Material Issues

- Data Privacy and Cybersecurity
- Marketing and Selling Practices
- Ethical Use of Technology and Algorithms
- Anti-Corruption and Compliance
- Human Capital Development
- Financial Inclusion
- Customer Experience and Grievance Redressal
- Corporate Governance
- Risk Management
- Promoting Health, Safety and Well-Being
- Business Ethics and Transparency
- Brand and Reputation Management
- Diversity, Equity and Inclusion (DEI)
- Climate Change and Decarbonisation
- Community Development and CSR
- Operational Eco-efficiency (including energy, emissions, waste, water, biodiversity)
- Sustainable and Responsible Finance

Our Capitals and Inputs

Financial Capital

- Diversified financial services businesses
- Investments in/Loans to Subsidiaries: ₹8,218 crore
- Net Worth: ₹79,396 crore

Human Capital - One Finserv Talent

- Total employees: 236,390 (113,732 permanent and 122,658 other than permanent)
- Diversity: ~14% women in permanent workforce
- Amount spent on Learning and Development: ~44 crore
- Bajaj General: 125,171 Individual agents and 92,300+ POS
- Bajaj Life: 164,287+ Individual agents

Social and Relationship Capital

- Customer and Community Trust
- CSR spend: ₹416 crore
- CSR reach: 93 lakh beneficiaries
- Monitoring transactional Customer Satisfaction Score across all companies
- Social media stakeholder awareness programmes
- Distribution Network Count: 5.7 lakh

Manufactured and Intellectual Capital

- Presence across 28 States and 8 Union Territories
- Investment in technology: ₹920 crore
- Most digitally advanced Digital Ecosystems across each company for customers and distributors
- Dedicated AI unit with 250+ employees
- Robust Information Security framework and strong Data Privacy and Cyber Security processes
- Robust data-driven underwriting

Natural Capital

- Environmental Stewardship
- Total Energy Consumption: 358,265 GJ
- Renewable Energy Generated: 1,361 GJ
- Trees Planted: 8+ lakh*
- 138 wind turbines with 65.2 MW installed capacity
- Rooftop Solar Capacity of 757 kW installed across 8 locations
- EVs deployed for inter-office employee mobility: 20
- Improved Cookstoves (ICS) Installed: 22,500
- Sustainable Products - Lending (MFI, EV, 3W, etc), Insurance (micro insurance, PMJJY, Eco assure, parametric), affordable housing, etc.
- Environmental/Climate risk Policy
- Carbon Neutrality across Scope 1 and Scope 2 emissions

*Over last 6 years

Value Creation Process

Bajaj Finserv

Role of Holding Company

- Driving Sustainable & Resilient Business Models
- Tech-First Innovation, Customer Experience & ESG
- Governance, Integrity & Risk Management
- Culture, Leadership & One Finserv Talent
- Collaboration and Best Practices
- Deepening Financial Inclusion & CSR

Guiding Objectives

- Lifecycle financial partner delivering lasting value to every Indian
- Build responsible, market-leading and resilient businesses
- Drive tech-first innovation, agility and customer-centricity
- Financially empower India through strong governance, integrity and inclusion

Product and Solutions Companies

- Bajaj Finance Ltd.
- Bajaj Finserv Asset Management Ltd.
- Bajaj Housing Finance Ltd.
- Bajaj Life Insurance Ltd.
- Bajaj General Insurance Ltd.

Platform Companies

Bajaj Finserv Direct Ltd. | Bajaj Financial Securities Ltd. | Bajaj Finserv Health Ltd.

Family Health and Income: Health, life and savings cover

Asset Protection: General insurance

Investment and Wealth: ULIPs, mutual funds, FDs

Asset Acquisition: Personal, home and commerical loans

Retirement: Annuities

Value created is re-invested to strengthen our Capitals

Higher Customer Value results in increased economic, social and environmental value

Outputs / Outcomes / Interlinkage with Other Capitals / SDGs

Financial Capital

Outputs

- Consolidated Revenue: ₹150,530 crore
- Consolidated PAT: ₹9,801 crore
- Consolidated AUM: ₹705,800 crore
- New Loans Booked: 50+ million
- Gross Written Premium (GWP) for insurance companies: ₹23,326 crore for Bajaj General
- ₹32,896 crore for Bajaj Life

