

ADITYA BIRLA



NUVO

8<sup>th</sup> June, 2017

BSE Limited

Corporate Relationship Department

Plot No. 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000

Mumbai - 400 001

National Stock Exchange of India Limited

The Manager, Listing Department

Exchange Plaza, 5<sup>th</sup> Floor

Bandra Kurla Complex, Bandra (East)

scrip Code: 500303

Dear Sirs,

Disclosure Requirements) Regulations, 2015

uant to Regulation



# Table of Contents

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1. Aditya Birla Group Overview	3
2. Aditya Birla Financial Services Overview	5
3. Key Business Segments Snapshot	16
4. Way Forward	36

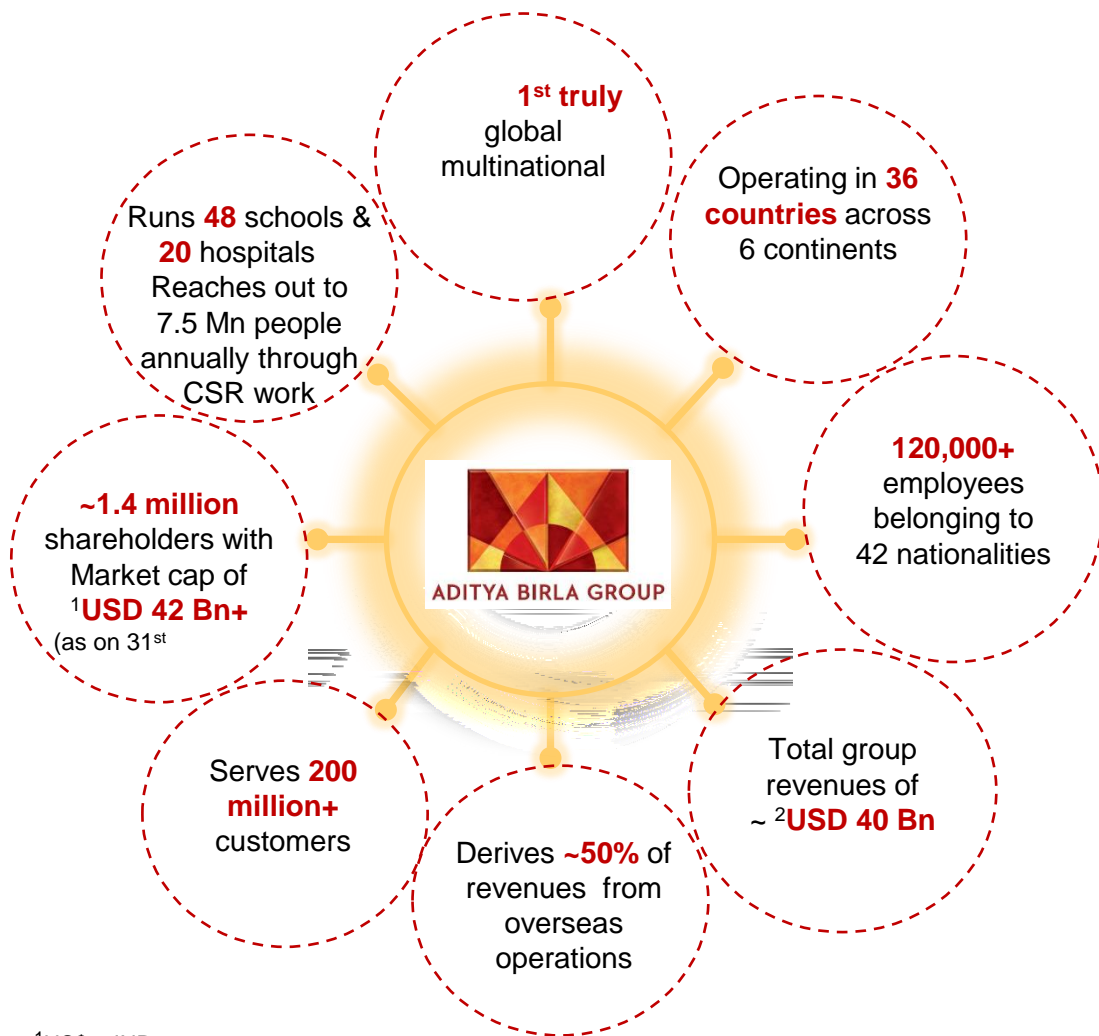
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## **Aditya Birla Group Overview**

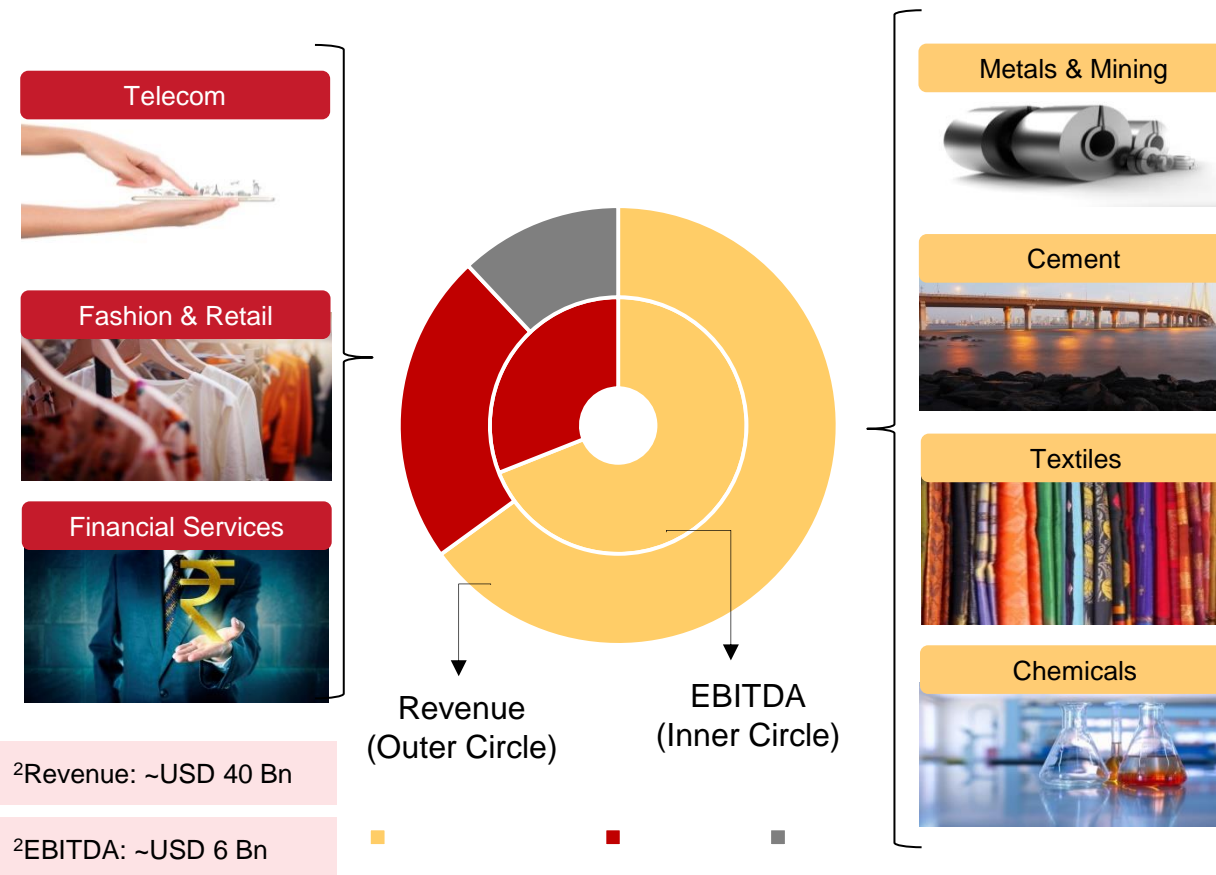
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# Aditya Birla Group



<sup>1</sup>US\$ = INR 65

## FY17 Revenue & EBITDA Contribution by Sector

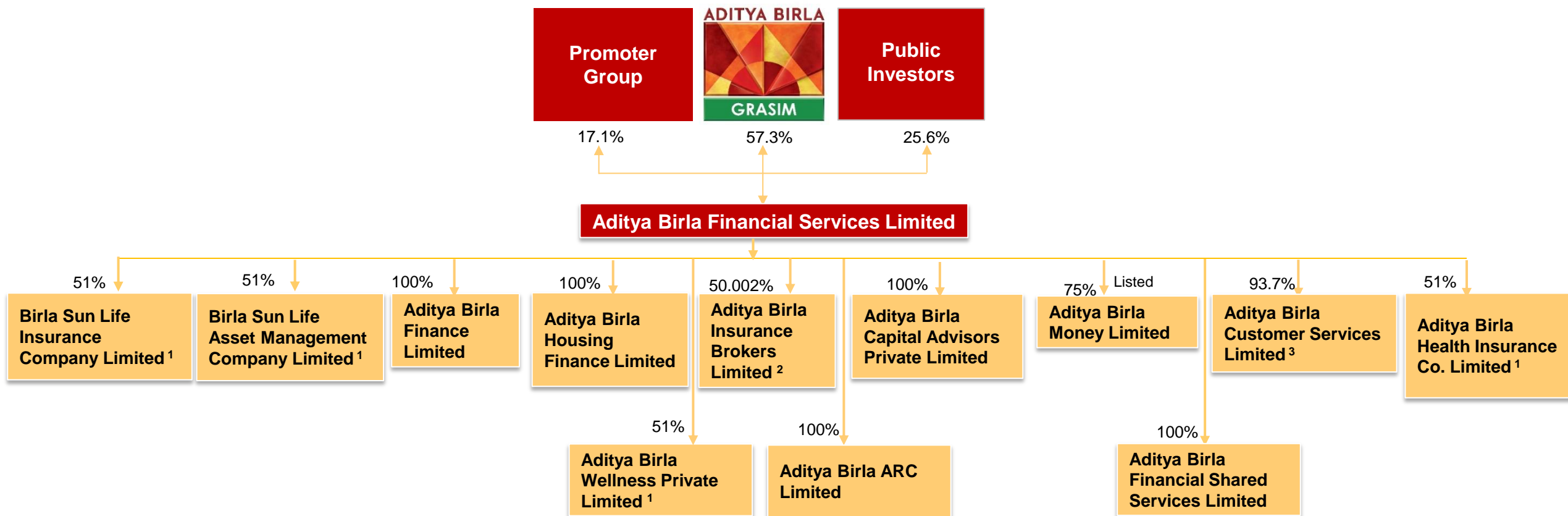


<sup>2</sup>US\$ = INR 67.1.(Annual Average)

## **Aditya Birla Financial Services Overview**

# Aditya Birla Financial Services

Resulting structure post listing



<sup>1</sup> Indicates JV. <sup>2</sup> 49.998% of ABIBL is held by Infocyper India Pvt Ltd. <sup>3</sup> 6.3% of ABCSL is held by employee welfare trust (under ESOP)

Note: ABFS structure contains major subsidiaries and excludes step down subsidiaries, if any

## and Role Model

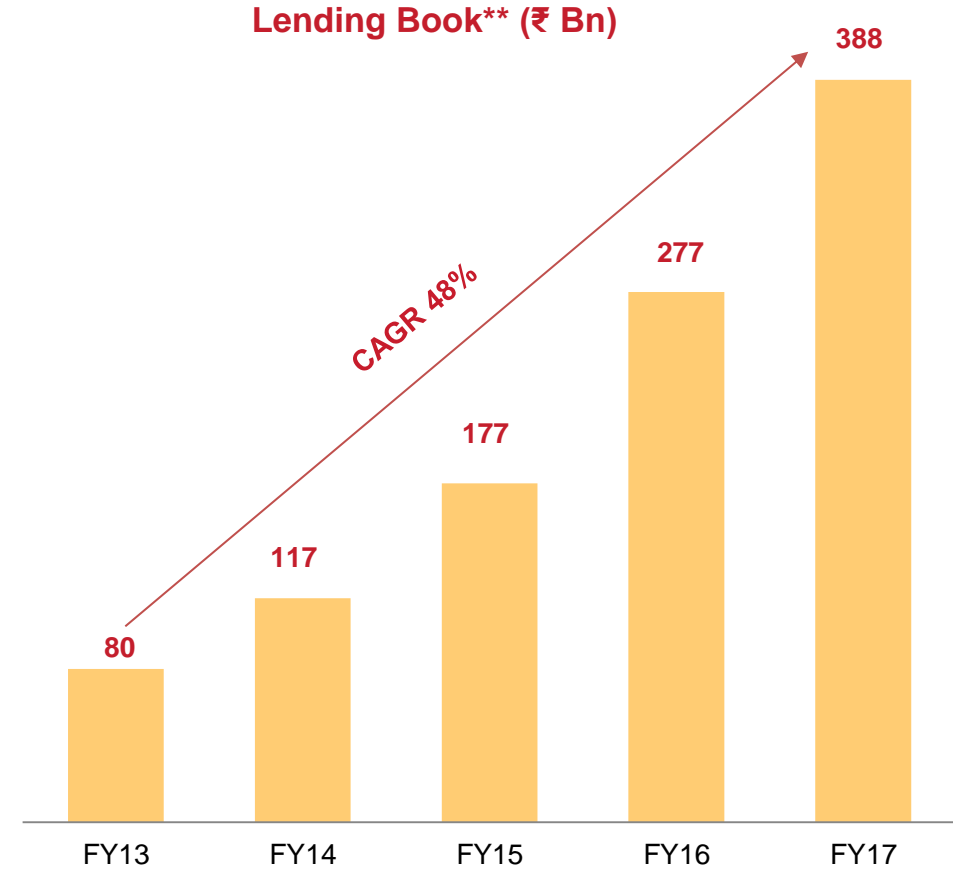
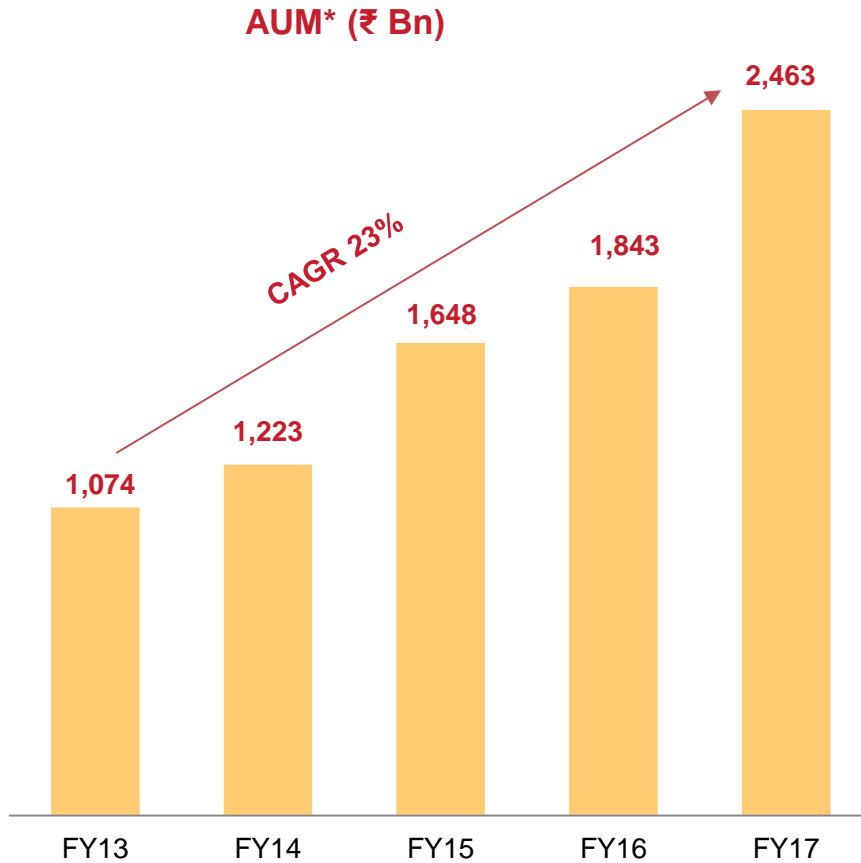
- Renowned for risk management, investor education, product innovation and fund management capabilities
- Acknowledged for leadership development practices and talent management
- Among the best 3 financial services players to work for [As per study by Great Place to Work Institute, 2016]

