

# Analyst Day

8<sup>th</sup> Feb 2024

# Strategy & Approach



**Aditya Birla Group**

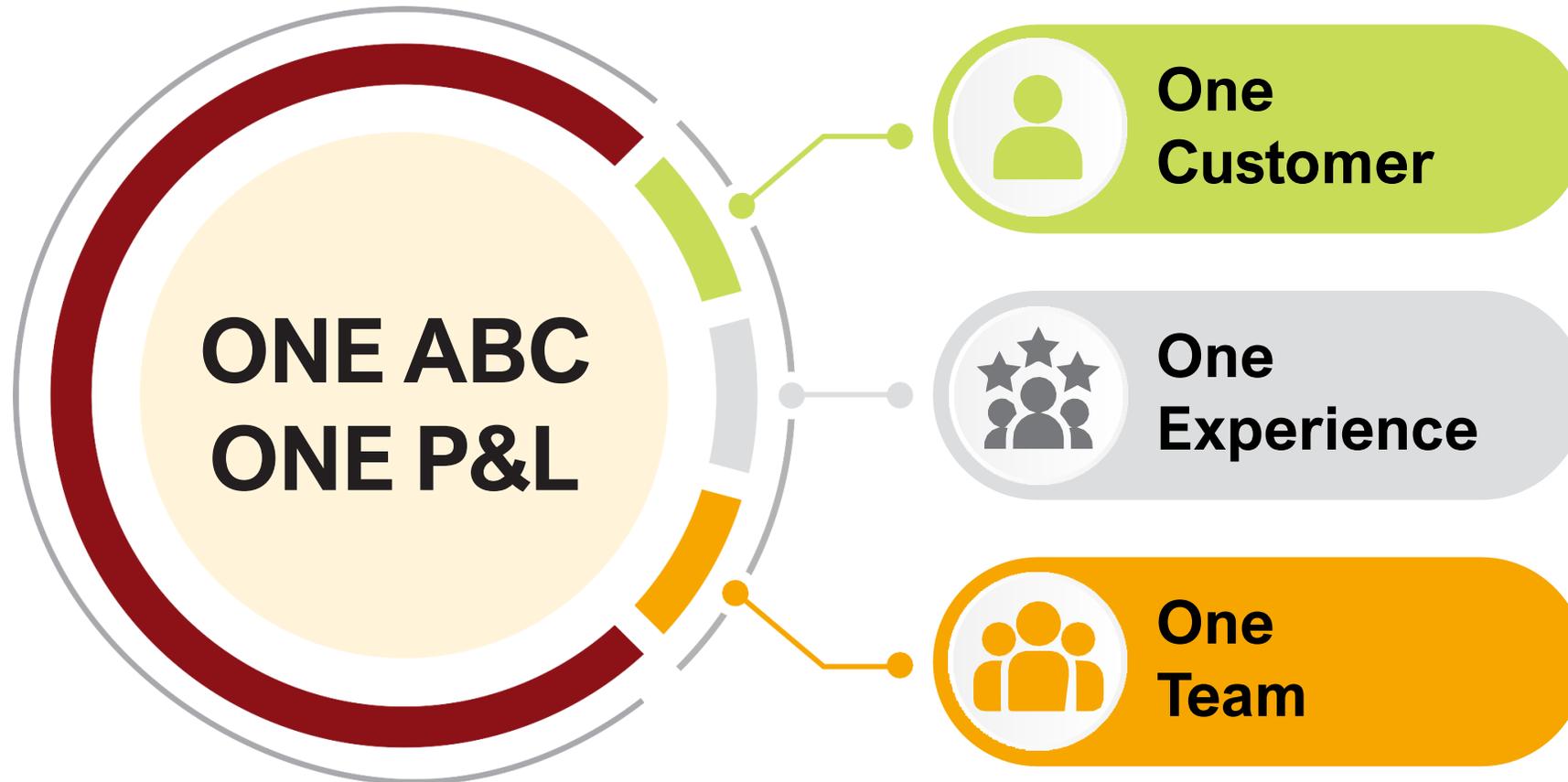
Strong Brand  
name &  
Parentage  
resonating Trust



Seamless  
access to  
Capital



Large growth  
opportunities  
within the ABC  
and extended  
ABG ecosystem



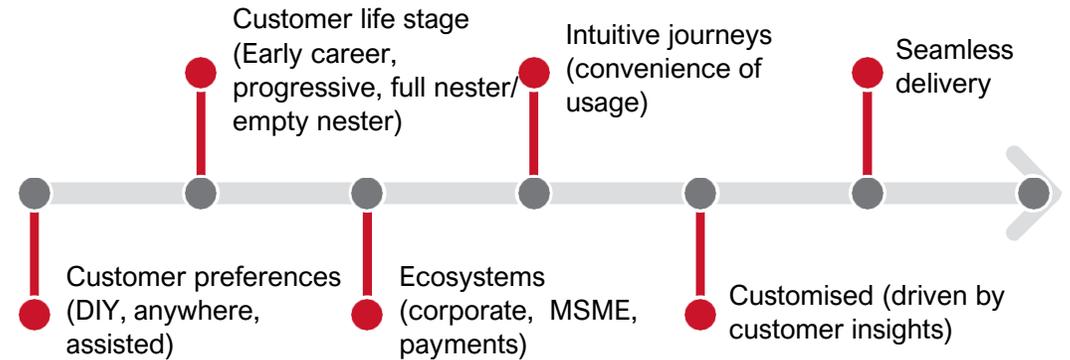
...By Leveraging Data, Digital and Technology

# ONE CUSTOMER: Build Deep Understanding of Customer Needs...

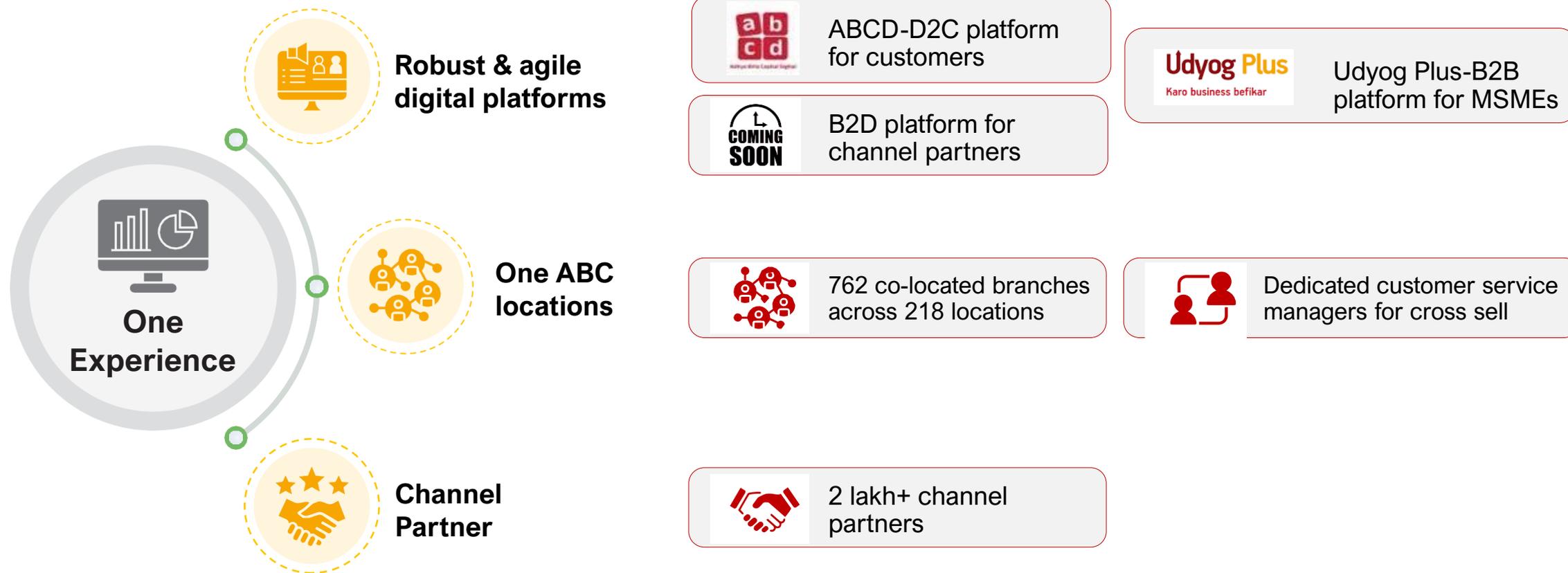


 **~35 million**  
Customers

## 360° Solutions



**...to provide simple and holistic financial solutions to customers in a seamless way**



...providing complete flexibility to customers to choose preferred channel of interaction



# Strong growth momentum during 9M FY24



**Total lending<sup>1</sup> portfolio of ₹ 1,15,139 Cr (↑ 34% y-o-y & ↑ 6% q-o-q)**

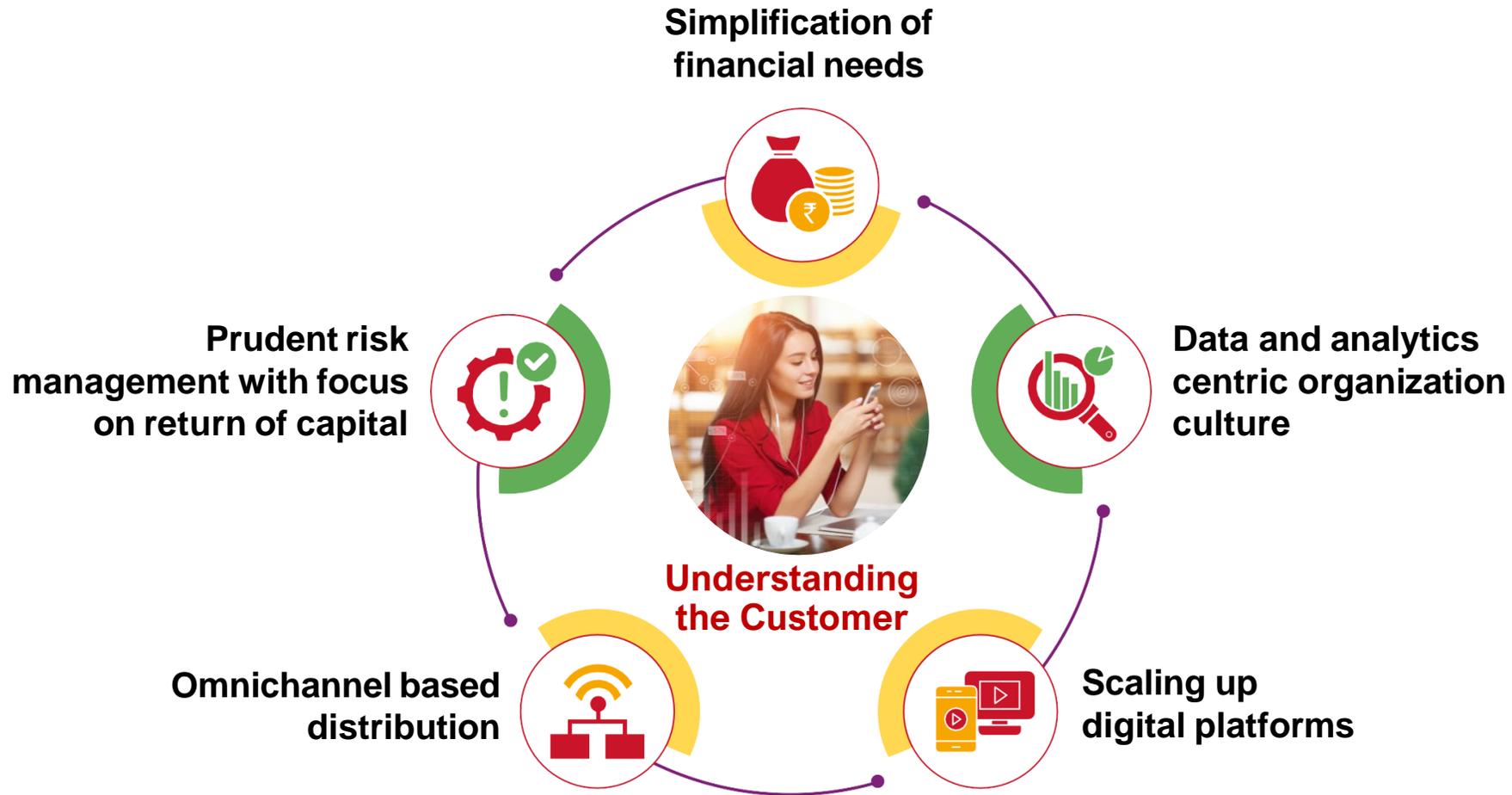
**Total AUM<sup>3</sup> of ₹ 4,10,444 Cr (↑ 13% y-o-y & ↑ 2% q-o-q)**

**Gross premium<sup>4</sup> of ₹ 13,500 Cr (↑ 13% y-o-y)**

**Consolidated Revenue<sup>2</sup> at ₹ 26,971 Cr (↑ 29% y-o-y)**

**Consolidated PBT at ₹ 2,970 Cr (↑ 44% y-o-y)**

**Consolidated PAT at ₹ 2,090 Cr (↑ 44% y-o-y)**



**Continue growth momentum across businesses**

# Digital platforms, Analytics & Technology



## Customer Insights



**a**s of now -  
Instant fulfilment



**b**est -  
Front to back digital  
value stream



**c**onvenience -  
Omni channel  
digital journeys



**d**istinct -  
Hyper personalization



## Market Trends Shaping BFSI



**a**doption -  
Customers going  
digital



**b**undle -  
Embedded finance,  
ecosystems



**c**ontextual -  
Sachet products



**d**istribution -  
Open networks



## Emerging Technology Trends



**a**gile -  
Platform engineering



**b**oost -  
Perpetual architecture



**c**onversational -  
Voice tech



**d**emocratize  
Generative AI,  
DPI



# Reimagining Customer Experience



**Launching Customer  
Facing Platforms**



**Building Internal  
Platforms**



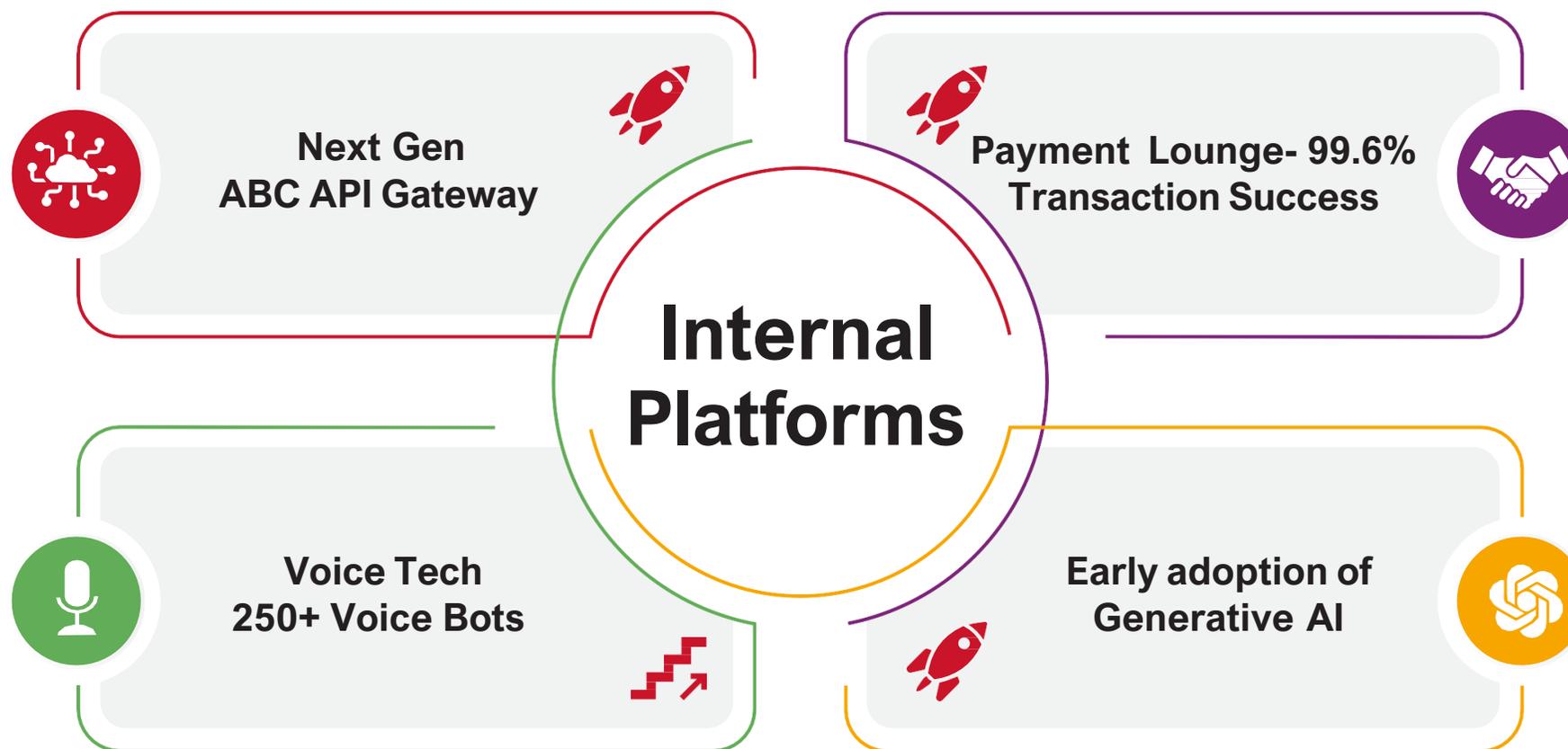
**Powered by  
Data & Analytics**



**Accelerating Innovation**  
Setting up InFiniTe  
& Leveraging DPI \*

INTEROPERABLE TO DRIVE SYNERGY



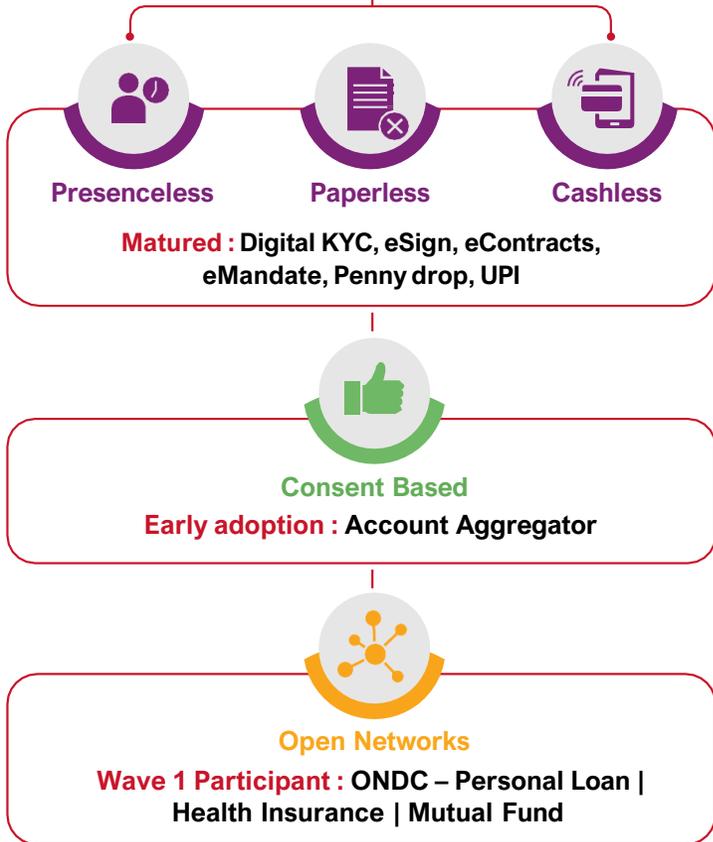


 Launched in FY24  Scaled up in FY24

# Our Building Block: Accelerating Innovation

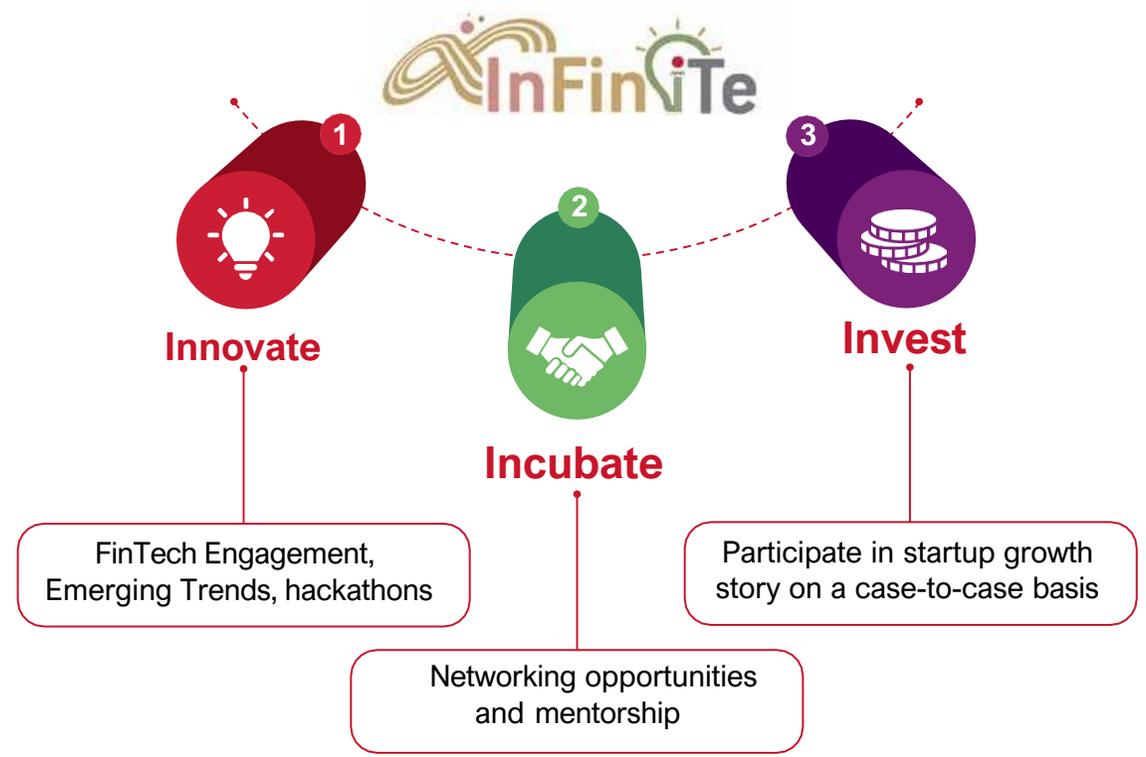


## Leverage DPI \*



Customer acquisition, Convenience & Scalability

## Launched InFiniTe - Fintech Engagement Platform



115 Business Problems sourced since May 2023, Participation from 218 Fintech's, 14 Successful POC's as of January 2024



## Data Platforms & Engineering

- Data platforms like **GCP, Databricks** implemented
- **Data dictionary, catalog, data lineage** being strengthened



## Data Science

**106**  
Analytical models  
(Q3FY24)



**400+**  
Analytical models by FY25



## Decision Science

- Organization wide adoption of **automated dashboard tools** like **Tableau & Power BI**



## Model Maturity & Data Quality Assessment

- Journey from **Predictive** to **Prescriptive**



## Data Governance

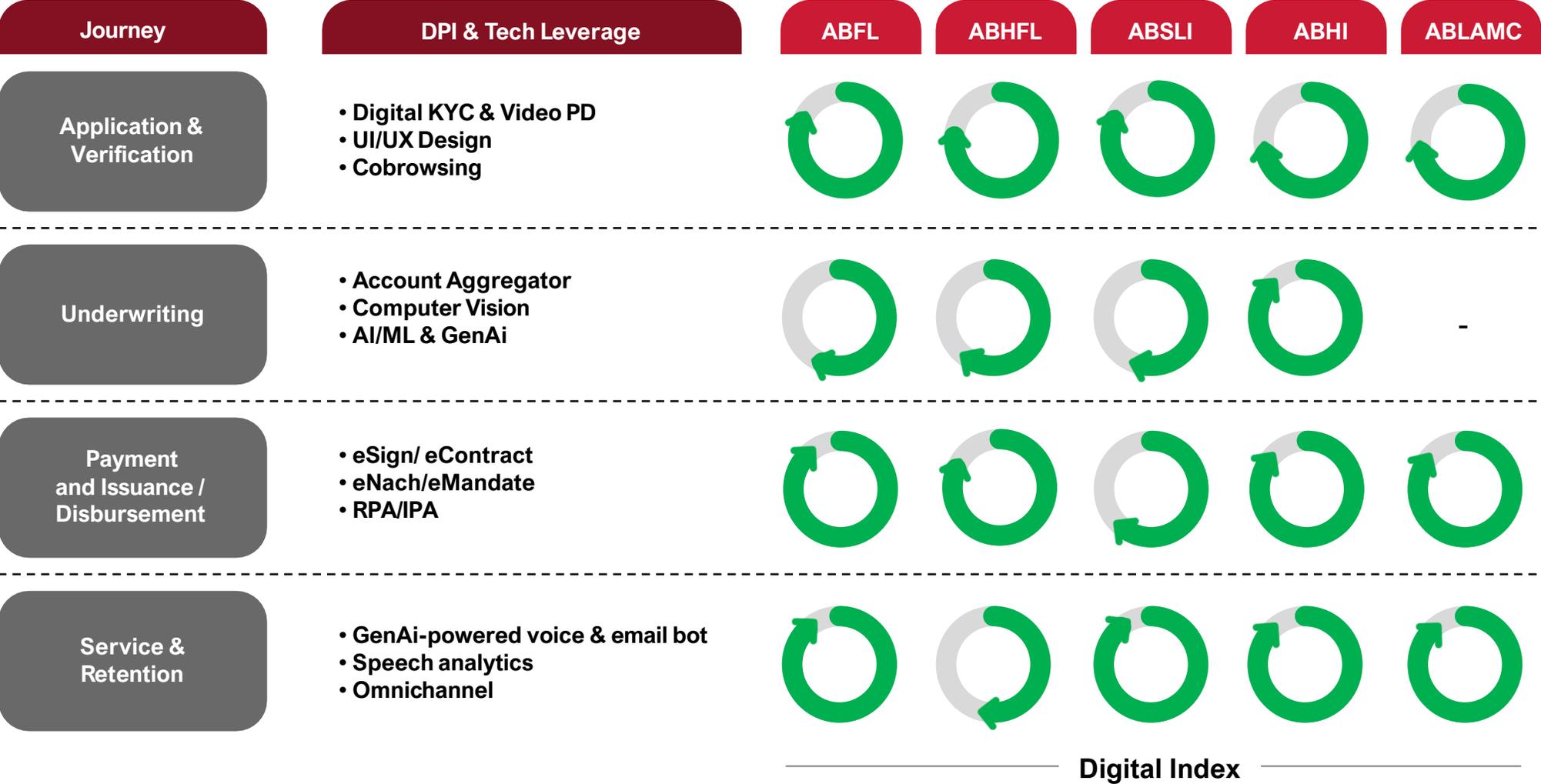
- Strong **culture of secure data sharing and protection** of customer privacy



