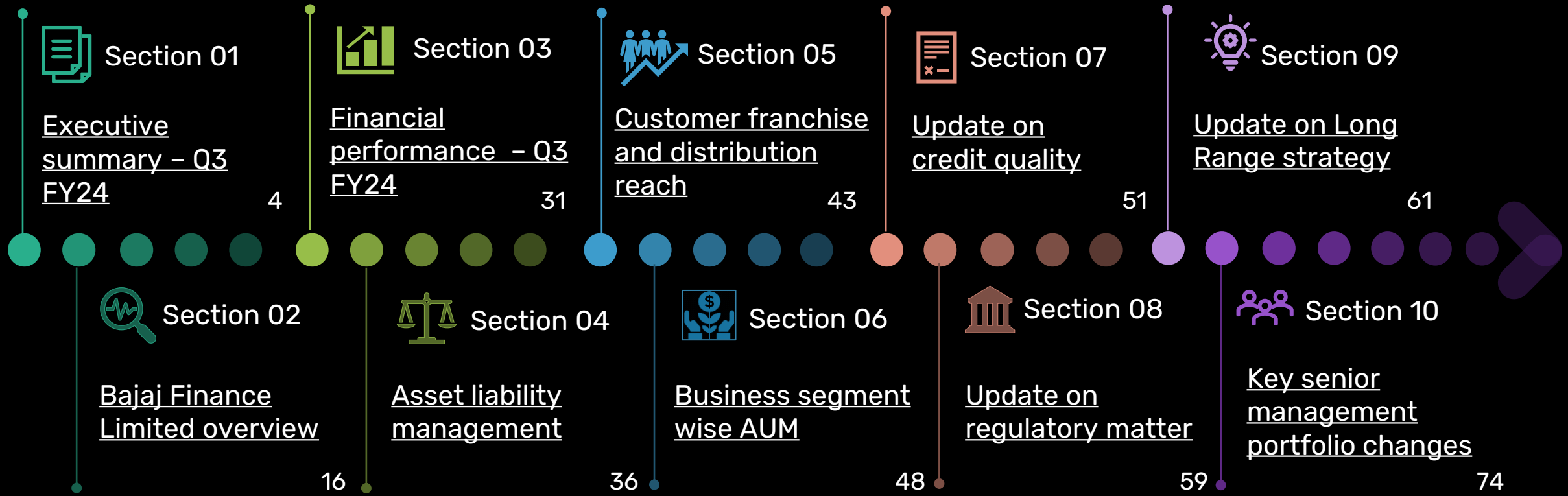




**BAJAJ FINANCE LIMITED**



As part of this presentation, we are sharing a detailed update on -

- ① Quarterly financial performance,
- ② Update on regulatory matter,
- ③ Long range strategy and
- ④ Key senior management portfolio changes.

Let's start with the quarter gone by.



# Section 01

## Executive summary – Q3 FY24

1.1

Quarter gone by

1.2

Lead financial indicators

1.3

Omnipresence strategy update

A mixed quarter. Good quarter on AUM, customer acquisition, portfolio metrics and operating efficiencies. Strengthened capital position with a raise of ₹ 9,097 crore. Dampener for the quarter were elevated loan losses and impact of regulatory action. Delivered AUM growth of ₹ 20,704 crore, booked 9.86 MM new loans and witnessed highest ever new customer addition of 3.85 MM in Q3. Bajaj Finserv App now has 49.19 MM net users.

AUM



Opex to Net  
total income



PAT



ROE



Net NPA



## Balance sheet and business metrics

1. Delivered quarterly AUM growth of ₹ 20,704 crore in Q3.
2. AUM was up 35% at ₹ 310,968 crore as against ₹ 230,842 crore as of 31 December 2022.
3. New loans booked were up 26% to 9.86 MM in Q3 FY24 as against 7.84 MM in Q3 FY23.
4. In Q3, B2B disbursements were up 31% at ₹ 21,686 crore as against ₹ 16,537 crore in Q3 FY23.

## Customer franchise and geographic footprint

5. In Q3, the Company added highest ever new customers of 3.85 MM to the franchise. The Company estimates new customer addition at 13-14 MM in FY24.
6. Customer franchise stood at 80.41 MM as of 31 December 2023. Cross sell franchise stood at 49.28 MM. The Company is likely to end the fiscal with over 83 MM customer franchise.
7. In Q3, the Company added 158 new locations and added 9.5K distribution points. Geographic presence stood at 4,092 locations and over 190K active distribution points as of 31 December 2023.

## Liquidity and cost of fund

8. Liquidity buffer stood at ₹ 11,624 crore as of 31 December 2023.
9. In Q3, cost of funds was 7.76%, an increase of 9 bps over Q2 FY24.
10. Deposits book grew by 35% YoY and stood at ₹ 58,008 crore as of 31 December 2023. In Q3, net deposit growth was ₹ 3,187 crore. Deposits contributed to 22% of consolidated borrowings as of 31 December 2023.

## Operating efficiencies

11. In Q3, Net interest income grew by 29% to ₹ 7,655 crore as against ₹ 5,922 crore in Q3 FY23. NIM compression in Q3 over Q2 was 11 bps. Given the increase in risk weights and higher incremental cost of funds, the Company has increased rates across all portfolios by 20-30 bps.
12. In Q3, Net total income grew by 25% to ₹ 9,298 crore as against ₹ 7,438 crore in Q3 FY23.
13. In Q3, Opex to Net total income improved to 33.9% versus 34.8% in Q3 FY23. The Company is working to enhance operating efficiencies by implementing a host of GenAI capabilities and other digital initiatives.
14. Employee headcount stood at 54,281 (BFL, BHFL & BFSL) as of 31 December 2023. Company added 3,181 employees in Q3. Annualized attrition as of 31 December 2023 was 13.8% as against 19.1% as of 31 December 2022.

## Credit cost

15. In Q3, loan losses & provisions were ₹ 1,248 crore. Loan losses for Rural B2C business continued to remain elevated. AUM growth of Rural B2C (excl. gold loan) has been brought down from 26% in March 2023 to 10% in December 2023. Urban B2C loan losses were higher in Q3 due to lower collection efficiencies. Overall, Urban B2C portfolio remains in good health.
16. Annualized loan loss to average AUF, excluding management overlay, was 1.79% in 9M FY24. We estimate FY24 loan loss to average AUF to hold at this level.
17. The Company holds a management and macro-economic overlay provision of ₹ 590 crore as of 31 December 2023. The Company released ₹ 150 crore from the overlay in Q3.
18. GNPA & NNPA stood at 0.95% & 0.37% as of 31 December 2023 as against 1.14% & 0.41% as of 31 December 2022.
19. Risk metrics across all businesses were stable except Rural B2C business. The Company continues to be watchful on risk actions in Rural B2C business.

## Profitability and capital

20. Consolidated pre-provisioning operating profit grew by 27% to ₹ 6,142 crore in Q3 FY24 as against ₹ 4,853 crore in Q3 FY23.
21. Consolidated profit before tax grew by 22% to ₹ 4,896 crore in Q3 FY24 as against ₹ 4,012 crore in Q3 FY23. While NIM continues to soften gradually on account of lagged effect of cost of funds increase, in Q3, elevated loan losses and impact of Regulatory action has led to profit growth being lower by approximately 5-6%.
22. Consolidated profit after tax grew by 22% to ₹ 3,639 crore in Q3 FY24 as against ₹ 2,973 crore in Q3 FY23.
23. In Q3, the Company delivered annualized ROA of 4.92% as against 5.43% in Q3 FY23.
24. In Q3, the Company delivered annualized ROE of 21.95% as against 23.98% in Q3 FY23.
25. Capital adequacy remained strong at 23.87% as of 31 December 2023. Tier-1 capital was 22.80%. On 16 November 2023, RBI increased risk weights on consumer credit exposure from 100% to 125% which had an impact of 290 *bps* on the Company's CRAR. Adjusted for this change CRAR would have been 26.77%.

## Additional update

26. On 2 November 2023, the Company allotted 1,550,000 warrants at a price of ₹ 7,670 per warrant, on a preferential basis, to Bajaj Finserv Limited, the promoter and holding company, on receipt of application money aggregating to ₹ 297.21 crore being 25% of the total consideration. The remaining 75% of the consideration will be paid at the time of conversion of warrants into equity shares anytime within eighteen months from the date of allotment.
27. On 9 November 2023, the Company allotted 12,104,539 equity shares through QIP to eligible investors at a price of ₹ 7,270 per equity share (including a premium of ₹ 7,268 per equity share) aggregating approximately ₹ 8,800 crore.
28. On 19 January 2024, the Company acquired 26.53% equity stake on a fully diluted basis of Pennant Technologies Private Limited for an aggregate amount of ₹ 267.47 crore.



## Bajaj Housing Finance Limited (BHFL)

### BHFL - Balance sheet and geography

29. AUM was up 31% at ₹ 85,929 crore as against ₹ 65,581 crore as of 31 December 2022.
30. Home loans AUM grew by 21%, Loan against property grew by 15%, Lease rental discounting grew by 70%, Developer finance grew by 74% and Rural mortgages grew by 19%.
31. Portfolio composition for HL : LAP : LRD : DF : Rural : Others stood at 56% : 9% : 19% : 10% : 4% : 2% as of 31 December 2023.
32. Overall approvals grew by 22% to ₹ 17,767 crore in Q3 FY24 as against ₹ 14,514 crore in Q3 FY23.
33. Disbursements grew by 44% to ₹ 10,727 crore in Q3 FY24 as against ₹ 7,429 crore in Q3 FY23,.
34. Geographic presence stood at 186 locations.

### BHFL - Liquidity and cost of fund

35. Liquidity buffer stood at ₹ 2,243 crore as of 31 December 2023.
36. In Q3, cost of funds was 7.70% which was higher by 6 bps over Q2 FY24.
37. Borrowing mix - Banks : NHB : Money market : Assignment stood at 44% : 6% : 33% : 17% as of 31 December 2023.

### BHFL - Operating efficiencies

38. Net interest income grew by 17% to ₹ 645 crore in Q3 FY24 as against ₹ 549 crore in Q3 FY23.
39. Net total income grew by 17% to ₹ 746 crore in Q3 FY24 as against ₹ 638 crore in Q3 FY23.
40. In Q3, Opex to Net total income stood at 23.2% as against 24.5% in Q3 FY23.
41. Total employee headcount stood at 2,585 as of 31 December 2023.

## **BHFL - Credit costs**

42. In Q3, loan losses and provisions were ₹ 1 crore as against ₹ 30 crore in Q3 FY23. BHFL holds a management and macro-economic overlay provision of ₹ 150 crore as of 31 December 2023.
43. GNPA & NNPA stood at 0.25% and 0.10% as of 31 December 2023 as against 0.23% and 0.10% as of 31 December 2022.

## **BHFL - Profitability and capital**

44. Profit before tax grew by 27% to ₹ 572 crore in Q3 FY24 as against ₹ 452 crore in Q3 FY23.
45. Profit after tax grew by 31% to ₹ 437 crore in Q3 FY24 as against ₹ 334 crore in Q3 FY23.
46. In Q3, the Company delivered annualized ROA of 2.43% as against 2.37% in Q3 FY23.
47. In Q3, the Company delivered annualized ROE of 15.02% as against 13.32% in Q3 FY23.
48. Capital adequacy ratio stood at 21.92% as of 31 December 2023. Tier-1 capital was 21.28%.

## Bajaj Financial Securities Limited (BFSL)

49. Added 38K customers to its franchise in Q3. Retail and HNI customer franchise stood at 656K as of 31 December 2023.
50. Margin Trading Finance AUM grew by 193% at ₹ 3,167 crore as of 31 December 2023 as against ₹ 1,080 crore as of 31 December 2022.
51. Geographic presence stood at 35 locations. Added 4 new locations in Q3.
52. Net total Income was ₹ 74 crore in Q3 FY24 as against ₹ 46 crore in Q3 FY23.
53. Total employee headcount stood at 745 as of 31 December 2023.
54. Profit before tax stood at ₹ 22 crore as against ₹ 5 crore in Q3 FY23.
55. Profit after tax stood at ₹ 16 crore as against ₹ 3 crore in Q3 FY23.
56. BFSL delivered significant upgrades to its Web and App platforms with addition of 43 new features in Q3.

# **Omnipresence strategy update**

# Omnipresence metrics - Strong growth momentum across Geography and Digital metrics

**BAJAJ FINANCE LIMITED**

Particulars	Unit	Q3 FY23	Q2 FY24	Q3 FY24	YoY
<b>Geography</b>					
New locations added - in the Qtr	#	29	106	158	445%
Locations - Cumulative	#	3,714	3,934	4,092	10%
Standalone Gold loan branches - Cumulative	#	179	514	537	200%
<b>App Metrics</b>					
Downloads - In the Qtr	# in MM	14.84	16.74	15.78	6%
Net Installs - Cumulative	# in MM	31.5	44.7	49.2	56%
In-App programs - Cumulative	#	101	134	129	28%
Service requests initiated on app - In the Qtr	% of total SR	22%	34.7%	34.6%	
<b>App Payments metrics</b>					
UPI handles - Cumulative	# in MM	10.39	18.60	21.48	107%
Bill pay transactions - In the Qtr	# in MM	5.00	6.43	7.49	50%
QRs at merchant PoS - Cumulative	# in MM	0.21	2.16	2.71	NA
Rewards issued - In the Qtr	# in MM	17.3	22.1	25.4	47%

# Omnipresence metrics - Strong growth momentum across Geography and Digital metrics

**BAJAJ FINANCE LIMITED**

Particulars	Unit	Q3 FY23	Q2 FY24	Q3 FY24	YoY
<b>App business metrics</b>					
EMI cards acquired on App - In the Qtr *	# in '000	100	130	89	(11%)
Personal loan disbursed on App - In the Qtr *	In ₹ Cr	2,301	2,910	2,861	24%
Credit card acquisition on App - In the Qtr	# in '000	59.2	69.9	59.7	1%
Flexi loan transactions on App - In the Qtr	# in MM	1.48	1.99	2.19	48%
DMS receipts on App - In the Qtr	# in 'MM	0.90	1.10	1.24	38%
<b>Marketplace metrics</b>					
Bajaj Mall visits - In the Qtr *	# in MM	44.2	52.0	46.0	4%
Bajaj Mall loans - In the Qtr *	# in '000	619	589	491	(21%)
Insurance Bazaar policies - In the Qtr	# in '000	153.7	106.0	149.1	(3%)
Investments Bazaar MF A/C - In the Qtr	# in '000	19.5	38.5	55.0	182%
<b>Digital EMI card metrics</b>					
EMI cards acquired digitally - In the Qtr *	# in '000	637	678	439	(31%)
EMI cards acquired digitally - CIF *	# in MM	3.1	4.2	4.5	45%
B2B loans from digital EMI cards - in the Qtr *	# in '000	284	346	281	(1%)

\* Impacted due to embargo on Insta EMI card transactions

# Customer franchise - Key financial metrics

**BAJAJ FINANCE LIMITED**

Particulars <sup>@</sup>	Unit	FY17	FY18	FY19	FY20	FY21	FY22	FY23	9M FY23	9M FY24	YoY
New loans booked	In MM	10.1	15.3	23.5	27.4	16.9	24.7	29.6	22.0	28.3	29%
New customer addition	In MM	4.1	6.1	8.3	8.1	6.0	9.0	11.6	8.5	11.3	33%
Existing customer mix	%	59.8%	60.3%	64.8%	70.4%	64.6%	63.5%	60.9%	61.4%	60.1%	-
Total franchise	in MM	20.1	26.2	34.5	42.6	48.6	57.6	69.1	66.1	80.4	22%
Cross sell franchise	in MM	11.0	15.4	20.7	24.1	26.9	32.8	40.6	38.6	49.3	28%
Co-branded credit cards sold	in MM	0.03	0.39	0.81	1.12	0.70	1.36	1.92	1.42	1.50	6%
Other financial products sold to existing customers	in MM	0.06	0.08	0.19	0.27	0.67	2.23	2.36	1.64	1.92	17%
AUM per cross sell franchise	₹	54,722	53,417	56,066	60,983	56,879	58,617	60,991	59,835	63,102	5%
PAT per cross sell franchise*	₹	1,670	1,618	1,933	2,182	1,644	2,145	2,837	2,164*	2,156*	(0.4%)

\* Not annualized

@ All figures till FY18 are as per previous GAAP and figures from FY19 onwards are as per Ind AS

# **Section 02**

## **Bajaj Finance Limited overview**

2.1 Bajaj group structure

2.2 What do we stand for

2.3 Key strategic differentiators

2.4 Our shareholder profile

2.5 BFL Consolidated 16-years financial  
snapshot

2.6 BHFL 6-years financial snapshot

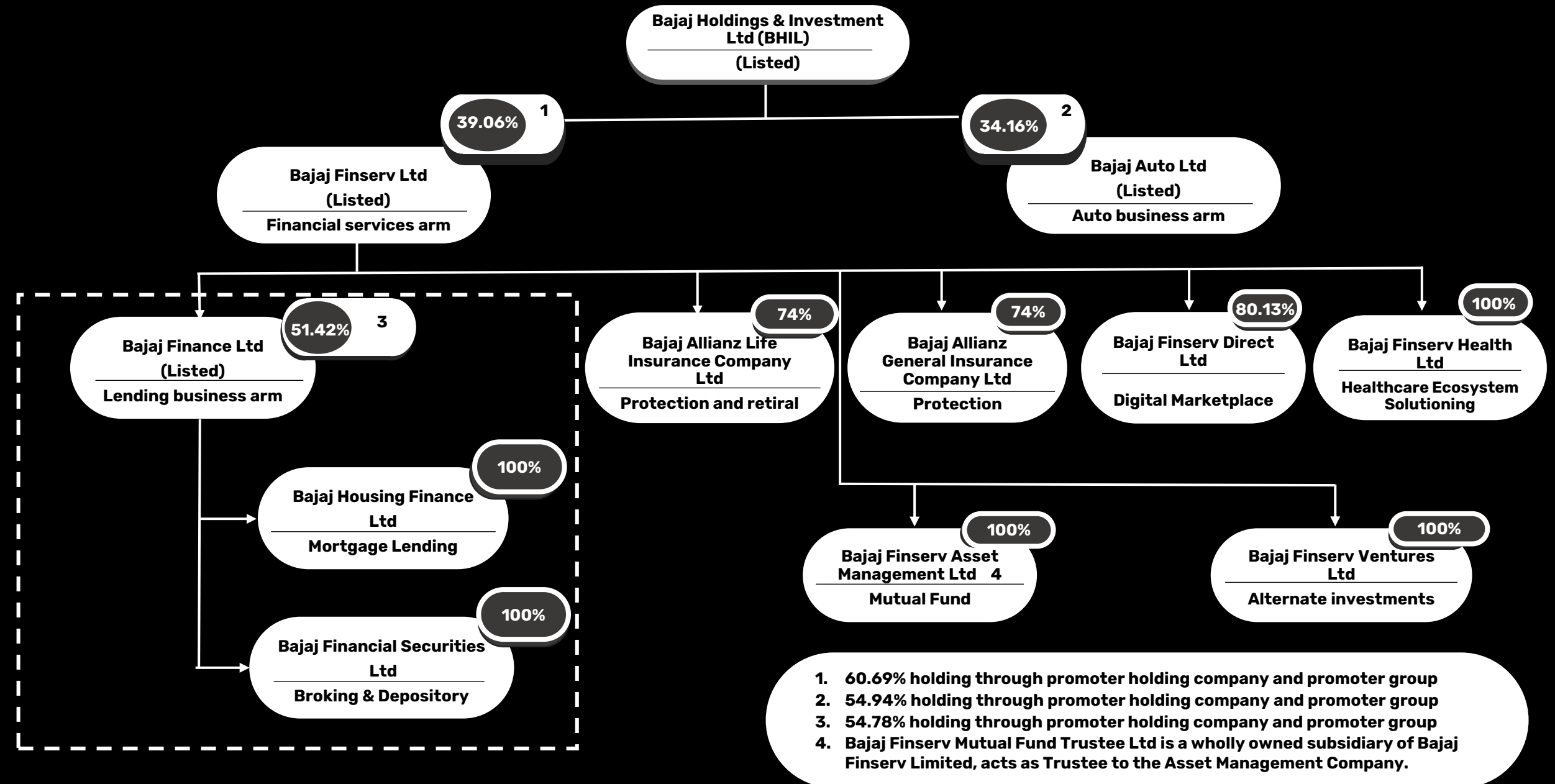
2.7 Product suite

2.8 Executive summary



# Bajaj group structure

# BAJAJ FINANCE LIMITED



Above shareholding is as of 31 December 2023.

