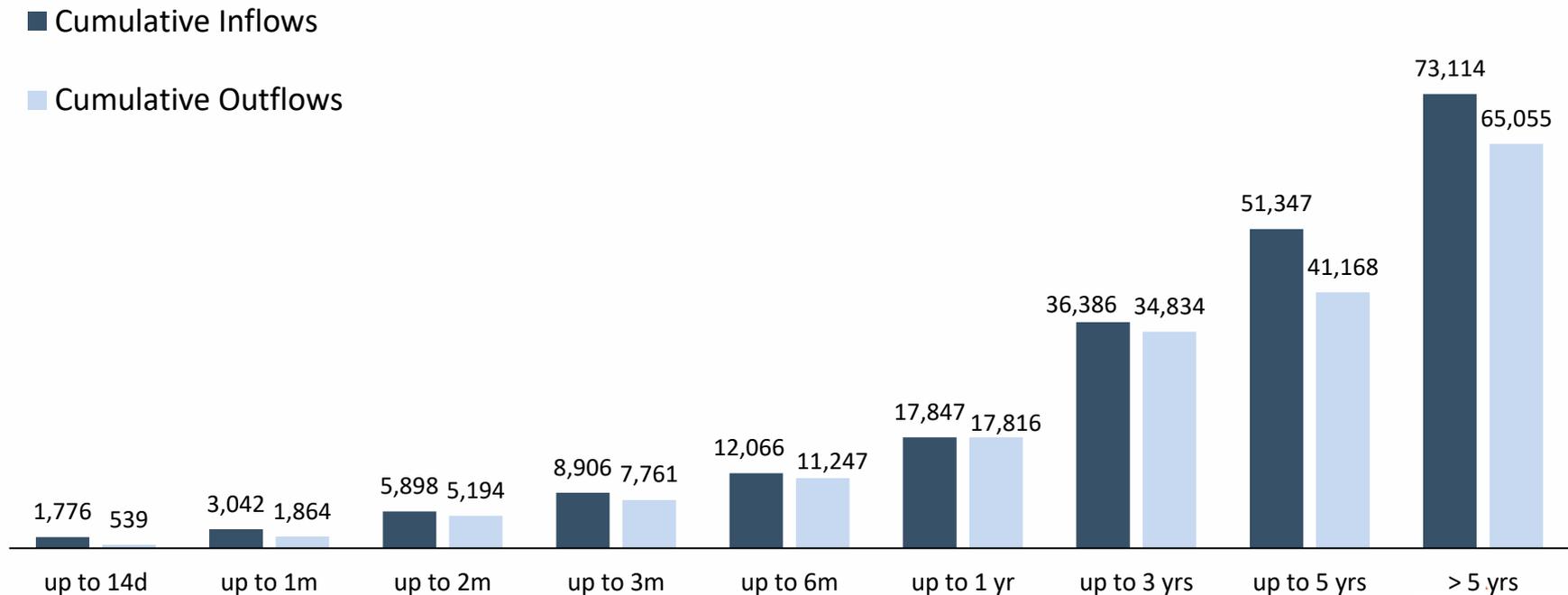
Continue to further diversify borrowing mix

- **Raised long-term funds amounting to ~INR 16,500 Crores** in the last two quarters
- **CPs have come down to INR 8,900 Crores** from Sep-2018 levels of ~INR 18,000 Cr.
- **Additional measures / proposals to boost liquidity:**
 - Long-term funds of 7-10 years maturity from PSU institutions in pipeline
 - Tier II offering of ~INR 1,000 Crores in Q1 FY2020
 - Maiden ECB issuance should take place during Q1 FY2020, with a reputed global fund investing USD 150 million
 - Planning for foreign currency borrowings, post ECB issuance
 - Further increase bank lines

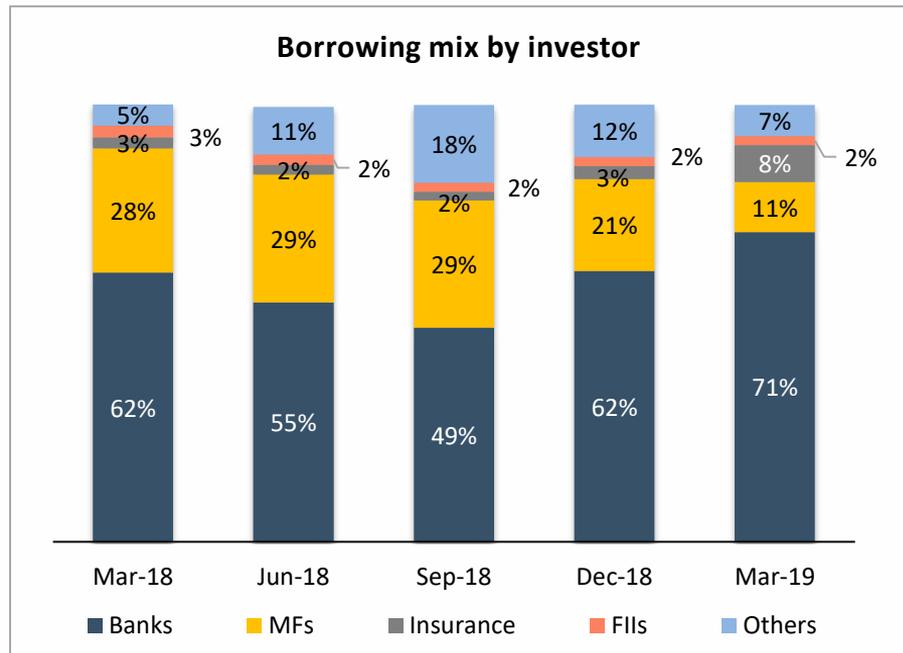
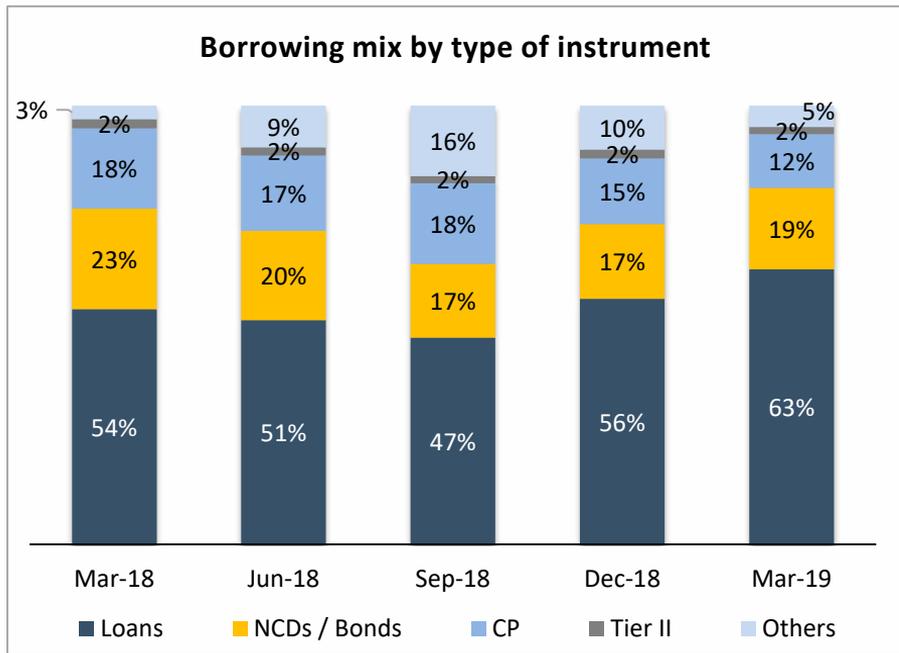
Asset-liability Profile

As of Mar 31, 2019

(in INR crores)

