ICFL/LS/00201/2025-26

October 31, 2025

| | |
|---|---|
| **BSE Limited**<br>Listing Department, 1st Floor,<br>P J Towers, Dalal Street, Fort,<br>Mumbai - 400 001. | **National Stock Exchange of India Limited**<br>Exchange Plaza, C-1, Block G,<br>Bandra Kurla Complex, Bandra,<br>(E), Mumbai – 400 051. |
| **Scrip Code**: 541336 | **Symbol**: INDOSTAR |

**Sub.:** Investor Presentation on Unaudited Financial Results (Standalone and Consolidated) for the quarter and half year ended September 30, 2025

**Ref.:** Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations")

Dear Sir/ Madam,

Pursuant to Regulation 30 of Listing Regulations, please find enclosed Investor Presentation on Unaudited Financial Results (Standalone and Consolidated) of the Company for the quarter and half year ended September 30, 2025.

Request you to kindly take the above on record and disseminate the same on your website.

Thanking you,

Yours faithfully,

For **IndoStar Capital Finance Limited**

SHIKHA JAIN

Digitally signed by SHIKHA JAIN
Date: 2025.10.31 10:47:29 +05'30'

**Shikha Jain**
Company Secretary & Compliance Officer
*(Membership No. A59686)*

Encl.: a/a

INDOSTAR

# INDOSTAR CAPITAL FINANCE

Investor Presentation | **Oct 2025**

# Safe Harbor

This presentation and the accompanying slides (the “Presentation”), which have been prepared by **IndoStar Capital Finance Limited** (the “Company’), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

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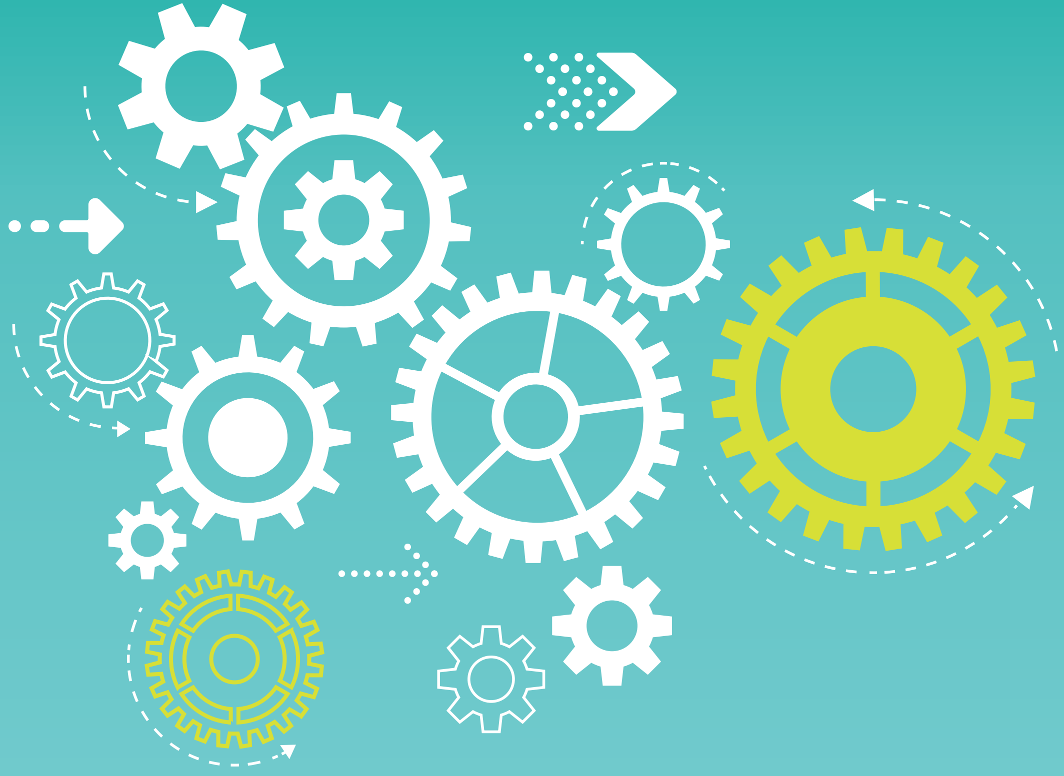
# INDEX

INDOSTAR
"Your Path To A Better Life"





# Company Overview

# Defining our Purpose: Vision, Mission & Values

INDOSTAR
"Your Path To A Better Life"

## Our Vision

"Partner with our customers on their journey to financial success."

## Our Mission

"To be a major financial service provider to our target customers through empowered happy employees, and deliver a competitive shareholder return while maintaining highest ethical behaviour standards"

## Core Values

**Resilience**

Ability to withstand and bounce back from difficult, adverse or challenging situations.

**Ethics**

Understanding the essence of Code of Conduct and governing Business principles

**Accountability**

Responsibility and ownership to the committed actions, decisions and the outcomes of those actions.

**Collaboration**

Work as a team towards a common goal, through shared knowledge, to achieve a desired outcome

**High-Performance**

Achieving exceptional results by exceeding expectations, and consistent performance.

# Transforming NBFC: Retail Centric & Tech Driven

*A strategic transition from large ticket portfolios to retail-led growth, with focus segments on Vehicle Finance and Micro LAP.*

**Asset quality preservation** through disciplined underwriting, proactive collections, and tech-led monitoring

**Exit from Affordable Housing Finance** – simplified portfolio and focus on core business

**Digital tools** (Indo Mitra, Scorecards, Connector Apps) enhancing sourcing, underwriting, and collections efficiency

**Micro LAP launch in FY2024–25 –** a key milestone in the retail transition, with disbursements gaining steady momentum

**Project LEAP** (Lean, Efficient, Agile, Profitable) driving efficiency, agility and operational discipline to improve profitability

Disciplined execution and operational compounding across business

Scaling up **used vehicle financing** leveraging deep domain expertise, while diversifying the portfolio through deeper penetration in **Passenger Vehicles, Farm Equipment, and Construction Equipment segments.**

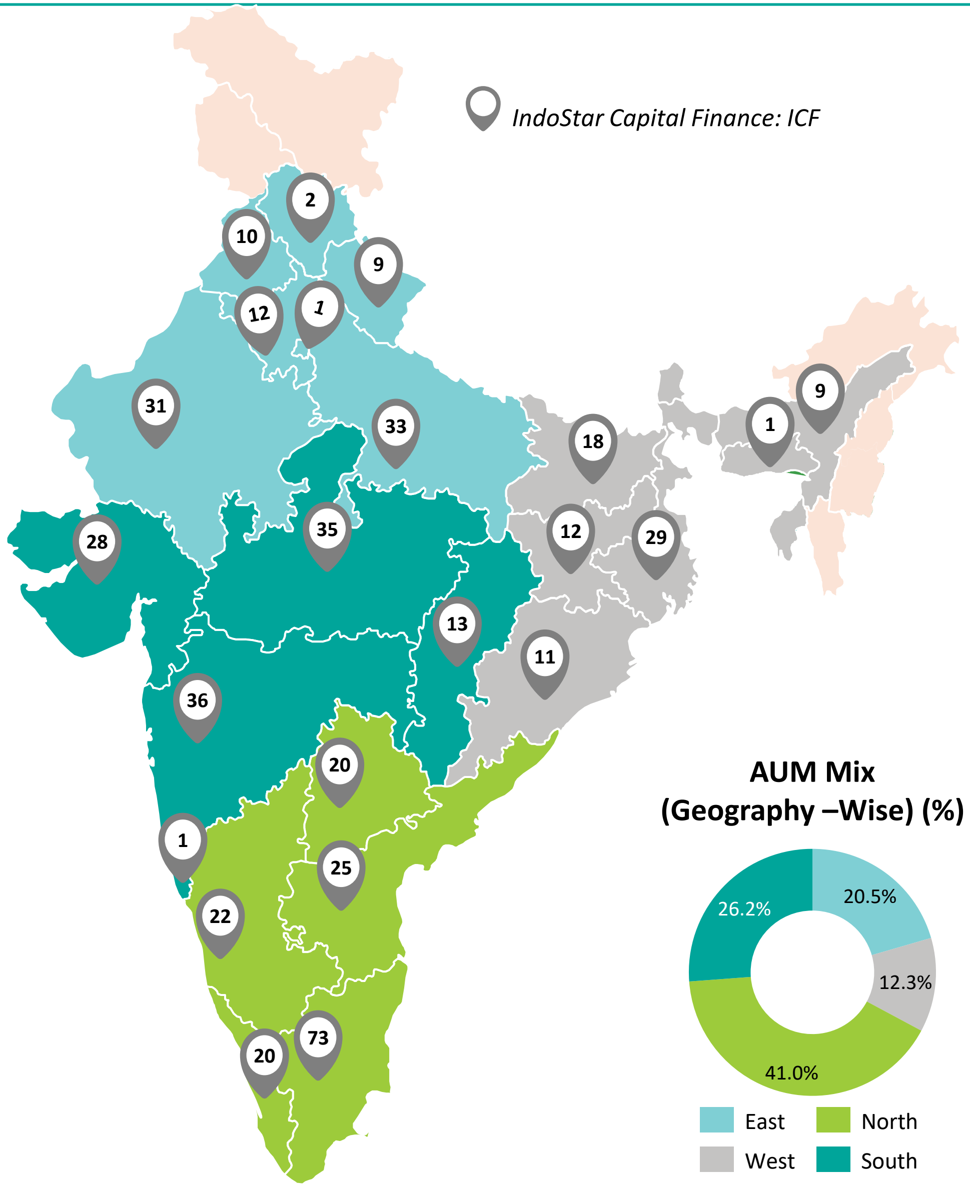
Continuously build **credibility across stakeholders** – investors, lenders, employees, and customers

## Key Strengths

| First mover advantage in Several tier 4 & 5 cities | High brand recall among transporters, small-business owners, and local communities | Referral-led sourcing model driving efficient and cost-effective customer acquisition. | Leveraging the vehicle finance network to offer Micro LAP and other retail products. |
| --- | --- | --- | --- |

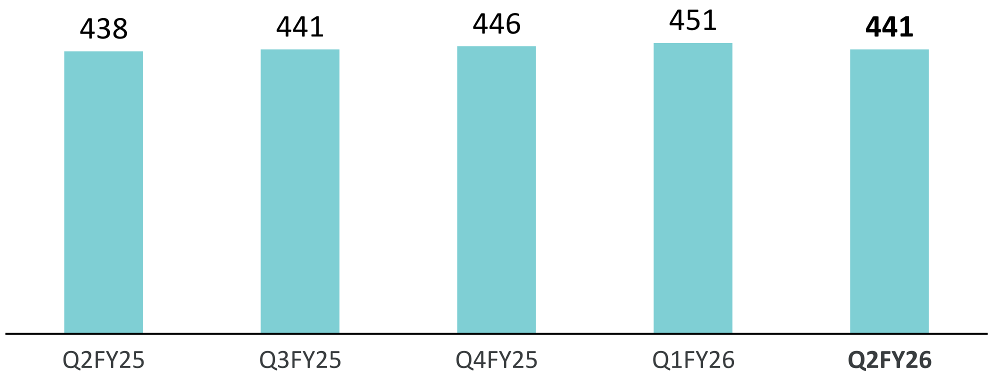
# Strong National Footprint: Ready to Scale

| No | States |
|---|---|
| 1 | ANDHRA PRADESH – 25 |
| 2 | ASSAM – 9 |
| 3 | BIHAR – 18 |
| 4 | CHATTISGARH – 13 |
| 5 | GOA - 1 |
| 6 | GUJARAT – 26 |
| 7 | HARYANA – 11 |
| 8 | HIMACHAL PRADESH – 2 |
| 9 | JHARKHAND – 12 |
| 10 | KARNATAKA – 22 |
| 11 | KERALA – 20 |
| 12 | MADHYA PRADESH – 35 |
| 13 | MAHARASHTRA – 34 |
| 14 | MEGHALAYA – 1 |
| 15 | NEW DELHI – 1 |
| 16 | ODISHA – 11 |
| 17 | PUNJAB – 10 |
| 18 | RAJASTHAN – 29 |
| 19 | TAMIL NADU – 74 |
| 20 | TELANGANA – 19 |
| 21 | UTTAR PRADESH- 32 |
| 22 | UTTARAKHAND – 8 |
| 23 | WEST BENGAL – 29 |

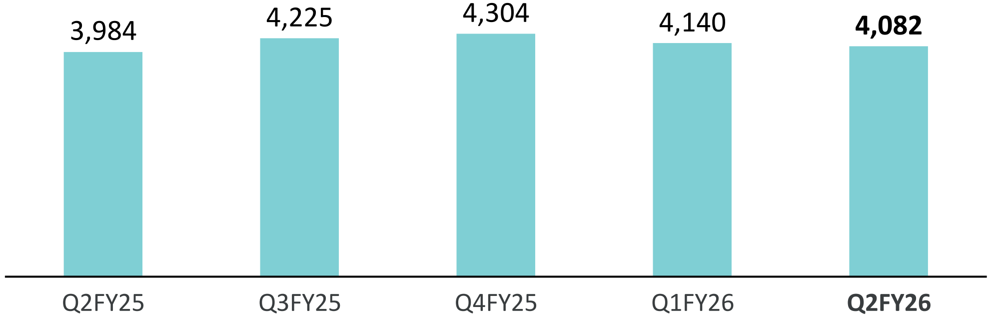



This map is for representation purpose only

## 441 Branches Across 23 States




## Human Capital



# Business Performance Update

# Q2FY26 Performance Highlights

## Distribution

**441**
Number of Branches

**4,082**
Number of Employees

**23** states
Pan India presence

Direct Sourcing: **38%**
Indirect Sourcing: **62%**

## Loan Portfolio

**7,564 crs**
AUM
On Book: 7,022 crs Off Book: 542 crs
Q2FY25 7,550 crs | Q1FY26 7,783 crs

**927 crs**
Disbursement
Q2FY25 1,462 crs | Q1FY26 858 crs

**7,025 crs**
Vehicle Finance AUM
Q2FY25 6,964 crs | Q1FY26 7,232 crs

**101 crs**
Micro LAP AUM
Q2FY25 3 crs | Q1FY26 76 crs

## Asset Quality

**3.0%**
Gross Stage 3
Q2FY25 5.0% | Q1FY26 4.0%

**1.1%**
Net Stage 3
Q2FY25 2.5% | Q1FY26 1.7%

**63.6%**
PCR
Q2FY25 50.9% | Q1FY26 59.4%

**3.1%**
ECL Provision on Total Loan Assets
Q2FY25 3.9% | Q1FY26 3.7%

# Q2FY26 Performance Highlights

INDOSTAR
"Your Path To A Better Life"

## Liquidity profile

**3,990 crs**
Net-worth

Available Liquidity: **1,384 crs**
Undrawn limit: **246 crs**
Treasury Asset: **1,138 crs**

**37.2%**
Capital Adequacy Ratio
Q2FY25 25.9% | Q1FY26 32.7%

**10.2%**
Cost of borrowings
Q2FY25 10.8% | Q1FY26 10.5%

## Profitability

**10.4 crs**
PAT
Q2FY25 18 crs | Q1FY26* 535 crs

**0.4%**
RoAA
Q2FY25 1.0% | Q1FY26* 19.3%

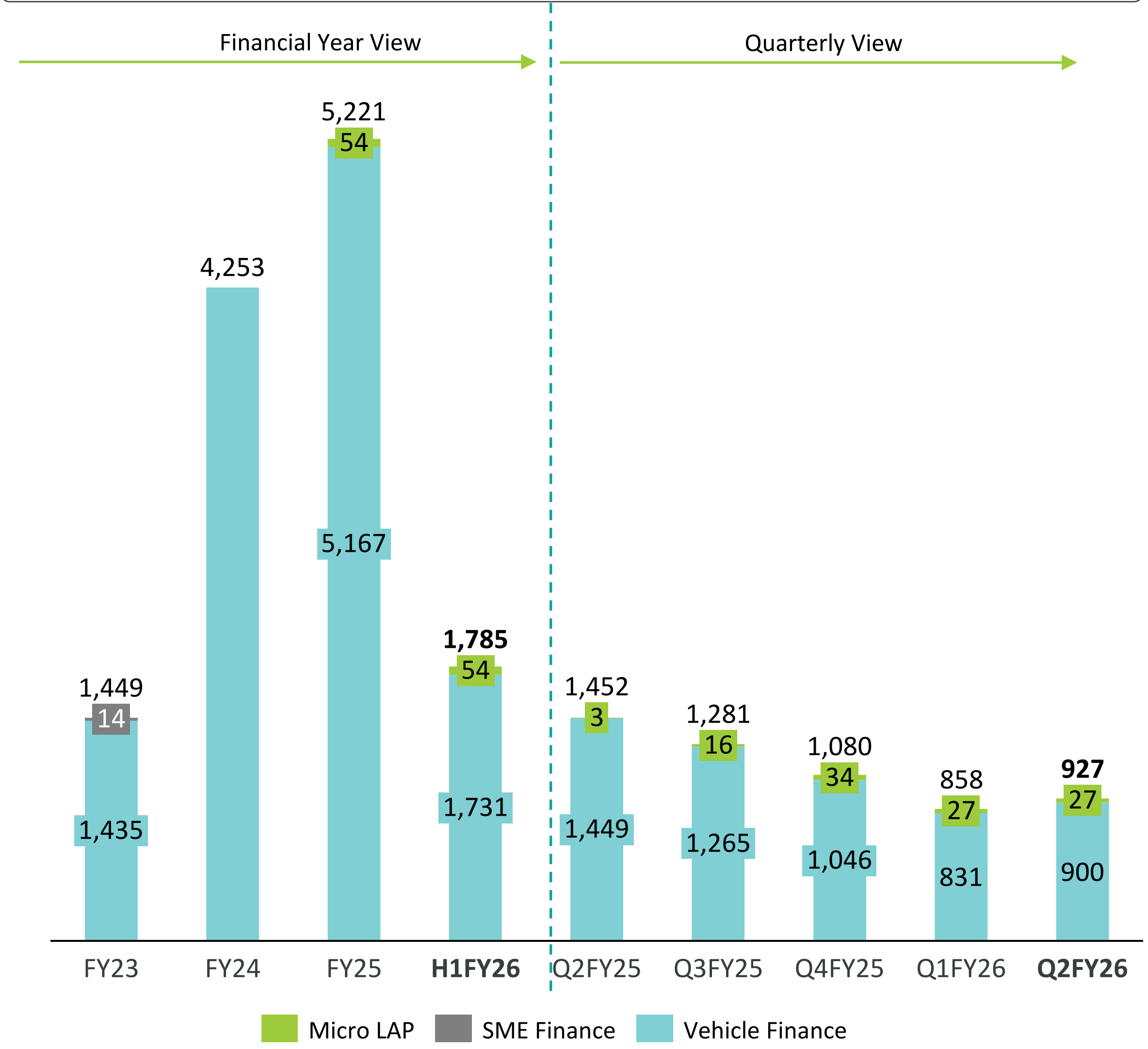
**17.1%**
Yield on loan assets
Q2FY25 16.1% | Q1FY26 16.8%

