Asset Reconstruction Company (India) Limited



Investor Presentation – Q2 & H1FY27

29th October 2026

{Kintsugi is a centuries-old Japanese art of repairing pottery with precious metals, symbolizing healing, resilience, and renewed value}

Safe Harbour

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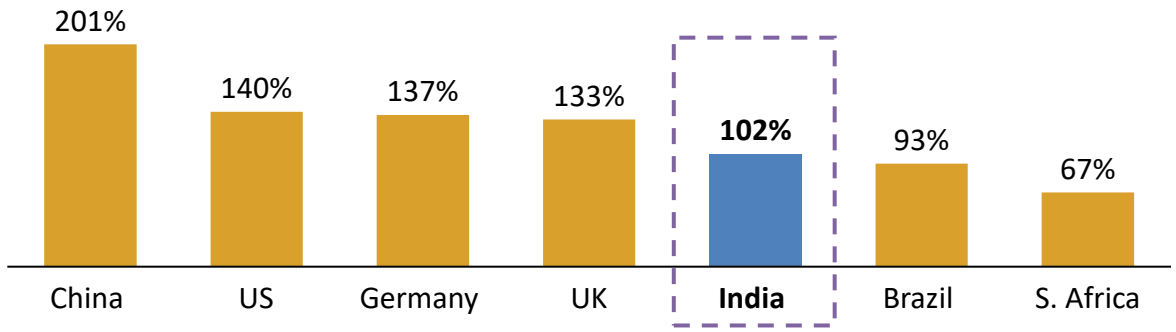
Industry Opportunities



India a Growing Credit Market

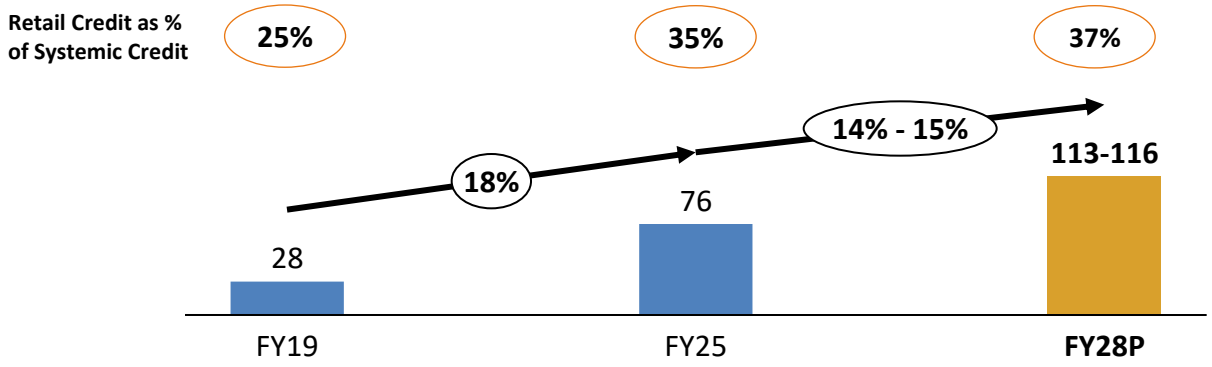
Overall Credit[1] to GDP Growth

India's modest credit to GDP to offer strong runway for credit growth

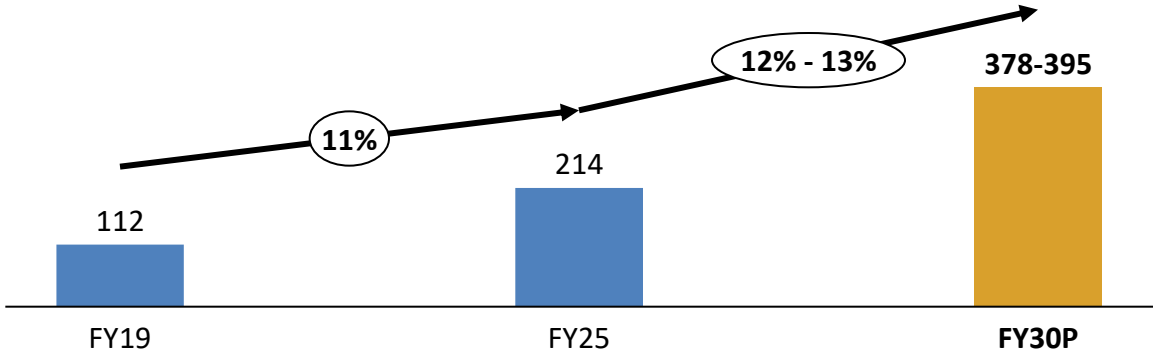


Retail Credit[3] (Rs. Tn)

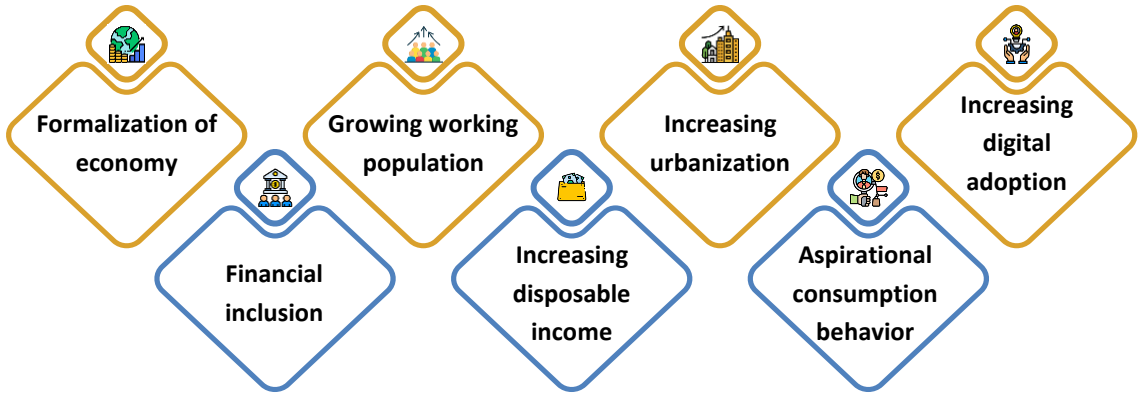
Growth trend in Retail Credit over the years



Growth Trend in Systemic Credit[2] (Rs. Tn) over the years



Factors supporting retail credit growth



Financial inclusion on a fast path in India which will aid long term growth for financial institutions

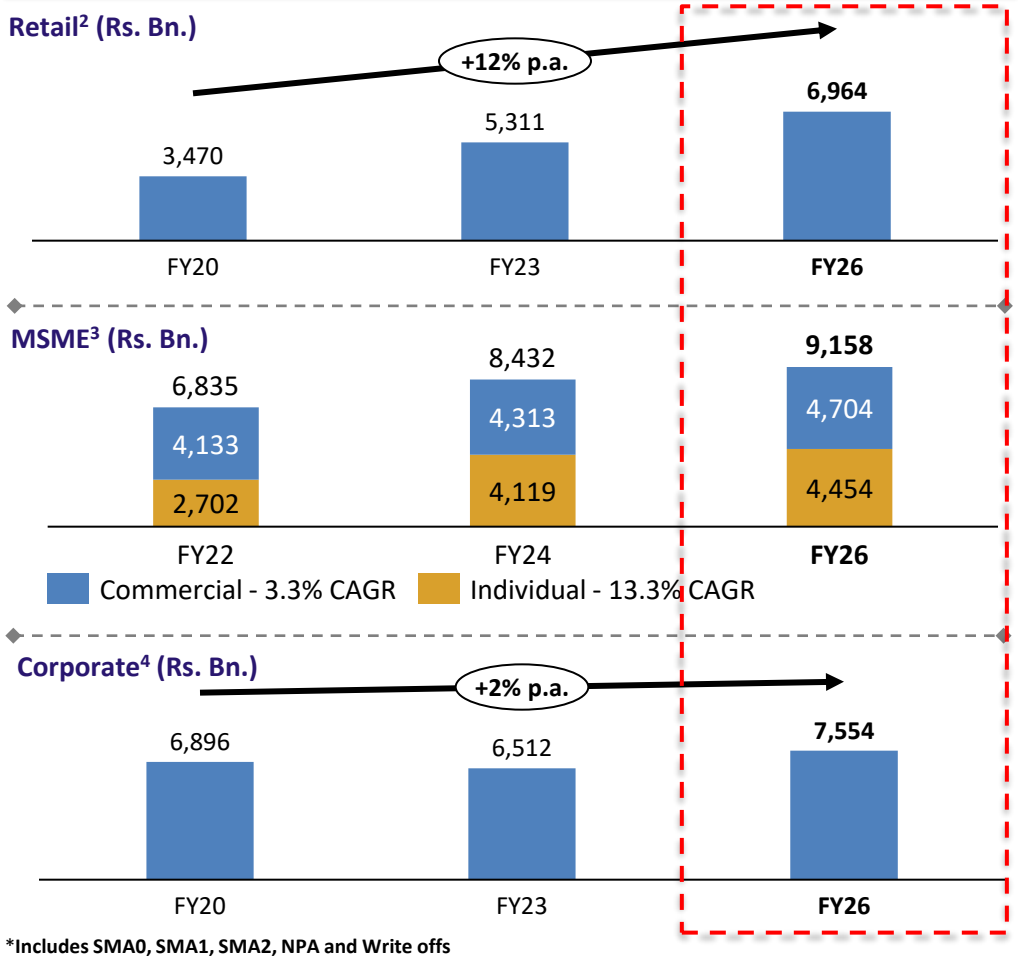
Source: Industry report titled "Analysis of Asset Reconstruction Industry in India" dated August 2026 ("CRISIL Industry Report")

