

Ref No.: NACL/06/OCT/2025-26

October 31, 2025

To.

BSE Limited.

Phiroze Jeejeebhoy Towers,

Dalal Street,

Mumbai- 400001

Scrip Code: 544260

To,

National Stock Exchange of India Ltd.,

Exchange Plaza, C-1, Block G,

Bandra Kurla Complex,

Bandra (E)

Mumbai - 400 051

Scrip Symbol: NORTHARC

Sub: Investor Presentation on the unaudited financial results for the second quarter ended September 30, 2025.

Ref: Our Intimation letter Ref No. NACL/03/OCT/2025-26 dated October 25, 2025, pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

With reference to the above intimation, please find enclosed the presentation to be presented before the investors/analysts in the Earnings Conference call / meet to be held on Friday, October 31, 2025, at 18:00 hours (IST) in connection with the unaudited financial results for the second quarter ended September 30, 2025.

This Investor Presentation is also available on the website of the Company at https://www.northernarc.com/financial-results

For Northern Arc Capital Limited

X

Prakash Chandra Panda
Company Secretary & Compliance Office

CC:

Catalyst Trusteeship Limited, GDA House, Plot No.85, Bhusari Colony (Right), Paud Road, Pune 411 038.

Northern Arc Capital Limited

Registered Office:

10th Floor, Phase-I, IIT-Madras Research Park, Kanagam Village, Taramani, Chennai - 600 113, India +91 44 6668 7000 | contact@northernarc.com | www.northernarc.com

CIN.: L65910TN1989PLC017021





N RTHERN ARC

Investor Presentation Q2FY26 / H1FY26

AA-(Stable)
By ICRA Limited & India Ratings



Financing the Retail Credit Needs of India's Underserved Households & Businesses across focused sectors

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Disclaimer



"This presentation and accompanying slides (the "Presentation") has been prepared by Northern Arc Capital Limited ("Company") to be presented during the analyst call as required under Regulation 46 (2)(o) of the SEBI (LODR) Regulations, 2015, and is not for release, distribution or publication, whether directly or indirectly, in whole or part, into or in any jurisdiction in which such release, distribution or publication would be unlawful, without the prior consent of the Company. Neither the Company nor any of its directors, affiliates, advisers or representatives accepts any liability whatsoever for any actual or consequential loss or damages howsoever arising from the provision or use of any information contained in this Presentation. By attending this presentation, you agree to be bound by the trailing restrictions. Any failure to comply with these restrictions may constitute a violation of applicable laws. No money, securities or other consideration is being solicited, and, if sent in response to this presentation or the information contained herein, will not be accepted. This presentation does not constitute or form part of any advertisement, invitation or inducement to sell or issue, or any recommendation to purchase or subscribe to, any securities of the Company. This Presentation has not been and will not be reviewed or approved by any regulatory authority, or by any stock exchange, in India, or any other jurisdiction.

Content...



