360 ONE

Investor Presentation - Q4 FY26 and Full Year FY26

Ringing in 18 Years of Excellence

Bringing Home the Oscars of Wealth and Asset Management

360 ONE

EUROMONEY PRIVATE BANKING AWARDS 2026 INDIA

- India's Best Independent Wealth Manager
- India's Best for Family Office Services
- India's Best for Succession Planning
- India's Best for Discretionary Portfolio Management

2025 ASIAN PRIVATE BANKER 15th AWARDS FOR DISTINCTION

- Best Private Bank – India
- Best Domestic Private Bank – AI Adoption & Digital Innovation

GLOBAL Private Banking INNOVATION AWARDS 2025

- Best Private Equity House

ACHIEVEMENT AWARDS FinanceAsia 2025

- Best Private Credit Deal - APAC

Agenda

Agenda

I. 360 ONE at a Glance

II. Annual Business & Segmental Update

III. Financial Update - Q4 and Full Year FY26

One of India's Leading Wealth & Asset Manager

8,500+
Client Families

₹6.7L Cr
Total AUM

$4+ Bn
Market Cap.

1,700+
Team Strength

32
Offices

Our Values

- ✓ Client Centric
- ✓ Entrepreneurial
- ✓ Right in spirit & letter
- ✓ Change Champion
- ✓ People Oriented
- ✓ Rigorous & Risk Conscious

'360' the holistic view • 'ONE' the client

Our Businesses

WEALTH MANAGEMENT

Advisory (360 ONE Plus)
Discretionary • Non-Discretionary

Distribution
Mutual Funds • AIF • PMS • Global

Credit & Lending | Corporate Treasury Solutions | Estate Planning

ASSET MANAGEMENT

Public Markets
Mutual Funds • SIF • PMS • AIF • SMA

Alternates
Private Equity • Private Credit • Real Estate • Infrastructure • Renewables • Multi-Asset

CAPITAL MARKETS

Equity Brokerage
Institutional • Non-Institutional

Investment Banking

Built to Generate Sustainable, High-Quality Growth

…with strong profitability characteristics

LANDMARKS & MILESTONES

- **2008** 360 ONE Wealth was born
- **2011** Acquired 'Finest Wealth Managers', Pune
- **2012** AUM reached INR 25,000 Crs
- **2015 General Atlantic picks up ~22% stake**
- **2016** Acquired an NBFC (360 ONE Prime)
- **2017** AUM Distribution & Advice crosses INR 1 lac Crs
- **2018** Acquired Wealth Advisors India & Altiore
- **2019 Listed on NSE and BSE exchanges**
- **2020** Acquired L&T Capital Markets
- **2021** Asset Mgmt AUM crossed INR 50,000 Crs
- **2022 Bain Capital acquires ~25%**
- **2024** AUM crossed INR 5 lac Crs; Acquired ET Money
- **2025 Acquired B&K Securities; UBS collaboration**

01
Uniquely Positioned

Capitalize on one of the most compelling global markets

02
Full Stack Platform

Robust fundamentals driving high-quality earnings' growth

03
Shareholder Value

Prudent capital allocation strategy led by strong focus on value creation

Recurring Revenue Growth (CAGR)

32%

FY21 — FY26

Net Profit Growth (CAGR)

27%

FY21 — FY26

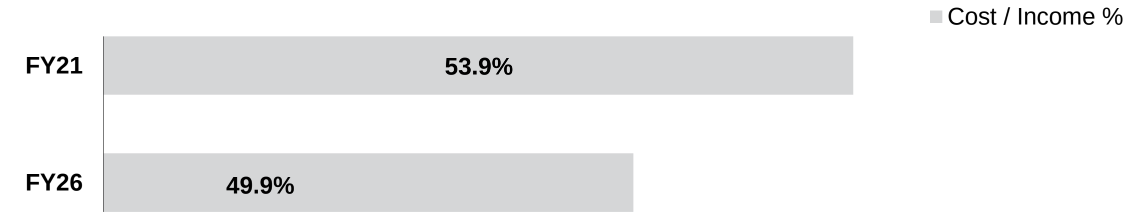
ARR AUM Growth CAGR	ARR Retention (FY26)	Return on Tangible Equity (FY26)
27%	78bps	19.3%

360 ONE - Story in Charts

High Quality Revenue Model

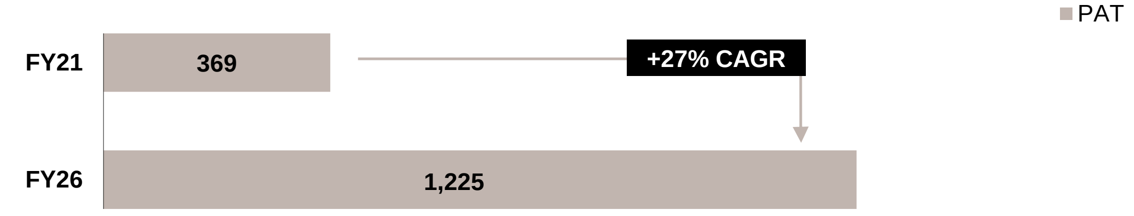
(INR Crs)

Operating Efficiencies in Place



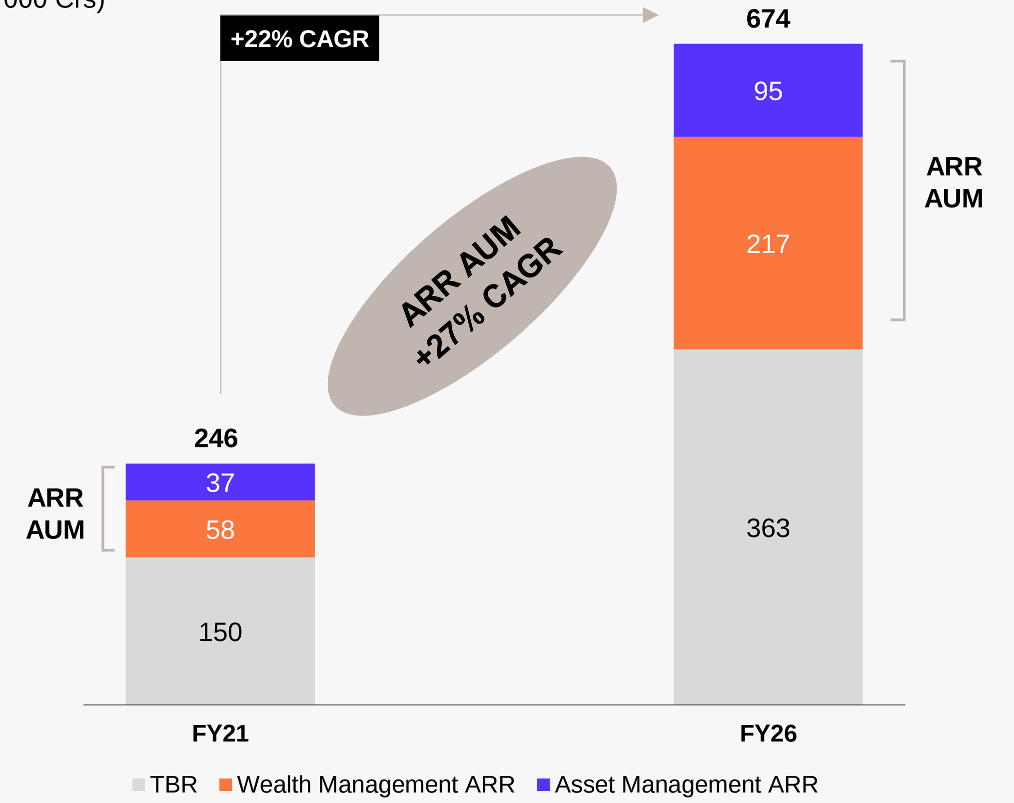
Robust Profitability Growth

(INR Crs)



Transition to Annual Recurring Revenue Assets

(INR '000 Crs)



Strong growth in assets coupled with disciplined cost and capital management

Performance at a Glance - Annual

Strong trends in growth and profitability demonstrated…

P/L Summary (INR Crs)	FY21	FY22	FY23	FY24	FY25	FY26	CAGR %
Total AUM	**2,46,083**	**3,27,237**	**3,40,834**	**4,66,909**	**5,81,498**	**6,74,492**	**22%**
Wealth Management AUM	*2,08,711*	*2,71,663*	*2,82,536*	*3,94,661*	*4,97,104*	*5,79,286*	*23%*
Asset Management AUM	*37,372*	*55,574*	*58,298*	*72,248*	*84,395*	*95,206*	*21%*
Closing ARR AUM	**95,652**	**1,38,308**	**1,54,000**	**2,00,419**	**2,46,828**	**3,11,940**	**27%**
Average ARR AUM	74,542	1,20,110	1,41,326	1,73,945	2,31,610	2,92,356	31%
ARR Retention	0.78%	0.77%	0.82%	0.76%	0.73%	0.78%	-
ARR Net Flows	-	32,985	21,884	16,136	25,974	55,875	-
Annual Recurring Revenue	*580*	*921*	*1,165*	*1,327*	*1,701*	*2,289*	*32%*
Transaction & Brokerage Income	*335*	*477*	*400*	*519*	*744*	*777*	*18%*
Revenue from Operations	**915**	**1,398**	**1,565**	**1,846**	**2,446**	**3,066**	**27%**
Other Income	137	137	4	119	206	79	-
Total Revenue	**1,053**	**1,535**	**1,569**	**1,965**	**2,652**	**3,144**	**24%**
Costs	**568**	**784**	**718**	**956**	**1,218**	**1,568**	**23%**
Employee Costs	*417*	*602*	*520*	*709*	*912*	*1,123*	*22%*
Admin and Other Costs	*150*	*183*	*198*	*247*	*306*	*445*	*24%*
Operating PBT	**348**	**614**	**847**	**889**	**1,228**	**1,498**	**34%**
PBT	485	751	850	1,009	1,317	1,577	27%
PAT	**369**	**582**	**668**	**802**	**1,015**	**1,225**	**27%**
Cost to Income	53.9%	51.1%	45.8%	48.7%	45.9%	49.9%	-
ARR as % of Total Op. Revenue	63%	66%	74%	72%	70%	75%	-
Earnings per Share - Basic (INR)	10.6	16.4	18.5	22.5	27.1	30.2	-
Dividend per Share (INR)	17.5	13.8	17.3	16.5	6.0	12.0	-
Return on Equity	12.5%	20.2%	22.0%	24.4%	20.7%	13.6%	-
Return on Tangible Equity	15.0%	24.7%	26.7%	30.1%	24.3%	19.3%	-

Performance at a Glance - Quarterly

Strong trends in growth and profitability demonstrated...

