

Bank for the Aspiring Indians

Where Every Aspiration Finds Its Heart.

Annual Report 2025-26





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Where Every Aspiration Finds Its Heart.

India's growth is fundamentally driven by the economic ambitions of its people. Across the nation, a profound shift is being noticed—families securing their futures through systematic savings and robust protection, entrepreneurs expanding their enterprises and farmers accessing productive capital to enhance yields. Today, priorities like home ownership, asset creation, education, and long-term planning are vital goals for a rapidly rising aspirational population. These evolving dynamics demand more than basic credit access; they require comprehensive banking solutions that support every stage of financial progression.

Ujjivan SFB is engineered precisely to address these shifting dynamics. The Bank serves customers across a full spectrum of savings, credit, investments, protection, and transaction banking. The product offerings spans across micro-banking, housing, MSME, agriculture, gold loan, vehicle finance, retail liabilities, Trust, Association, Society and Club (TASC) and Retail Institution and Government Banking (RIGB). It's distribution model seamlessly integrates physical, assisted, and digital channels, ensuring customers engage precisely at their level of financial familiarity.

As modern India's aspirations scale, Ujjivan SFB expands alongside them - ensuring every dream finds its home, and every aspiration finds its heart.

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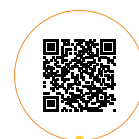
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From the
Chairman's
Desk

Perspective on a Changing Banking Landscape



India's banking sector continued to play an important role in supporting economic growth, expanding financial access and deepening inclusion across customer segments. During FY 2025-26, the industry benefited from healthy credit demand, improving liquidity conditions and accelerating digital adoption, while maintaining a strong focus on risk management and deposit mobilisation.

Dear Shareholders,

Ujjivan was founded with a clear and enduring purpose: to make financial services accessible, responsible and relevant for those who have traditionally remained underserved. FY 2025-26 was a year of steady progress, one that required resilience and disciplined decision-making as we continued to strengthen our foundations and advance our mission of financial inclusion.

Operating Environment

The global environment remained uncertain through FY 2025-26, shaped by geopolitical tensions and shifting trade dynamics. India, however, continued to demonstrate resilience: GDP growth for the year came in at 7.6%, anchored by domestic demand, government capital expenditure and policy continuity. Consumer Price Index (CPI) inflation declined sharply to 2.1%, well within the RBI's target band of 2-6%. This allowed the Monetary Policy Committee to pivot decisively, cutting the repo rate

by a cumulative 125 basis points during FY 2025-26, from 6.50% to 5.25%, the steepest easing cycle in recent years. Lower interest rates and improved household cash flows had a direct bearing on our business. Repayment capacity improved, and demand strengthened across micro-banking and affordable housing, our two largest segments.

India's banking sector continued to play an important role in supporting economic growth, expanding financial access and deepening inclusion across customer segments. During FY 2025-26, the industry benefited from healthy credit demand, improving liquidity conditions and accelerating digital adoption, while maintaining a strong focus on risk management and deposit mobilisation. The microfinance sector, which had experienced stress during FY 2024-25, began to stabilise as industry-led guardrails strengthened credit discipline and supported an improvement in collection trends. Demand across affordable housing, MSME lending and other secured retail segments also remained encouraging, creating opportunities for banks pursuing diversified and sustainable growth.

Performance Overview

FY 2025-26 was a year of stable operating performance alongside continued investment in long-term capabilities, a balance we view as essential to building a franchise that performs consistently across cycles. Building on the progress made in FY 2024-25, we continued to strengthen our balance sheet, diversify our portfolio and improve the quality of growth across the franchise.

Our total balance sheet increased from ₹47,689 Crores in FY 2024-25 to ₹57,541 Crores in FY 2025-26, underscoring the steady expansion of our franchise and the momentum across both assets and liabilities. Net Interest Income increased to ₹3,871 Crores in FY 2025-26 from ₹3,636 Crores in FY 2024-25, driven by growth in the loan portfolio and a steady Net Interest Margin (NIM). Pre-Provision Operating Profit improved to ₹1,710 Crores from ₹1,689 Crores in the previous year, supported by business growth, operating efficiencies and continued investments in productivity-enhancing digital capabilities.

Profit After Tax stood at ₹693 Crores in FY 2025-26, compared with ₹726 Crores in FY 2024-25, reflecting elevated credit costs and higher provisioning requirements, particularly during the earlier part of the year amid stress in the microfinance sector. However, underlying operating performance improved progressively through the year, supported by portfolio diversification, improving collection trends and strengthening asset quality indicators.

Return on Assets stood at 1.4%, compared with 1.6% in FY 2024-25, while Return on Equity stood at 10.9%, compared with 12.4% in the previous year. These metrics were impacted by elevated provisioning during the year and should be viewed in the context of our prudent approach to balance sheet strengthening and risk management. Net Interest Margin remained healthy at 8.1%, reflecting the resilience of our core lending franchise.

Net Worth increased to ₹6,816 Crores from ₹6,083 Crores in FY 2024-25, supported by sustained profitability and internal capital generation. Our Capital Adequacy Ratio remained robust at 21.14% for FY 2025-26, providing a strong foundation to support future growth, portfolio diversification and long-term value creation.

Strengthening the Deposit Franchise

Our total deposits grew from ₹37,630 Crores in FY 2024-25 to ₹45,668 Crores in FY 2025-26, reflecting the resilience of our deposit franchise and our ability to attract and retain granular retail deposits in a competitive market. Retail term deposits and CASA together reached ₹31,955 Crores, and our CASA ratio improved to 28.6% from 25.5% in FY 2024-25. Liquidity remained comfortable, with a Liquidity Coverage Ratio of 142% as at March 2026. What is encouraging is not just the growth itself, but the quality of this growth. The steady build-up in retail deposits and CASA reflects

increasing customer confidence and a more balanced funding mix. This provides us with greater stability in a dynamic interest rate environment and strengthens our ability to support asset growth in a calibrated manner. These trends, in our view, are a clear indicator of the trust our customers place in us and our continued efforts to build a sustainable and resilient funding profile.

Our Gross Loan Book grew by 27% to ₹40,655 Crores during the year, reflecting steady progress in expanding our lending product suite while remaining aligned with our risk philosophy.

An important aspect of this growth has been our continued shift towards secured lending. The secured portfolio grew by 44% to ₹20,079 Crores and now constitutes 49.4% of our overall loan book. We see this transition as central to building long-term stability and resilience, as it not only strengthens the quality of our assets but also brings greater balance to our portfolio over time.

We witnessed strong growth across multiple segments, with Affordable Housing growing 35% to ₹8,900 Crores, Micro Mortgages 118% to ₹1,577 Crores, MSME advances 58% to ₹3,230 Crores, Gold Loans 292% to ₹769 Crores, Vehicle Finance 102% to ₹944 Crores and Agri Banking 127% to ₹731 Crores. This broad-based expansion reflects the increasing diversification of our portfolio, with each of these segments contributing meaningfully to growth while reducing concentration risk and enhancing the granularity of our loan book. Our Financial Institutions Group portfolio stood at ₹3,000 Crores, further supporting diversification and providing an additional avenue for calibrated growth.

At the same time, our microfinance portfolio remained stable, with Group Loans at ₹14,696 Crores, representing 36% of the total portfolio. We believe this reflects a measured and disciplined approach, where we continue to retain our core strengths in microfinance while consciously moderating concentration and building a more balanced portfolio mix.

Asset Quality and Risk Discipline

Asset quality improved during the year, with Gross NPA moderating to 2.3% and Net NPA to 0.4%, reflecting the effectiveness of our underwriting, monitoring and collection efforts. Our Provision Coverage Ratio was maintained at 81%, reflecting what we believe is a prudent and forward-looking approach, ensuring that we remain well-prepared to navigate potential uncertainties while protecting the strength of our balance sheet.

On the other hand, collection efficiency on our overall loan book improved to 98.3% in Q4 FY 2025-26. From our perspective, this improvement is particularly encouraging, as it reflects both better borrower behaviour and the effectiveness of our on-ground engagement and risk management practices.



As we look ahead, our ambition extends beyond growth in scale. We remain focused on building a diversified, technology-enabled and customer-centric institution that advances financial inclusion while delivering operational excellence. The progress made in expanding our secured lending portfolio, strengthening our retail deposit franchise, improving asset quality and accelerating digital adoption provides a strong foundation for future growth.

Digital Progress

Technology continues to play an important role for us in extending access and improving efficiency, and we see it as a core enabler of both growth and customer experience.

During the year, 93.7% of our transactions were conducted through digital channels, underscoring the significant progress we have made in driving digital adoption and enhancing customer convenience across our franchise. This level of digital adoption gives us confidence that our customers are steadily embracing more seamless and convenient banking channels, while also allowing us to operate with greater efficiency.

We also saw encouraging progress in digital adoption across products, with 73% of our retail term deposits sourced digitally and 45% of our micro banking repayments becoming fully digital. To us, this reflects a meaningful shift in customer behaviour across both liability and lending sides, indicating that digital is now becoming embedded across segments rather than being limited to specific use cases.

Our analytics-led initiatives contributed to over ₹1,100 Crores in incremental business, while process automation helped improve efficiency and reduce operating costs. Alongside business growth, the Bank undertook an extensive cost optimisation exercise aimed at improving productivity, enhancing operational efficiency and building a more scalable organisation. A key pillar of this effort has been Project Vector, which is focused on accelerating digital adoption, streamlining processes, strengthening analytics-led decision-making and optimising the operating model across the franchise. Through greater use of alternate channels, centralisation of select operations and deeper technology integration, the Bank has enhanced customer experience, improved productivity and strengthened

operating leverage. Taken together, these initiatives are helping create a more agile, technology-enabled and future-ready institution, while supporting sustainable growth, cost discipline and long-term profitability. From a broader perspective, we believe our continued progress across digital adoption, alongside our shift towards a more secured and diversified loan portfolio, improving asset quality, and a strengthening deposit franchise, is helping us build a more balanced, efficient and future-ready institution.

Key Developments

The year marked several important milestones in our journey, reflecting both the scale we have achieved and the direction in which we are evolving as an organisation. Our loan book crossed ₹40,000 Crores while our secured portfolio approached 50% of total advances. We believe this is a significant inflection point, as it reflects not just growth but a structural shift towards a more balanced and resilient portfolio. At the same time, asset quality trends improved despite earlier sectoral challenges, and digital adoption continued to scale, reinforcing our confidence in the underlying strength of our operating model.

During the year, we also crossed the milestone of serving over 100 Lakhs customers, reflecting the growing relevance of our franchise across India's emerging segments. What stands out to us across these developments is the way multiple aspects of our business, including portfolio mix, asset quality, customer scale and digital capability, are progressing together, indicating a more integrated and sustainable growth trajectory. This is further supported by the steady strengthening of our deposit franchise over the years and our ability to navigate economic cycles with resilience, giving us confidence as we continue to build for the long term.



Strategy and Outlook

India stands at an important stage in its economic development, with rising incomes, increasing formalisation and broader access to financial services creating new opportunities across households, entrepreneurs and small businesses. The banking sector has a central role to play in this progress, not only through the provision of capital but also by fostering financial confidence, encouraging enterprise and expanding economic participation. As these trends continue to shape the operating context, we believe institutions with a clear purpose, prudent stewardship and a deep understanding of customer needs will remain well placed to create long-term value. Ujjivan's journey has always been rooted in these principles, and we remain optimistic about the opportunities that lie ahead.

Vision for the Future

As we look ahead, our ambition extends beyond growth in scale. We remain focused on building a diversified, technology-enabled and customer-centric institution that advances financial inclusion while delivering operational excellence. The progress made in expanding our secured lending portfolio, strengthening our retail deposit franchise, improving asset quality and accelerating digital adoption provides a strong foundation for future growth. We also remain committed to leveraging analytics, automation and digital capabilities to enhance customer experience and operational efficiency. Supported by a strong capital position and continued portfolio diversification, we remain committed to creating sustainable long-term value and progressing towards our aspiration of becoming a universal bank.

Our journey has always been anchored in responsibility, and we continue to see this not as a separate agenda but as an integral part of how we operate and grow. We remain committed to financial inclusion, supporting underserved communities, and delivering responsible financial solutions.

Our efforts extend to community development and environmental sustainability, and we are strengthening governance practices across our operations. As our franchise grows, these principles become more, not less, important.

Acknowledgement

I would like to express my sincere appreciation to our customers for the trust they continue to place in us, which remains the foundation of everything we do. I am equally grateful to our employees for their dedication, resilience and commitment, particularly in a year that required both discipline and adaptability. Their efforts on the ground, across functions and geographies, have been central to the progress we have made.

I also extend my thanks to our regulators, partners and shareholders for their continued guidance, confidence and support. We value the constructive engagement and long-term perspective that each of our stakeholders brings to our journey.

FY 2025–26 reinforced our belief that sustainable growth is built on strong foundations, disciplined execution and a clear sense of purpose. As we move forward, we remain committed to a bank that is financially strong and socially meaningful — one that enables aspirations, supports livelihoods and creates opportunities across India. We will continue to balance growth with prudence, scale with stability, and innovation with responsibility.

Yours sincerely,

B. A. Prabhakar
Chairman

From the
Managing
Director &
CEO's Desk

The Road Ahead: Purpose, Progress and Possibility



FY 2025-26 marked a significant milestone in the transformative journey of the Bank. Our branch network which covers 26 states & UT, reached 776, with net addition of 23 branches. Having incubated multiple secured lending products in the previous years, we significantly scaled up the reach of these new products.

Dear Shareholders,

FY 2025-26 was a year that tested our execution discipline and validated the strategic direction we set for ourselves. The macro environment provided a broadly supportive backdrop but the operating environment within our core market was more demanding.

The microfinance sector went through a period of significant stress, shaped by overleveraging among borrowers, geography-specific ordinances and tightening regulatory guardrails across the industry. In that context, the performance we delivered in FY 2025-26, particularly in the second half of the year, reflects not just resilience, but the structural progress we have been making across our business.

As a part of institution building during FY 2025-26, we continued to widen and deepen our Board & Management. At the board, Mr. Aniruddha Paul who joined at the start of calendar year 2026, brings expertise in complex transformation, innovation in AI & data, process and

technology, directly relevant to the digital and analytics agenda for the bank. Top management additions have strengthened our Business, Strategy and Audit functions respectively. Further with addition of Chief Digital Officer Head of Collections, our digital capabilities and collection portfolio are further strengthened to enable our transformation towards secured and diverse products.

Liability Re-Engineering

Bank's journey to create a robust liability franchise accelerated in the year gone by. Bank put in place a dedicated sales vertical and a separate relationship management team for acquisition and retention to increase focus towards targeted efforts in selected Top 30 cities. Simultaneously, directed segment wise sourcing were actioned, with initiatives such as revamped non-resident channel, Priority Channel for High Net individuals, Corporate Salary for MSME and Mid-corporate customers, business solutions for local government bodies & educational institutions.

Bank introduced a bespoke premium banking proposition called “Ivory Programme”. Bank also built transactional capabilities such as QR codes, POS, added virtual and physical relationship managers for better customer acquisition and engagement. To further enhance offerings for the customers bank launched co-branded credit cards in partnership with BOB Cards.

These strategic initiatives reflected in significant progress in our liability size and profile. Total deposits stood at ₹45,668 Crores, reflecting Y-o-Y growth of 21.4%, while CASA deposits grew higher, leading to improvement in CASA ratio to 28.6%. Bank’s CASA grew 35.9% during the year contributing in reduction of Cost of Funds from 7.6% in FY 2024-25 to 7.2% in FY 2025-26. Retail TD plus CASA stood at ₹31,955 Crores, contributing 70.0% of total deposits, thus reflecting a granular and diverse deposit base.

We received our AD-1 license during the year, and the Bank’s Forex desk was operationalised, which is a foundational capability for the product breadth we are building.

Loans and Advances Performance

FY 2025-26 marked a significant milestone in the transformative journey of the Bank. Our branch network which covers 26 states & UT, reached 776, with net addition of 23 branches. Having incubated multiple secured lending products in the previous years, we significantly scaled up the reach of these new products. Ujjivan’s bouquet of new secured products now reach our customers through close to 50% of branch network, with execution underway to take this across our larger footprint. All these efforts resulted in Gross Loan Book growth of 26.6% year-on-year to ₹40,655 Crores, while balance sheet grew past ₹57,500 Crores. The story of FY 2025-26 is, in large part, the story of our secured portfolio. The secured book grew 43.5% year-on-year to ₹20,079 Crores, crossing 49.4% of the total loan book, up from 43.5% a year ago. Each segment contributed meaningfully to that outcome.

Our unsecured portfolio led by Micro Banking business successfully emerged from the stresses of Micro finance by adopting a calibrated approach in line with the evolving sector environment and closed at ₹20,709 Crores, growing 13.3% in FY 2025-26. Disciplined implementation of the guardrails has demonstrably stabilised the portfolio. The new customer addition for FY 2025-26 stood at 5.4 lakhs. Disbursements near the end of the year, from a quarterly perspective, reached an all-time high of ₹5,245 Crores in Q4 FY26, and the combined GL and IL portfolio grew past ₹20,000 Crores.

In Affordable Housing and Micro Mortgages, the combined portfolio crossed ₹10,000 Crores during the year, with Affordable Housing growing 35.1% to ₹8,900 Crores and Micro Mortgages scaling 118.2% to ₹1,577 Crores. The business maintained disciplined underwriting with average

LTV at 48%, FOIR below 50%, and on-time repayment rates of 89.4% for Q4 FY26. Geographic spread across 23 states, spread over 600 branches, supported by 23 Retail Asset Centres, gives us the diversification that the segment warrants.

MSME delivered 57.9% growth to ₹3,230 Crores, with the portfolio maturing meaningfully. Loan Against Property remains the anchor product, while Working Capital and Supply Chain Finance are gaining traction among more formalised businesses. The transition towards a 360-degree relationship model, combining credit with liability and transaction banking, is progressing, and asset quality improved alongside growth, with GNPA declining from 5.5% to 3.6% over the year.

Among the newer secured verticals, Vehicle Finance grew 101.7% to ₹944 Crores, operating across 285 branches in 11 states with a book yield of 20.5% and GNPA below 2%. By leveraging Risk-Based Pricing framework, scorecard-based underwriting capabilities and digital processes, has led to enhanced scalability while improving customer access and operational efficiency. Gold Loans grew 292.3% to ₹769 Crores, supported by branch expansion to 349 locations and a portfolio supported by multiple offerings for the customers. Yields improved during the year through rational repricing. Agri Banking scaled 126.7% to ₹731 Crores across 10 states, with a cluster-based origination model and is a completely secured portfolio, while maintaining a GNPA of 0.6%. These three newer verticals now account for approximately 6% of our loan mix, against 3% a year ago.

The Financial Institutions and Government Banking Group portfolio stood at ₹3,000 Crores, with exposure concentrated in A-rated and above counterparties. The business also progressed in expanding its product capabilities with the proposed introduction of mid-corporate lending.

Financial Performance

Net Interest Income for the year grew 6.4% to ₹3,871 Crores, and Net Interest Margin continued to improve across the year starting at 7.7% for Q1 and improved to 8.5% for the last quarter, resulting in a NIM for full year at 8.1%, driven by declining cost of funds, stable product yields and more efficient liquidity deployment.

We continued to invest in line with our long-term objectives while being conscious of cost optimization. Our successful interventions in this regard ensured business growth remained ahead of total Opex growth.

Full year RoA at 1.4% and RoE at 10.9%, while the exit quarter RoA at 2.1% and RoE at 17.2% told a cleaner story where we saw near-normal operating conditions. The trajectory matters as much as the headline number here, and the direction is clear.



The bank is building a robust digital payments and collections ecosystem by empowering merchants through a full UPI and BBPS stack, while enhancing repayment journeys via UPI Autopay and integrated BBPS solutions. A key priority is scaling the asset business through a phased build out of end-to-end digital journeys, covering onboarding, underwriting and sanction.

Digital Initiatives & Technology Investments

Digital continues to be a core pillar of bank's strategy, embedded across the entire customer lifecycle from acquisition to servicing and cross-sell. The Bank continues to strengthen its digital capabilities across customer life cycle journeys. Adoption of mobile and internet banking has increased, supported by integration with the UPI ecosystem and assisted channels such as WhatsApp-based engagement. Bank rolled out the new Ujjivan EZY application based on the Micro Services Architecture for the internet and mobile banking offering 200+ features.

Digital onboarding has gained traction across both liabilities and assets, enabling seamless account opening and faster loan processing through enhanced digital journeys. The Bank is also expanding its merchant ecosystem through QR-based payments, soundbox deployment and digital collection infrastructure, enhancing reach and transaction efficiency.

The bank is building a robust digital payments and collections ecosystem by empowering merchants through a full UPI and BBPS stack, while enhancing repayment journeys via UPI Autopay and integrated BBPS solutions. A key priority is scaling the asset business through a phased build out of end-to-end digital journeys, covering onboarding, underwriting and sanction. This, combined with fintech partnerships, enables faster credit decisioning, improved customer experience, and wider reach across segments.

Data and Decision Intelligence

Bank has been building analytics capability that is beginning to show up in measurable business outcomes. Our focus is on responsible AI adoption with strong governance and regulatory readiness. Predictive AI is already driving outcomes across business generation and collections. Analytics-led interventions contributed an estimated ₹1,100 Crores of incremental business in FY 2025-26, alongside ₹38 Crores of loss recovery from written-off pools. The use cases span the full credit lifecycle, like application-level and behavioural scorecards for the Individual Loan and Group Loan books, Early Warning Systems overlaid with ECL-aligned

indicators, collection decisioning, and recovery targeting for deep-bucket portfolios.

On the liability and engagement side, analytics is driving cross-sell, balance build-up, and customer retention. Bank's data quality index, benchmarked by the RBI, scored 97 for FY 2024-25. This is a core part of how we originate, monitor, and manage risk at scale, and investment in this capability will continue in FY 2026-27.

Risk Management & Control Framework

The Bank maintains a robust internal control framework designed to ensure operational efficiency, accuracy in financial reporting and compliance with regulatory requirements. Key control mechanisms include risk-based internal audits, regular control testing and continuous monitoring. The internal control environment is further strengthened through centralized processes, technology-enabled monitoring systems and periodic reviews by various Board-level committees.

Our risk framework underwent meaningful strengthening during the year. Within credit risk, we developed in-house application scorecards for both Individual Loan and Group Loan portfolios, identifying 23 parameters that serve as leading indicators for the IL books. These are now embedded in both decisioning and policy. The EWS framework was enhanced by overlaying ECL-aligned inputs, providing earlier visibility into incipient risk in the portfolio.

We commissioned an independent external assessment of our operational risk framework and benchmarked it against industry best practices, a deliberate step, because operational risk does not always surface visibly and warrants the same rigour as credit risk.

On liquidity and market risk, the Asset Liability Committee (ALCO)-driven framework managed the transition through a declining rate environment with discipline, calibrated deposit repricing, structured tenor management, and active investment portfolio management. This also includes participation in RBI Open Market Operations. LCR remained consistently and materially above both regulatory and

internal thresholds. ISO 27001:2022 certification for Information Security Management was maintained, and cybersecurity risk monitoring was strengthened through Clari5 Neo EFRMS platform for real-time fraud detection and Data Sutram for mule account identification.

The Internal Audit Department provides independent assurance to the Board and senior management on the effectiveness of internal controls, risk management and governance processes. Audit through concurrent, branch and info sec ensures that the approved processes laid out by the bank are being adhered to and gives feedback through structured meetings to enhance the processes.

The Bank continues to operate in line with RBI guidelines applicable to Small Finance Banks, timely regulatory reporting and compliance with Risk-Based Supervision requirements. Periodic risk assessments is undertaken across business and support functions, supported by continuous monitoring and testing mechanisms.

Universal Banking

On April 13, 2026, we received a response from the RBI on our application for voluntary transition to a universal bank. The regulator acknowledged our progress in portfolio diversification and has returned the application, with guidance to demonstrate further progress. We intend to continue engaging constructively with the RBI and to reapply at an appropriate time. The aspiration remains unchanged and we are building the path with care.

Outlook for FY 2026-27

The coming year is about building depth as much as scale. Our secured portfolio has reached a point of genuine diversification, with housing, MSME, vehicle finance, gold loans and agri banking are poised for significant growth. These lines of business will grow with greater operational rigour, stronger customer retention and deeper cross-sell. In micro banking, the guardrails have done their work, and the portfolio is behaving predictably. Our task there is to grow responsibly, deepen individual lending, and continue the graduation of customers into higher-value secured products over time.

On the liabilities side, we have built a retail deposit franchise that has earned customer trust across markets. The priority remains to improve the quality of deposit franchise, expanding CASA, deepening engagement with existing depositors, and reducing the cost of funds in a manner that is structural rather than cyclical. Our branch expansion this year is not about coverage alone but about strengthening the distribution infrastructure for both assets and liabilities in markets where we already have presence and customer understanding.

Technology and data analytics will remain central to how we execute. The analytics capability we have built will be embedded more deeply into front-line decision-making, in underwriting, in collections and in customer engagement. Combined with our cloud-led architecture investments, it is aimed at making the Bank more connected internally and more responsive to customers externally.

Risk management will continue to evolve alongside our product mix. We are investing to create a competitive moat to cater to a larger secured book with more varied collateral types, customer profiles across geographies. The underwriting and monitoring frameworks are being matched to meet this complexity.

From an operating model perspective, we are adopting a Digital POD structure, enabling agile, cross-functional teams to own end-to-end journeys and accelerate innovation. Beyond digitization, we are driving automation through RPA to improve efficiency and reduce costs. Overall, our focus is on building a scalable, agile, and customer-centric digital banking franchise.

Our Shareholding

The Banks concerted outcomes are reflected in the shareholding, with domestic institutional investors at 31.1%, global institutional investors at 17.2%, and retail and other investors holding 51.6%. This reflects an increase in institutional ownership by nearly 20% over FY 2024-25. We value the trust placed in us by our diverse set of institutional and individual shareholders.

We remain committed to ensure our strategic execution results into improved profitability in FY 2026-27 and beyond.

Lastly, I want to close by acknowledging the guidance of our board members and our employees who delivered this performance in a year that demanded both discipline and adaptability. To our customers, regulators, shareholders and partners, thank you for your continued trust. We remain committed to building an institution that earns it consistently.

Yours Truly,
Sanjeev Nautiyal
Managing Director and CEO

Welcome to
 Ujjivan Small
 Finance Bank

Banking Built Around Aspirations

Ujjivan SFB is among India's leading Small Finance Banks, serving nearly 100 Lakhs customers through a differentiated financial inclusion model. Established to expand access to formal financial services, the Bank has evolved from a focused Micro Banking institution into a diversified banking franchise spanning liabilities, retail assets, business banking and treasury operations. With a presence across 26 States and Union Territories and a network of 776 branches, the Bank serves customers across metro, urban, semi-urban and rural markets through a combination of physical, assisted and digital channels.

Mission

To provide financial services to the un-served and the under-served customers as a responsible mass market bank, focused on building a sustainable tomorrow

Values

- Customer's choice of institution
- Integrity in all dealings
- Compliance with laws, regulations and code of conduct
- Fair with suppliers and service partners
- Professionalism and teamwork
- Respected in the community
- Provide responsible finance
- Best place to work

Key Indicators for FY 2025-26

₹45,668 Crores

 Total Deposits
 (21.4% YoY Growth)

₹31,955 Crores

 Retail Deposits and Current
 Account Savings Account (CASA)
 (19.8% YoY Growth)

₹693 Crores

 Profit After Tax
 (29.3% YoY Growth)

₹40,655 Crores

 Gross Loan Book
 (26.6% YoY Growth)

49.4%

 Secured Asset Share
 (43.5% YoY Growth in
 Secured Advances)

98.3%

 Collection Efficiency
 (Up from 97.1% in FY
 2024-25)

Products

Savings Account | Current Account | Insurance | Demat Account | Credit Card | Mutual Funds | TASC | Forex and Remittance | Deposits | Home Loan | MSME | Vehicle Loan | Micro Mortgage | Gold Loan | Micro Banking | RIBG | Agri. Banking

Enabling Aspirations through Products and Services

A broad-based product and service ecosystem designed to support customers across access, growth and financial stability

Services

Wealth Advisory | Aajeevan | Locker Service | Ujjivan Rewardz | Ivory Lifestyle programme | Ujjivan EZY | Hello Ujjivan | Chat Bot Banking | WhatsApp Banking

Geographical
Presence

Reaching Aspirations Across India

Ujjivan SFB's distribution footprint is structured to balance scale with accessibility, enabling reach across to the mass affluent customer segments. This network ensures proximity to customers while supporting efficient service delivery through an integrated physical and digital model.

Presence across

26States and
Union Territories

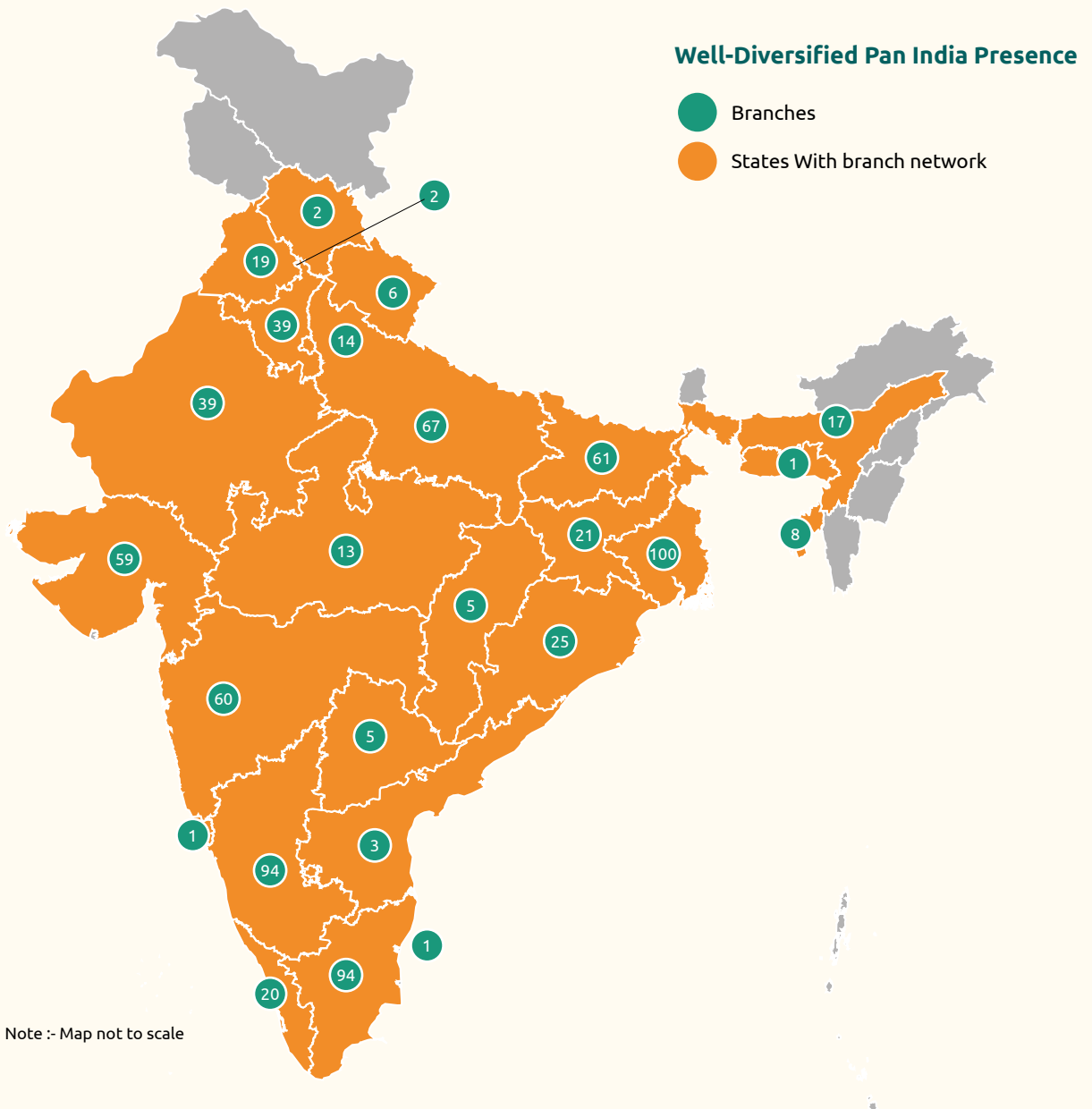
Network spanning

776Branches and
335 districts

Supported by

197Unbanked Rural Centres (URCs)
and assisted access points

Enabling last-mile connectivity with

8,000+Electronic Collection
Points (ECP)

Our Journey

Milestones in Building a Scalable Banking Institution

Year 1

A Star is Born (FY 2016–17)

Ujjivan SFB received an in-principal licence in 2016 to establish a Small Finance Bank and commenced operations in 2017. The Bank was set up to provide savings and credit services to the un-served and under-served communities. Transitioning from an NBFC to a Bank enabled it to accept deposits, reduce cost of funds and extend credit at more affordable rates.

Year 2

Transformation Amidst Challenges (FY 2017–18)

In its first full year of operations, the Bank upgraded 450 branches, expanded digital channels and improved customer access through ATMs and mobile banking platforms. These initiatives were delivered despite external challenges such as demonetisation, reflecting execution capability and operational resilience.

Year 3

Building a Mass-Market Bank (FY 2018–19)

Ujjivan SFB scaled its product suite, introduced new customer segments and strengthened partnerships for third-party offerings. Growth was supported through both digital and physical channels, enabling wider reach and deeper customer engagement.

Year 4

Taking Responsible Steps (FY 2019–20)

The year marked a significant milestone with a successful IPO, alongside the onset of the COVID-19 pandemic. The Bank activated its Business Continuity Plan to ensure stability, manage risks and maintain uninterrupted service delivery.

Year 5

Strengthening Trust (FY 2020–21)

Amid continued pandemic-related challenges, Ujjivan SFB safeguarded employees, remained closely connected with customers and accelerated digital engagement. Services continued without disruption, supported by agile operations and strong internal coordination.



Year 6

Transforming for a Better Tomorrow

(FY 2021–22)

The Bank implemented two, structured 100-day recovery plans focused on rebuilding business volumes, improving asset quality and strengthening talent. Efforts were also directed towards simplifying processes and improving accessibility.

Year 9

Strengthening Service Excellence

(FY 2024–25)

The Bank leveraged digital innovations and executed targeted campaigns to enhance customer engagement. It also strengthened its Environmental, Social and Governance (ESG) focus, reinforcing its position as an inclusive and responsible institution.

Year 7

Advancing with Purpose

(FY 2022–23)

Ujjivan SFB strengthened its core by investing in people, refining product offerings and expanding its digital and physical footprint. Strategic partnerships with fintech companies supported innovation and sustained growth.

Year 10

A Decade of Scale and Diversification

(FY 2025–26)

The Bank crossed several structural milestones during the year, with secured assets approaching half of the loan book, retail deposits and Current Account Savings Account (CASA) contributing a significant share of funding, and customer relationships expanding across lending, deposits and digital channels.

Portfolio diversification, granular liabilities and disciplined credit management further strengthened the Bank's operating model, marking a significant step in its evolution from a Micro Banking-led institution to a diversified banking franchise.

Year 8

Growing with Intent

(FY 2023–24)

The Bank leveraged digital innovations and executed targeted campaigns to enhance customer engagement. It also strengthened its Environmental, Social and Governance (ESG) focus, reinforcing its position as an inclusive and responsible institution.

Business
Model

Value Creation Story

Inputs



FINANCIAL CAPITAL

- Net Worth: ₹6,816 Crores
- Total Deposits: ₹45,668 Crores
- Gross Loan Book: ₹40,655 Crores



MANUFACTURED CAPITAL

- Branches: 776
- Districts Served: 335
- States and Union Territories: 26



INTELLECTUAL CAPITAL

- Automated Processes: 69
- Business Impact through Analytics: ₹1,100+ Crores
- Loss Recovery through Analytics: ₹38+ Crores



HUMAN CAPITAL

- Employees: 24,000+
- Employee Happiness Index: 4.3 / 5
- Volunteering Hours: 25,000+



NATURAL CAPITAL

- Paper Copies Saved: 3.16 Crores
- Emissions Avoided: 295.5 tCO₂e
- Scope 1 & 2 Emission Intensity: 1.93 tCO₂e / Crore Turnover



SOCIAL & RELATIONSHIP CAPITAL

- Customers Served: 99.6 Lakhs
- CSR Beneficiaries: 0.12 Crores+
- CSR Expenditure: ₹17 Crores

Our Business Model

Our Mission

To provide financial services to the un-served and the under-served customers as a responsible mass market bank, focused on building a sustainable tomorrow.

Serving Aspirations Across



Credit

- Micro Banking
- Agriculture Banking
- MSME
- Housing & Micro-mortgages
- Vehicle Finance
- Gold Loan
- FIG Lending



Savings

- Savings Accounts
- Current Accounts
- Deposits
- TASC



Protection & Investments

- Insurance
- Mutual Funds
- Demat Services
- Wealth Solutions



Digital Engagement

- Ujjivan EZY
- Hello Ujjivan
- WhatsApp Banking
- Chatbot Banking
- Video Banking
- Phone Banking

Reaching Customers Through



Physical Channels

- Branches
- Asset Centres
- Business Correspondents



Assisted Channels

- Relationship Managers
- Contact Centre
- Partner Ecosystem



Digital Channels

- Mobile Banking
- Internet Banking
- UPI
- Digital Onboarding



Stakeholder and Business Outcomes

CUSTOMERS

Expanded access to formal banking solutions across savings, credit and digital channels.

- Digital Customer Base: **0.42 Crores**
- Transactions Conducted through Digital Channels: **93.7%**

INVESTORS (OTHER THAN SHAREHOLDERS)

Maintained a strong financial position supported by capital strength and prudent risk management.

- Capital Adequacy Ratio: **21.14%**
- Net NPA: **0.4%**

COMMUNITIES

Supported financial inclusion and community development through targeted social interventions.

- Beneficiaries Reached: **12 Lakhs+**
- Financial Literacy Beneficiaries: **1.7 Lakhs**

SHAREHOLDERS

Delivered long-term value through profitable growth and disciplined capital management.

- Profit After Tax: **₹693 Crores**
- Return on Equity: **10.9%**

EMPLOYEES AND WORKERS

Built organisational capability through engagement, learning and an inclusive workplace environment.

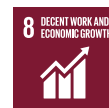
- Average Training Hours per Employee: **38.9 Hours**
- Gender Diversity Ratio: **19%**

VALUE CHAIN PARTNERS

Strengthened collaborative relationships through responsible engagement and expanding business opportunities.

- Active UPI Merchant QR Network: **93 Lakhs+**
- Deposits Mobilised through Fintech Partnerships: **₹24 Crores+**

SDGs CONTRIBUTED



Our
Differentiators

What Makes Ujjivan Unique

Ujjivan SFB has built a banking franchise around customer segments that have historically remained outside the formal financial system. Over time, this foundation has evolved into a diversified banking model combining retail deposits, secured lending, granular risk exposure and broad-based customer relationships. The result is a Bank that combines financial inclusion with portfolio diversification and disciplined execution.

Board of Directors



Serving Emerging Customer Segments at Scale

The Bank serves nearly 1 Crores customers, with relationships spanning first-time borrowers, first-time banking customers, self-employed individuals, micro enterprises and salaried households. Customer acquisition remains anchored in segments that are often under-served by mainstream financial institutions, providing access to a large and underpenetrated market.

- Customer base of ~99.6 Lakhs
- Presence across 26 States and Union Territories (335 districts)
- Established underwriting and servicing frameworks for customers with limited formal credit history

Customer Progression Across Financial Life Stages

A distinguishing feature of the franchise is its ability to serve customers across multiple stages of their financial journey. Relationships frequently originate through micro banking and subsequently extend into individual lending, housing finance, vehicle finance, MSME lending, deposits and other banking products. This creates opportunities for deeper customer engagement while improving product diversification.

- Product portfolio spanning micro banking, housing, MSME, vehicle finance, gold loans, agri banking and deposits
- Increasing participation of existing customers across multiple product categories
- Relationship-based model supported by branch and field infrastructure

Retail-Funded Liability Franchise

The liability franchise has expanded substantially, with customer deposits emerging as the primary source of funding. Retail deposits and Current Account Savings Account (CASA) contribute a significant share of the overall deposit base, improving funding granularity and reducing dependence on concentrated funding sources.

- Total deposits of ₹45,668 Crores
- Retail term deposits and Current Account Savings Account (CASA) of ₹31,955 Crores
- Current Account Savings Account (CASA) ratio of 28.6%

Diversified Loan Book with Rising Secured Assets

The Bank has progressively diversified its portfolio beyond Micro Banking. Housing finance, MSME, vehicle finance, gold loans, agri banking and other secured products have increased their contribution to the overall book, reducing concentration and creating a more balanced asset mix.

- Gross loan book of ₹40,655 Crores
- Secured advances of ₹20,079 Crores
- Secured assets constitute 49.4% of the portfolio
- Micro Banking Group Loans reduced to 26.7% of the Gross Loan Book

Distribution and Collection Architecture

The operating model combines physical reach, field engagement and digital infrastructure. This architecture provides customer access, servicing capability and collections discipline across diverse geographies and customer segments.

- Network of 776 branches
- More than 8,000 electronic collection retail points
- Collection efficiency of 98.3%

Portfolio Granularity and Risk Discipline

Portfolio construction emphasises diversification across products, customer segments and geographies. No single state accounts for a disproportionate share of exposure, while underwriting, collections and monitoring frameworks are embedded across lending businesses. Portfolio diversification, provision buffers and disciplined credit practices contribute to risk management and balance-sheet stability.

