

April 25, 2025

National Stock Exchange of India Limited

Exchange Plaza,
Plot No. C/1, G Block,
Bandra - Kurla Complex, Bandra (East),
Mumbai - 400 051.

BSE Limited

Corporate Relations Department,
1st Floor, New Trading Ring,
P. J. Towers, Dalal Street,
Mumbai - 400 001.

Symbol: LTF

Security Code No.: 533519

Kind Attn: Head – Listing Department / Dept of Corporate Communications

Sub: Submission of investor / analyst presentation

Dear Sir / Madam,

With reference to our letter dated April 09, 2025 and pursuant to Regulation 30 read with Para A of Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), please find enclosed the presentation to be made to the investor(s) / analyst(s).

Further, as per Regulation 46 of the Listing Regulations, the said presentation would also be available on website of the Company i.e., <https://www.ltfinance.com/investors>.

We request you to take the aforesaid on records.

Thanking you,

Yours faithfully,

For **L&T Finance Limited**

(formerly known as L&T Finance Holdings Limited)

Apurva Rathod

Company Secretary and Compliance Officer

Encl: As above

Registered Office

Brindavan, Plot No. 177, C.S.T Road
Kalina, Santacruz (East)
Mumbai 400 098, Maharashtra, India
CIN: L67120MH2008PLC181833

Investor Presentation

Q4FY25 & FY25



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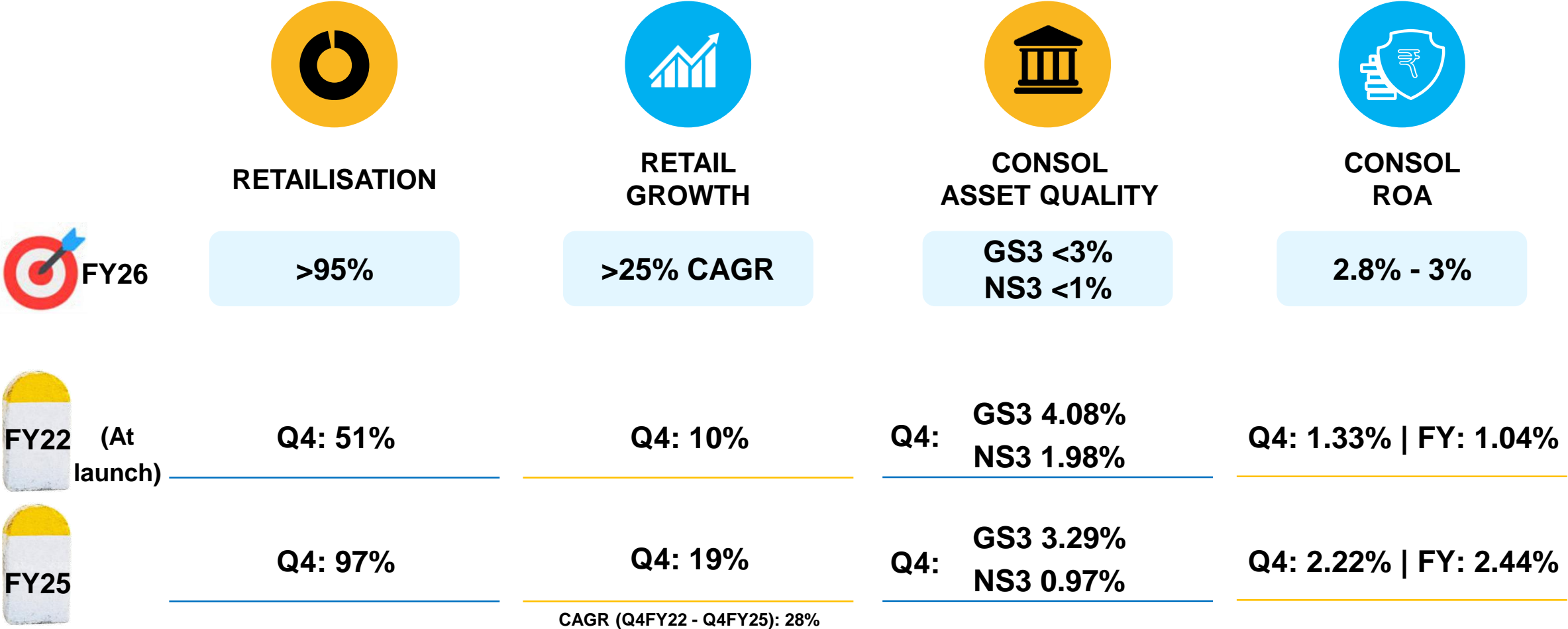
Disclaimer clause of RBI: The Company has a valid certificate of registration dated April 29, 2024 issued by the RBI under section 45 IA of the RBI Act (pursuant to the change in name from LTFH to LTF). However, the RBI does not accept any responsibility or guarantee about the present position as to the financial soundness of the Company, or for the correctness of any of the statements or representations made or opinions expressed by the Company, and for repayment of deposits/ discharge of liabilities by the Company.

Lakshya 2026 Goals

Convergence At Consolidated Level



Moving towards convergence at Consolidated level



RoA trajectory over Lakshya 2026 journey

Endeavouring to drive consistency and predictability through cycles



Consolidated LTF	Q4FY22	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25
Retailisation	51%	54%	58%	64%	75%	82%	88%	91%	94%	95%	96%	97%	97%
NIMs	6.58%	6.54%	6.90%	7.41%	7.63%	8.06%	8.62%	8.97%	9.14%	9.31%	8.94%	8.50%	8.15%
Fees	1.59%	1.69%	1.53%	1.39%	1.58%	1.58%	2.22%	1.95%	2.11%	1.77%	1.92%	1.83%	2.01%
NIMs + Fees	8.17%	8.23%	8.43%	8.80%	9.21%	9.64%	10.84%	10.93%	11.25%	11.08%	10.86%	10.33%	10.15%
Opex	2.93%	2.97%	3.19%	3.37%	3.58%	3.81%	4.29%	4.38%	4.69%	4.45%	4.17%	4.41%	4.22%
Credit cost	3.00%	3.63%	2.54%	2.67%	2.24%	2.33%	2.58%	2.52%	2.39%	2.37%	2.59%	2.49%*	2.54%*
Opex + Credit cost	5.93%	6.60%	5.73%	6.04%	5.82%	6.14%	6.86%	6.89%	7.08%	6.83%	6.77%	6.90%	6.76%
RoA	1.33%	1.02%	1.55%	1.66%	1.90%	2.13%	2.42%	2.53%	2.19%	2.68%	2.60%	2.27%	2.22%
PAT (₹ in Cr)	342	262	406	454	501	531	595	640	554	686	696	626	636
Retail Book (₹ in Cr)	45,084	47,794	52,040	57,000	61,053	64,274	69,417	74,759	80,037	84,444	88,975	92,224	95,180
Consol Book (₹ in Cr)	88,341	88,078	90,098	88,426	80,893	78,566	78,734	81,780	85,565	88,717	93,015	95,120	97,762
PCR	53%	55%	55%	60%	69%	71%	76%	75%	76%	75%	71%	71%	71%
NS3%	1.98%	1.87%	1.85%	1.72%	1.51%	1.19%	0.82%	0.81%	0.79%	0.79%	0.96%	0.97%	0.97%
CRAR	23%	23%	23%	23%	25%	26%	25%	25%	23%	22%	22%	22%	22%

Maintained an average of ~2.60% credit cost over the past 13 quarters thereby displaying predictability across cycles

Executive Summary

Q4FY25 & FY25



- ❖ **Retail disbursements** for Q4FY25 at **₹ 14,899 Cr** vs. **₹ 15,044 Cr** in the previous year
 - **Secured assets** disbursement growth led by **Farmer Finance** at **15% YoY**
 - **Risk-calibrated disbursement strategy in Rural Business Finance**, resulting in reduced disbursements for the quarter at ₹ 5,114 Cr, down 11% YoY
- ❖ **NIMs+Fees** for Q4FY25 at **10.15%** vs **10.33%** for Q3FY25 primarily on account of book mix change
- ❖ **Consol. credit cost** for Q4FY25 at **2.54%** (3.80% before macro utilisation) **after utilising macro-prudential provisions** to the extent of **₹ 300 Cr** vs. **2.49%** (2.91% before macro utilisation) for Q3FY25
- ❖ **PAT** for Q4FY25 at **₹ 636 Cr**, growth of **15% YoY**; **RoA** for Q4FY25 at **2.22%**

Executive Summary – FY25 (2/5)

Financial Performance Overview

- ❖ **Achieved highest ever annual RoA** of **2.44%** & **highest ever annual PAT** of **₹ 2,644 Cr** growth of **14% YoY**
- ❖ **Retailisation** at **97%** of overall book
 - **Retail book** at **₹ 95,180 Cr**, growth of **19% YoY** | **Consol book** at **₹ 97,762 Cr**, growth of **14% YoY**
- ❖ **Retail disbursements** for FY25 at **₹ 60,040 Cr**, increase of **11% YoY**
 - **Secured assets** disbursement growth led by **Home Loans & LAP** at **27% YoY** & **Farmer Finance** at **16% YoY**
 - **Risk-calibrated disbursement** strategy in **Rural Business Finance**, resulting in reduced disbursements for the year at ₹ 20,921 Cr, down 3% YoY in FY25 as compared to 27% growth YoY in FY24
- ❖ **NIMs+Fees** for FY25 at **10.59%** vs **10.67%** for FY24 on account of book mix change. This is in line with our objective of building a portfolio with an optimal risk-return paradigm. This portfolio rebalancing is expected to result in reduced opex & structural reduction in credit cost going forward
- ❖ **Consol. credit cost** for FY25 at **2.50%** (2.93% before macro utilisation) **after utilising macro-prudential provisions** to the extent of **₹ 400 Cr (Q3FY25 : ₹ 100 Cr & Q4FY25 : ₹ 300 Cr)** vs. **2.67%** (after additional prudential provision on SRs of ₹ 175 Cr) for FY24

❖ **Wholesale Book reduced** from **₹ 5,528 Cr in FY24** to **₹ 2,582 Cr in FY25**, reduction of **53% YoY**

❖ Annual update on Security Receipts (SRs) :

Net Security Receipts (SRs) book reduced from ₹ 6,770 Cr in FY24 to ₹ 5,862 Cr in FY25, on back of :

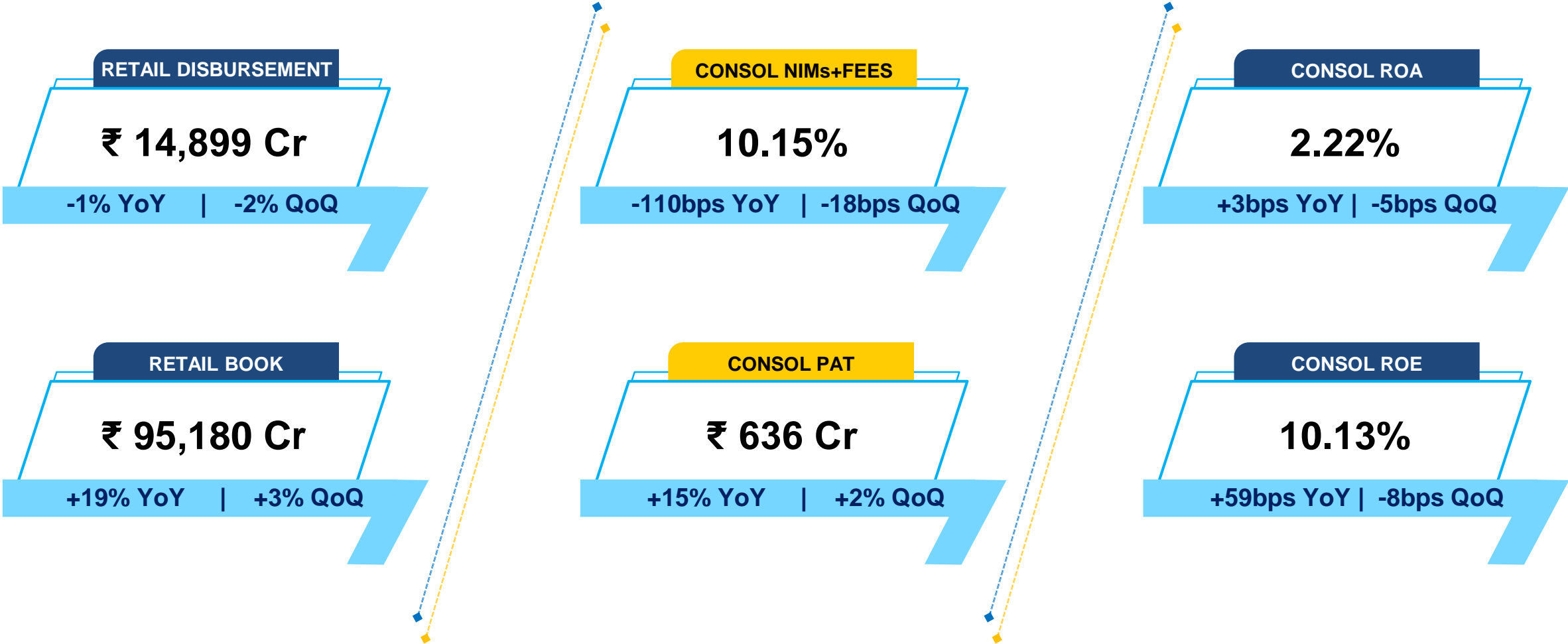
- Monetization of assets driven by active stakeholder negotiation
- Completion of projects and subsequent sale of constructed units
- Recovery measures implemented through legal action

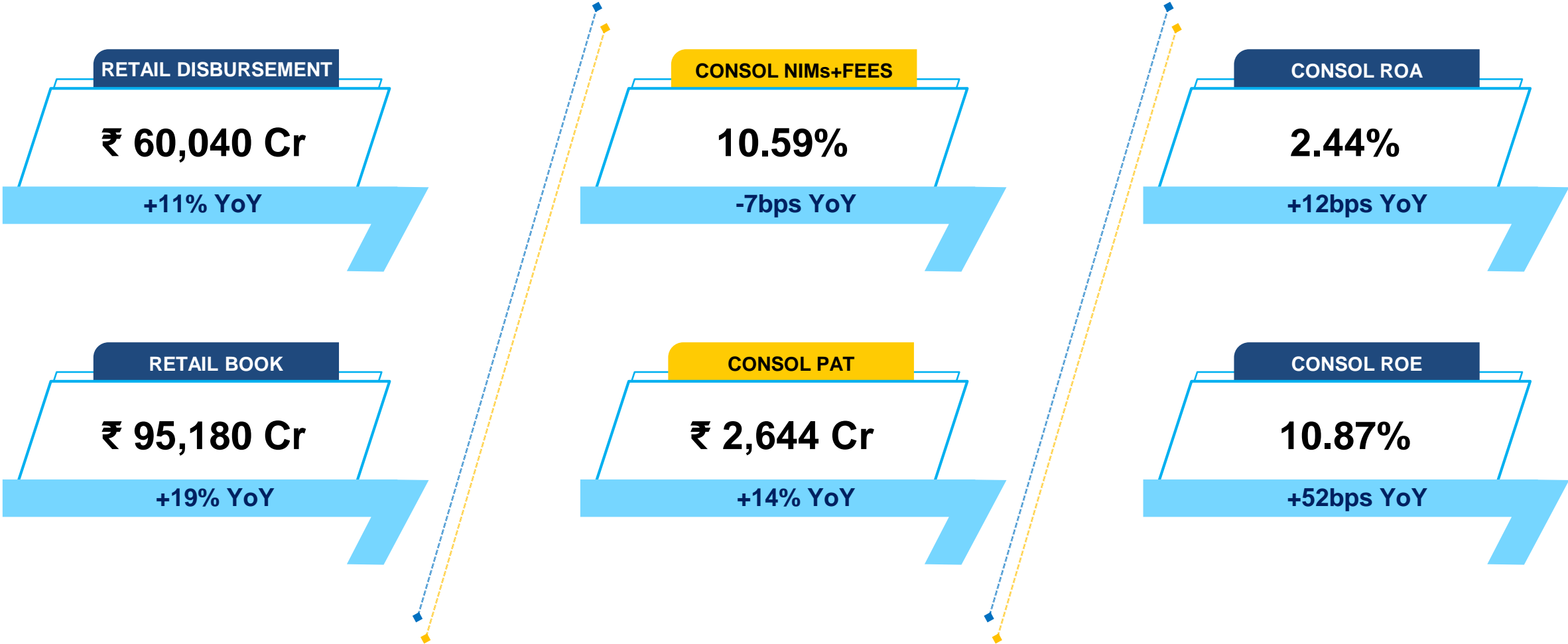
With wholesale book reduction progressing satisfactorily, we will continue to work with ARCs focusing efforts towards reduction in security receipts.

❖ **Utilisation of Macro-prudential Provisions** – *Delivering stable credit cost outcome in an adverse cycle*

- LTF, during COVID (FY21 & FY22), had created macro-prudential provision of ₹ 975 Cr (*out of operating profits*) exclusively for Rural Group Loans & Microfinance business (RGL & MFI). This provision has been created under a board approved policy that approves utilisation only in case of macro events.
- During FY25, there had been certain macro events viz. prolonged heat wave, severe floods in several states & temporary slowdown of cash flow for rural employment schemes due to general elections. This has led to increased credit cost for RGL & MFI portfolio, thus warranting a case for utilisation of these macro prudential provisions.
- In alignment with the above inclement business environment in RGL & MFI, LTF post approval by the Audit Committee and the Board has utilized ₹ 400 Cr of macro-prudential provisions in FY25 (₹ 100 Cr in Q3FY25 and ₹ 300 Cr in Q4FY25). The actual utilisation of ₹ 400 Cr is within the lower end of the guided range of utilisation. With this, we move into the next financial year with an unutilised macro-prudential provision of ₹ 575 Cr.
- Even though CE showed significant improvement for LTF in early Q4FY25, the quarter witnessed another development in the industry in the form of an ordinance towards prevention of coercive practices (for unregistered financiers) in Karnataka. Due to this, the Karnataka CE was impacted in Feb'25. Thereafter, the CE has been showing signs of improvement through March & April
- In the absence of any further new events, we expect a return to normalized CE by early Q2FY26 for LTF.

