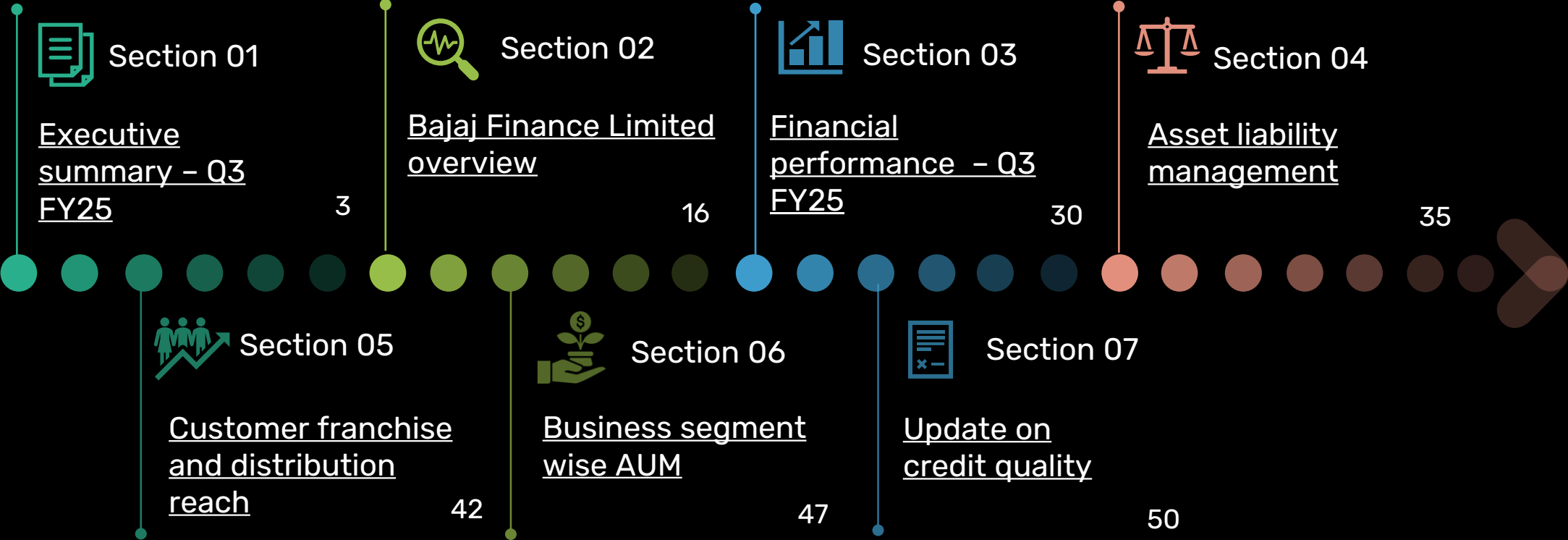




BAJAJ FINANCE LIMITED





Section 01

Executive summary – Q3 FY25

1.1

Quarter gone by

1.2

Lead financial indicators

1.3

Omnipresence strategy update

Good quarter on volumes, AUM & Opex. Loan losses have stabilised. Profit growth has begun to gain momentum. ROA was steady. Delivered AUM growth of ₹ 24,119 crore, booked highest ever new loans of 12.06 MM and added 5.03 MM new customers. Customer franchise stood at 97.12 MM. Bajaj Finserv App now has 66.57 MM net users. Long range strategy – BFL 3.0 A FINAI company was unveiled. We are quite excited about this next phase of transformation for BFL.



*Pre minority interest

Balance sheet and business metrics

1. AUM was up 28% at ₹ 3,98,043 crore as against ₹ 3,10,968 crore as of 31 December 2023. New lines of businesses contributed to 3% of AUM growth.
2. AUM grew by ₹ 24,119 crore in Q3.
3. New loans booked were highest ever at 12.06 MM in Q3 FY25 as against 9.86 MM in Q3 FY24, recording a growth of 22%.

Customer franchise and geographic footprint

4. In Q3, the Company added a record 5.03 MM customers to its franchise. In the first 9 months, the Company has added 13.48 MM customers and estimates new customer addition to be 17 MM in FY25.
5. Customer franchise stood at 97.12 MM as of 31 December 2024. The Company is on course to cross 100 MM customer milestone in FY25. Cross sell franchise stood at 61.56 MM.
6. In Q3, the Company added 14 new locations and 8.9K distribution points. Geographic presence stood at 4,259 locations and active distribution points were over 224K as of 31 December 2024.

Liquidity and cost of funds

7. Liquidity buffer stood at ₹ 13,656 crore as of 31 December 2024.
8. In Q3, cost of funds was 7.96%, a decrease of 1 *bps* over Q2 FY25.
9. Deposits book grew by 19% YoY and stood at ₹ 68,797 crore as of 31 December 2024. In Q3, deposits book growth was ₹ 2,666 crore. Deposits contributed to 20% of consolidated borrowings as of 31 December 2024.

Operating efficiencies

10. Net interest income grew by 23% to ₹ 9,382 crore as against ₹ 7,655 crore in Q3 FY24. NIM was steady in Q3 FY25.
11. Net total income grew by 26% to ₹ 11,673 crore as against ₹ 9,298 crore in Q3 FY24.
12. Opex to Net total income improved to 33.1% as against 33.9% in Q3 FY24. The Company continues to optimise its operating expenses and rapidly implement AI capabilities to improve productivity.
13. Employee headcount stood at 62,176 (BFL, BHFL & BFinsec) as of 31 December 2024. The Company added 2,824 employees in Q3. Annualised attrition as of 31 December 2024 was 16.2%.

Credit cost

14. Loan losses and provisions were ₹ 2,043 crore in Q3 FY25.
15. Loan loss to average AUF was 2.16% in Q3, in line with Q2.
16. In Q3, net increase in stage 2 & 3 assets was ₹ 608 crore. Net growth in stage 2 & 3 have stabilised. Stage 2 assets increased by ₹ 101 crore and stage 3 assets increased by ₹ 507 crore. The Company continues to take proactive risk actions by cutting segments and pruning exposures.
17. The Company estimates loan loss to average AUF in a range of 2.00-2.05% in Q4 FY25.
18. GNPA & NNPA stood at 1.12% & 0.48%, respectively, as of 31 December 2024 as against 0.95% & 0.37% as of 31 December 2023, amongst the lowest in the industry.
19. The Company's leverage analysis basis June 2024 bureau data suggests that customers having 3 or more live unsecured loans are showing higher propensity to default and lower collection efficiencies. The Company has reduced share of such customers in new disbursements in line with pre-COVID levels.

Profitability and capital

- 20. Consolidated pre-provisioning operating profit grew by 27% to ₹ 7,805 crore in Q3 FY25.
- 21. Consolidated profit before tax grew by 18% to ₹ 5,765 crore in Q3 FY25.
- 22. Consolidated profit after tax grew by 18% to ₹ 4,308 crore in Q3 FY25.
- 23. In Q3, the Company delivered annualised ROA of 4.5% as against 4.9% in Q3 FY24.
- 24. In Q3, the Company delivered annualised ROE of 19.1% as against 22.0% in Q3 FY24.
- 25. Capital adequacy remained strong at 21.57% as of 31 December 2024. Tier-1 capital was 20.79%.

Additional updates

Strategic partnership with Bharti Airtel:

26. Recently, the Company announced a strategic partnership with Bharti Airtel, one of India's largest telecom services provider. This partnership combines Airtel's highly engaged customer base of 375 million, strong distribution network of over 1.2 MM, and Bajaj Finance's diversified suite of 26 product lines, distribution heft of 224K distribution points, its 4,259 locations and 70,000 field agents.

Airtel will offer Bajaj Finance's retail and MSME products on its Airtel Thanks App and its nation-wide network of stores in a seamless and secured manner. The combined strength of the companies' digital assets will enable significant increase in penetration of financial products and services in India.

To start with, two products of Bajaj Finance have been piloted on the Airtel Thanks App. By March 2025, nine products of Bajaj Finance will be available to customers on the Airtel Thanks App. BFL and Airtel will enable more products through FY26.

Discontinuation of co-branded credit card business:

27. During Q3 FY25, the Company has mutually agreed to cease incremental sourcing of co-branded credit cards with RBL Bank Limited and DBS Bank India Limited. This decision will not affect existing cardholders, who will continue to receive services from the respective banks as usual. The Company earned distribution fees and a revenue share under the co-brand arrangement. The discontinuation will not impact the Company's future revenue share from this arrangement.

BHFL - Balance sheet and geography

28. AUM was up 26% at ₹ 1,08,314 crore as against ₹ 85,929 crore as of 31 December 2023.

29. Home loans AUM grew by 23%, Loan against property grew by 19%, Lease rental discounting grew by 26%, Developer finance grew by 59%.

30. Portfolio composition for HL : LAP : LRD : DF : Others stood at 57% : 10% : 19% : 12% : 2% as of 31 December 2024.

31. In Q3, overall approvals were ₹ 19,691 crore as against ₹ 17,767 crore in Q3 FY24.

32. In Q3, disbursements were ₹ 12,571 crore as against ₹ 10,727 crore in Q3 FY24.

33. Geographic presence stood at 174 locations.

BHFL - Liquidity and cost of fund

34. Liquidity buffer stood at ₹ 2,387 crore as of 31 December 2024.

35. In Q3, cost of funds was 7.92%.

36. Borrowing mix - Banks : NHB : Money market stood at 43% : 11% : 46% as of 31 December 2024.

BHFL - Operating efficiencies

- 37. In Q3, Net interest income grew by 25% to ₹ 806 crore as against ₹ 645 crore in Q3 FY24.
- 38. In Q3, Net total income grew by 25% to ₹ 933 crore as against ₹ 746 crore in Q3 FY24.
- 39. In Q3, Opex to Net total income improved to 19.8% as against 23.2% in Q3 FY24.
- 40. Total employee headcount stood at 2,062 as of 31 December 2024.

BHFL - Credit costs

- 41. In Q3, loan losses and provisions were ₹ 35 crore as against ₹ 1 crore in Q3 FY24.
- 42. GNPA & NNPA stood at 0.29% and 0.13% as of 31 December 2024 as against 0.25% and 0.10% as of 31 December 2023.

BHFL - Profitability and capital

- 43. Pre-provisioning operating profit grew by 31% to ₹ 748 crore in Q3 FY25.
- 44. Profit before tax grew by 25% to ₹ 713 crore in Q3 FY25.
- 45. Profit after tax grew by 25% to ₹ 548 crore in Q3 FY25.
- 46. In Q3, the Company delivered annualised ROA of 2.36%.
- 47. In Q3, the Company delivered annualised ROE of 11.50%.
- 48. Capital adequacy ratio stood at 27.86% as of 31 December 2024. Tier-1 capital was 27.36%.

Bajaj Financial Securities Limited (BFinsec)

49. Margin Trading Facility AUM was up 70% at ₹ 5,392 crore as against ₹ 3,167 crore as of 31 December 2023.

50. Added 75K customers to its franchise in Q3. Retail and HNI customer franchise stood at 908K as of 31 December 2024.

51. Geographic presence stood at 46 locations.

52. In Q3, Net total income grew by 49% to ₹ 110 crore as against ₹ 74 crore in Q3 FY24.

53. Total employee headcount stood at 799 as of 31 December 2024.

54. Profit before tax grew by 127% to ₹ 50 crore in Q3 FY25.

55. Profit after tax grew by 119% to ₹ 35 crore in Q3 FY25.

Omnipresence strategy update

Omnipresence metrics - Strong growth momentum across Geography and Digital metrics

BAJAJ FINANCE LIMITED

| Particulars | Unit | Q3 FY24 | Q2 FY25 | Q3 FY25 | YoY |
|--|---------------|---------|---------|---------|-----|
| Geography | | | | | |
| New locations added | # | 158 | 43 | 14 | NA |
| Locations - Cumulative | # | 4,092 | 4,245 | 4,259 | 4% |
| Standalone Gold loan branches – Cumulative | # | 537 | 757 | 827 | 54% |
| App + Web Metrics | | | | | |
| App downloads | # in MM | 15.78 | 18.67 | 20.08 | 27% |
| App Net installs – Cumulative | # in MM | 49.2 | 61.7 | 66.6 | 35% |
| In-App programs – Cumulative | # | 129 | 161 | 179 | 39% |
| Total traffic on Web | # in MM | 113 | 165 | 177 | 57% |
| Web domain authority | # | 55 | 59 | 59 | NA |
| Service requests initiated on App and Web | % of total SR | 42.3% | 40.1% | 32.0% | NA |
| App Payments metrics | | | | | |
| UPI handles - Cumulative | # in MM | 21.48 | 32.24 | 36.26 | 69% |
| Bill pay transactions | # in MM | 7.49 | 8.57 | 8.37 | 12% |
| QRs at merchant PoS – Cumulative | # in MM | 2.71 | 3.41 | 3.56 | 31% |
| Rewards issued | # in MM | 25.4 | 30.5 | 26.8 | 6% |

Omnipresence metrics - Strong growth momentum across Geography and Digital metrics

BAJAJ FINANCE LIMITED

| Particulars | Unit | Q3 FY24 | Q2 FY25 | Q3 FY25 | YoY |
|------------------------------------|-----------|---------|---------|---------|------|
| App + Web business metrics | | | | | |
| EMI cards acquired | # in '000 | 122 | 275 | 253 | 107% |
| Personal loan disbursed | In ₹ Cr | 4,680 | 5,248 | 4,921 | 5% |
| Gold loan origination | In ₹ Cr | 380 | 480 | 592 | 56% |
| Flexi loan transactions | # in MM | 2.62 | 2.99 | 2.96 | 13% |
| DMS receipts | # in 'MM | 1.49 | 1.60 | 1.96 | 32% |
| Marketplace metrics | | | | | |
| Bajaj Mall visits | # in MM | 46.0 | 46.6 | 58.7 | 28% |
| Bajaj Mall loans | # in '000 | 491 | 793 | 1,386 | 182% |
| Insurance Bazaar policies | # in '000 | 149.1 | 291.0 | 235.0 | 58% |
| Investments Bazaar MF A/C | # in '000 | 55.0 | 23.6 | 56.0 | 2% |
| Digital EMI card metrics | | | | | |
| EMI cards acquired digitally | # in '000 | 439 | 1,051 | 1,028 | 134% |
| EMI cards acquired digitally – CIF | # in MM | 4.5 | 6.3 | 7.1 | 58% |
| B2B loans from digital EMI cards | # in '000 | 281 | 306 | 420 | 49% |

Customer franchise – Key financial metrics

BAJAJ FINANCE LIMITED

| Particulars @ | Unit | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | | 9M FY24 | 9M FY25 | YoY |
|---|-------|--------|--------|--------|--------|--------|--------|--------|--------|--|------------|------------|-------|
| New loans booked | In MM | 10.1 | 15.3 | 23.5 | 27.4 | 16.9 | 24.7 | 29.6 | 36.2 | | 28.3 | 32.7 | 15% |
| New customer addition | In MM | 4.1 | 6.1 | 8.3 | 8.1 | 6.0 | 9.0 | 11.6 | 14.5 | | 11.3 | 13.5 | 20% |
| Existing customer mix | % | 59.8% | 60.3% | 64.8% | 70.4% | 64.6% | 63.5% | 60.9% | 59.9% | | 60.2% | 58.8% | - |
| | | | | | | | | | | | | | |
| Total franchise | in MM | 20.1 | 26.2 | 34.5 | 42.6 | 48.6 | 57.6 | 69.1 | 83.6 | | 80.4 | 97.1 | 21% |
| Cross sell franchise | in MM | 11.0 | 15.4 | 20.7 | 24.1 | 26.9 | 32.8 | 40.6 | 50.8 | | 49.3 | 61.6 | 25% |
| | | | | | | | | | | | | | |
| Co-branded credit card sold & other financial products sold to existing customers | in MM | 0.09 | 0.47 | 1.00 | 1.39 | 1.37 | 3.59 | 4.28 | 4.46 | | 3.42 | 2.06 | (40%) |
| | | | | | | | | | | | | | |
| AUM per cross sell franchise | ₹ | 54,722 | 53,417 | 56,066 | 60,983 | 56,879 | 58,617 | 60,991 | 65,146 | | 63,102 | 64,659 | 2% |
| PAT per cross sell franchise | ₹ | 1,670 | 1,618 | 1,933 | 2,182 | 1,644 | 2,145 | 2,837 | 2,847 | | 2,156 | 1,987 | (8%) |

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 17-years financial
snapshot

2.6

BHFL 7-years financial snapshot

2.7

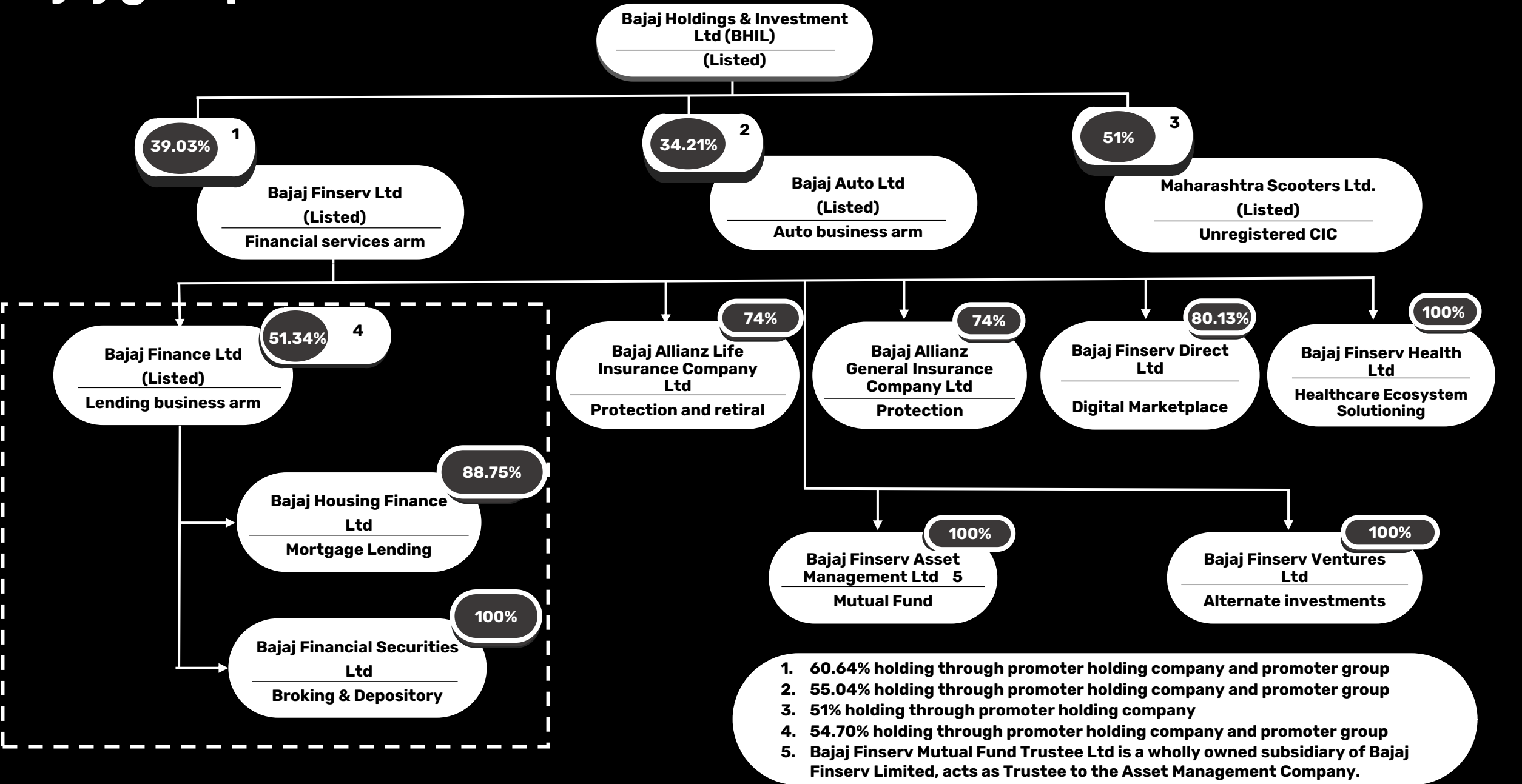
Product suite

2.8

Executive summary

Bajaj group structure

BAJAJ FINANCE LIMITED



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

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

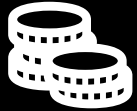
“Diversified financial services strategy with an optimal mix of risk and profit to deliver a sustainable business model”

