

360 ONE

Investor Presentation -
Q4 and Full Year FY25

Ringling in 17 Years of Excellence.

Bringing Home the Oscars of
Wealth Management.



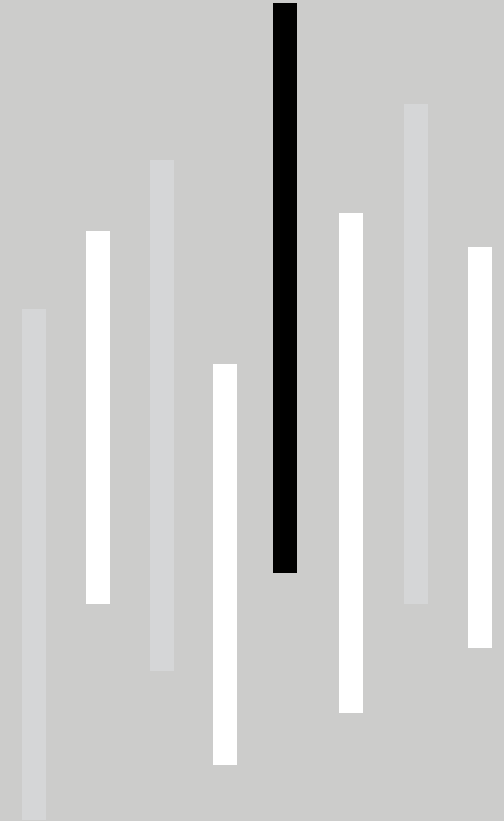
Best Private Bank - India
at Asian Private Banker's
14th Awards for Distinction

India's Best Wealth Manager
at Euromoney Private
Banking Awards 2025



AGENDA

- 1. 360 ONE at a Glance**
- 2. Business Introduction**
- 3. Financial Update - Q4 and Full Year FY25**
- 4. Strategic Collaboration - UBS AG & 360 ONE WAM**



AGENDA

1. 360 ONE at a Glance

2. Business Introduction

3. Financial Update - Q4 and Full Year FY25

4. Strategic Collaboration - UBS AG & 360 ONE WAM



360 ONE WAM - India's one of the leading wealth and alternates-focused asset firm

360 ONE WAM Ltd.

Wealth Management

Discretionary / Non-Discretionary / Advisory (360 ONE Plus)

- Asset Allocation
- Investment Policy Statement
- Review Mechanism and Portfolio Analytics

Financial Product Distribution

Transaction & Broking services

Corporate Treasury services

Lending Solutions

Estate Planning



Asset Management

| | | |
|-----------------|---|--------------|
| Listed Equities | } | AIF |
| Private Equity | | PMS |
| Private Credit | | |
| Real Assets | | Mutual Funds |
| Multi - Asset | | |

360 ONE is an embodiment of two words that are extremely important to us - '360' represents the holistic view we take of the 'ONE' person whose interests are always first: **Our Client.**

Our brand purpose, that has remained constant since 2008, is articulated as Performance Plus. Performance is objectively measured by numbers. It is the long-term performance and personalized care that we provide to our clients.

360 ONE - Corporate Overview

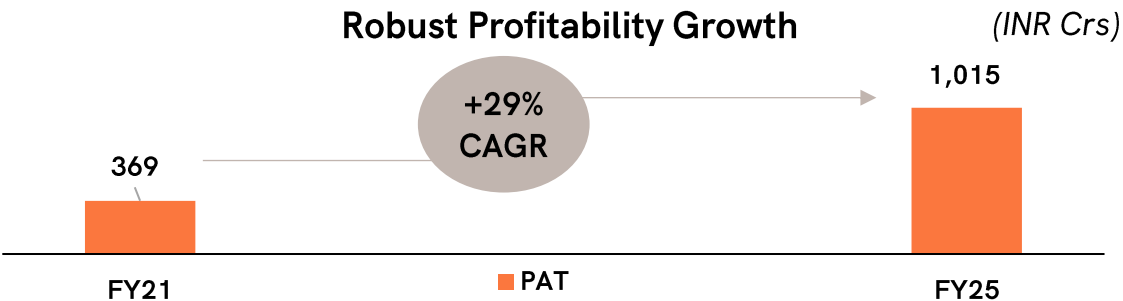
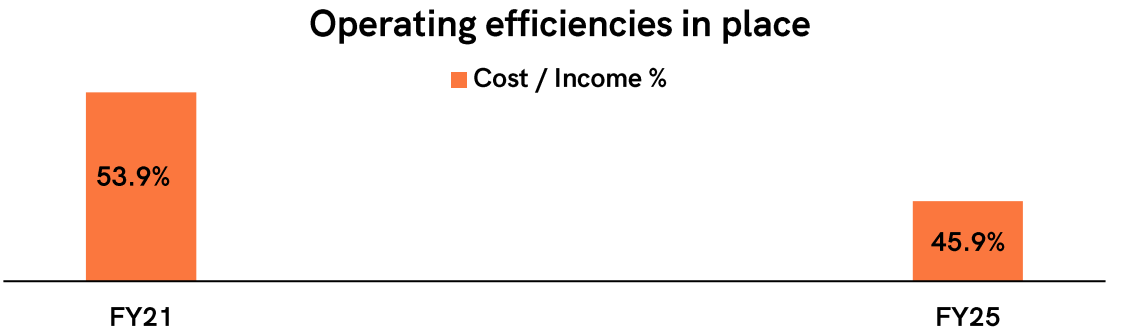
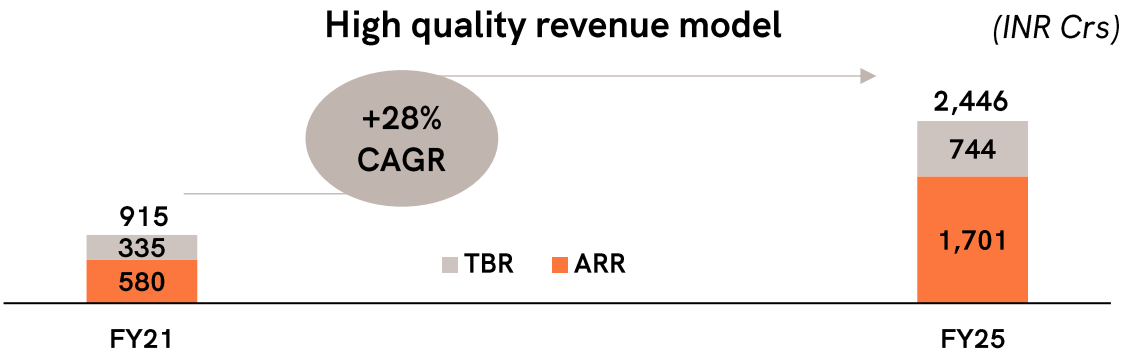
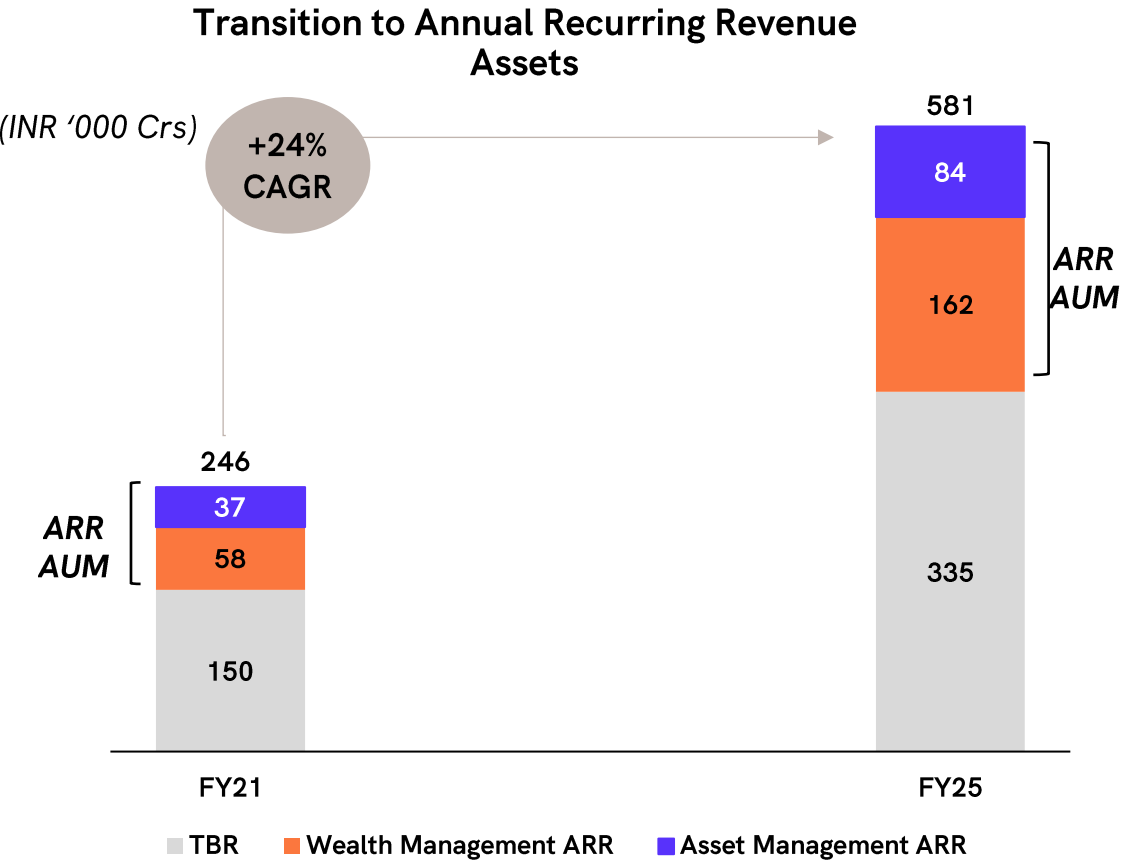
Credentials that lend trust to brand 360 ONE