## in a Broad based & Integrated

- Present across the spectrum of financial services with 12 lines of business catering to varied needs of our customer across their lifetime
- An integrated play with a competitive edge through sharing of best practices, deriving cross business synergies & providing talent pool with world of opportunity to grow

# Aditya Birla Financial Services

## Key Metrics

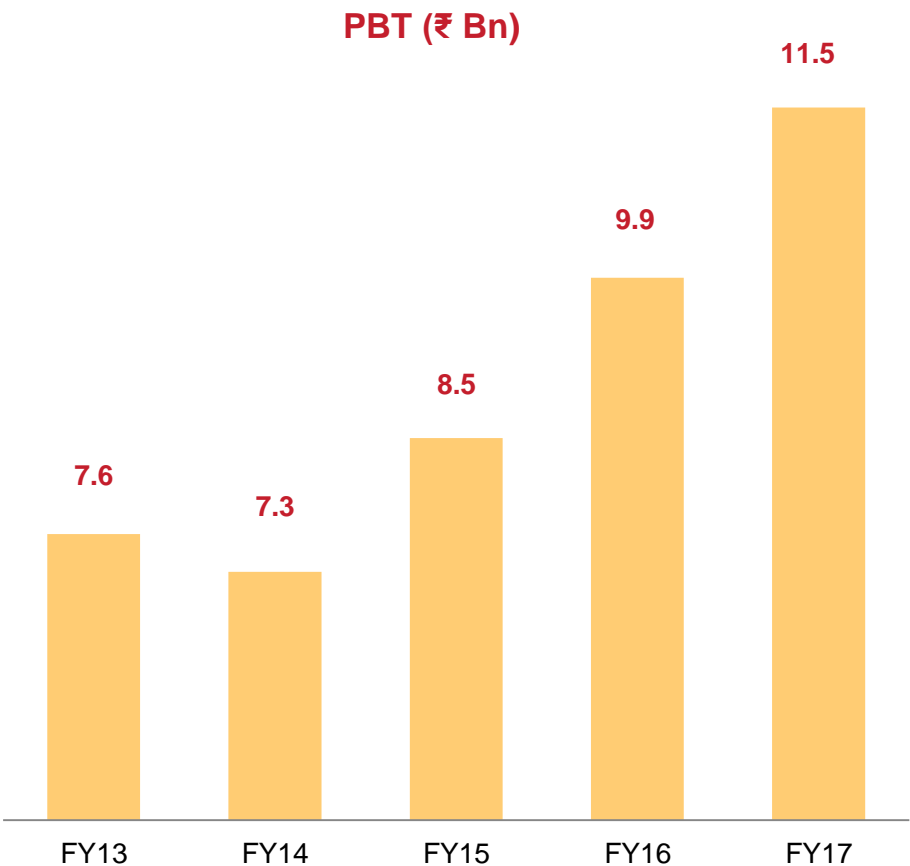
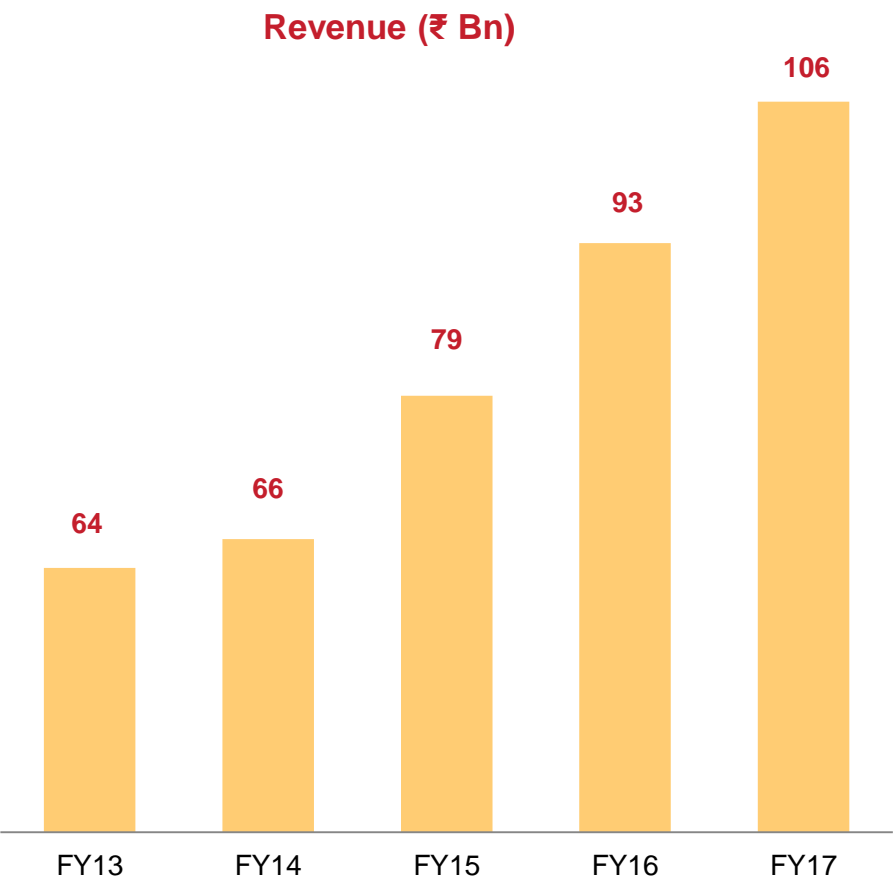


\*Includes AUM of Life & Health Insurance, Private Equity and quarterly average AUM of Asset Management businesses.

\*\*Includes Lending Book of NBFC & Housing Finance businesses

# Aditya Birla Financial Services

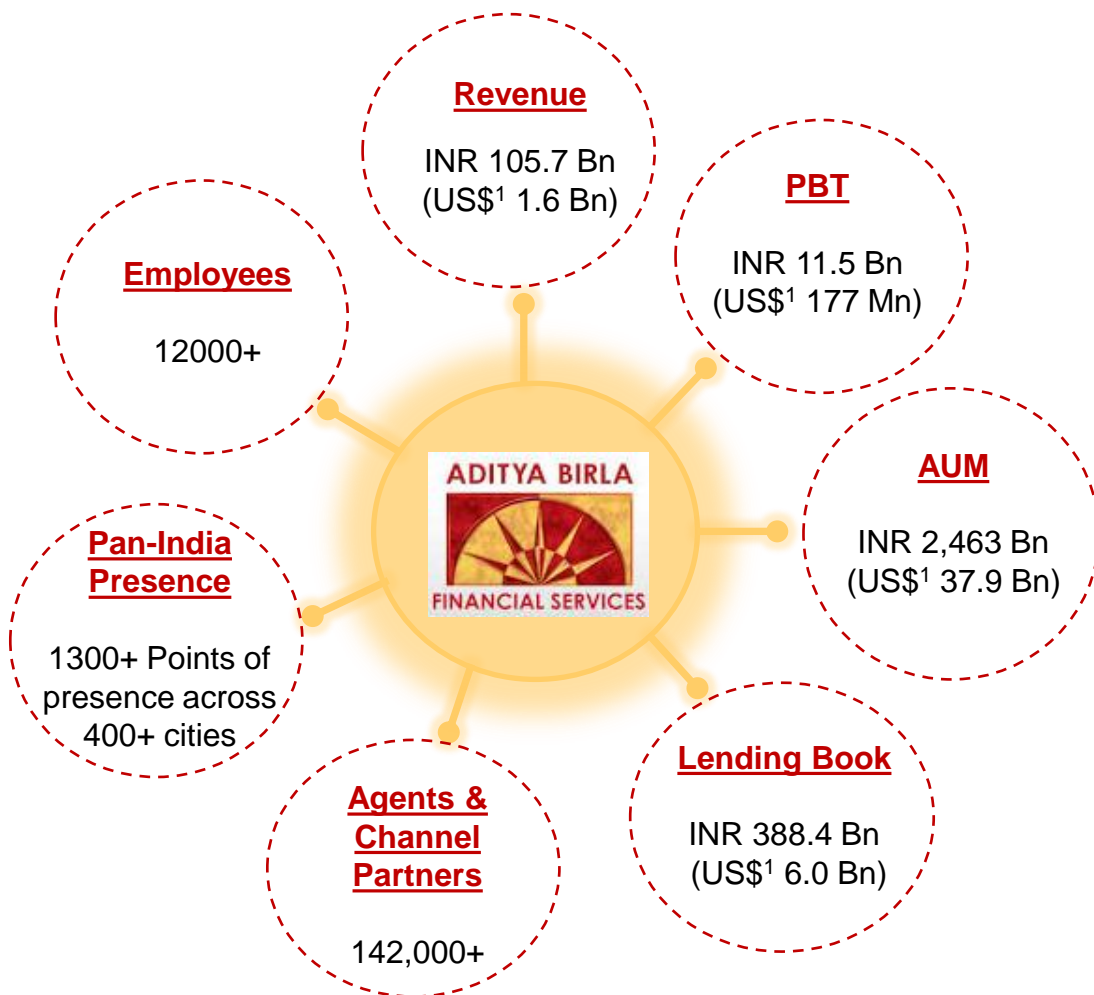
## Financial Information



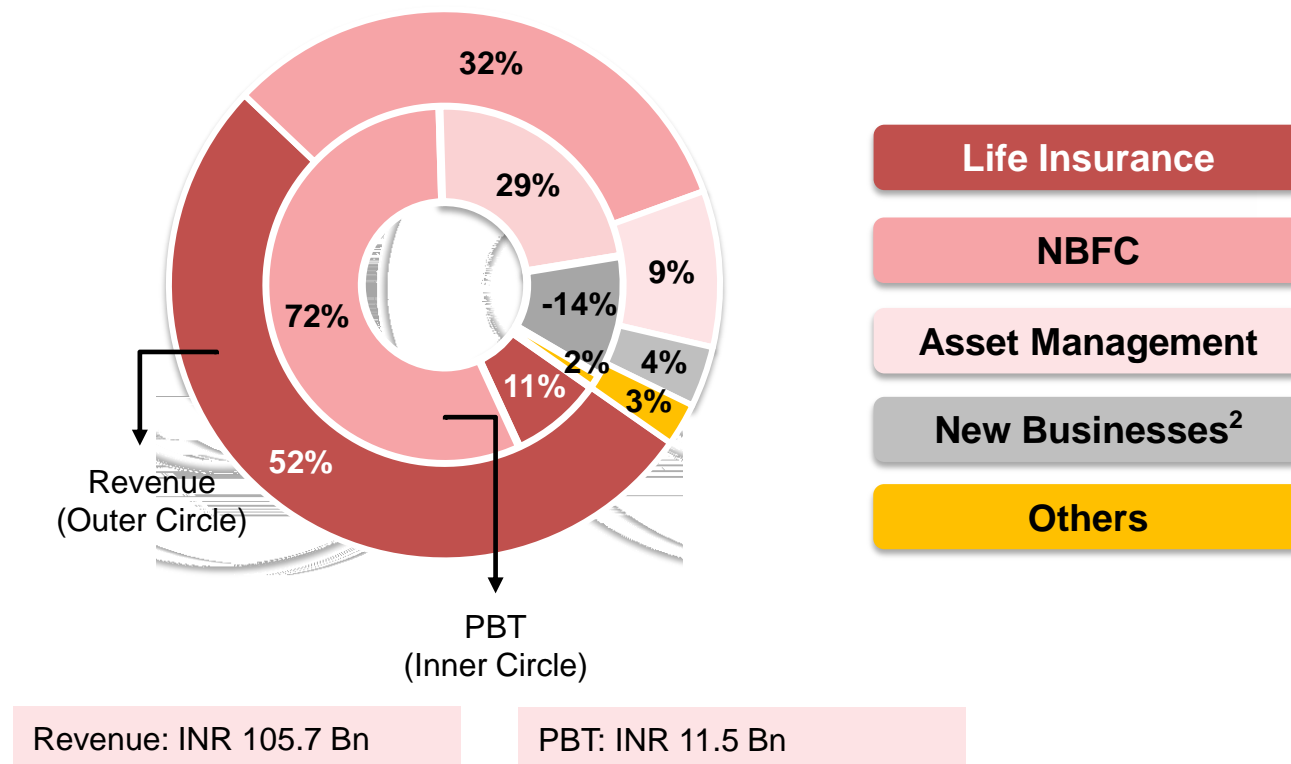
Note: The financial information above is extracted from the IGAAP financial statements of the individual subsidiaries and joint ventures of ABFS and represents a summation of 100% of the financial information contained in such financial statements, before any adjustments, inter-company eliminations or minority interest. This financial information is unaudited.

