

Fusion Finance Limited

(Formerly known as Fusion Micro Finance Limited)

Letter No. FFL/SEC/2025-26/SE-19**Date: 24.05.2025**

The Manager Listing Department National Stock Exchange of India Limited Exchange Plaza, Plot No. C/1, G Block Bandra Kurla Complex, Bandra (E), Mumbai - 400 051 Symbol: FUSION, FUSIONPP	The Manager Listing Department BSE Limited Phiroze Jeejeebhoy Towers Dalal Street, Mumbai - 400 001 Scrip Code: 543652, 890214
--	---

Sub: Submission of Earnings Presentation for Q4&FY25

Dear Sir/Ma'am,

Pursuant to Regulation 30 and other applicable provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Earnings Presentation with respect to Audited Financial Results for Quarter and Financial Year ended on March 31, 2025.

The same is also available on the website of company i.e. www.fusionfin.com.

The Board Meeting in which the aforesaid Audited Financial Results were approved, commenced at 03:00 PM (IST) and concluded at 09:40 PM (IST) on May 23rd, 2025.

Request you to take the same on records.

Thanking you,

Sincerely,

For **Fusion Finance Limited**
(Formerly Fusion Micro Finance Limited)

Deepak Madaan
Company Secretary & Chief Compliance Officer
Membership No. A24811
Place: Gurugram



Fusion Finance Limited

Investor Presentation Q4 & FY25

Disclaimer

By attending the meeting where this Presentation is made, or by reading the Presentation materials, you agree to be bound by the limitations contained herein and to maintain absolute confidentiality regarding the information disclosed in this Presentation. Any failure to comply with these terms and conditions may constitute a violation of applicable securities laws. This Presentation is for information purposes only, and is not intended to be an advertisement, and does not constitute or form part of, and should not be construed as any offer or invitation for sale or subscription of, or solicitation or invitation of, any offer to buy or subscribe for any securities, nor shall it or any part of it form the basis of, or be relied on in connection with or act as an inducement to enter into any contract, commitment or investment decision in relation thereto in India, the United States or any other jurisdiction. This Presentation is not intended to be a prospectus, an offer letter, offering circular, invitation or an advertisement (as defined under the Indian Companies Act, 2013, as amended) or an offer document under the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended ("SEBI ICDR Regulations").

The information set out herein is provided only as at the date of this Presentation (unless stated otherwise), its accuracy is not guaranteed, and it may be subject to updation, completion, revision, verification and amendment without notice and such information may change materially. This Presentation is based on the economic, regulatory, market and other conditions as in effect on the date hereof. Fusion Finance Limited (the "Company") or any of their respective affiliates, shareholders, directors, employees, agents, officers, advisors or representatives (together, "Representatives") make any express or implied representations or warranties as to, and no reliance should be placed on, the fairness, accuracy, completeness, authenticity or correctness of the information, or opinions contained herein, and none of them shall have any responsibility or liability whatsoever (for negligence or otherwise, including any third party liability) for any loss or damage (including consequential loss or damage) howsoever arising from any use, reliance or distribution of this Presentation or its contents or otherwise arising in connection with this Presentation. The information contained in this Presentation has not been, and will not be, updated to reflect material developments which may occur after the date of the information contained in the Presentation. It should be understood that subsequent developments may affect the information contained in this Presentation, which the Company or their respective advisors or representatives are under an obligation to update, revise or affirm. This document is a summary only and it is not the intention to provide, and you may not rely on this Presentation as providing, a complete or comprehensive analysis of the financial or trading position or prospects of the Company. This Presentation has not been and will not be reviewed or approved by any statutory or regulatory authority in India or any stock exchange in India or any other jurisdiction. You should conduct such independent investigations and analysis of the Company as you deem necessary or appropriate in order to make an independent determination of the suitability, merits and consequences of investments in the Company. Any investment decision with respect to any securities of the Company must be made solely on the basis of a prospectus (as defined under the Indian Companies Act, 2013, as amended) to be filed with Registrar of Companies, National Capital Territory of Delhi and Haryana. All financial numbers and operational metrics, unless otherwise stated, have been rounded off to the nearest decimal. Previous periods/year figures have been regrouped/rearranged wherever necessary to confirm with current period's classification.

This Presentation is not an offer of securities for sale in the United States or elsewhere. This presentation has been prepared for publication in India and is not for publication or distribution, directly or indirectly, in or into the United States. The Equity Shares have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the "U.S. Securities Act") or any state securities laws in the United States, and may not be offered or sold within the United States or to, or for the account or benefit of, U.S. persons as defined in Regulation S under the U.S. Securities Act ("U.S. Persons") except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the U.S. Securities Act and applicable U.S. state securities laws. The Company has not registered and does not intend to register under the U.S. Investment Company Act of 1940, as amended (the "U.S. Investment Company Act") in reliance upon section 3(c)(7) thereof. Accordingly, the Equity Shares are only being offered and sold (i) to persons in the United States or to, or for the account or benefit of, U.S. Persons, in each case that are both "qualified institutional buyers" (as defined in Rule 144A under the U.S. Securities Act) and "qualified purchasers" (as defined under the U.S. Investment Company Act) in transactions exempt from or not subject to the registration requirements of the U.S. Securities Act and in reliance upon section 3(c)(7) of the U.S. Investment Company Act; or (ii) outside the United States to investors that are not U.S. Persons nor persons acquiring for the account or benefit of U.S. Persons in offshore transactions in reliance on Regulation S under the U.S. Securities Act and the applicable laws of the jurisdiction where those offers and sales occur. The Equity Shares may not be re-offered, re-sold, pledged or otherwise transferred except in an offshore transaction in accordance with Regulation S under the U.S. Securities Act to a person outside the United States and not known by the transferor to be a U.S. Person by pre-arrangement or otherwise (including, for the avoidance of doubt, a bona fide sale on BSE or NSE).

It may be unlawful to distribute this Presentation in certain jurisdictions. This Presentation is not for publication or distribution, directly or indirectly, in or into Australia, Canada or Japan. The information contained in this Presentation does not constitute an offer of securities for sale in Australia, Canada or Japan. This Presentation contains certain "forward looking statements". All such forward looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from those contemplated by the relevant forward-looking statement. Such forward looking statements are made based on management's current expectations or beliefs as well as assumptions made by, and information currently available to, management. By their nature, forward looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. Any investment in securities issued by the Company will also involve certain risks. There may be additional material risks that are currently not considered to be material or of which the Company and any of their Representatives are unaware. Against the background of these uncertainties, readers should not rely on these forward-looking statements. Neither the Company nor any of their Representatives assume any responsibility to update forward-looking statements or to adapt them to future events or developments.

The Company and their respective affiliates, advisers and representatives make no representation as to the accuracy or completeness of that data, and this data involves risks and uncertainties and is subject to change based on various factors. No representation or claim is made that the results contained in this Presentation will actually be achieved. All industry data contained in this Presentation is based on data obtained from the sources cited and involve significant elements of subjective judgment and analysis, which may or may not be correct. The information contained in this Presentation is not to be taken as any recommendation made by the Company or any other person to enter into any agreement with regard to any investment. You will be solely responsible for your own assessment of the market and the market position of the Company and you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Company. It should be understood that subsequent developments may affect information contained in this Presentation, which neither the Company, nor their respective affiliates, advisors or representatives are under an obligation to confirm.

Unless otherwise stated, this Presentation is based on information regarding the Company and the economic, regulatory, market and other conditions as in effect on the date hereof. Subsequent developments may affect the information contained in this Presentation, which neither the Company its affiliates, advisors, nor any of their Representatives are under an obligation to update, revise or affirm. This Presentation and its contents are confidential and may not be taken away, copied, published, disseminated, or reproduced or redistributed or passed on directly or indirectly to any other person, whether within or outside your organization or firm, or published in whole or in part, for any purpose by recipients directly or indirectly to any other person.

By attending this Presentation and/or accepting a copy of this document, you agree to be bound by the foregoing limitations and conditions and, in particular, will be taken to have represented, warranted and undertaken that: (i) you have read and agree to comply with the contents of this notice including, without limitation, the obligation to keep this document and its contents confidential; (ii) you will not at any time have any discussion, correspondence or contact concerning the information in this document with any of the directors or employees of the Company or its subsidiaries nor with any of their customers or suppliers, or any governmental or regulatory body without the prior written consent of the Company; and (iii) you agree not to remove or copy this Presentation, or any materials provided in connection herewith.

Presentation Path



1 *Executive Summary*



2 *Overview*



3 *Vision, Mission & Values*



4 *Our Presence*



5 *Key Strengths*



6 *Financial Performance*



Executive Summary Q4 & FY'25

❖ Capital Raise Concluded:

- ❖ Successful completion of ₹800* Cr partly paid rights issue; Subscribed 1.5x

❖ Strengthening Leadership:

- ❖ New CEO appointed in March 2025

❖ Prudent Lending Approach:

- ❖ Calibrated growth in disbursements with enhanced focus on borrower resilience
- ❖ Early vintage (6M) portfolio showing good performance on quality metrics

❖ Continued improvement in Credit Cost:

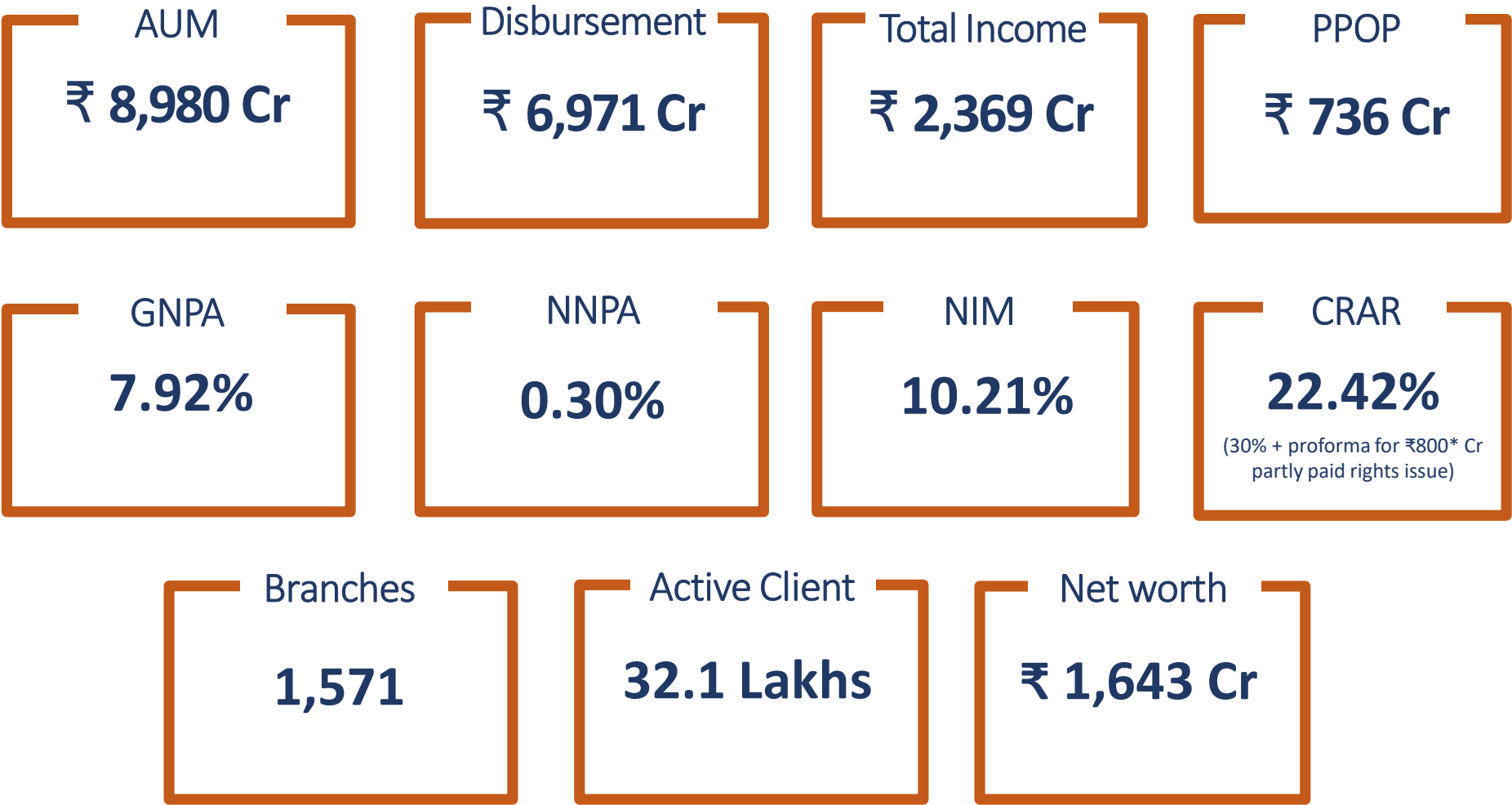
- ❖ Sustained quarter over quarter reduction in credit cost (₹253 Cr in Q4'25 Vs ₹571 Cr in Q3'25 & ₹693 Cr in Q2'25) despite accelerated write offs and increase in provision coverage
- ❖ Meaningful reduction in flow rates with 0.57% flow into PAR 0-30 in Q4'25 Vs 2.98% Q2'25

❖ Strong Financial Position & Lenders' Support:

- ❖ CRAR of 22.4% (30%+proforma for ₹ 800* Cr partly paid rights issue) & robust liquidity of ₹1,000 Cr, as of 23rd May'25
- ❖ Successfully obtained covenant waiver covering ~86% of total breached limit
- ❖ Raised ₹ 5,040 Cr. through fresh borrowings in FY2025

**First tranche of INR 400 Cr completed in May'25 & remaining INR 400 Cr callable at Company's discretion*

Fusion Finance – FY25 Snapshot








**First tranche of INR 400 Cr completed in May'25 & remaining INR 400 Cr callable at Company's discretion*



MFI Business



Strategic Actions Driving Borrower Deleveraging

Timeline / Relationship #	Unique to Fusion	Fusion+1	Fusion+2	Fusion+ >= 3	Fusion+ >= 4
Customer Composition*					
Mar'24	30.9%	19.7%	17.8%	31.5%	16.9%
Mar'25**	35.5% 	26.8% 	19.6% 	18.1% 	6.9% 

Fusion Customers*		
Timelines →	Mar'24	Mar'25
Bucket ↓		
<40k	77.8%	83.6%
40k-60k	19.0%	12.5%
60k-100k	3.2%	3.9%
>100k	0.0%	0.0%
Total	100.0%	100.0%

Fusion Customers having MFI Exposure*		
Timelines →	Mar'24	Mar'25
Bucket ↓		
<40k	30.7%	38.0%
40k-60k	14.8%	14.9%
60k-100k	22.3%	24.1%
>100k	32.2%	23.0%
Total	100.0%	100.0%

Decrease in exposure to customers with –

- ✿ multiple lenders since March 2024
- ✿ high outstanding loan amounts

*PR data Source : Equifax
 ** Pre Q4'25 write-offs
 Data calculations done on all Fusion customers
 8 | May 24, 2025 | © Fusion Finance Limited | www.fusionfin.com

Sustained Disbursement Momentum

Sourced vs Disbursed – MoM				
Disb Month	# CB Pull (clients) - Lakhs	# Disb. - Lakhs	Conversion %	Disb. (Cr)
Apr'25	4.8	0.6	12.6%	313
Mar'25	5.1	0.8	15.6%	396
Feb'25	5.4	0.7	13.6%	369
Jan'25	5.6	0.6	10.5%	298
Dec'24	4.3	0.8	18.2%	379
Nov'24	4.7	0.8	16.8%	364
Oct'24	4.5	0.7	16.1%	341
Sep'24	3.7	0.5	12.2%	201
Total	38.1	5.5	14.5%	2661

- ❁ Current collection Efficiency of the ₹2661 Cr disbursals since Sep'24 is 99.61% as of Apr'25
- ❁ Disbursements remain aligned with stringent credit norms (stricter than MFIN guardrails)
- ❁ Introduction of the branch process quality (PQ*) team has done well with coverage increased to 300+ branches
- ❁ Improvement in sourcing has supported momentum in disbursements despite implementation of tighter guardrails in Sep-24, Jan-25 and Apr-25

 **Impact of tightened Guardrails**

*PQ – An Independent vertical to strengthen credit and sourcing quality at branch
CB – Credit Bureau

Disbursement Trend

QoQ Disbursement – State-wise (₹ Cr.)

State	Quarterly Avg DB Q1'25	Quarterly Avg DB Q2'25	Quarterly Avg DB Q3'25	Quarterly Avg DB Q4'25	Reduction in DB Q1vsQ4	Contribution % DB	Contribution % POS
Uttar Pradesh	230	123	104	94	59%	27%	24%
Bihar	183	90	49	63	65%	15%	19%
Odisha	119	54	21	23	81%	6%	11%
Madhya Pradesh	99	48	38	36	64%	10%	10%
Tamil Nadu	59	32	17	17	71%	5%	6%
Rajasthan	52	23	14	16	69%	4%	5%
Jharkhand	54	24	14	19	65%	5%	5%
Gujarat	28	15	7	7	74%	2%	3%
Andhra Pradesh	18	21	19	11	40%	5%	2%
Haryana	18	9	10	9	47%	3%	2%
Other states	111	84	69	58	47%	19%	13%
Total	969	523	361	354	62%	100%	100%

DB – Disbursement

✿ Disbursements re-balanced based on state-wise portfolio performance and sectoral challenges

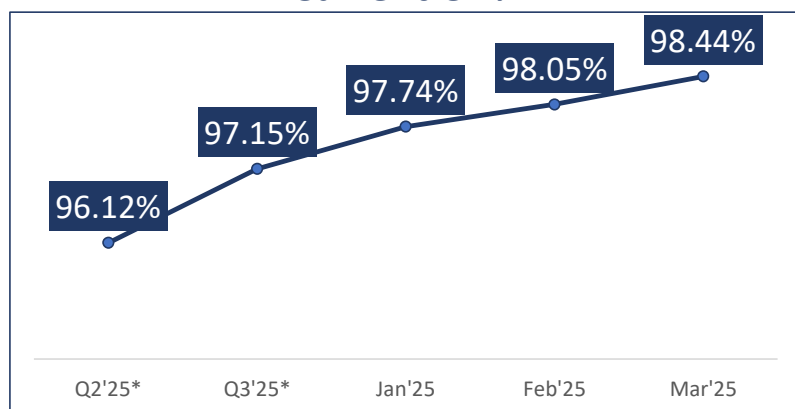
Disbursement - New vs Existing ratio

Period	FY'24	Q1'25	Q2'25	Q3'25	Q4'25	Apr'25
New%	46%	44%	53%	40%	33%	30%
Existing%	54%	56%	47%	60%	67%	70%

✿ Shift in disbursement mix towards existing customers who have demonstrated good credit behaviour

Sustained Improvement in Current Collections

Current CE %



*Average monthly Col. Eff. in Q2, Q3 FY25

Current CE%

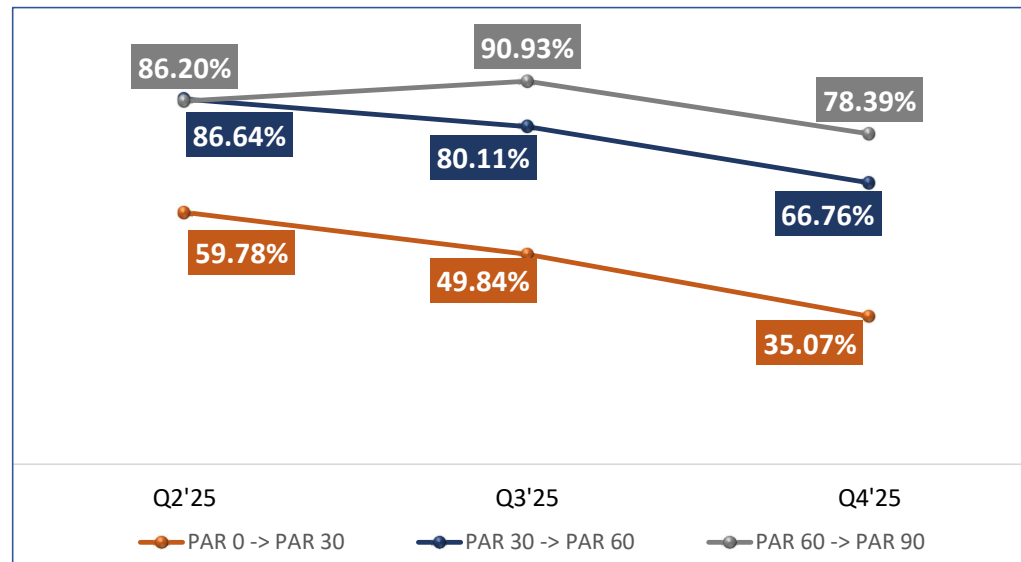
Top 5 State	Dec'24	Jan'25	Feb'25	Mar'25	POS%
Uttar Pradesh	98.16%	98.26%	98.56%	98.80%	24%
Bihar	97.18%	97.15%	97.87%	98.11%	19%
Odisha	96.56%	96.67%	97.10%	97.94%	11%
MP	98.05%	97.84%	97.96%	98.39%	10%
Tamil Nadu	97.54%	96.83%	97.86%	98.07%	6%
All India	97.73%	97.74%	98.05%	98.44%	100%

% flow	Q2'25	Q3'25	Q4'25
Current to >PAR 0	2.98%	1.80%	0.57%

- 🌟 Current bucket CE increased by ~230 bps from Q2'25 to Mar'25
- 🌟 Current bucket flow rate improved from 2.98% to 0.57% from Q2'25 to Q4'25

CE – Collection Efficiency
CE for Current demand and flow rate on POS

Flow Rates - First bucket onwards



Initiatives Taken

- 🌟 Collections team now well settled with 80% having vintage >6 months
- 🌟 Achieved strong client coverage, 80% of POS in the 60–90 DPD bucket managed by field team – inhouse / external.
- 🌟 Identified high potential payers among delinquents to Optimize collections
- 🌟 Digital Notices and Conciliation Camps to support rollback and bucket stabilization.
- 🌟 Focused on scaling digital collections, resulting in growth from 21% in Oct '24 to 31% by Mar '25.



