

### Piramal Enterprises Limited Financial Services Roadshow Presentation

Off

August 2022

### Table of Contents

1.	PEL Financial Services: Becoming a Listed Diversified NBFC	2
2.	Key Investment Highlights	7
3.	Key Financials	30
4.	Brief Overview: Non-Lending Business	32
	Appendix	35



### 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.





## 1. PEL Financial Services: Becoming a Listed Diversified NBFC

### PEL Financial Services – At a Glance



Presence across retail and wholesale lending, as well as fund-based platforms and investments, with assets of ~\$10bn

Data as of 30<sup>th</sup> June 2022. Notes: 1. Fee-earning Securitized Assets; 2. Committed Funds; 3. FY22 Gross Written Premium; 4. Investments in Shriram City Union Finance based on market value; Shriram Capital based on book value, including accumulated profits

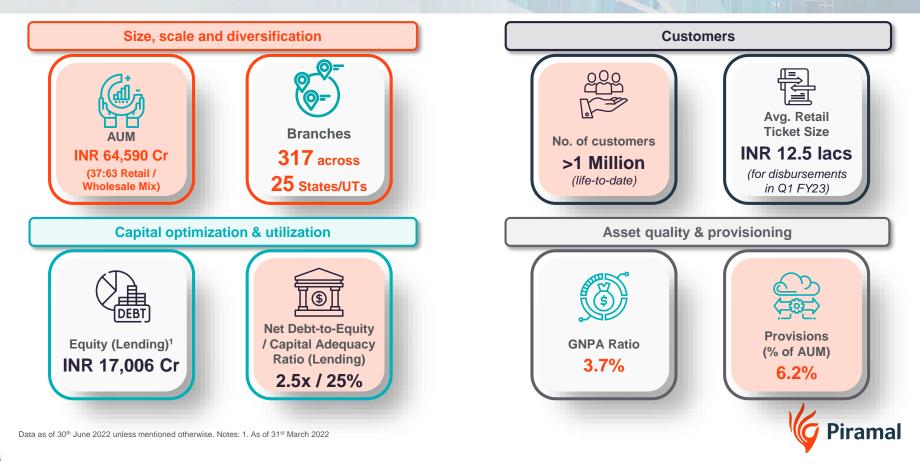


## PEL FS: Becoming a Leading Listed Diversified NBFC

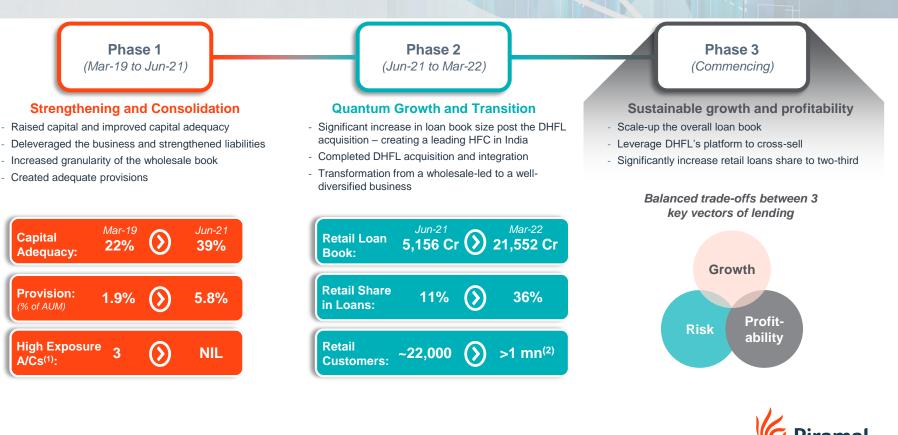




### Key Highlights

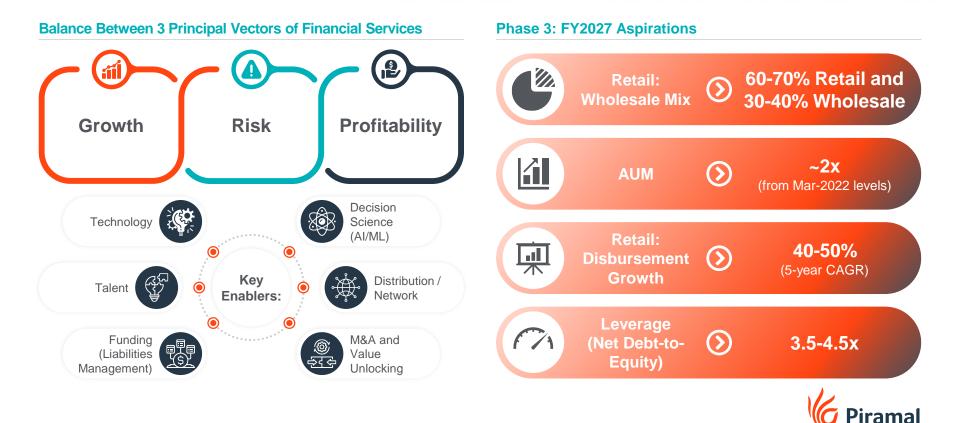


### PEL FS Transformation: Embarking upon Phase 3



Notes: (1) # of Accounts > 15% of Net Worth; (2) Life-to-date customers

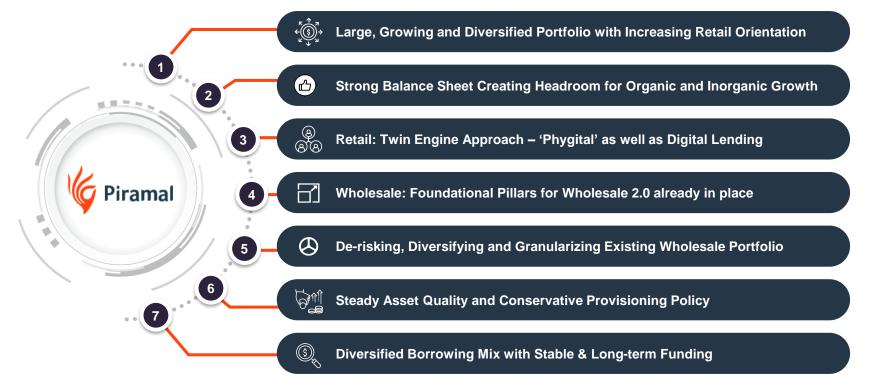
### Phase 3: Sustainable Growth and Profitability