“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%

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 97.12 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 33% : 9% : 14% : 13% : 31%. Consolidated borrowing mix for Money Markets: Banks: Deposits: ECB stood at 47% : 29% : 20% : 4%

Agile and innovative

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

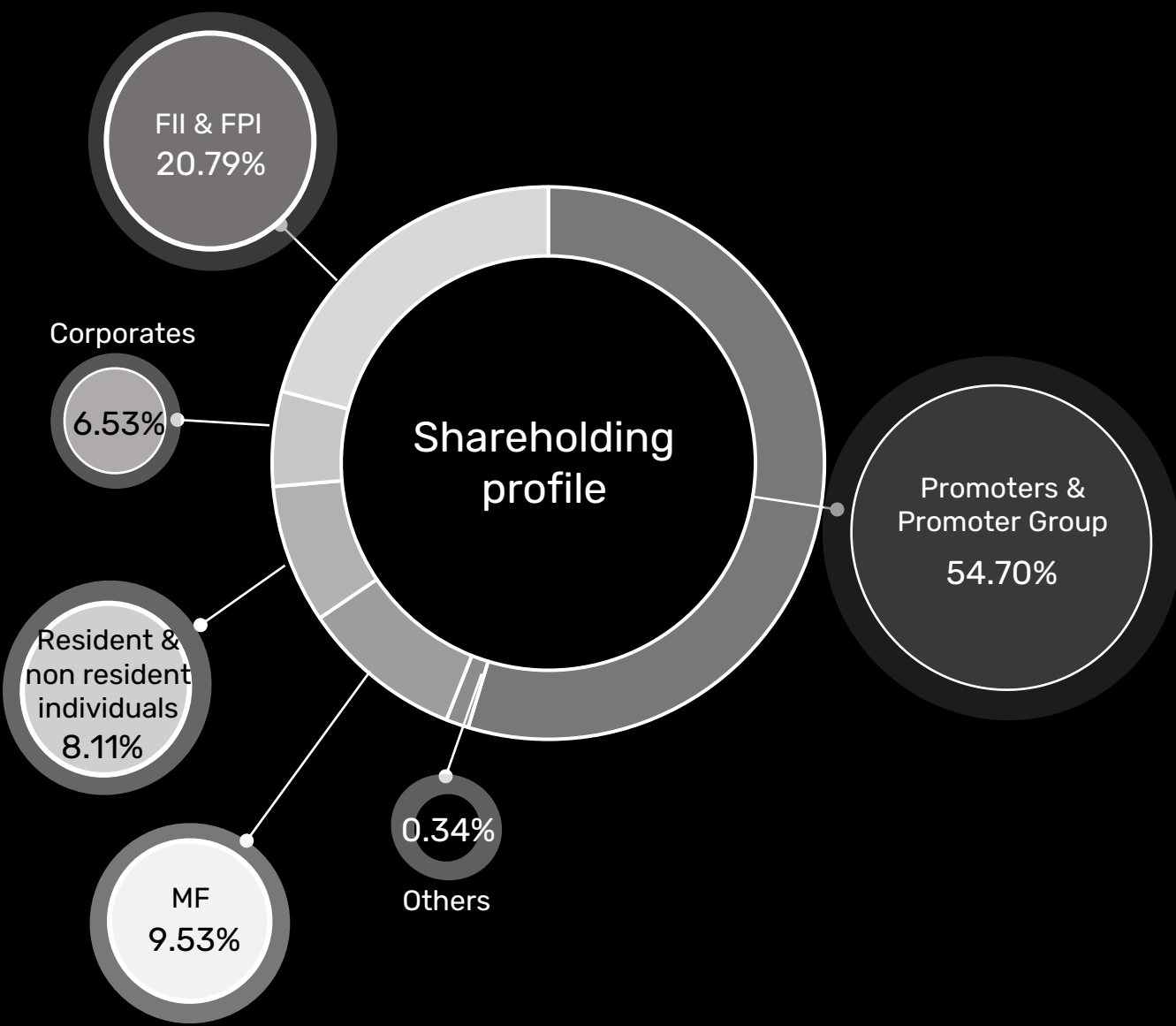
Committed to technology and analytics to transform customer experience

Has helped achieve multi product cross sell and manage risk & controllership effectively. Focused 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



Above shareholding is as of 31 December 2024

BAJAJ FINANCE LIMITED

Top 20 investors and their holdings

| S.No | Name of Shareholder | As on 31 Dec 23 | As on 30 Sept 24 | As on 31 Dec 24 |
|------|---|-----------------|------------------|-----------------|
| 1 | BAJAJ FINSERV LTD | 51.42% | 51.34% | 51.34% |
| 2 | MAHARASHTRA SCOOTERS LIMITED | 3.07% | 3.07% | 3.07% |
| 3 | GOVERNMENT OF SINGAPORE | 3.32% | 3.06% | 3.01% |
| 4 | LIFE INSURANCE CORPORATION OF INDIA | 0.35% | 1.18% | 1.36% |
| 5 | SBI NIFTY 50 ETF | 0.83% | 0.83% | 0.82% |
| 6 | LIFE INSURANCE CORPORATION OF INDIA - P & GS FUND | 0.17% | 0.68% | 0.80% |
| 7 | ICICI PRUDENTIAL LIFE INSURANCE COMPANY LIMITED | 0.82% | 0.72% | 0.71% |
| 8 | GOVERNMENT PENSION FUND GLOBAL | 0.44% | 0.56% | 0.64% |
| 9 | VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND | 0.54% | 0.56% | 0.63% |
| 10 | SBI BSE SENSEX ETF | 0.59% | 0.60% | 0.57% |
| 11 | VANGUARD EMERGING MARKETS STOCK INDEX FUND, A SERIES OF VANGUARD INTERNATIONAL EQUITY INDEX FUNDS | 0.54% | 0.52% | 0.56% |
| 12 | SBI EQUITY HYBRID FUND | 0.57% | 0.53% | 0.50% |
| 13 | SBI LIFE INSURANCE CO. LTD | 0.56% | 0.49% | 0.48% |
| 14 | ISHARES CORE MSCI EMERGING MARKETS ETF | 0.40% | 0.40% | 0.39% |
| 15 | ST. JAMES'S PLACE EMERGING MARKETS EQUITY UNIT TRUST MANAGED BY WASATCH ADVISORS INC | 0.26% | 0.35% | 0.35% |
| 16 | SBI FOCUSED EQUITY FUND | 0.34% | 0.34% | 0.34% |
| 17 | AXIS ELSS TAX SAVER FUND | 0.57% | 0.36% | 0.33% |
| 18 | DF INTERNATIONAL PARTNERS II LLC | 0.00% | 0.34% | 0.33% |
| 19 | FIDELITY INVESTMENT TRUST FIDELITY SERIES EMERGING MARKETS OPPORTUNITIES FUND | 0.38% | 0.37% | 0.32% |
| 20 | VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II | 0.26% | 0.28% | 0.32% |

| 17-years financial snapshot - Consolidated | | | | | | | | | | | | BAJAJ FINANCE LIMITED | | | | | | | ₹ in crore |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-----------------------|--------|--------|--------|--------|--------|-------------------|------------|
| Financials snapshot @ | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | CAGR (17 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 | 36.2 | 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 | 83.6 | 34% | |
| AUM (₹ '000 Cr) | 2.5 | 2.5 | 4.0 | 7.6 | 13.1 | 17.5 | 24.1 | 32.4 | 44.2 | 60.2 | 82.4 | 115.9 | 147.2 | 152.9 | 197.5 | 247.4 | 330.6 | 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 | 41,418 | 54,983 | 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 | 18,725 | 34% | |
| Net total income (NTI) | 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 | 28,858 | 36,258 | 34% | |
| 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 | 10,142 | 12,325 | 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 | 4,631 | 26% | |
| 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 | 19,310 | 50% | |
| 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 | 14,451 | 50% | |
| Ratios | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | | |
| Opex to NTI | 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% | 34.0% | | |
| 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% | 1.63% | | |
| 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% | 5.1% | | |
| 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% | 22.1% | | |
| 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% | 0.37% | | |
| Provisioning coverage | 30% | 32% | 55% | 79% | 89% | 83% | 76% | 71% | 77% | 74% | 70% | 60% | 60% | 58% | 58% | 64% | 57% | | |
| 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% | 22.5% | | |
| 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 | 4.9 | | |
| @ 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. | | | | | | | | | | | | | | | | | | | |
| 22 | | | | | | | | | | | | | | | | | | | |

7-years financial snapshot – BHFL

BAJAJ FINANCE LIMITED

₹ in crore

| Financials snapshot | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | CAGR (7 yrs.) |
|-------------------------|--------|--------|--------|--------|--------|--------|--------|------------------|
| AUM (₹ '000 Cr) | 3.57 | 17.56 | 32.71 | 38.87 | 53.32 | 69.23 | 91.37 | 72% |
| Total income | 106 | 1,156 | 2,646 | 3,155 | 3,767 | 5,665 | 7,617 | 104% |
| Interest expenses | 47 | 685 | 1,616 | 1,966 | 2,155 | 3,211 | 4,692 | 115% |
| Net total income (NTI) | 59 | 471 | 1,030 | 1,189 | 1,612 | 2,454 | 2,925 | 92% |
| Operating expenses | 44 | 297 | 339 | 329 | 471 | 630 | 703 | 59% |
| Loan losses & provision | 4 | 25 | 124 | 247 | 181 | 124 | 61 | 57% |
| Profit before tax | 11 | 149 | 567 | 613 | 960 | 1,700 | 2,161 | 141% |
| Profit after tax | 10 | 110 | 421 | 453 | 710 | 1,258 | 1,731 | 136% |
| Ratios | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | |
| Opex to NTI | 74.6% | 63.1% | 32.9% | 27.7% | 29.2% | 25.7% | 24.0% | |
| Loan loss to avg. AUF | 0.22% | 0.24% | 0.55% | 0.80% | 0.45% | 0.23% | 0.09% | |
| Return on assets | 0.6% | 1.1% | 1.9% | 1.5% | 1.8% | 2.3% | 2.4% | |
| Return on equity | 1.1% | 4.2% | 9.1% | 7.8% | 11.1% | 14.6% | 15.2% | |
| Gross NPA | 0.00% | 0.05% | 0.08% | 0.35% | 0.31% | 0.22% | 0.27% | |
| Net NPA | 0.00% | 0.04% | 0.05% | 0.22% | 0.14% | 0.08% | 0.10% | |
| Provisioning coverage | - | 35% | 38% | 38% | 54% | 64% | 64% | |
| CRAR (standalone) | 45.12% | 25.81% | 25.15% | 21.33% | 19.71% | 22.97% | 21.28% | |
| Leverage ratio | 3.03 | 5.26 | 5.62 | 6.28 | 7.20 | 6.16 | 6.69 | |
| 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 | 2. Digital Product Loans | 2. Corporate Term Deposits | 1. PPI | 2. General Insurance Distribution | |
| 3. Lifestyle Product Loans | 2. Loans to self-employed and Professionals | 3. ESOP financing | 3. Lifestyle Product Loans | 3. Systematic Deposit Plan | 2. UPI | 3. Health Insurance Distribution | |
| 4. Lifecare financing | | 4. Vendor financing to auto component manufacturers | 4. Personal Loans Cross Sell | | 3. Bajaj Prime | 4. Pocket Insurance | |
| 5. EMI Card | 3. Business Loans Secured | 5. Financial Institutions Lending | 5. Salaried Personal Loans | | Acquiring | 5. Financial Pulse Report | |
| 6. Retail spend financing | 4. Used-car financing | 6. Light Engineering Lending | 6. Gold Loans | | 6. Merchant QR | | |
| 7. 2W and 3W financing | 5. Medical equipment financing | 7. Specialty Chemicals Lending | 7. Loans to Professionals | | 7. EDC machine | | |
| 8. Personal Loan Cross-Sell | 6. Loan against property | 8. Emerging Corporate Lending | 8. Microfinance | | | | |
| 9. Salaried Personal Loans | 7. New car financing | 9. Large Corporate Lending | 9. Tractor financing | | | | |
| 10. E-Commerce financing | 8. Commercial vehicle financing | | 10. Bharat mortgages | | | | |
| 11. Retailer finance | 9. Auto leasing | | | | | | |

| BAJAJ HOUSING FINANCE LIMITED | | |
|--|-----------------------------|---------------------------------------|
| 1. Salaried Home Loans | 4. Loan Against Property | 7. Developer Finance |
| 2. Salaried Loan Against Property | 5. Self Employed Home Loans | 8. Commercial Construction Finance |
| 3. Near Prime & Affordable housing finance | 6. Lease Rental Discounting | 9. 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 organisation 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 ₹ 2,93,370 crore as of 31 December 2024
- AUM mix as of 31 December 2024 – Urban : Rural : SME : Commercial : Mortgage stood at 44% : 12% : 20% : 16% : 8%
- Profit after tax of ₹ 3,706 crore in Q3 FY25
- Capital adequacy ratio (including Tier II capital) of 21.57% as of 31 December 2024. Tier I capital stood at 20.79%

Consumer business

- Present in 1,599 locations with 155K+ active distribution points of sale as of 31 December 2024
- Largest consumer electronics, digital products & lifestyle products lender in India
- 2-wheeler financing business disbursed 255.4K accounts in Q3 FY25 (degrowth of 32% YOY)
- 3-wheeler financing business disbursed 23.7K accounts in Q3 FY25 (degrowth of 60% YOY)
- Amongst the largest personal loan lenders in India

Payments

- EMI Card franchise stood at 56.4 MM cards in force (CIF) as of 31 December 2024
- Co-branded credit card CIF stood at 3.7 MM as of 31 December 2024
- Digital app platform has 66.57 MM net users as of 31 December 2024

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 2,660 towns and villages with 60K+ active distribution points of sale as of 31 December 2024

| Executive summary – Bajaj Finance | | BAJAJ FINANCE LIMITED |
|-----------------------------------|--|-----------------------|
| SME Business | <ul style="list-style-type: none"> Offers unsecured working capital loans to SME and self-employed professionals Secured offerings include enterprise loans against property Focused on accelerating used car financing business Focused on affluent SMEs with established financials & demonstrated borrowing track record Offers medical equipment financing from ₹ 3 Lakh to ₹ 6 crore for medical professionals | |
| Commercial business | <ul style="list-style-type: none"> Offers short, medium and long-term financing to mid market corporates Focused on auto ancillaries, pharma, specialty chemicals, financial institution groups, lease rental discounting and top mid corporate clients in India | |
| Treasury | <ul style="list-style-type: none"> Strategy is to create a balanced mix of wholesale and retail borrowings with a focus on long term borrowings Strategy is that deposits should contribute to 25% of consolidated borrowings In Q3, standalone cost of funds was 7.98% Borrowings stood at ₹ 2,55,755 crore with a mix of 46% : 22% : 5% : 27% between money markets, banks, ECB and deposits as of 31 December 2024 | |
| Credit Quality | <ul style="list-style-type: none"> GNPA and NNPA as of 31 December 2024 stood at 1.41% and 0.61% respectively Provisioning coverage ratio as of 31 December 2024 was 57% Provisioning coverage on stage 1 & 2 stood at 118 bps as of 31 December 2024 | |
| Credit Rating | <ul style="list-style-type: none"> Credit rating for long term borrowing is AAA/Stable by CRISIL, ICRA, CARE & India Ratings Credit rating for short term borrowing is A1+ by CRISIL, ICRA, CARE & India Ratings Credit rating for FD program is CRISIL AAA (Stable) by CRISIL & ICRA AAA (Stable) by ICRA Long-term issuer credit rating of BBB-/Stable and short-term rating of A-3 by S&P Global ratings Long-term issuer credit rating of Baa3/Stable and short-term rating of P-3 by Moody’s ratings | |
| Regulated by | <ul style="list-style-type: none"> Reserve Bank of India Securities and Exchange Board of India Insurance Regulatory Development Authority of India (IRDAI) | |

Overview

- 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 ₹ 1,08,314 crore as of 31 December 2024. Profit after tax of ₹ 548 crore in Q3 FY25
- Capital adequacy ratio (including Tier II capital) was 27.86% as of 31 December 2024

Home Loans

- Offers home loans to salaried customers for an average ticket size of 45 lakh
- Focused on originating home loans at developer points and through distributors
- Focused on home loans – purchase and balance transfer directly as well as through channel partners
- Present in 174 locations as of 31 December 2024
- Home loan mix as of 31 December 2024 – Salaried : Self Employed : Professionals stood at 85% : 11% : 4%

