

January 20, 2025

**National Stock Exchange of India Limited**

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

**BSE Limited**

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

**Symbol: LTF**

**Security Code No.: 533519**

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

**Sub: Submission of investor / analyst presentation**

Dear Sir / Madam,

With reference to our letter dated January 8, 2025 and pursuant to Regulation 30 read with Para A of Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”), please find enclosed the presentation to be made to the investor(s) / analyst(s).

Further, as per Regulation 46 of the Listing Regulations, the said presentation would also be available on website of the Company i.e., [www.ltfs.com/investors](http://www.ltfs.com/investors).

We request you to take the aforesaid on records.

Thanking you,

Yours faithfully,

For **L&T Finance Limited**

(formerly known as L&T Finance Holdings Limited)

**Apurva Rathod**  
**Company Secretary and Compliance Officer**

Encl: As above

# Investor Presentation

## Q3FY25



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# Lakshya 2026 Goals

## Convergence At Consolidated Level



## Convergence at Consolidated level by FY26

	 <b>RETAILISATION</b>	 <b>RETAIL GROWTH</b>	 <b>CONSOL ASSET QUALITY</b>	 <b>CONSOL ROA</b>
 <b>FY26</b>	>95%	>25% CAGR	GS3 <3% NS3 <1%	2.8% - 3%
 <b>FY22 (At launch)</b>	Q4: 51%	Q4: 10%	Q4: GS3 4.08% NS3 1.98%	Q4: 1.33%   FY: 1.04%
 <b>FY25 Q3</b>	97%	23%	GS3 3.23% NS3 0.97%	2.27%

Lakshya was launched in April 2022. FY22 is the year before the launch of Lakshya strategy

# RoA trajectory over Lakshya 2026 journey

Endeavouring to drive consistency and predictability through cycles

Consolidated LTF	Q4FY22	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1FY25	Q2FY25	Q3FY25
<b>Retailisation</b>	51%	54%	58%	64%	75%	82%	88%	91%	94%	95%	96%	97%
<b>NIMs</b>	6.58%	6.54%	6.90%	7.41%	7.63%	8.06%	8.62%	8.97%	9.14%	9.31%	8.94%	8.50%
<b>Fees</b>	1.59%	1.69%	1.53%	1.39%	1.58%	1.58%	2.22%	1.95%	2.11%	1.77%	1.92%	1.83%
<b>NIMs + Fees</b>	8.17%	8.23%	8.43%	8.80%	9.21%	9.64%	10.84%	10.93%	11.25%	11.08%	10.86%	10.33%
<b>Opex</b>	2.93%	2.97%	3.19%	3.37%	3.58%	3.81%	4.29%	4.38%	4.69%	4.45%	4.17%	4.41%
<b>Credit cost</b>	3.00%	3.63%	2.54%	2.67%	2.24%	2.33%	2.58%	2.52%	2.39%	2.37%	2.59%	2.49%*
<b>Opex + Credit cost</b>	5.93%	6.60%	5.73%	6.04%	5.82%	6.14%	6.86%	6.89%	7.08%	6.83%	6.77%	6.90%
<b>RoA</b>	<b>1.33%</b>	<b>1.02%</b>	<b>1.55%</b>	<b>1.66%</b>	<b>1.90%</b>	<b>2.13%</b>	<b>2.42%</b>	<b>2.53%</b>	<b>2.19%</b>	<b>2.68%</b>	<b>2.60%</b>	<b>2.27%</b>
<b>PAT (₹ in Cr)</b>	342	262	406	454	501	531	595	640	554	686	696	626
<b>Retail Book (₹ in Cr)</b>	45,084	47,794	52,040	57,000	61,053	64,274	69,417	74,759	80,037	84,444	88,975	92,224
<b>Consol Book (₹ in Cr)</b>	88,341	88,078	90,098	88,426	80,893	78,566	78,734	81,780	85,565	88,717	93,015	95,120
<b>PCR</b>	53%	55%	55%	60%	69%	71%	76%	75%	76%	75%	71%	71%
<b>NS3%</b>	1.98%	1.87%	1.85%	1.72%	1.51%	1.19%	0.82%	0.81%	0.79%	0.79%	0.96%	0.97%
<b>CRAR</b>	23%	23%	23%	23%	25%	26%	25%	25%	23%	22%	22%	22%

**Maintained an average of ~2.60% credit cost over the past 12 quarters thereby displaying predictability across cycles**

# Executive Summary

## Q3FY25



# Executive Summary – Q3FY25 (1/3)

## Financial Performance Overview

- ❖ **Retailisation** at **97%** of overall book
  - **Retail book** at **₹ 92,224 Cr**, growth of **23% YoY**
  - **Consol book** at **₹ 95,120 Cr**, growth of **16% YoY**
- ❖ **Retail disbursements** at **₹ 15,210 Cr**, growth of **5% YoY**
  - **Secured assets** disbursement growth led by **Farmer Finance** at **23% YoY** & **Home Loans & LAP** at **24% YoY**
  - **Risk-calibrated disbursement strategy in Rural Business Finance**, resulting in reduced disbursements for the quarter at ₹ 4,599 Cr, down 16% YoY
- ❖ **NIMs+Fees** for Q3FY25 at **10.33%** vs **10.86%** for Q2FY25 on account of book mix change
- ❖ **Credit cost** for Q3FY25 at **2.49% (2.91% excl. macro utilisation)** vs **2.59%** for Q2FY25; **after utilising macro-prudential provisions to the extent of ₹ 100 Cr**
- ❖ **PAT** for Q3FY25 at **₹ 626 Cr**, decrease of **2% YoY**; **RoA at 2.27%**



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

- LTF, during COVID (FY21 & FY22), had created macro-prudential provision of ₹ 975 Cr (*out of operating profits*) exclusively for Rural Group Loans & Microfinance business (RGL & MFI). This provision has been created under a board approved policy that approves utilisation only in case of macro events. During the current financial year, there have been certain macro events viz. prolonged heat wave, severe floods in several states & temporary slowdown of government expenditure & grants due to general elections, leading to increased credit cost for RGL & MFI portfolio, thus warranting a case for utilisation of these macro prudential provisions
- In alignment with the above inclement business environment in RGL & MFI, LTF post approval by the Audit Committee and the Board has utilized ₹ 100 Cr of macro-prudential provisions in Q3FY25
- With abating of the above events & stabilization in Collection Efficiency (CE) in Dec'24 (more details in slide 35), LTF anticipates an improving CE trajectory for RGL & MFI portfolio during Jan'25 to Mar'25, thus signaling early recovery trends
- Credit cost summary for RGL & MFI business during 9MFY25 is as below:

<b>Credit Cost (in ₹ Cr)</b>	<b>H1FY25</b>	<b>Q3FY25</b>
- covered through Operating income	289	176
- covered through Macro-prudential provision utilisation	-	100
<b>Total</b>	<b>289</b>	<b>276</b>

- Before utilization of macro-prudential provisions, the total credit cost in the RGL and MFI business is estimated to be in the range of ₹ 950 – ₹ 1,000 Cr for full year FY25. Our advance estimate of the macro-prudential utilization in Q4 is in the range of ₹ 300 - ₹ 350 Cr

- ❖ **Next gen credit underwriting engine** – **‘Project Cyclops’** integrating Credit Bureau, Account Aggregator (AA) and Trust Signals (*more granular data on early efficacy of Project Cyclops shared in slide no 15*)
  - Completed **100% dealer coverage** in **Two Wheeler Finance**
  - Launched phase-wise deployment for **Farm Equipment Finance** in Dec'24
- ❖ Entered into a strategic partnership with **Amazon Pay** in Nov'24, empowering eligible customers to fulfil their aspirations through Personal Loans
- ❖ Extended **PhonePe** partnership from Two Wheeler and Home Loans to Personal Loans, delivering seamless digital lending experience to our customers
- ❖ Launched **‘KAI’ (Knowledgeable AI) customer chatbot,** an AI-based Virtual Home Loan Advisor for a conversational, personalized experience of LTF Home Loan and other services
- ❖ LTF conducted **Investor Digital Day** to showcase next-gen tech initiatives of L&T Finance and **R.AI.SE 2024** an AI-focused, first of its kind event in BFSI space, focused on AI's real-world applications in the BFSI sector

## RETAIL DISBURSEMENT

**₹ 15,210 Cr**

+5% YoY | +1% QoQ

## CONSOL NIMs+FEES

**10.33%**

-60bps YoY | -53bps QoQ

## CONSOL ROA

**2.27%**

-25bps YoY | -33bps QoQ

## RETAIL BOOK

**₹ 92,224 Cr**

+23% YoY | +4% QoQ

## CONSOL PAT

**₹ 626 Cr**

-2% YoY | -10% QoQ

## CONSOL ROE

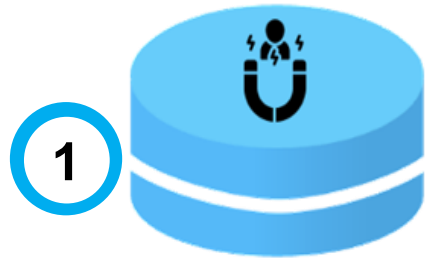
**10.21%**

-114bps YoY | -144bps QoQ

# 5 Pillar Strategy – An Update



# 5 Pillar strategy to deliver on Lakshya goals



1

## Enhancing Customer Acquisition

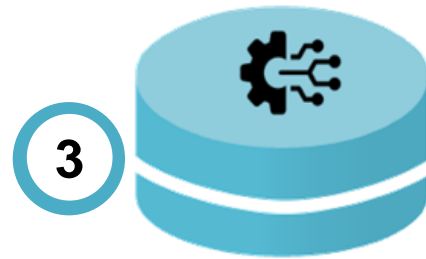
- Broadening customer funnel & velocity while increasing throughput
- Harvesting the customer & increasing cross-sell, while keeping risk under control
- Launching contiguous product offerings



2

## Sharpening Credit Underwriting

- Building a self-learning credit engine based on bureau, account aggregator & alternate data signals to make underwriting more robust



3

## Implementing Futuristic Digital Architecture

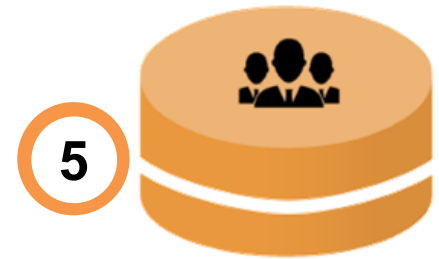
- Optimizing digital journeys to eliminate chokepoints & provide a superlative experience to customers
- In-house engineering for enhanced time to market



4

## Heightened Brand Visibility

- Enhancing brand presence across channels
- Building salience & recall for brand 'L&T Finance'

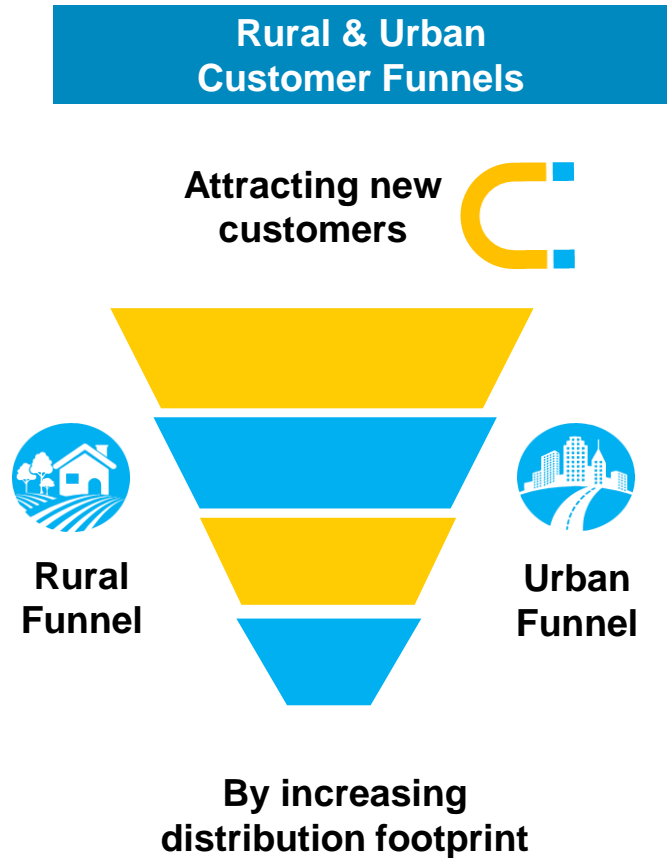







5

## Capability Building

- Focused enhancement and optimization of talent pool in:
  - Artificial Intelligence / Machine Learning
  - Credit & Risk
  - Tech & Engineering

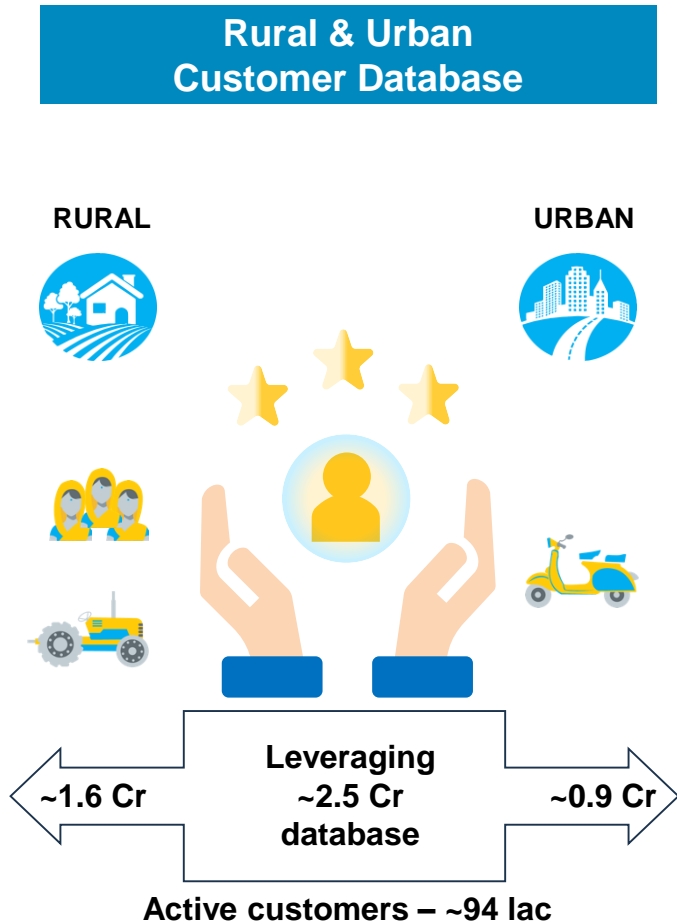
# Pillar 1: Enhancing Customer Acquisition



	Q3 FY24	Q2 FY25	Q3 FY25
<b>New Customer Acquisition</b> (strategic focus from Q3FY24 onwards)			
New Customer Acquisition (no. in lacs)	6.9	6.6	5.8
<b>Expanding Reach</b> (strategic focus from Q3FY24 onwards)			
 Rural Group Loans & MFI New villages activated (nos.)	12,973	22,743	19,975
 Two Wheeler Finance Active sourcing points (nos.)	9,501	10,438	9,768
 Farm Equipment Finance Active sourcing points (nos.)	2,633	2,316	2,512
 Personal Loans Active DSAs & E-aggregators (nos.)	30	35	49
 Home Loan / LAP Active sourcing points (nos.)	288	371	389

Conscious channel calibration in response to segment-specific environment

# Pillar 1: Enhancing Customer Acquisition



	Q3 FY24	Q2 FY25	Q3 FY25
<b>Cross-sell &amp; up-sell</b>			
Total Retail Repeat disbursement share (Count)	45%	43%	43%
Total Retail Repeat disbursement share (Value)	33%	35%	32%
Rural Group Loans & MFI Repeat % (Count)	59%	53%	56%
Rural Group Loans & MFI Repeat % (Value)	70%	66%	69%
Farm Equipment Finance Repeat % (Value)	18%	39%	22%
Personal Loans to existing customers % (Value)	57%	61%	49%

