

21 March 2024

To Corporate Relations Department. <b>BSE Limited</b> 1 <sup>st</sup> Floor, New Trading Ring, Rotunda Building, P J Tower, Dalal Street, Fort, Mumbai 400 001	To Corporate Listing Department. <b>National Stock Exchange of India Ltd</b> Exchange Plaza, 5 <sup>th</sup> Floor Plot No.C-1, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai 400 051
<b>BSE Code: 532978</b>	<b>NSE Code: BAJAJFINSV</b>

Dear Sir/Madam,

**Sub: Intimation under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 – Investors Presentation**

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, read with Schedule III and in continuation to our intimation dated 20 March 2024, please find enclosed herewith the presentation that will be made at Analyst/Investors meetings scheduled from 25 to 27 March 2024 in United Kingdom (UK).

We request you to bring the above to the notice of all concerned.

Thanking you,  
**Yours faithfully**  
**FOR BAJAJ FINSERV LIMITED**

**UMA SHENDE**  
**COMPANY SECRETARY**  
Email id: [investors@bajajfinserv.in](mailto:investors@bajajfinserv.in)

**BAJAJ FINSERV LIMITED**

[www.bajajfinserv.in/corporate-bajaj-finserv](http://www.bajajfinserv.in/corporate-bajaj-finserv)

**Corporate Office:** 6<sup>th</sup> Floor, Bajaj Finserv Corporate Office, Off Pune – Ahmednagar Road, Viman Nagar,  
Pune – 411 014, Maharashtra, India | Tel: +91 20 7150 5700 | Fax: +91 20 7150 5792

**Registered Office:** C/o Bajaj Auto Limited Complex, Mumbai – Pune Road, Akurdi, Pune – 411 035, Maharashtra, India

**Corporate ID No.:** L65923PN2007PLC130075 | **Email ID:** [investors@bajajfinserv.in](mailto:investors@bajajfinserv.in)

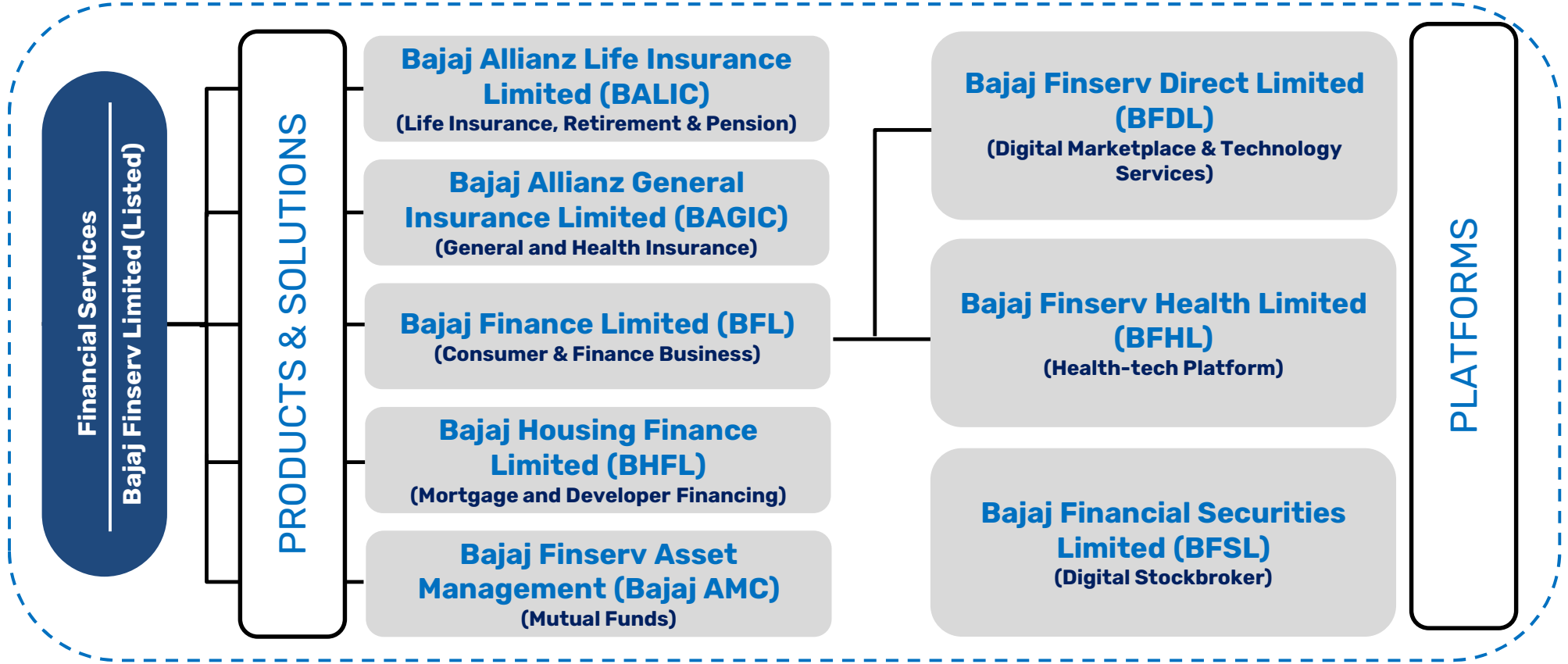
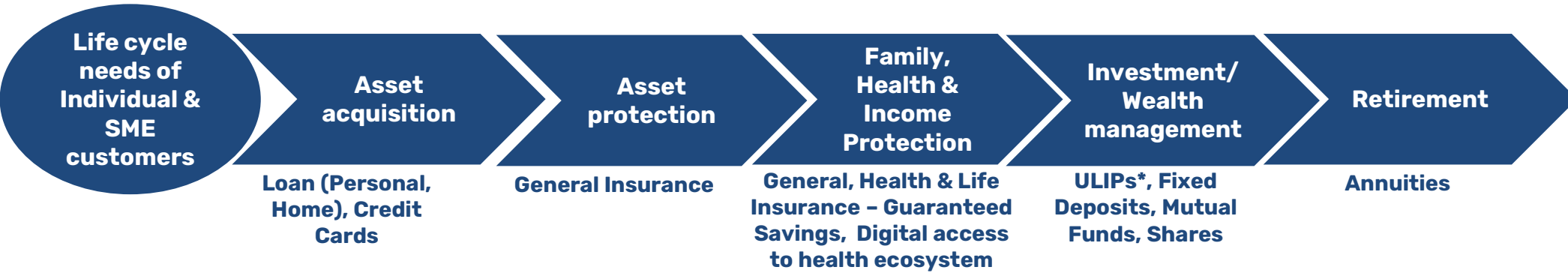




# **BAJAJ FINSERV LIMITED**

**International Investor Presentation – 9M FY24**

# Bajaj Finserv's Vision - A diversified financial services group with a pan-India presence



**Diversified across products and markets, with a strong retail core**

- Bajaj Finserv Limited (BFS) is the financial services arm under Bajaj Holdings and Investment Ltd (BHIL)
- Its other major arms - Bajaj Auto Ltd and Maharashtra Scooters Ltd are focused on Auto tooling Manufacture
- BFS has also incorporated Bajaj Finserv Ventures Limited- , a wholly owned subsidiary, which will focus on alternative investments, property and debt management services.

\*ULIPs - Unit Linked Investment Plans`

## Bajaj Allianz General Insurance



- ❑ Build **a profitable & diversified portfolio** of products & solutions with emphasis on multi-channel distribution, strong underwriting with stress on combined ratio & prudent financial management
- ❑ Drive **the theme of "Caringly yours"** on the foundation of **customer obsession through innovations** in customer experience
- ❑ Strive to be **the best claims paying general and health insurer**

## Bajaj Allianz Life Insurance



- ❑ Balanced product mix and diverse distribution network to **deliver sustainable profitable growth** with robust risk management
- ❑ **Life Goal Enablers** for customers through differentiated products
- ❑ Customer-centric strategy to deliver **seamless, simplified & personalized experience**
- ❑ Use of **innovation & data analytics** as a strategic differentiator for customers & sales partners

## Bajaj Finance Limited



- ❑ Non-Bank with **strategy & structure of a bank**
- ❑ Diversified financial services strategy with **an optimal mix of risk and sustainable profit**
- ❑ Focused on mass affluent & above with a strategy to cross-sell with smart use of data and analytics
- ❑ Focused on **continuous innovation** to transform customer experience and create growth opportunities

## Bajaj Housing Finance Limited



- ❑ **Offers full range of mortgage products** such as home loans, loan against property and lease rental discounting
- ❑ Focused on **originating home loans at developer points** and through distributors
- ❑ Focused on mass affluent and above customers, offering customized propositions to both self employed and salaried customers

## Bajaj Finserv Health Limited

- ❑ **Health Tech venture** - aims to transform healthcare sector in India
- ❑ **Integrating the fragmented healthcare delivery ecosystem** with technology and financial services on a **digital platform** to bring quality healthcare closer to consumers' reach through **products, networks & Technology**
- ❑ Introduced a **suite of products and services for individuals and corporates**, offering a wide range of personalized, preventive and prepaid healthcare packages such as OPD care, telemedicine, etc.

## Bajaj Finserv Direct Limited

- ❑ **BFSI B2C marketplace** (Bajaj Markets) to digitally source and distribute Financials products pan-India
- ❑ **Digital Technology Services** - 6 Offerings encompassing Digital Application Development, Enterprise Solution Development, Data Engineering, Analytics, Quality Assurances & Automation and Managed Cloud Services
- ❑ Attract new-to-Finserv customers by **creating awareness and discovery of the Finserv brand** in the digital medium

## Bajaj Finserv Asset Management

- ❑ Newly formed Asset Management Company and Trustee Company for the purpose of strengthening the group's suite of retail financial offerings through **launch of mutual fund business**
- ❑ Strategy built on **innovation, win-win partnerships and a future-ready business model** through usage of data and tech platforms

## Bajaj Financial Securities Limited\*

- ❑ A **digital stockbroker** to provide Loan Against Securities (LAS) customers of BFL by offering them a full suite of investment products and services
- ❑ **All-in-one digital platform** combining demat, broking, margin trade financing for retail and HNI clients on a predominantly B2C platform

# Group Best practices

- **Monitor and engage with our companies with the objective of long-term sustainable profit, meaningful market share, and effective use of capital - thereby delivering superior shareholder returns**
- **We do this by driving companies to create institutionalized frameworks through accountable empowerment and encouragement of disruptive thinking**

## Business

- **Rigorous engagement** in Long Range Planning and Annual Operating Plans
- **Regular review** of all businesses and their SBUs
- New business opportunities and Strategic investments

## Risk

- **Harmonization of risk policies and framework**, Regular engagement with CROs of businesses
- Periodic review of top ERM risks including credit, business, financial, operational, reputation, etc. & mitigation actions planned
- **Drive risk related projects** across the group such as ORM

## Collaboration and Best Practice

- **Group Knowledge Forums** - Analytics, Technology, Investments, Governance, etc.
- **Cross group stress identification** forum to identify any cross functional view on investment risks
- **Cross Company projects** on Data, innovation and digital strategy.

## People / HR

- One Finserv - **Group Talent mobility**
- Group Young Leader Management Trainee Program
- 30 Under 30 Program
- **3 Tier Merit based remuneration** plans combining fixed cash, annual bonus and ESOPs

## Customer Experience, Investments, ESG

- **Defining Customer Service protocols** for businesses
- Review and **standardization of investment processes**
- Oversight and **monitoring of ESG policy** and its implementation across the group

CRO - Chief Risk Officer  
 ERM - Enterprise Risk Management  
 ORM - Operational Risk Management

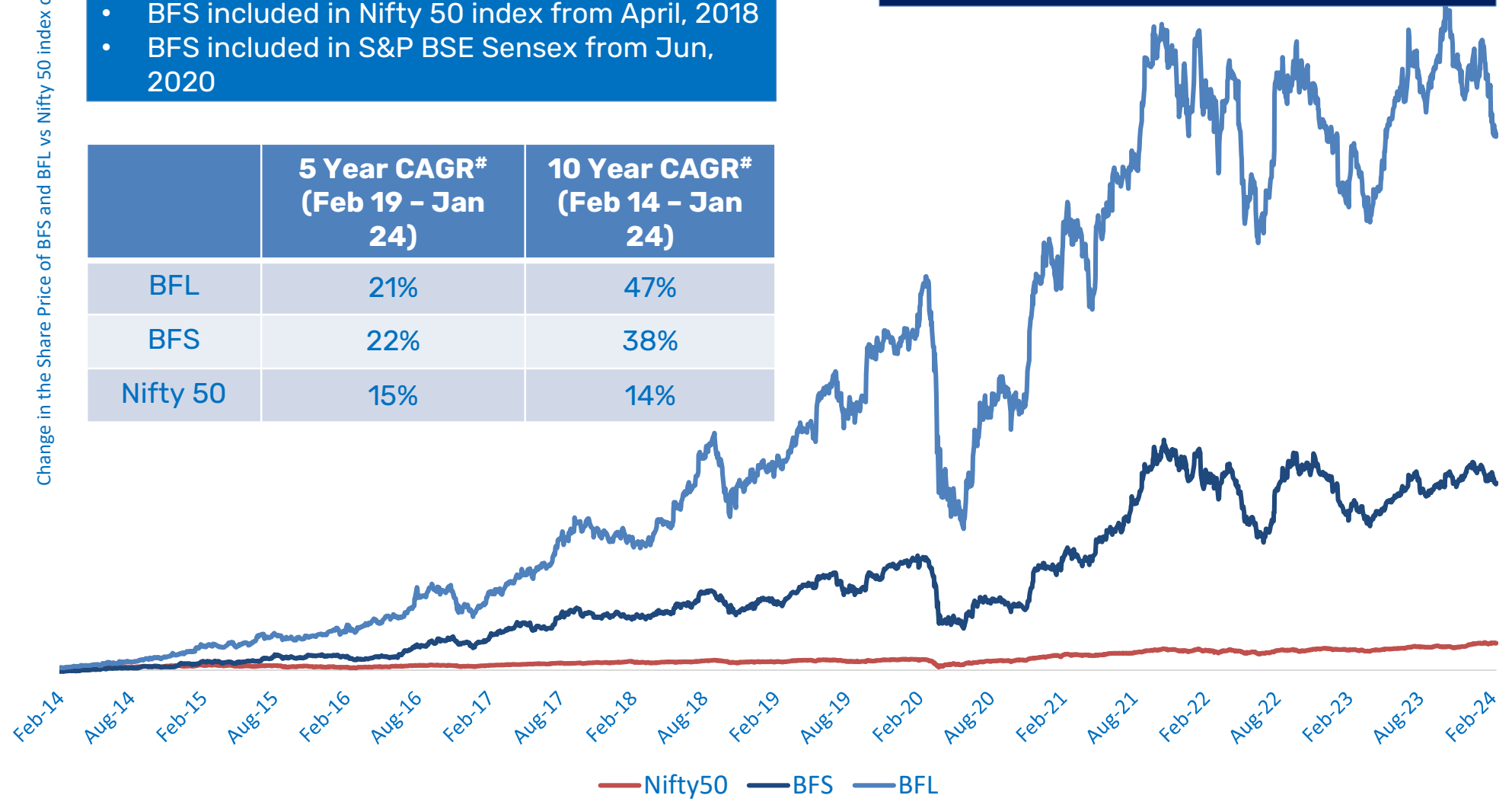
## Bajaj Finserv & Bajaj Finance

- BFL included in Nifty 50 index from Sep, 2017
- BFL included in S&P BSE Sensex from Dec, 2018
- BFS included in Nifty 50 index from April, 2018
- BFS included in S&P BSE Sensex from Jun, 2020

On 28<sup>th</sup> July 2022, Bajaj Finserv Limited announced a 5:1 Stock Split along with a 1:1 Bonus Issue

Change in the Share Price of BFS and BFL vs Nifty 50 index on base year

	5 Year CAGR# (Feb 19 – Jan 24)	10 Year CAGR# (Feb 14 – Jan 24)
BFL	21%	47%
BFS	22%	38%
Nifty 50	15%	14%



# Price as at year end for respective years

# Bajaj Finserv – Consolidated Financial Highlights

Numbers in USD MM

1 USD = Rs.83

Financials Snapshot,	FY18	FY19	FY20	FY21	FY22	FY23	CAGR		9MFY23	9MFY24	Growth
Life Insurance (GWP)	913	1,067	1,175	1,449	1,943	2,345	21%		1,570	1,790	14%
General Insurance (GWP)	1,143	1,337	1,546	1,521	1,661	1,866	10%		1,412	1,888	34%
Retail Finance	1,537	2,229	3,179	3,215	3,813	4,989	27%		3,620	4,825	33%
Investment, Eliminations & Others	366	500	648	1,116	828	689	13%		440	936	112%
Consolidated Revenue	3,959	5,133	6,548	7,300	8,246	9,888	20%		7,042	9,439	34%
Segment Results before tax	FY18	FY19	FY20	FY21	FY22	FY23	CAGR		9MFY23	9MFY24	CAGR
Life Insurance	99	93	5	167	5	-23	<0%		0	51	-
General Insurance	164	151	124	288	209	169	1%		122	156	28%
Retail Finance	472	755	897	769	1,205	1,948	33%		1,407	1,772	26%
Others including Investments	0	-17	-26	-36	-61	-69			-50	-70	38%
Profit for the period (before tax)*	735	982	1,000	1,188	1,358	2,025	22%		1,478	1,909	29%
Consolidated profit after tax (after non-controlling interest)	319	388	406	539	549	773	19%		560	726	30%
Shareholders fund (Consolidated)	2,468	2,863	3,771	4,317	4,849	5,591	18%		5,368	6,904	29%
Book value per share (USD/share) <sup>2</sup>	1.6	1.8	2.4	2.7	3.0	3.5	18%		3.4	4.3	29%

Note: Segment wise revenue and results, P&L and balance sheet used for above compilation; The same is compliant with International Financial Reporting Standards (IFRS)

\*Profit for the period (before tax) is before non-controlling interest | CAGR – Compounded Annual Growth Rate

<sup>2</sup>Adjusting for impact of Stock Split and Bonus Issue



# **BAJAJ ALLIANZ GENERAL INSURANCE**

## STRATEGY

Strive for market share growth in chosen segments through a well-diversified product portfolio and multi-channel distribution supported by prudent underwriting. Emphasis on profitable growth.

