

Bajaj Finserv



Building a one-stop financial shop!

Research Analyst: Prayesh Jain (Prayesh.Jain@MotilalOswal.com) | Abhijit Tibrewal (Abhijit.Tibrewal@MotilalOswal.com)

Research Analyst: Kartikeya Mohata (Kartikeya.Mohata@MotilalOswal.com) | Muskan Chopra (Muskan.Chopra@MotilalOswal.com)

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Emerging subsidiaries



Building a one-stop financial shop!

- ❖ Bajaj Finserv (BJFIN) is the holding company of India's largest NBFC - BAF (51.3% stake), third largest general insurer - BGen (77.3% stake) and sixth largest private life insurer - BLife (77.3% stake). The group aims to build a comprehensive, technology-led financial services ecosystem that spans lending, insurance, investments, healthcare etc.
- ❖ In lending, Bajaj Finance (BAF) provides the scale, profitability and ~110m customer base (54% of revenue in 9MFY26). The AUM has grown at FY20-25 CAGR of ~23% and reached ~INR4.8t at the end of 9MFY26. BAF remains the core value contributor, providing predictable earnings, strong ROE and sustained compounding.
- ❖ We expect the PAT from the established businesses - BAF and BGen and VNB of BLife to steadily grow at a FY26-28 CAGR of 28%/16%/19%, while emerging businesses to gradually move toward breakeven as they scale up. BJFIN's revenue/PAT is expected to clock a CAGR of 15%/17% in FY26-28, with RoE in the range of 13-14%. Based on SoTP, we arrive at a TP of INR1,900, implying FY28E P/E of 22x. Initiate with NEUTRAL Rating.

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Financials and valuations

BSE Sensex
74,068

 S&P CNX
22,912

CMP: INR1,704 TP: INR1,900 (+11%)
Neutral

Stock Info

Bloomberg	BJFIN IN
Equity Shares (m)	1598
M.Cap.(INRb)/(USD\$b)	2728 / 29.1
52-Week Range (INR)	2195 / 1660
1, 6, 12 Rel. Per (%)	-7/-9/-7
12M Avg Val (INR M)	2844
Free float (%)	41.2

Financial Snapshot (INR b)

Y/E March	2026E	2027E	2028E
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Consol.

Revenue	1,564	1,808	2,052
Adj. PAT	100	123	137

BAF

NII	441	540	666
PAT	195	254	320

BLife

APE	84	96	110
VNB margin (%)	18.5	19.5	20.0
EV	274	315	362

BGen

NEP	95	107	119
CoR (%)	100.6	99.2	98.8
PAT	21	24	28

Valuation

Adj. EPS (INR)	63	77	86
EPS growth (%)	12.8	23.0	10.9
P/E (x)	27.2	22.1	19.9
BVPS (INR)	515	591	676
P/B (x)	3.3	2.9	2.5
RoE (%)	13.0	13.9	13.5

Shareholding Pattern (%)

As On	Dec-25	Sep-25	Dec-24
Promoter	58.8	58.8	60.6
DII	10.7	10.9	9.2
FII	8.1	7.8	7.3
Others	22.4	22.5	22.9

FII Includes depository receipts

Building a one-stop financial shop!

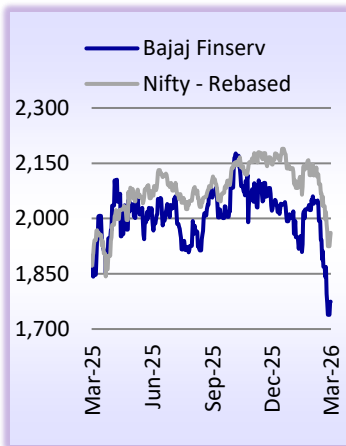
Spreading wings across the financial ecosystem

- Bajaj Finserv (BJFIN) is the holding company of India's largest NBFC – BAF (51.3% stake), third largest general insurer – BGen (77.3% stake) and sixth largest private life insurer – BLife (77.3% stake). The group aims to build a comprehensive, technology-led financial services ecosystem that spans lending, insurance, investments, healthcare etc.
- In lending, Bajaj Finance (BAF) provides the scale, profitability and ~110m customer base (54% of revenue in 9MFY26). The AUM has grown at FY20-25 CAGR of ~23% and reached ~INR4.8t at the end of 9MFY26. BAF remains the core value contributor, providing predictable earnings, strong ROE and sustained compounding.
- The general insurance subsidiary, Bajaj General (BGen – 24% of 9MFY26 revenue), is India's third largest general insurer with YTFY26 market share of 7.1% and one of the most profitable general insurers (9MFY26 CoR – 100.8%). BGen is the third largest private player in motor segment, the largest private multi-line insurer in health segment and the second largest private player in the fire segment. With its diversified exposure in retail and higher-margin commercial and group health segments, along with continued tech-led efficiency gains, the business is positioned to clock a GWP CAGR of 12% during FY26-28 while sustaining the best-in-class combined ratios.
- The life insurance subsidiary, Bajaj Life (BLife – 22% of 9MFY26 revenue), has transitioned from a ULIP-heavy, low-margin insurer to a more balanced franchise with FY20-25 APE CAGR of 28% and VNB margin expansion from 9.9% in FY20 to 16.4% in 9MFY26. With continued product mix shift toward traditional, scale-up of protection business, and growth across channels, the next phase is expected to deliver VNB growth (19% FY26-28 CAGR) ahead of APE growth (15% FY26-28 CAGR) and steady EV compounding, strengthening its position among leading private life insurers.
- New-age platforms across broking, asset management, financial product distribution, healthcare and technology services extend BJFIN's presence across the full financial lifecycle of the customer. These businesses are designed to be asset-light, scalable and synergistic, creating multiple growth options without materially increasing balance-sheet risk. While currently contributing only ~1% to revenue and investing in scale to achieve breakeven, these emerging subsidiaries provide the opportunity for the brand to be involved in all financial decisions of customers.
- We expect the PAT from the established businesses - BAF and BGen and VNB of BLife to steadily grow at a FY26-28 CAGR of 28%/16%/19%, while emerging businesses to gradually move toward breakeven as they scale up. BJFIN's revenue/PAT is expected to clock a CAGR of 15%/17% in FY26-28, with RoE in the range of 13-14%. Based on SoTP, we arrive at a TP of INR1,900, implying FY28E P/E of 22x. Initiate with NEUTRAL Rating.

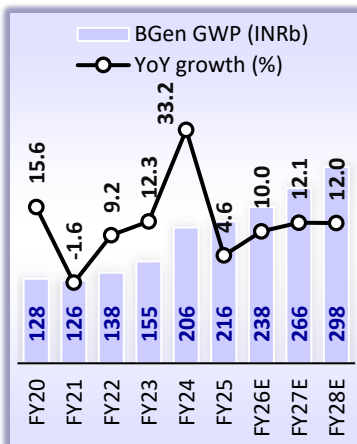
Bajaj Finance – India's lending powerhouse

- BAF is India's largest NBFC with a diversified retail and SME lending franchise, with AUM and PAT growing at 10-year CAGR of ~34%.
- Despite its scale, BAF's retail credit market share remains at ~2.8%, with leadership in only two of its 27 products. The next phase of growth is anchored to wallet share expansion within its ~90mn cross-sellable customers, supporting sustainable high-teens compounding.

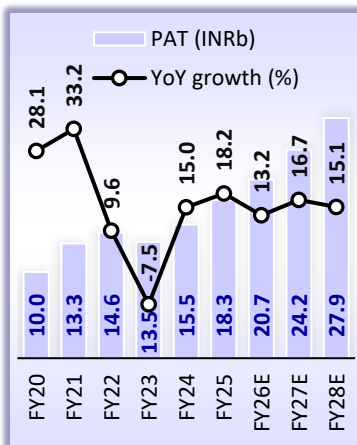
Stock's performance (one-year)



BGen's GWP growth trajectory



BGen's PAT trends



- BAF is aiming to lower acquisition costs, improve credit outcomes, and enable scale without proportional balance sheet risks through deep integration of AI across underwriting, operations, and risk management.
- With improving asset quality, declining credit costs, and a focus on becoming a low-risk financial institution, BAF remains well positioned to compound profitably through cycles. We have a TP of INR900 (based on 3.6x Dec'27E BVPS).

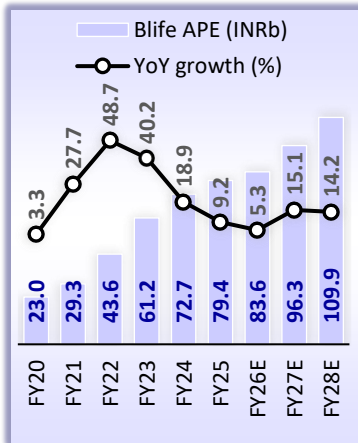
Bajaj General Insurance – Scaling with discipline

- India's third largest insurer, BGen, has steadily gained market share from 6.8% in FY20 to 7.1% in YTD FY26 while maintaining superior underwriting discipline and consistent profitability.
- BGen has been among the top private players across each segment – motor OD at 7.6% in YTD FY26 (third largest private player), motor TP at 6.1% (fourth largest private player), fire at 10.1% (second largest private player), retail health at 2.2%, group health at 5.3% and 35% market share in government health.
- With non-life penetration at ~1% of GDP, long-term growth for the industry is supported by rising automobile sales, improving awareness, healthcare inflation, and infrastructure expansion. BGen is well positioned to benefit from these trends with exposure across all segments and a balanced portfolio approach.
- BGen has consistently prioritized pricing discipline and selective underwriting, enabling industry-leading combined ratios (102.9% in 1H FY26 vs. ~119.2% for industry) even during periods of heightened competition. This is also supported by excess capital (300%+ solvency) with a stable retention ratio (~42%), ensuring protection against catastrophic losses and health loss ratios.
- BGen has a wide multi-channel network with 10%/7%/28%/48% contribution from agents/banks/brokers/direct during 9M FY26. Continued investments in digital and AI platforms have delivered steady cost efficiencies and enabled further opex ratio improvement to 22.7% by FY28 from 23.5% in FY25.
- Despite operating in segments that are inherently volatile, e.g., group health, crop and commercial lines, the company has maintained better combined ratios in the industry, supported by granular pricing and loss control. We expect the combined ratio to trend near 99% by FY28, with FY26-28 PAT CAGR of 16%, supported by steady GWP expansion and stable cost efficiency trends.

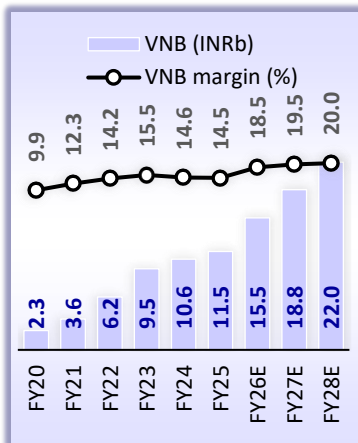
Bajaj Life Insurance – Building a turnaround in life insurance industry

- BLife has transformed from a loss-making, ULIP-heavy franchise in FY17 into the second-largest non-bank life insurer, with FY20-25 APE/VNB CAGR of 28%/38% and VNB margin expansion to 16.4% in 9M FY26 (11.1% in 9M FY25).
- It is operating in a structurally underpenetrated market, providing a long growth runway, supported by rising incomes, improving financial awareness, regulatory reforms and GST removal on life insurance.
- APE market share (within private) expanded from 4.8% in FY20 to 7.4% in YTD FY26, supported by multi-channel distribution, product innovation and persistency improvement initiatives. A balanced presence across agency, bancassurance and direct channels with strong institutional partnerships (notably Axis Bank) provides scalability, stability and sourcing quality.

BLife's APE growth to improve



BLife's VNB trends



BJFIN SoTP valuation

	Value (INRb)
Bajaj Finance	5,587
Stake	51.3%
BAF value	2,867
Bajaj General	668
Stake	77.3%
BGen value	517
Bajaj Life	507
Stake	77.3%
BLife value	392
Emerging businesses value	20
Total value	3,795
Holdco discount	20%
BJFIN Value	3,036
No. of shares (m)	1,597.1
TP	1,900

- A deliberate shift toward traditional and protection products, along with disciplined ULIP pricing and rising rider attachment, is structurally improving VNB margins despite near-term product mix volatility.
- BLife is entering the next phase of growth, targeting ~2x industry growth, higher protection contribution and operating RoEV of 14-15%, translating into sustained EV compounding from INR238b in FY25 to INR362b by FY28.
- BLife also operates at a strong solvency ratio of 300%+. The common parentage of BLife and BGen enables selective distribution and product-level synergies. The group is exploring coordinated outreach in segments such as MSMEs and potential bundled offerings across protection and health/PA, leveraging its shared distribution relationships. If a composite license were to come into play, BJFIN as a group would be one of the biggest beneficiaries owing to existing synergies between the two insurers.

Emerging subsidiaries – covering all financial needs

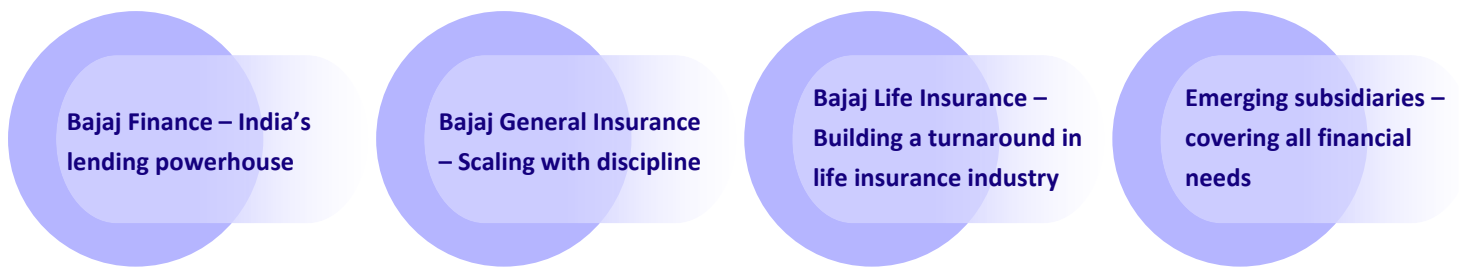
- Bajaj Finserv Health (BFH) has evolved into a full-stack, payer-led health platform, integrating OPD, IPD and wellness services. Following the acquisition of Vidal Healthcare, the platform now services a network of 133,000+ doctors, ~16,000 hospitals and ~6,300 diagnostics centers, with a breakeven expected in a few years as scale-driven operating leverage plays out.
- Bajaj Finserv Direct (BFD) operates as an open-architecture digital marketplace for loans, insurance and investment products (Bajaj Markets) and also delivers domain led enterprise solutions to BFSI industry (Bajaj Technology Services). A continued scale-up should drive a breakeven. The business has already turned cash-positive, reflecting improving operating leverage and capital efficiency.
- Bajaj Finserv AMC (BFAMC), a recent entrant, has scaled up rapidly, with AUM reaching ~INR300b as of Dec'25, supported by strong traction in new fund launches and distributor onboarding. With ~680,000 investors and a growing distribution base, the AMC is building a differentiated investment franchise.
- While these businesses are currently modest contributors to consolidated profits, they represent scalable, asset-light platforms aligned with the group's long-term strategy of building a comprehensive financial services ecosystem. As scale improves and profitability is achieved, emerging subsidiaries are likely to become more meaningful contributors to BJFIN's growth and valuation.

Valuation and View

- BJFIN is entering a phase where growth is increasingly broad-based, with BAF providing earnings stability, insurance businesses transitioning into margin-led, value-accretive growth, and new digital platforms moving closer to scale and breakeven. Improved execution across life and general insurance, alongside disciplined capital allocation in emerging subsidiaries, enhances visibility on consolidated value creation over the medium term. Given the diversified earnings profile, a strong balance sheet and improving contributions from non-lending businesses, BJFIN merits a premium holding-company valuation.
- We expect the PAT from the established businesses, BAF and BGen and VNB of BLife to steadily grow at a FY26-28 CAGR of 28%/16%/19%, while emerging businesses gradually move toward breakeven as they scale up. BJFIN's revenue/PAT is expected to clock a CAGR of 15%/17% in FY26-28, with RoE in the range of 13-14%. **Based on SoTP, we arrive at a TP of INR1,900, implying FY28E P/E of 22x. Initiate with NEUTRAL Rating.**

STORY IN CHARTS

Investment arguments



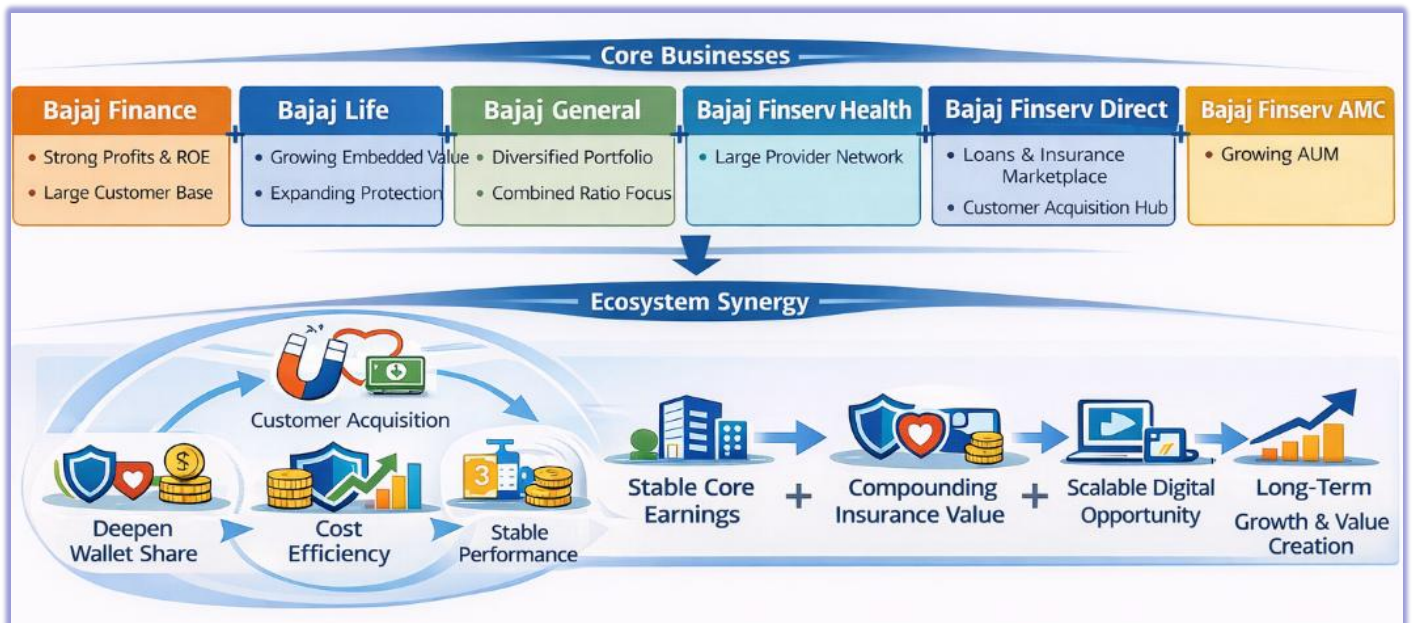
Company Snapshot

History ❖ Formed in 2007, following the demerger of financial services and wind energy businesses from Bajaj Auto. Since then, the company has evolved into a diversified financial services powerhouse.

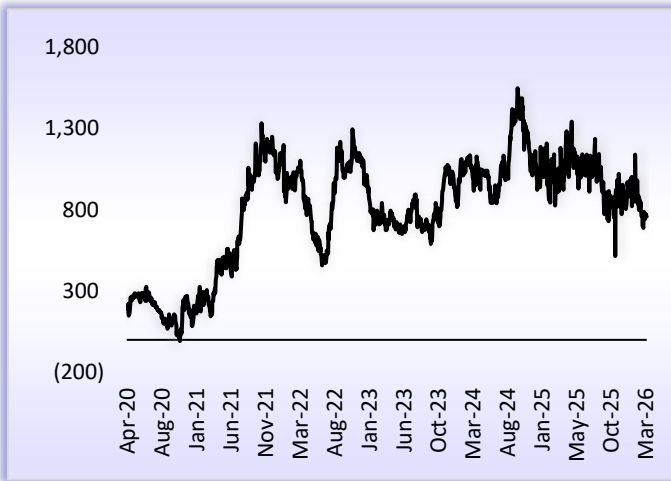
Performance ❖ 9MFY26 Revenue: INR1.13t - FY20-25 CAGR of 20%
❖ 9MFY26 PAT: INR72.6b - FY20-25 CAGR of 21%

Subsidiaries	BAF	BGen	BLife	BFH	BFD	BFAMC
Industry	NBFC - Lending	General Insurance	Life Insurance	Healthtech	Financial product marketplace and tech services provider	Asset management
Incorporation Year	1987	2000	2001	2019	2014	2021
BJFIN Stake (%)	51.3	77.3	77.3	100	80.1	100

BJFIN – Integrated financial services ecosystem



Valuation trend of insurance subsidiaries (INRb)



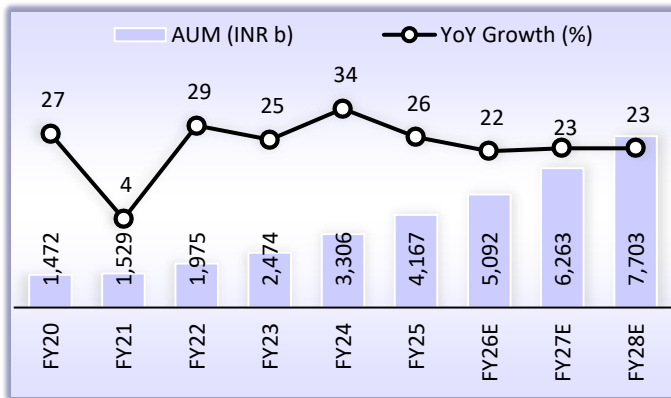
Source: Company, MOFSL. Note: Assuming 20% holdco discount

SoTP valuation

	Value (INRb)	Basis
Bajaj Finance Stake	5,587	3.6x Dec'27 P/B
BAF value	2,867	
Bajaj General Stake	668	24x FY28E PAT
BGen value	517	
Bajaj Life Stake	507	1.4x FY28E EV
BLife value	392	
Emerging businesses value	20	
Total value	3,795	
Holdco discount	20%	
BJFIN Value	3,036	
No. of shares (m)	1,597.1	
TP	1,900	

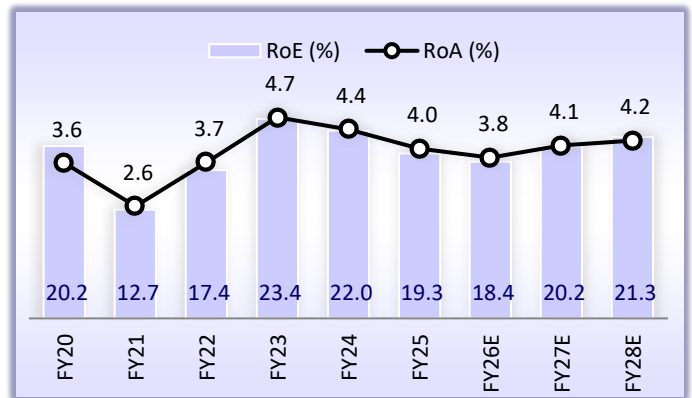
Source: Company, MOFSL

BAF AUM trends



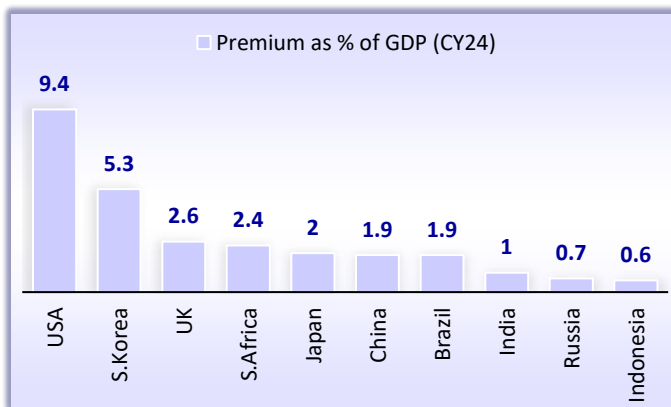
Source: Company, MOFSL

RoA and RoE to remain healthy



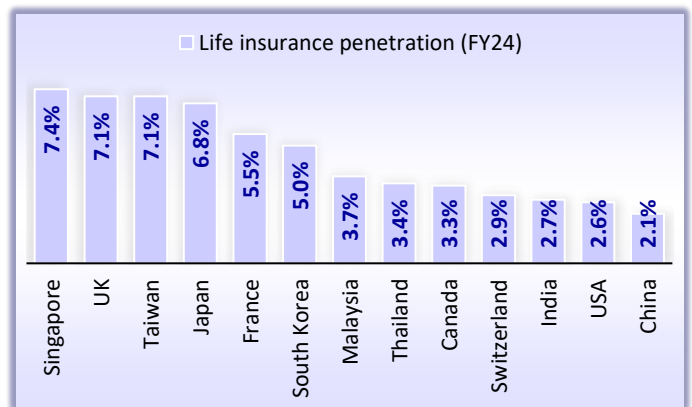
Source: Company, MOFSL

GI industry underpenetrated compared to peers



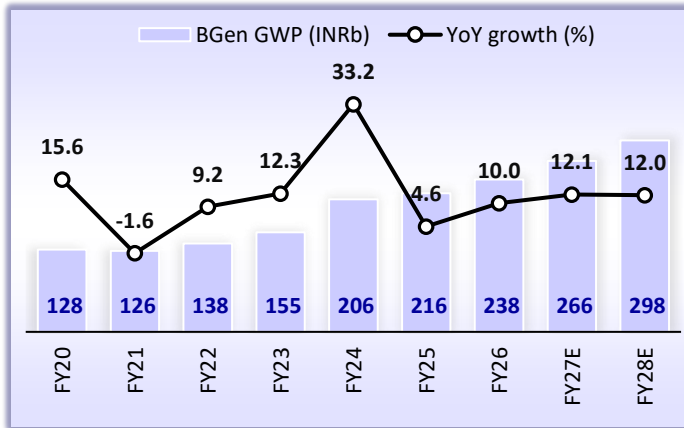
Source: IRDAI, MOFSL

LI industry underpenetrated; headroom to grow



Source: IRDAI, MOFSL

BGen's GWP growth trajectory



Source: Company, MOFSL

Third largest general insurer in the industry...

