



CORPORATE PRESENTATION

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Industry Landscape

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Company Overview

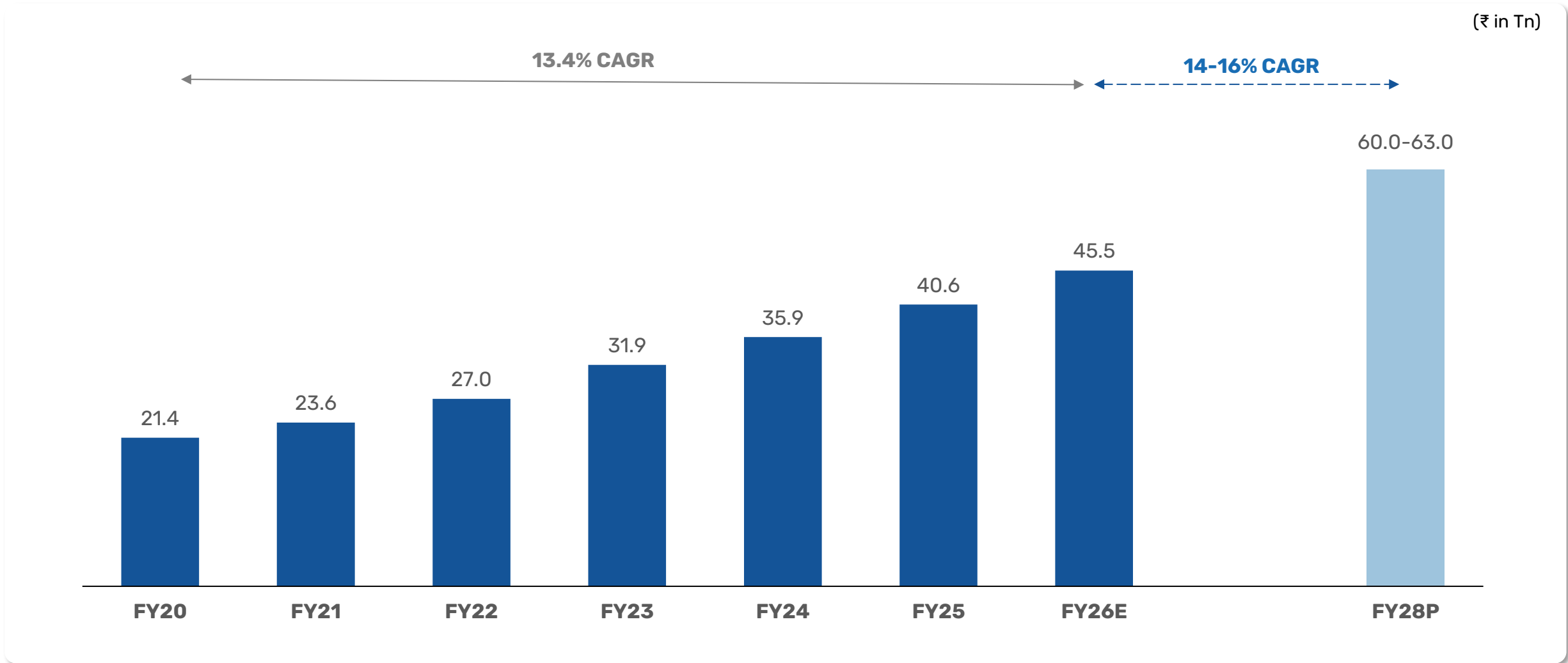
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Year Gone By

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Strategic Priorities

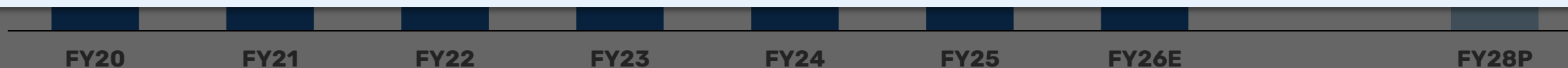
Home Loans industry witnessed 13.4% CAGR from FY20 to FY26E which is expected to grow in the range of 14-16% till FY28



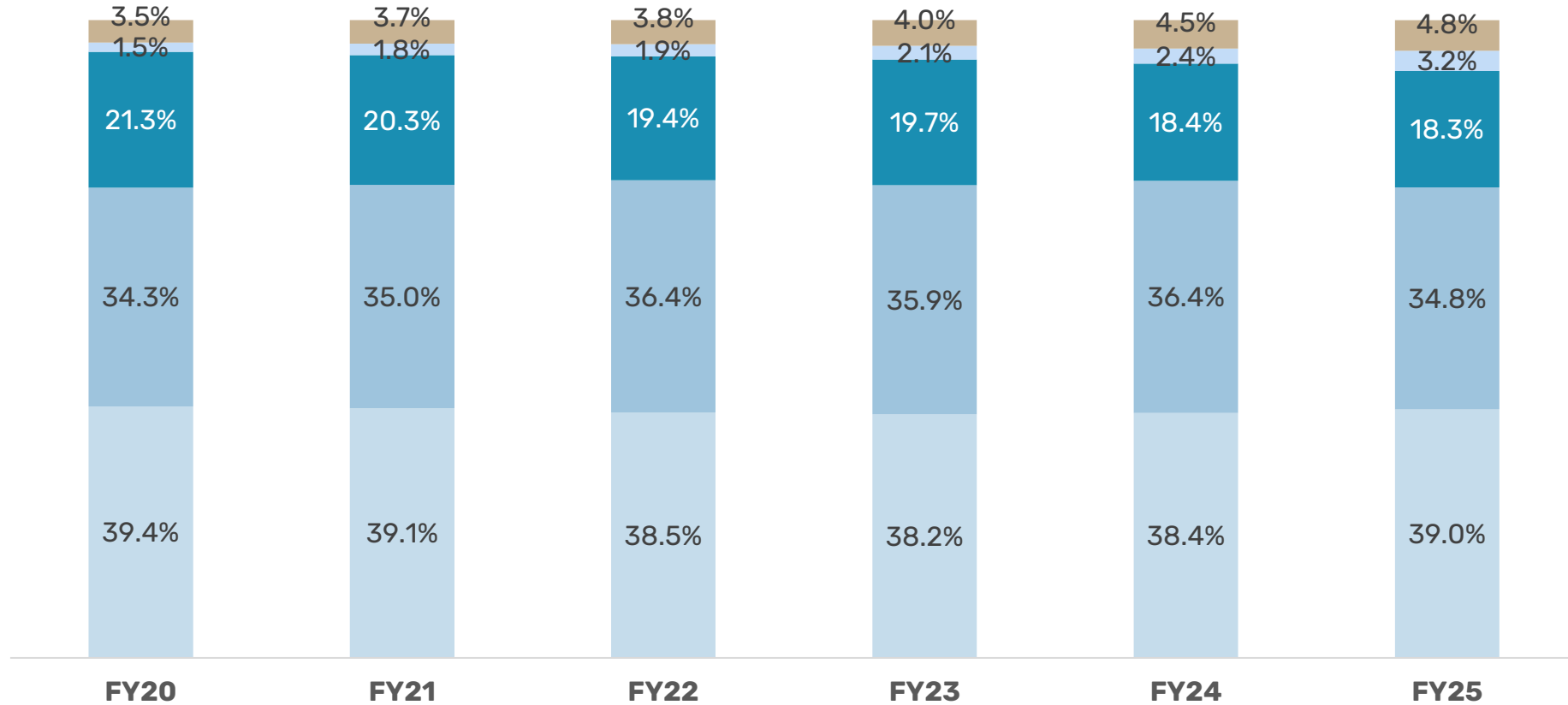
Home Loans industry witnessed 13.4% CAGR from FY20 to FY26E which is expected to grow in the range of 14-16% till FY28

(₹ in Tn)

- Housing finance sector remained resilient owing to the Government impetus of “Housing for All”, rising per capita income, demand for larger homes post Covid.
- Home loans portfolio grew at 13.4% CAGR over FY20-26E from 21.4 Lakh Cr. to 45.5 Lakh Cr.
- Sector is expected to continue growing at 14-16% CAGR till FY28 with portfolio size of ~60-63 Lakh Cr.



