

January 16, 2026

**BSE Limited**

Corporate Relationship Department  
25<sup>th</sup> Floor, Phiroze Jeejeebhoy Towers,  
Dalal Street, Fort,  
Mumbai - 400 001.

**BSE Scrip Code: 524000**

**National Stock Exchange of India Limited**

The Listing Department,  
Exchange Plaza,  
Bandra- Kurla Complex, Bandra (East),  
Mumbai - 400 051.

**NSE Symbol: POONAWALLA**

Dear Sir / Madam,

**Subject:** **Investor/Analysts' Presentation**

**Reference:** **Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations')**

Pursuant to Regulation 30 of the SEBI Listing Regulations, we are enclosing herewith the presentation to be made to the Investors/Analysts for the quarter and nine months ended December 31, 2025.

The presentation is also being uploaded on the website of the Company at the URL <https://poonawallafincorp.com/investor-financials.php> in accordance with Regulation 46 of the SEBI Listing Regulations.

Kindly take the above intimation on record.

Thanking You,

Yours faithfully,

**For Poonawalla Fincorp Limited**

**Shabnum Zaman**  
**Company Secretary**  
**ACS-13918**

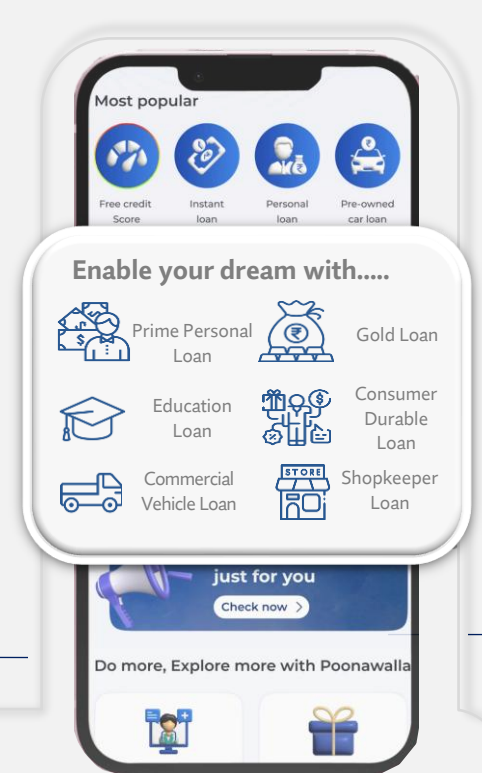
**Poonawalla Fincorp Limited**

**CIN:** L51504PN1978PLC209007

**Corporate Office:** Unit No. 2401, 24th Floor, Altimus, Dr. G. M. Bhosale Marg, Worli, Mumbai, Maharashtra - 400018 **T:** +91 22 47733220

**Registered Office:** 201 and 202, 2nd floor, AP81, Koregaon Park Annex, Mundhwa, Pune - 411 036 **T:** +91 20 67808090

**E:** secretarial@poonawallafincorp.com | **W:** www.poonawallafincorp.com



# Q3FY26 Investor Presentation

January 16, 2026

**Sustainable | Predictable | Productive**

# Disclaimer

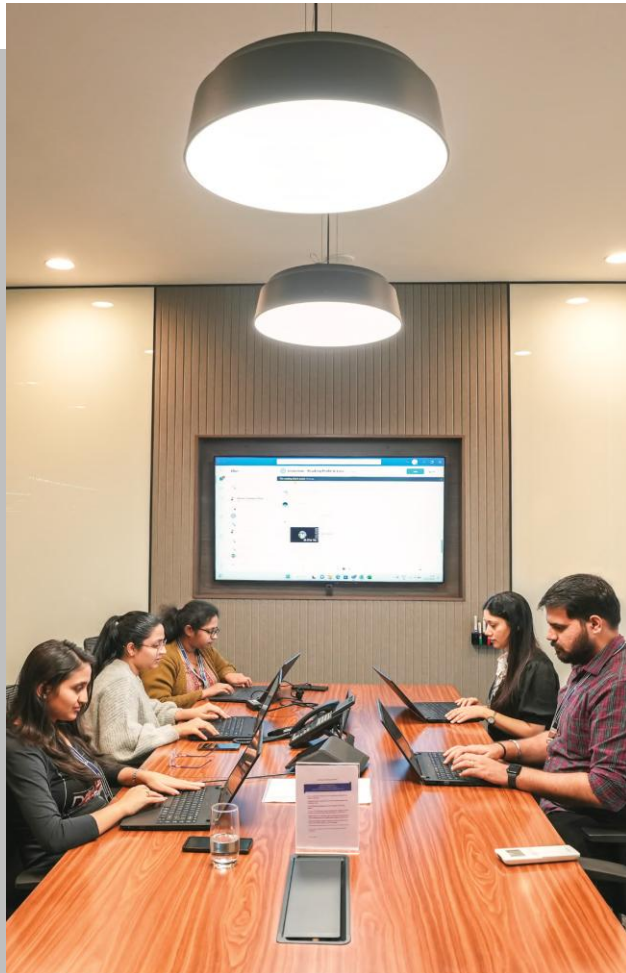
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## Table of Contents