## Resourcing & Talent

- **4.4x growth** in headcount from 80 in FY23 to 350+ in FY25

# Reimagining Customer Experience

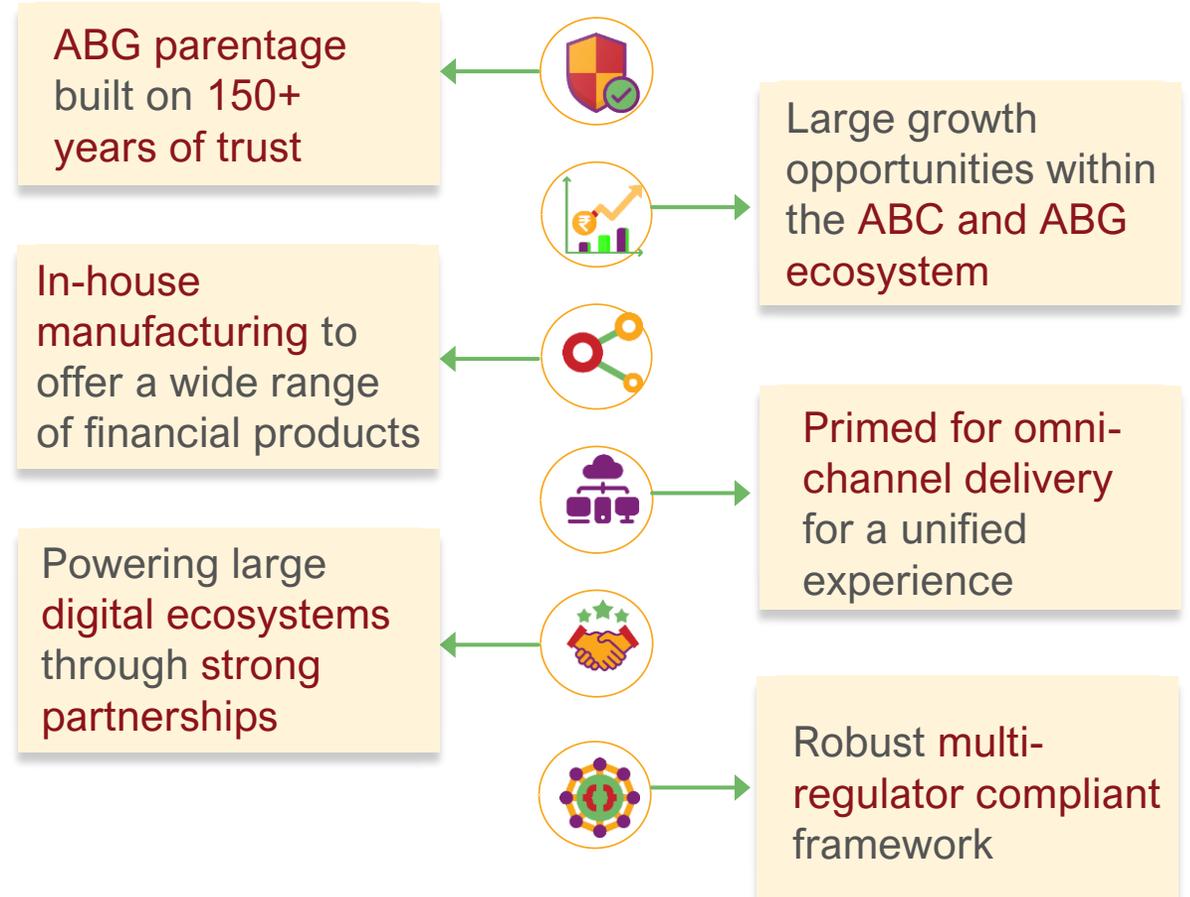


# ABCD – D2C platform

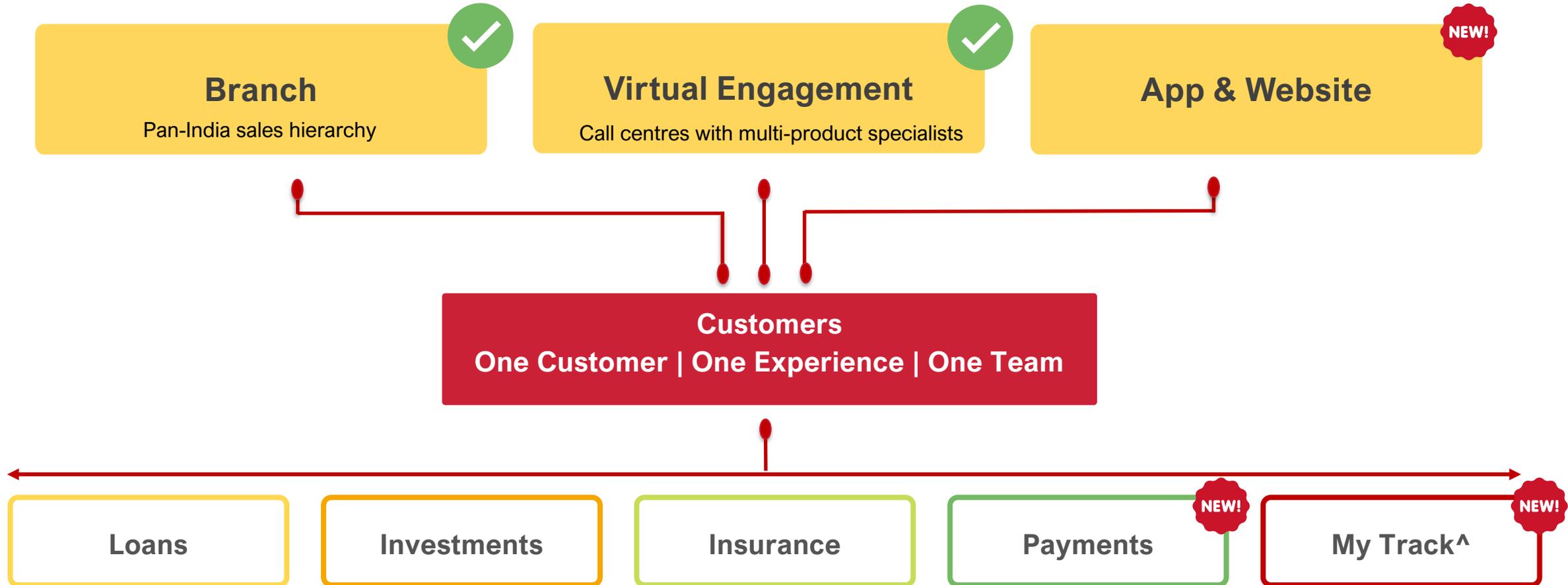
## Customer Insights



## Our Strategic Advantages

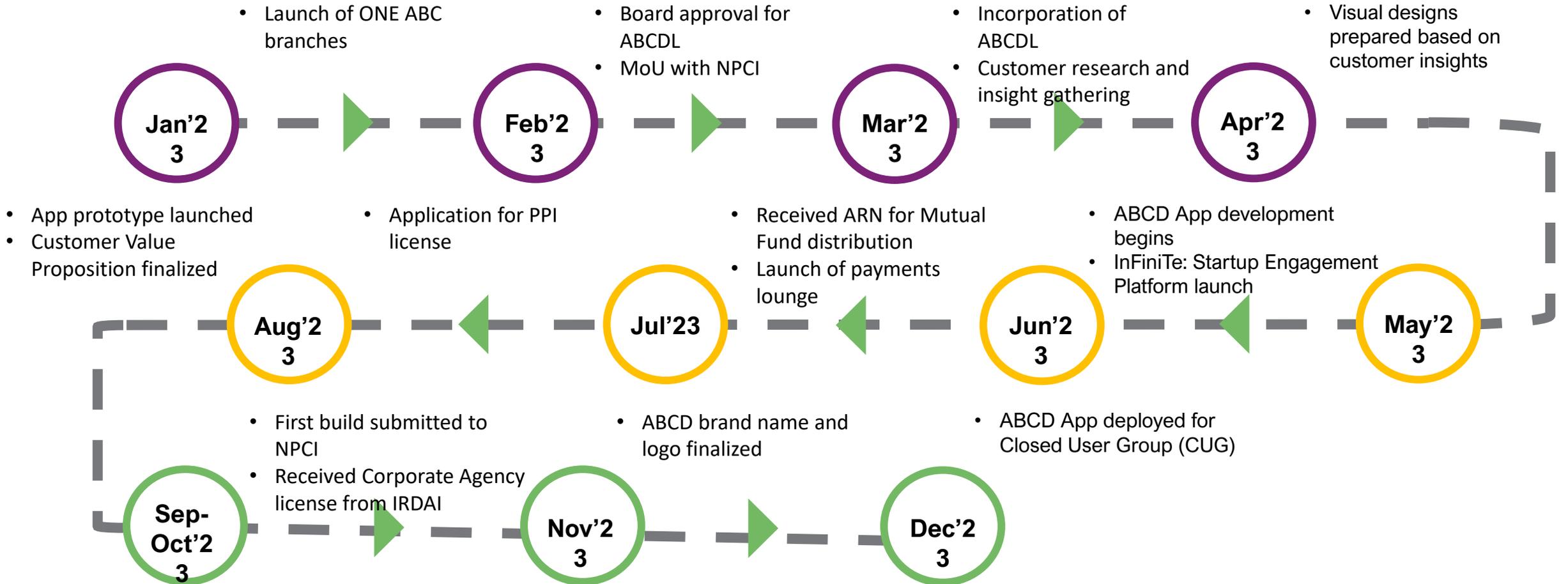


# Our Delivery Model

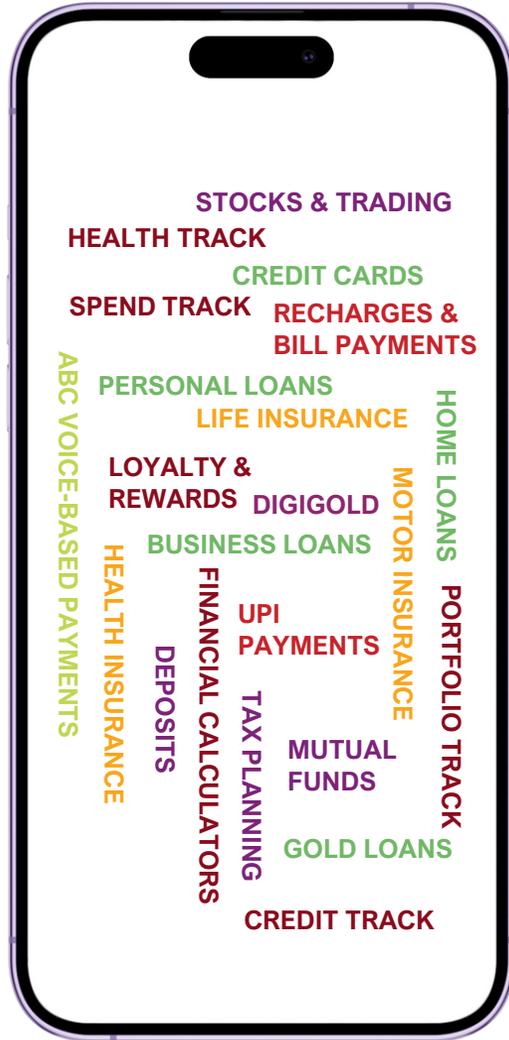
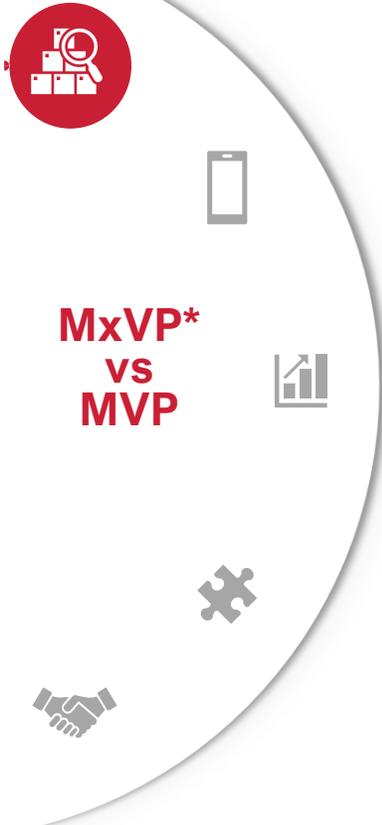


# Our Journey so far

# Our Journey so far



# Our Value Proposition



▶ **Cards, PL, BL, HL –  
Instant digital sanction**

▶ **DigiGold, SGB, Deposits,  
NPS, MF, Stocks**

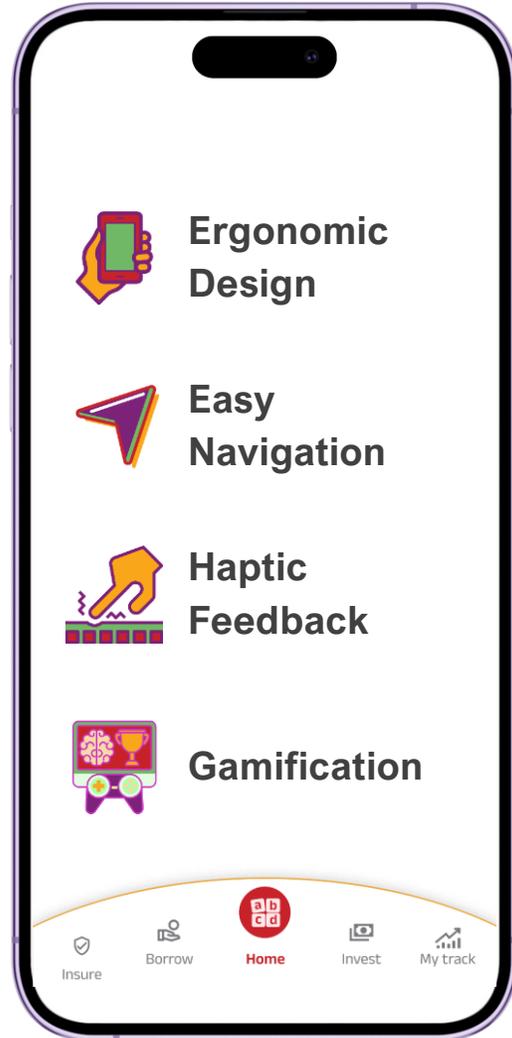
▶ **LI, HI & Motor Insurance with  
tailored coverage options**

*“  
With so many products & services at one  
place, this is truly what we call a one-stop  
shop  
”*

*“  
One of the best DIY Home Loan journeys I  
have ever seen  
”*



**Simple  
&  
Intuitive  
UI / UX**



**Ergonomic  
Design**



**Easy  
Navigation**



**Haptic  
Feedback**



**Gamification**

Insure

Borrow



Home

Invest

My track



**First of its kind navigation**



**Clutter-free layout**



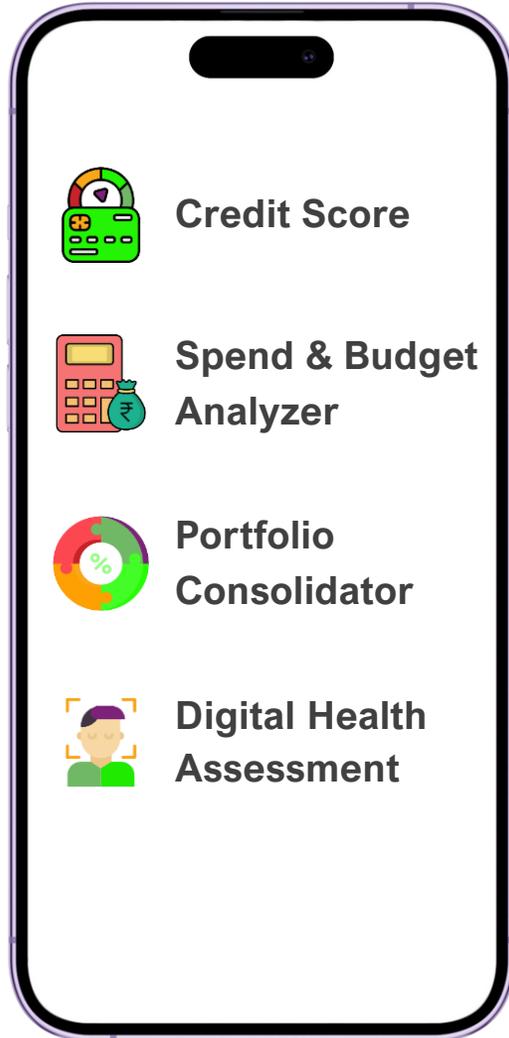
**'De-jargonizing' finance**

*"The slider is intuitive, shows everything in a single view making navigation very simple. This is very unique."*

*"The user interface looks very sorted & clean. Doesn't give a cluttered feeling."*



**My  
Track**



**Credit Score**



**Spend & Budget  
Analyzer**



**Portfolio  
Consolidator**



**Digital Health  
Assessment**



**Credit Score- personalized  
tips & score simulator**



**Unified view of both assets  
and liabilities**



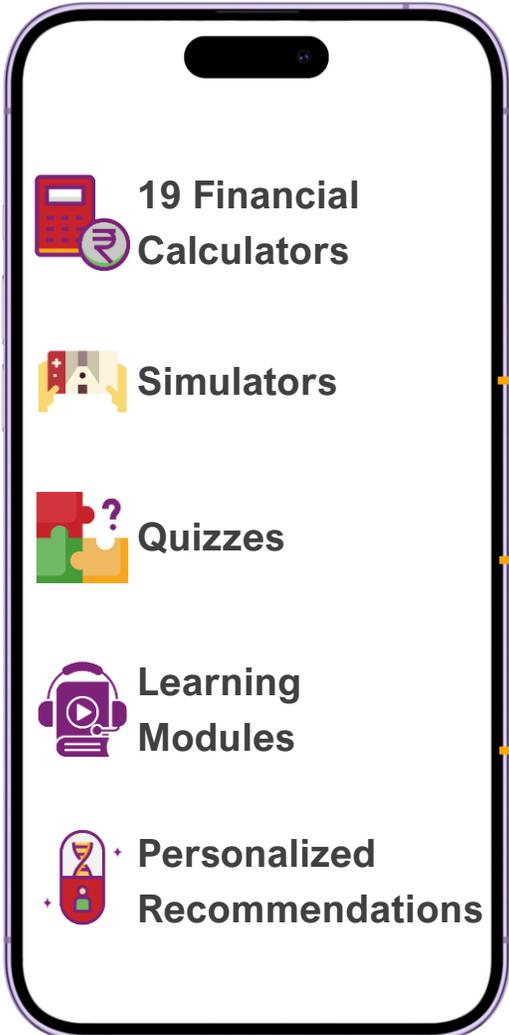
**Digital Health Assessment –  
track 24 health parameters**

**“**  
*The DHA feature allows me to have a basic  
health check-up from the convenience of my  
home*

**”**

**“**  
*It's a convenient & very useful platform for  
tracking my entire portfolio in a single view.  
Saves me a lot of time.*

**”**



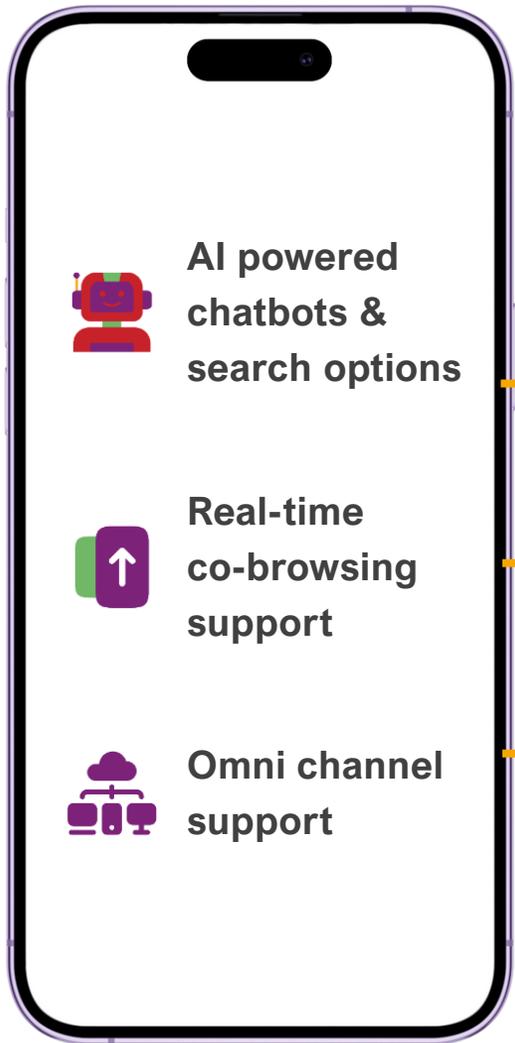
**Informed decision making**

**Learning made simple and rewarding**

**Smart tax analyzer**

*The learning feature is a very useful feature for beginners like me. It helps me take informed decisions regarding my investments*

*The MyGoal section is very useful as it lets me plan for everything – from marriage to education of children & even retirement*



▶ **Multiple modes of interaction**

▶ **'SimpliFi' – Gen AI powered search**

▶ **'Connect 2gether'- Live co-browsing with agent**

*“ If I run into a problem, the app itself tells me how to resolve it. I don't have to contact customer support for every minor issue ”*

*“ It is one of the most intelligent chatbots ever that gives relevant recommendations according to the issue ”*

# Building Blocks

Talented and seasoned team with diverse experience from Banks, Fintechs, NBFCs, Payments and Consulting



**Customer  
Centricity**



**Agile  
Execution**



**Enthusiasm**



**Creativity**



**Proactiveness**

**600+ users** engaged for primary research across products, journeys, and app engagement

## User Interviews

~135 Customers



Surveys and interviews to understand customer need

## AI Backed testing

~200 Customers



Eye movement and click tracking to identify visual metrics

## Qualitative Insights

~280 Customers



FGDs, interviews and surveys across products

**Our TG: The Striving & Thriving Middle Class**

*Fastest growing segment, expected to be largest by 2030 (~72 Cr)*



**Bull's eye cohort: Young Aspirers**  
(First income to first kid)

*Motivated and tech-savvy on a path of constant growth and progress*



**14 Brand Spaces**

*Crafted through workshops and 350+ customer interactions*



**Finalization of CVP with FGD & interviews**

*Considering uniqueness, appeal, scalability, longevity and feasibility*



**Logo designed to resonate with our identified target segment and our customer value proposition.**

Tested with customers across the country





## **App analytics and attribution**

Tracking app installs and attribution to sourcing channels



## **Web and app analytics**

Analyze traffic on web and app for fraud detection, create insights and actions



## **Product analytics platform**

Track customer journey on app and drop points for behaviour-based segmentation



## **Campaign management platform**

Campaigns for acquisition, cross-sell and retargeting



## **Customer engagement platform**

Create and execute omnichannel experience with sharper and personalized campaigns



## **Customer data platform**

Create a one view of customer with all data points across sources



## Key differentiators



## Benefits derived

**1**

### Microapps powered Modular App

Modular, cloud native, true omnichannel experience



*Increased flexibility, faster updates*

**2**

### Low code no code platform

Agile delivered, iteratively deployed



*Faster development, instant deployment on Android/ IOS/ Web*

**3**

### Microservices based service components

Cloudnative via hyperscalars



*Containerized, highly available, re-usable, elastically scalable*

**4**

### API Gateway powered discovery, integration & orchestration

Powering seamless internal & external communications



*Ensuring scalability, seamless integrations, extendibility, security*

**5**

### AI/ML capabilities via Data Platform

Next gen lake house, Data ingestion & transformation, CDP\* and CEP^



*Real-time analytics, dashboarding, hyper-personalization*

**6**

### Full tooling DevSecOps

Intelligent, secured, tech-ops at scale



*High degree of automation, fault tolerance and resilience*



## Customer 360

Creating customer personas using diverse customer attributes

**1000+ Attributes**



## Next Best Offer

Utilizing real-time AI led tools to maximize Customer Lifetime Value

**50+ AI models**



## Personalization

Build best in-class personalization engine for targeted communications

**100+ Microsegments**



## Nudges

Nudge library to engage customers at the right time

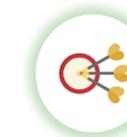
**250+ Nudges**



## Lead Scoring

Identifying high quality leads using ML models to prioritize actions

**20+ ML models**

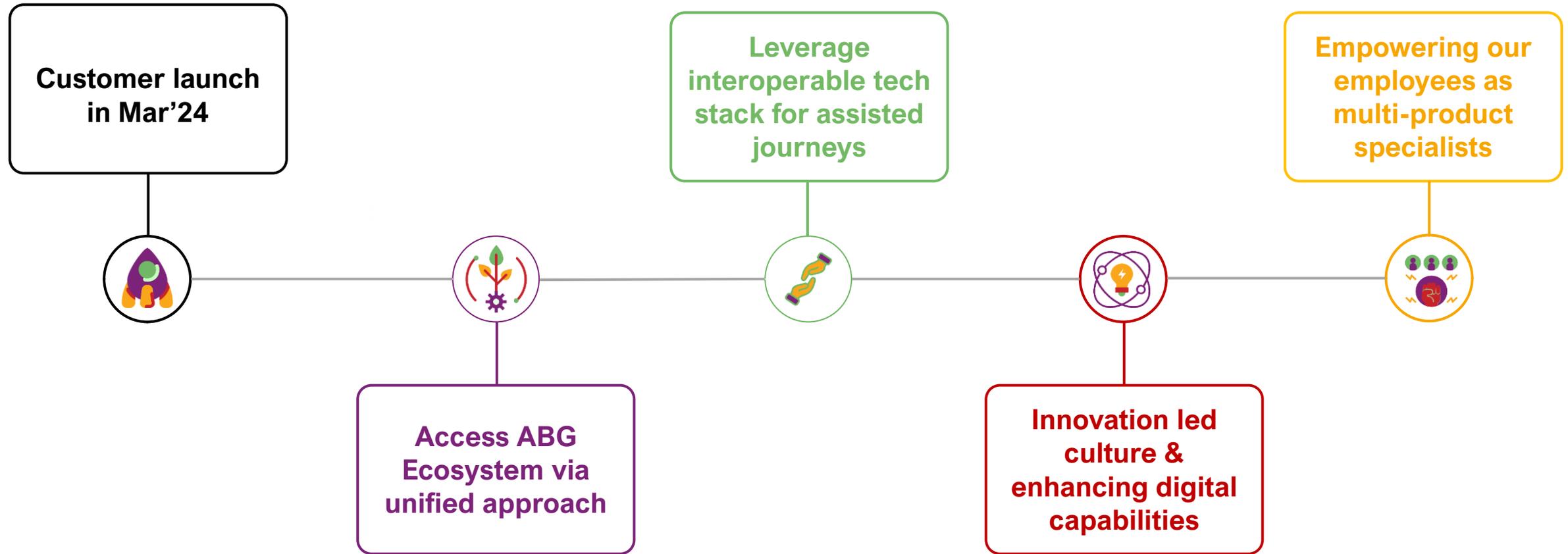


## Optimization

Optimizing customer reach strategy for omnichannel experience

**10+ Touchpoints**

# Road Ahead: FY25



# Payments

## Payments makes us a 'full-stack' FS company

Line of Business	Presence of ABC
Mutual Funds	✓
Life Insurance	✓
Health Insurance	✓
Lending	✓
<b>PAYMENTS</b>	✓

## Payments helps ABC achieve:



Customer Engagement & Retention

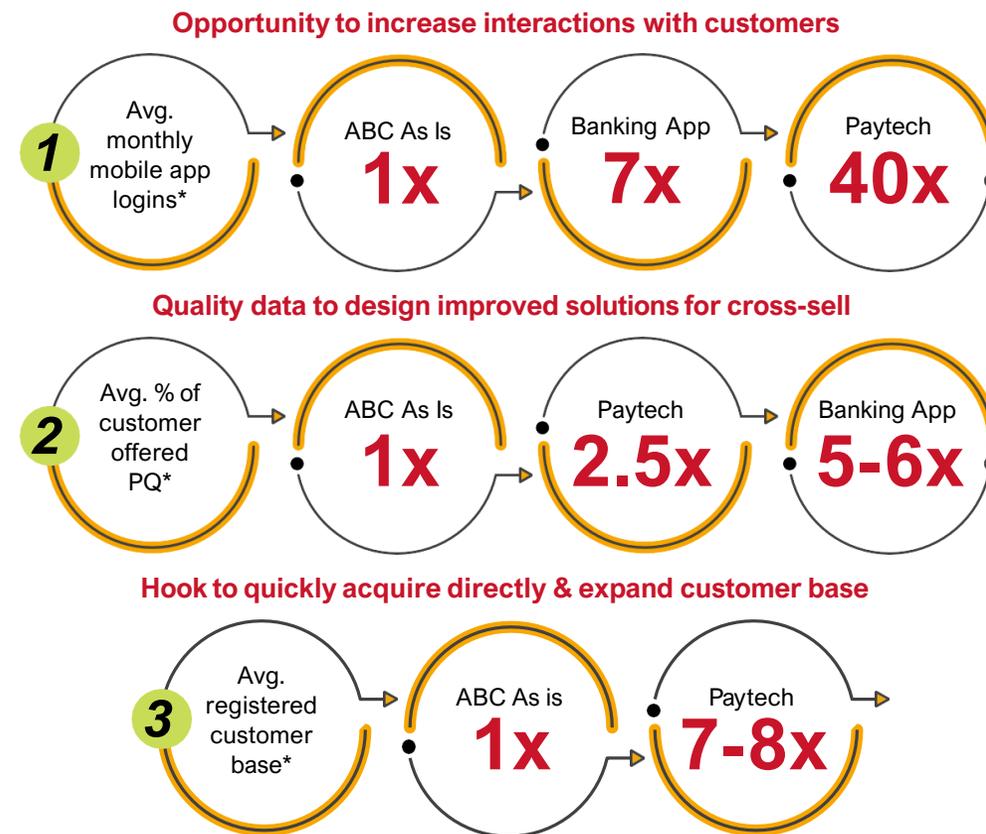


Fulfill Transaction Needs



Higher Brand Recall

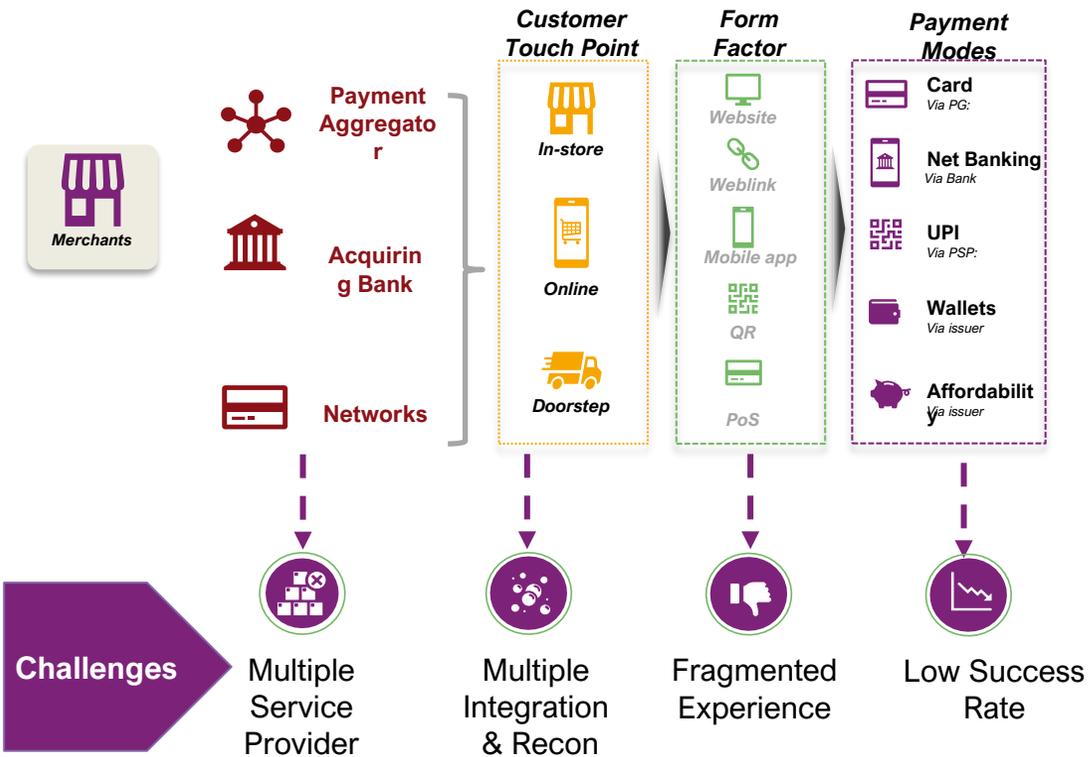
## Payments enables



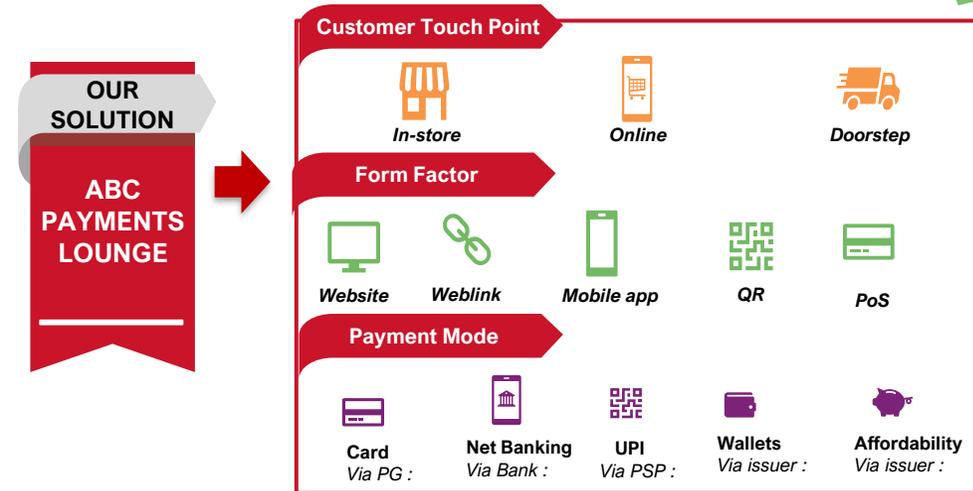
\*Based on market intelligence



## Current Payment Aggregation Landscape

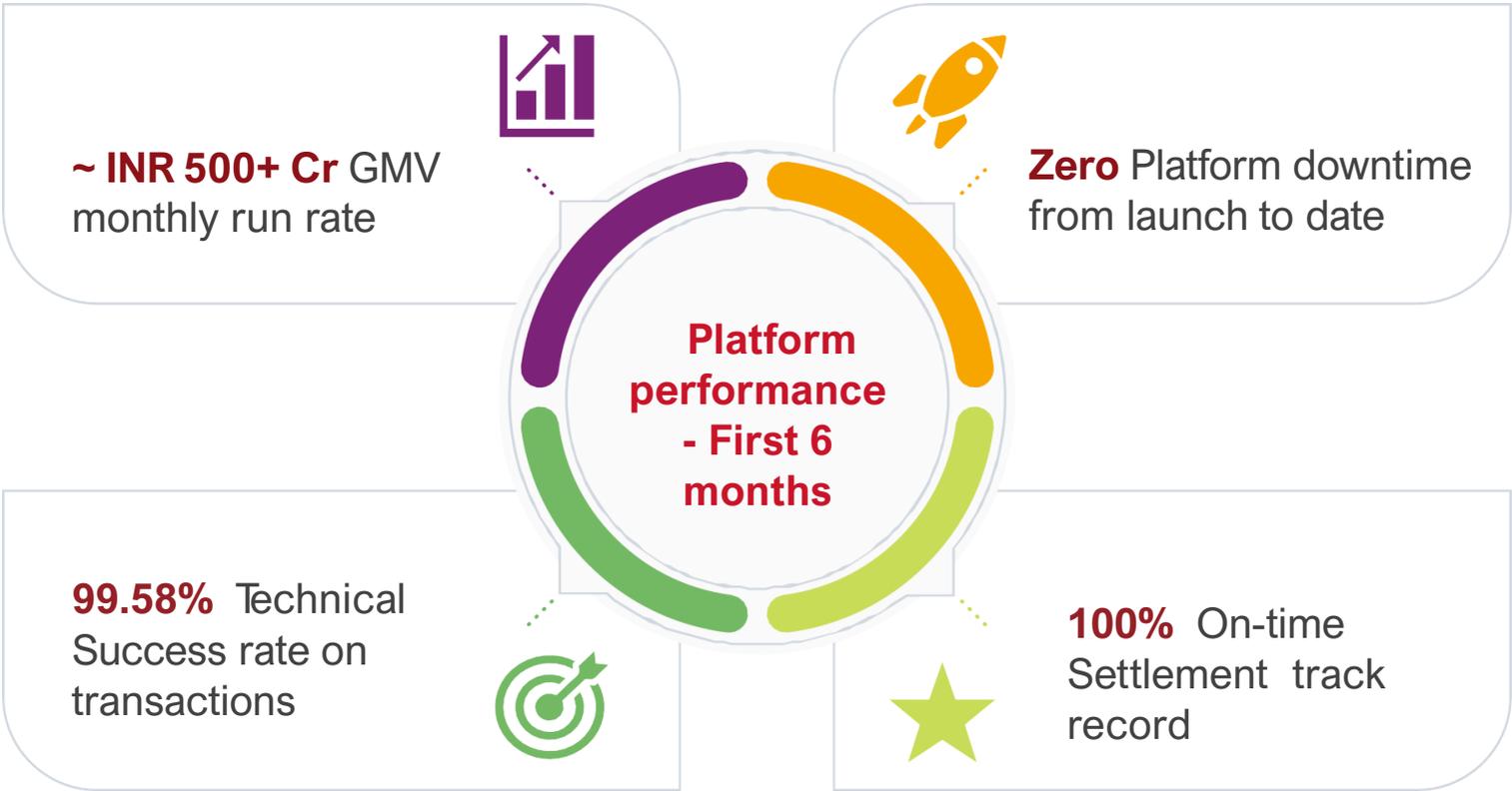


## With ABCD Payment Lounge

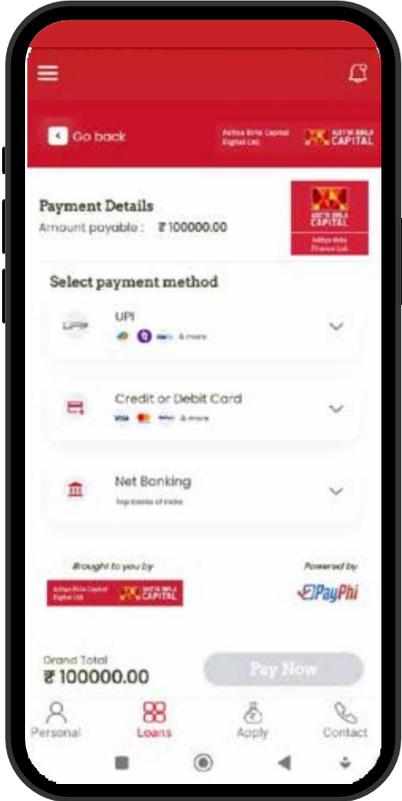


### Benefits

- Higher transaction success rate
- Omnichannel experience
- One integration, one recon
- Brand Reinforcement