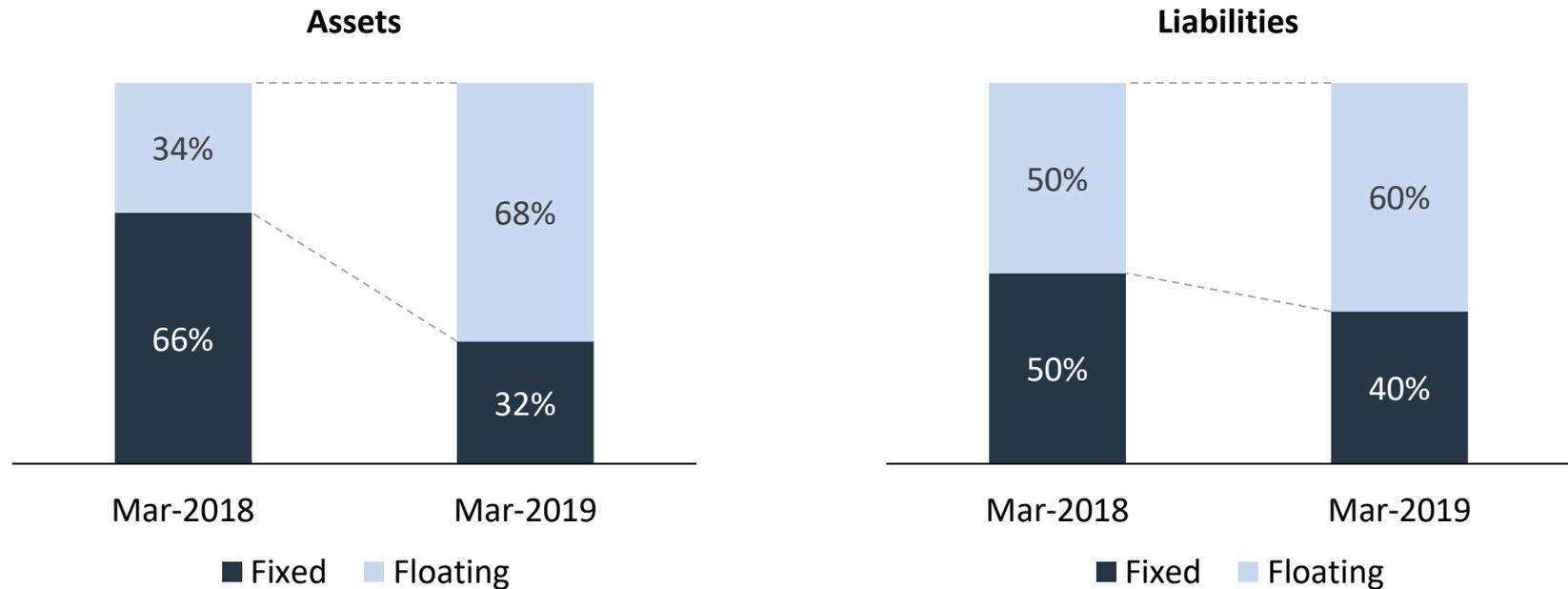


Further diversify the borrowing profile



Significant increase (QoQ) in the share of bank borrowings and long-term funding sources in overall borrowing mix

Asset-liability Mix



Shift in the mix towards floating-rate assets and liabilities

Alternative Assets Under Management

Key transactions and performance highlights during the year:

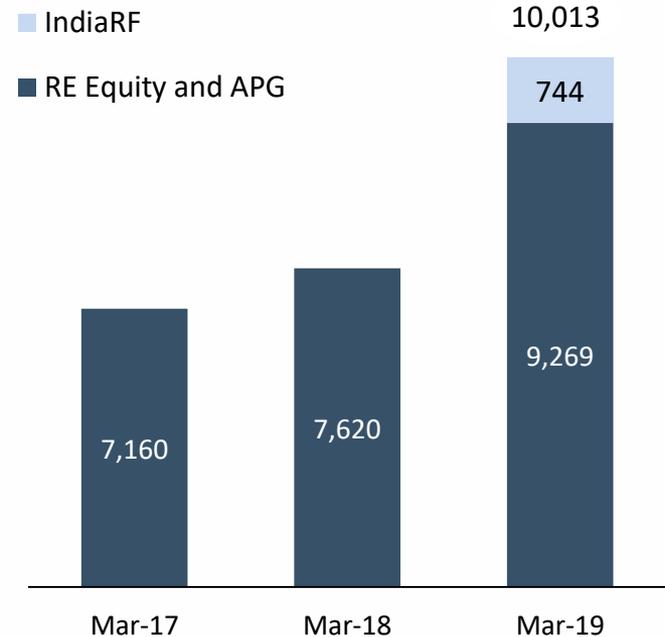
India Resurgence Fund (the JV with Bain Capital Credit):

- IndiaRF has concluded two investments so far:
 - USD 156m¹ invested in marine chemicals business in Nov-2018
 - USD 144m¹ invested in pharmaceutical & vaccines player in Apr-2019
 - Actively involved in the turnaround plan of both these assets
- Active pipeline of significant scale (~USD 2 bn) across sectors

JV with Ivanhoé Cambridge:

- In Q4 FY 2019, PEL and Ivanhoé Cambridge announced an equity investment of INR 500 Crores towards one of the top-tier residential real estate developer

Alternative Assets Under Management (in INR Crores)



To summarize

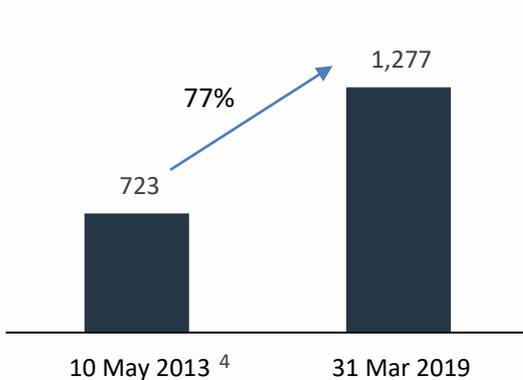
 <p>Liquidity</p>	 <p>Promoter commitment</p>	 <p>Leverage Equity</p>	 <p>Return on Equity</p>	 <p>Risk management process</p>
<p>Consistently maintaining healthy cash and bank lines</p>	<p>Highest promoter stake amongst major non-banking financial institutions</p>	<p>Amongst least leveraged with significant equity</p>	<p>Consistently among 'best-in-class'</p>	<p>'Best-in-class' and constantly improving</p>
 <p>Asset quality</p>	 <p>Borrowing profile</p>	 <p>ALM</p>	 <p>Fixed-floating Assets to Liabilities</p>	 <p>Relationships with investors, partners and clients</p>
<p>Consistently 'best-in-class'</p>	<p>Increasingly diverse borrowing mix</p>	<p>Well-matched asset liability profile</p>	<p>Maintaining healthy mix</p>	<p>Long standing relationships with marquee investors, partners and clients</p>

Partnership with Shriram – Strategic in nature

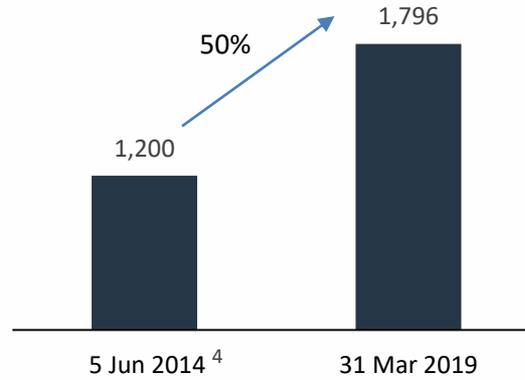


Share Price Performance since investments (INR per share)

Shriram Transport Finance



Shriram City Union Finance



- Market capitalization of c. **INR 350+ bn** (~US\$ 5.0bn) for listed entities^{1,2}
- **US\$ 22.3 bn**³ of assets under management
- **3,600+** branches³
- Customer base of **19.3+ mn**³
- Exposure to retail financing segments including: Used and New CVs, Small and Medium Enterprises, Consumer and Gold loans, Life Insurance and General Insurance
- **Leading player** in used Commercial Vehicle and Micro, Small and Medium Enterprises financing

Note: FX rate: 1 USD= Rs. 69

(1) Listed entities include Shriram Transport Finance and Shriram City Union Finance (2) As of 31st Mar, 2019 (3) As of 31st Dec, 2018

(4) PEL's purchase price on the respective date of investment - Doesn't include related costs in acquiring these stakes

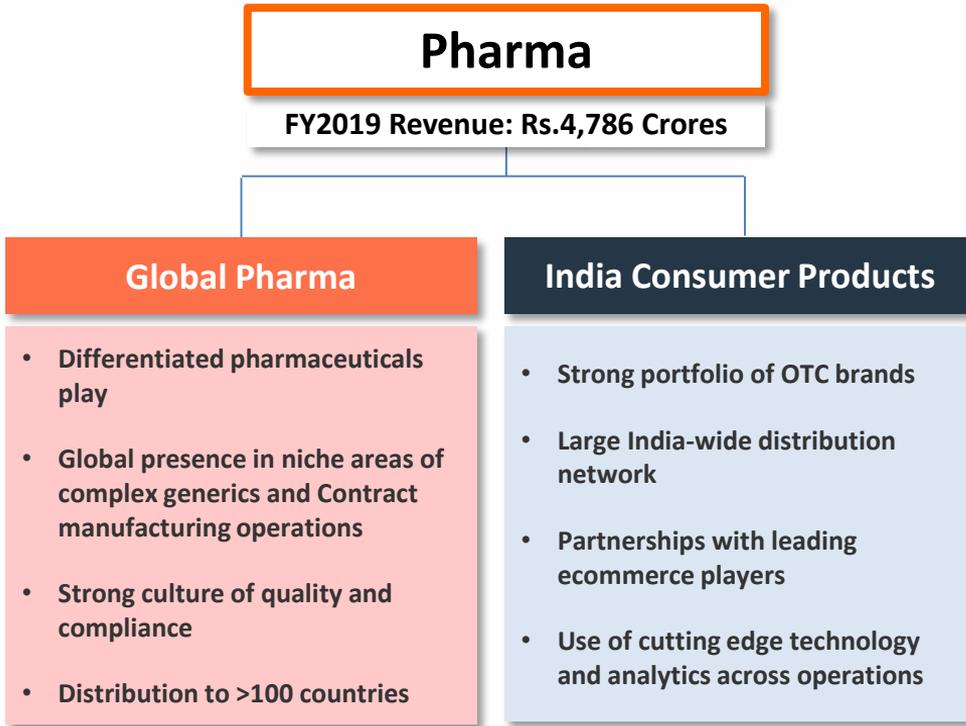
Financial Services: Key Strategic Priorities