### 2. Key Investment Highlights Lending Business

### PEL FS: Platform Built on Sound Structural Pillars

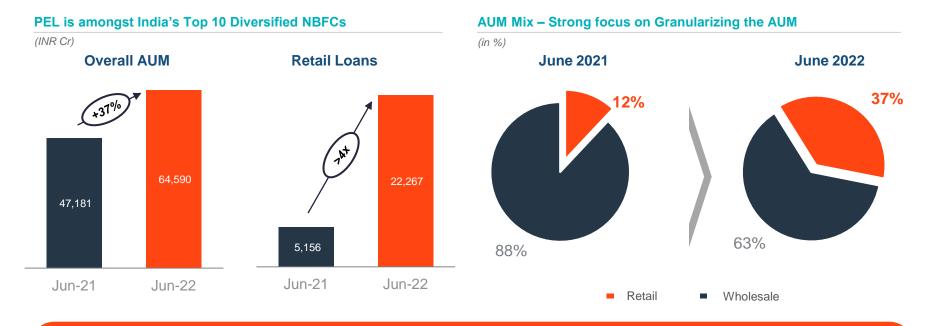


7



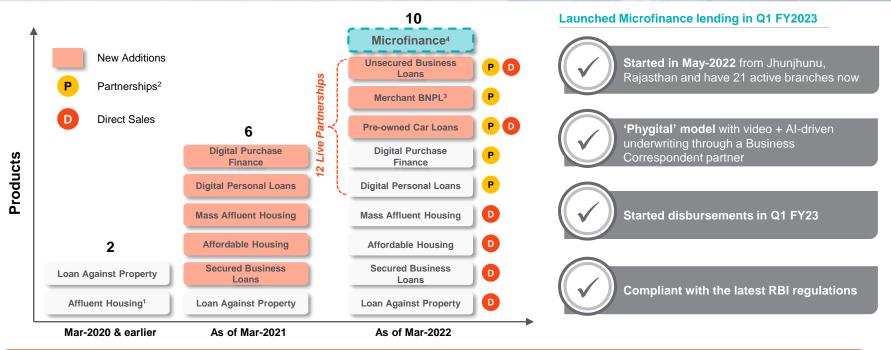
### O AUM: Scale, Growth and Diversification

8



PEL is diversifying and rebalancing the AUM with strong focus on retail Pirama Large, Diversified, Strong Balance Twin Engine De-risking/ Granularizing Asset Quality & Stable Long-Wholesale Growing, Retail Focus Sheet Lending 2.0 Wholesale Provisioning Term Funding Strategy

## Expanding Retail Lending Platform Across Multiple Products



Partnering with leading Fintech and Consumer Tech firms to acquire customers at scale, at low cost and enable seamless digital lending

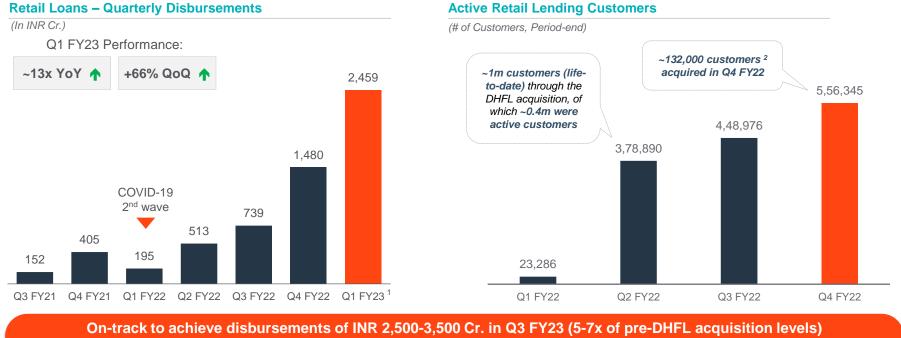
Notes: (1) Exited 'Affluent Housing' (in terms of new business) as the business pivots towards 'Affordable' and 'Mass Affluent' Housing under the new strategy (2) Launched in partnership with leading FinTech and Consumer Tech firms (3) BNPL: Buy now, pay later (4) Launched Micro-finance through the Business Correspondent (BC) model in Q1 FY2023 (i.e. after Mar-2022)



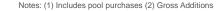
Large, Diversified,Strong BalanceTwin EngineWholesaleDe-risking/ GranularizingAsset Quality &Stable Long-Growing, Retail FocusSheetStrategyLending 2.0WholesaleProvisioningTerm Funding

Q

## Strong Retail Disbursement Growth, Accompanied with Ramp-up in Customer Base



and consistently growing customer-base



Large, Diversified, Strong Balance Growing, Retail Focus Sheet

Twin Engine Strategy Wholesale Lending 2.0 De-risking/ Granularizing Wholesale Asset Quality & Provisioning



Stable Long-Term Funding

### Healthy Disbursement Mix Driving Improvement in **Retail Yields**

#### **Retail Disbursements Across Product Segments**

%. based on value for retail loans

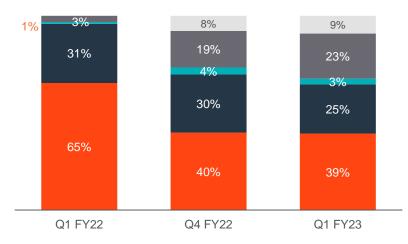
■ MSME Unsecured + Microfinance ■ Digital Embedded Finance

MSME Secured

Strategy

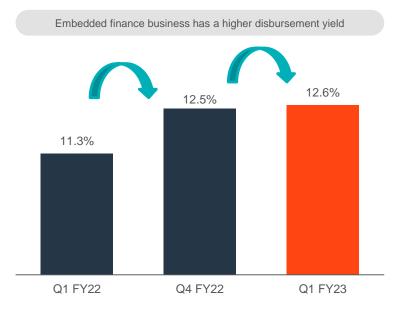
Used Car Loans

Housing



#### Improvement in Retail Disbursement Yields

%, for retail loans (excl. embedded finance)