“Non-bank with strategy & structure of a bank”

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“Focused on mass affluent & above clients with a strategy to cross sell”

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“Diversified financial services strategy with an optimal mix of risk and profit to deliver a sustainable business model”

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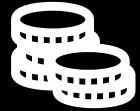
“Business construct to deliver a sustainable ROA of 4.6%-4.8% and ROE of 21%-23% in the long term”

---

“Focused on continuous innovation to transform customer experience and create growth opportunities”

# BFL Consolidated long-term guidance on financial metrics

BAJAJ FINANCE LIMITED



AUM growth  
in corridor of  
25%-27%



Profit growth  
in corridor of  
23%-24%



GNPA  
in corridor of  
1.2%-1.4%



NNPA  
in corridor of  
0.4%-0.5%



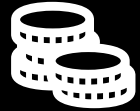
Return on assets  
in corridor of  
4.6%-4.8%



Return on equity  
in corridor of  
21%-23%

# BHFL long-term guidance on financial metrics

BAJAJ FINANCE LIMITED



AUM growth  
in corridor of  
26%-28%



Profit growth  
in corridor of  
28%-30%



GNPA  
in corridor of  
0.40%-0.60%



NNPA  
in corridor of  
0.15%-0.25%



Return on assets  
in corridor of  
1.7%-2.0%



Return on equity  
in corridor of  
13%-15%

# Key strategic differentiators

**BAJAJ FINANCE LIMITED**

Part of the Bajaj group – one of the oldest & most respected business houses

A trusted brand with strong brand equity

Focus on mass affluent and above clients

Total customer franchise of 80.41 MM

Strong focus on cross selling assets, payments, insurance and deposit products to existing customers

Highly data oriented. Deep data talent bench and technology architecture to enable cross sell

A well-diversified balance sheet

Consolidated lending AUM mix for Urban : Rural : SME : Commercial : Mortgages stood at 34% : 9% : 13% : 13% : 31%. Consolidated borrowing mix for Money Markets: Banks: Deposits stood at 45% : 33% : 22%

Agile and innovative

Continuous transformation in product features and digital technologies to maintain competitive edge

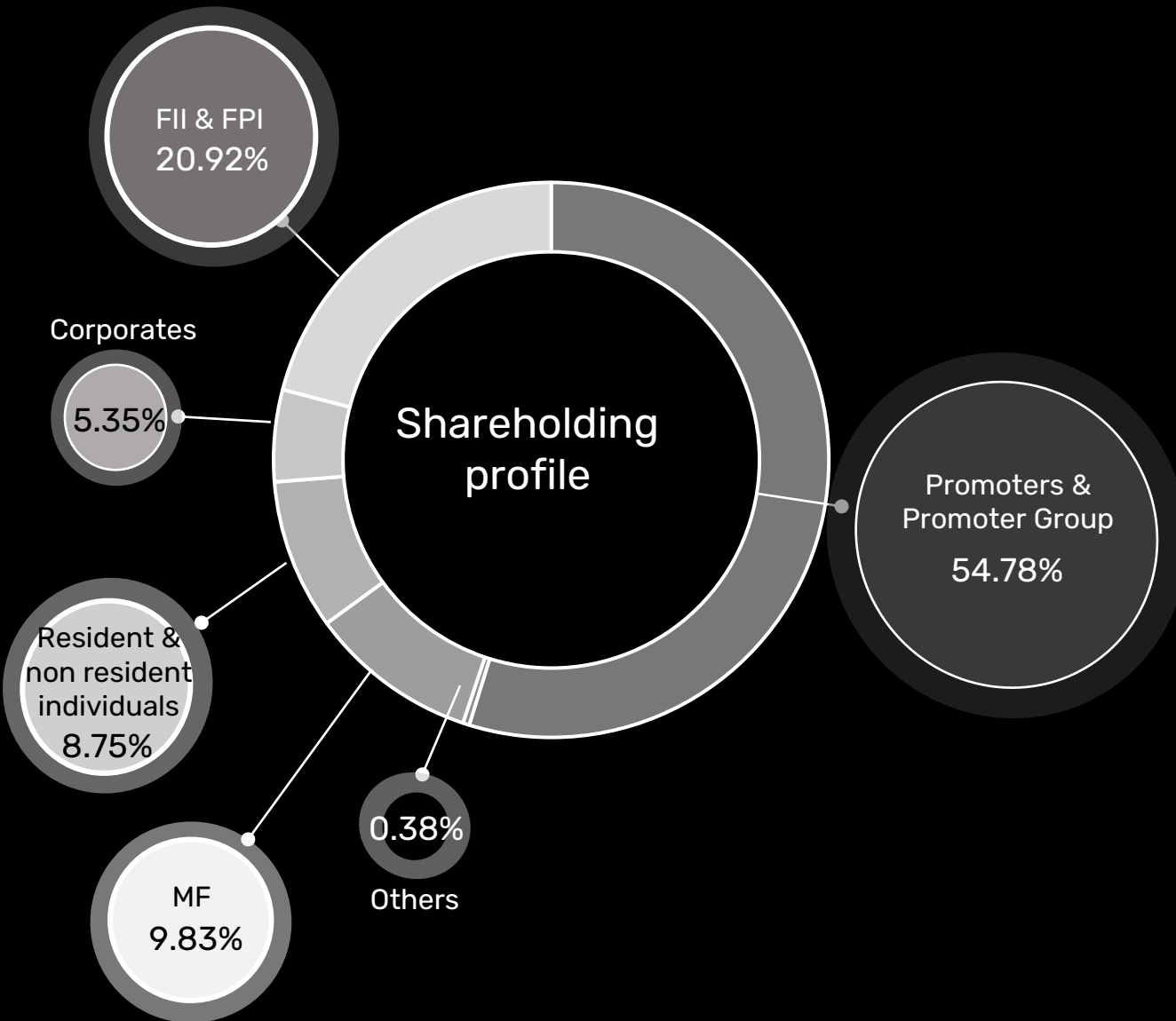
Committed to technology and analytics to transform customer experience

Has helped achieve multi product cross sell and manage risk & controllership effectively. Focussed on delivering frictionless experience to customer

Committed to digital

Has adopted digital technology trends and navigated from digitisation to digitalisation. Now transforming to a customer centric digital enterprise

# Our shareholder profile



## Top 20 investors and their holdings

S.No	Name of Shareholder	As on 31 Dec 22	As on 30 Sep 23	As on 31 Dec 23
1	BAJAJ FINSERV LTD	52.49%	52.45%	51.42%
2	GOVERNMENT OF SINGAPORE	3.44%	3.35%	3.32%
3	MAHARASHTRA SCOOTERS LIMITED	3.13%	3.13%	3.07%
4	SBI NIFTY 50 ETF	0.85%	0.82%	0.83%
5	ICICI PRUDENTIAL LIFE INSURANCE COMPANY LIMITED	0.53%	0.78%	0.82%
6	SBI S&P BSE SENSEX ETF	0.54%	0.57%	0.59%
7	SBI EQUITY HYBRID FUND	0.40%	0.50%	0.57%
8	AXIS ELSS TAX SAVER FUND	0.69%	0.61%	0.57%
9	SBI LIFE INSURANCE CO. LTD	0.49%	0.52%	0.56%
10	VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	0.52%	0.54%	0.54%
11	VANGUARD EMERGING MARKETS STOCK INDEX FUND	0.54%	0.55%	0.54%
12	AXIS MUTUAL FUND TRUSTEE LIMITED A/C AXIS MUTUAL FUND	0.77%	0.59%	0.53%
13	SBI BLUE CHIP FUND	0.07%	0.38%	0.46%
14	GOVERNMENT PENSION FUND GLOBAL	0.31%	0.41%	0.44%
15	EUROPACIFIC GROWTH FUND	0.44%	0.43%	0.43%
16	ISHARES CORE MSCI EMERGING MARKETS ETF	0.39%	0.41%	0.40%
17	PEOPLE'S BANK OF CHINA	0.40%	0.40%	0.38%
18	FIDELITY INVESTMENT TRUST FIDELITY SERIES EMERGING	0.34%	0.35%	0.38%
19	NEW HORIZON OPPORTUNITIES MASTER FUND	0.55%	0.38%	0.36%
20	LIFE INSURANCE CORPORATION OF INDIA	0.06%	0.36%	0.35%

Above shareholding is as of 31 December 2023

# 16-years financial snapshot - Consolidated

## BAJAJ FINANCE LIMITED

₹ in crore

Financials snapshot <sup>@</sup>	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	CAGR (16 yrs.)
Loans booked (MM)	1.0	0.6	0.9	1.6	2.2	2.8	3.4	4.9	6.8	10.1	15.3	23.5	27.4	16.9	24.7	29.6	25%
Customer franchise (MM)	0.8	1.2	1.9	3.0	4.7	6.7	9.3	12.9	16.1	20.1	26.2	34.5	42.6	48.6	57.6	69.1	35%
AUM	2,478	2,539	4,032	7,573	13,107	17,517	24,061	32,410	44,229	60,196	82,422	1,15,888	1,47,153	152,947	1,97,452	2,47,379	36%
Total income	503	599	916	1,406	2,172	3,110	4,073	5,418	7,333	9,989	12,757	18,500	26,386	26,683	31,648	41,415	34%
Interest expenses	170	164	201	371	746	1,206	1,573	2,248	2,927	3,803	4,614	6,623	9,473	9,414	9,754	12,560	33%
Net total income	332	435	715	1,035	1,426	1,904	2,500	3,170	4,406	6,186	8,143	11,877	16,913	17,269	21,894	28,855	35%
Operating expenses	193	220	320	460	670	850	1,151	1,428	1,898	2,564	3,270	4,197	5,662	5,308	7,587	10,139	30%
Loan losses & provision	109	164	261	205	154	182	258	385	543	804	1,030	1,501	3,929	5,969	4,803	3,190	25%
Profit before tax	30	51	134	370	602	872	1,091	1,357	1,965	2,818	3,843	6,179	7,322	5,992	9,504	15,528	52%
Profit after tax	21	34	89	247	406	591	719	898	1,279	1,837	2,496	3,995	5,264	4,420	7,028	11,508	52%
Ratios	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	
Opex to Net total income	58.1%	50.6%	44.8%	44.4%	47.0%	44.6%	46.0%	45.0%	43.1%	41.4%	40.2%	35.3%	33.5%	30.7%	34.7%	35.1%	
Loan loss to avg. AUF	3.58%	4.89%	7.05%	3.63%	1.58%	1.25%	1.30%	1.42%	1.47%	1.61%	1.50%	1.55%	3.10%	4.14%	2.84%	1.47%	
Return on assets	0.7%	1.4%	2.8%	4.4%	4.2%	4.1%	3.6%	3.3%	3.5%	3.7%	3.7%	4.2%	4.1%	3.1%	4.2%	5.3%	
Return on equity	2.0%	3.2%	8%	19.7%	24.0%	21.9%	19.5%	20.4%	20.9%	21.6%	20.1%	22.5%	20.2%	12.8%	17.4%	23.5%	
Net NPA *	7%	5.50%	2.20%	0.80%	0.12%	0.19%	0.28%	0.45%	0.28%	0.44%	0.43%	0.63%	0.65%	0.75%	0.68%	0.34%	
Provision coverage ratio	30%	32%	55%	79%	89%	83%	76%	71%	77%	74%	70%	60%	60%	58%	58%	64%	
CRAR (standalone)	40.7%	38.4%	25.9%	20.0%	17.5%	21.9%	19.1%	18.0%	19.5%	20.3%	24.7%	20.7%	25.0%	28.3%	27.2%	25.0%	
Leverage ratio	2.6	2.5	3.8	5.9	6.4	5.3	6.2	6.8	6.3	6.6	5.4	6.3	5.1	4.7	4.9	5.1	

<sup>@</sup> All figures till FY17 are as per previous GAAP on standalone basis. All figures from FY18 onwards are as per Ind AS and on consolidated basis.

\* As per the RBI regulations, NNPA numbers up to FY15 are at 6 months overdue, FY16 are at 5 months overdue, FY17 are at 4 months overdue, FY18 to Nov'21 are at 3 months overdue and Dec'21 onwards are at 91 days past due. Hence NPA across periods are not comparable.

# 6-years financial snapshot – BHFL

# BAJAJ FINANCE LIMITED

₹ in crore

Financials snapshot	FY18	FY19	FY20	FY21	FY22	FY23	CAGR (6 yrs.)
AUM	3,570	17,562	32,705	38,871	53,322	69,228	81%
Total income	106	1,156	2,646	3,155	3,767	5,665	122%
Interest expenses	47	685	1,616	1,966	2,155	3,211	133%
Net total income	59	471	1,030	1,189	1,612	2,454	111%
Operating expenses	44	297	339	329	471	630	70%
Loan losses & provision	4	25	124	247	181	124	99%
Profit before tax	11	149	567	613	960	1,700	174%
Profit after tax	10	110	421	453	710	1,258	163%
Ratios	FY18	FY19	FY20	FY21	FY22	FY23	
Opex to Net total income	74.6%	63.1%	32.9%	27.7%	29.2%	25.7%	
Loan loss to avg. AUF	0.22%	0.24%	0.55%	0.80%	0.45%	0.23%	
Return on assets	0.6%	1.1%	1.9%	1.5%	1.8%	2.3%	
Return on equity	1.1%	4.2%	9.1%	7.8%	11.1%	14.6%	
Gross NPA	0.00%	0.05%	0.08%	0.35%	0.31%	0.22%	
Net NPA	0.00%	0.04%	0.05%	0.22%	0.14%	0.08%	
Provision coverage ratio	-	35%	38%	38%	54%	64%	
CRAR (standalone)	45.12%	25.81%	25.15%	21.33%	19.71%	22.97%	
Leverage ratio	3.03	5.26	5.62	6.28	7.20	6.16	
Capital infusion*	1,200	2,000	1,500	-	-	2,500	

\* Capital infusion of ₹ 328 crore prior to FY18



## BAJAJ FINANCE LIMITED

Consumer	SME	Commercial	Rural	Deposits	Payments	Partnerships & Services
1. Consumer Durable Loans	1. Unsecured Working Capital Loans	1. Loan against securities	1. Consumer Durable Loans	1. Retail Term Deposits	Issuance	1. Life Insurance Distribution
2. Digital Product Loans		2. IPO financing			1. PPI	
3. Lifestyle Product Loans		3. ESOP financing	2. Digital Product Loans	2. Corporate Term Deposits	2. UPI	2. General Insurance Distribution
4. Lifecare financing	2. Loans to self-employed and Professionals	4. Vendor financing to auto component manufacturers	3. Lifestyle Product Loans	3. Systematic Deposit Plan	3. BBPS	3. Health Insurance Distribution
5. EMI Cards					Acquiring	
6. Retail spend financing	3. Business Loans Secured	5. Financial Institutions Lending	4. Personal Loans Cross Sell		1. Merchant QR	4. Pocket Insurance
7. 2W and 3W financing						5. RBL Co-Branded Credit Card
8. Personal Loan Cross-Sell	4. Used-car financing	6. Light Engineering Lending	5. Salaried Personal Loans			6. DBS Co-Branded Credit Card
9. Salaried Personal Loans						7. Financial Fitness Report
10. E-Commerce financing	5. Medical equipment financing	7. Specialty Chemicals Lending	6. Gold Loans			
11. Retailer finance			7. Loans to Professionals			
12. Health EMI Card	6. New car financing	8. Emerging Corporate Lending	8. Microfinance			
		9. Large Corporate Lending	9. Tractor financing			

## BAJAJ HOUSING FINANCE LIMITED

1. Salaried Home Loans	1. Loan Against Property	1. Developer Finance	1. Loan Against Property
2. Salaried Loan Against Property	2. Self Employed Home Loans	2. Commercial Construction Finance	2. Home Loans
3. Affordable housing finance	3. Lease Rental Discounting	3. Corporate Lease Rental Discounting	

## BAJAJ FINANCIAL SECURITIES LIMITED

1. Trading Account	4. HNI Broking	7. Distribution of Mutual Funds
2. Depository Services	5. Retail Broking	8. Distribution of PMS
3. Margin Trading Financing	6. IPOs and OFS	9. Proprietary Trading

