Piramal Enterprises Limited
Investor Presentation

November 2018

Piramal

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

Piramal Enterprises

FY18 Revenues: Rs. 10,639 Cr ($1.6 Bn)

Financial Services

FY18 Revenue Contribution: 47%

Wholesale Lending

- **Loan Book** of **Rs. 52,793 Crs** ($7.2bn)
- ROE of 19.6%[2]; GNPA ratio of **0.5%**

Alternative Asset Management

- Marquee partners: CDPQ, APG, Bain, CPPIB

Housing Finance

- Launched HFC in Sep 2017 and expanded presence to Mumbai, Pune, Delhi-NCR and Bengaluru

Diversified Retail Exposure via Shriram

- **Strong position** in CVs, SME, Insurance

FY2018 Capital Employed[1] : 58%

Pharma

FY18 Revenue Contribution: 42%

Global Pharma

- Strong portfolio of **differentiated branded generic products**
- **Distribution to 100+ countries**
- Integrated solutions across APIs, formulations and delivery systems
- **13 sites (9 USFDA inspected)** across US, UK and India

India Consumer Products

- Among the **leading Indian OTC players**
- Pan-India distribution network

FY2018 Capital Employed[1] : 25%

Healthcare Insight and Analytics

FY18 Revenue Contribution:11%

Decision Resources Group (DRG)

- Serving a large number of healthcare companies
- **Leveraging proprietary data**
- Offers **information** and **analytical insights**
- Global team of over 1,200 eminent industry experts (380+ in India)
- Recurring revenue model and high client retention

FY2018 Capital Employed[1] : 17%

Note: 1) As per books. Excludes unallocated portion of capital employed to various business segments; 2) ROE for current reported period H1 FY2019 is considering Cash Tax and other synergies from merger; 3) Exchange rate for revenues is Rs. 65 / USD and for Loan book is Rs. 72.38/USD

Efficient capital allocation over years

Demonstrated track record of delivering value through focus on operating excellence, timely investments as well as disciplined exits

Capital allocation

Loan Book Rs. 52,793 Cr (on B/S) & Alternative AUM Rs.7,620 Cr

- ✓ 6 year loan book CAGR: **122%**[1]
- ✓ H1 FY19 ROE : **19.6%**
- ✓ Q2 FY19 GNPA ratio: **0.5%**

~Rs.7,028 Crores invested in Pharma

- ✓ 7 Year Revenue CAGR : **16%**[1]
- ✓ H1 FY19 Global Pharma EBITDA Margin : **20%**
- ✓ 8 acquisitions in last 3 years

Rs.4,583 Crores invested in Shriram Group

- ✓ **Around 16%** annualized return on STFC and SCUF

~Rs.5,480 Crores invested in Healthcare Insight and Analytics

- ✓ **Around 20%** appreciation in USD (relative to INR) since investment
- ✓ Peers trading at attractive valuations in US

Rs.5,680 Cr of capital returned to shareholders since 2010

- ✓ Buyback of **Rs.2,508 Cr**
- ✓ Annual dividends of **Rs.2,568 Cr**[2] & Special dividend of **Rs. 604 Cr**
- ✓ FY2018 Dividend Payout – **29 %**

8 businesses successfully built across multiple sectors, 3 new businesses in building up phase

Company has made over 50 acquisitions till date. Most of these acquisitions were successful

Over the preceding 30 years, more than 90% of our key capital allocation decision turned out to be successful

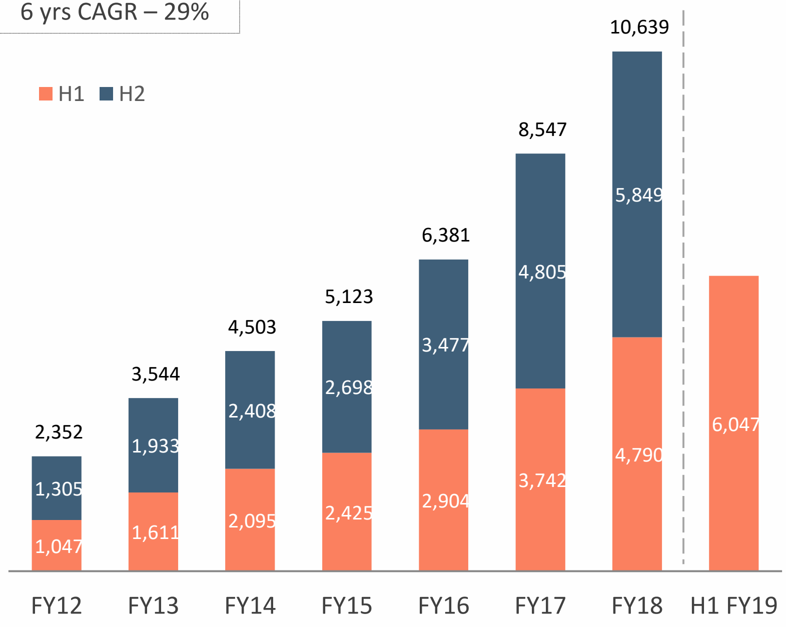
Note: 1) CAGR is calculated based on reported annual numbers; 2) Excludes any dividend payout upon conversions of CCDs & related Rights till book closure date

Delivering robust growth - track record

(In INR Crores)

Total Revenues[1]

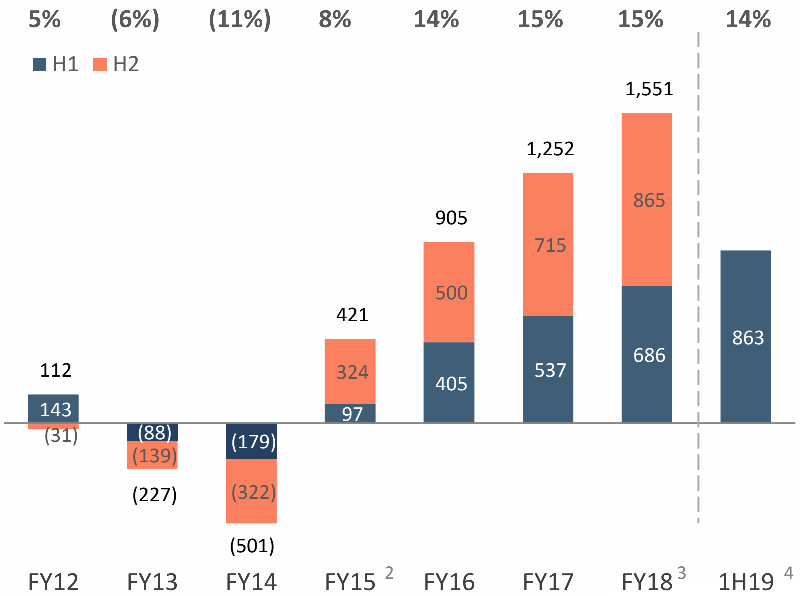
6 yrs CAGR – 29%



Adjusted Net Profit[1]

6 yrs CAGR – 55%

Net Profit Margin %



Note:
1) FY2016 - 2019 results have been prepared based on IND AS, prior periods are IGAAP; 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) FY2018 adjusted net profit excludes synergies on account of merger of subsidiaries in Financial services segment; 4) H1FY2019 normalised net profit excludes non-recurring and non-cash accounting charge towards imaging assets in Q1FY2019

Consistently delivering strong performance

(In INR Crores)

	Revenues			Net Profits		
Period	Reported Period	Previous Period	% YoY Change	Reported Period	Previous Period	% YoY Change
Q1FY15	1,182	965	+22%	55	(147)	NM
Q2FY15	1,243	1,131	+10%	41	(32)	NM
Q3FY15	1,400	1,286	+9%	224	(11)	NM
Q4FY15	1,298	1,121	+16%	100	(311)	NM
Q1FY16	1,401	1,182	+19%	169	55	+206%
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	**2,991**	**2,463**	+21%	**375**[4]	**311**	+21%
Q1FY19	**2,902**	**2,254**	+29%	**382**[5]	**302**	+27%
Q2FY19	**3,144**	**2,536**	+24%	**480**	**384**	+25%

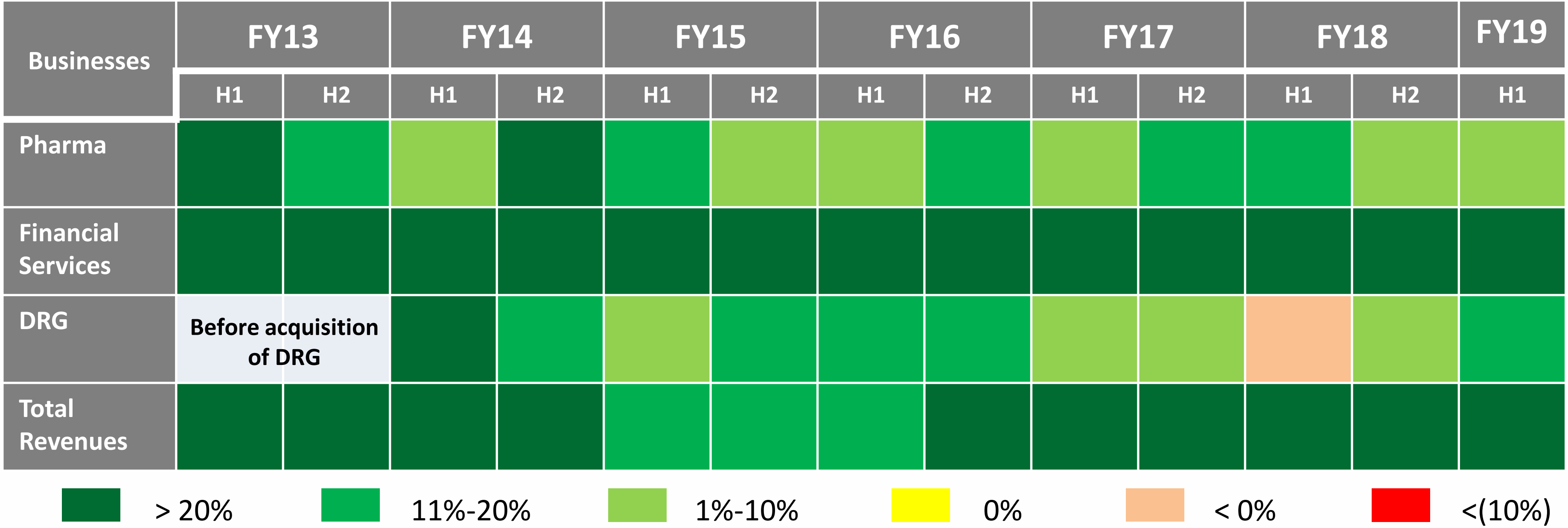
12+ consecutive quarters of delivering 20%+ revenue growth

12+ 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) FY2015 quarterly net profit numbers exclude exceptional gain from Vodafone transaction and exceptional loss from NCE shutdown; 3) NM – Not measurable; 4) Q4FY2018 normalised net profit excludes synergies from reverse merger of subsidiaries in Financial services segment; 5) Q1FY2019 normalised net profit excludes non-recurring and non-cash accounting charge towards imaging assets

Various business segments growing consistently over years

Metrics showing YoY revenue growth



*Note: * Investment income from treasury operations for various periods has been clubbed under Financial Services to make numbers more comparable*

Board of Directors

AJAY PIRAMAL
CHAIRMAN
AWARDED "ASIA BUSINESS LEADER OF THE YEAR" BY CNBC ASIA
NON - EXECUTIVE DIRECTOR, TATA SONS PRIVATE LIMITED
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

Pharma Operations Board

- Executive Directors
- Key Business CEOs
- External Experts

FINANCIAL SERVICES

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

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

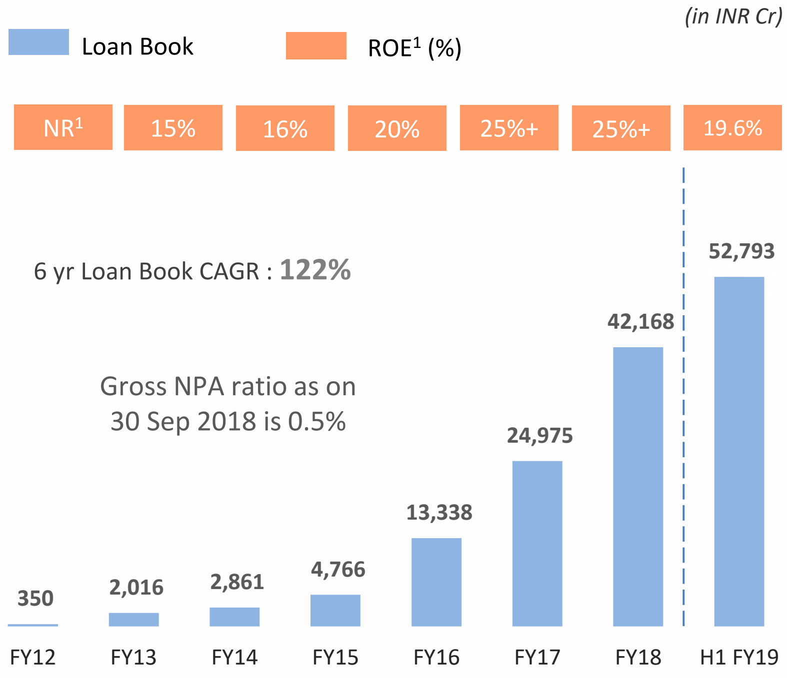
HEALTHCARE INSIGHT & ANALYTICS

Healthcare Insight & Analytics Board

- Independent Director
- Business CEO
- External Expert

Strong performance trend in Financial Services

Financial Services Performance



Performance Highlights

Asset Quality

- Consistently maintaining a healthy asset quality; GNPA below 1% since last 11 quarters

ROE

- The Company has recorded a ROE of 25%+ over last 10 consecutive quarters prior to the fund raise
  - During H1FY2019 ROE was 19.6%[2]

Portfolio Diversification

- The consistent robust growth in loan book is an outcome of our strong diversification - Launched 22 products across various business verticals in last few years

Growth

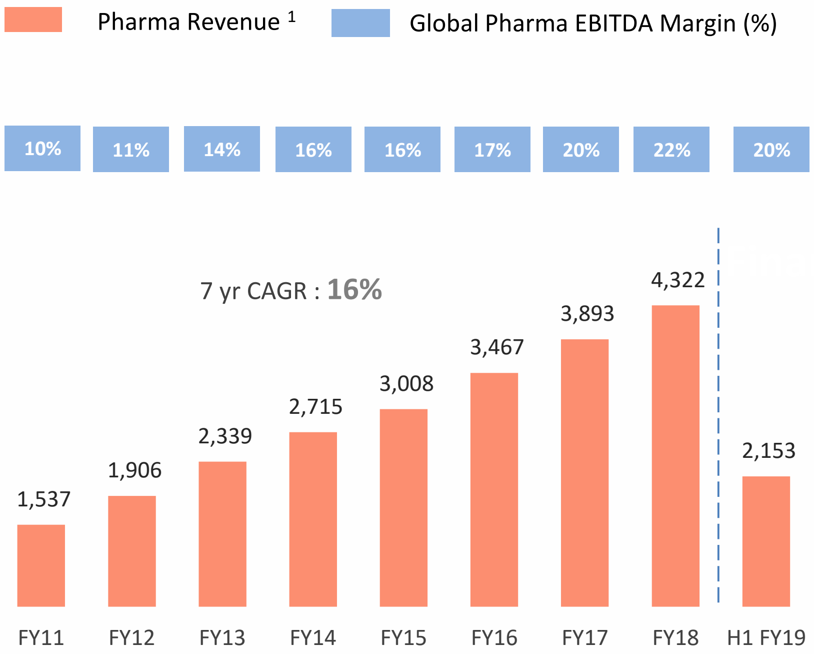
- Consistently delivering 55%+ YoY growth in loan book in each of the last 15 quarters
  - During H1FY2019 loan Book grew 59% YoY to Rs. 52,793 Crores

Note: 1) ROE for past period are reported for full year ; 2) ROE for current reported period H1FY2019 considers Cash Tax and other synergies from merger; 3) FY2016 - FY2019 results have been prepared based on IND AS, prior periods are IGAAP

Consistent performance trend : Pharma

Pharma Performance

(in INR crores)



Performance Highlights

Growth

- PEL's Pharma revenue has grown at a CAGR of 16% over last 7 years

Profitability

- Global Pharma (accounts for 92% of Pharma revenues) has delivered a strong growth in EBITDA margins from 10% in FY11 to 22% in FY18
  - Global Pharma accounted for 93% of H1 FY19 revenues with EBITDA margins of 20%

Quality & Compliance

- Since FY11, PEL successfully cleared 32 USFDA inspections, 122 other regulatory audits and 915 customer audits

Differentiated Model

- Our differentiated business model has ensured that we perform better than most of the other Indian Pharma companies

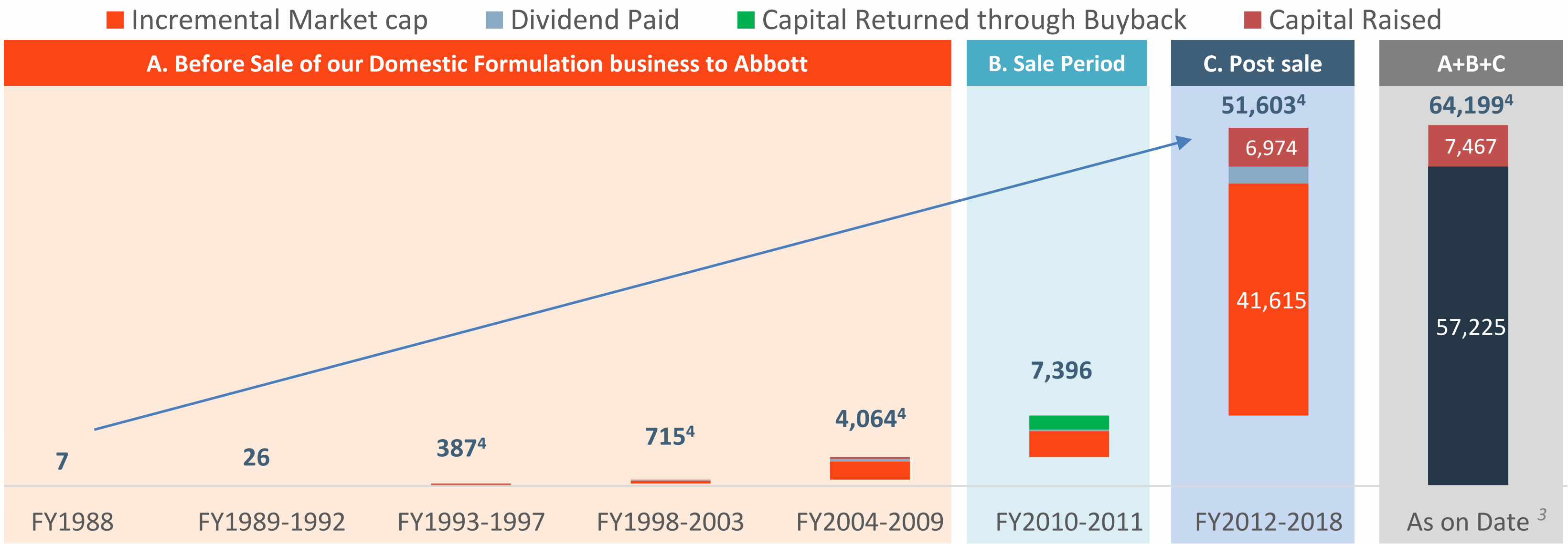
Note:

1. Pharma Revenue includes Global Pharma & Consumer Products Revenue. 2. FY2016-FY2019 results have been prepared based on IND AS, prior periods are in IGAAP.