Stable Long-

Term Funding



Large, Diversified, Growing, Retail Focus Strong Balance Twin Engine Sheet

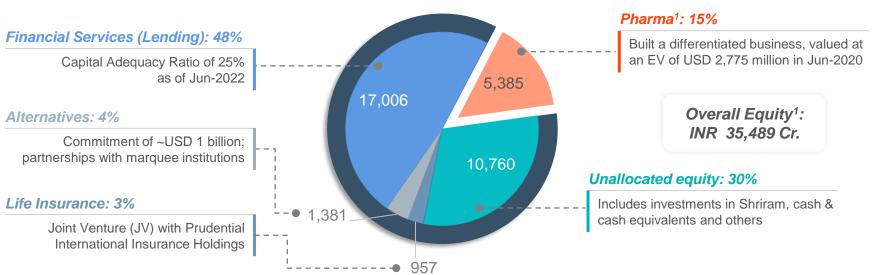
Wholesale Lending 2.0 De-risking/ Granularizing Wholesale

Asset Quality & Provisioning

# Strong Balance Sheet Creating Significant Headroom for Organic and Inorganic Growth

### **Overall Equity - As of March 31, 2022**

(In INR Crores)



Strong balance sheet with equity of nearly INR 30,000 Crores (excluding Pharma)

Note: (1) Excludes Non-Controlling Interest (NCI) of INR 1,348 Cr.

Sheet

Large. Diversified. 12 Growing, Retail Focus Strong Balance **Twin Engine** Strategy

Wholesale Lending 2.0 De-risking/ Granularizing Wholesale

Asset Quality & Provisioning

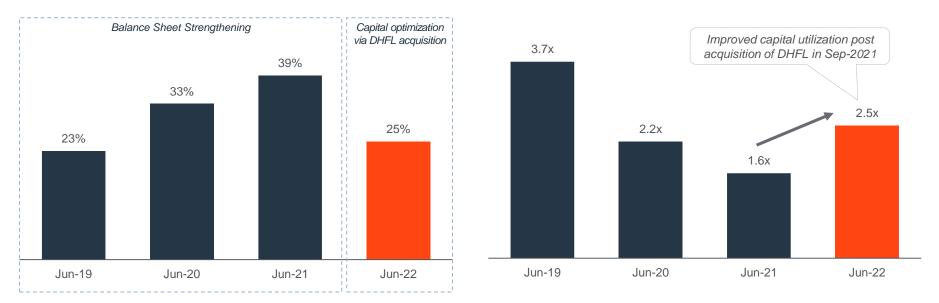
Stable Long-

Term Funding



## Effectively Utilizing Large Capital Pool Through Organic And Inorganic Growth

### **Capital Adequacy Ratio**



Strong balance sheet enabled acquisition of DHFL; further scope for capital optimization

Large, Diversified, 13 Growing, Retail Focus

Strong Balance Sheet Twin Engine Strategy Wholesale Lending 2.0 De-risking/ Granularizing Wholesale

Net Debt-to-equity

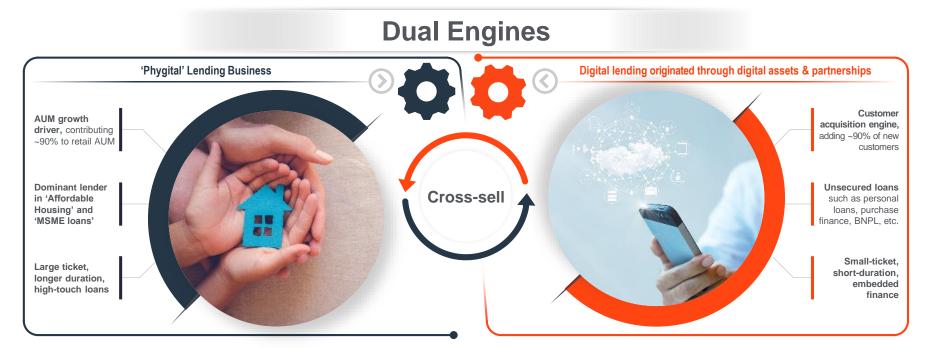
Asset Quality & Provisioning

Stable Long-

Term Funding



### Adopting a 'Twin Engine' Approach for Retail **Business**



### to drive scale and customer growth

Large. Diversified. 14 Growing, Retail Focus Strong Balance Twin Engine Sheet Strategy

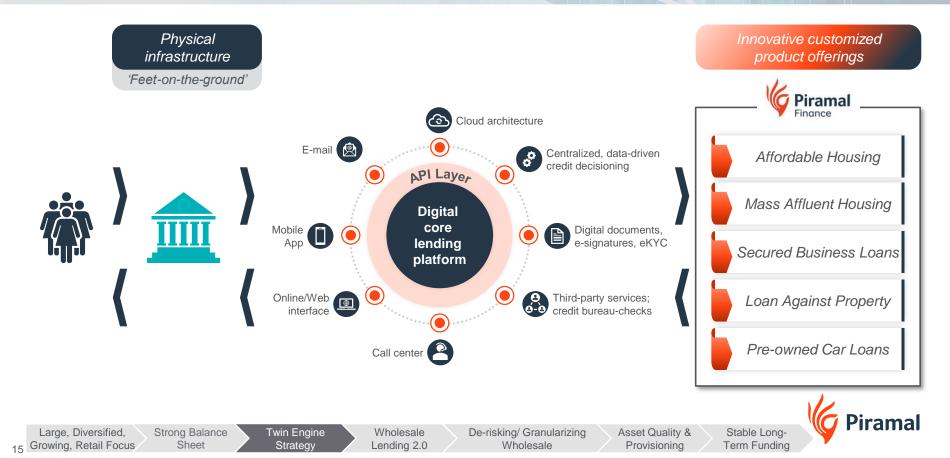
Wholesale Lending 2.0 De-risking/ Granularizing Wholesale

