Piramal

Piramal Enterprises

Debt Investor Presentation Q1 FY26

30 July 2025

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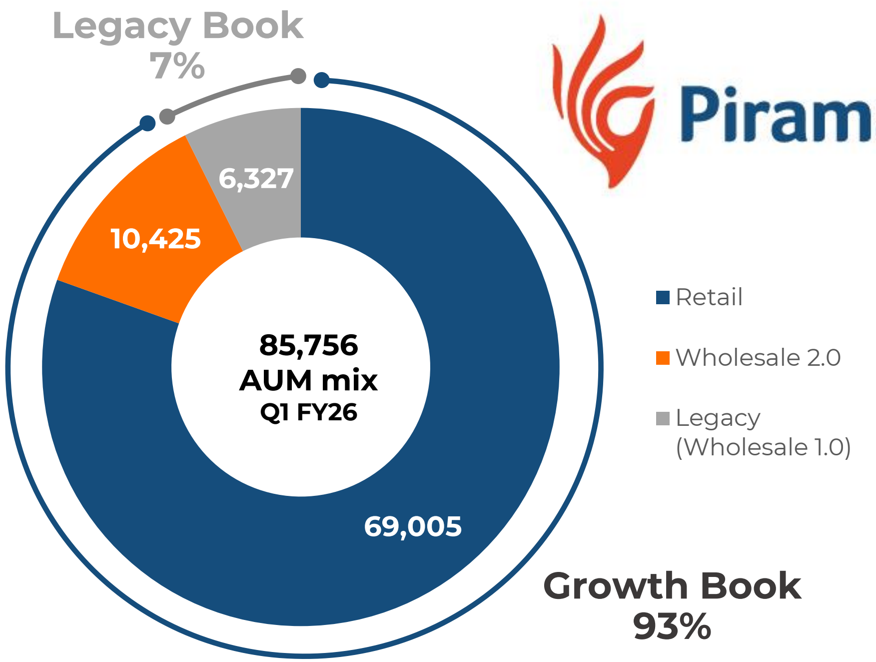
Executive Summary

Business Snapshot – Q1FY26



Consol. AUM
INR 85,756 Cr
up 22% YoY / 6% QoQ

Growth : Legacy AUM mix
93 : 7
91 : 9 in Q4 FY25

Consol. PAT
INR 276 Cr
up 52% YoY

Net worth
INR 27,174 Cr
INR 27,096 in Q4 FY25

Growth business PBT^
INR 295 Cr
up 44% YoY

Capital Adequacy
19.3%*
23.6% in Q4 FY25

GNPA & NNPA
2.8% & 2.0%
2.8% & 1.9% in Q4 FY25

Gross Debt / Equity
2.5
2.4 in Q4 FY25

Notes: (*) Completion of the merger to reverse ~2.45% of this reduction
(^) Pro forma business P&L

Q1 FY26 highlights

1. Continued resurgence in **consol. AUM growth (up 22% YoY)**, led by retail (up 37% YoY; 80% of consol AUM)
2. **Stable asset quality:** Retail 90+ DPD at 0.8% (Q4 FY25: 0.8%) | Wholesale 2.0 maintained zero delinquencies
3. Sustained reduction in Growth business **opex-to-AUM** (down 55bps YoY to 3.9%) | Growth business **PBT-to-AUM** at 1.5%
4. Declining drag of Legacy AUM | **Growth business PBT** (₹ 295 Cr) drives **Consol PBT** (₹ 301 Cr) | **Consol PAT** up 52% YoY to ₹ 276 Cr
5. **Last quarter before PEL-PFL merger:** Expect completion by September 2025
6. Total **capital adequacy** at 19.3% (vs 23.6% at end-FY25) | Completion of the merger to reverse ~245bps of this reduction
7. **Strong liquidity**: Cash and liquid investments of ₹ 9,070 Cr (9% of total assets)

On track to meet all FY26 targets

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		FY25	Q1 FY26	FY26 Target
1	Total AUM - YoY growth	17%	22%	25%
2	Growth AUM - YoY growth	36%	38%	30%
3	Retail share in total AUM	80%	80%	80-85%
4	Legacy AUM (INR Cr)	6,920	6,327	3,000-3,500
5	Consol. PAT (INR Cr)	485	276	1,300-1,500

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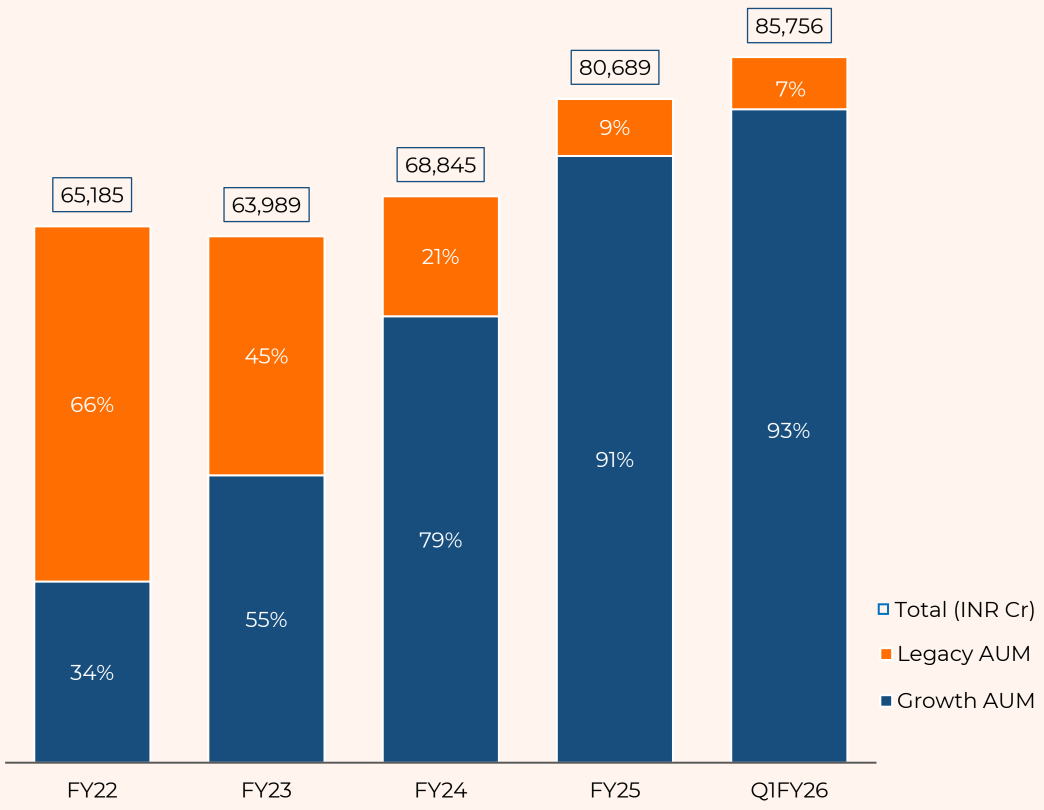
Portfolio composition

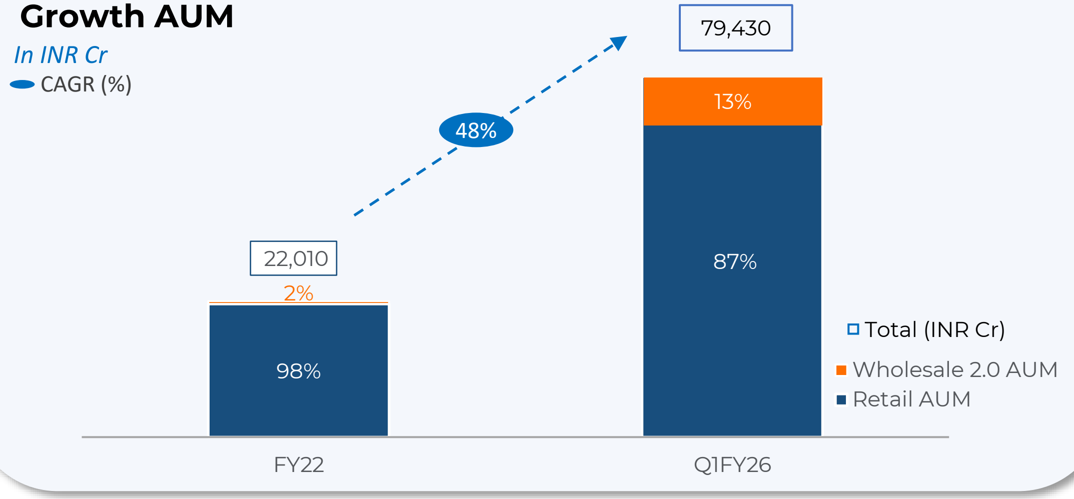
Growth business now 93% of total AUM

Total AUM up 17% YoY- Growth AUM dominate the AUM mix

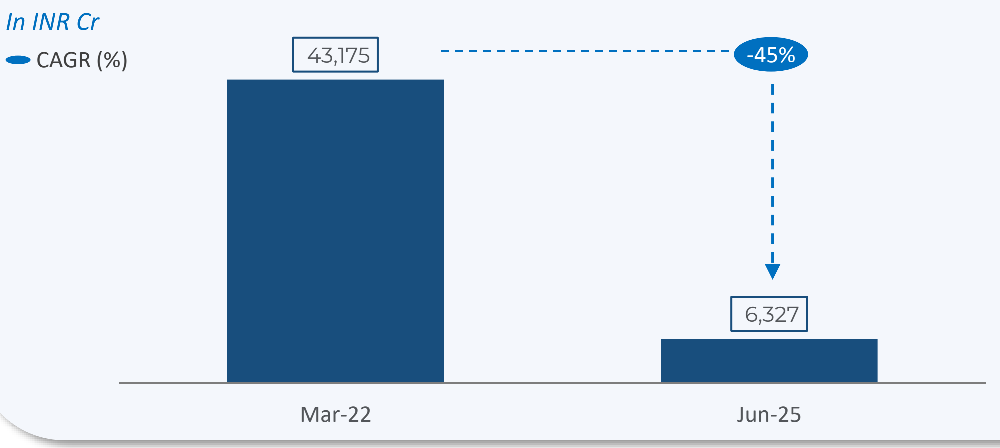


Legacy (discontinued) AUM to be <5% of Total AUM by end of FY26

Growth AUM



Legacy AUM running down steadily



Legacy (discontinued) business

Reiterate taking Legacy AUM to INR 30-35bn by March 2026

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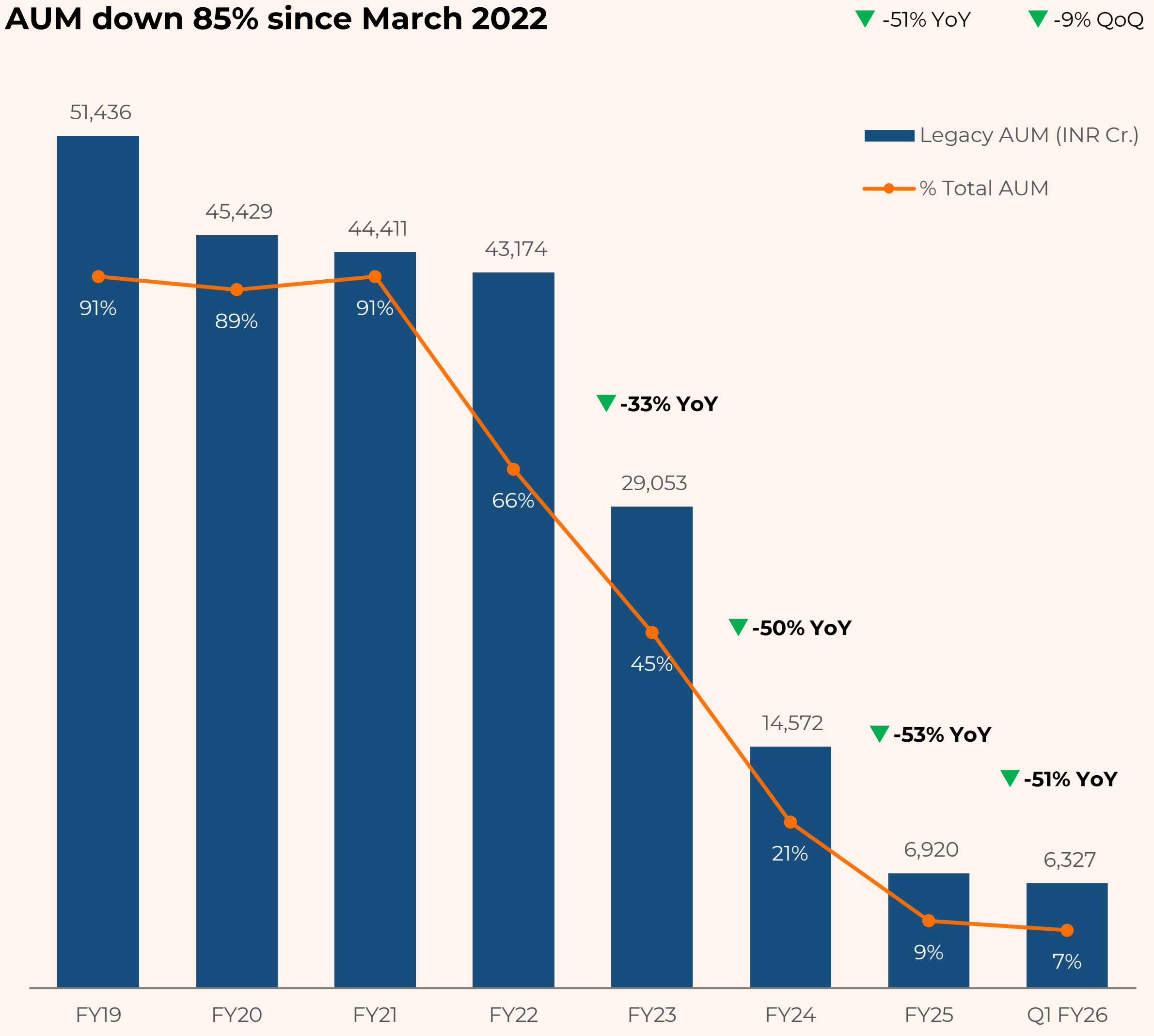
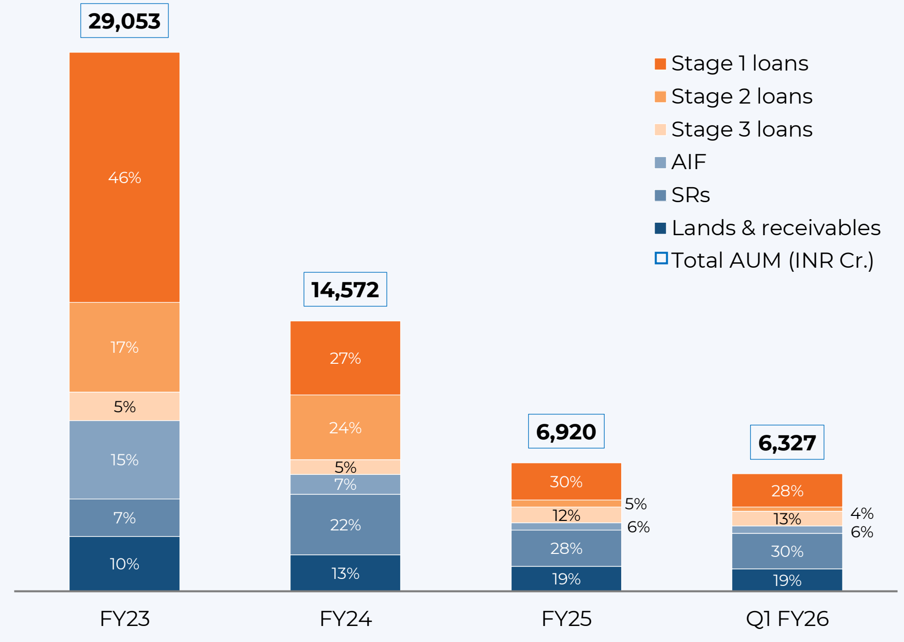
AUM down 85% since March 2022



