

# BAJAJ FINANCE LIMITED

26 April 2022

<b>THE MANAGER, BSE LIMITED DCS - CRD PHIROZE JEEJEEBHOY TOWERS DALAL STREET, MUMBAI - 400 001</b>	<b>THE MANAGER, LISTING DEPARTMENT NATIONAL STOCK EXCHANGE OF INDIA LTD. EXCHANGE PLAZA, C-1. BLOCK G, BANDRA - KURLA COMPLEX, BANDRA (EAST) MUMBAI - 400 051</b>
<b>SCRIP CODE: 500034</b>	<b>SCRIP CODE: BAJFINANCE - EQ</b>

Dear Sir/Madam,

**Sub: Investor Presentation for the quarter ended 31 March 2022**

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith Presentation to be made to analyst/investor for the quarter ended 31 March 2022.

Please access the live webcast of conference call scheduled to be held today i.e. 26 April 2022 at 6.30 p.m. IST at

<https://services.choruscall.com/mediaframe/webcast.html?webcastid=eYvTHvct>

We request you to kindly take the same on record.

Thanking you,  
Yours Faithfully,  
For **Bajaj Finance Limited**

**R. Vijay**  
**Company Secretary**  
Email ID: [investor.service@bajajfinserv.in](mailto:investor.service@bajajfinserv.in)

Encl.: As above

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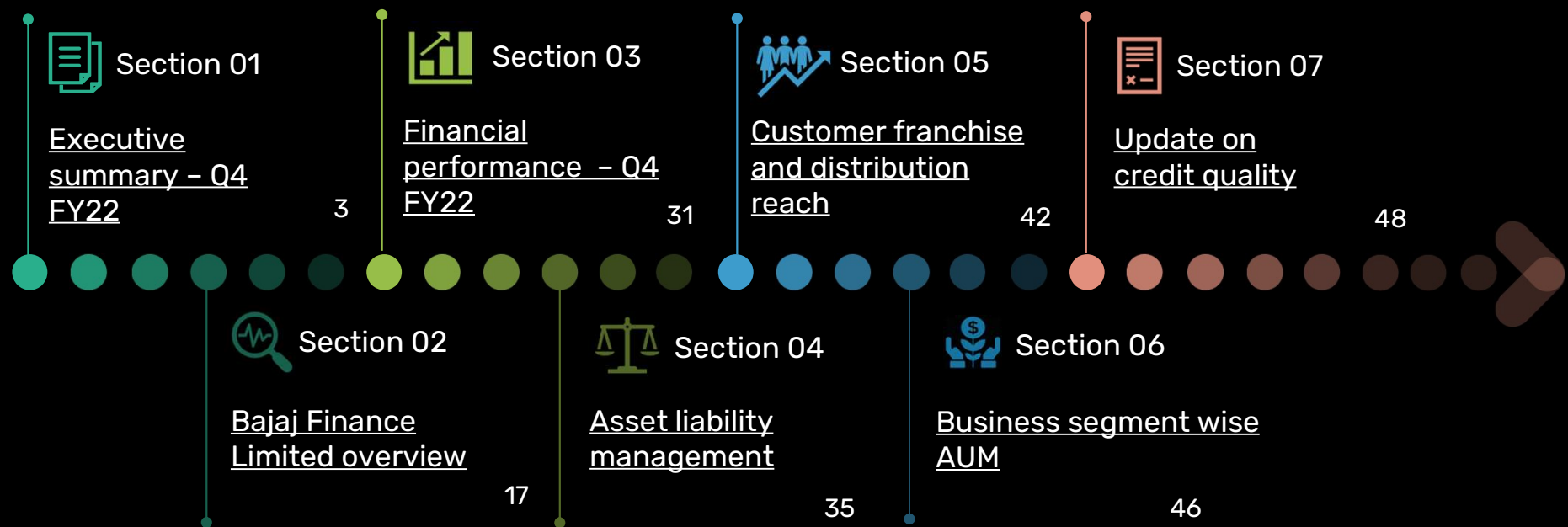
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# **BAJAJ FINANCE LIMITED**

**Q4 FY22 Investor Presentation**  
**26 April 2022**



 **Section 01**  
**Executive summary – Q4**  
**FY22**

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Quarter gone by

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Lead financial indicators

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Business Transformation  
Update

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Consolidated financial performance –  
FY22

An excellent quarter for the Company across balance sheet growth, portfolio quality and profitability. Omnipresence agenda continued to accelerate in Q4. Overall, excited about FY23 prospects.

	<u>Core AUM</u>	<u>Opex to NII</u>	<u>PAT</u>	<u>ROE*</u>	<u>Net NPA</u>
<u>Q4 FY22</u>	₹ 1,92,087 Cr YoY Growth 26%	34.6% Q4 FY21 34.5%	₹ 2,420 Cr YoY Growth 80%	5.7% Q4 FY21 3.7%	0.68% Q4 FY21 0.75%
<u>FY22</u>	₹ 1,92,087 Cr YoY Growth 26%	34.6% FY21 30.7%	₹ 7,028 Cr YoY Growth 59%	17.4% FY21 12.8%	0.68% FY21 0.75%

AUM (including IPO financing receivables) stood at ₹ 1,97,452 crore

\*Not annualized

## Lead financial indicators

## BAJAJ FINANCE LIMITED

1. Strong Core AUM growth\* of ₹ 10,837 crore in Q4. In Q4, AUM growth was secular across all lines of businesses. In FY22, the Company added ₹ 39,305 crore of core AUM.
2. AUM as of 31 March 2022 was up 29% at ₹ 1,97,452 crore as against ₹ 1,52,947 crore as of 31 March 2021. In FY22, AUM composition remained steady.
3. In Q4, the Company booked 6.28 MM new loans as against 5.47 MM in Q4 FY21. In FY22, new loans booked were 24.68 MM as compared to 16.88 MM in FY21.
4. In Q4, volume growth in B2B consumption businesses was 15% and disbursements growth was 27%. B2B disbursements were ₹ 13,187 crore in Q4 FY22 as against ₹ 10,404 crore in Q4 FY21.
5. In Q4, the Company added 2.21 MM new customers to its franchise.
6. Customer franchise stood at 57.57 MM as of 31 March 2022, a growth of 19% YoY. Highest ever customer franchise addition of 9 MM in FY22. Cross sell franchise stood at 32.77 MM, a growth of 22% YoY. The Company is comfortable adding 8-9 MM new customers in FY23.
7. In Q4, the Company added 81 new locations. Geographic presence stood at 3,504 locations and 1,33,200+ distribution points as of 31 March 2022.
8. Competitive intensity remained elevated across products. The Company continues to protect its margin profile across businesses. It reflected in core AUM growth of 26% and NIM growth of 30%.
9. In Q4, cost of funds was 6.71%. Liquidity buffer stood at ~ ₹ 10,110 crore as of 31 March 2022. Liquidity buffer has now normalized to pre-covid levels.

\*Core AUM growth = (AUM growth for the quarter – short tenor IPO financing book + additional losses on account of COVID, if any).

## Lead financial indicators

## BAJAJ FINANCE LIMITED

10. Deposits book grew by 19% YOY to ₹ 30,800 crore as of 31 March 2022. Its contribution to consolidated borrowings stood at 19% as of 31 March 2022. The Company has created a deposits V2 plan to grow deposits book significantly over the next 3 years.
11. In Q4, Opex to NII was 34.6%. The Company continues to invest in teams and technology for business transformation. Given the deep investments being committed to Omnichannel strategy (geo-expansion, app platform, web platform), the Company expects Opex to NII to remain elevated for FY23.
12. In Q4, loan losses and provisions were ₹ 702 crore. This includes an additional charge of ₹ 100 crore for one large B2B commercial account. In Q4, loan loss to average receivables was 0.38%. On a quarterly basis this metric is now better than pre-covid levels. The Company has a management overlay of ₹ 1,060 crore as of 31 March 2022.
13. In Q4, portfolio credit metrics and debt management efficiencies across products improved further and is better than pre-covid levels across most businesses.
14. GNPA & NNPA stood at 1.60% and 0.68% as of 31 March 2022 as against 1.73% and 0.78% as of 31 December 2021. The Company's GNPA and NNPA ratios are now better than pre-covid levels.
15. Overall stage 2 assets stood at ₹ 3,861 crore as of 31 March 2022 as against ₹ 5,299 crore as of 31 December 2021.
16. Overall stage 3 assets stood at ₹ 3,133 crore as of 31 March 2022 as against ₹ 3,108 crore as of 31 December 2021. This includes one large B2B commercial account of ₹ 393 crore which has moved to Stage 3 in Q4 FY22.
17. The portfolio composition across Stage 1, Stage 2 and Stage 3 is now better than pre-covid metrics. Stage 1 is at 96.43%, Stage 2 is at 1.97% and Stage 3 at 1.60% as against pre-covid Stage 1 of 95.83%, Stage 2 of 2.51% and Stage 3 of 1.65% as of 31 December 2019.

## Lead financial indicators

## BAJAJ FINANCE LIMITED

18. On portfolio credit quality, 10 portfolios are green and 1 is yellow (two and three-wheeler).
19. Consolidated post tax profit grew by 80% to ₹ 2,420 crore in Q4 FY22 as compared to ₹ 1,347 crore in Q4 FY21.
20. Capital adequacy remained strong at 27.22% as of 31 March 2022. Tier-1 capital was 24.75%.
21. The Board of Directors has recommended a dividend of ₹ 20 per equity share of the face value of ₹ 2 (1000%) for FY22. This amounts to 19.07% of the Company's standalone profit for FY22 and is in line with the Company's dividend distribution policy.
22. On 15 February 2022, RBI allowed deferment till 30 September 2022 of Para 10 of its earlier circular dated 12 November 2021 pertaining to upgradation of NPA accounts only on receipt of entire overdue of the customer. As a matter of prudence, the Company has not opted for this deferment.

### **Bajaj Housing Finance Limited (BHFL)**

23. BHFL AUM grew by 37% to ₹ 53,322 crore as of 31 March 2022. The Company crossed a significant milestone of ₹ 50K crore AUM during Q4 FY22.
24. In Q4, Net Interest Income grew by 22% to ₹ 452 crore from ₹ 369 crore in Q4 FY21.
25. In Q4, Opex to NII stood at 32.5% as against 26.6% in Q4 FY21. Since Q3, BHFL has accelerated its investment in geographic expansion and deepening of organization structures for next level of growth.
26. In Q4, loan losses and provisions were ₹ 38 crore as against ₹ 30 crore in Q4 FY21. BHFL has maintained its management overlay provision at ₹ 211 crore as of 31 March 2022.
27. GNPA & NNPA stood at 0.31% and 0.14% as of 31 March 2022 as against 0.35% and 0.18% as of 31 December 2021.



## Lead financial indicators

**BAJAJ FINANCE LIMITED**

- 28. In Q4, BHFL delivered post tax profit of ₹ 198 crore as against ₹ 179 crore in Q4 FY21, a growth of 11%.
- 29. Capital adequacy of BHFL was 19.72% as of 31 March 2022. On 7 April 2022, BFL infused capital of ₹ 2,500 crore in BHFL to support its capital needs for next 24 months.

### **Bajaj Financial Securities Limited (BFSL)**

- 30. In Q4, BFSL added 62K customers to its broking franchise. Its Retail and HNI customer franchise stood at 331K as of 31 March 2022.
- 31. Margin Trading Finance book grew to ₹ 720 crore as of 31 March 2022 as against ₹ 184 crore as of 31 March 2021.
- 32. In Q4, total Income was ₹ 39 crore as against ₹ 17 crore in Q4 FY21.
- 33. In Q4, Profit after tax was ₹ 9 crore as against ₹ 4.5 crore in Q4 FY21.

# **Business Transformation update**

In FY23, Omnipresence strategy will expand from geography and digital app platform to also include creation of a digital web platform.

1. Web remains an extremely important driver of traffic, volumes and service to customers in the digital space. As part of its Omnichannel strategy, the Company is building a web platform which will provide a platform agnostic experience across web and app. In the last 7-9 months, the Company has invested in domain talent and technology to build a large digital web platform.
2. In FY23, the Company will completely transform web experience enabled by a common technology infrastructure layer between app and web. The UI/UX will be identical to digital app platform for ease of navigation and customer experience. The new digital web platform will also have significant expansion of content infrastructure to drive search traffic. Once implemented, the digital web platform will offer a consistent experience across both app and web ('web' = 'app') and customers will be able to commence journey on one platform and conclude on the other platform.
3. Phase 1 of web platform will go live by October 2022 and phase 2 by March 2023. Post implementation of both phases, customers will get full-service platform agnostic experience (commence on app, conclude on web and vice versa)

## Geography

4. In Q4, the Company added 81 new locations to its distribution footprint. Total geographic footprint stood at 3,504 locations and 1,33,200+ distribution points. In FY22, the Company added 516 new locations. The Company continues to invest deeply in UP, Bihar and north-eastern states.

## Digital app platform

5. Insurance marketplace went live in March 2022 offering 4 motor insurance products, 9 health insurance products, 8 asset insurance products and 345 pocket insurance products. Its key features include compare, review, buy policies, service section including policy documents, claims request, updation of policy details and dedicated real estate for insurance partner for hosting their contents like company information, product information, customer testimonials etc.
6. Investments marketplace in partnership with Bajaj Finserv Direct Ltd. went live in February 2022 offering various mutual funds and fixed deposit options to customers. Its key features include options to explore and invest, seamless onboarding for existing mutual fund investors, easy online KYC process for new investors, various investment calculators, portfolio view, etc.
7. Rewards management system (RMS) went live in March 2022. RMS will drive higher customer engagement on the app enabling higher conversion rates. RMS delivers rewards in the form of reward points, cash back into wallet and vouchers for online & offline purchases. In Q4, rewards program has been implemented for all payment products and plan is to deploy the same for all loan journeys as we deliver phase 2 by Q3 FY23.
8. In Q4, the Company added net 2.6 MM users on its digital app platform as against 3.6 MM in Q3 FY22. In FY23, the Company intends to add 14-16 MM net new users.
9. The Company has net 19.1 MM active users on its digital app platform as of 31 March 2022 as against net 16.5 MM active users as of 31 December 2021. In FY23, the Company intends to have 33-35 MM net active users.
10. As articulated in Q3, the Company had planned to build 17 new features and components as part of its phase 2 digital app platform. The final additional features and components which will get deployed in FY23 between 3 sprints, now stands at 62 features and components.