Lender wise home loan market share remained skewed towards banks with moderation in HFC share from FY21-FY25



	CAGR (FY23-FY25)	CAGR (FY20-FY25)
Public Sector Banks	22.8%	21.1%
Private Sector Banks	38.3%	32.7%
HFCs*	8.8%	10.3%
NBFCs	11.1%	13.5%
Others	14.1%	14.0%



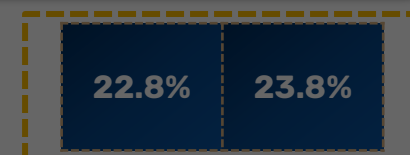
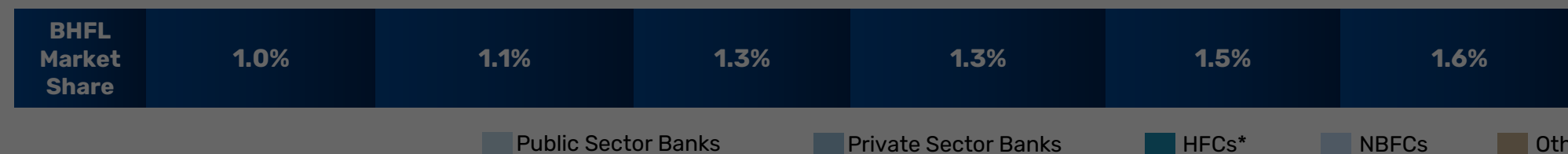
Public Sector Banks Private Sector Banks HFCs* NBFCs Others

22.8%	23.8%
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Lender wise home loan market share remained skewed towards banks with moderation in HFC share from FY21-FY25

CAGR (FY23- FY25)	CAGR (FY20- FY25)
22.8%	23.8%

- Home loans market share continues to remain dominated by public and private sector banks having share of ~75%.
- While HFCs share moderated during the same period from 21.3% in FY20 to 18.3% in FY25, BHFL continued to expand its share from 1.0% to 1.6% (1.7% for FY26E)
- During FY23-25, public sector banks grew by 14.1% CAGR, private sector banks by 11.1% CAGR and HFCs portfolio grew by 8.8% CAGR. Comparatively, BHFL grew 22.8% CAGR during the same period.



Public Sector Banks Private Sector Banks HFCs* NBFCs Others

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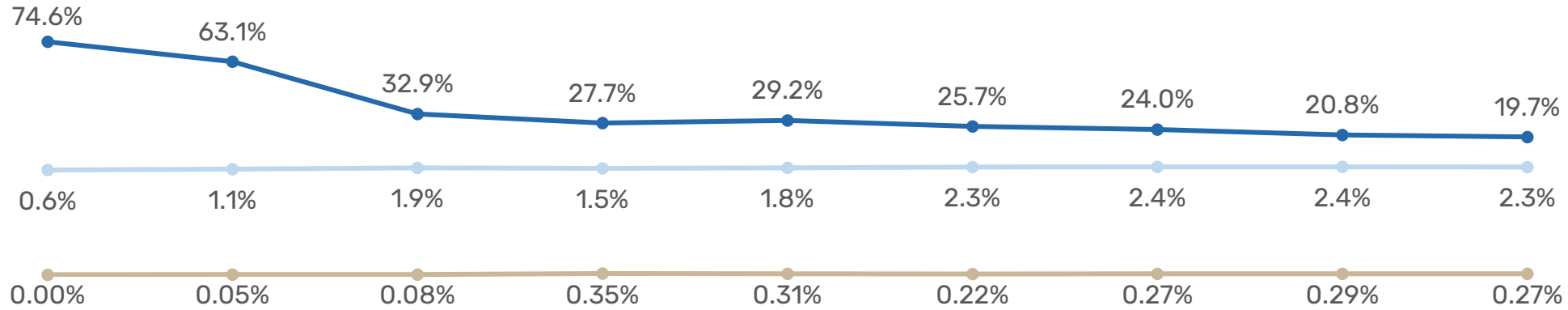
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Strategic Priorities

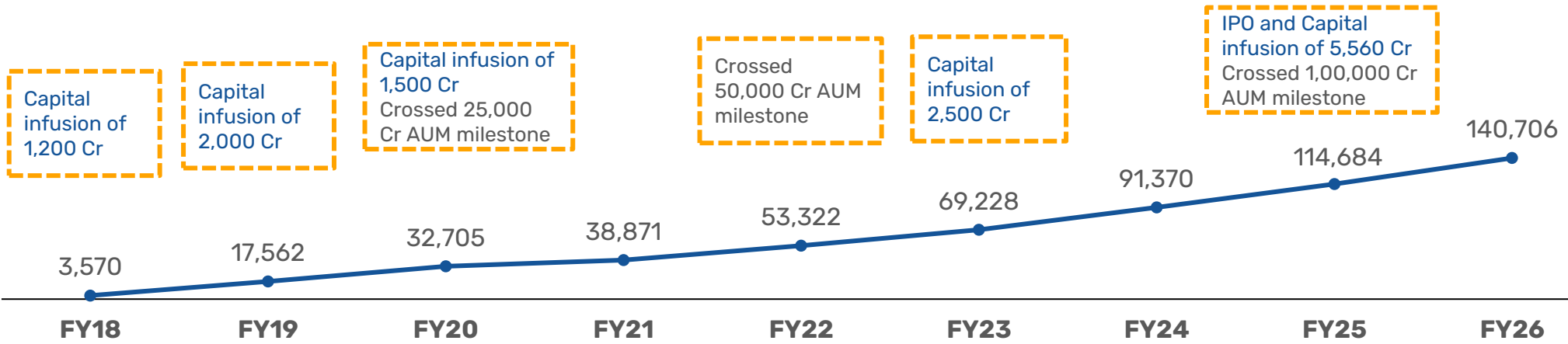
Consistent AUM growth trajectory over 9 years of operational journey



Improved Opex to NTI from 74.6% to 19.7%

Healthy ROA

Lowest GNPA amongst large players in industry



Since inception	FY21-FY26
AUM: 58% CAGR	AUM: 29% CAGR

Year	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
PAT	10	110	421	453	710	1,258	1,731	2,163	2,560

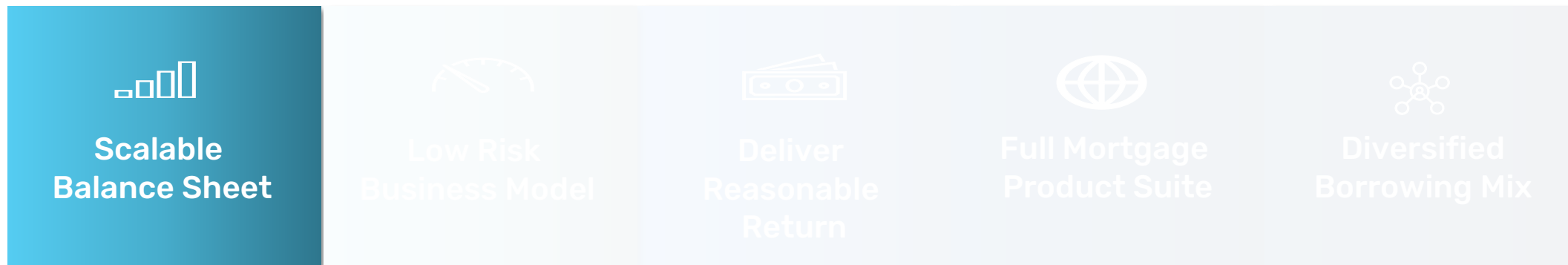
PAT: 100% CAGR	PAT: 41% CAGR
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Year	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Leverage	3.0 times	5.3 times	5.6 times	6.3 times	7.2 times	6.2 times	6.7 times	5.1 times	5.6 times

Comfortable leverage

Strategic construct for building sustainable business model

CONSTRUCT ■



Our ambition is to become a **large mortgage player** hence scale is first strategic pillar for the Company. Segments of mortgages i.e., **Prime home loans** and **Lease Rental Discounting** are anchor products for delivering scale for the Company.

