17 August 2026

the Corner Office

Interaction with the MD

Insurance comes home; multiple growth levers ahead

We hosted the management of Bajaj Finserv (BJFIN), including Mr. Sanjiv Bajaj – Chairman and MD, for a non-deal roadshow in Singapore and Hong Kong. The management articulated its ambition of making BJFIN a financial-life-cycle partner for Indian consumers, supported by its large customer franchise, distribution and technology capabilities.

- The philosophy remains firmly centered on quality of growth over headline market share, with each of the group's large businesses either gaining market share, improving profitability, or both, while the newer businesses are steadily moving towards breakeven. This should result in more sustainable growth and better earnings quality across the portfolio.
- Bajaj General (BGen) is willing to sacrifice near-term volume where pricing is uneconomic. Despite this, the company has steadily retained market share and maintained one of the industry's best combined ratios over the years. Its ability to retain market share without compromising underwriting profitability in a challenging market serves as a key long-term differentiator.
- Bajaj Life (BLife) has fundamentally improved the quality of its business mix from being heavily dependent on thinner-margin ULIPs toward protection, guaranteed-return products and annuities, making the franchise more margin-accretive. This would support VNB margin expansion alongside the re-acceleration in growth.
- Health, Markets and AMC are all growing while narrowing their losses, and management expects these businesses to progressively benefit from scale. These newer businesses are increasingly becoming potential contributors to consolidated profitability. Management is also looking to enter wealth management and pensions, broadening BJFIN's addressable financial-services opportunity.
- The Board has approved the establishment of a reinsurance business, which will initially target India and potentially expand internationally once scale and credit ratings are established. While this is unlikely to materially affect near-term earnings and will require capital, it reinforces the broader strategy of building capabilities across the financial-services value chain.
- The group has been consistently increasing use of AI across customer acquisition, servicing and credit delivery. Notably, AI-enabled voice and chat interactions generated ~INR55.2b of loans at Bajaj Finance in FY26. Management is now focused on deploying AI at scale to improve operating efficiency and customer experience rather than treating it merely as an innovation initiative.
- On succession, the group's approach is measured and well-planned rather than event-driven. BJFIN is investing in building a strong, empowered layer of business CEOs over time, so that leadership transitions can happen smoothly.
- **Valuation**: Backed by its rich legacy, BJFIN is now entering the phase of balanced value creating, with BAF set to drive earnings growth, insurance businesses shifting toward higher-margin-led profitable growth and new digital businesses steadily improving their path to scale and profitability. Execution across the lending, insurance and digital ecosystem is improving, enhancing visibility on consolidated earnings and intrinsic value compounding over the medium term. The company's strong balance sheet provides headroom for more initiatives like alternates, reinsurance, etc. We maintain our BUY rating with our SoTP-based TP of INR2,490.

Bajaj Finserv



Mr. Sanjiv Bajaj, Chairman and Managing Director

Mr. Sanjiv Bajaj has been instrumental in shaping the group's transformation into a diversified financial-services platform. He has played a key role in building Bajaj Finance from a captive financing business into one of India's leading diversified NBFCs. Under his leadership, BJFIN has expanded beyond lending into life and general insurance, investments and newer digital financial-services businesses, with increasing emphasis on technology-led distribution and cross-selling.

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Motilal Oswal research is available on www.motilaloswal.com/Institutional-Equities, Bloomberg, Thomson Reuters, Factset and S&P Capital.

FY26 highlights

- BJFIN delivered its best-ever performance in FY26 with consolidated revenue at INR1.5t (+13% YoY) and PAT at INR98b (+10% YoY). The defining event of the year was the buyout of Allianz SE's 26% stake in both life and general insurance for INR242b by promoter-group entities, making these businesses wholly owned subsidiaries.
- BGen (22% of revenue) witnessed tender business-led drag, with policy sales falling from 48m in FY25 to 37m in FY26 and GWP growth at 8% YoY (+12% YoY ex-crop and government health). The insurer is well positioned to achieve mid-teen FY26-28 earnings CAGR, supported by stable market share (7.1%), best-in-class underwriting (CoR at 102.8%) and robust capitalization with solvency at 300%+.
- BLife (22% of revenue) reaped fruits of Bajaj Life 2.0, with VNB margin expanding to 19.2% in FY26 (14.5% in FY25), backed by product mix shift to non-linked products. Retail APE growth is expected to normalize to mid-teens (6% YoY in FY26), supported by a diverse distribution strategy. Product mix shift should continue to aid VNB margin expansion, along with mid-teen operating RoEV.
- The three emerging businesses (healthcare, markets and AMC) generated ~INR15.5b of revenue against ~INR5.4b of combined losses, but consume under 1% of group capital employed. While all businesses are scaling up rapidly, they are still at a nascent stage with capped downside, providing strong optionality for diversified growth.
- BAF dominates the P&L (50%+ of revenue and 95%+ of PBT), achieving the milestone of the INR5t+ loan book in FY26. Strong customer acquisition, deepening digital ecosystem, continued geographic expansion and a well-capitalized balance sheet position the company well to sustain strong loan growth (25% FY26-28E CAGR), supporting healthy NII (23% FY26-28E CAGR) and earnings growth over the medium term (30% FY26-28E CAGR).
- In Dec'25, the group committed to becoming a 'FinAI' enterprise, with management guiding cost and productivity benefits over 12-18 months (IT spend +20% YoY in FY26). ~INR450b of surplus capital sits above regulatory requirements across subsidiaries, providing an opportunity to invest in alternatives, reinsurance and other diversified revenue streams within the financial ecosystem.