Business Overview

Business Matrix - Q2FY26















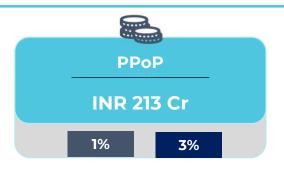


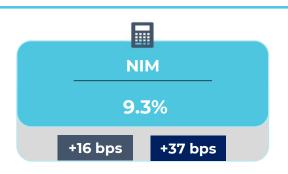


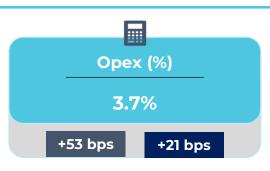


Financial Matrix - Q2FY26

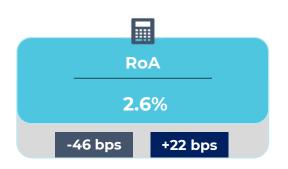


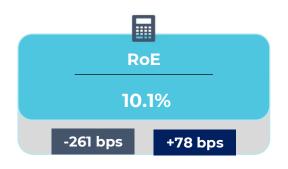


















Demonstrating growth in AUM and profitability across business cycles





FY25 includes one time provision of INR 68 crore on account of DLG provision

Northern Arc: Business Model



Financing the Credit Needs of India's Underserved Households & Businesses



Sectors

Consumer

Rural

Customers

Branches

Channels

MSME

- Branches
- Digital

Lending - AUM INR 7,627 Cr



Digital Partners



Underwriting

Intermediate Retail Credit Solution

Lending



Solutions across focus sectors

Lending – AUM INR 6,539 Cr

Fund Management – AUM INR 3,196 Cr

Placements - Volumes INR 5,399 Cr

Tech Solutions



Credit enabled

Originator Investor Partners **Partners**

Data & Tech platforms









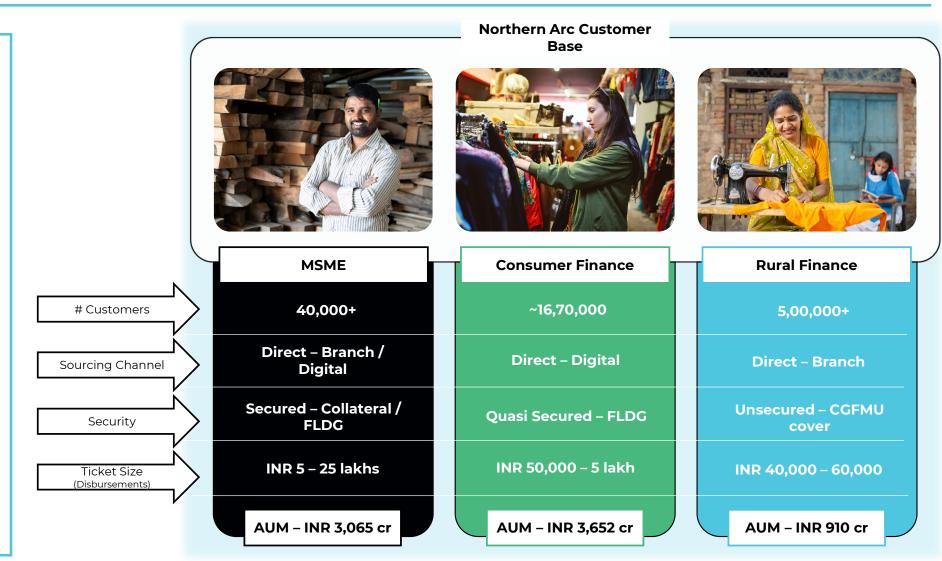
Direct to Customers Lending

Direct to Customers Lending: Built a strong retail engine



Leveraged learnings from the IR business to build:

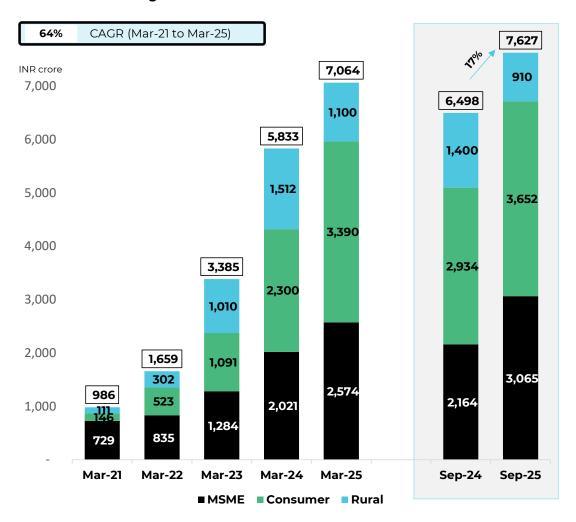
- A strong D2C engine
- A robust underwriting and product program
- A seamless Digital journey, and
- A strong Collections Infrastructure

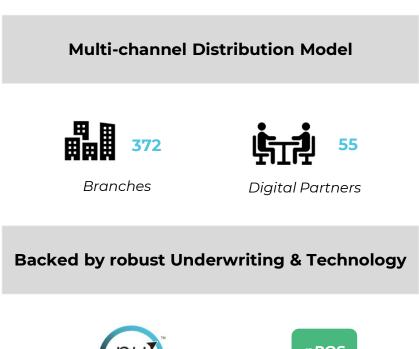


Growth: Strong growth led by expansion and partnerships



Assets under Management







nPOS

Underwriting

Co-lending & On-Lending Platform

MSME

Mar-21

Mar-22

Mar-23



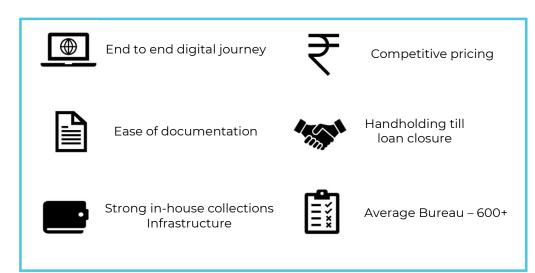
Building strong footprint to scale granular portfolio 88 Branches Added 15 branches in H1FY26 7 States 700+ Employee Strength **Assets under Management** CAGR (Mar-21 to Mar-25) INR crore 3,065 2,574 2,164 2,021

