

**360
ONE**

360 ONE

Investor Presentation - Q1 FY26

Ringling in 17 Years of Excellence.

Bringing Home the
Oscars of Wealth Management.

360
ONE



BEST PRIVATE BANK - INDIA

at Asian Private Banker's
14th Awards for Distinction



INDIA'S BEST WEALTH MANAGER

at Euromoney Private Banking
Awards 2025

Agenda

I. 360 ONE at a Glance

II. Business Update

III. Financial Update - Q1 FY26

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360 ONE WAM - One of India's leading Wealth and Asset manager

WEALTH MANAGEMENT

Advisory (360 ONE Plus)

- *Discretionary PMS*
- *Non-Discretionary PMS / RIA*

Distribution

- *Mutual Funds*
- *AIFs / PMS*

Lending Solutions

Brokerage and Syndication

- *Equity Brokerage (Institutional / Non-Institutional)*
- *Equity Capital Markets*
- *Fixed Income*
- *Others (Unlisted, RE, Insurance, etc.)*



ASSET MANAGEMENT

Public Markets

- *Mutual Funds / PMS / AIF*
- *Global institutional mandates*

Alternates

- *Private Equity*
- *Private Credit*
- *Real Estate*
- *Infrastructure*
- *Multi-Asset*

360 ONE: Corporate Overview

Credentials That Lend Trust To Brand 360 ONE

Publicly listed Private Wealth & Asset Manager Market Cap: ~INR 50,000 Crs*	8,400+ Families and corporates	32 Offices India + International
Employee Team 1,600+ Employee Strength	AUM INR 6,63,924 Crs^ Wealth: INR 5,71,380 Crs AMC: INR 92,544 Crs	175+ Industry Awards

Culture & Values

1

Client-centric

Our single-minded focus is on our clients, always. We care, we listen, we learn, and we execute to deliver beyond expectations.

2

Change Champion

We embrace and accept change. We are driven by passion and a positive attitude. We seek opportunities to continuously learn and grow.

3

Entrepreneurial

We have extreme ownership from ideation to execution. We are innovative, agile and outcome-oriented.

4

People-oriented

We are inspired, collaborative and inclusive. Above all, we respect each other as individuals, colleagues and stakeholders working towards a common purpose.

5

Right in Spirit and Letter

We do what is right over what is easy - for our clients, fellow employees, and stakeholders. We are transparent, honest, and courageous.

6

Rigorous and Risk-Conscious

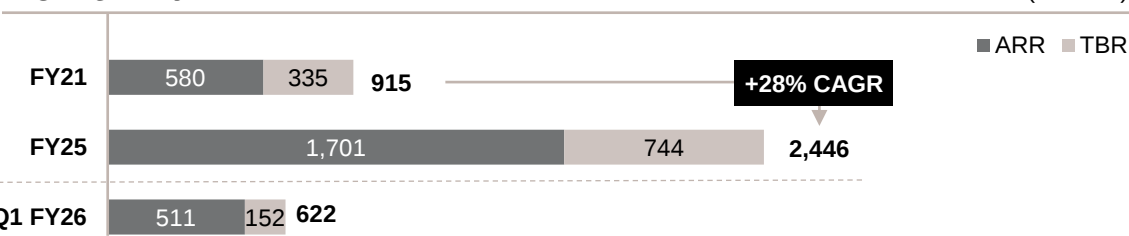
We are deep, thorough and analytical in our decision-making - whether for clients or our own business. We have risk awareness and robust governance mechanisms.

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, now known as 360 ONE Prime
2017	AUM Distribution and Advice crosses INR 1 lac Crs
2018	Acquired Wealth Advisors India and Altire Advisors
2019	360 ONE Wealth listed on NSE and BSE exchanges
2020	Acquired L&T Capital Markets
2021	Asset Management AUM crossed INR 50,000 Crs
2022	Bain Capital acquires ~25%
2024	AUM crossed INR 5 lac Crs
2024	Acquired ET money
2024	Raised INR 2,250 Crs through QIP route
2025	Acquired B&K Securities and B&K Finserv
2025	Exclusive strategic collaboration with UBS AG

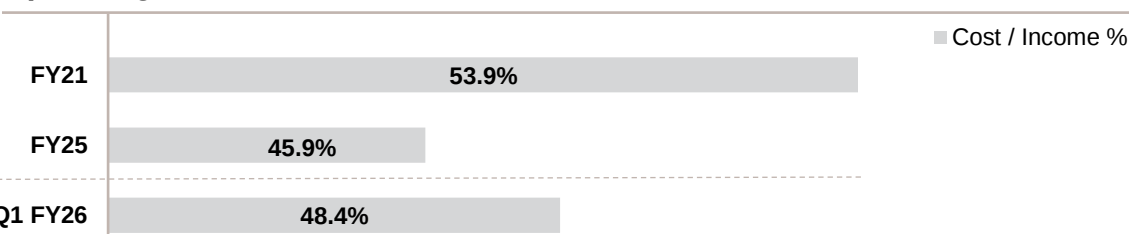
* June 2025; ^as on June 30, 2025, and includes custody promoters holding

360 ONE - Story in Charts

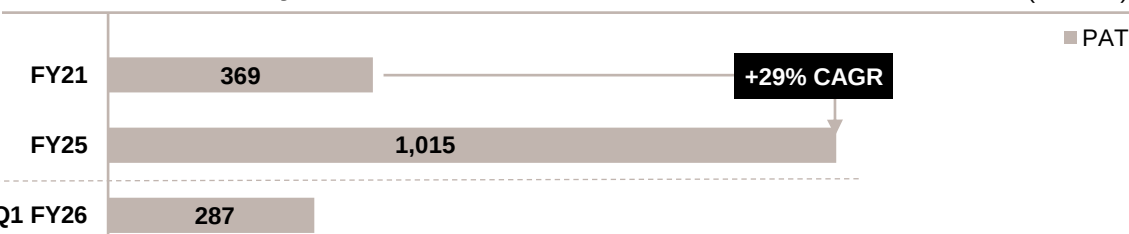
High Quality Revenue Model



Operating Efficiencies in Place

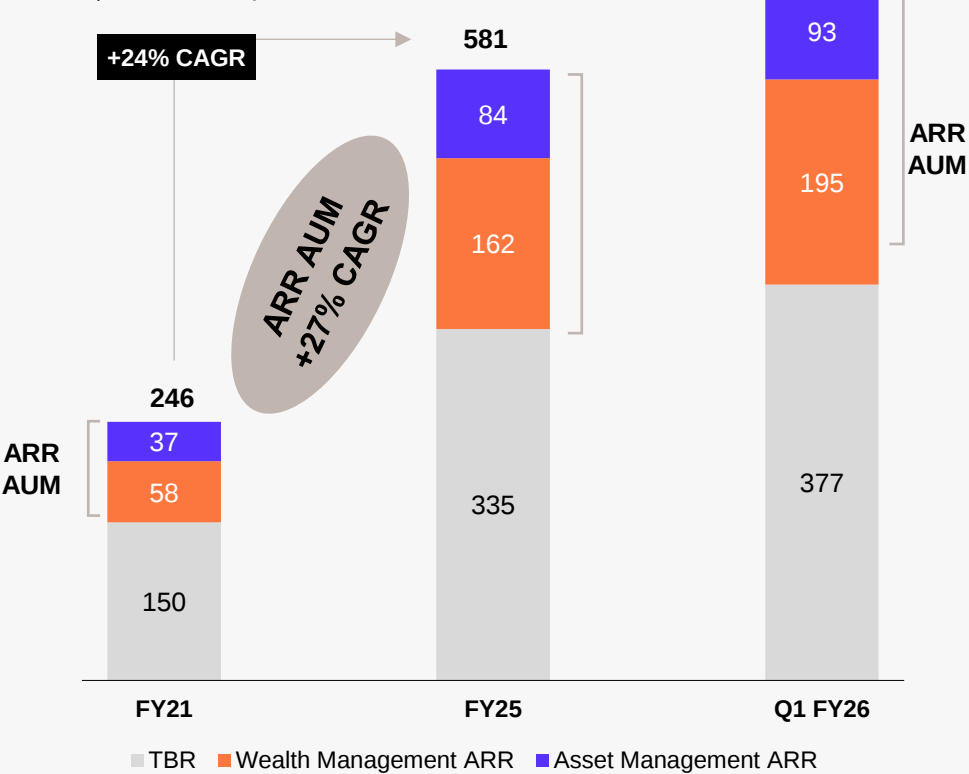


Robust Profitability Growth



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	CAGR %
Total AUM	2,46,083	3,27,237	3,40,834	4,66,909	5,81,498	24%
Wealth Management AUM	2,08,711	2,71,663	2,82,536	3,94,661	4,97,104	24%
Asset Management AUM	37,372	55,574	58,298	72,248	84,395	23%
Closing ARR AUM	95,652	1,38,308	1,54,000	2,00,419	2,46,828	27%
Average ARR AUM	74,542	1,20,110	1,41,326	1,73,945	2,31,610	33%
ARR Retention	0.78%	0.77%	0.82%	0.76%	0.73%	-
ARR Net Flows	-	32,985	21,884	16,136	25,974	-
<i>Annual Recurring Revenue</i>	<i>580</i>	<i>921</i>	<i>1,165</i>	<i>1,327</i>	<i>1,701</i>	<i>31%</i>
<i>Transaction & Brokerage Income</i>	<i>335</i>	<i>477</i>	<i>400</i>	<i>519</i>	<i>744</i>	<i>22%</i>
Revenue from Operations	915	1,398	1,565	1,846	2,446	28%
Other Income	137	137	4	119	206	11%
Total Revenue	1,053	1,535	1,569	1,965	2,652	26%
Costs	568	784	718	956	1,218	21%
<i>Employee Costs</i>	<i>417</i>	<i>602</i>	<i>520</i>	<i>709</i>	<i>912</i>	<i>22%</i>
<i>Admin and Other Costs</i>	<i>150</i>	<i>183</i>	<i>198</i>	<i>247</i>	<i>306</i>	<i>19%</i>
Operating PBT	348	614	847	889	1,228	37%
PBT	485	751	850	1,009	1,317	28%
PAT	369	582	668	802	1,015	29%
Cost to Income	53.9%	51.1%	45.8%	48.7%	45.9%	-
ARR as % of Total Op. Revenue	63%	66%	74%	72%	70%	-
Earnings per Share (INR)	10.6	16.4	18.5	22.5	27.1	-
Dividend per Share (INR)	17.5	13.8	17.3	16.5	6.0	-
ROE	12.5%	20.2%	22.0%	24.4%	20.7%	-
ROE Ex Goodwill & Intangibles	15.0%	24.7%	26.7%	30.1%	24.3%	-