# Aditya Birla Financial Services

Leading financial services conglomerate



## FY17 Revenue & PBT Contribution by Business



Note: The financial information above is extracted from the IGAAP financial statements of the individual subsidiaries and joint ventures of ABFS and represents a summation of 100% of the financial information contained in such financial statements, before any adjustments, inter-company eliminations or minority interest. This financial information is unaudited <sup>1</sup>US\$ = INR 65 <sup>2</sup>New Businesses include Health Insurance, Housing Finance & Online Money Management.

# Distribution

Channel Presence



260+ National Distributors **MULTICHANNEL**



# Our Product Suite

Delivery through 12 lines of businesses

## Our Solutions

### Protecting

- Life Insurance
- Health Insurance
- Motor Insurance

## Our Innovation & Performance

- **Among the first few to launch ULIP in India**
- Chronic care, Incentivised wellness & Health returns

### Investing

- Mutual Funds
- Wealth Management
- Private Equity
- Stocks, Commodity and Currency Trading

- 98.3% of Mutual Fund AUM in Quartile 1 & 2 (based on 3 year returns)
- Returns since inception of **Birla Sun Life Frontline Equity Fund is 22.5% p.a.**

### Financing

- Home Loans
- Personal Loans
- SME Loans
- Corporate Loans

- **Among the first few to launch IPO Financing**
- Forayed into **Digital & Unsecured Lending**

### Advising

- Aggregating
- Financial planning
- Tools & calculators
- Online Money Management
- ZipSip

Note: Quartile Analysis is based on customized peer set provided by Birla Sun Life Asset Management

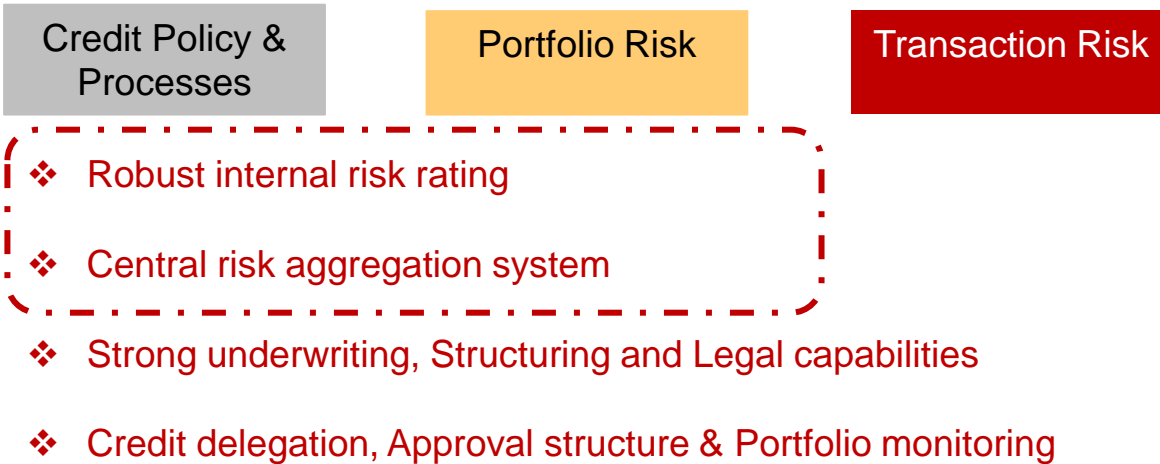
Source: Value Research,

# Risk Management at ABFS

## 3 Tier Framework



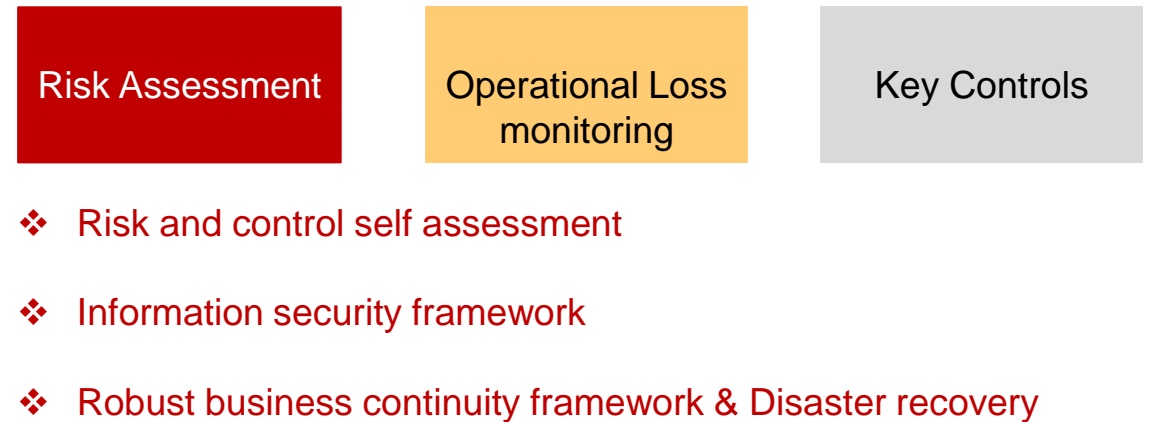
## Credit Risk Management



## Investment Risk Management & ALM



## Operations Risk Management



# Experienced Leadership

## Management Structure



Average experience  
of 23+ years in  
Financial Services  
domain

Average experience  
of 10 years in ABG



# Awards & Recognitions



## HR & BUSINESS EXCELLENCE

- ❑ B.M Munjal Award for Learning & Development 2017 (Private sector services)
- ❑ IMC Ramakrishna Bajaj National Quality in the Service Category, 2016
- ❑ Best companies to work by Business Today and PeopleStrong, 2016
- ❑ Top 50 companies to work by Places to Work Institute among 700 companies, 2016
- ❑ Society for Human Resource Management (SHRM) award for in Developing leaders of 2016

## MARKETING

- ❑ Gold & Silver in Midas Awards New York, 2016
- ❑ Best Digital Integrated & Digital Marketing by Knowledge National Digital Marketing Awards
- ❑ Abby 2017 for Movekars campaign, 2017

## PERFORMANCE

- ❑ Overall Fund House of the Year at Thomson Reuter Lipper Awards, 2017
- ❑ 6<sup>th</sup> Annual Indian Legal awards for Insurance In-house Legal team
- ❑ Best of the Best Awards, Fund House - Investor at the Asia Asset Management Awards, 2016
- ❑ CIO of the Year - of the Year- Fixed at the Asia Asset Management Awards, 2017
- ❑ Runner Up Equity AMC of the Year, at the Outlook Money Awards, 2016
- ❑ Birla Sun Life Insurance - Ranked 4<sup>th</sup> in customer loyalty in a study conducted by Kantar IMRB in 2017

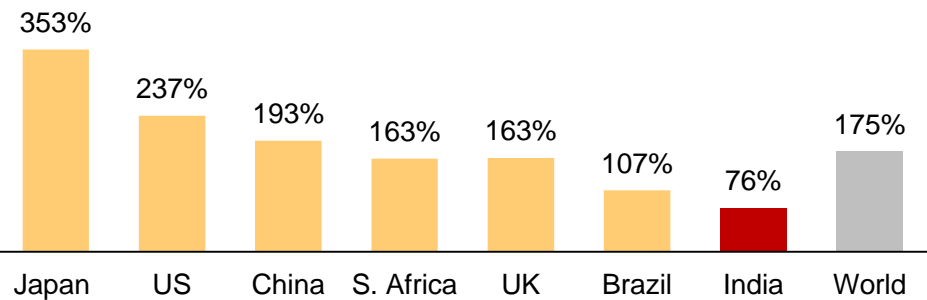


## **Key Business Segments Snapshot**

# Indian NBFC sector

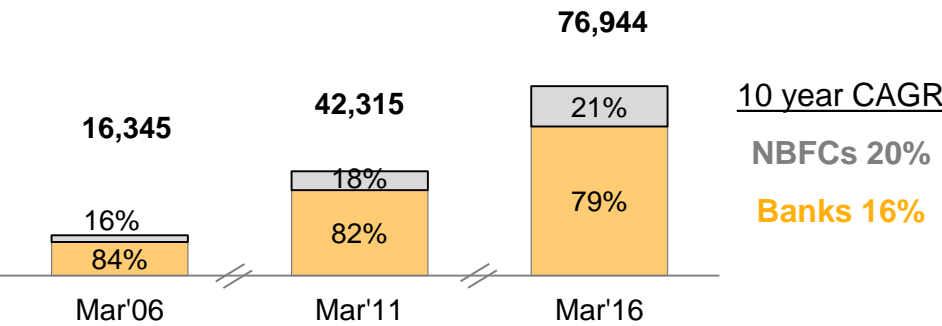
## Highly underpenetrated market

Credit as % of GDP (2015)



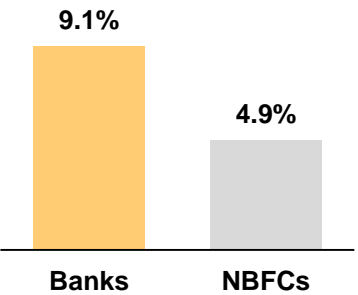
## Rising share of non-banks in credit growth

(₹ Bn)

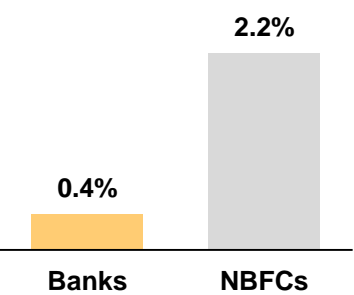


## NBFCs outperforming banks in asset quality and returns by a wide margin

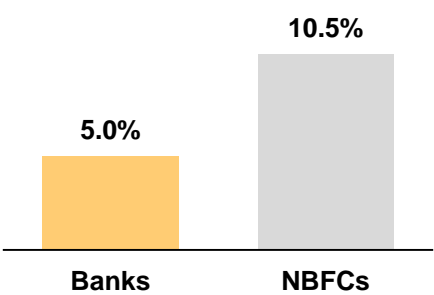
GNPA



ROA



ROE



Note: GNPA, ROA and ROE are for half year ended 30<sup>th</sup>

Source: World Bank, RBI & Kotak Institutional Equities

# Aditya Birla Finance

Consistently delivering quality growth



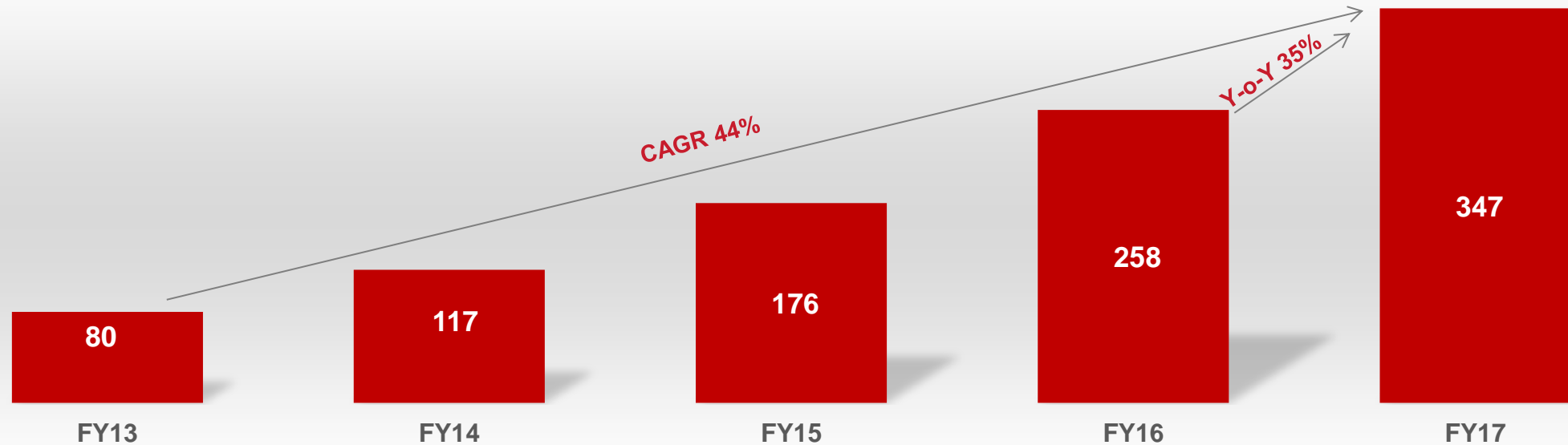
Private  
Diversified NBFCs in India<sup>1</sup>

