



5 December 2025

<b>THE MANAGER, BSE LIMITED DCS - CRD PHIROZE JEEJEEBHOY TOWERS DALAL STREET, MUMBAI - 400 001 SCRIP CODE: 500034</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 SCRIP CODE: BAJFINANCE - EQ</b>
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Dear Sir/Madam,

**Sub.: Intimation under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Submission of investor / analyst Group Meet presentation**

With reference to our letter dated 1 December 2025 and pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, read with Schedule III thereto, please find enclosed herewith presentation to be made to analysts/investors during today's Group meet to be held at Mumbai, Maharashtra.

The presentation will also be made available on the website of the Company at <https://www.aboutbajajfinserv.com/finance-investor-relations-investor-presentation>.

We request you to kindly take the same on record.

Thanking you.

**For Bajaj Finance Limited**

**R. Vijay**

**Company Secretary**

Email ID: [investor.service@bajajfinserv.in](mailto:investor.service@bajajfinserv.in)

Encl.: As above

**BAJAJ FINANCE LIMITED**

<https://www.aboutbajajfinserv.com/finance-about-us>

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**FINANCE**

# **Investor Day 2025**

Mr. Rajeev Jain  
Vice Chairman and MD  
05 December 2025



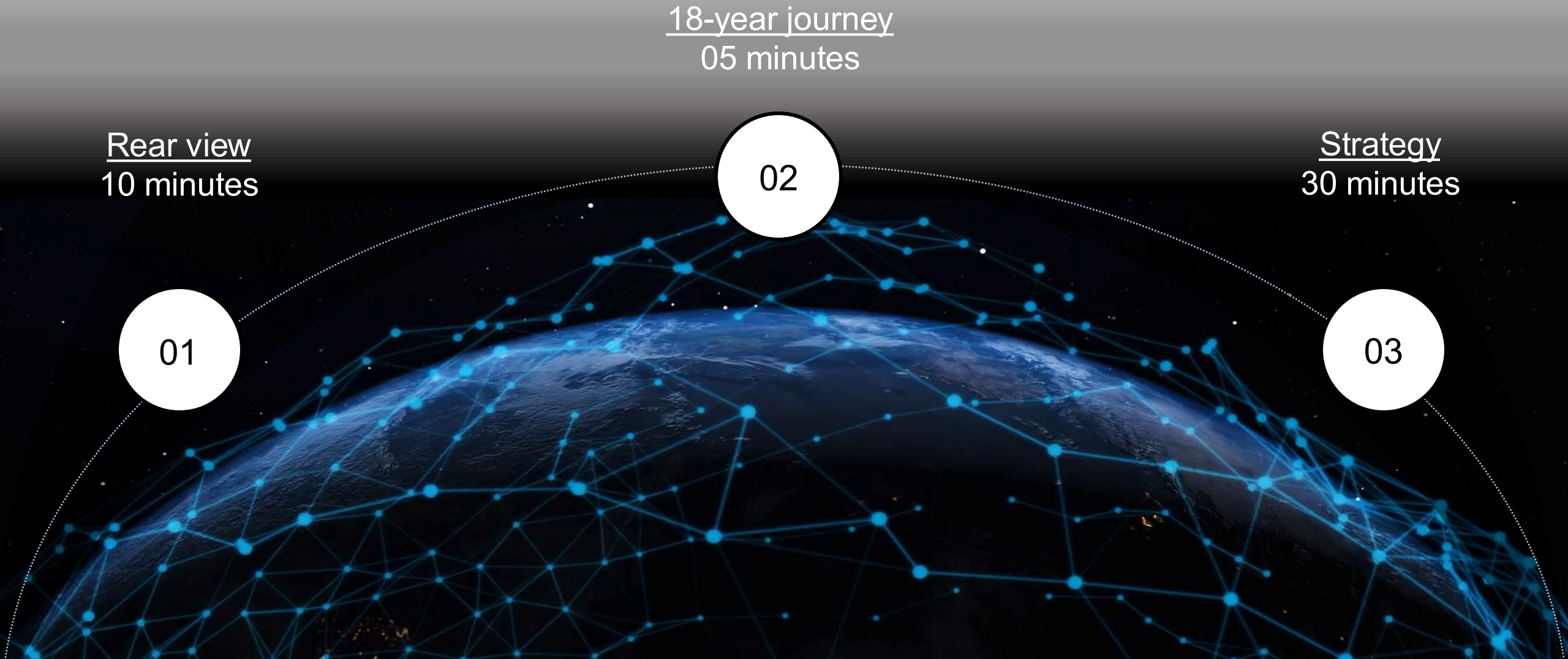
Good afternoon. Welcome once again. I will present for 45 minutes and take Q&A for 15 minutes.



This session of mine is crisper but a little dense given the **new frontiers** of **customer centricity** and **deep tech AI** that we are embarking on...



I have 3 sections and intend to take 45 minutes. Let's quickly start with rear view...





**This is how we've progressed on FINAI. The shell is ready..**





**The house will be fully ready by FY28. It is one of the most exciting periods in our transformation journey...**





Our tradition is, “कथनी-करनी एकसी” (do as we say, say as we do). So, before I unveil LRS 2026-30, I will quickly cover update on last year’s strategies and megatrends...



# Progress update on 21 FINAI strategies (1/2)

## 1. Strategic Partnerships

- Products live on Airtel app: 9
- Airtel EMI Card CIF: 7 lakh+
- Disbursement: ₹ 700-800 crore

## 2. MSME

- Strategic Business Unit (SBU) – Jan'25
- Affordable Housing Finance – Jan'25
- All mortgages under SBU – Oct'25

## 3. PL from 50K to 50 lacs

- “EMI Card = PL”: disbursed ₹ 4,600 crore (7%)
- SALPL pref.: disbursed ₹ 1,000 crore (5%)
- Fastest SALPL: 35% STP and 52% same day disbursal

## 4. Gold Loan

- Branches: 1,592
- AUM: ₹ 16,340 crore (up 97%)
- Current market position: 5th

## 5. MFI

- Branches: 447
- Disbursement: ₹ 2,147 crore (up 51%)
- AUM: ₹ 2,317 crore (up 84%)

## 6. Two-Wheeler

- Dealer count: 10,000+
- Volume: 5.3 lakh loans (up 17%)
- AUM: ₹ 6,220 crore (up 36%)

## 7. Auto Loans

- Dealer count: 2,000+
- Disbursement: ₹ 4,300 crore
- AUM: ₹ 8,400 crore (up 60%)
- Credit performance: within threshold

## 8. Payments

- A viable payments business strategy created and actioned. Break-even by FY29
- FASTag franchise: #2MM+

## 9. Green Financing – Solar

- Establish POC in FY26
- Volume: 5,700 loans
- FY27 target: 50,000+ loans

## 10. Leasing

- Tool for trade leasing launched
- Fully digital corporate leasing platform – Apr'26
- Deliver category expansion in LRS FY26-30

## 11. Back to basics - Risk

- 3, 6, 9 MOB 0+ are the new core risk metrics
- Early MOB performance across products is tracking in line with pre-covid metrics