Notes

1. Credit refers to total credit to the private non-financial sector
2. Systemic Credit: Domestic banking credit (after deduction of bank lending to NBFC) and NBFC credit
3. Retail Credit: Personal loans (under SCBs) and Retail Loans (under NBFCs) together

Stress Grows with Credit, a Structural Opportunity in Every Cycle

Overall Stressed Assets Outstanding is Large* across Banks[1] and NBFCs across Lending Segments

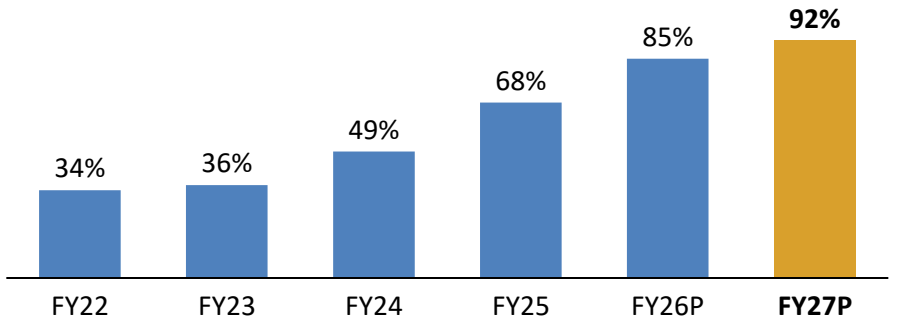


*Includes SMA0, SMA1, SMA2, NPA and Write offs

Total Available Stress in the Industry is ~Rs. 23 Lakh Cr. Including ~Rs. 12 Lakh Cr. of written off book#.

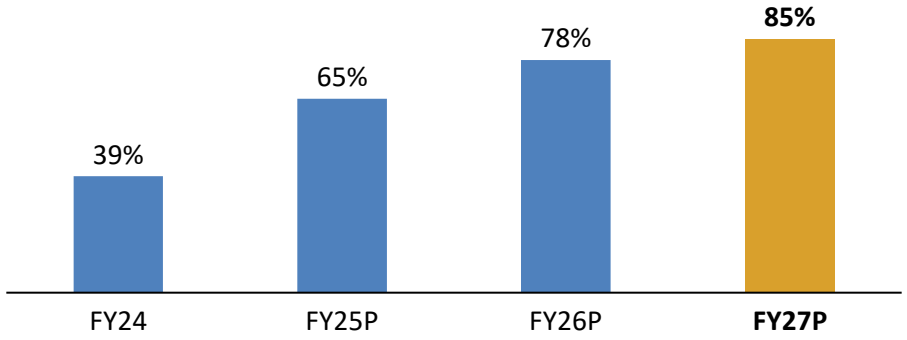
#Written off does not appear in the NPA reporting of Banks / NBFCs

Improving Recovery Rates* of ARCs



*Cumulative recovery rate = Cumulative gross recoveries / Cumulative SRs issued

Cumulative redemption rates of Retail assets have improved significantly



ARCs are one of the most robust channels available for Banks/Financial Institutions to dispose of their stressed assets

Source: *CRISIL Industry Report*
Note: *Figures in Rs. Bn are rounded off*
1. *Small Finance Banks are not included in Banks*
2. *Retail portfolio here includes Housing Loan, Vehicle Loans (Used car, Auto loans), Consumer loans, Credit cards, Student Loan and Personal Loans (Personal loan and short-term personal loan)*
3. *MSME segment (individual) here includes Business Loans (General), Business Loans (Secured), Business Loans (Unsecured), Commercial Vehicle Loans, Commercial Equipment Loans, Loans against Property (LAP); Commercial bureau data (<=Rs50 cr. loans exposure) is considered as MSME segment (commercial) here*
4. *Commercial bureau data (>Rs. 50 cr. loans exposure) is considered as corporate segment here*
5. ** SSAF (Securitization of Stressed Framework – draft of this framework was released by RBI in April 2025)*

Market Dynamics

Rs. 23.7 Lakh Crore of Stress Across Three Business Verticals

Our business: Corporate | SME | Retail

Rs. lakh cr, FY26	Corporate	SME commercial	SME individual	Retail	Total
SMA-0	0.63	1.09	0.88	1.74	**4.34**
SMA-1	0.39	0.56	0.53	0.79	**2.27**
SMA-2	0.03	0.21	0.35	0.56	**1.15**
NPA	0.08	0.25	1.69	1.63	**3.66**
Written off	6.42	2.59	1.01	2.24	**12.26**
Total stress	**7.55**	**4.70**	**4.45**	**6.96**	**23.68**
TAM: NPA + W/O	**6.50**	**2.84**	**2.70**	**3.87**	**15.92**

Rs. 23.7 lakh Cr.

Total stress, FY26

Rs. 15.9 lakh Cr.

NPA + written off (67%)

Rs. 7.8 lakh Cr.

SMA: transferable, rarely sold

ARCIL's Position in India's ARC Industry



H1 FY27 – Key Performance Highlights

~Rs. 1.40 Lakh Cr.*
Total Dues Outstanding at the time of Acquisition against Outstanding AUM

~Rs. 20,274 Cr.*
↑ 21% YoY
Asset Under Management



~Rs. 4,442 Cr.
↑ 26% YoY
ARCIL's Investment in AUM

~Rs. 2,882 Cr.
↑ 14% YoY
Net Owned Fund

~Rs. 1,707 Cr.
↑ 18% YoY
Total Acquisition



Arcil
Premier ARC



~Rs. 2,135 Cr.
↑ 21% YoY
Total Recovery

~Rs. 516 Cr.
↑ 48% YoY
Total Income

~Rs. 290 Cr.
↑ 54% YoY
Profit After Tax



~12.6%
Return on Assets

~18.1%
Return on Equity

Credit Rating : ICRA AA– Stable | CRISIL AA– Stable

*AUM is 14.4% of the Dues Outstanding at the time of acquisition being currently managed

Figures may not add up due to rounding off

About ARCIL | Pioneer of Asset Reconstruction in India

A two-decade old resolution platform with first mover advantage

2002
India's first incorporated ARC - successfully navigated an evolving regulatory landscape

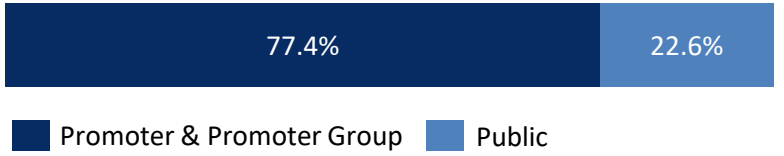
2008
Successfully acquired and resolved retail loans since 2008

