Piramal Enterprises Limited
Q2 & H1 FY2022 Results

November 11th, 2021

Piramal

Key Highlights

Demerger of Pharma and Simplification of Corporate Structure

- Approved by the Board in Oct-2021
- To create two separate focused listed entities in Financial Services and Pharmaceuticals

Completed the Acquisition and Merger of DHFL

- Completed the acquisition of DHFL and its merger with PCHFL in Sep-2021
- Creates one of the largest HFCs in India, focused on the affordable segment

H1 FY22 Performance

- Delivered resilient performance in H1 FY22
- Normalized Net Profit at INR 1,090 Cr.

Financial Services

AUM increased to	INR 66,986 Cr.
Retail loan book increased 4.2x since Mar-21 to	INR 22,273 Cr.
Share of retail AUM increased from 12% as of Mar-21 to	33%
GNPA ratio as a % of AUM declined 120 bps since Mar-21 to	2.9%

Pharma

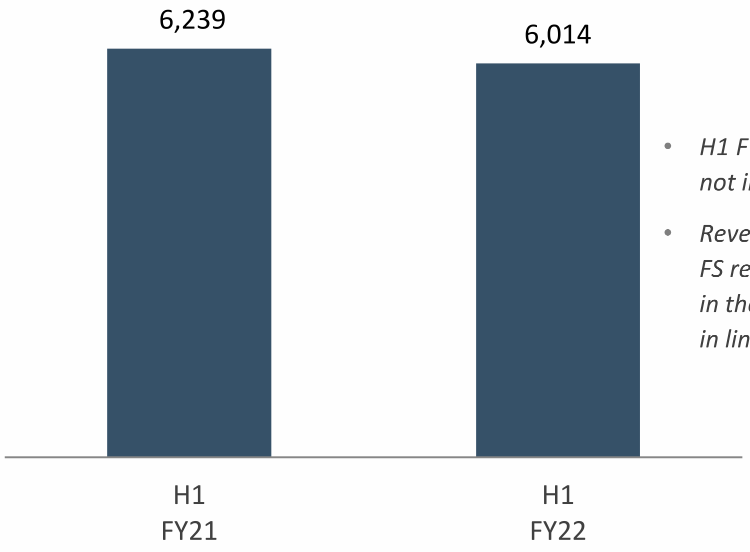
Pharma H1 Revenue growth	+20%
India Consumer Healthcare H1 Revenue growth	+54%
Complex Hospital Generics H1 Revenue growth	+26%
CDMO H1 Revenue growth	+11%

Note: Above data points for/ending H1 FY22

Revenues and Net Profit

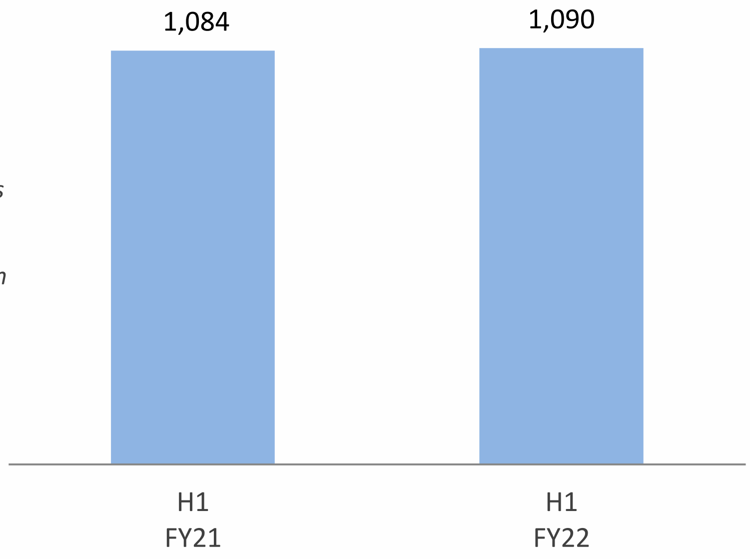
(In INR Crores)

Total Revenues



- *H1 FY22 performance does not include DHFL's financials*
- *Revenue decline amid fall in FS revenues due to reduction in the wholesale loan book, in line with stated strategy*

Net Profit[1]



Despite a volatile business environment, the Company delivered a resilient performance in H1 FY22

Note: (1) Net profit excludes exceptional profits/loss for the respective period

Demerger and Simplification of Corporate Structure

Demerger and Simplification of Corporate Structure – Key Announcements

Piramal Pharma Limited (PPL)

- **The Pharmaceuticals business will get vertically demerged** from PEL and consolidated under PPL
- **PPL will become one of the larger pharma companies listed on NSE and BSE**, post the demerger
- **Two operating subsidiaries* (wholly-owned by PPL) will also get amalgamated with PPL**, to further simplify the Pharma corporate structure

PPL will be a large India listed Pharma company, focused on Contract Development and Manufacturing, Complex Hospital Generics and India Consumer Healthcare

Piramal Enterprises Limited (PEL)

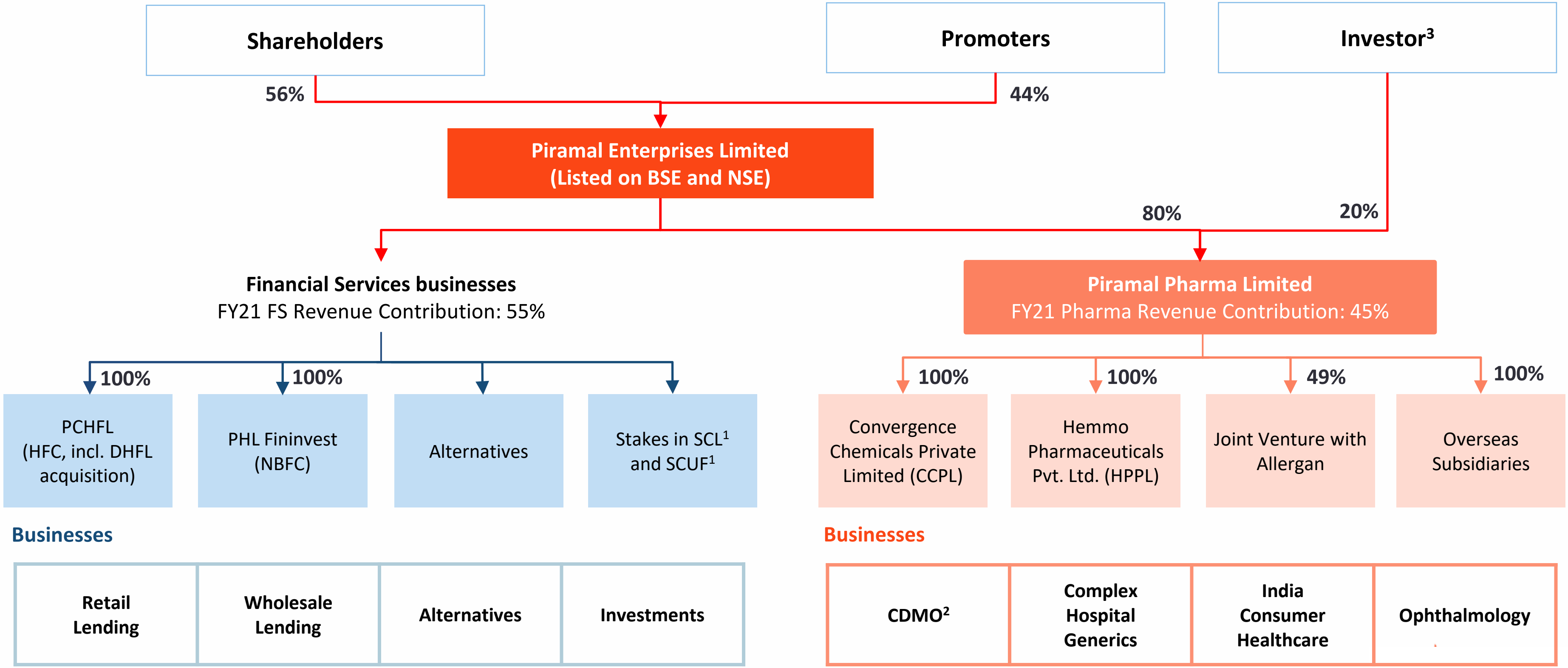
- **PHL Fininvest Pvt. Ltd., the NBFC entity, will be amalgamated with PEL** to create a large listed NBFC in India
- **PCHFL,** the merged HFC post the DHFL acquisition, **will remain a wholly-owned subsidiary of PEL**

PEL (consolidated) will be a large diversified listed NBFC, with significant presence across both retail and wholesale financing

Note: The Scheme of Arrangement is subject to the approval of the shareholders and creditors of the companies, Securities and Exchange Board of India (SEBI), National Stock Exchange of India Ltd. (NSE), BSE Limited, Hon'ble National Company Law Tribunal (NCLT) and other regulatory authorities, as applicable.