## Overview

- Focused on Urban, Rural, SME, Commercial and Payments businesses
- Strategic business unit organization design supported by horizontal common utility functions to drive domain expertise, scalability and operating leverage
- Focused on cross sell, customer experience and product & process innovations to create a differentiated & profitable business model
- AUM of ₹ 2,32,040 crore as of 31 December 2023
- AUM mix as of 31 December 2023 – Urban : Rural : SME : Commercial : Mortgage stood at 45% : 12% : 18% : 16% : 9%
- Profit after tax of ₹ 3,177 crore in Q3 FY24
- Capital adequacy ratio (including Tier II capital) of 23.87% as of 31 December 2023. Tier I capital stood at 22.80%

## Consumer business

- Present in 1,538 locations with 134.7K+ active distribution points of sale as of 31 December 2023
- Largest consumer electronics, digital products & lifestyle products lender in India
- 2-wheeler financing business disbursed 376.6K accounts in Q3 FY24 (growth of 44% YOY)
- 3-wheeler financing business disbursed 59.2K accounts in Q3 FY24 (growth of 44% YOY)
- Amongst the largest personal loan lenders in India

## Payments

- EMI Card franchise stood at 42.2 MM cards in force (CIF) as of 31 December 2023
- Co-branded credit card CIF stood at 3.98 MM as of 31 December 2023
- Digital app platform has 49.19 MM net users as of 31 December 2023

## Rural business

- Highly diversified lender in rural markets offering 10 loan products across consumer and SME business categories
- Operates with a unique hub and spoke business model
- Present in 2,554 towns and villages with 46.3K+ active distribution points of sale as of 31 December 2023

<b>SME Business</b>	<ul style="list-style-type: none"><li>• Offers unsecured working capital loans to SME and self-employed professionals</li><li>• Secured offerings include enterprise loans against property</li><li>• Focused on accelerating used car financing business</li><li>• Focused on affluent SMEs with established financials &amp; demonstrated borrowing track record</li><li>• Offers medical equipment financing from ₹ 3 Lakh to ₹ 6 crore for medical professionals</li></ul>
<b>Commercial business</b>	<ul style="list-style-type: none"><li>• Offers short, medium and long-term financing to mid market corporates</li><li>• Focused on auto ancillaries, pharma, specialty chemicals, financial institution groups, lease rental discounting and top mid corporate clients in India</li></ul>
<b>Treasury</b>	<ul style="list-style-type: none"><li>• Strategy is to create a balanced mix of wholesale and retail borrowings with a focus on long term borrowings</li><li>• Strategy is that deposits should contribute to 25% of consolidated borrowings</li><li>• Borrowings stood at ₹ 2,00,170 crore with a mix of 47% : 24% : 29% between money markets, banks and deposits as of 31 December 2023</li></ul>
<b>Credit Quality</b>	<ul style="list-style-type: none"><li>• GNPA and NNPA as of 31 December 2023 stood at 1.18% and 0.46% respectively</li><li>• Provisioning coverage ratio as of 31 December 2023 was 62%</li><li>• Provisioning coverage on stage 1 &amp; 2 stood at 116 bps as of 31 December 2023</li></ul>
<b>Credit Rating</b>	<ul style="list-style-type: none"><li>• Credit rating for long term borrowing is AAA/Stable by CRISIL, ICRA, CARE &amp; India Ratings</li><li>• Credit rating for short term borrowing is A1+ by CRISIL, ICRA &amp; India Ratings</li><li>• Credit rating for FD program is CRISIL AAA (Stable) by CRISIL &amp; ICRA AAA (Stable) by ICRA</li><li>• Long term issuer credit rating of BBB-/Stable and short-term rating of A-3 by S&amp;P Global ratings</li></ul>
<b>Regulated by</b>	<ul style="list-style-type: none"><li>• Reserve Bank of India</li><li>• Securities and Exchange Board of India</li></ul>

## Overview

- A 100% subsidiary of Bajaj Finance Limited
- Independent organization design having all dedicated functions and units to drive domain expertise, scalability and operating leverage
- Offers full range of mortgage products such as home loans, loan against property and lease rental discounting to salaried & self-employed customers. It also offers construction finance and inventory finance to credit worthy developers
- Focused on mass affluent and above customers (salaried and self employed)
- AUM of ₹ 85,929 crore as of 31 December 2023. Post tax profit of ₹ 437 crore for Q3 FY24
- Capital adequacy ratio (including Tier II capital) was 21.92% as of 31 December 2023

## Home Loans

- Offers home loans to salaried customers for an average ticket size of 50 lakh
- Focused on originating home loans at developer points and through distributors
- Focused on home loans – fresh, resale and balance transfer directly as well as through channel partners
- Present in 84 locations as of 31 December 2023
- Home loan mix as of 31 December 2023 – Salaried : Self Employed : Professionals stood at 89% : 7% : 4%

## Loan Against Property

- Offers loan to mass affluent and above self-employed customers for an average ticket size of 70 lakh
- Focused on offering customized propositions to both self employed and salaried customers
- Present in 47 locations as of 31 December 2023

## Rural

- Offers home loans and loans against property to salaried and self-employed customers with an average ticket size of approximately 20 lakh for home loans and 15 lakh for loan against property
- Hub and spoke strategy through branch network, ASSC tie ups and channel partners
- Present in 110 locations as of 31 December 2023

## Lease Rental Discounting

- Offers LRD to high net-worth individuals and developers against commercial property leased to corporate lessees
- Offers construction finance for commercial properties to existing LRD customers
- LRD transactions are backed by rentals through escrow mechanism
- Offers LRD from ₹ 10 crore to ₹ 550 crore
- Present in 14 locations as of 31 December 2023.

## Developer Financing

- Offers construction finance and inventory finance mainly to category A and A+ developers in India
- Offers developer financing from ₹ 5 crore to ₹ 500 crore
- Present in 13 locations as of 31 December 2023.

## Credit Quality

- GNPA and NNPA as of 31 December 2023 stood at 0.25% and 0.10% respectively

## Treasury

- Strategy is to create a balanced and sustained mix of borrowings
- Borrowings stood at ₹ 63,708 crore with a mix of 53% : 8% : 39% between banks, NHB and money markets as of 31 December 2023

## Credit Rating

- Credit rating for long term borrowing is AAA/Stable by CRISIL & IND AAA/Stable by India Ratings
- Credit rating for short term borrowing is A1+ by CRISIL & IND A1+ by India Ratings

## Regulated by

- Reserve Bank of India
- Supervised by National Housing Bank
- Securities and Exchange Board of India

# Executive summary – Bajaj Financial Securities **BAJAJ FINANCE LIMITED**

## Overview

- A 100% subsidiary of Bajaj Finance Limited
- Offers Capital Market products - Broking, Depository services, Margin Trade Financing, Mutual Funds, IPOs and Distribution of PMS
- Broking business caters to two different business segments – HNI and Retail
- Net total Income stood at ₹ 74 crore in Q3 FY24
- Delivered PAT of ₹ 16 crore for Q3 FY24

## HNI Broking

- Business oriented towards delivering relationship-based Broking solutions to UHNI & HNI client segment
- Focus on building Margin Trade Financing book, total loan book stood at ₹ 2,919 crore as of Q3 FY24
- Present in 35 locations as of 31 December 2023
- Added 5K UHNI/HNI clients in Q3 FY24. Total client base stood at 38K as of 31 December 2023.

## Retail Broking

- Added 33K trading and demat accounts in Q3 FY24 with focus to add accounts with higher propensity to trade.
- Total retail client base stood at 618K as of 31 December 2023
- Crossed 1,100+ network of partners and affiliates online accounts
- Working with 120+ Independent Business Advisor (IBAs)
- Margin Trade Financing book as of Q3 FY24 stands at ₹ 248 crore
- Focused on driving client activation of BFSL Platform, monthly activation rate stands at 23%

## Credit Rating

- Credit rating for Long term borrowing is AAA/Stable by CRISIL Ratings
- Credit rating for short term borrowing is A1+ by CRISIL & IND A1+ by India Ratings

## Regulated by

- Securities and Exchange Board of India

# **Section 03** **Financial performance**

3.1

Financial statement summary –  
Consolidated

3.2

Financial statement summary –  
Bajaj Finance Limited

3.3

Financial statement summary –  
Bajaj Housing Finance Limited

3.4

Financial statement summary –  
Bajaj Financial Securities Limited

# Financial summary – Consolidated

# BAJAJ FINANCE LIMITED

₹ in Crore

Financials snapshot	Q3 FY24	Q3 FY23	Y-o-Y	9M FY24	9M FY23	Y-o-Y
<b>Assets under management</b>	<b>3,10,968</b>	<b>2,30,842</b>	<b>35%</b>	<b>3,10,968</b>	<b>2,30,842</b>	<b>35%</b>
Assets under finance	3,06,389	2,25,399	36%	3,06,389	2,25,399	36%
Interest income	12,523	9,273	35%	35,077	25,703	36%
Interest expenses	4,868	3,351	45%	13,508	8,968	51%
<b>Net interest income</b>	<b>7,655</b>	<b>5,922</b>	<b>29%</b>	<b>21,569</b>	<b>16,735</b>	<b>29%</b>
Fees and commission income	1,291	1,110	16%	3,941	3,205	23%
Net gain on fair value changes	68	119	(43%)	230	249	(8%)
Sale of services & Income on de-recognised loans	20	22	(9%)	54	43	26%
Others <sup>^</sup>	264	265	(0%)	747	849	(12%)
<b>Net total income</b>	<b>9,298</b>	<b>7,438</b>	<b>25%</b>	<b>26,541</b>	<b>21,081</b>	<b>26%</b>
Operating Expenses	3,156	2,585	22%	9,021	7,484	21%
<b>Pre-provisioning operating profit</b>	<b>6,142</b>	<b>4,853</b>	<b>27%</b>	<b>17,520</b>	<b>13,597</b>	<b>29%</b>
Loan losses and provisions	1,248	841	48%	3,321	2,330	43%
Share of profit of associate	2			5		
<b>Profit before tax</b>	<b>4,896</b>	<b>4,012</b>	<b>22%</b>	<b>14,204</b>	<b>11,267</b>	<b>26%</b>
<b>Profit after tax</b>	<b>3,639</b>	<b>2,973</b>	<b>22%</b>	<b>10,627</b>	<b>8,350</b>	<b>27%</b>
<b>Ratios</b>						
Operating expenses to Net total income	33.9%	34.8%		34.0%	35.5%	
Annualized Loan Loss to Average AUF	1.69%	1.54%		1.61%	1.49%	
Annualized Return on Average AUF	4.92%	5.43%		5.16%	5.34%	
Annualized Return on Average Equity	21.95%	23.98%		22.30%	23.47%	
Earning per share - Basic (₹) *	59.4	49.2	21%	174.9	138.3	27%

<sup>^</sup> Others include other operating income and other income | \*Not annualized



# Financial summary – Bajaj Finance

# BAJAJ FINANCE LIMITED

₹ in Crore

Financials snapshot	Q3 FY24	Q3 FY23	Y-o-Y	9M FY24	9M FY23	Y-o-Y
<b>Assets under management</b>	<b>2,32,040</b>	<b>1,68,359</b>	<b>38%</b>	<b>2,32,040</b>	<b>1,68,359</b>	<b>38%</b>
Assets under finance	2,30,449	1,66,335	39%	2,30,449	1,66,335	39%
Interest income	10,591	7,802	36%	29,582	21,858	35%
Interest expenses	3,618	2,455	47%	9,983	6,671	50%
<b>Net interest income</b>	<b>6,973</b>	<b>5,347</b>	<b>30%</b>	<b>19,599</b>	<b>15,187</b>	<b>29%</b>
Fees and commission income	1,228	1,069	15%	3,765	3,095	22%
Net gain on fair value changes	30	77	(61%)	104	161	(35%)
Sale of services & Income on de-recognised loans	4	6	(33%)	14	13	8%
Others <sup>^</sup>	250	261	(4%)	715	841	(15%)
<b>Net total income</b>	<b>8,485</b>	<b>6,760</b>	<b>26%</b>	<b>24,197</b>	<b>19,297</b>	<b>25%</b>
Operating Expenses	2,946	2,409	22%	8,415	6,981	21%
<b>Pre-provisioning operating profit</b>	<b>5,539</b>	<b>4,351</b>	<b>27%</b>	<b>15,782</b>	<b>12,316</b>	<b>28%</b>
Loan losses and provisions	1,248	811	54%	3,295	2,264	46%
<b>Profit before tax</b>	<b>4,291</b>	<b>3,540</b>	<b>21%</b>	<b>12,487</b>	<b>10,052</b>	<b>24%</b>
<b>Profit after tax</b>	<b>3,177</b>	<b>2,624</b>	<b>21%</b>	<b>9,242</b>	<b>7,452</b>	<b>24%</b>
<b>Ratios</b>						
Operating expenses to Net total income	34.7%	35.6%		34.8%	36.2%	
Annualized Loan Loss to Average AUF	2.25%	2.00%		2.15%	1.94%	
Annualized Return on Average AUF	5.73%	6.49%		6.02%	6.40%	
Annualized Return on Average Equity	20.41%	22.23%		20.55%	21.92%	
Earning per share – Basic (₹) *	51.9	43.4	19%	152.1	123.4	23%

<sup>^</sup> Others include other operating income and other income | \*Not annualized

# Financial summary – Bajaj Housing Finance

# BAJAJ FINANCE LIMITED

₹ in Crore

Financials snapshot	Q3 FY24	Q3 FY23	Y-o-Y	9M FY24	9M FY23	Y-o-Y
<b>Assets under management</b>	<b>85,929</b>	<b>65,581</b>	<b>31%</b>	<b>85,929</b>	<b>65,581</b>	<b>31%</b>
Assets under finance	73,197	57,991	26%	73,197	57,991	26%
Interest income	1,846	1,428	29%	5,295	3,749	41%
Interest expenses	1,201	879	37%	3,413	2,258	51%
<b>Net interest income</b>	<b>645</b>	<b>549</b>	<b>17%</b>	<b>1,882</b>	<b>1,491</b>	<b>26%</b>
Fees and commission income	32	22	45%	95	65	46%
Net gain on fair value changes	27	39	(31%)	98	78	26%
Sale of services & Income on de-recognised loans	30	25	20%	105	180	(42%)
Others <sup>^</sup>	12	3	300%	28	8	250%
<b>Net total income</b>	<b>746</b>	<b>638</b>	<b>17%</b>	<b>2,208</b>	<b>1,822</b>	<b>21%</b>
Operating Expenses	173	156	11%	509	462	10%
<b>Pre-provisioning operating profit</b>	<b>573</b>	<b>482</b>	<b>19%</b>	<b>1,699</b>	<b>1,360</b>	<b>25%</b>
Loan losses and provisions	1	30	(97%)	26	67	(61%)
<b>Profit before tax</b>	<b>572</b>	<b>452</b>	<b>27%</b>	<b>1,673</b>	<b>1,293</b>	<b>29%</b>
<b>Profit after tax</b>	<b>437</b>	<b>334</b>	<b>31%</b>	<b>1,350</b>	<b>956</b>	<b>41%</b>
<b>Ratios</b>						
Operating expenses to Net total income	23.2%	24.5%		23.1%	25.4%	
Annualized Loan Loss to Average AUF	0.01%	0.21%		0.05%	0.17%	
Annualized Return on Average AUF	2.43%	2.37%		2.66%	2.44%	
Annualized Return on Average Equity	15.02%	13.32%		16.10%	15.05%	
Earning per share - Basic (₹) *	0.65	0.50	30%	2.01	1.43	41%

<sup>^</sup> Others include other operating income and other income | \*Not annualized

# Financial summary – Bajaj Financial Securities

# BAJAJ FINANCE LIMITED

₹ in Crore

Financials snapshot	Q3 FY24	Q3 FY23	Y-o-Y	9M FY24	9M FY23	Y-o-Y
<b>Assets under finance (MTF book)</b>	3,167	1,080	193%	3,167	1,080	193%
Interest income	88	41	115%	199	95	109%
Interest expenses	57	19	200%	125	45	178%
<b>Net interest income</b>	<b>31</b>	<b>22</b>	<b>41%</b>	<b>74</b>	<b>50</b>	<b>48%</b>
Fees and commission income	31	20	55%	83	47	77%
Net gain on fair value changes	11	4	175%	28	10	180%
Others <sup>^</sup>	1			4	1	300%
<b>Net total income</b>	<b>74</b>	<b>46</b>	<b>61%</b>	<b>189</b>	<b>108</b>	<b>75%</b>
Operating Expenses	52	41	27%	143	100	43%
<b>Pre-provisioning operating profit</b>	<b>22</b>	<b>5</b>	<b>340%</b>	<b>46</b>	<b>8</b>	<b>475%</b>
Loan losses and provisions				1		
<b>Profit before tax</b>	<b>22</b>	<b>5</b>	<b>340%</b>	<b>45</b>	<b>8</b>	<b>463%</b>
<b>Profit after tax</b>	<b>16</b>	<b>3</b>	<b>433%</b>	<b>34</b>	<b>6</b>	<b>467%</b>

<sup>^</sup> Others include dividend income, other operating income and other income



