

FINANCIAL RESULTS: Q2 FY21

MUMBAI

5th November 2020



**ADITYA BIRLA
CAPITAL**

PROTECTING INVESTING FINANCING ADVISING

A Leading Financial Services Conglomerate

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NOTE 1: The financials of Aditya Birla Capital Ltd are consolidated financials prepared based on Ind AS unless otherwise specified

NOTE 2: The financial figures in this presentation have been rounded off to the nearest Rs 1 Crore

Q2 FY21 | Key Highlights



Strong revival in business with economy re-opening; Consolidated Revenue ↑ **14% q-o-q to 4,879 Crore** and PAT ↑ **33% q-o-q to Rs 264 Crore**



Life Insurance H1 FY21 Individual FYP ↑ **7% y-o-y**; Significantly ahead of Pvt. players (↓ 11% y-o-y); Embedded Value ↑ **13.8% y-o-y**



Fastest growing Health Insurance; H1 FY21 GWP ↑ **75% y-o-y** to ~Rs 550 Crore; Retail mix at **77%** and Combined Ratio at **129% (PY: 155%)**



AMC Domestic AAUM ↑ **11% y-o-y**, Equity AAUM ↑ **13% y-o-y**; Growth aided by strong revival in retail, SIP and B-30 during the quarter



Strong improvement in AMC profitability, Q2 FY21 PBT/ Domestic AAUM: **27 bps (PQ: 24 bps)**



NBFC NIM expanded to **5.32% (↑ 50 bps q-o-q)**; Pre provision operating profit (PPOP) ↑ **12% q-o-q**; PAT ↑ **29% q-o-q**



HFC NIM expanded to **3.33%**; PPOP ↑ **22% q-o-q**; PAT ↑ **30% q-o-q**



Other financial services business PBT ↑ **~2.3x y-o-y**; Growth aided by general insurance broking and ARC



Deployment of technology across the platform to **improve experience and efficiency**



'Aditya Birla Capital' adjudged **BRAND OF THE YEAR** at the **Indian Content Marketing Awards 2020**

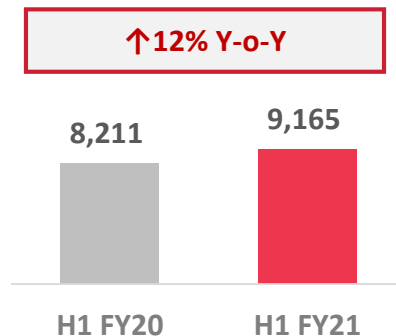
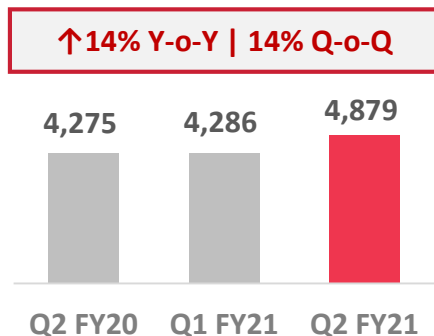
Consolidated Financials



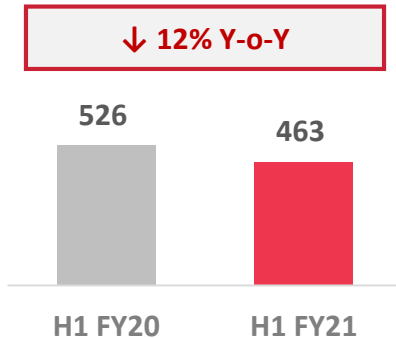
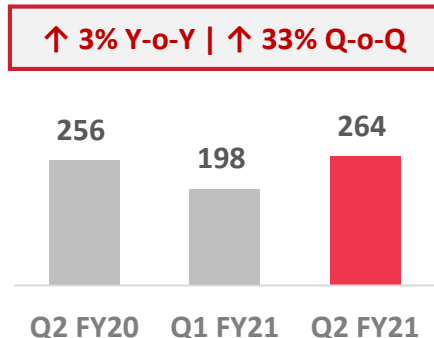
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Figures in Rs Crore

Revenue¹



Profit After Tax



Opex

- Opex optimisation is a key area of focus in our plans
- Aggregate (non-vol linked and excl. ABHI) Q2 FY21 Opex ↓ 8% Y-o-Y

Businesses	Q1 FY21	Q2 FY20	Q2 FY21
NBFC	140	218	181
Asset Management	97	148	125
Life Insurance	17	34	23
Housing	28	28	36
General Insurance Broking	21	9	13
Stock & Securities Broking	4	3	4
ARC	6	4	7
Profitable Businesses PAT	313	444	390
Health Insurance	(58)	(70)	(66)
Less: Interest Cost	(0)	(28)	(0)
Less: Brand & Marketing	(2)	(10)	(1)
Less: Others ² / Eliminations	(18)	(20)	(9)
Less: Minority Interest	(36)	(60)	(49)
Consolidated PAT³	198	256	264

Aditya Birla Capital Limited

¹ Consolidated segment revenue ; for Ind AS statutory reporting purpose Asset management and wellness business are not consolidated and included under equity accounting

² Includes ABCL standalone (ex-interest and brand expenses), Online Personal Finance, Private Equity, ARC, ABMM and other businesses

³ Aditya Birla Sun Life AMC Ltd and Aditya Birla Wellness Pvt Ltd consolidated based on equity accounting under Ind AS, however considered as a part of segmental performance to show holistic financial performance

⁴ Excluding Aditya Birla Health Insurance operating expenses given the business is scaling up and on path to break-even

Advantages of the ABC platform

Figures in Rs Crore



Diversified platform allowing us to capitalize on multiple opportunities and delivering strong earnings through the cycle



Strong parentage and brand with recall and appeal across the country



Pan India multi channel distribution network, allowing our customers to access us as they choose



Integrated risk management and robust processes allowing us to mitigate risk



Talented employee pool with strong domain expertise and a mix of experience and youth



Large customer eco system and analytics provides basis for deepening customer relationships through cross sell



Strong focus on technology to grow revenues, reduce costs, build scalable processes and create best in class customer experience



Ability to synergise so as to reduce costs, transport best practices and scale quickly.

Our Scale

Rs 3 Lac Crore

Total AUM

21,000

Employees

Rs 57,592 Crore

Total Lending Book

800

Branches

Rs 4,500+ Crore

Total GWP (H1 FY21)

2 Lac+

Agents & Channel Partners

20 Mn (↑ 1.8x over 2.5 years)

Active Customers

100+

Bank Partners

Continue to leverage technology

Technology Capabilities

Revenue

- DIGITAL ONBOARDING**
- WHATSAPP FOR RENEWAL**
- ANALYTICAL MODELS FOR PRE-APPROVED OFFERS**

Business Outcomes

- *90%+ customers sourced digitally across ABC in Q2 FY21*
- *92% renewals in HI & 82% of renewals in LI through digital channels*
- *Over Rs. 86 Crore FYP through PASA offers (11% of H1 Ind. FYP) in Life Insurance Business*

Customer Advocacy

- LEVERAGING TECH TO ENHANCE CUSTOMER EXPERIENCE**
- OMNI-CHANNEL SERVICE ORCHESTRATION**
- BUILDING RELEVANT CONTENT**

- *Industry 1st ABC WhatsApp with seamless handover to LOB WhatsApp. Market leading 200+ services on WhatsApp/Chatbot*
- *Omni-channel for seamless and connected experience across service channels*
- *ABC Blog for customer awareness (5+ Mn visits on ABC website and blog in Q2 FY 21)*
- *Increasing Net Promoter Scores*

Cost optimization

- BUSINESS PROCESS EXCELLENCE**
- AUTOMATION TO REDUCE HUMAN INTERVENTIONS**
- STANDARDISATION TO DRIVE COST EFFICIENCY**

- *100+ customer journeys re-engineered leveraging 500+ lean/six sigma trained resources*
- *250+ Robots (RPA's) and intelligent OCR implemented for end-to-end digitization of mid/back office process automation*
- *Implemented Voicebot Tech for renewal in LI and collections in lending business*

Scalability

- CORE OPERATING PLATFORMS**
- HYBRID MULTI CLOUD STRATEGY FOR SCALE AND EFFICIENCY**
- PARTNER INTEGRATION**

- *Significant investments in Core Operating platforms in NBFC and Health Insurance*
- *87% applications hosted on cloud (Private & Public)*
- *Tech platform to enable multiple product offering and faster API integration with Partners*

Awards and Accolades

Figures in Rs Crore



Other noteworthy awards for Aditya Birla Capital and its subsidiaries in 2019 & 2020

'WhatsApp Enterprise Solutions for Business' won in the Innovation category, Qualtech 2019

Thomson Reuters Lipper Awards – MENA Markets 2019 (across various fund categories)

ET BFSI Excellence Award 2019 for service and operational Excellence, 2019

Golden Peacock Award for Excellence in Corporate Governance 2019 - Institute of Directors, Delhi

Home Loans provider of the Year (Outlook Money Awards), 2019 – Gold (Affordable), Silver (Overall)

FICCI Insurance Industry Awards 2020 for Comprehensive Maternal & Child healthcare (CSR Programs)

Asset Triple A Treasury, Trade, Supply Chain and Risk Management Awards 2019

Health Insurance Products and Service Innovation at the Patient Experience Conclave & Awards 2019

Aditya Birla Finance Limited

NBFC Business



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Performance Summary | NBFC | Aditya Birla Finance

1 Strong revival in disbursements

- Gross Disbursal of ~Rs 2,598 Crores (2x of Q1 FY21 | 64% of PY)
- Disbursements in Sep'20 bounces back to pre-CoVID levels
- Continued growth in target segments: Retail at 85% of Q4 FY20 | SME at 1.1x of Q4 FY20

2 Focus on Portfolio Rebalancing

- Retail portfolio ↑ 16% y-o-y; Retail + SME + HNI Mix at 51.9% (PY: 50.5%)
- Focused approach towards reducing ATS across all segments
- Strategic right sizing in large/ mid corporate: Structured Finance: ↓ 42% y-o-y and Construction Finance: ↓ 18% y-o-y

3 Improving margins & Core Profitability

- NIM at 5.32% (↑ 50 bps q-o-q | ↑ 17 bps y-o-y). Increase driven by:
 - Portfolio rebalancing including growth in retail
 - Higher fees due to revival in disbursements, and
 - Active treasury management to reduce cost of funds
- Q2 FY21 CIR at 30.7% (PQ: 30.6%); Q2 FY21 PPOP: Rs 438 Crore (↑ 12% q-o-q)

4 Quality of Book & Collections revival

- Collection efficiency at 92% for Oct'20; Trending towards pre-CoVID levels
- Enhanced provision cover over Sep'19 (LY). PCR by stages:
 - Stage 1: 0.61 % (↑ 1.9x y-o-y) | Stage 2: 9.81 % (↑ 1.9x y-o-y)
 - Stage 3: 44.6% (PY: 33.0%) | Net Stage 3 Security cover: 1.9x (post provision)
- CoVID provision: Rs 139 Crore (33% of total stage 1 & 2 provision)

5 Digital Adoption

- 82% customers onboarded digitally in Q2 FY21
- 100% salaried Personal Loans sourced, underwritten and disbursed digitally
- Video KYC enabled digital customer journeys deployed
- Chatbot & WhatsApp channel seen significant uplift during lockdown with ~ 1.8+ lakhs monthly customer-initiated interactions

6 Liquidity and Balance Sheet Resilience

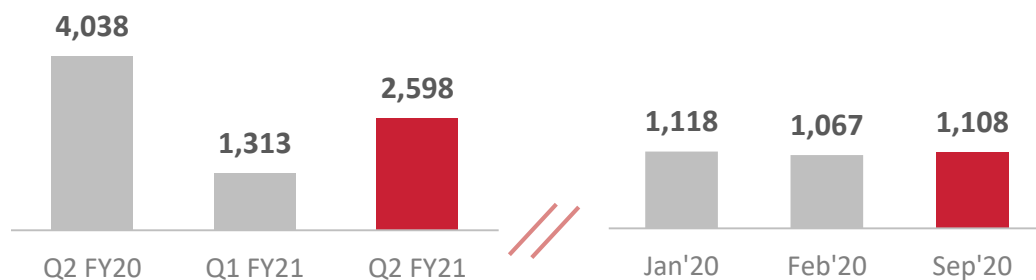
- Dynamic treasury management helped optimise borrowing cost despite increased spreads for NBFCs and surplus liquidity (CoB ↓ 26 bps q-o-q | ↓ 56 bps y-o-y)
- Raised LT borrowing of ~Rs 1,861 Crore in H1 FY21
- Comfortable capital adequacy with CRAR at ~21.6%

Strong revival in disbursements with focus on target segments

Disbursement trending back to pre-CoVID levels

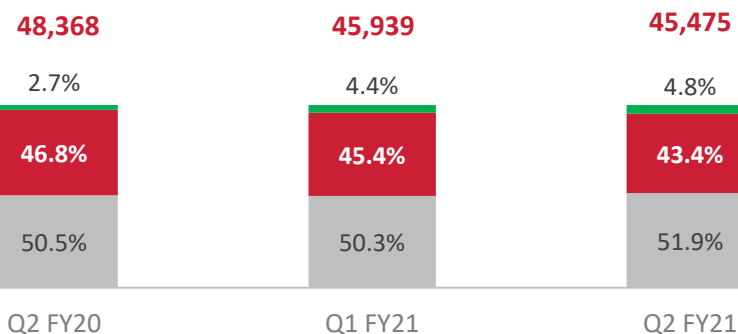
Gross Disbursal of ~Rs 2,598 Crores | 2x of Q1 FY21 | 64% of PY