Performance at a Glance - Quarterly

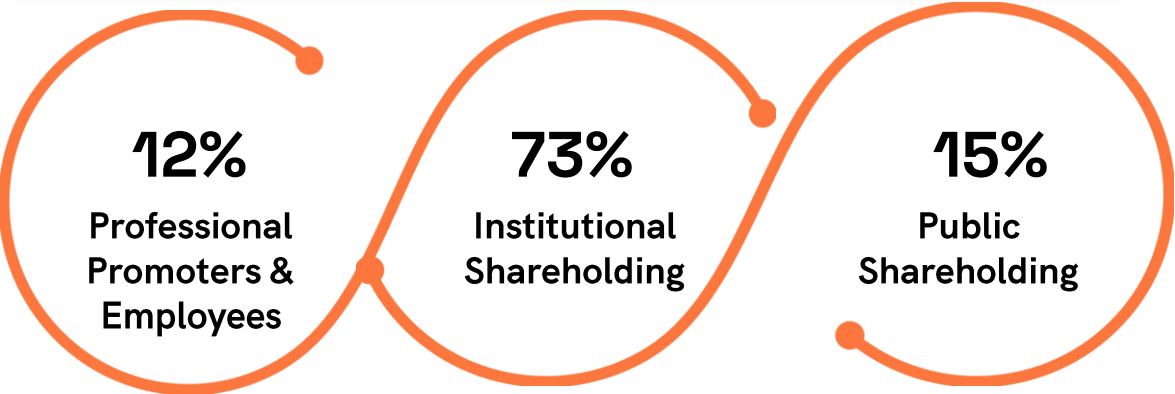
Strong trends in growth and profitability demonstrated...

P/L Summary (INR Crs)	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	YoY%
Total AUM	5,21,208	5,69,372	5,79,222	5,81,498	6,63,924	27.4%
Wealth Management AUM	4,41,556	4,83,602	4,93,972	4,97,104	5,71,380	29.4%
Asset Management AUM	79,652	85,770	85,250	84,395	92,544	16.2%
Closing ARR AUM	2,21,287	2,42,619	2,47,999	2,46,828	2,87,317	29.8%
Average ARR AUM	2,08,462	2,32,782	2,41,784	2,43,414	2,60,196	24.8%
ARR Retention	0.72%	0.68%	0.70%	0.84%	0.79%	-
ARR Net Flows	5,550	9,786	6,643	3,995	20,950	-
<i>Annual Recurring Revenue</i>	<i>376</i>	<i>397</i>	<i>426</i>	<i>502</i>	<i>511</i>	<i>35.9%</i>
<i>Transaction & Brokerage Income</i>	<i>225</i>	<i>191</i>	<i>179</i>	<i>150</i>	<i>152</i>	<i>-32.5%</i>
Revenue from Operations	600	589	605	652	662	10.3%
Other Income	97	30	73	7	63	-35.0%
Total Revenue	697	618	678	658	725	4.0%
Costs	265	299	319	334	351	32.7%
<i>Employee Costs</i>	<i>194</i>	<i>224</i>	<i>240</i>	<i>254</i>	<i>255</i>	<i>31.8%</i>
<i>Admin and Other Costs</i>	<i>71</i>	<i>75</i>	<i>79</i>	<i>80</i>	<i>96</i>	<i>35.1%</i>
Operating PBT	335	289	286	318	311	-7.3%
PBT	315	319	359	324	374	18.6%
PAT	243	247	275	250	287	18.0%
Cost to Income	38.0%	48.4%	47.1%	50.7%	48.4%	-
ARR as % of Total Op. Revenue	63%	67%	70%	77%	77%	-
Tangible Net Worth	3,031	3,251	5,806	6,045	5,693	-
Earnings per Share (INR)	6.8	6.8	7.3	6.4	7.2	-
ROE	27.4%	25.8%	21.0%	15.0%	14.9%	-
ROE Ex Goodwill & Intangibles	33.5%	31.2%	24.1%	17.1%	19.6%	-

Q1 FY26 results include B&K net flows of INR 18,228 Crs and relevant revenue and costs for 35 days

Firm is backed by marquee investors and a highly esteemed Board

Shareholding pattern (June 2025)