Particulars	AUM (₹ in Cr.)	Last 5-year CAGR
BHFL	1,40,706	29%
Peer HFC 1*	3,07,732	8%
Peer HFC 2	90,921	4%
Peer HFC 3	42,209	14%

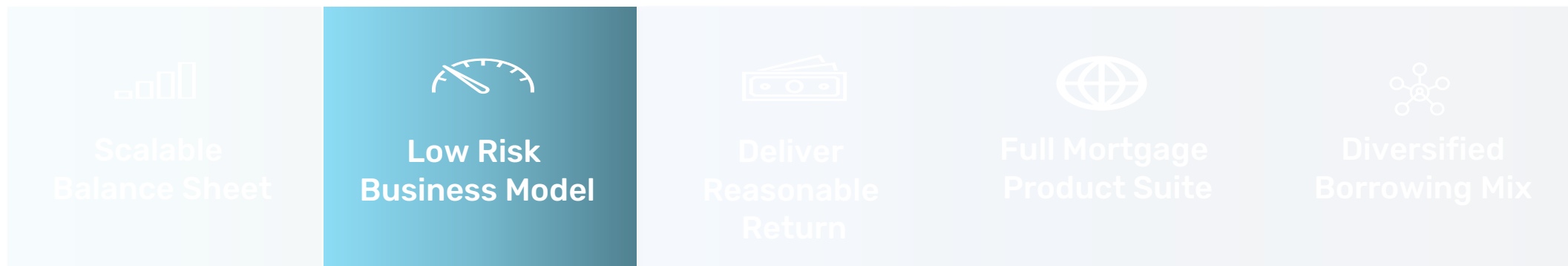
Medium Term Outcome

✓ AUM growth ahead of industry

*Peer HFC 1: AUM details pertain to FY25 AUM and CAGR from FY20-FY25

Strategic construct for building sustainable business model

CONSTRUCT ■



Second important strategic construct is **low risk orientation** for the Company as we believe scale and risk do not go together in mortgages. Accordingly, BHFL balances its product mix to maintain low GNPA.

Prime housing and LRD products deliver low risk for BHFL. Over a long period of time, both these products have demonstrated least risk.

Robust underwriting practices adopted by the Company complemented by rigorous portfolio monitoring helps maintaining low GNPA.

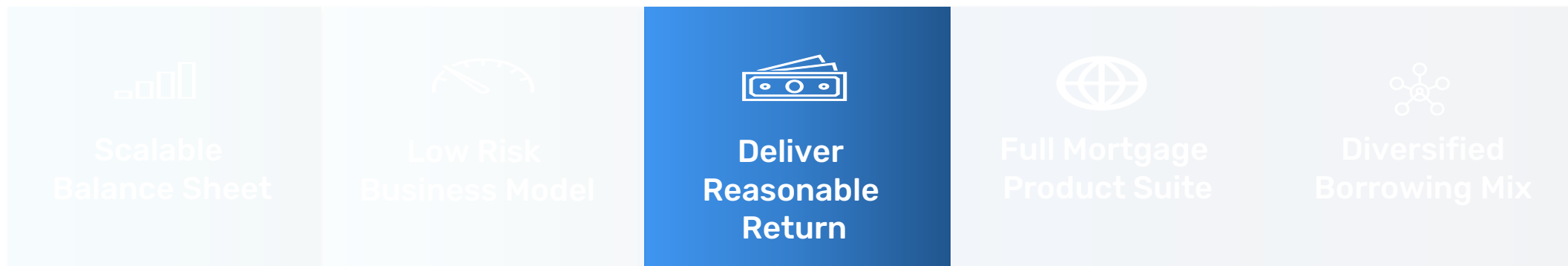
Medium Term Outcome

✓ GNPA of 40-60 bps as various portfolios mature

✓ Annualized credit cost of 20-25 bps

Strategic construct for building sustainable business model

CONSTRUCT ■



BHFL aims to deliver reasonable return, through an optimized mix of products which are scale builders and return enhancers like **construction finance, LAP and Sambhav home loans**.

Portfolio mix constitutes ~12% construction finance and ~11% LAP complemented by Sambhav home loans constituting 12% of home loans.

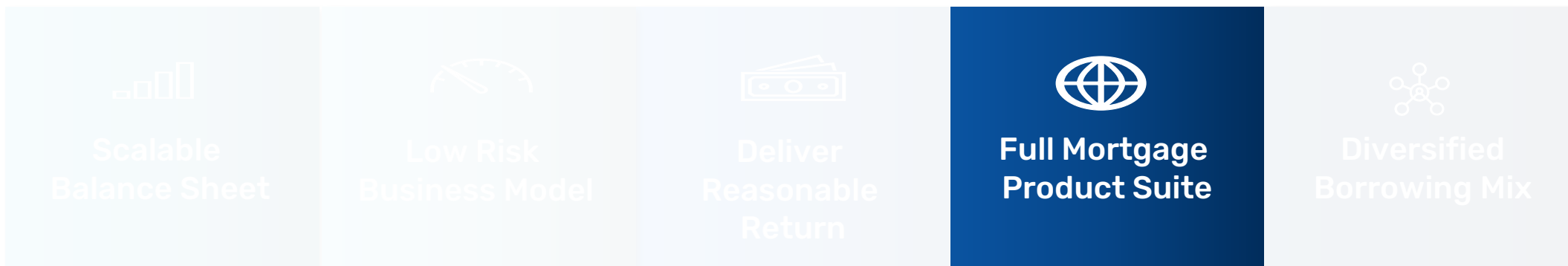
Medium Term Outcome

✓ ROA: **2.0-2.2%** and ROE: **13-15%**

- ✓ Optimum mix of construction finance: **12-15%** and LAP: **10-12%**
- ✓ Sambhav HL: **~20%** of HL acquisition

Strategic construct for building sustainable business model

CONSTRUCT ■



BHFL operates in **all segments and sub segments of mortgages** to deliver scale, low risk and reasonable return. Mix of products and sub segments vary basis risk return evaluation by the Company.

The Company initially started with prime salaried home loans only, later expanded presence across all sub segments to complete its mortgage product stack.