Verticals
Present across three verticals - Corporate, retail, SME and others

IBC
Among the few ARCs to maintain RBI-prescribed NOF to act as a Resolution Applicant under IBC

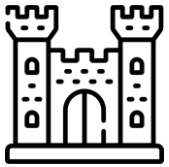
Tech-Driven
Implemented an IT infra to build a scalable and efficient operating model

Ownership Structure – 30th September 2026



Backed by Marquee Promoters such as
Avenue India Resurgence Pte. Ltd. and State Bank of India

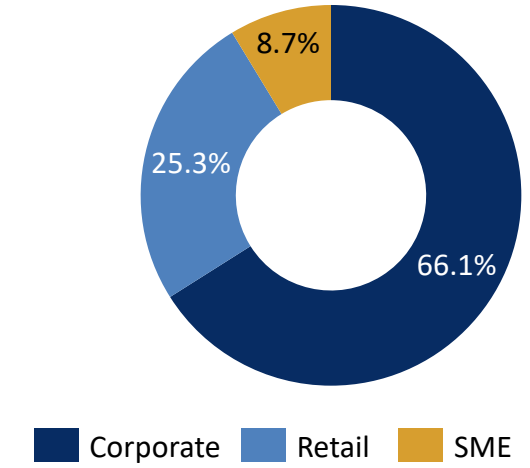
Largest Private ARC in India by AUM, Profitability and Market Share.



ARCIL's MOAT

- **Expertise in Acquiring Stressed Assets with increasing investment in SRs.**
- **Ability to Implement Resolution Strategies & a Robust Collections Framework**
- **Effective use of Technology and Data Analytics to Improve Efficiency**
- **Strong PAN India on ground network behind two decades of recovery.**

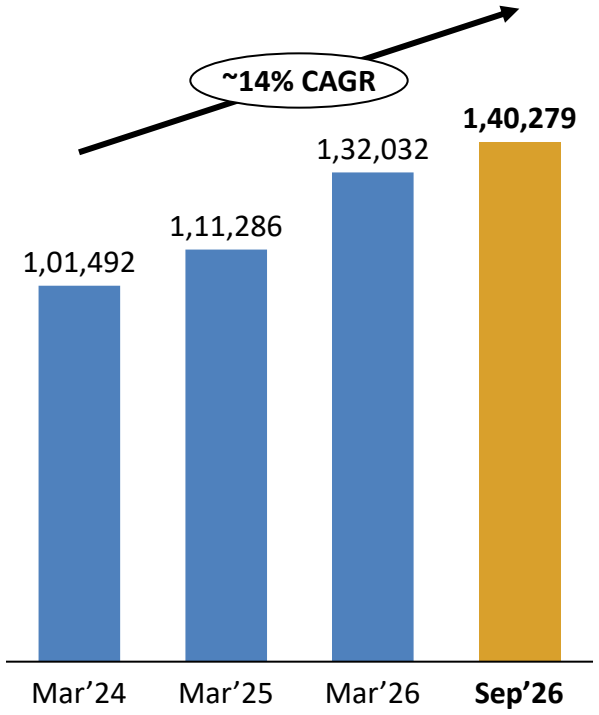
AUM Mix (%) – H1 FY27



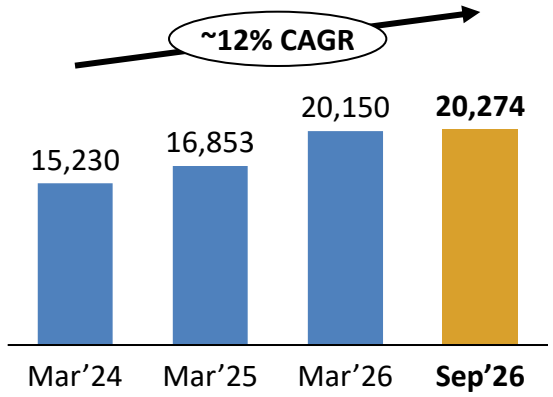
Figures may not add up due to rounding off

Consistent Financial & Operational Performance

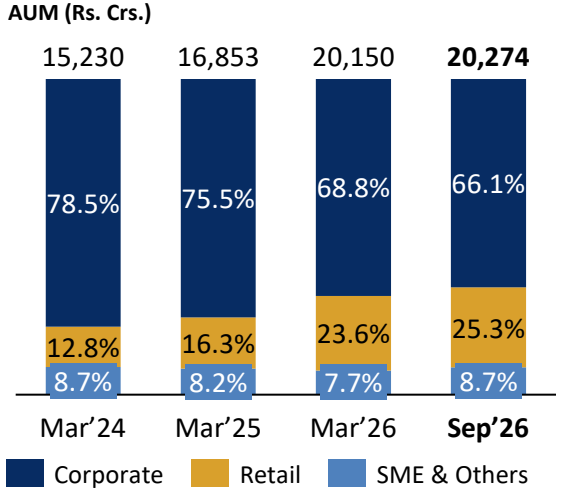
Total Dues Outstanding at the time of Acquisition against Outstanding AUM (Rs. Cr.)



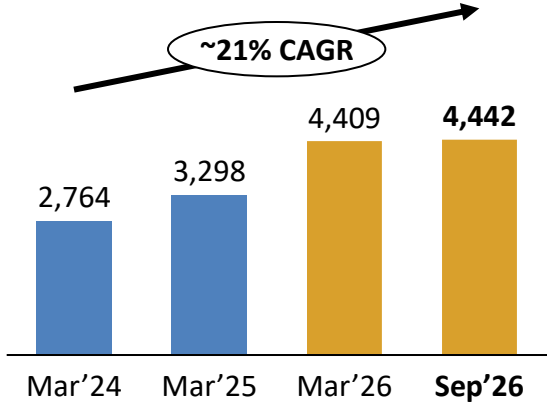
Asset Under Management (Rs. Cr.)



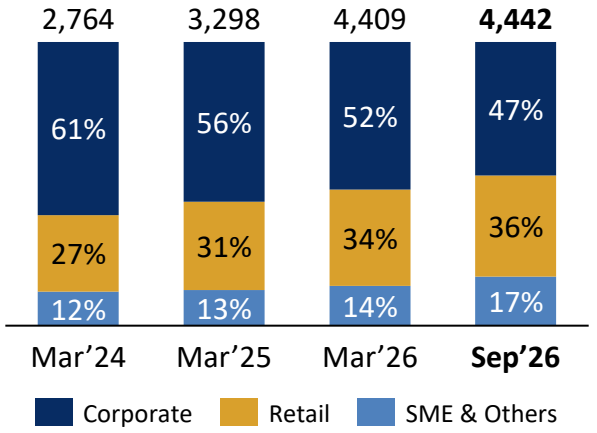
AUM by Business Vertical (%)



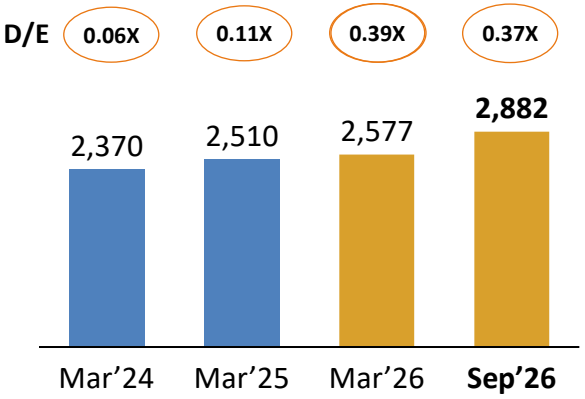
ARCIL Investments in AUM (Rs. Cr.)