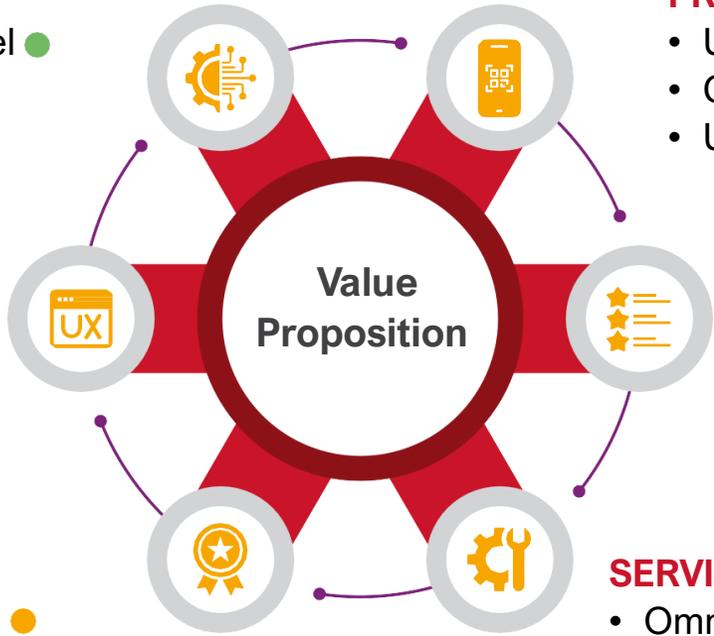


## Payments Lounge Checkout Page





**@abcdicici**



**TECHNOLOGY**

- TPAP on API model ●
- Smart routing ●

**PRODUCT**

- UPI international ●
- Credit card on UPI ●
- UPI 123 pay ●

**UI / UX**

- Z-axis motion design ●
- Comprehensive payments history ●

**FEATURES**

- Pay from multi-account ●
- Multi-mode collect ●
- Simplified self-transfer ●
- Pre-verified bank transfers ●

**REWARDS**

- Instant cashback ●
- User behavior led rewards ●

**SERVICES**

- Omnichannel customer connect ●
- Proactive customer reach out ●

Availability ● No / Low ● Med



**100+**  
Payments Services



**30+**  
Customer Value Propositions

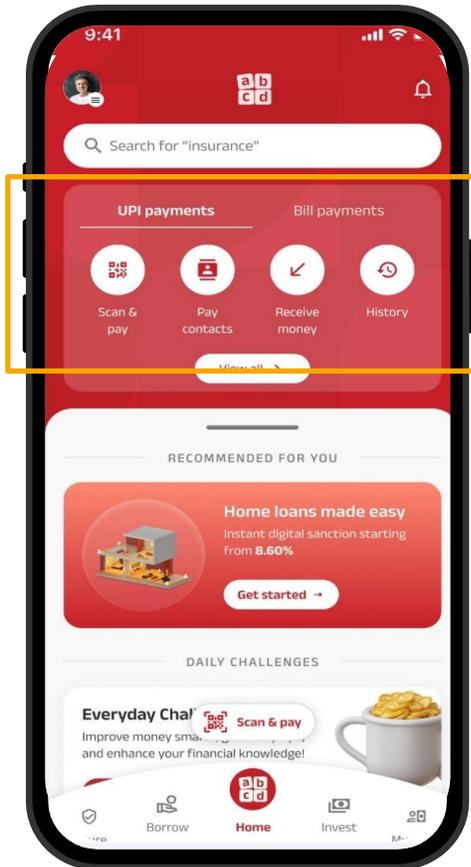


**26+**  
Biller Categories

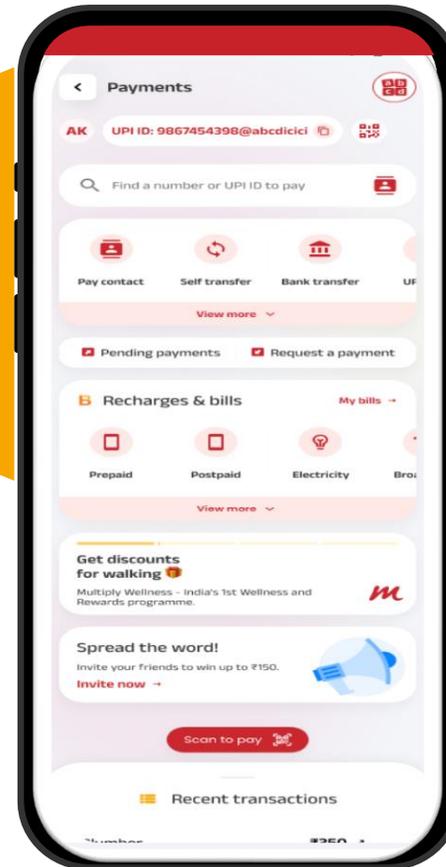
## ABCD Home Screen



## Payments Dashboard



Payments Stack available as part of ABCD App



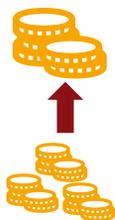
Expands to Full Stack Payment dashboard



# Our Differentiators: Multi-Account Payment



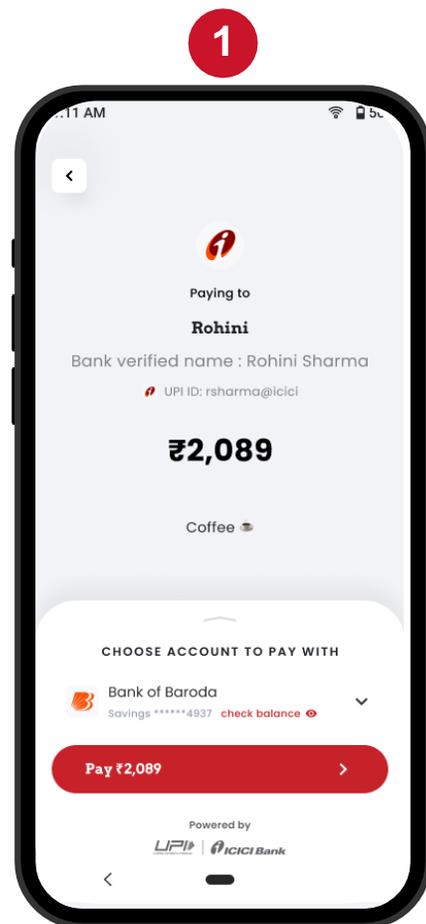
**INDUSTRY FIRST**



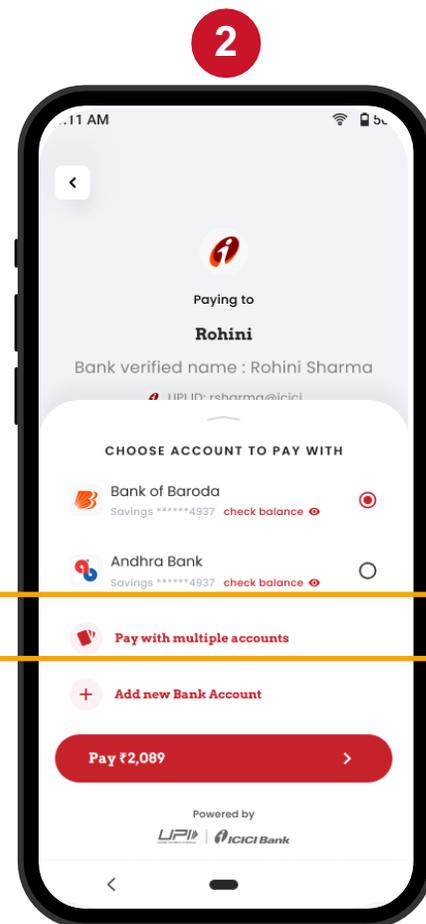
**Make single payment by debiting multiple bank accounts.**



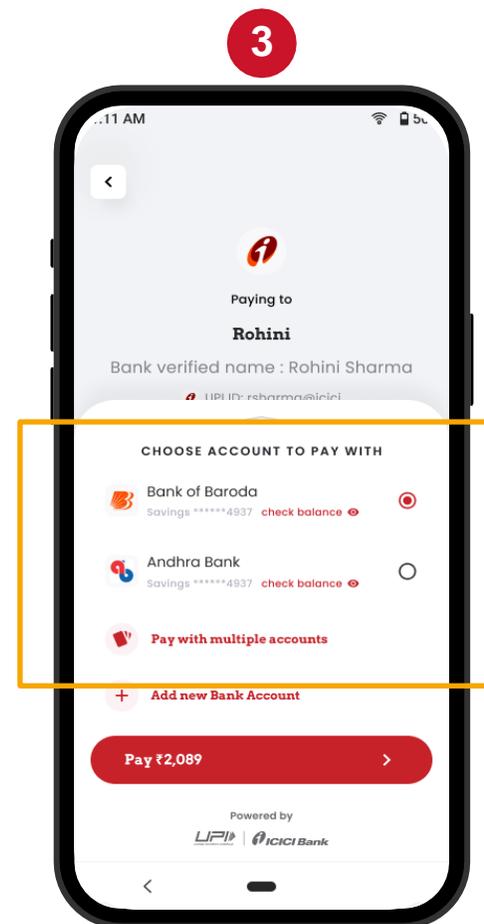
**Unique functionality to help consumer when falling short of funds in one account.**



Choose 'Multiple Account' option for high ticket transactions



Select accounts from which funds need to be transferred



Set amount and proceed to pay

# Our Differentiators: Multi-Mode Receipt

INDUSTRY FIRST



Choose from  
multiple methods  
to receive money



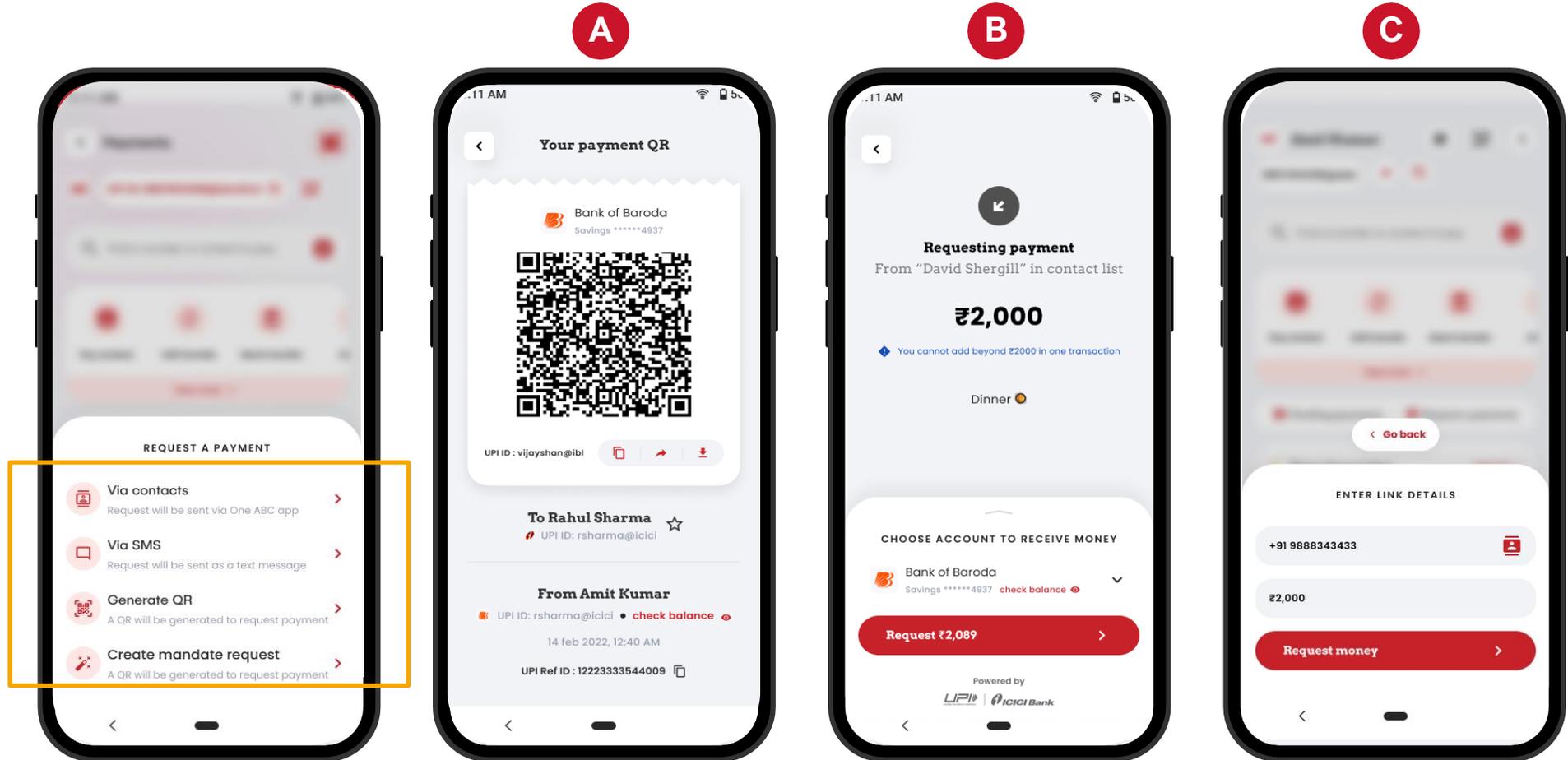
QR



Notification



Link



Generate value based  
QR and share to collect

Send a collect  
request notification

Send a collect  
request Link

# Our Differentiators: Pre-verified Bank Transfer

**INDUSTRY FIRST**



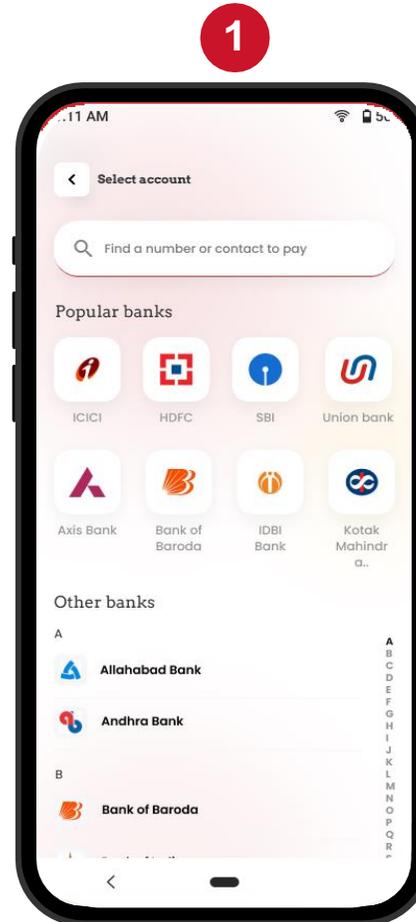
**Unique functionality introduced in consumer's bank transfer journey.**



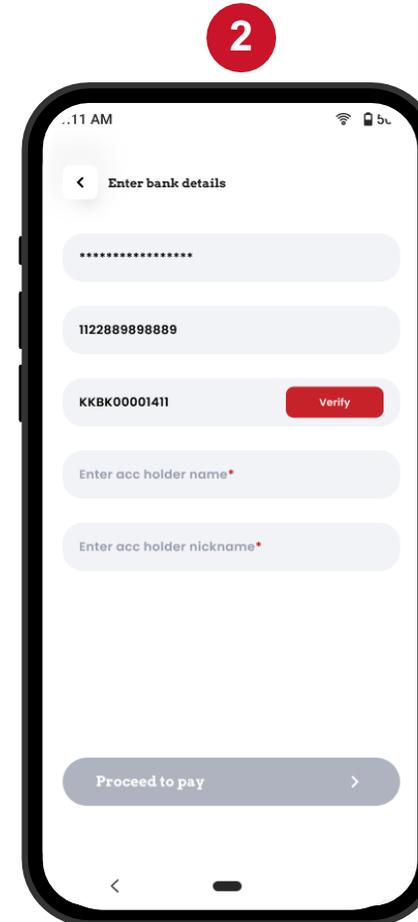
**Auto fetch beneficiary bank IFSC and name.**



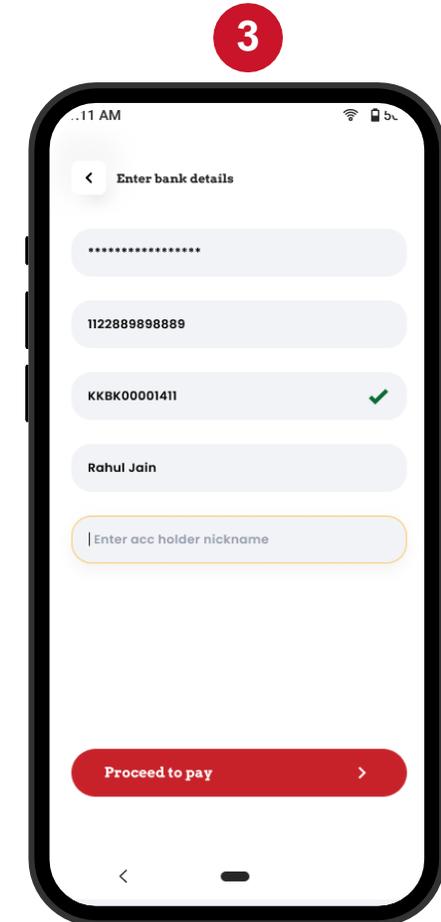
**Bank transfers more convenient & simpler now.**



Select bank from list of bank accounts



Enter account number



Auto-fetch IFSC & Beneficiary name

# Our Differentiators: UPI International



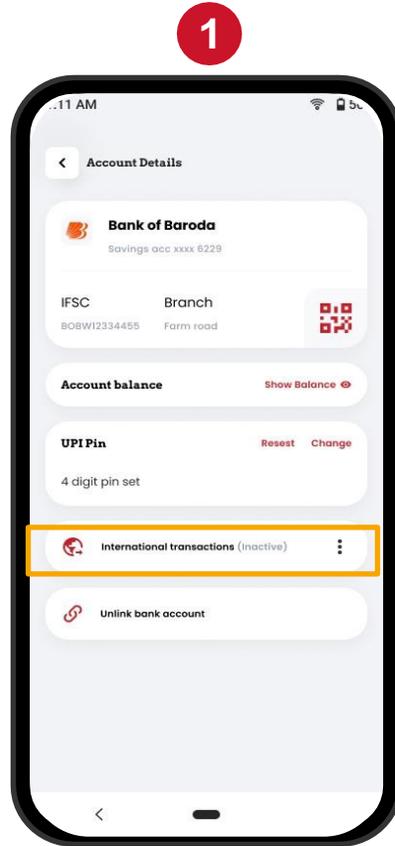
**QUICK MOVER**



Now use UPI to pay when you travel abroad\*

Benefit from transparency in forex conversion and markup

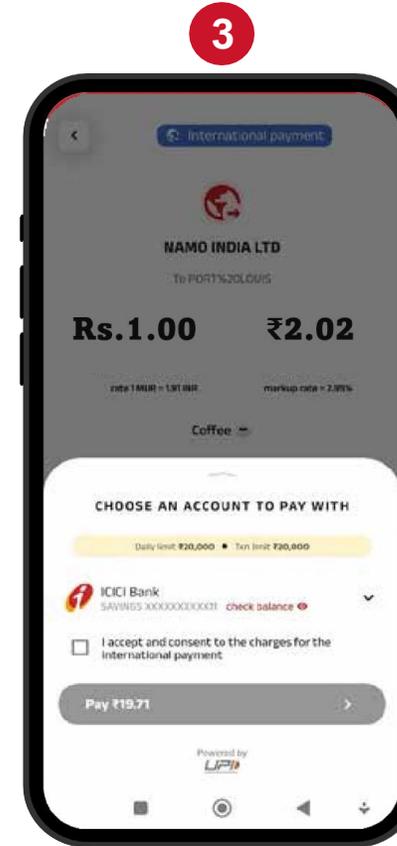
Enjoy secure international transactions



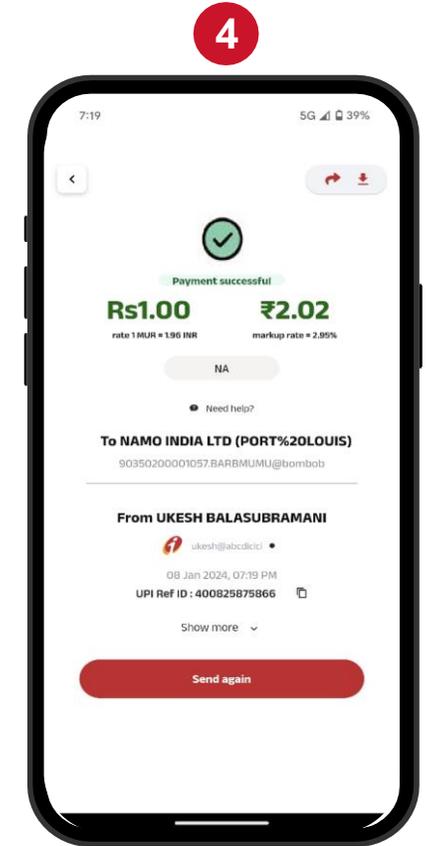
1 Enable international transactions in 'Profile' section



2 Scan international QR



3 Verify currency conversion and markup details



4 Complete transaction

# Our Differentiators: RuPay on UPI

QUICK MOVER

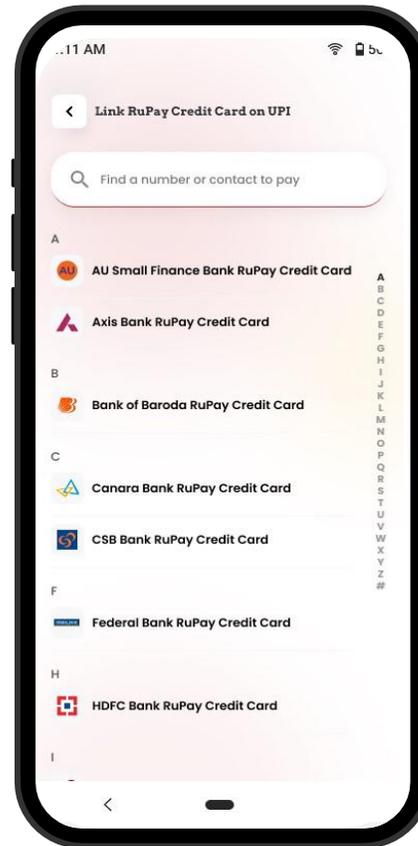


Link your RuPay credit card to your UPI handle.



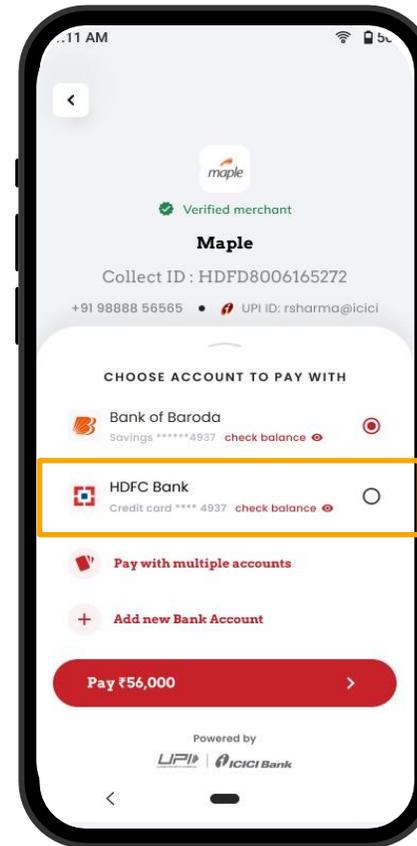
Use your credit line to pay to merchants & billers.

1



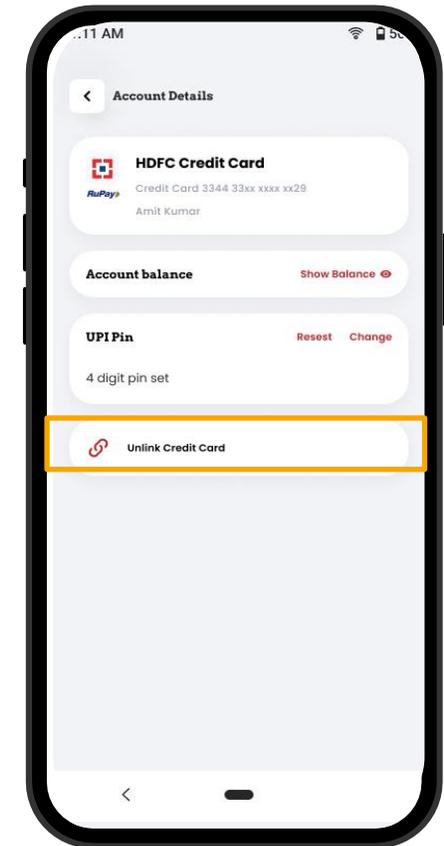
Link RuPay credit card

2



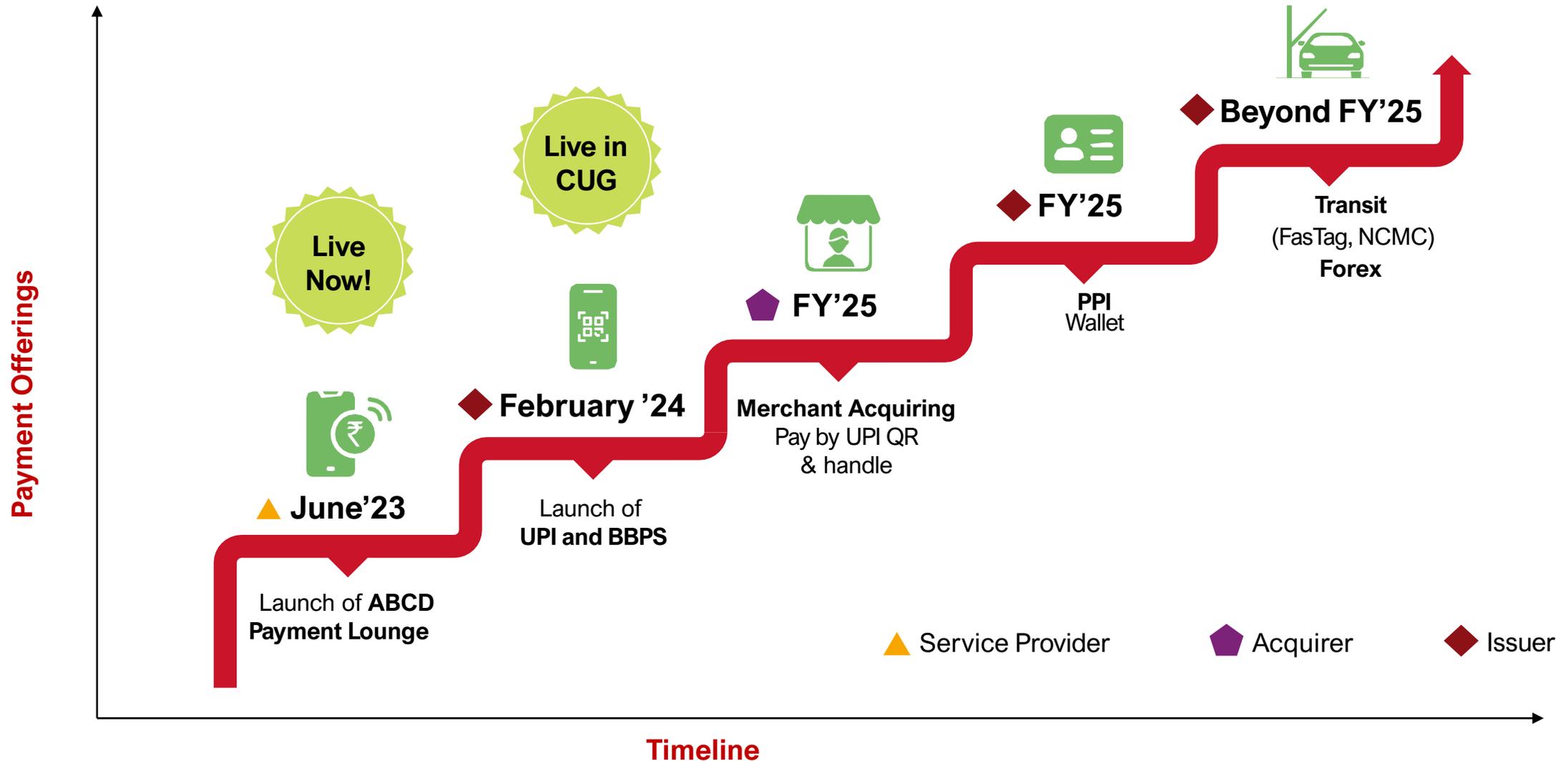
Select RuPay card to pay

3



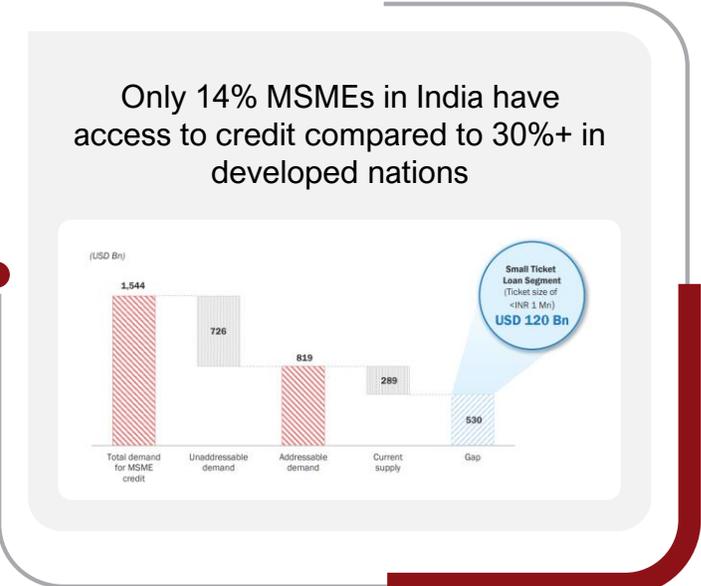
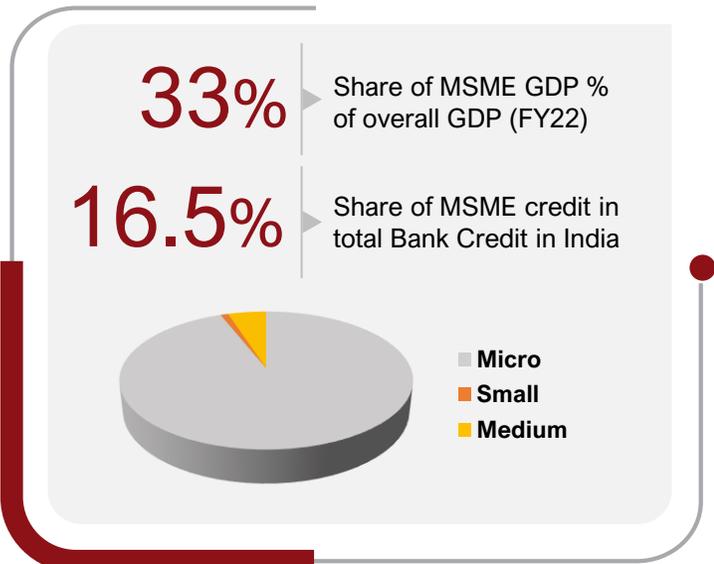
Manage Linked Card – Check balance, Reset Pin

# Our Roadmap: Payments will Continue to Evolve



# Udyog Plus – MSME platform

- MSME: Large & Growing Ecosystem
- Gateway to Multiple Opportunities
- Huge Unmet Demand



## Trends in MSME Ecosystem

### Robust Digital Infrastructure

- Easy access to data
- Tailwinds from govt. initiatives
  - TReDS
  - ONDC
  - GeM
  - mudra
- Increasing digital adoption in MSMEs