INDIA'S BEST WEALTH MANAGER -
EUROMONEY GLOBAL PRIVATE
BANKING AWARDS 2025



BEST PRIVATE, INDIA - ASIAN
PRIVATE BANKER'S AWARDS FOR
DISTINCTION 2024

Board of Directors



Akhil Gupta
Independent Director, Chairman
40+ years of experience



Pierre De Weck
Independent Director
45+ years of experience



Sandeep Tandon
Independent Director
30+ years of experience



Revathy Ashok
Independent Director
25 years of experience



Karan Bhagat
Managing Director & Promoter
20+ years of experience



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



Saahil Murarka
Non-Executive Director*
12+ years of experience



Pavninder Singh (Bain)
Nominee Director



Rishi Mandawat (Bain)
Nominee Director

* subject to requisite shareholder approvals

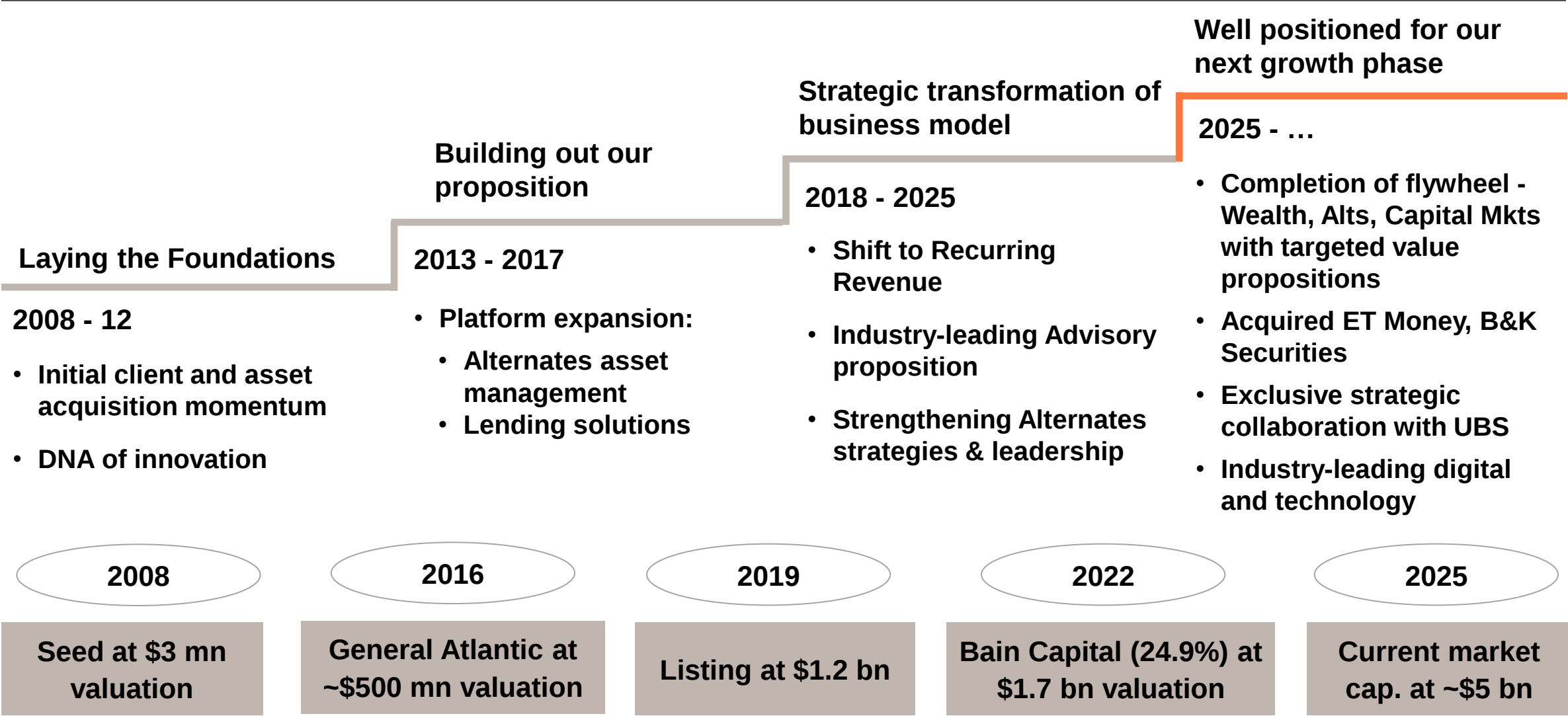
Agenda

I. 360 ONE at a Glance

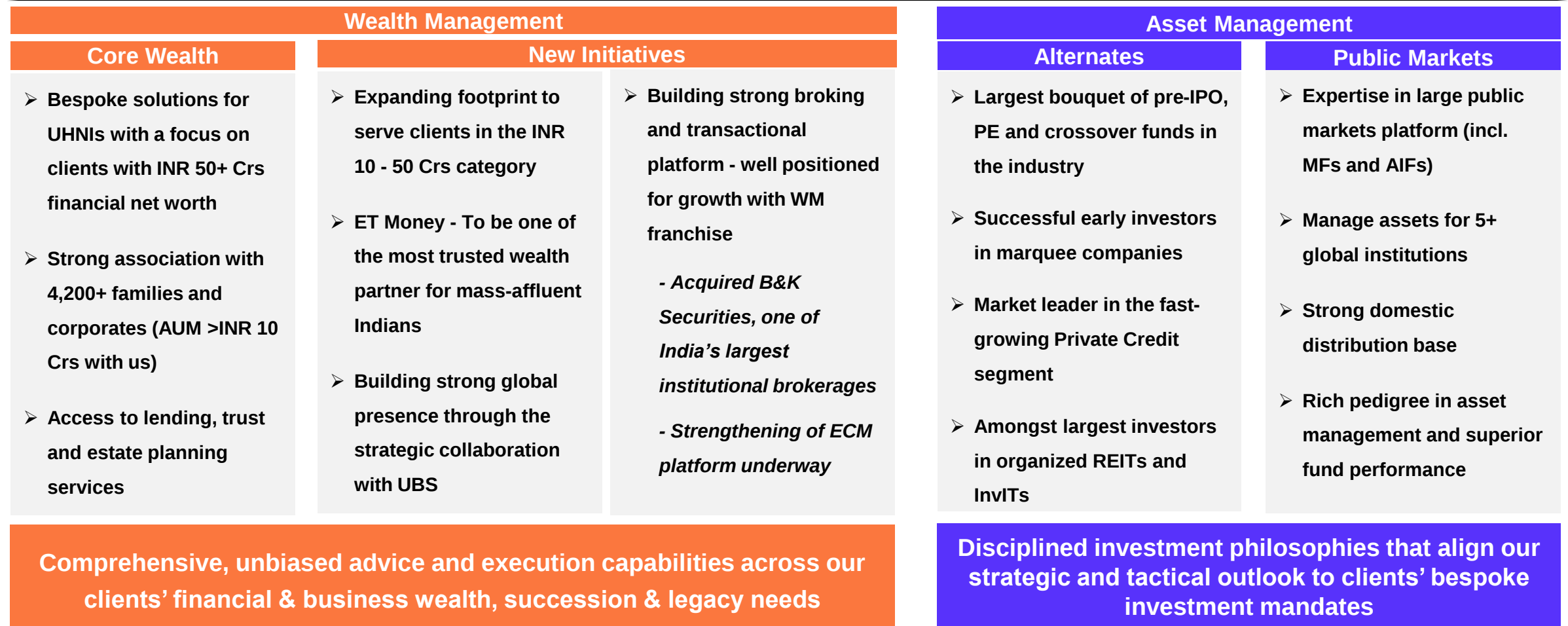
II. Business Update

III. Financial Update - Q1 FY26

Our journey has set us up for the next stage - to further build a resilient, high-growth business that responds to our client and market aspirations



Consolidated business view - Building towards a robust full-stack play



Wealth Management

An Overview



360 ONE Wealth - One Of India's Largest Wealth Manager Servicing 8,400+ Clients

1 360 ONE Plus

Unique engagement designed to provide solutions for the Core Portfolio of our clients under **transparent fee model**.

Continues to see robust traction with closing Q1 FY26 AUM at over INR 71,000 Crs through discretionary / non-discretionary / advisory propositions

2 Product Distribution

Offers cutting-edge innovation-led products. Widest **open architecture** investment platform coupled with strong prime brokerage capabilities across equities, fixed income, commodities & currencies backed by 'in-house' research, thus ensuring superior execution

3 Transaction & Broking Services

360 ONE has independent broking license to provide **research backed broking services** to our Wealth clientele
Access to **unique product ideas** typically unavailable in the public markets

4 Lending

Our clients have access to **lending solutions** for their short-term capital requirements.
With a loan book of INR 7,700+ Crs, we have serviced over 1,000 customers through our loan offerings

HNI Segment

Our legacy and expertise in UHNI segment enables us to extend our innovative products and best in class propositions to the **HNI segment** which is experiencing **remarkable growth**, with increasing demand for professional wealth management services

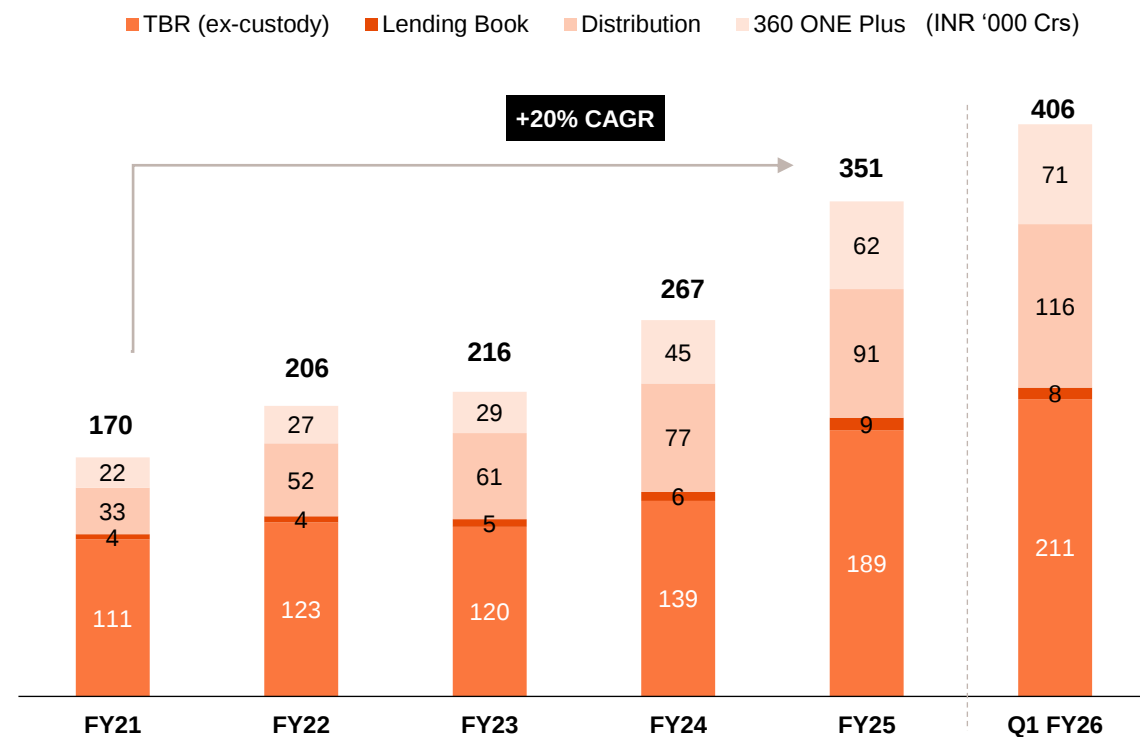
Strategic initiatives

Exclusive strategic collaboration with UBS AG to strengthen WM proposition and drive significant synergies across business lines

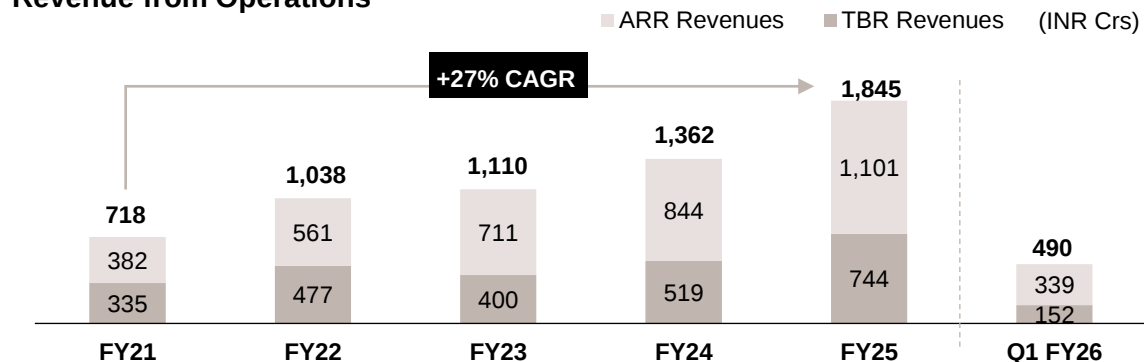
With B&K acquisition, strong access to 720+ corporate treasuries enabled

Wealth Management - Story in Charts

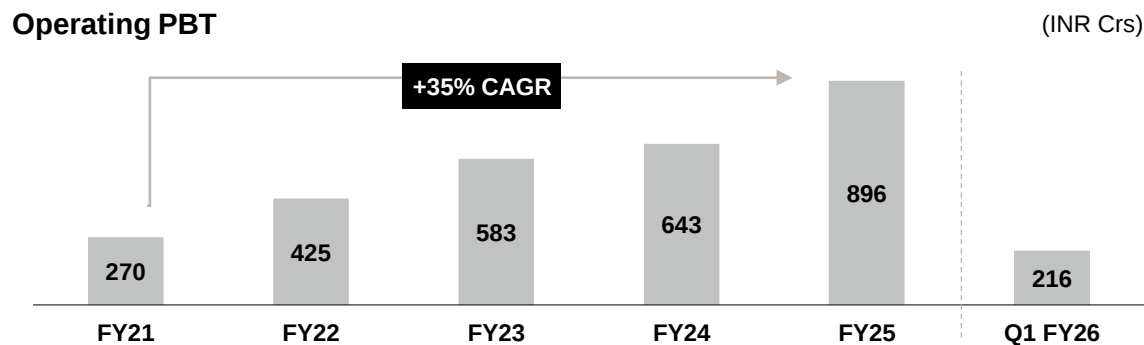
Wealth Management AUM (ex-custody)



