



Religare Enterprises Limited



Q1 FY14 Results

2 August 2013



Religare Enterprises Overview

REL Overview

Religare is a Financial Services Holding Company with subsidiaries operating across Financial Services verticals



Business Overview

- Religare Enterprises Limited is a Financial Services Holding Company, with operating subsidiaries across financial services verticals in India and in select verticals overseas
- Promoted by the Singh Family, who, in addition to Religare, have a controlling interest in Fortis Healthcare, a leading pan Asia-Pacific integrated healthcare delivery provider
- Listed on NSE and BSE; Promoters hold nearly 72% of the equity
- Over 1.3 mn. clients serviced from over 1,650 locations with over 5,500 employees in India and abroad
- Consolidated networth of ₹31.5 bn. (USD 544 mn.) as of 30-Jun-2013
- Consolidated revenue of ₹8.0 bn. (USD 138 mn.) in Q1FY14

Portfolio Companies' Business Lines

- | | |
|---------------------------------------|---------------------------|
| • SME-focussed Lending | • Life Insurance |
| • Mutual Funds | • Wealth Management |
| • Retail Equity and Commodity Broking | • Alternative Investments |
| • Health Insurance | • Capital Markets |

Portfolio Functions Overview

REL's primary objective is to ensure that its portfolio companies create equity value

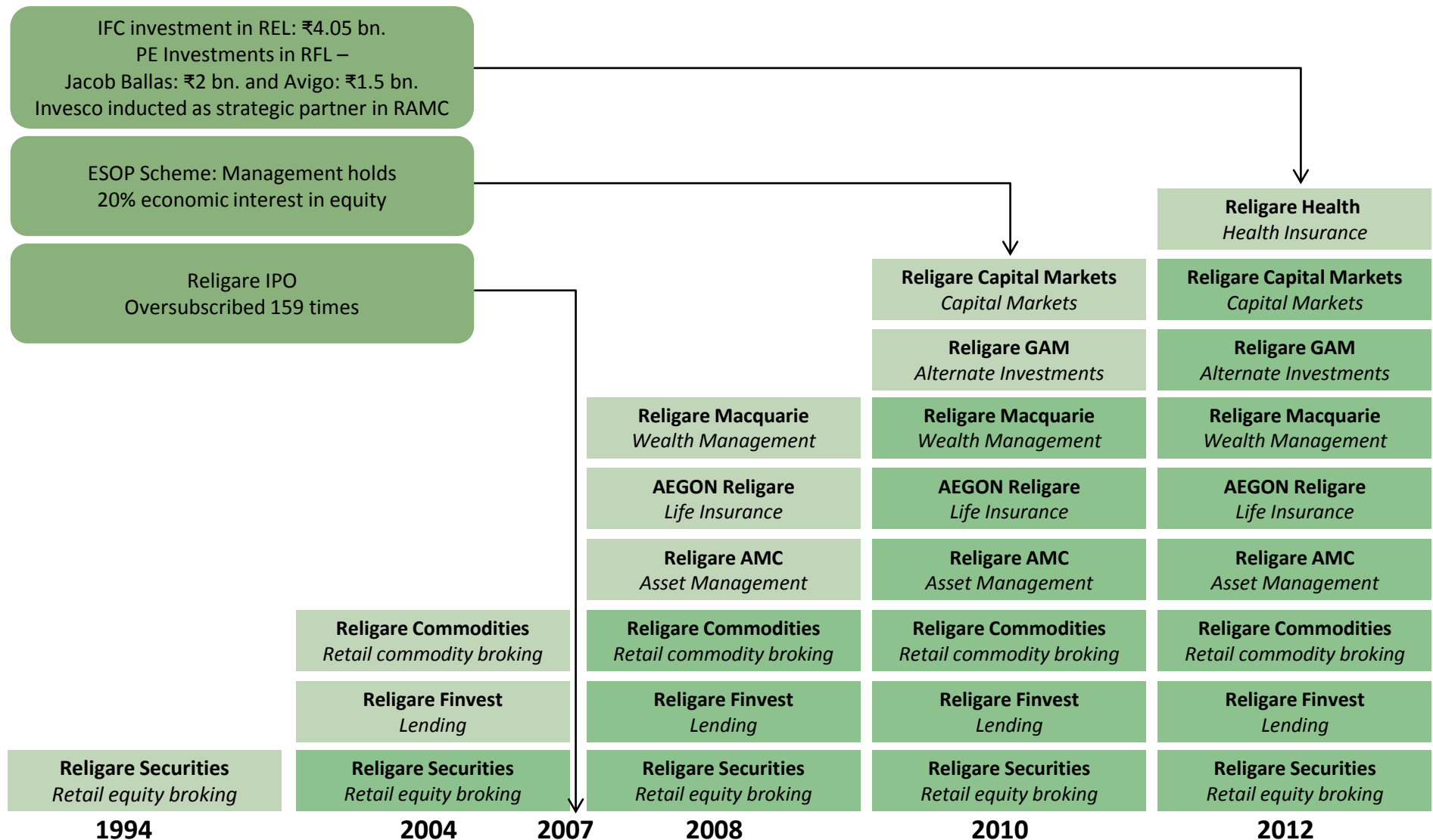


REL Structure and Functions

- Religare Enterprises Limited (REL) is a Non-Operative Holding Company managed by a set of professionals and supervised by an independent Board
- The businesses are operated out of its portfolio companies which are structured as subsidiaries or joint ventures
- Portfolio companies are managed by their CEOs and management teams on a day-to-day basis
- REL's objective is to ensure that the portfolio companies create equity value
- To that end, REL
 - Provides capital to the portfolio companies
 - Ensures that the Brand and Group Ethos are safeguarded
 - Determines the Governance Structures, Risk Management and Control mechanisms for the portfolio companies
 - Undertakes performance management

Growth in Portfolio

REL has consistently grown its portfolio of businesses by investing in adjacencies organically and inorganically