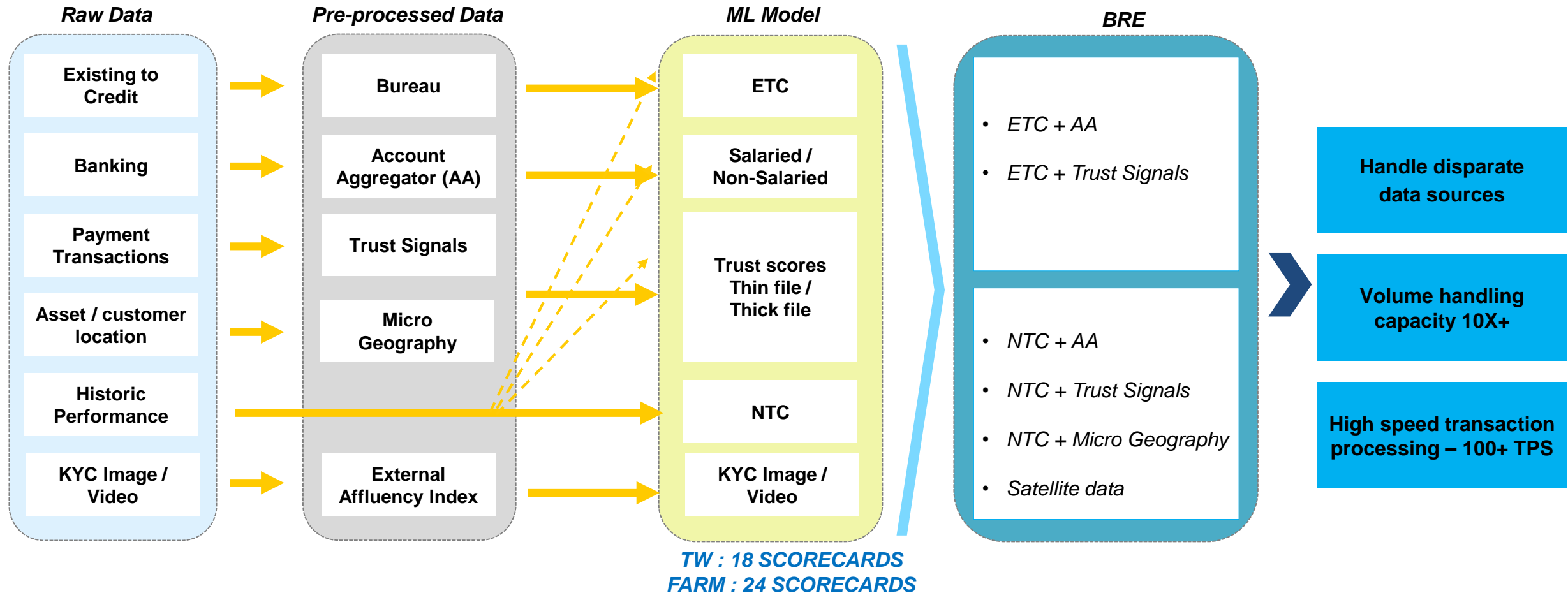
Cross-sell / up-sell judiciously tempered in line with current market conditions in Q3

# Pillar 2: Sharpening Credit Underwriting (1/11)



Operationalised 'Project Cyclops' in Two Wheeler and Farm Equipment Finance

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



Initial trends indicate Net 0+ reduced by 120 bps in Cyclops TW portfolio over a 4 month period; Farm Equipment Cyclops live in Q3FY25



# Pillar 2: Sharpening Credit Underwriting (2/11)

Rural Business Finance – Stringent Portfolio Policy & Sourcing Norms



①

## Applicant to be 0 DPD

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

②

## Strict Association Norms

*(continued even after regulatory relaxation in Apr'20)*

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

③

## JLG Indebtedness Norms

*(continued even after regulatory relaxation in Apr'20)*

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

④

## Income estimation & total indebtedness norms

*(post Apr'22)*

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

⑤

## Maker-checker mechanism for sourcing

Independent unbiased assessment of borrower

### **Maker**

Business Field Level Officer (part of Business Function)

### **Checker**

Branch Process Manager (separate appraisal vertical)

Ensures the following:

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

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

**Strong credit guardrails implemented over the years reflecting enhanced portfolio resilience**

# Pillar 2: Sharpening Credit Underwriting (3/11)

Rural Business Finance – Stringent Portfolio Policy & Sourcing Norms



## Monthly customer leverage tracker



## Strong Early Warning Signals



## Exclusive Risk Control Unit



### Comprehensive customer leverage tracker dashboard deployed

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

### Customer profiling to predict repayment behaviour and propensity to default

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

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

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

## Pillar 2: Sharpening Credit Underwriting (4/11)

Rural Business Finance – Stringent Portfolio Policy & Sourcing Norms



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

Identified early delinquency trends which led to stringent sourcing guardrails

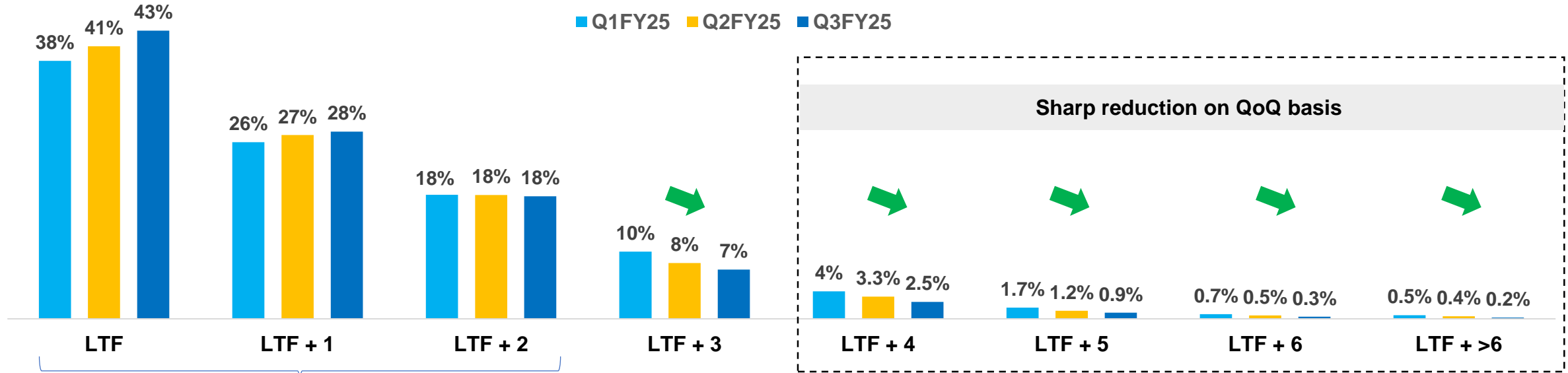
# Pillar 2: Sharpening Credit Underwriting (5/11)

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



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

■ Q1FY25 ■ Q2FY25 ■ Q3FY25



~90% of book

Strong on-ground execution leading to orderly resolution of leveraged portfolio

Dec'24 CE 99.7%

99.5%

99.3%

98.7%

97.1%

LTF + >=4 portfolio expected to run down to negligible levels by Q4FY25

# Pillar 2: Sharpening Credit Underwriting (6/11)

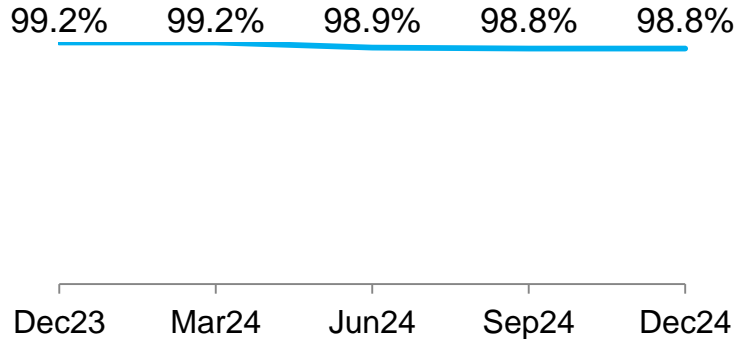
...and a robust portfolio



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

Basis rolling 12-month sourcing cohorts

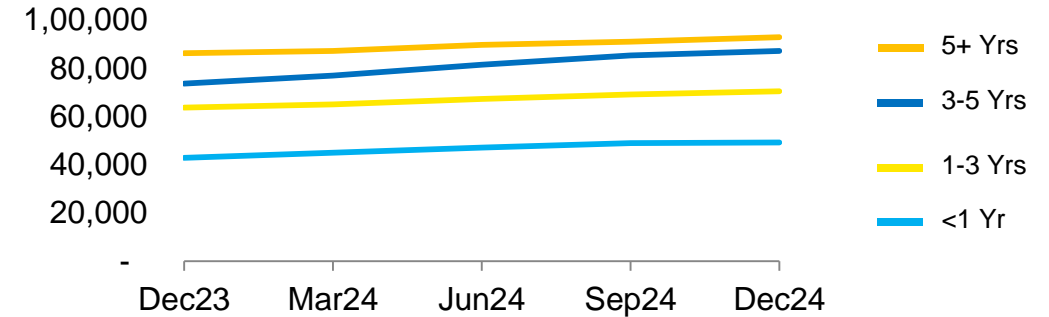
**On Due Date (ODD) CE %**



**Focus on ODD CE leading to superior Regular CE**

CE: Collection Efficiency

**ATS (in ₹) vs Borrower Vintage**

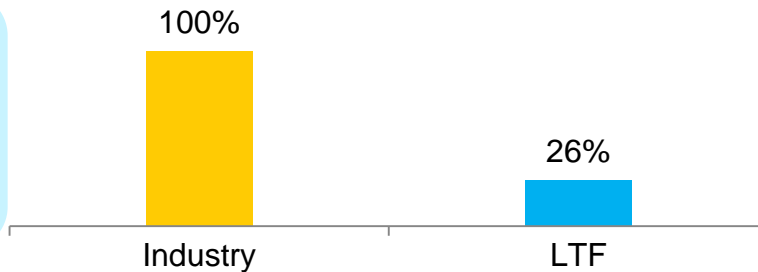


**Responsible leveraging of customers across cycles**

**Indexed representation of Industry Delinquency vs LTF**

Delinquency is calculated as 12 Month On Book (MOB) ever 90+ performance in Oct'23-Sep'24 for last 12 mth disbursements over Oct'22-Sep'23 period

Source: Industry data by Transunion CIBIL



**Delinquency levels superior to industry average**

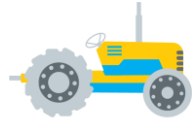
### Calculation methodology of Indexed representation

- If industry delinquency is X%, that is taken as the base on an index of 100%
- LTF delinquency is shown as a percentage of this index, i.e. 26% of X

**Continuous efforts on maintaining and improving existing superior portfolio metrics**

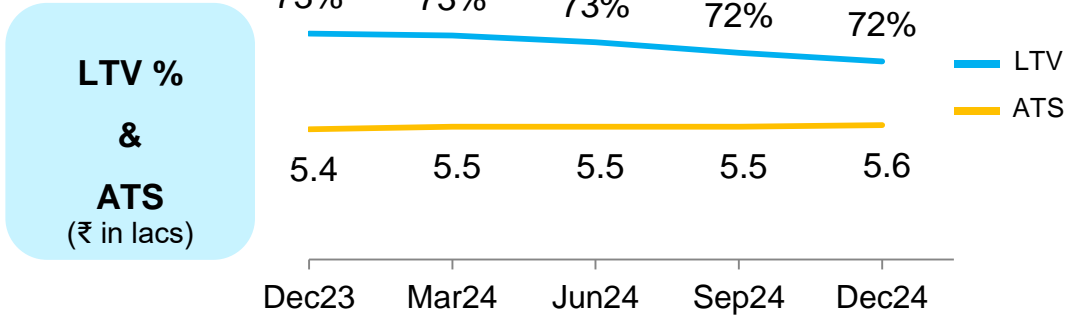
# Pillar 2: Sharpening Credit Underwriting (7/11)

Leading to a robust portfolio

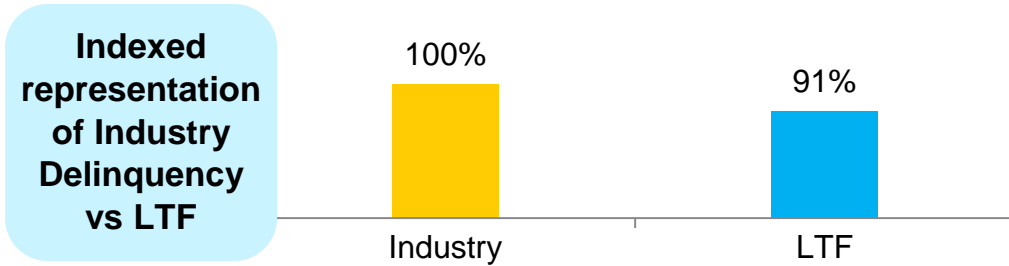


## Farm Equipment Finance

Basis rolling 12-month sourcing cohorts



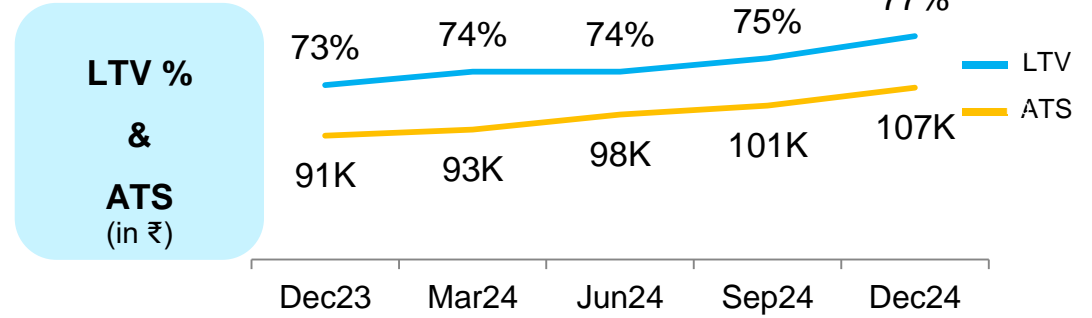
### Optimum LTV and margin levels



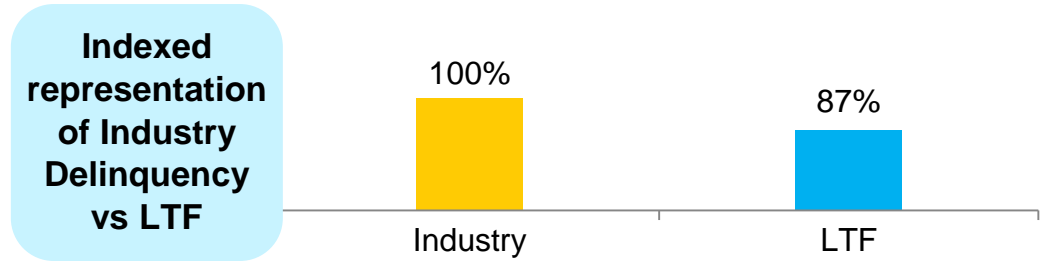
Delinquency levels better than industry average



## Two Wheeler Finance



### Optimum LTV and margin levels



Delinquency levels better than industry average

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

Delinquency is calculated as 12 Month On Book (MOB) ever 90+ performance in Oct'23-Sep'24 for last 12 mth disbursements over Oct'22-Sep'23 period Source: Industry data by Transunion CIBIL

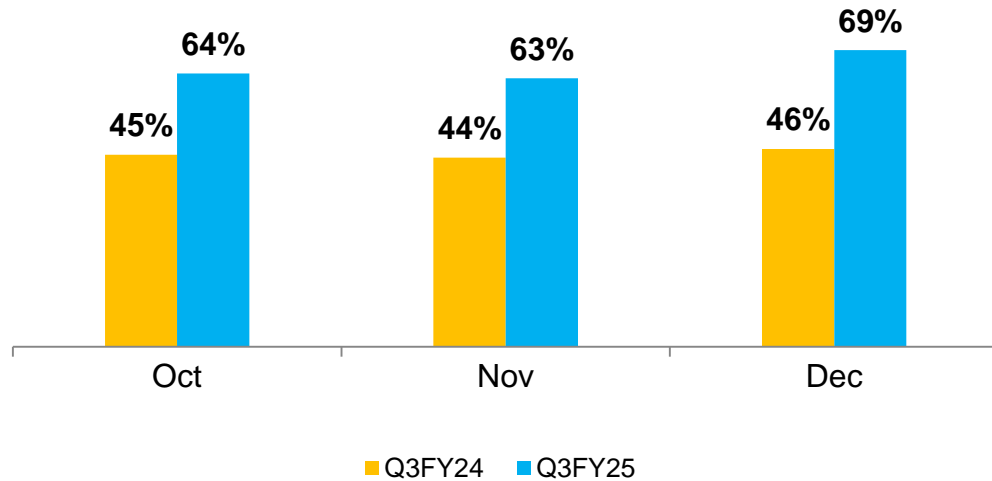
# Pillar 2: Sharpening Credit Underwriting (8/11)