### Higher Digital Adoption by MSMEs

- Point Of Sale Payments
- Business Management Solutions
- B2B eCommerce

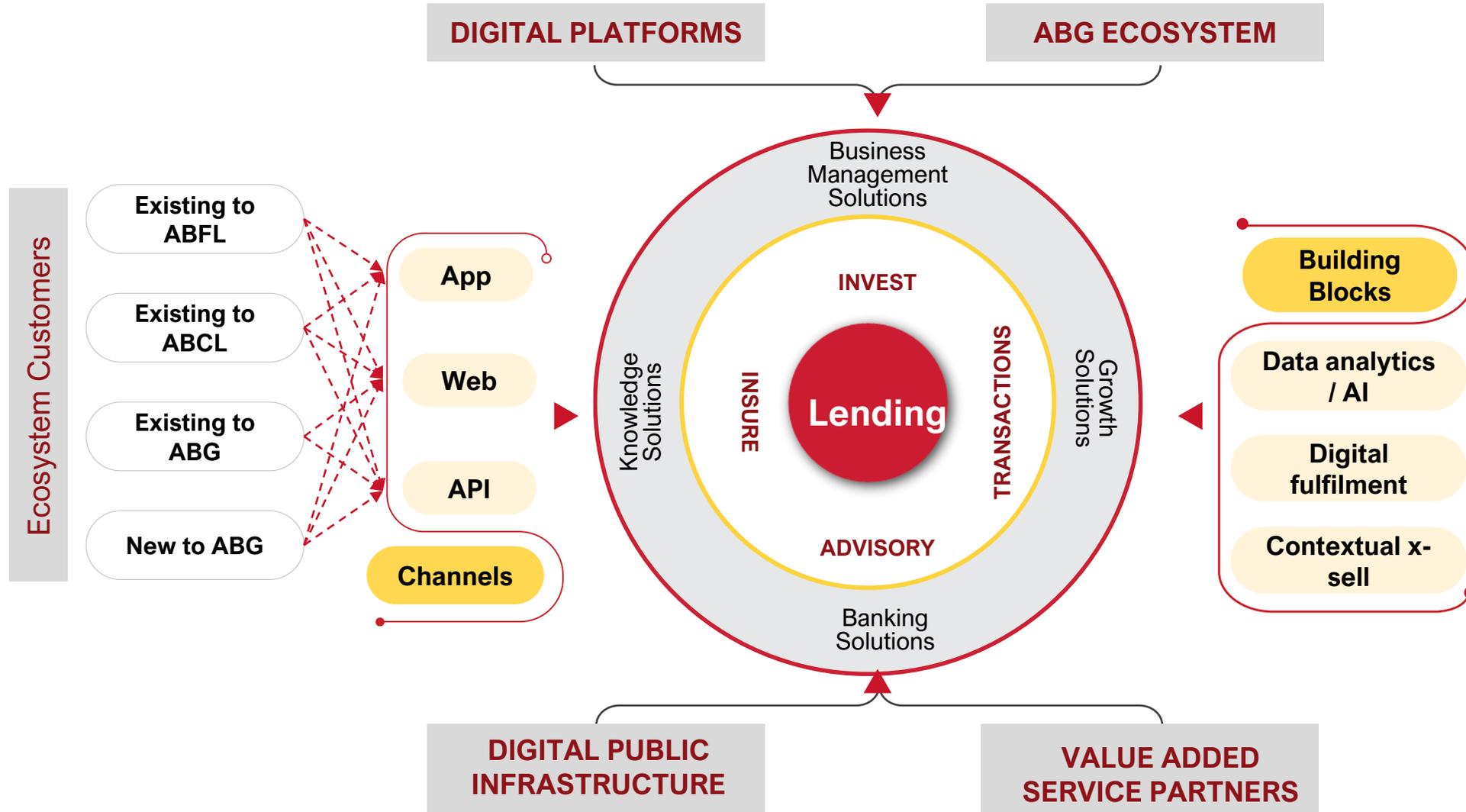
### Right Time for Differentiation

**No single platform catering** to all MSME segments & also entire spectrum of needs

**Right time to create differentiation** by offering full-scale ecosystem platform

Create **large scale direct acquisition funnel** for ABG ecosystem

# Udyog Plus: Addressing 360° needs of MSMEs



## BUSINESS LENDING



**Paperless** unsecured Business Loan journey up to Rs 10L

Instant loan up to Rs. 2L **without documentation**

Discovery for Secured lending solutions

## SUPPLY CHAIN FINANCING



Channel & Vendor financing

**Pre-approved** limits

**Instant** dealer onboarding

## INSURANCE & INVESTMENTS



**Embedded Insurance** solutions with loans

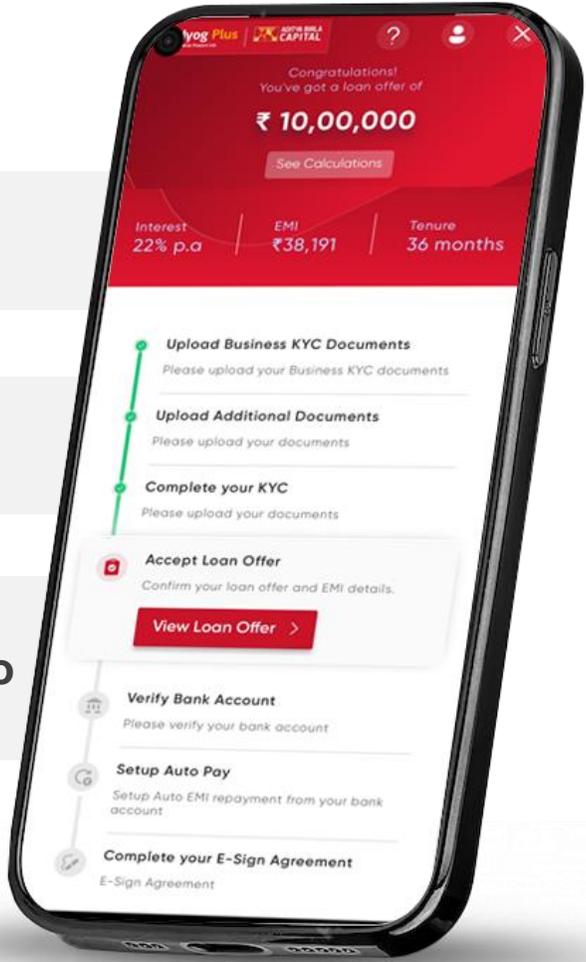
Investment Solutions including MF, Demat, FD

Corporate Insurance Solutions

**End to End  
Digital Process**

**Loan sanction in  
< 2 mins**

**Paperless Loan  
Disbursement up to  
Rs. 10 Lacs**



### DIY Journey

Discovery of the Udyog Plus platform by the users



### Digital Application

Business rule engine is run to generate instant sanction up to Rs 2 lacs



### Paperless Documentation

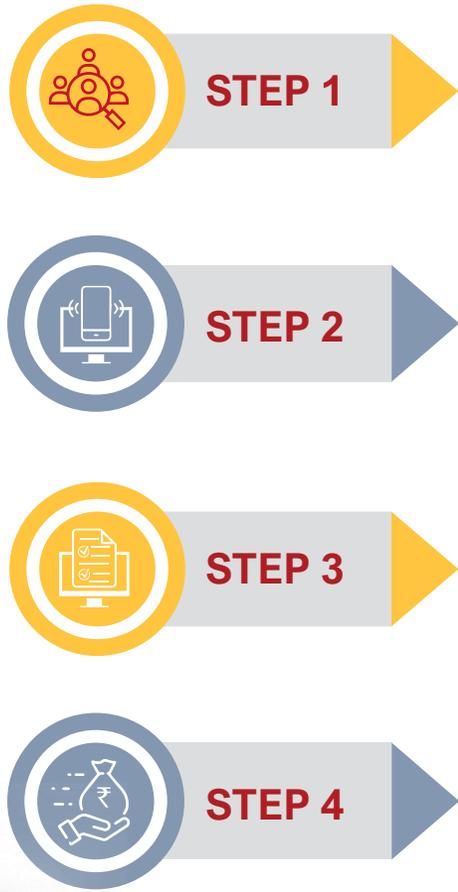
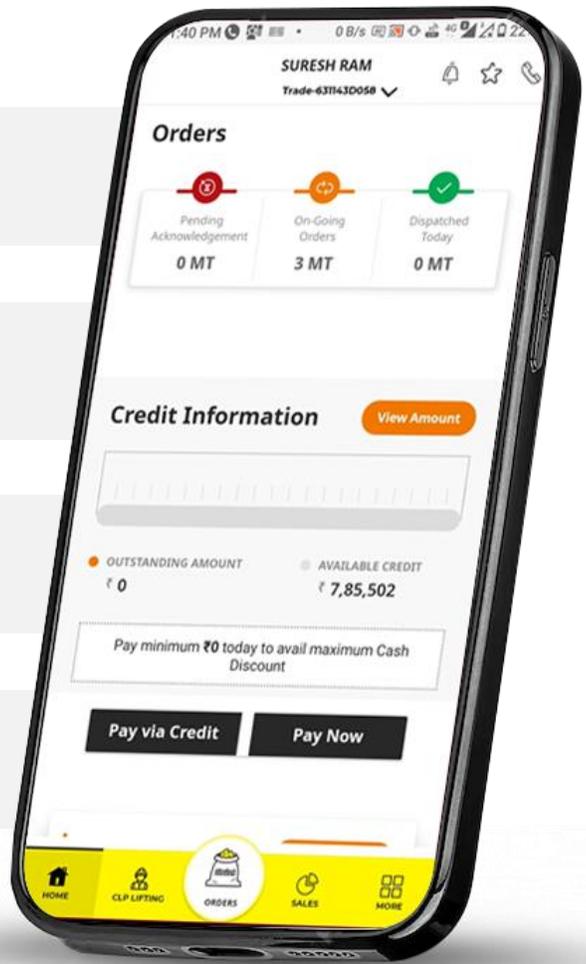
Digital provision of fetching GST/ ITR also available for higher loan amount



### Instant Disbursement

Digital KYC, e-Agreement, online mandate setup to disburse loan amount into user's account.

- End to End Digital Process
- Pre-approved Offers
- Instant dealer onboarding
- Paperless Loan Disbursement



## STEP 1 Dealer Onboarding

Dealer will receive email to start onboarding process

## STEP 2 Digital Application

Pre-approved offer Details in pre-filled application form

## STEP 3 KYC & Agreement

Complete digital KYC and Agreement execution

## STEP 4 Instant Disbursement

Single Click drawdown through Customer Application

## Profile Details

Customer Name : Maheshbhai Vadadoriya  
Business Name : Shree Satyay  
Industry : Cloth Manufacturing & Trading  
Business Vintage : More than 3 years

## Problem Statement

Was finding it difficult to expand business due unavailability of funds required for procuring raw material & increasing staff strength

## Solutions

Came across Udyog Plus advertisement & completed online loan application on Udyog Plus platform. Got same day disbursement of loan amount of **4 lacs**

## Udyog Plus Impact

- Deployed the loan amount in increasing business capacity
- Has seen 10-20 % growth in monthly business post availing instant business loan through Udyog Plus platform



### CURRENT ACCOUNT



Current Account with  
**YES BANK**



### ACCOUNT SOFTWARE



25% off on subscription fee for  
**ZOHO** for managing your account  
and business operations



### HRMS AND PAYROLL



30 days free trial plus  
pay for 6 months & use for 12  
months with **Paybooks**



### TAX FILING SOLUTIONS



10% off only for ABFL Clients Tax  
Filing, Proprietorship Annual  
Compliance, Company Trademark  
Registration with **India Filings**



### CORPORATE TRAVEL



Domestic and  
International Travel  
Solutions - **Yatra**

### TAXATION ADVISORY



Taxations /  
Startup Advisory -  
**India Filings**



## BUSINESS NETWORKING



Business Networking solution to connect with Buyers and Sellers

Online Digital Store creation

Latest news and insight on the business information

Exclusive discounts on various services

## ONLINE DISCOVERY



Online discovery of Digital Stores using ONDC registration

Smart solutions to ensure scalability

Data-driven solutions leading to efficiencies across businesses

**sellerapp**

## KNOWLEDGE SERIES



Specialized knowledge content hub

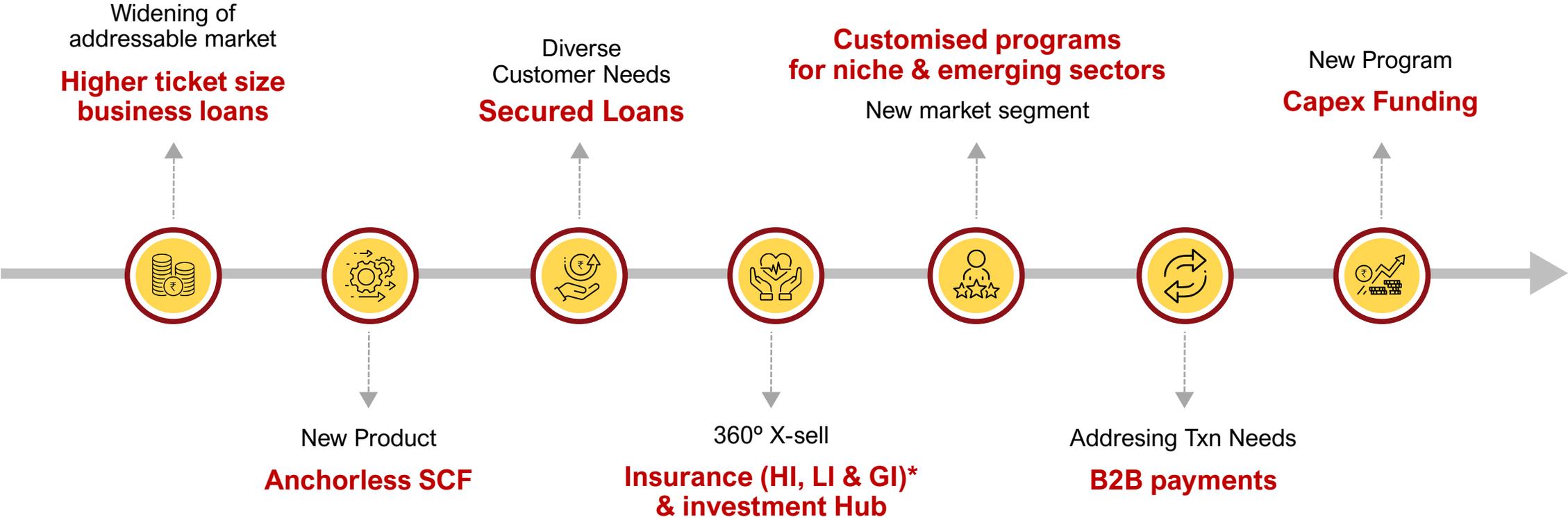
Customized basic and advanced business courses in partnership with MSMEEx

Financial Planning modules and Credit score analysis

**msmex**  
Xcelerating Growth

# Acquisition Funnels - Direct & via Ecosystems

Direct to MSMEs		ABG Ecosystem	External Ecosystems	
	Paid Marketing Campaigns 		Pre-approved limits to channel partners/ distributors	 B2B & B2C Ecommerce 
	Social Media Campaigns 		B2B E-commerce platform partnership	 Merchant POS 
	Discussion Forums 		Channel Finance for retailers & Dealers	 Neo Banking Platforms 
	Organic Traffic 		PO Finance for vendors & Capex Funding for franchise	 Digital public Infrastructure  
	Influencers and connectors incl. trade associations 		ABC Sales Channels (Direct Sales team, Select DSA)	 Corporate DMAs  



## Tareeka Badlo, Business Badlega.

Digital and Paperless Loans  
in 2 minutes.



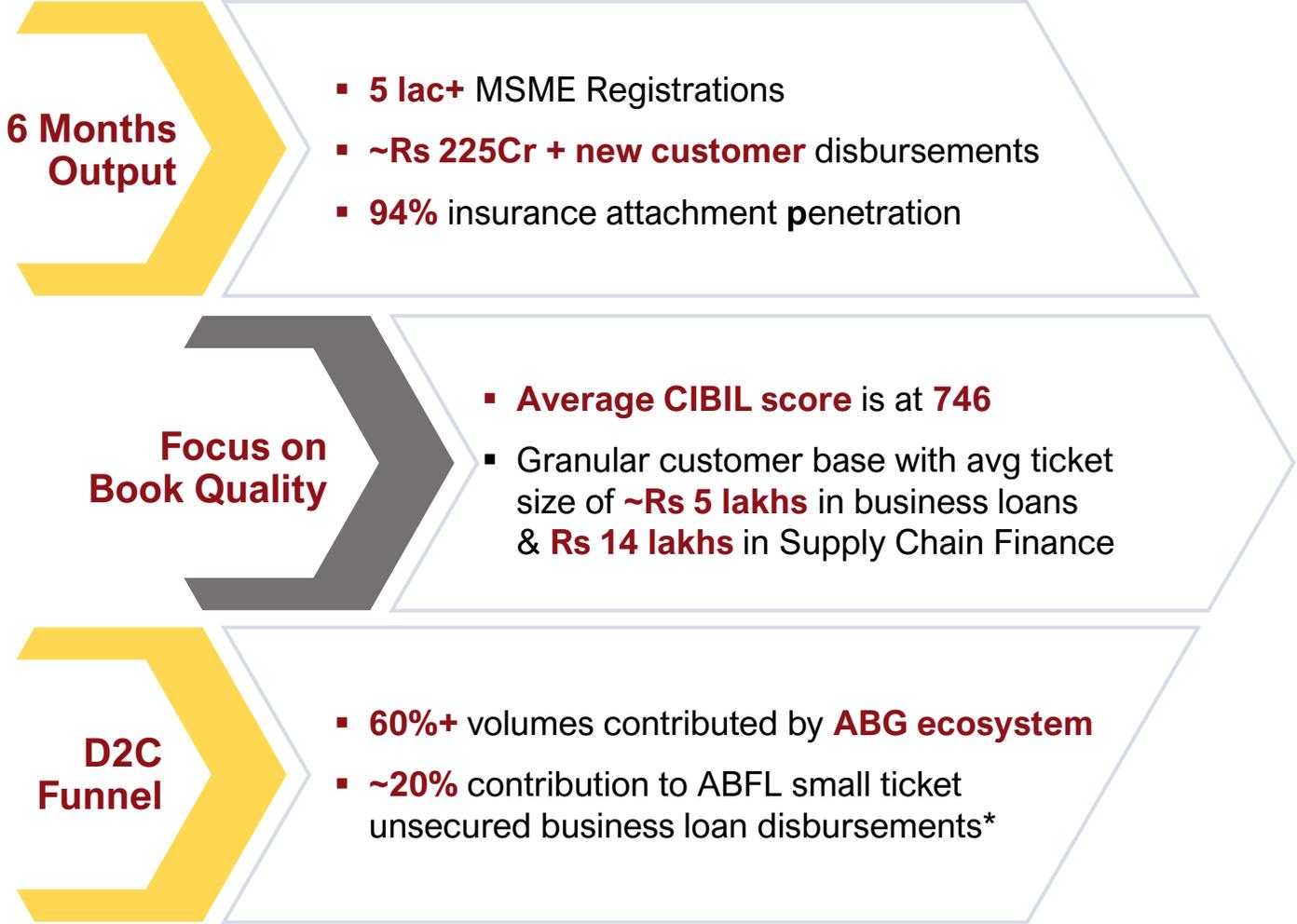
**WORKING CAPITAL LOAN**

**MERCHANT LOAN**

**BUSINESS LOAN**

Introducing Udyog Plus, the new way to do business is here. A one-stop digital platform offering complete business solutions for MSME owners. Take a step towards transforming your business and achieve your goals with ease.

**Udyog Plus Business Solutions**



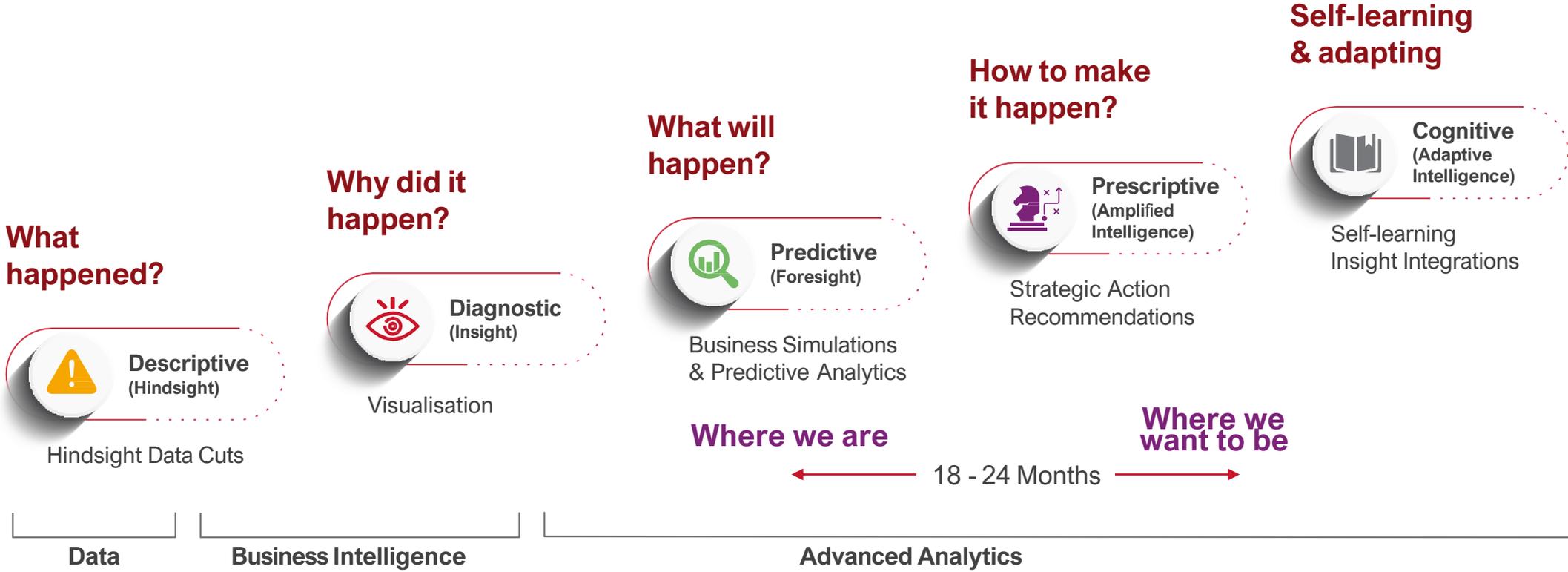
# Digital, Analytics & Technology

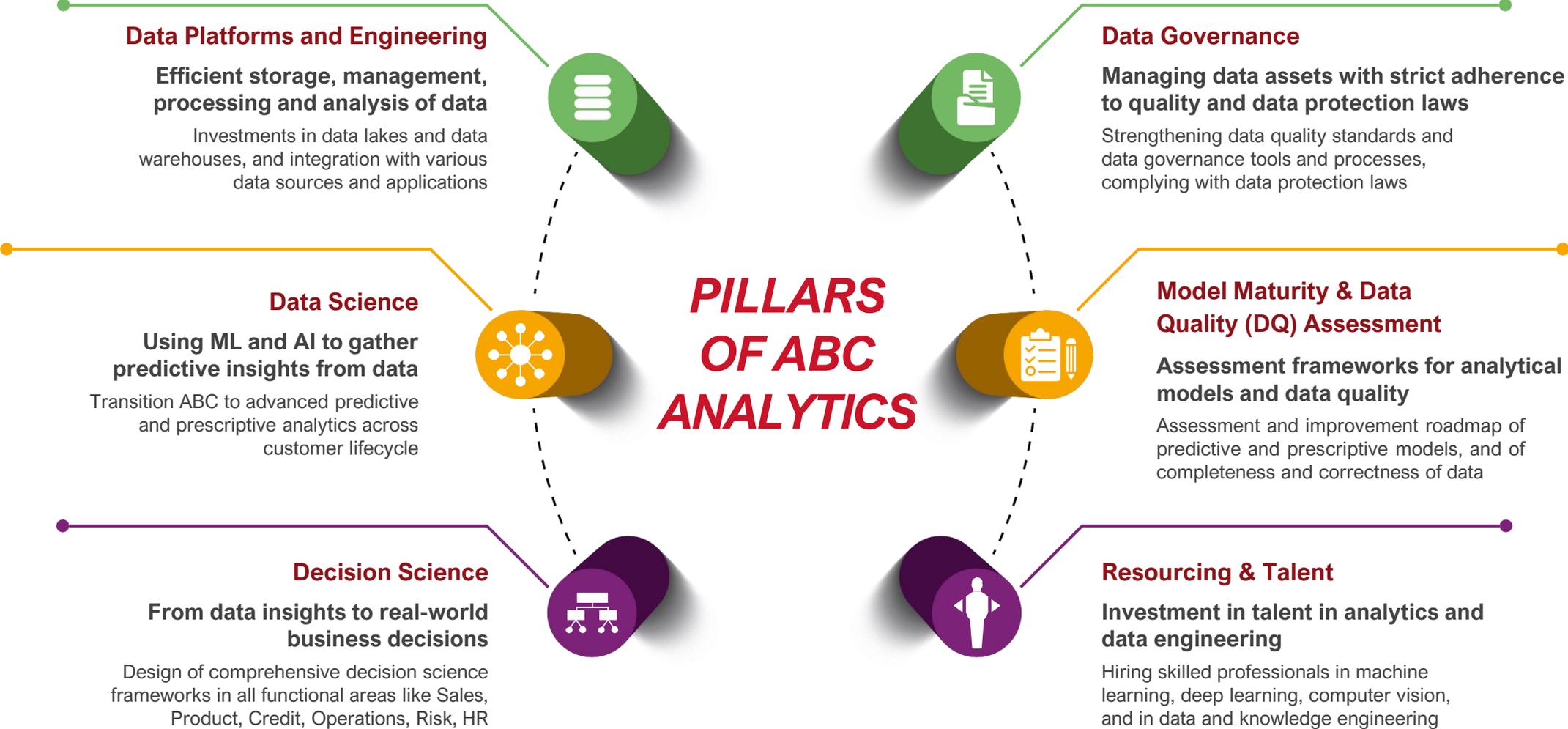


# Analytics: 5 Stages of Maturity



Low ————— Maturity ————— High







## Data Platforms & Engineering

### Early Wins

- Implemented data platforms like **AWS, GCP, Databricks**
- **Unified capabilities** on DWH, streaming, AI/ML on the Lakehouse architecture

### What's Next

- Strengthen tools for data **dictionary**, data **catalog**, data **lineage**
- Implement **advanced ML algorithms** to derive deeper insights from data



## Data Science

### Early Wins

- **106 analytical models** currently in use across **customer lifecycle and functional areas**

### What's Next

- **400+ predictive and prescriptive models** to be operational by FY25



## Decision Science

### Early Wins

- Organization-wide **adoption of automated dashboard tools** like Tableau and Power BI

### What's Next

- Implement **comprehensive decision frameworks** in productivity management and operational efficiency



## Data Governance

### Early Wins

- Culture of **secure and responsible data sharing** while prioritising the **protection of customer privacy**

### What's Next

- Implement **data stewardship process** across all business units
- Comply with the **DPDP Act**



## Model Maturity & DQ Assessment

### What is this

- Model Maturity Assessment evaluates a model's **ability to provide actionable insights**
- DQ Assessment measures the **completeness and correctness** of critical data elements

### What's Next

- Business units to achieve **100% data quality** for effective analytical models
- Continuously drive **higher maturity**



## Resourcing & Talent

### Early Wins

- Analytics headcount increased by **170% to 110**
- Data Engineering headcount increased by **135% to 94**
- Total at **204**

### What's Next

- Total headcount in Analytics and Data Engineering set to be **350+ by FY25**



## ACQUISITION



### PL Disbursement

FY22	FY23	FY24
X	2.3X	4.6X



### LI PASA

FY22	FY23	FY24
X	1.2X	1.7X



## RISK MANAGEMENT



### Collection Efficiency

FY22	FY23	FY24
X	1.3X	1.4X



### HI Fraud Prevention

FY22	FY23	FY24
X	1.2X	1.4X



## RETENTION & WIN-BACK



### LI Customer Renewal

FY22	FY23	FY24
X	1.3X	1.5X



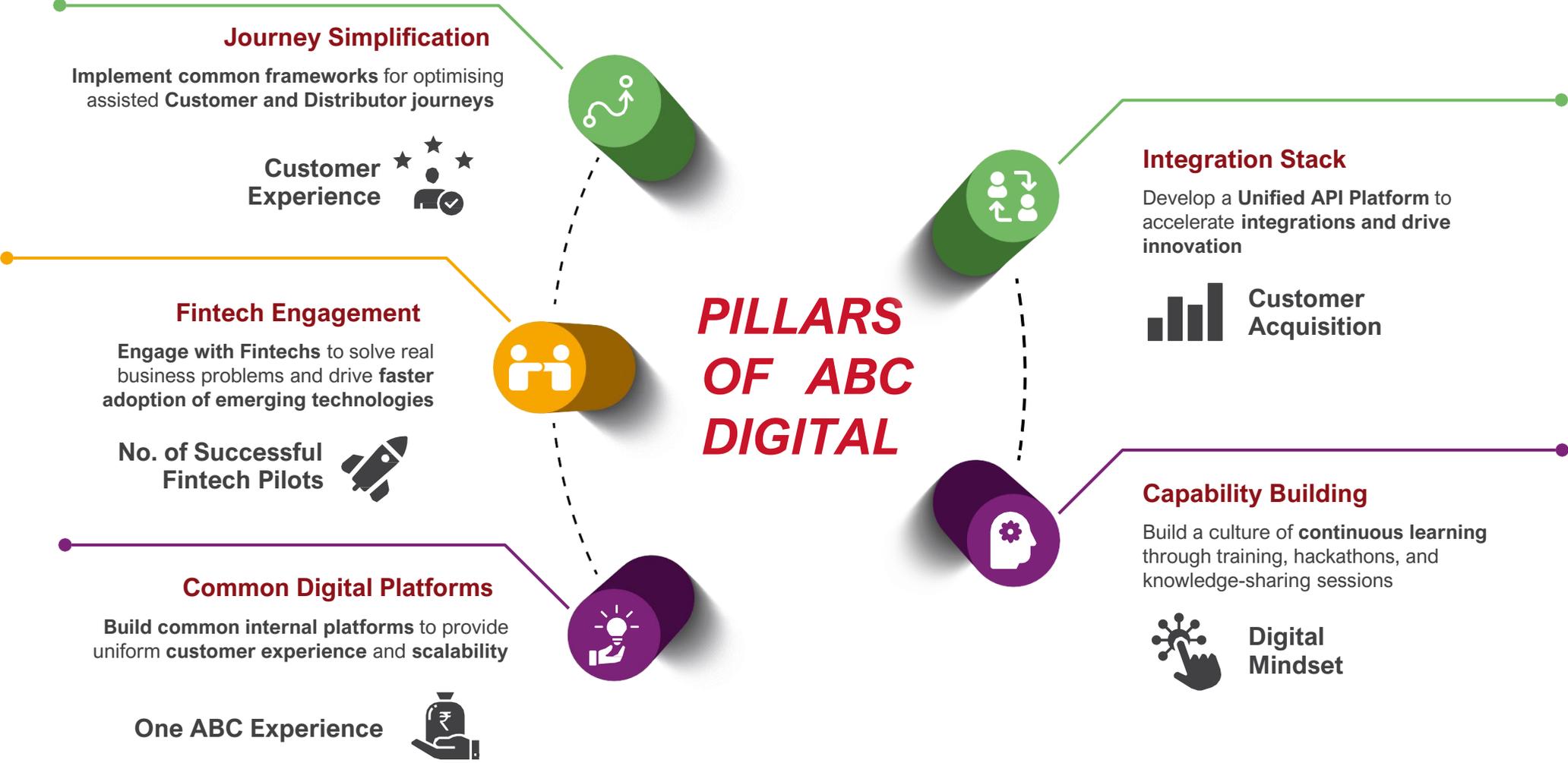
### HI Customer Renewal

FY23	FY24
X	1.5X

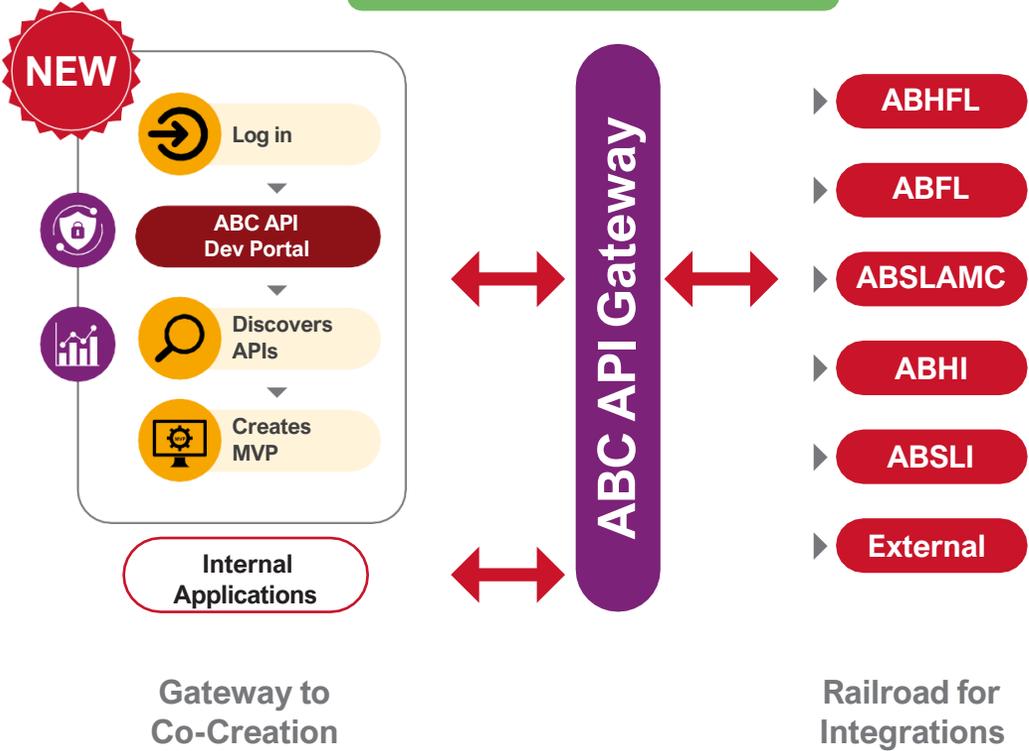


### LI Customer Win-back

FY22	FY23	FY24
X	1.1X	1.7X

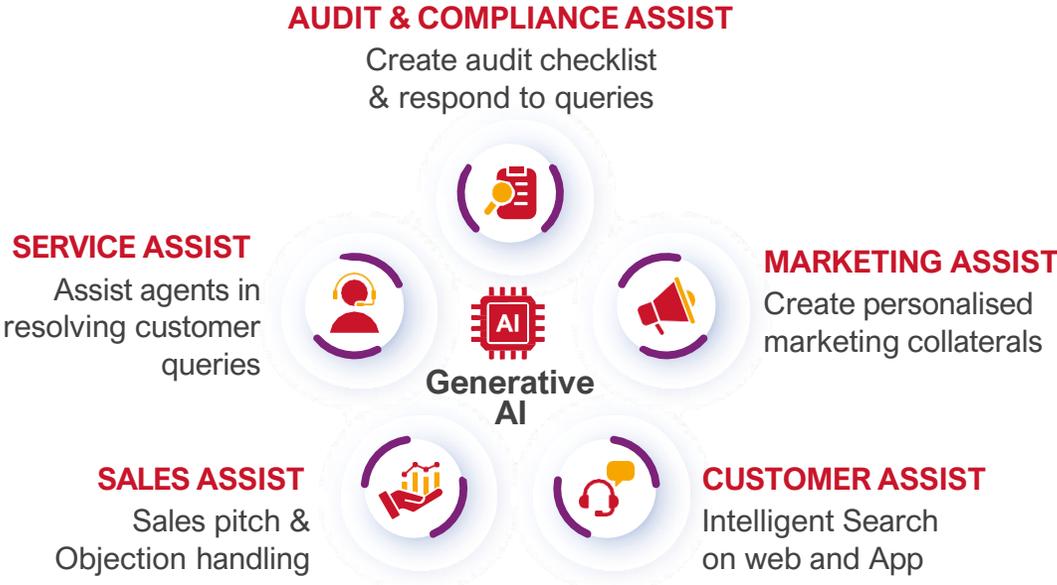


## ABC API Gateway



**Easier & Faster Partner Integration |  
Easier Maintenance & Increased Adaptability |  
Minimum Assistance needed for Partners**