1

Key Highlights

2

Business Overview

3

Financial Overview

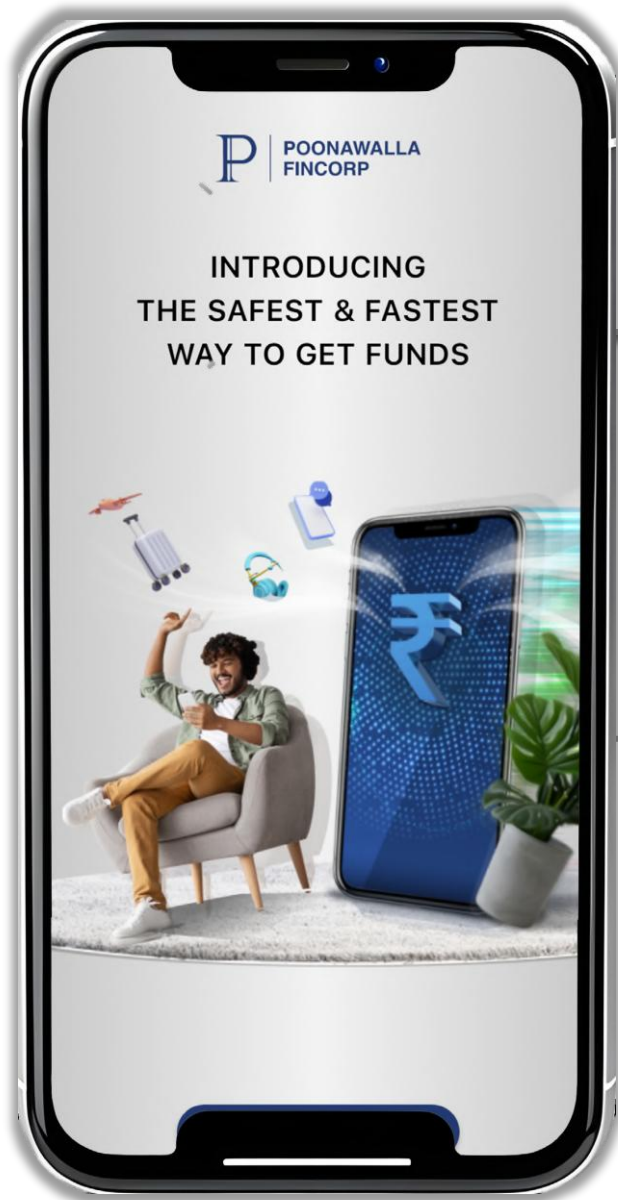
4

AI and Digital Strategy

5

Board of Directors, Management Team, Human Resource,  
ESG and Awards

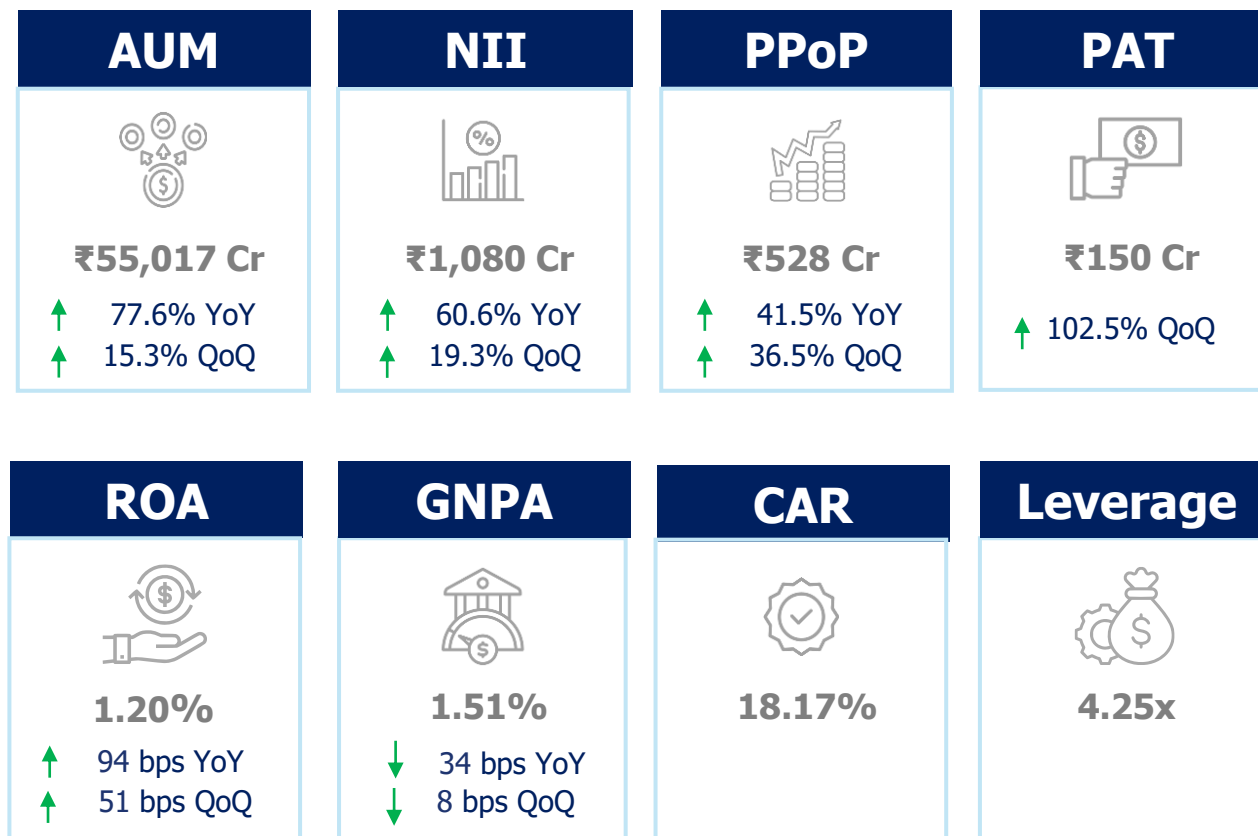




# 1. Key Highlights

# Q3FY26 - Financial Highlights

AUM growth at 78% YoY



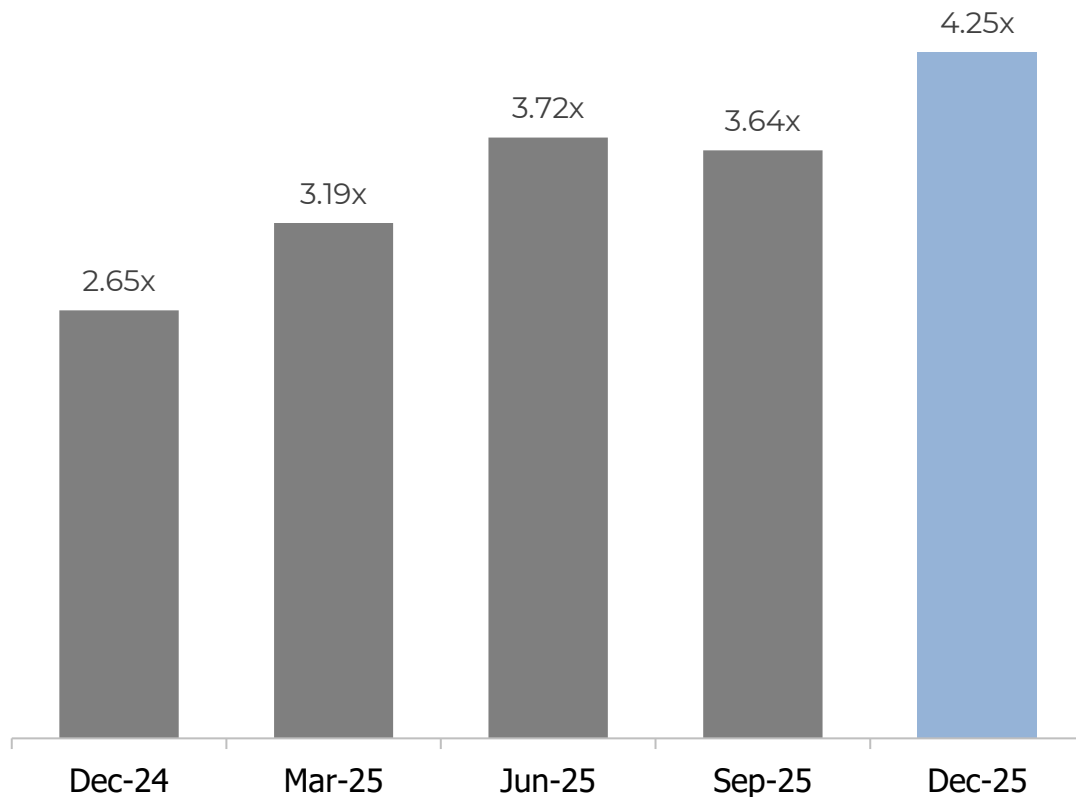
NII includes fee and other income

- Significant investments made in branches, technology, and management depth have powered the successful incubation of multiple new products which are now scaling up
- Strong AUM growth with healthy momentum across all products, new products contributed 11%
- PAT increased 102.5% QoQ to ₹150 Cr in Q3FY26 from ₹74 Cr in Q2FY26
- Secured on-book mix at 56%
- Opex to AUM at 4.4% (40 bps reduction) even with ongoing investment in the new businesses
- Improved Asset quality with reduction of 8 bps in Gross NPA. No accelerated write-off during the quarter
- Capital adequacy ratio remained healthy
- Enhanced distribution reach with 294+ branches
- Omni-channel sourcing mix with digital, tele-calling & in-house sales team

# Capital Augmentation



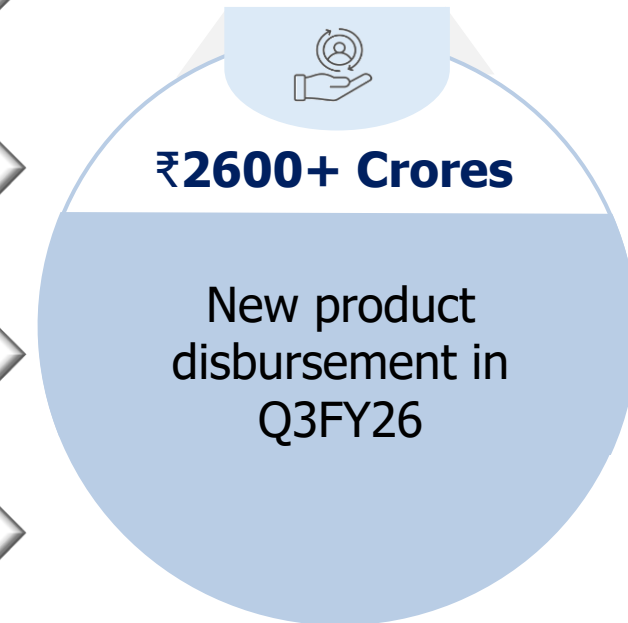
## Leverage (Debt to Equity)



- Raised ₹1,500 Cr from Promoters during Q2FY26
- We seek to continue growing our AUM at ~35-40% CAGR over the next couple of years
- We plan to do capital raise of upto ₹5,500 Cr to support our growth aspirations

# Q3FY26- Business Update

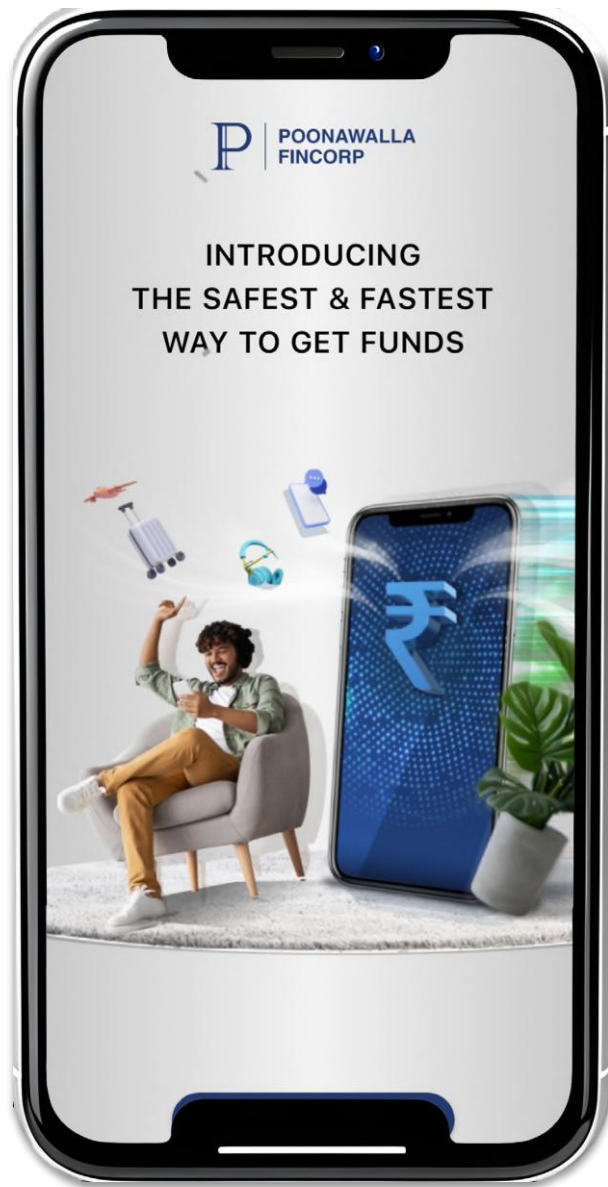
Healthy traction in newly launched businesses



**New products\* disbursement contributed 20% to total disbursement**

\*New products include PL Prime, Gold Loan, Consumer Durable Loan, Commercial Vehicle Loan, Education Loan & Shopkeeper Loan





## 2. Business Overview

# Our Vision and Mission



## Vision

To be the Most **Trusted Financial Services brand**

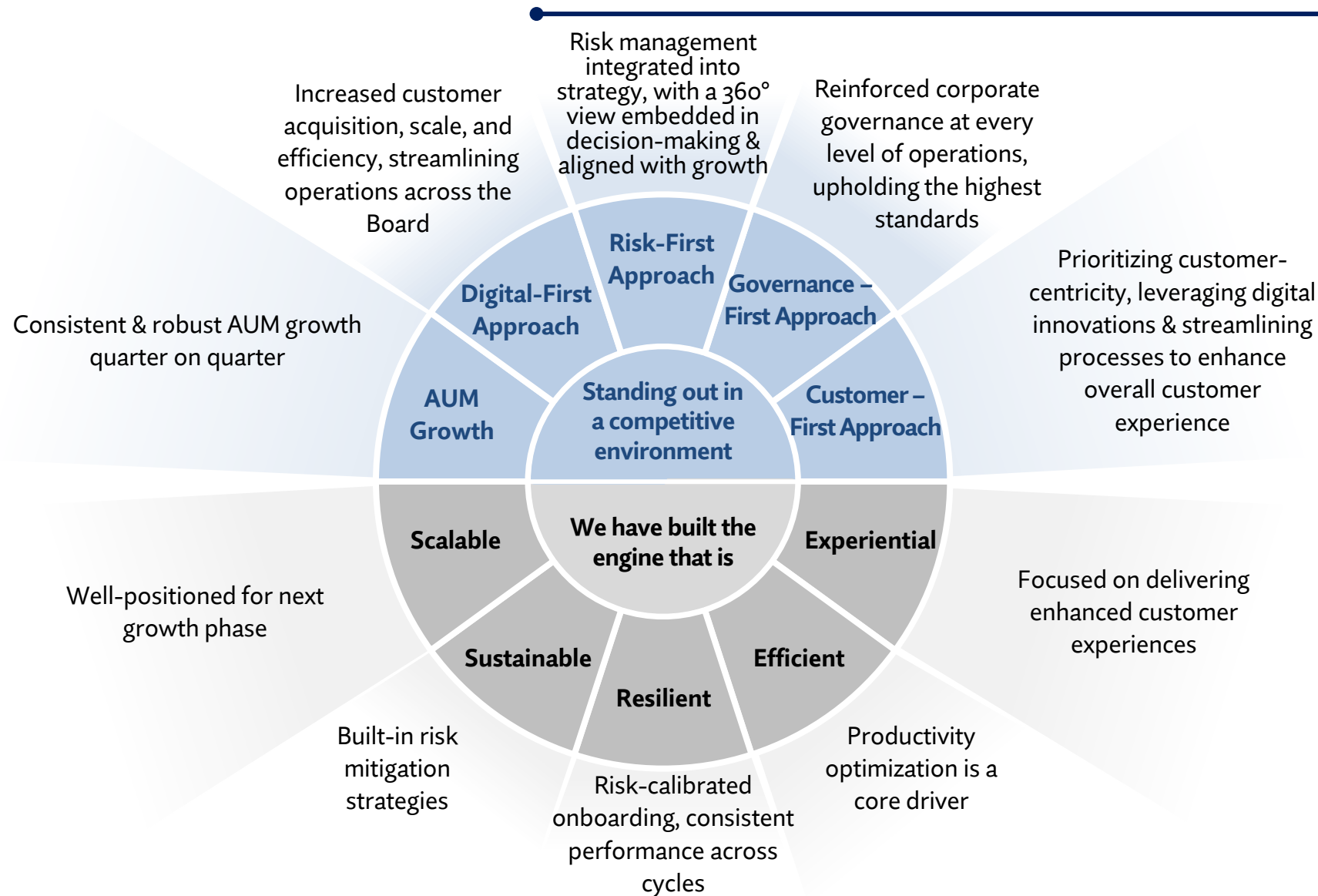
- **Trust:** Denotes legacy and brand promise
- **Financial Services:** Holistic term that broadly defines the current and future business expansion



## Mission

**To help our customers succeed financially**, and our values guide everything we do: Ethics, Integrity, Inclusion, Teamwork and **strive to be the financial partner of choice for our customers**, aiming to make a positive impact in our communities.