- ❖ Fully operationalised **Project Cyclops 2.0** – LTF's proprietary AI-ML based credit underwriting engine in **Two Wheeler Finance**. Project Cyclops is already under phase-wise implementation in **Farm Equipment Finance** and is expected to be rolled out to **Personal Loans** in Q1FY26 and **SME Finance** by Q2FY26
- ❖ Initiated build of **'Project Nostradamus'**, an automated real time cross-sell, risk and portfolio management platform leveraging macro parameters and alternate data. Nostradamus Beta version is expected to go live by end of Q2FY26
- ❖ Launch of **PLANET 3.0** (Beta) mobile platform & new website (www.LTFINANCE.com) providing seamless user experience across platforms
- ❖ Partnerships with **Amazon Pay, Cred and PhonePe**, launched in FY25, picking up pace with ₹ 215 Cr of disbursements in March 2025, up from ₹ 98 Cr in January 2025
- ❖ **Entry into Gold Loan Business** : In early Q4FY25, LTF entered into Business Transfer Agreement with **Paul Merchants Finance Pvt Ltd** for the proposed acquisition of their **gold loan business** undertaking by way of a slump sale on a going concern basis, subject to customary closing conditions. Integration plan & governance framework put in place to achieve closure by Q2FY26

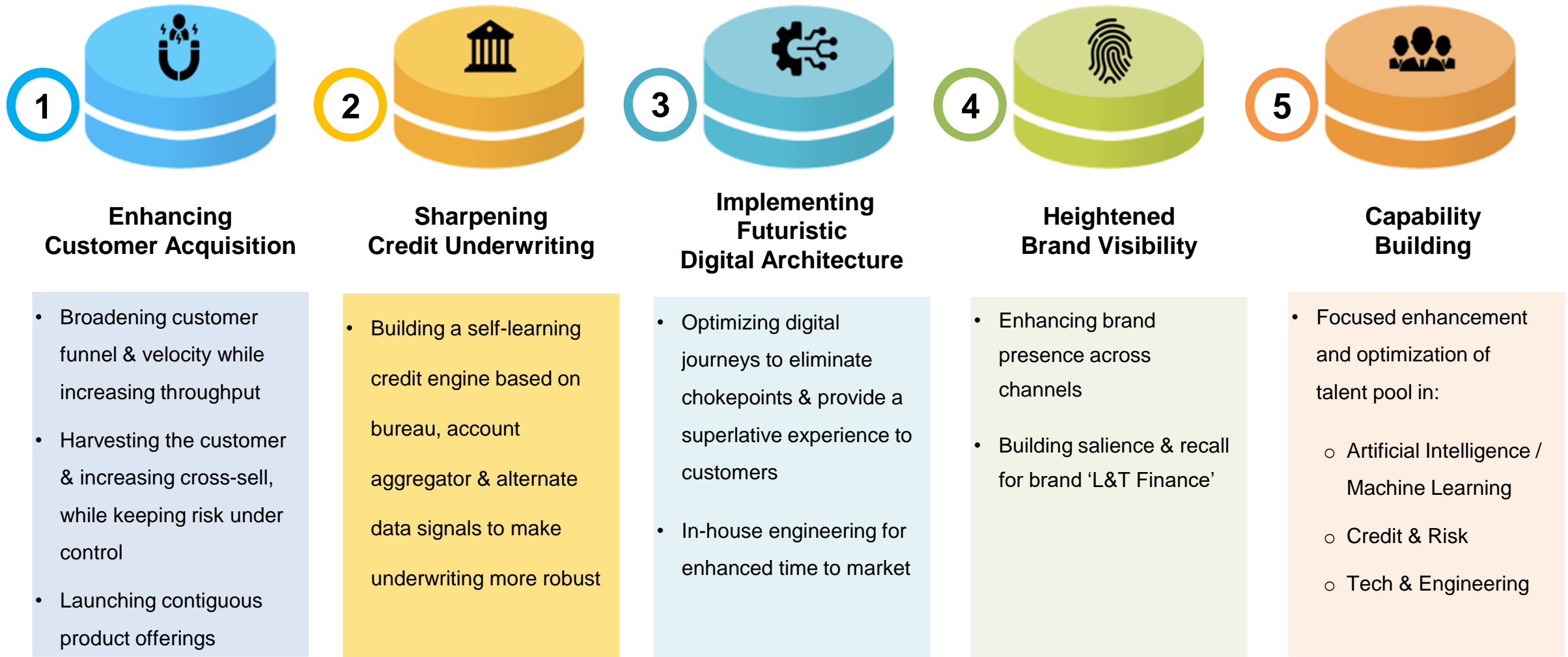




5 Pillar Strategy – An Update



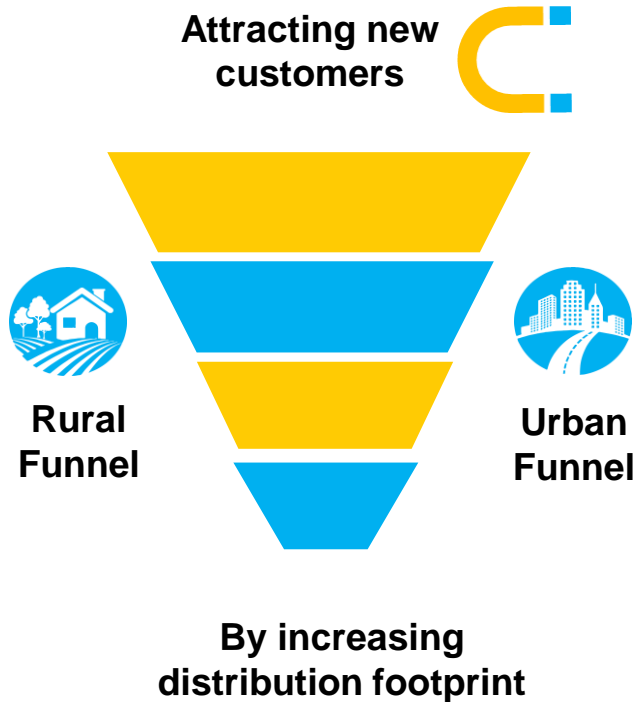
5 Pillar strategy to deliver on Lakshya goals



Pillar 1: Enhancing Customer Acquisition








Rural & Urban Customer Funnels



New Customer Acquisition (strategic focus from Q3FY24 onwards)

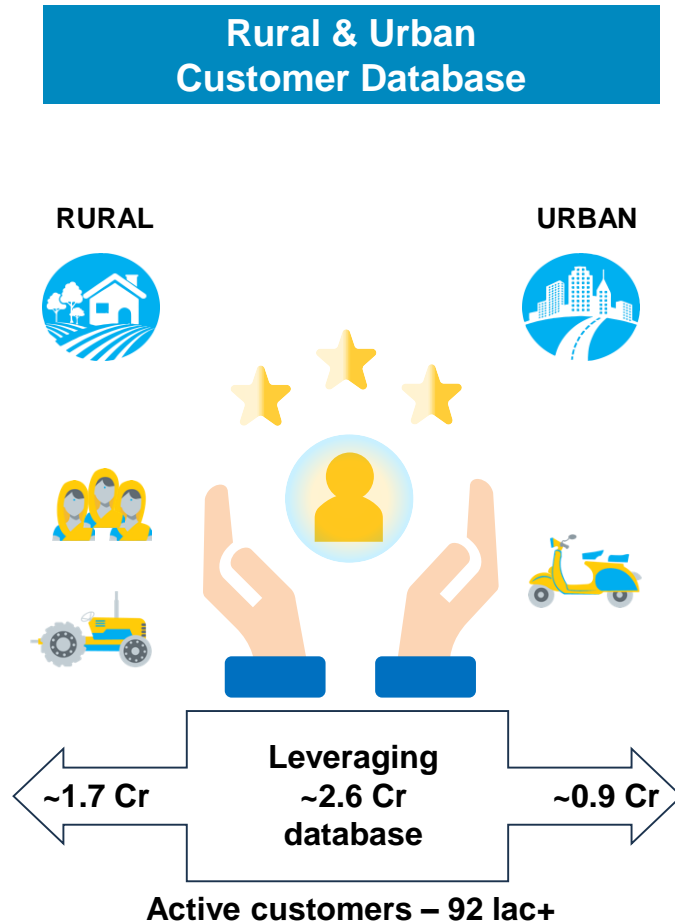
	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25
New Customer Acquisition (no. in lacs)	6.8	6.7	6.6	5.8	5.2

Expanding Reach (strategic focus from Q3FY24 onwards)

	Rural Group Loans & MFI New villages activated (nos.)	21,524	21,832	22,743	19,975	25,401
	Two Wheeler Finance Active sourcing points (nos.)	10,711	11,178	10,438	9,768	8,425
	Farm Equipment Finance Active sourcing points (nos.)	2,431	2,433	2,316	2,512	2,355
	Personal Loans Active DSAs & E-aggregators (nos.)	48	43	35	49	55
	Home Loan / LAP Active sourcing points (nos.)	322	336	371	389	385

Conscious channel rationalization in Two Wheeler Finance & Farm Equipment Finance in response to segment-specific environment

Pillar 1: Enhancing Customer Acquisition



	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25
Cross-sell & up-sell					
Total Retail Repeat disbursement share (Count)	46%	46%	43%	43%	49%
Total Retail Repeat disbursement share (Value)	34%	36%	35%	32%	36%
Rural Group Loans & MFI Repeat % (Count)	58%	59%	53%	56%	60%
Rural Group Loans & MFI Repeat % (Value)	69%	71%	66%	69%	73%
Farm Equipment Finance Repeat % (Value)	25%	19%	39%	22%	34%
Personal Loans to existing customers % (Value)	59%	63%	61%	49%	40%

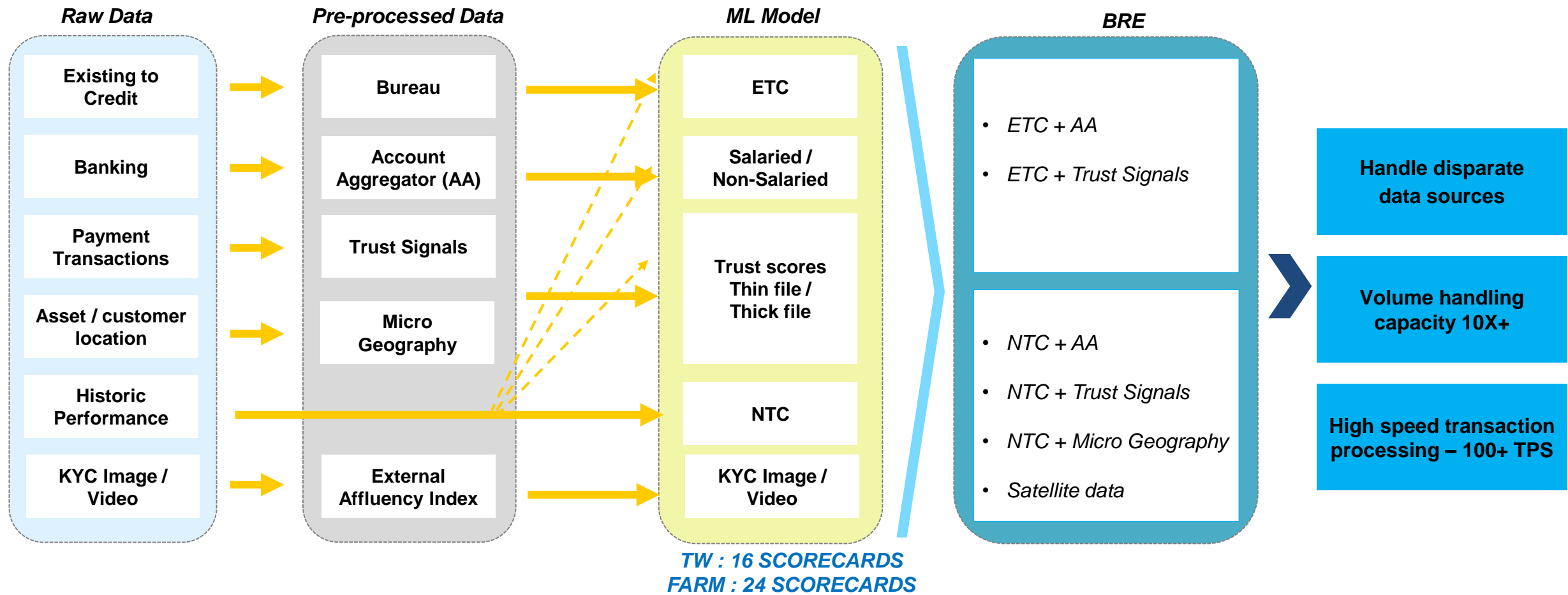
Cross-sell / up-sell channelized towards rural businesses in the backdrop of the prevailing market environment in Q4

Pillar 2: Sharpening Credit Underwriting (1/11)



Operationalised ‘Project Cyclops’ in Two Wheeler and Farm Equipment Finance

NEXT-GEN OMNI-PRODUCT AND OMNI-CUSTOMER UNDERWRITING ENGINE



Project Cyclops TW portfolio is now being benchmarked for its efficacy to CIBIL’s Credit Vision algorithm

Pillar 2: Sharpening Credit Underwriting (2/11)

Rural Business Finance – Stringent Portfolio Policy & Sourcing Norms



①

Applicant to be 0 DPD

LTF only onboards if the customer is a 0 DPD JLG customer

②

Strict Association Norms

(continued even after regulatory relaxation in Apr'20)

Maximum of 3 lenders including LTF (both for fresh and repeat customers)

③

JLG Indebtedness Norms

(continued even after regulatory relaxation in Apr'20)

Total JLG Indebtedness for 3 lenders incl LTF restricted upto ₹ 2 lacs

④

Income estimation & total indebtedness norms

(post Apr'22)

Household income estimation and details of total indebtedness as obtained from credit bureau

⑤

Maker-checker mechanism for sourcing

Independent unbiased assessment of borrower

Maker

Business Field Level Officer (part of Business Function)

Checker

Branch Process Manager (separate appraisal vertical)

Ensures the following:

- Estimation of standard of living & repayment capacity
- KYC verification
- On-ground sensing

If the applicant doesn't satisfy **any** of 1, 2 and 3 conditions then the loan application will not be processed

Strong credit guardrails implemented over the years reflecting enhanced portfolio resilience

Pillar 2: Sharpening Credit Underwriting (3/11)

Rural Business Finance – Stringent Portfolio Policy & Sourcing Norms



Monthly customer leverage tracker



Strong Early Warning Signals



Exclusive Risk Control Unit



Comprehensive customer leverage tracker dashboard deployed

- Dashboard collates data of customer leverage with LTF and other peers
- Customers categorized basis their overall leverage and repayment history
- Provides 360° view of customer leverage & output matrix for LTF decisioning on customer retention and geo strategy



Customer profiling to predict repayment behaviour and propensity to default

- Paying LTF's EMI but not paying external liabilities
- Off-us customer profiling on monthly basis to monitor repayment behaviour



- **700+ member strong team** with pan India presence which acts as a strong line of defense for fraud prevention and control
- Independent reporting to head of internal audit
- Scope of work involves:
 - Sourcing audit
 - Disbursement audit
 - Collection audit

One customer has only one JLG loan from LTF at any point of time

Pillar 2: Sharpening Credit Underwriting (4/11)

Rural Business Finance – Stringent Portfolio Policy & Sourcing Norms



Association wise customer composition at sourcing (% of disbursements)							
Association	Q2FY24	Q3FY24	Q4FY24	Q1FY25	Q2FY25	Q3FY25	Q4FY25
Only LTF	47%	48%	50%	48%	49%	53%	52%
LTF + 1	28%	28%	28%	32%	31%	30%	30%
LTF + 2	19%	19%	17%	19%	20%	17%	18%
LTF + 3	6%	5%	5%	1%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%

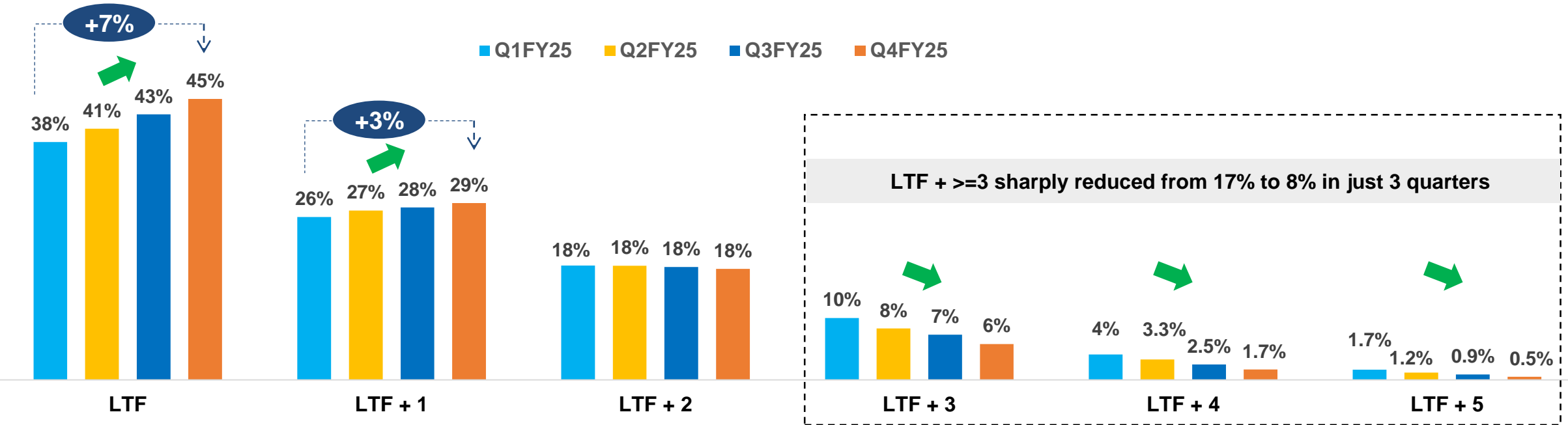
LTF only onboards
if the customer is a
‘0 DPD’
JLG customer

Pillar 2: Sharpening Credit Underwriting (5/11)

Rural Business Finance – Stringent association norms leading to industry best association cohorts...