- Gross NPA of 2.3% and Net NPA of 0.4%
- Provision Coverage Ratio of 81%
- Diversified presence across regions, products and customer segments
- Secured lending growth of 43.5% during FY 2025-26

Awards
and
Accolades

Recognitions for Serving Aspirations

CUSTOMER, BUSINESS AND FINANCIAL INCLUSION EXCELLENCE

- Vehicle Finance Corporate Award FY 2025-26
- Digital Payments Awards 2025
- Quantic Awards 2025
- Business Achievement Award – World HRD Congress
- Water.org & Sa-Dhan Awards 2025 for Excellence in Water & Sanitation Financing
- Exemplary Award of PAR Excellence in APY by PFRDA 2025
- Amazing Achievers of APY – Award of Excellence
- Clari5 Recognition

HUMAN RESOURCES

- AmbitionBox Employee Choice Awards 2025
- Great People Managers in India 2025 – Sonia Paul, Diptrag Deb and Santosh Kumar
- GPTW Certificate 2025
- Infi Gold Digital HR – Infini-T Awards India 2025
- Asia Pacific HRM Congress Awards – Most Influential HR Innovators Award – CLC and Kavya

RISK MANAGEMENT

- Cyber Chanakya – CXO Cywayz
- Technology Senate Awards – Splunk
- Best GRC Strategy for DevSecOps (Banking) – 2nd Edition India DevSec Show 2025
- Best Team Project in Cloud Security Implementation – 4th Edition Cyber Security Excellence Awards 2025
- Cyber Security Compliance Champion – 4th IBA CISO Summit & Citations (Payment and Small Finance Banks Category)
- Cyber Security Team of the Year – 4th IBA CISO Summit & Citations (Payment and Small Finance Banks Category)

MARKETING & BRANDING

- Afaqs Bank Fin Awards 2025
- Assocham Branding & Marketing Excellence Awards
- Adgully Finixx Awards 2025
- ET Shark 2025
- International Sound Awards 2025
- Finnoviti Awards
- Pitch Finovate BFSI Marketing Awards 2025
- Brand Equity DG+ 2025
- Maddies e4m Mobile Awards
- Elets India Brand Awards 2025
- ET Martech Awards 2025
- Indian Book of Records
- RMAI Flame Awards
- e4m Red Carpet Awards
- Asia Book of Records
- India Books of Records
- ICMA Awards
- World Records India

INFORMATION TECHNOLOGY

- Winner – Best Technology Bank, IBA 20th Annual Banking Technology Awards
- Runner-Up – Best Tech Talent, IBA 20th Annual Banking Technology Awards
- Runner-Up – Best IT Risk Management, IBA 20th Annual Banking Technology Awards
- Silver Winner – Digital CX Trailblazer, IBEX India BFSI Tech Awards 2026
- Winner – WhatsApp Banking Recognition, Finnoviti 2025
- Winner – Best Organisation Award Through Data, Qlik Organisation Award
- Recognised as Cyber Security Compliance Champion, IBA CISO Summit & Citation



Business
Highlights

Tracking Our Progress

Profit and Loss Parameter

Total Income

(₹ in Crores)

FY 2025-26		8,039
FY 2024-25		7,201
FY 2023-24		6,464
FY 2022-23		4,754
FY 2021-22		3,173

Net Interest Income (NII)

(₹ in Crores)

FY 2025-26		3,871
FY 2024-25		3,636
FY 2023-24		3,409
FY 2022-23		2,698
FY 2021-22		1,774

Profit After Tax

(₹ in Crores)

FY 2025-26		693
FY 2024-25		726
FY 2023-24		1,281
FY 2022-23		1,100
FY 2021-22		(415)

Return on Average Shareholder's Fund/Equity

(%)

FY 2025-26		10.9
FY 2024-25		12.4
FY 2023-24		26.1
FY 2022-23		31.4
FY 2021-22		(13.8)

Return on Average Assets (ROA)

(%)

FY 2025-26		1.4
FY 2024-25		1.6
FY 2023-24		3.5
FY 2022-23		3.9
FY 2021-22		(1.9)

Pre-Provision Operating Profit (PPOP)

(₹ in Crores)

FY 2025-26		1,710
FY 2024-25		1,689
FY 2023-24		1,917
FY 2022-23		1,485
FY 2021-22		637

Value Creation Parameter

Shareholders' Fund

(₹ in Crores)

FY 2025-26		6,816
FY 2024-25		6,083
FY 2023-24		5,613
FY 2022-23		4,209
FY 2021-22		2,803

Book Value per Share

(₹)

FY 2025-26		35.1
FY 2024-25		31.4
FY 2023-24		29.1
FY 2022-23		20.5
FY 2021-22		15.1

Earnings per Share

(₹)

FY 2025-26		3.57
FY 2024-25		3.75
FY 2023-24		6.65
FY 2022-23		5.82
FY 2021-22		(2.40)

Asset Quality

Gross Non-Performing Asset (Gross NPA)

(%)

FY 2025-26		2.3
FY 2024-25		2.2
FY 2023-24		2.2
FY 2022-23		2.6
FY 2021-22		7.1

Net Non-Performing Asset (Net NPA)

(%)

FY 2025-26		0.4
FY 2024-25		0.5
FY 2023-24		0.3
FY 2022-23		0.04
FY 2021-22		0.6



Business Parameter

Gross Loan Book

(₹ in Crores)

FY 2025-26	40,655
FY 2024-25	32,122
FY 2023-24	29,780
FY 2022-23	24,085
FY 2021-22	18,162

Deposits

(₹ in Crores)

FY 2025-26	45,668
FY 2024-25	37,630
FY 2023-24	31,462
FY 2022-23	25,538
FY 2021-22	18,292

Disbursements

(₹ in Crores)

FY 2025-26	32,576
FY 2024-25	23,464
FY 2023-24	23,389
FY 2022-23	20,037
FY 2021-22	14,113

Current Account and Savings Account

(₹ in Crores)

FY 2025-26	13,062
FY 2024-25	9,612
FY 2023-24	8,335
FY 2022-23	6,744
FY 2021-22	4,993

Operational Parameter

Disbursement

(₹ in Crores)

FY 2025-26	32,576
FY 2024-25	23,464
FY 2023-24	23,389
FY 2022-23	20,037
FY 2021-22	14,113

Branch Network

FY 2025-26	776
FY 2024-25	753
FY 2023-24	752
FY 2022-23	629
FY 2021-22	575

Employees

FY 2025-26	26,555
FY 2024-25	24,374
FY 2023-24	12,566
FY 2022-23	17,870
FY 2021-22	16,895

Asset Customer

(No. in Lakhs)

FY 2025-26	47.8
FY 2024-25	49.0
FY 2023-24	48.6
FY 2022-23	42.5
FY 2021-22	37.9

Total Deposits

(₹ in Crores)

FY 2025-26	45,668
FY 2024-25	37,630
FY 2023-24	31,462
FY 2022-23	25,538
FY 2021-22	18,292

Deposit Customers

(No. in Lakhs)

FY 2025-26	97.4
FY 2024-25	91.8
FY 2023-24	82.4
FY 2022-23	73.3
FY 2021-22	62.1

Retail Deposits

(₹ in Crores)

FY 2025-26	31,955
FY 2024-25	26,676
FY 2023-24	22,085
FY 2022-23	16,862
FY 2021-22	9,921

Gross Loan Book

(₹ in Crores)

FY 2025-26	40,655
FY 2024-25	32,122
FY 2023-24	29,780
FY 2022-23	24,085
FY 2021-22	18,162

Collection Efficiency
(1 EMI + OD)

(%)

FY 2025-26	98.3
FY 2024-25	97.7
FY 2023-24	97.2
FY 2022-23	96.9
FY 2021-22	96.7

Digital
Future

Serving Customers Through Multiple Channels

The Bank's channel strategy is designed around the evolving expectations of customers who increasingly seek accessibility, convenience and consistency across physical and digital touchpoints. As banking journeys become more integrated, the Bank has continued to strengthen its omni-channel model to support seamless engagement across acquisition, onboarding, servicing, payments and collections.

Physical, assisted and digital channels operate as an integrated ecosystem, enabling customers to move seamlessly across touchpoints based on their needs, product requirements and level of digital familiarity. This approach combines the reach of branches and field channels with the scalability of digital platforms and self-service capabilities.

Assisted banking continues to play an important role across several customer segments, particularly among customers transitioning into formal and digital banking ecosystems. Accordingly, digital capabilities are increasingly being

embedded within branch and field-led journeys, enabling guided onboarding, servicing and transaction support while progressively improving digital adoption. The Bank's investments in digital infrastructure, workflow transformation and ecosystem integration are also strengthening operational agility and customer responsiveness. Improved turnaround times, expanded product accessibility and enhanced servicing efficiency are supporting deeper engagement while enabling scalable growth.



Omni-Channel Digital Banking Ecosystem



Online Banking Platforms

- Ujjivan EZY Mobile Banking
- Ujjivan EZY Internet Banking
- Hello Ujjivan
- Business Mobile Banking
- Business Net Banking



Payments and Collections

- UPI Payment Services
- UPI Merchant QR Codes
- UPI AutoPay
- UPI Lite
- IMPS/NEFT/RTGS
- Aadhaar-enabled Payment System (AePS)
- Bharat Bill Payment System (BBPS)- BOU
- Payment Gateways
- NACH
- Debit Card



Servicing and Engagement

- WhatsApp Banking
- Chatbot Banking
- Video Banking
- Phone Banking
- Video PD



Customer Acquisition

- DIY Digital Savings Account
- DIY Digital Fixed Deposit
- DIY Digital Current Account (Individual)
- Assisted Savings Account
- Assisted Current Account (Individual)
- Video KYC



Assisted and Inclusive Banking

- Branch Network
- Field and Assisted Channels
- ATM Channel
- SMS Banking
- Missed Call Banking



Automation

- Robotic Process Automation



Ecosystem Integration

- Fintech Partnerships
- RBiH Partnerships

Key Highlights

Launch

Of Ujjivan EZY Internet and Mobile Banking Application

0.31 Crores

Mobile Banking users across Regular and Hello Ujjivan platforms

2.4 Lakhs+

Micro Banking customers digitally acknowledged loans through Hello Ujjivan

2.55 Lakhs

Retail online deposits booked through digital channels (+17% YoY)

₹4,343.89 Crores

Retail online deposit value across Mobile Banking, Retail Internet Banking, Business Net Banking and Hello Ujjivan (+27% YoY)

6,000+

Individual loans disbursed fully digital through Hello Ujjivan platform

1.98 Crore+

No of Digital repayments processed fully digital across Micro Banking portfolio (+9% YoY)

₹7,571.66 Crores

Digital collections processed across Micro Banking portfolio (+14% YoY)

45%

Micro Banking loan repayments completed digitally

93.75%

Share of outward debit transactions executed digitally by March 2026

61.12 Crores

Digital transaction volume during FY 2025-26 (+14.63% YoY)

8.38 Lakhs+

Aadhaar Enabled Payment System (AePS) transactions processed

₹18 Crore+

Cost savings and income impact from digital initiatives including RPA (+22% YoY)



Integrated Distribution and Channel Ecosystem

The Bank's distribution architecture combines physical reach with digital enablement, ensuring that products and services remain accessible across customer segments and geographies. Branches continue to anchor customer acquisition, relationship management and servicing, particularly across inclusion-focused and emerging customer segments. These are supported by field teams and assisted channels that enable onboarding, servicing and collections closer to the customer.

Digital platforms act as an integrated service layer across products, transactions and customer journeys. This enables customers to access banking services through a combination of physical, assisted and self-service channels, depending on their requirements and level of digital familiarity.

The omni-channel framework supports:

Acquisition and onboarding across savings, current (individual), deposits, lending and insurance products

Cross-sell opportunities through integrated product visibility

Seamless servicing and transaction capabilities across channels

Improved turnaround time and reduced dependency on branch-based processing

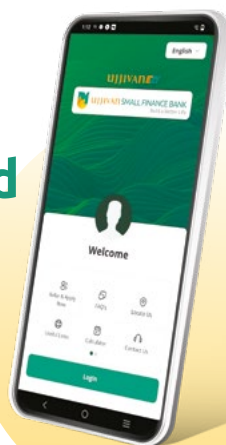
Consistent customer experience across assisted and digital journeys

Transforming the Digital Banking Platform

The Bank continued to accelerate its digital transformation agenda during FY 2025-26, with a focus on strengthening customer experience, improving operational agility and expanding accessibility across products and services. As customer interactions increasingly shift towards integrated and self-service journeys, the Bank has continued to invest in scalable digital infrastructure, platform modernisation and workflow transformation to support evolving banking requirements across segments.

A key milestone during the year was the launch of the Ujjivan EZY Mobile and Internet Banking (IBMB) application, developed on a modern microservices-based architecture. The platform has been designed to enhance scalability, interoperability and faster deployment of capabilities, while enabling API- and SDK-based ecosystem integrations and strengthening platform resilience, security architecture and customer responsiveness.

The All-New EZY Mobile and Internet Banking App



2 Lakhs+

Users registered to
EZY IBMB

90+

New capabilities added

200+

Features across banking, payments,
servicing and investments

Customised Themes and Enhanced UI UX

(For Regular, Privilege and Maxima Customers)

The platform currently offers a broad suite of capabilities across banking, payments, servicing and investment journeys, enabling customers to access products and services through a unified digital interface. During the year, the platform was significantly strengthened through enhancements in customer interface design, journey simplification and ecosystem integration.

These enhancements have enabled customers to seamlessly navigate across savings, deposits, payments, investments and servicing journeys through integrated digital touchpoints. Continuous improvements in interface design, navigation architecture and self-service capabilities further strengthened usability and customer engagement. Planned integration of UPI capabilities within the EZY platform is expected to further improve transaction convenience and ecosystem integration.

Strengthening Digital Onboarding and Assisted Customer Journeys

Digital onboarding initiatives during the year focused on improving onboarding efficiency, reducing processing timelines and widening access across customer segments. End-to-end paperless onboarding journeys across savings accounts, current accounts and deposit products enabled faster account opening, lower documentation dependency and smoother fulfilment across customer journeys. Workflow integration and backend processing improvements also supported better turnaround time and operational throughput.

Integration of onboarding capabilities with assisted banking journeys enabled branch and field teams to guide customers through digital interactions, particularly first-time formal banking users and customers gradually moving towards digital channels. Product suitability frameworks embedded within onboarding journeys supported more contextual and customer-relevant product selection across customer segments.

The Bank also expanded its digital sourcing strategy through fintech partnerships and affiliate-led acquisition models aimed at improving reach across under-served and semi-urban markets. During FY 2025-26, a partnership with Stable Money enabled sourcing of digital fixed deposits through its platform, contributing deposit mobilisation of ₹24 Crores+ from new-to-bank customers during the year.

Key initiatives during the year included:

- Streamlined digital onboarding journeys across liability products
- Assisted onboarding support across branch and field channels
- Reduced documentation requirements and faster processing timelines
- Workflow and backend integration across onboarding processes
- Fintech-led sourcing partnerships supporting acquisition of new-to-bank customers
- API-based integrations enabling broader ecosystem connectivity and digital servicing capabilities



Haven't explored the EZY App yet?

Once you do, banking feels **simpler, faster,**
and a lot more **effortless.**



Download Now



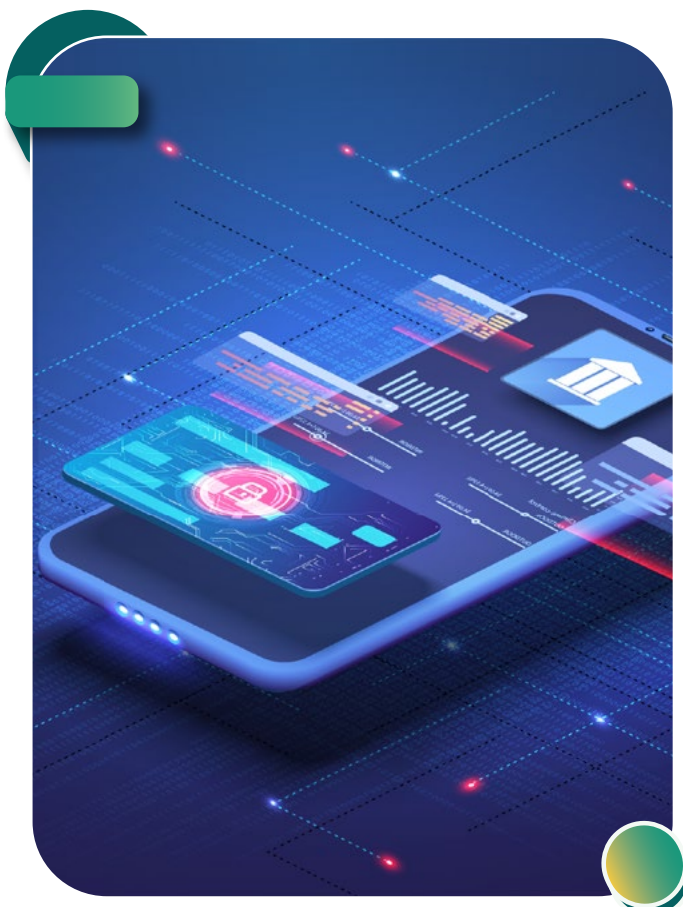

#EZYDoesIt

Appropriate due diligence, onboarding and monitoring frameworks for fintech partnerships remain aligned with regulatory requirements and internal risk management standards. Planned expansion across additional fintech partnerships, API integrations and digitally integrated customer journeys is expected to support wider customer reach, servicing efficiency and scalable digital acquisition across liability and asset businesses.

Driving Digital Adoption and Customer Experience

Digital channels recorded higher adoption across onboarding, servicing and transaction journeys during the year, with a growing share of customer requests fulfilled digitally. This reduced reliance on branch-based servicing while improving turnaround time, responsiveness and servicing convenience across customer segments. Focus areas included simplification of customer journeys, improvement in self-service capabilities and tighter integration across assisted and digital channels to create a more seamless banking experience.

Digital awareness and adoption initiatives during the year included Digi-Sampark and Digi-Kaksha programmes aimed at improving digital capability across branch and field teams, alongside customer communication campaigns promoting usage of Ujjivan EZY Internet and Mobile Banking platforms and digital collections. Customer educational videos for EZY platforms are also under development to improve awareness and usability across digital journeys, while enhancements in workflow integration and servicing architecture supported greater consistency across omni-channel customer interactions.



Enhancing Payments and Collections Capabilities

The Bank continued to strengthen its digital payments and collections ecosystem through initiatives focused on improving convenience, repayment efficiency and transaction accessibility. Several payment and collection capabilities were introduced and enhanced during the year to support frictionless transaction experiences and strengthen digital collections efficiency.

UPI AutoPay

for loan repayments, enabling automated repayment journeys

91.48 Lakhs

UPI AutoPay mandate executions during the year

0.93 Lakhs+

Active UPI Merchant QR network

13.39 Lakhs

UPI AutoPay recurring mandates created

₹248 Crores

Book value linked to UPI AutoPay mandates

₹251 Crores

Value processed through UPI AutoPay executions

Simplified IMPS functionality

enabling transfers through mobile number and bank name

These initiatives contributed to higher digital transaction volumes, improved repayment efficiency and reduction in delinquency risks. Transaction capabilities were further strengthened through payment gateway integrations and ecosystem partnerships, enabling a more seamless and integrated payment experience for customers.



Expanding the Digital Product Ecosystem

The Bank continued to expand its digital ecosystem through integration of investment, rewards and protection capabilities within customer journeys. These initiatives are enabling customers to access a wider range of financial solutions through integrated digital channels while strengthening engagement and fee-based income opportunities.

A key development during the year was the enablement of Mutual Fund investment capabilities within the digital banking ecosystem, allowing customers to access investment solutions through integrated journeys.

The Ujjivan Rewardz platform was also integrated within the EZY application, strengthening customer engagement and encouraging deeper participation across digital channels. Additionally, the Bank introduced a fully digital standalone insurance purchase journey on the Hello Ujjivan platform, enabling customers to access protection products without dependency on branch-based servicing.

Advancing Automation and Process Transformation

Automation and workflow transformation remained key focus areas during the year, supporting operational efficiency, scalability and improved service delivery across functions.

The Bank introduced 21 new automation initiatives and enhanced several existing workflows, taking the total number of automated processes to 69.

Automation initiatives covered onboarding, servicing, workflow management and backend operational processes. These enhancements improved turnaround times, strengthened productivity and enabled greater consistency across operational workflows.

Key Outcomes

₹15 Crores

Cost savings exceeding

Reduction in manual intervention across workflows

99.86

FTE savings

Improved processing consistency and operational efficiency

Strengthening Platform Integrations and Ecosystem Partnerships

The Bank continued to strengthen its ecosystem architecture through platform integrations and strategic partnerships aimed at improving customer reach, accessibility and service integration.

Key initiatives included:

- Integration with payment gateway partners for seamless transaction capabilities
- Fintech partnerships supporting digital deposit sourcing
- SDK and API-based integrations enabling ecosystem connectivity
- Enhanced marketing automation and analytics capabilities

These initiatives improved time-to-market, strengthened digital sourcing capabilities and enhanced integration between customer journeys, digital platforms and partner ecosystems.



Outlook

Digital banking investments over the coming period will be directed towards improving customer acquisition, servicing efficiency, payments capability and platform integration across both retail and business banking segments. Key initiatives underway include:

- Assisted onboarding journeys for non-individual liability customers to improve onboarding efficiency and servicing experience
- Expansion of merchant solutions and transaction banking capabilities across business banking segments
- Unified lead and prospect management framework to improve customer acquisition, tracking and conversion effectiveness
- Automation and digitisation of acquisition and servicing journeys across asset businesses to improve turnaround time and operational efficiency
- Customer experience improvements through UI/UX enhancements
- Rollout of 50+ new features across the Ujjivan EZY App to expand digital servicing and customer engagement capabilities

Technology investments are also being aligned towards a scalable, agile and open architecture capable of supporting growth across liabilities, assets, payments and partnership ecosystems. Strategic priorities include:

- Agile delivery models to improve responsiveness to evolving customer expectations and business requirements
- Consolidation of services across business units to improve scalability, optimise costs and build specialised digital capabilities

- Analytics-led and digital interventions supporting stronger portfolio monitoring, underwriting effectiveness and portfolio quality
- Data-driven decision frameworks, ecosystem partnerships and Digital Public Infrastructure-linked business models supporting customer acquisition, engagement and business growth
- Audience segmentation, attribution models and digital marketing capabilities to improve campaign effectiveness and customer engagement quality
- Digital adoption programmes aimed at accelerating migration towards self-service and digital-first customer behaviour across products and channels
- Financial and digital inclusion initiatives across customer segments and operating geographies

The digital roadmap is expected to contribute through lower operating costs, faster turnaround times, improved customer experience, stronger portfolio quality and expansion of partnership-led revenue streams. As customer behaviour and digital ecosystems evolve, the Bank's focus remains on building a more integrated, responsive and scalable banking experience across assisted, physical and digital touchpoints.



Data Analytics and Decision Intelligence

The Bank's approach to data and analytics is built around developing a deeper and more contextual understanding of customer behaviour across the lifecycle. Given the nature of the customer segments served by the Bank, financial journeys often evolve progressively and cannot be understood through a single product relationship or conventional credit lens alone. Customers may demonstrate changing income patterns, improving repayment behaviour, growing savings or business-linked cash flows that mature over time.

In this context, the Bank is increasingly adopting a customer 360° lifecycle view spanning acquisition, activation, deepening, protection, recovery and retention. This lifecycle-led framework is strengthening decision-making across business, customer engagement and portfolio management functions, enabling more targeted interventions and stronger alignment between customer opportunity, relationship quality and long-term value creation.

Strengthening Business Decisioning

Analytics capabilities are playing an increasingly important role in sharpening how the Bank identifies growth opportunities and allocates business focus across markets, branches and customer segments.

Customer acquisition, onboarding, origination, balance build-up and account upgrade journeys are becoming progressively more targeted and aligned to customer engagement patterns and lifecycle potential. These insights are also supporting more refined branch and micro-market strategies, enabling stronger alignment between sourcing priorities, portfolio quality and long-term relationship value.

Analytics-led applications include:

- Branch and micro-market opportunity assessment
- Customer acquisition and onboarding prioritisation
- Relationship-led portfolio deepening
- Behavioural trend and portfolio quality analysis
- Alignment of growth and portfolio outcomes



Enhancing Customer Engagement Across the Lifecycle

The lifecycle lens also shapes how customer relationships are managed over time. Customer actions across onboarding, activation, savings build-up, account upgrades, cross-sell opportunities and retention journeys are increasingly analysed through behavioural and engagement indicators. This enables the Bank to engage customers with greater continuity and contextual relevance across different stages of the relationship lifecycle.

Engagement interventions are becoming progressively better timed and more aligned to evolving customer behaviour, enabling stronger servicing responsiveness and relationship continuity across channels. The increasing integration of analytics within customer engagement processes is also improving visibility into portfolio evolution, customer actions and engagement effectiveness across the franchise.

Risk Decisioning and Portfolio Oversight

Across the customer lifecycle, data and analytics are strengthening portfolio oversight, intervention frameworks and recovery strategies. Analytical models and behavioural insights are increasingly integrated into credit monitoring processes, enabling earlier identification of emerging stress and more timely intervention.

Acquisition and behavioural scorecards support credit decisioning from origination onward, while early warning indicators, fraud triggers, collections decisioning and recovery analytics are improving portfolio visibility and intervention effectiveness.

These capabilities are supporting:

- Earlier identification of stress indicators
- Improved collections and recovery prioritisation
- Stronger portfolio monitoring and intervention
- Better alignment between risk oversight and business actions
- A more forward-looking approach to portfolio protection

The integration of behavioural insights within portfolio monitoring frameworks is enabling more timely intervention and strengthening overall decision quality across credit and recovery processes.

Business Impact

Analytics-led interventions continued to deliver measurable operational and strategic impact during FY 2025-26. Initiatives driven through data and analytics contributed an estimated ₹1,100+ Crores of business impact during the year, alongside ₹38+ Crores of loss recovery.



Beyond measurable outcomes, analytics capabilities are also strengthening decision quality across the organisation through sharper targeting, earlier identification of stress or churn indicators and improved frontline execution.





Serving the Financial Needs of Aspiring India

Ujjivan SFB's business portfolio has been built around the diverse financial needs of aspiring households, entrepreneurs, farmers and enterprises across India. The Bank offers a comprehensive suite of products spanning savings, credit, investments and transaction banking, enabling customers to access financial solutions relevant to their stage of growth and aspirations.

From first-time borrowers and micro-entrepreneurs to homebuyers, vehicle owners, agricultural communities and institutional clients, each business vertical addresses a distinct requirement while contributing to a diversified and balanced banking franchise. This breadth of offerings allows Ujjivan SFB to deepen customer relationships, expand engagement opportunities and participate in multiple segments of India's growth story.

Micro
Banking

The First Step Forward

The Micro Banking business operates through group and individual lending models with strong local presence, enabling consistent customer engagement, effective monitoring and controlled portfolio quality. During the year, the Bank adopted a calibrated growth strategy with sharper focus on portfolio quality, prudent customer selection and tighter control over borrower behaviour, reflecting a conscious shift towards sustainable growth underpinned by disciplined risk management.

FY 2025-26 witnessed a broader recalibration across the Micro Banking ecosystem. Credit discipline strengthened, borrower behaviour evolved and disbursement trends stabilised following earlier stress in the sector. The Bank responded by focusing on existing and well-understood customers, lower-risk geographies and affordability-led lending practices. Ticket sizes were recalibrated with greater

emphasis on responsible lending and repayment capacity, while system-level risks from overleveraging and borrower overlap moderated with improved adoption of industry guardrails.

The Bank navigated the evolving environment through proactive risk management at the branch level, disciplined collections and region-specific portfolio strategies. Underwriting and origination controls were strengthened during the year, improving borrower selection and portfolio resilience. Micro Banking continues to play an important role as a feeder channel for customer graduation, with a meaningful share of customers transitioning towards higher-value and formalised banking products over time.



Performance Dashboard

₹20,709 Crores

Gross Loan Book

98.3%

Collection Efficiency (1 EMI+OD)



Key Developments

01

Strengthened underwriting and onboarding frameworks to enhance borrower assessment and improve portfolio resilience

02

Enhanced branch-level monitoring and execution controls to support collection efficiency and early risk identification

03

Increased focus on affordability-led lending and disciplined ticket-size calibration in line with evolving customer behaviour

04

Continued emphasis on lower-risk geographies and well-understood customer cohorts as part of the calibrated growth strategy

05

Improved alignment with industry guardrails and responsible lending practices across the portfolio

06

Sustained customer graduation momentum through deeper cross-sell and progression into higher-value banking products



Outlook

Grow the customer base in a calibrated manner, with focus on risk-adjusted returns

Strengthen customer progression through structured graduation to higher-value products

Further improve underwriting and early-stage risk identification

Enhance productivity and collection efficiency through tighter execution and monitoring

Align growth with regional dynamics and evolving customer behaviour

Agriculture
Banking

Prosperity Beyond the Harvest

Agriculture Banking continues to scale as a secured lending vertical, aligned with the Bank's strategy of diversifying the portfolio and supporting customer progression into higher-ticket products. The business primarily serves progressive farmers and core agriculture segments, including allied activities such as fisheries and poultry, with lending calibrated to landholding, crop patterns and income potential. It also plays a defined role in enabling customer graduation from Micro Banking and other retail segments into secured lending.

FY 2025-26 saw strong growth in the portfolio, supported by expansion across 10 states and consistent performance across geographies. Demand remained driven by increasing adoption of farm mechanisation, productivity enhancement and diversification of income sources. Lending continued to be aligned with cropping

cycles, ensuring relevance and supporting repeat usage. The business also strengthened its presence across both progressive farmer segments and traditional crop-based financing, including irrigated farming and allied activities.

The operating model is cluster-based, with sourcing, underwriting and servicing executed locally to maintain control and improve responsiveness. Customer acquisition is driven by on-ground engagement, supported by digital onboarding, GPS-based data capture and real-time system integration. Underwriting remains independent and structured, with strong emphasis on repayment assessment and end-use validation. Portfolio quality is supported by disciplined credit practices, including early warning systems, transaction monitoring and bureau checks. The focus remains on scaling through stronger cluster performance, improving productivity across branches and building a stable, quality-led secured portfolio.



Performance Dashboard

₹731 Crores

Secured Agri Loan Portfolio



Key Developments

01

Portfolio scaled during the year, supported by expansion across 10 states and consistent performance across geographies

02

Increased focus on progressive farmer segments, with demand driven by farm mechanisation, yield enhancement and diversified income sources

03

Strengthened presence across core agriculture and allied segments, including fisheries and poultry

04

Lending aligned to cropping cycles, improving product relevance and supporting repeat customer engagement

05

Cluster-based operating model strengthened, with localised sourcing, underwriting and servicing improving control and execution

06

Digital onboarding and real-time data visibility enhanced turnaround times and operational efficiency

07

Portfolio quality supported by disciplined underwriting, end-use monitoring and structured risk controls



Outlook

Scale the portfolio through deeper penetration within existing clusters

Strengthen cluster performance and improve productivity across branches

Enhance underwriting discipline and early risk identification

Improve customer lifecycle progression from Micro Banking to secured lending

Expand presence in selected, high-potential geographies with clear demand visibility

MSME

Enterprise, Ambition and Achievement

MSME is positioned as a relationship-led secured lending business, focused on serving Micro and Small enterprises through structured credit and integrated banking solutions. The portfolio spans Loan Against Property, Working Capital and Supply Chain Finance, supporting businesses across manufacturing, trading and service sector. The business is progressively moving towards deeper engagement with customers, with a shift from transactional lending to multi-product relationships.

Growth in the segment was supported by sharper customer segmentation, expansion in distribution and continued strengthening of credit frameworks. The portfolio remained anchored in secured lending, with increased focus on higher-ticket and better-profile borrowers, improving overall portfolio quality. Loan Against Property continued to drive growth, while Working Capital saw steady traction among more formalised businesses with stable cash flows and diversified product proposition. Supply Chain Finance gained momentum in selected ecosystems, enabling participation in anchor-led opportunities and supporting portfolio diversification. The evolving product mix reflects a gradual shift towards

structured, need-based credit, stronger customer profiles & Total Relationship Value (TRV).

Execution is supported by digital underwriting and data-led credit assessment, improving turnaround times and consistency in decision-making. Integration of bureau insights, banking analysis and structured workflows has strengthened credit evaluation across the lifecycle. Asset quality improved alongside growth, supported by disciplined customer selection, prudent structuring and continuous monitoring. The business also progressed in deepening customer relationships through cross-sell of liability and other banking products. The focus remains on building a granular, quality-led portfolio, strengthening customer engagement and scaling the business with control.



Performance Dashboard

₹3,230 Crores

Outstanding Principal



Key Developments

01

Delivered growth supported by sharper customer segmentation, distribution expansion and strengthened credit frameworks

02

Portfolio anchored in secured lending, with increased focus on higher-ticket and better-profile customers

03

Loan Against Property remained the primary growth driver, while Working Capital gained traction among more formalised businesses

04

Supply Chain Finance scaled in select ecosystems, enabling participation in anchor-led financing opportunities

05

Digital underwriting and automated credit assessment improved turnaround times and underwriting consistency

06

Asset quality improved alongside growth, supported by disciplined customer selection and strengthened monitoring frameworks

07

Progress in cross-sell of liability and other banking products, strengthening customer engagement and relationship depth



Outlook

Scale and diversify portfolio product proposition in secured MSME portfolio while maintaining focus on portfolio quality and risk-adjusted returns

Expand the Working Capital franchise and strengthen Supply Chain Finance ecosystems

Further enhance digital underwriting and monitoring capabilities

Improve turnaround times and customer experience through process simplification

Deepen customer relationships through cross-sell and integrated banking solutions

Housing
and Micro-
mortgages

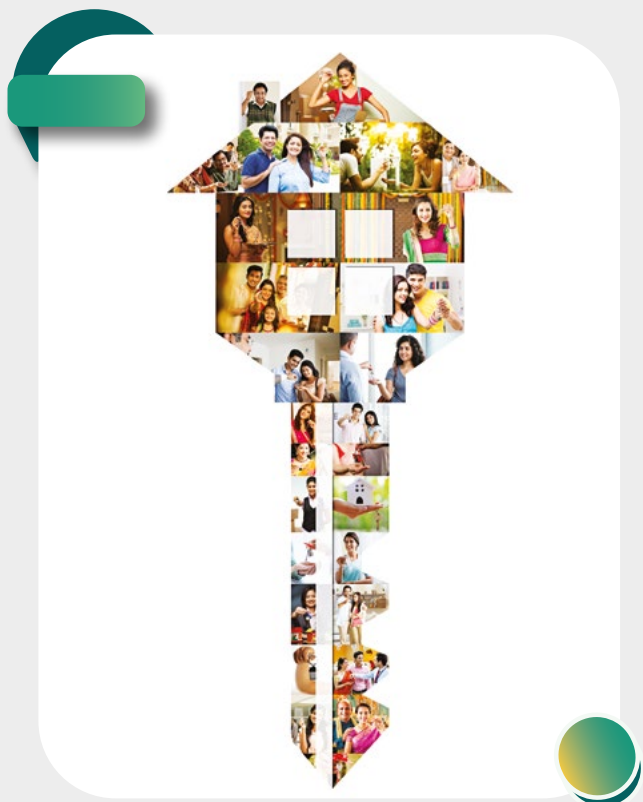
The Security of Home Ownership

Housing and Micro-mortgages continue to be key contributors to the Bank's secured lending portfolio, with a clear role in supporting customer progression from informal credit to long-term asset creation and enabling home ownership for India's emerging, aspiration-driven segments. The business serves customers across EWS, LIG and MIG segments in Tier II, III and IV markets, with a strong focus on first-time home owners and self-employed profiles. Micro Mortgages and Affordable Housing together enable coverage across the customer lifecycle, supporting transition from initial credit access to home ownership.

The portfolio delivered strong growth during the year, with higher contribution to the overall loan book. Growth was driven by deeper presence in existing markets, improved customer retention and continued demand across both housing and micro-mortgage segments. The customer mix shifted towards self-employed borrowers, reflecting increasing formalisation and demand for structured housing finance. Demand was also supported by favourable regulatory and macro factors, including government initiatives, formalisation of property titles and urbanisation trends, alongside higher average ticket sizes. The business also strengthened its focus on sustainable housing finance through partnership with the GRIHA Council under the Ministry of New and Renewable Energy for green home certification, reinforcing its broader ESG commitment. In addition, Ujjivan Arogya Ghar was launched in partnership with Water.org to support improvement of WASH (Water, Sanitation and Hygiene) infrastructure among Housing and Micro-mortgage customers, strengthening the Bank's ecosystem-led customer engagement approach.

Execution was strengthened through centralised credit processing, analytics-led interventions and digital workflow integration, improving turnaround times, sourcing efficiency and portfolio monitoring. The enhanced Loan Origination System (LOS) enabled end-to-end paperless onboarding across sourcing, credit processing, disbursement and savings account creation through a unified platform, improving workflow visibility, file tracking and operational productivity. Digital initiatives during the year focused on strengthening sourcing efficiency, customer retention and branch-led origination through cross-functional collaboration with the Data Science & Decision Management (DSDM) team, proactive retention interventions, introduction of the Green Channel framework and implementation of the ANCORA connector management platform. The business also introduced Asset

Desk Managers (ADMs) as a single-point interface across asset verticals to improve branch productivity, strengthen cross-selling opportunities and reduce lead leakage. Asset quality remained stable, supported by disciplined underwriting frameworks, state-specific collateral policies and continuous monitoring. The portfolio also remained geographically diversified, with presence across 23 states and no single state accounting for more than 25% of the overall exposure.



Performance Dashboard

₹1,304 Crores

Disbursements

₹10,477 Crores

Book Size



Key Developments

01

Strong portfolio growth, with higher contribution to the Bank's secured lending portfolio

02

Increasing share of self-employed borrowers reflected evolving customer requirements and formalisation trends

03

Improved turnaround time, workflow visibility and operational productivity through integrated digital processing frameworks

04

Strengthened sourcing efficiency, customer retention and lead management through analytics-led and branch-integrated interventions

05

Enhanced coordination across sourcing, credit and servicing functions supported more streamlined customer journeys and reduced lead leakage

06

Expanded ecosystem-led customer engagement through sustainable housing finance and WASH-linked initiatives

07

Stable asset quality and geographically diversified portfolio maintained through disciplined underwriting and balanced exposure management



Outlook

Strengthen presence in existing markets and improve depth of penetration

Enhance customer retention and reduce attrition across the portfolio

Further strengthen digital onboarding, workflow integration and customer experience initiatives

Expand sustainable housing finance and green home financing initiatives

Strengthen underwriting consistency and portfolio monitoring frameworks

Improve productivity, sourcing efficiency and profitability across the business

Vehicle
Finance

Mobility in Pursuit of Progress

Vehicle Finance is a secured, high-yield business focused on enabling mobility and supporting customer progression into formal credit. The business primarily caters to customers purchasing their first two-wheeler vehicle through financing or upgrading to better two-wheeler vehicles, including customers graduating from the Bank's existing Group Loan (GL) and Individual Loan (IL) customer base. Operating across 11 major states, the business remains focused on semi-urban and up-country markets, while gradually expanding its presence across select Tier-I locations.

Affordable pricing, transparent processes and hassle-free documentation continue to support customer adoption and strengthen the Bank's secured lending portfolio.

The business witnessed strong growth during FY 2025-26, supported by increasing customer preference for financed purchases, rising disposable incomes and growing

demand for higher-performance two-wheelers. The segment continued to benefit from strong portfolio granularity, high-yield characteristics and opportunities to leverage the existing customer base, while gradual shift in customer mix towards bureau-backed profiles improved credit visibility. The business is currently growing at a CAGR of approximately 65% year-on-year and continues to support the Bank's strategy of building a strong and scalable secured portfolio with long-term potential to evolve into a broader multi-product business.

Dealer partnerships remained the primary sourcing channel, while nearly 15% of sourcing was contributed through internal channels and pre-qualified customer leads. This balanced mix of open-market and internal sourcing channels supported acquisition efficiency, strengthened dealer relationships and enhanced market visibility across key operating geographies.



Performance Dashboard

₹236 Crores

Disbursements



Key Developments

01

Strong growth across the new two-wheeler financing portfolio, supported by rising demand in semi-urban, up-country and select urban markets

02

Expansion of dealer ecosystem through loyalty programmes, curated dealer engagement initiatives and adoption of the Trade Advance programme

03

Quick upfront decisioning enabled through scorecard-based underwriting and BRE rule-engine integration, with approvals completed within five minutes for eligible cases

04

Improved onboarding efficiency and reduced processing turnaround time through digitised documentation processes including e-Sign, e-NACH and e-Stamping integration

05

Approximately 20% of disbursements completed on the same day and nearly 50% within two days from login, supporting faster customer fulfilment

06

Increased adoption of biometric logins, e-NACH and UPI mandates supported on-time repayment rates above 85%

07

Structured underwriting controls, 100% contact point verification, risk-based pricing and controlled funding frameworks supported stable portfolio quality with GNPA maintained below 2%

Execution continued to strengthen during the year through integrated digital workflows, structured portfolio monitoring and continuous engagement across Credit and Collections teams. Monthly portfolio reviews, weekly monitoring discussions and selective manual underwriting for identified higher-risk cases strengthened oversight and supported timely risk assessment. Additional controls including dealer-level triggers, pin-code monitoring and tracking of registration certificate (RC) and post disbursement documentation (PDD) breaches further strengthened portfolio discipline and risk management effectiveness.



Outlook

The business remains focused on building a scalable and diversified secured lending franchise. Key priorities include strengthening market presence across major two-wheeler markets including Bihar, Uttar Pradesh and Tamil Nadu, increasing penetration across mid-premium segments and improving portfolio quality through stronger collections infrastructure and increased adoption of digital mandates. The business is also focused on strengthening underwriting capabilities through use of alternate data, AI/ML-led decisioning frameworks, customer address matching and asset-risk-linked scorecards.

The planned scale-up of the Used Car business is expected to support portfolio diversification, strengthen customer retention and expand secured lending opportunities across a wider customer base, while building a more stable and diversified vehicle finance franchise over the long term.