STORY IN CHARTS

Exhibit 1: BJFIN revenue trends

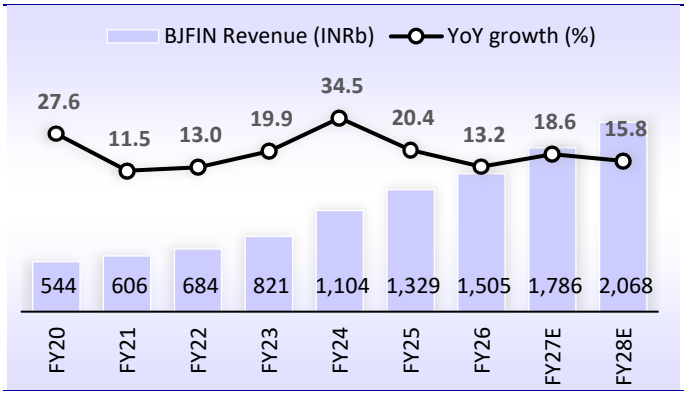


Exhibit 2: BJFIN PAT trends

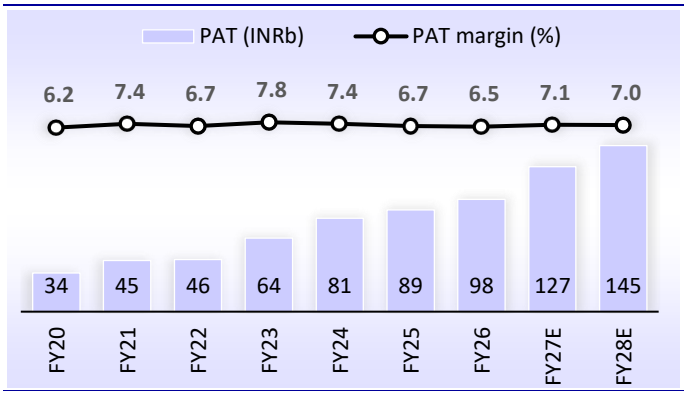


Exhibit 3: BAF top-line momentum remains strong

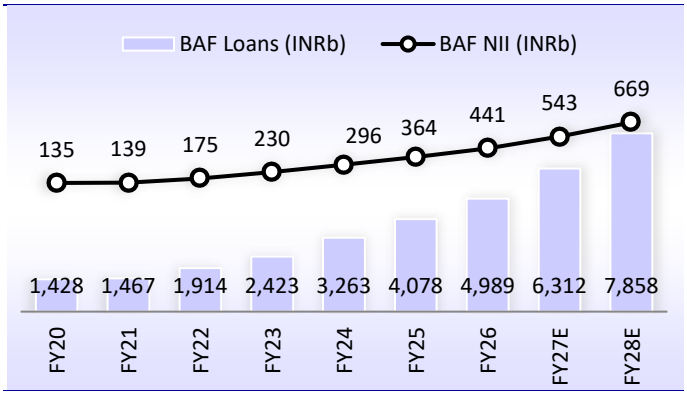


Exhibit 4: BAF profitability trends

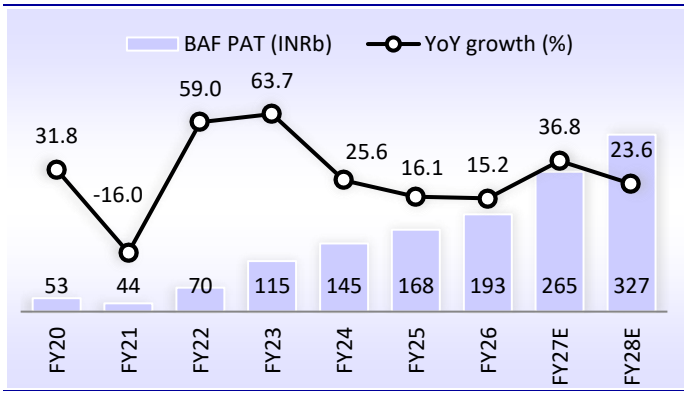


Exhibit 5: BGen's GWP trajectory to improve going forward

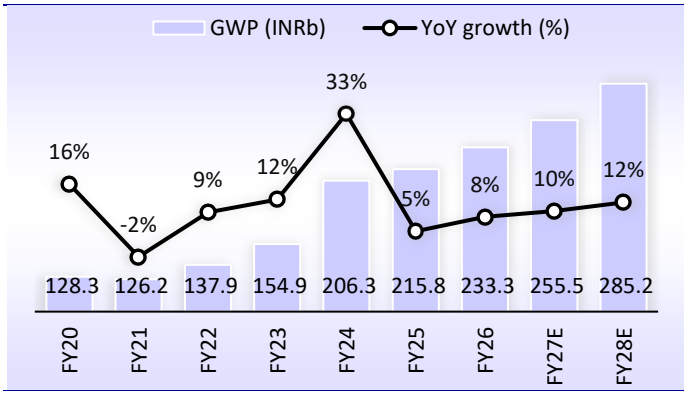


Exhibit 6: Best-in-class underwriting for BGen

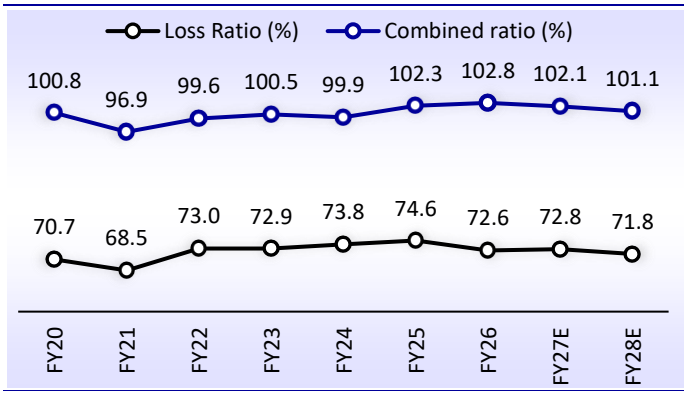
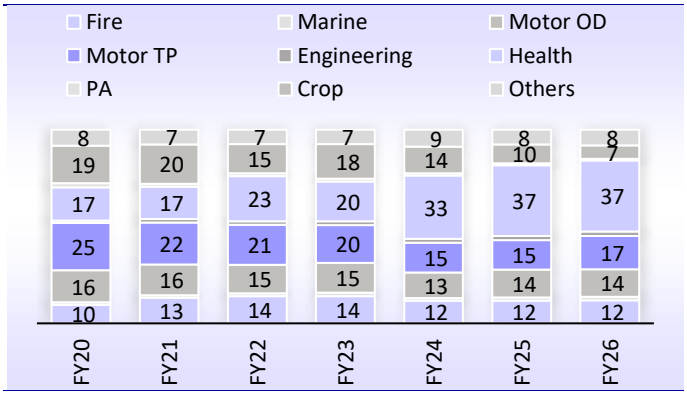
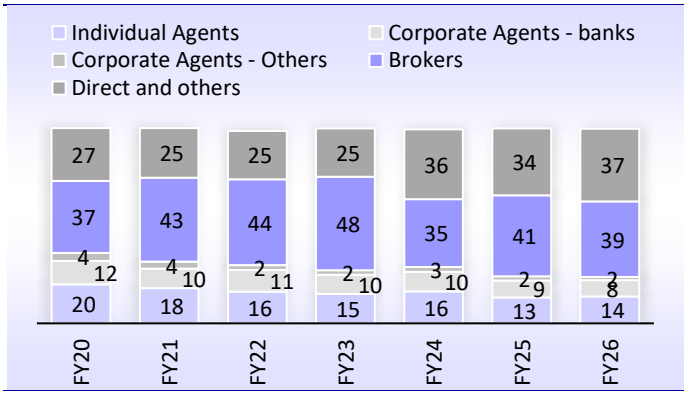