Customer Association on Rural Group Loans & Microfinance loan book (%)



Mar'25 CE 99.7% 99.5% 99.2%

Portfolio with lower number of associations reflects better CE

Contribution of LTF+1, 2 and 3 increased from 82% (Q1FY25) to 92% (Q4FY25) of book

98.0%

Portfolio with higher number of associations also reflects higher CE

Focused collection efforts leading to reduction of higher association portfolio

LTF + >=4 portfolio successfully reduced to negligible levels | LTF + 6 and LTF + >6 run down to 0.2% & 0.1% respectively

Pillar 2: Sharpening Credit Underwriting (6/11)

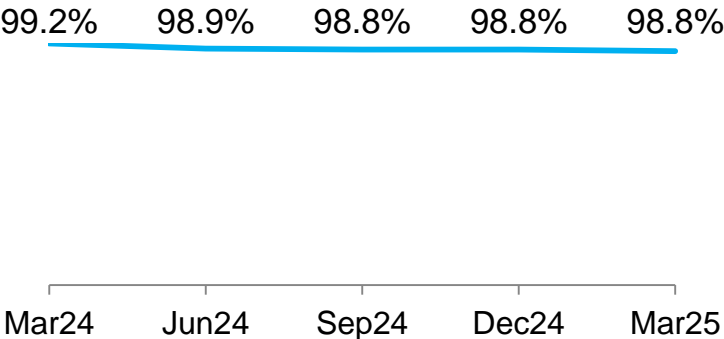
...and a robust portfolio



Rural Group Loans (JLG) & Micro Finance (JLG)

Basis rolling 12-month sourcing cohorts

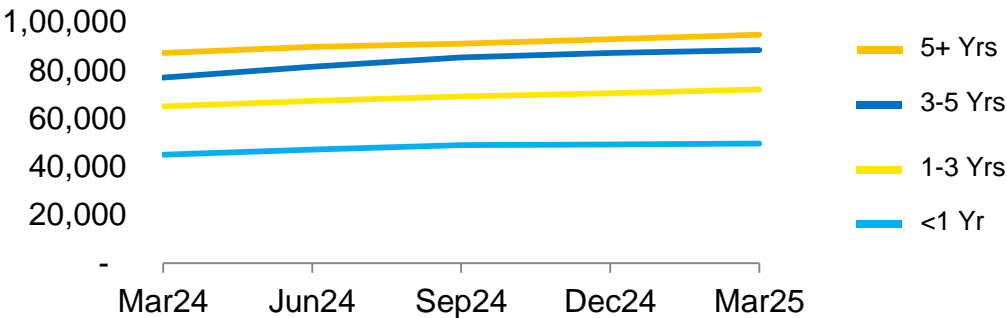
On Due Date
(ODD) CE %



Focus on ODD CE leading to superior Regular CE

CE: Collection Efficiency

ATS (in ₹)
vs Borrower
Vintage

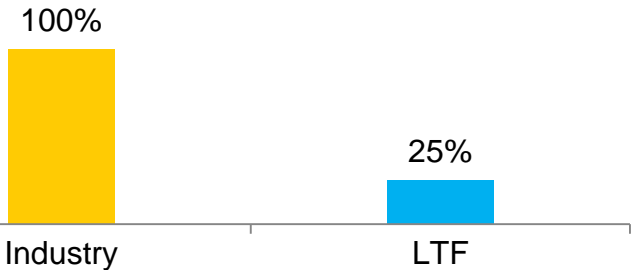


Responsible leveraging of customers across cycles

Indexed
representation
of Industry
Delinquency
vs LTF

Delinquency is calculated as 12 Month On Book (MOB) ever 90+ performance in Jan'24-Dec'24 for last 12 mth disbursements over Jan'23-Dec'23 period

Source: Industry data by Transunion CIBIL



Delinquency levels superior to industry average

Calculation methodology of Indexed representation

- If industry delinquency is X%, that is taken as the base on an index of 100%
- LTF delinquency is shown as a percentage of this index, i.e. 25% of X

Continuous efforts on maintaining and improving existing superior portfolio metrics

Pillar 2: Sharpening Credit Underwriting (7/11)

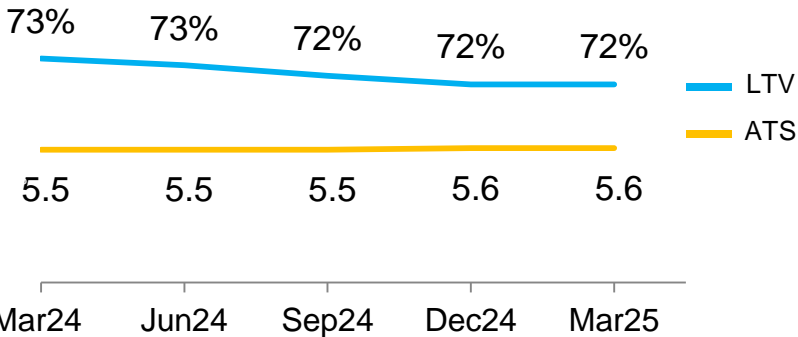
Leading to a robust portfolio



Farm Equipment Finance

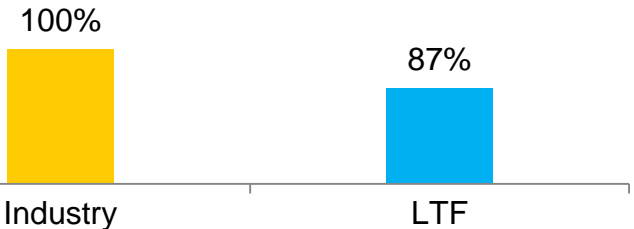
Basis rolling 12-month sourcing cohorts

LTV %
&
ATS
(₹ in lacs)



Optimum LTV and margin levels

Indexed representation of Industry Delinquency vs LTF

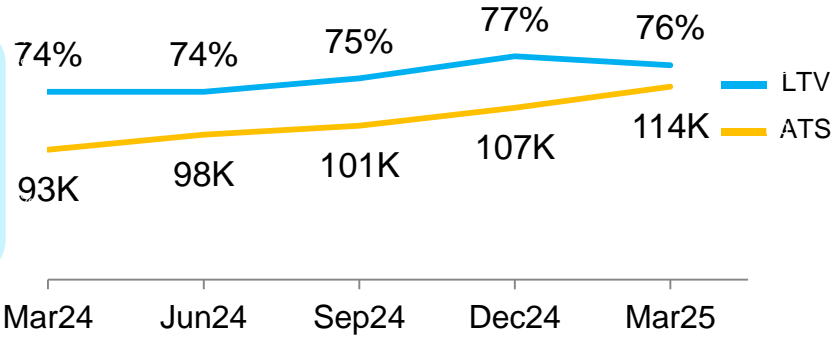


Delinquency levels better than industry average. Further improvement in portfolio sourcing quality reflecting in slide 27



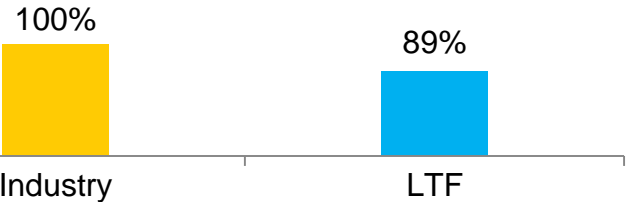
Two Wheeler Finance

LTV %
&
ATS
(in ₹)



Optimum LTV and margin levels

Indexed representation of Industry Delinquency vs LTF



Delinquency levels better than industry average, recent cohorts underwritten through Cyclops exhibiting superior risk outcomes (details in slide 26)

Sustained effort to build credit resilient portfolio in TW and Farm Equipment business

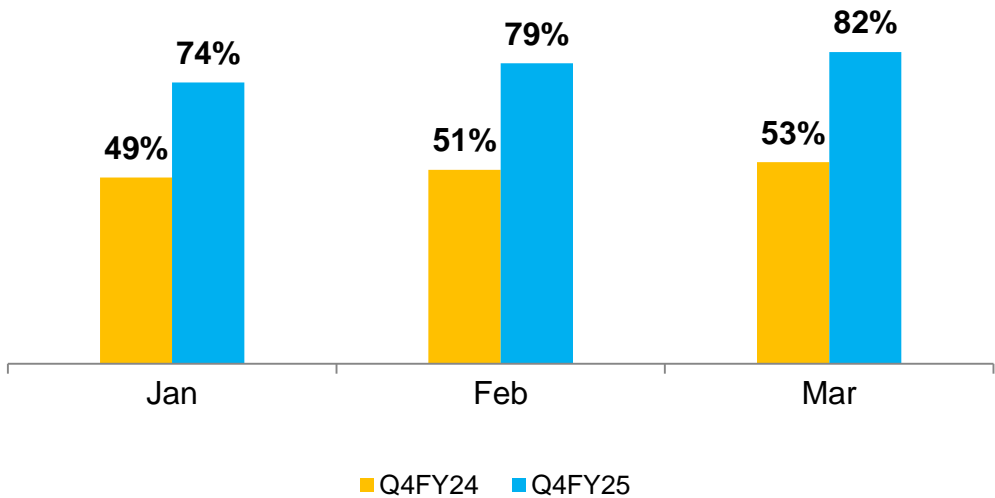
Pillar 2: Sharpening Credit Underwriting (8/11)

Journey towards building a Prime-dominant Two Wheeler portfolio

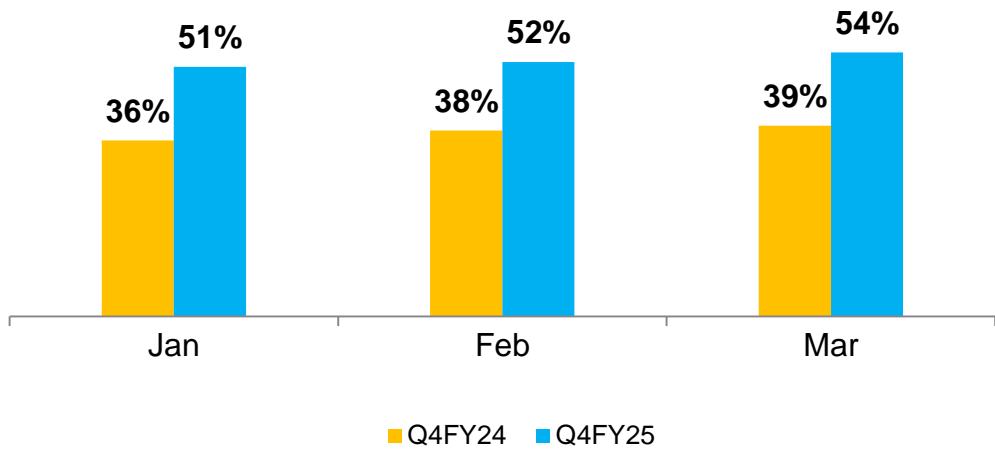


Two Wheeler Finance

Prime share in disbursements



Prime share on book



Prime customer share in disbursements increased to 82% in Mar'25; Prime share on book reached 54%

Pillar 2: Sharpening Credit Underwriting (9/11)

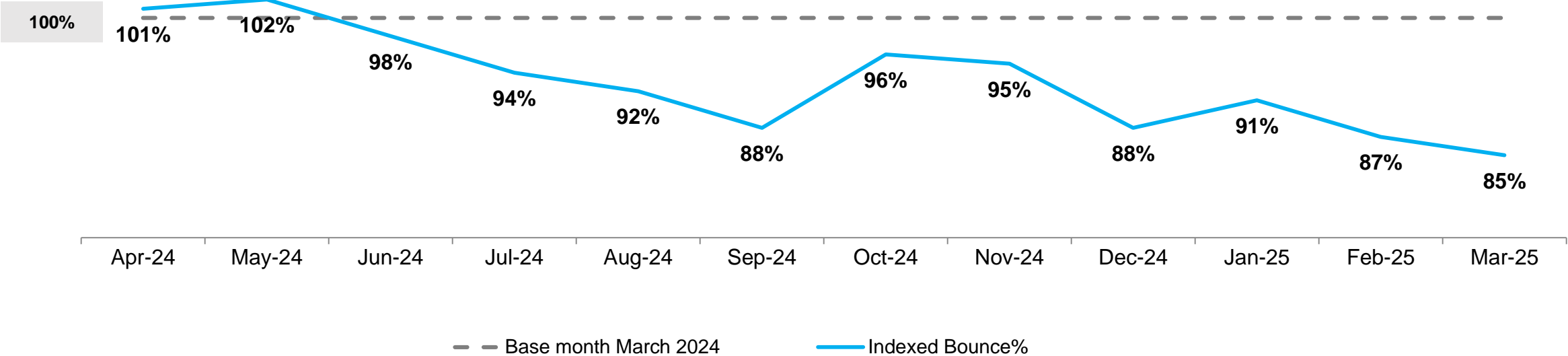
Journey towards quality sourcing - Two Wheeler Finance portfolio



Two Wheeler Finance

Indexed representation of TW Portfolio Bounce (%)

Calculation methodology : Portfolio Bounce % in Mar'24 is taken as the base on an index of 100%; E.g. Bounce % in Mar'25 is 85% of bounce % of Mar'24 (base period)



Early impact of Project Cyclops and prime sourcing visible in reducing portfolio bounce rates

Pillar 2: Sharpening Credit Underwriting (10/11)

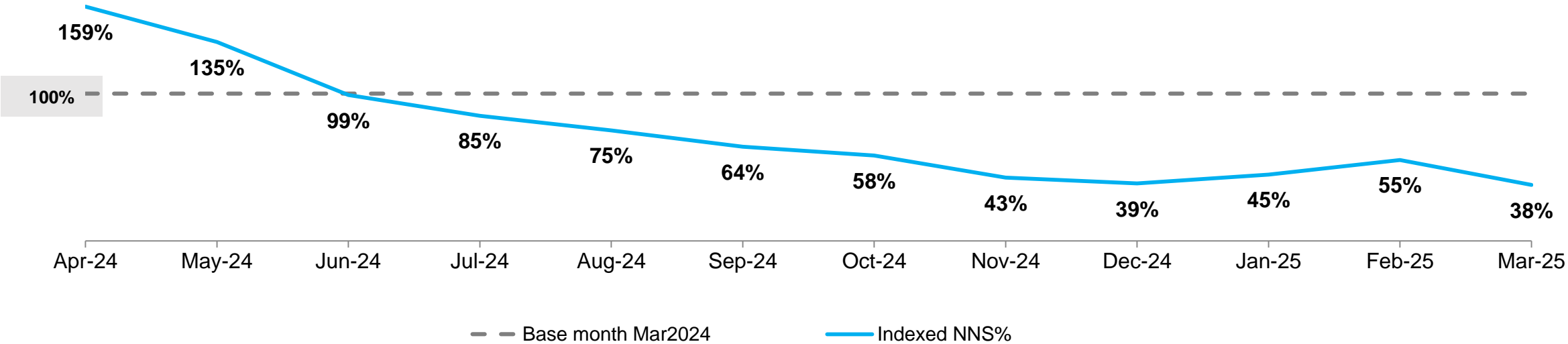
Journey towards quality sourcing – Farm Equipment Finance portfolio



Farm Equipment Finance

Indexed representation of Farm Net Non Starters (NNS) %

Calculation methodology : NNS % in Mar'24 is taken as the base on an index of 100%; E.g. NNS % in Mar'25 is 38% of NNS % of Mar'24 (base period)



Better credit metrics reflected in reduction in NNS for tractor customers through the following initiatives:

- Sharpened credit underwriting through identified dealership rationalisation
- Increase in penetration of digital payments from 32% in Apr'23 to 61% in Mar'25 (refer slide 64)

Pillar 2: Sharpening Credit Underwriting (11/11)

Leading to a robust portfolio



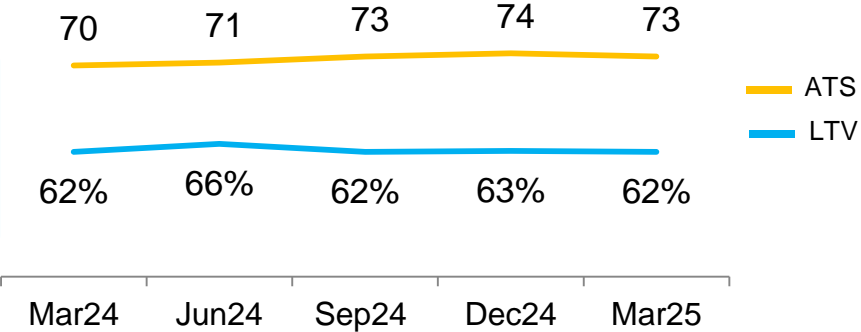
Basis rolling 12-month sourcing cohorts

Home Loans

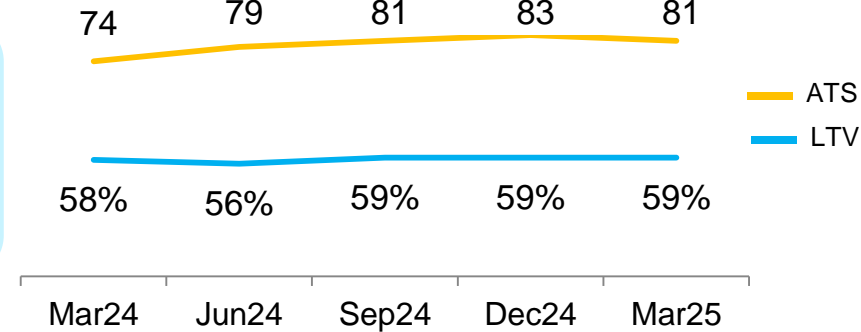


LAP

ATS
(₹ in lacs)
&
LTV %

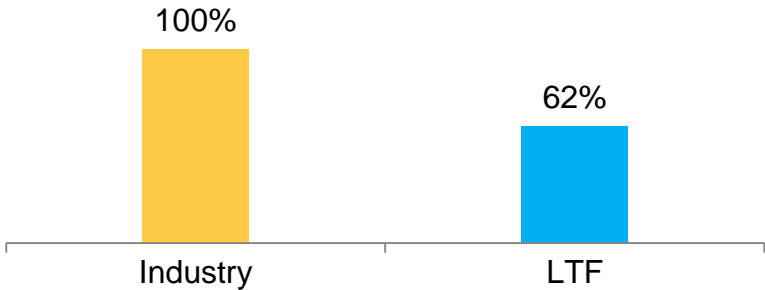


ATS
(₹ in lacs)
&
LTV %

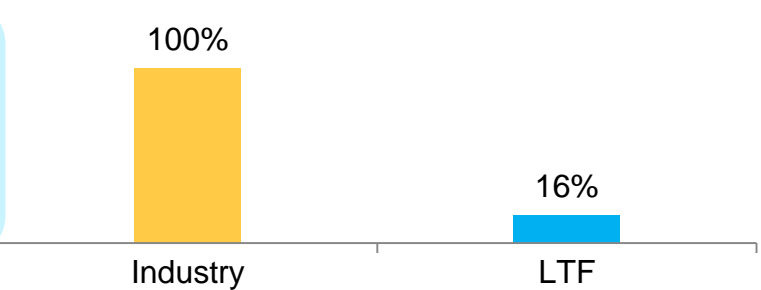


Optimum LTV and margin levels

Indexed representation of Industry Delinquency vs LTF



Indexed representation of Industry Delinquency vs LTF



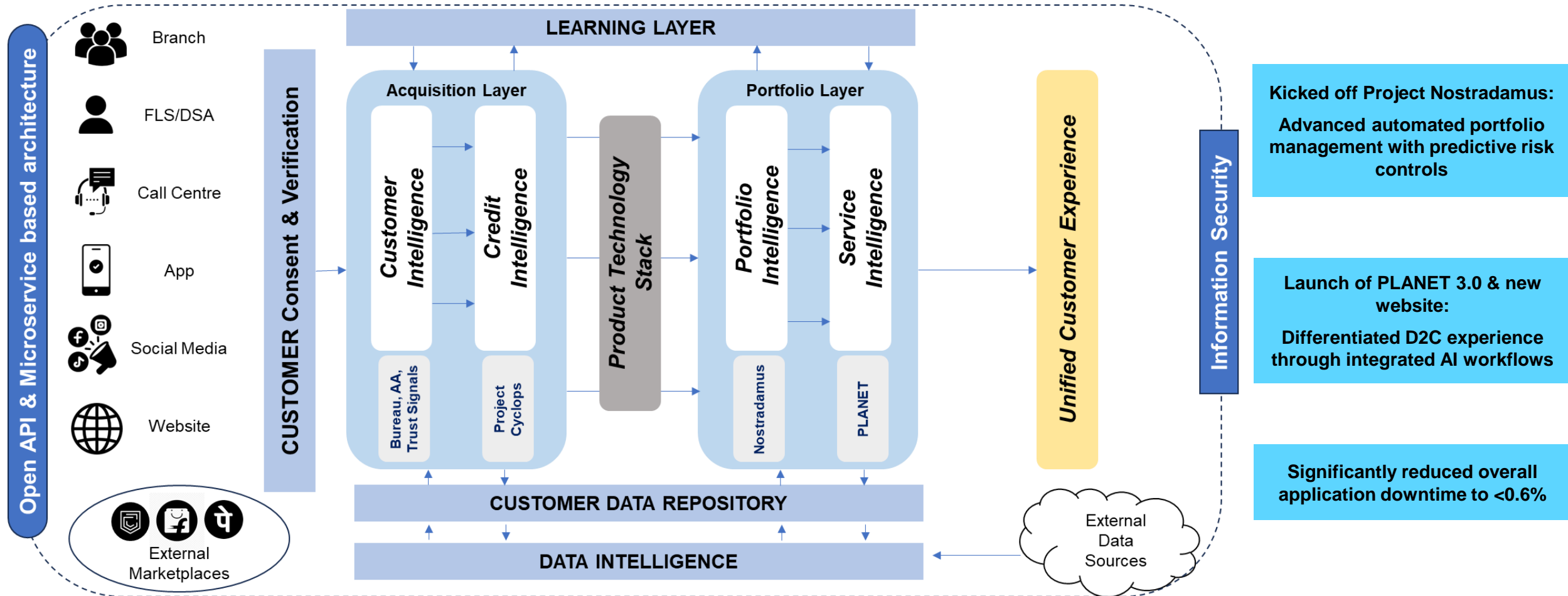
Delinquency levels better than industry average

