Anchored in Purpose
Advancing with Responsibility
Building on 100 Years of Trust

Anchored in Purpose. Advancing with Responsibility. Building on 100 Years of Trust—directly encapsulates our organisational core by aligning our foundational Purpose with a forward-looking Vision of sustainable, inclusive growth. It translates this strategic intent into our daily Mission by defining responsibility and trust as the direct operational drivers behind our long-term ESG commitments.

Purpose

Build innovative and technology led, affordable financial service businesses through a culture that fosters leaders who act with responsibility, empathy and an entrepreneurial spirit that creates sustainable value for all our stakeholders.

Vision

Building a financially empowered India through integrity, inclusion and innovation while creating long-term sustainable value for our people, our stakeholders and the nation.

Mission

To be a lifecycle financial partner to every Indian, building responsible, market-leading, tech-first and resilient businesses that are underpinned by strong governance, and continuously transform to deliver lasting value to our customers.

Leadership Mindsets	Behaviours
Customer Obsession	Innovate to Simplify
Talent Builder	Develop and Delegate
Growth Mindset	Continuous Transformation
Being Responsible	Do the Right Thing

Translating ESG Priorities into Integrated Capitals

Built on the Bajaj Group's legacy of trust, responsibility and service to the nation, Bajaj Finserv sees ESG as an integral part of how the Group does business every day. This legacy has shaped a culture where business success is closely linked with ethics, inclusion and long-term responsibility.

At Bajaj Finserv, the ESG focus areas reflect the priorities that guide decisions across the organisation, from governance and financial inclusion to customer centricity, employee well-being, stakeholder engagement and environmental responsibility. These priorities are not separate from the business. They influence how the Group operates, how it builds relationships and how it responds to the changing needs of customers and society.

Over time, these priorities do more than strengthen day-to-day operations. They become part of Bajaj Finserv's broader value creation journey and help build the capabilities that support sustainable growth. In this way, ESG priorities translate into six interconnected capitals: financial, manufactured, intellectual, human, social and relationship and natural capital. Together, these capitals form the foundation of a resilient, responsible and future-ready institution.

Anchored in Purpose. Advancing with Responsibility. Built on 100 Years of Trust. Creating Value Responsibly.

For over a century, the Bajaj name has stood for trust, responsibility and nation-building. Bajaj Finserv has carried this legacy over the years in the financial services sector by building businesses that are not only profitable and resilient, but also purposeful, inclusive and future-ready.

As Bajaj Finserv continues to grow as a financial services group, its Value Creation Model reflects the evolution of a trusted institution into a diversified, integrated and future-ready platform for sustainable growth. Rooted in the Bajaj Group's legacy of integrity, discipline and nation-building, the model captures how the Group translates its purpose into measurable, long-term outcomes. It represents a shift from scale-driven expansion to an institutionalised approach to value creation, where growth is pursued alongside resilience and responsibility.

At the heart of the model is a clear belief: enduring value is created by serving customers across their financial lifecycle through solutions that are responsible, consistent and customer-centric. This belief shapes how Bajaj Finserv allocates capital, builds capabilities and engages with stakeholders, helping ensure that value creation remains sustainable through economic cycles.

"Enduring value is created by serving customers across their financial lifecycle with discipline, responsibility and scale."

Customer Lifetime Value

Build long-term profitable businesses; create and lasting value for customers and deepen financial inclusion, serving communities, the nation and every Indian as their Financial Lifecycle Partner.

Economic Value

- Profit ↑
- Market share ↑
- Capital efficiency ↑

Environmental & Social Value

- Customer delight ↑
- ESG ↑
- CSR ↑

Our Eight Focus Areas — What Guides How We Operate

Governance
Upholding the highest standards of ethics, integrity and transparency through accountable leadership and robust governance practices.

Customer Centricity
Investing in products, technologies and processes that enhance customer experience and promote professional, fair and transparent dealings.

Financial Inclusion
Expanding equitable access to credit and financial solutions to empower individuals and enable inclusive economic progress.

Employee Well-being
Investing in people by nurturing talent, fostering diversity and inclusion, and enabling continuous growth and development.