**7.6%**
NIM ^
Q2FY25 5.6% | Q1FY26 6.2%

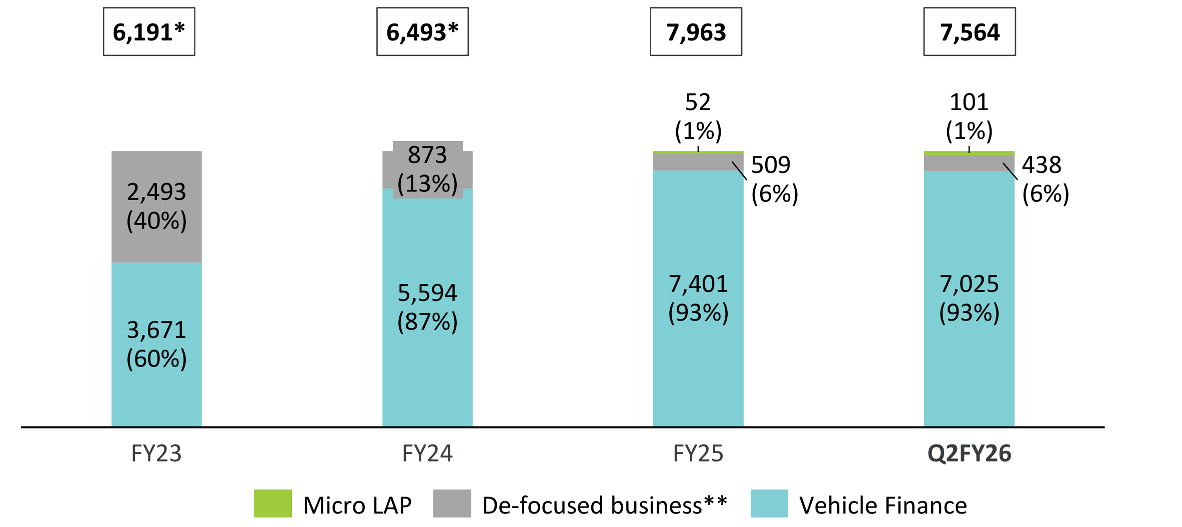
*Including gain on HFC sale* | ^ Interest earning assets

# Building a Granular, Retail-Driven Lending Portfolio

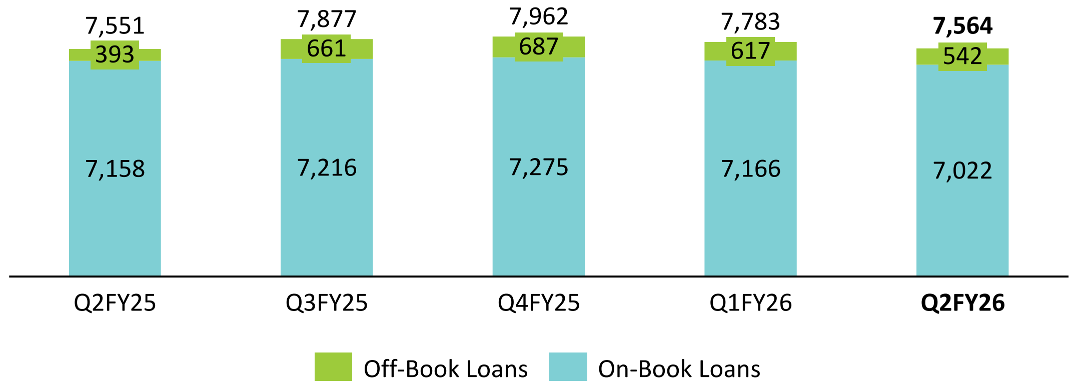
## Disbursements: Retail (₹ crs)




## Break-up of Asset Under Management (₹ crs)*



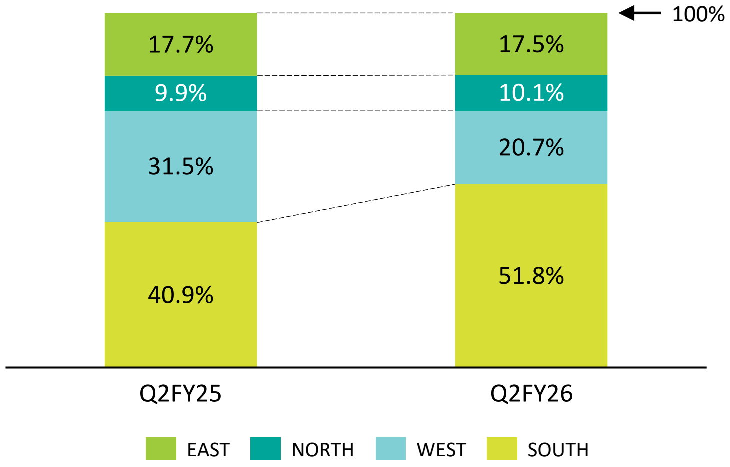

## On Book & Off Book AUM (₹ crs)



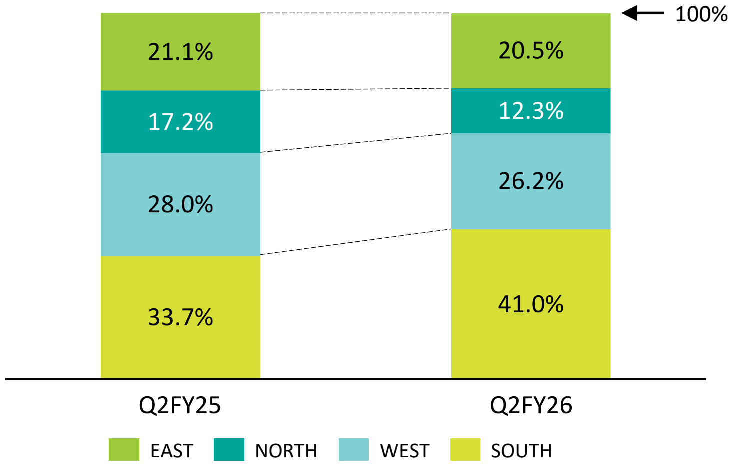

*Total AUM includes Loans given to employees,:** De-focused business includes corporate lending and SME Finance*

# Balanced Portfolio & Regional Diversification

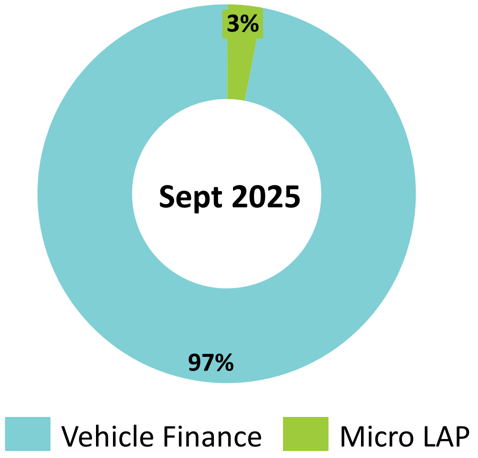
## Disbursement Mix (Region-Wise)



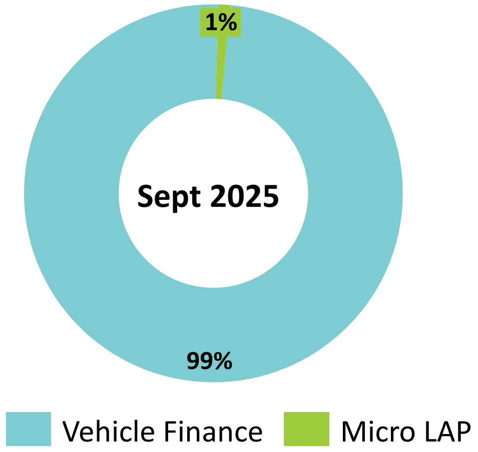

## AUM Mix (Region-Wise)




## Disbursement Mix (Product- Wise)

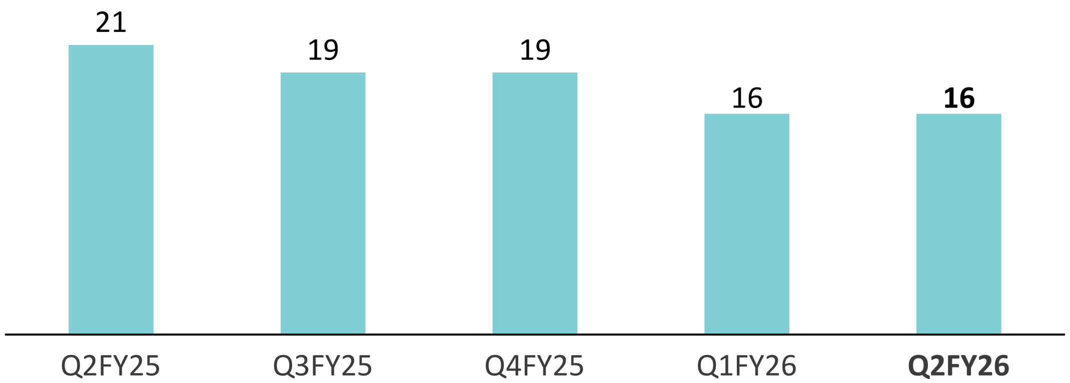



## AUM Mix (Product-Wise)

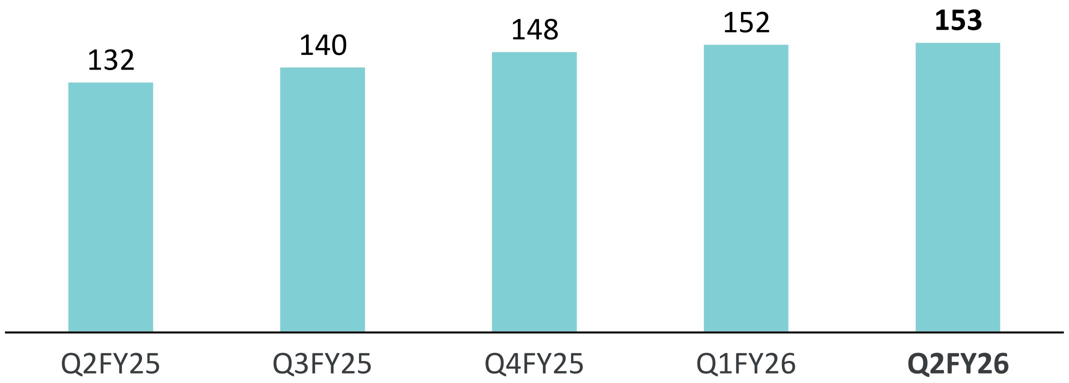


# Strengthening Customer Quality and Profile

## Number of Incremental Customers ('000)




## Number of outstanding Live Accounts ('000)




## Customer profile

| Transport Entrepreneur | Self employed | Agricultural Equipment Users |
|---|---|---|
| **41%** | **36%** | **9%** |

| Truck Operators | Salaried | Others |
|---|---|---|
| **9%** | **2%** | **3%** |

| Customer Type | % Share (Sep 24) | % Share (Sep 25) |
|---|---|---|
| **New to Credit** | 17% | 16% |
| **ETC (Established Credit History)** | 83% | 84% |

# Vehicle Finance

# Overview of Vehicle Finance

## Vehicle Financing

### Vehicle Finance Portfolio

**CV Segment**

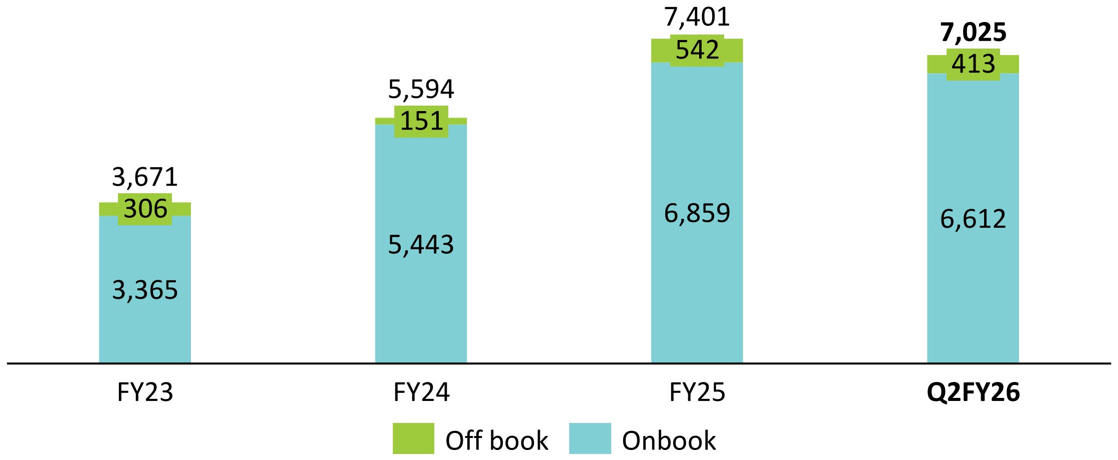
Commercial Vehicles (CVs)
Financing used and new Medium & Heavy CVs (M&HCV), Light CVs (LCV), Intermediate CVs (ICV), buses, and other goods transport vehicles.

**Non CV Segment**

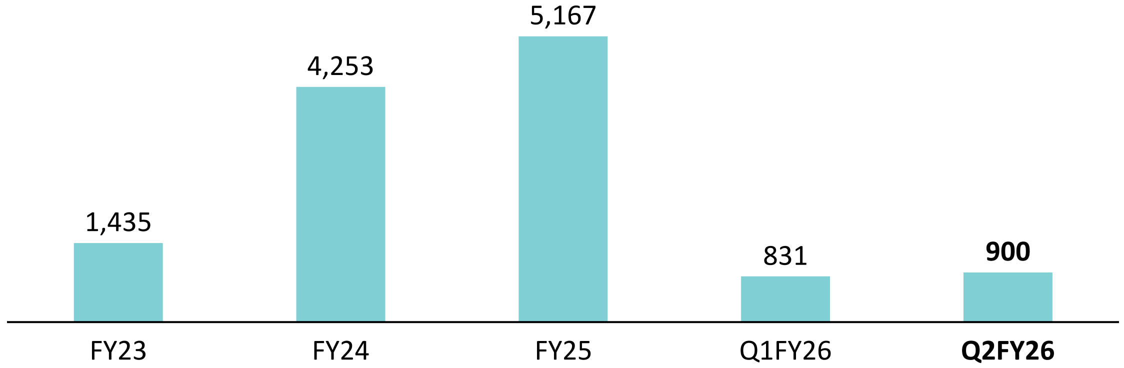
Passenger vehicles (cars, pickups), farm equipment (tractors), and construction equipment (light to medium machinery).

