Customer Centricity

Ganesh Mohan,
Managing Director,
Bajaj Finserv Asset
Management Ltd.

“Customer centricity and fiduciary responsibility go hand in hand because we are entrusted with our investors’ savings. Guided by our distinctive INQUBE philosophy, which combines behavioural insights, information and quantitative rigour, we seek to deliver outcomes that are transparent, fair and aligned with investors’ long-term financial well-being.”

Deepak Matai,
CEO, Bajaj Finserv
Health Ltd.

“True customer centricity means anticipating needs and responding with empathy and speed. In healthcare, we are building an integrated, technology-led ecosystem that makes quality care more accessible, affordable and seamless, from digital consultations to cashless treatment. Every product and process we design must answer one question: does it genuinely serve the patient and customers.”

At Bajaj Finserv, financial empowerment is central to everything we do. True financial inclusion, we believe, goes beyond just access to products as it is about making every interaction simpler, safe and more meaningful. We harness advanced technologies to deliver seamless, secure and personalised customer experiences through multi-channel platforms.

Decoding Customer Needs for Enhanced Experiences

Bajaj Finserv operates as a Holding Company for a diverse set of financial services subsidiaries, each regulated independently under its respective framework. The Group actively worked with operating companies to implement a unified customer experience measurement. Under the unified customer experience framework, all companies transitioned to CSAT as the CX metric across all touchpoints. Customer satisfaction metrics are presented at the subsidiary level where measurement is closest to the customer.

Group-level CSAT Q4 FY2026 Exit Score

92%

Consolidated score (97% customer coverage across Insurance, Lending, Housing, Marketplace, Bajaj Health and Bajaj AMC)

BFL CSAT FY2026

95%

Satisfaction score recorded (consistently through the year)

CSAT Q4 FY2026 Exit Scores

82%

Bajaj General (Bajaj General Insurance Ltd.)

83%

Bajaj Life (Bajaj Life Insurance Ltd.)

Across the Group, we embed common principles and practices to strengthen a unified, customer-first approach, continuously raising the bar on experience and satisfaction:

- A multi-point servicing framework encompasses branch walk-ins, call centres, website, app, chatbot, email, WhatsApp, etc.
- **Performance benchmarked against industry peers across all key metrics:** Turnaround Times (TATs), CSAT, grievance ratio, claims settlement ratio and digital adoption. All performance indicators are monitored at Board-level.
- Net Promoter Score (NPS) utilised throughout our operations to drive continuous improvements in service quality.
- Among the largest and fastest adopters of technology in Indian financial services with sustained investments in data infrastructure and digital capability.
- Over 300+ total AI projects and 100+ deployed across the Group, driving operational efficiency and meaningfully improving customer service.
- CSAT is deployed throughout our operations to measure service quality at every key touchpoint. Results are tracked by subsidiary and reviewed at Board-level on a periodic basis, with improvement targets embedded in the KPIs of CEOs and senior personnel.
- An early adopter of cloud computing enabling seamless integrations and agility to serve customers and distributors at scale.
- Data and technology used to deliver pre-approved loans and insurance offerings reducing friction and wait times customers.
- A multilingual communication framework ensuring customers can engage in their preferred language across all channels.
- Do-It-Yourself (DIY) service journeys that put control in the customer's hands and reduce dependency on assisted channels.
- Governance, ethics and convenience are embedded into service design across digital platforms, branches and doorstep options.
- To prevent misrepresentation and build informed consent, all essential long-form documents are accompanied by clear, plain-language summaries a standard applied across all lending and insurance subsidiaries.
- An App=Web strategy across all companies ensures consistent information and self-service capability regardless of how a customer chooses to access us.

Technology-driven Customer Engagement

Automation

Artificial Intelligence (AI), Machine learning (ML), and Robotic Process Automation (RPA) powers self-service chatbots across all our Group Companies, enabling faster round-the-clock query resolution without human intervention.

WhatsApp Servicing

Bajaj Life processed **3,051,767 transactions** via WhatsApp in 3 years; **64.53%** of Bajaj General customers use WhatsApp and a bot called **BOING** for their service needs.