Loan Against Property

- Offers loan to mass affluent and above self-employed customers for an average ticket size of 63 lakh
- Focused on offering customised propositions to both self employed and salaried customers
- Present in 74 locations as of 31 December 2024

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 17 locations as of 31 December 2024

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 16 locations as of 31 December 2024

Credit Quality

- GNPA and NNPA as of 31 December 2024 stood at 0.29% and 0.13% respectively

Treasury

- Strategy is to create a balanced and sustained mix of borrowings
- Borrowings stood at ₹ 79,160 crore with a mix of 43% : 11% : 46% between banks, NHB and money markets as of 31 December 2024

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 and supervised by National Housing Bank
- Securities and Exchange Board of India
- Insurance Regulatory Development Authority of India (IRDAI)

| | |
|-----------------------|---|
| Overview | <ul style="list-style-type: none">• A 100% subsidiary of Bajaj Finance Limited• Offers a wide range of capital market products - Broking, Depository services, Margin Trade Financing, IPOs and Distribution of Mutual Funds, PMS, and AIF.• Broking business caters to two different business segments – HNI and Retail• Margin Trade Financing (MTF) book as of 31 December 2024 stood at ₹ 5,392 crore• Net total income was ₹ 110 crore in Q3 FY25• Profit after tax was ₹ 35 crore in Q3 FY25 |
| HNI Broking | <ul style="list-style-type: none">• Business oriented towards delivering relationship-based broking solutions to UHNI & HNI client segment• Focused on building MTF relationship. MTF book stood at ₹ 4,489 crore as of 31 December 2024• Present in 46 locations as of 31 December 2024• Added 6K UHNI/HNI clients in Q3 FY25. Total client base stood at 61K as of 31 December 2024 |
| Retail Broking | <ul style="list-style-type: none">• Added 69K trading and demat accounts in Q3 FY25 with focus to add accounts with higher propensity to trade.• Total retail client base stood at 847K as of 31 December 2024• Crossed 1,300+ network of partners and affiliates online accounts• Working with 175+ Independent Business Advisor (IBAs)• MTF book stood at ₹ 903 crore as of 31 December 2024• Focused on driving client activation of Bajaj Broking Platform, activation rate stands at 17.5% |
| Credit Rating | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 FY25 | Q3 FY24 | Q-o-Q | 9M FY25 | 9M FY24 | 9M-o-9M |
| Assets under management | 3,98,043 | 3,10,968 | 28% | 3,98,043 | 3,10,968 | 28% |
| Assets under finance | 3,90,191 | 3,06,389 | 27% | 3,90,191 | 3,06,389 | 27% |
| Interest income | 15,768 | 12,523 | 26% | 44,804 | 35,077 | 28% |
| Interest expenses | 6,386 | 4,868 | 31% | 18,219 | 13,508 | 35% |
| Net interest income | 9,382 | 7,655 | 23% | 26,585 | 21,569 | 23% |
| Fees and commission income | 1,511 | 1,291 | 17% | 4,461 | 3,943 | 13% |
| Net gain on fair value changes | 165 | 68 | 143% | 416 | 230 | 81% |
| Sale of services & Income on de-recognised loans | 190 | 20 | 850% | 437 | 54 | 709% |
| Other operating income & other income | 425 | 264 | 61% | 1,138 | 747 | 52% |
| Net total income | 11,673 | 9,298 | 26% | 33,037 | 26,543 | 24% |
| Operating Expenses | 3,868 | 3,156 | 23% | 10,977 | 9,023 | 22% |
| Pre-provisioning operating profit | 7,805 | 6,142 | 27% | 22,060 | 17,520 | 26% |
| Loan losses and provisions | 2,043 | 1,248 | 64% | 5,637 | 3,321 | 70% |
| Share of profit of associates | 3 | 2 | 50% | 9 | 5 | 80% |
| Profit before tax | 5,765 | 4,896 | 18% | 16,432 | 14,204 | 16% |
| Profit after tax | 4,308 | 3,639 | 18% | 12,234 | 10,627 | 15% |
| Attributable to Owners of the Company | 4,246 | 3,639 | 17% | 12,158 | 10,627 | 14% |
| Attributable to Non-controlling Interest | 62 | - | | 76 | - | |
| Ratios | | | | | | |
| Operating expenses to Net total income | 33.1% | 33.9% | | 33.2% | 34.0% | |
| Annualised Loan Loss to Average AUF | 2.16% | 1.69% | | 2.10% | 1.61% | |
| Annualised Return on Average AUF | 4.55% | 4.92% | | 4.55% | 5.16% | |
| Annualised Return on Average Equity | 19.08% | 21.95% | | 19.30% | 22.30% | |
| Earning per share - Basic (₹) (Not annualised) | 68.6 | 59.4 | 15% | 196.6 | 174.9 | 12% |

Financial summary – Bajaj Finance

BAJAJ FINANCE LIMITED

| | | | | | | |
|--|----------|----------|-------|------------|----------|---------|
| | | | | ₹ in Crore | | |
| Financials snapshot | Q3 FY25 | Q3 FY24 | Q-o-Q | 9M FY25 | 9M FY24 | 9M-o-9M |
| Assets under management | 2,93,370 | 2,32,040 | 26% | 2,93,370 | 2,32,040 | 26% |
| Assets under finance | 2,89,629 | 2,30,449 | 26% | 2,89,629 | 2,30,449 | 26% |
| Interest income | 13,277 | 10,591 | 25% | 37,725 | 29,582 | 28% |
| Interest expenses | 4,777 | 3,618 | 32% | 13,523 | 9,983 | 35% |
| Net interest income | 8,500 | 6,973 | 22% | 24,202 | 19,599 | 23% |
| Fees and commission income | 1,431 | 1,229 | 16% | 4,195 | 3,767 | 11% |
| Net gain on fair value changes | 124 | 30 | 313% | 261 | 104 | 151% |
| Sale of services & Income on de-recognised loans | 159 | 4 | | 343 | 14 | |
| Other operating income & other income | 403 | 251 | 61% | 1,087 | 715 | 52% |
| Net total income | 10,617 | 8,487 | 25% | 30,088 | 24,199 | 24% |
| Operating Expenses | 3,631 | 2,948 | 23% | 10,278 | 8,417 | 22% |
| Pre-provisioning operating profit | 6,986 | 5,539 | 26% | 19,810 | 15,782 | 26% |
| Loan losses and provisions | 2,008 | 1,248 | 61% | 5,583 | 3,295 | 69% |
| Profit before exceptional gain and tax | 4,978 | 4,291 | 16% | 14,227 | 12,487 | 14% |
| Exceptional gain (on sale of BHFL shares) | - | - | | 2,544 | - | |
| Profit before tax | 4,978 | 4,291 | 16% | 16,771 | 12,487 | 34% |
| Profit after tax | 3,706 | 3,177 | 17% | 12,721 | 9,242 | 38% |
| Ratios | | | | | | |
| Operating expenses to Net total income | 34.2% | 34.7% | | 34.2% | 34.8% | |
| Annualised Loan Loss to Average AUF | 2.86% | 2.25% | | 2.79% | 2.15% | |
| Annualised Return on Average AUF | 5.28% | 5.73% | | 6.36% | 6.02% | |
| Annualised Return on Average Equity | 18.26% | 20.41% | | 21.87% | 20.55% | |
| Earning per share - Basic (₹) (Not annualised) | 59.9 | 51.9 | 15% | 205.7 | 152.1 | 35% |
| Annualised Return on Average AUF (excl. OFS gain) | | | | 5.27% | 6.02% | |
| Annualised Return on Average Equity (excl. OFS gain) | | | | 18.38% | 20.55% | |

Financial summary – Bajaj Housing Finance

BAJAJ FINANCE LIMITED

₹ in Crore

| Financials snapshot | Q3 FY25 | Q3 FY24 | Q-o-Q | 9MFY25 | 9MFY24 | 9M-o-9M |
|--|----------|---------|-------|----------|--------|---------|
| Assets under management | 1,08,314 | 85,929 | 26% | 1,08,314 | 85,929 | 26% |
| Assets under finance | 95,570 | 73,197 | 31% | 95,570 | 73,197 | 31% |
| Interest income | 2,322 | 1,846 | 26% | 6,612 | 5,295 | 25% |
| Interest expenses | 1,516 | 1,201 | 26% | 4,428 | 3,413 | 30% |
| Net interest income | 806 | 645 | 25% | 2,184 | 1,882 | 16% |
| Fees and commission income | 49 | 32 | 53% | 150 | 95 | 58% |
| Net gain on fair value changes | 41 | 27 | 52% | 137 | 98 | 40% |
| Sale of services & Income on de-recognised loans | 23 | 30 | (23%) | 130 | 105 | 24% |
| Other operating income & other income | 14 | 12 | 17% | 38 | 28 | 36% |
| Net total income | 933 | 746 | 25% | 2,639 | 2,208 | 20% |
| Operating Expenses | 185 | 173 | 7% | 539 | 509 | 6% |
| Pre-provisioning operating profit | 748 | 573 | 31% | 2,100 | 1,699 | 24% |
| Loan losses and provisions | 35 | 1 | | 50 | 26 | 92% |
| Profit before tax | 713 | 572 | 25% | 2,050 | 1,673 | 23% |
| Profit after tax | 548 | 437 | 25% | 1,576 | 1,350 | 17% |
| Ratios | | | | | | |
| Operating expenses to Net total income | 19.8% | 23.2% | | 20.4% | 23.1% | |
| Annualised Loan Loss to Average AUF | 0.15% | 0.01% | | 0.08% | 0.05% | |
| Annualised Return on Average AUF | 2.36% | 2.43% | | 2.40% | 2.66% | |
| Annualised Return on Average Equity | 11.50% | 15.02% | | 13.31% | 16.10% | |
| Earning per share – Basic (₹) (Not annualised) | 0.66 | 0.65 | 2% | 1.97 | 2.01 | (2%) |

Financial summary – Bajaj Financial Securities

BAJAJ FINANCE LIMITED

| ₹ in Crore | | | | | | |
|--|---------|---------|--------|---------|---------|---------|
| Financials snapshot | Q3 FY25 | Q3 FY24 | Q-o-Q | 9M FY25 | 9M FY24 | 9M-o-9M |
| Assets under finance (MTF book) | 5,392 | 3,167 | 70% | 5,392 | 3,167 | 70% |
| Interest income | 163 | 88 | 85% | 453 | 199 | 128% |
| Interest expenses | 94 | 57 | 65% | 272 | 125 | 118% |
| Net interest income | 69 | 31 | 123% | 181 | 74 | 145% |
| Fees and commission income | 33 | 31 | 6% | 122 | 83 | 47% |
| Net gain on fair value changes | (1) | 11 | (109%) | 18 | 28 | (36%) |
| Others^ | 9 | 1 | 800% | 12 | 4 | 200% |
| Net total income | 110 | 74 | 49% | 333 | 189 | 76% |
| Operating Expenses | 60 | 52 | 15% | 195 | 143 | 36% |
| Pre-provisioning operating profit | 50 | 22 | 127% | 138 | 46 | 200% |
| Loan losses and provisions | | | | 1 | 1 | 0% |
| Profit before tax | 50 | 22 | 127% | 137 | 45 | 204% |
| Profit after tax | 35 | 16 | 119% | 103 | 34 | 203% |
| | | | | | | |
| Ratios | | | | | | |
| Operating expenses to Net total income | 54.5% | 70.3% | | 58.6% | 75.7% | |
| Annualised Return on Average Equity | 11.27% | 9.00% | | 12.32% | 6.28% | |
| Earning per share – Basic (₹) (Not annualised) | 0.36 | 0.26 | 38% | 1.06 | 0.54 | 96% |

^ 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

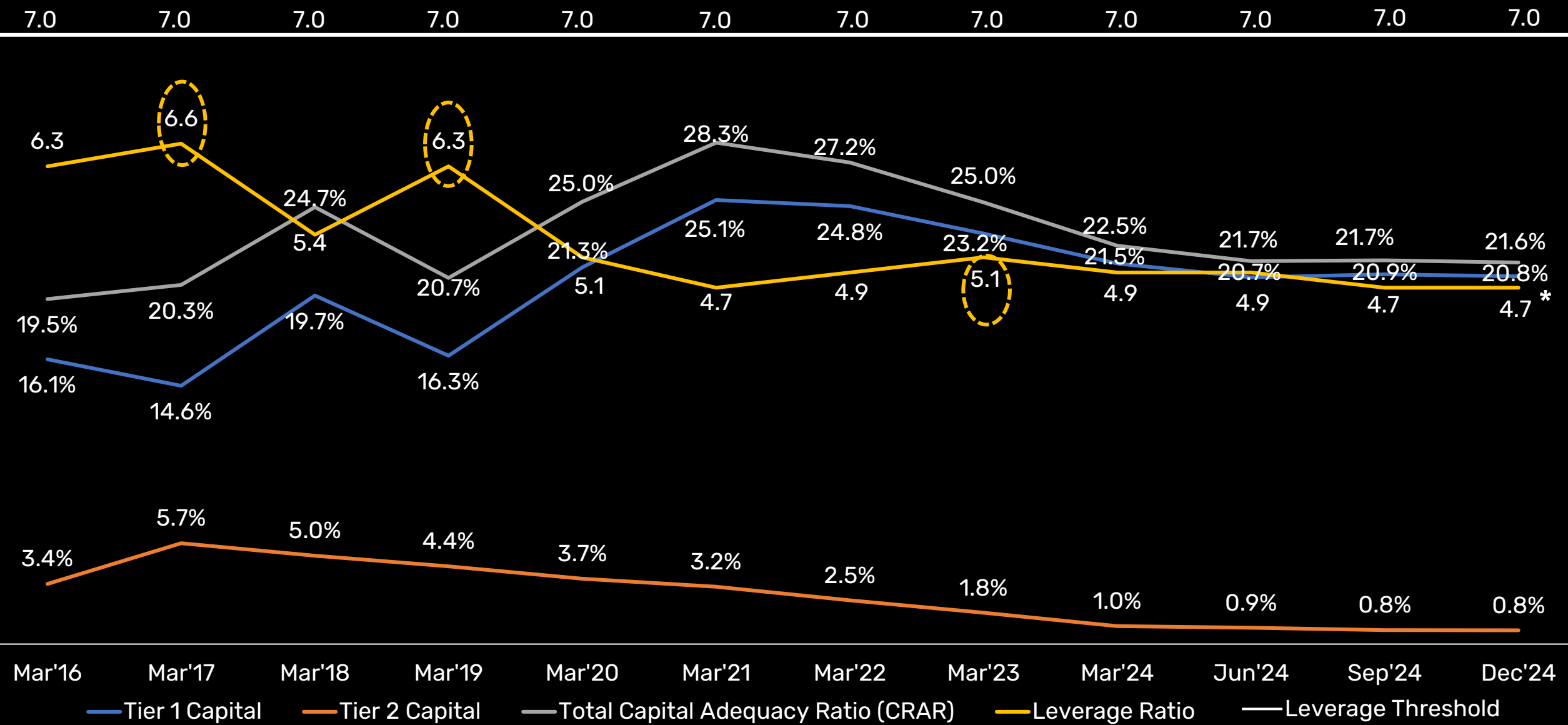
Disciplined ALM Management – Bajaj Finance Limited

4.6

Consolidated liability mix

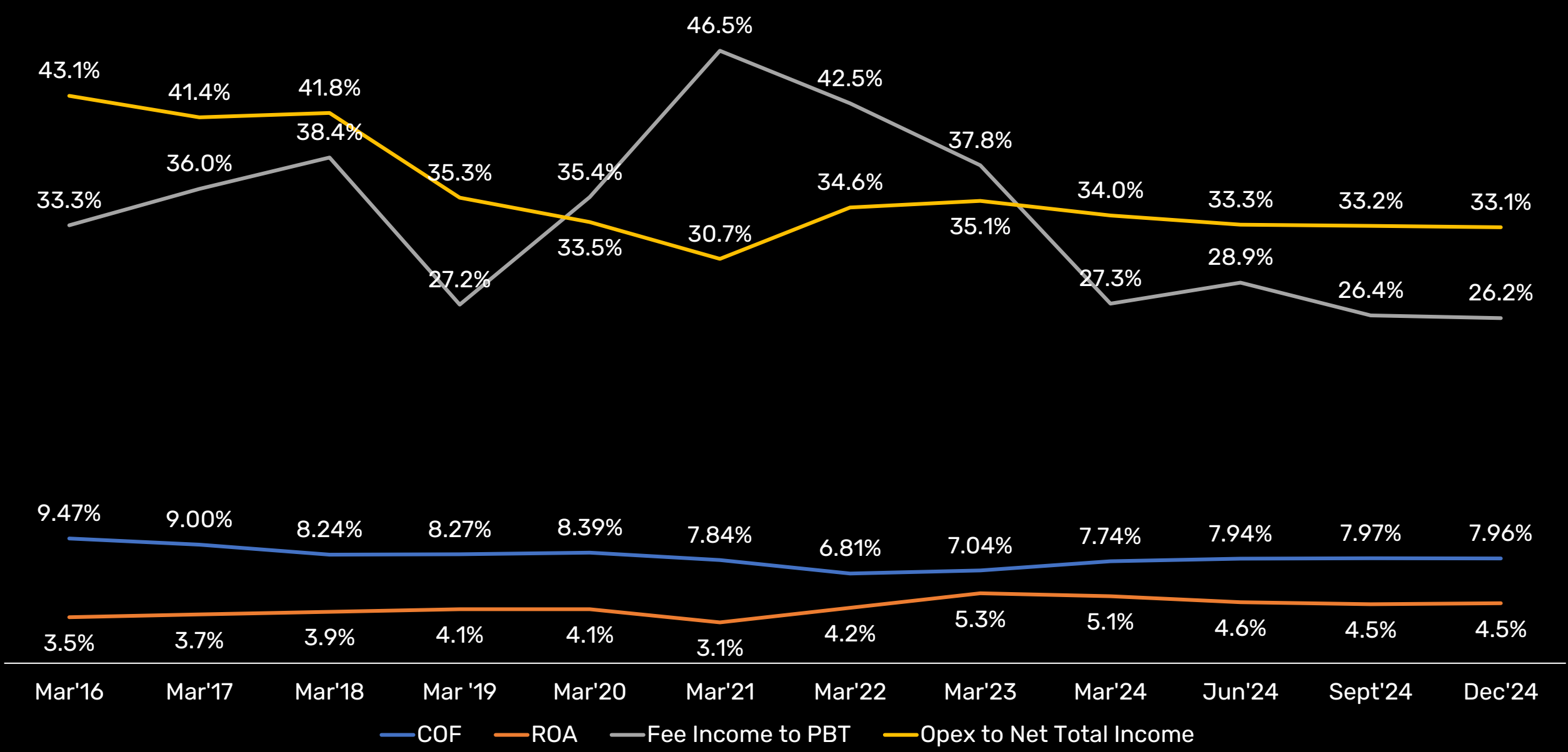
Conservative leverage standards

BAJAJ FINANCE LIMITED



*Standalone leverage is approximately 4.1X as of 31 Dec 2024
Capital Adequacy Ratios (CRAR) are on standalone basis
@All figures till FY18 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