Gold
Loan

Financial Flexibility When It Matters

Gold Loan is a secured, short-tenor lending product focused on providing quick liquidity against gold collateral, with a clear role in strengthening the Bank's secured portfolio. Under the Gold Ujjivan SFB proposition, the business caters to a wide customer base across agriculture, self-employed and salaried segments, offering flexible repayment options aligned to diverse income patterns. It also supports the Bank's objective of expanding access to formal credit while enabling customers to unlock value from existing assets.

The business scaled strongly during the year, supported by both network expansion and product enhancements. The portfolio grew to ₹770 Crores, with demand driven by the need for timely and accessible credit across urban and semi-urban markets. Distribution expanded from 200 to 349 branches, with a focused push in North and East regions to complement the established South presence. The portfolio mix remained balanced, with 45% agriculture-linked lending and 55% non-agriculture exposure, reflecting diversified usage across consumption and income-generating needs.

Execution was strengthened through improvements in product competitiveness and process efficiency. Interest rates and charges were rationalised, documentation simplified and turnaround times reduced, enhancing customer experience and acquisition. The rollout of mobility-led onboarding through Swaran Saarthi enabled doorstep sourcing, accounting for a significant share of originations and improving operational efficiency. A centralised policy framework ensured consistency in underwriting and risk management across branches. Portfolio quality continues to be supported by conservative LTV practices, aligned with regulatory norms and designed to manage price volatility in gold. The focus remains on scaling the business through deeper distribution, improved productivity and maintaining portfolio quality.



Performance Dashboard

₹418 Crores

Disbursements



Key Developments

01

Portfolio scaled to ₹770 Crores, supported by strong demand for secured, short-tenor lending

02

Branch network expanded from 200 to 349 locations, with increased presence in North and East regions

03

Balanced portfolio mix, with 45% agriculture and 55% non-agriculture lending

04

Product enhancements including rationalised pricing, simplified documentation and reduced turnaround times

05

Mobility-led onboarding (Swaran Saarthi) enabled doorstep sourcing, improving customer experience and efficiency

06

Centralised policy framework strengthened underwriting consistency and operational control

07

Maintained conservative LTV levels, supporting portfolio resilience and regulatory compliance



Outlook

Expand branch network while improving productivity of existing locations

Strengthen customer experience through product innovation and digital/self-service journeys

Increase penetration in North and East markets to improve geographic diversification

Maintain portfolio quality through disciplined LTV monitoring and collection efficiency

Introduce additional product features such as top-up loans to enhance customer engagement

Scale the business as a meaningful contributor to the secured portfolio (~7% over the medium term)

Financial
Institutions &
Government
Banking
Group (FIGB)

Partnerships with Broader Purpose

FIGB serves as the Bank's institutional banking platform, with a defined role in balancing the balance sheet across assets and liabilities while strengthening relationships with financial institutions and government entities. The business supports both liquidity management and portfolio diversification, with exposure to NBFCs, MFIs, HFCs and, more recently, mid-corporates. It also plays an important role in liability mobilisation and maintaining key balance sheet metrics, while enabling the Bank to expand beyond its core retail segments.

The business continued to grow during the year, supported by calibrated expansion across well-rated borrower segments and increased participation in financial institutions lending. Exposure remained largely concentrated in higher-rated counterparties, with selective increase in segments such as Micro Banking, fintech and gold loan NBFCs, supporting both growth and yield. On the liabilities side, the business saw strong traction, with growth in deposits and current account balances driven by institutional relationships, improved

sector conditions and favourable cost of sourcing. The business also expanded its client base, onboarding new liabilities relationships especially from the government segment and reducing concentration risk.

Execution remains anchored in disciplined credit selection, structured exposure limits and continuous monitoring. The business also made progress in expanding its product offering, including entry into mid-corporate lending and strengthening cross-border capabilities through AD1 and related products. These additions support diversification of the loan book while creating opportunities for fee income and deeper client engagement. FIGB continues to focus on building a diversified institutional portfolio, strengthening transaction banking capabilities and maintaining balance sheet stability.



Performance Dashboard

₹4,321 Crores

Asset disbursements during FY 2025-26

₹13,873 Crores

Deposit, Current Account and Term Money

₹3,003 Crores

FIGB asset portfolio as on March 31, 2026

34%

Year-on-year growth in the liabilities book

13

New FIGB asset clients onboarded during FY 2025-26



Key Developments

01

Maintained focus on high-quality exposures, with a significant share of the portfolio in A Minus and above rated counterparties

02

Increased exposure to well-rated Micro Banking, fintech and gold loan NBFCs, supporting growth, yields and diversification

03

Onboarded new asset clients, supporting portfolio expansion and reducing concentration risk

04

Strong growth in institutional and Government segment liabilities, with deposits and current and saving account balances increasing during the year. Also, received empanelment from the Government of Madhya Pradesh for Government business and expanded liability relationships across PSUs and Government entities.

05

Leveraged asset-side relationships to build transactional banking flows and improve Current Account Savings Account (CASA) balances

06

Commenced lending to mid-corporates, enabling diversification and opening additional fee income opportunities

07

Strengthened product suite with introduction of Non-fund-based product suites and Forex based opportunities to serve mid and large corporate segments.



Outlook

Deepen existing institutional relationships through higher product penetration and cross-sell

Expand new-to-bank relationships across financial institutions, government and corporate segments

Strengthen transaction banking capabilities, including payments, collections and escrow solutions

Build the mid-corporate portfolio as a complementary growth segment

Diversify funding sources through securitisation, refinance and structured borrowing programmes

Maintain portfolio quality through disciplined credit selection and monitoring

Retail
 Liabilities
 (Branch
 Banking &
 TASC)

Trust at the Centre of Relationships

Retail Liabilities remains central to the Bank's funding strategy, with a clear role in building a granular and stable deposit franchise while strengthening Current Account Savings Account (CASA). The business is anchored in retail deposits, supported by a calibrated approach to pricing, product design and customer acquisition. Branch Banking continues to provide scale through local presence and customer engagement, while the Trusts, Associations, Societies and Clubs (TASC) segment complements this by contributing stable institutional balances and deepening relationship-led sourcing.

Growth during the year was driven by focused retail acquisition, improved branch productivity, new product additions and deeper engagement across institutional segments. Current Account Savings Account (CASA) accretion remained a priority, supported by NR, salary account, expansion of merchant relationships and increased penetration within Trusts, Associations, Societies and Clubs (TASC) accounts. Improved activation of existing accounts, higher transaction intensity and calibrated pricing actions contributed to stronger balances and improved mix, while the phygital model enabled faster onboarding and better customer experience.

The deposit profile improved in quality, with higher contribution from granular retail deposits and reduced dependence on higher-cost funding sources. Cross-sell initiatives strengthened customer engagement and wallet share, while improved conversion rates supported branch productivity. Cost of funds moderated during the year, supported by an improved Current Account Savings Account (CASA) mix, active liability management and repricing actions. The focus remains on maintaining funding stability, improving deposit quality and scaling the liability franchise with discipline.



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Performance Dashboard

₹45,668 Crores

Liabilities Book of Branch Banking and Trust, Association, Society and Club (TASC)

₹13,062 Crores

Current Account Savings Account (CASA) Book



Key Developments

01

Continued focus on granular retail deposits and Current Account Savings Account (CASA)-led mobilisation, improving overall deposit quality

04

Improved account activation, transaction intensity and cross-sell, strengthening customer engagement

02

Strong new-to-bank customer acquisition through our focused segment approach, merchant onboarding and targeted sourcing

05

Phygital onboarding and process improvements enhanced customer experience and operational efficiency

03

Expansion of Trusts, Associations, Societies and Clubs (TASC) relationships, contributing to stable institutional deposits and current account balances



Outlook

Increase Current Account Savings Account (CASA) share through focused segment approach, merchant ecosystem expansion and deeper Trusts, Associations, Societies and Clubs (TASC) penetration

Strengthen branch productivity and elevate premium banking relationships through Ivory Programme

Improve deposit mix by increasing share of granular retail deposits while maintaining calibrated bulk funding

Enhance customer engagement through higher activation, balances and transaction intensity

Drive product innovation and bundled offerings to improve competitiveness

Scale phygital capabilities to improve onboarding efficiency and service delivery

Treasury

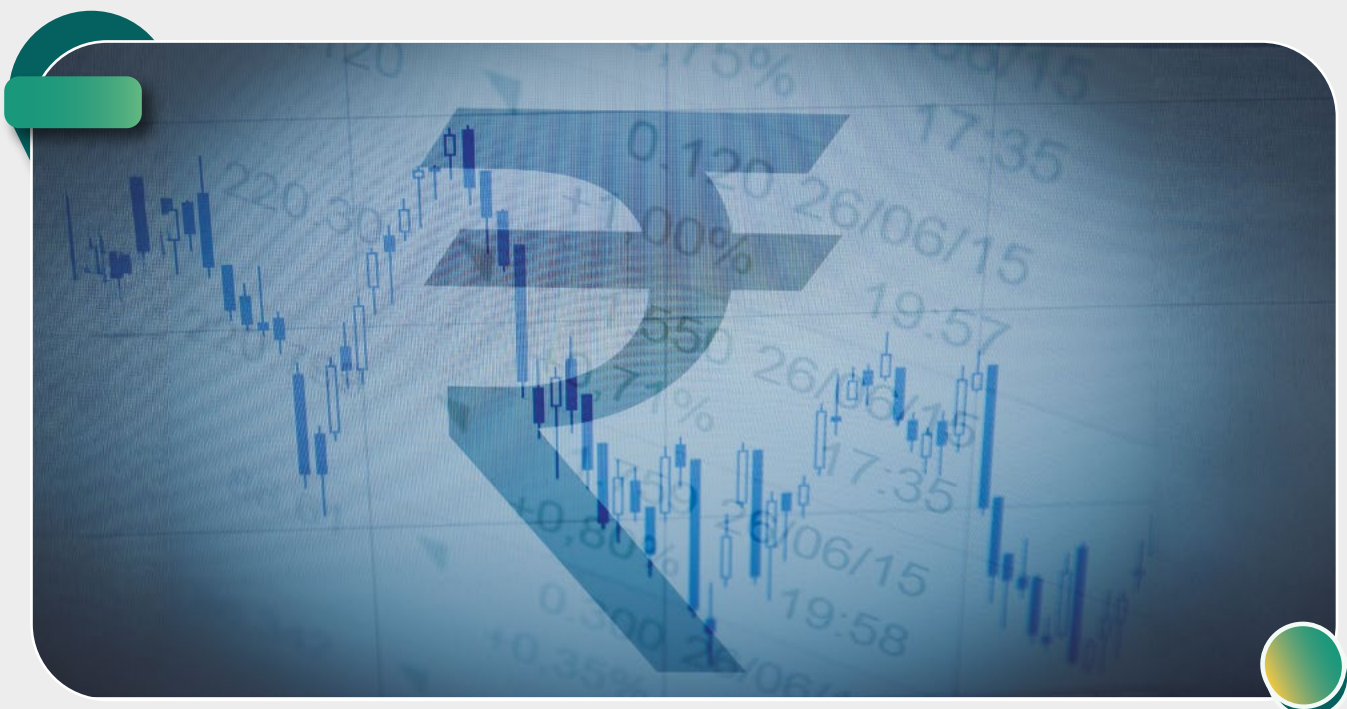
Stewardship Through Market Cycles

Treasury is central to the Bank's balance sheet management, with a defined role in maintaining liquidity, optimising funding costs and supporting margin stability. The function actively manages asset-liability positioning, ensuring adherence to regulatory requirements while enabling efficient deployment of funds across varying market conditions. Operations are anchored in a multi-asset dealing framework, supported by robust infrastructure and risk controls, enabling continuous monitoring and timely execution.

During the year, treasury focused on improving funding efficiency and maintaining adequate liquidity buffers in a changing rate environment. A calibrated approach to liability pricing and deposit repricing supported a reduction in cost of funds, while maintaining a balanced mix across Current Account Savings Account (CASA), retail and wholesale deposits. Liquidity was managed within defined thresholds, with the Certificate of Deposit (CD) ratio maintained in the 88–90% range and Liquidity Coverage Ratio (LCR) consistently above regulatory requirements. Structural liquidity was strengthened through longer-tenor deposits and refinance lines, while contingency funding assessments ensured preparedness under stress scenarios.

Treasury also supported margin stability through active balance sheet positioning. A deficit liquidity strategy was adopted, with surplus funds deployed into higher-yielding assets while leveraging lower-cost overnight borrowings to optimise returns. Close coordination with business, risk and finance teams enabled dynamic liquidity assessment and alignment on funding strategy through regular Asset Liability Committee (ALCO) and Funding and Liquidity Management Committee (FLMC) reviews. The focus remains on maintaining liquidity discipline, improving funding efficiency and enhancing returns through prudent balance sheet management.

The Bank also expanded its treasury capabilities through the launch of its Authorised Dealer Category-I (AD-I) business and operationalisation of its treasury Forex Desk for trading and client coverage activities. Nostro arrangements were established in USD, Euro, GBP and JPY, enabling non-trade remittances and foreign currency deposit offerings including FCNR, RFC and EEFC accounts in select currencies. The Bank also commenced mobilisation of FCNR deposits. Trade services are planned to be introduced by FY 2027-28 as part of the Bank's broader strategy to expand product capabilities and diversify revenue streams.





Key Developments

01

Reduced cost of funds through calibrated deposit repricing and active liability management

02

Maintained Certificate of Deposit (CD) ratio in the 88–90% range, ensuring adequate liquidity and balance sheet stability

03

Sustained Liquidity Coverage Ratio (LCR) above regulatory thresholds, supporting resilience against short-term liquidity shocks

04

Strengthened structural liquidity through longer-tenor deposits and refinance from institutions

05

Adopted deficit liquidity strategy to optimise yields through tenor premium

06

Improved funding efficiency through active use of wholesale deposits and certificates of deposit

07

Enhanced coordination across treasury, business, risk and finance teams for dynamic liquidity management



Outlook

Maintain optimal liquidity levels while ensuring compliance with Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR) and Certificate of Deposit (CD) ratio targets

Improve liability mix with higher Current Account Savings Account (CASA) share, longer-tenor deposits and diversified funding sources

Strengthen use of market instruments such as certificates of deposit for liquidity management

Enhance treasury returns through increased participation in trading and derivatives markets

Continue strengthening balance sheet monitoring through data-led and real-time decision frameworks

Expand foreign exchange, remittance and trade services capabilities to diversify product offerings and revenue streams

Third-Party
Products

Choices for Every Financial Need

The Third-Party Products (TPP) business has evolved into a meaningful contributor to the Bank's overall customer proposition, strengthening both fee income and relationship depth. The portfolio enables the Bank to offer solutions beyond core banking, particularly in protection and financial security, while increasing customer engagement and wallet share. Insurance products support customer stickiness, while investment offerings such as mutual fund SIPs and Demat accounts contribute to improving Current Account Savings Account (CASA) balances. During the year, the business scaled materially, with income increasing to ~₹175 Crores, highlighting its growing relevance within the Bank's diversified revenue streams.

Growth during the year was driven by improved execution, expansion of the partner ecosystem and enhanced product availability, supported by centralised monitoring and tracking. The business leveraged the Bank's expanding customer base and deposit franchise to deepen penetration across both asset and liability segments. Group insurance continued to see strong presence within the asset portfolio, while retail insurance penetration improved across the liability franchise. Health Insurance saw strong traction across Micro Banking, MSME and Housing segments, while branch banking drove cross-sell across life, health and general insurance categories.

Distribution continues to be anchored in the branch network, supported by assisted digital journeys that have improved turnaround times and customer experience. Digitisation of insurance and investment journeys, including embedded risk profiling and suitability assessment, has strengthened product alignment and conversion quality. The Bank continues to follow an open architecture approach, enabling access to multiple product options across segments, while maintaining a clear focus on need-based selling, ensuring that growth remains aligned with customer requirements.





Key Developments

01

TPP income increased to ~₹175 Crores, reflecting ~52%–58% year-on-year growth, with strong momentum across the year

02

Achieved record monthly retail insurance premium of ₹48 Crores in March

03

Served ~42 Lakhs customers on the group side and added ~41,000 customers in the retail segment

04

Strengthened penetration across both asset and liability portfolios.

05

Expanded partner ecosystem and improved product availability, enabling higher scale and improved execution

06

Introduced new offerings across insurance, Demat (3-in-1 accounts) and National Pension System (NPS)

07

Strengthened digital journeys for insurance and investments, improving turnaround time, tracking and customer experience

08

Embedded customer risk profiling and suitability assessment within digital journeys to improve product alignment

09

Leveraged branch network and assisted digital channels to improve cross-sell effectiveness and conversion



Outlook

Increase penetration within the existing customer base while expanding fee income contribution across product categories

Diversify product mix with offerings such as ASBA, mutual funds and loan against securities

Strengthen partner ecosystem and improve productivity across distribution channels

Expand distribution beyond branches through channels such as Phone Banking, VRMs and self-assisted digital platforms

Scale regulatory and inclusion-led products such as APY, PMJJBY and PMSBY to serve diverse customer segments

Deepen engagement with institutional segments through products such as Group Medical Cover (GMC)/ Group Personal Accident (GPA)/Group Term Life (GTL)

Continue digitisation of customer journeys to improve product accessibility, suitability assessment and conversion efficiency





Turning Aspirations into Outcomes

Ujjivan SFB focuses on ensuring that financial access leads to visible progress. By combining relevant products with consistent service delivery, the Bank enables customers to convert opportunities into outcomes—whether through income generation, asset creation or improved financial stability. The emphasis remains on execution, where every interaction supports forward movement in the customer's financial journey.

Marketing

Building a Purpose-led and Experience-driven Brand

The Bank's marketing efforts in FY 2025-26 were anchored in integrated 360° campaigns combining on-ground activations, digital amplification and regional customisation, enabling consistent and contextually relevant engagement across customer segments. This approach supported customer engagement, business growth and brand differentiation across markets.

In parallel, the Bank continued to build a culturally rooted, digitally enabled and purpose-led brand, with a sharper focus on experience-led and data-driven engagement. Communication was designed to be more participative and aligned to customer context, supporting stronger engagement and sustained development of brand equity.

Strengthening Brand Platforms and Campaign Execution

The Bank delivered integrated, multi-channel campaigns that combined cultural relevance, innovation and technology, enabling differentiated brand experiences across markets.

Key initiatives such as **Ganesh Utsav**, **Mann Ki Rath** (neuro-science led engagement), **Sound of Diwali** (inclusive sensory experience) and **InDEVIvisible** (women empowerment) were executed at scale across regions, delivering strong participation, engagement and measurable outcomes.

The Bank continued to strengthen its communication platforms through contextual and experiential extensions.

'Banking Jaise Meri Marzi' continued to anchor the Bank's digital adoption narrative, with its core thought extended across campaigns and customer touch points. **'Sound of Ujjivan'** (the signature music of Ujjivan) was reinforced through initiatives such as the World Music Day activation featuring a musical greeting card. The World Mental Health Day initiative, through curated engagement with business customers, further strengthened emotional connect and brand empathy.

Key Campaign Platforms and Extensions

Integrated campaigns across Ganesh Utsav, Mann Ki Rath, Sound of Diwali and InDEVIvisible

Strengthening of 'Banking Jaise Meri Marzi' and 'Sound of Ujjivan' through contextual extensions

Experience-led initiatives including World Music Day and customer engagement activations



Driving Cultural Relevance through Hyperlocal Engagement

A strong emphasis was placed on hyperlocal and community-driven engagement, with region-specific activations across key cultural moments such as Durga Puja, Diwali, Sankranti and Dasara. These initiatives were delivered through phygital and experiential formats, including Augmented Reality (AR) / Virtual Reality (VR)-led interactions, sensor-based gamification and neuro-science-driven engagements, creating immersive and participative customer experience.

Evolving Digital and Social Media Engagement

Digital and social media continued to play a central role in amplifying reach and engagement. The strategy evolved towards insight-led communication, driven by emotion-led storytelling, topical relevance and format innovation. Increased adoption of reels, influencer collaborations, AI-led content, employee advocacy and moment marketing contributed to stronger engagement across platforms.

Campaigns such as **#MenBeingMen** and the Road Safety initiative are driving strong engagement, organic amplification and measurable growth across platforms.

Strengthening Digital Engagement and Customer Interaction

The Bank continued to strengthen customer engagement through campaign-led amplification of key digital touchpoints, improving accessibility and responsiveness across customer interactions. The launch of the '**Ujjivan EZY**' mobile and internet banking platform was supported through integrated marketing across digital, branch and on-ground channels, driving awareness, customer education and adoption.

In parallel, digital initiatives were driven through campaign-based amplification across key customer touchpoints, including WhatsApp, chatbot and other channels. AI-led content and Augmented Reality (AR) / Virtual Reality (VR)-enabled experiences were integrated with Below The Line (BTL) campaigns, enabling immersive and interactive customer journeys.

Data-driven Marketing and Performance Effectiveness

The Bank enhanced its marketing effectiveness through a data-driven and performance-led approach, leveraging analytics, automation and targeted campaigns to improve outcomes across the customer lifecycle. Website traffic scaled, supported by SEO and content initiatives; while blogs and high-intent content enabled deeper engagement. Marketing automation further strengthened execution, with customer journeys and campaigns improving targeting, open rates and engagement outcomes. Customer engagement channels also scaled significantly, with WhatsApp reaching over 13 Lakhs users, reflecting improved responsiveness and interaction.

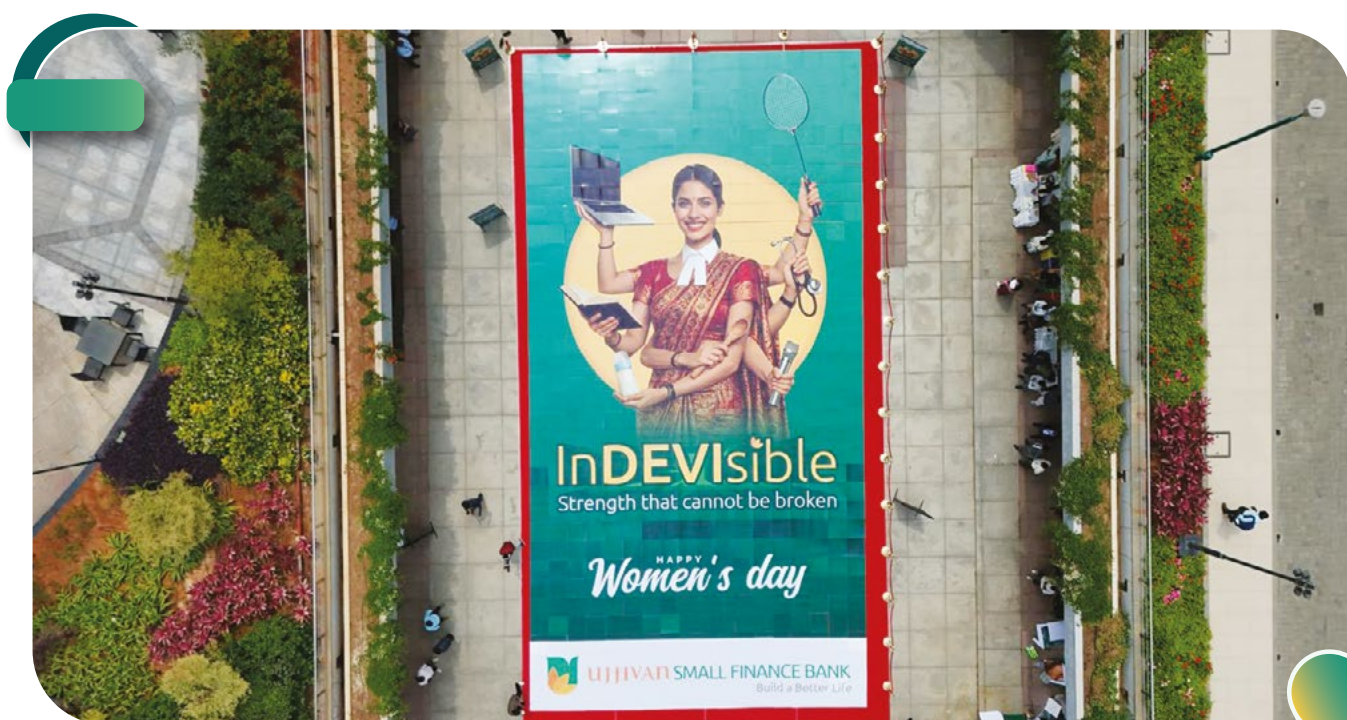
13 Lakhs+

WhatsApp users

Strengthening Brand Visibility and Recognition

Public Relations efforts continued to strengthen the Bank's visibility, credibility and stakeholder engagement, supported by a structured and proactive approach to media outreach and communication.

The Bank's marketing initiatives were recognised across leading industry platform winning over 56 awards for innovation, technology-led engagement and culturally relevant campaigns.



IT | Technology at the Service of Progress

Technology infrastructure continues to play a foundational role in enabling the Bank's operational scalability, enterprise integration and digital readiness. During FY 2025-26, the Bank further strengthened its core technology architecture through infrastructure modernisation, integration enhancements, high availability, enhancing monitoring capabilities and analytics-led decisioning frameworks, supporting increasing business volumes and evolving operational requirements.

The focus during the year remained on building resilient and scalable infrastructure capable of supporting increasing transaction intensity, growing digital adoption across business functions and expanding branch operations. Alongside enterprise infrastructure enhancements, the Bank also continued to strengthen analytics and decision intelligence capabilities to improve operational responsiveness, portfolio oversight and business execution.

Ujjivan SFB's Technology Priorities

	Focus Area	FY 2025-26 Enablement
 Scalability	Infrastructure readiness for business expansion	Data Centre (DC)/Disaster Recovery (DR) upgrades, branch infrastructure rollout, cloud enablement
 Resilience	Continuity and operational reliability	SD-WAN, Disaster Recovery (DR) drills, backup modernisation
 Integration	Enterprise-wide interoperability	Microservices architecture, reusable APIs, orchestration layer
 Automation	Operational efficiency and faster processing	E-sign integration, automated statements, workflow digitisation
 Decision Intelligence	Data-led monitoring and fraud visibility	EFRMS upgrade, BRE optimisation, monitoring frameworks
 Governance	Enterprise control and transparency	CMDB implementation, IGA deployment, SBOM and GRC tools

Strengthening Enterprise Infrastructure

The Bank continued to strengthen its enterprise technology backbone through targeted infrastructure upgrades focused on scalability, continuity and operational readiness. Core Data Centre (DC)/Disaster Recovery (DR) MPLS and Internet links were upgraded during the year, while Hyper-V environments were migrated to new high-performance hardware to improve compute efficiency and infrastructure responsiveness.

As part of its expansion roadmap, IT infrastructure was extended to the new branches. Network resilience was further strengthened through secondary connectivity enablement via the Bank's network partner and deployment of SD-WAN capabilities to support centralised control and dynamic network switching.

Modern infrastructure investments also supported readiness for future digital scale and enterprise integration requirements. Key initiatives undertaken during the year included:

- Modernisation of enterprise data warehousing infrastructure and analytics capabilities
- State of the art Phone Banking infrastructure enablement
- Implementation of SWIFT
- CMDB implementation for improved enterprise asset visibility and inventory tracking
- Establishment of a dedicated VKYC BCP site in Pune to strengthen continuity preparedness for critical operations
- Air-gap backup solution implementation to modernise backup and recovery processes
- Implementation of various new state of the art security solutions

The Bank also continued to reinforce operational efficiency through infrastructure resilience, enhanced monitoring frameworks and continuity-focused technology deployment across critical systems and operational environments.

Enterprise Integration and Operational Efficiency

The Bank strengthened enterprise integration through a microservices-based architecture and reusable APIs, supported by an enterprise integration layer. All external integrations are routed through API Gateway, ensuring consistent security, governance and interoperability across channels and partners.

Operational efficiency was improved through digitisation of loan origination and onboarding (including CKYC-based onboarding), integration of eSign/eStamping, and automation of customer communications (statements). An enterprise-wide Document Tracking System was deployed to improve workflow visibility across Operations.

Strategic integrations during the year included partnerships with Stable Money for Digital FD sourcing, Hero Fincorp, InsureNest, BSA and Account Aggregator services, expanding ecosystem connectivity and operational integration capabilities. The Bank also strengthened application and

infrastructure operations monitoring through widely used industry standard tools to enable proactive performance management and faster incident resolution.

Monitoring, Resilience and Decision Intelligence

The Bank strengthened operational monitoring capabilities through applications and infrastructure monitoring tools enabling 24x7 monitoring and automated health checks. Disaster Recovery (DR) preparedness remained a focus area, with regular and periodic Disaster Recovery (DR) drills conducted for critical applications and other systems.

Analytics-led monitoring capabilities were further enhanced through upgraded EFRMS for real-time fraud monitoring. Additional governance and monitoring initiatives included implementation of MNRL and FRI systems, alongside PII data masking across applications.

EFRMS, AML etc

Fraud Monitoring

Application and Infrastructure Monitoring tools

Enterprise Monitoring

Disaster Recovery (DR) drills and immutable backup implementation

Recovery Preparedness

PII encryption and masking across enterprise databases

Data Governance

Outlook



The Bank will continue to strengthen enterprise technology infrastructure through investments in scalability, interoperability, automation and operational resilience. Key priorities include modernisation of core enterprise applications such as CRM and CBS, expansion of cloud-enabled infrastructure capabilities and continued enhancement of enterprise integration and automation frameworks.

The Bank also plans to strengthen technology capabilities supporting business expansion through development of platforms across UPI merchant stack, transaction banking and payment ecosystems, while continuing to enhance monitoring, governance and operational resilience frameworks. Technology and analytics will remain central to strengthening enterprise agility, operational responsiveness and execution quality across business and operational functions.



Sustaining Aspirations Responsibly

Growth at Ujjivan SFB is built on discipline. The Bank integrates strong risk management, responsible lending and governance into its day-to-day operations to ensure that expansion remains stable and controlled. This approach safeguards both customer interests and portfolio quality, enabling progress to be sustained over time.

Sustainability

Creating Value with Responsibility

Over the past year, the Bank's sustainability journey has been shaped by purpose, resilience and a continued commitment to responsible growth. What began as a series of focused initiatives has evolved into a more integrated approach, where sustainability is no longer a parallel effort but an intrinsic part of how the Bank operates and creates value. This progression reflects the collective effort across the organisation, guided by a shared intent to balance performance with impact.

Advancing ESG priorities, strengthening stakeholder trust and embedding sustainability into operational and strategic processes remain central to this approach. Each step reinforces the belief that meaningful change is built over time through consistency, collaboration and clarity of intent.

The Bank aligns its sustainability initiatives with 14 of the 17 United Nations Sustainable Development Goals integrating these into its business operations, product design and stakeholder engagement.

80/100

Outstanding rating by ICRA

66/100

Strong rating by CRISIL

'Low'

ESG Risk Rating by Sustainalytics

ESG Strategy

The Bank's ESG framework is built on the insights from a materiality assessment that identified 22 material issues across seven key pillars, with defined goals and targets aligned to 2030. Key priorities include:

- Achieving 20% reduction in power consumption and certifying 10% of office spaces as green buildings
- Maintaining highest standards of data security and governance, with an objective of zero breaches
- Reaching top quartile in customer satisfaction scores
- Developing green finance products
- Bringing 1 Crores customers into digital banking, targeting 100 Crores transactions



ESG Dashboard

The Bank monitors sustainability performance through a structured ESG dashboard, enabling consistent tracking across environmental, social and governance indicators.

Environmental

62,064.79 GJ*

Total electricity consumption

12,240.56 MT of CO₂e

Scope 2 Emissions

0.0137 MT/Cr INR

Waste intensity per Rupee Turnover

8,381.51 GJ

Total fuel consumption

23.5%

Paper savings on intensity from FY 23

49.66 MT

E-waste sent to authorised recyclers

116.69 GJ

Energy consumption through renewable sources

1.60 MT CO₂e

Emission (Scope 1 and Scope 2) intensity per Rupee Turnover

7.78 MT CO₂e/₹Cr.

Scope 3 Emissions intensity per Crores turnover

601.8 MT of CO₂e

Scope 1 Emissions

20.87 (KL/Cr. INR)

Water intensity

* Gigajoule

Social

187

Number of CSR projects

10,041

New hires (of which 1,983 (20%) are women)

20%

Diversity ratio

24 Lakhs+

Total CSR beneficiaries (including over 3.45 Lakhs women)

25K+

Volunteering engagement hours

'Best Place to Work'

by Great Place to Work Institute

1.8 Lakhs+

Beneficiaries through financial literacy programmes

48.2

Average training hours

Governance

19.68%

Gender Diversity in Board

40

Average Years of experience of the Board

ISO 27001:2022

Sustenance Certification

78%

Board Independence

Zero

Corruption / Bribery issues

Exclusive Policies

on POSH, Code of Conduct, Whistle Blower, Human Rights, Occupational Health and Safety (OHS), Anti-Money Laundering (AML), Diversity, Equity, and Inclusion (DE&I) etc.

Environmental Sustainability

The Bank's environmental strategy is anchored in its commitment to responsible growth, recognising that long-term value creation is intrinsically linked to the preservation of natural resources. As environmental risks continue to evolve, sustainability considerations are being embedded into both operational and strategic decision-making, enabling a shift from compliance-led practices to a more proactive and integrated approach.

The Bank's focus is on optimising resource efficiency, reducing environmental impact and strengthening resilience across its footprint. This is being pursued through targeted interventions in energy management, water stewardship, efficient waste management and infrastructure planning, supported by governance mechanisms, monitoring frameworks and stakeholder engagement.

A key element of this approach is the gradual integration of environmental considerations across the value chain. Through scheduled engagement with vendor partners, and CSR implementation partners, the Bank is fostering shared responsibility towards sustainability, extending its impact beyond its immediate operations.

Energy Management and Resource Efficiency

Energy conservation remains a central focus area, supported by structured initiatives and operational interventions.

- The Sanchaya programme continued to drive energy conservation across offices, resulting in a 5% reduction in energy consumption across Corporate and Regional Offices compared to FY 2024–25
- The Bank expanded its resource-efficiency initiatives to include reduction in water and paper consumption through installation of aerators across Regional and Corporate Offices (Phase 1) and ongoing digitalisation efforts
- Resource conservation initiatives implemented through CSR programmes included lake and pond rejuvenation, tree plantation and installation of solar street lights across communities

These initiatives are supported by ongoing digital transformation efforts, enabling reduction in resource consumption while improving operational efficiency.

Renewable Energy Integration

The Bank has initiated renewable energy adoption as part of its long-term sustainability roadmap.

- Commissioned a 10-kW rooftop solar installation at Shampura, Jaipur
- Generated surplus energy with approximately 800 kWh exported to the grid
- Focus on identifying new branch locations with solar feasibility
- Integration of rainwater harvesting and water recycling systems in future infrastructure, wherever feasible

Water Stewardship and Sustainable Infrastructure

Water conservation measures have been implemented through infrastructure upgrades and usage optimisation.

- Aerators installed across all taps in corporate and regional offices
- Achieved **50–60% reduction in water flow**
- Planned phased expansion of aerators across branch network
- Sensor-based taps integrated into newly renovated office facilities

These interventions are complemented by a broader focus on sustainable infrastructure, including incorporation of water-efficient systems in future facilities.

Waste Management and Circular Practices

Waste management practices have been standardised to ensure responsible segregation at source, disposal and reduction of waste across operations.

- Segregation of **wet, dry and e-waste** across corporate and regional offices
- Disposal mechanism for **sanitary waste**
- Disposal through authorised recyclers with compliance certifications

Operational controls have also been strengthened through:

- Implementation of event management guidelines restricting use of unsustainable materials
- Mandatory approvals for exceptions through the Sustainable Banking team
- Elimination of single-use plastics across Bank premises

E-Waste Management



The Bank follows structured processes for e-waste management to ensure compliance and responsible disposal.

- E-waste disposed through authorised recyclers
- Reuse practices adopted where feasible
- Monitoring through infrastructure and sustainability teams

Bio-Diversity Conservation

The Bank is undertaking an assessment of branch locations to identify their proximity to legally designated forest areas, protected areas, eco-sensitive zones and wildlife corridors. In parallel, biodiversity conservation is being evaluated as a focus area under the CSR programme.

During the reported financial year, the Bank supported Kaziranga National Park through the provision of a surgical table to strengthen wildlife care and conservation efforts. In addition, an environmentally focused biodiversity conservation project is under consideration for implementation during FY 2026–27.

Stakeholder-led Environmental Integration

The Bank is extending its environmental approach across its stakeholder ecosystem by actively engaging vendor partners through ESG awareness sessions and providing guidance on the adoption of sustainable practices. CSR implementation partners have been sensitised to integrate sustainability into project design and delivery, while infrastructure partners are encouraged to adopt resource-efficient construction practices and ensure responsible waste disposal. Aligned with the United Nations Sustainable Development Goals (UN SDGs), these efforts promote a collaborative approach that enables the Bank to drive sustainability outcomes beyond its direct operations.

Integrating Sustainability into the Product Portfolio

The Bank is progressively embedding sustainability into its product offerings, enabling environmentally responsible and socially impactful outcomes. A Green Finance and Green Deposit ecosystem is under development through a dedicated

working group, aimed at mobilising funds and deploying them towards green assets.

Focus areas include:

- Electric Vehicle financing
- GRIHA-certified affordable housing (pilot: 50 houses; expansion to 500 by FY 2027)
- Agriculture-linked financing for drip irrigation and solar pumps

WATSAN Sustainability Loan

The Bank continues to expand its impact through the WATSAN (Water & Sanitation) loan programme.

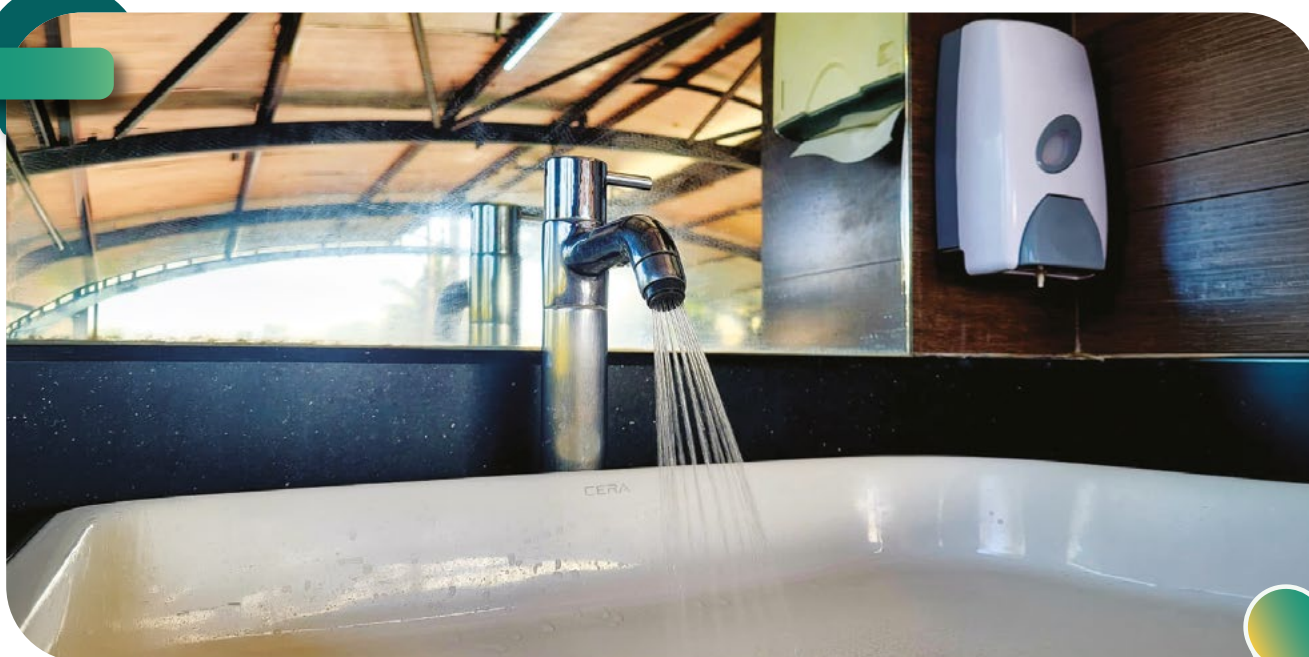
1,21,787+

Loans disbursed thus far

5 Lakhs+

Beneficiaries impacted

Impact outcomes include improved sanitation access, better health conditions, increased income-generating opportunities and enhanced dignity for women. The programme has contributed to an average increase in income of ₹11,379 per month.



Service
Quality

Enabling Aspirations for Our Customers

For Ujjivan SFB, customer engagement is closely linked to the economic aspirations of its customers, ease of accessing services, availability of assistance and the experience of being treated with respect. A significant proportion of the Bank's customers are first-time or early-stage participants in the formal financial system, including individuals with informal income streams, small business owners and households transitioning towards structured financial behaviour. For these segments, banking is not limited to access; it is a means to build stability, manage uncertainty and enable upward mobility.