Journey towards building a Prime-dominant Two Wheeler portfolio

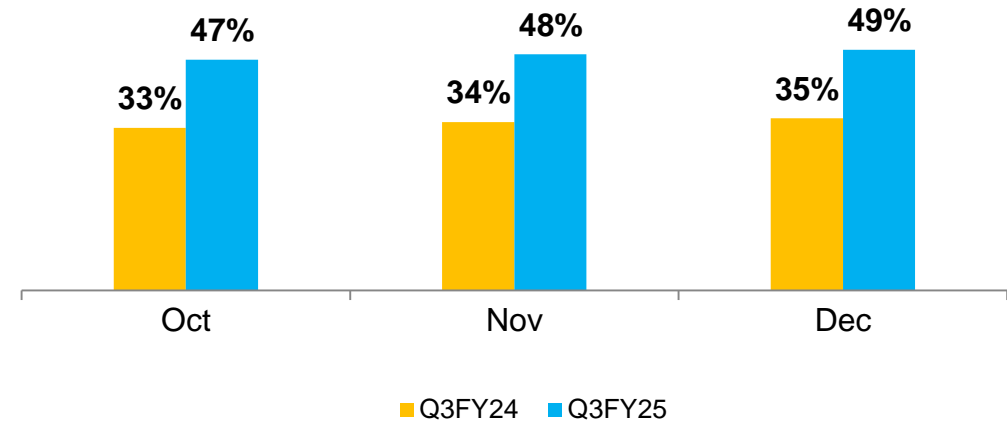


## Two Wheeler Finance

Prime share in disbursements



Prime share on book



**Prime customer share in disbursements increased to 69% in Dec'24; Prime share on book reached ~50%**

# Pillar 2: Sharpening Credit Underwriting (9/11)

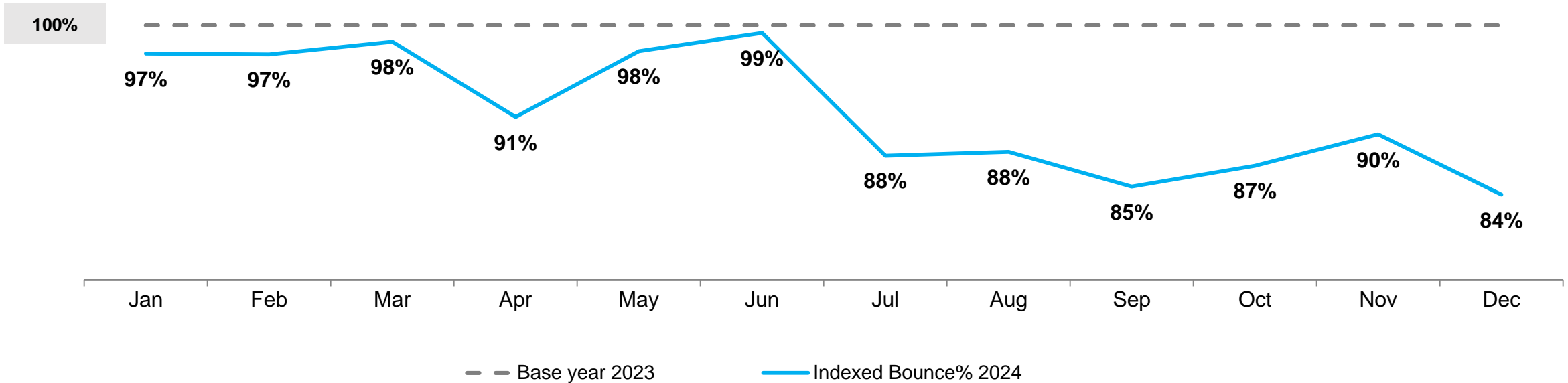
Journey towards quality sourcing - Two Wheeler Finance portfolio



## Two Wheeler Finance

### Indexed representation of TW Portfolio Bounce (%)

Calculation methodology : Bounce % in 2023 is taken as the base on an index of 100%; E.g. Bounce % in Dec'24 is 84% of bounce % of Dec'23 (base period)

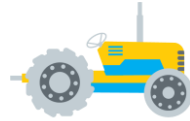


**Early impact of Project Cyclops and prime sourcing visible in reducing portfolio bounce rates**



# Pillar 2: Sharpening Credit Underwriting (10/11)

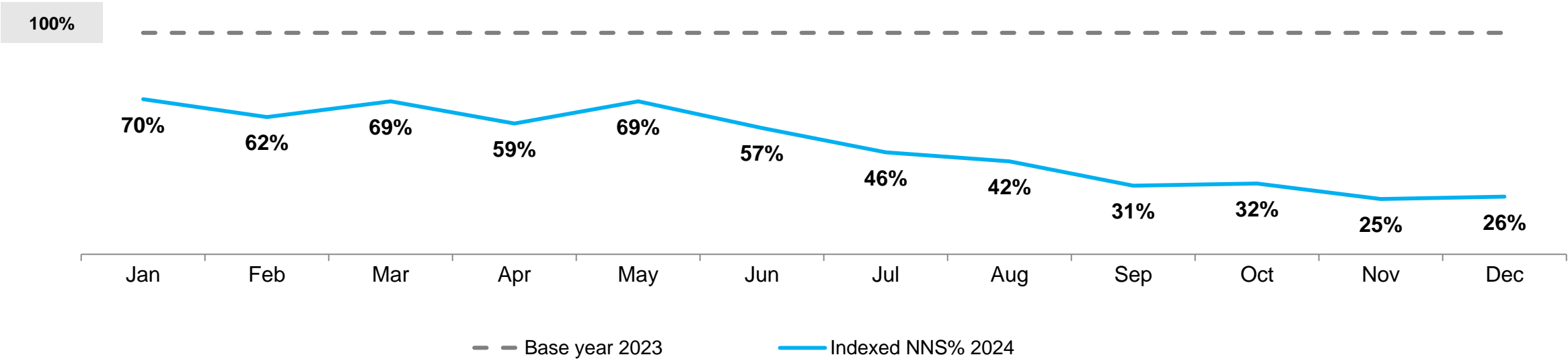
Journey towards quality sourcing – Farm Equipment Finance portfolio



## Farm Equipment Finance

### Indexed representation of Farm Net Non Starters (NNS) %

Calculation methodology : NNS % in 2023 is taken as the base on an index of 100%; E.g. NNS in Dec'24 is 26% i.e. it is ~1/4th of NNS in Dec'23 (base period)



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

- Sharpened credit underwriting through identified dealership rationalisation
- Increase in penetration of digital payments from 32% in Apr'23 to 59% in Dec'24 (refer slide no 60)

# Pillar 2: Sharpening Credit Underwriting (11/11)

Leading to a robust portfolio



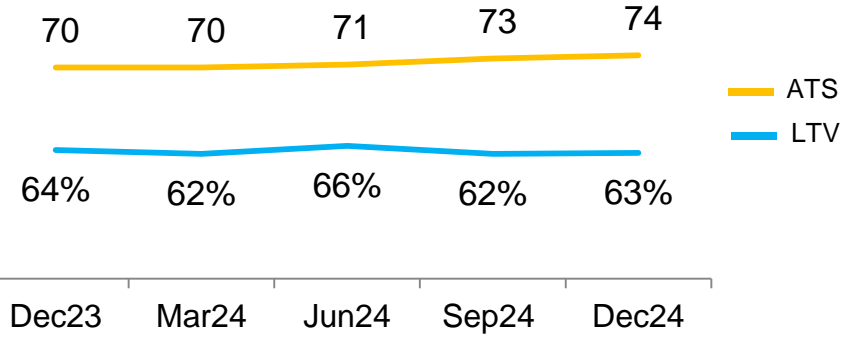
Basis rolling 12-month sourcing cohorts

## Home Loans

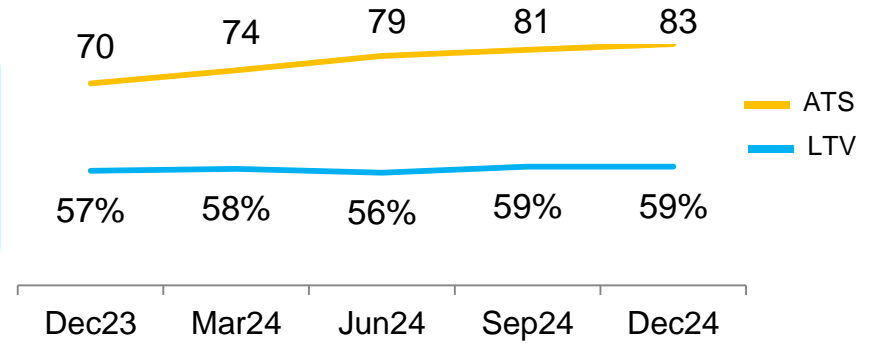


## LAP

**ATS**  
(₹ in lacs)  
&  
**LTV %**

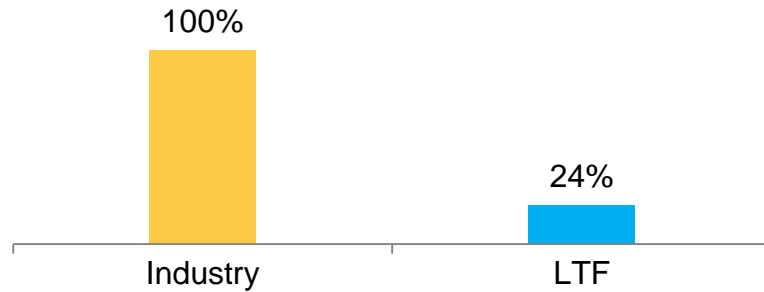


**ATS**  
(₹ in lacs)  
&  
**LTV %**

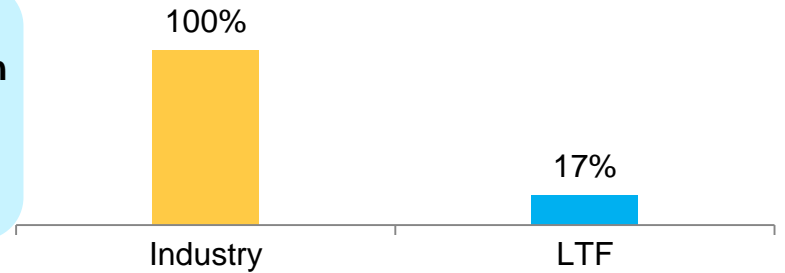


### Optimum LTV and margin levels

**Indexed representation of Industry Delinquency vs LTF**



**Indexed representation of Industry Delinquency vs LTF**



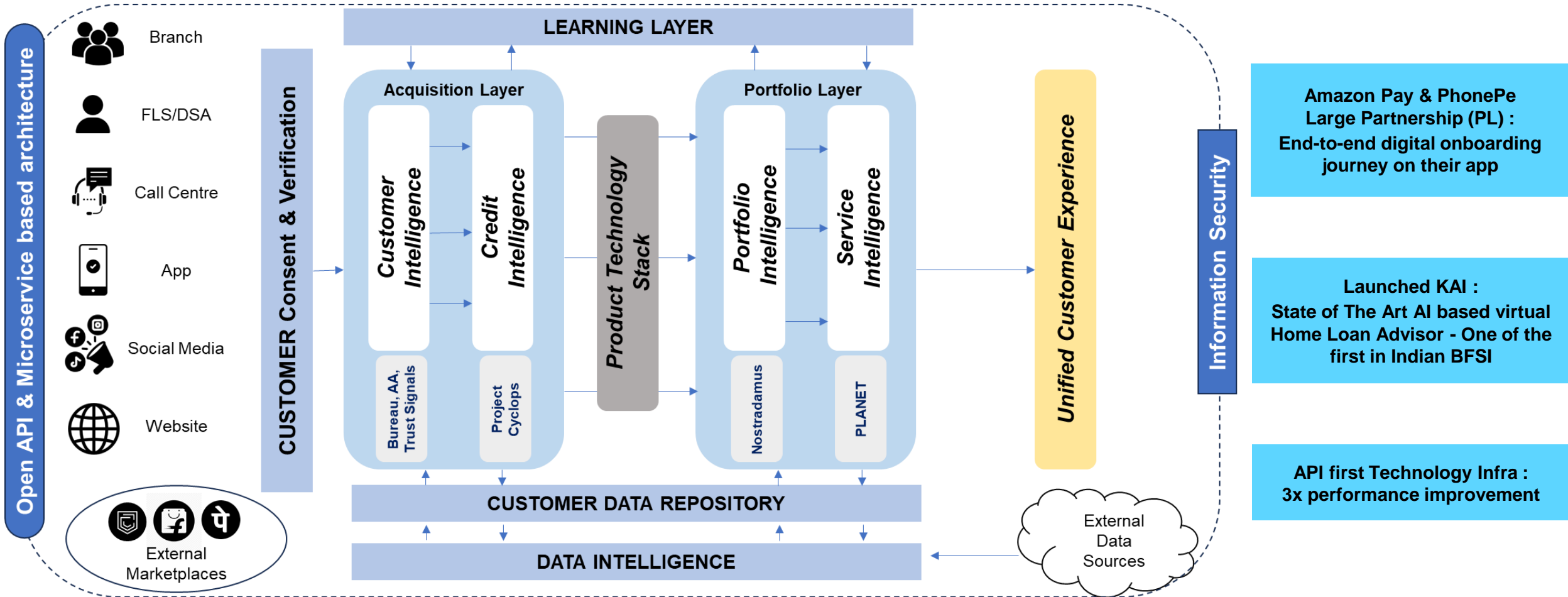
### Delinquency levels significantly better than industry average

Focus on maintaining prime secured portfolio performance

Delinquency is calculated as 12 Month On Book (MOB) ever 90+ performance in Oct'23-Sep'24 for last 12 mth disbursements over Oct'22-Sep'23 period  
Source: Industry data by Transunion CIBIL

# Pillar 3: Implementing Futuristic Digital Architecture

Engineering for tomorrow – Future Tech Landscape | Tech initiatives continue to be on track in Q3



**Amazon Pay & PhonePe Large Partnership (PL) :**  
End-to-end digital onboarding journey on their app

**Launched KAI :**  
State of The Art AI based virtual Home Loan Advisor - One of the first in Indian BFSI

**API first Technology Infra :**  
3x performance improvement

**Building technology infrastructure to drive variety, volume, velocity, and veracity**

# Pillar 4: Heightened Brand Visibility



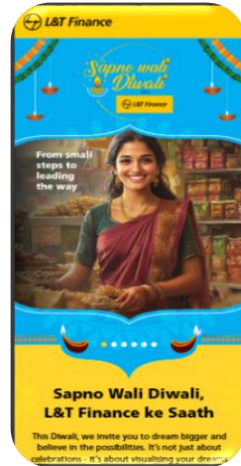
## Ramped up brand presence

Just Zoom  
Two Wheeler Loans  
Campaign at  
India Bike Week, Goa



### Sapno Wali Diwali with AI & IBW @ Goa

Initiative for users to generate AI Images as per their dreams & share as Diwali wishes - 16 mn. views on Social media



## 1<sup>st</sup> edition of our marquee AI event 'R.AI.SE'



RAISE event with industry leaders as speakers & panelists discussing trends in AI within BFSI space



Masterclass Session by AI professionals



Product Demos

**Focused brand building in urban areas during Q3FY25**



## Capacitising and upgrading infrastructure



- Integrated Tech Operations & Data science facility setup at Mahape, Navi Mumbai
- Upgrading and standardizing critical infrastructure at various branches across India

## Employee engagement initiatives



- **8 strategic initiatives** identified under **Great Place To Work**
- **Empowering women @LTF** through multiple initiatives & policy changes
- Introduction of **Flexi-timing** to ease commute to and from office
- Launch of **Continuous Education Policy, 'STRIDE'** – extending support for employee's learning and growth