## Generative AI Common Utilities across ABC



**Higher Customer Engagement & Lead Generation |  
Employee Productivity | Reduction in Time to generate  
Marketing Collaterals | Customer Experience**

## Inside-Out

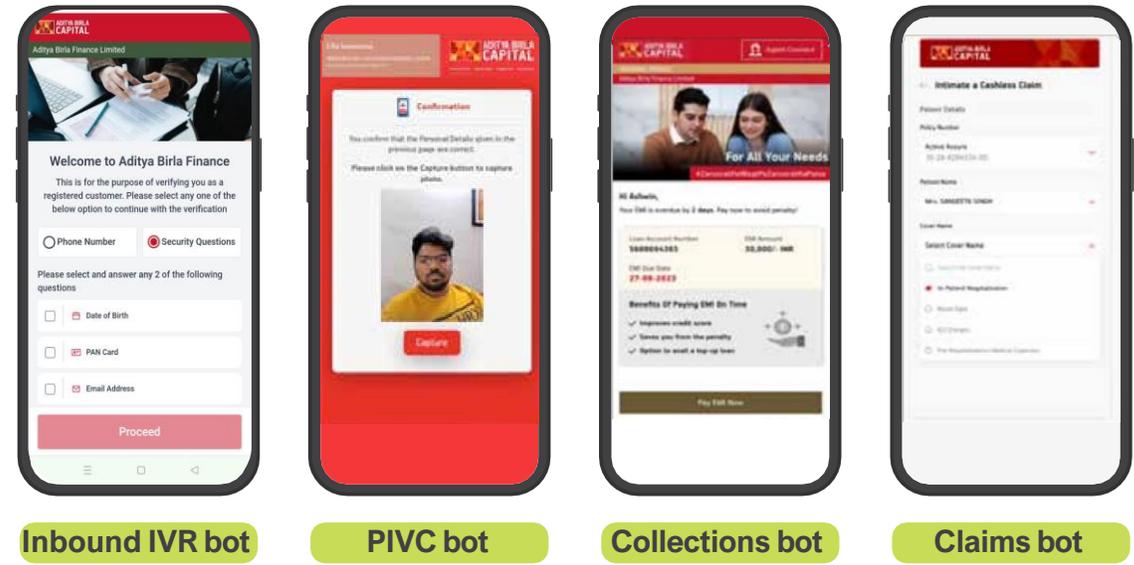
**10,000 + Fintech Network**  
through Accelerators and ABG Innovation Fund



**14 Successful POCs as of Jan'24**  
since launch of the program in May'23

## Outside - In

**250 + Voice Bots** across customer onboarding, service and retention journeys for **Customer Convenience & Scalability**



**Inbound IVR bot** | **PIVC bot** | **Collections bot** | **Claims bot**

**40%+ Inbound calls** handled by **Voice bots** &  
**₹532 Cr** Renewal Premium collection till **Dec'23**

for Digital Customer Journeys & Acquiring Customers at Scale

 **Presence Less Layer** ●  
CKYC | Digi locker KYC | eKYC | VCIP

 **Paperless Layer** ●  
Digilocker | eSign | eContract

 **Cashless Layer** ●  
Electronic Payment | eMandate | Penny Drop | UPI

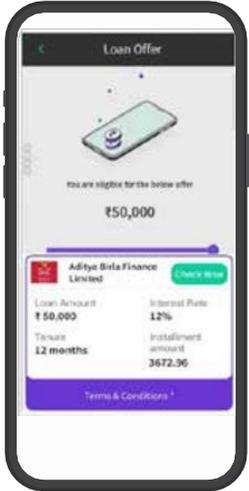
 **Consent-based Layer** ●  
**Account Aggregator (AA)**

- AA Themes:**
- Simplification of Onboarding Journey
  - Data Enrichment for Personalized Solutions
  - Customer Reminder for Revenue Retention

 **Open Networks** (Openness & Interoperability) ●  
**ONDC**

- Phase 1 integration:**
- Personal Loan
  - Health Insurance
  - Mutual Fund

**OCEN 4.0**  
Open Network for Credit to SMEs for Government and Private Networks



**84%** customers KYC done digitally  
**58%** reduction per KYC Cost  
**80%** of agreement executed through eSigning  
**95%** of contract execution through eContract

- **Early adopters** in Life Insurance and PFM (Personal Finance Management)

- ABFL & ABHI finalised as **Wave 1 for ONDC**
- Will emerge as a major channel for direct customer acquisition for Bharat

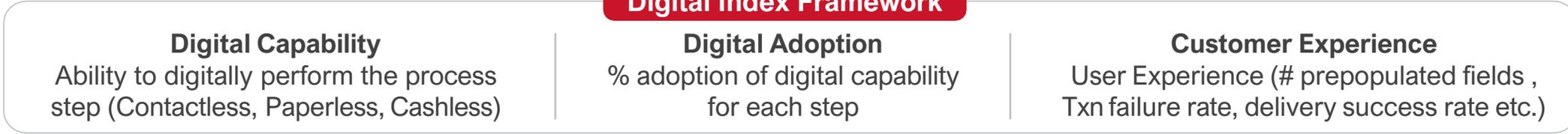
OCEN - Open Credit Enablement Network, ONDC - Open Network For Digital Commerce

DPI Maturity in ABCL ● Mature ● Emerging ● Early Stage

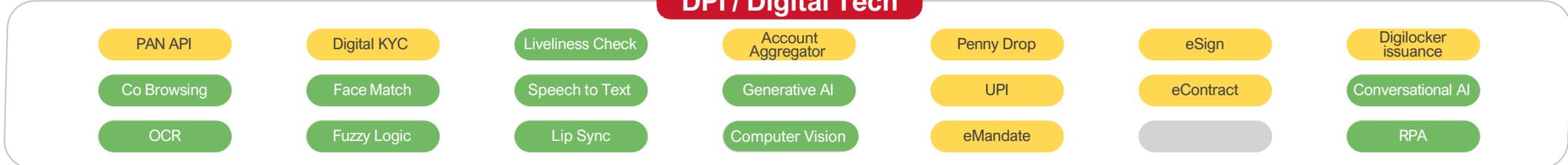
# Digital Index for Customer Journey Simplification & Efficiency



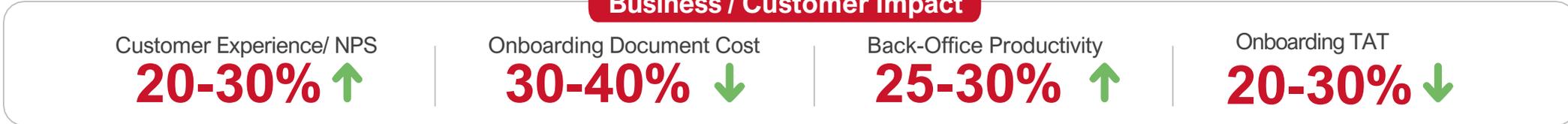
## Digital Index Framework



## DPI / Digital Tech

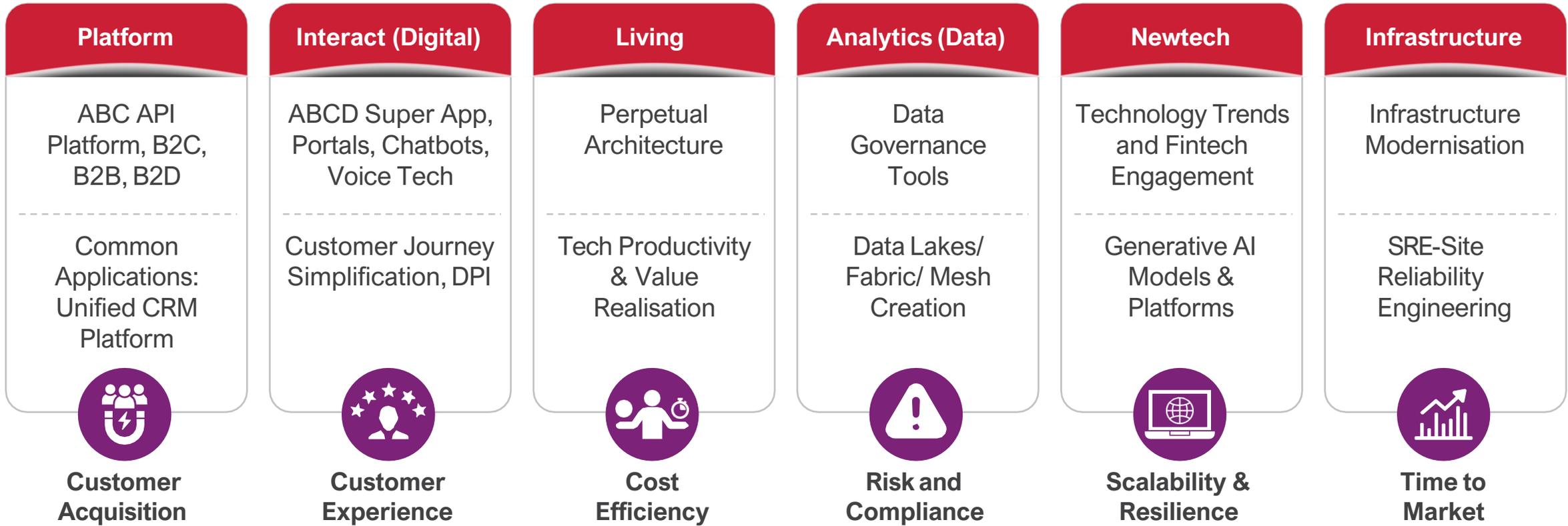


## Business / Customer Impact



■ DPI   
 ■ Digital Technologies

## PILANI



## Connect the current Enterprise Architecture (EA) digitally across ecosystems



### Digital Enterprise Architecture Practice

- Architecture & solution focus
- Reusable architecture assets
- Complete inventory of EA assets
- Transparency in interrelationships and interdependencies
- Integrated architecture model

### Outcomes

- Single view of Enterprise wise Architecture across ABC
- Simplified impact analysis process
- Quick and accurate decision making
- Enhanced maintenance & governance and review & quality assurance
- Boost unified enterprise architecture practice within the organisation

Establish Framework and Meta Models

Step 1

EA Repository Setup & Configuration

Step 2

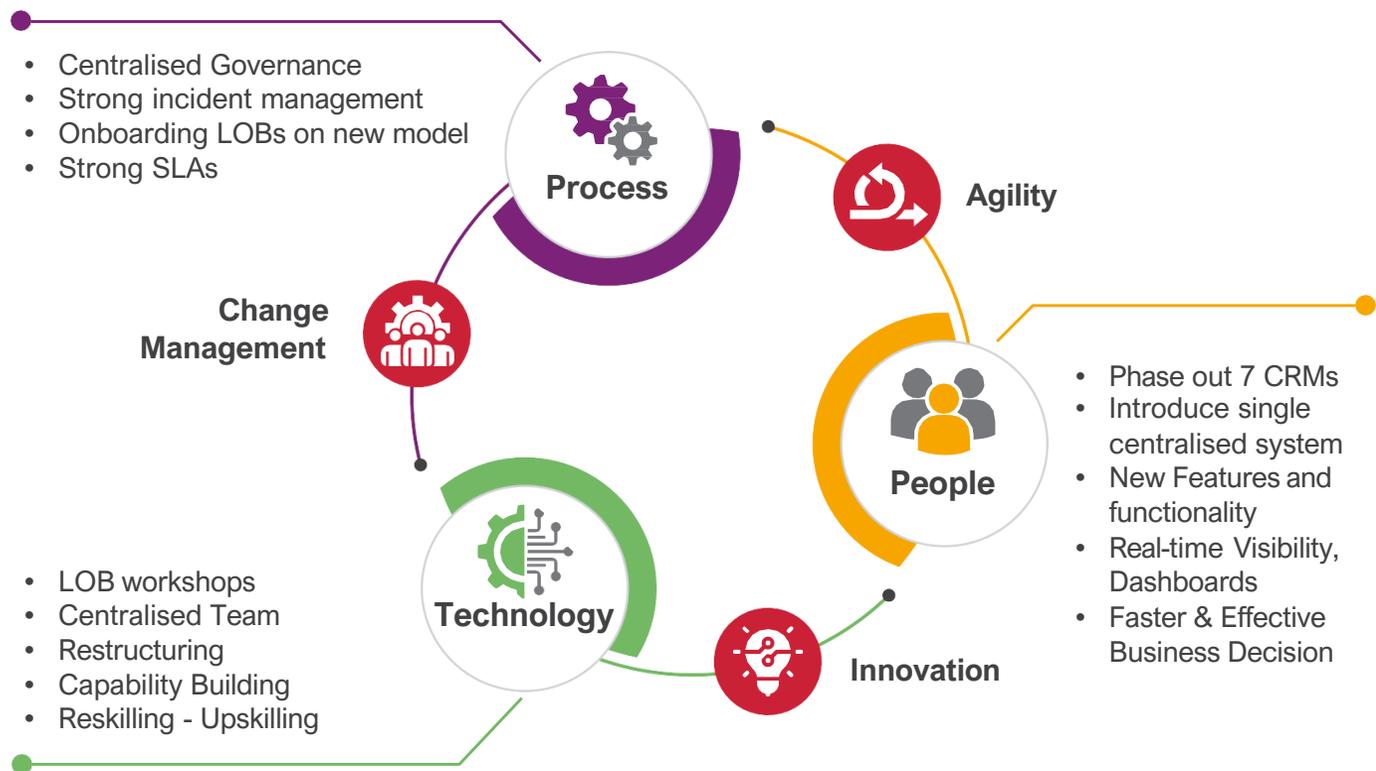
EA Tool Adoption

Step 3

Sustenance & Maturity Model Development

Step 4

## Single unified architecture, governance and delivery



 **Differentiators from existing Service CRM**

Stages	SLA
Case Path	Team Assignments
Knowledge Articles	Alerts
Authoring / Publishing	Notifications
Customer Feedback / Surveys	Approvals
Escalations	Checklist

**Centralized Team | Effective Governance | Centralised Data Governance | Cost Optimisation**

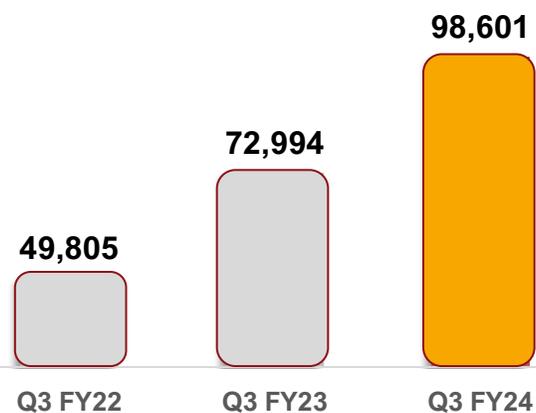
# Aditya Birla Finance



## Growth Leadership

- Amongst **Fastest Growing** NBFC's
- AUM **↑ ~2X** in 2 years
- **4th Largest** Pvt Diversified NBFC  
(Moved 3 ranks since Mar'22)

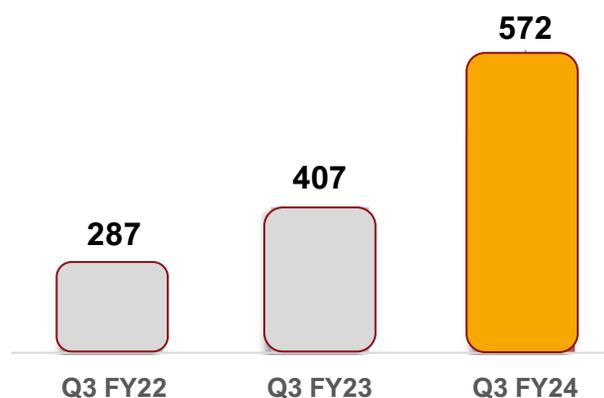
AUM **↑ 2X** in 2 Years (INR Cr)



## Quality & Profit Delivery

- NIM **↑ 68 bps** to 6.90% in 2 years
- GS3 **↓ ~130 bps** in 2 years
- Quarter PAT **↑ ~2X** in 2 years
- RoE expanded by **~500 bps** in 2 years

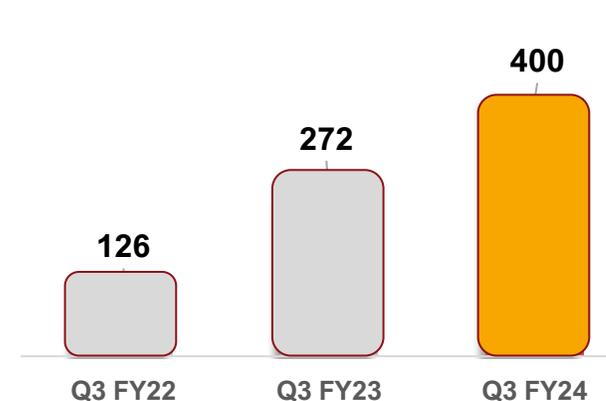
PAT **↑ 2X** in 2 Years (INR Cr)



## Building Phygital Acquisition Engines

- Branch footprint **↑ 3X** in 2 years to 400
- Launched Udyog Plus – B2B MSME Platform in Q1 FY24 **5 Lac+** customer registrations till date
- Active customer base **↑ 2X** in 2 years

Branches **↑ 3X** in 2 Years



# Industry Leading Growth in Chosen Segments

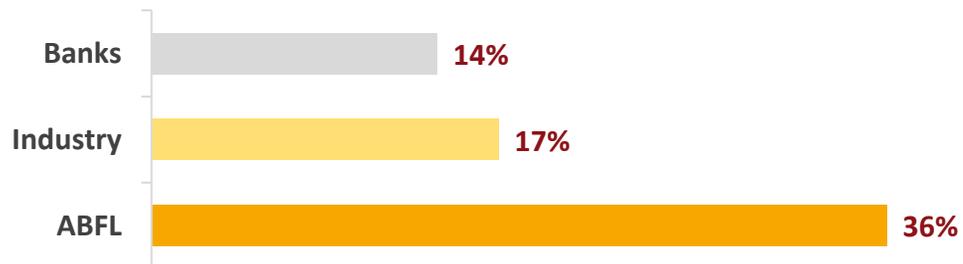
## Loans to self employed customers

Industry		INR 27,28,800 Cr
NBFCs		7,23,100
NBFC Share		26%
ABFL		49,697
ABFL Market Share		7%

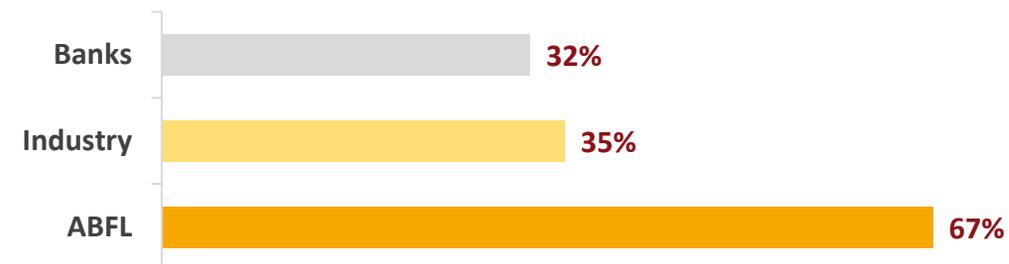
## Loans to salaried individuals

Industry		INR 10,31,400 Cr
NBFCs		2,17,600
NBFC Share		21%
ABFL		16,914
ABFL Market Share		8%

### YoY AUM Growth (FY23)



### YoY AUM Growth (FY23)



# Finance Simplified



## Customer Experience

### Customer Delight



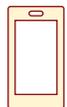
Product Innovations



Superior TATs



Value Added Services



Service App



## Analytics

### Deep-mining Data



Underwriting



Portfolio Management



Campaign Management



Risk Management & Collections



## Technology Infrastructure

### Building Scalable Platforms



Platforms & Journeys



Enterprise Apps



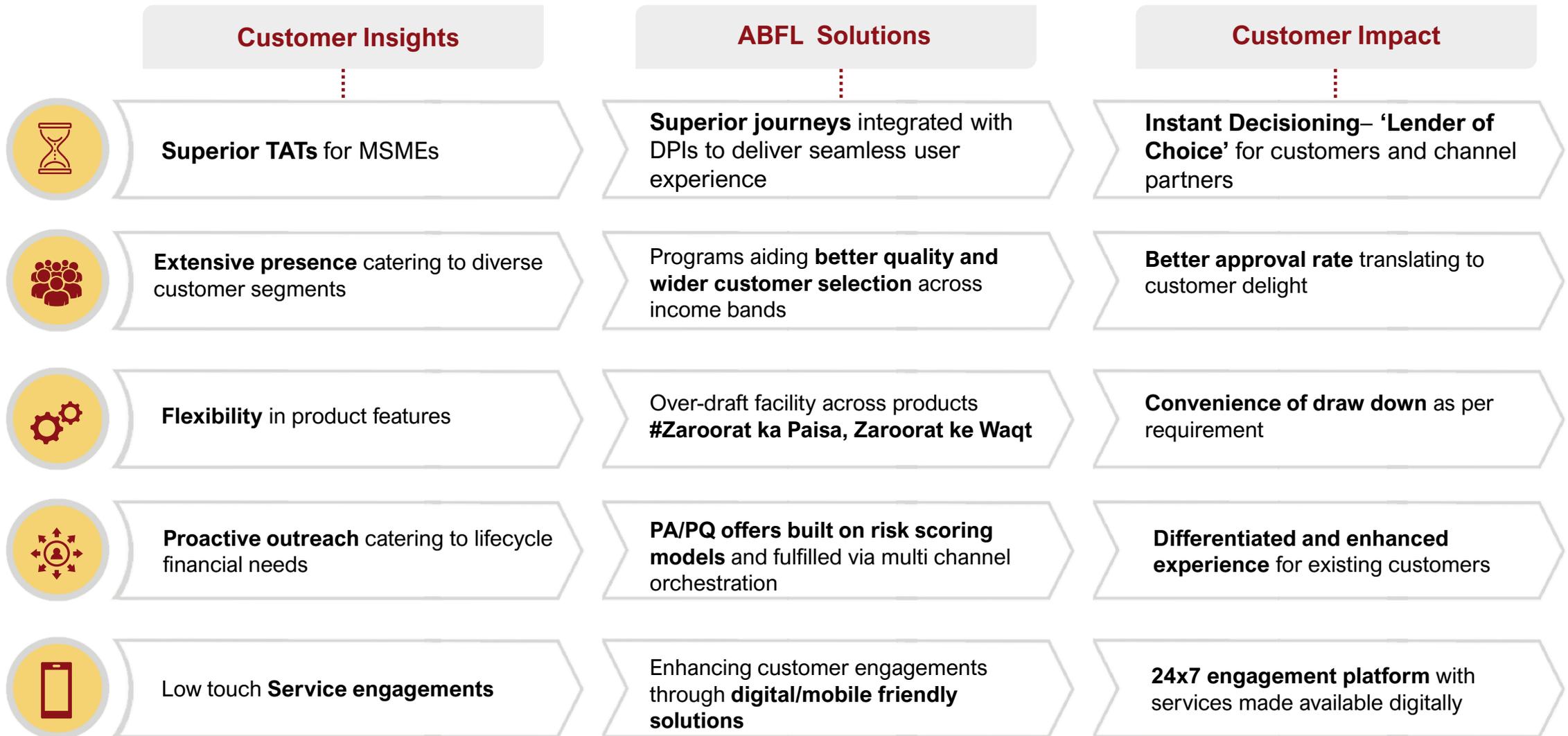
Integration Capabilities

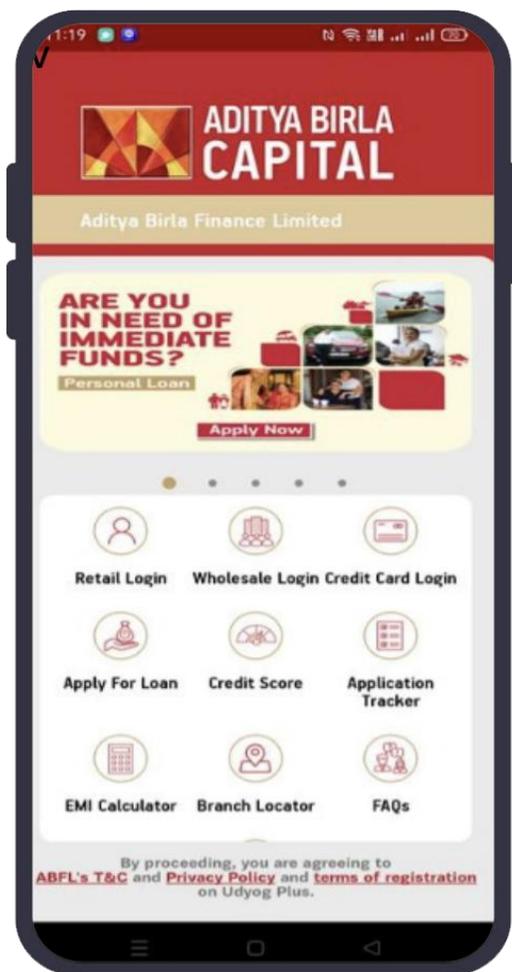


Unified API Stack

# Customer Experience

# Customer Feedback Drives Superior Outcomes





## Service Coverage



Retail Customer



Corporate Customer



Co-branded Cards



MSME Customers



Value Added Services

## Significant adoption in 9 months of Launch

**10X**

Account reports generated through app

**5X**

Tickets serviced through STP automations

**10X**

Leads received through app

**2.4X**

MRR for app based disbursements

# Analytics

## Onboarding



### Sourcing

- Verification Algorithms
- KYC suite
- Third party applications integrated

ML led deep integrated algorithms for Face, Address and Name Match

## Underwriting



### Underwriting

- Credit Engines
- Application Scorecards



### Decision Making

- Automated Credit Assessment Models
- Manual Assessment



### Pricing

- Risk based pricing tool
- Classification Model

30+ Credit engines with integrated APIs supporting functions

## Portfolio Management



### Portfolio Management

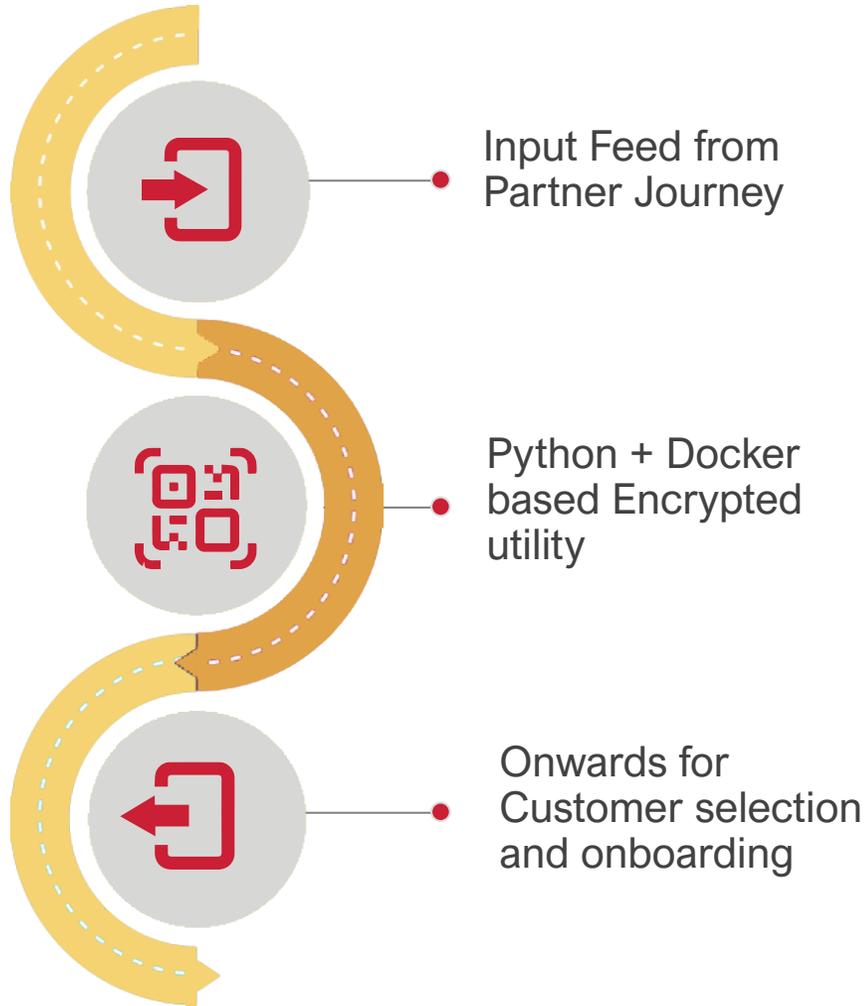
- Portfolio Monitoring
- Portfolio Retention
- Cross Sell and Up sell – Cloud based, automated Offer Generation Engine



### Risk Management

- Behavior Scorecards
- Predictive Models
- Pre-delinquency Predictors
- Collections Intelligence