AUM composition



Potential P&L items to consider from the legacy business

Provision Carried	564 crs
Gains from AIF	~ 800 crs
Shriram Stake - Insurance	~ 1,000 crs
Piramal Imaging SA	~ 1,100 crs

Growth business

A. Retail

B. Wholesale 2.0

Snapshot - Retail Lending

AUM

₹ 69,005 Cr

▲ 37% YoY

Presence

517	**428**	**26**
Branches	Cities	States

Mortgages AUM
(HL+LAP)

₹ 47,101 Cr

▲ 38% YoY | 68% of retail AUM

Opex to AUM

4.2%

▼ 230bps in nine quarters

AUM yield

13.6%

Steady QoQ

** Weighted average of all live loan accounts (excl. fee income)*

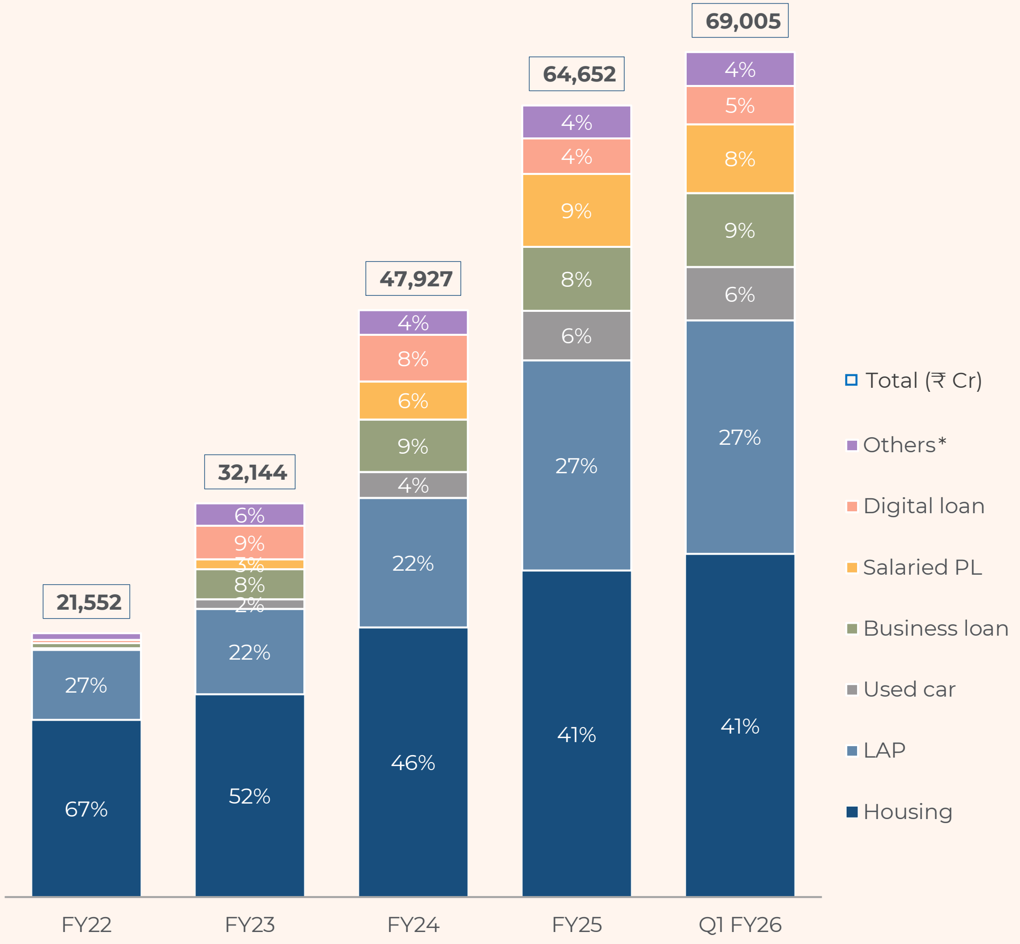
90+ DPD

0.8%

Stable portfolio over three years

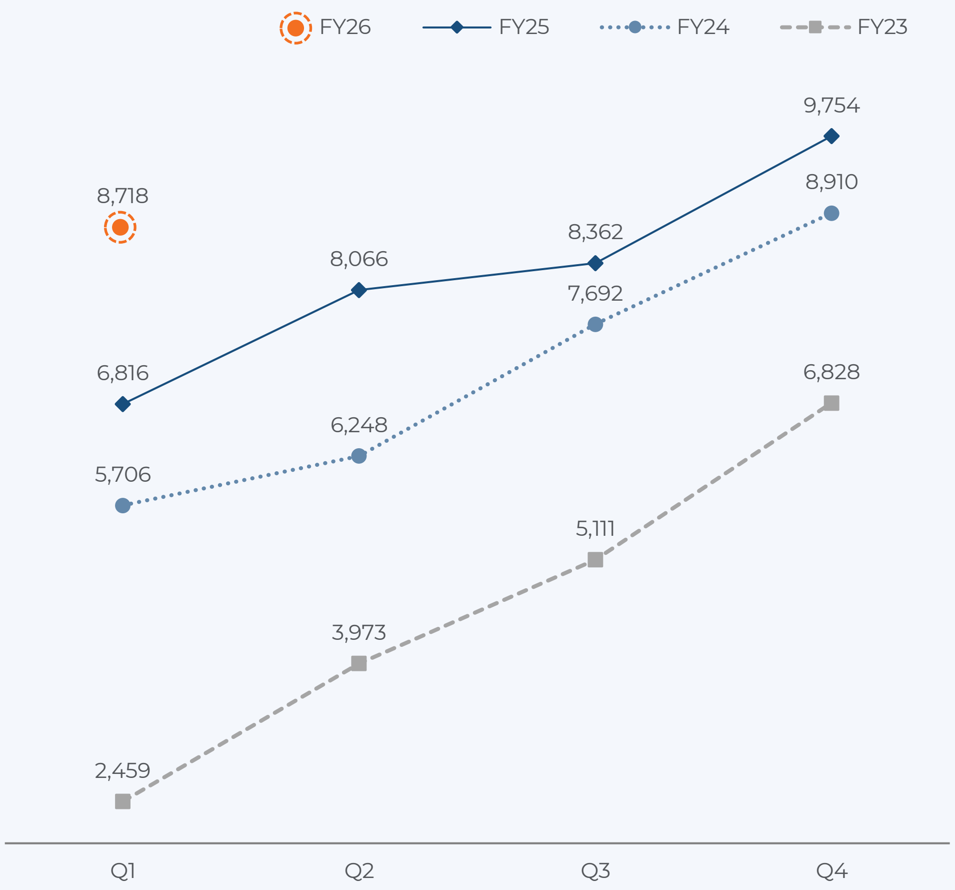
Growth momentum across product verticals

Retail AUM up 37% YoY



Disbursements up 28% YoY

In ₹ Cr.



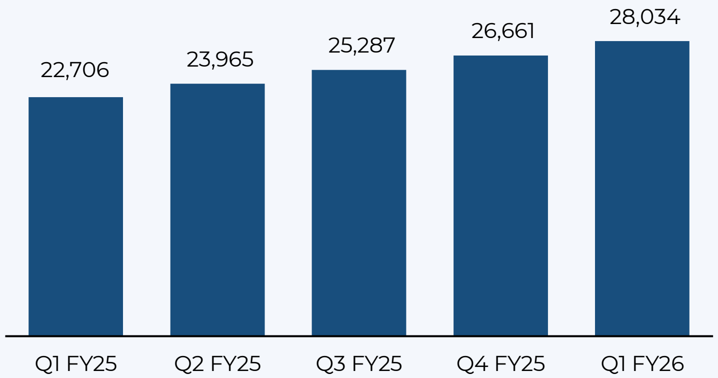
Note: (*) Others includes loan against mutual fund (LAMF) (₹ 1,064 Cr as of Q1 FY26), SRs (₹ 1,587 Cr as of Q1 FY26) & pass-through certificates (PTC) (₹ 109 Cr as of Q1 FY26)

Sustained growth momentum across secured products

(In ₹ Cr)

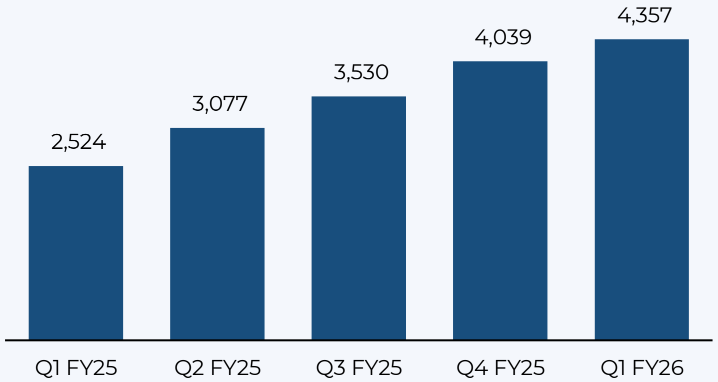
AUM

Housing loans
▲ +23% YoY



LAP
▲ +67% YoY

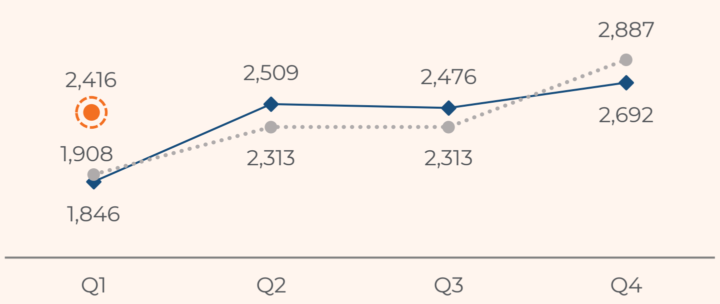
Used car loans
▲ +73% YoY



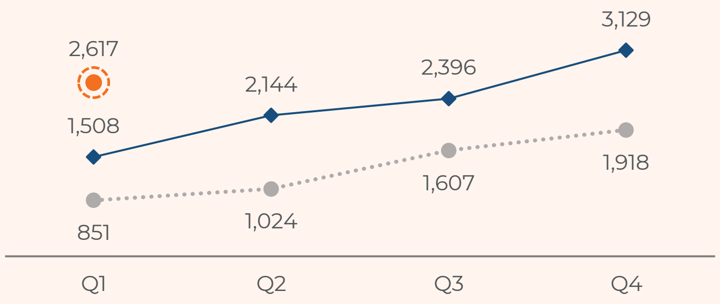
FY26 FY25 FY24 *(In ₹ Cr)*

Disbursement

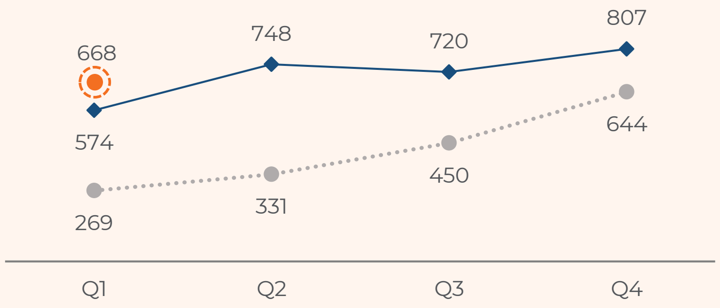
▲ +31% YoY



▲ +73% YoY



▲ +16% YoY



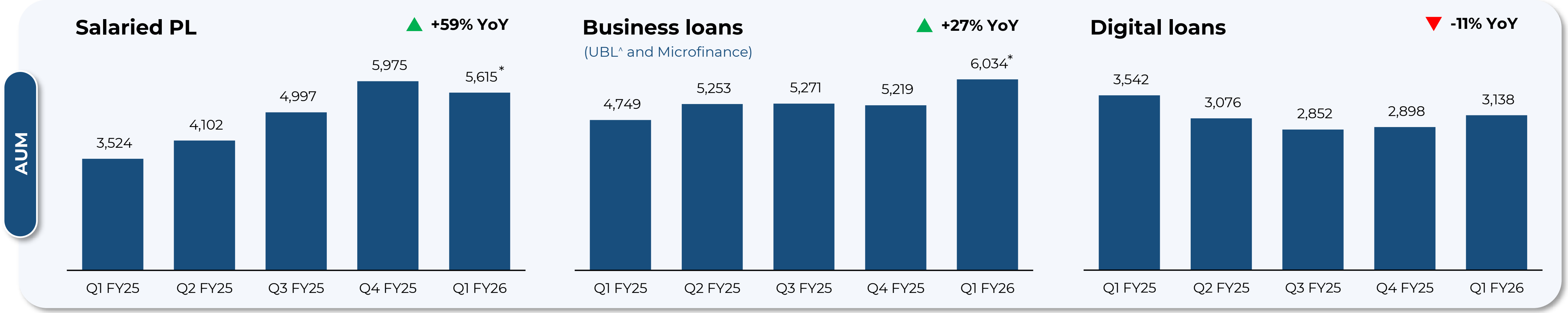
₹ 22 Lac	59%	755	11.7%
Average ticket size	*Average LTV*	*Average CIBIL score*	*Disbursement yield*

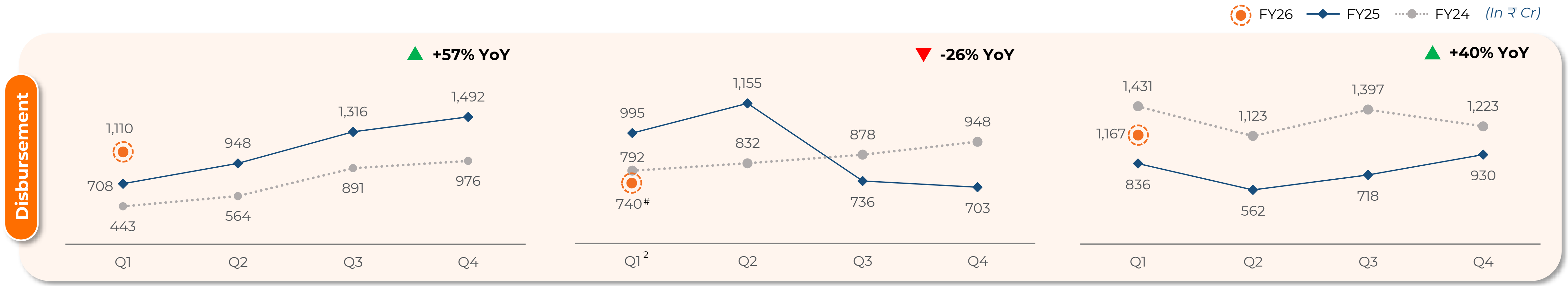
₹ 25 Lac	46%	748	13.0%
Average ticket size	*Average LTV*	*Average CIBIL score*	*Disbursement yield*