## DIFFERENTIATORS

### Strong selection of Risk & disciplined underwriting

- Industry leading combined ratios consistently over time - Combined Ratio stood at 100.5% in FY23
- Business construct is to deliver superior ROE

### Balanced Product Mix

- Diversified product portfolio offering across retail and corporate segments
- Continuous innovations in product features to maintain competitive edge

### Deep and wide distribution

- Multi channel distribution network encompassing multiline agents, bancassurance, motor dealers, broking, direct, and ecommerce network serving all segments
- Focus on penetrating small towns (Geo model)

### Retail & Commercial Orientation

- Focused on retail segments (mass, mass affluent & HNI) & commercial segments (SME & MSMEs) while maintaining strong position in large corporates & government business

### Investments in technology with focus on all stakeholders

- Deep investments in technology to drive efficiencies for the Company and convenience for all stakeholders - Customers, distributors and employees

# BAGIC – Key financial metric: Performance vs. industry

1USD = Rs.83

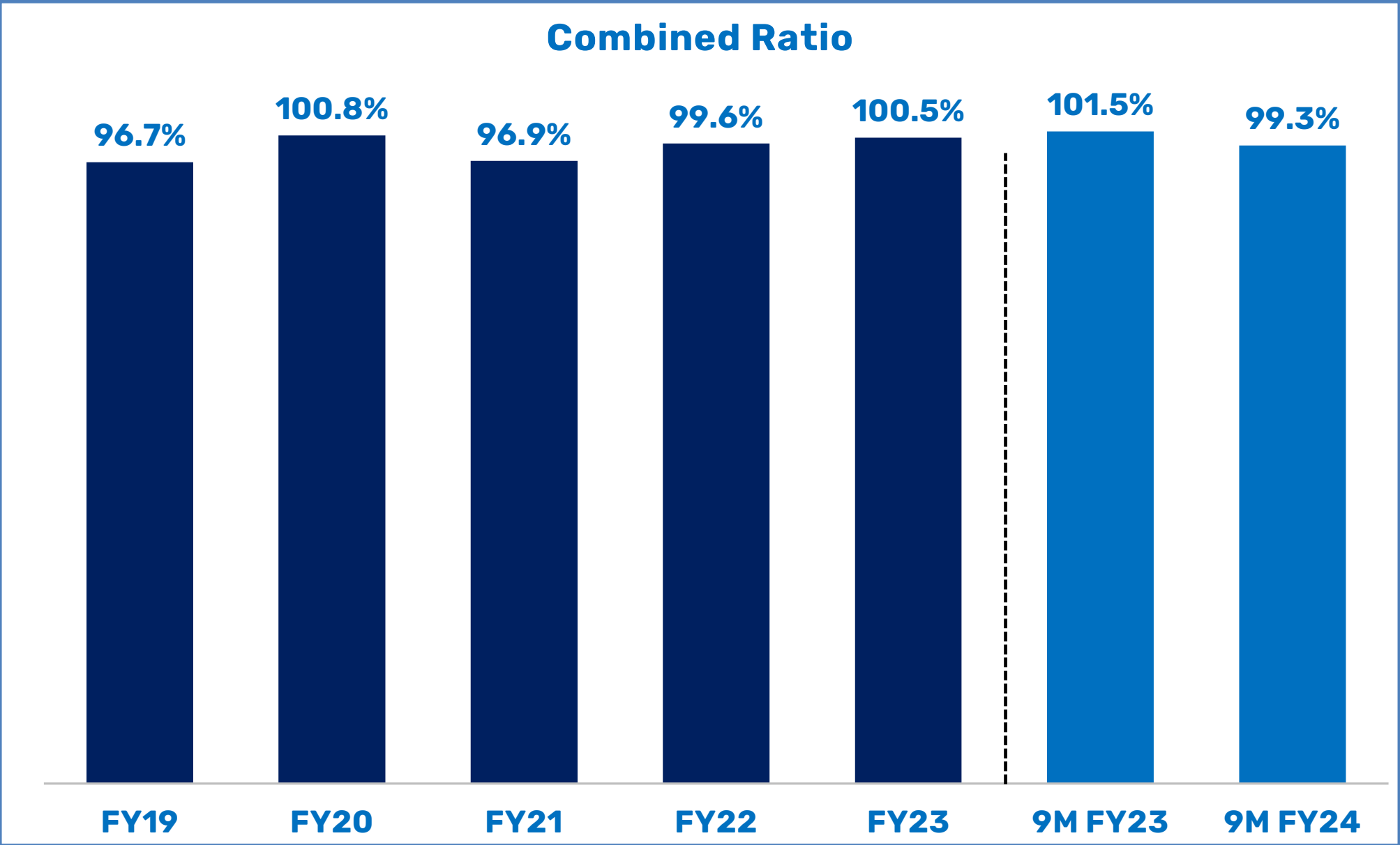
	BAGIC	INDUSTRY
GWP Growth - 5 Year CAGR	9%	9%
Combined Ratio - 5 Year average	99.0%	118.3%
Opex Ratio* - 5 year average	28.2%	31.4%
Cumulative UW Profit for 5 years	\$ 19 MM	\$ (14,889) MM
Cumulative PAT for 5 years	\$ 698 MM	\$ (683) MM
AUM Growth - 5 year CAGR	14%	15%
Average Solvency Margin for 5 years	321%	

All metric are for five year period FY2019 to FY2023

GWP: Gross written premium; UW: Underwriting

Combined Ratio as per IRDAI definition – (Net claims incurred divided by Net Earned Premium) + ( Expenses of management including net Commission divided by Net Written Premium); \* Opex Ratio = (Net Commission + Expenses)/Net Written Premium

Source : IRDAI Annual Report and Handbook for data upto FY22, and public disclosures for FY23



1. Combined Ratios are in accordance with the Master Circular on 'Preparation of Financial statements of General Insurance Business' issued by IRDA effective from 1<sup>st</sup> April, 2013. (Net claims incurred divided by Net Earned Premium) + ( Expenses of management including net Commission divided by Net Written Premium).

# BAGIC's Product Suite – Diversified across retail and corporate lines

## Motor

- Private Cars
- Two-Wheeler
- Commercial Vehicles
- Liability Only
- Long term two-wheeler & private car Insurance

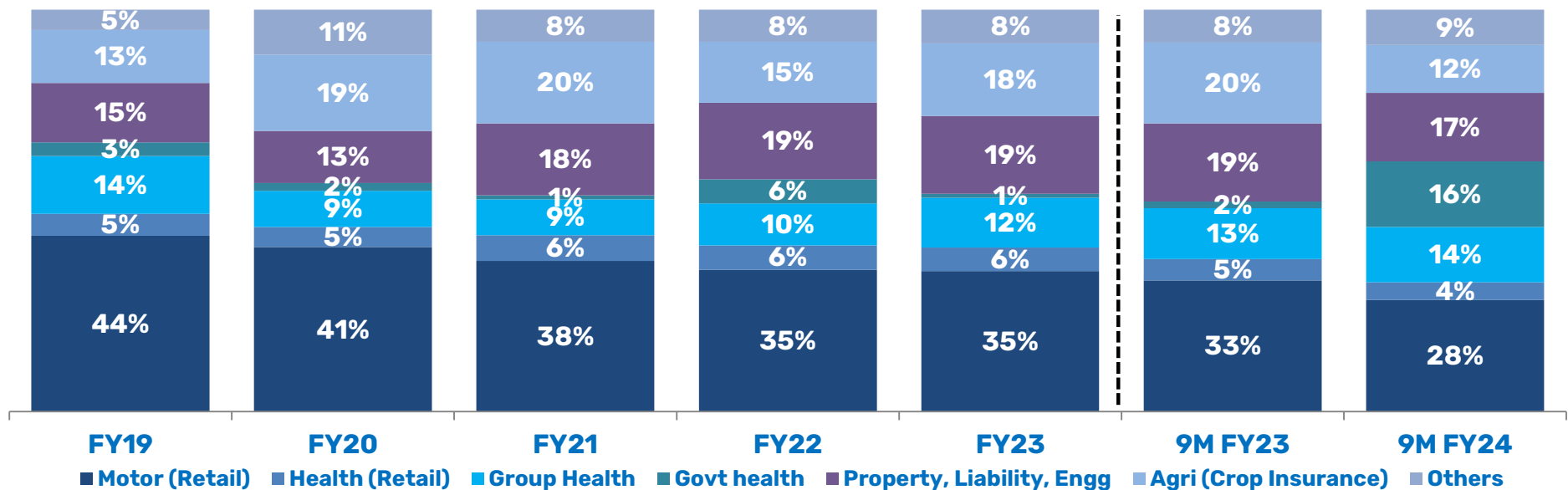
## Health

- Retail health
- Group health
- Critical Illness
- Personal Accident
- Government Business

## Miscellaneous

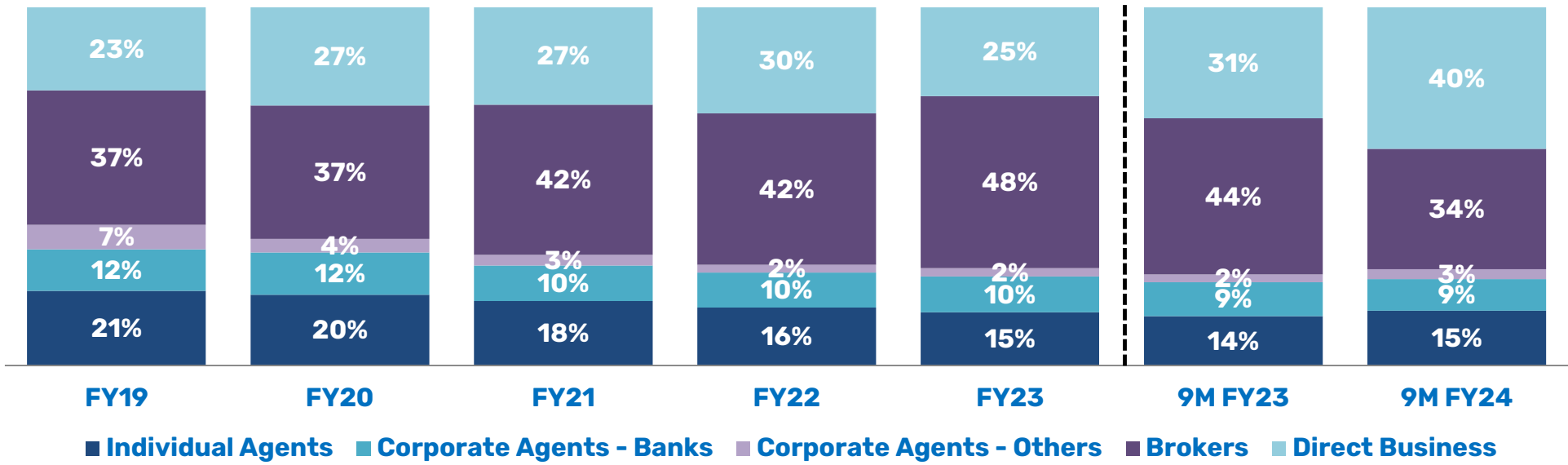
- Commercial Lines\*
- Travel
- Extended Warranty
- Crop Insurance
- Retail Cyber protect
- Pet Insurance

## Business Mix



\*Commercial Lines include Fire, Engineering, Marine and Liability insurance

## Channel Mix



### Bancassurance Partnerships

- **Over 200+ bank partners PAN India**
- **New Tie-ups in 9M FY24:** Bank of Maharashtra, HDFC Securities, Manipur Rural Bank, Andhara Pragathi Grameen Bank, Godrej Finance Ltd.

### Agency & Retail Channels

- **58,000+ agents & 73,800+ POSP**
- Virtual Sales Offices
- Acquisition of Direct Customers through our Sales Force
- Agency segmented under prime, key, emerging and Retail and SME

### Presence across most OEMs and Dealer Networks

- **45+ national Tie-ups and over 9,300 network of dealers across pan India**
- **National Tie-ups:** Maruti, Honda, Toyota, Mahindra, Hyundai, MG, Kia, VW, BMW, TATA Motors, Bajaj, RE, Yamaha, Piaggio, JCB, Suzuki TW, Bgauss, Revoult, Lexus, Nissan, Renault, Hero Electric, Ampere etc.

### Rural Focus and Reach

- **8.3+ MM farmers insured in 9M FY24**
- Issued 6.35 MM NOPs under crop insurance in 9M FY24
- Received crop insurance enrollments from 8,118 CSC centers in 9M FY24
- 29,760+ active CSC centers in 9M FY24

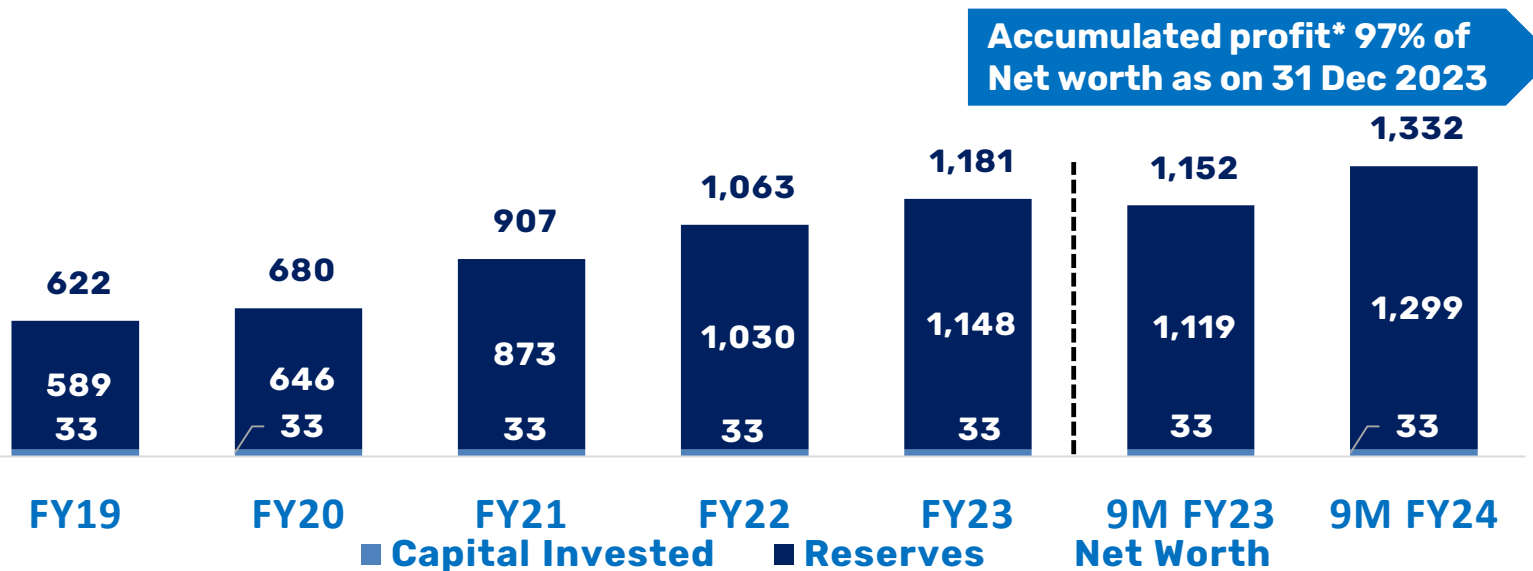
### Digital Partnerships - Fintech, Insuretech, Ecommerce etc through embedded insurance and distribution tie-up

- **23+ Partnerships across Insuretech companies, aggregators, wallets** such as Phone Pe, payments banks, etc

# BAGIC - Net Worth and Assets Under Management

All numbers in USD MM  
1USD = Rs.83

## BAGIC - Capital Invested - Networth



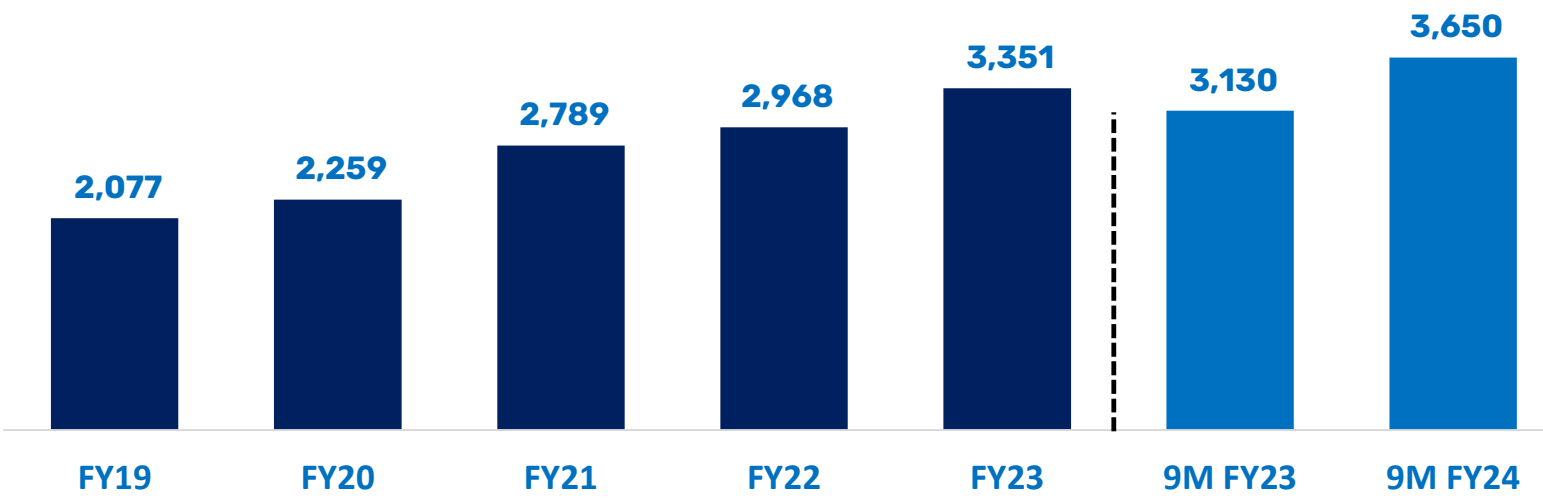
BAGIC continues to grow its Assets under management strongly