# Engine powering our growth for sustainable profitability



# Sustainable, Predictable and Productive business

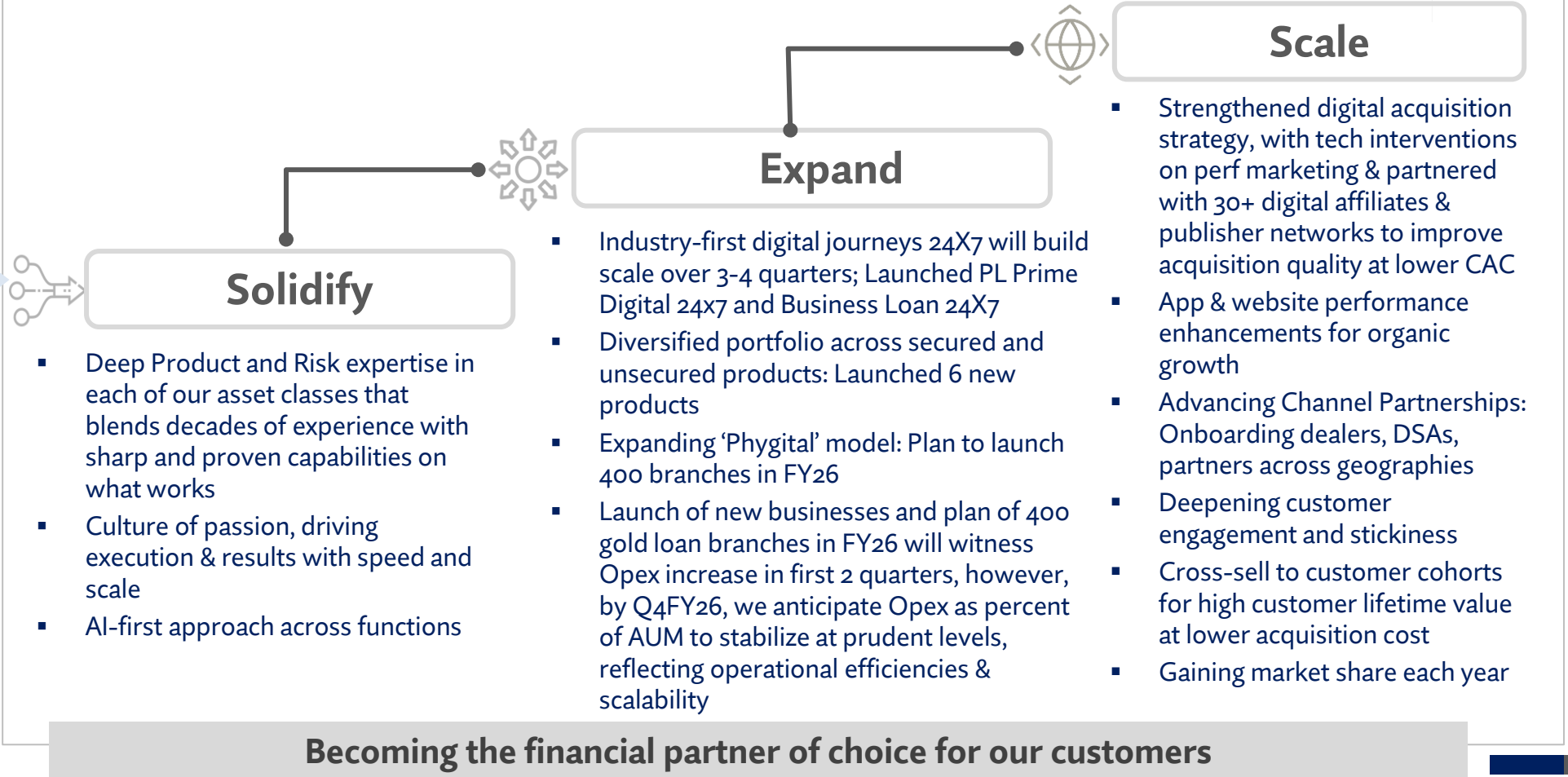


Solidify, Expand and Scale

## Shaping up a Sustainable, Predictable and Productive Business

**FY25 onwards**

**Aspiration for 5-6x AUM over next 5 years**



# Well diversified product portfolio (1/2)

## New Products



Products	AUM (₹ crore)	% of AUM	Ticket size range	Tenure range	Disb. yield range	Customer segment	Sourcing channel
 <b>Prime Personal Loan</b>	4,031	7.3%	₹1L– ₹75L	12 - 84M	13-16%	Salaried customers of top corporates	Omni-channel - Physical + Digital distribution
 <b>Gold Loan</b>	658	1.2%	₹25K – ₹100L	<=12M	12-21%	Tier II/ III households	Dedicated Gold Loan Branches
 <b>Education Loan</b>	618	1.1%	₹1L – ₹3cr	<=15Y	10.5-13%	Domestic students for international UG and PG courses	Consultant Partnerships
 <b>Consumer Durable Loan</b>	316	0.6%	₹5K – ₹5L	3 – 24M	Up to 26%	Tier II/ III households (white goods)	Retailers partnership
 <b>Commercial Vehicle Loan</b>	609	1.1%	₹75K - ₹1cr	12 – 60M	10-21%	Small fleet operators in Tier II/ III cities; focused on used CVs	Channel partners/ Direct/ Digital on-boarding
 <b>Shopkeeper Loan</b>	1	0.0%	₹1L – ₹15L	6– 48M	18-22%	Self Employed, MSME Customers	Direct channel

Note: All values are as of Dec 31, 2025

# Well diversified product portfolio (2/2)

## Existing Products



Products	AUM (₹ crore)	% of AUM	Ticket size range	Tenure range	Disb. yield range	Customer segment	Sourcing channel
 <b>Instant Consumer Loan</b>	9,805	17.8%	₹50K – ₹5L	6- 36M	24-29%	Salaried & Self-employed customers	Digital partnership/ Organic led
 <b>Loan against Property</b>	15,077	27.4%	₹51L - ₹25cr	3 – 15Y	9.75-12%	Self-employed, MSMEs	DSA led, Direct
 <b>Pre-owned Car Loan</b>	5,350	9.7%	₹2L - ₹75L	12 – 72M	14-16%	Primarily repurchase customers	Dealers/ DSA led
 <b>Business Loan</b>	7,233	13.1%	₹5L - ₹1cr	6 – 60M	18-22%	Self-employed, MSMEs	Primarily DSA led
 <b>Mid-market*</b>	9,406	17.1%	₹20cr - ₹50cr	upto 36M	10-12%	Well rated Corporates and NBFCs	Direct and other lending relationships
 <b>Machinery &amp; Medical Equip. Loan</b>	663	1.2%	₹2L - ₹10cr	12 – 84M	9.5 – 14%	SMEs	DSA, OEMs
 <b>Professional Loan</b>	762	1.4%	₹5L - ₹75L	12 – 60M	12- 14%	Doctors and CAs	Digital partnership and DSA Led

Note: All values are as of Dec 31, 2025. (488cr. AUM is discontinued book)

\*Mid Market includes Supply Chain Finance and NBFC loan. Mid Market AUM has increased from ~1% in Q4FY25 to 7% in Q3FY26, whereas NBFC AUM has come down to 9% in Q3FY26 from 13% in Q4FY25 and SCF AUM has come down to 1% in Q3FY26 from 3% in Q4FY25



# Cost-efficient phygital distribution model

Blending digital-first and speed with the trust of local presence



**Branches**  
**294+**



**FOS**  
**2230+**



**Call centers**  
**6**



**Channel partners**  
**2500+**

**PHYSICAL**



**Website traffic**  
**7.1mm**  
(Dec-25)



**App**  
**5mm+**  
downloads



**Social media**  
**1.01mm**

**DIGITAL**



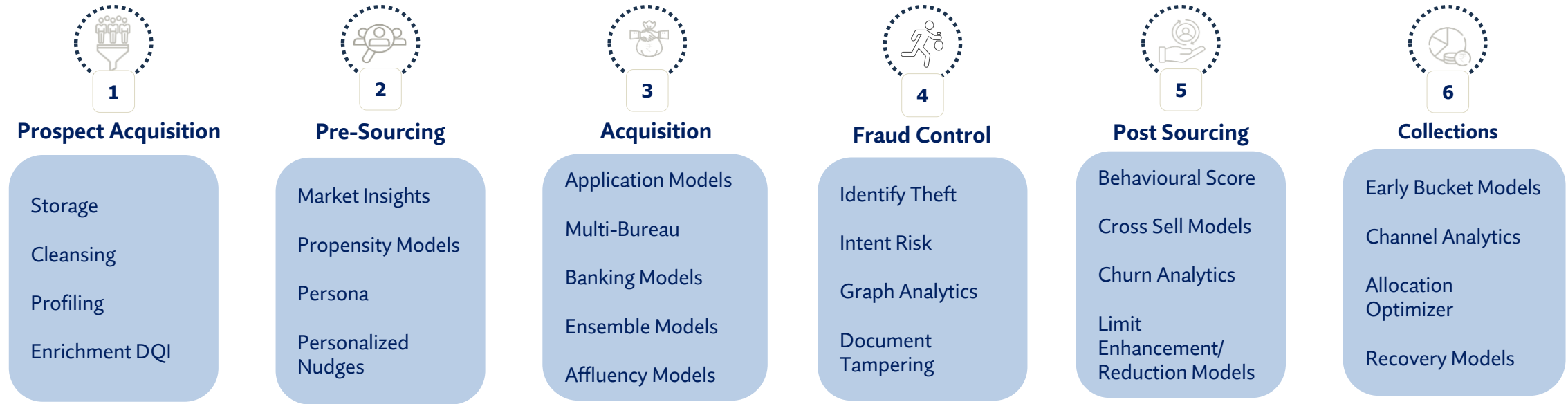
**Partnerships & Digital Aggregators**

Paytm, PaisaBazaar, Super.money by Flipkart, MobiKwik, Buddy Loan, Prefr, Cred Buddha, Angel One, IndiaLends, Gromo

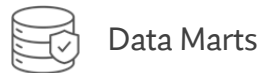
**OTHER DIGITAL CHANNELS**

# Leveraging data analytics

Application across Product & Credit lifecycle



## Powered by Enriched Data and Capability Stacks



Data Marts



AI/ ML Techniques



Hyper personalization



CI/ CD



Reinforcement Learning



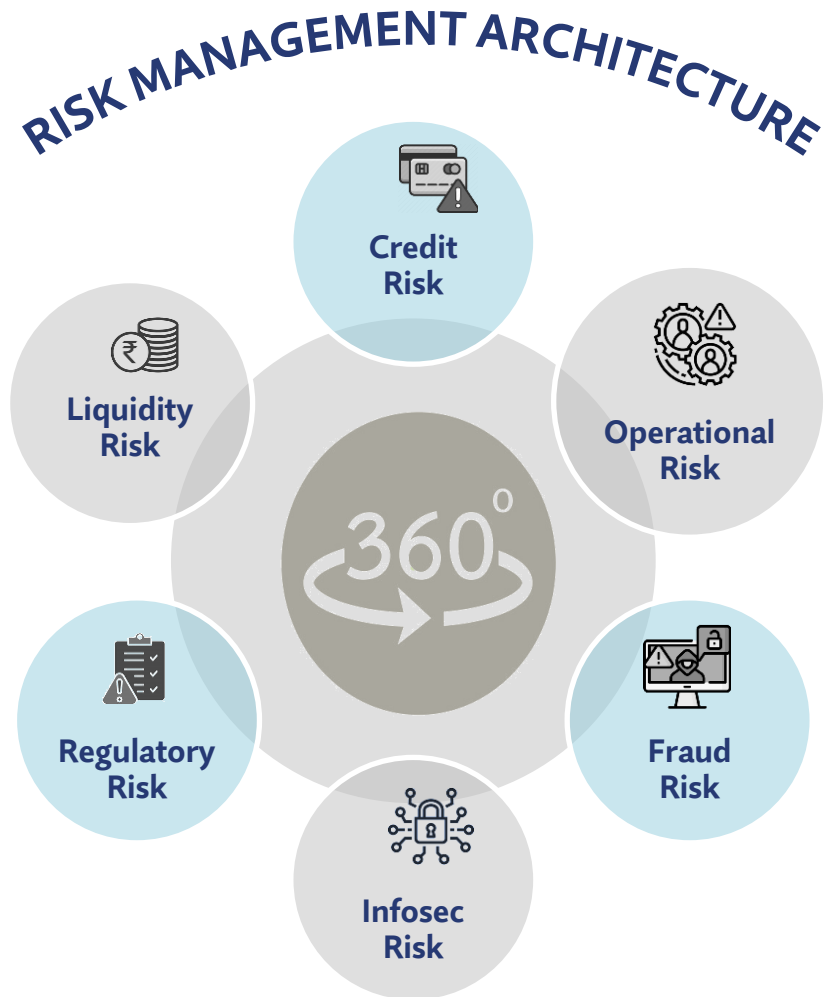
Alternate Data & Partnerships Score



Enriched Customer Experience

# Risk Management integrated into the strategy

Comprehensive risk management framework



## Risk Management Strategy



### Focus on Retail Lending

Creating a **granular** retail loan portfolio with **low concentration risk** and prudent mix of secured and unsecured offerings



### Product Diversification

**Diversification** of product portfolio for risk-calibrated growth; Catering to all segments of the economy viz. Individuals, MSMEs, Corporates



### Extensive use of Analytics

Leverage bureau information as well as alternate data for **sharper risk segmentation**; Granular customer segmentation for calibrated risk-rewards



### Strengthening Monitoring & Governance

Enhanced credit risk monitoring with focus on **real-time Through-The-Door (TTD)** portfolio quality; Product program approach with well-defined risk triggers



### Strengthening Lending Framework

Leveraging technology through use of AI/ML for predictive risk modeling and credit scoring; Initiative to use technology in Risk Management

# Adopting a digital and data driven approach in Collections

Leveraging Technology, Analytics and AI



1

## Use of Technology and driving adoption across the frontline teams



- 1 Implemented Automated allocation systems to enhance speed of collections
- 2 Implemented Real-time performance monitoring dashboards and robust review mechanisms
- 3 Implemented Campaign management smart platform to optimize campaign performance and manage multi-channel communication effectively

Driving higher Productivity & Operational Efficiency

2

## Application of Analytics & AI – optimal use of structured & unstructured data



- 1 Risk ranking ML models based on internal & external data points
- 2 Trials using Gen AI to derive insights from unstructured data
- 3 Working towards Self-learning designs for campaign optimization