Mar-24

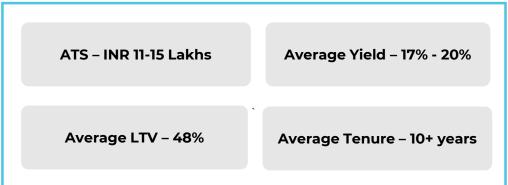
Mar-25

Sep-24 Sep-25

Northern Arc's Value Proposition



Secured LAP Product Characteristics

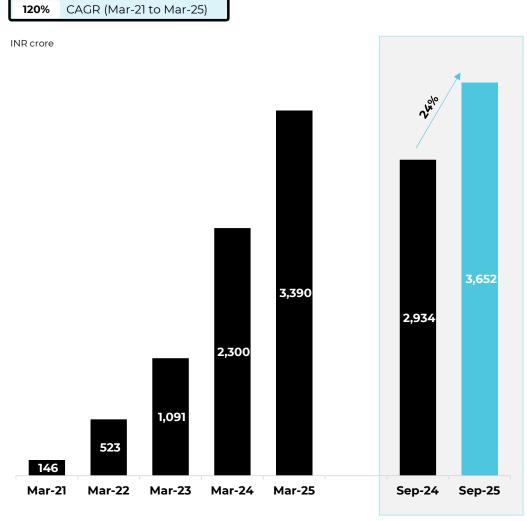


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Consumer Finance







Live Partners

23

Ticket Size

Rs. 50,000 - 5,00,000

Net Yield

15% - 17%

Average Tenure

12 - 48 months

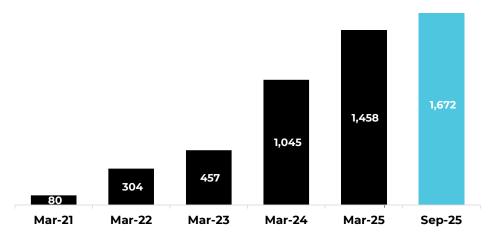
Repeat Customers

70%

CIBIL Score

650+

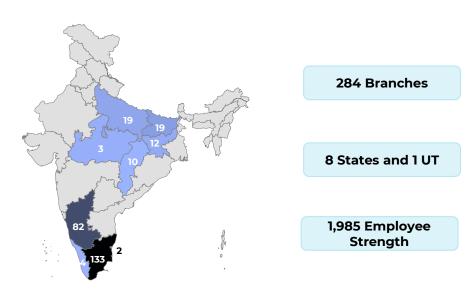
Customers ('000)



Rural Finance



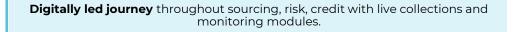
Pan India Presence



Assets under Management (INR crore)



Product Characteristics



ATS - INR 45,000

Yield - 24% - 25%

Average Tenure – 24 months

JLG Product & Individual loans

All new disbursements wef March 25 covered under CGFMU

PAR 0+ Accretion in Sep-25 reached to Apr-24 levels

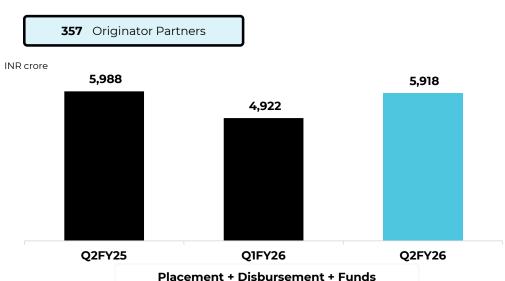


Intermediate Retail Credit Solution Business

Credit Solutions – Focusing on overall credit enablement







Diversity & Depth

Parameter	Details
	Across focused sectors such as -
Sectoral Diversity	MSME, Consumer, MFI, Vehicle, Affordable Housing, Agriculture & Climate
D 1 .	Product Depth & Innovations beyond term loans -
Product Depth	Innovative and structured credit solutions to meet the requirements of the market participants

Lending Book



Leveraging the IR balance sheet to expand credit offerings for partners via

Funds	AltiFi
Placements	SaaS

Strong Fee Volumes

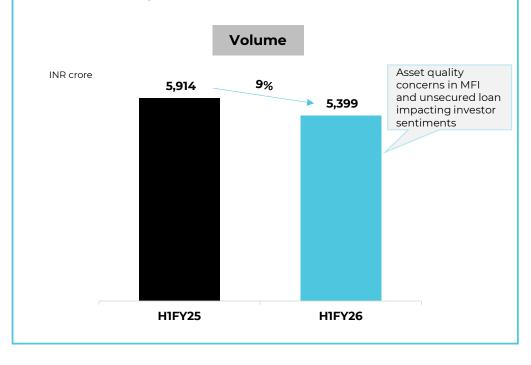


Northern Arc's Unique Fee Franchise

Fund Management • Managed 12 funds and 3 PMS with successful exit of 6 Funds • 6 Funds + 3 PMS currently active Net management fee of 100-110 bps **AUM** INR crore 14% 3,198 2,812 Sep-24 Sep-25

Placements

- Offers structured and syndicate financing for our Originator Partners
- 200+ investor partners, INR 1 trillion+ of placements volume since inception
- Net fee of 20-25 bps

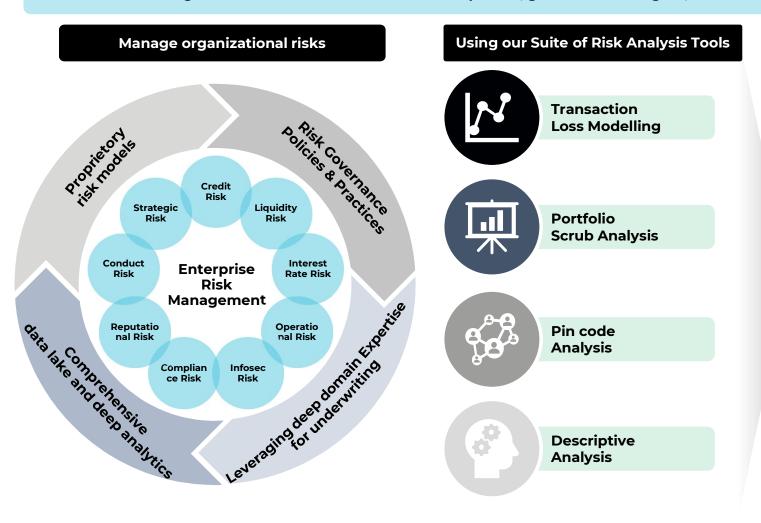


Risk Management

Robust Risk Management Framework



Robust risk management framework based on sector expertise, ground-level insights, extensive data analytics and proprietary risk models