Investments are largely in fixed income securities (13% Equity, 87% Debt)

Investment leverage of 2.74 as on 31 Dec 2023

Advance Premium as on 31 Dec 2023 USD 214 MM, growth at 30%

## Assets under Management (Cash and Investments)

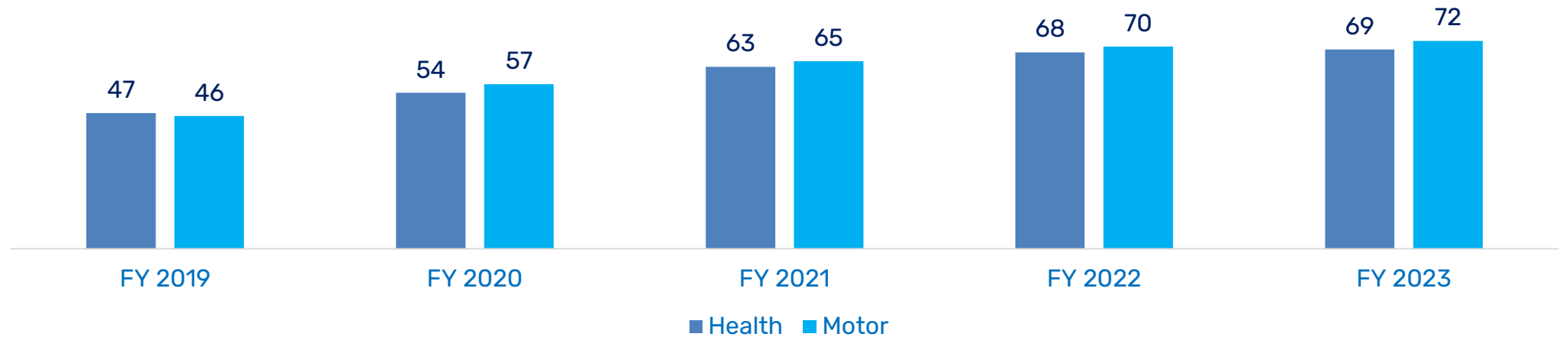


**99% of debt portfolio is in AAA or sovereign securities. 97.3% of Equity investment is in BSE 100 stocks**

Investment Leverage : AUM as of date / Net worth as of date

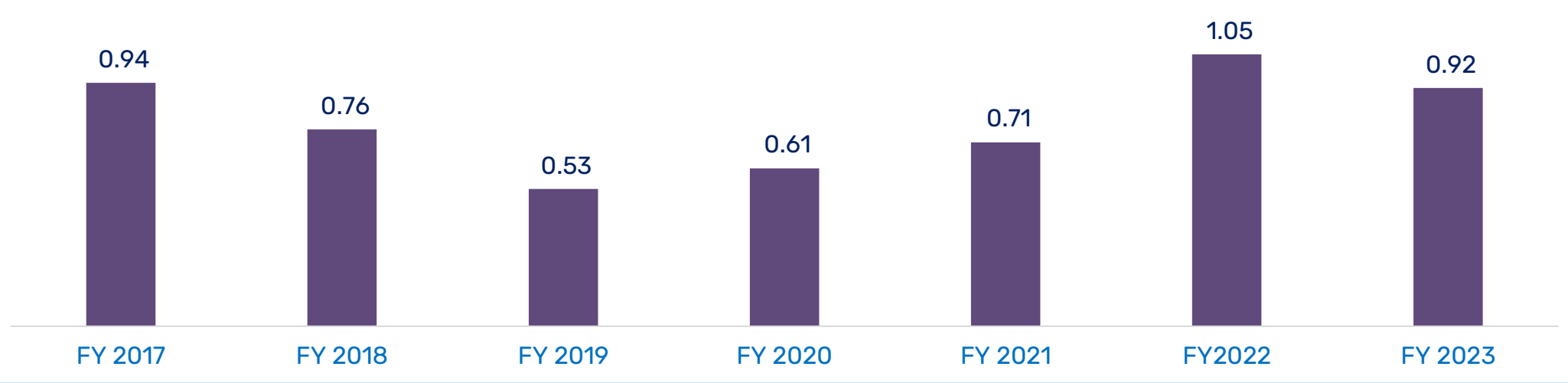
## NPS\* score & Grievances#

### BAGIC Net Promoter Score\*



Consistently rated highest in terms of Relationship NPS amongst all top competitors

### Total Grievances# per 10,000 New Policies



Consistently the lowest number of Grievances per 10K policies in India

\* Relationship NPS (Net Promoter Score) survey done by third party agency Martinet Research | Customer touchpoints surveyed - overall Pre & post sales experience with agent, services provided by the company till now, renewals / claims experience

# Grievances numbers as per IRDAI (Insurance Regulatory and Development Authority of India)



## Digital Journey Metrics

### Digital Agent Onboarding



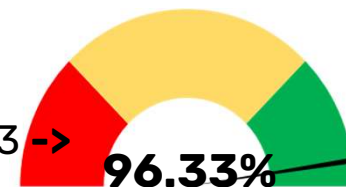
From **100%** in FY 22-23 ->



### Digital Issuance



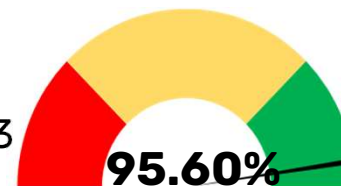
From **95.64%** in FY 22-23 ->



### Digital Payment



From **94.12%** in FY 22-23



## Key Initiatives Summary

### Care Angels (RM@hospital)

- Providing support and care to 58% of cashless customers with covering 292 hospitals with 20 physical & 10 virtual RM's
- NPS of RM@ hospitals at 94
- CSAT of RM@ hospitals: 4.7

### IRDAI Grievance Redressal

- Resolving IRDAI grievance cases within 1 day as against the 15 days TAT for resolution provided
- Closed 9M with best IRDAI grievance resolution TAT - ~90% in 6 hours

### CARECulator



Introduced a cutting-edge premium calculator for health products featuring an advanced recommendation engine

### Risk Engineering Platform



Created an advanced platform for Commercial Property Underwriting team to optimize processes and ensuring robust management

## Existing Digital Capabilities Enhanced & Scaled-up

### Website



Our website is now available in 7 different languages for our customers

*20 Mn visitors | 4.9 L policies issued in 9MFY24*

### Caringly Yours App



Our Customer facing app remains as the most used app in Insurance Industry

*4.2 Mn downloads  
8.81 L active users in 9MY24*

### B Care Portal



Our flagship portal for agents has over **96 products** available for policy issuance and services

*2.2 Mn policies issued with over USD 168 MM of business booking in 9MFY24*

### BAGICARE – CRM



Elite Customer Servicing and VRM module set up

*3.2 Mn Service Requests  
9.3 Mn Leads Generated in 9MFY24*

### B Care App



Our Agent & VSO app has over **87 products** available for policy issuance and services

*7.85 L + policies issued with over USD 25 MM of business booking in 9MFY24*

### Farmitra App



The usage of the app launched for Farmer Community has seen a significant uptake

*7.2L+ downloads  
9.2K claims processed via app till 9MFY24*

## Asset Quality

- 99% of the debt portfolio in AAA and sovereign assets
- 90% of Equity in Nifty 50 stocks & 97.3% in BSE 100 stocks
- Oversight by Board & Executive Investment Committee and Group level investment forum
- Robust ALM position

## Pricing & Underwriting

- Superior underwriting capability leading to low Combined Ratio consistently
- Diversified exposure across business lines & geographies
- Granular loss ratio modelling – geography, distribution, car make/model, vintage, etc.
- Robust investigation, loss management & analytics intervention

## Re-Insurance

- Reinsurance ceded only to A- and above & AA rated reinsurers, except mandatory ceding to GIC
- Large reinsurance capacity & optimum retention
- Robust process of monitoring concentration of risk
- Catastrophic events adequately covered

## Reserving & Solvency

- IBNR loss triangles show releases from settlement of claims, indicating robustness of reserving at the point of registration of claims
- Highest solvency amongst peers

# Bajaj Allianz General Insurance – Financial Highlights

1USD = Rs.83

Numbers in USD MM

Financial Snapshot (IGAAP)	FY 18	FY 19	FY 20	FY 21	FY22	FY23	CAGR	9M FY23	9M FY24	Growth
Asset under Management (AUM)	1,786	2,077	2,259	2,789	2,968	3,351	13%	3,130	3,650	17%
Capital Infused including premium	33	33	33	33	33	33		33	33	
Net Worth	538	622	680	907	1,063	1,181	17%	1,152	1,332	16%
GWP	1,143	1,337	1,546	1,521	1,661	1,866	10%	1,412	1,888	34%
NEP	730	845	989	896	937	966	6%	726	789	9%
Underwriting Result	35	2	-1	29	4	-15		-14	-11	
Profit after tax*	111	94	120	160	161	162	8%	124	141	14%
Ratios	FY 18	FY 19	FY 20	FY 21	FY22	FY23	CAGR	9M FY23	9M FY24	Growth
Combined Ratio	92.3%	96.7%	100.8%	96.9%	99.6%	100.5%		101.5%	99.3%	
Return on Avg Equity (%)	23.0%	16.2%	18.5%	20.3%	17.3%	15.0%		11.6%	11.7%	
Book Value per share (USD/Share)	4.9	5.6	6.2	8.2	9.6	10.7	17%	10.5	12.1	16%

1. Combined Ratios are in accordance with the Master Circular on 'Preparation of Financial statements of General Insurance Business' issued by IRDA effective from 1<sup>st</sup> April, 2013. (Net claims incurred divided by Net Earned Premium) + ( Expenses of management including net Commission divided by Net Written Premium). Pool losses, wherever applicable, include the impact of the erstwhile IMTPIP and Declined Risk Pool.

2. BAGIC's financial numbers are as per Indian GAAP as prescribed by IRDAI

\* Under Indian GAAP, all acquisition and management expenses are written off as incurred and cannot be deferred . Premiums are recognized over the life of the policy. Claims provisions are undiscounted including those for long-tail Motor Third Party claims

# **BAJAJ ALLIANZ LIFE INSURANCE**

## STRATEGY

- Continued focus on sustainable and profitable growth by maintaining balanced product mix and investment in retail growth engines
- Business construct is to maximize customer benefits while gaining market share in retail space, maintaining shareholder returns and continued focus on increasing Net New Business Value (NBV)

## DIFFERENTIATORS

### Diversified Distribution

- Pan India distribution reach with presence over 500+ branches
- Balanced channel mix – Agency, Institutional Business including Banca, and BALIC Direct
- Strong presence in group credit protection and online offerings

### Strong proprietary channels

- One of the largest Agency channels in terms of IRNB amongst private players
- Robust BALIC Direct channel to invest in up-selling and cross-selling

### Innovative products and Sustainable product mix

- Diverse suite of products across various need segments, with an aspiration to provide customers “Best in Class” features
- Innovative products & features like the ACE (PAR), Magnum Fortune Plus & Future Wealth Gain (ULIP), Assured Wealth Goal & Goal Suraksha (Non-Par), Guaranteed Pension Goal (Annuity), SISO (SIP), Smart Protect Goal & e-Touch (Term) have witnessed strong response from the customers

### Efficient Operations

- Embarked on a customer obsession journey
- Auto pay improvement across all cohorts and channels
- Focusing on faster issuances, claim settlement and driving FTR

# BALIC – Key financial metric: Performance vs. industry

1USD = Rs.83

	BALIC	INDUSTRY
IRNB Growth - 5 Year CAGR (FY23/FY19)	32%	11%
GWP Growth - 5 Year CAGR (FY23/FY19)	22%	11%
Solvency ratio as on 31 <sup>st</sup> March 2023	516%	217%
AUM Growth - 5 years CAGR (FY23/FY19)	15%	10%
NBV* - 5-year CAGR	58%	25%

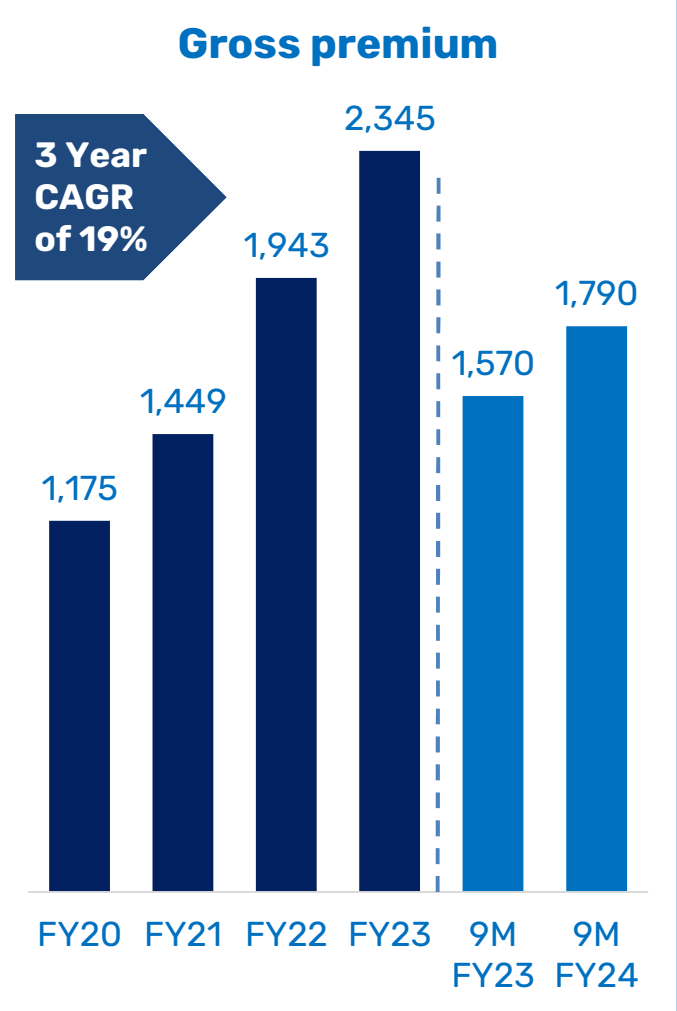
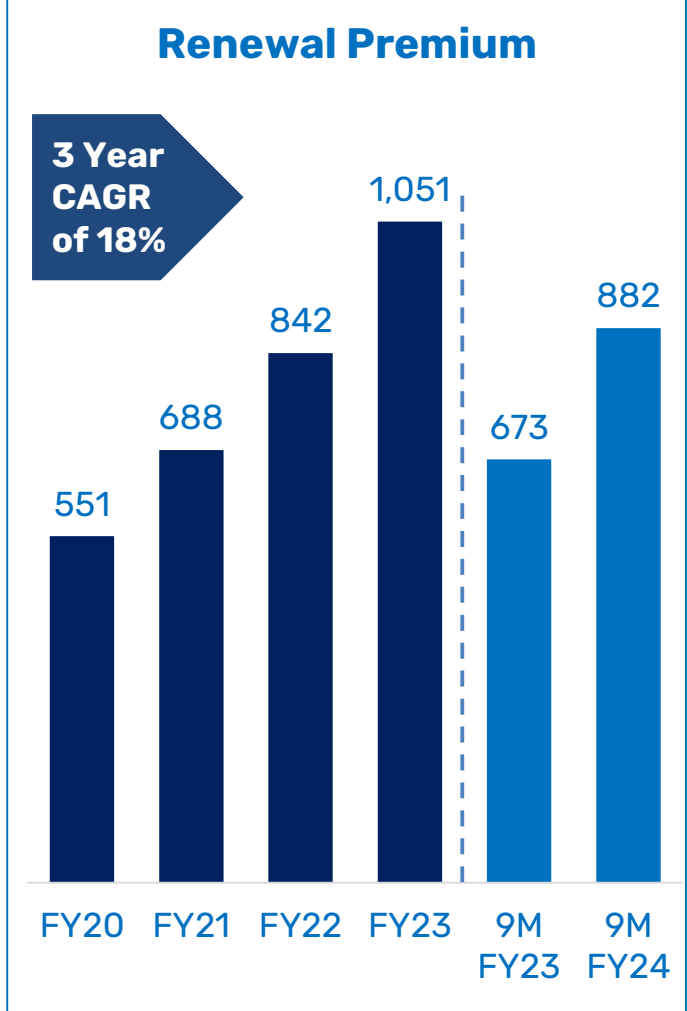
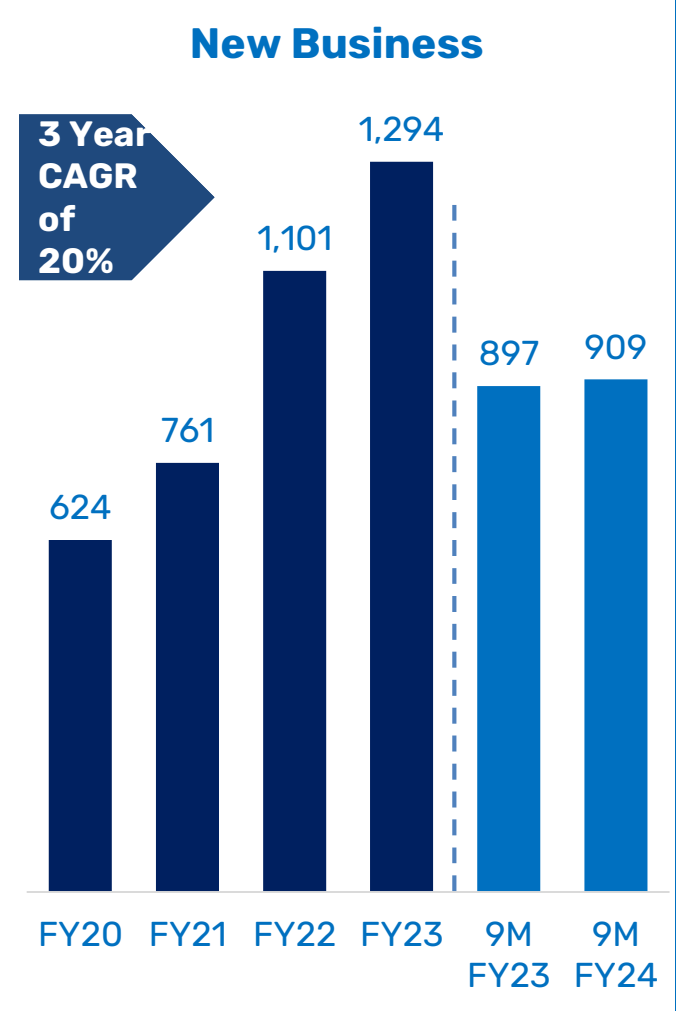
- **Fastest Growing Private Life Insurance** Company Amongst the Top 10 Players in FY23 & 9M FY24
- **Highest solvency ratio** in the industry
- **Grievance Ratio** of 44 per 10,000 policies issued in FY23 (**4th Best in the industry**)
- **Covered 2.76 crore group lives in FY23** is (**ranked 3rd among the private players**)
- **Assets under Management (AUM)** crossed USD 120 MM as on 31st Dec 2023
- **Strong digital adoption** (Unique customer logged in digital assets has been at 13.48 lacs; Electronic pay-outs for Customer Initiated Payments are at 99.8%)
- **Highest growth rate** amongst top 10 Pvt. Players in FY23 & 9M FY24 **for Retail NOP - Regular Premium (Ranked 4th among pvt. players)**
- **Retail Claims Settlement Ratio** of 98.4% and Group Claims Settlement Ratio of 99.2% as on December 31, 2023