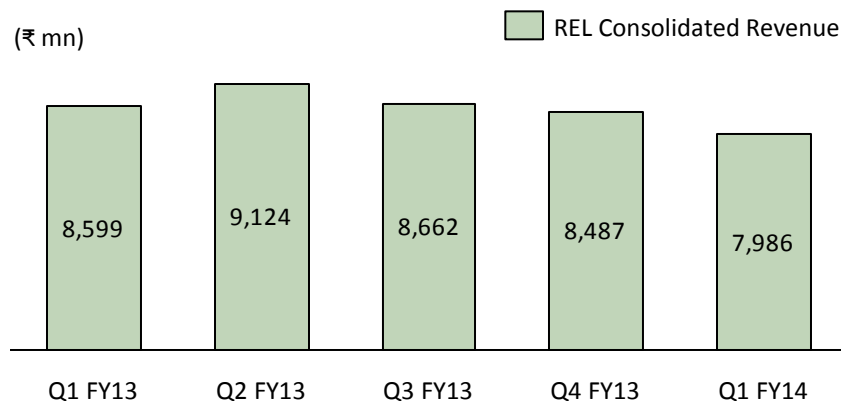




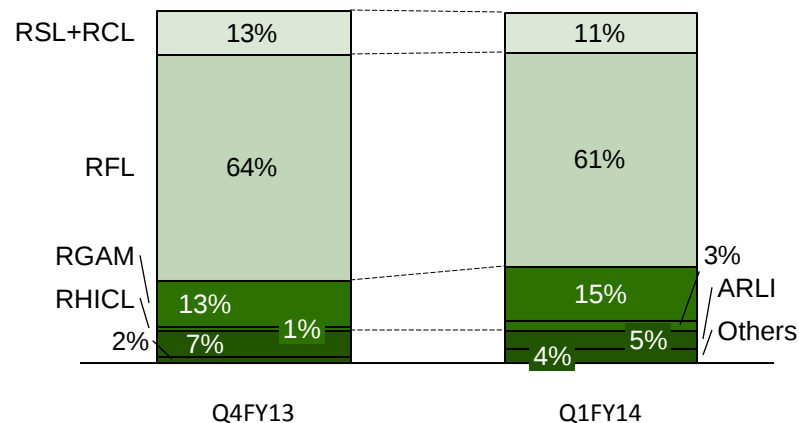
Consolidated Performance

Key financial indicators – Q1 FY14

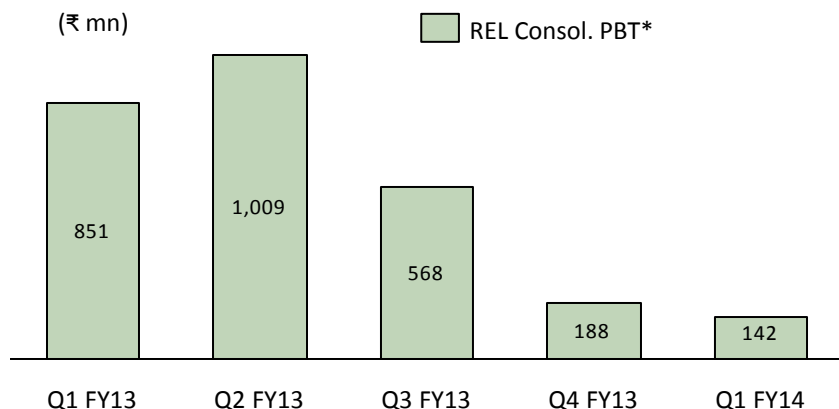
Revenue decline QOQ mainly driven by planned decline in average lending book size



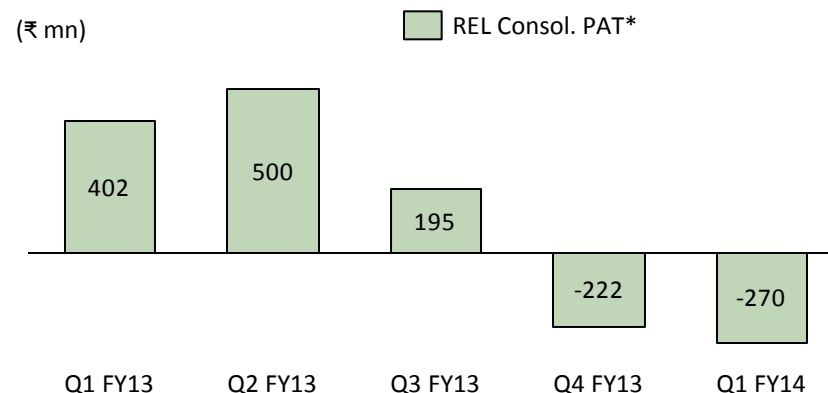
Lending revenue share lower QOQ but continues to dominate the mix



Normalized Profit Before Tax



Normalized Profit After Tax



*Normalized PBT represents PBT before exceptional items (provision against investment in RCML in Q4FY13 and Q1FY14) and non-recurring items (one-time write down of certain assets in Q4FY13 and expenses incurred consequent to sale of investment in subsidiary in Q1FY14), Normalized PAT represents Normalized PBT less attributable taxes and adjusted for Corporate Dividend Tax in Q1FY13 and Q1FY14

Consolidated Income Statement – Q1 FY14

(₹ mn)	QOQ Change			YOY Change	
	Q1 FY14	Q4 FY13	(%)	Q1 FY13	(%)
Total Income	7,986	8,487	-6%	8,599	-7%
Personnel Expenses	1,635	1,456	12%	1,417	15%
Operating and Admin Expenses	2,275	2,787	-18%	2,111	8%
Less: Net Exp. of JV Recoverable	(141)	(64)	nm	(177)	-20%
Total Expenses	3,769	4,179	-10%	3,351	12%
EBITDA	4,217	4,308	-2%	5,247	-20%
Interest and Finance Charges	3,919	4,163	-6%	4,294	-9%
Depreciation	250	258	-3%	103	143%
PBT before exceptional items (A)	48	(112)	-143%	851	-94%
Add: Profit/(Loss) on sale of Investment in subsidiaries	-	3,209	nm	-	-
Add: Deconsolidation impact	-	-	-	-	-
Less: Provision for diminution in the value of Long Term Investment in subsidiary	496	8,100	-94%	-	nm
PBT after exceptional items	(448)	(5,004)	-91%	851	-153%
Provision for Tax	219	1,219	-82%	282	-23%
Corporate Dividend Tax	89	0	nm	159	-44%
Minority Interest and Share in Associates	147	256	-43%	167	-12%
PAT after Minority Interest	(903)	(6,479)	-86%	242	-472%
<i>PBT excluding exceptional and one-off items* (B)</i>	<i>142</i>	<i>188</i>	<i>-24%</i>	<i>851</i>	<i>-83%</i>
<i>PAT excluding exceptional and one-off items[#]</i>	<i>(270)</i>	<i>(222)</i>	<i>Nm</i>	<i>402</i>	<i>nm</i>

*Represents (A) above adjusted for expenses of ₹94 mn incurred consequent to sale of investment in RIAMC for Q1 FY14 and one-off write-down of certain assets on book totaling ₹300 mn in Q4FY13

[#]Represents (B) above less taxes attributable thereto and adjusted for Corporate Dividend Tax in Q1FY14 and Q4 FY13

Consolidated Balance Sheet

(₹ mn)	As at June 30, 2013	As at March 31, 2013
Owners' Funds	31,528	31,754
Share Capital	2,055	2,055
Reserves and Surplus	29,473	29,699
Minority Interest	2,097	2,135
Non - Current Liabilities	83,369	91,920
Current Liabilities	85,302	77,140
Total Liabilities	202,296	202,949
Non - Current Assets		
Fixed Assets	19,576	18,267
Non - Current Investments	19,135	18,321
Deferred Tax Assets (net)	542	442
Long - Term Loans and Advances	57,085	57,942
Other Non - Current Assets	7,830	8,008
Current Assets	98,128	99,969
Current investments	5,625	5,871
Inventories	6,938	4,795
Trade Receivables	4,192	4,794
Cash and Bank Balances	10,262	19,948
Short - Term Loans and Advances	68,707	61,771
Other Current Assets	2,405	2,790
Total Assets	202,296	202,949



Performance of Portfolio Companies

Lending

Performance Review

Religare Finvest Limited

One of India's **largest Non-Banking Financial Companies**, focusing on the **SME segment**



Business Highlights



Net worth of
₹21.95 bn.