Exhibit 7: Diverse product mix for BGen…



Source: MOFSL, Company

Exhibit 8: …as well as distribution mix



Source: MOFSL, Company

Exhibit 9: BLife APE growth to improve to mid-teens

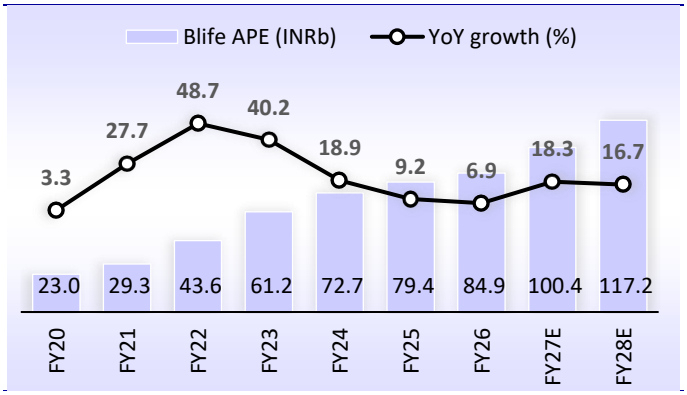


Exhibit 10: VNB margin on an upward trajectory

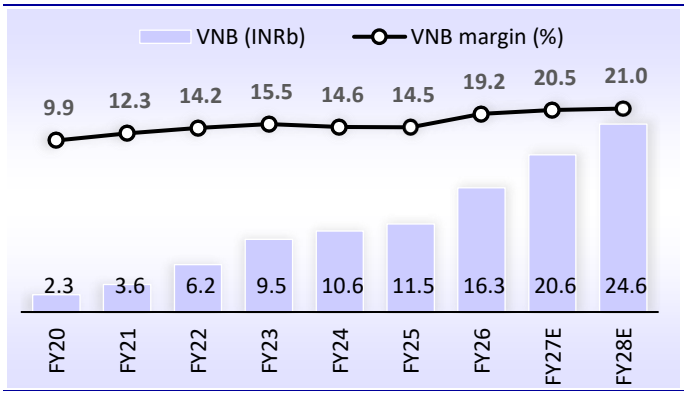


Exhibit 11: Protection contribution rising

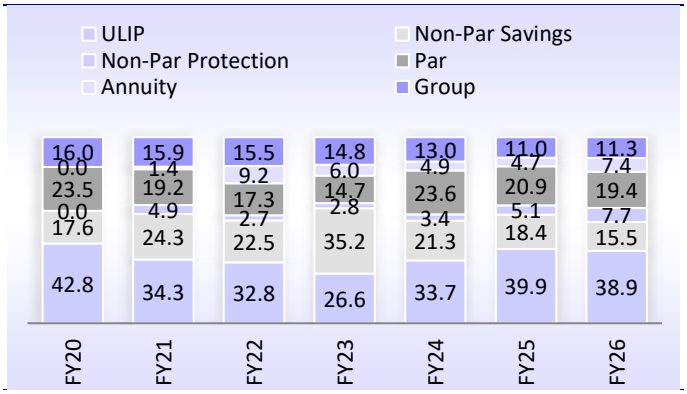


Exhibit 12: EV to compound with mid-teen operating RoEV

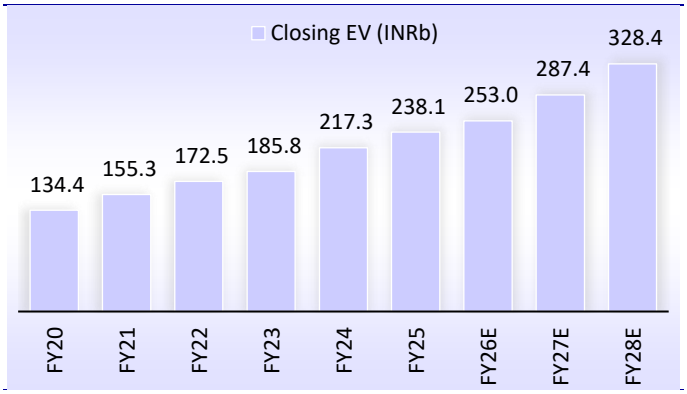
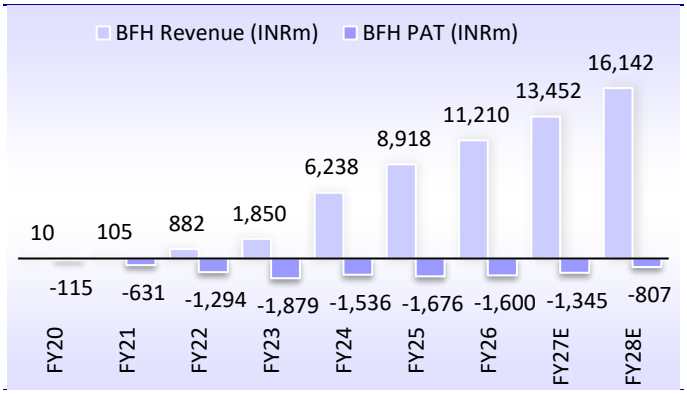
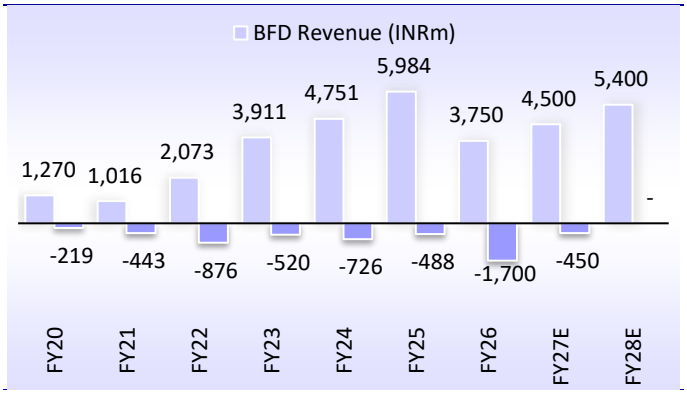


Exhibit 13: BFH revenue and profitability trends



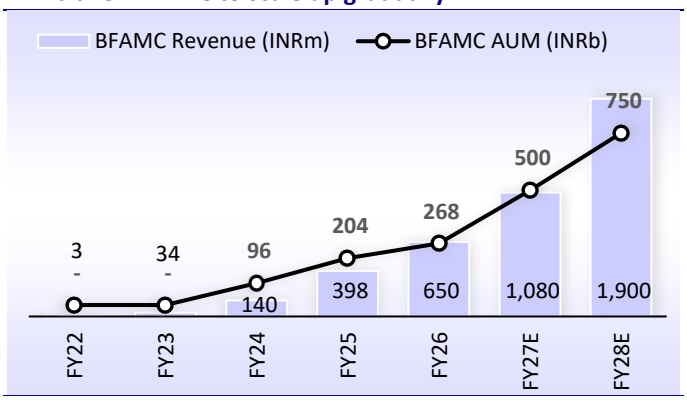
Source: MOFSL, Company

Exhibit 14: BFD revenue and profitability trends



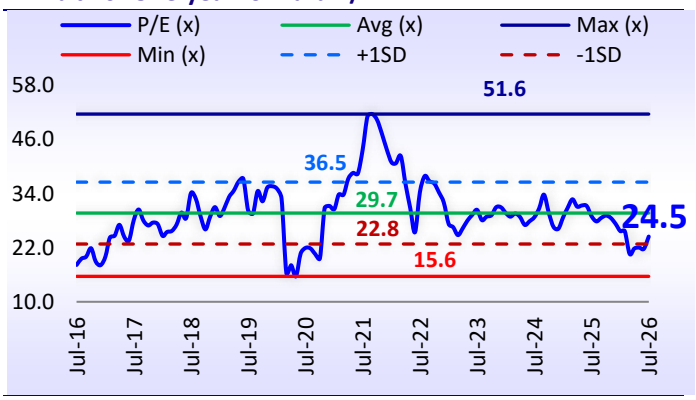
Source: MOFSL, Company

Exhibit 15: BFAMC to scale up gradually



Source: MOFSL, Company

Exhibit 16: One-year forward P/E

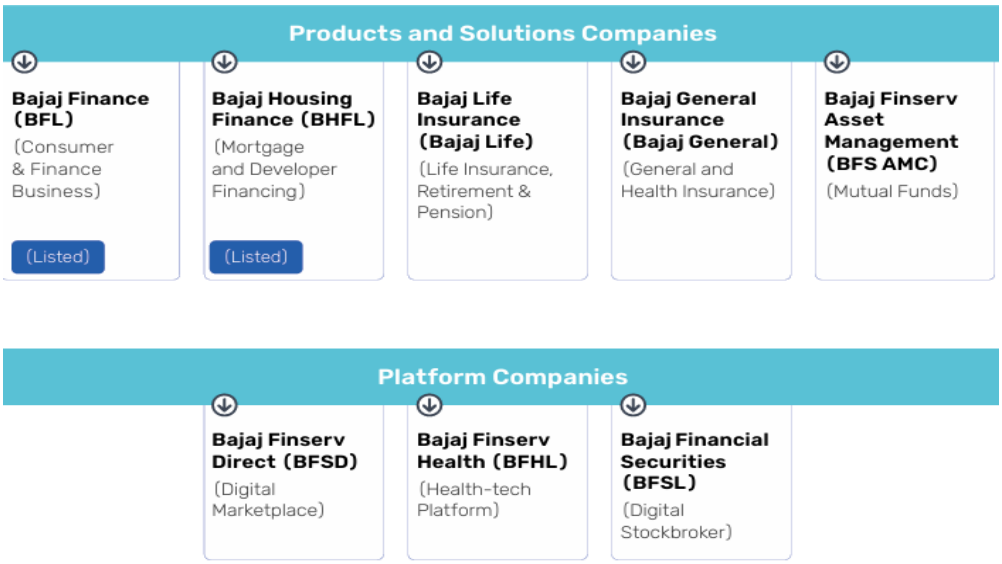


Source: MOFSL

A century of purpose-led growth; A future full of possibilities

- BJFIN delivered an all-time high performance in FY26, with consolidated revenue of INR1,505b (up from INR1,329b in FY25) and adjusted profit after tax of INR98b (up from INR89b).
- The year marked the completion of the acquisition of Allianz SE's residual 26% stake in the two insurance subsidiaries for INR242b funded entirely through internal accruals, making Bajaj General Insurance (BGen) and Bajaj Life Insurance (BLife) 100% subsidiaries.