Through

Deep Domain Knowledge and Qualitative **Field-Level** Insights

Proprietary underwriting models built using ML techniques

Predictive models on borrower behavior & geo-risk management

49 mn+ loan data collected over 10+ years extensively analyzed

Risk Monitoring teams that onboard and monitor each originator and geography

Strong Collection Team that can work as back-up servicing partner

Deep focus on collections





Pro-active monitoring to contain stress



Use of Data & Analytics across Collections lifecycle



Omni-channel payments infrastructure



Legal Cell covering all relevant laws

Pre-Delinquency Management

Predicting Bounce likelihood

Proactive Outreach

Pre-due reminders sent to customers through SMS



X Bucket Collection

Immediate customer connect

Digital Reach Tele-calling Field Collection

Follow up through **tele- calling**



Initial – Mid Buckets

Focus on asset protection and normalization

Behavioural data for roll back

Initiate on-field collections process along with telecalling

Legal action through Section 25



Deep Buckets

Focus is on amicable settlements & repossessions

Prioritize collection activities

Recovery through legal action initiated:

- > Section 138
- > SARFAESI
- Section 25
- Arbitration
- ➤ Lok Adalat

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Write-off Recoveries

Emphasis on Loss Reduction

Settlement / Possession Model

Actions initiated to take physical possession and liquidate collateral

Issue of bailable/ nonbailable warrants



Sector wise asset quality



INR Crores	AUM ¹	GNPA (%)	Credit Cost (%)				
INK CIOIES	Aom	SRPA (70)	Q1FY26	Q2FY26			
Intermediate Retail	6,539	0.60%	0.7%	1.3%			
MSME	3,065	3.55%	1.8%	1.8%			
Consumer	3,652	0.39%	6.1%	4.9%			
Rural	910	0.10%	7.7%	5.1%			
Total	14,166	1.15%	3.0%	2.7%			

^{1.} Data as on September 30, 2025

Diversified & Granular portfolio resulting in GNPA within desired range

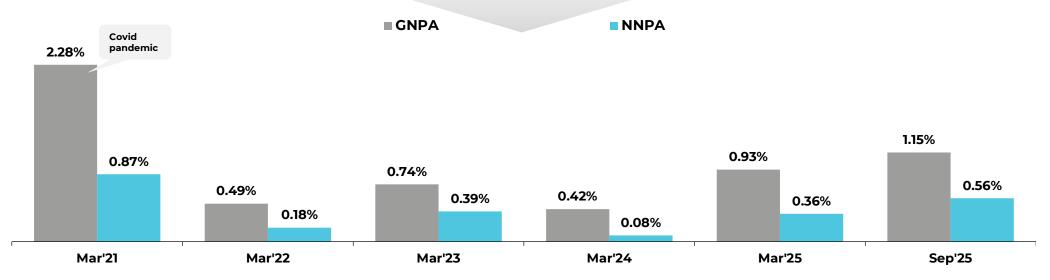


Diversification augmented by proprietary tools and portfolio granularity driving asset quality



Granular Portfolio

- Exposure (in terms of AUM) towards Top 10 borrowers reduced from 27.2% at Mar-21 to 9.8% at Sep-25
- Direct to Customer Lending book increased from 19% of AUM at Mar-21 to 54% of AUM at Sep-25



Portfolio Quality



INR crore/%	Accets under Management			Assets under Management (%)			ECL : Expected Credit Loss				ECL % : provision coverage for each stage									
By Staging	Sep'24	Dec'24	Mar'25	Jun'25	Sep'25	Sep'24	Dec'24	Mar'25	Jun'25	Sep'25	Sep'24	Dec'24	Mar'25	Jun'25	Sep'25	Sep'24	Dec'24	Mar'25	Jun'25	Sep'25
Stage I	11,480	11,247	12,529	12,141	13,031	97.8%	97.0%	97.2%	96.7%	96.2%	116.4	124.6	232.6	246.5	252.1	1.0%	1.1%	1.9%	2.0%	1.9%
Stage II	188	231	239	263	359	1.6%	2.0%	1.8%	2.1%	2.6%	30.5	44.0	59.3	89.8	83.5	16.2%	19.0%	24.8%	34.1%	23.3%
Stage III	68	110	126	151	163	0.6%	1.0%	1.0%	1.2%	1.2%	48.8	66.2	76.9	75.8	84.6	71.8%	60.2%	61.1%	50.2%	51.9%
Total On- Book	11,736	11,588	12,894	12,555	13,553	100.0%	100.0%	100.0%	100.0%	100.0%	196.1	234.8	368.8	412.1	420.2	1.7%	2.0%	2.9%	3.3%	3.1%
Assigned Assets	573	662	740	796	613															
Overall AUM	12,309	12,250	13,634	13,351	14,166															