Employee infrastructure and engagements initiatives continued in Q3

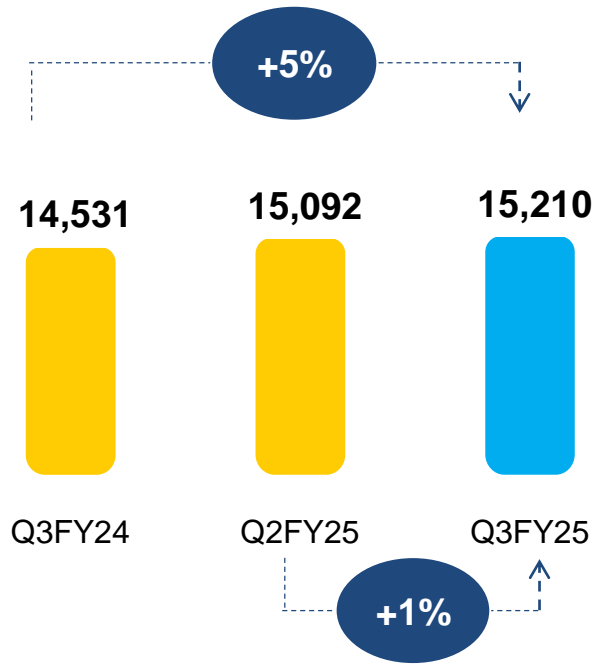
# Business Update



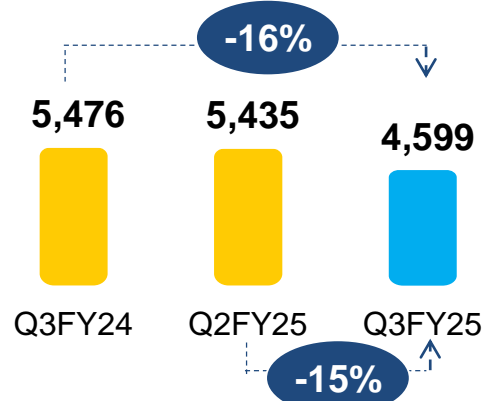
# Retail disbursement growth of 5% YoY

₹ in Cr

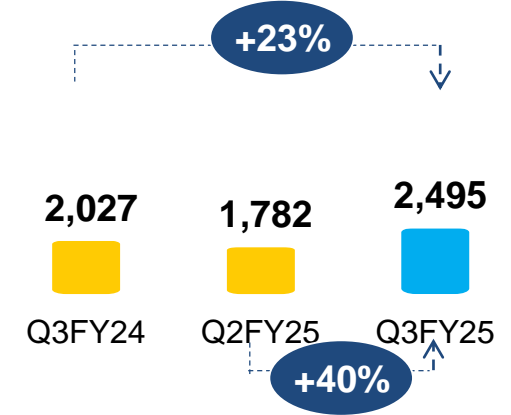
## RETAIL FINANCE



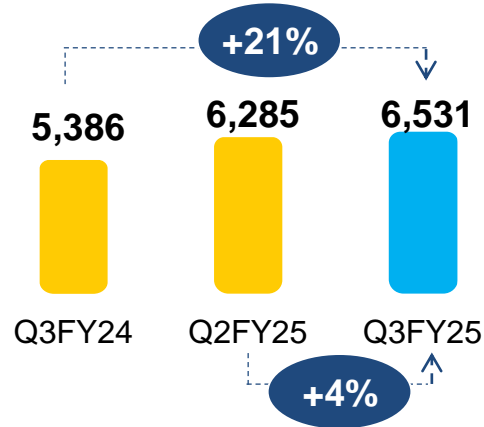
## Rural Business Finance



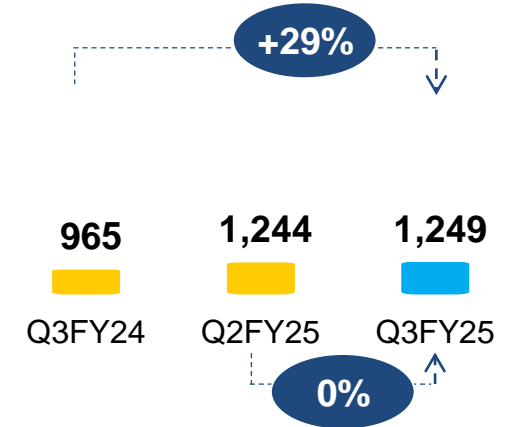
## Farmer Finance



## Urban Finance



## SME Finance

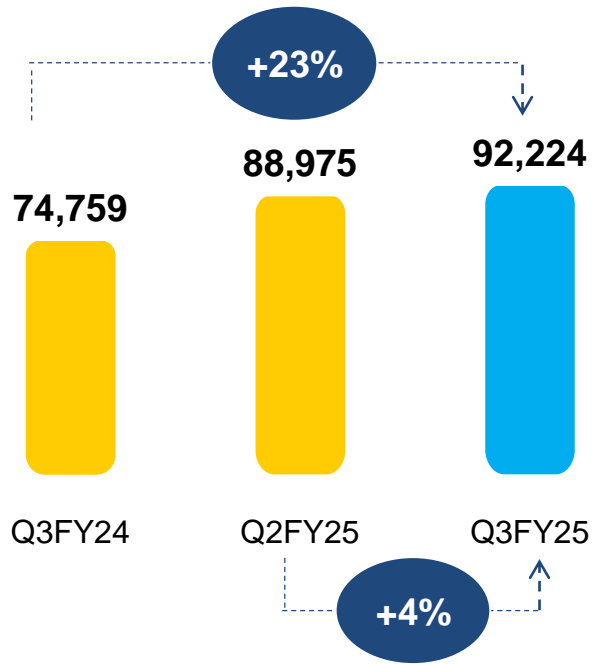


Diversified portfolio aided maintaining disbursements in Q3FY25 despite challenging environment in Rural Group Loans and MFI

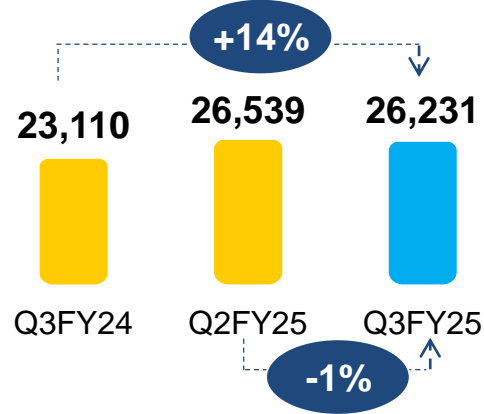
# Retail book growth of 23% YoY

₹ in Cr

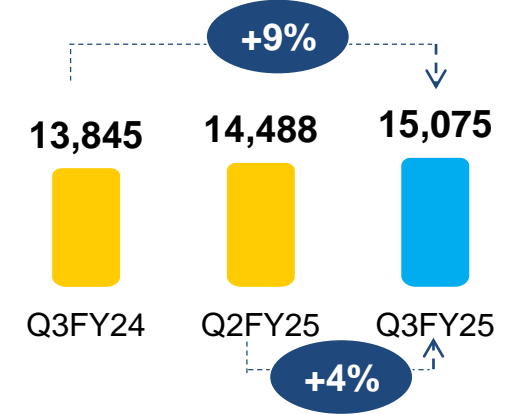
## RETAIL FINANCE



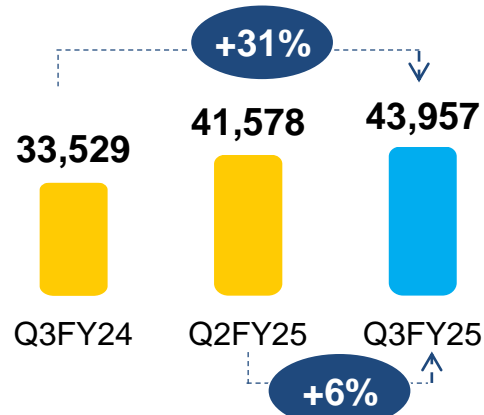
## Rural Business Finance



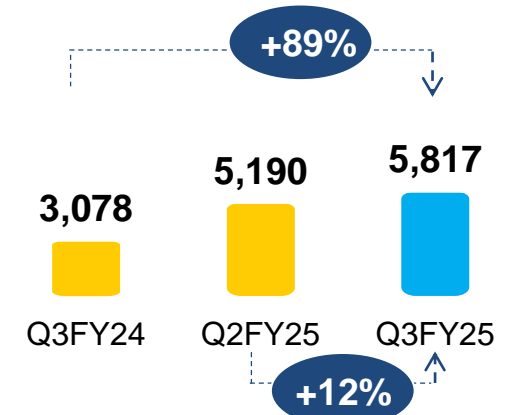
## Farmer Finance



## Urban Finance



## SME Finance



Growth led by Urban Finance and SME Finance



# Collection Efficiency (1/3)

RURAL



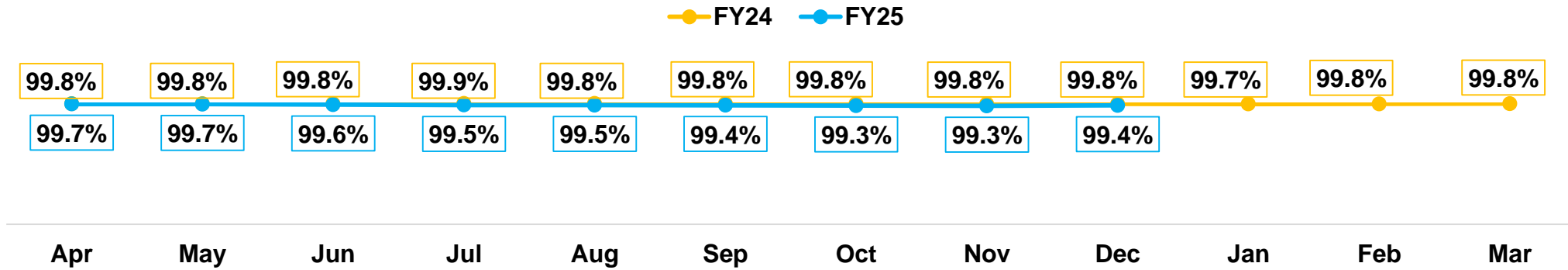
RURAL GROUP LOANS & MICRO FINANCE (JLG)

RURAL GROUP LOANS & MICRO FINANCE (JLG)

## RURAL BUSINESS FINANCE

0 DPD CE %

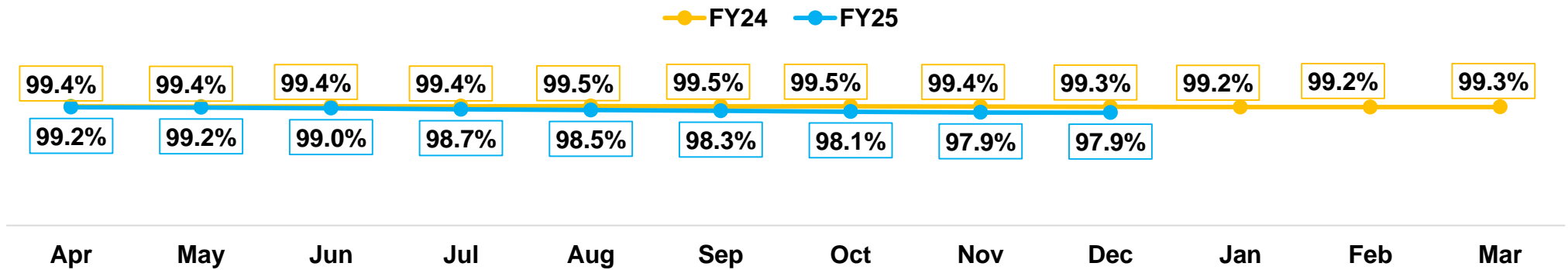
0 DPD CE = POS of 0 DPD collected / POS of 0 DPD billed



## RURAL BUSINESS FINANCE

0-90 DPD CE %

0-90 DPD CE = POS of 0-90 DPD collected / POS of 0-90 DPD billed

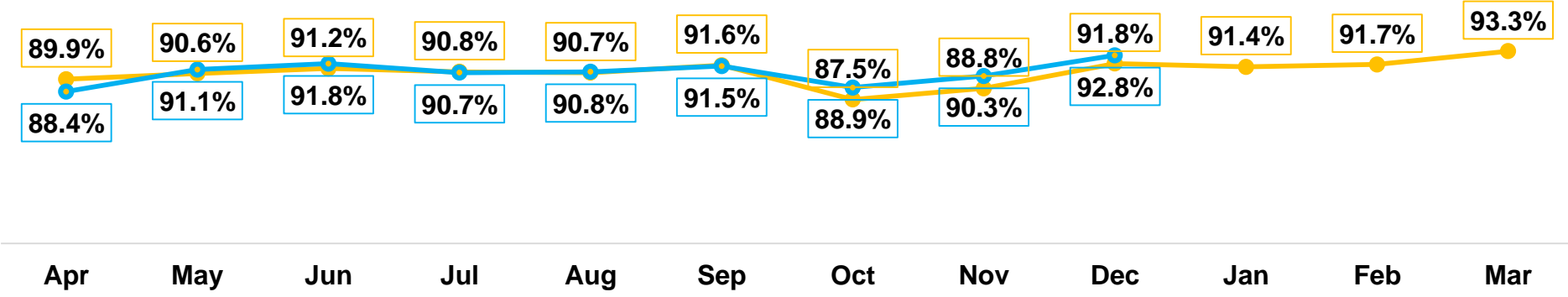




FARM EQUIPMENT FINANCE

## FARMER FINANCE

FY24 FY25



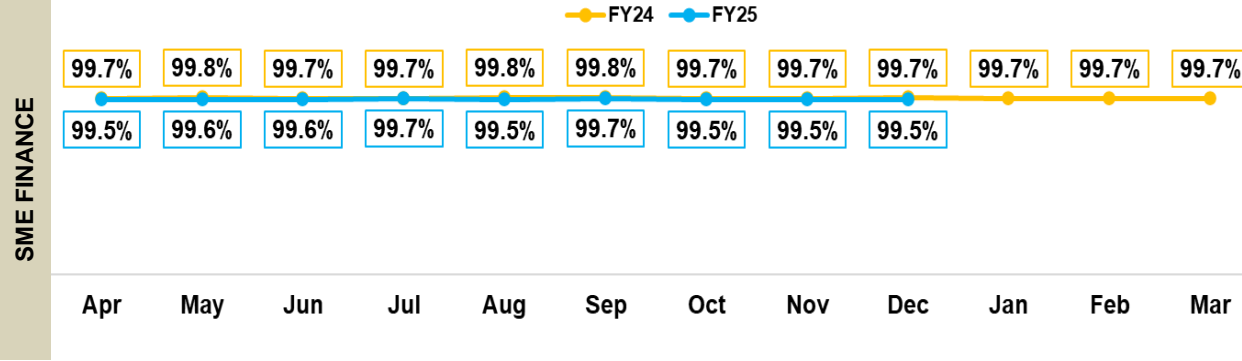
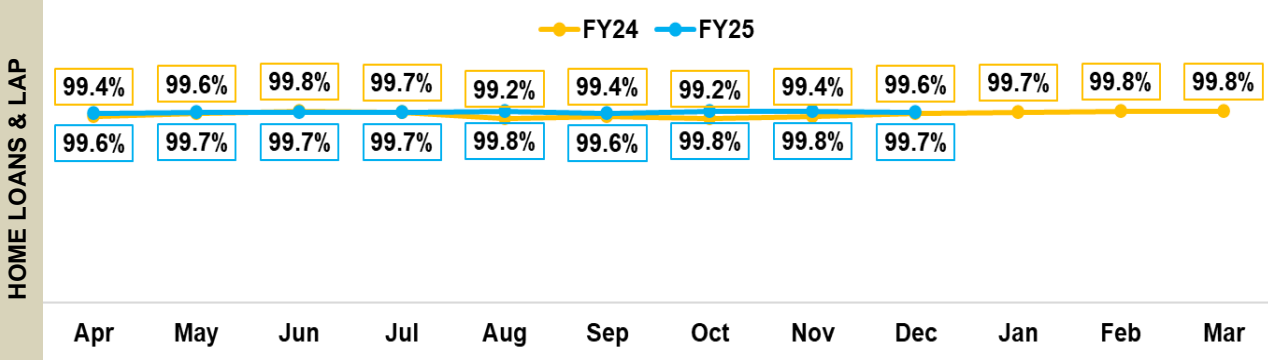
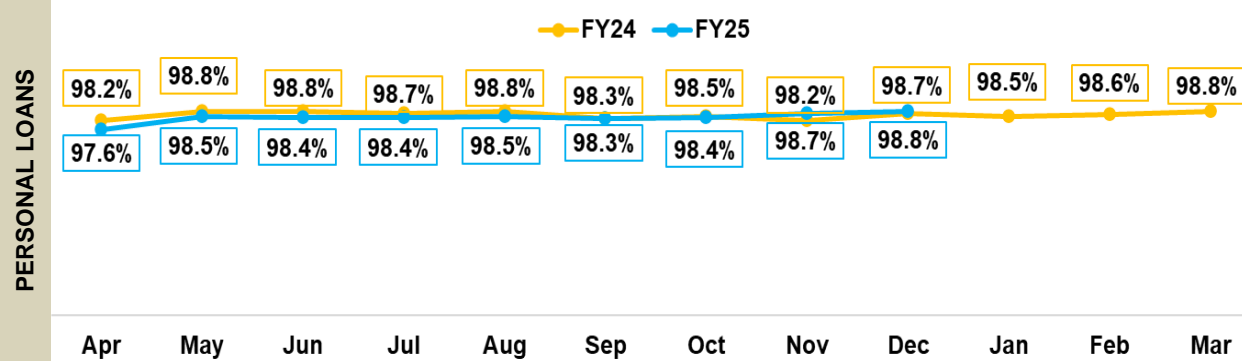
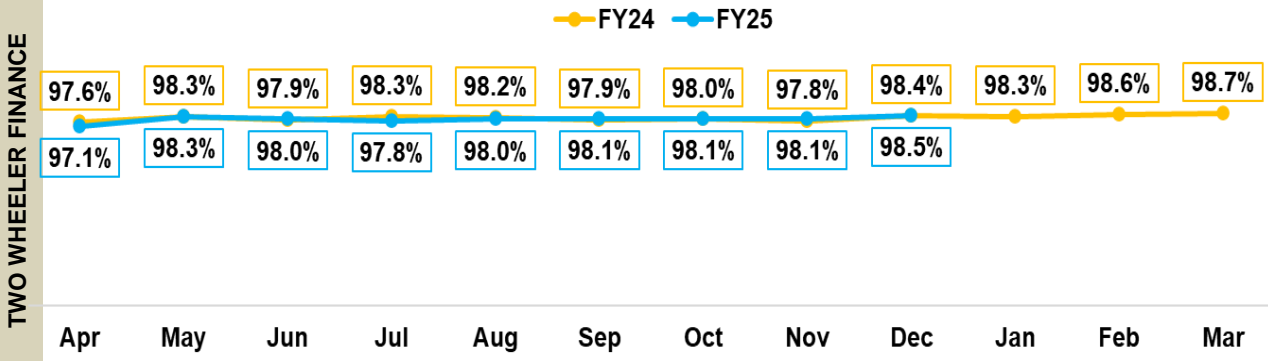
Robust collection efficiencies with improved digital collections