P/L Summary (INR Crs)	Q4 FY25	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	YoY%
Total AUM	**5,81,498**	**6,63,924**	**6,71,625**	**7,11,398**	**6,74,492**	**16.0%**
Wealth Management AUM	*4,97,104*	*5,71,380*	*5,79,509*	*6,12,449*	*5,79,286*	*16.5%*
Asset Management AUM	*84,395*	*92,544*	*92,116*	*98,949*	*95,206*	*12.8%*
Closing ARR AUM	**2,46,828**	**2,87,317**	**2,95,324**	**3,17,906**	**3,11,940**	**26.4%**
Average ARR AUM	2,43,414	2,60,196	2,90,709	3,02,601	3,15,920	29.8%
ARR Retention	0.84%	0.79%	0.76%	0.81%	0.78%	-
ARR Net Flows	3,995	20,950	11,182	14,758	8,985	-
Annual Recurring Revenue	*502*	*511*	*554*	*619*	*605*	*20.4%*
Transaction & Brokerage Income	*150*	*152*	*209*	*186*	*230*	*53.7%*
Revenue from Operations	**652**	**662**	**763**	**806**	**835**	**28.1%**
Other Income	7	63	51	20	-55	-
Total Revenue	**658**	**725**	**813**	**826**	**780**	**18.5%**
Costs	**334**	**351**	**400**	**399**	**418**	**25.0%**
Employee Costs	*254*	*255*	*285*	*282*	*301*	*18.5%*
Admin and Other Costs	*80*	*96*	*115*	*117*	*117*	*45.3%*
Operating PBT	**318**	**311**	**363**	**407**	**417**	**31.4%**
PBT	324	374	413	427	363	11.8%
PAT	**250**	**287**	**316**	**331**	**292**	**16.8%**
Cost to Income	50.7%	48.4%	49.2%	48.3%	53.5%	-
ARR as % of Total Op. Revenue	77%	77%	73%	77%	72.4%	-
Tangible Net Worth	6,045	5,693	6,195	6,327	6,722	-
Earnings per Share - Basic (INR)	6.4	7.2	7.8	8.1	7.1	-
Return on Equity	15.0%	14.9%	13.8%	14.0%	12.3%	-
Return on Tangible Equity	17.1%	19.6%	20.6%	21.0%	18.1%	-

Firm is backed by marquee investors and a highly esteemed Board

Shareholding pattern (Mar 2026)

12% Professional Promoters & Employees

75% Institutional Shareholding

13% Public Shareholding

EUROMONEY PRIVATE BANKING AWARDS 2026 INDIA — BEST INDEPENDENT WEALTH MANAGER

EUROMONEY PRIVATE BANKING AWARDS 2026 INDIA — BEST FOR FAMILY OFFICE SERVICES

2025 ASIAN PRIVATE BANKER 15th AWARDS FOR DISTINCTION — BEST PRIVATE BANK INDIA

Global Private Banking Innovation Awards 2025

Best Private Equity House in 2025

EUROMONEY PRIVATE BANKING AWARDS 2026 INDIA — BEST FOR SUCCESSION PLANNING

EUROMONEY PRIVATE BANKING AWARDS 2026 INDIA — BEST FOR DISCRETIONARY PORTFOLIO MANAGEMENT

2025 ASIAN PRIVATE BANKER 15th AWARDS FOR DISTINCTION — BEST DOMESTIC PRIVATE BANK AI ADOPTION & DIGITAL INNOVATION

ACHIEVEMENT AWARDS FinanceAsia 2025

Best Private Credit House

Awarded with Industry's Highest Honours, including India's Best Independent Wealth Manager at **Euromoney Global Private Banking Awards 2026,** Best Private Bank - India **at Asian Private Banker's 15th Awards For Distinction**

Board of Directors

Akhil Gupta
Independent Director, Chairman
40+ years of experience

Karan Bhagat
Managing Director & Promoter
20+ years of experience

Pierre De Weck
Independent Director
45+ years of experience

Yatin Shah
Non-Executive Director & Promoter
20+ years of experience

Sandeep Tandon
Independent Director
30+ years of experience

Saahil Murarka
Non-Executive Director
12+ years of experience

Revathy Ashok
Independent Director
25 years of experience

Pavninder Singh (Bain)
Nominee Director

Rishi Mandawat (Bain)
Nominee Director

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Consolidated Business View - Building towards a robust full-stack play

Wealth Management

Comprehensive, unbiased advice and execution capabilities across our clients' financial & business wealth, succession & legacy needs

Core Wealth

- Bespoke, advice-oriented solutions for UHNIs with a focus on clients with INR 50+ Crs financial net worth
- Strong association with 8,500+ families and corporates
- Access to lending, broking, tax, trust and estate planning services
- Deep platform to service 600+ corporate treasuries

New Initiatives

- Expanding footprint to serve clients in the INR 10 - 50 Crs category (HNI)
- ET Money - To be one of the most trusted wealth partner for mass-affluent Indians
- Building strong global presence through the strategic collaboration with UBS

Asset Management

Disciplined investment philosophies that align our strategic and tactical outlook to clients' bespoke investment mandates

Alternates

- Largest bouquet of pre-IPO, mid-stage and early-stage funds in the industry
- Successful early investors in marquee companies
- Market leader in the fast-growing Private Credit segment
- Amongst largest investors in organized REITs / InvITs

Public Markets

- Expertise in public markets platform
- Manage assets for 5+ global institutions
- Strong domestic distribution base
- Rich pedigree in asset management and superior fund performance

Capital Markets

Reputed capital markets' platform with strong client proposition - completes the flywheel for 360 ONE WAM

IE / ECM

- 360 ONE Capital (erst. B&K Securities) - One of India's leading brokerage and corporate advisory firms
- Established mid-market leadership within Institutional Equities
- Extensive research capabilities with 500+ stocks under coverage
- Strengthening of Investment Banking platform underway

Wealth Management

Changing Paradigm of Wealth Management - "One-stop advisor"

TABLE STAKES

Core Wealth Management

- Capital optimization and value creation through bespoke advice
- Diversified multi-asset portfolios with a sophisticated level of curation, proprietary product access and seamless digital journeys
- Strategic credit and liquidity support
- Tax and Estate planning
- Capital market solutions

Product Provider

DIFFERENTIATORS

Integrated Wealth Architecture

- Inter-generational transfer with digital-native inheritors demanding goal-based, values-aligned advice
- Governance & Family Office services
- Strong Global wealth capabilities
- Advanced reporting, risk & analytics through tech-based interventions

Integrated Advisor

TRUE EDGE

Exclusive Access & Advisory

- Deep research-led broking and IB capabilities
- Proprietary deal flow (CIVs, etc.)
- Exclusive access to top-tier asset managers with differentiated strategies
- Holistic balance sheet advisory
- Strategic philanthropy and legacy-building initiatives

Indispensable Partner

Global trends act as tailwinds for expanding 360 ONE Wealth's proposition

Global Wealth Trends	360 ONE Wealth - "Indispensable Partner"	
1 Generational & Geographic Wealth Shift ‣ Inter-generational wealth transfer of **$83+ trillion** by 2048 ‣ Millennials & Gen Z to grow from **8% to 35%** of UHNI cohort by '40 ‣ **India forecasts 50%+ UHNI growth by 2028** - strongest globally	Family Office & Trust Services Enhanced Digital Experience	Global Investing Expanding beyond Tier I cities
2 Enhancement of Product Platform ‣ 15% of HNI portfolios in alternatives; **61% of younger investors seek higher-growth allocations** ‣ **Global investments** are on the rise	Proprietary deal flow Lending, Allied Services	In-House AMC & Alternates Broking, Investment Banking
3 AI & Technology ‣ **AI-driven insights, blockchain security, and automated platforms reshaping portfolio management and ESG analysis**	RM Productivity Enablers	Hyper-personalised Client Experience

Sources: Altrata World Ultra Wealth Report 2025, Capgemini World Wealth Report 2025, Knight Frank Wealth Report 2024

360 ONE Wealth - One Of India's Largest Wealth Manager Servicing 8,500+ Clients

360 ONE Plus

Tailored engagement model delivering customized core portfolio solutions, backed by a **transparent & aligned fee structure**

Strong momentum with FY26 AUM of INR 85,000 Crs+ across discretionary, non-discretionary & advisory offerings

Product Distribution

Innovation-driven products via a **comprehensive open-architecture platform**, supported by robust capabilities across equities, fixed income, commodities and currencies, underpinned by deep in-house research for superior execution and consistent outcomes

Transaction & Broking Services

Independent broking license enabling **research-backed broking services** for our Wealth clientele

Exclusive access to **unique product ideas** beyond public market offerings

Lending

Clients benefit from our **lending solutions** to meet short-term capital needs

Loan book of INR 12,000+ Crs, serving 1,000+ customers through diversified loan offerings

Exclusive strategic collaboration with UBS AG aimed at strengthening wealth management capabilities and unlocking cross-platform synergies