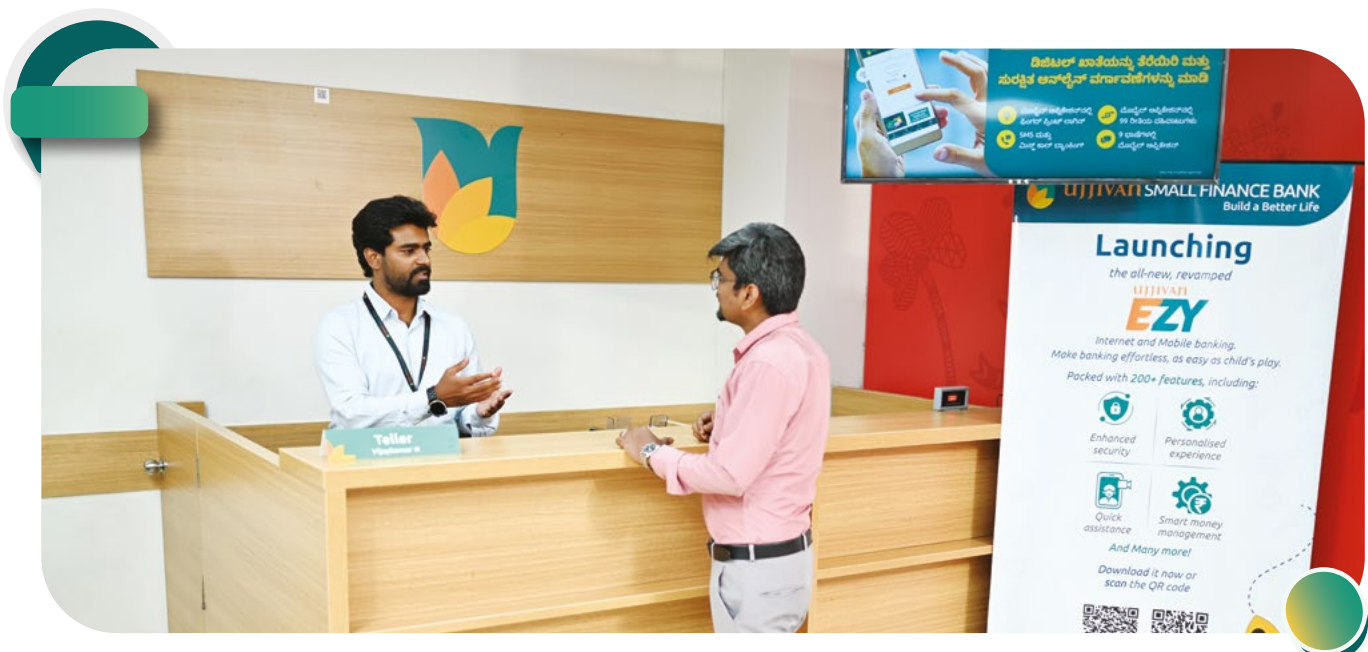
During FY 2025-26, we strengthened our approach by moving from a transaction-led servicing model to a more structured, experience-driven framework. This transition reflects a clear shift in operating philosophy, from enabling access to enabling progress. The focus is on ensuring that service delivery is predictable, responsive and consistent across touchpoints, enabling customers to engage with confidence and continuity.

Customer experience is now governed through defined metrics, structured oversight and organisation-wide accountability. This has enabled a transition towards proactive service management, supported by data-led monitoring, improved execution discipline and continuous feedback integration. Our approach remains anchored in enabling aspirations through disciplined execution and structured service delivery. By strengthening service quality, improving accessibility and deepening engagement, we continue to support our customers in progressing towards greater financial stability and long-term economic advancement.

Strengthening Service Foundations

Service quality remains a critical enabler of customer trust, particularly for customers with limited familiarity with formal banking processes. We continue to anchor our service delivery through the 'Service Index Programme', a structured governance framework that monitors performance across all business verticals, key support functions and digital and physical touchpoints, ensuring a seamless and consistent experience for our stakeholders.

During the year, the programme was significantly expanded, strengthening both the depth and granularity of monitoring across business functions, support units and channel interactions. This has enabled sharper visibility into service performance and more precise identification of gaps, allowing for targeted and timely corrective action.



Key Enhancements in the Service Framework

- The Service Index expanded to 316 parameters, compared to 160 in the previous year.
- The framework is embedded as a core performance metric across the organisation, with clearly defined accountability from frontline teams to senior management.
- Service delivery is aligned to institutional standards, reducing variability across locations and channels.

The recalibration of benchmarks during the year further strengthened the robustness of the framework. While this led to an initial moderation in scores, the system demonstrated resilience through consistent execution and monitoring discipline.

Service Performance Trends

Service Index improved to

92

by March 2026 from 85 in April 2025

Average score of

89

against a target of 88 across business and support functions

Enhancing Access Through Digital Enablement

We strengthened our digital infrastructure during the year to reduce dependence on branch-led servicing and improve consistency across channels. The objective was to make service delivery less location-dependent and more responsive to actual usage patterns.

A real-time service and channel performance dashboard has been implemented to track customer interactions and channel usage at the branch level. This has enabled closer tracking of how customers transact and where channel gaps persist, allowing for targeted action to improve adoption of alternate channels and reduce dependency on branches.

Key Enhancements in Digital Access

- Real-time visibility into channel usage at the branch level, enabling more precise intervention
- Channel migration driven through monitored adoption rather than broad-based push
- Reduced dependence on branch infrastructure, improving service access across semi-urban and rural locations

79.82%

of non-financial transactions and service fulfilment are conducted through non-branch channels

Embedding Feedback in Service Design

The introduction of a structured Net Promoter Score (NPS) framework has formalised the way customer experience is measured and acted upon. The framework captures:

- Customer advocacy through likelihood-to-recommend scores
- Customer satisfaction across key dimensions, including ease of access, staff interaction and service quality

This will enable the Bank to integrate customer feedback through a closed-loop mechanism, where inputs are reviewed, prioritised and translated into operational changes. Over time, the framework is expected to strengthen the linkage between customer feedback and service improvement, helping reduce gaps between identified issues and corrective action.

In parallel, the Bank undertook a comprehensive standardisation of customer-facing documentation. Account statements, certificates and service forms were redesigned to improve clarity, reduce ambiguity and ensure consistency across interactions. This initiative is particularly relevant for customers transitioning into formal banking, where simplified communication and ease of understanding play an important role in building trust, usability and service confidence.

Improving Grievance Redressal Outcomes

Grievance resolution remains a key determinant of customer trust. During FY 2025–26, we strengthened our approach through process improvements, workflow automation and structured monitoring, with a focus on reducing recurrence rather than managing individual instances.

This is reflected in complaint trends, with volumes declining by 19% compared to FY 2024–25 and by 35% compared to FY 2023–24. The decline indicates improved process control and resolution of underlying issues. Resolution performance also remained strong, supported by tighter monitoring and execution discipline.

96%

of service requests resolved within defined timelines

99%

complaint resolution rate, sustained through the year

These outcomes reflect a shift towards root-cause-led resolution, where issues are identified and addressed at the source rather than being repeatedly managed at the outcome stage.

Strengthening Service Recovery Frameworks

We further strengthened our 'Service Recovery and Incident Management' framework to enable earlier identification of service disruptions and structured response mechanisms. This has improved the Bank's ability to contain issues at an early stage and reduce recurrence, supporting more stable service delivery across customer touchpoints.

Enhancing Customer Protection

With increasing digital adoption, customer protection has been integrated more closely into service delivery. The Bank strengthened its fraud risk management framework through a cross-functional working group led by the Vigilance function and Service Quality.

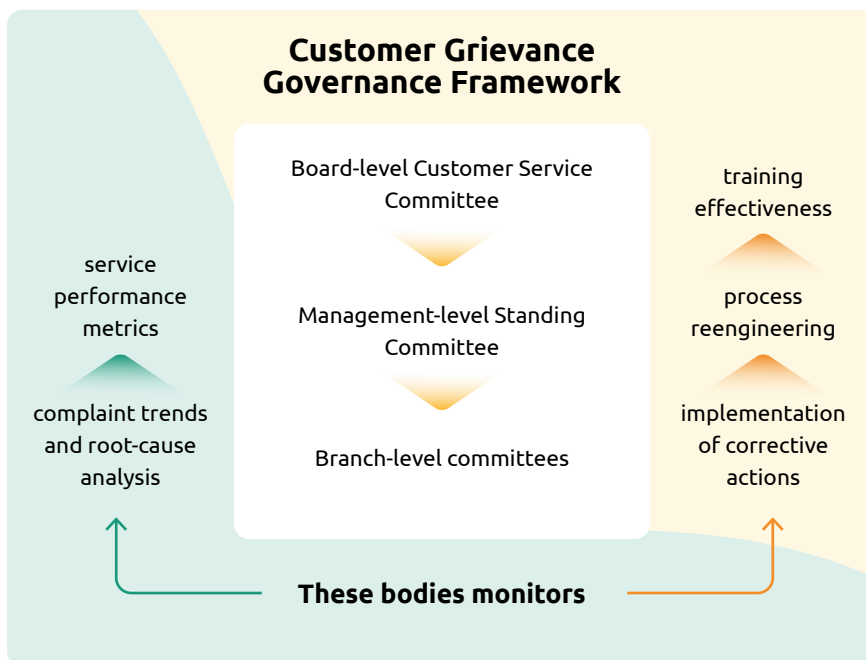
Key Interventions in Customer Protection

- Continuous monitoring of emerging Cyber fraud patterns to identify evolving risks
- Integration of inputs from complaint analysis, recommendations from the Internal Ombudsman and governance committees into control design
- Timely implementation of preventive and corrective measures across channels

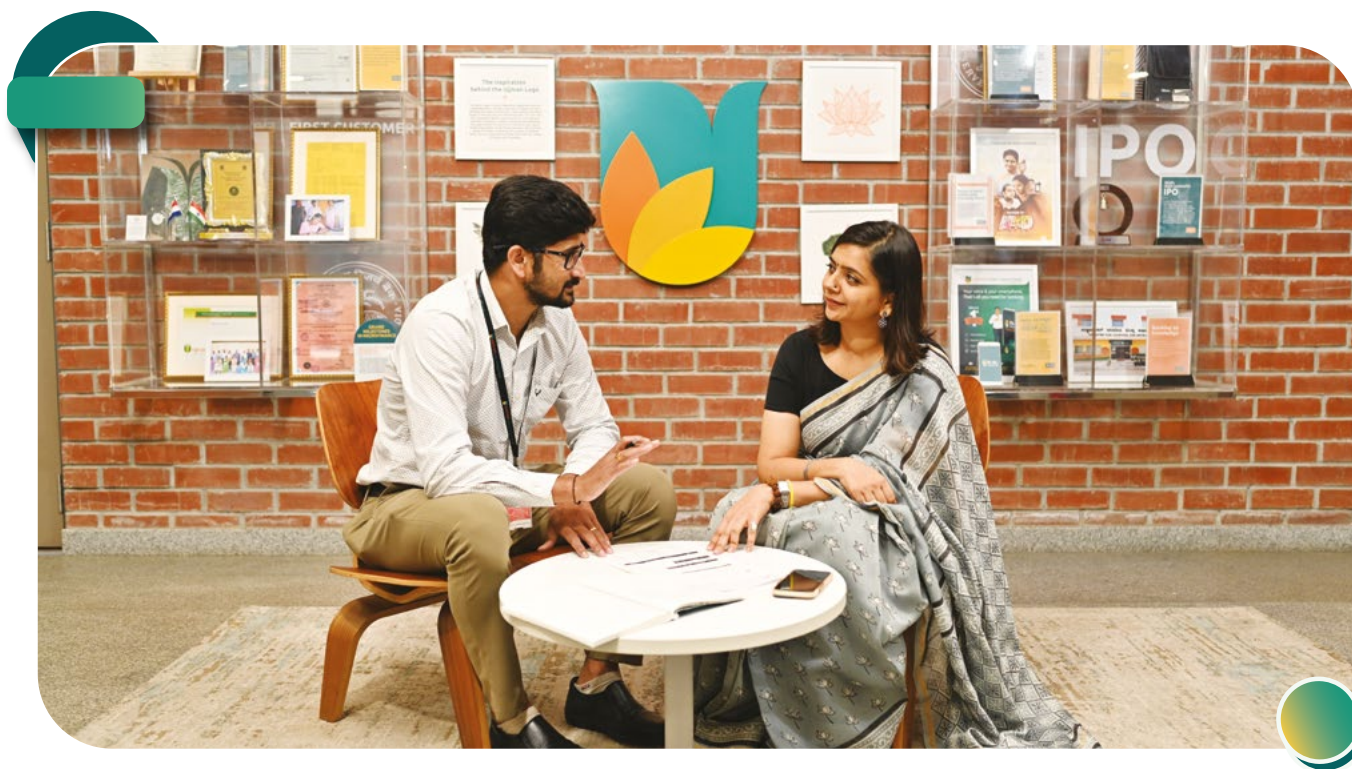
Customer awareness initiatives were conducted across 11 regional languages, focusing on risks such as phishing, vishing and APK frauds. This has improved customer preparedness in identifying and responding to digital threats.

Governance and Continuous Oversight

Customer service delivery is supported by a multi-tiered governance structure, ensuring consistent monitoring and accountability across levels.



These forums oversee service performance metrics, complaint trends, root-cause analysis, training effectiveness and the implementation of corrective actions. Inputs from the Internal Ombudsman, customer experts and external stakeholders are integrated into the review process, enabling comprehensive oversight and continuous refinement of service delivery.



Building a Service-first Organisation

Customer experience is delivered at the frontline, making consistency in service behaviour a critical factor in overall service quality. During FY 2025-26, we strengthened our service culture through the 'Ujjivan Pulse' programme, which focuses on improving service behaviour, complaint management and customer engagement.

The programme covered 2,250 frontline employees during the year and was delivered through structured formats, including case-based learning, role-based simulations and scenario-led training. A key component of the programme is the introduction of Service Excellence Anchors, which define expected behaviours across customer touchpoints. These anchors provide a consistent framework for service delivery, ensuring alignment across branches and teams.

Institutionalising Continuous Capability Development

To complement structured training, we introduced the 'SQ Friday School' initiative as a continuous learning platform at the branch level. The programme delivers weekly modules based on service quality observations, customer feedback and identified capability gaps.

31 modules

were delivered, covering key aspects of service delivery:

- Service quality observations and customer interaction practices
- Channel adoption and digital servicing awareness
- Scenario-based learning and operational decision-making

Supporting Customers Through Life Events

Aajeevan Services

We continue to support customers during critical life events through the 'Aajeevan Services' programme, which is designed to combine process discipline with sensitivity in service delivery. These interactions typically involve higher complexity and require both timely execution and clarity in communication, making consistency and accuracy critical.

The programme covers a defined set of services, including nomination and joint account updates, claims settlement for deceased account holders, mandate registration, power of attorney services and dedicated support for senior citizens. By standardising these processes, we have improved turnaround time and reduced variability in service outcomes. Service performance during the year remained strong, supported by structured workflows and closer monitoring of request handling.

Service Delivery Outcomes

99.37%

Service request resolution rate

99.98%

Claims settled within defined timelines

Capability building was further strengthened to support execution across branches. Training interventions were delivered through both classroom and digital formats to ensure wider coverage and consistency in understanding of processes.

577

employees trained through classroom sessions

2,673

employees trained through virtual platforms

579

employees recognised as Aajeevan Service Champions

These efforts have contributed to improved adherence to process standards and stronger accountability in service delivery. In parallel, nomination coverage improved to 95.93% across Current Account Savings Account (CASA) and deposit accounts, supporting regulatory compliance and enhancing customer security.

Deepening Customer Engagement and Awareness

The Bank strengthened engagement through the **“Let’s Connect – Aapki Baat Bank ke Saath”** initiative, which provides a platform for direct interaction between customers and branch teams.

83,611

customers participated across branches (in FY 2025-26)

These sessions enable:



identification of service gaps



direct resolution of customer concerns



improved awareness of products and services

Customer Awareness and Financial Literacy

A structured, year-long customer awareness programme was implemented, managed by a cross-functional team and guided by a defined calendar.

The programme focuses on:



improving financial literacy



increasing awareness of banking services



extending outreach to under-served segments

Advancing Inclusion and Accessibility

We expanded our doorstep banking services for senior citizens and differently-abled customers, enabling access to essential services without requiring branch visits, with 8 new services added to the existing suite of 11 financial and non-financial doorstep service offerings.

Customers can avail:



up to four free services per month



services including cash transactions, cheque collection, demand draft delivery and KYC updates

The offering has been expanded with eight additional services, alongside the existing suite of eleven services. Dedicated service counters at branches further improve access by reducing wait times and ensuring priority servicing.

Strengthening Servicing Capability for Evolving Needs

To support the growing secured portfolio, we implemented specialised training to strengthen frontline capability in asset servicing.

This has resulted in:



improved understanding of loan lifecycle processes



reduced operational errors



faster resolution of customer queries

Progress is reviewed by the Customer Service Committee of the Board, ensuring governance oversight and continuous improvement.



I was looking for a banking partner that could offer convenient banking services along with investment options suited to my needs. The team at Ujjivan SFB made the account opening process simple and seamless, helping me open a Savings Account along with Fixed Deposit and recurring investment facilities. I particularly appreciate the attractive deposit rates and the ease of managing my banking requirements. My experience has been very positive, and I look forward to continuing my relationship with the Bank.

- Jaydeep Mukherjee,
New Alipore, West Bengal



When I needed financial assistance, the Individual Loan from Ujjivan SFB proved very helpful. During the loan process, there was an issue with my Aadhaar details, but the branch team responded quickly and took ownership of resolving it. Their prompt support ensured that the loan process moved forward smoothly. I appreciate the professionalism of the staff and the positive experience throughout the journey.

- Halpati Chhaya Yogeshbhai,
Vapi, Gujarat



I have been banking with the Maddur Branch and have had a very positive experience. The branch team has always been approachable and responsive, making everyday banking simple and convenient. I particularly like the Ujjivan EZY Internet Banking application, which is easy to use and offers a smooth user experience. The savings account features and attractive interest rates add further value. My association with Ujjivan SFB has been a pleasant one, and I look forward to continuing this relationship.

- Kumara,
Maddur, Karnataka

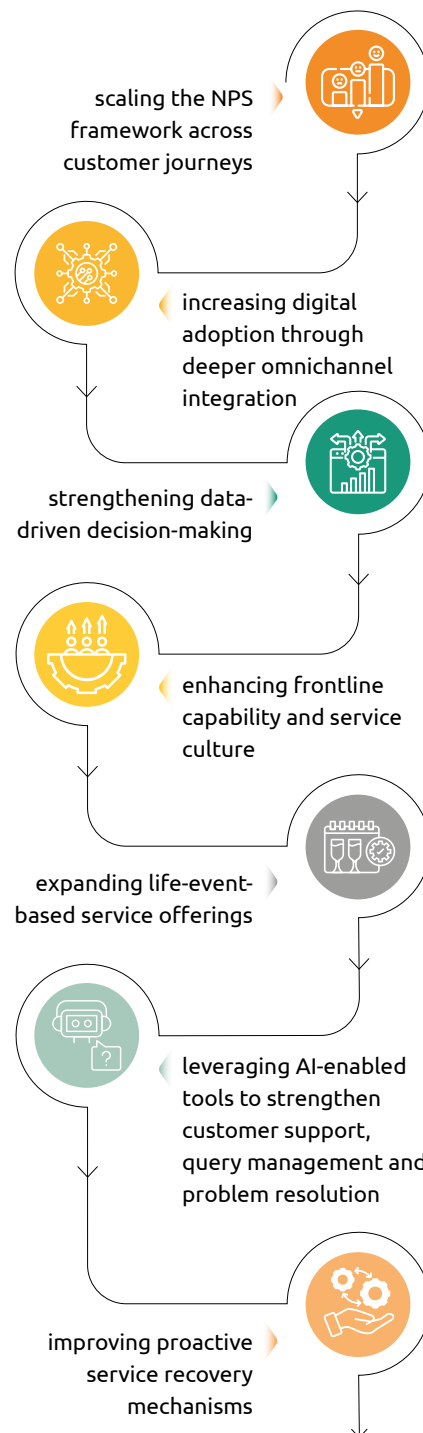


As the proprietor of M/s Sunshine Pools, I use the Maxima Current Account for my business banking needs. The account offers several practical features, including higher withdrawal limits, digital transaction facilities and seamless fund transfer services. Benefits such as airport lounge access, flexibility in cash transactions across branches and the absence of hidden charges make day-to-day banking more convenient. These features help me manage my business efficiently, and I am pleased with the overall banking experience at Ujjivan SFB.

- Theertharaj D,
Magadi Road, Karnataka

Looking Ahead

As we move ahead, we will continue strengthening the customer experience framework with focus on:



These priorities are aligned with the Bank's broader objective of delivering consistent, reliable and responsive service.

Human
Resources

Empowering Aspirations of Our People

The Bank's people strategy in FY 2025-26 continued to evolve alongside its expanding business footprint, increasing customer complexity, and growing digital integration. The focus remained on cultivating a highly engaged workforce, scaled to support organisational growth and aligned with evolving capability requirements in secured lending, digital banking and customer-centric operations. The Bank's efforts were further recognised with a ranking as India's 26th 'Best Place to Work' by the Great Place to Work Institute.



Attracting and Retaining Quality talent

Ujjivan SFB's commitment to attracting and retaining quality talent remained the cornerstone to its people strategy in FY 2025-26. The year's focus was on achieving higher productivity benchmarks and optimising span of control throughout the organisation. Right-sizing and efficiency measures were implemented, resulting in disciplined workforce expansion and increased outputs. Total headcount grew to over 26,500 employees, supported by the onboarding of more than 2,100 incremental hires.

26,500+

Workforce strength

18.6%*

Employee Attrition

<3.5%*

Infant Attrition

*Attrition Data is for voluntary attrition in the Bank

Hiring was strategically aligned to business priorities, with emphasis on Branch Banking, Housing Loans, Micro Mortgages, Micro Banking, Gold Loans, and various Credit and Collection roles, ensuring talent deployment supported growth engines. Targeted hiring also strengthened the Data Science and Decision Making teams.

Workforce stability improved, reflected in a joining ratio exceeding 83% and lowest ever drop-out with less than 17%, addressing a significant industry challenge. The organisation saw a lower voluntary infant attrition below 3.5% due to structured success profile hiring, early-stage employee engagement, and enhanced supervisory training. Overall voluntary attrition moderated to 18.6%, one of the best in the banking industry, indicating improved alignment between role expectations and employee fit.

Workforce expansion underscored the Bank's inclusion-led approach, with 54% of hires from Tier 4 locations, strengthening local capabilities and enabling greater penetration in underbanked markets.

Advancing Learning and Capability Development

Capacity building is about strengthening employee's skills, knowledge, and adaptability to meet evolving industry demands. In today's dynamic financial landscape, the Bank needs talents who are agile, tech-savvy, and capable of driving innovation while maintaining trust and compliance. In lines with the same, Ujjivan SFB prioritised capacity building, to strengthen the institution, and cultivate a culture of continuous learning and innovation that fuels sustainable growth.

The Bank's digital learning ecosystem continued to expand, with 99% active Learning Management System (LMS) usage and the launch of 39 e-learning courses during the year, alongside structured learning pathways aligned to evolving business needs.

88,500+

Employees Trained
(non-unique)

48.20 hours

Average learning hours per
employee

337

Unique training programmes
were delivered

21 hours

Avg. Learning Hours per
employee (Global Learning
Platforms)

Structured programmes such as Pulse (Customer Service), Compliance Trainings, Prarambh, LIFT, UPLIFT (supervisory and advanced management skills), FOREX and EDGE Skill building (the Bank's Hi-potential programme) further strengthened managerial and leadership capabilities, supported by mentoring, coaching and Individual Development Plans, reinforcing the Bank's commitment to talent development.

Technical capability building was strengthened through hands-on training across core systems such as Finacle, CRMNext, BR.Net and Tableau, enabling greater operational effectiveness. This was further supported by access to external platforms like Harvard Manage Mentor and LinkedIn Learning, resulting in over 9,800 learning hours completed. Additionally, the structured Learning Grant programme supported self-initiated learning paths for employees, reinforcing a culture of continuous development.

Certification-led capability building included significant internal certifications and external certifications, reinforcing technical depth and role readiness across functions. The introduction of the Advanced Management Programme, in association with IIBF and IIM-C, further supported the development of the Bank's managerial cohorts.

In Talent Management, the Bank implemented a dual-pronged approach. One was to identify and retain high-potential employees and create succession pipeline through programmes like EDGE (High Potential programme). Simultaneously, focused

handholding initiatives like PACE and Rise and Shine supported under-performing employees, resulting in significant productivity improvements within this group. Promotion and career progression frameworks were also strengthened, with above 8% of the workforce progressing through internal promotions, Internal Job Postings and career development programmes—reinforcing internal mobility and retention efforts.

Diversity, Equity and Inclusion (DEI)

Diversity, equity and inclusion were embedded within the Bank's people framework, with a focus on improving representation, ensuring equitable practices and enabling participation across all roles. The Bank adopted a structured approach with measurable outcomes, ensuring consistent application of DEI principles throughout the employee lifecycle.

During FY 2025-26, the Bank hired more than 1,900 women, bringing overall female representation to 19.68%. Women comprised 20% of top management roles reporting to the Managing Director, and Board-level representation stood at 56%, reflecting progress in leadership diversity. The Bank also advanced inclusion through dedicated hiring programmes for Persons With Disabilities (PWD) and by promoting generational diversity across the organisation.

19.68%

Women
Representation

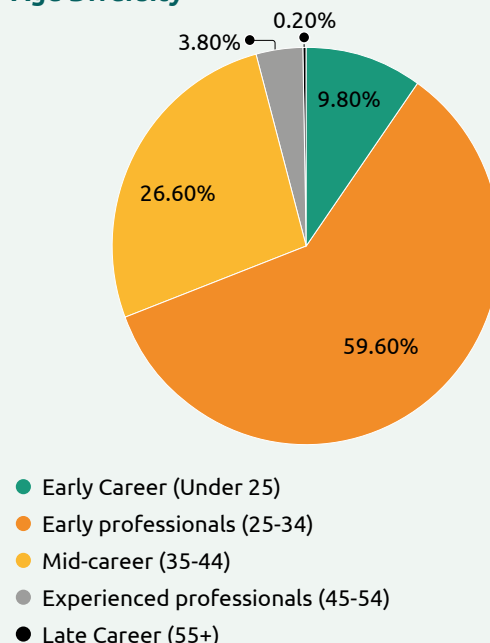
20%

Women in Top
Management Roles

56%

Women in Board Positions

Age Diversity



Gender Inclusion was promoted through targeted programmes such as UNPAUSE and WISE, which offered return-ship opportunities and supported leadership readiness for women employees. These initiatives were aligned with structured promotion frameworks, role-based assessments, and pay benchmarking practices to ensure consistency and fairness in career progression.

Workplace practices were aligned to support inclusion in an operational and consistent manner.

Key elements include:

Family support policies,

including maternity benefits, menstrual support, creche facilities and better than market insurance coverage

Employee engagement initiatives,

reflecting cultural, regional and linguistic diversity

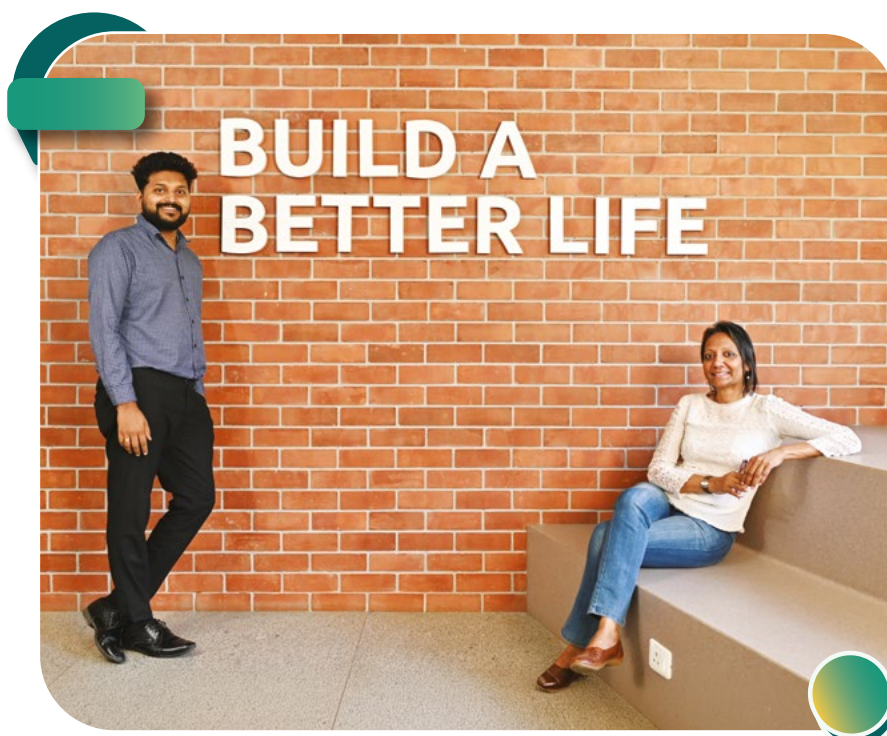
Accessible learning formats,

including vernacular and audio-based modules

POSH training and governance,

supported by structured grievance redressal mechanisms

The Bank continues to strengthen workplace safety and employee participation through targeted interventions, including safety awareness initiatives. This approach is supported by continuous feedback and internal monitoring. These efforts are reflected in consistently strong Trust Index scores across employee groups, indicating a workplace environment anchored in fairness and inclusion.



Enhancing Employee Experience and Engagement

Employee experience at the Bank is managed through a lifecycle-based approach, integrating onboarding, performance management, engagement, and recognition to ensure consistency across all. This approach enables the Bank to be responsive to employee needs at every stage of their journey. During the year, the Bank strengthened its listening architecture to enable continuous feedback collection and structured response mechanisms. Multiple platforms were leveraged to institutionalise two-way communication and improve visibility of employee concerns and expectations.

Key listening and communication mechanisms include:

Employee Connect AI Chatbot,

enabling real-time sentiment capture and analytics

HEAR4U platform,

supporting structured grievance and feedback resolution

Branch Representative Meetings and leadership townhalls,

facilitating direct interaction between employees and leadership

Digital communication channels,

including WhatsApp and Vibe platforms, improving real-time engagement and information flow

Recognition and engagement frameworks were further expanded to reinforce performance, behaviour and cultural alignment across the organisation. These initiatives are designed to acknowledge contributions consistently while strengthening employee connect with the organisation.

Key recognition and engagement initiatives include:

Launch of a Rewards and recognition platform

Service Excellence Awards and Aajeevan Awards,

recognising performance and service contributions

#IAmUjjivan campaigns, milestone celebrations and internal engagement programmes,

reinforcing organisational culture and employee identity

Digital enablement continued to play a central role in improving employee experience. HRMS-driven processes supported real-time execution of hiring, onboarding, and employee services, resulting in improved turnaround times and operational efficiency. These enhancements contributed to a 99% grievance resolution rate, underscoring improved responsiveness and service delivery across employee interactions.

99%

Employee grievance resolution rate

87%

Employee Satisfaction Score

49%

Employee Net Promoter Score

92

GPTW Trust Index Score 2025



Strengthening Well-being and Care Frameworks

In the banking industry, employee well-being remains of utmost importance and at Ujjivan SFB, it is addressed through an integrated framework encompassing physical, mental and financial health. The Bank's approach combines comprehensive coverage with targeted interventions, ensuring that employee care is both accessible and responsive.

During the year, health insurance coverage was extended to over 26,500 employees and more than 1,00,000 dependents, covering a broad range of needs including maternity, IVF, parental health, dental and mental health support. This ensures continuity of care and financial protection for employees and their families. Well-being initiatives were strengthened through well-designed programmes and services aimed at improving awareness, accessibility and participation like:

- 24/7 teleconsultation and counselling support, enabling timely medical and mental health assistance
- 55 wellness awareness sessions covering physical health, safety awareness and financial well-being
- Work-life balance measures, by tracking extended working hours by leadership, providing flexibility through work from home policies, and ensuring operational support in all of this.

In addition, the Bank continued to expand its care framework through targeted interventions addressing specific employee needs. These include women's safety measures, road safety campaigns, and policy-led support such as sabbatical provisions, adoption leave and work from home programmes, reinforcing a comprehensive and inclusive approach to employee well-being. The overall framework is supported by ongoing monitoring and feedback mechanisms, enabling continuous refinement of well-being initiatives and ensuring alignment with evolving employee requirements.

Driving HR Transformation Through Technology and Governance

The Bank continued transforming its HR process and operations into a technology-enabled, governance-driven function through the adoption of automation, analytics and integrated platforms. A comprehensive HR automation ecosystem was established using digitised HRMS, Learning Management System (LMS), RPA bots and Tableau dashboards, enabling end-to-end digitisation and process standardisation across employee lifecycle processes.

This enabled:

- Automation of over 84 HR processes/ workflows across onboarding, separation and approvals.
- Reduced manual effort by 60–70%, resulting in significant improvements in turnaround times.
- Enabled real-time monitoring of workforce metrics through integrated dashboards.

Workflow automation across hiring, payroll, profile updates and separation processes improved accuracy, reduced manual intervention and strengthened audit trails.



Corporate Social
Responsibility

Advancing Aspirations in Our Communities

Our Corporate Social Responsibility (CSR) approach is anchored in enabling inclusive and sustainable development across the communities we serve. The focus remains on moving beyond transactional interventions towards programmes that address underlying structural challenges, with an emphasis on long-term impact, resilience and community capability building.

CSR initiatives are designed to operate across multiple dimensions, including infrastructure development, education, healthcare, livelihood generation, environmental stewardship and disaster response. These interventions are implemented through credible partners, aligned with national priorities and mapped to the United Nations Sustainable Development Goals (UN SDGs), ensuring both relevance and scalability. The Bank continues to strengthen programme design and partner capabilities to ensure that outcomes are sustainable and measurable over time.

24 Lakhs +

Total Beneficiaries

187

CSR Projects

26

Total States and UTs

54 Projects

In Aspirational Districts

₹27.39 Crores

CSR Budget Allocated

14 out of 17

UNSDG Alignment



Infrastructure and Community Development

Infrastructure-led interventions remain a key component of the Bank's community engagement, aimed at creating enabling environments for under-served populations. Through the '**Chote Kadam**' programme and other community initiatives, the Bank focuses on improving public infrastructure and addressing critical gaps across healthcare centres, schools and local civic bodies.

Key interventions include renovation of public spaces and facilities such as children's parks, school buildings, Anganwadi kitchens and washrooms, as well as provision of essential infrastructure like benches and mid-day meal sheds across multiple districts including Balada, Lonavada, Narnaul, Bareilly and Jalandhar.

In addition, the Bank executes '**Procure & Deliver**' projects to address critical infrastructure gaps across government hospitals, public healthcare centres, schools and municipal bodies. These include the provision of ambulances, medical equipment, patient transport vehicles, classroom aids and other essential assets required for effective service delivery.

11,68,403

Total Beneficiaries

101

Public infrastructure interventions across healthcare, education and civic facilities

Livelihood Development and Economic Empowerment

Ujjivan SFB's livelihood interventions are structured to improve income generation capacity and economic resilience among under-served segments, including women, youth and persons with disabilities (PWDs). The Bank focuses on creating sustainable livelihood opportunities through skill development, employability enhancement and entrepreneurship support, enabling beneficiaries to achieve long-term financial independence.

Key initiatives such as Women's Livelihood Empowerment Programme and Livelihood on Wheels focus on enabling access to livelihood opportunities, improving employability and supporting entrepreneurship. These programmes aim to create sustainable income pathways while strengthening financial independence and long-term economic stability.

Women's Economic Advancement through Livelihood Empowerment

During the reporting period, a dedicated livelihood initiative was undertaken to support the economic empowerment of 50 women from under-served communities in the Pancha block of Purulia district, West Bengal. The programme aimed to strengthen income-generating capabilities through vocational training, access to resources and market linkages.

Participants underwent structured training in basic tailoring, advanced garment construction and production readiness under the guidance of experienced trainers. To facilitate practical learning and income generation, beneficiaries were also provided with sewing machines, tools and raw materials. The intervention has led to improved household incomes, enhanced financial independence and stronger economic participation among the women beneficiaries.

Livelihood on wheels – Empowering Person with Disabilities (PWDs)

The Livelihood on Wheels initiative aims to create sustainable livelihood opportunities for persons with disabilities through specially designed mobility vehicles. During the year, 30 beneficiaries have been benefited across Bengaluru and Kolkata. Beneficiaries are being trained to enhance their employability and readiness for livelihood opportunities as a delivery partner. The programme is expected to enable participants to earn an average income of approximately 15,000, promoting financial independence, social inclusion, and dignified livelihood.

529 beneficiaries

Supported through livelihood empowerment initiative across the regions



Healthcare and Education Interventions

Healthcare initiatives are focused on strengthening access to quality medical services in under-served regions. The Bank supports hospitals and public healthcare institutions through the provision of critical medical equipment, rehabilitation infrastructure and patient mobility solutions, enabling improved patient care and service delivery. These interventions contribute to enhance healthcare accessibility, early diagnosis and improved treatment outcomes for vulnerable communities.

In education, interventions are directed at improving access, continuity and quality of learning opportunities for underprivileged and marginalised groups. Through scholarship programmes and targeted educational initiatives, including support for transgender students and technology enabled learning, the Bank promotes inclusive education helps students build capabilities for future success.

6,16,575

Total Beneficiaries

6,09,344

Beneficiaries supported through medical interventions

7,281

Students supported through education initiatives

i-Fit Hub at Stanley Medical College, Chennai

An innovative Interactive Fitness (i-Fit) Hub has been established at Stanley Medical College, Chennai, to strengthen rehabilitative healthcare services for children with developmental challenges. Set up within the Institute of Social Paediatrics, the facility is designed to provide accessible and technology-enabled therapy for children from diverse socio-economic backgrounds. The i-Fit Hub integrates advanced game-based rehabilitation systems that support motor, cognitive, sensory and functional development. Equipped with multiple interactive therapy modules, the centre enables structured interventions focused on core strength, limb coordination, sensory integration and response speed.

Setting up of Brain Health Clinics across 32 District Hospitals in Karnataka

In partnership with NIMHANS, the Bank supported the establishment of physiotherapy units in Brain Health Clinics across 32 government district hospitals in Karnataka. The initiative includes procurement of essential therapy equipment to enable early screening of neurological disorders and improve access to timely care at the district level. The intervention is expected to benefit over 60,000 individuals by strengthening early diagnosis, rehabilitation support, and community-level neurological care.

Enhance Patient Mobility at Kidwai Memorial Institute of Oncology, Bengaluru

To improve accessibility and patient convenience, the Bank supported the deployment of four electric buggies at Kidwai Memorial Institute of Oncology, Bengaluru. Spread across a campus of over 30 acres, the institute caters to a large number of patients and caregivers who often face mobility challenges while accessing various treatment and support services. The electric buggies facilitate safe and comfortable internal transportation, enhancing the overall patient experience and improving access to healthcare services across the campus. In addition, the initiative promotes environmentally sustainable mobility through the use of clean-energy vehicles.



Technology-enabled Learning for School Students in Maharashtra and Madhya Pradesh

In partnership with Pi Jam Foundation, the Bank supported technology education programmes for primary school students across selected districts of Maharashtra and Madhya Pradesh. The initiative introduced students to coding, computational thinking and problem-solving through interactive and age-appropriate learning modules. By fostering early exposure to technology and digital skills, the programme aims to enhance learning outcomes and equip students with competencies required in an increasingly technology-driven world.

Rejuvenation of Kanekallu Lake at Vagata village, Hoskote, Bangalore

In partnership with United Way of Bengaluru, the Bank undertook the rejuvenation of Kanekallu Lake at Hoskote, to enhance water security, restore ecological balance, and support community resilience. The project benefited 16 villages, 2,031 households and 10,400 individuals through improved water availability and ecosystem restoration. As a part of the rejuvenation effort, 20,000 natives fishing was released to strengthen aquatic biodiversity, while 1,250 saplings were planted around the lake ecosystem. The intervention resulted in an estimated 20% improvement in biodiversity and is expected to contribute approximately 27.25 tonnes of carbon sequestration annually, reinforcing our commitment to climate action and sustainable natural resource management



Water Body Rejuvenation in Satara, Maharashtra

In partnership with NAB Foundation, and aligned with the vision of catalysing sustainable development, the Bank undertook rejuvenation of three water bodies in Badva village, Khandala Taluka, Satara, Maharashtra. The project involved comprehensive restoration activities including desilting, bund strengthening and measures to address ground and external seepage, resulting in enhanced water retention and increased storage capacity throughout the year, including the summer season.

The rejuvenated water bodies are expected to support water availability for agriculture and community use, benefiting 3,227 individuals across 718 households. The initiative enabled conservation of approximately 79 TCM (million litres) of water, strengthening irrigation potential, improving local water security and contributing to sustainable livelihood enhancement.

Project Swachh Neighbourhood

During the year, the Bank expanded the reach of Project Swachh Neighbourhood across 748 branches, encouraging active employee participation in cleanliness drives, waste management awareness and plantation activities. The initiative fostered environmental responsibility among employees while promoting cleaner and greener neighbourhoods in communities served by Ujjivan SFB.

Environmental Stewardship and Community Initiatives

Environmental sustainability remains an integral component of the Bank's CSR strategy, with interventions focused on natural resource conservation, ecological restoration and promotion of sustainable practices across communities. These initiatives are implemented through partnerships with United Way of Bengaluru, NABFoundation and Sankalp taru Foundation, contributing to climate resilience, biodiversity conservation and improved environmental outcomes.

4 Water Bodies

Rejuvenated

79 Thousand Cubic Metres (TCM)

Water conservation capacity created

748 Branches

Covered under Project Swachh Neighbourhood (A Cleanliness Drive)

Disaster Relief and Humanitarian Response

Supporting communities during times of crisis remains an important component of the Bank's CSR commitment. Through targeted disaster relief interventions, Bank seeks to address immediate humanitarian needs while supporting with timely and coordinated assistance. The focus remains on providing essential relief to vulnerable population impacted by natural calamities and unforeseen emergencies.

During FY 2025-26, the Bank extended disaster relief support to communities affected by flood and other natural disaster across Punjab, Maharashtra and Himachal Pradesh.

Through timely intervention and local implementation partners, essential dry ration kits and relief material were distributed to affected families, helping address immediate food security and household requirements during period of disruption.

The relief initiative reached more than 12,360 beneficiaries, including over 5,000 families, providing critical support during challenging circumstances.