Creating significant value for shareholders

Shareholder value creation in less than 3 decades

(In INR Crores)



Note:

1. Company raised less than INR 500 Cr during the entire period (includes initial capital invested in the company in 1988)
2. All numbers till 1992 represents book value
3. Analysis carried out based on market information till 31 Aug 2018
4. Value Creation total numbers includes Capital Raised amount

23%
Revenue CAGR for last 30 years

29%
Net Profit CAGR for last 30 years

29%*
Annualized return to shareholders over last 30 years

INR 1 Lac invested in the company in 1988 has generated total value of around **INR 20 Cr***

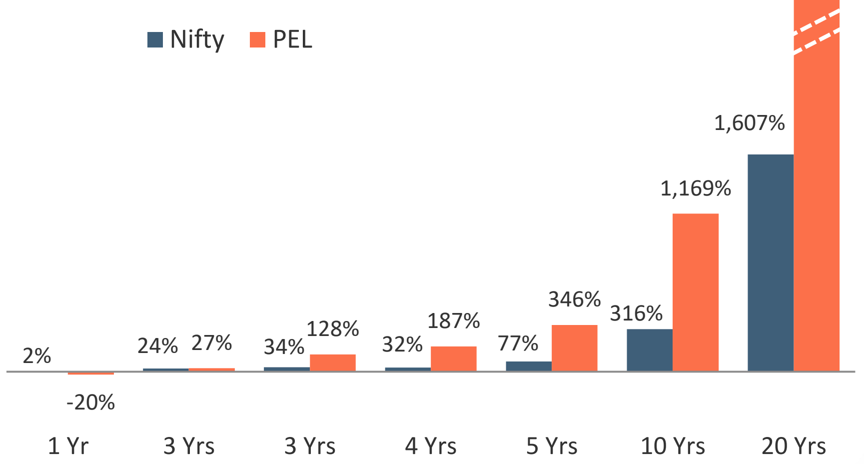
Source : Bloomberg

* Assumed dividend reinvested in the stock

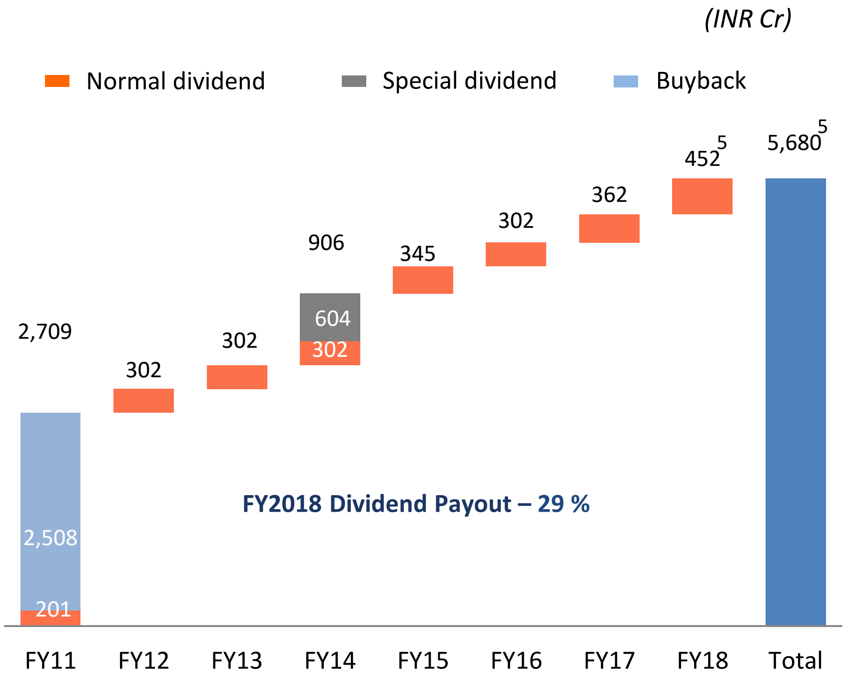
Returns to shareholders consistently outperforming all benchmarks

Consistently delivered strong shareholder returns – significantly higher than benchmarked indices[1]

	5 year Annualized Return[2]
PEL	31%
Nifty	11%



INR 5,680 Cr[3,4,5] returned to shareholders since sale of Domestic Formulations business in 2010



Notes:
1) Total shareholder returns are as on 31 Oct 2018. Assumes re-investment of dividend in the stock (Source : Bloomberg); 2) Annualized returns are as on 31 Oct 2018; 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) Excludes any dividend payout upon conversions of CCDs & related Rights till book closure date

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

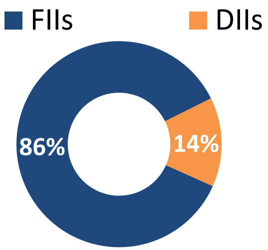
- Largest QIP deal by any company (excluding banks) in India
- First QIP of INR denominated CCDs in India
- Widespread participation

+

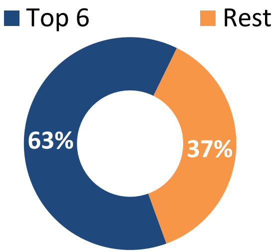
Raising INR 1,978 Cr through Rights Issue

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

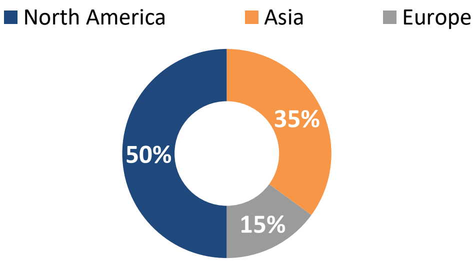
86% of CCDs were allotted to FIIs



Top 6 investors contributed 63% of allotted CCDs



Investors were spread across geographies



Long-standing relationships with marquee partners and investors

Strategic partnerships

apg	Total AUM - €479 Bn	Alliance Partner – Infrastructure Financing
BainCapital CREDIT	Total AUM - US$37 Bn	Alliance Partner – Distressed Asset Investing
Ivanhoé Cambridge (Caisse de dépôt et placement du Québec)	Total AUM - C$60 Bn	Alliance Partner – Real Estate Financing
SHRIRAM Group	Total AUM – US$22 Bn	PEL invested in Shriram Group
Allergan	Market Cap - US$62 Bn	JV Partner

Old Partnerships

CPP INVESTMENT BOARD	Total AUM - C$317 Bn	Alliance Partner – Real Estate Financing
vodafone	Market Cap - US$66 Bn	PEL had invested in Vodafone India
Abbott (A Promise for Life)	Market Cap - US$113 Bn	Acquirer – Domestic Formulations Business

Top Institutional Investors

Aberdeen
Eastbridge Capital
CDPQ
BLACKROCK
WELLINGTON MANAGEMENT
LIC – भारतीय जीवन बीमा निगम – LIFE INSURANCE CORPORATION OF INDIA
Fidelity INVESTMENTS
The University of California, Berkeley
GIC
CAPITAL GROUP
ADIA
MYRIAD ASSET MANAGEMENT
WARD FERRY
Vanguard
Reliance Industries Limited
STATE STREET GLOBAL ADVISORS
JUPITER

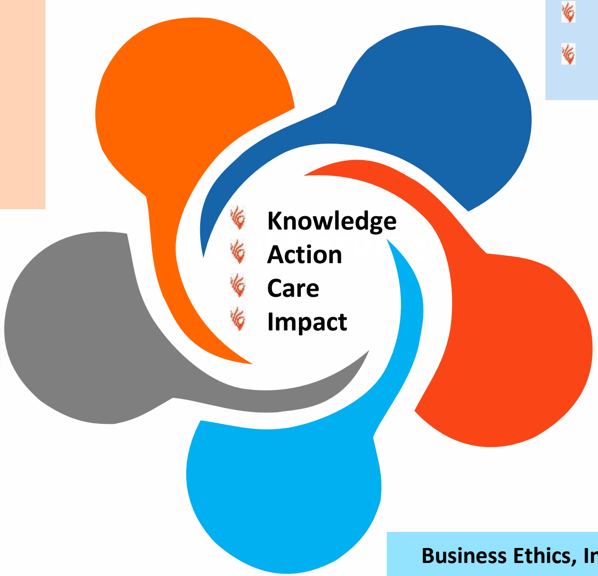
Values Create Value

Partnerships

- **Long term partnerships** with financial and operational partners
- Pharma business developed through relationships
- **Long-standing relationships** with global partners including Allergan (JV since 1996), Bain (JV for distressed debt)

Shriram –Shared Vision

- **Retail exposure** through investments in Shriram Group
- Opportunity to invest in Shriram Group emerged due to **matching set of values**
- **Mr. Ajay Piramal is the Chairman of Shriram Capital**



Tenured Leadership

- Professional management team
- Experienced leadership with domain expertise

Alignment with Minority Shareholder Interests

- Largest effective promoter shareholding among Financial Institutions
- No equity investments of Promoters outside of Piramal Group
- No inter-group lending to Piramal Realty
- ESOP program funded by Promoters since 1996

Business Ethics, Integrity and Corporate Governance

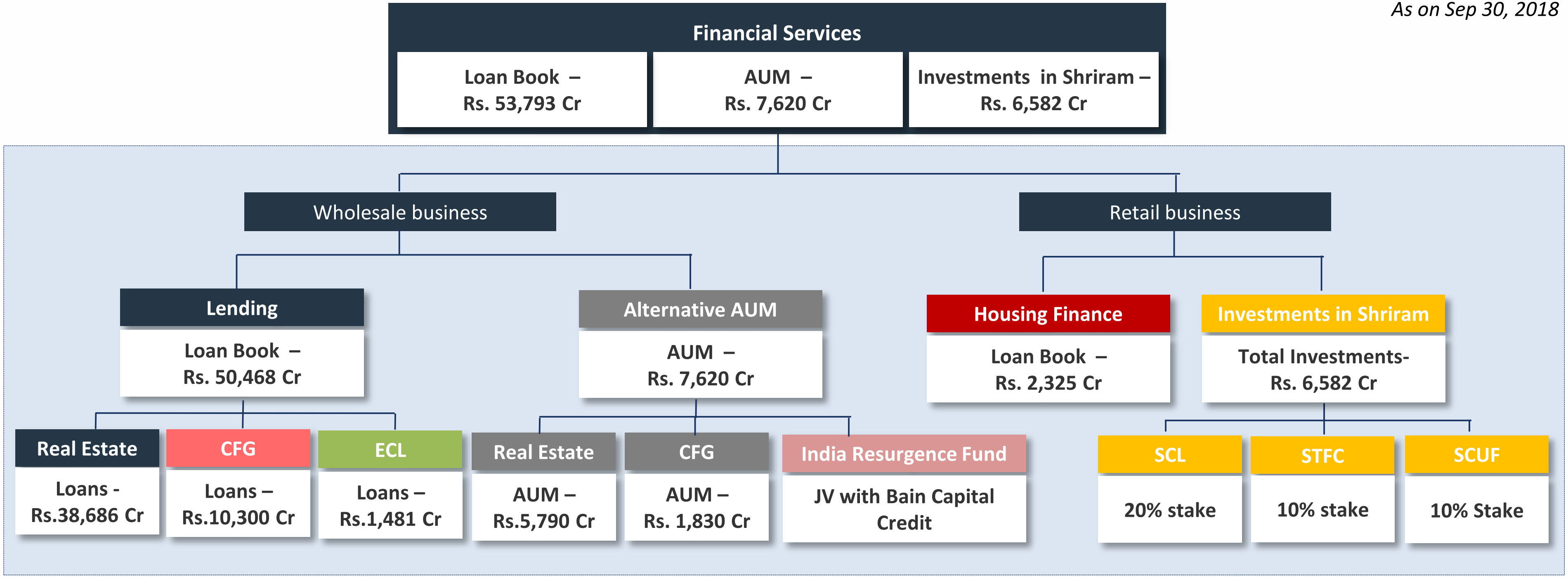
- 32 US FDA Inspections cleared since 2011
- High asset quality – GNPA[1] of 0.5% in Q2 FY2019
- Reputed and experienced Board

Note:
(1) Based on 90 days past due (DPD)

Financial Services

Diversified exposure across both wholesale and retail financing

As on Sep 30, 2018



CFG – Corporate Finance Group; ECL – Emerging Corporate Lending; HFC – Housing Finance Company; SCL – Shriram Capital Limited; STFC – Shriram Transport Housing Finance; SCUF – Shriram City Union Finance

Strong portfolio with total investments, loans and assets under management of over Rs.67,000 Crores

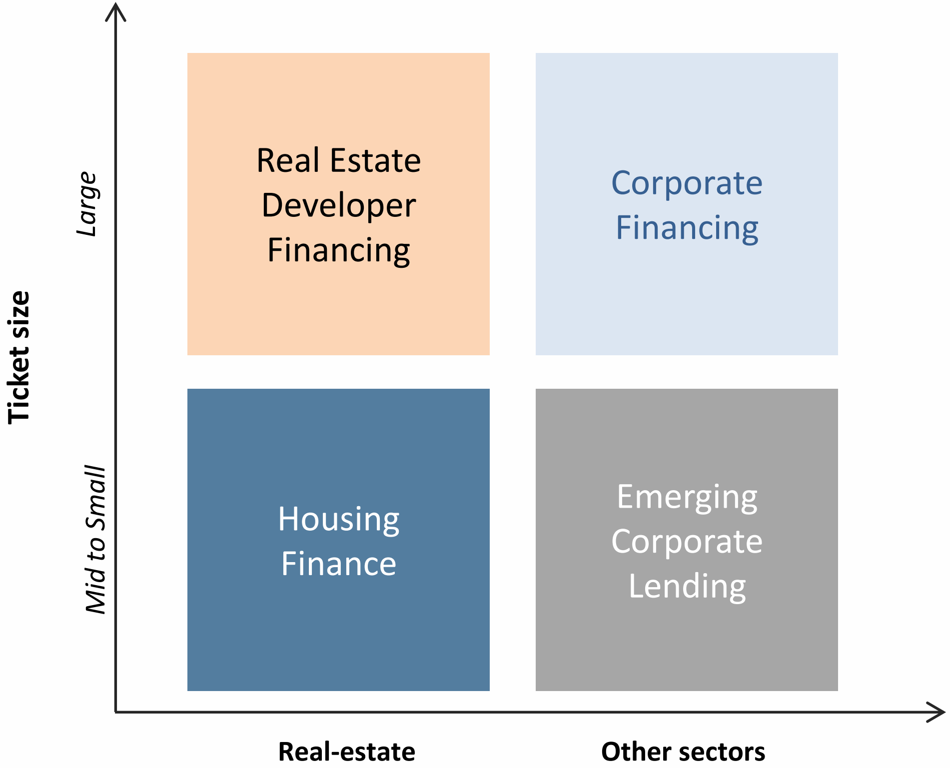
Key Differentiators

- Domain knowledge
- Constant Product innovation
- Relationship based approach
- Diversification enabling lowering of risk profile
- Independent risk & stringent monitoring process
- Leveraging technology & analytics
- High quality talent acquisition & retention

Simple ingredients to our success

Our presence – overall Financial Services

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



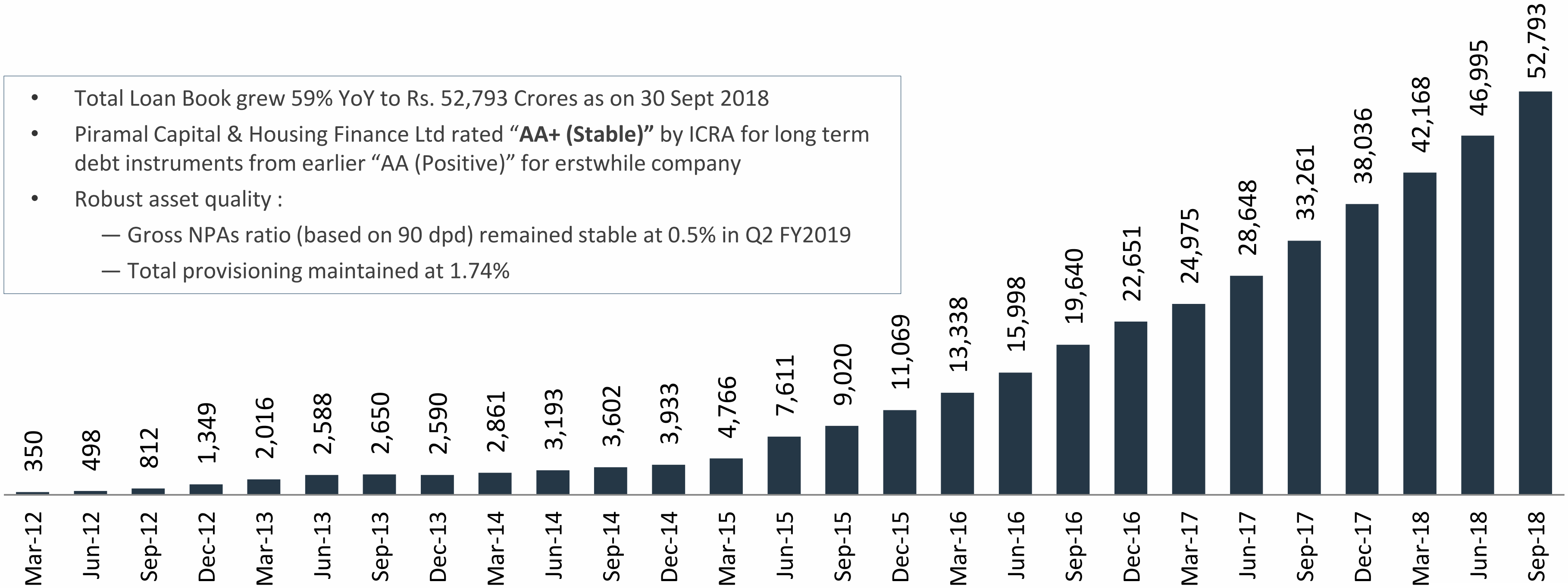
Other sectors: Roads, Renewables, Infra, Cement, Auto Ancillaries, Hospitality & Services, Transmission, Logistics & Warehousing, Paper/Packaging, Cash Management.

Building a robust and scalable financial services platform

Continued scaling up of loan book

(in INR Crores)

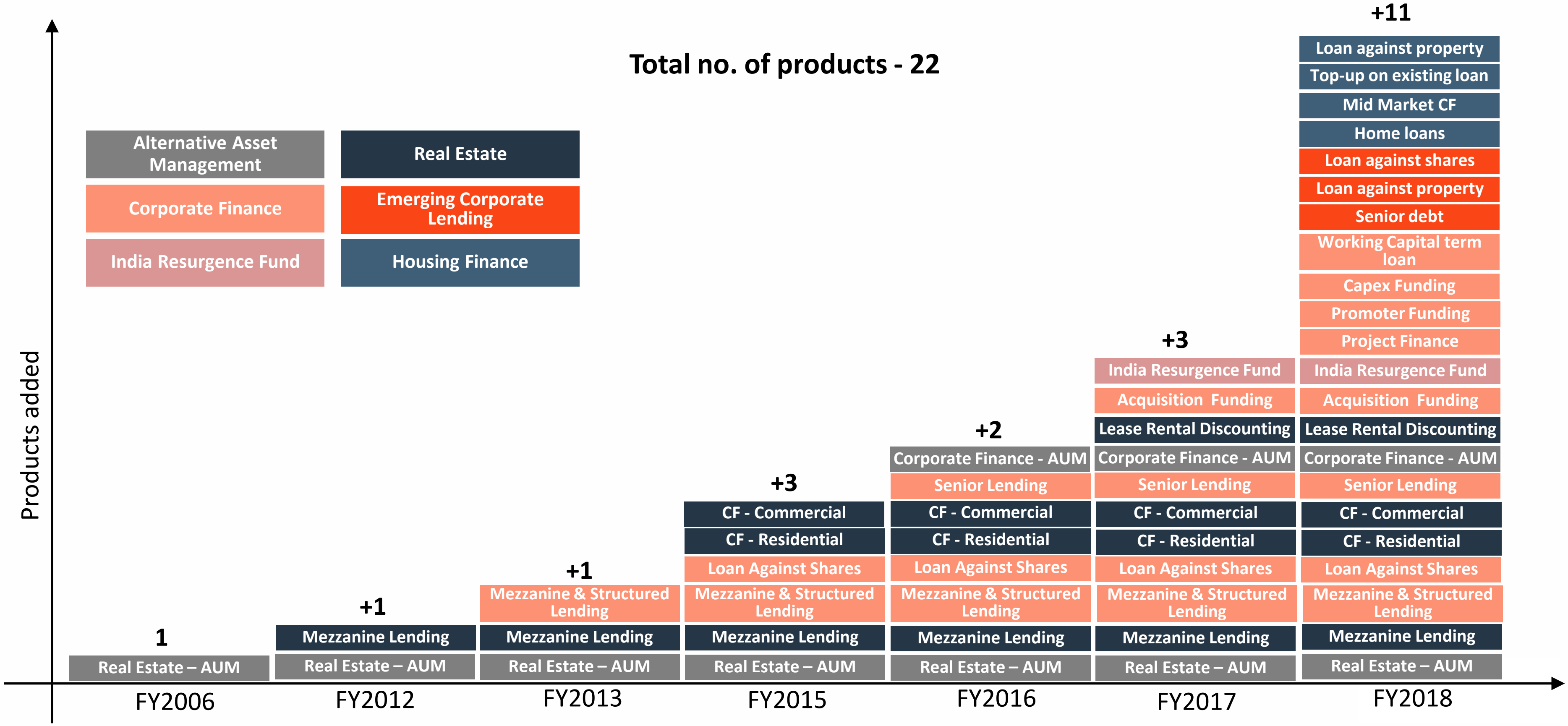
- Total Loan Book grew 59% YoY to Rs. 52,793 Crores as on 30 Sept 2018
- Piramal Capital & Housing Finance Ltd rated “**AA+ (Stable)”** by ICRA for long term debt instruments from earlier “AA (Positive)” for erstwhile company
- Robust asset quality :
  - — Gross NPAs ratio (based on 90 dpd) remained stable at 0.5% in Q2 FY2019
  - — Total provisioning maintained at 1.74%