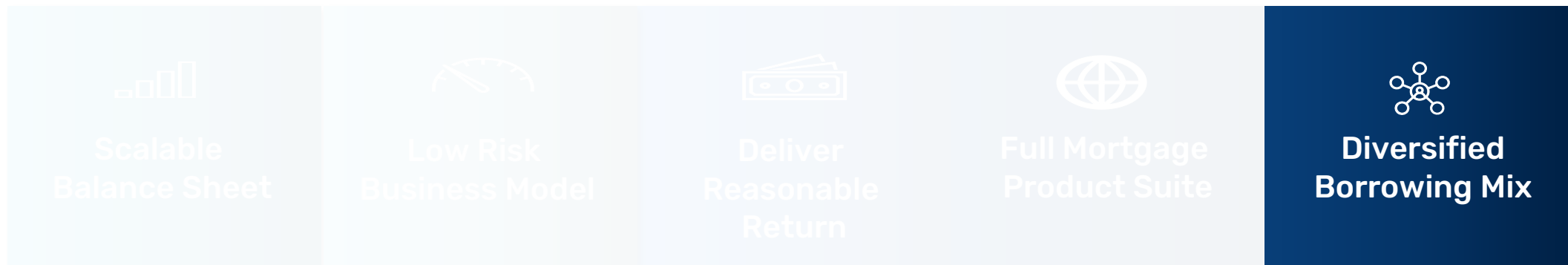
Medium Term Outcome

✓ Rangebound portfolio mix with **2-3%** movement between products

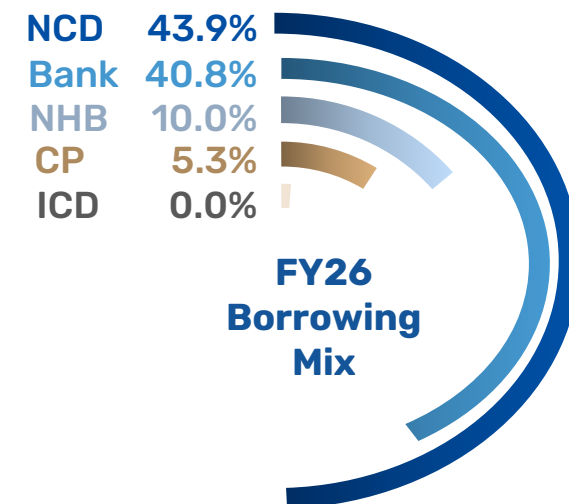
✓ Customer coverage enhancement

Strategic construct for building sustainable business model

CONSTRUCT ■



Mortgage is a long-term asset business which requires long-term liabilities to avoid ALM mismatch. BHFL focuses on maintaining **balanced mix of longer tenor borrowings** to support longer tenor lending. Assignment remains an integral part of ALM strategy for the Company.



Medium Term Outcome

✓ Enhance **long tenor borrowing mix** for ALM match

✓ Diversify mix through newer borrowing sources

Company Overview - 2nd largest HFC offering full suite of mortgage products

RETAIL

HOME LOANS

- Salaried Prime Home Loan
- Self-employed & Professional Prime Home Loan
- Near Prime & Affordable Home Loan

LOANS AGAINST PROPERTY

- Self-employed & Professionals LAP
- Salaried LAP
- Near Prime & Affordable LAP

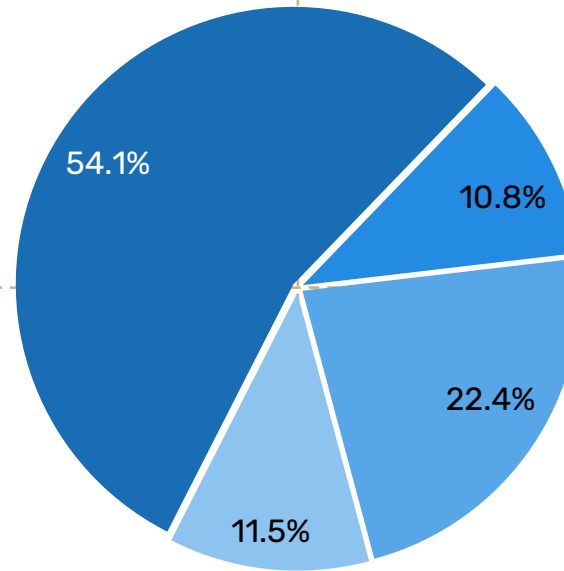
COMMERCIAL

LEASE RENTAL DISCOUNTING

- Commercial Lease Rental Discounting
- Retail Lease Rental Discounting
- Industrial Properties and Warehousing Lease Rental Discounting

DEVELOPER FINANCING

- Residential Construction Finance
- Commercial Construction Finance



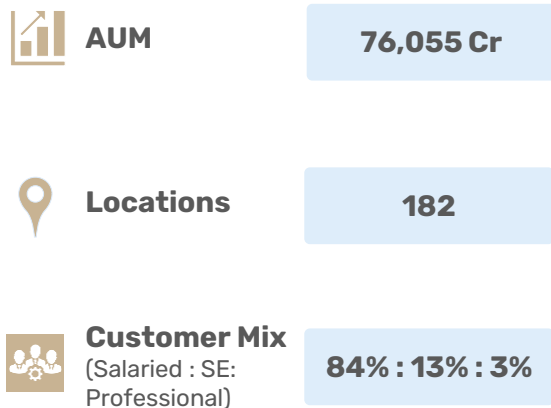
■ Home Loans
 ■ LRD
 ■ DF
 ■ LAP

Focused metrics across products

RETAIL

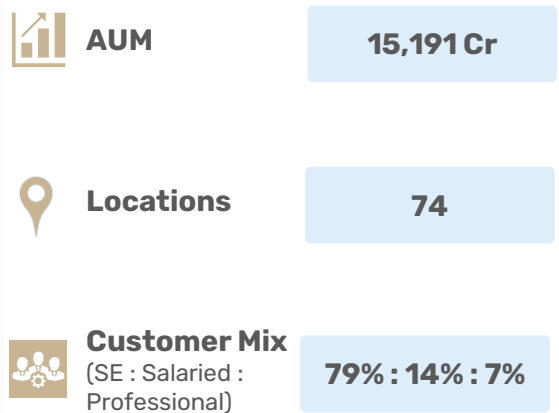
HOME LOANS

- All home loan transactions across all customer segments
- Micro Market strategy for sourcing
- Leveraging developer finance relationships and large APF base of 9,400+ projects



LOANS AGAINST PROPERTY

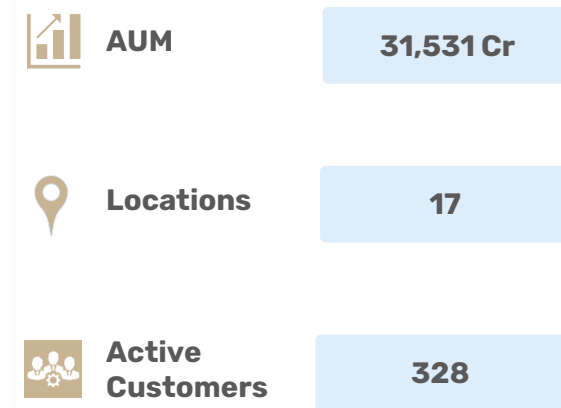
- Sourcing from intermediary and direct-to-customer channels
- Assessed income backed lending
- Higher mix of self-occupied residential property



COMMERCIAL

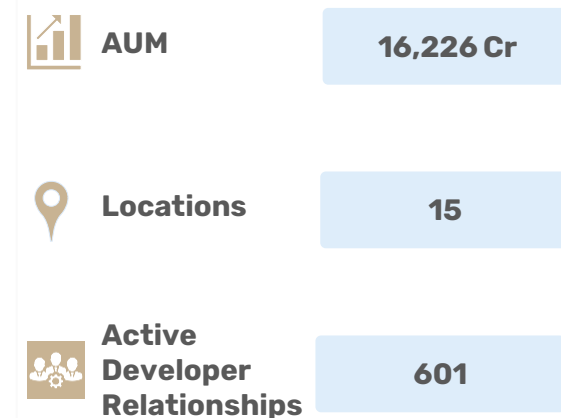
LEASE RENTAL DISCOUNTING

- Offering across specialized commercial assets
- Diverse lessee base with focus on Grade-A properties
- Relationship led model