%	FY20	FY21	FY22	FY23	FY24	FY25	YTFY26
New India	14.1	14.4	14.8	13.4	12.8	12.6	12.9
ICICI -Lombard	8.7	8.6	8.1	8.2	8.6	8.7	8.6
Bajaj General	6.8	6.3	6.2	6.0	7.1	7.0	7.1
United India	9.2	8.4	7.1	6.9	6.9	6.5	6.3
Oriental	7.2	6.3	6.2	6.1	6.3	6.4	6.2
Tata-AIG	3.9	4.0	4.5	5.1	5.2	5.8	5.9
National	8.0	7.1	5.9	5.9	5.2	5.4	5.3
Star Health	3.6	4.7	5.2	5.0	5.3	5.4	5.2
SBI General	3.6	4.2	4.2	4.2	4.3	4.5	4.6
HDFC ERGO	6.2	6.2	6.1	6.5	6.4	5.1	4.4

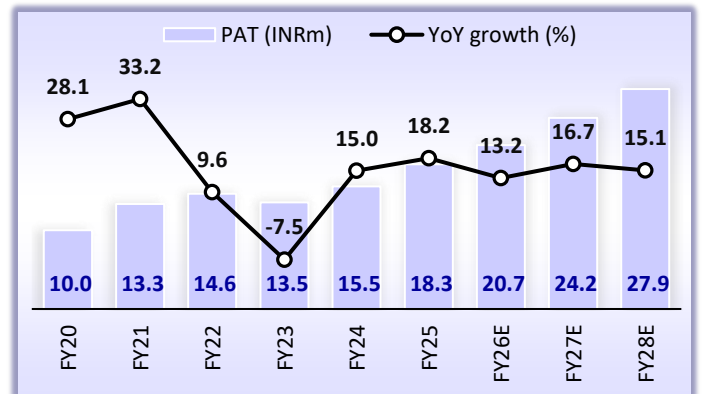
Source: IRDAI, Company, MOFSL

...with best-in-class CoR among multi-line insurers

Combined ratio (%)	FY20	FY21	FY22	FY23	FY24	FY25
Bajaj General	100.8	96.9	99.6	100.5	99.9	102.3
ICICI Lombard	100.4	99.8	108.8	104.5	103.3	102.8
Go Digit	117.4	109.4	112.7	107.4	108.7	109.3
SBI General	93.5	95.7	113.7	106.7	108.2	109.8
Chola MS	107.5	107.3	111	109.3	109.9	110.2
New India Assurance	116.5	114.2	120.7	117.1	120.9	116.8
Tata AIG	109.7	103.1	108	109.7	109.3	119.5
HDFC Ergo	102.6	103.3	107.5	103.3	112.1	122.7
Industry	117.8	112.5	119.8	120.2	115.3	115.6

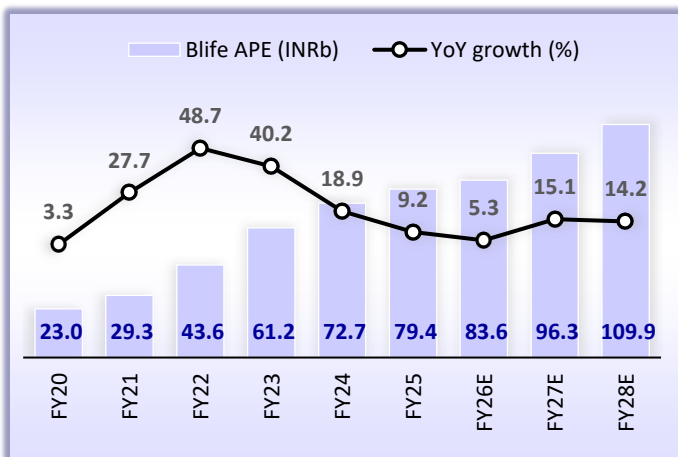
Source: GI Council, Company, MOFSL

BGen's PAT trends



Source: Company, MOFSL

Blife's APE growth trajectory to improve from FY27



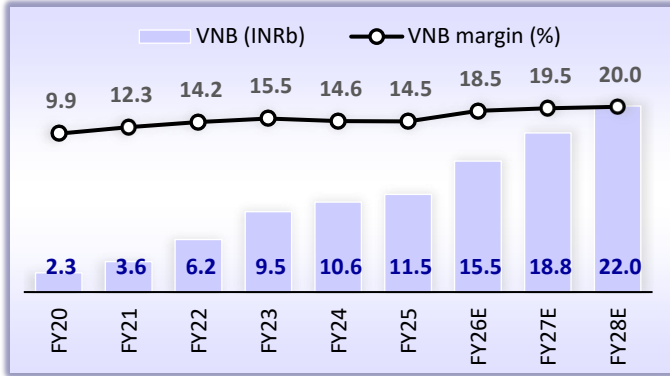
Source: Company, MOFSL

Blife is one of the Top-10 private LI players

APE market share (%)	FY20	FY21	FY22	FY23	FY24	FY25	YTFY26
SBI Life	20.8	20.8	21.4	20.3	22.0	20.2	22.0
HDFC Life	14.4	15.1	14.7	15.7	14.8	14.7	14.3
ICICI Prudential	18.2	15.7	14.0	13.1	12.7	15.1	12.8
Tata AIA	5.6	6.6	7.1	9.1	8.8	8.9	9.1
Max Life	8.4	9.2	8.4	7.6	8.2	8.3	8.6
Bajaj Life	4.8	5.5	6.9	7.6	8.3	7.7	7.4
Birla Sunlife	3.9	4.2	4.1	4.5	4.2	4.7	4.6
Kotak Life	6.6	5.9	5.3	4.0	5.4	4.8	4.6
Canara HSBC Life	2.2	2.4	2.4	2.5	2.4	2.5	2.8
PNB Met Life	2.8	2.9	2.9	2.9	2.8	2.5	2.4

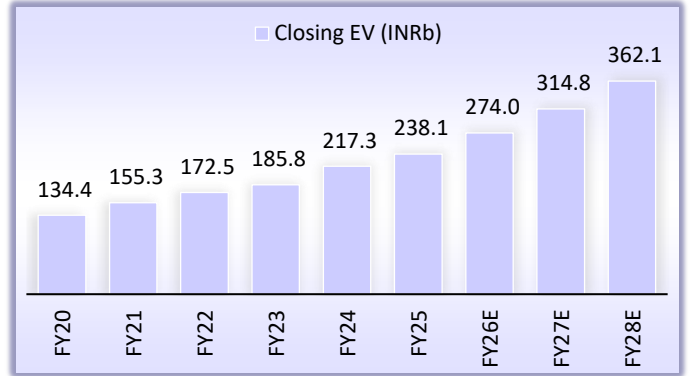
Source: IRDAI, MOFSL

VNB margin to improve gradually with product mix shift



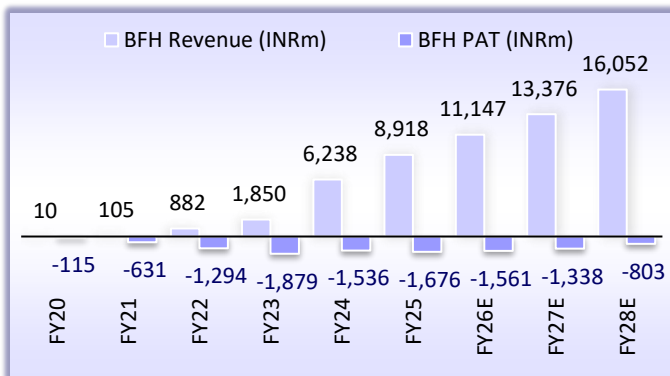
Source: Company, MOFSL

EV expected to cross INR360b by FY28



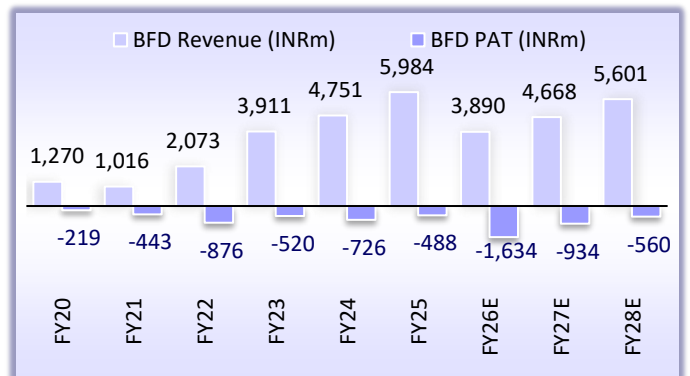
Source: Company, MOFSL

BFH to reduce losses gradually with scale



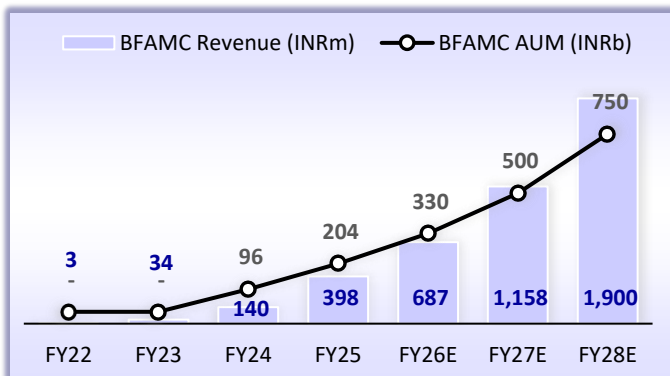
Source: Company, MOFSL

BFD to get closer to breakeven by FY28



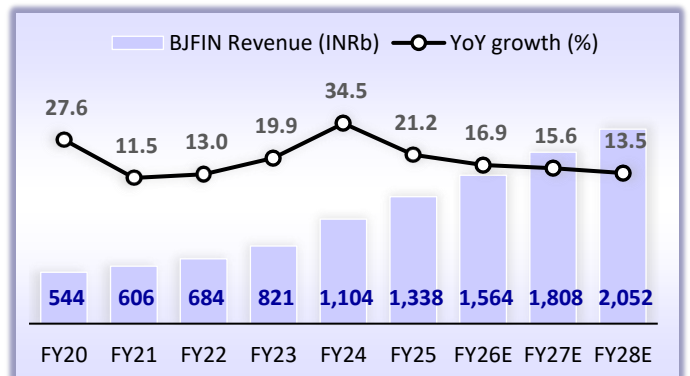
Source: Company, MOFSL

BFAMC scaling up gradually



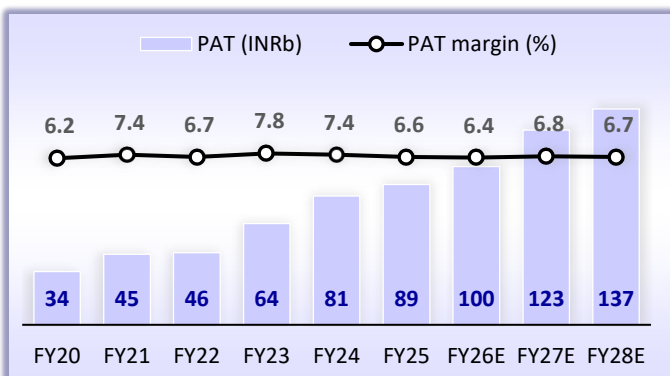
Source: Company, MOFSL

BJFIN revenue growth to remain stable



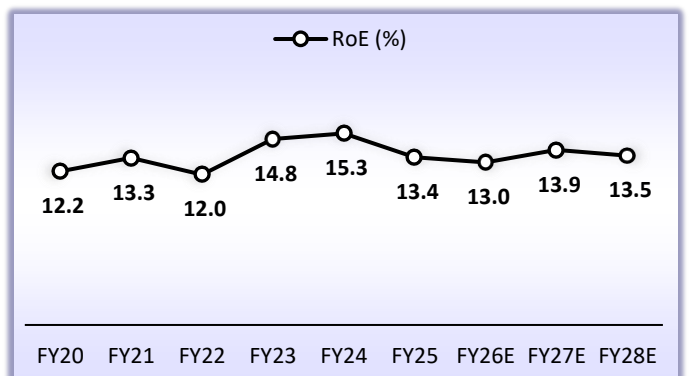
Source: Company, MOFSL

BJFIN PAT margin to be in the range of 6.5-7%



Source: Company, MOFSL

BJFIN RoE expected to be in 13-14% range



Source: Company, MOFSL

Company overview

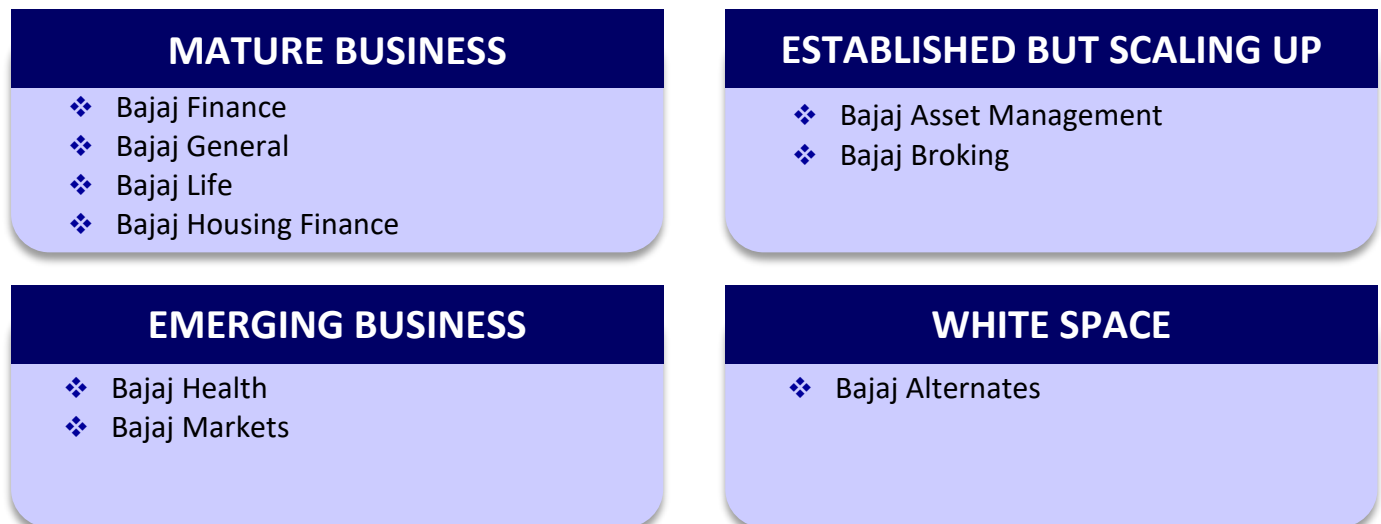
- BJFIN operates as the holding company of subsidiaries, providing a diversified portfolio of financial services across lending, life insurance, general insurance, asset management, healthtech and digital financial marketplace, making it one of the most integrated financial conglomerates.
- Over the past decade, BJFIN has marked key milestones—from scaling up its lending book and insurance footprint to launching digital-first ventures—successfully transitioning from a legacy industrial lineage to a digitally integrated financial ecosystem built for scale, speed, and customer-centricity.
- While BAF, BLife and BGen are established subsidiaries and among the top players in their respective industries, investment in BFH, BFD and BFAMC is at the nascent stage with strong focus on achieving profitability.

Exhibit 1: Company snapshot

History	❖ Formed in 2007, following the demerger of financial services and wind energy businesses from Bajaj Auto. Since then, the company has evolved into a diversified financial services powerhouse.					
Performance	❖ 9MFY26 Revenue: INR1.13t; FY20-25 CAGR of 20%					
	❖ 9MFY26 PAT: INR72.6b; FY20-25 CAGR of 21%					
Subsidiaries	BAF	BGen	BLife	BFH	BFD	BFAMC
Industry	NBFC - Lending	General Insurance	Life Insurance	Healthtech	Financial product marketplace and tech services provider	Asset management
Incorporation Year	1987	2000	2001	2019	2014	2021
BJFIN Stake (%)	51.3	77.3	77.3	100	80.1	100

Source: Company, MOFSL

Exhibit 2: BJFIN is positioned well to capture the India financial services opportunity



Source: Company, MOFSL

BAF has transformed from a niche consumer durables financier into a comprehensive financial services platform, with capabilities extending into deposits, payments, and other allied financial products.

Bajaj Finance – Strong player in consumer credit

- BAF is India’s largest non-banking financial company with a diversified presence across retail and SME lending. The company operates in consumer finance, SME and commercial loans, housing finance, and unsecured personal credit. Over the last decade, BAF has transformed from a niche consumer durables financier into a comprehensive financial services platform, with capabilities extending into deposits, payments, and other allied financial products.
- BAF’s AUM stood at ~INR4.9t, reflecting ~22% YoY growth as of Dec’25, led by steady momentum in retail and SME segments. Asset quality remains well-contained, with gross NPAs at ~1.21% and net NPAs at ~0.57%. Over the past 10 years, BAF has compounded AUM and PAT at ~34% CAGR each and built a large and sticky customer ecosystem. Total customers stand at ~115m, with an active cross-selling base of ~74m.

Exhibit 3: Key financial metrics – BAF

INRb	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Net Interest Income	135.0	138.9	175.2	229.9	295.8	363.9	441.4	539.6	665.5
Operating Profits	112.5	119.6	143.1	187.2	239.3	300.3	361.5	440.5	542.7
PAT	52.6	44.2	70.3	115.1	144.4	167.6	194.6	254.2	319.5
AUM	1,471.5	1,529.5	1,974.5	2,473.8	3,306.2	4,166.6	5,091.6	6,262.7	7,703.0
Net Interest Margin (%)	10.5	9.6	10.4	10.6	10.4	9.9	9.7	9.6	9.6
GNPA (%)	1.6	1.8	1.6	0.9	0.8	1	1.2	1.3	1.4
NNPA (%)	0.7	0.8	0.7	0.3	0.4	0.4	0.4	0.5	0.5
RoA (%)	3.6	2.6	3.7	4.7	4.4	4	3.8	4.1	4.2
RoE (%)	20.2	12.7	17.4	23.4	22	19.3	18.4	20.2	21.3

Source: Company, MOFSL

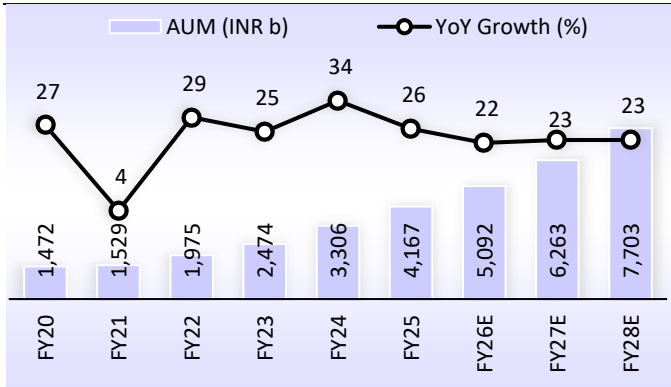
Shift from product-centric to customer-centric growth model

- Historically, BAF has been an industry leader in customer acquisition with ~12.5% share of total loan bookings. Its next phase of growth focuses on increasing wallet share within its existing customers. BAF plans to increase the average products per customer to 6.5-7.5 from ~6.05 currently, while improving retail credit market share to 3.5-4% by FY30 from ~2.8% currently.
- This shift is expected to boost disbursement volumes, with management indicating a potential to increase monthly disbursements from ~INR8b to ~INR80b, while benefiting from lower acquisition and credit costs.

Market share analysis highlights significant wallet expansion opportunity

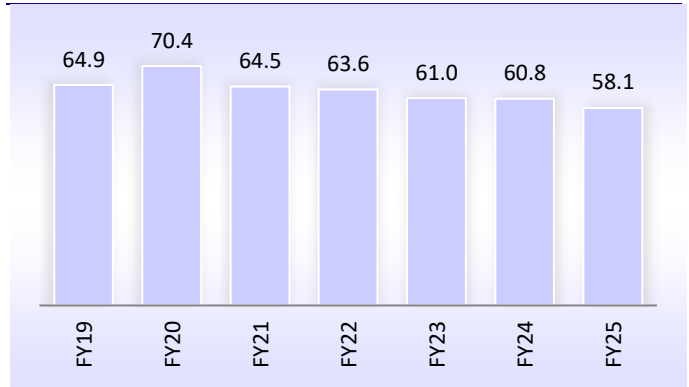
- Despite its scale and diversification, BAF’s market share across several lending categories remains relatively low, creating meaningful headroom for growth. Management believes this positioning supports long-term compounding of 17-19%, with potential to sustain even higher growth rates.
- Out of 27 products, the company holds leadership in only two—consumer loans (~54% share) and professional loans (~45% share). In most other key lending segments, BAF’s market share ranges between 1% and 9%, despite industry penetration of 18-62% within BAF’s customer base. This gap underscores a substantial opportunity to increase wallet share.