\*NBV CAGR of industry is of 4 private listed players (information available) i.e. HDFC Life, SBI Life, Max life, ICICI Pru and BALIC  
GWP : Gross written premium; IRNB: Individual Rated new Business; AUM: Assets under Management; NBV: Net Business Value; NOP: No. of Policies

# BALIC – Premium Growth

All Figures in USD Million

1 USD = Rs. 83



- ❑ **Topline** related metrics for BALIC continue to grow and are well above the pre-COVID-19 levels
- ❑ **BALIC registered its highest ever GWP** - GWP grew by 21% to \$2,345 MM in FY23 from \$1,943 MM in FY22. It recorded a growth of 14% for the period 9M FY24.
- ❑ Among the private players, on Individual Rated New Business (IRNB) basis, market share increased from 6.7% in FY22 to 7.6% in FY23; BALIC's 3 Years IRNB CAGR at 39% is the highest in the Industry



## Agency

**Continued Focus on profitability and driving higher traditional Mix**

- One of the largest agency Channels in private Life insurance space
- 1.43 Lakh+ agents
- Continued balanced product mix with traditional individual rated new business mix at 62% in 9M FY24
- Variabilization of Agency cost through low-cost models

## BALIC Direct

**Analytics backed, focused verticals for upsell and cross sell initiatives**

- Presence in 313 cities, with Dedicated Verticals for various customer segments such as Service to Sales, New to BALIC (NTB) and Defence
- Data and Analytics are key pillars for Direct business

## Institutional Business Landscape

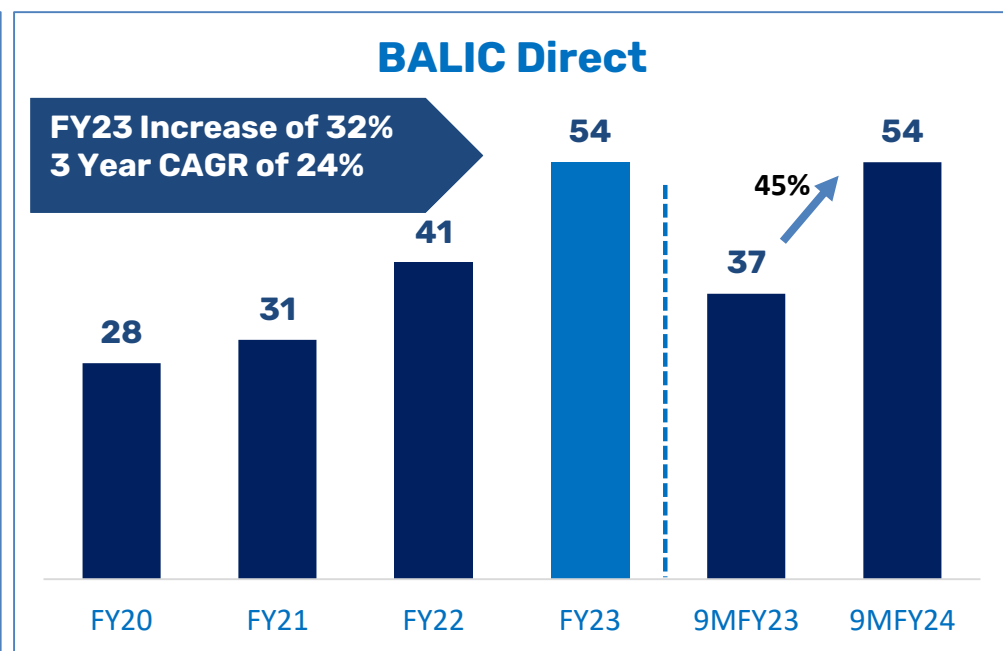
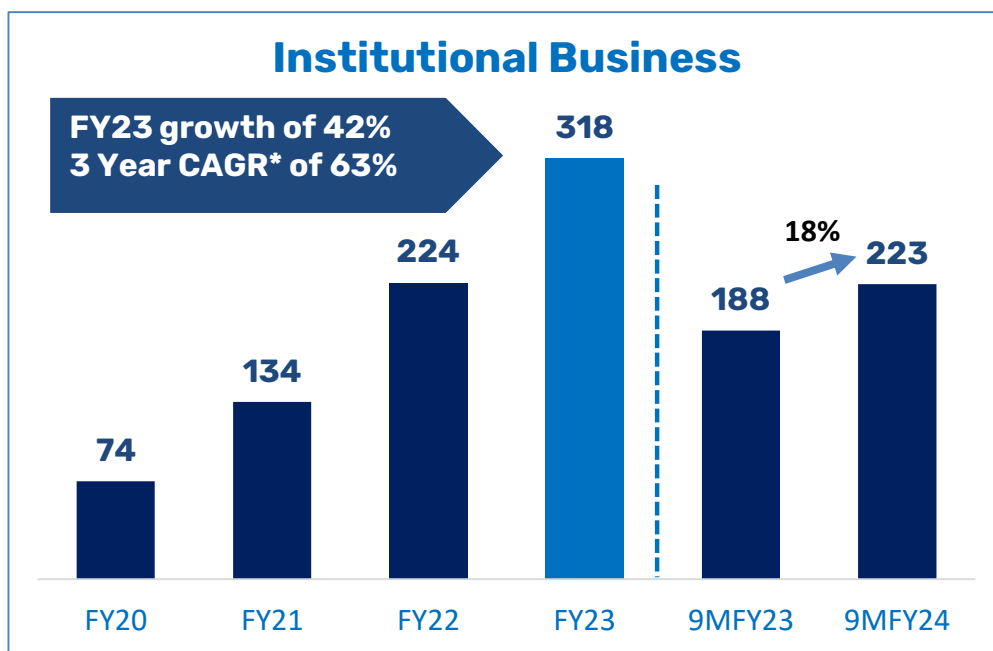
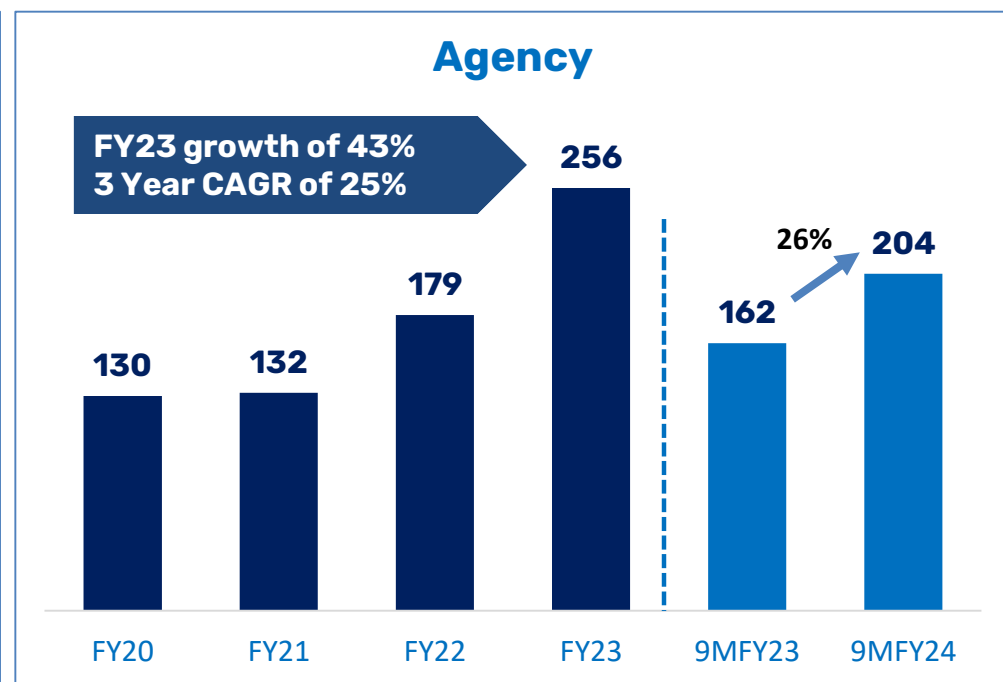
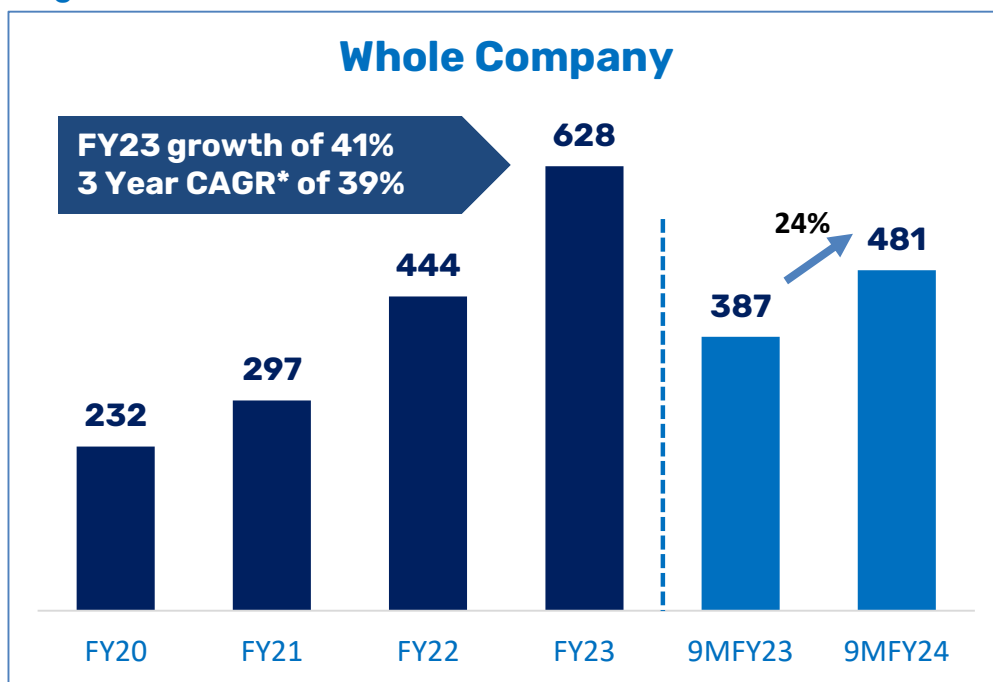
**Building sustainable business through strong integration with distributor partners**