25+ scorecards and ML Models and multiuser dashboards



## Features



Fully encrypted, dockerized, and scalable utility



Eligibility assessment of customers as per ABFL Policy



Corresponding risk-based pricing

## Dockerized Utility



Customer ownership stays with ABFL



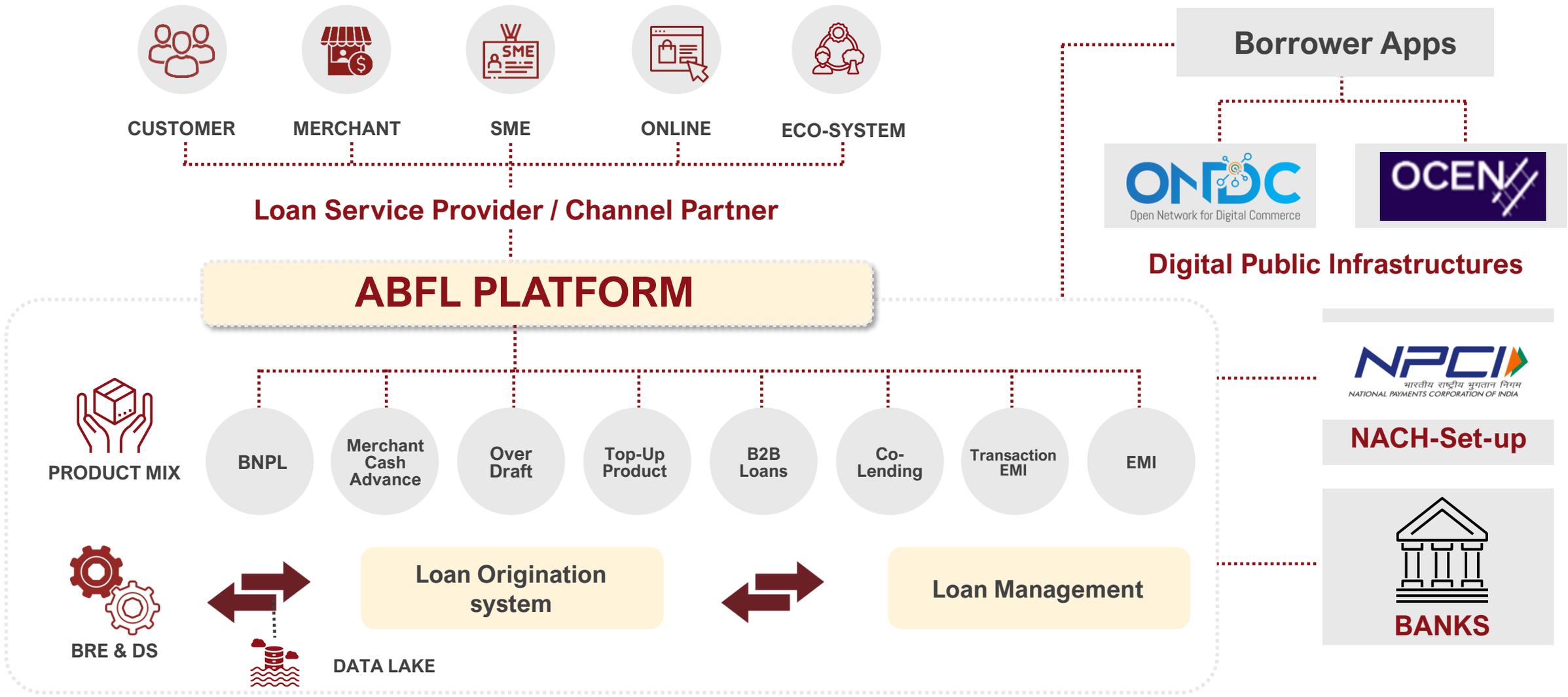
Customer selection process and underwriting remains with ABFL



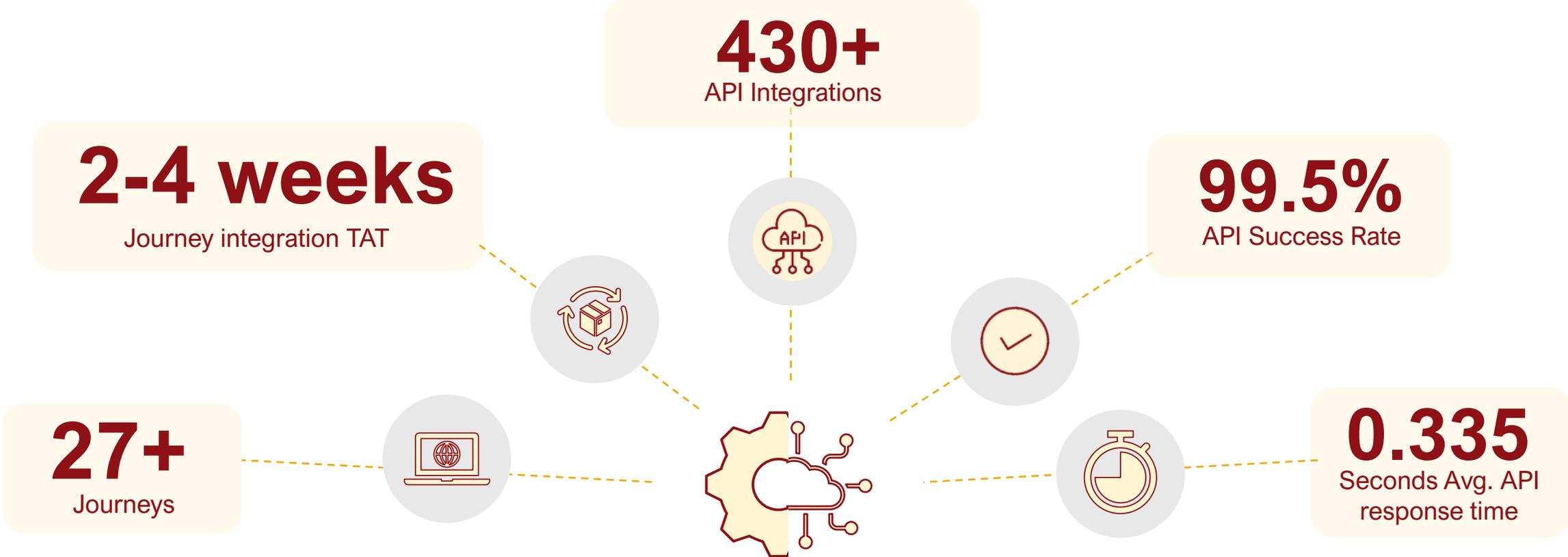
Swift TATs resulting from instant decisions translate to customer delight

# Technology Infrastructure

# Omni-Channel Platform Powers Large Ecosystems

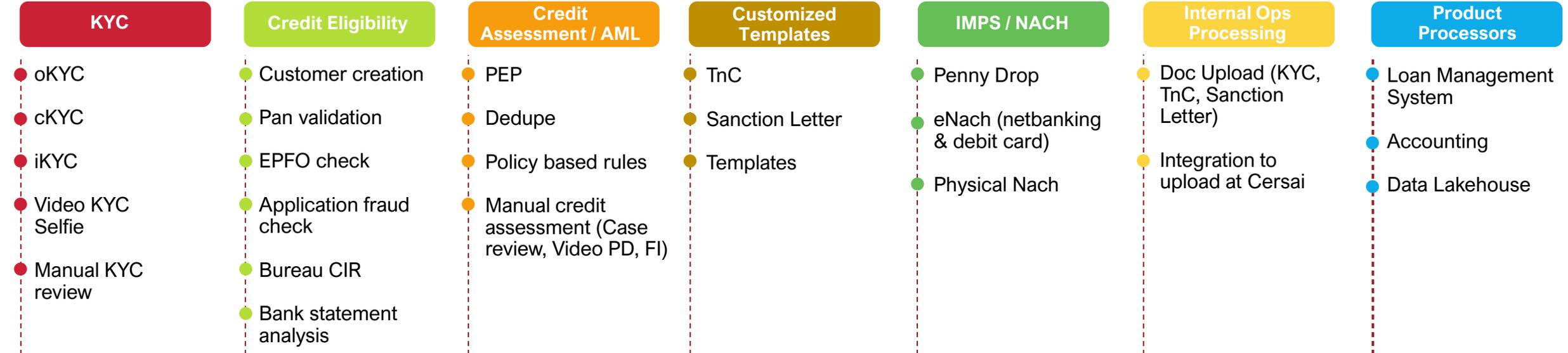


# Unified API Hub Provides Speed to Scale



**Ability to seamlessly integrate and accommodate growing platform demands**

## MODULAR DESIGN OF OUR TECH INFRASTRUCTURE



- Attain Scale Swiftly
- Covering All Products
- Frictionless Journeys
- Improved TAT's
- Enhanced Customer Experience

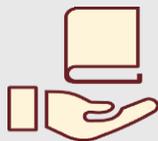
# Way Forward

## DOUBLING THE AUM WITH CONTINUED ROA EXPANSION

### ENABLERS



↑ Scale up Udyog Plus  
– B2B Ecosystem



↑ Share of secured  
loan book (Focus on  
MSME)



↑ Branch presence with  
expanded geo footprint



↑ STP and N-STP  
sourcing through digital  
journeys



↑ Newly launched  
product segments



↑ Share of X-sell & Up  
sell (Leveraging  
Analytics)



↑ Share of direct  
sourcing from emerging  
markets



↑ Portfolio quality –  
Analytics driven  
collections

# Aditya Birla Housing Finance



## Full Stack Mortgage Player

• ₹ **16.5k** Cr AUM  
(Q3FY24)

- Presence Across Customer segments - Prime, Affordable and Construction Finance
- Micro Market Facing Policies
- Product Market Fit Strategy

### Total Addressable Market

**8.8** Lakh Cr

HFC Mortgage Outstanding\*

## Our Pillars **4D**s

### Digital

Platforms Across Customer LifeCycle

### Distribution

8100+ Pincodes | 11,000+ Partners  
131 Branches | 3,000+ Employees

### Decongestion

Nurturing Culture of Decongestion

### Due Diligence

Framework across stages: Birth & Portfolio Management



## Leveraging ABG Ecosystem

### ABG Legacy

- Cost Of Borrowing Advantage
- Trust of Partners & Customers
- AAA Credit Rating^

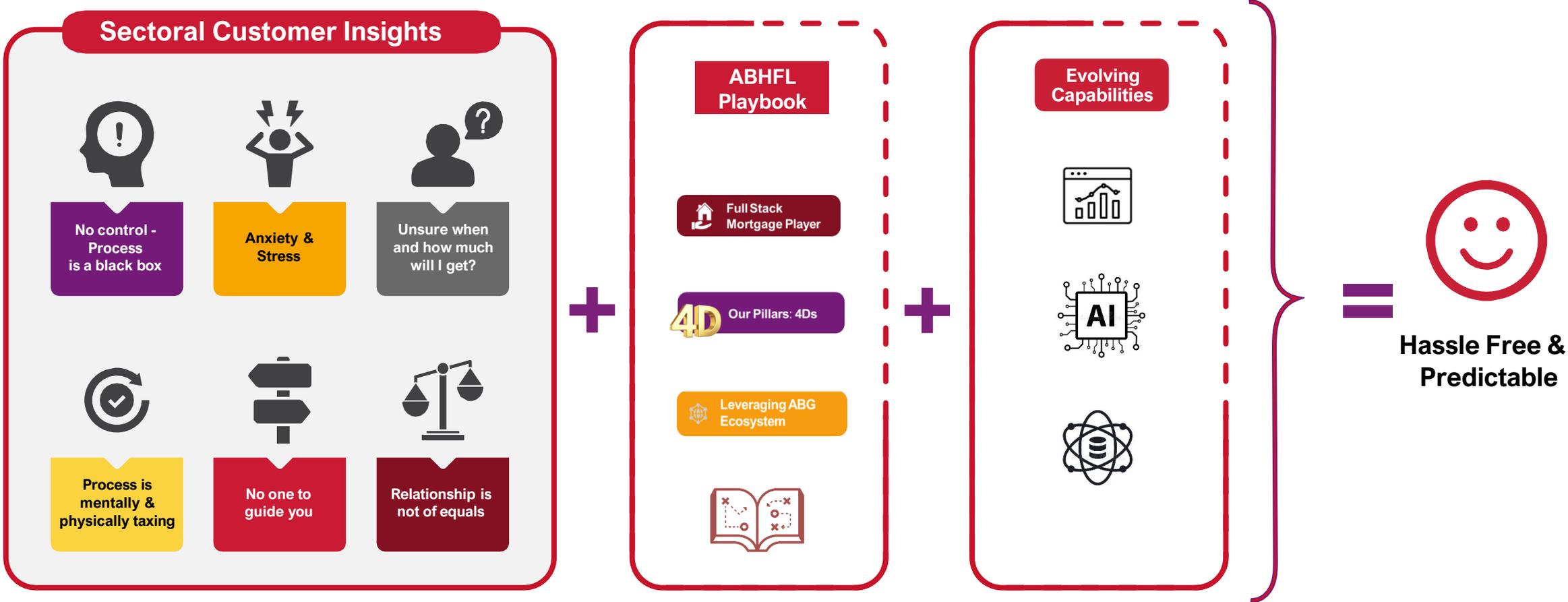
### Ecosystem Synergy

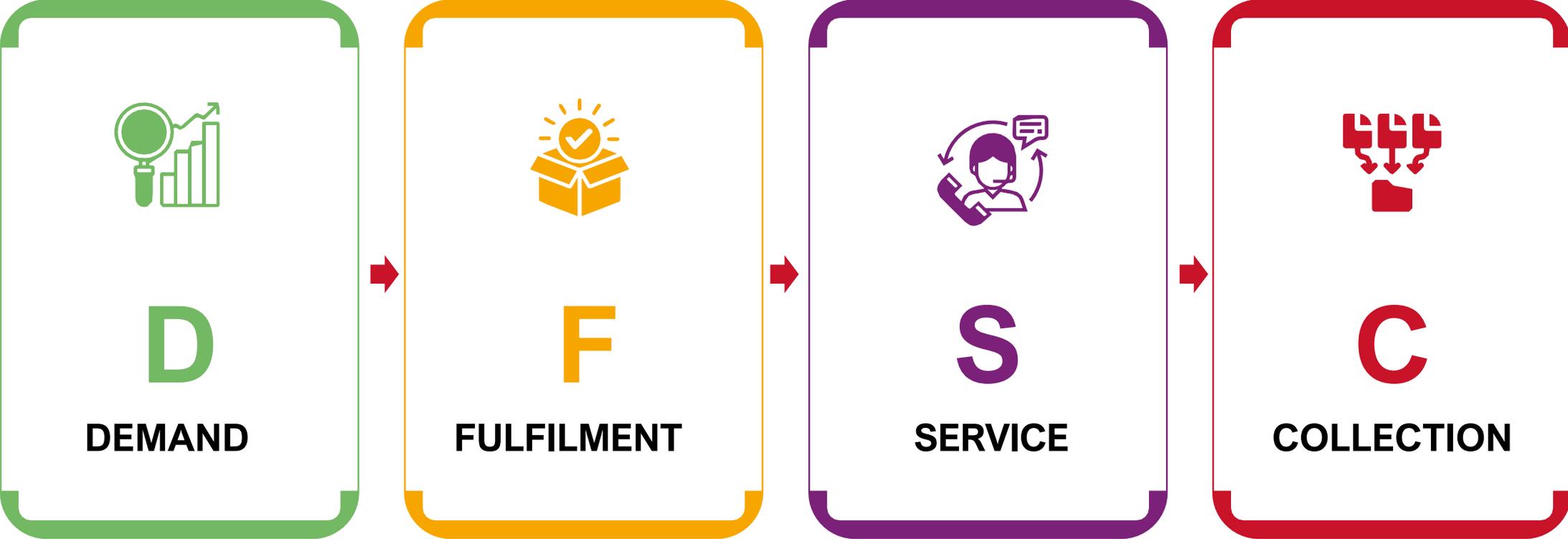
- ABC Digital
- SELECT ABC Partners
- Real Estate Ecosystem
- **9%** of Disbursal from **ABG Ecosystem** in Q3FY24



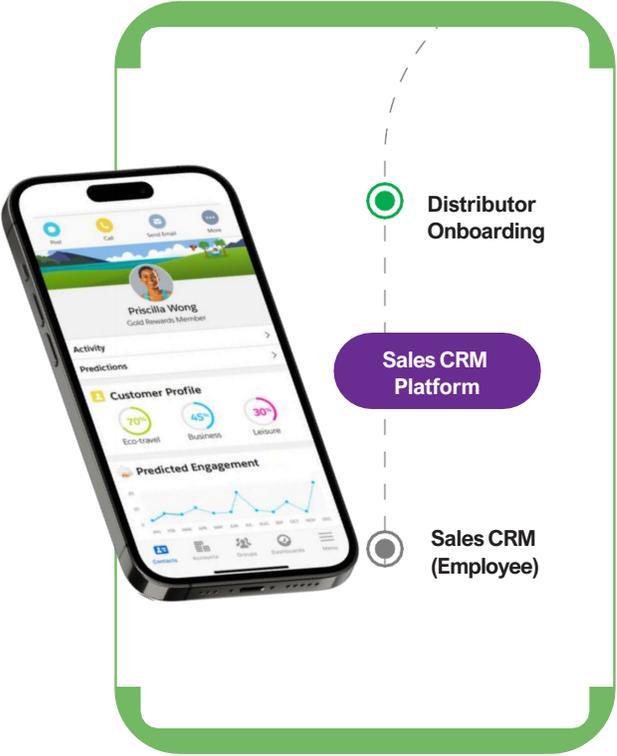
To be Most Preferred Choice of the Customer







## D DEMAND



### Platform & Features

**ABHFL Sales CRM**

- Demand Funnel Planning
- Channel Engagement
- Campaign Management
- Field Activity Management

**Partner Onboarding**

- Paperless Onboarding
- Integrated Verifications
- End-to-end Journey Tracking



### Early Gains

**27%** ↑  
Employee Productivity  
(active as on Q3FY24)

**2.3x** ↑  
#11,500+ Partners

**60%** ↓  
Onboarding TAT

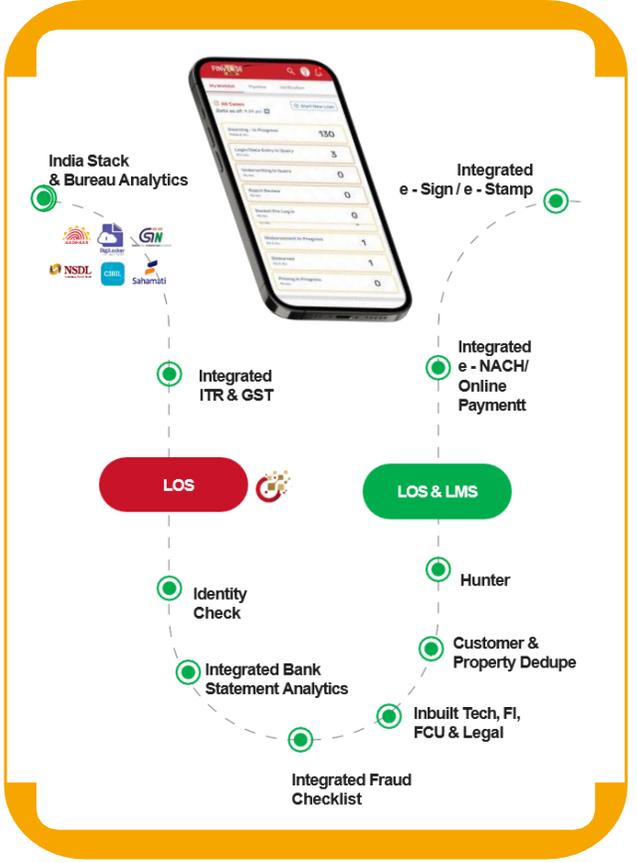
YoY : Q3FY23 - Q3FY24



### What's Next?

- Route Optimisation
- ABHFL Maptions
- Lead Scoring
- **Spot Sanctions**
- **Instant Partner Onboarding with Scorecards**

## F FULFILMENT



### Retail

## Platform & Features

### ABHFL Finverse

- Single Sign on from Prospecting to Disbursement
- E-Commerce like “TrackMyLoan”
- 120+ APIs, 30+ Microservices
- India Stack-KYC & Bureau Analytics
- APF Module
- 6+ Integrated verifications
- Inbuilt Query Module

 Launched in 9 months



## Early Gains

**54%** ↑  
Retail Disb. Growth

**23%** ↓  
End-to-end TAT

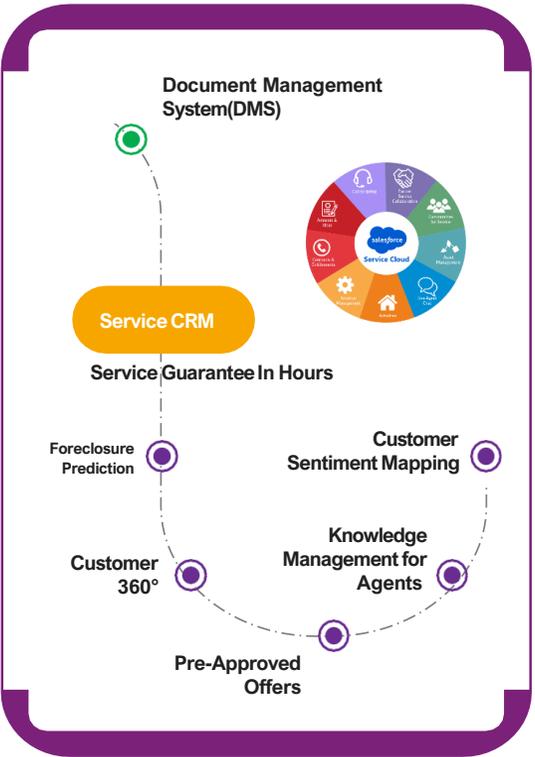
YoY : Q3FY23 - Q3FY24



## What's Next?

- Scorecard Based Decisioning
- Re-imagined Customer Journey
- Automated CAM
- Sub KUA License for Simplification of KYC

## S SERVICE



### Decongestion

- Servicing through Digital Channels 59%↑
- FAQs on WhatsApp Chatbot
- Foreclosure SLA 20%↑
- Queue management & Complaint resolution SLAs optimized 30%↑

YoY : Q3FY23 - Q3FY24



### Early Gains

**62%**↑  
Growth in NPS  
42 to 68↑

YoY : Q3FY23 - Q3FY24

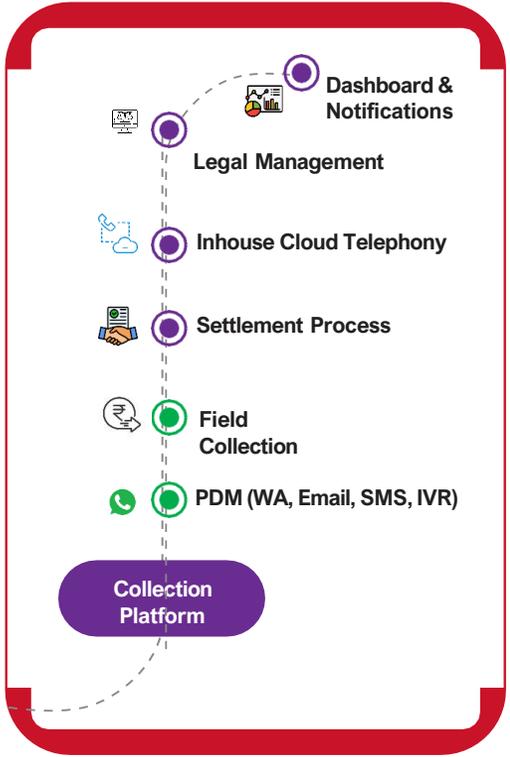


### What's Next?



- Service Guarantee
- Omni Channel Experience
- PA/PQ Offers
- Inbuilt CEP
- 100% SLA tracking

## C COLLECTION



### Platform & Features

#### ABHFL FinCollect

- End-to-end Unified Digital Platform
- Pre-Delinquency Management via SMS, Email, IVR and WA, PTP alerts
- Post Delinquency – System Generated Payment Links, Payment Receipt

 Launched in 90 days



### Early Gains

**284bps** ↓

Bounce Reduction

**268bps** ↓

Stage 2 Reduction

**148bps** ↓

Stage 3 Reduction

YoY : Q3FY23 - Q3FY24

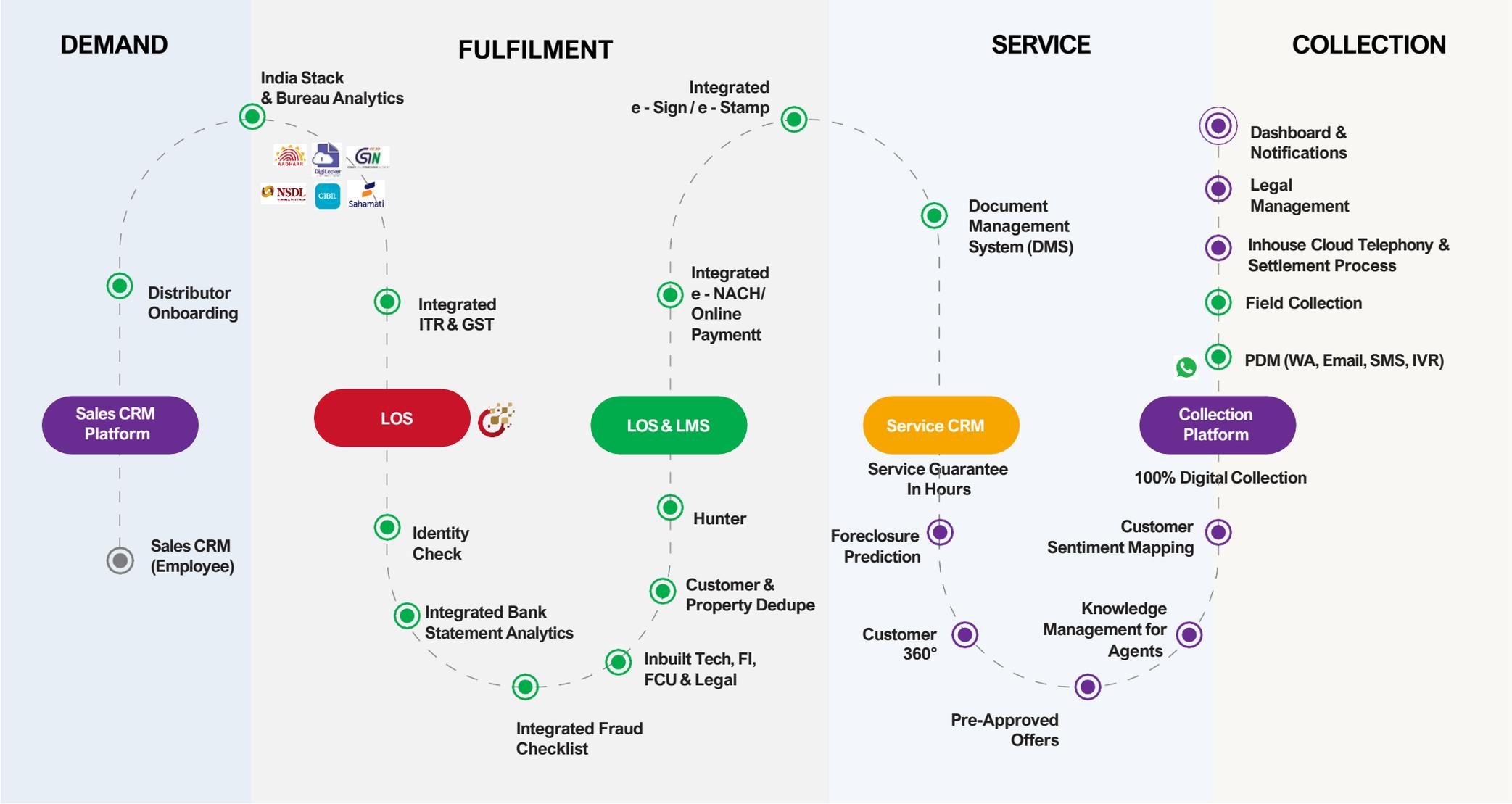


### What's Next?

#### New Modules in FinCollect

- Field Allocation
- Settlement Module
- Cloud Telephony
- Legal Module

# BluePrint of Digital Platforms Across Customer Life-Cycle





## Platform & Features

- End-to-end Monitoring at Builder & Project Level
- Early Warning Signal (EWS)
- Real-time Inventory Analysis
- Inbuilt Event Triggers, Approval & Deviation
- NOC Approvals & Compliances



## Early Gains

**75%**<sup>↑</sup>  
Wholesale Disb. Growth

**50%**<sup>↑</sup>  
Growth in Number of Projects

YoY : Q3FY23 - Q3FY24



## What's Next?

- CF Rating Model
- CF Loan Onboarding System (LOS)

## Models Across Customer Life-Cycle



### DEMAND

- ✔ Bureau Based Application Scorecard
- ✔ FOS Profiling Model for Hiring Affordable & Informal
- 🟡 Application Scorecard based STP
- 🟡 Customer Segmentation



### FULFILMENT

- ✔ Sanction Undisbursed Prioritisation Model
- ✔ Lost Opportunity Analysis - Reject Inferencing
- 🟡 Collateral Valuation Model
- 🟡 Bureau Based Income Estimation



### SERVICE

- ✔ Foreclosure Prediction Model for Active Retention
- 🟡 CLTV (Customer Lifetime Value)



### COLLECTION

- ✔ Pre-Delinquency Model for Bounce Prediction
- ✔ Flow Prediction Model for 30-89 DPD Pool
- ✔ Portfolio EWS Framework
- 🟡 Field Allocation Strategy

## Data Marts



✔ Activated

🟡 Underway



2X

Doubling  
AUM



To Be Most  
Preferred Choice  
Of the Customer

# Aditya Birla Sun Life AMC

Strong track record, reputation and experience of our promoters has enabled us build a strong brand legacy



## Our Promoters<sup>1</sup>



**50%**  
ownership

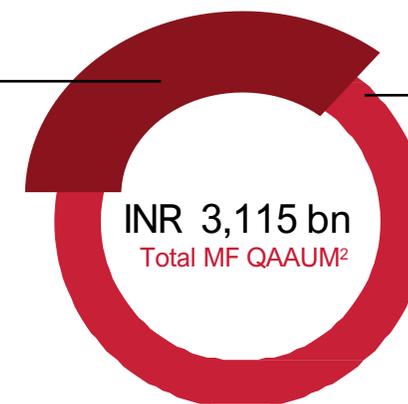


**36%**  
ownership



## Business Mix

**43.7%**  
Equity QAAUM  
INR 1,360 bn



**56.3%**  
Non-Equity QAAUM  
INR 1,755 bn



## Our Scale

**INR 3,247 bn<sup>3</sup>**  
Total QAAUM

**1,440**  
Employees

**7.9**  
gmn  
Investor Folios

**78,300+**  
MF Distributors

**INR 131 bn**  
Alternate Assets QAAUM<sup>4</sup>

**290+**  
Locations



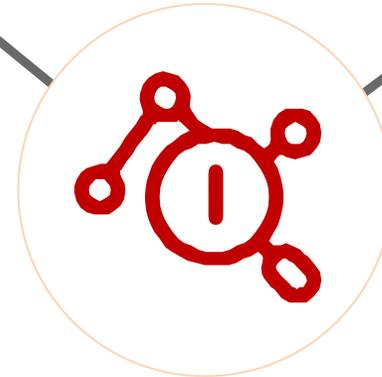
Seamless Customer Experience through our assets



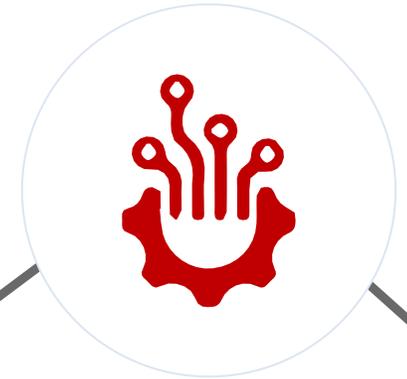
Leveraging Ecosystem partnerships to enhance our service offering and build scale



Customer Acquisition through API ecosystem to establish partnerships with external partners



Data and Analytics for real-time insights and support Cross Sell and Up Sell



Utilize cutting-edge technology to differentiate service offerings

# Our Digital Assets : Customer & Distributor Platforms

## Customer



ABSL MF Customer Portal



Investor App

**1.54 M**  
Lifetime Installs



Active Savings  
Account

**1.2 M**  
Lifetime Installs

**1.4 cr** Total Website Visitors  
(FY23-24 till 24 Jan'24)

## Distributor



ABSLMF Partner Portal



Partner App

↓  
**100k**  
+  
Lifetime Installs



**17** Partner Integrations



**99%** Digital  
Payments



**91%** Distributor  
Onboarding<sup>2</sup>

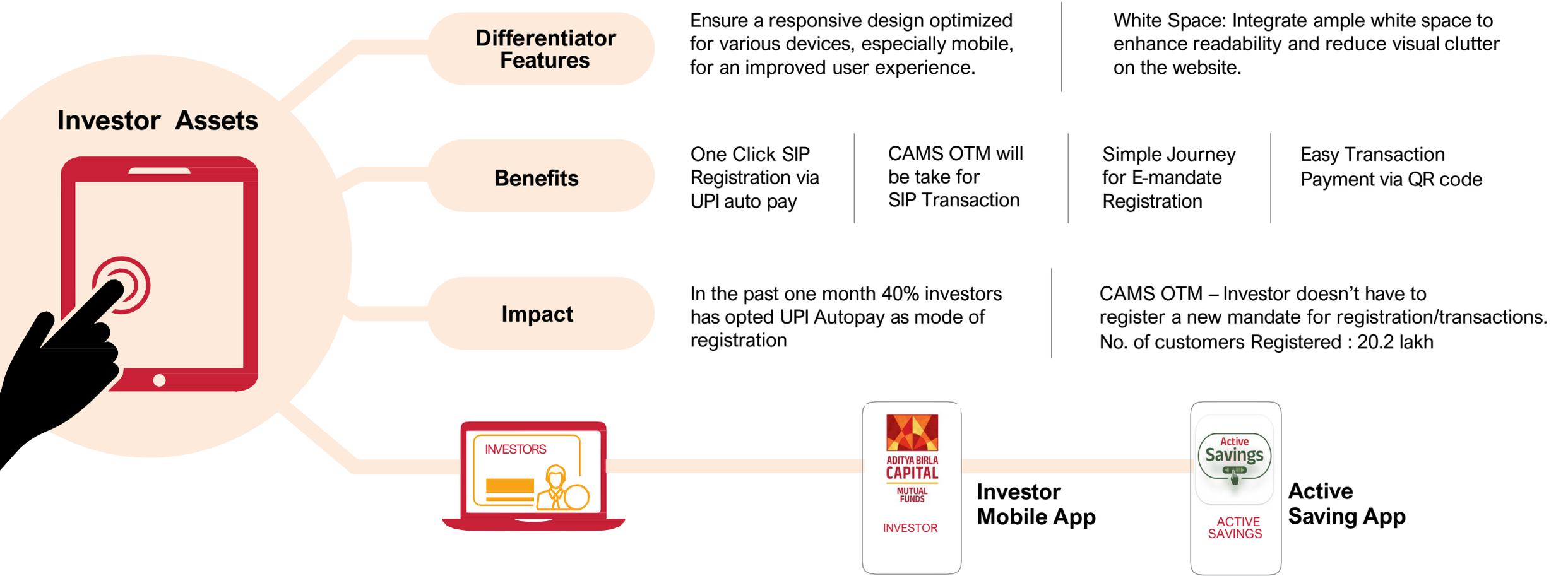


**91%** Customer  
Servicing

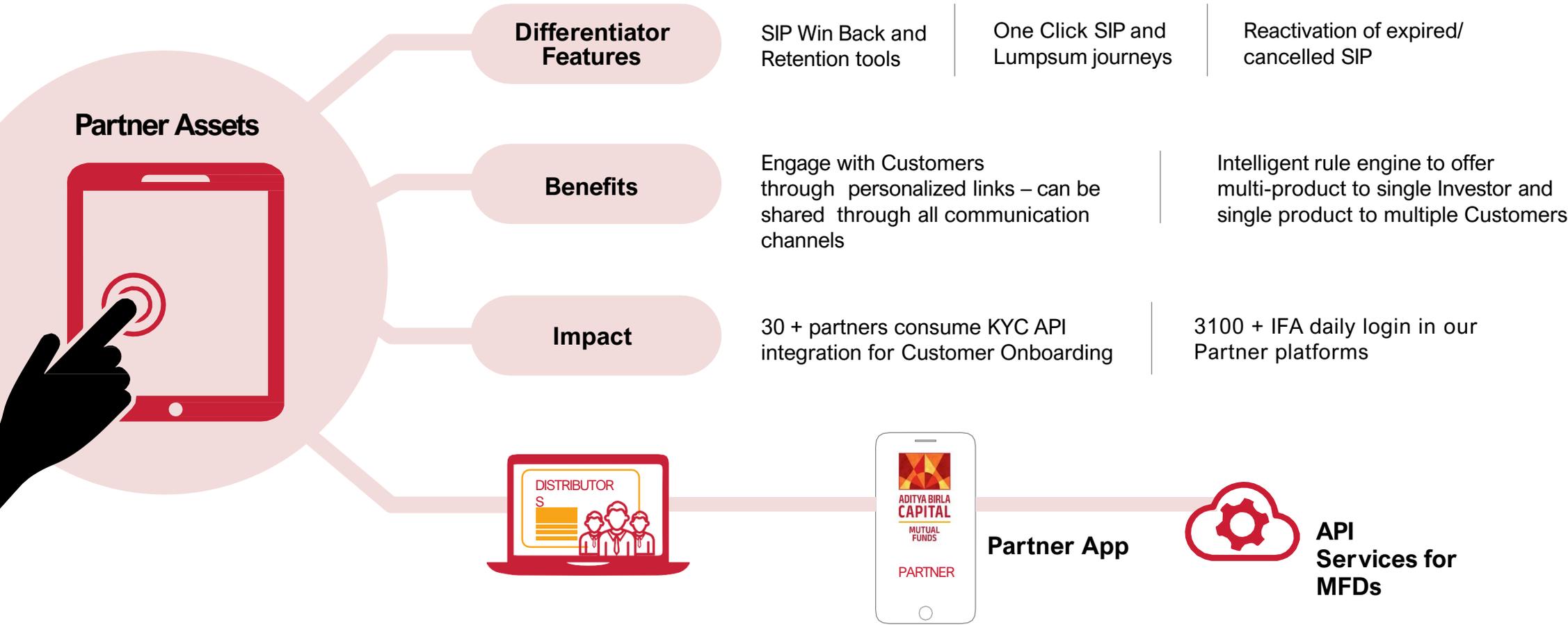


**80%** Customer  
Onboarding<sup>2</sup>

# Unified Investor Experience : Seamless Navigation



# Digital Harmony : Unified MFD Experience Across Platforms



Data for Q2 FY24



## Strategic Product Placement

- Strategic Fund placement in Ecosystem partners
- ETF led collaboration with Broking Partners



## Funds Co-Creation

- Leverage Ecosystem for personalized investments matching individual goals.
- Collaborate for smart beta in passive funds, boosting returns with factor-based strategies.