Asset Quality & Provisioning

Stable Long-

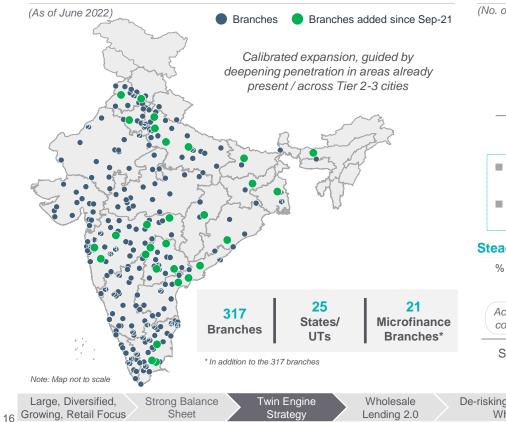


### Phygital Lending': Physically-distributed, Digitallyenabled

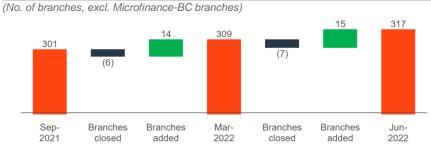


## Pan-India Physical Distribution Network through Successful Integration of DHFL

#### Pan-India Extensive Distribution Network



#### Branch additions since the DHFL acquisition in Sep-2021



- Branches: Add 100 branches in FY2023; expand to 500-600 branches with presence in ~1,000 locations in 5 years
- Microfinance-BC branches: Activate ~100 Microfinance branches across 4-5 states in the near-to-medium term

#### **Steady Branch Activation at DHFL**



### Octatering to Customers across Affordable Housing and **MSME** Segments



Small Business Owner

Kirana Store' Owner In Bahadurgarh, Haryana  Required Working capital for wholesale trading in nearby localities



Small Business Owner Tailor in Meerut,

Uttar Pradesh

 Required loans for renovation of shop



**Cash Salaried** 

**Runs a Coaching Center** In Ulhasnagar, Maharashtra • To purchase a 1BHK in Thane



- Self-employed **Trader Of Plywood** In Dewas, Madhya Pradesh
- To buy a plot and construct a house



Self-employed **Electrical Contractor** In Kannur, Kerala

 To buy a house for self occupation



Small Business Owner

Small business loan

Overall, a diversified customer mix with ~56% Self-employed and 44% Salaried<sup>1</sup>

Note (1) As of March 2022.

Large. Diversified. 17 Growing, Retail Focus Strong Balance Sheet

Twin Engine Strategy

Wholesale Lending 2.0 De-risking/ Granularizing Wholesale

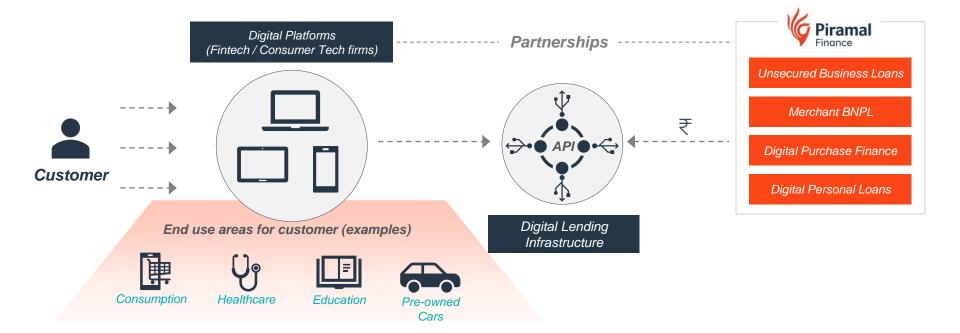
Asset Quality & Provisioning

Stable Long-

Term Funding



## PEL's Digital Lending Business Model



### Embedding credit as a microservice into customer journeys

Large, Diversified, 18 Growing, Retail Focus Strong Balance Sheet Wholesale Lending 2.0

Twin Engine

Strategy

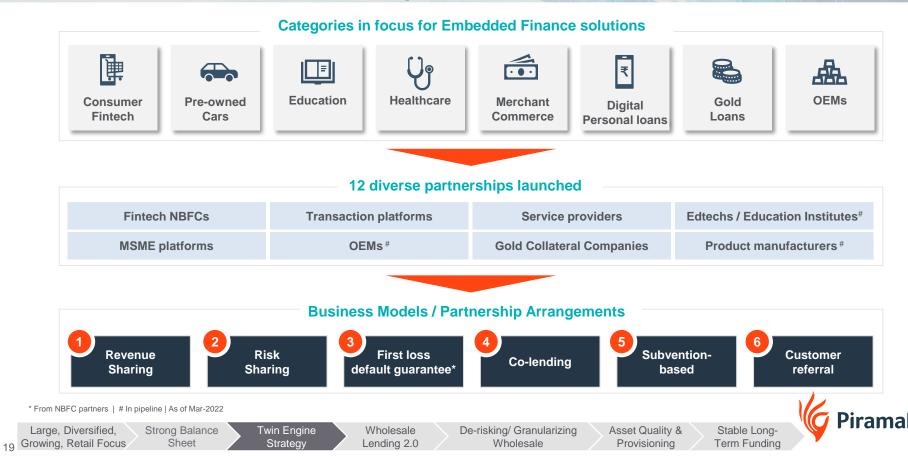
De-risking/ Granularizing Wholesale Asset Quality & Provisioning