Gross NPA of 0.47% at 120 DPD

A1+ rating for short term debt &  
AA+ rating for long term debt

Capital Infusion of      Bn in  
past 5 years to support growth

Lending Book  
(Bn)



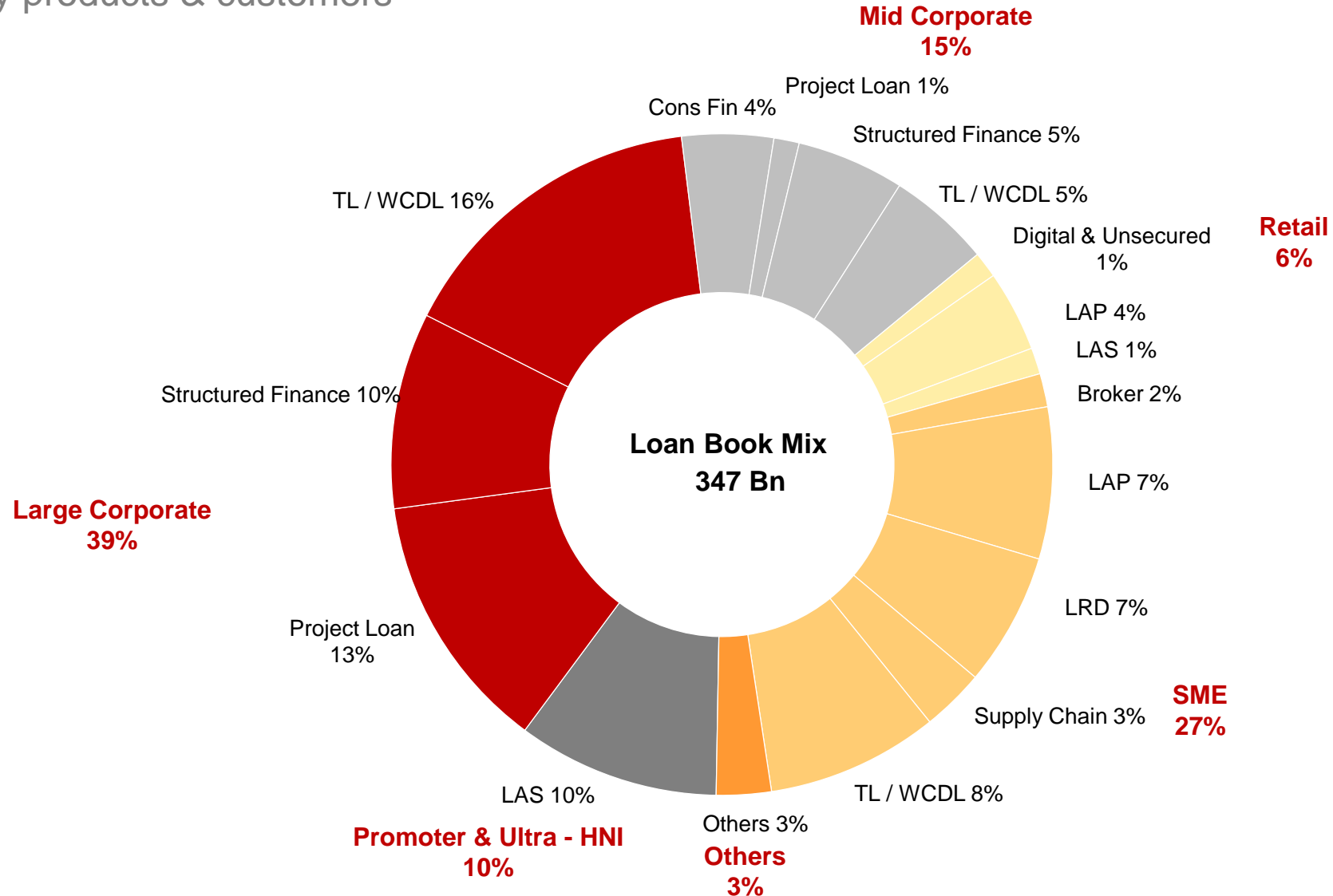
Source: Company reports

Note: Wealth management business merged with ABFL wef 1<sup>st</sup> April, 2016. Wealth AUA stood at INR 135 Bn as on 31<sup>st</sup> March 2017

Aditya Birla Financial Services

# Diversification (1/2)

Portfolio mix by products & customers

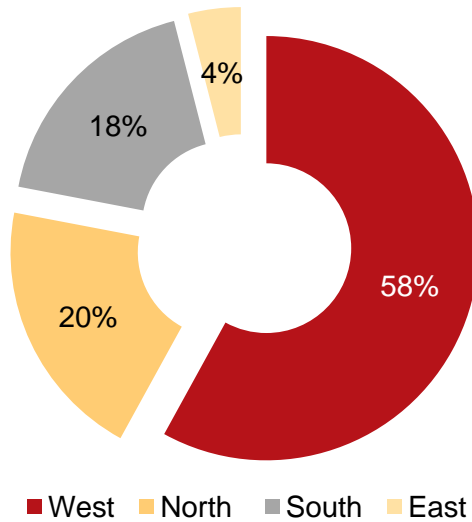


# Diversification (2/2)

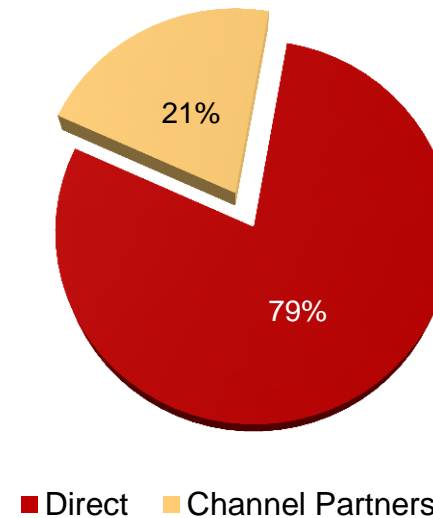
Accessing wider market with risk mitigation

In the Past		FY12 - 13				FY14 - 17		Planned Foray
Margin Trade Funding	IPO Funding	Supply Chain Finance	Loan against Property	Lease Rental Discount	Com. Property purchase	Personal Loans	Wealth Management	Healthcare Financing
Promoter Funding	Loan against Shares	SME Lending	Project & Structured Finance	DCM	Builder Finance	Digital Lending	Unsecured Business Loans	Consumer Durables Financing
								Education Loans

**Portfolio Mix by Geography (%)**(Excl Wealth)

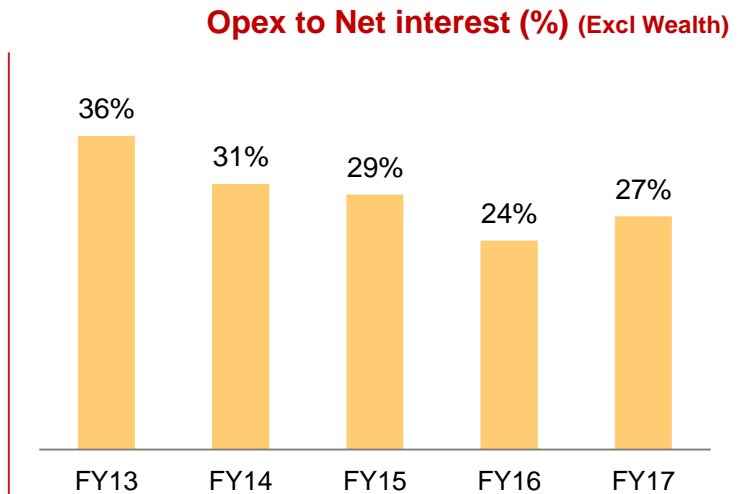
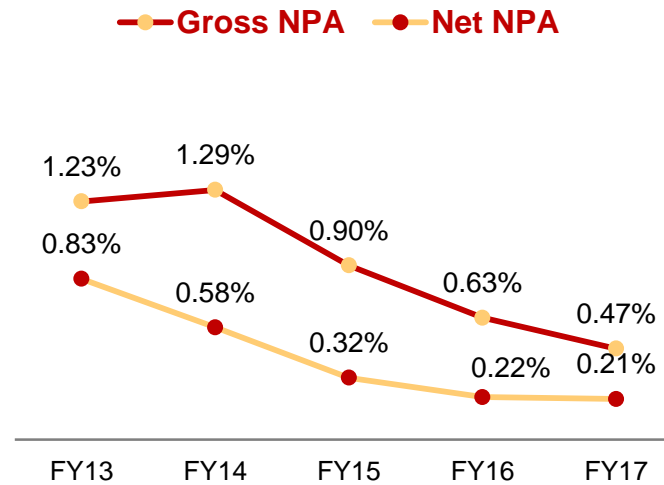
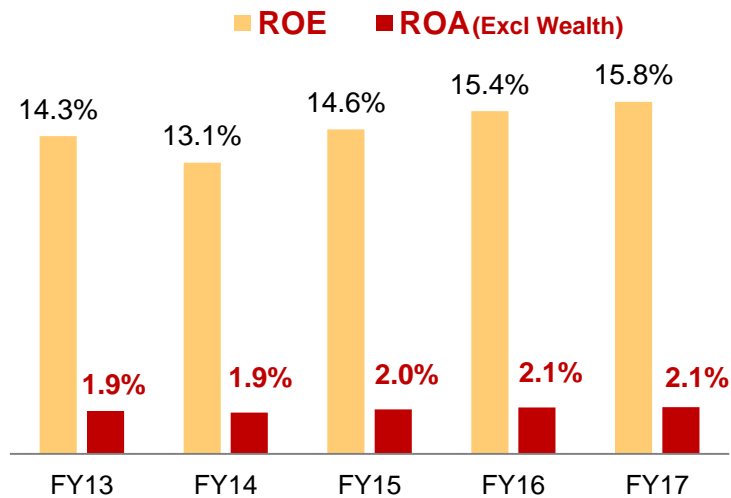
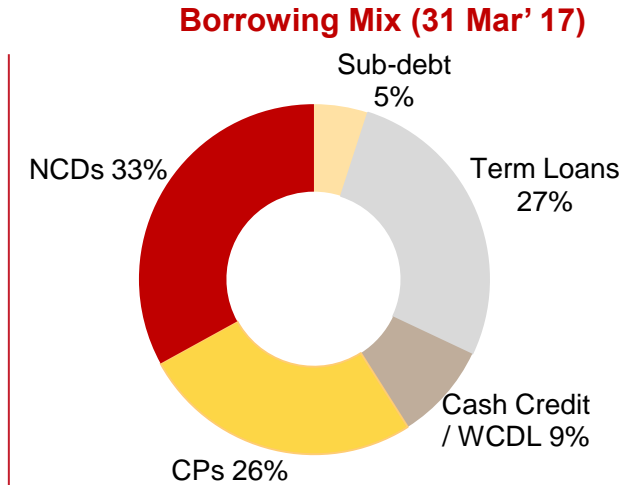
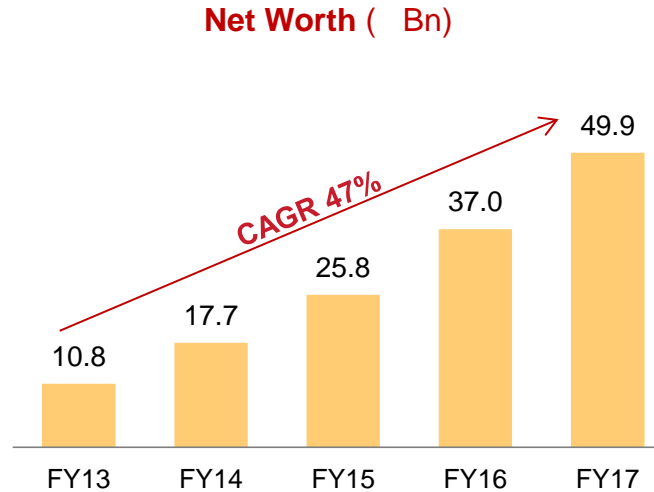
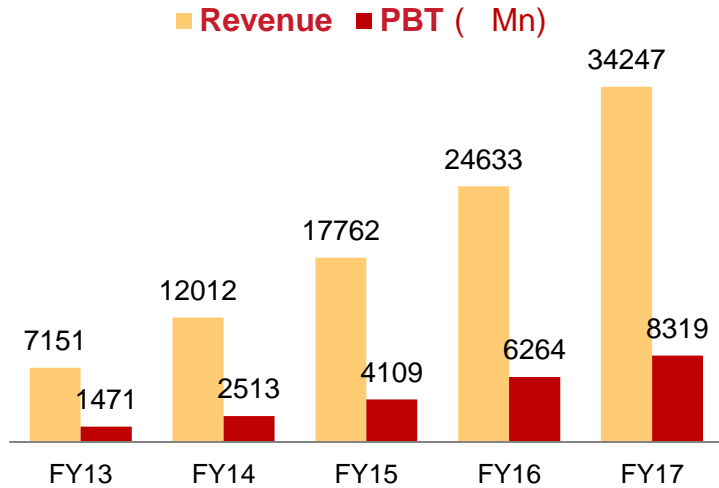