Exhibit 17: Addressing lifecycle needs of individuals, SMEs and corporate customers through diverse financial services companies



Source: Company

Exhibit 18: A financial lifecycle partner to every Indian



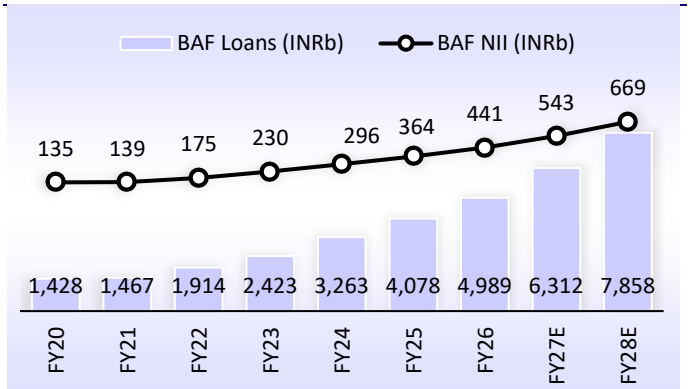
Source: Company

Subsidiary-wise performance highlights and outlook:

Bajaj Finance (BAF):

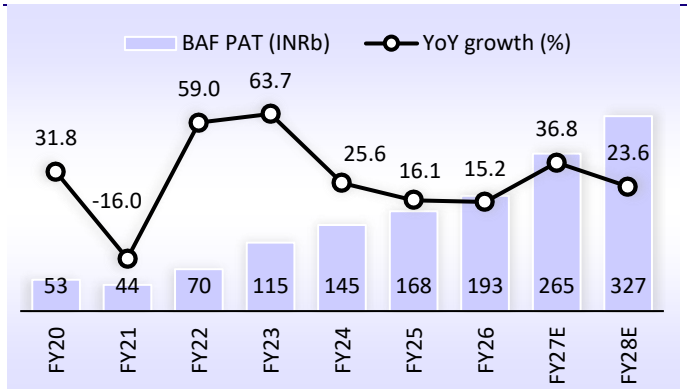
- AUM crossed the INR5t milestone, increasing 22% to INR5.1t. Net interest income (NII) increased 21% to INR441b.
- PAT attributable to owners increased 14% YoY to INR190b.
- Capital adequacy ratio (standalone) as of 31st Mar'26 was 21.55%; Tier-I adequacy was 20.67% — both well above RBI norms.
- Number of new loans booked crossed a milestone of 50m, at 52.5m for the year. Customer franchise grew by 17% to 119 million. Number of customers on the Bajaj Finserv App stood at 86.6m.
- BAF is present in 4,098 locations across the country, including 2,571 in rural/smaller towns and villages. Geographical expansion, a large customer franchise and the adoption of digital technology continue to be critical pillars of BAF's growth.
- We expect NII to grow at FY26-28 CAGR of 23%, backed by 25% CAGR in loan book, while PAT is expected to clock a CAGR of 30%.

Exhibit 19: Stable loan book momentum driving NII



Source: MOFSL, Company

Exhibit 20: PAT trajectory of BAF to improve



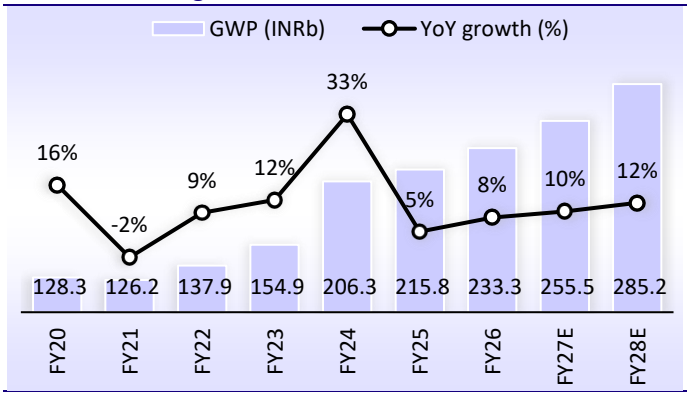
Source: MOFSL, Company

Bajaj General Insurance Ltd (BGen):

- GWP increased 8% YoY to INR233.3b, while core GWP (excluding crop and government health insurance) grew by a stronger 12% YoY to INR181.3b, reflecting healthy momentum in the core franchise. We expect the GWP to grow at a CAGR of 11% over FY26-28.
- NEP stood at INR95.2b, broadly stable YoY despite changes in business mix. We expect NEP to post a CAGR of 11% over FY26-28.
- Market share stood at 7.1% on a GDPI basis (including standalone health insurers), maintaining BGen's position among the leading private general insurers.
- PAT increased 6% YoY to INR19.4b (or 8% YoY to INR19.7b, excluding the one-time impact of the new labor codes), supported by resilient investment income and disciplined underwriting. We expect NEP to see a CAGR of 15% over FY26-28.
- Combined ratio remained healthy at 102.8%, among the best in the industry, underscoring the company's continued focus on profitable growth over market share.

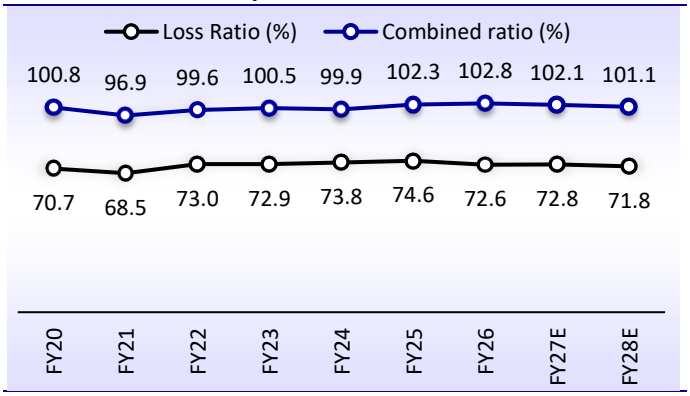
- Claims ratio improved to 72.6% from 74.6% in FY25, reflecting better claims experience and prudent risk selection.
- AUM increased 7% YoY to INR355.3b, strengthening the investment portfolio and supporting long-term earnings.
- Solvency ratio remained exceptionally strong at 302%, well above the regulatory requirement of 150%, providing ample capital to support future growth.
- Policy issuance stood at 37m, while the company serviced 5.4m claims during FY26, reflecting the scale of its retail franchise and claims management capabilities.
- Customer metrics remained among the best in the industry, with one of the lowest grievance ratios and industry-leading NPS, reinforcing strong customer trust and service quality.