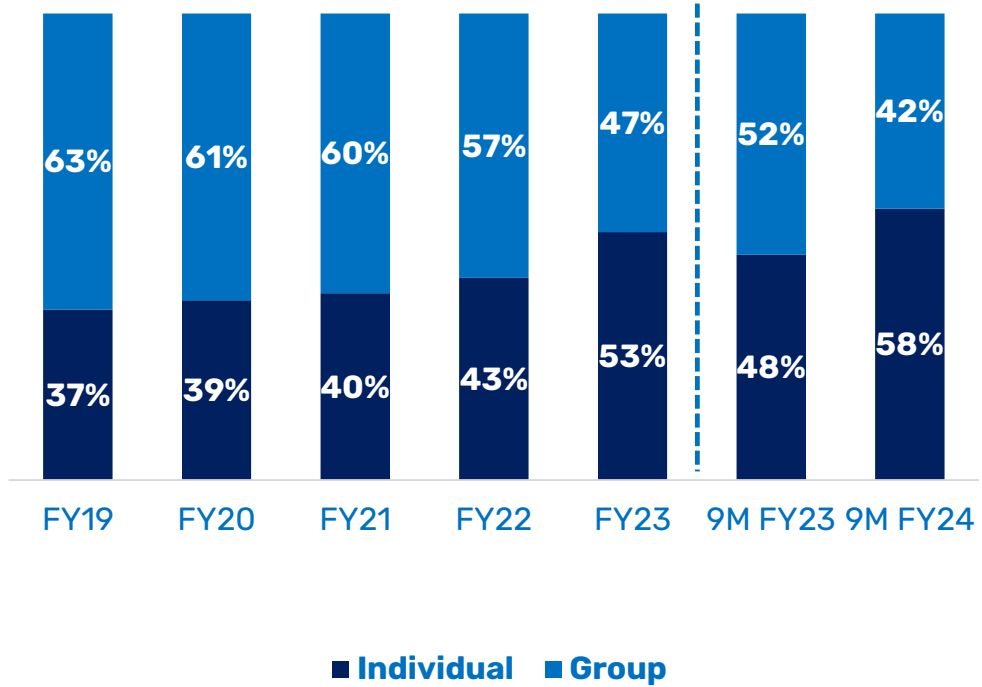
## New Business

All Figures in USD Million

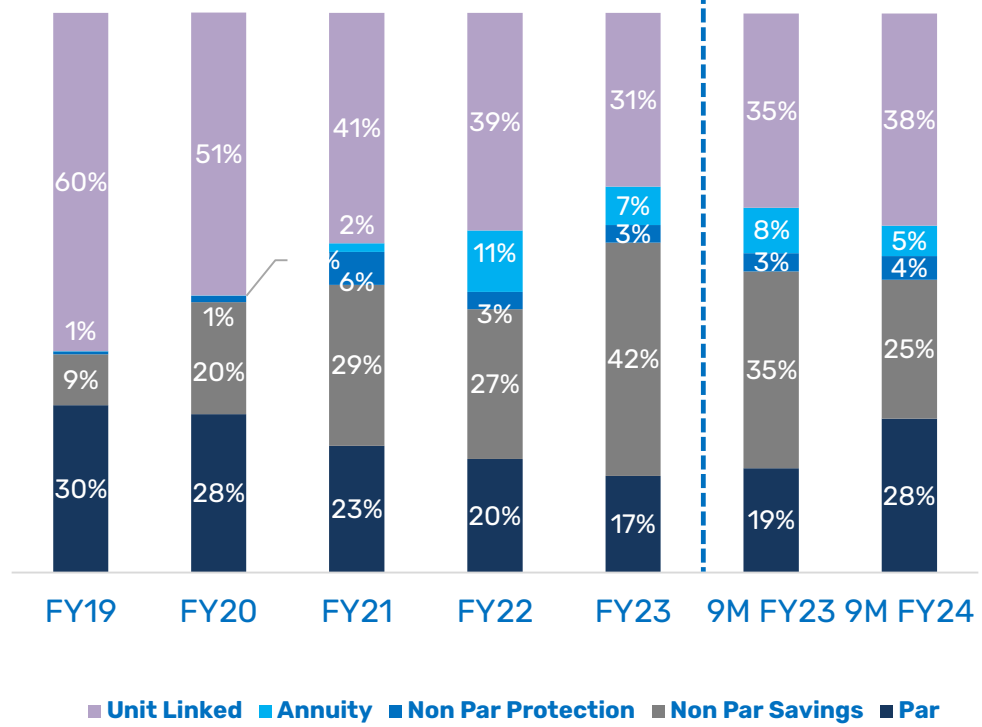
1 USD = Rs. 83



## New Business Product Mix

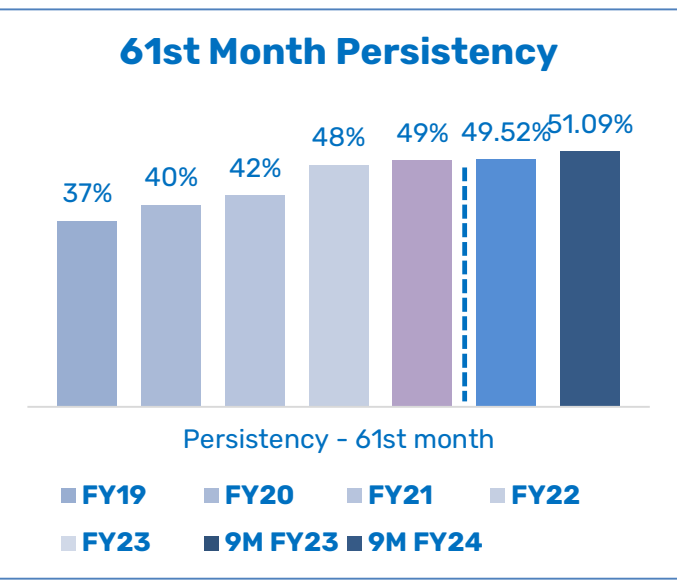
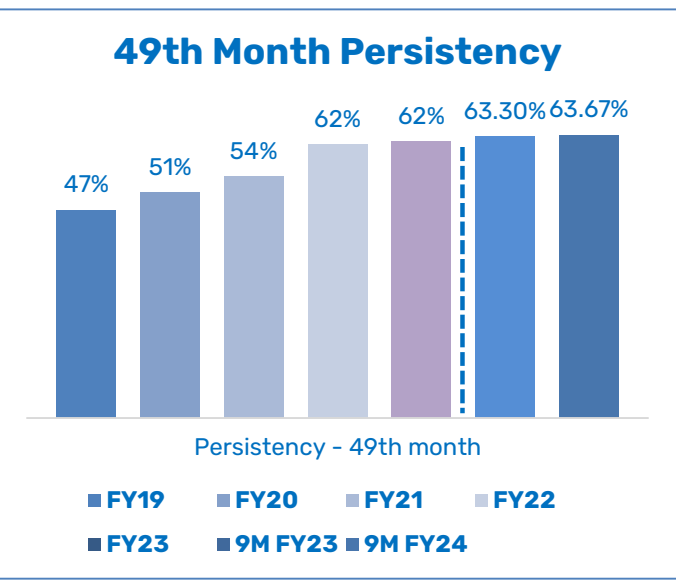
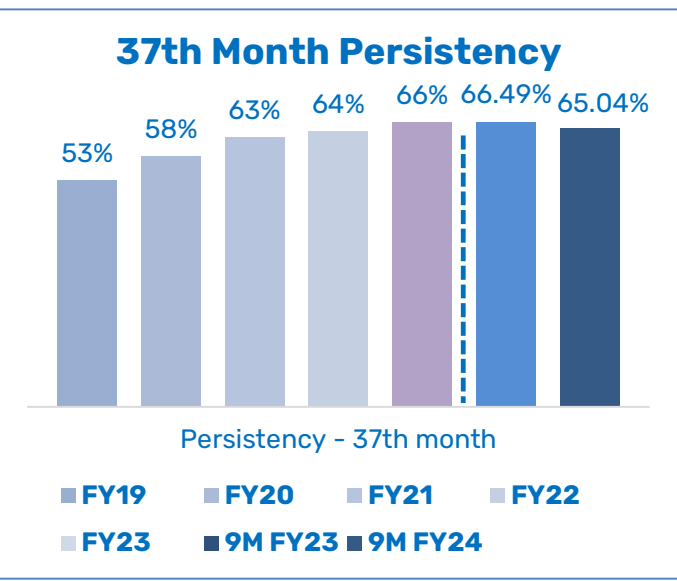
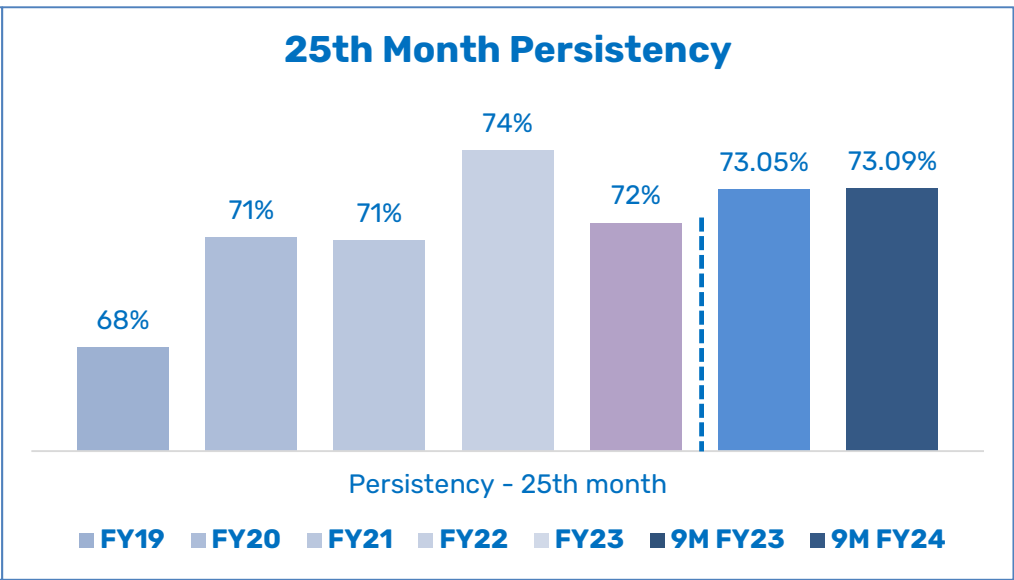
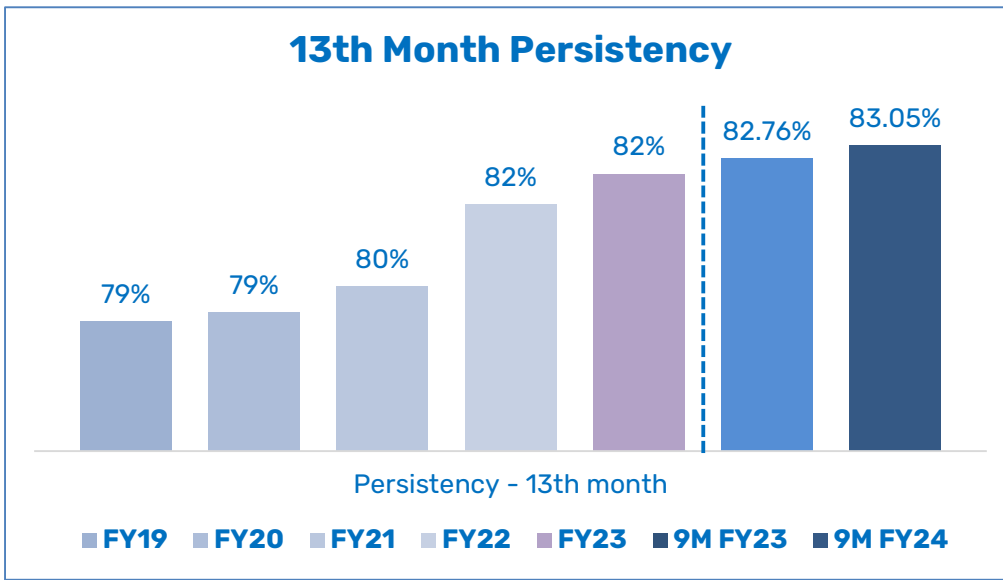


## IRNB Mix



- ❑ **Balancing product mix between traditional and Unit-linked as well as between Individual and group** has been the cornerstone of BALIC’s strategy.
- ❑ **Individual Rated NB product mix is well diversified** across par, non par savings, protection, annuity and Unit Linked. Contribution of ULIP decreased from 72% in FY18 to 38% in 9MFY24 and traditional product increased correspondingly
- ❑ Maintained a **balanced mix** between Group Protection and Group Fund Based New Business – Fund based business has low bearing on profitability

\*IRNB – Individual Rated New Business | ULIP – Unit Linked Insurance Plan



Continued focus on renewal collection via various initiatives such as driving auto-payment registration, digital payments & higher distribution ownership have led to significant improvement in persistency across most cohorts.

**\*Note :** Persistency as per IRDAI framework; Individual business excluding single premium and fully paid-up policies | The persistency ratios for the period ended have been calculated for the policies issued in March to February period of the relevant years The persistency ratios upto the 9M ended period have been calculated for the policies issued in Sep to Nov period of the relevant years.

# New Business Value (NBV) & Embedded Value Update

Figures in USD : MM

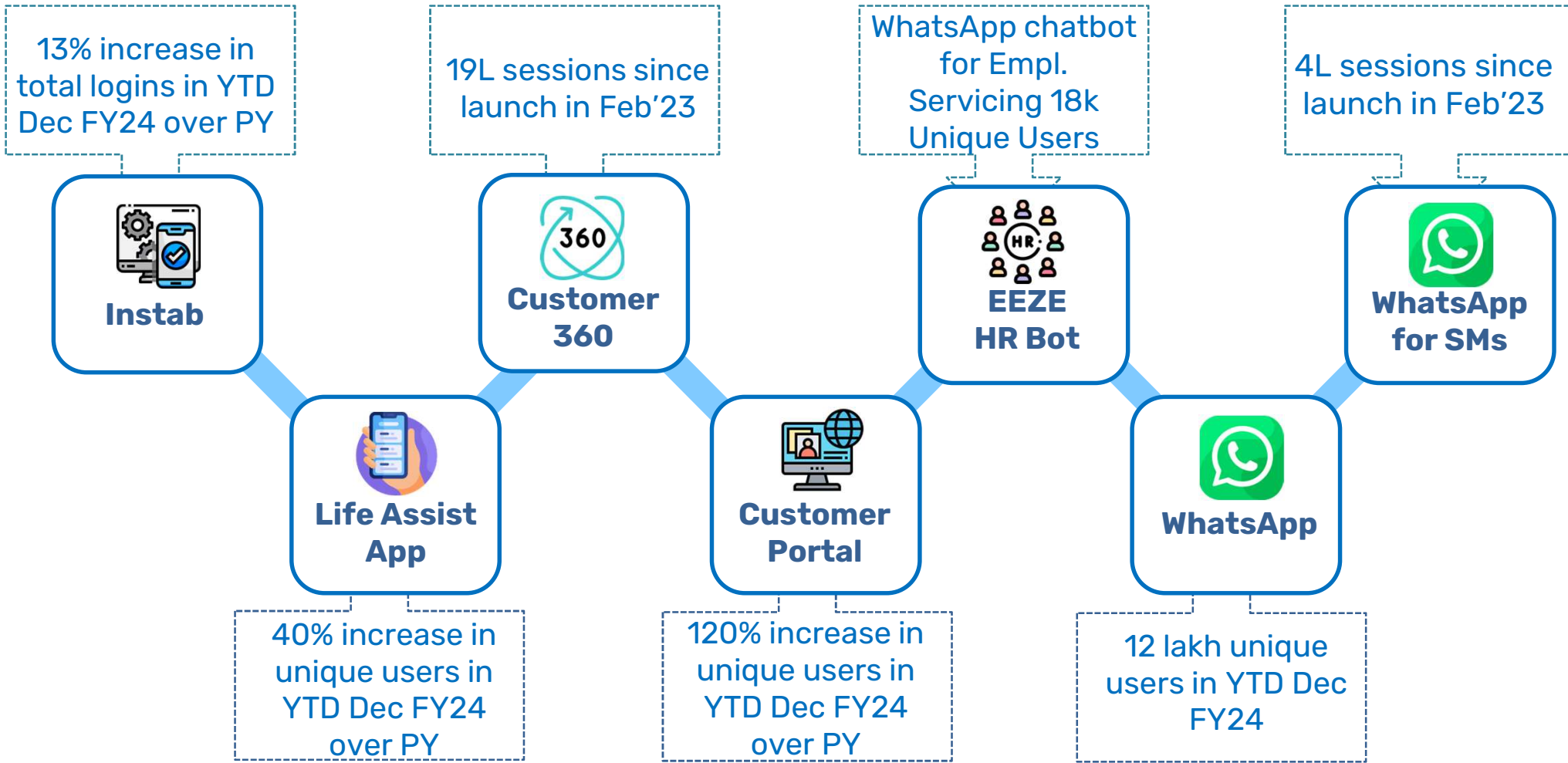
1 USD = Rs.83

Particulars	9M FY23	9M FY24	FY 19	FY 20	FY21	FY22	FY23
Annualized Premium** (ANP)	468	556	268	277	352	526	737
Present Value of Gross Premium (PVGP)	2,328	2,716	1,270	1,391	1,848	2,709	3,597
Net New Business Value* (NBV)	64	70	19	28	43	75	115
NBV Growth		8.70%		47.10%	59.20%	72.20%	52.90%
Implied Net Margins on ANP	13.80%	12.60%	6.90%	9.90%	12.40%	14.20%	15.50%
Implied Net Margins on PVGP	2.80%	2.60%	1.40%	2.00%	2.40%	2.80%	3.20%
Embedded Value <sup>++</sup> (EV)	-	-	1,565	1,619	1,871	2,079	2,239
Value in Force (VIF)	-	-	317	329	458	677	904
Net Worth	-	-	1,248	1,290	1,413	1,401	1,335

- One-year forward rates derived from the risk free yield curve are used for discounting cash flows. Allowance for risk is provided in computing cash flows for various risks and the cost of risk capital. Investment returns are derived from the risk free yield curve.
- Results not audited or reviewed externally but methodology is in line with APS 10 of the Institute of Actuaries of India.
- \*New Business Value represents discounted present value of expected net cash flows from new business written during the year.
- \*\*ANP refers to annualised new business written during the year and is calculated by assigning a 10% weight to single premium and 100% weight to regular premium. Group Fund business is included in the definition of ANP.
- ++On Market consistent basis

# Performance of Key Digital Assets and New Tech Initiatives -FY24

## Internal Assets



## Customer Facing Assets

**New Launches**

**Digi Agency | Digi PSF | Sales To Service | IC Digital Office | Knowledge BOT**

# Bajaj Allianz Life Insurance – Financial Highlights

Numbers in USD MM

1USD = Rs.83

Financials Snapshot (IGAAP)	FY18	FY19	FY20	FY21	FY22	FY23	CAGR	9M FY23	9M FY24	Growth
Capital infused including premium	146	146	146	146	146	146		146	146	
Net Worth	1,111	1,163	1,172	1,293	1,318	1,299	3%	1,303	1,327	2%
Assets under management (AUM)	6,261	6,822	6,757	8,888	10,316	10,914	12%	10,779	12,619	17%
New Business	517	593	624	761	1,101	1,294	20%	897	909	1%
Renewal Premium	396	474	551	688	842	1,051	22%	673	882	31%
Gross premium	913	1,067	1,175	1,449	1,943	2,345	21%	1,570	1,790	14%
Benefits Paid	970	642	809	736	1,061	1,491	9%	1,070	986	(8%)
Policyholder Surplus	56	114	61	76	104	143	21%	72	88	23%
Statutory profit after tax*	86	60	54	70	39	47	-	44	55	25%
Embedded Value	1,429	1,565	1,619	1,872	2,078	2,239	9%			
Book value per share (USD/share)	7.4	7.7	7.8	8.6	8.7	8.6	3%	8.6	8.8	2%

- BALIC achieved highest ever GWP of \$2,345 MM in FY23 – growth of 21% over FY22
- New business (NB) premium for FY23 grew by 18%, while renewal premium for FY23 grew by 25%
- In 9M FY24, BALIC was the fastest growing Company amongst top 10 private players on IRNB basis

BALIC's financial numbers are as per Indian GAAP as prescribed by IRDAI

\*All acquisition and management expenses are written off as incurred and cannot be deferred under Indian GAAP. Accordingly, New Business Growth shows strain in Statutory profit

**Bajaj Finserv Health Limited**



## STRATEGY

- Health Management platform to solve for Access and Financing of healthcare to Indian consumers
- Making healthcare Prepaid, Preventive and Personalized by covering Hospitalization, Diagnostics and Doctor consultation spends

## DIFFERENTIATORS

Digital Experience

- Comprehensive digital journey for buying, transaction or engagement
- Seamless, Cashless booking experience

Extensive Provider Network for digital cashless healthcare

- 100,000+ Doctors on platform
- 5,500+ lab touch points
- 2,100+ hospitals on network

Customised Product Management

- Differentiated product plans for retail and corporate customers
- Cumulative 0.6 mn users on renewable plans

Deep investment in technology and analytics

- App first approach
- Microservice architecture

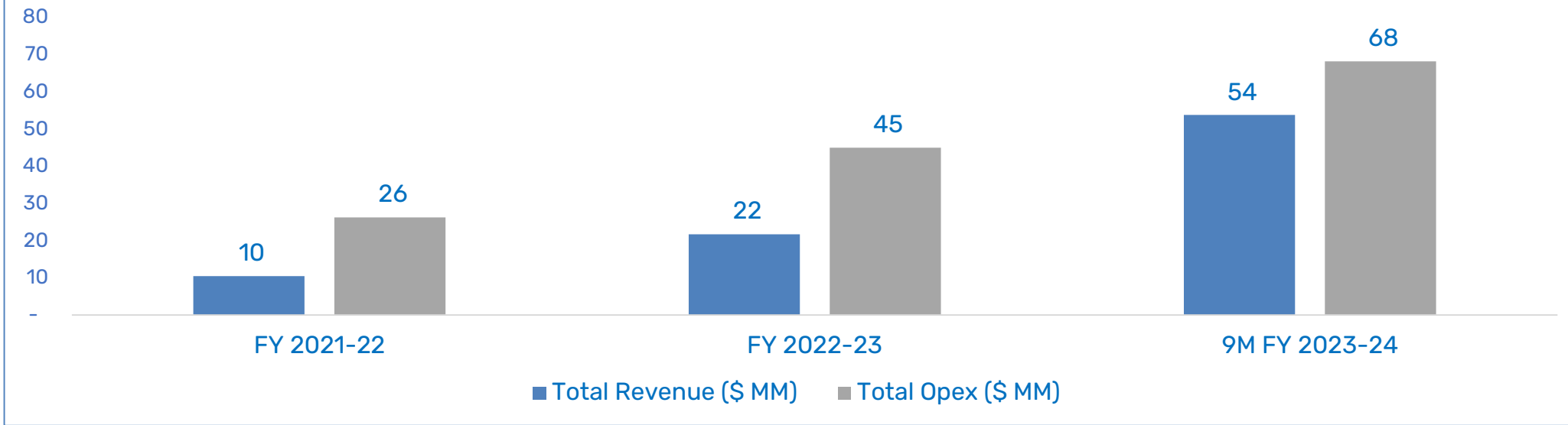
Leading Healthcare transformation

- Integration with ABDM for Health ID, HIP and HIU services, and portable health records
- Wellness modules for preventive healthcare