Revenue from Operations



Operating PBT



- ✓ 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

Core Wealth - “Advisory” mindset makes it a first choice for UHNIs

A wide bouquet of products fulfils varied client investment needs

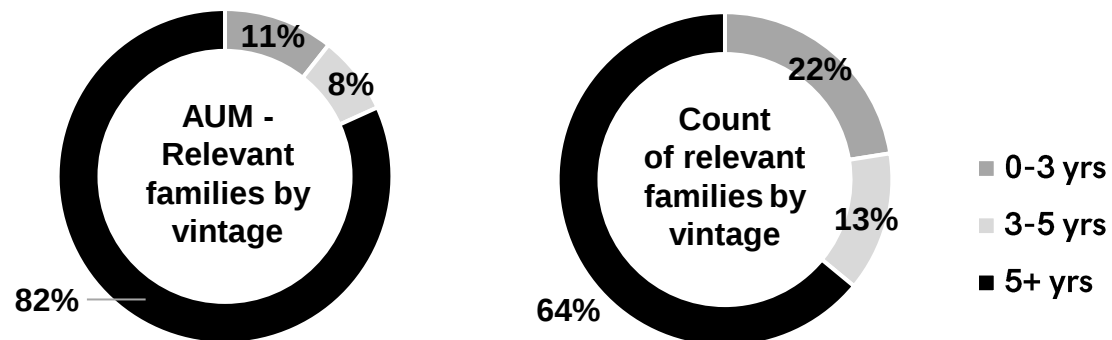
		FY21		FY25
360 ONE Plus	- Pioneer in advisory model - Unbiased advice & transparency - Fees charged directly to clients with no retrocessions	INR 21,622 Crs	CAGR 30%	INR 62,212 Crs
Distribution	- Strong curation of product suite - Chosen Partner for global and domestic Asset Managers 720+ Corporate Treasuries	INR 33,038 Crs	CAGR 29%	INR 91,448 Crs
Lending	- LAS offering - No NPAs since inception	INR 3,620 Crs	CAGR 25%	INR 8,773 Crs
Wealth ARR AUM	Aligning clients and shareholders' interests by continued growth and composition of high-quality Annual Recurring Revenue	INR 58,280 Crs	CAGR 29%	INR 162,433 Crs
Wealth ARR Revenue	Broad portfolio allocation and multiple asset management strategies provides natural diversification and contributes to overall resilience	INR 382 Crs	CAGR 30%	INR 1,101 Crs

Key drivers

- Advisory segment - Leadership position
- Comprehensive platform with strong innovation and unique offerings
- Expansion of geographic footprint beyond traditional Tier I markets
- Superior client acquisition engine
- High client stickiness
- UBS collaboration to open inbound / outbound opportunities
- B&K acquisition to broaden broking capabilities & add valuable corporate treasury platform

Undivided focus on the Client driven by strong talent and innovative culture

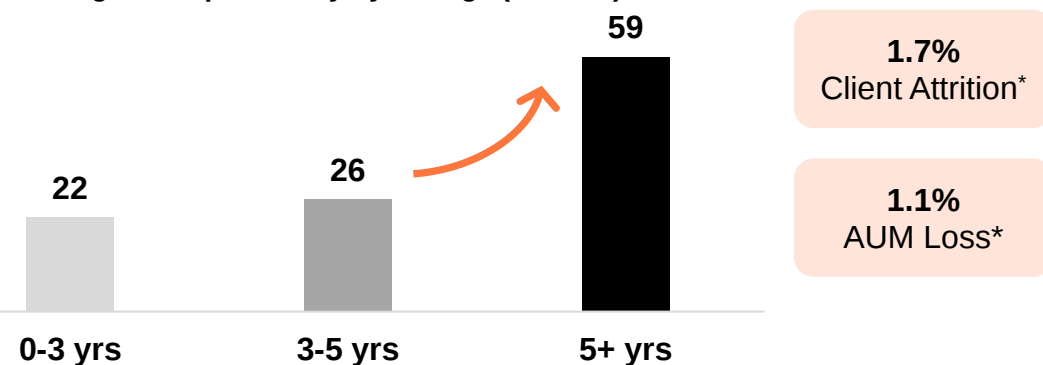
Client Vintage (FY25)



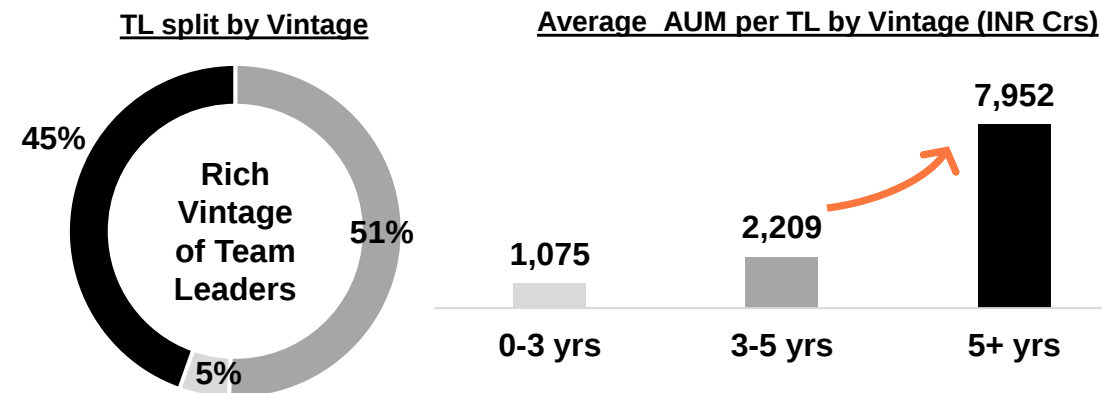
82% of our AUM is from clients with us for 5+ years

Deepening of client wallet share as the vintage progresses...

Average AUM per Family by Vintage (INR Crs)



Team Leader (TL) Vintage (FY25)



Exponential rise in avg. AUM per TL as vintage grows

>40

Number of team members in the Wealth Product Team

**>90%
Rejection rate**

Stringent Screening by the Product Approval Committee (PAC)

* FY25 Attrition and AUM Loss is computed basis count of Clients with AUM above INR 5 Crs.

To become the most trusted Private Banker for the fast-growing HNI segment



THE RESERVE

Customer Strategy

Clients with financial assets between INR 10 - 50 Crs | Distribution Model | Digital enabled private banking

1 ACQUISITION CHANNEL

- Key Accounts & Alliances
- Client Relations
- Referral - Internal and External

2 PRODUCT OFFERING

- Distribution focused + Broking
- Wealth Products (MF, PMS, AIF)
- Lending (LAS, LAMF)
- Value Added (Insurance, net worth Aggregation, estate planning, etc.)

3 HYBRID SERVICE MODEL

- RM
- Digital App
- Centralised Service for planning and review
- DIY + Assisted journey

Operating Model

4 INTERNAL INFRASTRUCTURE

- RMs enabled by tech
- Shared services
- Maximum standardization, automation and outsourcing to drive operational efficiency and leverage

5 TECHNOLOGY PLATFORM

- Best in class, industry-first platform offering seamless client experience
- Higher client span
- DIY Platform with distinctive features, gamification and nudges

6 BRAND & MARKETING

- Distinctive brand name that stands for trust, transparency & long-term relationship
- Targeted, cost-effective marketing (digital as well as offline)
- Sustenance plan for continuous engagement

360 ONE BRAND | STRONG RESEARCH | ESTABLISHED PROCESSES | STRONG CLIENT BASE

Our Value Proposition is strongly aligned to meet identified client needs



THE RESERVE

CUSTOMER NEEDS

- Performance conscious
- Frictionless experience
- Trust & peace of mind
- Personal goals driven savings
- Solutions over advice
- Community-influenced

**Stake Sale | Succession Planning |
Tax Efficiency | Capital for Business**

Key business highlights (June 2025)



**250+
clients**

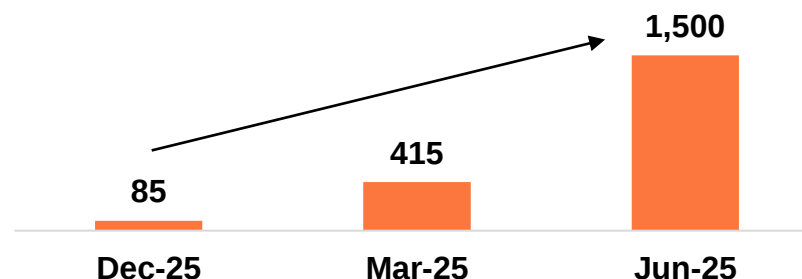


**30+
RM**



**6
locations**

Total AUM build-up* (INR Crs)



...with ARR retention tracking @90+ bps

Unique Strategies

Robust process offering convenience

Beyond conventional equity opportunities

Value added services - customized solutions

Leverage strength of 360 ONE Ecosystem

* Includes AUM of INR 501 Crs from consolidation of B&K as on June 30, 2025

ET Money - Evolving into Online Wealth Management Powerhouse



Vision

To be the most trusted wealth partner for mass-affluent Indians



Value Proposition

Expert wealth management, once reserved for the ultra-rich - now available without the extra cost