Enhanced decision making and predictive accuracy

3

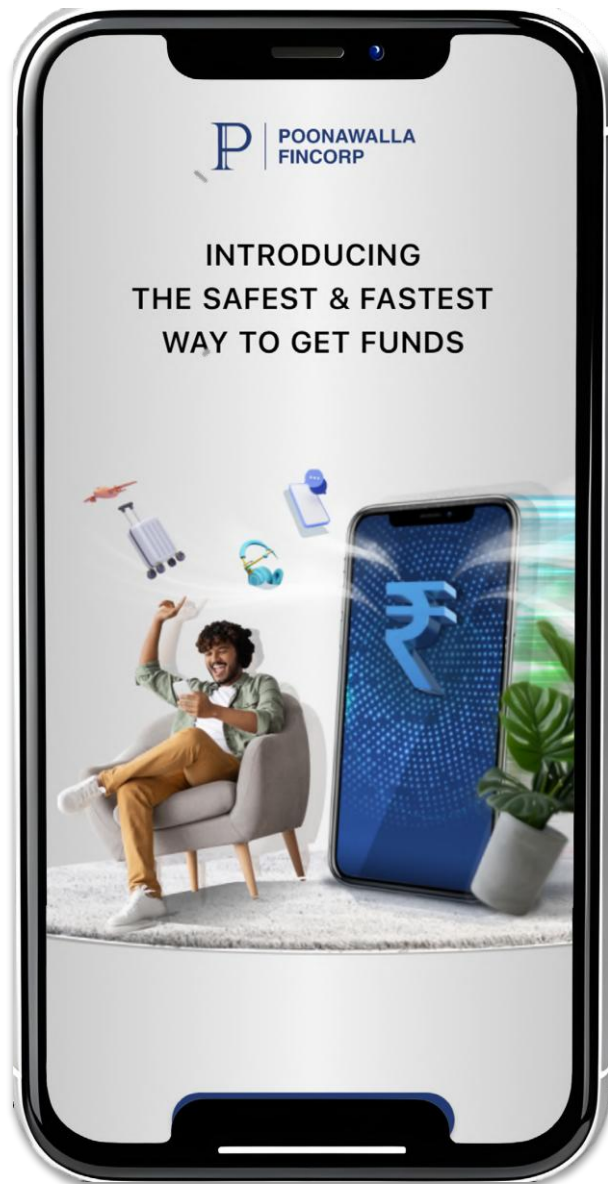
## Transforming into operational efficiencies & enhancing stakeholder experience



- 1 Optimize the bandwidth of line management teams and optimize productivity
- 2 Enhanced visibility of team's performance to internal and external stakeholders. GenAI based Co-pilot in development for focused insights.
- 3 Prepare for scale
- 4 Enhanced compliance and governance mechanisms

Higher Collection efficiencies

Continued focus on strategic initiatives to enhance collection infrastructure



## 3. Financial Overview

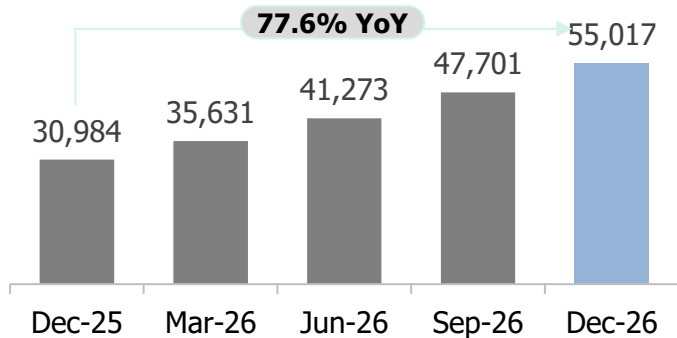
# Summary Financials

Solid foundation for market-leading profitable growth



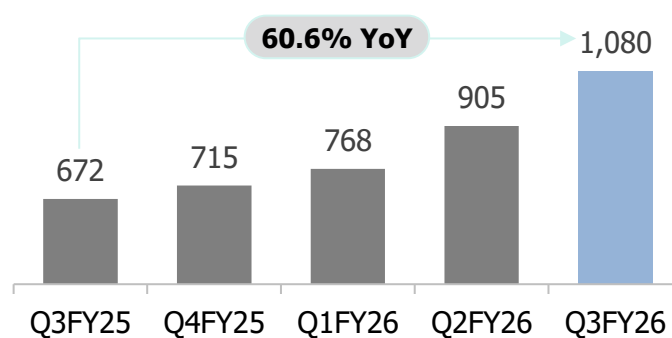
## Assets under Management

₹ crore



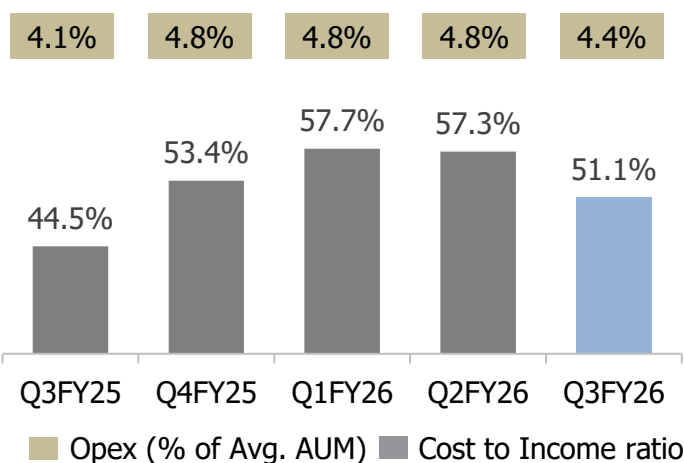
## Net Interest Income

₹ crore

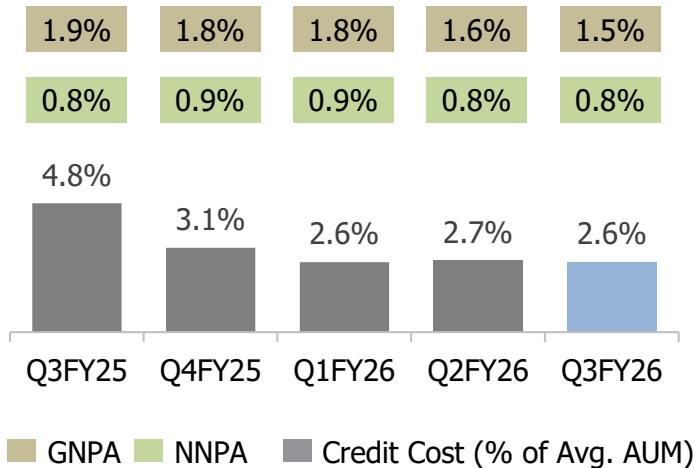


NII includes fee and other income

## Cost to Income ratio & Opex ratio

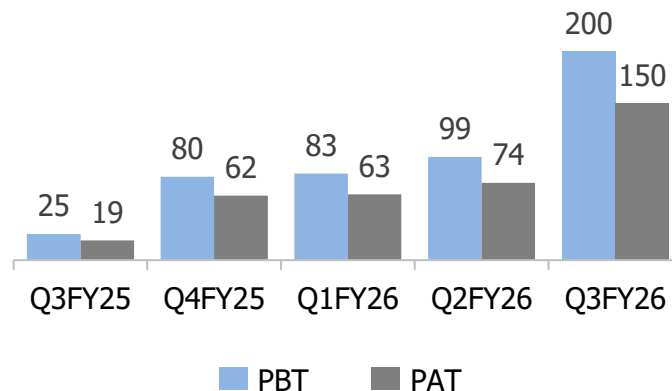


## Credit Cost & Asset Quality

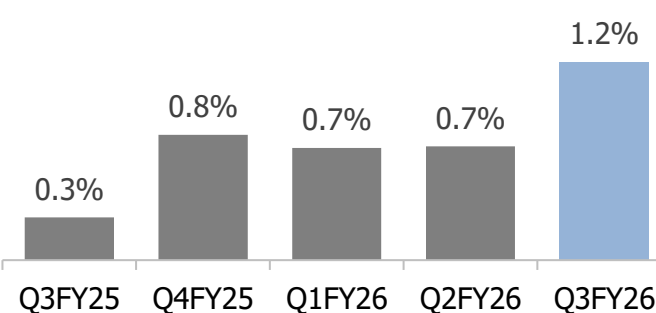


## PBT & PAT

₹ crore



## RoA





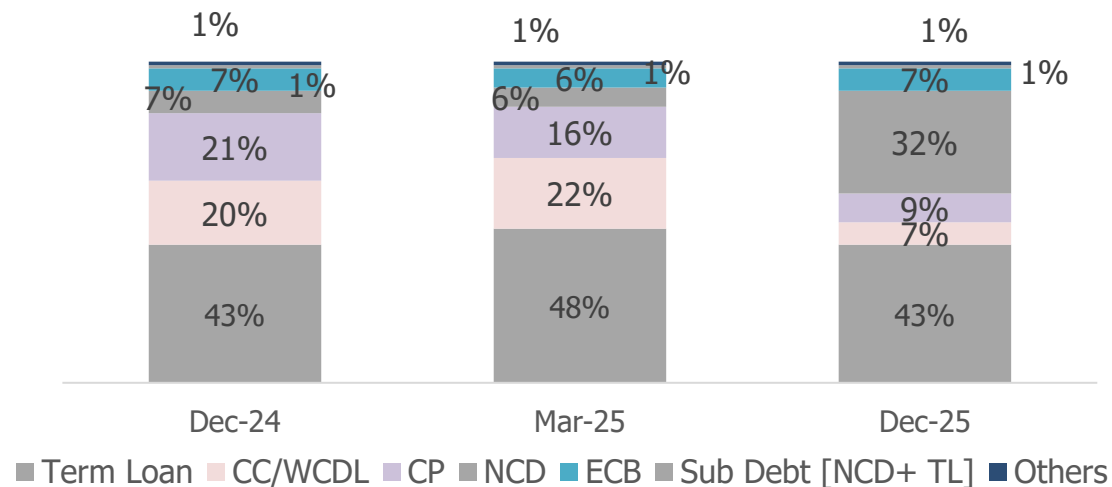
# Composition of Borrowings

Diversified liability profile

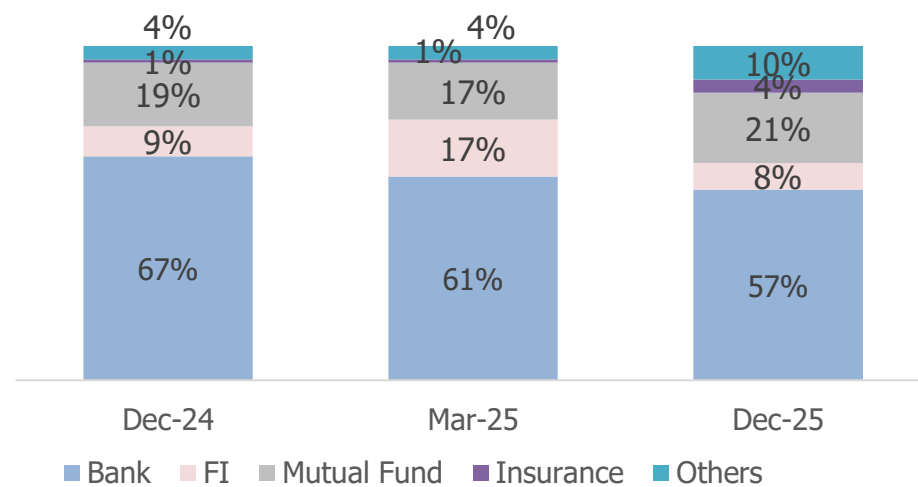


- Total borrowings as on December 31, 2025, at ₹42,498 crore. Diversified borrowings across instruments and institutions
- During Q3FY26, raised ₹4,517 Cr through **NCD** to increase the proportion of long-term borrowings | NCD contribution further increased to **~33% (including Sub-debt) of total borrowings** against ~27% as on September-2025
- Healthy mix of Short-term and Long-term borrowing and optimized cost of borrowing