Exhibit 4: BAF AUM trends



Source: Company, MOFSL

Exhibit 5: Cross-selling ratio (%)



Source: Company, MOFSL

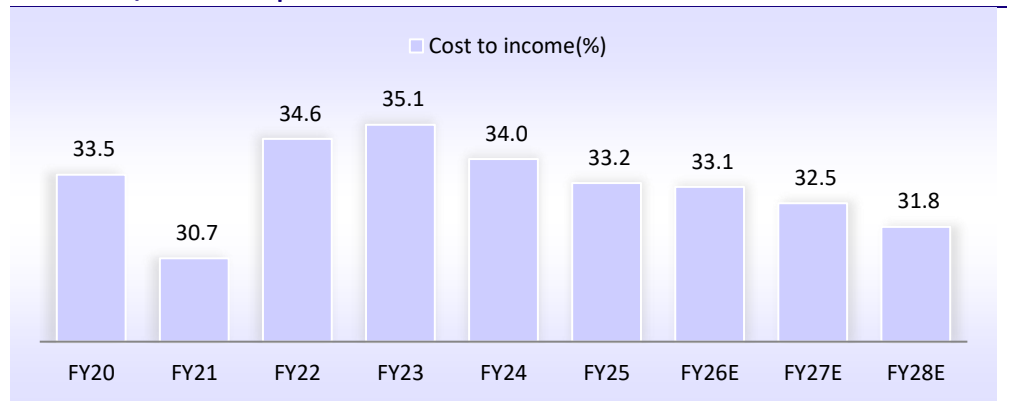
Strategic direction: Scaling up with structural profitability improvement

- BAF’s FY26-30 roadmap is designed to sustain high growth while improving profitability metrics. The strategy is anchored to deep integration of AI across underwriting, customer engagement, operations, and risk management.
- Management has articulated measurable outcomes, including improvement in operating efficiency, moderation in opex-to-NTI, and sustained improvement in return ratios over the medium term.

AI-led transformation as a core growth and efficiency lever

- AI sits at the center of BAF’s operating model going forward. Management intends to deploy AI not only for automation but also for predictive decision-making, trend identification, and proactive risk management.
- These initiatives are expected to improve employee productivity by 12-15% over time, driving sustainable operating leverage. In addition, AI-led underwriting and monitoring are expected to structurally reduce credit costs by ~5% over the medium term.

Exhibit 6: C/I ratio to improve



Source: Company, MOFSL

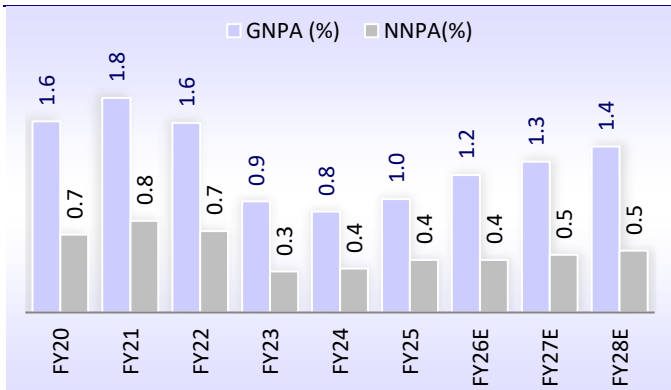
Risk management focus: Building a low-risk, resilient organization

- A core pillar of BAF’s strategy is to maintain a low-risk profile across credit, operational, fraud, compliance, and reputational dimensions. The company plans to deploy AI-driven tools for automated data preparation, customer segmentation, and scenario simulations, significantly reducing decision-making

timelines. Management expects analysis cycles to compress from 10-15 days to nearly one day, enabling faster and more proactive risk responses.

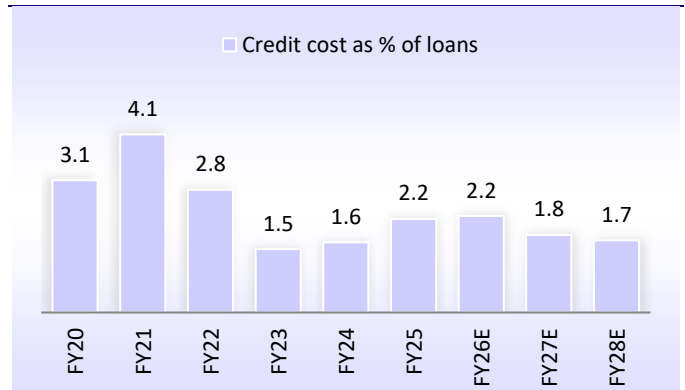
- Over the steady state, asset quality is expected to remain largely stable below 1.4% GNPA and 0.5% NNPA. Credit costs are also expected to decline by 40-50bp from the current range of 220bp.

Exhibit 7: NPA trends



Source: Company, MOFSL

Exhibit 8: Credit cost trends



Source: Company, MOFSL

Technology leadership as a strategic enabler of scalable, low-risk growth

- Technology leadership is being positioned as a core strategic lever to drive innovation, resilience, and sustainable growth by deeply embedding AI across data, consumer platforms, enterprise processes, and risk management.
- AI strategy enables AI-driven capability models that improve credit outcomes, deliver productivity gains, and enable hyper-personalization at scale, while reducing model bias and enhancing predictability. Building on this data backbone, the company is shifting from enterprise-only AI adoption to a comprehensive Consumer AI strategy.
- In parallel, agentic and enterprise AI are being deployed to transform internal workflows, moving from project-driven technology initiatives to product-led, scalable, and compliant AI and middleware solutions.
- This approach supports the strategic imperative of becoming the lowest-risk financial company, with AI-enabled credit, fraud, operational, and compliance frameworks driving lower credit costs, faster decision-making, and stronger balance sheet resilience alongside sustained AUM growth.

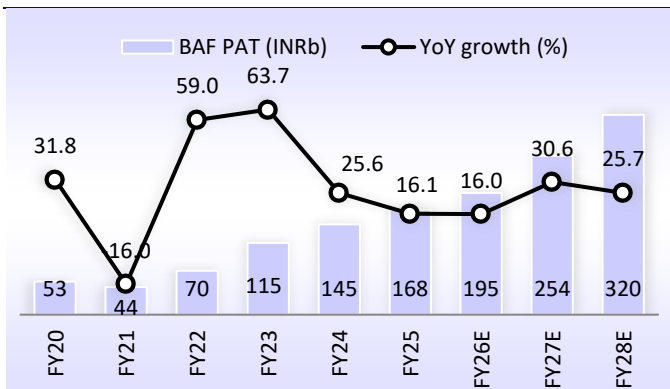
Macro tailwinds: consumption recovery supported by GST reforms

- GST 2.0 reforms are expected to structurally strengthen the consumption cycle by lowering indirect tax incidence and improving affordability across discretionary categories.
- Early indicators, including strong festive demand, suggest consumption-led credit growth is becoming more durable rather than episodic. A stable recovery in consumer spending, supported by policy measures and improving sentiment, positions BFL well to accelerate disbursements and deepen penetration across both lending and fee-based offerings.

Valuation and View

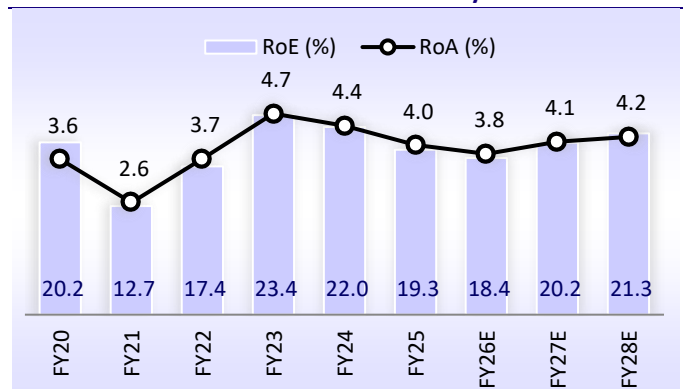
- BAF is transitioning into a more mature phase of growth, characterized by tighter risk controls, moderated expansion in select segments, and a sharp pivot toward technology and customer monetization. This will enhance long-term earnings visibility and reduce cyclicality.
- While the stock has corrected sharply over the past one month, we believe ongoing global turmoil could result in near-term uncertainties, including potential prolonged stress in unsecured MSMEs (especially export-linked) and elevated credit costs over the next few quarters. Regulatory overhangs such as the NBFC-to-bank transition and leadership norms, as indicated in recent media reports could also weigh on the stock in the near term, despite the company’s succession planning currently being underway.
- Current valuations (~3.7x FY27E P/BV, ~20x P/E) are fair but not particularly compelling in the context of near-term uncertainties. **We have a Neutral rating on the stock with a TP of INR900 (premised on 3.6x Dec’27E BVPS).** ([Recent note](#)).

Exhibit 9: PAT trends



Source: Company, MOFSL

Exhibit 10: RoA and RoE to remain healthy



Source: Company, MOFSL

Bajaj General Insurance – Profitable powerhouse

- Incorporated in September 2000, BGen was formed as a 74:26 JV between Bajaj Finserv and Allianz SE. Recently, Allianz has exited, making BGen a 100% subsidiary of the Bajaj Group.
- It is the third largest general insurer in India with a GWP market share of 7.1% in YTD FY26 (from 6.8% in FY20), having a diversified portfolio spanning retail (motor, health, personal accident), commercial (fire, engineering, marine, liability), and government-led businesses (crop and state health schemes).
- BGen has a large reinsurance capacity with a retention ratio of 43.3% as of 9MFY26, which ensures that catastrophic events are adequately covered. We expect the retention ratio to be stable at ~44% going forward.
- While motor and health form the core of the book, BGen has gradually increased its exposure to commercial lines, which offer better margin stability and lower claims volatility over the cycle. At the same time, participation in government business remains selective.
- Over the last two decades, BGen has cemented its position as one of India’s most profitable and consistently performing general insurers, backed by (1) multi-channel network penetrating across the country, (2) diverse product portfolio, (3) robust risk-management and prudent underwriting, (4) continuous enhancement of customer experience, and (5) investments in technology.

Exhibit 11: Company snapshot – BGen

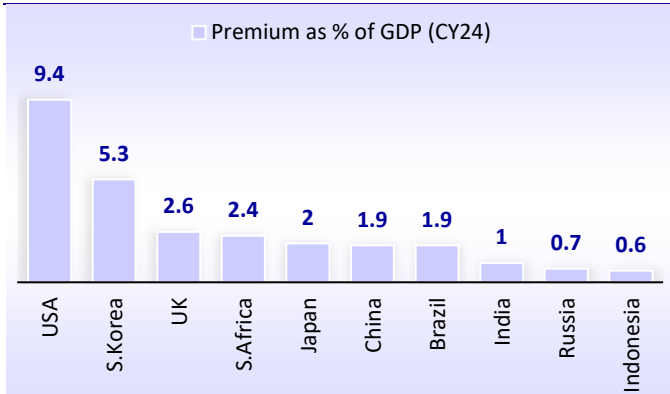
About the company	One of India’s leading private general insurers, with a diversified presence across motor, health, commercial, and crop insurance, supported by strong underwriting discipline and consistent profitability.		
Premium performance	GWP mix (9MFY26)	Channel mix (9MFY26)	Profitability
GWP FY20-25 CAGR - 11% NEP FY20-25 CAGR - 3%	Motor - 29% Retail health - 5% Group health - 15% Government Health - 19% Commercial lines - 18% Crop - 8% Others - 7%	Individual agents - 12% Banca - 7% Other corporate - 2% Brokers - 38% Direct - 36% Others – 5%	9MFY26 Loss Ratio - 74.1% (70.7% in FY20) 9MFY26 Combined Ratio – 100.8% (100.8% in FY20) PAT FY20-25 CAGR - 13%

Source: Company, MOFSL

Operating in a fast-growing under-penetrated industry

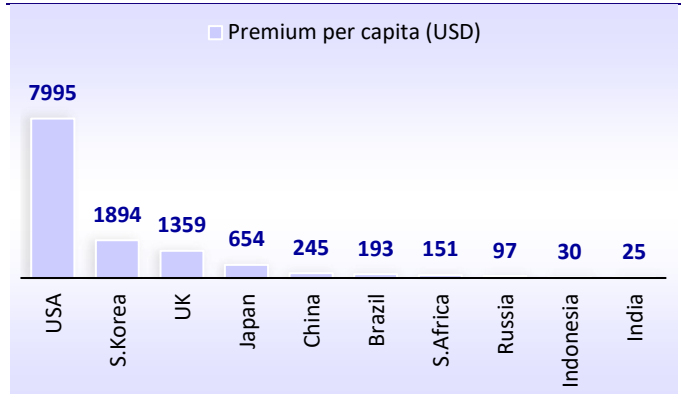
- India’s non-life insurance penetration remains low at ~1% of GDP vs. 3-4% in developed markets, owing to low per-capita premiums, underinsured assets, and limited health coverage. This creates a multi-year growth opportunity as financialization deepens and awareness improves.
- Growth in vehicle ownership, urbanization, healthcare inflation, and infrastructure development continue to expand the addressable market for key segments like motor, health, fire, and crop insurance. The industry GWP has grown at FY20-25 CAGR of 10% with private multi-line insurers commanding a market share of ~53%.

Exhibit 12: Indian GI penetration at ~1/4th of global average



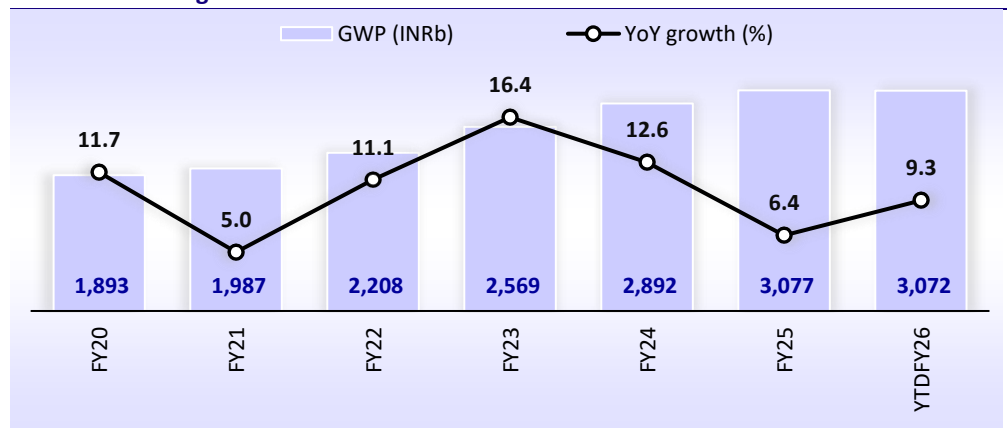
Source: ICICI Lombard, MOFSL

Exhibit 13: Insurance density lowest compared to peers



Source: ICICI Lombard, MOFSL

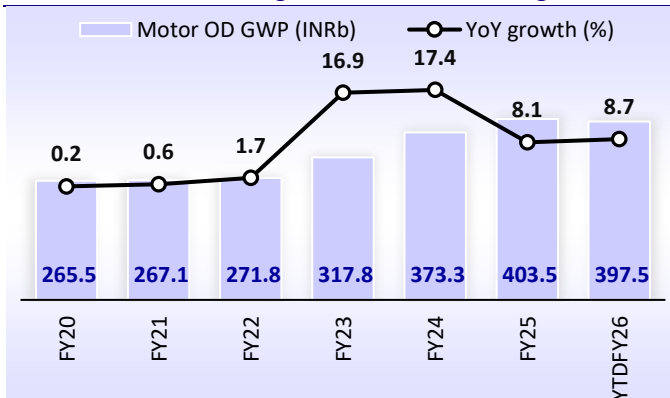
Exhibit 14: GWP growth trends



Source: GI Council, MOFSL

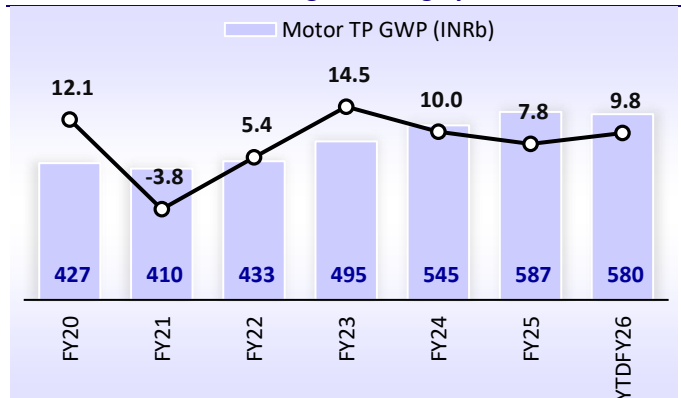
- Motor insurance is the volume anchor, driven by compulsory third-party cover and steady growth in vehicle sales. The motor OD GWP has grown consistently at FY20-25 CAGR of 9% and we expect the growth trajectory to improve going forward, backed by rising automobile sales after GST cuts. The motor TP GWP has grown steady at FY20-25 CAGR of 7% and growth is expected to improve with a potential rate hike in the future (no hike in the last five years).

Exhibit 15: Motor OD aligned with vehicle sales growth



Source: GI Council, MOFSL

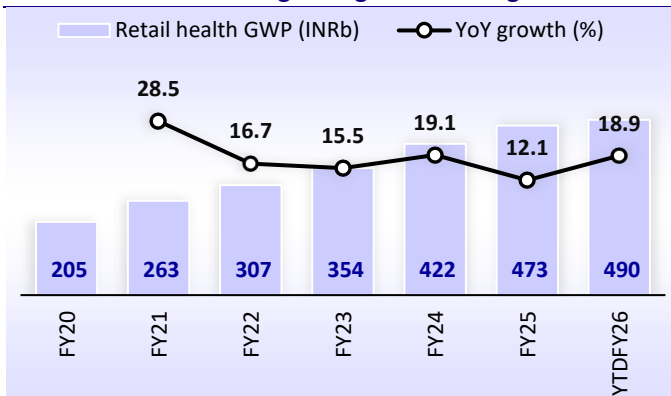
Exhibit 16: Motor TP GWP growth largely stable



Source: GI Council, MOFSL

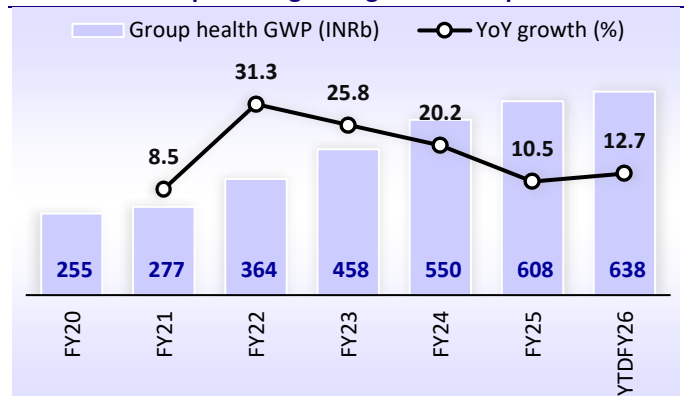
- Rising medical inflation, increased private healthcare usage, and greater employer-led and government-backed coverage are expected to continue driving stable demand for the health segment (FY20-25 CAGR of 18%). While SAHIs dominate the retail health business, group health and government health business are dominated by private multi-line general insurers owing to existing corporate client base and strong balance sheet. We expect growth trajectory to remain strong going ahead with additional boost from GST exemption announced on 22nd Sep'25 on health insurance.

Exhibit 17: Retail health growing in double-digits



Source: GI Council, MOFSL

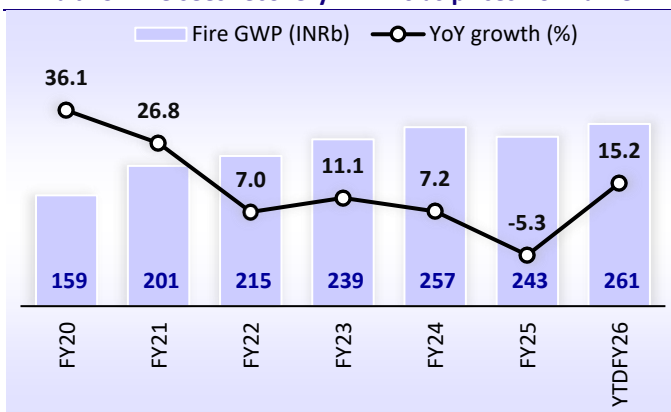
Exhibit 18: Group health growing at a stable pace



Source: GI Council, MOFSL

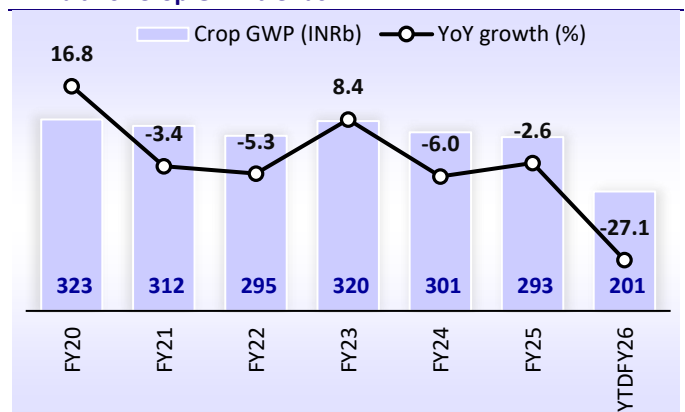
- Growth in infrastructure development is supporting demand for fire and other commercial lines business. After a period of aggressive pricing and margin pressure, fire insurance is seeing signs of normalization as insurers re-focus on underwriting discipline (FY20-25 GWP CAGR of 9%). Crop insurance is policy-driven, with demand shaped by government schemes and monsoon variability. Profitability hinges on operational execution, ground-level claims assessment, and selective participation rather than scale alone.

Exhibit 19: Fire sees recovery in FY26 as prices normalize



Source: GI Council, MOFSL

Exhibit 20: Crop GWP trends

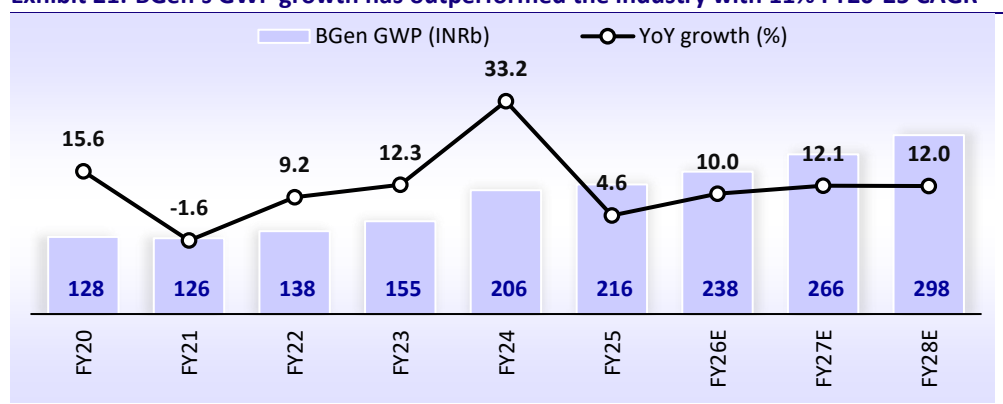


Source: GI Council, MOFSL

Principle of profitable growth over aggressive expansion

- BGen’s GWP has grown at a CAGR of 11% during FY20-25 with its market share going from 6.8% in FY20 to 6% in FY23 to 7.1% as of YTFY26 – second largest private general insurer.
- Reduced crop insurance exposure, selective underwriting in corporate insurance, and motor TP pricing headwinds resulted in lower-than-industry growth for BGen in FY23. However, pricing discipline in commercial segments and recovery in tender-based group health and crop segments led to strong growth for BGen in FY24 and better-than-industry GWP CAGR for FY20-25.
- We expect BGen’s GWP to grow at FY26-28 CAGR of 12%, supported by continued momentum in retail segments and strong disciplined positioning in the commercial segment, along with support from government contracts.