| | | |
|---|--|--|
| Our Values <ul style="list-style-type: none">• Client-centric• Entrepreneurial• Right in spirit and letter• Change champion• People-oriented• Rigorous and risk-conscious | Strategy for path ahead <ul style="list-style-type: none">• Growth• Resilience• Agility | Core Business <ul style="list-style-type: none">• 360 ONE Plus• Financial Product Distribution• Asset management (AIF/PMS/MF)• Estate planning• Family office• Lending solutions |
| Publicly listed Private Wealth and Asset Manager Market cap: Rs 37,000+ crs (Mar '25) | 7,500+ HNI + UHNI client families | Employee Team 1,400+ Employee strength |
| 32 Offices India + International | ~AUM Rs. 5,81,498 Crs^ <ul style="list-style-type: none">• Wealth: Rs. 4,97,104 Crs• AMC: Rs. 84,395 Crs | 170+ Industry awards |

| Landmarks and Milestones |
|--|
| <ul style="list-style-type: none">• 2008 - 360 ONE Wealth was born• 2011 - Acquired 'Finest Wealth Managers', Pune• 2012 - AUM reached INR 25,000 crs• 2013 - Acquired an AMC and a Private Equity firm• 2014 - Became No. 1 Alternatives Manager• 2015 - General Atlantic picks up ~22% stake• 2016 - Acquired an NBFC, now known as 360 ONE Prime• 2017 - AUM Distribution and Advice crosses Rs 1 lac crore• 2018 - Acquired Wealth Advisors India and Altiore Advisors• 2019 - 360 ONE Wealth listed on NSE and BSE exchanges• 2020 - Acquired L&T Capital Markets• 2021 - AUM crossed INR 2.4 lac crore• 2022 - Bain Capital acquires ~25%• 2023 - Forayed in the HNI and Global space• 2024 - AUM crossed INR 5 lac crore• 2024 - Initiated acquisition of ET Money• 2024 - Raised INR 2,250 crore through QIP route• 2025 - Agreement to acquire B&K Securities• 2025 - Exclusive collaboration with UBS AG |

HNI = High Net-worth Individuals; UHNI = Ultra High Net-worth Individuals; ^as on 31st March 2025, and includes custody promoters holding

360 ONE - Story in Charts



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 | - |
| Annual Recurring Revenue | 580 | 921 | 1,165 | 1,327 | 1,701 | 31% |
| Transaction & Brokerage Income | 335 | 477 | 400 | 519 | 744 | 22% |
| 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% |
| Employee Costs | 417 | 602 | 520 | 709 | 912 | 22% |
| Admin and Other Costs | 150 | 183 | 198 | 247 | 306 | 19% |
| 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% | - |
| 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% | - |

* FY25 Wealth Management data includes ET Money results for the relevant period (AUM – INR 33,055 Crs; ARR Net Flows – INR 1,757 Crs)

8 ** EPS for FY21 and FY22 has adjusted for the sub-division of shares and bonus issue

Performance at a Glance - Quarterly

Strong trends in growth and profitability demonstrated...

| P/L Summary (INR Crs) | Q4 FY24 | Q1 FY25 | Q2 FY25 | Q3 FY25 | Q4 FY25 | YoY% |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------|
| Total AUM | 4,66,909 | 5,21,208 | 5,69,372 | 5,79,222 | 5,81,498 | 24.5% |
| Wealth Management AUM | 3,94,661 | 4,41,556 | 4,83,602 | 4,93,972 | 4,97,104 | 26.0% |
| Asset Management AUM | 72,248 | 79,652 | 85,770 | 85,250 | 84,395 | 16.8% |
| Closing ARR AUM | 2,00,419 | 2,21,287 | 2,42,619 | 2,47,999 | 2,46,828 | 23.2% |
| Average ARR AUM | 1,90,678 | 2,08,462 | 2,32,782 | 2,41,784 | 2,43,414 | 27.7% |
| ARR Retention | 0.75% | 0.72% | 0.68% | 0.70% | 0.84% | - |
| ARR Net Flows | 5,886 | 5,550 | 9,786 | 6,643 | 3,995 | - |
| Annual Recurring Revenue | 357 | 376 | 397 | 426 | 502 | 40.7% |
| Transaction & Brokerage Income | 216 | 225 | 191 | 179 | 150 | -30.8% |
| Revenue from Operations | 573 | 600 | 589 | 605 | 652 | 13.7% |
| Other Income | 50 | 97 | 30 | 73 | 7 | -86.9% |
| Total Revenue | 623 | 697 | 618 | 678 | 658 | 5.7% |
| Costs | 300 | 265 | 299 | 319 | 334 | 11.3% |
| Employee Costs | 225 | 194 | 224 | 240 | 254 | 12.7% |
| Admin and Other Costs | 75 | 71 | 75 | 79 | 80 | 7.1% |
| Operating PBT | 273 | 335 | 289 | 286 | 318 | 16.4% |
| PBT | 323 | 315 | 319 | 359 | 324 | 0.4% |
| PAT | 241 | 243 | 247 | 275 | 250 | 3.6% |
| Cost to Income | 48.2% | 38.0% | 48.4% | 47.1% | 50.7% | - |
| ARR as % of Total Op. Revenue | 62% | 63% | 67% | 70% | 77.0% | - |
| Tangible Net Worth | 2,803 | 3,031 | 3,251 | 5,806 | 6,045 | - |
| ROE | 28.6% | 27.4% | 25.8% | 21.0% | 15.0% | - |
| ROE Ex Goodwill & Intangibles | 35.2% | 33.5% | 31.2% | 24.1% | 17.1% | - |

* Q4 FY25 Wealth Management data includes ET Money results for the relevant period (AUM – INR 33,055 Crs; ARR Net Flows – INR 1,757 Crs)

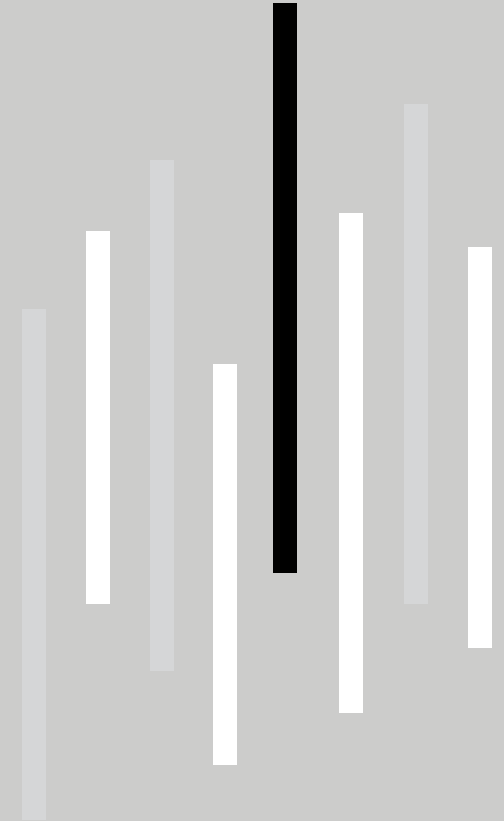
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2. Business Introduction