# Collection Efficiency (3/3)

## URBAN



### URBAN FINANCE

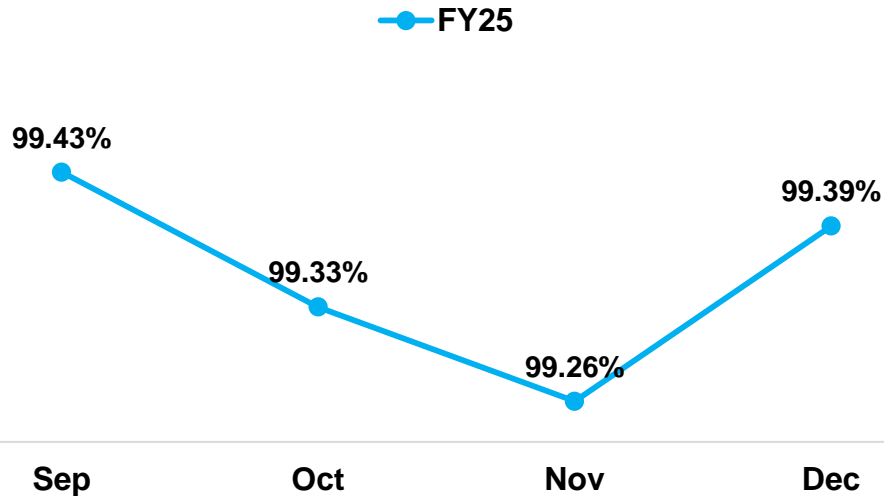


**Robust collection efficiencies maintained with granular execution focus**

# Retail Asset Quality (1/4)

Healthy asset quality trends – Rural Group Loans & MFI

Collection Efficiency (CE) trend - 'U'-shaped recovery in Dec'24

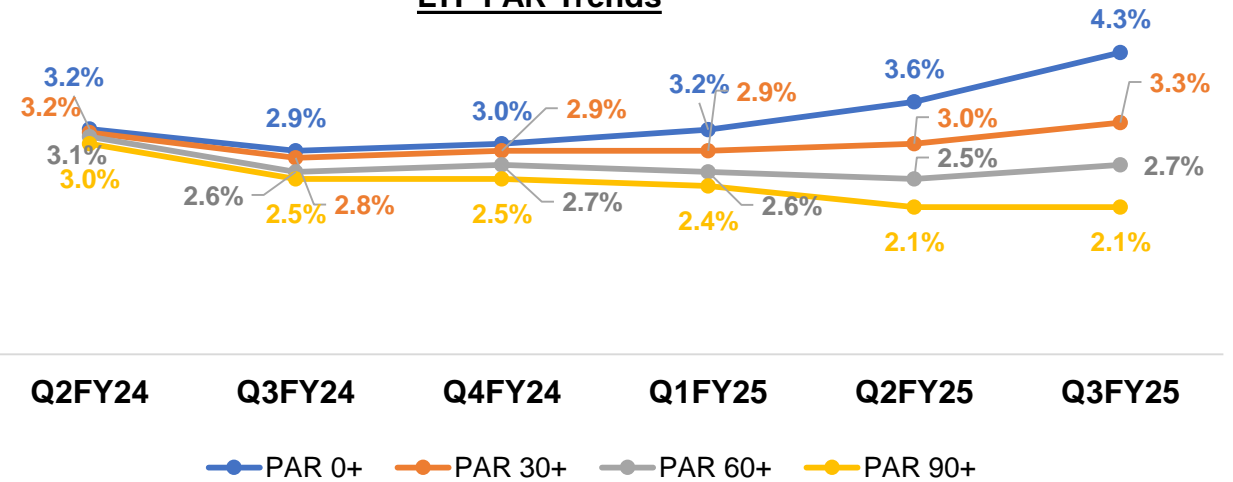


Best-in-class 0 DPD portfolio and PAR trends vis-à-vis the Industry

0 DPD book

	Q2FY24	Q3FY24	Q4FY24	Q1FY25	Q2FY25	Q3FY25
Industry	87.2%	86.8%	87.4%	86.9%	83.5%	N.A.
LTF	96.8%	97.1%	97.0%	96.8%	96.4%	95.8%

LTF PAR Trends



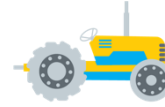
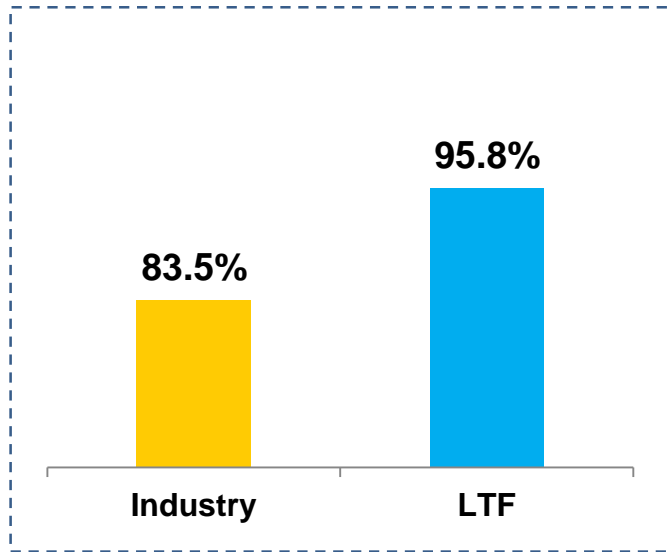
- CE got affected in Oct & Nov 24 due to severe floods in Bihar and other regions
- However, with normalization of CE in Bihar in Dec'24, CE have started going back to Sept levels thus reflecting a 'U'-shaped recovery
- With further stabilization of CE in Jan, LTF expects Feb & March to exhibit better trends, with a positive trend on asset quality going forward

# Retail Asset Quality (2/4)

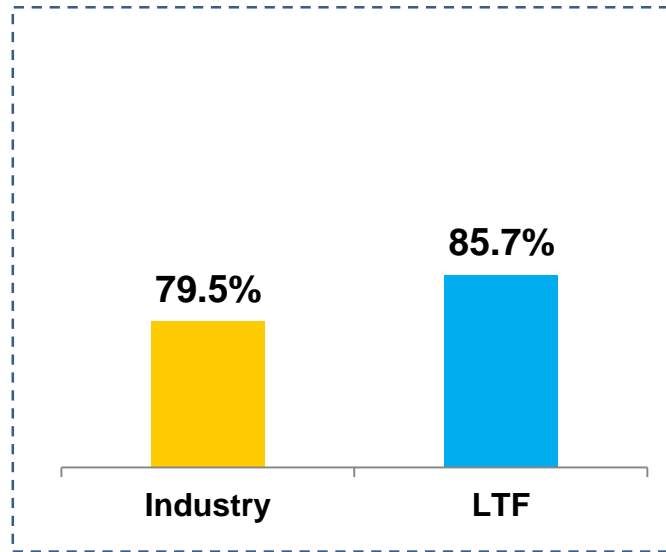
'0 DPD' for our 3 fulcrum products



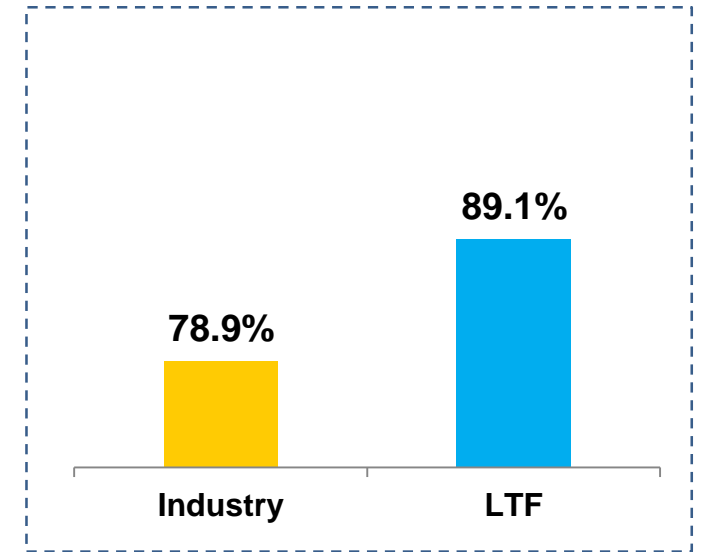
## RURAL GROUP LOANS & MICRO FINANCE (JLG)



## FARM EQUIPMENT FINANCE



## TWO WHEELER FINANCE



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

# Retail Asset Quality (3/4)

## Stagewise assets & provision summary

G R O S S  A S S E T S	Stage wise (in ₹ Cr)	Q3FY24	Q3FY24 (% of Total)	Q2FY25	Q2FY25 (% of Total)	Q3FY25	Q3FY25 (% of Total)
	Stage 1	70,591	94.42%	84,236	94.67%	87,325	94.69%
	Stage 2	1,963	2.63%	2,217	2.49%	2,273	2.46%
	Stage 3	2,206	2.95%	2,523	2.84%	2,627	2.85%
	<b>Total</b>	<b>74,759</b>	<b>100%</b>	<b>88,975</b>	<b>100%</b>	<b>92,224</b>	<b>100%</b>

P R O V I S I O N	Stage wise (in ₹ Cr)	Q3FY24	Q3FY24 (% PCR)	Q2FY25	Q2FY25 (% PCR)	Q3FY25	Q3FY25 (% PCR)
	Stage 1	471	0.67%	433	0.51%	492	0.56%
	Stage 2*	1,296	66.05%	1,329	59.93%	1,266	55.73%
	Stage 3	1,739	78.85%	1,827	72.42%	1,898	72.26%
	<b>Total</b>	<b>3,507</b>	<b>4.69%</b>	<b>3,589</b>	<b>4.03%</b>	<b>3,657</b>	<b>3.97%</b>

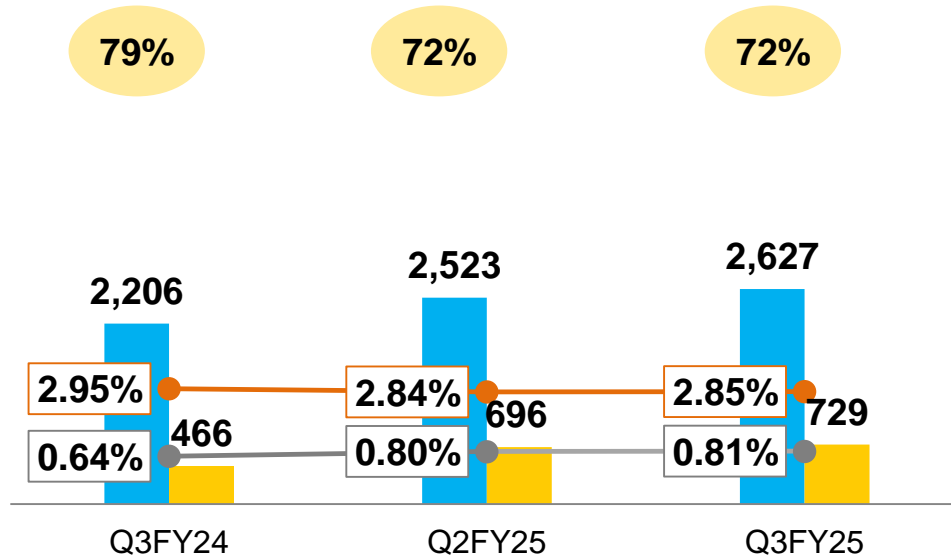
  

N E T  A S S E T S	Stage wise (in ₹ Cr)	Q3FY24	Q3FY24 (% of Net Assets)	Q2FY25	Q2FY25 (% of Net Assets)	Q3FY25	Q3FY25 (% of Net Assets)
	Stage 1	70,120	94.39%	83,802	94.65%	86,833	94.66%
	Stage 2	666	0.91%	888	1.01%	1,006	1.11%
	Stage 3	466	0.64%	696	0.80%	729	0.81%

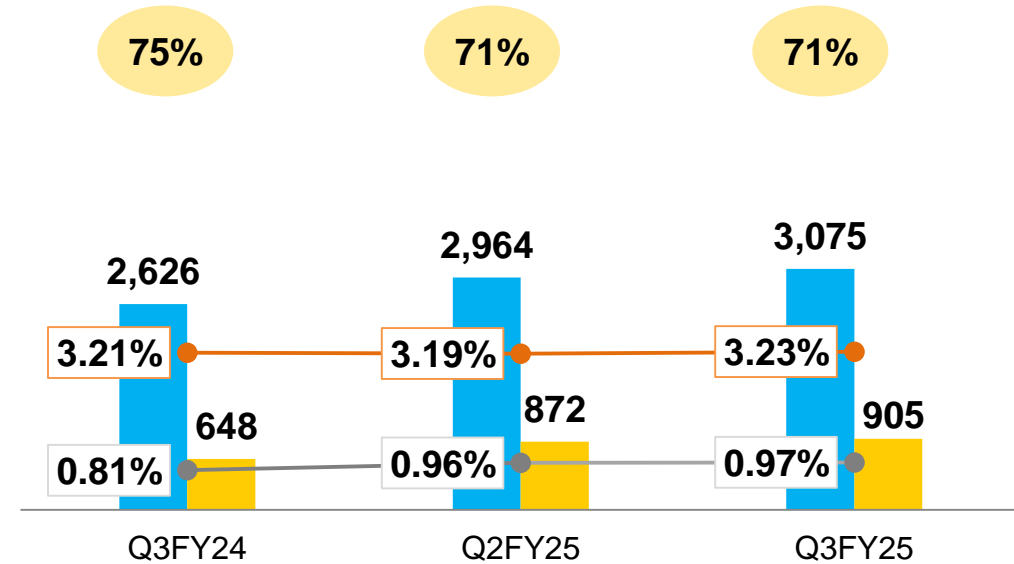
# Retail and Consol Asset Quality (4/4)

Retail and Consol GS3

## RETAIL - ASSET QUALITY



## CONSOLIDATED - ASSET QUALITY

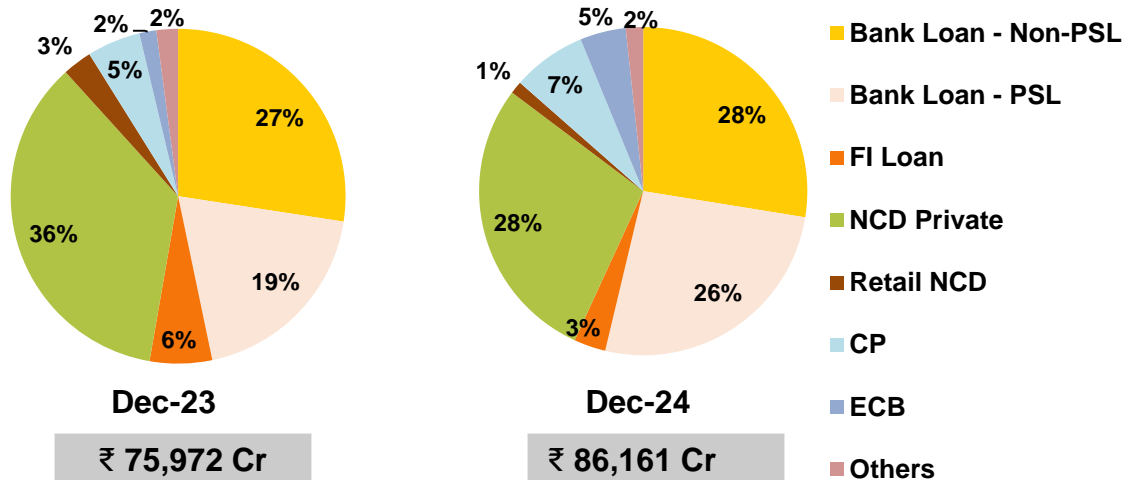


■ GS3 (₹ Cr) 
 ■ NS3 (₹ Cr) 
 ● GS3 (%) 
 ● NS3 (%) 
 PCR (%)