Preserving and Protecting the Environment
Promoting responsible resource utilisation and actively reducing environmental impact to support a sustainable future.

Cyber Security
Ensuring the confidentiality, integrity and resilience of systems and data through robust security measures and proactive fraud risk management.

Empowering Society
Strengthening communities by fostering resilience and enabling inclusive growth, equitable development and Well-being of society.

Stakeholder Engagement
Building strong, transparent relationships with stakeholders to drive collaboration and create shared long-term value.

Integrating ESG into Value Creation

Financial Capital
Strengthening financial resources to drive sustainable growth, resilience and long-term value creation.

Human Capital
Empowering people with the skills, capabilities and well-being programmes to drive performance, innovation and organisational excellence.

Manufactured Capital
Leveraging advanced phygital infrastructure to enhance operational efficiency, scalability and customer reach.

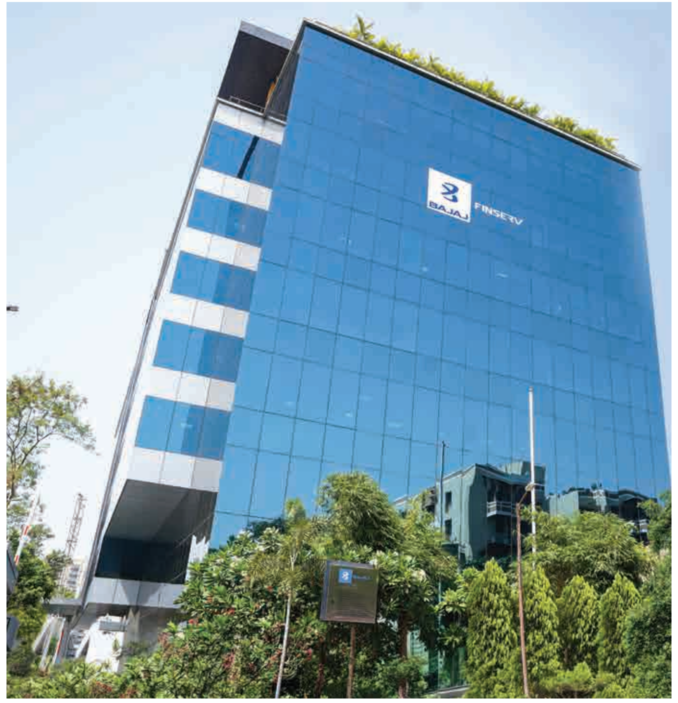
Social and Relationship Capital
Cultivating trust-based relationships with stakeholders to strengthen reputation, enhance collaboration and sustain long-term success.

Intellectual Capital
Harnessing data, technology and innovation to enable informed decision-making and build a sustainable competitive advantage.

Natural Capital
Promoting responsible environmental stewardship to sustain ecosystems, enable resilient operations and secure a sustainable future.

Integrated Capitals as the Foundation of Value Creation

Bajaj Finserv's value creation journey is built on a set of interconnected capitals that reflect the Group's enduring strengths, distinctive capabilities and long-standing stakeholder relationships. These capitals are not merely inputs to the business. They are strategic assets that are continuously strengthened through disciplined execution, responsible leadership and a lifecycle-led approach to financial services. Together, they enable Bajaj Finserv to create value that is balanced, resilient and sustainable over the long-term.