Target Segment

Mass-Affluent Indians
INR 1 - 10 mn AUM
INR 0.5 mn investible surplus

10 lac+
Users onboarded

INR 95k Crs+
MF AUM on platform

71k+
Advisory Clients

Key Strategic Pillars

1

Ensuring 100% monetization Of new users

2

Evolving into an online wealth powerhouse

3

From DIY only to assisted journey

4

Drive synergies with 360 ONE

Synergies with 360 ONE

1. Distribution of 3rd party managers

Opportunity to tap users to distribute alternate / fixed income products / through small case-type solutions

2. Advisory Proposition

Curation of unique “packaged” products; 360 ONE’s strong advisory domain understanding to accelerate growth

3. Lending Solutions

Leverage 360 ONE’s existing NBFC to cater to lending needs of its clients

4. Broking as Platform Offering

Leverage 360 ONE’s broking license to cater to stock trading / investing requirements

5. Flows to 360 ONE AMC

Increase in 360 ONE AMC flows given ET Money’s user base, MF flows, SIP book, and advisory proposition

6. Funnel to 360 ONE’s HNI Base

Tap into the large-ticket customer pool of ET Money

Corporate Treasury, Institutional Equities and ECM proposition

To service key clients across all parts of the cap table

B&K Securities - One of India's Leading Brokerage & Corporate Advisory Houses

Business
Highlights

250+ institutional broking
clients across DII and FIIs

~500 mid and small cap
companies under coverage

90%+ share of cash
segment in broking revenue

Equity turnover at
~INR 1,900 Crs in Q1 FY26*

Institutional Equities

- Established mid-market leadership
- Strong legacy combined with the new identity to drive deeper penetration of existing relationships and onboarding new clients
- Expansion in product platform

Investment Banking / ECM

- Post dedicated team buildout, 360 ONE will be rightly positioned to capture ECM deal flows and serve differentiated needs of wealth clients
- Huge support from group relationships with clients and corporates across businesses

Corporate Treasury

- Deep platform to service 720+ corporate treasuries (both on Advisory & Distribution) with high share of ARR
- Offering includes MFs, Bonds, listed equities with AUM of INR 27,500+ Crs

All regulatory approvals received in Q1 FY26; transaction concluded on May 27, 2025

Acquisition strengthens 360 ONE's position as a market leader, enabling integration of research, advisory, and execution capabilities across a wider spectrum of services and new market segments

* For the relevant period post conclusion of the acquisition

UBS AG + 360 ONE WAM - An Exclusive Strategic Collaboration

To enable expansion of offerings, deepening of existing client relationships and wallet share

Key Tenets of Collaboration



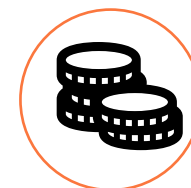
UBS - Exclusive “global” collaboration with 360 ONE

Supported by growing demand for global investment opportunities, 360 ONE’s domestic as well as global clients will benefit from UBS’ global offerings



360 ONE - Exclusive “domestic” collaboration with UBS

UBS’ global clients will get access to India’s promising investment ecosystem through 360 ONE’s industry-leading wealth proposition



AM and IB Synergies

On a best-effort basis, UBS will promote distribution of 360 ONE AM’s funds to its global clientele and explore opportunities for global syndication with its AM arm

Other Areas



Absorb mutual best practices on proposition, research and analytics and RM development



Deepening of UBS’s India Business through 360 ONE’s wider domestic platform



Setup Apex Committee led by senior management on both sides

All regulatory approvals have been received; transaction closure expected in Q2 FY26

Wealth Management - Key Annual Financial Highlights

P/L Summary (INR Crs)	FY21	FY22	FY23	FY24	FY25	CAGR %
Total Wealth AUM (ex-custody)	1,69,672	2,06,170	2,16,045	2,66,892	3,51,321	20%
Wealth ARR AUM	58,280	82,733	95,702	1,28,171	1,62,433	29%
360 ONE Plus (DPMS / NDPMS-RIA)	21,622	26,600	29,132	44,781	62,212	30%
Distribution Assets	33,038	51,815	61,203	76,960	91,448	29%
Lending Book	3,620	4,318	5,367	6,430	8,773	25%
Transaction & Broking (TBR ex-custody)	1,11,392	1,23,437	1,20,343	1,38,720	1,88,888	14%
Average ARR AUM	46,105	70,898	84,697	1,08,609	1,50,110	34%
ARR Retention	0.83%	0.79%	0.84%	0.78%	0.73%	-
ARR Net Flows	-	21,028	16,449	15,714	22,334	-
Average TBR AUM	1,10,108	1,24,654	1,20,590	1,30,818	1,58,213	9%
TBR Retention	0.30%	0.38%	0.33%	0.40%	0.47%	-
No. of relevant clients	6,707	6,833	6,850	7,195	7,527	-
- No. of clients (AUM > INR 10 Crs)	1,825	2,222	2,314	2,750	3,324	-
No. of Team Leaders	61	64	65	94	90	-
No. of Relationship Managers	188	164	141	152	128	-
<i>Annual Recurring Revenue</i>	<i>382</i>	<i>561</i>	<i>711</i>	<i>844</i>	<i>1,101</i>	<i>30%</i>
<i>Transaction & Brokerage Income</i>	<i>335</i>	<i>477</i>	<i>400</i>	<i>519</i>	<i>744</i>	<i>22%</i>
Revenue from Operations	718	1,038	1,110	1,362	1,845	27%
Other Income	115	112	3	107	177	11%
Total Revenue	833	1,150	1,113	1,469	2,023	25%
Costs	447	613	527	719	950	21%
Operating PBT	270	425	583	643	896	35%
Profit before Taxes (PBT)	386	537	586	750	1,073	29%
Cost to Income	53.7%	53.3%	47.4%	48.9%	46.9%	-
Custody AUM	39,039	65,493	66,491	1,27,769	1,45,782	-

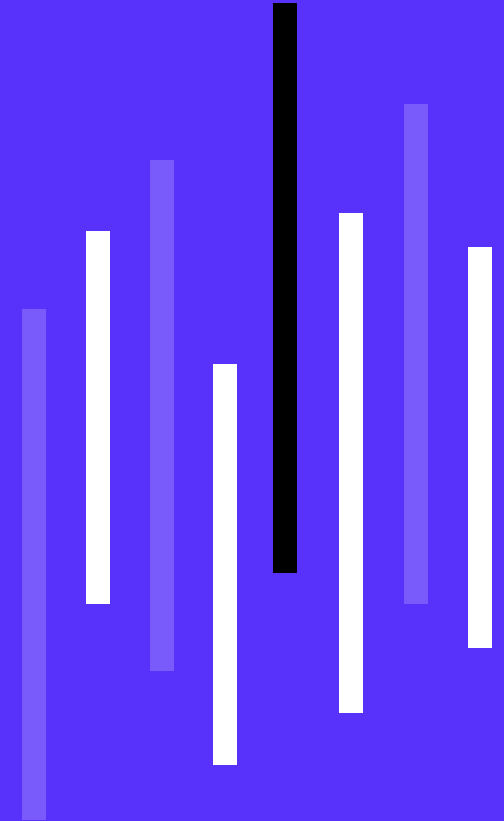
Wealth Management - Key Quarterly Financial Highlights

P/L Summary (INR Crs)	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	YoY%
Total Wealth AUM (ex-custody)	2,96,442	3,18,825	3,21,605	3,51,321	4,05,995	37.0%
Wealth ARR AUM	1,41,635	1,56,849	1,62,749	1,62,433	1,94,773	37.5%
360 ONE Plus (DPMS / NDPMS-RIA)	50,818	55,993	59,053	62,212	71,073	39.9%
Distribution Assets	84,331	94,055	95,646	91,448	1,15,988	37.5%
Lending Book	6,485	6,800	8,050	8,773	7,711	18.9%
Transaction & Broking (TBR ex-custody)	1,54,807	1,61,976	1,58,856	1,88,888	2,11,222	36.4%
Average ARR AUM	1,32,932	1,50,074	1,57,573	1,59,861	1,73,204	30.3%
ARR Retention	0.71%	0.68%	0.73%	0.80%	0.78%	-
ARR Net Flows	4,679	8,391	5,940	3,324	19,977	-
Average TBR AUM	1,45,774	1,54,889	1,60,278	1,71,911	1,99,377	36.8%
TBR Retention	0.62%	0.49%	0.45%	0.35%	0.31%	-
<i>Annual Recurring Revenue</i>	<i>237</i>	<i>258</i>	<i>289</i>	<i>317</i>	<i>339</i>	<i>43.0%</i>
<i>Transaction & Brokerage Income</i>	<i>225</i>	<i>191</i>	<i>179</i>	<i>150</i>	<i>152</i>	<i>-32.5%</i>
Revenue from Operations	462	449	468	467	490	6.2%
Other Income	87	26	59	5	48	-45.1%
Total Revenue	549	475	527	472	538	-1.9%
Costs	209	234	251	256	275	31.7%
Operating PBT	253	215	217	210	216	-14.8%
Profit before Taxes (PBT)	340	241	276	215	264	-22.5%
Cost to Income	38.0%	49.2%	47.6%	54.3%	51.0%	-
Custody AUM	1,45,114	1,64,777	1,72,368	1,45,782	1,65,385	-

Q1 FY26 results include B&K net flows of INR 18,228 Crs and relevant revenue and costs for 35 days