Disbursals

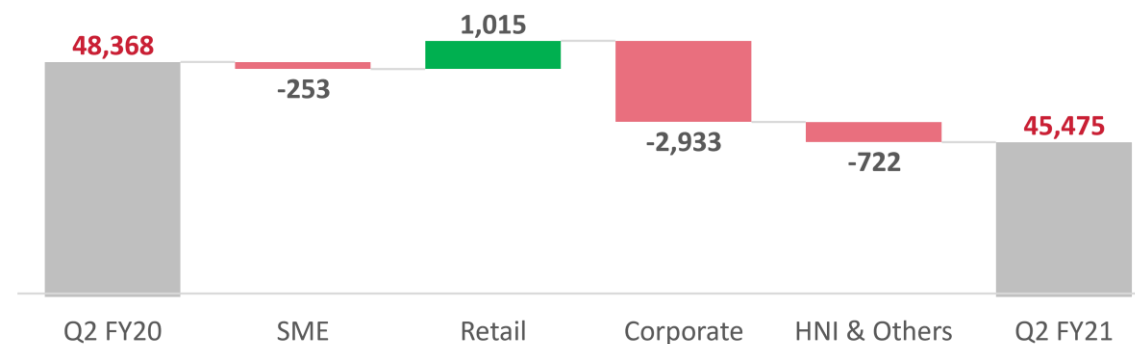


Loan Book Mix

■ SME + Retail + HNI ■ Large + Mid Corporate ■ Others



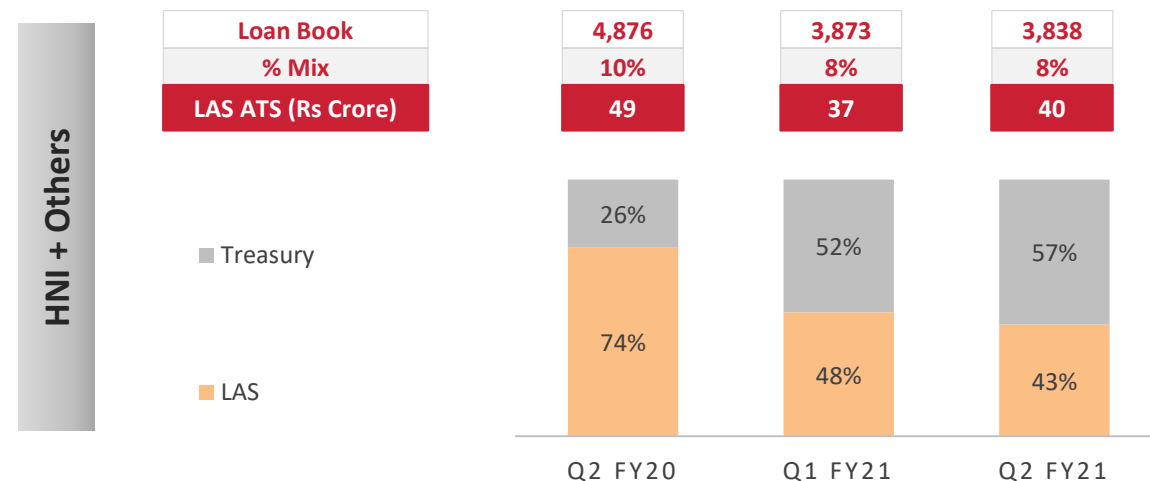
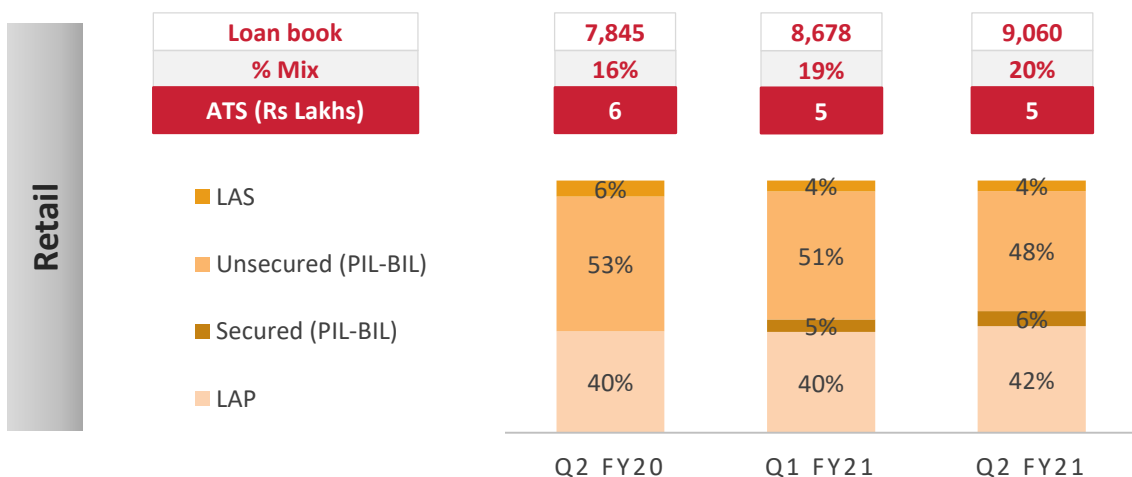
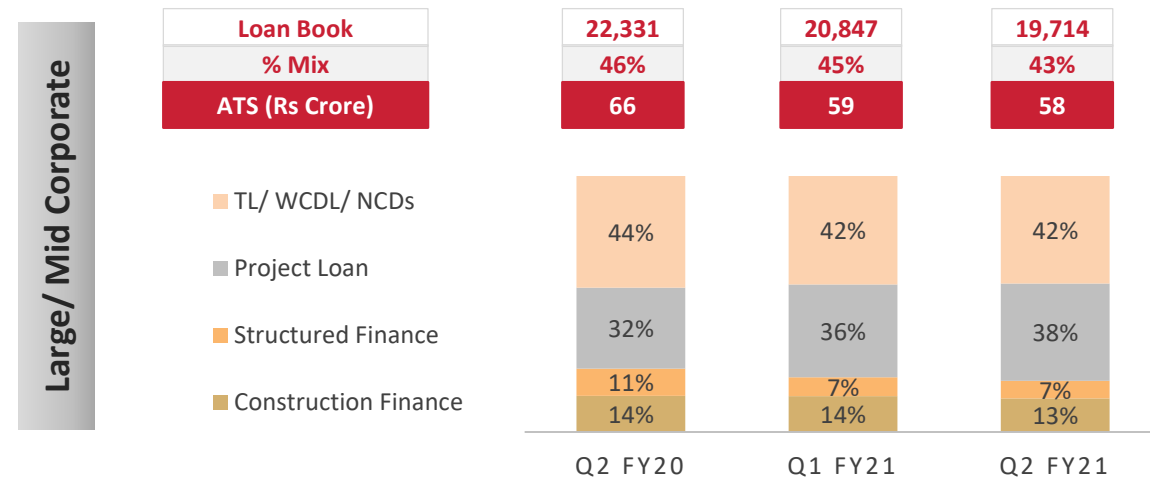
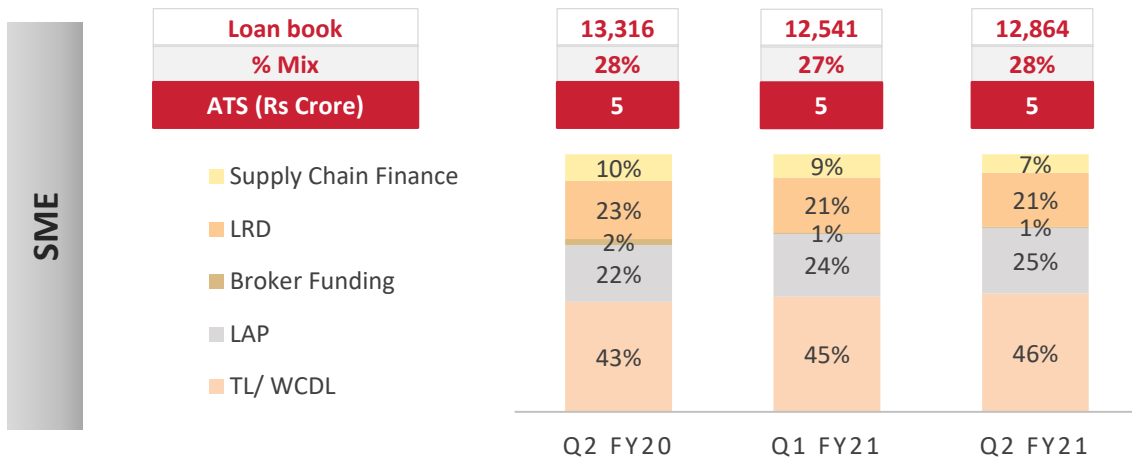
Focusing new disbursement in target segments



SME	Focus on secured TL/ WCDL segment Broker Funding: ↓ 79% y-o-y LRD: ↓ 11% y-o-y
Retail	Focus on growing small ticket loan book Personal Loans: ↑ 16% y-o-y Business Loans: ↑ 16% y-o-y
Corporate	Strategic repayment/ pre-payment in large/ mid corporate Structured Finance: ↓ 42% y-o-y Construction Finance: ↓ 18% y-o-y
HNI	LAS: ↓ 54% y-o-y

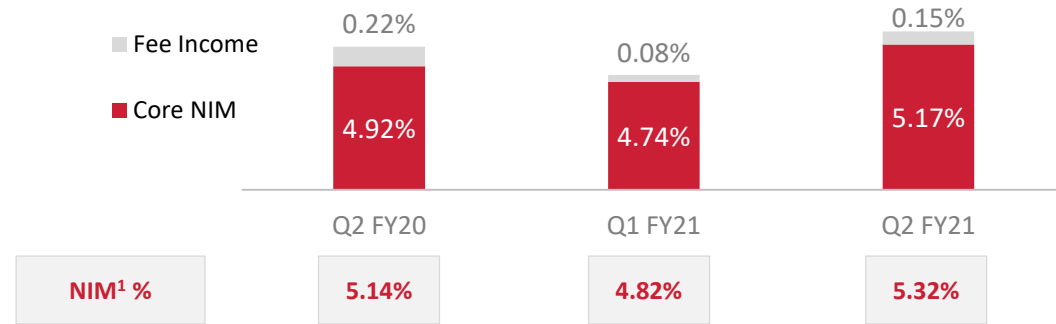
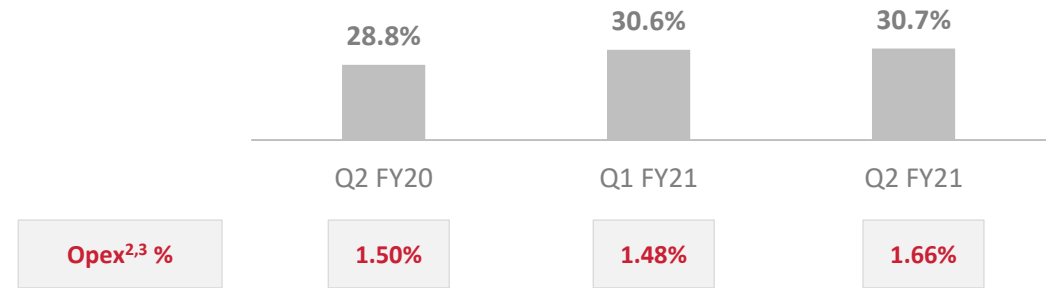
Building granularity across segments

Figures in Rs Crore

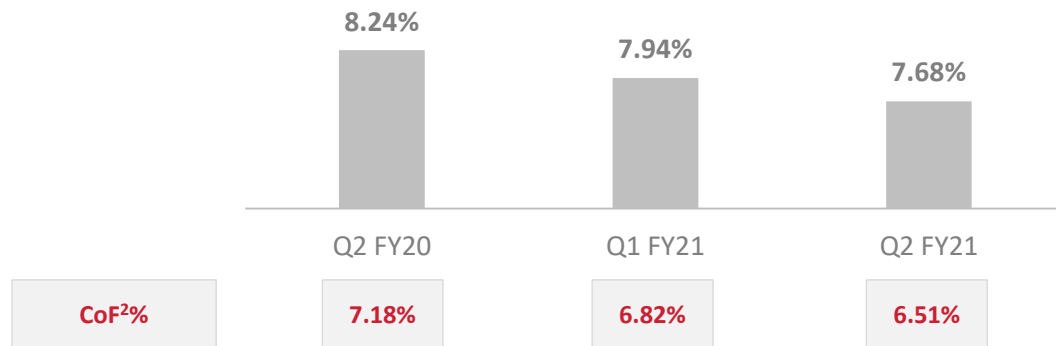


Increase in margins leading to improvement in PPOP

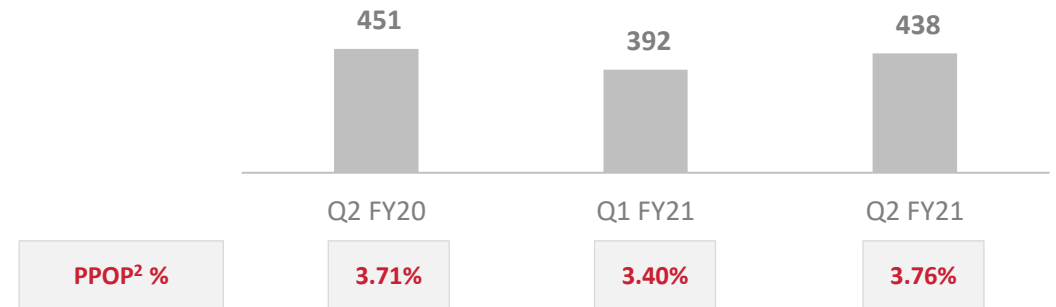
Figures in Rs Crore

 Net Interest Income^{1,3}
NIM at 5.32% (↑ 50 bps q-o-q | ↑ 17 bps y-o-y)

 Cost Income Ratio³
Maintained CIR


Cost of Borrowing

Optimised borrowing cost in a volatile interest rate environment


PPOP

PPOP ↑ 12% q-o-q | Bounces back near LY levels


Enhanced provision cover across stages

Stage 1 & 2 PCR from 0.52% (Q3 FY20) → 0.97% (Q2 FY21)

Stage 3 PCR from 28.9% (Q3 FY20) → 44.6% (Q2 FY21)

Figures in Rs Crores	Q3 FY20	
	Stage 1 & 2	Stage 3
Loan Book	46,635	1,298
% Loan Book (Gross)	97.29%	IL&FS
		Ex-IL&FS
		0.46%
		2.26%

Figures in Rs Crores	Q4 FY20	
	Stage 1 & 2	Stage 3
Loan Book	45,360	1,697
% Loan Book (Gross)	96.39%	IL&FS
		Ex-IL&FS
		0.47%
		3.15%

Figures in Rs Crores	Q1 FY21	
	Stage 1 & 2	Stage 3
Loan Book	44,284	1,655
% Loan Book (Gross)	96.40%	IL&FS
		Ex-IL&FS
		0.48%
		3.13%

Figures in Rs Crores	Q2 FY21 ¹	
	Stage 1 & 2	Stage 3
Loan Book	43,899	1,576
% Loan Book (Gross)	96.53%	IL&FS
		Ex-IL&FS
		0.48%
		2.98%

ECL Provision	243	376
Provision Coverage	0.52%	28.9%
% Loan Book (Net)		1.95%

ECL Provision	316	566
Provision Coverage	0.70%	33.0%
% Loan Book (Net)		2.40%

ECL Provision	386	638
Provision Coverage	0.87%	38.60%
% Loan Book (Net)		2.21%

ECL Provision	425	702
Provision Coverage	0.97%	44.55%
% Loan Book (Net)		1.92%

Provisioning update for the quarter

- **Incremental provisioning of Rs 39 Crores q-o-q on loan book under Stage 1 & 2 given the current environment**
- **Additionally, CoVID-19 provision of Rs 139 Crore; 31 bps of Loan Book, considering LGD/PD assumptions based on extensive stress-testing**

Credit Cost

- **Credit cost (ex-CoVID) % of AAUM at 1.67% (PQ: 1.33% | PY: 1.11%)**
- **Expecting ~50% resolution of Stage 3 book by end FY21**
- **Credit cost for H2 FY21 expected to be in 1.2% – 1.3% range, depending on economic conditions**

Collection efficiency

- **Collection efficiency at 92% for Oct'20**
- **Trending towards pre-CoVID levels**

Adequate provisioning and security cover across segments



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Figures in Rs Crore

Security cover and Guarantee Programs

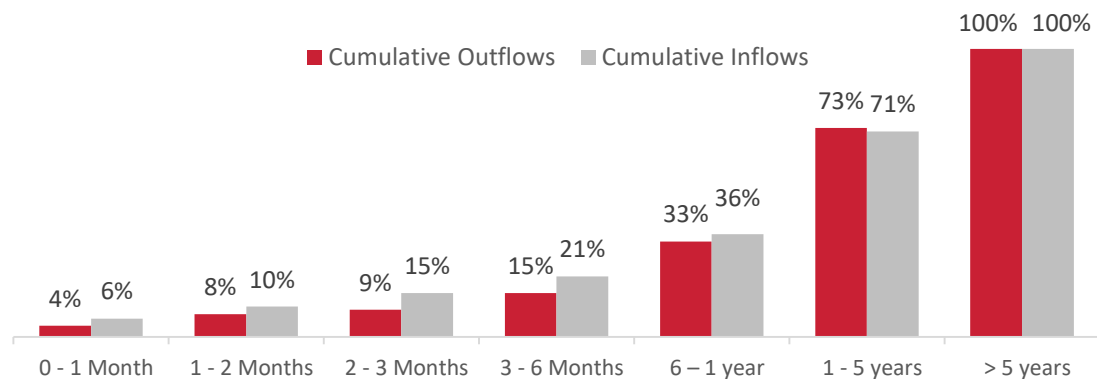
- ~80% of total loan book secured. Security Cover:
 - Overall Loan Book:** Security value of Rs 82,825 Crore Vs. overall loan book of Rs 45,475 Crore (Net Security Cover¹: 1.9x)
 - Net Stage 3 Book:** Security value of Rs 1,627 Crore Vs. Net Stage 3 assets of Rs 874 Crore (Net Security Cover¹: 1.9x)
- Additional 5% secured** through CGTMSE guarantee scheme
 - 75% of Existing MSME Unsecured Loans** are covered under credit guarantee with SIDBI (CGTMSE Program)

Customer Segments	GS3	Provision	NS3	Security	Net Security Cover ¹
SME	177	70	107	212	2.0x
Retail - Secured	59	15	45	62	1.4x
Retail - Unsecured	45	25	20	-	-
Large & Mid Corp. (Ex. IL&FS)	1,075	530	546	1,166	2.1x
Large & Mid Corp. (IL&FS)	219	63	156	187	1.2x
HNI & Others	-	-	-	-	-
Total	1,576	702	874	1,627	1.9x

Well matched ALM with adequate liquidity

Figures in Rs Crore

ALM optimised for liquidity and costs (As on 30th Sep 2020)



Cumulative Surplus/ (Gap)

65%	33%	61%	38%	8%	-2%	0%
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Raised LT borrowing of ~Rs 1,861 Crore in H1 FY21

Term Loans: Rs 1,100 Crore | NCD: ~Rs 761 Crore

Diversified borrowing profile with LT Mix at 87%

AAA rating re-affirmed by ICRA and India Ratings

Adequate liquidity under stress test scenario (Oct'20 over Sep'21)

Liability Maturity (Sep'21)
(Including interest payments)

14,152

Liability Maturity

Fund Available as on 30th Sep 2020
(Assuming 50% of collections)

14,945

13,287

1,658

Funds Available

■ Balance Funds
(Undrawn Lines +
50% Collections)

■ Liquid Surplus

Optimised cost of borrowing despite increased spreads for NBFCs and surplus liquidity

Maintaining comfortable capital adequacy

Q2 FY21: CRAR at ~21.6%

Leveraging technology in NBFC business



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Figures in Rs Crore

Digital initiatives/ Assets deployed

Customer Onboarding

- 100% digital and paperless onboarding
- Video KYC deployed for seamless digital journeys
- All Salaried Personal Loans in Q2 FY21 sourced, underwritten and disbursed digitally
- Pan-India deployment of digital LOS in progress
- Leveraging OCR, Video KYC, Face ID, video PD + geotagging, e-sign and e-Contract features

Top-up and cross-sell

- Policy rules digitally coded for auto-generating top up and cross sell offers
- Pre-approved and pre-qualified offers auto-generated monthly from Bureau refresh
- Digital and physical reach-out campaigns (Email, SMS, Call Centre Calling, Sales team reach-out)

Digital Payments and Collections

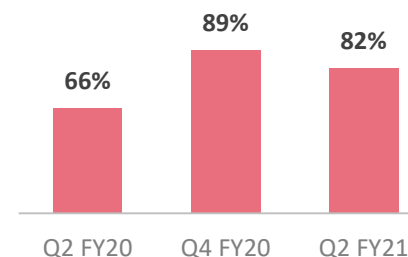
- New channels such as UPI, Wallets, eNach etc. introduced for digital payments collections.
- Voice bot used for collection and moratorium calling in FY21

Customer Self-Service

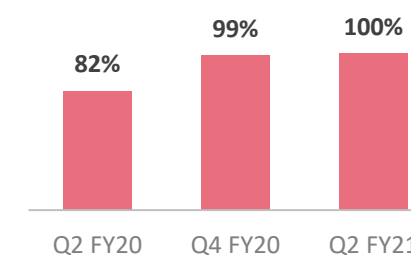
- Chatbot & WhatsApp channel seen significant uplift during Covid with number of customer initiated interactions at 1.8+ lakhs monthly.
- Email bot has been able to respond to the increased volume of 39k per month emails during Covid.