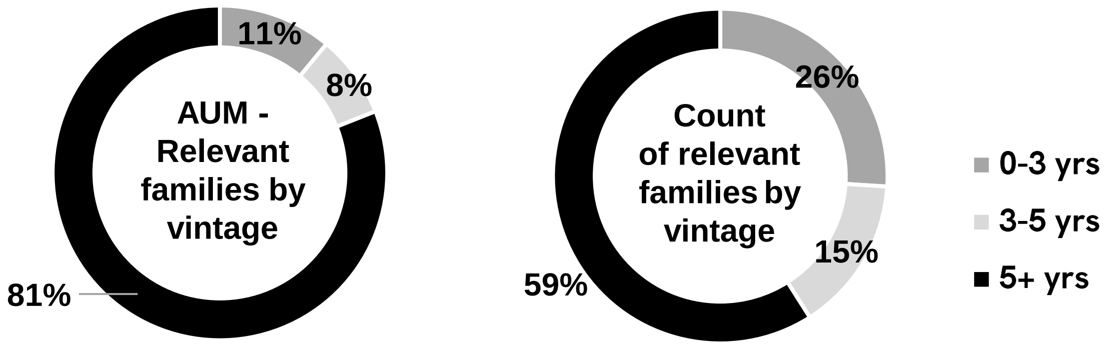
Inbound and outbound client referrals

Cross-platform product access

Sharing of best practices in Wealth

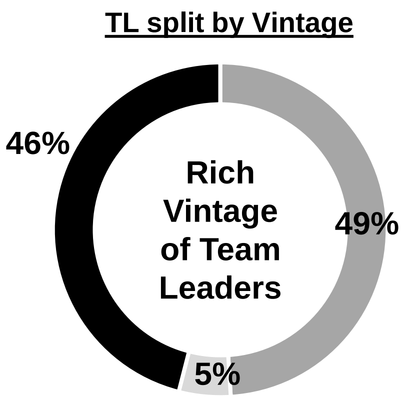
Unwavering focus on client-centricity driven by exceptional talent and a spirit of continuous innovation

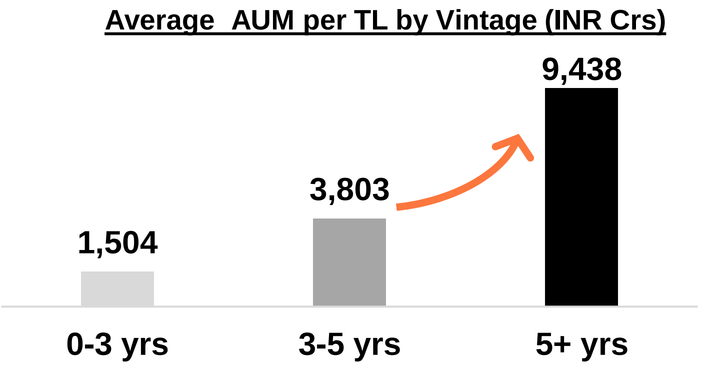
Client Vintage (FY26)



81% of our AUM is from clients with us for 5+ years

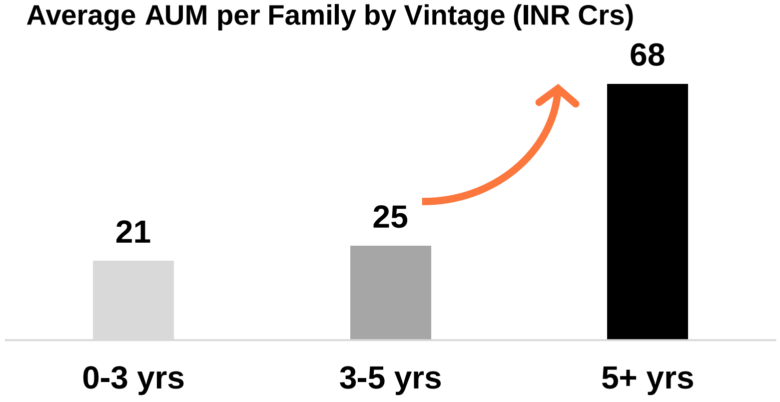
Team Leader (TL) Vintage (FY26)





Significant rise in avg. AUM per TL as vintage grows

Deepening of client wallet share as the vintage progresses…



1.9%
Client Attrition*

0.8%
AUM Loss*

>40
Number of team members in the Wealth Product Team

>90% Rejection rate
Stringent Screening by the Product Approval Committee (PAC)

*Data pertains to the UHNI segment; * FY26 Attrition and AUM Loss is computed basis count of Clients with AUM above INR 5 Crs*

ET Money - A lifecycle-led digital wealth platform with monetization at every stage

Transparent Revenue Model

Choice at Entry
Distribution model with embedded commissions or **Advisory model** with subscription-based advice

Full Transparency
Clients choose how they pay - complete transparency from day one

Full-Stack Product Expansion

Beyond MF
FDs, Bonds, Loans Against MF - **broader coverage driving higher wallet share, engagement, and lifetime value**

Digital Wealth Platform
Positioned as India's **full-stack digital wealth platform**

AI-Powered Human Advice

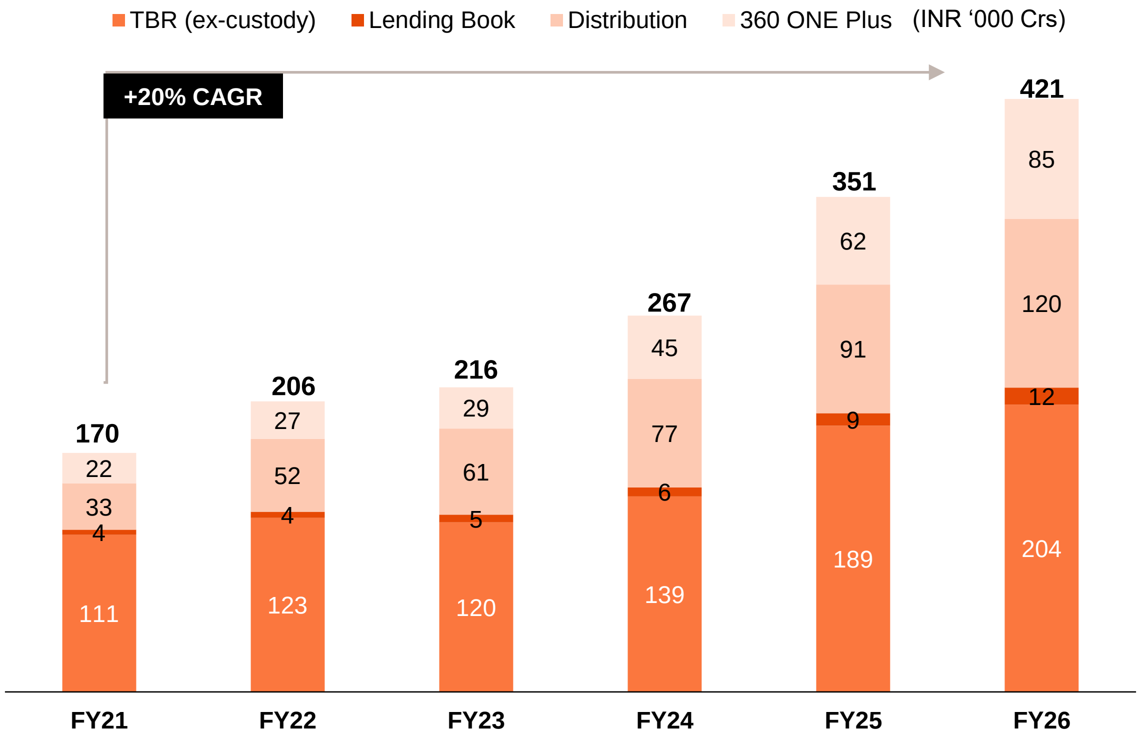
Assisted Model
For INR 25L+ portfolio clients - human advice powered by **AI-led insights and standardized workflows**

Democratized Quality
High-quality advice becomes **accessible and affordable** for affluent clients

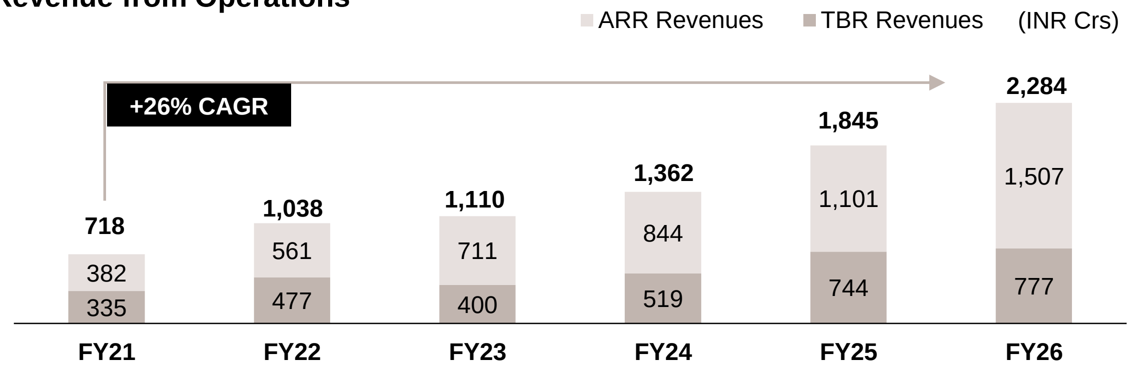
Differentiated, scalable moat in the affluent segment | Choice-led engagement, expanding products suite, and tech-enabled advice

Wealth Management - Story in Charts

Wealth Management AUM (ex-custody)