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 | 18,008 | 5 | 4,225 | 29 | 567 | 2,956 | 5,432 | 2,106 | 37 | 12,267 | 45,634 |
| Advances | 11,891 | 2,494 | 7,207 | 15,946 | 14,929 | 35,532 | 56,041 | 1,06,225 | 29,637 | 19,722 | 2,99,624 |
| Other inflows | 8,061 | 98 | 577 | 571 | 366 | 668 | 411 | 1,206 | 1,872 | 3,310 | 17,139 |
| Total Inflows (A) | 37,960 | 2,598 | 12,009 | 16,546 | 15,862 | 39,156 | 61,884 | 1,09,536 | 31,546 | 35,298 | 3,62,396 |
| Cumulative Total Inflows (B) | 37,960 | 40,558 | 52,567 | 69,113 | 84,975 | 1,24,132 | 1,86,015 | 2,95,552 | 3,27,098 | 3,62,396 | |

| | | | | | | | | | | | |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Borrowings | 17,700 | 2,780 | 4,498 | 7,923 | 9,683 | 16,118 | 40,295 | 1,04,040 | 31,154 | 29,674 | 2,63,865 |
| Capital Reserves and Surplus | - | - | - | - | - | - | - | - | - | 83,122 | 83,122 |
| Other Outflows | 2,512 | 788 | 1,806 | 1,913 | 277 | 902 | 844 | 1,539 | 2,914 | 1,914 | 15,409 |
| Total Outflows (C) | 20,212 | 3,567 | 6,305 | 9,836 | 9,960 | 17,020 | 41,139 | 1,05,580 | 34,068 | 1,14,710 | 3,62,396 |
| Cumulative Total Outflows (D) | 20,212 | 23,779 | 30,084 | 39,919 | 49,880 | 66,899 | 1,08,038 | 2,13,618 | 2,47,686 | 3,62,396 | |

| | | | | | | | | | | |
|--------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|---------|----------|
| Mismatch (E = A - C) | 17,748 | (970) | 5,705 | 6,710 | 5,902 | 22,137 | 20,745 | 3,956 | (2,522) | (79,412) |
| Cumulative mismatch (F = B-D) | 17,748 | 16,779 | 22,484 | 29,194 | 35,096 | 57,233 | 77,977 | 81,934 | 79,412 | - |
| Cumulative mismatch as % (F/D) | 88% | 71% | 75% | 73% | 70% | 86% | 72% | 38% | 32% | 0% |

| | | | |
|--------------------------------|-------|-------|--------|
| Permissible cumulative gap % | (10%) | (10%) | (20%) |
| Additional borrowings possible | | | 44,331 |

| | |
|---|----|
| In Q3, daily average LCR was 261% as against regulatory requirement of 100% | 38 |
|---|----|

Behaviouralized ALM as of 31 Dec 2024 – BHFL

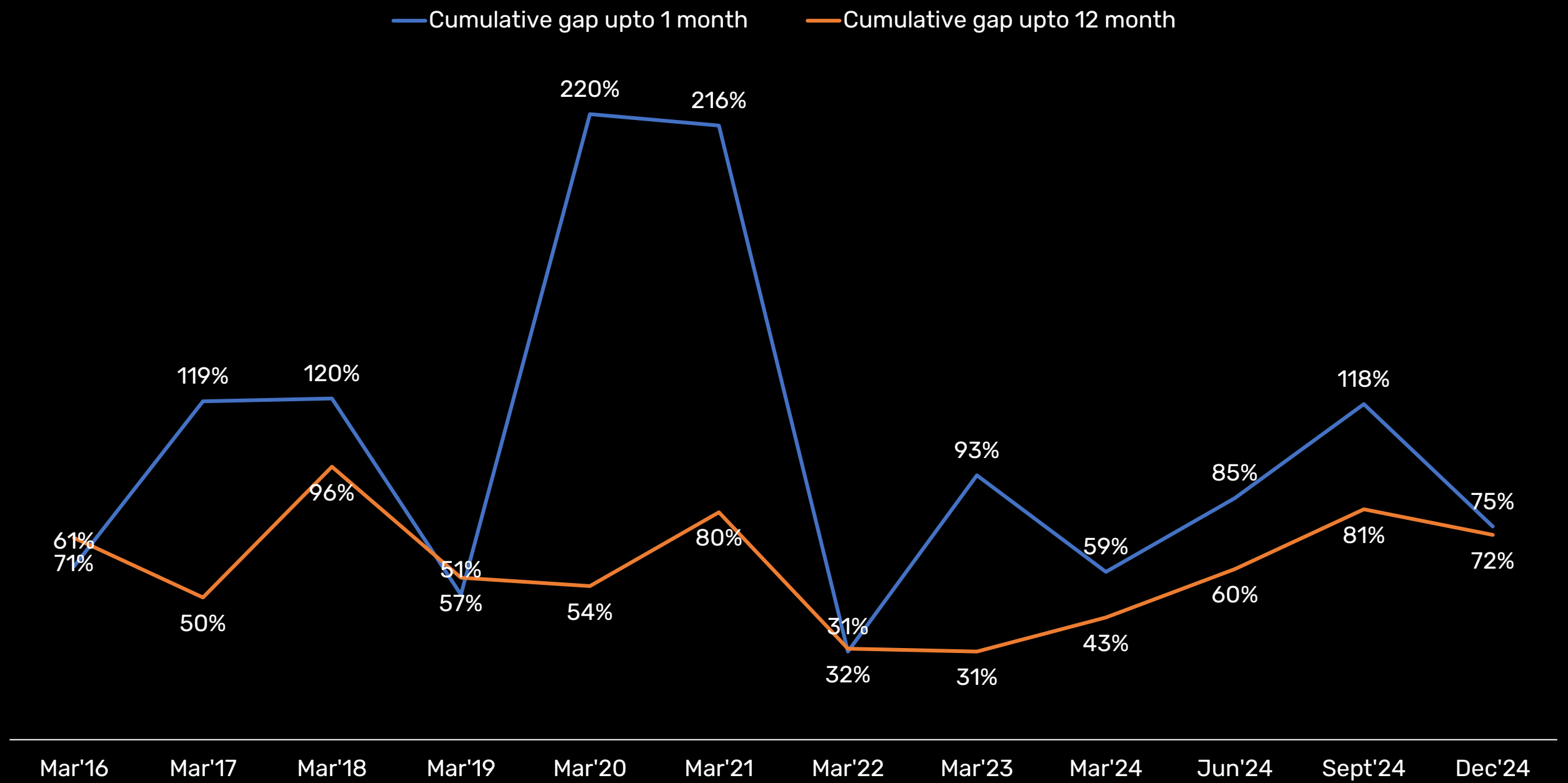
BAJAJ FINANCE LIMITED

₹ 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 | 66 | - | - | - | 4 | 547 | 501 | - | 1,270 | - | 2,388 |
| Advances | 641 | 940 | 820 | 1,784 | 1,789 | 5,071 | 9,078 | 27,452 | 16,600 | 31,395 | 95,570 |
| Other inflows | 752 | 750 | 1,694 | 66 | 1,901 | 501 | 2,313 | 6,289 | 3,259 | 12,502 | 30,027 |
| Total Inflows (A) | 1,459 | 1,690 | 2,514 | 1,850 | 3,694 | 6,119 | 11,892 | 33,741 | 21,129 | 43,897 | 1,27,985 |
| Cumulative Total Inflows (B) | 1,459 | 3,149 | 5,663 | 7,513 | 11,207 | 17,326 | 29,218 | 62,959 | 84,088 | 1,27,985 | |
| | | | | | | | | | | | |
| Borrowings | 438 | 499 | 1,303 | 598 | 2,430 | 2,222 | 7,988 | 32,483 | 16,553 | 14,646 | 79,160 |
| Capital Reserves and Surplus | - | - | - | - | - | - | - | - | - | 19,348 | 19,348 |
| Other Outflows | 496 | 1,067 | 1,018 | 946 | 1,139 | 2,990 | 7,385 | 10,558 | 482 | 3,396 | 29,477 |
| Total Outflows (C) | 934 | 1,566 | 2,321 | 1,544 | 3,569 | 5,212 | 15,373 | 43,041 | 17,035 | 37,390 | 1,27,985 |
| Cumulative Total Outflows (D) | 934 | 2,500 | 4,821 | 6,365 | 9,934 | 15,146 | 30,519 | 73,560 | 90,595 | 1,27,985 | |
| | | | | | | | | | | | |
| Mismatch (E = A - C) | 525 | 124 | 193 | 306 | 125 | 907 | (3,481) | (9,300) | 4,094 | 6,507 | |
| Cumulative mismatch (F = B-D) | 525 | 649 | 842 | 1,148 | 1,273 | 2,180 | (1,301) | (10,601) | (6,507) | - | |
| Cumulative mismatch as % (F/D) | 56% | 26% | 17% | 18% | 13% | 14% | (4%) | (14%) | (7%) | 0% | |
| | | | | | | | | | | | |
| Permissible cumulative gap % | (10%) | (10%) | (20%) | | | | | | | | |
| Additional borrowings possible | | | 2,258 | | | | | | | | |