₹ 6.5 Lac	72%	749	15.4%
Average ticket size	*Average LTV*	*Average CIBIL score*	*Disbursement yield*

Actively managing disbursements to navigate risk

(In ₹ Cr)





₹ 4.2 Lac	756	17.4%
Average ticket size	*Average CIBIL score*	*Disbursement yield*

₹ 5.2 Lac	751	19.1%
Average ticket size	*Average CIBIL score*	*Disbursement yield*

₹ 0.8 Lac	761	15.4%
Average ticket size	*Average CIBIL score*	*Disbursement yield*

Notes: (*) In Q1 FY26, AUM of ₹ 1,043 Cr from self-employed cross-sell customers have been re-classified from Salaried PL to UBL
(^) Unsecured business loans
(#) Q1FY26 business loans disbursements comprises of UBL (₹ 618 Cr) & Microfinance (₹ 123 Cr)

Branch and employee productivity are steadily improving

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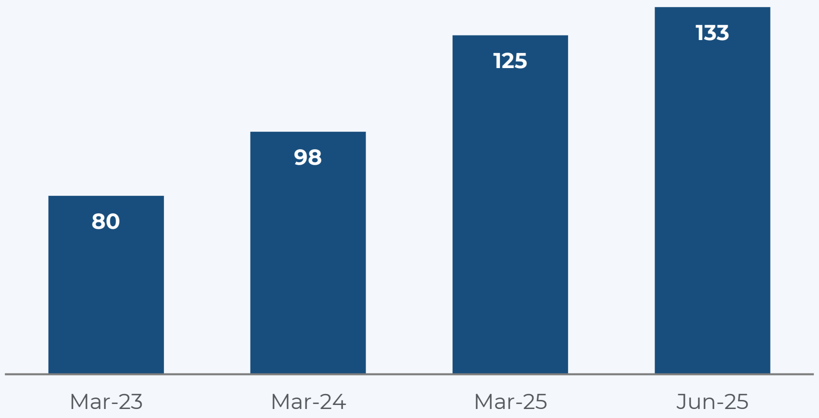
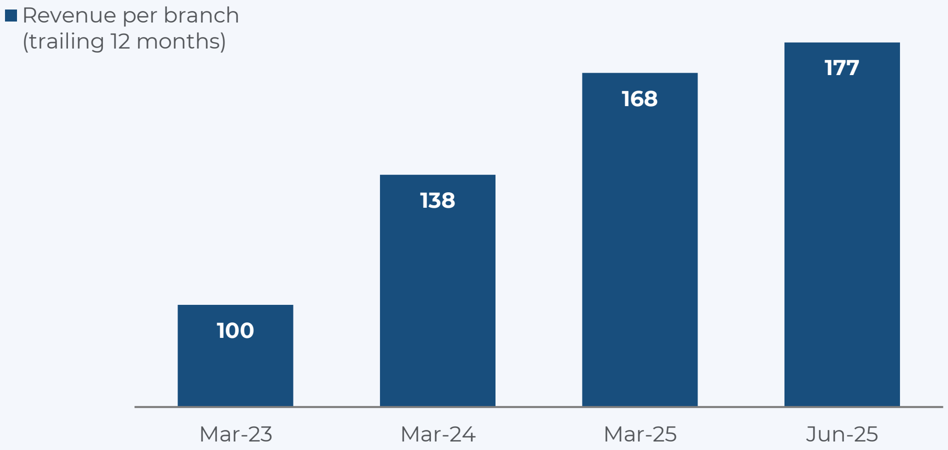
AUM per branch

In ₹ Cr



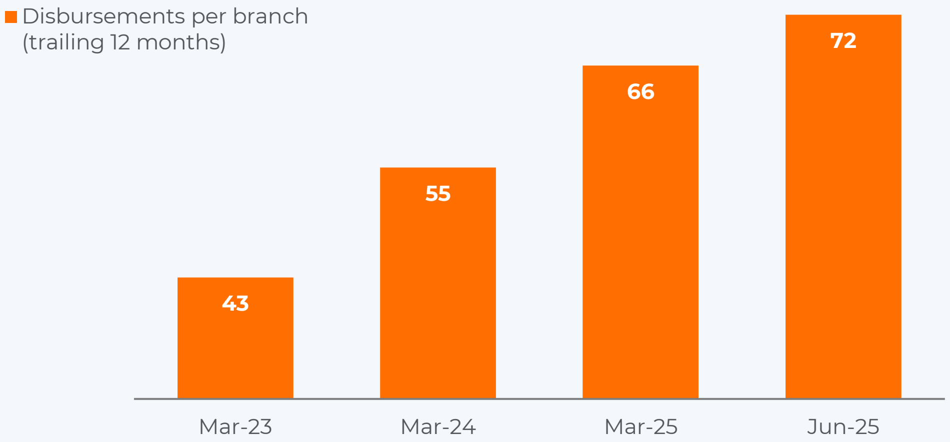
Revenue per branch

Indexed at 100 as on Mar-23



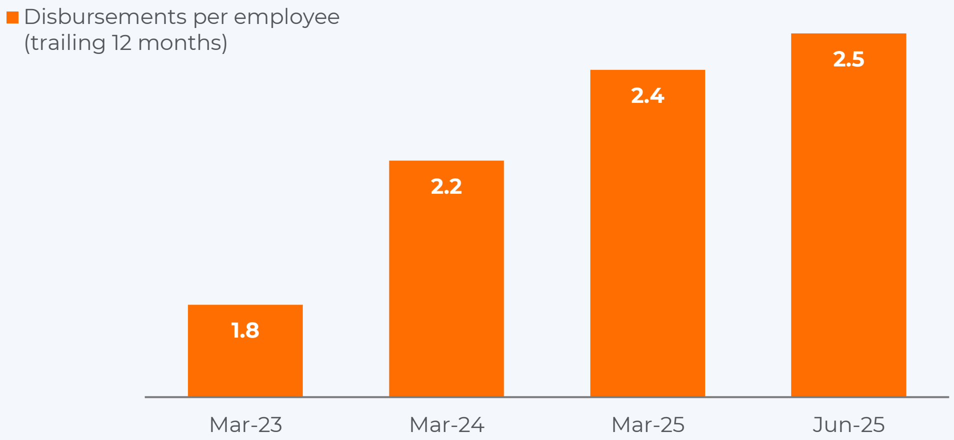
Disbursement per branch

In ₹ Cr



Disbursement per employee

In ₹ Cr



Productivity improvement to continue

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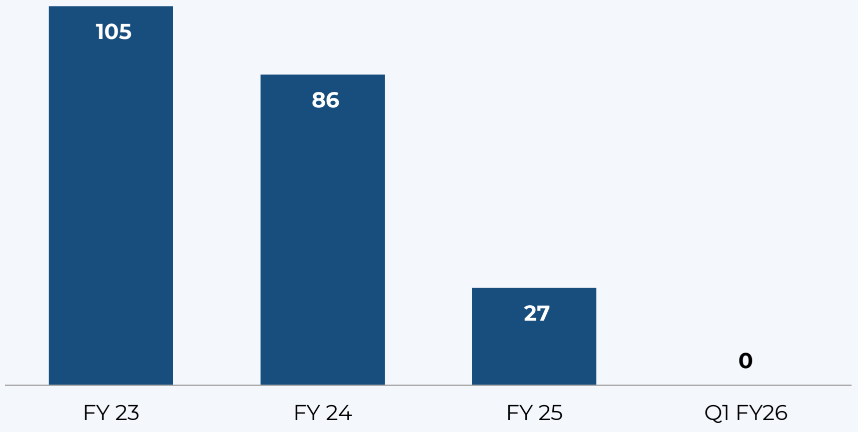
1 We are moderating the pace of branch expansion…



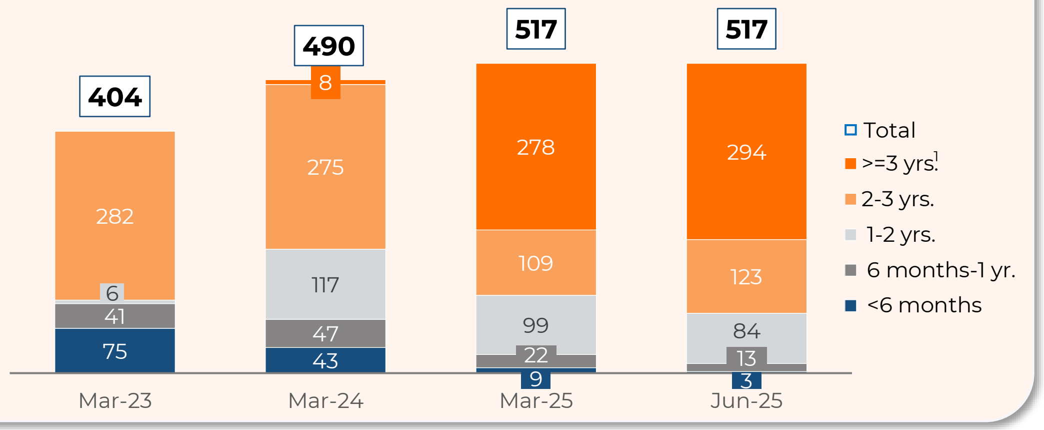
2 …and focusing more on increasing product penetration into existing branches

No. of branches

Products offered	Mar-23	Mar-24	Mar-25	Jun-25
Housing loans	398	470	512	514
LAP	343	461	512	512
Used car loans	169	307	363	365
Salaried PL	127	225	319	377
Business loans	93	168	293	325
Total branches	***404***	***490***	***517***	***517***

3 Our branches are also becoming more mature…

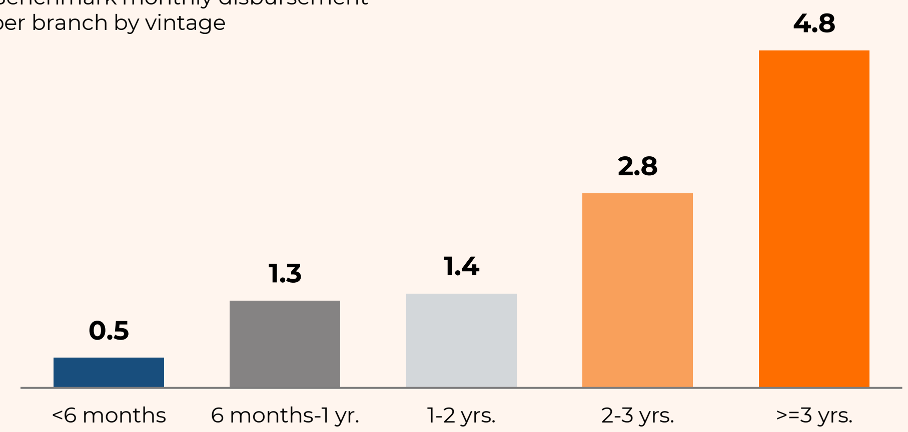
 # branches, by vintage



4 …and, hence, productivity will further increase

₹ Cr

Benchmark monthly disbursement[2]
per branch by vintage

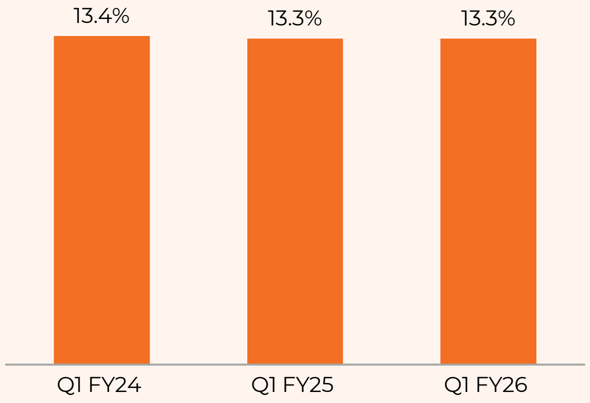


Note: (1) >=3 years bracket in Q1 FY26 mostly represent DHFL branches acquired in Sep'21; (2) Only for branch led products

Stable income profile – operating leverage playing out well

1 Interest income (on-book)

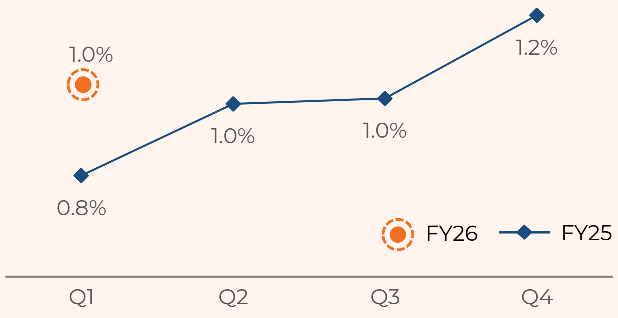
As % on-B/S assets



2 Fee income (on-book)

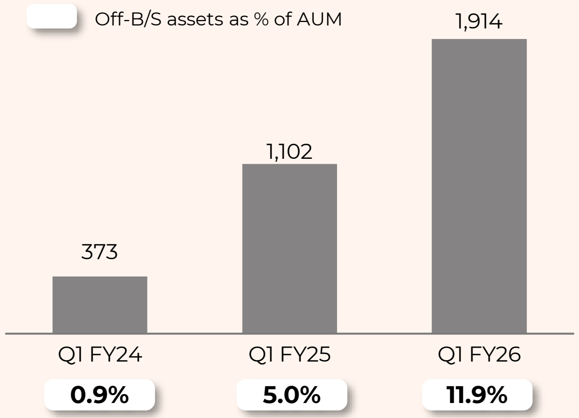
As % on-B/S assets

Amortization of processing fee led to a drop in reported fee income (from **1.5% in FY24**), which is now normalizing.



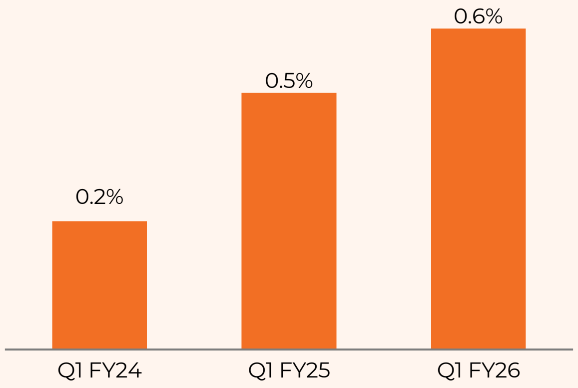
3 Ramp up in DA/co-lending transactions...