*Hemmo Pharma Private Limited and Convergence Chemical Private Limited

PEL Corporate Structure: Pre-Demerger



Notes: (1) SCL: Shriram Capital Limited and SCUF: Shriram City Union Finance (2) Contract Development and Manufacturing Organization (3) The Carlyle Group (4) Shareholding as of June 30th 2021

Corporate Structure: Post demerger and simplification of the corporate structure

PEL Structure – Post-Demerger

- Shareholders: 56%
- Promoters: 44%

Piramal Enterprises Limited
(NBFC[1], listed on BSE and NSE)

- 100% – PCHFL (HFC, incl. DHFL's acquisition)
- Alternatives
- Stakes in SCL[2] and SCUF[2]

Businesses

Retail Lending	Wholesale Lending	Alternatives	Investments

- ✓ PHL Fininvest to get merged with PEL
- ✓ PEL to become listed NBFC[1] post transfer of Pharma business
- ✓ Merged HFC, post DHFL acquisition, will remain a 100% subsidiary of PEL

PPL Structure – Post-Demerger

- Shareholders: 45%
- Promoters: 35%
- Investor[4]: 20%

Piramal Pharma Limited
(Listed on BSE and NSE)

- 49% – Joint Venture with Allergan
- 100% – Overseas Subsidiaries

Businesses

CDMO[3]	Complex Hospital Generics	India Consumer Healthcare	Ophthalmology

- ✓ Pharma business will get vertically demerged from PEL and consolidated under PPL
- ✓ CCPL and HPPL to merge with Piramal Pharma to further simplify Pharma structure
- ✓ Shareholders[5] of PEL will get 4 (four) shares of PPL for every 1 (one) share in PEL

Notes: (1) Subject to RBI approval (2) SCL: Shriram Capital Limited and SCUF: Shriram City Union Finance (3) Contract Development and Manufacturing Organization
(4) The Carlyle Group (5) Record date to be determined for PEL shareholders (6) Shareholding as of June 30th 2021

Strategic Rationale

Value creation levers

A	Simplifies corporate structure	›	**Creates two separate pure-play entities** in Financial Services and Pharmaceuticals
B	Strengthens governance architecture	›	**Dedicated Boards and Management teams** for the two businesses
C	Optimizes capital structure	›	**Optimal capital structure for each business**
D	Facilitates business independence	›	**Facilitates businesses to independently pursue growth plans,** organically and inorganically
E	Enables better understanding of each business	›	**Enabling better understanding** of each sector-focused listed entity **by the analyst and investor community**

Implications for shareholders[1]

- **Shareholders of PEL will get 4 shares of PPL for every one share in PEL,** in addition to their existing holding in PEL
- **Shareholders of PEL will directly own shares in both the listed entities**, without any cross-holdings and minority stakes
- **No change in the shareholding pattern of PEL** pursuant to the demerger

Demerger expected to unlock significant value for stakeholders

Notes: (1) Record date to be determined for PEL shareholders.

PEL Balance Sheet

As of 30th Sep 2021

	Current	*Post Demerger (pro-forma)*	
	PEL	**PEL (NBFC)**	**PPL**
Total Assets	**INR 1,02,149 Cr.**	**INR 90,062 Cr.**	**INR 12,087 Cr.**
Net Debt	**INR 46,838 Cr.**	**INR 43,644 Cr.**	**INR 3,194 Cr.**
Total Equity[1]	**INR 35,890 Cr.**	**INR 29,541 Cr.**	**INR 6,349 Cr.**
Net Debt-to-Equity	**1.3x**	**1.5x**	**0.5x**

Demerger to create at-scale listed entities in the Financial Services and Pharmaceuticals; both entities to have a leadership position in their respective sectors

Note: (1) includes Pharma Non Controlling Interest (NCI) of INR 1,128 Cr.

Financial Services

Financial Services Transformation: Significant progress in Q2 FY22

Phase I
(FY2019-21)

Consolidation

- *Raised capital and improved capital adequacy*
- *Deleveraged the business*
- *Increased granularity of the wholesale book*
- *Created adequate provisions*
- *Strengthened liabilities*

Phase II
(Current)

Transition + Quantum Growth

- *Significant increase in loan book size post the DHFL acquisition – creating one of the leading HFCs in India*
- *Transforming from a wholesale-led to a well-diversified business in the near-term*

Phase III
(Mid to long-term)

Sustainable growth and profitability

- *Scale-up the overall loan book*
- *Leverage DHFL's platform to cross-sell*
- *Significantly increase retail loans share to two-third*
- *Build a diversified and granular wholesale book*

- **Completed the DHFL acquisition; integration underway**
- **Completed reverse merger of PCHFL[1] with DHFL; merged entity named PCHFL**
- **Total AUM up 42% since Jun-21 to INR 66,986 Cr. post the DHFL acquisition**
- **Retail loan book increased by 4.2x times since Mar-21 to INR 22,273 Cr. as of Sep-21**
- **Share of retail loan at 33% as of Sep-21 vs. 12% as of Mar-21**

Note: (1) Piramal Capital and Housing Finance Limited

Financial Services: Building a dominant position in select segments

Dominant position in Real Estate Developer financing

Dominant position in affordable housing

Building dominant position in underserved SME segment

DHFL Acquisition

Completed the DHFL acquisition during the quarter

Key Milestones

- **Nov-2021: Merged entity renamed as ‘PCHFL’**
- **Oct-2021: Appointment of MD**
- **Sep-2021: Completed reverse merger of PCHFL with DHFL**
- **Sep-2021: Consideration paid by PCHFL**
- **Jun-2021: NCLT approval received**
- **Apr-2021: CCI approval received**
- **Feb-2021: RBI approval received**
- **Jan-2021: Resolution plan voted by COC**

Transaction Highlights

- **1st financial services company resolved through the IBC route**
- Acquisition for a **total consideration of ~INR 34,250 Cr.,** which included an **upfront cash component of ~INR 14,700 Cr.**
- Remaining consideration of ~**INR 19,550 Cr. paid** via issuance of debt instruments **(10-year NCDs at 6.75% p.a.)**
- The acquisition **creates one of the leading HFCs in India,** focused on affordable housing

IBC: Insolvency and Bankruptcy Code COC: Committee of Creditors NCLT: National Company Law Tribunal CCI: Competition Commission of India

Transaction Overview: Breakdown of Consideration Paid for the DHFL acquisition

Breakdown of Consideration Paid

Particulars *As of 30th Sep-2021*	**Amount (INR Cr.)**
Total Consideration Paid	**34,250**
Less: Cash / SLR Bonds on DHFL's B/S	15,510
Add: PTCs and Other Liabilities (net of other assets)	1,537
Net Consideration Paid for FS assets	**20,277**
Value at which DHFL assets were acquired:	
Loan Book	18,940
Other Loan Assets	1,337
Total AUM	**20,277**

Note: Purchase consideration has been allocated on a provisional basis, pending final determination of the fair value of the acquired assets and liabilities

Transaction Overview: Gross value vs. Acquisition Value of DHFL's Assets

Breakdown of DHFL's Assets

Particulars *As of 30th Sep-2021* *In INR Cr.*	**Gross Value of DHFL's Assets[1]**	**Value at which assets were acquired**
Loan Book	41,900	18,940
Other Loan Assets	2,774	1,337
Total AUM	**44,673**	**20,277**

DHFL's AUM fair valued at INR 20,277 Cr. (i.e. post markdowns and provisioning)

No incremental GNPAs or NNPAs against net loans acquired

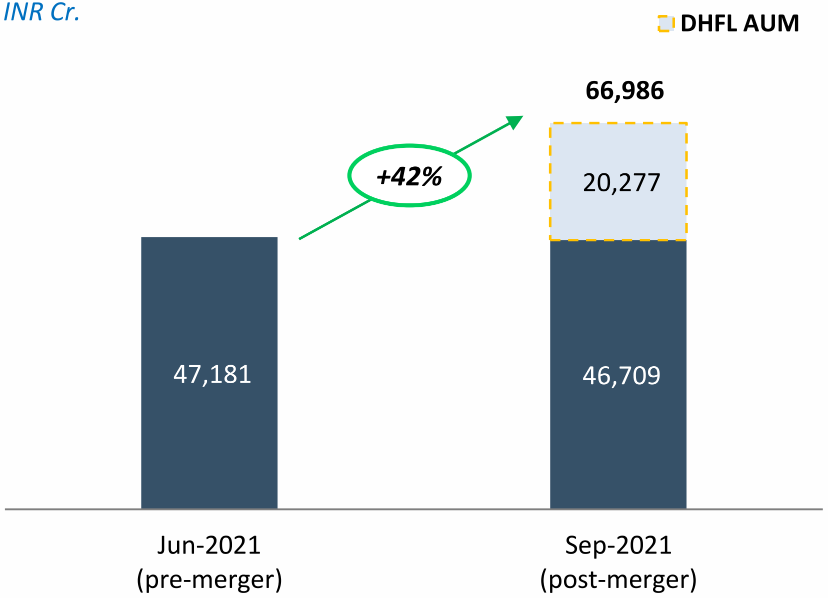
Deploying recovery tools (collection models, recovery prioritization, etc.) to effectively manage recoveries

Note:
(1) Represents gross value worth INR 88,047 Crore of DHFL's assets reduced by accounts identified as fraudulent worth INR 43,374 Crore

AUM: Growth and diversification through the DHFL acquisition

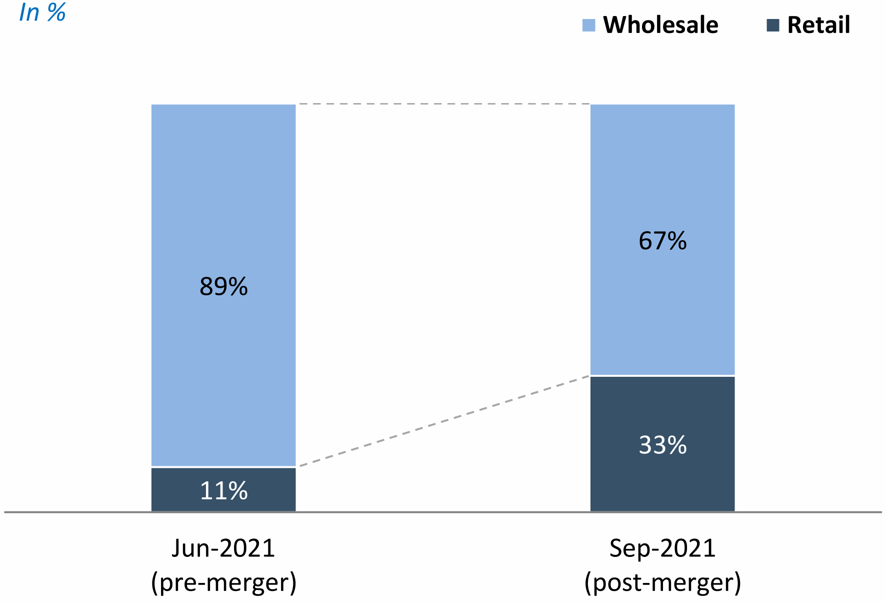
PEL Financial Services: Overall AUM

In INR Cr.