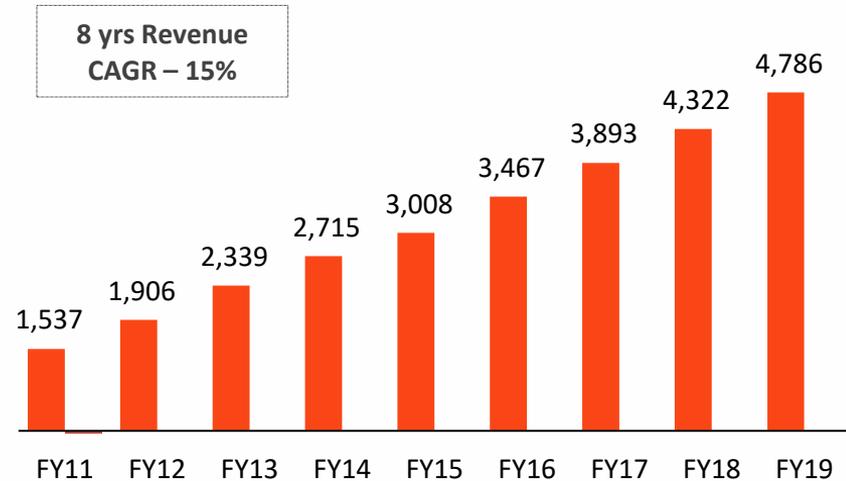
Pharma

Niche portfolio and Consistent topline performance



Consistent Revenue Growth since FY11

Pharma Revenue^{1,2,3}



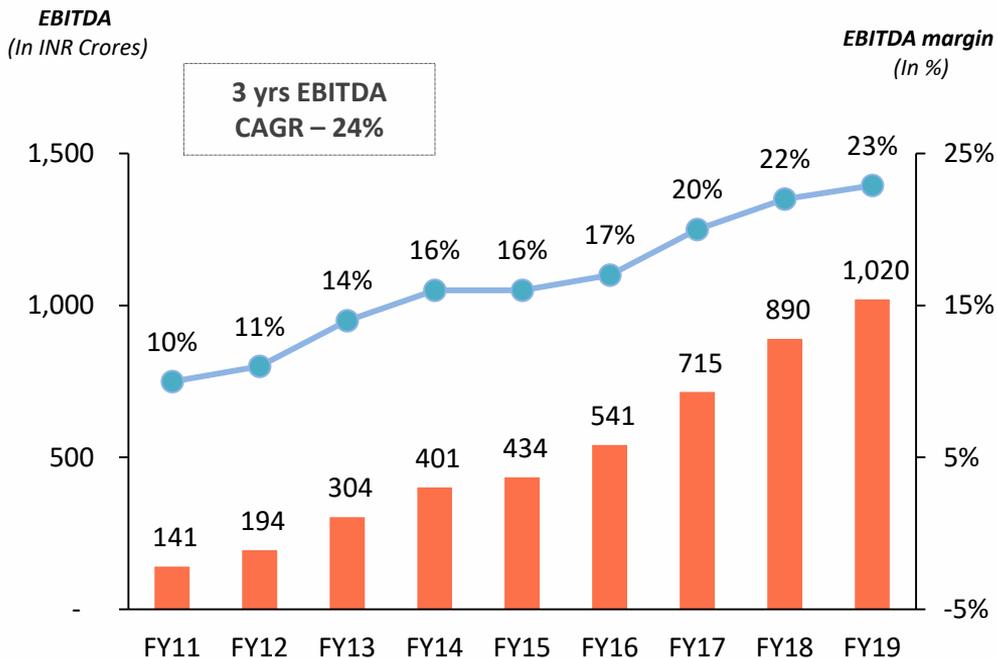
Note :

1. Excludes revenue from JV with Allergan
2. FY2016 - FY2019 results have been prepared based on IND AS, prior periods are IGAAP

3. Global Pharma revenue accounted for 93% of the overall Pharma revenue during 9MFY19
4. Pharma revenue includes Global Pharma and consumer products

Continued improvement in the profitability and return profile

Significant improvement in Global Pharma EBITDA over the last few years



Note :

- FY2016 - FY2019 results have been prepared based on IND AS, prior periods are IGAAP
- Global Pharma contributes 93% to overall Pharma business revenues

Performance Highlights

- Global Pharma contributing EBITDA of over Rs. 1,000 Crores in FY19
- EBITDA margins at 23% in FY19 as compared to 10% in FY11
 - Consistent improvement in EBITDA margin over last few years
- Margin expansion driven by:
 - Synergies from acquisitions
 - Growth of high margin products such as Sevoflurane
 - Manufacturing facilities with niche capabilities
 - Higher capacity utilization
 - Backward integration of Raw Material
 - Leveraging Global Distribution
 - Process optimizations
 - Cost improvement initiatives



Global Pharma

Moving up the Value Chain

1 Acquired global businesses to enter into niche capabilities

Injectable



HPAPI



2 Expanding manufacturing capacities in niche areas

ADC



Injectable



Inhalation Anaesthesia



HPAPI



Moving up the Value Chain (cont'd)

3 Adding differentiated hospital branded generic products organically and inorganically



- **Leverage global distribution network** by adding differentiated products
- **Differentiated offerings** – Niche branded generics and controlled substances

4 Strong product portfolio to leverage global distribution network

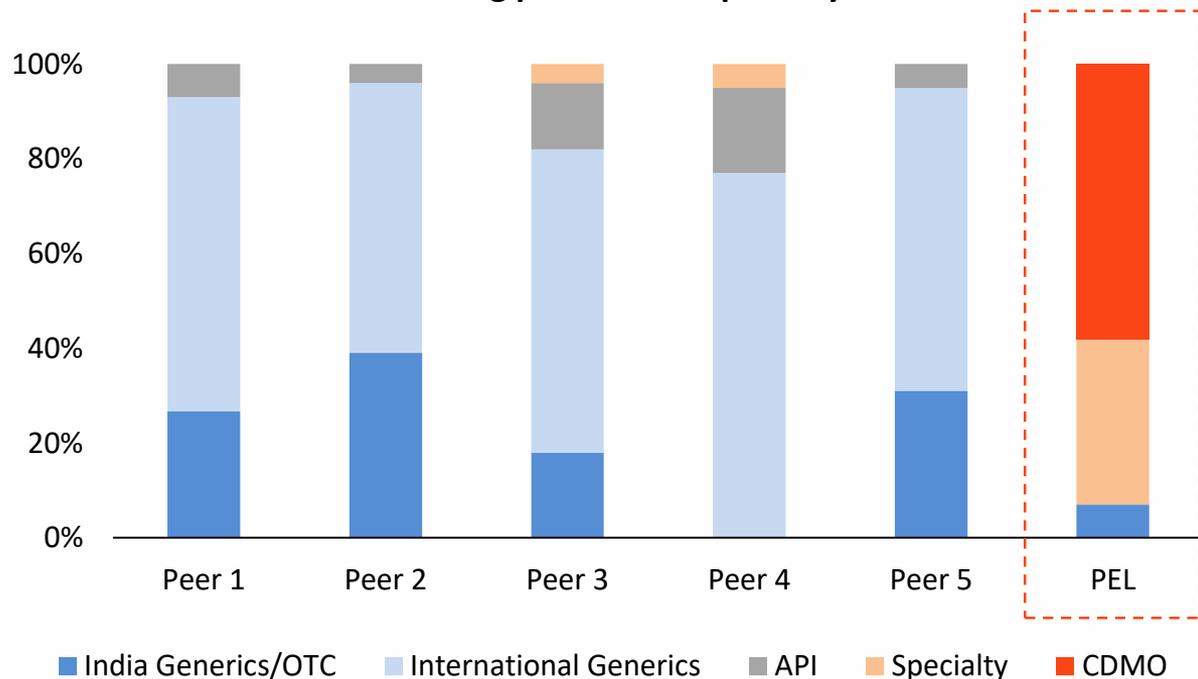


- **Entry barrier** – Complex to manufacture, sell and distribute resulting in limited competition
- **Expanded addressable market size** from US\$ 1 bn Inhalation Anaesthesia market to US\$20 bn generic hospital product market

Our strategy of moving up the value chain is enabling us to boost growth and enhance margins

Differentiated business model

PEL's Strong presence in Specialty and CDMO



- **Our differentiated business model** has enabled us to perform better than most other Indian Pharma companies
- **Over 90% of revenues derived from niche businesses** of complex generics and CDMO, as compared with less than 5% for most large Indian Pharma companies
- **Positioned ourselves as partner of choice** for large Global Pharma and virtual Biotech companies

Note: Pharma peer set includes (not necessarily in the same order): Aurobindo Pharma, Cipla, Dr. Reddy's Lab, Lupin and Sun Pharma
 Source : Companies reported numbers, Stock Exchange Filings, Bloomberg

Differentiated Product Portfolio

Strong portfolio of complex products

Acquired from Janssen
in 2016

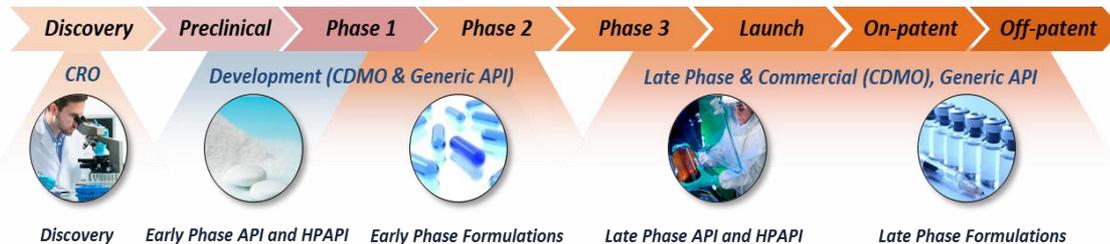
Acquired from Mallinckrodt
in 2017

Inhalation Anaesthesia	Injectable Anaesthesia / Pain Management	Plasma Volume Expander	Intrathecal Spasticity Pain Management	Injectable for Myxedema Coma	Capsule for type I Gaucher & Niemann-Pick disease
Sevoflurane	Sublimaze	Haemaccel	Gablofen	Levothyroxine Sodium	Miglustat
Isoflurane	Sufenta		Mitigo		
Halothane	Rapifen				
Desflurane To be launched	Dipidolor				
	Hypnomidate				