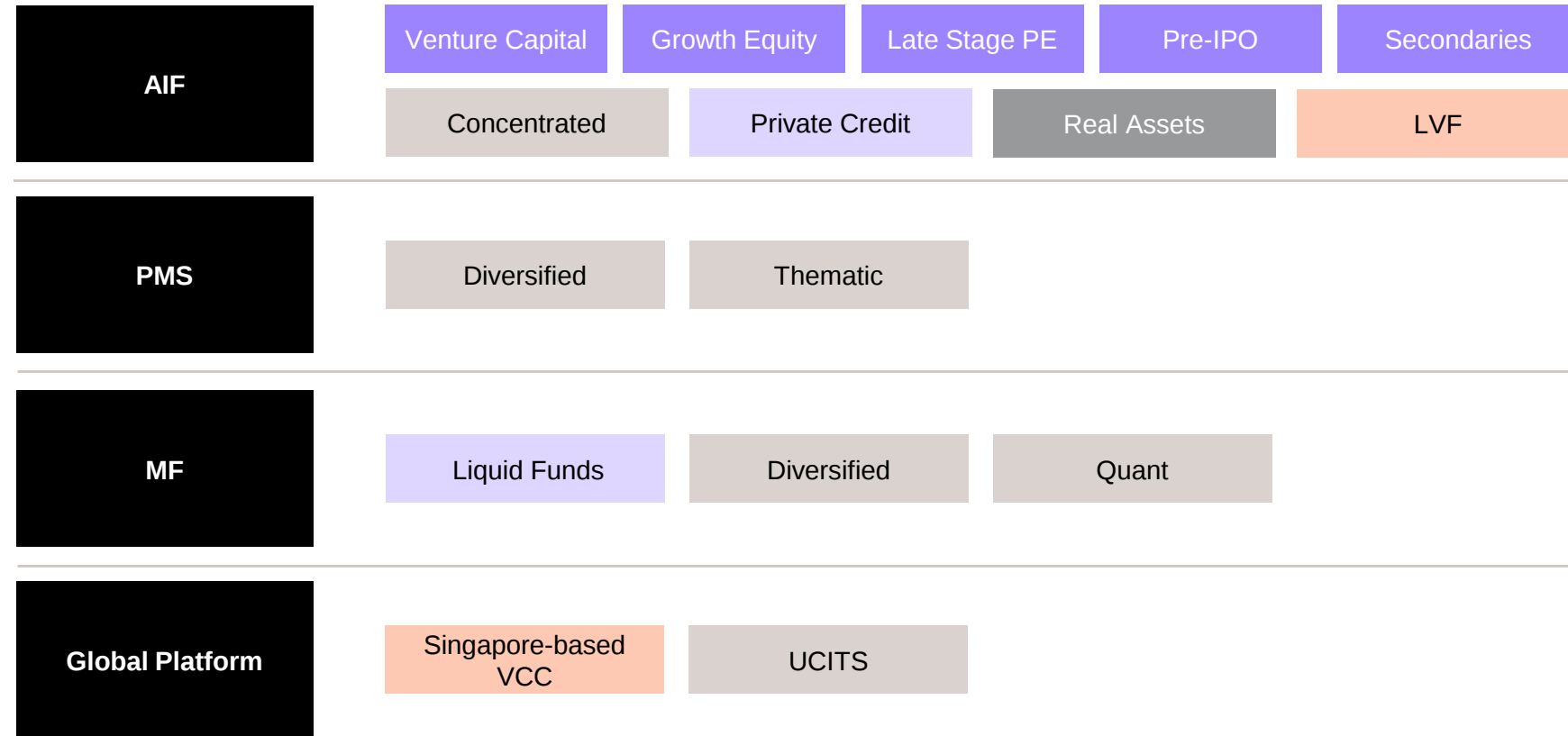
Asset Management

An Overview



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

Focused on Product Innovation, Institutional Mandates & Domestic Distribution



360 ONE Asset has demonstrated ability to operate effectively throughout varying market cycles and has successfully expanded the range of products across AIFs, PMS & MFs.

Indian Alternatives market is growing at a rapid pace, both in terms of strategies implemented and AUM allocated to these strategies.

Given 360 ONE Asset's **diversified range of strategies** as well as its **strong position and platform** within this domain, it is best placed to address the significant growth opportunities

Total AUM: INR 92,544 Crs across various strategies (as of June 30, 2025)

Private Equity

Public Equity

Credit

Real Assets

Multi-Asset

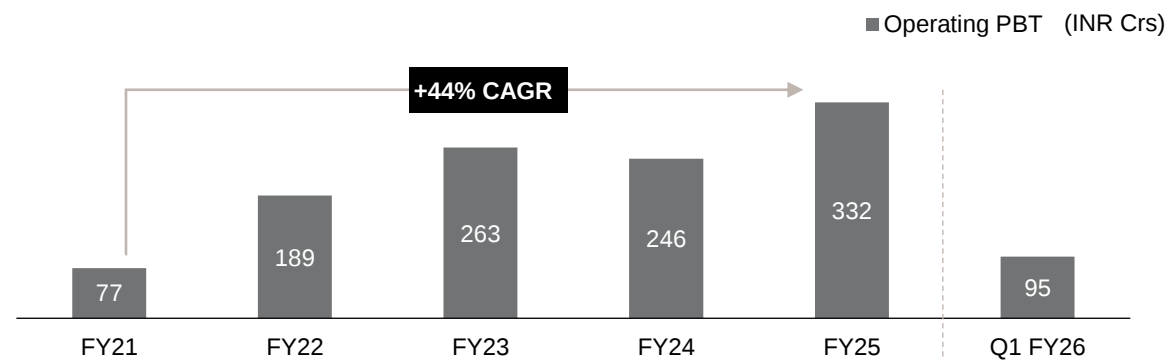
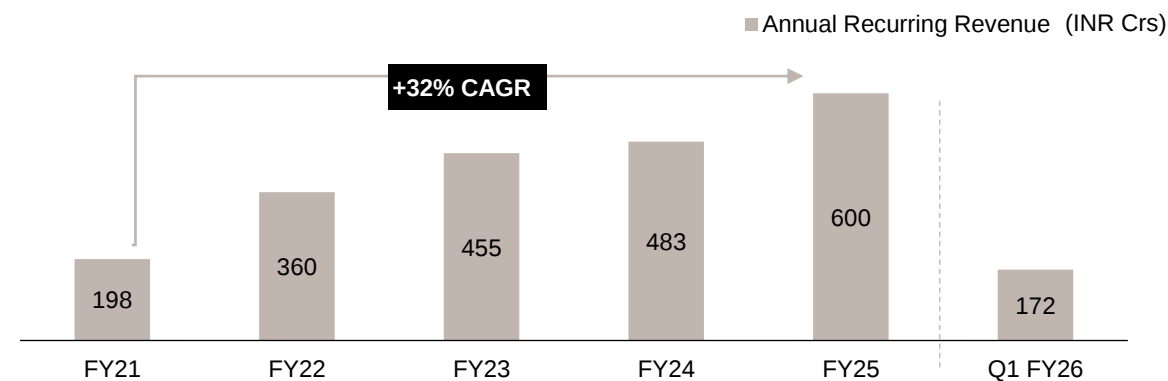
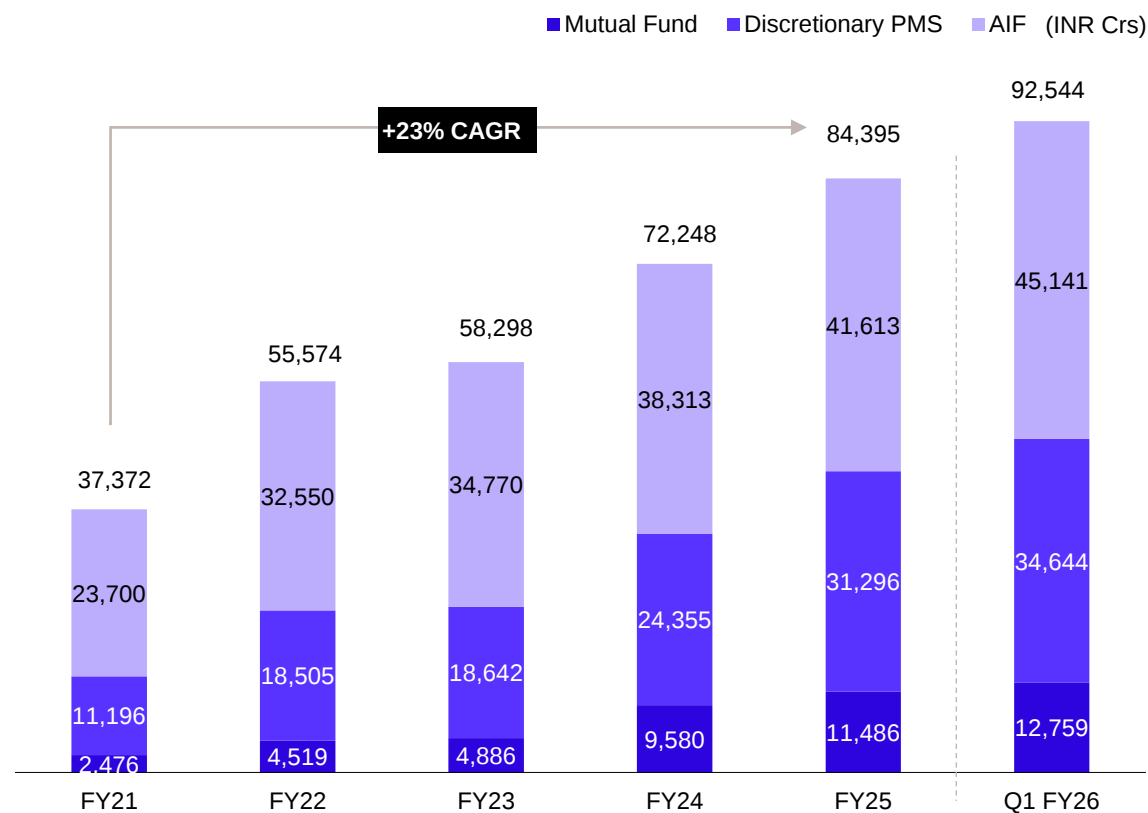