***441 Vehicle Finance Branches across 23 states***

## AUM (₹ crs)

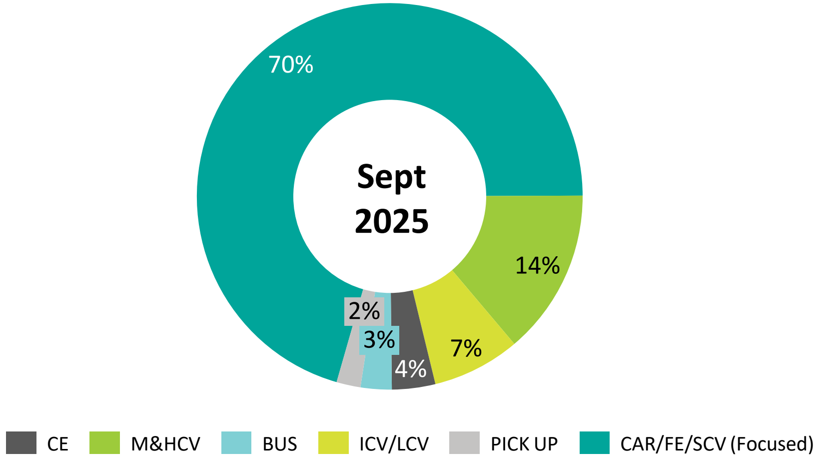



## Disbursement (₹ crs)

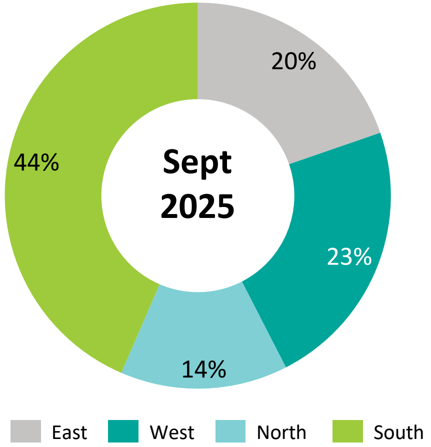


# Vehicle Finance : Key Operational Parameters

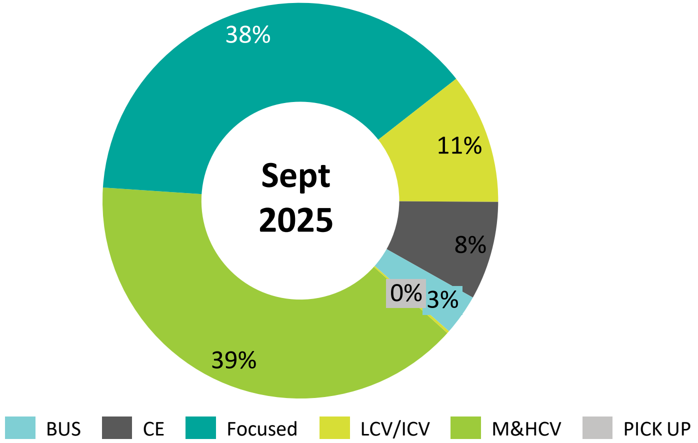
## Disbursement Mix (Product- Wise)



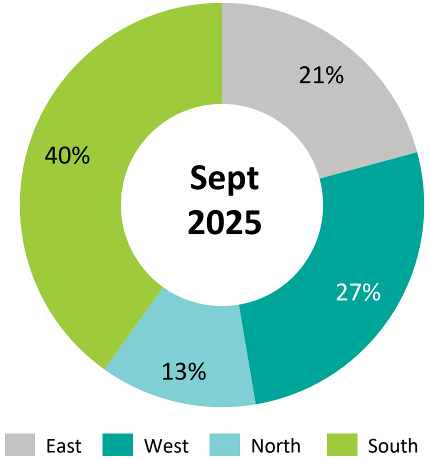

## Disbursement Mix (Region-Wise)




## AUM Mix (Product-Wise) (%)

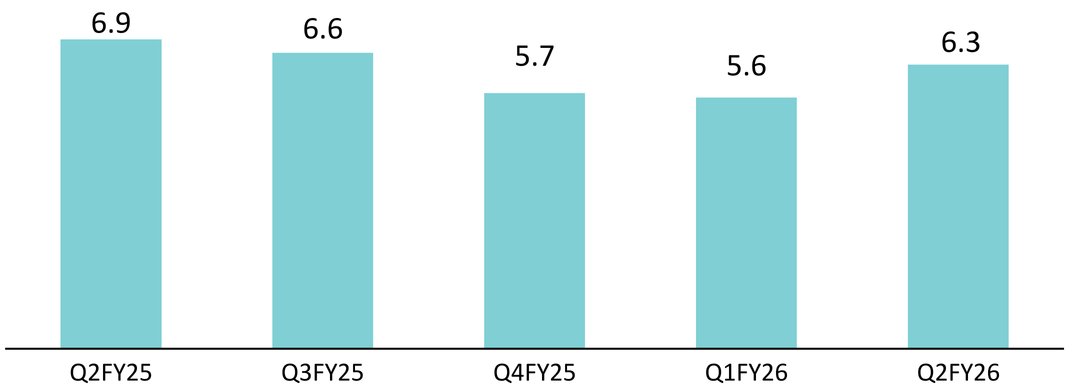



## AUM Mix (Region-Wise) (%)

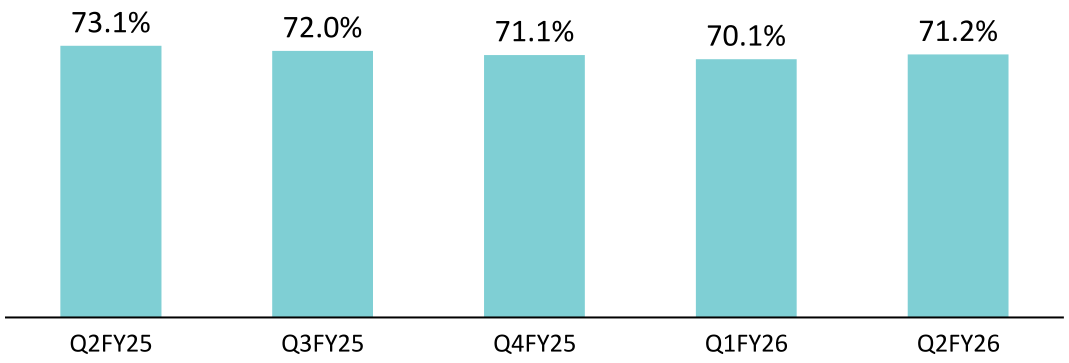


# Vehicle Finance : Key Operational Parameters

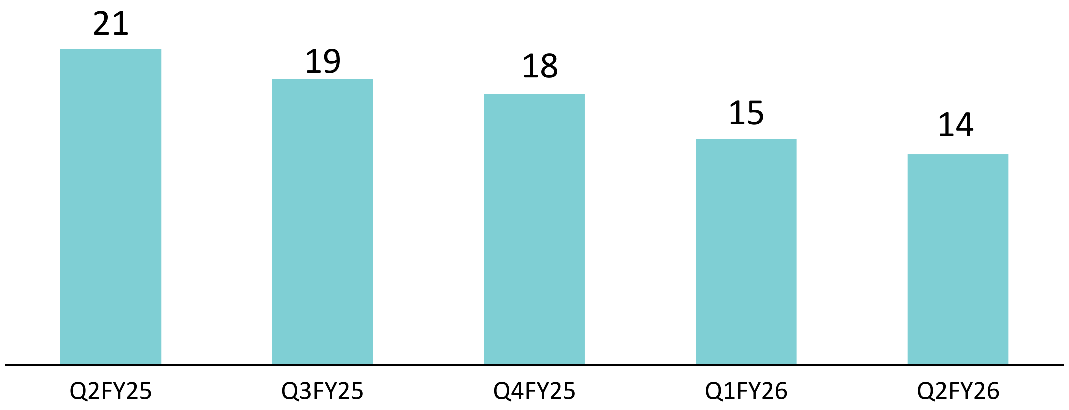
## Average Ticket Size (₹ lakhs)



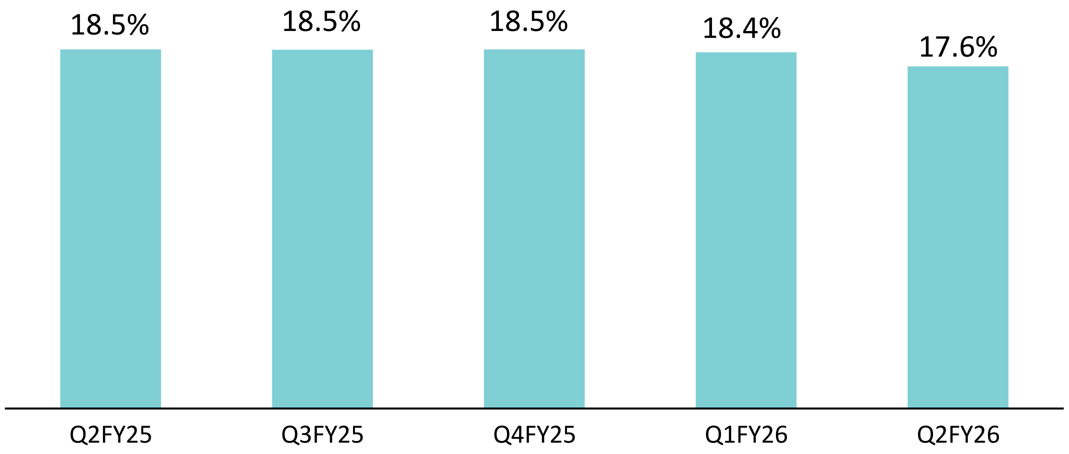

## Loan to Value (%)




## Number of incremental Customers (in ’000)

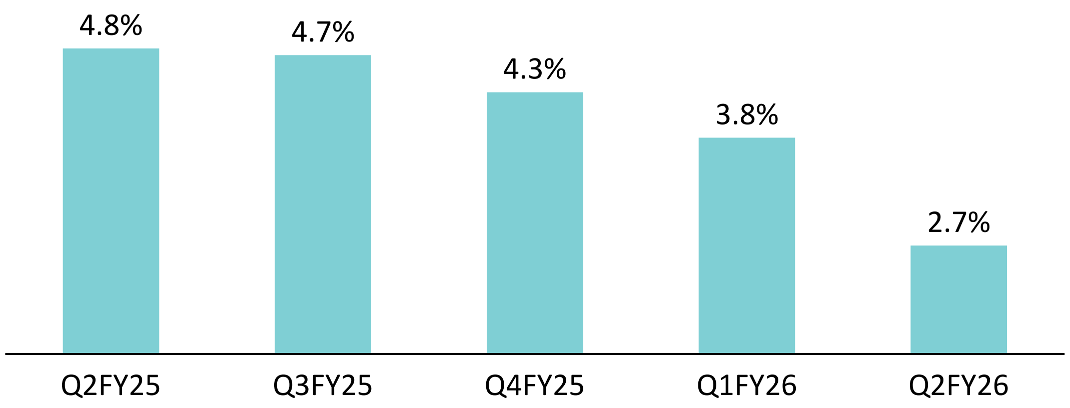



## Disbursement Yield(%)

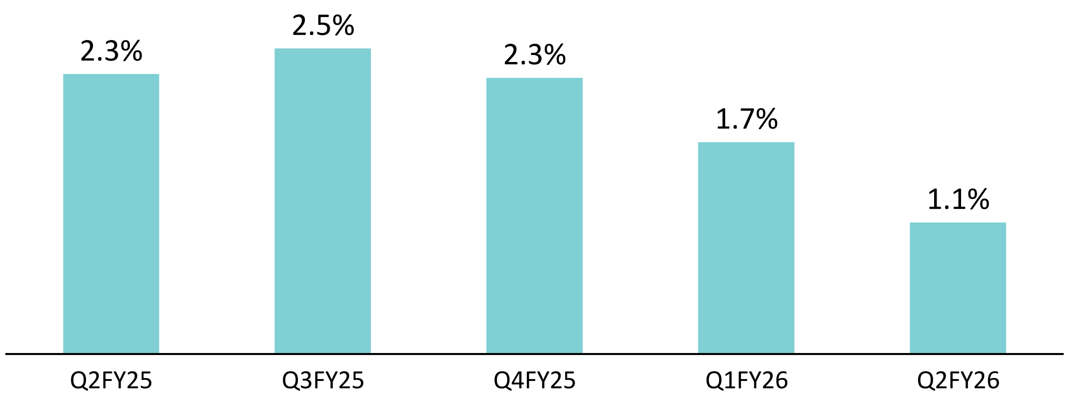


# Vehicle Finance : Key Operational Parameters

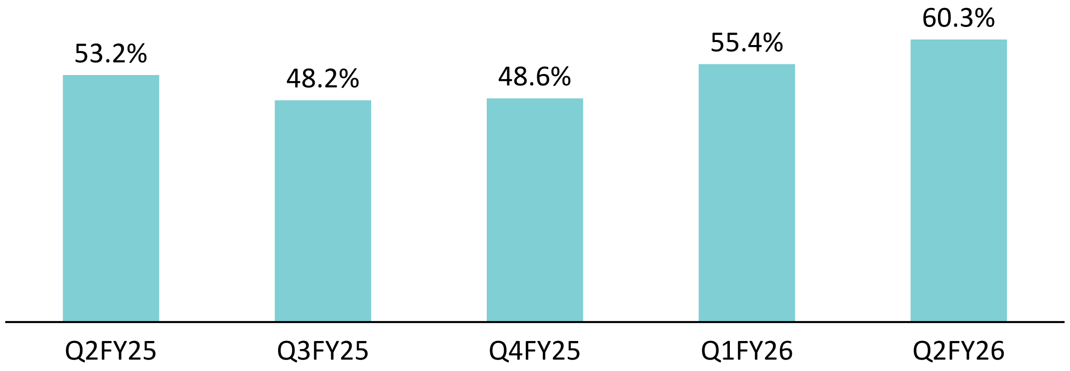
## Gross Stage 3



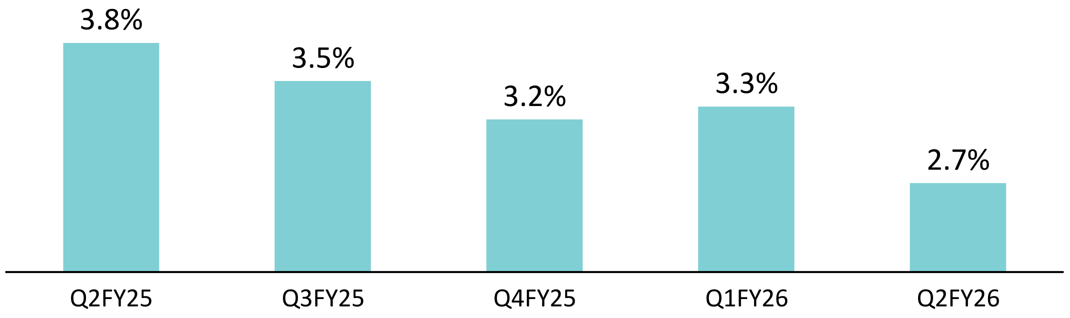

## Net Stage 3




## Provision Coverage Ratio




## Overall Provision Coverage Ratio



# Micro LAP

# Overview of Micro LAP

Launched Micro LAP (Loan Against Property) product in 2024 as a strategic risk diversification initiative for a company predominantly engaged in vehicle financing.

A dedicated local team of over 300 focuses exclusively on this business in Tamil Nadu, leveraging shared branch infrastructure for cost efficiency and a strong presence across Tier 3 and 4 towns in southern states with significant Micro LAP potential.

