

services sector and our employment of personnel in urban and semi-urban locations across India, we believe we are fulfilling an important social objective of economic uplift for these segments of the Indian economy.

For further details in relation to our corporate social responsibility initiatives, see “– *Our Business Operations – Corporate Social Responsibility*” on page 177.

Experienced, cycle-tested and professional management team with strong corporate governance

Our board of directors is comprised of qualified and experienced personnel, who have extensive knowledge and understanding of the banking and finance industry. Our Managing Director and Chief Executive Officer has over 27 years of experience and our Chief Financial Officer has over 25 years of experience in the financial services industry. Further, the Non-Executive Chairman of our Board is an Independent Director. Our independent directors include our Non-Executive Chairman Om Prakash Bhatt (ex-chairman of the State Bank Group, and currently on the board of directors of Tata Motors Limited and Tata Consultancy Services Limited, etc.), Nivedita Haran (Retired as the Additional Chief Secretary, Department of Home Affairs, Government of Kerala) and Sharmila A. Karve (previously associated with Price Water House as a partner). For further information, see “*Our Management*” beginning on page 196.

In addition, we have a strong and experienced management team comprising sixteen members. Our management team brings a diverse array of backgrounds, with a mix of professionals from the financial services industry. We believe that the diversity and experience of our management gives us the strength to formulate and execute a broad array of strategies, dealing with a wide spectrum of product and customer segments and successfully navigating a wide range of risks inherent in the financial services industry.

Since June 2019, BCP Topco, which is in turn an affiliate of funds managed by Blackstone, is our Promoter and currently holds 98.72% of our pre-Offer issued, subscribed and paid-up Equity Share capital. We benefit from the resources, relationships and expertise of Blackstone, one of the world's leading investment firms. Blackstone's asset management businesses include investment vehicles focused on real estate, private equity, public debt and equity, growth equity, opportunistic, non-investment grade credit, real assets and secondary funds, all on a global basis. Through its different businesses, Blackstone had total assets under management of \$1,040.2 billion as of December 31, 2023. Following our acquisition by Blackstone, we implemented a corporate governance framework, with the induction of three independent directors, one of whom serves as Non-Executive Chairman.

For further details in relation to the demonstration of the strength of our business and our management team, see “–*Competitive Strengths – Seasoned business model with strong resilience through business cycles*” on page 155.

Our Strategy

Expand our Distribution Network to Achieve Deeper Penetration in key states

We have a comprehensive pan-India presence covering our target customers. With increased urbanization across India, we believe that the continuing expansion of our physical and digital presence across India will be a key enabler for our growth. We believe that our current operating model is scalable, which will assist us in expanding our operations with lower incremental costs to drive efficiency and profitability.

Our branch expansion is done in a calibrated and systematic manner. We review a number of factors including demographics and competitive landscape before establishing a branch. We have modelled our branches into categories to manage costs and risks while expanding our presence. To drive our geographical expansion, we employ our AGU product which allows us to test the market demand in new geographies, particularly semi-urban locations, after which we set up the branches that commensurate with the local demand. We also have sales offices (also known as deep impact branches) that are opened in remote locations with a limited number of officers and we provide small office space for customer meetings and collection of documentation at these sales offices. We have ultra-micro and micro branches that are minimally staffed but have the ability to source customers for certain locations. For other locations we have small branches and main branches to provide higher levels of disbursements and cater to a larger pool of customers. This approach allows us to gauge the potential of a particular location without incurring the costs of opening a branch location and provides the flexibility of expanding from sales offices to ultra-micro branches and further to small or main branches where there is a business potential for expansion. We are constantly evaluating locations using the above criteria and expect to continue to add branches to grow out network in the near term.

Continue to focus on our target customers and grow our customer base

In FY2023, our customers reached 233,000 accounts and we have more than 255,000 Live Accounts as of December 31, 2023. The majority of our customers are from the economically weaker and low-to-middle income segment of the Indian economy. As of March 31, 2023 and December 31, 2023, 58.6% and 57.2% of our customers are salaried individuals and 41.4% and 42.8% are self-employed individuals, respectively. Majority of the household shortage is for LIG and EWS with a small proportion of shortage (5.0-7.0%) of the shortage coming from MIG or above. (Source: CRISIL Report) Further, mortgage penetration in India is far lower than other emerging economies owing to lower per capital income and higher proportion of