Exhibit 21: GWP growth momentum to continue



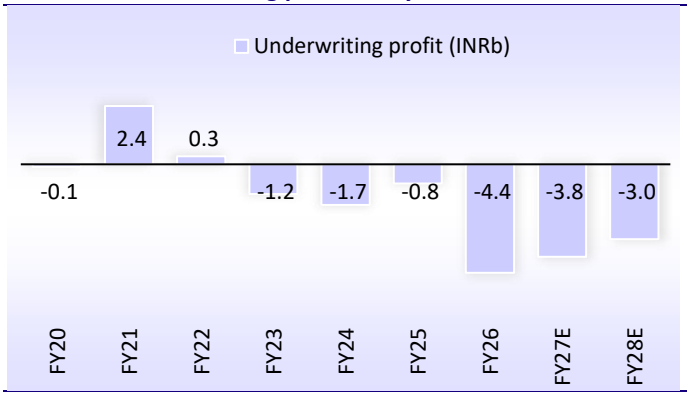
Source: MOFSL, Company

Exhibit 22: Profitability ratio trends of BGen



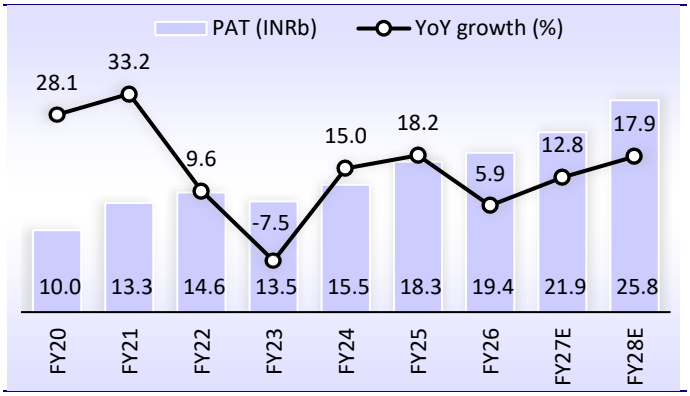
Source: MOFSL, Company

Exhibit 23: Underwriting profitability trends



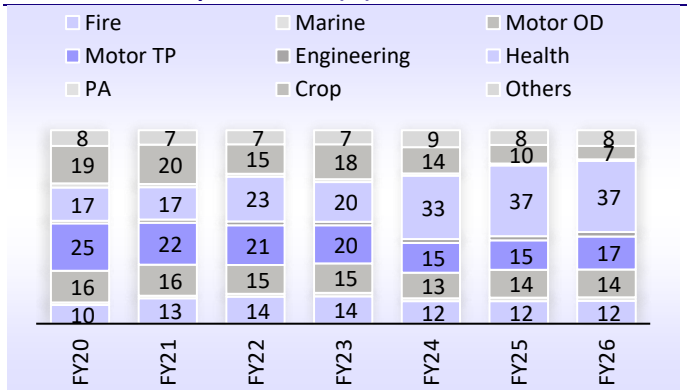
Source: MOFSL, Company

Exhibit 24: BGen's PAT trends



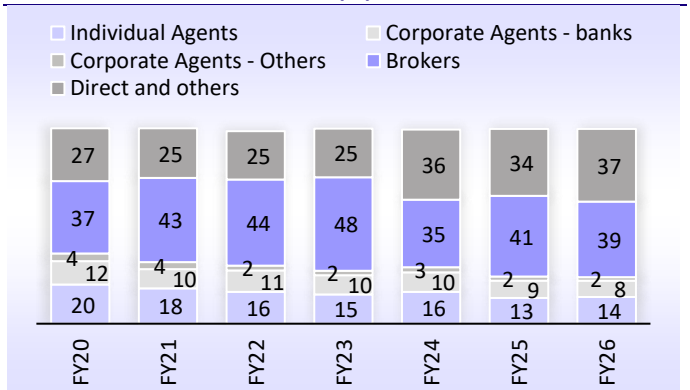
Source: MOFSL, Company

Exhibit 25: BGen product mix (%)



Source: MOFSL, Company

Exhibit 26: BGen channel mix (%)



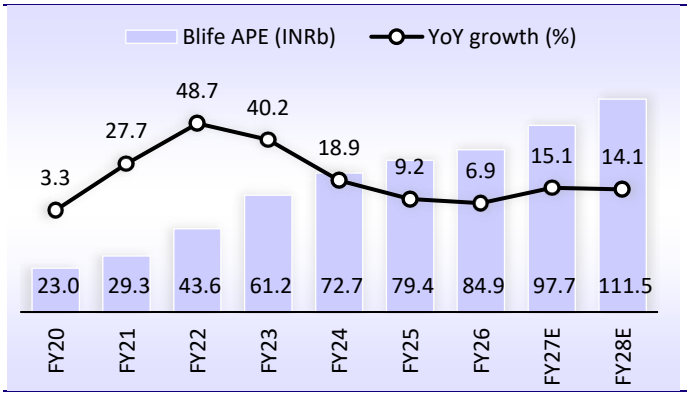
Source: MOFSL, Company

BGen Income statement (INRb)	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
GWP	128	126	138	155	206	216	233	255	285
Change (%)	15.6	-1.6	9.2	12.3	33.2	4.6	8.1	9.5	11.6
NWP	80	74	78	83	96	91	101	112	125
NEP	82	74	78	80	89	96	95	107	119
Change (%)	17.1	-9.4	4.6	3.1	10.8	7.7	-0.5	12.8	11.3
Net claims	58	51	57	58	66	71	69	78	86
Net commission	1	0	-1	-4	6	4	7	8	9
Expenses	23	21	22	27	18	21	24	25	28
Underwriting Profit/(Loss)	-0	2	0	-1	-2	-1	-4	-4	-3
Investment income (PH)	12	12	14	14	17	19	22	24	27
Operating profit	12	15	14	14	16	19	18	21	25
Investment income (SH)	3	3	4	5	6	6	9	9	10
PBT	14	18	19	18	21	24	26	29	34
Tax	4	4	5	5	5	6	6	7	9
Tax rate (%)	27.4	24.8	23.8	25.2	24.6	25.1	24.7	25.0	25.0
PAT	10	13	15	13	16	18	19	22	26

Bajaj Life Insurance Ltd (BLife):

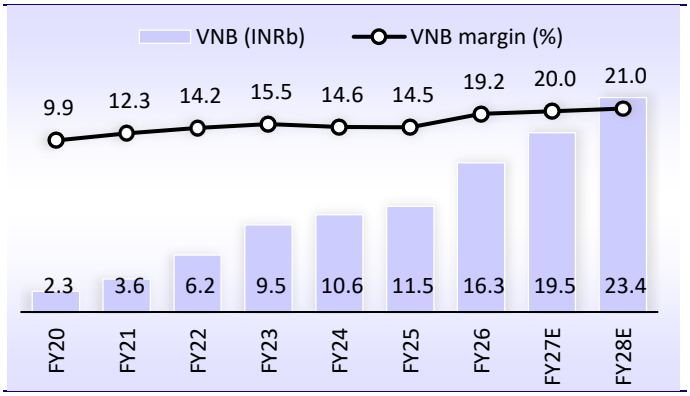
- BLife's gross premium grew 21% YoY to INR329b with new business premium up 19% YoY to INR146b and renewal premium up 23% to INR183b.
- Retail APE grew 6% to INR75b, slower than industry's 10.2%, owing to the 'Bajaj Life 2.0' strategy, prioritizing profitable growth. According to management, growth is expected to return to normalcy in FY27 and we expect overall APE to clock a high-teen CAGR for FY26-28.
- VNB rose 41% YoY to INR16b with VNB margin at 19.2% (from 14.5% in FY25). We expect VNB to grow at a CAGR of 23% over FY26-28 and VNB margins to improve to 20.5%/21% for FY27/28.
- EV stood at INR253b, up from INR238b. AUM stood at 1.34t, up 8% YoY. We expect the EV to grow at a CAGR of 14% over FY26-28.
- PAT of INR2.3b (down from INR5.1b in FY25) was impacted by the GST exemption on life insurance premiums and the loss of input tax credit.
- BLife had the highest solvency ratio in the industry at 266%.
- 13th-month persistency was at 81.7%; retail claims settlement ratio at 99.3% and group claims settlement ratio at 99.8%.
- The individual mix of Protection/Par/Non-Par/ULIP stood at 8.4%/23.3%/25.3%/43%.
- Bajaj Life Direct, which involves sales by BLife's own staff, increased its presence to 465 branches, with dedicated verticals for various customer segments such as Service to Sales, New to Bajaj Life and Defense.