12,360

Total Beneficiaries

Strengthening Implementation Partnerships and Governance

Effective programme delivery is supported through structured engagement with implementation partners, with a focus on strengthening capability, governance and long-term collaboration. During the year, the Bank hosted its first CSR partner summit, "Vruksh", on 7 March 2026, bringing together partner organisations and senior leadership as part of a structured platform to enhance engagement and programme effectiveness. The Bank intends to institutionalise this as an annual forum for continued collaboration and capability building.

The summit featured panel discussions and knowledge-sharing sessions involving the Bank's senior management and partner organisations, enabling exchange of perspectives and best practices. Focused capacity-building modules were conducted on regulatory compliance, project management and accounting practices, in collaboration with Sattva Consulting, reinforcing the Bank's commitment to transparency, governance and accountability. An ESG-focused session further strengthened alignment with sustainability principles, supporting integration of environmental and social considerations into programme design and execution.

In addition, the Bank introduced a structured grievance redressal mechanism for CSR partners through an online feedback system. This enables systematic capture of partner inputs, concerns and operational challenges, supporting timely resolution and strengthening programme execution.

Volunteering and Employee Engagement

Employee participation remains an important pillar of the Bank's community initiatives. Through the Ujjivan Seva Mitra programme, employees actively contribute to CSR initiatives, strengthening engagement and ownership at the organisational level. Employees are recognised through e-certificates for their participation and sustained engagement.

17K

Employees participated

25K+

Total volunteering hours

Financial Literacy and Inclusive Finance

Recognising financial awareness as a key enabler of inclusion, the Bank continues to implement structured financial literacy programmes across urban and rural regions. These initiatives are designed to educate individuals and communities on savings, responsible borrowing, digital banking and prudent financial planning, thereby supporting long-term economic empowerment and inclusion.

Diksha+ Pro

Focused on under-served communities, particularly women, the programme provides financial education and access to digital tools. With a firm commitment since 2011, these initiatives have impacted several million individuals across India. In FY 2025-26, the programme continued to strengthen adoption of digital repayment methods such as UPI and Hello Ujjivan, reflecting improved financial behaviour and digital inclusion.

1,14,776

Beneficiaries

12,476

Total training hours

IL Diksha

This programme supports customers transitioning from group-based lending to individual loan models. The programme covers key areas including financial management, digital banking, financial products, digital fraud prevention, business development, loan management, entrepreneurship and business expansion, enabling improved financial discipline and repayment behaviour.

23,072

Beneficiaries

2,338

Total training hours

Pragati

The programme addresses financial literacy gaps through targeted training on budgeting, responsible borrowing, digital banking and fraud prevention. Introduced in response to evolving customer needs, including post-crisis environments, the programme continues to drive adoption of digital repayment channels such as UPI and Hello Ujjivan, strengthening financial inclusion.

6,521

Beneficiaries

615

Total training hours

Financial Literacy Camps for Rural Communities

The Bank continues to conduct financial literacy camps across its rural branch areas in line with RBI guidelines, focusing on delivering structured training to rural and under-served communities. These camps are designed to build awareness on core financial concepts, including savings, responsible borrowing and use of formal banking channels, with a strong emphasis on inclusion and participation of women.

2,754

Individuals trained

48

Total training hours

Ujjivan Entrepreneurship Development Programme (MSME)

Designed for MSME customers, this initiative strengthens financial capability and business management skills in line with regulatory expectations. The programme also promotes inclusivity, with strong participation from women entrepreneurs, supporting business sustainability and growth.

191

Beneficiaries

48

Total training hours

FLP Beyond Ujjivan

We extended our flagship financial literacy programme beyond our customer base, covering segments such as college students, daily wage workers, SHGs, Anganwadi workers, garbage pickers and other under-served groups. Launched in August 2024, the programme has trained 3,683 individuals, reflecting a 53% increase over the previous year, thereby expanding the reach of financial literacy initiatives.

3,683

Individuals trained

E-Vikas Programme

A dedicated financial literacy programme for senior citizens, aimed at bridging the digital divide by enabling adoption of digital banking tools and improving confidence in using secure and accessible financial services, including doorstep banking.

Financial Literacy Week 2026

The Bank observed Financial Literacy Week (FLW) 2026, as initiated by the RBI, from February 09–13, 2026, centred on the theme **"KYC – Your first step to safe banking"**. As part of this initiative, we conducted structured awareness activities across multiple platforms to reach diverse customer segments:

- Posters displayed at branch notice boards
- Digital dissemination through website, internet banking and mobile banking platforms
- Messaging across ATM screens and branch televisions
- Outreach through social media channels
- Financial literacy sessions conducted for **26,528** participants across India

We remain committed to strengthening our financial literacy and CSR initiatives with a focus on improving programme depth, expanding outreach and enhancing impact measurement. Priorities include scaling financial literacy programmes across customer segments, strengthening implementation partner capabilities, integrating sustainability principles into programme design and increasing employee participation in community initiatives. These efforts remain aligned with the Bank's broader objective of enabling inclusive growth, strengthening community resilience and contributing to long-term socio-economic development.



Strengthening Trust for Aspirations to Thrive

Trust is central to how customers engage with the Bank. Ujjivan SFB reinforces this through clear processes, reliable service and strong customer protection frameworks. By ensuring timely resolution, transparency and accountability across touchpoints, the Bank enables customers to participate with confidence and continuity.

Risk
Management

Balancing Opportunity with Prudence

The Bank's risk management structure has been built around the solid core that had been established as a Micro Banking institution. It has since evolved continuously by adopting and adapting new risk management techniques to the new product streams and processes introduced as a Bank. The focus remains on the core principles: early identification, continuous monitoring and timely mitigation. This enables a clear balance between growth and risk, with all exposures aligned to the defined risk appetite and regulatory expectations.



Risk management is embedded across business functions. Policies, internal controls and monitoring mechanisms are clearly defined and consistently applied. This ensures that risk considerations are integrated into day-to-day decision-making across products, geographies and customer segments. The approach supports stability while allowing the Bank to scale in a controlled manner.

Risk Governance Structure						
Clear Accountability	Board-Level Oversight					
	Risk Management Committee of the Board (RMCB)					
	Management Committees					
	Enterprise Risk Management Committee (ERMC)	Operational Risk Management Committee (ORMC)	Credit Risk Management Committee (CRMC)	Business Continuity Management Committee (BCMC)	National Controls Functions Committee (NCFC)	Asset Liability Management Committee (ALCO)
						Information Security Committee (ISC)
	Independent Risk Functions					
	Credit Risk	Operational Risk	Market Risk	Enterprise Risk	Risk Analytics	Information Security Risk
Business and Control Units						
First line of defence through business functions and state-level risk committees				Supported by internal controls, monitoring and compliance		

Integrated Risk Management Framework

Ujjivan SFB follows an integrated risk management framework. This enables a holistic approach to reporting risk, whether at a consolidated Bank level or at individual business units. There are internal scoring tools that have been developed using different risk parameters, with each parameter assigned weights based on the severity of a risk event. An independent Risk Analytics Unit within the Risk team provides granular level input to refine these scores and provide a wider dimension to the reports. The Bank now has a separate IT Risk assessment team, segregated from the Operational Risk team, in acknowledgement that emerging IT risks posed through AI need to be suitably addressed and harnessed to enhance the Integrated Risk Framework and productivity. Macro parameters that can impact the performance are built into the integrated risk management framework. The directions received from the Board in enhancing these risk models have enabled the Risk Department to scale them for more effective oversight.

The integrated framework eventually aids in core disciplines summarised below:

1 Risk Identification

- Continuous identification across business lines, products and geographies
- Coverage of credit, market, operational, technology and emerging risks

2 Risk Assessment

- Portfolio analytics, stress testing and risk indicators
- Scenario-based evaluation and exposure analysis

3 Risk Monitoring

- Early warning signals and red-flag mechanisms
- Periodic reviews, portfolio surveillance and risk metric tracking

4 Risk Mitigation

- Policy calibration, underwriting refinement and control strengthening
- Defined intervention strategies, escalation protocols and responsible lending practices

5 Governance & Oversight

- Board of Directors is responsible for overall governance and oversight of core risk management activities
- Execution strategy is delegated to the Risk Management Committee of the Board (RMCB) and further sub-delegated to management level committees

Key Developments During the Year

FY 2025-26 was marked by evolving credit conditions, a declining interest rate environment, heightened macroeconomic uncertainties and changing regulatory expectations, alongside a sharper focus on digital and cybersecurity risks. The Bank's response remained measured, with continued emphasis on stability, control, monitoring and timely risk mitigation.

Within the credit portfolio, implementation of MicroFinance Institutions Network (MFIN) guardrails strengthened borrower discipline and supported stabilisation in the Micro Banking segment. Fresh slippages declined during the year, indicating early signs of recovery. At the same time, the portfolio mix improved, with a higher share of secured assets. Housing, Loans to NBFCs, MSME, gold loans and vehicle finance portfolios continued to demonstrate stable asset quality and consistent repayment behaviour. During the year the Bank received approval to introduce the mid corporate product. Other than catering to the client segment beyond the regulatory MSME threshold, the launch of the product is also aimed at further diversification of the asset book and income stream, which, hitherto has been mainly from the Micro Banking portfolio.

No new stress patterns were observed across geographies or segments. Early warning systems, red-flag mechanisms and independent portfolio reviews continued to validate portfolio stability. The Bank has enhanced its EWS framework by overlaying it with elements from the ECL guidelines. Considering that ECL focusses on expected credit loss, this overlay provides leading indicators on incipient risk in a portfolio. Vigilance remained high, supported by predefined intervention strategies to address emerging risks in a timely and controlled manner. Oversight mechanisms at branch and state levels were strengthened through enhanced governance reviews, state-level risk committee monitoring, defined escalation protocols and closer tracking of portfolio trends and field-level risk indicators.

On liquidity risk, the reduction in the Repo rate by 125 basis points from February 2025 led to a declining interest rate environment. The Bank responded through calibrated deposit pricing, sourcing and maturity profiling, enabling gradual repricing of liabilities and reduction in cost of funds. On the asset side, floating-rate loans adjusted to benchmarks, while fixed-rate assets provided stability to yields. The investment portfolio was actively managed, including participation in RBI Open Market Operations, resulting in gains during the year. The Bank remained liquid through the year, with Liquidity Coverage Ratio (LCR) mandated consistently above the mandated minimum, and considerably in excess of the desired risk appetite level approved by the Board.

Across operational and technology risk areas, internal controls were strengthened and monitoring framework enhanced. The Bank has separate assessment matrix to determine the operational risk at state level and also a consolidated operational risk assessment scorecard. These are regularly reviewed. Policies and processes were aligned with evolving regulatory expectations, particularly in the context of increasing digitalisation and cybersecurity exposure.

Key highlights during the year include:

- Decline in Micro Banking slippages following implementation of MFIN guardrails, indicating stabilisation and early recovery.
- Improved portfolio mix with increased share of secured assets across housing, Wholesale lending, MSME, gold loans and vehicle finance.
- No emergence of new stress pockets, supported by strong early warning and portfolio monitoring frameworks.
- Calibrated deposit pricing, sustained growth in Current Account Savings Account (CASA), sourcing and maturity management and greater reliance on retail deposits.
- Active management of the investment portfolio, including participation in RBI Open Market Operations, supporting gains during the year.
- Commencement of FX business on the back of the AD 1 license. Though small at the year end, the aim is to diversify the range to also include trade finance products. The FX book is intended to provide a further diversified income stream for the Bank.
- Strengthening of operational controls and enhancement of technology and cybersecurity risk monitoring frameworks.

Credit Risk Management

The Bank's credit risk framework remains dynamic and is continuously refined based on portfolio performance, business requirements and insights from credit and risk teams. Policies and underwriting standards are periodically reviewed, supported by structured feedback loops and portfolio analytics. Inputs from on-ground teams further strengthen early identification of emerging risks, enabling timely recalibration of exposure limits and risk thresholds across segments and geographies.

During the year, the Bank used in house capability to develop an application scorecard for both its IL and GL portfolio, relying on in house data. Using a combination of data points, the Risk Analytics team identified 23 parameters that provide leading indicators on the Individual loan book. The scorecard is being used for decisioning and also from a policy perspective. It is being used to apply restrictions to certain profiles that have consistently shown high risk trends. With increasing reliance on data to complement the field level input, the credit risk management framework now provides and comprehensive view of the risk in the portfolio. The overall approach combines prudent underwriting with continuous portfolio monitoring, stress testing and governance oversight. Risk frameworks were further strengthened during the year through tighter borrower selection criteria, calibration of exposure thresholds and enhanced portfolio surveillance mechanisms, particularly within the Micro Banking segment. These measures supported improvement in borrower quality, reinforced responsible lending practices and enhanced the long-term sustainability of the portfolio while ensuring alignment with the Bank's internal risk appetite and growth objectives.

Key elements of the credit risk approach include:

- Continuous refinement of underwriting standards based on portfolio behaviour and risk insights.
- Use of portfolio analytics and field-level inputs for early identification of emerging risks.
- Development of internal application-level scorecards for decisioning and from a policy perspective.
- Recalibration of exposure limits and risk thresholds across segments and geographies.
- Increasing share of secured assets, improving overall portfolio quality.
- Strengthened monitoring in Micro Banking portfolio, supported by MFIN guardrails.
- Integrated monitoring and governance framework to ensure alignment with risk appetite.

Operational Risk Management

Operational risk management continues to evolve in line with increasing digitisation, automation and third-party dependencies. During the year, operational risk frameworks were further calibrated to support evolving regulatory expectations, field-level execution requirements and changes arising from implementation of sectoral guardrails within the Micro Banking business. Risks arising from digital channels, critical applications and outsourced arrangements are systematically identified, assessed and monitored within a structured framework, supported by periodic reviews.

Preventive and detective controls are designed to address risks related to system failures, unauthorised transactions and external disruptions. These are supported by defined escalation protocols, incident reporting mechanisms and remediation processes, enabling timely response and resolution. Operational resilience remains a key focus. Business impact analysis guides recovery strategies for critical processes, applications and vendor ecosystems, ensuring continuity of operations and protection of customer interests.

During the year, the Bank strengthened its control environment through periodic review of policies and standards, alongside enhanced assurance through thematic reviews and control testing. Monitoring of risk metrics was further strengthened, including steps towards automation, improving visibility and consistency in tracking.

Governance mechanisms ensure that material risks are reviewed at appropriate committee levels with defined escalation thresholds. Focus areas during the year also included strengthening third-party risk management, enhancing field capability-building initiatives, improving incident and loss event analysis for root cause identification, and aligning practices with evolving regulatory expectations.

During the year the Bank commissioned an external assessment to provide constructive feedback on the existing operational risk framework and controls, and benchmark it against the best practices in the industry. The Bank is cognizant that operational risk is often not overtly manifest and hence the need for an enhanced oversight. The benchmarking exercise is intended to achieve this objective.

Key elements include:

- Structured identification and monitoring of risks across digital channels, applications and outsourced arrangements
- Strengthened control environment supported by reviews, testing and monitoring enhancements
- Business impact analysis-driven resilience planning for critical operations and vendor ecosystem
- Enhanced governance with defined escalation thresholds and committee oversight



Market and Liquidity Risk Management

Market and liquidity risks are managed through a structured Asset-Liability Management (ALM) framework with oversight by the Asset Liability Committee (ALCO). Given the Bank's evolving liability franchise and focus on maintaining stable funding costs, ALM practices remained closely aligned with deposit repricing behaviour, liquidity buffers and balance sheet growth requirements. During the year, ALM practices were further refined through granular tenor management and proactive restructuring of deposit maturities, enabling better synchronisation between liability repricing and the declining interest rate environment while reducing structural liquidity gaps.

Commencing February 2025, the reduction in Repo rates resulted in a declining interest rate environment. In response, the Bank adopted a calibrated approach towards deposit

pricing, sourcing and maturity profiling, facilitating gradual repricing of liabilities and reduction in cost of funds. On the asset side, floating-rate loans adjusted to benchmark movements, while the fixed-rate asset portfolio supported yield stability. Incremental credit disbursements were also priced strategically to minimise pressure on portfolio yields.

Liquidity positions continued to be monitored through structural liquidity statements and Liquidity Coverage Ratio (LCR), remaining within regulatory thresholds and internal risk limits throughout the year. Active management of the investment portfolio, including participation in RBI-led Open Market Operations, supported optimisation of returns during the year. Continuous oversight by the Asset Liability Committee (ALCO) enabled timely response to evolving liquidity and interest rate conditions while protecting the Bank's overall ALM position.



Technology and Cyber Risk Management

The Bank continued to strengthen its technology and cyber risk management capabilities through focused enhancements in governance, controls and monitoring frameworks. As digital adoption, API integrations and customer-facing digital journeys continue to expand, the Bank increased focus on strengthening resilience across transaction systems, digital servicing platforms and partner-integrated ecosystems. Controls across IT infrastructure, applications, cloud environments and digital channels were further strengthened to support evolving business and operational requirements.

Periodic Vulnerability Assessment and Penetration Testing (VAPT) was conducted for critical systems, internet-facing applications, APIs and digital platforms through CERT-In empanelled service providers, with identified vulnerabilities tracked to closure. Security architecture reviews strengthened perimeter defence, endpoint protection and network segmentation, while platform resilience was improved through enhancements in system availability, failover mechanisms, backup validation and Disaster Recovery (DR) preparedness.

Monitoring capabilities were strengthened through centralised alerting, analytics and automated health checks, enabling real-time visibility into system health and security events. Data protection controls were further strengthened through enhanced DLP measures, encryption validation and periodic review of data classification and secure configuration practices. Access controls were tightened through role-based access reviews, privileged access monitoring and periodic validation of user entitlements.

The Bank also enhanced its cyber risk management approach through periodic risk assessments covering new technologies, cloud adoption and third-party integrations. Incident response mechanisms were strengthened through simulation exercises, improved escalation frameworks and regular threat intelligence reviews, with key cyber risk developments periodically reviewed by senior management and the Board.

Key elements include:

- Strengthened controls across infrastructure, applications, cloud and digital ecosystems
- Periodic VAPT for critical systems, APIs and digital platforms with closure tracking
- Enhanced resilience through failover readiness, backup validation and disaster recovery preparedness
- Strengthened DLP, encryption and data security controls across enterprise systems
- Continuous monitoring and analytics-enabled visibility into technology and cyber risk events
- Enhanced cyber risk assessments, threat intelligence and incident response preparedness

Data Protection and Privacy

In line with the Digital Personal Data Protection Act (DPDPA), the Bank continued strengthening its data governance and privacy framework through a structured, consent-centric approach. Given the Bank's diversified customer base across digital and assisted banking channels, the privacy framework is also focused on improving accessibility, transparency and ease of consent management across customer interactions. The Bank is progressively embedding 'privacy-by-design' principles into customer journeys through granular and explicit consent mechanisms supported by real-time consent orchestration across digital and assisted channels.

Privacy notices and consent artefacts are being made available in English and multiple Indian languages to improve accessibility and customer understanding. A comprehensive data governance and privacy framework has been established defining roles and responsibilities across the organisation, while promoting a culture of data stewardship covering data quality, governance and security practices. Records of processing activities across business processes are also being documented to strengthen visibility across the data lifecycle and support privacy control enforcement.

The Bank appointed a Data Protection Officer to drive the enterprise privacy programme and ensure compliance with regulatory requirements. Technical and organisational security measures were further strengthened across IT infrastructure, including implementation of data processing agreements aligned with DPDP obligations for third-party partners processing Bank data. Regular tabletop and simulation exercises were also conducted to assess preparedness for potential data breach incidents and strengthen incident response readiness.

Organisation-wide awareness programmes were conducted during the year to strengthen understanding of DPDP principles and their implications across customer journeys, operational processes and business functions. The Bank increasingly views strong data privacy practices as a strategic differentiator supporting customer trust, reducing risk exposure and enabling long-term digital growth.

Ujjivan in
News

The Year in Headlines

Ujjivan Small Finance Bank launches Ivory Program for its affluent customers

CHANDIGARH : Ujjivan Small Finance Bank today launched Ivory, a banking program designed for India's mass affluent segment. Ivory combines personalized service with lifestyle privileges, providing enhanced transaction capabilities, global access, and zero-fee banking on key banking transactions and services. Developed through extensive consumer research, Ivory caters to customers seeking financial solutions that align with their lifestyle aspirations. The offering integrates digital banking with curated experiences, including, entertainment, and dining benefits. Ivory membership unlocks a world of hospitality through Club Marriott, offering exclusive access to dining and stay benefits across 350+ premium Marriott properties in the Asia Pacific region. Membership includes a premium metal debit card with airport lounge access, global acceptance, and enhanced transaction limits. Customers also receive an annual OTT subscription, quarterly BookMyShow vouchers, and extra reward points on qualified transaction, redeemable across a curated range of premium lifestyle and retail brands. Additional benefits include zero charges on key banking services and assigns each member a dedicated relationship manager for personalized financial planning and support.

उज्जीवन स्मॉल फाइनेंस बैंक ने राखी का त्यौहार मनाये के लिए लखनऊ में बनाई 42 फीट लंबी फूलों की राखी

लखनऊ। राखी के त्यौहार को खास अंदाज में मनाते हुए, उज्जीवन स्मॉल फाइनेंस बैंक (एसएफबी) लखनऊ के फन रिपब्लिक मॉल में 'थेड ऑफ ट्रस्ट, बॉन्ड फॉर लाइफ' नाम से एक खास पहल कर रहा है। 8 अगस्त से शुरू हुई इस दो दिवसीय त्यौहार पहल में देश का सबसे बड़ा इनडोर फ्लोरल राखी इंस्टॉलेशन और परिवारों को जोड़ने वाली कई रोचक गतिविधियाँ आकर्षण का केंद्र बन रही हैं। 42 फीट लंबा खुदसूरत राखी इंस्टॉलेशन लोगों को खूब लुभा रहा है, जो फूलों की डिजाइन से सजा है और 12x12 फीट (144 वर्ग फीट) में फैला हुआ है। करीब 150 किलो प्राकृतिक फूलों से तैयार तैयार की गई यह राखी प्रकृति, परंपरा और कला का अनोखा संगम पेश करती है, जो रक्षा बंधन के गहरे रिश्तों की भावनाओं को बखूबी उजागर करती है। आप यहाँ 'राखी' बनाने और 'भाई-बहन की जोड़ी' जैसे कॉन्टेस्ट्स, 'मेसेज फॉर सिबिलिटी' वॉल और भाइयों की ओर से 'मेक-अ-विश' जैसी गतिविधियों में भाग ले सकते हैं। हर गतिविधि का उद्देश्य आपसी रिश्तों को मजबूत करना और रक्षा बंधन की भावना को सरल व सार्वक क तरीके से जीना है, साथ ही उज्जीवन के लिए भरोसे की यह नींव बनाना है, जो विविध सेवाओं से कहीं आगे जाती है। यह पहल सांस्कृतिक प्रतीकों और लोगों की भागीदारी को जोड़कर एक व्यस्त रिटेल क्षेत्र में यादगार अनुभव बनाती है। इसका उद्देश्य समुदाय के रिश्तों को मजबूत करना, स्थानीय जाससकता बढ़ाना और उज्जीवन एसएफबी की उन पलों में हिस्सेदारी दिखाना है जो महत्वपूर्ण हैं।



Ujjivan Small Finance Bank Launches '#PleaseGrowUp

Patna : With human error accounting for a majority of road fatalities in India, Ujjivan Small Finance Bank (Ujjivan SFB) has launched #PleaseGrowUp, a physical road safety awareness campaign aimed at addressing one of the most overlooked causes of road accidents—immature and irresponsible behaviour on the roads.

While road accidents are often attributed to infrastructure or mechanical failure, the majority of fatalities are caused by avoidable human behaviour such as speeding, signal jumping, distracted driving, driving under the influence, and disregard for basic safety norms. The intent is to encourage self-reflection and accountability by holding up a mirror to everyday driving habits.

Through #PleaseGrowUp, Ujjivan SFB reframes road negligence for what it truly is - not



brave, not cool, and certainly not adult, but childish. The campaign uses satire and visual contrast to highlight irresponsible driving behaviour by translating it into baby talk and childlike imagery. The creative approach is designed to make reckless behaviour appear as inappropriate and out of place as it truly is on public

roads. Rolled out across short-form videos, digital content and social media storytelling, the campaign demonstrates how a single reckless decision can have life-altering consequences for innocent people. Each piece of content reinforces a simple truth: when you break road rules, you are behaving like a child, and it is

time to grow up. As part of the larger #PleaseGrowUp road safety initiative, Ujjivan SFB in association with civic and traffic authorities, is undertaking a series of high-impact on-ground activations across multiple cities during this week. In Bengaluru, a fully branded life-size helmet mobile van will conduct roadshows across high-traffic locations to reinforce helmet usage and drive direct engagement with commuters. In Kolkata, a branded mobile center equipped with public announcement systems and campaign creatives activating key traffic hotspots across the city. Extending the outreach further, the campaign will be conducted at a prominent junction on SC Highway, Ahmedabad, and will continue at the Kharadi traffic junction, strengthening the campaign's nationwide message of responsible road behaviour and community safety.

Ujjivan Small Finance Bank launches Gaadi Geet, a folk-inspired campaign rooted in Bihar

PATNA: Ujjivan Small Finance Bank today launched 'Gaadi Geet' a hyperlocal campaign deeply rooted in the state's cultural fabric. Folk music has long served as a powerful medium of expression, community bonding, reflecting everyday emotions, humour and social relationships across generations. Traditionally, Gaari Geet as a folk form is known for its

sharp humour and provocative lyrical exchanges. For Gaadi Geet, Ujjivan Small Finance Bank has consciously retained the familiar tune and rhythmic structure of the tradition while reinterpreting it with positive, celebratory lyrics. This approach leverages the power of local music as an accessible and effective medium to communicate messages of aspiration, progress

and everyday mobility in a culturally respectful and inclusive manner. To bring Gaadi Geet to life authentically, Ujjivan collaborated with a popular regional artist Ragini Vishwakarma, who composed and performed the song, infusing it with local dialects, musical styles and cultural nuances that resonate strongly with communities across Bihar. By

retaining the rhythm, tone and local flavour of the original tradition, the campaign stays true to its cultural roots while connecting meaningfully with the customers. The campaign will be amplified through a mix of digital and on-ground touchpoints, including social media platforms, branch-level engagement, dealer activations and community-led interactions.

Ujjivan Bank introduces global RuPay debit card



BENGALURU: Ujjivan Small Finance Bank has introduced its International RuPay Select Debit Card, marking its entry into global payment instruments. This card, designed for modern and globally accessible banking, is accepted worldwide across ATMs, POS terminals, and online platforms through the RuPay-Discover Network.

The card offers benefits such as complimentary domestic and international airport lounge access, personal accident and disability insurance coverage of Rs 10 lakhs, and various lifestyle perks including golf lessons, wellness services, travel coupons, and annual health check-ups. It also provides emergency cash concierge support abroad, domestic concierge services, higher transaction limits, and contactless payment options.

Ujjivan SFB reports 238% jump in Q4 profit, loan book grows 26.6%

Agartala: Ujjivan Small Finance Bank has reported a sharp rise in quarterly earnings, posting a 238.2 per cent year-on-year increase in profit after tax (PAT) at ₹282 crore for the fourth quarter of FY26, driven by strong loan growth, improved asset quality and record disbursements. "The bank's gross loan book rose 26.6 per cent year-on-year to ₹40,655 crore, while quarterly disbursements touched an all-time high of ₹9,811 crore, up 32.1 per cent from the same period last year. Deposits grew 21.4 per cent to ₹45,668 crore, with CASA deposits rising 35.9 per cent to ₹13,062 crore. The CASA ratio stood at 28.6 per cent in March 2026." The secured loan portfolio expanded 43.5 per cent year-on-year to ₹20,079 crore, increasing its share in the overall loan book to 49.4 per cent. The bank also reported improvement in asset quality, with gross non-performing assets (GNPA) declining to 2.27 per cent and net NPA improving to 0.43 per cent. "Managing Director and CEO Sanjeev Nautiyal said the bank remained committed to its long-term goal of becoming a universal bank despite the Reserve Bank of India returning its earlier application for voluntary transition. He added that the bank plans to re-apply after further diversification of its loan portfolio. "The bank's net interest margin improved to 8.5 per cent during the quarter, while cost of funds declined to 7 per cent. Ujjivan SFB also announced plans to raise up to ₹2,000 crore in equity capital to support future growth. "In Agartala, the strong growth in secured lending and retail deposits could positively influence credit demand in the region, particularly among small businesses, vehicle buyers and agri-linked borrowers. Market observers noted that improving profitability and stable asset quality may further strengthen customer confidence in small finance banks operating across Northeast India.

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Board of
Directors

Experience Shaping Direction



Mr. Banavar Anantharamaiah Prabhakar

Part-Time Chairman and Independent Director

Mr. Banavar Anantharamaiah Prabhakar is the Part-Time Chairman and Independent Director of our Bank. He possesses about four decades of rich experience in serving various banks including Bank of India, Andhra Bank and Bank of Baroda. He retired as the Chairman and Managing Director of Andhra Bank in August, 2013 and has also served as the Executive Director of Bank of India. He was on the Board of Karnataka Bank Ltd. as an Independent Director for five years and on the Board of Canara HSBC OBC Life Insurance Co. Ltd, for 6 years from 2015 to 2021. He has enriched experience in Banking, Accountancy, Finance, Agriculture and Rural economy, Small Scale Industry, Risk Management, Human Resources, Business Management, Credit Recovery & treasury Management. He holds a Bachelor's degree in Commerce from the University of Mysore and is a Chartered Accountant with the Institute of Chartered Accountants of India. He also holds directorship in The Investment Trust of India Limited, Arhatech Machinery Private Limited and Famescore Private Limited.



Mr. Sanjeev Nautiyal

Managing Director & Chief Executive Officer

Mr. Sanjeev Nautiyal is the MD & CEO of our Bank. He is a banker with four decades of extensive strategic domain expertise in Retail, SME, Financial Inclusion, Operations, HR, International Banking, and treasury. He earlier held significant roles as Deputy Managing Director, Financial Inclusion & Micro Markets, SBI, and also was the MD & CEO, SBI Life Insurance. He served as an Independent Director of Life Insurance Corporation and as an advisor in various organisations. Mr. Nautiyal holds a Bachelor's degree in Arts and a Master's degree in Business Administration. He is also a Certified Associate of the Indian Institute of Bankers. This office is liable to retirement by rotation.



Ms. Carol Furtado

Whole-time Executive Director

Ms. Carol Furtado is the Whole-Time Executive Director of our Bank. She comes with three decades of banking experience in Retail Banking and NBFC domains with expertise in leading Business, Banking operations, Credit, People functions and Service Quality. Ms. Carol is a key member of the leadership team that laid the foundation and built Ujjivan SFB. She was instrumental in the recognition of Ujjivan SFB as a certified great place to work. She has previously worked with the ANZ group, Bank Muscat and Centurion Bank Ltd. In 2009, Ms. Carol was the recipient of the Financial Women's Association award by Women's World Banking in recognition of her demonstrated professional commitment. She is a post graduate from Mount Carmel Institute of Management, Bangalore, and has been part of strategic leadership programmes conducted by Indian Institute of Management, Ahmedabad and Harvard Business School, Boston.



Ms. Sudha Suresh

Independent Director

Ms. Sudha Suresh is an Independent Director of our Bank. She is a finance professional with a rich experience of more than two decades in private and public companies and a decade as a practicing-chartered accountant. She is the founding partner of S. Rao & Associates, Chartered Accountants, Bangalore. She is also the founder of Mani Capital. She was the Managing Director and CEO (2017-2018) and Chief Financial Officer (2008-2017) of Ujjivan Financial Services Limited. Prior to this, she served as the CFO/ Finance Head for many companies. She is also serving as an Independent Director on the Board of Royal Sundaram General Insurance Co. Limited and Qess Corp Limited. She is a qualified Chartered Accountant with the Institute of Chartered Accountants of India and a Company Secretary with the Institute of Company Secretaries of India. She is also a Grad ICWA from the Institute of Cost & Work Accountants of India.



Mr. Rajesh Jogi

Independent Director

Mr. Rajesh Jogi is an Independent Director of our Bank. He brings rich work experience of almost three decades in the Banking Industry with a focus on risk management. He last worked with the Natwest Group (erstwhile RBS Group) where he led key strategic projects and transformation. He was the Chief Risk Officer, India, of the Royal Bank of Scotland and subsequently the Country Head of Risk, India, for the Group. He is also a Non- Executive Director on the Board of a few other companies. Mr. Rajesh Jogi holds a Bachelor of Arts degree in Economics and is a Fellow member of the Institute of Chartered Accountants of India. He also attended the Advanced Management Programme from the Harvard Business School in Boston. He also holds directorship in the below Companies:

Wealthfusion Ltd., NV Projects Private Limited, Noida Towers Private Limited, Futura Techpark Private Limited, Food Space Technologies Private Limited, Citicorp Finance (India) Limited, TSI Business Parks (Hyderabad) Private Limited, Gateway Office Parks Private Limited, NIXA Fincap Private Limited (formerly known as Xander Finance Private Limited), and Sanctum Wealth Private Limited.



Ms. Rajni Mishra

Independent Director

Ms. Rajni Mishra is an Independent Director of our Bank. She has been a career banker for nearly four decades, working with State Bank of India and two of its Associate Banks where she handled varied assignments during the long span and gained knowledge and experience in banking, accountancy, finance, agriculture and rural economy, small scale industry, risk management, human resources, business management as branch head, as a Zonal Head, as a Circle Head and in critical administrative positions where she got a first-hand experience of the operational grass root level issues as well as contributed in the Policy making process at apex level. She holds Master's Degree in Commerce (Gold Medallist) from M S University, Vadodara. She is also serving as an Independent Director on the Boards of Cupid Limited, Aspinwall and Company Limited, Toyota Financial Services India Limited, Indo MIM Limited and Suprajit Engineering Limited.



Mr. Ravichandran Venkataraman

Independent Director

Mr. Ravichandran Venkataraman is an Independent Director of our Bank. He has a rich track record spanning more than three decades of having worked in India, London and Bahrain and brings a strong business background and has worked with top Business Leaders in over 100 countries. He is the Chairperson of eVidyaloka Trust. Earlier in his role as Senior Vice President of HP's Global Business Services, he was responsible for developing the Company's shared services strategy and its global operating model. He joined Hewlett Packard from ANZ Bank's global back office where he was the Managing Director, responsible for managing a team of over 5,000 in technology and operations. Prior to that, he was Vice-President – Corporate and Investment Banking at Bank Muscat and was part of the leadership group that set up the Bank in India. He is a FCCA and ACMA from the United Kingdom. He also has completed the programme for CFOs, with Wharton Business School, USA. He also holds directorship in other body corporates viz. Smrti Academy Pvt Ltd, Floretz Academy Pvt Ltd, and Outpost Visual Effects Pvt Ltd.



Ms. Mona Kachhwaha

Independent Director

Ms. Mona Kachhwaha has over 30 years of experience in banking and impact investing. She is a Partner at UC Impower, an early-growth stage equity fund, incubated by Unitus Capital (2020-Present). UC Impower invests in financial inclusion and climate solutions and has a gender-lens on investments. Previously, at Caspian Impact Investment Adviser (2007-2019), she managed the India Financial Inclusion Fund, a growth equity fund focused on inclusive finance; she was on the credit and investment committees of subsequent funds launched by Caspian. As the nominee on the board of early as well as growth stage companies, and subsequently as an independent director on some boards, she has played an active role in their governance and shaping their strategies. She started her career at Citibank (1994-2007), where she worked across various retail asset businesses and led the Bank's foray into Inclusive Finance in 2005. Mona graduated in Mathematics (Hons.) from Delhi University (1992) and holds an MBA from XLRI, Jamshedpur (1994). She completed an executive programme in Private Equity from Said Business School, Oxford University, in 2010. She also holds directorship in other body corporates viz. Parinaam Foundation, Aptus Value Housing Finance India Limited, RMBS Development Company Limited and is a designated partner at UC Investment Management LLP.



Aniruddha Paul

Independent Director

Mr. Aniruddha Paul is an award-winning business and technology leader with over three decades of global experience across banking, insurance, and digital transformation. He has held global C-Suite positions at Global Systemically Important Banks (G-SIBs) such as Standard Chartered Bank and ING. He brings a consistent track record of scaling businesses, leading complex transformations, managing regulations and compliance, and driving innovation in AI & data, process and technology. Most recently, Aniruddha was Chief Information Officer for Corporate and Investment Banking, and for Europe & the Americas at Standard Chartered Bank, overseeing USD 100 Crores in technology spend and a 7,000-strong global team. Prior to this, he was Global Head of the Group Transformation Office at Standard Chartered, where he re-designed the Bank's investment strategy and introduced enterprise-wide agility and process excellence. Earlier, Aniruddha served as Group Chief Data Officer at ING, where he defined the Bank's global data strategy, consolidated 18+ data lakes, and delivered foundational capabilities for compliance, customer experience, and digital banking. Aniruddha now based in Bangalore, began his career in operations at Citibank and went on to serve as CIO for ING in India and Australia, including as CIO for ING's erstwhile insurance arm. In these roles, he was recognised as CIO of the Year (RFi Group), consistently ranked among the Top 25 CIOs in Australia (IDG), and won multiple CIO 100 Awards. As founder and Managing Director of Cerulean Information Technology, a venture-backed technology and business services firm, Aniruddha built a profitable global enterprise that continues to thrive. A frequent speaker at global industry forums, Aniruddha has contributed to thought leadership on digital business, mobility, and organisational transformation, with his work featured in case studies by Forrester and others. He is a founding member of IIT-IIT, an alumni-led initiative to scale social impact programmes across India. Aniruddha is also active in supporting startups in technology, business services, and manufacturing. Aniruddha holds an MBA from the Indian Institute of Management Calcutta (1995) and a BTech from the Indian Institute of Technology Kharagpur (1990).

Leadership
Team

Leading a Bank of Many Aspirations



Mr. Sanjeev Nautiyal

Managing Director and Chief Executive Officer

Mr. Sanjeev Nautiyal is the MD & CEO of our Bank. He is a banker with four decades of extensive strategic domain expertise in Retail, SME, Financial Inclusion, Operations, HR, International Banking, and treasury. He earlier held significant roles as Deputy Managing Director, Financial Inclusion & Micro Markets, SBI and MD & CEO, SBI Life Insurance. He was serving as an Independent Director of Life Insurance Corporation and as an advisor in various organisations. Mr. Nautiyal holds a Bachelor's degree in Arts and a Master's degree in Business Administration. He is also a Certified Associate of the Indian Institute of Bankers.



Ms. Carol Kripanayana Furtado

Whole-time Executive Director

Ms. Carol Furtado is the Whole-Time Executive Director of our Bank. She comes with three decades of banking experience in Retail Banking and NBFC domains with expertise in leading Business, Banking operations, Credit, People functions and Service Quality. Ms. Carol is a key member of the leadership team that laid the foundation and built Ujjivan SFB. She was instrumental in the recognition of Ujjivan SFB as a certified great place to work. She has previously worked with the ANZ group, Bank Muscat and Centurion Bank Ltd. In 2009, Ms. Carol was the recipient of the Financial Women's Association award by Women's World Banking in recognition of her demonstrated professional commitment. She is a post graduate from Mount Carmel Institute of Management, Bangalore, and has been part of strategic leadership programmes conducted by Indian Institute of Management, Ahmedabad and Harvard Business School, Boston.



Mr. Sadananda Balakrishna Kamath

Chief Financial Officer

Mr. Balakrishna Kamath is a qualified CA and CS with over thirty years of experience in corporate finance and corporate governance. He has multi-functional experience of around 27 years of working in Tata Group out of which 18 years in various Senior positions (CFO/Company Secretary/Compliance Officer) across key group companies (Tata Consumer products Ltd/ Indian Hotels Company Ltd/ Tata Capital Housing Finance Ltd. He has worked with Credit Access Grameen Ltd. where he was designated as the CFO from 2020 till August 2024. He has robust experience in MFI, NBFC/HFC, Hospitality and FMCG sectors and has effectively managed financial and cost management, corporate affairs and Investor relations of several listed and unlisted large corporates. He has expert knowledge in corporate finance, accounts and controllership, budgeting, capital funding and investor relations.



Mr. Ashish Goel

Chief Credit Officer

Mr. Ashish Goel is the Chief Credit Officer of our Bank. He holds a bachelor of technology degree in Mechanical Engineering from Regional Engineering College, Kurukshetra and is a post graduate in Marketing & Finance from Xavier Institute of Management, Bhubaneswar. He was previously employed at Godrej & Boyce, Marico Industries and ICICI Bank. He joined Ujjivan SFB as Chief Credit Officer in February 2021.



Mr. Martin Pampilly S

Chief Operating Officer

Mr. Martin is the Chief Operating Officer of Ujjivan Small Finance Bank. He comes with over 3 decades of rich experience covering Retail Banking operations, Retail Asset and Micro-finance Operations, with expertise in set-up and implementation of new processes. More importantly, he's known for leveraging technology for operations innovation to create delightful customer experiences. After early stints with ANZ Grindlays Bank and Bank Muscat, he predominantly worked in the space of Operations and Customer Service at the Centurion Bank of Punjab and Centillion Solutions & Services. He joined Ujjivan Financial Services Ltd in 2009 as Regional Operations Manager, before taking charge as the Head of Operations, a post he held until January 2017. Consequently, he was appointed as Head of Operations of Ujjivan SFB in February 2017, where he channelled his vast experience in setting up the Operations vertical for the Bank. Martin is a Computer Science Graduate from St. Joseph's College, Bangalore. He has completed the Executive Program in Chief Operations Officer (COO) from IIM Lucknow.



Mr. Rajaneesh Hosakoppa Rudresha

Chief Compliance Officer

Mr. Rajaneesh holds an MA in English from University of Mysore. A career banker with over 29 years of experience; worked for India's premier MNC and private sector banks prior to joining Ujjivan SFB. He has managed diverse roles, having had stints in credit cards, collections, retail branch banking, retail operations, trade finance, operational risk management, audit, process re-engineering, operations control, training etc. He joined Ujjivan SFB in 2016 and held the positions of National Manager - Regional Processing Units and Head of Operations before taking over as Chief Compliance Officer in 2024.



