

ANCHORED IN PURPOSE.
ADVANCING WITH RESPONSIBILITY.



YEARS OF TRUST

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ANCHORED IN PURPOSE. ADVANCING WITH RESPONSIBILITY.

A century ago, Jamnalal Bajaj, founder of the Bajaj Group, freedom fighter and social reformer, articulated a defining belief that business must serve society. Widely regarded by Mahatma Gandhi as his fifth adopted son, his thought leadership laid the foundation for a responsible enterprise ethos that guided the Bajaj Group across generations and continues to shape its future.

At Bajaj Finance, this philosophy finds strong expression in our purpose-serving the financial needs of every Indian. Our commitment to financial inclusion translates this purpose into action, as we expand access to credit for underserved customers and leverage digital innovation to widen financial reach, thereby enabling inclusive growth.

This year's theme, Anchored in Purpose, Advancing with Responsibility: 100 Years of Trust, brings this thought to life.

Today, our FINAL transformation is helping us reimagine financial services through technology, while sustainability is increasingly embedded across our operations, products and decision-making. Together, they enable us to create long-term value for customers, communities and the environment.

Our responsibility also extends to protecting natural capital. As we work towards achieving carbon neutrality by 2032, we continue to strengthen renewable energy adoption, improve operational efficiency and reduce emissions through a measured approach.

Beyond business, we remain committed to creating positive social impact through investments in youth skilling, child health, education, protection, women empowerment and inclusion of Persons with Disabilities.

A century later, the founding belief endures. The trust earned over generations inspires us to build a sustainable, inclusive and resilient future.



YEARS OF TRUST

About the Report

Bajaj Finance Limited ('BFL', 'Bajaj Finance', or 'the Company') and its subsidiaries (collectively referred to as the "BFL Group") present their Environmental, Social and Governance (ESG) Report for FY2026. This Integrated ESG Report provides a comprehensive overview of the Group's financial, operational, and ESG performance during the reporting period.

This Report aims to present the BFL Group's vision, strategy, governance practices and value creation approach across both financial and non-financial capitals. It brings together financial performance, strategy, governance, risk management, and ESG disclosures into a unified narrative that explains how the Group creates sustainable value over the short-, medium-, and long-term.

In addition, Bajaj Finance Limited has published its Business Responsibility and Sustainability Report (BRSR) for FY2026 as part of its Annual Report, in line with the National Guidelines on Responsible Business Conduct (NGRBCs) and the BRSR requirements prescribed under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

Reporting Framework

This Report has been prepared in alignment with globally recognised reporting principles and applicable Indian regulatory requirements.

The Report

- is guided by the principles of Integrated Reporting (IR) Framework developed by the International Integrated Reporting Council (IIRC), focusing on the connectivity of information and value creation through multiple capitals
- includes disclosures with reference to the Global Reporting Initiative (GRI) Standards (2021)
- incorporates the BRSR framework as mandated under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended
- aligns with the National Guidelines on Responsible Business Conduct (NGRBCs)

Further, certain other initiatives that are covered in the Annual Report of the Company and its subsidiaries for FY2026 are available on the Company's website

[Click Here](#)

The ESG philosophy of the BFL Group aims at adopting sustainable business practices that ensure long-term success and have a positive impact on the environment and society. The Group continuously strives to promote long-term sustainable growth in the economy through business initiatives and responsible corporate citizenship.

Through this Report, the Company highlights:

- how multiple capitals are deployed to generate sustainable returns;
- approach to create:
 - an employee-friendly workplace,
 - positive environmental and social outcomes through its business operations, conducted in a responsible, ethical, and inclusive manner,
 - its commitment for enhancing customer experience, and
 - long-term value for its stakeholders.

About Bajaj Finance

Bajaj Finance Limited ('BFL', 'Bajaj Finance', or 'the Company') is a subsidiary of Bajaj Finserv Limited. It is a deposit-taking Non-Banking Financial Company (NBFC-D) registered with the Reserve Bank of India (RBI) and is classified as an NBFC-Investment and Credit Company (NBFC-ICC). The Company is classified as NBFC-UL (Upper Layer) by the RBI.

BFL is engaged in the business of lending, partnership and services, payments and acceptance of deposits. It has a diversified lending portfolio across retail, MSMEs (Micro, Small, and Medium sized Enterprises), and commercial customers, with significant presence in both urban and rural India.

It accepts public and corporate deposits and offers a variety of financial services products to its customers.

Bajaj Finance has two subsidiaries and two associate companies:

- Bajaj Housing Finance Limited (BHFL or Bajaj Housing), which is registered with the National Housing Bank as a Housing Finance Company (HFC).
- Bajaj Financial Securities Limited (BFSL, BFinsec, or Bajaj Broking), which is registered with the Securities and Exchange Board of India (SEBI) as a Stock Broker and Depository Participant.

iii) Snapwork Technologies Private Limited (STPL), which provides digital transformation solutions with a focus on cloud, platform engineering, and scalable mobile apps for BFSI.

iv) Pennant Technologies Private Limited (PTPL), which provides loan management system for banks and financial institutions.

Bajaj Finance has established a diversified and resilient business model focused on acquiring and serving its strong customer franchise of 119.33 million customers through cross-selling of multiple financial products and services. The Company continues to strengthen its presence through digital innovation, geographic expansion, and a scalable distribution network. As of FY2026, BFL operates across 4,098 locations in India, including 2,571 locations in rural and smaller towns and villages, reflecting its commitment to inclusive and technology-enabled financial growth.



119.33 million

Customer franchise



4,098

Locations, including 2,571 locations in rural and smaller towns and villages

MESSAGE FROM THE CHAIRMAN AND VICE CHAIRMAN

कथनी करनी एकसी: A century of purpose and responsibility



Sanjiv Bajaj
Chairman

As the Bajaj Group completes 100 years in 2026, we find ourselves reflecting on a simple principle that has guided generations before us: ‘कथनी करनी एकसी’ – say as we do and do as we say. This philosophy traces back to our founder, Jamnalal Bajaj, a freedom fighter, social reformer and considered the fifth adopted son of Gandhiji, who believed that business must serve society.



Rajeev Jain
Vice Chairman

For us at Bajaj Finance Ltd. (BFL), this milestone is an opportunity not only to celebrate progress but also reaffirm the responsibility that comes with scale. Every loan we disburse, every customer we serve, every technology we deploy, and every community we touch must contribute to a larger purpose, that of enabling India’s growth while creating long-term value for society.

Expanding Access. Sustaining Inclusion.

We began with one purpose. Serving the financial needs of every Indian. Starting in 1986-87, our first customers were school teachers from Solapur who sought two-wheeler loans to travel to remote villages where they taught.

Today, as the country’s largest and most diversified private sector non-bank, BFL serves more than 119 million customers, has ₹ 5 lakh crore in AUM and disbursed nearly 50 million loans this year. Effectively, a loan every second.

While the scale has transformed, the purpose remains consistent. We help people take their first step forward. Over the past six years, nearly 40% of our newly added customers were first-time borrowers. Enabled by India’s remarkable digital public infrastructure and data-driven decisioning, crores have secured their first loan, first home, and first investment through us, entering the formal financial system.

Over the last six years, we have brought more than 30 million new-to-credit customers into formal finance. In the last three years alone, more than 23 million women borrowers have accessed credit through BFL, with financing exceeding ₹ 150,000 crore.

Across rural and semi-urban India, our presence continues to deepen, supporting aspiration, enabling consumption, and strengthening economic participation. For us, financial inclusion is not a segment— it is central to how we create long-term value.

We believe the continuity of intent, that of reaching people who have never been inside the financial system through technology, is what sustainable financial inclusion looks like.

At every step, we’ve asked ourselves, are we prioritising social responsibility and environmental sustainability in our business? To know the answer, read on.

Protecting what we borrow from tomorrow

We are acutely aware that the world around us is under strain. Geopolitical disruptions, ecological imbalance, resource constraints and the long shadow of global warming can no longer be separated from economic progress. Being a responsible company means taking stock of our impact on Natural capital, not just Financial capital.

We have thus set ourselves an ambitious target: To achieve carbon neutrality for Scope 1 and 2 emissions by 2032.

That long-term commitment is backed by action on-ground. In FY2026, our key sustainable initiatives included the distribution of more than 15,500 improved cookstoves across rural Maharashtra, helping families adopt cleaner and healthier cooking alternatives, generating more than 2.2 lakh kWh of renewable energy from our rooftop solar panels across seven locations, and supporting clean mobility by financing of over ₹ 2,300 crore.

Over the past three years, our afforestation efforts have resulted in the plantation of more than 5 lakh trees. This, combined with our digitisation efforts, has reduced paper consumption by an estimated 720 crore sheets over past three years.

The initiatives may differ in scale and scope, but they add up to a common goal, that of protecting and preserving Natural capital and creating a resilient future.

15,500+
Cookstoves distributed across rural Maharashtra

5+ lakh
Trees planted in the past three years through our afforestation efforts.

Intelligence deployed Responsibly

Technology has always been the anchor of our transformation. Today, Artificial Intelligence (AI) is becoming the next frontier of that journey.

Under our long-range strategy, we are evolving into a FINAI company through a three-pronged approach: customer centricity, technology leadership and the lowest-risk company, towards building one of India’s most trusted financial institutions.

AI is being embedded across our products, processes and operating models to reimagine lending, decision-making, customer engagement, risk management, service delivery and operational efficiency.

Most importantly, AI is helping us simplify finance for customers. From personalised product recommendations on the Bajaj Finance App and intuitive interfaces to faster decision-making and near-complete straight-through processing in key lending segments, technology is enabling us to create experiences that are simpler, faster and more relevant for our customers.

Responsible AI: Innovation with Accountability

In FY2026, we implemented a Board-approved AI policy and established a comprehensive AI Governance Framework designed to ensure that our AI systems remain ethical, transparent, accountable and secure throughout their lifecycle.

The same philosophy guides our approach to cyber security and data privacy. During the year, we strengthened our technology infrastructure through a Zero Trust security architecture, enhanced digital controls and continued compliance with regulatory frameworks, including Digital Lending Guidelines and Digital Personal Data Protection Act, 2023.

Our comprehensive data privacy framework reflects our belief that customer trust is our most valuable asset. We are pleased to report that there were zero data breach incidents during FY2026.

Zero Data Breaches

Our robust data privacy framework helped maintain a flawless security record throughout FY2026.

Creating impact beyond business

The Bajaj Group has long believed that ‘*common good must outweigh individual gain*’. This conviction continues to shape our Corporate Social Responsibility (CSR) spends.

In FY2026, BFL Group implemented 217 CSR projects with a total spend of ₹ 364.48 crore across skilling, child education, child health, child protection, and inclusion for Persons with Disabilities (PwD).

Youth skilling remained our biggest focus. Through Skillserv and partner-led initiatives, over 2.7 lakh young people benefited from employability and vocational training programmes. Skillserv alone reached 50,475 students across 557 colleges in 160 districts, helping bridge the gap between education and employment opportunities. In the healthcare domain, we supported the skilling of frontline healthcare professionals.

We also supported education of children through holistic and tech-based interventions, supporting foundational literacy and numeracy, overall health and early education, while integrating vocational education and ICT systems.

In the child health space, we continued with interventions for children with Type 1 Diabetes; the Sweetlings Centre of Excellence at Jehangir Hospital has transformed from a once-weekly clinic into a state-of-the-art facility operating six days a week with our support. We also supported paediatric heart care, cancer and epilepsy care. Considering the significant shortfall in paediatric health infrastructure in the country, we equipped hospitals with advanced paediatric medical equipment and trained healthcare workers.

Our work with PwD focused on enhancing accessibility, capability development and inclusion, helping create pathways towards greater independence and participation.

₹ 364.48 crore

Total CSR spend across 217 projects

The Six Capitals that shape Long-term value

At Bajaj Finance, ESG is not a separate agenda—it is embedded in how we operate, manage risks, and make decisions.

We view sustainable value creation through the lens of six interconnected capitals – Financial, Human, Manufactured, Intellectual, Natural, and Social & Relationship. These are not silos. Every trade-off between them is a decision about what kind of company we want to be. They help us balance business performance, resilience, innovation and responsibility, ultimately building stakeholder trust.

While building scale and innovation matters in business, we measure our progress in terms of how we have served society and our country. That is a legacy we have inherited and the future we are committed to building.

In closing

As we look ahead, we do so with gratitude for the trust placed in us by our customers, employees, Government, regulators, partners, investors, lenders, and society. We continue to pursue growth that is responsible, inclusive, and sustainable, staying true to the values of कथनी करनी एकसी – say as we do and do as we say.

Sanjiv Bajaj

Chairman

Rajeev Jain

Vice-Chairman

Awards & Recognition

Best Large NBFC at the BT Best Banks Awards 2026

Best NBFC in BFSI Sector for ‘Face Authentication’ by the Unique Identification Authority of India

Won Gold at IAMA 16th Digital Awards for Best AI-Powered Product / Service, highlighting AI-led innovation.

Great Place to Work® (GPTW) recognition across six categories, strengthening employer brand and talent positioning.

BFL Strategy

Our Vision



To be India's most trusted and innovative financial institution, anchored in customer-centricity and entrepreneurial culture, to deliver long-term sustainable outperformance.

Our Mission



To empower every Indian with responsible financial solutions by leveraging an AI first technology approach, underpinned by accountable empowerment, strong governance, and disciplined risk management.

Our Purpose



We began with one purpose. Serving the financial needs of every Indian.

Together, BFL's Purpose, Vision and Mission form the bedrock of its strategy and reinforce its commitment to building a future-ready, customer-centric and responsibly governed financial institution.

A Customer-centric FINAI Company

As customer expectations evolve rapidly and deep tech AI reshapes the financial services landscape, BFL remains anchored in its enduring philosophy of 'कथनीकरनीएकसी' (do as we say, say as we do)—a commitment to aligning intent with execution. BFL recognises this as a defining moment, with the balance of power increasingly shifting toward customers, necessitating sharper execution, disciplined prioritisation, and continuous innovation. Guided by its vision to be India's most trusted and innovative financial institution, and its mission to empower every Indian through responsible, AI-led financial solutions. BFL has adopted a focused strategic approach to prioritising initiatives that drive long-term, transformative and sustainable growth.

BFL's strategy is underpinned by a clear and disciplined framework, structured around three strategic pillars and twelve focused strategies. These pillars are designed to position BFL as a customer-centric organisation serving the full spectrum of customer needs, a leader in technology and AI-driven innovation, and an institution guided by the highest standards of risk discipline and governance—aspiring to be among the lowest-risk financial services providers in India. Together, these pillars and strategies enable us to build a resilient, scalable and future-ready enterprise, while staying true to its execution-first DNA.



P1

A Customer-centric Company Serving All Needs of the Customer

Customer centricity means focusing on customer experience, long-term relationships, and designing products and processes that drive customer satisfaction.

BFL aims to reposition itself from a product-centric organisation to a truly customer-centric Company by embedding design thinking across the value chain and building a deeper understanding of customer needs, behaviours and lifetime potential. A strong, structured data and information architecture, supported by multidisciplinary execution teams and a comprehensive rewards framework, will help deliver more personalised, relevant and seamless customer experiences.

Therefore, the strategic imperative going forward is to transition from selling 'what the Company wants' to 'what the customer needs'.

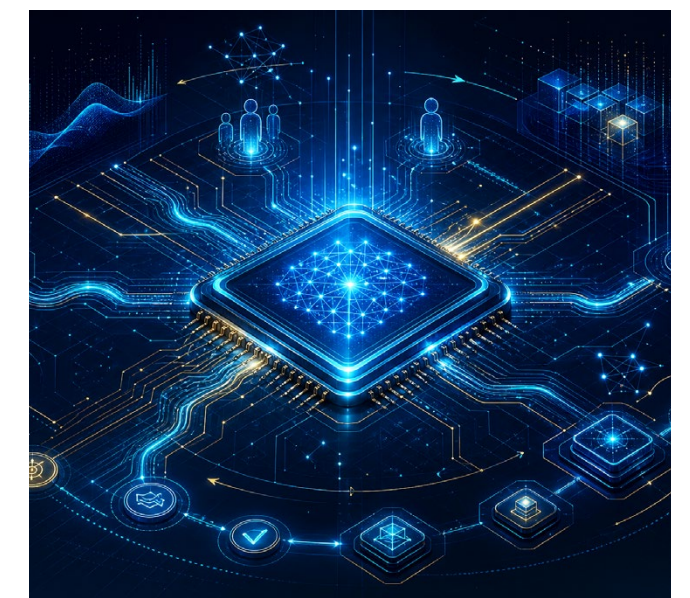
This transformation will be driven through two strategies:

Design Thinking

Design Thinking (DT) is an iterative methodology used to solve ill-defined and complex business problems through a customer-centric and innovation-led approach. The framework creates a structured, standardised, scalable, and repeatable process for identifying challenges, designing solutions, and delivering impactful products and services that can be adopted at scale. Under this strategy, BFL plans to launch new innovative products, redesign its existing products and develop new digital platforms.

Product-centric to Customer-centric

Under this strategy, BFL will transition from selling 'what the Company wants' to 'what the customer needs' to significantly improve long-term relationships and customer satisfaction. The strategy will focus on transitioning from a product-centric to a customer-centric approach by building customer-level propensity models to match customer needs with product offerings. This will enable BFL to offer the right product at the right time across all channels, namely App, Web, Social, POS, and Call Centre.





A Technology Leader in Financial Services in India

Technology leadership means a deep commitment to leveraging technology as a catalyst to achieve goals and drive innovation. It is the ability to anticipate trends, envision transformation and reshape business models to make life simpler for consumers. BFL seeks to establish technology leadership by building a robust AI- and data-led digital foundation that supports scale, agility, and innovation.



This transformation will be driven through six strategies:

Data for AI

This strategy will significantly expand intelligent data variables and organise BFL's existing structured and unstructured datasets to enable AI-driven capability models. AI relies on large, diverse, and contextual datasets, and without proper data augmentation, models may face poor generalisation, bias, model risk and limited predictability. To address this, BFL plans to invest in infrastructure for tagging, labelling, and describing data, create feature stores for structured data and vector databases for unstructured datasets, and build an enterprise knowledge graph linking customer behaviour, transaction datasets and risk signals.

Consumer AI

Consumer AI is the use of AI technologies designed to power everyday products and experiences that make life simpler, more personalised and transformational for consumers. With consumers embracing AI rapidly, BFL plans to build a new Consumer AI platform and develop multimodal AI features like chat, voice, and vision on its existing digital platforms.

Enterprise AI

Enterprise AI is the application of AI technologies to reinvent business processes, thereby driving scale, efficiency, innovation and enhanced customer experiences. This can become a strong competitive advantage resulting in lower costs, higher scale and faster innovation.

Agentic AI

Agentic AI is a multi-agent platform where agents collaborate, coordinate and negotiate in unison to perform autonomous tasks to meet a predefined objective. This strategy will help to transform organisational functioning.

BFS Intelligence

This strategy will focus on investing in R&D leading to bold exploration, breakthrough research, innovation and the ability to create groundbreaking products and services in the medium- and long-term. It will enable BFL to accelerate its innovation capabilities and may ultimately lead to invention.

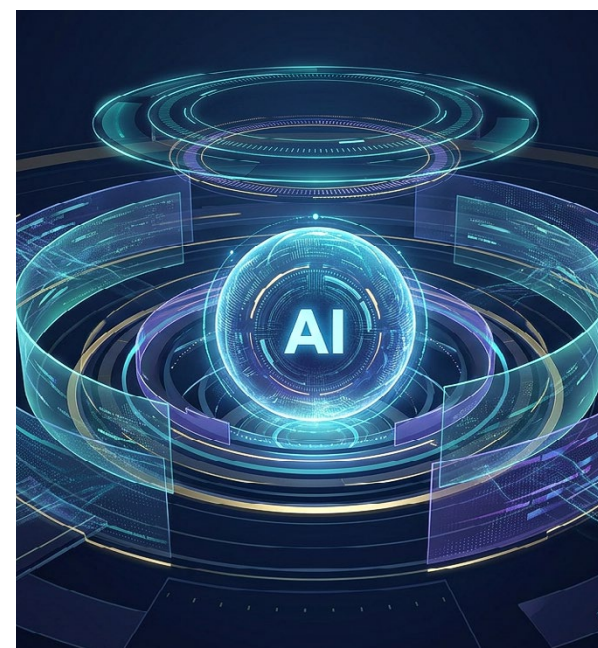
Technology Solutions to Products

This strategy will focus on BFL's transition from a project-based technology model to a product-driven strategy for AI and middleware solutions. By transitioning to a product-centric model, BFL can achieve standardisation, improve quality, build feature-rich products and enable scalability. This will significantly mature BFL's technology practice.



The Lowest Risk Company in India

A 'lowest risk company' is principally defined as having a low tolerance across all dimensions of risk, namely credit risk, operational risk, fraud risk, compliance risk, market risk, technology risk and reputational risk, while maintaining sustainable growth and profitability. BFL aims to become the lowest risk Company in its segment by embedding AI across all its functions and processes.



This transformation will be driven through four strategies:

AI Augmentation to Deliver Agility in Risk

AI augmentation in risk management leverages agentic AI-powered 'Risk Agents' to transform manual, fragmented processes into automated and intelligent workflows. These agents enable granular analysis, standardised risk assessments, and real-time recommendations, helping reduce inefficiencies and accelerate time-to-market for risk decisions.

Traditional risk management approaches are typically semi-automated and can take days for analysis and validation. In contrast, AI-driven risk augmentation automates data preparation, segmentation and impact simulation, significantly reducing turnaround time from weeks to hours. This enables more proactive risk actions while improving overall risk performance and resilience.

Customer-centric, AI-driven and Compliant Operations & Service

Under this strategy, BFL plans to develop fully autonomous, resilient, and customer-centric operations ecosystem powered by Agentic AI that delivers seamless compliance, enhances customer experience, and operates at optimal cost efficiency. Leveraging AI across operations and service functions will enable significant process efficiencies, cost reduction and improved customer satisfaction.

AI-enabled Fraud Risk Model to Eliminate Fraud

Build an intelligent fraud risk ecosystem by strengthening prevention and detection capabilities through AI-enabled decision-making and faster turnaround times. Fraud patterns are becoming increasingly sophisticated, with the potential use of AI-manipulated documents, images, videos, voice, and synthetic identities in the future. To stay ahead, it is critical to leverage AI to detect such complexities and minimise fraud, regulatory and reputational risks.

Debt Management Services – Technology Leadership & Agentic

Build a technology-led, agentic-enabled debt management ecosystem capable of servicing 10 million customers monthly while delivering the lowest credit cost with sustained performance. This addresses current technology limitations that restrict the ability to manage 3x volumes and contribute to elevated operational risk and higher credit costs.

ESG at BFL

The BFL Group’s approach is anchored in a simple belief: long-term growth cannot be sustained through financial performance alone. It depends equally on customer trust, responsible governance, employee capability, digital resilience, social inclusion and the ability to adapt to evolving expectations. Over time, these priorities have evolved from distinct focus areas into core elements of the Group’s operating philosophy.

ESG is embedded in how the BFL Group builds scale, manages risk, earns customer trust and creates long-term value. It is an integral part of how the business operates and grows responsibly. As BFL advances its BFL 3.0 FINAL vision, technology- and data-led capabilities are enabling more consistent and scalable integration of ESG considerations into day-to-day decisions across lending, operations, governance, digital infrastructure, people practices and stakeholder engagement.

Focus Areas

BFL Group’s ESG priorities are organised around these eight core pillars:



Governance

Conduct and govern business with integrity in a manner that is ethical, transparent and accountable



Financial Inclusion

Provide access to relevant and affordable financial products and services that meet the needs of larger society



Preserving & Protecting Environment

Strive to adopt environmental practices and processes that minimise / eliminate the adverse impact on environment due to Company operations



Empowering Society

Promote social welfare activities for inclusive growth, equitable development, and well-being of society



Customer Obsession

Innovate / invest in products, technologies and processes that enhance customer experience and promote professional, fair and transparent dealings



Human Capital Management

Create a thriving, safe and inclusive workplace for employees and provide merit-based opportunities for professional development and growth



Information and Cyber Security

Adopt robust information security, cyber security and fraud control practices



Stakeholder Engagement

Engage with relevant stakeholders for enhancing the sustainable and responsible business practices



Sandeep Jain

Chief Financial Officer, Chief Operating Officer & Chief Sustainability Officer

Sustainable financial inclusion, driven by technology, customer centricity, and high governance standards have been the hallmark of ESG at Bajaj Finance. We maintain among the highest levels of investor disclosure in financial services. Our FINAL vision is now acting as a force multiplier, helping us reach millions of underserved Indians, and our digital transformation, paired with our push towards carbon neutrality, is helping protect the environment along the way. Together, these priorities continue to create value for our customers, society, the environment, and the nation.

The BFL Group demonstrates a strong governance framework anchored in robust risk management and compliance practices. The organisation proactively manages risks through structured systems and processes while ensuring adherence to regulatory requirements and internal controls. It fosters a culture of integrity through well-defined policies on ethical business conduct, guiding employees towards responsible, transparent and accountable decision-making.

Technology, in particular, sits at the centre of this transition. Through its FINAL vision, BFL is embedding AI across customer servicing, underwriting, fraud monitoring, collections, and enterprise productivity. At the same time, the Company recognises that technology-led scale also brings new responsibilities. This has resulted in a stronger focus on Responsible AI, AI governance, cyber security, data protection, explainability and digital trust. Rather than treating these as compliance requirements alone, BFL increasingly sees them as essential to maintaining customer confidence and institutional resilience.

The BFL Group follows a strong customer-centric approach focused on enhancing customer experience, trust, and satisfaction. It has established robust customer grievance redressal mechanisms to ensure timely and effective resolution of concerns. It also undertakes financial literacy initiatives aimed at improving customer awareness and responsible financial decision-making.

Further, it leverages technology and AI-driven solutions to enhance service efficiency, strengthen customer engagement, and enable faster resolution of customer queries and complaints.

Environmental considerations are increasingly being integrated into BFL Group’s operational practices. The Group promotes environmentally responsible practices by fostering a culture of resource conservation and encouraging innovations

that reduce dependence on natural resources. Sustainable sourcing practices are adopted wherever feasible, while energy-efficient standards are prioritised in the procurement of equipment such as lighting and air conditioning systems. Further, BFL has adopted renewable energy solutions through solar installations across seven locations, promotes the use of electric vehicles for employee commuting, and continues to drive digital initiatives aimed at reducing paper consumption.

BFL Group places strong emphasis on human capital development by investing in employee learning and development initiatives that support continuous skill enhancement and career growth. The organisation actively promotes employee engagement, well-being and financial security through various support programmes and competitive compensation practices. It is also committed to fostering a diverse, equitable and inclusive workplace by providing equal opportunities and nurturing a respectful, empowering and collaborative work environment for all employees.

BFL’s business strategy is aligned with the principles of responsible and inclusive growth. The Company actively promotes financing for environmentally friendly products, thereby supporting the transition towards sustainable consumption patterns. It also focuses on extending credit access to vulnerable and marginalised groups, contributing to greater financial inclusion.

Beyond its business operations, BFL’s ESG philosophy extends to broader societal priorities. Financial inclusion initiatives, skilling programmes, community investments and stakeholder engagement efforts continue to play an important role in widening access to opportunities and supporting inclusive economic participation.

As BFL continues to expand its financial and digital ecosystem, the Company remains focused on maintaining a strong balance between financial and non-financial priorities to enable resilient, inclusive, and sustainable long-term growth. In this journey, ESG is not merely an overlay but is increasingly becoming a core foundation shaping and supporting the Company’s evolving business strategy.

ESG Governance Structure at BFL

In a rapidly evolving financial landscape, the role of ESG has moved beyond compliance and disclosure to becoming a key determinant of long-term resilience, and stakeholder trust. At BFL, ESG governance is not positioned as a parallel framework but as an integral layer within its overall governance and risk architecture.

BFL has adopted a structured and evolving approach to ESG governance. This approach ensures that ESG is not treated as a reporting requirement, but as a lens through which businesses are transformed and refined.



In alignment with the ESG practices set forth by BFL, its subsidiary BHFL (a listed entity), has also established an executive ESG Committee, led by the Managing Director and comprises key stakeholders.

To promote Environment, Social and Governance (ESG) goals, BFL has linked performance pay of senior management team members, including that of Executive Directors and Managing Director to various critical initiatives and organisational objectives such as innovation, digitalisation, keeping attrition under control, adherence to appropriate compliances, sustainable lending, customer experience, as applicable.

Reframing Value: From 8 Pillars to 6 Capitals

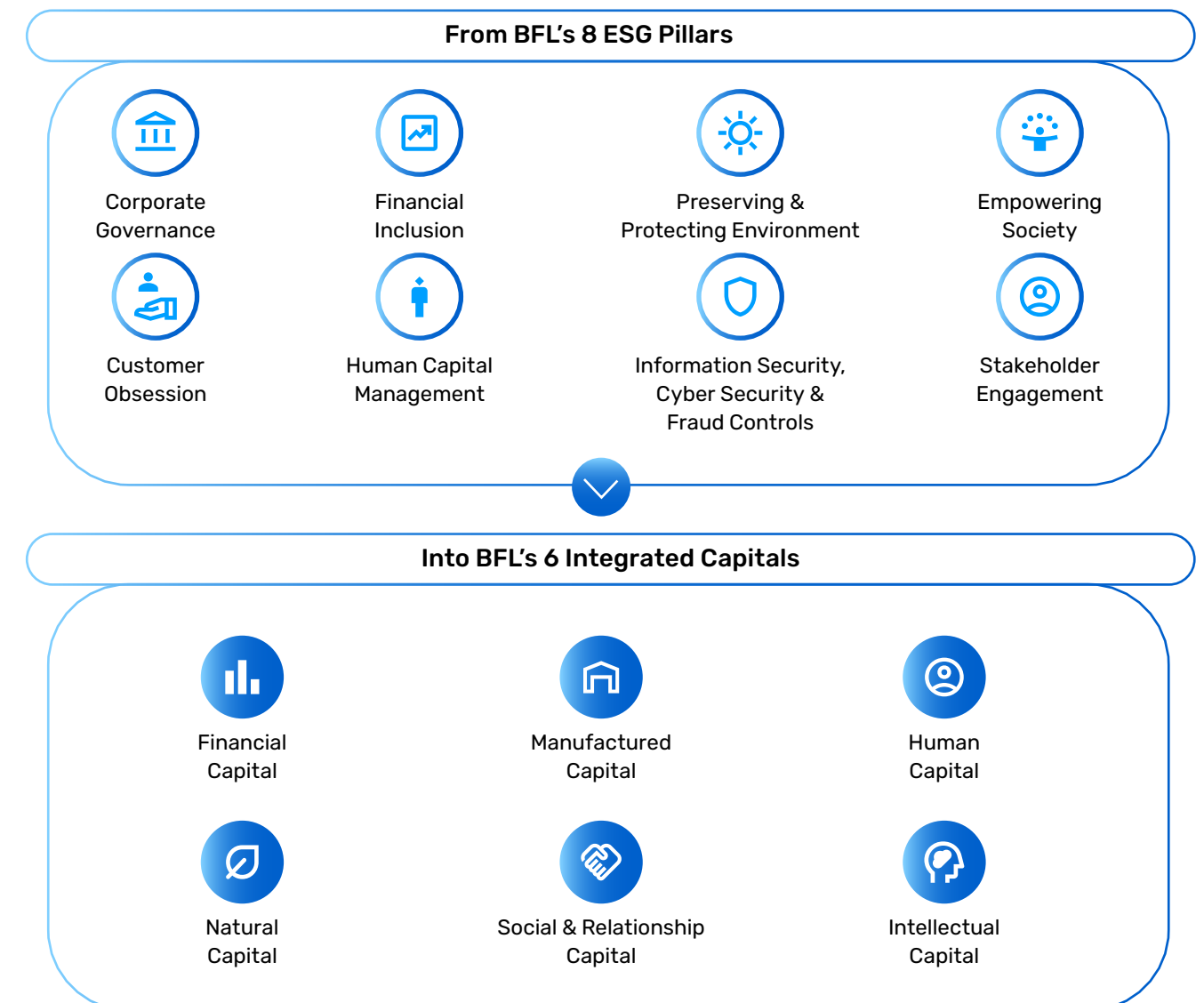
BFL's ESG and business priorities were organised around eight core pillars. While each pillar addressed a specific aspect of the business, in practice, these areas constantly overlap and influence one another. Customer trust, for example, is linked not only to service quality, but also to data privacy, ethical conduct, responsible lending and digital security.

As the Company progresses in its integrated reporting approach, there is a conscious move towards viewing these priorities in an integrated manner. The focus now is towards highlighting how these pillars collectively contribute to the six capitals.

The transition is not simply a reporting exercise, it is intended to more clearly highlight the synergies between these priorities and overall performance reflecting a broader shift in thinking, where ESG is viewed through the lens of enterprise value creation.

Under this framework, multiple pillars contribute simultaneously to strengthening individual capitals. Corporate Governance and Information and Cyber Security, play a significant role in protecting Financial and Intellectual Capital through stronger risk oversight, cyber resilience, regulatory discipline, and operational stability. Similarly, Customer Obsession, Financial Inclusion, and Stakeholder Engagement contribute towards Social & Relationship Capital by strengthening customer confidence, widening access to financial services and building long-term institutional credibility.

Human Capital Management and Preserving and Protecting Environment remain central to the Company's ability to scale sustainably. Investments in operational efficiency, renewable energy, leadership development, capability building and workforce productivity, continue to shape a more agile and future-ready organisation. At the same time, the Company's investments in its AI, digital platforms, omnichannel infrastructure, and data intelligence continue to strengthen both Manufactured and Intellectual Capital by improving scalability, decision-making, operational efficiency and customer reach.





Corporate Governance

The corporate governance philosophy of BFL Group is anchored in a strong foundation of integrity, ethical business practices, transparency and trust in all dealings to achieve its vision and objectives.

The Group adheres to applicable regulatory requirements and best-in-class governance practices, while continually strengthening its internal policies, controls and processes.

Material Topics Impacted

Corporate Governance

Regulatory Compliance

Business Ethics and Transparency

Risk Management

Brand and Reputation Management

SDGs Impacted



Vijay R
Company Secretary

In FY2026, we further strengthened our governance framework, reinforcing accountability, transparency and customer trust. As an early adopter of AI, Bajaj Finance enhanced its technology governance through robust AI and data privacy policies. We also made 'Compliance First' a culture anchor across the organisation. Backed by strong Board oversight, disciplined risk management and transparent disclosures, these efforts reaffirm our commitment to responsible growth.

Key Highlights for FY2026

Committees

Board-approved Risk Management Committee

Board-approved ESG Committee

Board-approved Product Approval Committee

Board-approved Customer Service Committee

Policies

Board-approved Risk Management Policy

BFL Group's Anti-Bribery & Anti-Corruption Policy

Board-approved Code of Ethics and Personal Conduct for employees across BFL Group

BFL Group's Tax Governance Policy

Board-approved Responsible and Sustainable Business Conduct Policy

Other key practices

- **A robust internal control system, guided by clear policies and procedures.**

- Appointed three Internal Ombudsmen (IOs) responsible for dealing with customer concerns and complaints.

- **Dedicated compliance function headed by a Chief Compliance Officer (CCO).**

- **Board and RMC maintains oversight of ESG strategy and performance.**

- **Comprehensive risk management framework.**

➤ **153,000+ employees completed compliance course training.**

Steering Growth through Robust Corporate Governance

Guided by the enduring values and legacy of the Bajaj Group, its governance framework provides a strong and stable foundation to pursue sustainable long-term growth with discipline and responsibility. Through robust oversight structures, transparent disclosures and effective risk management practices, the framework supports sound decision-making while reinforcing stakeholder confidence across the organisation.

As the BFL Group continues to accelerate its growth journey, it remains firmly anchored in a compliance-first approach that strengthens governance across the Board and its Committees while embedding a deep-rooted culture of compliance, transparency and ethical conduct. The governance framework not only ensures adherence to SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015 and other regulatory laws but also integrates integrity and responsible business practices into every aspect of operations. By strengthening oversight mechanisms and incorporating strategic foresight into decision-making, it continues to enhance resilience, accountability and sustainable value creation for all stakeholders.

Our Corporate Governance Structure

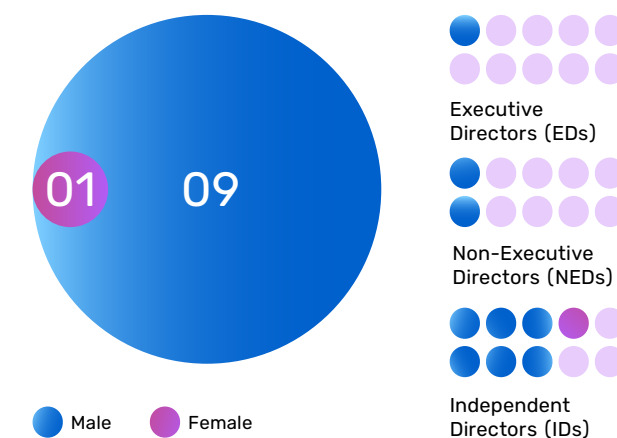
Board of Directors

The Board at BFL comprises members with diverse experience and skills, such that it best serves the governance and strategic needs of the Company. The Directors are persons of eminence in areas such as financial services, technology, banking, business transformation and strategy, audit and risk management, finance, law, administration, research, and investment banking, etc., and bring with them experience / skills which further contribute to enhancing the performance of the Board. The eminent Directors play a pivotal role in driving BFL's success through their field expertise, adding value to the Board's performance. In compliance with SEBI

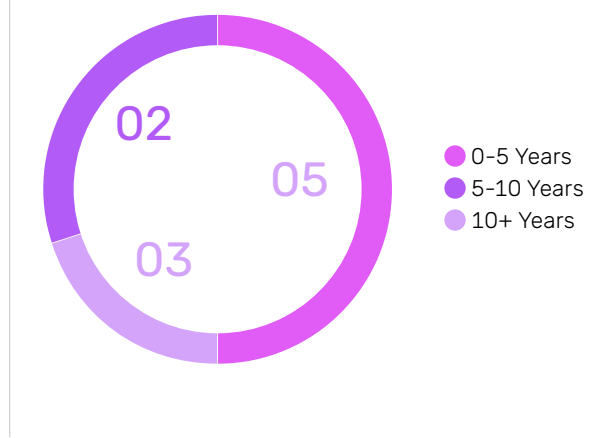
Listing Regulations, BFL has a 'Board Diversity Policy' in place. The Board, via the Nomination and Remuneration Committee, upholds the Board Diversity Policy. Directors are selected purely based on merit, with no discrimination on race, colour, religion, gender or nationality.

The composition of the Board reflects an appropriate balance between executive leadership and independent oversight. This ensures that while BFL benefits from deep business insight, it also maintains objectivity and independence in its governance processes. The presence of Independent Directors enables unbiased evaluation of management decisions and reinforces the credibility of the governance framework.

Board Composition and Gender Diversity



Average Tenure of Board of Directors



Expertise of Board of Directors

Management and Governance	10 Directors
Financial Services	08 Directors
Consumer Behaviour, Sales, Marketing and Customer Experience	06 Directors
Understanding of Accounting and Financial Statements	10 Directors
Technology and Innovation	07 Directors
Human Resource	10 Directors
Risk, Assurance and Internal Controls	09 Directors
Regulatory, Public Policy and Economics	08 Directors
Business Transformation and Strategy	09 Directors

Board Committees

Given the scale and complexity of the BFL’s operations, the Board has constituted a different set of Committees to enable more focused discussions and detailed evaluation of key matters. These Committees function as extensions of the Board, providing deeper oversight across critical areas such as financial reporting, risk management, governance, stakeholder engagement and business operations.