- **Built niche capabilities** in injectable anesthesia, inhalation anesthesia, intrathecal spasticity and pain management
- **Integration of key acquired products** from Janssen and Mallinckrodt on track
- **Launched** Sevoflurane Integrated Closure variant in European markets
- **Launched** Cinacalcet, Mitigo and Miglustat

Integrated business model in services business

Capabilities across entire drug life-cycle



Leveraging multiple sites across the globe to offer integrated solutions

Phase	Type of Project	Asia					North America			Europe	
		Ahmedabad PDS	Ahmedabad	Ennore	Digwal	Pithampur	Riverview	Lexington	Aurora	Morpeth	Grangemouth
Early Phase	Route Scouting – Intermediate dev. -API supply	✓	✓	✓			✓				
Early- Late phase	Formulation: Development, Manufacturing and Supply		✓							✓	
Early- Late phase	API & FDF: Development. & Supply		✓	✓				✓	✓	✓	
Early Phase	Formulation Development & Supply		✓			✓					
Early- Late phase	DMF Development to Manufacture to Filing			✓					✓		
Late Phase	DMF Development to Manufacture to Filing			✓	✓	✓					
Early Phase	ADC: Development, Manufacturing and Supply									✓	✓
Late Phase	ADC Fill Finish							✓			✓

- **Integrated model** of services spanning across the entire drug life-cycle
- **Substantial growth in the Order Book** in FY 2019
 - Added >50 new customers in the services business during the year
 - >75% Order Book from existing customers
 - Over 70 integrated projects till date; 28 Integrated Projects in FY19
 - Strong trend in penetrating Biotechs
- **Built strong capabilities** in Highly Potent APIs and Antibody Drug Conjugates
- Considered as a preferred integrated partner in the area of cancer



13 manufacturing & Development facilities globally – All key sites USFDA inspected



- Total 9 sites inspected by the US FDA
- Close to 110 approvals across facilities



Strong focus on Quality and Compliance

PEL's record of successful inspections

Financial Year	USFDA	Regulators	Customers
2012	5	13	60
2013	2	10	71
2014	4	14	116
2015	7	17	115
2016	5	26	140
2017	5	25	157
2018	3	27	167
2019	2	44	163
Total	33	176	989

Strong focus on compliance, quality and reliability

- **Successfully cleared 2 USFDA inspections**, 42 other regulatory inspections and 163 customer audits during FY19
- **Successfully cleared 33 USFDA inspections**, 143 other regulatory inspections and 989 customer audits since 2011
- A **strong quality governance model**, with the Quality function reporting to a Board Member

75% of revenues from regulated markets



Strong presence in North America



Expanding presence in Europe



Expanding Presence in Japan



Strong presence in India

Manufacturing Facilities

- Aurora : API Dev & Mfg
- Lexington : Sterile Dev & Mfg
- Riverview : HPAPI Dev & Mfg
- Bethlehem : Anaesthesia Mfg

- Grangemouth : Antibody Drug Conjugates , Dev & Mfg
- Morpeth : API & Form. Dev & Mfg

- One of the two approved generics in the market for Sevoflurane, with leading market share
- Leading market share for Fentanyl with the only currently approved generic in the market

- Mumbai : API & Form Dev
- Digwal : API Dev & Mfg & Anaesthesia Manufacturing
- Pithampur : Form. Mfg
- Ahmedabad : Drug Discovery and Form. Dev
- Ennore : API Dev & Mfg
- Mahad : Vitamins & Minerals Premixes

Distribution Presence

30% market share in US in Inhalation Anaesthesia

Expanding presence in key countries including UK, Italy, Germany, etc.

Distribution Model

Through direct sales force

Through direct sales force and distributors

**% Global Business Revenues
(For FY 2019)**

44%

26%

5%

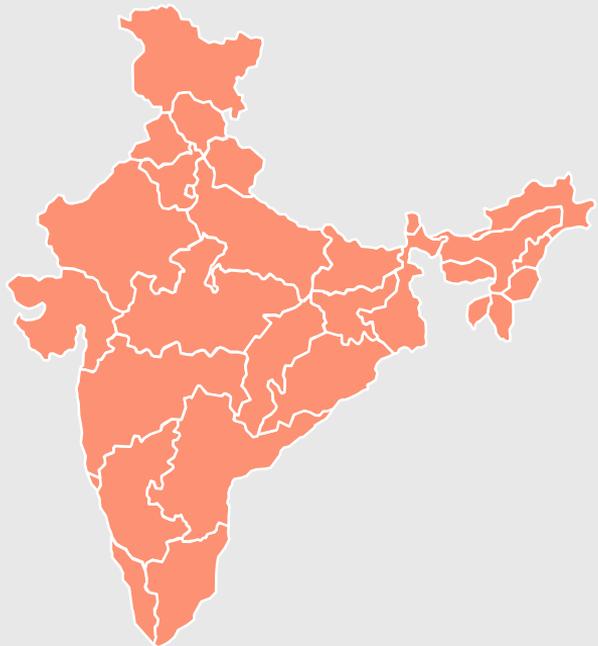
Note: Form – Formulations; Dev – Development; Mfg - Manufacturing



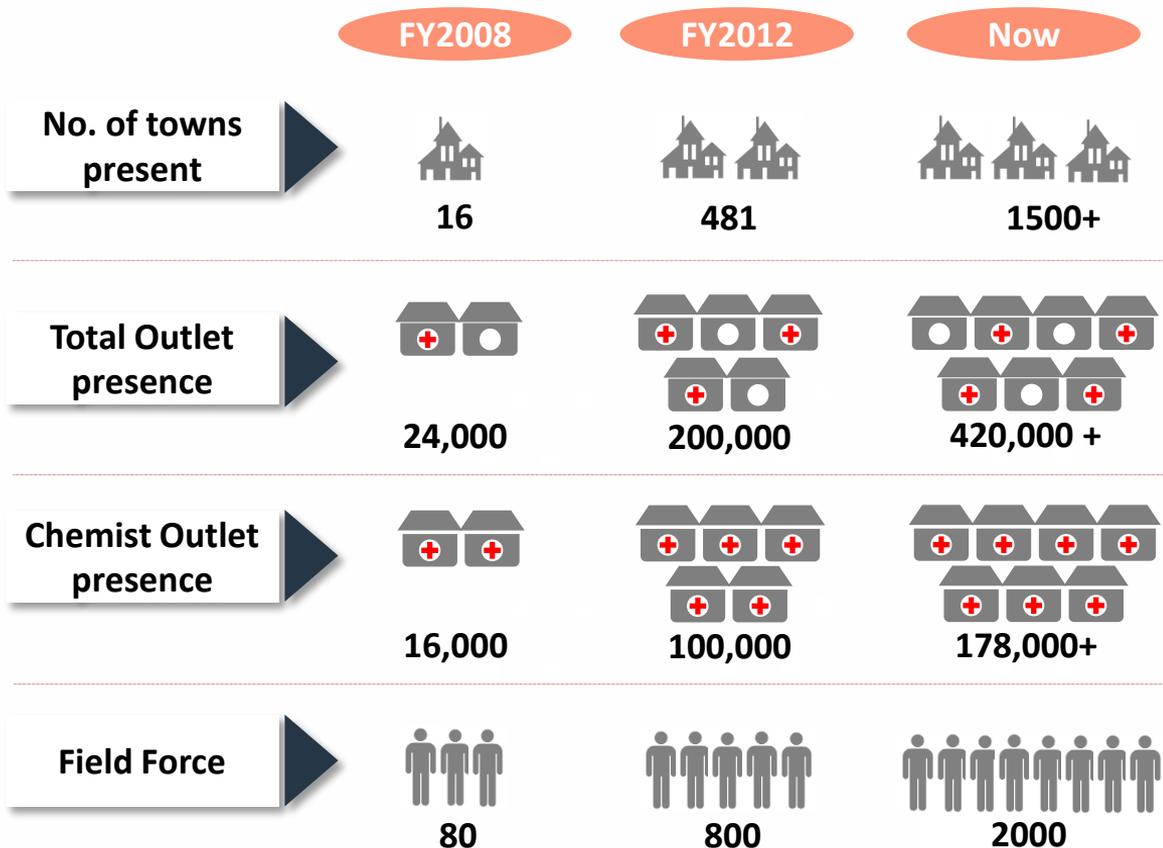
India Consumer Products

Large India-wide Distribution Network

Wide Distribution Network



Our chemist coverage is now comparable with the top OTC players



Using ecommerce and technology to grow the business

Partnerships with leading ecommerce players



Leveraging technology across operations



■ Established our ecommerce channel in FY 2019:

- Tapping ecommerce, exports and institutional sales in order to widen the distribution network
- Focussing on further growth by increasing the number of SKUs listed in this channel and increasing consumer offtakes

■ We are using technology in unique ways across operations:

- Using Analytics for making business decisions such as designing trade schemes and setting credit limits for distributors
- Training our field force that is spread pan-India
- Real-time tracking and reporting of sales data

Key Strategic Priorities – Overall Pharma





Healthcare Insights and Analytics

At a glance

Assisting clients in Pharma, MedTech, Payer, and Provider sectors, addressing some of the most pressing commercial questions facing the healthcare industry:

- Where to invest?
- How to get approved, contracted and paid?
- How to prove value?
- How to drive commercial success?