# Omnipresence strategy update

**BAJAJ FINANCE LIMITED**

11. In Q4, the Company booked 455K new EMI card customers digitally. Cards In Force (CIF) of EMI cards acquired digitally now stands at 1.8 MM. In Q4, this CIF delivered 234K loans.
12. In Q4, EMI store visits were 36.9 MM as against 44.7 MM in Q3 FY22 which had festival seasonality. In Q4, the Company booked 526K new loans from B2B marketplace as against 393K new loans in Q3 FY22. EMI store currently hosts 25,972 SKUs across 27,449 merchants and 375 manufacturers as of 31 March 2022.
13. In Q4, digital app platform delivered volumes of ₹ 1,800 crore for personal loan and 29K cards for credit card distribution business.
14. In Q4, debt management services transactions on digital app platform stood at 385K as against 76K in Q3 FY22.
15. Flexi loan transactions on digital app platform went live in December 2021. In Q4, flexi loan transactions through digital app platform stood at 780K.
16. In Q4, the Company added 18 engagement partners as part of its app in app framework. The Company now has 48 engagement partners on its app platform across B2B merchants, lifestyle merchants and other engagement categories.

## **Payments**

17. QR based P2M acquiring business has gone live. Distribution expansion is underway.
18. The Company has significantly accelerated its investments in building a full-service payments business across issuance and acquiring. It has created a strategic business unit for payments to accelerate payments initiatives. In FY23, the Company has plans to launch P2P, EDC, PG businesses on its own or through strategic partnerships. In FY23, the Company has set aside deep investments to grow payments business.

# Omnipresence strategy update

**BAJAJ FINANCE LIMITED**

19. In Q4, the Company added 1.7 MM wallets as against 2.5 MM in Q3 FY22. The Company has 6.5 MM customers on its wallet as of 31 March 2022. In Q4, ~ 1 MM transactions were done by these customers. In FY23, as a result of rewards management system launch, all cashback promotion initiatives across the Company will be routed through wallets, helping create a virtuous cycle of engagement and velocity.
20. In Q4, 1.1 MM new UPI VPAs were created as against 550K in Q3 FY22. The Company has 2.1 MM VPAs as of 31 March 2022. These customers made 890K transactions in Q4 FY22.
21. In Q4, 1.4 MM bill payment transactions were executed by the customers using the Company's bill pay service.

# **Consolidated financial performance - FY22**

# Executive summary FY22 - Consolidated



## **Balance Sheet and Franchise:**

1. New loans booked increased by 46% to 24.68 MM as of 31 March 2022 as against 16.88 MM as of 31 March 2021.
2. Customer franchise increased by 19% to 57.57 MM as of 31 March 2022 as against 48.57 MM as of 31 March 2021.

## **Operating Efficiencies**

3. Net Interest Income for FY22 was up by 27% to ₹ 21,892 crore as against ₹ 17,269 crore in FY21.
4. Opex to NII for FY22 was 34.6% as against 30.7% in FY21.

## **Credit Cost**

5. Loan losses and provisions (expected credit loss) for FY22 stood at ₹ 4,803 crore as against ₹ 5,969 crore in FY21. In FY22, loan loss to average receivables was 2.84%. The Company has a management overlay provision of ₹ 1,060 crore as of 31 March 2022.

## **Profitability and Capital**

6. Profit after tax for FY22 grew 59% to ₹ 7,028 crore as against ₹ 4,420 crore in FY21.
7. Capital adequacy ratio (including Tier-II capital) as of 31 March 2022 stood at 27.22%. Tier-I capital stood at 24.75%. Consolidated leverage was 4.9X. The Company remains one of the most capitalised companies in financial sector amongst large companies.



## Executive summary FY22 - Consolidated

8. The Board of Directors has recommended a dividend of ₹ 20 per equity share of the face value of ₹ 2 (1000%) for FY22. This amounts to 19.07% of the Company's standalone profit for FY22 and is in line with the Company's dividend distribution policy.
9. ROA for FY22 was 4.2% and ROE was 17.4% despite carrying high capital and impact of 'Delta' wave on Q1 FY22.

### **Subsidiaries:**

10. BHFL Profit after tax for FY22 grew by 57% to ₹ 710 crore as against ₹ 453 crore in FY21.
11. BHFL Net Interest Income grew by 36% in FY22 to ₹ 1,612 crore as against ₹ 1,189 crore in FY21.
12. BHFL Opex to NII stood at 29.2% in FY22 as against 27.7% in FY21.
13. BHFL Capital adequacy ratio (including Tier-II capital) as of 31 March 2022 stood at 19.72%
14. In FY22, BFSL delivered total income of ₹ 124 crore and Profit after tax of ₹ 17 crore.
15. In FY22, BFSL acquired 289K customers. The customer franchise stood at 331K as of 31 March 2022.

 **Section 02**

**Bajaj Finance Limited  
overview**

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Bajaj group structure

2.2

What do we stand for

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Our general long-term guidance on  
Financial metrics shareholder profile

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Key strategic differentiators

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Our shareholder profile

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15-years financial snapshot

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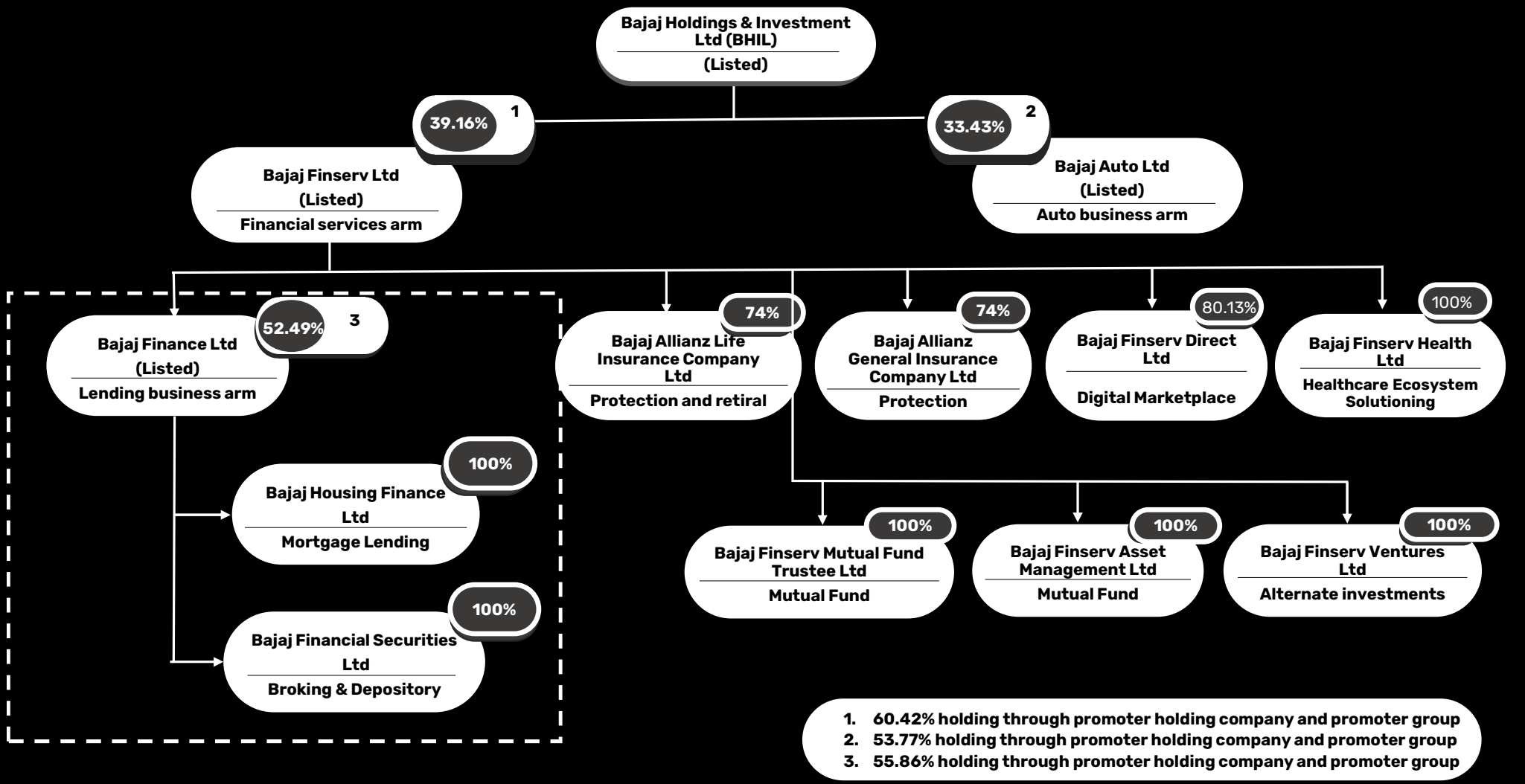
Product suite

2.8

Executive summary

# Bajaj group structure

# BAJAJ FINANCE LIMITED



- 1. 60.42% holding through promoter holding company and promoter group
- 2. 53.77% holding through promoter holding company and promoter group
- 3. 55.86% holding through promoter holding company and promoter group

Above shareholding is as of 31 March 2022

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

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

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

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“Business construct to deliver a sustainable ROA of 4-4.5% and ROE of 19-21% in the long term”

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

# General 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  
1.4%-1.7%



NNPA  
in corridor of  
0.4%-0.7%



Return on assets  
in corridor of  
4%-4.5%



Return on equity  
in corridor of  
19%-21%

# 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 57.57 MM

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

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

A well diversified balance sheet

Consolidated lending AUM mix for Consumer: Rural: SME: Commercial: Mortgages stood at 32% : 10% : 13% : 14% : 31%. Consolidated borrowing mix for Money Markets: Banks: Deposits: ECB stood at 50% : 28% : 19% : 3%

Agile and innovative

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

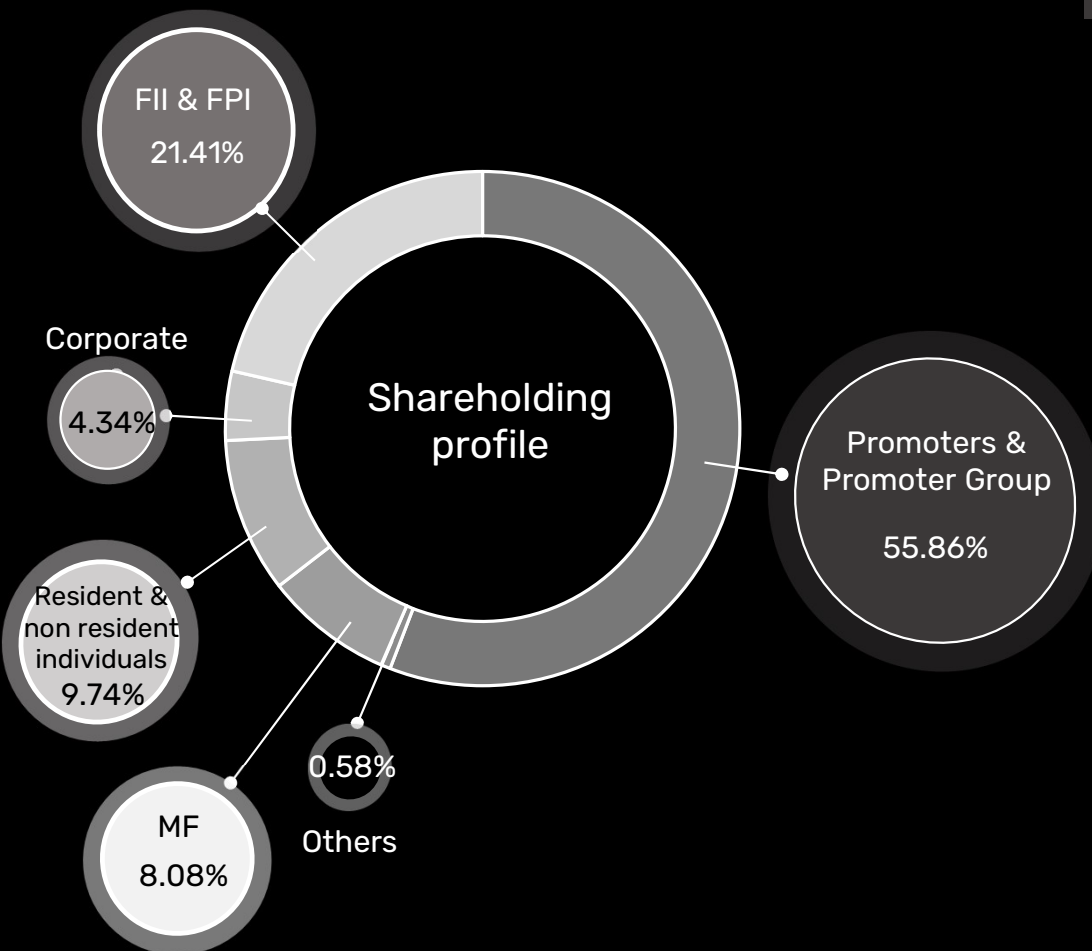
Committed to technology and analytics to transform customer experience

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

Committed to digital

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

# Our shareholder profile



Above shareholding is as of 31 March 2022

## BAJAJ FINANCE LIMITED

### Top 20 investors & their holdings

S.No	Name of Shareholder	As on 31	As on 31	As on 31
		Mar 22	Dec 21	Mar 21
1	BAJAJ FINSERV LTD	52.49%	52.65%	52.74%
2	GOVERNMENT OF SINGAPORE	3.19%	3.13%	4.20%
3	MAHARASHTRA SCOOTERS LIMITED	3.13%	3.14%	3.15%
4	AXIS MUTUAL FUND TRUSTEE LIMITED A/C AXIS MUTUAL FUND A/C AXIS BLUECHIP FUND	0.79%	0.73%	0.69%
5	AXIS MUTUAL FUND TRUSTEE LIMITED A/C AXIS MUTUAL FUND A/C AXIS LONG TERM EQUITY FUND	0.75%	0.75%	0.80%
6	NEW HORIZON OPPORTUNITIES MASTER FUND	0.74%	0.77%	0.77%
7	SBI-ETF NIFTY 50	0.74%	0.71%	0.63%
8	NEW WORLD FUND INC	0.61%	0.58%	0.56%
9	VANGUARD EMERGING MARKETS STOCK INDEX FUND, A SERIES OF VANGUARD INTERNATIONAL EQUITY INDEX FUNDS	0.54%	0.54%	0.50%
10	VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	0.50%	0.51%	0.45%
11	SBI LIFE INSURANCE CO. LTD	0.48%	0.46%	0.38%
12	AXIS MUTUAL FUND TRUSTEE LIMITED A/C AXIS MUTUAL FUND A/C AXIS FOCUSED 25 FUND	0.45%	0.48%	0.46%
13	SBI-ETF SENSEX	0.44%	0.41%	0.34%
14	EUROPACIFIC GROWTH FUND	0.44%	0.37%	0.27%
15	ISHARES CORE EMERGING MARKETS MAURITIUS CO	0.40%	0.39%	0.39%
16	PEOPLE'S BANK OF CHINA	0.39%	0.39%	0.41%
17	ST. JAMES'S PLACE EMERGING MARKETS EQUITY UNIT TRUST MANAGED BY WASATCH ADVISORS INC	0.39%	0.41%	0.00%
18	DF INTERNATIONAL PARTNERS	0.38%	0.38%	0.38%
19	FIDELITY INVESTMENT TRUST FIDELITY SERIES EMERGING MARKETS OPPORTUNITIES FUND	0.37%	0.35%	0.39%
20	SBI EQUITY HYBRID FUND	0.35%	0.35%	0.35%

# 15-years financial snapshot

# BAJAJ FINANCE LIMITED

₹ in crore

Financials snapshot <sup>®</sup>	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	CAGR (15 yrs.)
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	37%
Income from operations	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	31,640	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	9,748	34%
Net Interest Income (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	21,892	35%
Operating Expenses	193	220	320	460	670	850	1,151	1,428	1,898	2,564	3,270	4,197	5,662	5,308	7,585	30%
Loan Losses & Provision	109	164	261	205	154	182	258	385	543	804	1,030	1,501	3,929	5,969	4,803	31%
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	51%
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	51%

Ratios	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
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%	34.6%
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%
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%
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%
Provision coverage ratio	30%	32%	55%	79%	89%	83%	76%	71%	77%	74%	70%	60%	60%	58%	58%
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%
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

<sup>®</sup> All figures till including FY17 are as per previous GAAP on standalone basis. All figures from FY18 onwards are as per IndAS and on consolidated basis.