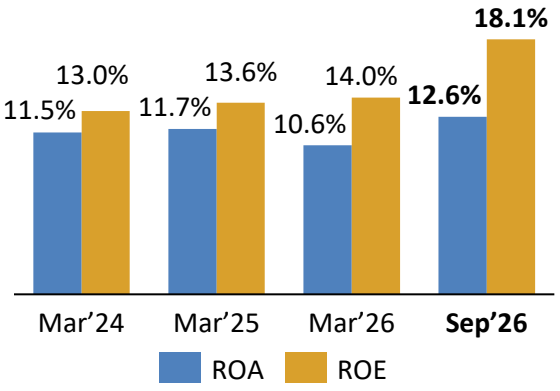
Investments by Business Vertical (%)



Net Owned Fund | Debt to Equity



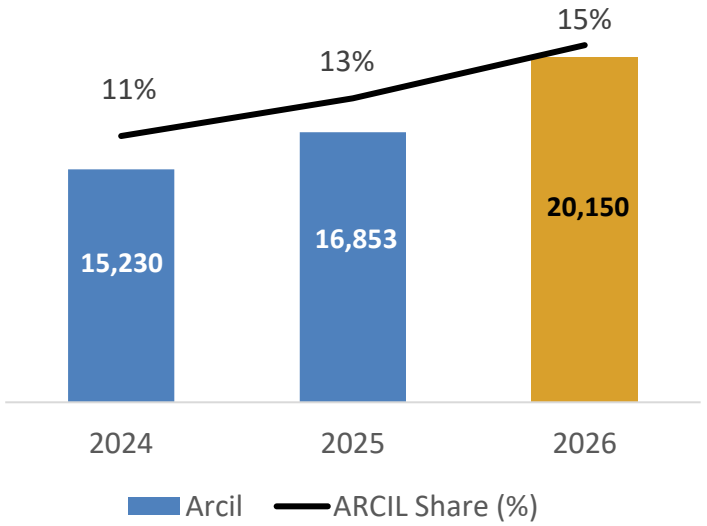
ROA / ROE (%)



Figures may not add up due to rounding off

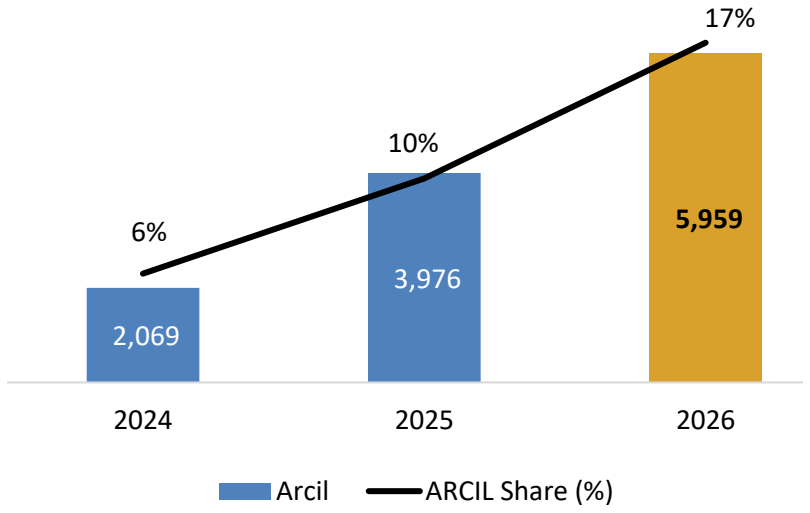
ARCIL's Growing Market Share

ARCIL's AUM Share in the Industry (Rs. Cr.)



Year	ARCIL	ARC Industry	ARCIL Share (%)
Mar'24	15,230	1,38,429	11%
Mar'25	16,853	1,34,178	13%
Mar'26	20,150	1,36,554	15%

ARCIL's Acquisition Share in the Industry (Rs. Cr.)



Year	ARCIL	ARC Industry	ARCIL Share (%)
Mar'24	2,069	37,236	6%
Mar'25	3,976	38,139	10%
Mar'26	5,959	34,350	17%

Source - Data from Association of ARCs in India

Expertise in Acquiring Stressed Assets With Increasing Investment in SRs

Acquisition of stressed assets

Deal Structures

(A) Where seller is not an Investor

Cash

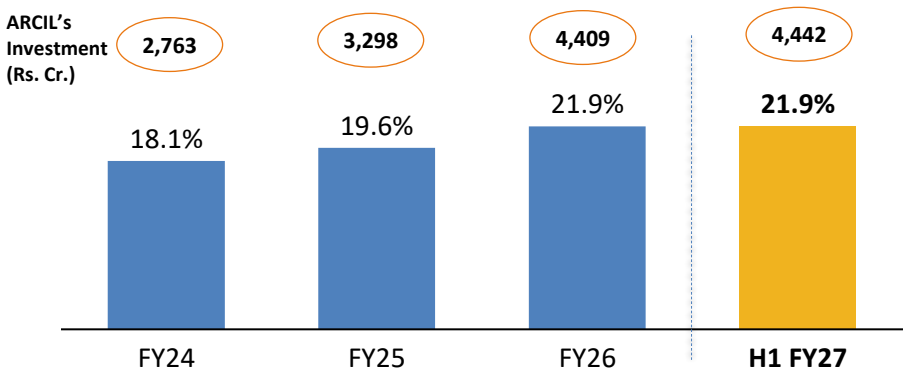
- SRs issued by the trust are subscribed by ARC
- Returns of the trust belong to ARC
- Subscription of SRs by ARC and one or more QBs other than the seller

(B) Where seller is an Investor

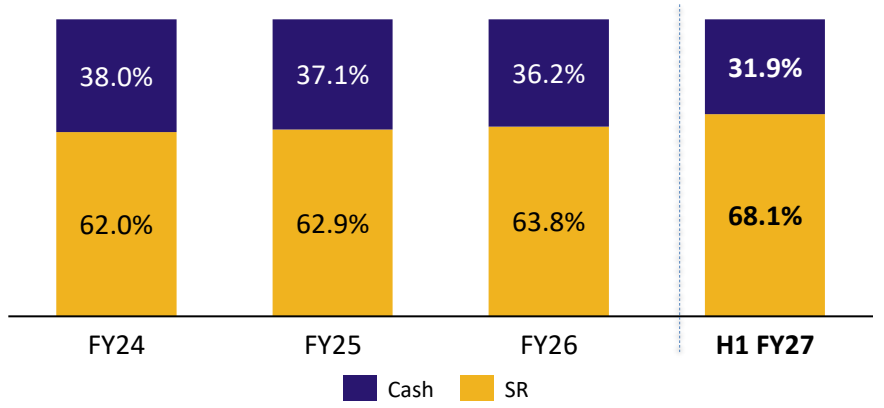
SR Structure

- Subscribed by ARC and the seller; QBs
- Returns shared by ARC in proportion of ARC holdings or agreed upon commercials

Company's Share in Total AUM



Company's AUM Split by Deal Structure



General Sources of Revenue

I Fee Income

- Fee is typically charged from trust by ARC to manage the SRs portfolio
- This is as a percentage (e.g., 1.5% to 2%) of the outstanding NAV of the SRs
- Collection fees; upfront fees

II Upside Income

- Income earned by ARCs over and above the acquisition cost
- Fair value changes on investment in SR

III Others

- Interest Income: Treasury Income & some interest on loan
- Write Back: Recovery made in respect of technical write offs

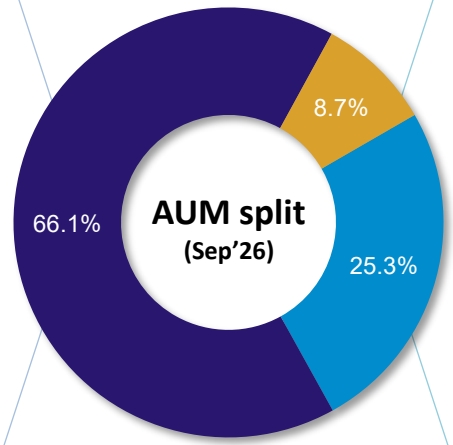
Growing Investment in the Business; 31.9% of ARCIL's Outstanding Investments is in All Cash Acquisitions