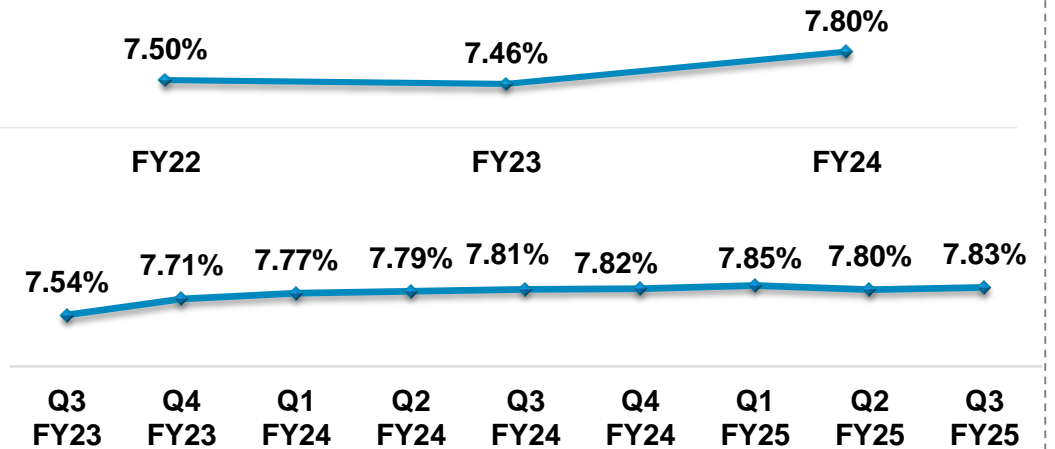
Maintained steady Consolidated GS3 and NS3

## OUTPERFORMING IN TIMES OF RISING INTEREST RATE ENVIRONMENT

### DIVERSIFIED LIABILITY MIX (%)



### WEIGHTED AVERAGE COST OF BORROWING (WACB) (%)



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



**Prudent ALM along with changing portfolio mix towards retail**



**Leveraged Retail Asset profile to garner competitive funding**

Prudent ALM has limited the quarterly WACB increase to 3 bps (QoQ) at 7.83% in Q3FY25



# ANNEXURES



- I** Dominant Retail Franchise built over a decade
- II** Financials
- III** Other Annexures



**Part of illustrious  
L&T group**



**Upper Layer NBFC  
as per RBI classification**



**Amongst  
Top Retail NBFCs**

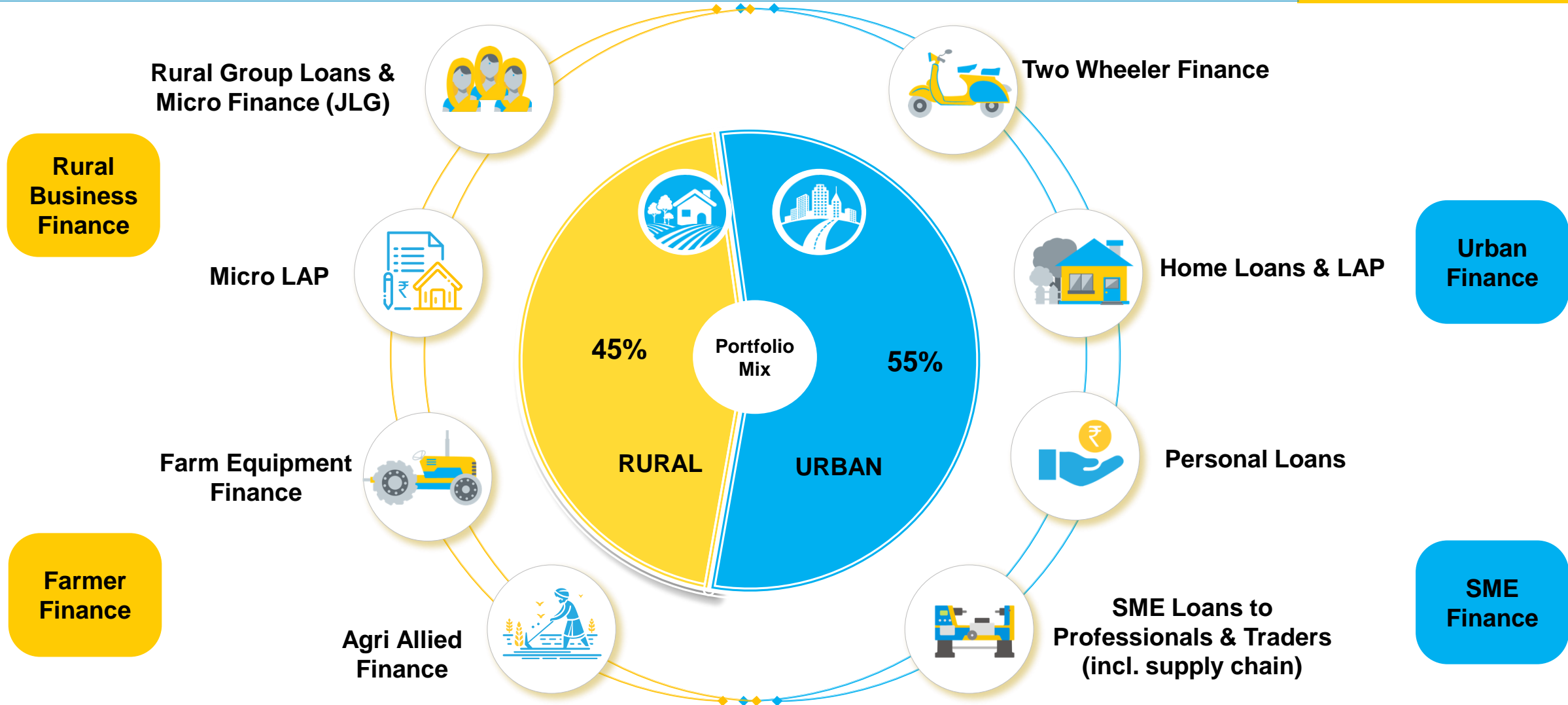


**Highest Credit  
Rating – 'AAA'**

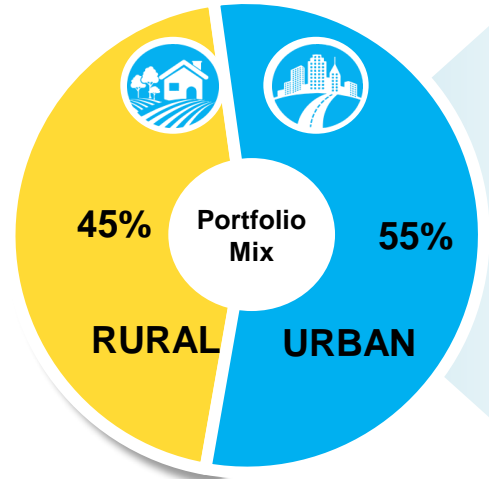


**Top Notch  
ESG Ratings**


**Built on the foundation of Trust & Commitment**




## DIVERSIFIED RETAIL NBFC




~₹ 92,000 Cr  
Retail Book



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



**Leveraging 2.5 Cr customer franchise for cross sell**



**12,500+ Distribution touch points**



**1.50 Cr+ downloads**

**Optimised Digital Service & Distribution delivery platform**

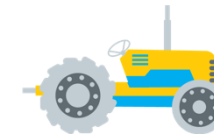
Leading to Leadership in 3 fulcrum products



Rural Group Loans & Micro Finance (JLG)



Two Wheeler Finance



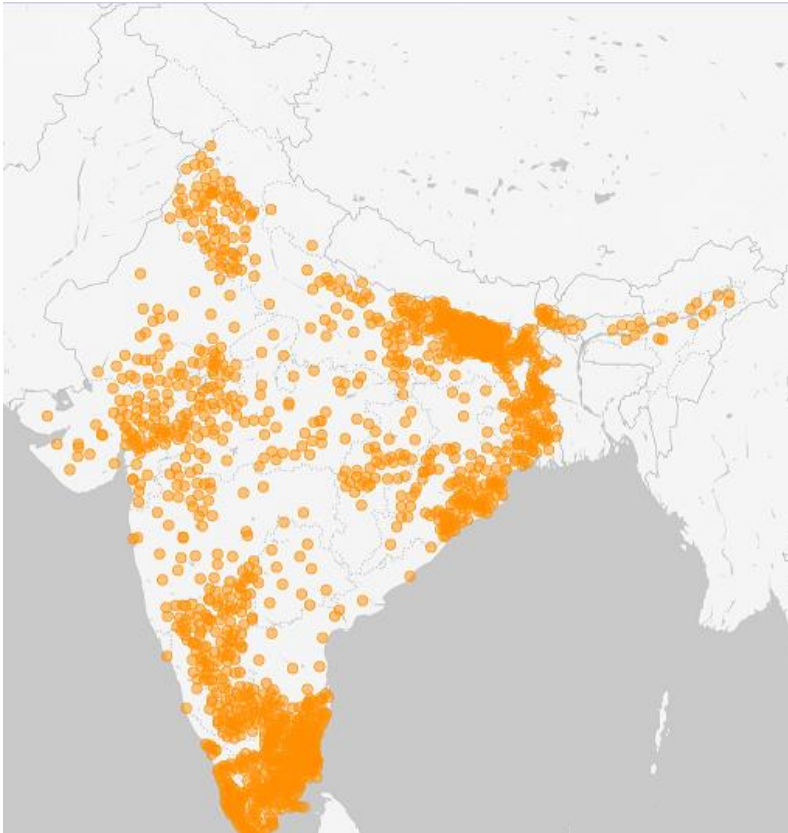
Farm Equipment Finance

Retail Digital Franchise built over 15 years

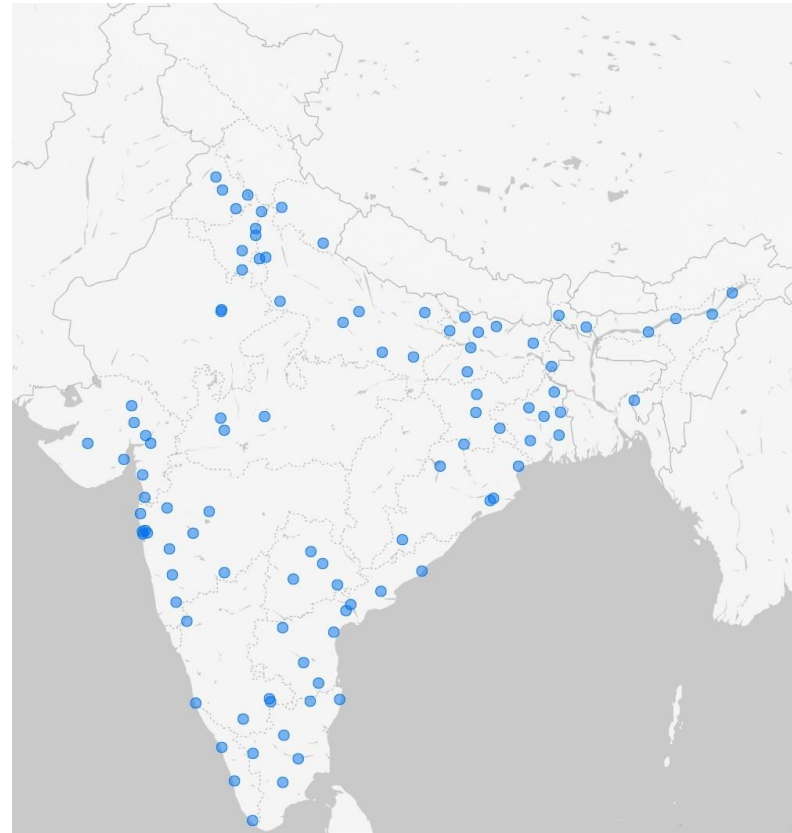
# Granular and extensive distribution network

**18** States  
**1** UT  
**~2,00,000** Villages

**20** States  
**2** UT  
**100+** Cities / Towns



**LTF Rural Network**



**LTF Urban Network**

State	Rural Branches	Urban Branches
Madhya Pradesh	98	15
Maharashtra	67	27
Uttar Pradesh	127	16
Gujarat	84	15
Karnataka	243	12
West Bengal	121	12
Andhra Pradesh	23	11
Telangana	41	10
Haryana	41	7
Rajasthan	62	8
Bihar	414	8
Punjab	44	5
Odisha	126	6
Tamil Nadu	399	13
Kerala	93	3
Others	45	17
<b>Pan India</b>	<b>2,028*</b>	<b>185</b>

**Total Branch Count: 223 (Rural – 38, Urban – 185)**

\*Rural Branches comprise of Rural Group Loans & Micro Finance meeting centres (1,990) and dedicated Farmer Finance branches (38)

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

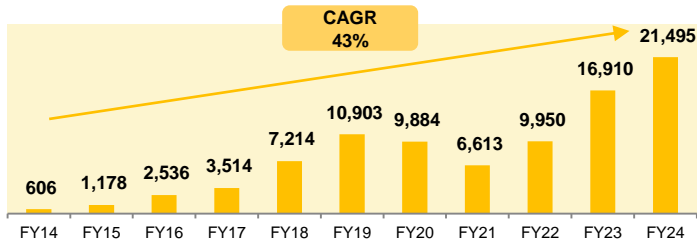
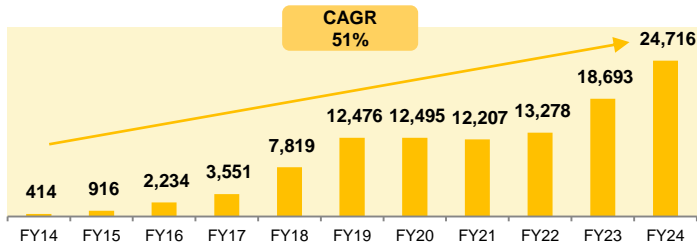
Rural Group Loans and Micro Finance (JLG) - amongst the Leading Financiers



## Rural Group Loans & Micro Finance (JLG)

16+ years of Vintage

~1.5 Cr customers serviced in rural India



### Well diversified footprint

- 16 states across 300+ districts, ~2,000 Meeting Centre Branches
- Key states: Bihar, Tamil Nadu & Karnataka

### Operational excellence

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

### Customer Centricity

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

### Excellent Asset Quality

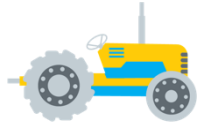
- No additional top-up loans for delinquent customers
- 100% PCR on 90+ bucket
- Macro-prudential provisions

### Created strong risk guardrails

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

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

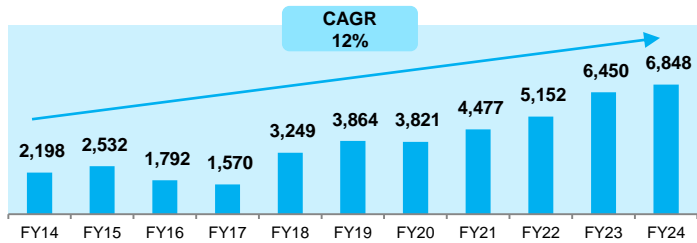
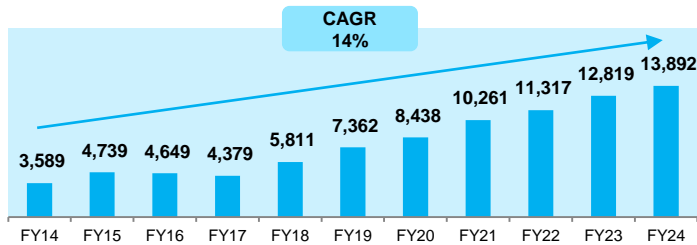
Farm Equipment Finance – amongst the Leading Financiers



## Farm Equipment Finance

20+ years of Vintage

11 Lac+ customers serviced in rural India



### Well diversified footprint

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

### Dealer / OEM Relationship

- ~2,500 Dealers
- Non-captive distribution franchise
- Well penetrated across Top 5 OEMs

### Customer Centricity

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

### Operational excellence

- Collection led disbursements; CE @ 92.8%
- Analytics-based scorecard for decision-making