\* As per the RBI regulations, NNPA numbers for up to FY15 are at 6 months overdue, FY16 are at 5 months overdue, FY17 are at 4 months overdue and FY18 onwards are at 3 months overdue. Hence NPA across periods are not comparable.



# Product suite

# BAJAJ FINANCE LIMITED

## BAJAJ FINANCE LIMITED

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

## BAJAJ HOUSING FINANCE LIMITED

1. Salaried Home Loans <sup>(E)</sup>	1. Loan Against Property	1. Developer Finance	1. Loan Against Property
2. Salaried Loan Against Property	2. Self Employed Home Loans	2. Commercial Construction Finance	2. Home Loans
3. Affordable housing finance	3. Lease Rental Discounting	3. Corporate Lease Rental Discounting	3. Secured Enterprise Loans

## BAJAJ FINANCIAL SECURITIES LIMITED

1. Trading Account <sup>(E)</sup>	4. HNI Broking	7. Mutual Funds <sup>(E)</sup>
2. Depository Services <sup>(E)</sup>	5. Retail Broking <sup>(E)</sup>	8. Distribution of PMS
3. Margin Trading Financing <sup>(E)</sup>	6. IPOs and OFS	

(E) Also available through digital channels

# Executive summary – Consolidated

**BAJAJ FINANCE LIMITED**

## Overview

- 35-year-old non-bank with a demonstrated track record of profitable growth
- Diversified financial services company focused on Consumer, Rural, SME, Commercial, Mortgages and Payments
- Focused on mass affluent client with a strategy to cross sell
- Strong focus on deposits acceptance and fee product distribution
- Present in 3,504 locations with over 133K+ point of sale
- Customer franchise of 57.57 MM as of 31 March 2022
- Amongst the largest new loan acquirers in the country (6.28 MM in Q4 FY22)
- AUM mix as of 31 March 2022 – Consumer: Rural: SME: Commercial: Mortgages stood at 32% : 10% : 13% : 14% : 31%
- Core AUM of ₹ 1,92,087 crore as of 31 March 2022 and post tax profit of ₹ 2,420 crore in Q4 FY22
- Capital adequacy ratio (including Tier II capital) of 27.22% as of 31 March 2022. Tier I capital stood at 24.75%

## Subsidiaries

- 100% shareholding in Bajaj Housing Finance Limited
- 100% shareholding in Bajaj Financial Securities Limited

## Treasury

- Strategy is to create a balanced mix of wholesale and retail borrowings
- Borrowings of ₹ 1,65,232 crore with a mix of 50% : 28% : 19% : 3% between money markets, banks, deposits & ECB as of 31 March 2022

## Credit Quality

- Consolidated GNPA and NNPA as of 31 March 2022 stood at 1.60% and 0.68% respectively
- Provisioning coverage ratio was 58% as of 31 March 2022
- Provisioning coverage on stage 1 & 2 stood at 134 bps as of 31 March 2022

# Executive summary – Bajaj Finance Limited

**BAJAJ FINANCE LIMITED**

- Overview**
- Focused on Consumer, Rural, SME, Commercial and Payments businesses
  - Strategic business unit organization design supported by horizontal common utility functions to drive domain expertise, scalability and operating leverage
  - Focused on cross sell, customer experience and product & process innovations to create a differentiated & profitable business model
  - AUM of ₹ 1,46,743 crore as of 31 March 2022
  - AUM mix as of 31 March 2022 - Consumer: Rural: SME: Commercial: Mortgage stood at 43% : 13% : 17% : 18% : 9%
  - Post tax profit of ₹ 2,268 crore in Q4 FY22
  - Capital adequacy ratio (including Tier II capital) of 27.22% as of 31 March 2022. Tier I capital stood at 24.75%

- Consumer business**
- Present in 1,368 locations with 95.9K+ active distribution points of sale as of 31 March 2022
  - Largest consumer electronics, digital products & lifestyle products lender in India
  - 2-wheeler financing business disbursed 135.4K accounts in the quarter (de-growth of 16% YOY)
  - 3-wheeler financing business disbursed 20.6K accounts in the quarter (de-growth of 3% YOY)
  - Amongst the largest personal loan lenders in India

- Payments**
- EMI Card franchise stood at 30 MM cards in force (CIF) as of 31 March 2022
  - Bajaj Finserv - RBL Bank co-branded credit card CIF stood at 2.75 MM as of 31 March 2022
  - Bajaj Finserv Mobikwik app has 22.07 MM users as of 31 March 2022 who have linked their EMI card to the wallet
  - Digital app platform has 19.14 MM active users as of 31 March 2022

- 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 2,136 towns and villages with 29.8K+ active distribution points of sale as of 31 March 2022

# Executive summary – Bajaj Finance Limited

**BAJAJ FINANCE LIMITED**

- 
- SME Business**
- 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 (average ticket size of ~ ₹ 7 lakhs)
  - Focused on affluent SMEs (average sales of ₹ 15 to 17 crore) with established financials & demonstrated borrowing track record
- 
- Commercial business**
- 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**
- Strategy is to create a balanced mix of wholesale and retail borrowings with a focus on long term borrowings
  - Borrowings stood at ₹ 1,23,040 crore with a mix of 53% : 18% : 25% : 4% between money markets, banks, deposits & ECB as of 31 March 2022
- 
- Credit Quality**
- GNPA and NNPA as of 31 March 2022 stood at 2.02% and 0.85% respectively
  - Provisioning coverage ratio as of 31 March 2022 was 58%
  - Provisioning coverage on stage 1 & 2 stood at 151 bps as of 31 March 2022
- 
- Credit Rating**
- 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 & India Ratings
  - Credit rating for FD program is FAAA/Stable by CRISIL & MAAA (Stable) by ICRA
  - Long term issuer credit rating of BB+/Positive and short-term rating of B by S&P Global ratings

# Executive summary – Bajaj Housing Finance Ltd. BAJAJ FINANCE LIMITED

## Bajaj Housing Finance Limited

- A 100% subsidiary of Bajaj Finance Limited, registered with National Housing Bank as a Housing Finance Company
- 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 ₹ 53,322 crore as of 31 March 2022. Post tax profit of ₹ 710 crore for FY22
- Capital adequacy ratio (including Tier II capital) was 19.72% as of 31 March 2022

## Home Loans

- Offers home loans to salaried customers for an average ticket size of approximately 49 lakhs
- Focused on originating home loans at developer points – B2B home loans business
- Focused on enabling customers to buy homes along with balance transfer proposition directly as well as through channel partners
- Currently present across 58 locations in India
- Home loan mix as of 31 March 2022 – Salaried: Self Employed: Professionals stood at 91%: 4%: 5%

## Loan Against Property

- Offers loan to mass affluent and above self-employed customers for an average ticket size of 57 lakhs
- Focused on offering customized propositions to both self employed and salaried customers directly as well as through channel partners
- Currently present across 26 locations in India

## Rural

- Offers home loans and loans against property to salaried and self-employed customers with an average ticket size of approximately 18 lakhs for home loans and 13 lakhs for loan against property
- Hub and spoke strategy through branch network and ASSC tie ups
- Currently present across 109 locations in India

# Executive summary – Bajaj Housing Finance Ltd. BAJAJ FINANCE LIMITED

## Lease Rental Discounting

- Offers loan against lease rentals to high-net-worth individuals and developers on commercial property leased mainly to corporate tenants
- Offers construction finance for commercial properties to existing LRD customers
- All lease rental discounting transactions are backed by rentals through escrow mechanism
- Ticket size of lease rental discounting ranges up to ₹ 550 crore with an average ticket size of approximately 40 crore
- Currently present across 13 locations in India

## Developer Financing

- Offers construction finance and inventory finance mainly to category A and A+ developers in India
- Average ticket size ranges between ₹ 25 – 30 crore
- Currently present in 9 locations

## Credit Quality

- GNPA and NNPA, recognized as per extant RBI prudential norms and provisioned as per Expected Credit Loss (ECL) method prescribed in Ind AS, as of 31 March 2022 stood at 0.31% and 0.14% respectively

## Treasury

- Strategy is to create a balanced and sustained mix of borrowings
- Borrowings stood at ₹ 41,492 crore with a mix of 59% : 41% between banks and money markets as of 31 March 2022 against mix of 61% : 39% as of 31 December 2021

## 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

# Executive summary – BFSL

## BAJAJ FINANCE LIMITED

Bajaj Financial Securities Limited	<ul style="list-style-type: none"><li>• A 100% subsidiary of Bajaj Finance Limited, registered with Securities and Exchange Board of India (SEBI)</li><li>• Member of Stock Exchanges (NSE and BSE), Depositories (NSDL &amp; CDSL) and AMFI for distribution of Mutual Funds</li><li>• Offers Capital Market products - Broking, Depository services, Margin Trade Financing, Mutual Funds, IPOs and Distribution of PMS</li><li>• Broking business caters to two different business segments – HNI and Retail</li><li>• Received issuer rating of AAA from CRISIL</li><li>• Delivered PAT of ₹ 9 crore in Q4 FY22 and cumulative profit of ₹ 17 crore for FY22</li></ul>
HNI Broking	<ul style="list-style-type: none"><li>• Business oriented towards delivering relationship-based Broking solutions to UHNI &amp; HNI client segment</li><li>• Physical branch network across 7 locations – Mumbai, Ahmedabad, Pune, Bangalore, Kolkata, Delhi and Rajkot (New).</li><li>• Added 800+ UHNI/HNI clients in Q4 FY22. Total UHNI/HNI client base stood at 6.3K+ as of 31 March 2022</li></ul>
Retail Broking	<ul style="list-style-type: none"><li>• Added 61K+ trading and demat accounts in Q4 FY22 . Total retail client base stood at 325K as of 31 March 2022</li><li>• Crossed 1,000+ network of partners and affiliates online accounts</li><li>• Working with 200+ Independent Business Advisor (IBAs)</li><li>• Focused on driving client activation of BFSL Platform, monthly activation rate has increased to 55% in the quarter</li></ul>
Capabilities Update	<ul style="list-style-type: none"><li>• Gone live with below capabilities on web and mobile during Q4 FY22 :<ul style="list-style-type: none"><li>• Thematic Basket: Curated Stock Baskets in partnership with Pickright</li><li>• NCD : UPI Based application for new NCD issues.</li><li>• Alert &amp; Notification: Provision to set custom alerts for stocks and notification framework for Mobile App</li><li>• Guest Login : App access for guest users along with virtual trading functionality</li><li>• Demo Tour: Revamped demo tour to guide customer for usage of our platform</li><li>• IBA Portal: Platform for IBAs to get all information at one stop</li></ul></li></ul>

# **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



# Financial statement summary – Consolidated

# BAJAJ FINANCE LIMITED

₹ in Crore

Financials snapshot	Q4 FY22	Q4 FY21	Y-o-Y	FY22	FY21	Y-o-Y
Assets under management	<b>197,452</b>	<b>152,947</b>	<b>29%</b>	<b>197,452</b>	<b>152,947</b>	<b>29%</b>
Assets under finance	191,423	146,687	30%	191,423	146,687	30%
Interest income	7,366	6,034	22%	27,270	23,304	17%
Fee and other income	1,164	770	51%	4,042	2,788	45%
Net gain on fair value changes on investment	100	51	97%	328	591	(45%)
<b>Total Income</b>	<b>8,630</b>	<b>6,855</b>	<b>26%</b>	<b>31,640</b>	<b>26,683</b>	<b>19%</b>
Interest expenses	2,562	2,196	17%	9,748	9,414	4%
<b>Net Interest Income</b>	<b>6,068</b>	<b>4,659</b>	<b>30%</b>	<b>21,892</b>	<b>17,269</b>	<b>27%</b>
Operating Expenses	2,101	1,605	31%	7,585	5,308	43%
Loan losses and provisions	702	1,231	(43%)	4,803	5,969	(20%)
<b>Profit before tax</b>	<b>3,265</b>	<b>1,823</b>	<b>79%</b>	<b>9,504</b>	<b>5,992</b>	<b>59%</b>
<b>Profit after tax</b>	<b>2,420</b>	<b>1,347</b>	<b>80%</b>	<b>7,028</b>	<b>4,420</b>	<b>59%</b>
<b>Ratios</b>						
Operating expenses to Net Interest Income	34.6%	34.5%		34.6%	30.7%	
Loan loss to average AUF*	0.38%	0.87%		2.84%	4.14%	
Earning per share - Basic (₹) *	40.1	22.4		116.6	73.6	
Return on Average Assets*	1.3%	0.9%		4.2%	3.1%	
Return on Average Equity *	5.7%	3.7%		17.4%	12.8%	