Mr. Brajesh Joseph Cherian

Chief Risk Officer

Mr. Brajesh Cherian, has a total experience of 25 years in the banking domain, Operational Risk, Corporate Banking, Retail Banking and treasury. Starting his career with the South Indian Bank, he later on worked with Axis Bank in India and UAE where he handled various roles including Deputy CEO for Dubai Operations. Before joining Ujjivan SFB in 2016, his last assignment was as Vice President - Compliance and Risk with Axis Bank, Mumbai. He holds a Bachelor's degree in Pharmacy from Dr MGR Medical University and a Master's degree in Business Administration from SMU. He is a Certified Associate of Indian Institute of Bankers.



Mr. Pankaj Gupta

Chief Digital Officer

Mr. Pankaj Gupta leads the Bank's digital transformation and innovation initiatives, with a focus on driving business outcomes and creating agility in adapting to emerging market and technology trends.

He is a seasoned transformation leader with over 30 years of cross-functional experience across business, technology, and banking. Beyond his deep expertise in the Digital and Analytics domain, his experience across Information Technology, Cloud, Data Centre, and Managed Services positions him as a transformation catalyst.

Prior to joining Ujjivan Small Finance Bank, Mr. Gupta served as the Chief Digital & Marketing Officer at Karnataka Bank, where he spearheaded a holistic digital transformation programme and played a key role in establishing Digital and Analytics Centres of Excellence to strengthen the Bank's future-ready digital capabilities.

Over the course of his career, he has held leadership positions with reputed organisations including Sify Technologies, HCLTech, Wipro, Acer India, and Godrej Enterprises Group. He is widely recognised for his collaborative leadership approach, strategic industry perspective, strong execution focus, and commitment to building high-performing teams.

Mr. Gupta holds a Post Graduate Diploma in Marketing with International Business from NMIMS, Mumbai, and a Bachelor's degree in Electronics & Communication Engineering from MREC, Jaipur.



Ms. Chandralekha Chaudhuri

Head Of Human Resources

Ms. Chandralekha Chaudhuri brings with her deep institutional knowledge and a well-rounded leadership perspective, shaped by over a decade of progressive responsibility within the organisation. She holds a Law degree from Symbiosis School of Law and a Postgraduate Certificate in Human Resources from XLRI, Jamshedpur, combining strong legal acumen with advanced people management expertise.

She joined Ujjivan SFB in April 2008 as part of the Bank's inaugural batch of management trainees and has since been closely associated with the organisation's growth journey. Over the years, she has played a pivotal role in establishing and strengthening critical functions across geographies, reflecting both business understanding and operational depth. Notably, she was instrumental in setting up the Audit and Credit function in the Eastern region, contributing to early governance and risk frameworks. She subsequently served as Regional Credit Manager for the Credit Micro Banking team in the Western region, gaining hands on exposure to frontline credit and business dynamics.

Her transition into Human Resources leadership saw her take on the role of Regional Human Resources Manager for the Western region, followed by her responsibility as National Manager – Talent Acquisition and Integration, where she led organisation wide hiring and onboarding strategies aligned to rapid scale up. In 2022, she was appointed Head – Human Resources, where she continues to drive a people strategy focused on capability building, leadership continuity, employee experience, and a strong culture of performance and accountability, in alignment with the Bank's long term strategic objectives.



Mr. Deepak Agarwal

Head of Strategy and Transformation

Mr. Deepak Agarwal holds the position of Strategy and Transformation at the Bank; leading the Strategy Transformation, Analytics and AI for the organisation. Deepak brings with him over 18 years of experience across financial services and consulting driving strategy formulation, large scale transformation and business outcomes. He has diverse knowledge and experience across multiple markets such as India, USA, South East Asia, and Middle East. Prior to Ujjivan, he was heading Retail Business Strategy at Axis Bank and previously worked with Mastercard, Deloitte, KPMG, and Sapient.

Mr. Deepak is a postgraduate in management from S.P. Jain Institute of Management & Research, Mumbai, and hold bachelor's degree in engineering from Delhi College of Engineering, Delhi.



Mr. Mangesh Ramesh Mahale

Chief Technology Officer

Mr. Mangesh Mahale brings 30 years of experience in Information Technology spanning strategy, infrastructure, cybersecurity, digital transformation, project management and vendor governance, etc. Before joining Ujjivan SFB, he served as CISO at NSE Clearing Limited and held leadership positions at Union Bank of India, State Bank of India, and Rolta India. He is a Computer Engineering graduate from VJTI, Mumbai.



Mr. Rajeev Padmanabh Pawar

Head of treasury

Mr. Rajeev Pawar is an experienced treasury and market leader and has been working as Head of Treasury since 2020. He has previously worked with American Express Bank, Standard Chartered Bank, Kotak Mahindra Bank, and Edelweiss Finance in India, Singapore, and Dubai. He is an MBA from the Jamnalal Bajaj Institute of Management Studies, Mumbai, and a physics major from the University of Mumbai.



Mr. Hitendra Nath Jha

Head Retail Liabilities, TASC and TPP

Mr. Hitendra Jha has nearly three decades of experience in retail banking and custodial services, with expertise in branch banking, sales, and wealth management. He has led successful expansions for major banks like Kotak and ICICI across India. He holds a B.Sc.(H), an LLB, and executive credentials from IIM Ahmedabad and ISB Hyderabad.



Mr. Vibhas Chandra

Head -Micro Banking and Gold Loans

Mr. Vibhas Chandra is a seasoned leader at Ujjivan SFB, bringing nearly two decades of distinguished experience across diverse role and geographies. A member of Ujjivan SFB's inaugural Management Trainee cohort, he played a pivotal role in establishing the institution's microfinance presence across multiple states during its formative years.

Recognised for his strategic acumen and execution excellence, Vibhas was subsequently entrusted with launching Ujjivan SFB's individual lending business, where he successfully developed a robust and high-performing portfolio. He later spearheaded operations for Ujjivan SFB's East Region and was instrumental in the organisation's landmark transition into a Small Finance Bank.

Prior to assuming the role of Business Head – Micro Banking & Gold loan in the year 2021, Vibhas led Asset Products for Micro Banking and Rural Banking, driving growth and strengthening product capabilities.

A respected expert in the microfinance sector, Vibhas holds an MBA (PGDM-RM) from the Xavier Institute of Management Bhubaneswar.



Mr. Umesh Arora

Head of Emerging Business

Mr. Umesh Arora has over 25 years of rich experience in the banking and financial services sector, having held senior leadership roles in Retail Lending, Credit, and Asset Businesses across reputed institutions like Axis Bank, IDBI Bank, Standard Chartered Bank and Utkarsh Small Finance Bank. He holds an MBA from IIM Kozhikode, an Advanced certification in Digital Transformation from IIM Lucknow, is a CAIIB, and a B. Com (Hons.) graduate from Hansraj College, Delhi University.



Mr. Pradeep B

Business Head-Housing Loans and Micro Mortgages

With over 20 years of diverse experience in the BFSI sector, Mr. Pradeep has climbed the ranks at Ujjivan, progressing from 'Branch Head' to 'Head of Housing and Micro-Mortgages'. His expertise is in establishing new business lines for the Bank and driving profitability through the development of a strong team. He has successfully expanded the Bank's Asset Businesses into new regions across the country. Notably, he played a key role in launching the micro-financing segment in the southern region of India during his initial days and later played a pivotal role in establishing Housing vertical from scratch. Throughout his career, he has adeptly navigated multiple roles and verticals within the Bank, including Individual Lending, Rural Banking, Affordable Housing and Micro-Mortgages.

With over a decade of experience in housing business, he has been instrumental in shaping the business from inception, driving product conceptualisation and strategic execution across 23 states and union territories in India. He pioneered the micro-mortgages segment within the housing vertical, creating a secured lending bridge between low-ticket Micro Banking loans and conventional home loans while building a profitable portfolio. Evident to this, currently Housing vertical is the major contributor to the Bank's secured asset base.

This journey has sharpened his skills in strategizing, leading teams, and implementing impactful initiatives that enhance both the organisation and the communities we serve. He has also led the Regional Leadership Team for the South, guiding teams through various crisis situations. Additionally, he has served on the Executive committee of the Kerala Association of Micro Finance Institutions and is currently a Board Member of the Association of Karnataka Micro Finance Institutions.

Known for his team-first leadership philosophy, he strongly believes that empowered teams and customer-centric execution at the grassroots are true drivers of sustainable success.

Mr. Pradeep possesses Strategic Leadership Certification from Harvard Business School; Business Leadership Certification from IIMC; and a Master's in Social Work from SDM Institute, Mangalore University.



Mr. Parag Kumar Srivastava

Head of Financial Institutions and Government Banking Group

Mr. Srivastava holds an MBA with a specialisation in Marketing and Finance from MONIRBA (Motilal Nehru Institute of Research & Business Administration) at the University of Allahabad. With 32 years of extensive experience in Wholesale Banking, Financial Institutions, and Government Banking sectors, he has adeptly managed various roles, including overseeing profitable business verticals and critical support functions such as product development, portfolio quality, credit, and risk management. Prior to joining Ujjivan SFB, he spent 11 years at Kotak Mahindra Bank, where he served as Senior Vice President and National Manager. In this role, he led the Capital Market and NBFC business segments within the Banking and Financial Institutions Group, forging strong industry relationships. Additionally, during his tenure as Associate Vice President at MCX Ltd, he was responsible for business development across Maharashtra, Uttar Pradesh, and Bihar. Mr. Srivastava also worked with SHCIL (Stock Holding Corporation of India Ltd) for 12 years, where he held various positions focused on business and product development tailored for institutions and capital market players, managing aspects of custody business, exchange clearing and settlement functions, and depository business.



Mr. Premkumar G

Business Head-Vehicle Finance

Mr. Premkumar is currently heading the Vehicle Finance department at Ujjivan SFB, with over two decades of diverse experience spanning across banking operations, administration, infrastructure, and strategic leadership. Known for his strong execution focus and governance-led approach, he has been instrumental in building and scaling key functions within the organisation.

With focus on building a scalable and sustainable portfolio, he has turned around the business with a strong emphasis on technology adoption & process standardisation, while ensuring a balance between growth and portfolio quality.

Prior to this, Mr. Premkumar held multiple leadership roles at Ujjivan SFB, including Head of Administration, Infrastructure, and Social Services. He also played a key role in establishing the Vigilance function, promoting a culture of preventive governance. Additionally, he briefly served as Head of Human Resources during Ujjivan SFB's transition from an NBFC to a Small Finance Bank, contributing to organisational alignment and transformation.



Mr. Murali Chari

Business Head-Agriculture Banking

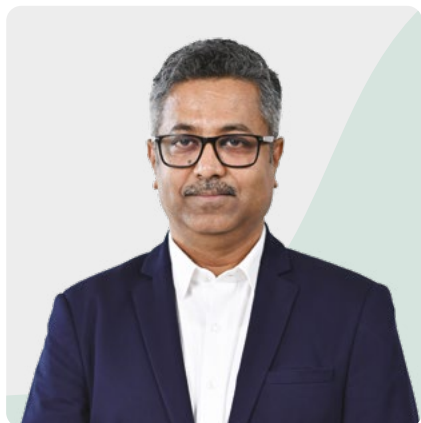
Mr. Murali holds a Post Graduate Diploma in Business Administration (PGDBA) from Symbiosis, along with a CAIIB qualification and a Bachelor of Commerce (B. Com) degree. He is an experienced banker with over 29 years in sales and product management, specialising in Rural Banking, Agriculture, Rural SMEs, and Vehicle Finance. He spent 17 years at HDFC Bank, where his last role was as Regional Head for Retail Agri Lending, also overseeing the Unsecured Supply Chain Finance product. His various responsibilities included scaling up the rural lending business and generating liability and asset business through business correspondents in unbanked regions, as well as managing retail assets. He began his career at Sundaram Finance, where he advanced to manage a branch location as a profit center, focusing on commercial vehicles, auto loans, equipment loans, and generating Fixed Deposits.



Mr. Lakshman Velayutham

Chief Marketing Officer

Mr. Lakshman brings over 30 years of professional experience, with the last 18 years focused on the banking sector. The Marketing initiatives at Ujjivan SFB led it to win 56 awards across 31 initiatives in FY 2025-26. Ujjivan SFB also won the Gold Lion at the Cannes International Festival of Creativity in the Creative Commerce category in 2022, as well as four Effie Awards in 2023 on its 'Shagun Ka Lifafa' initiative. His previous roles included significant contributions at ICICI Bank, Tata Communications, Shoppers Stop, DHL, Arvind Brands, and BPL Mobile.



Mr. Ayan Sarkar

Head Of Operations

Mr. Ayan holds a B. Com and a Post Graduate Diploma in Computer Application, equipping him with a solid educational foundation that complements his extensive industry experience. With 23 years in the banking sector, Ayan has honed his skills in Customer Service, Retail Banking Operations, and Process Management. He is recognised for his expertise in process standardisation, client engagement, and risk management, consistently demonstrating a commitment to operational excellence. Throughout his career, Ayan has played pivotal roles in renowned financial institutions such as Standard Chartered Bank, ICICI Bank, HSBC, IndusInd Bank, and Bandhan Bank. Noteworthy accomplishments include being a certified trainer on Aadhaar compliance in banking, participating in the core team for implementing Core Banking at IndusInd Bank, and contributing to the foundational setup of banking operations at Bandhan Bank. His achievements in process management and client engagement have garnered him recognition and accolades, particularly at ICICI Bank and IndusInd Bank.



Mr. Srikumar Vadake Varieth

Chief Legal Officer

Mr. Srikumar possesses a B.Sc. degree in Physics, an LLB degree, and a certification in Web-Centric Computing from NIIT Mumbai. He brings over 30 years of experience in legal matters. He has practiced as an Advocate in Civil and Criminal Courts as well as the High Court, gaining substantial legal expertise prior to starting his career in banking. In his 17 years at Bank of Baroda, he made significant contributions in various roles, including, being instrumental in establishing the first Debt Recovery Tribunal and serving as a Committee Member with the RBI for amending the RDBB Act. At ING Vysya Bank, he played a crucial role in successfully completing the legal integration between ING Vysya Bank and Kotak Mahindra Bank. Following this, he took on the position of Head of Legal at Bandhan Bank, where he was actively engaged in completing the legal formalities/framework for transforming Bandhan Financial Services into a full-fledged bank. He has comprehensive experience in documentation related to Wholesale, Retail, SME, and Infrastructure Projects, as well as litigation aspects, and has negotiated contracts with major conglomerates. He joined Ujjivan Small Finance Bank in 2016 and has made significant contributions to its transformation into a full-fledged Bank. At Ujjivan SFB, he has successfully built an effective legal team at both the Corporate and Regional Offices from the ground up, providing robust support across all business and functional area.



Ms. Vijayalakshmi Muddu

Head of Internal Audit

Ms. Vijayalakshmi is a seasoned banking professional with over 35 years of experience in the State Bank of India (SBI). She began her career with State Bank of India in April 1990 and has since held several key positions across diverse geographies and functions. Over the course of her career, she has gained extensive expertise in credit, foreign exchange, international banking, corporate relationship management, risk management, compliance, and internal audit. Her overseas experience was at New York and Chicago. She served as the Head of Syndications for US Operations and as the Chief Executive Officer of SBI's Chicago office, where she was an integral member of the Regional Credit Committee for U.S. operations. During her tenure, she developed a strategic plan for the Chicago branch, which was subsequently adopted as a template for SBI's global operations. She holds a Master of Arts in Economics and has completed several advanced professional courses in banking and finance.



Mr. Ratan Jyoti

Chief Information Security Officer

Mr. Ratan Jyoti is a seasoned information security professional with over two decades of distinguished experience in information security, cybersecurity governance, and enterprise risk management and Data Privacy within the Indian banking sector. He holds a master's degree in computer applications and possesses several globally recognised professional certifications, including Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP), and Certified Data Privacy Solutions Engineer (CDPSE).

Throughout his career, Mr. Jyoti has played a pivotal role in strengthening institutional cyber resilience, advancing secure digital transformation initiatives, Enterprise IT Risk Management and Data Protection. At Ujjivan Small Finance Bank, he has provided strategic leadership and long-term vision for enterprise information security, leading the establishment and maturity of Security Operations Centres (SOCs), deployment of advanced Security Information and Event Management (SIEM) platforms, and implementation of robust cyber resilience and security governance frameworks aligned with regulatory expectations and industry best practices.

Under his guidance, the Bank has consistently strengthened its cybersecurity and Privacy posture and regulatory compliance capabilities. Ujjivan Small Finance Bank has received multiple recognitions for excellence in cyber governance, including being awarded for IT Risk Management by the Indian Banks' Association (IBA) for nine consecutive years, reflecting sustained leadership focus on technology risk management and control environment maturity.

Prior to his current role, Mr. Jyoti has held several senior leadership positions across reputable banking institutions, including Chief Information Security Officer and Assistant General Manager at Vijaya Bank, Manager at Corporation Bank, and Information Technology Officer at Oriental Bank of Commerce. His extensive cross-institutional experience has enabled him to contribute meaningfully to the evolution of information security practices across the banking industry.



Mr. John Christy A

Chief Vigilance Officer

Mr. John Christy has been part of Ujjivan since 2005, contributing across business, HR, operations, and collections before assuming his current role as Chief Vigilance Officer. With over 24 years of experience, he holds a Bachelor's in Arts and a certification in Microfinance from IIBF.



Mr. Sanjeev Barnwal

Company Secretary and Head of
Regulatory Framework

Mr. Sanjeev Barnwal is a qualified Company Secretary and an Associate Member of the Institute of Company Secretaries of India. He holds a bachelor's degree in law and a diploma in Business Management, along with the NSE's Certification in Financial Markets (NCFM) for the Compliance Officer (Corporate) Module. He has over 22 years of corporate and investment banking experience and he previously worked at Ujjivan Financial Services Limited, where he was last designated as the CEO & Company Secretary.

During his tenure at Ujjivan SFB, he played a pivotal role in several significant milestones, including raising private equity, managing the IPO and listing processes, applying for and obtaining a banking license, forming the Bank, overseeing a restructuring via slump sale, executing the Bank's listing, conducting a QIP, and successfully completing the reverse merger of the Holding Company with the Bank. His previous experience also includes positions at SMC Capitals Limited, CMC Ltd., and SBEC Sugar Ltd.



Mr. Vijayesh Kumar Pandey

Head of Admin and Infrastructure

Mr. Vijayesh holds an MBA (PGDM-RM) from the Xavier Institute of Management, Bhubaneswar (XIMB). He joined Ujjivan SFB in April 2008 as a member of the inaugural batch of Management Trainees. With 18 years of experience, he has steadily advanced through various roles within the organisation. He played a pivotal part in launching business operations in Jharkhand, Delhi and Uttar Pradesh and successfully managed the Regional Operations Profile in the Northern region. Previously, as the National Manager for the Admin & Infrastructure department, he played a key role in overseeing the rollout of new branches and led the implementation of over 700 infrastructure projects nationwide. Currently, he serves as the Head of Administration and Infrastructure, where he continues to promote excellence and innovation.



Mr. Suresha C

Head of Customer Experience

Mr. Suresha holds a Master's Degree in Economics. With over 24 years of experience, including more than 18 years in the NBFC and banking sectors, he began his career in the health and social development arena as a Research Officer at the National Institute of Mental Health and Neurosciences (NIMHANS). In 2007, he joined Ujjivan Financial Services Limited as a Branch Head and subsequently held various sales roles in the South Zone. He played a pivotal role in establishing the Service Quality department, where he designed and implemented programmes focused on enhancing customer experience, customer care, grievance redressal mechanisms, and client protection. Additionally, he previously led Corporate Social Responsibility (CSR) and Financial Literacy initiatives at Ujjivan SFB. In 2022, he assumed the added responsibility of leading Phone Banking and was instrumental in launching Video Banking services.



Mr. Arnabjeet Banerjee

Head-Alliance and Electronic Payments

Mr. Arnabjeet Banerjee holds a Post Graduate Diploma in Marketing from IIMT and a postgraduate degree in Human Resources from Pondicherry University.

He brings over 25 years of leadership experience, with a focus on enhancing alternate banking channels through technology. He started in consumer electronics before transitioning to financial inclusion initiatives with Drishtee and FINO.

At Integra Micro System, as Chief Operating Officer, he led expansion and sales. Later, at Ujjivan SFB, he spearheaded the setup of ATMs, debit cards, business correspondents, Communication Channels, digital payments and Vendor management, playing a key role in Ujjivan SFB's NBFC-to-SFB transformation.

Under his leadership, Digital Payment and card network grew nationwide, delivering exceptional banking services. Currently, he manages vendor management, ATM, card, and delivery operations. Beyond work, Arnabjeet enjoys cricket and is driven by fresh challenges.



Mr. Mohd Shakil Khan

Head of Collections

Mr. Mohd Shakil Khan is a seasoned risk management professional with over 25 years of extensive experience across Credit Risk, Enterprise Risk, and Regulatory Compliance within leading BFSI and Housing Finance institutions. He brings deep expertise in designing and implementing robust risk frameworks that are closely aligned with business growth, evolving regulatory landscapes, and operational excellence.

Prior to joining the Bank, he served as the Chief Credit & Collections Officer at Sitara (SEWA Grih Rin Ltd), Mumbai. Over the course of his career, he has held senior leadership roles at reputed institutions including Vastu Housing Finance Ltd., Tata Capital Housing Finance Ltd., and Capital First Limited. His diverse experience spans critical roles such as Chief Risk Officer, Head of Collections, and Credit Risk Strategist.

Mr. Khan has consistently driven measurable outcomes during phases of transformation and scale, leading risk functions through regulatory transitions, digital and technology adoption, and operational restructuring. He has built strong credibility with regulators and stakeholders, while also supporting successful fundraising initiatives with global investors.

He holds a Post Graduate Diploma in Marketing & Advertising and has completed a Leadership Development Programme from Wharton Business School.



Management Discussion and Analysis

Management Overview

FY 2025-26 was a year of strong performance for Ujjivan Small Finance Bank, marked by balanced growth across assets and liabilities along with improving asset quality and stable profitability. Total deposits stood at ₹45,668 Crores, registering growth of 21.4% YoY, supported by healthy CASA mobilisation. CASA deposits grew at a faster pace, leading to improvement in CASA ratio to 28.6%. Retail deposits and CASA together stood at ₹31,955 Crores, contributing nearly 70% of total deposits.

The gross loan book increased to ₹40,655 Crores, reflecting growth of 26.6% YoY. The Bank continued its strategic shift towards secured lending, with the secured portfolio rising to 49.4% of the overall loan book from 43.5% in the previous year. Growth was driven by Housing, MSME, Gold loans, Vehicle finance and Agri banking. Housing loans grew by 43.4%, MSME by 57.9%, while Gold loans, Vehicle finance and Agri banking grew by 292.3%, 101.7% and 126.7% respectively, supporting portfolio diversification and reducing concentration towards microfinance. On-lending FIG book grew by 7.7% for the year and contributed 7% in gross loan book share.

The year was marked with stresses in the Micro Banking segment. The Bank ensured early recognition and timely interventions resulting in recovery and resumption of growth across Micro Banking, while continuing with strong momentum in secured products. This resulted in the Bank achieving the highest disbursement in Q4 FY26 at ₹9,811 Crores, up 32.1% YoY. Asset quality remained stable during the year, with GNPA moderating to 2.3% and PCR improving to 81%. Bucket X Collection efficiency in the micro-banking segment improved through the year and ended at a strong average of 99.8% for Q4, while PAR trends moderated sequentially, reflecting improving borrower behaviour and disciplined collection efforts.

Overall, the Bank continued to strengthen its diversified and increasingly secured portfolio, supported by strong liability growth, stable margins, improving risk metrics and sustained operational execution.

View on Operating Environment

The management remains positive on the operating environment, supported by strong domestic fundamentals, a stable GDP growth outlook and supportive regulatory measures, including rate cuts and improved liquidity. These factors continue to drive steady credit demand, particularly in retail, MSME and housing segments.

At the same time, repayment behaviour in the microfinance segment has reached normalcy, while the secured products continue to reflect stable asset quality outcomes. This points to a gradual improvement in the credit cost.

However, looking ahead the Bank remains cautious in its approach to growth, given evolving liquidity conditions and competitive pressures in deposit mobilisation.

Key Priorities for Near-to-medium Term

Going forward, the Bank's strategy focuses on balanced growth, improved asset quality and a stronger franchise. A key priority is further diversification of the loan book, with a higher share of secured assets. This will help build an enduring banking institution offering wide Boquete of products and therefore demonstrate a diversified asset portfolio.

On the liabilities side, the Bank aims to strengthen its retail deposit base by ensuring granular retail deposits remain a dominant part of our mix. We endeavour to build upon our CASA ratio which will be supported by better customer engagement, cross-selling and a wider range of products. Simultaneously, the Bank remains focused on managing the cost of funds and maintaining healthy liquidity through prudent pricing.

Operationally, the Bank will continue to build on its distribution network and digital capabilities. Greater use of analytics is expected to support underwriting, improve productivity and enhance customer acquisition. The management also remains focused on maintaining strong collection efficiency, reducing credit costs and ensuring disciplined capital allocation to support sustainable growth.

External Environment and Operating Context

Macroeconomic Landscape

Indian Economy Overview

India has reinforced its position as one of the fastest-growing major economies globally. Real GDP is estimated to grow by approximately 7.7% in FY 2025-26, compared with 7.1% in the previous year, reflecting sustained momentum. Growth is supported by resilient rural demand, healthy agricultural output and a gradual improvement in industrial activity. Government initiatives, including the Production Linked Incentive (PLI) schemes, are supporting manufacturing, while the services sector remains a consistent contributor. Continued public investment in infrastructure is also aiding overall expansion.

Inflation remains under control, with the latest Consumer Price Index (CPI) at 3.48%² based on the revised 2024 base year. Stable inflation has helped protect purchasing power and support demand across urban and rural markets. This is further supported by measures such as income tax relief, efforts towards GST rationalisation and an accommodative monetary policy stance, which together are sustaining consumption.

India is also strengthening its integration with global value chains. Ongoing trade discussions with the United States and as well as the delivered trade agreement with European Union are expected to support exports, enable technology transfer and attract long-term investment. In response to geopolitical developments in the Middle East, India has taken steps to diversify crude oil sourcing and strengthen alternative supply channels, improving overall energy security.

¹https://www.mospi.gov.in/uploads/latestreleasesfiles/1772189988424-Press%20Note%20on%20New%20Series%20of%20GDP%20Estimates%20with%20Base%20Year%202022-23_27022026.pdf

²<https://www.pib.gov.in/PressReleasePage.aspx?PRID=2260251&reg=3&lang=1>

Outlook

Looking ahead, India is projected to remain the fastest-growing major economy. Real GDP growth for FY 2026-27 is expected to be 6.6%³ Expansion is likely to be supported by continued government capital expenditure and a recovery in private consumption. Real Private Final Consumption Expenditure is projected to grow by around 7.0% in FY 2025-26, indicating improving demand.

Ongoing structural reforms are expected to support long-term growth. These include GST rationalisation, progress on new and upgraded free trade agreements and continued efforts to improve the ease of doing business.

Inflation is expected to remain moderate under the revised base year. This may allow the Reserve Bank of India (RBI) to maintain a supportive monetary policy stance. In turn, this is likely to facilitate investment and sustain credit growth, even as global conditions remain uncertain due to tariff pressures and geopolitical disturbances.

Indian GDP Growth Trend

in (%)

FY 2024-25	7.1
FY 2025-26	7.7
FY 2026-27 (P)	6.6

P – Projected, Source: RBI

Industry Structure and Developments

Indian Banking Industry⁴

The Indian banking sector demonstrated steady growth during FY 2025-26, supported by a resilient macroeconomic environment. Credit growth remained robust at around 14.3% YoY, driven by retail, MSME and agriculture segments. MSME lending was the fastest-growing segment, with growth of about 17%. In contrast, deposit growth was lower at around 10%, leading to a structural divergence. This resulted in system CASA ratio moderating to around 35.9%, reflective of the funding pressures across the system. As a result, the credit-deposit ratio rose to nearly 84%, the highest level in the past decade, indicating tighter liquidity conditions.

Liquidity was supported by regulatory intervention. The Reserve Bank of India (RBI) reduced the repo rate by a total of

125 bps started February 2025 and infused liquidity through CRR cuts of about 100 bps, open market operations of around ₹2 Lakh Crores and forex swaps. However, transmission remained uneven. Lending rates declined faster due to benchmark-linked pricing, while deposit rates adjusted more slowly. This led to pressure on margins, with Net Interest Margins (NIMs) declining to around 3.0%.⁵

Banks remain well capitalised, with CRAR above 14%, providing adequate buffers for growth. Asset quality has improved, with GNPA ratios declining to about 1.9%, reflecting improved underwriting standards. However, credit costs have increased marginally to around 0.5%, particularly for private banks.

Digital adoption continues to rise across the sector. UPI transactions grew by about 32% YoY and digital sourcing is increasing for both loans and deposits.

Competitive Intensity in Indian Banking⁶

Segment	Market Positioning	Key Characteristics	Competitive Dynamics
Public Sector Banks (PSBs)	Dominant in deposits	Lower CD ratios, strong capital buffers, improving asset quality	Better positioned in rate-cut cycle, gaining traction in credit growth
Private Banks (New)	Strong in high-yield retail and digital	Higher NIMs but facing margin compression	Aggressive in retail/MSME lending; higher credit costs
Private Banks (Old)	Regional strength, stable franchises	Moderate growth and profitability metrics	Compete on niche segments and relationship banking
Small Finance Banks (SFBs)	Niche focus (microfinance, MSME)	Highest NIMs but elevated cost structures	Facing pressure from rising costs, margin compression and competition from larger banks

³https://www.rbi.org.in/Scripts/BS_PressReleaseDisplay.aspx?prid=62863

⁴<https://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/0BULT23042026FL5A726E38FAF84453B435F18A3709DD11.PDF>

⁵<https://web-assets.bcg.com/f2/42/3099132d4f64a777ffe93fc64969/banking-sector-roundup-9mfy26.pdf>

⁶<https://web-assets.bcg.com/f2/42/3099132d4f64a777ffe93fc64969/banking-sector-roundup-9mfy26.pdf>

**Overall competitive intensity in the sector is increasing due to:**

Strong competition for deposits amid slower deposit mobilisation



Shift towards secured retail and MSME lending



Rising digital adoption, lowering entry barriers and enhancing customer acquisition efficiency



Increasing convergence between banks and NBFCs in retail lending segments

Sector Outlook

The outlook for the Indian banking sector remains structurally positive, underpinned by sustained credit demand, improving asset quality and strong capitalisation. Credit growth is expected to remain healthy, supported by consumption, MSME expansion and a recovery in capital expenditure. However, near-term challenges remain, including tight liquidity, elevated CD ratios and pressure on margins due to slower deposit repricing.

Margin pressures are expected to ease in FY 2026-27 as interest rates stabilise and deposit costs adjust gradually. Asset quality is likely to remain stable, supported by a higher share of secured lending and low GNPA levels. Banks are also expected to focus on optimising asset mix and pricing to protect yields while increasing reliance on wholesale funding to address deposit gaps.

Overall, the sector is likely to see steady balance sheet growth. Digital adoption, strong capital position and continued regulatory support are expected to support long-term stability and growth.

Company Overview

Ujjivan Small Finance Bank is a retail-focused institution serving the mass affluent market, with a strong presence in microfinance. This is supported by a growing secured lending portfolio and a granular retail deposit base. The Bank operates across micro-banking, affordable housing, MSME and emerging retail segments. It is gradually moving towards a more secured and balanced loan mix. Its strategy focuses on financial inclusion, enabling customers to transition from microfinance to secured products and strengthening the liability franchise through CASA-led growth.

In FY 2025-26, the Bank delivered strong business performance, driven by robust growth in both deposits and advances, alongside robust profitability and asset quality. The loan portfolio continued to diversify, with the share of secured assets increasing to 49.4% of the overall loan book. At the same time, the liability franchise remained predominantly retail-driven, with Retail TD and CASA contributing nearly 70% of total deposits, supporting stable and granular funding.

Distribution Footprint**776**

Branches

26States and
Union Territories**8,000+**

Electronic Collection Retail Points (ECRPs)

335

Districts Under Coverage

600+

ATMs



The Bank has a well-diversified presence across the South, North, East and West regions, helping to reduce concentration risk.

Key Business Segments

Segment	Description
Micro Banking (Group and Individual Loans)	Core legacy segment focused on financial inclusion through small-ticket lending
Affordable Housing and Micro Mortgages	Secured lending for self-occupied housing, both salaried and self-employed
MSME Lending	Loans to small businesses, including LAP, working capital and supply chain finance
Vehicle Finance	Primarily New two-wheeler financing for retail customers
Gold Loans	Secured short-term lending product against gold as collateral
Agri Lending	Loans to farmers and rural borrowers
FIG and Others	Institutional and other lending products

Segment mix indicates a calibrated shift from unsecured microfinance towards secured retail and MSME assets.

Customer Base and Positioning

Ujjivan Small Finance Bank serves the mass affluent market and financially underserved segments, with a strong foundation in microfinance. Our customer base is granular and retail focused. The Bank follows a lifecycle approach, starting with group loans and gradually transitioning customers to individual loans. While targeting and getting new customers for MSME and secured products.

The liability franchise is increasingly retail-oriented, with around 70% of deposits coming from retail customers. This supports funding stability and reduces reliance on bulk deposits. The Bank is gradually evolving from a microfinance-led institution to a more diversified retail Bank with a balanced asset mix, supported by cross-selling, digital engagement and branch expansion.

The Bank also focuses on acquiring new customers while deepening engagement with existing ones. This has supported steady growth in CASA balances as well as overall customer additions.

Financial Performance Overview

Profit and Loss Statement

Particulars (₹ Crore)	FY 2025-26	FY 2024-25	% Change
Interest Earned	6,931	6,354	9%
Other Income	1,108	846	31%
Total Income	8,039	7,201	12%
Interest Expended	3,061	2,718	13%
Personnel Expenses	1,798	1,533	17%
Operating Expenses	1,470	1,260	17%
Total Cost	6,329	5,511	15%
Pre Provision Operating Profit	1,710	1,689	1%
Credit Cost	799	748	7%
Other Provisions & Contingencies	0	0	NA
Tax	218	215	1%
Net Profit for the Period	693	726	(5%)

Balance Sheet

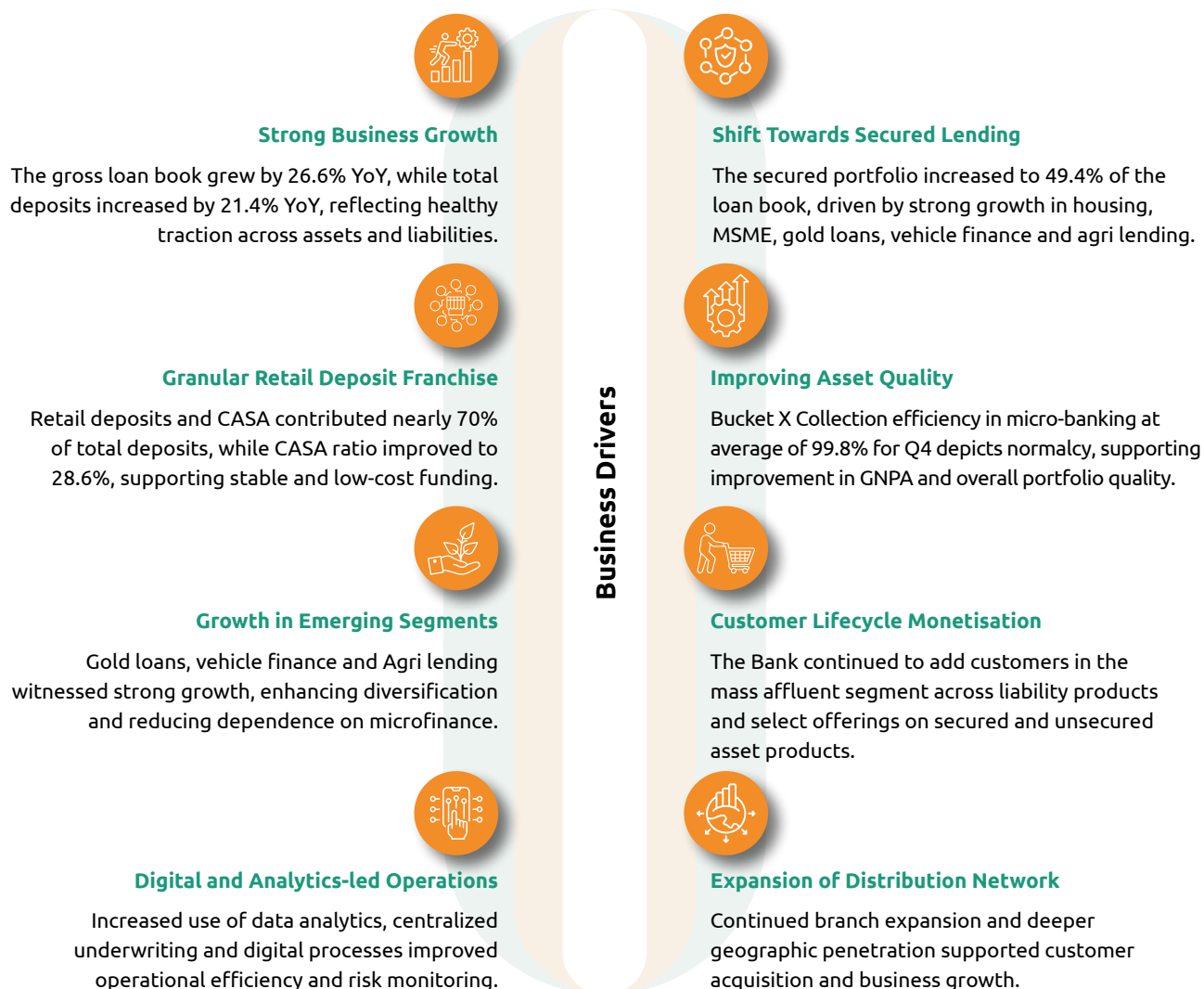
Particulars (₹ Crore)	FY 2025-26	FY 2024-25
CAPITAL AND LIABILITIES		
Net Worth	6,816	6,083
Capital	1,943	1,935
Employees Stock Options Outstanding	97	90
Reserves and Surplus	4,776	4,059
Deposits	45,668	37,630
Borrowings	3,736	2,845
Other Liabilities and Provisions	1,321	1,130
TOTAL	57,541	47,689
ASSETS		
Cash and Balances with Reserve Bank of India	3,110	3,133
Balance with Banks and Money at Call and Short Notice	334	36
Investments	12,724	11,730
Advances	39,761	31,390
Fixed Assets	493	457
Other Assets	1,119	942
TOTAL	57,541	47,689

Key Financial Ratios

Particulars	FY 2025-26	FY 2024-25	Change (bps)
Return on Assets (%)	1.4%	1.6%	(29) bps
Return on Equity (%)	10.9%	12.4%	(155) bps
Net Interest Margin (%)	8.1%	8.8%	(74) bps
Cost Income Ratio (%)	65.6%	62.3%	333 bps
Provision Coverage Ratio (%)	81.2%	77.9%	332 bps
Capital Adequacy Ratio (%)	21.1%	23.1%	(196) bps
CASA Ratio (%)	28.6%	25.5%	306 bps
GNPA (%)	2.3%	2.2%	9 bps
NNPA (%)	0.4%	0.5%	(6) bps



Key Business Drivers of Performance



Asset Portfolio and Segment Performance

The Bank's asset portfolio in FY 2025-26 demonstrated strong growth, with the gross loan book expanding to ₹40,655 Crores. Growth was broad-based across both unsecured and secured

segments. The portfolio is becoming more balanced, with the share of secured assets increasing to 49.4% of total advances. This was driven by growth in housing, MSME and other emerging segments.

Segment-wise Performance

Segment	FY26 Loan Book (₹ Crore)	FY25 Loan Book (₹ Crore)	YoY Growth (%)	Share of Loan Book (%)	Key Highlights
Micro Banking (GL + IL)	20,709	18,272	13.3%	50.9%	Core segment with strong collection efficiency and stable growth
Affordable Housing & Micro Mortgages	10,477	7,308	43.4%	25.8%	Key growth driver and strong secured portfolio
MSME	3,230	2,046	57.9%	7.9%	Strong growth in LAP & working capital
FIG (Financial Institutions Group)	3,000	2,785	7.7%	7.4%	Stable institutional portfolio
Vehicle Finance	944	468	101.7%	2.3%	Focus on New Two-Wheelers
Gold Loans	769	196	292.3%	1.9%	Short cycle collateral based lending
Agri Loans	731	323	126.7%	1.8%	Expanding rural lending
Others	795	724	9.8%	2.0%	Includes staff loans, OD-FD, etc.
Total Loan Book	40,655	32,122	26.6%	100%	Diversified and growing portfolio

Liability Franchise and Customer Growth

Total Deposits

(₹ in Crore)

FY 2020-21		13,136
FY 2021-22		18,292
FY 2022-23		25,538
FY 2023-24		31,462
FY 2024-25		37,630
FY 2025-26		45,668

Retail Deposits

(₹ in Crore)

FY 2020-21		6,242
FY 2021-22		9,921
FY 2022-23		16,862
FY 2023-24		22,085
FY 2024-25		26,676
FY 2025-26		31,955

CASA Breakup

(₹ in Crore)

FY 2020-21		442	2,257	2,699
FY 2021-22		504	4,488	4,993
FY 2022-23		585	6,159	6,744
FY 2023-24		768	7,566	8,335
FY 2024-25		1,118	8,494	9,612
FY 2025-26		1,422	11,639	13,062
		CA	SA	Total CASA

The Bank's liability franchise strengthened in FY 2025-26, with total deposits growing to ₹45,668 Crores, up 21.4% YoY. Growth was supported by a well-diversified and predominantly retail deposit base. CASA deposits increased by about 35.9%, leading to an improvement in the CASA ratio to around 28.6%, reflecting a stronger focus on granular funding.