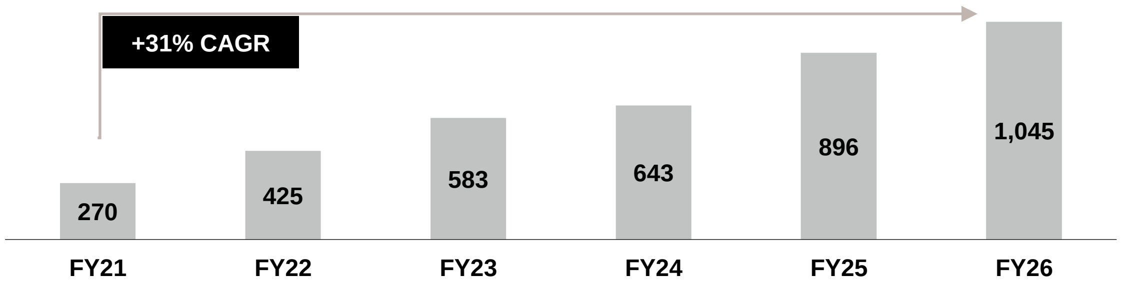


Revenue from Operations



Operating PBT

(INR Crs)



- ✓ Moved to Trail based revenue model across all the offerings much ahead of the industry
- ✓ Brought trust and transparency to clients through advisory offerings; fees to clients with no retrocessions / commissions
- ✓ Disciplined and responsible approach on product selection with strong curation

Wealth Management - Key Annual Financial Highlights

P/L Summary (INR Crs)	FY21	FY22	FY23	FY24	FY25	FY26	CAGR %
Total Wealth AUM (ex-custody)	**1,69,672**	**2,06,170**	**2,16,045**	**2,66,892**	**3,51,321**	**4,20,608**	**20%**
Wealth ARR AUM	**58,280**	**82,733**	**95,702**	**1,28,171**	**1,62,433**	**2,16,734**	**30%**
360 ONE Plus (DPMS / NDPMS-RIA)	*21,622*	*26,600*	*29,132*	*44,781*	*62,212*	*85,039*	*32%*
Distribution Assets	*33,038*	*51,815*	*61,203*	*76,960*	*91,448*	*1,19,666*	*29%*
Lending Book	*3,620*	*4,318*	*5,367*	*6,430*	*8,773*	*12,028*	*27%*
Transaction & Broking (ex-custody)	**1,11,392**	**1,23,437**	**1,20,343**	**1,38,720**	**1,88,888**	**2,03,875**	**13%**
Average ARR AUM	46,105	70,898	84,697	1,08,609	1,50,110	1,98,494	34%
ARR Retention	0.83%	0.79%	0.84%	0.78%	0.73%	0.76%	-
ARR Net Flows	-	21,028	16,449	15,714	22,334	46,576	-
Average TBR AUM	1,10,108	1,24,654	1,20,590	1,30,818	1,58,213	2,09,952	14%
TBR Retention	0.30%	0.38%	0.33%	0.40%	0.47%	0.37%	-
No. of relevant clients	6,707	6,833	6,850	7,195	7,527	8,576	-
- No. of clients (AUM > INR 10 Crs)	*1,825*	*2,222*	*2,314*	*2,750*	*3,324*	*3,777*	-
No. of Team Leaders	61	64	65	94	90	92	-
No. of Relationship Managers	188	164	141	152	128	163	-
Annual Recurring Revenue	*382*	*561*	*711*	*844*	*1,101*	*1,507*	*32%*
Transaction & Brokerage Income	*335*	*477*	*400*	*519*	*744*	*777*	*18%*
Revenue from Operations	**718**	**1,038**	**1,110**	**1,362**	**1,845**	**2,284**	**26%**
Other Income	115	112	3	107	177	61	-
Total Revenue	**833**	**1,150**	**1,113**	**1,469**	**2,023**	**2,345**	**23%**
Costs	**447**	**613**	**527**	**719**	**950**	**1,240**	**23%**
Operating PBT	**270**	**425**	**583**	**643**	**896**	**1,045**	**31%**
Profit before Taxes (PBT)	**386**	**537**	**586**	**750**	**1,073**	**1,105**	**23%**
Cost to Income	53.7%	53.3%	47.4%	48.9%	46.9%	52.9%	**-**
Custody AUM	**39,039**	**65,493**	**66,491**	**1,27,769**	**1,45,782**	**1,58,678**	**-**

Wealth Management - Key Quarterly Financial Highlights

P/L Summary (INR Crs)	Q4 FY25	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	YoY%
Total Wealth AUM (ex-custody)	**3,51,321**	**4,05,995**	**4,20,898**	**4,36,697**	**4,20,608**	**19.7%**
Wealth ARR AUM	**1,62,433**	**1,94,773**	**2,03,208**	**2,18,957**	**2,16,734**	**33.4%**
360 ONE Plus (DPMS / NDPMS-RIA)	*62,212*	*71,073*	*74,108*	*83,678*	*85,039*	*36.7%*
Distribution Assets	*91,448*	*1,15,988*	*1,18,757*	*1,24,653*	*1,19,666*	*30.9%*
Lending Book	*8,773*	*7,711*	*10,342*	*10,628*	*12,028*	*37.1%*
Transaction & Broking (TBR ex-custody)	**1,88,888**	**2,11,222**	**2,17,690**	**2,17,740**	**2,03,875**	**7.9%**
Average ARR AUM	1,59,861	1,73,204	1,96,880	2,06,990	2,16,904	35.7%
ARR Retention	0.80%	0.78%	0.72%	0.79%	0.74%	-
ARR Net Flows	3,324	19,977	9,322	10,321	6,957	-
Average TBR AUM	1,71,911	1,99,377	2,13,882	2,15,829	2,10,720	22.6%
TBR Retention	0.35%	0.31%	0.39%	0.34%	0.44%	-
Annual Recurring Revenue	*317*	*339*	*358*	*415*	*396*	*25.0%*
Transaction & Brokerage Income	*150*	*152*	*209*	*186*	*230*	*53.7%*
Revenue from Operations	**467**	**490**	**567**	**601**	**626**	**34.2%**
Other Income	5	48	39	15	-41	-
Total Revenue	**472**	**538**	**605**	**616**	**585**	**24.1%**
Costs	**256**	**275**	**317**	**318**	**331**	**29.0%**
Operating PBT	**210**	**216**	**250**	**283**	**295**	**40.5%**
Profit before Taxes (PBT)	**215**	**264**	**289**	**298**	**255**	**18.3%**
Cost to Income	54.3%	51.0%	52.3%	51.6%	56.5%	-
Custody AUM	**1,45,782**	**1,65,385**	**1,58,611**	**1,75,752**	**1,58,678**	**8.8%**

Asset Management

360 ONE Asset - Pioneer & Leader in Alternate Asset Management in India

Focused on Product Innovation, Institutional Mandates & Domestic Distribution

Public Equity (INR 40,753 Crs)	Diversified	Concentrated	Thematic	Quant	Long Short
Private Equity (INR 29,065 Crs)	Venture Capital	Growth Equity	Pre-IPO & Late Stage PE	Secondaries	
Credit (INR 12,002 Crs)	Private Credit	Liquid Funds			
Real Assets & Others (INR 13,386 Crs)	Commercial	Residential	Infrastruc-ture	Multi-asset (Global & Domestic)	

Total AUM: INR 95,206 Crs across various strategies (as of Mar 31, 2026)

360 ONE Asset is one of India's largest alternative asset managers.

Some of the strategies are large and established, while others are in a nascent phase.

As witnessed in public equity over the last decade, domestic capital in alternatives is growing in volume and prominence.

360 ONE Asset is ideally positioned to address the significant growth opportunities in the alternatives market, just as investors globally are re-focusing on India

Strong Performance Track Record

Strong team of 80+ Investment professionals across strategies

Our Competitive Edge

LEVERAGING THE POWER OF 360 ONE ECOSYSTEM

- Unparalleled deal sourcing, due diligence and portfolio management capability through 7,000+ founders and India's leading wealth network
- Superior access, stellar network of advisors & experts
- Entrepreneur-centric agility

STRONG INSTITUTIONAL READINESS

- Deep understanding of focus industries, company stages and Indian capital markets
- Well established compliance, legal, risk and operations infrastructure
- Industry-leading fund performance metrics, including capital distributions

asset 360 ONE

ABILITY TO INVEST ACROSS A COMPANY'S LIFECYCLE

- Leading and pricing deals across the VC and PE spectrum - from Idea to IPO
- Demonstrated leadership in focus investment strategies
- Successful track record of partnering with founders and management teams

PIONEERING CO-INVESTMENT PROGRAM

- Multiple formats for partnering with large family offices and institutions
- Large Value Funds (LVFs) with curated exposure across the entire platform
- Increase in Large deal cheque size

Public Equity - Built on deep research, proprietary frameworks and collaboration

INR 40,700 Crs+
AUM

~20
Investment team

SCDV
Proprietary framework

Mutual Funds → PMS → SIF → SMAs → AIF - CAT III → GIFT

Structured Investment Process

- Dual-lens: internal analysis + on-ground checks
- Disciplined risk-reward screening framework
- Mgmt meetings, supply chain visits & interactions with industry experts

Proprietary SCDV Framework

- Secular · Cyclical · Defensive · Value Trap
- PAT growth >15% & ROE >15% filter
- Core: high-quality secular compounders

Research-First Culture

- Centralised analyst recommendations and financial models
- Proprietary end-to-end research management system
- Analyse → Learn → Introspect loop

Private Equity - Unique differentiated platform

One of the largest in the country

360 ONE Private Equity

~INR 30,000 Crs
AUM

>20%
FY20 - 26 AUM CAGR

~INR 19,000 Crs
Distributions

100+
Portfolio Companies

30+
Member Investment Team

Proven track record of Innovation

- **2026** — 1st Defence & Space Tech (Multi-Stage) Fund
- **2024** — 1st Secondaries Fund
- **2023** — 1st Multi-Asset Fund
- **2017** — 1st Pre-IPO Fund
- **2016** — 1st Private Fund-of-Fund

VCCIRCLE AWARDS 2026

"**Most Active Investor**" of the Year (PE) in 2026

Global Private Banking INNOVATION AWARDS 2025

Awarded "**Best Private Equity House**" in 2025

ACHIEVEMENT AWARDS FinanceAsia

Twice awarded "**Best Private Equity House**" in 2023 and 2024 (Highly Commended)