## Digital Programmatic Campaigns

- Custom Audience Campaign to target mutual Ecosystem base, reaching investors in similar funds.
- CTA Landing on Ecosystem Applications to drive engagement with a clear CTA, directing for a seamless return.



## API Integration

- Acquisition Tool : New KYC platform for Retail
- Salary SIP API integration with Ecosystem platforms
- Deep integration – Customers Acquisition & through VAS products



## Empowering Embedded Financial Futures: Salary SIP

Salary SIP is a smart and disciplined approach towards investing in Mutual Funds that allows employees to allocate a portion of their monthly salary for investment at regular Interval

### Key Features



API Integration  
with Payroll /  
HRMS companies



Seamless KYC  
and  
Folio Creation  
Journey



End to End  
Digital process  
of Investing



Investment  
from  
Salary Directly



Easy focused  
investment  
options



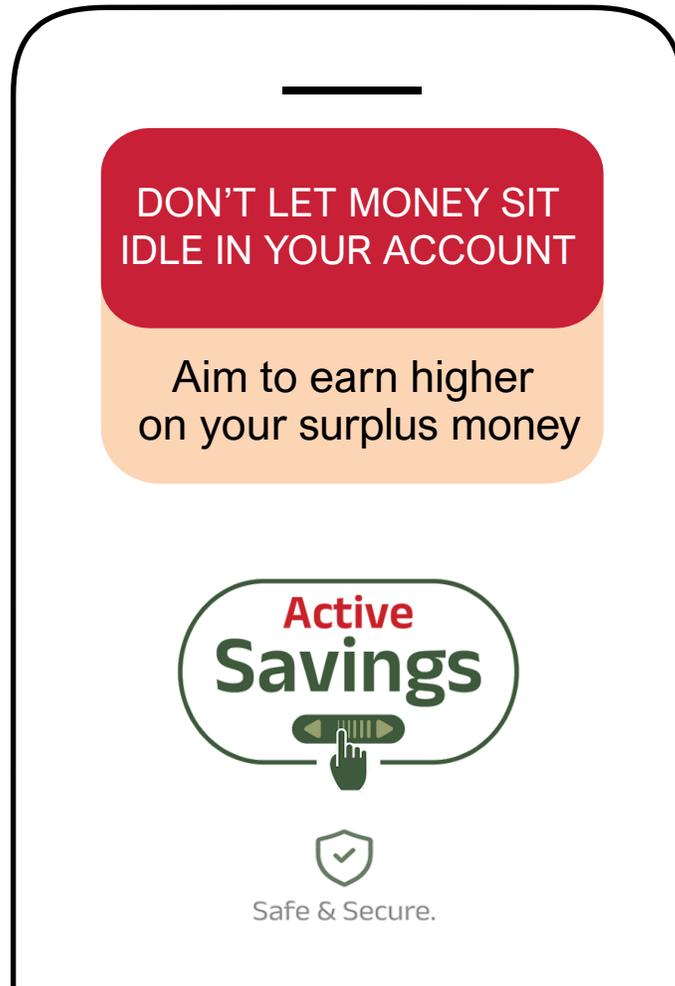
Plug and  
Play  
Platform

### Impact Plan

API Integration with  
HRMS / Payroll companies to  
target salaried customer base

Reach out to corporates  
and other organizations  
for seamless integration

Leveraging the  
Aditya Birla Group Ecosystem



## Key Highlights

- ➔ Register with 3 easy steps
- ➔ Invest and withdraw your money with a single swipe
- ➔ Invest through either Net Banking or UPI or NEFT/RTGS
- ➔ Allows investor to invest as low as INR 500
- ➔ Gives them an estimate of your total idle money and it's earning potential
- ➔ Option of 24\*7 Instant Redemption of upto INR 1,00,000/- (50,000 from Liquid Fund and 50,000 from Overnight Fund) or 90% of total current value whichever is lower of respective scheme, per day



**1+ Million**  
**App Download**

## Enabling API Ecosystem for partners and investors



### Electronic KYC

- Enable MFDs with E-KYC for paperless onboarding, with available NRI KYC support.
- Integrate APIs seamlessly with MFD platforms to enhance customer acquisition processes.

#### IMPACT

**3.7 lac plus New KYC**  
through API integration process.

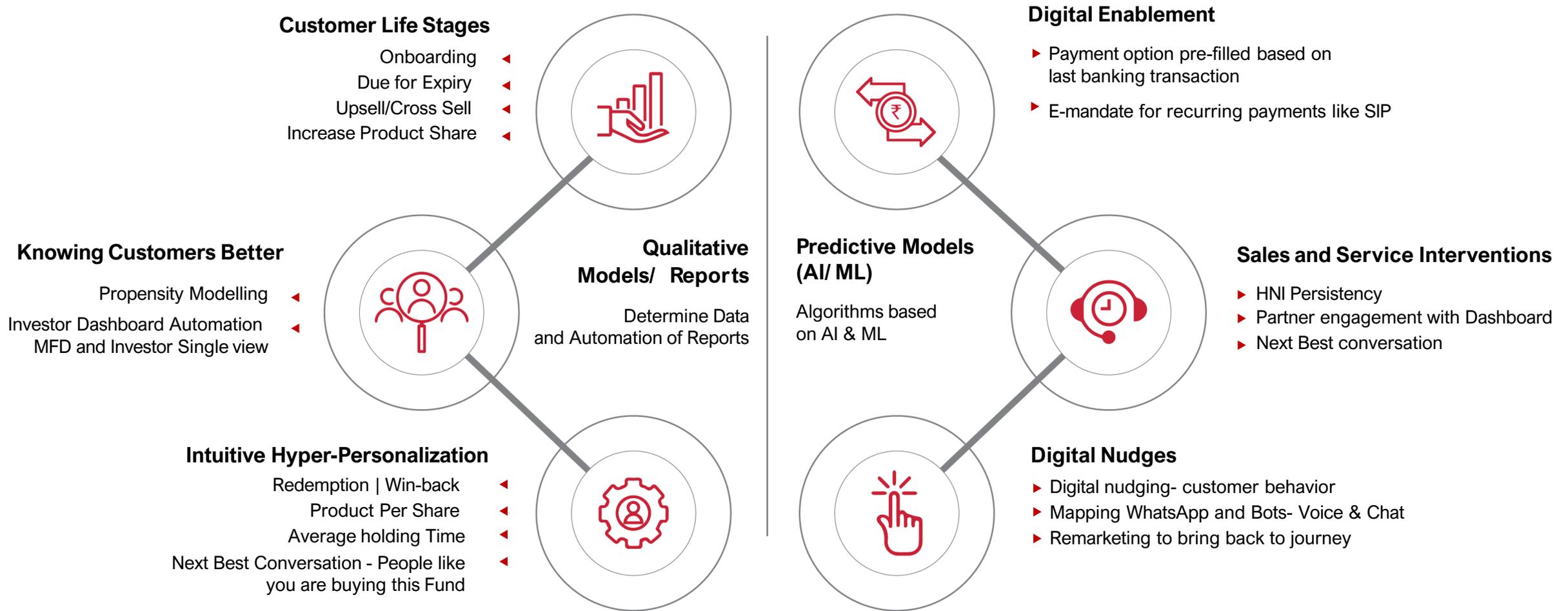


### Value Added Products API

- On Request API for VAP for Distribution Partners.
- 3 click folio creation for ease of customer on boarding

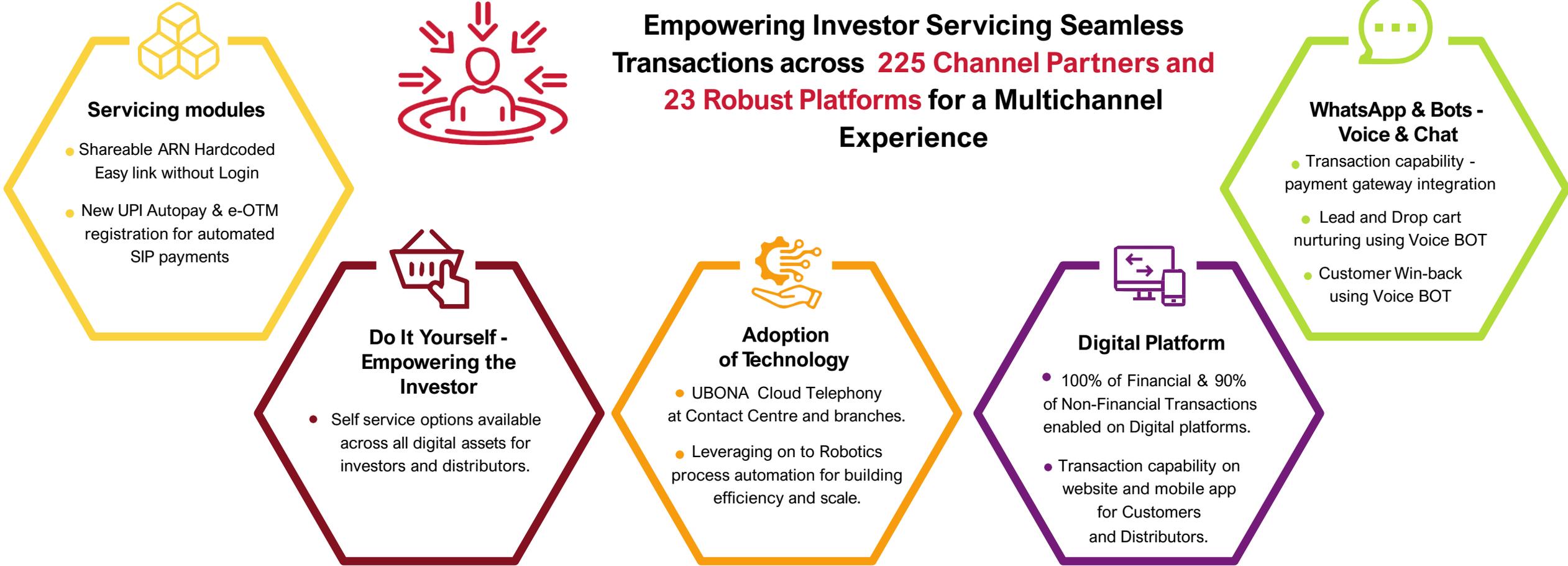
#### IMPACT

**30+ Partners**  
Consume our API for onboarding





## Empowering Investor Servicing Seamless Transactions across **225 Channel Partners** and **23 Robust Platforms** for a Multichannel Experience





## Build scale through Innovations

- NRI & SME KYC
- Leveraging MFD ecosystem by providing Value Added Product API

## Strategic Partnerships

- New customer Acquisition Drive with strategic partners
- Partnering EOP's (Execution Only Platforms) for New SIP with
  - Focused funds.



## Customer Acquisition

- Robust Customer acquisition growth through Ecosystem Partners
- Enable MFDs, Banks & National Distributors with KYC and Propensity modelled platforms for Acquisition and retention

## Leveraging HRMS ecosystem

- End to End API Integration with HR Tech Companies for a Target Market Acquisition
  - Optimizing Opportunities via our existing MFD Channels and Partners



## Passive Business @ Scale

- Fresh identity and market growth for Passive business
- Integrate with brokers for seamless ETF led Customer Acquisition and Volume growth

## Sustainable AUM Growth

- Drive innovations in Institutional business
- Cross-sell & Upsell opportunities and Salary SIP within Aditya Birla Group ecosystem

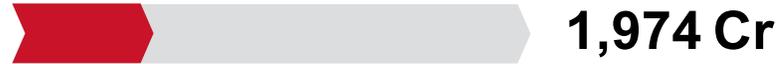


# Aditya Birla Sun Life Insurance

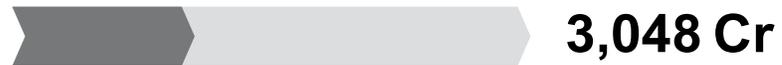
# Life Insurance Snapshot



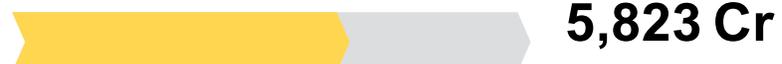
## Individual FYP



## Group FYP



## Renewal Premium



## Total Premium



**38%**  
Proprietary  
Share



**4,000+**  
Cities



**360+**  
Own Branches



**56,000+**  
Agents



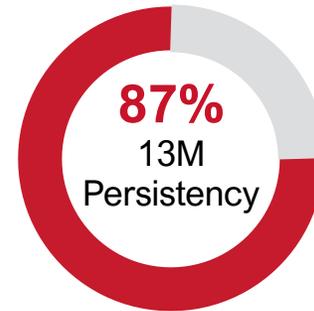
**11**  
Banca Tie-ups



**19,500+**  
Bank Branches



**79%**  
Non – ULIP Mix



**15.6%**  
Net VNB



**3,388 Cr**  
Net Worth\*



**82,043 Cr**  
AUM



**1.91**  
Solvency  
Margin



**6.96%**  
Surrender  
to AUM



## Deep focus on Digital

- ◆ **Adoption of Digital first mindset**
- ◆ Presence of Digital journeys across all business facets and for key stakeholders
- ◆ Investments in **Industry leading technologies** across processes



## Product Innovation

- ◆ **Constant innovation on product features**  
We continue to focus on customer needs and proposition to design products
- ◆ New products to contribute significantly to the business



## Value Driven Growth

- ◆ **Focus on Value accretion while driving business Growth**
- ◆ Augment diversified distribution mix to avoid polarization of business
- ◆ Enriched customer life-time value by driving upsell



## Quality Book and Service

- ◆ **Drive customer stickiness with improvement on Persistency and retention**
- ◆ Digitizing customer services and drive self service behaviors
- ◆ Continue to drive **high customer satisfaction** with measured NPS

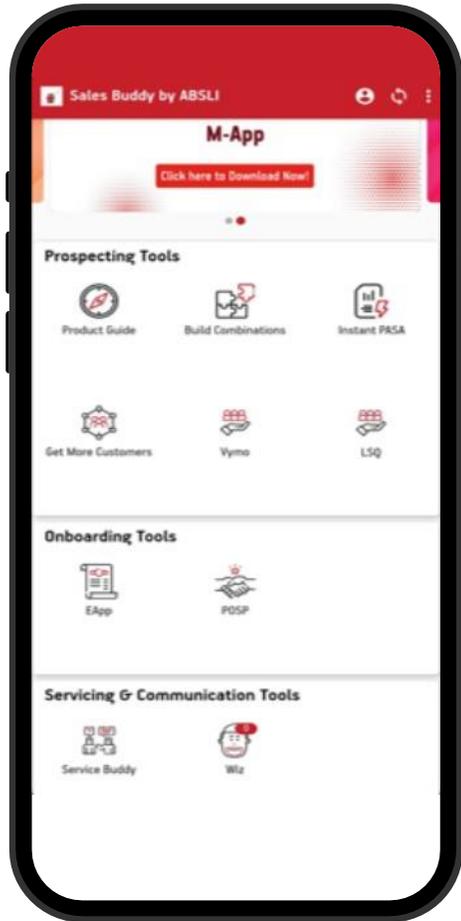


## Value Accretion

- ◆ Aim **top quartile VNB Margins**
- ◆ **Build High quality book** for competing ROEV



# Simplifying Prospecting



## Create Presentation

Customised Benefit illustrations



## Product Guide

Quick Plan Related Info



## Build Combinations

DIY Bundled illustrations



## Instant PASA

Instant Pre-approved Offers



## Poster of the Day

New Social Poster Everyday



## Get More Customers

Lead Generation Tools



## Share Visiting Card

E-visiting Card with QR



## Need Analyser

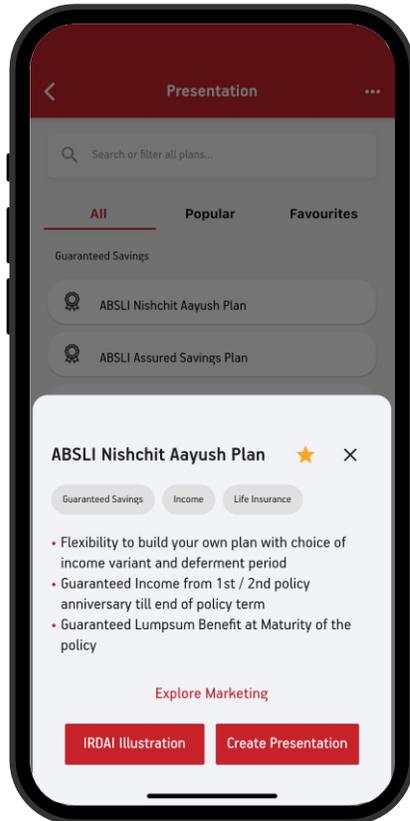
Product Suitability Questionnaire



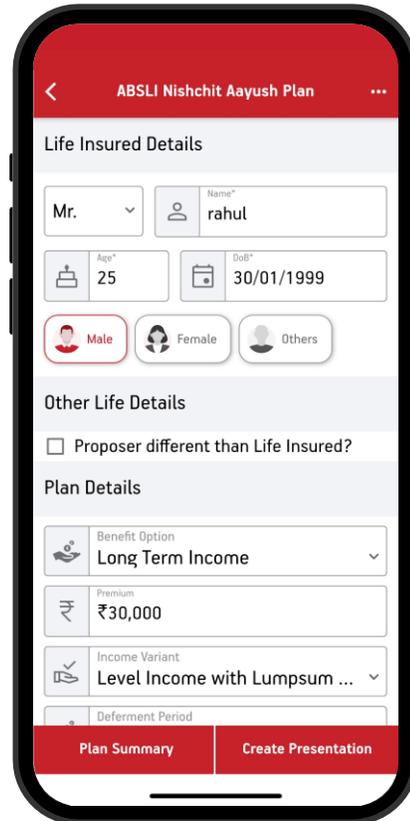
## Marketing

Complete Marketing Collateral

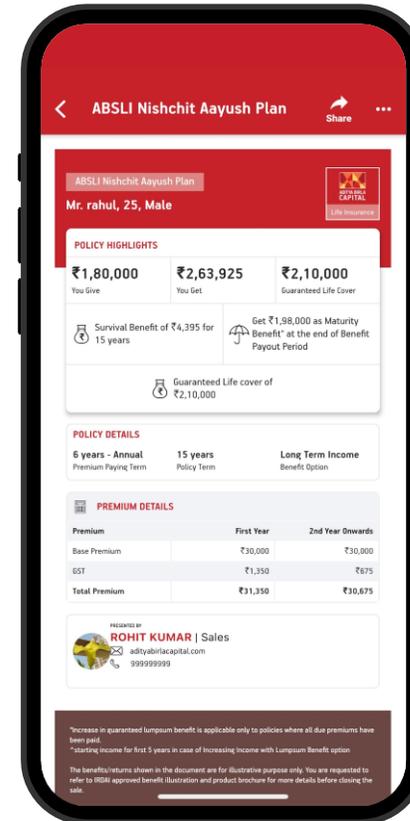
# Hyper Personalised Product Presentations



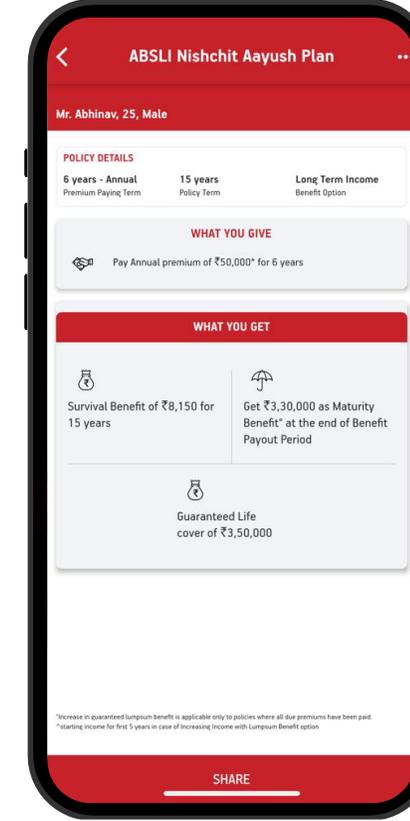
Presentation Options



User Friendly Inputs



Quick Summary



Custom illustration

# Poster of the Day – WhatsApp Marketing



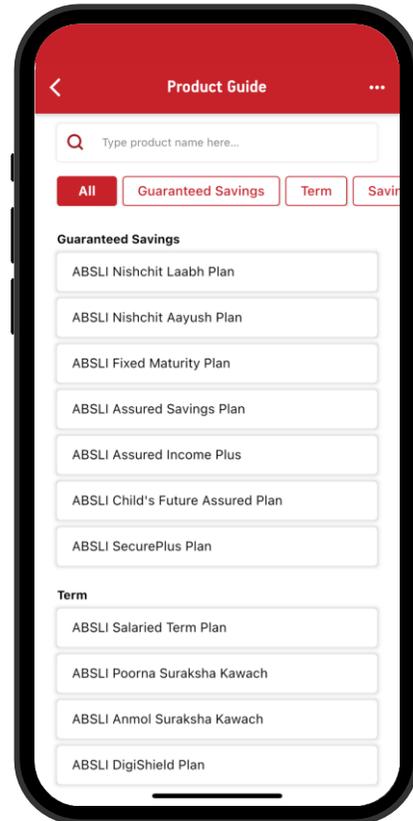
English



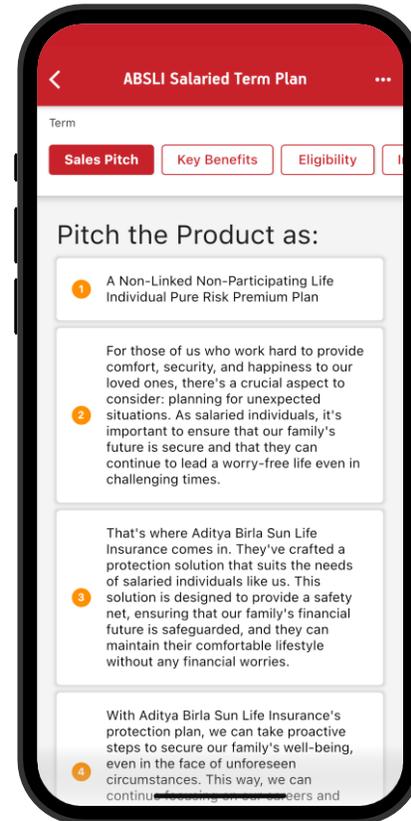
Hindi



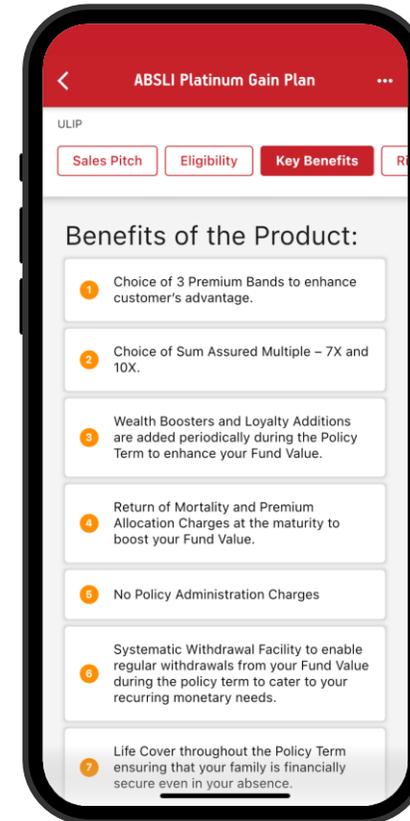
Marathi



**Product List**



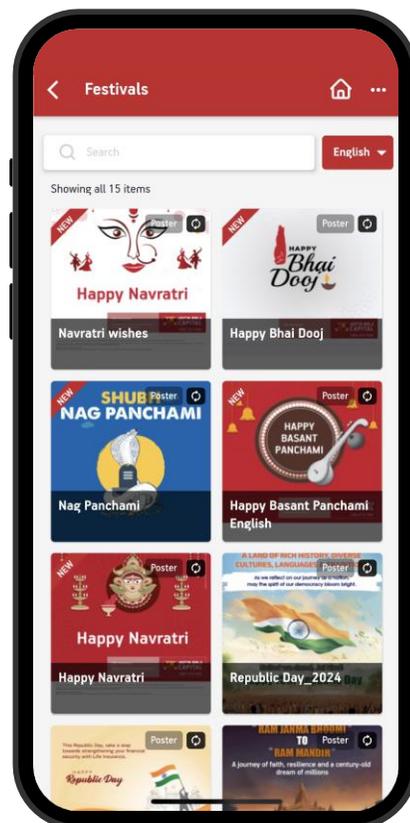
**Salaried Term Plan**



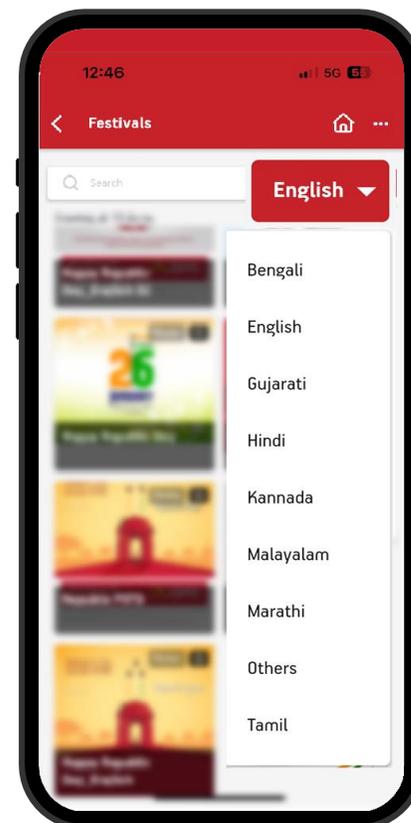
**Platinum Gain Plan**



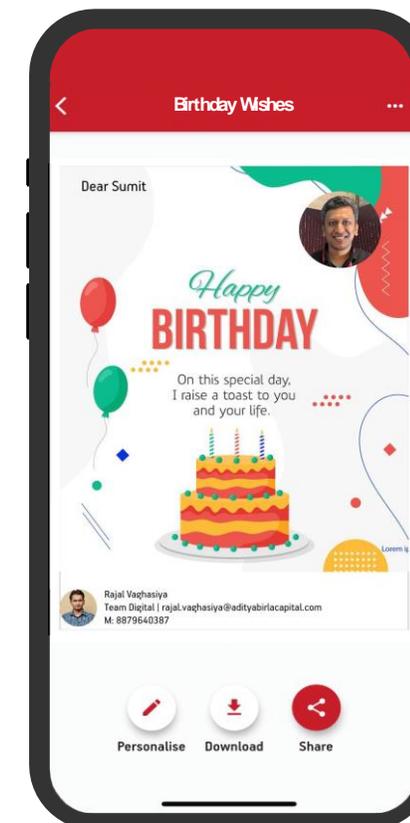
**Repository**



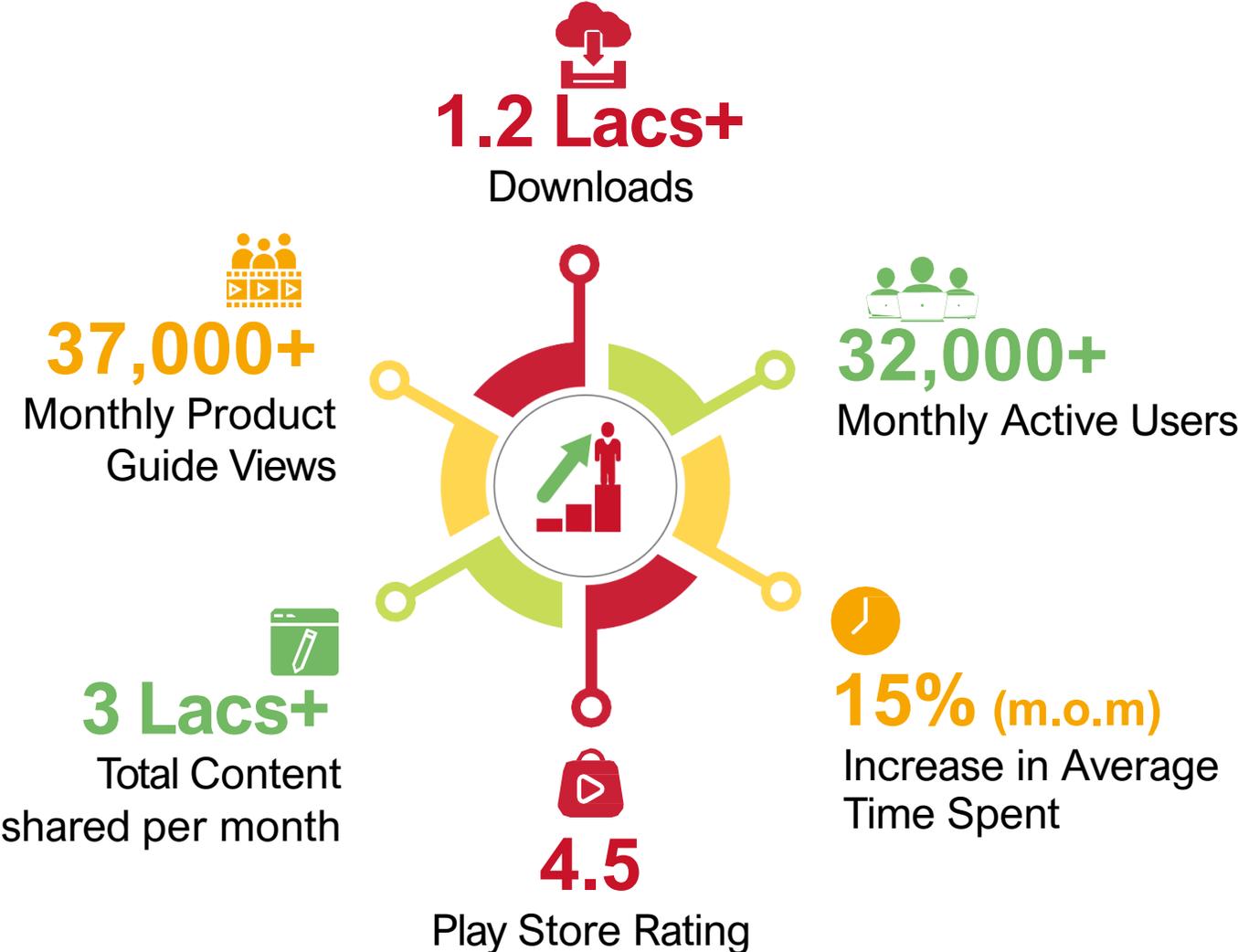
**Updated Content**



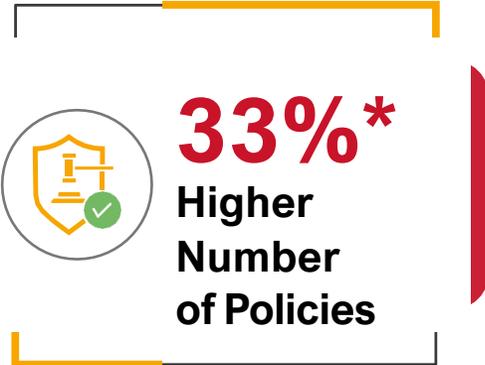
**Vernacular Options**



**Personalisation**



**\*Sales Buddy  
Active v/s In-Active**



# Simplifying Onboarding with Analytics

## Pre-Approved Sum Assured (PASA)

### Key Features



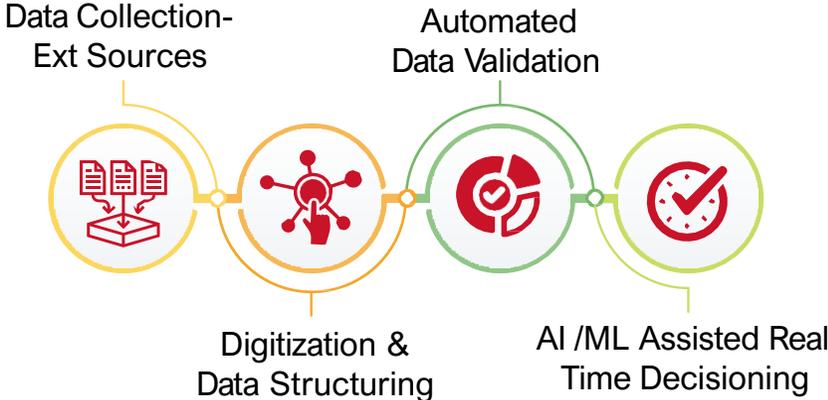
- 33%** Higher ATS in PASA
- 18%** Higher Renewal Rate
- 15%** Higher Login to Issuance
- 65%** Lesser Early Claims
- 65%** Lower Free Look Cancellation