1USD = Rs.83

Numbers in USD MM

## REVENUE & OPEX

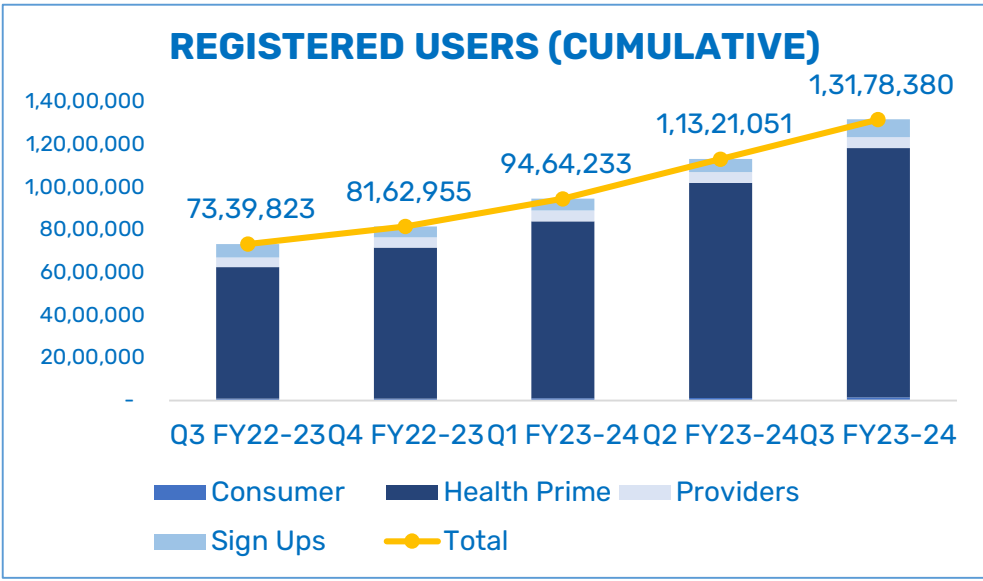


### Services Offered

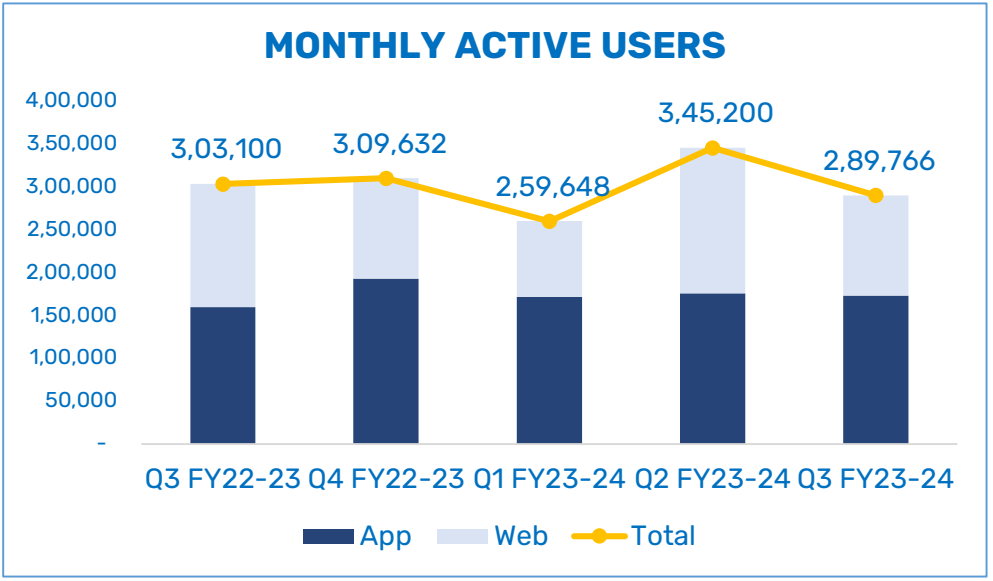
Doctor Consultation	Tele consult or In-clinic in Cashless or Reimbursement
Diagnostic Visits	Radiology or Pathology tests in Cashless or Reimbursement
Preventive Health check	Annual health check
Dental	Dental consultations & procedures

### Wellness Services

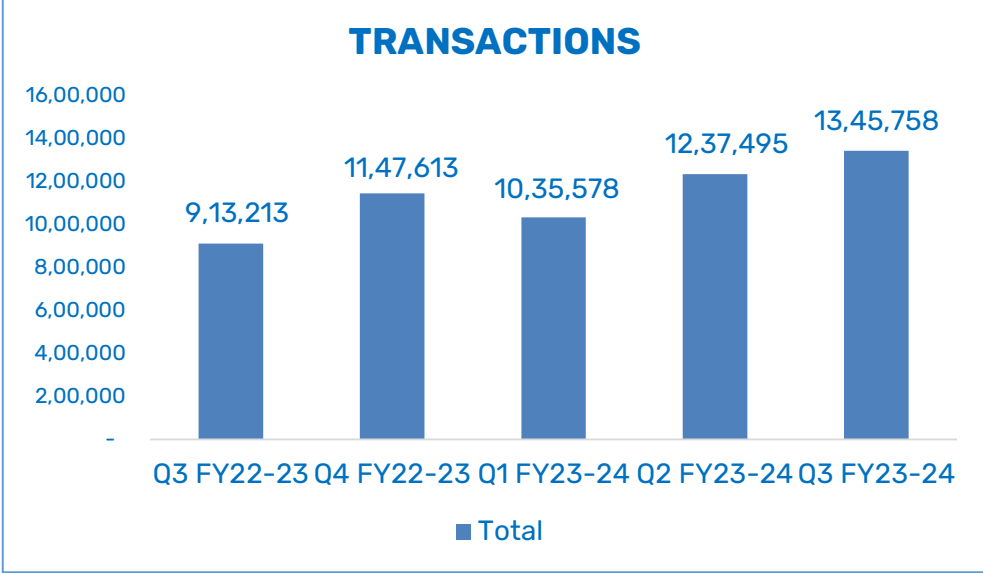
Step Tracker	Module for activity challenges & usage-based rewards
Diet & Nutrition	Nutritionist assessments, meal log
Fitness Programs	Gym access & Fitness sessions
India Stack	Creation of ABHA accounts HFR/HPR IDs for providers



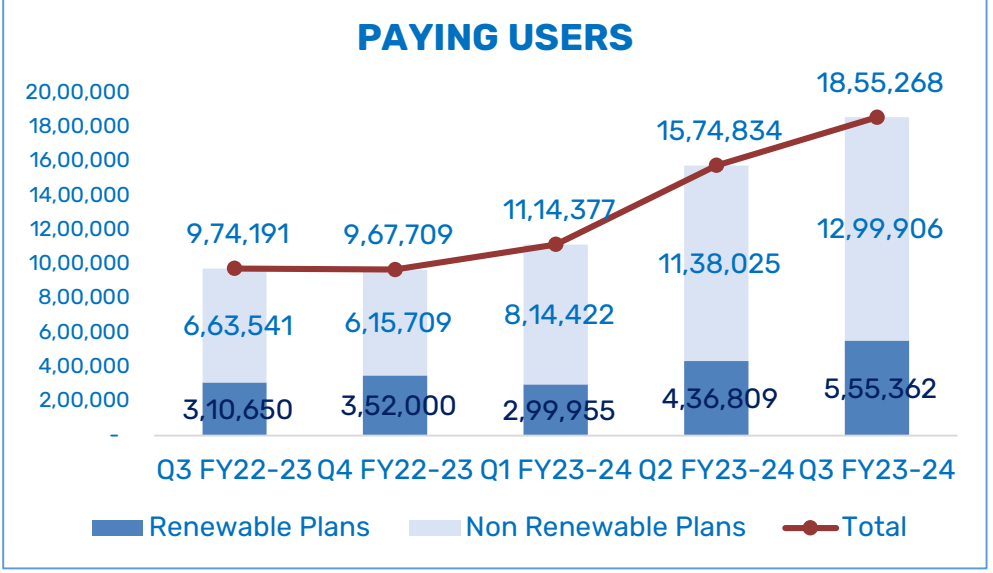
\*Cumulative unique users registered on platform or holding a product



\*Users doing any interaction on platform

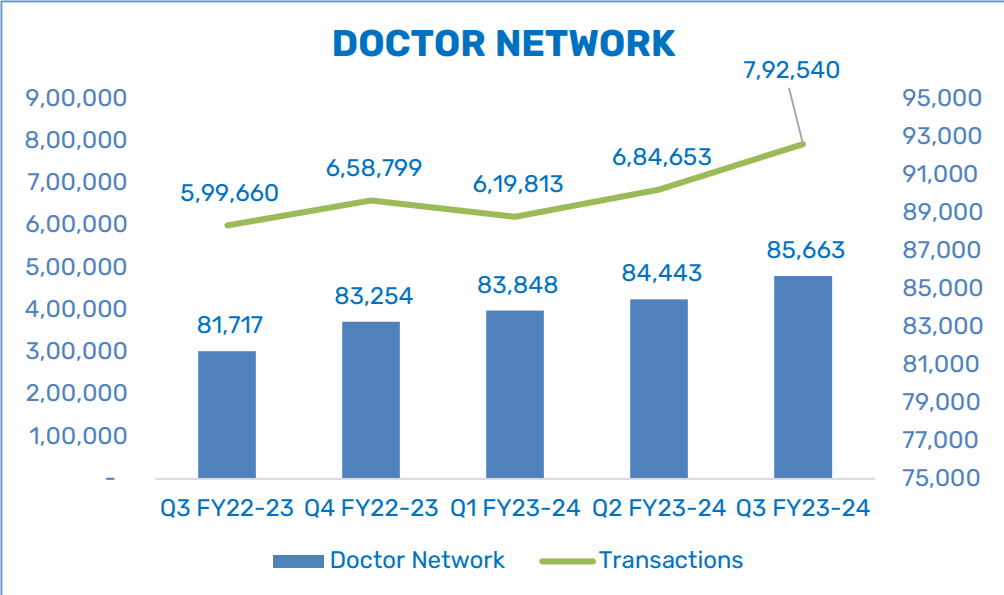


\*Healthcare transactions across all provider points

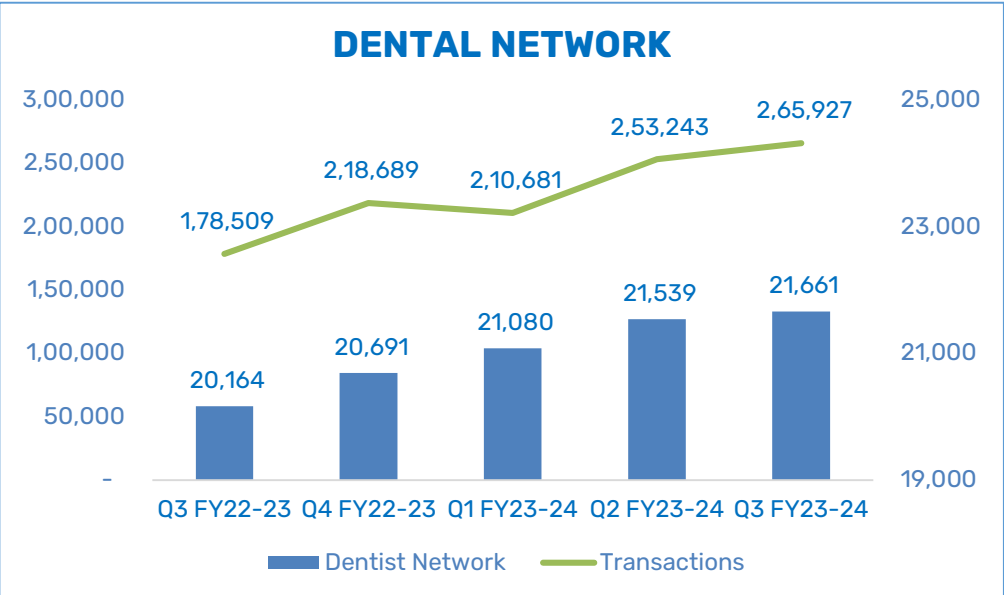


\*Users paying for services - one time or renewable

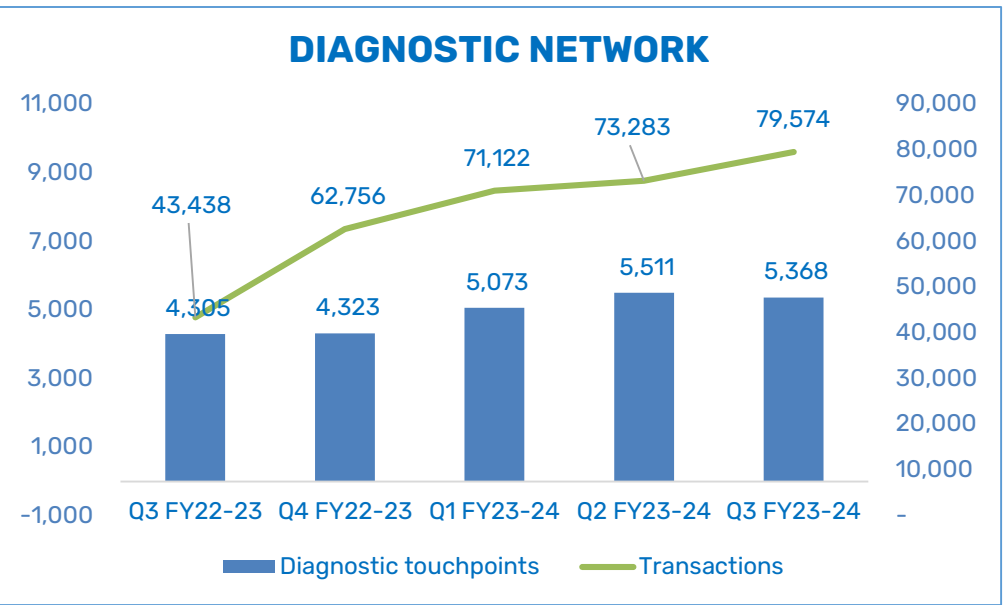
- In 9M FY24 Bajaj Finserv Health reported **Total Income of \$ 55MM v/s 21 MM** in 9M FY22
- Profit (Loss) after tax was \$ (13.9) MM in 9MFY24 v/s \$ (17.8) MM in 9MFY23; Net Worth as on 31 Dec 2023 stood at \$ 14.9 MM
- Cumulative Capital Infused till 31 Dec 2023 was \$ 76 MM; Capital infused in 9MFY23 stood at \$ 20.5 MM



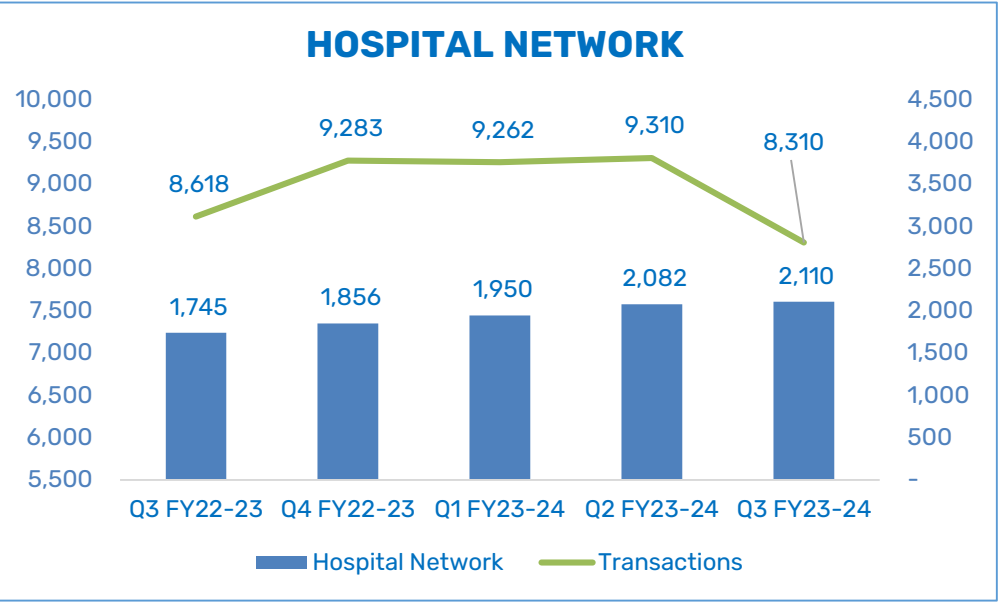
\*Network of Doctors on-boarded and total doctor transactions



\*Network of Dentists on-boarded and Dental transactions



\*Network of Diagnostic touchpoints and total diagnostic transactions



\*Network of Hospitals on-boarded and total transactions

Acquisition of Vidal Health Care Services (VHC) for \$ 39.16 MM to be settled in cash.