Private Credit - Resilient, secured & diversified portfolio with strong track record

SCALE

Market leadership position in Performing Credit space; #1 in this space

TRACK RECORD

INR 22,500+ Crs capital deployed till date; ~INR 12,000 Crs investments exited

Successfully raised 4 credit funds with co-investment pools; 5th fund in process

PORTFOLIO

Resilient, secured & diversified portfolio

Investee Companies with proven business track record, strong operating & financial history

RIGHT TO WIN

Strong origination expertise with scale, deep credit structuring, extensive diligence and active risk management

400+ trades originated; access to 7,000+ founder network

PROCESS

Institutionalized processes *across origination, diligence, underwriting, and monitoring frameworks*

Real Assets - Play on India's infrastructure inflection

INR 18,000 Crs+ Fund raised till date	**INR 6,700 Crs+** AUM	**Over INR 8,000 Crs** Distributions
100+ Investments Made till date	**80+** Exits Achieved Till date	**~15%** Weighted Average Exit IRR
30+ Portfolio Companies	**14 - 16%** IRR of funds launched after 2018 vintage	**15** Member Investment Team

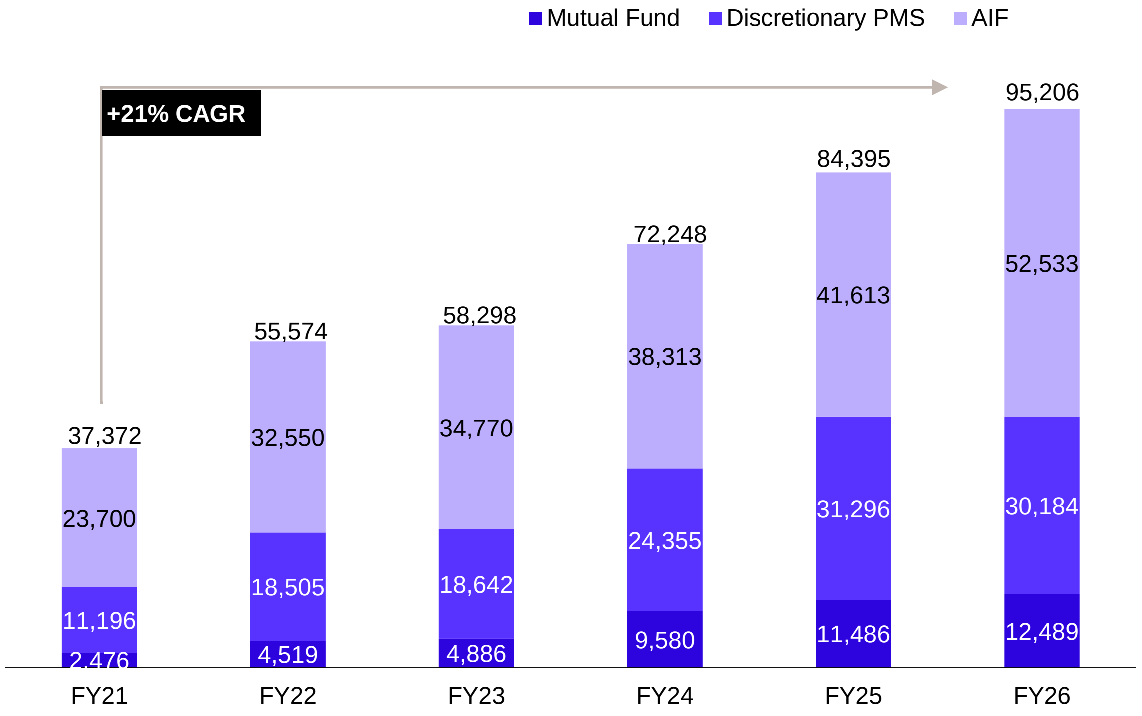
- **With an over 16-year track record, the team has a deep operating experience in various market cycles and across strategies**
- **Deep network of developer partners and industry relationships enable access to best deals**
- **Relationship with India's leading wealth creators, as one of the largest wealth firms in the country, enables access to early deals**
- **Raised >INR 3k Crs Real Assets / CRE funds in FY26 to invest in Infra assets, REITs and commercial core plus assets / platforms**

**IRR in INR terms*

Asset Management - Story in Charts

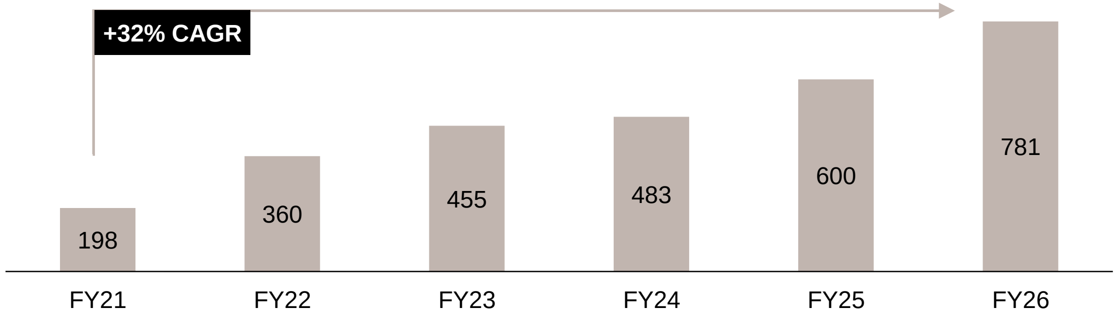
Asset Management AUM

(INR Crs)



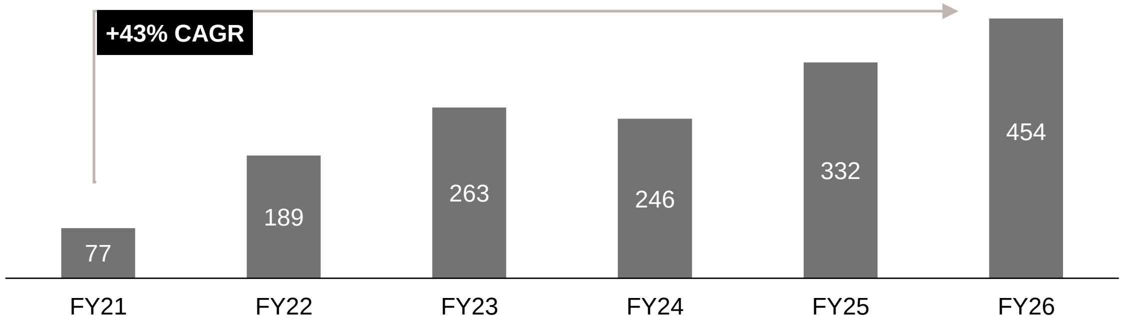
Annual Recurring Revenue

(INR Crs)



Operating PBT

(INR Crs)



- Uniquely positioned from seed stage to pre-IPO, credit and real assets spanning the capital needs of private and public businesses
- Building on a rigorous, process-driven offering focused on select areas of strength
- Deep domain knowledge fuelled by macro tailwinds for India
- Attractive segments where we bring strong experience (such as Real Estate and Infrastructure)

Asset Management - Key Annual Financial Highlights

P/L Summary (INR Crs)	FY21	FY22	FY23	FY24	FY25	FY26	CAGR %
Total Asset Management AUM	**37,372**	**55,574**	**58,298**	**72,248**	**84,395**	**95,206**	**21%**
Alternative Investment Fund	*23,700*	*32,550*	*34,770*	*38,313*	*41,613*	*52,533*	*17%*
Discretionary PMS	*11,196*	*18,505*	*18,642*	*24,355*	*31,296*	*30,184*	*22%*
Mutual Fund	*2,476*	*4,519*	*4,886*	*9,580*	*11,486*	*12,489*	*38%*
Average ARR AUM	28,437	49,211	56,629	65,336	81,500	93,862	27%
ARR Retention	0.70%	0.73%	0.80%	0.74%	0.74%	0.83%	-
ARR Net Flows	8,957	11,957	5,435	421	3,640	9,299	-
No. of Folios	84,009	1,65,063	1,67,832	1,89,366	2,29,360	2,51,836	-
No. of Investment Professionals	34	46	47	62	72	81	-
Annual Recurring Revenue	*198*	*360*	*455*	*483*	*600*	*781*	*32%*
Other Income	*22*	*26*	*1*	*13*	*29*	*18*	*-*
Total Revenue	**220**	**386**	**456**	**496**	**629**	**799**	**29%**
Costs	**121**	**171**	**191**	**238**	**268**	**328**	**22%**
Operating PBT	**77**	**189**	**263**	**246**	**332**	**454**	**43%**
Profit before Taxes (PBT)	**99**	**215**	**264**	**259**	**361**	**472**	**37%**
Cost to Income	54.9%	44.3%	42.0%	47.9%	42.6%	41.0%	**-**

Asset Management - Key Quarterly Financial Highlights

P/L Summary (INR Crs)	Q4 FY25	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	YoY%
Total Asset Management AUM	**84,395**	**92,544**	**92,116**	**98,949**	**95,206**	**12.8%**
Alternative Investment Fund	*41,613*	*45,141*	*45,473*	*50,934*	*52,533*	*26.2%*
Discretionary PMS	*31,296*	*34,644*	*33,572*	*34,536*	*30,184*	*-3.6%*
Mutual Fund	*11,486*	*12,759*	*13,071*	*13,480*	*12,489*	*8.7%*
Average ARR AUM	83,552	86,993	93.828	95,612	99,015	18.5%
ARR Retention	0.90%	0.79%	0.83%	0.85%	0.86%	-
ARR Net Flows	671	973	1,860	4,437	2,028	-
Annual Recurring Revenue	*185*	*172*	*196*	*205*	*209*	*12.7%*
Other Income	*2*	*15*	*12*	*5*	*-14*	-
Total Revenue	**187**	**187**	**208**	**210**	**195**	**4.3%**
Costs	**78**	**77**	**83**	**81**	**87**	**11.6%**
Operating PBT	**107**	**95**	**112**	**124**	**122**	**13.6%**
Profit before Taxes (PBT)	**109**	**110**	**125**	**129**	**108**	**-0.9%**
Cost to Income	41.7%	41.0%	40.1%	38.6%	*44.6%*	**-**