MSME Business

MSME || Product & Portfolio Metrics

FINANCIAL

₹ 673* Cr

AUM

₹ 348 Cr

DISBURSEMENT

23.03 %

PORTFOLIO ROI
(AUM)

2.8%

PROCESSING
FEES

OPERATIONS

105

BRANCHES

8

STATES

19,811**

ACTIVE
CUSTOMERS

20,287

ACTIVE
ACCOUNTS

PORTFOLIO

41.55 %

PORTFOLIO
LTV

₹ 4.27 L

ATS -
PORTFOLIO

62.44

AVG. TENOR
(MONTHS)

88.95%

SECURED
BOOK

UNDERWRITING

50%

APPROVAL
RATE

40%

BOOKING RATE

80%

WRITE RATE

100%

CENTRALISED
DECISIONING

100% Udyam registered – All
asset qualify under PSL pool

94.28% digital collection

100% CERSAI charge creation

*includes SIDBI Prayas Rs.14.49 Cr (off book) & disbursement includes 16.26 Cr

**Including off book customers (730)

Product Portfolio Mix – As on 31st Mar 2025 (Own Book)

Target Market and Product Suite

Self-employed (informal)



- Micro enterprises in retail (shops), traders and service providers – mostly informal transactions
- Limited, small loan or no credit history

Self-employed (formal)



- Registered Micro enterprises using revenue generating assets
- With credit history, limited financial supported with informal incomes

- ✳ Clear focus on mapping adjacencies and potential thereof
- ✳ Branch led distribution strategy, Direct sourcing
- ✳ Cashflow based lending to micro enterprise only for business purpose
- ✳ Ability to underwrite Imperfect Collateral & Rural Property
- ✳ Tech and Touch Model –API lead, Bio-metric enabled lending process

Policy Parameter- MSME Secured

#	Parameters
1 Target Customer	Micro Business enterprise (No salaried Street vendors/Hawker)
2 Geo Limit	50 km from our existing MSME Branches
3 Loan Amount (Rs. Lakh)	Min – Rs. 1.00 Max – Rs. 15.00
4 Loan Tenure (Months)	Min 12 Months Max 120 Months**
5 Min Business Vintage	2 Years in Same line of Business
6 Age Norms	Minimum Age – 23 Years Maximum 70 years at loan maturity
7 Property Ownership	Either shop or residence must be owned by borrower (s) individually/jointly
8 Female Co-applicant	Mandatory
9 LTV	Property Backed - Up to 65%
10 FOIR	Up to 75%
11 Bureau Cut off	Min Score 700 (TU)

MSME vertical launched in Dec 2019 as a dedicated business unit to address the 'missing middle' business segment

MSME Reach

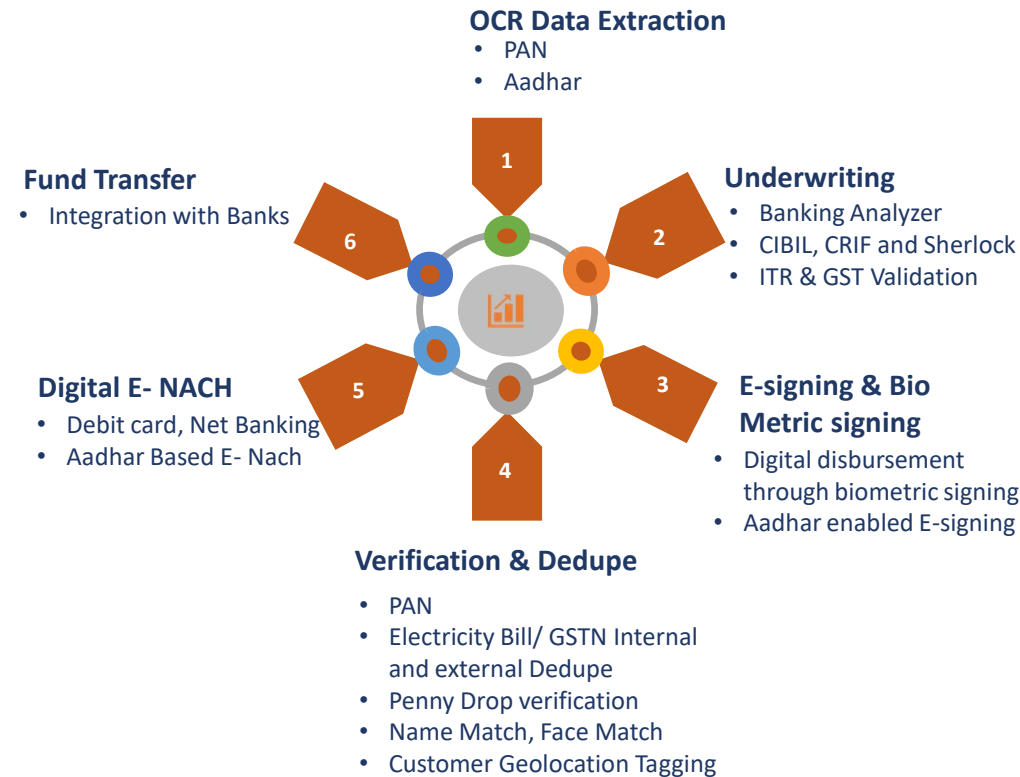


Focused States- UP, Bihar & Rajasthan

Branch Model

Portfolio Manager	Branch Administration, Business Development, Productivity Enhancement and Portfolio Management
Business Development Officer	Door to Door sourcing and marketing activities in the assigned micro markets/pin codes
Credit Manager	Underwriting of loan, personal discussion, ensuring implementation of policy & process
Operations Manager	File logs, Quality Check, Daily operations management, Disbursement of loan, Customer service etc
Collection Officer	Collection management, post disbursal visits

API Led Digital Lending Process





15+ years of proven track record

Diversified

Organically diversified
since inception

Client Growth

~11% over last 5 Years

AUM Growth

~20% over last 5 years

Technology

On Cloud since 2013

Robust Liability Management

Marquee Investor

Warburg Pincus - 2018

Ratings

(ICRA) – A-/ Negative
(CRISIL) – A-/ Stable
(CARE) – A/ Rating
Watch with Negative
Implications

Capital Raising

IPO – Nov 2022
Rights Issue – May 2025

New Product

Started MSME in 2019



Performance Highlights

Key Metrics	Q4'25	Q4'24	YoY	Q3'25	QoQ
AUM (₹ Cr)	8,980	11,476	(22)%	10,599	(15)%
Disbursement (₹ Cr)	1,156	2,953	(61)%	1,168	(1)%
Total Income (₹ Cr)	476	675	(29)%	483	(1)%
NII (₹ Cr)	268	360	(26)%	223	20%
NIM	8.6%	11.6%	(302) Bps	8.9%	(28) Bps
PPOP (₹ Cr)	90	291	(69)%	65	39%
PAT (₹ Cr)	(165)	133	n.m.	(719)	n.m.
Net worth (₹ Cr)	1,643	2,848	(42)%	1,806	(9)%

Credit Cost

Particulars	Q4 FY 25	Q4 FY 24	Q3 FY 25	FY 25	FY 24
Opening ECL [A]	1,551	312	1,141	355	313
- Provisions as per ECL[B]	253	118	571	1,865	361
Reversals (on account of write-off) [C]	917	75	161	1,333	319
Closing ECL [D = A+B-C]	887	355	1,551	887	355
Impairment [F]	253	118	571	1,865	361
Credit Cost (Provisions) / % of Avg. On-Book Loan Portfolio*	2.9%	1.2%	5.8%	20.2%	3.9%
Bad-Debt Recovery [G]	6	7	4	18	27
Net P&L Impact [F – G]	247	111	567	1,847	334
Net P&L Impact – % of Avg. On-Book Loan Portfolio*	2.8%	1.1%	5.7%	20.0%	3.6%

* Non-annualized

Slab	Loans (Gross) (₹ Cr)	ECL (₹ Cr)	Loans (Gross) (%)	ECL (%) Q4 FY25	ECL (%) Q3 FY25
- Stage I	7,246	102	88.9%	1.4%	2.7%
- Stage II	256	162	3.2%	63.0%	72.5%
- Stage III	646	623	7.9%	96.5%*	87.9%*
Total	8,148	887	100%	10.9%	16.4%
- GNPA (Stage III)				7.9%	12.6%
- NNPA (Net Stage III)				0.3%	1.7%

- ✿ Third sequential quarter of declining credit cost despite increase in coverage
- ✿ Stage 3 provision coverage increased from ~88% in Q3* to ~97% in Q4*
- ✿ As a prudent measure, the company did accelerated write-off of ₹ 405 Cr from total write-off of ₹ 917 Cr

Note: * Including management overlay of ₹ 59.5 Cr

Digital Onboarding

✿ Real-Time Voter ID Validation

- 100% real-time validation across all branches
- Reduces identity fraud

✿ Aadhaar-Based Verification

- Integrated with government database for live ID, name, and age checks
- Future-ready: OTP-based API under development for seamless scalability

✿ Paperless Digital Signing

- Secure virtual document execution (Qsign)
- Upcoming launch of face-matched, OTP-authenticated signatures to ensure non-repudiation

Key Impact:

- Strengthens compliance
- Reduces operational fraud
- Accelerates onboarding with fully digital customer journeys
- Aligns with a field-friendly, frictionless execution mindset

Field Tech Transformation (In Progress)

✿ Geo-Fencing & Location Intelligence

- Village level geo-fencing and monitored route planning
- Distance-based policies for smarter resource deployment
- Event-based tagging throughout loan lifecycle

✿ AI/ML-Driven Credit Operations

- Intelligent KYC validation and live face recognition
- Automated credit decisioning with traffic-light model (e.g., risk grading)
- Minimizes human bias and enhances underwriting consistency

✿ Omni-Channel Collections Enablement

- Unified collection interface across digital, tele-calling, and field teams
- AI/ML to identify high-risk customers and guide outreach
- Personalized nudges via SMS/WhatsApp to improve recovery rates

Key Impact:

- Boosts operational productivity
 - Enhances credit discipline
- Enables proactive customer engagement
- Drives down costs with intelligent automation

It's All About People



Robust Business Team

85% team engaged in direct business across Fusion



Experienced Field Team

Majority of the field leadership with **3 years or more** vintage in the Company



Full-fledged Collection Vertical

Separate Collection verticals within MFI and MSME to focus on higher buckets



Developing Homegrown Talent

70% of the field leadership internally promoted



Stable Fusion Leadership

Core management team with average vintage of **6 years**.