\* Not annualized

# Financial statement summary – Bajaj Finance Ltd. BAJAJ FINANCE LIMITED

₹ in Crore

Financials snapshot	Q4 FY22	Q4 FY21	Y-o-Y	FY22	FY21	Y-o-Y
Assets under management	1,46,743	1,15,418	27%	1,46,743	1,15,418	27%
Assets under finance	1,44,276	1,13,090	28%	1,44,276	1,13,090	28%
Interest income	6,381	5,288	21%	23,729	20,419	16%
Fee and other income	1,157	681	70%	3,882	2,599	49%
Net gain on fair value changes on investment	82	41	101%	260	528	(51%)
<b>Total Income</b>	<b>7,620</b>	<b>6,010</b>	<b>27%</b>	<b>27,871</b>	<b>23,546</b>	<b>18%</b>
Interest expenses	1,948	1,723	13%	7,573	7,446	2%
<b>Net Interest Income</b>	<b>5,672</b>	<b>4,287</b>	<b>32%</b>	<b>20,298</b>	<b>16,100</b>	<b>26%</b>
Operating Expenses	1,949	1,514	29%	7,090	5,016	41%
Loan losses and provisions	664	1,201	(45%)	4,622	5,721	(19%)
<b>Profit before tax</b>	<b>3,059</b>	<b>1,572</b>	<b>95%</b>	<b>8,586</b>	<b>5,363</b>	<b>60%</b>
<b>Profit after tax</b>	<b>2,268</b>	<b>1,161</b>	<b>95%</b>	<b>6,350</b>	<b>3,956</b>	<b>61%</b>
<b>Ratios</b>						
Operating expenses to Net Interest Income	34.4%	35.3%		34.9%	31.2%	
Loan loss to average AUF*	0.48%	1.09%		3.59%	5.05%	
Earning per share - Basic (₹) *	37.6	19.3		105.4	65.9	
Return on Average Assets*	1.6%	1.1%		4.9%	3.5%	
Return on Average Equity *	5.5%	3.3%		16.3%	11.7%	

\* Not annualized

## Financial statement summary – BHFL

## BAJAJ FINANCE LIMITED

₹ in Crore

Financials snapshot	Q4 FY22	Q4 FY21	YoY	FY22	FY21	YoY
Assets under management	53,322	38,871	37%	53,322	38,871	37%
Assets under finance	46,482	33,419	39%	46,482	33,419	39%
Interest income	961	743	29%	3,482	2,877	21%
Fee and other income	81	88	(8%)	226	218	4%
Net gain on fair value changes on investment	16	9	78%	59	60	(2%)
<b>Total Income</b>	<b>1,058</b>	<b>840</b>	<b>26%</b>	<b>3,767</b>	<b>3,155</b>	<b>19%</b>
Interest expenses	606	471	28%	2,155	1,966	10%
<b>Net Interest Income</b>	<b>452</b>	<b>369</b>	<b>22%</b>	<b>1,612</b>	<b>1,189</b>	<b>36%</b>
Operating Expenses	147	98	50%	471	329	43%
Loan losses and provisions	38	30	27%	181	247	(27%)
Profit before tax	267	241	11%	960	613	57%
Profit after tax	198	179	11%	710	453	57%
<b>Ratios</b>						
Operating expenses to Net Interest Income	32.5%	26.6%		29.2%	27.7%	
Loan loss to average AUF*	0.08%	0.09%		0.45%	0.80%	
Earning per share - Basic (₹) *	0.40	0.37		1.45	0.93	
Return on Average Assets*	0.4%	0.6%		1.8%	1.5%	
Return on Average Equity *	3.0%	3.0%		11.1%	7.8%	

\* Not annualized

## Section 04 Asset liability management

4.1

Conservative leverage standards –  
Bajaj Finance Limited

4.2

Resilient business model –  
Consolidated

4.3

Behaviouralized ALM – Bajaj Finance  
Limited

4.4

Behaviouralized ALM – Bajaj Housing  
Finance Limited

4.5

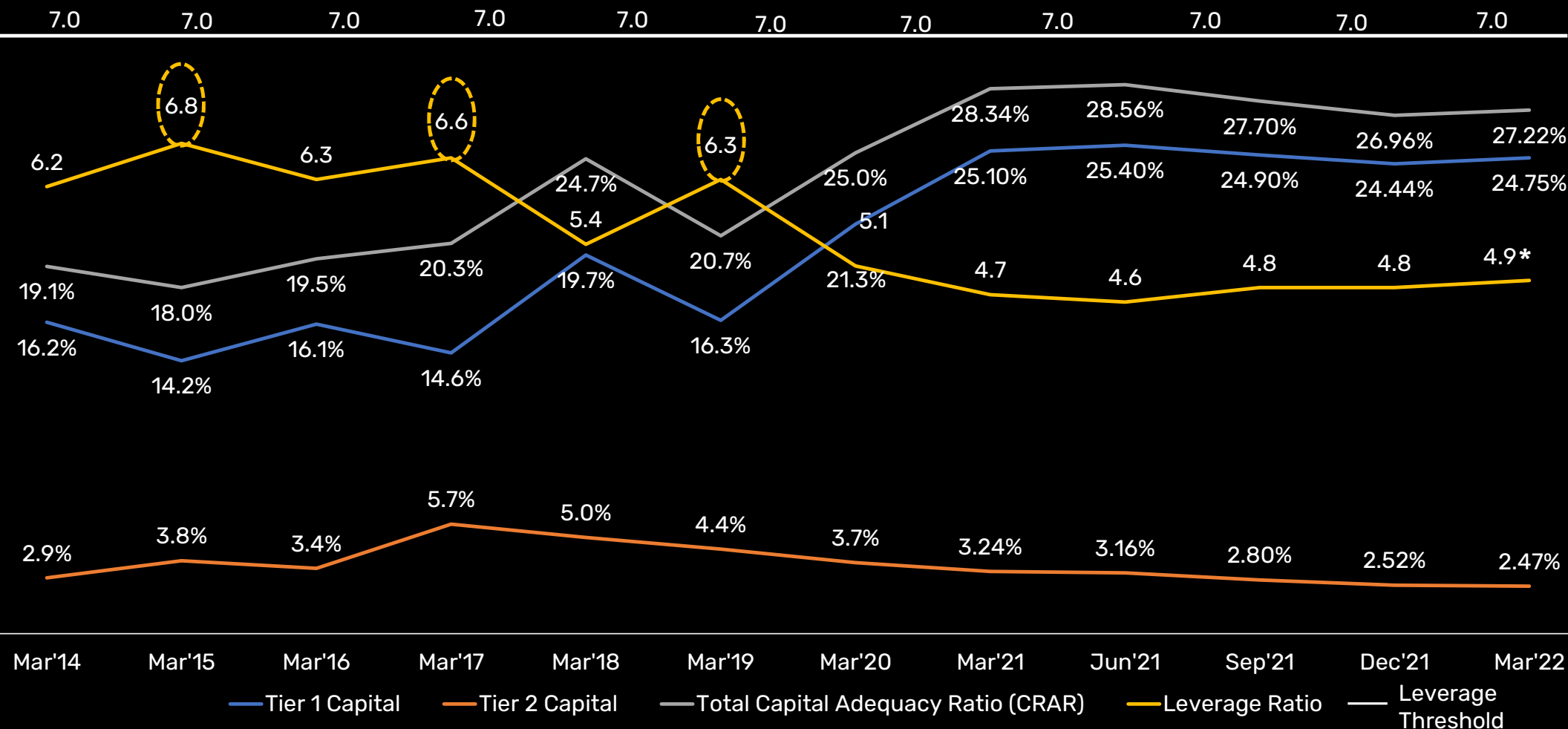
Disciplined ALM Management –  
Bajaj Finance Limited

4.6

Liability mix over the last 10 years –  
Consolidated

# Conservative leverage standards


# BAJAJ FINANCE LIMITED



\*Standalone leverage is approximately 4X as of 31 March 2022

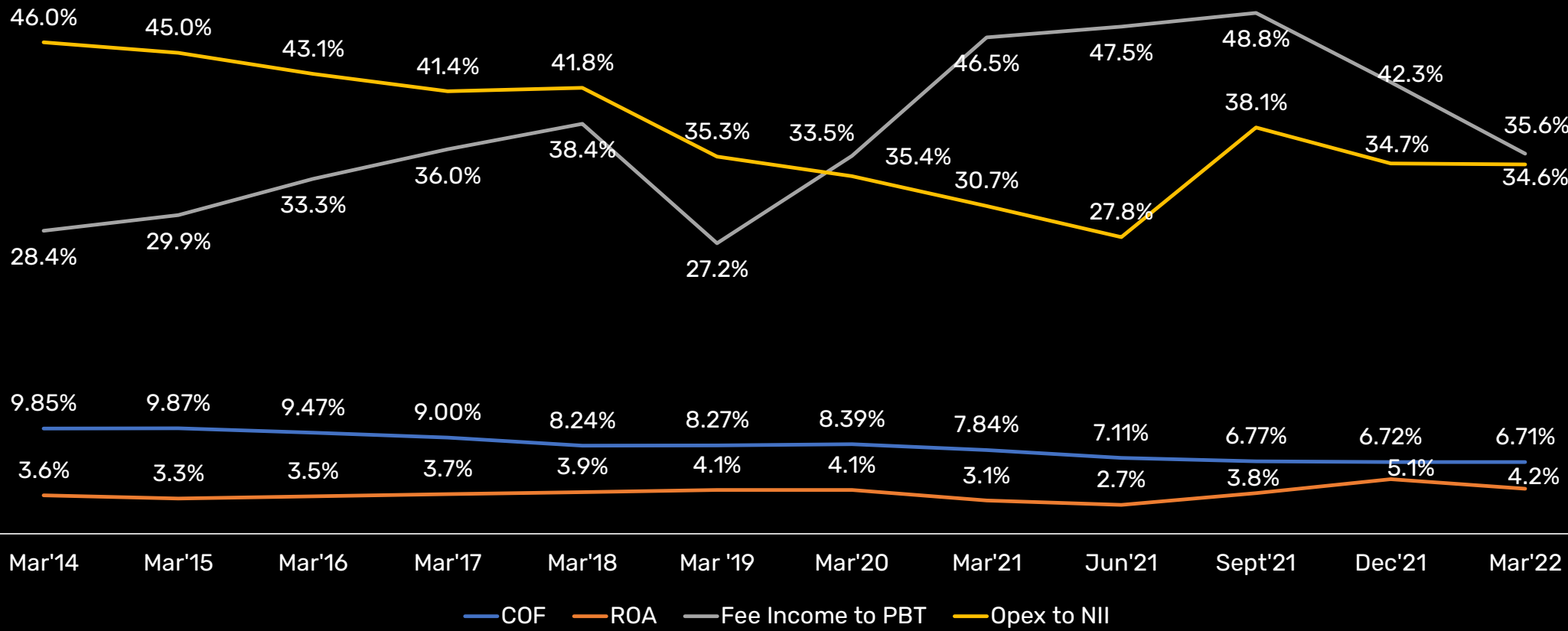
Capital Adequacy Ratios (CRAR) are on standalone basis

Mar '19 onwards numbers are as per Ind AS

 Denotes point at which the Company initiated its capital raising plan

# Resilient business model – Consolidated

# BAJAJ FINANCE LIMITED



Mar '19 onwards numbers are as per Ind AS. Jun'21, Sep'21, Dec'21 and Mar'22 numbers of COF are for the quarter

# Behaviouralized ALM as of 31 March 2022 – BFL 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	641	1,266	1,704	1,112	205	4,948	3	2,387	641	8,863	21,771
Advances	10,145	1,593	4,031	6,773	6,632	16,296	24,253	46,580	18,731	12,652	1,47,685
Other inflows	2,967	79	201	95	696	115	1,084	38	242	2,635	8,151
<b>Total Inflows (A)</b>	<b>13,752</b>	<b>2,938</b>	<b>5,937</b>	<b>7,980</b>	<b>7,532</b>	<b>21,359</b>	<b>25,340</b>	<b>49,004</b>	<b>19,614</b>	<b>24,150</b>	<b>1,77,607</b>
<b>Cumulative Total Inflows (B)</b>	<b>13,752</b>	<b>16,690</b>	<b>22,627</b>	<b>30,607</b>	<b>38,139</b>	<b>59,498</b>	<b>84,838</b>	<b>1,33,843</b>	<b>1,53,457</b>	<b>1,77,607</b>	
Borrowings	6,450	3,364	1,051	2,964	6,114	10,404	25,940	48,931	10,092	11,374	1,26,685
Capital Reserves and Surplus	-	-	-	-	-	-	-	-	-	42,056	42,056
Other Outflows	4,826	293	1,351	1,500	54	2	46	113	287	395	8,866
<b>Total Outflows (C)</b>	<b>11,276</b>	<b>3,657</b>	<b>2,402</b>	<b>4,464</b>	<b>6,168</b>	<b>10,406</b>	<b>25,986</b>	<b>49,044</b>	<b>10,379</b>	<b>53,825</b>	<b>1,77,607</b>
<b>Cumulative Total Outflows (D)</b>	<b>11,276</b>	<b>14,933</b>	<b>17,335</b>	<b>21,799</b>	<b>27,966</b>	<b>38,372</b>	<b>64,359</b>	<b>1,13,402</b>	<b>1,23,781</b>	<b>1,77,607</b>	
<b>Mismatch (E = A - C)</b>	<b>2,476</b>	<b>(719)</b>	<b>3,535</b>	<b>3,516</b>	<b>1,365</b>	<b>10,954</b>	<b>(647)</b>	<b>(39)</b>	<b>9,235</b>	<b>(29,676)</b>	
<b>Cumulative mismatch (F = B-D)</b>	<b>2,476</b>	<b>1,757</b>	<b>5,292</b>	<b>8,808</b>	<b>10,173</b>	<b>21,126</b>	<b>20,480</b>	<b>20,440</b>	<b>29,676</b>	<b>-</b>	
<b>Cumulative mismatch as % (F/D)</b>	<b>22%</b>	<b>12%</b>	<b>31%</b>	<b>40%</b>	<b>36%</b>	<b>55%</b>	<b>32%</b>	<b>18%</b>	<b>24%</b>	<b>-</b>	
Permissible cumulative gap %	(10%)	(10%)	(20%)								
Additional borrowings possible			10,949								