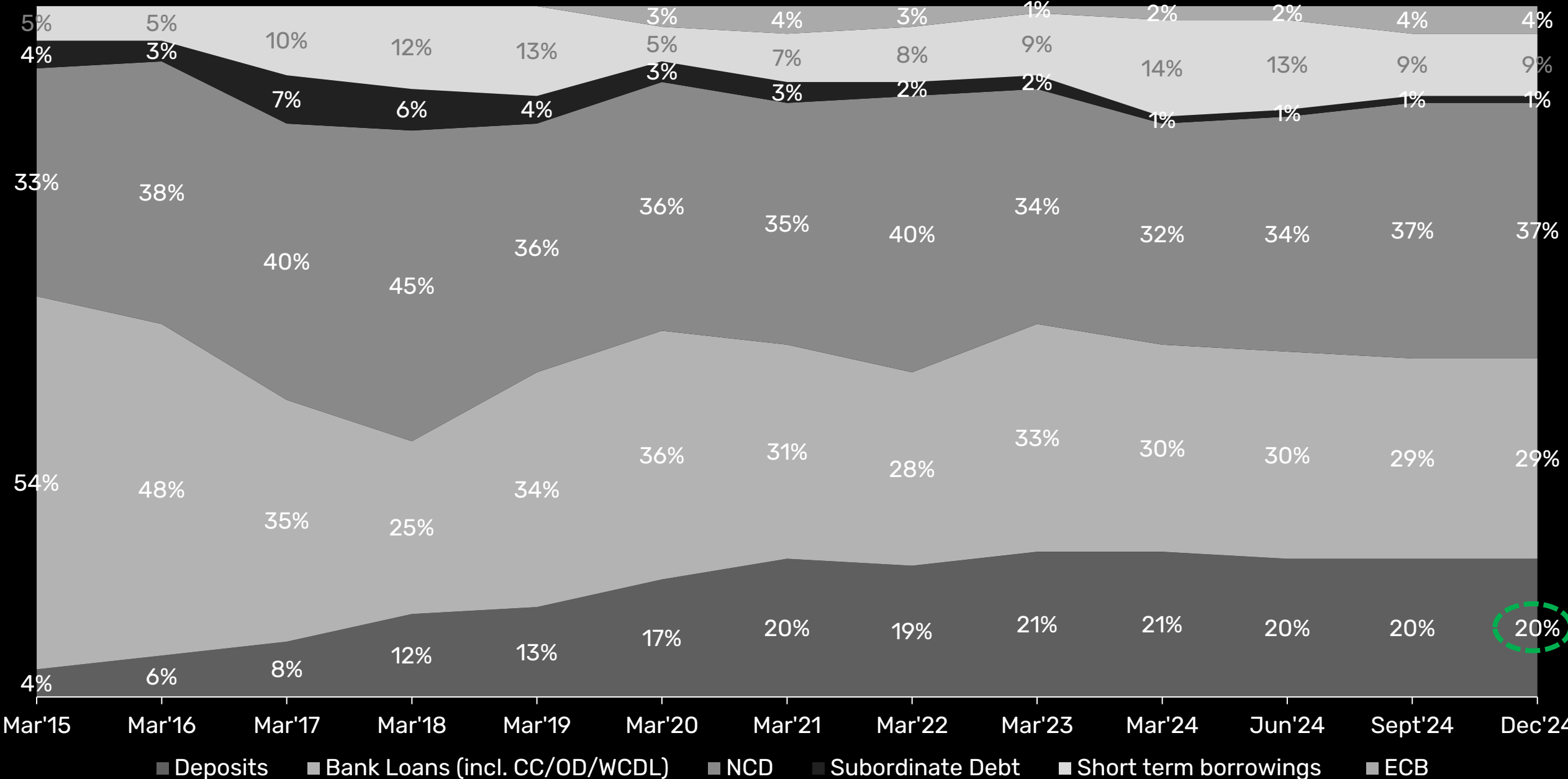
Disciplined ALM Management - BFL

BAJAJ FINANCE LIMITED



Consolidated liability mix

BAJAJ FINANCE LIMITED



All figures till FY18 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

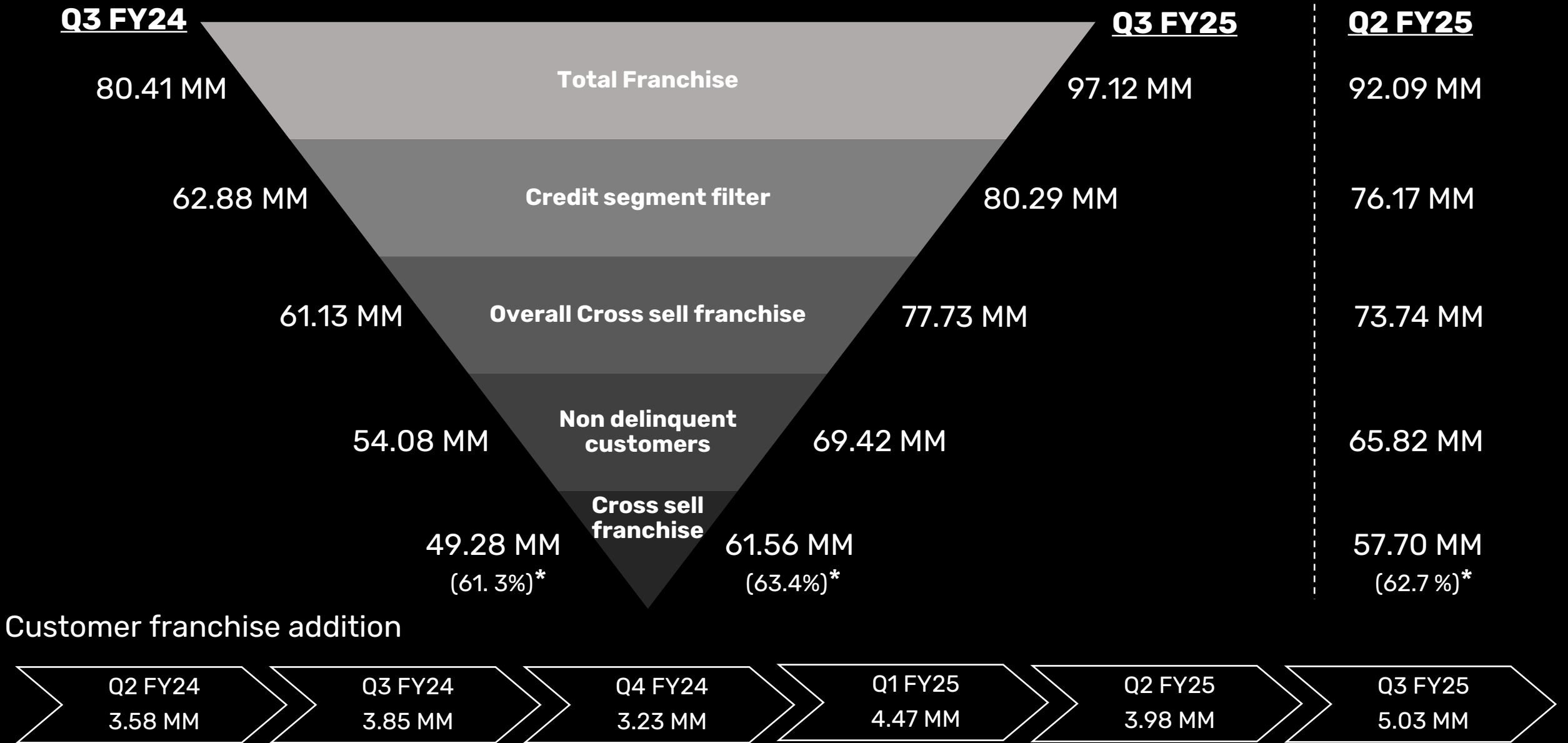
Product per customer

5.3

Geographic presence

5.4

Strong distribution reach

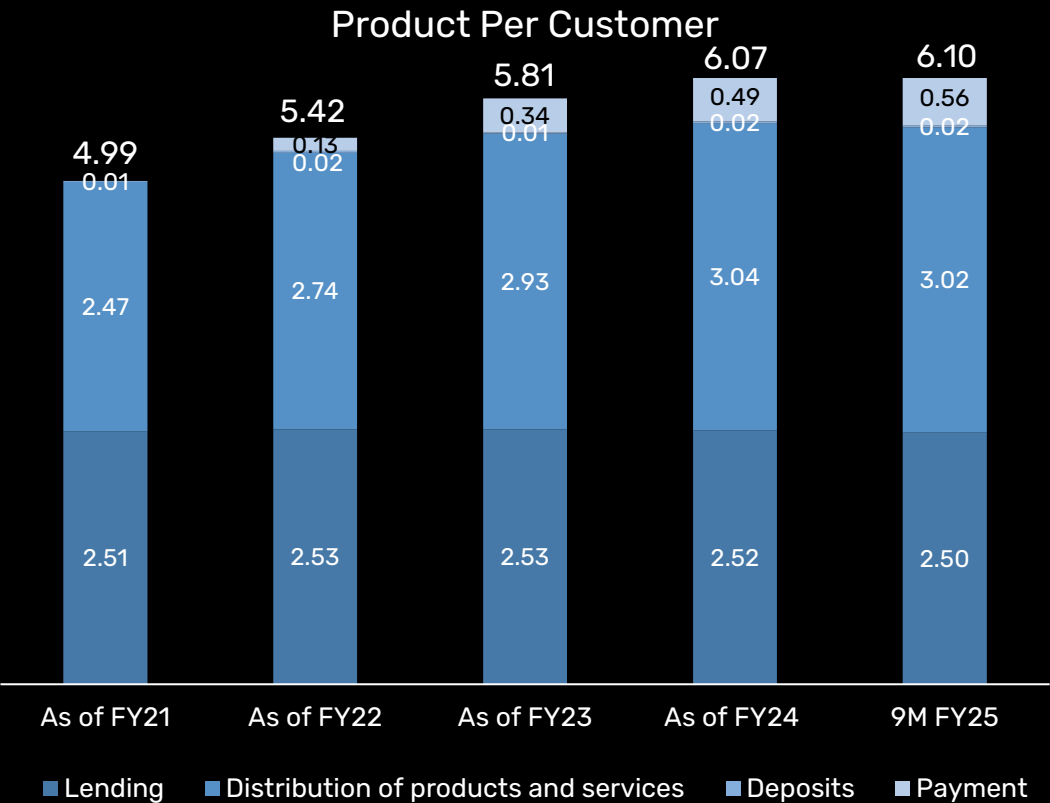


*Represents cross sell franchise as a % of total franchise

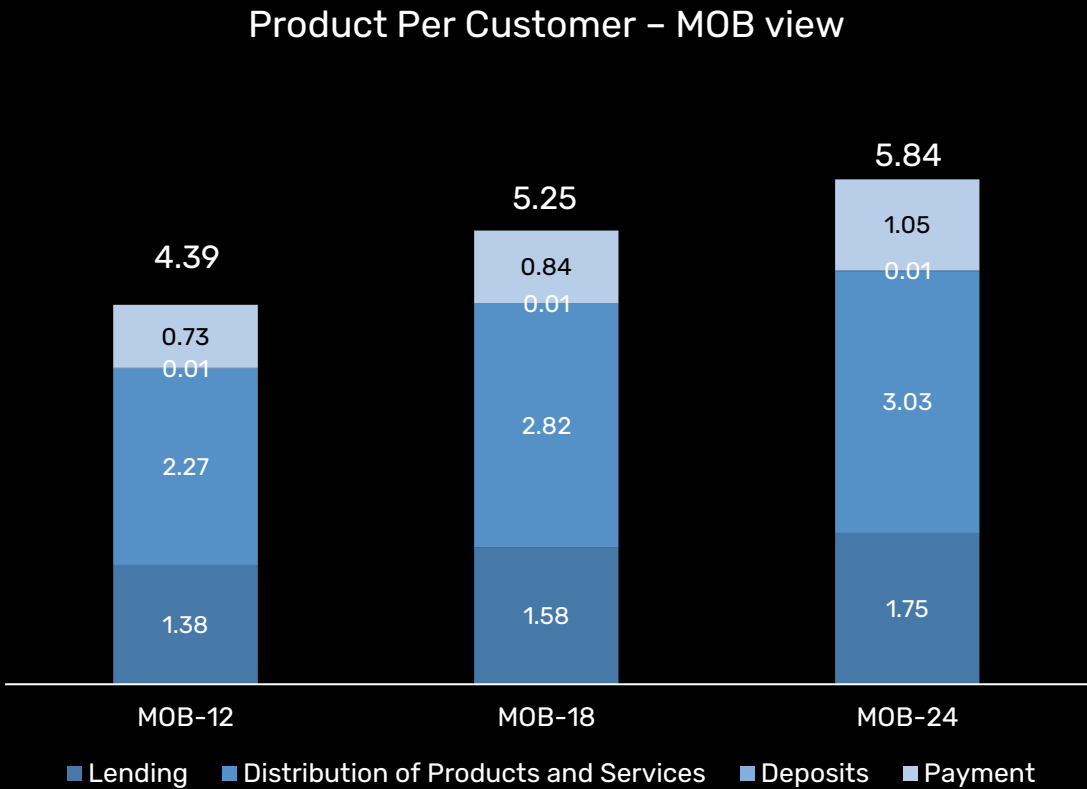
Product Per Customer (PPC)

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. 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, FASTag



Base product is included in PPC calculation



12 MOB – Q3 FY24, 18 MOB – Q1 FY24 and 24 MOB – Q3 FY23



| Geographic Presence | 31 Dec 2021 | 31 Dec 2022 | 31 Dec 2023 | 31 Mar 2024 | 30 Jun 2024 | 30 Sep 2024 | 31 Dec 2024 |
|------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Urban lending locations | 1,368 | 1,392 | 1,538 | 1,569 | 1,585 | 1,596 | 1,599 |
| Rural lending locations | 2,055 | 2,322 | 2,554 | 2,576 | 2,617 | 2,649 | 2,660 |
| Total Bajaj Finance presence | 3,423 | 3,714 | 4,092 | 4,145 | 4,202 | 4,245 | 4,259 |
| Net additions in the period | 609 | 291 | 158 | 53 | 57 | 43 | 14 |

Strong distribution reach

| Active distribution | 31 Dec 2021 | 31 Dec 2022 | 31 Dec 2023 | 31 Mar 2024 | 30 Jun 2024 | 30 Sep 2024 | 31 Dec 2024 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Consumer durable stores – Urban | 29,500+ | 32,000+ | 40,150+ | 42,000+ | 44,200+ | 45,300+ | 47,000+ |
| Consumer durable stores – Rural | 27,900+ | 33,550+ | 46,300+ | 49,050+ | 53,050+ | 56,650+ | 59,350+ |
| Digital product stores | 28,800+ | 32,050+ | 38,750+ | 40,250+ | 41,800+ | 43,700+ | 45,450+ |
| Lifestyle retail stores | 10,800+ | 11,150+ | 16,050+ | 16,900+ | 17,300+ | 18,200+ | 20,000+ |
| EMI card – retail spends stores | 17,800+ | 20,950+ | 27,650+ | 28,250+ | 29,100+ | 29,950+ | 30,400+ |
| Bajaj Auto dealers, sub-dealers & ASSC | 6,000+ | 5,100+ | 5,550+ | 3,450+ | 3,150+ | 2,450+ | 1,700+ |
| Non-captive 2W dealers, sub-dealers & ASSC | - | 1,600+ | 5,200+ | 5,350+ | 5,450+ | 6,800+ | 8,400+ |
| New Auto dealers | - | - | 1,350+ | 1,750+ | 2,000+ | 2,250+ | 2,300+ |
| Commercial Vehicle | - | - | - | - | 50+ | 50+ | 50+ |
| Tractor Finance dealers | - | - | - | 1,150+ | 1,400+ | 750+ | 850+ |
| DSA/Independent Financial Agents | 7,500+ | 7,500+ | 9,600+ | 10,100+ | 9,700+ | 9,700+ | 9,200+ |
| Overall active distribution network | 1,28,300+ | 1,43,900+ | 1,90,600+ | 1,98,250+ | 2,07,200+ | 2,15,800+ | 2,24,700+ |
| Net addition in the period | 25,500 | 15,600 | 9,500 | 7,650 | 8,950 | 8,600 | 8,900 |



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 2023 | BFL as of 31 Dec 2024 | BHFL as of 31 Dec 2024 | Consolidated as of 31 Dec 2024 | Growth YoY | Composition as of 31 Dec 2023 | Composition as of 31 Dec 2024 |
|-----------------------------|--------------------------------------|--------------------------|---------------------------|--------------------------------------|---------------|-------------------------------------|-------------------------------------|
| Two & Three-wheeler Finance | 19,384 | 18,972 | - | 18,972 | (2%) | 6.2% | 4.8% |
| Urban Sales Finance | 24,485 | 29,149 | - | 29,149 | 19% | 7.9% | 7.3% |
| Urban B2C Loans | 61,705 | 81,533 | 1,610 | 83,143 | 35% | 19.8% | 20.9% |
| Rural Sales Finance | 6,166 | 7,955 | - | 7,955 | 29% | 2.0% | 2.0% |
| Rural B2C Loans | 17,405 | 20,135 | - | 20,135 | 16% | 5.6% | 5.1% |
| Gold Loans | 4,021 | 7,267 | - | 7,267 | 81% | 1.3% | 1.8% |
| SME lending | 35,738 | 46,827 | 116 | 46,943 | 31% | 11.5% | 11.8% |
| Car Loans | 5,658 | 11,141 | - | 11,141 | 97% | 1.8% | 2.8% |
| Commercial Lending | 20,672 | 26,449 | - | 26,057 | 26% | 6.6% | 6.5% |
| Loan Against Securities* | 19,205 | 19,870 | - | 25,262 | 32% | 6.2% | 6.3% |
| Mortgages | 96,529 | 24,072 | 1,06,588 | 1,22,019 | 26% | 31.1% | 30.7% |
| Total | 3,10,968 | 2,93,370 | 1,08,314 | 3,98,043 | 28% | 100% | 100% |
| Co-brand Credit Card CIF | 3.98 MM | | | 3.71 MM | (7%) | | |
| EMI Card CIF | 42.2 MM | | | 56.4 MM | 34% | | |

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

| ₹ in Crore | | | | | |
|-------------------------------|--------------------------|--------------------------|---------------|-------------------------------------|-------------------------------------|
| Particulars | AUM as of 31 Dec 2023 | AUM as of 31 Dec 2024 | Growth YoY | Composition as of 31 Dec 2023 | Composition as of 31 Dec 2024 |
| Consolidated mortgages | | | | | |
| Home Loans | 51,416 | 62,607 | 22% | 53.2% | 51.3% |
| Loan Against Property | 18,801 | 24,277 | 29% | 19.5% | 19.9% |
| Lease Rental Discounting | 17,749 | 21,932 | 24% | 18.4% | 18.0% |
| Developer Finance | 8,563 | 13,203 | 54% | 8.9% | 10.8% |
| Total | 96,529 | 1,22,019 | 26% | 100% | 100% |
| Bajaj Housing Finance Limited | | | | | |
| Home Loans | 50,095 | 61,574 | 23% | 58.3% | 56.8% |
| Loan Against Property | 9,111 | 10,821 | 19% | 10.6% | 10.0% |
| Lease Rental Discounting | 16,696 | 20,990 | 26% | 19.4% | 19.4% |
| Developer Finance | 8,293 | 13,203 | 59% | 9.7% | 12.2% |
| Other Loans | 1,734 | 1,726 | (0%) | 2.0% | 1.6% |
| Total | 85,929 | 1,08,314 | 26% | 100% | 100% |

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 24 | GNPA | NNPA | PCR (%) | GNPA % | | | NNPA % | | |
|-----------------------------|------------------|-------|-------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | | | 31 Dec 23 | 30 Sep 24 | 31 Dec 24 | 31 Dec 23 | 30 Sep 24 | 31 Dec 24 |
| Two & Three-wheeler Finance | 18,972 | 901 | 457 | 49% | 2.83% | 3.98% | 4.58% | 1.43% | 2.12% | 2.38% |
| Urban Sales Finance | 29,149 | 237 | 44 | 81% | 0.71% | 0.81% | 0.80% | 0.15% | 0.15% | 0.15% |
| Urban B2C Loans | 83,143 | 1,239 | 494 | 60% | 1.30% | 1.38% | 1.48% | 0.45% | 0.57% | 0.59% |
| Rural Sales Finance | 7,955 | 72 | 14 | 81% | 0.69% | 0.80% | 0.89% | 0.14% | 0.15% | 0.17% |
| Rural B2C Loans | 20,135 | 373 | 106 | 72% | 1.49% | 1.73% | 1.78% | 0.50% | 0.49% | 0.51% |
| Gold Loans | 7,267 | 31 | 30 | 5% | 0.49% | 0.53% | 0.43% | 0.49% | 0.50% | 0.41% |
| SME lending | 46,943 | 797 | 318 | 60% | 1.41% | 1.64% | 1.72% | 0.42% | 0.65% | 0.70% |
| Car Loans | 11,141 | 143 | 80 | 44% | 0.71% | 1.14% | 1.27% | 0.40% | 0.66% | 0.72% |
| Commercial Lending | 26,057 | 36 | 10 | 72% | 0.30% | 0.15% | 0.14% | 0.17% | 0.04% | 0.04% |
| Loan Against Securities* | 25,262 | 2 | 1 | 25% | 0.01% | 0.01% | 0.01% | 0.01% | 0.01% | 0.01% |
| Mortgages | 1,22,019 | 629 | 355 | 44% | 0.50% | 0.50% | 0.53% | 0.22% | 0.27% | 0.30% |
| Total | 3,98,043 | 4,460 | 1,909 | 57% | 0.95% | 1.06% | 1.12% | 0.37% | 0.46% | 0.48% |
| Long term guidance | | | | | 1.2%-1.4% | | | 0.4%-0.5% | | |

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

| Stagewise ECL provisioning - Consolidated | | | | | | | BAJAJ FINANCE LIMITED | | |
|---|-------------------------|---------|---------|---------------|---------|---------|-----------------------|---------|---------|
| ₹ in Crore | | | | | | | | | |
| Particulars | 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 | 17,576 | 1,176 | 901 | 110 | 127 | 444 | 0.6% | 10.8% | 49.3% |
| Urban Sales Finance | 29,064 | 296 | 237 | 134 | 121 | 193 | 0.5% | 40.9% | 81.4% |
| Urban B2C Loans | 81,062 | 1,423 | 1,239 | 921 | 525 | 745 | 1.1% | 36.9% | 60.1% |
| Rural Sales Finance | 7,945 | 50 | 72 | 32 | 21 | 58 | 0.4% | 42.4% | 81.2% |
| Rural B2C Loans | 20,154 | 472 | 373 | 425 | 172 | 267 | 2.1% | 36.5% | 71.5% |
| Gold Loans | 7,189 | 53 | 31 | 3 | 2 | 1 | 0.0% | 3.7% | 5.0% |
| SME lending | 44,949 | 475 | 797 | 495 | 202 | 479 | 1.1% | 42.4% | 60.1% |
| Car Loans | 11,022 | 79 | 143 | 31 | 9 | 63 | 0.3% | 11.4% | 44.0% |
| Commercial Lending | 26,079 | 5 | 36 | 38 | 0 | 26 | 0.1% | 0.5% | 72.2% |
| Loan Against Securities | 25,257 | 12 | 2 | 8 | 1 | 1 | 0.0% | 8.5% | 24.6% |
| Mortgages | 1,17,198 | 579 | 629 | 348 | 108 | 274 | 0.3% | 18.6% | 43.6% |
| Total as of 31 Dec 2024 | 3,87,495 | 4,620 | 4,460 | 2,545 | 1,288 | 2,551 | 0.7% | 27.9% | 57.2% |
| Total as of 30 Sep 2024 | 3,64,866 | 4,519 | 3,953 | 2,368 | 1,221 | 2,257 | 0.6% | 27.0% | 57.1% |
| Total as of 31 Dec 2023 | 3,04,920 | 3,413 | 2,963 | 2,099 | 980 | 1,828 | 0.7% | 28.7% | 61.7% |

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Provisioning Coverage - BHFL

₹ in Crore

| Particulars | AUM 31 Dec 24 | GNPA | NNPA | PCR (%) | GNPA % | | | NNPA % | | |
|--------------------------|------------------|------|------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | | | 31 Dec 23 | 30 Sep 24 | 31 Dec 24 | 31 Dec 23 | 30 Sep 24 | 31 Dec 24 |
| Home Loans | 61,574 | 196 | 92 | 53% | 0.26% | 0.31% | 0.33% | 0.10% | 0.14% | 0.16% |
| Loan Against Property | 10,821 | 57 | 28 | 50% | 0.69% | 0.79% | 0.76% | 0.31% | 0.38% | 0.38% |
| Lease Rental Discounting | 20,990 | - | - | - | - | - | - | - | - | - |
| Developer Finance | 13,203 | 12 | 2 | 88% | - | 0.10% | 0.09% | - | 0.01% | 0.01% |
| Other loans | 1,726 | 16 | 3 | 77% | 0.82% | 0.95% | 0.95% | 0.16% | 0.21% | 0.22% |
| Total | 1,08,314 | 281 | 125 | 55% | 0.25% | 0.29% | 0.29% | 0.10% | 0.12% | 0.13% |

Stagewise ECL provisioning - BHFL

BAJAJ FINANCE LIMITED

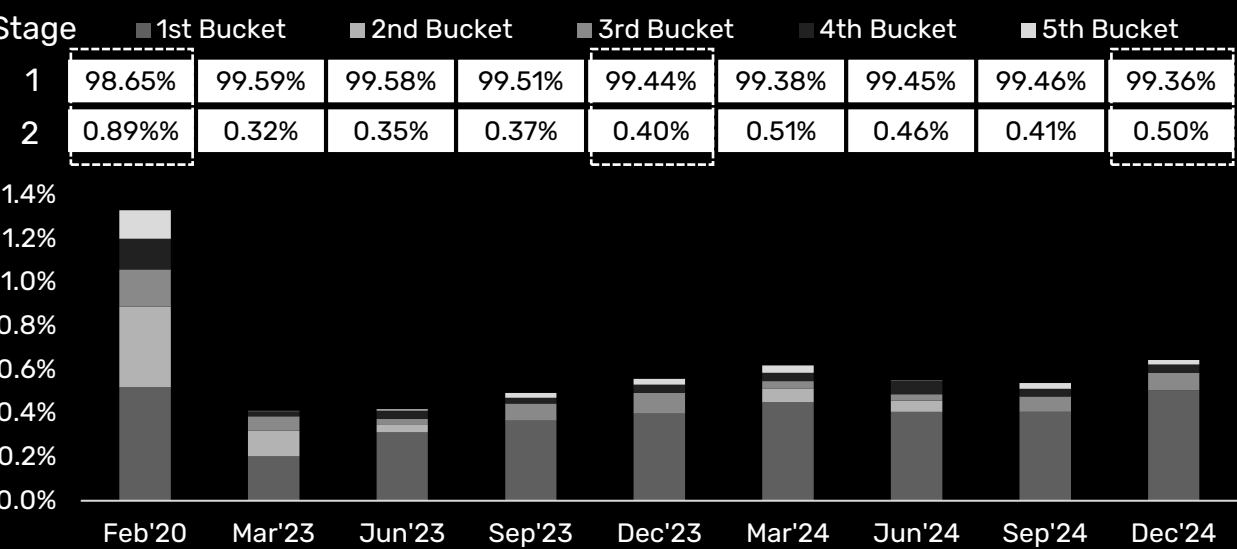
₹ in Crore

| Particulars | 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 | 58,051 | 235 | 196 | 95 | 55 | 104 | 0.2% | 23.3% | 53.1% |
| Loan Against Property | 7,358 | 108 | 57 | 40 | 24 | 29 | 0.5% | 22.9% | 50.5% |
| Lease Rental Discounting | 15,074 | - | - | 91 | - | - | 0.6% | - | - |
| Developer Finance | 13,282 | - | 12 | 80 | - | 10 | 0.6% | - | 87.8% |
| Other loans | 1,719 | 12 | 16 | 5 | 4 | 13 | 0.3% | 32.7% | 76.9% |
| Total as of 31 Dec 2024 | 95,484 | 355 | 281 | 311 | 83 | 156 | 0.3% | 23.5% | 55.4% |
| Total as of 30 Sep 2024 | 89,850 | 289 | 258 | 302 | 67 | 149 | 0.3% | 23.4% | 57.9% |
| Total as of 31 Dec 2023 | 73,195 | 319 | 186 | 329 | 62 | 113 | 0.4% | 19.4% | 60.7% |