Each Committee operates within a clearly defined charter, outlining its scope, responsibilities and authority. This structured approach ensures that important matters are reviewed with the required level of depth before being presented to the Board for consideration.

The Committee structure allows for more efficient functioning of the Board by distributing responsibilities while maintaining accountability. It also enables greater participation from Independent Directors, strengthening objectivity and governance standards across decision-making processes.

BFL’s Board, the governing body, is assisted by 11 different Committees. The Board is responsible for the management and all business operations, which it does directly and through the committees, which meet at adequate frequency to ensure effective oversight.

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders’ Relationship Committee
- Corporate Social Responsibility Committee
- Risk Management Committee
- IT Strategy Committee
- Customer Service Committee
- Review Committee for identification of wilful defaulter
- Strategic Investment Committee
- Special Committee for monitoring & follow up of cases of frauds
- Credit Committee

Leadership Team

BFL’s work ethic, entrepreneurial mindset and high ethical standards define its leadership team, comprising experienced professionals who play a pivotal role in positioning BFL as one of the most diversified and rapidly expanding financial services companies in the country. More details are available on the website at [BFL’s Leadership Team](#).



Governance Philosophy

At BFL Group, governance is not approached as a set of rules to be followed, but as a fundamental way of thinking that influences how the organisation operates, engages with stakeholders, and navigates complexity. In a trust-driven and highly regulated environment, governance extends beyond compliance to reflect a deeper commitment to ethical conduct and responsible business practices. This approach underpins its ability to manage risks effectively, deliver consistent performance, and create long-term value.

Committing to Ethical Integrity

A key pillar of the BFL Group corporate governance is focus on ethics. BFL maintains a zero-tolerance stance towards unethical business practices. To promote an ethical culture, the BFL Group has developed a comprehensive set of policies and frameworks. These emphasise strict adherence and form the foundation of its operations and decision-making.

Comprehensive policies addressing the [Code of Conduct](#), [Disciplinary Action](#), [Whistleblower](#), Corporate Governance, Prevention of Insider Trading, Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information (UPSI), Prevention of Money Laundering, [Prevention of Sexual Harassment at the Workplace](#), [Employee Charter – Human Rights Statement](#), [Environment](#), [Responsible and Sustainable Business Conduct](#) and handling of Related Party Transactions are in place and reviewed periodically by the Board / respective Committees / Senior Management Personnel as may be applicable.

Key summary of BFL’s ethical integrity practices are as follows:

Ethical Conduct for Board of Directors and Leadership

- BFL and BHFL have a separate [Code of Conduct \(CoC\) for Directors and Senior Management](#). The CoC mandates that its top leadership shall observe the highest standards of ethical conduct and integrity and shall work to the best of their ability and judgement.
- All the Board members and Senior Management Personnel have affirmed compliance with the Code for the year ended 31 March 2026. A declaration to this effect, signed by the Managing Director, forms a part of the Annual Report.

Upholding Zero Tolerance for Unethical Practices

Code of Ethics and Personal Conduct (CoEPC)

- Board-approved CoEPC, adopted by BFL Group.
- Sets standards for professional behaviour and guidance for employees.
- Covers areas like anti-bribery, anti-money laundering, insider trading, non-discrimination, confidentiality of information, conflict of interest, whistleblower, and environment, health and safety among other aspects linked to ethics.
- Aims to comply with environmental regulations as applicable, to minimise pollution and contribute to environmental protection.

- Platform for stakeholders to report grievances and unethical behaviour, to designated personnel.
- Effective implementation of CoEPC through mechanisms like the Disciplinary Action & Grievance Redressal and Whistleblower Policies.
- Disciplinary Action Committee (DAC) at BFL periodically reports significant incidents to the Managing Director (MD) and the Audit Committee, ensuring continuous monitoring of ethical behaviour.
- Employee performance appraisal systems integrate compliance of CoEPC. Disciplinary actions (categorised as: a. Counselling, b. Warning, c. Warning with Incentive Docking, d. Separation) taken against an employee affects performance evaluation.

153,000+

Employees were provided with training on CoEPC across the BFL Group

Disciplinary Action and Grievance Redressal Policy and Whistleblower Policy

- Aims to create an internal governance framework for BFL.
- Offers a thorough framework for receiving and resolving complaints or grievances from stakeholders.
- Addresses various concerns, including instances of corruption, improper business practices and behavioural issues.
- Outlines a staircase methodology and specifies action to be taken by Committees responsible.
- BFL’s policies safeguard employees against victimisation for reporting under whistleblower, PoSH, disciplinary action, insider trading policies. These policies are subject to annual reviews and updates, wherever applicable. The Board views any non-compliance seriously and initiates action commensurate with proven violations.

‘Know Your Customer’ Policy

- Board-approved policy at BFL
- Ensures effective implementation of Company culture opposing money laundering and terrorism financing
- Conforms to RBI guidelines and applicable laws
- Policy covers following areas:
 - ❖ Customer due diligence (CDD)
 - ❖ Non-face-to-face CDD

- ❖ Terrorist financing
- ❖ Politically Exposed Persons (PEPs)
- ❖ Senior management to sign off PEP customers
- ❖ Record keeping
- ❖ Independent evaluation of the compliance functions
- ❖ Concurrent / Internal Audit system to verify the compliance with KYC / AML policies and procedures

153,000+

Employees completed KYC training across the BFL Group in FY2026

Zero

Complaints regarding the breach of Money laundering laws were filed against the employees of BFL Group in FY2026

Fair Practice Code (FPC)

BFL places Fair Practices Code (FPC) at the core of all customer interactions. A dedicated FPC function ensures adherence to regulatory guidelines, promotes customer-centric practices, and continuously identifies opportunities to enhance fairness and transparency.

- A robust product governance framework has been established through a Board-approved Product Approval Policy. Oversight is strengthened via the Product Approval Committee (PAC) and its sub-Committees, ensuring that all products and processes are aligned with regulatory expectations, risk standards, and customer fairness principles.
- BFL has implemented OTP-based consent across all cross-sell and bundled offerings to ensure explicit and informed customer authorisation.
- In line with its customer-centric approach and rationalisation of fees and charges, BFL has discontinued various contingent fees and charges.
- A concurrent audit framework, led by the Internal Audit team in coordination with operations, ensures alignment between loan bookings and customer-approved terms. The framework enables timely identification of gaps and implementation of corrective and preventive actions.
- BFL has a well-established process of half-yearly review of bottom-up pricing across PPG for timely transmission of interest rate and operating leverage benefits to customers. The bottom-up pricing is periodically reviewed by the Product Approval Committee (PAC) and presented to the Risk Management Committee (RMC) and is also independently verified by Internal Audit.

Tax Strategy and Governance

BFL Group is committed to complying with existing laws and regulations with a zero-tolerance policy for non-compliance. It ensures timely statutory tax compliance across all

jurisdictions using technology for tracking due dates, sending reminders and issuing escalations. [The BFL Group Tax Governance Policy](#) and tax risk management strategy are designed to uphold its reputation as a responsible taxpayer.

Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information (UPSI)

Complete adherence to the Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information (UPSI) is ensured by the Company, as applicable. According to SEBI (Prohibition of Insider Trading) Regulations, 2015, as amended, a Board-approved Code of Conduct to regulate, monitor, and report trading by designated persons is laid down in connection with dealing Company's securities. The designated persons and insiders are informed about the contents of the Code from time to time and their trades are monitored continuously.

Anti-Bribery and Anti-Corruption Policy

The BFL Group maintains a zero-tolerance stance towards bribery and corruption across all business dealings through its [Anti-Bribery & Anti-Corruption Policy](#), reflecting its commitment to the highest standards of ethics and integrity.

Key elements of this policy include:

- Neither the BFL Group nor its employees, third parties, or other stakeholders engage in any acts of bribery or corruption while performing official duties, whether in their own name or on behalf of the BFL Group.
- The policy covers the key guidelines dealing with the following aspects:
 - ❖ Bribes & Corruption
 - ❖ Acceptance of favours and gifts
 - ❖ Charitable contributions and sponsorships
 - ❖ Political contributions
 - ❖ Conflicts of interest
- A formal procedure has been established to address policy breaches, which must be reported at whistleblower@bajajfinserv.in
- Employees should participate in and complete the annual training on anti-bribery and associated aspects provided by BFL.
- The Disciplinary Action Committee (DAC) is responsible for taking corrective action in case of policy breaches.

Adherence to Confederation of Indian Industry (CII) Charters

BFL, through its Parent Company, i.e., Bajaj Finserv Limited (BFS), has signed charters of CII: 1) Model Code of Conduct for ethical business practices, 2) Charter on fair and responsible workplace guidelines for collaborative employee relations, and 3) Charter on fair and responsible workplace guidelines for contract labour.

Rooted in a Culture of Compliance, Transparency, and Accountability



Compliance

Compliance is a fundamental aspect of BFL's business operations. The compliance philosophy at the BFL Group is in strict adherence to laws, regulations and ethical standards to maintain the trust of stakeholders.

Recognising the growing importance of governance and regulatory discipline, BFL has introduced its 15th Culture Anchor, 'Compliance First', in December 2025. This anchor reinforces ethical conduct, operational discipline, transparency and decision-making rooted in regulatory rigour, encouraging employees to view compliance not only as a requirement, but also as a mindset critical to building a trusted and sustainable institution.

Its compliance philosophy revolves around the following principles:

Regulatory Compliance

BFL is committed to complying with all applicable laws, regulations, and guidelines set by regulatory authorities.

Customer Protection

BFL prioritises the protection of its customers' interests and data. Robust data protection measures are maintained, and privacy laws and regulations are strictly adhered to.

Ethical Conduct

BFL expects all its employees to uphold the highest ethical standards in their dealings with customers, partners, and colleagues.

Risk Management

BFL has implemented robust risk management frameworks and processes to identify, assess, and mitigate risks associated with its operations.

Employee Training and Awareness

Comprehensive training programmes have been rolled out to enhance the compliance knowledge and awareness of its employees.

BFL has a dedicated Chief Compliance Officer (CCO) and an Independent Compliance Unit. Under the CCO's supervision, the compliance function is responsible for identifying and assessing compliance risks, providing guidance on related matters, dissemination and tracking implementation of regulatory guidelines, and monitoring and testing compliance across the organisation.

Transparency

The BFL Group believes in adhering to transparency and fairness in every aspect of its operations in letter as well as in spirit.



Customers

BFL ensures its products provide all relevant information for customers to make informed choices. Product details are disclosed as per regulatory requirements and are available on the BFL Group website at www.bajajfinserv.in



Shareholders and Investors

BFL prioritises transparency through detailed communication with stakeholders, including investor presentations, quarterly and event-based updates, earnings call transcripts, prompt sharing of price-sensitive information, and half-yearly performance updates. It voluntarily provides provisional key financial metrics for respective quarters to the stock exchanges within seven days from the end of the quarter.



Employees

The senior management at BFL conducts open Townhall sessions, to engage with all employees every quarter to share the financial performance, updates on business, as well as new initiatives undertaken across the Company. Employees can also make suggestions, raise concerns, and seek direct responses from the senior management on any queries / concerns.



Political Contribution

In FY2026, BFL did not make any contributions to and for political campaigns, political organisations, lobbying organisations, trade associations and other tax-exempt groups.

Accountability

The BFL Group upholds the spirit of accountability. The Group is managed by competent and qualified professionals while being proficiently overseen by their respective Board of Directors.

All practices at BFL Group maintain high standards of governance, which in certain cases extends beyond legal requirements.

Full details of BFL's Corporate Governance practices and procedures are presented separately in the Report on Corporate Governance section of the Annual Report at Page 120.

Risk Governance, Management Process and Culture

Risk Governance Framework

As an NBFC, BFL is mainly exposed to credit, liquidity, operational, market and interest rate risks. It continues to invest in talent, processes, and emerging technologies to build advanced risk management capabilities. BFL's sustained efforts to strengthen its risk framework have resulted in stable risk metrics.

Governance	Functions
Board of Directors	Oversight and review of the risk management principles and policies, strategies, risk appetite, processes and controls.
Risk Management Committee (RMC)	- Meeting of RMC is held along with the meeting of Board of Directors. - RMC met seven times in FY2026. - Reviews the status and progress of the risks and risk management system on a regular basis. - Dedicated Board Level Committee oversees various risks, including credit risk, operations risk, debt management services, investment risk, financial risk, technology and cyber risk, ESG risk, legal and compliance risk, fraud risk, outsourcing risk, reputational risk, and human resource risk.
Chief Risk Officer (CRO) assisted by Risk Heads and Managers	- Board-appointed CRO as per regulatory guidelines. - CRO reports to the MD. - Acts as the second line of defence and is structurally independent of the business lines. - Responsible for establishing policy, monitoring risk profiles, and forward-looking risk identification and management. - Quarterly update presentation by CRO to RMC and the Board on the risk exposure, performance against risk appetite and the risk profile. - Periodic formal updates on various portfolios, latest risk management practices and risk-specific information / awareness are provided to RMC and the Board.

Risk Management Process

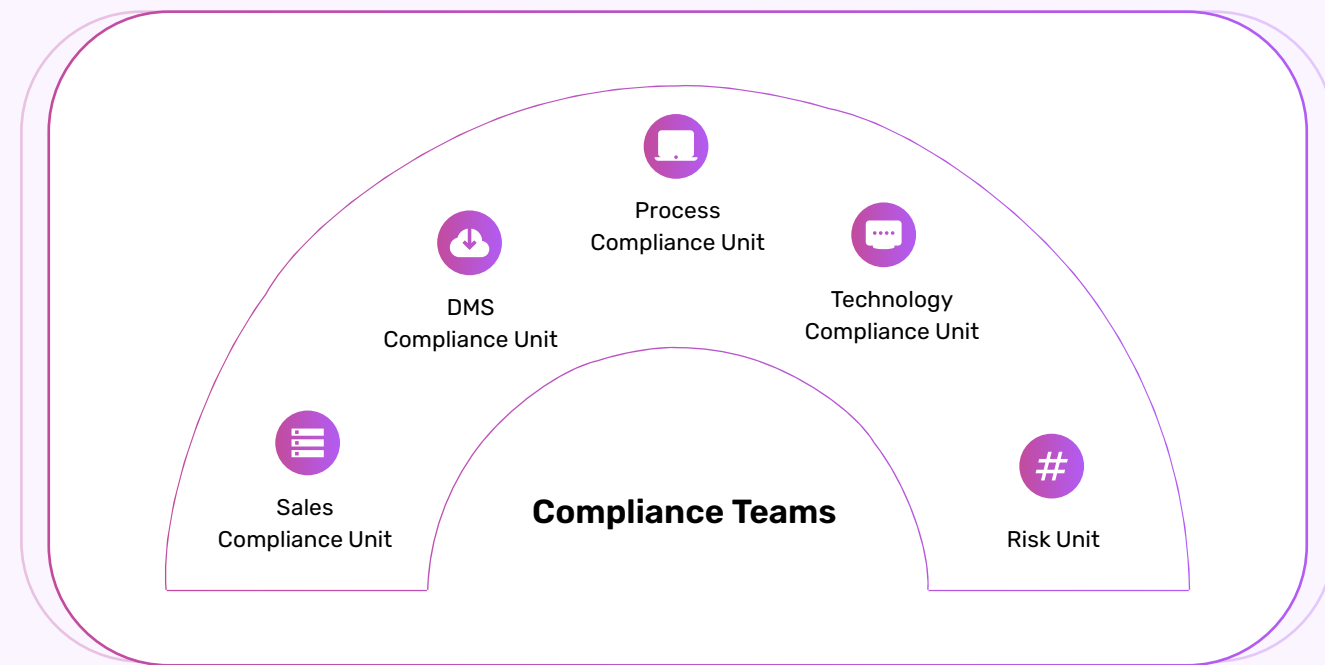
BFL promotes a strong risk management culture that is embedded across the organisation.

The Board of Directors has adopted a Risk Management Policy for BFL, which provides for identification of key events / risks impacting the business objectives of the Company and attempts to develop risk policies and strategies to ensure timely evaluation, reporting and monitoring of key business risks.

BFL has deeply invested in its risk organisation structure that includes dedicated credit risk units for each business vertical;

business specific units such as underwriting, risk containment and fraud control, payment risk; and horizontal risk analytics, business intelligence and operational risk management units.

BFL has opted for a bottom-up approach of risk identification, where internal compliance teams have been created in respective businesses and functions to drive ownership and a culture of minimising operational risk by developing a strong control culture, and hence, making it the first line of defence, which owns the risk. At BFL, internal compliance consists of following units which cover the length and breadth of the customer life cycle.



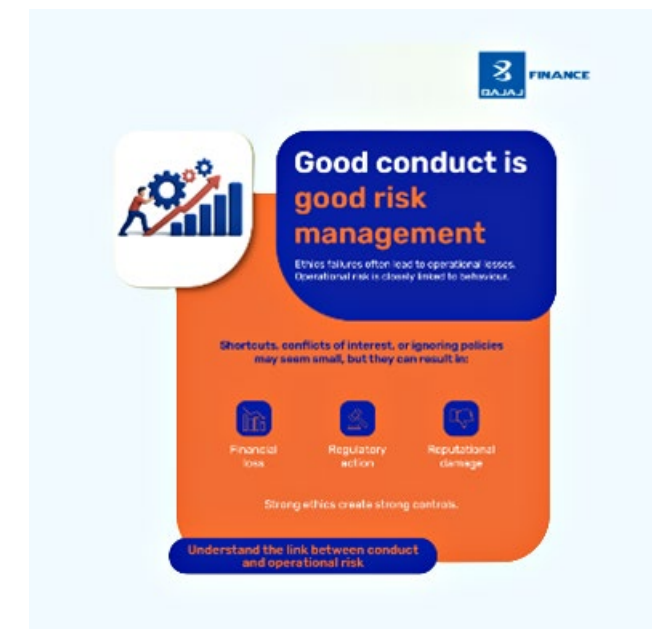
BFL publicly reports in its Annual Report a summary of the major risks faced by the Company, its measurement, monitoring, and management. Please refer to Page 51 under section Financial Risk Management of Annual Report FY2026.

Risk-Based Internal Audit

The Risk-Based Internal Audit (RBIA) is linked to the BFL's overall risk management framework. The scope of risk-based internal audit also includes system and process audits in respect of all critical processes. The internal audit department reviews the business / functional units' adherence to internal processes and procedures as well as to regulatory and legal requirements, providing timely feedback to management for corrective action, including minimising the design risk, if any. The internal audit team uses data analytics for exceptions analysis and testing as part of its audit approach. Further, certain critical areas have been brought under the concurrent review framework for an ongoing assessment of underlying controls. Also, assistance of external experts is taken for audit of certain specialised areas related to information security and artificial intelligence.

The internal audit function provides an assurance to the Audit Committee / Board of Directors and the Senior Management on the quality and effectiveness of the BFL's internal controls, risk management and governance-related systems and processes. The Audit Committee on a quarterly basis reviews the internal audit reports based on the approved plan, which includes significant audit observations, corrective and preventive actions. The Audit Committee of the Board also reviews the performance of the audit and reviews the effectiveness of internal controls and compliance with regulatory guidelines. BFL's risk management, operational risk management, information technology and cyber security practices have already been elaborated in the Annual Report FY2026 at Page 51.

Risk Culture



BFL promotes a strong risk culture that is embedded across the organisation. In order to promote and enhance an effective risk culture throughout the organisation, it has adopted the following strategies:

- The Board is presented with relevant information on various matters related to the working of BFL, especially those that require deliberation at the highest level. During FY2026, following information was provided to the Board: (i) Risk reviews were presented to RMC, Risk Management Policy and strategy followed by the Company (ii) Review of various policies framed by the Company.
- Financial incentives of the employees are linked to risk management metrics, including business goals, Company performance, customer complaints, portfolio performance, compliance, and fraud controls.
- Comprehensive training on risk management principles, including a dedicated two-day training programme for new hires in the risk management department. Ongoing fraud detection exercises and training for employees in customer-facing roles. Awareness programmes for dealers / partners focused on fraud prevention.
- Incorporating risk criteria in the product development or approval process. Each business / product of BFL starts operations only after the product programme is approved and rolled out by all relevant internal stakeholders.

Internal Controls

BFL has robust internal control systems in place, driven through various procedures and policies which are reviewed and tested periodically across processes, units, and functions and the effectiveness of internal controls framework is also assessed by auditors periodically. Its risk and credit teams have inbuilt processes to identify the existing and probable risks and to mitigate identified risks. Senior management also regularly monitors the mitigating measures. BFL has various committees, including the Risk Management Committee and the Asset and Liability Committee, with participation from various functions, which are designed to review and oversee critical aspects of BFL's operations.

BFL has instituted the 'Three Lines of Defence' model, viz.



First Line of Defence:

Risk Ownership Business and Functions

Second Line of Defence:

Financial Controls, Risk Management and Compliance

Third Line of Defence:

Independent Risk Assurance Internal Audit

BFL has a dedicated team for testing the design and efficiency of Internal Control Over Financial Reporting (ICOFR) on a regular basis and timely remediation of control deficiencies identified, if any. Further, it monitors Information and Technology General Controls (ITGC) on a periodic basis. BFL has specialised units within IT and operations for carrying out regular checks to ensure that the processes set for these functions are complied with and gaps identified, if any, are set right on a regular basis. The control functions implement, review, and monitor the standards, and lay down policies and procedures by which the entity manages risks, including compliance with regulatory guidelines and applicable laws, adherence to operational controls, and relevant standards of conduct.

Emerging Risks

The emerging risks are as follows:



Geopolitical Risk

1. Category of Risk: Geopolitical

2. Description of Risk:

Geopolitical risk is a strategic risk because it arises from external political, policy, and international developments that can materially affect long-term business strategy, market access, growth plans, and competitive positioning. Examples include sanctions, trade wars, wars, shifts in alliances, or regulatory changes. The global geopolitical environment is undergoing a profound transformation, driven by a shift in the US foreign policy toward a more transactional model. This recalibration is accelerating geopolitical fragmentation and straining cohesion within the western alliance and residual impacts are visible on the global economy including India. At the same time, heightened instability in the middle east point to 2026-2027 as a potential threshold for a new, more complex geopolitical era.

3. Impact of Risk:

Geopolitical risks affect BFL largely through their influence on macroeconomic conditions, financial markets, and consumer sentiment. Heightened global tensions can increase risk aversion, trigger volatility in capital flows, and tighten liquidity conditions, potentially raising funding costs for NBFCs.

Geopolitical shocks often transmit through commodity prices, including crude oil, with implications for inflation and interest rates in India. Higher inflation can reduce household disposable income and soften demand for discretionary credit, impacting growth in segments such as consumer durables, personal loans, and lifestyle financing. Elevated interest rates may also increase repayment pressure for some borrowers, resulting in a cautious lending environment.

4. Mitigating Actions Taken:

BFL follows a robust and multi-layered framework to mitigate geopolitical risks arising from global conflicts and commodity price volatility. It maintains strong capital adequacy and ample liquidity buffers, supported by conservative treasury practices, diversified funding sources, and close oversight through the Asset Liability Committee (ALCO), ensuring resilience against sudden funding or market stress.

On the asset side, BFL adopts prudent and adaptive credit underwriting, tightening credit filters and moderating growth in vulnerable segments during periods of heightened macroeconomic uncertainty. Its diversified portfolio across products, customer segments, and geographies helps limit concentration risk and cushions the impact of sector-specific or regional shocks.



Macroeconomic Risk

1. Category of Risk: Economic

2. Description of Risk:

Macroeconomic Risk refers to the risk arising from broad economic and systemic forces that can adversely affect an organisation's performance, financial position, and long-term stability. These risks stem from fluctuations in economic growth, inflation, interest rates, exchange rates, commodity prices, fiscal and monetary policy actions, and global or geopolitical developments. Macroeconomic risk often materialises through slower credit growth, higher default rates, margin pressure, or increased market volatility. Given their external and systemic nature, such risks are largely beyond the direct control of individual firms and tend to affect entire sectors or economies simultaneously, making proactive monitoring, scenario analysis, and preparedness critical for effective risk management.

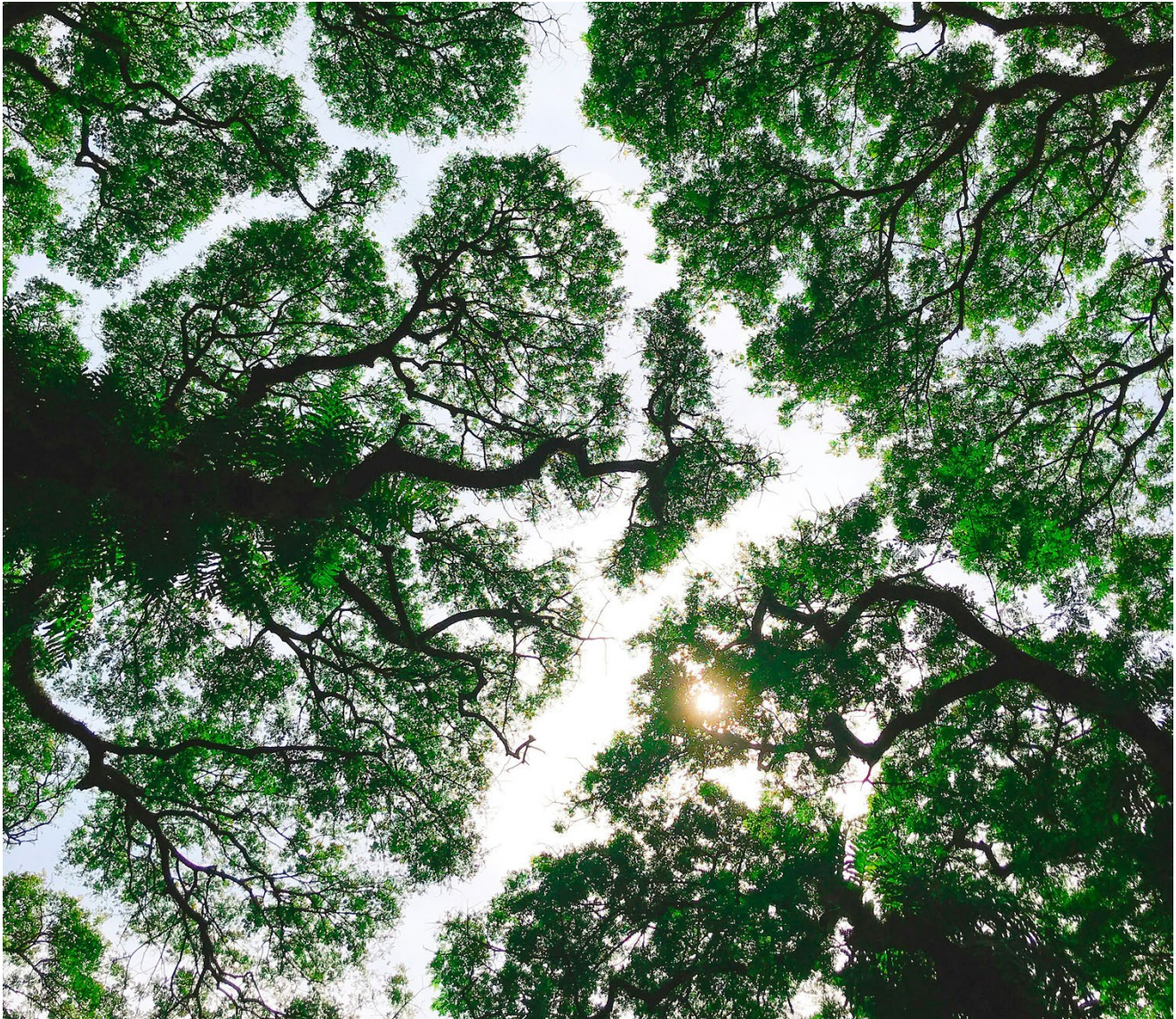
3. Impact of Risk:

Macroeconomic risk affects BFL primarily through changes in economic growth, inflation, interest rates, and global financial conditions. A slowdown in economic activity can dampen demand for credit and weaken borrowers' repayment capacity, leading to higher delinquencies and credit costs. Elevated inflation and interest rate volatility can increase funding costs and pressure net interest margins. Additionally, global shocks such as geopolitical tensions or commodity price spikes can heighten market volatility, disrupt liquidity conditions and create uncertainty around growth prospects, influencing overall business performance.

4. Mitigating Actions Taken:

BFL mitigates macroeconomic risk through a structured, forward-looking risk management framework. It maintains strong capital adequacy and liquidity buffers to absorb stress arising from economic slowdowns, inflationary pressures, or financial market volatility. Credit underwriting standards are dynamically adjusted, with growth moderated or exposure reduced in segments more vulnerable to adverse macro conditions.

Also, macroeconomic risks are embedded within forward economic guidance frame of Expected Credit Loss (ECL) framework, which considers factors such as downside growth and unemployment scenarios. Market risks, including interest rate and foreign exchange volatility, are managed conservatively through hedging strictly for risk mitigation, supported by continuous monitoring and strong governance to preserve balance sheet resilience and asset quality.



Climate and ESG-related Risk

1. Category of Risk: Environment

2. Description of Risk:

Climate risk represents the potential impact of climate change on the financial performance, operations, and long-term sustainability of the organisation. It encompasses both physical risks arising from extreme weather events and transition risks associated with the shift towards a low-carbon economy.

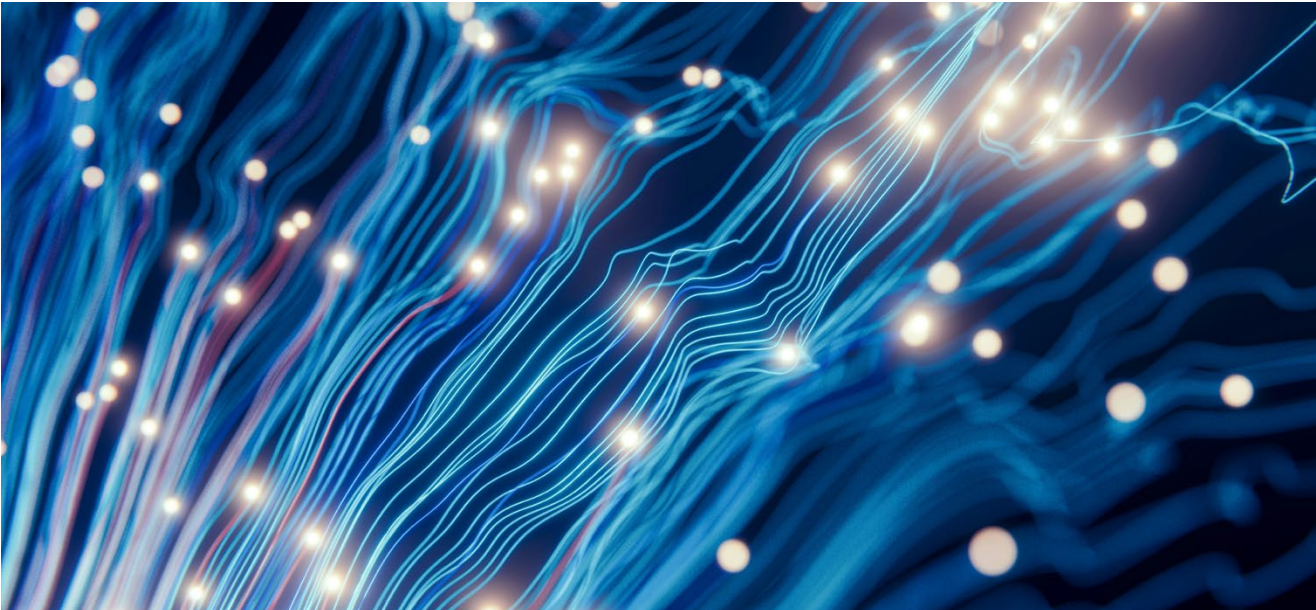
3. Impact of Risk:

Acute and chronic climate events such as floods, cyclones, droughts, and earthquakes can adversely affect borrower livelihoods, disrupt economic activity, and impair asset values. These impacts may translate into increased credit risk through elevated NPAs, slippages, and write-offs, particularly in geographically vulnerable regions. The transition to a

low-carbon economy introduces risks related to regulatory changes, evolving policy frameworks, technological advancements, and shifting market preferences. These factors may affect certain sectors and counterparties, influencing their creditworthiness and, in turn, BFL's portfolio performance.

4. Mitigating Actions Taken:

BFL integrates climate considerations into its enterprise risk management framework. This includes annual submission of stress testing numbers and development of quarterly climate vulnerability index assessments which identify and monitor exposures across sectors and geographies. It remains committed to strengthening its climate risk management capabilities, enhancing portfolio resilience, and aligning its practices with evolving regulatory expectations and broader sustainability goals.



Artificial Intelligence Risk

- 1. Category of Risk: Technological**
- 2. Description:**

AI risk arises from the development, deployment, and use of AI systems across business processes such as credit underwriting, customer servicing, security vulnerabilities, fraud detection and internal automation.

Key risk drivers include data quality and bias, lack of explainability in models, inadequate human oversight, data privacy concerns, prompt injection & manipulation, insecure handling of AI-generated outputs, and model or training data compromise and third-party dependencies. In regulated financial services, these risks are amplified due to the need for explainability, auditability, and adherence to evolving regulatory expectations.

3. Impact of Risk:

Unmitigated AI risks may lead to adverse customer decisions, regulatory non-compliance, data privacy breaches, and financial or reputational loss. Lack of transparency in automated decisions may also impact customer trust and grievance handling.

4. Mitigating Actions Taken:

BFL has established a Responsible AI Governance framework, supported by strong management commitment:

An AI governance structure, including Board-level Committee, has been instituted to guide responsible use and ensure alignment with regulatory expectations. Key measures include:

- Risk-based classification of AI use cases, implementation of human-in-the-loop controls for high-impact decisions, alignment with OWASP LLM, Agentic Top 10, MITRE ATLAS framework.

- Robust model validation, performance monitoring, and periodic re-assessment including explainability, bias testing, stability, and outcome analysis are undertaken for material AI use cases. In respect of credit decisioning, AI and ML based models are governed under the Board-approved Model Risk Management framework and are subject to independent validation and approval prior to deployment. BFL continues to strengthen third-party AI governance.

- Data privacy and security safeguards are embedded in line with internal policies, with a focus on protecting customer data.

BFL is also enhancing documentation, auditability, and explainability standards to support transparency in AI-driven outcomes. Continuous awareness and capability-building initiatives are being undertaken across BFL to ensure responsible AI adoption across functions.



Fraud Risk Management

BFL has a Master Policy on dealing with frauds in adherence to the Reserve Bank of India’s Master Directions on fraud risk management. It outlines anti-fraud prevention, detection, monitoring, investigation and reporting framework. Fraud is reported to regulators as per Master Directions and all such frauds are presented to the Special Committee of the Board for Monitoring and Follow-up of Frauds with trends, root cause and corrective / preventive actions taken. This framework ensures compliance with regulatory requirements and upholds the principles of natural justice. Its Fraud Risk Strategy is built on four key pillars:

Prevention

Anti-fraud prevention strategy is structured around:

Fraud Framework

BFL has in place a Board-approved Master Policy for dealing with frauds. It continues to report frauds to RBI as per extant guidelines and follows ‘Principles of Natural Justice’, providing an opportunity of being heard to the perpetrators through show cause notice and reasoned order. BFL has a special committee of Board for Monitoring and Follow-up of Frauds, to evaluate the reported frauds and other processes of fraud risk management.

Fraud Awareness

BFL’s fraud awareness focus encompasses targeted initiatives and programmes covering (i) customers and (ii) employees. Customer Awareness programmes across both physical and digital platforms to enhance fraud awareness and prevention. BFL’s website has dedicated educational material on information security, phishing, and vishing frauds along with constant engagement to create awareness on fraudulent threats arising from social media handles.

Periodic customer notification on the latest fraud trends is done through social media campaigns and on-ground workshops.

Digital Awareness

BFL ran targeted digital campaigns across internal and external platforms. All communication themes were aligned to ensure regulatory consistency and wider reach.

Physical Awareness

BFL conducts on-ground workshops, engaging key officials to directly address and educate diverse customer segments, including senior citizens, housewives and students. These sessions focused on current fraud trends, preventive measures, and safe banking practices, enabling better preparedness at the grassroots level.

Overall, this integrated approach significantly enhanced customer engagement, improved awareness, and supported proactive risk mitigation across segments.

Fraud Prevention

Through prevention and deterrence actions, the risk containment unit is responsible for preventing frauds perpetrated at the onboarding stage by customers, sourcing channels and internal employees either alone or in connivance with others. BFL ensures that relevant fraud checks are performed well before any disbursement of loan through inbuilt fraud controls in its loan origination system. The fraud checks rules and controls are periodically updated based on new learnings.

Detection and Monitoring

BFL’s detection and monitoring strategy is structured around:

- Early Warning Signals / Trigger-based Pattern Monitoring
- PDD Monitoring
- Branch Monitoring
- Early Delinquency
- Transaction Monitoring for Payment Products
- Brand Abuse
- Industry Collaboration

Investigation

BFL has enabled all its employees and agencies to flag any suspicious activity or transaction on the core lending system, which then goes through extensive checks by the fraud control unit. BFL’s robust underwriting process and vigilance on portfolio quality have ensured that risk at an overall level is within the defined corridor thresholds. Its response strategy is structured around:

- Investigation
- Whistleblower Complaints
- MHA Complaints
- Deterrence
- FIRs and Police Complaints

Stakeholder Engagement

Constructive engagement with stakeholders is central to BFL Group’s approach to responsible and sustainable growth. The Group recognises the impact of its policies, decisions, products and services on the stakeholder ecosystem and strives to address expectations in a fair, equitable, and consistent manner, taking corrective action where required.

Identifying and prioritising stakeholders is critical to achieving sustainability objectives and building trust. BFL Group has identified seven key stakeholder groups that are most relevant to its business.



The Group engages with stakeholders through formal and informal channels, including customer service platforms, grievance mechanisms, employee forums, investor interactions, regulatory consultations, partner meetings, Board discussions and community programmes. The frequency and mode of engagement depend on the purpose and stakeholder needs.

Stakeholder engagement enables the Group to stay aligned with expectations and drive improvements across strategy, risk management, operations, customer experience, human capital, and sustainability. Customer feedback helps enhance products and services, while regulatory, investor, and employee interactions provide insights into performance, governance, and workplace initiatives. Community and partner engagement supports an understanding of social and value chain priorities.

Insights from these engagements are integrated into the business reviews, risk assessments, policy updates, ESG priorities, and community development plans. This supports timely and balanced decision-making and strengthens long-term value creation.

BFL Group emphasises structured and transparent engagement as a key input to its sustainability and risk management processes. Continuous dialogue through consultations, surveys, and interactions helps identify emerging risks, improve operations, and refine ESG priorities. Stakeholder feedback also contributes to materiality assessments by highlighting key environmental, social and governance issues.

By incorporating stakeholder perspectives into decision-making, BFL aims to enhance transparency, accountability and responsible long-term growth.

Stakeholder Engagement Matrix

BFL’s stakeholder engagement process is designed to reflect the nature of each relationship and the role it plays in the Company’s ability to create value. The engagement mechanisms vary across stakeholder groups, ranging from structured reviews and formal disclosures to service channels, feedback forums, consultations and direct interactions.