## 12. Operational Risk

- ORM projects implemented: 206

*Figures: FY26 estimates*



# Progress update on 21 FINAI strategies (2/2)

## 13. Conversational AI POD

- ₹ 5,300 crore disbursal via voice BOT- FY26
- 9 Chat BOTs Live
- All 29 Chat BOTs - Mar'26
- RUFUS live on App - Mar'26

## 14. Vision AI POD

- 30 Documents Live, 42 by Mar'26
- 50% Auto QC for files processing
- 323 branches/partner stores with face recognition cameras - Mar'26

## 15. Content AI POD

- 5.04L+ banners created
- 10.5k+ videos created
- 1.27L+ pages across App, Web and Bajaj Mall

## 16. Tech AI POD

- 11k+ BRDs raised via ReqEase
- 40k+ Test cases generated on TestGenie
- 25% Github co-pilot efficiency

## 17. AI Data POD

- 9 crore voice logs converted to text, enabling ₹2,400 crore annual disbursal
- 48 lakh historical PD Notes converted into structured data

## 18. Agentic AI POD

- 68% email resolution by co-pilot service agents. 90% by Mar'26
- Agentic AI strategy in LRS FY26-30

## 19. Custom Model AI POD

- Custom model strategy in LRS FY26-30
- Augmented Risk Intelligence for B2B by Feb'26
- Propensity model - Oct'26

## 20. Responsible AI

- Free AI board policy by Jan'26
- Dedicated AI security team with Deputy CISO - Mar'26
- Observability and security platform - Oct'26

## 21. AI Cloud infrastructure

- Google cloud platform for voice and data -Live
- Salesforce for native AI – Live
- Multi-cloud infrastructure strategy for AI in LRS FY26-30



# Good progress on 24 megatrends, 2 WIP and 2 dropped

<b>1. Digital Rupee (CBDC)</b> <ul style="list-style-type: none"> <li>Go Live in Dec'25</li> </ul>	<b>2. Account Aggregator</b> <ul style="list-style-type: none"> <li>40 MM one-time consents</li> <li>39 MM recurring consents</li> </ul>	<b>3. ONDC</b> <ul style="list-style-type: none"> <li>Buyer app - 1 lakh Orders in Nov'25</li> <li>Seller app - ₹ 30 crore monthly disbursal</li> </ul>	<b>4. Social as a Platform</b> <ul style="list-style-type: none"> <li>Soft launch done</li> <li>2,000 creators listed</li> </ul>	<b>5. Rewards as a Platform</b> <ul style="list-style-type: none"> <li>110 MM rewards in FY26</li> <li>32 MM unique customers rewarded -FY26</li> </ul>	<b>6. Offline to Online</b> <ul style="list-style-type: none"> <li>All products by Mar'26 with 8-10 O2O integrations on App</li> </ul>
<b>7. Personalization</b> <ul style="list-style-type: none"> <li>Live on 102 components</li> <li>Dynamic homepage by FY27</li> </ul>	<b>8. Green Finance</b> <ul style="list-style-type: none"> <li>Solar 2.0 launched</li> <li>50k+ loans and ₹ 750 crore disbursal in FY27</li> </ul>	<b>9. Insurance for All</b> <ul style="list-style-type: none"> <li>Dropped</li> </ul>	<b>10. Credit on UPI</b> <ul style="list-style-type: none"> <li>Regulatory approval -WIP</li> </ul>	<b>11. Plastic as form factor</b> <ul style="list-style-type: none"> <li>Dropped</li> </ul>	<b>12. Future of Device</b> <ul style="list-style-type: none"> <li>3 Sound Boxes</li> <li>2 EDC variants launched</li> </ul>
<b>13. Pre-owned</b> <ul style="list-style-type: none"> <li>2.61 lac used phone financed in FY26</li> <li>32k used car financed in FY26</li> </ul>	<b>14. Monetizing digital assets</b> <ul style="list-style-type: none"> <li>70+ ad placements</li> <li>40 crore revenue in FY27</li> </ul>	<b>15. UPI as Open Architecture</b> <ul style="list-style-type: none"> <li>Own switch Wallet UPI Jan'26</li> <li>Full UPI migration FY'27</li> </ul>	<b>16. Bajaj+</b> <ul style="list-style-type: none"> <li>Regulatory approval- WIP</li> </ul>	<b>17. Multi-Cloud</b> <ul style="list-style-type: none"> <li>3 applications migrated</li> <li>15 applications WIP</li> </ul>	<b>18. Zero Trust</b> <ul style="list-style-type: none"> <li>39 projects LIVE</li> <li>12 projects in WIP</li> </ul>
<b>19. Generative AI to AI</b> <ul style="list-style-type: none"> <li>7 PODs Live</li> <li>147-member AI unit created</li> </ul>	<b>20. Cyber Security</b> <ul style="list-style-type: none"> <li>Protectt.ai, Zscaler, Cloud HSM etc. implemented</li> <li>Cyber insurance: ₹1,200 crore</li> </ul>	<b>21. Digital Fraud</b> <ul style="list-style-type: none"> <li>Protectt.ai for App security LIVE</li> <li>Ashield onboarded for secure UPI</li> </ul>	<b>22. Blockchain</b> <ul style="list-style-type: none"> <li>60MM+ UPI Autopay transactions done</li> <li>2.4MM+ policies with 100% accuracy synced</li> </ul>	<b>23. Augmented Reality</b> <ul style="list-style-type: none"> <li>Launched 30+ templates of AR/VR</li> <li>Overall 100+ games live</li> </ul>	<b>24. Data Privacy</b> <ul style="list-style-type: none"> <li>Securiti.ai live for data discovery</li> <li>Data localized &amp; stored in India for compliance</li> </ul>
<b>25. CX</b> <ul style="list-style-type: none"> <li>Practice established</li> </ul>	<b>26. Vernacular</b> <ul style="list-style-type: none"> <li>BFLApp live in Hindi</li> <li>5 more languages live by May'26</li> </ul>	<b>27. Voice</b> <ul style="list-style-type: none"> <li>₹ 4,500 crore Disbursal via Voice AI</li> </ul>	<b>28. Climate Risk</b> <ul style="list-style-type: none"> <li>Climate Vulnerability Index Live.</li> <li>RBI Pilot WIP: Impact of Climate Risk on NPAs</li> </ul>		