Stable Long-

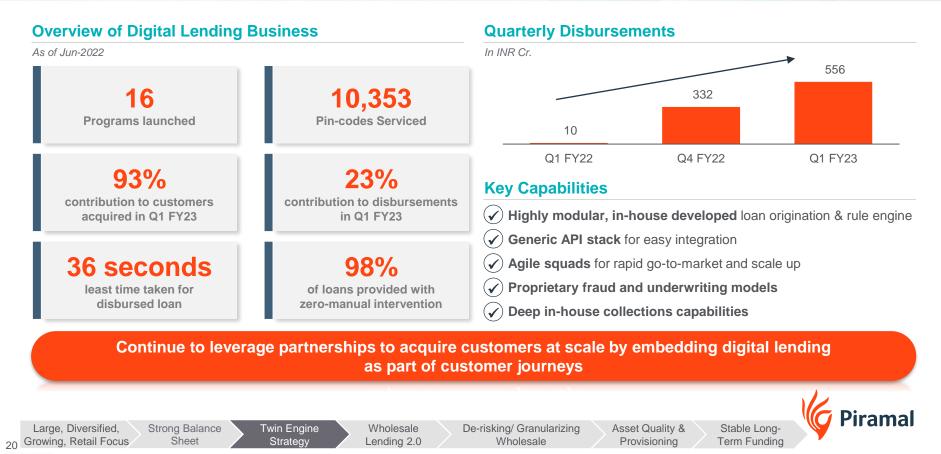
Term Funding



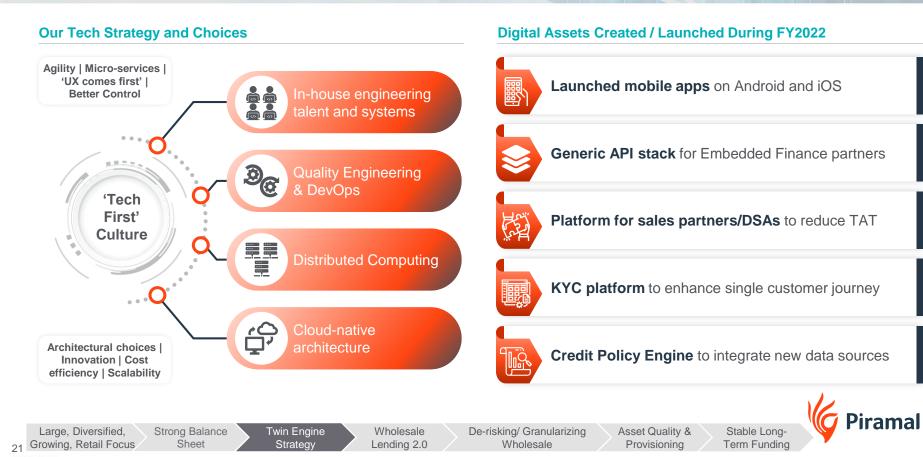
### Digital Lending: Growing across product categories, business models and partners



# Objication Digital Lending: Scaling-up partnerships with Fintech and Consumer Tech firms



### Outting Edge Technology At the Core



### Section 2 Stress Str

#### AI/ML: Key aspect every step of the way

Extensive use of AI/ML, Decision Sciences and automated Business Intelligence (BI) in almost every aspect to re-imagine the entire customer journey



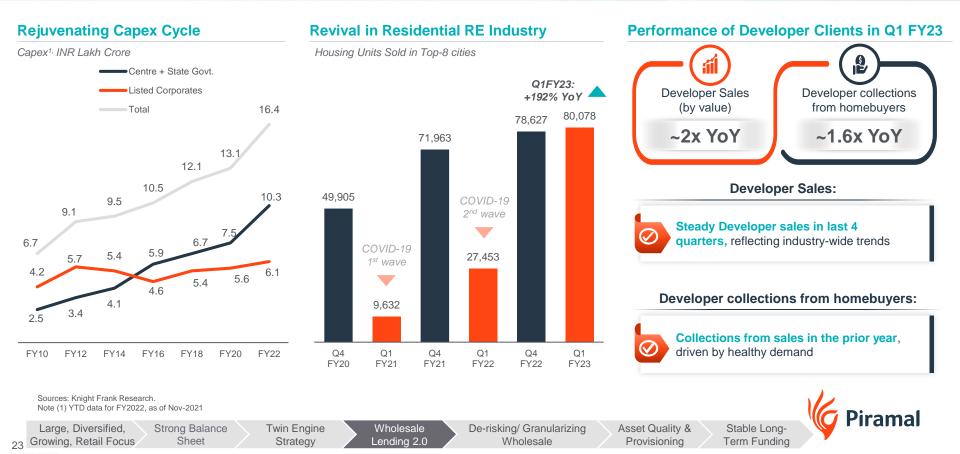
AI/ML Risk Models for

Leveraging Data Science / Al in Retail Lending (As of March 2022)