Stakeholder Group	Importance of the Relationship	How BFL Engages	Key Areas of Focus
Customers	Customers are critical to BFL’s business model and growth strategy. Their trust, experience and evolving financial needs shape the Company’s products, service delivery, digital platforms, grievance processes and responsible lending practices.	- Customer service centres - Media & press releases - Website and mobile application - Digital self-service channels - Customer satisfaction surveys - Complaint Management systems - Social media - Branch and field interactions - Targeted communication campaigns	- Product suitability - Transparent communication - Responsible lending - Pricing and charges - Data privacy - Service quality - Grievance redressal - Digital experience - Financial awareness - Accessibility across urban, rural and smaller-town markets
Government and Regulators	Regulators and Government bodies provide the policy and compliance environment within which BFL operates. Engagement with them helps the Company remain responsive to changes in regulations, customer protection expectations, risk management requirements and broader financial sector priorities.	- Regulatory filings - Periodic submissions - Inspections and Audits - Consultations, meetings with regulatory authorities - Policy updates - Compliance reviews - Representation through industry forums and associations	- Regulatory compliance - Fair lending practices - Customer protection - Data security and governance - Risk management - Financial inclusion - Responsible innovation - Reporting quality and adherence to RBI and other applicable requirements
Investors and Lenders	Investors and lenders provide capital, confidence and market perspective to support BFL’s growth. Their expectations influence the Company’s approach to financial performance, asset quality, capital allocation, liquidity planning, governance and disclosure standards.	- Quarterly earnings calls - Investor presentations - Annual general meeting - Stock exchange disclosures - Investor conferences - One-on-one meetings - Lender interactions - Credit rating discussions - Annual report and website disclosures - Investor grievance mechanism	- Business performance - AUM growth - Asset quality, profitability, capital adequacy, liquidity, borrowing profile, governance and risk management - ESG performance - Digital transformation and long-term strategy

Stakeholder Group	Importance of the Relationship	How BFL Engages	Key Areas of Focus
Employees	Employees enable the Company to serve customers at scale, manage risk, operate across geographies and build future-ready capabilities. Their engagement, skills, well-being and alignment with BFL's values are important to the Company's operating performance and culture.	- Employee engagement surveys - Townhalls / Confluence - Leadership connects - HR connect forums - Internal communication platforms - Performance reviews - Learning programmes - Grievance mechanisms - Employee assistance and well-being initiatives - Recognition platforms	- Career development - Learning and capability building - Employee well-being and inclusion - Workplace culture - Performance management - Leadership development - Health and safety - Ethical conduct and future-ready skills
Society	Society and Communities form an important part of BFL's wider operating ecosystem. Engagement with communities helps the Company understand social needs and contribute to inclusive development through focused programmes in areas such as education, livelihood, health, environment and financial awareness.	- CSR programmes - NGO and implementation partner engagements - Volunteering initiatives - Field visits - Beneficiary interactions - Impact assessments and programme reviews	- Financial literacy - Livelihood support - Education - Healthcare - Environmental initiatives - Inclusion of underserved groups - Community well-being - Measurable social impact
Value Chain Partners	Value chain partners support BFL's ability to serve customers efficiently across products, geographies and channels. These include business correspondents, distribution partners, service providers, technology partners, collection partners and other vendors who contribute to service delivery and operational continuity.	- Partner meetings - Onboarding and due diligence processes - Performance reviews - Training sessions - Audits and compliance checks - Service-level reviews - Policy communication - Vendor risk assessments - Partner conferences	- Service quality - Ethical business conduct - Compliance with BFL policies - Operational efficiency - Capacity building - Business continuity - Partner performance
Board of Directors	The Board provides oversight, strategic guidance and governance direction to the Company. Its engagement with management supports informed decision-making across strategy, risk, financial performance, compliance, customer outcomes, technology, ESG and long-term value creation.	- Board meetings - Committee meetings - Strategy sessions - Risk and compliance updates - Business performance reviews - Internal audit updates - Management presentations - Regulatory updates and governance discussions	- Business strategy - Governance practices - Asset quality - Customer protection - Regulatory compliance - Capital allocation - ESG priorities - Succession planning - Stakeholder trust and long-term value creation

From Stakeholder Inputs to Business Response



Stakeholder Dialogue

Customer feedback, employee forums, investor interactions, regulatory consultations, partner reviews and community outreach



Insights Identified

Service expectations, risk concerns, talent priorities, funding market views, compliance matters, partner performance and social needs



Internal Review

Business teams, Management forums, Board and Committees, risk reviews, ESG and CSR planning



Business Response

Improved customer journeys, sharper disclosures, updated policies, employee initiatives, partner capability building, community programmes and sustainability priorities



Value Created

Higher trust, better decision-making, improved service quality, responsible growth and long-term stakeholder relationships

Case Study

Grahak Sampark

BFL launched Grahak Sampark in April 2024 to create a direct interface between senior leadership and customers beyond traditional grievance channels. Through 3 virtual sessions per month, the initiative provides a structured and scalable engagement platform. In FY2026, 24 sessions were conducted, covering 117 branches and engaging 229 customers across diverse segments. These interactions highlighted key insights, including service pain points, gaps in product understanding, etc.,

along with demand for vernacular access and improved financial literacy.

The feedback was reviewed through structured governance mechanisms, including pre-session factsheets, detailed discussions, and centralised action tracking, ensuring integration into management decision-making. This led to targeted business actions such as improved grievance tracking, reduced escalations, launch of a Hindi mobile application, and enhanced transparency around financial disclosures.

As a result, Grahak Sampark has strengthened trust and improved service quality, enabled proactive grievance resolution and gained recognition on the RBI Daksh Portal as a benchmark practice. With its low-cost, scalable model and plans to expand vernacular and rural outreach, the initiative demonstrates BFL's shift towards proactive, insight-led engagement, supporting responsible growth and long-term stakeholder value creation.

Materiality Assessment

At BFL Group, stakeholder engagement is integral to its approach towards sustainable value creation and the delivery of responsible financial services. It operates within a diverse ecosystem of stakeholders, including Customers, Investors, Lenders, Depositors, Government and Regulators, Shareholders, Value Chain Partners, Employees and Community.

BFL Group recognises that its long-term success depends on understanding stakeholder expectations and integrating these insights into its strategy, risk management framework, and sustainability initiatives. To identify and prioritise relevant ESG issues, BFL undertook a structured materiality assessment supported by stakeholder engagement and analytical evaluation.

BFL has adopted the principle of double materiality, evaluating ESG topics from both:

Impact Perspective

Assessing how BFL’s activities affect society and the environment

Financial Perspective

Assessing how ESG factors influence BFL’s financial performance, resilience and long-term value creation

The materiality assessment process was conducted with reference and to the extent possible, to European Financial Reporting Advisory Group (EFRAG) guidance for materiality assessment, released in October 2023, and with reference to the draft European Sustainability Reporting Standard (ESRS), ESRS 1 general requirement standard, released in November 2022.

Double Materiality Assessment Methodology

Double materiality is a structured framework used to evaluate sustainability topics across both impact and financial dimensions, ensuring a comprehensive assessment of ESG risks and opportunities.



Identification of Material Topics

The materiality assessment began with the identification of a universe of material topics representing risks and opportunities associated with BFL. This was undertaken through:

Secondary Research

Conducted desk-based secondary research and peer analysis of domestic and global financial services companies to identify key sustainability drivers and develop a universe of material topics.

Reference to Global Frameworks

Reviewed sector-specific global reporting frameworks including the Sustainability Accounting Standards Board (SASB), MSCI ESG Industry Materiality Map and Corporate Sustainability Assessments (DJSI Weights).

Based on these references, a comprehensive list of ESG topics was prepared and refined further by removing duplications and topics with lower relevance to BFL’s operations. As a result, 19 material topics were identified based on their significance to stakeholders, impact on the business, and potential financial implications.

Stakeholder Engagement

Stakeholder engagement for the impact and financial materiality assessment was conducted in alignment with EFRAG guidelines, incorporating inputs from both internal and external stakeholders.

Internal Stakeholders

- Employees
- Senior Management
- Board Members

External Stakeholders

- Customers
- Investors
- Lenders
- Value Chain Partners
- NGO Partners (Community)

A structured engagement approach was adopted to gather stakeholder perspectives on material ESG issues. As part of this process, orientation sessions on double materiality were conducted with stakeholders to explain the objectives and approach of the assessment, along with select follow-up calls to address queries where required.

Subsequently, the assessment was carried out primarily through detailed online surveys and virtual meetings. This approach enabled BFL to systematically capture stakeholder feedback on ESG topics, which was then used to inform the materiality assessment and prioritisation of key issues.

The materiality assessment evaluated ESG topics across two dimensions:

Impact Materiality (Inside-Out Perspective)

Impact materiality assesses how BFL’s operations, products, and services impact the environment and society. The survey included participation from Customers, Shareholders and Investors, Lenders, Value Chain Partners, Board Members, Employees and NGO Partners (Community).

The evaluation considered several impact-related parameters, including:

- Scale of Impact (severity of impact)
- Scope of Impact (extent of impact across geographies / stakeholders)
- Irreversibility (degree to which negative impacts can be reversed)
- Likelihood (probability of occurrence)

This perspective enabled BFL to understand its responsibility and influence on environmental and social outcomes across its operational and financing activities.

Financial Materiality (Outside-In Perspective)

Financial materiality evaluates how ESG issues could influence BFL’s financial performance, risk profile, and long-term enterprise value. The assessment included participation from BFL’s Senior Management team.

Stakeholders assessed ESG topics based on their potential to create financial risks or opportunities for the Company. The evaluation considered:

- Magnitude of Financial Impact (impact on revenue, profitability, cash flows, and cost of capital)
- Likelihood of Occurrence
- Time Horizon (short-, medium-, and long-term)

Development of the Double Materiality Matrix

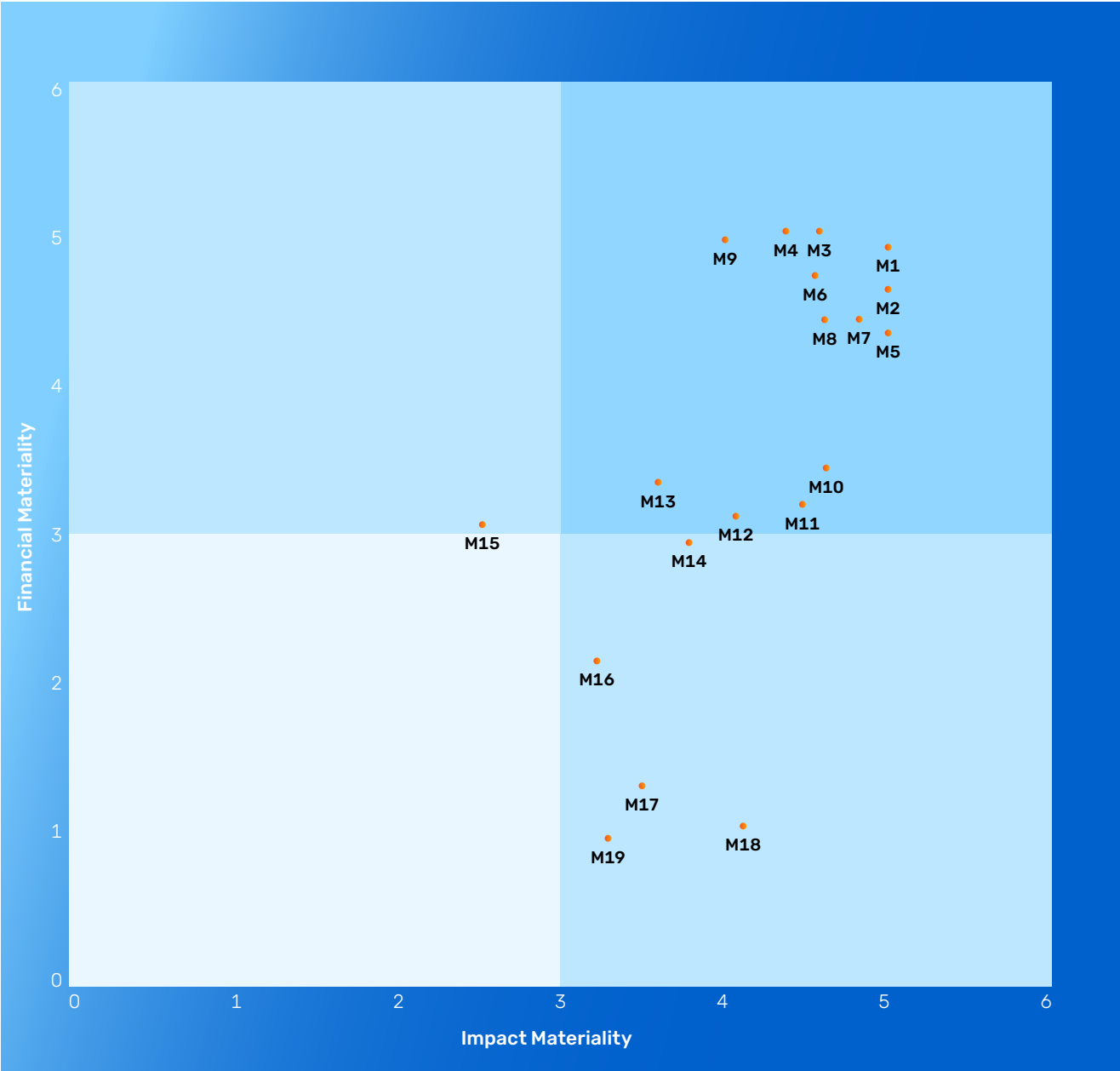
Following the impact and financial materiality assessments, ESG topics were prioritised using a scoring and weighting methodology incorporating stakeholder feedback and internal evaluation.

The final step involved consolidating the outcomes of both assessments to develop the Double Materiality Matrix.

Material topics were mapped across two axes, Impact Materiality (X-axis) and Financial Materiality (Y-axis) to identify priority areas for BFL. Topics with high impact and high financial relevance were classified as key material topics.

The prioritisation was based on stakeholder responses collected through online surveys, reflecting the relative ranking of each topic. The finalised matrix provides a holistic view of BFL’s sustainability priorities, performance, risk management approach and ESG strategy.

The materiality assessment process is reviewed and updated every three years to reflect changing stakeholder expectations, evolving regulatory requirements, and emerging ESG trends. The result of Materiality Assessment and materiality matrix was reviewed and approved by the Board of Directors of BFL.



Priority	Material Topics	Key Practices / Performance / Targets
M1	Corporate Governance Relates to Board oversight, internal controls, and decision-making structures guiding BFL’s operations. Strong governance ensures accountability, ethical conduct, and effective risk oversight in a highly regulated financial environment.	Performance / Practice ➤ The Board comprises members with diverse experience and skills ➤ Board-approved ESG Committee ➤ Comprehensive risk management framework ➤ Board Approved Product Approval Committee ➤ Customer Service Committee of the Board
M2	Regulatory Compliance Involves adherence to RBI regulations and other applicable legal frameworks. It is essential for maintaining licence to operate, avoiding penalties and ensuring responsible lending practices.	Performance / Practice ➤ BFL introduced its 15 th Culture Anchor, ‘Compliance First’ ➤ BFL and BHFL each have a dedicated Chief Compliance Officer (CCO) and Independent Compliance Units ➤ 153,000+ employees across BFL Group completed compliance training in FY2026 ➤ Dedicated Customer Centricity and Compliance Office function ensuring all initiatives meet customer, compliance, operational and technology standards before execution
M3	Business Ethics and Transparency Reflects commitment to ethical lending, anti-corruption practices, and transparent disclosures. It underpins stakeholder trust and supports sustainable growth in lending operations.	Performance / Practice ➤ BFL maintains a zero-tolerance stance towards unethical business practices ➤ Introduced BFL Group’s Anti-Bribery & Anti-Corruption Policy ➤ Various comprehensive policies upholding business ethics and transparency. Please refer to list of policies in the Annual Report at Page 210
M4	Customer Relationship Management Focuses on delivering transparent, responsive, and customer-centric financial services across lending products. For BFL, it is critical in enhancing customer experience, reducing grievances, and ensuring long-term portfolio quality and retention.	Performance / Practice ➤ 20+ million customer responses and achieved a CSAT score of 95% in FY2026 at BFL ➤ Financial Literacy Programme which positively impacted over 5,500 individuals in FY2026 ➤ ‘Grahak Sampark’ initiative, conducted 24 meetings across 117 branches with participation from 229 customers in FY2026 Target ➤ To expand the customer base to over 200 million by FY2030

Priority	Material Topics	Key Practices / Performance / Targets
M5	Marketing and Selling Practices Covers responsible sourcing, fair communication of loan terms, and prevention of mis-selling. For BFL, this is key to maintaining transparency, protecting customer interests and minimising conduct risk.	Performance - Customer Fairness and Consent: OTP-based consent for cross selling products - BFL Group follows a strict Code of Conduct (CoC) for its outsourced agents - All critical documents such as loan agreements, KFS, Fair Practice Code (FPC) and branch notices, are provided in the vernacular languages of the customer's choice
M6	Economic Performance Represents BFL's ability to generate sustainable returns while maintaining asset quality and growth. It reflects the financial strength required to support lending expansion and investor confidence.	Performance - Asset Under Management (AUM) crossed the ₹ 5 lakh crore milestone - Booked 52.45 million new loans - Gross NPA (GNPA) stood at 1.01% and Net NPA stood at 0.41% - Return on Average Assets (RoA) of 4.26% and Return on Average Equity (RoE) of 18.05% Target - Aim to maintain RoA in the range of 4.4%-4.6% in FY2027 - Target RoE in the range of 19%-20% in FY2027 - Seek to achieve AUM growth of 22%-24% in FY2027
M7	Data Privacy & Security Involves protection of customer financial and personal data. It is critical for maintaining trust, complying with data regulations and safeguarding against cyber risks.	Performance / Practice - BFL Group is compliant with ISO 27001:2022 (ISMS) and BFL is complaint with ISO 22301:2019 (BCMS) - Maintained zero incidents of data breaches - Dedicated on premises 24 / 7 Cyber security monitoring centre 153,000+ employees imparted training on Fraud Prevention, cyber security and Data Privacy
M8	Risk Management Encompasses credit, operational, market, and other risks applicable to the organisation, their identification and mitigation. For BFL, it is central to maintaining asset quality and ensuring business resilience.	Performance / Practice - Comprehensive Board-approved risk management Policy - RMC met seven times in FY2026 - Robust internal control systems in place - Quarterly update by CRO to RMC and the Board on the risk exposure, performance against risk appetite and risk profile

Priority	Material Topics	Key Practices / Performance / Targets
M9	Brand and Reputation Management Focuses on maintaining trust among customers, regulators, and investors. Reputation directly influences customer acquisition, funding access and market positioning for BFL.	Performance / Practice - BFL Group's customer franchise stood at 119.33 million as at 31 March 2026 - Board-approved Corporate Communication Policy - Maintained AAA / Stable long-term debt programme rating across CRISIL, ICRA, CARE & India Ratings
M10	Innovation, Digitisation & Responsible Use of Technology (AI Governance) Covers adoption and development of digital lending platforms, analytics and AI-driven decision-making. Responsible use ensures fair credit decisions, maintains transparency and minimises algorithmic bias.	Performance / Practice - Implemented Board approved AI Governance & Security Framework - AI bot-led disbursements stood at ₹ 5,520 crore 317 million annual transactions processed through Bajaj Pay Target - AI enabled processing of 100+ million customer onboarding application documents in FY2027 12,000+ crore disbursement from leads generated by voice and texts AI bots in FY2027
M11	Financial Inclusion Focuses on expanding credit access to underserved segments such as rural customers, new-to-credit borrowers, etc. It drives both social impact and business growth opportunities.	Performance / Practice - Presence in 2,571 rural / smaller towns and villages - Extended financing to 30+ million new-to-credit customers over the last 6 years - Microfinance and Group-based lending operations carried out through its 447 branches to serve underserved communities. - In FY2026, BFL has sanctioned ₹ 230+ crore, enabling more than 1,500 families to achieve homeownership. Target - To open 20+ new Microfinance branches in FY2027 to expand financial inclusion and reach underserved communities

Priority	Material Topics	Key Practices / Performance / Targets
M12	Promoting Employee Health, Safety and Well-being Addresses employee well-being across branch networks and corporate offices. It supports productivity, reduces attrition, and strengthens organisational culture in a service-driven business.	Performance / Practice ➤ BFL and BHFL's corporate office and all owned branches of BFL are compliant with ISO 45001:2018 (OHSMS) ➤ BFL's wellness programme coverage: - Annual Health Checkup - 36,000+ employees - Counselling Support: 1-to-1 counselling programme - 190+ employees - Curated Wellness Programme - 4,600+ employees benefitted ➤ Financial Assistance of more than ₹ 18 crore provided to over 195 employees through iCare.
	Human Capital Development Encompasses employee training across skill development, digital tools, and compliance. It is essential for improving operational efficiency and strengthening risk management capabilities.	Performance / Practice ➤ 22.5 hours average training per employee across BFL Group ➤ ₹ 40+ crore invested in employee learning and development by BFL Group ➤ Achieved 88% employee engagement score recorded through One Finserv Employee Engagement Survey at BFL
	Human Rights Relates to fair treatment of employees, customers, and value chain partners, including ethical recovery practices. It ensures responsible conduct across lending and collection processes.	Performance / Practice ➤ Employee Charter – Human Rights Statement outlines BFL Group's unwavering commitment to human rights ➤ Conducted 150+ Respectful Inclusive and Safe work Environment (RISE) sessions attended by 13,000+ employees at BFL ➤ 153,000+ employees across the BFL Group participated in human rights training
	Sustainable Finance Involves integrating ESG considerations into lending portfolios and enabling financing of sustainable sectors. For BFL, it supports portfolio diversification, risk mitigation, and alignment with emerging regulatory and investor expectations.	Performance / Practice ➤ Disbursed ₹ 150+ crore to finance solar equipment ➤ Disbursed ₹ 2,300+ crore to finance electric vehicles ➤ Disbursed ₹ 4,000+ crore to finance eco-friendly devices Target ➤ Providing 15,000+ solar equipment financing loans under Green Financing Initiative in FY2027 ➤ Developing BFL's Sustainable Financing Policy to guide responsible and environmentally conscious lending practices

Priority	Material Topics	Key Practices / Performance / Targets
M16	Climate Strategy & Emission Management Covers management of climate-related risks in loan portfolios and operational emissions. For BFL, this includes exposure to climate-sensitive sectors and transition risks affecting borrower repayment capacity.	Performance / Practice ➤ Progressing actively towards achieving the commitment of Carbon Neutrality for Scope 1 and 2 emissions by 2032 ➤ Planted 2+ lakh saplings in FY2026 ➤ 620+ kW rooftop solar capacity installed across 7 locations Target ➤ Tree Plantation or Mega Forest Development / Reforestation at Satara
	Operational Eco-efficiency Focuses on optimising energy, paper and resource use across branches and offices. It helps reduce environmental footprint while improving cost efficiencies.	Performance / Practice ➤ Reduced paper consumption across BFL Group by 720+ crore sheets of paper, saving an equivalent of 860,000+ trees during last three years ➤ 62.60% of the total deposits sourced digitally in FY2026 ➤ BFL and BHFL's corporate office and all owned branches of BFL are compliant with ISO 14001:2015 (EMS)
	Community Relations and Well-being Involves CSR initiatives and community engagement aligned with financial inclusion and social development. It enhances BFL's social licence to operate and brand value.	Performance / Practice ➤ ₹ 364.48 crore spent across 217 CSR projects on Skilling, Child Education, Child Health, Child Protection, and inclusion for Persons with Disabilities in FY2026 ➤ Conducted impact assessment study for 22 CSR projects in FY2026 Target ➤ Distribution of 15,500 improved cookstoves, to foster clean energy access
	Diversity and Inclusion Promotes an inclusive workforce across gender, geography and backgrounds. It supports better decision-making, employee engagement and reflects BFL's commitment to equitable growth.	Performance/Practice ➤ Gender-neutral Prevention of Sexual Harassment (PoSH) Policy ➤ Focused women leadership development initiatives ➤ Spectrum Programme designed to support well-being and diversity ➤ Maintained a healthy female employee ratio of 22.36% at BFL Group's Corporate office Target ➤ To hire 200+ PwD employees, to promote an inclusive and diverse workforce

Value Creation with Purpose

For BFL Group, value creation is not limited to growth in assets, profitability or market share. While important, they reflect just one dimension of the broader value it creates. As a diversified financial services Group, its business model focuses on delivering diversified financial solutions through a well-integrated ecosystem of distribution, risk management and customer engagement.



These elements are supported by strategic enablers that help BFL Group remain scalable, resilient and responsive to market needs:

Technology and Digital Innovation

Use of automation, analytics and AI to improve decision-making, streamline processes and simplify customer interactions

Risk and Governance Discipline

Clear oversight mechanisms, compliance first, asset quality monitoring and controls that support long-term stability

Customer Focus

Continued improvement in accessibility, service quality, grievance handling and product relevance

People and Culture

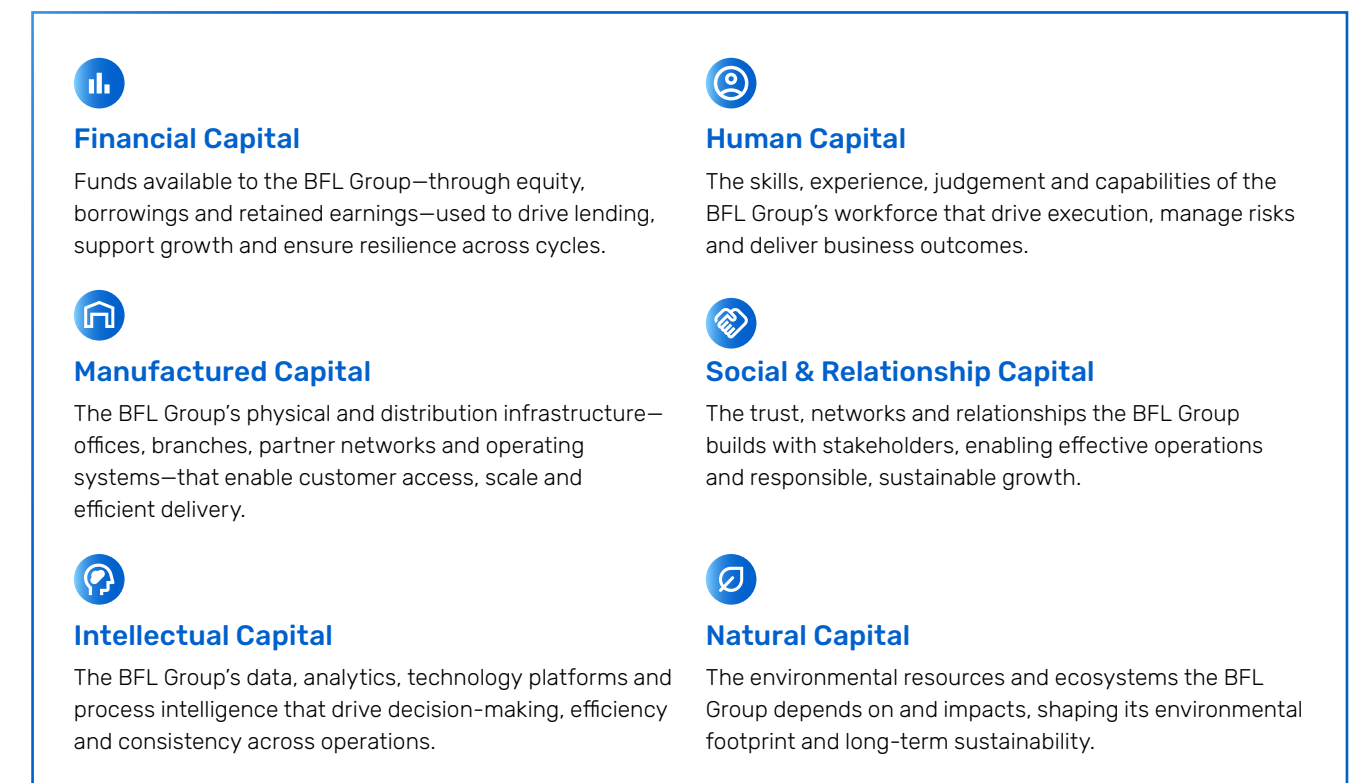
Building leadership depth, strengthening employee capability, supporting inclusion and improving productivity across the organisation

Sustainability and Responsible Finance

Integrating sustainability into operations while increasing financing for environmentally friendly products.

The value creation model explains this link in a simple but meaningful way. It shows how the BFL Group leverages different forms of capital, applies them through its business model, governance processes, risk practices and operating capabilities, and converts them into measurable outputs and longer-term outcomes.

BFL Group's business depends on the careful use of multiple capitals:



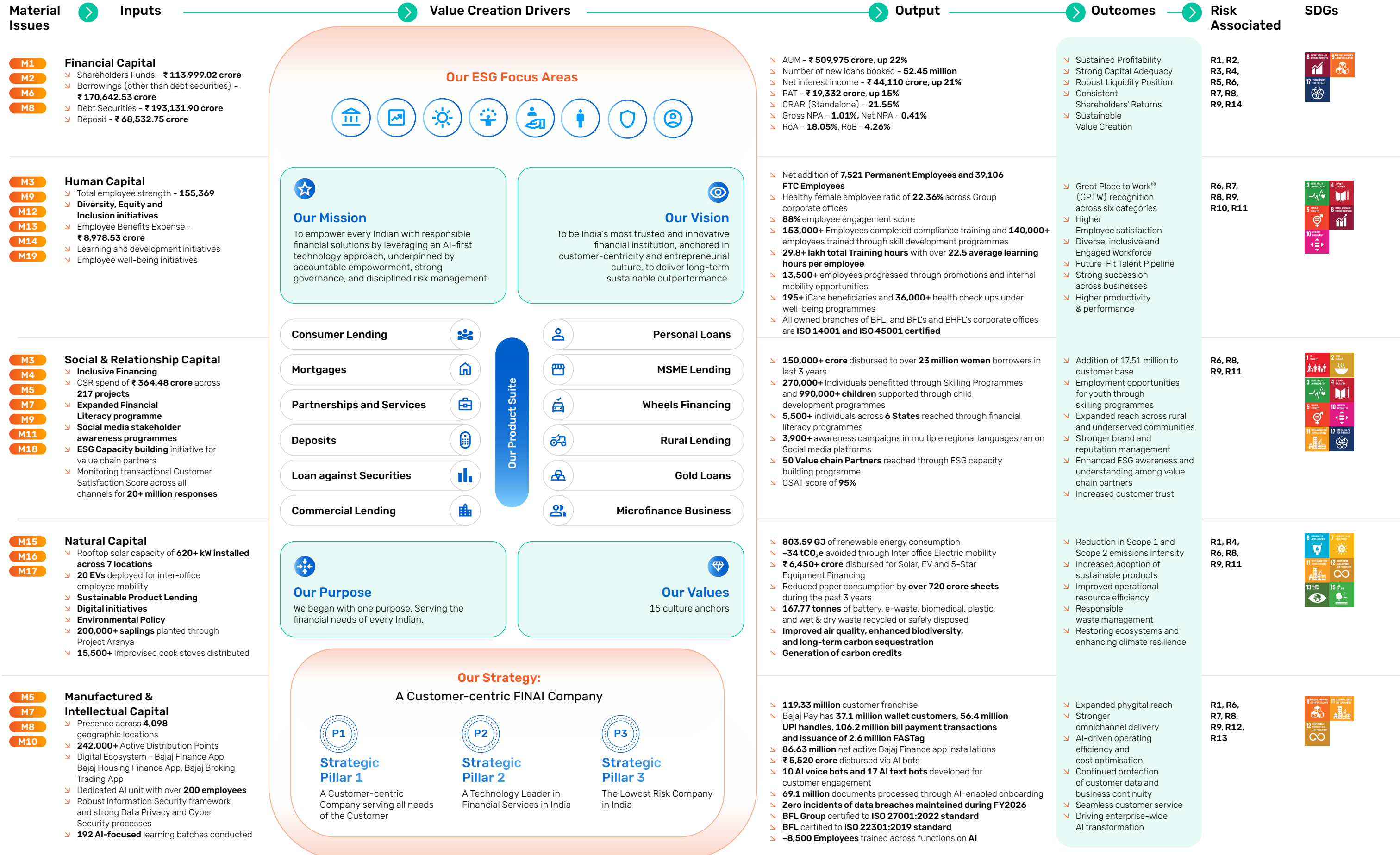
These capitals provide a more comprehensive view of how the BFL Group functions as an institution. Its value creation model brings these six capitals together in a single view. It explains the resources the Group depends on, the activities through which these resources are deployed, the outputs generated during the year and the outcomes created for stakeholders over time.

For stakeholders, the value creation model provides a practical lens to understand the BFL Group's business beyond financial numbers. For investors, it shows how the Group sustains earnings quality and protects long-term value. For customers, it reflects the systems and capabilities that support access,

convenience and trust. For employees, it highlights the role of capability, culture and execution. For regulators and communities, it shows how the Group considers governance, inclusion, responsibility and environmental performance in its operating model.

This value creation model serves as a practical summary of the BFL Group's integrated performance. It shows how the Group converts its resources and capabilities into business results and stakeholder value, while managing the risks that can affect the strength and continuity of the business.

Value Creation Model



Decoding the Model

Material Issues

- **M1** - Corporate Governance
- **M2** - Regulatory Compliance
- **M3** - Business Ethics and Transparency
- **M4** - Customer Relationship Management
- **M5** - Marketing and Selling Practices
- **M6** - Economic Performance
- **M7** - Data Privacy & Security
- **M8** - Risk Management
- **M9** - Brand and Reputation Management
- **M10** - Innovation, Digitisation & Responsible Use of Technology (AI Governance)
- **M11** - Financial Inclusion
- **M12** - Promoting Employee Health, Safety and Well-being
- **M13** - Human Capital Development
- **M14** - Human Rights
- **M15** - Sustainable Finance
- **M16** - Climate Strategy & Emission Management
- **M17** - Operational Eco-efficiency
- **M18** - Community Relations and Well-being
- **M19** - Diversity and Inclusion

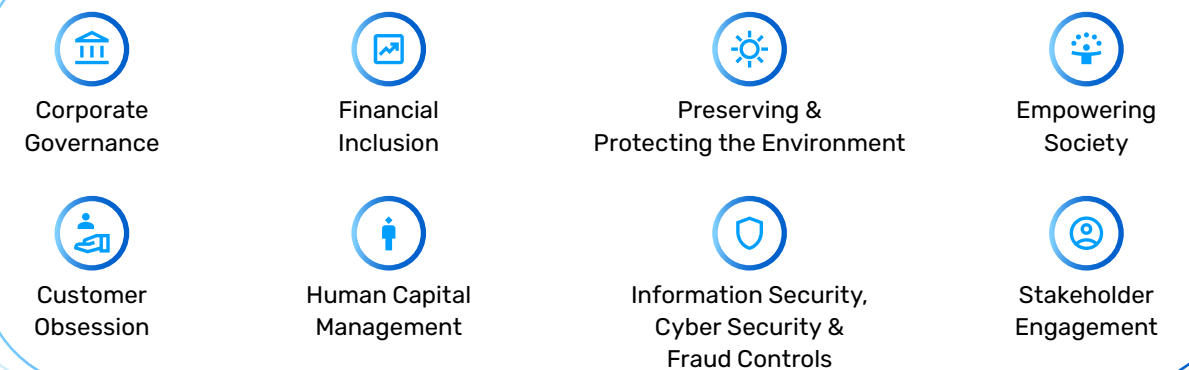
Risk Associated

- **R1** - Credit Risk
- **R2** - Liquidity Risk
- **R3** - Interest Risk
- **R4** - Market Risk
- **R5** - Model Risk
- **R6** - Operational Risk
- **R7** - Fraud Risk
- **R8** - Legal and Compliance Risk
- **R9** - Reputational Risk
- **R10** - Human Capital Risk
- **R11** - ESG Risk
- **R12** - Information and cyber security Risk
- **R13** - AI and Technology Risk
- **R14** - Foreign Currency Risk

SDGs Aligned

1 NO POVERTY End poverty in all its forms everywhere.	7 AFFORDABLE AND CLEAN ENERGY Ensure access to affordable, reliable, sustainable and modern energy for all.	13 CLIMATE ACTION Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy.
2 ZERO HUNGER End hunger, achieve food security, improved nutrition and promote sustainable agriculture.	8 DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	14 LIFE BELOW WATER Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
3 GOOD HEALTH AND WELL-BEING Ensure healthy lives and promote well-being for all ages.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	15 LIFE ON LAND Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
4 QUALITY EDUCATION Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	10 REDUCED INEQUALITIES Reduce inequality within and among countries.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
5 GENDER EQUALITY Achieve gender equality and empower all women and girls.	11 SUSTAINABLE CITIES AND COMMUNITIES Make cities and human settlements inclusive, safe, resilient, and sustainable.	17 PARTNERSHIPS FOR THE GOALS Strengthen the means of implementation and revitalize the global partnership for sustainable development.
6 CLEAN WATER AND SANITATION Ensure availability and sustainable management of water and sanitation for all.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns.	

Our ESG Focus Areas



Our Cultural Anchors



Interplay of Capitals



Financial



Manufactured

The strength of the balance sheet funds the network behind the business: Geographic presence at 4,098 locations, 242,000+ active distribution points, 2,571 rural branches, 1,527 urban branches, enabling the booking of 52.45 million new loans in FY2026.



Intellectual

Investments in digital transformation have strengthened BFL's ecosystem – Bajaj Pay, Bajaj Finance App, Bajaj Housing Finance App, Bajaj Broking Trading App, and internal AI platforms – driving innovation, operational efficiency, customer satisfaction, and sustainable growth. In FY2026, AI capabilities enabled disbursements of over ₹ 5,520 crore through voice- and text-enabled bots.

Strong physical presence combined with a robust digital ecosystem, enabled BFL to expand its customer base by 17.51 million in FY2026, taking its total franchise to 119.33 million.



Human

Investments in talent acquisition, employee well-being, and capability building have strengthened workforce resilience and empowerment, driving enhanced capability, leadership depth, ethical conduct, and productivity gains. In FY2026, BFL Group invested over ₹ 40 crore in learning and development, translating to an average spend of ₹ 3,000 per employee.

Established thoughtfully designed employee amenities, learning facilities, flexible workspaces, and health and safety protocols across offices to support a safe, flexible, and high-performing workplace.

HR Genie is BFL's AI-powered platform that streamlines HR interactions for ~68,000 employees through a unified interface. It provides access to HR policies, leave and attendance, guided support, ticketing, and 24 / 7 assistance with human escalation—enhancing efficiency and employee experience.



Social & Relationship

CSR investments of ₹ 364.48 crore were channelled across 217 projects, advancing youth skilling, child education, health, protection, and inclusion of persons with disabilities through in-house programmes and NGO partnerships across India. Over 270,000 individuals have benefitted from skilling initiatives to date.

447 microfinance branches providing microloans, along with financial literacy and awareness, to low-income, underserved, and underbanked individuals, strengthening financial inclusion, capability, and resilience.

Bajaj Finance App is a comprehensive platform integrating lending, payments, investments, and insurance solutions to drive financial inclusion and deepen customer engagement across urban and rural India. Supported by internally developed AI and bot automation, AI-enabled voice solutions, and GenAI chat capabilities, BFL digital ecosystem delivers seamless, personalised, and efficient customer experiences.

Driving employee-led social impact, Daan Utsav enables contributions across themes such as child welfare, food distribution, elderly care, and women's empowerment. Expanded across 667 branches and 584 NGO partners in FY2026, the initiative saw over 152,000 items donated, reflecting increased participation and deeper community engagement.