# 18-year journey

Financials snapshot @	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	CAGR
Loans booked (MM)	1.0	0.6	0.9	1.6	2.2	2.8	3.4	4.9	6.8	10.1	15.3	23.5	27.4	16.9	24.7	29.6	36.2	43.4	25%
Customer franchise (MM)	0.8	1.2	1.9	3.0	4.7	6.7	9.3	12.9	16.1	20.1	26.2	34.5	42.6	48.6	57.6	69.1	83.6	101.8	33%
AUM (₹ '000 crore)	2.5	2.5	4.0	7.6	13.1	17.5	24.1	32.4	44.2	60.2	82.4	115.9	147.2	152.9	197.5	247.4	330.6	416.7	35%
Total income	503	599	916	1,406	2,172	3,110	4,073	5,418	7,333	9,989	12,757	18,500	26,386	26,683	31,648	41,418	54,983	69,725	34%
Interest expenses	170	164	201	371	746	1,206	1,573	2,248	2,927	3,803	4,614	6,623	9,473	9,414	9,754	12,560	18,725	24,771	34%
Net total income (NTI)	332	435	715	1,035	1,426	1,904	2,500	3,170	4,406	6,186	8,143	11,877	16,913	17,269	21,894	28,858	36,258	44,954	33%
Operating expenses	193	220	320	460	670	850	1,151	1,428	1,898	2,564	3,270	4,197	5,662	5,308	7,587	10,142	12,325	14,926	29%
Loan losses & provision	109	164	261	205	154	182	258	385	543	804	1,030	1,501	3,929	5,969	4,803	3,190	4,631	7,966	29%
Profit before tax	30	51	134	370	602	872	1,091	1,357	1,965	2,818	3,843	6,179	7,322	5,992	9,504	15,528	19,310	22,080	47%
Profit after tax	21	34	89	247	406	591	719	898	1,279	1,837	2,496	3,995	5,264	4,420	7,028	11,508	14,451	16,779	48%
Ratios	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	
Opex to NTI	58.1%	50.6%	44.8%	44.4%	47.0%	44.6%	46.0%	45.0%	43.1%	41.4%	40.2%	35.3%	33.5%	30.7%	34.7%	35.1%	34.0%	33.2%	
Loan loss to avg. AUF	3.58%	4.89%	7.05%	3.63%	1.58%	1.25%	1.30%	1.42%	1.47%	1.61%	1.50%	1.55%	3.10%	4.14%	2.84%	1.47%	1.63%	2.17%	
Return on assets	0.7%	1.4%	2.8%	4.4%	4.2%	4.1%	3.6%	3.3%	3.5%	3.7%	3.7%	4.2%	4.1%	3.1%	4.2%	5.3%	5.1%	4.6%	
Return on equity	2.0%	3.2%	8%	19.7%	24.0%	21.9%	19.5%	20.4%	20.9%	21.6%	20.1%	22.5%	20.2%	12.8%	17.4%	23.5%	22.1%	19.2%	
Net NPA *	7%	5.50%	2.20%	0.80%	0.12%	0.19%	0.28%	0.45%	0.28%	0.44%	0.43%	0.63%	0.65%	0.75%	0.68%	0.34%	0.37%	0.44%	
Provisioning coverage	30%	32%	55%	79%	89%	83%	76%	71%	77%	74%	70%	60%	60%	58%	58%	64%	57%	54%	
CRAR (standalone)	40.7%	38.4%	25.9%	20.0%	17.5%	21.9%	19.1%	18.0%	19.5%	20.3%	24.7%	20.7%	25.0%	28.3%	27.2%	25.0%	22.5%	21.9%	
Leverage ratio	2.6	2.5	3.8	5.9	6.4	5.3	6.2	6.8	6.3	6.6	5.4	6.3	5.1	4.7	4.9	5.1	4.9	4.7	



It's been a great run. We remain very excited about our future. We are well on course to disburse 50 MM loans and cross ₹ 5 lakh crore AUM in FY26.

Financials snapshot @

18-YEAR JOURNEY

STRATEGY

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	CAGR		
Loans booked (MM)	1.0	0.6	0.9	1.6	2.2	2.8	3.4	4.9	6.8	10.1	15.3	23.5	27.4	16.9	24.7	29.6	36.2	43.4	25%		
Customer franchise (MM)	0.8	1.2	1.9	3.0	4.7	6.7	9.3	12.9	16.1	20.1	26.2	34.5	42.6	48.6	57.6	69.1	83.6	101.8	33%		
AUM (₹ '000 Cr)	Particulars		FY08				FY25				6M FY26										
Total income	Product Lines		1,406	2,172	3,110	4,073	5,418	7,333	9,089	12,757	18,500	26,386	36,683	31,648	41,418	54,983	69,725	34%			
Interest expenses			201	371	746	1,206	1,573	2,248	2,927	3,803	4,614	6,623	9,473	9,414	9,754	12,560	18,725	24,771	34%		
Net total income (NTI)	Loans Disbursed (MM)		426	1,904	1	2,500	3,170	4,406	6,433	8,143	11,877	16,913	26,269	21,894	28,858	36,258	44,954	33%			
Operating expenses			320	460	670	850	1,151	1,428	1,898	2,564	3,270	4,197	5,662	5,308	7,587	10,142	12,325	14,926	29%		
Loan losses & provision	Customer Franchise (MM)		182	258	385	543	801	1,030	1,501	3,929	110.6	4,803	3,190	4,631	7,966	29%					
Profit before tax	AUM (₹ crore)		30	51	134	370	602	872	1,091	1,357	1,965	2,818	3,843	6,179	7,322	5,992	9,504	15,528	19,310	47%	
Profit after tax			21	34	89	247	406	591	719	898	1,279	1,837	2,490	3,995	5,264	4,420	7,028	11,508	14,451	16,779	48%
Ratios	PBT (₹ crore)		FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	
Opex to NTI			58.1%	50.6%	44.8%	44.4%	47.0%	44.6%	46.0%	45.0%	43.1%	41.4%	40.2%	35.3%	33.5%	30.7%	34.7%	35.1%	34.0%	33.2%	
Loan loss to avg. AUF	Share of total credit (bps)		1.25%	1.30%	1.42%	1.47%	1.6%	1.50%	1.55%	3.10%	232	2.84%	1.47%	1.63%	2.17%						
Return on assets			0.7%	1.4%	2.8%	4.4%	4.2%	4.1%	3.6%	3.3%	3.5%	3.7%	3.7%	4.2%	4.1%	3.1%	4.2%	5.3%	5.1%	4.6%	
Return on equity	Share of retail credit (bps)		21.9%	19.5%	20.4%	20.9%	21.3%	20.1%	22.5%	20.2%	281	23.5%	22.1%	19.2%							
Net NPA *	Profit Ranking in India		722	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	
Provisioning coverage			30%	32%	55%	79%	89%	83%	76%	71%	77%	74%	70%	60%	60%	58%	58%	64%	57%	54%	
CRAR (standalone)	No. of Companies		1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Leverage ratio			2.6	2.5	3.8	5.9	6.4	5.3	6.2	6.8	6.3	6.6	5.4	6.3	5.1	4.7	4.9	5.1	4.9	4.7	

1. YEAR VIEW

2. 18-YEAR JOURNEY

3. STRATEGY

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# Capability stack built in last 18 years

## Franchise

110.6MM Customers | 71.3MM Cross-sell customers | 6.05 PPC per customer | 42MM NTC

## Geography

4,039 BFL locations | 1,272 Gold Loan branches | 416 MFI branches | 242k Active distribution points

## Technology and Data

03 Multi-cloud infrastructure | 500k Data tables | 5.5PB data | 74MM UPI autopay on Blockchain

## AI

09 AI BOTS | 5.3k crore PL disbursement | 37% Service by AI | 42% Banners & 100% Videos generated | 250 Member AI unit- Jun'26

## Platform

78.3MM App installs | 650 MM Web visitors in FY26 | 6.2MM Social followers | 59MM rewards | 1L monthly transactions on ONDC

## People

67k Employees | 53k Fixed-term contract (FTC) | 17.8% Employee attrition



Given strong India growth momentum, our strong financials, diversified capability stack and low market share across key lines of businesses, we can continue to compound between 17-19% for a foreseeable period.