Capital Markets

360 ONE Capital - Integration of research, advisory, and execution capabilities across a wider spectrum of services and new market segments

Institutional Equity Broking

- Full broking services to a diversified client base of 300+ foreign and domestic institutions
- Differentiated mid-and-small-cap research capabilities with deep coverage of 500+ companies - one of the widest in India
- Enable access products in the sphere of F&O, derivatives & commodity broking

Equity Capital Markets

- Deal origination through coverage banking, existing Wealth clients, own PE funnel, sponsor relationships, research
- Full fledged ECM capabilities for DIIs and treasury clients
- Focus areas: IPO, QIP, block deals, preferential issue, etc.
- Team buildout is in progress

Non-institutional Broking

- Serve family offices / quasi-institutions / UHNI
- Leverage research depth and institutional sales support

Significant synergies with Wealth and Asset verticals - multiple levers for disproportionate growth

Strategic Enablement

Guiding principles for firm-wide Technology & AI-related initiatives

1 Own IP

Our own “Platform IP” as Tech and AI are becoming the “Strategic Asset” for the business

2 Golden-Source for AI

Driven strictly by Single source of truth - MDM and Data lake built for firm-level masters and multi-format data hubs

3 Best-in-class Tech Stack

Tech stack inspired and benchmarked with the best-in-the-industry

4 Privacy-by-Design

Strict persona-based access controls to ensure users only see information and insights relevant to their roles

5 Future-ready AI Platform

With “Plug-n-Play” architecture, massively scalable capabilities and auditable with adequate guardrails

6 Human-in-Loop

AI augments capabilities - Human decides

AI @ 360 ONE - treated as core infrastructure, not an IT initiative

Building core AI agents for sustainable and scalable impact…

Launched 360ONE Centre of Excellence for AI (COE - AI)

Customer AI Agent	RM, Product & IC AI Agent	Fund Manager AI Agent	Compliance AI Agent	Operations AI Agent	Service AI Agent
Frictionless Experience **Personalisation**	**Deeper Predictive Insights** **Efficiency**	**Deeper Predictive Insights** **Efficiency**	**Predictive & Proactive Controls** **Efficiency**	**Predictive & Proactive Controls** **Efficiency**	**Improved Client Experience** **Efficiency**

HIGH-IMPACT USE CASES

Customer AI Agent

- Personalised journeys and curated client experience
- Total wealth view and performance insights nudges
- What-if scenario analytics and rebalancing recommendations

RM, Product & IC AI Agent

- Market, social & connections intelligence on customer leads
- Automated investment proposals on holdings, goals & house view
- Sales planning and performance analytics with what-if capabilities

Fund Manager AI Agent

- Comparative insights across earnings calls, reports & financials
- Automated portfolio construction with risk-adjusted return reco.
- Risk management and stress testing analytics

Compliance AI Agent

- Transaction surveillance, unusual trading pattern detection & AML
- NLP analysis of emails, SMS, WhatsApp & other messaging
- KYC and client due diligence via AI identity verification

Operations AI Agent

- Intelligent processing and reconciliations with predictive brakes
- Automated anomaly detection across multiple data versions & sources
- Automated cash flow and liquidity events with proactive gap detection

Service AI Agent

- Query automation via AI virtual assistant across all digital touchpoints
- 360° customer and service history for predictive solution options
- Hyper-personalized omnichannel communications with sentiment analysis

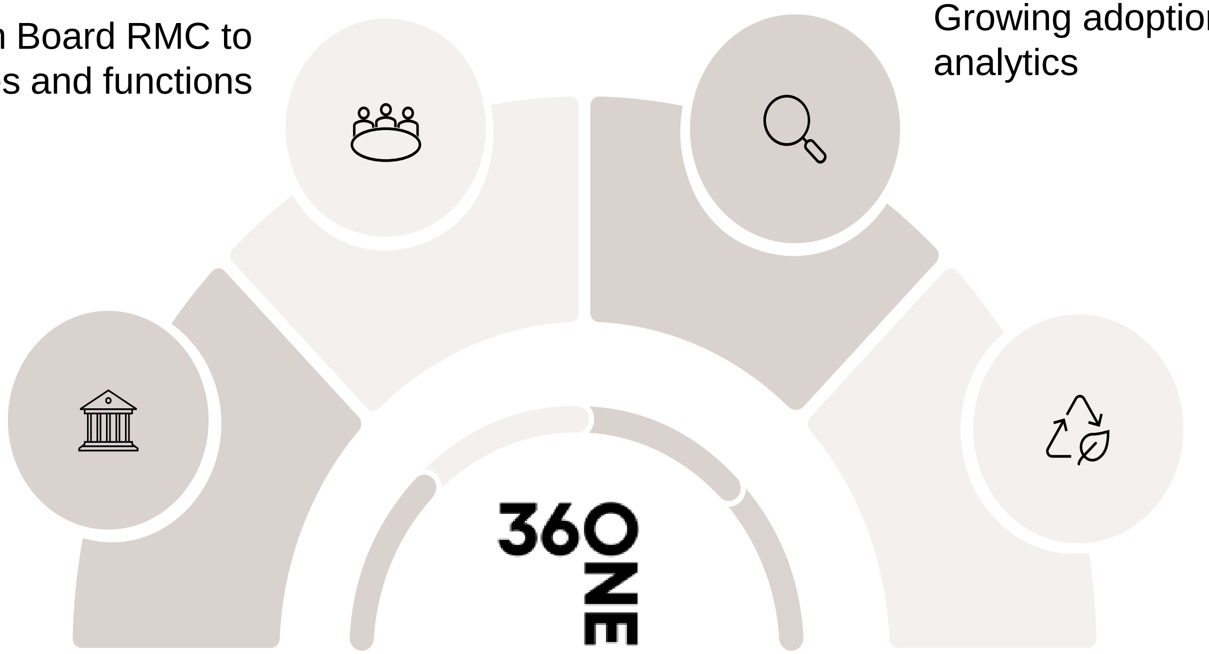
A robust risk framework underpins every aspect of 360 ONE's business operations

Well-defined accountability for effective tracking & assessment of key risks, and suggesting effective mitigants

Multi-tiered approach - from Board RMC to individual segments, entities and functions

Comprehensive policy framework providing clear direction on the overall risk governance architecture

Stringent Product Approval, Asset Allocation and Credit processes and committees



Ongoing benchmarking of internal practices and controls against leading industry standards (domestic & global)

Growing adoption of technology and data analytics

ESG principles progressively embedded across all facets of business operations

Responsible investment stewardship is integral to all client solutions

360 ONE Foundation

Our Focus Areas and Differentiated Approach

Differentiated Approach of 360 ONE Foundation

Focus Areas	Livelihood Interventions across **(1) Employability** and **(2) Entrepreneurship**
Traditional Philanthropy and CSR	Develop skills & capacities; Digital & financial literacy; Capex support; Technical assistance & mentorship; Market & government linkages
White space	**Our programs overlay financial access and inclusion to bridge the gap between informal and unorganised sectors & formal economy. They enable pathways to formal finance & build credit readiness.**
Formal Economy	**Empowering graduation into formal mainstream markets and self-sustained growth**

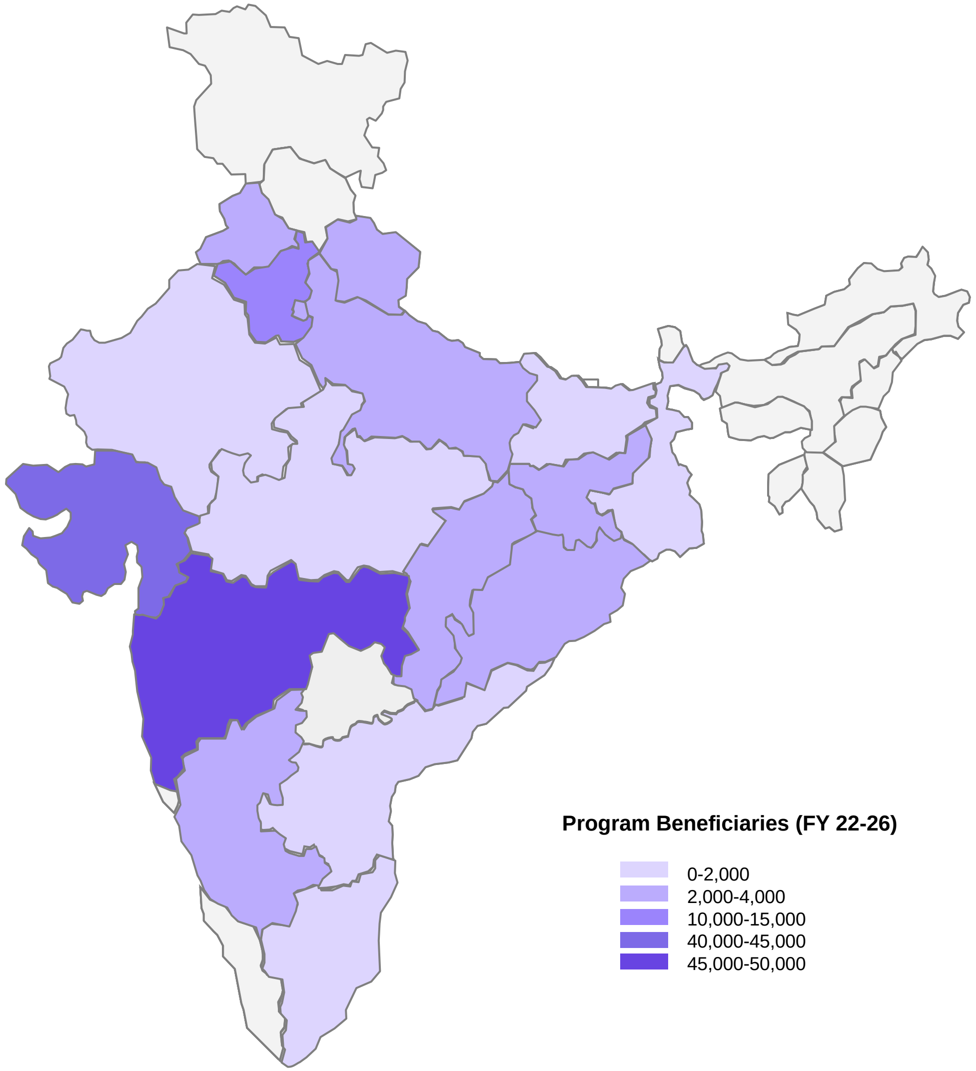
360 ONE Foundation has re-imagined traditional grant-giving and evolved a more catalytic approach powered by **Blended Finance & Outcomes-Based Financing (OBF),** with philanthropic funds deployed to deliver exponential impact