SME book size of
₹96.4 bn.

61% of REL's consolidated revenue
(as of/q.e. 30-Jun-2013)

Strategic Priorities



Improve **ROE**

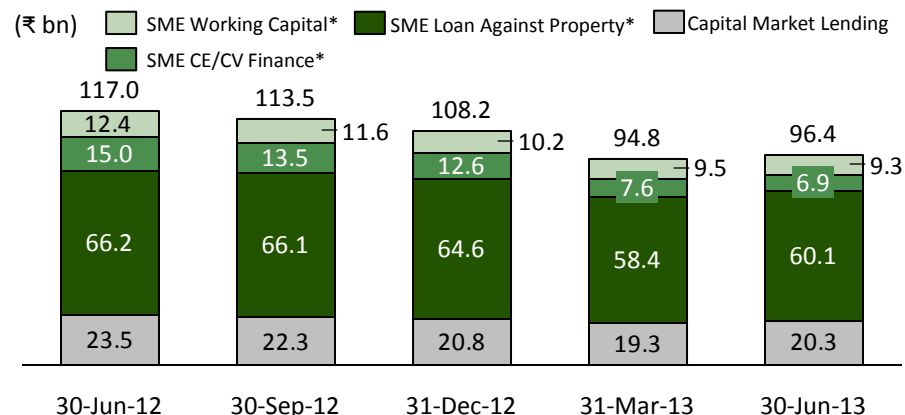
Continuous Growth in Book

Ensure **Low NPAs**

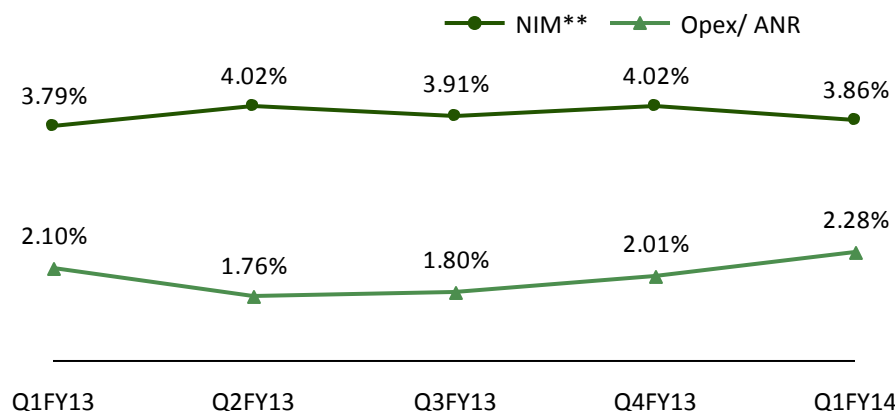
Lending

Consolidation phase complete

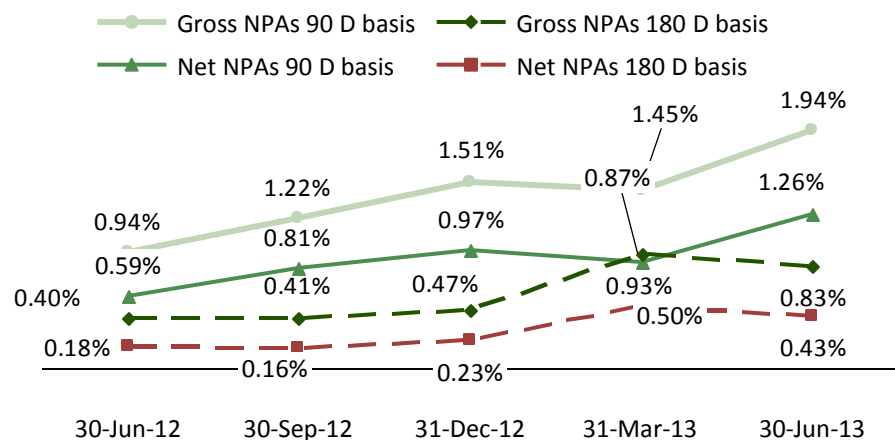
Consolidation phase complete



Core NIM in target band



NPAs[§] increased in certain pockets, security cover adequate and recovery measures underway



Borrowing programme supported by superior ratings

Rating Type	Rating	Agency	Amount (₹ mn)
Short Term	[ICRA] A1+	ICRA	40,000
Short Term Bank Loans	[ICRA] A1+	ICRA	6,000
Long Term	[ICRA] AA- (negative)	ICRA	34,000
Long Term Bank Loans	[ICRA] AA-	ICRA	114,000
Preference Shares	[ICRA] A+	ICRA	1,250
Tier-2 Subordinate Debt	Fitch AA-(ind)	Fitch	6,000
Market-Linked Debentures	ICRA pp-MLD AA-	ICRA	1,000

Additionally obtained Long Term rating of 'CARE AA-' [₹15,000 mn]

* Net of portfolio assigned to other lenders ₹0.87 bn. in Q2FY13, ₹7.30 bn. in Q4FY13 and ₹0.81 bn. in Q1FY14.

** NIM and Opex exclude Investments/ Treasury operations, past quarters' numbers aligned with new methodology

§ NPAs are recognised at 90 days as against the regulatory requirement of 180 days

Lending

Financial Performance

RFL Abridged Income Statement

(₹ mn)	QOQ Change			YOY Change	
	Q1FY14	Q4FY13	(%)	Q1FY13	(%)
Total Income	4,876	5,474	-11%	5,729	-15%
Operating and Administrative Expenses	736	1,016	-28%	778	-5%
Personnel Expenses	273	217	26%	262	4%
Total Expenses	1,009	1,233	-18%	1,040	-3%
EBITDA	3,867	4,241	-9%	4,689	-18%
Interest and Finance Charges	3,273	3,655	-10%	3,941	-17%
Depreciation	18	18	0%	18	1%
PBT	577	568	1%	730	-21%
PAT	395	332	19%	497	-20%

Religare Securities Limited

Religare Commodities Limited

A formidable **retail
broking platform** with
extensive **distribution
capabilities**



Business Highlights



Market share of **1.7%** in equities
and **2.1%** in
commodities

11% of REL's
consolidated
revenue

(q.e. 30-Jun-2013)