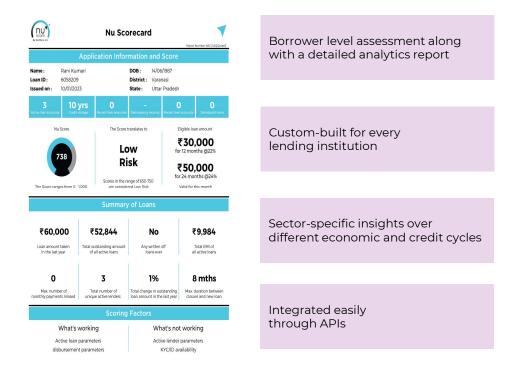
Robust Technology Stack

SaaS Offerings:



NuScore

A Machine-Learning-Based Solution to Aid Originators in their Underwriting



Expand NuScore Offering to not just MFIs, but also to NBFCs, SFBs, Consumer Durables, etc.

nPOS

Connecting banks & financial institutions through APIs, enabling swift data exchange & straight through processing of loans

Co-lending /
Sole lending
by Financial
Institution
(NBFCs /
Fintechs)



Investors

Banks

Universe One Platform Offering solutions













Leveraging Technology Stack



Lead Generation

- · Digital form
- · Feet on Street
- Mobile app
- Customer reference

Customer Onboarding

- OKYC/EKYC
- PAN verification
- ITR verification
- Legal verification
- Banking check
- Property valuation
- Bureau check
- · Udyam verification

Credit Underwriting

PD with customer CAM summary assessment Online valuation report assessment BRE based customer segmentation

Pre-Disbursal

- E-Nach
- E-Sign
- Document verification on digital platform
- BRE based system deviations

Loan Disbursal

- Digital disbursal IMPS/RTGS/NEFT
- WhatsApp based welcome kit delivery
- Digital document storage

Loan Servicing

- Customer app
- CRM platform
- Call center
- BBPS enabled payments
- WhatsApp
- Digital collection
- Payment aggregators

Cloud Services





peoplestrong¹

Compliance and Regulatory





Deloitte.

Security Layer







Monitoring and Logging





User **Engagement**























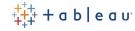






Data management & visualization





AI/ML modelling



Credit Rating

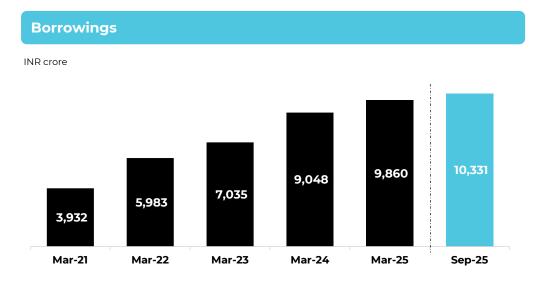


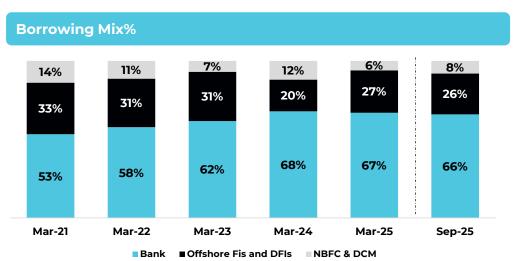


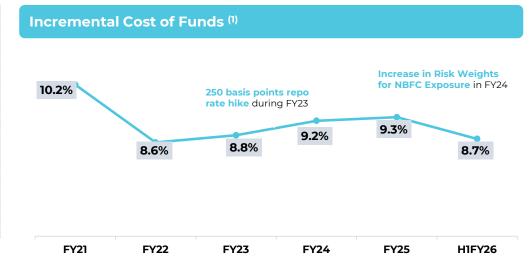
Strong Liability Franchise

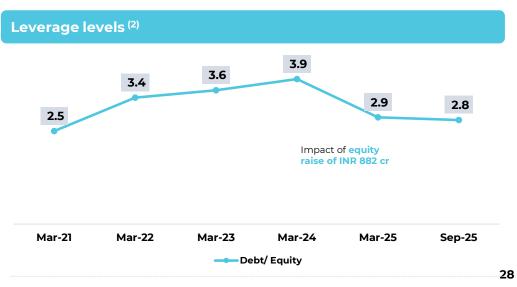
Diversified sources of funding...