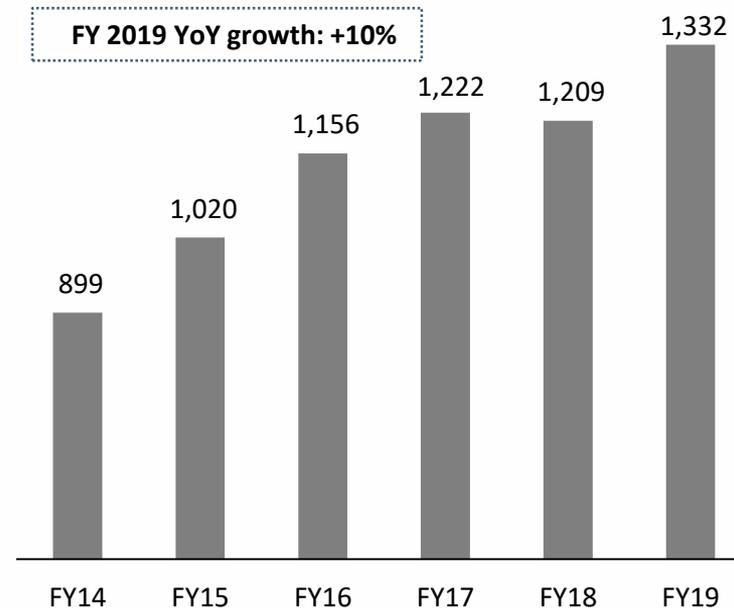
Leveraging large team of therapeutic area experts, Real World Health Data, sophisticated analytics tools and data science to deliver:

- Market Research
- Services
- Data
- Analytics

We are increasingly:

- Embedded in our clients' workflows
- Delivering critical client solutions, which have a bespoke front-ends, but which are based upon a series of common back-end algorithms

Revenue performance (in INR Crores)



Key Business Highlights

Serves major Developed and Emerging Markets

Capabilities across customers' product life cycles

17 offices across 6 countries

1,200+ employees globally (386 employees in India)

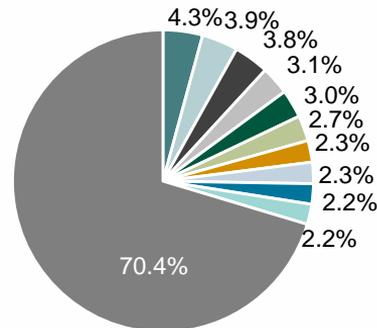
Revenue visibility

- Serves nearly all leading life sciences companies
- Over 70% of revenue is recurring in nature
- 96% client retention by value
 - 100% among top 50 customers

>10yr Relationships With Our Top Ten Customers

Customer	# of Years
AstraZeneca	>10 yrs
Bayer	>10 yrs
Boehringer Ingelheim	>10 yrs
Johnson & Johnson	>10 yrs
Merck & Co	>10 yrs
Novartis	>10 yrs
Novo Nordisk	>10 yrs
Pfizer	>10 yrs
Roche	>10 yrs
Takeda	>10 yrs

Top 10 Relationships Comprise <30% of Revenue



48 of the top 50 **life sciences** companies

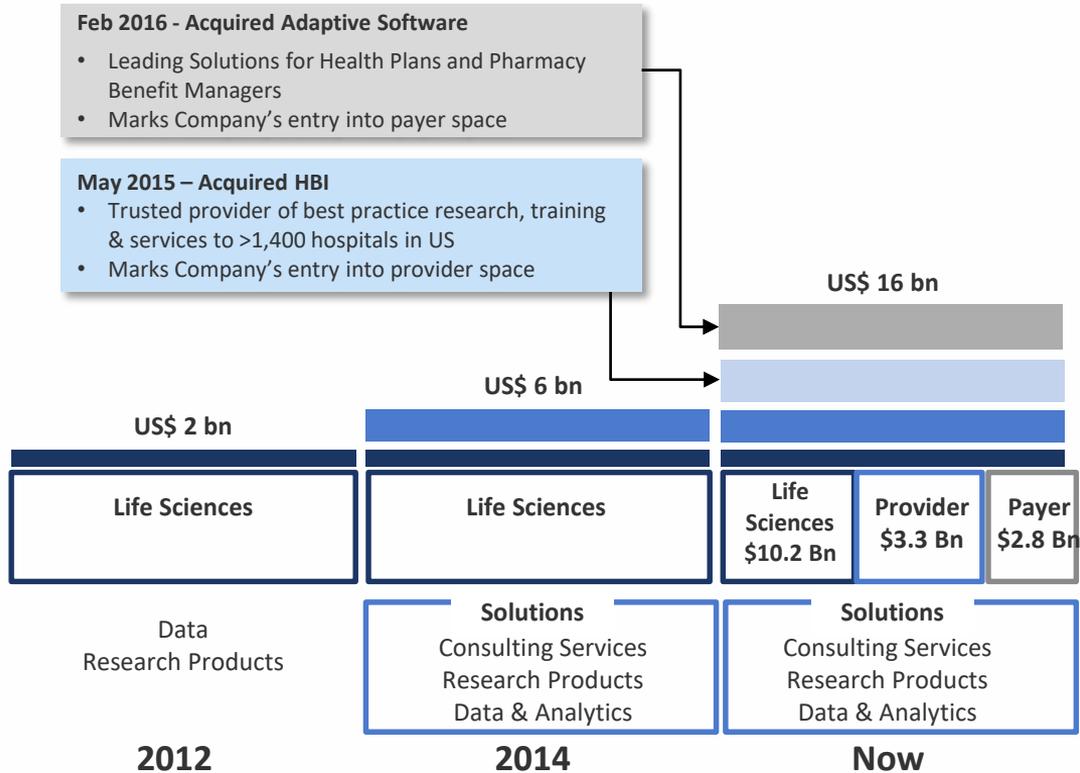


18 of the top 20 **medical device** companies



8 of the top 10 **US payers** and top **US health systems**

Expanding into new markets to capture significant market opportunity



- Providing business information services in the life sciences, provider and payer industries
- Competing in an addressable market in excess of US\$ 16 billion
- Data and Analytics addressable market of US\$ 8.4 Billion

A global business, leveraging India advantage

A global business with presence close to our customers

- Over 1,200 employees across 17 global offices
- Focusing on enhancing customer delivery, improving response time, and enabling cost efficiencies
- Localized solutions for customers across Europe and APAC
- Margin Expansion driven by Growth of Bengaluru and Gurugram offices, Enhanced procurement, and Technology-enabled efficiencies

Region	Marketing and Delivery Offices
North America	Boston, Burlington, Kansas City, Milwaukee, Nashville, New York, Parsippany, Toronto, Yardley
Europe/ Middle East	Bicester, London, Manchester, Royston
Asia	Bangalore, Gurugram, Singapore, Tokyo

Leveraging India Advantage to Improve EBITDA Margins

- Launched a new initiative to transform global talent pool by expanding to India
- Leveraging presence in India offices to:
 - Improve customer delight through building 24/7 capabilities
 - Access a large pool of educated professionals
 - Establish new offices in a key growth market
 - Achieve cost-effective expansion of teams



Comparable Company & Transaction Analysis

Public Company Peer Valuation Trading Multiples

DRG Peers	2018 Multiples		
	EV / Revenue	EV / EBITDA	EV (USD Mn)
Gartner	4.3x	37.2x	15,556
Healthstream	6.5x	20.2x	24,801
IHS Markit Ltd.	3.8x	18.1x	31,405
Medidata solutions	3.8x	18.0x	7,438
Omniceil	6.2x	41.5x	988
Median	4.3x	20x	15,556

Source: CapIQ, Wall Street equity research, SEC Filings

Sector M&A Valuation Multiples

Target	Buyer / Investors	Transaction Value (USMM)	Transaction Value / LTM Revenue	Transaction Value / LTM EBITDA
iHealth	Connolly	1,200	7.5x	14x
Heartbeat Experts	Truven Health	136	5.2x	22x
Vitruvian	CRF	374	4.5x	18x
IMS Health	Quintiles	13,346	4.4x	15x
Altegra	Emdeon	910	4.3x	16x
Truven Health	IBM Watson Health	2,600	4.2x	17x
Merge Healthcare	IBM Watson Health	1,000	4.2x	24x
WebMD	KKR	2,800	4.0x	15x
Median			4.4x	17x

Source: CapIQ, Wall Street equity research, SEC Filings;



Key Strategic Priorities: Healthcare Insights and Analytics





Financials: Q4 & FY2019

Diversified Revenue Mix

(In Rs. Crores or as stated)