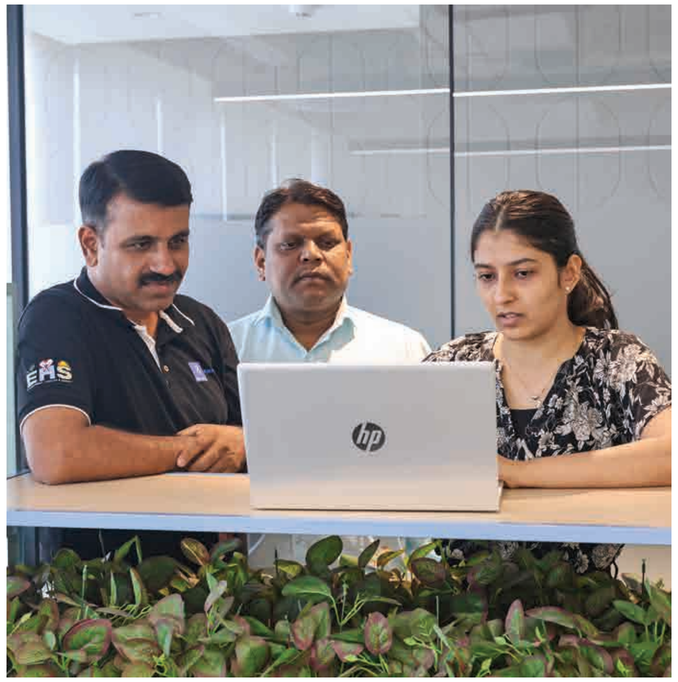


Financial Capital

Bajaj Finserv's financial strength gives the Group the stability to grow with confidence and the discipline to grow responsibly. The key inputs into this capital include its diversified financial services businesses, investments in subsidiaries, strong net worth, access to capital, disciplined capital allocation and prudent risk management.

These inputs allow Bajaj Finserv to support business expansion, invest in new opportunities, strengthen existing businesses and remain resilient through changing market conditions. A strong financial base also enables the Group to fund technology, innovation, customer acquisition and long-term capability building across its companies.

Enhanced value from financial capital is seen in steady growth, profitability, strong capital position, improved returns and the ability to manage risks effectively. It also helps Bajaj Finserv protect stakeholder interests, support future investments and create long-term value for shareholders, customers, employees and business partners.



Human Capital One Finserv Talent

Bajaj Finserv's people are among the biggest drivers of its success. The Group invests in its employees through learning and development, leadership programmes, diversity and inclusion, employee well-being, internal career opportunities and the One Finserv culture.

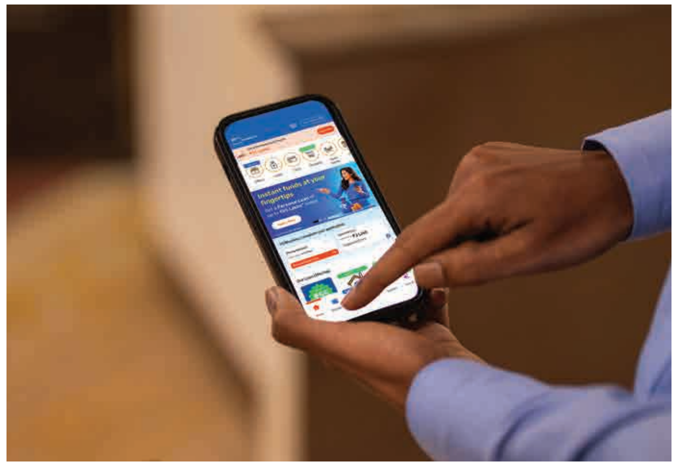
These inputs help build a skilled, engaged and agile workforce that can respond to changing customer needs and business priorities. By developing talent from within and encouraging collaboration across businesses, Bajaj Finserv strengthens execution, leadership depth and organisational continuity.

Value results in better decision-making, stronger customer service, improved productivity, innovation and a culture of accountability. As employees grow and perform better, the Group becomes more capable of building sustainable businesses and delivering consistent value to customers and stakeholders.

Social and Relationship Capital
Customer and Community Trust

Trust is one of the most important foundations of Bajaj Finserv's business. The Group builds social and relationship capital through customer engagement, responsible selling practices, grievance redressal, financial inclusion, CSR programmes, community development initiatives and strong relationships with regulators, distributors, partners and other stakeholders.

These inputs help Bajaj Finserv understand customer needs better, improve service quality, expand access to financial services and strengthen its reputation as a responsible financial services group. They also help the Group build long-term relationships with customers and communities rather than focusing only on transactions. The value created is reflected in higher customer trust, improved satisfaction, stronger brand reputation, wider financial inclusion and meaningful community impact. By investing in relationships, Bajaj Finserv creates value for its business while also contributing to the well-being of the people and communities it serves.