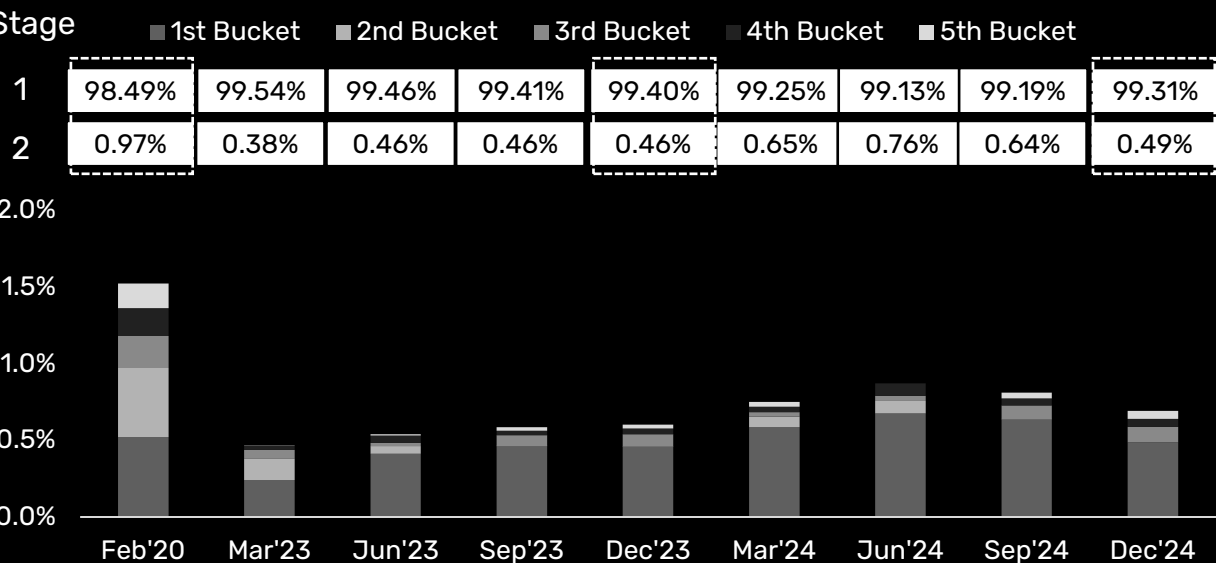
Portfolio credit quality – Consolidated

BAJAJ FINANCE LIMITED

Consumer Durable & Lifestyle

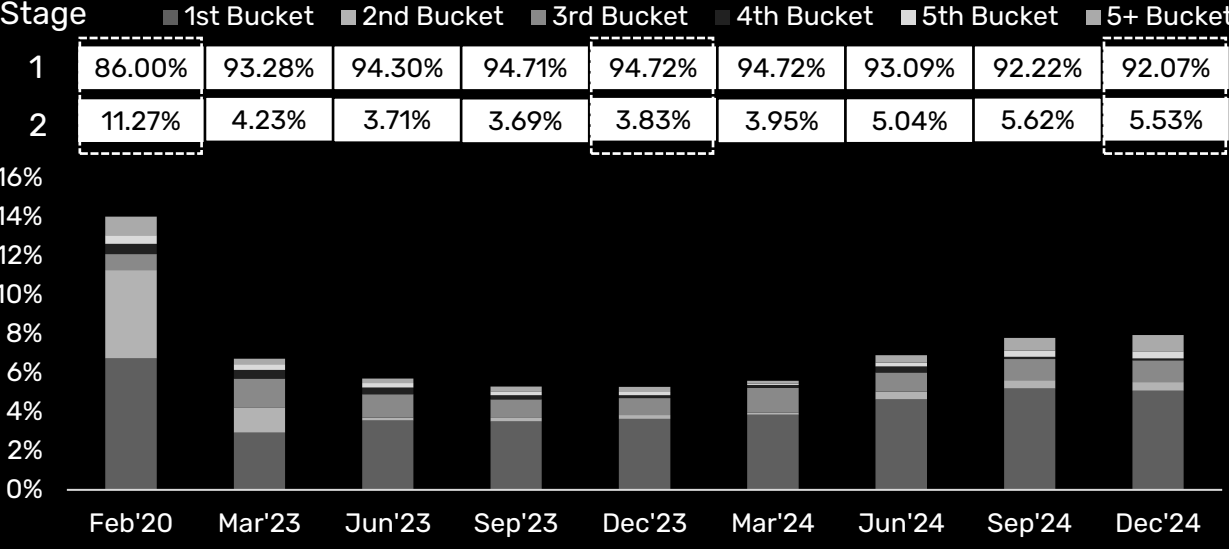


Digital Product

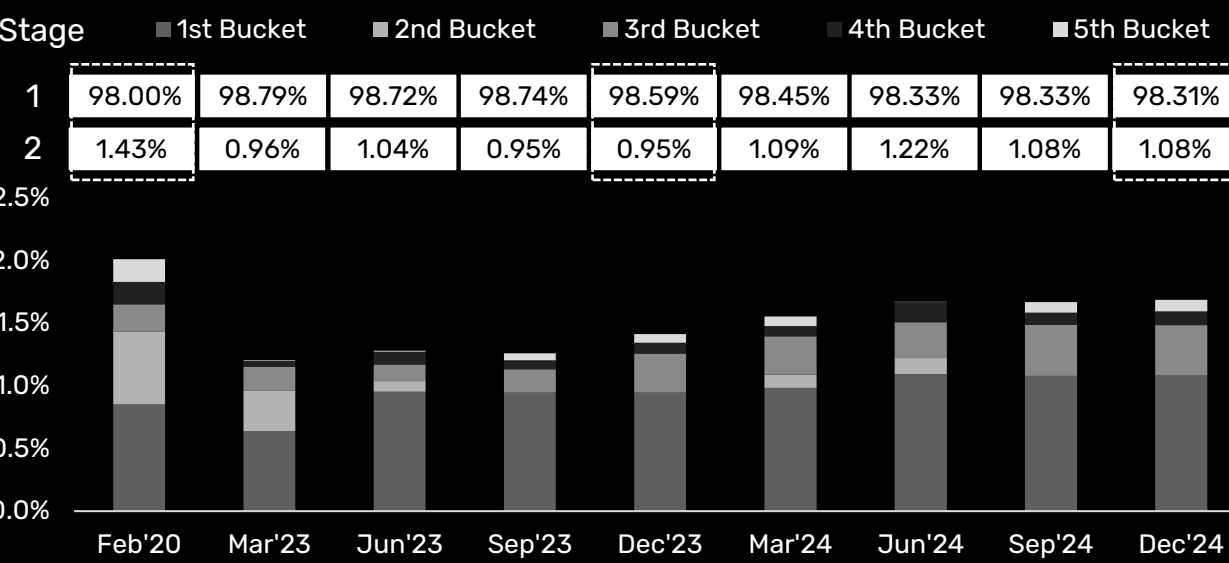


Portfolio credit quality after adjusting ECL provisions | Feb'20 has been retained as a pre covid benchmark |

Two & Three-Wheeler*



Urban B2C

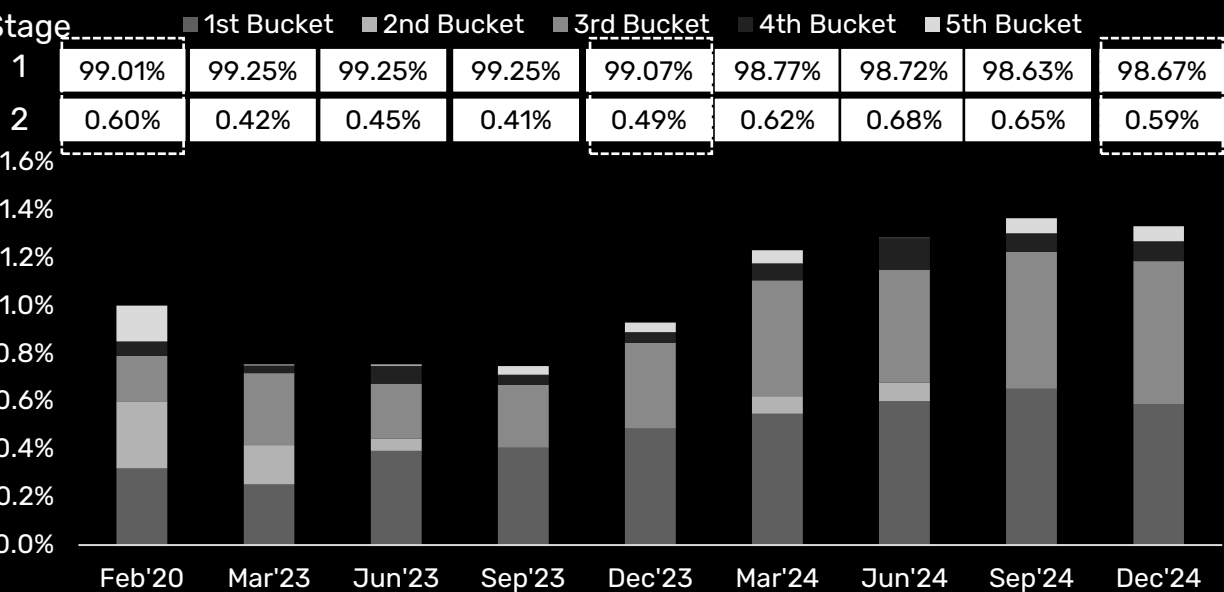


* Declining book on account of exit from financing of BAL product

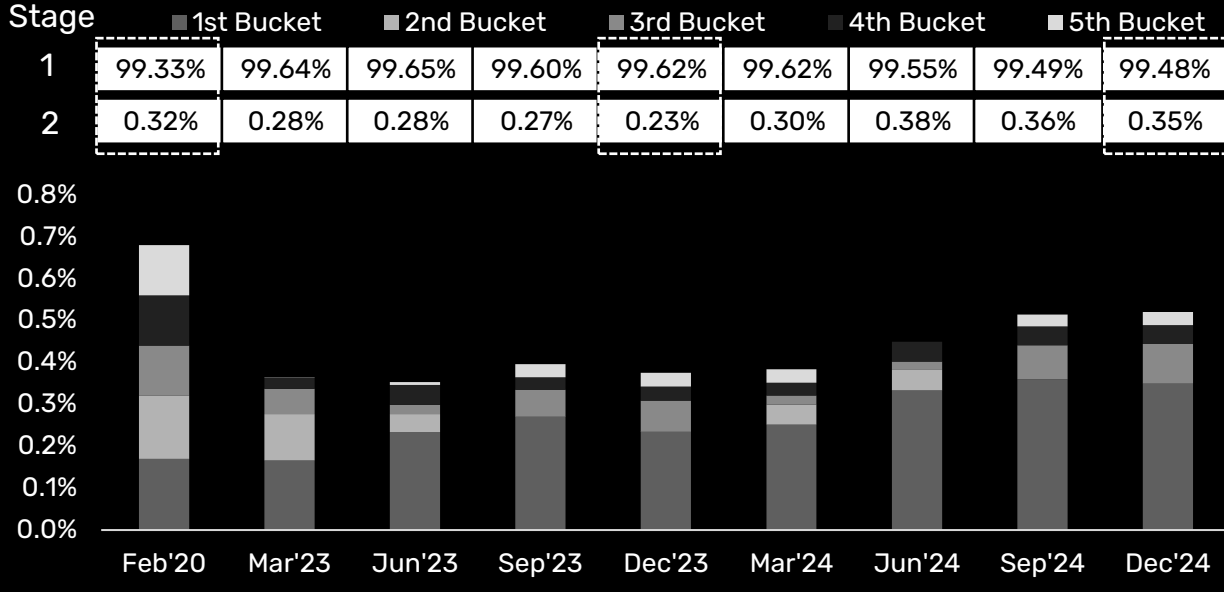
Portfolio credit quality – Consolidated

BAJAJ FINANCE LIMITED

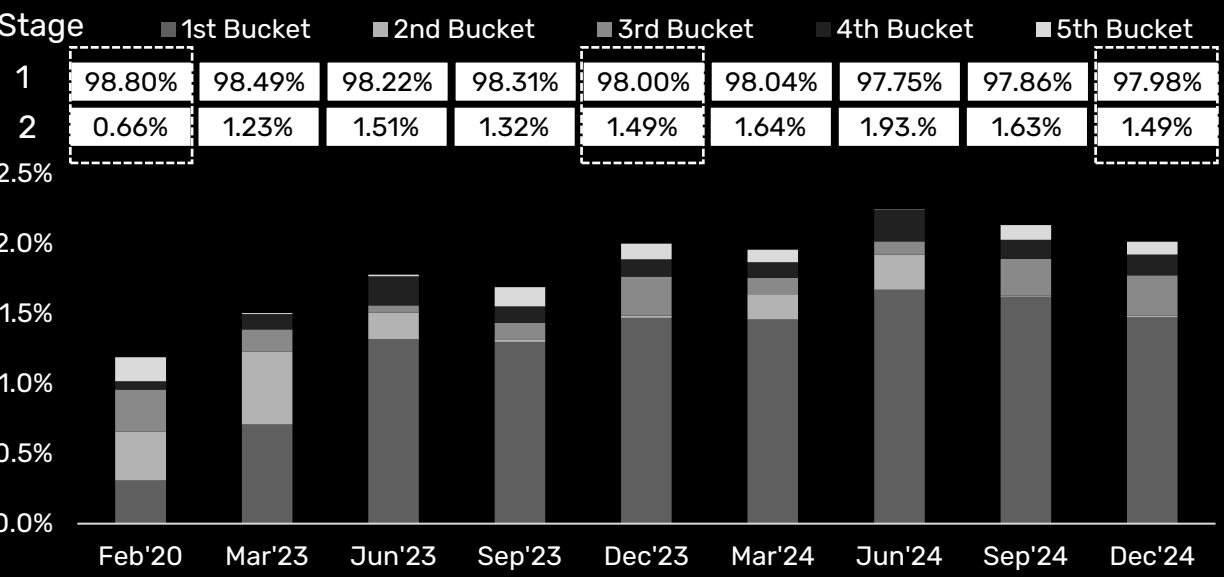
Business & Professional loans



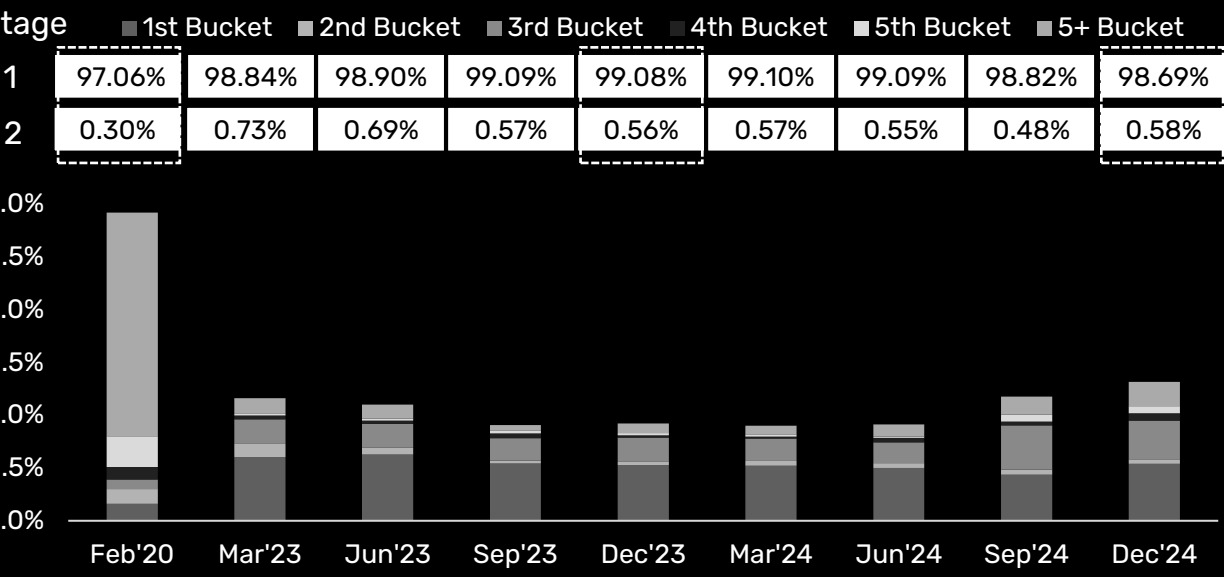
Rural B2B



Rural B2C



Loan against property

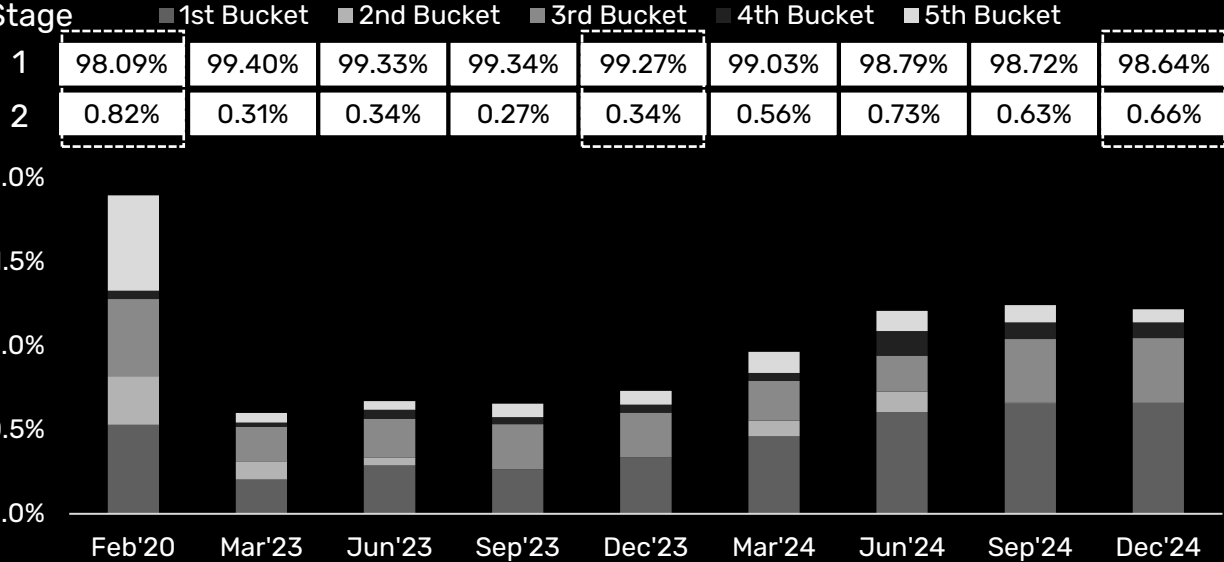


Portfolio credit quality after adjusting ECL provisions | Feb'20 has been retained as a pre covid benchmark