LCR was maintained at 134% as against regulatory requirement of 60%

# Behaviouralized ALM as of 31 March 2022 – BHFL BAJAJ FINANCE LIMITED

₹ in Crore

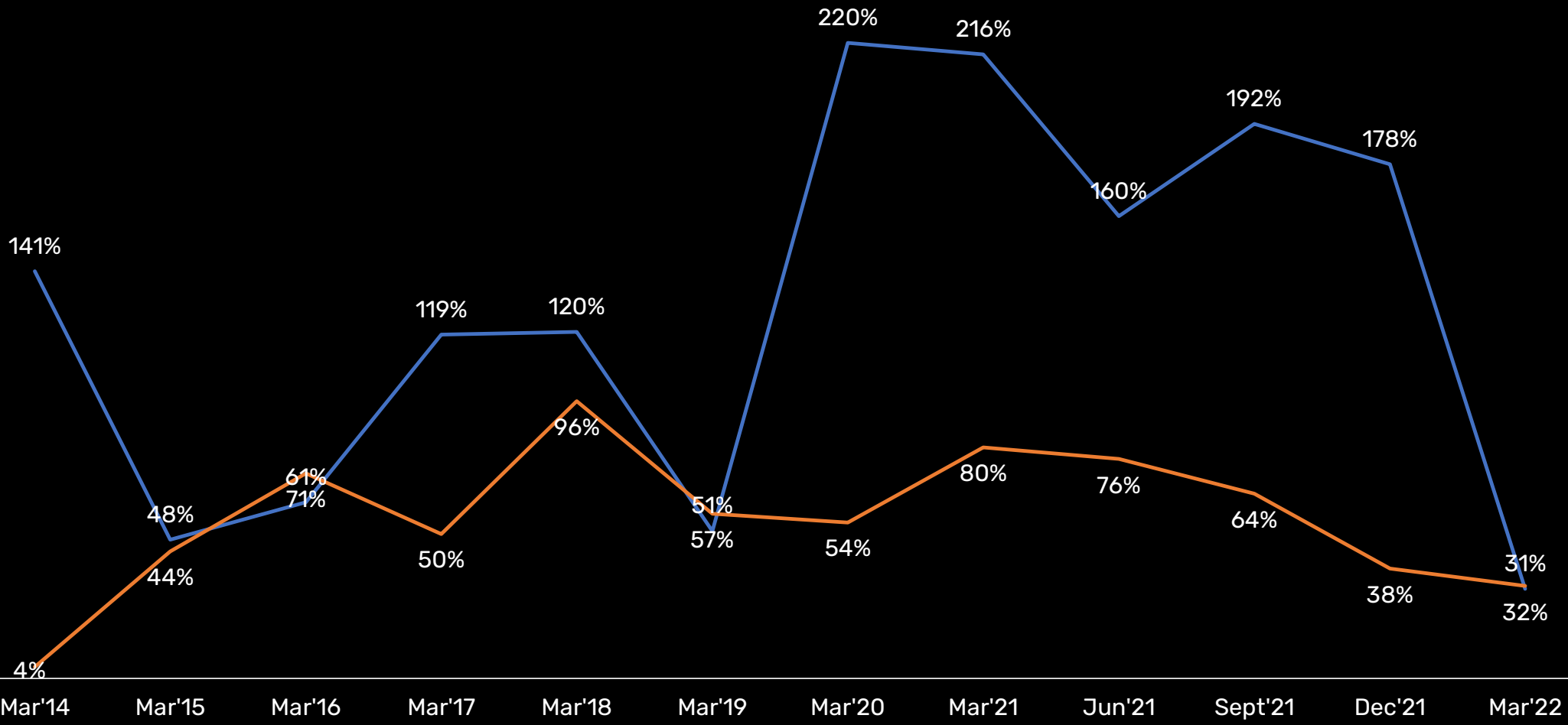
Particulars	1-7 D	8-14 D	15-30 D	>1-2 M	>2-3 M	>3-6 M	>6 M-1 Y	>1-3 Y	>3-5 Y	>5-7 Y	>7-10 Y	>10 Y	Total
Cash & Investments	687	451	-	-	-	518	-	-	-	-	-	-	1,655
Advances	467	325	419	932	891	2,653	4,469	12,851	8,146	5,570	5,118	4,641	46,482
Other inflows	202	252	949	517	1,366	569	1,043	1,385	1,136	361	429	919	9,129
<b>Total Inflows (A)</b>	<b>1,357</b>	<b>1,028</b>	<b>1,368</b>	<b>1,449</b>	<b>2,258</b>	<b>3,739</b>	<b>5,512</b>	<b>14,236</b>	<b>9,281</b>	<b>5,931</b>	<b>5,547</b>	<b>5,560</b>	<b>57,266</b>
<b>Cumulative Total Inflows (B)</b>	<b>1,357</b>	<b>2,384</b>	<b>3,752</b>	<b>5,201</b>	<b>7,459</b>	<b>11,198</b>	<b>16,710</b>	<b>30,947</b>	<b>40,228</b>	<b>46,159</b>	<b>51,707</b>	<b>57,266</b>	
Borrowings	766	499	85	946	1,832	2,906	6,880	20,893	6,116	1,124	565	1,799	44,411
Capital Reserves and Surplus	-	-	-	-	-	-	-	-	-	-	-	6,741	6,741
Other Outflows	496	438	1,232	490	251	646	29	21	9	2	2,500	-	6,113
<b>Total Outflows (C)</b>	<b>1,262</b>	<b>937</b>	<b>1,317</b>	<b>1,436</b>	<b>2,083</b>	<b>3,552</b>	<b>6,909</b>	<b>20,914</b>	<b>6,125</b>	<b>1,126</b>	<b>3,065</b>	<b>8,541</b>	<b>57,266</b>
<b>Cumulative Total Outflows (D)</b>	<b>1,262</b>	<b>2,199</b>	<b>3,516</b>	<b>4,952</b>	<b>7,035</b>	<b>10,587</b>	<b>17,496</b>	<b>38,410</b>	<b>44,535</b>	<b>45,660</b>	<b>48,726</b>	<b>57,266</b>	
<b>Mismatch (E = A - C)</b>	<b>94</b>	<b>91</b>	<b>51</b>	<b>13</b>	<b>175</b>	<b>187</b>	<b>(1,396)</b>	<b>(6,677)</b>	<b>3,156</b>	<b>4,806</b>	<b>2,482</b>	<b>(2,981)</b>	
<b>Cumulative mismatch (F = B-D)</b>	94	185	236	249	424	611	(786)	(7,463)	(4,307)	499	2,981	-	
<b>Cumulative mismatch as % (F/D)</b>	<b>7%</b>	<b>8%</b>	<b>7%</b>	<b>5%</b>	<b>6%</b>	<b>6%</b>	<b>(4%)</b>	<b>(19%)</b>	<b>(10%)</b>	<b>1%</b>	<b>6%</b>	<b>0%</b>	
<b>Permissible cumulative gap %</b>	<b>(10%)</b>	<b>(10%)</b>	<b>(20%)</b>										
<b>Additional borrowings possible</b>			<b>1,176</b>										



# Disciplined ALM Management - BFL

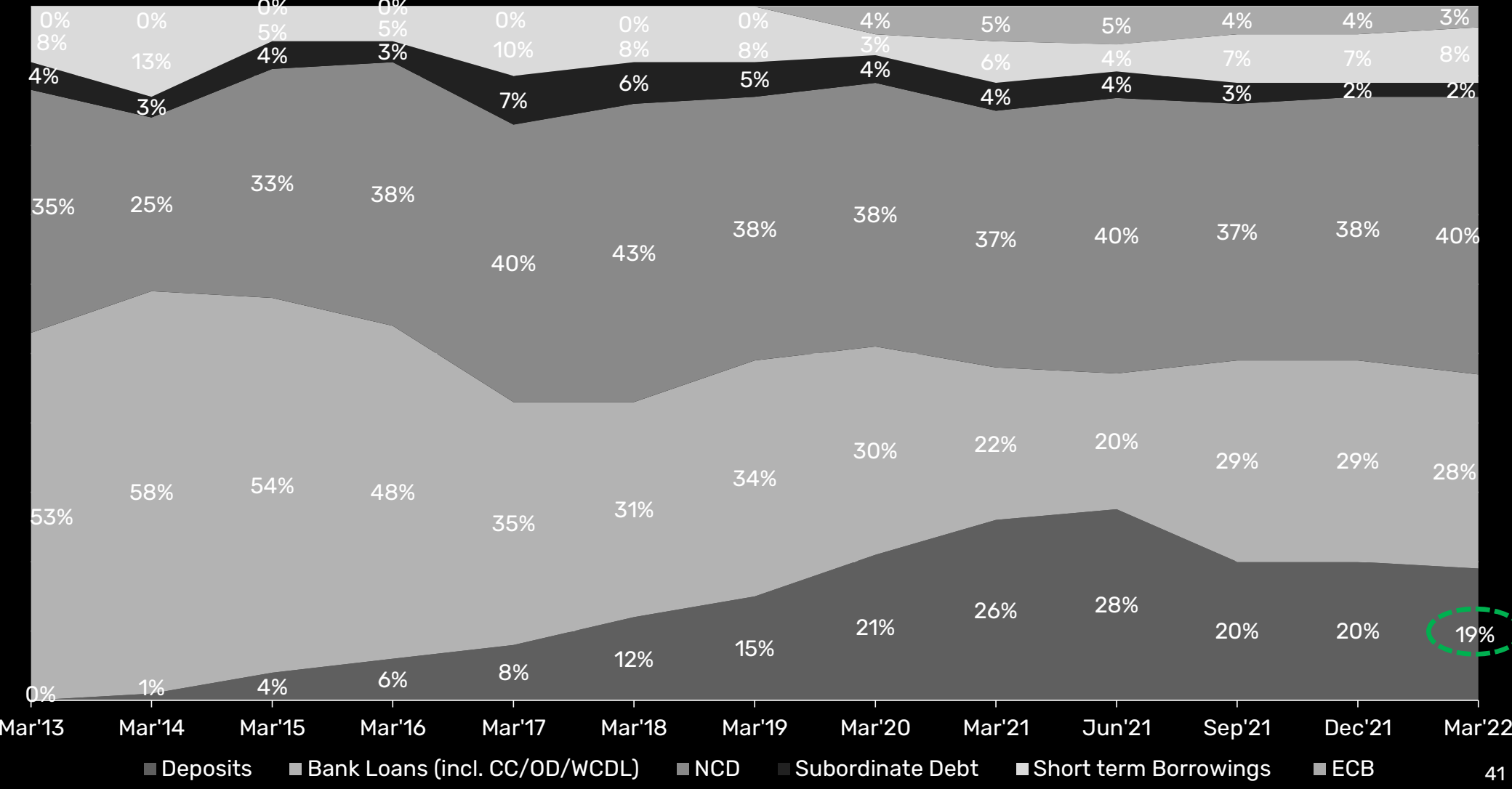
BAJAJ FINANCE LIMITED

Cumulative gap upto 1 month      Cumulative gap upto 12 month



# Consolidated Liability mix over last 10 years

**BAJAJ FINANCE LIMITED**





## Section 05

### Customer franchise and distribution reach

5.1

Customer franchise

5.2

Geographic presence

5.3

Strong distribution reach

# Customer franchise

# BAJAJ FINANCE LIMITED

**Q4 FY21**

**Q4 FY22**

**Q3 FY22**

48.57 MM

Total Franchise

57.57 MM

55.36 MM

38.50 MM

Credit segment filter

45.21 MM

43.45 MM

37.10 MM

Overall Cross sell franchise

43.62 MM

41.87 MM

32.63 MM

Non delinquent customers

38.60 MM

37.23 MM

26.89 MM  
(55.3%)\*

Cross sell franchise

32.77 MM  
(56.9%)\*

31.26 MM  
(56.5%)\*

## Customer Franchise addition

Q3 FY21  
2.19 MM

Q4 FY21  
2.26 MM

Q1 FY22  
1.88 MM

Q2 FY22  
2.35 MM

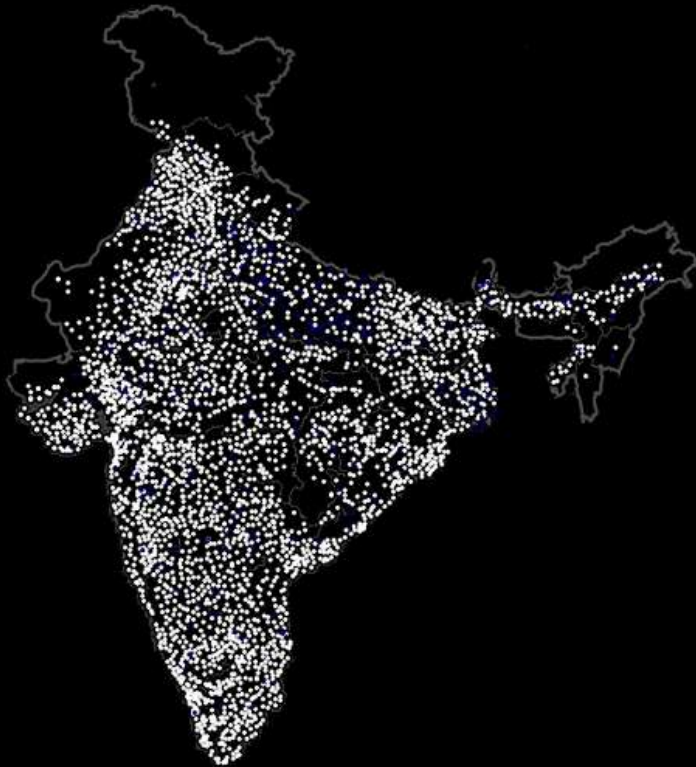
Q3 FY22  
2.56 MM

Q4 FY22  
2.21 MM

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

# Geographic presence

# BAJAJ FINANCE LIMITED



<b>Geographic Presence</b>	31 Mar 2018	31 Mar 2019	31 Mar 2020	31 Mar 2021	31 Dec 2021	31 Mar 2022
Urban lending branches	730	927	1,035	1,298	1,368	1,368
Rural lending branches	602	903	1,357	1,690	2,055	2,136
<b>Total Bajaj Finance presence</b>	<b>1,332</b>	<b>1,830</b>	<b>2,392</b>	<b>2,988</b>	<b>3,423</b>	<b>3,504</b>

# Strong distribution reach

**BAJAJ FINANCE LIMITED**

Active distribution	31 Mar 2018	31 Mar 2019	31 Mar 2020	31 Mar 2021	31 Dec 2021	31 Mar 2022
Consumer durable stores – Urban	15,500+	20,400+	24,200+	26,400+	29,500+	30,600+
Consumer durable stores – Rural	8,200+	14,500+	19,600+	24,000+	27,900+	29,800+
Digital product stores	15,900+	22,500+	26,400+	23,800+	28,800+	29,500+
Lifestyle retail stores	6,000+	7,700+	9,500+	9,800+	10,800+	11,000+
EMI card – retail spends stores	12,100+	19,100+	24,300+	14,300+	17,800+	18,800+
Bajaj Auto dealers, sub-dealerships and ASSC	3,900+	4,600+	5,500+	5,900+	6,000+	6,000+
Direct Sales Agents/Independent Financial Agents	2,100+	2,800+	4,900+	6,100+	7,500+	7,500+
<b>Overall active distribution network</b>	<b>64,300+</b>	<b>91,700+</b>	<b>1,14,400+</b>	<b>1,10,300+</b>	<b>1,28,300+</b>	<b>1,33,200+</b>