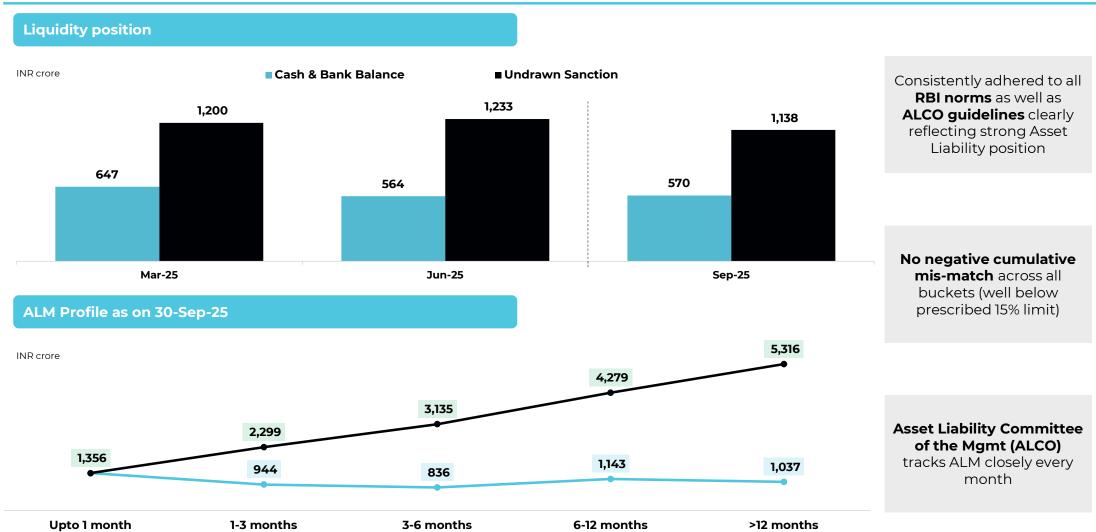


Notes: 1. Cost of Funds is based on Quarterly Average borrowings 2. Debt / Equity ratio: Equity includes NCI portion...

...With proactive liquidity management

---Mismatch





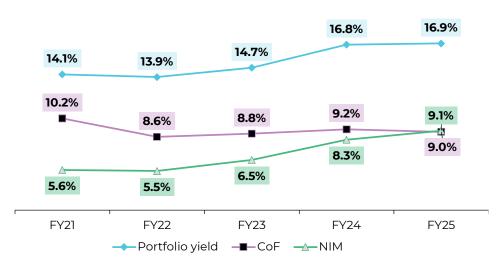
Cumulative Mismatch

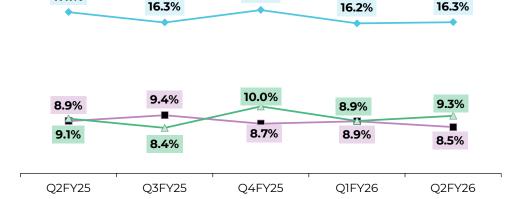
Financials

Strong Operating Parameters

16.3%

Portfolio Yields % and Cost of Funds %*



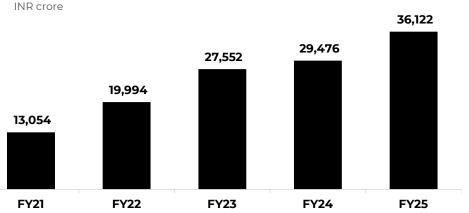


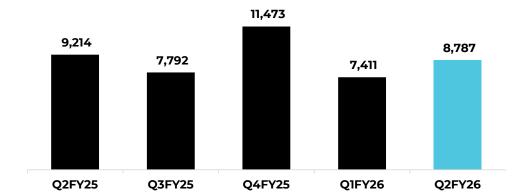
17.2%

17.1%

16.3%

Gross Transaction Value





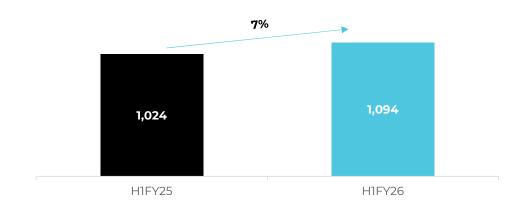
Notes:* Adjusted for fees and commission expense

Yields: Ratio of 'Adjusted Interest Income' to 'Quarterly Average Earnings AUM'. Cost of Funds (CoF): ratio of 'Interest Expense' to 'Quarterly Average Borrowings' to 'Quarterly Average Earnings AUM'. The content of the content o(1) NIM Ratio of 'Adjusted Interest Income net of Interest Expense' to 'Quarterly Average Total Assets'.

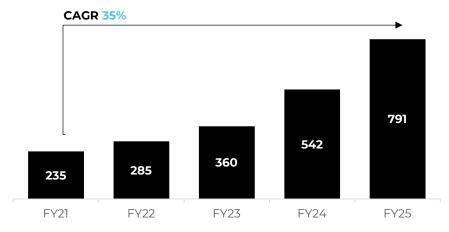
Sustainable growth in profitability

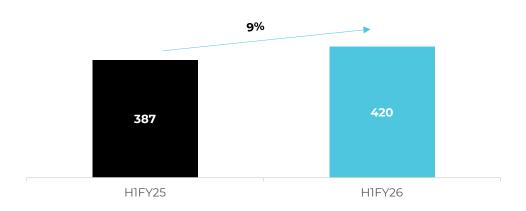
Revenue From Operations *





Pre-Provisioning Operating Profit (PPoP) (INR Cr)





Notes:* Adjusted for fees and commission expense Revenue from Operations is Interest Income and Fee income