### Created strong risk guardrails

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



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

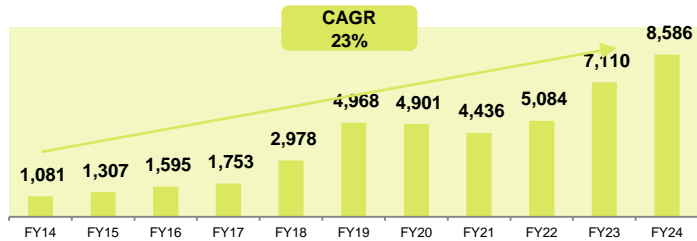
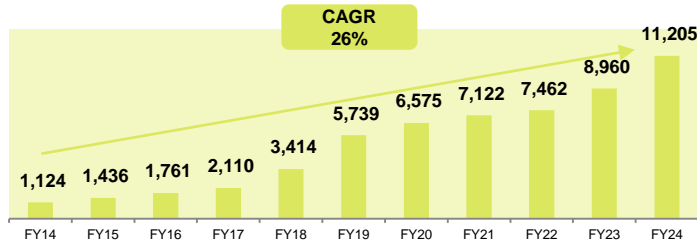
Two Wheeler Finance - amongst the Leading Financiers



## Two Wheeler Finance

10+ years of Vintage

75 Lac+ customers serviced in urban India



### Well diversified footprint

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

### Dealer / OEM Relationship

- 9,500+ Sourcing points
- Non-captive distribution franchise
- Analytics driven OEM cum Dealer business model
- Channel level engagement model

### Customer Centricity

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

### Operational excellence

- Collection led disbursements; CE @ 98.5%
- Straight through processing

### Created strong risk guardrails

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

- I** Dominant Retail Franchise built over a decade
- II** Financials
- III** Other Annexures

# Lending Business – Business wise disbursement split

Disbursement				
Q3FY24	Particulars (₹ Cr )	Q2FY25	Q3FY25	Y-o-Y (%)
	<b>Farmer Finance</b>			
2,027	Farm Equipment Finance	1,782	2,495	23%
	<b>Rural Business Finance</b>			
5,331	Rural Group Loans (JLG)	5,329	4,462	(16%)
144	Micro Finance (JLG)	106	137	
	<b>Urban Finance</b>			
2,540	Two Wheeler Finance	2,393	2,414	(5%)
847	Personal Loans	1,361	1,642	94%
1,512	Home Loans	1,791	1,789	18%
487	LAP	739	686	41%
<b>965</b>	<b>SME Finance</b>	<b>1,244</b>	<b>1,249</b>	<b>29%</b>
<b>678</b>	<b>Acquired Portfolio</b>	<b>346</b>	<b>336</b>	<b>-</b>
<b>14,531</b>	<b>Retail Finance</b>	<b>15,092</b>	<b>15,210</b>	<b>5%</b>
318	Infrastructure Finance	68	-	-
16	Real Estate Finance	3	-	-
<b>334</b>	<b>Wholesale Finance</b>	<b>71</b>	<b>-</b>	<b>-</b>
<b>14,865</b>	<b>Total Disbursement</b>	<b>15,162</b>	<b>15,210</b>	<b>2%</b>

# Lending Business – Business wise book split

Book				
Q3FY24	Segments (₹ Cr)	Q2FY25	Q3FY25	Y-o-Y (%)
	<b>Farmer Finance</b>			
13,845	Farm Equipment Finance	14,488	15,075	9%
	<b>Rural Business Finance</b>			
23,110	Rural Group Loans & Micro Finance Loans	26,539	26,231	14%
	<b>Urban Finance</b>			
10,447	Two Wheeler Finance	12,669	12,676	21%
6,427	Personal Loans	7,178	7,820	22%
13,257	Home Loans	16,930	18,202	37%
3,397	LAP	4,801	5,259	55%
<b>3,078</b>	<b>SME Finance</b>	<b>5,190</b>	<b>5,817</b>	<b>89%</b>
<b>1,198</b>	<b>Acquired Portfolio</b>	<b>1,181</b>	<b>1,144</b>	<b>(4%)</b>
<b>74,759</b>	<b>Retail Finance</b>	<b>88,975</b>	<b>92,224</b>	<b>23%</b>
2,467	Real Estate Finance	2,312	1,214	(51%)
4,553	Infrastructure Finance	1,727	1,683	(63%)
<b>7,020</b>	<b>Wholesale Finance</b>	<b>4,040</b>	<b>2,897</b>	<b>(59%)</b>
<b>81,780</b>	<b>Total Book</b>	<b>93,015</b>	<b>95,120</b>	<b>16%</b>

Performance Summary					
Q3FY24	Summary P&L (₹ Cr )	Q2FY25	Q3FY25	Y-o-Y (%)	
3,186	Interest Income	3,527	3,610	13%	
1,353	Interest Expense	1,476	1,569	16%	
1,833	NIM	2,051	2,041	11%	
399	Fee & Other Income	440	439	10%	
2,232	Total Income	2,491	2,480	11%	
894	Operating Expense	958	1,058	18%	
1,338	Pre-provision Operating Profit	1,534	1,423	6%	
514	Credit Cost [-] <i>(Before utilizing Macro-prudential provisions)</i>	595	698	36%	
-	<i>Macro-prudential provisions utilized [+]</i>	-	100	-	
514	Credit Cost <i>(After utilizing Macro-prudential provisions)</i>	595	598	16%	
<b>824</b>	<b>PBT</b>	<b>939</b>	<b>825</b>	<b>-</b>	
<b>640</b>	<b>PAT</b>	<b>696</b>	<b>626</b>	<b>(2%)</b>	

Performance Summary				
Q3FY24	Particulars (₹ Cr )	Q2FY25	Q3FY25	Y-o-Y(%)
81,780	Closing Book	93,015	95,120	16%
81,269	Average Book	91,020	95,227	17%
22,860	Networth	24,268	24,910	9%
91.9	Book Value per share (₹)	97.4	99.9	9%
2.6	Basic Earning per share (₹)	2.8	2.5	

Key Ratios				
Q3FY24	Key Ratios	Q2FY25	Q3FY25	
15.60%	Yield	15.38%	15.04%	
8.97%	Net Interest Margin	8.94%	8.50%	
1.95%	Fee & Other Income	1.92%	1.83%	
10.93%	NIM + Fee & Other Income	10.86%	10.33%	
4.37%	Operating Expenses	4.17%	4.41%	
6.55%	Pre-provision Operating Profit	6.68%	5.93%	
2.52%	Credit Cost <i>(Before utilizing Macro-prudential provisions)</i>	2.59%	2.91%	
2.52%	Credit Cost <i>(After utilizing Macro-prudential provisions)</i>	2.59%	2.49%	
<b>2.53%</b>	<b>Return on Assets</b>	<b>2.60%</b>	<b>2.27%</b>	
3.32	Debt / Equity (Closing)	3.50	3.46	
3.36	Debt / Equity (Average)	3.36	3.38	
11.35%	Return on Equity	11.65%	10.21%	
Particulars	Tier I	Tier II	CRAR	
Consolidated CRAR ratio	20.86%	1.62%	22.48%	

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**PLANET and Digital Update**

**Asset Liability Management & Credit Ratings**

**Sustainability (ESG & CSR)**

**Board and Senior Management**



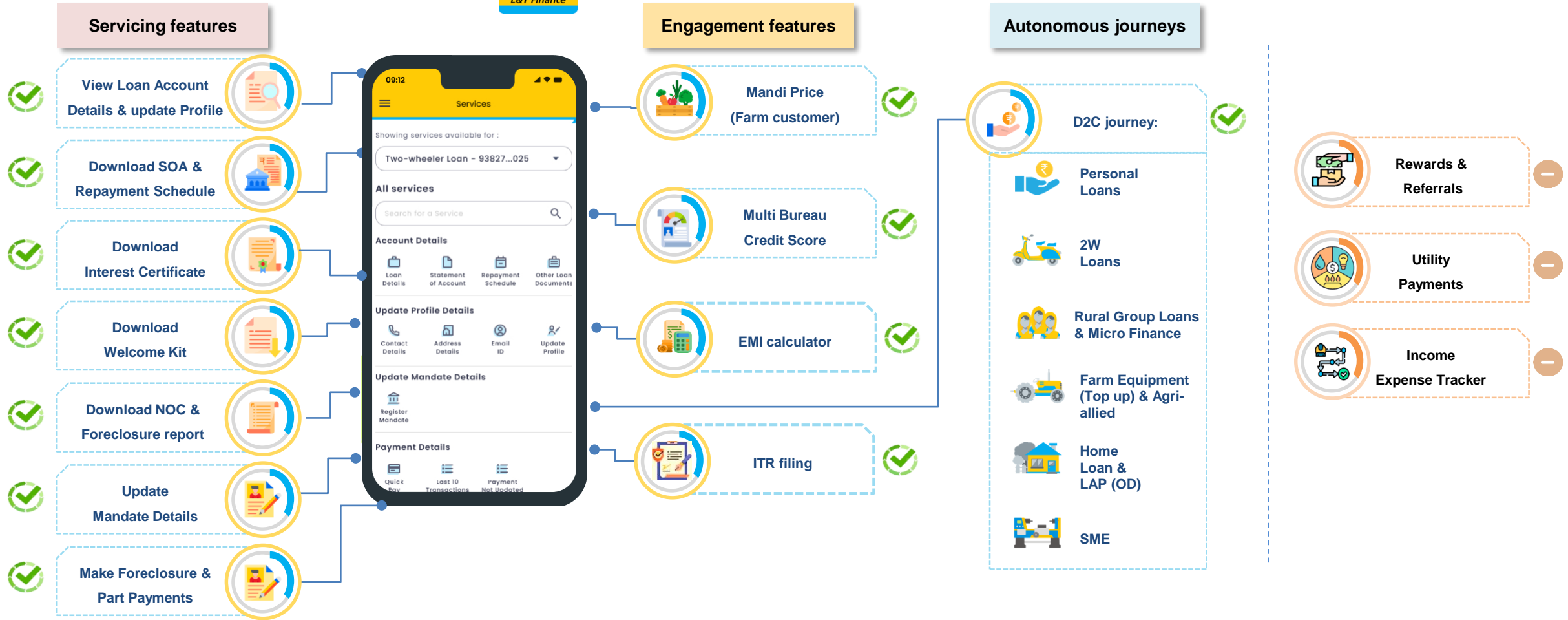
# App as a powerful digital channel for customer (1/2)

## PLANET App Features



### OUR 'PLANET' APP FEATURES (Launched in March 2022)

✔ Completed    ⚪ In Progress



Servicing channel enroute to becoming a geo-agnostic sourcing channel

# Developing digital finance delivery as a customer value proposition



₹ 3,100 Cr+  
Collections



₹ 10,500 Cr+  
Sourcing



550 Lac+  
Servicing Experience



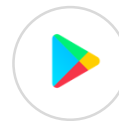
13.8 Lac+  
Rural Customers



₹ in Cr

	Q3 FY23	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25
<b>SOURCING</b>	843	630	1,168	1,175	715	1,126	1,024	1,683	2,027
<b>COLLECTIONS</b>	63	104	132	191	296	369	529	641	718
<b>SERVICING (%)</b>	38%	42%	47%	47%	67%	75%	82%	82%	86%

1,50,00,000+ Downloads



1,42,82,989 Downloads 4.5 ★★★★★



7,68,240 Downloads 4.3 ★★★★★

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

PLANET App: Service Measurement Metrics upto Q3FY25 Update

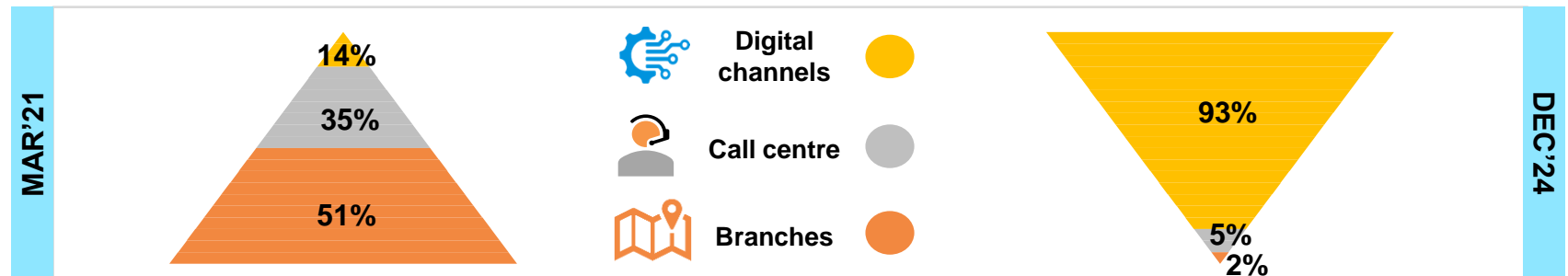
Count in lacs



	Q3 FY23	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25
<b>SERVICING RESOLUTION</b>	14.4	18.6	21.5	26.0	41.4	85.8	90.4	101.1	126.6
Mainly includes:									
SOA Downloads	7.5	9.3	8.9	9.4	10.9	9.5	9.2	11.0	11.0
Repayment Schedule	5.8	6.0	6.0	7.6	6.6	6.6	6.9	8.0	10.8
Payments	1.6	2.7	3.2	4.0	5.0	5.3	6.3	7.1	5.5
Statutory Kits (Welcome, NOC etc)	0.3	0.9	2.6	4.3	8.5	64.4	74.2	75.0	97.0
<b>Credit Score</b>	4.8	6.1	5.5	6.4	5.8	3.8	3.8	1.6	1.9

**Servicing channels**  
(% of interactions across channels)

Inverting the Servicing Pyramid



## Digital delivery: Touching every part of the customer ecosystem



**100%**

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



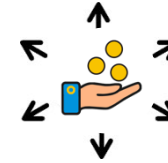
**100%**

Digital Disbursements (Rural + Urban)



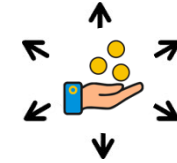
**95%**

eNach Penetration (Urban)



**31%**

Digital Collections (Rural)



**95%**

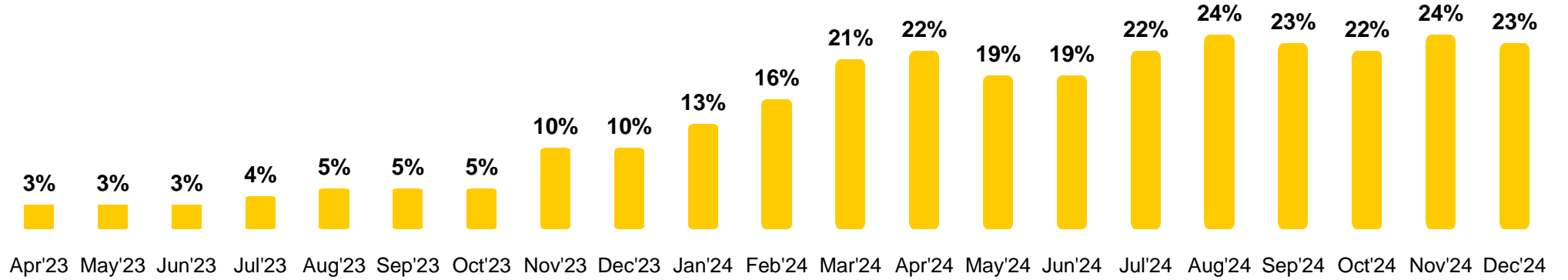
Digital Collections (Urban)

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

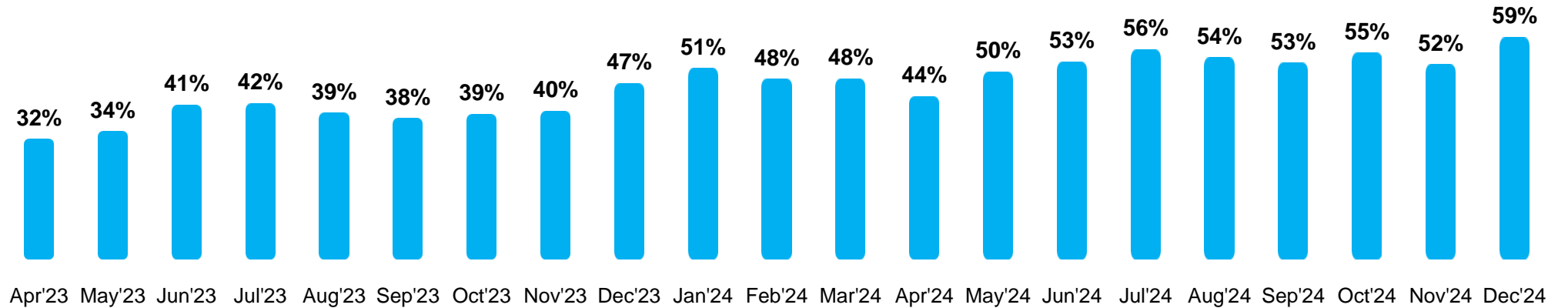
# Marked improvement in Rural Digital collections