The customer base continued to expand steadily, driven by new customer acquisition and deeper engagement with existing customers. The Bank also progressed on its strategy of moving customers across product segments.

Customer Segmentation

The Bank expanded its distribution footprint, with a pan-India presence across 26 states and Union Territories. This was supported by a growing branch network of 776 branches and deeper reach in semi-urban and rural markets. Physical expansion

was complemented by increased digital sourcing, improved customer journeys and a wider merchant and collection network, including over 8,000 retail collection points. These efforts improved both customer acquisition and service delivery.

The cost of funds declined during the year, supported by deposit repricing and a better CASA mix. This helped maintain margin stability and improve overall efficiency.

Asset Quality and Collections Performance

Asset quality improved during FY 2025-26, with GNPA declining to around 2.3% from about 2.4% in December 2025. NNPA remained low at approximately 0.4%. The Bank maintained a prudent provisioning approach, with PCR strengthening to around 81.3%, providing adequate buffers.

Across segments, the secured portfolio, particularly housing and MSME, continued to exhibit stable performance with lower delinquency levels. The micro-banking segment also improved, with reduced stress and better repayment behaviour. Emerging segments such as vehicle and gold loans remain stable, though they continue to be monitored.

Collection efficiency remained strong, with micro-banking Bucket X collection efficiency sustained for Q4 at around 99.7%–99.8%. Slippages declined and SMA levels improved, indicating normalisation in asset quality.

The microfinance sector environment has stabilised, supported by regulatory measures and improved underwriting. The Bank also continued balance sheet clean-up during the year, with write-offs of ₹542 Crores.

Operational Performance and Efficiency

The Bank continued to enhance operational efficiency in FY 2025-26, supported by better productivity, streamlined processes, increased use of technology, along with increased business per branch and improved employee efficiency. This was driven by better cross-selling, higher disbursements and a more diversified product mix.

The Bank's focus is on increasing automation and process improvements for all the identified tasks. Disbursement efficiency improved, with faster turnaround times, which was enabled by various measures to reduce manual effort and improve scalability as per the need of the product. Various initiatives such as, centralised credit processing, standardised workflows, data-driven underwriting, analytics-led decision-making and digital integration across sourcing also contributed to efficiency enhancement. These measures will ensure Bank is future ready for planned growth while adhering to strengthened risk monitoring and capacity creation for operating leverage.



Digital Banking, Technology and Data Enablement

The Bank continues to strengthen its digital capabilities across customer acquisition, servicing and risk management. Adoption of mobile and internet banking has increased, supported by integration with the UPI ecosystem and assisted channels such as WhatsApp-based engagement. Bank rolled out the new Ujjivan EZY application based on the Micro Services Architecture for the internet and mobile banking.

Digital onboarding has gained traction across both liabilities and assets, enabling seamless account opening and faster loan processing through end-to-end digital journeys. The Bank is also expanding its merchant ecosystem through QR-based payments, sandbox deployment and digital collection infrastructure, enhancing reach and transaction efficiency.

On the analytics front, greater use of data-driven underwriting, AI/ML-based risk assessment and customer segmentation is improving credit decisions and cross-selling. These initiatives are supported by ongoing investments in scalable IT systems, centralised platforms and process automation, leading to better efficiency, faster turnaround and readiness for future growth.

For a detailed understanding on this section, please refer to page number 22.

Cybersecurity and Information Security

The Bank maintains a robust cybersecurity and information security framework to protect its digital systems and customer data. This is supported by comprehensive risk management policies aligned with regulatory requirements.

Security operations are strengthened through continuous monitoring, threat detection and periodic vulnerability

assessments to identify and mitigate risks in a timely manner. The Bank also uses advanced fraud detection tools, including analytics-based monitoring and early warning systems, to reduce operational and financial risks. Data protection remains a key focus, supported by strong governance practices, secure data handling protocols and adherence to relevant regulatory standards. Additionally, investments in resilient IT infrastructure, disaster recovery and business continuity planning ensure high system availability and operational stability.

For a detailed understanding on this section, please refer to page number 58.

Customer Experience and Service Quality

The Bank continues to enhance customer experience through a multi-channel engagement framework, enabling seamless access across digital, assisted and branch-led platforms. Customers are provided with convenient and integrated banking services through mobile and internet banking, supported by multiple payment options and value-added services. Assisted channels such as SMS, missed call banking and 24x7 phone and video banking ensure accessibility and timely resolution of customer queries across geographies.

Digital engagement has been further strengthened through the "Hello Ujjivan" application, offering vernacular and voice-enabled features along with chatbot support, while digital onboarding capabilities such as video KYC enable faster account opening and improved turnaround times. The Bank has also expanded its payments and merchant ecosystem through UPI, QR-based solutions, AePS and conversational banking channels like WhatsApp, enhancing convenience and reach across customer segments.

Customer Engagement Channels

Channel	Platform / Mode	Key Features
Retail Digital Banking	Mobile & Internet Banking	Multilingual access, fund transfers (NEFT, RTGS, IMPS), bill payments, GST services
SMS & Missed Call Banking	Feature Phone Services	Balance enquiry, mini statement, last transactions, service requests
Business Internet Banking	Corporate Banking Platform	Bulk uploads, multi-fund transfers, GST & direct tax payments, PFMS integration
Phone & Video Banking	Assisted Digital Channel	24x7 support, multilingual services, query resolution, complaint handling
Hello Ujjivan App	Mobile Application	Voice-enabled, vernacular interface, chatbot support, digital loan services for the Financial Inclusion customers
Digital Onboarding	Video KYC & Branch-assisted	Account opening (SA, CA, FD), seamless onboarding journeys
Payments Ecosystem	UPI, AePS, QR, Gateways	Merchant payments, UPI autopay, digital inclusion services
Conversational Banking	WhatsApp & Chatbot	Instant support, service requests, customer engagement

For a detailed understanding on this section, please refer to page number 66.

Material Developments in Human Resources

The Bank continues to strengthen its human capital in line with business growth and an expanding distribution network. The focus remains on building a skilled, customer-centric and productivity-driven workforce. Employee strength has increased, particularly in frontline roles such as sales, credit underwriting and collections, to support effective execution across geographies.

The Bank emphasises capability building through structured training programmes, leadership development and role-specific upskilling. These initiatives aim to enhance productivity and service delivery. Attrition, especially in customer-facing and micro-banking roles, remains an area of focus. It is being

addressed through targeted retention strategies, including performance-linked incentives, clear career progression and enhanced employee engagement.

The Bank is also working to improve workplace culture and organisational alignment to improve retention in key roles.

It also prioritises employee wellbeing through initiatives focused on health and safety, financial wellbeing and work-life balance. These efforts are supported by structured policies and engagement programmes, helping create a positive and inclusive work environment.

For a detailed understanding on this section, please refer to page number 72.

Risks and Concerns

Risk	Description	Mitigation Strategy
 Asset Quality Risk (Microfinance Exposure)	The unsecured microfinance portfolio is sensitive to borrower cash-flow disruptions, localised events and broader economic stress, which may affect collection efficiency and asset quality.	The Bank manages the risk through calibrated underwriting, portfolio and geographic limits, early-warning indicators, close monitoring of collection trends and borrower conduct, and focused remedial actions.
 Concentration Risk (Unsecured Portfolio)	Concentration in unsecured and economically sensitive borrower segments may increase the portfolio's vulnerability to segment-specific or regional stress.	The Bank is progressively diversifying its portfolio across secured retail, MSME, vehicle finance, gold loans and agriculture-linked products, supported by Board-approved exposure limits and regular portfolio monitoring.
 Credit Risk (Emerging Segments)	Newer segments such as Vehicle finance, Gold loans, Agri Banking and MSMEs (Working Capital and Supply Chain Finance) may see higher initial delinquencies	Growth is undertaken in a phased manner and governed through segment-specific credit policies, risk-based pricing, exposure limits, Loan-to-Value limits where applicable, portfolio triggers and regular performance reviews.
 Liquidity and Funding Risk	Tight liquidity and slower deposit growth may impact funding availability and costs	The Bank maintains a diversified funding profile, focuses on stable retail deposits and CASA, monitors liquidity gaps and regulatory liquidity ratios, and maintains contingency funding arrangements.
 Interest Rate / Margin Risk	Slow Mismatches in the timing and magnitude of repricing of assets and liabilities may affect net interest income and the economic value of the Bank's balance sheet.	The risk is managed through Asset Liability Committee oversight, monitoring of repricing gaps and duration, scenario analysis, and calibrated pricing and balance-sheet management actions.
 Operational Risk	Risks from rapid expansion, process inefficiencies or execution challenges	The Bank manages operational risk through RCSA, KRI monitoring, operational-loss-event analysis, standardised processes, system controls, fraud-risk controls, business continuity arrangements, and independent assurance, with oversight by the relevant management and Board-level committees.
 Regulatory and Compliance Risk	Changes in laws, regulations or supervisory expectations, or delays in their implementation, may affect products, processes and compliance obligations.	A structured regulatory change-management process, impact assessments, compliance reviews, policy updates, employee training and governance oversight support timely implementation and adherence..
 Customer segment Concentration	Borrowers exposed to income volatility and portfolios concentrated in particular geographies may be disproportionately affected by economic, social, climatic or localised disruptions.	The Bank manages the risk through portfolio granularity, geographic and exposure limits, affordability assessments, responsible lending practices, customer-level monitoring and early-warning mechanisms.
 Technology and Cybersecurity Risk	Increasing reliance on digital platforms, technology infrastructure and third-party service providers exposes the Bank to cyber threats, data-security incidents, system outages and technology obsolescence.	The Bank maintains information-security and cybersecurity frameworks, access and change-management controls, security monitoring, vulnerability assessments, incident-response processes, resilience testing and oversight of material technology service providers.



Internal Control Systems and Its Adequacy

The Bank maintains a robust internal control framework designed to ensure operational efficiency, accuracy in financial reporting and compliance with regulatory requirements. The framework is supported by well-defined policies, standard operating procedures and a strong governance structure with clear segregation of duties and independent oversight. Key control mechanisms include risk-based internal audits, regular control testing and continuous monitoring through tools such as Risk and Control Self-Assessment (RCSA), Key Risk Indicators (KRIs) and Internal Financial Control (IFC) testing.

The internal control environment is further strengthened through centralized processes, technology-enabled monitoring systems and periodic reviews by various Board-level committees. Continuous improvements in control frameworks, supported by automation and data-driven monitoring, ensure timely identification and mitigation of risks. Overall, the internal control systems are considered adequate and effective in safeguarding assets, ensuring reliability of operations and supporting sustainable business growth.

Legal

The Legal Department continued to act as a strategic enabler, providing comprehensive support across due diligence, documentation, contract management, litigation, debt recovery, intellectual property, labour and employment matters and regulatory advisories. It supports all business and functional verticals including Operations, Collections, Information Technology, Human Resources, Administration and Infrastructure, Procurement.

During FY 2025-26, the department further strengthened its digital transformation initiatives by enhancing legal process automation and workflow efficiency. The litigation management platform, Legistify continued to facilitate real-time monitoring of cases, automated updates, court order monitoring and proactive risk management. The platform currently tracks approximately 19,190 matters, including cases filed by and against the Bank, enabling timely intervention and effective litigation management.

The department continued to undertake contract lifecycle management through a digital platform, Spotdraft thereby enabling automated workflows, digital approvals, end-to-end digitisation of contract review and repository management. Since its rollout, approximately 4,300 contracts were processed digitally, including 2,100 contracts in FY 2025-26.

Debt recovery remained a key focus area during the year. Through coordinated legal recovery initiatives and structured programmes, including SARFAESI actions, Lok Adalat, arbitration, conciliation, demand notices, Sampurna Samvada programme (a Bank led initiative for settlement), the Bank achieved recoveries aggregating ₹391 Crores, surpassing the recovery target set for the year.

During the year, the department strengthened the Bank's collateral management framework by developing state wise collateral policies for Rural Banking. In addition, 18 additional property types were evaluated and approved for inclusion within the existing Affordable Housing collateral framework.

The enhanced policy framework supports business expansion across diverse markets and reinforces Bank's risk management and credit governance practices.

The department continued its efforts towards process simplification and standardisation of loan documentation. During the year, the department developed and standardised documentation for mid and large corporate funding facilities, while standardizing loan documentation for FastTrack Business Loan and simplifying loan documentation for gold loans, vehicle loans and other retail asset products in line with regulatory requirements and business needs.

The department assisted in the implementation of revised salary structure for all employees to align with the 'wages' definition under the Code on Wages, 2019. The team also advised on re-assessment of practices and formula used for calculating leave encashment as per the Occupational Safety, Health and Working Conditions Code, 2020.

The department played a critical role in Bank's governance and people practices. The team provided legal support in disciplinary proceedings, employee relation matters and Prevention of Sexual Harassment (POSH), ensuring timely resolution of matters in accordance with applicable laws and internal policies. Through this advisory and oversight, the department contributed to fostering a safe, inclusive and respectful workplace.

The department enhanced the Bank's preparedness for compliance with Digital Data Personal Data Protection Act 2023 (DPDPA) through trainings, policy reviews and strengthened contractual safeguards with third party service providers. Standardised Data Processing Agreements were drafted to reinforce data protection obligations, data breach reporting and mitigation measures and governance standards across outsourcing arrangements.

Going forward, the department remains focused on building a tech enabled agile legal team, to support all AI, Fintech, Open Banking, Privacy and emerging technology related projects of the Bank and continue supporting business growth through proactive legal risk management.

Compliance

The Bank continues to operate in line with RBI guidelines applicable to Small Finance Banks, including maintaining at least 60% of Adjusted Net Bank Credit towards priority sectors and ensuring over 50% of loan portfolio comprises small-ticket loans of up to ₹25 Lakhs. The Bank also maintains a presence in unbanked rural areas, with ensuring 25% of total banking outlets are operating from unbanked rural areas.

Bank adheres to RBI's exposure norms, limiting lending to a single obligor at 10% and to a group obligor at 15% of capital funds. A strong compliance and corporate governance framework is embedded across the organisation, supported by a zero-tolerance approach to regulatory breaches.

The compliance function undertakes periodic risk assessments across business and support functions, supported by continuous monitoring and testing mechanisms. The Bank follows robust Know Your Customer (KYC) and Anti-Money

Laundering (AML) practices, backed by transaction monitoring systems and internal review frameworks.

Additionally, the Bank ensures timely regulatory reporting and compliance with Risk-Based Supervision requirements, while adhering to all applicable listing and disclosure norms.

Internal Audit

The Internal Audit Department (IAD) continues to provide independent assurance to the Board and senior management on the effectiveness of internal controls, risk management and governance processes. The function operates under a structured reporting framework, reporting to the Audit Committee of the Board and administratively to the MD & CEO.

The department is adequately staffed with qualified professionals and is organised across multiple audit verticals, including Central Functions, Information Security, Credit, Branch Audit and Analytics. A risk-based audit approach is followed, with an annual audit plan covering all key business areas. Regular updates are presented to the Audit Committee on audit findings, along with management action plans. The framework ensures continuous monitoring, timely closure of observations and maintenance of strong internal control systems.

Vigilance

The Bank continues to strengthen its fraud risk management and vigilance framework to safeguard operations and maintain integrity across business functions. The vigilance function plays

a key role in investigating incidents, facilitating recoveries and fostering preventive controls across business functions.

During the year, as in the previous years, the Bank observed Vigilance Awareness Week to reinforce the importance of fraud prevention and the protection of customer interests. As part of the initiative, employees who demonstrated exemplary efforts in detecting and preventing fraudulent activities across various business segments were recognised through the "Vigilance Warriors Awards". The Bank also organised awareness campaigns and focused training programmes to promote ethical conduct and strengthen vigilance practices throughout the Bank. In addition, advisories were issued to address process gaps identified and recommend for appropriate corrective measures.

During the year, enhanced emphasis was placed on fraud prevention through the adoption of advanced technological solutions. Accordingly, the Bank upgraded its Enterprise Fraud Risk Management System to the latest version of Clari5 Neo with Artificial Intelligence (AI) & Machine Learning (ML) capabilities to strengthen the detection and prevention of cyber frauds. Further, a redesigned glass frosting model was introduced at ATM locations that enhances visibility while preserving customer privacy, thereby reducing the risk of ATM tampering incidents.

The Bank continues to focus on strengthening oversight through regular branch & centre inspections, as well as product-specific monitoring initiatives such as gold loan inspections and mystery shopping exercises, to ensure adherence to policies and risk controls.

The following table summarises the fraud cases reported during the financial year under review:

Particulars	As on March 31, 2026	As on March 31, 2025
Number of frauds reported including digital payment related frauds	169	1,081
Amount involved in fraud including digital payment related frauds (₹ in Crore)	3.77	9.16
Amount of provision made for such frauds* (₹ in Crore)	2.15	3.22
Amount of Unamortised provision debited from 'other reserves' as at the end of the year	-	-

* Note: The provision amount is net of recovery and write off's as at the end of the year. A total of 766 payment related disputed transactions amounting to ₹3.79 Crores were reported as fraud during the FY 2024-25 under regulatory fiction which the Regulator has removed since July 15th 2024.

Outlook for FY 2026-27

Going into FY 2026-27, the Bank will continue to focus on calibrated and sustainable growth, with emphasis on further diversification of the loan portfolio towards secured retail assets. Growth is expected to be driven by housing, MSME and other emerging segments, while maintaining disciplined underwriting and risk management practices.

The Bank will continue strengthening its liability franchise through higher CASA mobilisation, granular retail deposits and cost optimisation initiatives to support stable funding and margin resilience. Focus will also remain on improving profitability through better asset quality, controlled credit costs and improved operating efficiency.

On the digital and operational front, the Bank aims to enhance analytics-led underwriting, strengthen digital customer

journeys and improve productivity through technology-enabled processes. It will also continue expanding its distribution network and deepening customer engagement across geographies.

Cautionary Statement

This report contains forward-looking statements that are subject to various risks and uncertainties, including those relating to the Bank's growth initiatives, acquisition strategy, dependence on specific business segments and availability of skilled personnel. Actual results may differ materially from those projected or implied in these statements. Readers should consider this report together with the accompanying financial statements and related notes for a complete understanding.



Directors' Report

Dear Stakeholders,

On behalf of the Board of Directors (the "Board") of Ujjivan Small Finance Bank Limited (the "Bank or Ujjivan"), it is our immense pleasure to present the 10th Annual Report of the Bank along with the Audited Financial Statements and Auditor's Report thereon for the FY 2025-26.

OVERVIEW AND STATE OF AFFAIRS OF THE BANK

Ujjivan Small Finance Bank Limited ("Bank" / "Ujjivan") is among the leading small finance banks in the country. As a mass market bank, it remains committed to serve the unserved and underserved segments through financial and digital inclusion and is a one-stop destination for financial services and offer personalised customer experience to its wide customer base. With technology as a key enabler, the Bank continues to expand its reach and has strengthened its digital interfaces, across regions and languages that has empowered its customers to seek timely and easy access to finance at all times. As a 'Responsible Bank' Ujjivan stay invested in creating a sustainable social impact through community development and financial literacy initiatives.

Ujjivan stays true to its mission "to provide financial services to unserved and underserved customers as a responsible mass market bank, focused on building a sustainable tomorrow".

To continue with its mission, the Bank continue to aspire and transition into a Universal Bank to broaden its impact, diversify its offerings, and align its capabilities with the evolving needs of the communities it has served and India's growing financial ecosystem and hence will work towards diversifying its loan portfolio as mandated by the Regulator.

Highlights of achievements during FY 2025-26 were:

- i. Disbursement: ₹32,576 Crores; growth of 38.9% Y-o-Y with highest ever disbursement in a quarter achieved in Q4 ₹9,811 Crore with 32% YoY growth.
- ii. OSP has grown from ₹32,122 Crores in FY25 to ₹40,655 Crores in FY26, growing 26.6% Y-o-Y
- iii. Secured book grown from ₹13,988 Crore to ₹20,079 Crore resulting in secured book share in gross loan book to reach 49.4%.
- iv. Deposits: Total deposits at ₹45,668 crores is up 21.4% Y-o-Y; Total deposit accretion during the year was at ₹8,038 crores.
- v. CASA reached ₹13,062 Crores, up 35.9% YoY; CASA% stands at 28.6% on Mar'26 vs 25.5% on Mar'25.
- vi. CD Ratio is at 89.0% (including IBPC/Securitization).

- vii. Asset Quality: GNPA/NNPA at 2.3% / 0.4% as on Mar'26; PCR at 81% as on Mar'26
- viii. Capital adequacy comfortable at 21.14% with Tier I at 19.70%
- ix. Micro-banking cashless collections increased from 40% in Q4FY25 to 47% in Q4FY26; among the best in industry.
- x. Net profit for the Quarter amounted to ₹282 Crore up 238.2% YoY Profit for FY 2025-26 at ₹693 Crores.

Technology and Digital Platforms:

Ujjivan remains committed to leveraging digital solutions to enhance customer experience, expand access, and drive operational efficiency across segments.

During the year, we launched Ujjivan EZY, our upgraded retail internet and mobile banking platform, created to deliver a more intuitive and seamless experience. We have built a scalable, microservices-based architecture that enables faster rollout of features and greater responsiveness to evolving customer needs. It offers 200+ features, and is available in nine Indian languages, strengthening accessibility and engagement. We also introduced key customer-centric offerings such as Mutual Fund investments, NPS subscription & payments, and Recurring Deposits (for Non-Resident customers).

On the payments front, following the rollout of UPI Autopay (Issuer) in the previous year, we witnessed strong adoption with over 14 lakh mandates amounting to more than ₹275 crore, leading to improved customer retention and deeper engagement. We further expanded our capabilities by implementing UPI Autopay (Acquirer) for vehicle loan repayments, improving collection efficiency and customer comfort in loan repayment. The introduction of UPI Lite Auto Top-up has enhanced convenience for low-value transactions and further strengthened the digital payments ecosystem.

Additionally, as a BBPS Operating Unit (BOU), we processed over 7.73 lakh transactions as a direct member during the year, resulting in cost savings of approximately ₹1.43 crore.

On digital acquisition, we embedded product suitability into our Digital Current Account (DCA) and Digital Savings Account (DSA) journeys, enabling informed customer choices at onboarding, thereby improving engagement and delivering a more seamless account opening experience.

Human Capital:

- Increase in staff count field staff 17,583 from 15,827; others 8,972 from 8,547 Extensive training programs being conducted to enhance knowledge/skills and productivity

Major Awards & Accolades:

- AmbitionBox Employee Choice Awards 2025
- Great Manager Institute – Great People Managers in India 2025
- GPTW Certificate 2025 - Ujjivan Ranked 26th among Top 100 Companies to Work for
- Gold Award for Best Digital HR Team at the People Matters Infiniti-T India Awards 2025.
- Asia Pacific HRM Congress Awards - Most Influential HR Innovators Award 2025

- Jombay Workplace of Winners (WOW) Award in BFSI 2025
- India Banking Summit & Awards 2025 for Banking Personality of the year
- India Treasury Summit & Awards 2025 for Best Treasurer of the year
- 6th Edition Excellence Awards 2025 for Best use of Customer Experience in Mobile App Initiative (Banking)

As on March 31, 2026, the Board of the Bank comprised of 7 Independent Directors and 2 Executive Directors. The Board has a strong gender diversity ratio with 4 out of 9 directors being women (including 3 independent directors).

FINANCIAL PERFORMANCE
Summary of Financial Performance

Particulars	(₹ In Crores)	
	FY 2025-26	FY 2024-25
Revenue from Operations	3,871.01	3,636.27
Other Income	1,107.52	846.2
Less: Operational Expenses	1,332.79	1,159.03
Personnel Expenses	1,790.97	1,499.49
Profit/loss before Depreciation, Finance Costs, Exceptional items, Provisions and Tax Expense	1854.77	1,823.95
Less: Depreciation/ Amortisation/ Impairment	144.64	134.72
Profit /loss before Finance Costs, Exceptional items, Provisions and Tax Expense	1,710.13	1,689.23
Less: Finance Costs	798.89	747.7
Profit /loss before Provisions, Exceptional items and Tax Expense	911.24	941.53
Less: Provisions & Contingencies	0.21	-0.04
Add/(less): Exceptional items		0
Profit /loss before Tax Expense	911.03	941.57
Less: Tax Expense (Current & Deferred)	218.40	215.47
Profit /loss for the year (1)	692.63	726.10
Total Comprehensive Income/loss (2)	0	0
Total (1+2)	692.63	726.10
Balance of profit /loss for earlier years	2032.71	1818.4
Less: Transfer to Debenture Redemption Reserve		0
Less: Transfer to Statutory Reserves	173.16	181.53
Less: Transfer to investment Fluctuation Reserve	26.23	7.1
Less: Transfer to Capital Reserves	24.30	12.1
Less: Dividend paid on Equity Shares	0	290.07
Less: Dividend paid on Preference Shares	0	0
Less: Dividend Distribution Tax	0	0
Less: Investment Reserve Account	0	0
Less: Transfer to Special Reserve U/S 36 (1)(viii) Income tax Act 1961	9.00	21
Balance carried forward	2,492.65	2,032.71

Key Ratios: (Comparative ratios are annualised)

Particulars	FY 2025-26	FY 2024-25
Interest income as a percentage to working funds	13.67%	14.65%
Non-interest income as a percentage to working funds	2.18%	1.95%
Operating profit as a percentage to working funds	3.37%	3.89%
Business (deposits plus gross advances) per employee (₹ in thousands)	26,822.59	24,275
Profit per employee (₹ in thousands)	272.00	309.37
EPS (Basic) (₹)	3.57	6.65
EPS (Diluted) (₹)	3.51	6.54



TRANSFER TO RESERVES

Statutory Reserve

The Bank has made an appropriation of ₹ 173.16 crores to the statutory reserve for the year ended March 31, 2026 out of profits, to the Statutory Reserve, pursuant to the requirements of section 17 of the Banking Regulation Act, 1949 and RBI guidelines dated September 23, 2000.

Investment Fluctuation Reserve ("IFR")

During the year ended March 31, 2026, the Bank has made an appropriation of ₹26.23 crores to IFR from the profit and loss account so as to reach the figure of at least 2% their AFS and FVTPL (including HFT) Investment portfolio.

DIVIDEND

The Bank has formulated and implemented a Dividend Distribution Policy pursuant to Regulation 43A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") and RBI Requirements with an objective to appropriately reward shareholders through dividends for reposing their confidence in the Bank while retaining the capital required for supporting future business growth. The said Policy is available on the website of the Bank at <https://www.ujjivansfb.bank.in/corporate/corporate-governance-policies>

Equity Dividend

To conserve capital for future growth, the Directors have not recommended any dividend for the FY 2025-26.

CHANGE IN THE NATURE OF BUSINESS

There was no change in the nature of business of the Bank during FY 2025-26.

MATERIAL CHANGES AND COMMITMENTS

No material changes and commitments have occurred after the closure of the FY 2025-26 till the date of this report, which might have affected the financial position of the Bank.

REVISION OF FINANCIAL STATEMENT OR THE DIRECTORS' REPORT

The Bank has not revised its financial statements or the directors' report in respect of any of the three preceding financial years either voluntarily or pursuant to the order of any judicial authority.

GENERAL INFORMATION

Detailed overview of the banking industry and important changes therein, external environment and economic outlook have been elaborated in the Management and Discussion Analysis Report which forms part of the Annual Report of the Bank for the FY 2025-26.

CAPITAL AND DEBT STRUCTURE

A. CHANGES IN CAPITAL STRUCTURE

There were no changes in the Authorised Capital of the Bank during the FY 2025-26, As on March 31, 2026, the Authorised Capital of the Bank comprises of the following:

- 2,625,000,000 (Two Hundred Sixty-Two Crores and Fifty Lakh) equity shares of ₹ 10/- (Rupees Ten) each aggregating to ₹ 26,250,000,000 (Rupees Two Thousand Six Hundred and Twenty-Five Crore)

Following are details of increase in the paid-up capital during the Financial Year 2025-26:

Sr	Particulars	Amount (in ₹)
1.	Paid-up Capital at the beginning of the Financial Year	19,35,00,36,430
2.	Equity Shares allotted under the ESOP Scheme 2019 during the FY 2025-26	7,71,07,710
3.	Paid-up Capital at the end of the Financial Year	19,42,71,44,140

B. ISSUE OF EQUITY SHARES OR OTHER CONVERTIBLE SECURITIES

During the FY 2025-26, following equity shares were issued and allotted:

Sr	Particulars of Equity Shares allotted under the ESOP Scheme 2019 allotted on following dates:	No. of shares	Total Nominal Price (in ₹)	Total Issue Price including premium (in ₹)
1	April 17, 2025	62,304	6,23,040.00	14,59,959.55
2	May 14, 2025	1,48,894	14,88,940.00	37,84,579.15
3	June 12, 2025	1,32,268	13,22,680.00	35,15,098.50
4	July 08, 2025	2,89,961	28,99,610.00	75,05,447.90
5	August 14, 2025	6,33,268	63,32,680.00	1,84,94,865.35
6	September 06, 2025	8,82,460	88,24,600.00	2,75,83,824.20
7	October 07, 2025	3,11,166	31,11,660.00	79,21,898.60
8	November 11, 2025	3,27,767	32,77,670.00	86,53,518.35
9	December 03, 2025	6,71,386	67,13,860.00	1,84,19,582.50

Sr	Particulars of Equity Shares allotted under the ESOP Scheme 2019 allotted on following dates:	No. of shares	Total Nominal Price (in ₹)	Total Issue Price including premium (in ₹)
10	January 04, 2026	4,96,366	49,63,660.00	1,39,11,622.59
11	February 05, 2026	19,36,509	1,93,65,090.00	4,84,99,173.85
12	March 05, 2026	18,18,422	1,81,84,220.00	4,91,20,531.60
	TOTAL	77,10,771	7,71,07,710	20,88,70,102.14

C. ISSUE OF EQUITY SHARES WITH DIFFERENTIAL RIGHTS AND/OR SWEAT EQUITY SHARES

During the FY 2025-26, the Bank has neither issued any equity shares with differential rights nor any sweat equity shares.

D. EMPLOYEE STOCK OPTIONS/ SHARE BASED EMPLOYEE BENEFIT SCHEMES

The Bank has formulated and implemented ESOP 2019 Scheme and ESPS 2019 Scheme to reward the employees of the Bank, and employees of its present or future subsidiary(ies) and/or holding company(ies), for their association and performance as well as to motivate them to contribute to the growth and profitability of the Bank.

ESOP 2019 Scheme:

The Bank, pursuant to the resolutions passed by the Board on January 22, 2019, and by the Members on March 29, 2019, adopted the ESOP 2019 Scheme. The Bank in its 4th Annual General Meeting held on September 02, 2020 has ratified the ESOP 2019 Scheme as required under the SEBI (Share Based Employee Benefits) Regulations,

2014. The Bank may grant an aggregate number of up to 14,40,00,000 stock options under the ESOP 2019 Scheme. Upon exercise and payment of the exercise price, the option holder will be entitled for allotment of one equity share per stock option. Accordingly, the number of equity shares that may be issued under the ESOP 2019 Scheme shall not exceed 14,40,00,000 equity shares of face value ₹10 each.

The ESOP 2019 Scheme is effective from March 29, 2019. The objectives of ESOP 2019 Scheme are, among others, to attract and retain employees with stock options as a compensation tool. Through ESOP 2019 Scheme, the Bank offers an opportunity of sharing the value created with those employees who have contributed or are expected to contribute to the growth and development of the Bank.

The ESOP 2019 Scheme has been framed and implemented in compliance with provisions of the SEBI (Share Based Employee Benefits) Regulations, 2014, now SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, Companies Act, 2013 and rules made thereunder and relevant guidance notes and accounting standards.

During the FY 2025-26, following grants have been made to the eligible employees with the approval of the Nomination and Remuneration Committee of the Bank:

Sr. No	Date of grant	Number of options	Grant Price (₹)
1.	May 26, 2025	40,105	38.88
2.	July 22, 2025	13,92,905	46.18
3.	August 06, 2025	1,52,26,323	43.07
4.	September 19, 2025	9,32,154	45.51
5.	October 14, 2025	1,54,140	45.38
6.	January 21, 2026	2,83,559	54.15
	Total	1,80,29,186	-

As on March 31, 2026, 17,41,62,461 stock options have been granted by the Bank under ESOP 2019 Scheme to eligible employees of the Bank. Following are the details of ESOP 2019 as on March 31, 2026:

Particulars	Details
Options granted and valid at the beginning of the year (A)	9,65,62,405
Options granted during the year (B)	1,80,29,186
Options vested during the year	1,04,30,483
Options exercised during the year (C)	88,27,834
The total number of shares arising as a result of exercise of options	77,10,771
Options forfeited / lapsed during the year (D)	76,96,051
Variation in terms of options	None
Money realized by exercise of options (₹)	20,88,70,102
Total number of options in force = (A) + (B) – (C) – (D)	9,80,67,706



Particulars	Details			
Details of options granted during the year to: Key Managerial Personnel				
	Name	Designation	Options granted	Grant Price
	Sanjeev Nautiyal	MD & CEO	4,92,612*	45.51
	Carol Furtado	WTD	4,39,542*	45.51
	Sadananda Balakrishna Kamath	CFO	1,56,995	46.18
	Sanjeev Barnwal	CS	1,05,903	43.07
	* subsequent to receipt of RBI approval towards non-cash portion of variable pay for the FY24-25			
Any other employee who received a grant in any one year of options amounting to 5% or more of the options granted during the year	Nil			
Identified employees who were granted options during any one year equal to or exceeding 1% of the issued capital (excluding outstanding warrants and conversions) of the Bank at the time of grant	Nil			

11,81,559 options exercised in the month of March 2026 was allotted on April 04, 2026.

The Board in its meeting held on May 8, 2026 based on the recommendation of the NRC has recommended to the shareholders at the upcoming AGM to increase the ESOP 2019 Pool from 14.4 crore options to 20.4 crore i.e. adding 6 crore options. Please refer item no. 3 of the AGM notice for further details.

The disclosures as required under Regulation 14 of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 read with Circular CIR/CFD/POLICY CELL/2/2015 dated June 16, 2015, issued by SEBI are available on the website of the Bank at <https://www.ujjivansfb.bank.in>

ESPS 2019 Scheme:

The Bank, pursuant to the resolutions passed by the Board on July 30, 2019, and by the Members on August 03, 2019, adopted the ESPS 2019 Scheme. The ESPS 2019 Scheme has been framed and implemented in compliance with provisions of the SEBI (Share Based Employee Benefits) Regulations, 2014 now, SEBI (Share Based Employee Benefits & Sweat Equity) Regulations 2021, Companies Act, 2013 and rules made thereunder and relevant guidance notes and accounting standards.

The objective of the ESPS 2019 Scheme is inter-alia to reward the eligible employees of the Bank and its Holding Company for their association and performance as well as to motivate them to contribute to the growth and profitability of the Bank.

Pursuant to the ESPS 2019 Scheme, the Board is authorized to issue up to 7,20,01,840 fully paid up equity shares of the face value of ₹ 10 each with pari-passu voting rights, to the eligible employees (as defined under the ESPS 2019 Scheme), in accordance with the terms and conditions as may be decided by the Nomination and Remuneration Committee of the Bank. The Nomination and Remuneration Committee has been entrusted with the responsibility of administering the ESPS 2019 Scheme. No ESPS was granted or exercised during the FY 2025-26.

The disclosures as required under Regulation 14 of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 read with Circular CIR/CFD/POLICY CELL/2/2015 dated June 16, 2015, issued by the SEBI are available on the website of the Bank at www.ujjivansfb.bank.in.

Further as per Regulation 13 of the SEBI (Share Based Employee Benefit and Sweat Equity) Regulations, 2021, the Board of Directors have obtained the certificate from the Secretarial Auditor of the Bank, K Jayachandran, certifying that the schemes have been implemented in accordance with these regulations and in accordance with the resolution of the Bank in the general meeting. The same has been enclosed as "Annexure - 1" to this report.

E. ISSUE OF DEBENTURES, BONDS OR ANY NON-CONVERTIBLE SECURITIES OR WARRANTS

During the FY 2025-26, the Bank has not issued any debentures, bonds or any non-convertible securities or warrants. However, the Bank has duly carried out monthly interest payments on the Non-Convertible Debentures (NCDs) having a face value of ₹ 1,00,000 (Indian Rupees One Lakh) aggregating to ₹ 300,00,00,000, issued during the FY 2022-23 as per the terms of the said issue.

CAPITAL ADEQUACY

The Bank is subject to the Reserve Bank of India (Small Finance Banks – Prudential Norms on Capital Adequacy) Directions, 2025 (Updated as on March 10, 2026) The Capital to Risk Assets Ratio (CRAR) of the Bank is calculated as per the Standardized Approach (SA) for Credit Risk.

CRAR of the Bank is calculated on the basis of Reserve Bank of India (Small Finance Banks – Prudential Norms on Capital Adequacy) Directions, 2025 (Updated as on May 8, 2026). The CRAR of the Bank as at March 31, 2026 using Risk Weighted Assets for credit risk related exposures only, as required under

the operating guidelines of RBI for Small Finance Banks, was 21.14% against a minimum requirement of 15% and Tier I capital ratio was 19.70% against the minimum requirement of 7.5%.

CREDIT RATING

Credit ratings assigned to Long Term Bank Facilities, Subordinated Non-Convertible Debentures and Certificate of Deposit Programme of the Bank as on March 31, 2026, with details of changes as on date:

Instrument Name	Name of Credit Rating Agency	Amount	Rating	Date of Credit Rating	Revision in the Credit Rating during the FY 25-26
		(₹ In Crores)			
Certificate of Deposit Programme	CRISIL Ratings Limited	375.00	CRISIL A1+	09-01-2026	Re-affirmed
Long Term Bank Facilities	CARE Ratings Limited	500.00	CARE AA-; Stable	26-03-2025	Rating reaffirmed on March 23, 2026
Subordinated Non-Convertible Debentures	CARE Ratings Limited	500.00	CARE AA-; Stable	26-03-2025	Rating reaffirmed on March 23, 2026
Fixed Deposit	CARE Ratings Limited	10,000.00	CARE AA-; Stable	26-03-2025	Rating reaffirmed on March 23, 2026

TRANSFER OF UNPAID AND UNCLAIMED AMOUNT TO INVESTOR EDUCATION AND PROTECTION FUND

In terms of Section 124 & 125 of the Companies Act, 2013 read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 as amended from time to time, the dividend that remains unpaid or unclaimed for a period of seven consecutive years from the date of transfer, are required to be transferred to the Investor Education and Protection Fund (IEPF).

As on March 31, 2026, the unclaimed dividend declared by Ujjivan Financial Services Limited (merged with Ujjivan Small Finance Bank Limited) and Bank for the below years are as under:

Sr.	Financial Year	Dividend Type	Unclaimed Dividend (in ₹)
1	2018-19*	Interim (UFSL)	2,21,712.85
2	2018-19	Final (UFSL)	71,163.45
3	2019-20	Final (UFSL)	1,49,829.30
4	2022-23	Interim (UFSL)	4,21,608.00
5	2022-23	Interim (Bank)	6,31,576.35
6	2022-23	Final (Bank)	4,24,270.57
7	2023-24	Interim (UFSL)	3,24,474.50
8	2023-24	Final (Bank)	29,49,233.40

During the FY 2025-26, unclaimed dividend of ₹ 1,43,085 for the FY 2017-18 for UFSL and 540 equity shares of UFSL that remained unclaimed were transferred to Investor Education and Protection Fund (IEPF).

* During the FY 2026-27, unclaimed dividend of ₹ 2,21,712.30 for the FY 2018-17 for UFSL and 93 Equity shares of UFSL that remained unclaimed were transferred to Investor Education and Protection Fund (IEPF).

BOARD AND KEY MANAGERIAL PERSONNEL

Following changes took place in the Board Composition during the FY 2025-26:

Sr.	Name of the Director	Type of change	Effective Date	Remarks
1	Ms. Sudha Suresh (DIN: 06480567)	Re-appointment	April 01, 2025	Re-appointment for the second term.
2	Ms. Anita Ramachandran (DIN: 00118188)	Cessation	June 30, 2025	Completion of tenure
3	Mr. Aniruddha Paul (DIN: 00928375)	Appointment	January 22, 2026	Appointment as Independent Director for a term of 3 (Three) years.

The brief profiles of the Directors are available on the website of the Bank at <https://www.ujjivansfb.bank.in/board-of-director>



KEY MANAGERIAL PERSONNEL

As on March 31, 2026, pursuant to Section 203 of the Companies Act, 2013, Mr. Sanjeev Nautiyal, Managing Director and CEO, Ms. Carol Furtado, Whole-Time Director, Mr. SB Kamath, Chief Financial Officer and Mr. Sanjeev Barnwal, Company Secretary and Compliance Officer are the Key Managerial Personnel ("KMP") of the Bank.

No changes in the Key Managerial Personnel during the FY 2025-26.

The brief profiles of the Key Managerial Personnel are available on the website of the Bank at <https://www.ujjivansfb.bank.in/management-team>

DIRECTORS RETIRING BY ROTATION

In accordance with the provisions of Section 152 of the Companies Act 2013, Ms. Carol Kripanayana Furtado, (DIN: 07587305) Whole-Time Director, retired by rotation at the previous AGM and shareholders approved her re-appointment. Further, Mr. Sanjeev Nautiyal, (DIN: 08075972) Managing Director & CEO will retire by rotation at the ensuing AGM and being eligible for reappointment, offers himself for re-appointment.

DECLARATION BY INDEPENDENT DIRECTORS AND STATEMENT ON COMPLIANCE OF CODE OF CONDUCT

The Bank has received declarations from all its Independent Directors confirming that they meet the criteria of independence as prescribed under Section 149(6) of the Companies Act, 2013 and Regulation 16(1)(b) of SEBI Listing Regulations and that they have complied with the code of conduct for independent directors as prescribed under Schedule IV of the Companies Act, 2013.