Instrument wise



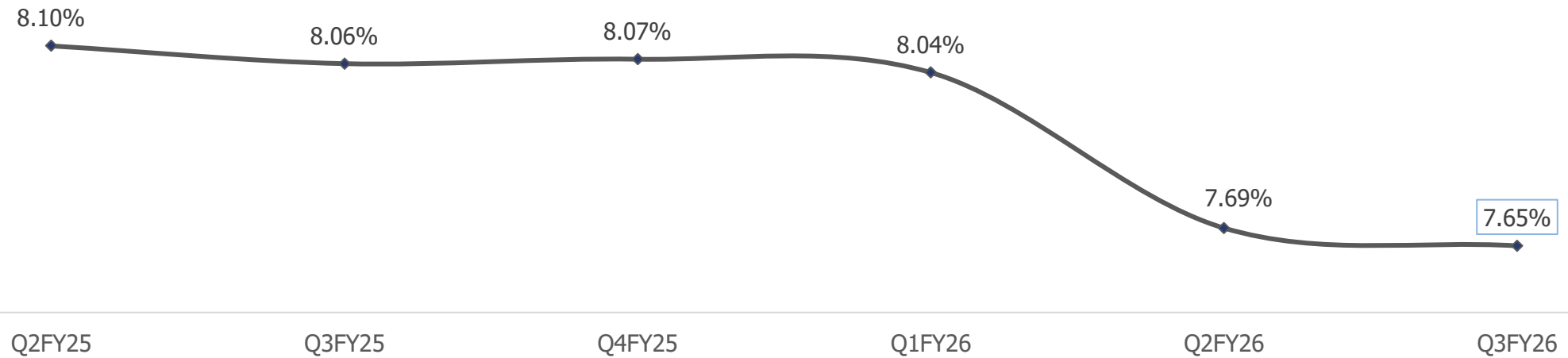
Institution wise



# Optimizing Cost of Borrowing



Reduction in cost of borrowing along with enhanced diversification

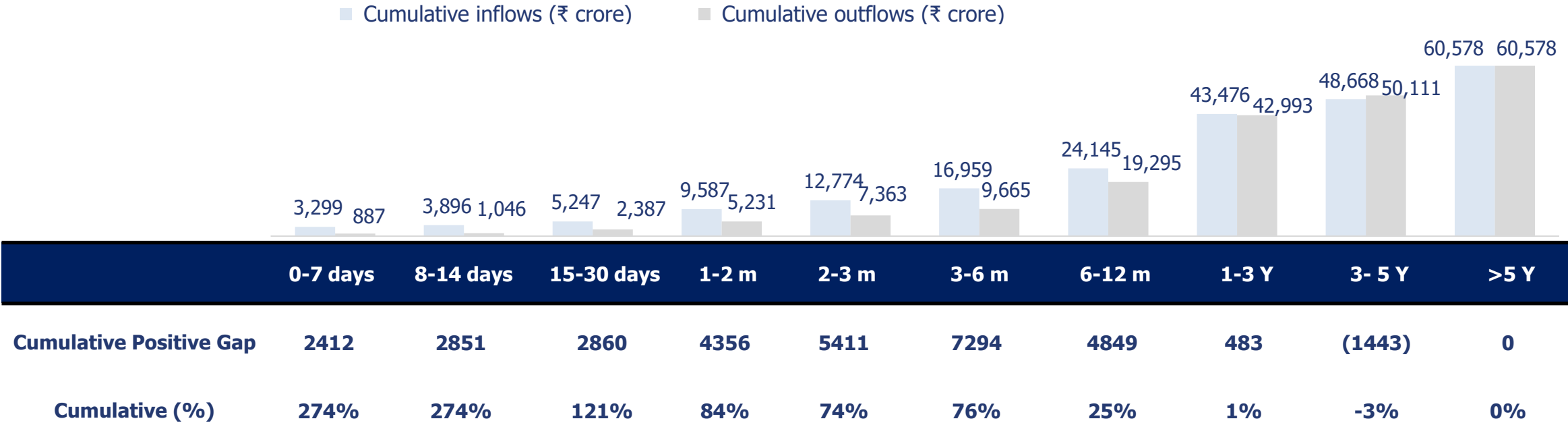


# ALM statement and Liquidity



Structural Liquidity Statement as on December 31, 2025

Liquidity as on December 31, 2025, stood at ₹6,488 crore in the form of cash, cash equivalents and undrawn bank lines



Proposed equity capital raise is not factored in the ALM Statement

# Credit Rating

Highest rating - AAA



## Long-term Ratings\*

CRISIL Ratings

Q3FY26

CARE Ratings

AAA/Stable

## Short-term Ratings\*\*

CRISIL Ratings

Q3FY26

CARE Ratings

A1+

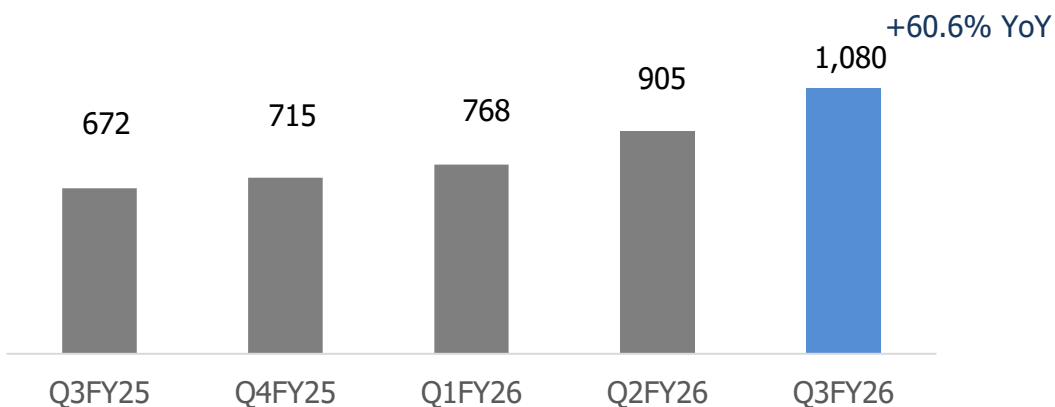
\*Long-term rated instruments includes Bank Facilities, NCD and Subordinated Debt | \*\*Short-term rated instrument includes Commercial Paper

# Net Interest Income (NII) and Operating Expense

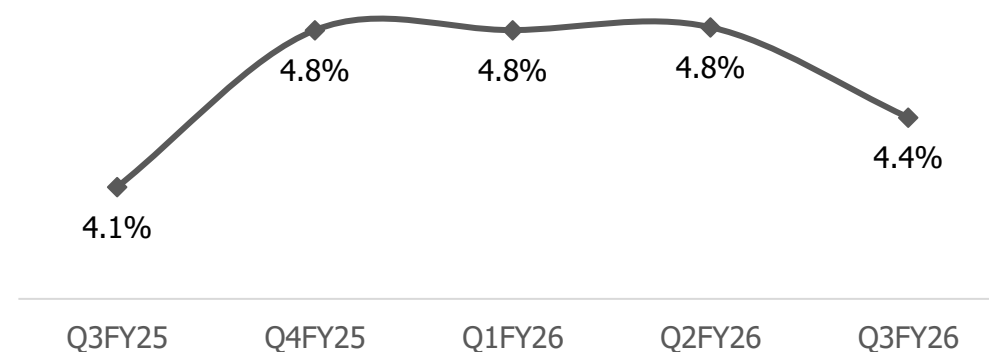
Healthy growth in net interest income; Opex to Average AUM improved QoQ



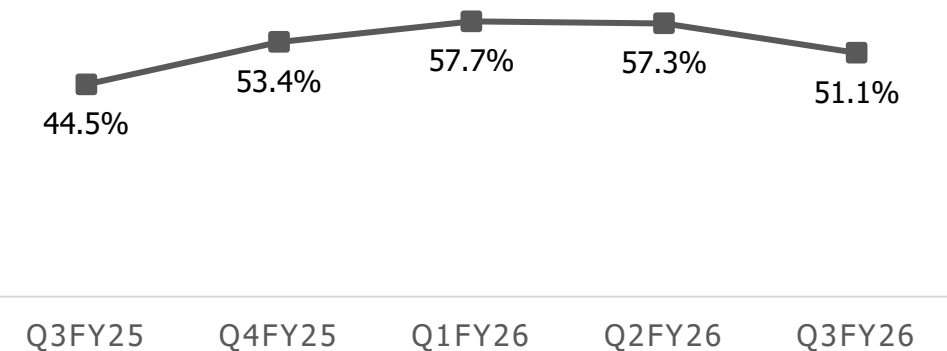
NII (₹ crore)



Opex to Average AUM ratio



Cost to Income ratio



- NII grew by 60.6% YoY despite higher secured mix
- Ongoing Investment in the new businesses
- Opex to Average AUM improved QoQ to 4.4%

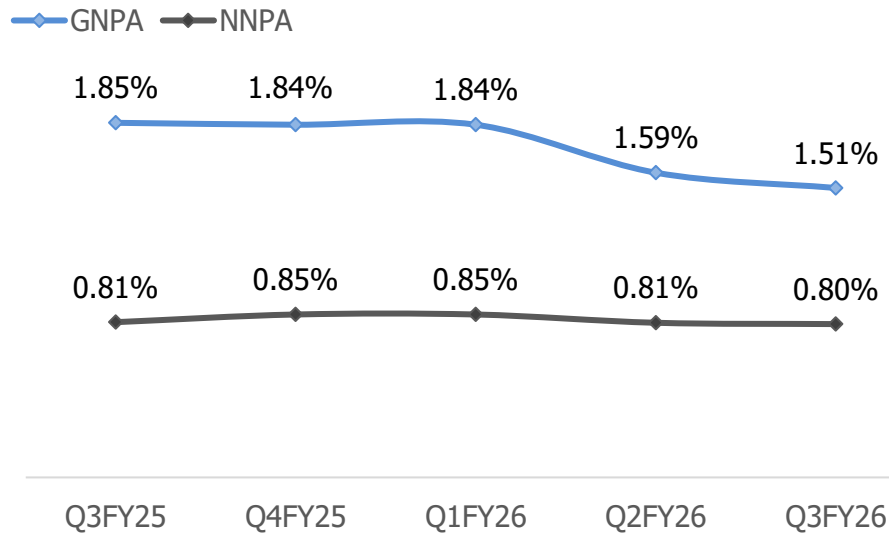
# Asset Quality Trend

Improved Gross NPA; Adequately provisioned



- Improved Asset Quality with 8 bps lower GNPA at 1.51%; NNPA at 0.80%
- PCR stands at 47.75%
- Credit cost as a percentage to average AUM has remained stable at 2.62%

GNPA and NNPA

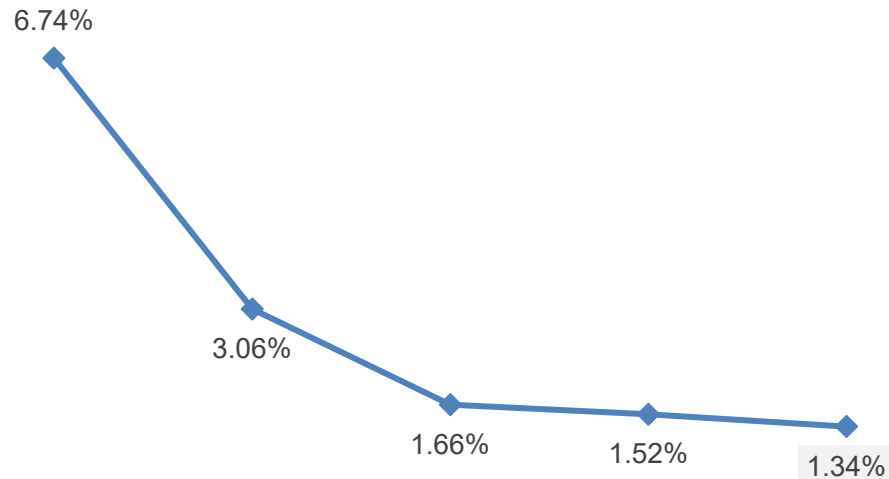


Particulars (₹ crore)	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
Stage 1 Assets	27,811	32,417	37,440	43,443	50,576
Stage 2 Assets	748	624	628	577	575
Stage 1 (%)	95.6%	96.3%	96.5%	97.1%	97.4%
Stage 2 (%)	2.6%	1.9%	1.6%	1.3%	1.1%
Stage 1 PCR	2.1%	1.3%	1.0%	0.7%	0.6%
Stage 2 PCR	30.4%	27.3%	23.7%	23.6%	22.9%
Stage 1 & 2 PCR	2.8%	1.8%	1.4%	1.0%	0.9%
Gross NPA (Stage 3)	539	619	712	711	785
Net NPA (Stage 3)	233	282	328	358	410
<b>Gross NPA (%)</b>	<b>1.85%</b>	<b>1.84%</b>	<b>1.84%</b>	<b>1.59%</b>	<b>1.51%</b>
<b>Net NPA (%)</b>	<b>0.81%</b>	<b>0.85%</b>	<b>0.85%</b>	<b>0.81%</b>	<b>0.80%</b>
<b>PCR (%)</b>	<b>56.79%</b>	<b>54.47%</b>	<b>53.93%</b>	<b>49.65%</b>	<b>47.75%</b>