Focus on maintaining prime secured portfolio performance

Delinquency is calculated as 12 Month On Book (MOB) ever 90+ performance in Jan'24-Dec'24 for last 12 mth disbursements over Jan'23-Dec'23 period
Source: Industry data by Transunion CIBIL

Pillar 3: Implementing Futuristic Digital Architecture

Engineering for tomorrow – Future Tech Landscape | Tech initiatives continue to be on track in Q4

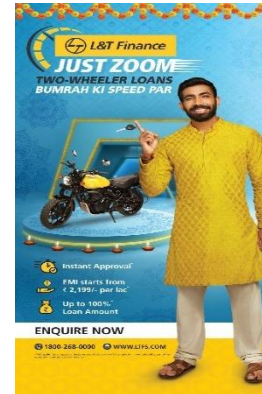


Building Tech infrastructure to drive variety, volume, velocity, and veracity

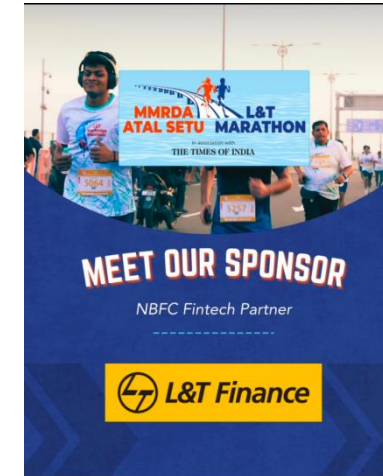
Pillar 4: Heightened Brand Visibility



Onboarded Jasprit Bumrah as Brand Ambassador



Targeted engagement through multi-channel and multi-product branding



Partnered with L&T Group for the MMRDA Atal Setu L&T Marathon 2025



Providing water coolers in schools & hospitals with LTF branding

Focused ongoing efforts to expand and strengthen brand presence during Q4FY25



Built key capabilities in Engineering & Data teams



- Established data science library with >7 alternate data channels with 100+ scorecards
- Established two new application engineering centres in order to accommodate rapidly growing in-house engineering and analytics team
- Integrating AI with the workflows to optimize the results
 - AI-based inhouse image processing
 - AI-based query management: Customer Care agents and bots

Employee development initiatives



- Launched 270-degree feedback to foster a culture of continuous learning, development and collaboration
- Organised Winspire program with 3 tracks - Building Growth Mindset, Rise and Propel – aiming to empower and advance women employees at different career stages
- Collaborated with Symbiosis School for Online and Digital Learning (SSODL) to offer employees access to high-quality, industry-relevant programs

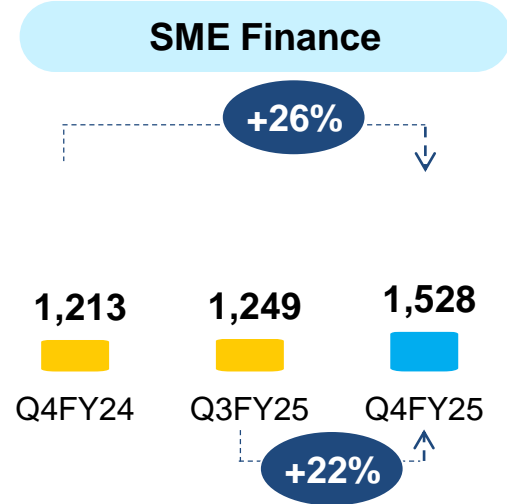
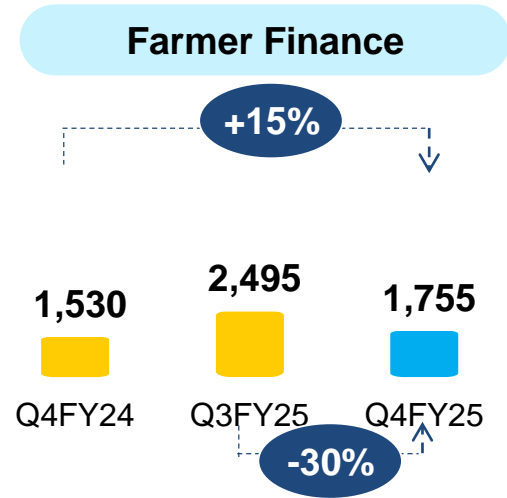
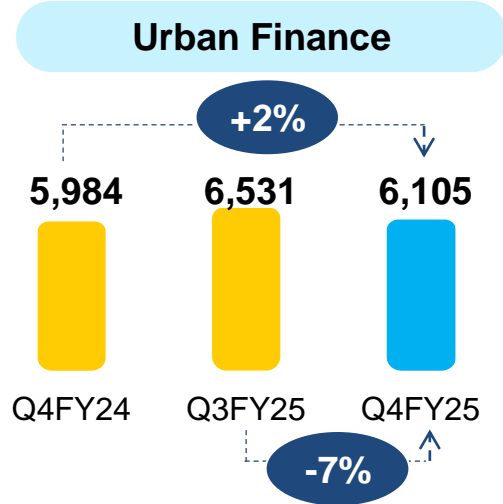
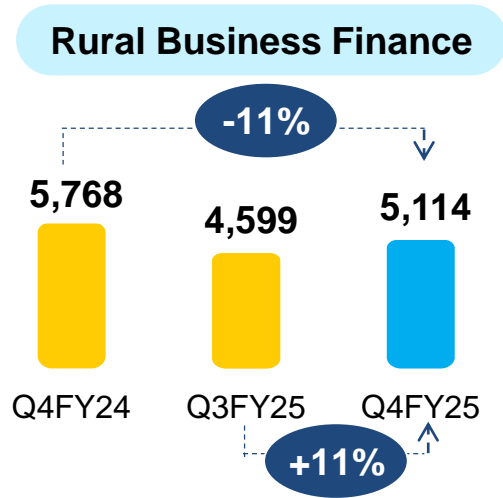
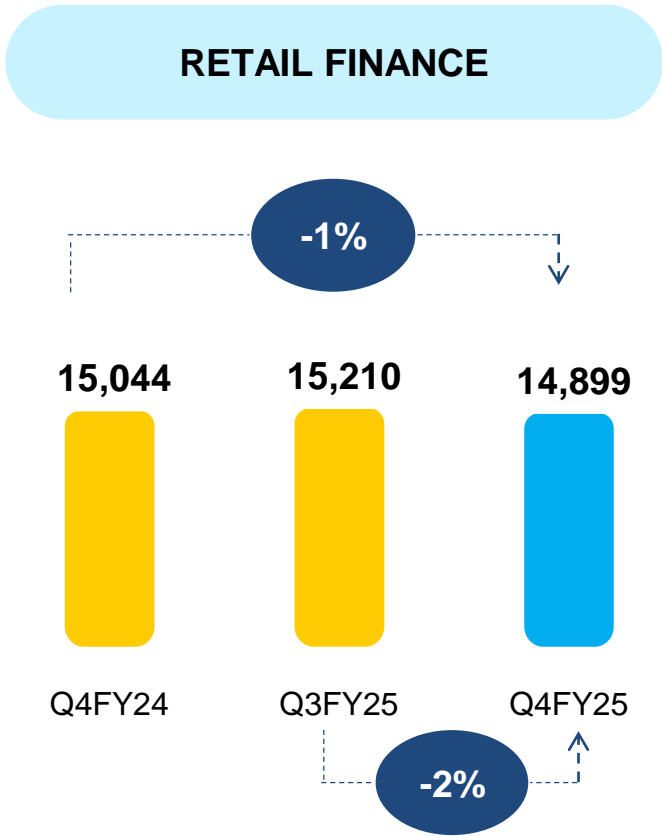
Bolstering capabilities in digital infrastructure | Continued employee development initiatives

Business Update



Retail disbursement remained calibrated on YoY basis

₹ in Cr

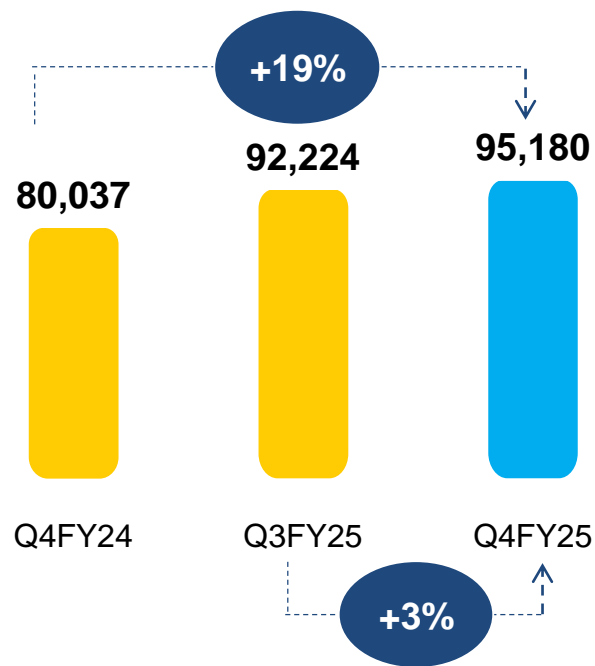


Disbursements in Q4FY25 maintained relative to Q3FY25 festive quarter despite headwinds in Rural Group Loans and MFI

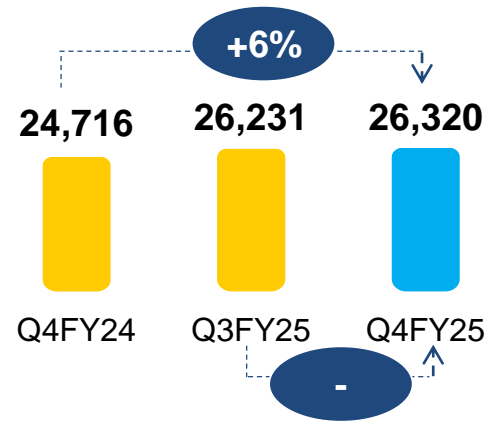
Retail book growth of 19% YoY

₹ in Cr

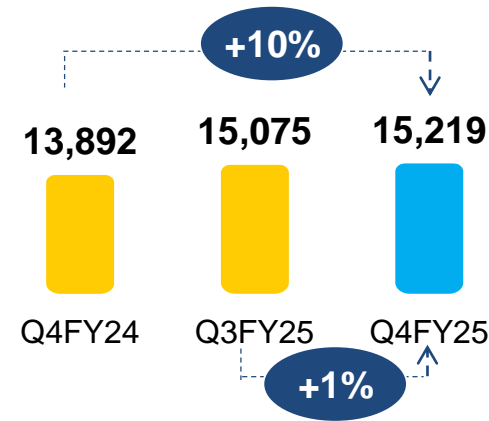
RETAIL FINANCE



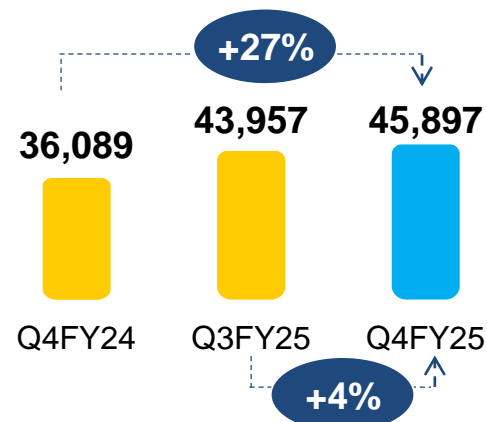
Rural Business Finance



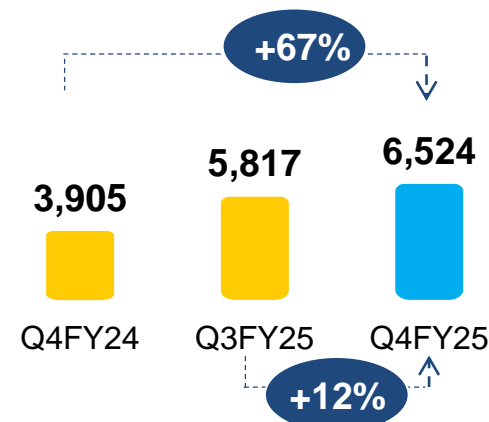
Farmer Finance



Urban Finance



SME Finance



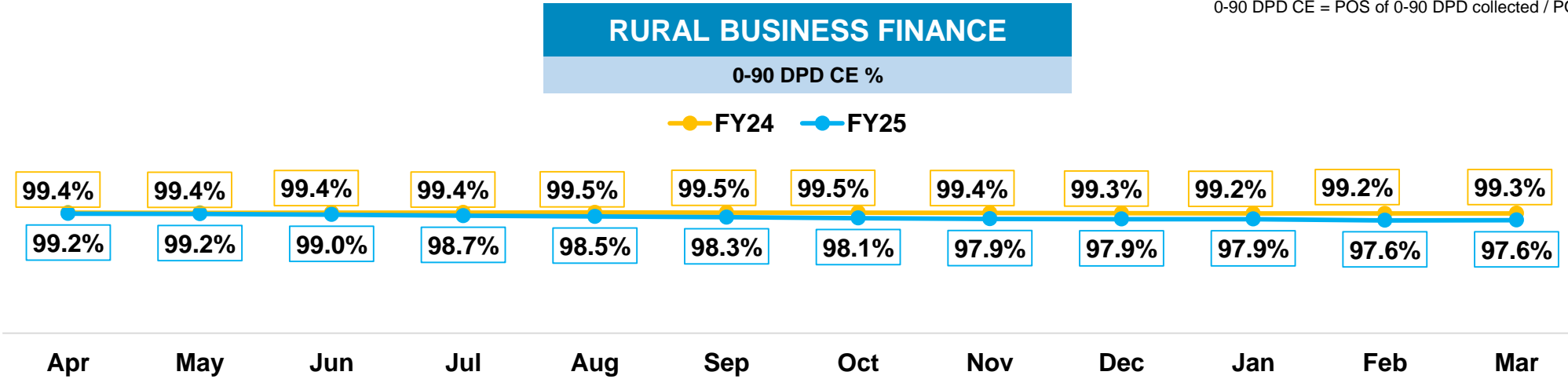
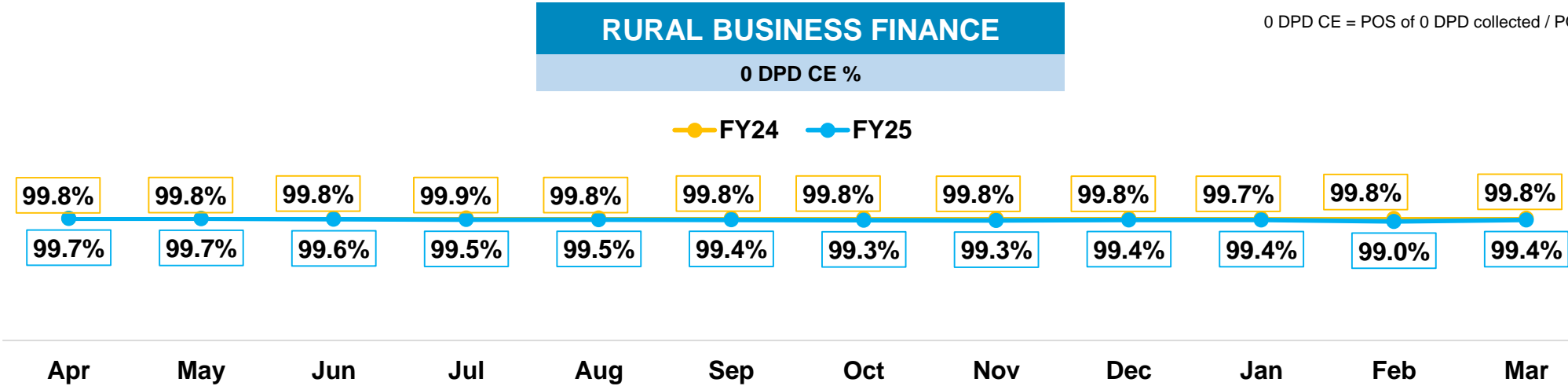
Accelerated scale-up in Urban Finance and SME Finance driving growth

RURAL



RURAL GROUP LOANS &
MICRO FINANCE (JLG)

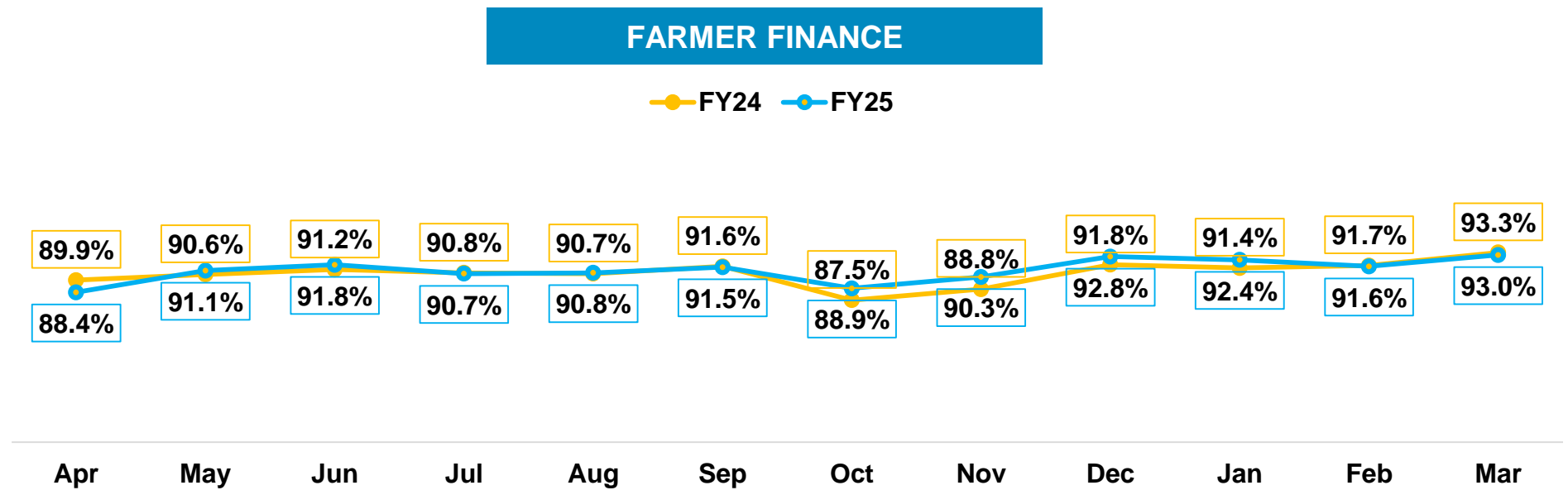
RURAL GROUP LOANS &
MICRO FINANCE (JLG)