**Sourcing Mix (%)**(Excl Wealth)



# Aditya Birla Finance

Key Financials, Value Drivers & Metrics



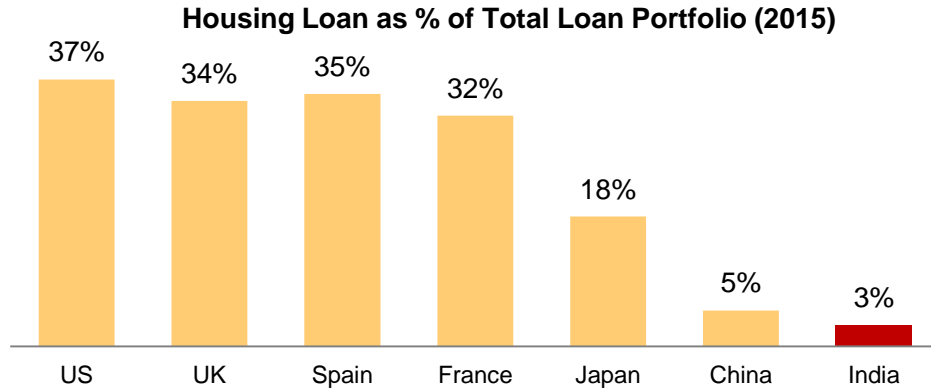
Note: Financials are as per IGAAP; Aditya Birla Finance Limited uses simple equivalent method to calculate ROE. Gross & Net NPA figures are for 180 DPD till FY15, 150 DPD in FY16 & 120 DPD in FY17

# Aditya Birla Housing Finance

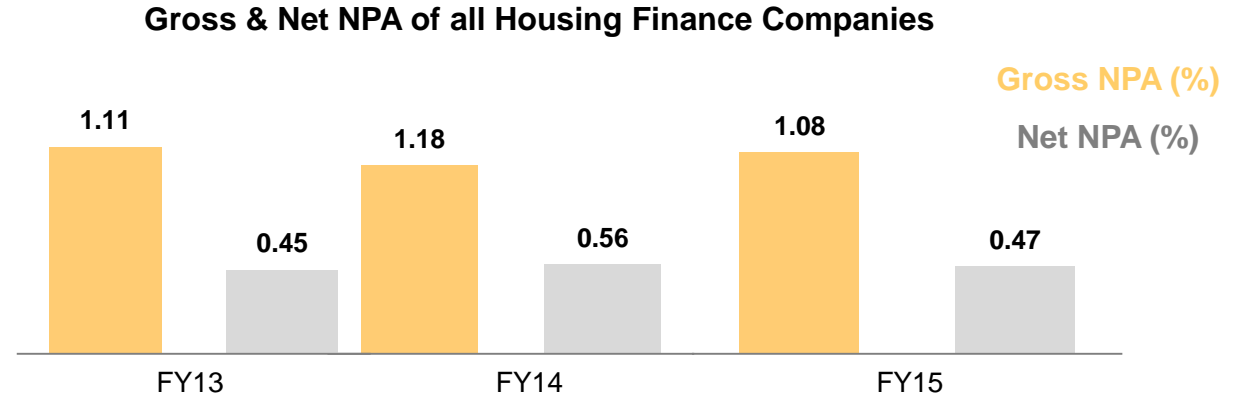
A growth business with low credit losses



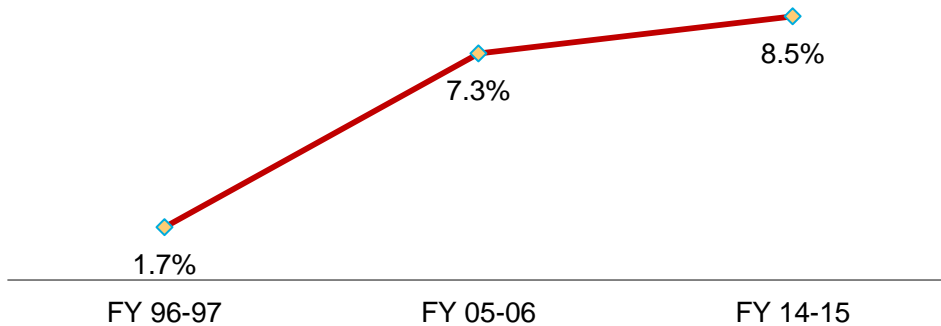
## Highly underpenetrated market



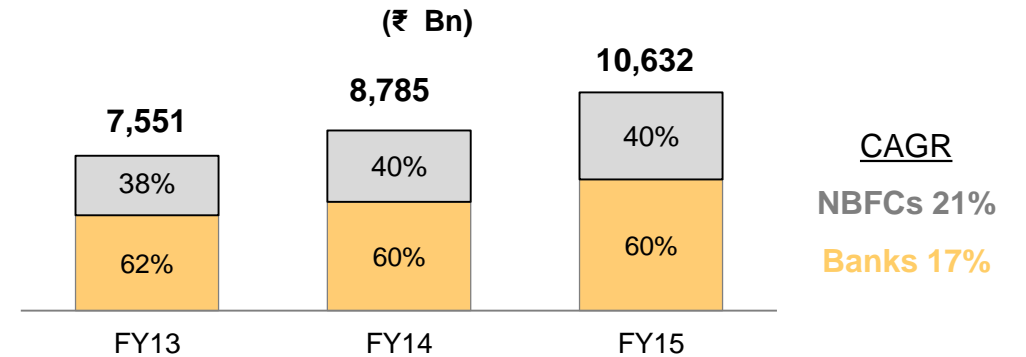
## Sector with low credit losses



## Rising share of housing loans as % of GDP at market prices



## Share of non-banks in outstanding housing loans



Source: NHB

# Aditya Birla Housing Finance

Key Financials, Value Drivers & Metrics



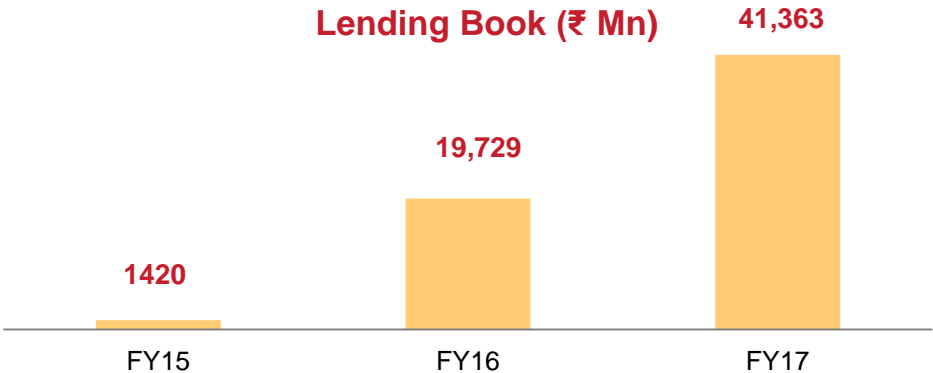
Commenced operations in

Footprint expanded to 34 markets

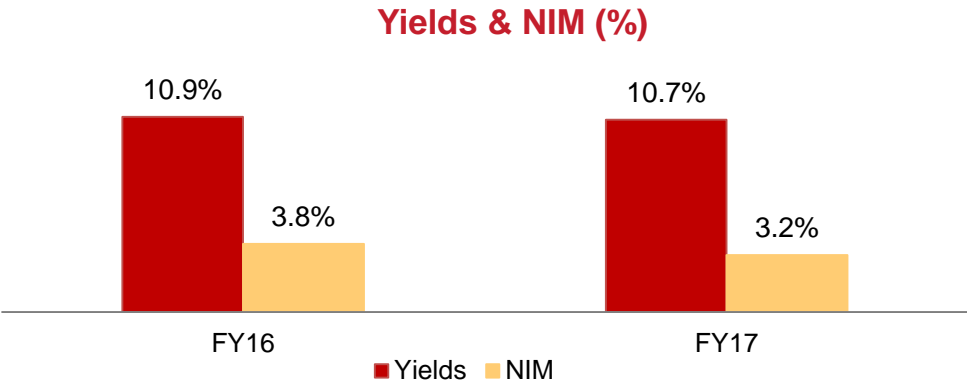
Net Worth at 3675 Mn as on

Turned profitable within 7 quarters of full operations

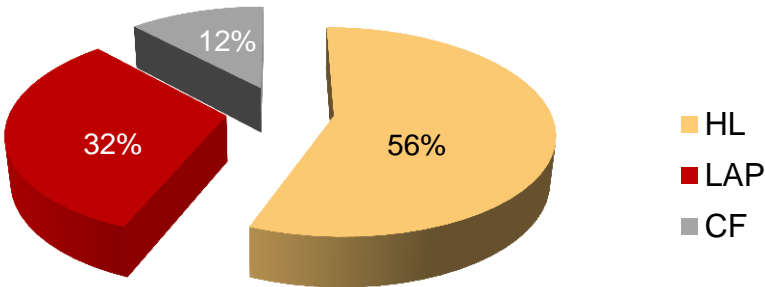
Lending Book (₹ Mn)



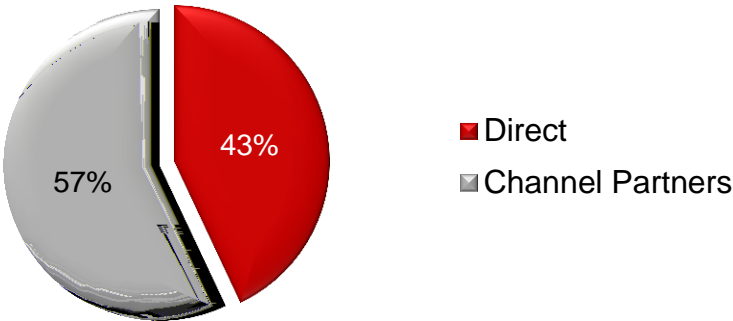
Yields & NIM (%)



Product composition (%)



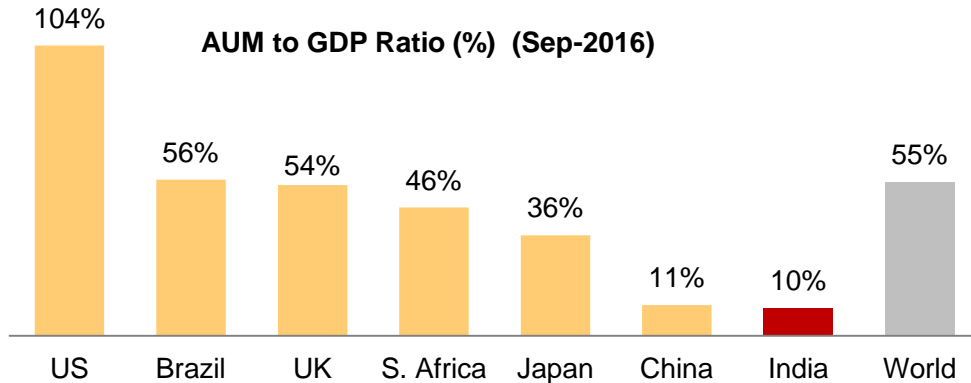
Sourcing Mix (%)



