

34TH ANNUAL GENERAL MEETING OF HERO FINCORP LIMITED JULY 28, 2025

CHAIRMAN'S SPEECH

Dear Shareholders, once again my namaskar and a very good afternoon to all of you.

On behalf of the Board of Directors and all my colleagues at Hero FinCorp, I welcome you all to the 34th Annual General Meeting of our company. I trust you and all your families are in good health and in high spirits. As we reflect on another defining year in Hero FinCorp's journey, I am energized by the clarity of our purpose and the momentum we continue to aim to build. The trust you have placed in us remains one of our most valued assets inspiring us to transform Hero FinCorp into a leading institution serving India's rapidly growing and underpenetrated retail and MSME segments.

The year tested the resilience of our industry with subdued growth, inflationary pressures and evolving customer expectations. At Hero FinCorp, we stayed the course guided by disciplined execution, digital innovation and customer centricity. By diversifying our borrowing profile, optimizing costs through Artificial Intelligence and technology and addressing significant credit gaps, we turned uncertainty into opportunity.

This resilience is reflected in our performance. As of March 31st, 2025, our assets under management stood at Rs. 57,720 crores. Driven by prudent risk management, customer focus and robust execution we maintained a favorable asset-liability position while pursuing sustainable, quality-led growth. Our distribution network of over 4,200 touchpoints across India underscores our commitment to financial inclusion enabling aspirations across both urban and rural segments.

We see ourselves as partners in India's growth focused on building access and unlocking opportunities. Our culture anchored in customer-first thinking, strong risk practices, advanced analytics and a solid collections infrastructure continues to be our foundation. These strengths equip us to navigate complexity with confidence while upholding trust and integrity.

Technology, particularly Artificial Intelligence, is central to our transformation. This year, we enhanced our AI, digital and analytics capabilities enabling sharper decision-making, seamless onboarding and more personalized customer experiences. As we innovate, we remain committed to keeping people and their aspirations at the core of everything we do.

As the company stabilized in the latter half of the year, we were well positioned to capture opportunities across key lending segments while maintaining strong asset quality. This reaffirmed our conviction that resilience comes not from circumstance but from preparation and principle.

Looking ahead to fiscal year 2025-2026, we remain focused on strengthening our core, accelerating digital innovation and creating lasting value for all stakeholders, building a high-performing, future-ready institution anchored in trust and purpose.

To our customers, employees, all our partners and shareholders, thank you. Your trust and support are the foundation of Hero FinCorp's journey and fuel our ambition to create lasting impact. With purpose, clarity and confidence we are fully prepared for the journey ahead. Thank you. Jai Hind.

Thank You.

Dr. Pawan Munjal
Chairman