# Section 04

## Asset liability management

4.1

Conservative leverage standards – Consolidated

4.2

Resilient business model – Consolidated

4.3

Behaviouralized ALM – Bajaj Finance Limited

4.4

Behaviouralized ALM – Bajaj Housing Finance Limited

4.5

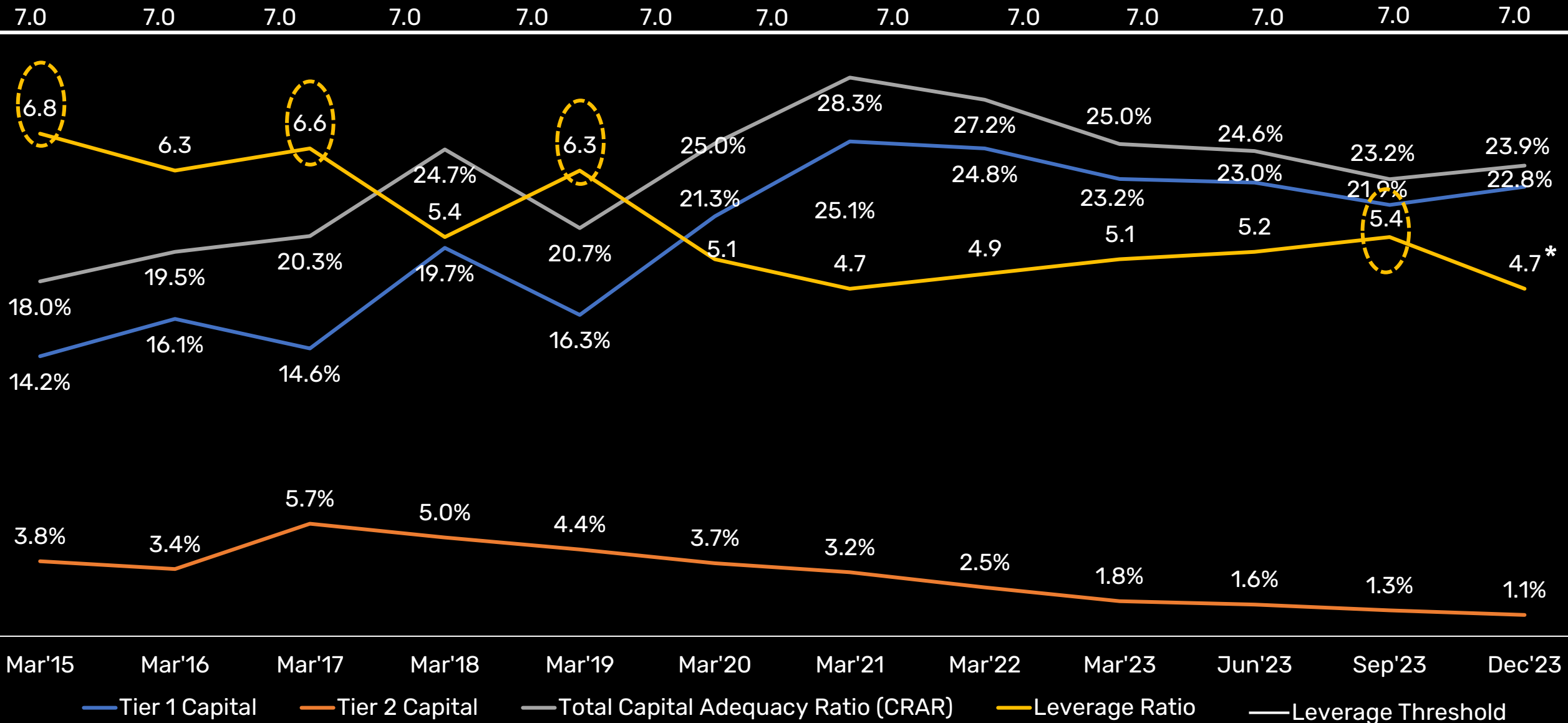
Disciplined ALM Management – Bajaj Finance Limited

4.6

Consolidated liability mix

# Conservative leverage standards


# BAJAJ FINANCE LIMITED



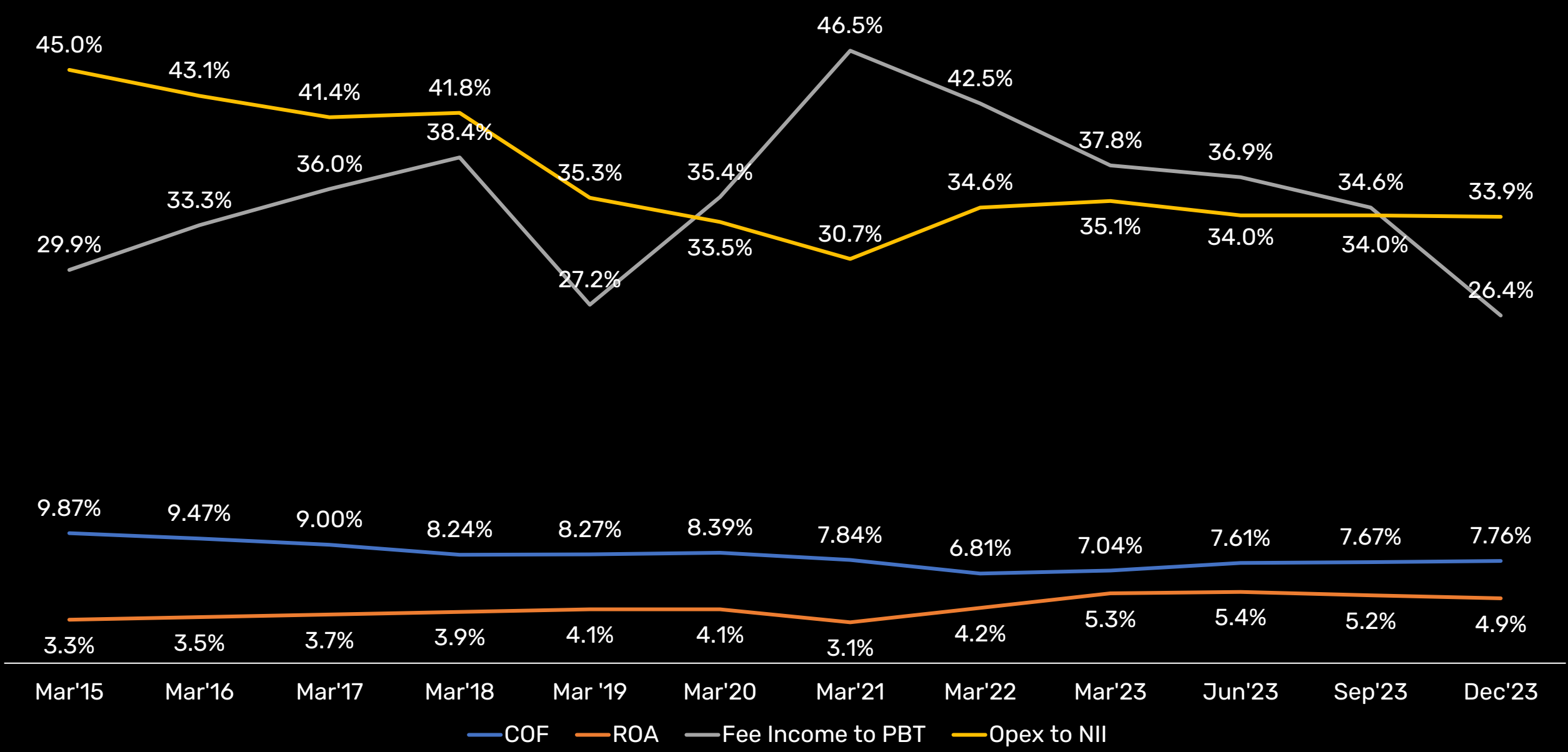
\*Standalone leverage is approximately 4.0X as of 31 December 2023

Capital Adequacy Ratios (CRAR) are on standalone basis

@All figures till FY2018 are as per Previous GAAP and from Mar '19 onwards numbers are as per Ind AS

 Denotes point at which the Company initiated its capital raising plan

# Resilient business model – Consolidated



@All figures till FY2018 are as per Previous GAAP and from Mar '19 onwards numbers are as per Ind AS. Jun'23, Sep'23 and Dec'23 COF number is for the quarter.

<b>Behaviouralized ALM as of 31 Dec 2023 – BFL</b>							<b>BAJAJ FINANCE LIMITED</b>				
											₹ in Crore
Particulars,	1-7 D	8-14 D	15-30 D	>1-2 M	>2-3 M	>3-6 M	>6 M-1 Y	>1-3 Y	>3-5 Y	>5 Y	Total
Cash & Investments	13,823	399	2,828	18	235	2,260	841	3,449	1,829	10,146	35,829
Advances	7,871	2,381	5,026	10,899	9,521	24,182	34,157	84,043	30,722	25,551	2,34,352
Other inflows	8,372	185	522	502	293	702	61	931	191	4,031	15,791
<b>Total Inflows (A)</b>	<b>30,066</b>	<b>2,965</b>	<b>8,376</b>	<b>11,419</b>	<b>10,048</b>	<b>27,145</b>	<b>35,059</b>	<b>88,423</b>	<b>32,743</b>	<b>39,729</b>	<b>2,85,972</b>
<b>Cumulative Total Inflows (B)</b>	<b>30,066</b>	<b>33,031</b>	<b>41,407</b>	<b>52,826</b>	<b>62,874</b>	<b>90,019</b>	<b>1,25,078</b>	<b>2,13,501</b>	<b>2,46,244</b>	<b>2,85,972</b>	
Borrowings	12,477	4,107	3,535	10,611	12,280	16,618	29,121	63,941	34,098	22,356	2,09,144
Capital Reserves and Surplus	-	-	-	-	-	-	-	-	-	68,464	68,464
Other Outflows	2,448	474	1,935	1,646	128	122	388	349	204	672	8,365
<b>Total Outflows (C)</b>	<b>14,925</b>	<b>4,580</b>	<b>5,470</b>	<b>12,257</b>	<b>12,408</b>	<b>16,740</b>	<b>29,509</b>	<b>64,289</b>	<b>34,301</b>	<b>91,492</b>	<b>2,85,972</b>
<b>Cumulative Total Outflows (D)</b>	<b>14,925</b>	<b>19,505</b>	<b>24,975</b>	<b>37,232</b>	<b>49,641</b>	<b>66,381</b>	<b>95,890</b>	<b>1,60,179</b>	<b>1,94,480</b>	<b>2,85,972</b>	
Mismatch (E = A - C)	15,141	(1,615)	2,906	(838)	(2,360)	10,405	5,550	24,133	(1,558)	(51,763)	
<b>Cumulative mismatch (F = B-D)</b>	<b>15,141</b>	<b>13,526</b>	<b>16,432</b>	<b>15,593</b>	<b>13,233</b>	<b>23,638</b>	<b>29,188</b>	<b>53,322</b>	<b>51,763</b>	<b>-</b>	
<b>Cumulative mismatch as % (F/D)</b>	<b>101%</b>	<b>69%</b>	<b>66%</b>	<b>42%</b>	<b>27%</b>	<b>36%</b>	<b>30%</b>	<b>33%</b>	<b>27%</b>	<b>0%</b>	
Permissible cumulative gap %	(10%)	(10%)	(20%)								
Additional borrowings possible			26,783								
In Q3, daily average LCR was 249% as against regulatory requirement of 85%											

# Behaviouralized ALM as of 31 Dec 2023 – BHFL BAJAJ FINANCE LIMITED

₹ in Crore

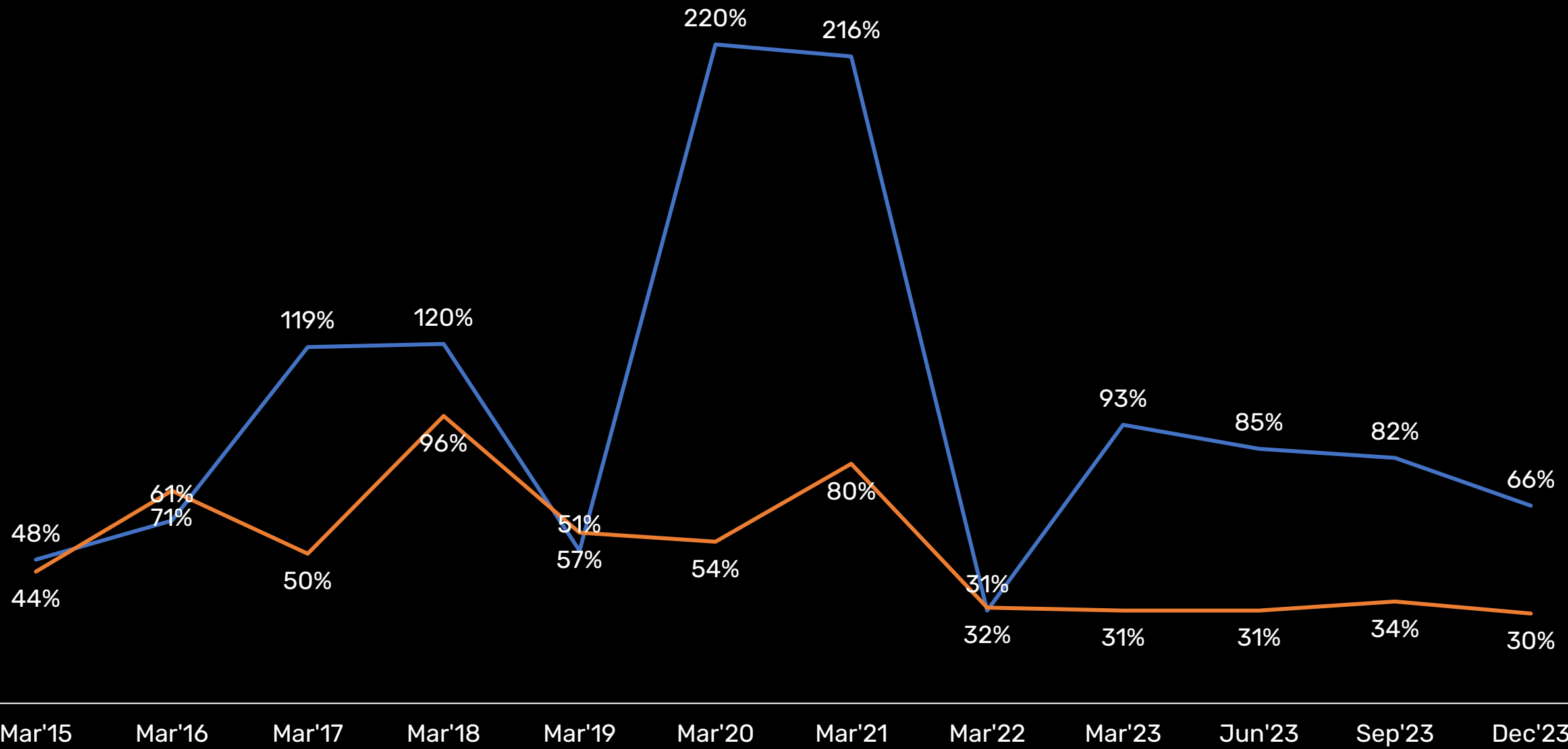
Particulars	1-7 D	8-14 D	15-30 D	>1-2 M	>2-3 M	>3-6 M	>6 M-1 Y	>1-3 Y	>3-5 Y	>5 Y	Total
Cash & Investments	422	-	326	298	296	247	480	-	175	-	2,243
Advances	599	809	799	1,656	1,626	4,542	8,039	21,860	12,468	20,799	73,197
Other inflows	0	-	467	1,310	2,552	2,067	1,261	4,858	2,045	7,962	22,522
<b>Total Inflows (A)</b>	<b>1,021</b>	<b>809</b>	<b>1,592</b>	<b>3,264</b>	<b>4,475</b>	<b>6,856</b>	<b>9,780</b>	<b>26,718</b>	<b>14,688</b>	<b>28,760</b>	<b>97,963</b>
<b>Cumulative Total Inflows (B)</b>	<b>1,021</b>	<b>1,830</b>	<b>3,422</b>	<b>6,686</b>	<b>11,161</b>	<b>18,017</b>	<b>27,797</b>	<b>54,515</b>	<b>69,202</b>	<b>97,963</b>	
Borrowings	230	-	569	2,283	3,628	4,766	5,835	22,010	16,280	8,106	63,708
Capital Reserves and Surplus	-	-	-	-	-	-	-	-	-	11,853	11,853
Other Outflows	467	421	1,013	629	779	2,076	5,057	7,394	766	3,799	22,401
<b>Total Outflows (C)</b>	<b>697</b>	<b>421</b>	<b>1,582</b>	<b>2,912</b>	<b>4,407</b>	<b>6,842</b>	<b>10,893</b>	<b>29,405</b>	<b>17,046</b>	<b>23,759</b>	<b>97,963</b>
<b>Cumulative Total Outflows (D)</b>	<b>697</b>	<b>1,118</b>	<b>2,700</b>	<b>5,612</b>	<b>10,019</b>	<b>16,861</b>	<b>27,753</b>	<b>57,158</b>	<b>74,204</b>	<b>97,963</b>	
Mismatch (E = A - C)	324	388	10	352	68	14	(1,112)	(2,687)	(2,358)	5,001	
<b>Cumulative mismatch (F = B-D)</b>	<b>324</b>	<b>712</b>	<b>722</b>	<b>1,074</b>	<b>1,142</b>	<b>1,156</b>	<b>43</b>	<b>(2,643)</b>	<b>(5,001)</b>	<b>-</b>	
<b>Cumulative mismatch as % (F/D)</b>	<b>47%</b>	<b>64%</b>	<b>27%</b>	<b>19%</b>	<b>11%</b>	<b>7%</b>	<b>0%</b>	<b>(5%)</b>	<b>(7%)</b>	<b>0%</b>	
<b>Permissible cumulative gap %</b>	<b>(10%)</b>	<b>(10%)</b>	<b>(20%)</b>								
<b>Additional borrowings possible</b>			<b>1,575</b>								