Question is, can we compound faster?



To compound faster, strategy has to be exciting, non-linear & हटके. It should power our growth and position BFL to be a leader in financial services in everything we do. I believe, this is the pivotal moment for any enterprise, as AI transforms business models and power shifts from enterprise to consumers. We are pretty excited about it.



Before I get into the strategy, two keywords that you will find across my presentation are namely, **Customer centricity & AI**. Now let's go to our strategic framework...



# Introducing, strategic framework of LRS 2026-30



A customer-centric  
company serving all  
needs of the  
customer

A technology leader  
in financial services  
in India

The lowest risk  
company  
in India



## A customer-centric company serving all needs of the customer

1. Design thinking methodology
2. Transition from 'product-centric' to 'customer-centric'

## A technology leader in financial services in India

3. Data for AI
4. Consumer AI
5. Enterprise AI
6. Agentic AI
7. BFS intelligence
8. Technology solutions to products

## The lowest risk company in India

9. AI augmentation to deliver agility in Risk
10. AI fraud risk model to eliminate fraud
11. A compliance-centric, AI driven operations and service
12. Debt management services – Technology leadership and agentics



Let's start with - A customer-centric company serving all needs of the customer



# What is the strategic imperative

## 1 DATA

**302<sub>MM</sub>**  
HOUSEHOLDS IN  
INDIA by 2029  
SOURCE: Census India

**200-220<sub>MM</sub>**  
BFL CUSTOMER  
FRANCHISE by  
2030

**100<sub>MM</sub>**  
LOANS  
DISBURSED in  
FY30

**20%**  
ACTIVE HOUSEHOLDS  
in FY30

Focus on share of wallet

Hunting and farming

## 2 WHAT

Customer centricity means focusing on experience, long-term relationships, products and processes designed for customer satisfaction

Design thinking

Product-centric → Customer-centric

## 3 WILL LEAD TO

**3.2 - 3.5%** Credit market share, **3.6 - 4.0%** Retail market share,  
**6.5-7.5** PPC



## Design Thinking

Iterative process,  
Solve unknown, ill-defined problems

## Product-centric to customer-centric

Customer needs  
Long-term relationships,  
Customer satisfaction



Let me now take you through the first strategy, product-centric to customer-centric



Transitioning from selling "what company wants" to "what customer needs", to significantly improve long-term relationships and customer satisfaction.

Double market share

Higher product-per-customer

Higher CSAT



We are 12.5% of loans booked in India but only 2.8% of retail AUM. The strategic imperative, going forward, would be to **grow wallet share** of our customers. Thus, to accelerate our growth momentum, we need to transition from **product-centric to a customer-centric strategy**.

Higher Wallet share

Better Communication Governance

Greater Trust and loyalty

Personalized experiences



# Approach of product-centric to customer-centric

1. Build a product propensity model to transition from "what company wants" to "what customer needs"
2. Complete our product offerings – launch wealth management business
3. Build data information architecture - structured, labeled, DMP, bureau, etc.
4. Create a company-wide multi-disciplinary team consisting of data, campaign, risk, and business
5. A comprehensive rewards framework to build engagement and long-term relationships
6. Build channel affinity models – offer right product at right time across all channels, namely Web, App, Social, POS and call centre.



1. Build a product propensity model to transition from "what company wants" to "what customer needs"
2. Complete our product offerings – launch wealth management business
3. Build data information architecture - structured, labeled, DMP, bureau, etc.

Let me explain the Product centric to Customer centric opportunity by an **illustrative example**

4. Create a company-wide marketing strategy to drive growth, campaign, risk, and business
5. A comprehensive rewards framework to build engagement and long-term relationships
6. Build channel affinity models – offer right product at right time across all channels, namely Web, App, Social, POS and call centre.

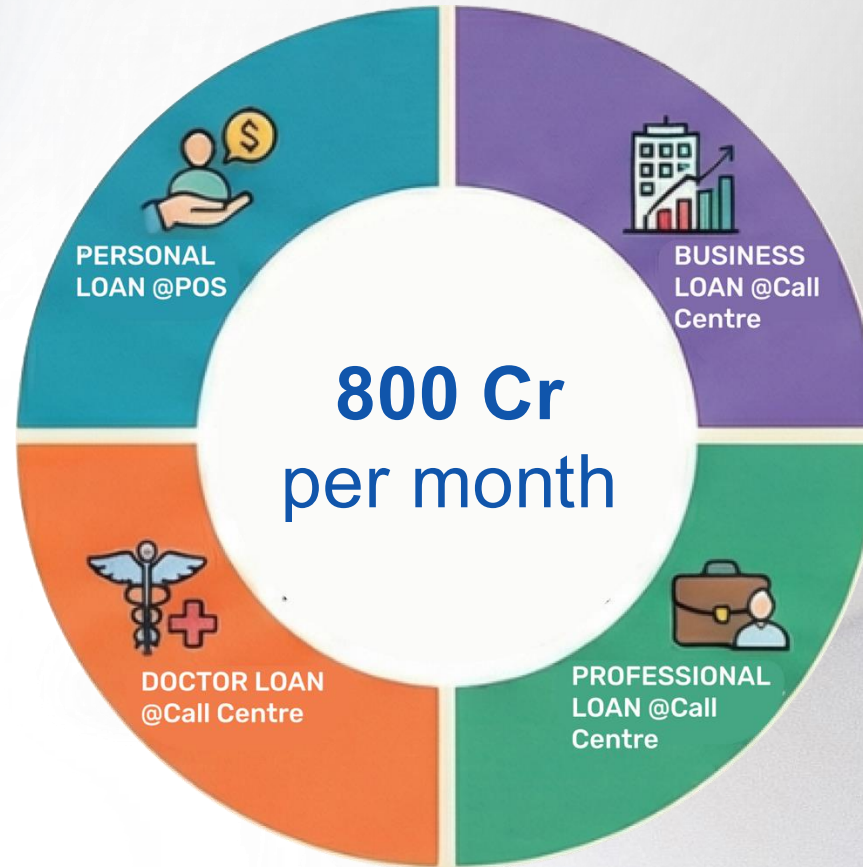


# Industry disbursals on BFL franchise - FY25

Product	Industry Disbursal (in crore)	BFL Disbursal (in crore)	BFL Market Share %	Industry disbursal on BFL Franchise	Industry disbursal on BFL Franchise %
Consumer	158,494	92,021	54%	22,533	14.00%
Personal Loans	884,360	73,320	8%	2,64,109	29.86%
Unsecured BL	400,980	17,518	4%	2,49,619	62.25%
BL Secured + LAP	665,709	5,196	1%	3,55,642	53.42%
Prof Loans	22,209	9,931	45%	5,434	24.47%
Used Car Finance	62,694	3,351	5%	32,207	51.37%
New Car Finance	363,231	4,085	1%	1,30,492	35.93%
Two-wheeler (AF+OA)	108,862	4,223	4%	24,418	22.43%
Gold Loan	1,744,821	16,628	1%	3,18,614	18.26%
LAS	201,124	18,968	9%	39,667	19.72%
Commercial Lending	1,03,59,366	13,933	0.1%	-	-