## **Section 06**

### **Business segment wise AUM**

# Business segment wise AUM - Consolidated

# BAJAJ FINANCE LIMITED

₹ in Crore

Assets Under Management	Consolidated as of 31 March 2021	BFL as of 31 March 2022	BHFL as of 31 March 2022	Consolidated as of 31 March 2022	Growth YoY	Composition as of 31 March 2021	Composition as of 31 March 2022
Auto Finance Business	12,112	10,194	-	10,194	(16%)	8%	5%
Sales Finance Business	11,526	14,977	-	14,977	30%	8%	8%
Consumer B2C Business	30,450	37,302	1,470	38,772	27%	20%	20%
Rural Sales Finance Business	2,883	4,129	-	4,129	43%	2%	2%
Rural B2C Business	11,822	15,301	-	15,301	29%	8%	8%
SME Lending Business	20,217	24,896	134	24,979	24%	13%	13%
Securities Lending Business	5,889	9,816	-	10,536	79%	4%	5%
IPO Financing Business	165	5,365	-	5,365	NA	NA	2%
Commercial Lending Business	8,293	11,498	-	11,498	39%	5%	6%
Mortgages Business	49,592	13,265	51,718	61,701	24%	32%	31%
<b>Total</b>	<b>1,52,947</b>	<b>1,46,743</b>	<b>53,322</b>	<b>1,97,452</b>	<b>29%</b>		
Co-brand Credit Card – CIF	2.10 MM			2.75 MM			
EMI Card – CIF	23.80 MM			30.0 MM			
Co-brand Wallets	19.80 MM			22.10 MM			



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

7.1 Provisioning Coverage - Consolidated

7.2 ECL summary - Consolidated

7.3 ECL summary - Bajaj Housing Finance Limited

7.4 Stagewise ECL provisioning

7.5 Portfolio credit quality - Consolidated

# Provisioning Coverage - Consolidated

# BAJAJ FINANCE LIMITED

₹ in Crore

Particulars	AUM 31 Mar 22	PCR (%)			GNPA %			NNPA %		
		GNPA	NNPA	PCR (%)	30 Sep 21	31 Dec 21	31 Mar 22	30 Sep 21	31 Dec 21	31 Mar 22
Auto Finance Business	10,194	1,238	620	50%	16.00%	11.04%	11.01%	9.25%	5.84%	5.83%
Sales Finance Business	14,977	432	200	54%	0.64%	0.30%	2.81%*	0.13%	0.06%	1.32%*
Consumer B2C Business	38,772	361	90	75%	2.11%	1.33%	0.95%	0.54%	0.34%	0.24%
Rural Sales Finance Business	4,129	7	1	84%	1.09%	0.24%	0.16%	0.21%	0.05%	0.02%
Rural B2C Business	15,301	187**	58**	69%**	3.09%	2.55%	1.19%**	1.28%	1.42%	0.37%**
SME Lending Business	24,979	364	90	75%	1.69%	1.39%	1.43%	0.43%	0.35%	0.36%
Securities Lending Business	15,901	2	2	18%	0.02%	0.06%	0.01%	0.02%	0.05%	0.01%
Commercial Lending Business	11,498	44	21	53%	0.45%	0.42%	0.38%	0.29%	0.26%	0.18%
Mortgages Business	61,701	498	233	53%	0.97%	0.95%	0.86%	0.59%	0.52%	0.40%
<b>Total</b>	<b>1,97,452</b>	<b>3,133</b>	<b>1,315</b>	<b>58%</b>	<b>2.45%</b>	<b>1.73%</b>	<b>1.60%</b>	<b>1.10%</b>	<b>0.78%</b>	<b>0.68%</b>

\* In Q4, GNPA & NNPA for Sales Finance business is elevated on account of one large commercial B2B account. Adjusted for it, GNPA & NNPA are 0.25% & 0.05%

\*\*Includes Gold loan GNPA of ₹ 16 crore and NNPA of ₹ 15 crore. Net of Gold loan, the GNPA, NNPA and PCR are 1.25%, 0.32% and 75%

# ECL summary – Consolidated

**BAJAJ FINANCE LIMITED**

Asset categorization	31 Mar 2021	30 Jun 2021	30 Sep 2021	31 Dec 2021	31 Mar 2022
Stage 1 & 2 (represents standard assets)	98.21%	97.04%	97.55%	98.27%	98.40%
Stage 3 (classified as NPA)	1.79%	2.96%	2.45%	1.73%	1.60%
Stage 3 (not classified as NPA)	-	-	-	-	-

## Summary of stage wise assets and provision for impairment allowance

Assets and impairment allowance	31 Mar 2021	30 Jun 2021	30 Sep 2021	31 Dec 2021	31 Mar 2022
Gross Stage 1 & 2 assets* (A)	1,49,878	1,55,188	1,63,534	1,76,141	1,92,694
ECL Provision Stage 1 & 2 (B)	2,713	2,707	2,537	2,745	2,586
Net Stage 1 & 2 assets (C = A-B)	1,47,165	1,52,481	1,60,997	1,73,395	1,90,108
ECL Provision % Stage 1 & 2 assets (D = B/A)	<b>1.81%</b>	<b>1.74%</b>	<b>1.55%</b>	<b>1.56%</b>	<b>1.34%</b>
Gross Stage 3 assets <sup>@</sup> (E)	2,731	4,737	4,103	3,108	3,133
ECL Provision Stage 3 (F)	1,595	2,430	2,277	1,728	1,818
Net Stage 3 assets (G = E-F)	1,136	2,307	1,826	1,380	1,315
Coverage Ratio % Stage 3 assets (H= F/E)	<b>58%</b>	<b>51%</b>	<b>55%</b>	<b>56%</b>	<b>58%</b>
<b>Overall coverage ratio</b>	<b>2.82%</b>	<b>3.21%</b>	<b>2.87%</b>	<b>2.50%</b>	<b>2.25%</b>

\*Gross Stage 1 & 2 assets represent loans balance as per Ind AS after adjusting for the impact of amortisation of fees earned and acquisition cost incurred including other assets like security deposits, advance to dealer, receivable from related parties, capital advances etc

@ Gross Stage 3 assets represents loans balance as per Ind AS after adjusting for the impact of (i) amortisation of fees earned and acquisition cost incurred and (ii) overdue interest considered recoverable under Ind AS and other receivables considered as non-performing as at the end of respective periods.

# ECL summary – Bajaj Housing Finance Limited

**BAJAJ FINANCE LIMITED**

Asset categorization	31 Mar 2021	30 Jun 2021	30 Sep 2021	31 Dec 2021	31 Mar 2022
Stage 1 & 2 (represents standard assets)	99.65%	99.72%	99.65%	99.65%	99.69%
Stage 3 (represents GNPA)	0.35%	0.28%	0.35%	0.35%	0.31%

## Summary of stage wise assets and provision for impairment allowance

Assets and impairment allowance	31 Mar 2021	30 Jun 2021	30 Sep 2021	31 Dec 2021	31 Mar 2022
Gross Stage 1 & 2 assets* (A)	34,000	36,378	39,892	43,760	46,803
ECL Provision Stage 1 & 2 (B)	310	316	330	359	388
Net Stage 1 & 2 assets (C = A-B)	33,690	36,062	39,562	43,401	46,415
ECL Provision % Stage 1 & 2 assets (D = B/A)	0.91%	0.87%	0.83%	0.82%	0.83%
Gross Stage 3 assets <sup>@</sup> (E)	119.1	102.5	142.0	152.3	146.4
ECL Provision Stage 3 (F)	45.2	36.6	56.2	74.7	79.5
Net Stage 3 assets (G = E-F)	73.9	65.9	85.9	77.6	66.9
Coverage Ratio % Stage 3 assets (H= F/E)	38%	36%	40%	49%	54%
Overall coverage ratio	1.04%	0.97%	0.96%	0.99%	1.00%

\*Gross Stage 1 & 2 assets represent loans balance as per Ind AS after adjusting for the impact of amortisation of fees earned and acquisition cost incurred including other assets like security deposits, receivable from related parties, capital advances etc

@ Gross Stage 3 assets represents loans balance as per Ind AS after adjusting for the impact of (i) amortisation of fees earned and acquisition cost incurred and (ii) overdue interest considered recoverable under Ind AS and other receivables considered as non-performing as at the end of respective periods.

# Stagewise ECL provisioning as of 31 March 2022 BAJAJ FINANCE LIMITED

₹ in crore

	Gross Assets Receivable				ECL Provision				PCR %			
	Stage 1	Stage 2		Stage 3	Stage 1	Stage 2		Stage 3	Stage 1	Stage 2		Stage 3
		OTR*	Normal			OTR*	Normal			OTR*	Normal	
Auto Finance Business	8,825	-	1,187	1,238	141	-	297	619	1.6%	-	25.0%	50.0%
Sales Finance Business	14,829	-	110	432	109	-	53	231	0.7%	11.6%	48.2%	53.6%
Consumer B2C Business	36,948	22	737	361	452	4	257	270	1.2%	20.1%	34.9%	74.9%
Rural Sales Finance Business	4,134	-	24	7	18	-	13	6	0.4%	-	53.6%	84.4%
Rural B2C Business	15,147	1	398	187	184	-	119	129	1.2%	23.5%	29.9%	68.8%
SME Lending Business	24,818	37	270	364	266	8	96	274	1.1%	20.5%	35.9%	75.2%
Securities Lending Business	16,118	-	7	2	7	-	-	-	0.0%	-	0.1%	18.3%
Commercial Lending Business	11,497	-	-	44	27	-	-	23	0.2%	-	0.2%	53.0%
Mortgages	56,518	658	409	498	303	132	100	266	0.5%	20.0%	24.4%	53.3%
<b>Total as of 31 Mar 2022</b>	<b>1,88,834</b>	<b>718</b>	<b>3,142</b>	<b>3,133</b>	<b>1,507</b>	<b>144</b>	<b>935</b>	<b>1,818</b>	<b>0.8%</b>	<b>20.1%</b>	<b>29.8%</b>	<b>58.0%</b>
Total as of 31 Dec 2021	1,70,842	1,453	3,846	3,108	1,364	317	1,064	1,728	0.8%	21.8%	27.7%	55.6%
Total as of 31 Dec 2019	1,36,407	-	3,579	2,354	770	-	672	1,335	0.6%	-	18.8%	56.7%

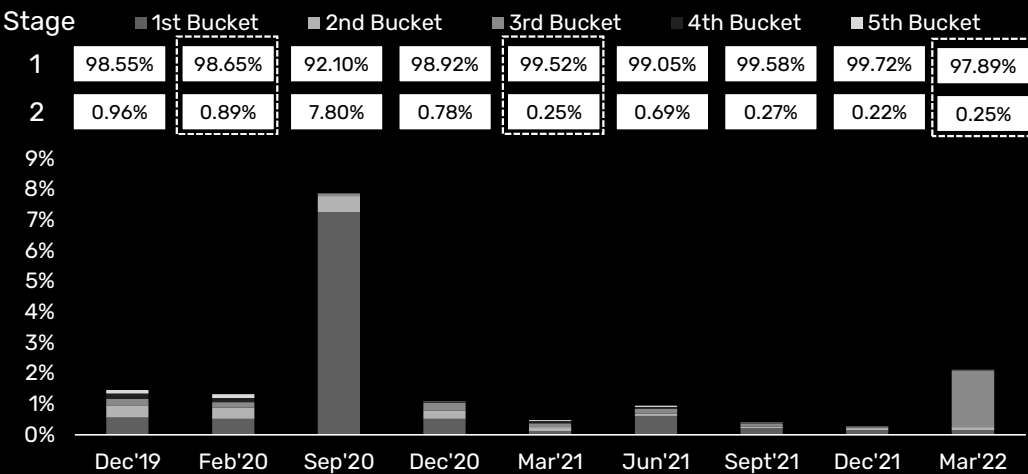
OTR - One time Restructuring

Stage 1 - Loan accounts up to 1 DPD | Stage 2 - Loan accounts in-between 2-90 DPD, including weak accounts & OTR accounts without any overdue | Stage 3 - Customer classified as NPA as per RBI guidelines

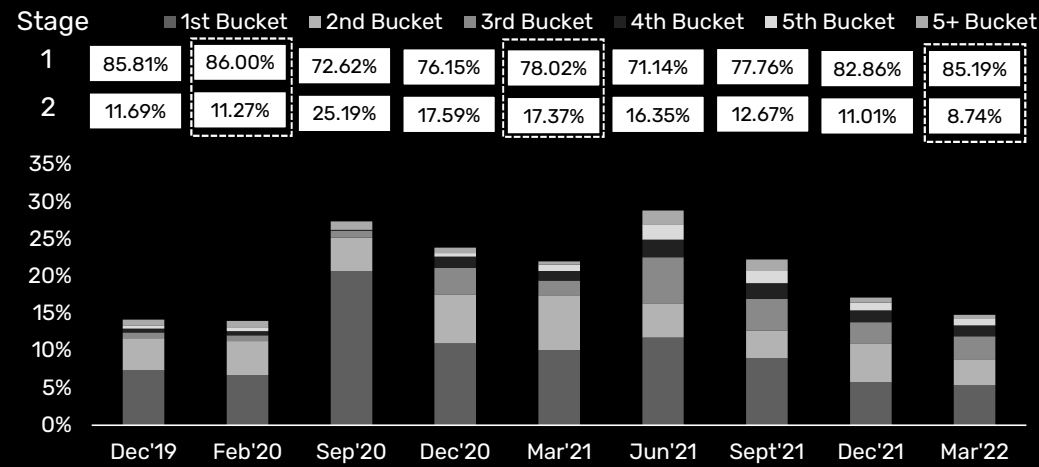
# Portfolio credit quality – Consolidated