Business KPIs

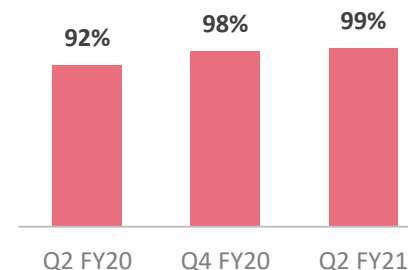
Digital Onboarding



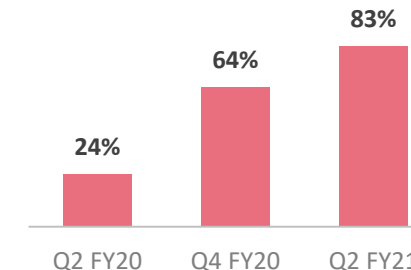
Digital Payouts



Digital Collection



Service Interaction Digitally



Key Financials – Aditya Birla Finance Limited



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Figures in Rs Crore

Quarter 1	Quarter 2		Figures in Rs Crore	Half Year	
FY 20-21 (CY)	FY 19-20 (PY)	FY 20-21 (CY)		FY 19-20 (PY)	FY 20-21 (CY)
45,939	48,368	45,475	Key Performance Parameters	48,368	45,475
11.64%	12.32%	11.83%	Lending book	12.38%	11.74%
6.82%	7.18%	6.51%	Average yield (Incl. Fee Income)	7.18%	6.67%
4.82%	5.14%	5.32%	Interest cost / Avg. Lending book	5.19%	5.07%
565	634	632	Net Interest Margin (Incl. Fee Income)	1,310	1,197
173	183	194	Net Interest Income (Incl. Fee Income)	361	367
1.50%	1.50%	1.66%	Opex	1.46%	1.58%
30.6%	28.8%	30.7%	Opex / Avg. Lending book	27.6%	30.6%
204	134	194	Cost Income Ratio	231	398
1.77%	1.11%	1.67%	Credit Provisioning	0.93%	1.72%
189	317	244	Credit Provisioning/ Avg. Lending book	718	433
140	218	181	Profit before tax	481	322
8,196	7,890	8,379	Profit after tax	7,890	8,379
			Net worth		

Aditya Birla Housing Finance Limited

Housing Finance Business



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Performance Summary | Housing Finance | AB Housing Finance

1 Strong revival in disbursements

- Focus on granular business continues
- Logins (Count) in Sep'20: **129% of PY** | **Q2FY21: 108% of PY**
- Strong rebound in gross disbursements:
 - **Sept'20: ~100% of PY** | **Q2FY21: 72% of Q2 FY20 and 89% of Q4 FY20**

2 Focus on Portfolio Rebalancing

- **Focused approach to build granular higher-yielding business:**
 - HL ATS at Rs 29 Lacs ↓ 12% y-o-y
 - Affordable new sourcing mix (HL + LAP) at 42% (PY: 34%)
- **Affordable HL ↑ 33% y-o-y** | **↑ 2.7x over 2 years**
- **Construction Finance ↓ 25% y-o-y**

3 Improving margins & Core Profitability

- **Q2 FY21 NIM¹ expanded to 3.33%** (↑ 6 bps q-o-q & ↑ 42 bps y-o-y)
- **Cost income ratio at 41.2%** (↓ 4% q-o-q)
- **Pre-provision operating profit at Rs 63 Crore** (↑ 22% q-o-q)
- **PAT grew by 30% q-o-q**

4 Quality of Book & Collections revival

- **Collection efficiency at 94% in Oct'20; Trending towards pre-CoVID levels**
- **GNPA and NNPA at 1.16% and 0.70% respectively**
- **Enhanced provision cover over Sep'19 (LY). PCR by stages:**
 - Stage 1: **0.48%** (↑ 1.7x y-o-y) | Stage 2: **12.9%** (↑ 5.6x y-o-y)
 - Stage 3: **37.0%¹** (PY: 27.2%)
- **CoVID provision of Rs 30 Crore (38% of total Stage 1 & 2 provision)**

5 Digital Adoption

- **84% of all files sourced digitally in Q2 FY21 (1.4x of Q1 FY21)**
- **Onboarded 38% of our total customers through ABC One ID portal**
- Digitization of onboarding process has helped save on processing cost, reduce end-to-end TAT as well as deliver improved customer experience
- **WhatsApp gone Live on 29 Service Requests; Adoption level is 95%**

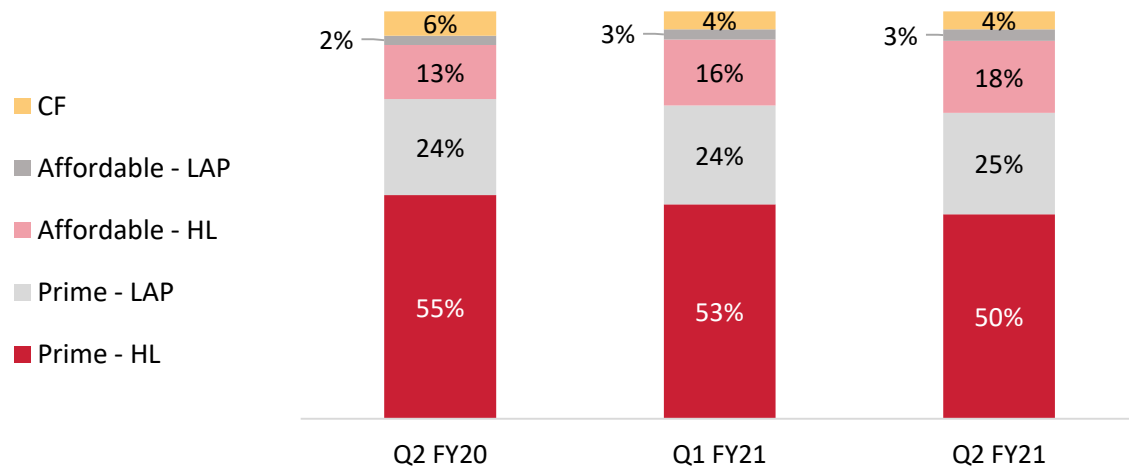
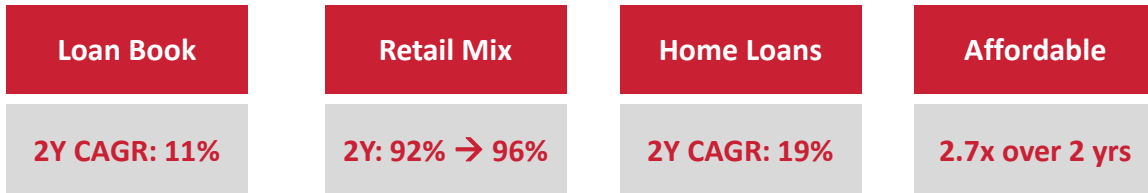
6 Liquidity and Balance Sheet Resilience

- Dynamic treasury management helped optimise borrowing cost despite increased spreads for HFCs and surplus liquidity: **CoB ↓ 57 bps y-o-y** | **↓ 15 bps q-o-q**
- **Raised LT borrowing of ~Rs 850 Crore in H1 FY21**
- **Comfortable capital adequacy with CRAR at ~19.33%**

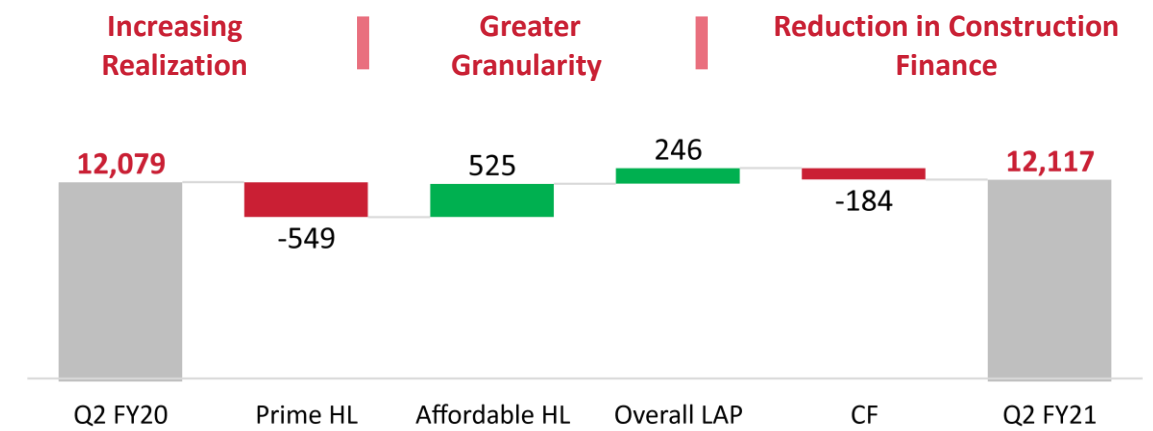
Recovery in disbursement with growth in focused segments

Figures in Rs Crore

Growing loan book with increased retail mix

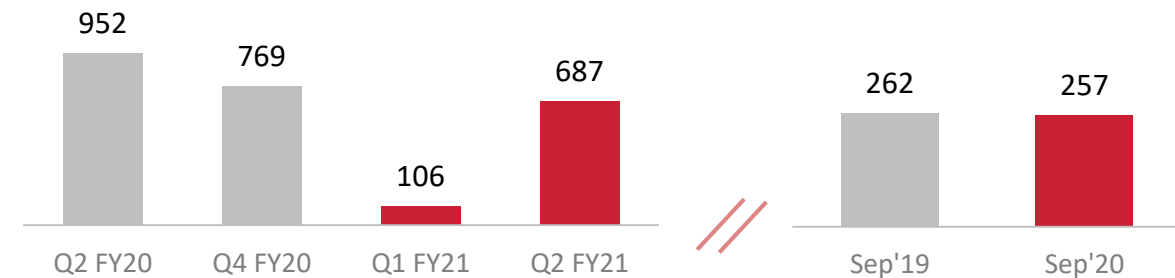


Change in Loan Book and Disbursement Mix



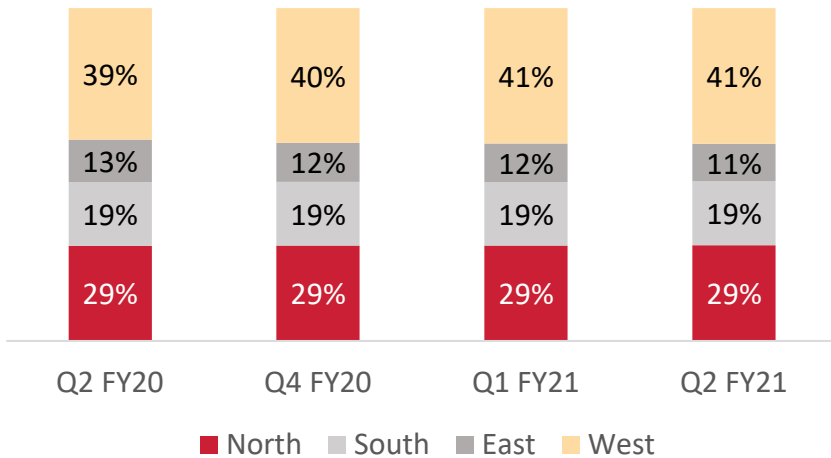
Gross disbursements (Q2FY21) 72% of PY | 89% of Q4 FY20

Sep'20: ~100% of PY



Sourcing strategy

Diversified Geographic Mix (%)



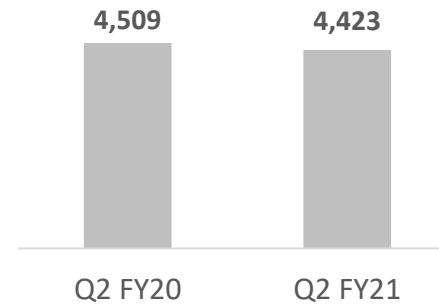
Balanced distribution strategy

Tapping growth in smaller cities

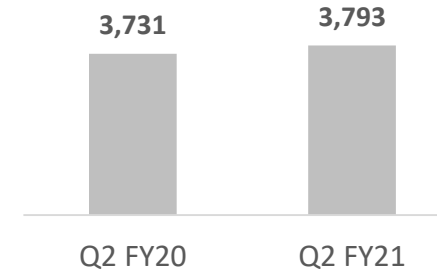
Focus on increasing reach and building retail granularity

Home Loans Sourcing

Metros



Non-Metros



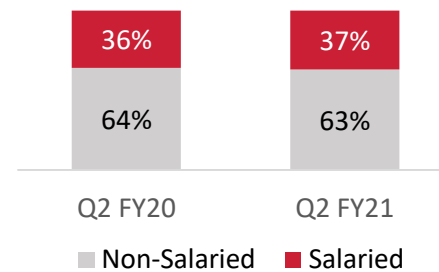
Non-metro loan book mix at 47%

57 branches currently operational pan-India

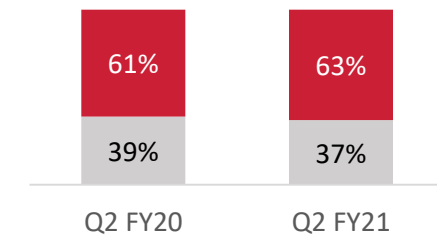
Customer Mix

Overall Home Loans

ATS: Rs 29 Lacs (PY: Rs 33 Lacs)