WhatsApp Customer Engagement

WhatsApp is a primary customer engagement channel for the Bajaj Finserv AMC. In FY2026, over **69,877 transactions** were facilitated via WhatsApp with more than **19,710 customers** actively transacting through the platform.

Transparent Lending

BHFL launched repo-rate linked home loans for salaried individuals providing customers with direct visibility into how interest rate changes affect their EMIs.

Digital Adoption

In FY2026, digital payment penetration at BFL reached **94%** in urban markets and **82%** in rural areas, reflecting growing digital confidence and financial inclusion across diverse customer segments.

Voice Support

BFL's IVR system available in nine languages, handled 19.03 million yearly calls in FY2026. **18** new DIY modules and AI-powered voice bots were added during the year to further enhance resolution and speed.

DIY Home Loans

BHFL enabled a fully digital, contactless loan journey, from application to disbursement, removing the need for physical documentation at every stage.

App and Website Offerings

BFL's app and website offer **29 modules** and **345 service** processes for anytime, self-service access – a standard replicated across Group companies

The first Cloud-based policy administration system is currently being implemented by Bajaj General and Bajaj Life –a foundational upgrade to service speed and resilience.

10.74+ lakh

No. of Farmitra App downloads (developed by Bajaj General, supporting farmers with insurance, weather and crop advisory information)

7

Languages enabled on Bajaj General website, making general insurance available to customers across linguistic backgrounds

97%

Bajaj General payments are now digital

Customer Rights and Grievance Redressal

The BFS group follows a Board approved Grievance Redressal Mechanism Policy, reflecting its commitment to customer trust, transparency, and fair treatment.

Customer Rights, Trust and Data Protection

- The Company safeguards customer personal data through robust technological, administrative and organisational controls, protecting against unauthorised access, misuse and loss.
- Customer information is collected to deliver products and services and comply with legal obligations, governed by policies ensuring confidentiality and integrity.
- Customer consent is obtained prior to collection and use of personal data, with opt-out mechanisms available for non-essential communications and defined processes for withdrawal.
- Customers may request deletion of personal data through the Company's grievance redressal and customer service channels, addressed in accordance with applicable regulatory obligations and defined timelines.
- Customer data is retained for defined periods across categories, including KYC documents, loan files, and transaction records, governed by retention schedules aligned with legal and regulatory requirements, with secure disposal upon expiry of defined timelines.
- The Company limits data sharing to lawful and regulated third party disclosures, secondary data use requires approvals, controls, and monitoring through tracking mechanisms.
- The right to data access, correct and portability is under active review as part of the Company's preparedness for the Digital Personal Data Protection (DPDP) Act 2023, with mechanisms to be operationalised in line with regulatory requirements.

Grievance Management Framework and Accessibility

- Dedicated Grievance Units operating under Board oversight, ensuring escalation pathways are clear and accountability is maintained at the highest level.
- A dedicated team monitors customer queries and grievances across social media channels in real-time, providing prompt resolution.
- Customers are informed clearly of their rights, applicable policies, and access to ombudsman schemes in plain language across all services touchpoints.
- Structured Root Cause Analysis processes identify and eliminate sources of recurring complaints and not just resolve individual cases.
- Bajaj Life and Bajaj General maintain among the lowest grievance ratios in their respective sectors, a consistent outcome of disciplined service standards.
- BFL extends goodwill compensation even in cases where no service deficiency is established – reflecting a customer-first orientation that goes beyond legal obligation.
- Regular internal audits of customer servicing quality and complaint handling processes across all companies.
- Bajaj General's NPS and grievances ratio have consistently outperformed the market benchmarks year on year.
- Customer metrics, including satisfaction scores, grievance ratios and TATs are formal components of KPIs for CEOs and senior leadership across the Group.

Customer Education, Financial Literacy and Awareness Campaigns

The Group operates a multi-channel financial literacy framework designed to close knowledge gaps that prevent customers from making informed financial decisions. The goal is not just to inform, but also to empower customers.