In Q3, daily average LCR was 149% as against regulatory requirement of 85%



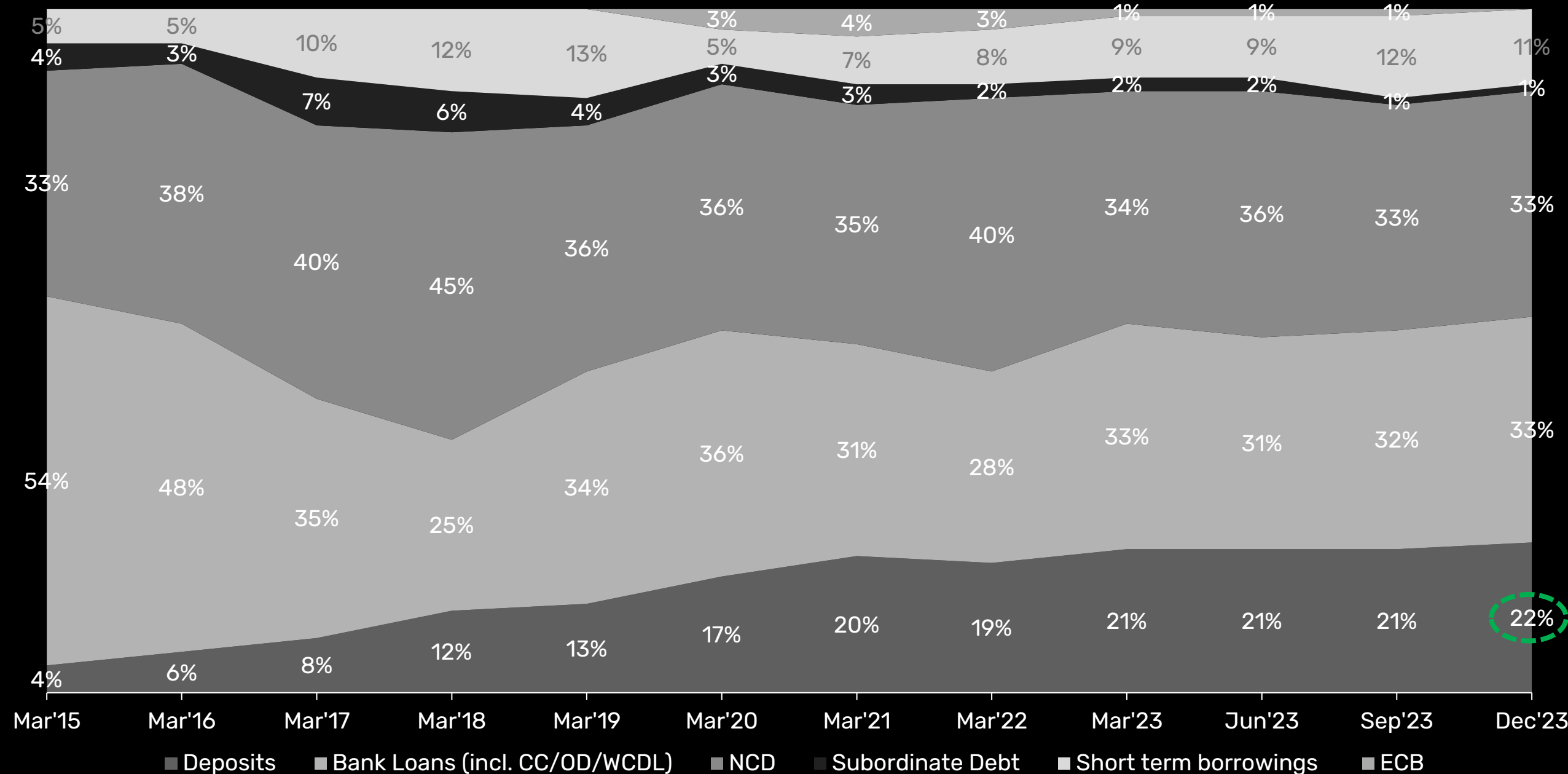
# Disciplined ALM Management - BFL

Cumulative gap upto 1 month      Cumulative gap upto 12 month



# Consolidated liability mix

**BAJAJ FINANCE LIMITED**



All figures till FY2018 are as per Previous GAAP and Mar '19 onwards numbers are as per Ind AS



## Section 05

# Customer franchise and distribution reach

5.1

Customer franchise

5.2

Product per customer

5.3

Geographic presence

5.4

Strong distribution reach

# Customer franchise

# BAJAJ FINANCE LIMITED

**Q3 FY23**

**Q3 FY24**

**Q2 FY24**

66.05 MM

Total Franchise

80.41 MM

76.56 MM

51.30 MM

Credit segment filter

62.88 MM

59.68 MM

49.66 MM

Overall Cross sell franchise

61.13 MM

57.94 MM

43.86 MM

Non delinquent customers

54.08 MM

51.31 MM

38.58 MM  
(58.4%)\*

Cross sell franchise

49.28 MM  
(61.3%)\*

46.67 MM  
(60.7%)\*

## Customer Franchise addition

Q2 FY23  
2.61 MM

Q3 FY23  
3.14 MM

Q4 FY23  
3.09 MM

Q1 FY24  
3.84 MM

Q2 FY24  
3.58 MM

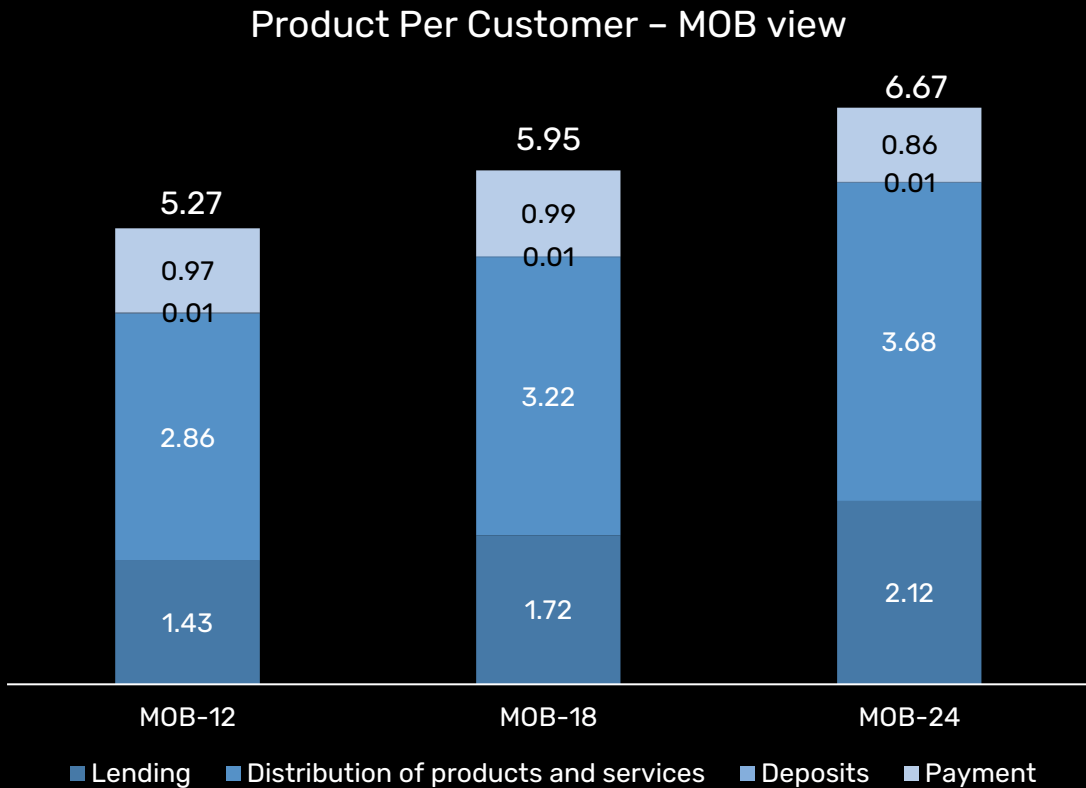
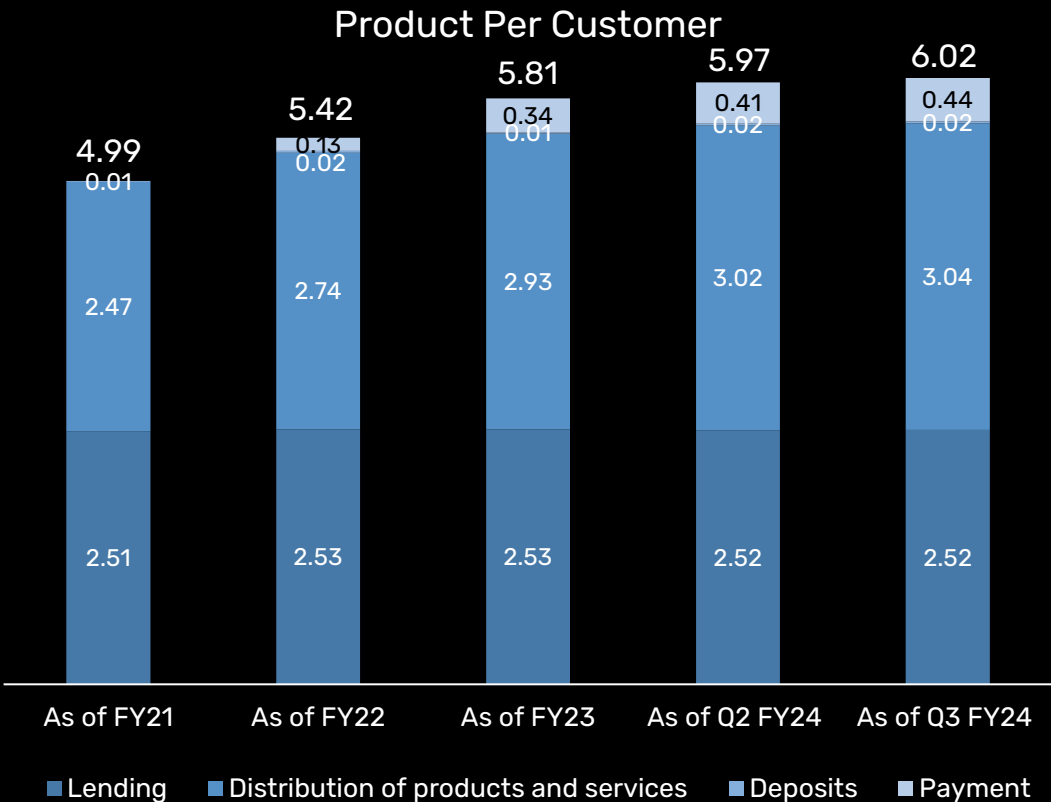
Q3 FY24  
3.85 MM

\*Represents cross sell franchise as a % of total franchise

# Product Per Customer (PPC)

Product Per Customer (PPC) is a business metric used to determine average number of products or services (active or closed) a customer has availed over the lifetime with BFL and its subsidiaries. Product offerings are classified into 4 product segments:

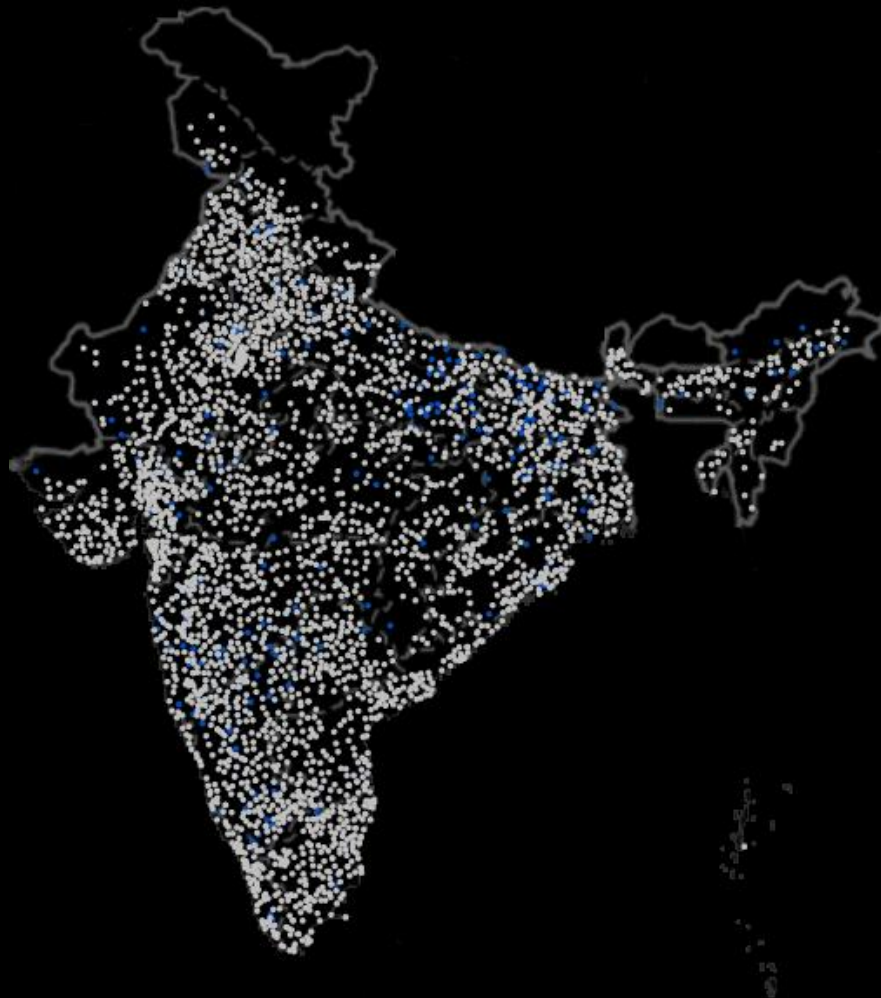
1. Lending: All lending products of the Company
2. Distribution of products and services: All value-added products and services of BFL and partners
3. Deposits: Fixed Deposits, Systematic Deposit Plan
4. Payments: UPI, PPI, BBPS, Merchant QR



\* Base product is included in PPC calculation

\*\* 12 MOB - from Q3 FY23, 18 MOB - from Q1 FY23 and 24 MOB - from Q3 FY22

# Geographic presence



<b>Geographic Presence</b>	31 Dec 2020	31 Dec 2021	31 Dec 2022	31 Mar 2023	30 Jun 2023	30 Sep 2023	31 Dec 2023
Urban lending locations	1,210	1,368	1,392	1,392	1,422	1,469	1,538
Rural lending locations	1,604	2,055	2,322	2,341	2,406	2,465	2,554
Total Bajaj Finance presence	2,814	3,423	3,714	3,733	3,828	3,934	4,092
Net additions in the period	635	609	291	19	95	106	158

# Strong distribution reach

**BAJAJ FINANCE LIMITED**

<b>Active distribution</b>	31 Dec 2020	31 Dec 2021	31 Dec 2022	31 Mar 2023	30 Jun 2023	30 Sep 2023	31 Dec 2023
Consumer durable stores – Urban	24,700+	29,500+	32,000+	33,950+	36,850+	38,850+	40,150+
Consumer durable stores – Rural	22,500+	27,900+	33,550+	37,000+	39,850+	43,350+	46,300+
Digital product stores	25,400+	28,800+	32,050+	33,000+	35,250+	37,100+	38,750+
Lifestyle retail stores	8,800+	10,800+	11,150+	13,200+	13,950+	14,650+	16,050+
EMI card – retail spends stores	10,400+	17,800+	20,950+	22,200+	24,400+	26,450+	27,650+
Bajaj Auto dealers, sub-dealers & ASSC	5,800+	6,000+	5,100+	5,150+	5,350+	5,400+	5,550+
Non-captive 2W dealers, sub-dealers & ASSC	-	-	1,600+	2,650+	3,300+	4,650+	5,200+
New Auto dealers	-	-	-	-	650+	1750+	1,350+
DSA/Independent Financial Agents	5,200+	7,500+	7,500+	7,500+	7,500+	8,900+	9,600+
<b>Overall active distribution network</b>	<b>1,02,800+</b>	<b>1,28,300+</b>	<b>1,43,900+</b>	<b>1,54,650+</b>	<b>1,67,100+</b>	<b>1,81,100+</b>	<b>1,90,600+</b>
<b>Net addition in the period</b>	<b>(4,300)</b>	<b>25,500</b>	<b>15,600</b>	<b>10,750</b>	<b>12,450</b>	<b>14,000</b>	<b>9,500</b>



## Section 06

# Business Segment wise AUM

6.1

Business segment wise AUM -  
Consolidated

6.2

Business segment wise AUM -  
Consolidated Mortgages and BHFL



# Business segment wise AUM - Consolidated

**BAJAJ FINANCE LIMITED**

₹ in Crore

Particulars	Consolidated as of 31 Dec 2022	BFL as of 31 Dec 2023	BHFL as of 31 Dec 2023	Consolidated as of 31 Dec 2023	Growth YoY	Composition as of 31 Dec 2022	Composition as of 31 Dec 2023
Two & Three-wheeler Finance	11,786	19,384	-	19,384	64%	5.1%	6.2%
Urban Sales Finance	16,981	24,485	-	24,485	44%	7.4%	7.9%
Urban B2C	47,815	60,093	1,612	61,705	29%	20.7%	19.8%
Rural Sales Finance	4,415	6,166	-	6,166	40%	1.9%	2.0%
Rural B2C	18,458	21,426	-	21,426	16%	8.0%	6.9%
SME Lending	29,798	41,691	122	41,396	39%	12.9%	13.3%
Loan Against Securities*	13,257	16,038	-	19,205	45%	5.7%	6.2%
Commercial Lending	14,845	20,672	-	20,672	39%	6.4%	6.7%
Mortgages	73,487	22,085	84,195	96,529	31%	31.9%	31.0%
<b>Total</b>	<b>2,30,842</b>	<b>2,32,040</b>	<b>85,929</b>	<b>3,10,968</b>	<b>35%</b>	<b>100.0%</b>	<b>100.0%</b>
Co-brand Credit Card CIF	3.29 MM			3.98 MM	21%		
EMI Card CIF	35.9 MM			42.2 MM	18%		

\*Loan against securities book includes Margin Trade Finance (MTF) book

# Business segment wise AUM - Mortgages

**BAJAJ FINANCE LIMITED**

₹ in Crore

Particulars	AUM as of 31 Dec 2022	AUM as of 31 Dec 2023	Growth YoY	Mix as of 31 Dec 2022	Mix as of 31 Dec 2023
<b>Consolidated mortgages</b>					
Home loans	41,335	49,348	19%	56.2%	51.1%
Loan against property	13,329	17,736	33%	18.1%	18.4%
Lease rental discounting	11,180	17,749	59%	15.2%	18.4%
Developer finance	4,913	8,563	74%	6.7%	8.9%
Rural mortgages	2,730	3,133	15%	3.8%	3.2%
<b>Total</b>	<b>73,487</b>	<b>96,529</b>	<b>31%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Bajaj Housing Finance Limited</b>					
Home loans	39,687	48,052	21%	60.5%	55.9%
Loan against property	6,878	7,918	15%	10.5%	9.2%
Lease rental discounting	9,835	16,696	70%	15.0%	19.4%
Developer finance	4,914	8,563	74%	7.5%	10.0%
Rural mortgages	2,501	2,966	19%	3.8%	3.5%
Other loans	1,766	1,734	(2%)	2.7%	2.0%
<b>Total</b>	<b>65,581</b>	<b>85,929</b>	<b>31%</b>	<b>100.0%</b>	<b>100.0%</b>