Affordable Home Loans

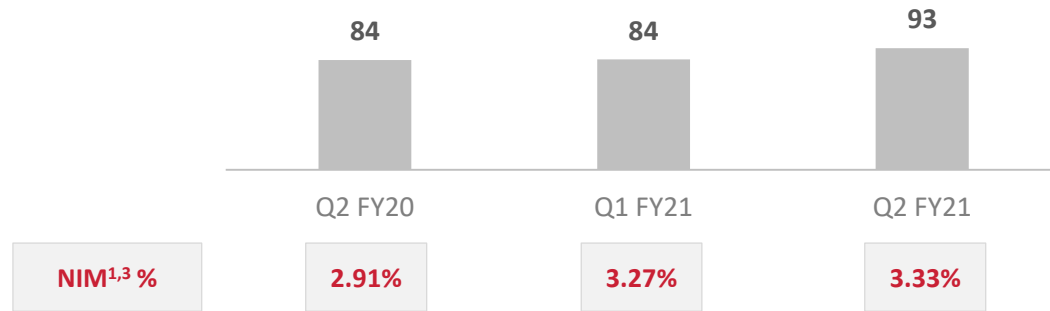


Focus on affordable segment

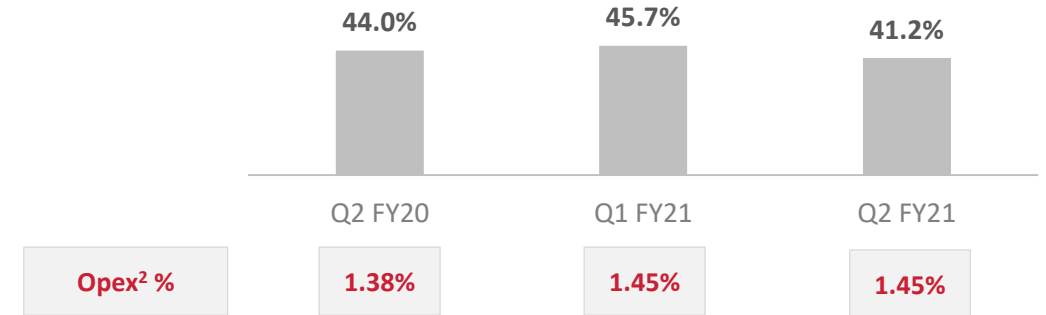
Increase in core profits driven by margins and control on cost

Net Interest Income^{1,3}

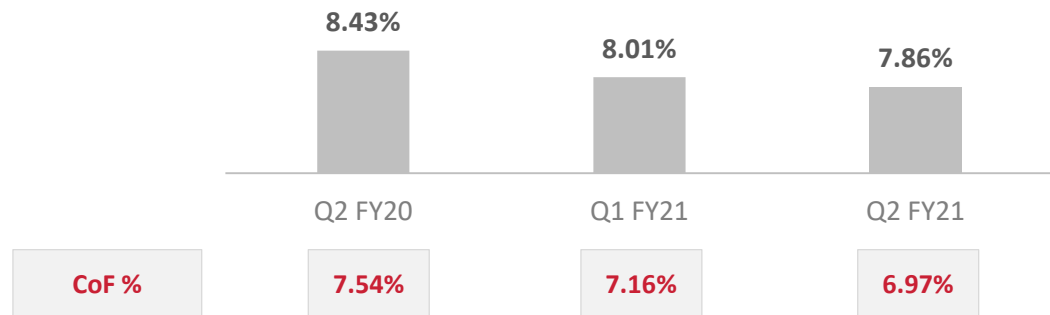
Margin improvement led by change in product mix
NIM: ↑ 6 bps q-o-q & ↑ 42 bps y-o-y


Cost Income Ratio

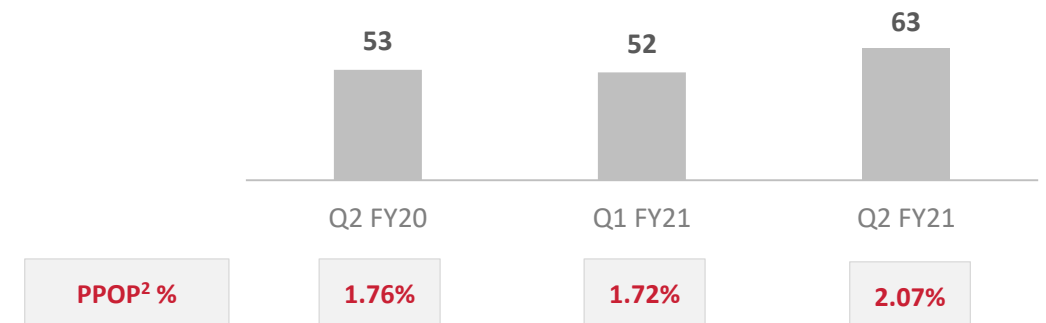
CIR ↓ 4% q-o-q


Cost of Borrowing

Optimised borrowing cost in a volatile interest rate environment


PPOP

Pre-provision operating profit (PPOP) ↑ 22% q-o-q



Enhanced provision cover across stages

Stage 1 & 2 PCR from 0.33% (Q3 FY20) → 0.66% (Q2 FY21)

Stage 3 PCR from 31% (Q3 FY20) → 37% (Q2 FY21)

Figures in Rs Crores	Q3 FY20		Q4 FY20		Q1 FY21		Q2 FY21 ¹	
	Stage 1 & 2	Stage 3	Stage 1 & 2	Stage 3	Stage 1 & 2	Stage 3	Stage 1 & 2	Stage 3
Loan Book	12,063	127	11,955	147	11,989	146	11,967	150
% of Loan Book (Gross)	98.96%	1.04%	98.79%	1.21%	98.80%	1.20%	98.76%	1.24%
ECL Provision	40	40	56	47	70	47	79	55
Provision Coverage	0.33%	31%	0.47%	32%	0.58%	32%	0.66%	37%
% of Loan Book (Net)		0.73%		0.82%		0.81%		0.78%

Credit Cost

- Overall CoVID-19 provision: Rs 30 Crore (25 bps of Loan Book)
- Security value of Rs 170 Crore against Net Stage 3 assets of Rs 85 Crore (2x security cover)

Affordable Loan Book

- ATS ~ Rs 14 Lacs
- 29% of Affordable Home Loans portfolio backed by IMGIC and 48% eligible for PMAY subsidy

Construction Finance

- ATS on exposure: Rs 12 Crore / ATS on outstanding: Rs 8 Crore
- ~85% exposure to Bangalore, MMR, Pune, Surat, Ahmedabad and NCR

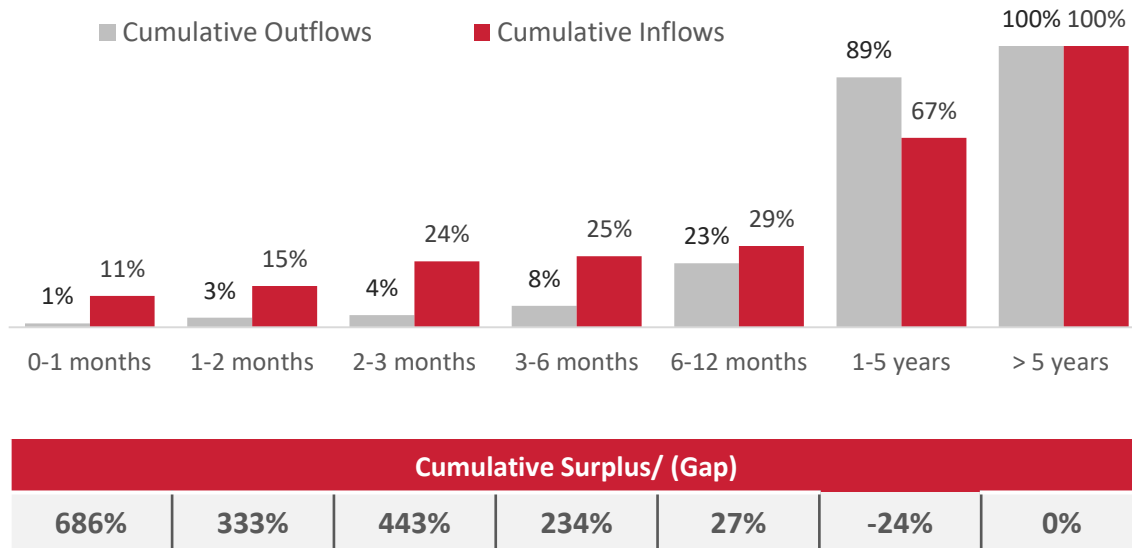
Collection Efficiency

- Collection Efficiency at 94% in Oct'20
- Trending towards pre-CoVID levels

Well matched ALM with adequate liquidity

Figures in Rs Crore

ALM optimised for liquidity and costs (As on 30th September 2020)



Raised LT money of Rs 850 Crores in H1 FY21

Rs 850 Crores Long Term (Term Loan: Rs 400 Crores, NCD: Rs 450 Crores)

Adequate liquidity under stress test scenario (Oct'20 over Sep'21)

Liability Maturity (Sep'21)
(Including interest payments)

2,842

Liability Maturity

Fund Available as on 30th Sep 2020
(Assuming 50% of collections)

3,994

3,842

152

Funds Available

- Balance Funds (Undrawn Lines + 50% Collections)
- Liquid Surplus

Maintaining comfortable capital adequacy

Q2 FY21: CRAR at ~19.33% (Regulatory requirement: 14%)

Leveraging technology across customer journeys



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Figures in Rs Crore

Digital initiatives/ Assets deployed

Customer Onboarding

- Mobile App for Digital onboarding of customers leveraging e-Aadhaar, facial recognition, bureau integration, ITR & GST database integration.
- **Processing time reduction with better credit decisioning capability through:**
 - Instant eligibility through in-built calculator
 - API assessment of financial eligibility
 - Video PD with geo-tagging option

Digital Payments

- Use of Paytm, Bill desk & Virtual Accounts for payment has enabled faster reconciliation & real time account update.
- Part payment automation using RPA has reduced Overall TAT by 75%

Digital Collections

- Voice Bot for collections and moratorium calling 69% Promise to Pay
- Leveraging Collections App for Digital payment
- Deployed 2-way switch calling platform enabling In-House Collections for Sales Teams during WFH on moratorium & overdues collections follow-up

Digital Servicing

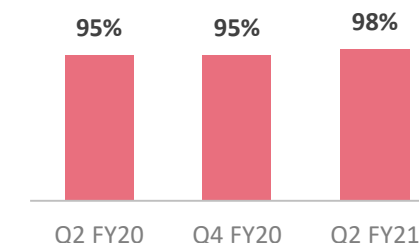
- WhatsApp: Live on 29 Service Requests | 24 are STP | Adoption level is 95%.
- E-Bot efficiency increased from 84% to 90%.
- Google Assistant live on production environment; Marketing campaign in progress.
- Cust portal: Live on 62 service requests catering to 60% of overall service requests

Business KPIs

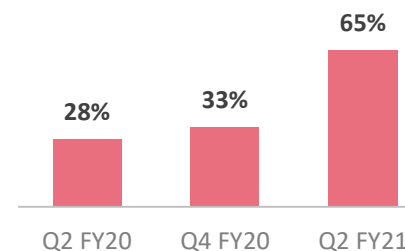
Customer Onboarding



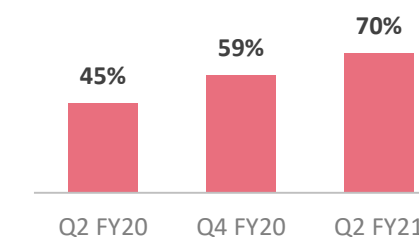
Digital Collection



Digital Payouts



Digital Servicing

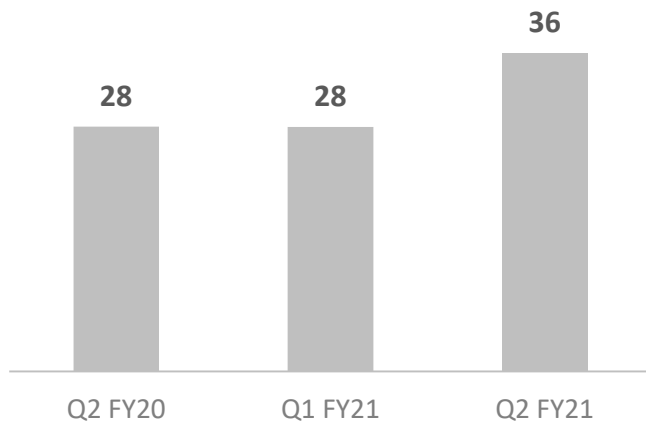


Value accretive growth

Figures in Rs Crore

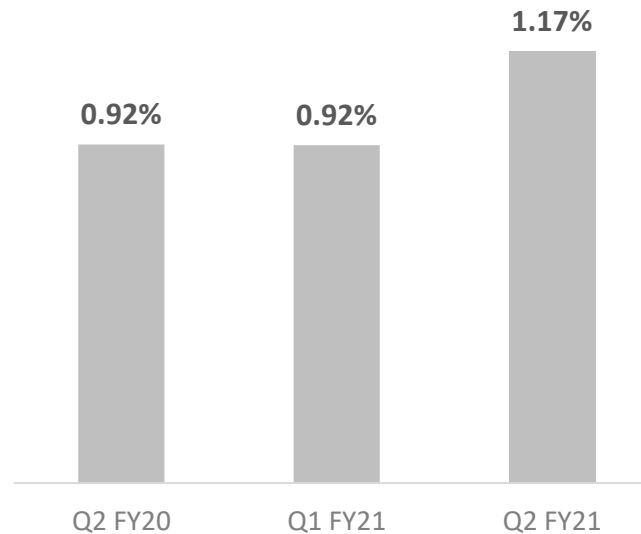
PAT

PAT at Rs 36 Cr (PQ: 28 Cr)



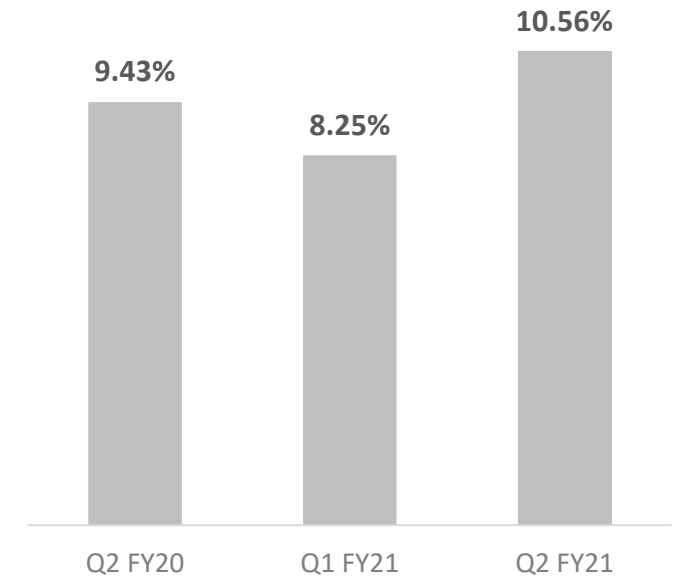
Return on Assets

RoA at 1.17% (PQ: 0.92%)



Return on Equity¹

RoE at 10.56% (PQ: 8.25%)



Key Financials – Aditya Birla Housing Finance Limited



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Figures in Rs Crore

Quarter 1	Quarter 2		Figures in Rs Crore	Half Year	
FY 20-21 (CY)	FY 19-20 (PY)	FY 20-21 (CY)	Key Performance Parameters	FY 19-20 (PY)	FY 20-21 (CY)
12,134	12,079	12,117	Lending book	12,079	12,117
10.36%	10.36%	10.25%	Average yield	10.42%	10.31%
7.16%	7.54%	6.97%	Net Interest cost / Avg. Loan book	7.53%	7.07%
3.27%	2.91%	3.33%	NIM (incl. Fee Income)	2.95%	3.30%
84	84	93	Net Interest Income	167	177
44	42	44	Opex	84	88
1.45%	1.38%	1.45%	Opex/ Avg. Loan Book	1.43%	1.45%
45.7%	44.0%	41.2%	Cost Income Ratio (%)	45.0%	43.3%
16	17	18	Credit Provisioning	29	34
0.54%	0.58%	0.58%	Credit Provisioning/ Avg. Loan Book	0.49%	0.56%
36	36	45	Profit Before Tax	74	81
28	28	36	Profit After Tax	54	63
1,405	1,243	1,442	Net worth	1,243	1,442

Aditya Birla Sun Life AMC Limited
Asset Management Business



**ADITYA BIRLA
CAPITAL**

PROTECTING INVESTING FINANCING ADVISING

Performance Summary | Asset Management | ABSL Asset Management Co

1 Strong revival in AUM

- Overall Domestic AAUM at Rs. 2,38,674 Crore in Sep'20 (↑ ~11% q-o-q)
- Domestic Equity AAUM Rs. 82,179 Crore in Sep'20 (↑ ~13% q-o-q) with stable mix at 34%
- Net Sales market share improved q-o-q and y-o-y backed by strong investment performance