RURAL



FARM EQUIPMENT FINANCE

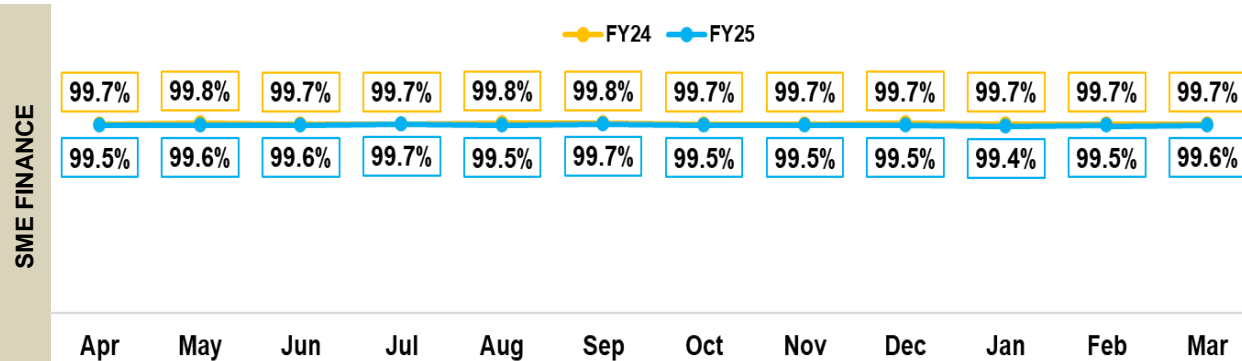
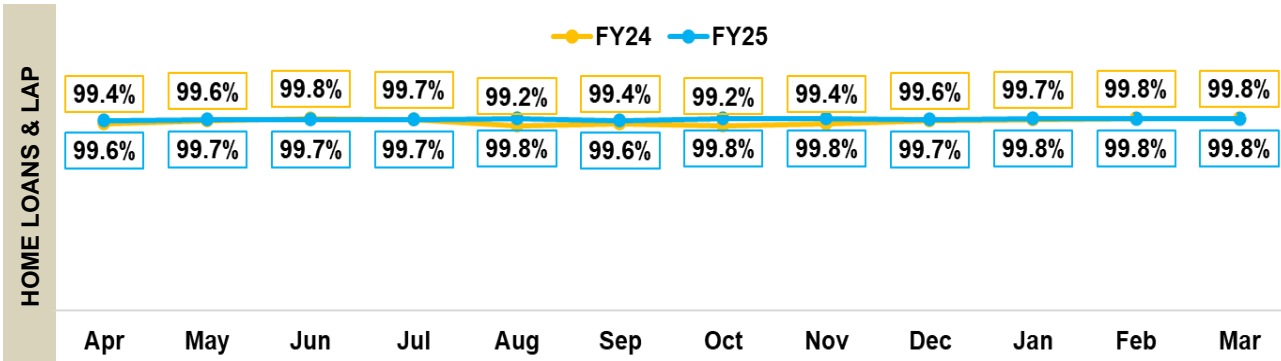
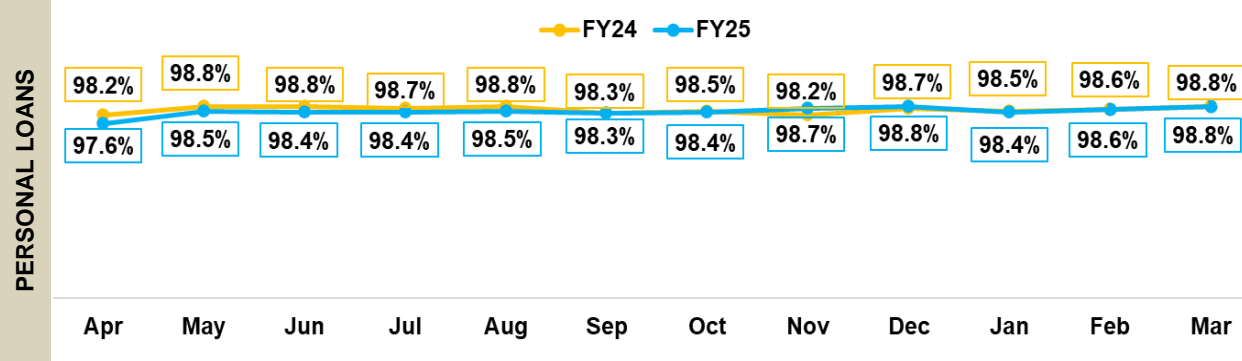
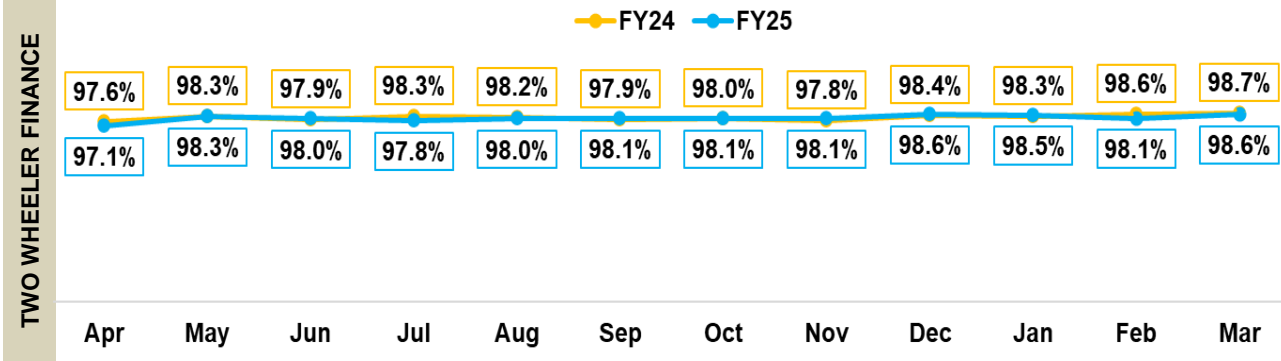


Robust collection efficiencies with improved digital collections

Collection Efficiency (3/3)



URBAN FINANCE

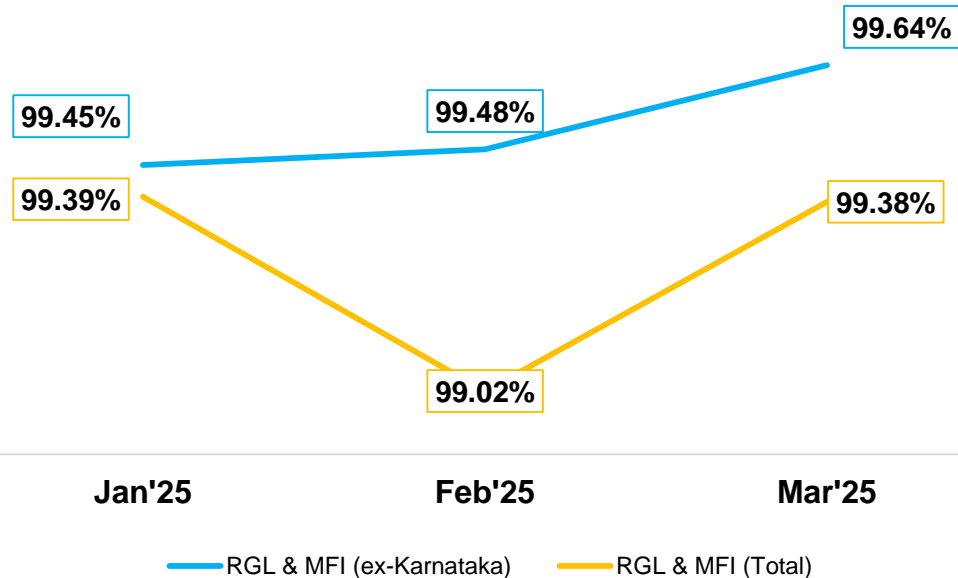


Improving collection efficiencies through granular execution focus

Retail Asset Quality (1/4)

Improving asset quality trends – Rural Group Loans & MFI

Collection Efficiency (CE) trend



Best-in-class 0 DPD portfolio and PAR trends vis-à-vis the Industry

0 DPD book

Industry	87.2%	86.8%	87.4%	86.9%	83.5%	80.2%	-
LTF	96.8%	97.1%	97.0%	96.8%	96.4%	95.8%	94.9%

LTF PAR Trends	Q2FY24	Q3FY24	Q4FY24	Q1FY25	Q2FY25	Q3FY25	Q4FY25
PAR 1-30	0.0%	0.1%	0.1%	0.3%	0.6%	1.0%	1.1%
PAR 31-60	0.1%	0.2%	0.2%	0.3%	0.5%	0.6%	0.9%
PAR 61-90	0.1%	0.1%	0.2%	0.2%	0.4%	0.6%	0.5%
PAR 90+	3.0%	2.5%	2.5%	2.4%	2.1%	2.1%	2.6%

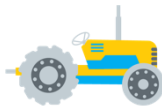
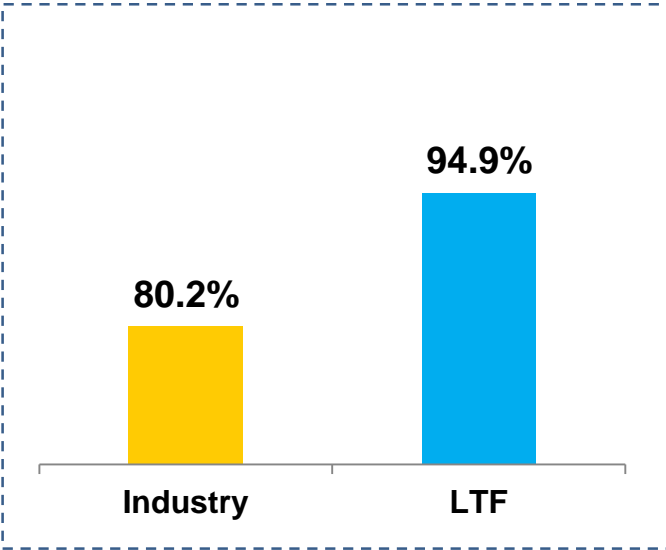
- Overall CE got affected in Feb'25 & Mar'25 due to the ordinance introduced to curb coercive actions (for unregistered financiers) in the state of Karnataka
- However, CE has improved due to 2 factors:
 - Other states (ex-Karnataka) performing well, making up substantially for the reduction in Karnataka CE
 - Karnataka CE improving substantially between Feb'25 to Mar'25 from 96.31% to 97.84%
- We expect overall CE to stabilize and trend towards normalcy by early Q2FY26

Retail Asset Quality (2/4)

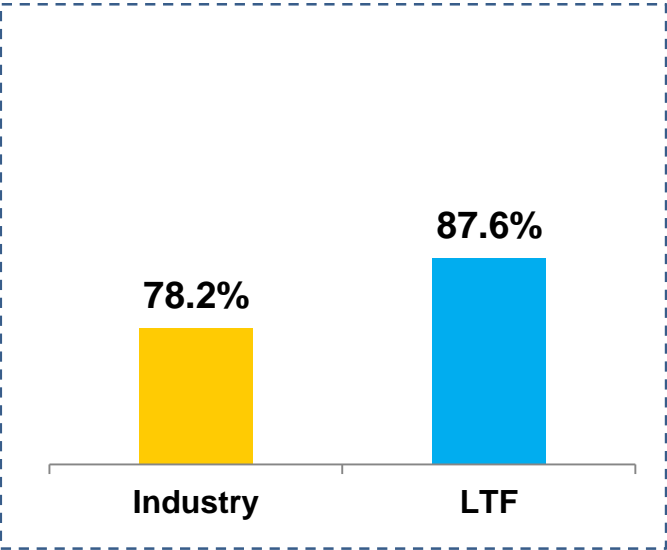
'0 DPD' for our 3 fulcrum products



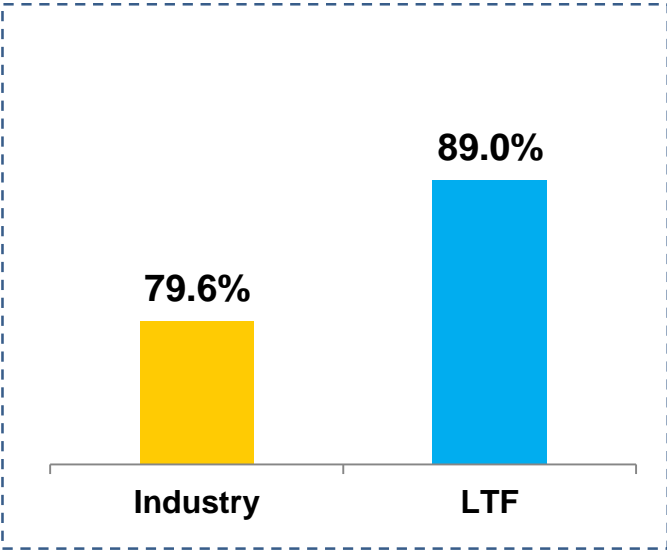
RURAL GROUP LOANS & MICRO FINANCE (JLG)



FARM EQUIPMENT FINANCE



TWO WHEELER FINANCE



Best-in-class 0 DPD portfolio of LTF vis-à-vis the Industry

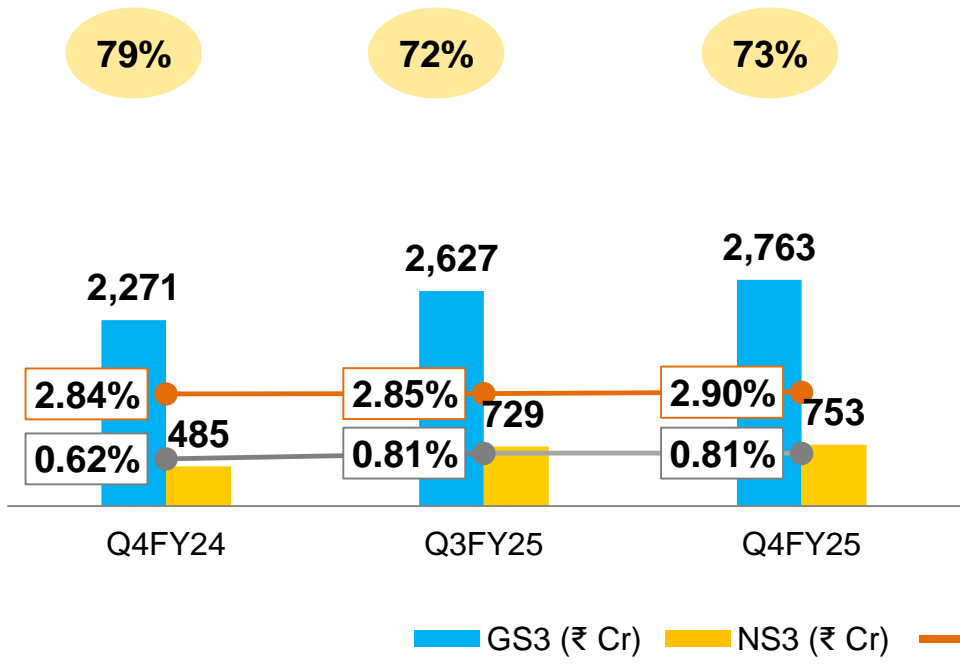
Industry figures are for the immediately preceding quarter reported as per CRIF Highmark data | DPD: Days Past Due

Retail Asset Quality (3/4)

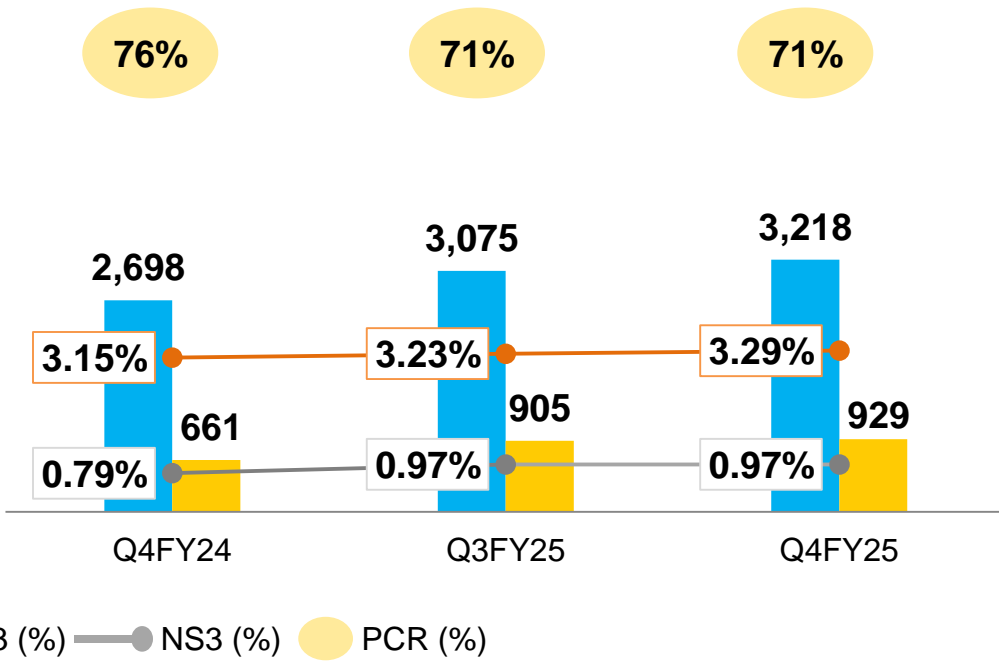
Stagewise assets & provision summary

G R O S S A S S E T S	Stage wise (in ₹ Cr)	Q4FY24	Q4FY24 (% of Total)	Q3FY25	Q3FY25 (% of Total)	Q4FY25	Q4FY25 (% of Total)
	Stage 1	75,863	94.79%	87,325	94.69%	90,027	94.59%
	Stage 2	1,903	2.38%	2,273	2.46%	2,390	2.51%
	Stage 3	2,271	2.84%	2,627	2.85%	2,763	2.90%
	Total	80,037	100%	92,224	100%	95,180	100%
P R O V I S I O N	Stage wise (in ₹ Cr)	Q4FY24	Q4FY24 (% PCR)	Q3FY25	Q3FY25 (% PCR)	Q4FY25	Q4FY25 (% PCR)
	Stage 1	437	0.58%	492	0.56%	516	0.57%
	Stage 2*	1,308	68.77%	1,266	55.73%	1,004	42.00%
	Stage 3	1,786	78.66%	1,898	72.26%	2,011	72.77%
	Total	3,531	4.41%	3,657	3.97%	3,531	3.71%
N E T A S S E T S	Stage wise (in ₹ Cr)	Q4FY24	Q4FY24 (% of Net Assets)	Q3FY25	Q3FY25 (% of Net Assets)	Q4FY25	Q4FY25 (% of Net Assets)
	Stage 1	75,426	94.76%	86,833	94.66%	89,510	94.56%
	Stage 2	594	0.75%	1,006	1.11%	1,387	1.47%
	Stage 3	485	0.62%	729	0.81%	753	0.81%