Note: Financials are as per IGAAP

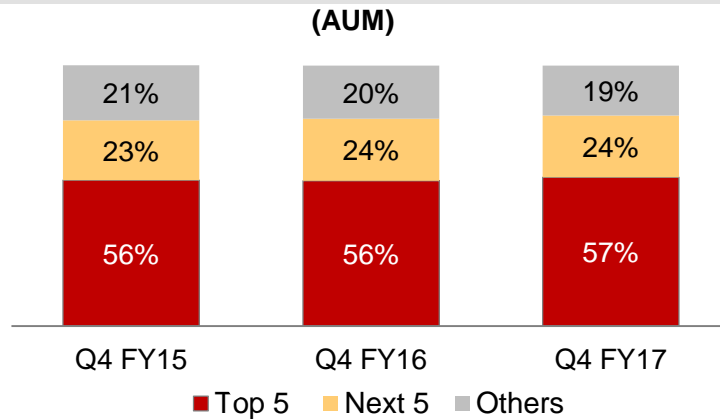
# Indian Mutual Fund Industry

## Highly underpenetrated market

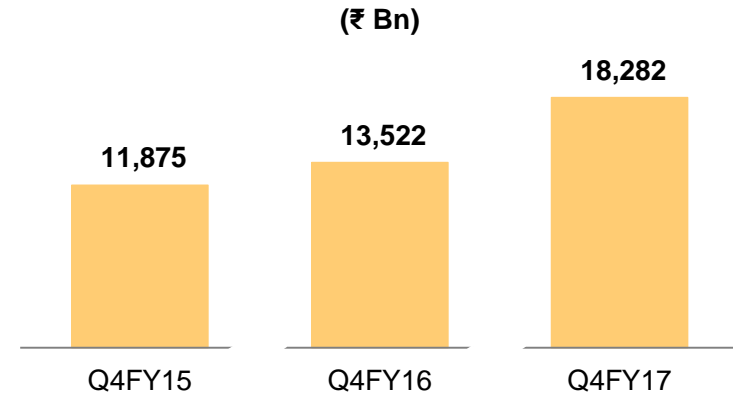


Note : GDP at current prices - 2015

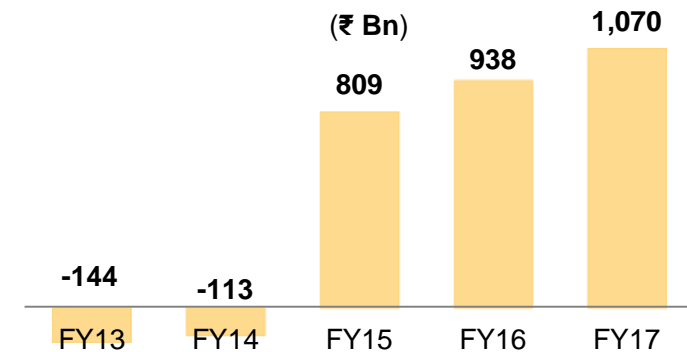
## Highly concentrated industry



## Industry AUM has grown at 24% CAGR in 2 years



## Strong growth in net equity inflows



Source: World Bank, IIFA, SEBI, & AMFI

# Birla Sun Life Asset Management

Consistent growth on the back of superior investment performance

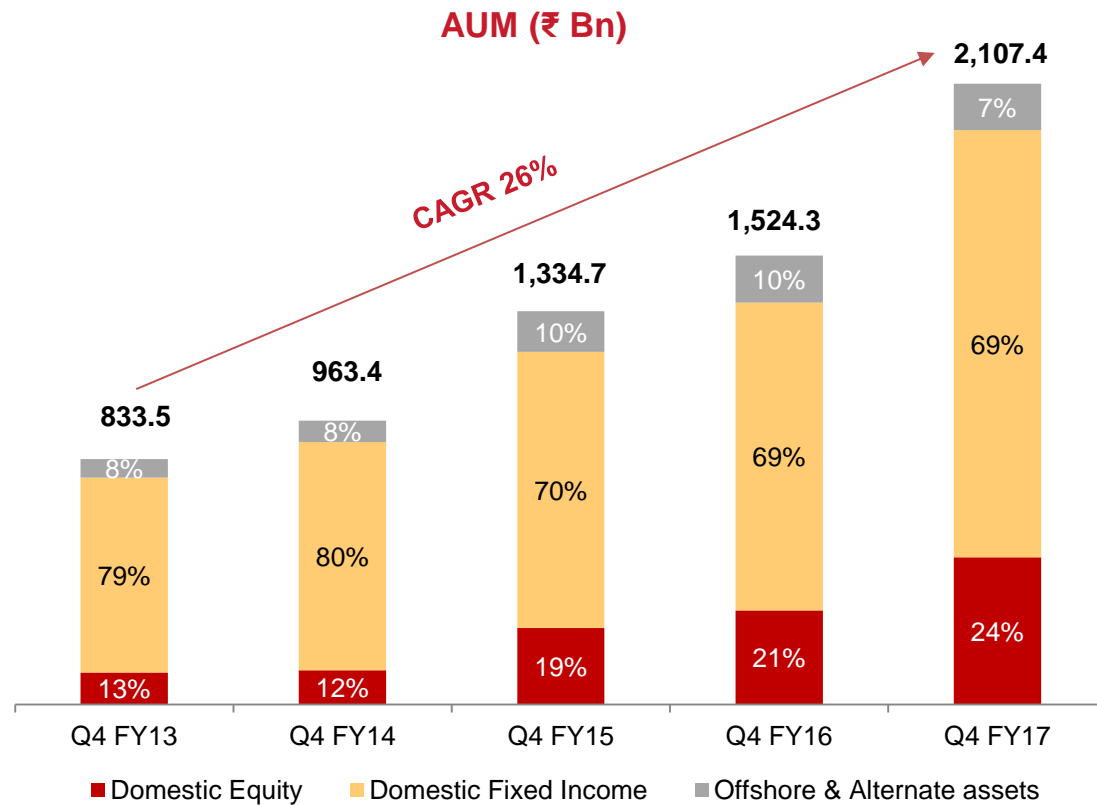


4th Largest in India with AUM  
2,107 Bn (Q4 FY 17)

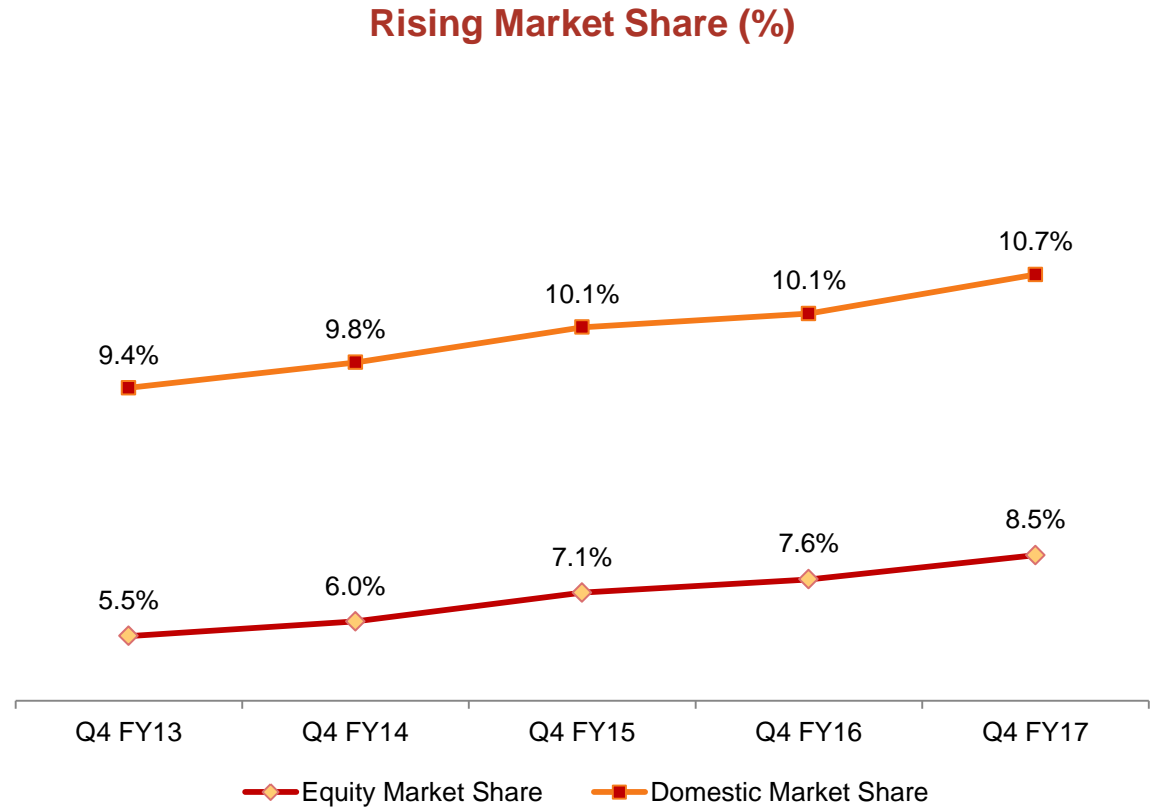
#4 in Equity AAUM

Alternate Assets AuM  
(Q4 FY 17) 157 Bn

Multi channel distribution including  
Banks, NDs, IFAs & Direct



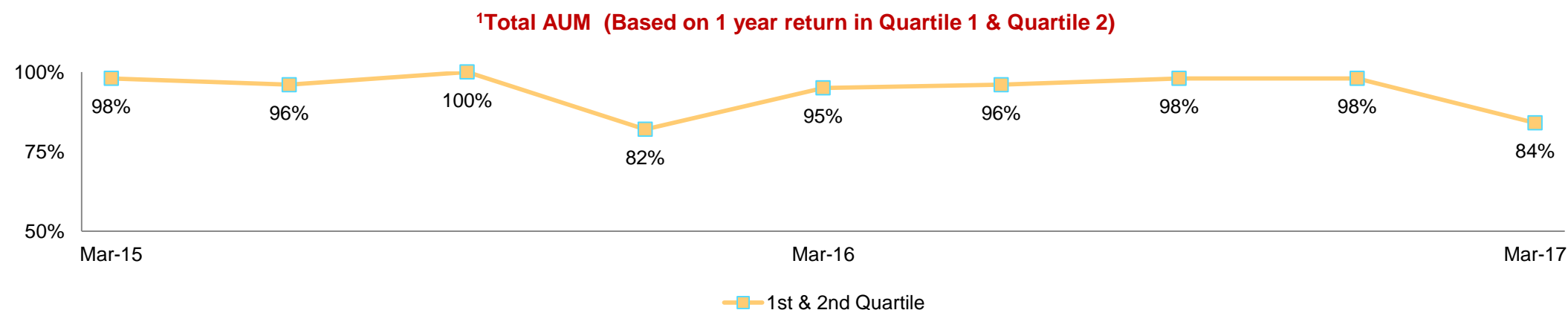
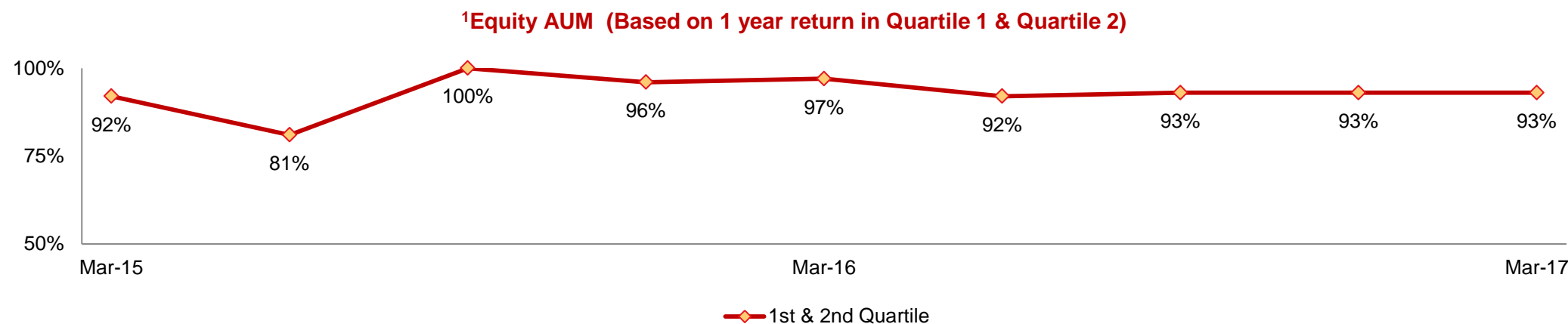
Note: Financials are as per IGAAP



Source: AMFI

# Birla Sun Life Asset Management

Solid Investment Performance



<sup>1</sup> Quartile analysis is based on customized peer set provided by Birla Sun Life Asset Management