Alternative Assets Under Management was Rs. 7,620 Crores as on 30 Sep, 2018

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

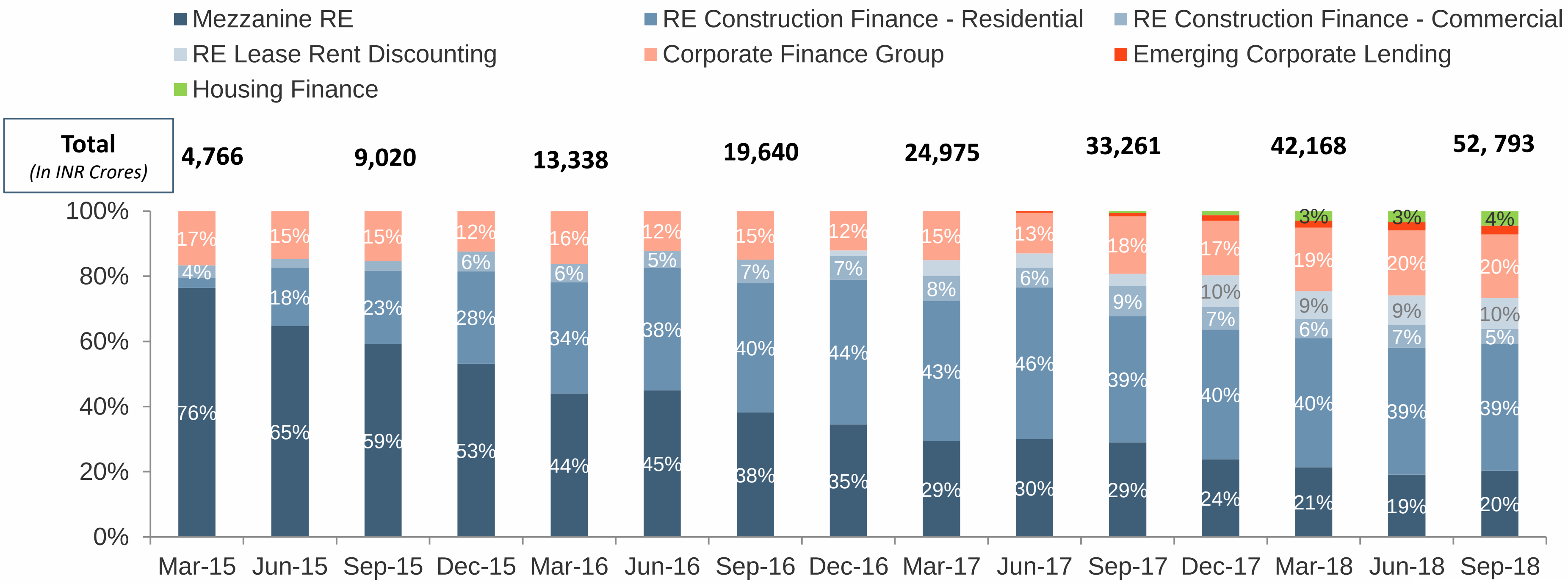
Consistently expanding product portfolio



Note : CF – Construction Finance

Enhancing diversification in the lending portfolio; significantly lowering the overall risk profile

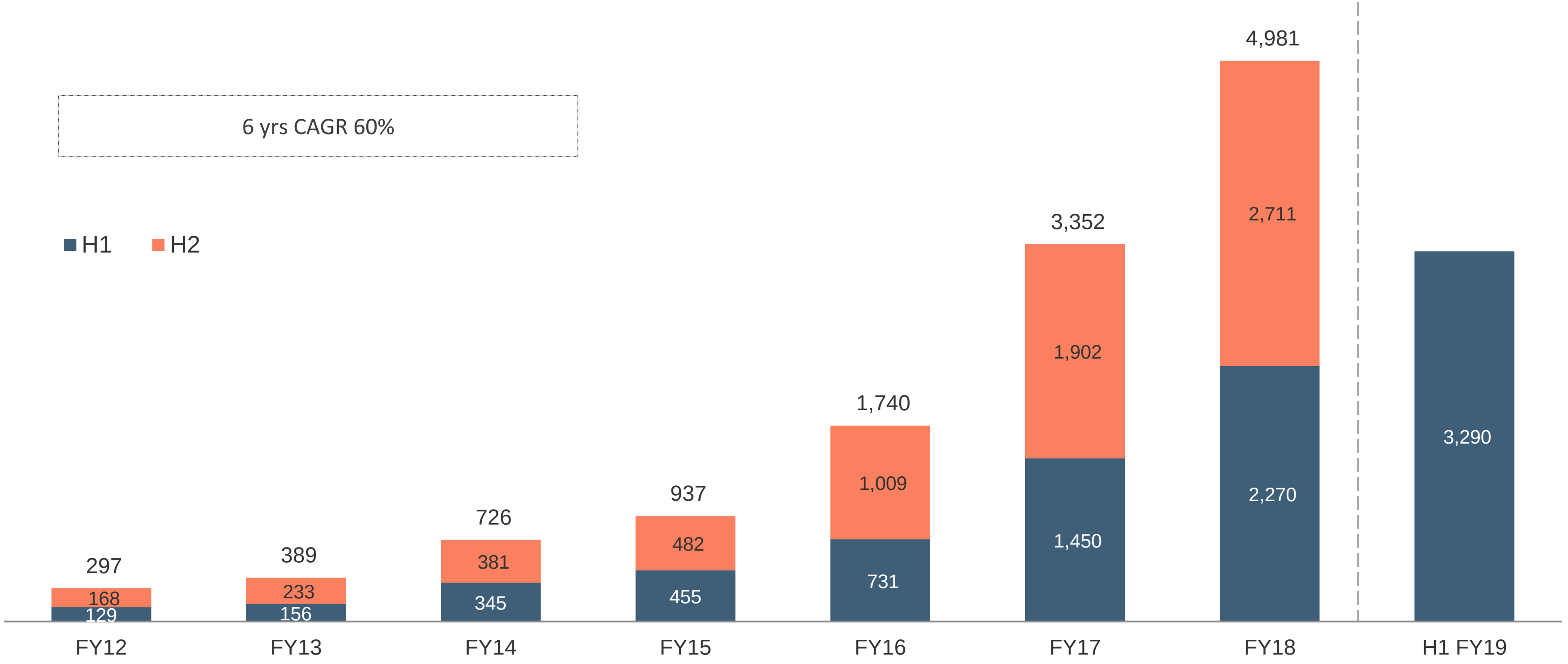
Trend of changing portfolio mix (%)



Note : 1) RE – Real Estate; CFG Loan book includes old education loans; 2) Carrying value till Dec'15 and amortised cost thereafter

Strong trend of growth in income

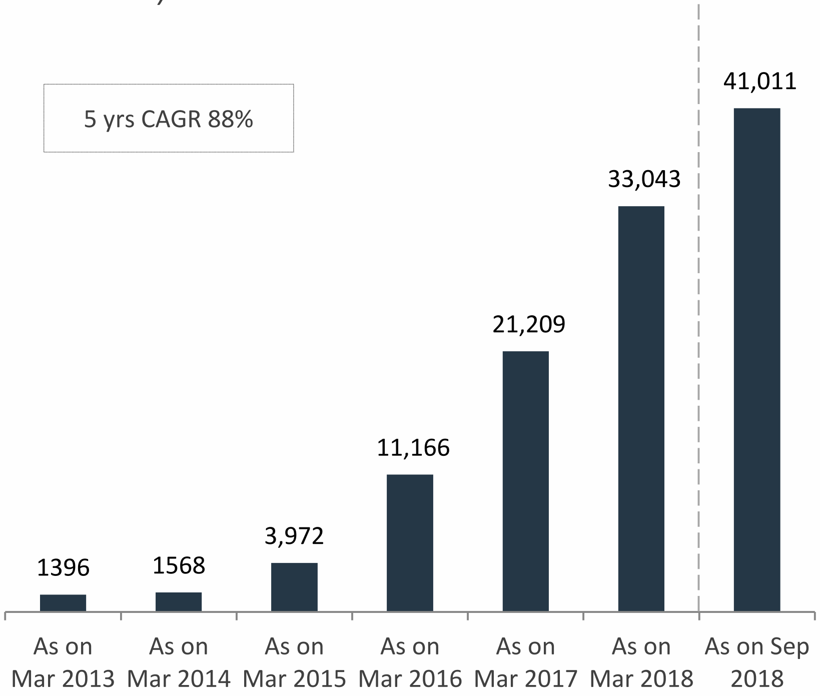
Rapidly growing income from Financial Services business *(in INR Crores)*



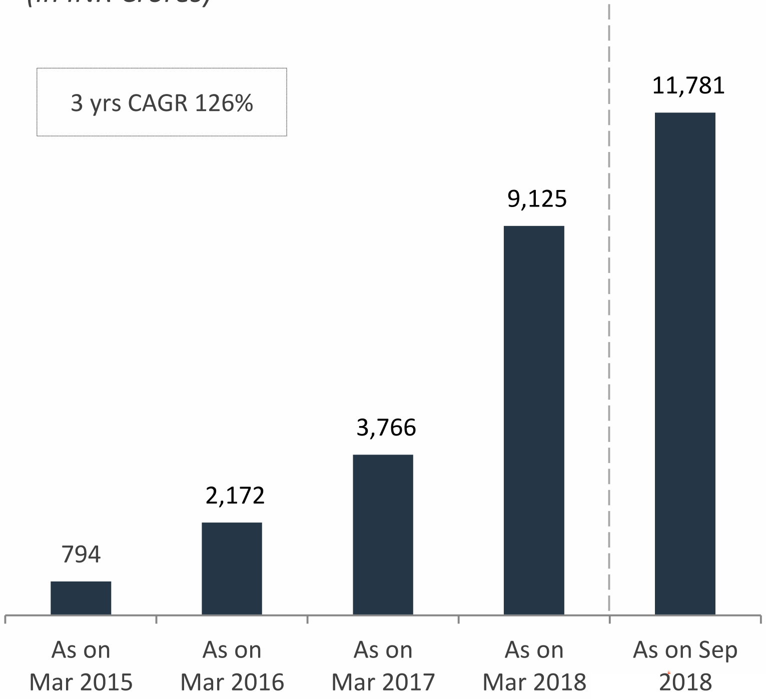
Notes:
1. FY2016, FY2017 & FY2018 numbers are as per IND AS and prior period are as per IGAAP.

Consistently expanding loan book across segments

Rapidly growing Real Estate (incl. Housing Finance) loan book
(in INR Crores)



Strong growth in Corporate Finance and ECL portfolio
(in INR Crores)



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 (3rd 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 5,495 Crores*	INR 10,718 Crores	INR 22,979 Crores	INR 4,989 Crores	INR 2,325 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

Our portfolio's performance against the industry

Sr No.	Region	Total No. of Developers			Sales Velocity-6 Months (Lac sq ft)		
		Market	PEL	%	Market	PEL	%
1	MMR	2,776	29	1.0%	305	28	9.2%
2	Bangalore	2,280	38	1.7%	319	18	5.6%
3	NCR	377	14	2.9%	115	20	17.4%
4	Chennai	829	23	2.8%	72	8	11.7%
5	Pune	2,058	13	0.6%	158	7	4.5%
6	Ahmedabad + Surat	919	5	0.5%	166	2	1.1%
7	Hyderabad	1,197	12	1.0%	141	3	2.1%
	Total	**10,436**	**134**	**1.3%**	**1,276**	**86**	**6.7%**

- Our share of developer relationships: ~ 1.3% of total developers
- Our share of sales: ~6.7% of owing to superior project performance

Note: All figures are based on internal calculations

Performance metrics

PEL Financial Services (excluding Shriram) performance against various parameters

Particulars	H1 FY2019
Total Loan Book size	Rs. 52,793 Crores
Total Equity on Lending	Rs. 9,864 Crores
Average Yield on Loans	13.7%
Average Cost of Borrowings	8.6%
Net Interest Margin	6.9%
Cost to Income Ratio	17.7%
Gross NPA ratio (based on 90 dpd)	0.5%
Total Provisioning	1.74%
ROA	3.4%
ROA (considering Cash Tax and other synergies from merger)	4.0%
ROE	17%
ROE (considering Cash Tax and other synergies from merger)	19.6%

Note: Provisioning numbers are in line with IND AS

Why were we well positioned during the recent liquidity tightening?

Predicted the liquidity tightening and communicated to stakeholders

Chairman's comments during Financial Services Day	Recent market developments and impact on NBFCs
August 30, 2018	**September – October 2018**
"My view is that because of the high valuations that Financial Services companies are getting, people are indulging in reckless lending… it's high time that we start distinguishing between the good players and the not so good players in the space."	Default on payment obligations by IL&FS on its debt instrument, resulted in system-wide liquidity tightening
"….my concern comes that if there is a blow up in the space and it is bound to happen, let me give you this as a prediction, it will affect the entire industry…"	The default led to fears regarding the availability of adequate funds to NBFCs
"…availability of capital to the financial services sector is the No. #1 risk."	There were concerns over asset-liability mismatches, as NBFCs also relied on commercial papers to finance long-term assets
	RBI may consider measures to strengthen asset-liability management at NBFCs and tighten compliance requirements

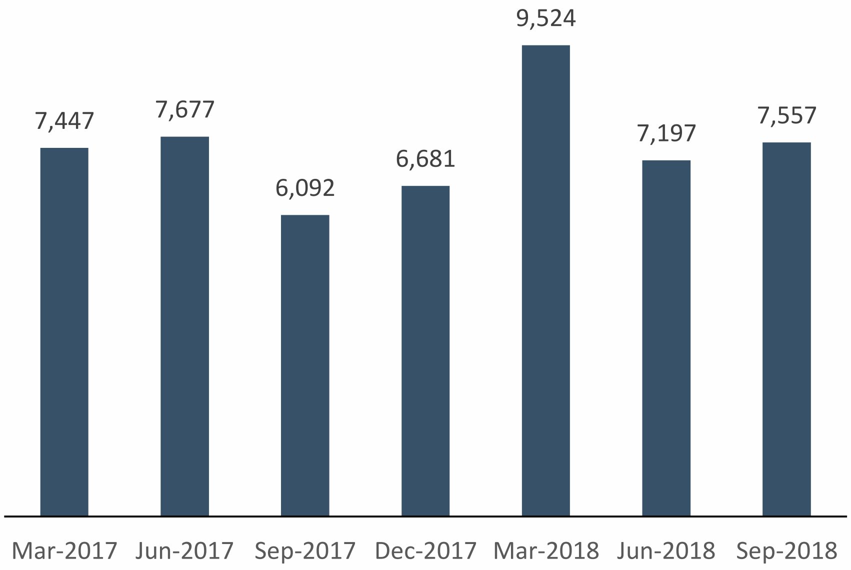
…and hence were well prepared for such a situation

(in INR crores)

Our position just before liquidity tightening situation and additional measures under consideration

- **Robust liquidity of >INR 7,500 Cr** in the form of cash and several unutilized bank lines
- **Additional bank lines of INR 2,200 Cr** sanctioned since the last week of Sep-2018
- **Additional measures / proposals to boost liquidity:**
  - Issuance of non-convertible debentures (NCDs)
  - Raise external commercial borrowing (ECB)
  - An Euro medium-term note (EMTN) programme
  - Expect to secure additional bank lines of Rs 7,000 Cr

Cash, Cash-Equivalents and Unutilized Bank Lines



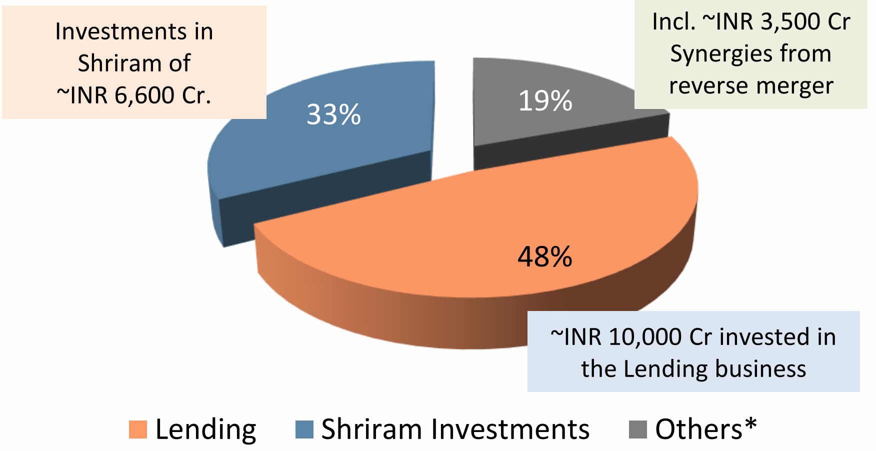
Significant equity allocated to the Financial Services business

Raised ~INR 7,000 Cr in 2017, of which ~INR 5,000 Cr allocated to Financial Services

Raised ~INR 4,996 Cr through QIP of CCDs	• Largest QIP deal by any company (excluding banks) in India • Widespread participation from domestic and global investors
Raised ~INR 1,978 Cr through Rights Issue	• Promoter Group underwritten up to 90% • Issue was oversubscribed by 1.26x times

Total equity in the Financial Services (FS) Business of >INR 20,000 Cr vs. loan book of ~INR 53,000 Cr

Equity (Book Value) - % split[1]



Raised capital to strengthen our liquidity position ahead of the recent liquidity tightening situation

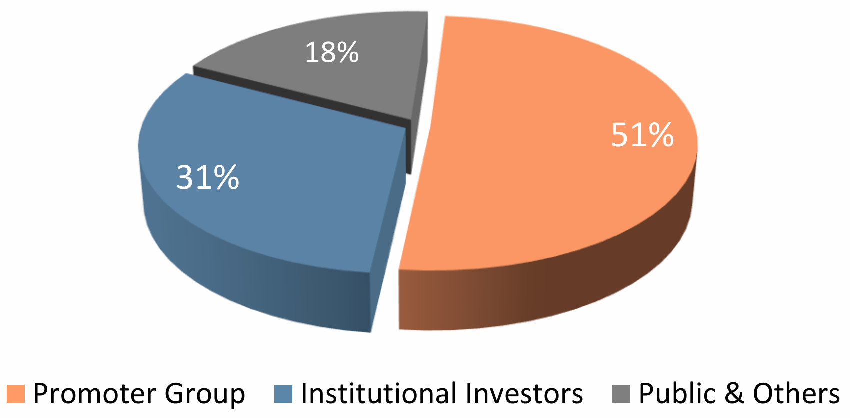
* Others includes DTA benefit from reverse merger and equity allocated to Alternate AUM business

Note:

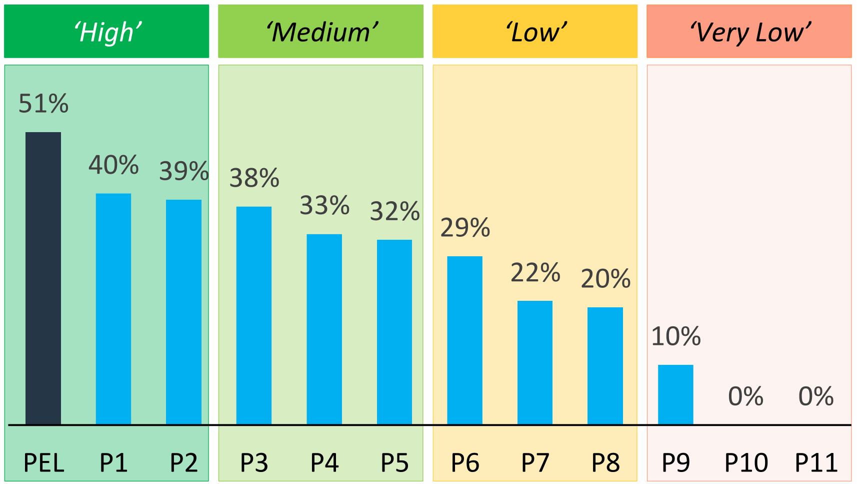
1) Based on estimated allocation

Strong commitment from the Promoter Group

PEL Shareholding Mix (As of Sep-2018)



Comparison of Effective Promoter holding* with large NBFCs / HFCs[1]



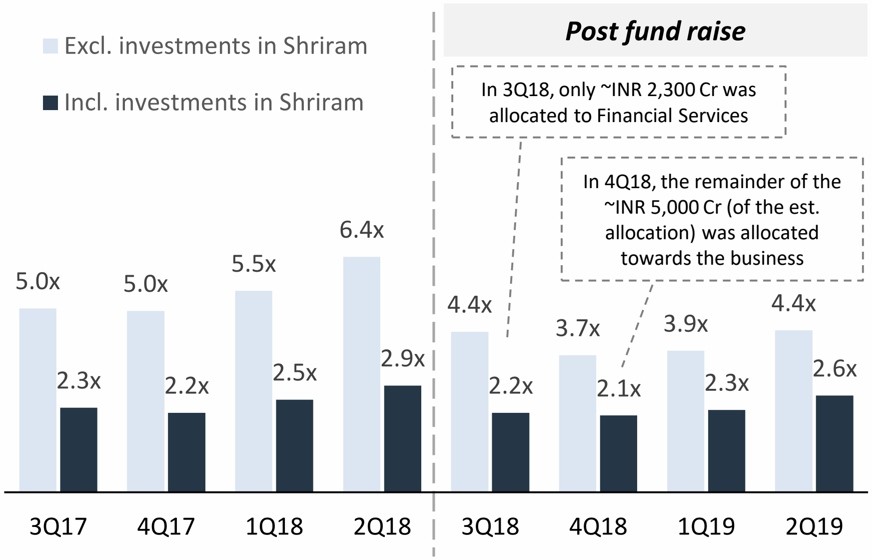
Largest effective promoter shareholding among major non-banking financial institutions of India

*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.