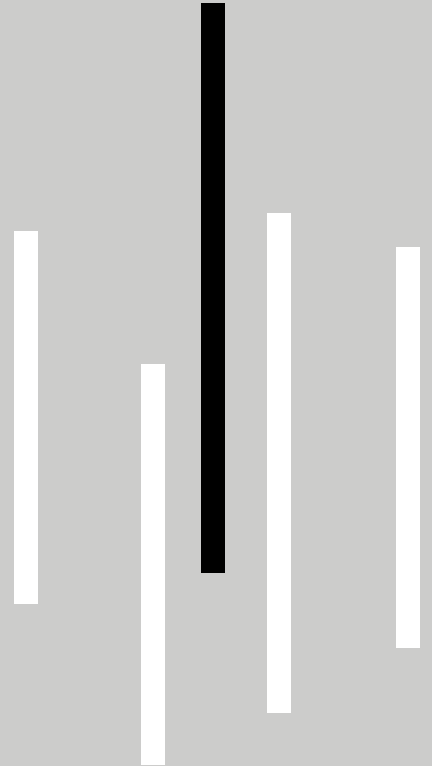
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Wealth Management

An Overview



360 ONE Wealth - One of India's largest wealth manager servicing 7,500+ clients

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 FY25 AUM at INR 62K Crs through Discretionary / Non-Discretionary / Advisory propositions

Lending

Our clients have access to **lending solutions** for their short-term capital requirements. With a loan book of INR 8,773 Crs, we have serviced over 1,000 customers through our loan offerings

HNI Segment

Our legacy and expertise in UHNI segment will enable 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

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

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

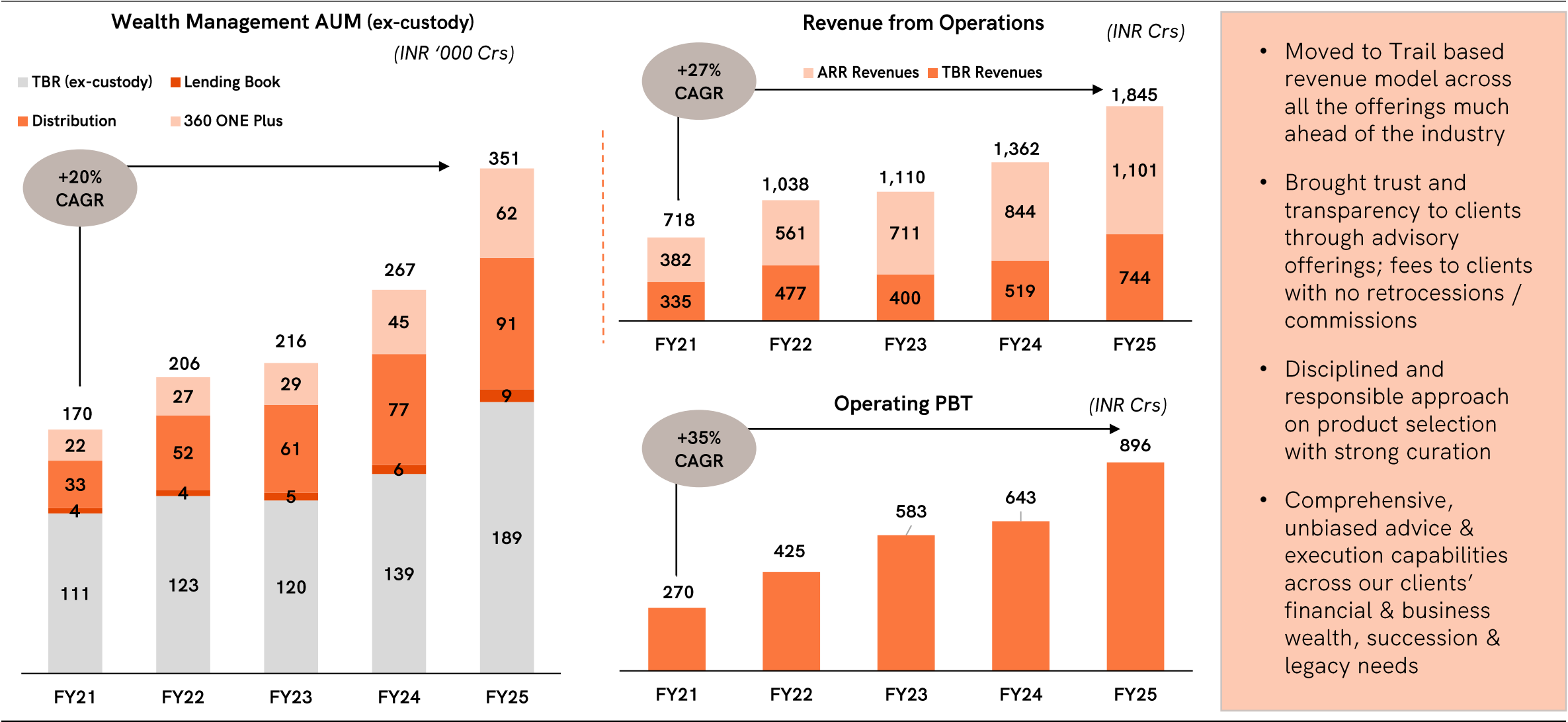
Strategic initiatives

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

Regulatory approvals for **acquisition of B&K Securities** underway

All approvals for the **ET Money acquisition** received in Feb 2025

Wealth Management - Story in Charts



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 | - |
| Annual Recurring Revenue | 382 | 561 | 711 | 844 | 1,101 | 30% |
| Transaction & Brokerage Income | 335 | 477 | 400 | 519 | 744 | 22% |
| 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 | - |

* FY25 Wealth Management data includes ET Money results for the relevant period (AUM – INR 33,055 Crs; ARR Net Flows – INR 1,757 Crs)

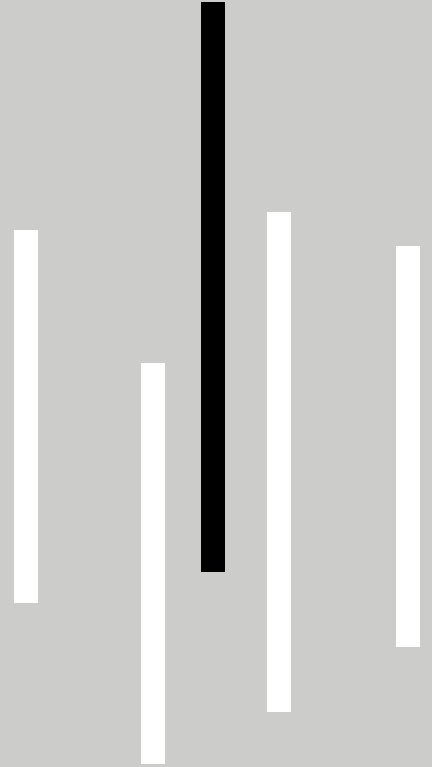
Wealth Management - Key Quarterly Financial Highlights

| P/L SUMMARY (INR Crs) | Q4 FY24 | Q1 FY25 | Q2 FY25 | Q3 FY25 | Q4 FY25 | YoY% |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Total Wealth AUM (ex-custody) | 2,66,892 | 2,96,442 | 3,18,825 | 3,21,605 | 3,51,321 | 31.6% |
| Wealth ARR AUM | 1,28,171 | 1,41,635 | 1,56,849 | 1,62,749 | 1,62,433 | 26.7% |
| <i>360 ONE Plus (DPMS / NDPMS-RIA)</i> | <i>44,781</i> | <i>50,818</i> | <i>55,993</i> | <i>59,053</i> | <i>62,212</i> | <i>38.9%</i> |
| <i>Distribution Assets</i> | <i>76,960</i> | <i>84,331</i> | <i>94,055</i> | <i>95,646</i> | <i>91,448</i> | <i>18.8%</i> |
| <i>Lending Book</i> | <i>6,430</i> | <i>6,485</i> | <i>6,800</i> | <i>8,050</i> | <i>8,773</i> | <i>36.4%</i> |
| Transaction & Broking (TBR ex-custody) | 1,38,720 | 1,54,807 | 1,61,976 | 1,58,856 | 1,88,888 | 36.2% |
| Average ARR AUM | 1,20,893 | 1,32,932 | 1,50,074 | 1,57,573 | 1,59,861 | 32.2% |
| ARR Retention | 0.76% | 0.71% | 0.68% | 0.73% | 0.80% | - |
| ARR Net Flows | 5,697 | 4,679 | 8,391 | 5,940 | 3,324 | - |
| Average TBR AUM | 1,41,931 | 1,45,774 | 1,54,889 | 1,60,278 | 1,71,911 | 21.1% |
| TBR Retention | 0.61% | 0.62% | 0.49% | 0.45% | 0.35% | - |
| <i>Annual Recurring Revenue</i> | <i>229</i> | <i>237</i> | <i>258</i> | <i>289</i> | <i>317</i> | <i>38.6%</i> |
| <i>Transaction & Brokerage Income</i> | <i>216</i> | <i>225</i> | <i>191</i> | <i>179</i> | <i>150</i> | <i>-30.8%</i> |
| Revenue from Operations | 445 | 462 | 449 | 468 | 467 | 4.9% |
| Other Income | 45 | 87 | 26 | 59 | 5 | -88.8% |
| Total Revenue | 490 | 549 | 475 | 527 | 472 | -3.7% |
| Costs | 237 | 209 | 234 | 251 | 256 | 8.2% |
| Operating PBT | 208 | 253 | 215 | 217 | 210 | 1.1% |
| Profit before Taxes (PBT) | 253 | 340 | 241 | 276 | 215 | -14.9% |
| <i>Cost to Income</i> | <i>48.3%</i> | <i>38.0%</i> | <i>49.2%</i> | <i>47.6%</i> | <i>54.3%</i> | <i>-</i> |
| Custody AUM | 1,27,769 | 1,45,114 | 1,64,777 | 1,72,368 | 1,45,782 | - |