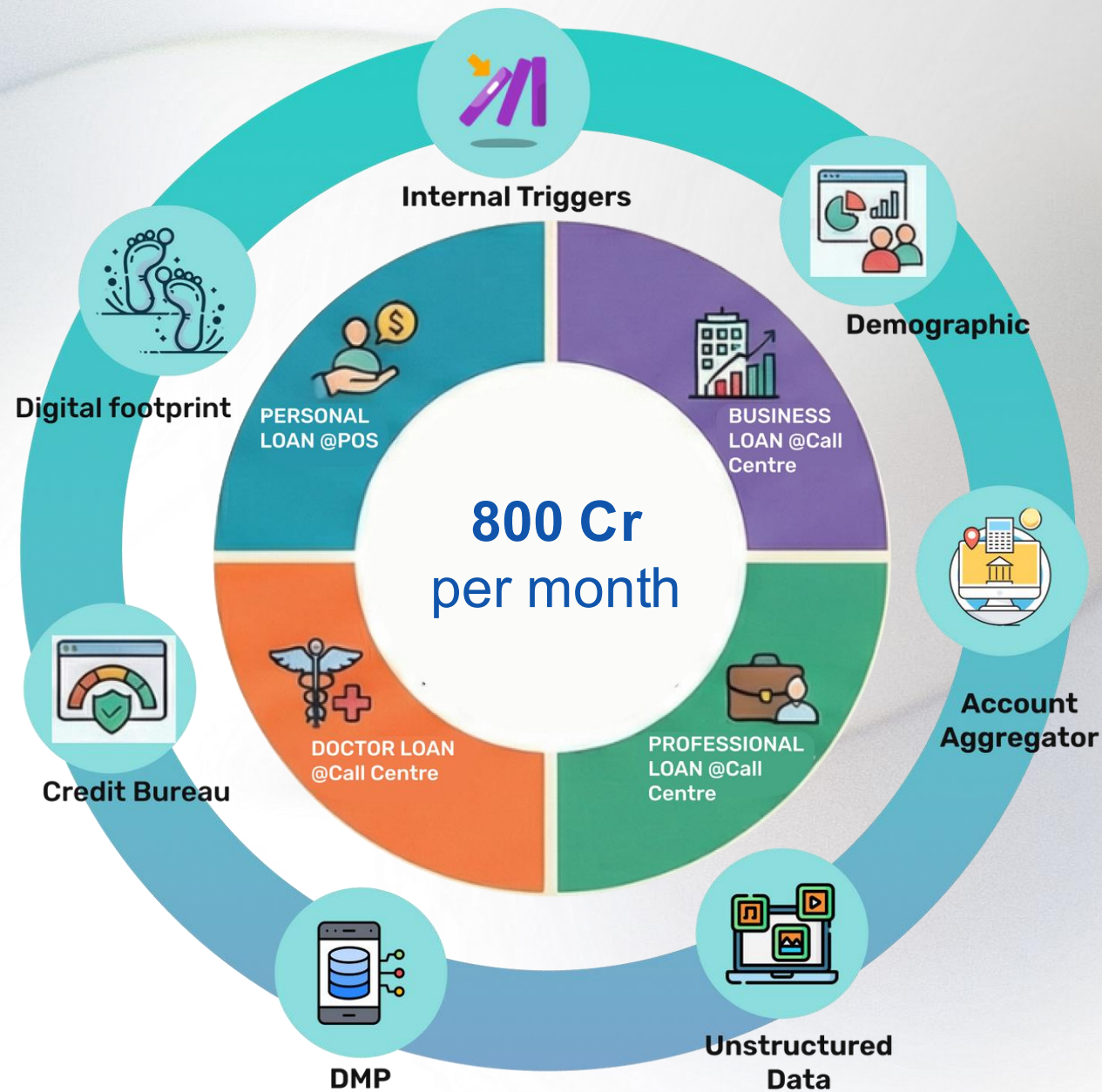


# Current **product-centric** orientation



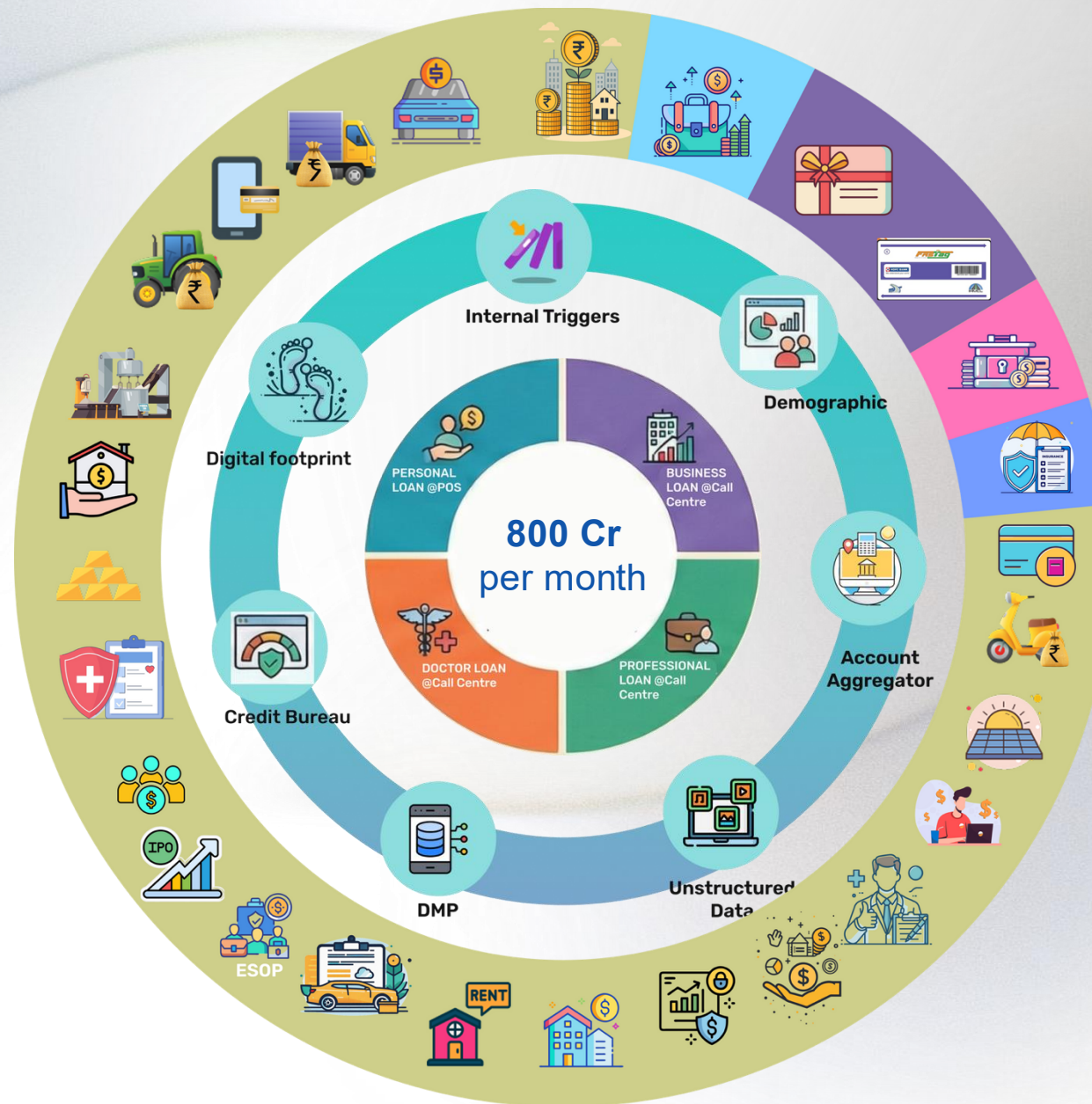


# Move from product-centric to customer-centric orientation



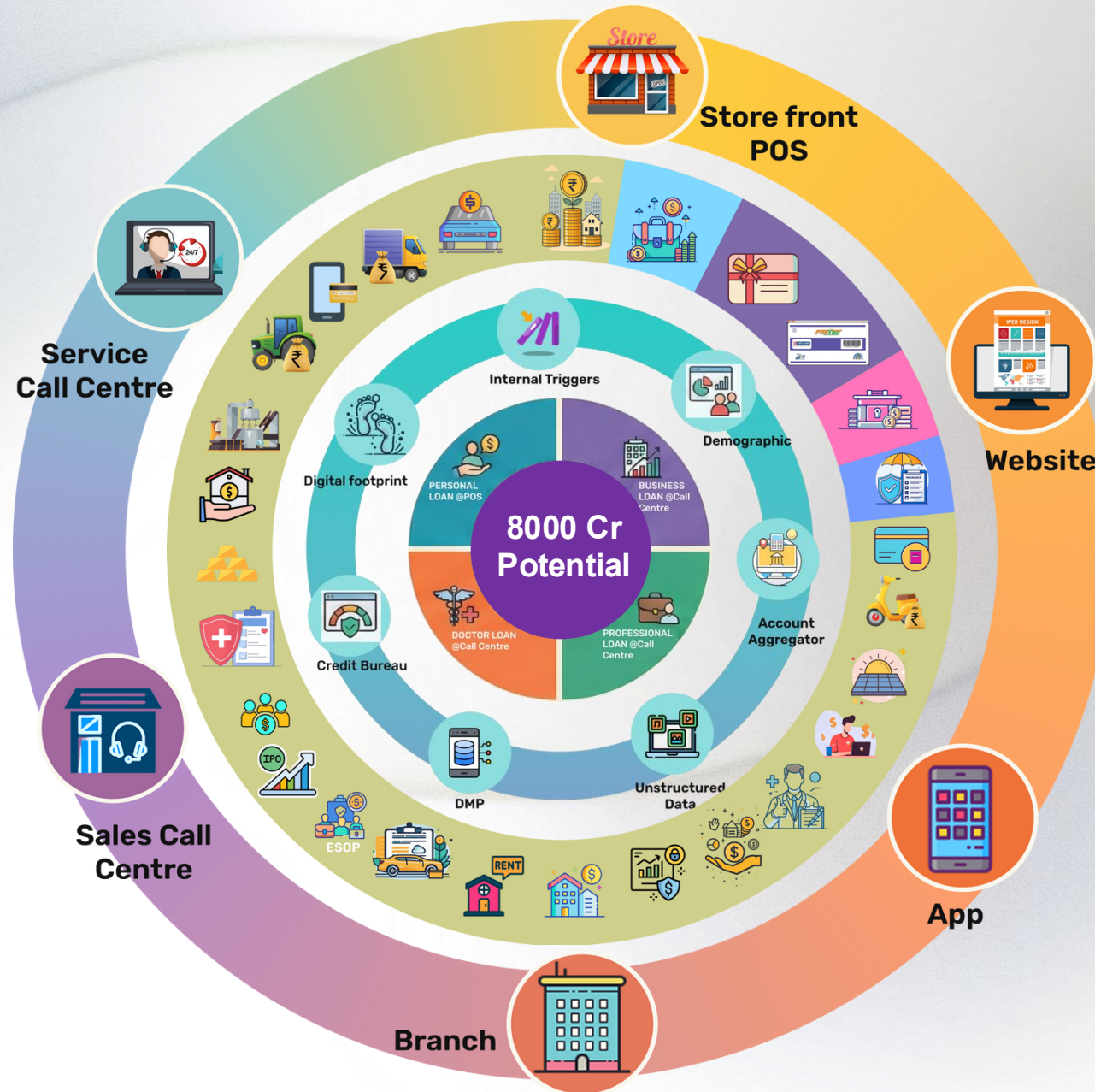


# Offer all products to all customers





# Offer all products to all customers across all channels



Lending

Wealth

Payments

Deposits

Insurance



# Outcome of product-centric to customer-centric

1. Grow disbursement from ₹ 800 crore to ₹ 8,000 crore per month
2. Reduce credit costs
3. Reduce cost of acquisition