Net Sales break-up	Quarter IV ended			% Sales for Q4	Full year ended			% Sales for FY 2019
	31-Mar-19	31-Mar-18	% Change		31-Mar-19	31-Mar-18	% Change	
Financial Services	1,933	1,395	39%	53%	7,063	4,981	42%	54%
Pharma	1,477	1,330	11%	40%	4,786	4,322	11%	36%
Global Pharma	1,388	1,245	12%		4,452	3,976	12%	
India Consumer Products	89	85	4%		334	346	-3%	
Healthcare Insight and Analytics	270	234	16%	7%	1,332	1,209	10%	10%
Others	0	32	-	-	34	127	-	-
Total	3,680	2,991	23%	100%	13,215	10,639	24%	100%

Note:

1. Foreign Currency denominated revenue in Q4 FY2019 was Rs.1,523 (41% of total revenue) and in FY2019 was Rs.5,287 Crores (40% of the total revenue)

Consolidated P&L

(In Rs. Crores or as stated)

Particulars	Quarter IV Ended			Full year ended		
	31-Mar-19	31-Mar-18	% Change	31-Mar-19	31-Mar-18	% Change
Net Sales	3,680	2,991	23%	13,215	10,639	24%
Non-operating other income	85	37	133%	313	260	21%
Total income	3,765	3,028	24%	13,528	10,899	24%
Other Operating Expenses	1,738	1,610	8%	6,121	5,479	12%
OPBIDTA	2,027	1,417	43%	7,407	5,419	37%
Interest Expenses	1,316	831	58%	4,410	2,978	48%
Depreciation	135	115	18%	520	477	9%
Profit before tax & exceptional items	576	472	22%	2,478	1,964	26%
Exceptional items expenses/(Income)	13	-	-	466	-	-
Income tax	224	(3,380)	-107%	861	(2,876)	-130%
Profit after tax (before MI & Prior Period items)	338	3,852	-91%	1,151	4,840	-76%
Minority interest	-	-	-	-	-	-
Share of Associates ¹	118	92	28%	319	280	14%
Net Profit after Tax	456	3,944	-88%	1,470	5,120	-71%
Net Profit Margin %	12%	132%	-	11%	48%	-
Normalised Net Profit ^{2,3}	470	375	25%	1,936	1,551	25%
Normalised Net Profit Margin %	13%	13%	-	15%	15%	-
Diluted EPS (Rs./share) ^{2,3,4}	22.9	203.4	-89%	73.9	281.7	-74%
Normalised EPS (Rs./share) ^{2,3,4}	23.6	19.3	22%	97.2	85.4	14%

- Notes:
- Income under share of associates primarily includes our share of profits at Shriram Capital and profit under JV with Allergan, as per the new accounting standards.
 - FY2019 normalised net profit excludes non-recurring and non-cash accounting charge towards imaging assets in Q1FY2019 & non recurring exceptional item in Q4 FY 2019
 - FY 2018 Normalised Net Profit after Tax excludes synergies on account of merger of subsidiaries in Financial services segment;
 - Diluted EPS for March 31, 2019 and Mar 31, 2018 have been restated for effect of Rights Issue

Consolidated Balance Sheet

(In INR Crores)

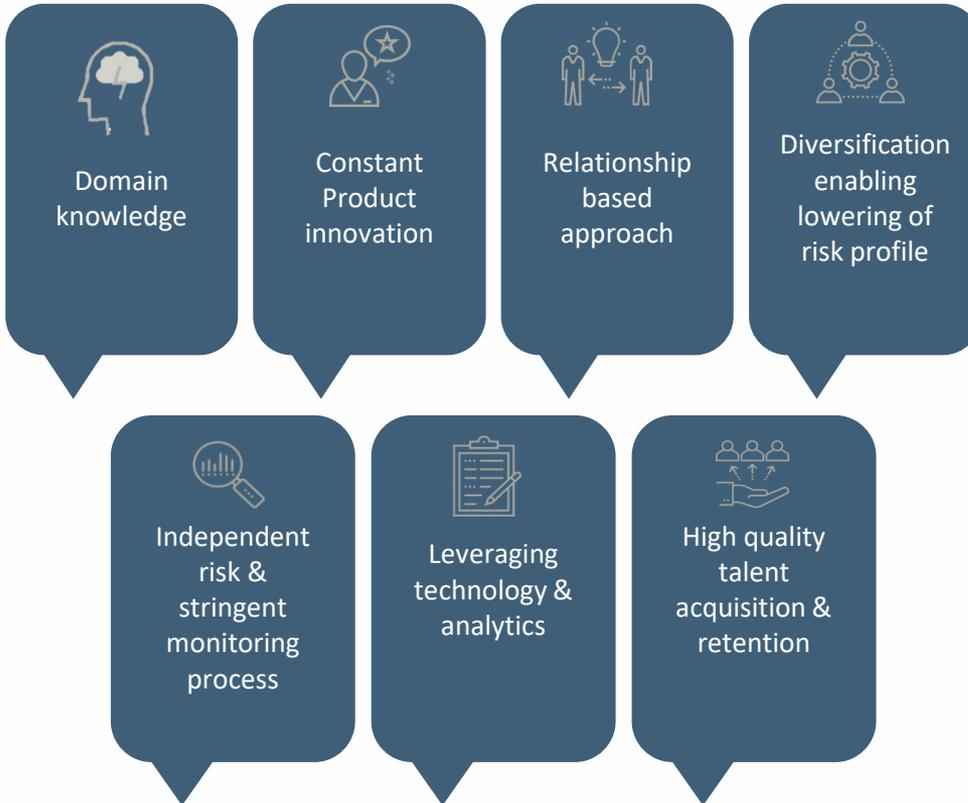
Particulars	31 Mar 2019	30 Sept 2018	31 March 2018
Equity Share Capital	37	36	36
Other Equity	27,216	25,884	26,526
Non Controlling Interests	9	10	12
Borrowings (Current & Non Current)	56,023	52,553	44,161
Deferred Tax Liabilities (Net)	19	23	29
Other Liabilities	2,111	2,035	1,901
Provisions	211	129	135
Total	85,626	80,670	72,800
PPE, Intangibles (Under Development), CWIP	5,751	5,873	5,740
Goodwill on Consolidation	5,939	6,217	5,633
Financial Assets			
Investment	23,299	21,759	23,644
Others	33,661	31,715	21,287
Other Non Current Assets	632	471	437
Deferred Tax Asset (Net)	4,068	4,188	4,244
Current Assets			
Inventories	835	937	774
Trade receivable	1,406	1,128	1,355
Cash & Cash Equivalents & Other Bank balances	918	1,680	2,467
Other Financial & Non Financial Assets	9,115	6,702	7,219
Total	85,626	80,670	72,800

Note : The above numbers have been regrouped from IND AS Financial Statements for Presentation purposes only