Consolidated Income Statement

	7

INR crore	Q2FY25	Q1FY26	Q2FY26	YoY %	QoQ %	H1FY25	H1FY26	YoY %
Interest income ¹	492	513	533	8%	4%	973	1,046	7%
Interest expense	205	215	211	3%	-2%	414	426	3%
Net Interest Income	288	298	322	11%	8%	559	620	10%
Fee & Other Income	26	27	21	-17%	-21%	51	48	-5%
Net Revenue	313	325	343	10%	6 %	610	668	10%
Employee Costs	72	76	84	17%	11%	143	160	13%
Operating Costs	29	42	46	57%	8%	81	88	9%
Total Operating Costs	101	118	130	28%	10%	223	248	11%
Pre-Provision Operating Profit (PPoP)	212	207	213	1%	3%	387	420	9%
Credit Costs	78	102	92	18%	-10%	130	195	50%
Profit before tax	134	105	121	-9 %	16%	257	225	-12%
Tax expense	37	27	30	-20%	15%	67	56	-17%
Profit after tax	96	78	91	-5%	16%	190	169	-11%
Profit after tax (excluding NCI)	98	81	92	-6%	13%	191	173	-10%

Notes: 1. Interest income is adjusted for fees and commission expense

Financial Dupont

Particulars	Q2FY25	Q1FY26	Q2FY26	H1FY25	H1FY26
Interest Income*	15.6%	15.3%	15.3%	15.8%	15.2%
Interest Expense	6.5%	6.4%	6.0%	6.7%	6.2%
Net Interest Income	9.1%	8.9%	9.3%	9.1%	9.0%
Fee and Other Income	0.8%	0.8%	0.6%	0.8%	0.7%
Net Revenue	9.9%	9.7%	9.9%	9.9%	9.7%
Employee Costs	2.3%	2.2%	2.4%	2.3%	2.3%
Operating Costs	0.9%	1.3%	1.3%	1.3%	1.3%
Total Operating Expense	3.2 %	3.5%	3.7 %	3.6%	3.6%
Pre-Provision Operating Profit (PPoP)	6.7 %	6.2 %	6.2 %	6.3%	6.1%
Credit Costs	2.5%	3.0%	2.7%	2.1%	2.8%
Profit Before Tax	4.2 %	3.2 %	3.5%	4.2%	3.3%
Tax	1.2%	0.8%	0.9%	0.9%	0.8%
Profit after tax (excluding NCI) (RoA)	3.1%	2.4%	2.6%	3.1%	2.5%
Return on Equity	12.7%	9.3%	10.1%	13.6%	9.7%
Cost to income Ratio	32.2 %	36.4%	37.6 %	36.5%	37.0 %
as a % of Quarterly Average Total Assets					

Notes: * Interest income is adjusted for fees and commission expense

Balance Sheet



INR crore	Sep'24	Jun'25	Sep'25
Assets			
Financial assets			
Cash and bank balances	811	564	570
Loans	10,004	10,349	10,816
Investments	1,766	1,927	2,409
Other financial assets	179	165	312
Non-financial assets	176	252	255
Total assets	12,936	13,257	14,362
Liabilities and equity			
Financial liabilities			
Borrowings & Debt Securities	9.271	9,422	10,331
Other financial liabilities	281	242	310
Other non-financial liabilities	62	58	55
Equity	3,316	3,532	3,663
Non-controlling interest	6	3	3
Total liabilities and equity	12,936	13,257	14,362
Quarterly Avg. earning Assets	11,460	12,702	13,003
Quarterly Avg. total assets	12,535	13,448	13,815

Strategy

Strategy for Sustainable growth



Direct to Customer Lending

- Focus on MSME sector with meaningful growth
- Leverage Digital & Partnership channels to grow Consumer Finance
- Rural finance deepening with Individual underwriting and quasi-secured products
- D2C led growth resulting into AUM mix of more than 2/3 in next 3 years

Credit Solutions

- Harnessing Credit Solution Ecosystem for Intermediate Retail Partners with focus on overall credit enablement through Funds, Placement and Lending businesses
- Focus on generating fee income through growth in Funds and Placement businesses with judicious use of balance sheet to foster relationship
- Expect to improve fee income contribution by 30-40 bps to overall RoA

Risk Management

- Focus on strengthening policies and processes for credit underwriting across businesses
- Leveraging strong data analytics capability for credit decisioning
- Building granular Intermediate Retail Partner loan book
- Robust collection infrastructure for D2C lending to ensure efficient recovery and portfolio health
- Granular and diversified book will help in maintaining Net NPA in range of 0.5%-0.7%

Profitability

- Endeavoring to maintain the consistent and sustainable quarterly profitability demonstrated throughout the past decade
- Expect to improve interest yield due to change in AUM mix
- Build lean and efficient branch network aimed at maximizing productivity and operational efficiency
- Targeting RoA of 3.7%-4% and RoE of 16%-18% in next 3 years

Board & Management

Board of Directors:





Mr. P S Jayakumar Chairman & Non-Executive

Former MD & CEO. Bank of Baroda ~30 years of experience



Mr. Ashish Mehrotra Managing Director & Chief Executive Officer

Former MD & CEO, Max Bupa Health Insurance MD & Retail Bank Head. Citibank India



Dr. Kshama Fernandes Non-Executive, Non-Independent

Northern Arc Capital ~25 years of experience



Ms. Anuradha Rao Non-Executive Non-Independent Director

Former MD & CEO SBI Funds Management ~36 years of experience



Mr. Michael Jude Fernandes Non-Executive Nominee Director LeapFrog Investments

Co-lead Leapfrog Investments, South & SEA ~20 years of experience



Mr. Ashutosh Arvind Pednekar

Non-Executive Independent Director

Practicing Chartered Accountant 30+ years of experience



Mr. Sandeep Dhar

Non-Executive Independent Director

35 years of experience in the BFSI and IT services sectors



Mr. Vijay Chakravarthi Non-Executive Nominee Director

AFFIRMA CAPITAL

MD - Affirma Capital Former Executive Director, Private Equity at Standard Chartered Bank