Natural

Increasing the share of sustainable lending and advancing investments in renewable power, digital paper-saving initiatives, and eco-friendly intercompany mobility to support its journey towards carbon neutrality for Scope 1 and 2 emissions by FY2032.

ISO 14001:2015 certification across head offices of BFL & BHFL, and all owned locations of BFL, reinforces a consistent approach to environmental stewardship and safe, sustainable infrastructure, further supported by over 620 kW of rooftop solar capacity across seven locations, promoting clean energy consumption.

Using digital technologies to enhance operational efficiency and environmental outcomes, significantly reducing paper consumption saving over 720 crore sheets in the last three years.

Steering environmental impact, Project Aranya focuses on afforestation to restore ecosystems and build climate resilience. Over 200,000 saplings were planted across 53 cities, enhancing biodiversity, supported by the volunteering efforts of 2,000+ employees and 450+ volunteers.

Advancing emissions reduction beyond operations, BFL Group's improved cookstove programme promotes clean cooking and reduces wood-fuel emissions in underserved households. Over 15,500 units have been distributed, improving women health outcomes while supporting carbon credit generation.

BFL's business model is driven by the interplay of six interconnected capitals – financial, human, manufactured, intellectual, natural, and social & relationship – that collectively enable long-term sustainable value creation. By balancing synergies and trade-offs across these capitals, the Company enhances customer experience, strengthens resilience, drives innovation, and builds stakeholder trust.



Financial



Manufactured



Intellectual



Human



Social & Relationship



Natural



Financial Capital

Powering Growth through Financial Strength

Long-term success is built on the strength of a sound financial foundation – one that not only supports growth but also provides resilience across changing economic and operating environments. This foundation enables the BFL Group to convert its strategic intent into tangible outcomes and deliver consistent performance across cycles.

Financial strength empowers the BFL Group to pursue disciplined growth. It ensures that expansion is supported by prudent capital allocation, strong liquidity and a continued focus on maintaining asset quality, enabling consistent and risk-calibrated performance over time.

Material Topics Impacted

Economic Performance

Regulatory Compliance

Risk Management

Corporate Governance

SDGs Impacted



Sandeep Jain

Chief Financial Officer, Chief Operating Officer & Chief Sustainability Officer

We pursue steady, consistent growth. We create value through a diversified business model, preserve it through disciplined risk management, and unlock more of it through technology and talent that let us scale. This value gets distributed and re-invested responsibly for long-term sustainability and stakeholder trust.



Key Highlights for FY2026

₹ 5 lakh crore

Assets Under Management (AUM) milestone crossed and reached ₹ 509,975 crore, reflecting a robust growth of 22%

52.45 million

New loans booked, registering an increase of 21%

₹ 68,533 crore

Deposit book

₹ 19,332 crore

Profit After Tax (PAT), reflecting a growth of 15%

4.26%

Return on Average Assets (RoA)

18.05%

Return on Average Equity (RoE)

21.55%

Capital to Risk weighted Assets Ratio (CRAR) (standalone)

1.01%

Gross NPA (GNPA)

0.41%

Net NPA (NNPA)

The BFL Group continues to strengthen its financial capital base through prudent capital management, strong balance sheet fundamentals, scaled customer base and a diversified funding profile. This robust foundation supports its sustained growth in AUM, driven by a well-diversified lending franchise across retail, MSME and commercial segments.

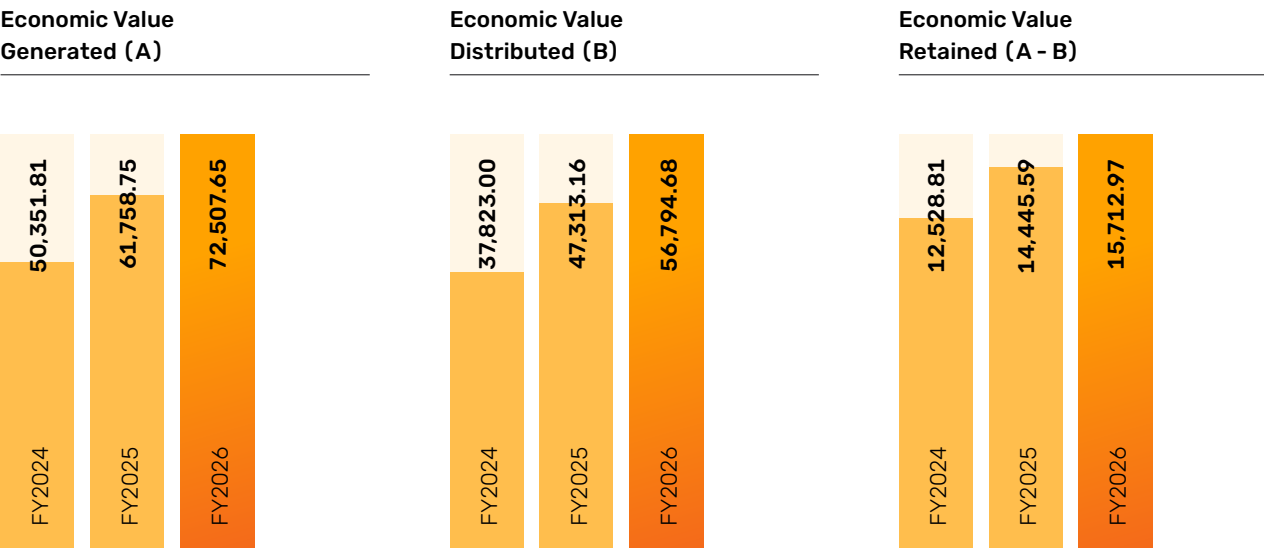
The Group's growth is underpinned by strong risk management practices and robust governance frameworks, supported by disciplined underwriting standards and continuous portfolio monitoring. This ensures asset quality, portfolio stability, and sustained profitability across cycles.

Enabling Shared Prosperity through Equitable Value Distribution

The BFL Group has created sustainable economic value through consistent growth, strong profitability, and disciplined risk management. Its performance reflects the strength of its diversified lending model and ability to scale while maintaining financial discipline.

The Group distributes this value responsibly across its stakeholders, including employees, lenders, investors, community, and the Government, while continuing to reinvest in the business to support future growth, which shows its philosophy of focusing not only on profitability but also on responsible value distribution. It continues to contribute meaningfully to broader economic progress while strengthening long-term stakeholder trust.

Economic Value Generated and Distributed (₹ crore)



- Notes:
- Economic Value Generated = Total Income – Impairment on Financial Instruments
 - Economic Value Distributed = Interest Expense + Operating Expenses + Current Income Tax Expense + Dividend Paid
 - Economic Value Retained = Economic Value Generated – Economic Value Distributed

Financial Performance

The BFL Group delivered a strong and well-rounded performance in FY2026, reinforcing its position as one of India's leading diversified NBFCs. It continued its growth momentum with AUM increasing by 22% to ₹ 509,975 crore, supported by strong customer acquisition, digital expansion, and a diversified lending franchise. PAT grew by 15% to ₹ 19,332 crore, reflecting sustained profitability despite a dynamic operating environment. Return metrics remained healthy, with RoA at 4.26% and RoE at 18.05%, highlighting efficient capital deployment.

It remains strongly capitalised with a CRAR of 21.55% (standalone), well above regulatory requirements, positioning it among the well-capitalised large NBFCs in India. The Group's asset quality remained healthy, with GNPA at 1.01% and NNPA at 0.41%, reflecting a deep-rooted risk culture and robust underwriting standards.

Liquidity and funding strength continued to remain robust, supported by a diversified borrowing profile and prudent Asset Liability Management (ALM), with consolidated borrowings of ₹ 435,112 crore. BFL Group continues to maintain conservative liquidity buffers. The consolidated liquidity buffer was ₹ 15,020 crore as on 31 March 2026.

Strong credit ratings and diversified access to domestic and international funding markets further reinforced financial resilience.

During the year, to enhance balance sheet resilience amidst a volatile global economic environment, it has further strengthened its provisioning framework by implementing a minimum Loss Given Default (LGD) floor across all businesses.

Overall, FY2026 performance reflects the strength of BFL Group's scalable business model, disciplined risk management, strong governance, and sustained focus on profitability, enabling consistent value creation and long-term growth.

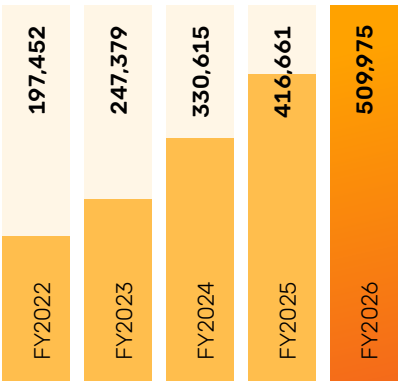
Assets Under Management

In FY2026, the BFL Group achieved a significant milestone by crossing ₹ 5 lakh crore in consolidated AUM, reflecting the scale and strength of its diversified lending franchise.

The BFL Group closed FY2026 with an AUM of ₹ 509,975 crore, as compared to ₹ 416,661 crore at the end of FY2025, registering a robust growth of 22%

This growth was driven by sustained customer acquisition and partnership, expansion across product lines and continued penetration in both urban and rural markets, supported by strong execution capabilities and a scalable business model.

Asset Under Management
(₹ in crore)



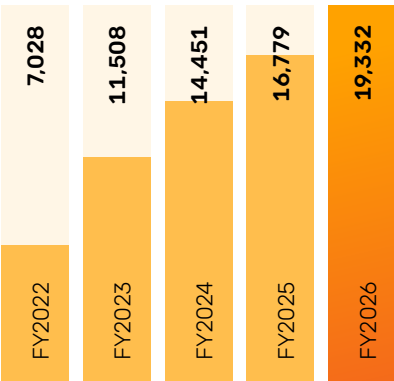
Profitability

In FY2026, BFL Group’s consolidated total income increased by 19% to ₹ 81,989.50 crore compared to ₹ 68,846.98 crore in FY2025, reflecting continued momentum in lending operations and customer franchise growth.

PAT increased to ₹ 19,332 crore in FY2026, as compared to ₹ 16,779 crore in FY2025, registering a healthy growth of 15%

Despite a dynamic operating environment and higher provisioning during the year, the Group continued to maintain stable earnings performance, reflecting the resilience of its business model and its risk management approach.

Profit After Tax
(₹ in crore)



Return on Average Asset and Return on Average Equity

The BFL Group continued to maintain healthy return metrics in FY2026, reflecting its ability to generate stable earnings. The Group reported a RoA of 4.26% during the year, reflecting effective utilisation of its asset base. RoE stood at 18.05%, indicating efficient deployment of shareholders’ capital. These metrics demonstrate disciplined capital allocation and calibrated leverage.

Strong Capital Base

The BFL Group’s capital management philosophy is centred on maintaining an optimal capital structure that balances growth aspirations with its calibrated risk appetite. The Group consistently operates with capital buffers comfortably above regulatory minima, ensuring resilience through economic cycles while supporting sustainable business expansion.

BFL maintained a strong capital position, with a CRAR of 21.55% (standalone) as on 31 March 2026, making it among the best capitalised large NBFCs in India.

The capital base is predominantly anchored in Tier I capital, providing a stable foundation to absorb stress, fund balance sheet growth and pursue emerging opportunities, while remaining fully compliant with regulatory requirements.

Asset Quality

The BFL Group continues to demonstrate strong and resilient asset quality, underpinned by a diversified lending model, a deep customer franchise of 119.33 million, and a pan-India presence across 4,098 locations spanning both urban and rural markets. It has steadily strengthened its portfolio composition, with secured lending now accounting for 63% of consolidated AUM, alongside a conscious reduction

in exposure to relatively higher-risk segments. This balanced diversification across products, geographies and customer profiles, combined with BFL’s proven ‘acquire and cross-sell’ strategy, enables effective portfolio risk management across economic cycles.

As at 31 March 2026, the BFL Group reported a consolidated GNPA of 1.01% and NNPA of 0.41%, among the lowest in the industry, reflecting disciplined underwriting, robust credit governance and continuous portfolio monitoring. The Group’s Provision Coverage Ratio (PCR) strengthened to 60% in FY2026, from 54% in FY2025, reflecting a more conservative and resilient provisioning stance.

Supported by advanced risk analytics, conservative provisioning practices and a sustained focus on lower-risk, collateral-backed assets, the Group remains well-positioned to preserve asset quality and deliver stable, sustainable growth in a dynamic operating environment.

Asset Liability Management

BFL maintains a strong and disciplined Asset Liability Management (ALM) framework, overseen by its Asset Liability Committee (ALCO) in line with RBI guidelines. Consolidated borrowings stood at ₹ 435,112 crore as at 31 March 2026. Its business model, characterised by steady EMI inflows from short-tenor assets, provides a natural ALM advantage and supports timely servicing of near-term obligations.

The BFL Group follows a diversified funding strategy, sourcing funds through a balanced mix of bank borrowings, market instruments, deposits, ECB, and securitisation thereby enhancing funding stability, flexibility and resilience across cycles. During FY2026, BFL further strengthened its funding profile by raising approximately USD 615 million of fully hedged ECBs, further

Credit Rating

BFL’s positive credit ratings reflect the strength of its balance sheet, disciplined financial management and consistent track record of meeting financial obligations.

Domestic Ratings

- Long-term Debt Programme **AAA/Stable**
CRISIL, ICRA, CARE & India Ratings
- Short Term Borrowings **A1+**
CRISIL, ICRA & India Ratings
- Fixed Deposit Programme **AAA/Stable**
CRISIL & ICRA

International Ratings

- Long-term Issuer Rating **BBB/Stable**
S&P Global Ratings
- Short Term Issuer Rating **A-2**
S&P Global Rating
- Corporate Family Rating **Baa3**
Moody’s Ratings

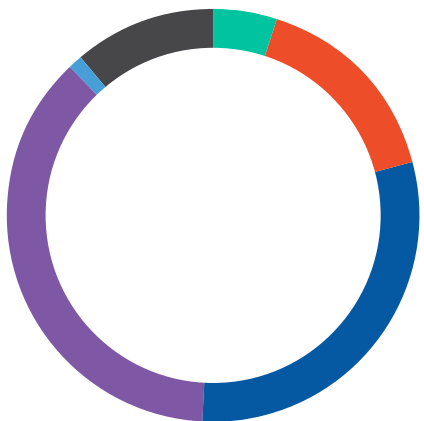
These ratings strengthen investor confidence and support access to diversified domestic and global funding markets.

strengthening its funding base amid tight systemic liquidity conditions. These initiatives helped diversify the borrowing profile and further reinforced the ALM framework.

Liquidity remains robust, with an average liquidity buffer of ₹ 26,340 crore during FY2026 and ₹ 15,020 crore as at 31 March 2026 representing 3.77% of average outstanding borrowing and 3.45% of outstanding borrowings, respectively. BFL consistently maintained liquidity well above regulatory requirements, with a Liquidity Coverage Ratio (LCR) of 128.38% as at 31 March 2026, supported by high-quality liquid assets such as government securities, treasury bills and cash.

This prudent and forward-looking approach to ALM, liquidity management and resource mobilisation strengthens financial resilience and supports sustainable growth across economic cycles.

Consolidated Liability Mix



Deposits	16%
Bank Loans	30%
NCD	37%
Subordinate Debt	1%
Short Term Borrowings	11%
ECB	5%

Note: For more details on the BFL Group’s financial performance, refer to Page 33 of the Management Discussion and Analysis section of the BFL Annual Report 2025-26



Manufactured and Intellectual Capital

Transforming into a Resilient and Scalable FINAI Operating Architecture

FINAI remains central to the long-term vision as the Company evolves into BFL 3.0 – an AI-first financial institution – transitioning from a fintech to a fully integrated financial services Group. While lending remains its core business, the BFL Group continues to build a diversified financial services portfolio spanning lending, mortgage, deposits, insurance, broking, investments and payments, supported by a strong distribution network that enables inclusive growth across customer segments.

At the core of this transformation is the integration of Artificial Intelligence (AI) across products, processes, and operating models embedding intelligence into lending, decision-making, customer engagement, risk management, and operations. This AI-led approach enhances customer experience, improves efficiency, and enables personalised financial solutions at scale for its large and growing customer base.



DATA VALIDATION

CONSISTENCY CHECKS

RISK & FRAUD ANALYTICS

DECISION SIGNAL

Material Topics Impacted

Data Privacy and Security

Innovation, Digitisation & Responsible Use of Technology (AI Governance)

Risk Management

Marketing and Selling Practices

SDGs Impacted



Anurag Chottani
Chief Operating Officer &
Chief Technology Officer

We are well on our way from being digital-first to becoming AI-first. And the benefits are now measurable, disclosed every quarter. Our FINAI vision is helping us drive deeper financial inclusion, sharpen our decisions, strengthen customer data privacy and security, mitigate emerging cyber risks, scale operational integrity, enhance customer experience, and strengthen risk management. Ultimately, it helps us earn and keep the trust of our stakeholders – our greatest asset.



Key Highlights for FY2026

119.33 million

Customer franchise across India

4,098

Geographic locations driving inclusive financial access

242,000+

Active distribution points network supporting Omnichannel reach

69.1 million

AI-enabled processing of customer onboarding application documents

₹ 5,520 crore

Disbursed via AI bot leads

Zero

Incidents of data breaches

153,000+

Employees were trained on fraud prevention, cyber security, and data privacy

ISO 27001:2022

BFL Group is certified for Information Security Management System

ISO 22301:2019

BFL is certified for Business Continuity Management System

Bajaj Finance App

86.63 million

Net active installations

37.1 million

Wallet customers

39.7 million

Customers offered end-to-end financial solutions

The BFL Group’s strategy is anchored in building intelligent, scalable and resilient infrastructure aligned to evolving customer needs and market dynamics. This is further strengthened by robust risk management, information security, cyber security, and fraud control frameworks that protect data, ensure operational integrity, and mitigate emerging risks.

Together, this approach enables the BFL Group to deliver superior customer outcomes, strengthen its core lending franchise and build a future-ready, technology-driven financial services Group.

While there is no single solution to bring the unbanked population into the formal financial ecosystem, the BFL Group believes that an omnipresent approach combining physical reach across deeper geographies with responsible digital technologies can significantly strengthen last-mile delivery. The Group’s phygital and omnichannel strategy ensures inclusive access, seamless engagement across touchpoints and responsible expansion of financial services at scale.

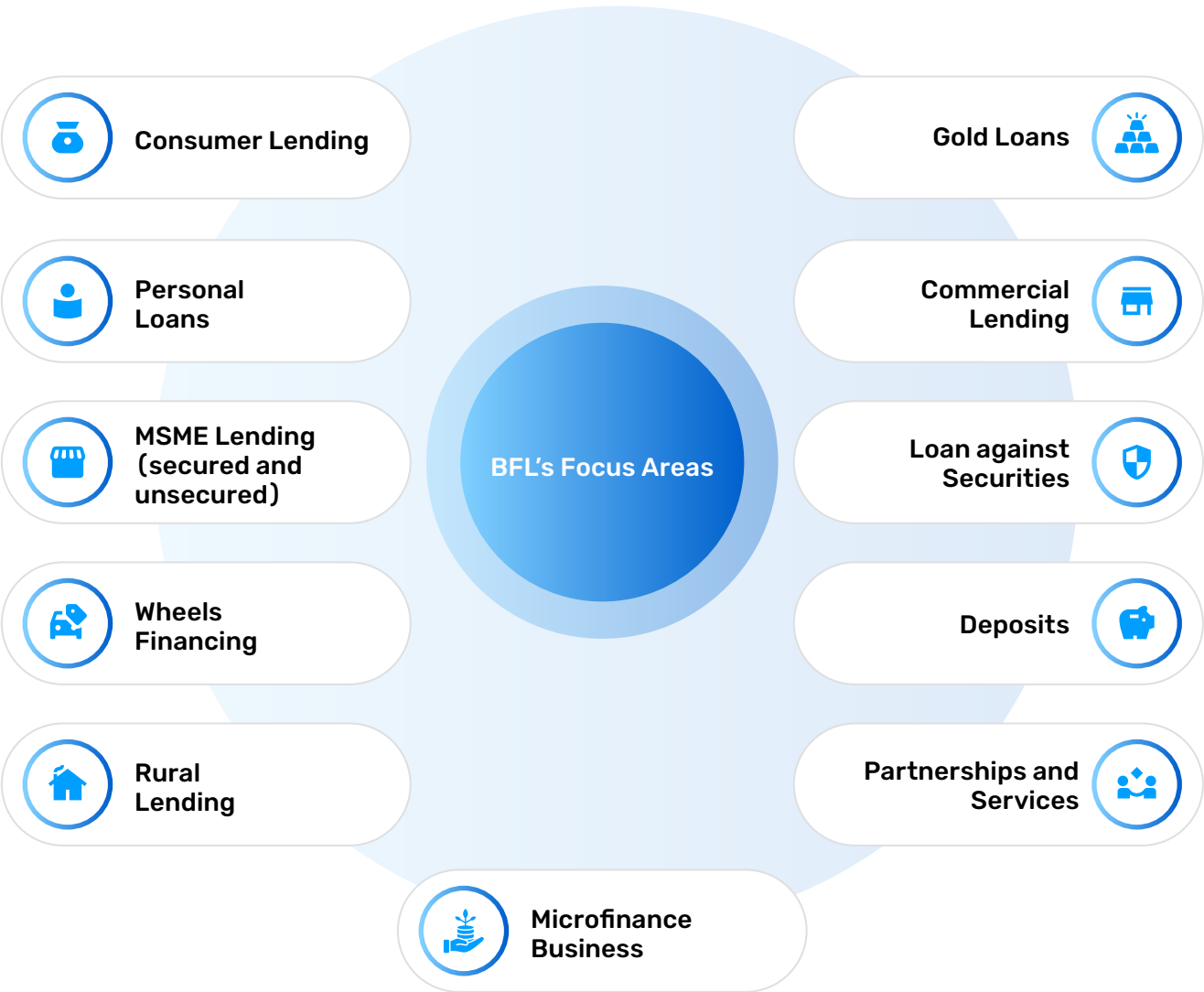
Growth Backbone: Scaled Geographic Presence and a Diversified Product Portfolio

BFL is among the largest, most diversified, expansive and innovative NBFCs in India, standing at the forefront of the country’s financial landscape. At the heart of the business lies tech-driven innovation and financial inclusion. Over the past 19 years, it has enabled India’s growing mass-affluent and middle-class population in fulfilling their aspirations by providing access to an extensive range of financial solutions. Its diversified suite comprises 27 products and 46 variants with one goal: to provide a financial solution for every customer, wherever they are. From the Bajaj Finance App and website to social media and its branch network, its product suite is built for accessibility, meeting customer anytime, anywhere, on their channel of choice. With a strong footprint across 4,098 locations in India, BFL Group served a customer franchise of 119.33 million as at 31 March 2026, supported by 1,500+ gold loan branches, 447 MFI branches, and over 242,000 active distribution points.

The Group has established a diversified business model with a strong focus on customer acquisition and multiple loan and service offerings. Its presence across rural and urban locations enables it to have a well-diversified asset mix across customer classes and geographies through a combination of secured and unsecured products. It continues to advance its customer-centric journey through a responsible growth strategy anchored in inclusive financing. Geographic expansion, large customer franchise and increasing adoption of digital technologies continue to remain key pillars supporting the BFL Group’s long-term growth.

BFL’s Focus Areas

BFL’s focus area comprise 11 broad categories



From Digital to AI-first: The FINAI Evolution

AI has become a cornerstone of innovation at BFL, fundamentally reshaping how it engages customers, manages risk, drives productivity and scales operations. Under its BFL 3.0 strategy launched in FY2026, BFL has embarked on a transformative journey to become a ‘FINAI’ Company, a financial services Group where AI is embedded into every customer interaction, operational workflow and business decision.

BFL’s AI-driven technology architecture integrates intelligence across customer acquisition, underwriting, servicing, collections, fraud monitoring, operations, and governance. The Company is leveraging conversational, predictive, generative, and autonomous AI capabilities to improve customer experience, strengthening credit decision-making, optimising operational efficiency. This transformation is being pursued with a strong commitment to

responsible AI principles centred on fairness, transparency, accountability, privacy and security.

BFL has established a dedicated AI organisation comprising more than 200 professionals across voice, text, vision, data, operations, and service domains. During FY2026, the Company accelerated enterprise-wide AI deployment, operationalising multiple high-impact use cases across business functions.

Strategic AI Pillars

BFL’s FINAI transformation is anchored around four strategic AI pillars:



Enterprise AI

BFL has identified over 70 enterprise AI use cases spanning Voice AI, Text AI, Vision AI, Content AI, Tech AI, and AI-powered business intelligence. These capabilities support human-like customer interactions, intelligent document extraction, automated content generation, accelerated software development, and conversational enterprise analytics powered by autonomous agents.



Consumer AI

Consumer AI is focused on creating intelligent, personalised and transformational digital experience for customers. BFL is developing a next generation Consumer AI platform with explore as a core capability across business and service journeys, enabling customers to seamlessly switch between traditional and AI-powered experiences.



Agentic AI

As Agentic AI represents the next frontier in automation, where agents can reason, plan, adapt, and collaborate across systems and processes. It enables a shift from process-centric automation to goal-oriented autonomy and for enabling this, BFL has finalised two agentic platforms to deploy already identified 100+ use cases across various business and functions.



Data AI

BFL’s Data AI capabilities convert large volumes of unstructured voice, text, image, and behavioural data into structured intelligence, enabling stronger underwriting, customer insights, personalisation, fraud monitoring, and propensity modelling.

It continues to invest heavily in data annotation and intelligence capabilities to improve customer understanding, accelerate decision-making and increase business velocity.

BFL Internal AI Platforms

ReqEase

ReqEase is BFL’s in-house AI-powered platform that integrates requirements management with a centralised knowledge base, enabling COEs and IT teams to create, manage, search, and reuse requirements and institutionalised knowledge within a unified workflow. It leverages AI for capabilities such as conversational requirement authoring, automated generation of requirement documents, user stories and acceptance criteria, context-aware impact analysis, and automated test case creation. ReqEase has significantly improved productivity by reducing documentation effort and accelerating delivery cycles.

HR Genie

HR Genie is Bajaj Finance’s AI-powered centralised employee support platform designed to streamline HR interactions for ~68,000 employees through a unified conversational interface. It enables access to HR policies, leave and attendance management, guided process support, ticket raising and tracking, and 24 / 7 assistance with seamless transition to human support when needed. By integrating information, guidance, and execution, HR Genie reduces reliance on manual channels and improves employee experience through faster and more efficient service delivery.

CF360

CF360 is an AI-driven content generation platform at Bajaj Finance that transforms search intent and SEO briefs into scalable, structured, and brand-compliant content through a unified interface for content teams. It supports the full content lifecycle—from section-level generation aligned with enterprise standards to integrated publishing workflows—while embedding quality, compliance, and audit controls.

With more than 1.22 lakh pages generated, spanning product and blog content, CF360 has proven its ability to deliver at scale, driving consistency, efficiency, and compliance in high-volume digital content creation.

AI at Scale: Operational Impact in FY2026

BFL has established a dedicated AI organisation comprising more than 200 professionals across voice, text, vision, risk, operations, and service domains. During FY2026, it has accelerated enterprise-wide AI deployment, operationalising multiple high-impact use cases across business functions.

Category	Metric	FY2026
People	Dedicated Employees in AI Unit	200+
	Voice to Data Conversion (in million)	52
Data for AI	Text to Data Conversion (in million)	2.3
	Loan Offers from AI (voice / text) (in million)	0.4
	Videos Generated (in million)	1.5
Product & Service Discovery	Banners Generated (in million)	0.5
	Podcasts Generated	852
	AI Voice bots	10
Customer Engagement	AI Text bots	17
	Face Recognition Cameras (store)	60
Branch & POS	Face Recognition Cameras (service branch)	10
	Existing Customer Face Match (in million)	12.2
Customer Onboarding	Documents Processed (in million)	69.1
Disbursement	Disbursal via AI bot Leads (₹ in crore)	5,520
	Disbursal via Voice Logs (₹ in crore)	697
Servicing	DIY Servicing via AI bots (in %)	65%
Debt Management	Receipts via AI Text bots	6,632
	Receipts via AI Voice bots (in million)	0.3
	BRDs Generated by AI (in %)	71%
Technology Development	Test Cases Generated by AI (in %)	39%
	Developer Efficiency (in %)	24%
	AI Agents	27

Responsible AI Governance

BFL has implemented a Board-approved AI policy and established a comprehensive AI governance framework aligned with the RBI's Free-AI policy, ensuring that all AI systems remain ethical, transparent, accountable, and secure across the full model life cycle.

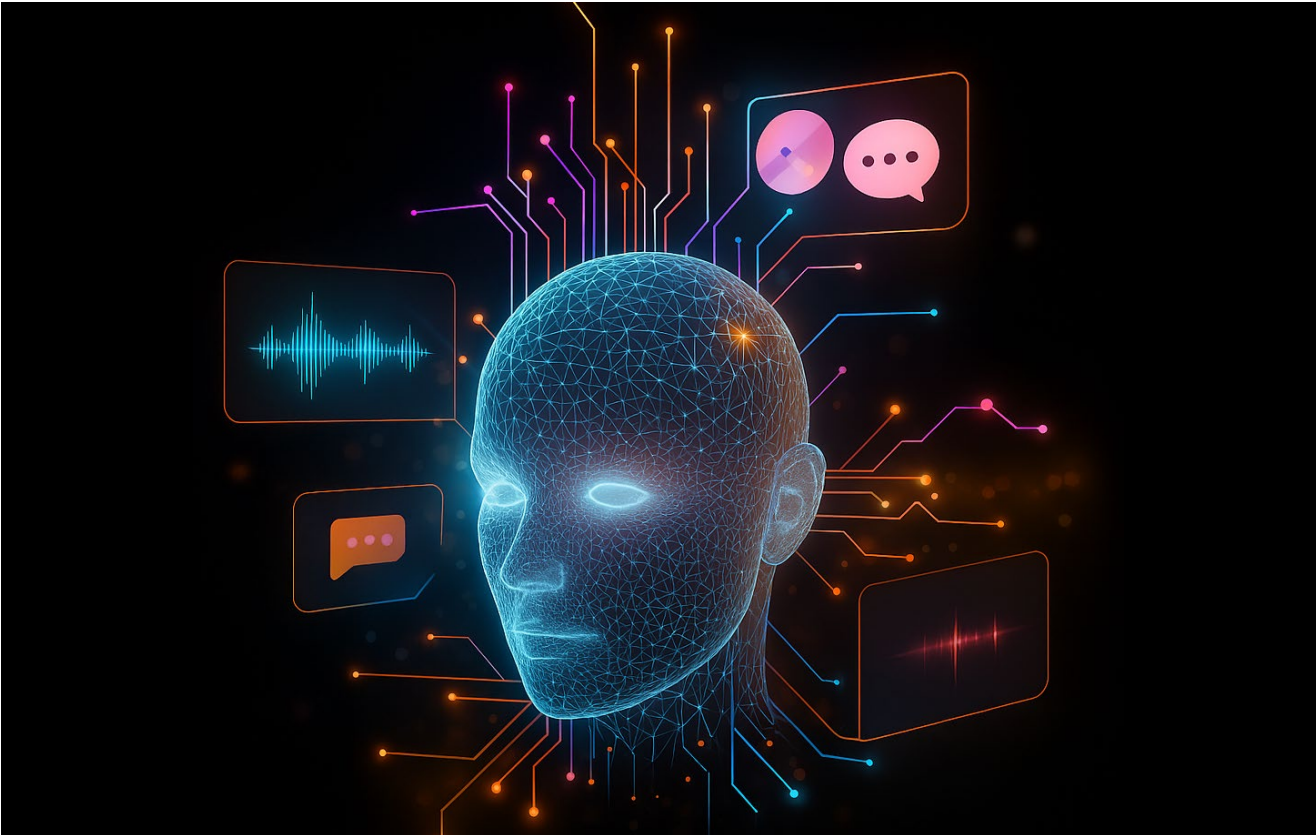
The framework covers:

- Model development, validation, deployment, monitoring and decommissioning
- Fairness and bias monitoring
- Explainability and transparency standards
- Human oversight for high-risk decision-making
- Privacy, cyber security, and data governance controls
- Model monitoring and drift detection mechanisms

All AI systems operate within BFL's enterprise risk management, information security, and cyber security frameworks, ensuring alignment with evolving regulatory expectations and long-term operational resilience.

Outlook and Way Forward

BFL remains focused on scaling responsible AI adoption while continuously strengthening governance, monitoring, and oversight capabilities. Over the next few years, the Company aims to significantly expand AI-led customer acquisition, autonomous operations, intelligent servicing, and enterprise productivity through deeper integration of conversational AI, Agentic AI, and real-time decision intelligence. By embedding intelligence into every aspect of the organisation, BFL is positioning FINAI as a foundational operating model that combines technological innovation with accountability, resilience, operational efficiency and sustainable long-term value creation for customers, employees, regulators, investors and society.



Case Study

AI-driven Product Discovery at BFL

BFL has transformed its digital product discovery ecosystem using Artificial Intelligence (AI), recognising that over 90% of financial product journeys now begin online. With India's internet user base exceeding 1.03 billion, delivering clear, accurate, and easily discoverable financial content has become central to customer acquisition and engagement.

As one of India's largest NBFCs, serving over 119 million customers across lending, deposits, insurance and payments, BFL faced the challenge of scaling compliant, high-quality digital content across a wide product suite without proportional increases in cost, time, or effort. Traditional content creation models were no longer sufficient to meet the scale and speed required in a digital-first environment.

To address this, BFL has built an AI-led content ecosystem comprising:

- CF 360 (content management platform)
- GenScribe (AI content generation engine)

These platforms enable large-scale creation of compliant, search-optimised, and easy-to-understand financial content across products, significantly improving speed, consistency and governance.

Numbers that Matter

Category	Metric	Outcome
Cost Efficiency	Cost per webpage	Reduced from ~₹ 600 to ~₹ 6.5 (~100x improvement)
Scale	Product discovery pages	~125,915 URLs created
Cost Savings	Product pages	~₹ 3.96 crore
Cost Savings	Videos	~₹ 7.26 crore (1,542,282 videos)
Cost Savings	Banners	~₹ 3.50 crore (442,734 banners)
Cost Savings	CF 360 workflows	~₹ 5.35 crore (URLs creation + optimisation + migration)
Productivity	Content output	~2x increase
Productivity	Pages per person	5 → 10 pages / day
Productivity	Press releases	1-2 → 3-4 per day
Digital Reach	Traffic growth	225 million → 368 million

Value Creation

AI has delivered strong value creation by significantly reducing content production costs, improving scalability, and enhancing operational efficiency. It has enabled BFL to produce high volumes of digital content without proportional increases in resources, while improving team productivity and freeing capacity for higher-value work.

The BFL Group's Digital Ecosystem

Bajaj Finance App

The Bajaj Finance App is a comprehensive solution designed to provide a seamless, omnichannel experience to over 39.7 million customers.

By integrating credit, payments, investments, and insurance across 32 lines of businesses into a single interface, the app serves as the primary touchpoint for BFL's 'platform-first' strategy, driving financial inclusion and digital-first engagement across urban and rural India.

The app is built on a modular, cloud-native architecture that enables a diverse range of services:

Bajaj Pay

A robust payments suite offering UPI, Bharat Bill Pay (BBPS), and a digital wallet for 317 million transactions annually.

Insta Personal Loans

Fully digital journey with real-time AI-driven credit assessment contributing to ~15% of overall business.

Bajaj Mall

An integrated e-commerce platform offering over 1 million products on no cost EMI, bridging digital discovery with physical fulfilment.

Investments & Wealth

One-tap access to fixed deposits, mutual funds, and stock trading through its subsidiary Company, BFSL.

Service & Governance

Comprehensive self-service capabilities for loan repayment, statement downloads, mandate management along with service support across the financial product lifecycle, have significantly helped reduce service volumes.



Performance Highlights

As of March 31, 2026, the app has achieved scale and efficiency:



39.7 million

Active customers (Addition of ~8 million in monthly active users in FY2026)



86.63 million

Net active app installations across digital platforms

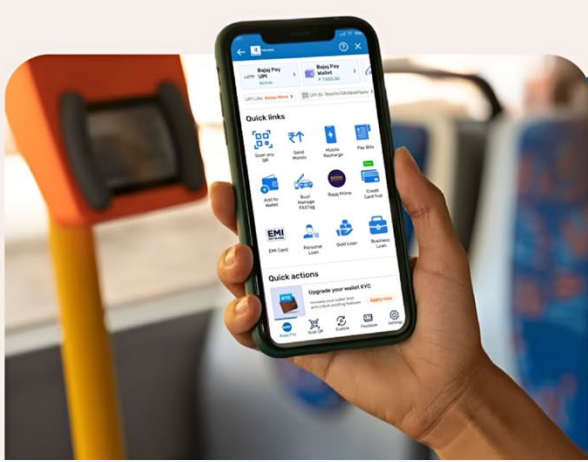


4.8 stars

across Play Store with 4 million+ reviews



Bajaj Pay



Effortless payments, just scan and pay with UPI

In FY2026, the app transitioned into its FINAL phase. BFL has successfully implemented:

Hyper-personalisation

Using AI to offer tailored financial products based on 100+ customer data attributes, generating incremental business of 23,000 million.

Operational Efficiency

AI-based data extraction and auto-fill features have streamlined onboarding, achieving nearly 100% straight-through processing for key loan segments.

Customer Trust

Enhanced security protocols and transparent digital disclosures and adherence to the Digital Lending Guidelines and Digital Personal Data Protection Act, 2023, ensures the highest standards of data privacy and ethical lending.

Performance Highlights

As of March 31, 2026, Bajaj Pay has achieved:



37.1 million

Wallet customers



56.4 million

UPI handles



106.2 million

Bill payment transactions



2.6 million

FASTag issued

Bajaj Housing Finance App

The Bajaj Housing Finance Customer App is a secure, paperless platform that lets users conveniently manage and self-service their home loan and loan against property accounts anytime, anywhere.

Key Features

Loan Dashboard

Real-time tracking of loan details, EMIs, and repayment schedules

Service Requests

Raise and track requests online without visiting a branch

Instant Payments

Easy and secure online part-prepayments and overdue payments

Secure Access

Login via mPIN or biometric authentication

Digital Documents

Quick access to statements, repayment schedules, interest certificates and NOCs

81K+

Net active app installations across digital platforms

4.7 stars

across Play Store



Bajaj Broking Trading App

The Bajaj Broking Trading App is a comprehensive digital investment platform offered by BFSL, a subsidiary of BFL, providing customers with seamless and secure access to India's capital markets through a single, intuitive, and easy-to-use interface. The app enables users to invest and trade across multiple asset classes, including equities, derivatives, mutual funds, IPOs, bonds, NCDs, margin trading facility, and US equities.

It is supported by real-time market data, research and advisory tools, stock screeners, customisable watchlists, and a transparent pricing structure.

With a strong focus on digital-first onboarding, ease of access, responsible participation, and informed decision-making, the platform has scaled to over 13 lakh users and maintains a customer rating of approximately 4.6 on Play Store.

Productivity Apps

Productivity apps continue to strengthen execution, engagement and controllership across the omnichannel ecosystem. BFL has a suite of productivity apps such as Sales One, DMS One, Merchant One and Partner One. These provide a unified operating layer for sales teams, DMS teams, merchants and sourcing partners. These apps also support digitised workflows, performance dashboards, training and governance. The platforms are designed to improve productivity and standardise processes at scale, while enabling faster turnaround on customer journeys and tighter compliance controls.