PEL Financial Services: AUM Mix

In %

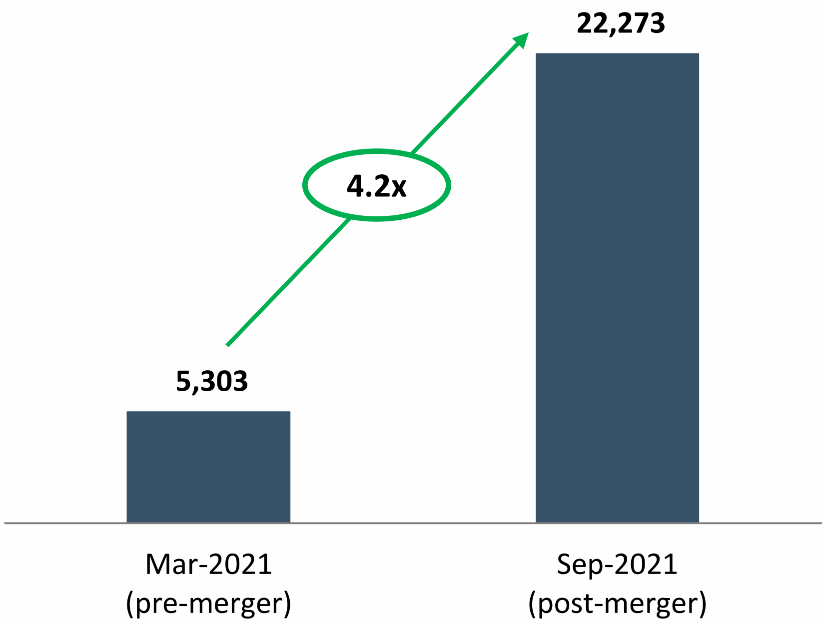


Transforming into a well-diversified lender, focused on becoming retail-oriented

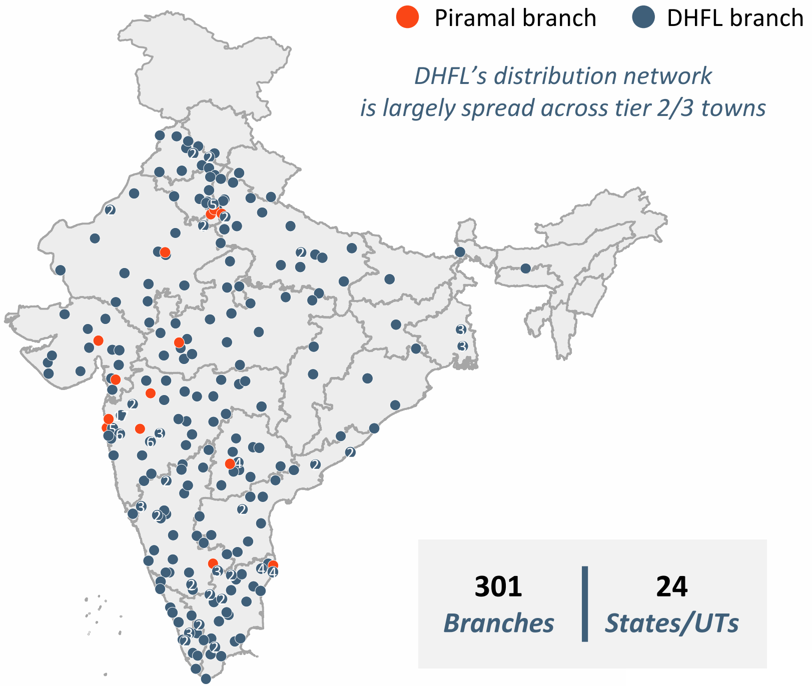
Growth and Geographic Presence: Significant increase in size & scale of retail lending post the DHFL acquisition

Financial Services: Retail Loan Book

In INR Cr.



Distribution network post-merger[1]



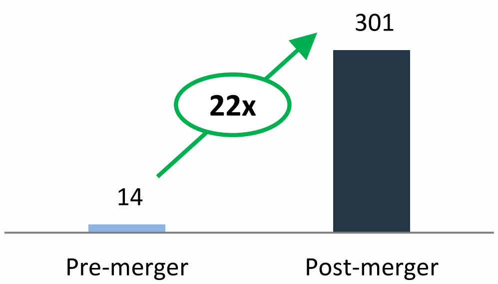
301 *Branches*

24 *States/UTs*

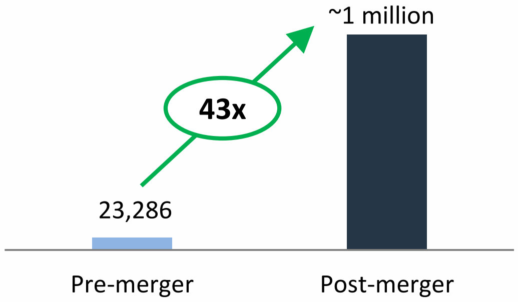
Notes: (1) Map not at scale

Scale: Creates a platform with pan-India presence and ~1 million customers

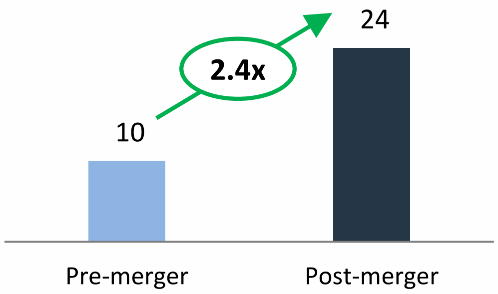
No. of branches



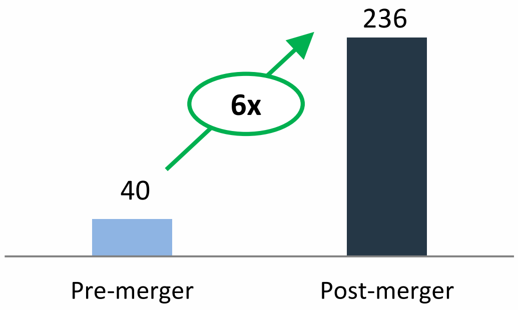
No. of customers[1]



Presence in no. of states / UTs[2]



Presence in no. of cities / towns

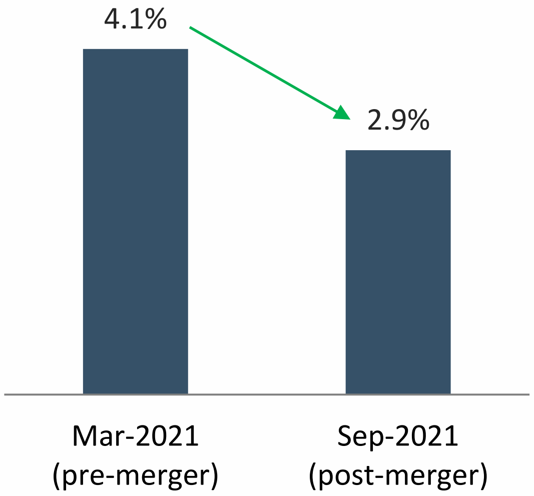


Notes:
(1) Life-to-date customers
(2) Union Territories

Asset quality: Decline in NPA ratios post the DHFL merger

Gross NPA Ratio (as a % of AUM)

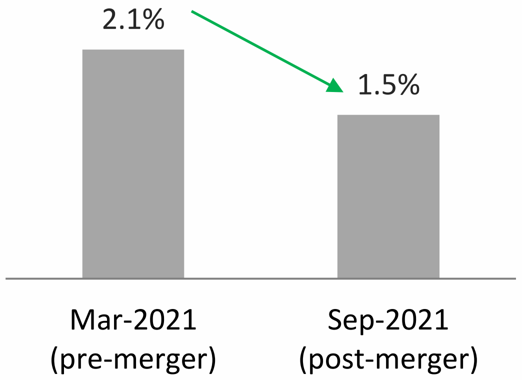
In %



- No additional GNPAs or NNPAs from the net loans acquired from DHFL

Net NPA Ratio (as a % of AUM)

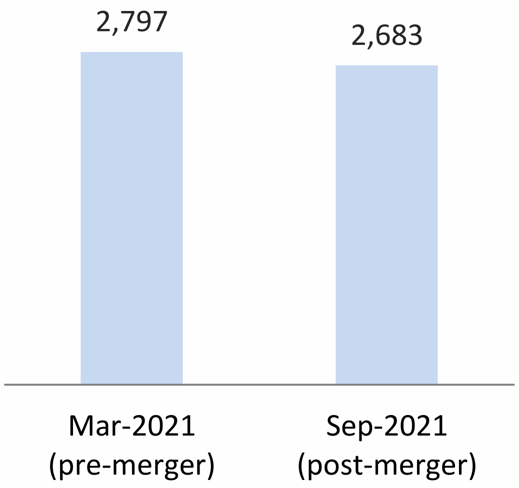
In %



- QoQ decline in NNPA ratio reflecting the GNPA movement in the combined book

Total provisions

INR Cr.