# BAJAJ FINANCE LIMITED

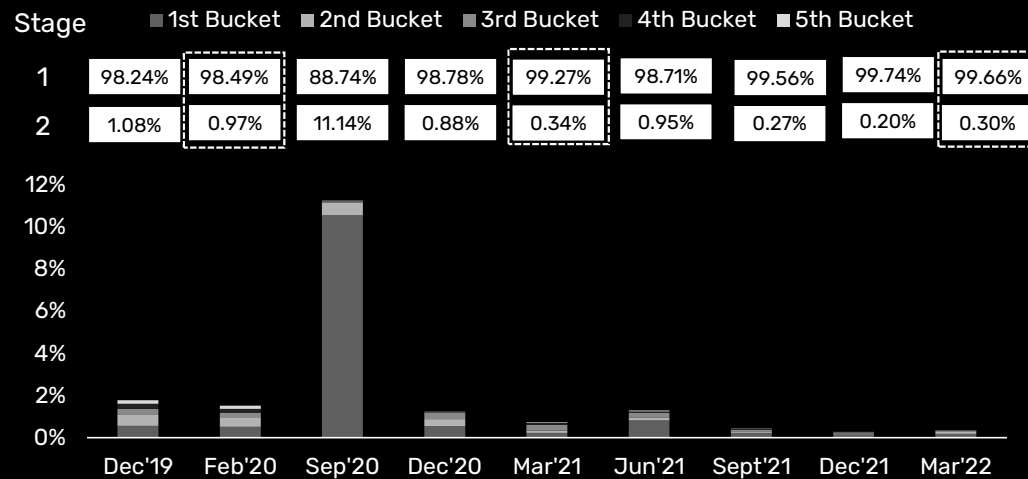
## Consumer Durable & Lifestyle ●



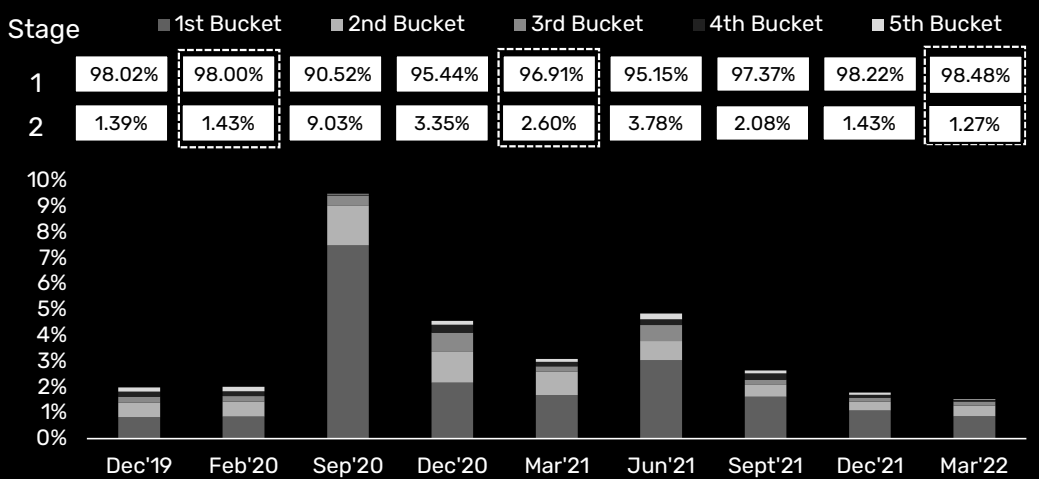
## Two & three-wheeler ●



## Digital product ●



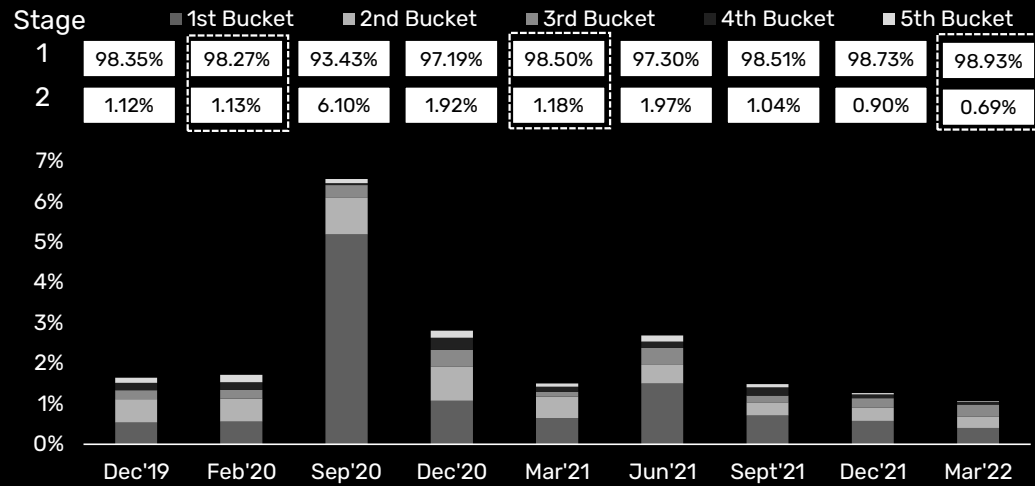
## B2C loans ●



\*For March 2022 quarter, Consumer durable and Lifestyle portfolio Stage 1 is 99.64% adjusted for one large B2B commercial lending account.

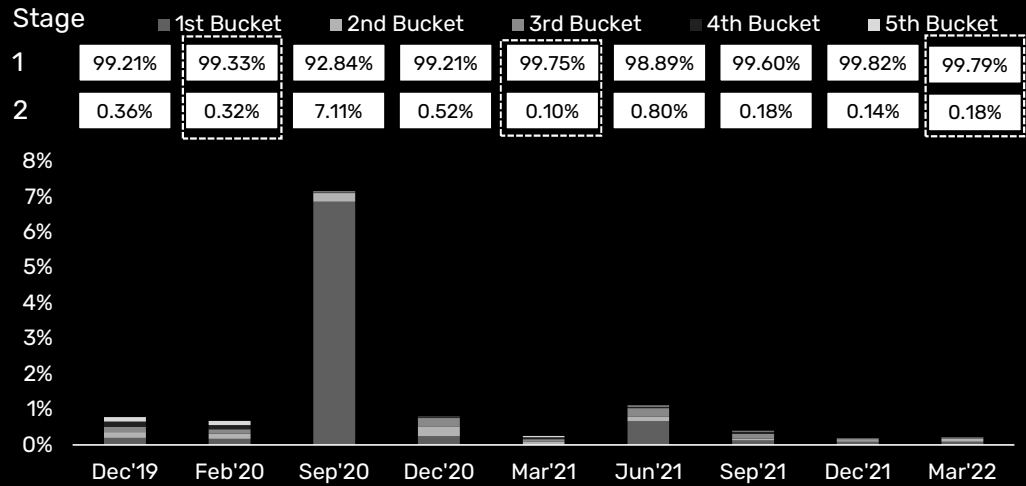
# Portfolio credit quality – Consolidated

## Business & professional loans

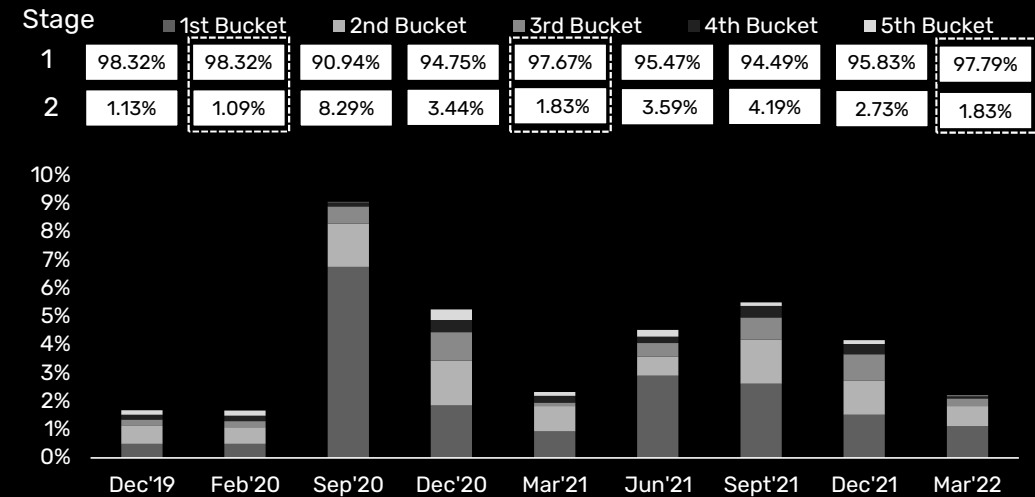


# BAJAJ FINANCE LIMITED

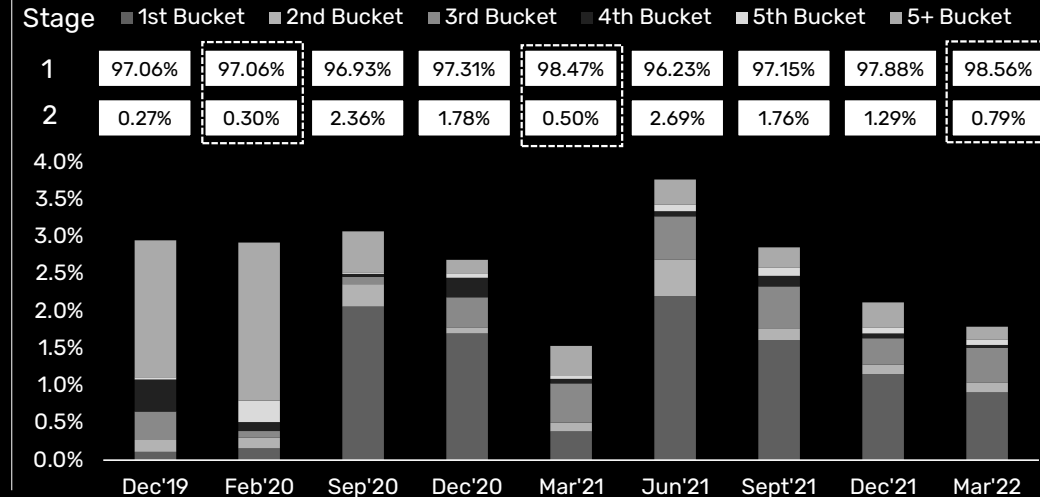
## Rural Lending B2B



## Rural lending B2C



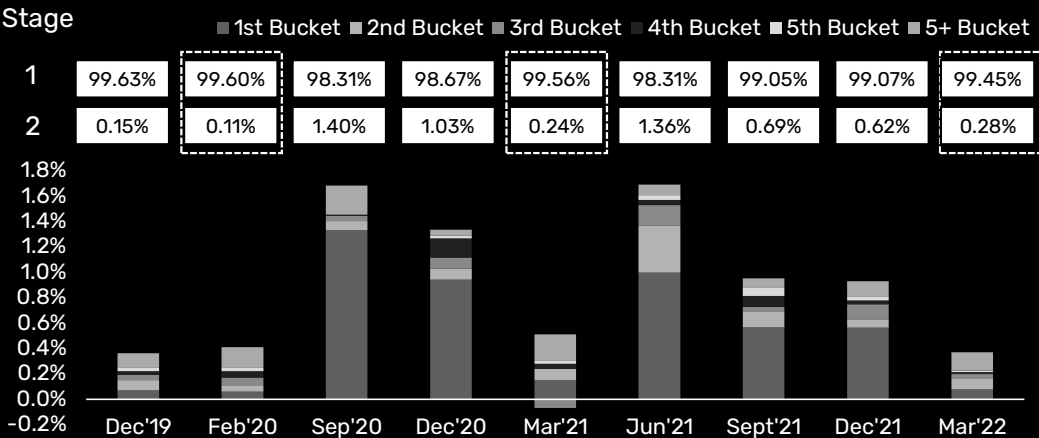
## Loan against property



Portfolio credit quality after adjusting ECL provisions

# Portfolio credit quality – Consolidated

## Home loans ●



## Commercial lending ●

- Commercial lending business portfolio is 99.82% current. There are two NPA accounts of ₹ 44 crore, of which ₹ 23 crore has been provided for.

## Securities lending ●

- Securities lending portfolio is almost 100% current.



**BAJAJ FINANCE LIMITED**

**BAJAJ FINANCE LIMITED**

**Q4 FY22 Investor Presentation**

**Thank You**

# **Annexure**

**As a Company, we believe that the purpose of any business transformation is a means to an end. It should result in stronger growth momentum, superior customer experience, better cross sell, lower risk and/or improved operating efficiencies. We are pursuing business transformation singularly with that objective...**

**At the outset, “All business transformation takes time, team and technology.” It’s been 15 months since we started phase 1 of business transformation project. Due to wave 2, it got delayed by 3 months. Phase 1 of the digital platform has now gone live with a staggered release methodology. The Company plans to transition all consumers to the new digital platform from February onwards. Next 2 slides cover details of the new digital platform and the way forward..**

# '3-in-1' digital platform – Phase 1 feature set

Payments	UPI	Wallet	EMI Card	Credit Card	6-in-1 Payment Checkout	Bill Payment		
Network	CD Network	DPF Network	REMI Network	LSF Network	LCF Network	E-Com Network	Coaching Network	
Marketplace & Proprietary Apps	No cost EMI Marketplace	Insurance Marketplace	Investment Marketplace	Health RX	Demat and Broking			
3-in-1 Financial Services	No Cost EMI	Unsecured Loans	Mortgage Loans	Other Secured	SME/Prof. Lending	Cards	Deposits	Fee based Services
	<ul style="list-style-type: none"> <li>Consumer Durable</li> <li>Mobile</li> <li>Lifestyle</li> </ul>	<ul style="list-style-type: none"> <li>Personal Loans(2)</li> <li>Salaried PL-Lead</li> </ul>	<ul style="list-style-type: none"> <li>Home Loan</li> <li>LAP</li> </ul>	<ul style="list-style-type: none"> <li>Gold Loan</li> <li>LAS</li> <li>Used Car</li> </ul>	<ul style="list-style-type: none"> <li>Professional Loans</li> <li>SME Loans</li> <li>Medical equipment</li> </ul>	<ul style="list-style-type: none"> <li>EMI Card</li> <li>RBL Bank Card</li> </ul>	<ul style="list-style-type: none"> <li>Fixed Deposit</li> <li>Systematic Dep Plan (SDP)</li> </ul>	<ul style="list-style-type: none"> <li>Fin fitness report</li> <li>Credit health report</li> </ul>
Rewards	Earn For "Payment transactions"				Burn			
	<ul style="list-style-type: none"> <li>Offers</li> </ul>	<ul style="list-style-type: none"> <li>Cashbacks</li> </ul>	<ul style="list-style-type: none"> <li>Vouchers</li> </ul>	<ul style="list-style-type: none"> <li>Bajaj Coins</li> </ul>	<ul style="list-style-type: none"> <li>Convert to Cash</li> </ul>	<ul style="list-style-type: none"> <li>Bill Payment</li> </ul>	<ul style="list-style-type: none"> <li>Voucher Purchase</li> </ul>	
Integrated Voice and Marketing Cloud	Customer Data Platform	Centralized Offer Repository	Multi Channel Orchestration	Multi Dialler Orchestration	Cloud Telephony Infra for Distributed Sales Workforce			
Productivity Apps	Sales One App		Debt management One App		Partner One App 1.0			
Services	Information	EMI , Credit Card	Statement	Documents	Repayment	FD & SDP	Profile Update	Calculators
	<ul style="list-style-type: none"> <li>Loan Info</li> <li>Deposit Info</li> <li>Flexi Loan Info</li> <li>Mandate Services</li> <li>Mutual Fund</li> </ul>	<ul style="list-style-type: none"> <li>Card Limit</li> <li>Card Status</li> <li>Card Block/Unblock</li> <li>PIN Change</li> </ul>	<ul style="list-style-type: none"> <li>Loan Statement</li> <li>Repay Schedule</li> <li>FD Statement</li> <li>NOC</li> <li>Cert. of Insurance</li> <li>Gold receipt</li> </ul>	<ul style="list-style-type: none"> <li>Invoice</li> <li>EMI Charge Slip</li> <li>App. Form</li> <li>T &amp; C</li> <li>Agreement</li> <li>Form 15G</li> </ul>	<ul style="list-style-type: none"> <li>Overdue, Advance Payments</li> <li>Prepayments</li> <li>Drawdown</li> </ul>	<ul style="list-style-type: none"> <li>FD Details</li> <li>TDS Waiver</li> <li>Nominee addition</li> </ul>	<ul style="list-style-type: none"> <li>PAN Update</li> <li>Mobile Update</li> <li>Email ID Update</li> <li>Address Update</li> <li>DOB Update</li> </ul>	<ul style="list-style-type: none"> <li>EMI Calculator</li> <li>Flexi Calculator</li> <li>Loan Eligibility</li> <li>FD Calculator</li> </ul>
Engagement Stack (31)	Travel (4)	Entertainment (3)	Food (3)	Utilities(4)	Shopping(6)	Health & Wellness(4)	Education(1)	Other Networks(6)