Exhibit 21: BGen’s GWP growth has outperformed the industry with 11% FY20-25 CAGR



Source: Company, MOFSL

- The emphasis on granular pricing, tight loss control, reserve adequacy and careful reinsurance structuring has resulted in the best-in-class combined ratio over the years for BGen. In FY25, the company reported a combined ratio of 102.2% compared to 111.3% for private sector multi-line insurers.

Exhibit 22: GWP market share of key private players - BGen is currently the third largest player

%	FY20	FY21	FY22	FY23	FY24	FY25	YTFY26
New India	14.1	14.4	14.8	13.4	12.8	12.6	12.9
ICICI -Lombard	8.7	8.6	8.1	8.2	8.6	8.7	8.6
Bajaj General	6.8	6.3	6.2	6.0	7.1	7.0	7.1
United India	9.2	8.4	7.1	6.9	6.9	6.5	6.3
Oriental	7.2	6.3	6.2	6.1	6.3	6.4	6.2
Tata-AIG	3.9	4.0	4.5	5.1	5.2	5.8	5.9
National	8.0	7.1	5.9	5.9	5.2	5.4	5.3
Star Health	3.6	4.7	5.2	5.0	5.3	5.4	5.2
SBI General	3.6	4.2	4.2	4.2	4.3	4.5	4.6
HDFC ERGO	6.2	6.2	6.1	6.5	6.4	5.1	4.4

Source: GI Council, MOFSL

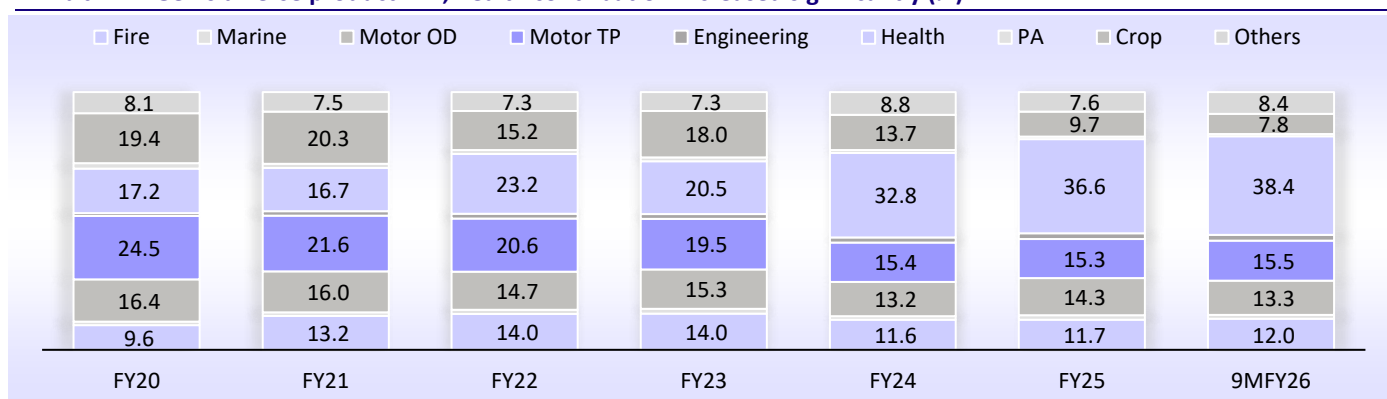
Exhibit 23: BGen has been reporting best-in-class combined ratio consistently

Combined ratio (%)	FY20	FY21	FY22	FY23	FY24	FY25
Bajaj General	100.8	96.9	99.6	100.5	99.9	102.3
ICICI Lombard	100.4	99.8	108.8	104.5	103.3	102.8
Go Digit	117.4	109.4	112.7	107.4	108.7	109.3
SBI General	93.5	95.7	113.7	106.7	108.2	109.8
Chola MS	107.5	107.3	111	109.3	109.9	110.2
New India Assurance	116.5	114.2	120.7	117.1	120.9	116.8
Tata AIG	109.7	103.1	108	109.7	109.3	119.5
HDFC Ergo	102.6	103.3	107.5	103.3	112.1	122.7
Industry	117.8	112.5	119.8	120.2	115.3	115.6

Source: GI Council, MOFSL

Diversified product portfolio

- BGen demonstrates strong portfolio diversification with a comprehensive bouquet of 500+ products covering all individual, commercial, rural, corporate and government needs. This enables the company to manage profitability across various business cycles.

Exhibit 24: BGen’s diverse product mix; health contribution increased significantly (%)


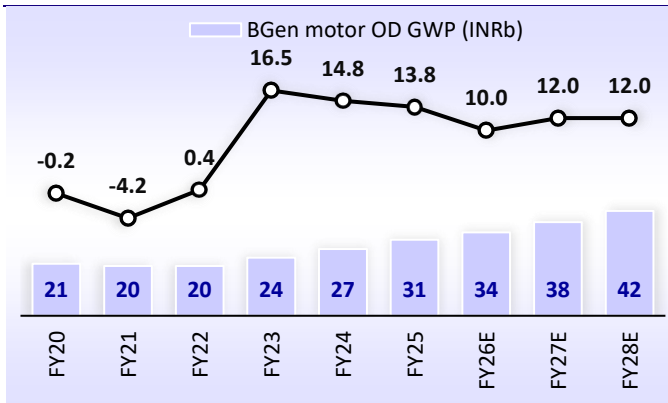
Source: Company, MOFSL

■ Motor insurance

- BGen’s motor OD GWP has grown at FY20-25 CAGR of 8% with its market share declining from 7.9% in FY20 to 7.2% in FY24 (owing to aggressive pricing environment). Market share has now recovered to 7.6% - third largest private motor OD insurer.
- Motor TP GWP has grown at 1% during FY20-25, with the absence of TP rate hike impacting the growth trajectory and market share declining from 7.3% in FY20 to 5.6% in FY25. With YTFY26 motor TP market share recovering to 6.1%,
- BGen is the third largest private motor insurer with the segment contributing ~30% of business.
- BGen is expanding dealership presence while maintaining growth in agency channel. The company is using analytical capabilities to track usage data which enhances customer segmentation and helps in pricing risk accurately.
- The loss ratio has increased in motor OD (from 70.5% in FY23 to 73.5% in 9MFY26) due to high competitive intensity. Loss ratio has improved in motor TP (77.2% in FY23 to 61.2% in 9MFY26). We expect the loss ratios to remain largely stable going forward with some improvement in motor OD loss ratio as competitive intensity stabilizes.

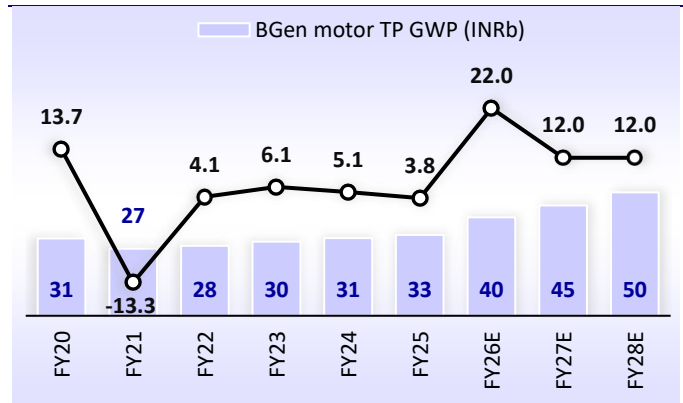
- We expect the motor OD/ motor TP GWP to grow at FY26-28 CAGR of 12% each, backed by rising automobile sales, price stability and expanding distribution capabilities of BGen. Motor TP price hike remains key for stronger growth.

Exhibit 25: BGen's motor OD GWP trends



Source: Company, MOFSL

Exhibit 26: BGen's motor TP GWP trends



Source: Company, MOFSL

Exhibit 27: BGen is currently the third largest private motor insurer

Motor insurance market share (%)	FY20	FY21	FY22	FY23	FY24	FY25	YTFY26
ICICI -Lombard	12.0	12.4	11.8	10.6	10.5	10.8	10.7
New India	12.9	13.0	11.7	11.0	10.4	10.6	9.9
Tata-AIG	5.8	6.4	7.3	8.2	8.1	9.2	9.0
United India	9.5	8.6	7.8	7.4	7.7	8.2	8.4
Bajaj General	7.6	7.0	6.9	6.6	6.4	6.4	6.7
Go Digit	2.8	2.9	4.3	4.9	6.0	5.9	6.3
Cholamandalam MS	4.7	4.6	4.9	5.3	5.4	5.5	5.3
National	8.3	7.1	6.6	6.3	5.5	5.4	5.2
SBI General	2.3	3.2	3.6	3.3	3.9	4.7	4.9
IndusInd General	4.5	5.3	5.5	5.0	4.8	4.7	4.5

Source: GI Council, MOFSL

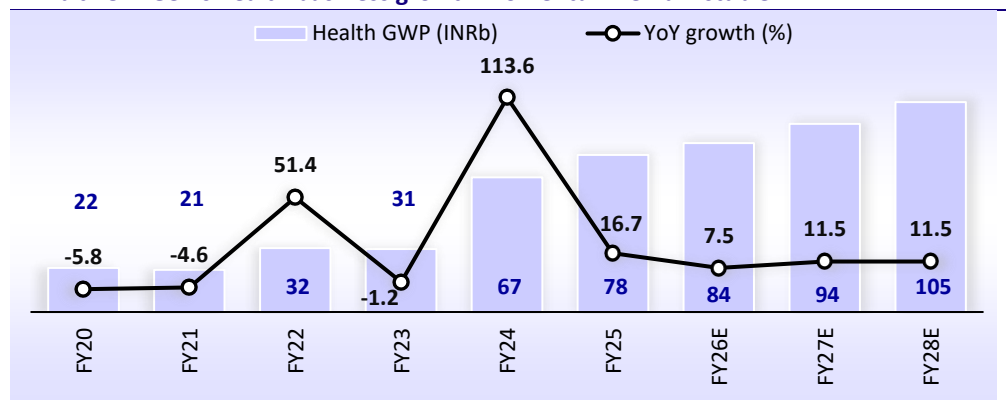
■ **Health insurance**

- BGen's health insurance GWP has grown at FY20-25 CAGR of 28% and contributed the highest to the GWP mix in 9MFY26 (38% from <20% in FY20). The growth has largely been driven by group health (16% of GWP) and government health segments (17% of GWP), while retail health's contribution has been largely stable at ~5% of GWP.
- BGen's retail health GWP has grown at FY20-25 CAGR of 10% with market share of 2.2% as of YTFY26 (from 3.4% in FY20). BGen is strengthening its retail proposition through modular products and deeper agency/banca distribution, while using analytics-led pricing and hospital network management to improve claims ratios. Digital journeys have enhanced customer experience and lowered costs as well.
- Group health GWP has grown at FY20-25 CAGR of 23% with YTFY26 market share of 5.3% (from 4.5% in FY20), making BGen the second-largest private insurer in this space. BGen has built scale in employer-led health programs and

aims to deepen penetration through cross-selling to existing corporate clients, better pricing segmentation and tighter claims management.

- BGen also participates in the tender-driven government health insurance segment, which is typically dominated by public sector insurers. The company has carved out a significant presence, supported by its strong operational capabilities and robust reinsurance strategy, resulting in significant contribution from this segment (17% of GWP in 9MFY26). While the segment provides scale and presence, BGen focuses on tenders where pricing and reinsurance structures allow acceptable returns.
- The claims ratio of health segment remains elevated at 90.6% in 9MFY26 owing to medical inflation, rising claims frequency and the higher mix towards government and group health businesses. The company is working closely with hospitals for better claims control and expense reduction. We expect the health loss ratio to improve gradually to 87% by FY28. The health GWP is expected to grow at FY26-28 CAGR of 11%, supported by rising health insurance awareness and continued momentum in group and government health.

Exhibit 28: BGen's health business growth momentum remain stable



Source: Company, MOFSL

Exhibit 29: BGen is the fourth-largest health insurer; ~35% market share in govt health in YTFY26

%	FY20	FY21	FY22	FY23	FY24	FY25	YTFY26
New India	18.2	18.4	19.6	18.4	16.8	16.2	16.4
Star Health	13.0	15.7	15.3	14.1	13.8	13.9	12.8
Care Insurance	4.3	4.0	4.7	5.3	6.1	6.9	6.9
Bajaj General	4.3	3.6	4.3	3.5	6.2	6.6	6.6
Oriental	9.0	8.1	8.6	9.0	7.2	6.9	6.5
ICICI -Lombard	6.2	5.3	4.9	5.5	5.9	6.1	6.4
National	10.2	9.5	7.9	7.7	6.4	6.5	6.2
Niva Bupa	2.3	2.8	3.7	4.4	5.1	5.6	5.9
United India	10.3	10.6	8.6	8.0	7.2	5.9	5.7
HDFC Ergo	7.1	6.4	5.9	5.6	5.5	4.8	4.6

Source: GI Council, MOFSL

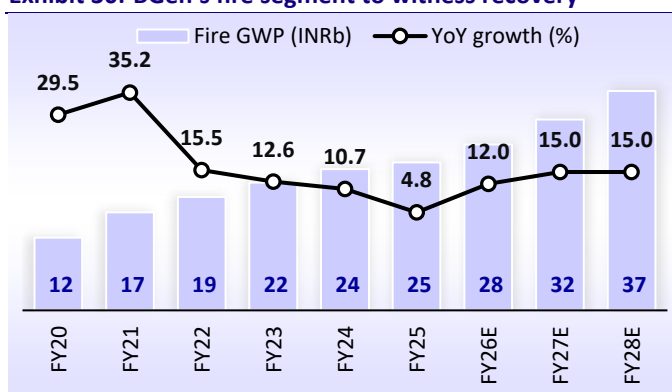
■ Commercial lines

- Strong corporate network and robust reinsurance capacity have helped BGen to gain market share in commercial segment, especially fire and engineering. Fire GWP has grown at FY20-25 CAGR of 15%, with BGen being the second largest private insurer having a market share of 10.1% in YTFY26 (7.7% in FY20).

Engineering GWP has grown at FY20-25 CAGR of 25%, with BGen having a market share of ~8% as of YTD FY26.

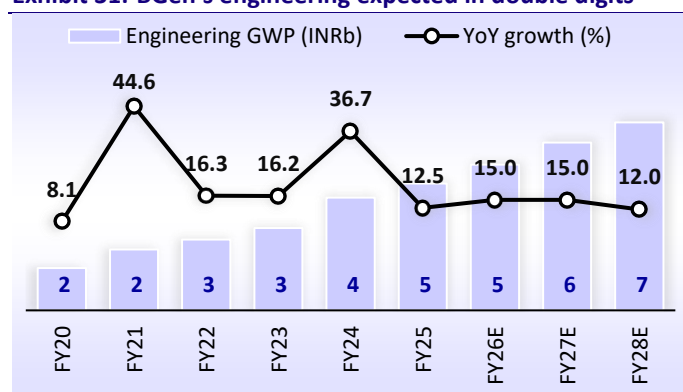
- As pricing in segments such as fire has begun to normalize after a prolonged soft cycle, the company is selectively expanding exposure where risk-adjusted returns are attractive.
- The commercial portfolio benefits from strong corporate relationships built through its multi-line presence and bancassurance network, allowing BGen to cross-sell across large corporates, SMEs and infrastructure-linked projects. With infrastructure spending, project financing and industrial activity supporting demand for engineering and property covers, commercial lines are expected to grow at a steady pace with relatively lower loss volatility compared to retail segments.
- The loss ratios of both these segments are below 60% due to robust underwriting capabilities and reinsurance strategy. We expect fire/engineering GWP to grow at FY26-28 CAGR of 15%/ 13%, backed by continued infrastructure development and strong distribution network of BGen.

Exhibit 30: BGen's fire segment to witness recovery



Source: Company, MOFSL

Exhibit 31: BGen's engineering expected in double digits



Source: Company, MOFSL

Exhibit 32: BGen is the second largest private fire insurer

%	FY20	FY21	FY22	FY23	FY24	FY25	YTD FY26
New India	19.3	18.7	18.4	17.7	17.1	16.3	17.2
ICICI -Lombard	11.2	12.3	12.8	12.8	13.1	13.0	12.7
Bajaj General	7.7	8.2	8.9	9.0	9.3	10.3	10.1
Tata-AIG	6.0	7.1	7.6	7.9	8.1	7.8	7.4
United India	9.8	8.8	8.5	7.9	8.1	7.3	7.3
HDFC ERGO	6.2	5.8	6.2	7.1	7.0	7.2	6.6
Oriental	8.4	8.2	7.5	6.7	6.1	6.3	6.4
SBI General	7.5	7.0	6.3	6.8	7.1	6.3	6.0
National	6.4	5.9	5.1	4.9	4.6	5.0	5.3
IndusInd General	4.4	4.3	4.4	4.2	4.3	4.6	4.5
IFFCO -Tokio	3.3	4.0	4.3	3.9	3.8	3.6	3.7

Source: GI Council, MOFSL

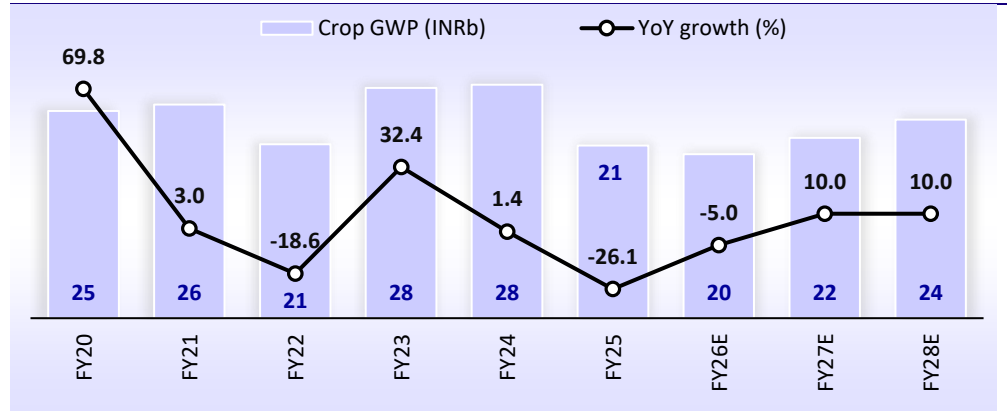
■ **Crop insurance**

- This segment has been volatile owing to the tender-driven nature of business. The contribution from crop segment has fallen from 19% in FY20 to 8% in 9MFY26 owing to fewer tender wins.
- BGen' strategy is about selective participation and the insurer strong reinsurance capabilities to cap volatility. Robust technology is being used to

sense loss triggers, which reduces risk and uncontrolled payouts and also helps in better pricing.

- BGen is the second largest private crop insurer having a YTD FY26 market share of 8.4%. We expect the crop GWP to grow at FY26-28 CAGR of 10%.

Exhibit 33: BGen's crop business slowed in FY25 due to lower tender wins



Source: Company, MOFSL

Exhibit 34: Segment-wise loss ratio

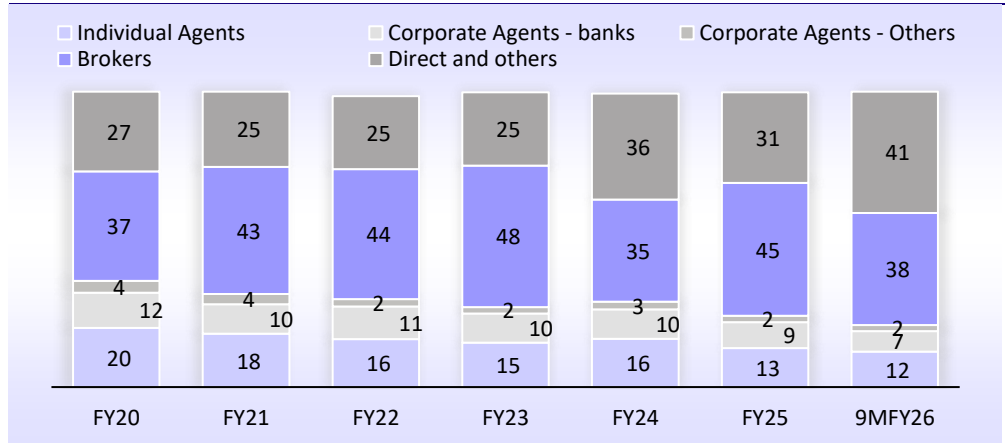
%	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Fire	68.0	54.5	57.1	35.2	47.4	46.6	46.0	45.0	44.0
Marine	67.2	65.9	63.9	65.0	60.4	69.3	80.0	75.0	75.0
Motor OD	67.7	54.0	65.1	70.5	63.6	65.8	72.0	70.0	70.0
Motor TP	64.5	78.1	71.2	77.2	78.4	71.1	65.0	65.0	65.0
Engineering	52.8	36.1	49.7	39.9	41.7	30.4	55.0	55.0	55.0
Health	85.6	82.0	96.9	74.3	88.9	90.0	89.0	88.0	87.0
PA	56.0	44.2	35.7	36.8	48.7	52.2	50.0	50.0	50.0
Crop	92.0	68.0	72.5	95.5	88.5	75.5	75.0	75.0	75.0
Others	50.2	43.9	39.0	62.4	37.8	39.1	38.0	38.0	38.0
Total	70.7	68.5	73.0	72.9	73.8	74.6	73.6	72.7	72.2

Source: Company, MOFSL

Multi-channel network

- BGen's deep distribution capabilities include a multi-channel network of agents, banca, motor dealers, broking, direct sales and e-commerce. The insurer has 1,20,000+ advisors & PoS, 200+ bank partners, 9,000+ motor dealers, 25+ digital partners and 221 branches with 9,700 employees.
- BGen has one of the largest banca networks in the industry and continues to expand the same through new tie-ups. The broker channel contributes the maximum business. The company focuses on untapped smaller markets through GEO model, has a presence across retail customers as well as SMEs, and maintains a strong position in large corporates and government business, backed by its deep distribution network.
- The commission ratio at 4.2% in FY25 is low owing to robust reinsurance strategy, especially in fire, crop and government health insurance, which are higher risk segments. We expect the commission ratio to remain stable and channel mix to remain diversified with steady growth momentum across geographies as well as partner network.