AI/ML Models for NPA

AI/ML Models for

### Wholesale Portfolio – Witnessing a Recovery in the Capex Cycle and Revival in Real Estate Sector

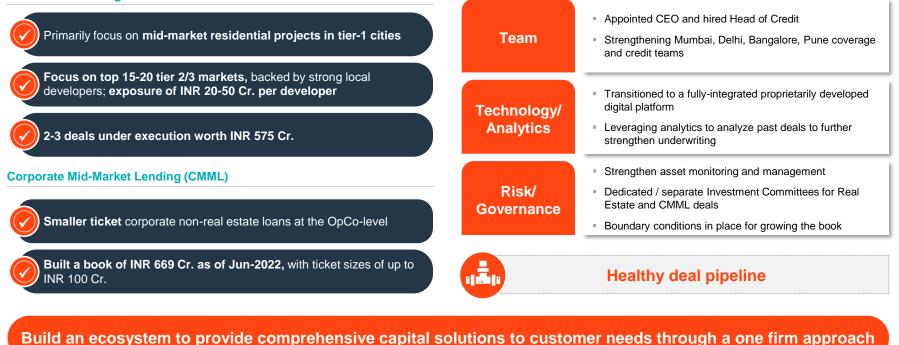


### Wholesale Lending 2.0: Key Pillars In Place



### Executing on Wholesale Lending 2.0 Strategy

#### **Real Estate Lending**



Large. Diversified. 25 Growing, Retail Focus Strong Balance Twin Engine Sheet

Strategy

Wholesale Lending 2.0 De-risking/ Granularizing Wholesale

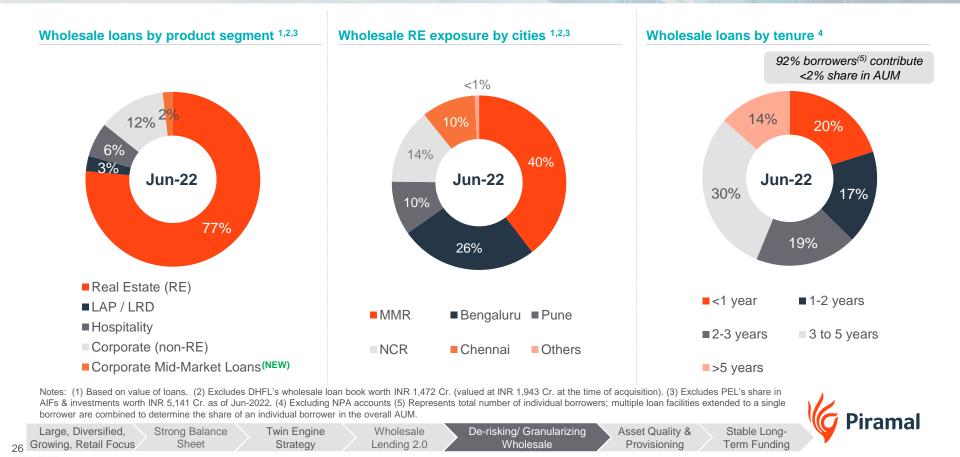
Asset Quality & Provisioning

Stable Long-

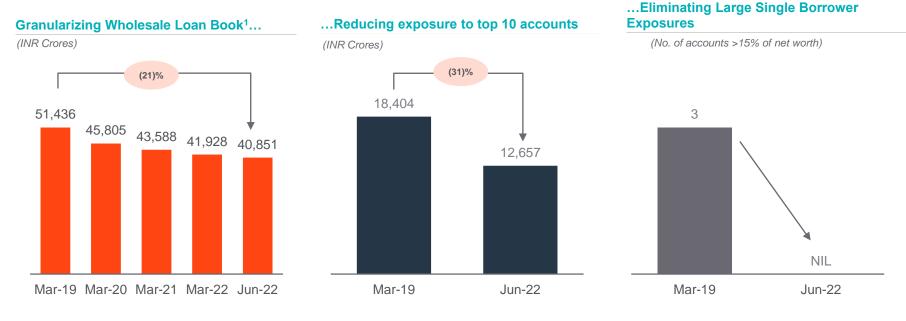
**Term Funding** 



### Composition of Existing Wholesale Portfolio



### De-risking and Granularizing Existing Wholesale Portfolio



 21% reduction since Mar-2019, which includes real estate and corporate loans

Strong Balance

Sheet

 Exposure to top-10 accounts reduced 31% since Mar-2019 (by INR 5,747 Cr.)

De-risking/ Granularizing

Wholesale

Asset Quality &

Provisioning

 No account<sup>2</sup> exceeds 10% of Financial Services net worth, as of June-2022

Note: (1) Includes PEL's share in AIFs & investments for the periods Mar-2021, Mar-2022, Jun-2022; excludes INR 1,472 Cr. of wholesale loans acquired through the DHFL acquisition as of Jun-2022; (2) Net of provisioning.

Wholesale

Lending 2.0

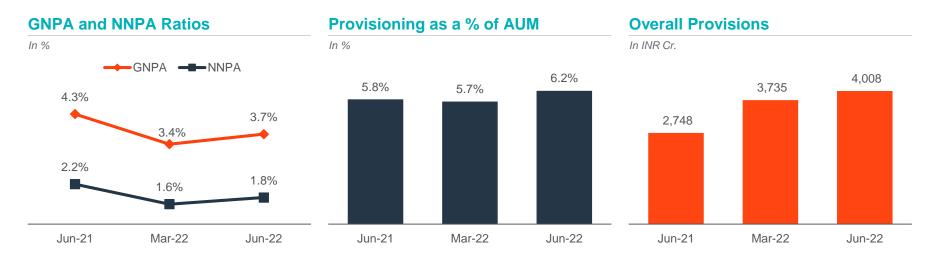
Twin Engine

Strategy

Stable Long-Term Funding

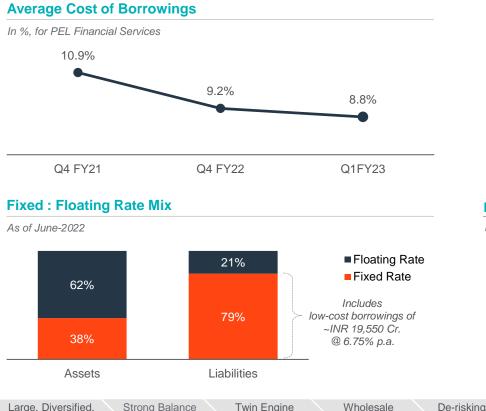
Large, Diversified, 27 Growing, Retail Focus

## PEL FS: Steady Asset Quality and Conservative Provisioning Policy



- Re-evaluated the wholesale portfolio in Q4 FY22, for any lasting impacts on our clients of the pandemic or recent stresses in the macro economy
- Total provisions increased to 6.2% of overall AUM as of Jun-2022, on account of:
  - Progressing towards monetization of few wholesale exposures, in line with our strategy to make our book more retail-oriented
  - Higher ECL provisioning in line with retail loan book growth

# Robust Liability Management with Higher Proportion of Long-term Borrowings



Strategy

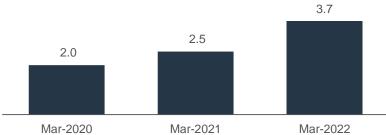
Lending 2.0

29 Growing, Retail Focus

Sheet

#### **Average Maturity of Borrowings**

In years, weighted average on a residual basis



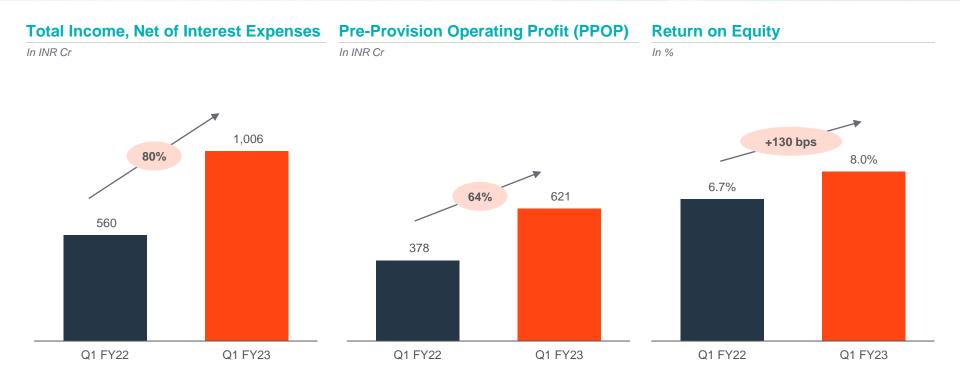
#### Higher Proportion of Longer Tenor NCDs/Bonds