Information Security and Cyber Security

In today's tech-driven world, safeguarding information is crucial. The BFL Group prioritises strong measures in information security, cyber security, and fraud controls to prevent disruptions and protect customer data and business operations.

IT Framework

The BFL Group has a comprehensive Information Technology (IT) framework which inter alia covers governance, policy, operations, security, audit, outsourcing, and Business Continuity Plan (BCP) to overcome the threats and challenges.

Information Security

The BFL Group has adopted an information security framework to establish, implement, monitor and constantly improve its information security posture. The Group is compliant with the following frameworks and standards.

BFL	BHFL	BFSL
- ISO 27001:2022 Information Security Management System - ISO 22301:2019 Business Continuity Management System - Master Direction on Information Technology Governance, Risk, Controls and Assurance Practices - Payment Card Industry Data Security Standard v4.0.1 for Wallet Environment	- ISO 27001:2022 Information Security Management System - NHB's Policy circular 'Information Technology Framework for HFC Sector'	- SEBI's Cyber Security and Cyber Resilience Framework - ISO 27001: 2022 Information Security Management System

To protect systems and data against the threats in ‘work environment’, the BFL Group wherever applicable has also implemented security solutions such as:



Endpoint DLP, Email and Network DLP



Conditional access to Office 365

All data protection controls are regularly enhanced and evaluated at least annually. BFL and Group companies has established IT, cyber security and data privacy policies in accordance with regulatory requirements.

Further, BFL has a Board-approved Information Security Policy designed to strengthen the security of its



Internet access controls Proxy solution and VPN



Endpoint Detection and Response

information systems and data assets. The policy emphasises on:

- Continuous improvement of information security systems while ensuring integrity, confidentiality, and protection of data.
- Proactive monitoring and timely response to emerging information



Mobile Device Management (MDM) for corporate mobile apps, etc.



Dedicated solution for software whitelisting controls on servers and endpoints

security threats through defined processes and controls.

- Defined individual responsibilities for information security across the workforce.
- Information security requirements for third-party partners, including suppliers, to ensure a secure and resilient IT infrastructure.

Cyber Security

The BFL Group has institutionalised a Cyber Security Policy to safeguard its information infrastructure on the internet, prevent and respond to cyber threats, reduce vulnerabilities and minimise damage from cyber incidents. This is achieved through a combination of dedicated teams, control processes and technology. Key operational measures, as applicable for monitoring and responding to data breaches and cyber-attacks at the BFL Group, include:

- **Security operations centre:** Dedicated on-premises 24/7 cyber security monitoring centre.
- **Surface Web and Dark Web monitoring:** Carried out through different service providers for continuous monitoring on BFL proprietary.
- **Customer-related fraud events:** Detected, managed and mitigated through the Risk Containment Unit (RCU).



Additionally, BFL administrates a vulnerability management process that actively scans for security threats. A dedicated vulnerability management team tracks vulnerability closures, and an external auditor audits the IT infrastructure and information security management system annually. Additionally, simulated hacker attacks are conducted through Red Team exercises by an external agency.

BFL conducts penetration testing on all critical networks and systems, as well as external applications, to identify exploitable vulnerabilities. These tests are initiated following events such as new releases, updates, or enhancements and include both network / host and application penetration testing.

Advancing Cyber Resilience

Safeguarding BFL’s systems and protecting customer data remains paramount. Its commitment to cyber security is unwavering as it continuously elevates its defences to counter evolving threats and ensure trust in its operations.

In FY2026, BFL advanced its security posture through strategic initiatives designed to fortify its infrastructure and enhance resilience.

Key initiatives included the implementation of Database Activity Monitoring to provide real-time visibility into data access and usage, ensuring the integrity of sensitive information. It deployed Network Behaviour Anomaly Detection to identify and mitigate potential threats by analysing deviations in network traffic patterns. To secure endpoints, it has adopted application whitelisting, allowing only authorised applications to run, thus reducing the risk of malware and unauthorised access. BFL’s network security has been further strengthened with the deployment of Network Access Control (NAC) integrated with posture management, ensuring only compliant devices gain access to its ecosystem.

Additionally, to support business continuity and improve resilience across cloud environments, BFL is adopting a multi-cloud strategy, enabling high availability, risk reduction, and operational flexibility. It has further strengthened the cloud security by implementing cloud-native SIEM and CSPM platforms.

BFL has also successfully implemented SBOM (Software Bill of Materials) to enhance software transparency and strengthen supply chain security.

BFL also replaced its legacy internet proxy with an advanced Zero Trust Proxy Solution, enforcing strict access controls and continuous verification to minimise vulnerabilities.

BFL continued to enhance security around its consumer mobile app by implementing app-based controls which helped in detecting and blocking attacks on the app. It conducts cyber resiliency drills to test the preparedness against cyber-attacks. It has enhanced focus on outsourcing governance by implementing a risk-based third-party governance framework and developing a matrix for materiality and criticality assessment of IT partners.

These initiatives reflect BFL’s proactive approach to cyber security, prioritising customer data protection and operational integrity. By leveraging cutting-edge technologies and industry best practices, BFL is taking its security framework to the next level.

Data Privacy

Driven by a strong commitment to protecting personal data privacy, BFL Group has established a comprehensive [Data Privacy Policy](#) that includes:

- The type / nature of information collected from customers.
- Lawful and transparent data collection with explicit consent, including opt-in mechanisms and opt-out options for specific processing activities.
- Clear terms governing the collection, use, sharing, retention and third-party transfer of data, enabling customers to make informed choices on how their data is collected, used, retained and processed.
- Defined data retention practices outlining how long information is maintained in line with regulatory and business requirements.

- Purpose-limited data collection and processing.
- Robust safeguards ensuring protection of personal data against unauthorised access, disclosure, alteration, or loss.
- Timely notification to data subjects in case of policy changes or data breaches.
- Customer rights to:
 - ✦ Correct inaccurate data
 - ✦ Request deletion of their data
 - ✦ Request data transfer to other service providers
- Defined processes to securely handle such requests.
- Internal reporting of data breach incidents to the Data Privacy team.

Additionally, following mechanisms are in place to ensure effective implementation of the BFL Group’s privacy policy:

- Privacy policy applies to the entire operations.
- Designated person or department responsible for privacy issues.
- Privacy policy system embedded in Group-wide risk / compliance management.
- Disciplinary actions in case of breach (i.e., zero tolerance policy).
- As part of its regulatory readiness initiatives, the organisation is strengthening its consent management framework in alignment with the Digital Personal Data Protection Act, 2023, including improvements in consent capture, storage, traceability and lifecycle governance across digital platforms.
- Periodic email-based awareness communications are shared with employees to reinforce data privacy responsibilities, promote secure handling practices, and strengthen organisational privacy readiness.

Privacy of Personal Information

The BFL Group remains committed to protecting the privacy and confidentiality of personal information entrusted to it and ensuring that such data is processed in accordance with applicable laws and regulatory requirements. The Group continuously strengthens its data privacy framework in line with evolving regulatory expectations, emerging technologies, and increasing digital adoption. Guided by principles of transparency, accountability, and responsible data stewardship, the Group's publicly available Data Privacy Policy outlines the categories of data collected, the purpose of collection, retention protocols, and the secure

processing and protection of information across the Group's digital ecosystem. The Group is evaluating the requirements of the Digital Personal Data Protection Act, 2023 and its impact on existing policies and processes. The Group has zero tolerance for breach of data confidentiality and privacy. Further, the BFL Group has defined disciplinary actions, ranging from suspension, to termination, penalty, legal action, etc., for noted instances of data breach.

In FY2026, there were zero instances of data breaches involving personally identifiable information of customers across the BFL Group.

To strengthen protection of personal information, the following measures are implemented across the Group:

- The Group has implemented a structured data classification framework categorising information into different categories focusing on confidential data to enable risk-based protection.
- Multiple technical safeguards have been deployed, including encryption of data at rest and in transit, role-based access controls, data masking, secure file transfer mechanisms, and Data Loss Prevention (DLP) controls to ensure protection of personal information throughout its lifecycle.

Awareness and Training

In FY2026, 153,000+ employees were imparted training on fraud prevention, cyber security, and data privacy by the BFL Group.

Audits and Assessments

BFL and BHFL conduct regular internal security audits, vulnerability assessments and penetration testing of systems and practices affecting user data, in compliance with ISO 27001 and ISO 22301 standards. BFL also performs periodic application security assessment, including pre-production review and six-monthly evaluations alongside structured exercise during business enhancements, APIs, Bots, etc.

Both BHFL and BFSL conduct yearly external Vulnerability Assessment and Penetration Testing (VAPT) audit through a CERT-In empanelled vendor as mandated by SEBI guidelines.

The BFL Group's systems, products, and practices affecting user data goes through an extensive audit assessment by external experts wherever applicable, including:

- ISO 27001 surveillance audit and ISO 22301 surveillance audit for BFL
- ISO 27001 recertification audit for BHFL
- ISO 27001:2022 ISMS audit for BFSL
- Audit under the RBI Master Direction on Information Technology Governance, Risk, Controls and Assurance Practices
- Audit under RBI Master Directions on Prepaid Payment Instruments
- Information technology governance, risk, and compliance audit by the internal auditors
- Red Team exercise for internet facing systems and IT Infrastructure
- Audits under National Housing Bank (NHB) Master Directions
- System and cyber audits conducted by CERT-In empanelled partners for stock exchanges (NSE, BSE, NSDL, CDSL) are done every six months
- System Audits Reports (SAR) as per RBI and NPCI requirements



Business Continuity Management

The BFL Group has a robust business continuity strategy and framework compliant with regulatory requirements. The Business Continuity Plan (BCP) identifies potential disruptive events and assesses their probability and impact through business impact analysis, aiming to minimise disruptions to critical business operations.

The BCP includes Disaster Recovery (DR) procedures for quick recovery from emergencies, covering planning and implementation for IT services. Annual BCP drills ensure effectiveness relative to current business processes and infrastructure, with Board oversight for the BFL Group.

For incident response and resolution, BFL has designed a documented framework which also includes a process to include learnings from incidents to improve incident response and recovery activities and capabilities. However, the said policy is internal to the Company.

The BFL Group's Code of Ethics and Personal Conduct (CoEPC) states all fair practices to be followed at the workplace by employees. In case of any breach observed by an employee, they can raise a complaint through the whistleblower channel and appropriate action will be taken as per Disciplinary Action Policy (DAP). The CoEPC and Disciplinary Action Policy is available on BFL's website.

executives. BFL's subsidiaries have their own IT Committees that also review IT security initiatives. These committees meet quarterly, and their members, along with the Executive Management team, possess relevant experience in IT strategy and processes.

Composition of BFL's IT Strategy Committee

- Chairman: Non-Executive, Independent Director
- Member: Non-Executive, Independent Director
- Member: Executive, Vice-Chairman and Managing Director

BFL's IT Strategy Committee's Terms of Reference can be found on the [ITSCM Terms of Reference](#). Additionally, the overall IT Governance structure of BFL is designed as below to ensure appropriate segregation of roles and responsibilities between the three lines of defence.

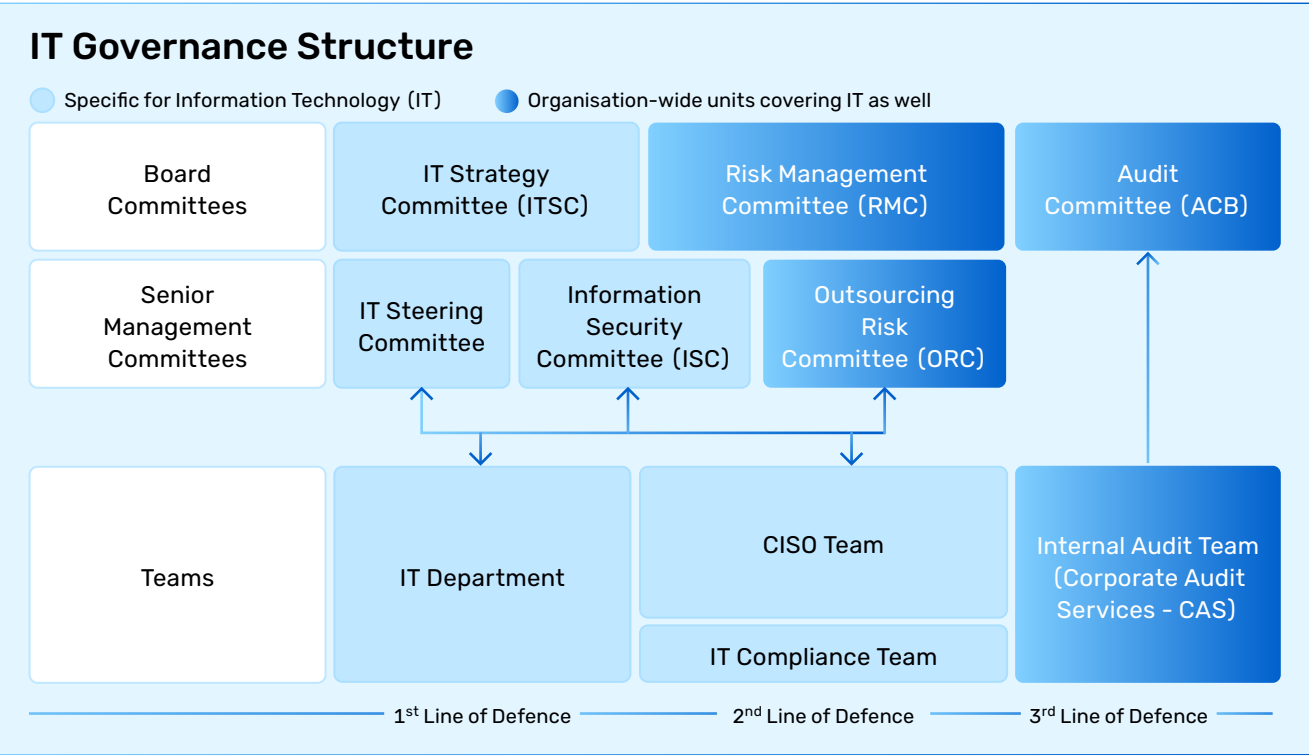
The BFL Group has dedicated information security and cyber risk units to manage cyber security programme and operations for all digital initiatives.

Incident Management

The BFL Group has a formal policy for incident management. The cyber risk unit also monitors the dark web for any potential incident. Incidents are tracked and addressed as per their severity.

IT Security and Cyber Security Governance Structure

All IT security-related projects and operations at BFL are regularly reviewed by the IT Strategy Committee, which includes Board members and senior



Dedicated IT Compliance

The IT compliance department of BFL has been strengthened by a team of subject matter experts possessing extensive expertise in IT outsourcing, IT infrastructure and application stacks. This team works in synergy with business, support, and operations units to ensure effective management and monitoring of compliance risks and provides insightful guidance on regulatory requirements.

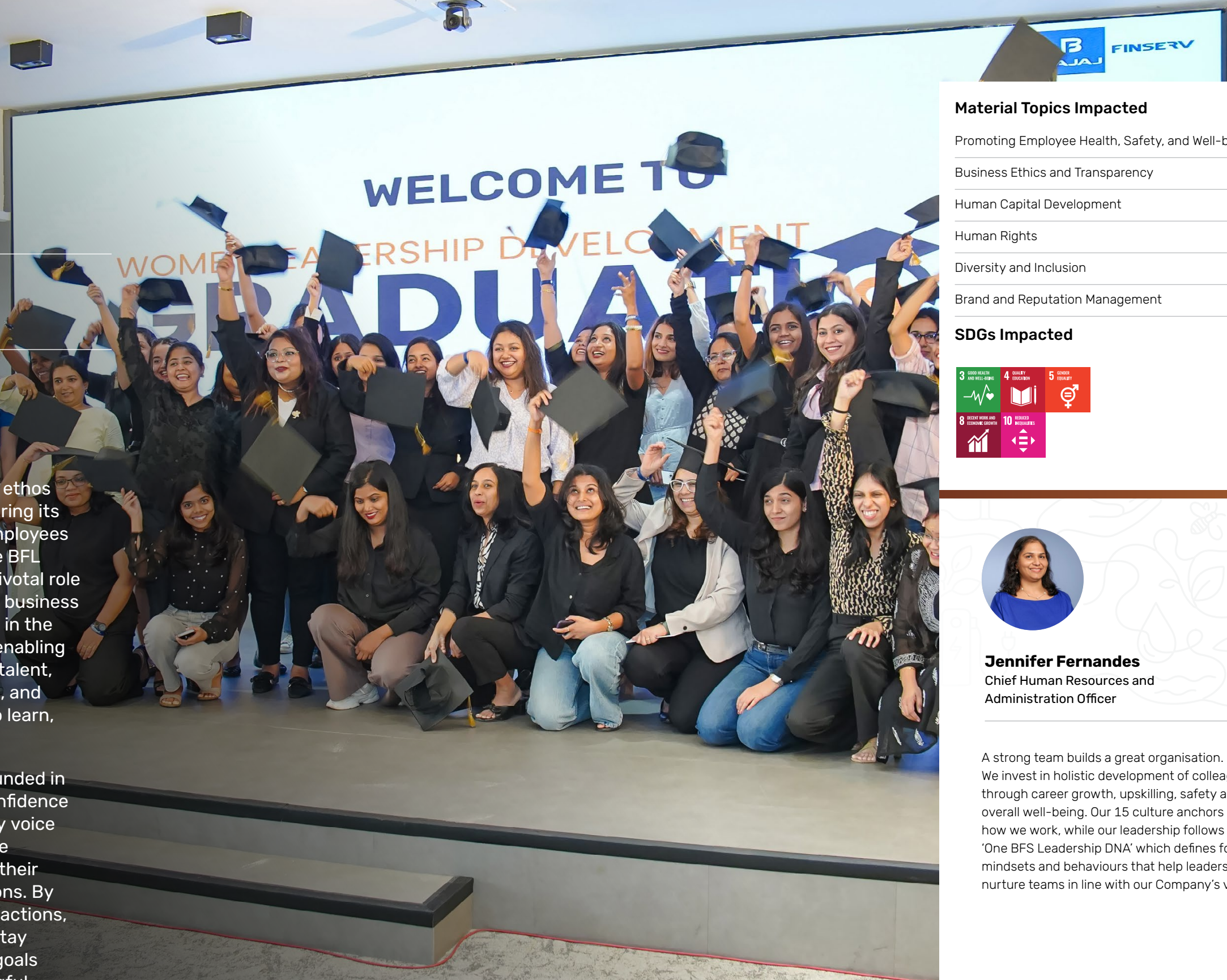


Human Capital

Committed to Employee Growth

At the core of the BFL Group's corporate ethos lies an unwavering commitment to nurturing its most valuable asset - Human Capital. Employees remain central to the achievement of the BFL Group's strategic objectives and play a pivotal role in driving sustained growth in a dynamic business landscape. This commitment is reflected in the Group's continuous efforts to create an enabling and connected workplace that nurtures talent, supports holistic employee development, and fosters agility, empowering individuals to learn, grow and succeed.

The Group actively fosters a culture grounded in mutual respect and openness, where confidence in one another is strengthened and every voice is heard. It creates an environment where employees find a sense of purpose from their work and feel valued for their contributions. By reinforcing its core values in day-to-day actions, the BFL Group ensures that employees stay closely connected to the organisation's goals and are inspired to contribute in meaningful ways, enhancing both individual satisfaction and collective outcomes.



Material Topics Impacted

- Promoting Employee Health, Safety, and Well-being
- Business Ethics and Transparency
- Human Capital Development
- Human Rights
- Diversity and Inclusion
- Brand and Reputation Management

SDGs Impacted



Jennifer Fernandes
Chief Human Resources and
Administration Officer

A strong team builds a great organisation. We invest in holistic development of colleagues through career growth, upskilling, safety and overall well-being. Our 15 culture anchors guide how we work, while our leadership follows the 'One BFS Leadership DNA' which defines four mindsets and behaviours that help leaders nurture teams in line with our Company's vision.



Key Highlights for FY2026

71,613

Permanent employees as of 31 March 2026

83,756

Fixed Term Contract employees as of 31 March 2026

22.36%

Female employee ratio Maintained at BFL Group's corporate office and its subsidiaries

22.5+ hours

Average learning delivered per employee

₹ 40+ crore

Invested in learning and development initiatives

14,300+

Employees enabled to progress through promotion and internal mobility opportunities

13,500+

Employees recognised through structured reward and recognition programmes

300+

Female employees attended Karwaan - a BFL platform for women leaders

88%

Employee engagement score recorded through One Finserv Employee Engagement Survey

400+

1-to-1 counselling sessions facilitated

Zero

Lost Time Injury Frequency Rate (LTIFR) maintained

36,000+

Employees covered through annual health checkups

Advancing Employee Development

The BFL Group firmly believes in the continuous growth of its employees as a means to achieve its strategic goals. It makes significant investments in capability building, with a particular focus on empowering its workforce through an environment that supports both personal and professional growth. This approach enables employees to realise their full potential while contributing meaningfully to organisational success.

The Group's operations are built upon a robust Employee Value Proposition (EVP), a strategic framework that seamlessly integrates employee satisfaction, development and recognition with its overarching business models and objectives. This EVP is far more than a mere statement; it is a guiding structure that influences the Group's policies and initiatives.

Guided by the conviction that 'happy customers begin with happy employees', the BFL Group is dedicated to attracting, engaging and retaining exceptional talent, acknowledging their pivotal role in driving superior business performance. The focus remains steadfast on cultivating a thriving, safe, and inclusive workplace, where every employee is valued and supported.



People at BFL Group

As of 31 March 2026, BFL Group proudly employs a diverse and dynamic workforce of 71,613 permanent employees and 83,756 fixed term contract employees (FTCEs). The net addition of 7,521 permanent and 39,106 FTCEs in FY2026 is a testament to its continued growth and enduring commitment to enriching its human capital. In line with this growth, corporate offices of BFL and its subsidiaries have maintained a healthy female employee ratio of 22.36% in FY2026, reflecting ongoing efforts to build a more diverse and inclusive workplace.

BFL Group People Profile

Employee Category	By Age Group									Total
	<30 years			30-50 years			>50 years			
	Male	Female	Other	Male	Female	Other	Male	Female	Other	
Senior Management	0	0	0	443	21	0	120	2	0	586
Middle Management	10	3	0	2,842	216	0	132	1	0	3,204
Junior Management	1,405	421	0	8,746	617	0	80	4	0	11,273
Entry Level	27,121	2,119	0	26,104	1,166	0	38	2	0	56,550
FTCs	58,759	7,317	0	16,300	1,285	1	88	6	0	83,756
Total	87,295	9,860	0	54,435	3,305	1	458	15	0	155,369

Talent Acquisition

During the year, the BFL Group hired 20,229 permanent employees and 68,781 FTCEs. This substantial workforce expansion not only demonstrates the Company’s strong ability to scale operations in line with evolving business requirements but also reflects its strategic focus on building a robust, agile and diverse talent pool.

New Hires

Employee Category	By Age Group									Total
	<30 years			30-50 years			>50 years			
	Male	Female	Other	Male	Female	Other	Male	Female	Other	
Senior Management	0	0	0	22	0	0	7	0	0	29
Middle Management	3	0	0	261	18	0	3	0	0	285
Junior Management	319	64	0	828	40	0	3	0	0	1,254
Entry Level	12,642	931	0	4,667	330	0	91	0	0	18,661
FTCs	50,902	7,474	0	9,348	988	1	63	5	0	68,781
Total	63,866	8,469	0	15,126	1,376	1	167	5	0	89,010

Talent Retention

BFL Group firmly believes that continuity of employment plays a critical role in fostering employee development and driving incremental productivity across the organisation. A stable workforce enables employees to deepen their skills, build institutional knowledge and contribute more effectively over time, thereby enhancing overall operational efficiency. Accordingly, it has been a consistent endeavour by the Group over past several years to actively manage and keep attrition levels under control.

The absentee rate remains well controlled at 1.13%, indicating strong employee attendance and engagement, reflecting a positive work environment, effective workforce management, and high levels of commitment across the Group.

In FY2026, the BFL Group recorded a total turnover of 18.66%, made up of 13.59% voluntary exits, 4.90% involuntary exits, and 0.17% transfer exits to other Companies within the BFS Group (excluding entities within the BFL Group).

Employee Turnover

Employee Category	Total Exits						Total
	<30 years		30-50 years		>50 years		
	Male	Female	Male	Female	Male	Female	
Senior Management	0	0	35	7	11	0	53
Middle Management	4	1	283	29	11	0	328
Junior Management	312	99	1,052	73	10	0	1,546
Entry Level	5,650	362	4,516	202	6	0	10,736
Total	5,966	462	5,886	311	38	0	12,663

Employee Category	Turnover Rate FY2026 (in %)						Total
	<30 years		30-50 years		>50 years		
	Male	Female	Male	Female	Male	Female	
Senior Management	0%	0%	8.22%	29.17%	10.00%	0%	9.43%
Middle Management	27.59%	14.29%	10.11%	13.46%	9.13%	0%	10.39%
Junior Management	20.09%	21.90%	12.64%	12.62%	14.49%	0%	14.08%
Entry Level	21.54%	18.44%	18.89%	19.79%	16.67%	0%	20.20%
Total	21.46%	19.08%	16.60%	16.92%	11.33%	0%	18.66%

Note 1: The turnover rate has been calculated as per the guidance note provided by SEBI.
Note 2: KPIs in the Talent Retention section relate to permanent employees only.

Employee Turnover – Voluntary

Employee Category	Total Exits						Total
	<30 years		30-50 years		>50 years		
	Male	Female	Male	Female	Male	Female	
Senior Management	0	0	28	4	8	0	40
Middle Management	3	0	215	22	6	0	246
Junior Management	264	88	766	58	5	0	1,181
Entry Level	4,121	269	3,220	141	2	0	7,753
Total	4,388	357	4,229	225	21	0	9,220

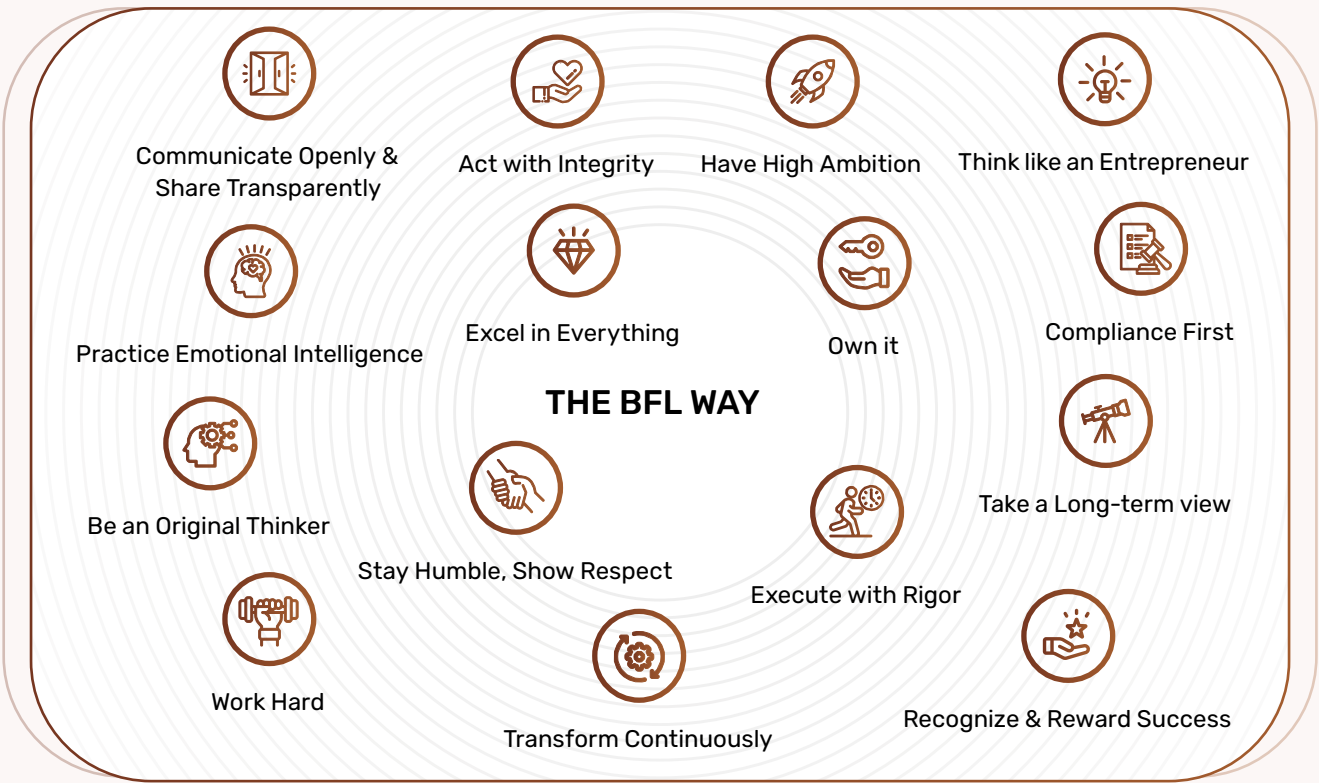
Employee Category	Turnover Rate						Total
	<30 years		30-50 years		>50 years		
	Male	Female	Male	Female	Male	Female	
Senior Management	0%	0%	6.57%	16.67%	7.27%	0%	7.12%
Middle Management	20.69%	0%	7.68%	10.21%	4.98%	0%	7.79%
Junior Management	17.00%	19.47%	9.21%	10.03%	7.25%	0%	10.76%
Entry Level	15.71%	13.70%	13.47%	13.82%	5.56%	0%	14.58%
Total	15.79%	14.74%	11.93%	12.24%	6.26%	0%	13.59%

Cultivating a Purposeful Culture

Culture profoundly influences behaviour and interactions within any organisation. At the BFL Group, culture is purposefully cultivated to align with strategic objectives. To support this vision, the BFS Group has defined four leadership mindsets and behaviours, forming the ‘One BFS Leadership DNA’, which steers BFL towards its desired future in alignment with the BFS Group’s mission. These principles are embedded within its Code of Ethics and Personal Conduct, adopted across the organisation.



Culture Anchors – The BFL Way



Driving a Bi-directional Approach to Culture

BFL adopts a bi-directional approach to instil its culture across the organisation, ensuring integration across all levels. While the culture priorities are driven top-down through leadership directions, employees at all levels are empowered to act as champions of culture in their

day-to-day actions. BFL selects tenured employees who have consistently demonstrated exemplary behaviour as 'Culture Role Holders' across the organisation. These employees embody BFL's Culture Anchors through their actions and dialogue, thereby bringing core values into everyday practices across the organisation. By recognising individuals who exemplify these values,

the organisation makes the invisible visible and reinforces the importance of its foundational principles. These role holders serve as mentors to existing and new employees, guiding colleagues in embracing 'the BFL way', and fostering open conversations about culture, ultimately promoting a cohesive and empowered workforce.

People Strategies in Action

The BFL Group's people strategies are embedded in the organisation's policies and practices, organised into five categories:

- **Equal Opportunity Employer**
- **Employee Support, Well-being and Engagement**
- **Talent Development and Retention**
- **Compensation, Incentives & Long-term Value Alignment**
- **Ethics and Compliance**

1. Equal Opportunity Employer: Embracing Diversity & Inclusion and Human Rights

The BFL Group is committed to creating a culture of fairness, openness, diversity, and transparency.

The organisation promotes open communication, enabling employees to freely express their views, supported by transparent communication of policies, compensation approaches, performance metrics, career enhancements, compliance, and other processes. Recognition and adherence to human rights principles are paramount within the BFL Group's sustainability framework. With a belief in the inherent dignity and equality of all individuals, the Group is dedicated to upholding and promoting diversity, equity, inclusion and human rights across its operations.

Employee Charter: Human Rights Statement

The BFL Group's 'Employee Charter – Human Rights Statement' outlines its commitment to Employee / Labour Rights. The full policy is available at [Employee Charter – Human Rights](#)

Key features of the policy are:

Applicability: The policy applies to BFL Group's own operations.

Core Principles: Equal opportunity, non-discrimination, a safe and healthy workplace and a harassment-free environment.

Employee Rights: Fair treatment, benefits, and access to perks.

Grievance Mechanism: Ensuring confidentiality, anonymity, and protection from retaliation.

Disciplinary Practices: In accordance with the [Disciplinary Action Policy](#).

Employee Responsibilities: Adherence to all Company policies and processes.

Remuneration: Competitive and equal remuneration for men and women.

Leaves: Employees are encouraged to take annual leave to address personal needs and maintain a healthy work-life balance. If leaves are not utilised, encashment is provided as per the Leave and Attendance Policy.

153,000+ Employees completed Human Rights training across the BFL Group in FY2026

Equal Employment Opportunity and Non-Discrimination

BFL's commitment to inclusivity is formally reflected in its [Equal Employment Opportunity and Non-discrimination Policy](#), which is accessible on its website.

Key elements include:

- Ensuring equal employment opportunities and maintaining a fair and respectful environment for all.
- A strict prohibition of discrimination based on age, sex, colour, caste, disability, marital status, ethnicity, race, religion, sexual orientation, or health conditions such as HIV / AIDS.
- Compliance with the mandates of the Right of Persons with Disabilities Act, 2016, the Transgender Persons (Protection of Rights) Act, 2019, and the HIV / AIDS (Prevention and Control) Act, 2017.

Gender-neutral Prevention of Sexual Harassment (POSH) Policy

At BFL Group, the commitment to upholding fairness and respect is embodied through a gender-neutral POSH policy that spans the organisation. This policy ensures a safe, inclusive, and respectful environment for all

employees, irrespective of their gender identity. It fosters a workplace where every individual feels valued, protected from harassment, and empowered to thrive professionally, free from bias or prejudice. The policy includes comprehensive training, a transparent escalation process and strict corrective actions for any violations.





Diversity, Equity, and Inclusion (DEI)

The Group is steadfast in its commitment to creating a work environment where every individual feels valued and included. This commitment extends to creating opportunities for Persons with Disabilities (PwDs), recognising the unique skills and contributions of all individuals, with PwD hiring initiatives across functions reflecting the Group's focus on diversity and inclusion. The Group also embraces a diverse workforce that includes 14 employees

of nationalities other than Indian (11 Nepalese, 1 American, 1 German, and 1 Singaporean), further reinforcing its inclusive culture. The Group believes in transparency and accountability, which is why Diversity, Equity, and Inclusion (DEI) goals are rigorously tracked and reported at the leadership level. BFL's DEI initiatives, including the Gender Diversity and Inclusion Council, focus on building a workforce that not only embraces but celebrates diversity.

To further enhance inclusivity, BFL has introduced multilingual communication practices by translating organisational communication into regional languages. By removing language barriers, it ensures that every team member, regardless of their language, remains informed and connected to all updates and policies.

Gender Diversity at BFL Group – Representation

Women across BFL Group contribute significantly to its success through their expertise, leadership, and innovation. Their presence across diverse functions and seniority levels reflects the Group's commitment to fostering an inclusive workplace where talent thrives and opportunities are accessible to all.

Indicators	Count	%
Share of Women in Total Workforce	13,180	8.48
Share of Women in All Management Positions (as a % of total management positions)	1,285	8.53
Share of Women in Junior Management Positions (as a % of total junior management positions)	1,042	9.24
Share of Women in Middle Management Positions (as a % of total middle management positions)	220	6.87
Share of Women in Top Management Positions (as a % of total top management positions)	23	3.92
Share of Women in Management Positions in Revenue-generating Functions (As a percentage of all such managers)	339	5.36
Share of Women in STEM-related Positions (As a percentage of all STEM positions)*	457	21.66

*STEM: Science, Technology, Engineering and Mathematics. Data for STEM roles pertains only to permanent employees.

Gender Pay Gaps

The BFL Group's commitment to pay equity is reflected in ongoing efforts to ensure fair and unbiased compensation practices. The table below presents the pay gap between genders, providing transparency and supporting the Group's focus on creating an equitable and inclusive workplace for all.

Indicators	Difference between Male and Female Employees
	FY2026
Mean Gender Pay Gap	3.30%
Median Gender Pay Gap	(1.56%)
Mean Bonus Gap	24.63%
Median Bonus Gap	20.60%

Key initiatives to Promote Diversity and Inclusion:

a. Spectrum Programme

The Spectrum Programme is one of the key initiatives of the Group's commitment to well-being and diversity, offering inclusive benefits tailored to diverse employee life stages:

Parental Support: Includes counselling, 26 weeks of maternity leave, 14 days of paternity leave, extended work from home options post-maternity, and preferential transfer options.

Creche Benefit: Includes support for young children's care, with over 2,000 employees having availed the benefit.

Reserved Parking & Travel Allowance for Expecting Mothers: Reserved

parking and travel allowances for convenience and safety, over 50 expecting mothers used the travel allowance.

Flexible Work Schedules & Safety Travel Guidelines for Women: Flexible schedules, safety-focused travel guidelines, and return to work support, ensuring a seamless work-life balance.

b. RISE – Respectful, Inclusive & Safe Work Environment

The RISE initiative epitomises dedication to human rights, diversity, and inclusion. Through engaging awareness sessions, BFL reinforces workplace norms that prioritise respect, safety, and mental well-being. RISE includes interactive,

case-based sessions facilitated by both external experts and certified internal trainers across head offices and branches. In FY2026, BFL conducted 150+ RISE sessions covering over 13,000 employees, ensuring that every corner of the organisation embraces these crucial values.

c. Women Development Programmes

In keeping with BFL's commitment to advancing its DEI and female empowerment agenda, BFL offers several programmes designed to support female employees in navigating their career progression and preparing them for leadership roles.

Women Development Programme	Description and Objective	Impact of the Programme
Emerging Women Leadership Programme - ASCENT	To develop the leadership capabilities of middle level women employees through a 7-month structured programme.	Accelerated career trajectories, for 18 high-potential women, for senior leadership roles.
Aspiring Women Development Programme - NAVIGATOR	Supports junior level women employees through a 6-month programme to navigate through career and beyond.	Participation from 66 women supported by 4 internal women leaders as trainers and 56 leaders as mentors.
Karwaan	Quarterly panel discussion of BFL leaders and external industry experts on leadership, allyship, and career growth.	Engaged over 300 female employees.

Case Study

Cultivating Women Leadership



At BFL, the aim is to build a pool of future women leaders through various programmes anchored around building Capabilities, Allyship and Ecosystem for women at different levels. These capability building interventions are structured through two flagship programmes:

- **Navigator** – designed for women in junior management roles
- **Ascent** – designed for women in middle management roles

The programmes aim to help high-performing women navigate crucial phases of their careers through self-reflection and development of leadership capabilities. Navigator

and Ascent are journey-based programmes that offer a mix of development interventions, psychometric assessments, classroom workshops, one-to-one coaching, group coaching, mentoring, and leadership presentations. Each participant works on a personalised Individual Development Plan (IDP) aligned with both personal aspirations and organisational goals. Throughout the programme journey, participants are supported by a strong network of allies comprising external coaches, internal mentors, people managers and senior leaders.

The programmes have been running successfully for three years since

FY2023, reaching 250+ women employees across levels. A notable success indicator is that three participants who completed the Navigator programme in FY2023 progressed within the organisation, and subsequently attended the Ascent programme in FY2025, demonstrating strong internal career mobility.

In addition, the initiative has contributed to building internal capability by developing 80+ internal mentors and 11 internal trainers, further strengthening the leadership ecosystem. One of the most impactful outcomes has been the active involvement of 170+ managers, reflecting strong leadership commitment to the growth and development of women team members.

Participants have reported significant improvement in their ability to lead selves and lead others. During programme presentations, they shared examples highlighting enhanced confidence, clearer articulation of ideas, improved communication, and more effective planning and prioritisation.