Dedicated Process Quality Vertical

Added Process & Quality vertical to further strengthen process adherence & oversee quality in sourcing



Established Governance Structure

Average **One** resource for every branch; Ensuring healthy field presence of governance teams



Improving Gender Diversity Ratio

Over 30% increase in women workforce from March 2024 to March 2025



Vision, Mission and Values

Vision:

"Fusion Finance with a social vision and business orientation aims to provide underprivileged women with economic opportunities to transform the quality of their lives."

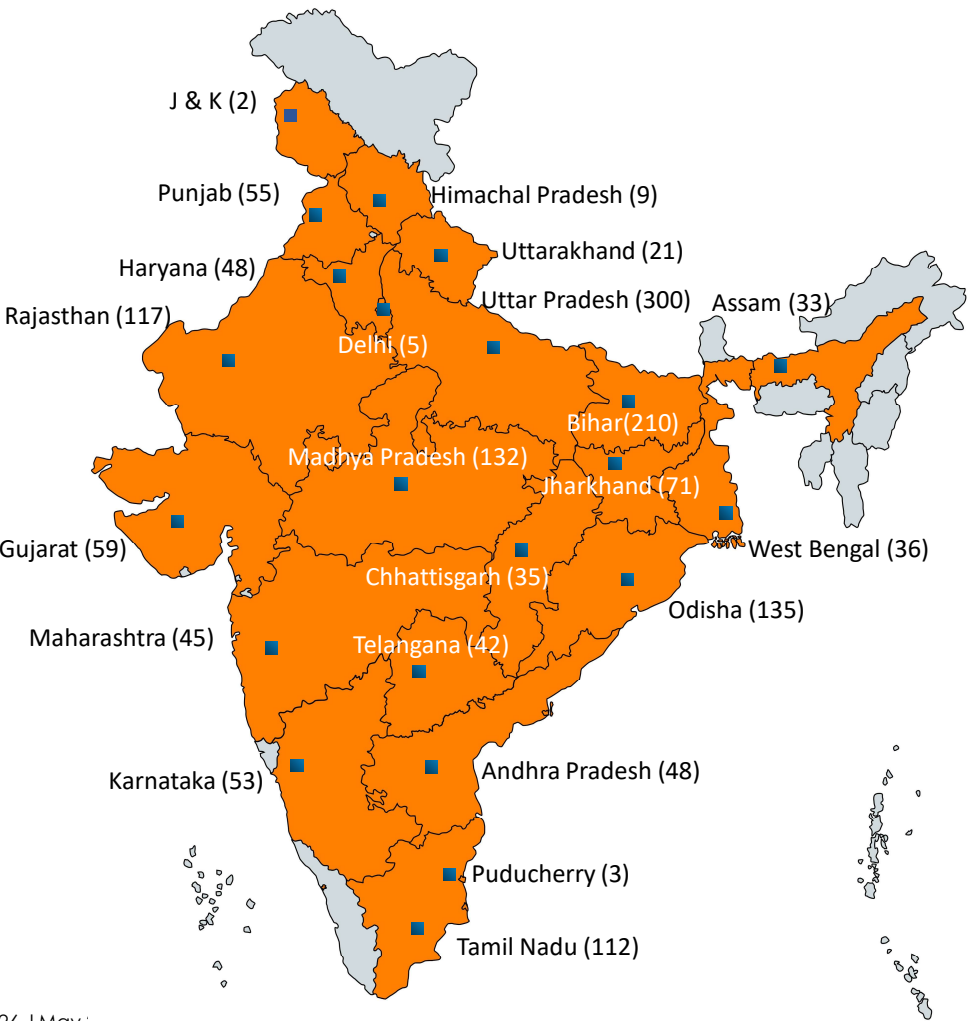


Mission:

"A self-sustainable financial institution which leverages the distribution network to channel other products and services."



Our Presence



	FY15	FY 16	FY24	FY 25
States	5	9	22	22
Districts	38	88	453	497
Villages	7,289	15,218	1,42,083	1,60,585
Branches	75	173	1,297	1,571
AUM (₹ Cr)	295	647	11,476	8,980



Key Strengths



Diversification

Liability Management



Consistency

Digital Orientation



People



Operational Prudence

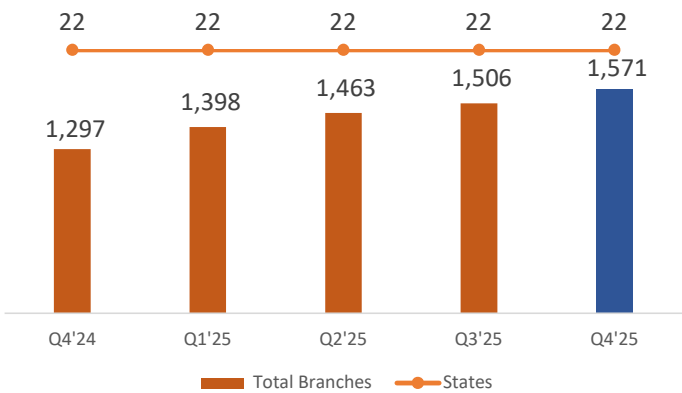
Strong Governance



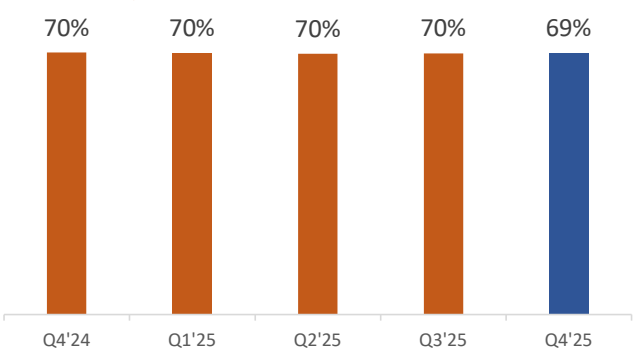
Key Strengths : Diversification

QoQ

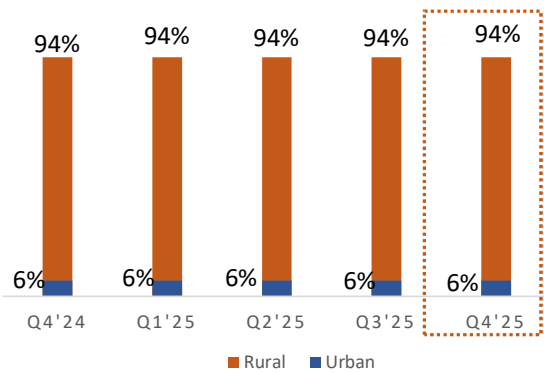
Network Distribution



Top 5 states concentration

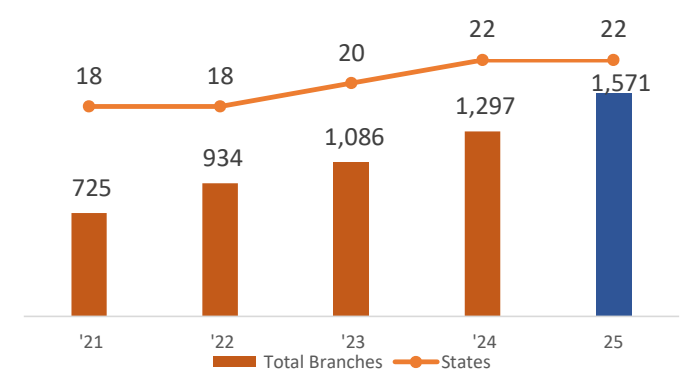


Rural vs Urban Presence

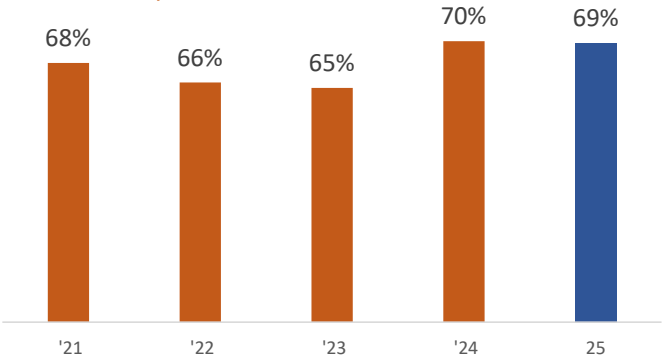


YoY

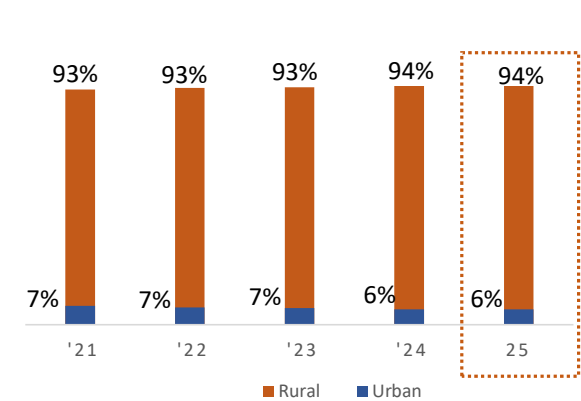
Network Distribution



Top 5 states concentration

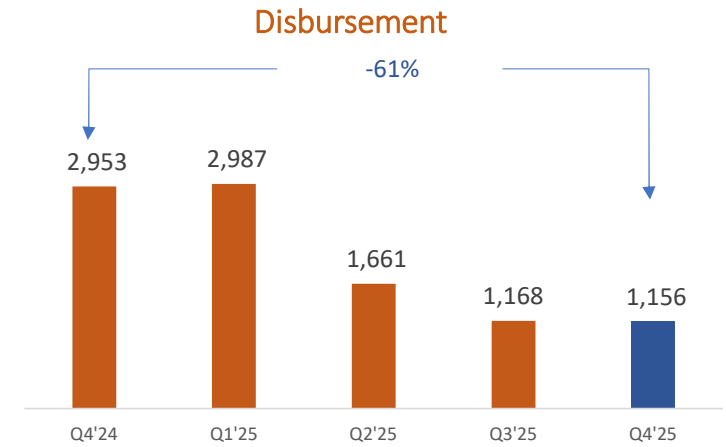
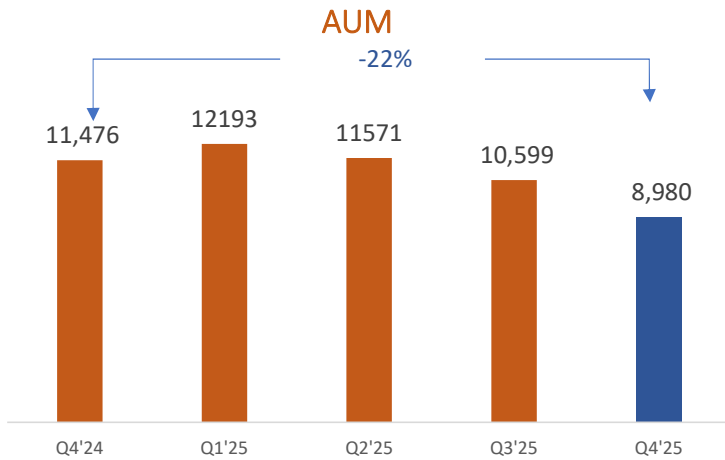