(₹ Cr)

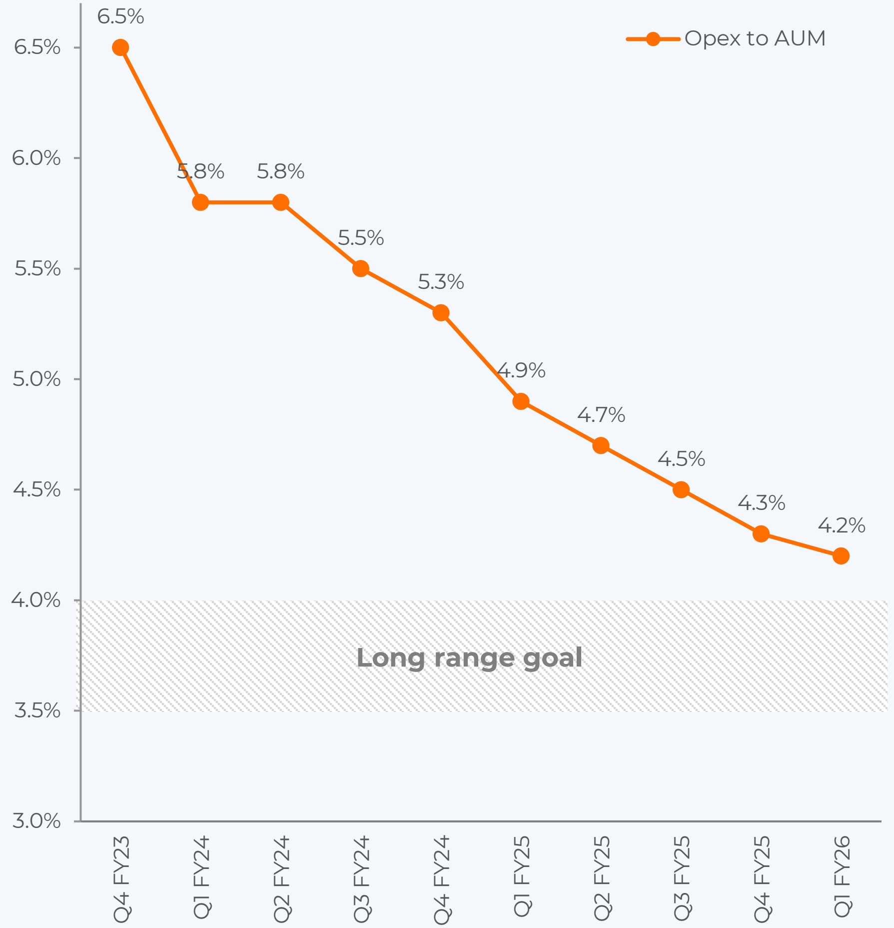


4 ....has lifted DA/co-lending income

As % of AUM



Opex ratio reduced ~230 bps over last 9 quarters



Snapshot – Wholesale 2.0

AUM
₹ 10,425 Cr
▲ 47% YoY

Mix
74 : 26
Real estate : CMML

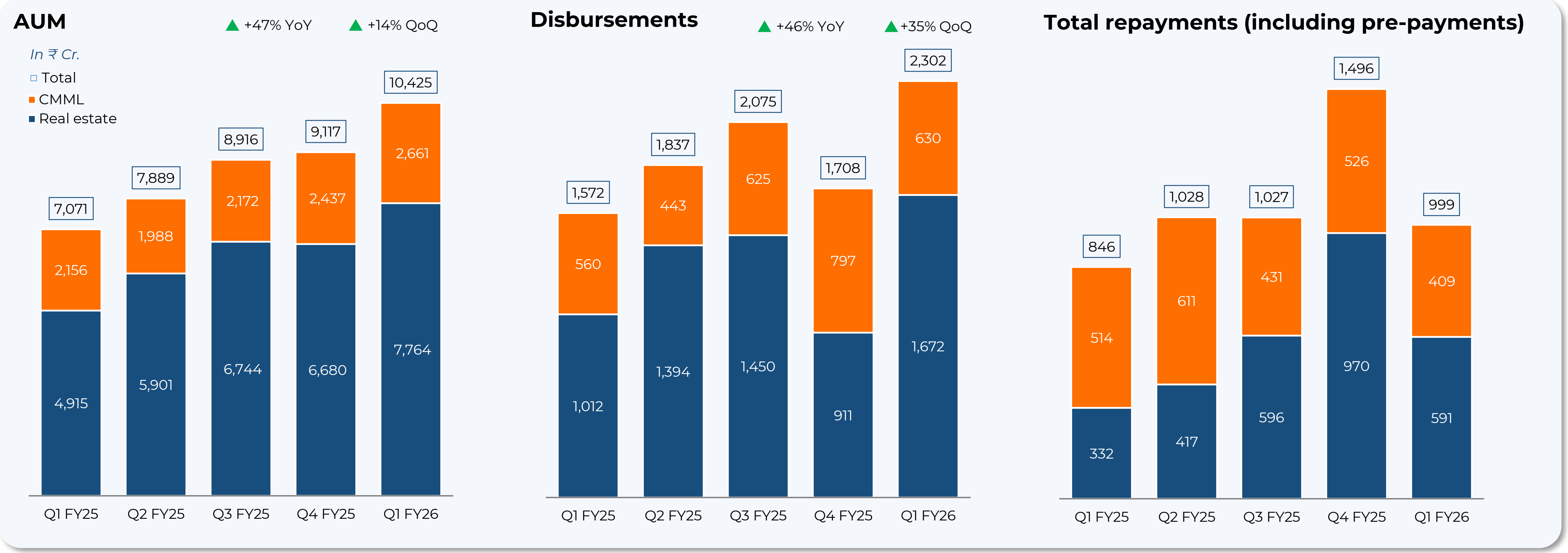
Disbursements
₹ 2,302 Cr
▲ 46% YoY

Average ticket size
₹ 74 Cr

Portfolio EIR
(Effective interest rate)
14.5%
Steady QoQ

Repayments as % of disbursements
43%
High repayments reflect strong underwriting

Building a diversified and granular book backed by cash flows and assets



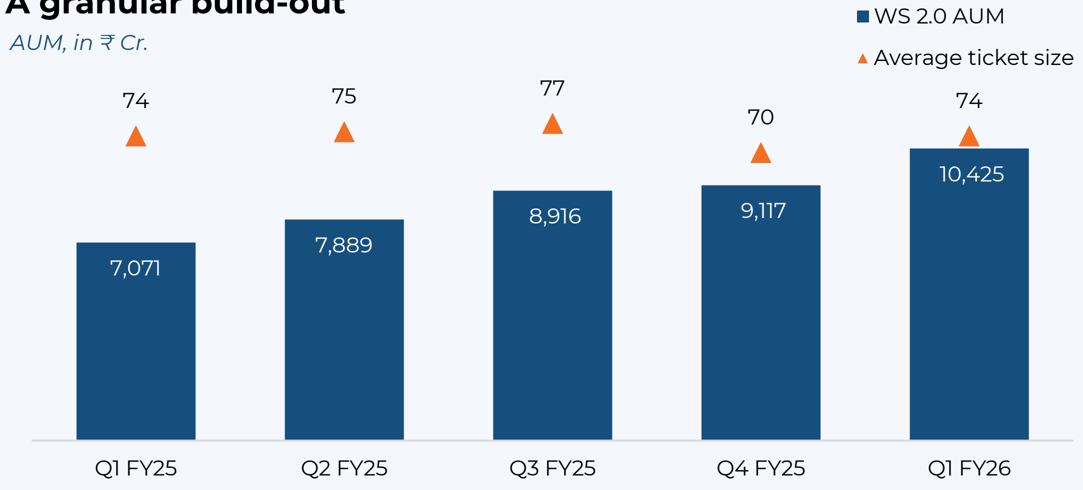
- **Performing well**, in line with or ahead of underwriting, as reflected in prepayments
- **Pre-payments** worth ₹ 454 Cr received in Q1 FY26
- Q1FY26 **repayments** (₹ 999 Cr) were 43% of the disbursements

Granular and diversified build-out

(Charts represents data for outstanding AUM)

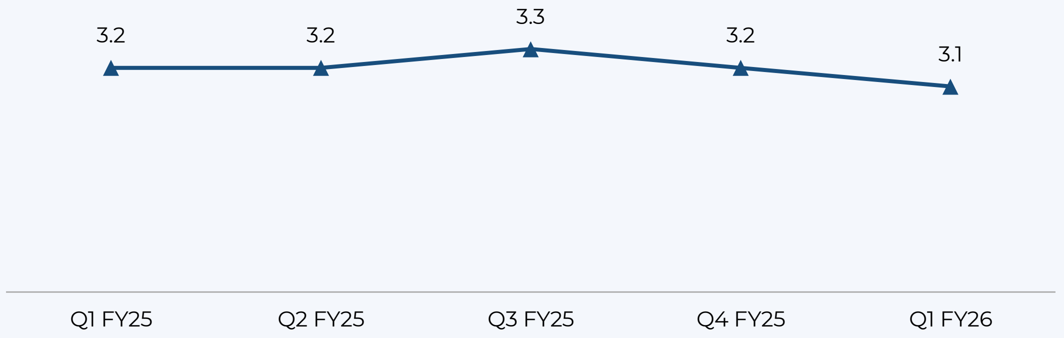
A granular build-out

AUM, in ₹ Cr.



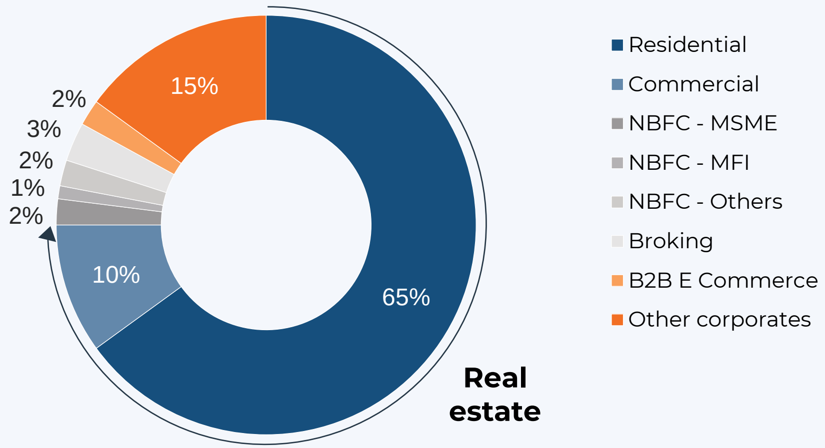
Average loan tenure

In years, represents average residual tenor



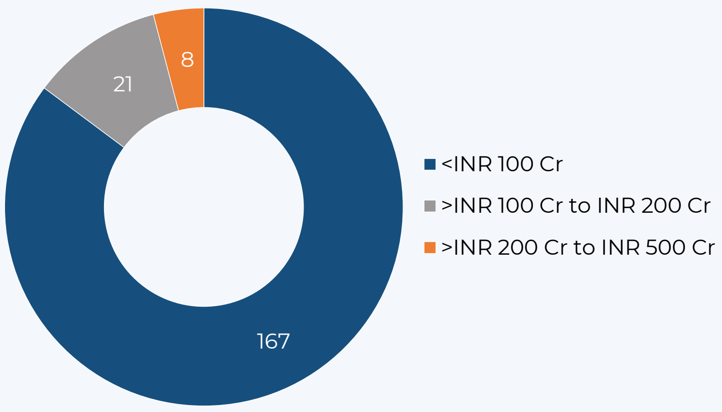
Overall asset diversity (AUM mix)

As of Jun 2025



Mix by ticket size range

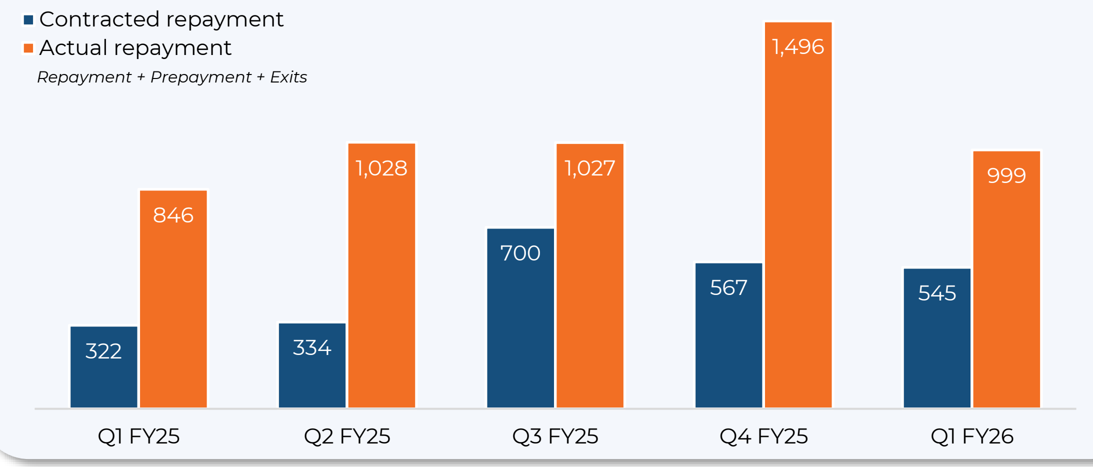
 # Number of deals; Jun 2025



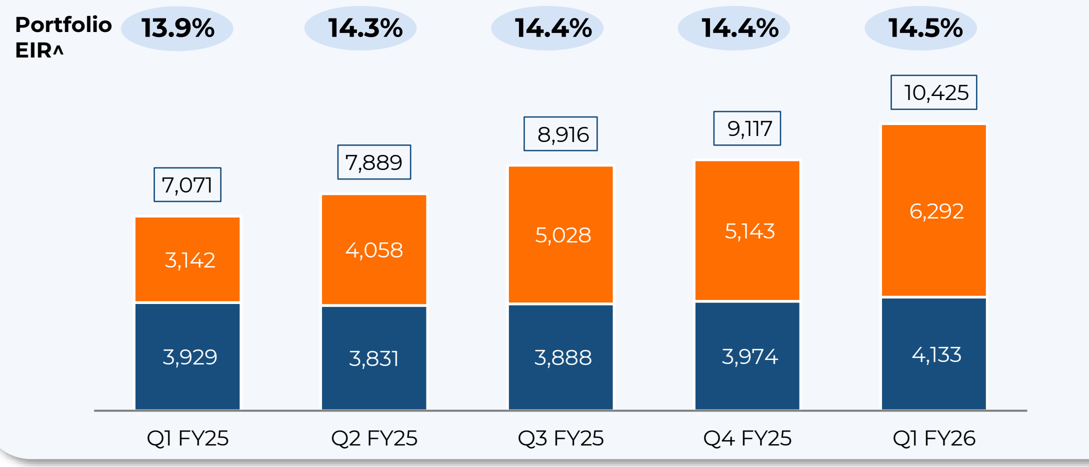
Portfolio analysis

Repayment analysis

In ₹ Cr.