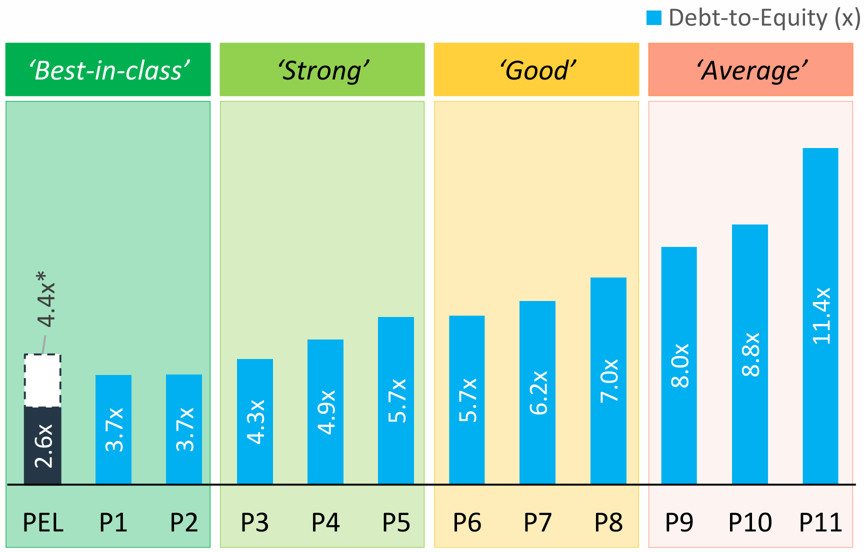
Note: (1) P1 – P11 represents the peer set, which includes (not necessarily in the same order): HDFC Ltd., LIC Housing Finance, Bajaj Finance, Indiabulls Housing Finance, Dewan Housing Finance, PNB Housing Finance, L&T Finance, Mahindra & Mahindra Financial Services, Aditya Birla Capital, Edelweiss and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

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

Debt-to-Equity (D/E) in PEL's Financial Services business[1]



Comparison of D/E multiple with large NBFCs / HFCs[2]

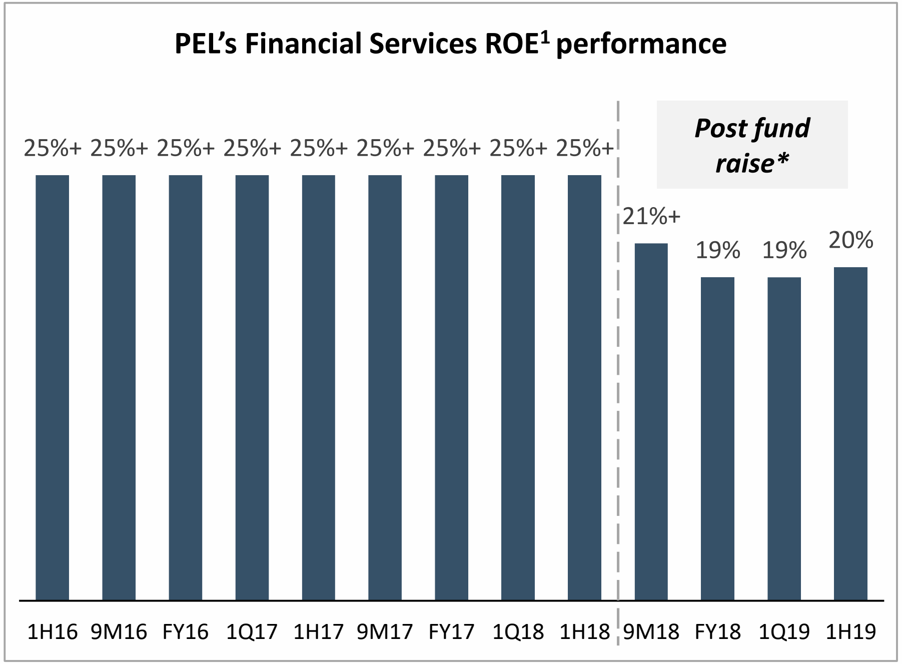


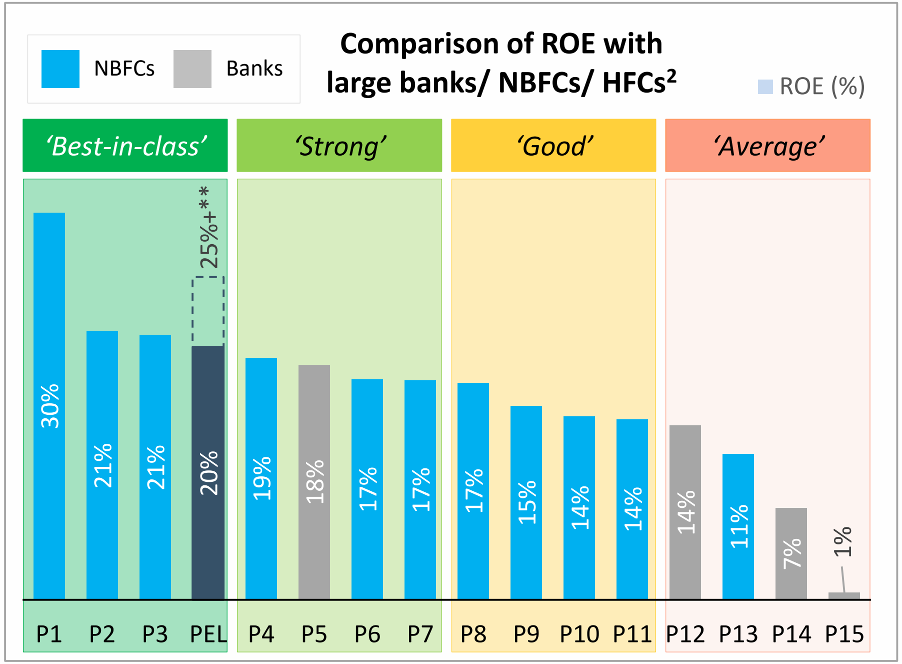
Note:

1) Based on estimated allocation. Debt-to-equity ratio of PEL's lending business only, excludes DTA benefit from reverse merger and equity allocated to Alternate AUM business

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, Dewan Housing Finance, Aditya Birla Capital, PNB Housing Finance, L&T Finance, Mahindra & Mahindra Financial Services, Edelweiss and Cholamandalam Finance. For PEL, debt-to-equity multiple as of Sep 30, 2018. Debt-to-Equity multiple for peers as on Mar 30, 2018.

Consistently delivered strong return on equity



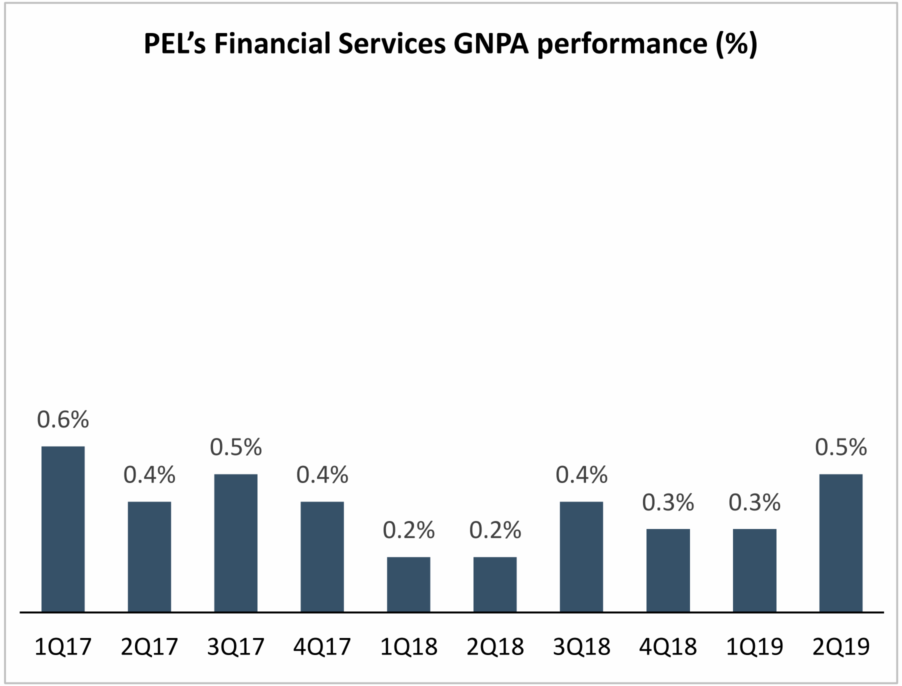


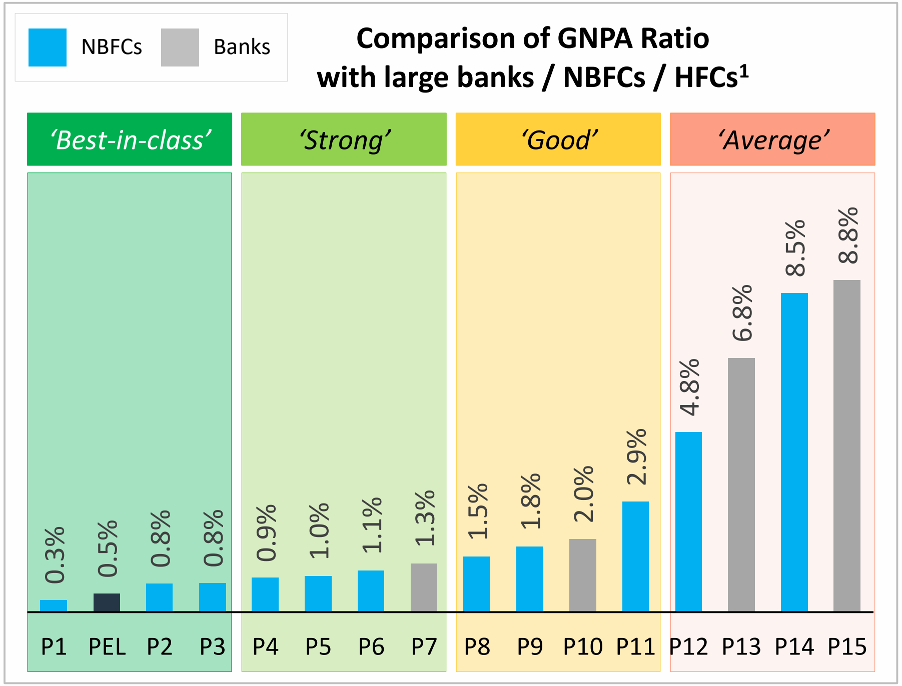
* In 3Q18, ~INR 2,300 Cr was allocated to Financial Services. In 4Q18, the entire ~INR 5,000 Cr (of the estimated allocation) was allocated to the business.

** ROE of 25%+ prior to fund raise.

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, Dewan Housing 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. FY 2018 data for peers. 1H FY2019 data for PEL.

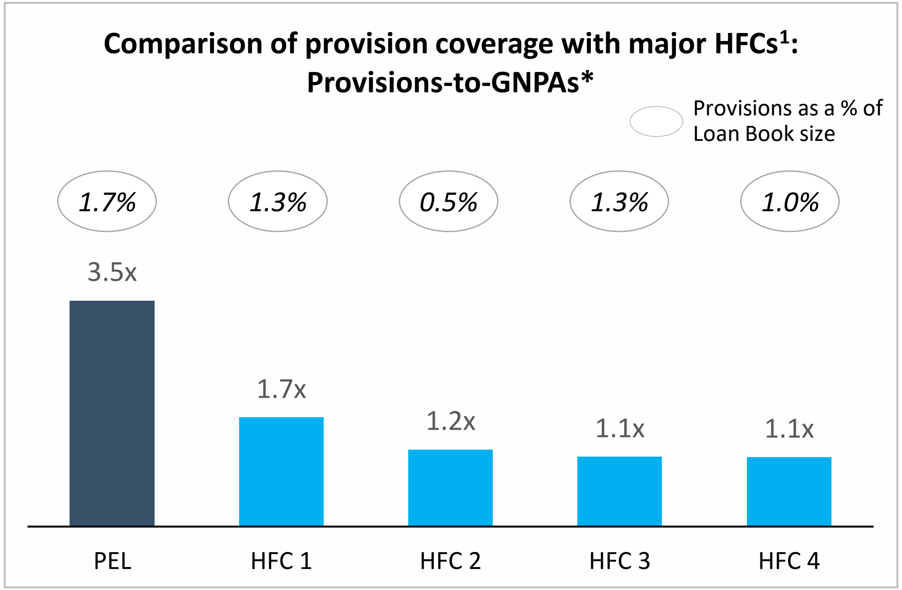
'Best-in-class' asset quality, as a result of robust risk management





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, Dewan Housing 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. GNPA Ratio for peers as on Mar 30, 2018. Data for PEL as of Sep 30, 2018.

Conservative provisioning, despite robust asset quality



Total provisions at 1.74% of loan book size

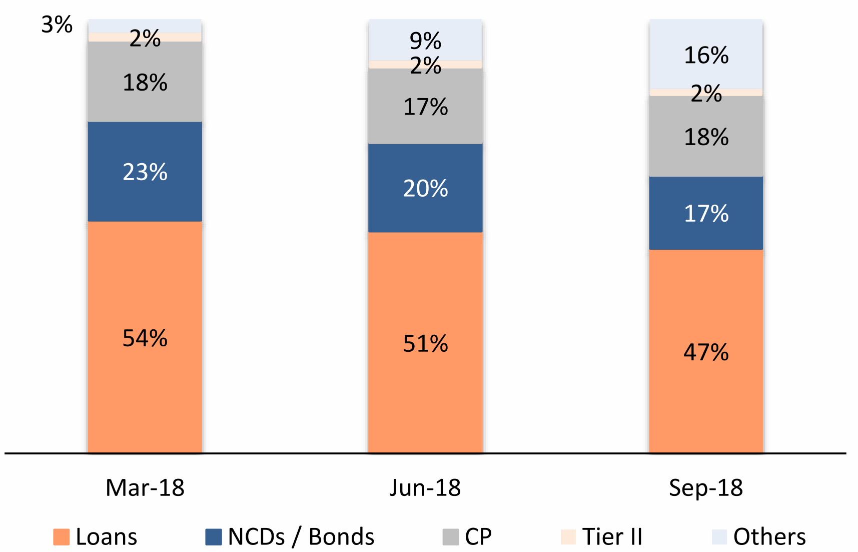
* Provisions-to-Gross NPAs based on total provisions for Stage 1, 2 and 3 assets (incl. any provisions retained from erstwhile provisions under the Indian GAAP regime)

Note:

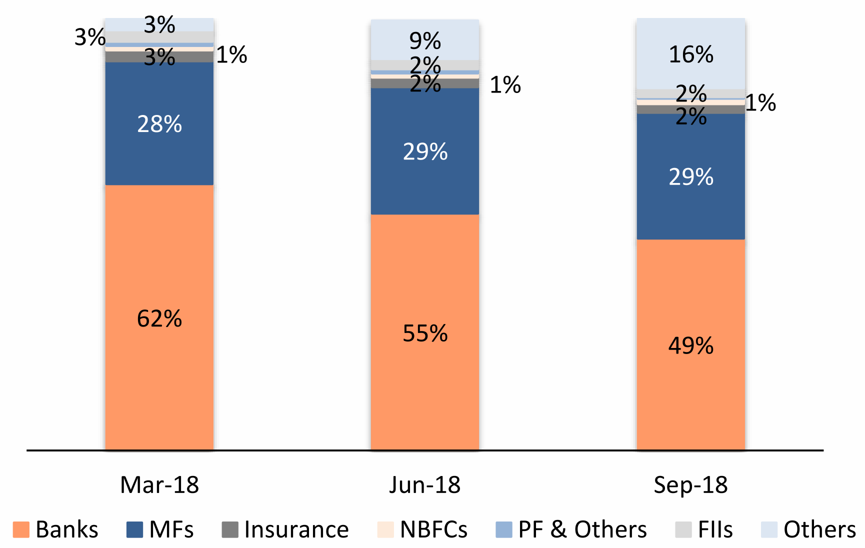
(1) HFC 1 – HFC 4 represents the Housing Finance Company (HFC) peer set, which includes (not necessarily in the same order): HDFC Ltd., Indiabulls Housing Finance, Dewan Housing Finance and PNB Housing Finance. Data for peers as on Jun 30 or Sep 30, 2018 (where available). Data for PEL as of Sep 30, 2018.

A diversified borrowing profile

Borrowing mix by type of instrument



Borrowing mix by investor

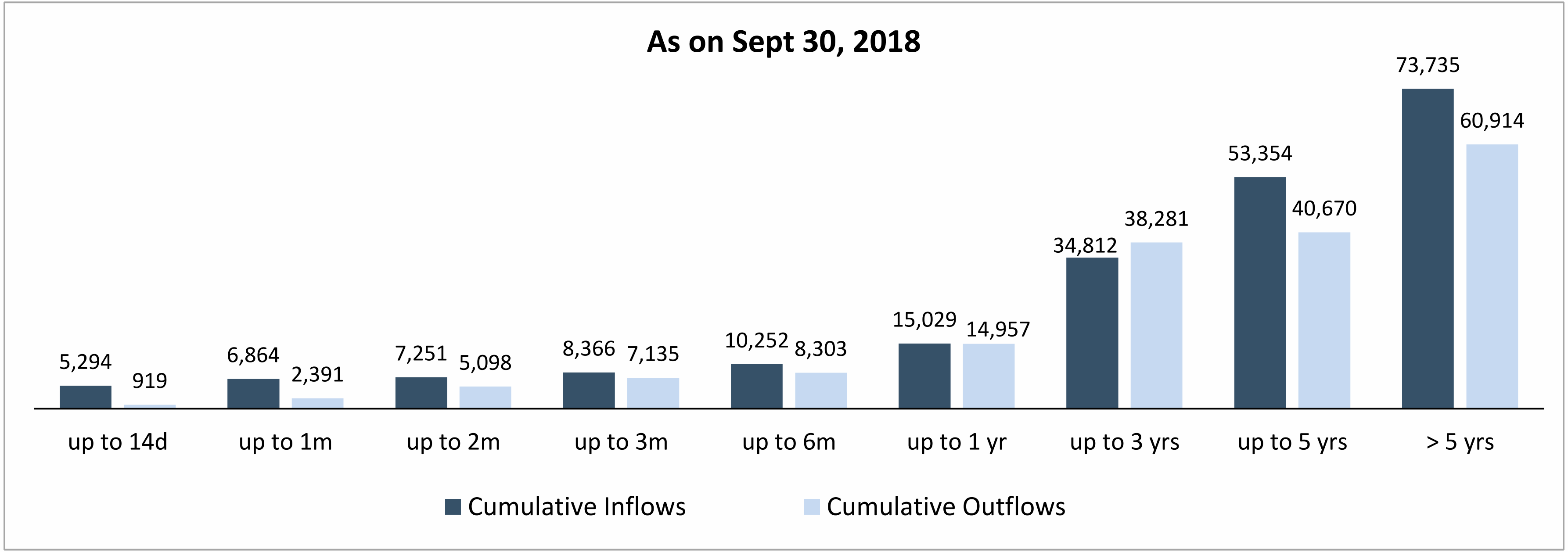


Over 100 investors including Banks, Mutual Funds, FPIs, Insurance Companies, Charitable Trusts, Provident Funds

Note: Data for PCHFL

A well-matched asset-liability profile

(in INR crores)



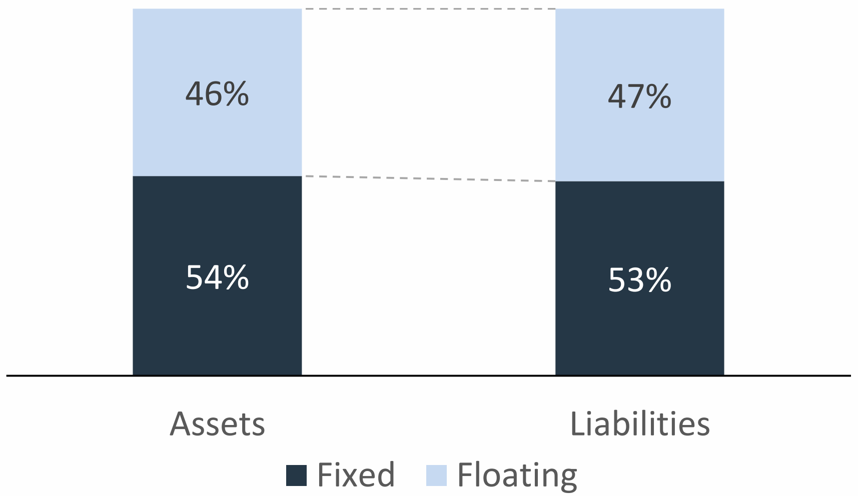
Much within the required norms set forth by the Regulator