 **Section 07**  
**Update on credit quality**

7.1

Provisioning Coverage - Consolidated

7.2

Stagewise ECL provisioning - Consolidated

7.3

Provisioning Coverage - BHFL

7.4

Stagewise ECL provisioning - BHFL

7.5

Portfolio credit quality - Consolidated

# Provisioning Coverage - Consolidated

**BAJAJ FINANCE LIMITED**

₹ in Crore

Particulars	AUM 31 Dec 23	GNPA	NNPA	PCR (%)	GNPA %			NNPA %		
					31 Dec 22	30 Sep 23	31 Dec 23	31 Dec 22	30 Sep 23	31 Dec 23
Two & Three Wheeler Finance	19,384	564	281	50%	5.99%	3.09%	2.83%	3.08%	1.57%	1.43%
Urban Sales Finance	24,485	177	37	79%	0.64%	0.59%	0.71%	0.10%	0.12%	0.15%
Urban B2C	61,705	803	277	65%	1.08%	1.19%	1.30%	0.27%	0.30%	0.45%
Rural Sales Finance	6,166	43	9	80%	0.61%	0.60%	0.69%	0.09%	0.12%	0.14%
Rural B2C	21,426	288	108	62%	1.34%	1.25%	1.31%	0.37%	0.36%	0.50%
SME Lending	41,396	555	174	69%	1.54%	1.26%	1.31%	0.39%	0.33%	0.42%
Loan Against Securities	19,205	2	2	11%	0.01%	0.02%	0.01%	0.01%	0.02%	0.01%
Commercial Lending	20,672	62	35	44%	0.24%	0.27%	0.30%	0.12%	0.15%	0.17%
Mortgages	96,529	469	212	55%	0.64%	0.49%	0.50%	0.29%	0.21%	0.22%
<b>Total</b>	<b>3,10,968</b>	<b>2,963</b>	<b>1,135</b>	<b>62%</b>	<b>1.14%</b>	<b>0.91%</b>	<b>0.95%</b>	<b>0.41%</b>	<b>0.31%</b>	<b>0.37%</b>

# Stagewise ECL provisioning - Consolidated

**BAJAJ FINANCE LIMITED**

₹ in  
Crore

	Gross Assets Receivable			ECL Provision			PCR %		
	Stage 1	Stage 2	Stage 3	Stage 1	Stage 2	Stage 3	Stage 1	Stage 2	Stage 3
Two & Three Wheeler Finance	18,504	850	564	143	108	283	0.8%	12.7%	50.2%
Urban Sales Finance	24,425	222	177	101	97	140	0.4%	43.6%	79.0%
Urban B2C	59,916	927	803	671	356	526	1.1%	38.4%	65.5%
Rural Sales Finance	6,161	32	43	20	17	34	0.3%	51.3%	79.6%
Rural B2C	21,303	476	288	307	154	180	1.4%	32.4%	62.2%
SME Lending	41,320	347	555	419	149	381	1.0%	42.8%	68.6%
Loan Against Securities	19,206	9	2	11	0	0	0.1%	5.0%	11.2%
Commercial Lending	20,665	9	62	36	1	27	0.2%	15.1%	44.0%
Mortgages	93,420	541	469	391	98	257	0.4%	18.2%	54.8%
<b>Total as of 31 Dec 2023</b>	<b>3,04,920</b>	<b>3,413*</b>	<b>2,963</b>	<b>2,099</b>	<b>980^</b>	<b>1,828</b>	<b>0.7%</b>	<b>28.7%</b>	<b>61.7%</b>
Total as of 30 Sep 2023	2,84,655	3,101	2,645	1,966	939	1,747	0.7%	30.3%	66.0%
Total as of 31 Dec 2022	2,24,243	2,860	2,610	1,851	787	1,676	0.8%	27.5%	64.2%

\* Includes ₹ 71 Cr non overdue OTR assets classified as Stage 2 | ^ Includes ₹ 14 Cr ECL provision on OTR assets

# Provisioning Coverage - BHFL

**BAJAJ FINANCE LIMITED**

₹ in Crore

Particulars	AUM 31 Dec 23	GNPA	NNPA	PCR (%)	GNPA %			NNPA %		
					31 Dec 22	30 Sept 23	31 Dec 23	31 Dec 22	30 Sept 23	31 Dec 23
Home Loans	48,052	113	45	61%	0.19%	0.23%	0.25%	0.08%	0.10%	0.10%
Loan against property	7,918	36	17	51%	0.59%	0.60%	0.55%	0.33%	0.25%	0.26%
Lease rental discounting	16,696	-	-	-	-	-	-	-	-	-
Developer Finance	8,563	-	-	-	-	-	-	-	-	-
Rural Mortgages	2,966	23	9	63%	1.30%	1.00%	0.91%	0.52%	0.35%	0.36%
Other loans	1,734	14	2	80%	0.47%	0.72%	0.80%	0.15%	0.15%	0.11%
<b>Total</b>	<b>85,929</b>	<b>186</b>	<b>73</b>	<b>61%</b>	<b>0.23%</b>	<b>0.24%</b>	<b>0.25%</b>	<b>0.10%</b>	<b>0.09%</b>	<b>0.10%</b>

# Stagewise ECL provisioning - BHFL

**BAJAJ FINANCE LIMITED**

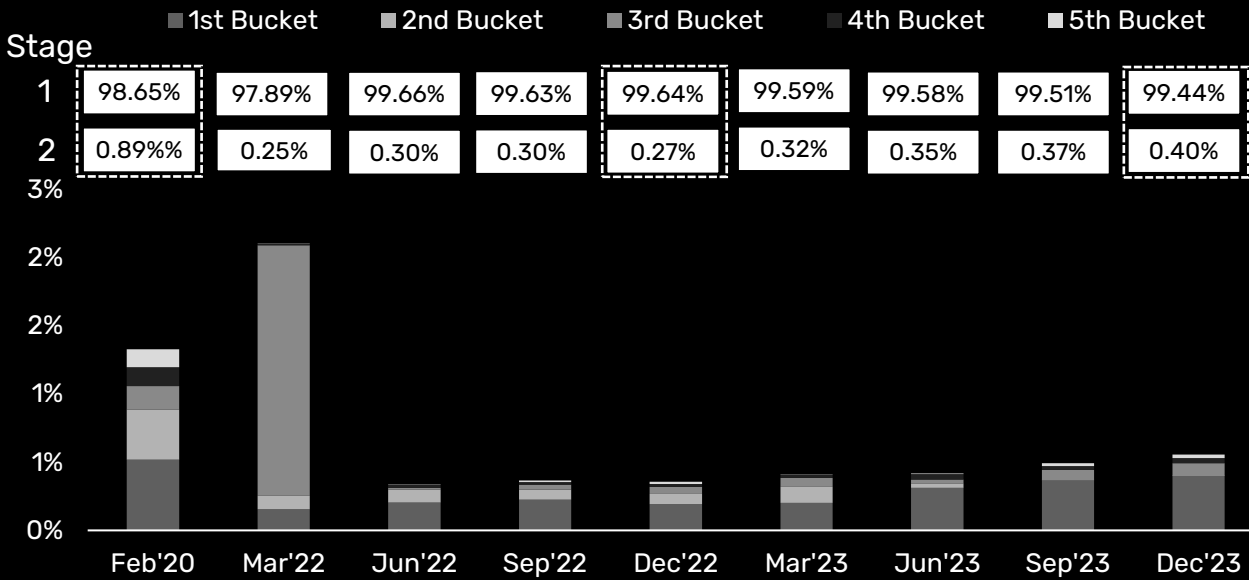
₹ in Crore

	Gross Assets Receivable			ECL Provision			PCR %		
	Stage 1	Stage 2	Stage 3	Stage 1	Stage 2	Stage 3	Stage 1	Stage 2	Stage 3
Home Loans	44,183	165	113	146	31	68	0.3%	18.8%	60.2%
Loan against property	6,375	82	36	34	15	19	0.5%	18.3%	52.8%
Lease rental discounting	9,845	-	-	67	-	-	0.7%	-	-
Developer Finance	8,611	15	-	59	4	-	0.7%	26.7%	-
Rural Mortgages	2,444	49	23	11	9	14	0.5%	18.4%	60.9%
Other loans	1,737	8	14	12	3	12	0.7%	37.5%	85.7%
<b>Total as of 31 Dec 2023</b>	<b>73,195</b>	<b>319</b>	<b>186</b>	<b>329</b>	<b>62</b>	<b>113</b>	<b>0.4%</b>	<b>19.4%</b>	<b>60.7%</b>
Total as of 30 Sep 2023	70,992	309	171	352	62	104	0.5%	20.1%	60.7%
Total as of 31 Dec 2022	57,952	394	135	333	83	74	0.6%	21.1%	54.6%

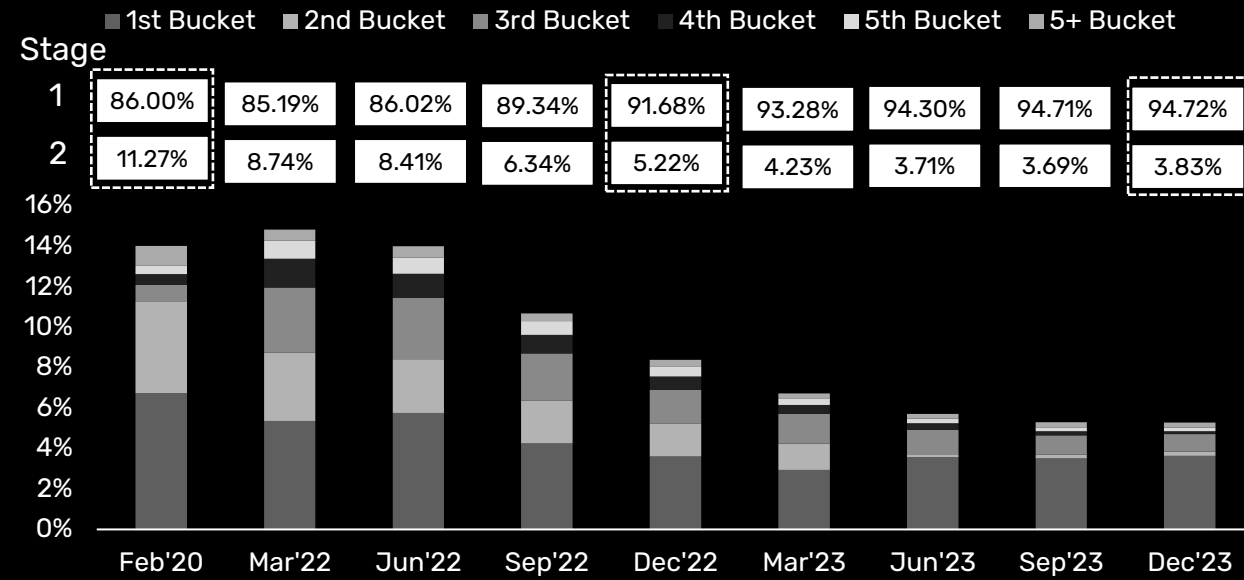
# Portfolio credit quality – Consolidated

**BAJAJ FINANCE LIMITED**

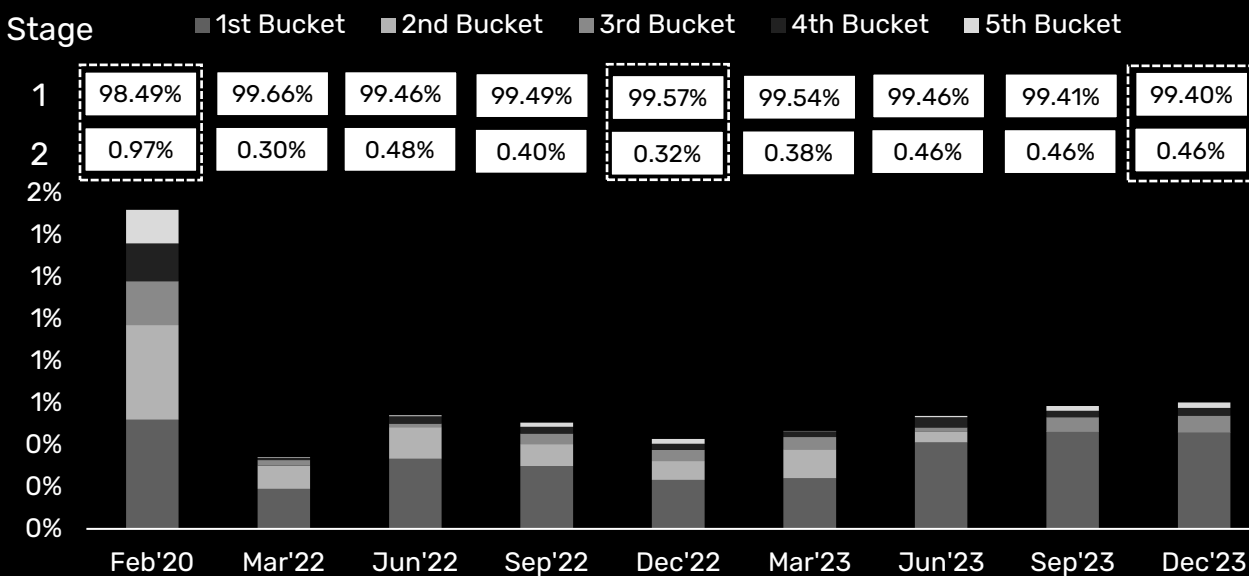
## Consumer Durable & Lifestyle



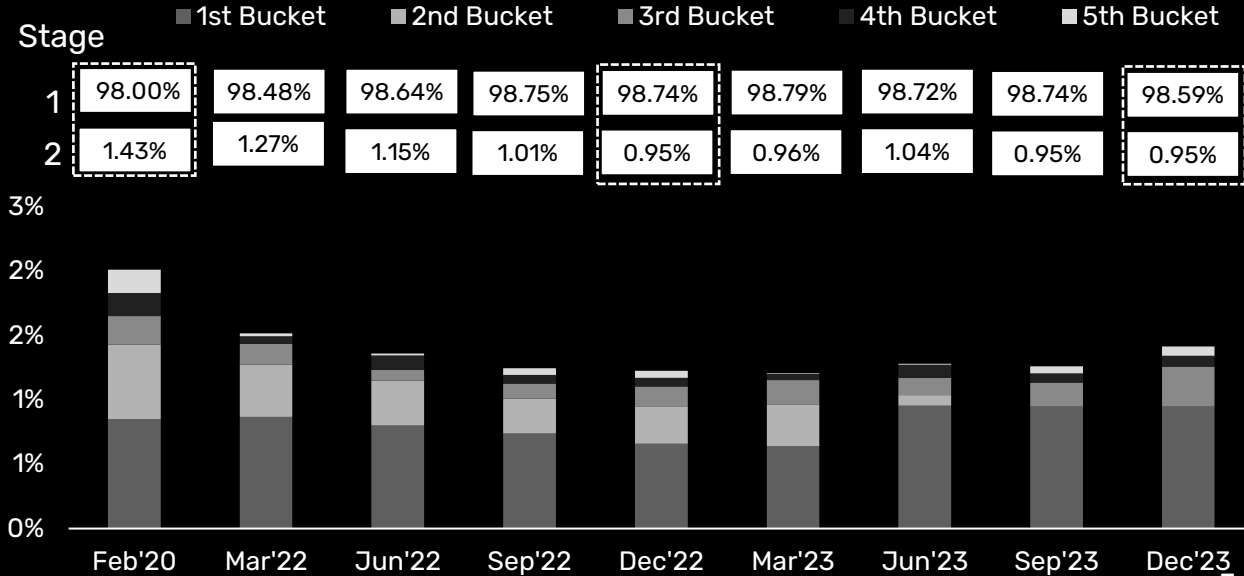
## Two & three wheeler



## Digital product



## Urban B2C

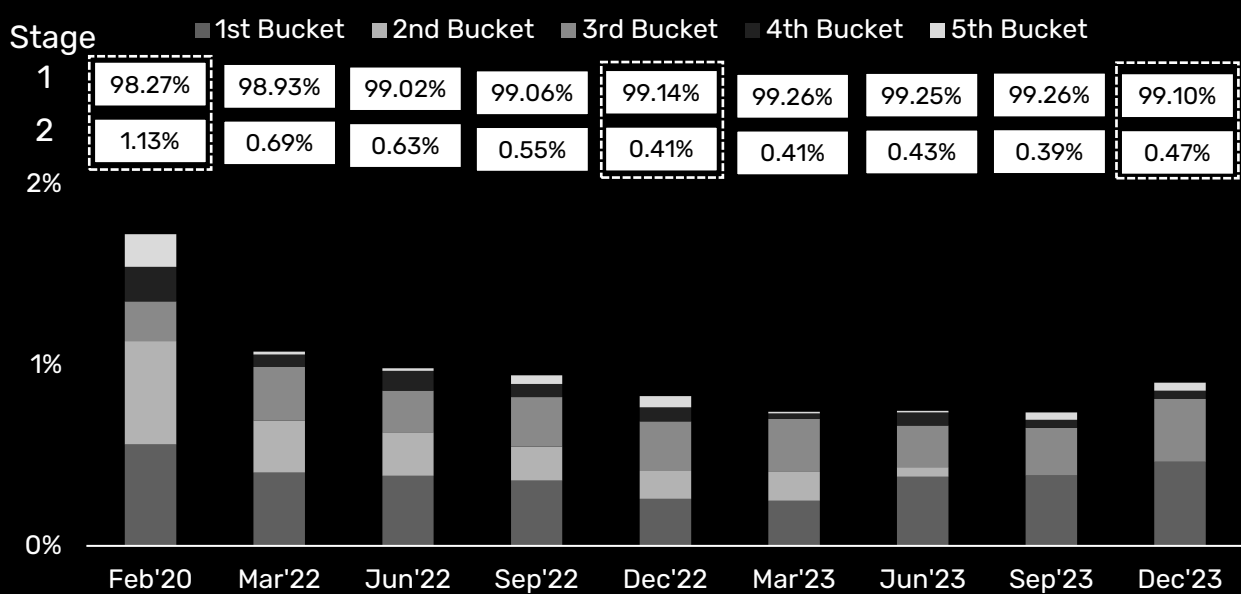


Portfolio credit quality after adjusting ECL provisions | Feb'20 has been retained as a pre covid benchmark