DEVELOPER FINANCING

- Construction finance offering for residential and commercial projects
- Granular book spanning across 885 projects
- Milestone linked disbursement and sweep from start of loan



Organization structure: Business verticals having dedicated enabling functions and common horizontal functions

3 Business Verticals

	Retail (Prime)	Retail (Near Prime and Affordable)	Commercial (LRD and DF)
Dedicated Front End	Dedicated Sales teams for both sourcing channels (Direct and Indirect)	Dedicated Sales teams for near prime and affordable segments	Dedicated Sales teams for LRD and Developer Financing respectively
Dedicated Enabling Functions	Credit (Centralized hubs)	Credit (Centralized/ Regional hubs)	Credit and Collateral
	Collateral	Collateral	Debt Management by RM
	Operations (Regional hubs)	Operations (Regional hubs)	Operations (Centralized)
	Risk Policy	Risk Policy	Risk Policy

Common Horizontal Functions	Debt Management	Finance	Horizontal Risk	Compliance	Admin	Audit
	Treasury	Legal	IT	HR	Marketing	Secretarial

Organization structure: Business verticals having dedicated enabling functions and common horizontal functions

3 Business Verticals

The internal organization structure is **aligned basis customer segmentation** i.e. Prime Retail, Near Prime and Affordable Retail and Commercial. This segregation enables businesses to cater to the differentiated nuances of their respective customer segments by understanding the needs of each segment.

Common Horizontal Functions	Debt Management	Finance	Horizontal Risk	Compliance	Admin	Audit
	Treasury	Legal	IT	HR	Marketing	Secretarial

Housing finance is a matured industry which is dominated by banks with long presence in industry while BHFL is a late entrant in the highly competitive prime segment.

This leads to the primary questions:

How does BHFL get access and acquire customer??

and

How will BHFL continue to grow??

How BHFL connects with prospective customer

Customer Acceptance

Brand

Strong brand recall and trust of “Bajaj” group



Optimized Cost of Fund

Highest possible credit rating, consistent financial performance and active treasury management delivering optimized COF to sustain competitive intensity



Pricing

Competitive pricing across products. Pricing remains hygiene in the Prime segment (HL & LRD)



Access to Customers

Through developer financing funded relationships and APF (approved project finance) network of 9,400+ projects*



Omni-Channel Sourcing

Sourcing customers from both channels – direct to customer as well as through intermediaries



How BHFL connects with prospective customer

Customer Acceptance

Brand

Optimized Cost of Fund

Pricing

Access to Customers

Omni-Channel Sourcing

Strong brand recall and trust of "Bajaj" group

Highest possible credit rating, consistent financial performance, treasury management delivering optimized COF to suit customer needs





Competitive pricing across products. Pricing remains segment leading

Complemented by competitive differentiators to acquire the customer

Through developer marketing (direct relationships and finance) network of 9,400+ projects*

Sourcing customers from both channels – direct to customer and through intermediaries

 **Doorstep service** and faster processing

 **Digital process** from onboarding to loan processing eliminating multiple hard copies

 **Tailormade solution** catering to varied needs

 Enhanced **transparency** through e-agreement and e-sanction letter

 **Wide distribution network**

How will BHFL continue to grow

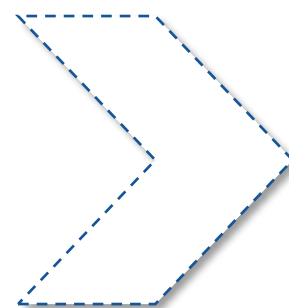
Mortgages is very large industry with home loan portfolio itself is estimated in excess of **45 Lakh Cr.** while BHFL's total portfolio stood at 1.41 Lakh Cr. which provides significant headroom of growth over medium term for the Company which will be tapped through:

- 1) Growing **all products** (HL, LRD, DF and LAP) across **all customer segments** (Prime and Sambhav)
- 2) **Increasing Market share to 5%** in incremental home loan originations from present share of ~2.5-2.7%
- 3) Building operating efficiencies and digitalizing processes from **sourcing to customer service** thereby delivering **Opex to NTI reduction to 14-15%**

Growth Across All Products - Guiding Principle for Product Growth

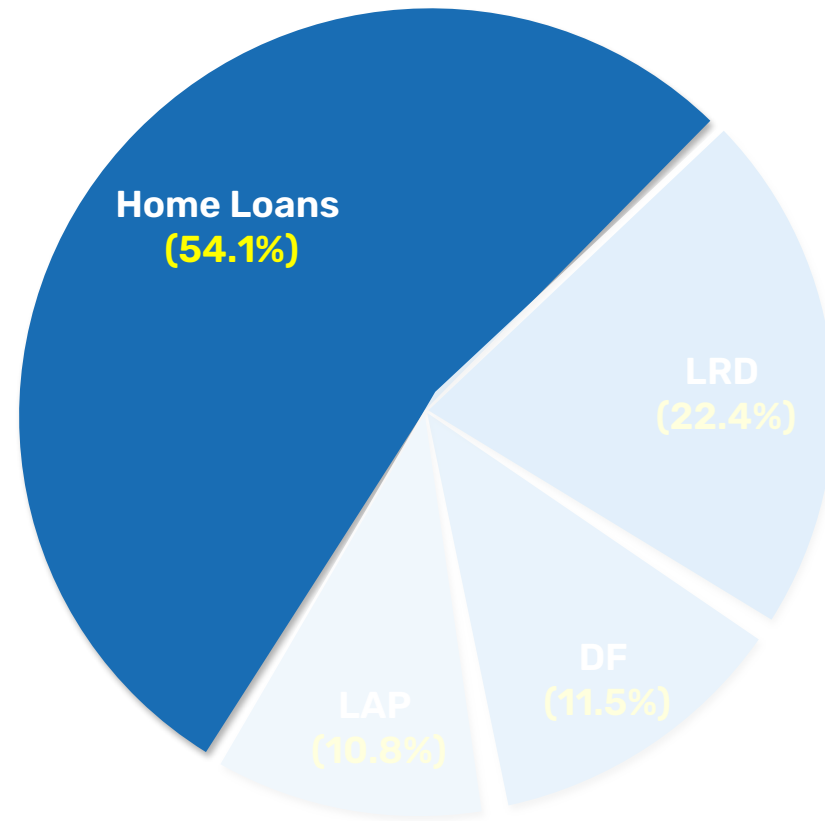
Though we focus on growing all products, our portfolio mix may have 2-3% movement within products as **each product line has its specific role in the overall strategic construct** to maintain **scale, low risk and reasonable return**. Accordingly, growth of each product is assessed and prioritized basis their contribution in the construct and risk-return outcomes at points in time.