Note: Data for PCHFL

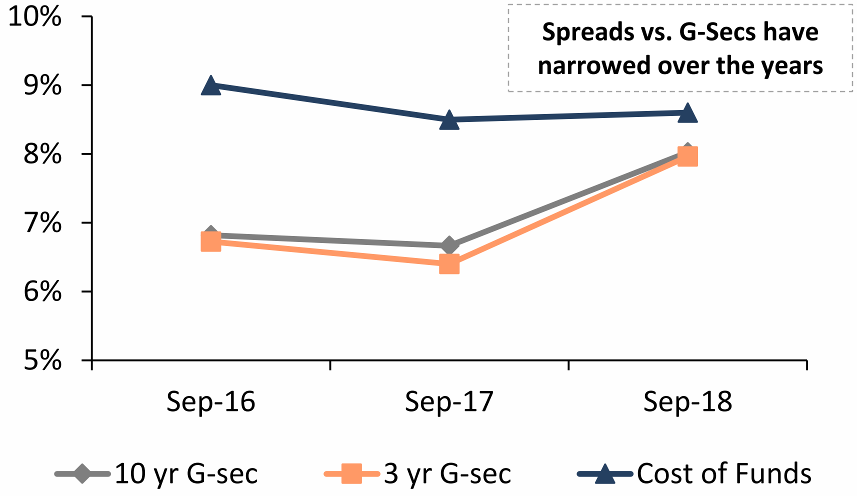
A 'healthy mix' of fixed-and-floating assets and liabilities enables to pass on any potential change in borrowing costs

As on Sep 30, 2018 (unless otherwise stated)

Fixed vs. floating assets and liabilities



Borrowing costs vs. G-Secs

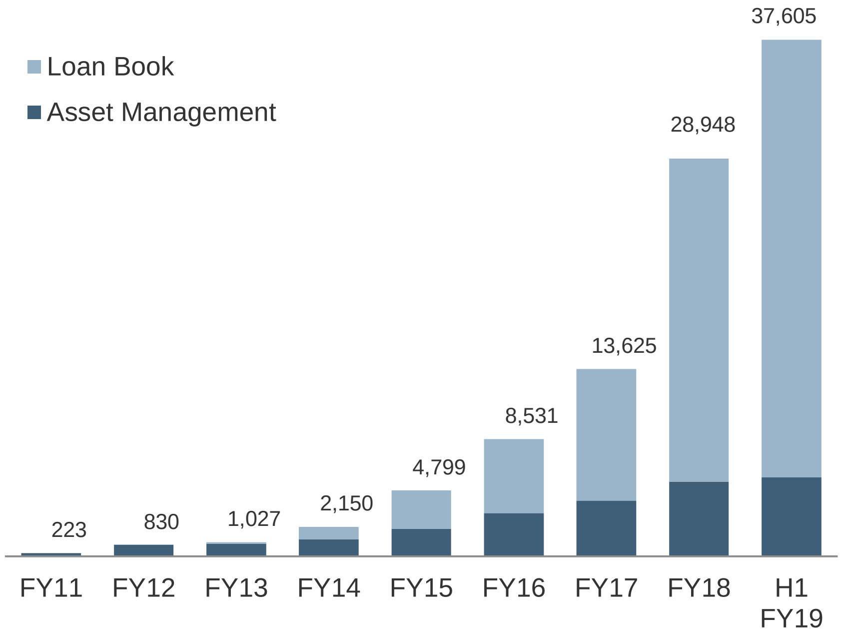


Borrowing costs increased only marginally, despite the recent increase in volatility and rising interest rates

Note: Data for PCHFL

Strong trend of exit/repayments with a maturing book

Strong trend of cumulative exits / repayments[1,2]
(in INR Crores)



- Effective structuring to ensure timely repayment
- Repayment to an extent of ~50% of the opening loan book during FY2018 – a testament to the health of the loan book
- ~INR 4,100 Crores repayment during the quarter

* FY2016, FY2017 & FY2018 numbers are as per IND AS and prior period are as per IND GAAP.
Notes:
1) Excludes our investment in Vodafone India, which was exited during FY2015
2) Exits from Asset Management business have been included on calendar year basis

Measures to ensure healthy asset quality

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

Review and governance mechanism

Board of Directors

Board Sub-committee for Financial Services

This sub-committee comprise of Executive Directors, Independent Directors & External Experts

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

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

These investment committees comprise of Executive Directors, Managing Director, Independent Directors, External Experts and Business Heads

Deal Clearance Committee

Independent Risk Management Team	Independent Legal Team	Asset Management Team	Finance & compliance	Brickex

Investment Teams

Stringent controls across stages of lending

Controls at Pre-qualification stage

- ✓ Presence in only Tier 1 cities
- ✓ ‘Grade A’ developers having strong track record

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

- ✓ Sensitivity analysis not just based on sales and cost but also based on velocity
- ✓ Proprietary risk scoring system to avoid bias
- ✓ Structuring each transaction uniquely to address any specific risks associated with the project
- ✓ Strategic alliances with global funds serving as external validation of underwriting and reassures investment thesis
- ✓ Security and cash cover of 1.5x-2x based on conservative underwriting assumptions

Deals with underwriting assumptions based also on delay in velocity by 6 to 12 months	100%
Deals with Escrow A/C	100%
Deals with a ‘Minimum Selling Price’ clause ensuring collection of sales value into our Escrow A/C	100%

Constant asset monitoring ensuring healthy asset quality

Developers	147+
Transactions	270+
Projects pan India	425+

✓ Constant monitoring by local teams in each city and dedicated asset monitoring team

- Monthly / Quarterly site visits to assess the project progress
- Monthly performance review with regard to sales units, value & price, collections and various costs
- Computation of monthly cash cover to ensure adherence to stipulated cash cover

Site Visits / month	200+
Developer sales MIS monitored per month	100%
Project escrow Accounts monitored per month	100%
Transaction coverage in Early Warning Signal Meetings	100%
Projects under construction stage / completed	80%

Gross NPA ratio of 0.5%

Asset Monitoring

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

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

EWS Meetings

'Early Warning Signals' identified

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

Real Estate

Localised Asset Managers with Techno-financial background	18	Escrow Accounts monitored	800+	Projects pan India	425+
Site Visits / month	200+	NOCs issued per month	1,000+	Micro markets tracked	100+
Team of CA / Civil Engineers having worked at Developers / Consultants /NBFCs		In-house technology platform for data capturing and operational scalability		Data analytics for exception reporting and highlighting trends	

Corporate Lending

6 member team of CA/ MBAs

Total exp of ~50 years in Banks, NBFCs, Fund

Multi-sectoral and multi-product expertise

Sectors Tracked (nos)	10 +
Projects managed pan India (nos)	200 +
Renewable Energy Portfolio (In MW)	6000 +

Residential project – Central Mumbai

Sep'16 – 5th Floor completed

Dec'16 – 9th Floor Completed

Oct'17 – Finishing near completion

Monthly construction progress monitored

Sample site visit photos: Corporate Lending

Operating wind turbines along with 33 kV lines

33 kV line connecting with the sub-station

Furnace where iron scrap is melted

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 18th and 19th floors	Work in progress on 18th floor.	Work in progress on 14th & 15th floor.	Work in progress on 12th & 13th floors.	Work in progress on 9th & 10th floors.	Work in progress on 6th & 7th floors.
Block Work	Jun, 2017	12th floor in progress.	9th floor in progress.	6th floor in progress.	4th floor in progress.	3rd floor in progress.	2nd floor in progress.
Plastering / Gypsum	Sep, 2017	Gypsum started on 1st and 2nd 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

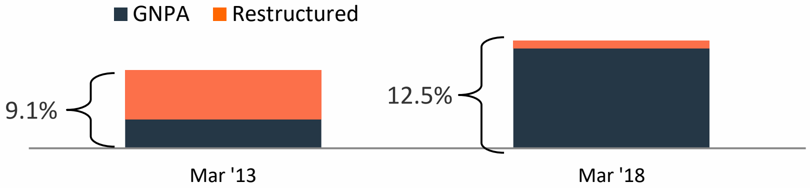
1. Site visit findings
2. Approval timelines
3. Construction cost
4. Sales Velocity in terms of units, area and value
5. Pricing – per sq ft and ticket size
6. Collections
7. Cover computation
8. Ability to meet principal and interest obligations
9. Discussions with developers / promoters

Distressed Investment Opportunity

Distressed Investment Opportunity

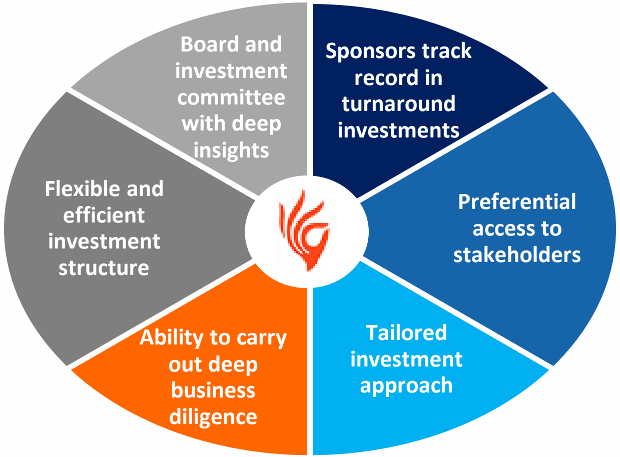
Industry Overview

Stressed Loans (% of Bank Loans in India)[1]



- India must resolve its NPL problem (~USD 220-250 Bn) to fund new asset creation (key for maintaining 6-7% GDP growth); 11 banks placed in PCAP[3]
- RBI firm on ensuring that Debt Restructuring schemes are viable (rated investment grade), else pushing banks to recover via IBC/cash settlement
- Stress lies in industrial sectors (power, steel, cement), export businesses (textiles, pharma) & domestic underfed sectors (hospitals, hotels)
- Enforcement via IBC has been slower than anticipated due to litigations & delays in hearing; however both these issues are getting addressed

Our Differentiated Positioning and Strategy



Overview of India Resurgence Fund

Product	• Investment across the capital stack (debt and equity) & across all sectors (other than real estate), with a view to drive control and restructuring with active participation in turnaround
Partner	• Partnership with Bain Capital Credit, a multi-asset alternative investment firm with AUM of USD 37 Bn[2]

Progress so far

- Active pipeline of ~USD 1 Bn of debt (to be acquired through IBC/directly from banks) across various sectors such as cement, chemicals, steel, etc.
- The fund has received SEBI AIF approval for investing
- The partnership has also received in-principal approval from the RBI for setting up an Asset Reconstruction Company

Note 1: Source: RBI Financial Stability Report
Note 2: Data estimated as of January 1, 2018. Bain Capital Credit AUM includes Bain Capital Credit, LP, its subsidiaries and credit vehicles managed by its AIFM affiliate.
Note 3: PCAP stands for RBI's Prompt Corrective Action Plan under which various restrictions were imposed on certain banks by RBI (including on lending), with the objective of restoring their financial health

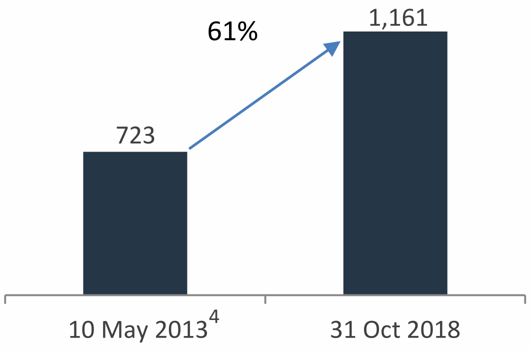
Partnership with Shriram – Strategic in nature

Partnership with Shriram – Strategic in nature

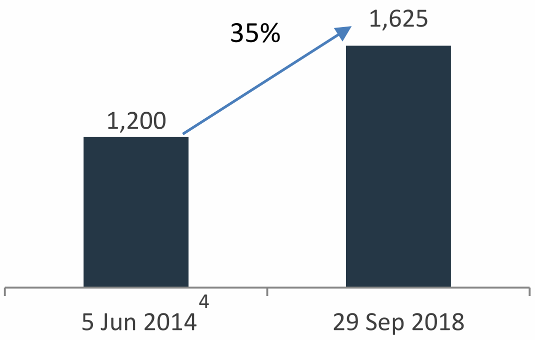
Acquired ~10% stake in STFC Invested Rs.1,636 Crores	+	Acquired 20% stake in SCL Invested Rs.2,146 Crores	+	Acquired ~10% stake in SCUF Invested Rs.801 Crores	=	Total investments in Shriram Group Rs.4,583 Crores

Share Price Performance since investments (Rs. per share)

Shriram Transport Finance



Shriram City Union Finance



- Market capitalization of c. **Rs. 370 bn** (US$5.0bn) for listed entities[1,2]
- **US$ 21.1 bn**[3] of assets under management
- **3,500+** branches[3]
- Customer base of **19.5+ 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. 74
(1) Listed entities include Shriram Transport Finance and Shriram City Union Finance (2) As of 31st Oct, 2018 (3) As of 30st June, 2018 (4) PEL's purchase price on the respective date of investment - Doesn't include related costs in acquiring these stakes

Future Roadmap: On track to create one of the largest well-diversified Financial Services businesses of India

Building an Integrated Financial Services Business

- Continue to **grow real estate loan book** by launching relevant, innovative and customized solutions
- **Further growing the recently launched products** such as commercial construction finance and LRD
- **Continue to diversify loan book** through focus on non – real estate space through Corporate Finance Group and Emerging Corporate Lending Group
- **Scale up Housing Finance** through:
  - Developer relationships through point of presence loan origination
  - Brickex network
  - Enter into tier I and tier II cities
- Set up **Asset Aggregation platforms** across renewables, roads and REIT Platforms
- **Generate fee income** through down-selling and syndication
- **Maintain focus on asset quality while generating higher risk adjusted ROEs**
- Contribute in **taking Shriram to the next level**
- **Optimize liability franchise**
  - Further deepen and diversify funding sources
  - Target credit rating improvement
- **Continue to enhance technology usage** to improve efficiency through:
  - Use of analytics for decision making
  - Automation of system and processes to improve Turnaround Time (TAT)

To summarize

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

Pharma

Pharma business portfolio delivering strong growth within and outside India

Piramal Pharma

FY2018 Rev: Rs.4,513 Crores

Global Pharma

FY2018 Rev: Rs.3,976 Crores

- End-to-end manufacturing capabilities
- 13 manufacturing facilities
- Portfolio of niche branded generic products
- Distribution to >100 countries

India Consumer Products

FY2018 Rev: Rs.537 Crores*

- Strong portfolio of OTC brands
- 8 brands among top 100 OTC brands
- Large distribution network
- Among top 5 OTC players

*Note * Includes Allergan JV Revenue*

Eight value accretive acquisitions to boost growth

Global Pharma

Coldstream (Injectables)

Injectable anaesthesia & pain management products

Ash Stevens (HPAPI)

Intrathecal severe spasticity & pain management products

India Consumer Products

4 brands from Pfizer

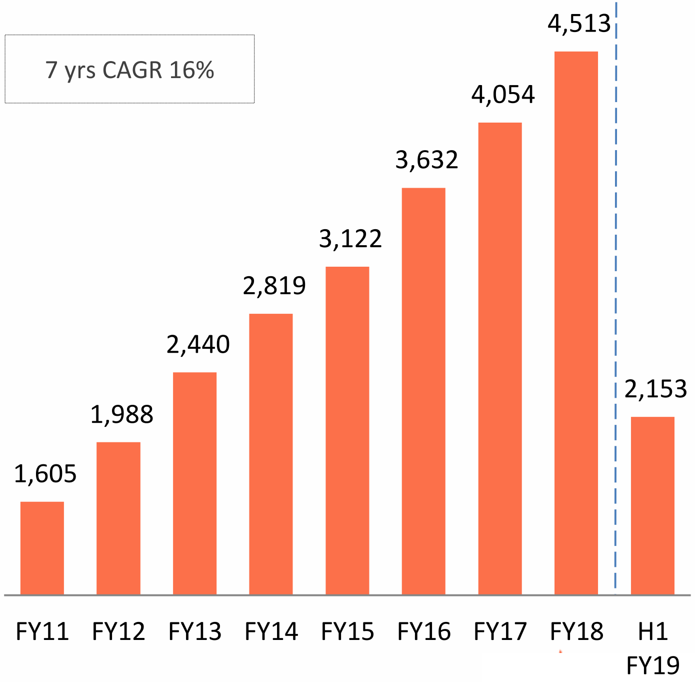
5 brands from Organon India & MSD BV

Baby-care brand- Little's

Digeplex and associated brands

Growing largely organically since Abbott deal

Pharma Revenues* (in Rs. Crores)



*Notes: * Includes Allergan JV revenues*

Global Pharma

Global Pharma : How are we rapidly 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

Drug Discovery

Global Pharma: How are we rapidly moving up the value chain ?

3 Adding differentiated hospital branded generic products organically and inorganically

Controlled substances

Injectable Anaesthesia

Desflurane

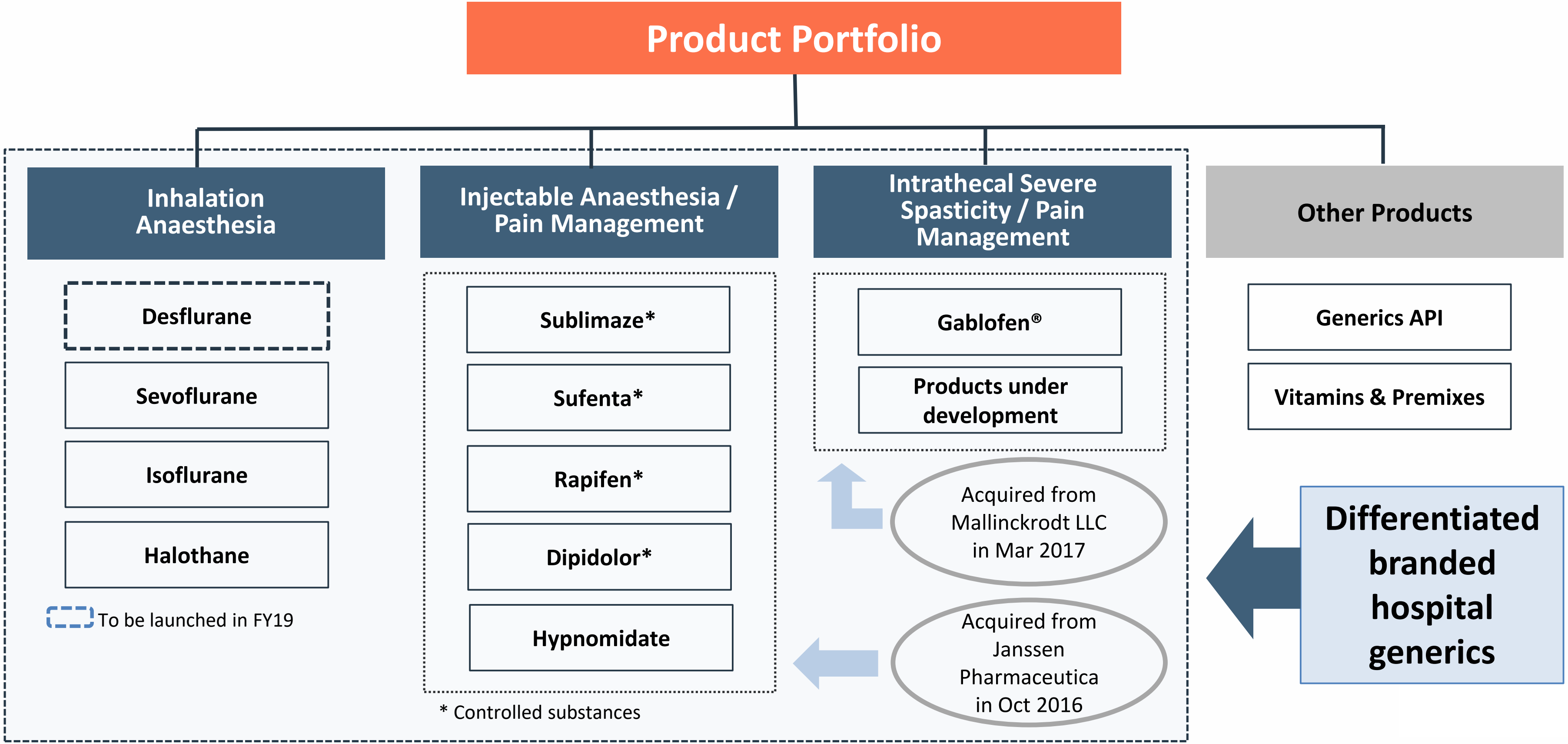
Intrathecal

4 Strong product portfolio to leverage global distribution network

- **Leverage global distribution network** by adding differentiated products
- **Differentiated offerings** – Niche branded generics and controlled substances
- **Entry barrier –** Complex to manufacture, sell and distribute resulting in limited competition
- **Expands 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 will enable us boost growth and enhance margins significantly