Ability to Implement Resolution Strategies & a Robust Collections Framework

Resolution strategies to maximize recovery

Corporate, SME and Others

- Restructuring / rescheduling the debt
- Sale of underlying assets under the SARFAESI Act and DRT
- Resolution through NCLT route under the IBC, 2016
- Collections through in-house team where they engage with borrowers to recover dues through negotiations or enforcement

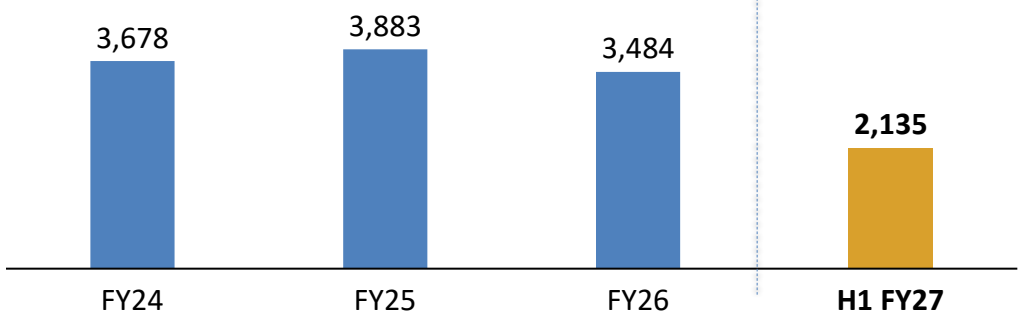


Retail

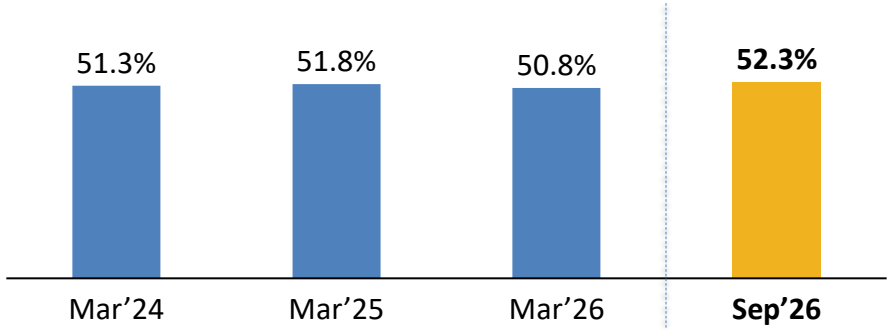
- Skip tracing – digital tracking and intelligence tools to locate absconding or unresponsive borrowers
- Digital collection platform – CRM tool
- Field visits and monitoring
- Data analytics – segmentation and prioritizing accounts based on risk and potential for recovery
- Combination of in-house collection managers, legal officers and external collection agencies spread across 24 states.
- Collections process driven by policies for resolutions, restructuring and sale of assets

Effectiveness of our collections framework is reflected in…

Collections (Rs. Cr.)



Cumulative SR Redemption Ratio (%)*



Figures may not add up due to rounding off

H1 FY27 | Acquisition & Recovery Highlights

Rs. 20,274 Cr.
Total AUM
(~21% YoY)

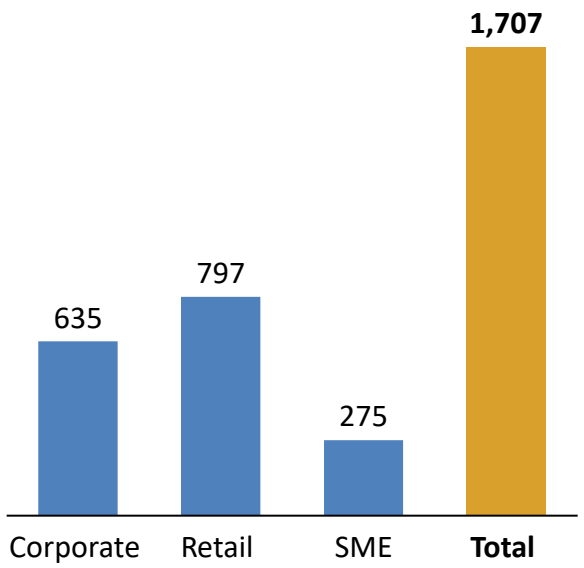
Rs. 1,707 Cr.
Total Acquisitions
(+18% YoY)

~Rs. 8,482 Cr.
Total Dues of the Acquisitions During H1 FY27

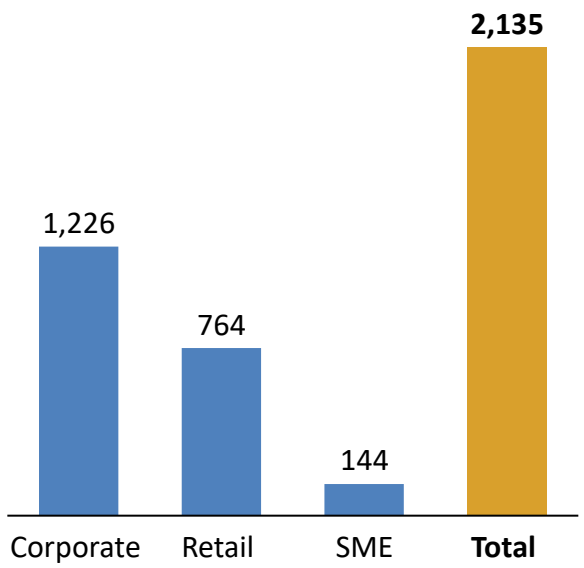
Rs. 718 Cr.
ARCIL Investment in Acquisitions
(+42% YoY)

Rs. 2,135 Cr.
Total Recovery
(+21% YoY)

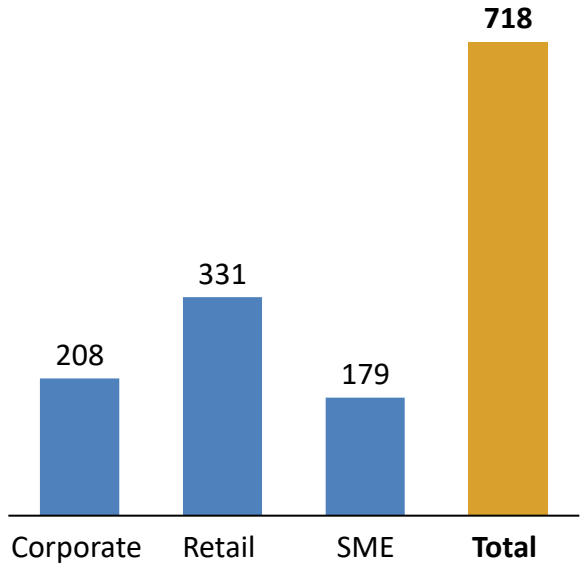
H1 FY27 Acquisition by vertical (Rs. Cr.)



H1 FY27 Recovery by vertical (Rs. Cr.)



H1 FY27 ARCIL Investments (Rs. Cr.)



Rs. 516 Cr.
Total Income
(+48% YoY)

Rs. 390 Cr.
PBT
(+54% YoY)

Rs. 290 Cr.
PAT
(+54% YoY)

Figures may not add up due to rounding off

Effective use of Technology and Data Analytics to Improve Efficiency

Core Platforms

Proprietary platform

- Asset tracking
- Case management
- Compliance monitoring

Loan management system

- Online settlement offers
- Restructuring proposals

Data Analytics

Data analytics

- Proprietary scorecards
- CIC scrubs, Skip Tracing
- Predicting risk profile, probability of recovery and decision making
- Customer Segmentation

Communication analytics

- Tracking and enhancing borrower communication
- Borrower segmentation; payment prioritization; legal actions
- AML, FATF and PEP certifications; relevant loans tagged accordingly

Action & Collections

Automation

- Once settlement proposals are approved, one-time settlement letters are sent using automated email and automated SMS.