Exhibit 27: APE growth momentum to continue



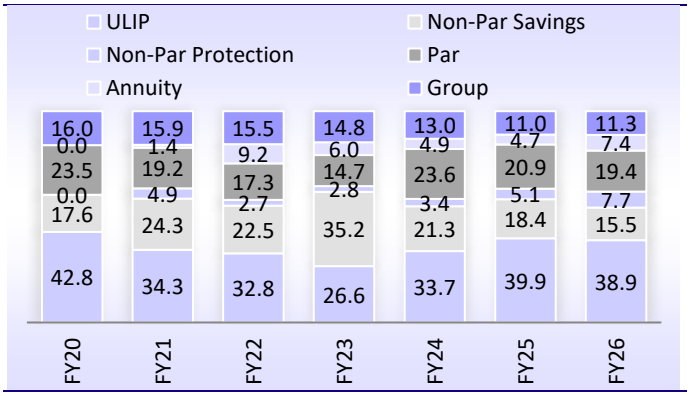
Source: MOFSL, Company

Exhibit 28: VNB margins are expected to improve



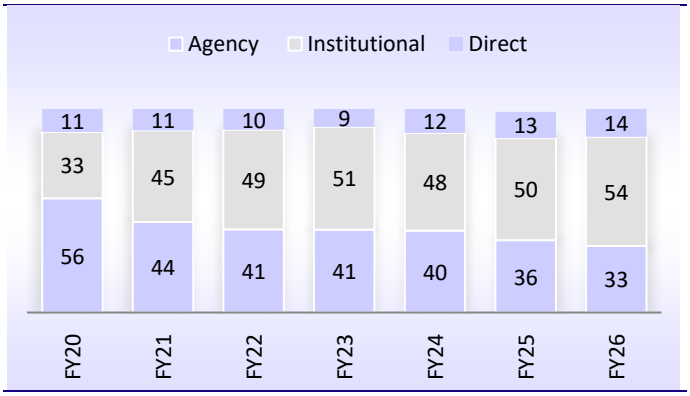
Source: MOFSL, Company

Exhibit 29: BLife product mix



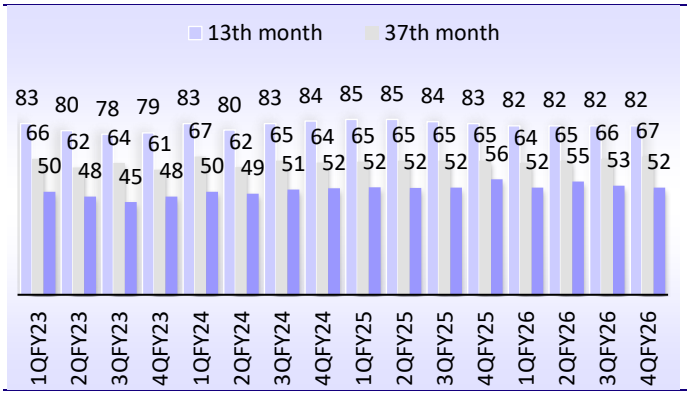
Source: MOFSL, Company

Exhibit 30: BLife channel mix



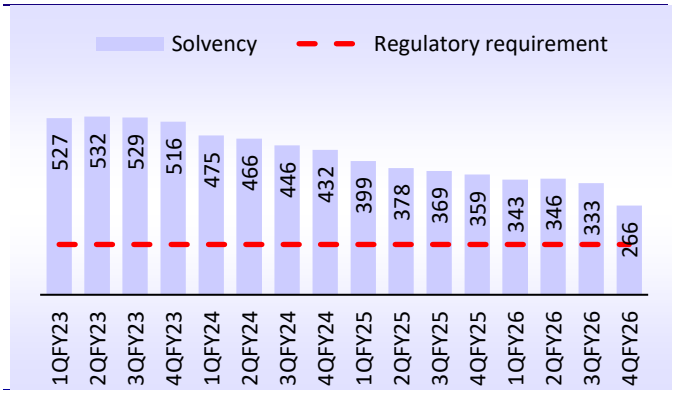
Source: MOFSL, Company

Exhibit 31: Persistency trends



Source: MOFSL, Company

Exhibit 32: Solvency ratio



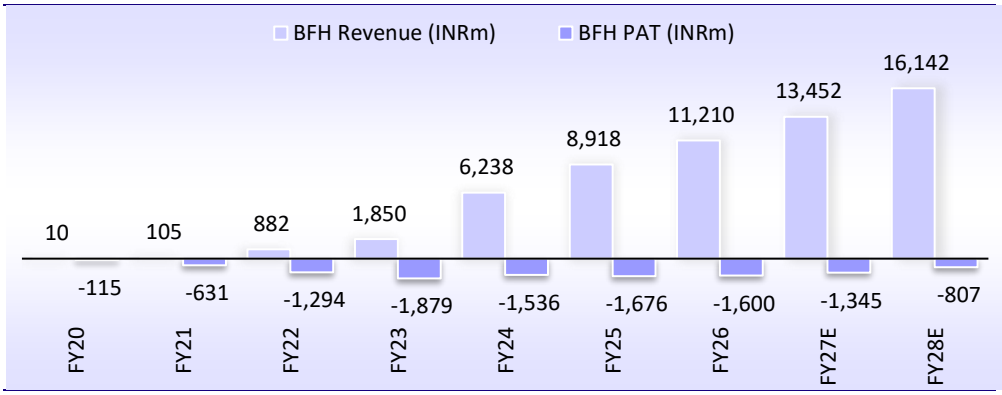
Source: MOFSL, Company

Technical account (INRb)	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Gross Premiums	98	120	161	195	230	272	329	379	435
Reinsurance Ceded	-1	-1	-2	-3	-4	-5	-6	-7	-8
Net Premiums	97	119	159	191	227	267	323	372	427
Income from Investments	-6	115	74	40	146	91	44	95	109
Total income (A)	96	236	237	235	374	359	368	469	538
Commission	4	5	8	11	19	28	36	41	47
Operating expenses	18	19	29	41	38	42	50	56	64
Total commission and opex	22	25	37	52	58	70	85	97	110
Benefits Paid (Net)	68	63	90	127	124	131	144	176	200
Chg in reserves	-3	147	109	55	191	156	143	199	227
Total expenses (B)	92	235	238	235	376	362	374	472	539
(A) - (B)	5	1	-1	0	-2	-3	-5	-4	-1
Provn for tax	-0	-0	-1	0	0	0	-	-1	-0
Surplus / Deficit	5	1	0	0	-2	-3	-5	-3	-1
Shareholder's a/c (INRb)									
Transfer from technical a/c	4	5	8	11	10	9	6	-3	2
Income From Investments	7	8	7	8	9	10	9	10	10
Total Income	11	13	15	19	19	19	16	7	12
Total Expenses	6	6	12	15	14	13	13	1	4
PBT	5	7	3	4	6	6	2	6	8
Prov for Tax	1	1	-0	-0	0	1	0	0	0
PAT	4	6	3	4	6	5	2	6	8

Bajaj Finserv Health (BFH):

- BFH reported consolidated income of INR11b (up from INR8.9b)and a loss of INR1.6b. We expect a 20% CAGR in revenue over FY26-28.
- Over 20m health transactions have been processed by BFH in FY26.
- BFS infused capital of INR2.1b in BFH in FY26.
- BFH has built a network of over 125,000 doctors, more than 5,000 diagnostic points and over 15,000 hospitals, where outpatient (OP) transactions can be done on cashless basis.

Exhibit 33: BFH revenue and PAT trends



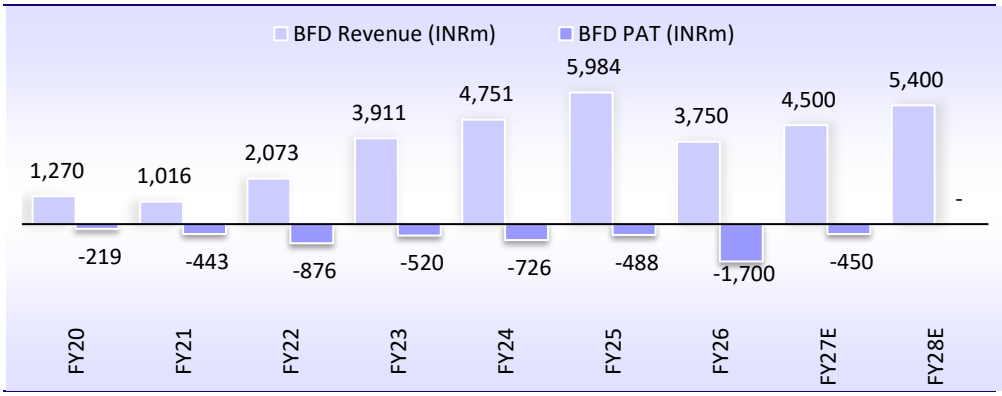
Source: MOFSL, Company

Bajaj Finserv Direct (BFD):

- BFD reported revenue of INR3.7b and a loss of INR1.6b. We expect a 20% CAGR in revenue during FY26-28 and BFD to achieve a breakeven in FY28.
- Around 221m annual visits on Bajaj Markets were recorded in FY26. Bajaj Markets has onboarded 103 partners. It has integrated with ONDC through a technology partnership, expanding from electronics into high-frequency consumer categories such as e-commerce, financial services, etc.