Exhibit 35: BGen’s channel mix

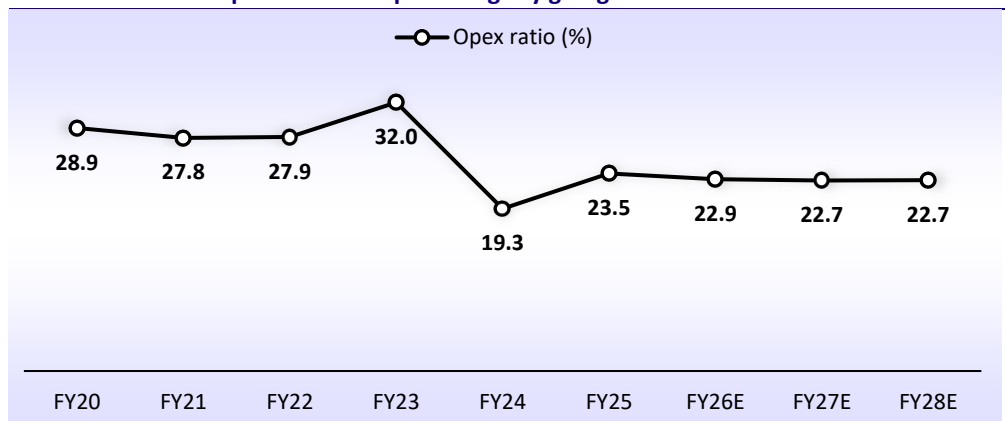


Source: Company, MOFSL

Investments in technology driving operational efficiency

- BGen has been building digital platforms and straight-through processes to leverage data and technology for scale, resulting in improving operational efficiency with operating expense ratio at ~22.1% in 9MFY26 vs. 28.9% in FY20.
- The new AI data cloud platform has seen significant adoption within one year of launch and BGen is among the first large insurers to transition its core systems to the cloud. This has led to reduction in time for product launch, faster policy issuance, quicker and accurate claims settlement and cost optimization.
- Apart from investments in cloud transformation and product innovation, AI tools have been made for employees (to extract information), customers (to understand policy information) and partners (to provide tailored product recommendations and pitches), solidifying BGen’s leadership as a digital insurer.
- As operations scale, we expect the tech-driven agile approach to provide operational leverage, leading to slight improvement in operating expense ratio to 22.7% by FY28.

Exhibit 36: BGen’s opex ratio to improve slightly going forward



Source: Company, MOFSL

Continued growth momentum along with improving profitability

- BGen’s GWP is expected to grow at FY26-28 CAGR of 12% with double-digit growth in most segments.
- The loss ratio has been increasing since FY20, from 70.7% to 74.1% in 9MFY26, but remains one of the best in the industry, showcasing robust underwriting

performance consistently over the years. We expect the loss ratio to gradually decline to 72.2% by FY28, backed by granular loss ratio modelling, robust loss management and analytics intervention.

- The commission ratio is expected to remain stable at ~4%, while continued operational efficiency should lead to improvement in expense ratio to 22.7% by FY28 (from 23.5% in FY25).
- Gradually improving loss ratio and expense ratio is expected to result in improvement in combined ratio to 98.8% in FY28 (from 102.3% in FY25). We expect PAT to grow at FY26-28 CAGR of 16%.
- **We value BGen at FY28E P/E of 24x to arrive at a fair valuation of INR668b.**

Exhibit 37: BGen's financial metrics – combined ratio expected to go below 100% in FY27

INRb	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
NEP	82.1	74.4	77.8	80.2	88.8	95.6	95.3	106.6	119.1
YoY growth (%)	17.1	-9.4	4.6	3.1	10.8	7.7	-0.3	11.8	11.7
Claims incurred	58.0	50.9	56.8	58.5	65.6	71.3	70.2	77.4	86.0
Commission	0.9	0.5	-0.9	-3.7	6.4	3.8	4.3	4.5	4.9
Operating expenses	23.2	20.6	21.6	26.6	18.5	21.3	23.7	26.4	29.5
Underwriting profit	-0.1	2.4	0.3	-1.2	-1.7	-0.8	-2.9	-1.7	-1.4
Investment income	15.4	15.2	17.7	19.7	22.4	25.1	31.0	34.0	38.4
PAT	10.0	13.3	14.6	13.5	15.5	18.3	20.7	24.2	27.9
YoY growth (%)	28.1	33.2	9.6	-7.5	15.0	18.2	13.2	16.7	15.1
Loss Ratio (%)	70.7	68.5	73.0	72.9	73.8	74.6	73.6	72.7	72.2
Commission Ratio (%)	1.1	0.7	-1.2	-4.4	6.7	4.2	4.1	3.8	3.8
Opex Ratio (%)	28.9	27.8	27.9	32.0	19.3	23.5	22.9	22.7	22.7
Combined ratio (%)	100.8	96.9	99.6	100.5	99.9	102.3	100.6	99.2	98.8

Source: Company, MOFSL

BLife is the second-largest non-bank promoted life insurance player, with FY20-25 APE growth of 28%, VNB growth of 38% and EV growth of 12%.

BLife – A quality-led life insurance platform

- Bajaj Life insurance (BLife) was incorporated in 2001 as a 74:26 joint venture between BJFIN and Allianz SE and recently became the wholly owned subsidiary of BJFIN after Allianz’s exit. The company has grown into one of India’s leading private life insurers, supported by the Bajaj brand, a long operating history, and a diversified distribution franchise.
- BLife is the second-largest non-bank promoted life insurance player, with FY20-25 APE growth of 28%, VNB growth of 38% and EV growth of 12%.
- At the end of FY17, BLife had a private industry market share of 3.5% with product mix skewed toward ULIP (70%), only one bancassurance partner and VNB margin of -4%. By FY25, supported by various interventions like investments in distribution channels, product mix shift and process improvements, BLife’s market share has improved to 7.4% (till Feb’26) and product mix is diversified with 45% ULIP contribution. VNB margin has increased to 16.4% during 9MFY26.
- BLife operates through multiple channels, including agency, bancassurance, and proprietary digital platforms, with increasing emphasis on productivity and quality of sourcing.
- After its first transformation phase in FY17-24, BLife is geared up for the second transformation phase with an aim of achieving ~2x growth compared to the industry, improving protection contribution to ~10%, achieving VNB growth stronger than premium growth, and improving operating RoEV to 18-20% (14.5% in FY25).

Exhibit 38: Company snapshot – BLife

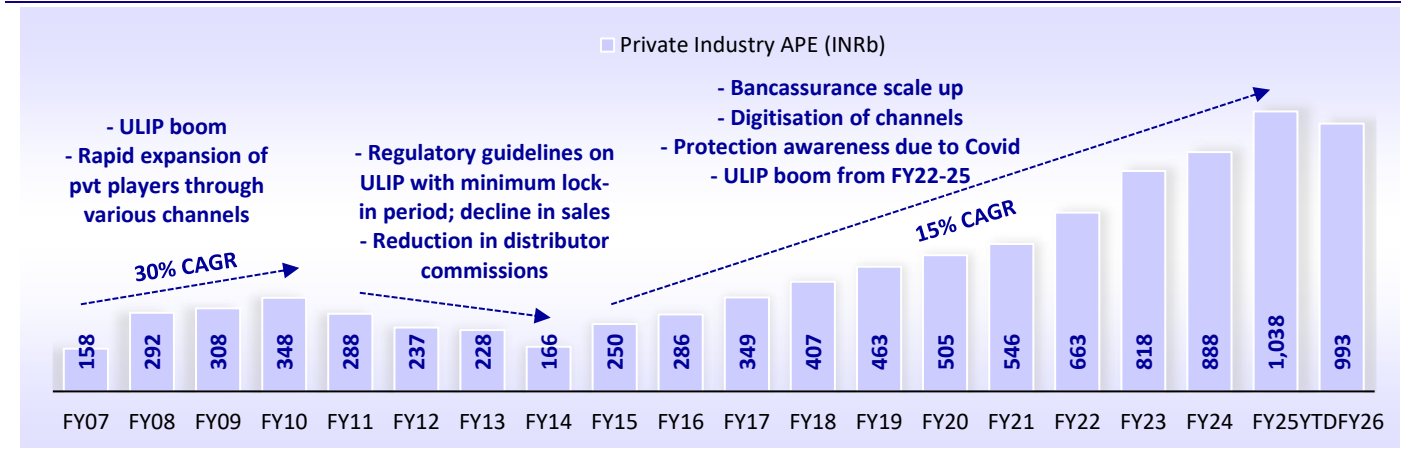
About the company	Leading private life insurer with a diversified product and distribution mix, supported by improving VNB margins, strong solvency, and consistent embedded value growth.		
Premium performance	Individual APE mix (9MFY26)	Channel mix (9MFY26)	Operational metrics (9MFY26)
Gross premium FY20-25 CAGR - 28%	Par- 22%	Agency - 35%	VNB margin – 16.4% (11% in 9MFY25)
Renewal premium FY20-25 CAGR - 27%	Non-Par - 17%	Institutional - 51%	AUM - INR1,380b
APE FY20-25 CAGR - 28%	Protection - 8%	Direct - 14%	EV - INR253.6b (1HFY25)
	Annuity - 9%		13M persistency - 82%
	ULIP - 44%		61M persistency - 53%

Source: Company, MOFSL

Under-penetrated industry well poised for strong growth

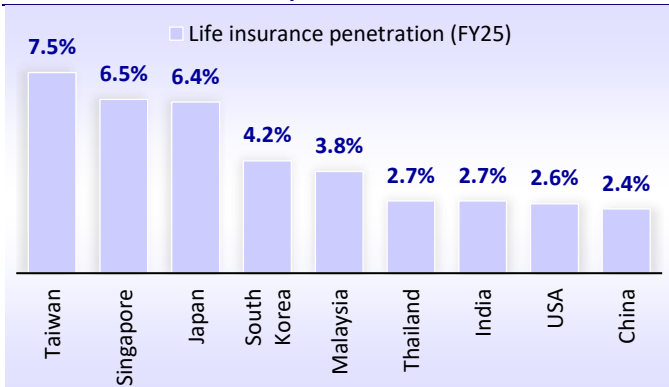
- Life insurance industry in India has undergone a significant transformation over the years, starting from the establishment of LIC as the sole provider of life insurance to the entry of private life insurance companies in 1999 after the liberalization and the entry of digital players, leading to a digital transformation across the industry. The private sector players growing notably faster than their public sector counterparts, indicating rising competitive depth and distribution effectiveness.
- While the industry has delivered healthy growth over the past decade, India remains one of the most underpenetrated life insurance markets globally, offering a long runway for growth as rising incomes, digitization, and deeper bank-led distribution continue to expand access to insurance.

Exhibit 39: Private life insurance APE growth over the years



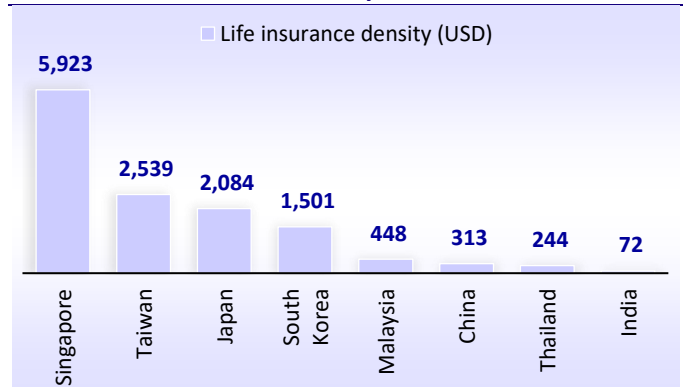
Source: Company, MOFSL

Exhibit 40: Life insurance penetration



Source: Company, MOFSL

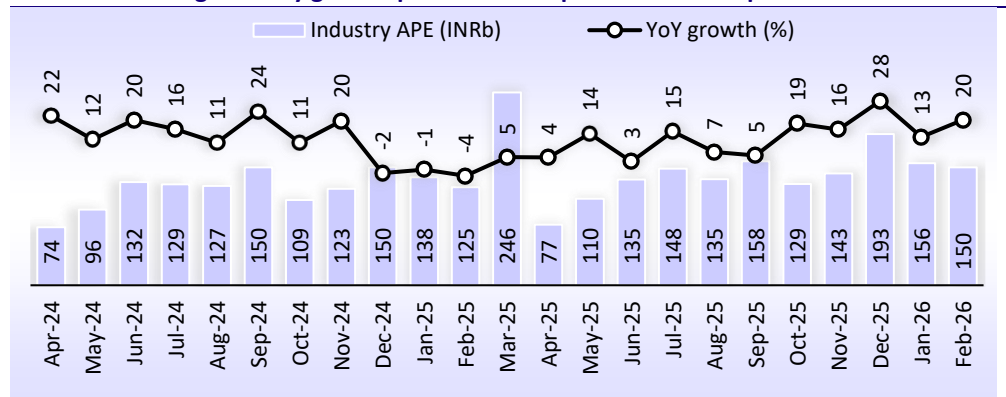
Exhibit 41: Life insurance density



Source: Company, MOFSL

- Improving financial literacy, expanding middle class, rising disposable incomes, and shifting household preferences toward long-term savings and risk protection support structural demand for life products, including term, protection, and retirement solutions.
- Progressive reforms such as 100% FDI, Bima Sugam portal for simplified policy purchase, and new product approval frameworks are improving access, fostering competition, and enhancing supply-side efficiency.
- Additionally, the industry is benefitting from the recent removal of GST on life insurance, which improves affordability and persistency and increases the sum insured. The early signs of a boost in customer interest could be seen in strong 19%/16%/28%/13%/20% YoY APE growth witnessed in Oct'25/Nov'25/Dec'25/Jan'26/Feb'26.

Exhibit 42: Strong industry growth post GST exemption since 22 Sep'25



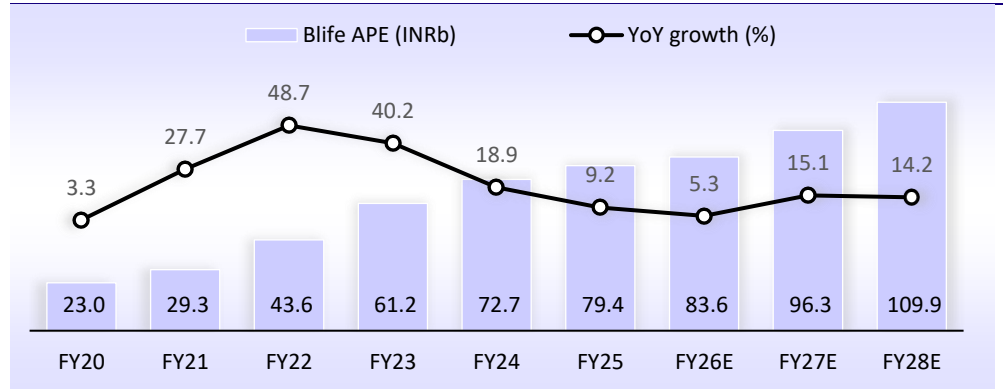
Source: IRDAI, MOFSL

- From 2HFY25, demand for ULIPs slowed owing to weak equity market performance and there has been a shift in the product mix toward higher-margin non-par products, resulting in higher profitability for insurers. Going forward, we expect VNB margin of insurers to improve, majorly driven by the product mix shift and higher rider attachment.
- There has been an increase in the share of the bancassurance channel and a decline in the share of individual agents in the distribution of individual life insurance products. The companies are leveraging the strong branch presence of their bancassurance partners to drive growth.
- However, possible regulatory action around commission caps/ deferment of commissions can reduce the profitability of distribution partners likely impacting the growth for the industry.

Industry-leading APE growth trajectory

- BLife’s APE has grown at FY20-25 CAGR of 28% compared to private industry growth of 16% during the same period, leading to market share expansion from 4.8% in FY20 to 7.7% in FY25. This growth has been driven by investments across distribution channels, product launches, geographical expansion and various persistency improvement initiatives.
- In YTFY26, BLife has witnessed APE growth of 7% compared to private industry growth of 13% owing to cautious approach toward profitable growth post surrender value changes, which has led to market share decline to 7.4%. However, the slow growth phase was transitional as BLife witnessed recovery, along with a boost from GST exemption, resulting in 39.4% YoY APE growth in Nov’25 followed by mid-teen growth in Dec’25/Jan’26/Feb’26.
- We expect BLife’s APE to grow at FY26-28 CAGR of 15%, backed by product innovation, partner addition and momentum recovery in agency channel.

Exhibit 43: BLife's APE growth trajectory to improve going forward



Source: Company, MOFSL

Exhibit 44: APE market share of key private players

APE market share (%)	FY20	FY21	FY22	FY23	FY24	FY25	YTFY26
SBI Life	20.8	20.8	21.4	20.3	22.0	20.2	22.0
HDFC Life	14.4	15.1	14.7	15.7	14.8	14.7	14.3
ICICI Prudential	18.2	15.7	14.0	13.1	12.7	15.1	12.8
Tata AIA	5.6	6.6	7.1	9.1	8.8	8.9	9.1
Max Life	8.4	9.2	8.4	7.6	8.2	8.3	8.6
Bajaj Life	4.8	5.5	6.9	7.6	8.3	7.7	7.4
Birla Sunlife	3.9	4.2	4.1	4.5	4.2	4.7	4.6
Kotak Life	6.6	5.9	5.3	4.0	5.4	4.8	4.6
Canara HSBC Life	2.2	2.4	2.4	2.5	2.4	2.5	2.8
PNB Met Life	2.8	2.9	2.9	2.9	2.8	2.5	2.4

Source: IRDAI, MOFSL

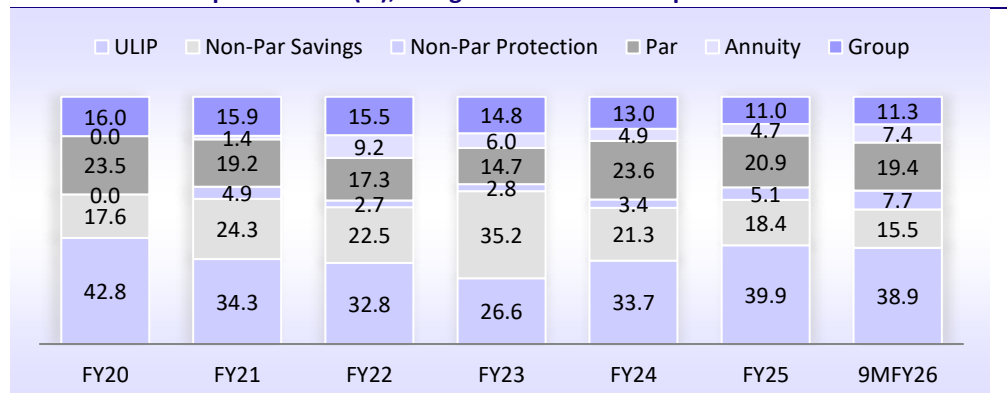
Product mix shifting toward traditional; rising contribution of protection

- BLife has done a deliberate recalibration from a 70:30 mix of ULIP: traditional products in FY17 to a 55:45 in FY25, backed by multiple traditional product launches and focus on higher embedded profitability. Having a comprehensive product suite, the insurer has a reputation of market-first innovations.
- Despite decline in contribution, ULIPs remain a key driver for APE growth of BLife, growing at FY20-25 CAGR of 26%, backed by strong equity market performance during this period. The company's ULIP portfolio is skewed toward the mass market, with an average ticket size of ~INR80,000, lower than peers (INR90,000-125,000). This reflects BLife's historical focus on broader customer penetration rather than affluent cohorts.
- Non-par savings' contribution has declined from the peak of 35% of APE in FY23 to 18% in FY25 owing to tax norm changes and recent surrender value regulations. BLife has demonstrated agility in this segment, becoming the first insurer to adjust IRRs in Apr'23 in response to rising interest rates, allowing faster repricing and margin protection.
- The company has put strategic emphasis on improving the protection contribution from 4.5% in FY25 to 10% in the next four years. For 9MFY26, APE contribution from protection segment has reached 8%, supported by expanded protection offerings, term-ULIP combination products and rise in rider attachments. Additionally, credit life business which faced pressure due to a

slowdown in lending activity, particularly in the microfinance segment is now recovering, providing further boost to protection.

- Par APE has grown at FY20-25 CAGR of 25%. While par products continue to provide stable, long-term premium flows, they offer limited scope for innovation or margin expansion. Hence, BLife has selective focus on this segment to support balance and customer retention rather than as a growth engine, due to which the contribution is likely to remain stable at ~20%.

Exhibit 45: BLife’s product mix (%); rising contribution from protection

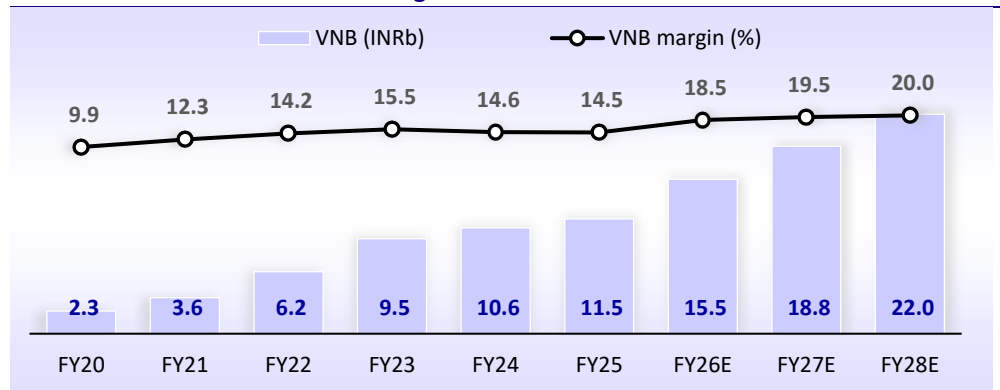


Source: Company, MOFSL

Improving VNB margin despite near-term headwinds

- BLife has delivered a structural and sustainable improvement in VNB margins over the past few years, from 9.9% in FY20 to 14.5% in FY25, positioning it among the stronger margin performers within the private life insurance space despite headwinds like surrender value regulations and loss of input tax credit post GST exemption.
- For the last four quarters, BLife has been witnessing strong YoY margin expansion, supported by (1) changes in commission structure, (2) focus on retail protection, (3) calibration of product mix within channels, and (4) cost optimization. BLife was among the few life insurers to report margin expansion even during 3QFY25, when industry-wide margins were under pressure due to surrender value regulations.
- 13M/61M persistency has improved from 68%/32% in FY17 to 82%/54% in FY25 backed by process improvements and enhanced customer engagement. Further persistency improvement will also contribute towards margin expansion.
- We expect VNB to grow at FY26-28 CAGR of 19% with VNB margin expansion to 20% by FY28 (from 16.4% in 9MFY26), driven by (1) product mix optimization, (2) scale benefits and (3) rising share of protection and rider attachments.