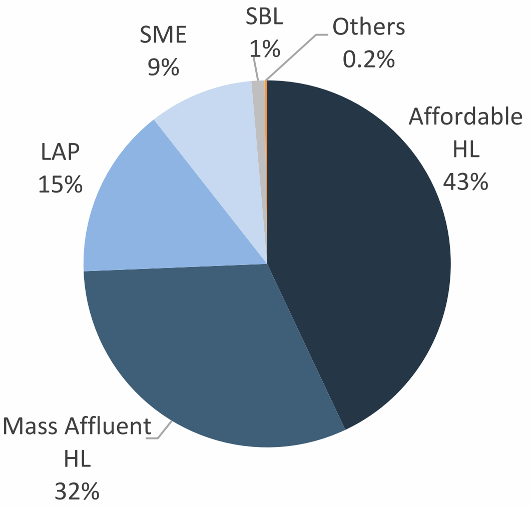


- Continue to maintain conservative provisions created at the onset of the COVID pandemic
- Total provisioning at 4.0% of AUM; provisioning against wholesale assets at 5.8%

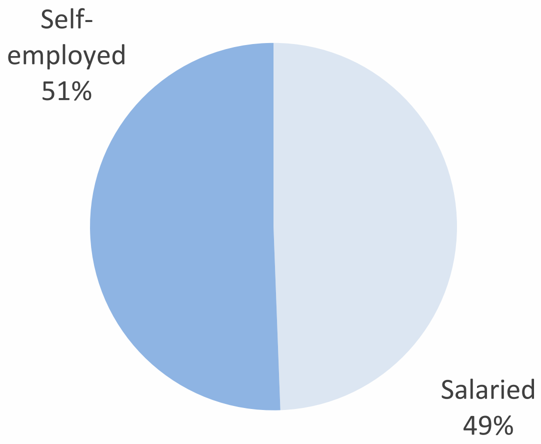
Retail Loan Book Breakdown: A granular and diversified retail loan portfolio

Breakdown of the retail loan book – Post-merger

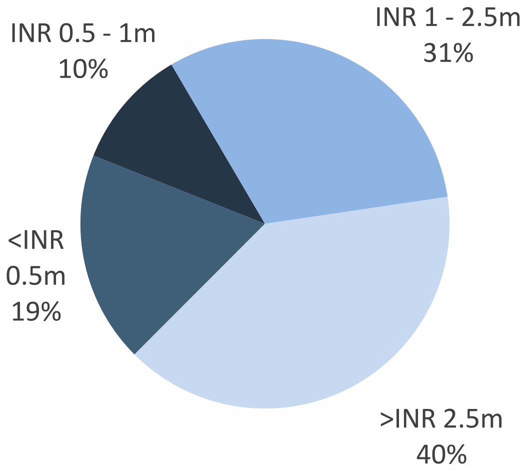
By product category



By customer segment



By ticket size[2]



- ✓ **Retail loan book had an average ticket size of ~INR 16 lacs as of Sep-2021**
- ✓ **Housing loans constitute 74% of total retail loan portfolio as of Sep-2021**

HL: Housing Loans LAP: Loan against property SBL: Secured Business Loans

Note: (1) Affordable Housing Loans comprised of ticket size of <INR 25 lacs (2) Based on sanctioned amount of loans

Customer Segment: Strengthening our presence in the affordable segment

Small business owner
‘Kirana store’ owner in Bahadurgarh, Haryana

- *Required working capital for wholesale trading in nearby localities*

Small business owner
Tailoring business in Meerut, Uttar Pradesh

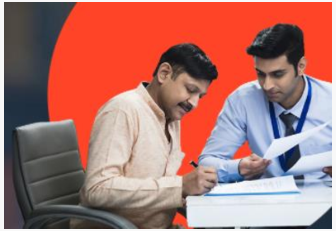
- *Required loans for renovation of shop*

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*

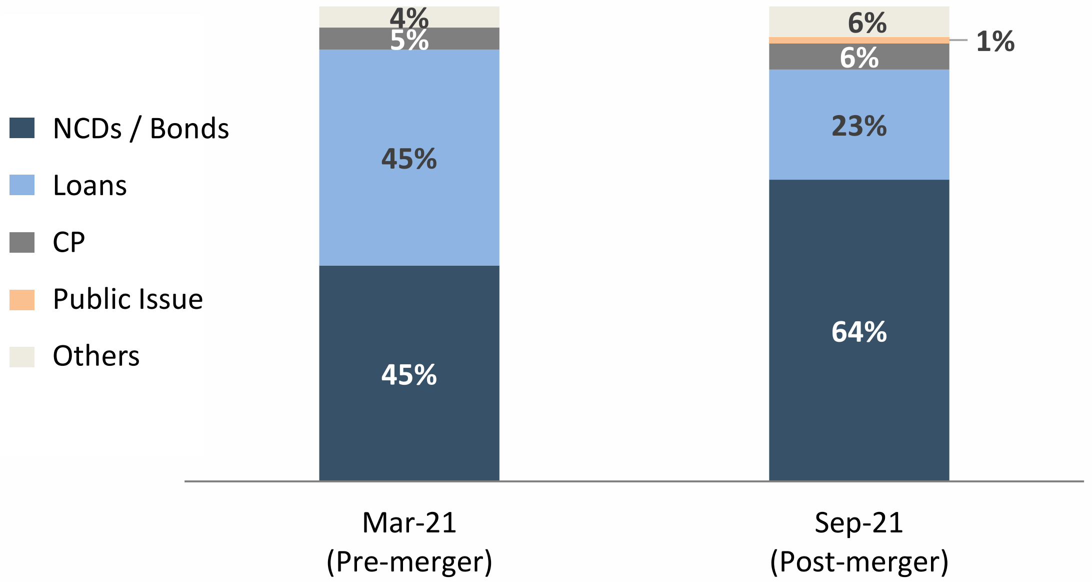
Small business owner
Pharmacy owner in Kanchipuram, Tamil Nadu

- *Small business loan*

Borrowings: Diversifying the borrowing mix

As on Sep 30, 2021

Breakdown of borrowing mix by type of instruments



- Increase in share of NCDs / Bonds in borrowing mix post the DHFL acquisition
  - **Issued 10-year NCDs worth INR 19,550 Cr. at 6.75%** p.a. for the DHFL acquisition in Sep-2021
- **Raised INR 804 Cr. through maiden retail bond issuance** in Jul-2021
  - Weighted average tenure of 4.15 years; weighted average coupon of ~8.7%

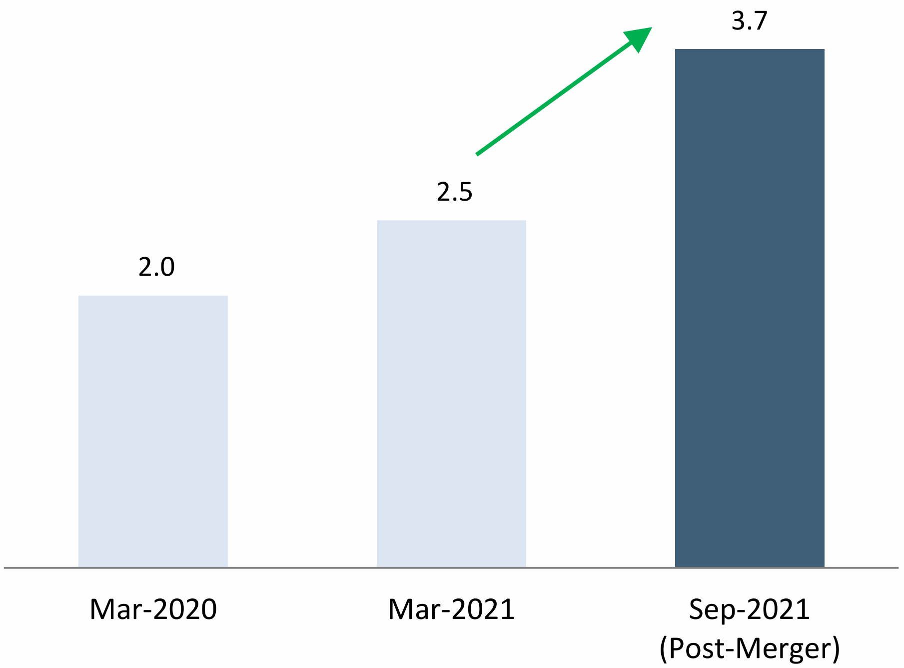
Significantly diversified the borrowing mix by raising 10-year NCDs worth INR 19,550 Cr. at 6.75% p.a.

Note: Data for PEL (excl. Pharma Business)

Further improvement in the maturity profile of our borrowings

Weighted average maturity of borrowings

In years, on a residual basis



DHFL acquisition funded by low-cost, long-term borrowings

Funding of INR 19,550 Cr. though 10-year NCDs at 6.75% p.a.