2 Maintaining Leadership and Market Share

- Strong retail franchise with investor folio count at ~7.2 Mn; Fastest growing AMC in terms of folios with 5 years CAGR at 22% vs. Industry at 16%
- Maintained overall AAUM market share (Ex. ETF) at 9.4%
- SIP AUM ↑ 9% q-o-q | Maintained SIP Market share ~10%
- Maintained leadership in fixed income (Ex ETF); AAUM Market share at 10.8%

3 Building strong retail franchise

- Retail AAUM at Rs 49,151 Crore in Sep'20 (↑ ~12% q-o-q)
- Continued traction in B-30 AAUM (↑ ~13% q-o-q)
- New SIP registrations ↑ 33% q-o-q; At ~80% of Q4 FY20 levels; SIP AUM % of Equity AUM increased from 38% (Mar'20) to 43% (Sep'20)
- ~1.40 Lacs new customers added in Q2 FY21

4 Strong Profitability

- PBT/ AAUM at 27 bps vs. 24 bps in Q1 FY21; Expect to maintain FY21 PBT/AAUM bps at current level
- Strong growth in Q2 PBT to Rs 164 Crore (↑ ~26% q-o-q)
- Focus on Opex with reduction of 11% y-o-y in H1 FY21
- Return on Equity at ~31% in H1 FY21

5 Leveraging digital adoption

- Digital transactions account for ~91% of overall transactions
- 83% of new Folios created Digitally
- Omni-channel implementation: Inbound channels integrated for seamless and connected experience on investment journeys
- WhatsApp and Google Assistant for self-servicing (7 Lakh+ customer interactions)

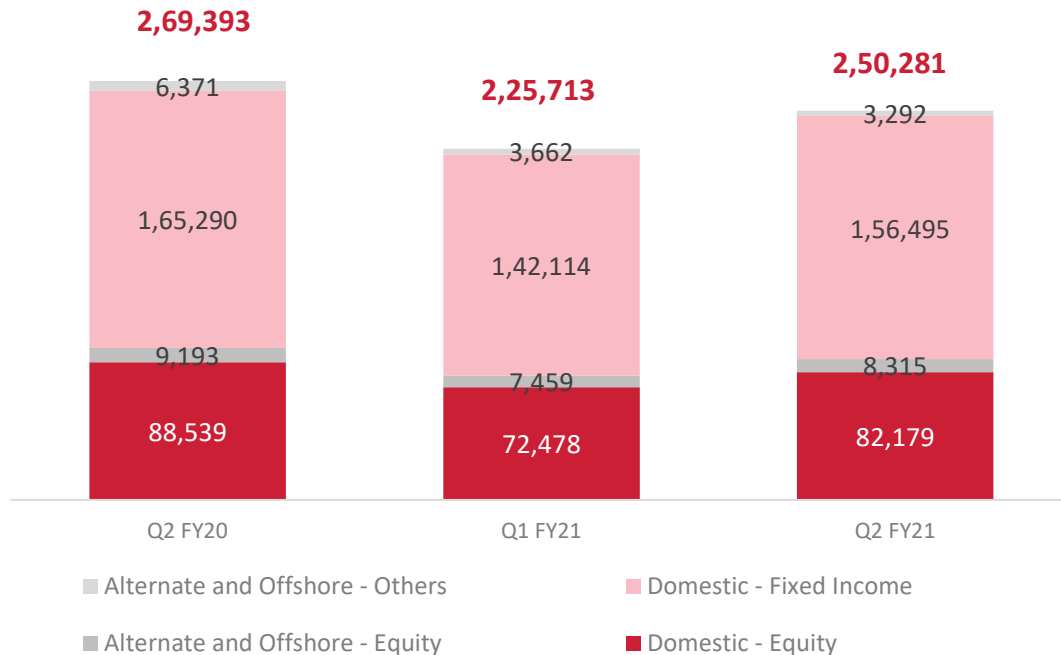
6 Investor & distributor engagement

- Pan India presence with 300+ locations; 80,800+ IFA's, 260+ National Distributors and 100+ bank partners
- Empaneled 850+ new IFAs in H1 FY21
- 349 digital investor education programs covering 48,000+ Investors in H1 FY21
- 290 distributor development program covering 32,300+ partners in H1 FY21

Rebound in AUM growth

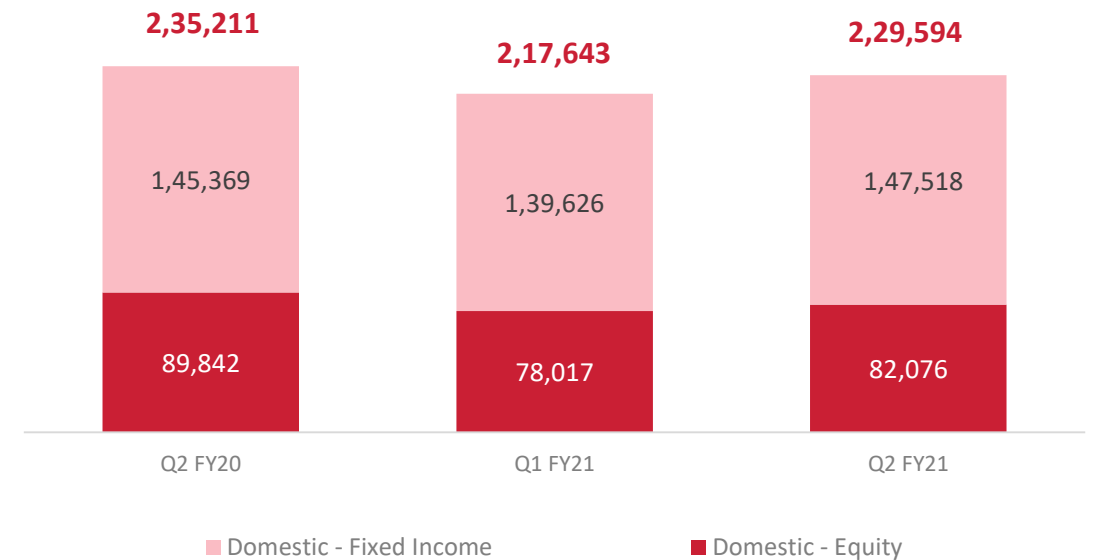
Average Assets under Management

Domestic AAUM: Overall \uparrow 11% q-o-q | Equity \uparrow 13% q-o-q



Closing Assets under Management

Domestic AAUM: Overall \uparrow 5% q-o-q | Equity \uparrow 5% q-o-q



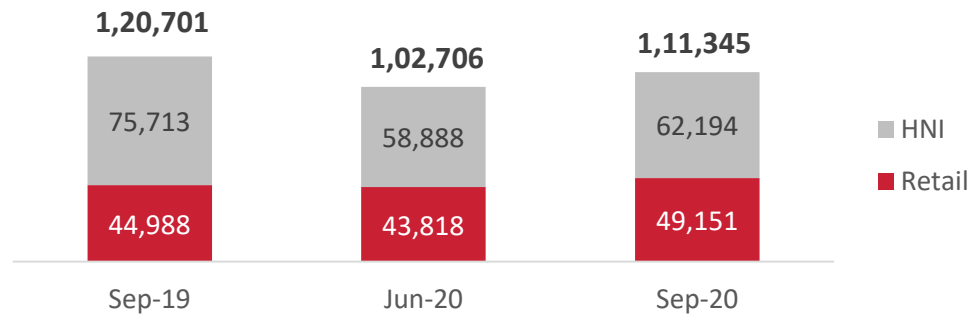
Focus on retailisation

Retail + HNI AAUM at Rs 1+ Lakh Crore (5Y CAGR ~17%)

Figures in Rs Crore

Overall ↑ 8% q-o-q | Retail ↑ 12% q-o-q

Retail + HNI MAAUM

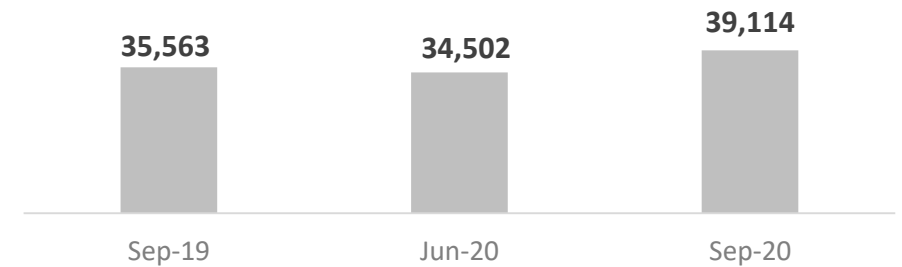


2nd highest gain in B-30 Market Share amongst Top 5 Players over 5 yrs

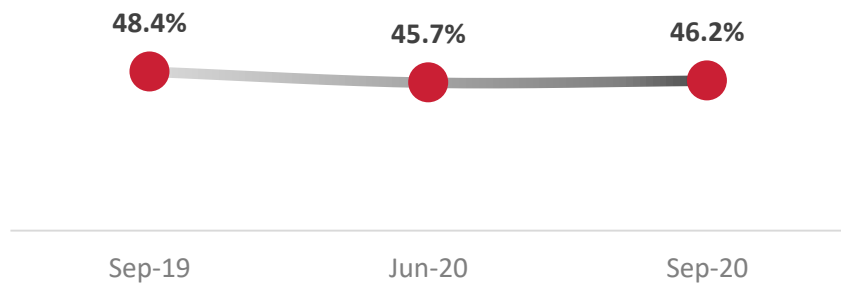
Figures in Rs Crore

↑ 10% y-o-y | ↑ 13% q-o-q

B-30 AAUM

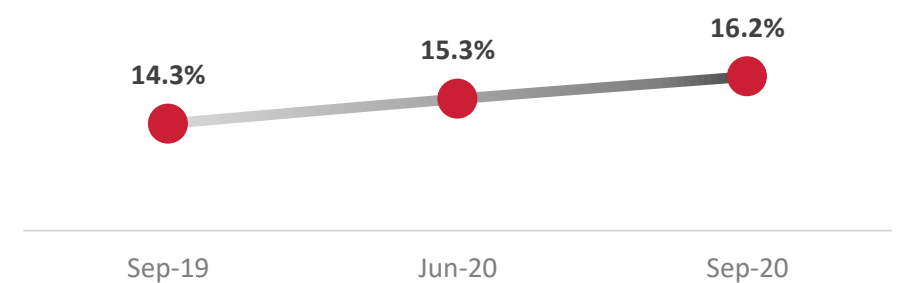


% of MAAUM



190 bps improvement in B-30 AAUM mix

% of MAAUM

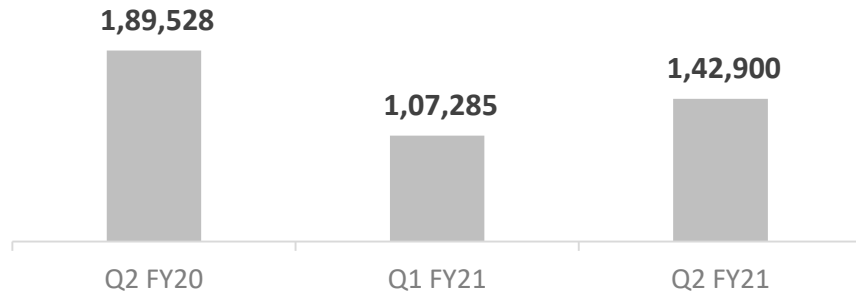


Strong and sustained rebound in SIP

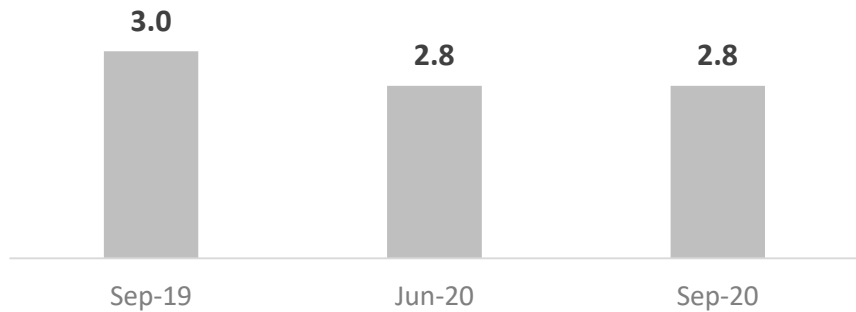
Strong revival in new SIP registrations

↑ 33% q-o-q | Registrations in Q2 FY21 at ~80% of Q4 FY20

New SIP Registration Count



Total SIP Count (Millions)

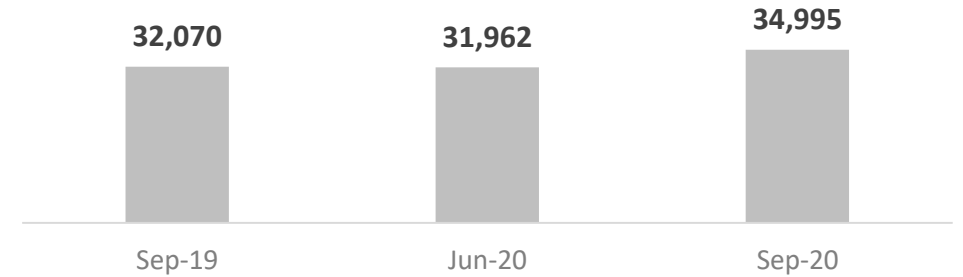


SIP AUM

SIP AUM grew ~9% q-o-q

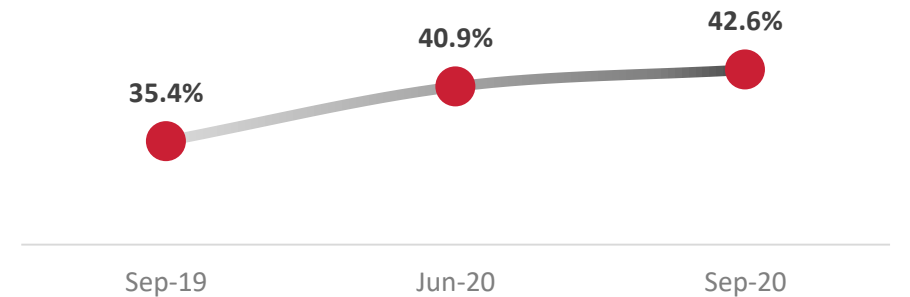
Figures in Rs Crore

SIP AUM



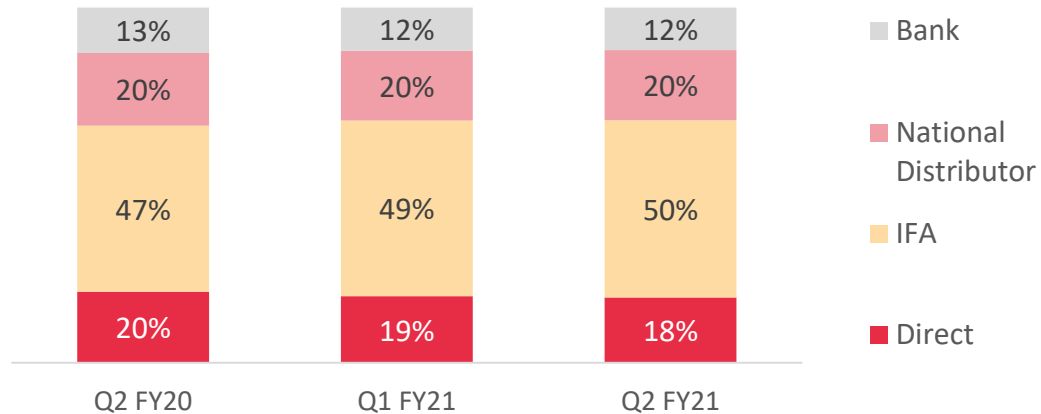
SIP AUM % of Equity AUM

SIP AUM mix ↑ 7.3%



Large and diversified distribution network

Continue to grow IFA share in equity sourcing



Locations (>75% in B-30 cities)	300+	IFAs	80,800+
National Distributors	260+	Banks	100+

Investor Education and Distributor development

- Conducted **349 digital investor education programs** covering **48,000+ Investors**
- Conducted **290 distributor development program** covering **32,300+ channel partners**
- Empanelled **850+ new IFAs** in H1 FY21
- Digital asset awareness campaign to assist advisors to use digital assets for transactions
- Conducted innovative campaigns and services with the objective of spreading awareness among investors and providing support to business partners

Digital initiatives/ Assets deployed

Customer Onboarding

- 83% of new Folios created Digitally
- API-fication of:
 - Video KYC - Partners acquire new Customers with our APIs
 - Purchase and Redemption- Many large partners using our APIs

Customer Retention

- Immediate and multiple **Drop links** reminders at set frequency to convert pending transactions into certainty
- Investors & Partners can invest in NFO via our digital platforms such as Fingo & Fingo Partner App, Investor & Partner Portal, ARN Hardcoded Links, Partner Easylink Platform, Chabot, WhatsApp, etc.