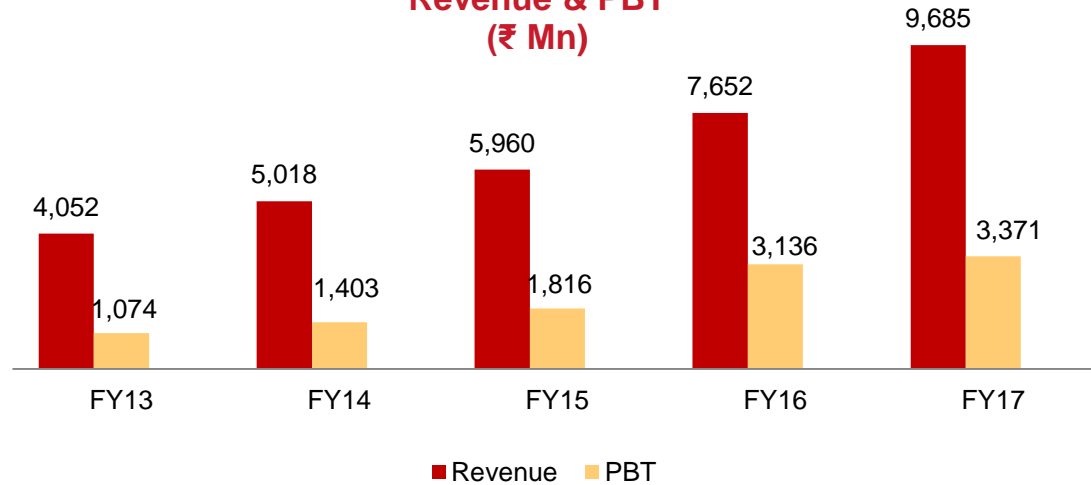
Source: Value Research

# Birla Sun Life Asset Management

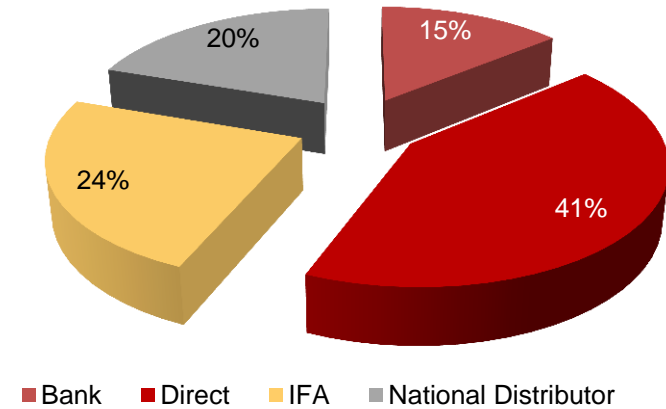
Key Financials, Value Drivers & Metrics



**Revenue & PBT  
(₹ Mn)**

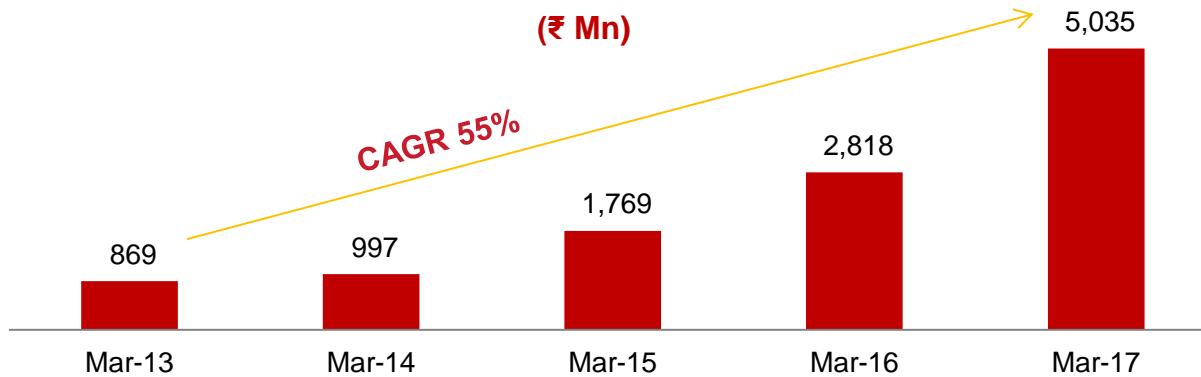


**Channel Mix  
%**

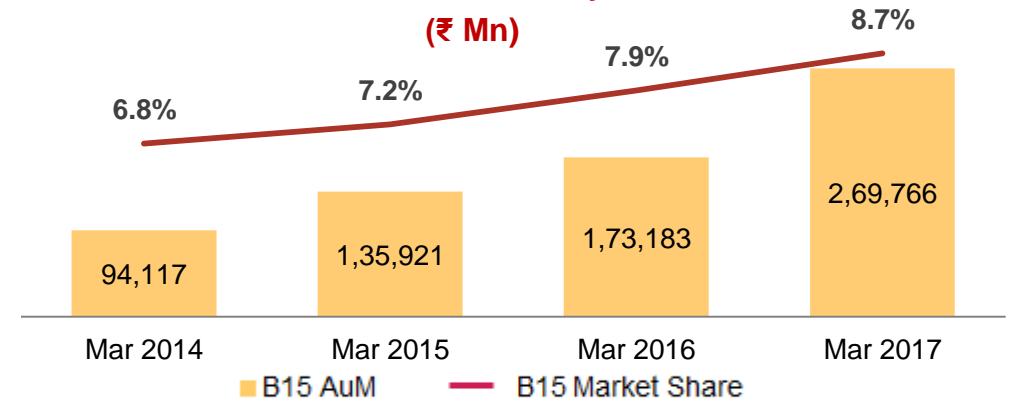


**SIP book size grew 5.5x  
(₹ Mn)**

**CAGR 55%**



**B15 Cities Monthly AAUM  
(₹ Mn)**



Note: Financials are as per IGAAP

Source: AMFI

**Aditya Birla Financial Services**

Others

Top 4 bank backed players

# Birla Sun Life Insurance

## Key Highlights

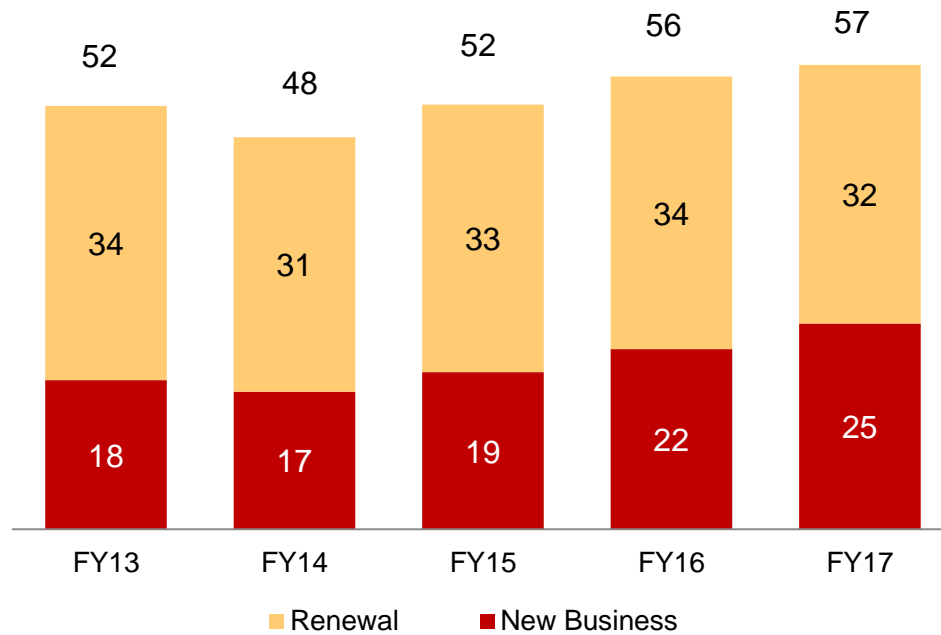
# 5 private life insurer with new business market share at 7.1%

#1 in group business (~25% APE share FY17)

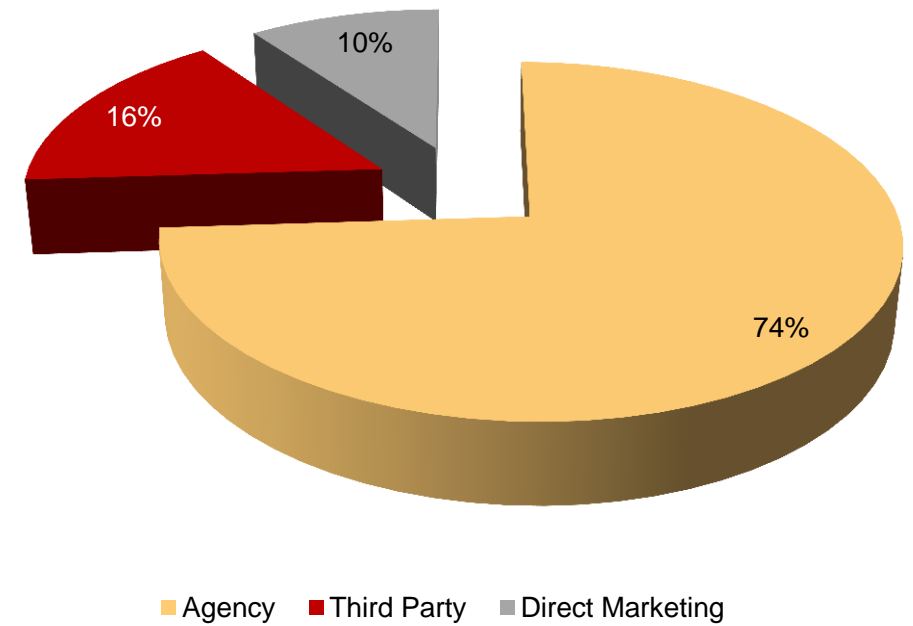
13th Month persistency : 71.5%

Multi channel distribution including Agency, Bancassurance, Brokers & Direct Marketing

Total Premium (₹ Bn)



Individual New Business Mix



<sup>1</sup>Annual Premium Equivalent (APE) = 100% of regular premium + 10% of single premium Note: Financials are as per IGAAP

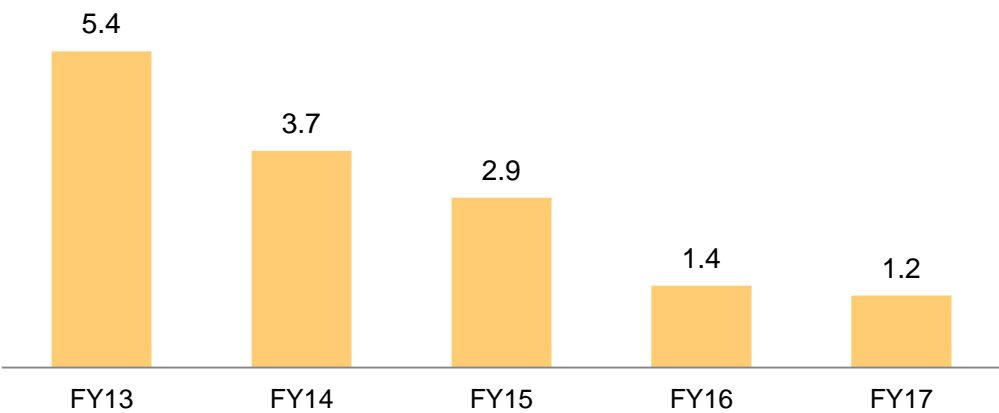
Source: IRDA

# Birla Sun Life Insurance

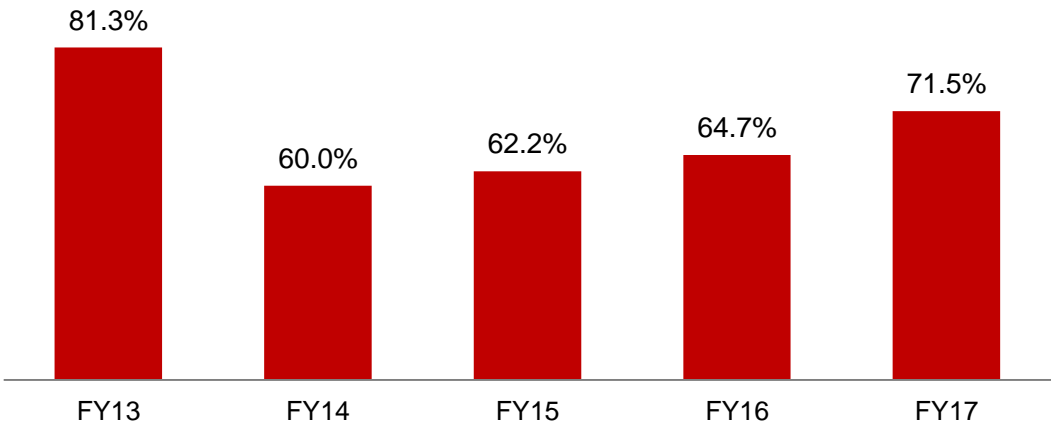
Key Financials, Metrics & Value Drivers



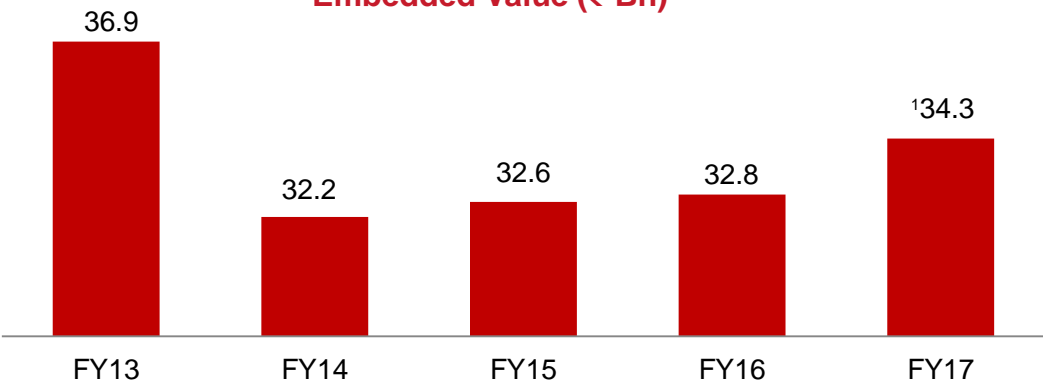
PBT (₹ Bn)



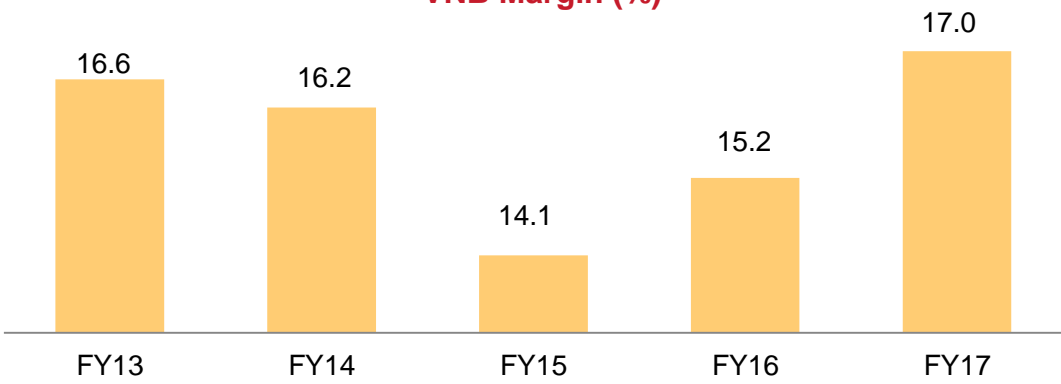
13<sup>th</sup> Month Persistency (%)



Embedded Value (₹ Bn)



VNB Margin (%)