4. Grow product per customer to 6.5-7.5
5. Highest CSAT in the industry

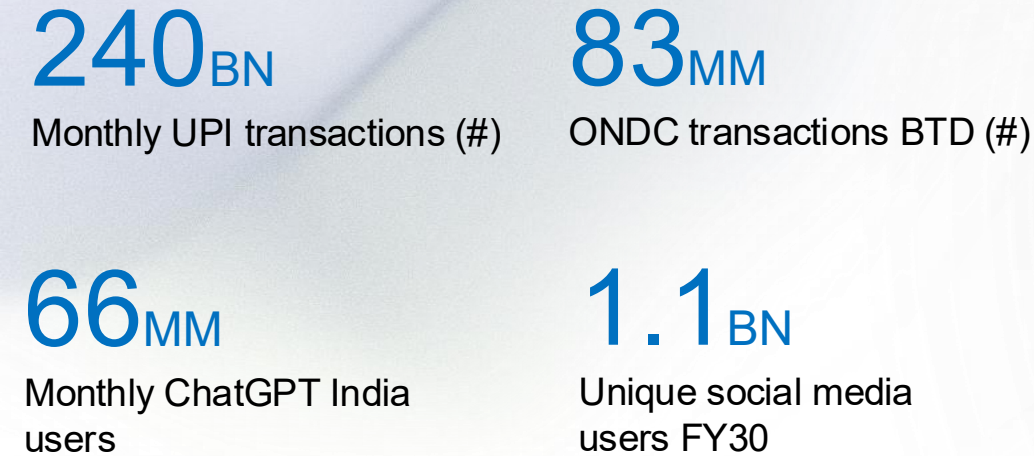


Let's now talk about, **Technology Leadership**



# What is the strategic imperative

## 1 DATA



Sources - NPCI, ONDC, Sensortower, Demandsage, Statista

Consumer embracing AI

Digital native

## 2 WHAT

Technology leadership means deep commitment to leverage technology as a catalyst to achieve goals and drive innovation. It is the ability to anticipate trends, envision transformation, and reshape business models to make life simpler for consumers.