Strong Performance Track Record



Strong team of 70+ Investment professionals across strategies

Asset Management - Story in Charts



- 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)

Enhancement of Alternate Investments' expertise and innovative product offerings

LEVERAGING THE POWER OF 360 ONE ECOSYSTEM

- Unparalleled deal sourcing, due diligence and portfolio management capability through 7,500+ founders and India's #1 wealth management network
- Entrepreneur-centric agility
- Superior local connectivity

STRONG INSTITUTIONAL READINESS

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

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
- Partnering with high quality founders and management teams

PIONEERING CO-INVESTMENT PROGRAM

- Multiple formats for partnering with large family offices and institutions
- Separately Managed Accounts with curated exposure across the entire platform
- Large deal cheque size rose from \$50mn to \$75-100mn

**Private
Equity**

Credit

Real Assets

Multi-Asset

Strong capabilities in Public Markets with sound footing in managing Institutional Mandates

INR 46,890 Crs

Public Equity



Separately
Managed
Accounts

Portfolio
Management
Services

Mutual Funds

AIFs

Global Mandates of INR ~26,000 Crs in Public Equities

North America

60%

Middle East

38%

Europe

2%

North America

Endowments
Pension Plan

Middle East

Sovereigns

Europe

UCITS

- India's macro attractiveness for global institutions to open **new mandate opportunities**
- Strong performance track record** and robust institutional client list puts 360 ONE Asset in a sweet spot
- Growth in assets led by **innovation-led product leadership** further driven by **deep research and sharp execution**
- Continued investment towards **expansion of distribution base** by leveraging on 360 ONE AMC's **proven alpha across strategies**

Asset Management - Key Annual Financial Highlights

P/L Summary (INR Crs)	FY21	FY22	FY23	FY24	FY25	CAGR %
Total Asset Management AUM	37,372	55,574	58,298	72,248	84,395	23%
Alternative Investment Fund	23,700	32,550	34,770	38,313	41,613	15%
Discretionary PMS	11,196	18,505	18,642	24,355	31,296	29%
Mutual Fund	2,476	4,519	4,886	9,580	11,486	47%
Average ARR AUM	28,437	49,211	56,629	65,336	81,500	30%
ARR Retention	0.70%	0.73%	0.80%	0.74%	0.74%	-
ARR Net Flows	8,957	11,957	5,435	421	3,640	-
No. of Folios	84,009	1,65,063	1,67,832	1,89,366	2,29,360	29%
No. of Investment Professionals	34	46	47	62	72	-
<i>Annual Recurring Revenue*</i>	<i>198</i>	<i>360</i>	<i>455</i>	<i>483</i>	<i>600</i>	<i>32%</i>
<i>Other Income</i>	<i>22</i>	<i>26</i>	<i>1</i>	<i>13</i>	<i>29</i>	<i>7%</i>
Total Revenue	220	386	456	496	629	30%
Costs	121	171	191	238	268	22%
Operating PBT	77	189	263	246	332	44%
Profit before Taxes (PBT)	99	215	264	259	361	38%
Cost to Income	54.9%	44.3%	42.0%	47.9%	42.6%	-

* Annual Recurring Revenue includes performance fees from Institutional Mandates

Asset Management - Key Quarterly Financial Highlights

P/L Summary (INR Crs)	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	YoY%
Total Asset Management AUM	79,652	85,770	85,250	84,395	92,544	16.2%
Alternative Investment Fund	40,118	40,180	41,701	41,613	45,141	12.5%
Discretionary PMS	28,258	33,247	31,952	31,296	34,644	22.6%
Mutual Fund	11,276	12,343	11,597	11,486	12,759	13.1%
Average ARR AUM	75,530	82,708	84,211	83,552	86,993	15.2%
ARR Retention	0.74%	0.67%	0.65%	0.90%	0.79%	-
ARR Net Flows	871	1,395	703	671	973	-
<i>Annual Recurring Revenue</i>	<i>139</i>	<i>139</i>	<i>137</i>	<i>185*</i>	<i>172</i>	<i>23.9%</i>
<i>Other Income</i>	<i>10</i>	<i>4</i>	<i>14</i>	<i>2</i>	<i>15</i>	<i>53.9%</i>
Total Revenue	149	143	151	187	187	25.9%
Costs	56	65	69	78	77	36.1%
Operating PBT	82	74	68	107	95	15.6%
Profit before Taxes (PBT)	92	78	82	109	110	19.7%
Cost to Income	37.9%	45.7%	45.5%	41.7%	41.0%	-

* Annual Recurring Revenue includes performance fees from Institutional Mandates

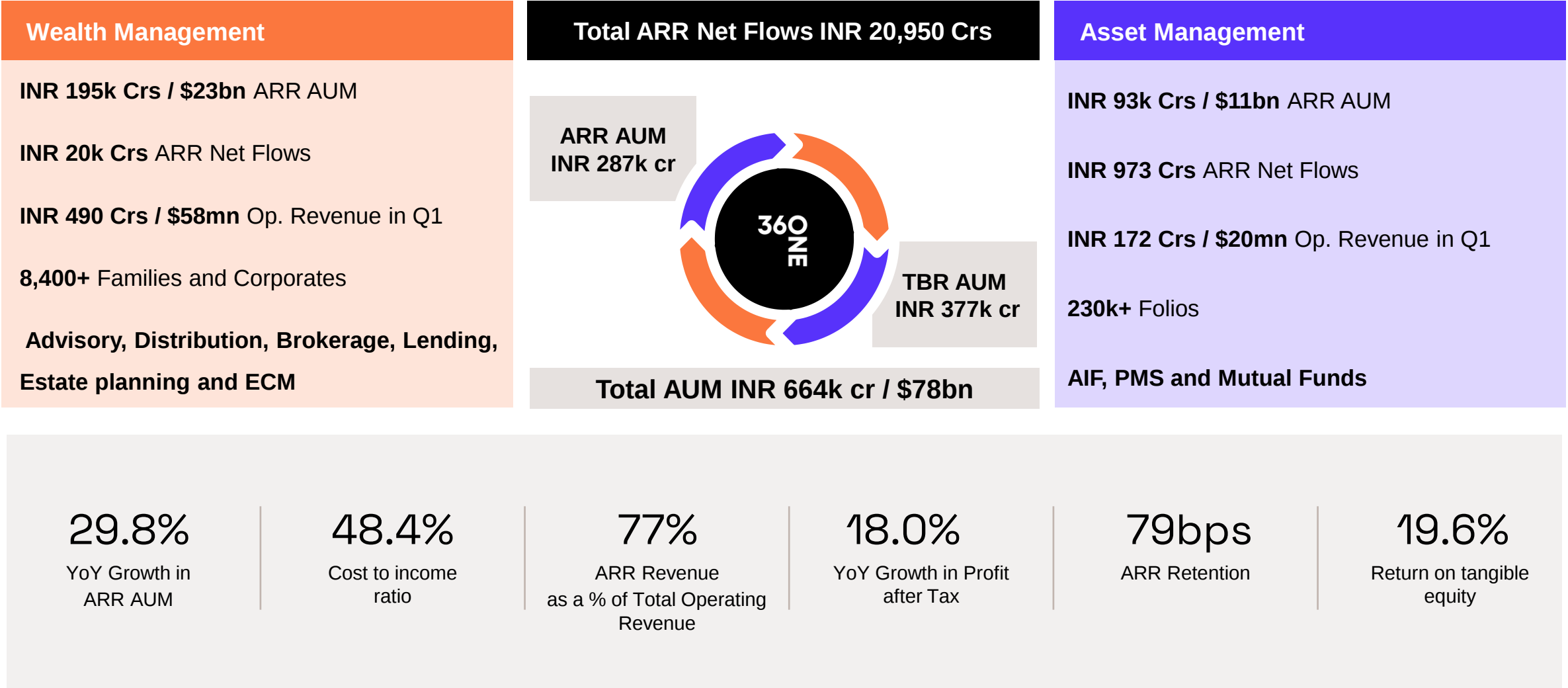
Agenda

I. 360 ONE at a Glance

II. Business Update

III. Financial Update - Q1 FY26

Business Snapshot - Q1 FY26



Key Financial Highlights - Q1 FY26



AUM

- Continued focus on ARR AUM at INR 2,87,317 Crs - up 29.8% YoY
- ARR Net flows were INR 20,950 Crs (including INR 18,228 Crs through B&K acquisition)
- Total AUM at INR 6,63,924 Crs - up 27.4% YoY
- As on June 2025, clients, having AUM of INR 10 Crs+, stood at 4,200+ and account for ~95% of Wealth AUM (excl. custody)



Revenues

- ARR Revenue at INR 511 Crs - up 35.9% YoY, led by growth in assets across business segments
- Revenue from Operations stood at INR 662 Crs - up 10.3% YoY
- Total Revenues at INR 725 Crs - up 4.0% YoY