Strategic Priorities



Increase
**Distribution
Network**
productivity

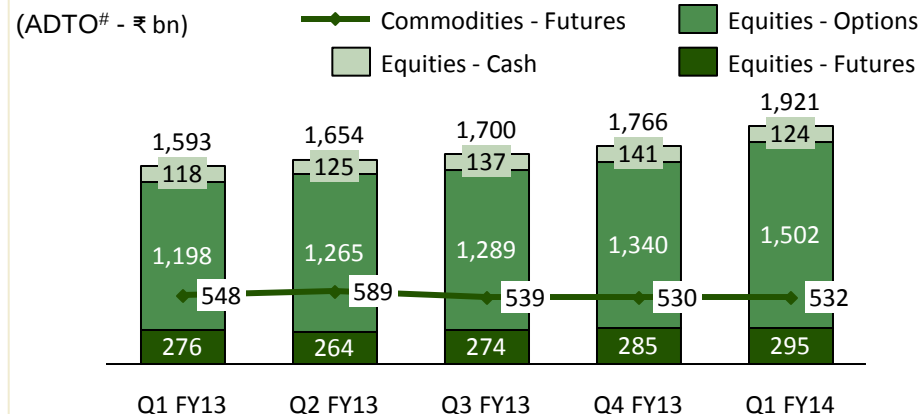
Return to
Profitability

Generate Superior
ROE

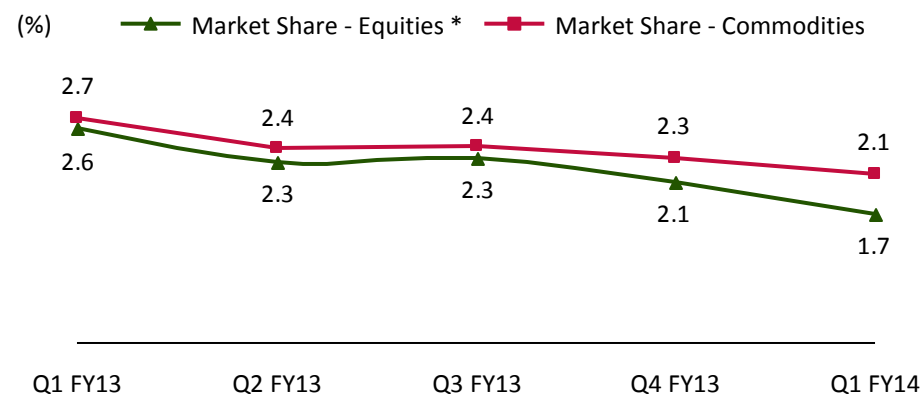
Retail Broking

Performance affected by business mix

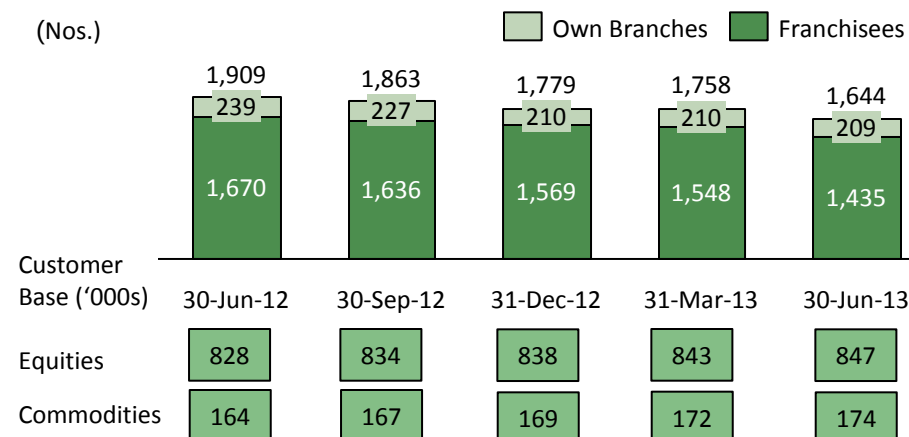
Market wide turnover growth driven by Options



Religare's business mix impacted market share



Continued focus on improving distribution network productivity, growth in customer base continues



Business update

- Senior analyst conferred with “India’s Best Market Analyst- Commodities Technicals” Award at Zee India's Best Market Analyst Awards (July 2013)
- Focused efforts to acquire high quality clients and provide differentiated services
- Tightened risk management and improved controls as a precaution in conditions of volatility

Average Daily Turnover. Source: NSE, BSE

*Methodology aligned with market practices; past data restated accordingly

Retail Broking

Financial Performance

*RSL & RCL Combined Abridged Income Statement **

(₹ mn)	QOQ Change			YOY Change	
	Q1FY14	Q4FY13	(%)	Q1FY13	(%)
Total Income	901	1,063	-15%	1,116	-19%
Operating and Administrative Expenses	468	720	-35%	567	-17%
Personnel Expenses	288	267	8%	344	-16%
Total Expenses	756	987	-23%	911	-17%
EBITDA	145	76	91%	205	-29%
Interest and Finance Charges	125	173	-28%	197	-37%
Depreciation	15	67	-78%	36	-58%
Profit Before Exceptional Item & Tax	5	(164)	nm	(28)	nm
Add: Profit/(Loss) on Sale of Stake in subsidiaries	-	3,035	nm	-	nm
PBT	5	2,871	nm	(28)	nm
PAT	(1)	1,988	nm	(50)	nm

*The combined abridged income statement has been drawn by line by line addition and is not as per AS-21 issued by ICAI.

Capital Markets

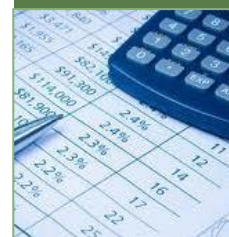
Performance Review

Religare Capital Markets Limited

Asia-focussed
Institutional Equities
and **Investment**
Banking platform



Business Highlights



India IE cash market
share of **1.3%**

Empanelled with
over **620 clients**
globally

(as of/q.e. 30-Jun-2013)