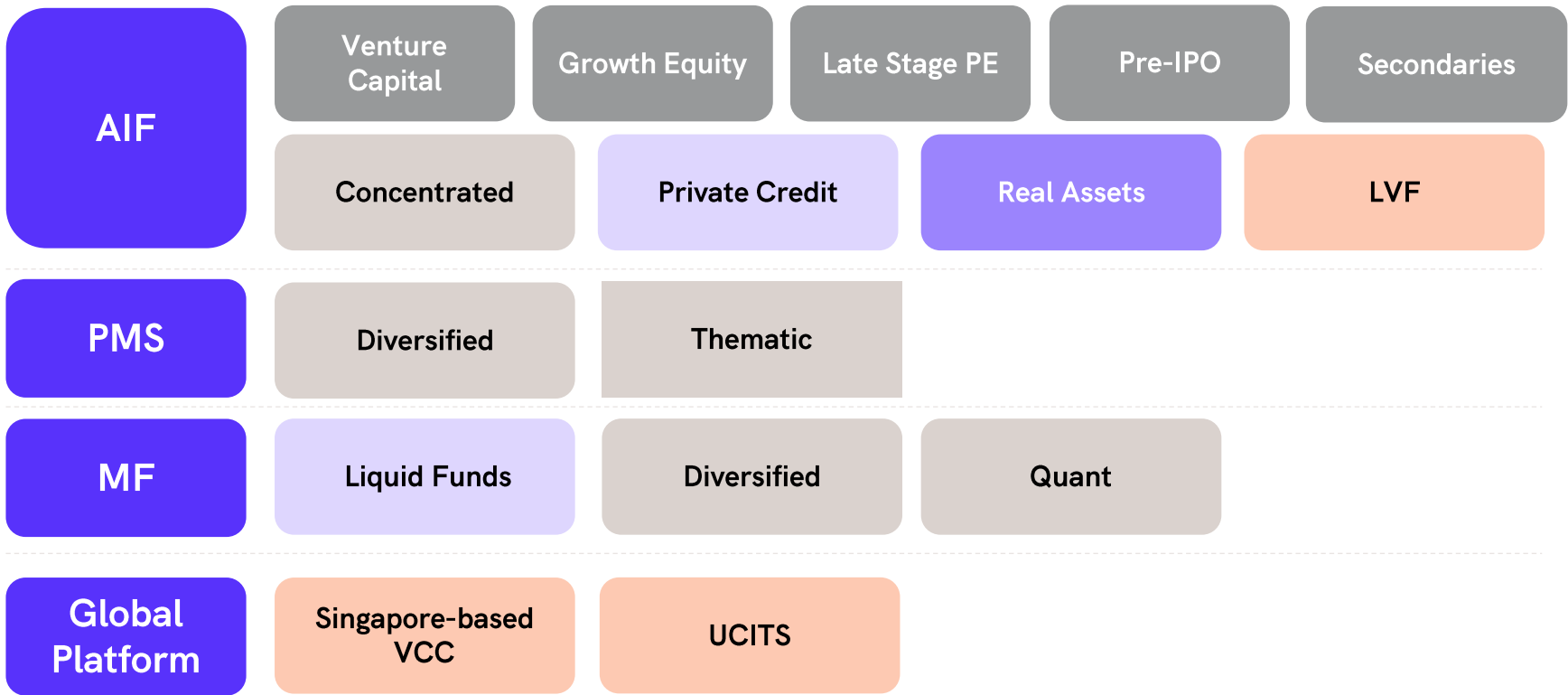
* Q4 FY25 Wealth Management data includes ET Money results for the relevant period (AUM – INR 33,055 Crs; ARR Net Flows – INR 1,757 Crs)

Asset Management

An Overview



360 ONE Asset - Pioneer and leader in alternate asset management in India



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

Indian Alternatives market is still in its nascent phase, 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, the Company is best placed to address the significant growth opportunities

Total AUM: INR 84,395 Crs
across various strategies
(as of March 31, 2025)



Product innovation, institutional mandates and domestic distribution are key focus areas for the business

1. Driving expansion in institutional relationships

- Robust traction from global institutional clients driven by our standing as a diligent and systematic fund manager
- Currently, managing mandates from institutional clients including endowment, pension, and sovereign wealth funds through listed strategies
- Focused on expanding institutional client base in our alternates strategies

Strong Performance Track Record

Strong team of 70+ Investment professionals across strategies

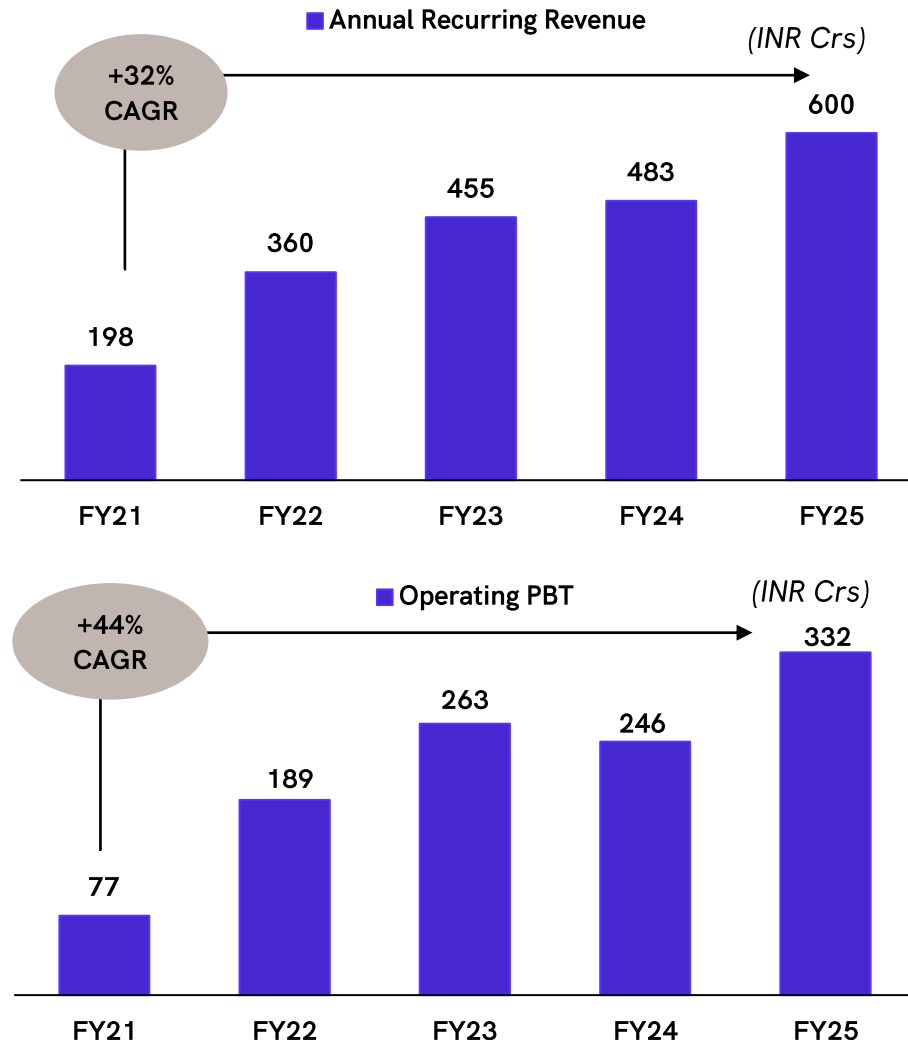
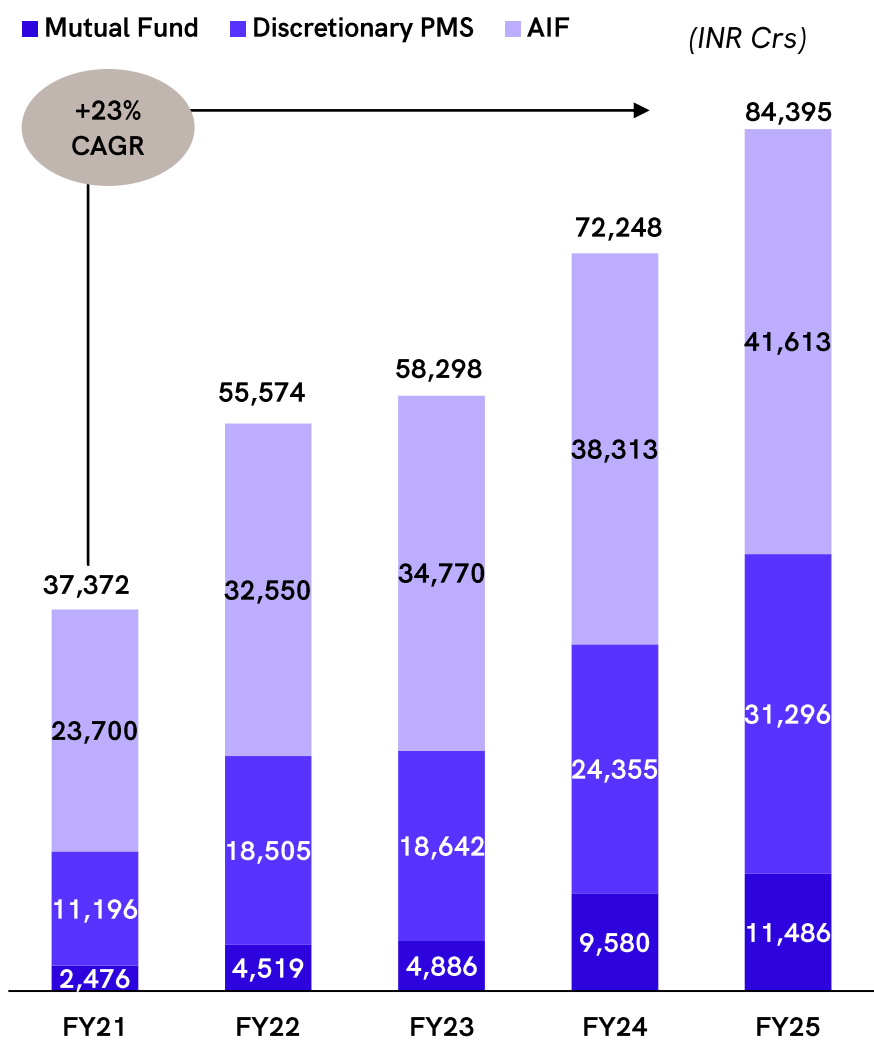
2. Focus on product innovation and new fund strategies