NCDs with back-ended outflows

Principal repayment at 5% p.a. for first 5 years and 15% p.a. for next 5 years

Capital efficiency: Improved utilization of equity in FS business

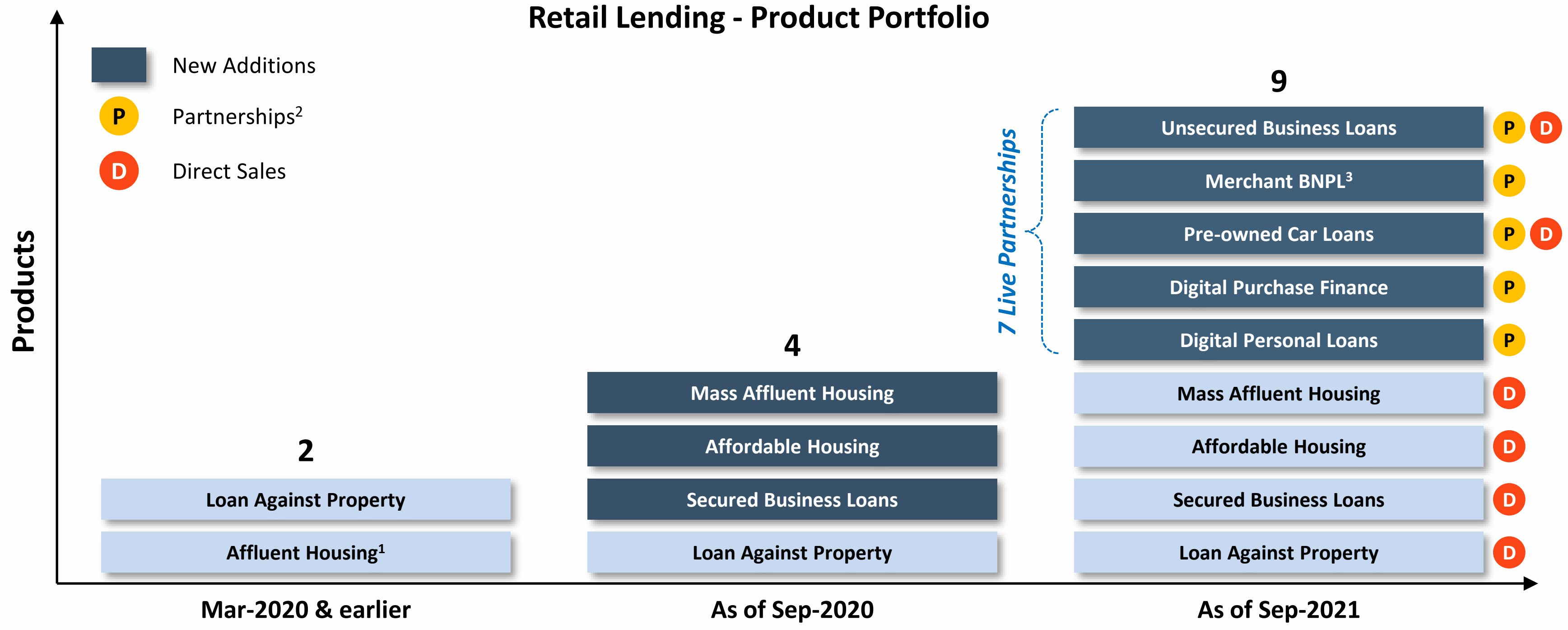
	Pre-merger (Jun-2021)		*Post-merger (Sep-2021)*
Equity (Financial Services)	INR 18,378 Cr.	*No additional capital allocation*	INR 17,857 Cr.[1]
AUM	INR 47,181 Cr.	*Significant increase*	INR 66,986 Cr.
Net Debt-to-Equity	1.6x	*Optimizing capital utilization*	2.7x

Low leverage even after transaction indicates sufficient capital for growth for the next 5 years

Note: (1) Marginal decline in equity on account of dividends distributed in Q2 FY22

Organic Retail Lending

Expanding the product portfolio



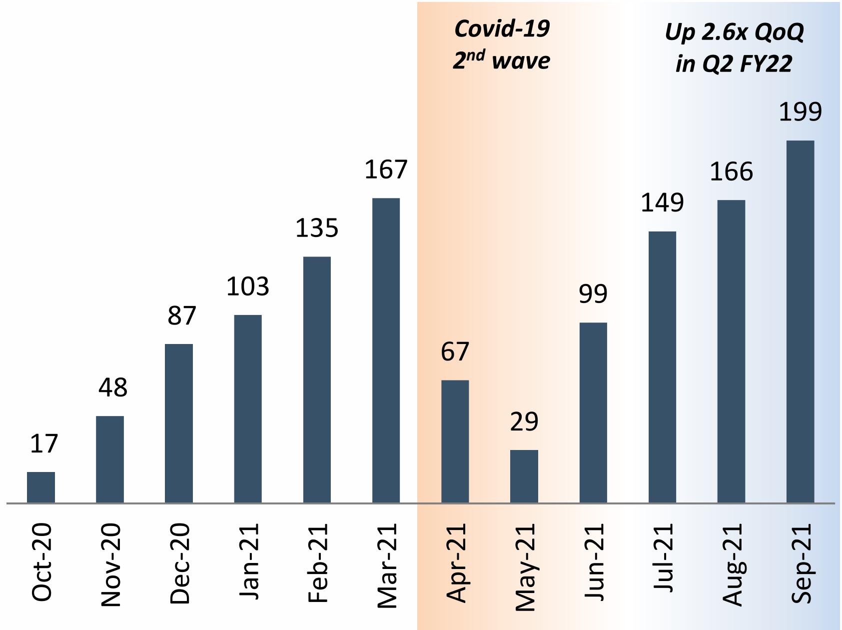
Partnering with leading Fintech and Consumer Tech firms to acquire customers at scale, at low cost and enable seamless digital lending

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

Retail Lending – Operating Performance

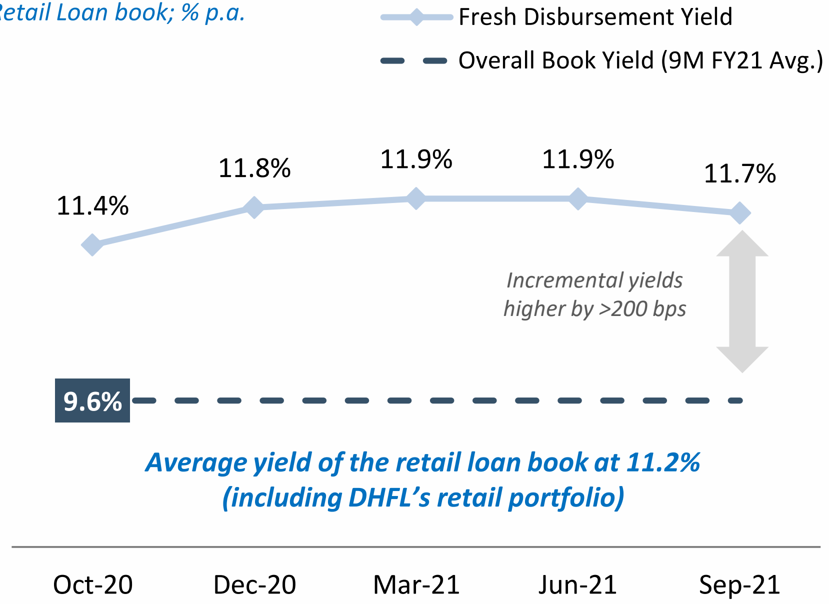
Retail loans – Monthly disbursements[1]

Under the new retail lending strategy, in INR Cr.



New business vs. overall book yields[1]

Retail Loan book; % p.a.



Average yield of the retail loan book at 11.2% (including DHFL's retail portfolio)

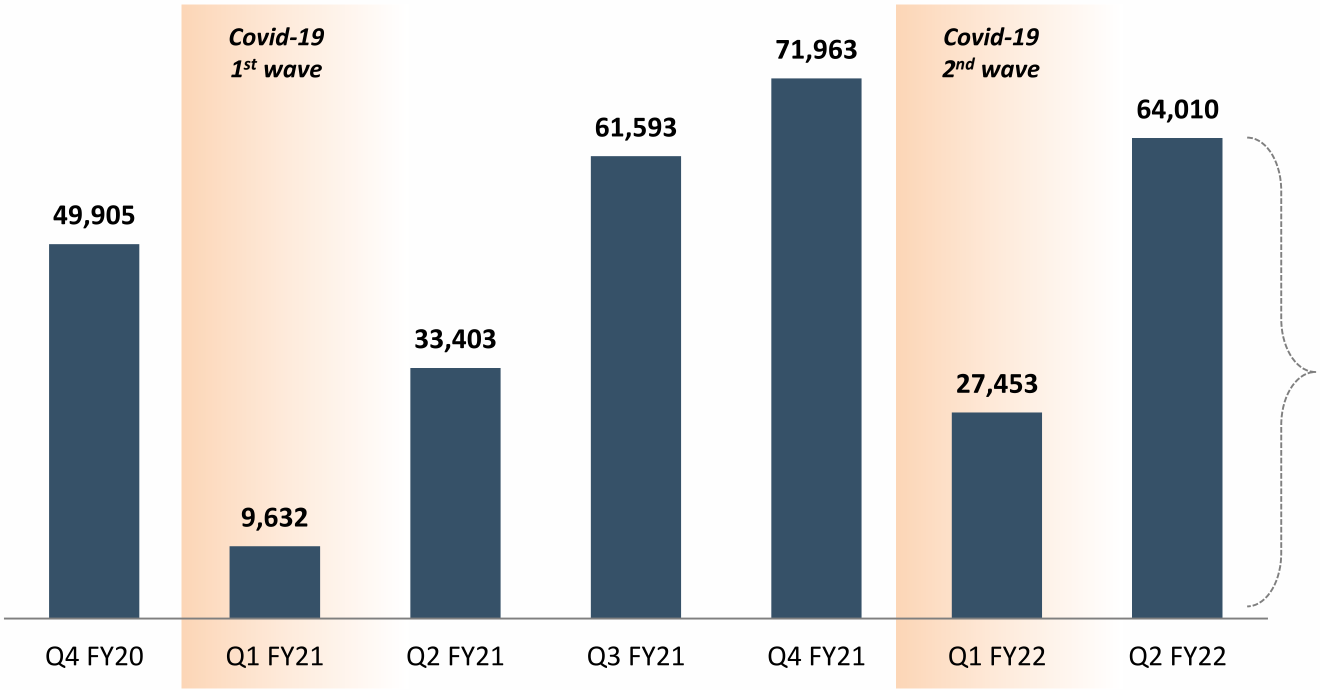
Recovery in disbursements in Q2 FY22; further improvement in collection efficiency to 99%[2] in Sep-2021

Note: (1) Excluding DHFL retail portfolio (2) Collection efficiency for PEL's retail loan book only (excl. the acquired DHFL portfolio)

Wholesale Lending

Residential Real Estate: Q2 FY22 industry-wide sales recover to Q3 FY21 levels

Overall Residential RE Industry: Housing units sold across top-8 cities



Q2 FY22 Sales breakdown: Top-8 Cities

Mumbai	*15,942*	*109% YoY*
Bengaluru	*11,337*	*131% YoY*
Pune	*9,565*	*94% YoY*
NCR	*9,101*	*48% YoY*
Kolkata	*6,861*	*75% YoY*
Hyderabad	*5,987*	*272% YoY*
Chennai	*3,610*	*17% YoY*
Ahmedabad	*1,607*	*37% YoY*
Total	**64,010**	**92% YoY**