# Credit by design

## New Acquisition Portfolio Quality



*Quarter denotes the sourcing quarter*

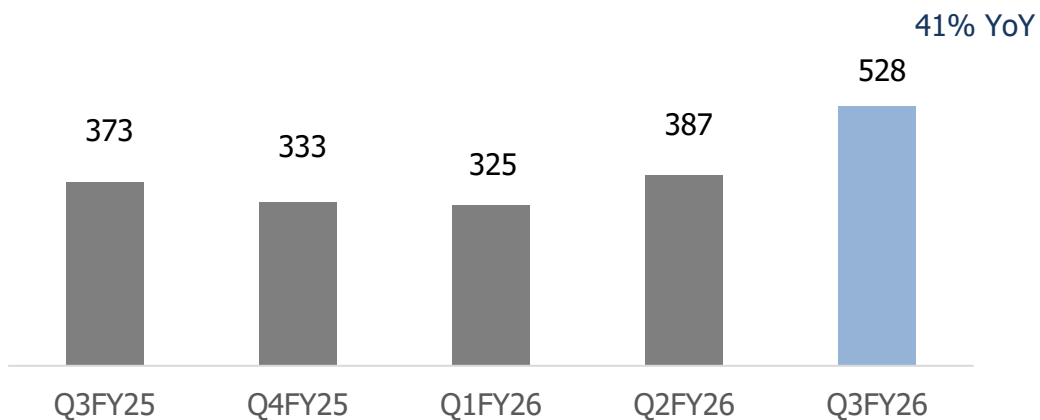
- 6 MoB 30+% (Month-on-Book) is exhibiting significant reduction in delinquency at a portfolio level for retail products
  - This trend demonstrates the improved quality of new acquisition
- 
- 6 MoB 30+% indicates the share of disbursed amount that is 30+ days overdue after 6 months of disbursement

# Profitability

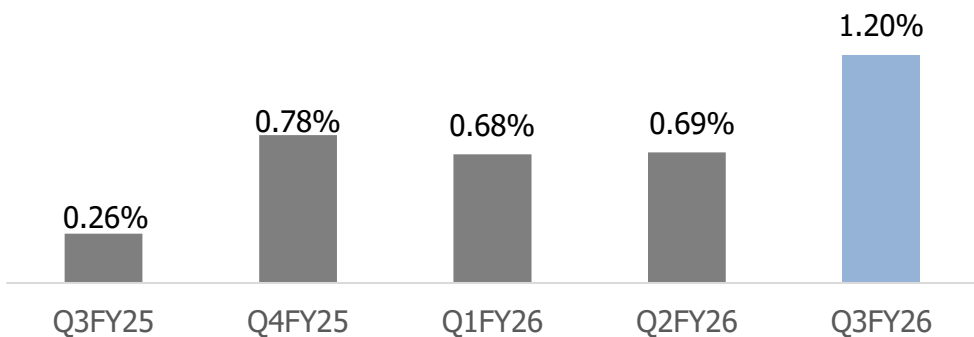
Building new businesses for sustainable, predictable and profitable growth



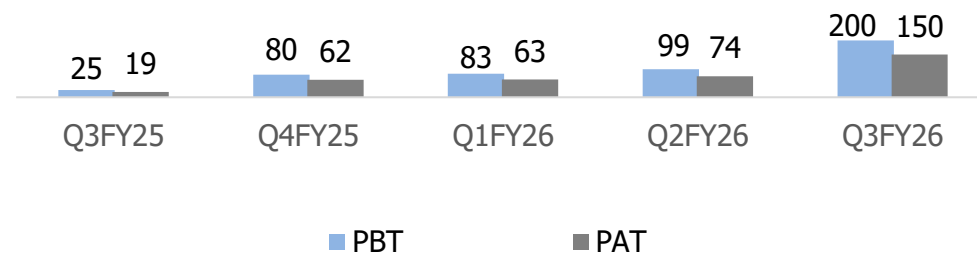
PPoP (₹ crore)



RoA



PBT and PAT (₹ crore)



- PPoP increased by 41.5% YoY & 36.5% QoQ despite ongoing investment in new businesses
- PAT increased by 102% QoQ

# Profit & Loss Statement

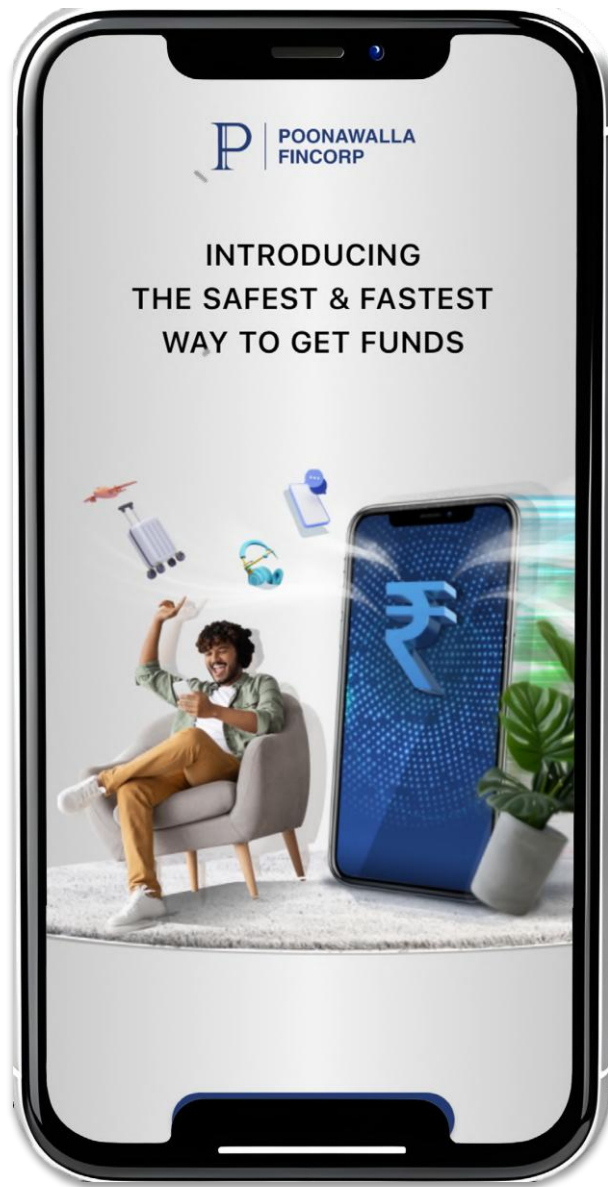


₹ crore	Q3FY25	Q2FY26	Q3FY26
Total Interest Income	999	1,402	1,660
Interest expenses	385	638	739
<b>Net Interest Income (NII)</b>	<b>614</b>	<b>764</b>	<b>921</b>
Cross sell Income	23	68	70
Servicing Income	35	37	47
Other Income	0	0	0
Net gain on derecognition of financial instruments	-	35	41
<b>NII (inc. fees and other income)</b>	<b>672</b>	<b>905</b>	<b>1,080</b>
Operating expenses	299	518	552
<b>Operating profit</b>	<b>373</b>	<b>387</b>	<b>528</b>
Credit cost	348	288	328
<b>Profit/(Loss) before tax</b>	<b>25</b>	<b>99</b>	<b>200</b>
Tax	6	25	50
<b>Profit/(Loss) after Tax</b>	<b>19</b>	<b>74</b>	<b>150</b>

# Balance Sheet



₹ crore	Dec-24	Sep-25	Dec-25
Cash & Bank Balances	114	126	306
Receivables	30	40	42
Loans	27,962	43,910	51,107
Investments	1,215	1,656	1,456
Other Financial Assets	199	345	406
Non-Financial Assets	697	832	876
<b>Total Assets</b>	<b>30,217</b>	<b>46,909</b>	<b>54,193</b>
Borrowings	21,338	35,717	42,498
Other Liabilities	823	1,369	1,699
Share Capital	155	161	162
Reserves & Surplus	7,902	9,661	9,834
<b>Total Liabilities</b>	<b>30,217</b>	<b>46,909</b>	<b>54,193</b>



## 4. AI and Digital Strategy

# AI-Solutions transforming our functions

Improving Risk efficiency, Higher Productivity and Enhancing Customer experience



**57** AI-Solutions | **30** Successfully Delivered and **27** Underway



Functions	HR -9	Customer Service-5	Analytics-1	IT-2	Credit & Risk -8
Projects	<b>Recruitment</b> AI-led Talent Acquisition	Quality Assessment tools for calls & emails  1. Predictive Analytics for Anticipating Customer Needs 2. Customer Service AI agent (with voice and chat) 3. Human Agent Assist 4. Voice of Customer(VOC) categorization	1. Agentic Layer automating data discovery, model algorithm selection, and repository creation for efficient review	1. DartGenie: Teams can directly create and build reports using natural language 2. BuildBuddy: Integrating AI tools with existing toolkits to boost development efficiency and accelerating deployment 3. AI Driven Code Review	1. AI-powered tools to streamline the operational aspects of the underwriting process 2. AI-based support tools for faster and standardized data interpretation 3. Optimized document parsing and validation to assist credit teams in decision workflows 4. Enhanced multi medium customer and stakeholder communication automation in the underwriting process 5. Risk Hindsight Automation 6. AI Driven Fraud Risk Management 7. AI Driven Data Entry 8. Agentic assistance for existing phygital business
	<b>Employees:</b> 1. MS-Teams based Employee conversational agent 2. Early Warning System 3. Skill Building & Enhancement Assistant 4. Candidate Search - Sourcing Engine 5. ER Governance Tool 6. Competition Intelligence for talent acquisition 7. Onboarding Service 8. AI Driven HR Operations	<b>Admin and Infrastructure-3</b>  1. AI-driven Agreement Validation 2. Legal document vetting, Title Search, contract analysis, etc. in multiple languages 3. Travel booking automation	<b>Finance-5</b>  1. Finance Bot 2. Payment Operations 3. Invoice Auto Verification 4. Treasury 5. Taxation	<b>Commercial Business - 3</b>  1. Cross-sell Contact Center-AI Automation 2. A Gen AI Voice Bot 4. Ask PFL Guru	<b>Collection-1</b>  Unified Platform transforming collections journey
	<b>AI / ML - 2</b>  1. Agentic DQI 2. AI Driven Testing Agent	<b>Operations-7</b>  1. RC Limit Management 2. Operation Governance 3. Re-KYC 4. Auto Knock Off/ Waiver in Matured Contracts 5. Stamp Verification 6. Disbursal Process AI agent	<b>Secretarial - 1</b>  1. Sec Assist	<b>Strategy - 2</b>  1. AI Driven RPA 2. Competition Mapping	<b>Audit and Compliance-6</b>  AI-based Regulatory requirement scanning & Recommendation provider  Collaborated with ServiceNow to deploy Generative AI solutions for audit and governance.
				<b>Consumer Business- 2</b>  1. Education Loan - Sales Support Agent 2. STP with AI based digital valuation and DIY FI	1. Anomaly detection in Accounts 2. Proactive Portfolio Monitoring 3. Develop Suspicious Transaction Report with help of AI/ML/LLM 4. RegIntel

Project Implemented | Project Underway

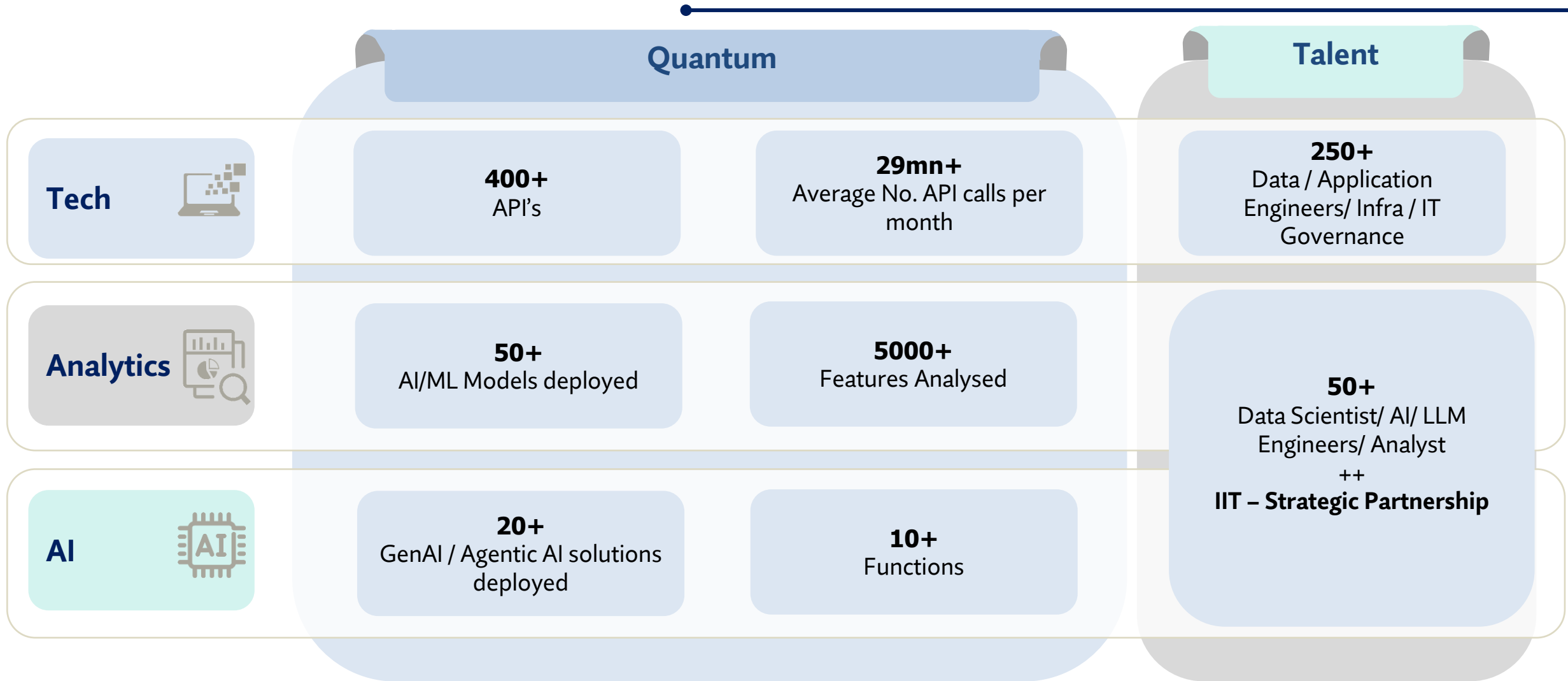
Enhanced Customer Experience | Higher Productivity | Improved risk efficiency