- Leading player in launching funds in the pre-IPO and Secondaries space
- Full spectrum funds ranging from VC / early stage to pre-IPO / secondaries to listed strategies
- Key sector themes include Healthcare, Consumer, Financials, Technology and Industrials

3. Deepening of domestic channel partner relationships

- Continued investment towards expansion of distribution base by leveraging on strong performance track record
- Deep synergies with the Wealth proposition as Alternates are a key investment avenue for UHNI / HNI clients
- Consistent increase in distribution coverage with ~37K empanelled partners (added 3,400+ partners in FY25)

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)

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% |
| <i>Alternative Investment Fund</i> | <i>23,700</i> | <i>32,550</i> | <i>34,770</i> | <i>38,313</i> | <i>41,613</i> | <i>15%</i> |
| <i>Discretionary PMS</i> | <i>11,196</i> | <i>18,505</i> | <i>18,642</i> | <i>24,355</i> | <i>31,296</i> | <i>29%</i> |
| <i>Mutual Fund</i> | <i>2,476</i> | <i>4,519</i> | <i>4,886</i> | <i>9,580</i> | <i>11,486</i> | <i>47%</i> |
| 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% |
| <i>Cost to Income</i> | <i>54.9%</i> | <i>44.3%</i> | <i>42.0%</i> | <i>47.9%</i> | <i>42.6%</i> | <i>-</i> |

*Annual Recurring Revenue includes performance fees from Institutional Mandates

Asset Management - Key Quarterly Financial Highlights

| P/L SUMMARY (INR Crs) | Q4 FY24 | Q1 FY25 | Q2 FY25 | Q3 FY25 | Q4 FY25 | YoY% |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Total Asset Management AUM | 72,248 | 79,652 | 85,770 | 85,250 | 84,395 | 16.8% |
| <i>Alternative Investment Fund</i> | <i>38,313</i> | <i>40,118</i> | <i>40,180</i> | <i>41,701</i> | <i>41,613</i> | <i>8.6%</i> |
| <i>Discretionary PMS</i> | <i>24,355</i> | <i>28,258</i> | <i>33,247</i> | <i>31,952</i> | <i>31,296</i> | <i>28.5%</i> |
| <i>Mutual Fund</i> | <i>9,580</i> | <i>11,276</i> | <i>12,343</i> | <i>11,597</i> | <i>11,486</i> | <i>19.9%</i> |
| Average ARR AUM | 69,785 | 75,530 | 82,708 | 84,211 | 83,552 | 19.7% |
| ARR Retention | 0.74% | 0.74% | 0.67% | 0.65% | 0.90% | - |
| ARR Net Flows | 189 | 871 | 1,395 | 703 | 671 | - |
| <i>Annual Recurring Revenue*</i> | <i>128</i> | <i>139</i> | <i>139</i> | <i>137</i> | <i>185</i> | <i>44.5%</i> |
| <i>Other Income</i> | <i>5</i> | <i>10</i> | <i>4</i> | <i>14</i> | <i>2</i> | <i>-70.1%</i> |
| Total Revenue | 133 | 149 | 143 | 151 | 187 | 40.2% |
| Costs | 63 | 56 | 65 | 69 | 78 | 22.8% |
| Operating PBT | 65 | 82 | 74 | 68 | 107 | 65.8% |
| Profit before Taxes (PBT) | 70 | 92 | 78 | 82 | 109 | 56.0% |
| <i>Cost to Income</i> | <i>47.6%</i> | <i>37.9%</i> | <i>45.7%</i> | <i>45.5%</i> | <i>41.7%</i> | <i>-</i> |

*Annual Recurring Revenue includes performance fees from Institutional Mandates

AGENDA

1. 360 ONE at a Glance
2. Business Introduction
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4. Strategic Collaboration - UBS AG & 360 ONE WAM



Business Snapshot - FY25

Wealth Management

INR 162k cr / \$19bn ARR AUM


INR 22.3k cr ARR Net Flows

INR 1,845 cr / \$217 mn
Op. Revenue in FY25

7,500+ Relevant Families

**Distribution, Brokerage, Advisory,
Lending & Estate planning**

**Total ARR Net Flows -
INR 25,974 cr in FY25**



**ARR AUM
INR 247k cr**

**TBR AUM
INR 335k cr**

Total AUM INR 581k cr / \$68bn

Asset Management


INR 84k cr / \$9.9bn ARR AUM

INR 3,640 cr ARR Net Flows

INR 600 cr / \$71mn
Op. Revenue in FY25


229k+ Folios

AIF, PMS and Mutual Funds




23.2%
YoY Growth in
ARR AUM

45.9%
Cost to income ratio




69.6%
ARR Revenue as a % of
Total Operating Revenue

26.6%
YoY Growth in
Profit after Tax



73bps
ARR Retention

24.3%
Return on tangible equity



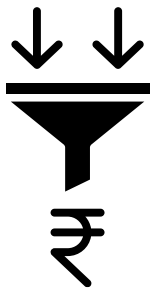
100+
Average count of families
managed per Team Leader

Key Financial Highlights (1/2)



AUM

- Continued focus on ARR AUM at INR 2,46,828 Crs up 23.2% YoY
- ARR Net flows for FY25 were INR 25,974 Crs vs. INR 16,136 Crs in FY24
- Total AUM up 24.5% YoY at INR 5,81,498 Crs
- As on March 2025, clients, having AUM of INR 10 Crs+, stood at 3,324 and account for 95% of Wealth AUM (excl. custody)