Outcomes

- Revenue growth 5-year CAGR: 20%
- PAT growth 5-year CAGR: 17%
- AUM growth 5-year CAGR: 23%
- New business margin for Life Insurance: 19.2%
- Combined Ratio for General Insurance: 102.8%
- Lowest NPA in the industry for lending companies
- 1.3x of mandated capital maintained for all regulated entities

SDGs: 8, 17

Human Capital

Outputs

- 105,476 No. of full-time employees trained
- 29 Average training hours
- Net Employee Addition: 10,010
- 17.46% women hiring, 6,204 women hired in FY2026
- All offices EHS compliant
- 82,806 women insurance agents (29% of the total insurance agents)

Outcomes

- Employee Attrition Rate: 23%
- Employee Engagement Score: 86%
- Lost time injury frequency rate (LTIFR): 0
- Well-being programme coverage: 100%
- Training coverage: 93%
- EHS compliance rate: 100%

SDGs: 3, 4, 5, 8, 9, 10

Social and Relationship Capital

Outputs

- 300+ lakh new-to-credit customers added in the last 6 years
- Lives insured (Life and health lives covered): 7.7 crore
- Assets insured (SA of all non-health cover): ₹ 24,818,488.61 crore
- People benefited through skilling programmes: 3.41 lakh
- People benefited through health initiatives: 39,176
- Children supported through child development programmes: 72+ lakh
- Differently abled people employed: 42, target of 200+ for FY2027
- 7.40+ lakh MFI lending to women in FY2026, 114% growth

Outcomes

- Claims Settlement Ratio for Bajaj Life: 99.33%
- Persistency ratio for Bajaj Life: 13th month: 81.7%, 61st month: 51.9%
- CSAT Score: 92% for Q4 FY2026

SDGs: 1, 2, 3, 4, 5, 8, 10

Manufactured and Intellectual Capital

Outputs

- Branches spread across 4,991 nationally and 3 international
- Total customer franchise: 180+ million
- AI-enabled disbursements: ₹5,520 crore
- Servicing through BOTS: 65%
- No. of AI BOTS deployed (voice, text): 65
- Total AI projects: 300+
- Tech ISO Certifications
- Zero Cyber Incidents

Outcomes

- Lending cross-sell franchise of over 75 million customers
- Amongst the lowest NPAs for Lending Businesses
- Amongst the lowest COR in General Insurance Business
- Amongst the highest New Business Value growth for Life Insurance Business

SDGs: 4, 8, 9, 11, 13

Natural Capital

Outputs

- Scope 1 and 2 GHG Emissions: 61,042 tCO_2e
- Green Financing Portfolio: ₹13,250+ crore lent
- Green Insurance** Portfolio: ₹20.26 lakh crore Sum Assured
- Total Green Insurance Policies: 5.59 lakh
- Energy Intensity: 47.62 GJ / revenue from operations [₹ in crore adjusted for Purchasing Power Parity(PPP)]
- Paper Saved: 720+ crore over the last 3 years
- Waste Recycled: 86.14 MT
- Carbon Credit through ICS: 45,000

Outcomes

- Scope 1 And 2 GHG Emissions Intensity: 0.41 per crore of consolidated total revenue from operations
- Generated renewable energy surplus of 1.88 crore units over the Group's total consumption (Generation: 9.08 crore units#; Consumption: 7.20 crore units)
- ESG-screened AUM: More than 95%
- CO_2e saved through EV cars: 34 tonnes
- Reduction in Energy Intensity: 5.31%
- Best-in-class Digital Initiatives

SDGs: 6, 7, 12, 13, 14, 15

#Refers to consolidated green electricity generated in FY2026, totalling 9.08 crore units (comprising 9.04 crore units from wind and 0.04 crore units from solar).
** A Green Insurance Portfolio covers eco-friendly, clean-tech, and climate-resilient products. Bajaj General delivers this across four pillars: Renewable Power (solar, wind, biomass, and hydro), EV (electric mobility), Climate Safe (crop/weather protection), and Eco Assure (circular repairs).