- Bajaj Technology Services plans to drive business through local clients, GCCs set up in India and international clients (largely in the Middle East and the US). In order to expand its technology business further, the company has established a wholly owned subsidiary at Delaware, US.

Exhibit 34: BFD revenue and PAT trends

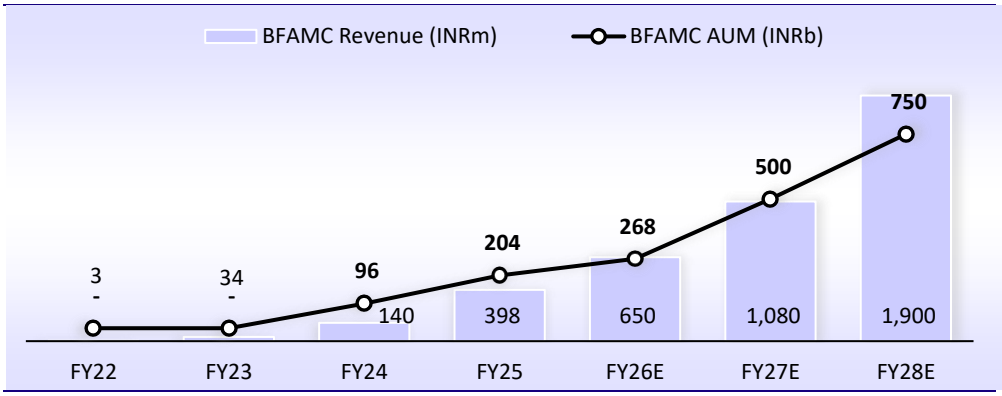


Source: MOFSL, Company

Bajaj Finserv AMC (BFAMC):

- BFAMC recorded QAAUM of INR306b in 4QFY26. It reported total revenue of INR652m and a loss of INR2,035m. We expect revenue/AUM for BFAMC to grow at a CAGR of 71%/67% over FY26-28.
- It currently serves over 1m investors and has a distribution network comprising of 50k+ distributors.

Exhibit 35: BFAMC revenue and AUM trends



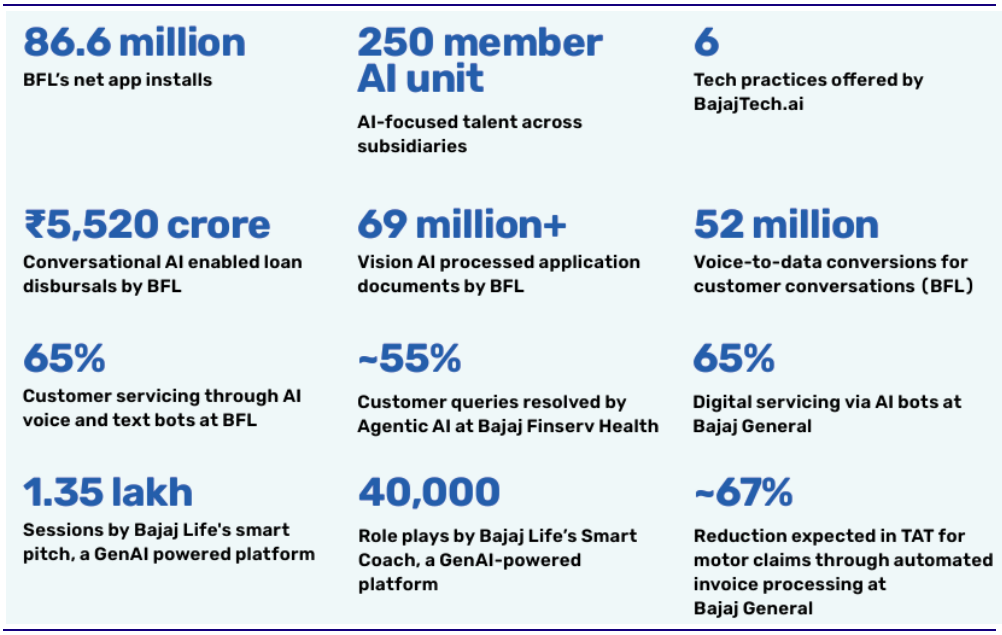
Source: MOFSL, Company

INRb	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
BFD Revenue	1	1	2	4	5	6	4	5	5
BFD PAT	0	0	-1	-1	-1	0	-2	0	0
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

Technology transformation and AI becoming key competitive differentiators

- BGen continued to accelerate its digital transformation agenda across policy administration, data infrastructure and customer servicing. The company's Maximus core policy administration platform achieved another key milestone during FY26 with the migration of six additional business lines, further reducing dependence on legacy systems.
- The cloud-based enterprise data platform continued to scale up, while 289 digital integrations across 77 ecosystem partners generated over INR50b of premium during the year, highlighting the growing contribution of embedded insurance and partner-led distribution.
- The insurer also expanded its AI capabilities through the implementation of an AI-powered health claims adjudication framework, employee-facing AI assistants (Aignite and AIME), AI-driven customer and partner conversational journeys, and internal AI innovation initiatives, including InsureHack.AI, where business teams developed AI agents for solving operational use cases.
- Product innovation remained a key focus during the year, with the launch of Climate-Safe, an industry-first platform leveraging real-time climate data for parametric insurance issuance and claims, along with Zero-TAT policy issuance, enabling issuance of select generic products within an hour.
- BLife has incorporated AI across the customer lifecycle — Smart Pitch (sales-pitch generation), Smart Coach (GenAI sales coaching), Customer 360 (empowering sales team with a 360-degree view of customers and upsell opportunities) and Humanoid (a GenAI synthetic-voice bot for lead generation).
- Use of innovation and data analytics is viewed as a strategic differentiator with 100% digital onboarding of ICs through i-Recruit, end-to-end digital ecosystem for distribution enablement, analytics-backed data room exercise enabling higher penetration in large banca partners.
- Data and analytics-based risk management with the use of predictive models on top of RI models for customer risk profiling.
- BFH uses GenAI-based fraud/abuse identification, automated claims management and document digitization, offered both internally and as a service to clients.
- BFAMC uses AI to combine behavioral finance, information-led insights and quantitative techniques (its proprietary "INQUBE" philosophy) for investment decision-making.
- Finserv Intelligence is a new group-wide applied-research initiative with a 5-10-year horizon, covering AI, cyber security, quantum technologies and next-gen retail-experience research, which envisages R&D labs, centers of excellence, venture-led models and a Scholars-in-Residence program.
- At BAF specifically, AI is embedded across the customer lifecycle: 27 conversational-AI chatbots enabled INR55.2b of loan disbursals (additionally INR7b via voice-log decisioning). Vision AI processed 69m application documents (44% auto-QC) and 12.2m face-matches. Content AI generated 1.5m videos and 0.5m banners. Data AI converted 52m voice and 2.3m text interactions into structured datasets, generating 0.4m new loan offers. BFL maintains a dedicated AI team of 200+ members.