One of the top health services management Companies and amongst the largest third-party administrators (TPA) in India

**Services 130 mn lives with a premium base of around \$602 Mm in FY'23**

**Significant presence in servicing Corporate Group policies, Retail Insurance and Government Health schemes**

## Payer Stack

- Opens up OPD+ Wellness+ IPD+ Integrated care offering to retail and corporate consumers

## Consumer Stack

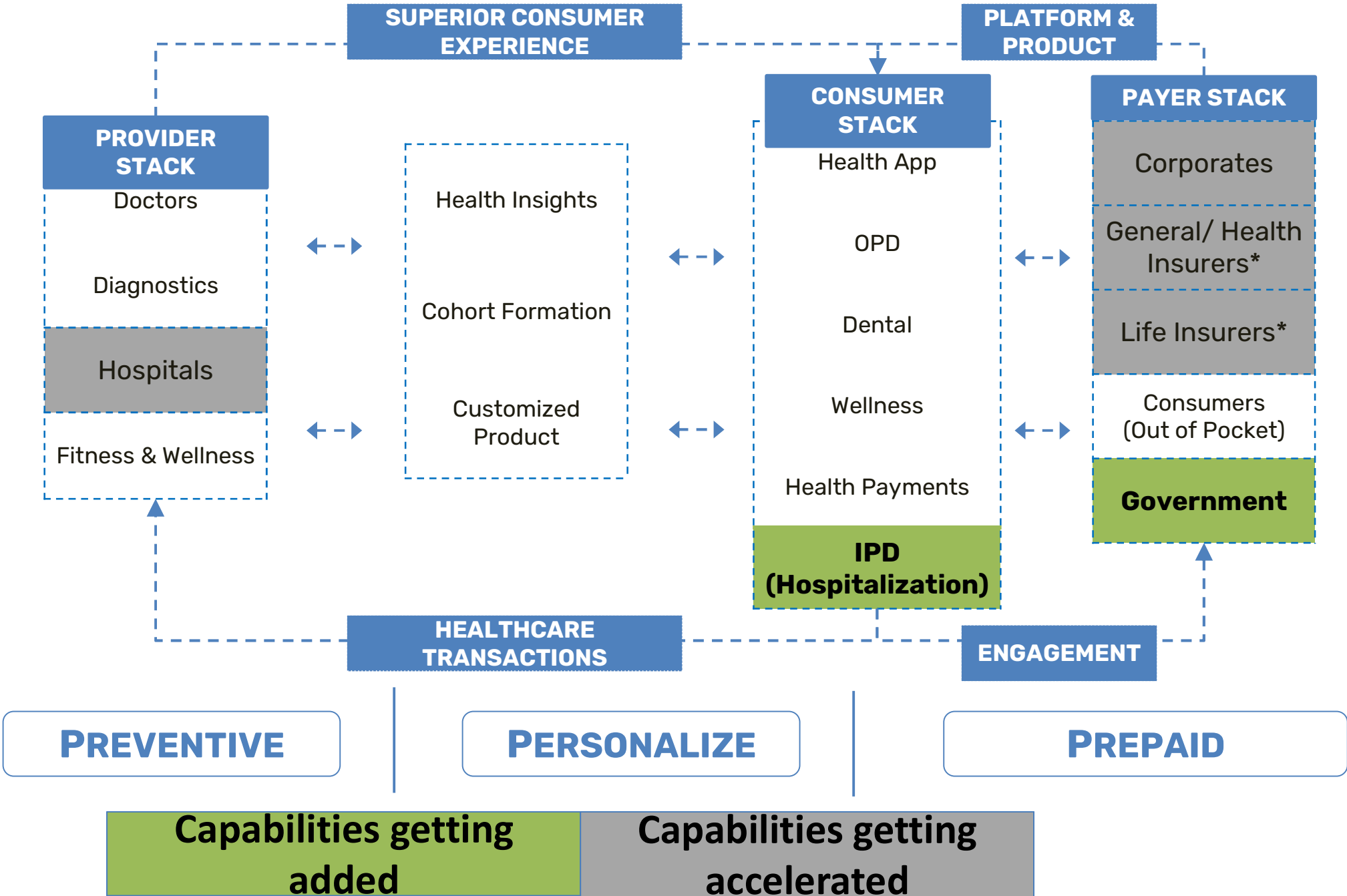
- Opportunity to offer integrated OPD & Wellness services (IPD through management of insurance claims) to Corporate partners, thereby providing continuum of care.
- Superior digital consumer experience platform to VHC customers
- Expansion of Services offering to Corporates & Insurers

## Provider Stack

- Compliments superior OPD network developed by BFHL
- Greater network access for OPD and wellness consumers of BHFL

Acquisition of Vidal completes eBH's service offering and providing it with presence across the healthcare payment spectrum

# Augmentation of Business Model combining eBH's OPD network with Vidal's IPD network



\*Requires TPA licensing by IRDAI

**Bajaj Finserv Direct Ltd**

**Bajaj Markets & Bajaj Technology Services**

## STRATEGY

BFSI marketplace is a **unique & diversified Marketplace** for **Financial Services** which **attracts** large number of consumers and **cross-sells** products by **leveraging Technology & Analytics**.

## DIFFERENTIATORS

### Diversified Marketplace Business Model

- **Open Architecture platform** offers Financial products' variants across Loans, Cards, Insurance, Investments & Payments in partnership with leading industry players

### Choice, Cost & Convenience

- Wide choice from offerings of ~81 manufacturers
- 'Compare, select & buy' from ~121 financial products
- Convenience of **end-to-end digital journey** and **frictionless** fulfilment

### Digital Technology

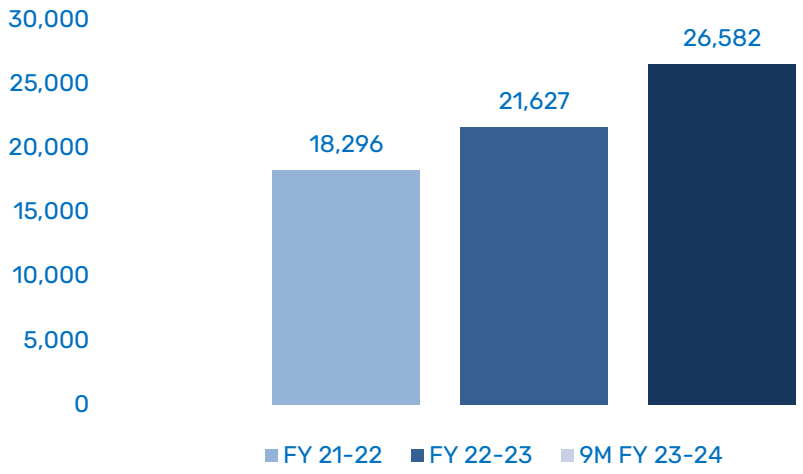
- Cloud based **digital native** architecture leveraging API ecosystem, Big Data, modern web and app technologies

### Advanced Analytics

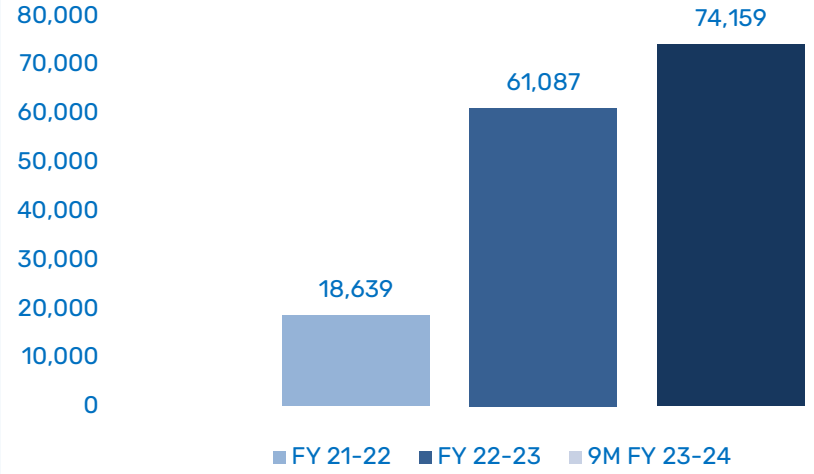
- Leveraging **large customer franchise** & its digital footprint through advanced analytics to give personalized recommendations & increase **cross-sell**



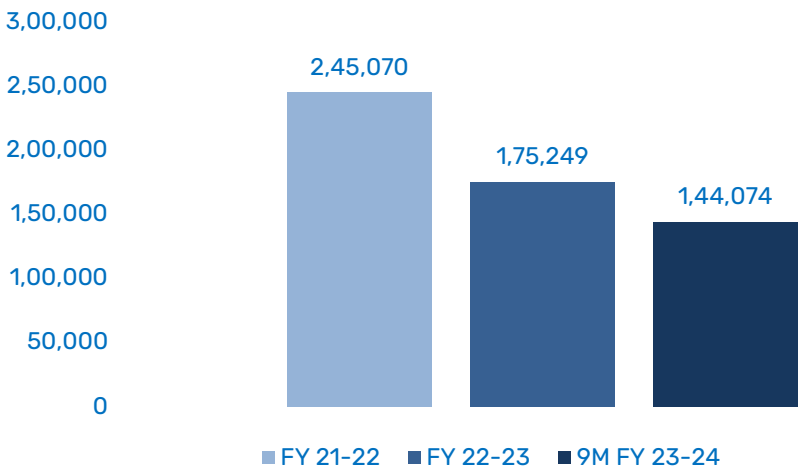
### Organic Visits (In Thousands)



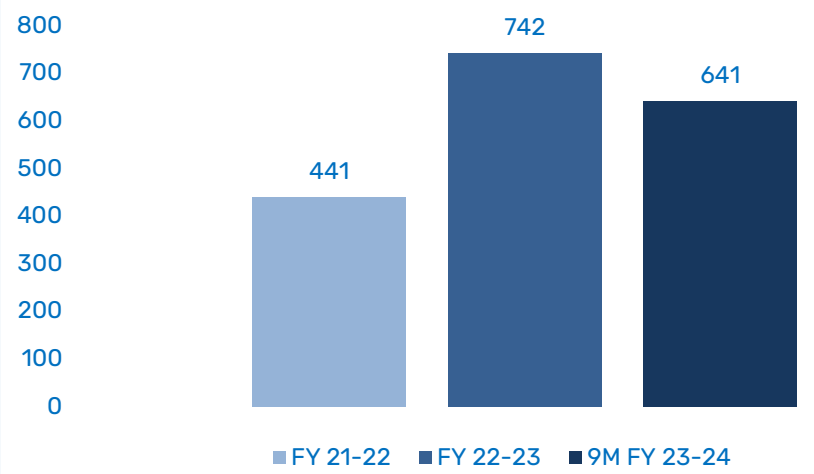
### Cumulative App Installs (In Thousands)



### Total Traffic (In Thousands)



### Transacting Customers (In Thousands)



- In 9MFY24 BFSD reported **Total Income of \$ 43.2 MM** v/s \$ 33.5 MM in 9MFY23
- Profit (Loss) after tax was \$ (5.9) MM in 9MFY24 v/s \$ (5.8) MM in 9MFY23 ; Net Worth as on 31 Dec 2023 stood at \$ 65.8 MM
- Cumulative Capital Infused till 31 Dec 2023 was \$ 97.2 MM (BFS share \$ 63.3 MM)

# B2B Digital Technology Services

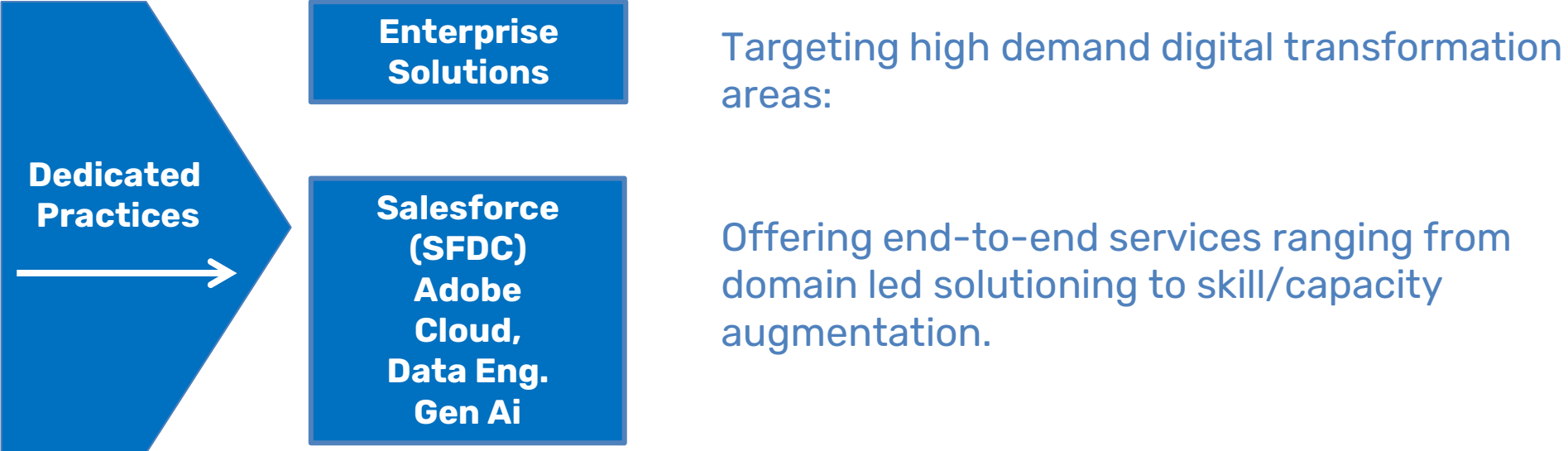
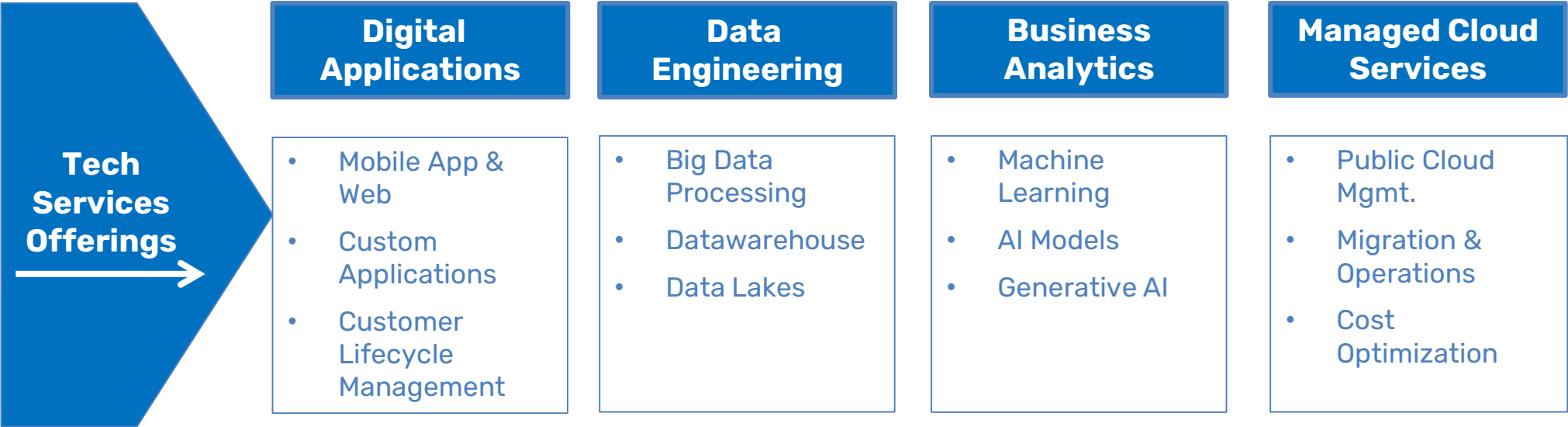
**Premium digital technology services provider** from India in the **financial services** sector through deep domain expertise and execution capabilities.

- **Portfolio of 6 technology Services** to address business needs of BFSI industry basis strong domain & technology expertise we possess, backed by 'Practitioners' view'
- We will **offer end-to-end services** including design, development, implementation & support for Digital technology solution needs of customers.
- Building Practices to create a **pool of certified resources, and focused engagement** with key market makers to get their sponsorship in market.

## Clients



\*Starting with Middle East we will expand into other international markets over the next few Qtrs.



**Bajaj Finserv Asset Management  
Company**

## Innovative, Future Focused, Differentiated AMC

### Investment Philosophy

- INQUBE
  - Informational Edge
  - Quantitative Edge
  - Behavioral Edge

### Differentiated Products

- High Credit Quality in Fixed Income schemes
- Equity schemes to have clear strategies to outperform index
- Launch passive where appropriate

### Technology as a Differentiator

- Streamlined digital touchpoints for investors and distributors for empanelment and transactions

Data & Analytics

Risk Management

# Key Highlights - Emerging Businesses

Numbers in USD MM

1USD = Rs.83

Bajaj AMC	9M FY24	9M FY23	FY23	FY22*
Total Income	1.06	0.28	0.40	0.03
PAT	(14.4)	(2.05)	-	-
Capital infused (as at 31 Dec 2023)	36.1			
Net Worth (as at 31 Dec 2023)	16.6			

## List of Mutual Funds launched by AMC

Name of the Fund	Category	AUM
Equity Funds (Arbitrage Fund, Flexi cap, Balanced advantage)	Equity	379
Debt Funds (Money Market Debt funds)	Debt	392

- Bajaj Finserv Asset Management Limited filed for its first 7 products with SEBI in Mar-23 and Apr-23.
- Total **Assets Under Managements stood at \$ 770 MM.**
- The Company has an overall market position of 29 out of 43.**

\*from October 2021 to March 2022

**BAJAJ FINANCE**

## STRATEGY

- Diversified financial services strategy seeking to optimize risk and profit, to deliver a sustainable business model and deliver a superior ROE and ROA
- Focused on continuous innovation to transform customer experience to create growth opportunities.