Strategic Priorities



Increase **Market
Share**

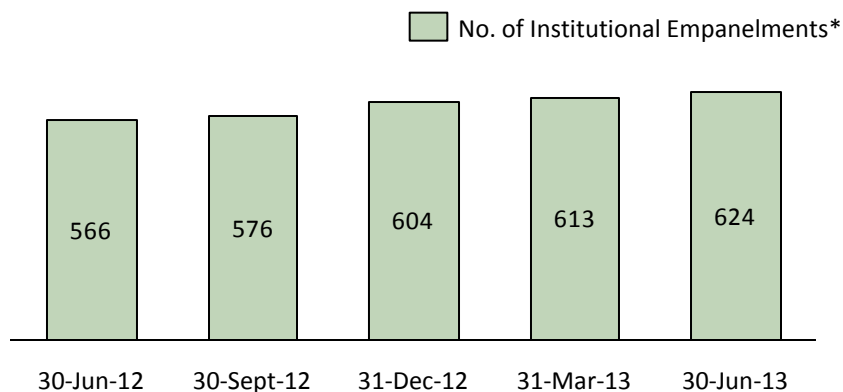
Attain
Profitability

RCML has been deconsolidated from REL w.e.f. 01-Oct-2011

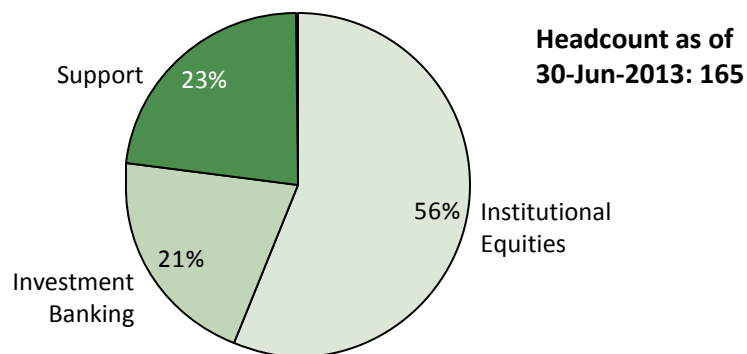
Capital Markets

Creating a sustainable platform

Client empanelment



Headcount



Business update

Intense focus on revenue growth to accelerate path to profitability

- Traction in secondary commissions in the first quarter of the fiscal, strong IBD pipeline for H1 FY14
- Run rate effect of cost optimization measures kicked in as opex spends curbed significantly

Institutional Equities

- India research covers 140 stocks as of 30-Jun 2013, representing ca.70 % of BSE market capitalization
- 250 stocks under active coverage globally

IBD Update

RCM acted as exclusive financial adviser to the shareholders of StarAsia Group, a leading Asian fragrance and personal care distributor on its acquisition by Coty Inc. one of the world's leading beauty and fragrance companies, with revenues in excess of US\$4 billion.

* Previous quarters' data restated following consolidation of client lists

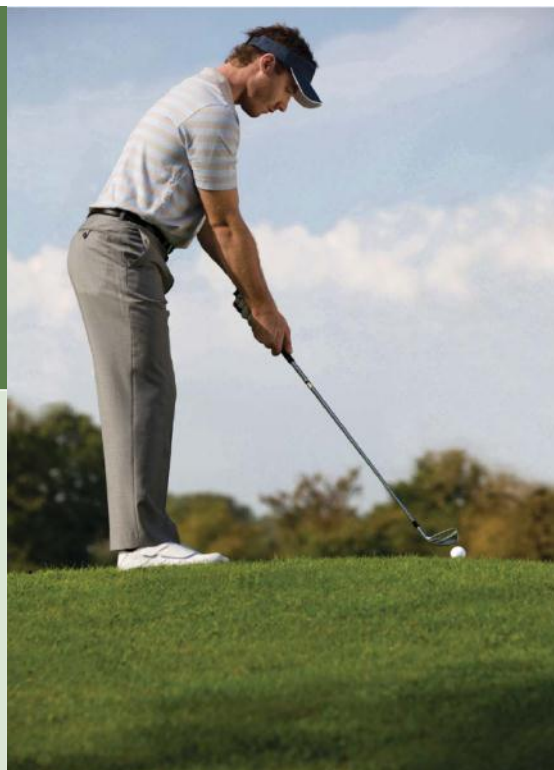
NOTE: REL, RCML and RHCPL (a Promoter Group company) have entered into a tripartite agreement that places severe long term restrictions on RCML, significantly impairing its ability to transfer funds to REL. By virtue of this restriction, REL's investments in RCML in Equity Preference shares have been fully provided for and RCML's consolidated financial statements have been excluded from REL's consolidated financial statements w.e.f. 01-Oct- 2011, where the excess of liabilities over assets of RCML and its subsidiaries have been credited to Profit & Loss account as an exceptional item.

Wealth Management

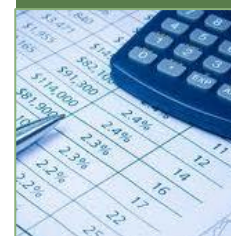
Performance Review

Religare Macquarie Wealth Management Limited

An **open architecture
platform** targeting
growing affluence



Business Highlights



AUM of
₹27.4 bn.

Customer base of
over **4,700**

(as of 30-Jun-2013)

Strategic Priorities



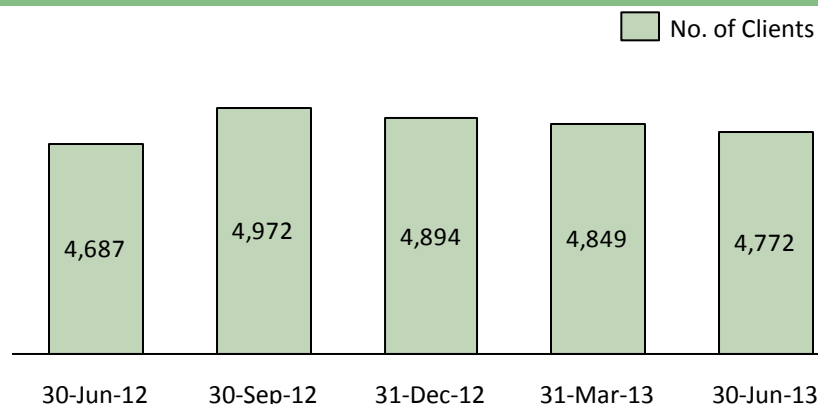
Increase **Yield on
AUM**

Increase **Annuity
Income**

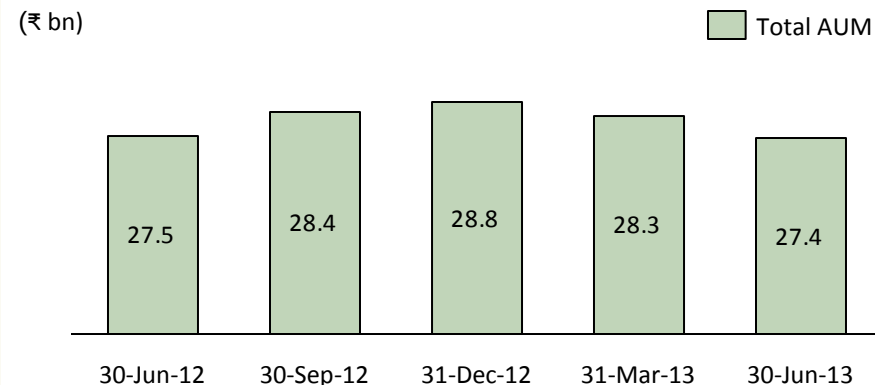
Wealth Management

Utilizing the breadth of the platform to drive future growth

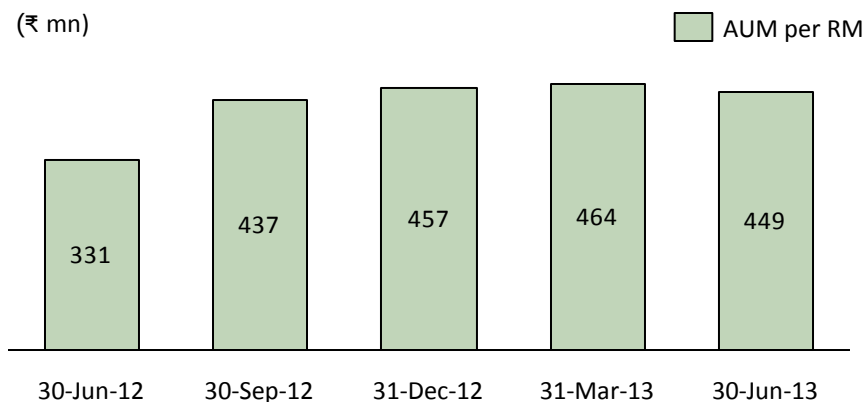
Client Base



AUM



Relationship Manager Productivity



Business update

- New initiatives underway to expand existing client wallet share and acquiring new clients with a focus on quality
- The business aims to broaden its advisory services significantly, leveraging on its advisory capability across a far broader set of clients over the year ahead
- Continued focus on nurturing and retaining the high quality wealth advisor base