AUM Growth Priority	Return Enhancement Priority
Prime Home Loans	Developer Financing
LRD	LAP
Sambhav Home Loans	Sambhav Home Loans
LAP	LRD
Developer Financing	Prime Home Loans



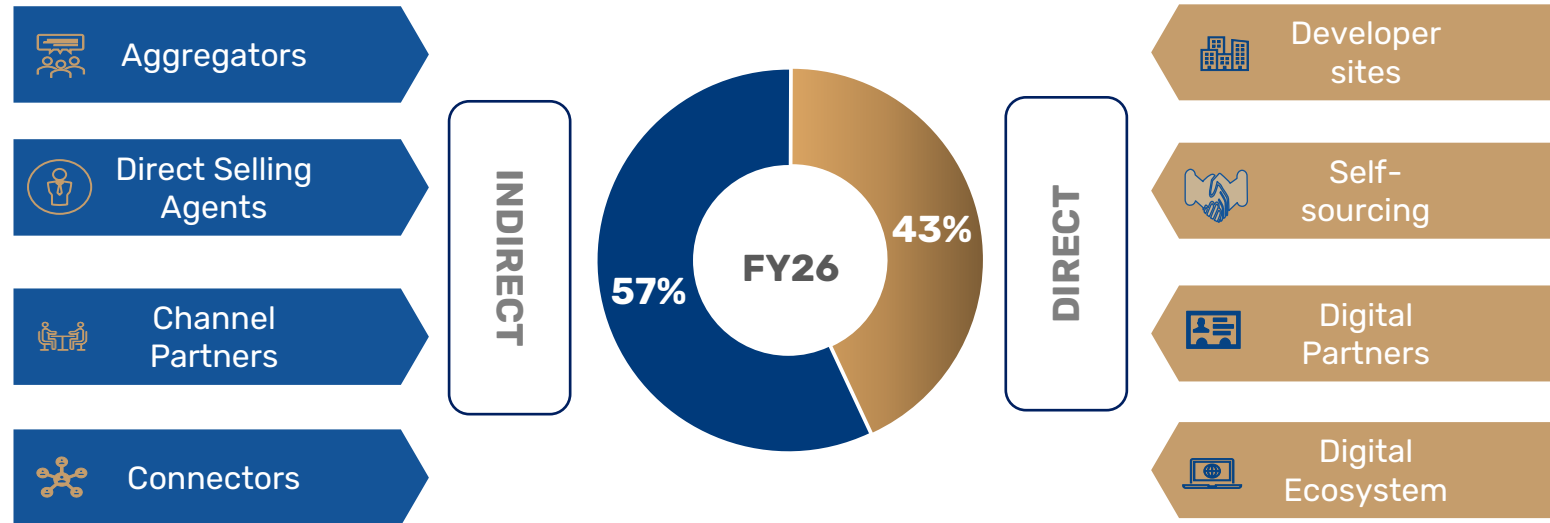
Overall Growth Priority
Prime Home Loans
LRD
Sambhav Home Loans
Developer Financing
LAP

Product wise Operating Strategy

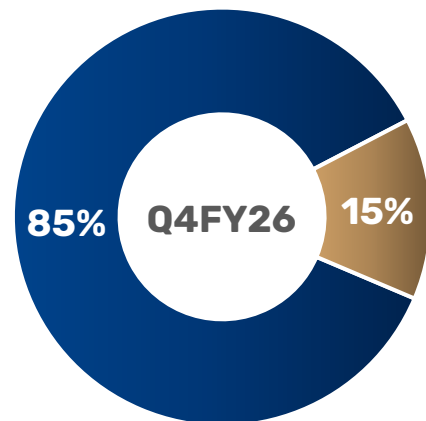


Omnichannel sourcing strategy to cater both Prime and Sambhav segments

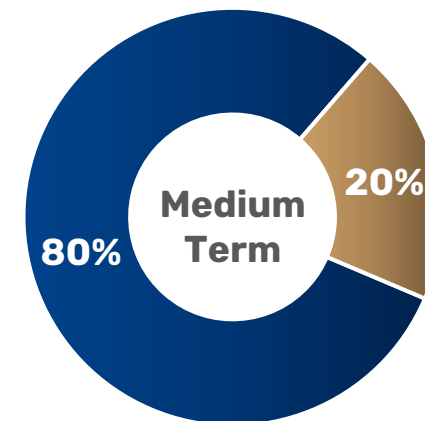
Omnichannel Sourcing Strategy



Acquisition Mix between Prime and Sambhav



Expected acquisition mix movement



■ Prime ■ Sambhav

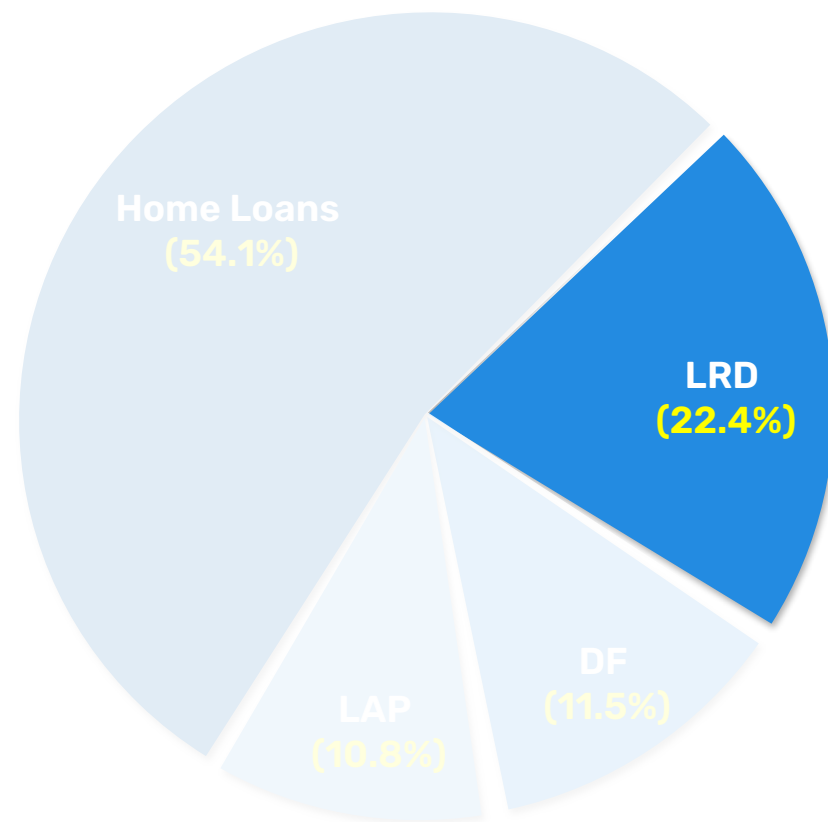
Home Loans
(54.1%)

Distinct expansion strategies for both segments

	PRIME SEGMENT	SAMBHAV SEGMENT
EXPAND DISTRIBUTION	<ul style="list-style-type: none"> ✓ Scale driver ✓ Lower risk <p>DEEPEN presence and increase wallet share</p> <ul style="list-style-type: none"> ✓ Deepening network of intermediaries and developer counters in each micro market of operating location. 	<ul style="list-style-type: none"> ✓ Expansion of Customer segment ✓ Yield Enhancer <p>WIDEN reach and operating segments</p> <ul style="list-style-type: none"> ✓ Expanding presence beyond top-6 markets through integrated mortgage strategy of offering HL and LAP delivering additional yield.
LEVERAGE DF RELATIONSHIP	<ul style="list-style-type: none"> ✓ Enhance home loans penetration from DF funded and non-funded projects leveraging DF team relationship. 	<ul style="list-style-type: none"> ✓ For expanding coverage across all segments, near prime and affordable customers across geographies to be onboarded.
STRENGTHEN DIRECT	<ul style="list-style-type: none"> ✓ Increasing conversion from digital assets and self-sourcing while expanding e-referral partner network. 	<ul style="list-style-type: none"> ✓ Investment phase will continue in near prime business for next 1 year and affordable business for next 2 years.
		NON-TOP-6 MARKET EXPANSION
		CUSTOMER SEGMENT EXPANSION
		INVESTMENT PHASE