Participant Testimonials

“The Navigator workshop emphasised the importance of dedicating time for personal well-being and gained a clearer understanding of the need to seek support when necessary.”

Thatchayani Iyyanor
BFS Direct

“The Navigator programme has been a truly enriching and eye-opening experience for me. It equipped me with practical and effective ways to navigate through challenging or negative situations, helping me approach them with greater composure and clarity.”

Bhumika Rakhasiya
Operations and Services

“The Ascent programme has been a deeply reflective and enriching experience for me. One of the most powerful outcomes was gaining a clear understanding of strengths and abilities I always possessed but had never consciously acknowledged or valued. This awareness has boosted my confidence and helped me see how I can leverage these strengths more intentionally in my role.”

Shraddha Joshi
Human Resources

d. Diversity in Gold Loans Business

One of the notable initiatives undertaken by BFL has been the launch of Women-led Branches within its Gold Loans business. The Company has 159 women Gold Loan branch managers with key operational and leadership responsibilities. This initiative reflects BFL's continued focus on strengthening gender diversity and workplace inclusion by creating meaningful leadership opportunities for women.



Within BFL, the Gold Loans business has emerged as a strong contributor to women's workforce participation, with women representing ~19.6% of the workforce in this segment. Building on this progress, the Company will continuously work towards increasing women representation.

2. Employee Well-being, Support and Engagement

The BFL Group gives equal importance to its business growth and the holistic well-being of the employees. The Group also adopts a comprehensive approach that supports physical, mental, emotional, and financial health of the employees. Through these initiatives, it creates a compassionate work environment that prioritises employee well-being which has translated into improved retention rates and heightened employee engagement.

Employee Well-being

a. Pure Life Initiative

This programme offers a platform that promotes mental and physical wellness for all employees at BFL Group.

Key elements include:



Annual Health Checkup: Focused on early identification of potential health risks to support preventive care. In FY2026, the programme covered more than 36,000 employees.

Employee Assistance Programme: A confidential 1-to-1 counselling programme offering support for employees navigating personal or work challenges. 400+ sessions were availed by over 190 employees.



Indoor Games Tournament & Step-Up Contest: Indoor games offer a break, reducing stress and enhancing mental well-being. Over 5,100 employees participated in indoor games tournament across various locations. Similarly, the 45-day Stepathon – walking challenge engaged more than 7,200 employees, promoting physical activity and friendly competition.

Financial Well-being: Structured financial literacy sessions tailored and delivered for age-wise cohorts to address life stage specific financial needs. The sessions covered financial basics to retirement readiness, seeing participation from 13,200+ employees.

Emotional Well-being: Periodic webinars, articles, along with floor sessions and an organisation-level survey was conducted to observe emotional risk of employees. Over 22,000 employees participated in the survey.

Wellness through Yoga and Fitness: Yoga and Zumba sessions were conducted throughout the year as part of wellness initiatives garnering a total participation of over 23,000 employees.



Curated Health Programmes: A 12-month structured wellness programme for employees identified at moderate to high health risk based on the Annual Health Check up. This programme includes 12 personalised diet and 6 doctor consultations, weight management, and lifestyle support. 4,600+ unique employees benefitted from this programme.

Case Study

Curated Health Programme - Employee Wellness Programme

Employees are classified as High-Risk and Moderate-Risk based on their annual health check up reports. Following this assessment, a customised programme is implemented to encourage lifestyle changes and improve overall employee wellness. The Annual Health Checkup and Wellness Programme has been chosen as a strategic initiative to proactively tackle the increasing prevalence of chronic lifestyle-related conditions among employees, while also reinforcing the organisation's dedication to preventive healthcare.

Employee Testimonial

- During the annual health check up, I was diagnosed with hyperthyroidism and fatty liver. Seeing the report left me shocked and worried. I was enrolled in a curated programme to help me cure the illness.
- My very first interaction with the dietician gave me confidence. The approach was practical and encouraging, starting with small, achievable weight goals and realistic targets, including an alcohol assessment. The diet plan was thoughtfully designed around my food preferences, making it easy to follow and gradually improve my habits.
- Losing my first 2 kgs with the dietician's advice and a walking contest was a turning point - it boosted my confidence and motivated me to move towards the next milestone. These small targets created a big impact, keeping me consistent and positive throughout the journey.
- In my most recent medical report, I was thrilled to see that I have successfully reversed both hyperthyroidism and fatty liver. Currently, I am working on improving my lipid profile, and I am confident that with continued effort, I will have it under control by next year.
- This programme has not only improved my health but has also restored my confidence and belief in sustainable lifestyle changes.

Employee Support

The BFL Group adopts a holistic approach to employee support, extending beyond the workplace to address the broader needs of employees and their families. These initiatives are designed to foster an environment of care, inclusion, and mutual support, enabling employees to navigate personal and professional commitments effectively.

Supporting Families and Spouses:

The Group's inclusivity extends beyond the individual, embracing the families of employees. It offers opportunities for qualified spouses to work on special projects as consultants, providing them with the flexibility to pursue their professional ambitions while balancing family responsibilities. The Group also supports the full-time employment of spouses, ensuring they have a fulfilling career within the Company.

Work-Life Integration: BFL initiatives such as 'Gift a Leave' promote a culture of mutual support and help employees balance personal and professional responsibilities effectively.

Financial Assistance Initiatives:

The Group recognises that unexpected financial challenges can disrupt employees' personal and professional balance. In response, tailored financial assistance options have been designed to support employees during times of distress.

- The Fortnightly Salary Benefit, availed by over 2,700 employees in FY2026.
- For emergencies, Money on Call initiative, provides funds within 4 hours. This quick and efficient service proved invaluable in FY2026, assisting over 12,000 employees requiring immediate financial support.
- The Advance Salary Programme allows employees to receive up to three months' gross salary in advance.

The iCare Programme is a testament to the BFL Group's commitment to ensuring employee well-being. This participatory financial assistance initiative enables employees to

contribute toward their peers' financial needs in times of crisis, such as medical emergencies, disabilities, natural disasters, or non-accidental death, with the Company matching 50% of their contributions. This is aligned with the Group's approach to expanding social protection coverage for employees beyond public programmes, by creating an internal safety net that complements formal social security mechanisms.

65,000+

Employees registered under this programme

195+

Employees received financial support exceeding ₹ 18 crore

In the unfortunate event of an employee's death, the programme extends comprehensive support, including lump-sum payments, underscoring BFL Group's dedication to its employees.

b. Environment, Health, and Safety

The BFL Group remains committed to deploying best-in-class EHS practices year after year, focusing on building and enhancing a positive EHS culture.

Aligned with its parent Company, Bajaj Finserv, the BFL Group has implemented a comprehensive EHS manual that defines policies and procedures to promote best practices across the Group. The primary objective of this manual is to foster a safer and healthier work environment by proactively managing safety risks and supporting teams in continual improvement of EHS practices.

As part of this objective, BFL's and BHFL's Head Corporate Offices are compliant with the international standards, ISO 14001:2015 and



ISO 45001:2018 for Integrated Environmental and Occupational Health & Safety Management System. In addition, BFL has obtained ISO 14001:2015 and ISO 45001:2018 certifications across all owned locations

pan-India, demonstrating a uniform and sustained approach to EHS excellence. The BFL Group endeavours to continually improve the performance of its OHS management system.

Case Study

Care Beyond Coverage - Extending Support When It Matters

An employee from BFL's Debt Management Services unit, met with a severe accident last year that resulted in critical injuries and required multiple surgeries over an extended period. While a portion of the medical expenses was covered under Mediclaim, the scale and number of surgeries led to a substantial financial burden on the family.

Given the prolonged treatment and escalating costs, support was extended through the iCare Programme to help manage expenses beyond insurance coverage. After due evaluation, total financial assistance of ₹ 12.5 lakh was approved and disbursed. This support played a crucial role in enabling continuity of treatment during a highly challenging phase.

Programme Impact

The iCare Programme provided vital financial relief during a prolonged medical emergency. By stepping in where insurance coverage fell short, the programme reinforced the organisation's commitment to standing by employees and their families during unforeseen and distressing circumstances. The continued engagement with the family reflects a sustained, compassionate approach to employee well-being beyond immediate financial support.

Employee Engagement

At the BFL Group, fostering a lasting connection with employees is considered integral to its culture. With a workforce dispersed across multiple locations, the Group recognises the importance of a robust engagement model to sustain a sense of togetherness. In FY2026, several engagement drives were launched, bringing employees together through social initiatives designed to create meaningful impact within an institutionalised framework.

Daan Utsav: One such initiative at BFL is Daan Utsav, a corporate social responsibility programme that empowers employees to give back to society. With four themes – ‘Nanhe Kadam’ (Child Welfare), ‘Anna Daan’ (Food for the Needy), ‘Gift for the Elderly’, and ‘Women Empowerment’. Daan Utsav expanded in FY2026, reaching 667 branches and 584 NGOs. The number of donated items saw a rise, with 152,558 items distributed, reflecting a 17% increase compared to the previous year. This initiative exemplifies commitment to social responsibility, with an overwhelming 57% increase in branch participation and 56% growth in the number of NGOs supported.

Celebrations: At the BFL Group, celebrations are a powerful means to strengthen employee relationships and nurture a sense of belonging. Through the Celebrations Framework, festive cheer extends beyond the workplace, involving employees’ families in the celebration of cultural and regional festivals. In FY2026, regional festivals were celebrated across more than 1,900 locations, with over 90,000 employees and more than 19,000 families participating. By decentralising celebrations, the Group embraced and celebrated the rich cultural diversity of its workforce, fostering inclusivity and a sense of connection.

BOL - Building Open Listening Framework: The BOL framework is centred around fostering open communication and trust within the organisation. It has become a vital channel for feedback, engaging over



190 senior leaders and more than 2,300 employees. With over 1,200 feedback forms collected, BOL has helped BFL understand employee concerns and ensure their voices are heard.

BFL Social: Designed as an engagement platform, BFL Social serves as a dynamic hub where BFL employees connect, share ideas, and recognise each other’s contributions. BFL Social was envisioned as more than just a digital connection tool; it was created as a space that brings the organisation’s vibrant culture to life. It has fostered a strong sense of community, strengthened connections and aligned employees with shared goals.

Confluence and Regional Town Halls: The Confluence platform hosted by the senior management serves as an open and transparent channel through which employees gain insights into the Company’s goals, strategies, and financial health. With participation from over 800 locations, Confluence acts as a key communication platform, enabling employees across the organisation to remain aligned with BFL’s vision.



In addition, Regional Town Halls are conducted on a monthly and quarterly basis, ensuring that employees across all locations can engage with leadership in an informal setting. These sessions strengthen the sense of belonging and inclusivity, encouraging participation from all employees, and fostering open organisational dialogue.

Ruminate – Leadership Forum: Ruminate is an apex leadership forum, it provides leaders an opportunity to share, challenge and build collective perspective of the future. The purpose of conducting the programme is to bring the BFL leadership team together, enable connect outside work and create an initial understanding on the common expectations as a leadership team. It is a space to:

- Reflect on the organisation’s core identity and values
- Examine ways of working and organisational culture, which serve as distinct competitive advantages for growth
- Course-correct, realign and refresh perspectives on the organisation’s key priorities

Employee Satisfaction Survey: Employee satisfaction is central to human capital management at BFL Group. In FY2026, the two major surveys conducted at BFL were:

- **One Finserv Employee Engagement Survey 2026 (in collaboration with Mercer):** Over 50,000 employees participated, resulting in an 88% overall engagement score.
- **Great Place to Work:** This survey gathers employee perspectives on the organisation’s ability to foster a high-trust, high-performance culture.

- Following aspects are covered in employee engagement / satisfaction surveys:
 - ❖ **Job Satisfaction:** External motivation, e.g. I am satisfied with my job
 - ❖ **Happiness:** e.g. I feel happy at work most of the times
 - ❖ **Purpose:** Internal motivation, e.g. my work has a clear sense of purpose
 - ❖ **Stress:** e.g. I feel stressed at work most of the times

The Group’s multifaceted approach to employee support, engagement, recognition, and development continues to set a high standard for what it means to foster a thriving, inclusive and high-performing workforce. By offering comprehensive financial assistance, celebrating cultural diversity, promoting open communication, and prioritising personal and professional growth, the Group remains dedicated to empowering its employees at every step of their journey.

3. Talent Development

Training and Development

The BFL Group is committed to continuously developing employees through tailored training programmes that evolve with their career stages. From functional knowledge for new hires, to leadership development for senior staff, it offers a comprehensive suite of programmes designed to foster growth at every level.

153,000+
Employees completed compliance training in FY2026, showing commitment to compliance and governance practices

In FY2026, the Group invested over ₹ 40 crore in learning and development, which translates to approximately ₹ 3,000 average per employee. Over 140,000 employees, covering both permanent and FTCEs, participated in at least one skill development programme. The Group logged over 29.8 lakh training hours, which translates to over 22.5 hours average per employee, to enrich their professional development journey.



Average Training Hours by Employee Category

Employee Category	Male	Female	Other	Total Hours
Senior Management	16.27	38.42	-	17.29
Middle Management	18.33	29.99	-	19.16
Junior Management	24.59	47.49	-	26.75
Entry Level	42.91	55.80	-	43.63
FTCs	4.67	4.44	6.00	4.65
Total	22.46	24.03	6.00	22.58



Leadership Development Programmes

PROPEL: At BFL, the development and recognition of leadership capabilities and emerging talent are key priorities. The Programme for Result-Oriented People in Executive Leadership (PROPEL) is designed to prepare individuals for the critical transition to Business Head roles, equipping them with enhanced capabilities and a strategic mindset.

Executive Coaching: As each leadership position is nuanced with their own set of challenges and opportunities, development at senior levels is often customised to the need and aspiration of the leader. Leadership coaching, facilitated by external coaches, is designed for Senior Management of BFL, providing each leader with a tailored individual development plan. Over ten months, leaders engage in strategic sessions to foster self-awareness and impactful leadership.

Manager Development Programmes: These empower BFL leaders through structured training initiatives, resulting in improved productivity, increased employee engagement and reduced attrition. There are multiple training programmes such as Manager Mentor (Transition) for employees moving from an Individual Contributor role to a First Line Manager role, Rise to Lead (IC as FLM) for Sales Managers, Manager Effectiveness Programme (MEP) for Ops managers, Manager Capability Development for managing freshers, etc. These programmes equip leaders to align team efforts with the organisation's goals.

Talent Management Programmes

30 Under 30: The programme is designed to identify and nurture the top 30 young talents under the age of 30 across BFL Group companies. This initiative aims to strengthen BFL Group's young talent pool by focusing on developing the capabilities and skills required for the future. The programme spans 36 months, during which selected employees gain experience across domains and capabilities within Group companies while simultaneously undergoing a structured development journey.

Group Young Leaders Programme (GYLP) is a 21-month programme begins each year in June, allowing associates to complete multiple stints and gain experience across diverse projects and roles within Group companies. These associates are recruited from top B-schools across the country.

Group Finance Associate Programme (GFAP) aims to create a pool of young talent in the finance domain by offering multiple challenging projects and exposure to various roles over an 18-month period, starting in May each year.

Group Young Leadership Internship Programme (GYLIP) aims to provide management graduates from select business schools across the country with a two-month opportunity to gain hands-on experience and develop essential skills by working on critical projects and building professional networks. Additionally, it seeks to enhance brand awareness and attract top talent from premier B-schools.

Certified Trainers Programme: This initiative is designed to develop a qualified internal pool of certified trainers, equipped with multi-functional and multilingual expertise. The programme enhances project speed-to-market and people development. To date, over 2,150 BFL employees have participated in this programme to become internally certified trainers.



Other Talent Development Initiatives

BFL's 'Develop vs. Hire' philosophy emphasises nurturing talent from within, creating a pipeline of leaders ready to take on new challenges. Partnerships with platforms like Coursera, Go1, Percipio and Harvard further enrich the learning experience, with over 12,700 employees engaging with more than 19,000 learning resources in FY2026. BFL's Distance Learning Programme also saw high engagement, with 120+ participants.

Regional Training Centres (RTCs) have been established across India to provide BFL employees in remote areas access to critical learning opportunities. With 10 RTCs and a capacity to train over 700 employees per day, these centres are making learning more accessible to BFL's diverse workforce. In FY2026, over 25,000 employees benefitted from these programmes.

Campus Recruitment Programme (CDAC): BFL actively hires fresh and early career engineers from CDAC for roles across IT department and Centres of Excellence. These hires are onboarded to build strong foundational technical capabilities and are trained on BFL's technology landscape, systems, and business use cases, enabling them to contribute effectively to core platforms, digital initiatives, and enterprise technology solutions. In FY2026, the programme welcomed 70 new engineers to BFL, strengthening its technical workforce and laying the foundation for future innovations.



Tech For Non-Tech is a digital transition programme that enhances access to technology skills across the organisation, enabling employees to build technical capabilities regardless of their current roles. Delivered through a nomination-based approach, it is tailored to individual development needs and business priorities and is open to employees across functions and levels. Focus areas include data science, project management tools, and Generative AI, supporting capability building in a fast-paced, technology-driven environment. In FY2026, over 1,900 employees participated, collectively completing more than 45,000 hours of tech-focused training.

On-Demand Learning (ODL) is a flexible learning approach that enables employees to access support when needed through multiple channels, including learning posts, webinars, and interactive question-and-answer sessions. In FY2026, the programme witnessed strong engagement, with over 6,800 questions raised and answered by employees, more than 24,600 learning posts created, and over 1,900 webinars delivered. Additionally, more than 3,750 Certified

Trainer Influencers (CTIs) actively contributed to the ODL ecosystem, strengthening collaborative learning within the organisation.

Vernacular Certified Translator and Proofreader Programme enables seamless communication with customers and employees across 11 regional languages promoting inclusivity and clarity. As an organisation with a wide national footprint—serving millions of customers through thousands of branches across India—it becomes imperative that communication reaches stakeholders in their preferred vernacular and regional languages. Leveraging a unique in-house model, employees serve as certified translators and proofreaders, combining linguistic proficiency with an understanding of local culture and customer nuances. The programme has been instituted as a strategic enabler to effectively address this need and ensure consistent, locally relevant communication across geographies. This ensures that all communication is accurate, culturally relevant, and easy to understand, while also strengthening compliance by reducing the risk of misinterpretation or regulatory gaps.

Career Enrichment and Development

Promotion and Internal Job Posting (IJP): The BFL Group's employee development initiatives are designed to fuel continuous growth, helping employees at every stage of their career. Through the Employee Growth Policy, employees are empowered to explore new roles and advance within the organisation. In FY2026, over 11,500 employees were promoted, and more than 2,800 moved through the IJP, broadening their horizons and acquiring multidisciplinary skills.

Job Rotation: BFL's job rotation policy applies to employees in entry-level to mid-level managerial roles who have completed a minimum of three years with the Company. Introduced in FY2026, the policy aims to build a versatile talent pool, mitigate operational risks, and foster employee growth through cross-functional, cross-departmental, and location-based mobility. To date, over 6,000 employees have successfully transitioned into new roles, broadening their skills and professional exposure.

Annual Appraisals: The BFL Group fosters a culture of agile conversations enabling continuous dialogue and constructive feedback between the employee and manager throughout the year. Through Annual Appraisal framework, the Group ensures that employees receive constructive feedback, aligning their performance with the Company's objectives while nurturing personal growth. The Group follows a comprehensive performance and career development review of all eligible employees. This review is conducted mid-year and annually.

All employees must conduct a bi-annual self-assessment against predefined objectives and goals set collaboratively with their managers. The appraiser and the appraisee then engage in a performance discussion, covering self-evaluation feedback on performance, development needs, and career aspirations. Following this, the appraiser documents their evaluation and provides overall feedback. Employee performance appraisal system is multi-dimensional and integrates compliance / codes of conduct.



Rewards and Recognition: Through BFL Group's Recognition and Rewards programmes, it celebrates both extraordinary accomplishments and daily contributions. Over 13,500 employees were recognised and rewarded in FY2026 for exemplary performances across various award categories.

4. Compensation, Incentives & Long-term Value Alignment

The BFL Group's remuneration philosophy is anchored in the principles of pay equity and merit-based progression, ensuring that compensation appropriately reflects roles, responsibilities, and both individual and team performance, thereby aligning employee rewards with organisational objectives. This approach helps us attract and retain talent.

The Group follows a gender-neutral compensation approach, with its remuneration framework guided by factors such as role, experience, proficiency, and performance against the set goals and expected leadership behaviours. It remains committed to ensuring that all employees, regardless of gender, receive fair and equitable compensation across all roles and levels within the organisation.

'Do More, Earn More': The BFL Group adopts a balanced compensation approach comprising fixed pay, performance-based incentives, and long-term incentives such as stock options. Guided by the philosophy of 'Do More, Earn More', the framework encourages a growth-oriented culture where employees are rewarded for achieving ambitious targets. Business incentives are closely linked to individual and Company performance, with structured progression in targets

for employees transitioning into new roles, enabling a smooth settling-in period. Compensation practices are benchmarked against industry standards, and oversight by senior leadership ensures that remuneration decisions remain objective and aligned with stakeholder expectations.

In addition to competitive remuneration, the Group offers benefits that support financial security, well-being, and long-term

wealth creation, including retirement plans, insurance coverage, and employee-centric programmes. It remains committed to equal pay for equal work to foster an inclusive workplace. Long-term incentives, including ESOP grants for high-performing employees (starting middle level management), are aligned with individual goals and leadership ratings to reinforce ownership and retention.

Managing Director Compensation

The Company implemented the 'Policy for Compensation of Key Managerial Personnel (KMP) and Senior Management' with effect from 1 April 2023, in accordance with RBI Circular No. DOR.GOV.REC. No.29/18.10.002/2022-23 dated 29 April 2022.

The Managing Director's (MD) compensation is determined in line with the aforesaid policy, which

clearly links performance with the total compensation payable. At the end of each financial year, the MD's performance is evaluated based on multiple KPIs, including financial metrics (such as achievement of ROA, ROE, profit growth, and AUM growth committed to stakeholders), risk management, compliance, and overall, Company's performance.

The total remuneration of the MD comprises two key components: Fixed Pay and Variable Pay. Variable Pay is

further divided into annual cash bonus and ESOPs. Of the two components of Variable Pay, the annual bonus is deferred over a period of three years from the relevant performance year. Further, the approved ESOP scheme of the Company follows a four-year vesting schedule from the date of grant, thereby incorporating an in-built deferral mechanism.

The entire Variable Pay remains subject to malus and clawback provisions in accordance with the Company's policy.

5. Ethics and Compliance

At the BFL Group, ethical conduct and regulatory compliance are fundamental to its governance framework. It is committed to upholding the highest standards of integrity, transparency, and accountability across all its operations, ensuring adherence to applicable laws, regulations, and internal policies.

Compliance Framework

Regulatory Compliance

BFL Group ensures adherence to the Minimum Wages Act, 1948 and The Payment of Bonus Act, 1965, guaranteeing that all employees are compensated fairly and in line with legal requirements.

Furthermore, the Group fully complies with all applicable labour laws, upholding its commitment to fair and ethical business practices.

Freedom of Association

While the BFL Group does not have an employee trade union or engage in collective bargaining agreements, it respects the lawful right of all employees to freedom of association.

As part of the BFS Group's Charter of fair and responsible workplace guidelines, it respects freedom of association as a human right and accepts collectivism whenever employees wish to organise themselves.

Ethical and Conduct Behaviour

In line with the zero-tolerance approach to unethical behaviour, the BFL Group has implemented rigorous ethics and compliance awareness programmes. These initiatives aim to instil a strong understanding of ethical business conduct and encourage adherence to the Group's Code of Ethics and Personal Conduct (CoEPC), Mind Your Behaviour, Disciplinary Action Policy, and Whistleblower Policy.

Through this proactive approach, the Group emphasises the importance of acting with integrity, ensuring that violations are met with strict disciplinary action, ranging from penalties to termination of services.

Safe and Inclusive Workplace

The BFL Group remains committed to fostering an environment where all employees can thrive without fear of gender discrimination or harassment.

With zero tolerance for non-compliance in these areas, it prioritises the safety and well-being of every individual within the organisation.

Complaints and Grievances

- In FY2026, the Group did not receive any complaints related to child, forced, or involuntary labour, reinforcing its commitment to ethical practices and fair treatment of all employees.
- While 10 complaints related to sexual harassment were received at BFL Group, 7 complaints have been meticulously investigated and appropriately actioned, and 3 complaints are under investigation, in line with its zero-tolerance policy on harassment.
- To prevent and address POSH cases, the Company conducted mandatory training for all employees via digital campaigns, classroom sessions, and RISE sessions, enriched with real-life case studies to enhance awareness.
- The Group's grievance mechanisms, including the Code of Ethics and Personal Conduct (CoEPC), Whistleblower, and Mind Your Behaviour frameworks, empower employees and value-chain partners to report concerns

confidentially and anonymously, without fear of retaliation. During FY2026, BFL Group did not receive any complaints related to CoEPC adherence, which shows its commitment to a respectful and accountable work culture.

Zero
Human rights grievances were reported in FY2026, underscoring the Group's commitment to human rights protection



Natural Capital

Preserving and Protecting the Environment

In a world of increasing environmental and operational complexity, BFL Group is committed to preserving and protecting the natural ecosystem through responsible operational practices and sustainable business initiatives. It recognises that its operations and business can have a direct and indirect impact on the environment and therefore, strives to minimise its ecological footprint while maintaining efficiency and resilience.

By embedding environmental considerations into operational decision-making and promoting the financing of sustainable and environmentally friendly products, it actively works towards conserving resources, reducing emissions and continuously enhancing overall environmental performance.

Material Topics Impacted

Climate Strategy and Emissions Management

Operational Eco-efficiency

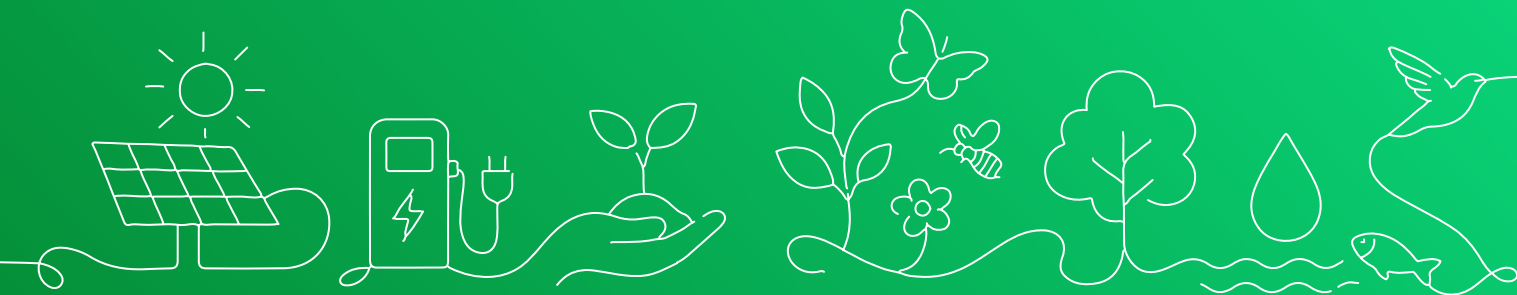
Sustainable Finance

SDGs Impacted



Jennifer Fernandes
Chief Human Resources and
Administration Officer

We recognise our responsibility towards natural capital, and as we progress towards carbon neutrality by 2032, we continue to enhance energy efficiency, adopt cleaner mobility and support biodiversity, while tracking Scope 1, 2 and 3 emissions to take a holistic view of our environmental impact and enable sustainable decision-making.



Key Highlights for FY2026

620+ kW

Rooftop solar capacity across 7 locations, strengthening renewable energy adoption

44,435.58 tCO₂e

Total Scope 1 and Scope 2 emissions

200,000+

Saplings planted under biodiversity and ecological initiatives

167.77 tonnes

Waste recycled / safely disposed through authorised channels

15,500+

Improved cookstoves distributed to foster cleaner and more efficient cooking alternatives

20

EVs for inter-office shuttle services, supporting low-emission mobility

₹ 6,800+ crore

Sanctioned for 49 green building projects through BHFL

8.6+ lakh

Trees equivalent saved over the last three years through a reduction in paper consumption of 720+ crore sheets

₹ 2,300+ crore

Disbursed for 3 lakh+ EVs, supporting cleaner mobility adoption

₹ 150+ crore

Disbursed for 14,500+ solar equipment loans, supporting clean energy adoption

2

New Scope 3 categories added (Category 2: capital goods and Category 7: employee commuting) to improve visibility on value chain emissions

The BFL Group is committed to promoting a clean and sustainable environment by strengthening its environmental performance across its operations and business activities. The Group focuses on providing financial solutions with minimal resource consumption, promoting a conservation-oriented culture by closely monitoring resource use and encouraging innovative ways to reduce reliance on natural resources.

As the BFL Group continues to scale, it remains focused on enhancing disclosures and strives to set forward-looking targets to strengthen the integration of environmental sustainability into its growth strategy. The Group is also committed to continuously identifying opportunities that support resource efficiency, emissions reduction, and expand its portfolio of new sustainable financing products, ensuring that environmental responsibility remains embedded across its operations and long-term growth journey.

Environmental Governance

At the BFL Group, environmental responsibility is one of the core parameters of its governance framework, with an approach to environmental management underpinned by strong governance, supported by policies, ethical standards and oversight mechanisms. The Group focuses on managing environmental impacts in all its operations while encouraging responsible practices across its value chain, reflecting a consistent and organisation-wide emphasis on environmental sustainability.

The Code of Ethics and Personal Conduct (CoEPC) and the Environmental Policy are critical components of the Group's commitment to minimising environmental impact and ensuring ethical and sustainable practices across the organisation.

With governance and oversight from the ESG Committee and the Risk Management Committee, the Group continues to prioritise the responsible management of environmental resources, mitigate risks, and pursue sustainability goals supported by a dedicated ESG team working under the CSO's guidance to monitor and track ESG initiatives:

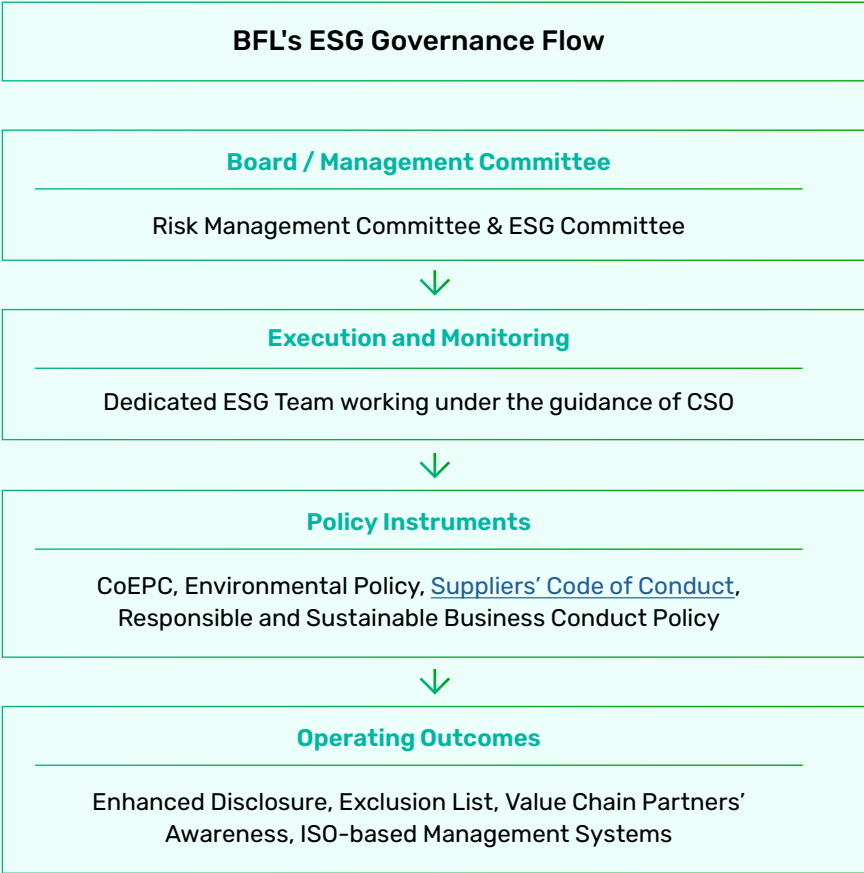
- This commitment extends to the value chain through the Suppliers' Code of Conduct, encouraging vendors to adopt best practices

in environmental management to minimise and actively mitigate the impact of their products, services, and operations on the external environment.

- Demonstrating Company-wide focus on environmental stewardship, BFL and BHFL head offices, along with all BFL-owned branches are compliant with ISO 14001:2015 (Environmental Management System) and ISO 45001:2018 (Occupational Health and Safety

Management System). This certification reflects the Group's structured approach to managing environmental and safety risks, ensuring consistent adherence to global standards and reinforcing accountability across all levels of operations and further supports improved monitoring of resource use, workplace safety, compliance practices, and environmental performance.

- The Group, through its Environmental Policy, outlines key best practices aimed at advancing environmental sustainability across its operations and value chain. The policies are anchored on the following critical focus areas:
- Ensuring full compliance with applicable environmental laws and regulations, reinforcing adherence to statutory and regulatory requirements
 - Promoting responsible investment / lending practices, integrating environmental considerations into financial decision-making
 - Driving optimum use of energy and emissions management, with a focus on improving efficiency and reducing environmental footprint
 - Encouraging efficient water & waste management practices
 - Enhancing environmental awareness for external and internal stakeholders



Environmental Policy Exclusion List

BFL and BHFL are committed to ensuring that funds will not be used to finance the following types of activities:

- Across all business segments (including Consumer Lending), both BFL and BHFL do not finance customers engaged in:**
 - Manufacture or marketing of banned drugs
 - Dealing in narcotics
 - Any sort of unlawful activities
 - Production or trade in radioactive materials
 - Dealing in banned wildlife related products
 - Production or trade in any illegal products or activities
- Under Commercial Lending business segment, BFL does not finance customers engaged in:**
 - Standalone manufacturing or marketing of gutkha and tobacco
 - Polluting industries without proper clearance and effluent treatment plants
 - Standalone casinos or betting of any form

Measuring What Matters: Environmental Impact

Environmental Key Performance Indicators (KPIs) play a crucial role in helping organisations measure, manage and reduce their environmental impact. As the BFL Group continues to expand its physical presence through new offices and branches, supported by a growing workforce and business scale, its absolute environmental footprint may increase in certain areas. The Group therefore places equal emphasis on tracking intensity-based indicators, which provide a more meaningful view of efficiency as operations grow.

To uphold its commitment towards environmental responsibility, the Group continuously monitors its performance through Environmental KPIs. These indicators help the Group understand the impact of its operations and identify opportunities for improvement. By tracking both absolute consumption and intensity metrics, it can effectively assess environmental performance in the context of business growth. Figures of previous periods have been regrouped / restated wherever necessary, to make them comparable with the current period.

I. Energy Consumption

As a financial services Group, energy plays a critical role in its operations. At the BFL Group, energy consumption is primarily linked to its offices, branches, support infrastructure and Company-operated mobility. In FY2026, the Group consumed 268,251.85 gigajoules (GJ) of energy, representing an increase of 27,389.60 GJ due to expanded operational footprint.

Energy Consumption by Source

Energy Source	Value in GJ
Diesel: DG Set	3,352.27
Diesel: Company Cars	24,426.59
Petrol: Company Cars	44,164.91
CNG: Company Cars	4,329.29
Electricity: Company Cars	443.52
Electricity: Renewable Sources	803.59
Electricity: Purchased	190,731.68
Total Energy Consumption	268,251.85

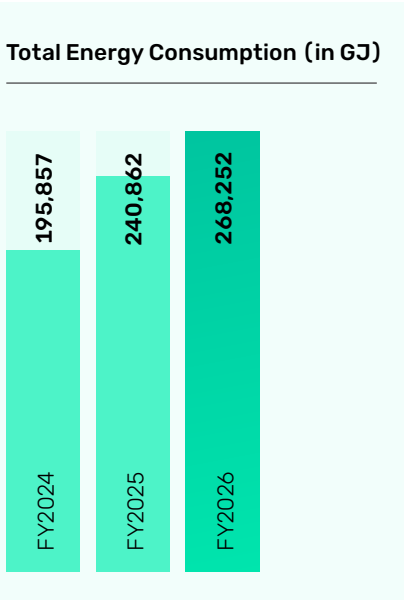
191,978.79 GJ

(72%)

Electricity is the primary driver of the BFL Group's energy consumption

620+ kW rooftop solar across 7 locations

Supporting the Group's transition towards sustainable energy sources as it progressively explores cleaner energy alternatives

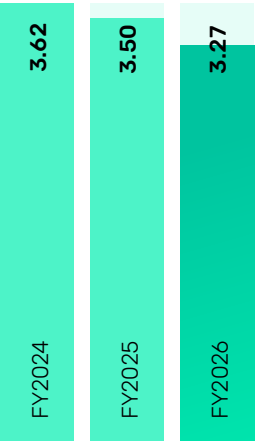


Energy Intensity

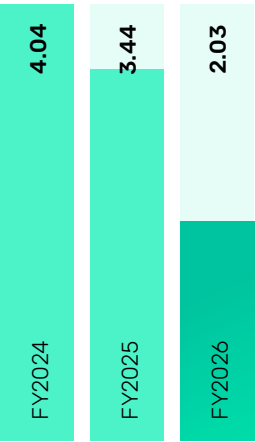
The BFL Group monitors its energy intensity alongside absolute consumption to assess operational efficiency as the business scales. This enables the Group to identify optimisation opportunities across its operations, strengthen resource efficiency and support data-led decision-making.

Energy intensity is tracked across multiple relevant business parameters to provide a balanced view of performance. This is particularly important for a growing organisation, where absolute consumption may increase due to expansion, while intensity indicators help assess whether energy is being used more efficiently relative to business scale and workforce size.

Energy Intensity (GJ per crore of Total Consolidated Income)



Energy Intensity / (GJ per Average FTE)



II. Greenhouse Gas (GHG) Emissions

In upholding the BFL Group's environmental responsibility, it is essential to evaluate and manage the GHG emissions, considering various aspects of its operations.