RETAIL - ASSET QUALITY



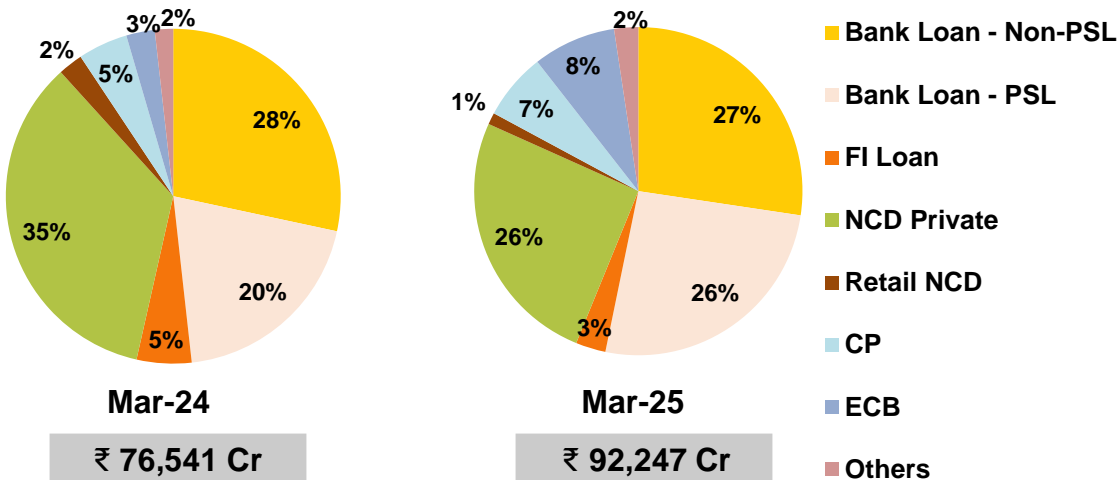
CONSOLIDATED - ASSET QUALITY



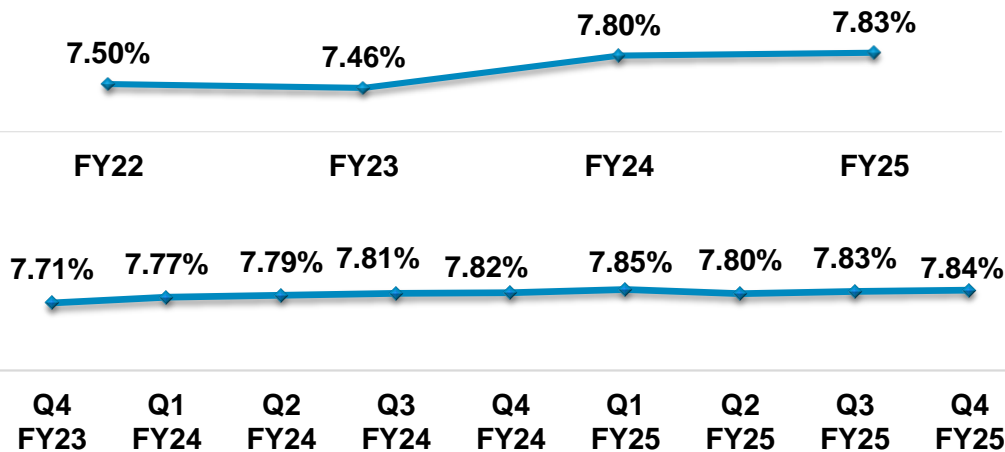
Maintained steady Consolidated GS3 and NS3

OUTPERFORMING IN TIMES OF RISING INTEREST RATE ENVIRONMENT

DIVERSIFIED LIABILITY MIX (%)



WEIGHTED AVERAGE COST OF BORROWING (WACB) (%)



'AAA' rating
CRISIL, ICRA, CARE, India
Ratings



Prudent ALM along with
changing portfolio mix
towards retail



Leveraged Retail Asset
profile to garner competitive
funding

Diversified liability mix has enabled in restricting the quarterly WACB by 1 bps (QoQ) to 7.84% in Q4FY25 |
Managed superior WACB with a mere 33 bps increase over past 3 years while policy rates have moved up significantly

ANNEXURES



Key numbers around the proposed acquisition

₹ 1,254 Cr

Gold loan book size – Mar'25

~1.0 lac

Customer base

~130

Gold Loan branches
North & West focused

~700

Employees

- Entered into Business Transfer Agreement (BTA) for the proposed acquisition of gold loan business undertaking of Paul Merchants Finance Pvt. Ltd. (wholly owned subsidiary of Paul Merchants Ltd.) on 7th February 2025
- The acquisition cuts time-to-scale gold loan business by 36 months providing a high quality profitable attractive RoA profile gold loan franchise at an attractive consideration
- Integration plan & governance framework put in place and with the integration across people, location, technology and vendors progressing well on-track
- The acquisition which by way of a slump sale on a going concern basis, is expected to close by Q2FY26 (subject to customary closing conditions)

I Dominant Retail Franchise built over a decade

II Financials

III Other Annexures



Part of illustrious
L&T group



Upper Layer NBFC
as per RBI classification



Amongst
Top Retail NBFCs



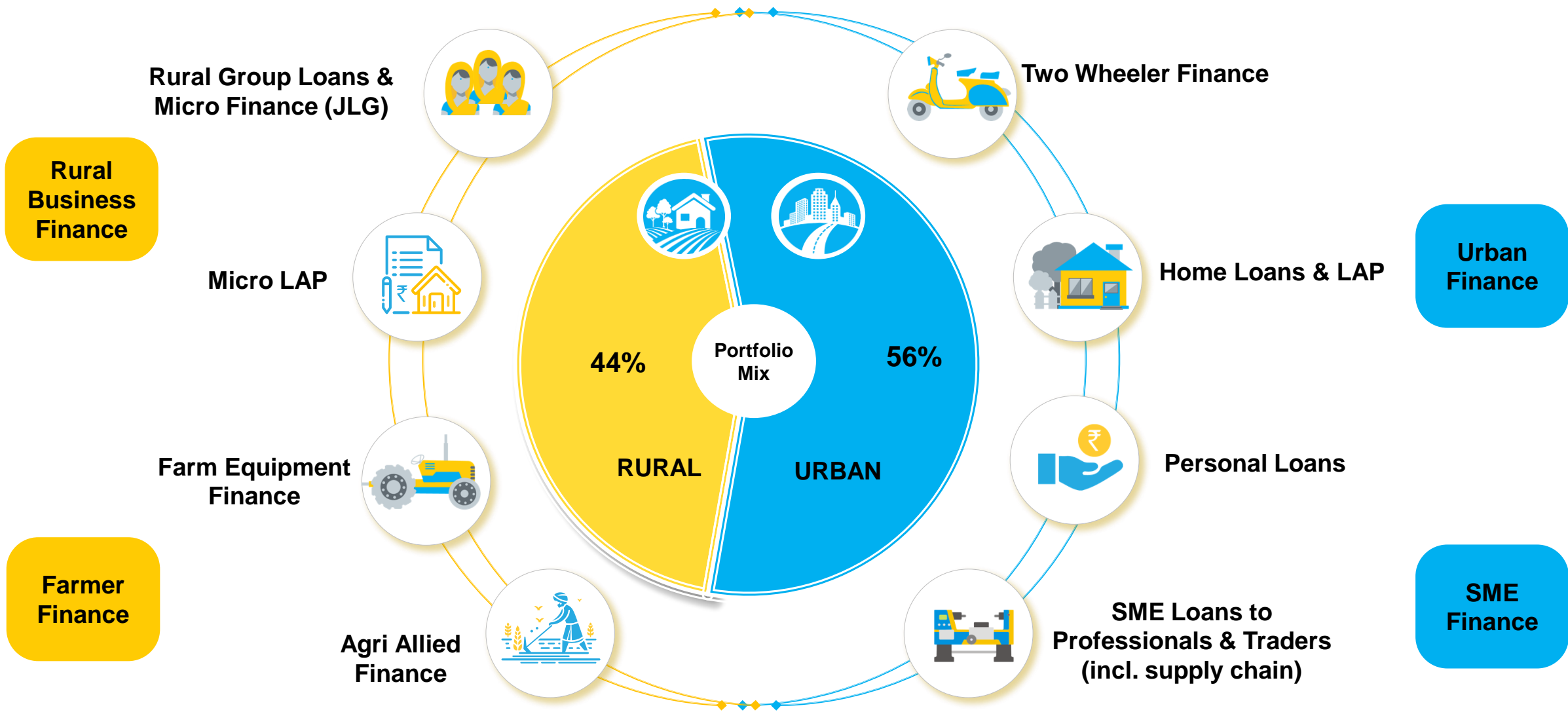
Highest Credit
Rating – 'AAA'

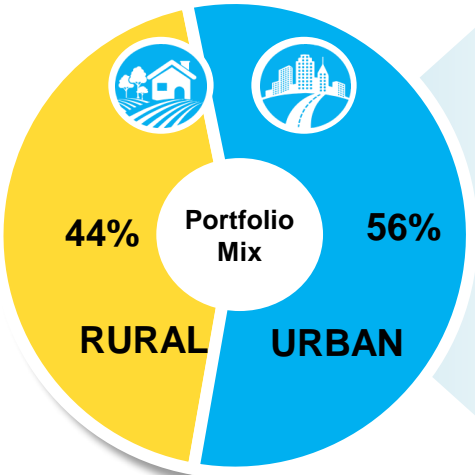


Top Notch
ESG Ratings




Built on the foundation of Trust & Commitment





~₹ 95,000 Cr
Retail Book

DIVERSIFIED RETAIL NBFC



Pan-India presence
~2,00,000 Villages
100+ Cities / Towns



Leveraging ~2.6 Cr customer franchise for cross sell



13,000+ Distribution touch points




1.72 Cr+ downloads
Optimised Digital Service & Distribution delivery platform

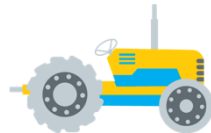
Leading to Leadership in 3 fulcrum products



Rural Group Loans & Micro Finance (JLG)



Two Wheeler Finance



Farm Equipment Finance

Granular and extensive distribution network

18
States

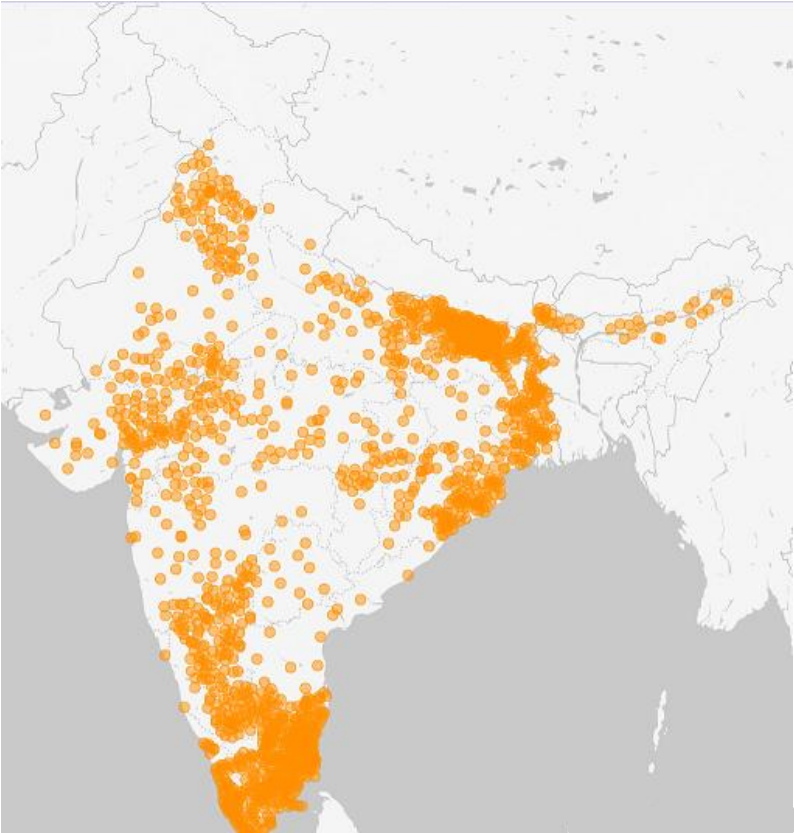
1
UT

~2,00,000
Villages

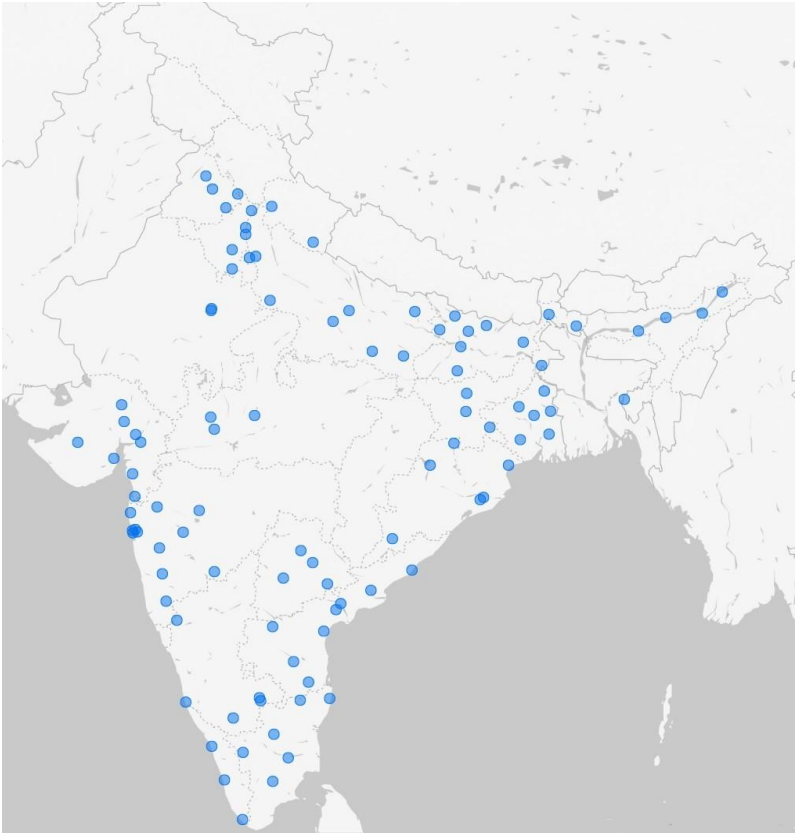
20
States

2
UT

100+
Cities / Towns



LTF Rural Network



LTF Urban Network

State	Rural Branches	Urban Branches
Madhya Pradesh	99	15
Maharashtra	66	37
Uttar Pradesh	132	17
Gujarat	82	20
Karnataka	246	15
West Bengal	121	12
Andhra Pradesh	60	10
Telangana	41	16
Haryana	41	7
Rajasthan	61	8
Bihar	420	9
Punjab	44	5
Odisha	127	6
Tamil Nadu	402	15
Kerala	93	3
Others	50	17
Pan India	2,085*	212

Total Branch Count: 245 (Rural – 33, Urban – 212)

*Rural Branches comprise of Rural Group Loans & Micro Finance meeting centres (2,052) and dedicated Farmer Finance branches (33)

Market dominance through fulcrum product built over a decade (1/3)

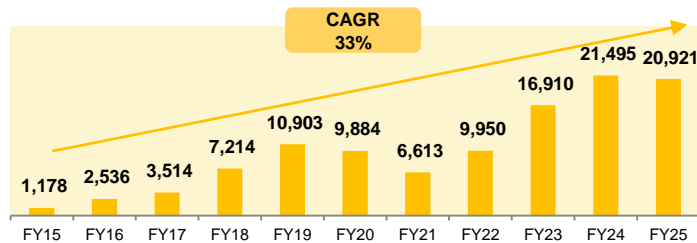
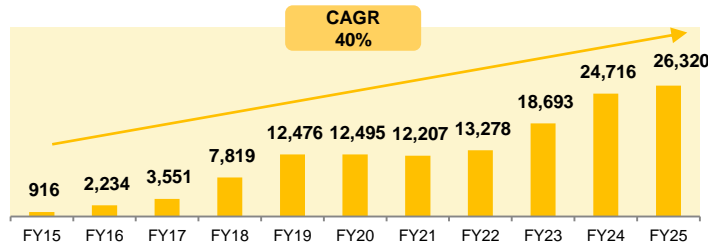
Rural Group Loans and Micro Finance (JLG) - amongst the Leading Financiers



Rural Group Loans & Micro Finance (JLG)

16+ years of Vintage

~1.5 Cr customers serviced in rural India



Well diversified footprint

- 16 states across ~350 districts, 2,000+ Meeting Centre Branches
- Key states: Bihar, Tamil Nadu & Karnataka



Operational excellence

- Automated underwriting; geo-strategy based on women credit penetration
- Collection-led disbursement
- State of the art Risk Control Unit; Compulsory bureau check



Customer Centricity

- LTF exclusive customers at ~40%
- Retention products – 70% retention
- Optimum customer leverage



Excellent Asset Quality

- No additional top-up loans for delinquent customers
- 100% PCR on 90+ bucket
- Macro-prudential provisions

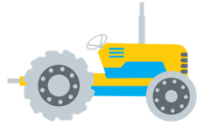


Created strong risk guardrails

- Financier association limit – maximum 3
- Continued exposure checks & FOIR norms
- Pincode selection basis PAR & customer leverage

Market dominance through fulcrum product built over a decade (2/3)

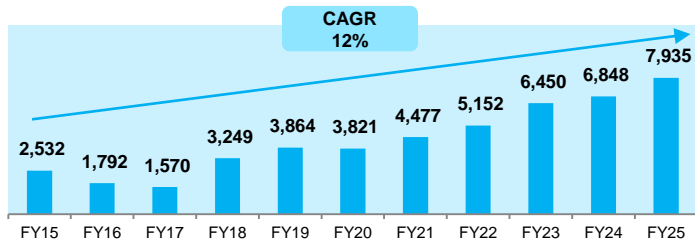
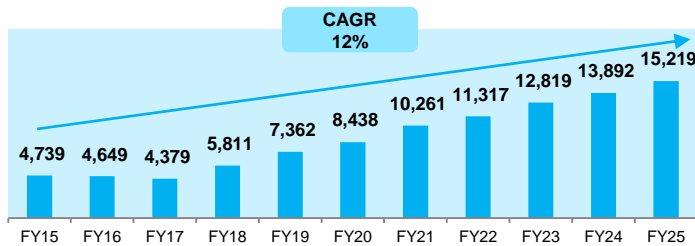
Farm Equipment Finance – amongst the Leading Financiers



Farm Equipment Finance

20+ years of Vintage

11 Lac+ customers serviced in rural India



Well diversified footprint

- 170+ branches across 18 states & 1 UT
- Key states: Uttar Pradesh, Madhya Pradesh, Telangana, Karnataka



Dealer / OEM Relationship

- ~2,400 Dealers
- Non-captive distribution franchise
- Well penetrated across Top 5 OEMs



Customer Centricity

- Retention products (Kisan Suvidha)
- Paperless Digital Journey
- Best-in-class TAT: 24 hours



Operational excellence

- Collection led disbursements; CE @ 93.0%
- Analytics-based scorecard for decision-making



Created strong risk guardrails

- Water reservoir levels, Rainfall distribution, State fiscal position
- Farm cash cycle, MSP, sowing pattern
- Tractor model / HP & other asset variables

Market dominance through fulcrum product built over a decade (3/3)