REVENUES

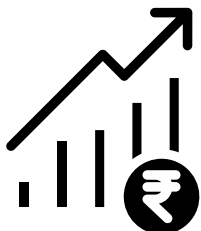
- Q4 FY25 ARR Revenue is up 40.7% YoY at INR 502 Crs, and up 28.2% YoY at INR 1,701 Crs in FY25, led by growth in assets across business segments
- Revenue from Operations for Q4 FY25 is up 13.7% YoY at INR 652 Crs, and up 32.5% YoY at INR 2,446 Crs for FY25
- Total Revenues for Q4 FY25 are up 5.7% YoY at INR 658 Crs and 35.0% YoY at INR 2,652 Crs for FY25

Key Financial Highlights (2/2)



COST

- Total Costs in FY25 increased to INR 1,218 Crs (+27.3% YoY)
- Employee costs stood at INR 912 Crs (+28.6% YoY), while Administrative costs at INR 306 Crs (+23.5% YoY)
- Cost to Income ratio stood at 45.9% in FY25 vis-à-vis 48.7% in FY24



PROFIT

- Operating PBT for Q4 FY25 is up 16.4% YoY at Rs 318 Crs, and up 38.1% at Rs 1,228 Crs for FY25
- PBT for Q4 FY25 is up 0.4% YoY at INR 324 Crs, and up 30.6% at INR 1,317 Crs for FY25
- PAT for Q4 FY25 is at INR 250 Crs (+3.6% YoY), and up 26.6% YoY at INR 1,015 Crs for FY25
- Tangible RoE is at 24.3% in FY25 vis-à-vis 30.1% in FY24

Consolidated Business Summary

| Particulars (INR Crs) | Q4 FY25 | Q3 FY25 | QoQ % | Q4 FY24 | YoY % | FY25 | FY24 | YoY % |
|--|-----------------|-----------------|--------------|-----------------|--------------|-----------------|-----------------|--------------|
| ANNUAL RECURRING REVENUE ASSETS | 2,46,828 | 2,47,999 | -0.5% | 2,00,419 | 23.2% | 2,46,828 | 2,00,419 | 23.2% |
| REVENUE | 658 | 678 | -2.9% | 623 | 5.7% | 2,652 | 1,965 | 35.0% |
| Annual Recurring Revenue | 502 | 426 | 17.8% | 357 | 40.7% | 1,701 | 1,327 | 28.2% |
| Transactional / Brokerage Revenue | 150 | 179 | -16.3% | 216 | -30.8% | 744 | 519 | 43.6% |
| Total Revenue from Operations | 652 | 605 | 7.7% | 573 | 13.7% | 2,446 | 1,846 | 32.5% |
| Other Income | 7 | 73 | -91.1% | 50 | -86.9% | 206 | 119 | 72.7% |
| RETENTION | | | | | | | | |
| Average ARR Assets | 2,43,414 | 2,41,784 | 0.7% | 1,90,678 | 27.7% | 2,31,610 | 1,73,945 | 33.2% |
| Retention on ARR Assets | 0.84% | 0.70% | - | 0.75% | - | 0.73% | 0.76% | - |
| Retention on ARR Assets (ex-Carry) | 0.74% | 0.68% | - | 0.70% | - | 0.69% | 0.70% | - |
| COSTS | 334 | 319 | 4.6% | 300 | 11.3% | 1,218 | 956 | 27.3% |
| Employee Costs | 254 | 240 | 5.5% | 225 | 12.7% | 912 | 709 | 28.6% |
| Fixed Cost | 150 | 148 | 1.0% | 130 | 15.3% | 587 | 484 | 21.3% |
| Variable Cost | 104 | 92 | 12.9% | 95 | 9.1% | 325 | 225 | 44.4% |
| Admin and Other Expenses | 80 | 79 | 1.8% | 75 | 7.1% | 306 | 247 | 23.5% |
| PROFIT METRICS | | | | | | | | |
| Operating Profit before Taxes (OPBT) | 318 | 286 | 11.2% | 273 | 16.4% | 1,228 | 889 | 38.1% |
| PBT | 324 | 359 | -9.6% | 323 | 0.4% | 1,317 | 1,009 | 30.6% |
| Profit After Tax (PAT incl. OCI & FCTR) | 250 | 275 | -9.1% | 241 | 3.6% | 1,015 | 802 | 26.6% |
| Cost to Income Ratio | 50.7% | 47.1% | - | 48.2% | - | 45.9% | 48.7% | - |
| ROE | 15.0% | 21.0% | - | 28.6% | - | 20.7% | 24.4% | - |
| ROE Ex Goodwill & Intangibles | 17.1% | 24.1% | - | 35.2% | - | 24.3% | 30.1% | - |

Segmental Business Snapshot - Annual

| Particulars (INR Crs) | ARR AUM | | ARR NET FLOWS | | ARR REVENUE | | ARR RETENTION | |
|-----------------------|-----------------|-----------------|---------------|---------------|--------------|--------------|---------------|--------------|
| | FY24 | FY25 | FY24 | FY25 | FY24 | FY25 | FY24 | FY25 |
| Wealth Management | 1,28,171 | 1,62,433 | 15,714 | 22,334 | 844 | 1,101 | 0.78% | 0.73% |
| Asset Management | 72,248 | 84,395 | 421 | 3,640 | 483 | 600 | 0.74% | 0.74% |
| Total | 2,00,419 | 2,46,828 | 16,136 | 25,974 | 1,327 | 1,701 | 0.76% | 0.73% |

| INR Crs` | WEALTH MANAGEMENT | | | | | ASSET MANAGEMENT | | TOTAL | |
|-------------------------|-------------------|--------------|-------------|------------|-----------|------------------|------------|--------------|--------------|
| | UHNI SEGMENT | | HNI SEGMENT | GLOBAL | ET MONEY | | | | |
| | FY24 | FY25 | FY25 | FY25 | FY25 | FY24 | FY25 | FY24 | FY25 |
| Revenue from Operations | 1,362 | 1,836 | 1.2 | 3 | 6 | 483 | 600 | 1,846 | 2,446 |
| ARR Revenue | 844 | 1,094 | 0.3 | 3 | 4 | 483 | 600 | 1,327 | 1,701 |
| TBR Revenue | 519 | 741 | 1.0 | - | 2 | - | - | 519 | 744 |
| Other Income | 107 | 177 | - | - | - | 13 | 29 | 119 | 206 |
| Cost | 719 | 846 | 44 | 53 | 6 | 238 | 268 | 956 | 1,218 |
| PBT | 750 | 1,167 | -42 | -51 | -1 | 259 | 361 | 1,009 | 1,434 |

Segmental Business Snapshot - Quarterly

| Particulars (INR Crs) | ARR AUM | | ARR NET FLOWS | | ARR REVENUE | | ARR RETENTION | |
|-----------------------|----------|----------|---------------|---------|-------------|---------|---------------|---------|
| | Q3 FY25 | Q4 FY25 | Q3 FY25 | Q4 FY25 | Q3 FY25 | Q4 FY25 | Q3 FY25 | Q4 FY25 |
| Wealth Management | 1,62,749 | 1,62,433 | 5,940 | 3,324 | 289 | 317 | 0.73% | 0.80% |
| Asset Management | 85,250 | 84,395 | 703 | 671 | 137 | 185 | 0.65% | 0.90% |
| Total | 2,47,999 | 2,46,828 | 6,643 | 3,995 | 426 | 502 | 0.70% | 0.84% |

| INR Crs | WEALTH MANAGEMENT | | | | | | | ASSET MANAGEMENT | | TOTAL | |
|-------------------------|-------------------|---------|-------------|---------|---------|---------|----------|------------------|---------|---------|---------|
| | UHNI SEGMENT | | HNI SEGMENT | | GLOBAL | | ET MONEY | | | | |
| | Q3 FY25 | Q4 FY25 | Q3 FY25 | Q4 FY25 | Q3 FY25 | Q4 FY25 | Q4 FY25 | Q3 FY25 | Q4 FY25 | Q3 FY25 | Q4 FY25 |
| Revenue from Operations | 467 | 459 | 0.1 | 1.1 | 1 | 1 | 6 | 137 | 185 | 605 | 652 |
| ARR Revenue | 288 | 313 | 0.1 | 0.1 | 1 | 1 | 4 | 137 | 185 | 426 | 502 |
| TBR Revenue | 179 | 147 | - | 1.0 | - | - | 2 | - | - | 179 | 150 |
| Other Income | 59 | 5 | - | - | - | - | - | 14 | 2 | 73 | 7 |
| Cost | 225 | 224 | 11 | 12 | 14 | 14 | 6 | 69 | 78 | 319 | 334 |
| PBT | 301 | 240 | -11 | -11 | -13 | -13 | -1 | 82 | 109 | 359 | 324 |