Wealth Management

Financial Performance

*RMWM Abridged Income Statement**

(₹ mn)	QOQ Change			YOY Change	
	Q1FY14	Q4FY13	(%)	Q1FY13	(%)
Total Income	68	75	-9%	36	88%
Operating and Administrative Expenses	22	22	-2%	25	-14%
Personnel Expenses	60	60	1%	64	-5%
Total Expenses	82	82	0%	89	-8%
EBITDA	(14)	(7)	nm	(53)	nm
Interest and Finance Charges	-	-	-	-	-
Depreciation	3	3	-5%	3	-8%
PBT	(18)	(10)	nm	(57)	nm
PAT	(18)	(10)	nm	(57)	nm

* Financials reflect 100% of the company

Asset Management

Performance Review

Religare Invesco Asset
Management Co. Pvt.
Ltd.

Entering the **next phase
of growth**



Business Highlights



Q1FY14 Average
**AUM of ₹138
bn.**

Continues to
break-even
operationally

Strategic Priorities

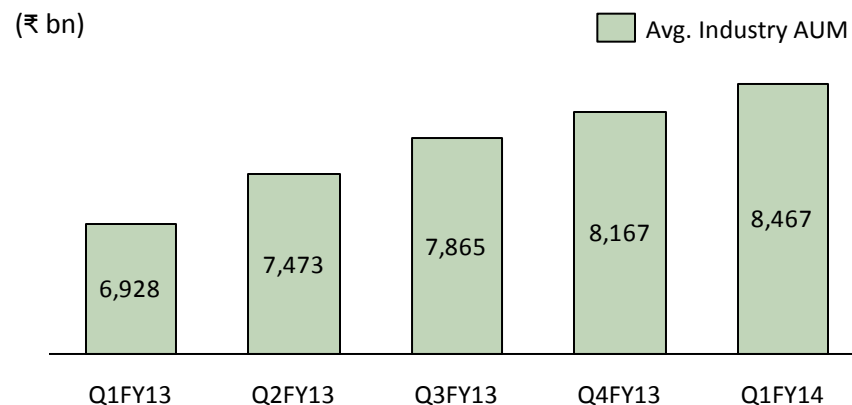


Profitable **AUM
Growth**

Asset Management

Entering the next phase of growth with Invesco's induction as JV partner

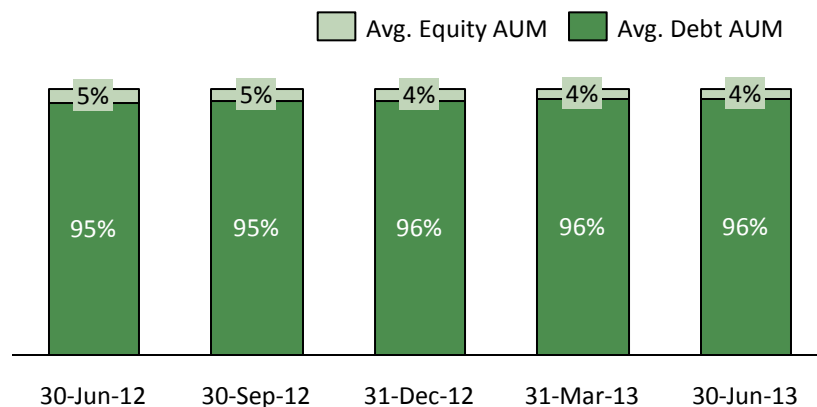
Industry-wide average AUM



Religare Invesco MF AUM grew 25% YOY



Religare Invesco MF AUM composition remains stable



Business update

- One-time employee related cost of ₹94 mn. as part of JV transaction
 - Achieved operational profit excluding transaction related costs
- Signed investment agreement for Invesco India Advisory Fund of US\$ 120 mn.

Asset Management

Financial Performance

RIAMC Abridged Income Statement

	QOQ Change			YOY Change	
(₹ mn)	Q1FY14	Q4FY13	(%)	Q1FY13	(%)
Total Income	251	210	20%	135	55%
Operating and Administrative Expenses	139	152	-9%	55	55%
Personnel Expenses	193	88	119%	86	122%
Total Expenses	332	240	38%	141	80%
EBITDA	(81)	(30)	nm	(6)	nm
Interest and Finance Charges	-	-	-	-	-
Depreciation	4	4	0%	4	0%
PBT	(85)	(34)	nm	(10)	nm
PAT	(85)	(34)	nm	(10)	nm
PAT After Minority Interest	(43)	(34)	nm	-	nm

Global Asset Management

Performance Review

Religare Global Asset Management

Building a **multi-boutique Alternative Asset Manager**



Business Highlights



AUM of
\$14.0 bn.

(as of 30-Jun-2013)

Strategic Priorities



AUM Growth in
existing affiliates

Launch of **organic affiliates**

Global Asset Management

Financial Performance

RGAM Inc. Abridged Consolidated Income Statement

	QOQ Change			YOY Change	
(₹ mn)	Q1FY14	Q4FY13	(%)	Q1FY13	(%)
Total Income	1,221	1,123	9%	1,014	20%
Operating and Administrative Expenses	194	138	41%	149	30%
Personnel Expenses	582	552	5%	498	17%
Total Expenses	776	690	12%	648	20%
EBITDA	445	434	3%	367	21%
Interest and Finance Charges	155	145	7%	171	-9%
Depreciation	169	66	156%	5	nm
PBT	121	223	-46%	191	-37%
PAT	118	218	-46%	190	-38%
PAT After Minority Interest	(82)	44	nm	25	nm

Health Insurance

Performance Review

Religare Health Insurance Co. Limited

Positioned to capture
significant **Group
synergies**



Business Highlights



**GWP of
₹514 mn.**

Over **560,000
lives covered**

(as of/q.e. 30-Jun-2013)