Customer Self-Service

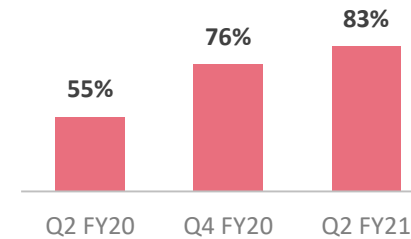
- Introduced **Systematic Corner**, a dedicated section to manage all the systematic investments on the Investor Portal
- Innovative Servicing
 - **Whatsapp** and **Google Assistant** – for Key transactions and A/C statement resp. 1.3 Lac opt-ins on Investor WhatsApp
 - Online **update of Nominee, Bank A/C & Contact** details

Purchase Initiate Journey

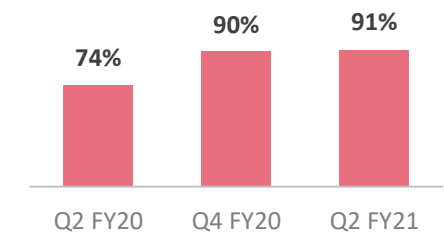
- **Omni Channel** experience for investors on Website and WhatsApp for payment drop journey
- **Easylink** for recommending and facilitate purchase of funds to investors from distributors
- First in the industry to offer **SIP e-OTM** registration for automated SIP payments

Business KPIs

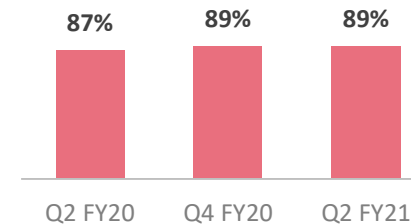
Digital Onboarding



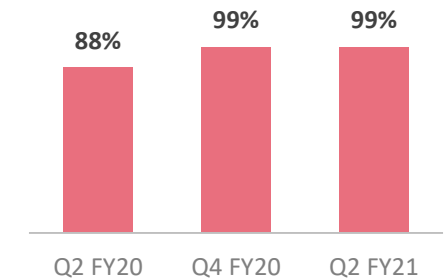
Customer interactions on Digital Channels



% Digital Distributor Onboarding



% Digital Payments



Key Financials – Aditya Birla Sun Life AMC Limited



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Figures in Rs Crore

Quarter 1	Quarter 2	Quarter 2	Figures in Rs Crore	Half Year	
FY 20-21 (CY)	FY 19-20 (PY)	FY 20-21 (CY)	Key Performance Parameters	FY 19-20 (PY)	FY 20-21 (CY)
2,14,592	2,53,828	2,38,674	Domestic AAUM	2,53,897	2,26,633
72,478	88,539	82,179	Domestic Equity AAUM	90,506	77,328
7,459	9,193	8,315	Alternate and Offshore Equity AAUM	9,471	7,887
79,937	97,732	90,494	Total Equity	99,977	85,215
259	323	291	Revenue	638	549
128	148	127	Costs	288	255
130	175	164	Profit Before Tax	351	294
24 bps	27 bps	27 bps	Profit Before Tax (bps¹)	28 bps	26 bps
97	148	125	Profit After Tax	265	223

Aditya Birla Sun Life Insurance Limited
Life Insurance Business



ADITYA BIRLA
CAPITAL

PROTECTING INVESTING FINANCING ADVISING

Performance Summary | Life Insurance | ABSL Insurance Co

1 Strong rebound in business

- Strong rebound in New Business Premium as economy re-opens
- **Individual FYP ↑ 7% y-o-y in H1 FY21** (Private Players ↓ 11% y-o-y)
- **Group NBP ↑ 78% y-o-y in H1 FY21** (Private Players ↑ 12% y-o-y)
- **H1 Renewal premium ↑ 19% y-o-y** with **Digital collection ↑ 27% y-o-y**

2 Improvement on all quality vectors

- Continuous improvement in persistency over the years with **13th month persistency at 83.1%** (↑ 200 bps y-o-y)
- Improved **Opex to Premium Ratio down to 14.5% for H1 FY21** (PY: 20.1%)
- **H1 FY21 Surrender Ratio at 4.5%** (PY: 10.1%)

3 Improving Margins and Return on EV

- **Q2 FY21 Gross VNB Margin at 36%** | Maintained Gross VNB Margins at 34.8% (H1 FY21) despite falling interest rates
- **H1 FY21 Net VNB Margins ↑ 50 bps y-o-y to 1.6%** (Q2 FY21: 6.4%). Expect year end with early double digit given the current trends.
- **EV at Rs 5,727 Crore as on Sept'20 (↑ 13.8% y-o-y)**

4 Leveraging Digital and Analytics

- **95% Individual business sourced digitally in H1 FY21 with 80% Auto Pay**
- Pre-Approved Sum Assured: **PASA contributed to 11% of H1 FY21 FYP**
- **15% incremental collections** through “ZARA” renewal bot.
- Customer servicing through WhatsApp, Bots and Self-Service portals with monthly interactions of 2.5L+

5 Risk Management

- **95% of expected maturity benefits of guaranteed portfolio are hedged.** Guarantees are regularly monitored, and products are repriced for adjustments in interest rate fluctuations
- **Although we have seen increasing COVID-19 claims being reported in Q2, the overall claim experience is not adversely affected as of H1FY21.** Additional claims provisions are made in view of COVID-19 basis estimates.

6 Product & Distribution

- Two new products launched on Non-Participating Platform; New Riders launched for ULIP products to improve margins
- **New products contributed 20%+ of Q2 FY21 FYP**
- **Healthy Sourcing Mix** through Proprietary and Partnership Channels, contribution of **43:57** respectively with controlled ULIPs

Strong rebound in New Business Premium as economy re-opens

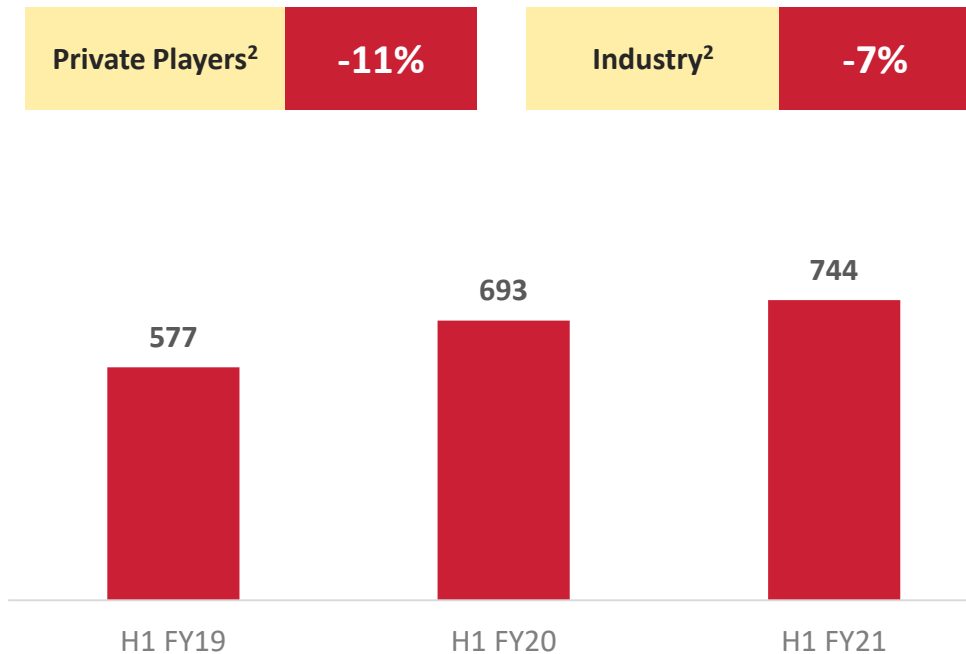


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Figures in Rs Crore

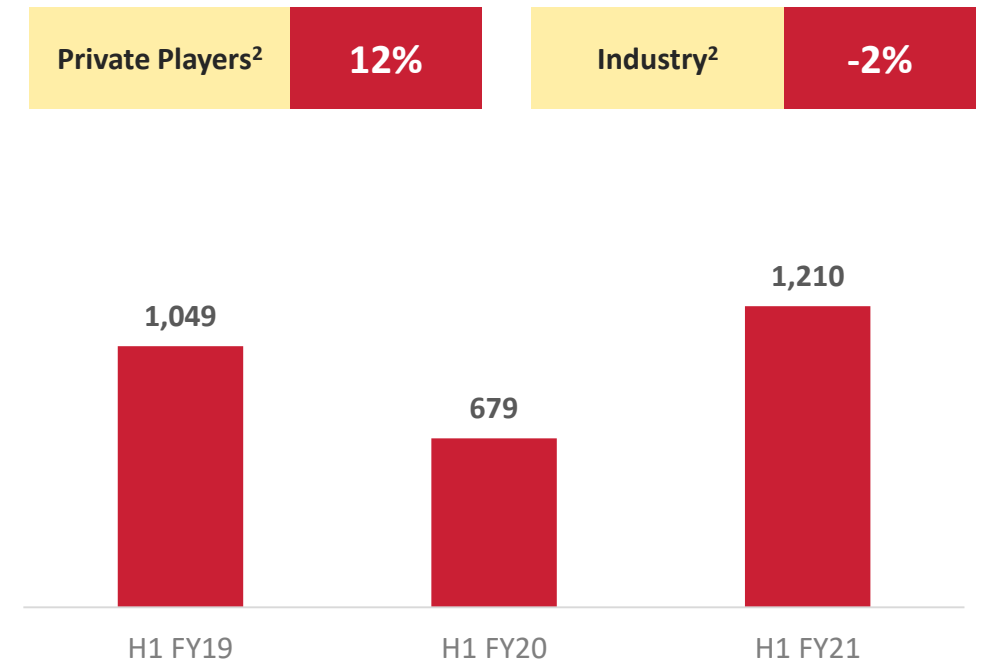
Individual FYP¹

7% Y-o-Y in H1 FY21



Group New Business Premium

78% Y-o-Y in H1 FY21



Digital initiatives/ Assets deployed

Pre-Purchase

- Generated 5,00,000 Leads through LMS
- 2 Click customer journey being introduced for Bank Channels
- PASA campaigns contributed 11% to the total business

Customer On-boarding

- 95% New business sourced digitally
- Smart Prospecting tool with DIY Combos & AI based Digital training to go live in Q3.
- Mobile first platform for distributors & customers under development.
- LMS adoption in HDFC at 96%

Customer Retention/ Renewals

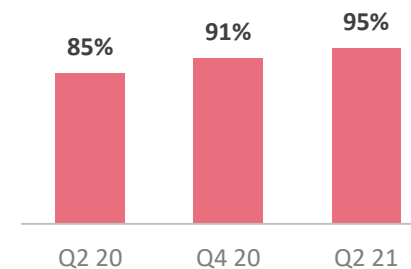
- Digital collection ↑ 27% y-o-y
- 15% incremental collections through “ZARA” renewal bot.
- 80% Auto pay adoption at onboarding stage in FY 21
- Contact less digital verification of customers with 33% adoption

Customer Self-Service

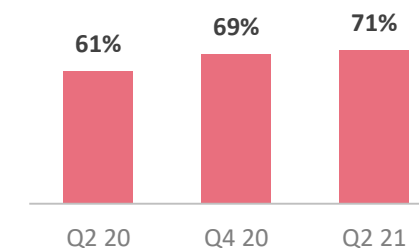
- Over 90% services available online
- WhatsApp & Chatbot have seen significant rise in adoption with total customer-initiated interactions crossing 2.5 lakh per month

Business KPIs

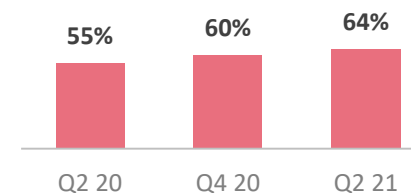
Digital Onboarding



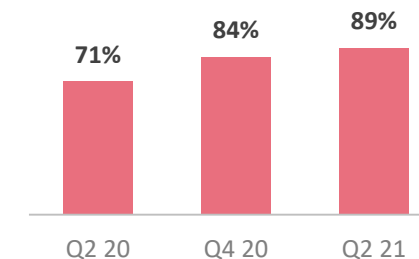
Self Service Ratio



Digital Renewal (by value)