Creating a solid product portfolio



Integrated in capabilities: Discovery – Clinical Development - Commercialisation

Discovery → Preclinical → Phase 1 → Phase 2 → Phase 3 → Launch → On-patent → Off-patent

CRO	Development (CDMO & Generic API)		Late Phase & Commercial (CDMO), Generic API	
Discovery Ahmedabad, India	**Early Phase API (including high Potency)** Ennore,India | Aurora,Canada | Riverview, USA	**Early Phase Formulation** Mumbai, Ahmedabad – India Lexington, KY Grangemouth (ADC), UK	**Late Phase API (including high Potency)** Digwal, India Ennore, India Morpeth, UK, Aurora, Canada Riverview, USA	**Late Phase Formulation (OSD's & Steriles (Injectables & FFS))** Pithampur, India | Morpeth, UK | Lexington, KY | Grangemouth (ADC), UK

Special services

Antibody Drug Conjugates (ADC) Grangemouth (UK)

High Potent (HPAPIs) Riverview (USA)

Clinical Trial Supplies Morpeth (UK)

Regulatory, Patents, Pharma co-vigilance Mumbai

Vitamins & Nutrition Solutions Mahad (India)

13 manufacturing facilities both in East and West – All key sites US FDA inspected

BETHLEHEM
Anaesthesia Manufacturing
USFDA, MHRA

LEXINGTON
ADC Sterile Development & Manufacturing
USFDA

RIVERVIEW
HPAPI Development & Manufacturing
USFDA

AURORA
API Development & Manufacturing
USFDA, MHRA

MORPETH
API & Formulations Development & Manufacturing
USFDA, MHRA

GRANGEMOUTH
ADC Development & Manufacturing
USFDA, MHRA

MAHAD*
Vitamins & Minerals Premixes
USFDA, WHO-GMP

MUMBAI
Generic API Development

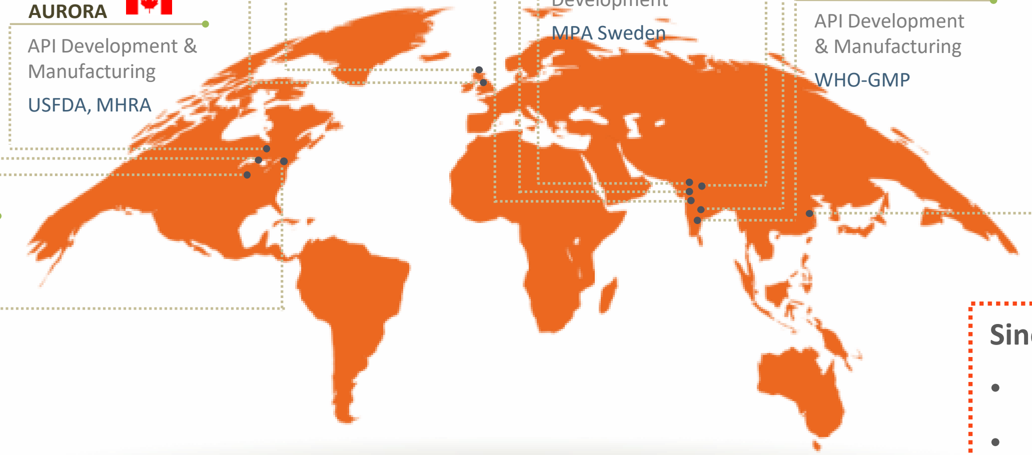
AHMEDABAD
2 sites:
Drug Discovery & Formulation Development
MPA Sweden

PITHAMPUR
Formulations Manufacturing
USFDA, MPA Sweden

DIGWAL
2 sites:
API Development & Manufacturing
USFDA, MHRA
Anaesthesia Manufacturing

ENNORE
API Development & Manufacturing
WHO-GMP

SHANGHAI
Sourcing Office



Since 2011, cleared all inspections :

- 32 USFDA inspections
- 122 other regulatory inspections
- 915 customer audits

*Note: * Dietary Ingredients*

Global Pharma : Strengthening presence in key geographies

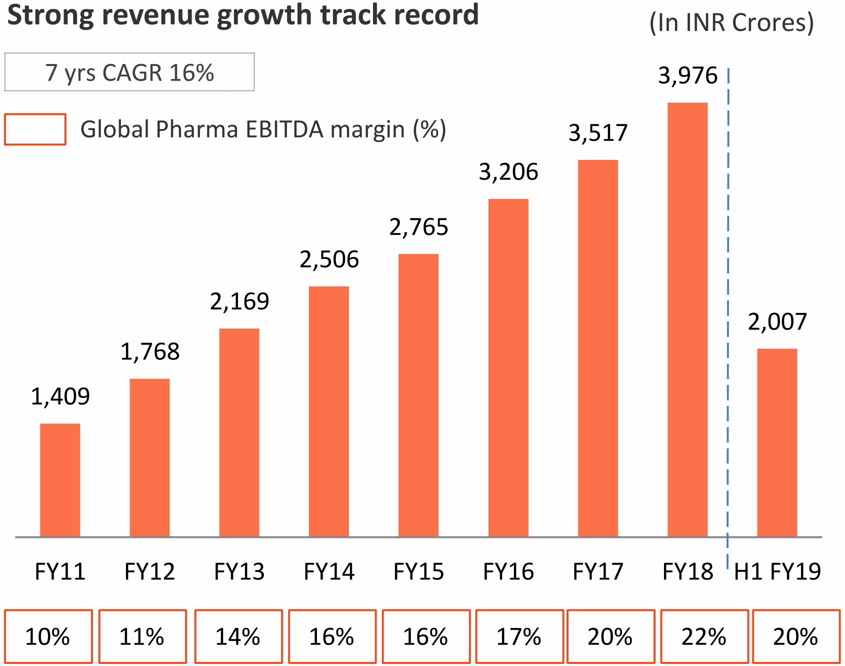
	 **Strong presence in North America**	 **Expanding presence in Europe**	 **Strong presence in India**	 **Expanding Presence in Japan**
Manufacturing Faculties	• Aurora : API Dev & Mfg • Lexington : Sterile Dev & Mfg • Riverview : HPAPI Dev & Mfg • Bethlehem : Anaesthesia Mfg	• Grangemouth : ADC Mfg • Morpeth : API & Form. Dev & Mfg	• 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	• 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
% Global Business Revenues *(as on Sep 30, 2018)*	41%	25%		
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		

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

Global Pharma : Growth Strategy

- **Continue to add more products** both organically and inorganically to leverage our strong sales and distribution network
  - Continue to look for acquisition opportunities in complex products
  - Launching latest generation Inhalation Anaesthesia i.e. Desflurane
  - Integrate the acquired products and generate synergies
- **Leverage and expand our end to end manufacturing and service delivering capabilities** (especially in niche capabilities i.e. injectable, HPAPI, ADC etc.)
  - Good traction for development business and integrated offerings
  - Injectable and HPAPI acquisitions will enhance cross selling opportunities
  - Undergoing capex worth over USD 85 mn to expand capacities and capabilities across facilities
- **Further expand our presence in strong markets** including US, Europe, Japan etc.
- **Continue to maintain focus on quality and compliance**

Strong revenue growth track record



- Acquired high margin products
- Manufacturing at facilities with niche high-end capabilities
- Further leverage global distribution
- Cost improvement initiatives

Continue to actively look for organic and inorganic opportunities to enhance growth & further improve margins

Why can we create a large and profitable global pharma business ?

- ✓ Significant market opportunity
- ✓ End-to-end manufacturing capabilities with niche offerings
- ✓ Investing to move up the value chain
- ✓ Strong focus on compliance, quality and reliability
- ✓ Potential to grow rapidly and expand margins
- ✓ Strong presence in US, Europe, Japan and India
- ✓ Growing organically and inorganically
- ✓ Offering complete pool of services to large & mid sized Pharma Companies
- ✓ Strong portfolio of niche products and services
- ✓ Large distribution network reaching >100 countries

Well-positioned to create a large, well-diversified and profitable global pharma business

India Consumer Products

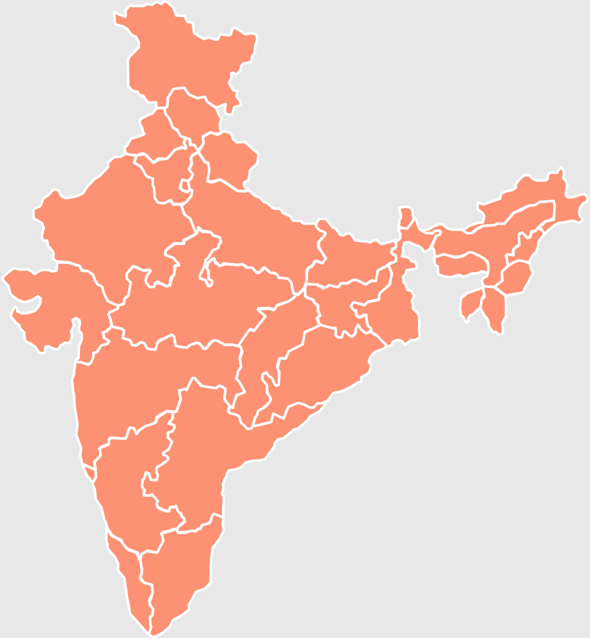
Strong product portfolio

Eight brands among India's top 100 OTC brands

Most brands are among the top two in their respective representative market

Developed a large India-wide distribution network

Wide Distribution Network



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

	FY2008	FY2012	Now
No. of towns present	16	481	2000
Total Outlet presence	24,000	200,000	420,000
Chemist Outlet presence	16,000	100,000	220,000
Field Force	80	800	2,100

Adding products organically and inorganically

Products added organically

Instant pain relieving mouth ulcer gel

A non-drowsy anti-allergy OTC brand

Oil Balance Face Wash & Face Scrub

A sore throat pain relief product

A pregnancy test kit

Paan flavoured antacid

Ovulation test kit

Detoxifies the after effects of socializing, etc.

Educational game Jungle Magic Garden Sciencz

Product portfolios added through acquisition

4 brands from Pfizer Ltd

5 brands from Organon India & MSD BV

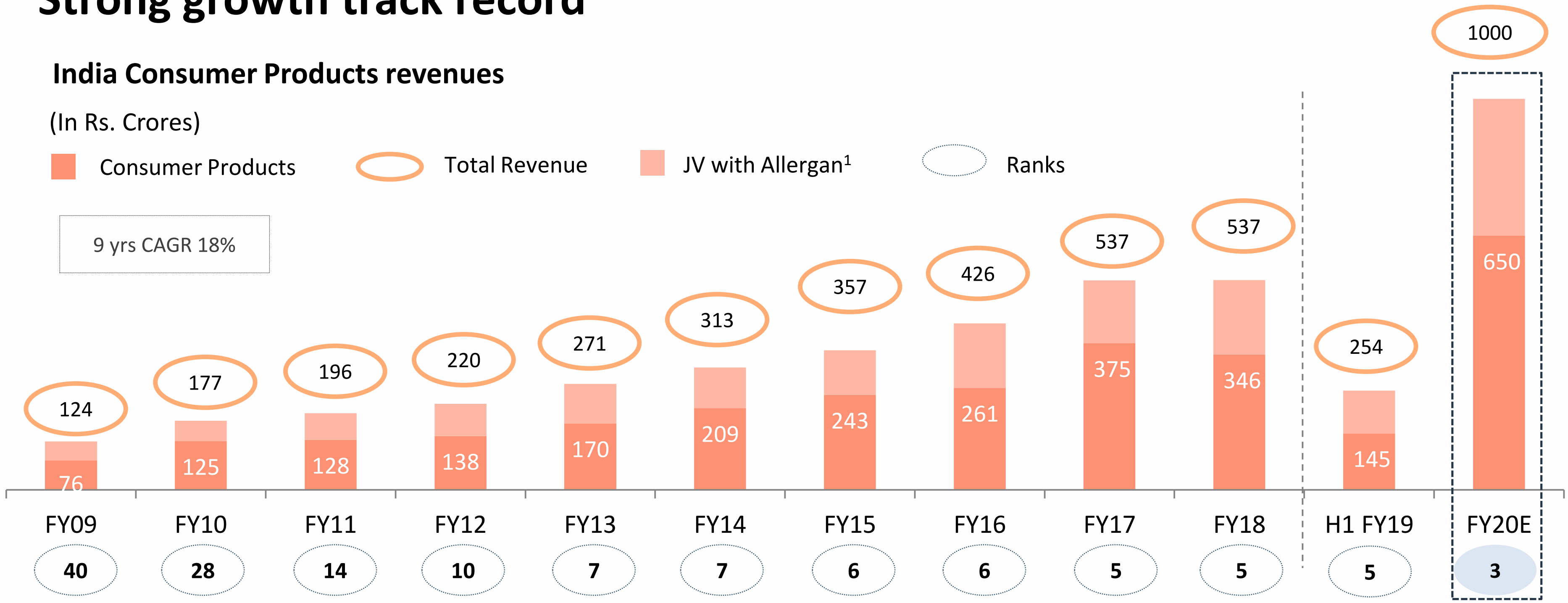
Baby-care brand 'Little's'

Digeplex and associated brands

Strong growth track record

India Consumer Products revenues

(In Rs. Crores)



- Integration of acquired portfolios
- Continue to add products both organically (including brand extensions) and through acquisitions
- Reduced stock-outs
- Tap e-commerce, rural, exports & alternate opportunities
- Addition of new products or brands will leverage the distribution network; and help fixed cost amortisation resulting in higher margins

Note: 1. Allergan JV revenue includes only PEL's revenue share of 49%

How Consumer Products business can become a significant play for us?

- ✓ Significant market opportunity
- ✓ Strong product portfolio
- ✓ Significant margin expansion
- ✓ Leverage large India-wide distribution network
- ✓ Asset Light model
- ✓ Launching new products and extensions
- ✓ Strong track record
- ✓ Acquiring leading brands or brands with potential to become #1

Well-positioned to create a large, well-diversified and profitable India Consumer Products business focusing on niche areas of routine disruption

Overall

Our differentiated business model enabling better performance vs. peers

Revenue Growth Rates of Top Pharma companies

Top Pharma Companies	FY16	FY17	FY18
Sun Pharma	4%	11%	(14%)
Lupin	12%	23%	(9%)
Aurobindo Pharma	15%	8%	9%
Cipla	22%	6%	3%
Dr. Reddy’s Lab	5%	-9%	1%
Cadila Healthcare	11%	0%	24%
Glenmark Pharma	17%	20%	0%
Jubilant Lifesciences	1%	2%	26%
Peers Average	**11%**	**8%**	**5%**
PEL Overall Pharma business	**16%**	**12%**	**11%**

Source : Companies reported numbers, Stock Exchange Filings

Healthcare Insight & Analytics

Healthcare Insight and Analytics: At A Glance

Historically viewed as a syndicated healthcare market research company, Decision Resources Group (DRG) has transformed itself into a data-driven, technology enabled, healthcare insights business

We assist our clients in the Pharma, MedTech, Insurance (Payer), and Provider sectors, addressing many of the most pressing questions in the healthcare industry:

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

We do this by leveraging a large team of 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 end, but which are based upon a series of common back-end algorithms

Leaders Interview

Hospital Audit

Health Plan Data

Proprietary Survey Data

Our Business

Analytical Tools

Market Forecasts

Customized Services

Proprietary Databases

Strong positioning with high long term revenue visibility

Key Business Highlights

- Serves major Developed and Emerging Markets
- FY2018 Revenue - US$186 mn
- Capabilities across customer's product life cycle
- 17 offices across 6 locations globally
- 1,200+ employees globally (386 employees in India)

>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

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

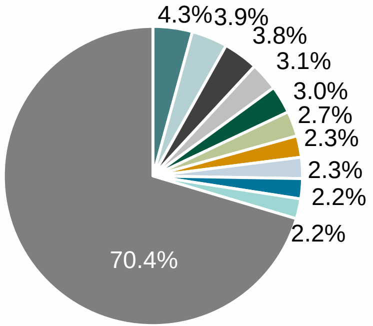
17 of the top 20 **medical device** companies

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

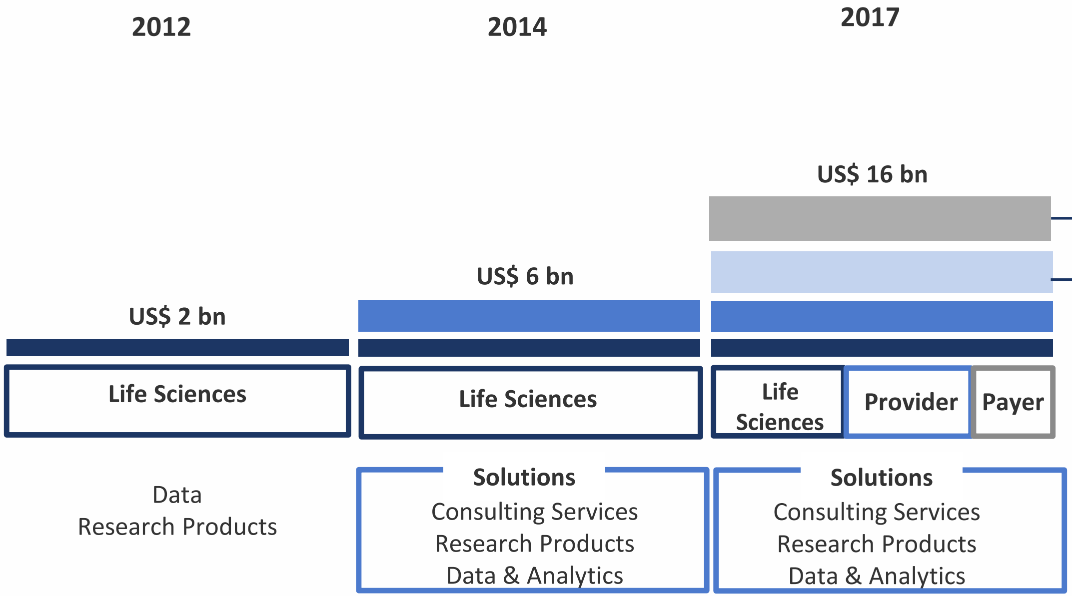
Significant revenue visibility

- DRG 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

Top 10 Relationships Comprise <30% of Revenue



Expanding into New Markets



Feb 2016 - Acquired Adaptive Software

- Leading Solutions for Health Plans and Pharmacy Benefit Managers
- Marks Company's entry into payer space

May 2015 – Acquired HBI

- Trusted provider of best practice research, training & services to >1,400 hospitals in US
- Marks Company's entry into provider space

Source: Based on proprietary market research and internal DRG estimation

Established offices in India to drive margin improvement

- DRG launched a new initiative to transform its global talent pool by expanding to India. Business opened offices in Bengaluru (Jan 2015) and Gurugram (Feb 2016) with 386 positions on boarded (i.e. 31% of DRG’s headcount).
- Scaling India operations to:
    - Improve customer delight, delivery, and response times through building 24/7 capabilities
    - Access a large pool of educated professionals with substantial expertise
    - Establish new international offices in a key growth market
    - Accelerate DRG’s profit growth through the 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
Omnicell	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;

Note: Financial information per the latest financial filings as of March 31, 2018. Trading information as of July 13, 2018.