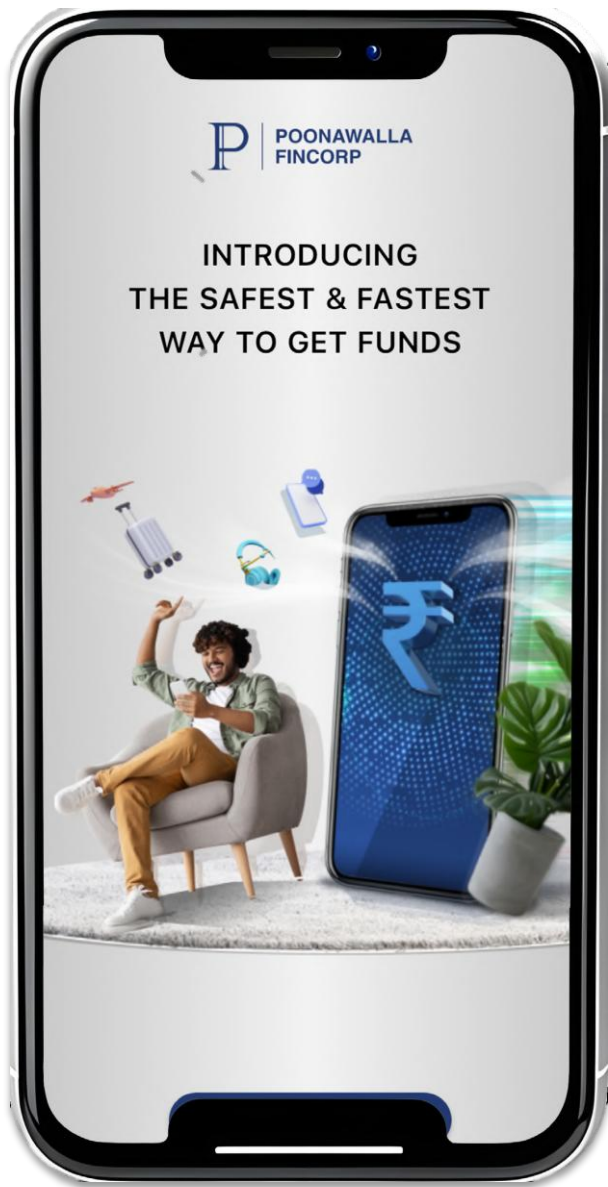


Received Technology Senate Award 2025 by Indian Express Group and Express Computer



# Capabilities evolved for scale





## **5. Board of Directors, Management Team, Human Resource, ESG and Awards**

# Board of Directors

Commanding the course with the best governance standards



**Mr. Adar Poonawalla**  
*Chairman & Non-Executive Director*

CEO of the Serum Institute of India (SII), the world's largest vaccine manufacturer by the number of doses produced and sold a year  
Graduated from the University of Westminster in London  
Founder of Poonawalla Fincorp and Viloo Poonawalla Charitable Foundation- launched to focus on increasing education, healthcare, safe water and environmental sanitation



**Mr. Arvind Kapil**  
*Managing Director & CEO*

Served as HDFC Bank's Group Head overseeing the mortgage banking business with a book size of 7.5 lakh crore. Also spearheaded the retail lending franchise at the HDFC bank. With an illustrious tenure spanning over 25 years, Mr. Arvind Kapil has been a trailblazer in harnessing digital solutions to revolutionise customer experience and groundbreaking innovations



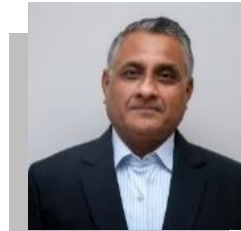
**Mr. Sunil Samdani**  
*Executive Director*



**Ms. Sonal Sanjay Modi**  
*Non -Executive Director*



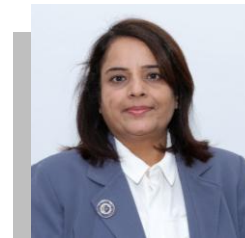
**Mr. Kewal Kundanlal Handa**  
*Independent Director*



**Mr. Sanjay Kumar**  
*Independent Director*



**Mr. Prabhakar Dalal**  
*Independent Director*



**Ms. Kemisha Soni**  
*Independent Director*



**Mr. Rajeev Sardana**  
*Independent Director*

# Deeply experienced management team

Leading the next phase of growth



**Arvind Kapil**  
MD & CEO

**27+ yrs**

- The Managing Director has over 27 years of experience, including more than 25 years at HDFC Bank, where he last served as Senior Group Head
- He played a key leadership role in the landmark merger of HDFC Ltd with HDFC Bank, the largest and most complex housing finance merger in India's financial services history. He headed retail lending for over a decade, delivering scalable growth while maintaining industry-leading asset quality
- Known for his prudent risk management, deep distribution expertise, and innovation-led execution, he pioneered instant "10-second" loan approvals
- Having reported directly to Mr. Aditya Puri for nearly a decade, he brings with him a strong legacy of governance, customer-centricity, and long-term value creation, positioning the company for sustainable, technology-driven growth and superior capital efficiency

**Education**  
AMP-Harvard  
Business School, Masters - IIM-B



**Sunil Samdani**  
ED

**23+ yrs**

- Drove Bandhan Bank's formation, IPO, and the landmark acquisition of GRUH Finance

**Education**  
CA-ICAI,  
Executive  
Development  
Program - ISB



**Sanjay Miranka**  
CFO

**30+ yrs**

- Served as CFO of Aditya Birla Finance for nearly 6 years
- Managed Capital Market Lending and held multiple leadership roles during the tenure

**Education**  
CA-ICAI,  
CS - ICSI



**Shriram Iyer**  
Chief Credit &  
Analytics Officer

**30+ yrs**

- Three decades of leadership in consumer lending
- Previously held senior risk and credit roles at HDFC Bank and Citicorp

**Education**  
Masters – Pune  
University,  
MDP – IIM A,  
Senior Exec.  
Program - LBS



**Vikas Pandey**  
CBO– Consumer  
Business

**33+ yrs**

- Spent 22 years at HDFC Bank, last serving as Business Head for Auto Loans
- Led major retail lending and liability businesses at HDFC

**Education**  
Executive  
Program –  
Haas School,  
Masters – ITM  
Mumbai



**Veeraraghavan Iyer**  
CBO– Commercial  
Business

**25+ yrs**

- Served as CEO of HDFC Sales Pvt. Ltd
- Drove SME and Mortgage business with over two decades of experience

**Education**  
Masters –  
Mumbai  
University,  
Bachelors –  
Nagpur Univ.



**Harsh Kumar**  
CHRO & Head AI

**26+ yrs**

- Previously served as CHRO at CSB Bank
- Held senior HR and management roles at HDFC Bank

**Education**  
Masters –  
TAPMI Manipal,  
Bachelors -  
Madras  
University



**Bhaskar Pandey**  
Chief Risk Officer

**24+ yrs**

- Spent 21 years in various senior credit and risk roles at HDFC Bank
- Deep experience in managing credit policy for leading banks / NBFCs

**Education**  
Masters – IME  
Pune,  
Leadership  
program– IIM-  
A



**Bholananda Behera**  
Chief Compliance  
Officer

**27+ yrs**

- 27 years of leadership in banking, with deep expertise in regulatory compliance and credit risk

**Education**  
Masters – HRM  
Pondicherry,  
Bachelors -  
OUAT  
Bhubaneswar



**Nitin Sane**  
Chief Internal Auditor

**25+ yrs**

- Held senior audit and banking roles at HDFC Bank, Citibank, and Axis Bank
- Joined from De Lage Landen-Rabobank Group

**Education**  
Masters –  
University of  
Leicester, PG  
Diploma– SIBM  
Pune



**Salil Hajarnis**  
CTO

**30+ yrs**

- Headed India technology operations and key AI initiatives at Fiserv
- Led digital transformation programs while at Capgemini

**Education**  
PG Diploma–  
Pune  
University,  
Bachelors –  
Pune University

# Second line of management

Ensuring operational excellence



									
<b>Rano Verma</b> <i>Head Customer Service &amp; Strategic Initiatives</i>	<b>Jasvinder Saini</b> <i>Head Credit Analytics</i>	<b>Anil Hospattankar</b> <i>Head - Debt Management</i>	<b>Manish Verma</b> <i>Head Investor Relations and Corp. Communications</i>	<b>Ashish Gupta</b> <i>Business Head - Consumer Durable, Gold Loan and Instant Loan</i>	<b>Faisal Sara</b> <i>Business Head - Education Loan</i>	<b>Ganesh Iyer</b> <i>Business Head - Commercial Vehicle</i>	<b>Maneesh VM</b> <i>Head - Operations</i>	<b>Suresh Pohuja</b> <i>Business Head - Personal Loans</i>	<b>Prasann Rewari</b> <i>Head - Mid Market</i>
<b>31+ yrs</b>	<b>18+ yrs</b>	<b>30+ yrs</b>	<b>34+ yrs</b>	<b>25+ yrs</b>	<b>33+ yrs</b>	<b>28+ yrs</b>	<b>20+ yrs</b>	<b>23+ yrs</b>	<b>23+ yrs</b>
<ul style="list-style-type: none"> <li>Leading debt market professional &amp; a pioneer in innovative debt restructuring. Ranked Top 40 Women in Indian Debt Markets. She leads Debt Syndication at PFL, driving strategic funding &amp; investor engagement</li> <li>She champions process excellence, tech led solutions &amp; customer first innovation. A people's person and a respected voice within the mgmt. team.</li> </ul>	<ul style="list-style-type: none"> <li>Champions Credit Analytics, driving predictive models and risk governance</li> <li>Expert in advanced analytics and data-driven lending decisions</li> </ul>	<ul style="list-style-type: none"> <li>30+ years in banking, led collections and risk strategy</li> <li>Expertise in debt mgmt. business strategy underwriting policy, driving compliance and growth</li> </ul>	<ul style="list-style-type: none"> <li>Seasoned capital mkt leader with expertise in wholesale debt &amp; fin. Mkts. Former MD &amp; Co- Head at Incred Capital has scaled wholesale debt business driving growth through strategy &amp; execution</li> <li>Expert in managing large proprietary trading in debt &amp; equity portfolios. Respected for investor relationships. Known for disciplined approach &amp; market insights</li> </ul>	<ul style="list-style-type: none"> <li>Led large product &amp; alternate channel business in retail lending</li> <li>Oversees gold, consumer durable, instant loans and digital channels</li> </ul>	<ul style="list-style-type: none"> <li>Ex-senior leader at top Indian bank; managed ₹1 lakh crore AUM</li> <li>Managed large P&amp;Ls multi geography teams &amp; excellent track in building profitable businesses</li> </ul>	<ul style="list-style-type: none"> <li>Expert in scaling retail lending, P&amp;L management, and growth strategy</li> <li>Expertise spans sales, product development and fraud &amp; risk management</li> </ul>	<ul style="list-style-type: none"> <li>Ex-COO at SBFC Finance; expert in digital transformation and compliance</li> <li>Expertise lending-operations leadership, spanning process design, automation, underwriting, and service excellence</li> </ul>	<ul style="list-style-type: none"> <li>Ex-leader at HDFC Bank, DHFL, ZipLoan; drove growth across retail lending</li> <li>Successfully built businesses, created robust distribution engines</li> </ul>	<ul style="list-style-type: none"> <li>Expert in Structured Financing, Corporate Lending</li> <li>Expert in managing stressed assets through special resolution strategies</li> </ul>
<b>Education</b> PGDM, Fore School of Management	<b>Education</b> Master's in Statistics, University of Mumbai	<b>Education</b> MMS from Mumbai University	<b>Education</b> Bsc. (Hons), Mumbai University	<b>Education</b> CA-ICAI	<b>Education</b> EP - XIM, JBIMS; Leadership programs from Wharton, IIMA	<b>Education</b> Education from Hislop College	<b>Education</b> ACM- ISB, MFM from Somaiya College	<b>Education</b> PGPMs from KJ Somaiya College	<b>Education</b> CA & CFA