Manufactured and Intellectual Capital

Bajaj Finserv's manufactured and intellectual capital includes the physical, digital and knowledge-based capabilities that help the Group operate efficiently and serve customers at scale. The key inputs include its branch and distribution network, phygital presence, digital platforms, technology systems, analytics capabilities, underwriting models, cybersecurity framework, process automation and data-led decision-making.

These inputs enable faster service delivery, wider customer reach, better risk assessment and more consistent customer experience across businesses. They also support product innovation, operational efficiency and improved responsiveness in a fast-changing financial services environment.

Impact from this capital is visible in scalable operations, stronger digital capability, improved service quality, better turnaround times and enhanced competitiveness. By investing in technology, data and infrastructure, Bajaj Finserv is able to serve more customers, improve efficiency and build businesses that are more future-ready.

Natural Capital
Environmental Stewardship

Bajaj Finserv recognises that long-term growth must be supported by responsible use of natural resources. The Group invests in natural capital through renewable energy adoption, energy-efficiency measures, water and waste management, tree plantation, electric vehicle adoption, sustainable products and climate risk management.

These inputs help reduce the environmental impact of the Group's operations and support more responsible business practices. They also help Bajaj Finserv prepare for emerging environmental risks, meet stakeholder expectations and contribute to a more sustainable future. Improved value created from natural capital is reflected in lower emissions, improved resource efficiency, reduced dependence on conventional energy and stronger climate resilience. By managing environmental impact responsibly, Bajaj Finserv supports business continuity while contributing to the larger goal of sustainable development.

Interlinkages Across Capitals

The strength of Bajaj Finserv lies not only in each capital individually, but in the way they work together. Financial strength allows the Group to invest in talent, technology and growth. Skilled people improve customer experience and innovation, while trust with customers and communities deepens relationships and reinforces the brand. Strong infrastructure and digital capabilities make service delivery more efficient and scalable, and environmental stewardship ensures that growth remains responsible and future-focused. This interconnectedness helps Bajaj Finserv create value in a way that is balanced, resilient and sustainable.

Inputs
Capitals We Draw Upon

- **Financial Strength:** Diverse financial services offerings, AUM, lending capacity, insurance capital
- **Phygital Distribution:** Branch network, digital platforms, distribution, geographical presence
- **Brand and Innovation:** 100 years of trust, Data, analytics, underwriting models, technology, AI
- **One Finserv Talent:** Diversified workforce, agents, leadership, skills
- **Customer and Community Trust:** Customers, partners, brand trust
- **Environmental Stewardship:** Energy and environmental resources

Activities
How We Deploy Them

- Addressing financial lifecycle need of every Indian
- Deployment of Digital platforms
- Risk management & underwriting
- Customer acquisition and servicing
- Talent development and inclusion
- CSR deployment
- Sustainable operations
- Green financing and climate initiatives

Outputs
How We Deliver Them

- **Business outputs:** Loans disbursed, AUM managed, Insurance coverage, Green finance disbursed, MFI lending to women, Health continuum of care
- **Customer outputs:** Credit to customers, Insurance on Lives and assets, Resolve grievances, Claims paid
- **People and Workforce outputs:** Training, opportunities, well-being
- **Social output:** Benefits through skilling, Health initiatives
- **Natural output:** Reduced emissions and resources

Outcomes
Effects on Capitals

- **Financial Strength:** Revenue growth, AUM growth, ROE, Solvency ratio, Market capitalisation
- **Phygital Distribution:** Increase in touchpoints, Higher customer reach, Enhanced penetration
- **Brand and Innovation:** Enhanced customer retention and brand value. Best in class efficiencies/loan losses
- **One Finserv Talent:** Higher employee productivity and retention, trained workforce, reskilling
- **Customer & Community Trust:** Customer satisfaction, financial inclusion
- **Environmental Stewardship:** Reduced emissions, waste reduction, increase in EV usage due to green loans

Outcomes feed back into inputs each cycle, replenishing all six capitals and compounding sustainable, purpose-driven value.