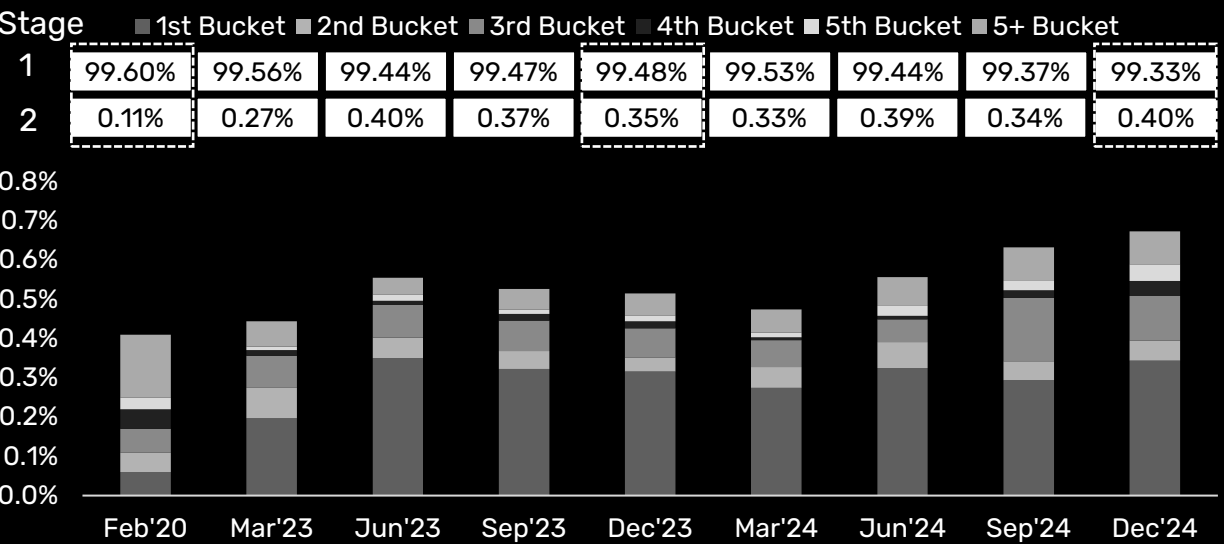
Portfolio credit quality – Consolidated

BAJAJ FINANCE LIMITED

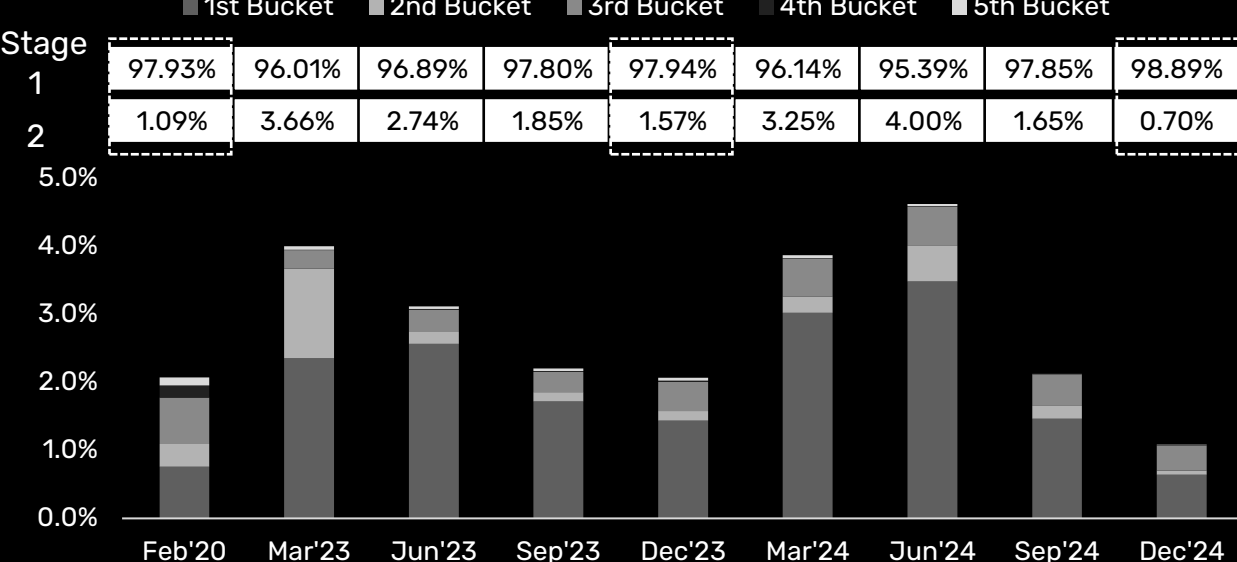
Car loans



Home loans



Gold loans



Commercial lending

- Commercial lending business portfolio is 99.96% current

Loan against securities

- Loan against securities business portfolio is 99.99% current

Q3 FY25 Investor Presentation
Thank You

Annexure

LRS 2025-29

| Particulars | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | X times |
|-------------------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|----------|----------|---------|----------|----------|----------|---------|
| #Products lines | 4 | 6 | 8 | 12 | 12 | 15 | 16 | 16 | 17 | 19 | 20 | 21 | 21 | 22 | 22 | 22 | 26 | |
| #Locations | 116 | 87 | 79 | 79 | 82 | 91 | 184 | 393 | 590 | 856 | 1,332 | 1,830 | 2,392 | 2,988 | 3,504 | 3,733 | 4,145 | 36x |
| #Loans (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 | 36.2 | 37x |
| #Customers (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 | 83.6 | 104x |
| 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 | 3,30,615 | 133x |
| NII | 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 | 28,846 | 36,258 | 109x |
| 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 | 10,130 | 12,325 | 64x |
| Loan Losses | 109 | 164 | 261 | 205 | 154 | 182 | 258 | 385 | 543 | 804 | 1,030 | 1,501 | 3,929 | 5,969 | 4,803 | 3,190 | 4,631 | 42x |
| 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 | 19,310 | 644x |
| Opex to NII | 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% | 34.0% | |
| 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% | 22.1% | |
| 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% | 0.37% | |
| CRAR | 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% | 22.5% | |
| #Employees ('000) | 1.7 | 2.0 | 2.3 | 1.7 | 2.2 | 3.1 | 4.0 | 5.1 | 7.4 | 11.5 | 15.3 | 20.2 | 27.0 | 28.5 | 35.4 | 43.1 | 53.7 | 32x |
| Market share* | 0.10% | 0.09% | 0.12% | 0.19% | 0.28% | 0.30% | 0.36% | 0.44% | 0.55% | 0.72% | 0.88% | 1.10% | 1.33% | 1.29% | 1.56% | 1.70% | 2.00% | |
| Profit ranking | 722 | 528 | 379 | 207 | 154 | 127 | 110 | 96 | 70 | 57 | 53 | 37 | 27 | 38 | 40 | 23 | 21 | |

* % of total credit

| Particulars | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | X times |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------|
| #Products lines | 4 | 6 | 8 | 12 | 12 | 15 | 16 | 16 | 17 | 19 | 20 | 21 | 21 | 22 | 22 | 22 | 26 | |
| <p>It's been a great run so far. In last 17 years, our product lines grew from 4 to 26, loan disbursals grew from 1 MM to 36 MM, Customer franchise grew from 0.8 MM to 83 MM, AUM grew from ₹ 2,500 Cr to ₹ 3.3 lakh Cr and profits grew from ₹ 30 Cr to ₹ 19K+ Cr in FY24. During this period, our market share grew from 10bps to 200bps and profit ranking moved from 722 to 21 in India. Our people capital grew from 1.7K to 53K. Also, we became from 1 company to 3 companies and from 1 listed company to 2 listed companies.</p> | | | | | | | | | | | | | | | | | | |
| CRAR | 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% | 22.5% | |
| #Employees ('000) | 1.7 | 2.0 | 2.3 | 1.7 | 2.2 | 3.1 | 4.0 | 5.1 | 7.4 | 11.5 | 15.3 | 20.2 | 27.0 | 28.5 | 35.4 | 43.1 | 53.7 | 32x |
| Market share* | 0.10% | 0.09% | 0.12% | 0.19% | 0.28% | 0.30% | 0.36% | 0.44% | 0.55% | 0.72% | 0.88% | 1.10% | 1.33% | 1.29% | 1.56% | 1.70% | 2.00% | |
| Profit ranking | 722 | 528 | 379 | 207 | 154 | 127 | 110 | 96 | 70 | 57 | 53 | 37 | 27 | 38 | 40 | 23 | 21 | |

In FY22 AGM, as our AUM crossed ₹ 2 lakh crore, I presented our ambition of doubling AUM from ₹ 2 lakh crore to 4 lakh crore by FY25 with similar return ratios. I am happy to share that we are well on course to disburse over 40 MM loans, cross 100 MM franchise and 4 lakh Cr AUM in FY25 with a healthy return on assets and return on equity.

Question is, where do we go from here?

We rely on our LRS framework to define our medium-term aspirations.

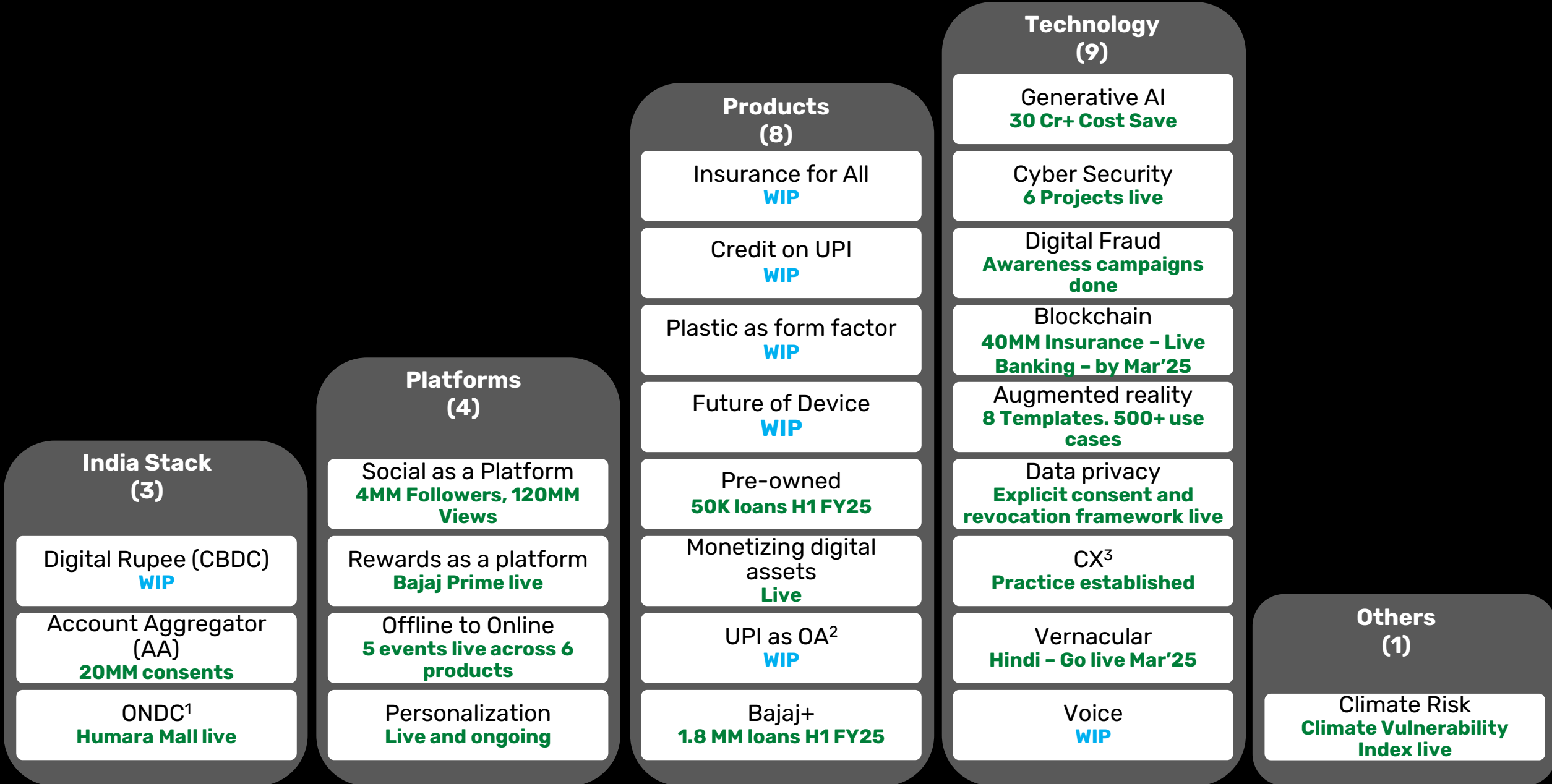
LRS is a 14-year old process in BFL. It is a 5-year rolling strategy framework with a 12-24 month execution roadmap and a bottoms-up financial plan. We analyse macro trends, industry outlook and benchmark a successful company every year as part of the process. We concluded our LRS 2025-29 last month. I am going to share snippets of the same.

Our LRS Framework has 6 sections namely, ① Macro Trends, ② Financial sector & Key Industries forecast, ③ Benchmarking company of the year, ④ Megatrends, ⑤ Basic Construct and ⑥ Strategy. I will cover Megatrends, Basic Construct and Strategy sections to give you texture on our LRS plans.

Our tradition is, 'do as we say, say as we do'. So, before I unveil LRS 2025-29, let's quickly review our progress update on strategies and megatrends identified in LRS 2024-28. We had outlined 35 key strategies and 25 megatrends in LRS 2024-28.

| Product (9) (4) (5) | | Horizontal (15) (14) (1) | | | Platforms (7) (6) (1) | Geography (2) (2) | Subsidiaries (2) (2) |
|--|---|---|--|---|--|--|--|
| Commercial Vehicle Live | Assured Buyback on New Car 15% Penetration | Know everyone NTB 13% to 8.7% | Zero Identity Mismatch Live | Zero Liquidity Drag Reduced from 5bps to 1bps | Consumer App 6.25 MM downloads 76% 90D retention | All products in all locations 15+ products in 817 locations | 12-15% of retail mortgages 7% contribution |
| Corporate Leasing Auto 27+ Corporates Onboarded | Industrial Equipment Finance Live | Zero Paper EKYC 81% UPI Mandate 47% | Zero Cost Branch walk-in 0.98% Service DIY 82% | Zero Paid Traffic 23% to 12% | 1 Bn organic Hits & No SEM 500 MM in FY25 | Win UP, Bihar & North-East Mostly Done 773 Locations | 50-60% of broking accounts 47% contribution |
| Postpaid WIP | Co-lending Paused | Zero Hold 12% to 10% | Zero Bug Reduction in defect density by 30% | CDP Live ₹55+ Cr Saved | Investment Marketplace 2.0 35K SIP | | |
| Bajaj+ (EV) WIP | Embedded Insurance WIP | Gen AI enabled Ops & Service 600+ HC Reduction | Integrated UAT Go live Jan'25 | DMS – Scalable, Resilient & Profitable Digital – 51 to 53% | Social – Marketing Followers FY25 4 MM | | |
| | Bharat Mortgages Live | DMS 0 Complaints 18% Lower | Zero Downtime WIP | Tech – Low Bandwidth On Track | Social – Commerce Live | | |
| | | | | | Bajaj Prime Live | | |
| | | | | | Insurance Marketplace 2.0 WIP | | |