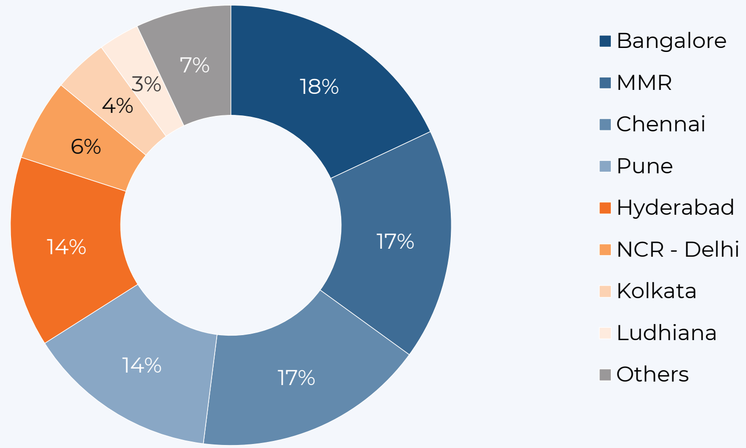


Effective Interest Rate (EIR)*



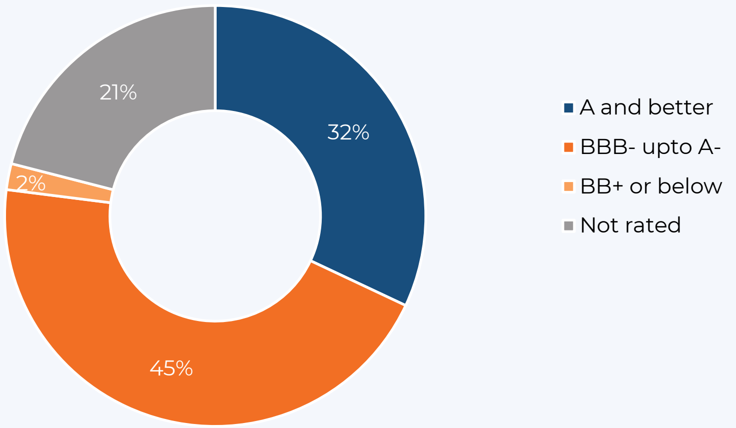
Real estate AUM by geographic exposure*

As of Jun 2025



CMML AUM by ratings*

As of Jun 2025



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

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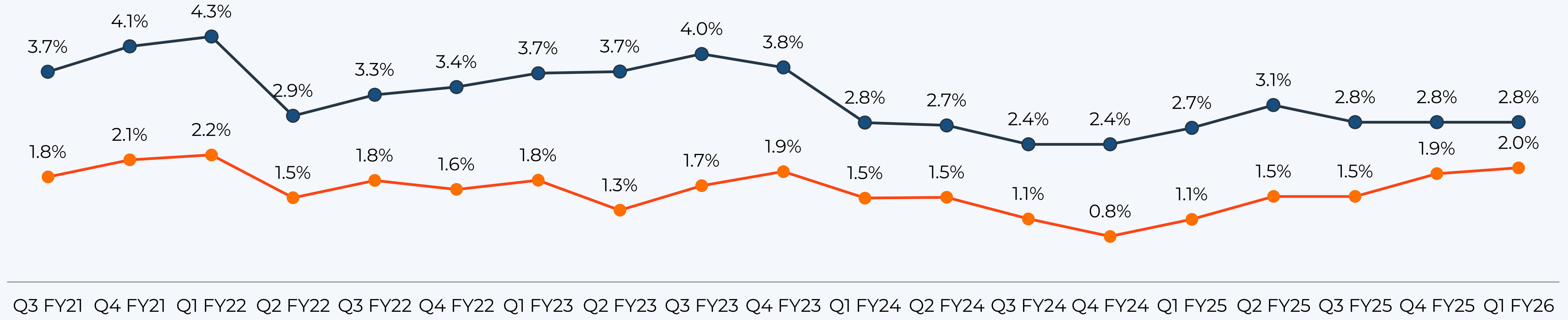
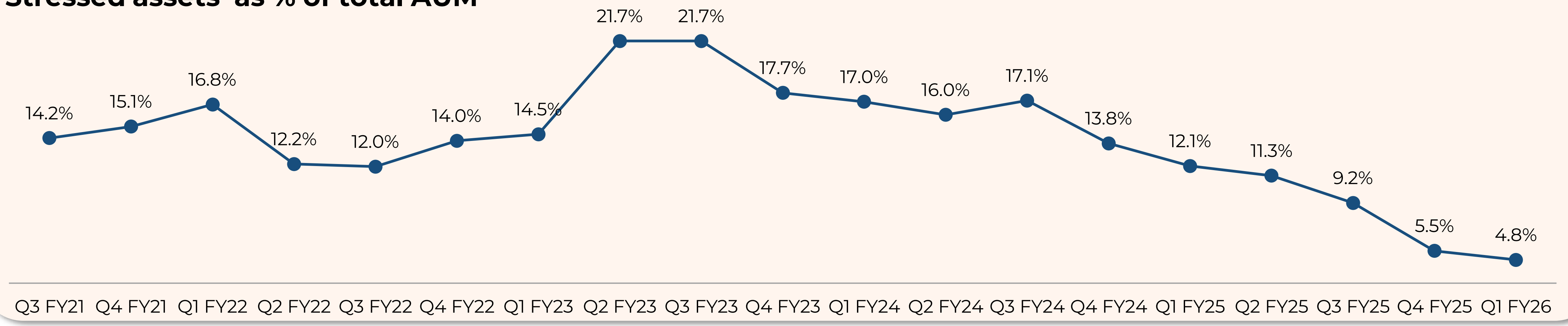
Asset Quality

Asset quality metrics: Post peak in FY23 have returned to pre-stress periods

GNPA & NNPA ratio



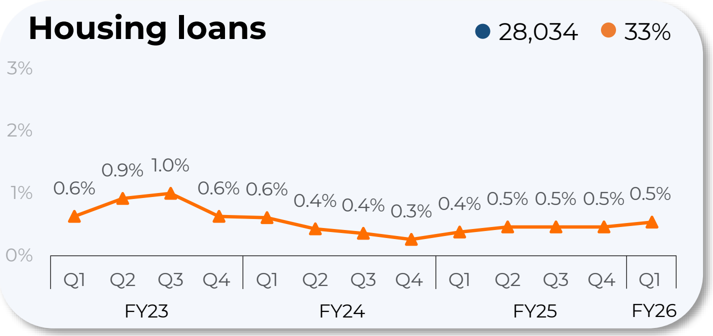
Stressed assets[1] as % of total AUM

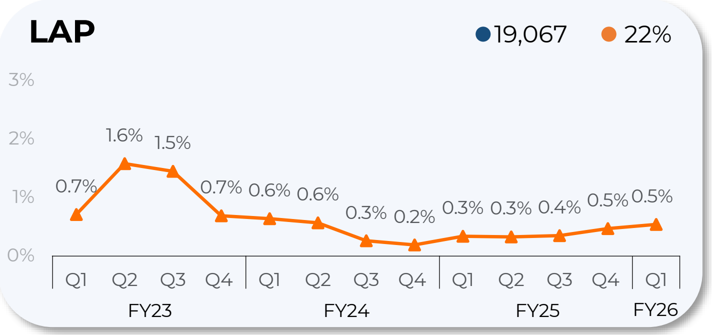


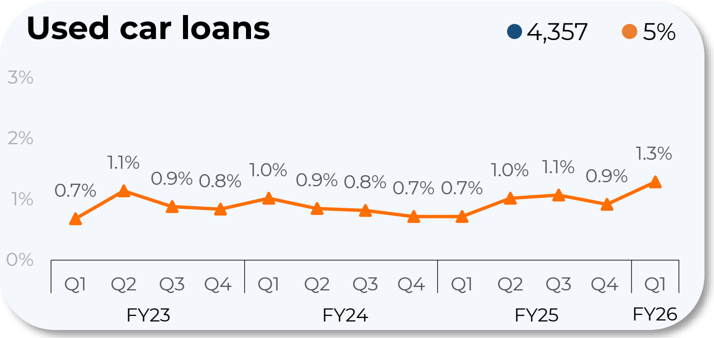
Note: (1) Stressed assets include legacy stage 2+3 assets, land & receivables & legacy SRs

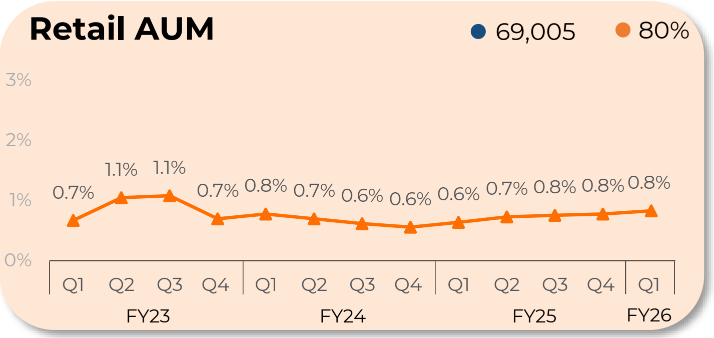
Retail risk (1/2) – Overall stable 90+ DPD reflects diversified AUM mix

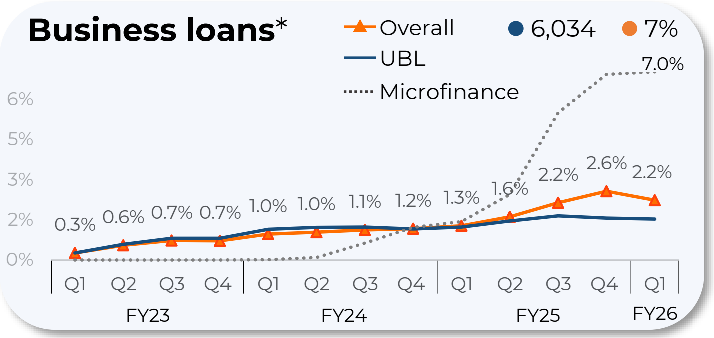
● AUM as of Q1 FY26 (₹ Cr)
● % of consol. AUM as of Q1 FY26
▲ 90+ DPD

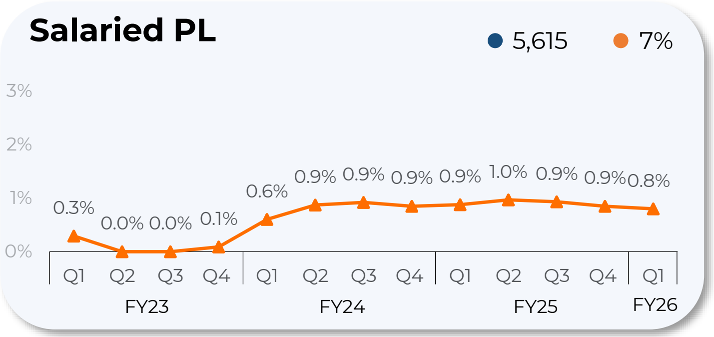


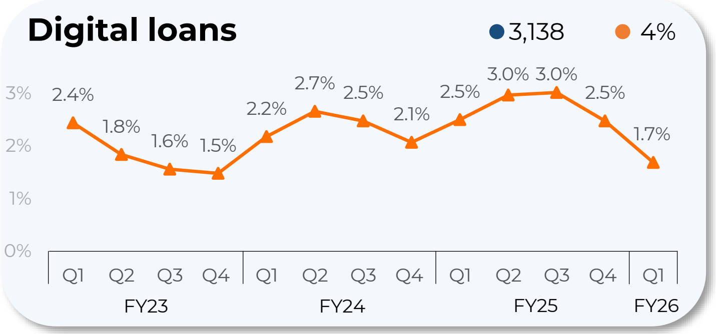












Note: (*) AUM as of Q1FY26 for Unsecured business loans (UBL) is ₹ 5,264 Cr and Microfinance is ₹ 770 Cr

Retail risk (2/2) – vintage risk* : controlled quality of new originations

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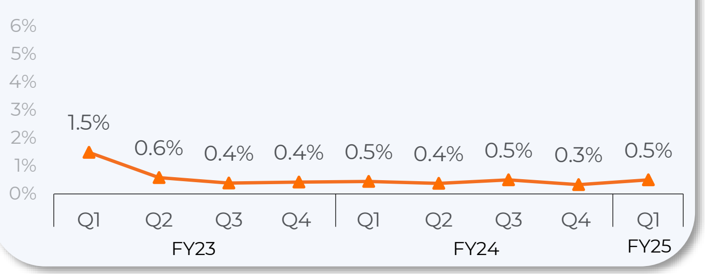
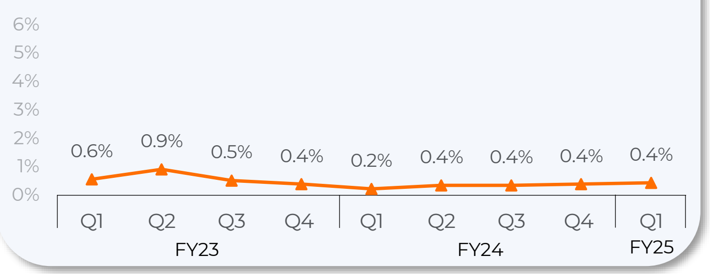
- AUM as of Q1 FY26 (₹ Cr)
- % of consol. AUM as of Q1 FY26
- * 90+ DPD at 12 months on book

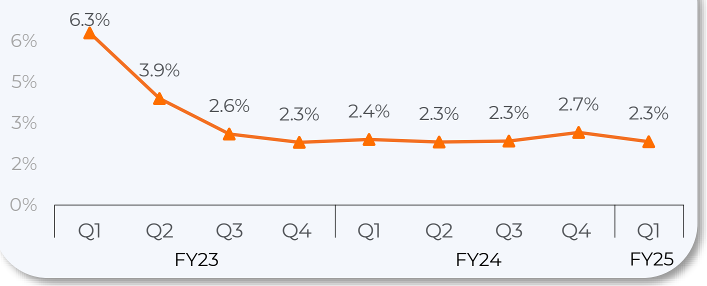
Housing loans
● 28,034 ● 33%



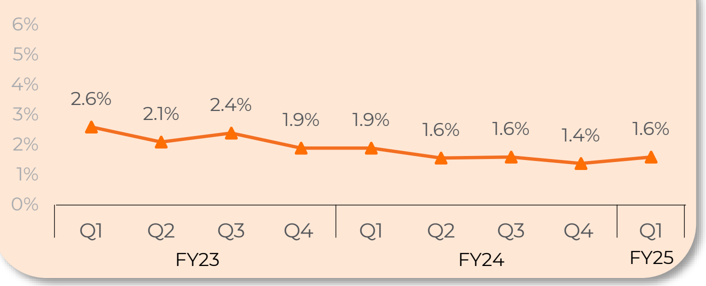
LAP
● 19,067 ● 22%



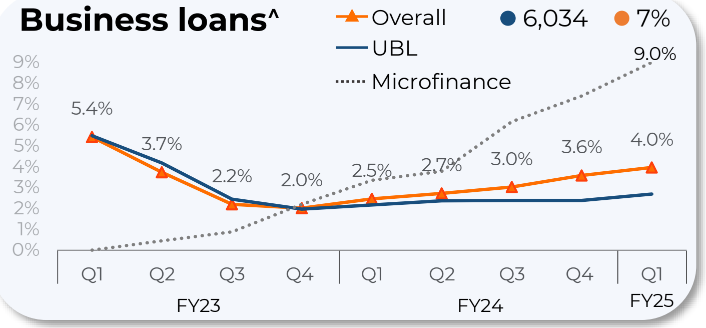
Used car loans
● 4,357 ● 5%



Retail AUM
● 69,005 ● 80%

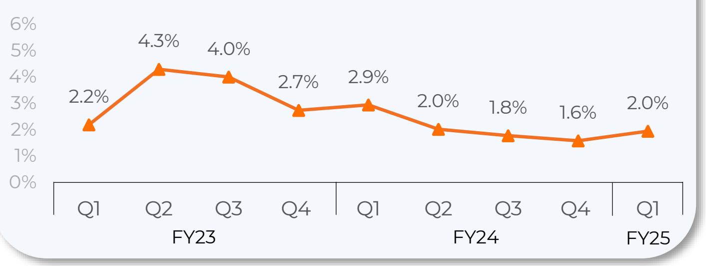


Business loans^
● 6,034 ● 7%

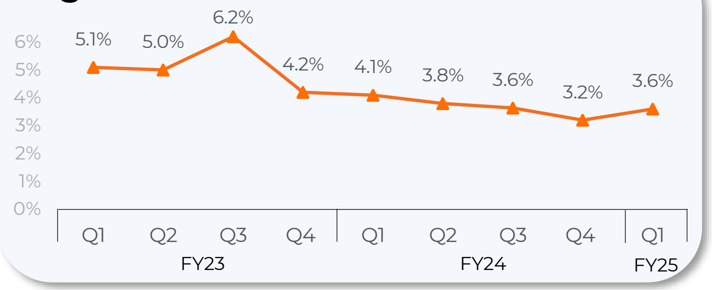


X-axis represents quarter of origination

Salaried PL
● 5,615 ● 7%



Digital loans
● 3,138 ● 4%



Note: (^) AUM as of Q1FY26 for Unsecured business loans (UBL) is ₹ 5,264 Cr and Microfinance is ₹ 770 Cr