Future Roadmap : Growing business and improving margins

- Continuously expanding our capabilities, geographic presence and addressable market through strategic acquisitions
  - **Expanded market access capabilities** by acquisition of Abacus international *(FY13)*
  - **Enhanced analytics** by acquisition of RELAY Technology Management *(FY14)* Activate Networks *(FY15)* HealthHiway *(FY16)*
  - **Entry into provider and payer space** by acquisition of HBI *(FY16)* Adaptive Software *(FY16)*
  - **Access to European hospital data** by acquisition of Walnut Medical *(FY18)* Context Matters *(FY18)*
- Continue to **transform our customer offering towards higher end value-added insights and solutions** by leveraging proprietary data and analytics tools and deploying user-centric, technology-driven applications
- Further invest into developing our consulting skills and talent pool
- Combining machine learning, real world data, and deep therapy expertise to further improve our offerings to life science companies
- Improve margins by leveraging our India base

Continue to pursue a carefully crafted strategy of leveraging the significant opportunity in high-end data analytics through our strong customer positioning and by leveraging our India presence

Financials

Q2 & H1 FY2019

Diversified Revenue Mix

(In INR Crores or as stated)

Net Sales break-up	Quarter II ended			% Sales	Half year ended		
	30-Sept-18	30-Sept-17	% Change		30-Sept-18	30-Sept-17	% Change
Financial Services	1,732	1,186	46.7%	54.4%	3,290	2,270	45.3%
Pharma	1,109	1,083	2.5%	35.6%	2,153	1,970	9.3%
Global Pharma	1,029	963	6.8%	33.2%	2,007	1,809	11.0%
India Consumer Products	81	119	(32.2%)	2.4%	145	161	(9.8%)
Healthcare Insight and Analytics	292	256	14.1%	9.4%	570	508	12.3%
Others	11	12	-	0.6%	34	43	-
Total	3,144	2,536	24.0%	100%	6,047	4,790	26.2%

Note:

1. Foreign Currency denominated revenue in Q2 FY2019 was Rs.1,167 Crores (37% of total revenue) and in H1 FY2019 was Rs. 2,348 Crores (39% of the total revenue)

Consolidated P&L

(In INR Crores or as stated)

Particulars	Quarter II Ended			Half Year Ended		
	30-Sep-18	30-Sep-17	% Change	30-Sep-18	30-Sep-17	% Change
Net Sales	3,144	2,536	24%	6,047	4,790	26%
Non-operating other income	56	75	(25%)	125	159	(22%)
Total income	3,200	2,611	23%	6,171	4,949	25%
Other Operating Expenses	1,491	1,266	18%	2,921	2,458	19%
OPBIDTA	1,709	1,345	27%	3,250	2,491	30%
Interest Expenses	1,016	725	40%	1,925	1,398	38%
Depreciation	123	129	(5%)	252	252	-
Profit before tax & exceptional items	570	491	16%	1,073	841	28%
Exceptional items (Expenses)/Income	-	-	-	(452)	-	-
Income tax						
Current Tax and Deferred Tax	163	190	(14%)	344	292	18%
Deferred Tax on account of merger of subsidiaries	-	-	-	-	-	-
Profit after tax (before MI & Prior Period items)	407	301	35%	277	549	(50%)
Minority interest	-	-	-	-	-	-
Share of Associates[1]	73	82	(11%)	134	137	(2%)
Net Profit after Tax	480	384	25%	411	686	(40%)
Net Profit Margin %	15%	15%	-	7%	14%	
Normalised Net Profit[2]	480	384	25%	863	686	26%
Normalised Net Profit Margin %	15%	15%	-	14%	14%	-
EPS (Rs./share)	24.2	22.2	9%	20.8	39.6	(48%)
Normalised EPS (Rs./share)[2]	24.2	22.2	9%	43.5	39.6	10%

Notes:
1) Income under share of associates primarily includes our share of profits at Shriram Capital and our share of profit under JV with Allergan, as per the new accounting standards;
2) H1FY2019 normalised net profit excludes non-recurring and non-cash accounting charge towards imaging assets in Q1FY2019

Consolidated Balance Sheet

(In INR Crores)

Particulars	30 Sept 2018	31 March 2018
Equity Share Capital	36	36
Other Equity	25,767	26,409
Non Controlling Interests	10	12
Borrowings (Current & Non Current)	52,553	44,161
Deferred Tax Liabilities (Net)	23	29
Other Liabilities	2,035	1,901
Provisions	129	135
Total	**80,553**	**72,683**
PPE, Intangibles (Under Development), CWIP	5,873	5,740
Goodwill on Consolidation	6,217	5,633
Financial Assets		
Investment	21,642	23,527
Others	31,715	21,287
Other Non Current Assets	471	437
Deferred Tax Asset (Net)	4,188	4,244
Current Assets		
Inventories	937	774
Trade receivable	1,128	1,355
Cash & Cash Equivalents & Other Bank balances	1,680	2,467
Other Financial & Non Financial Assets	6,702	7,219
Total	**80,553**	**72,683**

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

Q4 & FY2018 Financials

Diversified Revenue Mix

(In Rs. Crores or as stated)

Net Sales break-up	Quarter IV ended			% Sales	Full Year Ended		
	31-Mar-18	31-Mar-17	% Change		31-Mar-18	31-Mar-17	% Change
Financial Services	1,395	999	39.6%	46.8%	4,982	3352	48.6%
Pharma	1,330	1,214	9.6%	40.6%	4,322	3,893	11.0%
Global Pharma	1,245	1,103	12.9%	-	3,976	3,517	13.1%
India Consumer Products	85	111	(23.3%)	-	346	375	(7.9%)
Healthcare Insight and Analytics	234	227	2.9%	11.4%	1,209	1,222	(1.1%)
Others	32	23	-	1.2%	127	80	-
Total	**2,991**	**2,463**	**21.5%**	**100%**	**10,639**	**8,547**	**24.5%**

Note:

1. Foreign Currency denominated revenue in Q4 FY2018 was Rs.1,377 Crores (46% of total revenue) and in FY2018 was Rs.4,907 Crores (46% of the total revenue)

Consolidated P&L

(In Rs. Crores or as stated)

Particulars	Quarter IV Ended			Full Year Ended		
	31-Mar-18	31-Mar-17	% Change	31-Mar-18	31-Mar-17	% Change
Net Sales	2,991	2,463	21%	10,639	8,547	24%
Non-operating other income	36	86	(58%)	259	234	11%
Total income	3,028	2,549	19%	10,899	8,781	24%
Other Operating Expenses	1,610	1,430	13%	5,479	5,048	9%
OPBIDTA	1,417	1,119	27%	5,419	3,733	45%
Interest Expenses	831	590	41%	2,978	2,031	47%
Depreciation	115	122	(5%)	477	382	25%
Profit before tax & exceptional items	471	407	16%	1,964	1,320	49%
Exceptional items (Expenses)/Income	-	8	-	-	10	-
Income tax						
Current Tax and Deferred Tax	189	103	83%	693	228	204%
Deferred Tax on account of merger of subsidiaries	(3,569)	-	-	(3,569)	-	-
Profit after tax (before MI & Prior Period items)	3,851	296	1,201%	4,840	1,082	347%
Minority interest	-	-	-	-	-	-
Share of Associates[1]	92	15	534%	280	170	65%
Net Profit after Tax	3944	311	1169%	5,120	1,252	309%
Net Profit Margin %	132%	13%	-	48%	15%	-
Normalised Net Profit[2]	375	311	21%	1,551	1,252	24%
Normalised Net Profit Margin %	13%	13%	-	15%	15%	-
EPS (Rs./share)[3]	203.6	17.9	1,035%	281.7	72.3	290%
Normalised EPS (Rs./share)[3]	19.3	17.9	8%	85.4	72.3	18%

Notes:
1) 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; 2) Normalised Net Profit after Tax excludes synergies on account of merger of subsidiaries in Financial services segment; 3) Basic and diluted EPS for 3M ended Dec 31, 2017, Mar 31, 2018 & year ended Mar 31, 2018 have been restated for effect of Rights Issue

Consolidated Balance Sheet

(In Rs. Crores or as stated)

Particulars	31 Mar 2018	31 Mar 2017
Equity Share Capital	36	35
Other Equity	26,409	14,848
Non Controlling Interests	12	13
Borrowings (Current & Non Current)	44,161	30,451
Deferred Tax Liabilities (Net)	29	31
Other Liabilities	1,901	2,675
Provisions	135	187
Total	**72,683**	**48,239**
PPE, Intangibles (Under Development), CWIP	5,740	5,425
Goodwill on Consolidation	5,633	5,427
Financial Assets		
Investment	23,527	21,717
Others	21,287	5,887
Other Non Current Assets	437	399
Deferred Tax Asset (Net)	4,244	625
Current Assets		
Inventories	774	723
Trade receivable	1,355	1,108
Cash & Cash Equivalents & Other Bank balances	2,467	1,541
Other Financial & Non Financial Assets	7,219	5,387
Total	**72,683**	**48,239**

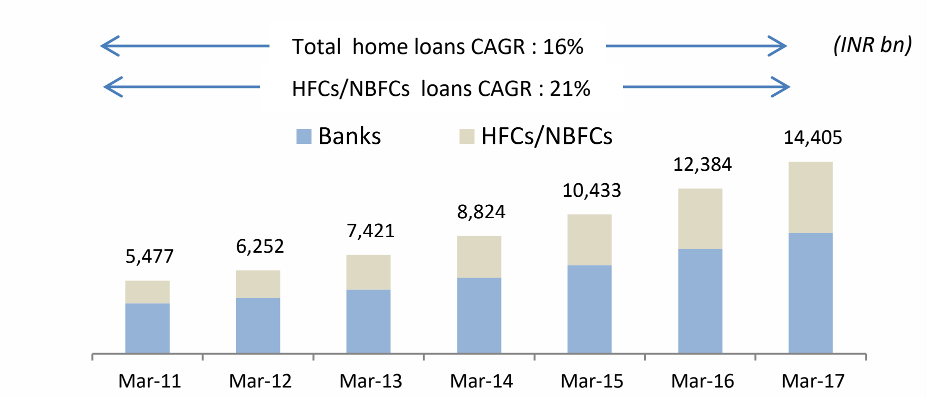
Note : The above numbers have been regrouped from IND AS Financial Statements for Presentation purposes only

Appendix

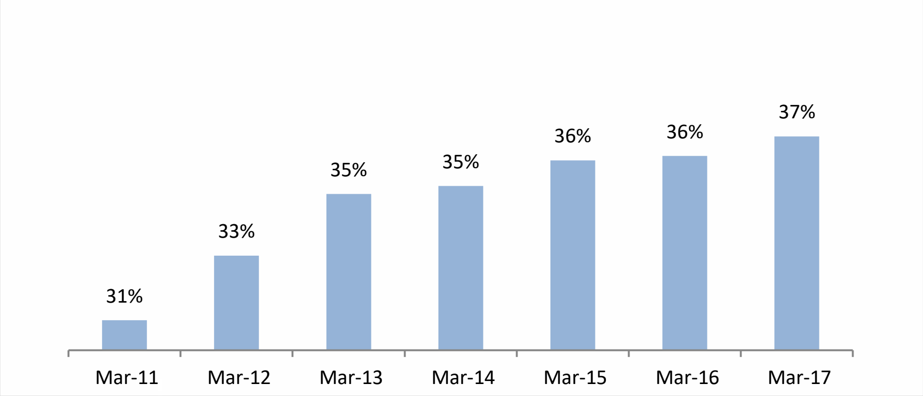
Retail Housing Finance

HFCs & the Home Loan market

HFCs/NBFCs growing faster than the home loan market



HFCs/NBFCs market share in home loans is growing



However, very few sizable HFCs

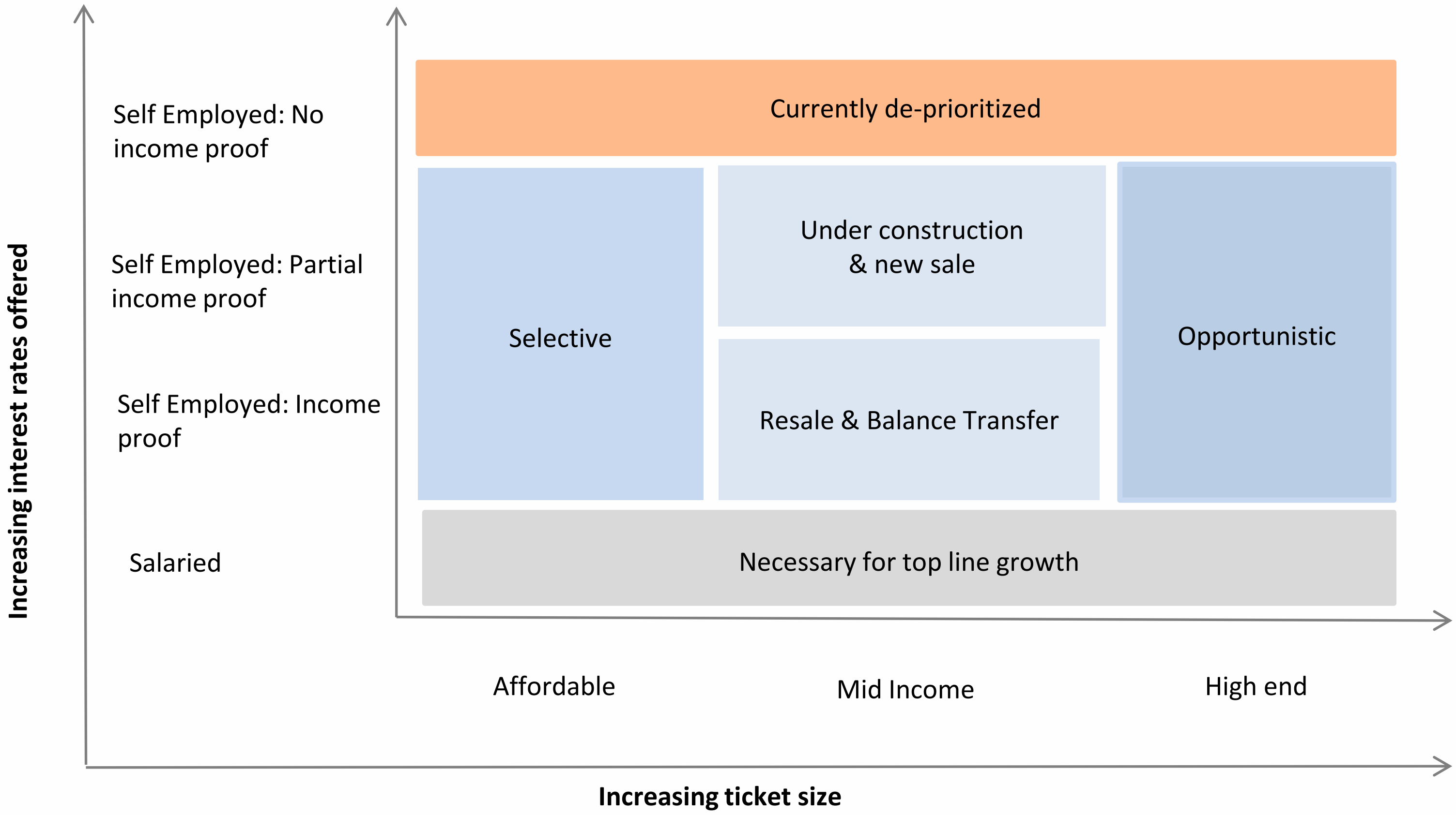
(in INR Cr)	No. of HFCs based on Retail AUM
100,000+	2
70,000 – 100,000	1
40,000 – 70,000	2
10,000 – 40,000	4
< 10,000	80

Source : RBI, NHB, ICRA

Source : Company analysis

Data as on 31st March 2017

Target segments

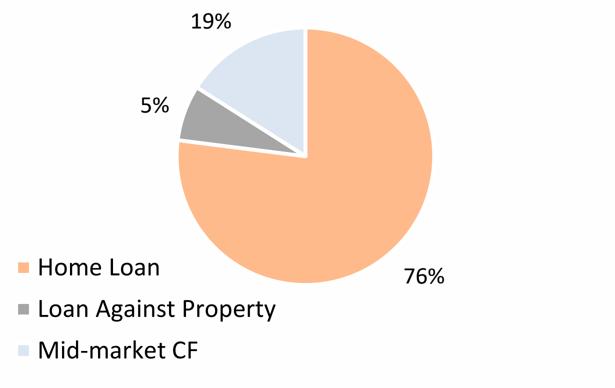


Product Portfolio

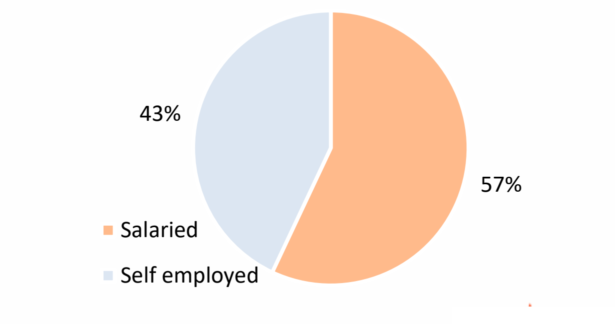
Product offerings

Products	Property type
1. Home Loan i. Purchase ii. Balance transfer iii. Top Up 2. Loan Against Property i. Business expansion ii. Balance transfer iii. Top Up 3. Mid-market Construction Finance	1. Residential i. Under-construction ii. Ready to move in 2. Commercial i. Self-occupied ii. Lease Rental

Product Mix*



Customer Mix*



*As on 30 Sep, 2018

Strategy to grow rapidly and create a sizeable HFC

Significant opportunity from existing developer relationships

Particulars (INR 000' Crores)	Total Value[1]
Total projects financed by PEL	140
Total projects with developers (PEL customers)	350

130+ Developers

382+ Projects

Note: 1) Values are based on June 30, 2018

Channel engagement and enhancement

- Develop alternate 'highways'
- Referral programs
- ONE Team approach
- Activation campaigns
- Trainings

Product innovation, Customised solutions

Product Innovation

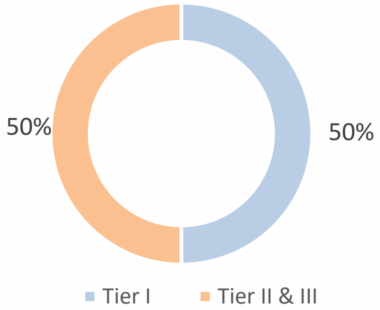
- SUPER Loans | Subvention schemes |Bridge Loans
- **Proposed**: E-Loans| In-principle Loans | Spot Loans

Customised Solutions

- 5 variants of developer schemes launched
- Joint campaigns with developers

Focusing on Tier II and Tier III cities

Targeting 24 branches by 2020

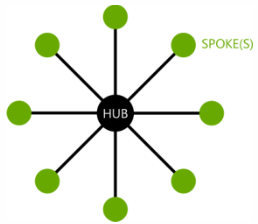


Leveraging Brickex

- India's leading B2B aggregation platform focusing on sales & marketing of Real Estate and Financial Services products
- Helps in deal origination
- Network of **10,000+ distributors** across geographies

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

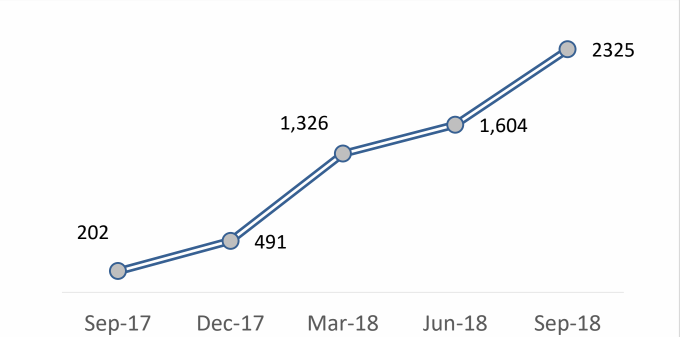
- For setting up credit policy framework
- For early warning signals

Diversification and expected rating upgrade

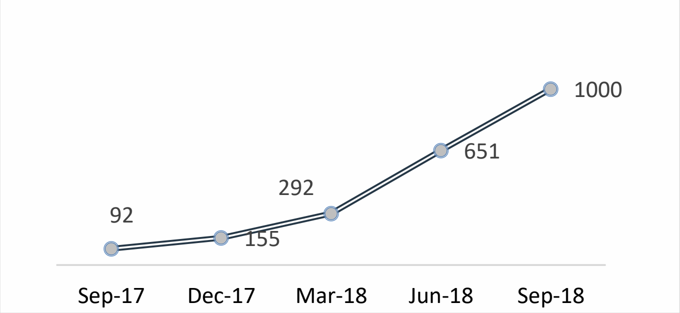
- Improve leveraging capability
- Reduce cost of borrowings
- Enhance ROE for overall Financial Services

Performance trend

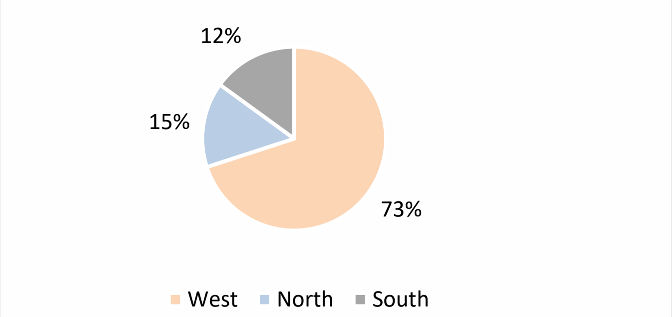
Assets Under Management (INR Cr)



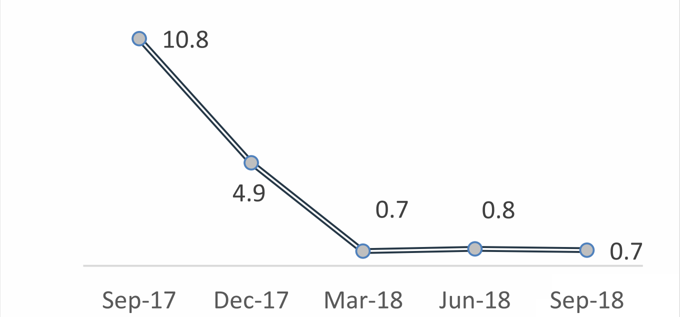
Log-in Trends



Zone-wise Loan Book (INR Cr)*



Home Loans Average Ticket Size (INR Cr)