Collection

- Geo-tracking
- UPI and QR code based payments
- Generation of heat maps
- Risk models

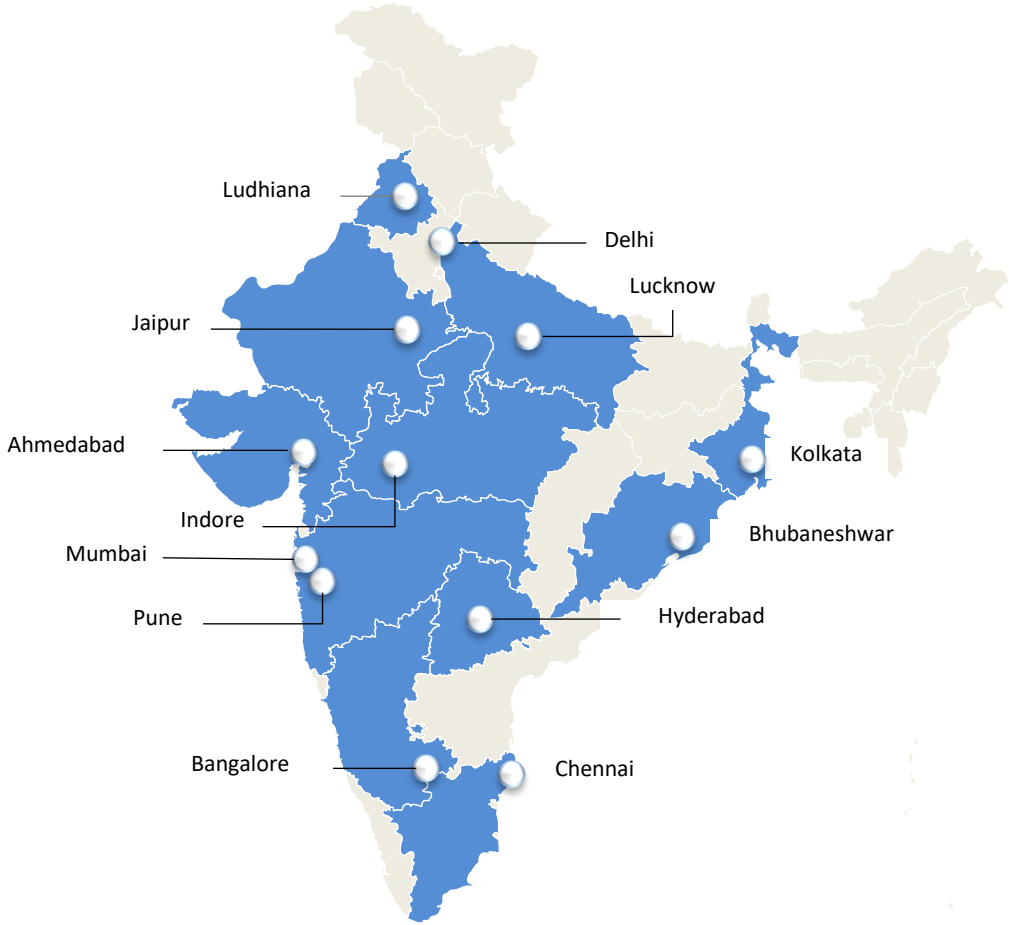
Strong PAN India on Ground Network Behind Two Decades of Recovery

Relationship with lenders*

53 NBFCs	**18** HFCs
33 Private Banks	**28** Public Sector Banks
4 Insurance Companies	**3** Financial Institutions
2 Co-operative Banks	

*Since inception; Multiple companies have since merged

Presence through our offices in 12 states



12 States

15 Offices

Data as of Sep'26

Managing > 3.29 Mn. Retail Borrowers on the Tech Platform

Note: Map not to scale. All data, information, and maps are provided "as is' without warranty or any representation of accuracy, timeliness or completeness

Five Strategies to Drive Growth, Efficiency and New Business Opportunities

01 Increase the proportion of our Retail, SME and Other Loans

- Intend to increase the proportion of Retail and SME and other loans.
- This increase in AUM has resulted in an increase in the number of retail borrowers on our platform by **227.32%, from 1 Mn. as of March 31, 2024, to more than 3.29 Mn. as of March 31, 2026**

02 Continue to grow our corporate loans business

- Acquiring stressed corporate assets for over two decades and will continue to focus on growing our Corporate loans business by targeting credit-worthy mid-sized stressed assets

03 Continue to focus on Effective Use of Technology and Data Analytics to improve operational efficiency

- Implemented different technology platforms and tools to assist us with the key functions of our business right from portfolio acquisitions, credit assessments, pricing to collections

04 Strengthen our retail loan collection capabilities

- A robust collection infrastructure which involves a combination of in-house collection managers, legal officers and external collection agencies spread across 24 states in India to ensure efficient recovery from both secured and unsecured pools

05 Pursue New business opportunities

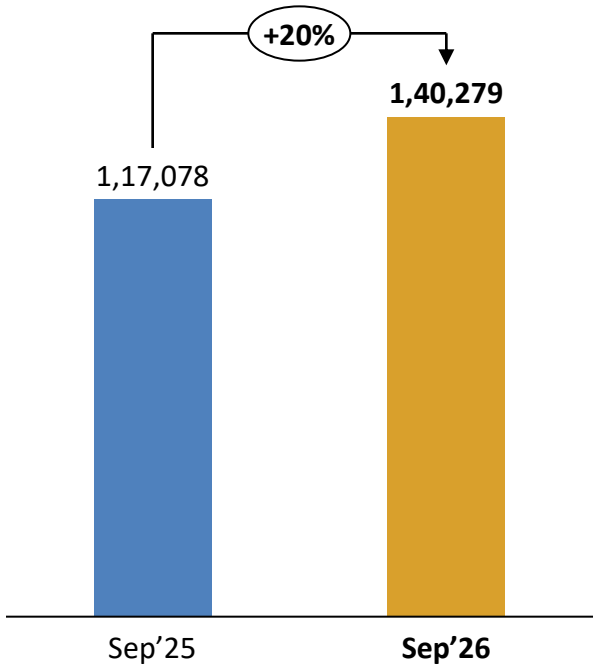
- Intend to offer our collection services for retail loans to banks and collect outstanding amounts from borrowers on their behalf
- Intend to expand our AUM and grow our business by purchasing stressed assets from Microfinance Institutions

Q2 & H1FY27 Operating & Financial Performance

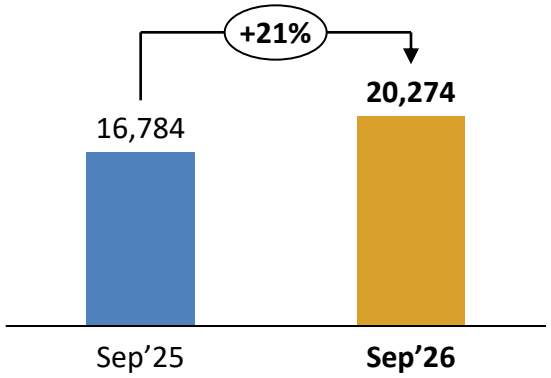


H1 FY27 - Standalone Financial and Operational Performance

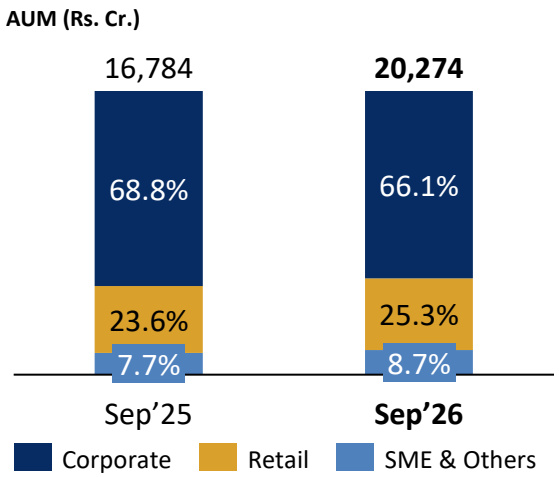
Total Dues Outstanding at the time of Acquisition against Outstanding AUM (Rs. Cr.)