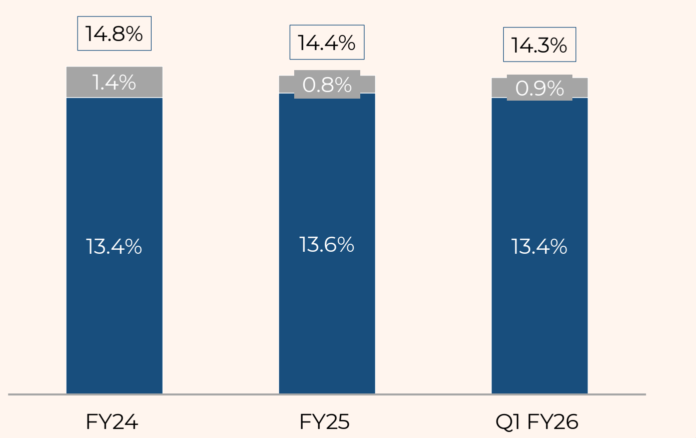
Profitability

Growth business **profitability***

Ratios on on-balance sheet (B/S) assets   Ratios on AUM

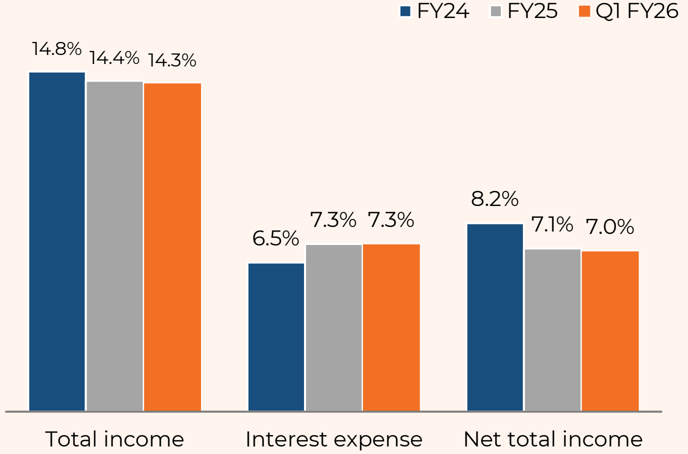
1 Total income (on-book)

As % on-B/S assets



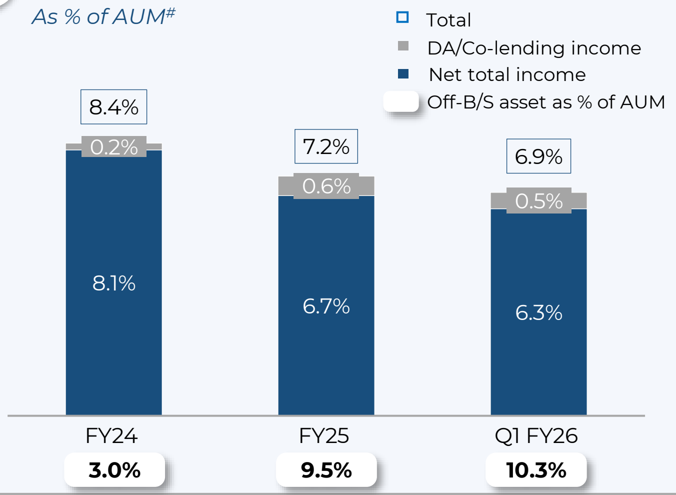
2 Net total income (on-book)

As % on-B/S assets



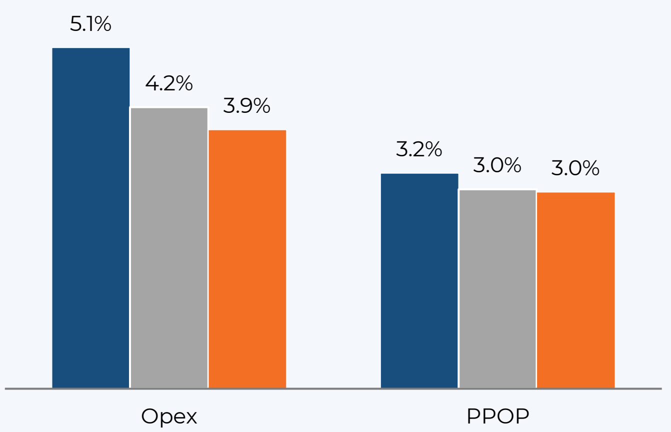
3 Net total income + DA/co-lending income

As % of AUM#



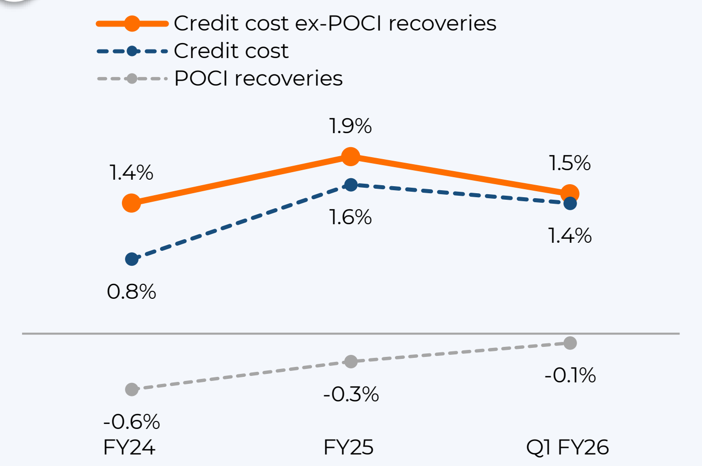
4 Opex & PPOP

As % of AUM



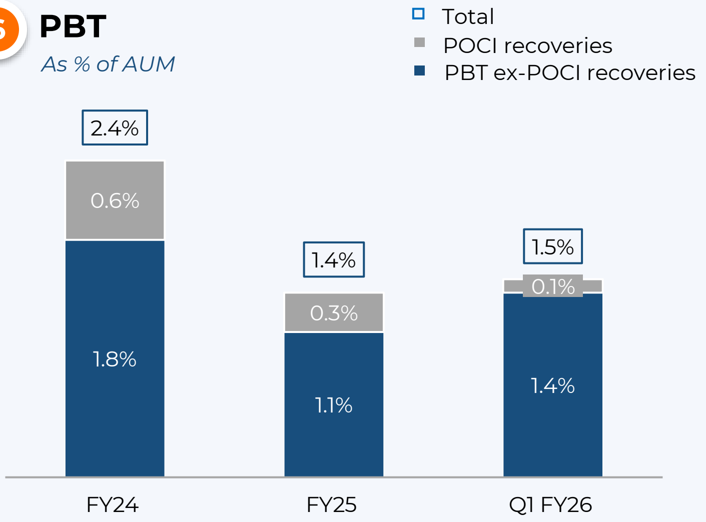
5 Credit cost^

As % of AUM



6 PBT

As % of AUM

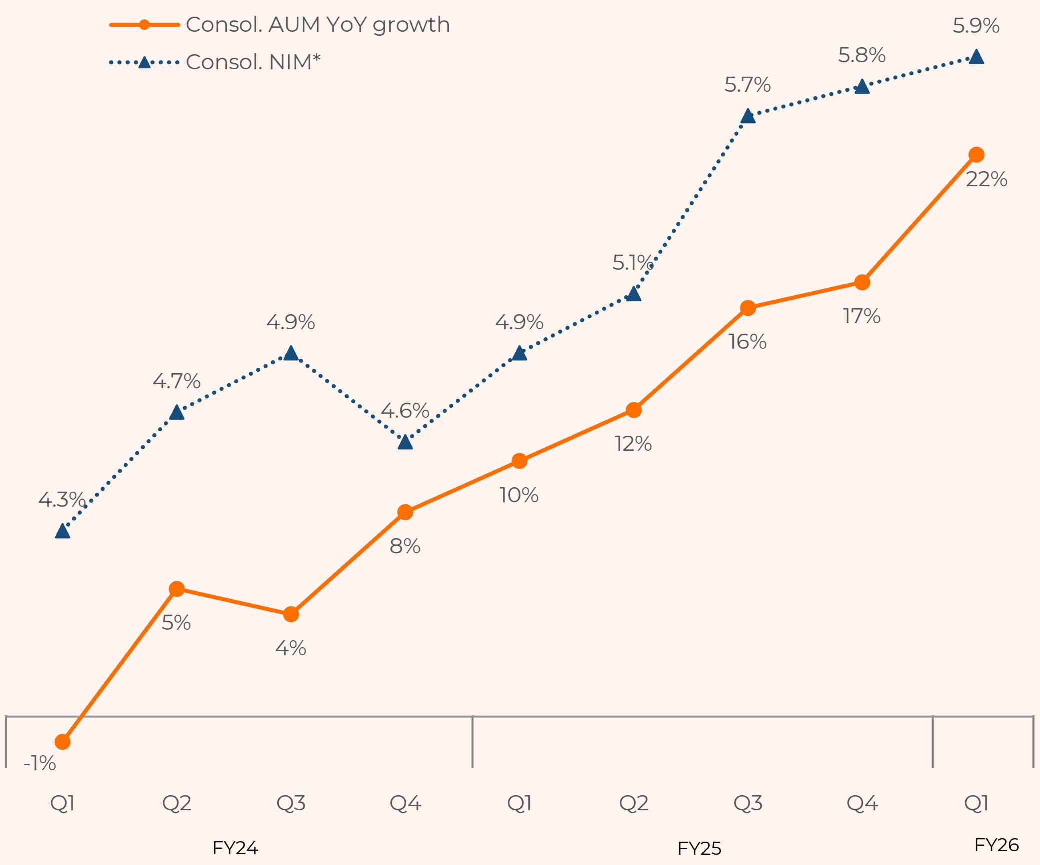


Notes: (*) Pro forma business P&L; (#) Total AUM = On-B/S assets + off-book assets
(^) Last quarter, Q4 FY25 credit cost included a negative impact of about ₹ 45 Cr due to ECL rebalancing mainly in microfinance. In Q1 FY26, ECL rebalancing for the overall portfolio had a positive impact of about ₹ 105 Cr

With mix shift from Legacy to Growth...

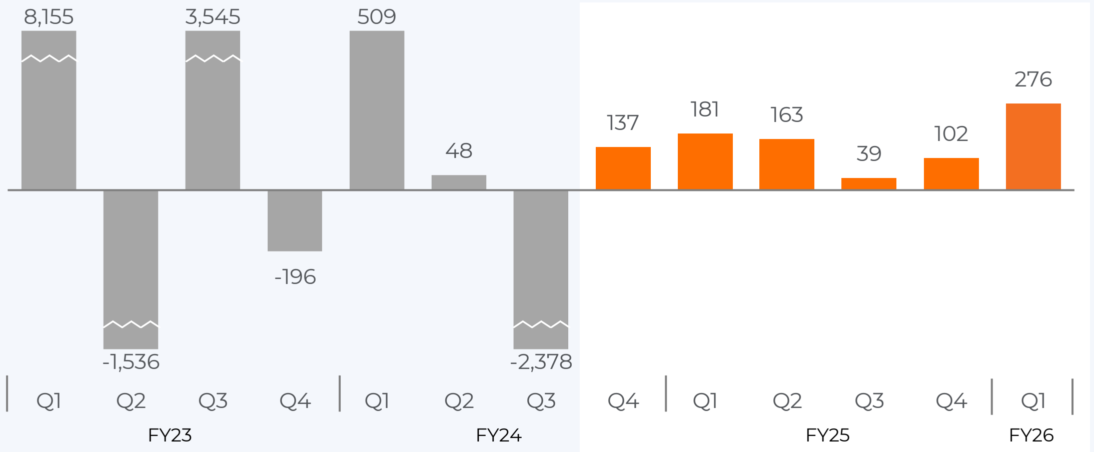
Piramal

1 Consol. AUM growth and NIM are increasing,...



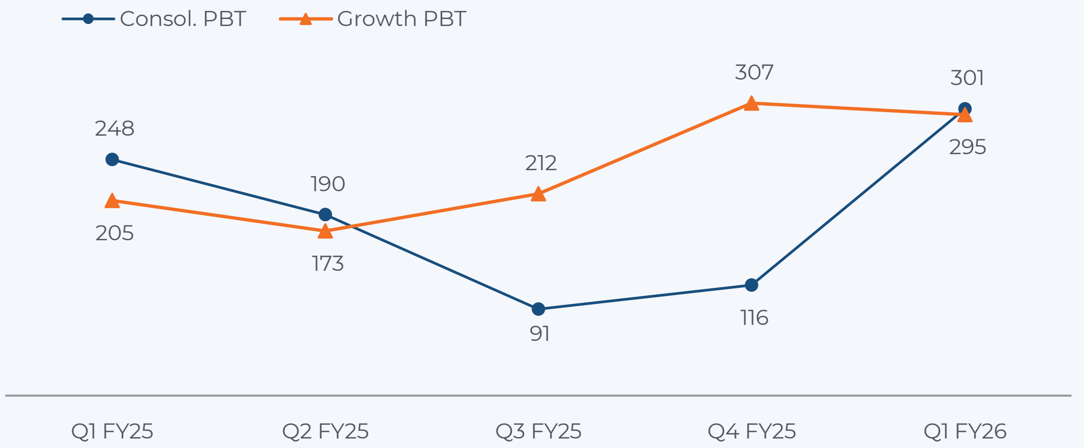
2 ...volatility in net profit is reducing, and...

Consol. PAT, in ₹ Cr.



3 ...Growth PBT is now driving the Consol. PBT

₹ Cr.