AUM of
**₹ 101 crs**

Average Ticket Size of
**₹ 6.0 Lakhs**

100% self originated
100% Life Insurance Covered

**Customer Profile-**
Salaried & Self Employed

Average Loan to Value Ratio is **35.5%** in **Q2FY26**

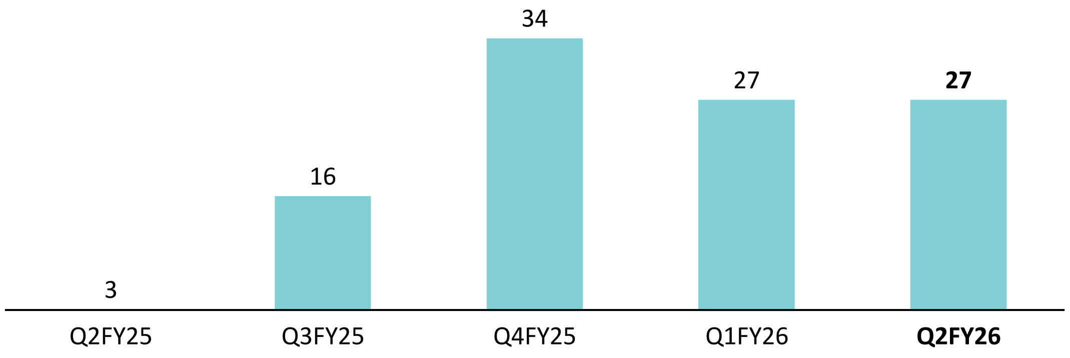
**Credit profile (CRIF Score capping)**
CNTC & CRIF Score 675+

| | Salaried | Self Employed |
|---|---|---|
| **Target Customer** | Cash Salaried & Bank Credit Salaried | Tea/Food Stalls, Provision/stationary shops, Medical Shops, Fertilizer shops, Barber Shops, Vegetable traders, Daily wages workers, Mechanics shops, Meat Shops, Small transporters/travelers, Milk/Dairy Business |
| **Customer Profile/type since Inception** | | |
| **# of Accounts** | 569 | 1215 |
| **Loan Amt Disbursed (%)** | 27% | 73% |

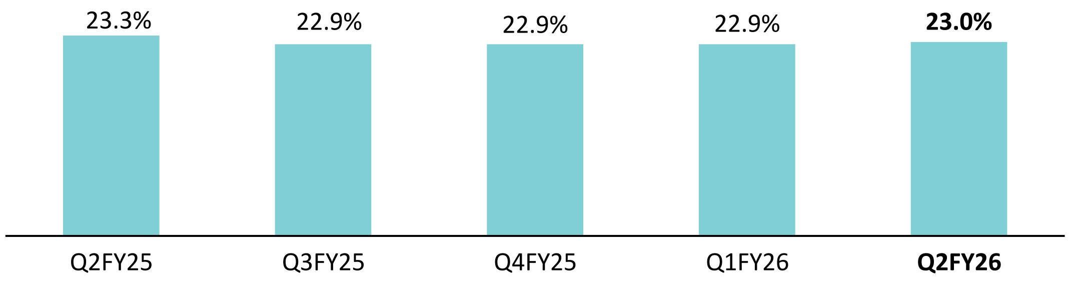
| Property Types (as on Sept 2025) | % |
|---|---|
| Residential | 99% |
| Commercial | 1% |

# Micro LAP: Key Operational Metrics

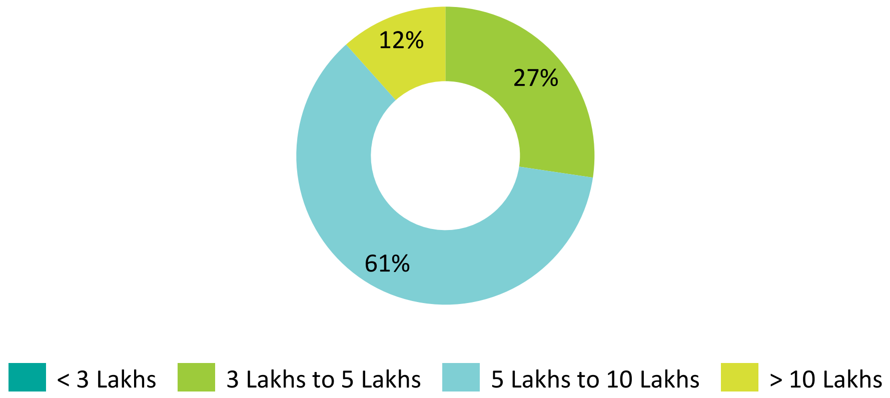
## Disbursement (₹ crs)



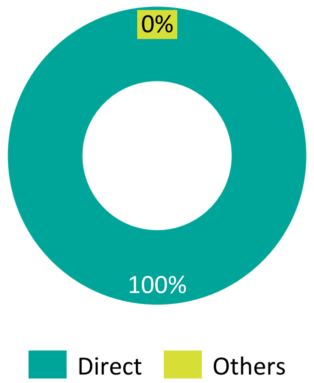

## Disbursement Yield (%)




## Disbursement by ticket size

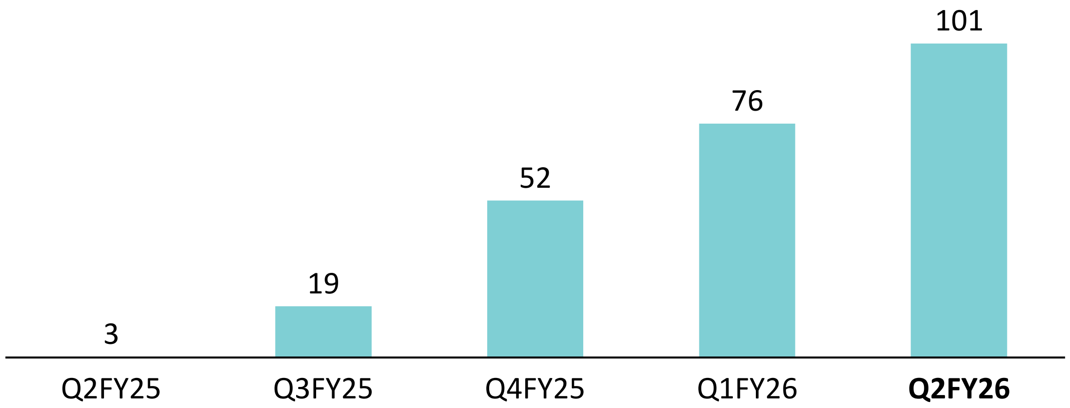



## Disbursement by Distribution channel

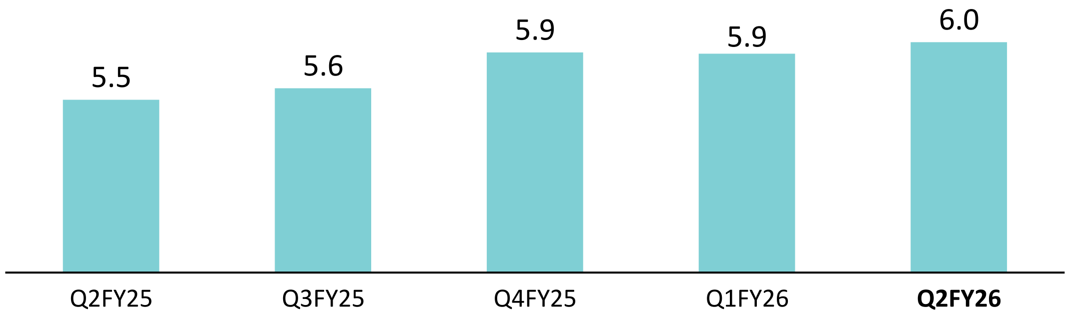


# Micro LAP: Key Operational Metrics

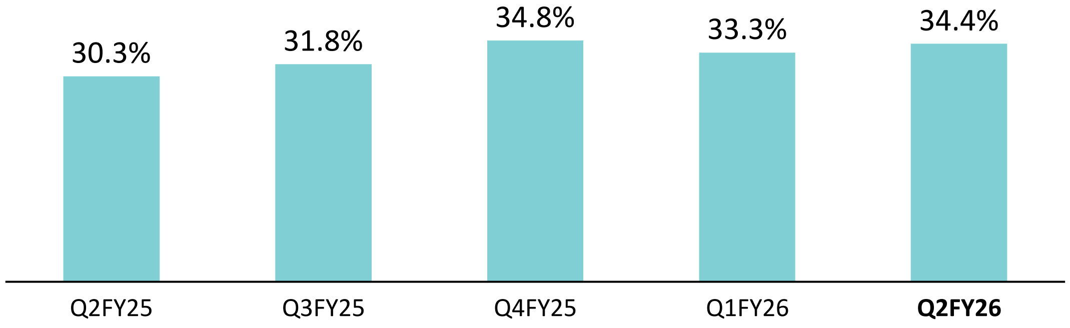
## AUM (₹ crs)