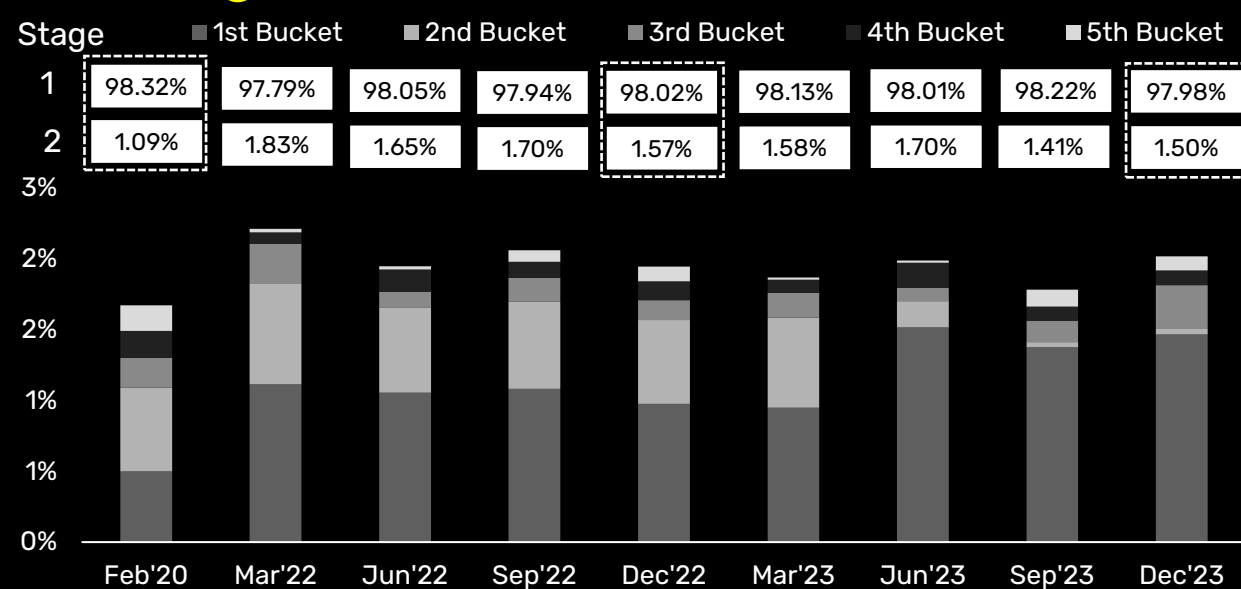


# Portfolio credit quality – Consolidated

## Business, Professional & Used car loans



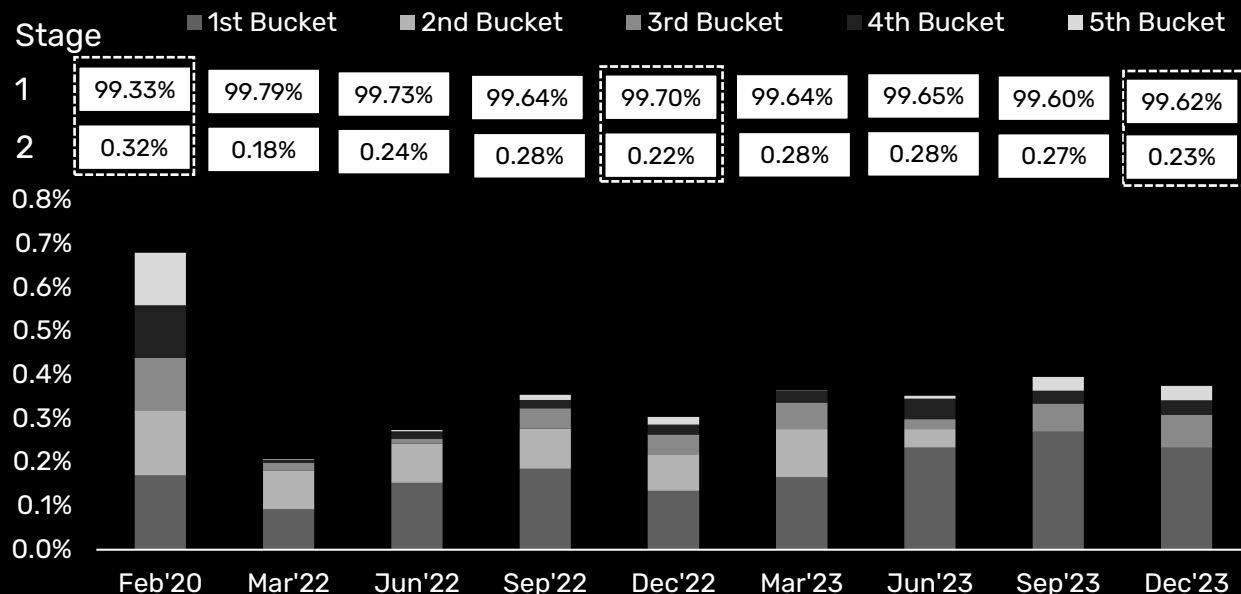
## Rural B2C



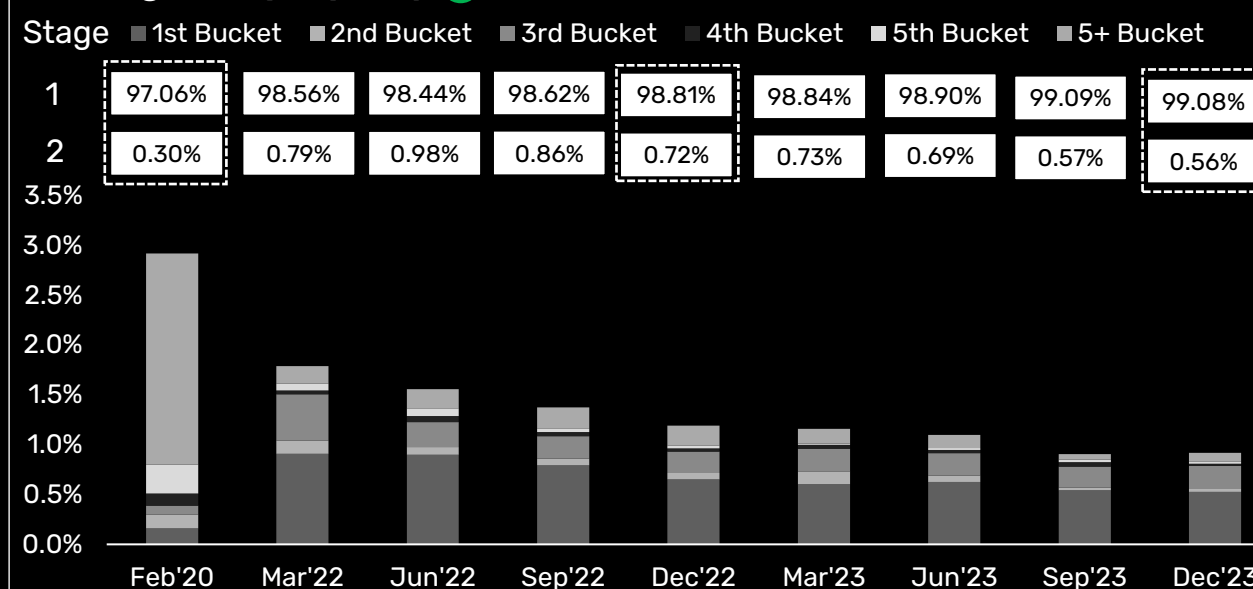
Portfolio credit quality after adjusting ECL provisions | Feb'20 has been retained as a pre covid benchmark

# BAJAJ FINANCE LIMITED

## Rural B2B

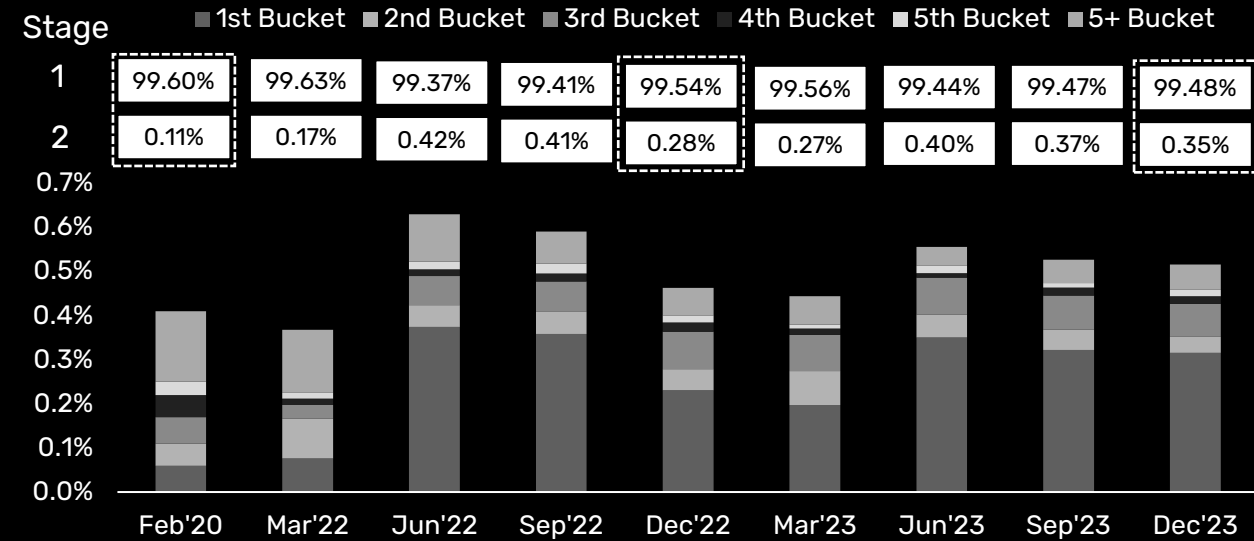


## Loan against property



# Portfolio credit quality – Consolidated

## Home loans ●



## Commercial lending ●

- Commercial lending business portfolio is 99.83% current

## Loan against securities ●

- Loan against securities business portfolio is 99.99% current


# Section 08

## Update on regulatory matter

8

Update on regulatory matter

- 1 RBI vide order dated 15 November 2023, under Section 45L(1)(b) of RBI Act, 1934, directed the Company to stop sanction and disbursal of loans under its two lending products namely, 'eCOM' and 'Insta EMI Card', with immediate effect on account of certain deficiencies observed in implementation of the extant provisions of Digital lending guidelines of Reserve Bank of India, particularly non issuance of Key Fact Statements to the borrowers under these two lending products and the deficiencies in the Key Fact Statements issued in respect of other digital loans sanctioned by the company. Further, RBI advised that these supervisory restrictions will be reviewed upon the rectification of the said deficiencies to the satisfaction of RBI.
- 2 In compliance to the Executive order, the Company temporarily suspended sanction and disbursal of new 'eCOM' loans and loans on 'Insta EMI Card' effective November 16, 2023. Further, as part of its commitment to highest standards of customer service, the Company also temporarily suspended sourcing and issuance of EMI cards to new customers and levy of annual renewal fees on existing EMI cards.
- 3 The Company has since conducted a comprehensive review of Guidelines on Digital Lending and KFS and is implementing requisite corrective actions. The Company will ensure full compliance of the executive order to the satisfaction of RBI at the earliest.
- 4 The Company is committed to highest standards of compliance and endeavours to provide seamless financial services to its customers.



# Section 09

## Update on LRS strategy

9

Update on Long Range Strategy

## ① Ambition

To be a leading payments and financial services company in India. Dominate with 150+ MM consumers, market share of 3% of payments GMV, 3-4% of total credit and 4-5% of retail credit in India.

## ② Strategy

To be an omnipresent financial services company dominant across all consumer platforms - physical, app, web, social, rewards and virtual.

## ③ Approach

To acquire & cross-sell across payments, assets, deposits, insurance, investments and broking products to Consumer, MSME, Commercial and Rural consumers across all consumer platforms efficiently.

④

## Philosophy

To build businesses with a 10-year view anchored on prudence and risk management to deliver 'through the cycle' 21-23% shareholder returns.

⑤

## Market share

Every business of the company to be amongst top 5 players in India in each line of business they operate in.

⑥

## Profit share

To be amongst top 20 most profitable companies in India and amongst top 5 to 6 profitable financial services companies in India in absolute terms.

⑦

## Customer Share

(New addition)

To grow our share of customer's wallet by offering all products and services in a frictionless manner and deliver highest Customer Satisfaction (CSAT) Score and Products Per Customer (PPC).

⑧

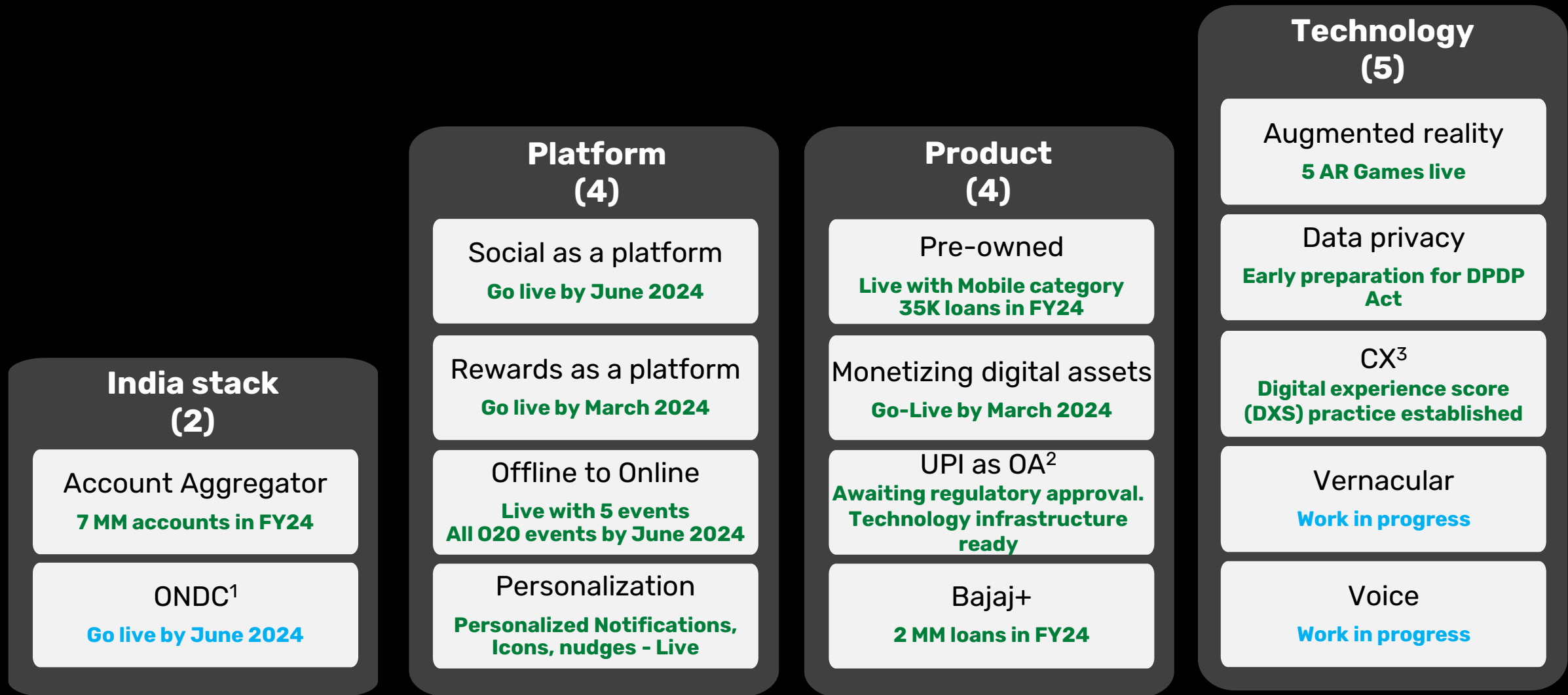
## Technology & Data-first

(New addition)

Technology and data-first as an organization culture to solve all problems. Be an early adopter and invest in emerging technologies and data practices. It should result in sustained growth, superior customer experience, improved productivity and robust controllership.



# 2023-27 Megatrends update – Good progress on 12 megatrends and 3 are work in progress



- 1 Good progress across strategic blocks of Products, Geography, Platforms, Horizontal functions and Subsidiaries.
- 2 On products, the Company has launched 5 new product initiatives so far in FY24.
- 3 On geography, the Company has added 139 locations in UP, Bihar and North-east and created a template to launch all products in all locations in a sustained manner over LRS period.
- 4 On platforms, the Company has progressed well in providing similar experience across all its platforms. The Company also launched Auto mall in FY24.
- 5 On horizontal functions, the Company continues to invest in reducing friction and improving resilience & scalability.

## ① Products (10)

Be amongst the top 5 players in each product line

**New Product Lines** – Emerging corporate (live) Auto (live in 85 locations), MFI (live in 100 locations), Tractor (live) and CV (WIP)

**New Product Innovations** – Bajaj+ (2.5 MM accounts), EMI at POS on QR and EDC (WIP), Flexi on QR (WIP), Insta PL card (WIP)

## ③ Platforms (8)

Dominate all platforms of consumer presence & generate 50% of business from digital platforms

**Consumer App** – Personalization (Jun'24), AR (Jun'24), CX (Jun'24)

**Consumer Web** – Discoverability (Jun'24), CX (Jun'24), Video (Jun'24), Vernacular (WIP)

**Marketplace** – Bajaj Mall 2.0 (Auto mall live)

## ⑤ Subsidiaries

Grow and dominate in their respective industries

BFL platforms and customer franchise contribute to 44% broking accounts and 4% of retail mortgages