Rural vs Urban Presence

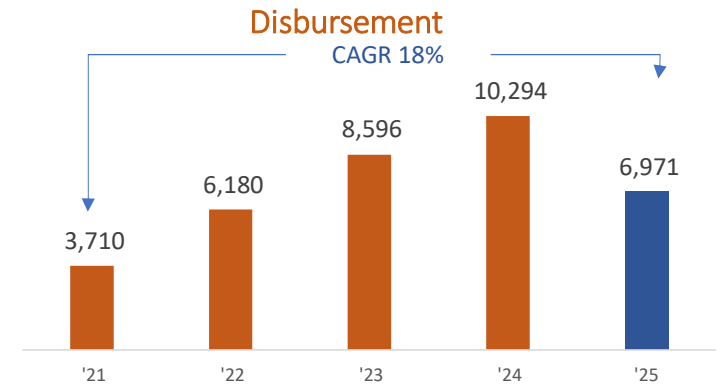
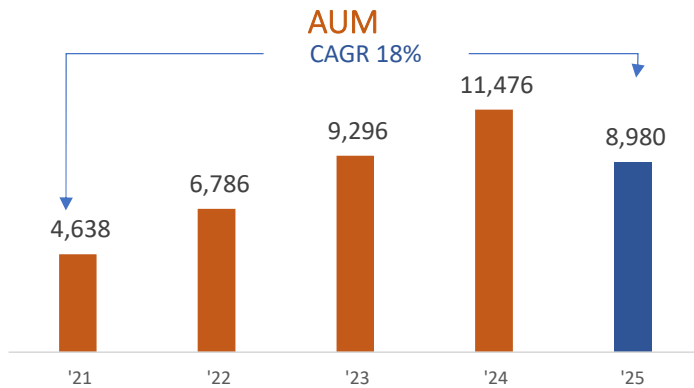


Key Strengths : Consistency

QoQ



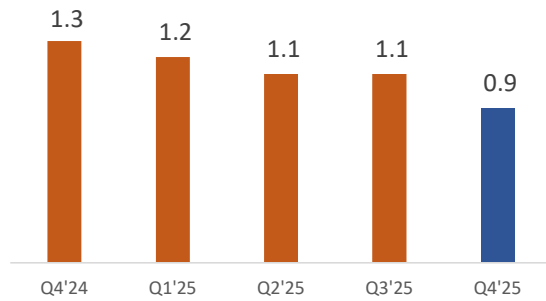
YoY



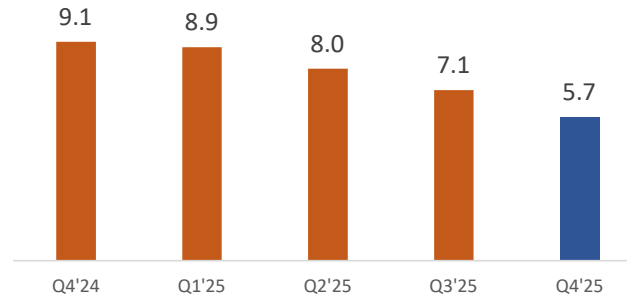
Key Strengths : Consistency (Contd...)

QoQ

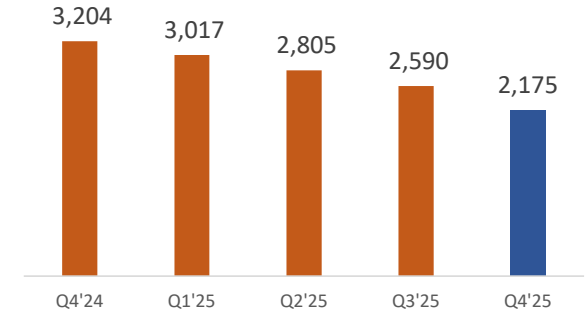
AUM/ RO (₹ in Cr)



AUM/Branch (₹ in Cr)

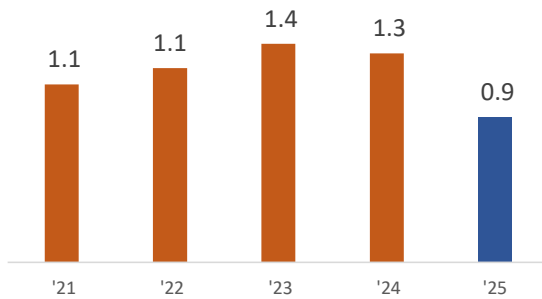


Borrower/ Branch

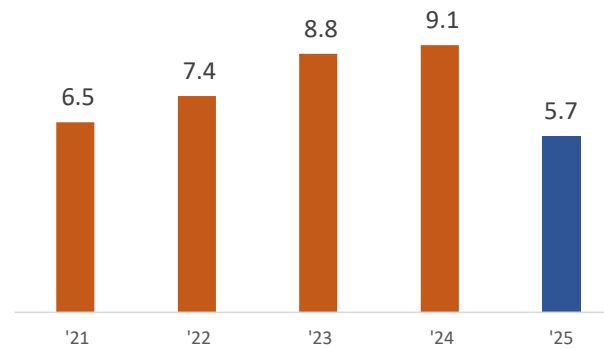


YoY

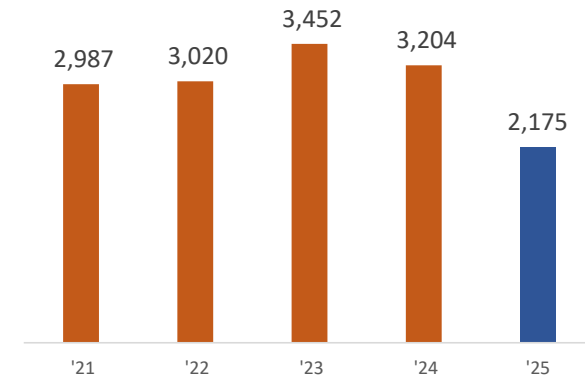
AUM/ RO (₹ in Cr)



AUM/Branch (₹ in Cr)



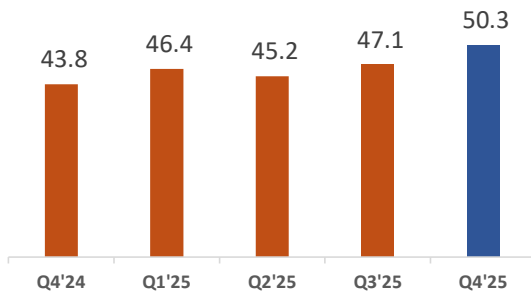
Borrower/ Branch



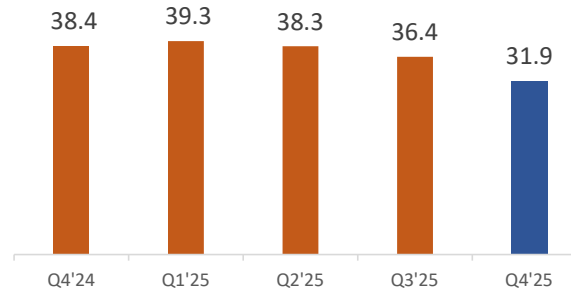
Key Strengths : Operational Prudence

QoQ

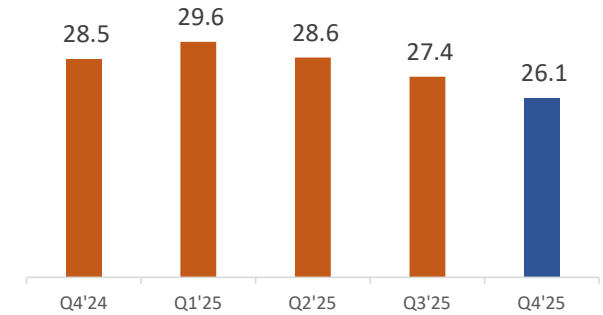
Avg. Ticket Size (₹ in K)



Borrowers (in Lacs)

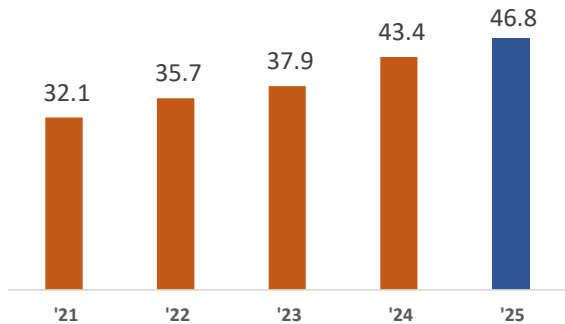


Avg. OS / Borrower (₹ in K)

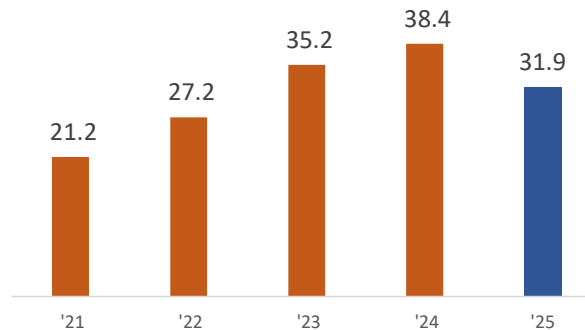


YoY

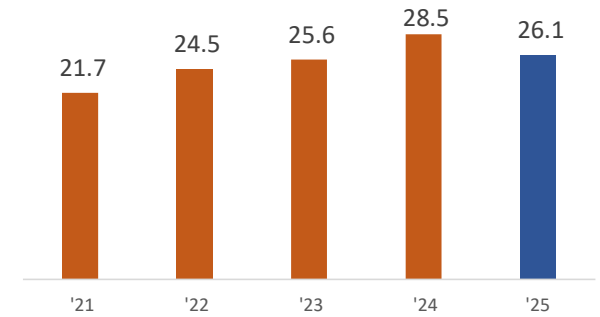
Avg. Ticket Size (₹ in K)



Borrowers (in Lacs)



Avg. OS / Borrower (₹ in K)