Scope 1 (Direct Emissions)

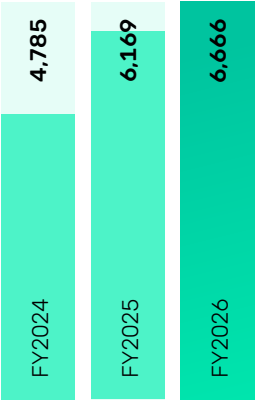
Scope 1 emissions comprise of direct GHG from sources that are owned or controlled by the Company. Given the nature of its financial services business, direct carbon footprint remains relatively low. However, certain operational activities contribute to these emissions. The primary sources include:

- Diesel consumption in back-up generators
- Fuel usage in Company-owned vehicles
- Refrigerant leakages from air conditioning systems and fire extinguisher equipment

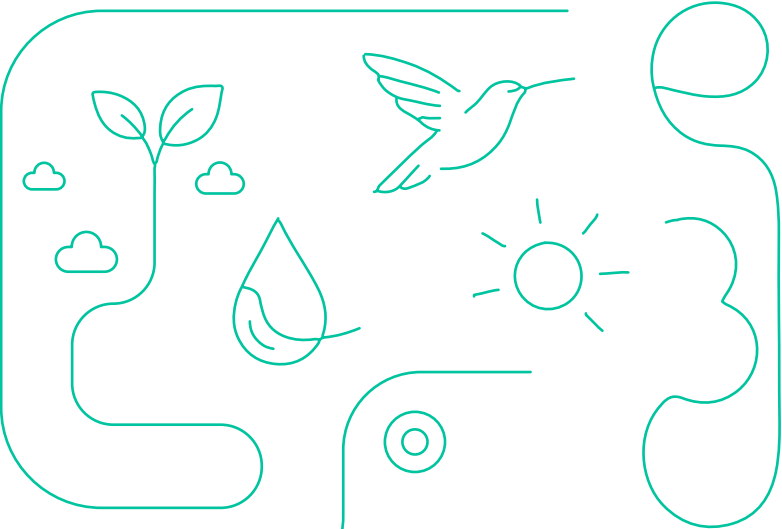
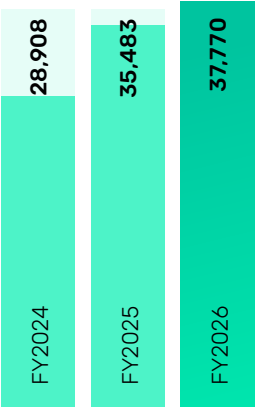
Scope 2 (Indirect Emissions)

Scope 2 emissions comprise of indirect GHG associated with the consumption of purchased electricity used by the Company. As a financial services Group, electricity usage across its offices and branches constitutes the primary source of its emissions footprint under this category.

Scope 1 Emissions (in tCO₂e)



Scope 2 Emissions (in tCO₂e)



Scope 3 (Indirect Emissions)

For the BFL Group, a significant portion of its overall carbon footprint lies beyond its direct operations, within its broader value chain. Recognising this, it continues to strengthen its approach towards the measurement of Scope 3 emissions, which capture indirect emissions arising from upstream and downstream activities.

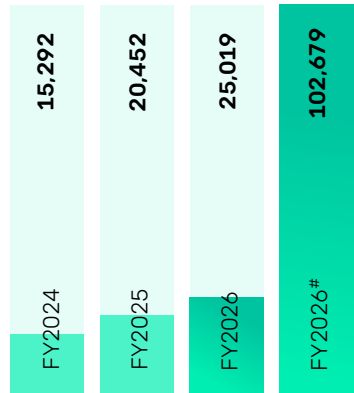
Building on the previous year's disclosures, the Group has continued to expand and refine its Scope 3 inventory in alignment with the GHG Protocol framework. In its ongoing efforts to enhance the completeness of its GHG inventory, the Group expanded its Scope 3 disclosures to include Category 2 (Capital Goods) and Category 7 (Employee Commuting) as per the GHG Protocol in FY2026. The BFL Group's current Scope 3 emissions portfolio includes:

- **Category 1: Purchased Goods and Services**
Emissions from procurement of office supplies and housekeeping supplies, courier, and relocation of employees' household goods – 727.24 tCO₂e

- **Category 2: Capital Goods**
Emissions associated with office infrastructure, IT systems & hardware, furniture, and other long-term assets supporting financial services operations – 11,509.05 tCO₂e
- **Category 3: Fuel- and Energy-Related Activities (Not Included in Scope 1 or Scope 2)**
Emissions arising from Transmission and Distribution losses and Upstream emissions of purchased fuels (Well-to-Tank) – 7,893.16 tCO₂e
- **Category 5: Waste Generated in Operations**
Emissions arising from disposal and treatment of e-waste and battery waste – 0.42 tCO₂e
- **Category 6: Business Travel**
Emissions from travel by air, train, road (cab and personal car), hotel stays, and guesthouse stays – 19,424.41 tCO₂e

- **Category 7: Employee Commuting**
Emissions arising from daily travel of employees between their place of residence and workplace, including commuting via private vehicles, public transport and shared mobility solutions, where applicable across the BFL Group operations – 63,124.27 tCO₂e

Scope 3 Emissions (in tCO₂e)



*Enhanced on account of New Categories under Scope 3, Category 2: Capital Goods and Category 7: Employee Commuting, along with the inclusion of personal car usage under Category 6: Business Travel.

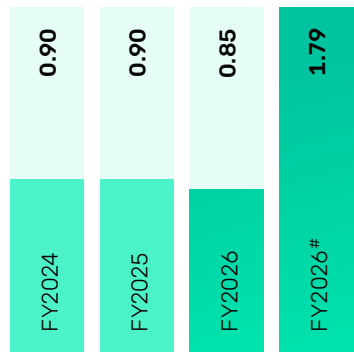
GHG Intensity

The BFL Group monitors its GHG intensity alongside absolute emissions to assess its climate impact and operational efficiency as the business scales. This enables the Group to identify emission reduction opportunities across its operations, improve carbon efficiency and support data-driven decision-making. The approach strengthens the ability to track progress over time and reinforces the Group's commitment to reducing its overall carbon footprint.

GHG Intensity (GJ per crore of Total Consolidated Income)



GHG Intensity / (GJ per Average FTE)



*Enhanced on account of New Categories under Scope 3, Category 2: Capital Goods and Category 7: Employee Commuting, along with the inclusion of personal car usage under Category 6: Business Travel.

Independent Verification of GHG Emissions

The BFL Group remains committed to enhancing the credibility and reliability of its reported carbon footprint. For FY2026, the Group undertook a reasonable level of assurance for its Scope 1 and 2 emissions, in compliance with SEBI guidelines. Additionally, the Group voluntarily obtained a limited level of assurance for reported Scope 3 emissions through an external independent assurance provider.

Please refer to the BFL's Annual Report FY2026, page 219, for detailed assurance statement.

III. Advancing Toward Carbon Neutrality



Commitment to Carbon Neutrality

At Bajaj Finance Limited Group, we aim to achieve carbon neutrality for Scope 1 and 2 emissions by 2032, further reinforcing our unwavering commitment to a sustainable and responsible future.

To reach this goal, the Group is focusing on:

Energy Efficiency Initiatives

Energy efficiency is a critical enabler in the BFL Group's transition to a low-carbon future. It continues to integrate energy-efficient practices across its operations, supporting reduced energy consumption, lower emissions from electricity usage, and adoption of cleaner energy and mobility solutions. Key initiatives include:



Advance Illumination

Over 3,500 BFL Group branches are equipped with LED lighting having a longer lifespan and consume significantly less electricity.



Daylighting Design

Offices are selected and designed to maximise the use of natural light, reducing energy consumption and improving employee well-being.



Rooftop Solar Installations

Solar systems across 7 locations, with a total capacity of over 620 kW resulted in the avoidance of more than 157 tCO₂e during FY2026.



EV Shuttle Services

Deployment of electric vehicles (EVs) for inter-office transportation, supporting reduction in emissions and improving air quality.

Case Study

Electric Shuttle Services - Sustainable Employee Mobility

The BFL Group continues to operate a fleet of 20 environment-friendly electric vehicles (EVs) for inter-office transportation, reinforcing its commitment to low-emission employee mobility. This ongoing initiative forms an important part of its broader decarbonisation strategy and supports its pathway towards carbon neutrality.

During FY2026, the EV fleet travelled approximately 4.3 lakh kilometres, resulting in the avoidance of ~34 tCO₂e

emissions. In addition to reducing carbon emissions, the initiative has helped improve local air quality and reduce air pollution around office locations.

The initiative also creates operational value by providing a reliable, cost-efficient, and comfortable transportation solution for employees, while enhancing overall productivity and strengthening the BFL Group's commitment to sustainable and responsible business practices.

Carbon Emissions Management Measures

In line with its commitment to carbon neutrality, the BFL Group continues to implement targeted initiatives to manage and reduce carbon emissions. Key measures include:

Ozone-friendly Air Conditioning Systems

Adoption of ozone-friendly air conditioning systems to help prevent ozone depletion, reduce the risk of harmful UV radiation, improve energy efficiency and lower greenhouse gas emissions.

Digital and Paper-saving Initiatives

- The BFL Group leverages digital technologies to enhance operational efficiency, better customer experience, while significantly reducing its paper consumption and

associated environmental impact. Key outcome / initiatives include:

- ❖ **Reducing paper consumption** by 720+ crore sheets during the last 3 years, saving equivalent of 8.6+ lakh trees. (1 tree = 8,333 sheets of paper)
- ❖ **Promoting digital deposits** with over 6 lakh deposits processed digitally, approximately 62.60% of the deposits sourced during the year are paperless.
- ❖ **Other digital interventions to reduce paper dependency** – digital EMI cards, e-invoice processing, digital visiting cards, digital customer communication, and electronic purchase orders, etc.

In addition to the above,

- The Group promotes virtual meetings and training, reducing reliance on printed materials and the need for physical travel. Additionally, it leverages cloud-based virtual servers to enhance operational efficiency and strengthen data security.
- As part of the 'Go Green' initiative of the Ministry of Corporate Affairs, both BFL and BHFL send documents such as notices calling the Annual General Meeting, Postal Ballot Notices, Audited Financial Statements, Directors' Report, Auditors' Report and other statutory documents in electronic form to the email addresses provided by members and made available through depositories.



IV. Waste Generation

In a dedicated effort to mitigate environmental impact, the BFL Group has undertaken the Reducing, Reusing and Recycling (3R) approach and follows responsible waste segregation and disposal practices. The Group's waste management initiatives primarily concentrate on e-waste and battery waste, given their significance to its business operations. As part of its continued efforts to improve disclosures, the Group has begun monitoring plastic, biomedical, dry and wet waste at select corporate and branch offices.

The BFL Group has partnered with waste management vendors for the responsible disposal of its applicable waste in accordance with the Waste (Management) Rules.



7.58 tonnes

E-waste generated and recycled / safely disposed in FY2026



82.74 tonnes

Battery waste generated and recycled / safely disposed in FY2026



1.52 tonnes

Biomedical waste generated and safely disposed in FY2026



74.18 tonnes

Dry and wet waste generated and safely disposed in FY2026



1.75 tonnes

Plastic waste generated and safely disposed in FY2026

The Group is committed towards advancing waste management through innovative solutions, aiming to reduce waste, enhance recycling, and minimise its environmental impact as part of its ESG goals.

Enabling Emissions Reduction Beyond Operations

Beyond its operational footprint, the BFL Group is also enabling emissions reduction through targeted social initiatives.

The Improved Cookstove Distribution Programme focuses on facilitating the adoption of clean cooking solutions in underserved households. By replacing traditional, high-emission cooking methods with cleaner alternatives, the programme contributes to:

- Reduction in household-level emissions
- Improved indoor air quality and health outcomes
- Enhanced economic resilience for beneficiary communities

As at 31 March 2026, the Group has distributed 15,500+ improved cookstoves across Maharashtra, with a broader programme targeting 46,000+ beneficiaries over a three year period.

In addition to its social impact, the programme also supports the generation of carbon credits, further contributing to the Group's broader climate strategy.



V. Water Usage

Given the nature of the BFL Group's business operations, water is consumed primarily for domestic use and drinking. Water is sourced from municipal or third-party suppliers at most of its locations. Further, the Group has installed water tracking systems across its 40+ offices pan-India and has started monitoring its water consumption more accurately.

As part of its commitment to resource efficiency and sustainable water management, BFL plans to install water aerators across 40+ locations in FY2027, aiming to reduce water consumption and promote responsible usage across its operations.



The quantity of water (in litres) per employee is derived in line with the CGWA Guidelines - Estimation of Water Requirement for Drinking and Domestic use which provides for '45 litres per person per working day'.



Planted with Purpose

Case Study

Project Aranya – Creating Scalable Impact through Nature-based Climate Solutions



Project Aranya, an afforestation initiative by BFL in collaboration with Tapas Foundation, is designed to restore ecosystems, enhance climate resilience and generate inclusive environmental and socio-economic value through large-scale tree plantation and community participation. The initiative facilitated the plantation of 200,000+ saplings across 53 cities in 12 states, positively impacting 350,000 people. By greening public spaces such as schools, hospitals, parks, community areas and farmlands, the project has contributed to improved air quality, enhanced biodiversity, and long-term carbon sequestration.

A key focus was agroforestry, with 170,000+ saplings planted in collaboration with 250+ farmers, integrating fruit-bearing and timber species such as mango, guava, teak, neem, and sandalwood. This has strengthened soil health, improved water retention, and created sustainable livelihood opportunities while enhancing climate resilience in agricultural ecosystems.

The initiative also strengthened coastal resilience through the plantation of 20,000 mangrove saplings in Kalpakkam and Chengalpattu, supporting shoreline protection, biodiversity conservation, and carbon storage. Beyond environmental impact, the programme engaged 2,000+ employees and 450+ volunteers, and generated 5,000+ livelihood opportunities, reinforcing strong community participation and ownership.

Project Aranya demonstrates a scalable, nature-based solution that delivers measurable climate benefits while improving livelihoods and strengthening ecosystems for long-term sustainability.

Building on this momentum, BFL remains committed to expanding its climate action footprint.

This reinforces BFL's continued commitment to nature-based solutions and its journey towards a climate-resilient future.

Environmental Stewardship through Financing

The BFL Group is committed to driving sustainable development by financing green technologies that reduce environmental impact and promote a cleaner and more energy-efficient future. Through financing solar equipments, electric vehicles (EVs), eco-friendly devices, and green buildings – the BFL Group is making a meaningful contribution towards lowering its environmental footprint.



14,500+

Loans disbursed for solar equipment financing by BFL, amounting to more than ₹ 150 crore in FY2026



3+ lakh

EVs financed by BFL, with disbursements surpassing ₹ 2,300 crore in FY2026



1,350,000+

Eco-friendly devices* financed by BFL, with disbursements surpassing ₹ 4,000 crore in FY2026



49

Green building projects financed by BHFL, with total sanctions exceeding ₹ 6,800 crore in FY2026

*The term 'eco-friendly devices' refer exclusively to air conditioners, washing machines, and refrigerators that carry a 5-star energy efficiency rating.



Social and Relationship Capital

Nurturing a Trusted Ecosystem through Purposeful Impact

Built on a deep-rooted foundation of trust, inclusive impact, and growth, the BFL Group's strong partnerships and meaningful stakeholder engagement continue to be critical enablers of sustained and long-term value creation. At the core of this approach lies a commitment to address the expectations and concerns of stakeholders proactively, guided by a strong sense of accountability towards those with whom it engages, while remaining mindful of how its policies, decisions, products, services, and operations impact them. Through strategic alliances, transparent communication, and responsible practices, BFL Group continues to strengthen relationships that drive progress and resilience in a dynamic financial landscape.



Material Topics Impacted

Customer Relationship Management

Community Relations and Well-Being

Business Ethics and Transparency

Marketing and Selling Practices

Brand and Reputation Management

Financial Inclusion

Data Privacy & Security

SDGs Impacted



Manish Jain
Deputy CEO

At the heart of strong stakeholder relationships lies meaningful dialogue. Through continuous engagement, we gain deeper insights into evolving expectations, enhance our business practices, and create sustainable long-term value, while remaining responsive, responsible, and aligned with the interests of those we serve.

Key Highlights for FY2026

Customer Obsession

17.51
million
New customers added

95%
CSAT score achieved, backed by over 20 million customer responses

5,500+
Individuals impacted through financial literacy programmes

Grahak Sampark

24
Meetings conducted

117
Branches covered

229
Customer participation

Empowering Society

217
CSR projects Implemented

₹ 364.48
crore
CSR spend

435
Employees engaged through 35 volunteering initiatives

45,389*
Students trained under the flagship CPBFI initiative

540,224*
Children benefitted from education related initiatives

354,672*
Children being supported through medical rehabilitation initiatives

Financial Inclusion

30+ million
New-to-credit customers through extended financing over last six years

23+ million
Women borrowers provided financing access, amounting to ₹ 150,000+ crore over last three years

₹ 230+ crore
Disbursed to help over 1,500 families become homeowners

*Beneficiary estimates are based on the full project period and not just the financial year under consideration.

Customer Obsession

At the BFL Group, the ethos of 'Customer Obsession' is deeply embedded in the organisational culture to fulfil the vision of driving responsible growth. The Company prioritises engagement with its customers and actively listens to their feedback across all aspects of its business operations. The Group is committed to facilitating a comprehensive organisational transformation through customer-centric initiatives, aiming to provide a seamless experience throughout the customer lifecycle, from loan application to closure.

Deepak Bagati
Chief Operating Officer

Our customers sit at the heart of our business. With AI, we are removing friction, building speed and creating experiences that feel effortless across every touchpoint - and our 345+ digital self-service journeys ensure customers stay in control, fully informed, and served with genuine convenience.

Imbibing Customer Obsession to Drive Responsible Growth

The customer-centric evolution of the BFL Group is driven by its profound insights into the evolving needs and aspirations of its customers. These insights are gathered through various channels, including regular collection of 'Customer Feedback' and 'Employee Feedback' on the voice of customers. This approach allows the Group to simplify and streamline its processes, improve customer experience, and ensure ongoing customer satisfaction.

Customer-first Approach

The BFL Group has established a comprehensive and integrated set of communication and service channels to engage effectively with its customers and address queries, requests, and concerns in a timely and efficient manner.

Dedicated customer experience teams, embedded within operations and across business verticals, drive continuous improvement initiatives aimed at measuring and enhancing the customer experience. These teams play a critical role in streamlining processes, strengthening service delivery, and fostering a deeply ingrained customer-centric culture across the organisation.

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Customer Service Practices

The BFL Group's commitment to customer service proposition is guided by a set of meticulously designed systems and well-crafted practices, which are reflected in its diversified product suite, deep geographical footprint, and vast distribution network.

Collectively, these ensure that the BFL Group's financial products and services reach millions of Indians. A glance at some of the BFL's practices driven by its customer obsession philosophy.

Following are the channels through which customers can connect with BFL to engage in self-service, for any enquiry, raise requests, and complaints related to their loans, products, services, etc.

- Mobile App
- Call centre
- Dedicated service branches
- E-mail
- Visit our Branch
- Chatbot
- Customer portal (Website)

self-service nodes, enabling customers to resolve most queries independently. It operates 24x7, supported by an AI-enabled voice solution for end-to-end assistance, with seamless escalation to human support wherever required, ensuring uninterrupted and efficient customer service.

End-to-end AI and bot-driven automation now handles Play Store review cases from service request creation to response and closure automating ~70% (91K / month), reducing turnaround time, improving accuracy, and minimising manual effort. The solution is currently deployed for Mobile App review cases.

To protect its customers' credit history, BFL proactively sends them reminders on EMI dues well before the due date. This ensures that customers keep their bank accounts funded and do not suffer unintentional defaults.

BFL's '9 am to 9 pm Calling' initiative is a consent-based calling system, launched for queries received on social platform. This has helped improve customer satisfaction and turnaround time for resolution.

BFL has successfully reduced the turnaround time for customer registration, from approximately 5 to 7 days to near real-time, with the e-mandate registration process. In FY2026, e-mandate constituted 95% of new business.

BHFL continues to offer Do-It-Yourself (DIY) home loan application process to transform customer experience, and the journey is digital and seamless wherein the customer applies online, and the remaining processes are also carried out through various digital platforms like Account Aggregator, Video personal discussion, E-Sanction and NESL Aadhaar-based E-Agreement which facilitates quicker, transparent sanction and disbursement.

All critical documents such as loan agreements, KFS, Fair Practice Code (FPC) and branch notices, are provided in the vernacular languages of the customer's choice.

FPC, along with the grievance redressal mechanism with details of GRO and RBI Ombudsman scheme are displayed on the website and at branches.

The IVR platform is available in nine languages with 171



Key Initiatives

- Digital Self-service Ecosystem** - BFL has implemented more than 29 service modules and over 345 service processes on both its app and website. These self-service digital platforms enable customers to perform a wide range of tasks in real-time, such as updating demographics, renewing fixed deposits, making payments, downloading statements of account, setting up e-mandates, and more.
- Interactive Voice Response and Voice Automation** - During FY2026, significant enhancements were made to the Interactive Voice Response (IVR) channel, managing approximately 1.6 million monthly and 19.03 million yearly calls. Key initiatives included implementing 18 new DIY modules for better self-service, introducing UPI Collect and App payment links for payments, and launching an AI voice bot virtual assistant for the existing loan module. Notable achievements consisted of a 94% DIY resolution rate and a 93% CSAT for voice interactions.
- Unified Digital Platform and GenAI** - Aligned with BFL's customer experience objective, a key achievement was the successful unification of the app and web platforms into a single digital stack, ensuring a consistent user journey. This integrated ecosystem saw the strategic deployment of Generative AI, which enhanced content creation by refreshing 17,729 banners out of which 100% were created via AI and powered a highly successful chat feature with 5.7 million monthly users, leading to over 90% reduction in service requests.
- GenAI Chat 'Chat with us' feature is live for all products on BFL's digital channels. 'Chat First' has gone live on RAR for 56 use cases as of March 2026.**
- Multilingual Customer Accessibility** - To improve the customer experience, BFL has now made the Statement of Account (SOA) and Repayment Schedule (RPS). No Due Certificate (NDC) and Foreclosure Letter (FCR) available in 19 vernacular languages.
- Digital Adoption and Behaviour Shift** - During FY2026, BFL has seen a decline in branch walk-ins owing to its increasing digital presence. There has been a rise in customer digital payment transactions from 83% in FY2025 to 94% in FY2026 in urban areas, and in rural areas from 71% in FY2025 to 82% in FY2026.
- 96% adoption rate for self-service, with contributions of 98% and 95% from the app and web, respectively.**
- BFL's subsidiary, BFinsec, launched the BFSLTRADE mobile application along with the SAMADHAN platform to enable seamless customer support through self-help assistance and ticket-based query resolution.

Scaling Customer Experience to the Next Level

The BFL Group remains focused on evolving its business landscape to deliver a seamless experience and service to its customers. The BFL Group is continuously strengthening its self-service infrastructure, to provide a superior experience, greater customer loyalty, and a larger share of customers' financial services wallet.

In line with this approach, the Group has instituted multiple cross-functional teams to identify areas requiring process simplification across businesses, operations, and collections to deliver superior customer experience. Accordingly, it undertakes periodic process, policy, and system changes to propel an enhanced customer experience.

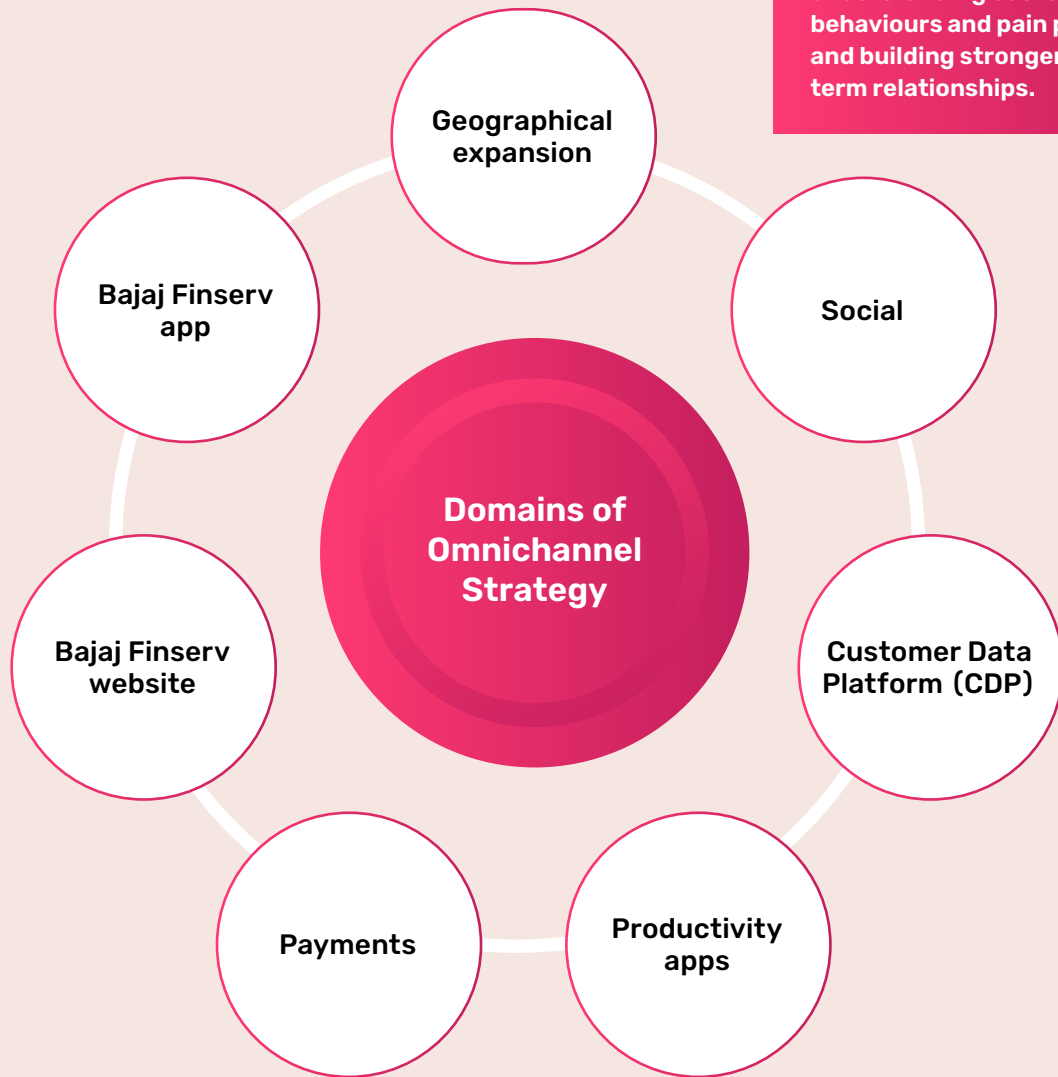
Business Transformation

As an omnipresent financial services Group, recent years have seen a strong focus on automating customer journeys to deliver seamless and intuitive experiences. The adoption of artificial intelligence has been central to this transformation, with AI capabilities deeply embedded across both business and service journeys.

The introduction of GenAI-assisted chat, face match and face authentication, co-pilot and auto pilot solutions, voice AI, in journey assistance, and AI enriched informational banners has significantly enhanced the customer experience. These innovations have reduced service requests while enabling greater self-service and operational efficiency.

BFL's strategy continues to remain anchored in being an 'omnipresent' financial services Group, dominant across all vectors of consumer presence spanning physical, app, web and social. This omnichannel construct has reinforced BFL's shift from a product and process-centric model to a customer-first approach, with sustained investments over the last few years in building digital platforms that have now scaled meaningfully in adoption and usage.

The omnichannel strategy has seven domains viz.



During FY2026, BFL significantly advanced on all these domains.



Sidhant Dadwal
Deputy CEO

We are evolving from being product-centric to truly customer-centric by focusing on what our customers genuinely need. Through advanced analytics and a design thinking approach, we deliver the right product, at the right time, through the right channel, creating more relevant and personalised experiences, better understanding customer behaviours and pain points, and building stronger long-term relationships.

Debt Management System

The BFL Group maintains a robust and disciplined debt management framework designed to keep delinquency levels under control while ensuring a fair, transparent, and customer-centric recovery process. Debt management is a critical component of the Group portfolio strategy and reflects its commitment to responsible lending and ethical recovery practices.

The Group has established a dedicated structure, supported by clearly defined protocols for managing missed payments. It views debt management not merely as a recovery function, but as a customer service intervention, aimed at enabling customers to meet their financial commitments while safeguarding their credit profiles.

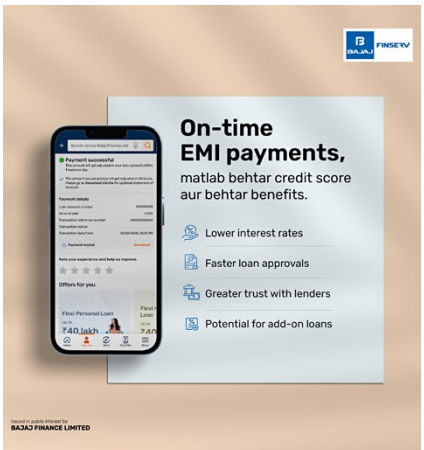
Strengthening Debt Management System through Governance and Technology

BFL continues to strengthen its Debt Management Service (DMS) through sustained investments in structure, processes, and employee capacity building while maintaining a strong focus on compliance and governance. By leveraging technology, it adopts a non-intrusive and customer-centric approach, ensuring adherence to regulatory requirements, internal policies, code of conduct, and fair practice code.

A Speech-to-Text Governance Unit has been established with the objective of monitoring customer interactions, strengthening process governance, and proactively identifying areas for corrective action, thereby enhancing overall quality and compliance standards.

Customers are provided with multiple convenient repayment options, including digital channels, branch walk-ins, retailer touchpoints, doorstep collection services, and touch-free payment methods enhancing both flexibility and ease of access.

Additionally, DMS has enabled a robust CRM platform for the call centre unit supported by a well-defined call governance framework. This empowers teams to engage with customers using accurate, real-time information in a personalised and context-driven manner.



Customer Engagement and Early Intervention

BFL adopts a proactive and preventive approach to debt management by:

- Providing advance payment reminder issued 5–6 days before an instalment is due, to ensure customers maintain sufficient funds, preventing unintentional defaults and safeguarding their credit history.
- Investing in call centres to counsel customers towards creating a good repayment behaviour by clearing subsequent EMIs directly from the given bank account.

BFL follows a graded communication approach with delinquent customers across their repayment lifecycle. These clearly indicate:

- The importance of timely payment
- Available payment channels
- Avoidance of penal charges
- Payment confirmation

These communications are also made in vernacular language via multiple channels like SMS, e-mail, tele-calling and in-person visits.

Digital Enablement and Payment Ecosystem

To enable seamless and non-intrusive collections, BFL promotes digital-first repayment solutions:

- Electronic clearing mandates are collected to facilitate automated payments.
- In case of mandate dishonour, BFL provides customers with over 30 different digital payment options such as Bharat Bill Payment Service (BBPS), Bajaj Finserv 3in1 App, Unified Payment Interface (UPI), Universal Payment Page (UPP), CC Avenue, Wallets, Google Pay and other payments banks, etc.

These digital channels, collectively account for approximately 67% of debt management volume.

Capacity Building and Training

In November 2022, BFL received its DRA training accreditation from the Indian Institute of Banking and Finance (IIBF). BFL has invested in an online DRA training infrastructure for agents. After completing the online training, agents appear for a DRA certification test conducted by IIBF.

As on 31 March 2026, more than 43,000 participants are DRA certified. BFL has over 90 facilitators, including more than 50 CAIIB-certified professionals whose profiles have been approved by the Indian Institute of Banking & Finance for delivering DRA training for BFL.

Strengthening Controls, Oversight and Customer Protection

Over years, BFL has taken various measures to strengthen its debt management process, some of which are enumerated below:

- Set up a centralised call monitoring infrastructure for its outsourced debt management services agency network to improve controllership. All agencies are required to make collection calls only through this infrastructure. All calls are now being recorded and monitored periodically to ensure compliance with the debt management code of conduct.

- Opened dedicated debt management service desks across 38 branches to address debt-related queries of walk-in customers. BFL is committed to expanding coverage of this model across more cities in future.

- Set up a centralised helpdesk for assisting and processing debt management services related requests.

- Formed a dedicated in-house team and a centralised calling unit to enable faster resolution of debt management related complaints of aggrieved customers.

- Set up a dedicated team of service advisors in service centres to address and resolve queries of delinquent customers raised over the phone through BFL's customer care number.

- Seeking customers' rating on the debt management services agent interaction.

- Significantly strengthened its compliance framework to ensure strict adherence by the debt management service agencies to its code of conduct policy and fair practice code. This framework lays down a penal staircase for non-compliance. BFL investigates every customer complaint pertaining to debt management services and takes appropriate corrective and penal action.

- In FY2026, BFL has developed 41 videos in 10 vernacular languages as part of the training module on its debt management services mobility app. These provide a clear understanding to agents on the dos and don'ts while interacting with customers.

This comprehensive and governance-led approach enables the BFL Group to balance efficiency in debt recovery with fairness, transparency, and customer dignity, reinforcing trust while protecting long-term asset quality.

Protecting and Educating Customers

BFL plays a pivotal role in enabling millions of customers to begin and strengthen their credit journey, thereby integrating them into the formal financial ecosystem. Over the last six years, BFL has offered financing to over 30 million such customers. BFL, by collaborating with various agencies promotes financial discipline among customers by keeping them informed about various credit metrics evaluated by financiers. BFL also undertakes measures to create customer awareness about devious schemes run by fraudsters, thus protecting the interests of its customers.



- All loan details are stored in compliance with the extant regulatory guidelines.
- Customer's Personally Identifiable Information (PII) is stored in an encrypted format.
- Customer PII display is masked in the front-end applications, and access is granted if required as per approved policy.
- BFL ensure redaction of customers' KYC details.
- Access to customer PII is masked and restricted, access is granted on a need-to-know basis, with due approval.
- Data Loss Prevention solutions have been deployed to monitor and detect data loss incidents, if any.
- Data Privacy policy is displayed on its website, and these, inter alia, covers the details regarding consent, collection, use, sharing, processing, and retention of customer data.

Financial Literacy Programme: Empowering Informed Decisions

BFL prioritises financial literacy through its Microfinance and other business verticals to empower customers and promote long-term financial well-being. Through targeted educational initiatives, it addresses key gaps in everyday transactions, EMI payments, loan documentation, and digital self-service platforms. The Microfinance business plays a vital role in fostering financial inclusion in underserved rural communities.

In FY2026, BFL expanded its Financial Literacy Programme in rural areas of Andhra Pradesh, Jharkhand, Karnataka, Odisha, Uttar Pradesh, and Bihar. The programme was thoughtfully designed to build awareness on key

financial topics, such as the importance of financial planning, digital payments, fraud prevention, and insurance.

5,500+
Individuals were positively impacted with essential financial knowledge through the Financial Literacy Programme

Protecting Privacy of Customers' Personal Data

As a responsible corporate, BFL is fully committed to safeguarding its customers' personal data. BFL ensures such data protection through various concerted measures.

- All information related to customers is stored as per regulatory requirements.

- In addition to traditional credit bureau data, BFL is now integrated with the account aggregator ('AA') ecosystem, i.e., an RBI-regulated entity through which individuals are able to digitally and securely share data with other regulated financial institutions in the AA network, for leveraging consent-based information.

Through a combination of financial empowerment, customer protection, and robust data governance practices, the BFL Group reinforces trust and enables responsible participation in the formal financial ecosystem.



Strengthening the Customer Service Governance Framework

As of 31 March 2026, the Group's customer franchise extended across 119.33 million people, and it disbursed 52.45 million new loans during the year. BFL Group received 17,824 customer complaints in FY2026, amongst which 9 complaints were pending for resolution as on 31 March 2026. As an ethical organisation, BFL has developed a robust customer services governance practice. Some of the key initiatives are as under:

➤ BFL has invested significant time and effort in developing customised credit assessment and operational processes. It has a customised loan origination system along with monitoring frameworks and systems, to ensure high standards of onboarding, credit quality and portfolio performance. ➤ Effective April 2024, 'Grahak Sampark' initiative that enables Senior team members from Head Office to connect virtually with customers to understand their experience while interacting with BFL. In FY2026, 24 meetings were conducted, covering 117 branches, wherein 229 customers participated. ➤ To promote transparency and informed customer choice, a separate OTP-based consent mechanism was implemented across all cross-sell and bundled product offerings. ➤ BFL has constituted a Customer Service Committee of the Board. ➤ As part of BFL's Board-approved Grievance Redressal Mechanism policy, the Board conducts quarterly review of customer grievances and complaints received from RBI. The focus of the review is on identification of the root cause, corrective action plans and customer service initiatives. ➤ An effective grievance redressal mechanism is in place, wherein multiple online and offline customer touchpoints are set up for easy and transparent grievance resolution, with 95%	- resolution within 48 hours. A Board-approved complaint classification document is in place for the same and periodic updates on the same are sent to the Customer Service Committee and the Board. ➤ BFL has a 'Contact Us' tab on its website homepage for anyone to reach out in case of queries / concerns. The grievance resolution timeline, escalation matrix, etc., are publicly disclosed on this tab. ➤ BFL has customer experience teams, within operations and across businesses, to drive initiatives to measure customer experience, improve processes and build customer-centric culture. ➤ BFL has a Management committee in place to approve changes in loan-related fees and charges. ➤ Internal Audit (IA) conducts a quarterly review of customer experience, debt management services and complaints received from online channels, along with their remedial measures. ➤ BFL has created a citizen's charter, which is available on the website, to promote fair practices. It gives customers a high degree of transparency with respect to various financial products and service offerings. ➤ Dedicated Customer Centricity and Compliance Office function has been set up to ensure all initiatives meet customer, compliance, operational,	- and technology standards before execution. ➤ BFL's 'Reparation Policy' is based on principles of transparency and fairness in the treatment of customers. It seeks to compensate customers for service deficiencies and financial loss as per agreed metrics. In addition, it has made provision to compensate customers 'in-kind' for scenarios where there is no deficiency at BFL's end under 'Goodwill Gesture Reparation.' ➤ The BFL Group follows a strict Code of Conduct (CoC) for their outsourced agents. The CoC prescribes stringent guidelines, such as maintaining privacy of prospective and existing customers, providing accurate product information, telemarketing etiquettes, etc. ➤ Customer Satisfaction Measurement: Monitoring transactional customer satisfaction (CSAT) scores across all channels for multiple service interactions enables BFL to review the effectiveness of its customer engagement initiatives. For FY2026, BFL has received over 20 million responses and achieved a CSAT score of 95%.
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RBI Ombudsman

BFL has a dedicated team that deals with the concerns or complaints raised by the customers as well as escalations received from various offices, including Ombudsman, Customer Education and Protection Department (CEPD), Department of Supervision (DOS), etc. The team strives to provide timely responses to all customer escalations received from the RBI offices, adhering to prescribed timelines.

To ensure quick response and resolution to customer complaints and escalation received from regulators, it has established localised presence in Chennai, Kolkata, Chandigarh, Hyderabad and Lucknow.

All the 24 RBI ombudsman centres are internally mapped to internal nodal officers, who ensure smooth and timely resolution of escalations with these offices.

Internal Ombudsman

In accordance with the RBI's Scheme for Internal Ombudsman, BFL has established an independent Internal Ombudsman (IO) mechanism at the apex level to review complaints that are wholly or partially rejected by the Company. This framework strengthens the integrity, transparency, and objectivity of the grievance redressal process.

The 'Scheme for Internal Ombudsman' requires the IO to be at the apex of the NBFC to independently review the resolution provided by the NBFC in the cases of wholly or partially rejected complaints. During the year, no decision of the Internal Ombudsman was overruled by the Company, reflecting the robustness and independence of the mechanism.

BFL has three IOs, supported by a twenty-one-member team independently responsible for case screening, review, secretarial work, and examination of the resolution provided in such cases, as well as all escalations received from the regulator. All escalations are vetted and reviewed by the Internal Ombudsman before submitting the responses to the RBI Ombudsman offices. The team is also responsible for organising customer awareness and educational programmes in coordination with and under the guidance of RBI Ombudsman offices.

The IOs are permanent invitees to the Customer Service Committee of the Board (CSCB). There is a bi-annual review on the IO process with the Managing Director and monthly meetings and discussions with internal teams.

Case Study

Grievance Redressal Day



Launched in FY2026, BFL's Grievance Redressal Day addresses the need for human, face-to-face engagement alongside digital channels, especially in a diverse market like India. Conducted monthly across selected branches, it provides a structured and transparent platform for customers to raise concerns, seek clarifications, and share feedback, evolving into a robust

Voice of Customer (VOC) mechanism integrated with governance processes.