Our entity wise campaigns highlight:

Bajaj Life

- **GST Campaign:** Launched a digital awareness campaign on 0% GST on life insurance premiums, generating 3 million video views with an engagement rate of ~2%.
- **Cyber Security Awareness Campaign:** Created awareness on online fraud, phishing and digital safety through customer-focused content, achieving an engagement rate of ~1%.
- **Fraud Awareness Week:** Conducted a series of educational campaigns on AI scams, fake payment links and counterfeit receipts, with an engagement rate of ~1%.
- **SISO Campaign (Systematic-In Systematic-Out):** Enhanced awareness of Bajaj Life's investment approach through brand films and influencer collaborations, resulting in 20 million video views and 240,000 engagements.
- **Life Insurance Made Easy:** Delivered insurance literacy content in 7 vernacular languages, helping simplify insurance concepts and recording an engagement rate of 1.3%.

Bajaj General

- **AapKe Liye:** Localised Health Insurance Launch: Reached 200+ million listeners across 18 regions, driving 43,990 policies sold through multilingual outreach across 56 cities.
- **Har Ghar Insurance Campaign:** Advanced insurance awareness and financial inclusion, directly impacting 12.34 lakh households across India.
- **Distribution Ecosystem Enablement:** Expanded customer access through a network of 100+ banking partners.

- Climate Safe Initiative: Raised awareness on climate preparedness through campaigns reaching 95+ million radio listeners across major metropolitan cities.
- Radio-led Storytelling Campaigns: Simplified insurance concepts and improved insurance literacy through radio platforms with a cumulative reach of 130+ million listeners nationwide.

Bajaj Housing

- PMAY Promotion: To create awareness around PMAY 2.0 Urban.
- Sambhav Home Loans Ongoing campaign: Highlighted and promoted the Company's Affordable Housing Offerings.
- BHFLAtEveryStep: Campaign designed to aid customer choices by highlighting all the stages of the customer lifecycle at the time of availing of a loan.
- TaxItEasy: To create awareness around possible ITR deductions, based on Home Loan customer segmentation and other good practices.
- #CIBILSimplified: To create awareness around CIBIL scores and credit health.
- InYourBestInterest: This series focuses on sharing key loan/bank account-related common grievances with customers.

Bajaj Finance Ltd.

- Fraud, Cyber Security and Financial Literacy Campaigns: Conducted customer awareness initiatives on fraud prevention, digital safety, customer protection and financial literacy across social media and digital platforms.
- Digital Customer Outreach: Disseminated 3,900+ awareness messages to strengthen customer understanding of digital banking safety, financial products and consumer safeguards.

Customer Support and Loan Flexibility

The Group recognises that customers' financial circumstances change. Loan modification options, including rescheduling or restructuring, are available to eligible customers based on defined criteria that account for income position and repayment capacity. Customers have access to clear escalation pathways to ensure that concerns are reviewed and addressed appropriately.

Financial Literacy Programme at BFL: Empowering Informed Decisions

Financial literacy is foundational to the kind of financial inclusion Bajaj Finserv and its Group companies are committed to. This is essential for empowering our customers and supporting their long-term financial stability. When customers understand their products, their rights, and their obligations, they make better decisions and are better protected from the risks that come with being financial active in a rapidly digitising economy.

BFL has significantly deepened its financial education initiatives in response to this. The focus of these programmes is practical: ensuring customers fund their accounts well before EMI due dates, understand what proper loan closure documentation requires and can confidently use digital self-service platforms without assistance.

BFL is committed to reaching those who need financial education by extending its reach to underprivileged individuals in rural areas. In FY2026, BFL launched its impactful Financial Literacy Programme in key rural regions of Rajasthan, Uttar Pradesh and Bihar. This initiative was specifically designed to build essential awareness on a range of key financial topics, including effective financial planning strategies, the convenience and security of digital payments, vital fraud prevention techniques and the importance of insurance coverage.

5,500+
Individuals positively impacted, equipped with financial knowledge and confidence in FY2026