Exhibit 46: BLife's VNB and VNB margin trends



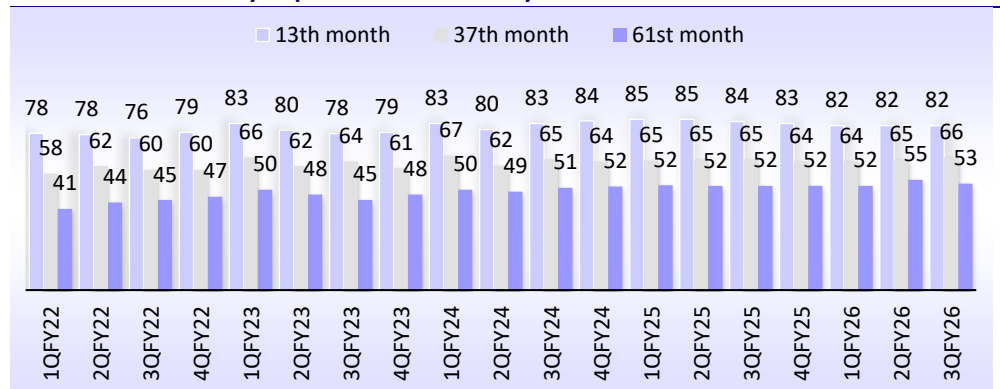
Source: Company, MOFSL

Exhibit 47: VNB margin peer comparison

%	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	9MFY26
HDFC Life	23.2	24.6	25.9	26.1	27.4	27.5	26.3	25.6	24.4
Ipru Life	16.5	17.0	21.7	25.1	28.0	32.0	24.6	22.8	24.4
SBI Life	18.4	19.8	20.7	23.2	25.9	30.1	28.1	27.8	27.2
Max Life	20.2	21.7	21.6	25.2	27.4	31.2	26.5	24.0	23.6
Canara HSBC Life					21.4	20.1	20.0	19.1	19.7
Bajaj Life	-1.0	6.9	9.9	12.3	14.2	15.5	14.6	14.5	16.4

Source: Company, MOFSL

Exhibit 48: Persistency improvement over the years



Source: Company, MOFSL

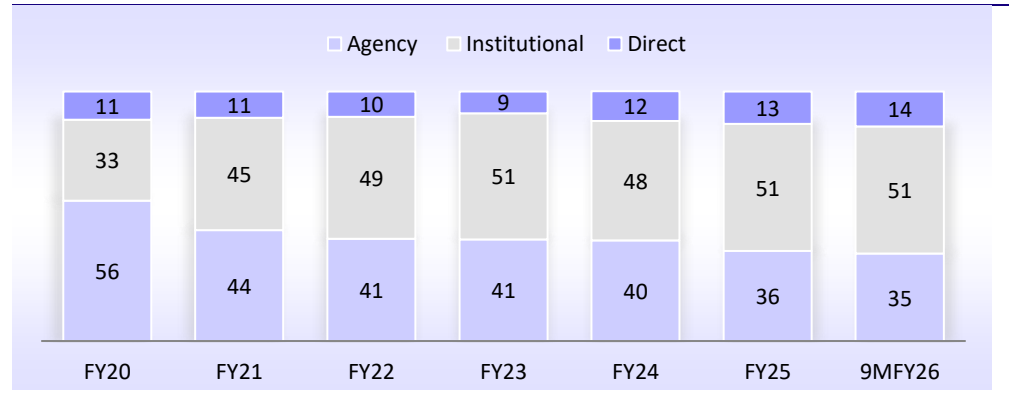
Multi-channel distribution

- BLife operates a well-diversified distribution architecture, with a balanced presence across agency (35% in 9MFY26), institutional (51% in 9MFY26), and direct (14% in 9MFY26).
- The institutional business is the second largest among non-bank promoted insurers, supported by partnerships with 34 banks and 350+ brokers & aggregators. Market share in Axis Bank has been stable at 20-25%, with BLife's analytical capabilities positioning it as a preferred partner. The institutional business has grown at FY20-25 CAGR of 42% and we expect the momentum to continue, backed by growth across partners.
- The agency channel has been growing steadily at FY20-25 CAGR of 19%, despite a decline in contribution from 56% in FY20 to 36% in FY25. BLife has ~165,000

agents with presence in 520+ cities and is focusing on expansion of geographical footprint for the next phase of growth in this channel. Investments are also being made in creating a digital ecosystem for distribution to enhance agent productivity and improve growth trajectory going forward.

- The direct channel has grown at FY20-25 CAGR of 33% with increasing physical presence (407+ cities) as well as usage of data analytics for curated upsell offerings. BLife focuses on leveraging proprietary data pools for effective lead management and pre-sales processes.

Exhibit 49: BLife's diversified channel mix (%)



Source: Company, MOFSL

Successful transformation to a value-focused life insurer

- BLife's focus on disciplined product mix, margin expansion, and cost optimization is now showing colors, with improving VNB margins and balanced growth profile across channels and products. We expect FY26-28 APE/VNB growth of 11%/ 16%, with rising contribution from traditional products, recovery in agency channel growth and continued momentum in bancassurance.
- BLife's EV at INR238b (as of FY25) has grown at a steady FY20-25 CAGR of 12% and we expect the EV to grow at FY26-28 CAGR of 15%, supported by healthy VNB generation and operating leverage. We value BLife at a 1.4x FY28E P/EV, resulting in a valuation of INR507b.

Exhibit 50: BLife's EV walk

INRb	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Opening EV	129.9	134.4	155.3	172.5	185.8	217.3	238.1	274.0	314.8
Unwind	9.8	9.4	11.7	14.2	15.2	17.5	19.1	22.0	25.3
VNB	2.3	3.6	6.2	9.5	10.6	11.5	15.5	18.8	22.0
Operating assumptions	-1.2	0.5	0.5	1.2	1.1	-1.4	2.5	-	-
Other variances	-	-	-0.9	1.1	-	-	-1.1	-	-
Investment variance	-5.1	9.1	1.0	-9.5	9.0	-1.9	-	-	-
Capital injection	-1.3	-1.7	-1.4	-3.2	-4.5	-5.0	-	-	-
Closing EV	134.4	155.3	172.5	185.8	217.3	238.1	274.0	314.8	362.1







Source: Company, MOFSL

Emerging subsidiaries

Bajaj Finserv Health:

- Bajaj Finserv Health (BFH) is the group’s health-tech venture and represents its strategic initiative to build an integrated, digital-first healthcare platform to cater to healthcare – one of the largest spend categories of India but highly fragmented.
- The platform offers a broad suite of healthcare solutions, with the stated objective of enabling customers to manage their healthcare requirements on a 360-degree basis, spanning wellness, outpatient (OPD) and inpatient (IPD) care.
- Through its digital infrastructure, BFH connects healthcare providers such as hospitals, doctors and diagnostic laboratories with consumers while providing healthcare administration and claims management services to payers of healthcare expenditure, including insurance companies, employers and government agencies.
- The business follows a payer-led model, wherein BFH primarily works with entities that finance healthcare expenditure, while enabling their customers to transact seamlessly across its provider network.

Exhibit 51: BFH has 6 vertical business segments with differentiated products

Employer-Employee	Services to Govt	Retail Products to Insurers	Value Add Products	Technology Services	Consumer Services
 Corporates providing health benefits to employees	 TPA & Technology services for Central govt or state govt schemes	 Retail Products for GI/ HI and LI Indian or International	 Financial distributors like NBFCs, Housing Finance Companies, Credit Card carriers etc	 Technology services to Payers and Providers to International and Domestic partners	 Financing for hospitalization, Managed Care and Health Services
TPA services for employer Structured OPD benefits Wellness Pre and Post natal Maternity services	Claims processing Fraud and Abuse services	TPA services to Insurer customers OPD & Wellness product as Riders Pre-Insurance Medical services	Access to best-in-class OPD stack NDHM compliant health vault Personalized healthcare services	Cognitive Services SaaS / PaaS Enigma- Gen AI enabled services for claims process e-Hospital solution	EMI Finance Cashless OPD Booking Diabetes management
2,250+ Partners	11 State Schemes	TPA Services to GI/HI- 25 OPD Product to GI/HI- 7 OPD Product to LI- 4	10 Partners	International Insurers- 2 Indian Insurers- 2	19 Healthcare Service Canvas

Source: Company, MOFSL

- In Apr’24, BFH completed the acquisition of a 100% stake in Vidal Healthcare Services Pvt. Ltd. (at an enterprise value of INR3.1b), the second largest third-party administrator in India, bringing extensive experience in healthcare administration in India.
- The acquisition materially strengthens BFH’s capabilities in claims processing, managed care and institutional healthcare services, while also providing access to a significantly wider payer base and representing a key step in scaling the platform beyond consumer-facing health-tech offerings.
- BFH has built a network of over 133,000+ doctors, about 6,300 diagnostic points and ~16,000 hospital tie-ups, enabling cashless OPD transactions across a wide provider base. During FY25, the platform processed and fulfilled over 10m OPD health transactions, reflecting increasing adoption across both retail and institutional use cases.

Exhibit 52: Diversified strong network supporting business

in '000	FY24				FY25				FY26		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Doctor Network	84	84	86	86	86	86	86	87	131	133	134
Dentist Network	21	22	22	22	22	22	22	22	23	24	24
Diagnostic Network	5	6	5	5	6	4	4	4	4	6	6
Hospital Network	2	2	2	2	17	15	15	15	16	16	16

Source: Company, MOFSL

Exhibit 53: BFH landscape – servicing healthcare partners through deep domain knowledge

TPA Services - Corporate	TPA Services - Ayushman Bharat	TPA Services - Retail	OPD Services	Services to International Insurers
<ul style="list-style-type: none"> • PUM of ₹ 3,400 Crore • 1,800+ Corporates • 14 Lakh txns processed 	<ul style="list-style-type: none"> • PUM of ₹1,395 Crore² • 16.3 Cr lives • 140 Lakh txns processed 	<ul style="list-style-type: none"> • PUM of ₹450 Crore • 4 PSU Insurers • 1.0 lakh txns processed 	<ul style="list-style-type: none"> • 44 lakh txns processed 	<ul style="list-style-type: none"> • GMV of ₹ 2,285 Crore • 2 partners • 25 lakh txns processed

Source: Company, MOFSL

Exhibit 54: Proposition for the insurers

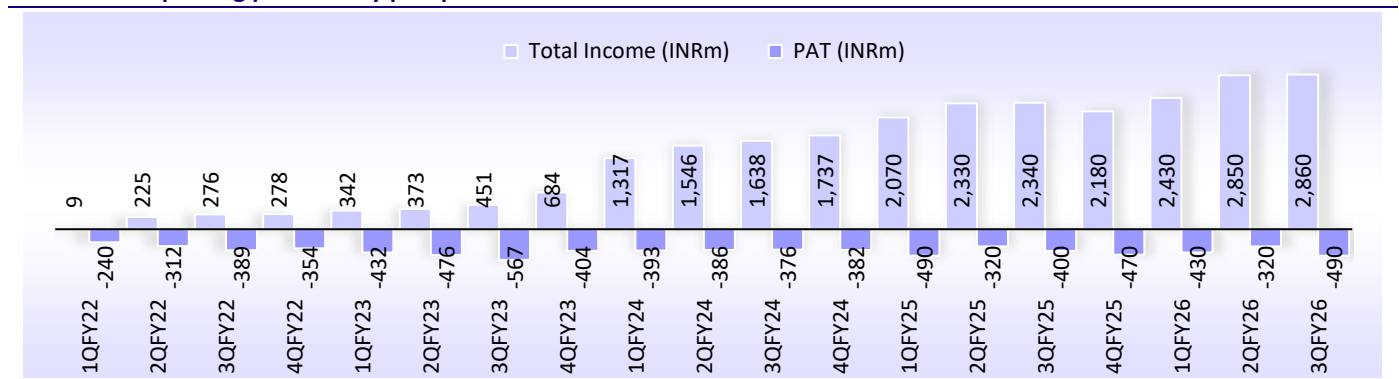
Lifestyle	Need	Solutions	Right to Win
Product Design	GMC Pricing	Pricing tool	<ul style="list-style-type: none"> ❖ 20 years claims data ❖ ICD mapping ❖ Network nuances
Sales and Distribution	Cross Sell Revenue	OPD Rider/Embedded offering	<ul style="list-style-type: none"> ❖ Network/Flow ❖ App in App ❖ Capitalization/Service models
	EMI Offering	RTMS	<ul style="list-style-type: none"> ❖ Self-adoption of RTMS widely ❖ Presented >1L cases p.m. with 98% collection
	Affinity Model	Sales portal	<ul style="list-style-type: none"> ❖ 50% unique utilization in OPD product ❖ 5+ claims per utilized policy
Claim Processing	Right Adjudication & FWA savings	ENIGMA-BFHL's FWA Solution	<ul style="list-style-type: none"> ❖ Practitioner approach - 1.5cr claims processed in house v/s 1.5cr claims processed by the industry
Network Access	Case Management & Contracting at Right Price	Contracting Service + Concierge + Tatkal Discharge	<ul style="list-style-type: none"> ❖ 300-member-feet-on-street ❖ Extend HEMI relationship
Customer Service	Avoid customer escalations	GenAI enabled query management	<ul style="list-style-type: none"> ❖ 50% + queries getting auto-answered ❖ Deep relationship with salesforce

Source: Company, MOFSL

- Technology remains a key focus area, with the company leveraging Generative AI to develop capabilities across the healthcare ecosystem, including fraud and abuse identification, automated claims management and document digitization.
- All technology capabilities are built in-house, allowing the platform to scale at low incremental cost and enabling future monetization through API-led and SaaS/PaaS offerings.
- BFH is also a Wave 1 partner of the Digital Health Mission under the National Health Authority, positioning the platform to benefit from the ongoing digitization and formalization of India’s healthcare infrastructure.

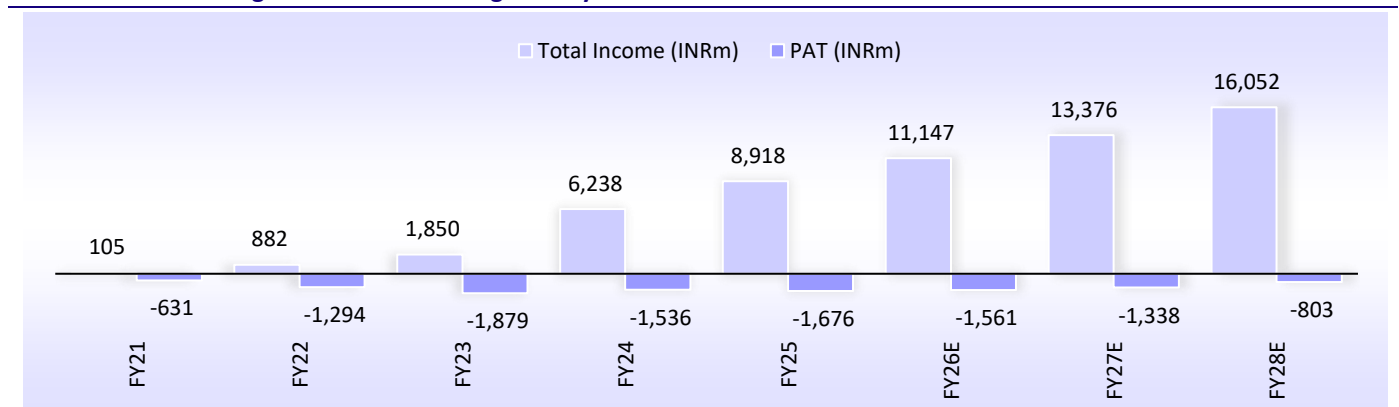
- The platform is certified to generate Ayushman Bharat Health Account (ABHA) IDs and provides cashless healthcare services under Ayushman Bharat, particularly in OPD and simplified IPD workflows.
- Going forward, BFH intends to scale its presence in the health-tech ecosystem by expanding distribution, increasing penetration in managed care solutions for employers, and offering technology-led cognitive services to insurance companies. In parallel, the company continues to build out its wellness platform, which includes services such as nutrition, mental health counselling, fitness and other preventive health offerings.
- Additionally, BFH plans to expand its international footprint, with early traction in the Gulf Cooperation Council (GCC) region and planned entry into Southeast Asia in FY26, where its technology-led offerings are expected to be margin accretive over time.
- From a financial perspective, BFH reported revenue of INR8.1b and a loss of INR1.2b in 9MFY26. BFIN has infused cumulative capital of INR13.1b into the health-tech venture to date, reflecting the group’s long-term commitment to building this platform.
- On an overall basis, operating leverage is expected to play out as transaction volume scales, with opex remaining largely fixed. We expect the profitability to move gradually towards breakeven with scale, while revenue to grow at a FY26-28 CAGR of 20%.

Exhibit 55: Improving profitability per quarter with scale



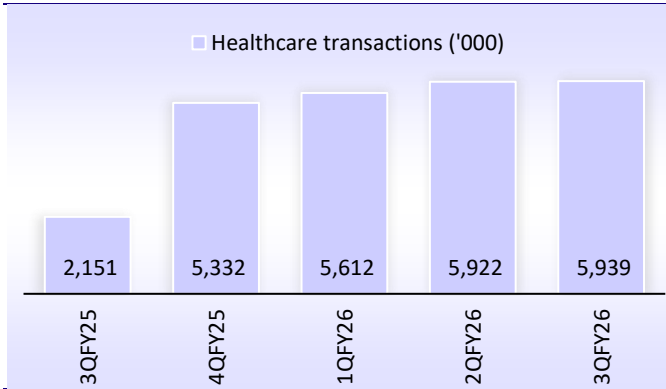
Source: Company, MOFSL

Exhibit 56: BFH moving towards breakeven gradually



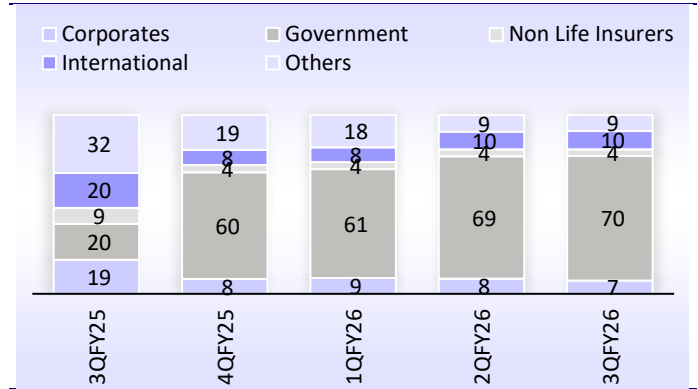
Source: Company, MOFSL

Exhibit 57: Transactions on a rising trajectory



Source: Company, MOFSL

Exhibit 58: Transaction mix (%)

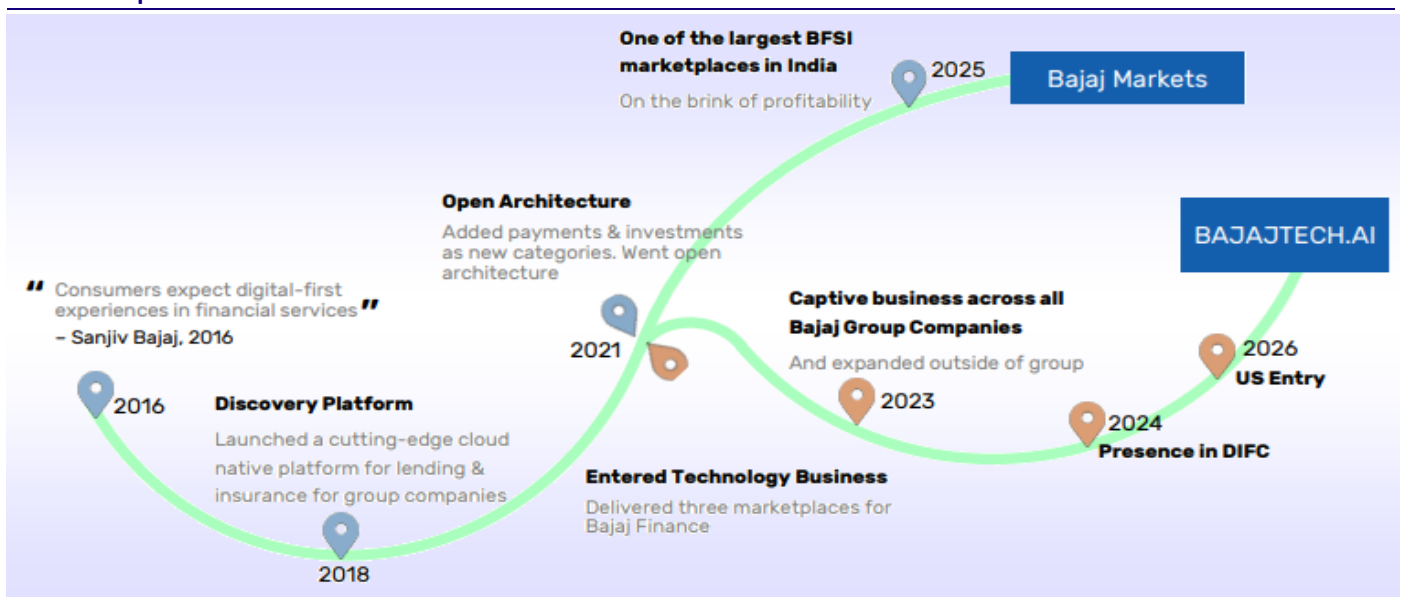


Source: Company, MOFSL

Bajaj Finserv Direct (BFD)

- BFD, launched in 2018, operates under two synergistic divisions, including BFSI marketplace (B2C) and technology services (B2B). It is an open-architecture based diversified marketplace for financial services and serves as a key customer acquisition and engagement platform for the BJFIN ecosystem.
- The business is designed to attract new customers, enable product discovery across financial services, and facilitate cross-selling through technology-led journeys and data-driven analytics while strengthening the group’s digital footprint.
- The business turned cash-positive in FY25. BJFIN and BAF have infused cumulative capital of INR8.1b into BFD to date, with no additional capital infusion done since Mar’22, showcasing capital efficiency of the company.

Exhibit 59: Two diverse revenue-generating engines, both powered by deep financial domain expertise and cutting-edge technical capabilities



Source: Company, MOFSL

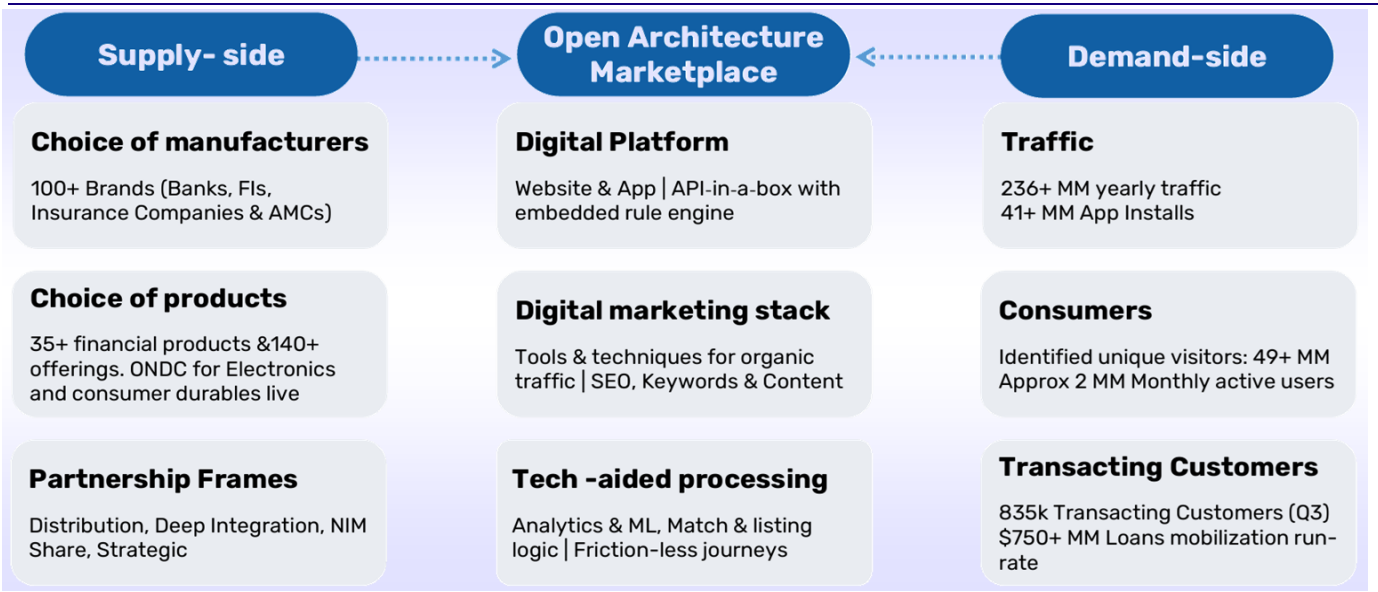
- The core BFSI marketplace, branded as Bajaj Markets, functions as a multi-product financial services platform offering loans, credit cards, insurance and investment products.
- The platform operates as an open-architecture model, providing customers with choice across partners rather than a captive distribution approach. Bajaj Markets is accessed through both its website and mobile application, with the platform designed to deliver a unified “web equals app” experience, enabling scalable digital customer acquisition.
- Bajaj Markets has onboarded 100+ partners and offers 34 products across retail banking, life, general and health insurance, and investment products such as fixed deposits, mutual funds and the national pension system. The platform works with 55+ lending partners, including BJFIN, and operates as a corporate agent for insurance distribution with 19 insurer partnerships across life, general and health segments. This breadth of partnerships supports customer choice and reduces concentration risk while improving conversion potential.
- In addition to financial services distribution, Bajaj Markets has expanded selectively into adjacent digital commerce through technology integration with ONDC, initially offering electronics, with plans to extend into other fast-moving consumer categories over time. This initiative is aimed at increasing platform engagement and broadening use cases without materially altering the asset-light nature of the business.