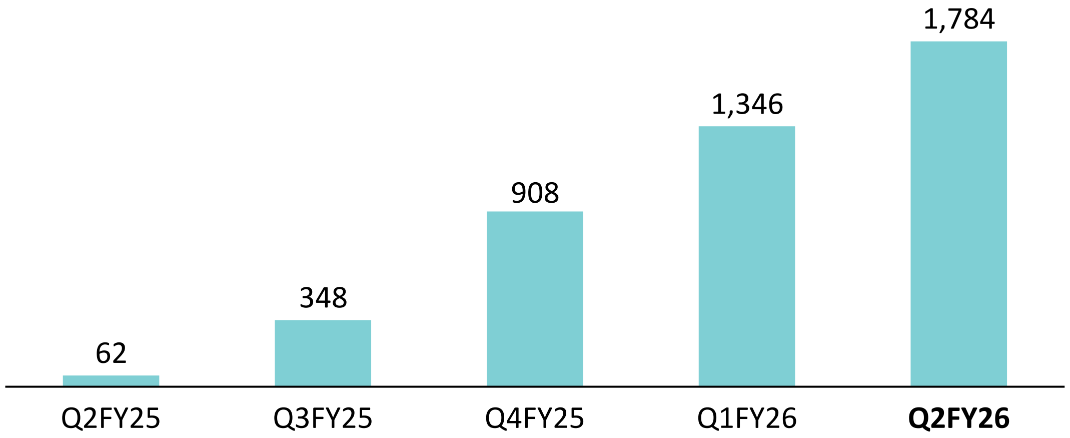

## Average Ticket Size (₹ lakhs)




## Loan to Value (%)

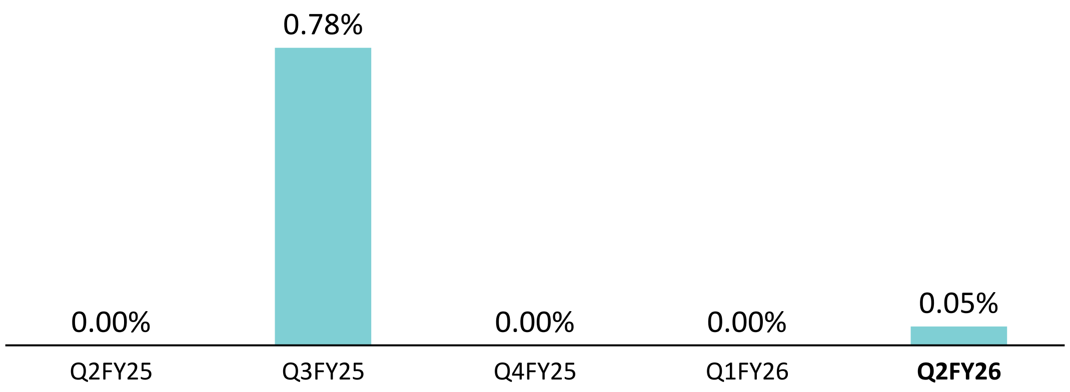



## Number of Live Accounts

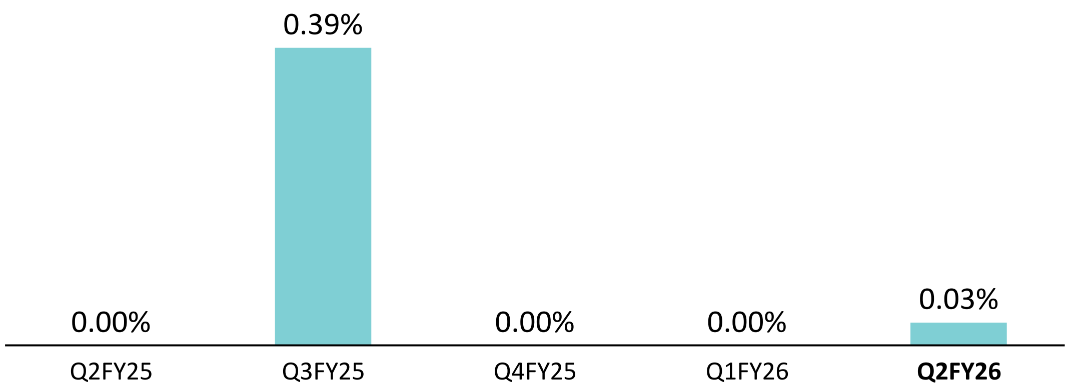


# Micro LAP : Key Operational Metrics

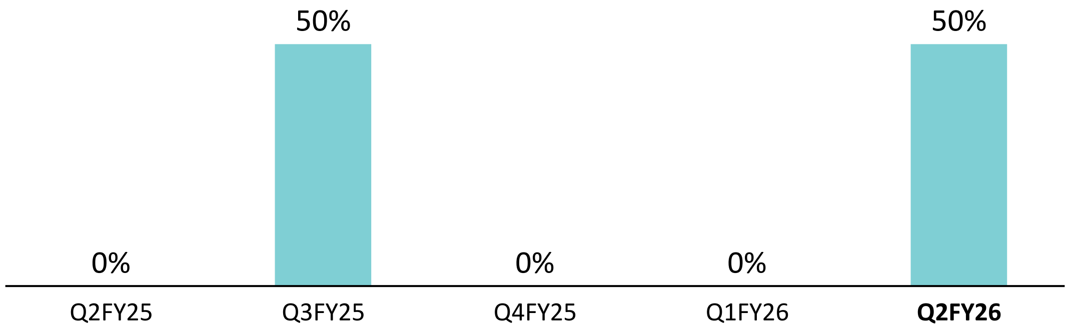
## Gross Stage 3




## Net Stage 3




## Provision Coverage Ratio

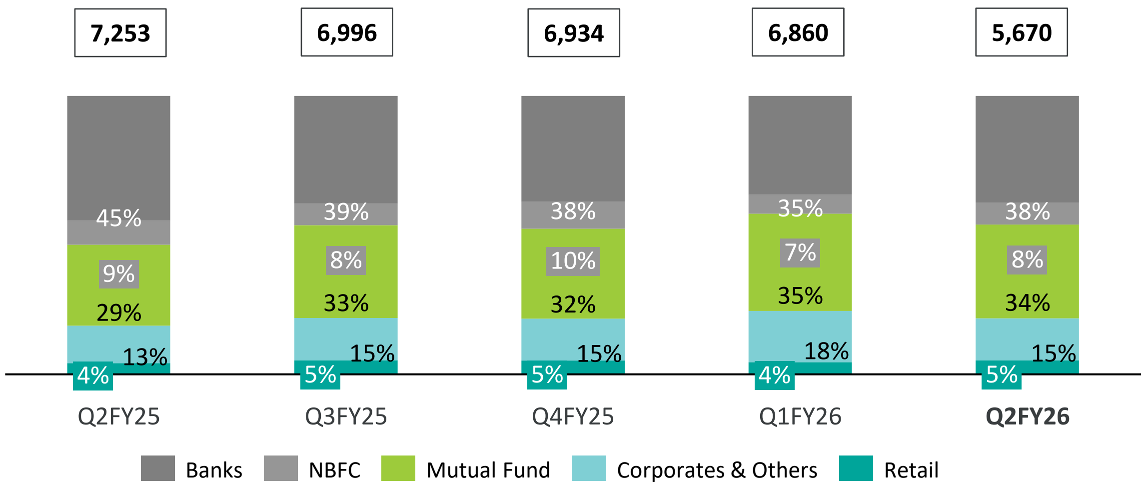



## Overall Provision Coverage Ratio

# Borrowing Profile

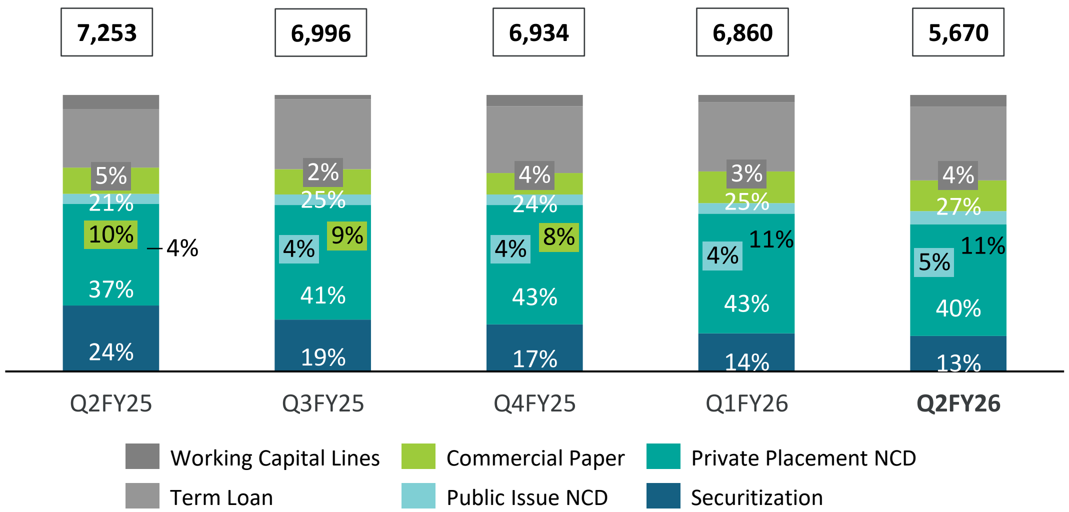
# Diversified Borrowing Profile

## Investor Category (%)*

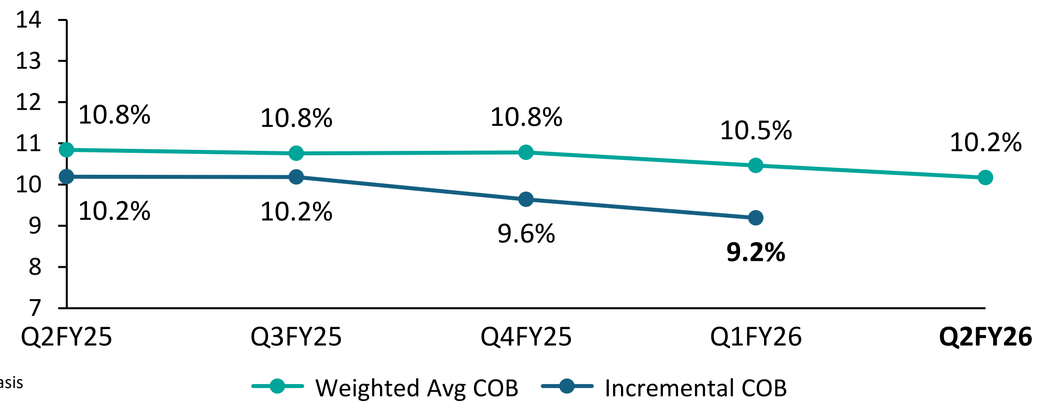



* Gross excluding unamortised fees

## Instrument Category (%)*




## Weighted Average & Incremental COB (%)^




^papm basis

**Credit Rating:**

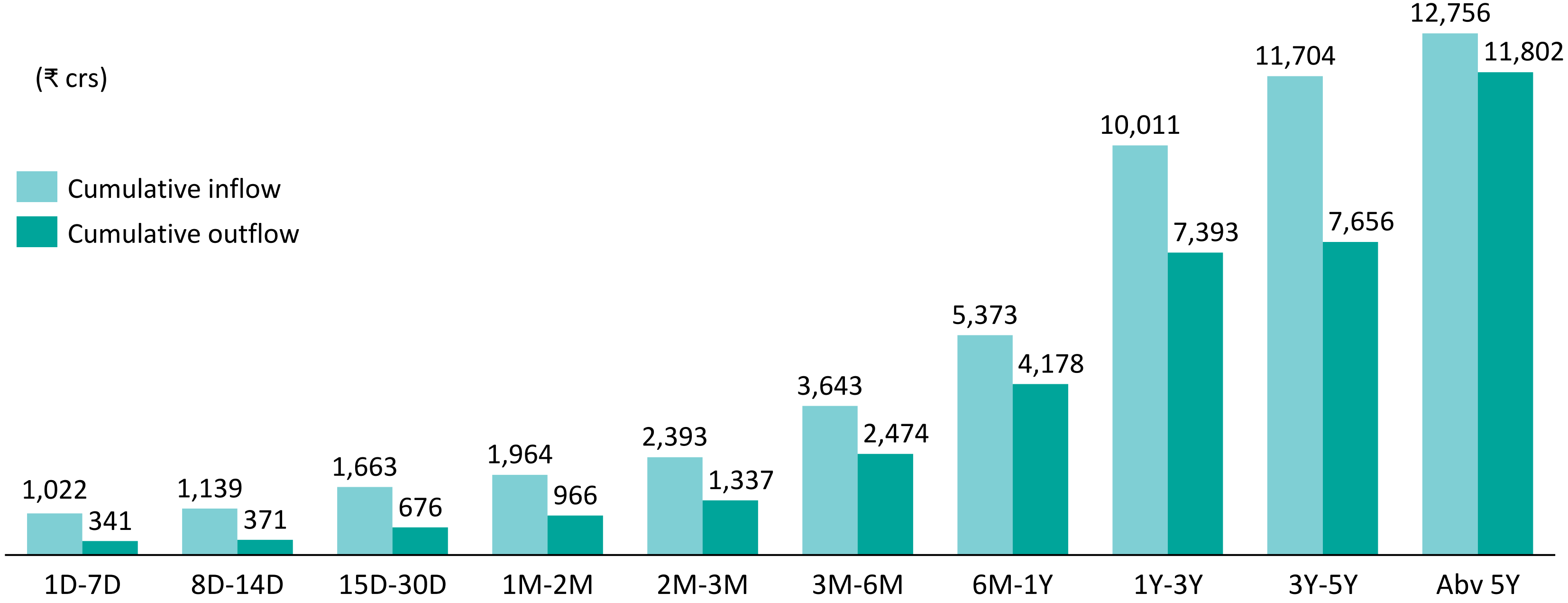
- Long term: AA- (Stable)
- Short term: A1(+)

Rigorous efforts has enabled in reducing the quarterly WACB by 30 bps (QoQ) to **10.2%** in Q2FY26

In Q2 FY26, the Company did not raised any fresh funds as it was having sufficient liquidity post sale of HFC business.

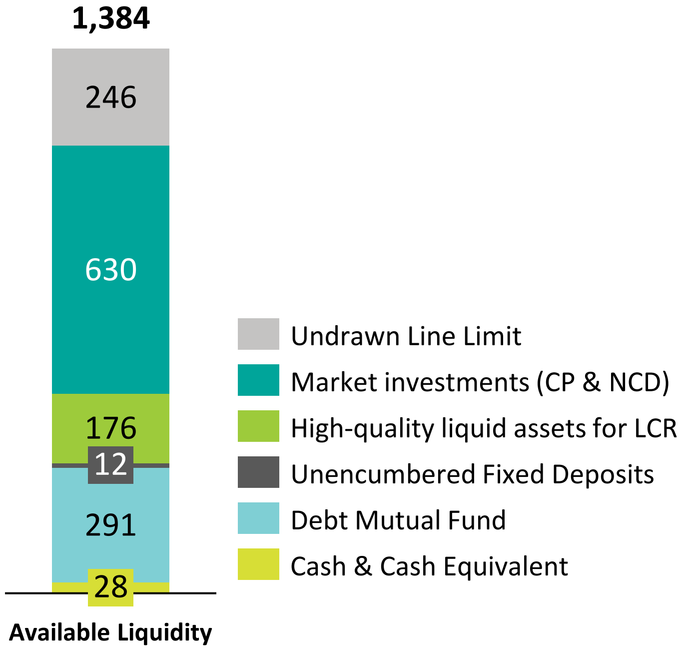
# Strong ALM profile with comfortable liquidity

## Structural liquidity Statement – Sept-25




| Cumulative mismatch as % of cumulative total outflows | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 199% | 207% | 146% | 103% | 79% | 47% | 29% | 35% | 53% | 8% |

## Liquidity Buffer (₹ crs)




- **Positive Cumulative Mismatch Across All Buckets**: Demonstrates robust ALM, ensuring stability across short- and long-term horizons.
- **Strong Liquidity Profile**: Backed by substantial liquidity buffers via Debt Mutual Funds, FDs, Undrawn Term Loan, and Working Capital Lines.
- **Enhanced Financial Flexibility**: Liquidity strength supports operational resilience and positions us well for future growth opportunities

# Asset Quality

# Non-Performing Assets

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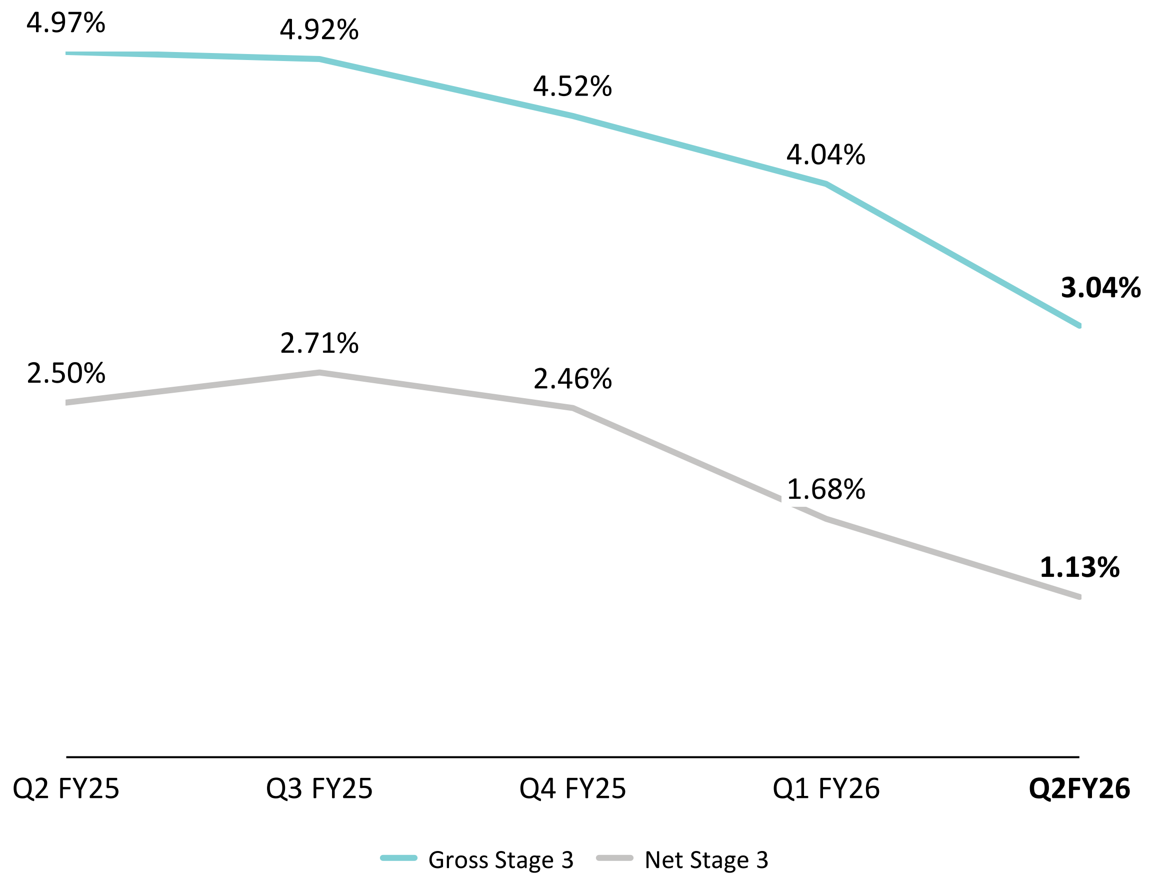
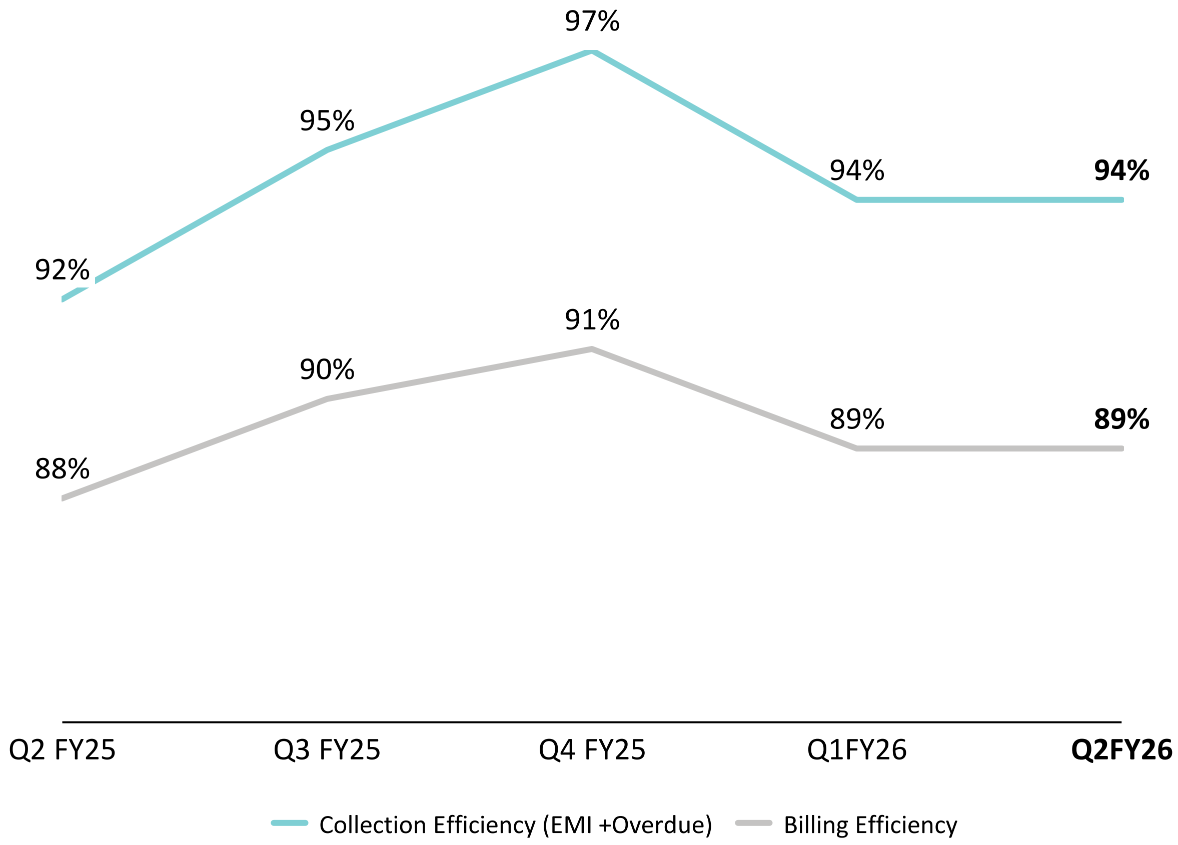
## NPA trends (%)




## Collection Efficiency (Inc Overdues)(%)

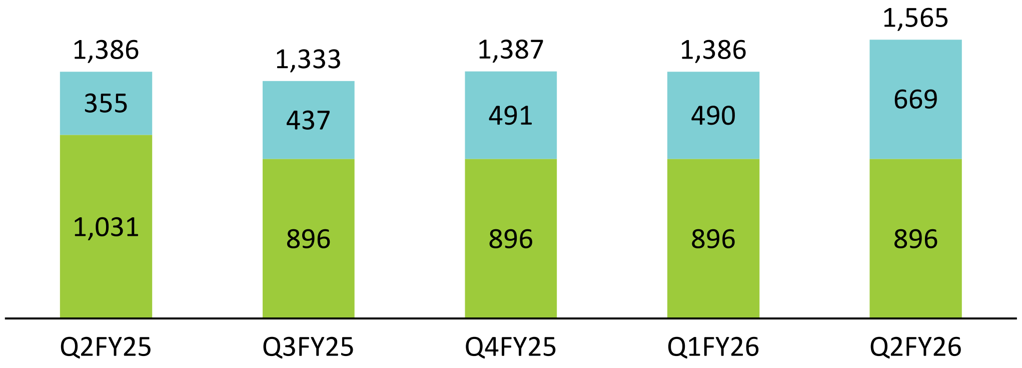


# Expected Credit Loss (ECL) Provisions

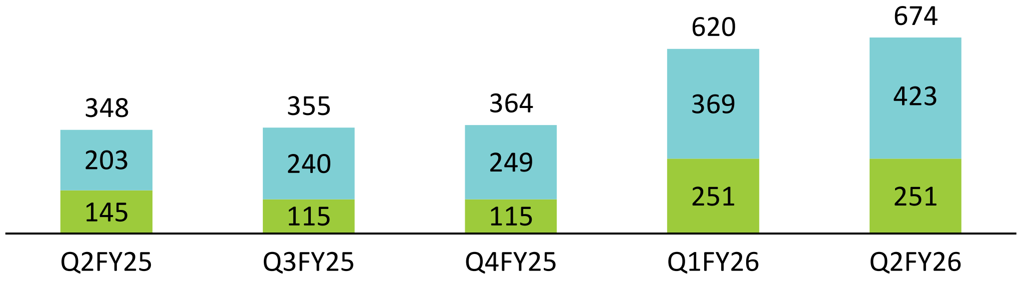
| Particulars (₹ in crs) | Q2 FY26 | Q1 FY26 | Q2 FY25 |
|---|---|---|---|
| Gross stage 1 | 6,430 | 6,524 | 6,532 |
| Gross Stage 1 as % to Loan Asset | 89.18% | 88.73% | 89.98% |
| ECL Provision Stage 1 | 70 | 74 | 84 |
| **ECL Provision % Stage 1** | **1.08%** | **1.13%** | **1.29%** |
| Gross stage 2 | 560 | 532 | 444 |
| Gross Stage 2 as % to Loan Asset | 7.77% | 7.23% | 6.05% |
| ECL Provision Stage 2 | 15 | 21 | 15 |
| **ECL Provision % Stage 2** | **2.71%** | **3.91%** | **3.42%** |
| Gross stage 3 | 219 | 297 | 365 |
| Gross Stage 3 as % to Loan Asset | 3.04% | 4.04% | 4.97% |
| ECL Provision Stage 3 | 140 | 177 | 186 |
| **ECL Provision % Stage 3** | **63.63%** | **59.42%** | **50.88%** |
| Total loan asset | 7,209 | 7,353 | 7,341 |
| ECL provision | 224 | 271 | 285 |
| **Total ECL Provision / Total Loan Asset (%)** | **3.11%** | **3.69%** | **3.88%** |