# '3-in-1' digital platform – Phase 1 enablers

	<b>Stimulation</b>	<b>Offers and Promotions</b>	<b>Search</b>	<b>Service</b>	<b>Sales</b>	<b>Engagement</b>	<b>Utilities</b>
<b>Core Components (20)</b>	<ul style="list-style-type: none"> <li>Notification Engine</li> <li>Nudges</li> <li>Personalization</li> </ul>	<ul style="list-style-type: none"> <li>Dynamic Banners</li> <li>Offers</li> <li>Wishlist</li> </ul>	<ul style="list-style-type: none"> <li>Search</li> <li>Content Streams</li> </ul>	<ul style="list-style-type: none"> <li>Raise a Request</li> <li>FAQ</li> <li>Document Centre</li> </ul>	<ul style="list-style-type: none"> <li>5 Mins Call Back</li> <li>Track and Resume Application</li> </ul>	<ul style="list-style-type: none"> <li>Social Share</li> <li>NPS/Feedback</li> <li>In-App Programs</li> </ul>	<ul style="list-style-type: none"> <li>Locate Us- Maps</li> <li>QR</li> <li>Calculators</li> <li>Expense Manager</li> </ul>
	<b>Channels Data</b>	<b>Structured</b>		<b>Unstructured</b>		<b>Consent based App Data</b>	
<b>Data</b>	<ul style="list-style-type: none"> <li>Web</li> <li>Mobile</li> <li>IVR</li> <li>Dialler</li> <li>Email</li> </ul>	<ul style="list-style-type: none"> <li>Customer Demographics</li> <li>Loan &amp; Other Information</li> <li>Banking &amp; Collections</li> <li>Transactions</li> </ul>		<ul style="list-style-type: none"> <li>Cookies</li> <li>Consent based SMS data</li> <li>Click Streams</li> </ul>		<ul style="list-style-type: none"> <li>Device Info</li> <li>Appography</li> <li>Contacts Info</li> <li>Network Info</li> </ul>	
<b>APIs</b>	<b>400+ Digital APIs</b>						
	<b>Loan/Deposit Origination Platform</b>	<b>Loan/ Deposit Booking Platform</b>		<b>Debt Management Platform</b>		<b>Loan/Deposit Service Management Platform</b>	
<b>Core Platform</b>	<ul style="list-style-type: none"> <li>Loan/Deposit Sourcing APIs</li> <li>Journey Workflows</li> <li>Journey Business Rules</li> <li>Decision Engine</li> </ul>	<ul style="list-style-type: none"> <li>Loan Booking APIs</li> <li>Loan Disbursement APIs</li> <li>Deposit Booking APIs</li> </ul>		<ul style="list-style-type: none"> <li>Overdue Payment APIs</li> <li>Advance Payment APIs</li> <li>Loan Settlement APIs</li> </ul>		<ul style="list-style-type: none"> <li>Service APIs for Loans</li> <li>Repayment APIs</li> <li>Service APIs for Deposits</li> </ul>	
<b>Core Infrastructure</b>	<b>High Availability (HA) Infrastructure</b>	<b>Disaster Recovery (DR) Infrastructure</b>	<b>Near DR Infrastructure</b>		<b>Cyber Security</b>		<b>Data Security</b>
<b>Digital &amp; Data Infrastructure</b>	<b>Data Lake</b>	<b>Enterprise Datawarehouse</b>	<b>Change Data Mgmt</b>	<b>APIs / Micro Services</b>	<b>Kubernetes</b>		<b>TechOps</b>
<b>New Talent Onboarded</b>	<ul style="list-style-type: none"> <li>Onboarded 580+ Laterals and Fresh hires in last 18 Months in multiple domains</li> </ul>						
	<b>120+ UI/UX , Content Management, &amp; Digital Domain specialist</b>	<b>120+ Payment Domain Resources</b>	<b>240+ Engineering Resources</b>		<b>60+ Data Resources</b>		<b>40+ Core Platform &amp; Infra Resources</b>

There are 15 stacks and 55 features and components.

Previous 2 slides have covered the phase 1 of transformation journey. Phase 1 was focused on creating a strong, stable and scalable foundation. Phase 2 will focus on new to Bajaj customer journeys, introducing new features and functionalities, augmenting current feature sets and nuanced journeys for existing customers for each line of business to take them closer and closer to DIY...

# Digital app platform – Phase 2 feature set

Payments	UPI	Wallet	EMI Card	Credit Card	6-in-1 Payment Checkout	Bill Payment	POS terminals	6-in-1 Check Out for Partners	QR Based P2M Transaction		
Network	CD Network	DPF Network	REMI Network	LSF Network	LCF Network	E-Com Network	Coaching Network	P2M Network	QR Network		
Marketplace & Proprietary Apps	No cost EMI Marketplace	Insurance Marketplace	Investment Marketplace	2-Wheeler Marketplace	Health RX	Doctor RX	Demat and Broking				
3-in-1 Financial Services	No Cost EMI	Unsecured Lending	Mortgage	Other Secured	SME/Prof. Lending	Cards	Deposits	Fee based Services			
	<ul style="list-style-type: none"> <li>Cons. Durable- NTB</li> <li>Mobile- NTB</li> <li>Lifestyle- NTB</li> </ul>	<ul style="list-style-type: none"> <li>Personal Loans (9)</li> <li>Salaried PL (15)</li> <li>Short Term Wallet Loan</li> </ul>	<ul style="list-style-type: none"> <li>Home Loan</li> <li>LAP</li> <li>Secured Enterprise Loan</li> </ul>	<ul style="list-style-type: none"> <li>Gold Loan(3)</li> <li>LAS</li> <li>2-Wheeler &amp; Used Car</li> </ul>	<ul style="list-style-type: none"> <li>Prof. Loans (5)</li> <li>SME Loans (2)</li> <li>Medical equipment</li> </ul>	<ul style="list-style-type: none"> <li>EMI Card</li> <li>Health Card</li> <li>RBL Bank Card</li> <li>DBS Bank Card</li> </ul>	<ul style="list-style-type: none"> <li>Fixed Deposits(6)</li> <li>SDP(2)</li> <li>GBS</li> <li>Loan Against FD</li> </ul>	<ul style="list-style-type: none"> <li>Credit health report 2.0</li> </ul>			
Rewards	Earn				Burn						
	<ul style="list-style-type: none"> <li>Offers</li> <li>Cashbacks</li> </ul>	<ul style="list-style-type: none"> <li>Vouchers</li> <li>Merchant Sponsored Vouchers</li> </ul>	<ul style="list-style-type: none"> <li>Bajaj Coins</li> </ul>	<ul style="list-style-type: none"> <li>Convert to Cash</li> </ul>	<ul style="list-style-type: none"> <li>Bill Payment</li> </ul>	<ul style="list-style-type: none"> <li>Voucher Purchase</li> </ul>					
Integrated Voice and Marketing Cloud	Customer Data Platform	Centralized Offer Repository	Multi Channel Orchestration	Multi Dialler Orchestration	One View for Backend Agents	Cloud Telephony Infra for Distributed Sales Workforce	Voice Call Governance				
Productivity Apps	Sales One App		Debt management One App		Partner One App 2.0		Merchant One App				
	<ul style="list-style-type: none"> <li>Enhanced Engage &amp; Compliance Frames</li> </ul>		<ul style="list-style-type: none"> <li>Compliance, Legal &amp; Repo Mgmt.</li> </ul>		<ul style="list-style-type: none"> <li>Loan Sourcing , Dashboards</li> </ul>		<ul style="list-style-type: none"> <li>Onboarding, Payment Dashboards</li> </ul>				
Services	Information	EMI, Credit Card	Statement	Documents	Repayments	FD & SDP	Profile Update	Calculators			
	<ul style="list-style-type: none"> <li>Loan Info</li> <li>Deposit Info</li> <li>Flexi Loan Info</li> <li>Mandate Services</li> <li>Mutual Fund</li> <li>Assisted Chat</li> </ul>	<ul style="list-style-type: none"> <li>Limit &amp; Enhancement</li> <li>Card Status</li> <li>Card Block/Unblock</li> <li>PIN Change</li> <li>EMI Card Trx history</li> <li>EMI Card accepted check</li> </ul>	<ul style="list-style-type: none"> <li>Loan Stat.</li> <li>Repay Schedule</li> <li>FD Statement</li> <li>NOC</li> <li>COI (10)</li> <li>GDR &amp; FDR</li> </ul>	<ul style="list-style-type: none"> <li>Invoice</li> <li>LTS &amp; Charge Slip</li> <li>App. Form</li> <li>T &amp; C</li> <li>Sanc Letter &amp; Agmt</li> <li>Form 15G</li> </ul>	<ul style="list-style-type: none"> <li>OD &amp; Adv Pay</li> <li>Prepay, DD &amp; FC</li> <li>GL – Part/Full Rel</li> <li>EMI Vault</li> <li>Cash Pick-up 2.0</li> <li>Smart Debit 2.0</li> </ul>	<ul style="list-style-type: none"> <li>FD Details</li> <li>Nominee addition</li> <li>Renew FD</li> <li>TDS Waiver</li> <li>Pre-Maturity, Start Stop SDP</li> </ul>	<ul style="list-style-type: none"> <li>PAN &amp; DOB</li> <li>Mobile &amp; Email ID</li> <li>Address</li> <li>Bank Details</li> <li>Re-KYC</li> </ul>	<ul style="list-style-type: none"> <li>EMI &amp; Flexi</li> <li>Loan Eligibility</li> <li>Shares + MF cal</li> <li>FD, SDP &amp; GBS</li> <li>Mortgage Cal</li> <li>GST Cal</li> </ul>			
Engagement Stack(58)	Travel (6)	Entertainment(5)	Food(11)	Utilities(4)	Shopping (18)	Gaming (10)	Health & Fitness (4)	Education(1)	Other Networks (7)	Donate(2)	30+ Engagement Apps



# Digital app platform – Phase 2 enablers

Core Components (23)	Stimulation	Offers and Promotions	Search	Service	Sales	Engagement	Utilities
	<ul style="list-style-type: none"> <li>Notification Engine</li> <li>Nudges</li> <li>Personalization</li> <li>Next Best Action</li> </ul>	<ul style="list-style-type: none"> <li>Dynamic Banners</li> <li>Offers</li> <li>Wishlist &amp; Cart</li> <li>Segmented Banners</li> </ul>	<ul style="list-style-type: none"> <li>Search</li> <li>Content Streams</li> <li>Geo &amp; Context Based Search</li> </ul>	<ul style="list-style-type: none"> <li>Raise a Request</li> <li>FAQ</li> <li>Document Centre</li> <li>Assisted Chat</li> </ul>	<ul style="list-style-type: none"> <li>5 Mins Call Back</li> <li>Track and Resume Application</li> </ul>	<ul style="list-style-type: none"> <li>Social Share</li> <li>NPS/Feedback</li> <li>In-App Programs</li> <li>Personalized App Features</li> </ul>	<ul style="list-style-type: none"> <li>Locate Us- Maps</li> <li>QR</li> <li>Calculators</li> <li>Expense Manager</li> <li>PODs (4)</li> </ul>
Data	Channels Data	Structured	Unstructured	Consent based App Data	Contextual Data		
	<ul style="list-style-type: none"> <li>Web</li> <li>Mobile</li> <li>IVR</li> <li>Dialler</li> <li>Email</li> </ul>	<ul style="list-style-type: none"> <li>Customer Demographics</li> <li>Loan &amp; Other Information</li> <li>Banking &amp; Collections Txns.</li> <li>Financial Services Journey Heatmaps</li> <li>External – Bureau, Acc Agg, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Cookies</li> <li>Consent based SMS Data</li> <li>Consent based Email Data</li> <li>Click Streams</li> </ul>	<ul style="list-style-type: none"> <li>Device Info</li> <li>Appography</li> <li>Contacts Info</li> <li>Network Info</li> <li>Location &amp; Phone State</li> </ul>	<ul style="list-style-type: none"> <li>Personal Events</li> <li>External Events</li> </ul>		
APIs	600+ Digital APIs						
Core Platform	Loan/Deposit Origination Platform	Loan/ Deposit Booking Platform	Debt Management Platform		Loan/Deposit Service Management Platform		
	<ul style="list-style-type: none"> <li>Loan/Deposit Sourcing APIs 2.0</li> <li>Journey Workflows 2.0</li> <li>Journey Business Rules 2.0</li> <li>Decision Engine</li> </ul>	<ul style="list-style-type: none"> <li>Loan Booking APIs</li> <li>Loan Disbursement APIs</li> <li>Deposit Booking APIs</li> </ul>	<ul style="list-style-type: none"> <li>Overdue Payment APIs</li> <li>Advance Payment APIs</li> <li>Loan Settlement APIs</li> </ul>		<ul style="list-style-type: none"> <li>Service APIs for Loans 2.0</li> <li>Repayment APIs</li> <li>Service APIs for Deposits</li> </ul>		
Core Infrastructure	High Availability (HA) Infrastructure	Disaster Recovery(DR) Infrastructure	Near DR Infrastructure	Cyber Security	Data Security		
Digital & Data Infrastructure	Data Lake	Enterprise Datawarehouse	Change Data Mgmt	APIs / Micro Services	Kubernetes	TechOps	
New Talent Onboarded	<ul style="list-style-type: none"> <li>Projected Cumulative addition of 1400+ Lateral and Fresh hires in Phase 1 and 2 of Digital Transformation Journey</li> </ul>						
	150+ UI/UX , Content Management, & Digital Domain specialist	400+ Payment Domain Resources	625+ Engineering Resources	130+ Data Resources	100+ Core Platform & Infra Resources		

There are 15 stacks and 117 features and components.

**The Company plans to deliver Phase 2 in 8 to 9 months subject to no major disruption as a result of current & new Covid waves. Unlike phase 1, phase 2 will get delivered in 3-4 sprints. The first update on phase 2 will be provided in July quarter results. During this period, the Company remains committed to delivering its long-term guidance metrics...**

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