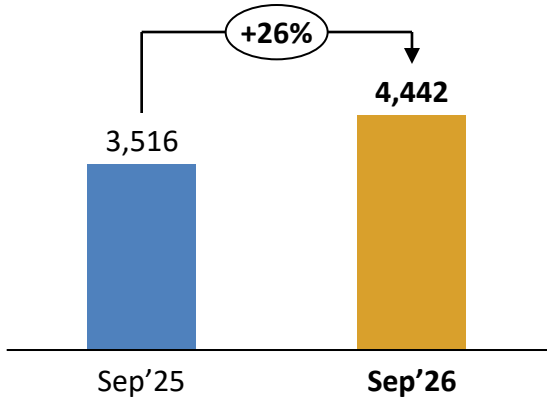
Asset Under Management (Rs. Cr.)



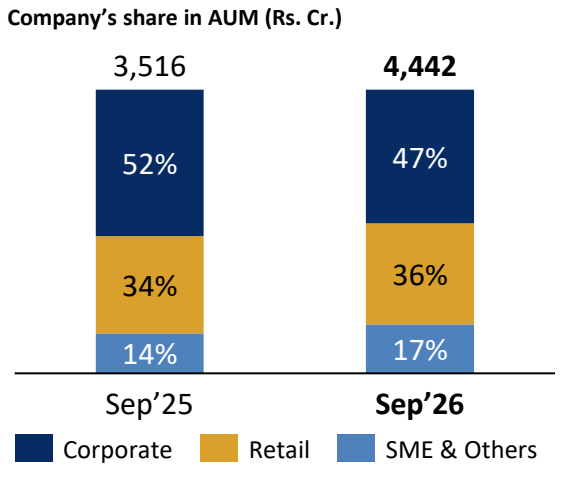
AUM by Business Vertical (%)



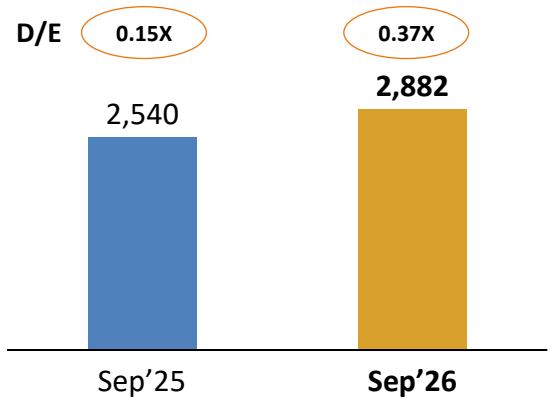
ARCIL Investments in AUM (Rs. Cr.)



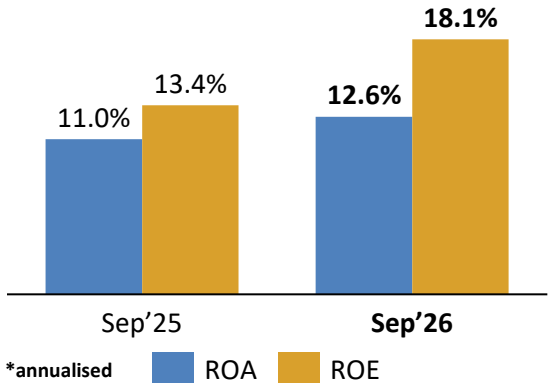
Investment by Business Vertical (%)



Net Owned Fund | Debt to Equity



ROA / ROE (%)*



Figures may not add up due to rounding off

Q2 & H1 FY27 - Standalone Statement of Profit and Loss

Particulars (Rs. Cr.)	Q2FY27	Q2FY26	Y-o-Y	H1FY27	H1FY26	Y-o-Y	FY26
Revenue from Operations							
Fees and Other Income	109.6	67.0		227.6	124.9		280.1
Other Operating Income (Investment Income)	112.2	71.3		121.8	87.4		191.3
Recovery of Security Receipts, Unrealized Fee & Expenses (written off earlier)	8.9	33.4		129.0	36.6		65.9
Interest Income	4.0	2.1		6.8	15.7		20.6
Net Gain on Fair Value Changes-Unrealised*	2.7	45.7		26.3	72.9		159.6
Total Revenue from Operations (I)	**237.5**	**219.5**	***8%***	**511.5**	**337.4**	***52%***	**717.5**
Other Income (II)	2.9	2.3		4.9	10.6		32.0
Total Income (III=I+II)	***240.4***	***221.8***	***8%***	***516.4***	***348.0***	***48%***	***749.5***
Expenses							
Finance Costs	17.7	4.3		42.7	7.5		36.2
Impairment, Depreciation & Amortisation	-9.1	1.9		13.1	4.1		10.3
Employee Benefits Expenses	17.9	17.2		39.2[#]	30.8		63.6
Write off of Security Receipts, Unrealized Fee & Expenses*	2.8	27.6		5.8	33.1		51.2
Other Expenses	13.1	10.1		25.2	18.3		38.5
Total Expenses (IV)	**42.4**	**61.1**		**126.0**	**93.8**		**199.8**
Profit before tax (V=III-IV)	***197.9***	***160.7***	***23%***	***390.4***	***254.1***	***54%***	***549.7***
Total Tax Expense (VI)	**51.1**	**41.0**		**100.4**	**65.4**		**141.9**
(Loss) / Profit for the period (VII=V-VI)	***146.8***	***119.6***	***23%***	***290.0***	***188.7***	***54%***	***407.8***

H1FY27 - Earnings Commentary:

- ***Strong earnings growth:*** *Total income increased 48% YoY to Rs. 516.4 Cr. in H1FY27, while PAT grew 54% YoY to Rs. 290.0 Cr.*
- ***Robust fee income:*** *Fees and Other Income increased 82% YoY to Rs. 227.6 Cr., compared to Rs. 124.9 Cr. in H1FY26.*
- ***Strong recoveries:*** *Recovery of previously written-off Security Receipts, unrealised fees and expenses contributed Rs. 129.0 Cr. in H1FY27, compared to Rs. 36.6 Cr. in H1FY26.*
- ***Healthy profitability:*** *PBT increased 54% YoY to Rs. 390.4 Cr., despite higher finance costs and impairment expenses during the period.*
- ***Strong PAT margin:*** *PAT margin remained healthy at approximately 56% of total income, compared to 54% in H1FY26.*

Note: *Net of Fair Value Impact of regulatory write offs which completed 8 Years during the period

[#]Net of 3.5 Crs of reversal of excess provision pertaining to previous year

Figures may not add up due to rounding off

Sep 2026 - Standalone Statement of Asset and Liabilities

*~88% to 92% of the balance sheet is invested in SRs

Assets (Rs. Cr.)	Sep'26	Jun'26
Financial assets		
Cash and Bank Balance	260.2	252.7
Trade Receivables	61.1	78.2
Loans	31.8	20.5
Investments*	4,208.5	3,964.8
Other Financial Assets	37.0	39.2
Total Financial Assets	**4,598.6**	**4,355.4**
Non-financial Assets		
Current Tax Assets (Net)	46.8	49.6
Property, Plant and Equipment	39.7	40.0
Other Non-Financial Assets	68.6	65.8
Total Non-financial Assets	**155.1**	**155.4**
TOTAL ASSETS	**4,753.6**	**4,510.8**

Liabilities & Equity (Rs. Cr.)	Sep'26	Jun'26
Financial Liabilities		
Borrowings (other than Debt securities)	1,224.2	1,100.3
Other Financial Liabilities	34.4	34.1
Total Financial Liabilities	**1,258.6**	**1,134.4**
Non-financial Liabilities		
Deferred Tax Liabilities (Net)	102.6	98.3
Other Non-Financial Liabilities / Provisions	55.6	55.8
Total Non-financial Liabilities	**158.2**	**154.1**
Equity		
Equity Share Capital	324.9	324.9
Reserves and Surplus	3,011.9	2,897.4
Total Equity	**3,336.8**	**3,222.3**
TOTAL LIABILITIES AND EQUITY	**4,753.6**	**4,510.8**