## Rural Group Loans & Micro Finance (JLG)



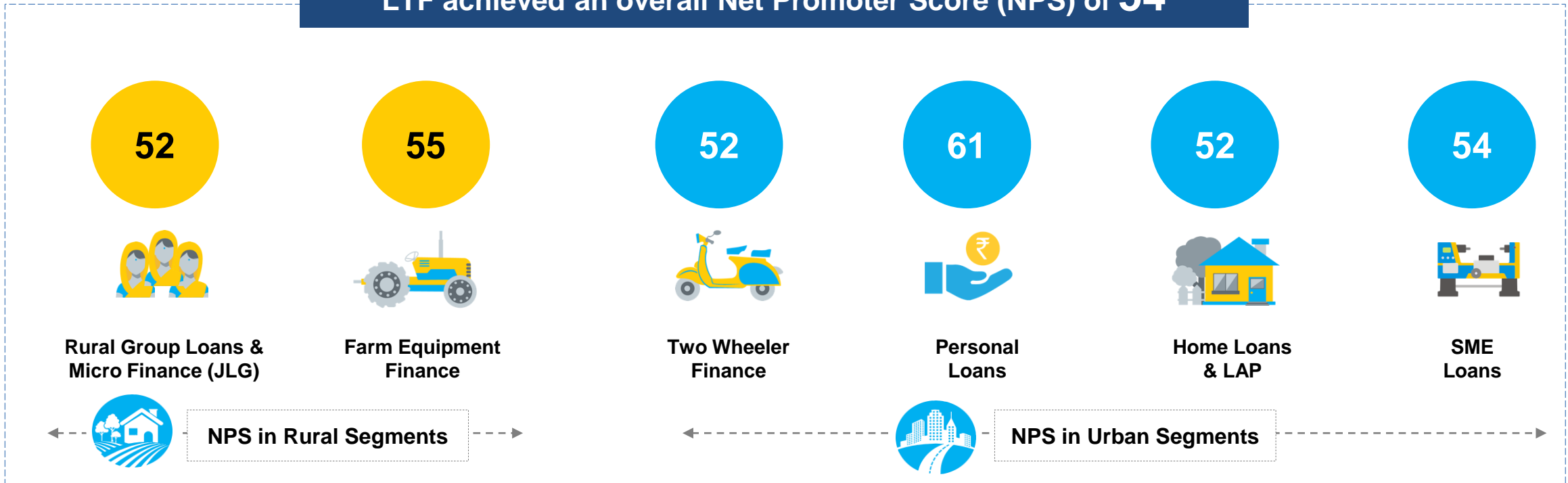
## Farm Equipment Finance



# Net Promoter Score

Investing in enriching customer experience to build brand loyalty

LTF achieved an overall Net Promoter Score (NPS) of **54**



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

Continuous monitoring of NPS towards strengthening customer relationship and customer loyalty

\*Score calculation based on response from customers onboarded during October - December 2024

- I** Dominant Retail Franchise built over a decade
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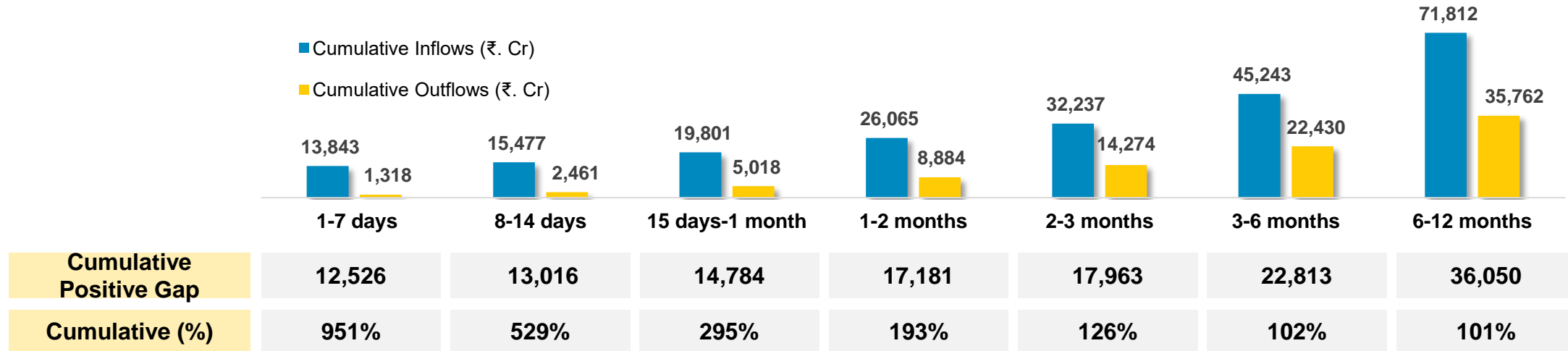
**PLANET and Digital Update**

**Asset Liability Management & Credit Ratings**

**Sustainability (ESG & CSR)**

**Board and Senior Management**

## Structural Liquidity statement



## Interest Rate sensitivity statement

1 year Gap	₹. Cr
Re-priceable assets	67,522
Re-priceable liabilities	56,073
<b>Positive</b>	<b>11,449</b>

**Continue to maintain cumulative positive liquidity gaps**



## Credit Ratings – LTF

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

## Key strengths highlighted by Rating Agencies

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

- I** Dominant Retail Franchise built over a decade
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- PLANET and Digital Update
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- Board and Senior Management

Pan-India Geo presence  Field force  Channels  Customers  Digital		<b>RURAL : ₹ 41,000 Cr+ Book</b>	<b>Business deeply intertwined with ESG</b>	<b>SDG Linkage</b>								
	<p>~2,000 Branches</p> <p>Active customers across ~2,00,000 Villages</p>	<p>Reach</p>	<p>Penetrating underserved geographies</p>									
	<p>24,000+ employees hired from Rural India</p>	<p>Employment Generation</p>	<p>Generating sustainable livelihood</p>									
	<table border="1"> <thead> <tr> <th>Rural Group Loans &amp; Micro Finance (JLG)</th> <th>Micro LAP</th> <th>Farm Equipment</th> <th>Agri Allied</th> </tr> </thead> <tbody> <tr> <td>Direct</td> <td>Direct</td> <td>~2,500 Dealer Partnerships</td> <td>350+ Accredited Warehouses</td> </tr> </tbody> </table>	Rural Group Loans & Micro Finance (JLG)	Micro LAP	Farm Equipment	Agri Allied	Direct	Direct	~2,500 Dealer Partnerships	350+ Accredited Warehouses	<p>Stakeholder Ecosystem</p>	<p>Promoting rural entrepreneurship</p>	
	Rural Group Loans & Micro Finance (JLG)	Micro LAP	Farm Equipment	Agri Allied								
Direct	Direct	~2,500 Dealer Partnerships	350+ Accredited Warehouses									
<table border="1"> <thead> <tr> <th>WOMEN ENTREPRENEURS</th> <th>FARMERS</th> </tr> </thead> <tbody> <tr> <td colspan="2" style="text-align: center;">~1.6 Cr Customers</td> </tr> </tbody> </table>	WOMEN ENTREPRENEURS	FARMERS	~1.6 Cr Customers		<p>Financing the underbanked &amp; underserved</p>	<p>Moving communities from unorganized to organized</p> <p>Enabling financial inclusion</p>						
WOMEN ENTREPRENEURS	FARMERS											
~1.6 Cr Customers												
<p>100% Paperless journey</p> <p>100% Digital disbursements</p> <p>31% Digital Collections</p>	<p>Seamless Paperless journey</p>	<p>Promoting doorstep banking</p>										

45% of the loan book franchise is towards financing sustainable livelihoods; 70% of workforce is employed from Rural

# ESG : Building a Sustainable Future – Key Highlights

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## Energy Management

**Top 10 branches**  
covered under energy audit with **~5%**  
energy saving potential opportunities  
identified



## Water Harvesting

**58 new structures**  
created in drought prone area



## Wastewater Management

**Head Office STP revamped**  
increasing wastewater recycling by **>90%**  
& reducing freshwater usage by **>60%**



## Waste Management

**Top 50 branches**  
maiden waste quantification study,  
leading to enhanced disclosure &  
practices

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## Community Engagement

**70,000+ beneficiaries**  
dedicated training on fraud  
& cyber security



## Upskilling for Growth

**3,000 Women Entrepreneurs**  
trained, covering 10+ trades



## Enhancing Diversity

**~4.5x** increase in **Women FLOs**  
in Rural Business Finance



## Impactful Interventions

**₹ 20 Cr+ | 25,000+ beneficiaries**  
last mile connectivity within 3 months  
(UP, Bihar)

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## Sustainability Spotlight

**MD & CEO**  
dialogue with **ET Edge Insights**



## Corporate Governance

**CS & CSO**  
panelist at **CII WR** conference



## Communications

**संकलन: Digital Sakhi**  
impact stories booklet released



## OHS Capability Building

**'ISO 45001 Internal Auditor Training'**  
for internal stakeholders



## Environment

**Green Power Emissions avoided**  
(~1,586 tCO<sub>2</sub>e)

**EV Financing Emissions avoided**  
(~9,612 tCO<sub>2</sub>e)

**EVs Financed**  
(51,364)

**Potential Reduction of Scope 3 Emissions**  
(servicing 86% customers through PLANET App)

**Waste Recycled**  
(~30,583 kgs)

**Water Harvesting Potential added**  
(40 lac liters)



## Social

**Convergence of Social Schemes**  
₹120 Cr  
1.25+ lac beneficiaries

**Finclusion of Rural Communities**  
(10.7+ lac beneficiaries - DFI)

**Women Leadership Development**  
(Launched "Winspire" Program)

**Women Borrowers**  
(63+ lac)

**Disaster Relief Management**  
(1.25+ lac beneficiaries)

**YOUth Drive for Safety**  
(83,000+ youth outreached)



## Governance

**Double Materiality Assessment**  
(Amongst 1st in Indian NBFCs)

**Interactive Sessions on Double Materiality**  
(Board & Management)

**Cyber Safety**  
(Substantial cyber threats prevented)

**Awareness & Sensitization**  
(~95% employees trained on various BRSR principles)

**Stakeholder Workshops**  
(60+ District & Cluster)

**CSR Impact Assessment**  
(>90% increase in DFI awareness)

# ESG : Building a Sustainable Future – Achievements



## Ratings



**16.1**  
Continued to be in the  
"Low Risk" category

'A-' Leadership Category (Climate  
Change 2023)

'C' CDP supplier engagement rating



**53/92nd percentile**  
S&P DJSI Score FY24



**A**  
ESG Rating FY23



**80.2**  
'High footprint' 'Low Risk'



## Awards



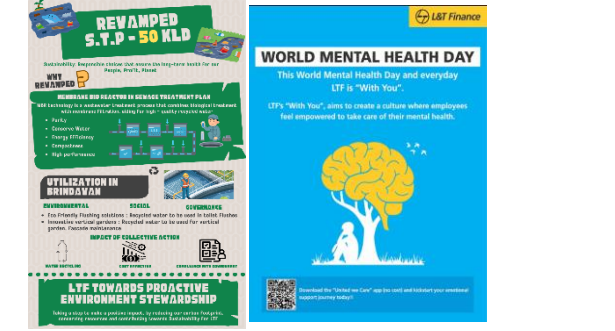
Mahatma Award 2024 for ESG  
Excellence



'Great Indian Overall  
Sustainable Performance in  
Finance'



## Communication



# Corporate Social Responsibility

Social Good, Communities @scale



## Digital & Financial Inclusion



- **2.30 lakh+ rural women** sensitized on digital and financial literacy through the cadre of trained 1,110 Digital Sakhis in the states of Karnataka, Kerala, West Bengal, Tamil Nadu, Uttar Pradesh, Bihar & Rajasthan.
- **Community Advisory Panel (CAP)** meetings conducted for enhancing effectiveness of Digital and Financial Inclusion projects.
- Refresher trainings of **500+ Digital Sakhis** on updated Digital and Financial tools were conducted in the ongoing projects.



## Climate Impact Management

- Capacity building **trainings of 120 Water User Groups** comprising of farmers completed in Maharashtra.
- Third party census study completed for **2 lakh+ plantation** under Project Prakruti in Pavagada, Karnataka.



## Disaster Management

- For mitigating devastating impacts of floods in worst affected 9 districts of Bihar, additional **13,000+** relief kits were distributed amongst affected families.



## Social Inclusion

- **Skill training program of 100+ youth** in Banking, Finance, Operations and Sales (BFSI domain) ongoing in Salem, Tamil Nadu.
- Under YOUth Drive for Safety Initiative, **12+ Colleges nominated Road Safety ambassadors** for creating awareness on Road Safety in Delhi NCR.



## Information Education Campaign (IEC)

- Under Information Education Campaign (IEC), **1000+ wall-paintings** in were completed in **700+ villages** for creating awareness on Digital and Financial Literacy.



# Meaningful CSR Impact

Over the past 7 years



States  
13

Districts  
25

Villages  
2,300+

Overall Outreach  
55 Lac+

Leading the way!

**ISO 26000:2010 Social Responsibility**

L&T Finance's CSR earns prestigious ISO 26000:2010 Certificate of Conformance for complying with National & International Standards of Social Responsibility



## Digital and Financial Inclusion



### Digital Sakhi



**50 Lac+** community outreach through **2,000+** Digital Sakhi(s)



**200+** Digital Seva Kendra(s) extending community services



**80%** Digital Sakhi(s) are self-reliant from completed projects (Gram Panchayat members, business executives, govt. service providers, entrepreneurs, etc.)



**17,000+** rural women micro entrepreneurs trained, earning avg. monthly income b/w ₹ 10,000 – ₹ 15,000



**₹ 120 Cr+** social schemes provided to over **3 Lakh** community members



**₹ 1** (invested) = **₹ 123** (Social Value): Social Return on Investment (Study – FY23-24)



## Climate Impact Management

### Project Prakruti (Plantation) | Jalvaibhav



**2.68 Lac** plantation providing avenue for income generation of farmers



**>90%** survival rate of horticulture & miyawaki plantation



**250 Lac KL** water harvesting capacity (water positivity ensured)



**65,000+** farmers benefitted from water conservation and management activities



**200+** Water structures created benefitting 134 villages in drought-prone areas



**> 500** training sessions conducted for Water User Groups (WUGs)



## Disaster Management / Social Inclusion

### Disaster Relief | Health Camps | Road safety



**>3.50 Lakh** beneficiaries provided relief during natural catastrophes



**7 states** covered during disaster relief



**15,000+** students from govt. schools sensitized on road safety behaviour



**75,000+** youth sensitized on two-wheeler road safety



**210+** health camps provided primary healthcare services to the underprivileged



**100+** youth undergoing skill training in Banking, Finance, Operations and Sales (BFSI domain)

Maximizing impact through CSR web application



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## BOARD OF DIRECTORS



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

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



**Sudipta Roy**, *Managing Director & CEO*

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



**R. Shankar Raman**, *Non-Executive Director*

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



**Thomas Mathew T.**, *Independent Director*

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



**Dr. R. Seetharaman**, *Independent Director*

- Former CEO of Doha Bank
- Over 40 years of experience in the banking industry
- Awarded the prestigious "Pravasi Bharatiya Samman", the highest civilian honor for overseas Indians, by the Government of India
- Named "Best CEO in Middle East" seven times in the last 15 years



**Dr. Rajani Gupte**, *Independent Director*

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



**Nishi Vasudeva**, *Independent Director*

- Former Chairperson and Managing Director of Hindustan Petroleum Corporation Ltd
- Over 42 years of experience in Petroleum Industry
- First Indian to be awarded the Global CEO of the year at Platt's Global Energy Awards 2015

# Management Team



**Sudipta Roy**  
Managing Director & CEO

28 yrs exp, ICICI Bank, Deutsche Bank, Citibank NA



**Sachinn Joshi**  
CFO

34 yrs exp, Aditya Birla Financial Services, Angel Broking, IL&FS



**Raju Dodti**  
COO

26 yrs exp, IDFC, Rabo, ABN Amro, Soc Gen



**Santosh Parab**  
General Counsel

32 yrs exp, IDBI, IDFC, Altico



**Sanjay Garyali**  
CE – Urban Finance

29 yrs exp, Kotak Mahindra Bank, HDFC Bank, GE Consumer Finance



**Abhishek Sharma**  
CE – SME Finance

20 yrs exp, Indian Army



**Sonia Krishnankutty**  
CE – Rural Business Finance

25 yrs exp, Bank of Baroda



**Apurva Rathod**  
Company Secretary & Chief Sustainability Officer

23 yrs exp, Fidelity AMC, Kotak Mahindra AMC



**Asheesh Goel**  
CE – Farmer Finance

30 yrs exp, Citibank NA



**Kavita Jagtiani**  
Chief Marketing Officer

25 yrs exp, Pidilite, General Mills, ICICI Bank



**Ramesh Aithal**  
Chief Digital Officer

27 yrs exp, Elastic Search BV, Zenefits, Goldman Sachs, Ness Technologies



**Thank You**