Strategic Priorities

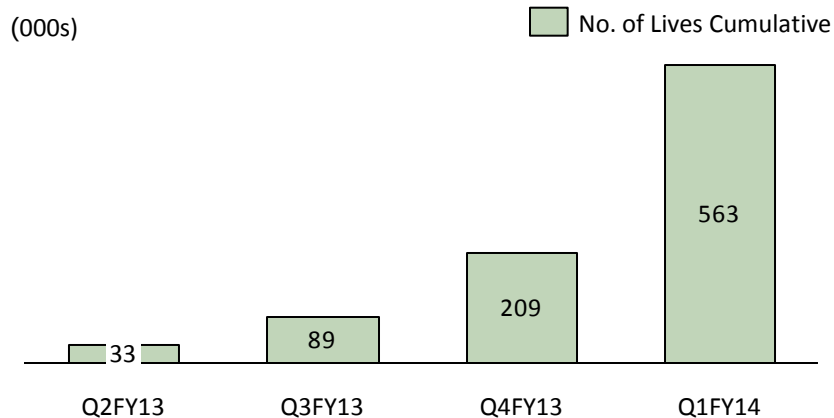


Grow GWP with
efficient use of
Capital

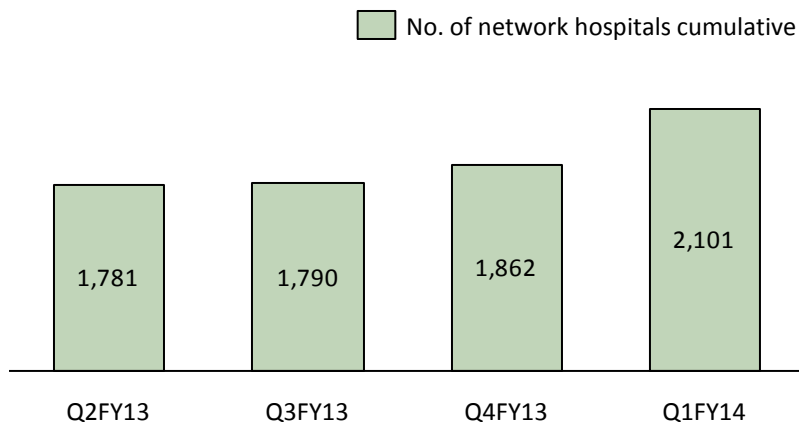
Health Insurance

Rapidly established a sizable hospital network

No. of lives covered



Hospital Network



Business Update

- Gross Written Premium (GWP) of ₹513.6 mn in Q1FY14
 - Cumulative GWP of ₹901.6 mn. in first four quarters of operations
 - Providing health cover to over 560,000 lives
- Total Paid-up Share Capital at ₹1.75 bn.
 - Solvency position at 204%
- Headquartered in Delhi NCR and having a pan- India presence through 32 offices
- Conferred the 'Technology Innovation in Health Insurance' Award at the 'Indian Insurance Awards - 2013'



Health Insurance

Financial Performance

RHICL Abridged Income Statement

			QOQ Change
(₹ mn)	Q1FY14	Q4FY13	(%)
Gross Written Premium	514	190	170%
Net Written Premium	471	168	180%
Net Earned Premium	212	75	183%
Net Claims Incurred	202	83	142%
Net Commission	21	15	43%
Operating & Administrative Expenses	75	98	-24%
Personnel Expenses	108	108	-1%
Total Expenses	406	305	33%
Underwriting Profit/(Loss)	(194)	(230)	16%
Investment & Other Income	48	33	45%
PBT	(146)	(197)	26%
PAT	(146)	(199)	27%
PAT After Minority Interest	(131)	(179)	27%

Life Insurance

Performance Review

AEGON Religare Life Insurance Co. Limited

Pioneer in **Online Distribution**



Business Highlights



Over **275,000** lives covered

₹5.3 bn. capital invested by REL

(as of 30-Jun-2013)

Strategic Priorities



Efficient use of **Capital**

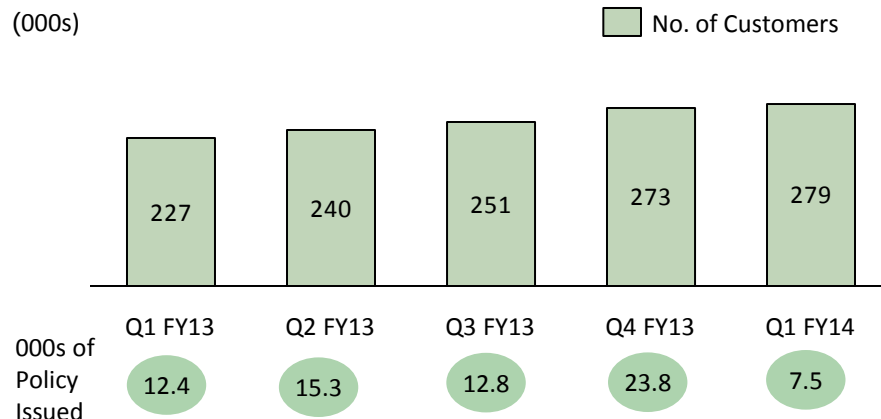
Achieve **Breakeven**

Generate **Equity Value** above the Guarantee

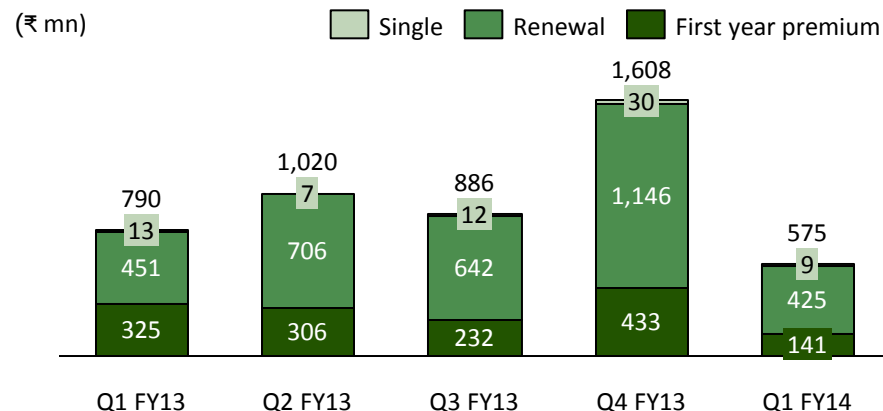
Life Insurance

Leadership in use of technology once again recognised

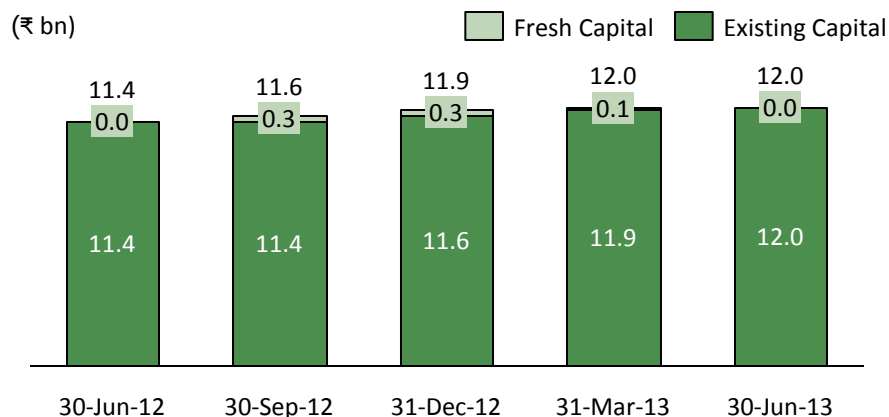
Steadily growing customer base



Premium Income split



Share Capital



Business update

- Assured Returns Plan (launched 4Q13) resonating with customers: traction in sales continues with support from outdoor presence in 20 cities
- Adjudged 'E-Business Leader in Life Insurance' at the Indian Insurance Awards-2013