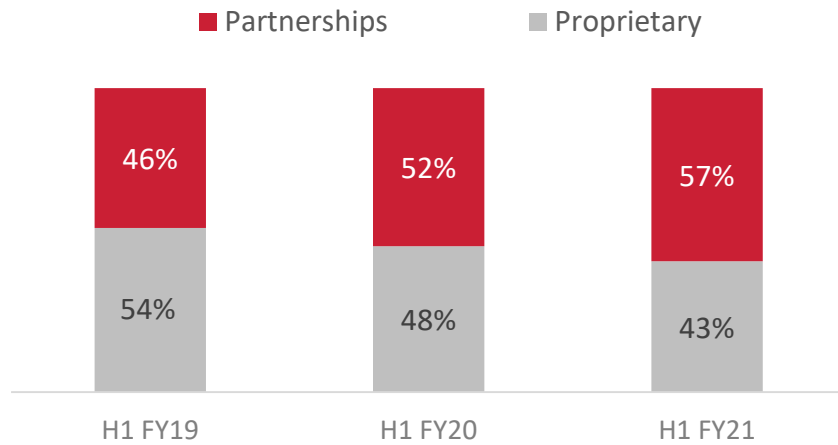


Service Interaction Digitally



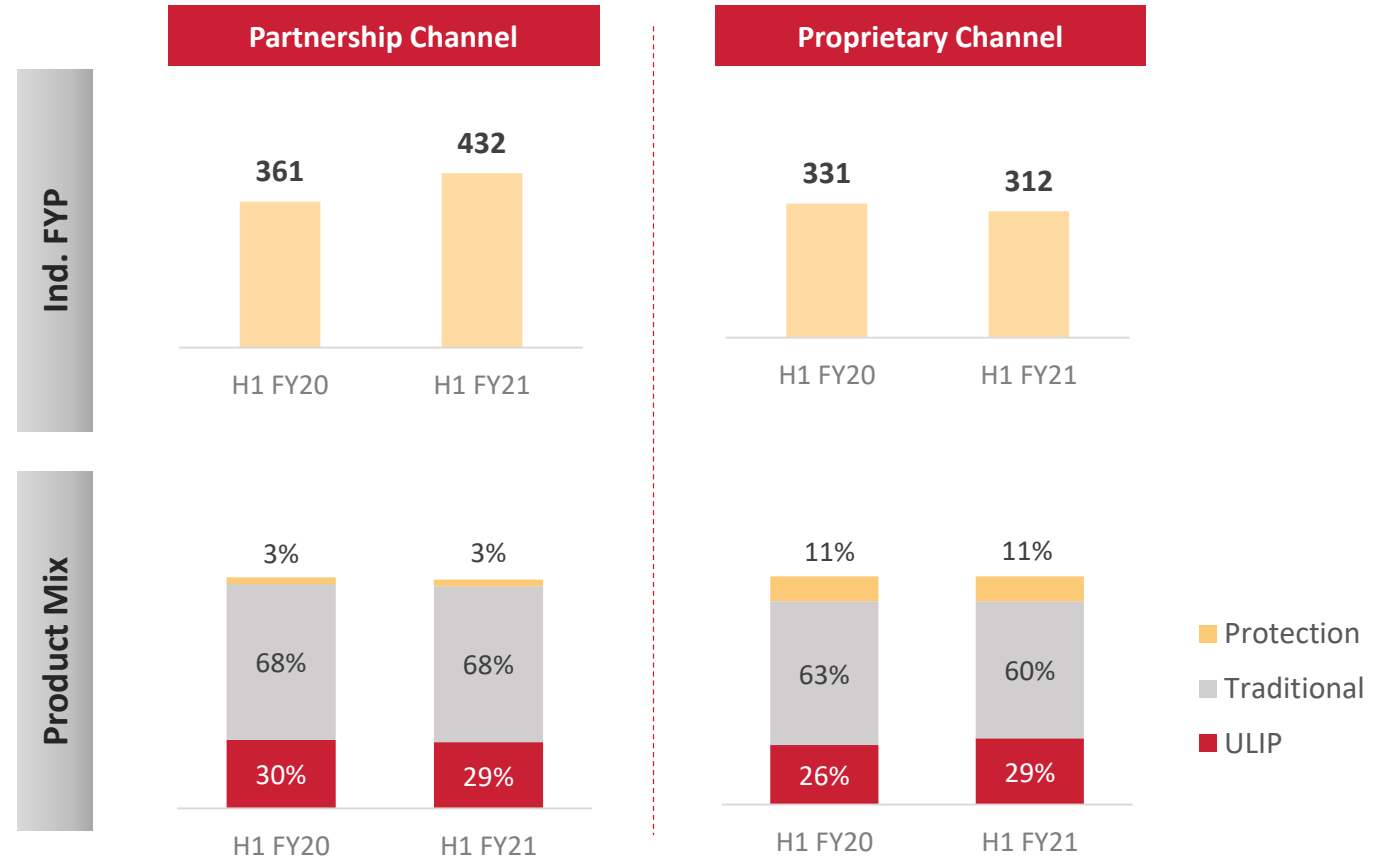
Multi channel distribution strategy

Sourcing Mix



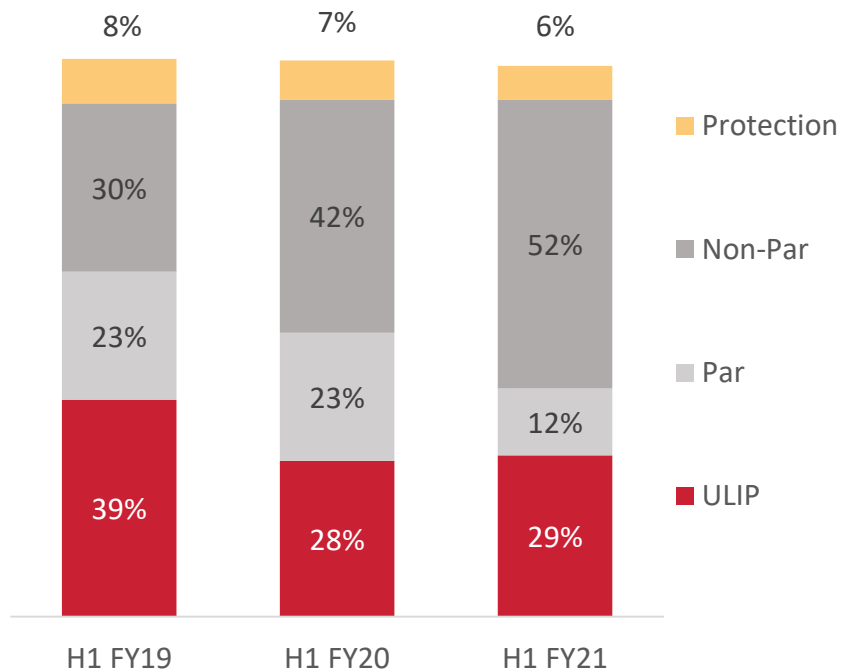
Banca Tie-ups	8	Agents	85,000+
Bank Branches	10,000+	Own Branches	370+
Incl. HDFC Bank, DCB, KVB, Indian Bank etc		Cities	2,500+

Channel Wise Highlights



Focus on value accretive product mix

Value Accretive Product Mix



Products and Risk Management

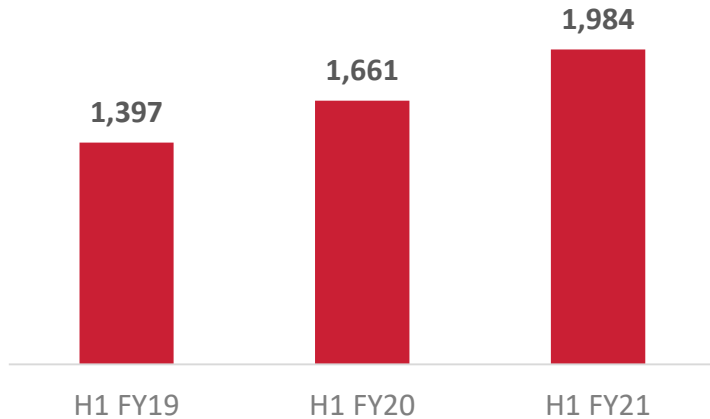
- **Product Strategy – Complete bouquet for all customer needs**
 - **Child Plan** and **Flexi Assured** launched on Non-Participating Platform with unique propositions
 - Revamp of **Protection Product** underway with healthy margins
 - **New Par Product** launch in Q3 for addressing long term needs of customers
- **Active Risk Mitigation Strategy**
 - **95% of expected maturity benefits of guaranteed portfolio are hedged**
 - Guarantees are regularly monitored and products are repriced for adjustments in Interest Rate fluctuations
 - A separate fund is created to manage the products where benefits are fully guaranteed
 - Dedicated ALM strategies for each line of business
 - Risk Appetite Framework to measure and monitor financial risks

Improving quality of business

Figures in Rs Crore

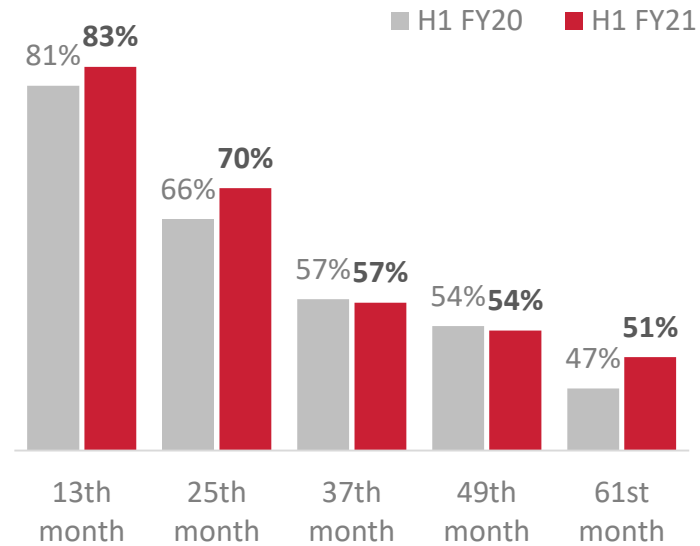
Renewal Premium

Y-o-Y Growth ~19%



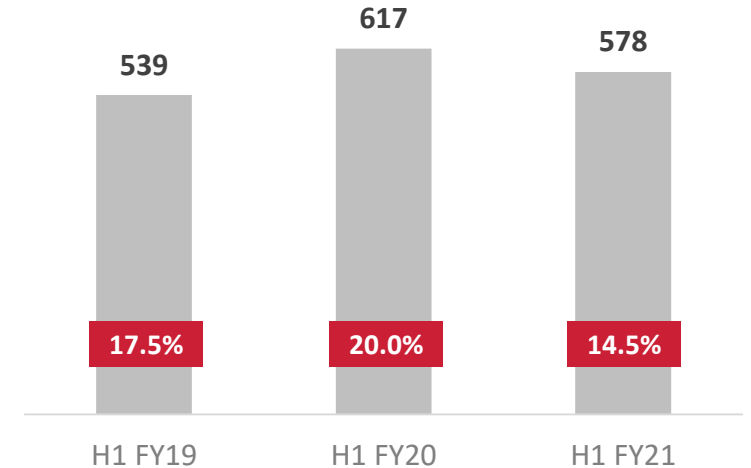
Persistence¹

Improving Persistence across cohorts



Controlled Opex²

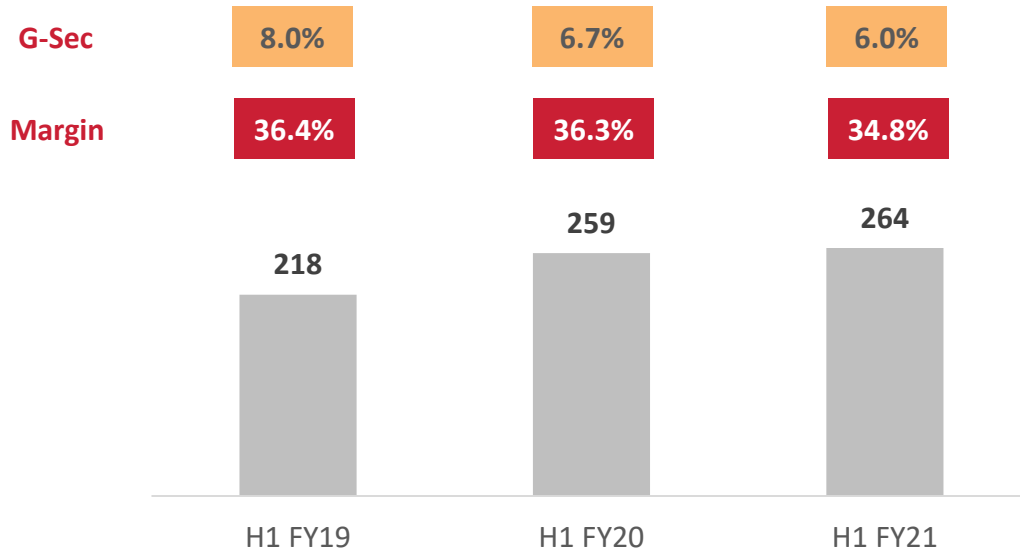
Reduction in opex to premium ratio



Improvement in VNB Margins

Figures in Rs Crore

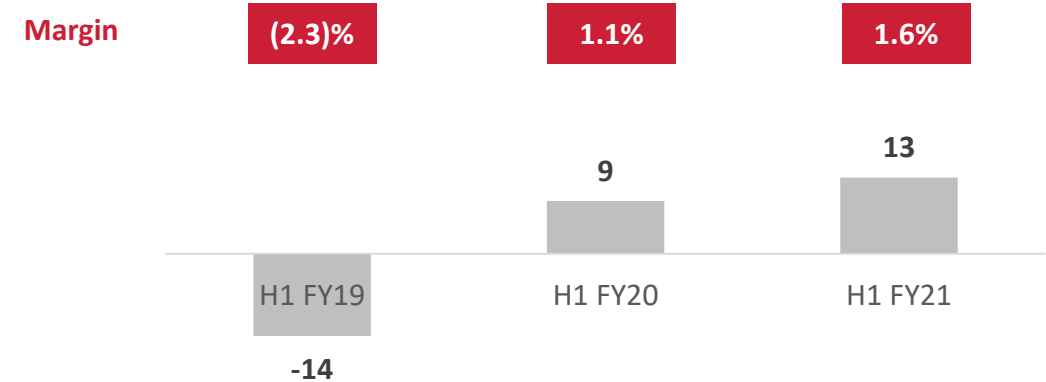
Gross VNB¹



Healthy Gross VNB margins despite falling interest rates

Q2 FY21 Gross VNB Margin at 36%

Net VNB²



Net VNB better than PY given steady topline and better expense management

Q2 FY21 Net VNB Margin at 6.4%

Key Financials – Aditya Birla Sun Life Insurance Limited



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Figures in Rs Crore

Quarter 1	Quarter 2		Figures in Rs Crore	Half Year	
FY 20-21 (CY)	FY 19-20 (PY)	FY 20-21 (CY)	Key Performance Parameters	FY 19-20 (PY)	FY 20-21 (CY)
328	423	464	Individual First year Premium	745	791
589	491	620	Group First year Premium	679	1,209
773	911	1,210	Renewal Premium	1,661	1,984
1,690	1,825	2,294	Total Gross Premium	3,086	3,983
276	325	302	Opex (Excl. Commission)	617	578
16.3%	17.8%	13.2%	Opex to Premium (Excl. Commission)	20.0%	14.5%
20.9%	23.6%	18.3%	Opex to Premium (Incl. Commission)	26.0%	19.4%
29	41	42	Profit Before Tax	66	71
17	34	23	Profit After Tax	54	41

Aditya Birla Health Insurance Limited
Health Insurance Business



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Performance Summary | Health Insurance | AB Health Insurance Co

1 Fastest growing Health Insurer

- **Fastest growing HI:** H1 FY21 growth at 75% vs Industry: 17%, SAHI: 28%
- **H1 Total GWP at Rs 550 Crore** (LY: Rs 315 Crore)
- **H1 Retail GWP at Rs 425 Crore; ↑ 2x of PY | Retail mix at 77%** (PY: 68%)
- **H1 Total Lives covered: 9.5 Mn** (LY: 5.2 Mn)

3 Scaled & Diversified Digitally Enabled Distribution

- **Strong growth in Banca** with 14,000+ branches enabling access to diversified customer segments | Banca mix: 66% of retail (PY: 62%)
- **Agency growth at 70%+** with branch network spanning 100+ locations
- **38+ digital partners** covering **2 Mn.+ lives** through **50+ contextual byte-sized products**

5 Strong Financial Management

- **Strong financial management:** Combined Ratio ↓ to 129% (PY: 155%)
- **Focus on Expense Management & Cost efficiencies** | Controlled Loss Ratio inspite of spike in CoVID claims in Sep'20: trends being monitored
- Estimated exit combined ratio for Q4 FY21 below 110% | On track for break-even by Q4 FY 21-22

2 Unique and Differentiated health first Business Model

- **Differentiated core offerings** enabling market expansion incl. newer customer segments like younger customers, people with lifestyle conditions (**Average customer age 5 years lower than industry**)
- Health-data based **Wellbeing Score** to enable hyper-personalized engagement / health interventions leveraging health ecosystem
- **Business outcomes:** 20% higher retention, 6% lower claims ratio

4 Leveraging Digital, Data & Analytics

- **Digital acquisition & onboarding:** increasing digital touchpoints in banks | 4-click journey | **Digital Issuance: 98% vs 92% LY | Digital Renewals: 92% vs 66% LY**
- Multi-lingual AI led Chatbot & WhatsApp self-servicing; **WhatsApp self-servicing ↑ by 88% in H1 vs LY**
- **Analytics led savings** through **fraud detection** engine for optimizing LR & persistency lift

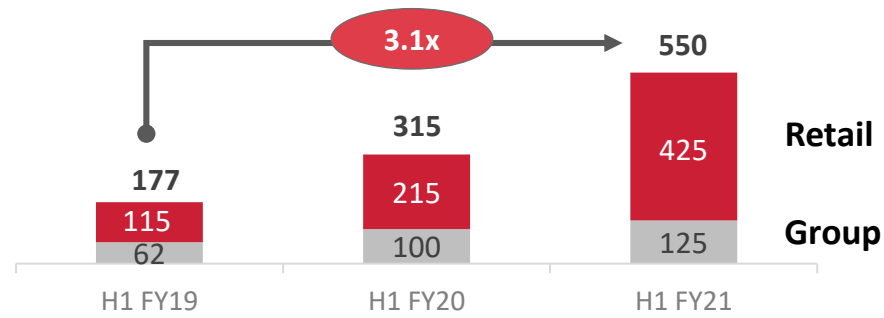
6 Risk Management

- **Comprehensive Enterprise Risk Management** leveraging ABC practices
- **Information and Cyber Security Risk Management** framework in line with Personal Data Protection (PDP) Bill given sensitivity of health data
- **Health Risk Management:** Holistic management covering Sourcing & benefit mgmt., Provider network mgmt. & Claims & Clinical Risk mgmt. including rigorous Fraud, Waste & Abuse framework

Business Outcomes

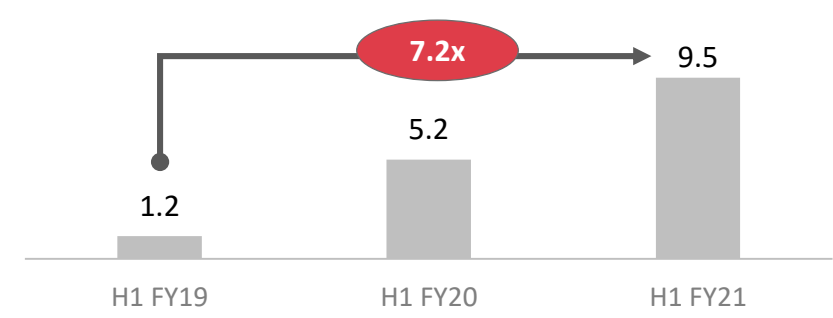
GWP growth at 75% y-o-y with 2x retail growth
Retail GWP grew 98% y-o-y (Retail Mix at 77%)