# Deepening engagement with all stakeholders

Fostering strong relationships across the value chain



## Employees

- **AI Led HR Transformation :** Reimagined HR interventions through intelligent, scalable solutions to boost efficiency and employee experience
- **Transparent & Inclusive Culture:** Regular feedback loops, townhalls, and digital engagement platforms keep communication open and two-way across hierarchies
- **Recognition & Performance:** Recognition and reward systems continued to evolve to be fair, inclusive, and aspirational
- **Workplace Wellness:** Wellness 360 strategy recognizes that employee wellbeing is foundational to long-term performance
- **Learning & Development:** Strengthening organizational agility through continuous learning, succession planning and cross functional leadership development – ensuring business continuity and long-term growth



## Channel Partners

- **Developing deeper partnerships,** expanding the reach of our products and enhancing overall ease of doing business
- **Building a future ready channel ecosystem** that is digitally enabled, and deeply collaborative
- **Strengthening the foundations** for sustained, partner-led growth



## Customers

- Holistic **customer engagement plan**
- **Personalize services and products** to meet customer expectations
- Increase in **cross-sell** and deepening **customer engagement**
- **Ease of access via Customer Portal** on the website and App
- **Quick resolutions and Sales support** via WhatsApp Chatbot and Web chatbot
- Customer centric **rewards and referral programs**

# Human Resources: Planned Innovations and Goals



Deliver a frictionless, fully automated HR ecosystem that empowers employees and HR teams to complete tasks effortlessly, driving toward a **'Zero-Click'** experience.

## HR VISION

1

### Employee Development

Focusing on continuous learning and targeted development interventions to boost productivity and foster long-term employee success

2

### Candidate Experience

Leveraging AI-driven platforms to deliver seamless, personalized support for prospective candidates throughout the application journey

3

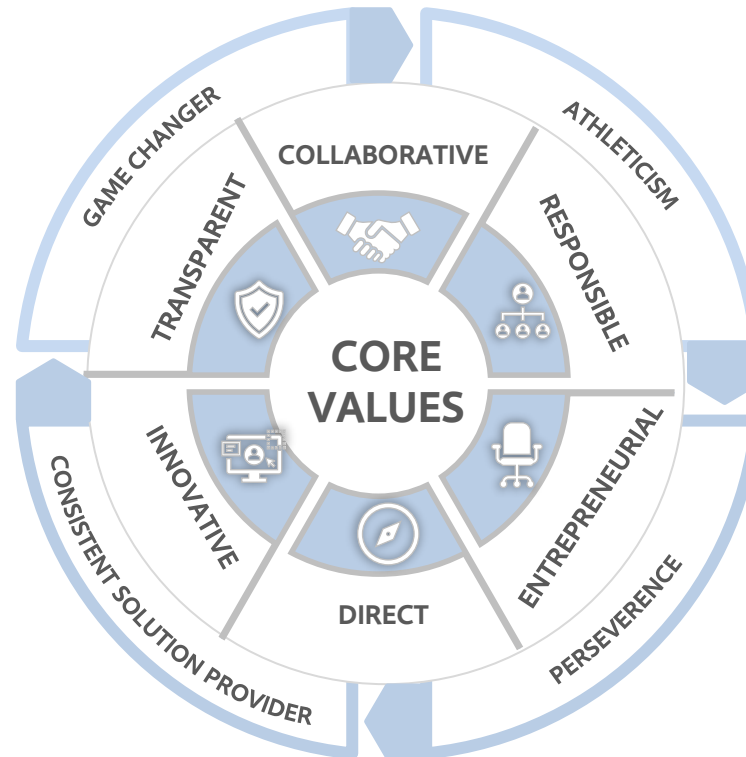
### Employee Lifecycle Management:

Deploying AI-powered tools to provide seamless, continuous support for employees across their lifecycle—from onboarding to career development -while prioritizing holistic employee wellbeing.

4

### Empowering Managers

Empowering managers with AI-driven insights to enable data-informed, agile decision-making



## IMPACT

Driving stronger employee engagement through personalized learning opportunities, guided career navigation, and data-driven support for informed career decisions

Driving superior outcomes for both candidates and the hiring process through enhanced efficiency and experience.

Driving stronger employee engagement through personalized learning opportunities, guided career navigation, and data-driven support for informed career decisions

Driving superior outcomes for both candidates and the hiring process through enhanced efficiency and experience.

CUSTOMER-FIRST

GOVERNANCE-FIRST

RISK-FIRST

AI-FIRST

Leveraging Artificial Intelligence (AI), Machine Learning (ML) and Automation with emphasis on Large Language Models (LLMs).

# ESG delivering sustainable long-term value to stakeholders

Prioritising responsible business practices



## DEFINING A BETTER TOMORROW

### Environment

We are committed to sustaining our environment by responsibly maintaining and optimising our assets regularly. Our key initiatives would lead our business operations to run smoothly and create a friendly environment for all

#### Green Infrastructure And Energy Efficiency

- Head office operates from a Platinum-certified Green Building, constructed with recycled materials and fitted with energy-efficient infrastructure
- As part of our 'Go Green' initiative, we procured renewable energy from the Maharashtra State Electricity Board to power our corporate office
- To further reduce energy consumption, we implemented efficiency upgrades across our office network. These include LED lighting, retrofitted appliances, and the modernisation of older systems

#### Responsible Disposal And E-waste Management

- In our offices, we are replacing paper cups with rice husk alternatives and using recyclable paper rolls to promote sustainability

### Social

We are committed to investing proactively in our workforce and fostering positive relationships with external stakeholders, including customers, lenders, vendors, and communities. Our social commitment is centred on prioritising people and building lasting partnerships for mutual benefit

#### Expanding Access To Healthcare

- In partnership with Grant Medical Foundation, we provided medical equipment to increase accessibility and availability to health care facilities for the underprivileged

#### Unlocking Opportunity Through Sport

- Engaged with Sindola Sports India Foundation, the agency which is creating an integrated Cricket, Tennis focused facility for sports man and women from the underprivileged class. PFL has funded to the agency as a CSR contribution

### Governance

We are committed to strong governance that encompasses all of our business drivers, including strategic depth, code of conduct, board membership, risk management, and guiding principles

- Ensuring compliance with regulatory changes
- Maintaining the governance standards
- Emphasis on financial integrity, ethical conduct, transparency, and trust
- Prioritise integrity and take immediate action to address any actions that compromise an individual's integrity
- Developed clear policy guidelines for handling incidents involving directors, employees, channel partners, customers, and service providers accused of fraudulent activities or integrity violations



# Awards and Accolades

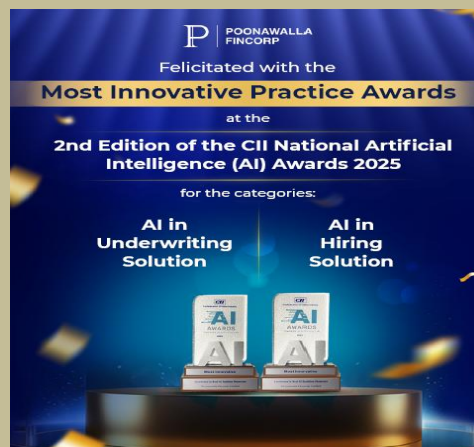
Industry Recognition for our brand



Q1FY26



Q2FY26

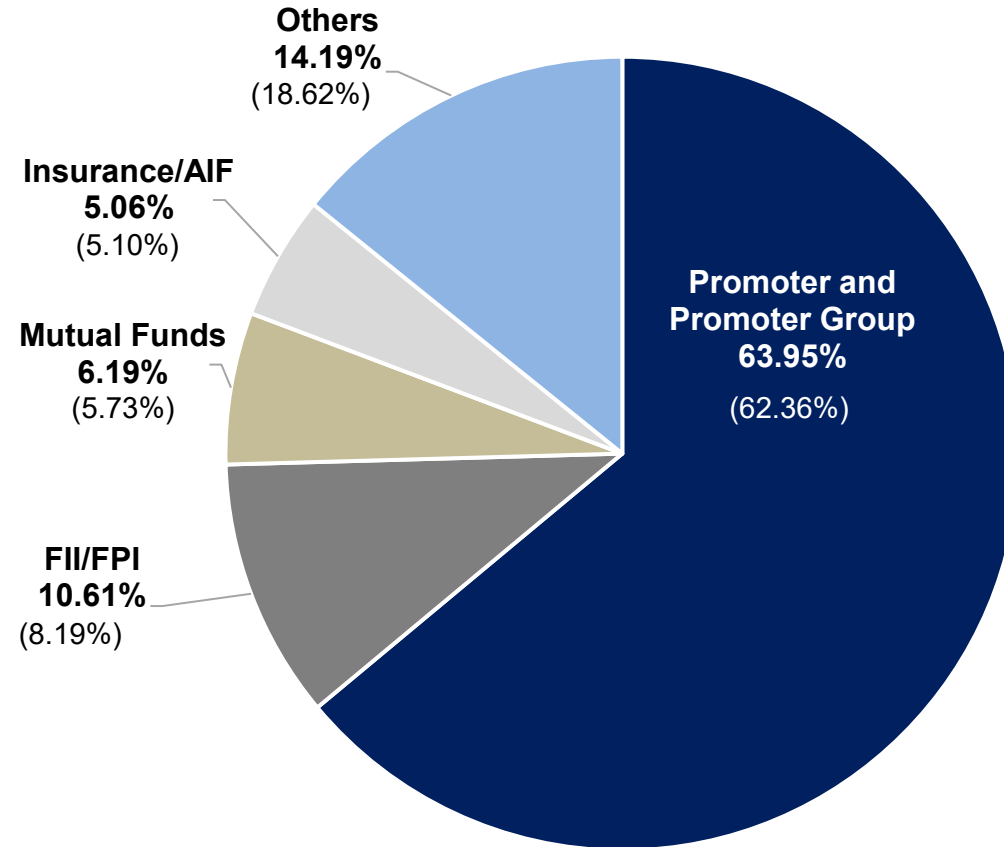


Q3FY26

# Shareholding Pattern



## Shareholding Pattern (Quarter ending Dec-2025)



Figures in bracket represent data for quarter ending Dec-2024

AI: Artificial Intelligence  
API : Application Performance Interface  
AUM: Asset Under Management  
Bps: Basis Point  
CAC: Customer Acquisition Cost  
CAR: Capital Adequacy Ratio  
CC: Cash Credit  
CD: Continuous Deployment  
CI: Continuous Integration  
CP: Commercial Paper  
CV: Commercial Vehicle  
Disb.: Disbursement  
DIY: Do it Yourself  
DQI: Data Quality Index  
DSA: Direct Selling Agent  
ECB: External Commercial Borrowing  
FI: Financial Institution  
FOS: Feet-on-street  
GNPA: Gross Non-performing Assets  
IT- Information Technology  
LLM : Large Language Model

ML: Machine Learning  
MM: Million  
MoB – Month on book  
MSMEs : Micro Small and Medium Enterprises  
NCD : Non-Convertible Debentures  
NII: Net Interest Income  
NNPA: Net Non-performing Assets  
Opex: Operating Expenses  
PAT: Profit After Tax  
PBT: Profit Before Tax  
PCR: Provision Coverage Ratio  
PL Prime: Personal Loan Prime  
PPoP: Pre-provision Operating Profit  
QoQ: Quarter-on-Quarter  
RoA: Return on Assets  
RPA: Robotic Process Automation  
STP : Straight Through Process  
STPL: Short-term Personal Loan  
Sub-debt: Subordinated Debt  
TL: Term Plan  
WCDL : Working Capital Demand Loan  
YoY: Year-on-year





# Thank You!

For further information, please contact:

Team – Investor Relations



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[www.poonawallafincorp.com](http://www.poonawallafincorp.com)

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