## ② Geography (3)

जहाँ BAJAJ FINSERV वहाँ BAJAJ FINSERV के सारे products

**Domestic** – Geography 2.0, All products in all locations, U.P, Bihar and North East (139 locations added)

## ④ Horizontal functions (7)

Pursue operational excellence and deliver robust controls and compliance

**Risk** – Know everyone

**DMS** – readiness for 6 MM receipts per month

**Operations** – STP across all products

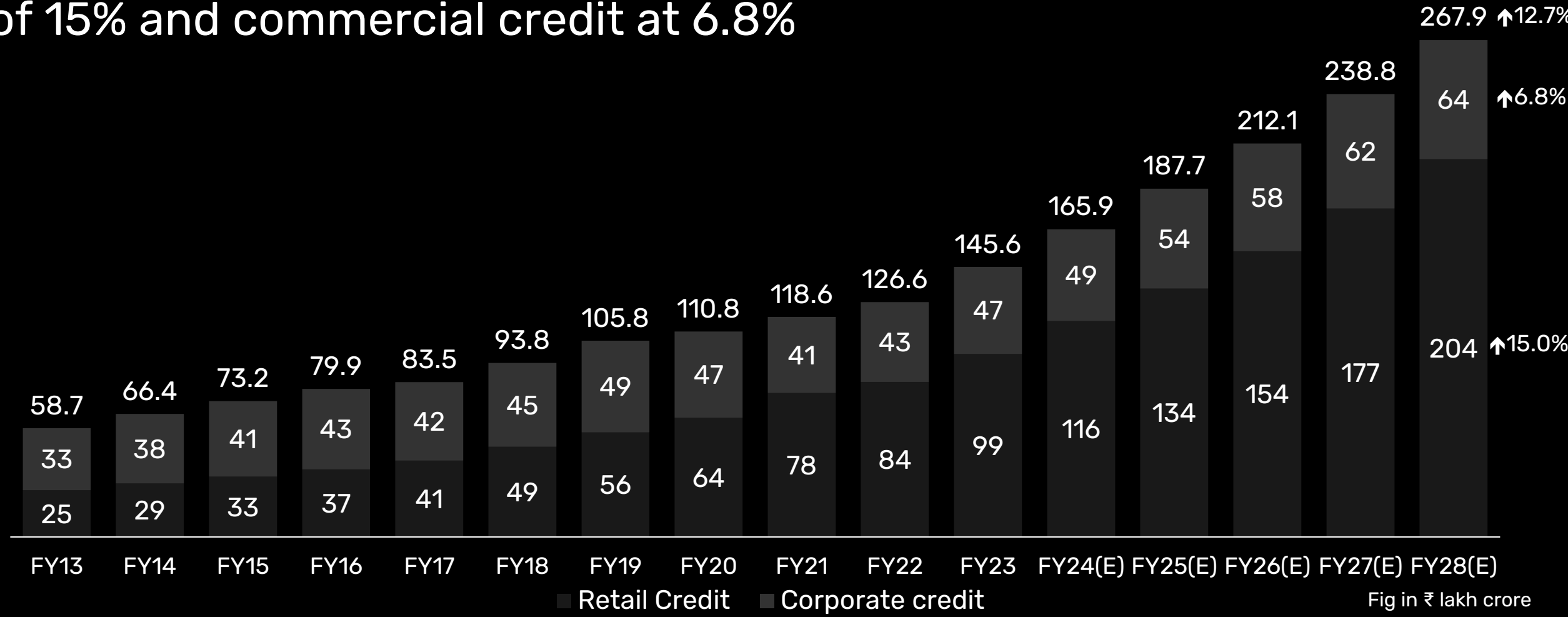
**Service** – FPC, self-service

**Technology** – Consumerization of technology stack

**Treasury** – Diversified liability profile

India's total credit market is forecasted to grow from ₹ 166 lakh crore to ₹ 268 lakh crore, at an average growth rate of 12.7%. Retail credit is forecasted to grow at an average growth rate of 15% and commercial credit at 6.8%

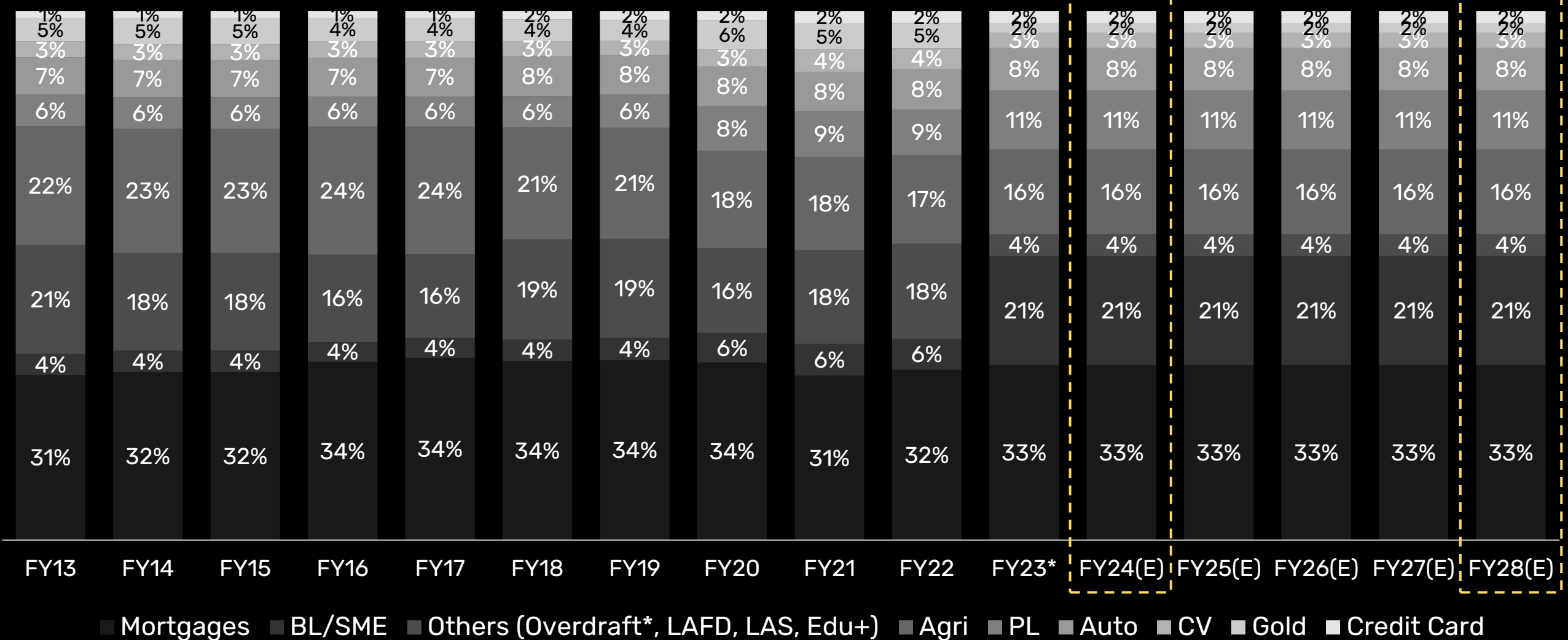
LRS period average



Total Credit = Bank Credit – Advances outside India – Advances to NBFC + NBFC Credit  
 Assumptions - Growth rate for bank credit is taken in the range of 11% - 13% and for NBFC it is taken in the range of 13% -15% for FY23 -27  
 Retail Credit = Retail+ Agri + MSME + Rural  
 Source : RBI Statistical Tables; Gross Deployment of Bank Credit – RBI, Financial Stability report – RBI

# India's household debt mix is forecasted to remain steady. Leaving aside Agri (16%), BFL will offer a full product suite for customers by FY25

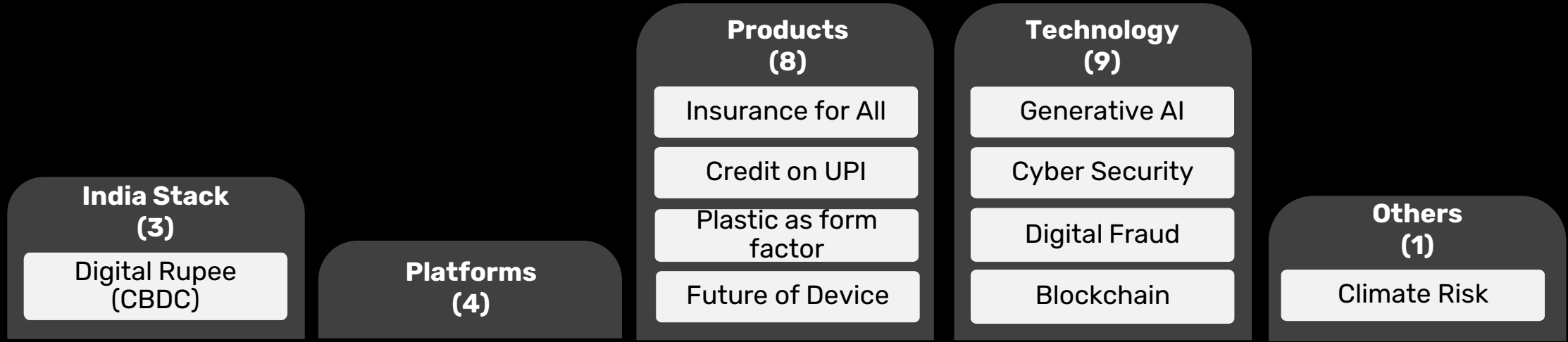
**BAJAJ FINANCE LIMITED**



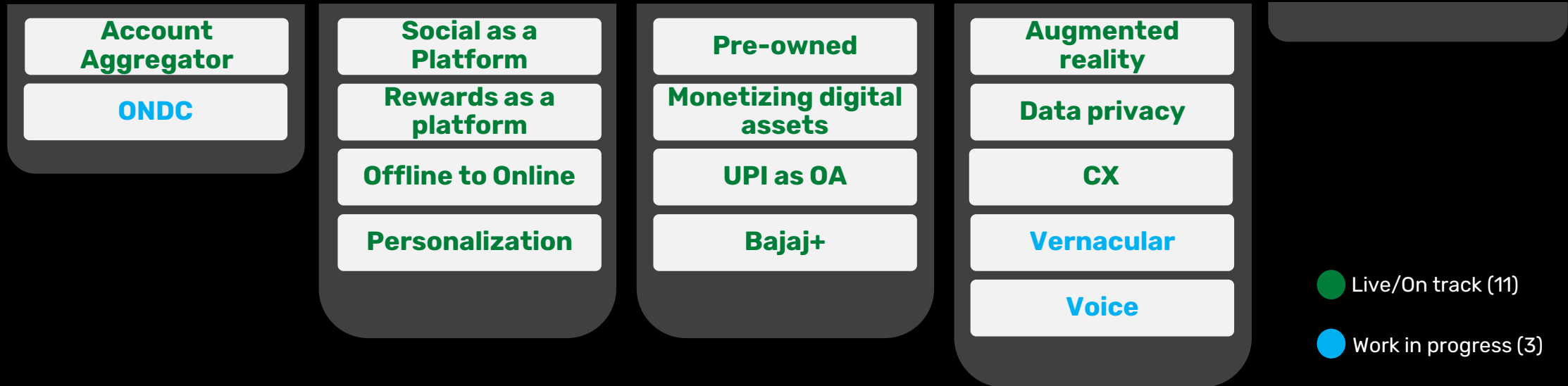
\*FY23 onwards, BL and Overdraft are merged into SME category which is 21%. Due to this, 'Others' category which is LAS and Education has dropped to 4%  
 Source : RBI Statistical tables & Published segment information of 35 Banks & 24 NBFC's  
 Note: The above graph is prepared and meant for internal consumption only

# 10 new Megatrends for LRS 2024-28 and total 25 Megatrends in aggregate

**LRS 2024-2028**



**LRS 2023-2027**



- Live/On track (11)
- Work in progress (3)
- Identified in LRS 2024-2028 (10)

Framework of strategic construct remains same as outlined in Q3 FY23.

- ① On products, ambition is to be amongst top 5 players in each product line in LRS period. The Company will continue to invest in new product lines to seize India opportunity and to grow in a sustained manner. The Company has planned 9 new product initiatives in the LRS period.
- ② On geography, the Company will continue to strive to get all products in all locations in a sustained manner.
- ③ On platforms, ambition is to dominate all digital platforms and deliver 25% of business volumes. The strategy is to grow from 5 MM to 10 MM monthly downloads on App, originate 1 billion organic traffic on Web and deeply invest in marketplaces, social and rewards platforms.
- ④ On horizontal functions, focus is on solving the hardest problems across all functions to reduce friction, scalability and resilience.
- ⑤ On subsidiaries, ambition is to dominate in respective industries and contribute 12-15% of retail mortgages and 50-60% of broking accounts by BFL.

## ① Products (9)

Be amongst the top 5 players in each product line

**New Product Lines:** Embedded Insurance (Apr'24), Commercial Vehicle, Bharat mortgages, Auto Leasing, Industrial Equipment Finance, Postpaid & Co-lending - (H1 FY25)

**New Product Innovations:** Assured buyback on new car (Live Dec'23), Bajaj+ EV (Sept'24)

## ③ Platforms (8)

Dominate all platforms of consumer presence & deliver 25% of total business from digital platforms

**Consumer App** - 10 MM monthly downloads with 90% retention rate

**Consumer Web** - 1 BN organic hits and No SEM

**Marketplace** - Investment marketplace 2.0 and Insurance marketplace 2.0

**Social** - Marketing and Commerce

**Rewards** - Bajaj Prime

## ⑤ Subsidiaries

Grow and dominate in their respective industries

Leverage BFL platforms and customer franchise to originate Mortgages and broking accounts for subsidiaries.

Contribute 12-15% of retail mortgages and 50-60% of broking accounts

## ② Geography (2)

जहाँ BAJAJ FINSERV वहाँ BAJAJ FINSERV के सारे products

**Domestic** - Geography 2.0 - All products in all locations, Win U.P. Bihar & Nort-East

## ④ Horizontal functions(17)

Hardest problems to solve

**Risk** - Know everyone, Credit Risk, Operational Risk  
**Operations & Service** - 0 Paper, 0 identity mismatch, 0 Hold, 0 Cost, Gen-AI enabled

**DMS** - Scalable & resilient, 0 complaints

**Technology** - Low bandwidth, Integrated UAT, 0 Bug, 0 downtime

**Treasury** - 0 liquidity drag

**Marketing** - 0 Paid traffic, CDP



# LRS Outcomes

**BAJAJ FINANCE LIMITED**

Sr. No.	Basic construct	9M FY24	FY27 LRS	FY28 LRS
1	Customer Franchise (MM)	80.41	110-120	130-140
2	Cross-sell Franchise (MM)	49.28	65-70	80-90
3	India payments GMV	0.14%	1-1.25%	1.25-1.5%
4	Share of total credit	1.94%	2.5-2.75%	3-3.25%
5	Share of retail credit	2.46%	3.5-3.75%	3.8-4%
6	Location presence	4,092	4,300-4,500	5,200-5,500
7	App – Net installs (MM)	49.19	70-80	120-150
8	Web – Visitors (MM)	318	1,100-1,200	1,500-1,800
9	Return on Equity	22.3%	20-22%	20-22%
10	AUM per cross sell franchise	63,102	85-90K	90-95K
11	PAT per cross sell franchise	2,156	3.5-3.7K	3.8-3.9K
12	Product Per Customer (PPC)	6.03	NA	6-7

 **Section 10**

**Key senior management  
portfolio changes**

10

Key senior management portfolio  
changes

As you can see from LRS update, the Company remains very excited about its long-term growth prospects. The Company remains committed to continuous transformation, shareholder value creation, good customer service and fostering a supportive and dynamic work environment. In order to prepare the Company to achieve its long-term growth objectives, the Board of Directors, at its meeting held today have approved the following Executive Director/senior management portfolio changes:

- 1. Anup Saha** – Executive Director will be re-designated as Deputy Managing Director subject to approval of shareholders. Anup is an outstanding leader and this advancement reflects his exceptional contributions and our confidence in his leadership abilities as the Company embarks on new challenges and opportunities. In his new role, he will continue to oversee all businesses of the Company (excluding Loan against securities and Commercial lending). He will also have expanded functional responsibilities for which he will be assisted by 3 new Chief Operating Officers. In his new role, Anup will continue to report to Managing Director.
- 2. Appointment of 3 Chief Operating Officers:**
  - a. Deepak Bagati** – President Debt Management Services is being promoted to Chief Operating Officer. In his new role, he will continue to oversee Debt Management Services. Henceforth, he will also have expanded leadership responsibility for Operations, Service and Public Relations. In his new role, Deepak will report to Anup Saha.
  - b. Sandeep Jain** – Chief Financial Officer is being promoted to Chief Operating Officer and Chief Financial Officer. In his new role, he will continue to oversee Finance, FP&A, Treasury and Investor Relations. Henceforth, he will also have expanded leadership responsibility for Human Resources, Administration and Legal. In his new role, Sandeep will report to Anup Saha.
  - c. Anurag Chottani** – Chief Information Officer is being promoted to Chief Operating Officer. In his new role, he will continue to oversee Technology and Corporate Strategy. Henceforth, he will also have expanded leadership responsibility for Marketing and Digital Platforms. In his new role, Anurag will report to Anup Saha.

- 3. Rajeev Jain** – Managing Director, BFL will continue to be actively involved in shaping the strategy of the various businesses of the Company and its subsidiaries. He will also actively engage with CEOs of the wholly owned subsidiaries of the Company to achieve short-term and long-term objectives of the Company and its subsidiaries. In addition to Deputy Managing Director, Commercial lines of business (Loan against securities and Commercial lending), Risk, Compliance, Internal Audit and Chief Information Security Officer will continue to report to Managing Director.
- 4. Rakesh Bhatt** – Executive Director has decided to pursue new career pursuits outside the Company and has thus resigned from the services of the Company. Rakesh is an outstanding leader and helped the Company achieve significant milestones during his long 15 years tenure. He played a pivotal role in shaping our strategic direction, nurturing the Company’s culture and driving innovation. His contributions have been invaluable and his presence will be deeply missed. Rakesh will remain with the Company till 30 June 2024. After 30 June 2024, he will remain as an advisor to the Company and will work with Managing Director.
5. These announcements are effective 01 April 2024 subject to necessary approvals.

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This presentation is for general information purposes only.

**Q3 FY24 Investor Presentation  
Thank You**

Abbreviation	Expansion	Abbreviation	Expansion
ALM	Asset liability management	LRD	Lease rental discounting
AMO	After market order	MF	Mutual funds
AR	Augmented reality	MFI	Microfinance
ASSC	Authorised sales & support centre	MSME	Micro, Small & Medium Enterprises
AUM	Assets under management	MTF	Margin Trading Finance
AUF	Assets under finance	NII	Net interest income
BBPS	Bharat bill payment system	NIM	Net interest margin
BL	Business loan	NNPA	Net non performing assets
CC	Cash credit	NPA	Non performing assets
CIF	Cards in force	OD	Overdraft
COF	Cost of funds	ONDC	Open Network for Digital Commerce
CV	Commercial vehicle	OTR	One time restructuring
CX	Customer experience	PAT	Profit after tax
DF	Developer finance	PBT	Profit before tax
DMS	Debt management services	PCR	Provision coverage ratio
DSA	Direct sourcing agency	PL	Personal loan
ECB	External commercial borrowing	PMS	Portfolio Management Services
ECL	Expected credit loss	POA	Power of Attorney
EDC	Electronic data capture machine	PPI	Prepaid instruments
FII	Foreign institutional investor	QR	Quick response
FPC	Fair Practice Code	ROA	Return on assets
FPI	Foreign Portfolio Investor	ROE	Return on equity
GMV	Gross merchandise value	SME	Small & Medium Enterprise
GNPA	Gross non performing assets	STP	Straight through process
HL	Home loan	T1	Trade + 1 Day
HNI	High Networth Individual	T2	Trade + 2 Days
ICD	Inter corporate deposits	UHNI	Ultra High Networth Individual
IPO	Initial Public Offer	UI	User Interface
LAFD	Loan against fixed deposit	UPI	Unified payment interface
LAP	Loan against property	UX	User Experience
LAS	Loan against securities	WCDL	Working capital demand loan
LCR	Liquidity Coverage Ratio	XIRR	Extended Internal Rate of Return