Data for AI

Consumer AI

Enterprise AI

Agentic AI

BFS Intelligence

Technology solutions to products

## 3

WILL LEAD TO

**100MM** loans, **160-180MM** App installs, **3.5-4.5BN** web visitors, **30%** digital contribution, **31%** Opex to NIM, **90% reduction** in operations and service



# 06 strategies of Technology Leadership

## Data for AI

Expand intelligent data,  
Organise structured & unstructured data  
AI-driven capability models

## Consumer AI

AI in everyday products  
Personalised experiences  
Transform customer experience

## Enterprise AI

AI in business processes  
Drive scale, efficiency and innovation  
Transform customer experience

## Agentic AI

Multi-agent platform  
Agent to agent protocol  
Complete tasks autonomously

## BFS Intelligence

Research & Development lab  
Ground-breaking products  
Medium & long-term

## Technology solutions to products

Project-driven to product-driven  
AI and middleware solution  
Deliver scalability and compliance



Let's go through the second strategy, **Data for AI**



Data for AI strategy will significantly **expand intelligent data variables and organise existing structured and unstructured** data sets for delivering **AI-driven capability models**

Reduce credit costs

Productivity gains

Hyper personalisation



AI thrives on **large, diverse and contextual data sets**. Without data augmentation, AI models would result in poor generalization, model risk bias and limited predictability. AI models require **data to be organized by converting scattered, implicit and unstructured information into intelligent datasets**.

Datasets expansion

Higher business volume

Seamless customer experience



1. Identify a global data labeling and tagging company to establish a data discovery practice for unstructured datasets
2. Invest in an infrastructure that supports tagging, labeling and describing data.
3. Create a feature store for structured data and vector databases for unstructured data set
4. Enterprise knowledge graph for linking customer behavior, transaction datasets and risk signals



1. 1,000 data variable expansion
2. Deliver 5% of annual volumes
3. Reduce credit cost by 5%
4. Improve productivity by 12-15%
5. Deliver hyper personalization



Let's now go through our third strategy – **Consumer AI**



Consumer AI is use of AI technologies designed to power **everyday products and experiences** that makes life **simpler, more personalized and transformational** for consumers.

125 MM digital customers

Increased business volumes

90% reduction in service queries



So far, we have remained focused on building enterprise AI capabilities. With **consumer embracing AI rapidly**, we must **reimagine** our existing Digital platforms and build a **new consumer AI platform**

Attention economy to intention economy

AI enabled commerce

New UI for AI

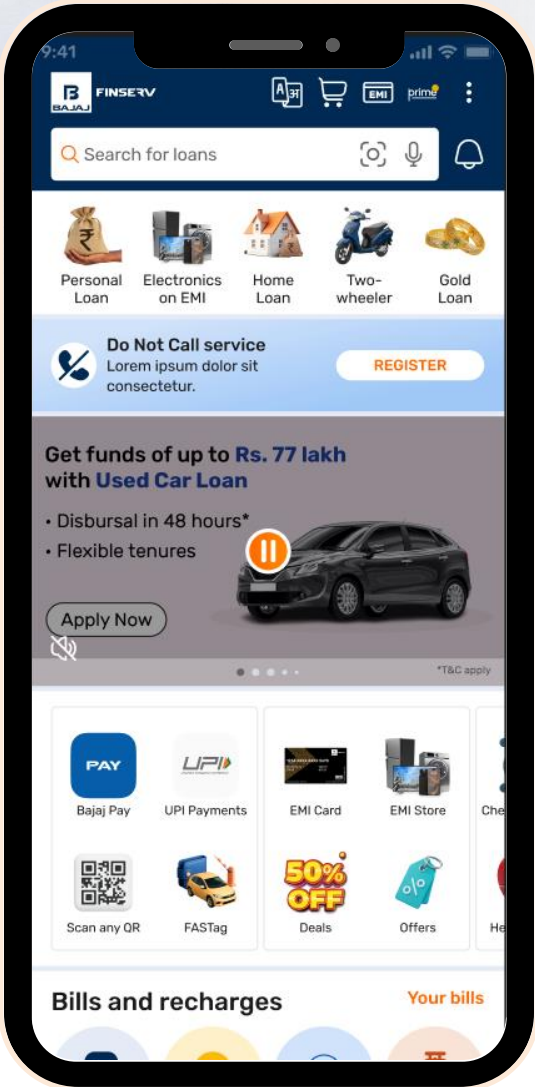


1. Create a dedicated Consumer AI platform team on the lines of Digital Platforms as created in FY21
2. Build a next-generation Consumer AI platform
3. Offer BFL products on ChatGPT, enabling chat-based loan origination & seamless transactions
4. Enable consumers to experience multi-modal AI features like Chat, voice and vision on our existing digital platforms (App and Web)
5. Create secure data exchange frameworks to power AI.

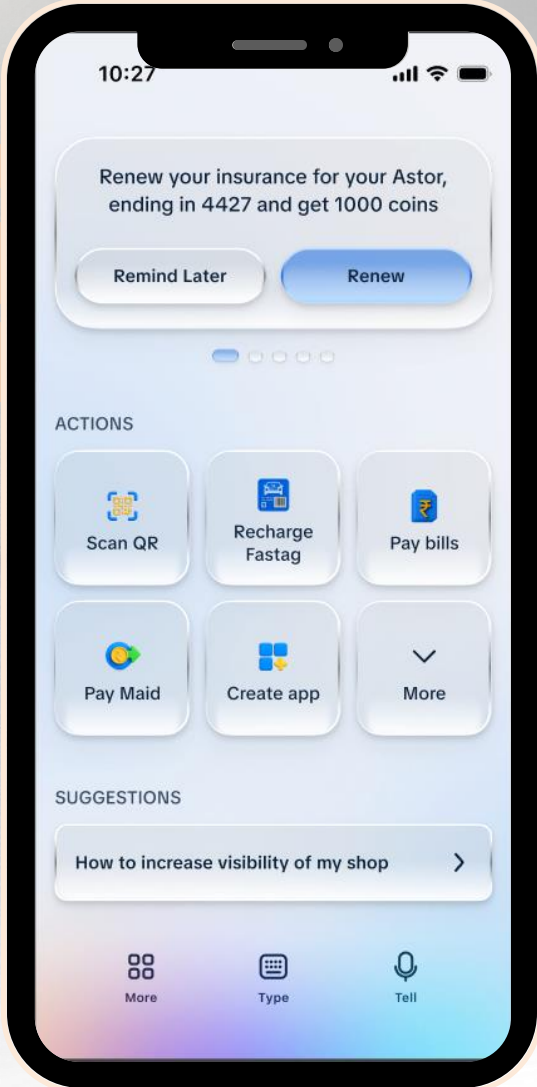
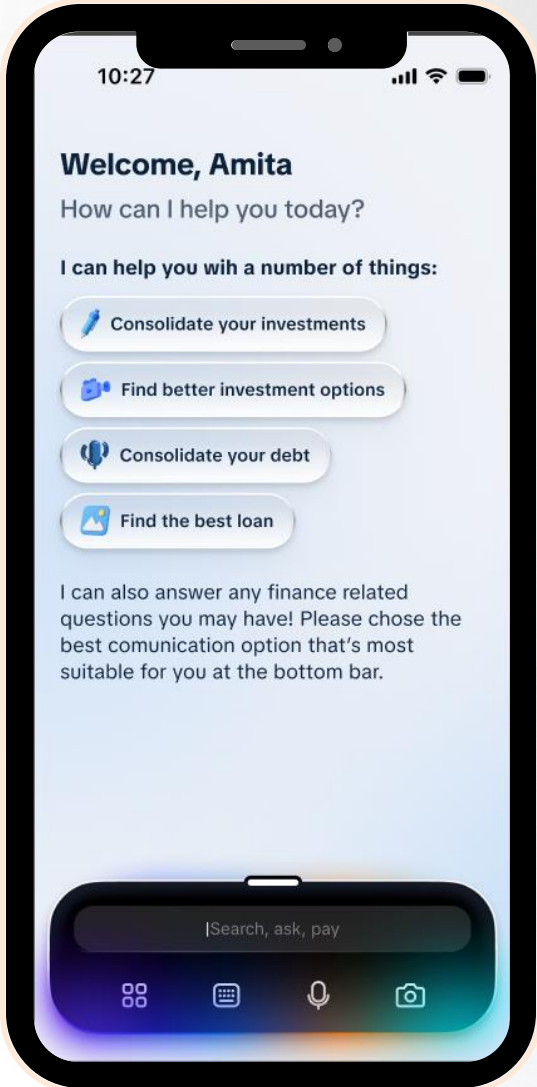