Key Interlinkages Across Capitals

- **Talent powers the platform:** One Finserv Talent and models convert capital into customer solutions.
- **Trust lowers cost:** A 100-year brand and customer trust reduce acquisition cost and risk.
- **Returns fund the future:** Profits reinvest in digital reach and talent, expanding tomorrow's inputs.

Institutional Role of the Holding Company

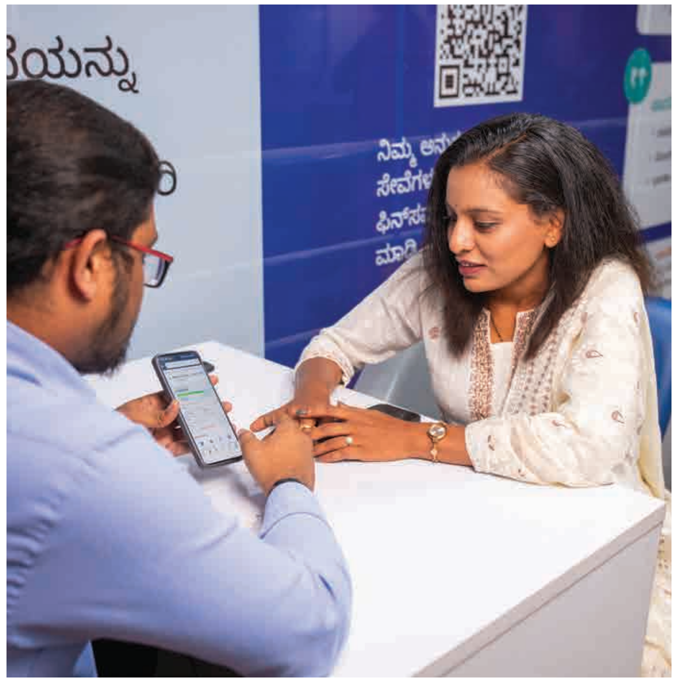
Bajaj Finserv plays a central role in shaping value creation across the Group. As the holding company, it provides strategic direction, ensures disciplined capital allocation, strengthens governance and oversees enterprise-wide risk management. It also enables collaboration and alignment across businesses so that Group priorities are implemented with consistency and discipline while optimising synergies.

This institutional role goes beyond ownership. Bajaj Finserv helps create the conditions for long-term growth by driving sustainable business models, strengthening risk management, encouraging collaboration and best practice sharing, building One Finserv Talent, guiding customer experience, investments and ESG priorities, and aligning CSR efforts for greater social impact. Together, these roles create a strong institutional foundation while allowing individual businesses to remain agile and market focused.

These roles are guided by a clear set of objectives. Bajaj Finserv seeks to be the preferred partner for customers' financial lifecycle needs, create constant value across that lifecycle, build resilient businesses through efficient use of capital and foster innovation, agility, ownership and responsible leadership. Together, these objectives help ensure that growth is pursued in a way that deepens customer relevance, strengthens resilience and supports long-term corporate value.

In this way, Bajaj Finserv's role and guiding objectives together provide the bridge between institutional stewardship and business performance. They help translate Group-level priorities into consistent action across businesses, while reinforcing the balance between profitability, customer value, risk discipline and broader social and environmental responsibility.

Lifecycle-led Growth Platform



Bajaj Finserv's Value Creation Model is built around a lifecycle approach to financial services. Its offerings are aligned with the evolving needs of customers across borrowing, protection, health, wealth creation and retirement. By bringing these capabilities together within one ecosystem, the Group deepens customer engagement and strengthens its long-term relevance.

This approach helps Bajaj Finserv build enduring customer relationships over time, expanding engagement across multiple financial needs as those needs evolve. It also creates synergies across businesses, improving efficiency and supporting a more seamless and consistent customer experience. As a result, Bajaj Finserv is able to position itself as a trusted financial partner across the customer lifecycle while creating a scalable platform for growth.

"BFS is a tech and data enabled financial services ecosystem enabling trusted relationships."