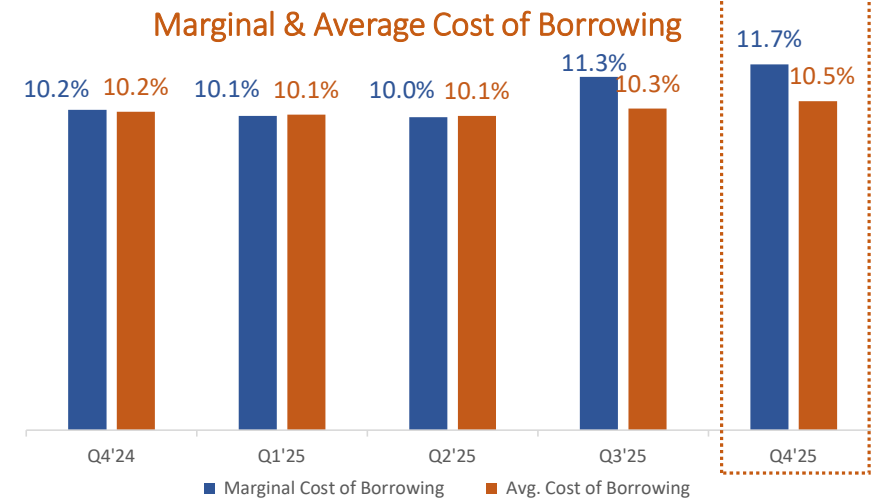
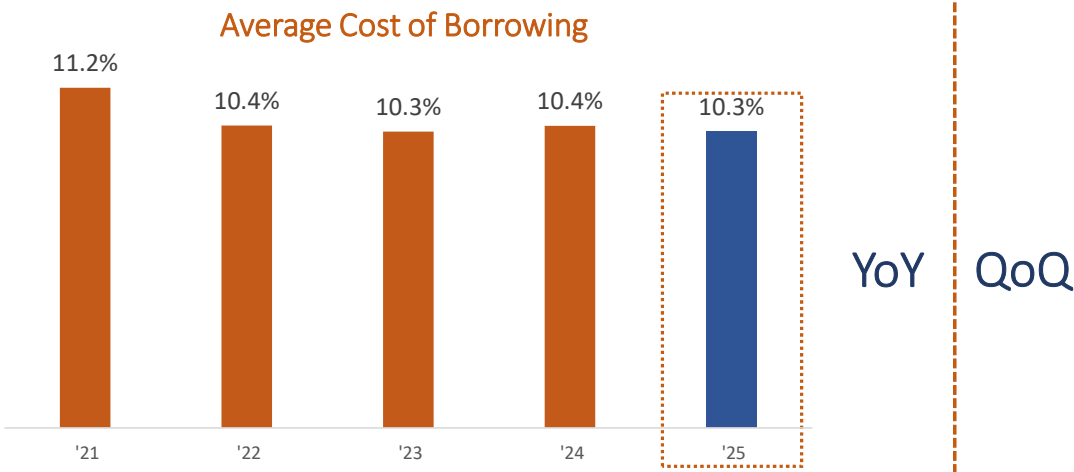


Focus on Enhancing Branch Productivity

Branch Vintage (Years)	Mar'24		Dec'24		Mar'25		
	Branches	POS Contribution	Branches	POS Contribution	Branches	POS Contribution	Borrower / Branch
<1 Yrs	181	4%	249	6%	268	9%	987
1 - 2 Yrs	121	7%	152	7%	180	7.9%	1,441
2 - 3 Yrs	190	15%	173	11%	121	7.1%	2,071
> 3 Yrs	708	74%	830	76%	897	76%	2,828
Grand Total	1,200	100%	1,404	100%	1,466	100%	2,175

- ✿ Among 1,466 branches, 261 are split branches, accounting for ~15.35% of Total POS
- ✿ Disbursement paused in 116 branches due to high PAR & Sectoral challenges

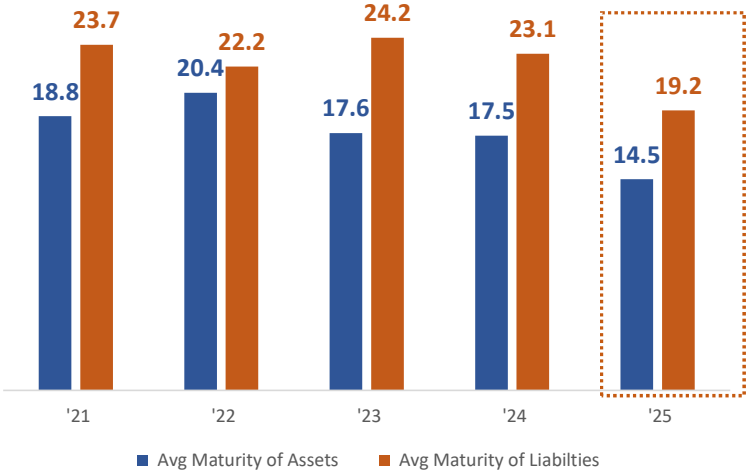
Key Strengths : Liability Management



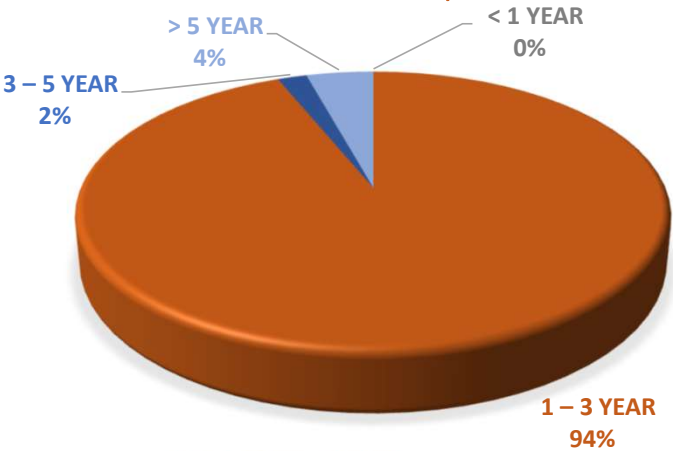
Institutions / Banks	Q4FY25	Q3FY25	Q2FY25	Q1FY25	FY24	FY23	FY22	FY21
Public Sector Banks	27%	30%	29%	29%	29%	26%	21%	14%
Development Financial Institutions - Domestic	7%	7%	7%	7%	8%	8%	12%	13%
Private Sector Banks	36%	37%	39%	40%	43%	37%	36%	36%
Foreign-Banks	20%	19%	18%	17%	14%	13%	14%	16%
Non-Banking Financial Institutions	5%	3%	3%	3%	4%	9%	9%	7%
Foreign Portfolio Investors	2%	2%	2%	2%	2%	7%	8%	14%
Development Financial Institutions - Foreign	3%	2%	2%	2%	-	-	-	-
Total	100%	100%	100%	100%	100%	100%	100%	100%

Key Strengths : Liability Management (Contd...)

Positive ALM (Months)



Loan Maturity



Sanctions in hand
₹1,438 Cr

Stable Liquidity Position					₹ Cr.
Details	Apr-25(P)	May-25(P)	Jun-25(P)	Jul'25 to Sep'25(P)	
Opening Cash & Equivalents (A)	798	919	1,350	1,341	
Loan Recovery [Principal + Interest] (B)*	730	709	649	1,900	
Equity Infusion (C)		400		-	
Total Inflow D= (A + B + C)	1,528	2,028	1,999	3,241	
Borrowing Payment [Principal + Interest] (E)	512	592	579	1,340	
Direct Assignment [Principal + Interest] (F)	98	86	79	204	
Total Outflow G = (E + F)	610	678	658	1,544	
Closing Cash & equivalents H = (D - G)	918	1,350	1,341	1,697	

* Loan Recovery taken as 90% of scheduled demand

Rating Instrument	Rating Agency	Ratings
Long-term debt	CRISIL	A - / Stable
	CARE	A / Rating Watch with Negative Implications
NCD	ICRA	A - / Negative
Commercial Paper (CP)	CRISIL	A1
Grading	CART	MFI 1
Comprehensive MFI Grading (COCA)	M-CRIL	M2C1
Client Protection Certification	M-CRIL	Gold Level

Key Strengths : Digital Orientation

Technology – Infrastructure

- Early Cloud adoption
- Scalable
- Open API Architecture

“Touch & Tech” Strategy

Business Outcome

Safe & Secure

- Email Security (Advance Threat Protection + SEG)
- EDR (Endpoint Detection & Response)
- Device-Level Security & Encryption
- SASE (Secure Access Service Edge)
- Zero Trust Architecture
- Scalable Cloud Security
- Data Loss Prevention (DLP)

Advanced Customer Interface

- UPI Collections /BBPS/Ultracash
- Realtime Credit Check

Customer Experience



- Digital onboarding since 2019
- Cashless disbursement at 99.98% in Q4 FY25

Operational Efficiency



- Loan Approval TAT at 5.7days

Scalability & Optimization of Resources



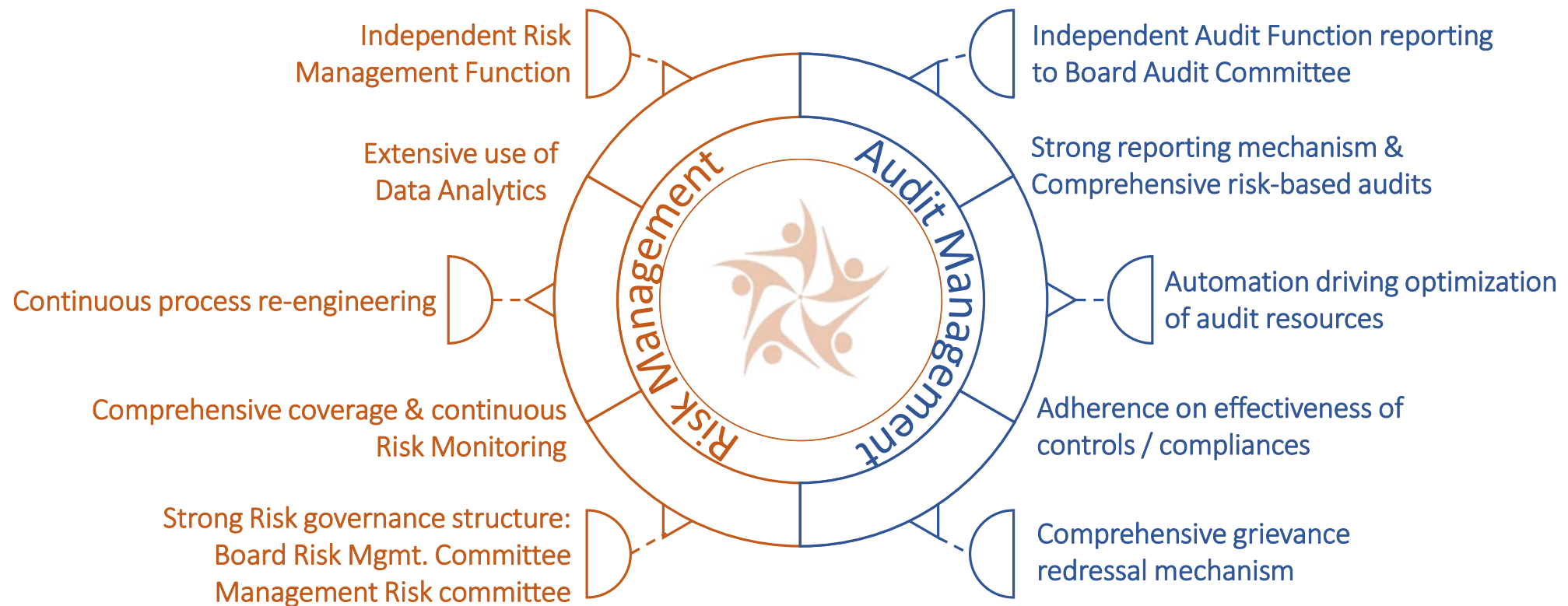
- Branches increased to 1,571 in Q4 FY25 with presence in 22 States & 497 Districts

Certification



- Awarded ISO 27001:2013 certification for information security management systems (ISMS).