- OBF with a focus on retention (vs placement)/ income increase/ business survival
- Returnable grants as patient working capital, primer for responsible credit
- Credit guarantees to unlock access to affordable, collateral free loans and build credit history

Philanthropy exits

360 ONE Foundation

Reach and Impact



Foundation's reach over 5 years

20
States & UTs

1,88,000+
Unique beneficiaries

19
Flagship programs since FY22

~33%
of flagship programs exclusively target women beneficiaries

Impact Metrics for Flagship Projects

4.44x
Impact Leverage
Livelihood income generated over project lifecycle for every INR 1 of our grant

5.13x
Financial Leverage
Total capital unlocked for every INR 1 of our grant

3.24x
Additional beneficiaries reached
Compared to traditional vanilla grants

We are committed to a 360° approach to ESG

Progressing on the path of leading Environmental, Social and Governance (ESG) practices

Environment

- **~72%[1]** of total power from renewable sources with **18.6 lakh units[1]** of green electricity consumed in FY26
- Around **96% of clients** in FY26 onboarded digitally
- **100%** e-waste disposed to authorized recyclers
- **Furniture** procured with **sustainable wood certification** across all offices
- **41% AUM** under Private Credit asset class **focused towards ESG positive sectors** as on March 2026

Social

- Gender diversity at **29% (March 2026)**
- Great Place to Work 2025®" and "Best Workplaces™ in Investments - India 2025"
- Positively impacted **1.9 lakh+ beneficiaries** through CSR programs since FY22 and created a catalytic effect through blended finance and outcomes-based financing approaches
- **230+ Awards** received since inception
- **Zero cases** of environmental non-compliance, corruption, bribery, conflict of interest and data privacy breaches

Governance

- Published GRI tagged standalone **Sustainability Report** for FY25 (Click here for report)
- Board approved **ESG policy** in place (Click here for policy)
- Board constituted **CSR and ESG Committee** to monitor ESG initiatives
- ESG risk included in the **Risk Management Policy**
- **Third-party ethics helpline** to red flag internal ethics and compliance issues

[1]As on February 28, 2026

Agenda

I. 360 ONE at a Glance

II. Annual Business & Segmental Update

III. Financial Update - Q4 and Full Year FY26

Business Snapshot - FY26

Wealth Management

INR 217k Crs / $24bn ARR AUM

INR 46,576 Crs ARR Net Flows

INR 2,284 Crs / $250mn Op. Revenue

8,500+ Families and Corporates

Advisory, Distribution, Brokerage, Lending, Estate planning and ECM

Total ARR Net Flows INR 55,875 Crs

ARR AUM
INR 312k cr

TBR AUM
INR 363k cr

Total AUM INR 674k cr / $74bn

Asset Management

INR 95k Crs / $10bn ARR AUM

INR 9,299 Crs ARR Net Flows

INR 781 Crs / $85mn Op. Revenue

251k+ Folios

AIF, PMS, Mutual Fund and SIF

26.4%	49.9%	75%	20.7%	78bps	19.3%
YoY Growth in ARR AUM	Cost to income ratio	ARR Revenue (as a % of Total Operating Revenue)	YoY Growth in Profit after Tax	ARR Retention	Return on Tangible Equity

Key Financial Highlights - Q4 and Full Year FY26…

AUM

- Continued focus on ARR AUM at **INR 3,11,940 Crs - up 26.4% YoY**
- ARR Net flows for Q4 FY26 at INR 8,985 Crs; FY26 net flows of INR 55,875 Crs (excl. inorganic, **net flows were INR 35,199 Crs,** i.e., 14% of FY26 opening ARR AUM)
- Total AUM at INR 6,74,492 Crs - up 16.0% YoY

Revenues

- ARR Revenue for Q4 FY26 is up 20.4% YoY at INR 605 Crs, and up 34.5% YoY at INR 2,289 Crs in FY26, led by growth across business segments
- Revenue from Operations for Q4 FY26 is up 28.1% YoY at INR 835 Crs, and up 25.4% YoY at INR 3,066 Crs for FY26
- Other income for FY26 is down 62% at INR 79 Crs due to MTM impact in Q4
- **Total Revenues** for Q4 FY26 are up 18.5% YoY at INR 780 Crs and **18.6% YoY at INR 3,144 Crs for FY26**

Key Financial Highlights - Q4 and Full Year FY26

Cost

- FY26 operating costs are not comparable with FY25 due to consolidation of B&K Securities and ET Money during the year
- FY26 Total Costs stood at INR 1,568 Crs - up 28.7% YoY
- Employee costs stood at INR 1,123 Crs, while Administrative costs at INR 445 Crs
- FY26 Cost to Income ratio stood at 49.9% vs. 45.9% in FY25
- Core businesses (UHNI Wealth and Asset Management) continued to reflect efficiencies amid volatility; **overall Cost to Income ratio in these businesses was stable in the 44 - 45% range vis-à-vis FY25**

Profit

- Operating PBT for Q4 FY26 is up 31.4% YoY at Rs 417 Crs, and up 22.0% at Rs 1,498 Crs for FY26
- PBT for Q4 FY26 is up 11.8% YoY at INR 363 Crs, and up 19.7% at INR 1,577 Crs for FY26
- **PAT for Q4 FY26 is at INR 292 Crs (+16.8% YoY), and up 20.7% YoY at INR 1,225 Crs for FY26**
- Return on Tangible Equity at 19.3% in FY26; Basic EPS at Rs 30.2

Consolidated Business Summary

Particulars (INR Crs)	Q4 FY26	Q3 FY26	QoQ %	Q4 FY25	YoY %	FY26	FY25	YoY%
Annual recurring revenue assets	**3,11,940**	**3,17,906**	**-1.9%**	**2,46,828**	**26.4%**	**3,11,940**	**2,46,828**	**26.4%**
Revenue	**780**	**826**	**-5.5%**	**658**	**18.5%**	**3,144**	**2,652**	**18.6%**
Annual Recurring Revenue	*605*	*619*	*-2.4%*	*502*	*20.4%*	*2,289*	*1,701*	*34.5%*
Transactional / Brokerage Revenue	*230*	*186*	*23.5%*	*150*	*53.7%*	*777*	*744*	*4.4%*
Total Revenue from Operations	**835**	**806**	**3.6%**	**652**	**28.1%**	**3,066**	**2,446**	**25.4%**
Other Income	-55	20	-	7	-	79	206	-
Retention								
Average ARR Assets	3,15,920	3,02,601	4.4%	2,43,414	29.8%	2,92,356	2,31,610	26.2%
Retention on ARR Assets	***0.78%***	***0.81%***	**-**	***0.84%***	**-**	***0.78%***	***0.73%***	**-**
Costs	**418**	**399**	**4.7%**	**334**	**25.0%**	**1,568**	**1,218**	**28.7%**
Employee Costs	301	282	6.6%	254	18.5%	1,123	912	23.1%
Fixed Cost	*205*	*205*	*-0.3%*	*150*	*36.6%*	*786*	*587*	*33.8%*
Variable Cost	*96*	*77*	*25.2%*	*104*	*-7.6%*	*337*	*325*	*3.8%*
Admin and Other Expenses	117	117	0.2%	80	45.3%	445	306	45.6%
Profit metrics								
Operating Profit before Taxes (OPBT)	417	407	2.5%	318	31.4%	1,498	1,228	22.0%
PBT (after exceptional items)	363	427	-15.1%	324	11.8%	1,577	1,317	19.7%
Profit After Tax (PAT incl. OCI & FCTR)	**292**	**331**	**-11.7%**	**250**	**16.8%**	**1,225**	**1,015**	**20.7%**
Cost to Operating Income Ratio	50.0%	49.5%	-	51.3%	-	51.1%	49.8%	-
Cost to Total Income Ratio	53.5%	48.3%	-	50.7%	-	49.9%	45.9%	-
Return on Equity	12.3%	14.0%	-	15.0%	-	13.6%	20.7%	-
Return on Tangible Equity	18.1%	21.0%	-	17.1%	-	19.3%	24.3%	-

Wealth Management

Segmental Business Snapshot - Annual

Particulars (INR Crs)	ARR AUM		ARR Net Flows		ARR Revenue		ARR Retention	
	FY25	FY26	FY25	FY26	FY25	FY26	FY25	FY26
Wealth Management	**1,62,433**	**2,16,734**	**22,334**	**46,576**	**1,101**	**1,507**	**0.73%**	**0.76%**