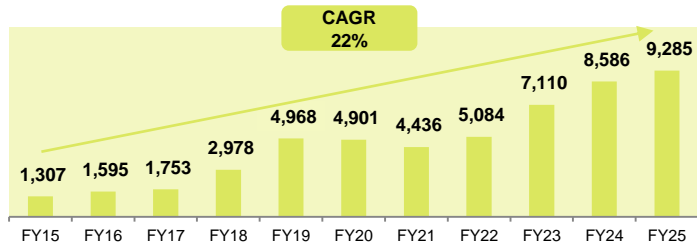
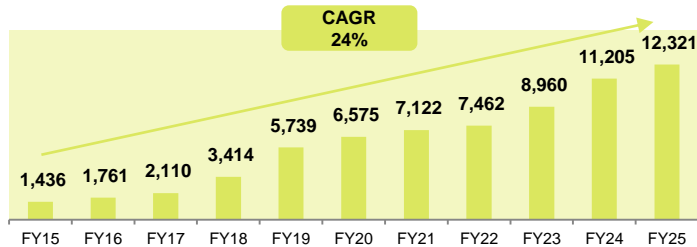
Two Wheeler Finance - amongst the Leading Financiers



Two Wheeler Finance

10+ years of Vintage

75 Lac+ customers serviced in urban India



Well diversified footprint

- 137 locations across India
- Key states: West Bengal, Tamil Nadu, Gujarat



Dealer / OEM Relationship

- 8,400+ Sourcing points
- Non-captive distribution franchise
- Analytics driven OEM cum Dealer business model
- Channel level engagement model



Customer Centricity

- Straddle continuum from New To Credit to Prime customers
- Paperless Digital Journey
- Sabse Khaas Loan & Income Proof loans - 1st in Industry



Operational excellence

- Collection led disbursements; CE @ 98.6%
- Straight through processing



Created strong risk guardrails

- Customer profiling using lookalikes
- OEM model variables
- Pincode selection basis multivariate analysis
- Dealership performance

I Dominant Retail Franchise built over a decade

II Financials

III Other Annexures

Lending Business – Business wise disbursement split

Disbursement							
Q4FY24	Q3FY25	Q4FY25	Y-o-Y (%)	Segments (₹ Cr)	FY24	FY25	Y-o-Y (%)
				Farmer Finance			
1,530	2,495	1,755	15%	Farm Equipment Finance	6,848	7,935	16%
				Rural Business Finance			
5,639	4,462	4,965	(11%)	Rural Group Loans	20,709	20,415	(3%)
129	137	149		Micro Finance	786	506	
				Urban Finance			
2,502	2,414	1,857	(26%)	Two Wheeler Finance	8,586	9,285	8%
968	1,642	1,915	98%	Personal Loans	4,285	6,096	42%
1,823	1,789	1,661	(9%)	Home Loans	5,763	6,898	20%
690	686	671	(3%)	LAP	1,782	2,685	51%
1,213	1,249	1,528	26%	SME Finance	3,657	5,000	37%
549	336	398	(27%)	Acquired Portfolio	1,852	1,222	(34%)
15,044	15,210	14,899	(1%)	Retail Finance	54,267	60,040	11%
3	0	-	(100%)	Real Estate Finance	171	7	(96%)
320	-	15	(95%)	Infrastructure Finance	1,855	258	(86%)
323	0	15	(95%)	Wholesale Finance	2,026	265	(87%)
15,366	15,210	14,914	(3%)	Total Disbursement	56,293	60,305	7%

Lending Business – Business wise book split

Book				
Q4FY24	Segments (₹ Cr)	Q3FY25	Q4FY25	Y-o-Y (%)
	Farmer Finance			
13,892	Farm Equipment Finance	15,075	15,219	10%
	Rural Business Finance			
24,716	Rural Group Loans & Micro Finance Loans	26,231	26,320	6%
	Urban Finance			
11,205	Two Wheeler Finance	12,676	12,321	10%
6,440	Personal Loans	7,820	8,648	34%
14,550	Home Loans	18,202	19,250	32%
3,893	LAP	5,259	5,678	46%
3,905	SME Finance	5,817	6,524	67%
1,435	Acquired Portfolio	1,144	1,220	(15%)
80,037	Retail Finance	92,224	95,180	19%
2,337	Real Estate Finance	1,214	1,180	(50%)
3,191	Infrastructure Finance	1,683	1,402	(56%)
5,528	Wholesale Finance	2,897	2,582	(53%)
85,565	Total Book	95,120	97,762	14%

LTF Consolidated – Summary financial performance

Performance Summary							
Q4FY24	Q3FY25	Q4FY25	Y-o-Y %	Summary P&L (₹ Cr)	FY24	FY25	Y-o-Y (%)
3,244	3,610	3,535	9%	Interest Income	12,492	14,044	12%
1,335	1,569	1,600	20%	Interest Expense	5,377	5,997	12%
1,909	2,041	1,936	1%	NIM	7,115	8,048	13%
441	439	477	8%	Fee & Other Income	1,609	1,740	8%
2,350	2,480	2,412	3%	Total Income	8,724	9,787	12%
980	1,058	1,004	2%	Operating Expense	3,511	3,984	13%
1,370	1,423	1,409	3%	Earnings before credit cost	5,212	5,803	11%
500	698	903	81%	Credit Cost [-] <i>(Before utilizing Macro-prudential provisions)</i>	2,006	2,711	35%
-	100	300	-	Macro-prudential provisions utilized [+]	-	400	-
500	598	603	21%	Credit Cost <i>(After utilizing Macro-prudential provisions)</i>	2,006	2,311	15%
870	825	806	(7%)	PBT (Before Exceptional / One-off Items)	3,207	3,492	9%
Exceptional Items / One-offs							
175	-	-	-	Additional Prudential provision on SRs at portfolio level	175	-	-
695	825	806	16%	PBT (After Exceptional / One-off Items)	3,032	3,492	15%
554	626	636	15%	PAT	2,320	2,644	14%

Performance Summary							
Q4FY24	Q3FY25	Q4FY25	Y-o-Y %	Particulars (₹ Cr)	FY24	FY25	Y-o-Y(%)
85,565	95,120	97,762	14%	Closing Book	85,565	97,762	14%
84,014	95,227	96,357	15%	Average Book	81,783	92,402	13%
23,438	24,910	25,564	11%	Networth	23,438	25,564	11%
94.2	99.9	102.5	9%	Book Value per share (₹)	94.2	102.5	9%
2.2	2.5	2.6	18%	Basic Earning per share (₹)	9.3	10.6	14%

Key Ratios					
Q4FY24	Q3FY25	Q4FY25	Key Ratios	FY24	FY25
15.53%	15.04%	14.88%	Yield	15.27%	15.20%
9.14%	8.50%	8.15%	Net Interest Margin	8.70%	8.71%
2.11%	1.83%	2.01%	Fee & Other Income	1.97%	1.88%
11.25%	10.33%	10.15%	NIM + Fee & Other Income	10.67%	10.59%
4.69%	4.41%	4.22%	Operating Expenses	4.29%	4.31%
6.56%	5.93%	5.93%	Earnings before credit cost	6.37%	6.28%
2.39%	2.91%	3.80%	Credit Cost (Before utilizing Macro-prudential provisions)	2.45%	2.93%
2.39%	2.49%	2.54%	Credit Cost (After utilizing Macro-prudential provisions)	2.45%	2.50%
2.19%	2.27%	2.22%	Return on Assets	2.32%	2.44%
3.27	3.46	3.61	Debt / Equity (Closing)	3.27	3.61
3.22	3.38	3.44	Debt / Equity (Average)	3.35	3.35
9.53%	10.21%	10.13%	Return on Equity	10.35%	10.87%

Particulars	Tier I	Tier II	CRAR
Consolidated CRAR ratio	20.76%	1.51%	22.27%

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App as a powerful digital channel for customer (1/2)

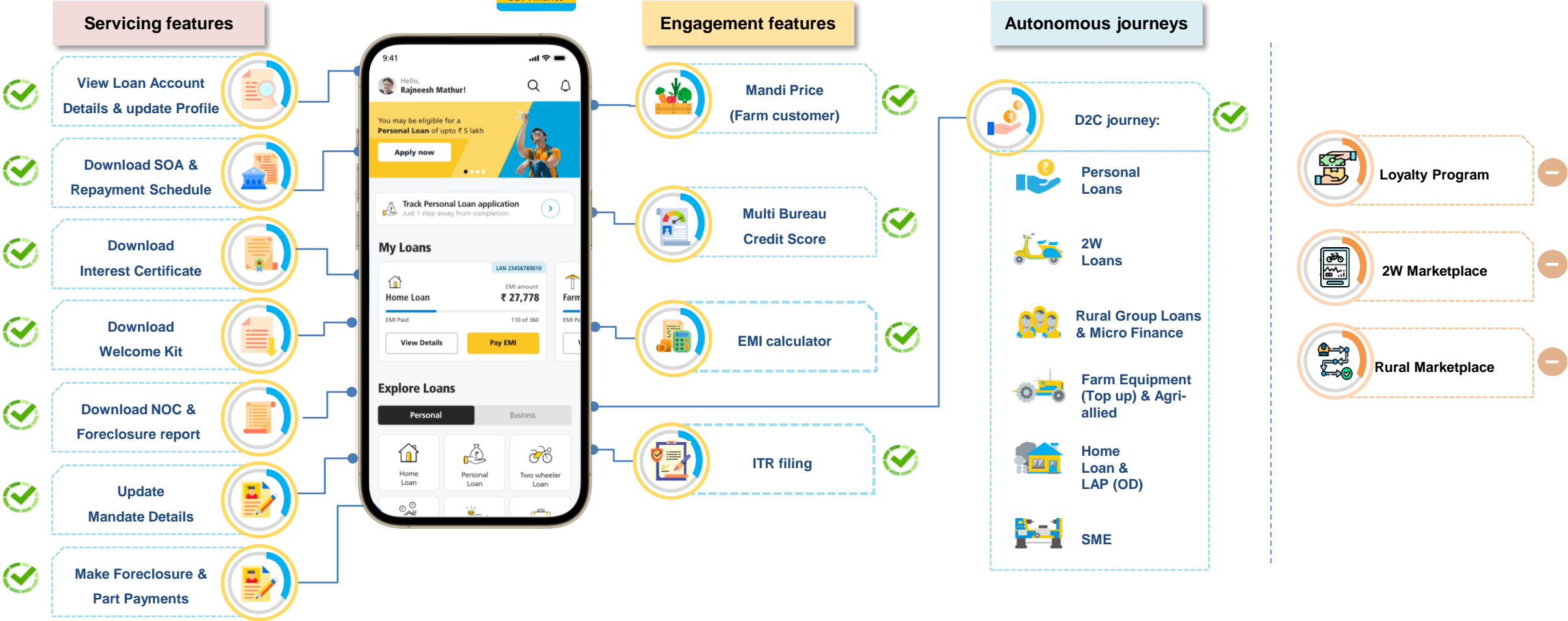
PLANET App Features



OUR 'PLANET' APP FEATURES

(Launched in March 2022)

✔ Completed — In Progress





Servicing channel enroute to becoming a geo-agnostic sourcing channel


Developing digital finance delivery as a customer value proposition




 **₹ 3,800 Cr+**
Collections

 **₹ 12,700 Cr+**
Sourcing

 **685 Lac+**
Servicing Experience

 **16.0 Lac**
Rural Customers

	₹ in Cr								
	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25
SOURCING	630	1,168	1,175	715	1,126	1,024	1,683	2,027	2,256
COLLECTIONS	104	132	191	296	369	529	641	718	706
SERVICING (%)	42%	47%	47%	67%	75%	82%	82%	86%	85%

1,72,00,000+ Downloads


 1,63,14,319 Downloads 4.5 ★★★★★

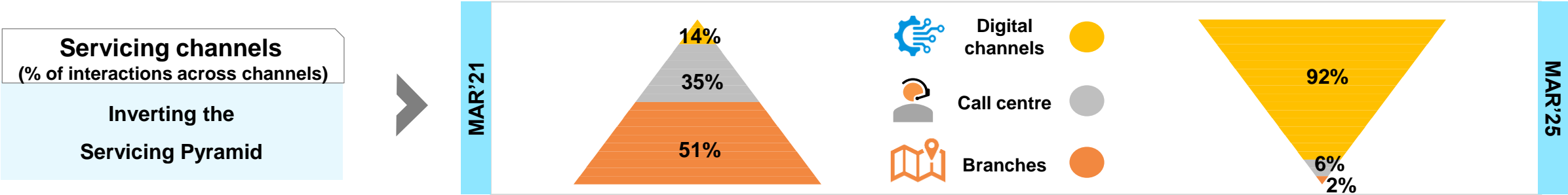
 8,87,429 Downloads 4.3 ★★★★★

App as a powerful digital channel for customer (2/2)

PLANET App: Service Measurement Metrics upto Q4FY25 Update

Count in lacs

	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25
SERVICING RESOLUTION	18.6	21.5	26.0	41.4	85.8	90.4	101.1	126.6	134.2
Mainly includes:									
SOA Downloads	9.3	8.9	9.4	10.9	9.5	9.2	11.0	11.0	11.3
Repayment Schedule	6.0	6.0	7.6	6.6	6.6	6.9	8.0	10.8	7.0
Payments	2.7	3.2	4.0	5.0	5.3	6.3	7.1	5.5	5.6
Statutory Kits (Welcome, NOC etc)	0.9	2.6	4.3	8.5	64.4	74.2	75.0	97.0	110.2
Credit Score	6.1	5.5	6.4	5.8	3.8	3.8	1.6	1.9	2.0



Digital delivery: Touching every part of the customer ecosystem



100%

Paperless Journey in
Rural Group Loans,
2W Finance,
Farm Equip. Finance,
Personal Loans



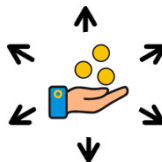
100%

Digital
Disbursements
(Rural + Urban)



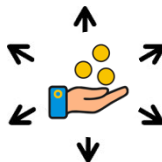
96%

eNach
Penetration
(Urban)



33%

Digital
Collections
(Rural)

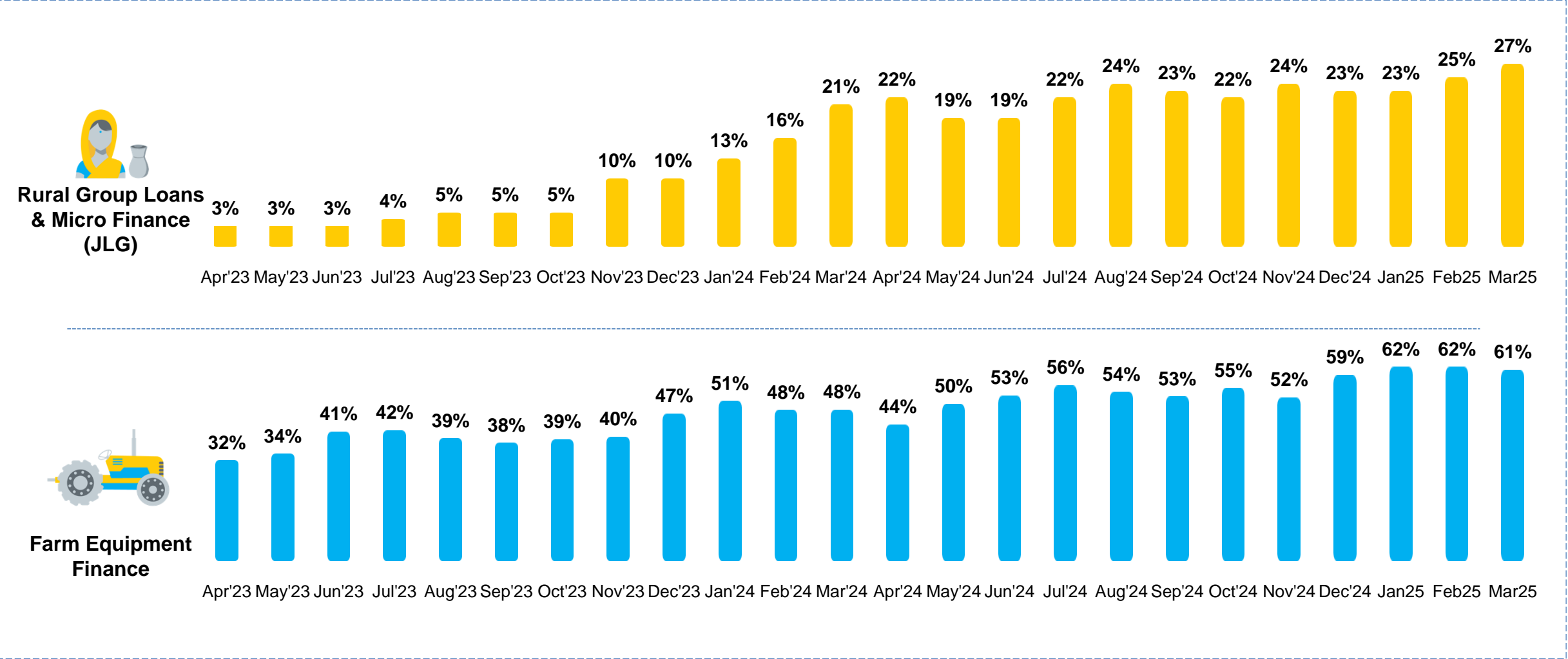


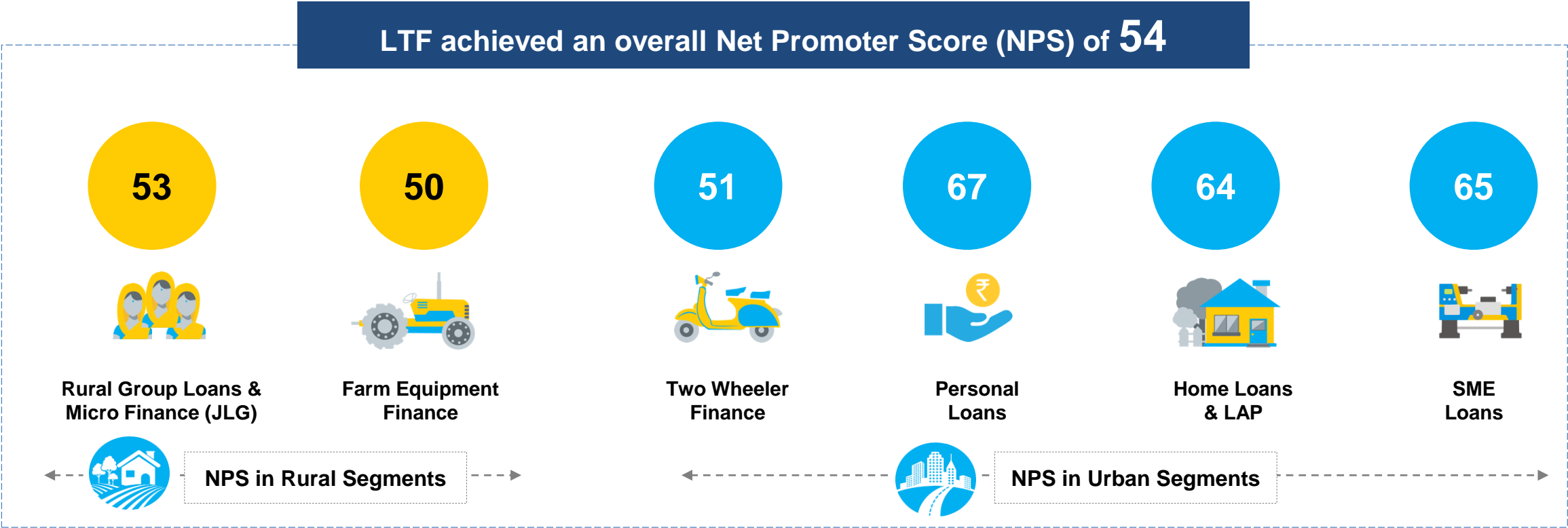
96%

Digital
Collections
(Urban)