* As on Sep 30, 2018

Diversification into retail – Housing Finance

Key Strategies	1 Year journey: Sep'17 to Sep'18
Use latest technology & analytics to build on key competitive parameters	Loan book + Sanctioned: INR 3,996 crores
Work on a B2B2C model with existing developer partners	173 developers, 449 projects Branches in 9 cities
Leverage existing network of 10,000+ distributors of Brickex	5701 logins, Partnered with 1045 connectors, 387 DSAs
Bring in innovative products to fill the gap in the HFC business	Innovative products – e.g. Super loans

Corporate Finance Group

CFG: Transformation over years

FY14 - FY16		What we are today?
10	**TEAM**	51
Infra	**SECTOR FOCUS**	Infra, Cement, Transmission, Auto Comp, Logistics, Chemicals
Mezzanine	**PRODUCTS**	Mezzanine, Senior Debt, Project Finance, Loan Against Shares
INR 1,515 Cr	**LOAN BOOK**	INR 10,188 Cr*
INR 2,015 Cr	**LOAN BOOK** *(Including APG)*	INR 12,108 Cr*

** As of Sep 30, 2018 and excludes education loans*

Evolution of Sector Coverage

Increased number of sectors with growth in lending platform

FY 14	FY 15	FY 16	FY 17	FY 18*	H1 FY 19
Book: INR 1,293 Cr	Book: INR 794 Cr	Book: INR 2,172 Cr	Book: INR 3,766 Cr	Book: INR 8,209 Cr	Book: INR 10,188 Cr
Roads	Roads	Roads	Roads	Roads	Roads
Renewable	Renewable	Renewable	Renewable	Renewable	Renewable
		Cement	Cement	Cement	Cement
			Auto Ancillaries	Auto Ancillaries	Auto Ancillaries
				Transmission	**Transmission**
				Logistics and Warehousing	**Logistics and Warehousing**
				Packaging	**Packaging**

Yield range widened to 14-17%

** includes education loans*

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

Leveraging our expertise in other sectors as well

Evaluate sectors to identify high growth segments

- Understanding of industry cycles
- Understand industry barriers
- Take long term view of the sector

Cover credit-worthy corporates in identified sectors

- Evaluate company's fundamentals
- Analyze financial standing – leverage/capital structure

Identify Opportunities with competitive advantage

- Cover major market participants for leads
- Leverage existing relationships

- Adopt a relationship approach similar to RE to create long term partnerships
- Approach client problems through innovative solutions

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

Coverage	▪ CCG is engaged with over 50 groups and over 400 companies ▪ Has strong relationship with over 30 Private Equity funds for opportunities
Presence	▪ 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

Emerging Corporate Lending

Launch and progress of Emerging Corporate Lending

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 Crores to Rs.125 Crores

Sector-agnostic platform

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

Risk profile

✓ Low Risk Portfolio with deals backed by cashflows

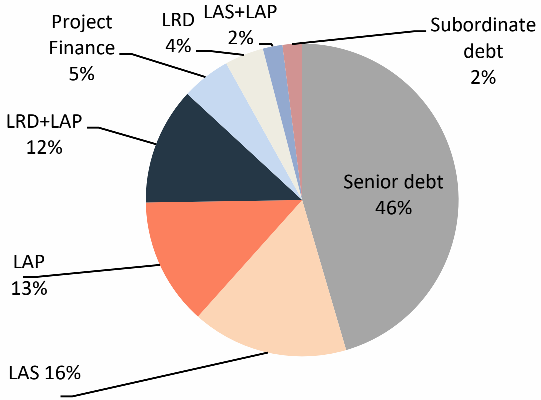
Progress so far

✓ Loan book of Rs.1,481 Crores as on 30 Sep 2018; disbursed Rs. 355 Crores during Q2 FY2019
✓ Set up team of 26 people including underwriting, investment, dedicated business operations, legal and asset management functions
✓ For deal origination, senior relationship managers are based in Mumbai, Delhi, Chennai, Bangalore, Hyderabad, Pune and Ahmedabad

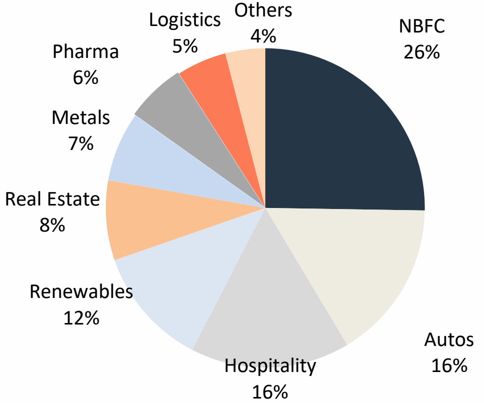
Diversified Portfolio backed by cashflows/collateral

- **Emerging Corporate Lending as of Sep 30, 2018 has**
  - Loan book of INR 1,481 Cr as of Sep 30, 2018

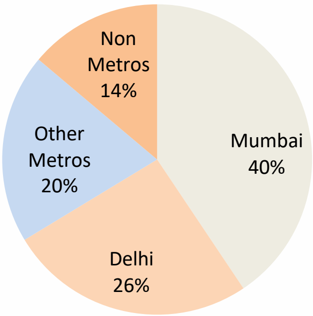
Product-wise AUM



Sector-wise AUM



Region-wise AUM



Average Deal Size of INR 49 Cr

Legend: LRD- Lease Rental Discounting, LAP - Loan Against Property, LAS- Loan Against listed Shares

Diversification into small & mid-size lending - ECL

Key Strategies	1 year journey: Sep'17 to Sep'18
Leverage CFG business model	Loan book+ Sanctioned: INR 1748 crores
Leverage learnings from RE financing	Team size: 26; Deals: 30
Focus on small & medium enterprises (SMEs)	Lending to multiple sectors across 10 locations
Expand into Tier II & Tier III cities	Offering senior debt, LAP, LRD, Promoter financing & Structured debt, etc.

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	• 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	2nd charge on Project C	• 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	• Linked to sales milestones of projects (ability to back test our sales assumptions)
Deal Type	General Corporate Purpose	• 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	Brickex (our in-house real estate advisory arm)	Finance
• Pressure building through legal proceedings including mortgage enforcement • Filed criminal complaint with Economic Offence Wing (EOW) and Crime Branch	• Sourcing and engaging with customer for sales of security units • Continuous dialogue with developers • Structuring transaction	• 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

	FY2016				FY2017				FY2018				FY2019	
	3M	6M	9M	12M	3M	6M	9M	12M	3M	6M	9M	12M	**3M**	**6M**
Loan Book Growth (YoY%)[1]	138%	150%	181%	180%	110%	118%	105%	87%	79%	69%	68%	69%	64%	**59%**
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%**
ROE (%)	25%+	25%+	25%+	25%+	25%+	25%+	25%+	25%+	25%+	25%+	21%[2]	19%[2]	19%[3]	**19.6%[3]**

Note :

1. As on end of reported period
2. ROE calculation also takes into account the capital allocation from recent fund raise. During Q3 FY2018, Rs 2,300 Crores was allocated to Financial Services. In Q4 FY2018, the entire Rs.5000 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 Sept 30, 2018		
Category	Loan Book (INR Crores)	% of Loan Book
Stage 1	52,104	98.7%
Stage 2	426	0.8%
Stage 3	263	0.5%
Total Loan Book	**52,793**	**100%**

Gross NPA: 0.5%	**Total Provision %: 1.74%**

Note: 1) Stage wise categorisation is as per IND AS; 2) Stage 3 – Loans > 90 dpd

Team Strength

Financial Services

772

Wholesale business

Real Estate	CFG	ECL	Partner Functions
76	30	17	211

Retail business

Housing Finance
438

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

Creating a great place to work

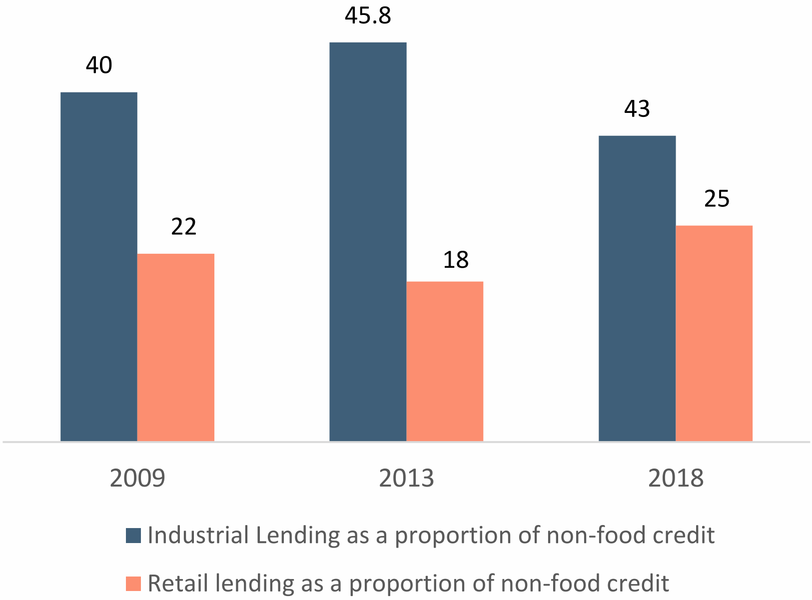
Every employee is a partner	• Entrepreneurial approach empowering each employee as a partner
Incentive structure	• Carry scheme covering all employees across levels ensuring collaboration to get best deal for the platform • Leadership team shares a part of their earnings with employees in lower bands • Incentives are also linked to overall platform performance
High retention	• 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

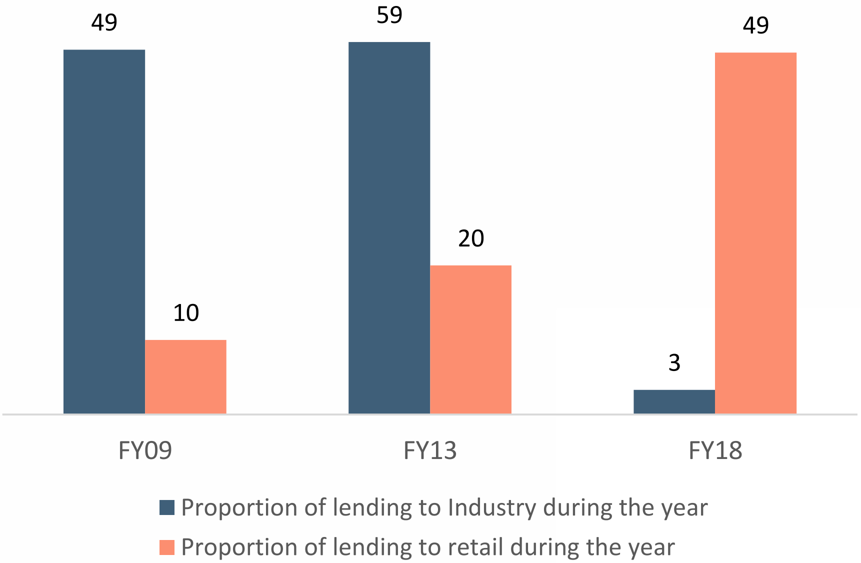
Opportunity in Wholesale Lending

- 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 %)



Well-positioned to cater to the significant opportunity that country expected to offer in next few years

- India set to become the 3rd largest economy in next few years
- Lower penetration implies Financial Services to grow faster than GDP
- Public sector banks facing asset quality issue
- Private Sector Institutions (i.e. Private Banks, NBFCs & HFCs) expected to support this rapid growth
- Few serious players in private sectors with high effective promoter stake

Technology & Analytics as business enablers

Technology

Initiatives in technology have played a pivotal role in create customer centric advancements

Principles behind our technological initiatives

- **Customer**-Centric
- Constant **re-invention**
- **Low-cost** operating model
- Sustainable **differentiators**

Journey so far

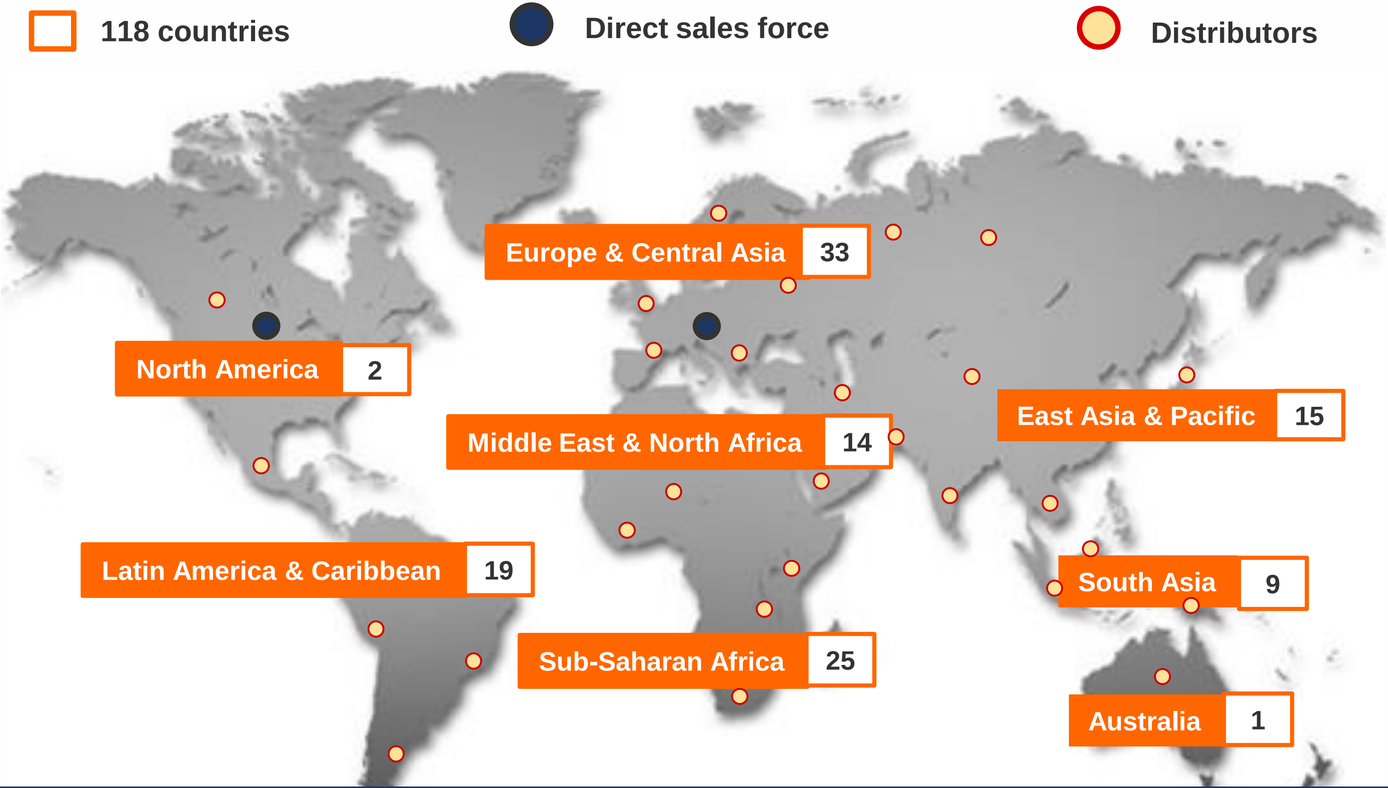
- Core lending platform for Wholesale RE
- Initiated building of NextGen platform for Retail HFC
- Data warehouse, single source of data to help drive insights, analytics, cross selling, dashboards across financial services
- Initiated Robotic Process Automation for business processes
- IT compliance enabling data leakage prevention, advanced threat protection etc.

Piramal Connect – a one of its kind technological initiative to bring our partners closer

Global Pharma : Large global distribution network reaching to over 100 countries

- Presence in 118 countries
- Serving over 6,000 hospitals in the world

- **Both product acquisitions :**
  - Strengthen presence in US, EU, Japan & EMs
  - Enable higher fixed cost amortisation to improve margins



Larger product portfolio will significantly leverage our global distribution capabilities

First major fund raise in the history of PEL - ~Rs.7,000 Crores

Successfully raised ~Rs.4,996 Crores through CCDs

- ✓ **Largest QIP deal by any company (excluding banks) in India**
- ✓ **First QIP of INR denominated CCDs in India**
- ✓ **Widespread participation:** from FII long only investors, global university endowment fund, domestic institutions and alternative asset managers comprising over 30 institutional investors

+

Successfully raising Rs.1,978 Crores through Rights Issue

- ✓ Existing shareholders of PEL got an **equal opportunity to participate** in the fund raising
- ✓ Issue was **oversubscribed by 1.26x** times excluding the CCD holders reservation
- ✓ **CCD holders will be entitled to subscribe to rights issue** portion (Rs. 190 Crs) of their entitlement as and when they convert CCD into shares over the next one year

A win-win for both Investors and PEL

For Investors

- ✓ Protects from down-side (investors will get the interest coupon for next 18 months)
- ✓ Gives all upside (CCDs can be converted into pure equity)
- ✓ Provides the benefits of both debt and equity instruments
- ✓ Listing of CCDs brings liquidity to the instrument

For PEL

- ✓ Interest coupon is same / lower than the cost of borrowing for PEL
- ✓ Equity base to get enhanced progressively in next 18 months
- ✓ Attracted large number of the top institutional investors

Answering our clients' most pressing questions

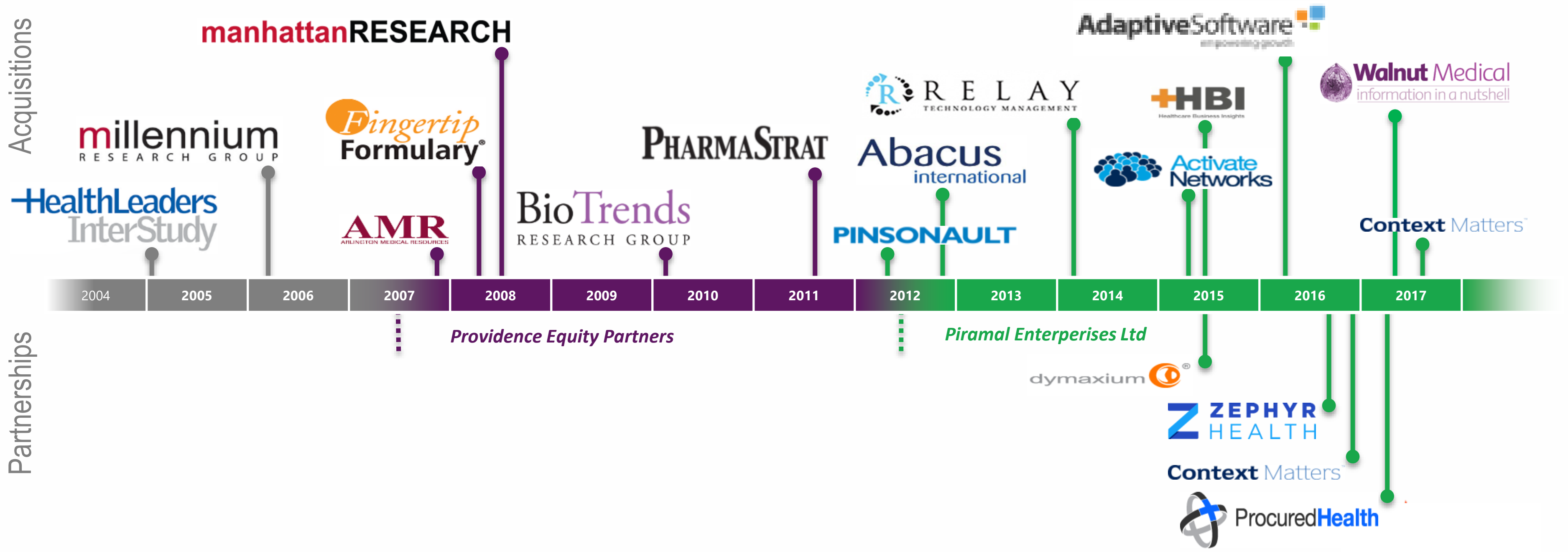
LIFE SCIENCES	Market Assessment	• Which therapeutic markets have the highest potential? • What should healthcare organizations do as healthcare shifts to a value focus?
	Market Access	• What is the best evidence to support my access and reimbursement argument? • How will the key payers in the future make decisions about my product?
	Commercial Optimization	• What levers can I pull to improve my brands' volume? • How is my product being perceived in market relative to competition?
	Digital Innovation	• Where should my digital spend be targeted? • How can I segment and target segments uniquely?
PAYER/ PROVIDER	Market Assessment	• What are my competitors doing? • How is the market unfolding? Who is winning and losing?
	Performance Improvement	• Where can I improve my hospital's performance? In Revenue Cycle Management? In IT? In Supply Chain? • How do I benchmark relative to hospital peers?

Leaders Interview
Hospital Audit
Health Plan Data
Proprietary Survey Data

Our Business

Analytical Tools
Market Forecasts
Customized Services
Proprietary Databases

Strategic **DECISION** making is easier when you have access to proprietary data and expert **RESOURCES** from an integrated **GROUP** of best-in-class companies.



For Investors :

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