# Security Receipt

## Gross Security Receipt (₹ crs)

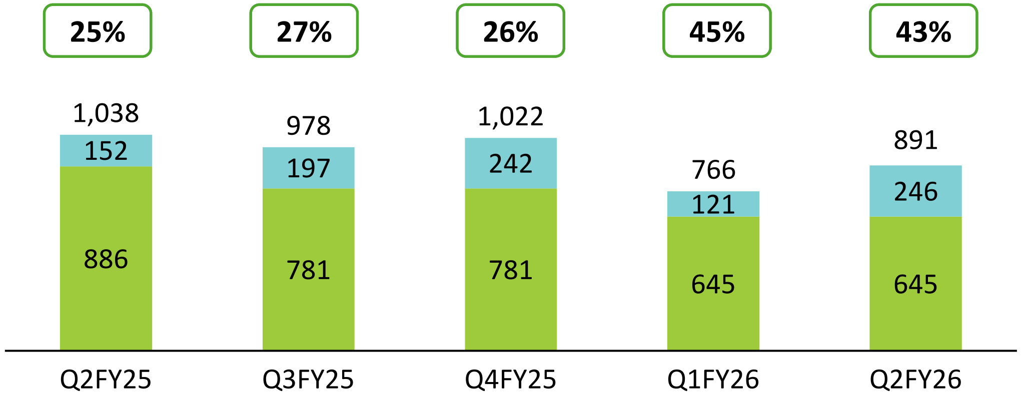



## Provision (₹ crs)




Vehicle Finance De-focused business % of Provision Covered

## Net Security Receipt (₹ crs)

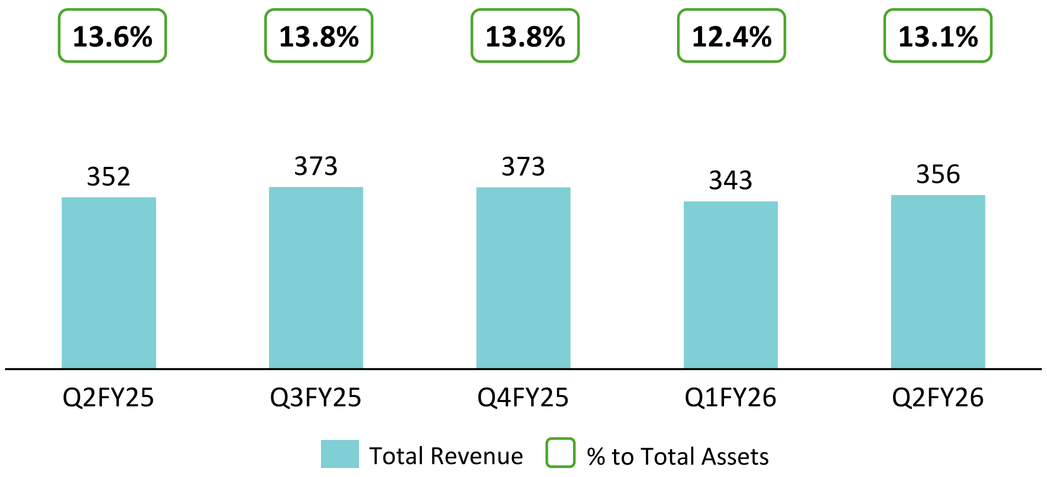



*During the quarter, the Company invested in Security Receipts of ₹ 187 crore on account of sale of stressed pool to ARC. The Company is carrying provision of ₹ 54 crore on this pool of SRs.*

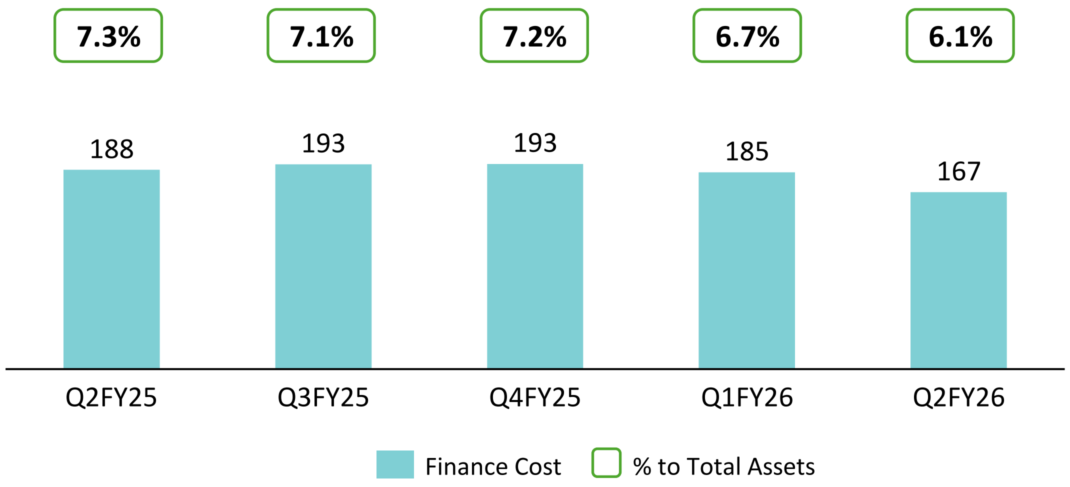
# Financial Parameters

# Key Financial Parameters

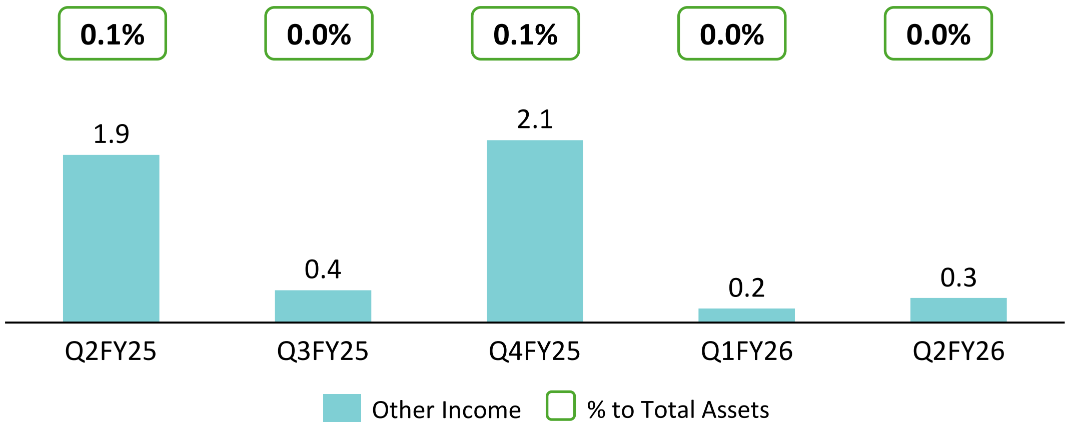
## Revenue From Operations (₹ crs)



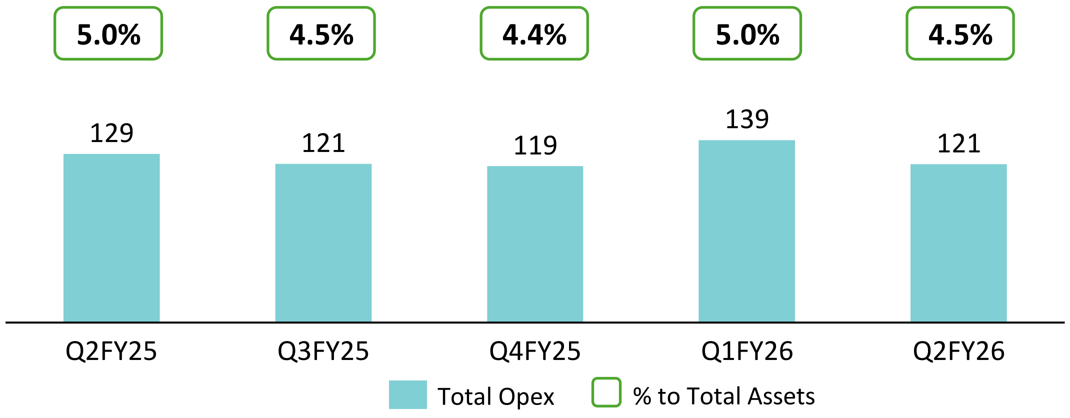

## Finance Cost (₹ crs)




## Other Income (₹ crs)




## Total Opex (₹ crs)



# Key Financial Parameters

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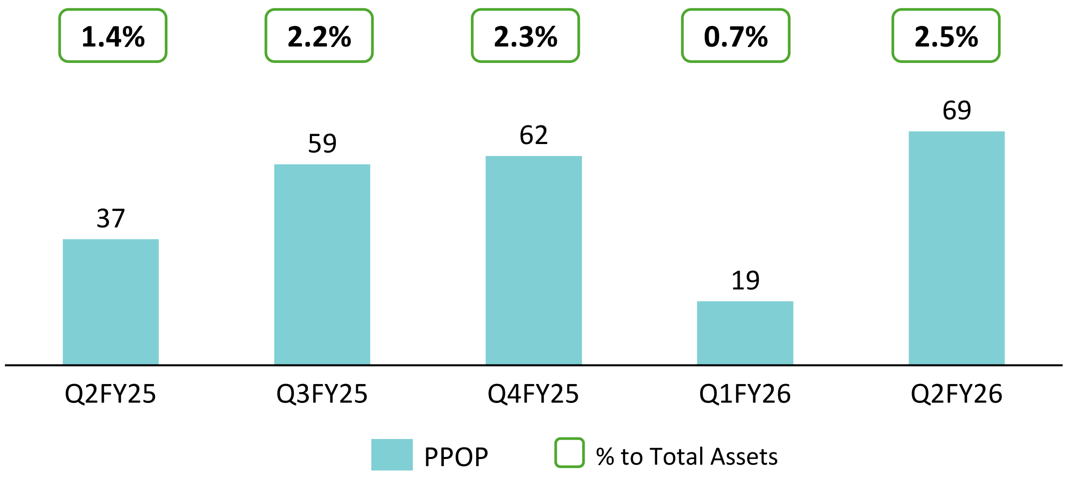
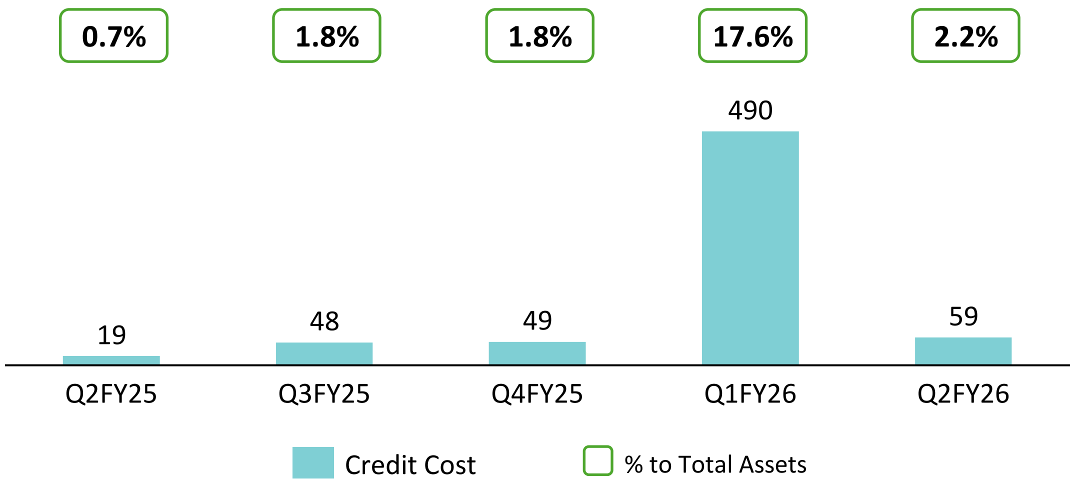
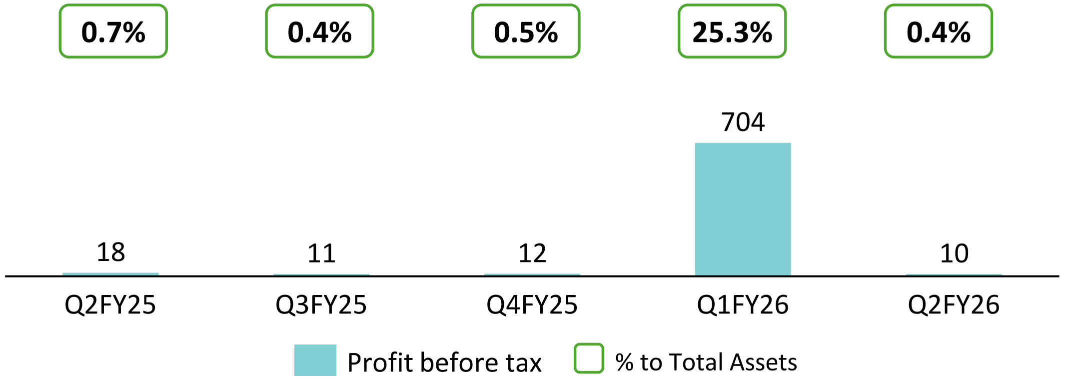
## PPOP (₹ crs)



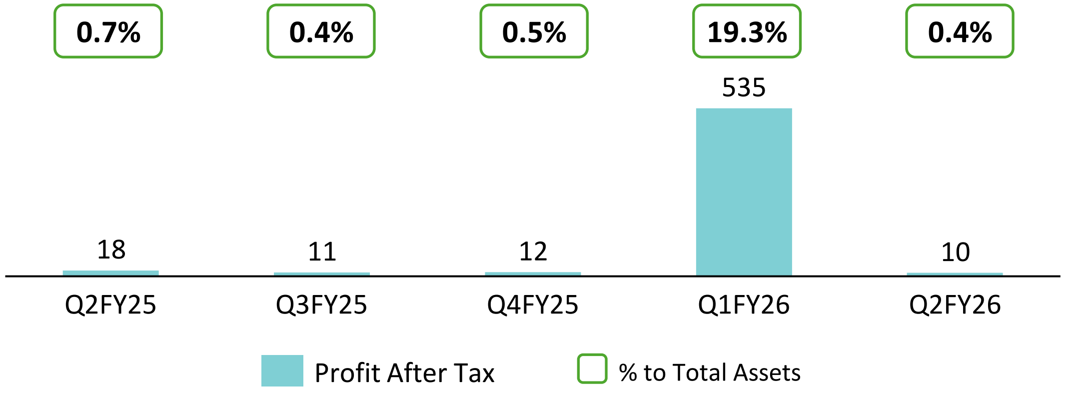

## Credit Cost (₹ crs)




## Profit Before Tax (₹ crs)




## Profit After Tax (₹ crs)




*-Q1FY26 PBT & PAT includes gain on sale of HFC Business

# Standalone Financial Performance

INDOSTAR

# ICF Standalone - Income Statement

| Particulars (₹ in crs) | Q2 FY26 | Q1 FY26 | Q-o-Q | Q2 FY25 | Y-o-Y | H1FY26 | H1FY25 | Y-o-Y |
|---|---|---|---|---|---|---|---|---|
| Revenue from operations | 356.5 | 343.5 | | 351.8 | | 699.9 | 658.3 | |
| Interest expenses | 166.7 | 185.5 | | 187.8 | | 352.1 | 354.6 | |
| **Net Interest Income** | **189.8** | **158.0** | **20.2%** | **164.0** | **15.7%** | **347.8** | **303.7** | **14.5%** |
| Other Income | 0.3 | 0.2 | | 1.9 | | 0.5 | 6.0 | |
| **Total Income** | **190.1** | **158.1** | **20.2%** | **165.9** | **14.6%** | **348.3** | **309.8** | **12.4%** |
| Employee Benefits Expense | 80.8 | 86.6 | | 81.1 | | 167.4 | 149.7 | |
| Depreciation and Amortization Expense | 7.7 | 7.3 | | 7.9 | | 15.0 | 15.7 | |
| Other Expenses | 32.6 | 45.4 | | 39.7 | | 77.9 | 75.4 | |
| **Total operating expenses** | **121.0** | **139.3** | **(13.1%)** | **128.7** | **(6.0%)** | **260.3** | **240.8** | **8.1%** |
| **Pre-provision operating profit** | **69.1** | **18.9** | **-** | **37.2** | **85.7%** | **88.0** | **69.0** | **27.6%** |
| **Credit costs** | **58.6** | **490.4** | **(88.0%)** | **19.2** | **-** | **549.0** | **40.2** | **-** |
| **Profit/(loss) before exceptional items and tax** | **10.5** | **(471.5)** | **-** | **18.0** | **(41.7%)** | **(461.0)** | **28.8** | **-** |
| **Exceptional gain (net)** | 0.0 | 1,176.0 | | | | 1,176.0 | | |
| **Profit before tax** | **10.5** | **704.4** | **(98.5%)** | **18.0** | **(41.7%)** | **714.9** | **28.8** | **-** |
| Tax | 0.0 | 169.0 | | 0.0 | | 169.0 | 0.0 | |
| **Profit after tax** | **10.5** | **535.4** | **(98.0%)** | **18.0** | **(41.7%)** | **545.9** | **28.8** | **-** |