Source: Knight Frank

PEL's Developer Clients

Performance of our developer clients in Q2 FY22

Developer Sales (by value)	1.6x times YoY
Developer collections from homebuyers	2.4x times YoY

- **YoY growth in sales across all categories** – affordable, mid-market and luxury projects
- **Developer collections from homebuyers** in Sep-2021 **recovered to Mar-2021 levels**
- **Construction activity and labor availability is back to normal** after a marginal decline in Q1 FY22

Q2 FY22 performance of developer clients reflected trends in the overall residential real estate sector

FS Performance metrics

Financial Services: Balance Sheet Metrics

Particulars	Q1 FY22 (pre-merger)	Q2 FY22 (post-merger)	*QoQ Change*
Total AUM[1]	47,181	**66,986**	*+42%*
Total Loan Book	42,754	**62,215**	*+46%*
Total Equity	18,378	**17,857**	*-3%*
Net Debt	28,694	**47,717**	*+66%*
Net Debt-to-Equity	1.6x	**2.7x**	*+1.3x*
Capital Adequacy Ratio	39%	**26%**	*-14 ppt*
Provisioning as a % of total AUM	5.8%	**4.0%**	*- 1.8 ppt*
Gross NPA ratio[2] (based on 90 dpd)	4.3%	**2.9%**	*-140 bps*
Net NPA ratio[2]	2.2%	**1.5%**	*-75 bps*

- **Significant increase in loan book and AUM** post the DHFL acquisition
- **Optimizing capital efficiency** post the acquisition of DHFL
- **Provisions remain largely stable** at INR 2,683 Cr. as of Sep-2021, post the DHFL merger
- **GNPA and NNPA ratios declined** post the DHFL acquisition

Notes: (1) Total AUM includes share in AIFs and investments (2) NPA ratios based on total AUM

Financial Services: P&L Performance Ratios

Particulars[1]	Q1 FY22	Q2 FY22 (excl. DHFL)
Average Yield on Loans	13.4%	**13.6%**
Average Cost of Borrowings	10.1%	**9.5%[2]**
Net Interest Margin	4.5%	**4.3%**
Cost to Income Ratio (CIR)	33%	**35%**
ROA	2.6%	**2.7%**
ROE	6.7%	**7.1%**

- **Average yields declined marginally QoQ** amidst reduction in the wholesale book – in line with the stated strategy
- **Average borrowing costs** do not reflect the consolidation of DHFL for the entire quarter
  - **Average cost of borrowings at ~9.5%** (pro forma, factoring in the impact of DHFL acquisition)

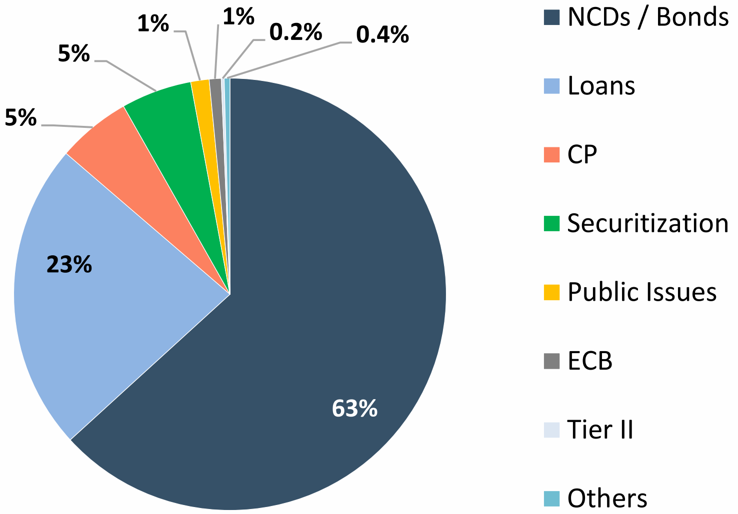
Note: (1) Yields are calculated based on loan book (2) Pro-forma, post completion of the DHFL acquisition

Liabilities

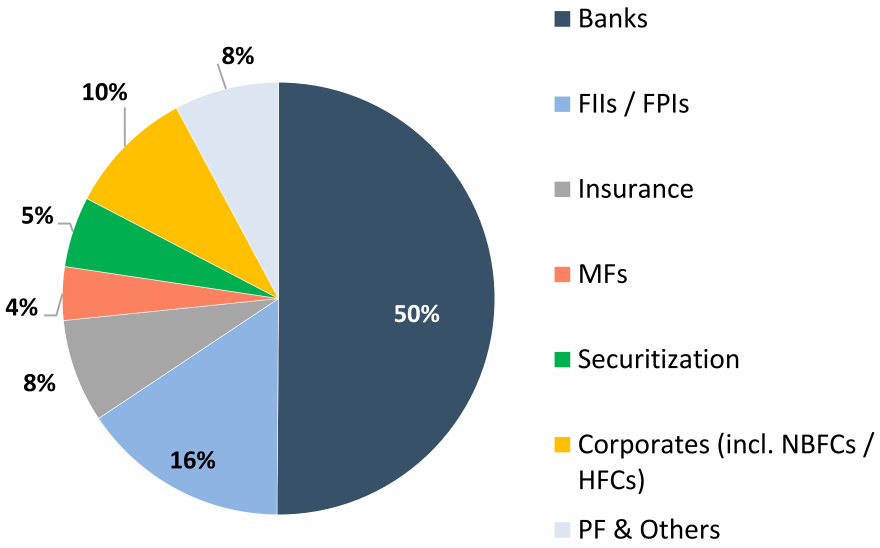
Borrowing mix – Financial Services

As on Sep 30, 2021

Breakdown of borrowing mix by type of instruments



Breakdown of borrowing mix by type of investors

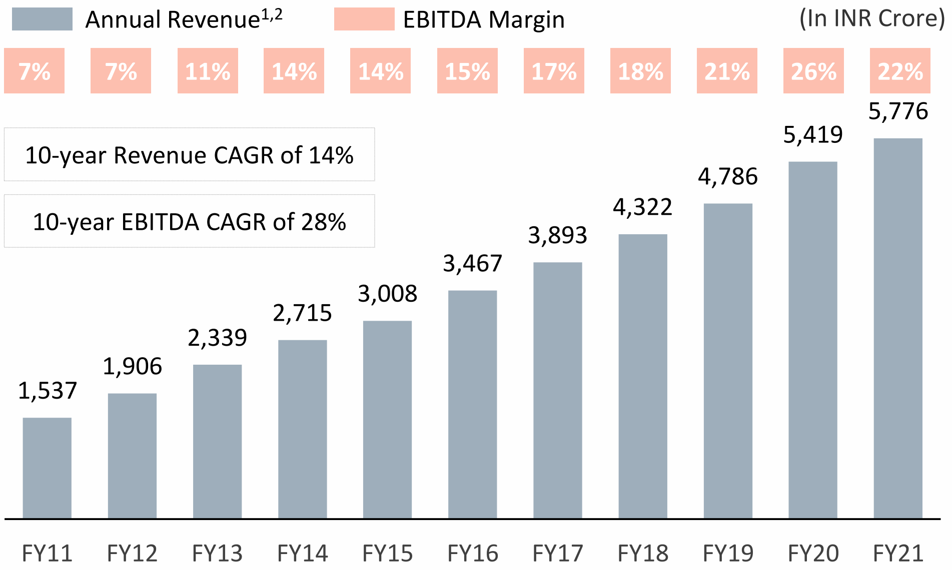


Note: Data for PEL (excl. Pharma Business)

Pharma

Strong Revenue Growth during H1 FY22

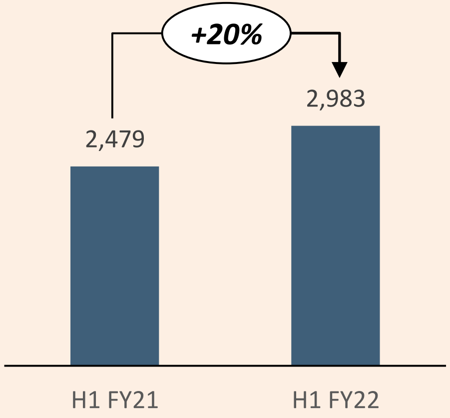
Long term performance track record



- Delivered consistent growth and EBITDA track record over the last 10 years
- Successfully cleared 36 USFDA inspections, 247 other regulatory inspections, and 1,296 customer audits since FY12
- Allergan India: Revenue of INR 365 Cr. and PAT margin at 33% for FY21

Notes: (1) Pharma includes Pharma CDMO, Complex Hospital Generics and India Consumer Healthcare and certain Foreign exchange income/loss; (2) FY2016 - FY2022 results have been prepared based on IND AS, prior periods are IGAAP

Q2 and H1 FY22 performance



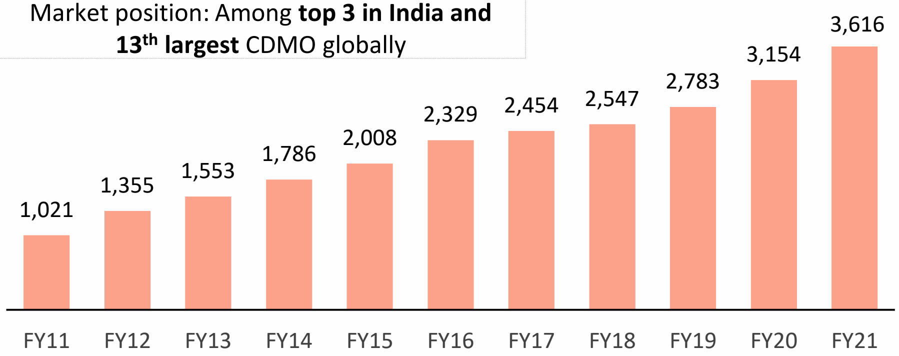
- Revenue at INR 2,983 Cr in H1 FY22, up 20% YoY; contributed 50% of PEL's overall revenue
  - **India Consumer Healthcare:** INR 377 Cr. (+54% growth)
  - **Complex Hospital Generics:** INR 963 Cr. (+26% growth)
  - **CDMO:** INR 1,644 Cr. (+11% growth)
- Revenue at INR 1,621 Cr in Q2 FY22, up 13% YoY
- EBITDA margin at 13% in H1 FY22; expect better performance in H2
  - H2 performance likely to offset lower margins in H1
  - Historically, H2 performance has been better and is expected to be on similar lines this year
    - During FY21, H2 contributed to 55% of revenue and 65% of EBITDA