Exhibit 36: Snapshot of what technology and AI-led initiatives delivered in FY26



Source: Company

Investment in workforce: One Finserv philosophy

Headcount addition:

- Bajaj Group workforce crossed 113k+ employees, with 35k+ new employees added in FY26 across India's cities and small towns.
- 6.2k+ women were added across group companies during the year, lifting women's representation to ~14% group-wide.
- BAF, the largest subsidiary, constitutes 63% of group workforce and has targeted hiring of 200+ persons with disabilities (PwD).
- 108k+ employees (95%) were trained on human rights principles in FY26.

Productivity improvement initiatives:

- BJFIN companies invested INR440m in learning and development during FY26, delivering 8m+ hours of learning group-wide.
- Structured leadership pipeline programs — Group Young Leaders Programme (GYLP), Group Finance Associate Programme (GFAP), and the 30-Under-30 initiative — are building a cadre of 1,000 future leaders over the next four to five years.
- Refreshed senior management talent process is aimed at segmented succession planning for CEO/CXO/Function Head roles, with development interventions initiated 18–24 months ahead of anticipated transitions, covering leadership mindsets, execution excellence and P&L ownership.

Integration of AI:

- 192 AI-focused learning batches were conducted under the 'Preparing Our People for an AI-first Culture' initiative, with a stated philosophy of building AI capability internally rather than buying it, via the 'Grow from Within' program.
- At BAF specifically, AI is embedded across the customer lifecycle: 27 conversational-AI chatbots enabled INR55.2b of loan disbursals (additionally INR7b via voice-log decisioning). Technology productivity gains included 22,600+ BRDs, 77,300+ test cases, and 24% developer efficiency improvement.
- BGen scaled up AI across claims (AI-powered health claims adjudication), employee servicing (AIME, an HR chatbot), and innovation (an internal AI hackathon, InsureHack.AI).

One Finserv Philosophy:

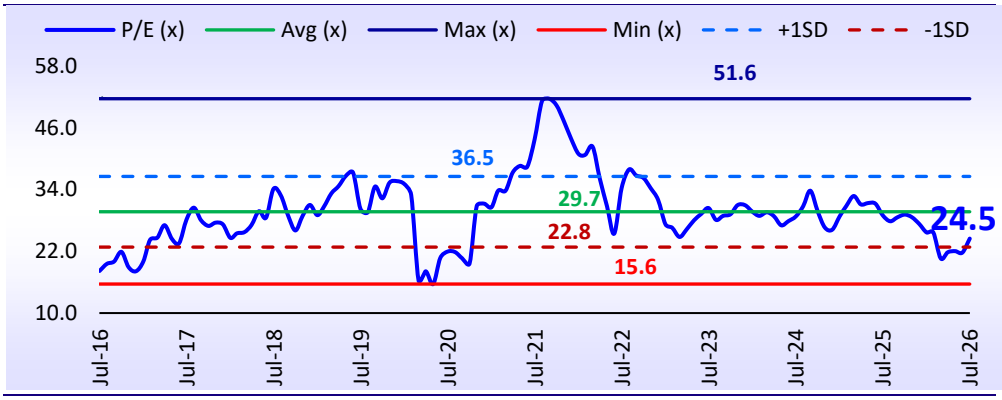
One Finserv is the group-wide platform for human capital development, encompassing:

- A common job evaluation framework enabling seamless role comparison and talent redeployment across group companies.
- An internal job posting platform advertising the majority of open roles group-wide.
- The Bajaj Finserv Culture Wheel, anchored on the 'Founders' Ethos,' built around four leadership mindsets — growth mindset, customer obsession, being responsible, and building talent — each paired with corresponding behaviors (continuous transformation, innovate to simplify, do the right thing, delegate and develop). All middle and senior management aspiring to leadership roles are evaluated and developed against these dimensions.

Valuation and view

- BJFIN is entering the next phase of its growth journey, where value creation is expected to become increasingly broad-based across its lending, insurance and digital businesses.
- BJFIN continues to provide a strong earnings backbone through steady customer acquisition, digital ecosystem expansion and healthy loan growth, while both insurance subsidiaries are transitioning from a growth-first approach to one centered on profitable growth, improving business mix and superior return ratios.
- BGen's underwriting discipline and capital strength, coupled with BLife's focus on product mix optimization and VNB margin expansion under the Bajaj Life 2.0 strategy, should drive stronger earnings quality and embedded value creation over the medium term.
- At the same time, disciplined capital allocation across the group's newer digital businesses is improving the visibility of operating leverage and reducing concerns around value dilution.
- Continued investments in technology, customer acquisition, distribution expansion and ecosystem integration, should further strengthen the competitive positioning of each franchise.
- With all key businesses well-capitalized and operating in structurally underpenetrated markets, we believe BJFIN is well placed to deliver superior earnings compounding while benefiting from increasing cross-selling opportunities across its financial ecosystem. **We maintain our BUY rating with our SoTP-based TP of INR2,490.**

Exhibit 37: BJFIN's one-year forward P/E



Source: Company, MOFSL

Financials and valuation

Consolidated P&L	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Interest income	265	269	313	402	538	674	800	924	1,094
Fees and commission income	25	24	30	43	54	54	68	86	104
Insurance operating income	245	258	314	359	463	555	631	711	806
Other income	9	55	27	17	48	46	6	52	58
Total income	**544**	**606**	**684**	**821**	**1,104**	**1,329**	**1,505**	**1,774**	**2,061**
Employee expenses	48	47	66	88	104	121	141	169	195
Finance costs	93	91	95	122	184	243	282	337	429
Fees and commission expense	22	26	34	42	70	87	107	123	136
Impairment of financial instruments	41	60	49	32	46	71	95	87	92
Claims paid	125	119	164	166	218	247	267	301	340
Other insurance related expenses	89	128	117	137	198	243	252	309	338
Other expenses	42	36	47	66	70	81	88	102	114
Total expenses	**461**	**507**	**572**	**653**	**890**	**1,092**	**1,233**	**1,428**	**1,644**
PBT	83	99	113	168	214	237	269	346	418
Tax	23	25	30	46	58	62	72	90	109
PAT	60	74	83	122	156	176	197	256	309
Adj. PAT	**34**	**45**	**46**	**64**	**81**	**89**	**98**	**120**	**142**

Consolidated BS	FY20	FY21	FY22	FY23	FY24	FY25	FY26	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	778	895	1,034
Non-controlling interest	196	225	261	312	434	560	631	766	934
Net worth	**509**	**583**	**663**	**776**	**1,038**	**1,284**	**1,410**	**1,663**	**1,970**
Borrowings	1,010	982	1,259	1,631	2,239	2,798	3,569	3,926	4,805
Deposits	214	258	308	447	602	714	685	822	987
Insurance contract liabilities	588	752	856	941	1,183	1,347	1,478	1,626	1,951
Other liabilities	193	226	251	260	319	379	443	492	555
Total liabilities	**2,005**	**2,219**	**2,674**	**3,279**	**4,342**	**5,238**	**6,175**	**6,867**	**8,298**
Equity and liability	**2,514**	**2,802**	**3,337**	**4,055**	**5,379**	**6,522**	**7,585**	**8,530**	**10,268**
ASSETS									
Loans	1,417	1,471	1,919	2,427	3,267	4,085	5,000	6,312	7,858
Investments	817	918	1,137	1,192	1,362	1,684	1,901	1,944	1,651
Fixed assets	22	22	25	31	40	45	47	51	56
Cash and bank balance	25	34	44	54	124	157	176	59	17
Other assets	232	356	213	351	586	551	460	163	685
Total assets	**2,514**	**2,802**	**3,337**	**4,055**	**5,379**	**6,522**	**7,585**	**8,530**	**10,268**

Financials and valuation

Valuation	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
EPS	21	28	29	40	51	56	61	75	89
P/E	94.9	71.5	70.1	49.9	39.3	36.1	32.8	26.7	22.7
BVPS	318	365	415	485	649	803	882	1,040	1,232
P/B	6.3	5.5	4.8	4.1	3.1	2.5	2.3	1.9	1.6

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SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

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