ARR AUM Build-Up

Financial Performance - Q4 and Full Year FY25



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

| Particulars (INR Crs) | ARR AUM Build up - FY25 | | | |
|---|-------------------------|---------------|---------------|-----------------|
| | Opening AUM | Net Flows | MTM | Closing AUM |
| TOTAL ARR | 2,00,419 | 25,974 | 20,435 | 2,46,828 |
| Wealth ARR | 1,28,171 | 22,334 | 11,928 | 1,62,433 |
| <i>360 ONE Plus (DPMS / NDPMS-RIA)</i> | <i>44,781</i> | <i>12,441</i> | <i>4,990</i> | <i>62,212</i> |
| <i>Distribution Assets Earning Trail Fees</i> | <i>76,960</i> | <i>7,550</i> | <i>6,938</i> | <i>91,448</i> |
| <i>Lending Book</i> | <i>6,430</i> | <i>2,343</i> | <i>-</i> | <i>8,773</i> |
| AMC ARR | 72,248 | 3,640 | 8,507 | 84,395 |
| <i>Listed Equity</i> | <i>35,203</i> | <i>3,439</i> | <i>3,900</i> | <i>42,543</i> |
| <i>Private Equity</i> | <i>22,140</i> | <i>-39</i> | <i>3,577</i> | <i>25,677</i> |
| <i>Credit & Hybrid</i> | <i>7,726</i> | <i>-118</i> | <i>588</i> | <i>8,196</i> |
| <i>Real Assets</i> | <i>4,293</i> | <i>-204</i> | <i>-68</i> | <i>4,021</i> |
| <i>Customized Multi Asset</i> | <i>2,073</i> | <i>427</i> | <i>441</i> | <i>2,941</i> |
| <i>Liquid</i> | <i>814</i> | <i>134</i> | <i>68</i> | <i>1,017</i> |

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

| Particulars (INR Crs) | ARR AUM Build up - Q4 FY25 | | | |
|---|----------------------------|---------------|---------------|-----------------|
| | Opening AUM | Net Flows | MTM | Closing AUM |
| TOTAL ARR | 2,47,999 | 3,995 | -5,166 | 2,46,828 |
| Wealth ARR | 1,62,749 | 3,324 | -3,640 | 1,62,433 |
| <i>360 ONE Plus (DPMS / NDPMS-RIA)</i> | <i>59,053</i> | <i>3,921</i> | <i>-762</i> | <i>62,212</i> |
| <i>Distribution Assets Earning Trail Fees</i> | <i>95,646</i> | <i>-1,319</i> | <i>-2,878</i> | <i>91,448</i> |
| <i>Lending Book</i> | <i>8,050</i> | <i>722</i> | <i>-</i> | <i>8,773</i> |
| AMC ARR | 85,250 | 671 | -1,526 | 84,395 |
| <i>Listed Equity</i> | <i>43,605</i> | <i>173</i> | <i>-1,235</i> | <i>42,543</i> |
| <i>Private Equity</i> | <i>25,365</i> | <i>663</i> | <i>-350</i> | <i>25,677</i> |
| <i>Credit & Hybrid</i> | <i>8,489</i> | <i>-372</i> | <i>79</i> | <i>8,196</i> |
| <i>Real Assets</i> | <i>4,105</i> | <i>-24</i> | <i>-60</i> | <i>4,021</i> |
| <i>Customized Multi Asset</i> | <i>2,840</i> | <i>86</i> | <i>15</i> | <i>2,941</i> |
| <i>Liquid</i> | <i>846</i> | <i>146</i> | <i>25</i> | <i>1,017</i> |

ARR AUM Segmental Snapshot - Wealth Management - Annual

| PRODUCTS (INR Crs) | ARR AUM Build up - FY25 | | | | Revenue Build up - FY25 | | |
|---|-------------------------|---------------|---------------|-----------------|-------------------------|--------------|--------------|
| | Opening AUM | Net Flows | MTM | Closing AUM | Average AUM | Retentions | Revenue |
| TOTAL ARR | 1,28,171 | 22,334 | 11,928 | 1,62,433 | 1,50,110 | 0.73% | 1,101 |
| 360 ONE Plus | 44,781 | 12,441 | 4,990 | 62,212 | 53,213 | 0.32% | 168 |
| <i>Discretionary (PMS)</i> | <i>9,608</i> | <i>-</i> | <i>-</i> | <i>11,401</i> | <i>10,548</i> | <i>0.46%</i> | <i>49</i> |
| <i>Non-discretionary (RIA / PMS)</i> | <i>35,174</i> | <i>-</i> | <i>-</i> | <i>50,812</i> | <i>42,665</i> | <i>0.28%</i> | <i>119</i> |
| Distribution Assets Earning Trail Fees | 76,960 | 7,550 | 6,938 | 91,448 | 89,695 | 0.61% | 548 |
| <i>Mutual Funds</i> | <i>36,366</i> | <i>-</i> | <i>-</i> | <i>40,275</i> | <i>41,686</i> | <i>0.45%</i> | <i>189</i> |
| <i>Managed Accounts</i> | <i>40,594</i> | <i>-</i> | <i>-</i> | <i>51,173</i> | <i>48,009</i> | <i>0.75%</i> | <i>359</i> |
| Lending Book | 6,430 | 2,343 | - | 8,773 | 7,202 | 5.35% | 385 |

ARR AUM Segmental Snapshot - Wealth Management - Quarterly

| PRODUCTS (INR Crs) | ARR AUM Build up - Q4 FY25 | | | | Revenue Build up - Q4 FY25 | | |
|---|----------------------------|---------------|---------------|-----------------|----------------------------|--------------|------------|
| | Opening AUM | Net Flows | MTM | Closing AUM | Average AUM | Retentions | Revenue |
| TOTAL ARR | 1,62,749 | 3,324 | -3,640 | 1,62,433 | 1,59,861 | 0.80% | 317 |
| 360 ONE Plus | 59,053 | 3,921 | -762 | 62,212 | 58,220 | 0.34% | 48 |
| <i>Discretionary (PMS)</i> | <i>11,241</i> | <i>-</i> | <i>-</i> | <i>11,401</i> | <i>11,254</i> | <i>0.52%</i> | <i>14</i> |
| <i>Non-discretionary (RIA / PMS)</i> | <i>47,812</i> | <i>-</i> | <i>-</i> | <i>50,812</i> | <i>46,966</i> | <i>0.29%</i> | <i>34</i> |
| Distribution Assets Earning Trail Fees | 95,646 | -1,319 | -2,878 | 91,448 | 93,230 | 0.65% | 150 |
| <i>Mutual Funds</i> | <i>42,911</i> | <i>-</i> | <i>-</i> | <i>40,275</i> | <i>41,784</i> | <i>0.47%</i> | <i>48</i> |
| <i>Managed Accounts</i> | <i>52,735</i> | <i>-</i> | <i>-</i> | <i>51,173</i> | <i>51,446</i> | <i>0.81%</i> | <i>102</i> |
| Lending Book | 8,050 | 722 | - | 8,773 | 8,412 | 5.72% | 119 |

ARR AUM Segmental Snapshot - Asset Management - Annual

| ASSET MANAGEMENT (INR Crs) | ARR AUM Build up - FY25 | | | | | Revenue Build Up - FY25 | | |
|--|-------------------------|---------------|--------------|--------------|---------------|-------------------------|--------------|------------|
| | Opening AUM | Gross Flows | Net Flows | MTM | Closing AUM | Average AUM | Retentions | Revenue |
| TOTAL ARR | 72,248 | 16,297 | 3,640 | 8,507 | 84,395 | 81,500 | 0.74% | 600 |
| Discretionary Portfolio Manager | 24,355 | 6,014 | 3,194 | 3,748 | 31,296 | 30,223 | 0.59% | 179 |
| Standardized | 6,310 | - | - | - | 7,527 | 7,659 | 0.85% | 65 |
| Institutional Mandates [#] | 18,044 | - | - | - | 23,768 | 22,564 | 0.51% | 114 |
| Alternate Investment Manager | 38,313 | 6,834 | -885 | 4,185 | 41,613 | 39,958 | 0.93% | 372 |
| Listed Equity | 3,632 | - | - | - | 3,700 | 3,854 | 1.73% | 67 |
| Private Equity | 22,134 | - | - | - | 24,546 | 22,701 | 0.98% | 221 |
| Credit & Real Assets | 10,475 | - | - | - | 10,426 | 10,731 | 0.67% | 72 |
| Customized Multi-Asset | 2,073 | - | - | - | 2,941 | 2,672 | 0.45% | 12 |
| Mutual Fund Manager* | 9,580 | 3,449 | 1,331 | 574 | 11,486 | 11,319 | 0.43% | 49 |
| Listed Equity | 7,422 | - | - | - | 8,907 | 8,902 | 0.50% | 45 |
| Debt & Hybrid | 1,345 | - | - | - | 1,562 | 1,536 | 0.22% | 3 |
| Liquid Funds | 814 | - | - | - | 1,017 | 881 | 0.11% | 1 |