Customer focused digital first approach in not only Urban but also in Rural

Marked improvement in Rural Digital collections





With a goal to measure and improve customer satisfaction, initiated measurement of NPS starting October 2023

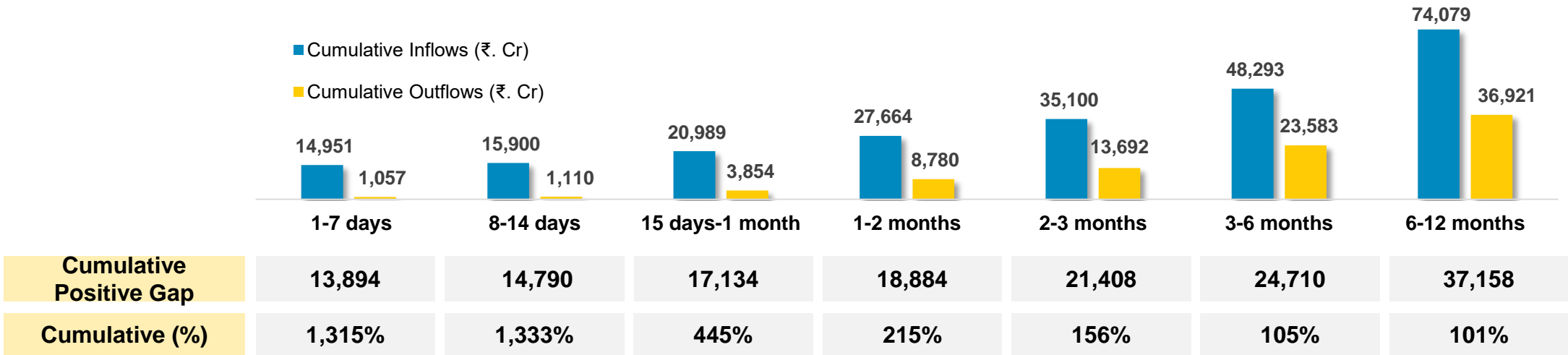
Continuous monitoring of NPS towards strengthening customer relationship and customer loyalty

*Score calculation based on response from customers onboarded during January - March 2025

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Structural Liquidity statement



Interest Rate sensitivity statement

1 year Gap	₹. Cr
Re-priceable assets	71,937
Re-priceable liabilities	59,703
Positive	12,234

Continue to maintain cumulative positive liquidity gaps

Credit Ratings – LTF

Rating Agency	Long-term / Short-term Rating of LTF
CRISIL Ratings	CRISIL AAA (Stable) / CRISIL A1+
ICRA	ICRA AAA (Stable) / ICRA A1+
India Ratings	IND AAA (Stable) / IND A1+
CARE Ratings	CARE AAA (Stable) / CARE A1+

Key strengths highlighted by Rating Agencies

- Diversified business mix with strong presence across the financial services space
- Strategic importance and strong support to financial services business by the parent, Larsen and Toubro Ltd. (L&T: AAA)
- Strong resource raising ability and adequate capitalisation
- Comfortable liquidity position

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Pan-India
Geo presence

Field force

Channels

Customers

Digital

RURAL : ₹ 41,500 Cr+ Book

~2,100 Branches

Active customers across ~2,00,000 Villages

25,800+ employees hired from Rural India

Rural Group Loans & Micro Finance (JLG)	Micro LAP	Farm Equipment	Agri Allied
Direct	Direct	~2,400 Dealer Partnerships	350+ Accredited Warehouses

WOMEN ENTREPRENEURS

FARMERS

~1.7 Cr Customers

100% Paperless journey

100% Digital disbursements

33% Digital Collections

Business deeply intertwined with ESG

Reach

Penetrating underserved geographies

Employment Generation

Generating sustainable livelihood

Stakeholder Ecosystem

Promoting rural entrepreneurship

Financing the underbanked & underserved

Moving communities from unorganized to organized

Enabling financial inclusion

Seamless Paperless journey

Promoting doorstep banking

SDG Linkage

42% of the loan book franchise is towards financing sustainable livelihoods; 71% of workforce is employed from Rural

ESG : Building a Sustainable Future – Key Highlights

Climate Engagement



Strengthening Climate Accountability: Amongst 1st Indian NBFC - Signatory to Partnerships for Carbon Accounting Financials (PCAF)



Driving Sustaining Energy Management: 1/3rd of Company operations are powered by Green Energy



Promoting Sustainable Water Use: Reached over 5,000 farmers to promote micro-irrigation for efficient water use



Retaining Water Positive/Surplus Status: Successfully retained over last 3 years



Improving Waste Management : Company-wide roadmap developed based on top 50 branches across PAN India



Fostering Biodiversity: 39 flora & 69 fauna species supported through Company's Miyawaki plantation

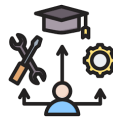
Social Engagement



Enhancing Digital & Financial Literacy: Digital and Financial literacy module training imparted to 3.40 Lakh+ beneficiaries



Sustaining Digital Sakhi Program Impact: Digital Seva Kendra and Common Service Centre (CSC) collaboration – partnership in Kerala



Empowering Individuals with Livelihood Skills: 200 youths certified in Banking and Finance course for gainful employment opportunities.



Bolstering Leadership Development: 270-degree feedback launched for senior leaders



Driving Inclusion through DEI Module: 81% completion rate achieved for the gamified DEI learning module within 2-months of launch for Business Leaders

Stakeholder Engagement



Enhanced Board Effectiveness: 1st ever AI-Boot Camp organized for Independent Directors



Digital Sakhi Project Visit: CSR & ESG Committee Chairperson witnessed digital and financial transformation amongst women in Rajasthan



Enhancing Strategic Focus: Finalized Double Materiality Matrix by aligning impacts & risk of material topics



Average Training Hours : 37 hours of training was provided per employee



Health & Safety Capacity Building: Created employee (different departments) cohort of certified internal auditors for ISO 45001:2018



Environment Milestones

Green Power Emissions avoided
(1,800+ tCO₂e)

Total EVs Financed
(64,759)

Emissions avoided by Financing 2W EVs
(12,000+ tCO₂e)

E-waste Recycled
(4,400+ kgs)

Total waste recycled
(50,000+ kgs)

Water Replenished
(~176 lakh kl)

Social Milestones

Female Employees at workforce
(Increased from 4.6% to 5.4%)*

Women Borrowers
(61,94,180 beneficiaries)*

Finclusion of Rural Communities
(Over 14.2 lakh beneficiaries)*
through (DFI) initiatives.

Convergence of Social Schemes
(₹180 Crore reaching over 2.40 lakh)*

YOUth Drive for Safety
(Reached over 1 lakh youth)*

Hazard Identification & Risk Assessment
(17% of PAN India branches covered)*

Governance Milestones

Board Training on ESG & Infosec
(100%)

Awareness & Sensitization
(100% employees trained on various BRSR principles)

Quality Management Systems by Secretarial
(Certified ISO 9001:2015)

Social Impact Assessment
(3rd Party impact assessment of Digital Sakhi Project)

Milestone achieved in Health & Safety
(HO awarded ISO 45001:2018 certification)

ESG : Building a Sustainable Future – Achievements



Ratings



In October 2024, LTF received an ESG Risk Rating of 16.1 and was assessed by Sustainalytics to be at low risk of experiencing material financial impacts from ESG Factors*



‘CDP Score- Climate Change 2023- ‘A-‘



Performed in top decile in the FBN Diversified Financial Services and Capital Markets Industry in the S&P Global Corporate Sustainability Assessment (Score as of January 2025)



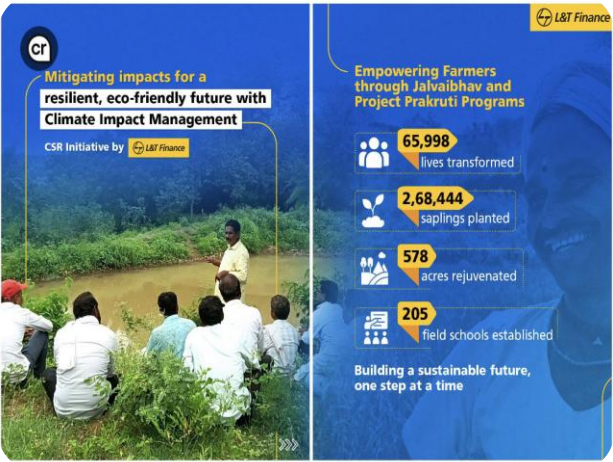
As of March 2025, LTF received an MSCI ESG Rating of 'A'



80
‘High footprint’ ‘Low Risk’



Communication



Awards

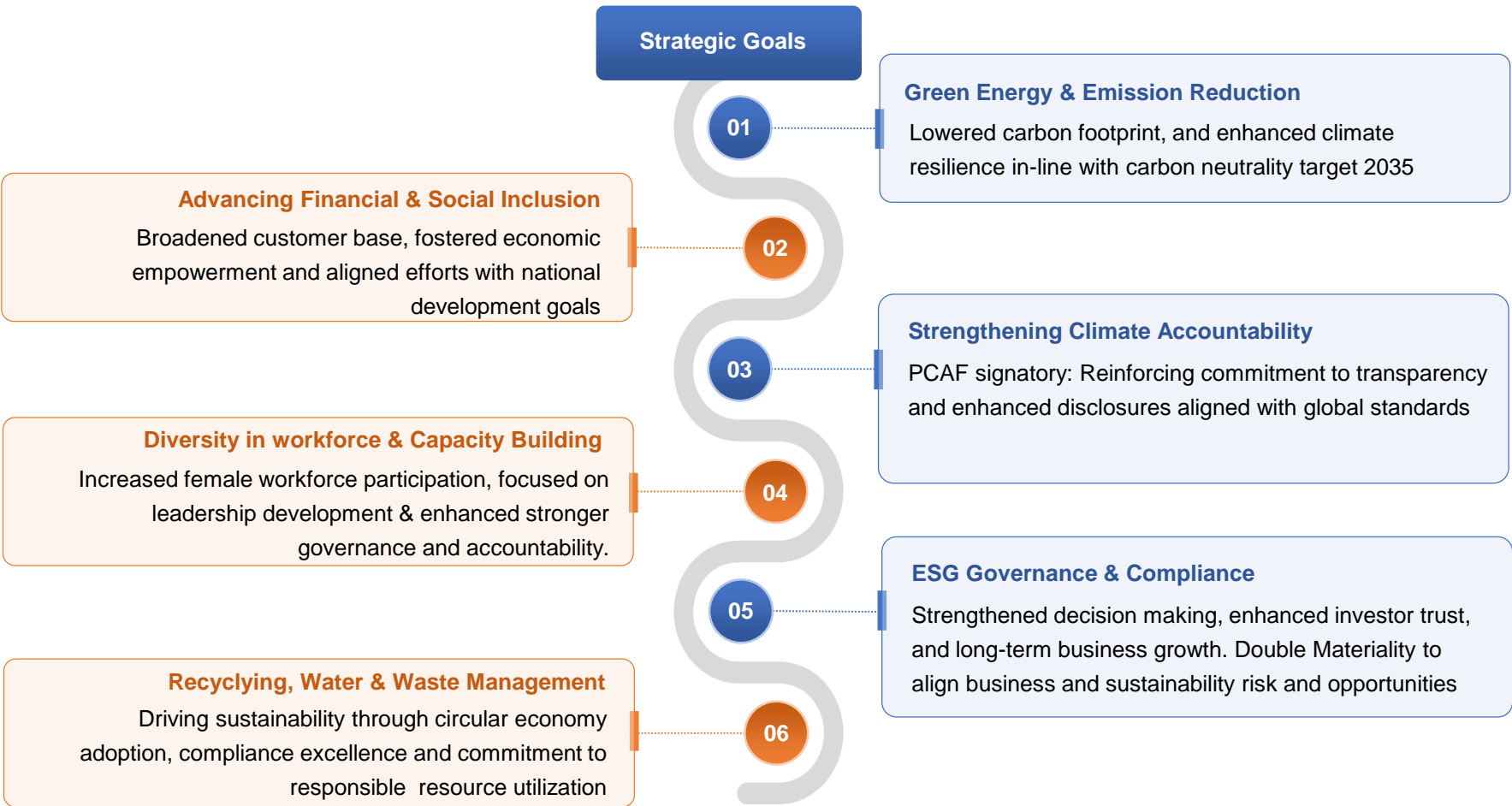


ICC Social Impact Award for Project Digital Sakhi



Diamond Award for DEI Gamified Module

Delivering Impact



Corporate Social Responsibility

Social Good, Communities @scale



Digital & Financial Inclusion

13.50 lakh+ community members outreached under Digital Sakhi project in 7 states, 15 districts and 2,800+ villages

₹180 Cr. worth of Social entitlement schemes leveraged benefitting **2.40 lakh+** community members

3,000+ new Women Entrepreneurs trained in Entrepreneurship Development Programme

1.40 lakh+ community members in **1,000+** villages sensitized as part of special campaigns on cyber frauds

संकलन: A Collection of Impact Stories Booklet from the Digital Sakhi Project was released on the occasion of LTF's 30 Years Foundation Day



Climate Impact Management

1 lakh+ horticulture plantation completed in **250+ acres** of land in Pavagada, Karnataka under Project Prakruti (3rd Party Census survey reported **>95** survival rate)

40 lakh litres of additional water harvesting capacity added in Kolar, Karnataka under Jalvaibhav initiative



Disaster Management

1.33 lakh+ flood affected community members supported under disaster relief in Bihar, Uttar Pradesh and Telangana



Social Inclusion

1 lakh+ youth outreached by creating awareness on Two-Wheeler Road Safety in Delhi NCR under YOUTH Drive for Safety initiative

200 unemployed youth skilled trained and placed in BFSI sector in Salem, Tamil Nadu

20 health camps benefitting **2,000+** community members conducted in partnership with MFIN in West Bengal






Impact Awards

5 impact awards won for Digital Sakhi initiative from ASSOCHAM, ICC Awards 2025, Asian Brand and Leadership Conclave 2024, India CSR Summit & Awards 2024 and India CSR Summit & Awards 2024



Meaningful CSR Impact

Over the past 7 years

	States 13	Districts 28	Villages 3,200+	Overall Outreach 60 lakh+	
 Digital and Financial Inclusion		 Climate Impact Management		 Disaster Management / Social Inclusion	
Digital Sakhi		Project Prakruti (Plantation) Jalvaibhav		Disaster Relief Health Camps Road safety	
 53 lakh+ community outreach through 2,000+ Digital Sakhi(s)		 2.68 lakh plantation providing avenue for income generation of farmers		 5.5 lakh beneficiaries provided relief during natural catastrophes	
 200+ Digital Seva Kendra(s) extending community services		 >90% survival rate of horticulture & miyawaki plantation		 8 states covered during disaster relief	
 80% Digital Sakhi(s) are self-reliant from completed projects (Gram Panchayat members, business executives, govt. service providers, entrepreneurs, etc.)		 250 lakh KL+ water harvesting capacity (water positivity ensured)		 200 youth skill trained in BFSI sector	
 17,000+ rural women micro entrepreneurs trained, earning avg. monthly income b/w Rs. 10,000 – Rs. 15,000		 60,000+ Farmers benefitted from water conservation and management activities		 30,000+ students from govt. schools sensitized on road safety behaviour	
 Rs.250 Cr.+ social schemes provided to over 5 lakh+ community members		 200+ Water structures created benefitting 134 villages in drought-prone areas		 1 lakh+ youth sensitized on two-wheeler road safety	
 Re.1 (invested) = Rs. 123 (Social Value): Social Return on Investment		 > 500 Water User Groups (WUGs) trained		 220+ health camps provided primary healthcare services to the underprivileged	
SOCIAL GOOD, Uplifting the lives of Communities@Scale					

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BOARD OF DIRECTORS



S.N. Subrahmanyam, *Non-Executive Director, Chairman*

- Current Chairman & Managing Director of Larsen and Toubro Limited.
- Over 40 years of sterling experience in engineering, project management, transformative organizational leadership and a driver of digitalization.



Sudipta Roy, *Managing Director & CEO*

- 29 years of experience across multiple domains in BFSI such as Consumer/Retail Banking, Payments, Credit/Debit Cards, Sales Management, Marketing and Business Intelligence.



R. Shankar Raman, *Non-Executive Director*

- Current Whole-time Director and Chief Financial Officer of Larsen and Toubro Limited
- Over 40 years of experience in finance, including audit and capital markets.



Thomas Mathew T., *Independent Director*

- Former Managing Director of Life Insurance Corporation of India.
- Over 43 years of experience in strategic leadership and operational experience in the Life Insurance Industry.



Dr. R. Seetharaman, *Independent Director*

- Former CEO of Doha Bank
- Over 41 years of experience in the banking industry
- Awarded the prestigious "Pravasi Bharatiya Samman", the highest civilian honor for overseas Indians, by the Government of India
- Named "Best CEO in Middle East" seven times in the last 15 years



Dr. Rajani Gupte, *Independent Director*

- Current Vice Chancellor of Symbiosis International University, Pune.
- Over 43 years of experience in teaching and research at prestigious institutes.



Nishi Vasudeva, *Independent Director*

- Former Chairperson and Managing Director of Hindustan Petroleum Corporation Ltd
- Over 43 years of experience in Petroleum Industry
- First Indian to be awarded the Global CEO of the year at Platt's Global Energy Awards 2015

Management Team



Sudipta Roy
Managing Director & CEO
29 yrs exp, ICICI Bank, Deutsche Bank, Citibank NA



Sachinn Joshi
CFO
35 yrs exp, Aditya Birla Financial Services, Angel Broking, IL&FS



Raju Dodti
COO
27 yrs exp, IDFC, Rabo, ABN Amro, Soc Gen



Santosh Parab
General Counsel
32 yrs exp, IDBI, IDFC, Altico



Jinesh Shah
CE – Urban Secured Assets & Third-Party Products
29 yrs exp, HSBC, Citibank, ICICI, GE Countrywide



Abhishek Sharma
CE – SME Finance
20 yrs exp, Indian Army



Sonia Krishnankutty
CE – Rural Business Finance
26 yrs exp, Bank of Baroda



Apurva Rathod
Company Secretary & Chief Sustainability Officer
23 yrs exp, Fidelity AMC, Kotak Mahindra AMC



Asheesh Goel
CE – Farmer Finance
31 yrs exp, Citibank NA



Kavita Jagtiani
Chief Marketing Officer
25 yrs exp, Pidilite, General Mills, ICICI Bank



Ramesh Aithal
Chief Digital Officer
27 yrs exp, Elastic Search BV, Zenefits, Goldman Sachs, Ness Technologies



Nilesh Dange
Chief Human Resources Officer
27 yrs exp, L&T Group, H&R Johnson



Dr. Debarag Banerjee
Chief AI & Data Officer
27 yrs exp, Jio, Intel, Lockheed Martin



Thank You