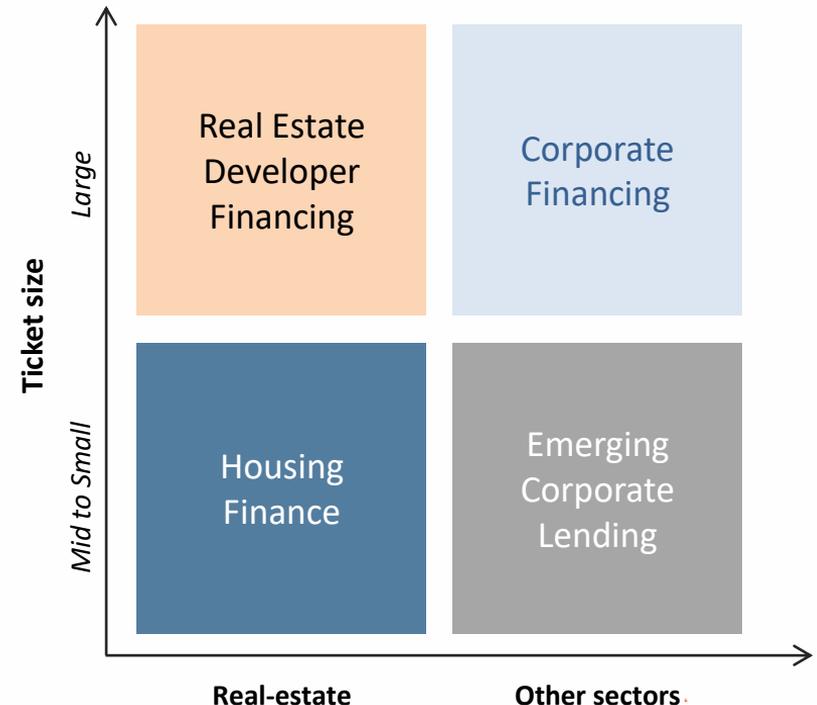
Appendix

Key Differentiators and our presence in Financial Services

Simple ingredients to our success

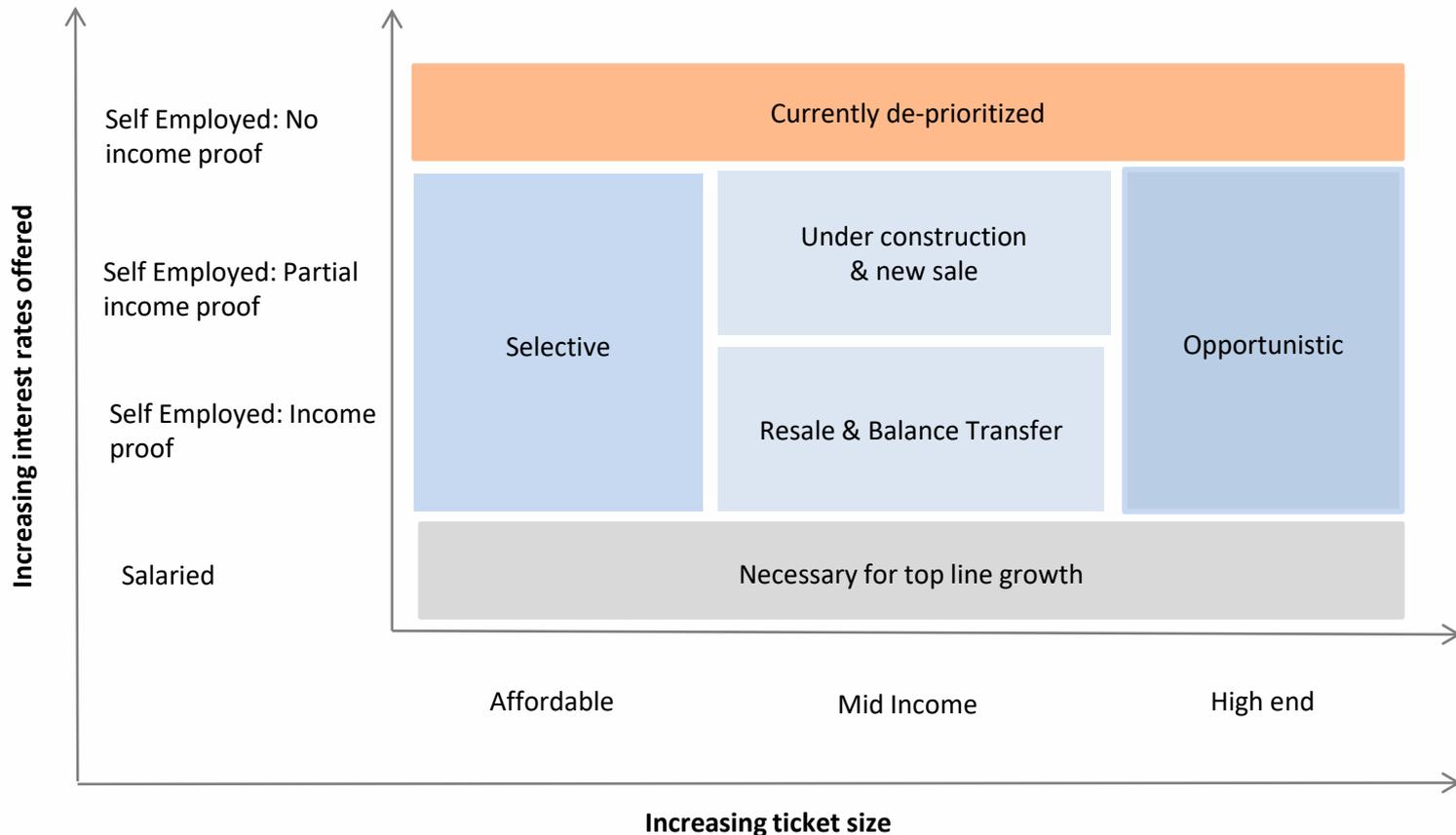


Sector agnostic presence across ticket sizes in most of the Tier I cities of India



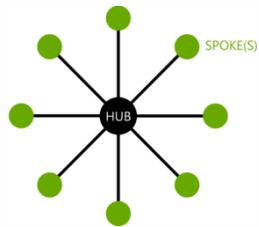
Other sectors: Roads, Renewables, Infra, Cement, Auto Ancillaries, Hospitality & Services, Transmission, Logistics & Warehousing, Paper/Packaging, Cash Management.

Retail Housing Finance: Target segments



HFC : Measures to reduce costs and enhance returns

Hub and Spoke model (Branch light)



- Consistency in decision making
- Better control
- Scalability with optimum cost

Latest technology



- Leveraging Fintechs, etc.
- Transparency on application status
- Quick turnaround time

Leveraging group's shared services



- Manage non-core activities efficiently
- Greater economies of scale

Sourcing from developers (B to B to C Model) and Brickex



- Lower cost compared with DSAs, connectors, etc.
- Properties sold through Brickex will be referred to our HFC for loans – low cost of sourcing

Usage of data, analytics and bureau insights



- For setting up credit policy framework
- For early warning signals

Diversification and expected rating upgrade



- Improve leveraging capability
- Reduce cost of borrowings
- Enhance ROE for overall Financial Services

Corporate Finance Group: Key Differentiators

Sector Focus

- Sector specific teams
- Alignment of coverage and Investments teams
- Detailed industry analysis and risk assessment



Solutions Based Approach

- Provide customised solutions for each transaction
- Presence across Capital Structure

Equity/Mezzanine Instruments:

- Promoter Financing
- Investor take-out
- Liquidity event linked

Debt Instruments:

- Project Finance
- Loan Against Shares
- Capex Financing
- Acquisition Financing
- Refinancing with term extension



Faster Turnaround Time

Faster turnaround of transactions is an outcome of:

- In-depth understanding of sectors
- Continuous engagement with key players

Corporate Finance Group: Leveraging our expertise in other sectors



Internal deal originating team – The Corporate Coverage Group (CCG)

Coverage	<ul style="list-style-type: none"> ▪ CCG is engaged with over 50 groups and over 400 companies ▪ Has strong relationship with over 30 Private Equity funds for opportunities
Presence	<ul style="list-style-type: none"> ▪ Covering clients from various sectors on a pan India basis ▪ 12 member strong team with rich credit / underwriting experience combined with wide network of relationships across business groups

Financial Services : Illustration 1 - How we closed our largest FS deal?

	Developer Proposal	Our Deal
Facility Amount	Rs 1,500 Crores	Rs.2,320 Crores
Purpose	Towards Lender A exit	<ul style="list-style-type: none"> Rs.820 Cr – Towards takeover of existing loans on Project A and Project B (quality projects) Rs.1,500 Cr – Towards Lender A exit
Proposed Security	2 nd charge on Project C	<ul style="list-style-type: none"> 1st charge on Project A and Project B (Takeover of existing loans to have full control on escrow) 2nd charge on Project X & Project Y 2nd charge on Project W cashflows 1st charge on Plot A (10 Acres) 2nd charge on unutilised FSI of Project C
Disbursement	Full amount upfront	<ul style="list-style-type: none"> Linked to sales milestones of projects (ability to back test our sales assumptions)
Deal Type	General Corporate Purpose	<ul style="list-style-type: none"> Receivables discounting + Takeover of Construction Finance establishing full escrow control

Financial Services : Illustration 2 - How we resolved an old NPA case?

Project X

- Rs.60 Crores facility disbursed in Sep 2012
- Security of multiple apartments consisting of 3BHKs & Duplex
- Account was classified as NPA in March 2014

Resolution

Legal

- Pressure building through legal proceedings including mortgage enforcement
- Filed criminal complaint with Economic Offence Wing (EOW) and Crime Branch

Brickex (our in-house real estate advisory arm)

- Sourcing and engaging with customer for sales of security units
- Continuous dialogue with developers
- Structuring transaction

Finance

- Bridging the gap of Customer and Developer expectation
- Multiple meetings with EOW and Crime Branch

Outcome

- Recovered entire Principal with interest of Rs.20 Crores, whereas other lenders are yet to recover even their principal.

Financial Services : Illustration 3 - Resolving a stressed deal

Key Project Details

- Projects located in prime locations of NCR
- Commercial component has excellent market potential

Problem Statement

- Project sales got impacted due to ban on Construction by NGT and overall market slow down in NCR
- Leading to opening of working capital gaps

Solutions being explored

- We leveraged our relationships with both regional and national developers to take over and execute the project
- Win-win for both :
 - Developer: Takes care of existing liabilities from lenders, authorities and customers
 - Ecosystem: Provides other development partners an opportunity to these prime projects

Consistently delivering exceptional performance quarter after quarter

Trend of key ratios

Parameter	FY2016				FY2017				FY2018				FY2019			
	3M	6M	9M	12M	3M	6M	9M	12M	3M	6M	9M	12M	3M	6M	9M	12M
Loan Book Growth (YoY)¹	138%	150%	181%	180%	110%	118%	105%	87%	79%	69%	68%	69%	64%	59%	45%	34%
GNPA Ratio (%)	1.5%	1.1%	1.2%	0.9%	0.6%	0.4%	0.5%	0.4%	0.2%	0.2%	0.4%	0.3%	0.3%	0.5%	0.5%	0.9%
ROE (%)	25%+	25%+	25%+	25%+	25%+	25%+	25%+	25%+	25%+	25%+	21% ²	19% ²	19% ³	19.6% ³	19.4% ³	19%³

Notes:

1. As on end of reported period
2. ROE calculation also takes into account the capital allocation from recent fund raise. During Q3 FY2018, INR 2,300 Crores was allocated to Financial Services. In Q4 FY2018, the entire INR 5,000 crores of estimated allocation got allocated towards Financial Services business
3. ROE considers cash tax and other synergies from reverse merger of subsidiaries in Financial Services segment

Stage-wise: Loan book and provisioning details

Loan Book as on Mar 31, 2019		
Category	Loan Book (INR Crores)	% of Loan Book
Stage 1	55,301	97.7%
Stage 2	838	1.5%
Stage 3	484	0.9%
Total Loan Book	56,624	100%