Notes: (*) Excludes fee

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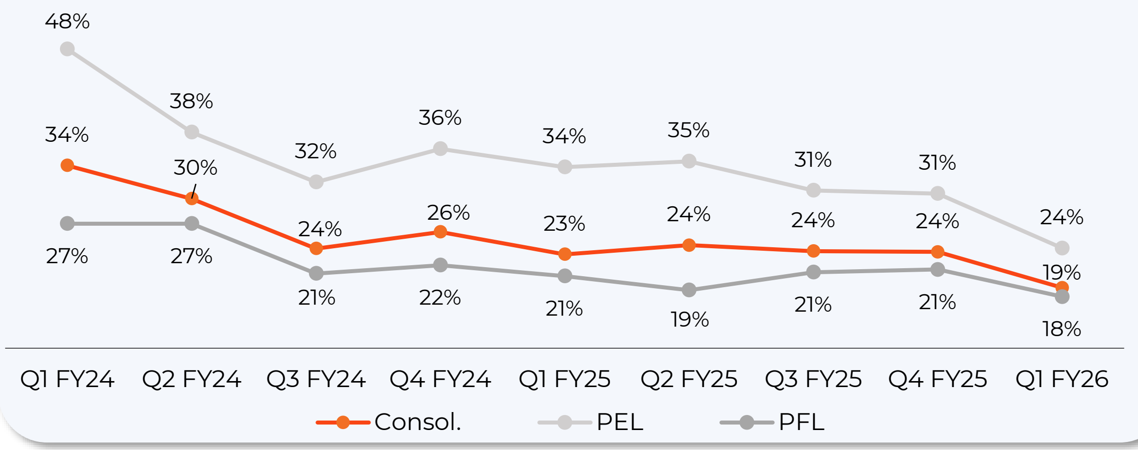
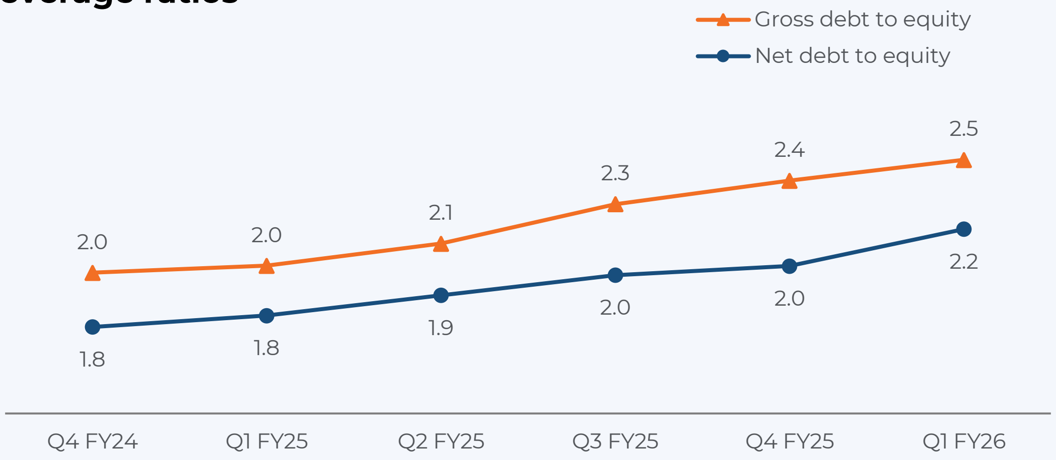
Liabilities Management

Liabilities management

Capital Adequacy*

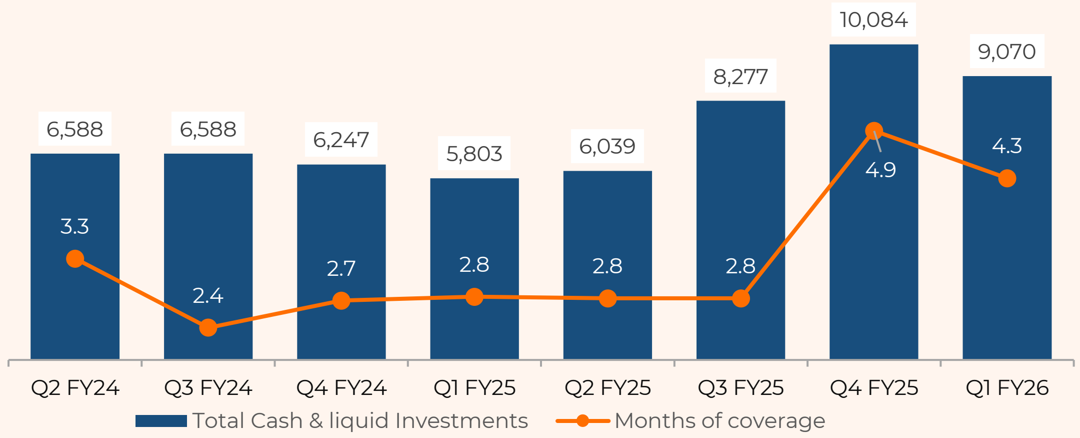


Leverage ratios

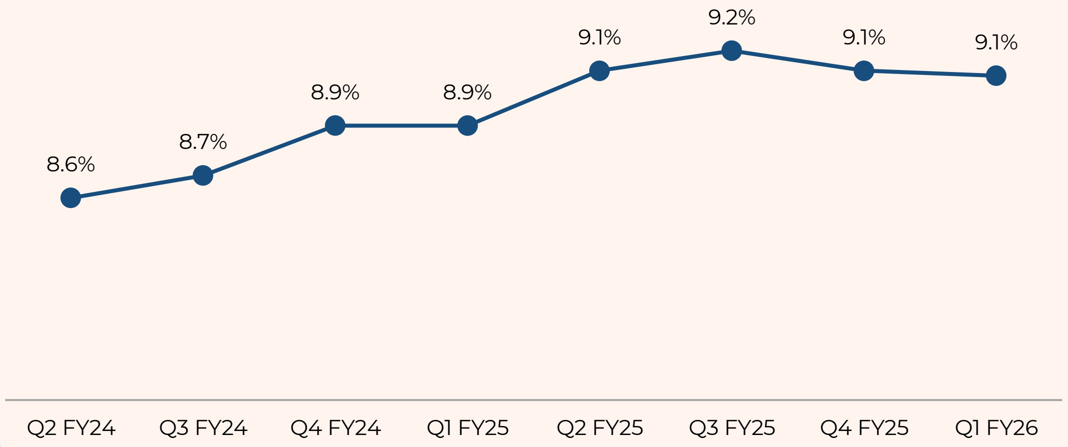


Cash and Liquid Investments

In INR Cr, period-end



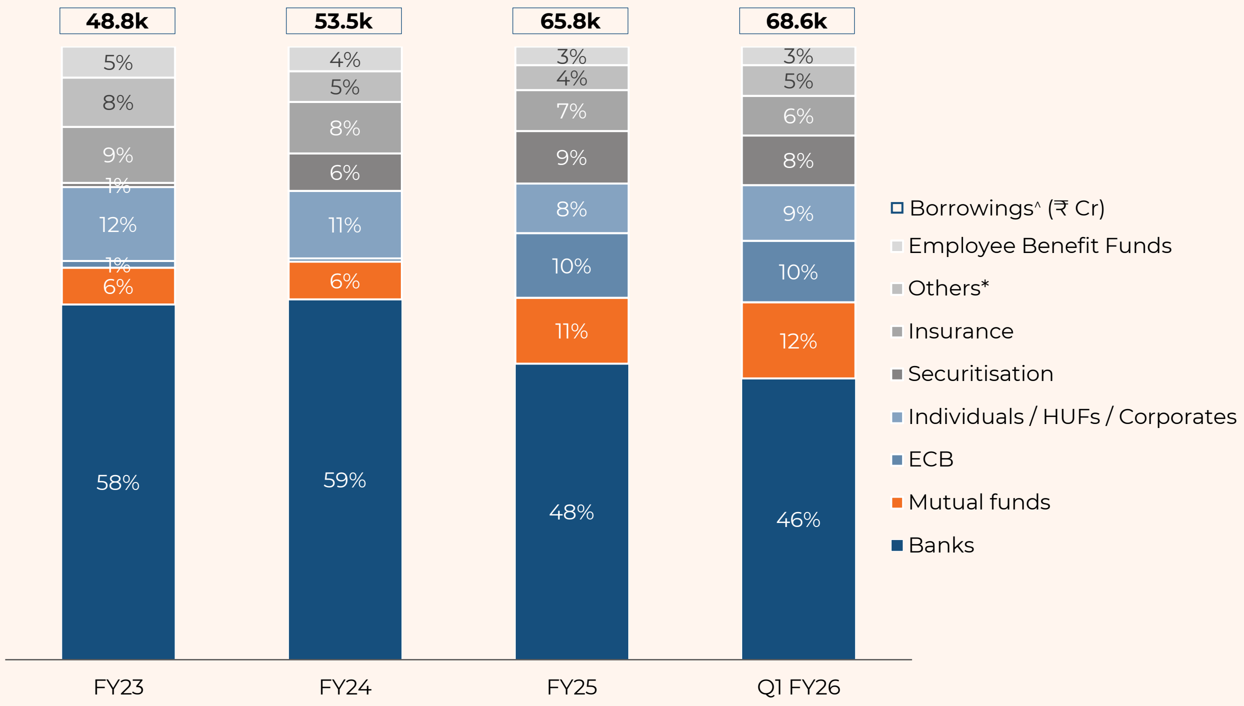
Average borrowing cost



Notes: (*) Completion of the merger to reverse ~2.45% of this reduction in Q1 FY26

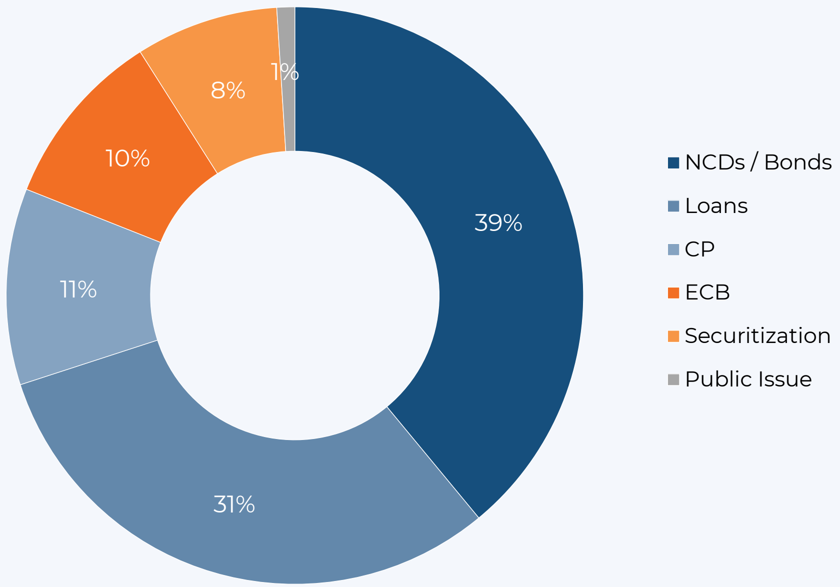
Focused on continued diversification of borrowings

Borrowing mix by type of lender



Borrowing mix by type of instrument

As of Jun'25



Domestic ratings

Long term ratings
ICRA & CARE: AA
Outlook Stable

Short term ratings
CRISIL, ICRA, CARE: A1+

International ratings

S&P: BB-
Moody's: Ba3

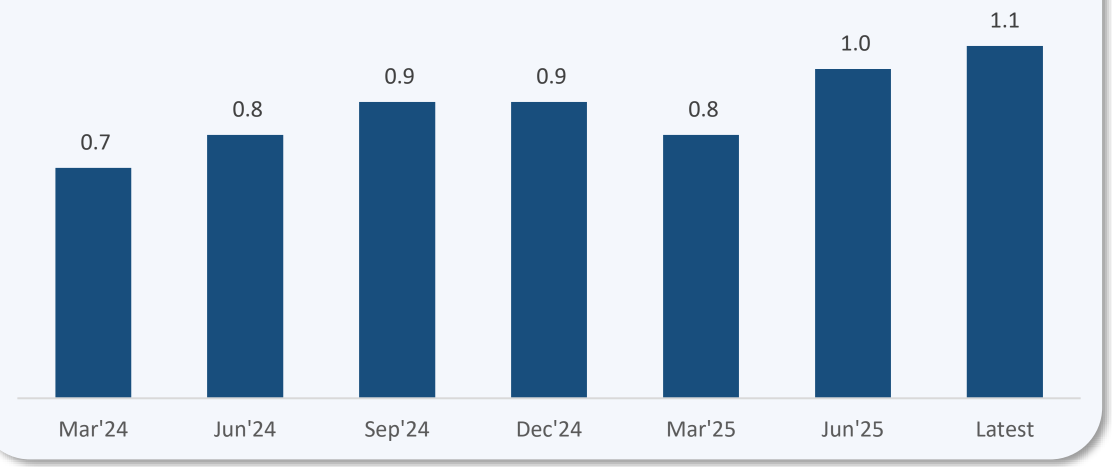
Note: (*) Includes NHB, & other financial institutions which contribute 2% and 3% respectively to overall borrowings
(^) Small variance between total borrowings and gross debt mentioned in balance sheet is primarily due to Ind AS adjustments and fair value of ECB

Growing Capital Market Acceptability: Key Indicators of Transformation

Piramal

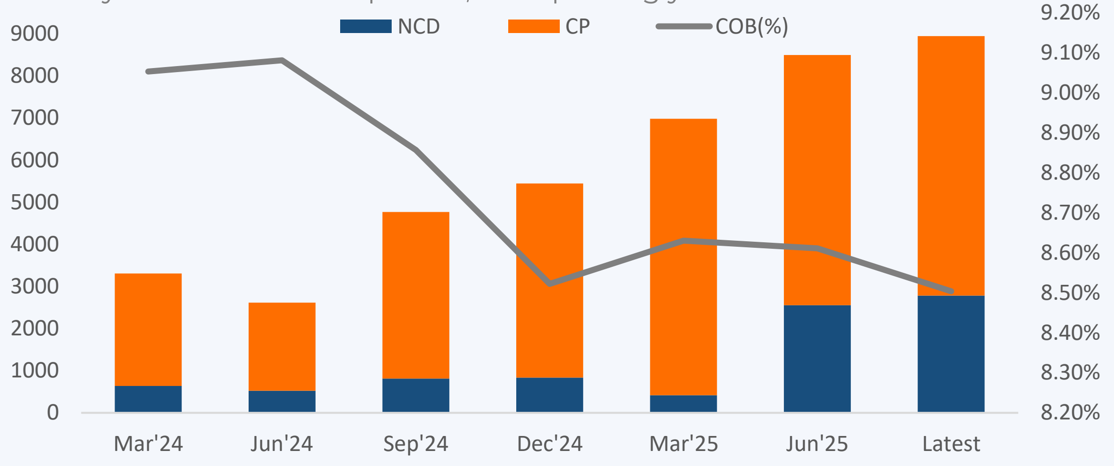
Equity Market

Steady increase in Valuation multiples (P/B)