The initiative has reached over 580 branches, engaging 6,500+ customers, including 1,800+ women and 200+ senior citizens. It also expanded to the MFI segment, covering 90+ branches and 650+ customers, with nearly 95% women participation.

In FY2026, participation increased further, strengthening inclusivity.

The programme supports financial inclusion, especially in rural and MFI segments, and provides empathetic support during critical events such as insurance or death claim processing. All interactions are systematically recorded, tracked, and escalated, with insights reviewed at Senior Management and Board committee levels, reinforcing accountability and transparency.

Looking ahead, BFL aims to further deepen the reach and effectiveness of the Grievance Redressal Day initiative by increasing participation, expanding outreach efforts, and strengthening analytical capabilities. The focus remains on not just resolving grievances but anticipating them using data-driven insights to proactively address potential issues before they escalate.



Empowering Society

Backed by a strong legacy of community impact, BFL, through Bajaj Beyond, is dedicated to shaping a better future for the youth of today and tomorrow – Youth and Children. BFL's initiatives are focused on Youth Skilling, Child Education, Child Health, Child Protection, and Inclusion for Persons with Disabilities (PwDs). Its flagship skilling initiative, Skillserv, is a self-implemented programme, while other skilling and child specific interventions are routed through NGOs supported by grants. BFL works closely with grassroots organisations, partners, schools, institutions, and hospitals to drive meaningful change in society. In FY2026, BFL Group has implemented 217 CSR projects with a total CSR spend of ₹ 364.48 crore.



Kurush Irani

President – Corporate
Social Responsibility

While social impact runs deep within BFL's businesses, we are equally focused on creating positive outcomes beyond the balance sheet. In FY2026, our CSR spends touched ₹ 364.48 crore across 217 projects, spanning skilling, child education, child health, child protection and inclusion for Persons with Disabilities. We measure success by the depth of change rather than breadth of activity, and the stories from communities we work with push us to do more.

Youth Skilling Initiatives

Self-implemented Skillserv Programme

The in-house skilling initiative, Skillserv, aims to bridge the employability gap in the BFSI sector by offering comprehensive, industry-relevant training. It has several programmes under its umbrella including NCVET-approved Certificate Programme in Banking Finance and Insurance (CPBFI), as well as programmes in Microfinance and Gold Loans. In addition, it also has other digital programmes such as

Insurance Marketing Professionals Academy and the newly introduced Housing Finance course. All the programmes are co-created with the help of respective business teams and delivered through two models: college-based and centre-based.

50,475

Students trained through Skillserv programmes

220,650

Benefitted through grant making skilling programmes



College-based: Certificate Programme in Banking, Finance & Insurance

This is widely implemented flagship programme that builds foundation and teaches students about the fundamentals of BFSI sector. A 120-hour module is designed to equip youth with the knowledge and skills that make them industry ready. CPBFI participants are mostly first-generation graduates, primarily young aspirants from Tier 2 and Tier 3 cities. In FY2026, 45,389 students were trained, bringing its total college reach to 557 colleges across 160 districts. Since inception it has trained ~159,000 youth.



Centre-based: Gold Loan and Microfinance Programmes

The Skillserv centre-based model is co-created by BFL business teams to provide comprehensive skill development and employment opportunities to youth by leveraging independent training centres. This model focuses on equipping participants with market-relevant skills and ensuring their successful transition to the workforce. The centre programmes have trained over 2,690 students, in 25 districts in FY2026.

Microfinance Training Programme:

This 180-hour course prepares individuals to work in microfinance institutions that provide loans and savings services to self-help groups (SHGs) and low-income customers. The individuals are trained to manage field operations and sales, group meetings, collections, and build trust with rural communities. Along with theoretical learning it includes a 30-hour classroom simulation to give practical, office-based experience to learners.

Gold Loan Training Programme:

This 180-hour course is designed specifically for graduates seeking entry-level roles. The programme provides practical expertise in gold valuation, purity assessment, and safe handling techniques. Participants gain



comprehensive skills, preparing them for diverse career opportunities as Gold Loan executives. Along with theoretical learning it includes a 20-hour classroom simulation to give practical, office-based experience to learners.

Housing Finance and Upcoming Programmes:

A housing finance programme has also been introduced to the portfolio, further expanding the training offerings, with programmes in general insurance and other domains planned for pilot rollout soon.



Insurance Marketing Professional Academy (IMPA)

The initiative trains individuals seeking new income opportunities by providing comprehensive knowledge of general

insurance through a 3-day intensive programme. Individuals above 18 years of age who have completed the 10th grade can enrol, even without any prior background. The programme has trained 2,396 individuals in FY2026 and is specifically designed for those seeking flexible working schedules, additional income, or the opportunity to help others protect their assets.

Apart from the specific certificate programmes, Skillserv Leap Internship was piloted this year, an on-the-job training initiative that bridges the gap between academia and the financial services industry. In its pilot phase, the programme was implemented across the Wardha and Burhanpur regions. The interns engaged in 'learning by doing' by shadowing field officers and supporting teams during high-demand periods like Diwali and summer vacations.

Skilling through Grant Making

The projects are implemented in collaboration with multiple non-profit organisations to offer a comprehensive range of training and skilling programmes aimed at employment, enterprise development, entrepreneurship and fellowship. The initiative encompasses vocational training, job readiness, healthcare skill development, skilling for Persons with Disabilities, incubation support, as well as scholarship and fellowship programmes.



Skilling Models for Income Generation

It focuses on providing specific & diverse training and skilling programmes across varied models to help bridge the employment gap and help the participants generate a steady income. 73,530 individuals are being supported under this initiative.

Sector-specific Vocational Training:

It offers short and long-term vocational programmes aligned with industry demand, covering both blue-collar technical trades and service-sector roles.

Aggregator & Community Models:

By utilising a network of small NGO aggregators and maintaining deep community engagement, it reaches remote populations and orients them toward viable vocational careers.

Targeted Placement Strategies:

Local and migration placement-led initiatives ensuring that training translates into immediate income regardless of the candidate's geographic constraints.

Support for the Ultra-Poor:

BFL implements specialised interventions for the most marginalised populations, focusing on foundational

skilling to bring them into the economic mainstream.

Outcome-based Financing:

In this model, returnable grants and blended finance approaches ensure accountability, with success measured through verified employment, income levels, and sustained job retention for the projects.

Fellowship and Scholarship:

It entails providing entrance preparation for competitive professional tracks and scholarships for meritorious, underprivileged students to ensure high-income potential.



Self-Employment and Entrepreneurship Development

It focuses on strengthening the local economy by incubating micro-enterprises and supporting individual entrepreneurs. 122,895 individuals are being supported under this initiative.

Ecosystem Strengthening:

BFL invests in the local entrepreneurial landscape, providing the necessary infrastructure and support systems for small businesses to thrive in their native environments.

Direct Enterprise Support:

BFL offers individualised assistance to help practitioners move from subsistence work to structured direct enterprises,

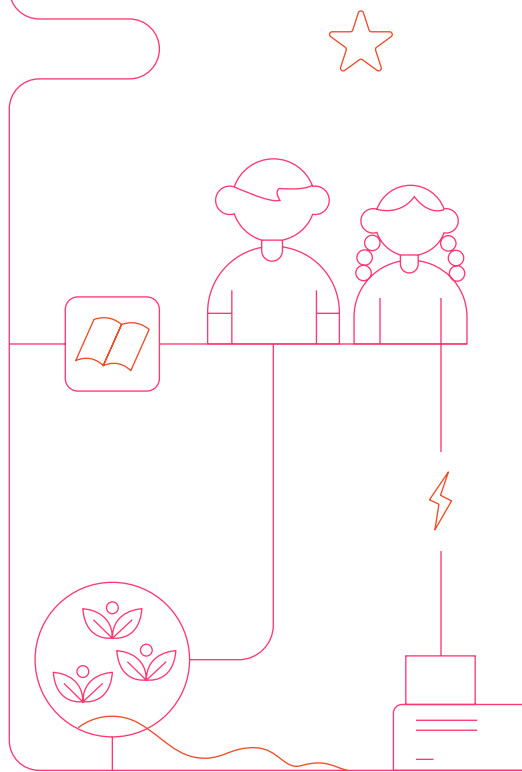
providing the tools and knowledge needed for business sustainability.

Incubation Programme: Through strategic incubation, BFL provides the push required for early-stage entrepreneurs to professionalise their operations, improve efficiency and help them scale.

Need-based Entrepreneurship: BFL's initiatives are tailored to specific regional opportunities, ensuring that new businesses fulfil an actual market gap within their specific geography.

Financial Sustainability:

By leveraging returnable grants for entrepreneurs, it creates a revolving fund model that encourages business discipline while ensuring that capital is recycled to support the next wave of local innovators.



Case Study

PanIT: Skill Development of Underprivileged Girls in Culinary and Manufacturing courses



PanIT's programme aims to bridge the skill and employability gap among underserved youth by providing industry-aligned vocational training in trades such as culinary, manufacturing, and caregiving. Focused on Scheduled Tribe,

Scheduled Caste, Backward Caste, and minority communities in low Human Development Index (HDI) regions, the initiative creates sustainable livelihood opportunities and improved socio-economic outcomes through skilling and placement support.

Sanjana Kamal, a young tribal woman from Jharkhand, is one such beneficiary whose life transformed through the initiative. Coming from a low-income farming household, she pursued culinary training at Ranchi Kaushal College with support from BFL and secured employment in Bengaluru's hospitality sector, significantly improving her family's financial stability and living conditions.

Her journey reflects the transformative impact of skill development and opportunity creation for underserved communities. Today, nearly 240 women like Sanjana are benefitting from the programme, building pathways towards economic independence and long-term social mobility supported by BFL.

Case Study

Mann Deshi: Empower Her - A Holistic Programme for Women Entrepreneurship and Community Development



The initiative aims to strengthen women-led micro-enterprises by providing practical entrepreneurship training, financial literacy, and market linkage support tailored to local community needs. By enabling

access to business development skills, formal identity systems, and financial inclusion mechanisms, the programme supports women entrepreneurs in building sustainable livelihoods and achieving economic independence.

Rupali Navnath Raykar's journey reflects this impact. Following financial hardships during the lockdown, she started a small puja materials and flower business near a temple in Pune. Through skill training in artificial and real flower jewellery making, followed by support under the Deshi Udyojika Programme, she strengthened her entrepreneurial capabilities in branding, accounting, packaging, and business management.

Today, Rupali has expanded her customer base, created livelihood opportunities for other women, and significantly increased her household income, demonstrating how targeted skilling and entrepreneurship support can transform women-led enterprises and community livelihoods. 5,040 women are being supported through BFL's support.



Healthcare Skilling

In the healthcare domain, BFL supports strengthening the medical ecosystem by enhancing the capacity of frontline professionals. Through targeted skilling initiatives and specialised fellowships, the Company builds a robust workforce of nurses, paramedics, and technical staff equipped to deliver high-quality clinical and preventive care. 848 individuals are being supported under this initiative.

Core Clinical & Allied Health Pipeline:

Focusing on the 'Clinical Backbone', BFL supports comprehensive programmes exceeding two years. These are strictly affiliated with nursing or paramedical councils, encompassing professional nursing degrees, specialised eye care pipelines, and mid-level clinical courses for allied health professionals.

Paramedical & Technical Capacity Building:

To meet immediate industry needs, BFL offers agile programmes of less than two years. These are either self-affiliated or certified

by skilling boards, focusing on enhancing the technical proficiency of paramedics and support staff through intensive fellowships and specialised technical modules.

Community & Preventive Health Cadre:

BFL has developed a dedicated workforce for basic support services, focusing on grassroots health delivery. This cadre is trained to manage preventive health initiatives and community-level interventions, ensuring that healthcare reach extends beyond the hospital and into the heart of the community.



Skill Development for Persons with Disabilities

BFL facilitates the holistic development of PwDs including those with intellectual and developmental challenges by shifting focus from basic skilling to meaningful workforce participation. As an ecosystem enabler, BFL promotes fostering of inclusive employment, entrepreneurship, and advanced career progression. It enhances vocational skills through training tailored to individual needs, specifically targeting pre-vocation, access to employment, the service industry, enterprise, and advanced career progression. 21,877 individuals with disabilities are being supported through this.



Artisan Skilling

BFL supports ecosystem-level collaboration by partnering with like-minded CSR organisations, impact firms, enablers, finance players, and monitoring & evaluation organisations to design solution-oriented programmes. This involves exploring a layered approach to business development, including piloting in-depth programmes with existing partners to strengthen enterprise growth. Furthermore, the focus on educational integration through structured one to two year programmes in design development and business management, specifically developed to build the next generation of craft leaders among artisans. 1,500 artisans are being supported through these initiatives.



Case Study

Youth4Jobs Foundation: Enabling Inclusive Employment for Persons with Disabilities

Persons with disabilities often face limited access to skill development, workplace opportunities, and guidance, restricting their ability to secure stable and dignified employment. To address this, Youth4Jobs Foundation, in partnership with BFL, provides targeted skilling, communication training, and placement support to enable inclusive employment. Through this initiative, 7,920 youth with disabilities have been trained and placed in jobs, improving financial independence and livelihoods.

Hitansh Gehlot's journey reflects this impact. A 22-year-old with 100% hearing impairment from Ajmer, he faced financial challenges after his family's business closure. Through structured training and placement support, he secured a role as an Assistant Team Member at Taksharya Food Works, earning a stable income along with additional benefits.

Child Development



Comprehensive Approach to Development

Investing in children's well-being is essential for long-term societal progress. BFL supports several initiatives:



35,912

were supported through Health interventions



390,369

Persons with Disabilities were supported



540,224

Benefitted from Education-related initiatives



26,072

Supported under Children protection

Child Education

The interventions are holistic, ‘whole of school’ approach, centred on the 5S Model School framework (Sundar, Safal, Saksham, Surakshit, and Shala). BFL supports and strengthen foundational literacy and numeracy (FLN) while integrating vocational education, ICT systems, and school health.



Digital and Tech-based Interventions

BFL collaborates with organisations to facilitate digital teaching interventions, harnessing technology to augment educational accessibility and effectiveness. 10,000 children are being supported.

Foundational Literacy and Numeracy

The projects target barriers to foundational learning and numeracy, with a specific focus on bolstering academic performance in core subjects through innovative approaches. 30,000 children are being supported.

Mental Health Interventions

Partnerships enable the facilitation of mental health interventions, encompassing emotional well-being promotion and behavioural issue mitigation, vital for fostering a conducive learning environment. 77,200 children are being supported.

Early Childhood Education

Centred on cognitive, social, and emotional development, early childhood education initiatives prioritise language enhancement and school readiness, laying a strong foundation for future academic success. 3,000 children are being supported.

Comprehensive School Interventions

Comprehensive interventions encompass nutrition support, health checkups, and skill development to enhance employability, ensuring students are equipped with essential competencies for their academic and professional journey. 26,326 children are being supported.

Vocational Education Initiatives

Efforts in vocational education aim to impart practical skills and industry knowledge, contributing to decreased dropout rates and

heightened employability prospects among students. 1,000 children are being supported

Scholarship Support

BFL extends scholarship support, facilitating the completion of education and opening doors to brighter futures for deserving students. 5,453 children are being supported.

Health & Well-being

Implementing partners oversee annual health check-ups and follow-up treatments, prioritising the well-being of children and addressing potential health concerns proactively. 387,265 children are being supported.

Child Health

BFL is committed to improving long-term resilience and health outcomes for children under 18 affected by Non-Communicable Diseases (NCDs). Moving beyond isolated treatment, the ‘whole-of-child’ approach integrates early diagnosis, community-based screening, and infrastructure enhancement to create a sustainable support system for the most vulnerable. By acting as an ecosystem enabler, the Company collaborates with strategic partners to strengthen hospital capacity and frontline networks, ensuring specialised care is both high-quality and accessible.



Cleft Care

BFL is dedicated to supporting children born with cleft lip and palate conditions, ensuring access to timely surgeries and comprehensive care. In collaboration with Smile Train India, BFL launched the Maha Smiles – Cleft Care for Every Child initiative in Maharashtra. To strengthen community outreach, BFL works closely with ASHA and Rashtriya Bal Swasthya Karyakram (RBSK) workers as well as Federation of Obstetric and Gynaecological Societies of India (FOGSI), enabling early identification and referral. To further extend care to underserved regions, the initiative has built a network of partner hospitals and introduced fellowship programmes, enhancing both capacity and reach. 22,000 children are being supported for cleft care.

Type 1 Diabetes (T1D) Centre of Excellence

The Company supports interventions for children with Type1 Diabetes for their holistic care. Sweetlings Centre of Excellence at Jehangir Hospital has transformed from a once-weekly clinic into a state-of-the-art facility operating six days a week, through support. This infrastructure upgrade addresses long-standing staffing and capacity challenges, providing a child-friendly environment equipped with dedicated consultation rooms and advanced

medical systems. By integrating a multidisciplinary team of specialists with a 24-hour helpline and school outreach, the Centre has scaled its ‘Sweetlings’ programme to provide continuous, holistic care for both underprivileged and self-paying patients, significantly expanding access to life-saving diabetes management. 1,550 children are being supported cumulatively through this and other interventions.

Paediatric Heart Care

BFL addresses the national burden of congenital heart disease (CHD) via a holistic ‘four-pillar’ model that provides high-quality treatment entirely free of cost. Acting as an ecosystem enabler, BFL strengthens the RBSK referral

network in Pune through large-scale training of healthcare workers and specialised newborn screening at partner hospitals to ensure early identification and timely surgery. The collaboration also includes the establishment of advanced OTs and ICUs, and the launch of accredited residential healthcare skilling programmes for nursing and GNM students to ensure workforce readiness. To drive long-term resilience, BFL also supports a pioneering research-based genomic study focused on the Indian population, combining immediate life-saving surgeries with the research and capacity building necessary to transform paediatric cardiac care. 1,990 children are being supported.

Cancer & Epilepsy Care

Specialised support has been extended to children for advanced cancer treatments as well as critical epilepsy surgeries and medicinal assistance. 5,666 children are being supported.

Healthcare Infrastructure

To ensure service delivery excellence, BFL has equipped hospitals with advanced paediatric medical equipment and trained healthcare workers, directly impacting 615 children.





Case Study

Ekam Foundation: Enabling Critical Neonatal Care for Vulnerable Families



Access to affordable neonatal care remains a significant challenge for low-income families, especially in cases of premature births requiring prolonged and intensive medical support.

To address this, Ekam Foundation, in partnership with BFL, provides financial assistance for critical neonatal care, ensuring that vulnerable newborns receive timely and life-saving treatment. Through this initiative, 265 infants have been supported with access to essential healthcare during their most critical stages.

The journey of twin newborns from Belgaum reflects this impact. Born prematurely at 33 weeks and admitted to the NICU at Platinum Hospital, Pune, they required intensive care for multiple complications. Through BFL's support, the family was able to continue treatment, leading to steady recovery. After weeks of care, both babies were discharged in stable condition, marking a significant milestone for the family.

Their journey highlights how timely medical and financial support can save lives and give vulnerable newborns a stronger start.

Inclusion for Persons with Disabilities

The Company focuses on the well-being of PwDs by facilitating their inclusion into mainstream society. It addresses a variety of challenges, including intellectual, developmental, physical, and locomotor disabilities, with a strong emphasis on early identification, intervention and counselling.

Rehabilitation and Comprehensive Care

Early therapies, parental counselling, and continuous support programmes were implemented to enhance the quality of life for persons with disabilities. 30,615 children are being supported.

Educational Inclusion

It encompasses supporting special schools, inclusive education initiatives, and vocational training programmes aimed at empowering PwDs through education. This involves establishing inclusive learning environments where students with and without disabilities learn together, utilising teaching

methods tailored to accommodate diverse learning needs. 997 children are being supported.

Medical Rehabilitation

It provides access to aids, prosthetics, and critical medical treatments was facilitated to improve mobility and health outcomes 354,672 children are being supported.

Assistive Technology

Various technological advancements were leveraged to enhance disability support and accessibility for individuals with disabilities. The Company has partnered with various organisations and start-ups. 3,895 children are being supported.

Competitive Exams and Fellowships

Students with disabilities were supported in clearing competitive exams, ensuring access to higher education and employment opportunities. Capacity-building programmes were launched to support special educators working with children with learning disabilities. 190 individuals are being supported.

Child Protection

BFL's child protection strategy adopts an Integrated Community Approach to shield vulnerable children from trafficking, abuse, and labour. The Company combines system strengthening with a communities model to drive behavioural change. BFL utilises both Model Child Care Institutions for institutional safety and prioritised non-institutional care to provide tailored rehabilitation. This holistic framework now extends to children in conflict with the law, ensuring they access the development opportunities necessary to become productive citizens.

Institutional Care

Comprehensive support was provided to shelter homes and child welfare institutions, ensuring safe housing and holistic care. 978 children are being supported.

Rescue and Rehabilitation

Child rescue operations were conducted at railway platforms, with a focus on reuniting children with their families and rehabilitating them. 2,900 children are being supported.

Adoption and Daycare Support

Safe spaces and early childhood care services were provided for children of construction workers, ensuring their well-being. 100 children are being supported.

Community Protection Programmes

Education and protection programmes were integrated to empower children in vulnerable communities and improve their employability. 1,865 children are being supported.

Aftercare and Transition Support

BFL provides ongoing guidance and assistance to children transitioning between phases of life, ensuring continuity of care and support beyond immediate interventions. 855 children are being supported.

Awareness and Sensitisation

Collaborative efforts extend to raising awareness and sensitising communities about the issue of child sexual abuse, partnering with various organisations to create a safer environment for children and prevent instances of abuse and exploitation. 19,374 children are being supported.

Case Study

NCPEDP: Enabling Inclusive Education for Students with Disabilities



Students with disabilities often face barriers in accessing quality education, assistive technology, and inclusive learning environments, limiting their academic growth and future opportunities.

To address this, NCPEDP, in partnership with BFL, provides scholarships and access to assistive devices, enabling students to pursue education with dignity and independence. Through this initiative, 500 students have been supported to overcome barriers and achieve academic excellence.

Sara's journey reflects this impact. A student with hearing and speech impairments from Lucknow, she faced financial constraints and limited access to learning resources. With scholarship support, she gained access to assistive technology and continued her education with confidence, excelling academically and securing 98.75% in her ISC Class 12 examinations.

Her journey highlights how inclusive support and access to the right resources can empower students to overcome systemic barriers and achieve their full potential.

Pune-centric Interventions

BFL's Pune-centric interventions focus on creating specialised, high-capacity hubs for paediatric care, treatment and counselling. Additionally, it is strengthening the city's healthcare infrastructure through a multispeciality children's hospital, ensuring that vulnerable families in the region have local access to world-class medical and surgical expertise under one roof.

Employee Volunteering



BFL's employee volunteering initiatives are designed to create shared value for employees, NGO partners, and communities. The programmes focus on strengthening partner capacities, supporting beneficiaries through knowledge-sharing, and enabling employees to gain exposure, empathy, and leadership experience through meaningful engagement.

The volunteering framework is centred around two key themes:

1. Awareness Generation

Promoting social causes and responsible citizenship

2. Capability Building

Mentoring, training and guiding NGO partners and beneficiaries

The Company's volunteering efforts primarily support budding entrepreneurs

from underserved communities, children engaged in learning, and youth building skills and employability pathways, ensuring that interventions create meaningful and long-term developmental impact.

During FY2026, the Company conducted 24 volunteering initiatives, with participation from 435 employees clocking more than 536 hours.

Career Guidance and Mentorship for Students

Employees conducted sessions for students from Grades 8 to 10, introducing them to diverse career pathways, future opportunities, and personal growth journeys. These sessions were aimed at ensuring equitable access to career awareness and informed decision-making.

Learning Modules on AI, BFSI and Interview Readiness

Employees, supported by internal Learning & Development teams, delivered curated modules on emerging technologies, banking and financial services, and interview preparedness to enhance employability outcomes for youth.

Awareness Initiatives

Employees actively participated in awareness campaigns on themes such as inclusion of Persons with Disabilities, child safety, the POCSO Act, etc. These initiatives were implemented through workplace activities, inclusive runs, wall-painting drives, and external outreach programmes.

Through these efforts, Bajaj Finserv continues to foster a culture of purpose-led volunteering while contributing to sustainable social impact.

Impact Assessment

BFL believes it is essential to assess the outcomes and effectiveness of these initiatives to ensure they align with its objectives and contribute meaningfully to the well-being of the communities it serves. With the impact assessment of its projects, it aims to:

- Evaluate the effectiveness of BFL's CSR projects in achieving their intended goals and objectives.
- Assess the sustainability of the outcomes generated by these projects.
- Identify strengths, weaknesses, opportunities and challenges associated with BFL's CSR initiatives.
- Provide recommendations for improvement and optimisation of future CSR endeavours.
- Enhance transparency and accountability in BFL's CSR reporting and communication.

In FY2026, BFL conducted an assessment study of 22 CSR projects. The assessment exercise not only helped understand the impact of its work on ground but also highlighted the challenges associated, feeding into its decision-making process and motivating in continuing to engage in thoughtful learning and reflection.

Way Forward

The Company will continue to deepen its impact by combining infrastructure investments in healthcare, integrated and multi-pronged interventions, strengthened partner capacities, and the design and implementation of strategic, outcome-driven programmes.

Note: Beneficiary estimates are based on the full project period and not just the financial year under consideration.

Reaching Financial Services to Millions of Indians and Providing Sustainable and Safe Products and Services

The BFL Group firmly believes in the power of financial accessibility to all. Every individual and business needs easy and seamless access to relevant and affordable financial products and services in a sustainable way. The core of its offering comprises financial products and services that enable a wider and more sustainable growth of the economy. In line with this belief, the BFL Group offers financial products and services to millions of Indians, to secure and enhance their livelihood, healthcare, education, homes, protection and savings.



Manish Jain
Deputy CEO

Responsible growth starts with customer-centricity. Through our FINAI transformation, AI capabilities are now embedded across business and service journeys, helping us bring financial products and services to millions of underserved and first-time borrowers. That means better quality of life, stronger livelihoods, easier access to education and healthcare, and safer ways to pay and protect their assets.

Inclusively Financing to Empower Social Stewardship

Access to financial services has the power to transform millions of lives, making financial inclusion central to the BFL Group's business philosophy, by leveraging emerging technologies, seamless digital journeys, and a robust physical network with strong grassroots reach to expand access to finance.

Through this, the BFL Group aims to empower communities, enhance social well-being, and strengthen its role as a responsible steward of societal progress.

Key Initiatives in Inclusive Finance



New-to-Credit Financing

30+ million Credit facilities have been extended to new-to-credit customers in the last six years.

Empowering Women

In accordance with BFL Group's commitment to sustainable growth, it has identified women empowerment as a key focus area. Over the last 3 years, loans amounting ₹ 150,000+ crore disbursed to more than 23 million women borrowers enhancing their economic empowerment and self-reliance.

Tractor Financing

BFL expanded its product portfolio by launching tractor financing to promote financial inclusion, disbursing ₹ 1,050+ crore in FY2026.

Affordable Housing

Business Launch: BFL launched its Affordable Housing Loan business to expand homeownership opportunities for underserved and low-income communities.

Core Philosophy: The business is built on the pillars of Accessibility,

Affordability, and Inclusion, focusing on widening access to formal housing finance.

Customer Focus: Designed to serve individuals with irregular or cash-based incomes and limited or no formal credit history, addressing a key gap in traditional lending.

Loan Offering: Provides housing loans of up to ₹ 50 lakh, catering to a broad range of affordable housing requirements.

Policy Alignment: The offering aligns with government-led affordable housing initiatives, supporting the vision of housing for all.

Responsible Lending: Operations are supported by robust risk management and compliance frameworks, with a strong emphasis on responsible and customer-centric lending practices.

Impact: In FY2026, BFL has sanctioned ₹ 230+ crore, enabling more than 1,500 families to achieve homeownership.

Rural Lending

As part of BFL's Rural Lending initiative, it has established a comprehensive

distribution network in medium and small towns, as well as villages nationwide. This initiative offers simple and diverse financial products suited to their needs, including consumer durables, mobile phones, gold loans, and personal loans, among others. Rural Lending AUM increased by almost 27% to ₹ 35,793 crore as of 31 March 2026.

Microfinance and Group Lending Loans

BFL has Microfinance Group-based lending operations carried out through its 447 branches.

➤ BFL's Microfinance model focuses on providing micro loans to those who are often excluded from traditional banking systems, lacking collateral or credit history. The aim is to empower and uplift low-income individuals with access to financial resources necessary to start or expand small businesses.

➤ BFL's guiding goal is to bridge the gap between under-banked population with those having access to formal financial services.

- BFL is using group lending model for individuals focusing on social collateral to mitigate the risks associated with serving clients in challenging economic situations.
- Microfinance not only provides a pathway for individuals to improve their economic well-being but also contributes to community development by fostering entrepreneurship and creating jobs serving as a catalyst for economic enhancement.
- Customers are provided financial literacy training across key areas such as responsible borrowing, savings, financial planning, digital payments, fraud prevention, credit discipline, insurance awareness, and livelihood management, supplemented by AI-enabled videos

during loan disbursement that reinforce responsible borrowing, safe digital practices, and the importance of safeguarding OTPs and personal banking information.

- This initiative strengthens customers' financial awareness and promotes the secure adoption of digital financial services among rural borrowers.

By the end of March 2026, the Company has lent group lending loans to 740,000+ women customers in 41,000+ villages across 158 districts in 11 states of the country.



Harjeet Toor
Deputy CEO

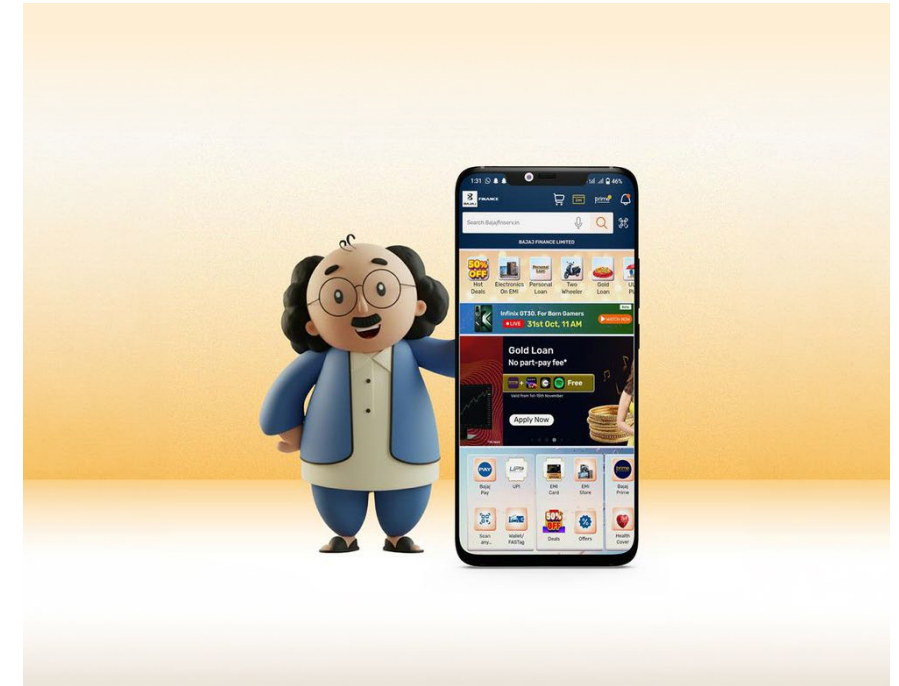
Through micro business loans, we bring credit and confidence to underserved communities. Every loan disbursed moves a small business a step closer to financial credibility and growth, enabling inclusion and improving lives.

Bajaj Pay

Bajaj Pay is instrumental in fostering financial inclusion by driving the adoption of UPI payments and advancing digital payments infrastructure.

By bridging the gap between customers and merchants, payment wallets enable greater financial engagement, expand access to formal financial systems, and facilitate economic participation across underserved communities.

BFL has been driving UPI payments. It has accelerated quick response (QR) deployment at small and medium format merchants. Bajaj Pay QR enables merchants to accept payments by way of UPI, PPI (Bajaj Pay Wallet) and Bajaj EMI. It has deployed over 0.2 million merchant QRs in FY2026 with the cumulative base crossing 3.9 million.



Case Study

Ashma's Journey to Financial Resilience



Representative Image

In the rural landscape of Budhana, Muzaffarnagar (Uttar Pradesh), Ashma's journey reflects the impact of responsible microfinance.

With an existing dairy setup of two buffaloes, Ashma aspired to increase her income but faced financial constraints. Through BFL Microfinance support, she availed a loan of ₹ 41,000, which enabled her to purchase an

additional buffalo and expand her dairy business. This enabled higher production and a shift from selling to local middlemen to accessing larger markets, improving income. Her dairy business now generates ₹ 70,000 annually, providing her household with a stable and reliable source of livelihood.

BFL's approach goes beyond lending. With access to veterinary support and better livestock management, Ashma is building a stable, asset-backed livelihood. Her story highlights BFL's role in enabling financial inclusion by supporting women with small ticket credit to create sustainable income opportunities and long-term economic resilience.

Customer Voice

"I availed a loan to buy livestock, which helped me increase my income. I already had two buffaloes and purchased another buffalo through the loan. Now I sell milk at bigger market rather than selling it to local milkman and earn a better income. I am thankful for receiving the loan when I needed it the most, which helped me become financially stronger. I plan to expand my business further to grow my income and to provide better quality of life for my family."

Securing Lives and Livelihoods Sustainably

The BFL Group is committed to enhancing financial access and security by offering a large gamut of financial products to support people's livelihood, healthcare, education, homes, protection, and savings requirements.

Empowering Livelihood

BFL's financing solutions for three-wheeler passenger vehicles aim to empower the underprivileged and underserved segments of society, enabling them to acquire productive assets and earn a livelihood.

₹ 8,500+ crore disbursed by BFL over the last 3 years through more than 340,000 three-wheeler passenger vehicle loans

Professional Education Loans

Professional Educational Loan is a key component of BFL's EMI financing solutions, with customised offerings addressing its customers' education loan requirements.

In FY2026, BFL has disbursed ₹ 1,100+ crore through more than 1.5 lakh professional education loans

Healthcare Financing

BFL's comprehensive EMI solutions are tailored to meet the healthcare and medical needs of customers, covering financing for medical procedures, fitness equipment and bicycles.

In FY2026, BFL has disbursed ₹ 1,000+ crore through more than 1.9 lakh loans in health and wellness sector

Enhancing Customer Protection and Promoting Savings Deposits

BFL as a responsible financial partner, actively promotes a culture of savings among its customers:

- Higher Fixed Deposit (FD) rates for senior citizens, BFL provide additional interest of up to 0.35%. In FY2026, approximately 80,000 FDs have been placed.





Mutual Fund

Mutual funds encourage regular savings through options like SIPs, helping individuals grow wealth over time. By promoting disciplined investing, mutual funds support financial security and long-term goals.

In FY2026, ₹ 100+ crore were invested in mutual funds by 9,500+ customers through Bajaj Financial Securities Limited (BFSL)

BFSL is registered with the Pension Fund Regulatory and Development Authority (PFRDA) as a Point of Presence-Online (PoP - Online) to distribute and service the National Pension Scheme (NPS) through an online platform, a social security

pension and investment scheme initiated by the government. More than 2,200 NPS accounts have been distributed and serviced in till date.

Insurance Products

BFL and BHFL are Insurance Regulatory and Development Authority of India (IRDAI) registered corporate agents authorised to distribute Life, Health and General Insurance products across 27 insurers. It currently works with three Life Insurance companies, nine General Insurance Companies and five Standalone Health Insurance companies offering their products across urban, rural, and semi-urban geographies.

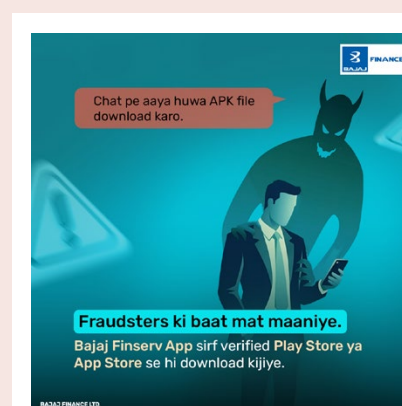
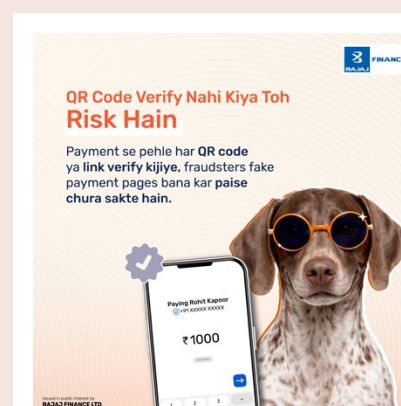
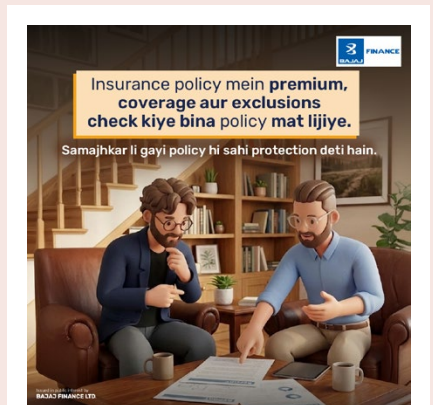
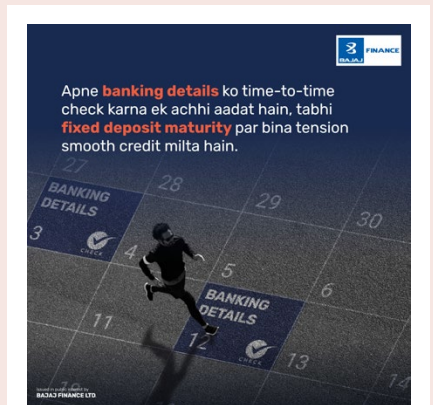
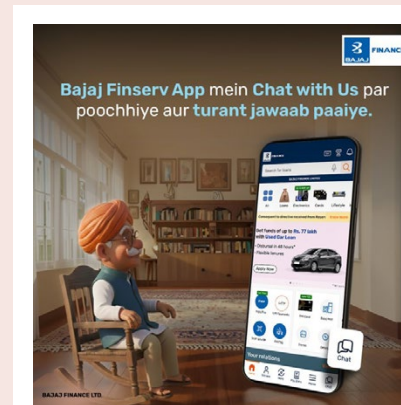
To ensure comprehensive coverage for their customers, both BFL and BHFL have distributed more than 1.1 crore life insurance, 68 lakh health insurance, and 0.05 lakh term life insurance policies in FY2026.

The paramount consideration at the BFL Group is the advancement of financial well-being, security, savings, and ultimately, financial inclusion. The business verticals and segments are all designed to meet the needs of its varied customers while at the same time empowering businesses and individuals to enhance growth and a sustainable future for all.

Campaigns and Social Media Outreach at BFL

For its customers and stakeholders, BFL created a comprehensive communication strategy around fraud, risk awareness, customer protection and financial awareness throughout FY2026 which was disseminated through various social media platforms. The purpose of its campaigns was to create stronger financial literacy, including awareness on cyber security, digital safety and financial literacy.

In line with RBI guidelines on customer awareness, BFL conducted targeted awareness campaigns across six key verticals - Risk Containment Unit (RCU), Debt Management Services (DMS), Service, Fixed Deposits (FD), Insurance, and Payments - complemented by 3,900+ social media messages, covering topics such as account security, digital banking, fraud prevention, customer rights, grievance redressal, senior citizen facilities and loans.



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