Particulars (INR Crs)	Wealth Management									
	UHNI Segment		HNI Segment		Mass Affluent		Corporates & Institutional		Total	
	FY25	FY26	FY25	FY26	FY25	FY26	FY25	FY26	FY25	FY26
Revenue from Operations	1,838	2,018	1.2	13	6	41	-	212	1,845	2,284
ARR Revenue	*1,097*	*1,437*	*0.3*	*11*	*4*	*22*	-	*37*	*1,101*	*1,507*
TBR Revenue	*741*	*581*	*1.0*	*2*	2	*18*	-	*176*	*744*	*777*
Cost	899	958	44	77	6	74	-	131	950	1,240
Operating Profit before Taxes (OPBT)	**939**	**1,061**	**-42**	**-64**	**-1**	**-33**	**-**	**82**	**896**	**1,045**

Segmental Business Snapshot - Quarterly

Particulars (INR Crs)	ARR AUM		ARR Net Flows		ARR Revenue		ARR Retention	
	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26
Wealth Management	**2,18,957**	**2,16,734**	**10,321**	**6,957**	**415**	**396**	**0.79%**	**0.74%**

Particulars (INR Crs)	Wealth Management									
	UHNI Segment		HNI Segment		Mass Affluent		Corporates & Institutional		Total	
	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26
Revenue from Operations	524	554	3.8	4.8	10	10	63	57	601	626
ARR Revenue	*396*	*377*	*3.3*	*4.0*	*6*	*6*	*9*	*9*	*415*	*396*
TBR Revenue	*128*	*177*	*0.5*	*0.9*	*4*	*5*	*54*	*47*	*186*	*230*
Cost	241	246	22	21	18	19	37	45	318	331
Operating Profit before Taxes (OPBT)	**282**	**309**	**-18**	**-17**	**-8**	**-9**	**26**	**12**	**283**	**295**

ARR AUM Segmental Snapshot - Annual

Products (INR Crs)	ARR AUM Build up - FY26		Revenue Build up - FY26		
	Opening AUM	Closing AUM	Average AUM	Retentions	Revenue
Total ARR	**1,62,433**	**2,16,734**	**1,98,494**	**0.76%**	**1,507**
360 ONE Plus	**62,212**	**85,039**	**72,385**	**0.30%**	**221**
Discretionary (PMS)	*11,401*	*12,133*	*12,401*	*0.47%*	*59*
Non-discretionary (RIA / PMS)	*50,812*	*72,906*	*59,984*	*0.27%*	*162*
Distribution Assets Earning Trail Fees	**91,448**	**1,19,666**	**1,16,477**	**0.65%**	**753**
Mutual Funds	*40,275*	*60,603*	*59,623*	*0.39%*	*234*
Managed Accounts	*51,173*	*59,064*	*56,853*	*0.91%*	*518*
Lending Book	**8,773**	**12,028**	**9,632**	**5.54%**	**534**

ARR AUM Segmental Snapshot - Quarterly

Products (INR Crs)	ARR AUM Build up - Q4 FY26		Revenue Build up - Q4 FY26		
	Opening AUM	Closing AUM	Average AUM	Retentions	Revenue
Total ARR	**2,18,957**	**2,16,734**	**2,16,904**	**0.74%**	**396**
360 ONE Plus	**83,676**	**85,039**	**82,363**	**0.31%**	**63**
Discretionary (PMS)	*13,207*	*12,133*	*12,965*	*0.56%*	*18*
Non-discretionary (RIA / PMS)	*70,469*	*72,906*	*69,398*	*0.26%*	*45*
Distribution Assets Earning Trail Fees	**1,24,653**	**1,19,666**	**1,23,542**	**0.63%**	**191**
Mutual Funds	*63,550*	*60,603*	*63,515*	*0.38%*	*59*
Managed Accounts	*61,103*	*59,064*	*60,026*	*0.89%*	*131*
Lending Book	**10,628**	**12,028**	**10,999**	**5.25%**	**143**

Asset Management

Segmental Business Snapshot - Annual

Particulars (INR Crs)	ARR AUM		ARR Net Flows		ARR Revenue		ARR Retention	
	FY25	FY26	FY25	FY26	FY25	FY26	FY25	FY26
Asset Management	**84,395**	**95,206**	**3,640**	**9,299**	**600**	**781**	**0.74%**	**0.83%**

Particulars (INR Crs)	Asset Management					
	Listed		Alternates		Total	
	FY25	FY26	FY25	FY26	FY25	FY26
Revenue from Operations	287	258	313	524	600	781
ARR Revenue - Management Fee	*247*	*258*	*290*	*362*	*536*	*619*
ARR Revenue - Carried Interest	*40*	*-*	*24*	*162*	*64*	*162*
Cost	112	135	156	193	268	328
Operating Profit before Taxes (OPBT)	**175**	**123**	**157**	**331**	**332**	**454**

Segmental Business Snapshot - Quarterly

Particulars (INR Crs)	ARR AUM		ARR Net Flows		ARR Revenue		ARR Retention	
	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26
Asset Management	**98,949**	**95,206**	**4,437**	**2,028**	**205**	**209**	**0.85%**	**0.86%**

Particulars (INR Crs)	Asset Management					
	Listed		Alternates		Total	
	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26	Q3 FY26	Q4 FY26
Revenue from Operations	66	61	139	148	205	209
ARR Revenue - Management Fee	*66*	*61*	*93*	*99*	*159*	*160*
ARR Revenue - Carried Interest	-	-	*46*	*49*	*46*	*49*
Cost	33	36	48	51	81	87
Operating Profit before Taxes (OPBT)	**33**	**25**	**91**	**97**	**124**	**122**

ARR AUM Segmental Snapshot - Annual

Products (INR Crs)	ARR AUM Build up - FY26		Revenue Build Up - FY26		
	Opening AUM	Closing AUM	Average AUM	Retentions	Revenue
Total ARR	**84,395**	**95,206**	**93,862**	**0.83%**	**781**
Discretionary Portfolio Manager	**31,296**	**30,184**	**33,474**	**0.46%**	**154**
Standardized	*7,527*	*7,867*	*8,291*	*0.80%*	*66*
Institutional Mandates	*23,768*	*22,316*	*25,184*	*0.35%*	*88*
Alternate Investment Manager	**41,613**	**52,533**	**47,468**	**1.19%**	**567**
Listed Equity	*3,700*	*4,448*	*4,118*	*1.46%*	*60*
Private Equity	*24,546*	*27,724*	*27,039*	*1.50%*	*405*
Credit & Real Assets	*10,426*	*13,699*	*12,315*	*0.69%*	*85*
Customized Multi-Asset	*2,941*	*6,661*	*3,996*	*0.43%*	*17*
Mutual Fund Manager	**11,486**	**12,489**	**12,920**	**0.46%**	**60**
Listed Equity	*8,907*	*9,171*	*10,096*	*0.54%*	*54*
Debt & Hybrid	*1,562*	*1,697*	*1,673*	*0.26%*	*4.4*
Liquid Funds	*1,017*	*1,621*	*1,150*	*0.11%*	*1.2*

ARR AUM Segmental Snapshot - Quarterly

Products (INR Crs)	ARR AUM Build up - Q4 FY26		Revenue Build Up - Q4 FY26		
	Opening AUM	Closing AUM	Average AUM	Retentions	Revenue
Total ARR	**98,949**	**95,206**	**99,015**	**0.86%**	**209**
Discretionary Portfolio Manager	**34,536**	**30,184**	**33,052**	**0.49%**	**40**
Standardized	*8,870*	*7,867*	*8,581*	*0.88%*	*19*
Institutional Mandates	*25,665*	*22,316*	*24,472*	*0.35%*	*21*
Alternate Investment Manager	**50,934**	**52,533**	**52,694**	**1.20%**	**156**
Listed Equity	*4,391*	*4,448*	*4,494*	*1.23%*	*14*
Private Equity	*28,077*	*27,724*	*27,893*	*1.61%*	*111*
Credit & Real Assets	*13,927*	*13,699*	*14,438*	*0.69%*	*24*
Customized Multi-Asset	*4,539*	*6,661*	*5,869*	*0.45%*	*6*
Mutual Fund Manager	**13,480**	**12,489**	**13,269**	**0.41%**	**13**
Listed Equity	*10,463*	*9,171*	9,941	0.50%	12
Debt & Hybrid	*1,743*	*1,697*	1,811	0.20%	0.9
Liquid Funds	*1,274*	*1,621*	1,517	0.09%	0.3

Capital Allocation & Dividend History

Net Worth (INR Crs)

Wealth Management	1,033
Asset Management	1,516
Fixed Assets	856
Lending	3,317
(A) Tangible	6,722
(B) Goodwill + Intangibles	3,114
Net Worth (A+B)	**9,836**

Consistent Dividend History

	INR / share
Total FY22	13.8
Total FY23	17.3
Total FY24	16.5
Total FY25	6.0
Total FY26	12.0
Total FY27 till date	**6.0**
First Interim Dividend (April 2026)	***6.0***

FY26: RoE - 13.6% | Tangible RoE - 19.3%

Awards & Recognitions - Reinforcing our Leadership Position

180+ AWARDS IN 18 YEARS - A TESTAMENT TO THE TRUST OF OUR CLIENTS AND OUR COMMITMENT TO EXCELLENCE

BEST INDEPENDENT WEALTH MANAGER - INDIA	BEST FOR SUCCESSION PLANNING - INDIA	BEST FOR FAMILY OFFICE SERVICES - INDIA	BEST FOR DISCRETIONARY PORTFOLIO MANAGEMENT - INDIA	BEST PRIVATE BANK - INDIA	BEST DOMESTIC PRIVATE BANK - AI ADOPTION AND DIGITAL INNOVATION	BEST PRIVATE CREDIT DEAL (WINNER)

Link to Download Data Book

Data reported across previous quarters is now continued to be reported in a Data Book, maintained in an excel format on our website. The Link for the data book is hosted below.

Contents of the Data Book:

1. Consolidated Data
2. Segmental - Wealth Management
3. Segmental - Asset Management
4. Consolidated Business Summary - Quarter
5. Capital Allocation
6. Annexure 1 - Annual
7. Annexure 2 - Quarterly

Click here to access the Databook

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