Figures may not add up due to rounding off

Why Standalone Financials are More Relevant for the ARC Business

Standalone Performance (Rs. Cr.)			Consolidated Performance (Rs. Cr.)		
FY24					
574.1	409.2	305.3	609.5	414.7	310.9
Total Income	PBT	PAT	Total Income	PBT	PAT
FY25					
617.8	477.2	355.3	602.2	431.2	309.2
Total Income	PBT	PAT	Total Income	PBT	PAT
FY26					
749.5	549.7	407.8	714.3	464.6	322.7
Total Income	PBT	PAT	Total Income	PBT	PAT
H1 FY27					
516.4	390.4	290.0	496.4	319.7	219.3
Total Income	PBT	PAT	Total Income	PBT	PAT

H1FY27 - Profit & Loss Line Items (Rs. Cr.)	Parent	Subsidiary	Adj.	Consol.	Rationale for elimination	Impact
Income						
Fee & Other Income	228	-	-49	178	Fee and upside income earned from subsidiary trusts are eliminated	Reduction in the income
Other operating Income	122	148	-119	151		
Fair value changes on investments	26	1	-	27	Fair value gain of subsidiaries is added	Increase in fair value gain
Interest Income	7	2	-1	8	Interest earned on expenses funded by ARCIL from subsidiary trusts	
Other income	5	1	-3	3	Other income earned from subsidiary trusts eliminated	
Major Expenses						
Finance Cost	43	1	-1	43	Finance cost on expenses funded by ARCIL to subsidiary trusts	
Impairment of Financial Instruments/ Financial Assets	13	-	-	13	Impairment on financial instrument of subsidiary is also eliminated along with financial instrument at consol level.	
Other expenses	24	103	-53	74	Resolution expenses incurred at Trust level are added as cost plus Management Fees charged is eliminated	Significant increase in expenses
PAT	***290***	***48***	***-119***	***219***	Substantial reduction in profits	

Standalone is a better representation of ARC Business

- Trust assets are held for the SR holders and ARCIL is a trustee of such trust. Trusts are completely different from an operating company perspective.
- ARCIL earns income from these trusts which are classified as expenses or payable to ARCIL in the trust books
- Regulatory ratios such as CRAR and NOF are monitored on standalone basis

Figures may not add up due to rounding off

Historical Financial & Operating Performance



Standalone Statement of Profit and Loss

Particulars (Rs. Cr.)	FY26	FY25	FY24
Revenue from Operations			
Fees and Other Income	280.1	171.9	178.9
Other Operating Income (Investment Income)	191.3	192.3	82.3
Recovery of Security Receipts, Unrealized Fee & Expenses (written off earlier)	65.9	100.0	287.5
Interest Income	20.6	13.8	21.5
Net Gain on Fair Value Changes-Unrealised*	159.6	112.8	0.0
Total Revenue from Operations (I)	**717.5**	**590.8**	**570.1**
Other Income (II)	**32.0**	**27.0**	**4.0**
Total Income (III=I+II)	***749.5***	***617.8***	***574.1***
Expenses			
Finance Costs	36.2	12.5	5.2
Impairment, Depreciation & Amortization	10.3	6.1	4.3
Employee Benefits Expenses	63.6	60.9	55.7
Write off of Security Receipts, Unrealized Fee & Expenses*	51.2	31.1	49.3
Other Expenses	38.5	30.0	24.6
Net Loss on Fair Value Changes-Unrealised	0.0	0.0	25.8
Total Expenses (IV)	**199.8**	**140.5**	**164.9**
Profit before tax (V=III-IV)	***549.7***	***477.2***	***409.2***
Total Tax Expense (VI)	**141.9**	**121.9**	**103.9**
(Loss) / Profit for the period (VII=V-VI)	***407.8***	***355.3***	***305.3***

Note: *Net of Fair Value Impact of regulatory write offs which completed 8 Years during the period

Figures may not add up due to rounding off

Standalone Statement of Asset and Liabilities

Assets (Rs. Cr.)	FY26	FY25	FY24
Financial assets			
Cash and Bank Balances	98.8	258.7	409.5
Trade Receivables	122.4	72.1	73.0
Loans	19.9	0.0	0.0
Investments	4,024.7	2,771.7	2,062.4
Other Financial Assets	33.1	24.2	17.4
Total Financial Assets	***4,298.9***	***3,126.6***	***2,562.3***
Non-financial Assets			
Current Tax Assets (Net)	56.0	35.6	131.9
Property, Plant and Equipment	40.3	39.9	40.6
Other Non-Financial Assets	65.6	61.7	60.5
Total Non-financial Assets	***162.0***	***137.2***	***233.0***
TOTAL ASSETS	***4,460.9***	***3,263.8***	***2,795.3***

Liabilities & Equity (Rs. Cr.)	FY26	FY25	FY24
Financial Liabilities			
Borrowings (other than Debt securities)	1,205.5	305.9	149.9
Other Financial Liabilities	27.4	31.7	113.6
Total Financial Liabilities	***1,232.9***	***337.6***	***263.5***
Non-financial Liabilities			
Deferred Tax Liabilities (Net)	104.8	45.7	10.6
Other Non-Financial Liabilities / Provisions	43.6	112.8	58.7
Total Non-financial Liabilities	***148.5***	***158.4***	***69.3***
Equity			
Equity Share Capital	324.9	324.9	324.9
Reserves & Surplus	2,754.5	2,442.9	2,137.6
Total Equity	***3,079.4***	***2,767.8***	***2,462.5***
TOTAL LIABILITIES AND EQUITY	***4,460.9***	***3,263.8***	***2,795.3***

Figures may not add up due to rounding off

Annexures



Journey So Far & Key Milestone

2002

Incorporation of the Company

2003

Grant of ARC license from RBI

2007

- Started the NPA recovery business
- AUM crossed Rs. 5,000 Cr. in FY07

2008

- Active in acquiring and resolving retail loans
- Investment by Lathe Investment Pte Ltd

2009

Reserves and surplus of Company crossed Rs.1,000 Cr.

2010

Received 'CSI 2010 Awards of Excellence in IT' as runners up in the category banking, financial services and insurance by Computer Society of India

2014

Recorded highest acquisition of NPAs at acquisition price of Rs. 4,369 Cr. in FY14

2015

AUM of the Company crossed Rs. 10,000 Cr. in FY15

2019

Investment by Avenue India Resurgence Pte. Ltd (an affiliate of Avenue Capital Group)

2022

- Additional stake acquisition by Avenue India Resurgence Pte. Ltd (an affiliate of Avenue Capital Group) from IDBI Bank Limited and ICICI Bank Limited
- One of the few ARCs with NOF in excess of RBI requirement

2026

- AUM reaches Rs. 20,150 Cr. in FY26
- Received ISO/IEC 27001:2022 certification by Quality Risk Compliance for information security management system
- Successfully listed on NSE and BSE in September 2026

Seasoned Board of Directors



Narayanan Subramaniam

Chairman and Non-Executive Independent Director



Phanindranath Kakarla

Chief Executive Officer and Managing Director



Ashish Shukla

Non-Executive Director



Sudarshan Sen

Non-Executive Director



Balachander Rajaraman

Non-Executive Independent Director



Raksha Shashikant Kothari

Non-Executive Independent Director



Prasad P Naga

Non-Executive Independent Director

Experienced professionals from diverse industries instrumental in providing support and strategic direction

Experienced Leadership Team



Pramod Gupta

Chief Financial Officer



Sumit Manchanda

Chief Risk Officer



Kapil Mohan Rohilla

Head of Collection as a Service (CaaS)



Anup Satish Mittal

Head – Retail Business



Gurleen Kaur Chhabra

Head Legal & Head Collection and Resolution - Corporate



Ameet Ashok Kela

Company Secretary and Compliance Officer, Head CSR

Led by professionals and experienced team with extensive domain expertise and vision to scale up the business



Thank You

Company :

Asset Reconstruction Company (India) Limited
CIN: L65999MH2002PLC134884

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Investor Relations Advisor :

Strategic Growth Advisors Pvt. Ltd.
CIN: U74140MH2010PTC204285

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