Exhibit 60: Bajaj Markets - Key differentiators

Diversified Product Mix	<ul style="list-style-type: none"> • Open Architecture platform offers Financial products variants across Loans, Cards, Insurance, Investments & Payments in partnership with leading industry players • Compare, select & buy from 34 unique financial products
Operational Efficiency	<ul style="list-style-type: none"> • Multiple AI use-cases across businesses & functions are being worked upon for Revenue increase, Opex optimization and productivity increase
Technology & Data Analytics	<ul style="list-style-type: none"> • Leveraging large customer franchise and its digital footprint through advanced data science and machine learning to give personalized recommendations and increase cross-sell • Convenience of end-to-end digital journey and frictionless fulfilment

Source: Company, MOFSL

Exhibit 61: Open-architecture marketplace bridging manufacturers with consumers at scale



Source: Company, MOFSL

Exhibit 62: Widening choice: Manufacturer options

Category	Partners
Banks	9
NBFCs	22
Fintechs	29
Insurance Companies	7
Total	101
Vertical	Partners
Lending	60
Cards	6
Insurance	19
Investment	1
VAS	5
Securities	9
ONDC	1
Unique Partners	101

Source: Company, MOFSL

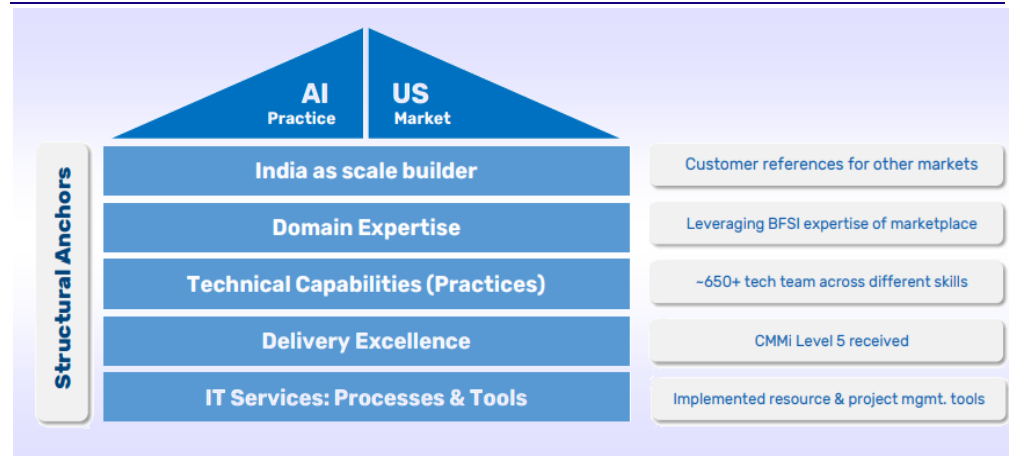
- BFD also houses Bajaj Technology Services, which focuses on providing digital and technology solutions to BFSI enterprises. Leveraging capabilities developed internally across lending, insurance and marketplace platforms, the division offers services spanning digital experience, data and analytics, AI, cloud, CRM and engineering.
- The business works with global technology platforms such as Salesforce, Adobe, Microsoft Azure and AWS, and has developed GenAI applications and AI accelerators aimed at improving time-to-market and operational efficiency for clients.
- While near-term profitability remains a work in progress, improving operating metrics, cash break-even and strong ecosystem integration position the business as a scalable, asset-light franchise with increasing relevance across customer acquisition, cross-selling and digital transformation services.
- From the financial perspective, the segment contributed revenue of INR500m in 1HFY26 and management plans to increase the contribution to ~INR600m in 2HFY26.

Exhibit 63: Offerings in eight practices combine domain and technical expertise



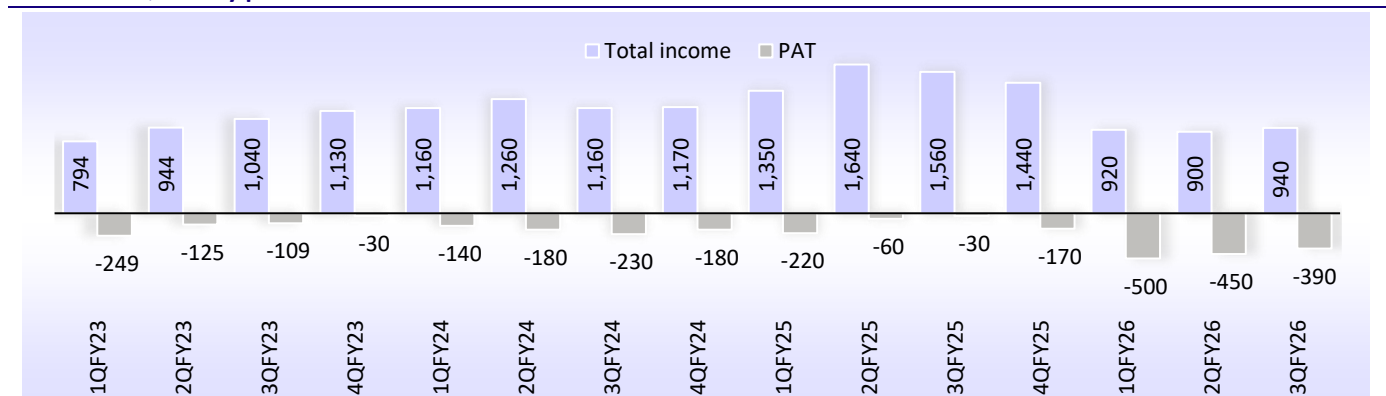
Source: Company, MOFSL

Exhibit 64: Strong bedrock built: Dual engines of AI practice and US market will fuel BAJAJTECH.AI's growth and profitability



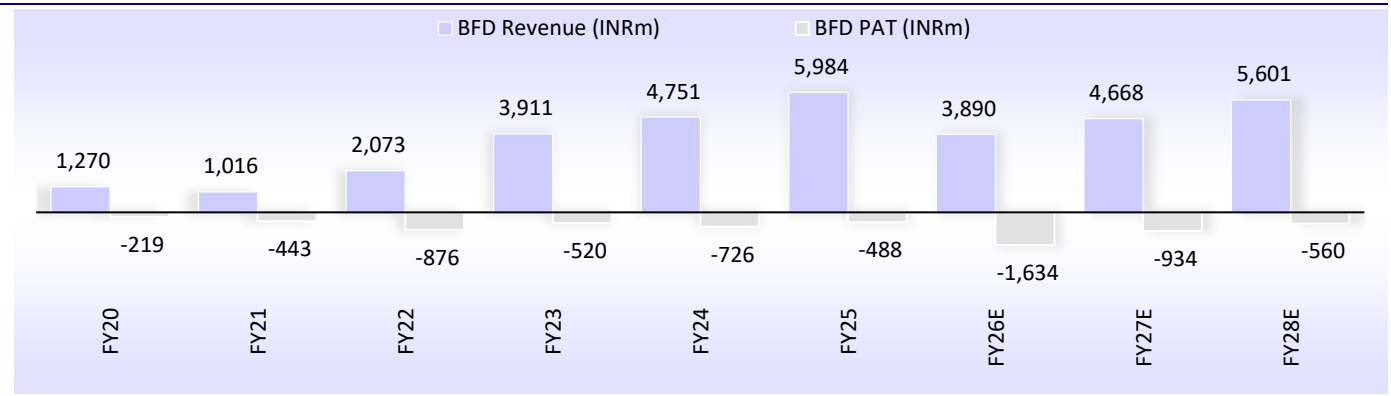
Source: Company, MOFSL

Exhibit 65: Quarterly performance of BFD



Source: Company, MOFSL

Exhibit 66: BFD expected to inch closer towards breakeven with scale

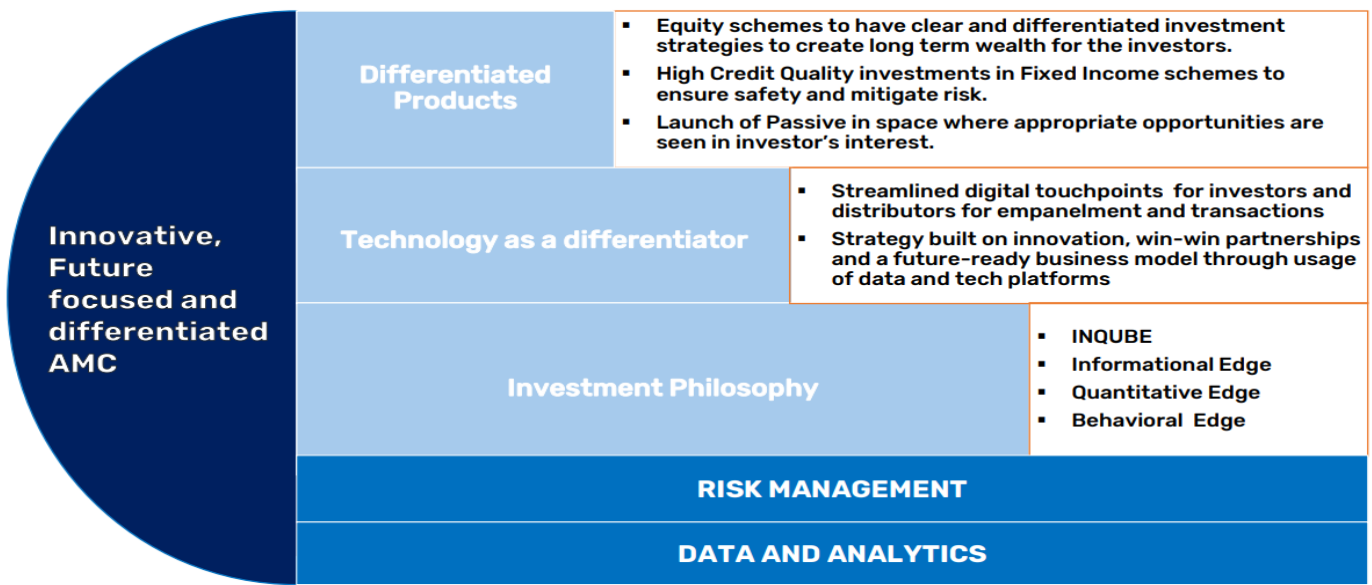


Source: Company, MOFSL

Bajaj Finserv AMC

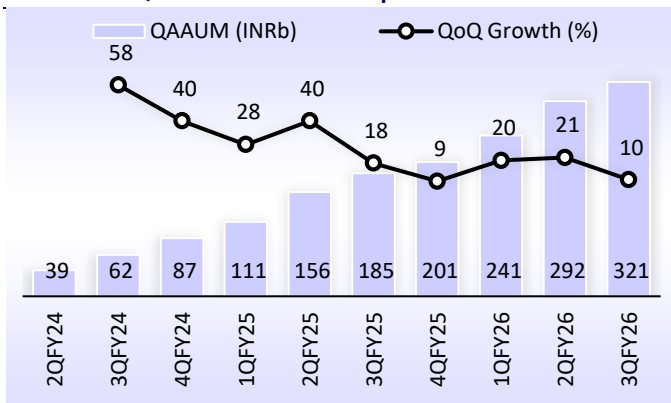
- BJFIN entered the asset management space following the receipt of final SEBI registration on 1st Mar'23, enabling the launch of Bajaj Finserv Mutual Fund. The group aims to build a full-stack AMC offering active and passive strategies across equity, debt, and hybrid categories, catering to retail, HNI, and institutional investors.
- The AMC follows a differentiated investment philosophy branded as INQUBE, which integrates behavioral finance insights with information-led research and proprietary quantitative techniques focusing on identifying structural megatrends and using quant models to generate alpha over benchmarks, enabling disciplined portfolio construction in a competitive market.
- Instead of acquiring an existing platform, the AMC has adopted a greenfield strategy with the objective of building a differentiated franchise from inception. The emphasis has been on developing proprietary investment processes and scalable technology-led distribution, rather than rapid inorganic scale-up.
- The Group generates its revenue by providing asset management services and trusteeship service to Bajaj Finserv Mutual Fund. The management fees are recognized on an accrual basis and the maximum amount that can be charged is subject to applicable SEBI regulations. Trusteeship fee is recognized on accrual basis at specified rates agreed upon with the relevant schemes within the limits specified under the deed of trust and is applied to the daily net assets of each scheme of Bajaj Finserv Mutual Fund.
- Despite being a recent entrant, the AMC has scaled up rapidly. AUM stood at INR302.5b as of Dec'25. Within two years of launching its first scheme, it has emerged as the 25th largest AMC in India among the 47 mutual fund companies in terms of AUM, supported by growing investor and distributor participation.
- The AMC serves over 680,000 investors and works with a distributor base of more than 35k, aided by digital onboarding initiatives that improve reach and operating efficiency as of FY25. Bajaj Finserv has cumulatively infused INR6.8b into the asset management business as of Sep'25, underscoring its long-term commitment to building a scalable and differentiated franchise.
- From a financial perspective, Bajaj Finserv AMC reported consolidated revenue of INR469m and a consolidated loss of INR1.6b in 9MFY26. We expect the PAT margin to improve gradually as AUM scales and yield improves with higher equity contribution in the mix.

Exhibit 67: Bajaj Finserv AMC - Key strategic pillars



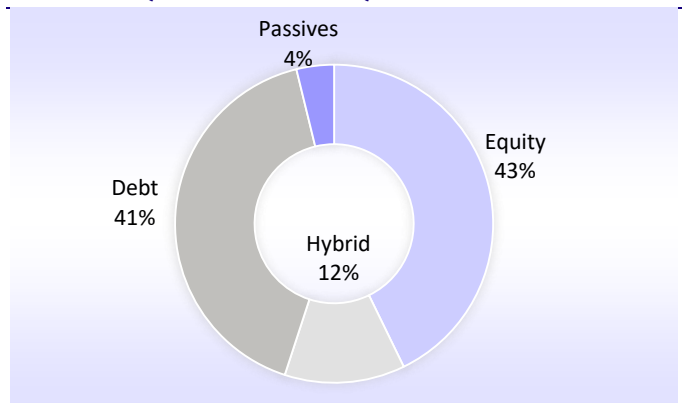
Source: Company, MOFSL

Exhibit 68: QAAUM trends in an upward direction



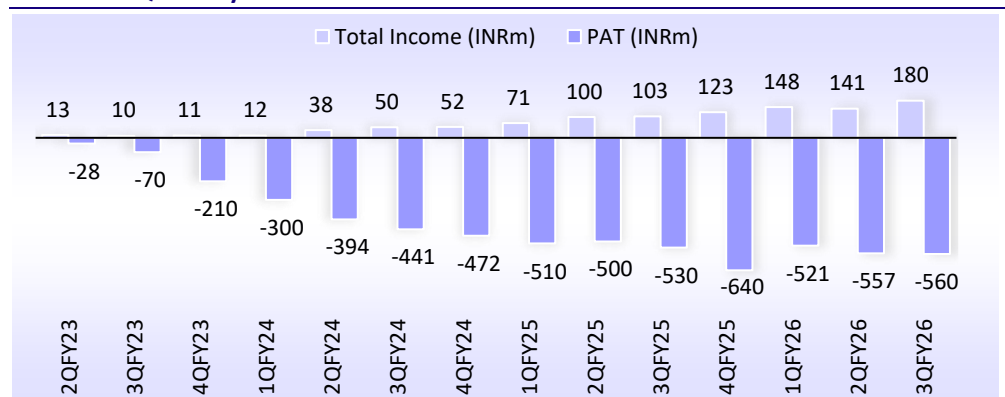
Source: Company, MOFSL

Exhibit 69: QAAUM mix as of 3QFY26



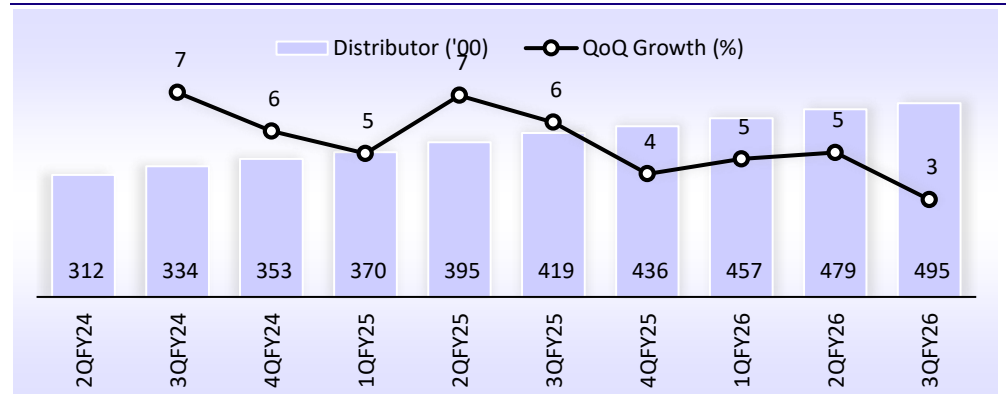
Source: Company, MOFSL

Exhibit 70: Quarterly financial trends



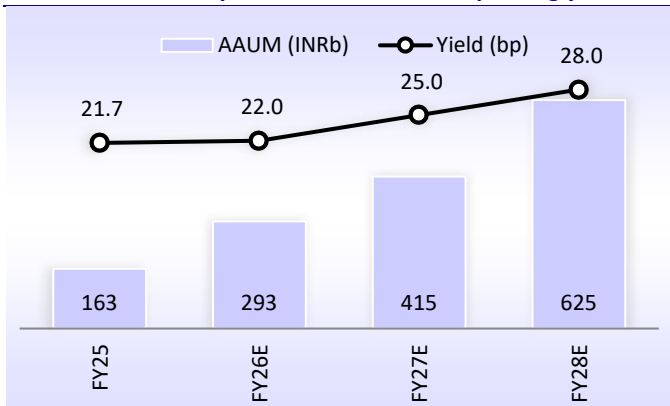
Source: Company, MOFSL

Exhibit 71: Distributor network expanding gradually



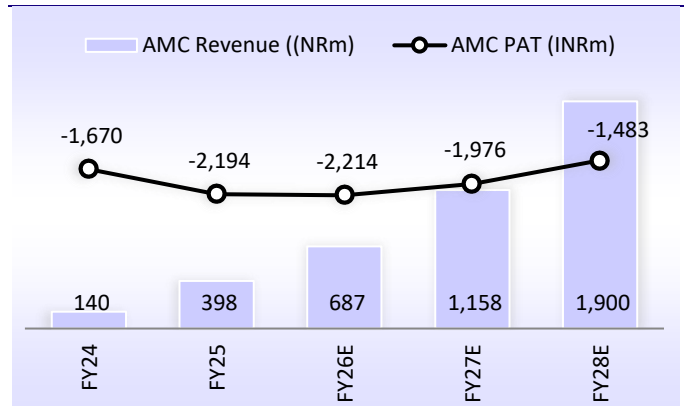
Source: Company, MOFSL

Exhibit 72: AUM expected to scale with improving yields



Source: Company, MOFSL

Exhibit 73: Losses to reduce as AUM scales



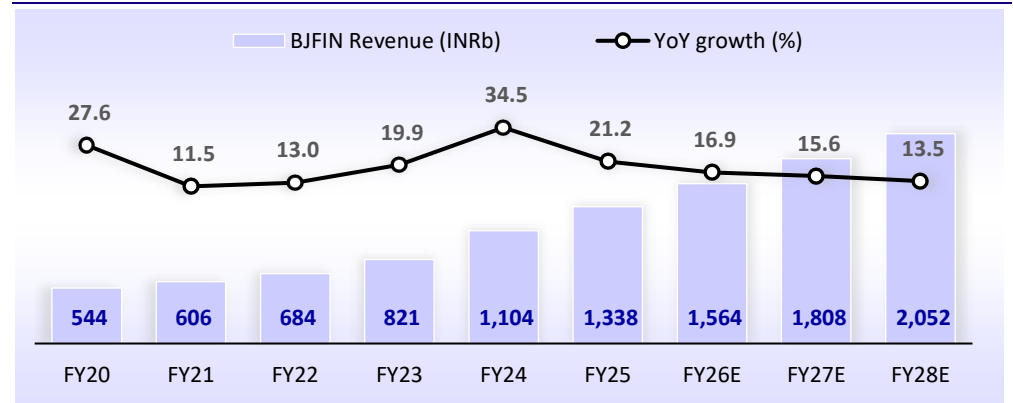
Source: Company, MOFSL

Consolidated financial performance

Revenue

- BJFIN has delivered a 20% CAGR in consolidated revenue over FY20-25. We expect the momentum to sustain with a revenue CAGR of 15% during FY26-28, driven by steady growth in established subsidiaries and a strong trajectory for emerging subsidiaries.

Exhibit 74: Revenue growth trends

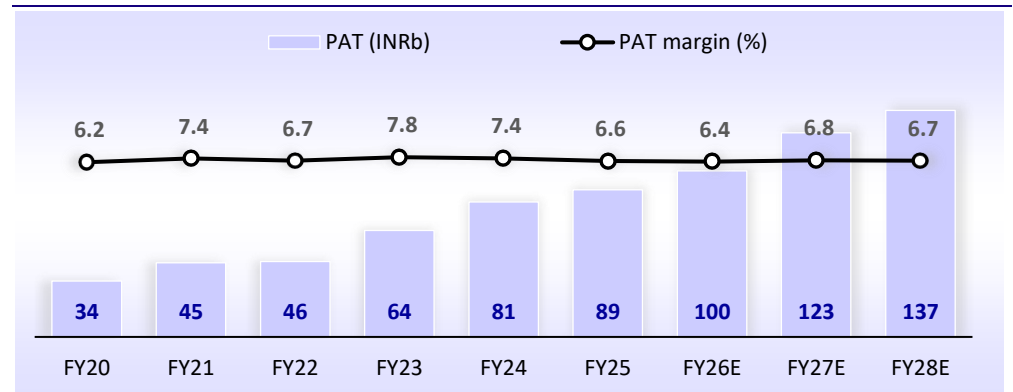


Source: Company, MOFSL

PAT

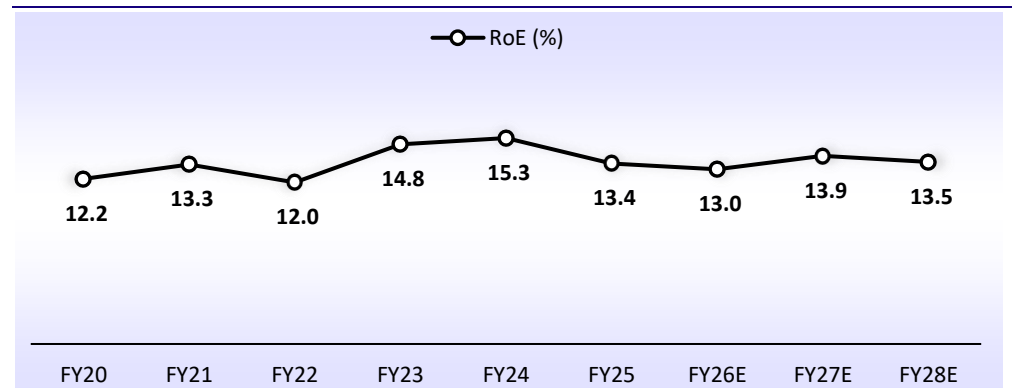
- BJFIN's consolidated PAT has clocked a 21% CAGR during FY20-25. We expect a PAT CAGR of 17% over FY26-28.