Home Loans
(54.1%)

LRD Operating Strategy



Pristine Asset quality portfolio since inception

Role in Strategic Construct:

- ✓ Scale builder
- ✓ Lower risk portfolio
- ✓ Reasonable Return

Thorough credit assessment of Three critical elements

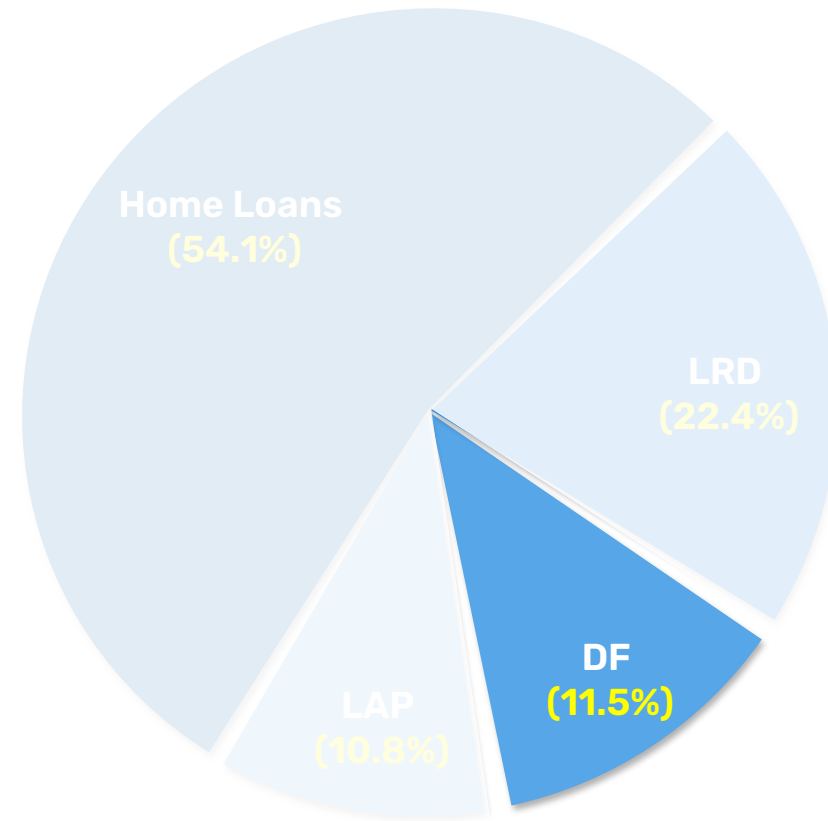
LESSOR	LESSEE	COLLATERAL
<ul style="list-style-type: none"> ✓ Financial robustness of lessor SPV and its parent company, if any ✓ Business model with an ability to lease out ✓ Borrower's leverage levels ✓ Surplus rental income over obligations 	<ul style="list-style-type: none"> ✓ Financial track record of lessee ✓ Contractual lease duration ✓ Residual tenure ✓ Rental payment trend 	<ul style="list-style-type: none"> ✓ Local real estate market assessment ✓ Occupancy rates and historical vacancy trend in micro market ✓ Property Marketability and re-lease ability
<p>No Execution Risk involved in underlying collateral</p>		
<p>Dual Security: Exposures backed by Cash Flows as well as Collateral</p>		

Predominant Large and good rated customer mix :



LRD
(22.4%)

DF Operating Strategy



Differentiated sourcing strategy

Role in Strategic Construct:

- ✓ Key enabler for funnel expansion of retail home loans
- ✓ Return enhancer for the Company
- ✓ Full mortgage product suite coverage

Key Differentiators in Sourcing Strategy

- ✓ Each location is bifurcated into **micro markets** basis current launches opportunity which is targeted for deepening our presence through **D2C approach**.

Developer Assessment

- Demonstrated an “**ability to build and sell**” minimum **0.7 MSF** in micro market.
- Robust financial track record with consistent loan repayment ability.
- Vintage developer with on-time project completion.

Project Assessment

- **Micro market** assessment of launches, absorption and price trend
- Performance of peer projects in respective micro market
- Exposure backed against cash flows, inventory and undivided share of land etc.

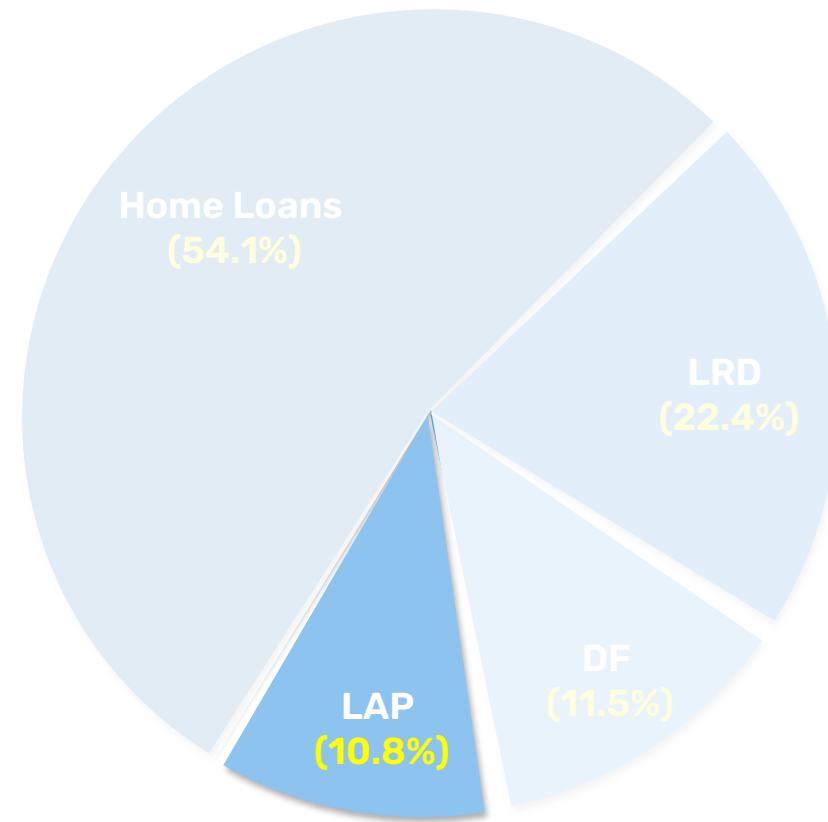
Milestone Linked Disbursement

- **Pre-defined disbursement milestones** at the time of sanction linked to:
 - ✓ Stage of construction
 - ✓ Sales
 - ✓ Collection
 - ✓ Funding as % of project cost (net of land cost & interest)

Overarching Guard rails for minimizing risk

- ✓ **Interest repayment from day 1** during initial principal moratorium period as well
- ✓ **ESCROW mechanism** for project cash flows tracking with pre-defined sweep structure
- ✓ **Sweep structure** ensures principal run-down during moratorium period as well ensuring peak exposure remaining below the sanctioned loan amount
- ✓ **Monthly Portfolio monitoring by dedicated team** for each project's stage of construction, sales done and collections received vis-a-vis pre-defined milestones at the time of sanction
- ✓ **Periodic project visit** by a dedicated portfolio monitoring team for better understanding of project and market veracity
- ✓ **Milestone tracking at the time of tranche disbursement** by underwriting team prior to further disbursement

LAP Operating Strategy



Enhancing wallet share for return enhancement

Role in Strategic Construct:

- ✓ Return enhancer for the Company
- ✓ Full mortgage product suite coverage

Key Differentiators

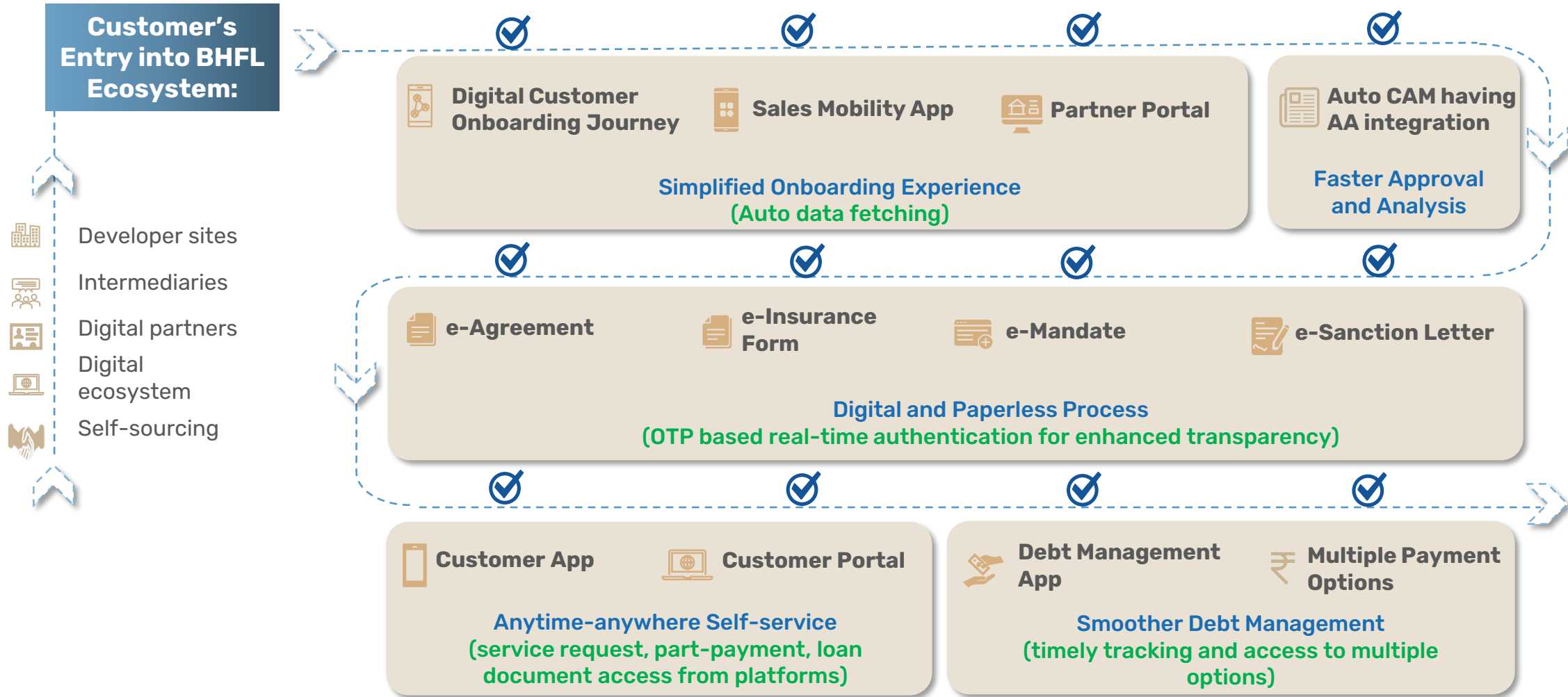
- ✓ Assessed income backed lending along with assessment of collateral value
- ✓ Diverse customer base with comfortable LTV levels

Expanding wallet share and network of intermediaries

- ✓ Expanding distribution heft in top-6 markets for expanding wallet share with existing intermediaries within each micro-market
- ✓ Integrated mortgage strategy in top-6+ markets to enhance LAP contribution through distributors while enhancing wallet share for BHFL products
- ✓ Expand LAP to near prime and affordable customer segments

Mortgage is a **process heavy business** requiring multiple wet signatures, paperwork and multiple visits, however, with our aim to deliver seamless and consistent customer experience, we continue to introduce **various digital initiatives to ease** these processes and build operating efficiencies across the journey as reflected from their adoption by our customers.

Seamless Digital Journey from Origination --> Service



Encouraging penetration reflecting adoption of BHFL's digital initiatives

Customer Onboarding Journey Penetration

~94% of retail logins[^]

E-Agreement Penetration

~96% of retail agreements[^]

SOA/ RPS / Interest Certificate Downloaded through App

34,500+ customers/ month^{*}

Loan agreements Downloading from digital platforms

~1,550 customers/ month^{*}

Sanction letter/ MITC/ loan Agreement in bilingual languages

10 languages[#]

Online Self-Service through portal and app

72% of total requests[^]

Automation for faster query resolution through AI/ ML

950+ customer requests/ month^{*}

Unique customer logging on customer portal and app

69,000+ customers/ month^{*}

^{*}Average for Q4FY26.
[^] For the month of Mar'26.
[#] As of May'26

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Financial Snapshot and Current Update on Initial Assessment for FY26

Particulars	Q4 FY26	Q4 FY25	YoY	FY26	FY25	YoY
Assets under management	140,706	114,684	23%	140,706	114,684	23%
Loan Assets	123,745	99,513	24%	123,745	99,513	24%
Interest income	2,707	2,374	14%	10,512	8,986	17%
Interest expenses	1,762	1,551	14%	6,760	5,979	13%
Net Interest income	945	823	15%	3,752	3,007	25%
Net Total Income (NTI)	1,141	954	20%	4,391	3,575	23%
Operating Expenses	220	208	6%	867	747	16%
Pre-provisioning operating profit	921	746	23%	3,524	2,828	25%
Loan Losses & Provision	55	26	112%	191	58	229%
Profit before exceptional item and tax	866	720	20%	3,333	2,770	20%
Exceptional item	-	-		13	-	
Profit before tax	866	720	20%	3,320	2,770	20%
Profit after tax	669	587	14%	2,560	2,163	18%
Key Ratios:						
Opex to NTI	19.2%	21.8%		19.7%	20.9%	
Loan loss to Average Loan Assets **	0.19%	0.11%		0.17%	0.07%	
Gross NPA (%)	0.27%	0.29%		0.27%	0.29%	
Return on Average Loan Assets **	2.3%	2.4%		2.3%	2.4%	
Return on Average Equity **	12.2%	12.1%		12.1%	13.4%	

Key Financial Indicators	FY26 Assessment	Status
AUM Growth	21-23%	23%
Opex to NTI	20-21%	19.7%
GNPA	35 - 40 bps	27 bps
Credit Cost	15 - 20 bps	17 bps
Return on Assets	2.0 - 2.2%	2.3%
Return on Equity	11 - 12%	12.1%

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Strategic Priorities




Optimize product mix with 2-3% movement in current portfolio mix while playing out between products and sub-segments basis risk-adjusted return

Continue to invest in the deepening and widening strategy for 5% market share in incremental home loans originations

Balance mix of floating and fixed rate liabilities for optimized cost of fund to enable competitive lending

Continue to digitalize processes for ease of process and enhanced controllership

LARGE MORTGAGE PLAYER

A close-up photograph of a wooden chess king piece with a gold crown, standing on a reflective surface. The piece is the central focus, with other chess pieces blurred in the background.

BHFL shall strive to continue building heft in the mortgage market through its execution and tech capabilities to garner incremental market share and deliver its medium-term AUM growth guidance with improved operating efficiencies while maintaining its asset quality.

THANK YOU

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