CDMO: Delivering in line with long term performance track record

Long term revenue performance

10-year Revenue **CAGR of 13%**
Market position: Among **top 3 in India and 13th largest** CDMO globally

(In INR Crore)

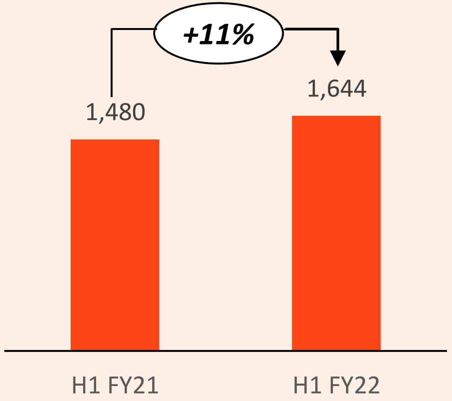


Creation of a global integrated CDMO platform

- ***Large end-to-end global CDMO service provider with integrated capabilities***
- ***Blue-chip customer base served from global manufacturing platform***
- ***Expertise in differentiated and complex technologies***
- ***Invest in brownfield expansions at existing sites***
- ***Targeting value accretive M&A***

Notes: FY2016 - FY2022 results have been prepared based on IND AS, prior periods are IGAAP

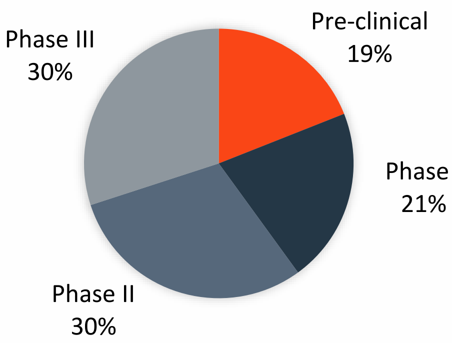
Q2 and H1 FY22 performance



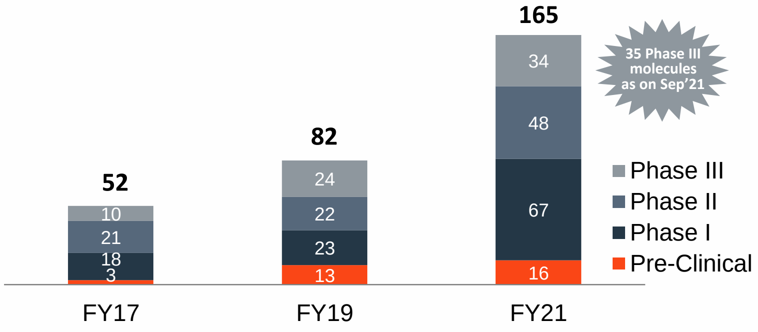
- **H1 and Q2 FY22 Revenue grew 11%** and 7% YoY, respectively
- Healthy development order book, up 50% as compared to H1 FY21, including three orders won worth >$10 Mn each
- Robust demand of sterile fill finish in North America
- Lower offtake due to customers phasing out deliveries to H2 FY22 and a few executions related challenges
- Hemmo Pharma integration proceeding as per plan and expectations. New orders signed
- **Capacity Expansion update:**
  - **Aurora:** $22 Mn expansion near completion; operations to commence by end of this year
  - **Riverview:** $35 Mn HPAPI expansion commenced

Comprehensive range of services lead to healthy growth in order book

Breakdown of development revenue by phase (FY21)



of molecules by phases



- ✓ **8x increase in order book of integrated projects from FY17 to FY21**
  - 40% of the order book is from integrated projects in FY21
  - 1.9x increase in number of integrated projects from 16 in FY17 to 30 in FY21
- ✓ Patent development program saw **3.4x increase in number of phase III molecules from 10 in FY17 to 34 in FY21**
- ✓ Significant growth in commercial products under patent, increased from 11 to 19 in the past 2 years
  - **Revenue has increased from $7 Mn in FY17 to $51 Mn in FY21**

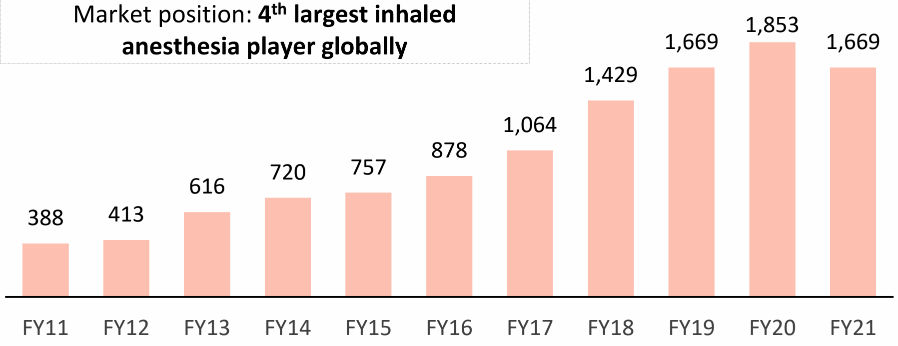
Complex Hospital Generics: Strong recovery during H1 FY22

Long term revenue performance

10-year Revenue **CAGR of 16%**

Market position: **4th largest inhaled anesthesia player globally**

(In INR Crore)

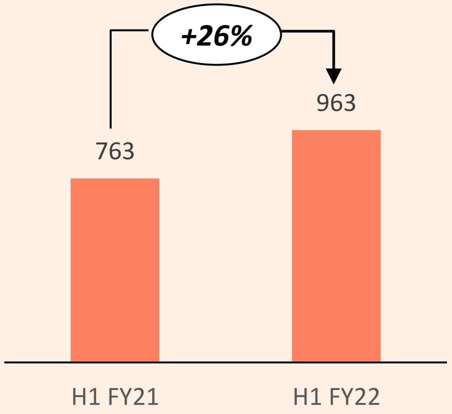


Differentiated product portfolio with high entry barriers

- ***Large market with limited competition***
- ***Differentiated product portfolio***
- ***Flexible blend of direct commercialization capabilities and local partners***
- ***Vertically integrated manufacturing capabilities and network of CMO partners***
- ***Strategic acquisitions to enhance product basket***

Notes: FY2016 - FY2022 results have been prepared based on IND AS, prior periods are IGAAP

Q2 and H1 FY22 performance



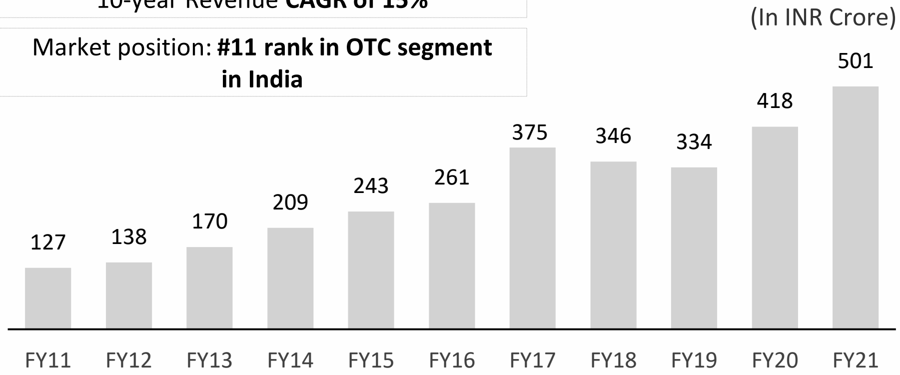
- **H1 and Q2 FY22 Revenue grew 26%** and 14% YoY, respectively
- Strong sales of Sevoflurane in US and continued gain in market share
- Business witnessed recovery in H1 FY22 despite Delta variant impact on demand for our key product lines in a few predominant geographies
- Strong demand for injectable pain management products and maintained market share in the US intrathecal business
- Secured significant tenders in Mexico, Italy, France and Australia

Robust performance in the India Consumer Healthcare Business

Long-term revenue performance

10-year Revenue **CAGR of 15%**

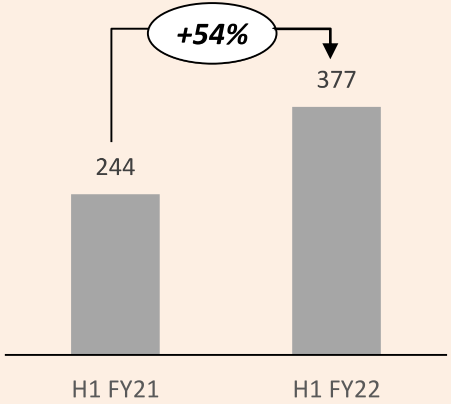
Market position: **#11 rank in OTC segment in India**



Evolution of the business to a diversified portfolio of attractive brands

- ***Expansive portfolio of well recognized brands***
- ***Asset-light model with a wide distribution network***
- ***Multi-channel distribution strategy, leveraging e-commerce***
- ***Use of Technology and Analytics to drive growth***
- ***Expanding product portfolio through acquisitions & new launches***

Q2 and H1 FY22 performance



- **H1 and Q2 FY22 Revenue grew 54%** and 40% YoY, respectively
- Robust growth driven by strong performance in key brands
- **Launched 6 new products** in H1; Strong pipeline for the year
- Launched new brand, 'CIR' (Care Is Rare) in Geriatric care category. Bed bath wipes is the first product introduced under this range
- Delivered significant on-field distribution efficiencies through technological adoption
- Continued investment on brands promotion and marketing