# ICF Standalone – Balance Sheet

| Equity & Liabilities (₹ in crs) | Sep'25 | Mar'25 | Sep'24 |
|---|---|---|---|
| **Financial Liabilities** | | | |
| Trade payables | 0.0 | 0.1 | 0.3 |
| Debt Securities | 3,237.1 | 3,792.2 | 3,614.1 |
| Borrowings other than debt securities | 2,471.5 | 3,124.3 | 3,575.1 |
| Other financial liabilities | 348.9 | 403.0 | 481.1 |
| **Total financial liabilities** | **6,057.6** | **7,319.5** | **7,670.6** |
| **Non- Financial Liabilities** | | | |
| Current tax liabilities (net) | 161.9 | 0.0 | 0.0 |
| Provisions | 10.9 | 9.0 | 7.9 |
| Deferred tax liabilities (Net) | 0.0 | 0.0 | 0.0 |
| Other non - financial liabilities | 6.2 | 7.4 | 7.0 |
| **Total Non-Financial Liabilities** | **179.0** | **16.5** | **14.9** |
| **Equity** | | | |
| Equity share capital | 136.7 | 136.1 | 136.1 |
| Other equity | 3,853.3 | 3,290.1 | 3,050.0 |
| **Total Equity** | **3,990.0** | **3,426.2** | **3,186.1** |
| **Total Liabilities & Equity** | **10,226.5** | **10,762.2** | **10,871.6** |

| Assets (₹ in crs) | Sep'25 | Mar'25 | Sep'24 |
|---|---|---|---|
| **Financial Assets** | | | |
| Cash and cash equivalents | 34.9 | 91.9 | 254.5 |
| Bank balance other than cash & cash equivalent | 323.1 | 325.6 | 340.3 |
| Loans | 6,984.6 | 7,216.5 | 7,055.5 |
| Investments | 1,989.1 | 1,818.2 | 1,779.0 |
| Other financial assets | 92.3 | 124.5 | 220.0 |
| **Total Financial Assets** | **9,424.0** | **9,576.7** | **9,649.3** |
| **Non-Financial Assets** | | | |
| Current tax assets (Net) | 90.1 | 11.4 | 46.5 |
| Deferred tax assets (Net) | 316.7 | 316.7 | 316.5 |
| Property, plant and equipment | 52.9 | 59.6 | 58.8 |
| Assets held for sale | 7.0 | 13.0 | 13.0 |
| Goodwill | 300.2 | 300.2 | 300.2 |
| Intangible assets | 7.2 | 5.4 | 7.7 |
| Other non-financial assets | 28.3 | 29.2 | 29.7 |
| Non-current assets held for sale | 0.0 | 450.0 | 450.0 |
| **Total Non-Financial Assets** | **802.5** | **1,185.5** | **1,222.4** |
| **Total Assets** | **10,226.5** | **10,762.2** | **10,871.6** |

Note - The assets and liabilities of IHFPL has been disclosed as "Non-current asset held for sale", "Liabilities for assets held for sale" and discontinued operations in the financial results in accordance with Ind-AS 105 - Non-current Assets Held for Sale and Discontinued Operations

# Credit & Collection

# Robust Credit & Collections Infrastructure: Build for Control, Design for Scale

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## Strong Credit Underwriting

| | |
|---|---|
| System controls linked to policy to block duplicate UCICs and enforce rules at login in the LOS | Independent Valuations & Automated LTV Governance |
| End-to-end automated underwriting with Aadhaar/PAN scan, API CIBIL checks | Approval Matrix & Deviation Control minimizing overrides |
| AML & Risk Categorisation built into LOS | Digital documentation and QC via e-agreements, eNACH, and pre-disbursement checks. |

## Robust Collections & Monitoring

| | |
|---|---|
| Real-Time Field Integration with geotagging for accountability | DSA Monitoring & Breach Control with immediate business holds until Compliance |
| Post-Disbursement Monitoring with daily PDD tracking | Proactive Recovery Measures such as repossession and legal proceedings |
| Early Delinquency through field teams, call centre engagement, and digital outreach | Managerial oversight ensuring uniform standards and swift risk escalation |

# Information Technology

# Overall Technology Spread - Software Frameworks & Tools

## Interaction Layer

- Loan Origination
- CRM
- Indo Mitra Mobile App
- Partner Integration
- Vendor On-boarding

## Data Storage & Service Layer

- Data Repository
- Loan Management
- Collections, V-repo
- Incentive Management
- Accounting & GL
- Treasury

## Business Intelligence & MIS

- Business Intelligence
- Data Visualization

# Holistic Digital Framework of LOS Transformation

## Sourcing

- Integration with Partners
- Real-time KYC validation through APIs
- OCR & OTP based validations
- Pre-approved loan offers
- Document collection

## Underwriting

- Third party validations
- Multi Bureau checks
- Online Vehicle Valuations
- Penny drop bank account verification
- Rule engine for automated decisions

## Disbursements

- Document digitalization
- E-signing
- E-stamping
- Post disbursement document tracking
- ENACH mandates
- Digital letters over WhatsApp

***September 2025 E-NACH: 88% , E-Sign: 77%***

# Risk Management

# Risk Management : Structure & Mitigation Practices

**Frauds**
Segregation of duties, internal controls, and dedicated risk control units curb fraud exposure

**Operational**
Strong controls, audits, and SOP adherence ensure minimal operational risks

**Regulatory and compliance**
Regular reviews and audits ensure full adherence to laws and internal policies

**ALM and liquidity**
Regular ALM monitoring, contingency planning, and liquidity buffers maintain stability

**Cyber security**
SOC-led monitoring, DLP measures, and routine vulnerability checks secure systems and data

**Credit related risk**
Defined credit policies, tech-led collections, early warnings, and prudent provisioning sustain asset quality

**Strategic and business related**
Annual business planning, competitive analysis, and product optimization support growth and efficiency

**Board of Directors**
(Oversee the entire risk management process)

**Risk Management Committee**
(Meets four times a year, periodic review of risk framework and process, key risk movements and other initiatives)

**Chief Risk Officer**
(Establish framework, tools and techniques, create risk awareness, work with functional heads to identify, assess, mitigate, monitor and report key risks)

# Regulatory & Compliance Risk (1/2)

## Effective Governance Augmented By A Strong Compliance Function

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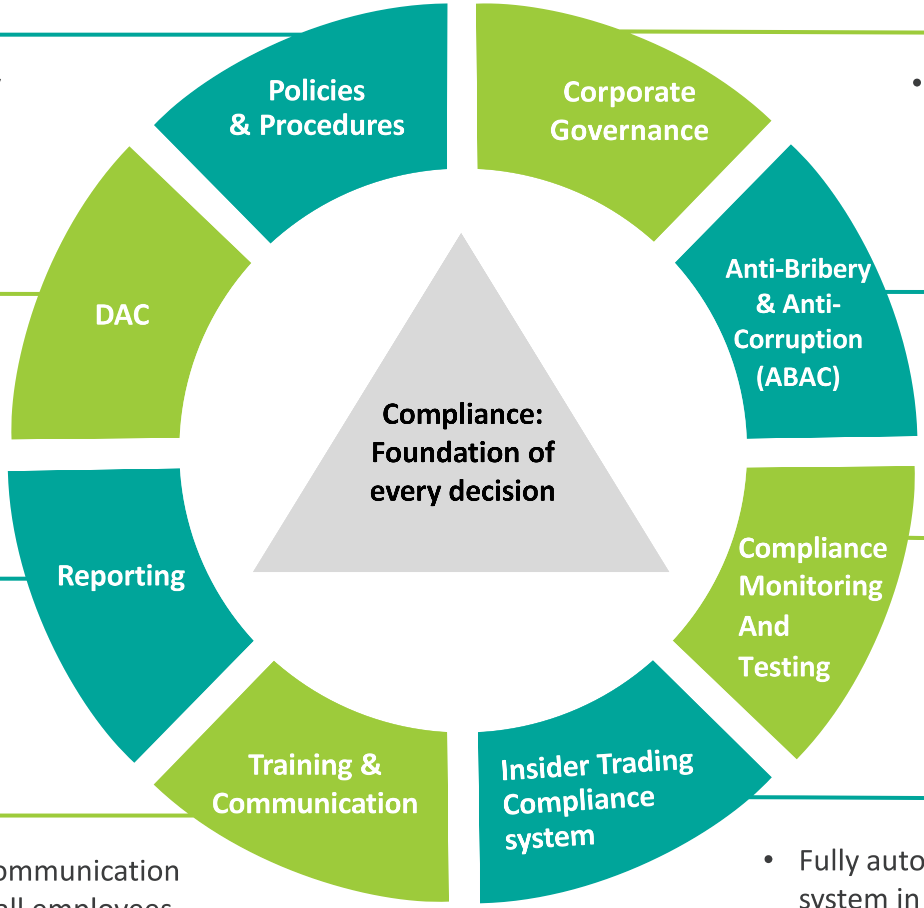
### Governance and Compliance

Forms the core of every business and functional process

- **Centralized Compliance Team Experienced Compliance Professional with collective experience of 40+ years.**
- **Strong 'Compliance-first' approach tone setting from the Board and Senior Management** ensures compliance across all levels till field staff.
- **"Zero tolerance policy"** to any form of non-compliance.
- **Stringent Code of Conduct** implemented at all levels including employees, DSA's / DMA's and collection agents.
- **Continuous training** to employees at all levels on various regulatory requirements.
- Fair Practice Code implemented in letter and spirit.
- Automated compliance monitoring tool for **tracking, reporting and efficient dissemination of all regulatory changes** to senior management and other key stakeholders.
- Comprehensive **Compliance testing** conducted throughout the year by independent agencies and internal teams.

# Regulatory & Compliance Risk (2/2)

## Governance Further Strengthened By Robust Compliance Mechanisms




- Annual Review and approval of all key policies by the Board
- Strong oversight by the Board and Management level Committees focusing on internal controls and regulatory Compliance.
- Internal Disciplinary Action Committee (DAC) to review violations of Policies / Process / Complaints / Frauds
- Implemented extensive ABAC Policy and established a structure of ABAC Program.
- Robust and transparent whistle-blower mechanism and Policy
- Compliance monitoring and reporting through fully automated Compliance Tool, periodic Compliance Risk Assessment and Compliance Testing.
- Periodic Trainings are imparted and communication mailers are circulated to all employees.
- Fully automated stringent insider trading compliance system in place. Any transaction by insiders need prior compliance approval

# Ownership Structure and Management Team

# Experienced Management Team - IndoStar

## Randhir Singh

Managing Director & Executive Vice Chairman

- He began his career at Citibank India in 1995, where he held diverse roles for over a decade, building deep expertise in banking and capital markets. He went on to lead financing businesses at Deutsche Bank as Managing Director and India Head, followed by his tenure as CEO of Commercial Lending & Structured Finance at Edelweiss.
- He brings over 30 years of global financial leadership across MSME, Corporate, and FIG Lending, Structured Finance, Debt Capital Markets, Treasury, FX and Interest Rate Derivatives, Risk Management, and Banking Operations.
- In his last assignment he was Jt. CEO and Co-Founder of APAC Financial Services Pvt. Ltd. He has previously worked with Citibank, Deutsche bank and Edelweiss.

## Jayesh Jain

Chief Financial Officer

- He is a Chartered Accountant and has pursued advanced learning in strategy, digital transformation, fraud management, information systems audit & security and leadership, through executive programs at Harvard, Wharton, and NUS.
- He brings over two decades of leadership experience in the Housing Finance and NBFC sectors.
- He has successfully led enterprise-wide initiatives across financial strategy, business process reengineering / transformation, zero-based budgeting, cost optimization, IPO, capital raising, governance, regulatory compliance, and digital integration.

## Nitin Ramesh Gyanchandani

Chief Risk Officer

- He is a qualified Chartered Accountant and has over 18 years of experience in the Banking and Financial Services and has a rich experience in managing Corporate Banking and Credit Underwriting & analysis.
- He has also handled a wide range of financial products including commercial vehicle loans, construction equipment loan, healthcare and Auto Loans etc.
- He has worked across Risk Management, Credit Underwriting & Analysis, Healthcare, and Auto. He has worked with cross-functional teams in laying down credit policies, developing new products, managing various retail asset credit portfolios across all India geographies, and training underwriting teams.

## Binoy Parikh

Chief Compliance Officer

- He is a seasoned professional in Compliance, Corporate Governance, and Company Secretarial practices. He has 17 years of rich experience in financial service Industry
- He consistently played a key role in senior leadership, effectively engaging with a wide range of stakeholders including regulatory authorities, C-suite executives, and Boards of Directors.
- He has successfully led numerous regulatory inspections and audits, playing a critical role in driving remediation and ensuring organizational alignment with evolving regulatory expectations and corporate governance standards.

# Senior Management Team

**Mr. Amit Khan**

Chief Operating Officer – Micro LAP

**Mr. KV Bharadwaj**

Chief Credit Officer

**Mr. Devraj C**

Chief Business Officer

**Mr. Dipesh Kumar Mehta**

Chief Product Officer

**Mr. Amit Aswin Kothari**

Chief Technology Officer

**Ms. Jasmin Bawa**

Chief Human Resources Officer

**Mr. Arvind Uppal**

Head - Collections

**Mr. Kaushal Mithani**

Head - Treasury

**Mr. Kekin Savla**

Head- Finance

**Mr, Kashinath Palekar**

Head- Internal Audit

**Mr. Mihir Bhavsar**

Chief Information Security Officer

**Mr. P Krishnan**

Principal Officer - Insurance

**Ms. Shikha Jain**

Company Secretary

# Esteemed Board of Directors

## Naina Krishna Murthy

Chairperson and Non-Executive Independent Director

- She has more than two decades of experience in the legal sector. She is the Founder and Managing Partner of Krishnamurthy & Company
- Over the years, Mrs. Murthy has built a strong reputation in corporate commercial law, specifically in the areas of M&As, JVs, collaborations and PE/VC investments
- She holds a degree in Law, with a B.A. and LLB (Hons) from National Law School, Bangalore

## Hemant Kaul

Non-Executive Independent Director

- He has vast experience as an independent management consultant, having worked with private equity firms to evaluate investments in the financial sector
- He holds a Bachelor’s degree in Science and a Master’s degree in Business Administration from Rajasthan University

## Sujatha Mohan

Non–Executive Independent Director

- She is the founder of Pharus Consulting LLP, supporting BFSI organizations with digital, business, and execution strategies from a practitioner’s perspective, and is recognized for driving strategic and transformative initiatives.
- Her areas of specialization include core banking, core modernization, API Strategy, Digital Transformation & Payments. She is also a Wharton Alumnus

# Esteemed Board of Directors

## Bobby Parikh

Non-Executive and Non-Independent Director

- He has nearly three decades of experience in financial services industry/reorganizations
- His area of focus is providing tax and regulatory advice in relation to transactions and other forms of business reorganizations
- He is a qualified Chartered Accountant from the ICAI and holds a Bachelor of Commerce degree from the University of Mumbai

## Aditya Joshi

Non-Executive Non-Independent Director

- He is a Managing Partner at Brookfield, and heads the private equity business in Asia-Pacific
- Prior to Brookfield, he was a Principal at Apax Partners and previously worked at the Blackstone group and Morgan Stanley in India
- He holds an MBA from The Wharton School, University of Pennsylvania, a bachelor's degree in accounting and finance from the University of Pune and is a CA and member of the ICAI

## Devdutt Marathe

Non-Executive Non-Independent Director

- He is Senior Vice President – Private Equity at Brookfield Asset Management and has over 15 years' experience in private equity and financial services
- He is a B.Tech. and M.S. in Electrical Engineering from IIT Madras and Caltech, and PGDM (MBA) from IIM Ahmedabad

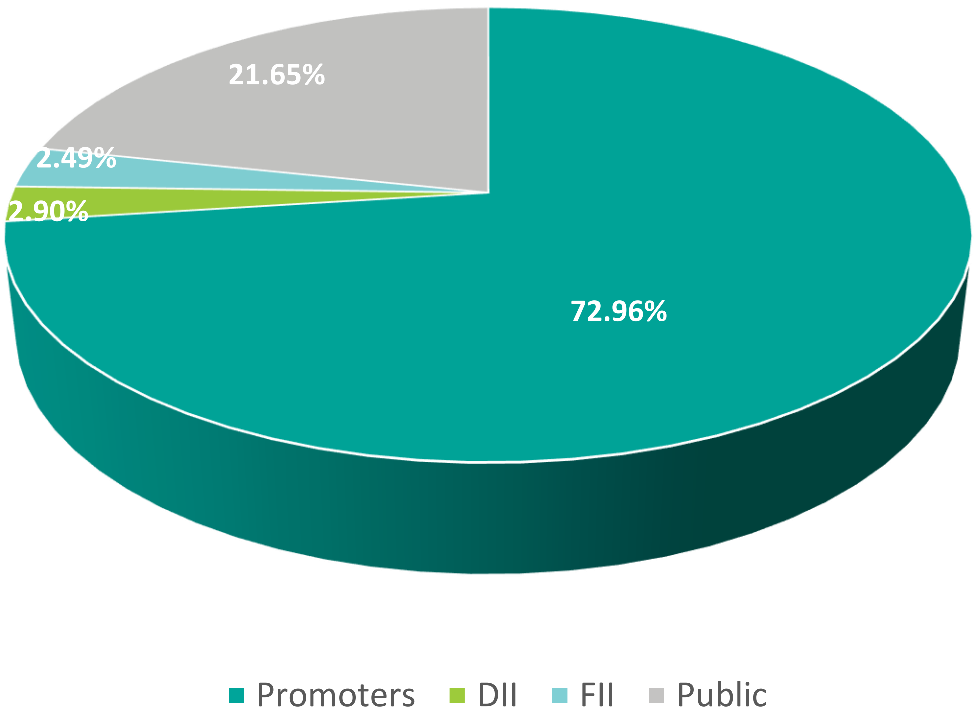
## Vishal Goenka

Non-Executive Non-Independent Director

- He is a Managing Director at Everstone Capital, focusing on investments in industrials and financial services businesses.
- Previously, he has worked with Warburg Pincus in their India business and J.P. Morgan in their IB business.
- He holds a post-graduate degree in management from IIM Indore (Institute Gold Medalist) and an engineering degree from University of Mumbai