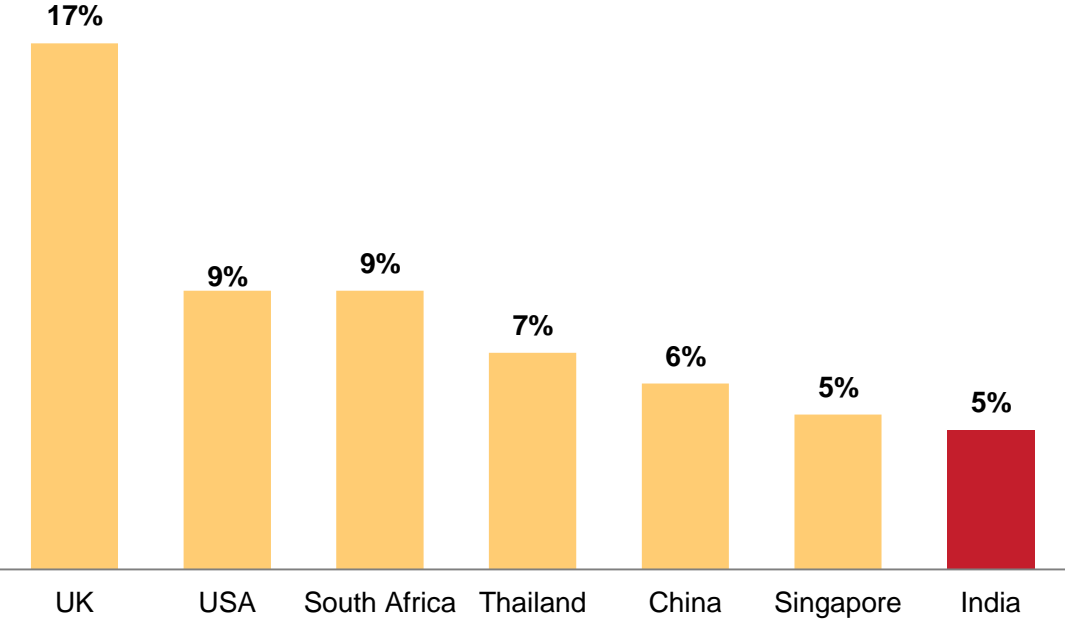


<sup>1</sup>:Provisional    Note: Financials are as per IGAAP

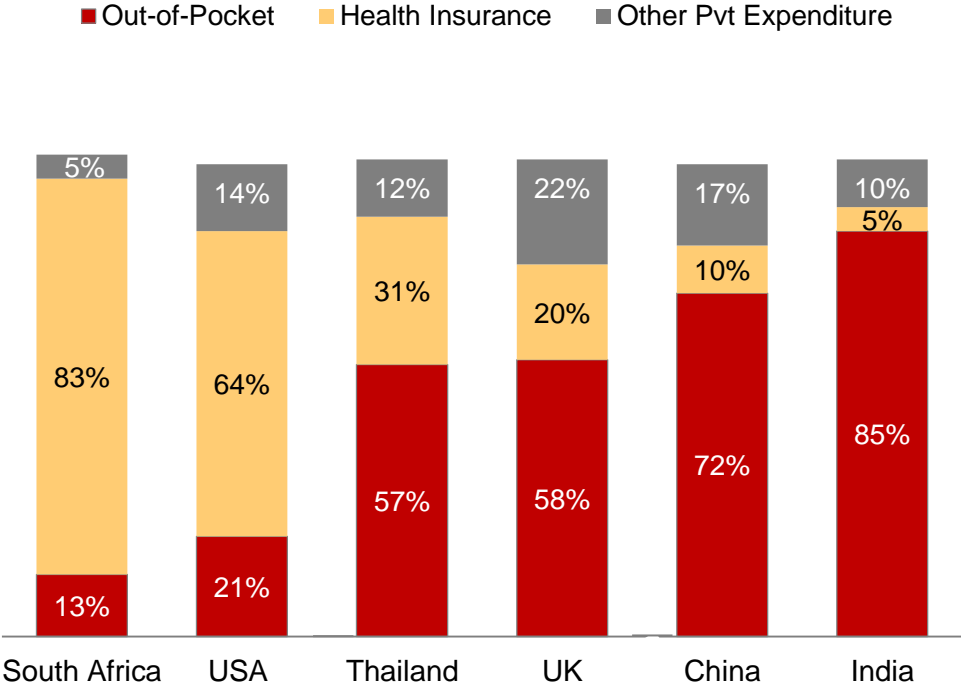
# Indian Health Insurance Industry



Lowest expenditure on health among peers



85% of Health expenses funded Out-of-Pocket



Source: WHO

# Aditya Birla Health Insurance - An exciting Partnership



51:49 JV of Aditya Birla Financial Services and MMI Holdings.

Unique product opening doors of distributors

## MMI Holdings - our J. V. Partner

- ❑ Diversified financial services leader from South Africa
- ❑ Experience in Incentivized Wellness which has been integrated successfully
- ❑ Sound technical and product capabilities incl. Chronic care & Wellness

## Distribution

- ❑ Tied-up with 4 banking partners -
  - ❖ HDFC Bank
  - ❖ Deutsche Bank
  - ❖ DCB Bank
  - ❖ RBL Bank
- ❑ Agency - Initial roll out in 7 cities and 9 branches with around 1,800 Agents
- ❑ Tie-up with 50+ Brokers and Digital and Online Tele-assisted channel launched

## Product Proposition

- ❑ Unique offerings include Chronic Care and Incentivized Wellness
- ❑ Move

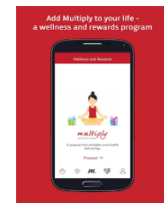
## Digital Ecosystem

- ❑ Digitized delivery and use of technology to integrate entire ecosystem
- ❑ Key digital assets launched Seller portal and Customer APP Activ



- ❑ Wellness

Stores



# Aditya Birla Insurance Brokers & Aditya Birla Money



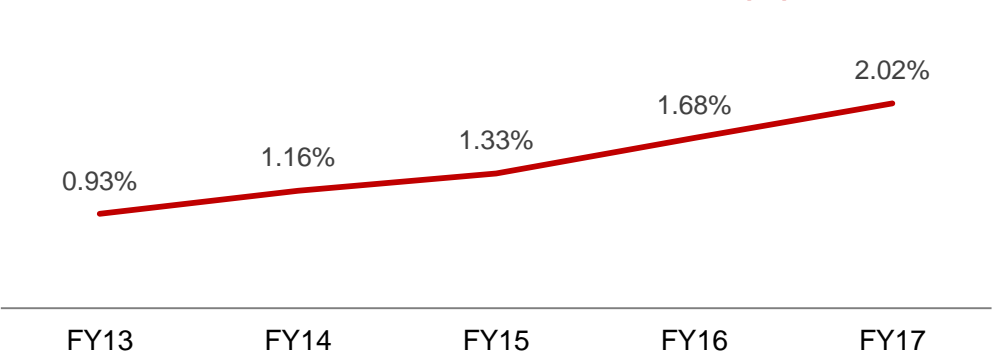
Our premium placement rose y-o-y by 59% vs 32% for the industry, FY17

Ranked amongst Top 5 General Insurance Brokers in India

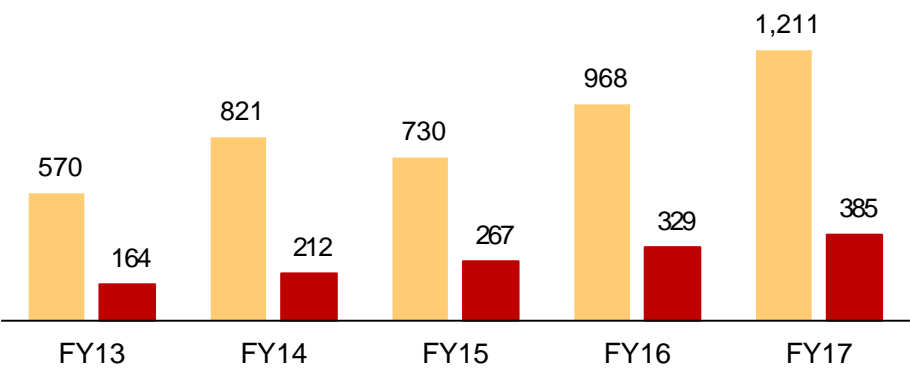
Growth is back in Broking business

Using digital initiatives to build a

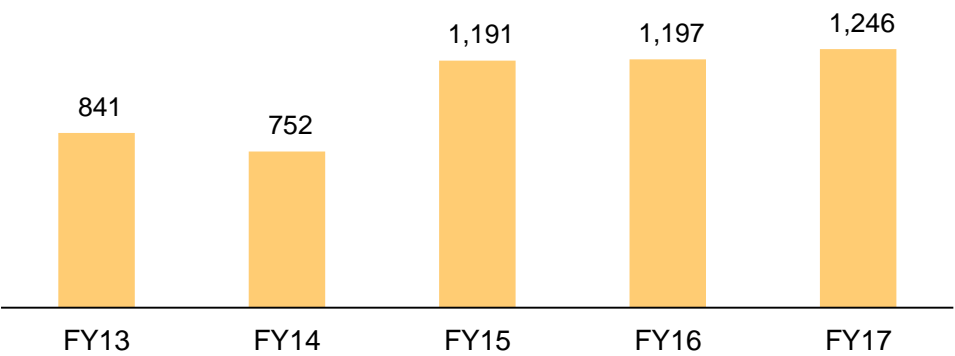
**<sup>1</sup>ABIBL Market Share (%)**



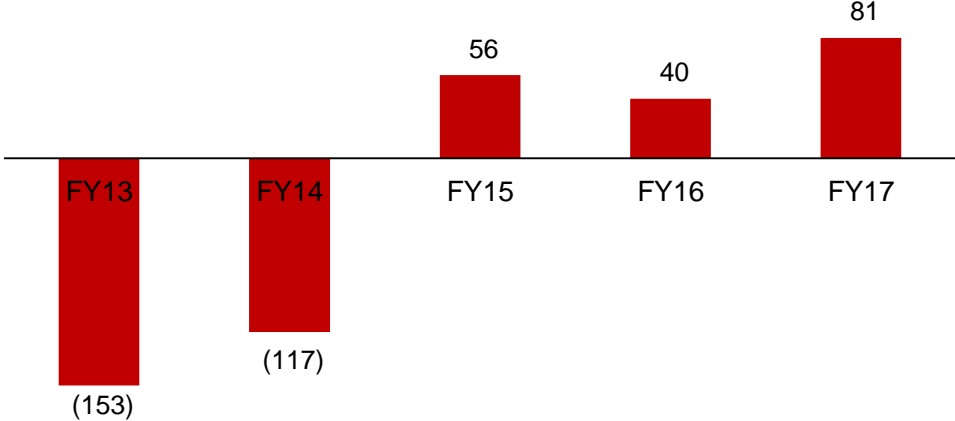
**ABIBL Revenue & PBT (₹ Mn)**



**ABML Revenue (₹ Mn)**



**ABML PBT (₹ Mn)**



<sup>1</sup> Market share is indicative Note: Financials are as per IGAAP

Source: GIC

# Aditya Birla My Universe



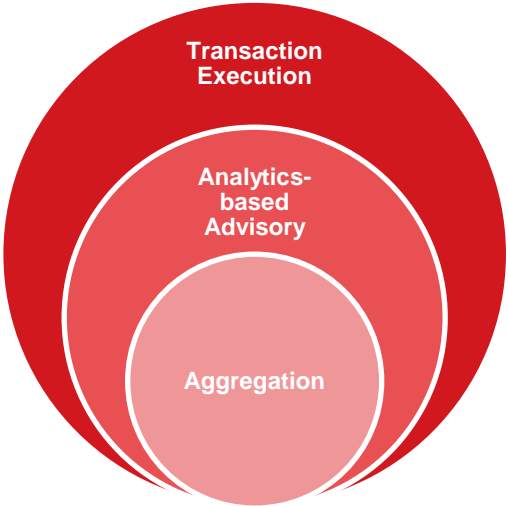
Leading Online Money Management Platform

Automated PFM mobile app with online aggregation in India

One of the largest SIP distributors by Numbers

International Finance Corporation is a strategic investor in My Universe

Full service financial multi-product platform



Product Offerings				
Mutual Funds	Equities	Loans & Credit Cards	Life & General Insurance	Others Bonds, Tax-filing, etc.

3.76 Mn

Registered users

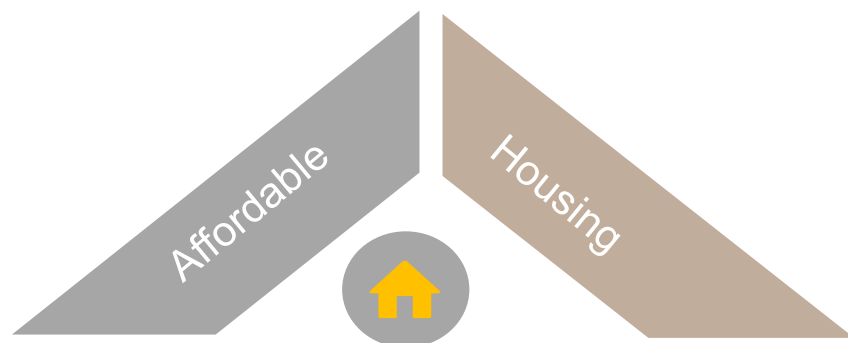
1.3 Mn

User aggregated accounts

205 Bn

Money under aggregation

# Growth Opportunities



Average Ticket Size	INR 8 – 15 Lakhs
Customer Segment	Low/ Middle Income Group
Pilot	In progress at 21 locations

- Online Direct Business
- E commerce Anchor Business
- Program Based Lending
- Digital process end to end

- Rise in NPAs provides supply with 80% of market untapped
- Expected commercial launch in Q3 / Q4 2018 post RBI approval
- Business moving to cash basis will need to create operational turnaround

## Way Forward

# ABFS Roadmap

## Branding



Unified brand

## Digital



Leverage digital assets to drive customer acquisition and improve experience

## Customer



Unified experience

## Cross Sell



Analytics capability  
Cross sell & upsell

## Distributor



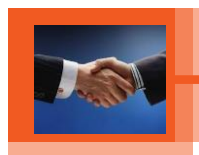
Common distributor program

## Employee



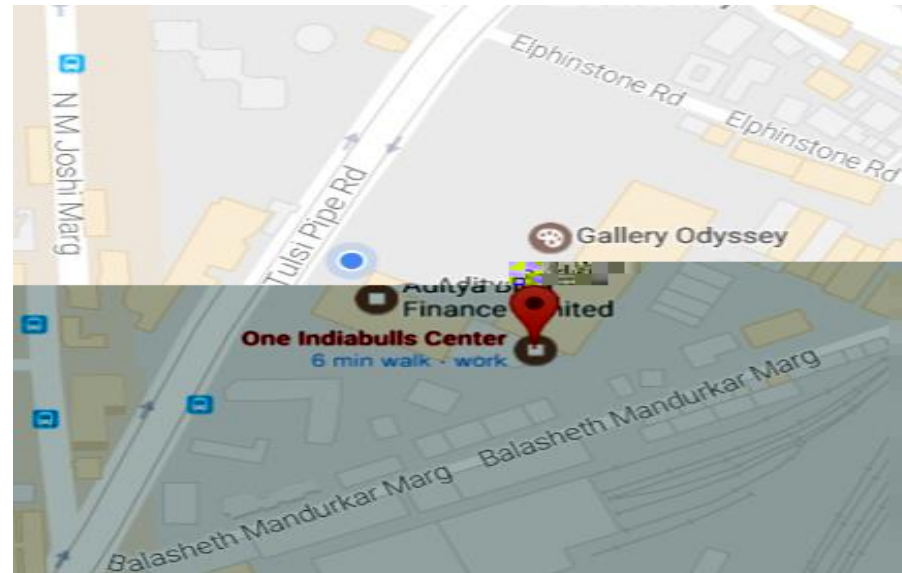
Building leadership pipeline  
Great place to work

## Inorganic Growth



Strategic tie-ups  
Acquisitions

# Contact Us



## Aditya Birla Financial Services Limited

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