3. Key Financials Lending Business

### **Improving Performance of Lending Business**





### ROA Tree – Financial Services (Lending Business)

KPIs (as a % of assets)	Q1 FY23	Q1 FY22	FY 2022
Interest Income	11.7%	12.5%	11.7%
Interest Expenses	7.1%	8.4%	8.1%
Net Interest Income	4.6%	4.1%	3.6%
Fees & Other Income	0.7%	0.6%	0.6%
Total Income	5.3%	4.7%	4.2%
Operating Costs	2.4%	1.5%	1.9%
Pre-Provision Operating Profit	2.9%	3.2%	2.4%
Credit Cost, Net of Recoveries (Annualized)	1.0%	-0.4%	1.2%
Credit Cost (Annualized)	2.1%	-0.4%	1.6%
Recoveries from the POCI <sup>1</sup> Book (Annualized)	-1.1%	-	-0.4%
Profit Before Tax	1.9%	3.6%	1.1%
ROA (Profit After Tax)	2.1%	2.6%	1.3%
Assets-to-equity	3.8x	2.6x	3.1x
ROE (Profit After Tax)	8.0%	6.7%	4.1%



(1) POCI: Purchased or Originated Credit Impaired



## **4. Brief Overview** Non-Lending Business

# Alternatives: Fund Management with Marquee Investors; ~USD 1 billion of Committed Funds

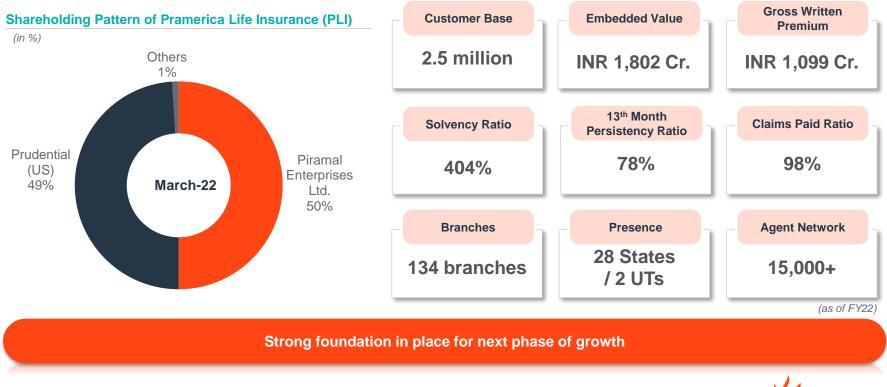


Return on sponsor commitments as well as income (in the form of both fee and carry) are likely to further improve, as we scale up existing funds and expand the product suite



Data as of March-2022 or for FY22

# Life Insurance: JV with Prudential International Insurance Holdings





Data as of March-2022 or for FY22

# Piramal Financial Services – Key Strategic Priorities



Aim to achieve a loan book mix of 2/3<sup>rd</sup> retail and 1/3<sup>rd</sup> wholesale in 5 years



Lower cost of borrowings, driven by diversification of loan book and funding sources



Further optimize capital utilization through loan book growth and inorganic initiatives



Maintaining adequate provision to manage future contingencies



Improve returns through growth, lower borrowing costs, change in product mix within retail and higher capital utilization





LINERES

# Appendix

## Listing of PPL and Simplification of Corporate Structure on track for Q3 FY2023

Key Milestones	Status / Expected Timeline
Board Approval	
Filing of Application with Stock Exchanges	
RBI Consent (on Scheme of Arrangement)	
Consent from the Financial creditors	
Consent from SEBI / Stock Exchanges	
Approval from shareholders	
RBI Approval (for NBFC license to PEL)	
NCLT Approval	
Listing of PPL on Stock Exchanges	Q3 FY2023 (expected)

Listing of PPL on the Stock Exchanges is expected to get completed by Q3 FY2023<sup>1</sup>



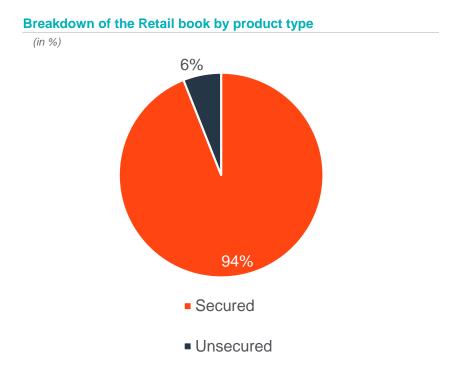
Note: (1) Subject to regulatory approvals.

# Retail Lending: A Multi-Product Platform across the Risk-Reward Spectrum

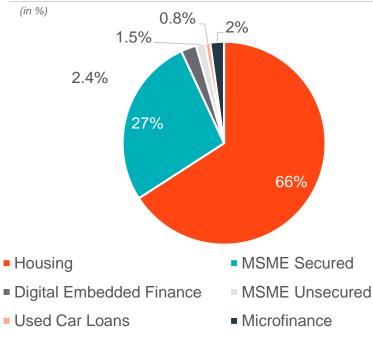
	Product Segments	Key Products	Avg. disbursement ticket size (INR lacs- Q1FY23)	Disbursement Yield % (Q1FY23)	Loan Book % (Q1FY23)
	Housing	Affordable Mass Affluent Housing Housing	17	11.3%	66%
'Phygital' Lending 🕥	MSME Secured	Secured Loan Against Business Loans Property	21	12.0%	27%
Lending 🔮	Microfinance	Microfinance Loans (Launched in Q1 FY23)	0.3	25.0%	2.2%
	Used Car Loans	Pre-owned Car Loans	4	14.3%	0.8%
Digital	MSME Unsecured	Unsecured Merchant Business Loans BNPL	6	19.6%	1.5%
	Digital Embedded	Digital Purchase Digital Persona Finance Loans	1.4	14.3%	2.4%
	Weighted Average / Total		12.5	13.1%	100%