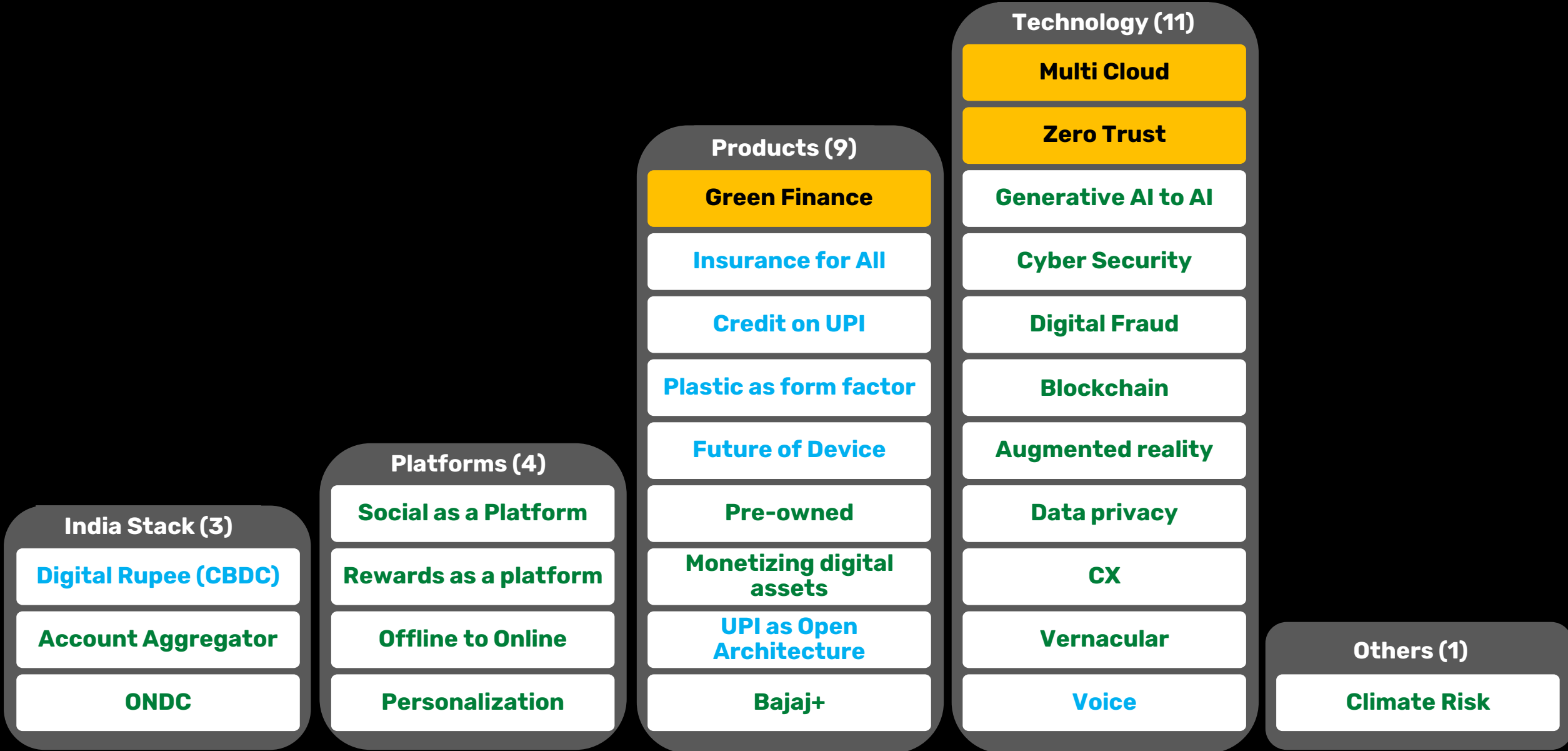
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| Of the 35 strategies outlined in LRS 2024-28, 28 are green, 7 are work in progress. On products, 4 out of 9 strategies are live and 5 are work in progress. On horizontals, 14 out of 15 strategies are live and 1 is work in progress. On platforms, 6 out of 7 strategies are live and 1 is work in progress. On geography and subsidiaries, all strategies are live and are progressing well. | | | | | | | |
| | Live | 18% Lower | WIP | On Track | Live | | |
| | | | | | Bajaj Prime Live | | |
| | | | | | Insurance Marketplace 2.0 WIP | | |

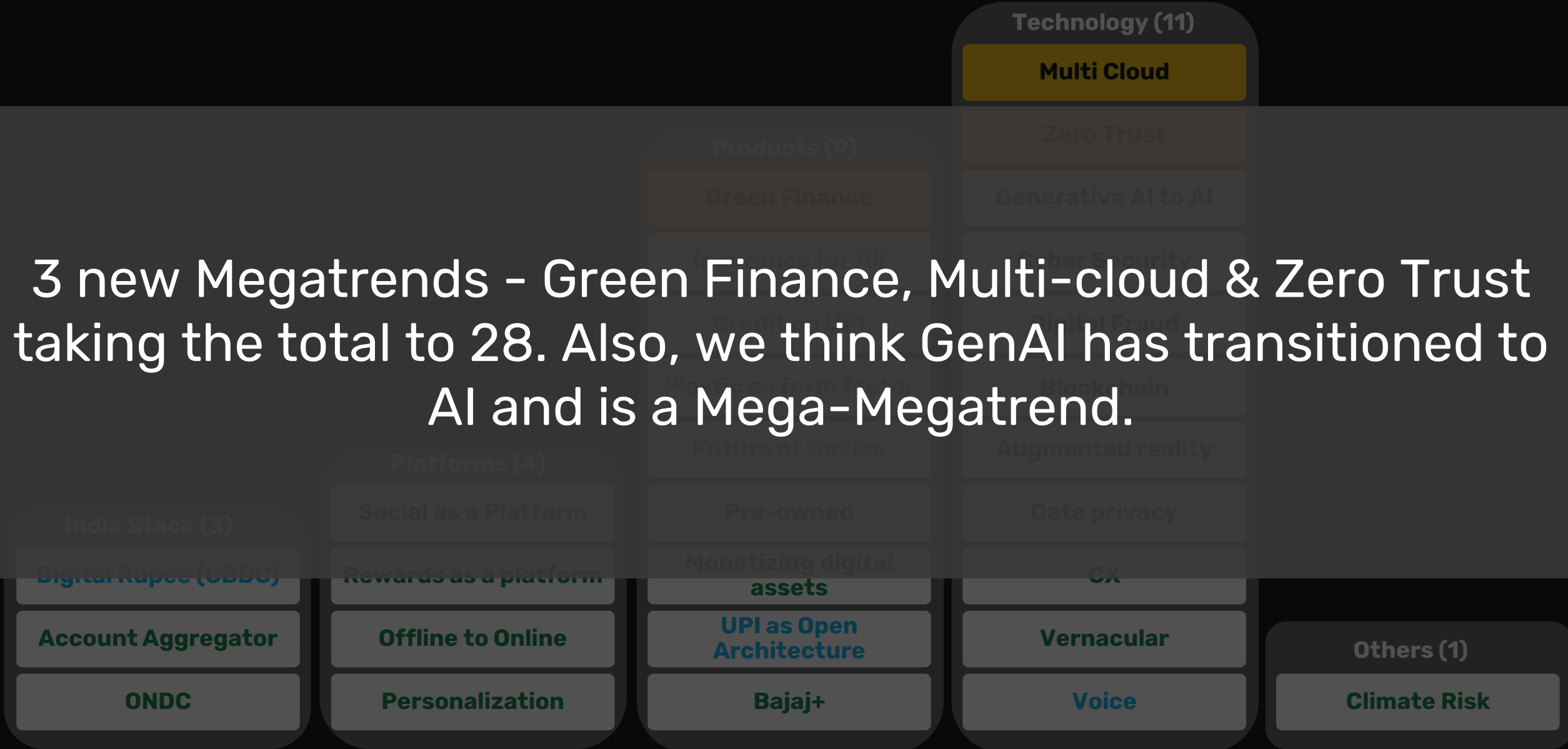


Good progress on 18 Megatrends and 7 are work in progress. 2 megatrends where significant efforts have been made in FY25 are AA and GenAI. BFL will cross 30 MM AA consents by FY25, significantly enriching our customer insights. BFL is currently implementing 29 GenAI use cases across 25 work streams, which will deliver an annual cost save of ₹ 150 crore in FY26 alone. But more importantly, GenAI adoption has helped us build a much clearer strategic roadmap. More on it later.

Let's now discuss LRS 2025-29. I will start with Megatrends...

Megatrends are powerful, transformative forces that could change the economy, business and society. They are structural shifts that are longer term in nature and generally have irreversible consequences for businesses. They can change the status quo of a business in the medium to long term...





3 new Megatrends - Green Finance, Multi-cloud & Zero Trust taking the total to 28. Also, we think GenAI has transitioned to AI and is a Mega-Megatrend.

3 new Megatrends - definition and plan

| Megatrends | | Definition | LRS Plan |
|------------|----------------------|---|--|
| ① | Green Finance | India's green initiatives target net-zero emissions by 2070, 45% emission reduction by 2045, creating a ₹ 35 lakh Cr opportunity by 2030. | Start with financing of solar and EV products to retail and MSME customers in Q4 FY25. Targeting ₹ 2K Cr of green finance in FY26. |
| ② | Zero Trust | Security framework that operates on the principle of "trust but always verify". | Invest deep and implement critical security polices in next 12 to 18 months. Deliver comprehensive zero trust initiatives by FY26. |
| ③ | Multi Cloud | Deploy a multi cloud orchestration strategy to make applications cloud agnostic and enhance resilience. | Implement phase 1 covering top 40 of 94 applications in next 18 months. |

Let me now talk about BFL's Basic Construct...

Basic construct is principally organized as ①Ambition, ②Strategy, ③Approach, ④Philosophy, ⑤Market share, ⑥Profit Share, ⑦Customer Share and ⑧Technology and AI-first. Let's go through these 8 elements quickly...

① Ambition (Updated)

To be a leading financial services company and a viable payments player in India. Dominate with 200 MM consumers, market share of 3-4% of total credit, 4-5% of retail credit and 1% of payments GMV.

② Strategy (Updated)

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

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

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 & AI-first (Updated)

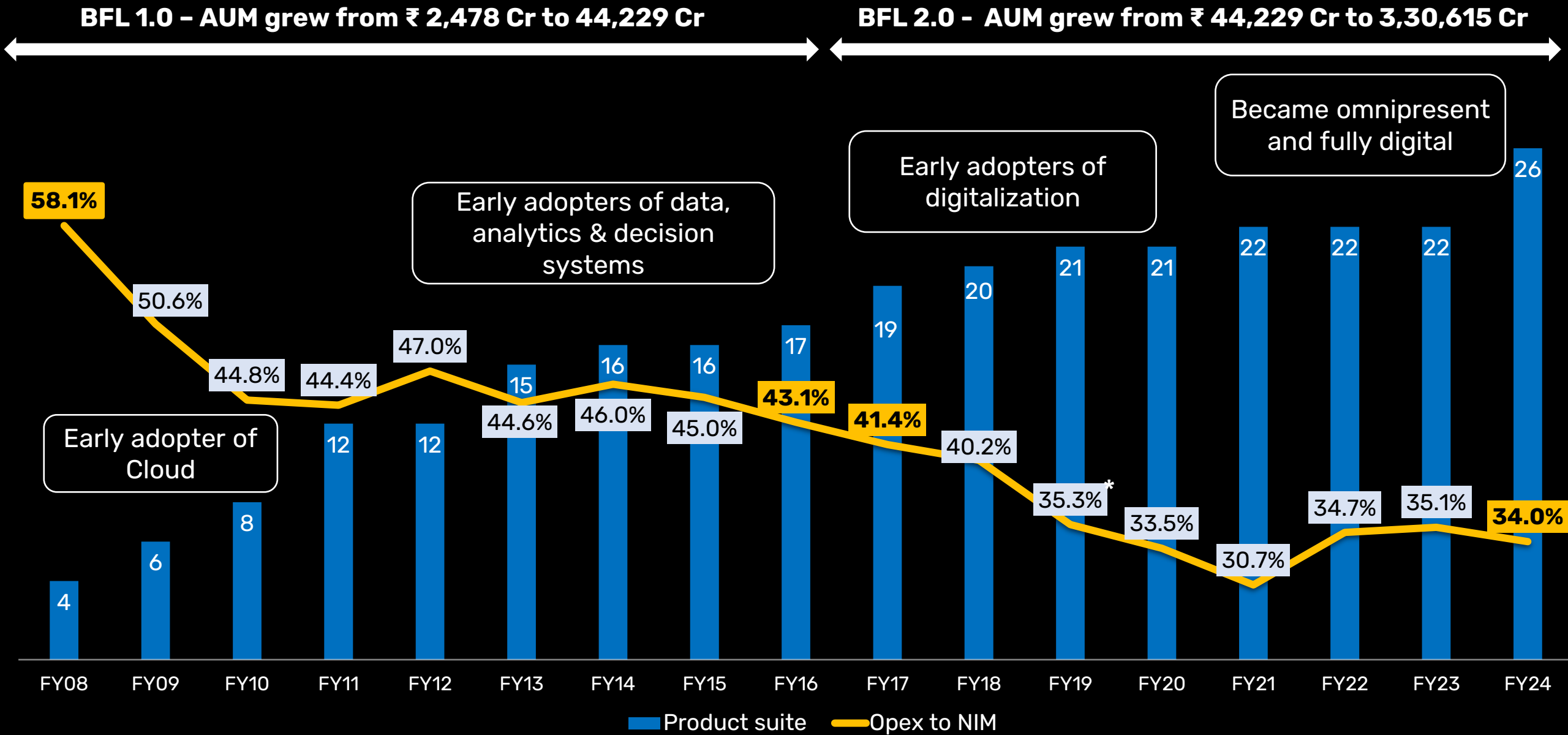
Technology and AI-first as an organization culture to solve all problems. Be an early adopter and invest in emerging technologies and data practices. It should result in sustained growth, lower costs, improved productivity, superior customer experience and robust controllership.

I have come to the end of basic construct section. It remains an important governing frame and guides our strategic decisions. Continuous sharpening of our basic construct helps us strengthen our moat as a Company...

Time for LRS 2025-29. Introducing, BFL 3.0 – A FINAI Company.
Before I talk about BFL 3.0, let me take you through BFL 1.0 and
BFL 2.0 journey...

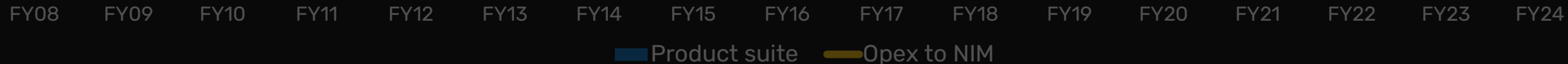
2008-16 was BFL 1.0 and 2017-24 was BFL 2.0

BAJAJ FINANCE LIMITED



* Change in AS from IGAAP to IND-AS from FY18 to FY19

- BFL 1.0 – AUM grew from ₹ 2,478 Cr to 44,228 Cr BFL 2.0 – AUM grew from ₹ 44,228 Cr to ₹ 30,615 Cr
- BFL became a fully diversified non-bank (3 to 26 products)
 - Being a technology first company, we were early adopters of Cloud, data and decision systems and digital (90% of compute on cloud, top 5 Apps on Google Playstore – 62 MM net installs).
 - Opex to NIM continued to improve with growing scale and deployment of digital technologies.
 - In hindsight, we were always doing Fin & Tech. Inadvertently, we were always a FINTECH.
 - All this helped us to expand scale, rapidly grow revenues, bring down Opex, reduce credit costs & compound profitably.



Our journey from BFL 1.0 to BFL 2.0 has been fascinating. During this period, we have been through mostly good times & some very difficult times like Demonetization & Covid. However, what I am most excited about is the next phase of BFL which is 'BFL 3.0 - A FINAI Company'. I have broken down BFL 3.0 - A FINAI Company into 2 parts - What is BFL 3.0? & What is a FINAI Company?

BFL 3.0 will be amongst the most sustainable and profitable companies in India and a pre-eminent choice for its 200 MM customer franchise for all their financial services needs. BFL aims to be the lowest cost operating model in financial services by accelerating business transformation and leveraging digital and technology.

BFL will be A FINAI company with AI enabled technology architecture, which integrates AI across all its processes to significantly improve customer engagement, grow revenue, reduce Opex, reduce credit costs, enhance productivity and strengthen controllership.

BFL 3.0 - A FINAI Company will be a pre-eminent choice which meets all financial services needs of its 200 MM customers. Its AI enabled technology architecture that integrates AI across all its processes to deliver significant operating leverage and create a virtuous growth cycle.

Unveiling strategic framework of 'BFL 3.0 – A FINAI Company'

FIN
(12)

Acquire Customers (1)

Next 100 MM customers – Strategic partnerships, organic acquisition and Bajaj Prime

Next Frontier of Growth (1)

MSME – The next big growth engine

Build Market Leadership – Amongst top 3 (4)

PL – 50K to 50 lacs

Gold Loan

MFI

Two Wheeler

Optimize (2)

Auto Loans – Scale with low credit cost

A viable Payments business

New Products (2)

Green Financing – Solar & EV

Corporate Leasing – Multi-product distribution

Risk Management (2)

Back to basics

Operational Risk Management

AI
(20)

AI for Revenue (2)

Conversational AI for sell – 3X conversion rate

Conversational AI for Cross sell – 3X conversion rate

AI to Reduce cost (6)

FTE productivity - 1.5X Field, 2X HO

PSF productivity – 15% increase

Reduce sales Contact center

Reduce DMS contact center

Ops & Service co-pilot & auto-pilot

Technology co-pilot & auto-pilot

AI for Design & Engagement (3)

Conversation driven search

Interactive multi-modal AI assistant

Conversational AI in business journey

AI for Risk (2)

Data 3.0 – Unstructured to structured data

Augmented Risk Intelligence for B2B (Responsible and explainable AI)

AI for Credit (1)

Underwriting AI co-pilot – Image, note summary, screening & validation

AI for Productivity (3)

AI enabled Loan Origination System

AI enabled engagement and training

AI enabled Sales, DMS & Dealer Management
– Interactive reports, summary and help desk

AI for Controllershship (3)

Operations & Service QA co-pilot &
auto-pilot

Audit – co-pilot & auto-pilot

Technology & Platform compliance co-pilot
& auto-pilot

A detailed implementation plan has been created across all businesses and functions to become a FINAI Company. We are extremely excited about the AI era and the business transformation opportunity that it offers.

As we deliver all this, let's see how will we look by FY29...

| Sr. No. | Basic construct | 9M FY25 | LRS FY28 | LRS FY29 |
|---------|------------------------------|---------|-------------|-------------|
| 1 | Customer Franchise (MM) | 97.1 | 130-140 | 190-210 |
| 2 | Cross-sell Franchise (MM) | 61.6 | 80-90 | 115-125 |
| 3 | India payments GMV | 0.22% | 1.25-1.5% | 0.4-0.5% |
| 4 | Share of total credit | 2.19% | 3-3.25% | 3.2-3.5% |
| 5 | Share of retail credit | 2.75% | 3.8-4% | 3.8-4.2% |
| | | | | |
| 6 | Location presence | 4,259 | 5,200-5,500 | 5,200-5,500 |
| 7 | App – Net installs (MM) | 66.6 | 120-150 | 150-170 |
| 8 | Web – Visitors (MM) | 454 | 1,500-1,800 | 3,500-4,500 |
| | | | | |
| 9 | Return on Equity | 19.3% | 20-22% | 20-22% |
| 10 | AUM per cross sell franchise | 64.7K | 90-95K | 80-85K |
| 11 | PAT per cross sell franchise | 1,987 | 3.8-3.9K | 3.8-4.0K |
| 12 | Product Per Customer (PPC) | 6.10 | 6-7 | 6-7 |

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| 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 |