Bajaj Finserv's Role: Guiding Objectives

1 Preferred partner for customers' financial lifecycle needs.

2 Create constant value across the customer lifecycle.

3 Build maintainable businesses with efficient capital use.

4 Enable innovation, agility, ownership and responsible leadership.

Actively engage in strategy, planning and performance monitoring and creating an institutional frameworks while empowering leaders and encouraging disruptive thinking.

Expansion of Economic Value
Profit, market share, capital efficiency → superior returns

+

Expansion of Environmental and Social Value
Customer delight, ESG oversight, CSR impact, responsible leadership

=

Sustainable Enhancement of Corporate Value
Each lifecycle relationship deepens value for customer, compounds capital and businesses

BFS Operating Model: An Ecosystem of Financial Services

What BFS Enables

Operating Companies
Bajaj Finance, Bajaj Housing Finance, Bajaj Life Insurance, Bajaj General Insurance, Bajaj Finserv AMC, Bajaj Finserv Direct, Bajaj Finserv Health, Bajaj Financial Securities.

Lifecycle Coverage
Five connected financial-lifecycle needs, from asset acquisition through retirement.

A tech and data enabled Financial Services Ecosystem
Offering varied financial services, health & tech needs through a consistent & superior experience.

How BFS Delivers

Driving Sustainable Business Models
Invest in new business opportunities (financial services white spaces) and strategic investments; Robust monitoring of Long-Range Strategy (LRS), Annual Operating Plans (AOP) and regular reviews; Efficient capital allocation/management.

Managing Risks
Harmonised risk framework; CRO engagement; review of top enterprise risks (including emerging risks) and mitigation.

Collaboration and Best Practice
Group knowledge forums, cross-group stress identification, innovation and digital projects.

One Finserv Talent
Mobility, leadership programmes, young leader and diversity programmes, succession planning and merit pay and compensation philosophy.

Customer Experience, Investments and ESG
Customer protocols, investment process oversight and ESG implementation.

Corporate Social Responsibility
Harmonise group CSR with aligned goals to optimise impact on society at large.

Bajaj Finserv is a collective of financial services and fintech businesses pursuing a shared long-term vision.

Leadership Mindset and Institutional Culture

A key differentiator of Bajaj Finserv's Value Creation Model is its leadership mindset. Across the Group, leadership is rooted in ownership, discipline and a strong focus on long-term value creation. Leaders are expected to balance growth with prudent risk management, ensuring that performance is achieved without compromising governance or responsibility.

Customer centricity remains central to decision-making, supported by integrity, transparency and accountability. Innovation is encouraged, but always within clear risk parameters so that progress remains responsible and sustainable. This leadership philosophy helps Bajaj Finserv execute with consistency while staying agile in a changing environment. It also builds leadership depth and strengthens the Group's ability to navigate complexity over the long-term.

"Leadership at Bajaj Finserv is defined by ownership, discipline and long-term thinking."

A Self-reinforcing Cycle of Value Creation

The Value Creation Model works as a disciplined and self-reinforcing cycle. Value created across the businesses is reinvested into strengthening capabilities, expanding reach and improving customer outcomes. This ongoing reinvestment builds institutional strength and supports continuous improvement in performance.

As capabilities grow stronger, they improve efficiency, deepen customer engagement and enhance resilience. In turn, these outcomes support stronger financial performance, greater stakeholder trust and broader social and environmental impact. Over time, this creates a compounding cycle of value creation that helps Bajaj Finserv sustain growth and deliver consistent outcomes.

"Value created is reinvested to strengthen capabilities, creating a compounding cycle of sustainable growth."

From Scale to Sustainability: The Next Phase of Growth

Bajaj Finserv's Value Creation Model reflects its transition from scale-led expansion to institution-led sustainability. It connects purpose with strategy, strategy with execution and execution with measurable outcomes, creating a clear framework for long-term value creation.

As the Group enters its next phase of growth, the model reinforces its position as a disciplined, resilient and forward-looking financial institution. It highlights Bajaj Finserv's ability to balance profitability with broader societal impact while continuing to innovate in a rapidly changing financial landscape. Ultimately, it reflects an organisation built on trust, strengthened by leadership discipline and designed to create lasting value for customers, shareholders and society.