# Large Global Private Equity Parentage – September 25

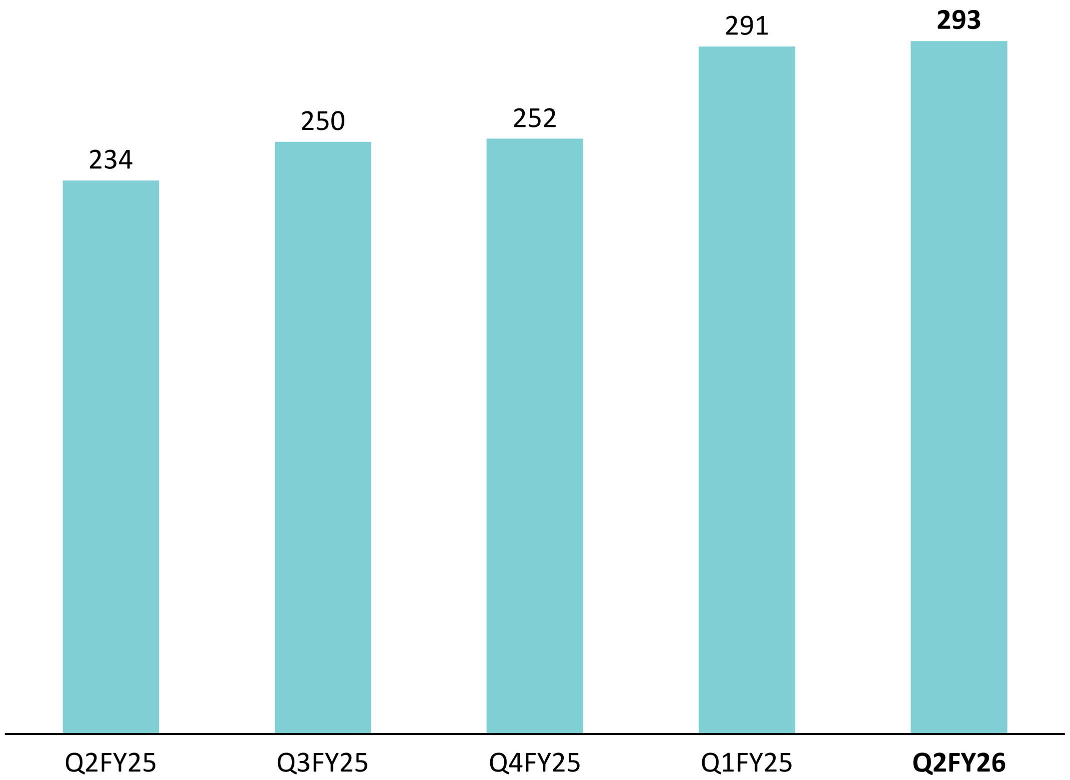
## Shareholding Pattern (As on September 2025)



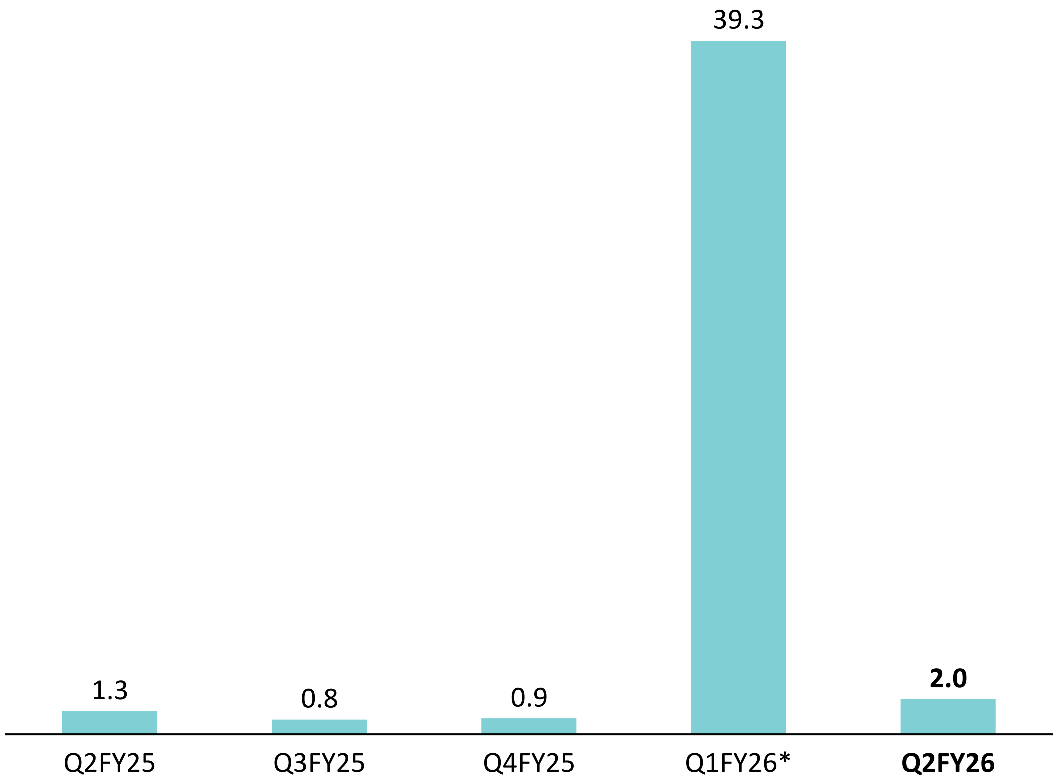

| **Shareholders** *(holding more than 1%)* | **%** |
|---|---|
| **Promoters** | **72.96** |
| BCP V Multiple Holdings Pte Ltd (Brookfield) | 55.95 |
| IndoStar Capital (Everstone) | 17.02 |
| **Domestic Institutional Investors** | **2.49** |
| ICICI Prudential Life Insurance Company Limited | 1.32 |
| **Foreign Institutional Investors** | **2.90** |
| Cohesion Mk Best Ideas Sub-Trust | 2.38 |
| **Public Individual Investors** | **21.65** |
| Madhuri Madhusudan Kela | 2.47 |

# Shareholder’s return

## Book value per share




## Earning per share




*-Impact of HFC Business

# Consolidated Financial Performance

# Consolidated Income Statement incl. Discontinued Operations

| Particulars (₹ in crs) | Q2 FY26 | Q1 FY26 | Q-o-Q | Q2 FY25 | Y-o-Y | H1 FY26 | H1 FY25 | Y-o-Y |
|---|---|---|---|---|---|---|---|---|
| Revenue from operations | 356.6 | 343.5 | | 351.8 | | 700.1 | 658.4 | |
| Interest expenses | 166.7 | 185.5 | | 187.8 | | 352.1 | 354.6 | |
| **Net Interest Income from continuing operations** | **189.9** | **158.0** | **20.1%** | **164.1** | **15.7%** | **347.9** | **303.8** | **14.5%** |
| Other Income | 0.3 | 0.2 | | 0.2 | | 0.5 | 2.7 | |
| **Total Income from continuing operations** | **190.2** | **158.2** | **20.2%** | **164.3** | **15.7%** | **348.4** | **306.5** | **13.7%** |
| Employee Benefits Expense* | 80.8 | 86.6 | | 81.1 | | 167.4 | 149.7 | |
| Depreciation and Amortization Expense | 7.7 | 7.3 | | 7.9 | | 15.0 | 15.7 | |
| Other Expenses | 32.6 | 45.4 | | 38.1 | | 77.9 | 72.4 | |
| **Total operating expenses from continuing operations** | **121.0** | **139.3** | **(13.1%)** | **127.2** | **(4.9%)** | **260.3** | **237.7** | **9.5%** |
| **Pre-provision operating profit from continuing operations** | **69.2** | **18.9** | **-** | **37.1** | **86.3%** | **88.1** | **68.8** | **28.1%** |
| **Credit costs from continuing operations** | **58.6** | **490.4** | **(88.0%)** | **19.2** | **-** | **549.0** | **40.2** | **-** |
| **Profit before tax from continuing operations** | **10.5** | **(471.5)** | **-** | **17.9** | **(41.1%)** | **(460.9)** | **28.6** | **-** |
| Exceptional gain (net) | 0.0 | 1,176.0 | | 0.0 | | 1,176.0 | 0.0 | |
| **Profit before tax from continuing operations** | 10.5 | 704.5 | | 17.9 | | 715.0 | 28.6 | |
| Tax | 0.0 | 169.0 | | 0.0 | | 169.0 | 0.0 | |
| **Profit after tax from continuing operations** | **10.5** | **535.5** | **(98.0%)** | **17.8** | **(41.2%)** | **546.0** | **28.5** | **-** |
| **Discontinued operations** | | | | | | | | |
| **Profit before tax (a)** | 0.0 | 13.6 | | 18.5 | | 13.6 | 37.5 | |
| **Tax expenses (b)** | 0.0 | 3.5 | | 4.6 | | 3.5 | 9.4 | |
| **Profit after tax from discontinued operations (a-b)** | **0.0** | **10.1** | **-** | **13.8** | **-** | **10.1** | **28.1** | **(64.1%)** |
| **Profit after tax** | **10.5** | **545.6** | **(98.1%)** | **31.7** | **(66.9%)** | **556.1** | **56.6** | **-** |

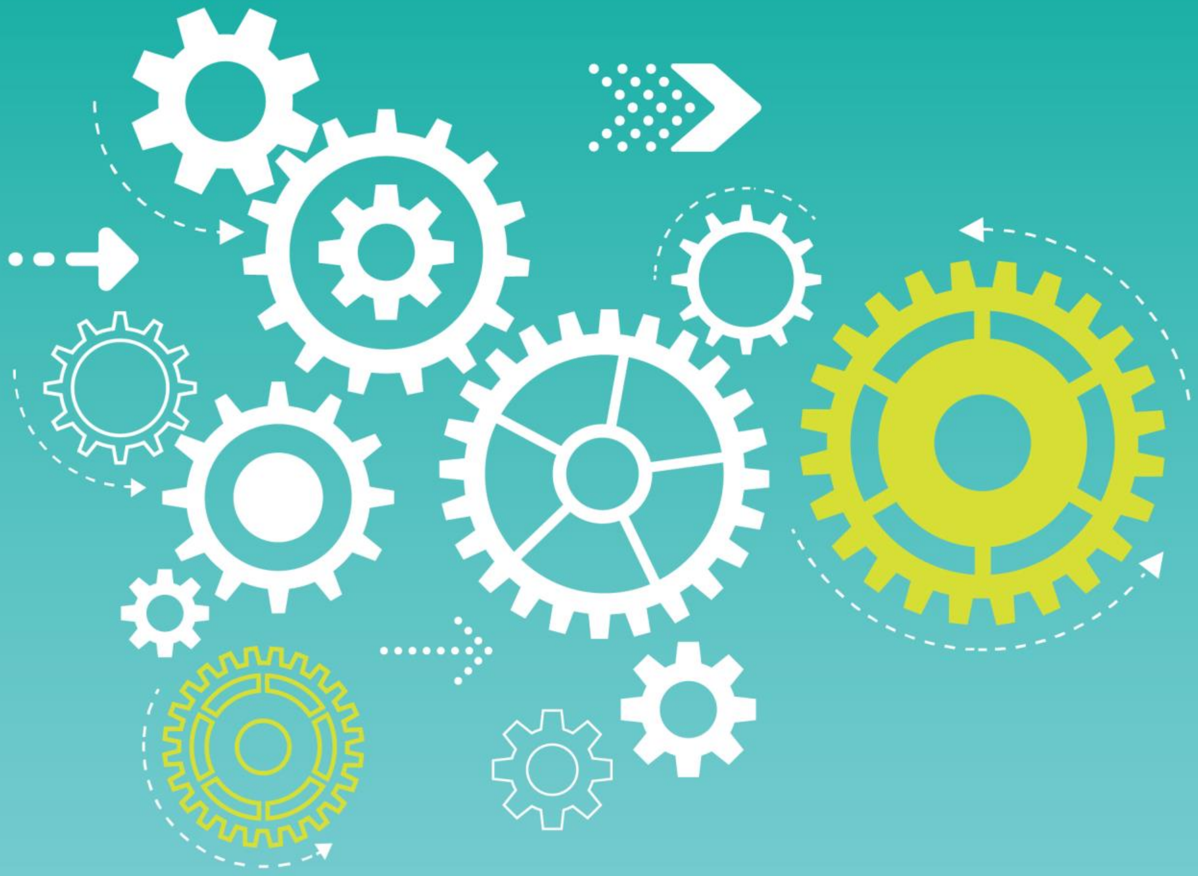
Note – Financial results of Housing finance business have been disclosed as discontinued operations in the financial results in accordance with Ind-AS 105 -

# Consolidated Balance Sheet incl. Discontinued Operations

| Equity & Liabilities (₹ in crs) | Sep'25 | Mar'25 | Sep'24 |
|---|---|---|---|
| **Financial Liabilities** | | | |
| Trade payables | 0.0 | 0.1 | 0.3 |
| Debt Securities | 3,237.1 | 3,792.2 | 3,614.1 |
| Borrowings other than debt securities | 2,471.5 | 3,124.3 | 3,575.1 |
| Other financial liabilities | 348.9 | 403.0 | 481.1 |
| **Total Financial Liabilities** | **6,057.6** | **7,319.6** | **7,670.6** |
| **Non- Financial Liabilities** | | | |
| Current tax liabilities (Net) | 161.9 | 0.0 | 0.0 |
| Provisions | 10.9 | 9.0 | 7.9 |
| Deferred tax liabilities (Net) | 0.0 | 0.0 | 0.0 |
| Other non - financial liabilities | 6.2 | 7.5 | 7.0 |
| **Total Non-Financial Liabilities** | 0.0 | 2,284.5 | 1,989.0 |
| **Equity** | **179.0** | **2,300.9** | **2,003.9** |
| Equity share capital | 136.7 | 136.1 | 136.1 |
| Other equity | 3,858.2 | 3,499.3 | 3,216.4 |
| **Total Equity** | **3,994.9** | **3,635.4** | **3,352.5** |
| **Total Liabilities & Equity** | **10,231.5** | **13,255.9** | **13,027.0** |

| Assets (₹ in crs) | Sep'25 | Mar'25 | Sep'24 |
|---|---|---|---|
| **Financial Assets** | | | |
| Cash and cash equivalents | 39.1 | 96.1 | 259.3 |
| Bank balance other than cash & cash equivalent | 323.9 | 326.4 | 340.3 |
| Loans | 6,984.6 | 7,216.5 | 7,055.5 |
| Investments | 1,989.1 | 1,818.2 | 1,779.0 |
| Other financial assets | 92.3 | 121.0 | 220.0 |
| **Total Financial Assets** | **9,429.0** | **9,578.2** | **9,654.1** |
| **Non-Financial Assets** | | | |
| Current tax assets (Net) | 90.2 | 11.4 | 46.5 |
| Deferred tax assets (Net) | 316.7 | 316.8 | 316.5 |
| Property, plant and equipment | 52.9 | 59.6 | 58.7 |
| Assets held for sale | 7.0 | 13.0 | 13.0 |
| Goodwill | 300.2 | 300.2 | 300.2 |
| Intangible assets | 7.2 | 5.4 | 7.7 |
| Other non-financial assets | 28.3 | 29.2 | 29.7 |
| **Non - current asset held for sale** | 0.0 | 2,942.2 | 2,600.6 |
| **Total Non-Financial Assets** | **802.5** | **3,677.7** | **3,372.9** |
| **Total Assets** | **10,231.5** | **13,255.9** | **13,027.0** |

Note - The assets and liabilities of IHFPL has been disclosed as "Non-current asset held for sale", "Liabilities for assets held for sale" and discontinued operations in the financial results in accordance with Ind-AS 105 - Non-current Assets Held for Sale and Discontinued Operations



## COMPANY

INDOSTAR

*"Your Path To A Better Life"*

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Meeting Request Link

**THANK YOU**