Key Strengths : Strong Governance



ESG - seeking to be a responsible Financial Institution

Responsible approach towards environment, community and employees as well as towards internal governance standards

Continuous Engagement with Community and Employees



Expanding CSR Reach: Through 21 CSR programs, we have successfully implemented 500 initiatives, covering 270 districts across 21 states & UTs, positively impacting 1,16,900+ lives.



Shiksha Program – Investing in Future Talent: Currently, 500 students have received scholarship under our Shiksha CSR program



Driving Financial Literacy: A total of 65 financial literacy awareness sessions were conducted across 16 states, empowering 7,700+ individuals with essential financial management skills.



Strengthening Healthcare Access: Our three mobile medical vans, operational across three states, have provided regular check-ups for 20,000+ individuals in 59 villages, ensuring better healthcare access.



Supporting Agricultural Sustainability: We have extended support to 700 farmers by providing high-quality wheat, fertilizers, and other essential inputs. Additionally, we facilitated soil testing and conducted awareness sessions across two states, promoting sustainable farming practices.

Governance Standards



Strong Governance Framework: 50% of the Board comprises independent directors, including two women directors, ensuring diversity and accountability.



Robust Risk Management: The Risk Management Committee actively reviews management policies related to risk mitigation and regulatory compliance.



Achieved a 96% score in the Code of Conduct Assessment (CoCA) for MFIs in India, awarded by M-CRIL.



Earned the Gold Level Certification from M-CRIL, based on the new Client Protection Certification Framework developed by SPTF and CERISE.

Dedicated ALM Committee continuously monitors the maturity schedule of financial liabilities and assets, ensuring financial stability and risk mitigation.

Successful assessment by BNP Paribas against seven dimensions of Universal Standards for Social and Environmental Performance Management (USSEPM) showcasing our continued focus & progress on key parameters like social strategy, leadership commitment, client-centricity, client protection and human resource development.

1. Rated 96% on the Code of Conduct Assessment for MFIs in India, based on indicators of transparency, client protection, governance, recruitment, client education, grievance redress and data sharing, by M-CRIL, a global leader in the financial rating of microfinance institutions
2. Gold level certification is awarded based on the Total score achieved in 83 Indicators with compliance $\geq 95\%$ by M-CRIL and approved by SPTF and CERISE

Fusion CSR : Snapshots FY 25



21

CSR Programs



500+

CSR Activities



1,16,900+
(32,600+ in Q4)

Lives Touched



21

States & UTs



270

Districts



47

Aspirational
Districts



14

Partnership
with NGOS



195+

Branding &
Visibility



2,600+

Employees
Participation



1,100+

External
Stakeholders

Glimpses of CSR Programs



Wheelchair Distribution



Urja(solar panel)



JAL (WASH)



Fusion Sahayata Kendra



GARIMA (MHM)



Road Safety Awareness



Health Camp



FLP



Distribution of Educational Accessories



Inauguration of Anganwadi Renovation



Inauguration of Primary School Renovation



Mobile Medical Van



Profit and Loss Statement

Profit & Loss Statement (₹ Cr)	Q4 FY 25	Q4 FY 24	YoY %	Q3 FY 25	QoQ%	FY 25	FY 24	YoY %
Revenue from operations								
- Interest income	448.68	576.06	(22)%	438.18	2%	2,134.22	2,091.90	2%
- Other revenue from operations	17.40	69.93	(75)%	35.63	(51)%	185.54	224.83	(17)%
Total revenue from operations	466.08	645.99	(28)%	473.81	(2)%	2,319.76	2,316.73	0%
- Other income	9.91	29.15	(66)%	8.70	14%	49.13	95.69	(49)%
Total income	475.99	675.14	(29)%	482.51	(1)%	2,368.89	2,412.42	(2)%
Expenses								
- Finance costs	179.41	214.88	(17)%	213.67	(16)%	843.85	790.83	(7)%
- Employee benefit expense	146.20	122.23	20%	151.17	(3)%	573.24	431.22	(33)%
- Depreciation and amortization expense	3.26	2.78	17%	3.20	2%	11.67	9.01	(30)%
- Other expenses	57.00	44.57	28%	49.70	15%	203.65	153.24	(33)%
- Impairment of financial instruments	254.68	118.97	n.m.	572.29	(55)%	1,869.49	364.86	n.m.
Total expenses	640.55	503.43	27%	990.03	(35)%	3,501.90	1,749.16	n.m.
Profit/(loss) before tax	(164.56)	171.71	n.m.	(507.52)	n.m.	(1,133.01)	663.26	n.m.
- Tax expense	-	39.02	n.m.	211.80	n.m.	91.53	157.97	(42)%
Profit/(loss) after tax for the period/year	(164.56)	132.69	n.m.	(719.32)	n.m.	(1,224.54)	505.29	n.m.
Net interest income	267.93	359.98	(26)%	223.35	(20)%	1,285.12	1,295.80	(1)%
PPOP	90.12	290.68	(69)%	64.77	(39)%	736.48	1,028.12	(28)%

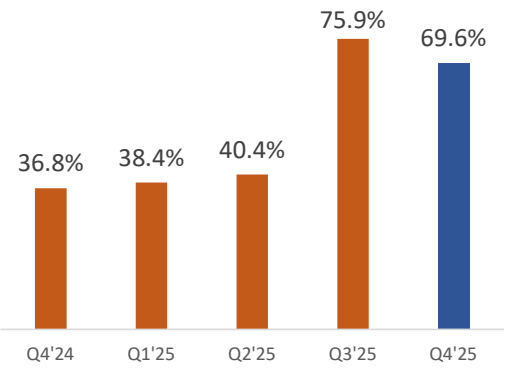
Balance Sheet

Financial Position (₹ Cr)	Q4'25	Q4'24	YoY %	Q3'25	QoQ%
Financial and Non-financial assets					
- Cash & Other Bank Balances	783.05	1,474.69	(47)%	1,135.48	(31)%
- Bank balances other than cash and cash equivalents	70.00	78.50	(11)%	66.08	6%
- Loans (Net of Impairment Loss Allowance)	7,261.15	9,947.87	(27)%	7,921.44	(8)%
- Investments	2.07	2.06	0%	2.03	2%
- Current and deferred tax assets	33.61	94.92	(65)%	36.74	(9)%
- PPE, Right of use asset and Intangible assets & Capital WIP	29.82	33.62	(11)%	30.88	(3)%
- Trade Receivables, Derivative financial & Other financial assets	62.74	113.26	(45)%	115.32	(46)%
- Other non-financial assets	50.23	29.40	71%	78.62	(36)%
Total assets	8,292.67	11,774.32	(30)%	9,386.59	(12)%
Financial and Non-Financial liabilities					
- Debt securities	145.00	201.59	(28)%	162.39	(11)%
- Borrowings (other than debt securities)	6,203.24	8,360.92	(26)%	7,094.74	(13)%
- Subordinated liabilities	53.78	53.39	1%	53.68	0%
- Trade payables & Derivative financial instrument	76.76	67.74	13%	67.63	13%
- Other financial liabilities	126.18	176.39	(28)%	147.69	(15)%
- Current tax, Provisions & Other non-financial liabilities	44.38	66.14	(33)%	54.00	(18)%
Total liabilities	6,649.34	8,926.17	(26)%	7,580.13	(12)%
Total equity	1,643.33	2,848.15	(42)%	1,806.46	(9)%
Total liabilities and equity	8,292.67	11,774.32	(30)%	9,386.59	(12)%