Life Insurance

Financial Performance

ARLI Abridged Income Statement*

(₹ mn)	QOQ Change			YOY Change	
	Q1FY14	Q4FY13	(%)	Q1FY13	(%)
Premiums Earned (Net)	528	1,576	-66%	759	-30%
Investment and Other Income [#]	352	-178	-297%	111	218%
Total Income	880	1397	-37%	870	1%
Commission	15	58	-75%	31	-53%
Operating Expenses (incl. provisions other than tax)**	504	583	-14%	671	-25%
Benefits Paid (Net)	351	327	7%	66	430%
Change in valuation of liability in respect of life policies (Net)	318	561	-43%	487	-35%
Total Expenses	1,187	1,529	-22%	1,256	-5%
EBITDA	(308)	(132)	nm	(386)	nm
Interest and Finance Charges	0	0	0%	0	0%
Depreciation	14	14	0%	15	-8%
PBT***	(321)	(146)	nm	(401)	nm
PAT ***	(321)	(146)	nm	(401)	nm

[#]Includes investment income in Revenue Account (all segments) and Profit & Loss account

**Includes expenses in Revenue Account and Profit & Loss Account

***Represents the combined result of Revenue Account and Profit & Loss Account

* Financials reflect 100% of the company



Appendix: Portfolio Companies' Balance Sheets

Portfolio Companies' Balance Sheets (1/4)

RFL Abridged Balance Sheet

(₹ mn)	As at June 30, 2013
Owners' Funds	21,951
Share Capital	2,281
Reserves and Surplus	19,670
Non - Current Liabilities	57,311
Current Liabilities	58,782
Total Liabilities	138,043

Non - Current Assets

Fixed Assets	474
Non - Current Investments	2,728
Deferred Tax Assets (net)	537
Long - Term Loans and Advances	54,519
Other Non - Current Assets	2,633

Current Assets

Current Investments	350
Inventories	5,945
Trade Receivables	31
Cash and Bank Balances	3,099
Short - Term Loans and Advances	66,542
Other Current Assets	1,185

Total Assets	138,043
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RSL & RCL Combined Abridged Balance Sheet

(₹ mn)	As at June 30, 2013
Owners' Funds	4,658
Share Capital	345
Reserves and Surplus	4,313
Non - Current Liabilities	328
Current Liabilities	10,270
Total Liabilities	15,256

Non - Current Assets

Fixed Assets	198
Non - Current Investments	2,817
Deferred Tax Assets (net)	9
Long - Term Loans and Advances	444
Other Non - Current Assets	350

Current Assets

Current investments	20
Inventories	960
Trade Receivables	3,928
Cash and Bank Balances	5,825
Short - Term Loans and Advances	458
Other Current Assets	247

Total Assets	15,256
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Portfolio Companies' Balance Sheets (2/4)

RIAMC Abridged Balance Sheet*

(₹ mn)	As at June 30, 2013
Owners' Funds	373
Share Capital	698
Reserves and Surplus	(324)
Non - Current Liabilities	8
Current Liabilities	155
Total Liabilities	536
Non - Current Assets	
Fixed Assets	15
Non - Current Investments	0
Long - Term Loans and Advances	30
Other Non - Current Assets	10
Current Assets	
Current investments	335
Trade Receivables	108
Cash and Bank Balances	5
Short - Term Loans and Advances	32
Other Current Assets	-
Total Assets	536

RHICL Abridged Balance Sheet*

(₹ mn)	As at June 30, 2013
Owners' Funds	1,143
Share Capital	1,750
Reserves and Surplus	(607)
Non - Current Liabilities	5
Current Liabilities	1,003
Total Liabilities	2,151
Non - Current Assets	
Fixed Assets	249
Non - Current Investments	1,414
Long - Term Loans and Advances	4
Other Non - Current Assets	52
Current Assets	
Current investments	84
Trade Receivables	9
Cash and Bank Balances	227
Short - Term Loans and Advances	44
Other Current Assets	69
Total Assets	2,151

* Financials reflect 100% of the company

Portfolio Companies' Balance Sheets (3/4)

RGAM Abridged Balance Sheet

(₹ mn)	As at June 30, 2013
Owners' Funds	8,597
Share Capital*	239
Reserves and Surplus	8,358
Minority Interest	403
Non - Current Liabilities	2,732
Current Liabilities	8,266
Total Liabilities	19,999
Non - Current Assets	18,243
Fixed Assets	17,725
Non - Current Investments	332
Long - Term Loans and Advances	173
Other Non - Current Assets	13
Current Assets	
Cash and Bank Balances	550
Short - Term Loans and Advances	1,205
Other Current Assets	0
Total Assets	19,999

*RMWM Abridged Balance Sheet***

(₹ mn)	As at June 30, 2013
Owners' Funds	119
Share Capital*	1,210
Reserves and Surplus	(1,091)
Non - Current Liabilities	4
Current Liabilities	63
Total Liabilities	185
Non - Current Assets	127
Fixed Assets	34
Long - Term Loans and Advances	93
Current Assets	
Current investments	11
Trade Receivables	41
Cash and Bank Balances	1
Short - Term Loans and Advances	4
Total Assets	185

*Share Capital also includes share application money pending allotment of ₹239 mn in RGAM & ₹20 mn in RMWM

** Financials reflect 100% of the company

Portfolio Companies' Balance Sheets (4/4)

*ARLI Abridged Balance Sheet**

(₹ mn)	As at June 30, 2013
Owners' Funds	1,030
Share Capital	12,000
Reserves and Surplus	-10,970
Policyholders' Funds (including funds for discontinued policies and future appropriation)	10,422
Current Liabilities	574
Total Liabilities	12,026
Investments	
Shareholders' Investments	637
Policyholders' Investments	1,716
Assets held to cover Linked Liabilities	8,746
Non - Current Assets	188
Fixed Assets	107
Long - Term Loans and Advances	81
Current Assets	
Cash and Bank Balances	86
Short - Term Loans and Advances	254
Other Current Assets	399
Total Assets	12,026

* Financials reflect 100% of the company

Disclaimer

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