Cost

- Total Costs increased to INR 351 Crs - up 32.7% YoY
- Employee costs stood at INR 255 Crs (+31.8% YoY), while Administrative costs at INR 96 Crs (+35.1% YoY) due to higher technology costs and integration of new initiatives
- Cost to Income ratio stood at 48.4% vs. 50.7% in Q4 FY25



Profit

- Operating PBT stood at INR 311 Crs, while PBT stood at INR 374 Crs, up 18.6% YoY
- PAT was at INR 287 Crs - up 18.0% YoY
- Tangible RoE at 19.6%

Consolidated Business Summary

Particulars (INR Crs)	Q1 FY26	Q4 FY25	QoQ %	Q1 FY25	YoY %
Annual recurring revenue assets	2,87,317	2,46,828	16.4%	2,21,287	29.8%
Revenue	725	658	10.1%	697	4.0%
Annual Recurring Revenue	511	502	1.7%	376	35.9%
Transactional / Brokerage Revenue	152	150	1.3%	225	-32.5%
Total Revenue from Operations	662	652	1.6%	600	10.3%
Other Income	63	7	-	97	-35.0%
Retention					
Average ARR Assets	2,60,196	2,43,414	6.9%	2,08,462	24.8%
Retention on ARR Assets	0.79%	0.84%	-	0.72%	-
Retention on ARR Assets (ex-Carry)	0.70%	0.74%	-	0.69%	-
Costs	351	334	5.2%	265	32.7%
Employee Costs	255	254	0.5%	194	31.8%
<i>Fixed Cost</i>	180	150	20.2%	141	27.8%
<i>Variable Cost</i>	75	104	-28.0%	52	42.4%
Admin and Other Expenses	96	80	19.9%	71	35.1%
Profit metrics					
Operating Profit before Taxes (OPBT)	311	318	-2.2%	335	-7.3%
PBT (after exceptional items)	374	324	15.3%	315	18.6%
Profit After Tax (PAT incl. OCI & FCTR)	287	250	14.9%	243	18.0%
Cost to Income Ratio	48.4%	50.7%	-	38.0%	-
ROE	14.9%	15.0%	-	27.4%	-
ROE Ex Goodwill & Intangibles	19.6%	17.1%	-	33.5%	-

Segmental Wealth Business Snapshot - Quarterly

Particulars (INR Crs)	ARR AUM		ARR Net Flows		ARR Revenue		ARR Retention	
	Q4 FY25	Q1 FY26	Q4 FY25	Q1 FY26	Q4 FY25	Q1 FY26	Q4 FY25	Q1 FY26
Wealth Management	1,62,433	1,94,773	3,324	19,977	317	339	0.80%	0.78%

Particulars (INR Crs)	Wealth Management							Total	
	UHNI Segment		HNI Segment		Mass Affluent		Corporates & Institutional		
	Q4 FY25	Q1 FY26	Q4 FY25	Q1 FY26	Q4 FY25	Q1 FY26	Q1 FY26	Q4 FY25	Q1 FY26
Revenue from Operations	460	455	1.1	0.9	6	10	24	467	490
ARR Revenue	313	328	0.1	0.8	4	6	4	317	339
TBR Revenue	147	126	1.0	0.0	2	5	21	150	152
Other Income	5	45	-	-	-	-	3	5	48
Cost	238	235	12	13	6	17	10	256	275
PBT	227	265	-11	-12	-1	-6	17	215	264

Q1 FY26 results include B&K net flows of INR 18,228 Crs and relevant revenue and costs for 35 days; UHNI Segment results include results from the erstwhile Global segment

Segmental Asset Business Snapshot - Quarterly

Particulars (INR Crs)	ARR AUM		ARR Net Flows		ARR Revenue		ARR Retention	
	Q4 FY25	Q1 FY26	Q4 FY25	Q1 FY26	Q4 FY25	Q1 FY26	Q4 FY25	Q1 FY26
Asset Management	84,395	92,544	671	973	185	172	0.90%	0.79%

Particulars (INR Crs)	Asset Management				Total	
	Listed		Alternates			
	Q4 FY25	Q1 FY26	Q4 FY25	Q1 FY26	Q4 FY25	Q1 FY26
Revenue from Operations	99	62	86	110	185	172
ARR Revenue - Management Fee	59	62	76	79	136	141
ARR Revenue - Performance Fee	40	-	10	31	50	31
Other Income	0.2	2	1	13	2	15
Cost	33	31	45	45	78	77
PBT	67	33	42	78	109	110

ARR AUM Build-Up

Financial Performance - Q1 FY26



ARR AUM Build-up - Across Business Segments & Asset Classes - Quarterly

Particulars (INR Crs)	ARR AUM Build up - Q1 FY26			
	Opening AUM	Net Flows	MTM	Closing AUM
Total ARR	2,46,828	20,950	19,539	2,87,317
Wealth ARR	1,62,433	19,977	12,363	1,94,773
360 ONE Plus (DPMS / NDPMS-RIA)	62,212	3,682	5,179	71,073
Distribution Assets Earning Trail Fees	91,448	17,357	7,184	1,15,988
Lending Book	8,773	-1,062	-	7,711
AMC ARR	84,395	973	7,176	92,544
Listed Equity	42,543	371	3,976	46,890
Private Equity	25,677	485	2,823	28,986
Credit & Hybrid	8,196	-352	231	8,075
Real Assets	4,021	627	-1	4,647
Customized Multi Asset	2,941	6	129	3,076
Liquid	1,017	-164	18	871

Q1 FY26 results include B&K net flows of INR 18,228 Crs and relevant revenue and costs for 35 days

ARR AUM Segmental Snapshot - Wealth Management - Quarterly

Products (INR Crs)	ARR AUM Build up - Q1 FY26				Revenue Build up - Q1 FY26		
	Opening AUM	Net Flows	MTM	Closing AUM	Average AUM	Retentions	Revenue
Total ARR	1,62,433	19,977	12,363	1,94,773	1,73,204	0.78%	339
360 ONE Plus	62,212	3,682	5,179	71,073	64,148	0.31%	50
Discretionary (PMS)	11,401	-	-	12,266	11,706	0.45%	13
Non-discretionary (RIA / PMS)	50,812	-	-	58,807	52,442	0.28%	36
Distribution Assets Earning Trail Fees	91,448	17,357	7,184	1,15,988	1,00,814	0.64%	161
Mutual Funds	40,275	-	-	59,876	48,724	0.43%	52
Managed Accounts	51,173	-	-	56,113	52,090	0.84%	109
Lending Book	8,773	-1,062	-	7,711	8,242	6.25%	129

Q1 FY26 results include B&K net flows of INR 18,228 Crs and relevant revenue and costs for 35 days

ARR AUM Segmental Snapshot - Asset Management - Quarterly

Products (INR Crs)	ARR AUM Build up - Q1 FY26					Revenue Build Up - Q1 FY26		
	Opening AUM	Gross Flows	Net Flows	MTM	Closing AUM	Average AUM	Retentions	Revenue
Total ARR	84,395	3,786	973	7,176	92,544	86,993	0.79%	172
Discretionary Portfolio Manager	31,296	610	217	3,132	34,644	32,521	0.45%	37
Standardized	7,527	-	-	-	8,685	7,768	0.77%	15
Institutional Mandates	23,768	-	-	-	25,959	24,753	0.35%	22
Alternate Investment Manager	41,613	2,214	392	3,136	45,141	42,496	1.15%	122
Listed Equity	3,700	-	-	-	4,029	3,813	1.56%	15
Private Equity	24,546	-	-	-	27,524	25,186	1.38%	87
Credit & Real Assets	10,426	-	-	-	10,513	10,404	0.67%	17
Customized Multi-Asset	2,941	-	-	-	3,076	3,093	0.47%	4
Mutual Fund Manager*	11,486	963	365	908	12,759	11,976	0.43%	13
Listed Equity	8,907	-	-	-	10,335	9,563	0.49%	12
Debt & Hybrid	1,562	-	-	-	1,553	1,550	0.23%	0.9
Liquid Funds	1,017	-	-	-	871	863	0.11%	0.2

* Gross Flows in Mutual Fund segment excludes Liquid Funds

Capital Allocation & Dividend History

Net Worth (INR Crs)

Wealth Management	910
Asset Management	1,275
Fixed Assets	505
Lending	3,004
(A) Tangible	5,693
(B) Goodwill + Intangibles	2,757
Net Worth (A+B)	8,451

Consistent Dividend History

Time period	INR / share
Total FY22	13.8
Total FY23	17.3
Total FY24	16.5
Total FY25	6.0
Total FY26 till date	6.0
First Interim Dividend (April 2025)	6.0
Q1 FY26: RoE - 14.9% Tangible RoE - 19.6%	

Awards & Recognitions - Reinforcing our Leadership Position

175+ AWARDS IN 17 YEARS: A TESTAMENT TO THE TRUST OF OUR CLIENTS AND OUR COMMITMENT TO EXCELLENCE



INDIA'S BEST DOMESTIC PRIVATE BANK BY EUROMONEY GLOBAL PRIVATE BANKING AWARDS 2024



BEST DOMESTIC PRIVATE BANK – INDIA BY FINANCEASIA AWARDS 2025



BEST PURE PLAY PRIVATE BANK – INDIA, BEST WEALTH MANAGER FOR DISCRETIONARY PORTFOLIO, SUCCESSION PLANNING, AND PRIVATE EQUITY – 4 AWARDS BY GLOBAL PRIVATE BANKING INNOVATION AWARDS 2025



BEST PRIVATE BANK OR WEALTH MANAGER – INDIA BY WEALTHBRIEFINGASIA AWARDS 2025



GREAT PLACE TO WORK CERTIFICATION 2025



BEST WORKPLACES IN INVESTMENTS – INDIA 2025



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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