*Gross Flows in Mutual Fund segment excludes Liquid Funds; [#]Revenue includes performance fees

ARR AUM Segmental Snapshot - Asset Management - Quarterly

| ASSET MANAGEMENT (INR Crs) | ARR AUM Build up - Q4 FY25 | | | | | Revenue Build Up - Q4 FY25 | | |
|--|----------------------------|--------------|------------|---------------|---------------|----------------------------|--------------|------------|
| | Opening AUM | Gross Flows | Net Flows | MTM | Closing AUM | Average AUM | Retentions | Revenue |
| TOTAL ARR | 85,250 | 2,083 | 671 | -1,526 | 84,395 | 83,552 | 0.90% | 185 |
| Discretionary Portfolio Manager | 31,952 | 176 | -92 | -565 | 31,296 | 30,876 | 1.01% | 77 |
| Standardized | 7,954 | - | - | - | 7,527 | 7,514 | 0.91% | 17 |
| Institutional Mandates [#] | 23,998 | - | - | - | 23,768 | 23,361 | 1.04% | 60 |
| Alternate Investment Manager | 41,701 | 1,269 | 402 | -490 | 41,613 | 41,338 | 0.95% | 97 |
| Listed Equity | 3,903 | - | - | - | 3,700 | 3,693 | 1.55% | 14 |
| Private Equity | 24,178 | - | - | - | 24,546 | 23,890 | 1.06% | 62 |
| Credit & Real Assets | 10,780 | - | - | - | 10,426 | 10,818 | 0.63% | 17 |
| Customized Multi-Asset | 2,840 | - | - | - | 2,941 | 2,938 | 0.49% | 4 |
| Mutual Fund Manager* | 11,597 | 637 | 361 | -472 | 11,486 | 11,339 | 0.42% | 12 |
| Listed Equity | 9,149 | - | - | - | 8,907 | 8,767 | 0.48% | 10 |
| Debt & Hybrid | 1,601 | - | - | - | 1,562 | 1,559 | 0.29% | 1.1 |
| Liquid Funds | 846 | - | - | - | 1,017 | 1,013 | 0.11% | 0.3 |

*Gross Flows in Mutual Fund segment excludes Liquid Funds; [#]Revenue includes performance fees

Capital Allocation & Dividend History

| <u>Net Worth</u> | |
|------------------------|-----------|
| Tangible | 6,045 Crs |
| Wealth Management | 1,481 Crs |
| Lending | 2,874 Crs |
| Asset Management | 1,341 Crs |
| Fixed Assets | 350 Crs |
| + | |
| Goodwill + Intangibles | 1,020 Crs |
| Total | 7,065 Crs |

| <u>Consistent Dividend History</u> | |
|---|-------------|
| 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 |
| FY25: RoE - 20.7%; Tangible RoE - 24.3% | |

Acquisition of B&K Securities -

One of India's leading brokerage and corporate advisory houses

Business Highlights

- 300+ institutional broking clients across DII and FIIs
- 450+ mid and small cap companies under coverage
- 90%+ share of cash segment in broking revenue
- Equity turnover (cash segment) at INR 2,448 billion (+76% YoY) in FY25

Regulatory and Other updates post signing in January 2025

- Approval related to Merchant Banking license received
- Approvals related to Stock Broking, Research Analyst and CCI awaited
- B&K's resilient business model is driven by strong, recurring revenue streams
- Business continues to receive positive traction across segments despite overall market volatility
- Acquisition received encouraging response from B&K's leadership team, clients and other stakeholders

B&K Securities - EPS accretive on an as-is basis; significant potential ahead

| INR Crs. | 360 ONE WAM | B&K Securities* | Combined** |
|---|-------------|-----------------|------------|
| FY25 Total Revenue | 2,652 | 281 | 2,933 |
| FY25 PAT | 1,015 | 102 | 1,117 |
| FY25 Diluted EPS (INR) | 26.1 | - | 27.6 |
| EPS accretion (as-is basis) | | | 6% |
| No. of 360 ONE WAM's shares (Diluted) as on March 31, 2025 | | | 38.93 Crs. |
| No. of 360 ONE WAM's shares (Diluted) pursuant to the acquisition | | | 40.46 Crs. |

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

- Transaction plays an important part in completing 360 ONE's wealth and asset management platform
- Strong equity brokerage proposition for HNI clients
- Addition of IB capabilities will aid in catering to the needs of UHNI Promoter families across all parts of their cap table
- Addition of new lines of revenue to lead to more diversity and stability to 360 ONE's income profile

*Based on B&K Securities and B&K Finserv's provisional FY25 financials; ** Proforma calculation

AGENDA

1. 360 ONE at a Glance
2. Business Introduction
3. Financial Update - Q4 and Full Year FY25
- 4. Strategic Collaboration - UBS AG & 360 ONE WAM**



UBS AG + 360 ONE WAM: An Exclusive Strategic Collaboration

UBS AG

- › Leading and **truly global WM firm**, diversified AM solutions and focused IB capabilities
- › Strong **global footprint; access to top families and billionaires worldwide**
- › Focus on **UHNH clients** (>\$50m AUM)
- › Established NRI franchise across key global hubs, with **ambition to scale up India onshore and offshore**

360 ONE WAM

- › India's **largest independent WM and leading alternates-focused AM firm**
- › Wide **India footprint**; access to top 5,000 families
- › Focus on **U/HNI clients** (>\$1m AUM)
- › Strategic **focus on discretionary and advisory** proposition; supplemented with non-investment capabilities (lending, structuring and estate planning)

An Aligned Value Proposition



Client interest first – open architecture



Focus on CIO and advisory proposition



Holistic and best-in-class on/offshore coverage for top clients



Derived Synergies from Asset Management and Investment Banking



Diverse engagement models tailored to different needs across wealth segments



Ability to hire and retain the best talent

360 ONE WAM and UBS AG enter into an exclusive collaboration for India & Global Indian Clients.

Transaction Structure

1

Strategic Collaboration

1. Exclusive strategic collaboration between UBS AG and 360 ONE WAM
2. Clients from both institutions will have access to onshore and offshore wealth management solutions
3. Potential synergies in other business lines (Asset Management, IB)

Enables resident Indian & Global clients to get access to a wide global proposition as well as onshore India markets, through a comprehensive wealth and asset offering

2

4.95% Stake in 360 ONE WAM

1. UBS AG to acquire warrants upto 4.95% in 360 ONE WAM for a price of INR 1,030 - a premium of 14% over 3-day VWAP as on relevant date (April 17, 2025)
2. Total consideration of INR 2,112 Crs for 2.05 Crs convertible warrants

With this collaboration, UBS & 360 ONE establish a differentiated offering in a fast growing onshore market

3

UBS' India Business Acquisition

1. 360 ONE WAM to acquire UBS India Onshore business for a total consideration of INR 307 Crs
2. 3 Business/ Asset Transfer Agreements covering Distribution & Broking business, PMS and Loan book
3. Includes full transfer of clients and employees to 360 ONE WAM
4. Active AUM is approx. INR 26,000 Crs with net revenue of approx. INR 75 Crs

Revenue and Net Flows upside through uplift of the India business and synergies due to the collaboration agreement

** Transactions are subject to regulatory approvals*

Summary of the Collaboration

Key Tenets of Collaboration



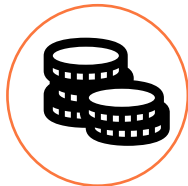
UBS - Exclusive “global” collaboration with 360 ONE

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

** Transactions are subject to regulatory approvals*

Awards & Recognitions - Reinforcing our leadership position



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

170+

AWARDS
IN 17 YEARS

A testament to the trust of our
clients and our commitment to
excellence



BEST PRIVATE BANK
INDIA

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



BEST PURE PLAY PRIVATE BANK - INDIA

BEST PURE PLAY PRIVATE BANK - INDIA
BY GLOBAL PRIVATE BANKING
INNOVATION AWARDS 2024



BEST STRUCTURED FINANCE HOUSE,
ASIA PACIFIC (WINNER) AND BEST
PRIVATE EQUITY HOUSE, ASIA PACIFIC
(HIGHLY COMMENDED)



BEST DOMESTIC PRIVATE BANK -
INDIA BY FINANCEASIA AWARDS
2024



WEALTHBRIEFINGASIA AWARDS
2024 - BEST NEXT-GEN
PROGRAMME



BEST PRIVATE BANK FOR HNWIS -
THE ASSET TRIPLE A PRIVATE CAPITAL
AWARDS
2022, 2023 & 2024



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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