Revenue



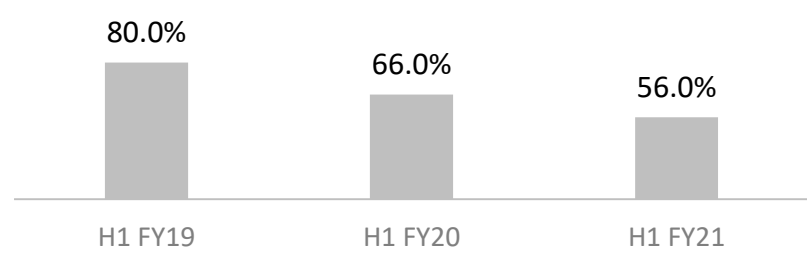
Lives covered growth at 83% y-o-y
6 Mn+ through rural & micro/ byte-sized products

Lives Covered (Mn)



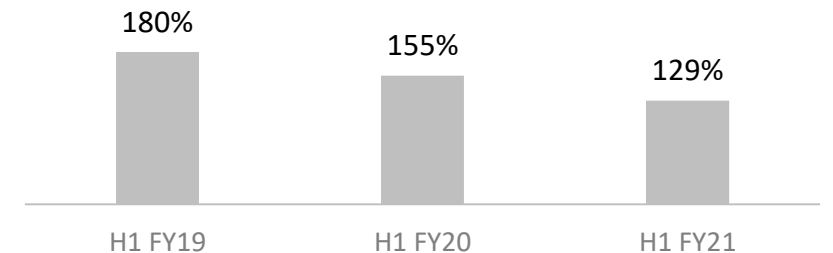
Holistic health risk management
Retail Claims Ratio at 44% (PY:44%)

Claims Ratio



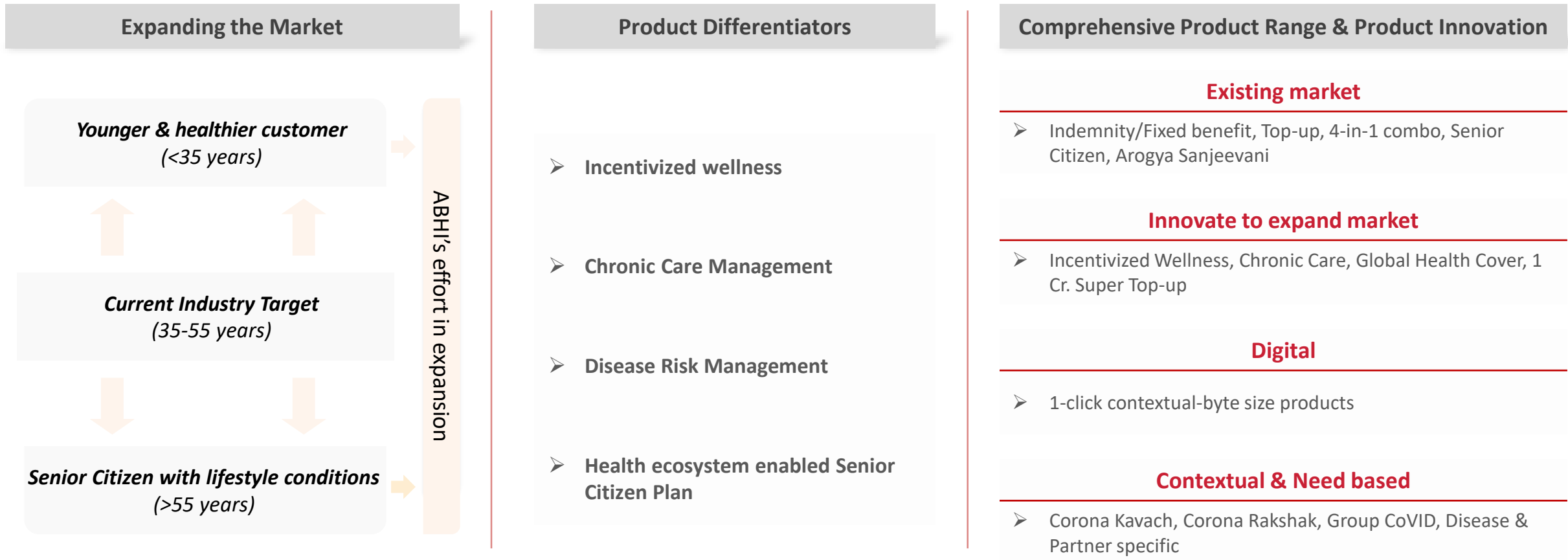
Estimated exit combined ratio for Q4 FY21 below 110%
Combined Ratio trending as per plan

Combined Ratio

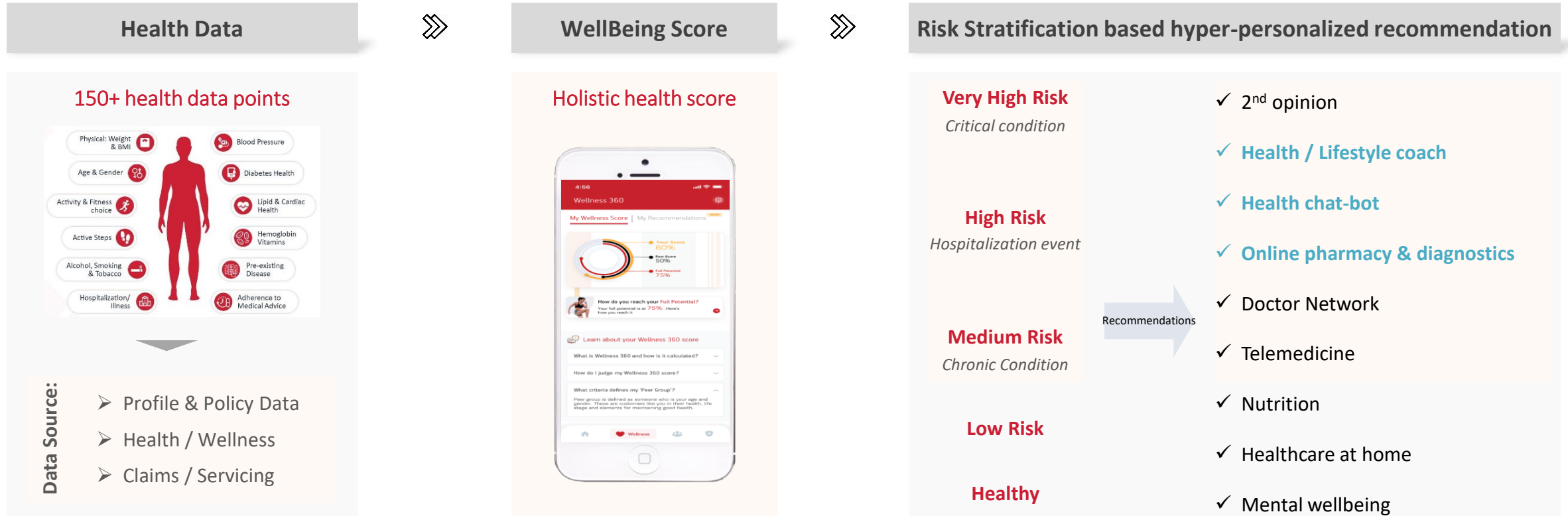


Unique & Differentiated Health First Model: Core offerings .. 1/2

Diversified product suite with health first offerings enabling market expansion



Health data based hyper-personalized engagement ...2/2



Health Ecosystem enabled through key partners for services like doctor on call, telemedicine, nutritionist, mental health helpline and others

**Engagement
Outcomes¹**

35%
App log-ins

**Business
outcomes**

20%
Higher retention

6%
Lower Claim ratio

Scaled-up and diversified digitally enabled distribution network



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Multi-channel & Digitally enabled distribution

- **Bancassurance:** 9 bank partners → 14,000+ branches; Large banks ↑ contributing to 100%+ YoY ↑ in Banca GWP

Banca mix: ↑ 66% of retail (PY: 62%)

- **Agency:** Distribution network spanning 100+ branch locations with 34k+ agents | Leveraging ABC synergy for expanding agent base

Agency growth ↑ 70% YoY

- **Leveraging Digital partnerships:** 38+ partners covering 2 Mn.+ lives

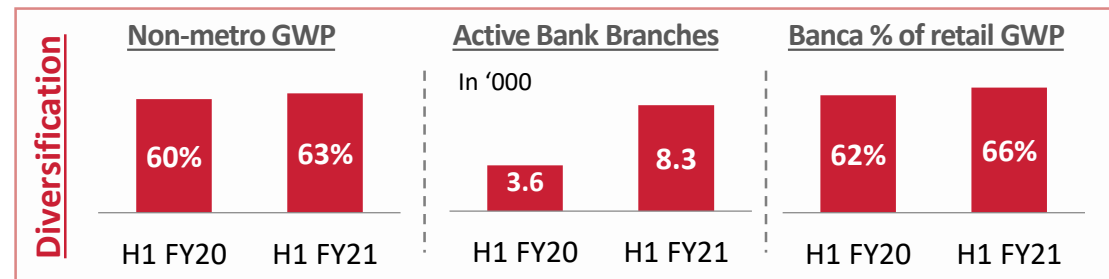
50+ byte-size and contextual products

- **Rural & MFI* Partners:** 35+ partners covering 4 Mn.+ lives

- **Dedicated ABG focused channels showing good results**

Diversified and scaled network

	H1 FY20	H1 FY21
Branch Locations	88	115
Agents	22,500+	34,000+
Sales force	2,100+	2,250+
Cities	1,250+	2,300+
Hospitals	6,100+	7,500+



Leveraging Digital, Data & Analytics in Health Insurance business



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Leveraging Digital assets and end-to-end digitally enabled journeys

Prospecting

- **Sehat ki Nayi Aadat** digital campaign: Activ Living Blog (10 lac+ views)
- **Rakho Pura Khayal 2.0** campaign (58 lac+ views)
- Personalized campaigns | Analytics led **PASA** campaigns

Engagement & Self-Service

- **Multi-lingual AI Chat-bot & WhatsApp**: 18+ services; WA* self-servicing ↑ 88% H1 FY21
- **End-to-end digital claims journey** | Cashless claims portal

On-boarding / Selling

- **Digital advisor onboarding portal**: 100% onboarding
- **Digital advisor training & engagement**: 12k+ advisors trained digitally
- **Increasing digital touchpoints** across banks: 4-click journey live

Retention/ Renewals

- **Omni-channel click-thru renewal journey** including upsell
- Complete range of **digital payment options**

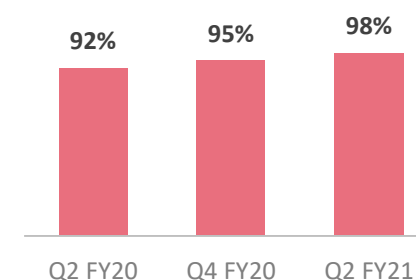
Data & Analytics

Data enrichment & Analytics

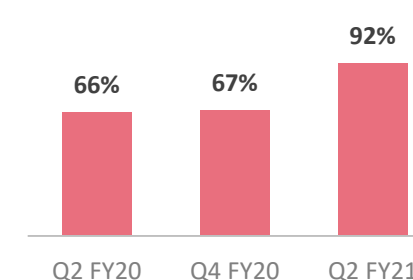
- **Customer data encompassing 360 degree view** augmented through partnerships
- **CLTV**: Segmentation, Retention & Upsell
- **Wellness**: Analytics based journeys and engagement
- Analytics led savings through fraud detection engine for optimizing LR & persistency lift

Business KPIs

Digital Issuance



Digital Renewal



Key Financials – Aditya Birla Health Insurance Limited



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Quarter 1	Quarter 2		Figures in Rs Crore	Half Year	
FY 20-21 (CY)	FY 19-20 (PY)	FY 20-21 (CY)	Key Performance Parameters ¹	FY 19-20 (PY)	FY 20-21 (CY)
179	123	246	Retail Premium	215	425
67	53	59	Group Premium	100	125
246	176	305	Gross Written Premium	315	550
222	149	268	Revenue	294	489
132%	167%	126%	Combined Ratio	155%	129%
(58)	(70)	(66)	Profit Before Tax	(135)	(125)

Other Performance Updates



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Other Financial Services Businesses



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Figures in Rs Crore

Quarter 2		Key Performance Parameters Other Financial Services Businesses ¹	Half Year	
FY 19-20 (PY)	FY 19-20 (CY)		FY 19-20 (PY)	FY 20-21 (CY)
168	215	Aggregate Revenue	361	390
14	32	Aggregate Profit Before Tax	39	73

General Insurance Broking

- Premium placement grew 12% y-o-y to Rs 1,125 Crore
- Revenue grew 18% y-o-y to Rs 137 Crore (PY: Rs 116 Crore)
- PBT grew 44% y-o-y to Rs 16 Crore

Stock and Securities Broking

- Revenue grew 23% y-o-y to Rs 49 Crore (PY: Rs 40 Crore)
- PBT grew 51% y-o-y to Rs 6 Crore

ARC

- ARC AUM at ~Rs 2,750 Crore.
- PBT grew year on year from Rs. 3.7 at Rs. 9.4 Cr.

Ensuring employee wellbeing and nurturing talent

1

Learning



- Launched AI-enabled learning app encouraging 'learning on-the-go' and 'peer-learning'.
- Set up digital technology centre for upskilling people and enhancing their capabilities
- 9+ Lac hours covering 84% employees of digital learning

2

Employee Engagement



- Various initiatives like ABC annual health check up, Doctor on call, Desk Yoga, Online fitness sessions, Build your immunity etc., to keep the employee health and wellness as our key priority
- Launched several initiatives to keep employees and their families connected, engaged and stress free through various digital platforms during the lockdown

3

Talent Development



- Our talent development programmes are curated to develop leaders across all levels
- Over 3000 employees moved into new roles in the last 3 years
- 350+ employees from talent pool in middle management and above participated in development initiatives

4

Health and Safety



- Identified Flu Prevention Managers across all regions to monitor and report on employee health
- Undertook regular communication around awareness and best practices with employees
- Implemented several learning and development initiatives during the lockdown to upskill employees

21,000
Employees

70% Millennials

26% women
workforce

4 focus areas of our CSR Mantra “Money for Good”

36 NGOs
Partners

37 Projects
Implemented

Present in 13
states

2.25 Lac lives
Impacted

1

Healthcare



- 50,000+ mother have been the recipients of our comprehensive mother and child health care programmes
- Supported to revive underperforming 3 Govt. Primary Health Centres (PHC) and 10 Sub Centres benefited 1.2 lac+ patients in Rajasthan
- 5,000 senior citizens suffering from vision impairment screened at rural medical camps

2

Education



- Project ‘Knowledge on Wheel’ Mumbai, provided mobile science labs to 52 Govt. schools, reaching 5K+ students
- Helped improve digital infrastructure and learning environment in 40 schools in UP, benefiting 20K+ students
- 1,014 students impacted through the “Childhood to Livelihood” Project

3

Women Empowerment



- Our 118 SHGs introduced 2,162 households into formalised banking.
- Trained 17K+ rural women in Karnataka in financial literacy, household budget planning, bank A/C opening etc.
- In MP, 3,204 small/ marginal women farmers have been benefitted through integrated land management & improved agriculture practices project

4

Sports



- Our partnership with GoSports Foundation to improve the performance of athletes has augmented the performance of 25 athletes at international level sporting events.
- These athletes have won 99 medals at national & international level.
- 3 athletes of this program have secured upcoming Olympic quota

Consolidated Profit & Loss



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Figures in Rs Crore

Quarter 1	Quarter 2		Figures in Rs Crore	Half Year	
FY 20-21 (CY)	FY 19-20 (PY)	FY 20-21 (CY)	Consolidated Profit & Loss	FY 19-20 (PY)	FY 20-21 (CY)
4,028	3,952	4,589	Revenue	7,572	8,617
235	296	296	Profit Before Tax (before share of profit/(loss) of JVs)	675	531
50	75	64	Add: Share of Profit/(loss) of associate and JVs	134	114
285	372	360	Profit Before Tax	809	644
98	129	107	Less: Provision for taxation	310	205
(11)	(13)	(12)	Less: Minority Interest	(27)	(24)
198	256	264	Net Profit (after minority interest)	526	463

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meet their
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Stocks & Securities

Portfolio
Management
Services

Pension Funds

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and desires without
any delay

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Mortgage Finance

Loan Against Securities

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Debt Capital Market
& Loan Syndication

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EMI Solutions

ADVISING

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People's lives'
needs and accordingly
advise the right
solution

MoneyForLife Planner

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Figures in Rs Crore

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