Ms. Vidya Krishnan Non-Executive

Former Deputy MD - IT with State Bank of India ~39 years of experience

Marquee Investors Driving Strong Corporate Governance Standards

LeapFrog Financial Inclusion India (II) Ltd

16.2%

Augusta Investments II Pte. Ltd

16.0%

Eight Roads Investments Mauritius II Limited

7.3%

International Finance Corporation

6.1%

Accion Africa-Asia Investment Company

4.0%

Sumitomo Mitsui Banking

Corporation

3.8%

Ashish Dhawan

& Group

Dvara Trust

3.5%

3.1%

Independent Director

Nominee Director

Others

Managed by experience leadership team





Ashish Mehrotra
Managing Director
& Chief Executive Officer
Former MD & CEO, Max Bupa
Health Insurance
MD and Retail Bank Head,
Citibank India



Pardhasaradhi Rallabandi Group Risk Officer & Governance Head

31+ years of experience in Banking Previously associated with Standard Chartered Bank



Atul Tibrewal
Chief Financial Officer

22+ years of experience in finance Previously associated with Magma Fincorp & Birla Corporation



Saurabh Jaywant Chief Legal Officer

22+ years of experience in financial services companies Previously associated with ICICI Bank



Gaurav MehrotraChief Technology Officer

26+ years of experience in technology. Previously associated with JP Morgan, Goldman Sachs & Infosys



Umasree Parvathy Pratap Chief People Officer

37+ Years experience in HR Previously associated with Matrimony, Invesys & Spencers



Amit Mandhanya
Chief Business Officer - Partnership
Based Lending

17+ years of experience Previously associated with Micro-Credit Ratings International Limited



Priyashis Das Chief Executive Officer - Northern Arc Securities

25+ years of experience Previously associated with DBS, Citibank, ABN and Tata AIA



Jagadish Babu Ramadugu Managing Director & CEO (Pragati)

28+ years of experience Previously associated with Vaya Finserv, Hindustan Coca-Cola, Spencers & Asian Paints



Bhavdeep BhattChief Executive Officer - Northern
Arc Investment Managers

29+ years of experience Previously associated with Aditya Birla Sunlife AMC, ICICI Prudential AMC & Kotak AMC



Sandeep Singh Head – Intermediate Retail

25+ years of experience Previously associated with India Ratings & REsearch



Chetan Tivary
Chief Internal Audit Officer

30 years of experience in Audit and Risk Management across Mashreq Bank, HSBC Ltd, DCB Bank and ABN AMRO Bank



Vipin G S
Chief Compliance Officer

24+ years of experience Previously associated with Manappuram Finance



Moushumi Mandal Deputy Chief People Officer

25+ years of experience Previously associated with National Stock Exchange (NSE)



Prakash Panda
Company Secretary and
Compliance Officer

16+ years of experience Previously with Tamilnad Mercantile Bank & Apollo Hospital



Sustainability

ESG Focused Business Model Positively Impacting 129 Mn+ Lives



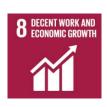
UNSDG(1) Alignment Built into the Business Model

















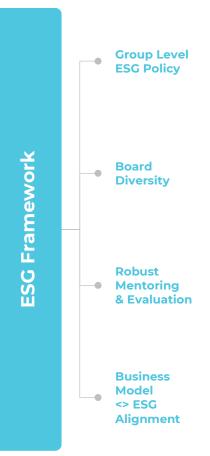


Note: (1) United Nations Sustainable Development Goals

Our Sustainability Report



Robust ESG Framework with Effective Tools & Regular Monitoring



- Committed to responsible financing framework
- Adherence to Leapfrog's 'Responsible Investment Code'
- Adoption of a Group Level Environmental & Social Management System
- Adoption of an overarching Code of Conduct for ethical conduct of business
- · Diverse Board
 - 4/8 Independent Directors
 - 2/8 Women Directors
- 2/8 Nominee Directors
- 1/8 Executive Director
- Strict Policy for Originator Partners to adhere to fair practices code & customer protection norms
- Fostering a socially responsible value chain through Supplier Code of Conduct & Workers Rights Requirements
- Responsible financing framework implemented via Underwriting guidelines
- Impact Focused funds managed
- Financing Originator Partners and MSMEs in the Green Energy & E-Mobility & Infrastructure Sector

Empowering community through CSR









Renovating irrigation tanks - Expect to enhances water retention in the semi-arid region, supporting agriculture post-monsoon while promoting water conservation and ecosystem restoration.



Upgrading rural school infrastructure in Palghar district, Maharashtra. These includes solar power, digital classrooms, sanitation, rainwater harvesting, and kitchen gardens



Donating Advanced Life Support ambulances to government hospitals in Tamil Nadu to enhance emergency response and pre-hospital care

Awards and Accolades





India NBFC Summit – Best Lending NBFC of the Year







Thank you!

For any query, please contact:

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