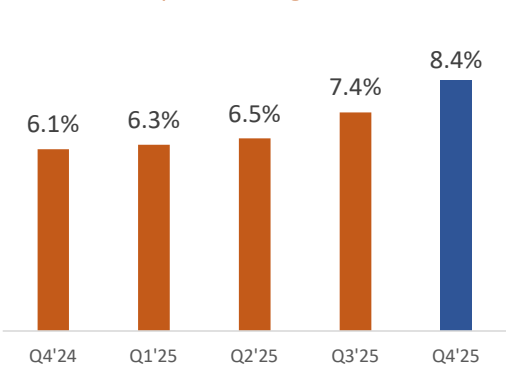
Key Ratios

QoQ

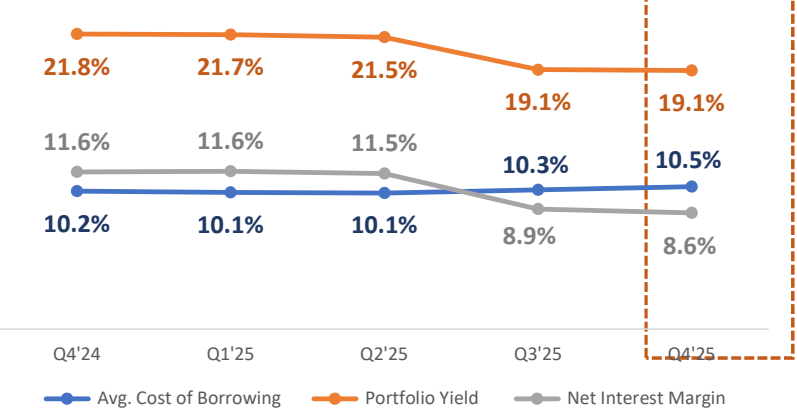
Cost to Income



Opex to Avg. AUM

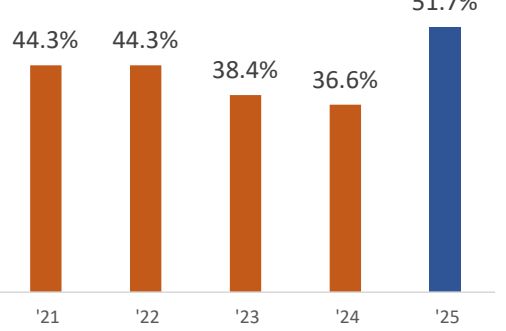


Margin Analysis

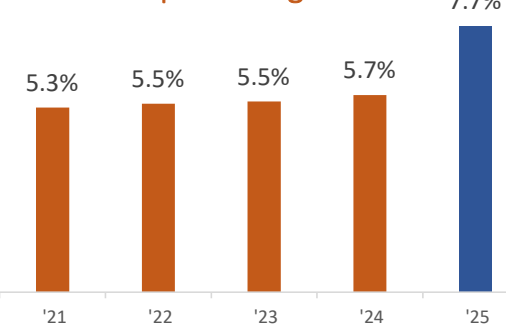


YoY

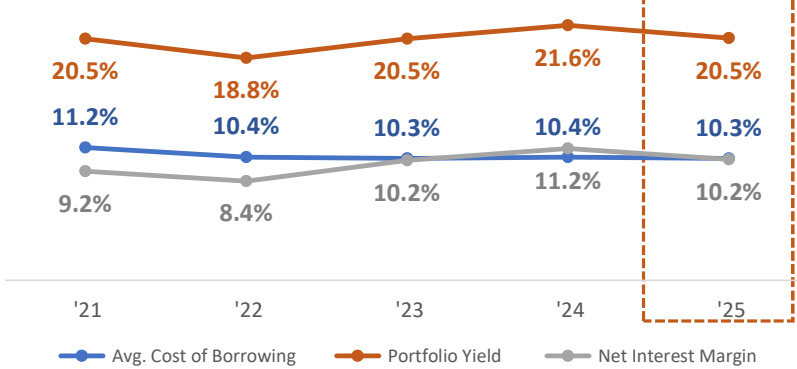
Cost to Income



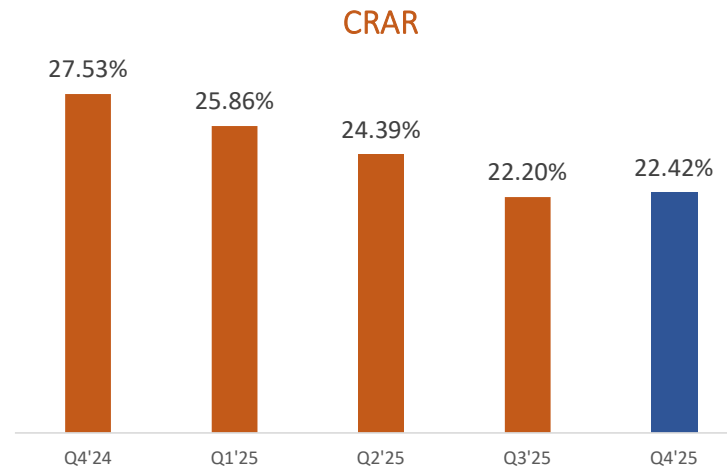
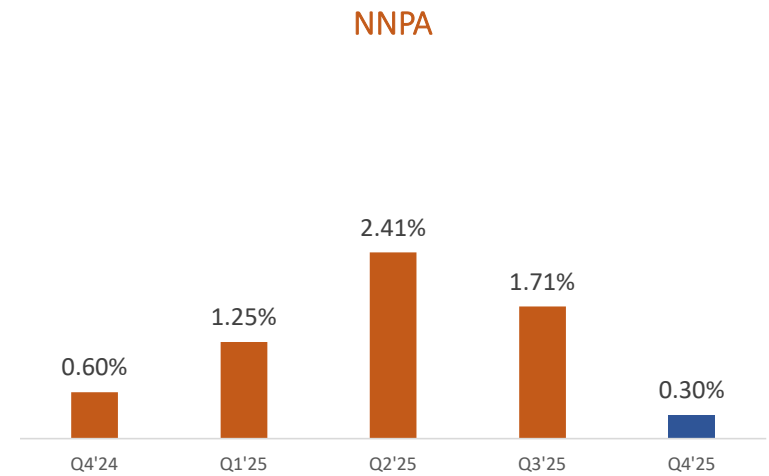
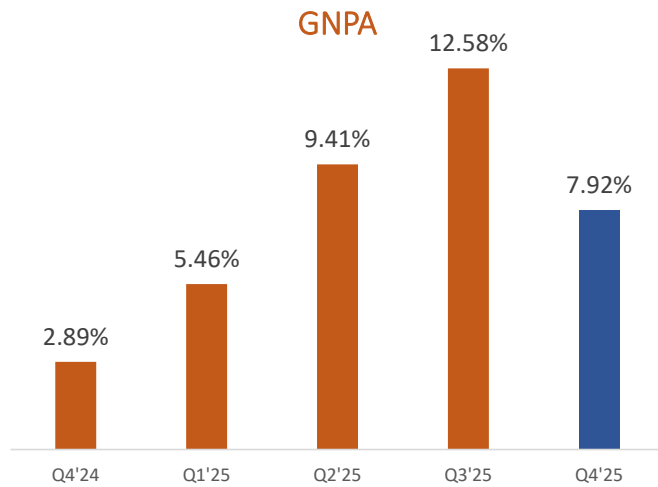
Opex to Avg. AUM



Margin Analysis



Key Ratios



Highly Experienced Board with Strong Governance



Devesh Sachdev
Promoter & MD

- 26+ years of experience in Service/ Financial Services industry
- Holds a Post-Graduate Certificate from XLRI, Jamshedpur and has also completed HBS Accion Program from Harvard Business School, USA
- Ex- Chairperson of the governing board of Microfinance Institutions Network



Kenneth Dan Vander Weele
Nominee Director

- Served on the board of Creditaccess Grameen and Muthoot Microfinance, among others
- Over 30+ years of experience
- Holds a PhD from the Oxford Centre for Mission Studies, Open University



Namrata Kaul
Independent Director

- Over 34 years of experience working with companies like Grindlays Bank and Deutsche Bank
- Currently on the board of Havells India, and Schneider Electric among others



Narendra Ostawal
Nominee Director

- Managing Director, Head of India at Warburg Pincus
- 20+ years of experience
- Previously worked with 3i India and McKinsey & Company
- Holds a PGDM in business management from IIM Bangalore



Ratna Dharashree Vishwanathan
Independent Director

- Over 35 years of experience working with the Government of India, MFIN, and Oxfam India among others
- Currently, on the board of Moneyboxx Finance Limited, and Dilip Buildcon Limited



Puneet Gupta
Independent Director

- Dr. Puneet Gupta, with nearly 30 years of experience in private equity and fintech, founded SimpliLend and is an adjunct professor at IMT Ghaziabad.
- He holds a PhD from IIT Delhi, an MBA from Kellogg, and serves on the boards of UTI Pension and NCDEX eMarkets.

Stable & Experienced Management Team



Sanjay Garyali
CEO
2025



Sunil Mundra
COO – MFI
2024



Kamal Kumar Kaushik
COO- MSME
2019



Sanjay Mahajan
CIO
2023



Gaurav Maheshwari
CFO
2016



Deepak Madaan
CCO
2013



Sushil Menon
CISO
2024



Ankush Ahluwalia
CBO
2015



Sanjay V Choudhary
CRO
2020



Satish Mani
CVO
2015

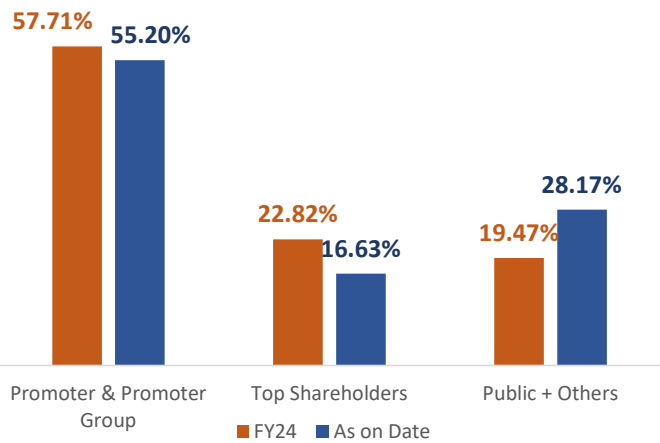


Pooja Mehta
CHRO
2022



Vikas Jajoo
CAO
2024

Shareholder Profile



Category	Top Share Holders (As on date)
Alternate Investment Fund	NUVAMA PRIVATE INVESTMENTS TRUST
Alternate Investment Fund	AIONIOS ALPHA FUND - AIONIOS ALPHA FUND I
Body Corporate	FOUR DIMENSIONS SECURITIES (INDIA) LTD
FII	ACM GLOBAL FUND VCC
Insurance Company	FUTURE GENERALI INDIA LIFE INSURANCE CO. LTD
Mutual Fund	NIPPON LIFE INDIA TRUSTEE LTD
Mutual Fund	HDFC MUTUAL FUND
Mutual Fund	ICICI PRUDENTIAL BANKING AND FINANCIAL SERVICES FUND
Mutual Fund	ADITYA BIRLA SUN LIFE TRUSTEE PRIVATE LIMITED

Abbreviations

AUM	Asset Under Management
PAT	Profit After Tax
NIM	Net Interest Margin
ROE	Return on Equity
ROA	Return on Assets
ECL	Expected Credit Loss
CRAR	Capital Risk Adequacy Ratio
GNPA	Gross Non-Performing Assets
NNPA	Net Non-Performing Assets
NII	Net Interest Income
PPOP	Pre-Provision Operating Profit before tax
COB	Cost of Borrowing
CAGR	Compound Annual Growth Rate
Opex	Operating Expenses
YoY	Year on Year
QoQ	Quarter on Quarter
Cr	Crore
L	Lakh
Mn	Million
K	Thousand
FY	Financial Year
Bps	Basis points

H	Half Yearly
Q	Quarter
ALM	Asset Liability Management
TAT	Turn Around Time
API	Application Programming Interface
UPI	Unified Payments Interface
ISO	International Organization for Standardization
GLP	Gross Loan Portfolio
MFIN	Micro Finance Industry Network
SRO	Self Regulatory Organization

Definitions

- **AUM** represents the aggregate of principal outstanding for all loans including the assigned portfolio as of the last day of the relevant period/year
- **Net Interest Income** represents interest income on loan portfolio for the relevant period/year reduced by finance costs for such period/year
- **Yield** represents interest income as a percentage of average outstanding owned portfolio for the relevant period/year
- **Cost of Borrowing** represents finance cost as a percentage of average outstanding borrowings for the relevant period/year
- **Net Interest Margin** represents the difference between the Yield and Cost of Borrowing for the relevant period/year
- **Return on Assets** represents profit for the relevant period/year as a percentage of average gross AUM/total assets for such period/year
- **Return on Equity** represents profit for the relevant period/year as a percentage of average equity for such period/year
- **Pre-Provision Operating Profit** represents the sum of profit before tax for the relevant period/year and impairment on financial instruments for such period/year
- **Debt to Equity ratio** represents our total borrowings divided by total equity attributable to shareholders as of the last day of the relevant period/year. Total borrowings represent the aggregate of debt securities, subordinate liabilities, borrowings (other than debt securities) as of the last day of the relevant period/year
- **Marginal Cost of Borrowing** represents the weighted average (XIRR) cost of borrowings as a percentage of borrowings availed for the relevant period/year.
- **Cost to Income ratio** represents operating expenses (which comprises the aggregate of employee benefits expense, depreciation and amortization and other expenses) as a percentage of total income less finance costs for the relevant period/year
- **Gross NPA** represents our portfolio of Stage III Assets as of the last day of the relevant period/year
- **Net NPA** represents Stage III Assets (Gross NPAs) as of the last day of the relevant period/year as reduced by ECL on Stage III Assets for such period/year.



Thank You

*For Investor queries contact:
Mr. Deepak Madaan | Email: investor.relations@fusionfin.com*

*Adfactors PR | Investor Relations | Aashvi Shah - aashvi.shah@adfactorspr.com |
Smit Shah - smit.shah@adfactorspr.com*