Notes: FY2016 - FY2022 results have been prepared based on IND AS, prior periods are IGAAP. FY2018 and FY2019 performance impacted due to demonetisation and GST implementation, respectively

Key strategic priorities: Pharma

Key strategic priorities: Pharma

Track record of building scalable differentiated pharma businesses with world class talent in attractive markets through profitable organic and inorganic growth

1. Delivering consistent revenue growth and improving profitability
2. Pursuing organic and inorganic growth opportunities leveraging fresh capital
   - ✓ Capacity expansion across multiple sites
   - ✓ Acquisitions of niche manufacturing capabilities for CDMO
   - ✓ Add new complex hospital generics through in-licensing, acquisitions and capital investments
   - ✓ Organically and inorganically add Consumer Healthcare products to further leverage India-wide distribution platform
   - ✓ Exploring re-entry into Domestic Formulations
3. Maintaining robust quality culture across manufacturing/development facilities globally
4. Continued focus on patient needs, customer experience, and EHS initiatives

Financials – PEL Overall

Diversified Revenue Mix

(In INR Crores, or as stated)

Net Sales break-up	Quarter II ended			% Sales for Q2 FY2022	Half year ended			% Sales for H1 FY2022
	30-Sept-21	30-Sept-20	% Change		30-Sept-21	30-Sept-20	% Change	
Financial Services[1]	1,484	1,861	-20%	48%	3,031	3,760	-19%	50%
Pharma[2]	1,621	1,441	13%	52%	2,983	2,479	20%	50%
Pharma CDMO	*925*	*866*	*7%*	*30%*	*1,644*	*1,480*	*11%*	*27%*
Complex Hospital Generics	*500*	*438*	*14%*	*16%*	*963*	*763*	*26%*	*16%*
India Consumer Products	*197*	*140*	*40%*	*6%*	*377*	*244*	*54%*	*6%*
Total	**3,106**	**3,302**	**-6%**		**6,014**	**6,239**	**-4%**	

Notes:
(1) Financial Services revenue does not reflect the consolidation of DHFL financials
(2) Pharma revenue includes foreign exchange gains/losses

Consolidated Profit & Loss

(In INR Crores, or as stated)

Particulars	Quarter II ended			Half year Ended		
	30-Sept-21	30-Sept-20	% Change	30-Sept-21	30-Sept-20	% Change
Net Sales	3,106	3,302	-6%	6,014	6,239	-4%
Non-operating other income	128	38	n.m.	231	103	124%
Total income	3,234	3,339	-3%	6,245	6,342	-2%
Other Operating Expenses	1,617	1,278	26%	3,025	2,369	28%
Expected Credit loss	(65)	24	n.m.	(114)	75	n.m.
OPBIDTA	1,682	2,038	-17%	3,335	3,898	-14%
Interest Expenses	963	1,156	-17%	1,948	2,260	-14%
Depreciation	153	139	10%	302	274	10%
Profit / (Loss) before tax & exceptional items	566	742	-24%	1,084	1,364	-21%
Exceptional items (Expenses)/Income[1]	(153)	39	n.m.	(168)	39	n.m.
Income tax						
Current Tax and Deferred Tax	103	204	-50%	238	365	-35%
Profit / (Loss) after tax (before MI & Prior Period items)	310	578	-46%	678	1,039	-35%
Minority interest						
Share of Associates[2]	117	50	132%	282	85	231%
Net Profit / (Loss) after Tax from continuing operations	426	628	-32%	960	1,124	-15%
Profit / (Loss) from Discontinued operations	-	-	-	-	-	-
Net Profit after Tax	426	628	-32%	960	1,124	-15%
Normalized Net Profit	541	589	-8%	1,090	1,084	1%

Notes: (1) Includes one-time expense of INR 143 Crores related to transaction cost for acquisition of DHFL in Q2 FY22 (2) Income under share of associates primarily includes our share of profits at Shriram Capital and profit under JV with Allergan, as per the accounting standards

Consolidated Balance Sheet

(In INR Crores)

Particulars	As on September 30th, 2021	As on March 31st, 2021
Equity Share Capital	48	45
Other Equity	34,714	33,973
Non Controlling Interests	1,128	1,121
Borrowings (Current & Non Current)	58,460	39,369
Deferred Tax Liabilities (Net)	223	223
Other Liabilities	7,334	2,192
Provisions	242	196
Total	**1,02,149**	**77,119**
PPE, Intangibles (Under Development), CWIP	6,866	6,084
Goodwill on Consolidation	2,128	1,114
Financial Assets		
Investment	25,088	22,029
Others	42,270	29,205
Other Non Current Assets	1,496	1,444
Deferred Tax Asset (Net)	1,401	937
Current Assets		
Inventories	1,543	1,299
Trade receivable	1,213	1,545
Cash & Cash Equivalents & Other Bank balances	8,250	7,025
Other Financial & Non Financial Assets	11,893	6,437
Total	**1,02,149**	**77,119**

Notes:
(1) Balance Sheet for 30th Sep 2021 includes the consolidation of net assets of DHFL at fair value (post purchase price allocation)
(2) Numbers from Ind-AS Financial Statements have been regrouped, wherever needed

Appendix

DHFL post-merger integration: Key focus areas

Branch and business network reactivation

- **Business readiness for sourcing** HL / LAP / other products
- **Optimize network footprint** across DHFL and PEL locations

People and Culture

- Imbibing Piramal Group's **Core values**
- Build a **franchise with top-quality talent**

Credit Policies and Products

- **Harmonize product suite** across entities
- **'Phygital' credit underwriting** operating model
- Effective **risk and credit policies**

Collections and recoveries

- Enhanced **collection and recovery architecture**
- Drive **digital collections** for real time tracking

Technology Integration and Analytics

- **'Digital-first'** operating model
- **Leverage analytics** for decision making
- Initiate **build-out of target-state tech architecture**

Branding and Communication

- **Integrate** customer **communication channels**
- **Build recall of Piramal FS brand** in DHFL locations

Financial Services: Stage-wise provisioning

Particulars *(in INR Cr., unless otherwise stated)*	*Pre-merger* **As on Sep-2020**	**As on Jun-2021**	*Post-merger* **As on Sep-2021**
Gross Stage 1 & 2 Assets	50,243	45,152	65,035
Provision - Stage 1 & 2 Assets	2,542	1,710	1,682
Provision Coverage Ratio - Stage 1 & 2	**5.1%**	**3.8%**	**2.6%**
Gross Stage 3 Assets (GNPAs)	1,279	2,028	1,950
GNPA Ratio (% of total AUM in Stage 3)	***2.5%***	***4.3%***	***2.9%***
Provision - Stage 3 Assets	495	1,039	1,001
Provision Coverage Ratio - Stage 3	**39%**	**51%**	**51%**
Net NPA Ratio	1.6%	2.2%	1.5%
Total Provisions	**3,037**	**2,748**	**2,683**
Total AUM	51,522	47,181	66,986
Total Provision / Total AUM	**5.9%**	**5.8%**	**4.0%**
Total Provision / GNPAs	**237%**	**135%**	**138%**

Note: Stage 1: Loans which are less than or equal to 30 days past due (dpd); Stage 2: Loans which are 31-90 dpd & cases considered under one-time restructuring; and Stage 3: Loans which are 90+ dpd

Pharma: Investing across Businesses

Organic investments

(in INR Crs)

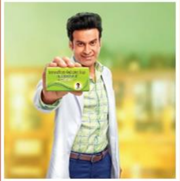
CDMO: *Announced investment of $35 Mn in Riverview facility, in Dec'20*

CDMO: *$22 Mn capacity expansion near completion in Aurora facility*

Kajal Aggarwal for "Lacto Calamine", the Skin-Care brand

- Skin care range
- Continue to enhance product offering

Manoj Bajpayee for 'Tetmosol', the Skin-Care Soap



- Medicated soap, cream and powder
- Presence across 3 lakh chemist outlets

Sourav Ganguly for 'Polycrol', the Antacid brand

- Legacy brand over 4 decades
- Leading antacid brands, amongst top 2 in Eastern India

Yami Gautam for 'i-feel', the intimate care wash

- Entry into feminine intimate care
- Launched in West Bengal and E-commerce platforms

Kareena Kapoor for 'Little's', the baby care brand

- India's leading baby care brand
- Offerings for different life stages of a child from 0 to 4 years of age

India Consumer Healthcare: *Investing in brand promotion and marketing*

Inorganic investments

CDMO: *Acquired Hemmo Pharma, a peptide API manufacturer, in Jun'21*

Complex Hospital Generics: *Acquired 49% remaining stake in Convergence Chemicals, in Feb'21*

CDMO: *Acquired solid oral dosage facility in Sellersville, in Jun'20*

Dial-in details for Q2 & H1 FY2022 Earnings Conference Call

Event	Location & Time	Telephone Number
Conference call on 11th November, 2021	India – 6:00 PM IST	+91 22 6280 1264 / +91 22 7115 8165 (Primary Number)
		1800 120 1221 (Toll free number)
	USA – 7:30 AM (Eastern Time – New York)	Toll free number 18667462133
	UK – 12:30 PM (London Time)	Toll free number 08081011573
	Singapore – 8:30 PM (Singapore Time)	Toll free number 8001012045
	Hong Kong – 8:30 PM (Hong Kong Time)	Toll free number 800964448
For online registration	Please use this link for prior registration to reduce wait time at the time of joining the call – https://services.choruscall.in/DiamondPassRegistration/register?confirmationNumber=6080133&linkSecurityString=17645dd0bc	

For Investors :

Hitesh Dhaddha
Chief Investor Relations Officer
Email : hitesh.dhaddha@piramal.com
Phone : +91 22 3046 6306

Aditya Sharma
Chief Manager – IR (Financial Services)
Email : investor.relations@piramal.com
Phone : +91 22 3046 6305

Mayank Kumar
Chief Manager – IR (Pharma)
Email : investor.relations@piramal.com
Phone : +91 22 3046 6416