PASA **Contribution** to Overall ABSLI Business

**~26%** (till Q3 FY24)

## Automated Underwriting

### Key Features



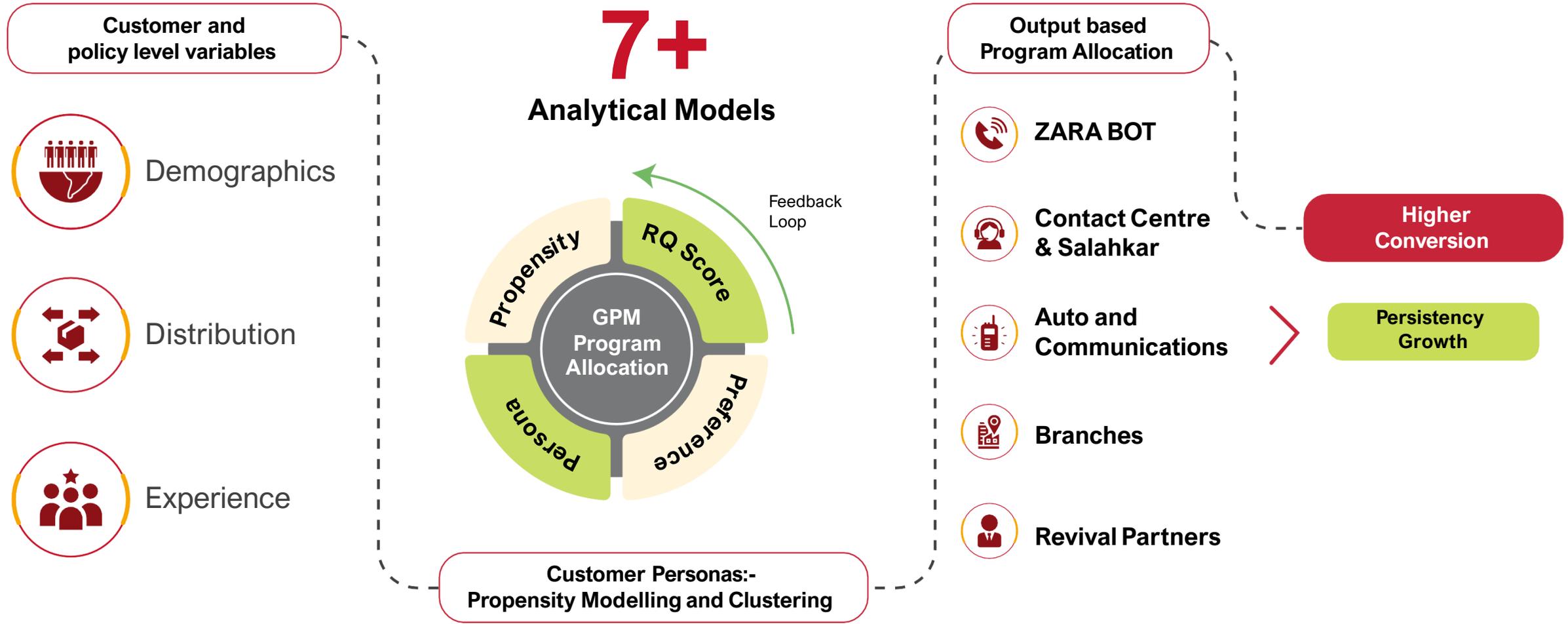
- 87%+** Model Accuracy
- 93%+** F1\* Score (Predictive Skill)
- 30%+** Claim Prediction On past book
- 2.75 L+** Application Assessed
- 3** Versions of Model in use

Automated UW **Contribution** to Overall ABSLI Business

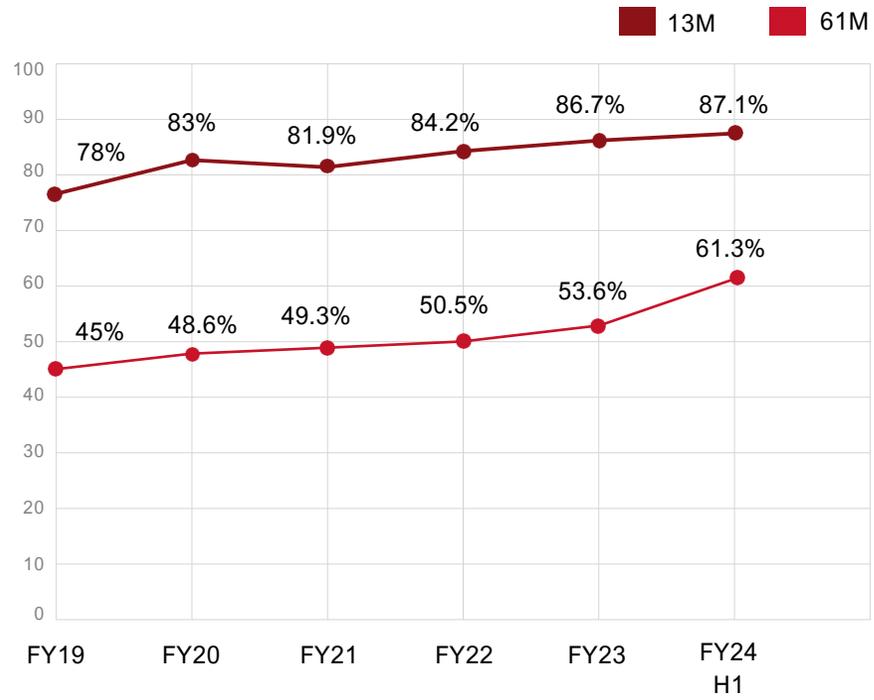
**47.9%**

\*F1 score is an alternative machine learning evaluation metric that assesses the predictive skill of a model by elaborating on its class-wise performance rather than an overall performance as done by accuracy

# Simplifying Renewals



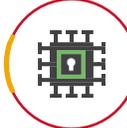
# Steady Increase in Persistency



**Y-o-Y Persistency Growth**

Average Industry Persistency *H1 FY24	<b>85.86%</b>	<b>57.73%</b>
	<b>13 M</b>	<b>61 M</b>

**13<sup>th</sup> Month**

-  Focus on auto-onboarding leading to better due conversions
-  Focus on key geographies and related key programs
-  Digital communication campaigns
-  Focus intervention on product based micro cohorts

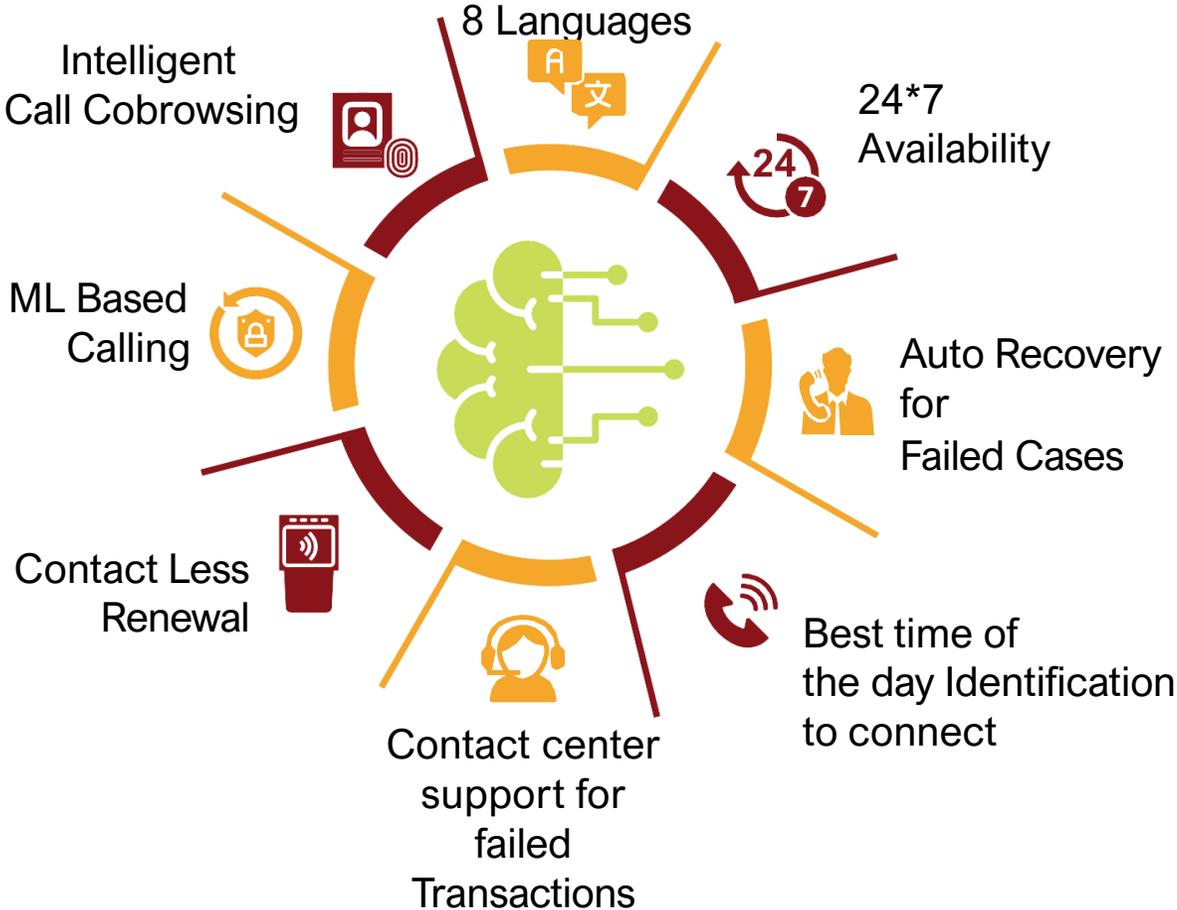
**61<sup>ST</sup> Month**

-  Focused program for preventing 5th year terminations
-  Analytics based micro-cohorts & targeted interventions

# Renewals: Zara Bot: Use Case



Zara is a First of its kind Audio Visual (AV) bot supported by machine learning facilitating on-call digital payment assistance for renewals.



<b>477 Cr*</b> Highest YTD Bot Collection	<b>55%</b> Opportunity to collection conversion
<b>8.5%</b> Contribution in overall Renewals	<b>50 Cr</b> Average Collection per month

Resulting in....

## Customer Onboarding

100%

- **100% new business** processed digitally
- **64% adoption** for contactless digital verification
- **47.9% Auto Underwritten Applications**
- **26% PASA contribution** till Q3 FY'24

## Customer Self Servicing

93%

- **26%** of transactions from WhatsApp & Chatbot contributed in 9M FY24
- **Digital Adoption share of 93%**
- **83% services** available digitally

## Digital Renewal

80%

- Digital collection at **80%**, **4.1% Y-o-Y growth**
- **94% Auto pay adoption** at onboarding stage
- **ZARA (Bot) collected ~` 470+ Cr.**

# Aditya Birla Health Insurance

## INDUSTRY

V / S

## ABHI

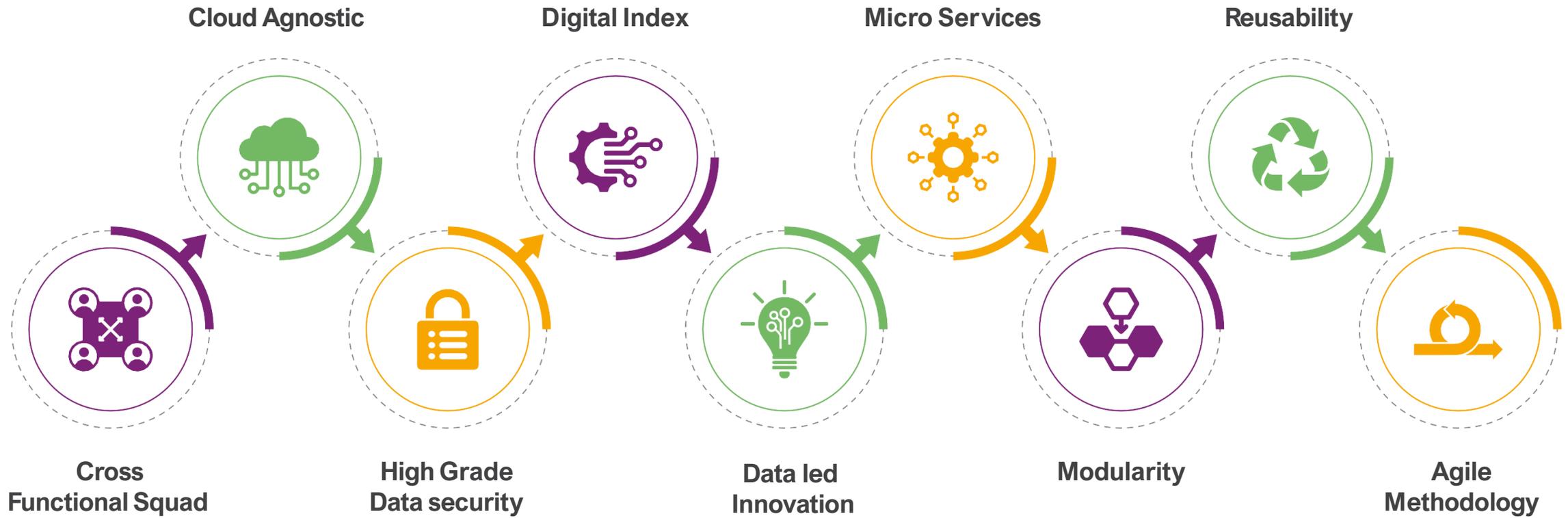
## Promise of Good Health

Sickness Funding (Breakage Model)		Health Assurance Model (Usage Model)
Language of Fear)		Language of Good Health
Insurance First (Low Engagement)		Health First (Hyper personal engagement)
High Friction Claim		Care Manager Led (Empathetic Model)
Only Hospital Network		Integrated Health & Wellness (Phygital Ecosystem)

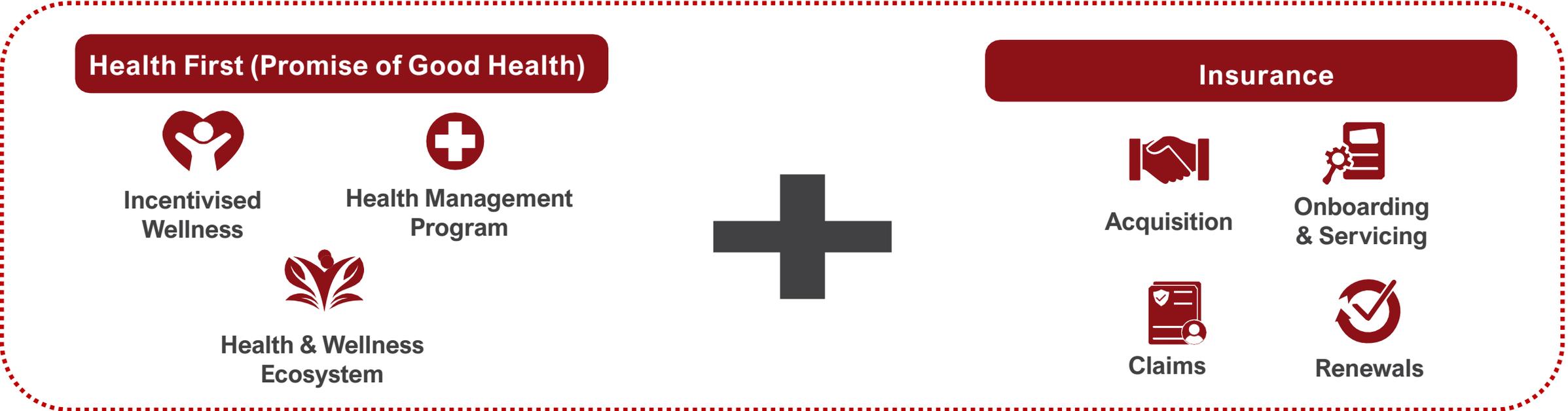


-  **Know Your Health**
-  **Improve Your Health**
-  **Get Rewarded**
-  **Stay Protected**

“ **India’s first data-driven digitally powered, “Health First” Insurance company** ”



**The principles and culture on which we are building our differentiated model**



Acquisition & Onboarding



Servicing & Claims



Renewal & Retention



**Digital led data-driven experiential journeys built using cutting edge technology**



### Know your Health

- Comprehensive Health insights
- AI & data-driven Health & Wellness scores



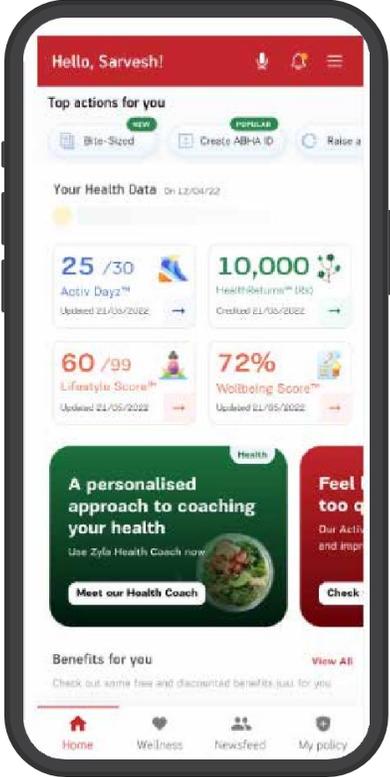
### Improve your Health

- Disease Risk Management
- Fitness Tracking & Insights
- Community Engagement
- Teleconsultation Services



### Get Rewarded

- Maximise Health Returns
- Health Goal led Rewards



“One-stop Solution” for Health and Wellness needs

In-house built **Native App**

**4.5 stars** - Play Store rating

**50+** Partner Ecosystem

**100+** API Integration

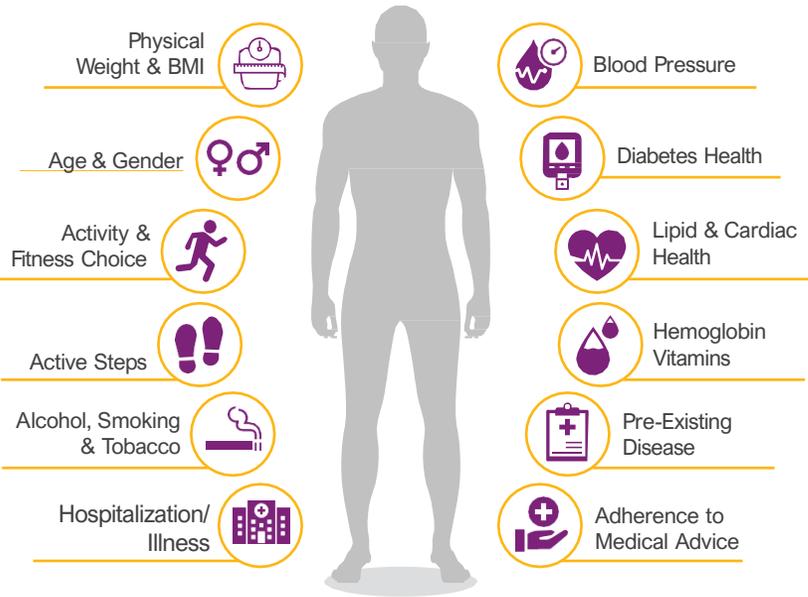
Multilingual

AI/ ML, AR, Hyper personalised



## Health Data

150+ Health Data points



## Wellbeing score

Holistic Health Score



**1.5 Mn+**

**Well-being Score  
generated**

15.7 million data  
points used in  
generating Holistic  
Health Score

60% customers  
showing  
improvement in  
health after  
intervention



## Leverage Digital Platforms

**40+ Digital partners**





## Activ Health App

-  A Holistic Health & Wellness Ecosystem
-  Fastest growing servicing channel for ABHI



## Website

-  Real-time Updates
-  Multilingual Chatbot



## WhatsApp / Chatbot

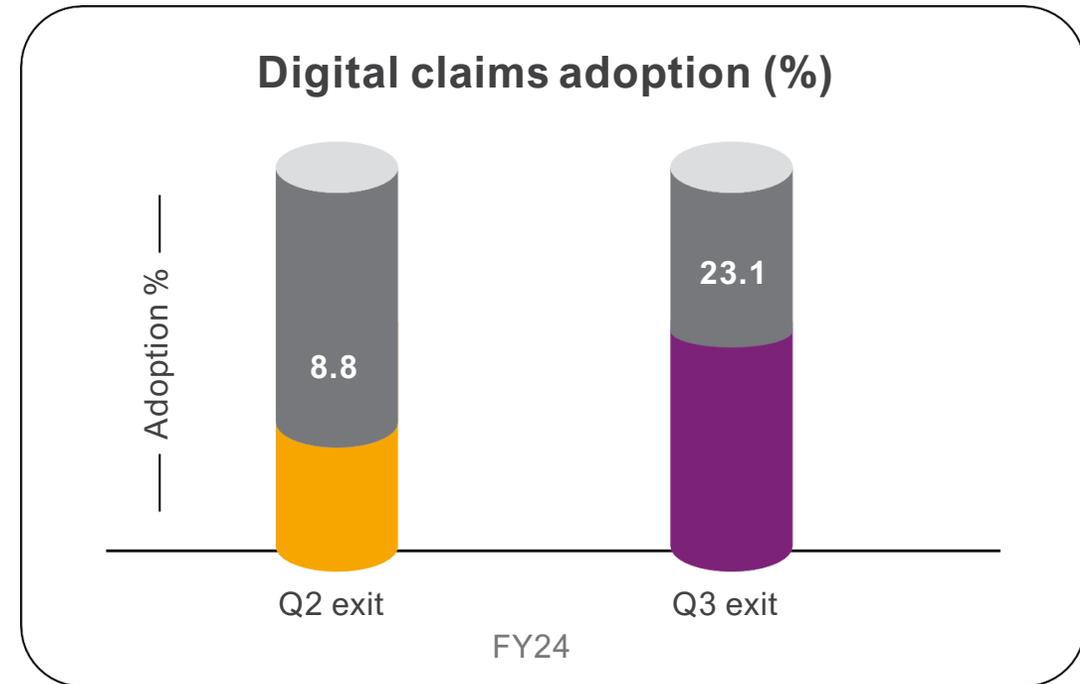
-  AI/ ML based NLP bot with intent recognition rate of >90%
-  Supports – English, Hindi and Hinglish



## AI Voice Bot

-  AI led, intent recognition based servicing
-  Instant Fulfillment

## First SAHI player to give end-to-end claims journey on WhatsApp



## Up-sell/ Cross-sell



## Digital Renewals

Digital Renewals  
**~83%**  
as of Dec'23

**54%**  
Through Activ Health App,  
WhatsApp and Bot lead journeys

 App

 WhatsApp

 Website (Organic)

# Transformation Towards Data/ AI-driven Health Platform

- 1 Sales
- 2 Product / Engagement
- 3 Claims/Fraud waste abuse(FWA)
- 4 Up-sell & Cross-sell



**Health Insurance Company**

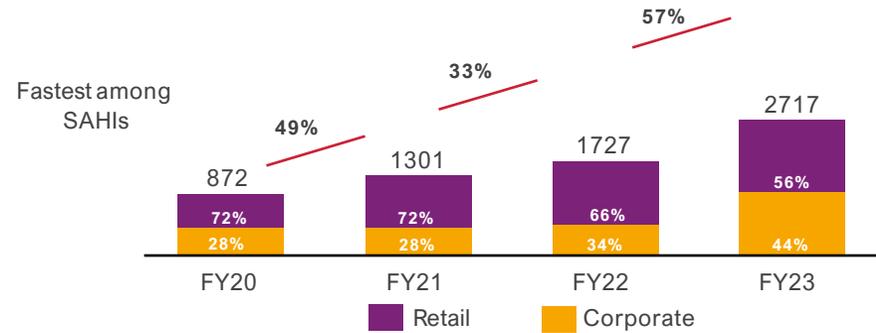


**Data / AI driven Health Platform (Go-to-platform for any healthcare needs)**

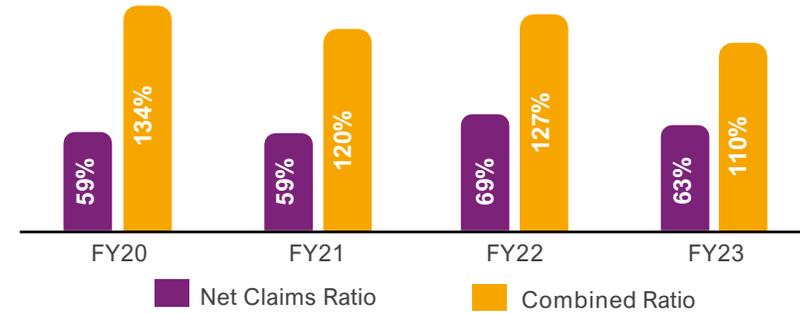
# ...Resulting in Superior Outcomes



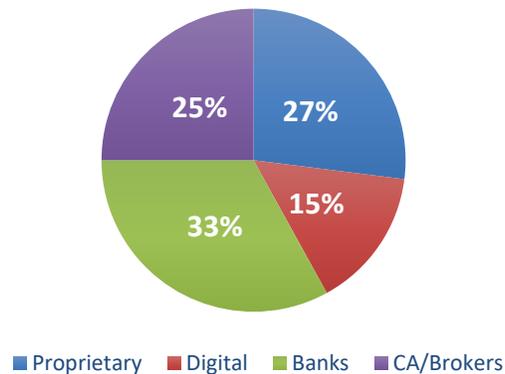
**ABHI is the fastest growing SAHI, 3 Year CAGR 46%**



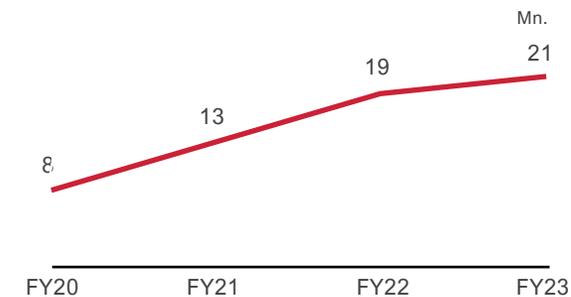
**...on course to achieve breakeven with keen eye on unit economics**



**ABHI has the most diversified business mix**



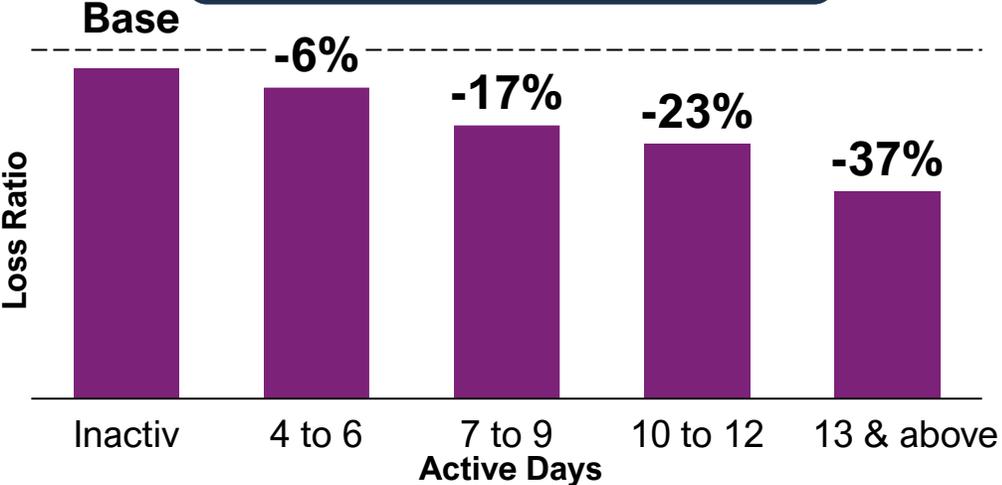
**ABHI increasing number of active lives**



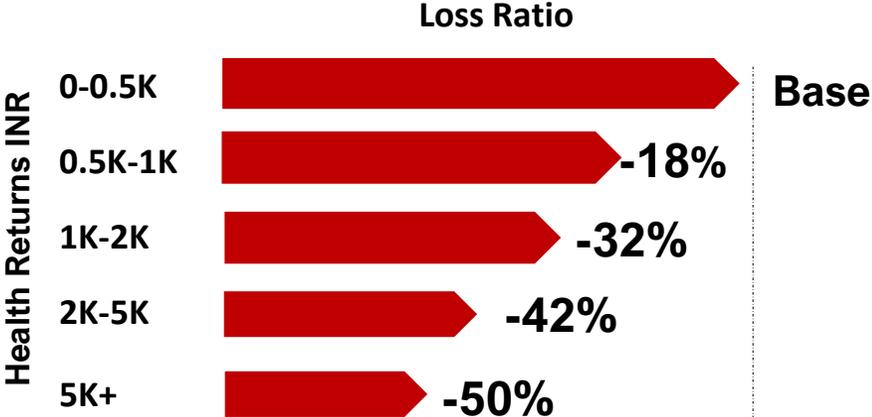
# Early results of our Health Assurance Model



Loss Ratio\* of physically active customers is significantly lower than inactive



Customers earning higher health returns have lower loss ratios\*





THANK YOU

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