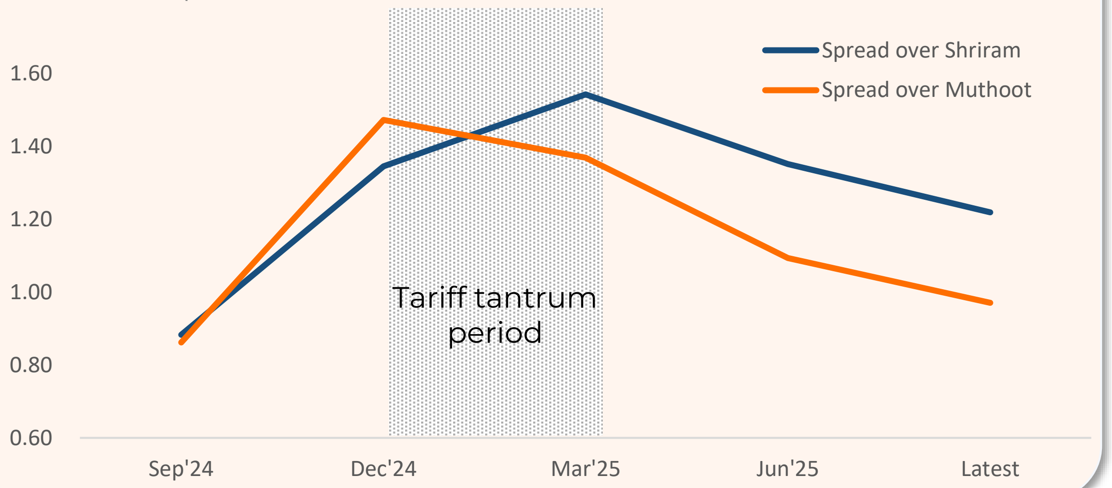
Mutual Funds

Steady increase in MF exposure, at improving yields



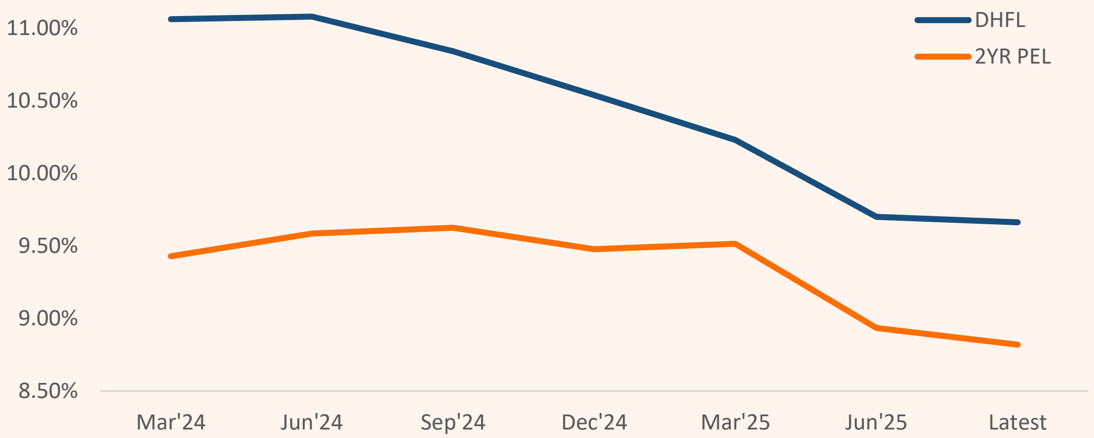
USD Bond Market

Decline in Spread over AA+ Peers



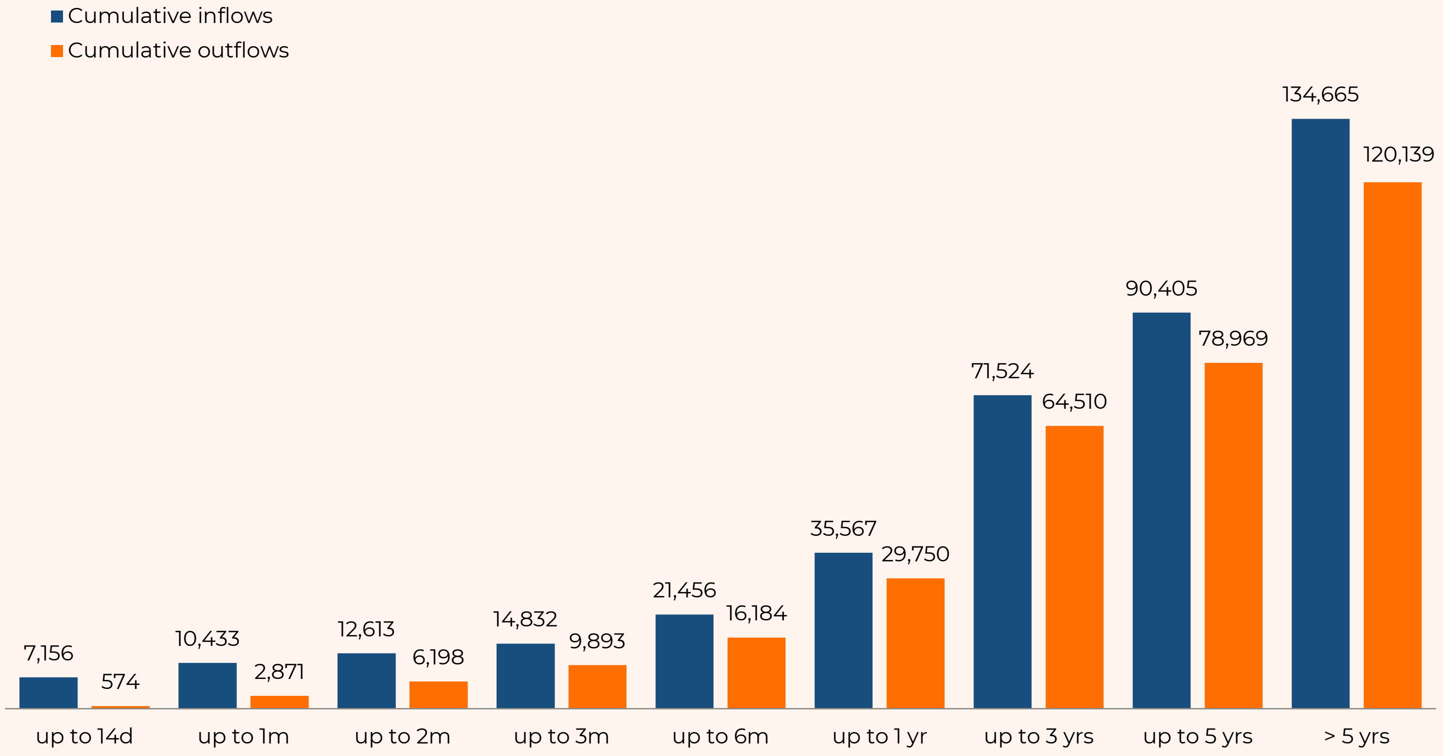
INR Bond Market

Significant tightening in secondary market yields across tenors



Asset-liability profile

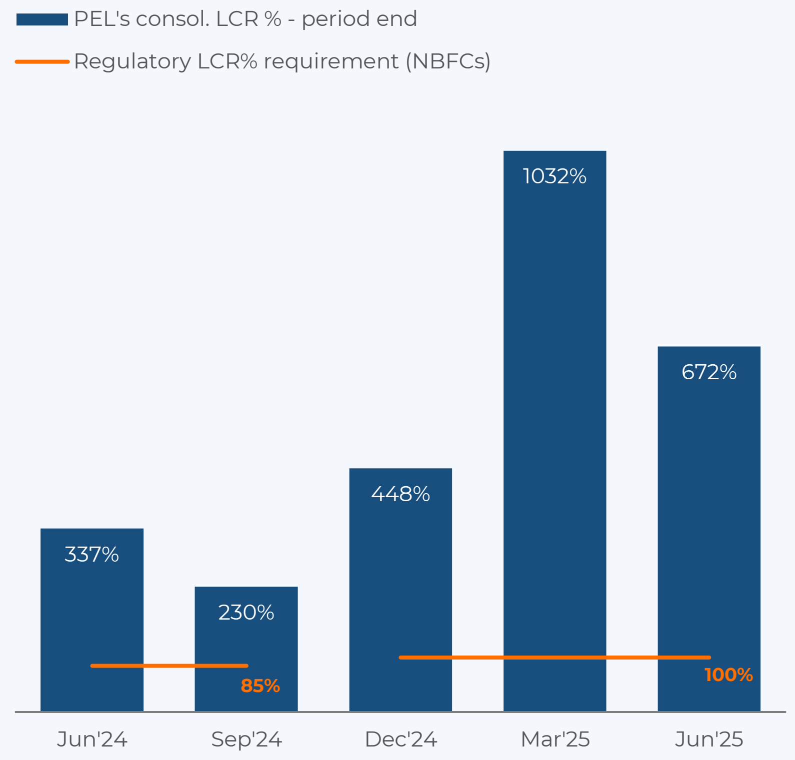
As on Jun 30, 2025



Cumulative GAP (%)

+1,146%	+263%	+104%	+50%	+33%	+20%	+11%	+14%	+12%

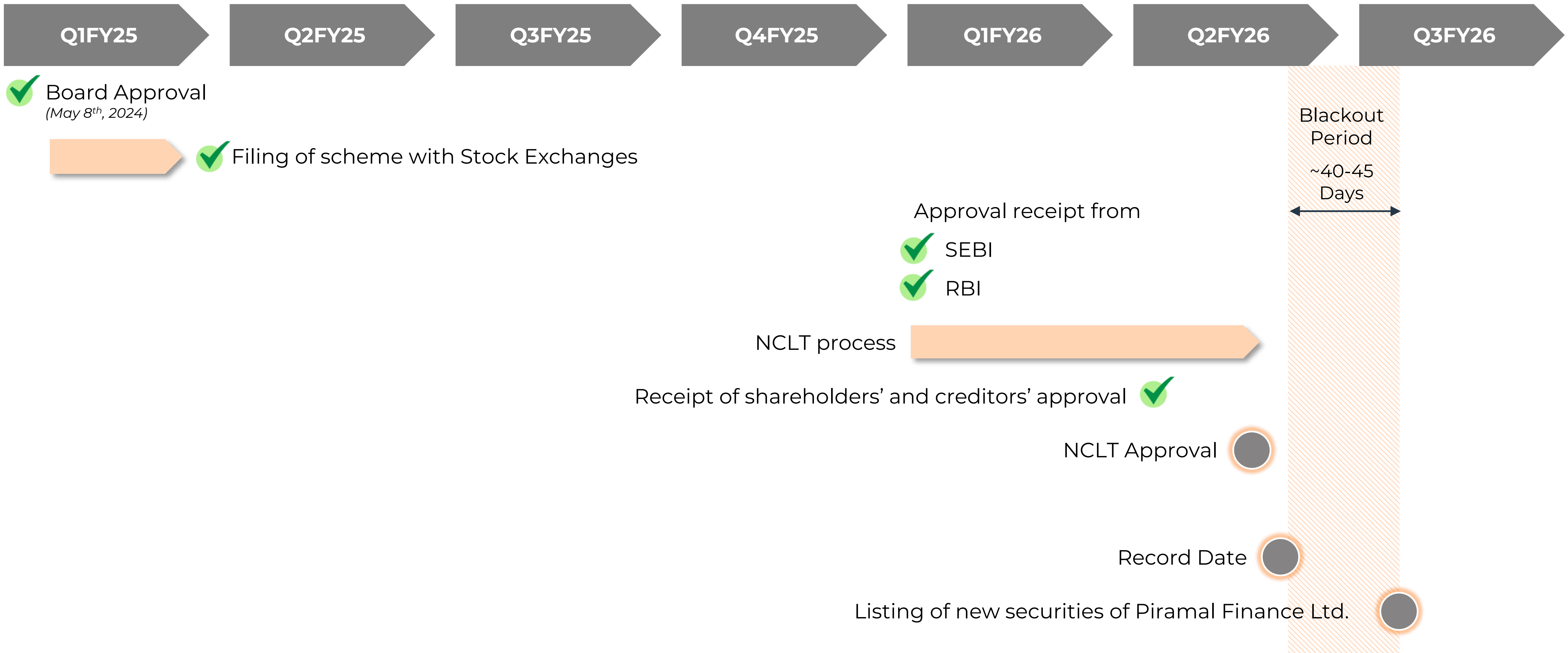
Very strong position on liquidity



Q1 FY26 consol. LCR of 281% on period average basis

Update on Merger

Proposed merger of PEL with PFL to complete by Q3FY26



MERGING PEL and PFL will **simplify the group structure** and **provide shareholders with direct access to the entire lending business**

Note: Above timelines are indicative and subject to regulatory and relevant statutory approvals

Piramal

Thank You

Glossary

Term	Description
90+ DPD delinquency	90 to 180 days past due (DPD, % of average on-book AUM) for secured loans; and 90 to 170 days DPD for unsecured loans
ALM Profile	Based on contractual ALM for wholesale and behavioral ALM for the retail portfolio
AUM yield (retail)	Weightage average yield excludes POCI and pertains to all customers outstanding as of 31st Mar 2025
Average AUM	Average of periodic average total AUM
Blackout period	Blackout period pertains to all listed securities of PEL
Borrowing cost	Borrowing cost = interest expense / average interest - bearing liabilities
CL	Co-lending
CMML	Corporate mid market loans
Cost of funds (CoF)	COF = Interest expense / on book average AUM
Credit segment filtered customers	Customer base after removing industry level delinquent behavior
Cross-sell franchise	Customer base after removing low score customers
Cumulative GAP	Cumulative GAP = Cumulative inflows up to 1-year – cumulative outflows up to 1-year
Cumulative GAP (%)	Cumulative GAP (%) = net flows (i.e., cumulative inflows – cumulative outflows) as a % of cumulative outflows
DA	Direct assignment
GAP%	GAP% = Net flows (i.e., cumulative inflows – cumulative outflows) as a % of cumulative outflows
Geography	Population considered Tier 1: 40+ lacs, Tier2: 10-40 lacs, Tier3: <10 lacs; metro adjacent locations carved out from tier 1/2/3 for centers in peripheries of metros.
Gross credit cost	Aggregate of stage-wise credit cost for stage 1/2/3 loans & write-off
Growth AUM	It includes Retail AUM and Wholesale 2.0 AUM
LCR %	Liquidity coverage ratio %
MAU	Monthly active users
Net credit cost	Gross credit cost less recoveries from POCI book and other gains
Net interest income (NII)	NII = interest income - interest expense
Net interest margin (NIM)	NIM = net interest income / on book average AUM
Non delinquent customers	Customer base after removing internal defaults
On book AUM	On book AUM excludes DA and co-lending
Overall cross-sell franchise	Customer base after removing minimum seasoning norm with us
POCI	POCI (purchased or originated credit impaired) represents the stressed retail book acquired from DHFL at discounted value.
Retail AUM	It includes POCI, SRs, PTC, DA, co-lending & excludes acquired off-book assets (₹ 6,854 Cr as of Q1 FY26) in the nature of DA & PTC as part of the DHFL acquisition
RoAUM	Return on average total AUM of Growth business
Total customer franchise	It includes existing / past borrowers as well as co-borrowers
Vintage risk	90+ DPD at 12 months on book (MoB) mark
Wholesale 2.0	It refers to loans sanctioned under new real estate (RE) and corporate mid market loans (CMML) from FY22 onwards