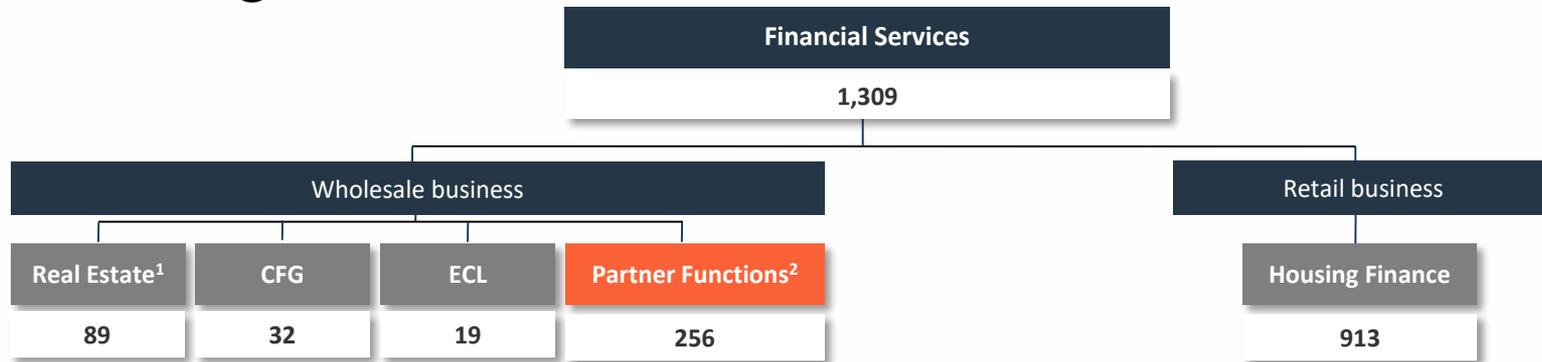
Gross NPA: 0.9%

Provision: 1,094 Cr.

Provision %: 1.93%

Note: Stage 1 - Loans which are less than or equal to 30 days past due (dpd); Stage 2 – Loans which are 31-90 dpd; and Stage 3 – Loans which are 90+ dpd

Team Strength



1) Includes Capital Markets Advisory business

2) Partner Functions includes Risk Management, Asset Monitoring, Legal, Treasury, Brickex, Human Resources, Information Technology etc.

Creating a great place to work

Every employee is a partner	<ul style="list-style-type: none"> • Entrepreneurial approach empowering each employee as a partner
Incentive structure	<ul style="list-style-type: none"> • Carry scheme covering all employees across levels ensuring collaboration to get best deal for the platform • Leadership team shares a part of their earnings with employees in lower bands • Incentives are also linked to overall platform performance
High retention	<ul style="list-style-type: none"> • Create internal leadership through various employee development programs – most of our senior positions are fulfilled from within • Extend support for individual growth & care based on our values

Recognized as one of the Great Mid-Size Workplaces by Great Place to Work Institute® 2 years in a row – Ranked No. 1 in 2018

Distressed Investment Opportunity

Industry Overview



- NPLs of ~USD 220-250 bn to be resolved to fund new asset creation
- Stress lies in industrial sectors (power, steel, cement), export businesses (textiles, pharma) and domestic underfed sectors (pharma, hotels)
- Early real resolutions to defaults are picking pace. Since Jul'17, ~\$20B NPLs have been resolved; by mid-2019, another ~\$20B+ will be resolved

Overview of India Resurgence Fund

- Partnership with **Bain Capital Credit**, a multi-asset alternative investment firm with AUM of USD 41 Bn²
- **Resolution-focused distressed investing** through primary and/or secondary debt & equity under IBC, bank-led auctions or bilateral restructuring
- Aim to ensure **control / significant contractual influence** over turnaround; relentlessly focused on **downside protection** through structuring
- Team has **260+ man years⁴ of transaction experience** across credit, private equity / buy-outs, legal, risk and compliance

Our Differentiated Positioning and Strategy



Progress so far

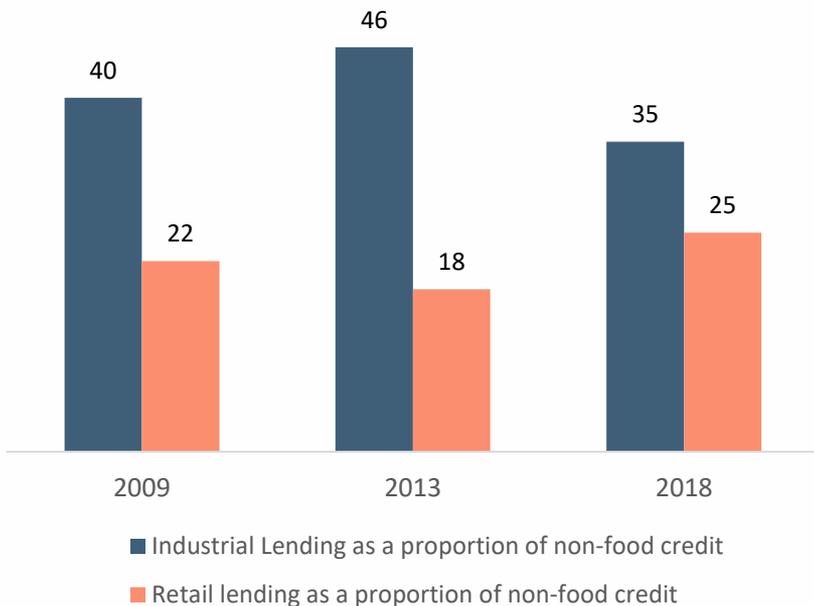
- IndiaRF has concluded **two** investments so far
 - USD 156m³ invested in marine chemicals business of Chennai-based Archean Group in Nov'18
 - USD 144m³ invested in pharmaceutical & vaccines player Panacea Biotech in Apr'19
- IndiaRF is actively involved in the turnaround plan of both these assets
- Active pipeline of significant scale (~USD 2 bn) across sectors

(1) RBI Financial Stability Report (2) Data estimated as of January 1, 2019. Bain Capital Credit AUM includes Bain Capital Credit, LP, its subsidiaries and credit vehicles managed by its AIFM affiliate (3) Total investment size along with co-investor (4) Headcount data as of December 31, 2018

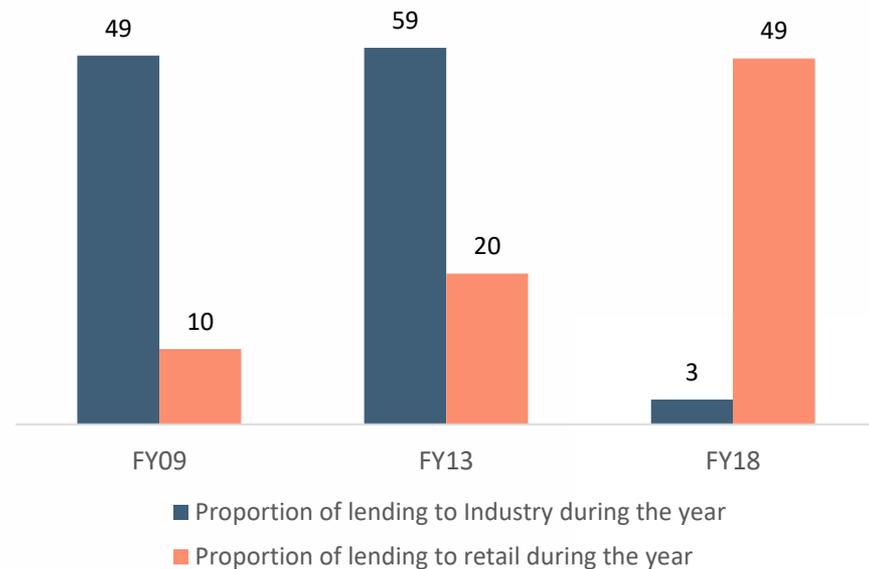
Opportunity in Wholesale Lending

- Bank Lending to Industry as proportion to their overall lending has gone down significantly.
- Retail lending by banks has increased over the last few years

Outstanding amount lent by banks (in %)



Loan outflows per year (in %)



A Billion Dollar Fund Raise

First major fund raise in the history of PEL - Raised ~ INR 7,000 Cr

Raised ~INR 4,996 Cr through QIP of CCDs

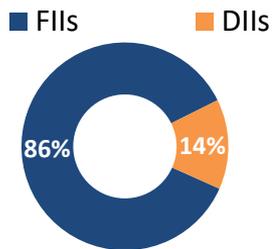
- Largest QIP deal by any company (excluding banks) in India
- First QIP of INR denominated CCDs in India
- Widespread participation



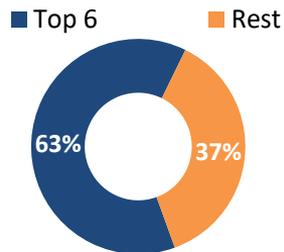
Raising INR 1,978 Cr through Rights Issue

- Existing shareholders got an equal opportunity to participate
- Issue was oversubscribed by 1.26x times
- Promoter Group underwritten to an extent of 90%

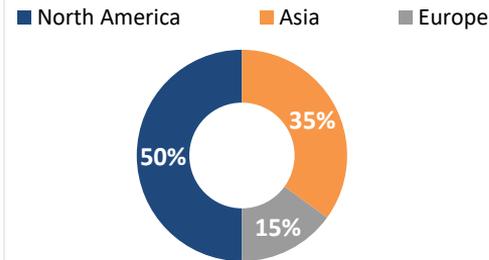
86% of CCDs were allotted to FIIs



Top 6 investors contributed 63% of allotted CCDs



Investors were spread across geographies





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