# Impression of the new Consumer AI platform

Today



Tomorrow





1. 3.5 - 4.5 bn Web visitors
2. 160-180 MM App net users
3. 50% of total digital platform volumes from new AI platform by FY30
4. 90% reduction in service requests and queries



Let me now talk about the last part of our strategic framework - **Lowest risk company in India**



# What is the strategic imperative

## 1 DATA

10<sub>bps</sub>

Improvement in risk costs

500<sub>crore</sub>

Addition to profit on FY26 base

1,100<sub>crore</sub>

Addition to profit on FY30 base

Tough to compensate

Vulnerability

Choose risk over-growth

## 2 WHAT

Lowest risk company is principally defined as low tolerance across all dimensions of risk namely credit risk, operational risk, fraud risk, compliance risk, market risk, technology risk and reputation risk while maintaining sustainable growth and profitability

AI augmentation for agility in Risk

AI-enabled fraud risk model

AI driven Ops & service

DMS – Tech leadership & agentics

## 3

WILL LEAD TO

Greater **resilience and scalability**, **GNPA <1.2%** and **NNPA <0.4%**



## AI augmentation to deliver agility in Risk

Risk Agent  
BI, risk modelling  
Reduction in analysis timelines

## DMS - Technology leadership and Agentics

Field and call center processes  
Technology-first approach  
Real-time data movement across platforms

## Customer-centric, AI-driven and compliant ops & service

Agentic AI  
Real-time  
Human-in-the-loop

## AI-enabled fraud risk model to eliminate fraud

Anomaly detection  
Network/graph technologies  
Document fraud identification



I will now show you our fourth strategy - **AI augmentation to deliver agility in risk**



# What is AI augmentation to deliver agility in Risk

AI augmentation in risk management leverages agentic AI-powered “Risk Agents” to transform manual processes into automated, intelligent workflows. These agents will deliver granular analysis, standardized risk assessments, and real-time recommendations. It will help reduce inefficiencies and accelerate time-to-market for risk decisions.

15-20% Reduction in credit cost

1 day Analysis TAT

Proactive risk actions



Traditional risk management is semi-automated, taking days for analysis and validation. **AI-driven risk augmentation automates data preparation, segmentation, and impact simulations.** This will reduce turnaround from weeks to hours, enabling proactive risk actions and improves risk performance and resilience.

AI-powered Risk agents

AI-based risk modeling

Real-time processing



1. Organize data for risk modelling and BI
2. Create comprehensive, layered, cross data source feature factory to enable sharper risk policies
3. Establish AI-ready data architecture by integrating all customer and event data into a unified infrastructure
4. Build agents for data preparation, segmentation, portfolio analysis, policy simulation, and validation on a scalable platform



# Outcome of AI augmentation to deliver agility in risk

1. Deliver 15-20 bps improvement in credit cost while enabling strong AUM compounding
2. Reduction in analysis timelines from 10–15 days to 1 day



Lastly, let's go through our fifth strategy – **Customer-centric, AI-driven and compliant operations & service**



# What is customer-centric, AI-driven and compliant operations & service

A fully **autonomous, resilient, and customer-obsessed operations ecosystem** that runs on agentic AI, delivers flawless compliance, improves customer experience, and operates at the lowest cost.

Zero branch walk-ins

Zero service requests

CSAT from 96% to 99%



# Why customer-centric, AI driven and compliant operations & service

Over last 24 months, leveraging AI in operations and service has resulted in process efficiencies, reduced cost and customer WOW. Agentic AI demands bold reimagination - anticipating future rather than adapting to it. Agentic AI has the potential to redefine operations and service, embedding trust, resilience, and regulatory alignment into every interaction.

Better compliance

50% reduction in operations cost

97% service DIY adoption



1. Re-build documentation for agentics - Cover SOPs, Policies, Knowledge documents, process notes etc.
2. Deploy agentic AI platform – Migrate existing AI agents of Loan booking, QA, QC and service on agentics platform
3. Enable real-time data architecture for instant updates and actions
4. Use customer, regulator, and business VOC to co-create solutions that eliminate friction and anticipate future needs
5. Hyper-Personalization – Deploy AI to deliver contextual, vernacular, and proactive communication across digital and assisted channels
6. Compliance by Design – Integrate regulatory checkpoints using AI-driven observability platforms and immutable data layers. Always keep human in the loop



# **Outcome** of customer-centric, AI driven and compliant operations & service

1. Ability to manage 100 MM loans annually
2. Zero escalations, zero branch walk-ins and flawless compliance.
3. 50% reduction in Operations and service cost by FY30.
4. Achieve 97% DIY adoption and faster resolutions
5. Highest CSAT in industry (96% to 99%)



As we deliver all this, let's see [how will we look in FY30...](#)



# Growing with India. Continue to compound over long-term

S.No.	Metrics	H1 FY26	LRS FY30
1	Customer Franchise (MM)	110.6	200-220
2	Cross Sell Franchise (MM)	71.3	120-130
3	India payments GMV	0.17%	0.4-0.5%
4	Share of total credit	2.32%	3.2-3.5%
5	Share of retail credit	2.81%	3.6-4.0%
6	Location Presence	4,039	4,600-4,900
7	App - Net installs (MM)	78	160-180
8	Web - Visitors (MM)	305	3,500-4,500
9	Return on Equity	19.2%	19-21%
10	AUM per Cross Sell Franchise (₹)	64.8k	85k-90k
11	PAT per Cross Sell Franchise (₹)	1,362	3.7k-3.9k
12	PPC	6.05	6.5-7.5



Thank you for your patient listening. I look forward to your continued support.



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