# Largely Secured Retail Loan Book with Significant Proportion of Housing and MSME Lending

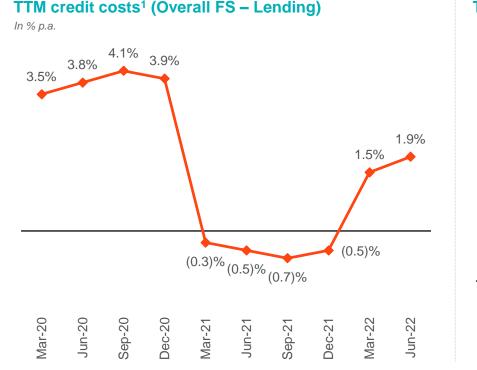


#### Breakdown of the Retail book by product segment

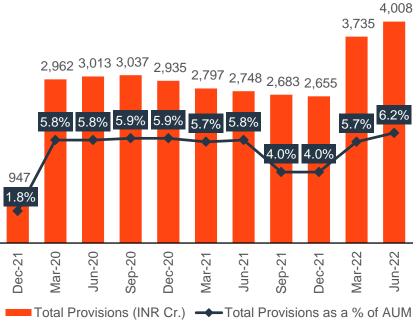




## **Credit Cost and Provisioning Trends**



**Total Provisions (on Balance Sheet)** 





Note: (1) Trailing 12-month (TTM) credit cost = Cumulative incremental provisions for trailing 12 months / Average AUM for trailing 12 months.

# P&L Summary – Financial Services (Lending Business)

(in	INR	crores)	
-----	-----	---------	--

P&L Metrics	Q1 FY23	Q1 FY22	FY 2022
Interest Income	2,042	1,485	7,016
Less: Interest Expense	1,149	998	4,610
Net Interest Income	893	487	2,406
Fee & Other Income	113	73	362
Total Income, net of interest expenses	1,006	560	2,768
Less: Operating Expenses	360	174	1,020
Less: Depreciation	25	9	55
Pre-provision Operating Profit (PPOP)	621	378	1,694
Less: Loan Loss Provisions	161	-49	696
Provisions during the period	333	-49	957
Recoveries from the POCI <sup>1</sup> book	-172		-261
Profit Before Tax	460	427	998
Less: Tax Expenses	117	121	255
Profit After Tax	343	306	743



Notes: (1) POCI: Purchased or Originated Credit Impaired.

# Stage-wise Breakdown of Assets and Provisioning

Stage-wise breakdown			
	Jun-2022	Mar-2022	Mar-2021
Stage-1	54,438	55,420	44,354
Stage-2	4,446	4,072	2,519
Stage-3	2,362	2,227	2,018
Sub-total	61,247	61,720	48,891
POCI1	3,344	3,465	0
Total	64,590	65,185	48,891

Stage-wise breakdown	Total Provisions (INR Cr.)			
	Jun-2022	Mar-2022	Mar-2021	
Stage-1	1,059	1,126	1,192	
Stage-2	1,667	1,380	575	
Stage-3	1,282	1,229	1,031	
Sub-total	4,008	3,735	2,797	
POCI <sup>1</sup>	0	0	0	
Total	4,008	3,735	2,797	

	Asset Quality Ratios (%)		
Key parameters	Jun-2022	Mar-2022	Mar-2021
GNPA Ratio (% of total AUM in Stage-3)	3.7%	3.4%	4.1%
Provision Coverage Ratio – Stage 1	1.9%	2.0%	2.7%
Provision Coverage Ratio – Stage 2	37%	34%	23%
Provision Coverage Ratio – Stage 3	54%	55%	51%
NNPA Ratio	1.8%	1.6%	2.1%
Total Provisions as a % of Total AUM	6.2%	5.7%	5.7%
Total Provision as a % of GNPAs	170%	168%	139%

Note: (1) 100% of DHFL's Stage-3 book and Stage-2 book (combined), as on merger date (together amounting to face value of INR 9,488 Cr.), has been classified as Purchased or Originated Credit Impaired (POCI). This book has been fair valued at INR 3,465 Cr. (fair value adjustment of 63%) as of Mar-2022, and this fair value is represented in PEL's Financial Statements. As of Jun-2022, this book is valued at INR 3,344 Cr.

Under IndAS 103, accounts classified as POCI will remain in POCI until closure. These accounts will not get reclassified as Stage-1 / 2 / 3 assets in their lifecycle.

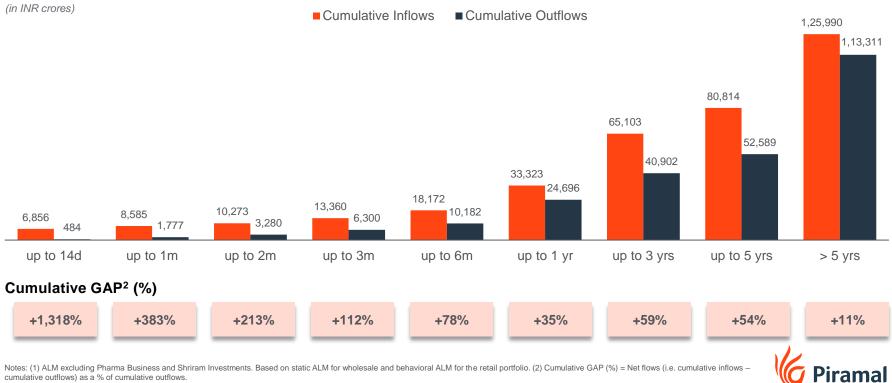
Any differences in cashflow in the POCI book (i.e. higher or lower than fair value adjustment) would be accounted through P&L.

The overall POCI book will shrink as cashflows are recovered from the book.



### **Asset-Liability Profile**

#### ALM Profile - As on June 30th, 2022 (1)



cumulative outflows) as a % of cumulative outflows.