Exhibit 75: PAT trends



Source: Company, MOFSL

Exhibit 76: RoE trends

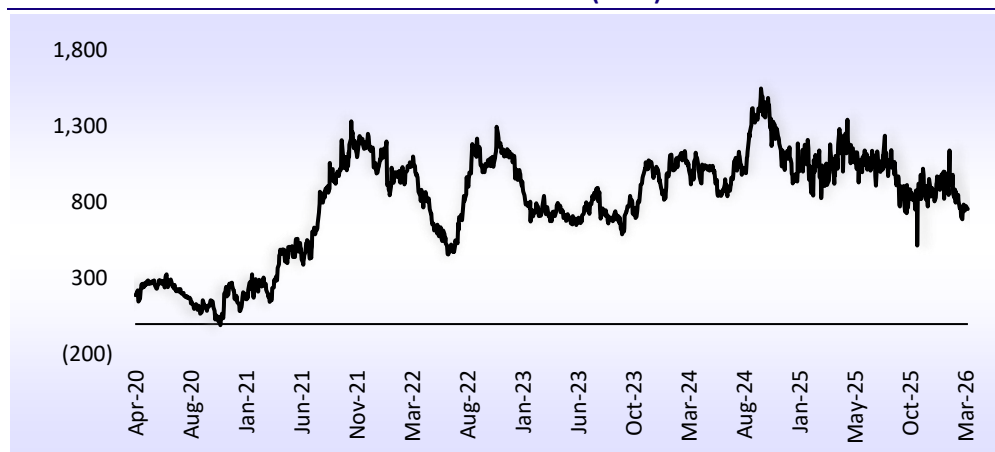


Source: Company, MOFSL

Valuation and view

- BJFIN offers a diversified play on India's expanding financial services landscape through its presence across lending, life insurance, general insurance and emerging digital platforms.
- The group's earnings profile is anchored by BAF, which continues to deliver strong balance sheet growth, superior asset quality and healthy return ratios despite its large scale. As credit costs normalize and operating leverage improves, BAF is expected to remain the primary driver of consolidated profitability and capital generation for the group.
- BLife has moved from a ULIP-heavy, low-margin business to a more balanced mix, with improving VNB margins, stronger protection contribution and a diversified distribution network. As the product mix stabilizes and banca and agency productivity improve, the company is well positioned to deliver VNB growth ahead of premium growth and steady embedded value compounding.
- BGen continues to demonstrate underwriting discipline and a diversified portfolio across motor, health and commercial lines. The emphasis on pricing discipline, selective participation in government schemes and a gradual shift toward higher-margin commercial and group health segments should support improvement in combined ratio and profitability over time.
- Beyond the core lending and insurance operations, emerging subsidiaries are gradually scaling into meaningful platforms. BFH is building an integrated health-tech ecosystem spanning OPD, IPD and wellness services, supported by the acquisition of Vidal Healthcare and a large provider network. BFD is evolving into a digital marketplace for loans, insurance and investments, supporting customer acquisition and cross-selling across the group, with breakeven visibility over the next few years. The asset management business, though still early stage, has seen rapid AUM scale-up and is positioned to benefit from strong industry inflows and the group's distribution strength.
- We expect the PAT from the established businesses, BAF and BGen and VNB of BLife to steadily grow at a FY26-28 CAGR of 28%/16%/19%, while emerging businesses gradually move toward breakeven as they scale up. BJFIN's revenue/PAT is expected to clock a CAGR of 15%/17% in FY26-28, with RoE in the range of 13-14%. **Based on SoTP, valuing BGen at 24x FY28E P/E, BLife at 1.4x FY28E P/EV and BAF at 3.6x Dec'27E P/B, we arrive at a TP of INR1,900, implying FY28E P/E of 22x. Initiate with NEUTRAL Rating.**
- **Key downside risks:**
 - All subsidiaries operating in highly regulated environment
 - Slower credit growth or asset quality deterioration in BAF
 - Medical inflation in health insurance and intense competition in motor insurance
 - Delay in profitability of emerging businesses can lead to further capital allocation

Exhibit 77: Valuation trend of insurance subsidiaries (INRb)



Source: Company, MOFSL

Exhibit 78: SoTP valuation

	Value (INRb)	Basis
Bajaj Finance Stake	5,587	3.6x Dec'27E P/B
BAF value	2,867	
Bajaj General Stake	668	24x FY28E PAT
BGen value	517	
Bajaj Life Stake	507	1.4x FY28E EV
BLife value	392	
Emerging businesses value	19	
Total value	3,795	
Holdco discount	20%	
BJFIN Value	3,036	
No. of shares	1,597.1	
TP	1,900	

Source: MOFSL

ESG initiatives



Environmental initiatives (ESG Initiatives)

- The Group follows sustainable and responsible business practices. The company proactively equips the Board and Independent Directors with regular updates on industry trends, business operations, risk management, regulations, cybersecurity, ESG initiatives, and key developments across the Group.
- Strategic commitment to sustainability is continually refined through peer benchmarking and proactive engagement with a diverse set of stakeholders, including customers, employees, regulators, investors, ESG rating agencies and communities. This iterative process allows them to prioritise the most critical environmental, social, and governance issues and solve them.
- The company established policies and procedures across various areas of business operations reflecting their commitment to ethical conduct and social responsibility.
- BAF and BGen are playing an increasingly active part in sustainable finance and insurance to empower the underserved and encourage the transition to cleaner fuels and technologies.

CSR initiatives

- BJFIN group companies, through their CSR policies, have taken up various initiatives and activities for the benefit of different segments of the society, with focus on the marginalized, poor, needy, deprived, under-privileged and differently abled persons.
- In 2024, Bajaj Group companies came together to commit Rs. 5,000 crores over five years towards social impact programs, with the goal of impacting 2 crore individuals. This commitment is currently driving a wide range of ongoing initiatives, primarily focused on skilling youth for employment, income generation, and entrepreneurship.
- It aims to proactively support meaningful socio-economic development in India and enable a larger number of people to participate in and benefit from India's economic progress either directly or through implementing agency.

Governance

- The Board comprises directors from diverse backgrounds and with substantial experience, enabling them to provide appropriate guidance to the executive management as required.
- Implementation of the comprehensive risk management framework, internal control systems and monitoring key risks across all subsidiaries by the Group Risk and Assurance team.
- Board and Risk Management Committee (RMC) maintain oversight of ESG strategy and performance.

Bull and Bear cases



Bull case

- ☑ In our bull case, we have assumed BGen, GWP to grow at a FY26-28 CAGR of 18% compared to 12% in our base case.
- ☑ The combined ratio is expected to improve to 96% by FY28 compared to 99% in our base case, leading to FY26-28 PAT CAGR of 28% compared to 16% in our base case.
- ☑ In our bull case we have assumed, BLife's APE to grow at a FY26-28 CAGR of 20% compared to 15% in our base case.
- ☑ VNB margin is expected to reach 21% by FY28 compared to 20% in our base case resulting in 27% FY26-28 VNB CAGR vs 19% in our base case.



Bear case

- ☑ In our bear case, we have assumed BGen, GWP to grow at a FY26-28 CAGR of 9% compared to 12% in our base case.
- ☑ The combined ratio is expected to improve to 100% by FY28 compared to 99% in our base case, leading to FY26-28 PAT CAGR of 10% compared to 16% in our base case.
- ☑ In our bear case we have assumed, BLife's APE to grow at a FY26-28 CAGR of 12% compared to 15% in our base case.
- ☑ VNB margin is expected to reach 19.5% by FY28 compared to 20% in our base case resulting in 15% FY26-28 VNB CAGR vs 19% in our base case.

Scenario analysis - Bull Case

INRb	FY25	FY26E	FY27E	FY28E
BGen				
NEP	96	95	112	132
Claims ratio (%)	75	74	71	70
Opex ratio (%)	28	27	26	26
Investment income	26	32	38	44
PAT	18	21	29	34
Multiple				26
Valuation (adj for stake)				679
BLife				
APE	79	84	100	120
VNB	12	15	21	25
VNB margin (%)	14.5	18.5	20.5	21.0
Opening EV	217	238	274	318
Unwind	17.5	19.1	23.3	27.0
Closing EV	238	274	318	366
Multiple				1.6
Valuation (adj for stake)				452
BAF Valuation				3,439
Emerging business valuation				40
Holdco discount				20%
BJFIN Valuation				3,688
No. of shares (m)				1,597
TP				2,300
CMP				1,705
Upside				34.9

Scenario analysis - Bear Case

INRb	FY25	FY26E	FY27E	FY28E
BGen				
NEP	96	95	104	113
Claims ratio (%)	75	74	74	73
Opex ratio (%)	28	27	27	27
Investment income	26	32	33	38
PAT	18	21	22	25
Multiple				22
Valuation (adj for stake)				427
BLife				
APE	79	84	94	104
VNB	12	15	18	20
VNB margin (%)	14.5	18.5	19.0	19.5
Opening EV	217	238	274	314
Unwind	17.5	19.1	20.6	23.5
Closing EV	238	274	314	357
Multiple				1.2
Valuation (adj for stake)				331
BAF Valuation				2,356
Emerging business valuation				15
Holdco discount				20%
BJFIN Valuation				2,503
No. of shares (m)				1,597
TP				1,600
CMP				1,705
Upside				-6.2

SWOT analysis

- ☑ Diversified financial services platform spanning lending, life, general insurance and digital businesses.
- ☑ BAF provides strong earnings visibility, high ROE and capital generation.
- ☑ Improving profitability and value creation trajectory in both life and general insurance.
- ☑ Strong brand, distribution reach and cross-selling ecosystem across subsidiaries.

S

STRENGTH



- ☑ Earnings concentration still tilted toward BAF.
- ☑ Insurance businesses, while improving, deliver lower near-term ROE vs. lending.
- ☑ Emerging subsidiaries currently loss-making and in the investment phase.

W

WEAKNESS



- ☑ Underpenetrated lending and insurance markets in India provide long growth runway.
- ☑ Rising protection, health and savings demand to support insurance value growth.
- ☑ Digital platforms (health, marketplace, AMC) offer optionality for future value creation.
- ☑ Cross-selling and ecosystem integration can enhance customer lifetime value.

O

OPPORTUNITY



- ☑ Regulatory changes across NBFC and insurance sectors impacting growth or margins.
- ☑ Competitive intensity in lending, health insurance and digital distribution.
- ☑ Credit cycle downturn affecting BAF's asset quality and growth.
- ☑ Claims inflation and pricing cycles impacting general insurance profitability.

T

THREATS



Management team



Mr. Sanjiv Bajaj (Chairman and MD)

Mr. Bajaj has a bachelor's degree in Mechanical Engineering from University of Pune, a master's degree in Manufacturing Systems Engineering from University of Warwick, and MBA from Harvard Business School. Under his leadership, Bajaj Finserv has emerged as one of India's leading and most diversified financial services companies.



Mr. Ramandeep Singh Sahni (Group CFO)

Mr. Sahni joined the Group in 2014 at BLife, where he spent over five years in BLife before becoming CFO in BGen. He has a total work experience of 25+ years. He is a CA and a Bachelor of Commerce by qualification. He is also a Certified Information Systems Auditor (CISA). Prior to joining the company, he was associated with ICICI Prudential Life Insurance Co. Ltd.



Mr. Tarun Chugh (MD and CEO, BLife)

Mr. Chugh has nearly three decades of experience in the financial services industry, including over 20 years in life insurance in leadership roles. An alumnus of IIT Delhi and IIM Lucknow, he also contributes to industry bodies like the Insurance Regulatory and Development Authority (IRDA) and boards such as IIM Sambalpur. He previously held positions as MD & CEO of PNB MetLife India and Chief Distribution Officer at ICICI Prudential Life Insurance.



Mr. Tapan Singhel (MD and CEO, BGen)

Mr. Singhel is a founding member of the company since 2001. He has grown BGen to serve more than 13 crore customers through a robust network spanning over 1,000 locations. He chairs the General Insurance Council and serves on IRDAI committees. He has earned awards like CEO of the Year at IDC Future Enterprise Awards and Most Inspiring CEO by The Economic Times.



Mr. Devang Mody (Whole-Time Director and CEO, Bajaj Finserv Health)

Mr. Mody joined BAF in 2008 and moved on to lead Bajaj Finserv Health in 2019. As the CEO, he created the 'Aarogya Care' – a unique healthcare product covering Health Insurance, OPD, Labs, Loyalty and application benefits. He is a Wharton alumnus and a CA. Prior to joining the company, he was associated with General Electric Money. He was also involved in business processes for various customers at Ernst & Young.



Mr. Ashish Panchal (Executive Director and CEO, Bajaj Finserv Direct)

Mr. Panchal serves as Executive Director and CEO of BFDL, focused on digital finance and technology services, including BFSI marketplace and tech solutions. With over 25 years of experience, he previously held various roles at BAF after roles at Citibank and Barclays. He is an alumnus of Jamnalal Bajaj Institute of Management Studies (MMS 1999), IIT (Mechanical Engineering 1996) and Harvard Business School AMP 2021.

Financials and valuations

Consolidated income statement

INRb	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Interest income	265	269	313	402	538	674	813	958	1,102
Fees and commission income	25	24	30	43	54	54	68	89	104
Insurance operating income	245	258	314	359	463	555	622	693	770
Other income	9	55	27	17	48	55	62	68	76
Total income	544	606	684	821	1,104	1,338	1,564	1,808	2,052
Employee expenses	48	47	66	88	104	121	137	158	181
Finance costs	93	91	95	122	184	243	284	338	413
Fees and commission expense	22	26	34	42	70	87	106	122	135
Impairment of financial instruments	41	60	49	32	46	79	119	140	157
Claims paid	125	119	164	166	218	247	263	287	324
Other insurance related expenses	89	128	117	137	198	243	290	321	329
Other expenses	42	36	47	66	70	81	89	98	108
Total expenses	461	507	572	653	890	1,101	1,289	1,465	1,647
PBT	83	99	113	168	214	237	271	343	405
Tax	23	25	30	46	58	62	70	89	105
PAT	60	74	83	122	156	176	201	254	300
Adj. PAT	34	45	46	64	81	89	100	123	137

Consolidated Balance Sheet

INRb	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
EQUITY AND LIABILITIES									
Equity share capital	1	1	1	2	2	2	2	2	2
Reserves and surplus	312	358	402	462	602	722	821	943	1,077
Non-controlling interest	196	225	261	312	434	560	661	791	955
Net worth	509	583	663	776	1,038	1,284	1,483	1,735	2,034
Borrowings	1,010	982	1,259	1,631	2,239	2,798	3,078	3,848	4,708
Deposits	214	258	308	447	602	714	785	943	1,131
Insurance contract liabilities	588	752	856	941	1,183	1,347	1,481	1,704	1,959
Other liabilities	193	226	251	260	319	379	417	465	520
Total liabilities	2,005	2,219	2,674	3,279	4,342	5,238	5,762	6,959	8,318
Equity and liability	2,514	2,802	3,337	4,055	5,379	6,522	7,245	8,695	10,352
ASSETS									
Loans	1,417	1,471	1,919	2,427	3,267	4,085	5,004	6,180	7,633
Investments	817	918	1,137	1,192	1,362	1,684	1,901	1,625	1,785
Fixed assets	22	22	25	31	40	45	49	54	59
Cash and bank balance	25	34	44	54	124	157	201	276	260
Other assets	232	356	213	351	586	551	89	560	615
Total assets	2,514	2,802	3,337	4,055	5,379	6,522	7,245	8,695	10,352

Valuation

INR	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
EPS	21	28	29	40	51	56	63	77	86
P/E (x)	80.5	60.7	59.5	42.3	33.4	30.7	27.2	22.1	19.9
BVPS	318	365	415	486	650	804	929	1,087	1,273
P/B (x)	5.4	4.7	4.1	3.5	2.6	2.1	1.8	1.6	1.3

Financials and valuations

BGen Income Statement

INRb	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
GWP	128	126	138	155	206	216	238	266	298
Change (%)	15.6	-1.6	9.2	12.3	33.2	4.6	10.0	12.1	12.0
NWP	80	74	78	83	96	91	104	116	130
NEP	82	74	78	80	89	96	95	107	119
Change (%)	17.1	-9.4	4.6	3.1	10.8	7.7	-0.3	11.8	11.7
Net claims	58	51	57	58	66	71	70	77	86
Net commission	1	0	-1	-4	6	4	4	4	5
Expenses	23	21	22	27	18	21	24	26	30
Underwriting Profit/(Loss)	-0	2	0	-1	-2	-1	-3	-2	-1
Investment income (PH)	12	12	14	14	17	19	22	24	28
Operating profit	12	15	14	14	16	19	20	24	28
Investment income (SH)	3	3	4	5	6	6	9	10	10
PBT	14	18	19	18	21	24	28	32	37
Tax	4	4	5	5	5	6	7	8	9
Tax rate (%)	27.4	24.8	23.8	25.2	24.6	25.1	25.3	25.0	25.0
PAT	10	13	15	13	16	18	21	24	28

BGen Balance Sheet

INRb	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Equity Share Capital	1	1	1	1	1	1	1	1	1
Reserves & Surplus	58	70	82	95	107	119	140	164	192
Net Worth	60	71	83	96	108	120	141	165	193
Fair value change account	-3	4	5	2	6	5	5	5	5
Other liabilities	162	184	187	215	253	285	334	384	441
Total Liabilities	219	260	275	313	368	410	479	554	639
Investments (PH)	32	58	61	73	81	92	106	122	140
Investments (SH)	151	167	181	197	221	225	266	306	352
Net Fixed Assets	4	4	4	4	5	5	6	6	6
Def Tax Assets	1	1	0	0	0	0	0	0	0
Current Assets	25	23	23	30	51	74	97	112	128
Cash & Bank	6	7	5	8	10	14	5	9	13
Total Assets	219	260	275	313	368	410	479	554	639

BGen Profitability ratios

(%)	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Claim ratio	70.7	68.5	73.0	72.9	73.8	74.6	73.6	72.7	72.2
Commission ratio	1.1	0.7	-1.2	-4.4	6.7	4.2	4.1	3.8	3.8
Expense ratio	28.9	27.8	27.9	32.0	19.3	23.5	22.9	22.7	22.7
Combined ratio	100.8	96.9	99.6	100.5	99.9	102.3	100.6	99.2	98.8

Financials and valuations

BLife Income statement

Technical account (INRb)	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Gross Premiums	98	120	161	195	230	272	318	364	415
Reinsurance Ceded	-1	-1	-2	-3	-4	-5	-5	-6	-7
Net Premiums	97	119	159	191	227	267	312	358	408
Income from Investments	-6	115	74	40	146	91	115	111	119
Total income (A)	96	236	237	235	374	359	429	470	528
Commission	4	5	8	11	19	28	35	39	44
Operating expenses	18	19	29	41	38	42	49	55	61
Total commission and opex	22	25	37	52	58	70	83	94	105
Benefits Paid (Net)	68	63	90	127	124	131	146	159	181
Chg in reserves	-3	147	109	55	191	156	194	211	236
Total expenses (B)	92	235	238	235	376	362	429	470	528
(A) - (B)	5	1	-1	0	-2	-3	-0	-0	-0
Provn for tax	-0	-0	-1	0	0	0	-0	-0	-0
Surplus / Deficit	5	1	0	0	-2	-3	-0	-0	-0
Shareholder's a/c (INRb)									
Transfer from technical a/c	4	5	8	11	10	9	7	7	8
Income From Investments	7	8	7	8	9	10	9	9	10
Total Income	11	13	15	19	19	19	16	17	18
Total Expenses	6	6	12	15	14	13	14	14	15
PBT	5	7	3	4	6	6	2	3	3
Prov for Tax	1	1	-0	-0	0	1	0	0	0
PAT	4	6	3	4	6	5	2	2	3

BLife Balance Sheet

INRb	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
Sources of Fund									
Share Capital	2	2	2	2	2	2	2	2	2
Reserves And Surplus	98	102	104	105	106	106	106	106	106
Shareholders' Fund	97	107	109	108	111	109	109	110	110
Policy Liabilities	269	323	385	437	526	646	743	818	899
Prov. for Linked Liab.	199	221	256	272	298	365	419	461	507
Funds For Future App.	10	11	12	13	13	13	15	17	18
Current liabilities & prov.	17	103	126	112	206	174	200	219	241
Total	592	765	888	941	1,154	1,307	1,486	1,624	1,776
Application of Funds									
Shareholders' inv	92	101	110	108	110	103	113	122	132
Policyholders' inv	272	349	412	460	551	662	761	837	921
Assets to cover linked liab.	193	286	332	336	437	472	529	582	628
Loans	4	5	5	6	6	9	10	11	12
Fixed Assets	3	4	4	4	5	6	7	8	9
Current assets	27	21	25	26	44	55	66	64	74
Total	592	765	888	941	1,154	1,307	1,486	1,624	1,776

BLife Profitability ratios

%	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
VNB margin	9.9	12.3	14.2	15.5	14.6	14.5	18.5	19.5	20.0
Operating ROEV	8.4	10.1	11.9	14.4	14.5	12.7	15.6	14.9	15.0
RoEV	3.5	15.6	11.0	7.7	16.9	9.6	15.1	14.9	15.0

Emerging businesses financials

INRb	FY20	FY21	FY22	FY23	FY24	FY25	FY26E	FY27E	FY28E
BFD Revenue	1	1	2	4	5	6	4	5	6
BFD PAT	0	0	-1	-1	-1	0	-2	-1	-1
BFH Revenue	0	0	1	2	6	9	11	13	16
BFH PAT	-0	-1	-1	-2	-2	-2	-2	-1	-1
BFAMC Revenue			0	0	0	0	1	1	2
BFAMC PAT			-0	-0	-2	-2	-2	-2	-1

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Nainesh

Rajani

Email: nainesh.rajani@motilaloswal.com

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Grievance Redressal Cell:

Contact Person	Contact No.	Email ID
Ms. Hemangi Date	022 40548000 / 022 67490600	query@motilaloswal.com
Ms. Kumud Upadhyay	022 40548082	servicehead@motilaloswal.com
Mr. Ajay Menon	022 40548083	am@motilaloswal.com
Mr. Neeraj Agarwal	022 40548085	na@motilaloswal.com
Mr. Siddhartha Khemka	022 50362452	po.research@motilaloswal.com

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