## DIFFERENTIATORS

Focus on mass affluent and above clients

Overall customer franchise of 80+ MM. and Cross sell client base of 49+ Mm.

Strong focus on cross selling to existing customers

Centre of Excellence for each business vertical to bring efficiencies across businesses and improve cross sell opportunity.

Highly agile & highly innovative

Continuous improvement in features of products & timely transitions to maintain competitive edge

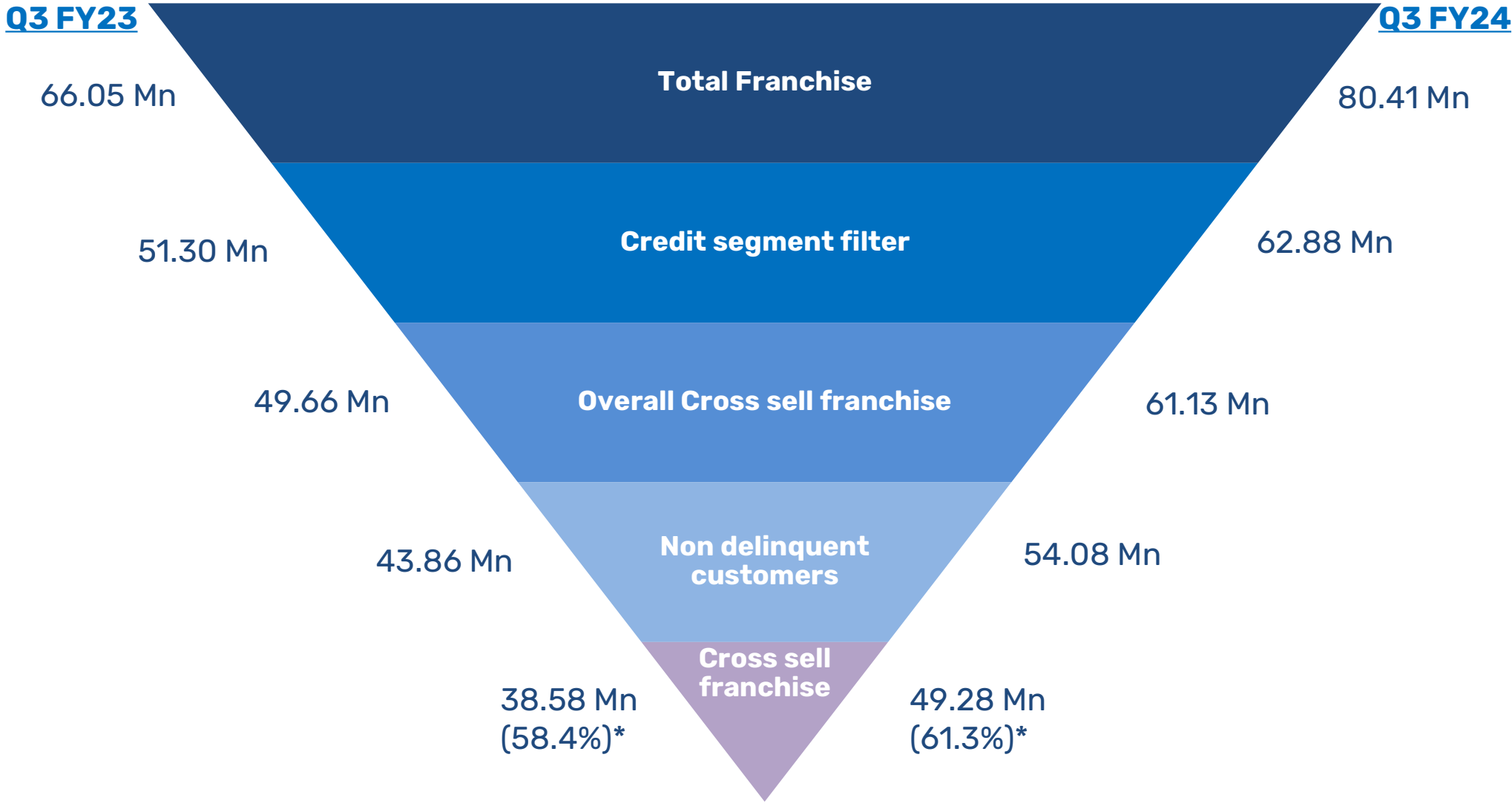
Deep investment in technology and analytics

Focused on continuous innovation to transform customer experience and create growth opportunities through their Omnipresence Strategy, 3-in-1 app and their web platform

Diversified asset mix supported by strong ALM and broad-based sources of borrowings

Consolidated lending AUM mix for Urban: Rural: SME: Commercial: Mortgages stood at 34% : 9% : 13% : 13% : 31% as of 31st December 2023  
Consolidated borrowing mix for Money Markets: Banks: Deposits: ECB stood at 45% : 33% : 22%





### Customer Franchise addition



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

## BAJAJ FINANCE

### Consumer

- Largest consumer electronics, digital products & lifestyle lender in India
- Presence in 1,538 locations with 134.7K+ active points of sale as at 31 Dec 2023
- Amongst the largest personal loan lenders
- EMI Card franchise of over 42.2 MM cards in force as on 31 Dec 2023
- Among the largest new loans acquirers in India 9.86 MM in Q3 FY24
- Digital app platform has 49.19 MM net users as of 31 Dec 2023
- Co-branded credit card CIF stood at 3.98 MM as of 31 Dec 2023

### SME

- Focused on affluent SMEs with established financials & demonstrated borrowing track records
- Offer a range of unsecured working capital & growth capital products to SME & self-employed professionals
- Secured offerings include enterprise loans against property
- Focused on accelerating used car financing business
- Offers medical equipment financing for medical professionals.

### Commercial

- Wholesale Lending products covering short-, medium- and long-term financing needs of mid market corporates such as
  - ✓ Auto component and ancillary manufacturers
  - ✓ Pharma
  - ✓ Specialty Chemicals
  - ✓ Lease Rental Discounting
  - ✓ Financial institution Groups
- Structured products collateralized by marketable securities or mortgage
- Financing against shares, mutual funds, insurance policies and deposits

### Rural

- Unique hub-and-spoke business model in 2,554 towns and villages with retail presence across 46.3K+ active points of sale as of 31 Dec 2023
- Diversified rural lending model with 10 product lines across consumer and SME business categories

## Growing customer franchise

- Customer franchise as of 31 Dec 2023 up by 22%, 80.4 MM in 9M FY2024 from 66.1 MM for 9M FY2023

## Strong AUM growth

- Consolidated AUM of \$37,466 MM as on 31 Dec 2023, up by 35% from \$27,812 MM as on 31 Dec 2022.

## Robust Profit growth

- Consolidated PAT of \$1,280 MM for 9M FY2024, up by 27% from \$1006 MM for 9MFY2022

## Strong Capital Adequacy

- Capital Adequacy remained strong at 23.87%, Tier I capital stood at 22.80% as on 31 Dec 2023.

## One of lowest NPA's

- Net NPA stood at 0.37% as on 31 Dec 2023, one of the lowest in the Industry

## Geographic footprint

- Present in 4,092 locations with 190K+ active distribution points of sale as of 31 December 2023

## Strong positive ALM

- BFL has had consistently positive Asset Liability Mismatch, i.e., the inflows are greater than the outflows

# Bajaj Finance – Financial Highlights

Consolidated numbers in USD MM

1USD = Rs.83

Financial Snapshot	FY18	FY19	FY20	FY21	FY22	FY23	CAGR <sup>1</sup>	9M FY23	9M FY24	Grow th
Assets under management	9,930	13,962	17,729	18,427	23,790	29,805	25%	27,812	37,466	35%
Income from operations	1,537	2,229	3,179	3,215	3,813	4,990	27%	3,620	4,825	33%
Interest expenses	556	798	1,141	1,134	1,175	1,513	22%	1,080	1,627	51%
Net Interest Income (NII)	981	1,431	2,038	2,081	2,638	3,477	29%	2,540	3,197	29%
Operating Expenses	394	506	682	640	914	1,222	25%	902	1,087	21%
Loan Losses & Provision	124	181	473	719	579	384	25%	281	400	43%
Profit before tax	463	744	882	722	1,145	1,871	32%	1,357	1,711	26%
Profit after tax	301	481	634	533	847	1,387	36%	1,006	1,280	27%

Ratios	FY19	FY19	FY20	FY21	FY22	FY23	CAGR <sup>1</sup>	9M FY23	9M FY24	CAGR <sup>1</sup>
Return on assets <sup>+</sup>	3.7%	4.2%	4.1%	3.1%	4.2%	5.3%	-	4.0%	3.9%	-
Return on equity <sup>+</sup>	20.1%	22.5%	20.2%	12.8%	17.4%	23.5%	-	17.6%	16.7%	-
Net NPA*	0.43%	0.63%	0.65%	0.75%	0.68%	0.34%	-	0.41%	0.37%	-
NPA provisioning coverage	70%	60%	60%	58%	58%	64%	-	55%	62%	-
Book value per share (USD/share)	3.5	4.1	6.5	7.4	8.7	10.9	26%	10	14	

\*As per the RBI regulations, NNPA numbers for FY19 onwards are at 3 months overdue.

<sup>1</sup> CAGR is calculated for period FY18 to FY23

Note : Numbers used in the above table are compliant with International Financial Reporting Standards; Consol. refers to consolidated numbers for BFL including its two subsidiaries – Bajaj Housing Finance Limited (BHFL) and Bajaj Financial Securities Limited (BFSL);

**BAJAJ HOUSING FINANCE LIMITED (BHFL)**

# BHFL – Key Strategic Differentiators

## STRATEGY

- Focus on building a low-risk balance sheet with medium ROE. Salaried HL to be the core growth driver over the next 3-5 years.
- Continued focus towards OPEX management through cost out, process efficiencies and digitalization initiatives
- Continuous focus on data analytics to check eligibility and offers for different customer base.

## DIFFERENTIATORS

Top Mortgage Originator

BHFL ranks among top mortgage originators in India in 6 years of operations  
Aim to be amongst the top mortgage originators in the country in the NBFC space

Low Risk Business Model

Creation of low-risk sustainable balance sheet delivering GNPA in corridor of 0.4%-0.6% and ROE of 13-15%  
Focus largely on salaried home loan opportunity

Diversified Homeloans-Focused Business Mix

Continue to focus on building granular portfolio with focus on mass affluent customers as core target segment  
Home Loans to contribute 60-65% of portfolio

Strong focus on cross selling to existing customers

Centre of Excellence for each business vertical to bring efficiencies across businesses and improve cross sell opportunity by customer data enrichment.  
Centralized COE catering to all businesses.

Focus on the Mass Affluent Segment

Focus on mass affluent and above customer segment with average age of 35-40 years and average salary of \$ 0.01 – 0.03 MM.

# BHFL : Key Takeaways

## Strong AUM growth

- AUM of \$10,353 MM as on 31 Dec 2023, up by 31% from \$7,901 MM as on 31 Dec 2022.

## AUM Mix

- 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%.
- Portfolio composition for HL : LAP : LRD : DF : Rural : Others stood at 56% : 9% : 19% : 10% : 4% : 2% as of 31 December 2023.

## Robust Profit growth

- PAT of \$163 MM for 9M FY2024, up by 41% from \$115 MM for 9MFY2022

## Strong Capital Adequacy

- Capital Adequacy remained strong at 21.92%, Tier I capital stood at 21.28% as on 31 Dec 2023.

## NPA

- Net NPA stood at 0.10% as on 31 Dec 2023.

# Bajaj Housing Finance Limited – Financial Highlights

Numbers in USD MM

1USD = Rs.83

Financial Snapshot	FY18	FY19	FY20	FY21	FY22	FY23	CAGR <sup>1</sup>	9MFY23	9MFY24	Growth
Assets under management	430	212	3,940	4,683	6,424	8,341	81%	7,901	10,353	31%
Income from operations	13	139	319	380	454	683	122%	492	677	38%
Interest expenses	6	83	195	237	260	387	133%	272	411	51%
Net Interest Income (NII)	7	57	124	143	194	296	111%	220	266	21%
Operating Expenses	5	36	41	40	57	76	70%	56	61	10%
Loan Losses & Provision	0	3	15	30	22	15	99%	8	3	-61%
Profit before tax	1	18	68	74	116	205	174%	156	202	29%
Profit after tax	1	13	51	55	86	152	163%	115	163	41%
Ratios	FY19	FY19	FY20	FY21	FY22	FY23	CAGR <sup>1</sup>	9MFY23	9MFY24	Growth
Return on assets <sup>+</sup>	0.6%	1.1%	1.9%	1.5%	1.8%	2.3%	-	2.4%	2.7%	-
Return on equity <sup>+</sup>	1.1%	4.2%	9.1%	7.8%	11.1%	14.6%	-	15.1%	16.1%	-
Net NPA*	0.0%	0.0%	0.1%	0.2%	0.1%	0.1%	-	0.1%	0.1%	-
NPA provisioning coverage	-	35%	38%	38%	54%	64%	-	55%	61%	-
Book value per share (USD/share)	0.12	0.12	0.14	0.15	0.17	0.19	9%	0.18	0.21	16%

\*As per the RBI regulations, NNPA numbers for FY19 onwards are at 3 months overdue.

<sup>1</sup> CAGR is calculated for period FY18 to FY23

Note : Numbers used in the above table are compliant with International Financial Reporting Standards; Consol. refers to consolidated numbers for BFL including its two subsidiaries – Bajaj Housing Finance Limited (BHFL) and Bajaj Financial Securities Limited (BFSL);



# **ESG Initiatives and Focus Areas**

# Some key new initiatives during the year towards furtherance of ESG

*“ESG is not just the right thing to do, it is what will shape a better tomorrow.”*

More than 80% of Applicable Portfolio\* Assets are ESG assessed: 90% BAGIC and 80% BALIC

Promoting government initiatives through PMJJBY scheme achieving a coverage for ~1.2 million lives in FY2023

~1 million people benefitted from CSR projects initiated under single and multiyear programs in FY2023 covering Child, Youth etc.

Group level gender diversity % has gone up from 10.42% (March 31, 2022) to 11.41% (March 31, 2023)

ESG linked Materiality Assessment across the Group for Lending and Insurance businesses

Crop insurance availed by more than 8.5 million farmers in the last five years

“Group Sampoorna Suraksha Kavach” and “Group Sampoorna Jeevan Suraksha” provided coverage for approximately 20 million lives in FY2023

Certificate Programme in Banking, Finance and Insurance (CPBFI), the flagship program, two third students were women across 20 States with 10,781 Enrollment

Installation of rooftop solar power plants at six offices with capacity of 690.8 KW

Note : Further details on these initiatives can be found in our Business Responsibility and Sustainability Report, published on our website

\*Applicable portfolio means all the investments other than ETFs, AIFs, RelTs, InvITs, and unlisted Equity

# Illustrations on some of our ESG focus areas

## Governance

- Adoption of Board approved 'Responsible Business Conduct and Sustainability Policy' of the Company and its material subsidiaries
- More than 99% of fixed income portfolio of insurance subsidiaries comprises the highest credit rated securities (sovereign / AAA or equivalent).
- Bajaj Finserv continues to maintain favorable liquidity / solvency higher than the statutory requirement across material subsidiaries.

## Reaching Financial Services to Million of Indians

- Bajaj Finserv through its 4,500+ branches and offices offers financial and insurance products and services across subsidiaries
- Enabled livelihood of individuals through three-wheeler financing of more than \$718 MM & SME lending of more than \$4,600 MM during the last 3 years
- We continue to provide crop and cattle insurance products which are especially designed for the rural markets. In last 3 years, more than 6.6 million farmers have availed the benefits from these products.

## Preserving and Protecting Environment

- Renewable power generated is higher than the electricity consumed basis Wind Power Generation of 83.4 million units
- Added Renewable Power Capacity through Solar Rooftop power plants at certain offices with an installed capacity of 690.8 KW.
- Products for EV Finance and Insurance.
- Planted over 53,500 saplings in FY2023.
- EVs were introduced in inter-office commute as shuttle transport replacing fossil fuel-based vehicles.

## Empowering Society

- For 2022-23 the CSR Spend was \$28 MM with multiple partners across the program covering Child, Youth etc.
- ~1.3 million people benefited directly from CSR projects in initiated single and multiyear programs.
- CPBFI\*, our flagship program is now in 20 states (2/3rd students being women) with 10,781 Enrolments.

## Customer Centricity

- Charters and policies to protect interest of customers
- Use of technology to enhance customer experience
- Customer education and awareness campaigns

## Human Capital

- Diversity & Inclusion councils set up across the Group. Group level gender diversity % has gone up from 10.42% (March 31, 2022) to 11.41% (March 31, 2023)
- Imparted approximately 530k hours of training to more than 50,000 employees to upskill/multi-skill themselves
- Approximately 67% of permanent employees, are employed in areas other than the top 10 cities by population

## One Finserv – Group Level Talent & Succession Management Initiatives

Employees are assessed across 3 dimensions – **performance, potential, and leadership mindsets**, which include

- Customer Obsession
- Talent Builder
- Innovate to Simplify
- Founder’s Mindset
- Dream to Deliver
- Do the Right Thing
- Being Responsible
- Delegate and Develop

Group level **common job structure** and job evaluation using Hay Points

**Mobility across the group** through group IJP (Internal Job Posting) – all jobs are advertised internally

**Talent mapping** for 376 employees spanning top bands across 6 companies – monitored centrally

**Succession Planning for Top Management** – Top positions mapped to potential talent and individuals mapped to potential opportunities across the group

Group level **L&D initiatives** and **Talent Pool Building** through:

- Group Young Leaders Program (GYLP)
- Group Finance Associate Program (GFAP)
- 30-Under-30 Program (Junior Management Talent Acceleration Program)
- Women Talent Acceleration Program

**Thank You**

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