Further, pursuant to Regulation 25(8) of the SEBI Listing Regulations, the Independent Directors of the Bank have also confirmed that they are not aware of any circumstance or situation, which exist or may be reasonably anticipated, to impair or impact their ability to discharge their duties with an objective of independent judgment and without any external influence.

In the opinion of the Board, all the Independent Directors meet the criteria with regards to integrity, expertise and experience (including proficiency*) as required under applicable laws.

*All Independent Directors of the Bank have registered themselves in the data bank as specified under Section 150 of the Companies Act, 2013 read with Rule 6 of Companies (Appointment and Qualifications of Directors) Rules, 2014. Few Independent Directors have qualified the prescribed proficiency test. The Independent Directors (not exempted under the Companies (Appointment and Qualification of Directors) Fifth Amendment Rules, 2020 as notified on December 18, 2020) are committed to qualify the online proficiency self-assessment as required under aforesaid Rule within the prescribed timeline.

The Bank has also received from its directors, a statement that they have complied with the Code of Conduct for Directors and Senior Management of the Bank.

DIRECTOR E-KYC

MCA vide its amendments to the Companies (Appointment and Qualification of Directors) Rules, 2014, had mandated registration of KYC of all Directors. All the Directors of the Bank have complied with said requirement in FY 2025-26.

DIRECTORS AND OFFICERS LIABILITY INSURANCE POLICY

The Bank has a Directors and Officers Liability Insurance Policy which protects Directors and Officers of the Bank for any breach of fiduciary duty.

NUMBER OF MEETINGS OF THE BOARD

The Board met 9 (Nine) times during the FY 2025-26. The meetings of the Board of Directors were convened in accordance with applicable laws and standards and the intervening gap between the said meetings was not exceeding 120 days. The details of Board Meetings are available in the Corporate Governance Report which forms part of the Annual Report of the Bank for the FY 2025-26.

BOARD COMMITTEES

The Bank believes that the Board Committees are pillars of good corporate governance. In pursuit of the highest standard of corporate governance and to comply with the provisions of the Companies Act, 2013, SEBI Listing Regulations and RBI guidelines, the Bank has constituted various statutory and regulatory Board Level Committees. Further, in order to improve the Board effectiveness, efficiency and faster decision making, the Bank has also constituted a few non-statutory and non-regulatory Board Level Committees for better governance and supervision.

As on March 31, 2026, the Bank had 12 (Eleven) Board Committees and their applicability under below mentioned statutes are given below:

Sr.	Board Committee	Companies Act, 2013	SEBI Listing Regulations	RBI Requirements
1.	Audit Committee	Yes	Yes	Yes
2.	Risk Management Committee	No	Yes	Yes
3.	Nomination and Remuneration Committee	Yes	Yes	Yes
4.	Stakeholders Relationship Committee	Yes	Yes	No
5.	IT Strategy Committee	No	No	Yes

Sr.	Board Committee	Companies Act, 2013	SEBI Listing Regulations	RBI Requirements
6.	Customer Service Committee	No	No	Yes
7.	Fraud Committee (Special Committee of Board for Monitoring High Value Frauds)	No	No	Yes
8.	Review Committee of Willful defaulters	No	No	Yes
9.	Corporate Social Responsibility & Sustainability Committee	Yes	No	No
10.	Credit Committee of Board	No	No	No
11.	Business Strategy Committee	No	No	No
12.	Transformation and Optimisation Committee	No	No	No

The details of composition, number of meetings held and date thereof and terms of reference of the above Committees are available in the Corporate Governance Report which forms part of the Annual Report of the Bank for the FY 2025-26.

RECOMMENDATIONS OF AUDIT COMMITTEE

During the FY 2025-26, there was no incidence, where the Board has not accepted any recommendations of the Audit Committee.

BOARD EVALUATION

The Board has carried out an annual evaluation of its own performance, the performance of Board Committees and Individual Directors pursuant to the provisions of Section 178 read with Schedule IV of Companies Act, 2013, Regulation 19 of the SEBI Listing Regulations and applicable RBI guidelines.

The performance evaluation was carried out by the Nomination and Remuneration Committee and by the Board in their meetings held on March 24, 2026. The approved evaluation formats and criteria are in line with the SEBI Guidance Note on Evaluation dated January 05, 2017.

The Nomination and Remuneration Committee has laid down comprehensive parameters for evaluation, a few of which are listed below:

- I. **The Board:** Composition, structure, meetings, functions, management and professional development, ethics and compliance among others.
- II. **The Committees:** Mandate & Composition, effectiveness, structure, meetings, independence of the committee, contribution to decision making of the Board, among others.
- III. **Individual directors (including Chairperson, Independent Directors and Non-Independent Directors):** Leadership, Commitment, Contribution, Experience, Expertise, Independence, Integrity, Attendance, Responsibility, Flow of Information among others.

The performance of the Board and Board Committees was evaluated after seeking inputs from all the directors. The Board and the Nomination and Remuneration Committee reviewed the performance of the Individual Directors on the basis of the approved criteria for evaluation. In addition, the Chairman and Managing Director & CEO were also evaluated on the key aspects of their roles.

Performance evaluation of Directors was done by the Nomination and Remuneration Committee and entire Board, excluding the Director being evaluated. The Committee evaluated the performance of Directors and noted that:

- i. The Directors had requisite competency, qualification, commitment and integrity.
- ii. The Directors had long term vision, industry knowledge and expertise and were wholly committed and provided ethical leadership to the Bank.
- iii. The Directors had the ability to function as a team.
- iv. Further, the Directors were regular in attending meetings and contributed effectively during the discussions.
- v. There was no apparent conflict of interest and that they expressed their opinion freely.

Further, performance of Non-Independent Directors, the performance of the Board as a whole, the performance of the Chairman and quality, quantity and timeliness of the flow of information between the Bank's Management and its Board were also evaluated.

REMUNERATION OF DIRECTORS AND EMPLOYEES

(a) Remuneration of Whole Time Directors (MD & CEO and Executive Director), hereinafter referred as WTDs

On receipt of shareholders' approval and with the prior approval of the RBI, the Board based on the recommendation of the NRC approves remuneration of its WTDs. A proper balance between fixed pay and variable pay is ensured for remuneration of the WTDs and the variable pay is a mix of cash (1/3) and non-cash (2/3).



Subsequent to the receipt of the RBI approval vide its letter dated Sep 16, 2025, the WTDs were paid the below remuneration during the FY25-26:

Particulars	Mr. Sanjeev Nautiyal (MD & CEO)	Ms. Carol Furtado (ED)
Fixed Remuneration paid during FY25-26 (A)	196.31 lacs	168.53 lacs
*Variable Pay for FY24-25 (split as under) (B):	108.27 lacs	96.60 lacs
- Cash Portion	35.73 lacs (50% i.e. 17.86 lac were paid during the year)	31.88 lacs (50% i.e. 15.94 lacs were paid during the year)
- Non-Cash Portion (ESOPs)	72.54 lacs (4,92,612 ESOPs were granted at ₹ 45.51 per option)	64.73 lacs (4,39,542 ESOPs were granted at ₹ 45.51 per option)
Total remuneration (A)+(B)	304.58 lacs	265.13 lacs

* As advised by the RBI, 50% of the variable pay has been deferred over a period of three years.

(a) Remuneration of Non-Executive Directors / Independent Directors

For the FY25-26, the remuneration of Non-Executive Directors was paid only by way of sitting fees which is within the limit prescribed under Section 197(5) of the Companies Act, 2013 and RBI Guidelines on Review of Fixed Remuneration granted to Non-Executive Directors (NEDs) dated February 09, 2024. Please refer **Annexure-2** for details of remuneration paid to each NEDs.

The Board on May 8, 2026 based on the recommendation of the NRC, has recommended to the shareholders to approve the below fixed remuneration to its Non-Executive Directors with effect from FY26-27 (please refer items 6 and 7 of the AGM Notice for further details):

- Fixed Remuneration of upto ₹ 25 lacs per annum for the Part-Time Chairman, subject to the approval of the Reserve Bank of India.
- Fixed Remuneration of upto ₹ 20 lacs per annum for each of the Independent Directors.

(c) Other Disclosures

Disclosures pertaining to remuneration and other details as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(1), (2) and (3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are annexed to this Report as **Annexure-2**. In terms of Section 136(1) of the Companies Act, 2013, the annual report and the financial statements are being sent to the Members excluding the disclosures in terms of Rule 5(2) and (3) as mentioned above. The same is available for inspection and any Member interested in obtaining a copy of the Annexure may write to the Company Secretary of the Bank at corporatesecretarial@ujjivan.bank.in

REMUNERATION RECEIVED BY THE MANAGING DIRECTOR/WHOLE-TIME DIRECTOR FROM HOLDING OR SUBSIDIARY COMPANY

In the absence of any holding or subsidiary company of the Bank during the FY25-26, neither the MD & CEO nor the Whole-Time Director had received any remuneration or commission from any holding or subsidiary company.

FAMILIARISATION PROGRAMME FOR INDEPENDENT DIRECTORS

Complying with Regulation 25(7) of SEBI Listing Regulations and RBI guidelines, no introductory familiarisation programmes were conducted during the FY 2025-26 as there were no new Independent Directors appointed on the Board during this period. However, the Bank has conducted various training programs for its Directors including the Independent Directors during the FY 2025-26.

The details of such programmes are available on the website of the Bank at <https://www.ujjivansfb.bank.in/corporate/corporate-governance-policies>

DIRECTORS' RESPONSIBILITY STATEMENT

Based on the framework of internal financial controls established and maintained by the Bank, work performed by the internal, statutory and secretarial auditors, reviews performed by the Management and the relevant Board Committees, the Board, in concurrence with the Audit Committee, is of the opinion that the Bank's internal financial controls were adequate and effective as on March 31, 2026.

Pursuant to Section 134 (5) of the Companies Act, 2013, the Board, to the best of its knowledge, hereby confirms and states that:

- in the preparation of the annual accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures;
- they have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Bank at the end of the financial year and of the profit and loss of the Bank for that period;
- they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Bank and for preventing and detecting fraud and other irregularities;
- they have prepared the annual accounts on a going concern basis;

- (e) they have laid down internal financial controls to be followed by the Bank and that such internal financial controls are adequate and were operating effectively; and
- (f) they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

NOMINATION AND REMUNERATION POLICY

The Bank pursuant to the provisions of Section 178(3) of the Companies Act, 2013, Regulation 19 of SEBI Listing Regulations and RBI Requirements has formulated and adopted a Nomination and Remuneration Policy on directors' appointment and remuneration and the criteria for determining qualification, positive attributes and independence of directors, which is available on the website of the Bank at <https://www.ujjivansfb.bank.in/corporate/corporate-governance-policies>

Leadership Development and Succession Planning:

Alongside the ongoing Leadership Development Program EDGE that aims to identify high performers and assess their potential and suitability for leadership roles at Ujjivan, the Bank is also building a robust leadership pipeline through high-potential talent identification, succession planning at both management and Board level, and experiential learning opportunities. As part of this initiative, the Bank continues to undertake an extensive exercise to identify gaps in successors for critical positions and actively addresses the gaps by leveraging market mapping and targeted talent acquisition to ensure readiness for future transitions under the direct guidance of the Nomination and Remuneration Committee of the Bank.

RISK MANAGEMENT

The Risk Management Committee ("RMC") of the Board comprises of experienced directors from diverse backgrounds who bring in the best risk management practices to the Bank. The RMC comprises of 6 (six) directors out of which 4 (four) are Independent Directors.

The RMC fulfils its roles and duties through various management level risk committees. Risk-specific management level committees have also been constituted such as the Credit Risk Management Committee (CRMC), Operational Risk Management Committee (ORMC), Asset Liability and Market Risk Committee (ALCO), Enterprise Risk Management Committee (ERMC), Information Security Committee and Business Continuity Management Committee. These committees are entrusted with the task to identify, measure, mitigate and monitor various risks on a day-to-day basis. There is also a National Controls and Compliance Committee (NCCC) comprising of control function heads which meets at regular intervals to deliberate on common risks identified across the Bank.

The frequency, members and the quorum required for these management level committees are furnished in the respective risk policies and the charter. These committees meet at regular

intervals to assess and monitor the levels of risk pertaining to market, credit and operations. In the last FY, the number of meetings, both at Board committee level and at Management level met the required minimum, to review and address issues and risks that emerged in a changing environment.

The Bank has identified the following risks as Pillar I risks, in line with the RBI Prudential norms on capital adequacy guidelines

- Credit Risk
- Operational Risk
- Market Risk

In addition to the above-mentioned Pillar-I risks, the Bank also monitors the following second order or derived risks (Pillar II Risks) using specialized methodologies. A comprehensive analysis is undertaken under its Internal Capital Adequacy and Assessment Process (ICAAP).

- Liquidity Risk
- Interest Rate Risk in Banking Book
- Concentration Risk
- Outsourcing Risk
- Strategic Risk
- Reputational Risk
- Underestimation of credit risk
- Compliance risk
- People Risk
- IT and Information Security risks
- Emerging Risks such as Climate Risk, ESG risk, Model risk and Fintech risks.

The Bank's Risk Management Framework is based on a clear understanding of the above risks, disciplined risk assessment and measurement procedures and continuous monitoring. The policies and procedures established for this purpose are continuously benchmarked with best practices. The Bank has oversight on all the risks through regular monitoring of Key Risk Indicators and benchmarks/tolerance/appetite against each type of risk.

Further, the Board reviews the Risk Management Framework of the Bank and verifies adherence to various risk parameters and compliances at least at quarterly intervals or more frequently if the situation so warrants. The RMC provides a recommendation to approve risk-related policies, including the quarterly/half-yearly/annual review reports of major risks.

From a governance perspective, the Bank has in place an effective risk management policy(s) which is duly approved by the Board, that highlights the functions, implementation and role of the Risk Management Committee of the Board and the Board of Directors.

In compliance to the Pillar-III requirements, the Bank has in place a Board approved policy on Disclosures that addresses its approach for determining what disclosures it will make and the internal controls over the disclosure process.



WHISTLE BLOWER POLICY / VIGIL MECHANISM

The Bank's Whistle Blower Policy allows employees, directors, other stakeholders of the Bank such as customers, NGOs, the Group (if any), Joint Ventures (if any), Suppliers, Contractors, NGOs and members of the public to report matters such as genuine grievances, corruption, fraud, misconduct, and instances of leakage of unpublished price sensitive information, misappropriation of assets and non-compliance of code of conduct of the Bank or any other unethical practices.

Utmost protection has been accorded to the whistle blowers and their identities are kept confidential.

The Policy also further provides an adequate safeguard against victimization to the Whistle Blower and enables them to raise concerns and also provides an option of direct access to the Chairperson of the Audit Committee.

Name and Address of the Whistle and Ethics Officer

Ms. Chandralekha Chaudhuri

Ujjivan Small Finance Bank Ltd.

Grape Garden, No. 27, 3rd A Cross, 18th Main, 6th Block, Bangalore – 560095, Karnataka

Email- chandralekha.chaudhuri@ujjivan.bank.in

Protected disclosures against the Whistle and Ethics Officer need to be addressed to the Managing Director and CEO of the Bank and the protected disclosure against the Managing Director and CEO of the Bank are required to be addressed to the Chairperson of the Audit Committee.

Name and Address of MD & CEO of the Bank

Mr. Sanjeev Nautiyal (DIN: 08075972)

Ujjivan Small Finance Bank Limited

Grape Garden, No. 27, 3rd "A" Cross, 18th Main, 6th Block, Koramangala, Bengaluru – 560095, Karnataka

Email: sanjeev.nautiyal@ujjivan.bank.in

Name and Address of the Chairperson of the Audit Committee

Ms. Sudha Suresh, (DIN: 06480567)

C1, Farvella Apartments, 92/1 Lavelle Road 3rd Cross, Bangalore – 560001

Email: sudha.suresh@ujjivan.bank.in

During the FY 2025-26, no one has been denied access to the Chairperson of the Audit Committee.

The Whistle Blower Policy is available on the website of the Bank at <https://www.ujjivansfb.bank.in/corporate/corporate-governance-policies>

The confidentiality of those reporting violations is strictly maintained and they are not subjected to any discriminatory practice.

The status of the whistle blower complaints received and resolved by the Bank:

Particulars for FY 2025-26	Number of Complaints
Number of Whistle Blower Complaint at the beginning	2
Number of Whistle Blower Complaint received during the year	16
Number of Whistle Blower Complaint resolved during the year	16
Number of Whistle Blower Complaint at the end	2*

* 2 cases received during the last week of March 2026 was resolved in the month of April 2026

ADEQUACY OF INTERNAL FINANCIAL CONTROL

The Bank has established a robust framework of policies, guidelines, processes, and governance structures to ensure the effective implementation of internal financial controls across the organisation. These controls are designed to ensure the orderly and efficient conduct of business operations, safeguard assets, prevent and detect frauds and errors, and ensure the accuracy and completeness of accounting records, thereby enabling the timely preparation of reliable financial information.

Control assessments are conducted across the Bank's critical operational and information technology processes, through a combination of manual and automated controls, to ensure appropriate coverage and effectiveness.

In our opinion, the Bank has, in all material respects, an adequate and effective system of internal financial controls, which was further strengthened during the financial year 2025-26. As part of the control evaluation process, sample-based testing is undertaken to assess the design and operating effectiveness of key controls and to validate the accuracy and completeness of information captured in the risk registers. Continuous review and monitoring mechanisms are embedded within the control framework to ensure its ongoing adequacy and effective operation, in alignment with the essential components of internal control as prescribed under the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India.

NO FRAUDS REPORTED BY THE AUDITORS

During the FY 2025-26, neither the Statutory Auditors nor the Secretarial Auditor has reported to the Audit Committee/ Board or Central Government any instances of material fraud in the Bank by its officers or employees under Section 143(12) of the Companies Act, 2013.

DISCLOSURES RELATING TO SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

A. REPORT ON PERFORMANCE AND FINANCIAL POSITION OF THE SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

There were no Subsidiary Company, Associate Company and Joint Venture of the Bank during the FY 2025-26.

B. COMPANIES WHICH HAVE BECOME OR CEASED TO BE SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

No company became or ceased to be Subsidiary Company, Associate Company and Joint Venture of the Bank during FY 2025-26.

DEPOSITS

The Chapter V of the Companies Act, 2013 does not apply to the Bank. During the FY 2025-26, the Bank has accepted deposits from the public in the ordinary course of its banking business. The details of the deposits are enumerated in the Financial Statement for the FY 2025-26.

Being a banking company, the disclosures required as per Rule 8(5)(v) & (vi) of the Companies (Accounts) Rules, 2014, read with Section 73 and 74 of the Companies Act, 2013 are not applicable to the Bank.

PARTICULARS OF LOANS, GUARANTEES AND/OR INVESTMENTS

The provisions of Section 186 of Companies Act, 2013 except sub-section (1) do not apply to a loan made, guarantee given or security provided by a banking company in the ordinary course of business.

RELATED PARTY TRANSACTIONS AND CONTRACTS/ARRANGEMENTS

There was no materially significant related party transaction entered between the Bank and its related parties, except for those disclosed in the financial statement.

All the contracts/arrangements/transactions entered by the Bank with the related parties during the FY 2025-26 were on arm's length basis; accordingly, the disclosure of particulars of contracts/ arrangements entered into by the Bank with related parties referred to in sub-section (1) of section 188 of the Companies Act, 2013 in Form AOC-2 is not applicable. The requisite disclosure has been made under Schedule 23 of the notes forming part of audited financial statements for the financial year ended March 31, 2026

The Bank has formulated a Policy on 'Materiality of Related Party Transactions' which forms part of the Policy on dealing with 'Related Party Transactions' is available on the website of the Bank at <https://www.ujjivansfb.bank.in/corporate/corporate-governance-policies>

CORPORATE SOCIAL RESPONSIBILITY ("CSR")

The Bank has a duly constituted CSR Committee with 4 (Four) Directors out of which 3 (three) are Independent Directors. The details of the changes in the composition of the CSR Committee during the FY 2025-26 have been provided in the Corporate Governance Report which forms part of the Annual Report for the FY 2025-26.

The Bank has formulated CSR policy pursuant to Section 135(4) of the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended, in accordance with the approach and direction given by the Board of the Bank, taking into account the recommendations of its CSR Committee, and including guiding principles for selection, implementation and monitoring of activities as well as formulation of the annual action plan.

The said Policy is available on the website of the Bank at <https://www.ujjivansfb.bank.in/corporate/corporate-governance-policies>

The detailed Annual Report on the CSR activities for the FY 2025-26 is annexed to this Report as **Annexure-3**.

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO

A. CONSERVATION OF ENERGY

Ujjivan has been actively pursuing various initiatives aimed at achieving its goal of reducing power consumption by 20% by 2030. The Sanchaya Program, a sincere effort towards Energy conservation relaunched in Q3 FY25 at corporate and regional enabled the bank to save about 5% of energy during the FY'26 from that of the previous year's consumption in units. The Bank has extended this initiative across all the branches and has included this in the Branch performance scorecard. In addition, the bank closely monitors the usage of desktops and laptops, ensuring that they are switched off when not in use. The use of LED lighting continues as part of our ongoing efforts to improve energy efficiency. The Bank has formulated Guidelines for Green Infrastructure and has been diligently incorporating sustainability aspects while renovating its facilities. Installation of energy efficient appliances like Sensor-based lighting, VRV AC systems, HVAC Timing & temperature control systems etc in our renovated corporate Main block, close monitoring of the usage and imparting consistent awareness on mindful consumption among employees and staff members have enabled us to save about 16% on energy during the FY 2025-26 from that of the pre-renovation period.

B. TECHNOLOGY ABSORPTION

During FY 2025-26, the Bank sustained its focus on automation and process optimization, adding 21 new process automation, along with enhancements to 10 existing RPA processes. A total of 69 process currently automated till Mar'26.



These efforts have resulted in a 12% increase in total FTE savings, reaching 99.86 FTEs during the year. Cost savings also witnessed a growth of 7.7%, surpassing ₹15 crore. Key departments including Operations, Micro Banking, Credit, IT, Risk, and HR continued to leverage RPA initiatives to drive scalability, efficiency, and operational excellence.

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

During the FY 2025-26, 743 transactions (Inward & Outward) were processed adding up to USD 7,019.83 Lakh during the period. It resulted in an exchange income of Rs. 0.21 lakhs for the Bank. Total Foreign Exchange Outward was USD 4,112.84 Lakh during the FY 2025-26

SIGNIFICANT AND MATERIAL ORDERS BY THE REGULATORS OR COURTS OR TRIBUNALS

During the FY 2025-26, there were no significant and material orders passed by the regulators or courts or tribunals impacting the going concern status of the Bank and its operations in future.

AUDITORS

A. STATUTORY AUDITORS

Pursuant to the receipt of the RBI approval vide its letter dated April 15, 2024, the Members of the Bank, in the 8th Annual General Meeting held on July 26, 2024, appointed M/s. Deloitte Haskins & Sells, Chartered Accountants (FRN 117365W) and M/s Abarna & Ananthan, Chartered Accountants (FRN 000003S) as the Joint Statutory Auditors of the Bank for a period of 3 (three) consecutive financial years until the conclusion of 11th (Eleventh) AGM of the Bank to be held in the Financial Year 2027-28, subject to approval of RBI on an annual basis, pursuant to the RBI Guidelines for Appointment of Statutory Central Auditors (SCAs)/ Statutory Auditors (SAs) of Commercial Banks (excluding RRBs), UCBs and NBFCs (including HFCs).

The policy of the Bank on "Appointment of Statutory Auditors" is available on the website of the Bank at <https://www.ujjivansfb.bank.in/corporate/corporate-governance-policies>

Report of the Statutory Auditors

The Statutory Audit of the Bank for the FY 2025-26 was conducted jointly by M/s Deloitte Haskins & Sells, Chartered Accountants (FRN 117365W) and M/s Abarna & Ananthan, Chartered Accountants (FRN 000003S).

The Auditor's Report on the financial Statements of the Bank for the FY 2025-26 does not contain any qualification, reservation or adverse remark. The Auditor's Report, enclosed with the financial statement, forms part of the Annual Report for the FY 2025-26.

SECRETARIAL AUDITOR

Mr. K. Jayachandran, Practicing Company Secretary (ACS No.: 11309 and Certificate of Practice No.: 4031) was appointed as the Secretarial Auditor of the Bank to

conduct the Secretarial Audit of the Bank for the FY 2025-26 and until the FY 2029-30 as required under Section 204 of the Companies Act, 2013 and the rules made thereunder and Regulation 24A of SEBI Listing Regulations. The Bank provided all assistance and facilities to the Secretarial Auditor for conducting the audit.

The Secretarial Audit Report is annexed to this Report as **Annexure - 4**.

ANNUAL RETURN

In accordance with Section 134(3) and Section 92(3) of the Companies Act, 2013 and pursuant to Companies (Amendment) Act, 2017, a copy of the Annual Return for the FY 2025-26 is available on the Bank's website at www.ujjivansfb.bank.in/annual-return

DESPATCH OF ANNUAL REPORT

Pursuant to the latest applicable circulars issued by the MCA and SEBI, in relation to 'Relaxation from compliance with certain provisions of the SEBI Listing Regulations' relaxing the requirement of dispatching physical copies of the Annual Report and the Notice convening the AGM to Shareholders. Members who wish to have physical copy may write to the Company Secretary of the Bank at corporatesecretarial@ujjivan.bank.in or submit a written request to the Registered Office of the Bank. In accordance with the aforesaid circulars, the weblink of the Annual Report and the Notice convening the AGM of the Bank is being sent in electronic mode only to members whose e-mail address is registered with the Bank or the Depository Participant(s). Those members, whose email address is not registered with the Bank or with their respective Depository Participant(s) and who wish to receive the Notice of the AGM and the Annual Report for the financial year ended March 31, 2026, can get their email address registered by following the steps as detailed in the Notice convening the AGM. The Annual Report of your Bank shall be available on the Bank's website viz., <https://www.ujjivansfb.bank.in/annual-report>

COMPLIANCE WITH SECRETARIAL STANDARDS

The Bank has complied with the provisions of Secretarial Standards specified by the Institute of Company Secretaries of India and notified by the Ministry of Corporate Affairs under Section 118(10) of the Companies Act, 2013. The Bank has also complied with the provisions of Secretarial Standard-4 on voluntary basis.

HUMAN RESOURCES

The Bank prioritizes service mantra both internally and externally. While technology plays a pivotal role in the effort, its employees are the catalyst of change and progress at the Bank. People practices are derived from the Bank's core values; integrity, responsible, fairness, respect, professionalism and teamwork. The Bank is driven to build better lives both for its customers and employees. This drive has bestowed many accolades to the Bank.

Ujjivan SFB has secured the 26th position in India's Best Companies To Work For 2025 (Top 100), has been ranked among India's Best Workplaces™ for Millennials 2025 in the Large category (ranks 11 to 50), has been recognized as an Industry Winner in the Small Finance Bank segment, and has been named among the Top 25 Best Workplaces in BFSI 2025.

In FY 2026, the Ujjivan SFB marked significant progress across key HR and employee engagement initiatives. A Trust Index score increased by 92 to 93 as compared to last FY25 under the GPTW aspiration rankings, voluntary attrition rates improved with an overall reduced from 19.44% for FY 25 to 18.61% for FY'26 and voluntary Infant attrition control rate was reduced from 4.22% from FY 25 to 3.46% for the FY26. Staffing was efficiently managed, closing the year at 92% of the budgeted headcount. Employee satisfaction remained strong, with increasing score from 86 to 87 for the FY26 on the Amber and HR processing salaries and benefits with 99.99% accuracy and 100% on-time and operational efficiency was further enhanced by reducing the FFS TAT.

A total of 84 HR digitization projects were successfully implemented, collectively saving 1002 man-days. Learning and development initiatives reached new industry benchmarks, with employees averaging 48.20 learning hours the highest in the industry with 88,573 employees receiving training.

Talent development saw a career growth for 2207 employees in the organisation through the Internal Job Posting (IJP) route and non IJP growth and EDGE (Executive Development for Growth and Excellence) is High - Potential development program where currently there are two ongoing batches covering 248 employees from across AVP/VP and SM/CM grade. Additionally, physical engagement efforts such as branch visits and town halls were reduced in the frequency of branch representative meetings from quarterly to semi-annual, with Advent of the Amber feedback mechanism.

CORPORATE GOVERNANCE AND BUSINESS RESPONSIBILITY REPORT

The Bank recognizes its role as a corporate citizen and endeavours to adopt the best practices and the highest standards of Corporate Governance through transparency in business, ethics and accountability to its shareholders, customers, government, regulators and all other stakeholders. The Bank's activities are carried out following good corporate practices and the Bank is constantly striving to make them better and adopt the best practices.

The Bank believes that timely reporting, transparent accounting policies and a strong Independent Board go a long way in preserving shareholders' trust and maximising long-term corporate value.

In pursuing the mission "to provide financial services to the unserved and underserved customers as a responsible mass market bank focused on building a sustainable tomorrow", the Bank has been balancing its dual objectives of "social" and "financial goals since its inception. "Responsible financing", "ethical values" and "transparency" in all its dealings with its

customers, lenders, investors and employees have been the cornerstone of its operations. Transparency in the decision-making process has been providing comfort to all stakeholders, particularly the customers, lenders and investors.

The Report on Corporate Governance for FY 2025-26 as per Regulation 34(3) read with Schedule V of the SEBI Listing Regulations forms part of the Annual Report for FY 2025-26. The disclosure as required under Section II of Part II of Schedule V of the Companies Act, 2013 have been provided under the heading of Remuneration of Directors in the aforesaid Corporate Governance Report.

A Business Responsibility and Sustainability Report containing the requisite details as per Regulation 34 (2) of the SEBI Listing Regulations forms part of the Annual Report for the FY 2025-26 and is also disclosed on the Bank's website at www.ujjivansfb.bank.in.

Further, as a responsible bank, Ujjivan believes in creating a sustainable environment and making a positive social impact. The Bank understands the importance of integrating environmental, social, and governance (ESG) factors into its operations and decision-making processes. Ujjivan aims to balance financial performance with social responsibility and environmental stewardship and its sustainability approach defines its strategy and action to align its operations with ESG trends, regulatory requirements, and stakeholder expectations. Sustainable banking practices contribute to a more resilient financial system, help address environmental and social challenges, and support the transition to a sustainable and inclusive economy. The Bank's sustainability framework is structured around six major pillars, each with ambitious goals that will guide our efforts over the next decade. These pillars encompass sustainable operations, empowering communities, human capital development, effective governance, customer centricity, and responsible finance. These pillars collectively reflect our commitment to responsible banking practices that contribute to a more resilient financial system and support the transition to a sustainable and inclusive economy.

MANAGEMENT DISCUSSION AND ANALYSIS REPORT

As required under Regulation 34 and Schedule V of SEBI Listing Regulations, the Management Discussion and Analysis Report forms part of the Annual Report for the FY 2025-26.

DISCLOSURE UNDER SECTION 22 OF THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

The Bank has a strict Prevention of Sexual Harassment ("POSH") Policy in accordance with the statutory requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. This Policy applies to all categories of employees of the Organisation, including permanent employees, permanent management, workmen, temporary employees, trainees (interns), consultants, advisers, ad hoc employees, daily wage earners, probationers,



apprentices, contract employees, etc., at its workplace or visits to partner organizations. This Policy recognizes the right of privacy of every individual and will strive to protect the privacy of the individuals involved and ensure that the complainant and the respondent are treated fairly. The Policy ensures that the career interest of the parties involved in any proceedings under this Policy will not be adversely affected merely on account of the complaint made to the Internal Committee or any evidence provided in connection with any enquiry; however strict action will be taken against the Respondent if proven guilty post the enquiry process.

The Status on the Complaints received and resolved by Internal Committee during the FY 2025-26:

Number of Complaints	Number of Complaints Resolved	Number of Complaints Pending for Resolution
23	20	3

Composition of Internal Committees

The Bank has constituted Internal Committees (IC) in each of the regions for all administrative units/branches/regional offices of the Bank. All complaints of Sexual Harassment at the Workplace are enquired into by the IC having jurisdiction over the establishment where the Respondent is posted. The IC forwards a report of its findings to the Employer for action. Each Regional IC consists of the following members:

- Presiding Officer: who shall be a woman employed at a senior level in the region.
- Secretary: who shall be the Regional HR Manager.
- 2 Members: From amongst Employees in the region, preferably committed to the cause of women/having legal knowledge/experience in social work.
- 1 Independent Member: Nominated from amongst NGOs/associations committed to the cause of women or a person familiar with the issues relating to Sexual Harassment.

Other Members: Additional members may be co-opted, if required, from amongst Employees working in senior positions in the region, especially from business, operations and control functions

Functions of IC

The Committee is expected to conduct a fair, prompt and impartial process of investigating all the complaints it receives. During a redressal process, the Complaints Committee/s are required to assure confidentiality, non-retaliation and recommend interim measures as needed to conduct a fair enquiry.

POLICIES

To ensure better corporate governance, adherence to various laws and regulations as applicable to the Bank and better management of the organization as a whole, the Bank has formulated various policies including the policies mentioned

below. These policies are available on the Bank's website at www.ujjivansfb.bank.in/corporate-governance-policies.

A brief description of below mentioned policies/code have been given in **Annexure-5** of this Report.

1. Policy for Determination of Materiality of Event/Information for Disclosures
2. Code of Conduct for Prevention of Insider Trading and Code of Fair Disclosure and Conduct
3. Corporate Social Responsibility Policy
4. Nomination and Remuneration Policy
5. Policy on Board Diversity
6. Policy on Code of Conduct
7. Related Party Transactions Policy
8. Dividend Distribution Policy
9. Familiarization Programme
10. Policy on Archival of Documents
11. Record Retention Policy
12. Whistle Blower Policy
13. Terms and Conditions of Appointment of Independent Directors
14. Policy on Appointment of Statutory Auditors

CORPORATE GOVERNANCE COMPLIANCE CERTIFICATE

The Bank has obtained a certificate from K. Jayachandran, Practicing Company Secretary, certifying that the Bank has complied with the conditions of the Corporate Governance as stipulated in Regulations 17 to 27 and clauses (b) to (i) of Regulation 46 (2) and other applicable regulations of Chapter IV pertaining to Corporate Governance and paragraphs C, D and E of Schedule V of the SEBI Listing Regulations for the FY 2025-26.

The certificate is annexed to this Report as **Annexure-6**.

KEY INITIATIVES WITH RESPECT TO STAKEHOLDER RELATIONSHIP, CUSTOMER RELATIONSHIP, ENVIRONMENT, SUSTAINABILITY, HEALTH AND SAFETY

During FY2025-26, the Service Quality function continued to strengthen the Bank's customer-centric agenda through focused interventions across service governance, grievance redressal, frontline capability building, digital adoption, and customer feedback management. Key outcomes reflect measurable progress in service standards, customer trust, and operational excellence.

Through disciplined governance, stronger customer listening and experience-led transformation initiatives, the function has delivered tangible outcomes while establishing a strong foundation for the Bank's next phase of customer experience maturity.

Service Governance

The Service Quality function further strengthened governance and control oversight through a robust Service Index framework, which now monitors 316 predefined service quality parameters, significantly expanded from 160 parameters in the previous year. This broadened coverage enhanced monitoring rigor across products, channels, and support functions.

The Bank sustained strong service standards under this framework, with the Bank-level Service Index closing at 92 points on a scale of 100 points, while maintaining an average of 89 points for the FY 25-26, demonstrating consistency in service delivery performance. This is a significant improvement after the bank has recalibrated the service index parameters with tighter performance benchmarking. As a result, the service index commenced with 85 points in the beginning of the year and seen a consistent improvement by 7 points by reaching 92 points by March 2026. These outcomes were supported through strengthened review mechanisms, root cause analysis, process re-engineering and functional accountability.

Grievance Redressal and Service Recovery Improvements

Customer Grievance Resolution Mechanism and Service Recovery remained a key focus area, with continued progress in complaint reduction, turnaround times, and proactive risk mitigation.

Focused interventions on root-cause correction contributed to a 19% reduction in complaint volumes year-on-year, and an overall 35% reduction since FY2023–24, reflecting the impact of sustained quality improvements.

Service responsiveness also improved, with:

- 96% of service requests resolved within timelines, and
- 99% complaint resolution within prescribed TAT sustained for the second consecutive year.

The Service Recovery and Incident Management framework was further strengthened through early issue detection, monitoring controls, and structured root cause analysis, supporting faster resolution and reduction in repeat failures. These efforts contributed materially to customer trust and operational resilience.

Strengthening Customer-Centric Service Delivery

A major focus area during the year was reinforcing customer centricity across touchpoints through a combination of elevating service culture, process enhancements, and capability-building interventions. Service Quality initiatives were designed not only to achieve consistency in service standards but also to embed a stronger customer-first mindset across frontline and support teams.

A key milestone was the rollout of structured Service Excellence training Program as "Ujjivan Pulse" covering 2,250 employees, aimed at strengthening core service principles, complaint handling effectiveness, and customer engagement standards. Through structured learning programs, role-based capability interventions, and service excellence anchors, teams

were enabled to deliver more consistent and responsive service experiences.

Customer centricity was also strengthened through a deeper focus on Voice of Customer (VoC) inputs. feedback from complaints, service requests, branch interactions, surveys, digital channels, frontline observations and monthly customer connects at branches was systematically reviewed to identify pain points and implement process enhancements. This strengthened the Bank's ability to move beyond reactive issue resolution toward root-cause-led service improvement.

Specialized Service Initiatives: Aajeevan Services, An Approach to Life Events Based Banking Services

We understand that life events, whether joyful or saddening, require empathy, support, and assurance. To address this need, we have continued our flagship program "Aajeevan," a unique life-events-based banking program that provides personalized services to help customers navigate life's milestones with ease.

Aajeevan offers a range of services, including: nomination facilities, joint accounts, settlement of claims for deceased account holders, priority and doorstep services for senior citizens and specially abled customers, special services like adding mandate holders or power of attorney basis the customer's life needs.

To ensure successful implementation, the Service Quality function has conducted a specially designed one-day workshop on Aajeevan services year on year, focused on supporting customers during critical life events with empathy-led service solutions. 577 participants trained across 26 classroom batches, and to increase engagement, an e-learning module on the Program was introduced. This helped in reiterating the importance of the program building expectation on service delivery across 2,595 employees covered through virtual learning modules.

Key outcomes under this initiative included:

- 99.37% resolution of life-event service requests within TAT, and
- 99.98% settlement of eligible claims within TAT,

Over the years, the promotion of Aajeevan services has helped in improvement of resolution of Aajeevan service requests to >99% year on year from 94% in FY 22-23.

New initiatives undertaken to provide seamless customer service and safety of digital transactions:

- **Digital Transformation and Alternate Channel Adoption** - Supporting the Bank's digital transformation agenda, the team contributed to stronger adoption and governance through the launch of the Alternate Channels Dashboard, providing branch teams with real-time channel performance insights. This intervention contributed to 79.82% usage across alternate channels, supporting migration toward efficient digital servicing and improved operational agility. The dashboard has enabled better identification of adoption gaps, performance trends, and service opportunities at the branch level.



- **Launch of Digitized Net Promoter Score (NPS) & CSAT Program** – Experience-Led Transformation A major strategic milestone during FY2025–26 was the launch of the **Net Promoter Score (NPS) framework**, through a digital solution representing a shift from traditional transactional metrics to a more structured customer experience metrics. The NPS program was launched across **critical customer touchpoints**, creating a foundational mechanism to:

- Capture customer advocacy and satisfaction signals,
- Generate actionable insights from voice of customers,
- Drive a transition from reactive service management to proactive experience management.
- Scale-up of capability-building interventions across business and product segments

This initiative has established a strong foundation for enterprise-wide customer listening and long-term loyalty enhancement.

Customer Connect and Awareness:

- As an ongoing customer awareness programs, the bank has launched various customer awareness campaigns such as;
 - A significant increase in fraud incidents was reported across the country. To address this concern and ensure our customers are aware of such incidents, a customer awareness campaign was conducted through SMS on safety measures in 11 different regional language informing customer, while using digital channels or on receipt of any calls not to share banking credentials over suspicious links.
 - To maximize impact, bank unified its customer awareness initiatives into a coordinated strategy that reaches both existing clients and the general public through a multi-channel framework. By deploying approximately 94 lakh SMS alerts, 5 lakh website banners, and 10,000 social media engagements monthly—alongside WhatsApp campaigns, ATM messaging, and Financial Literacy Programs reaching 15,000 individuals—the bank has significantly expanded its educational footprint. This proactive outreach is paired with rigorous security enhancements; by integrating feedback from the Internal Ombudsman and analyzing fraud trends, the bank implemented advanced controls that have fortified digital channels and strengthened the protection of customer funds.
 - Bank has been conducting a monthly customer service committee as “Let’s Connect” which

provide a vital platform for customers to share feedback, voice grievances and suggest improvements in banking services. 83,611 customers from various product segment had participated in these meetings across our branches in FY 24-25. Feedbacks received during these meetings were reviewed and implemented as necessary. During these meetings, the customers were also educated on key customer service aspects such as reporting and awareness on unauthorized transactions, awareness on Nomination facility, Updated cheque clearing process, TDS exemption process, Key features of Mobile Banking and introduction to the new EZY App launched by the bank, various services introduced in WhatsApp and Video Baking, safety tips on cyber fraud, ATM fraud etc.

Health and Safety

The Bank places the highest priority on the health, safety, and well-being of its employees and customers. Over the years, several structured initiatives have been implemented to strengthen workplace safety, enhance infrastructure and ensure a seamless operational environment. Key highlights are as follows:

- Comprehensive fire safety protocols are rigorously maintained across all PAN India offices and branches through the deployment of fire extinguishers and related systems. To ensure preparedness, half-yearly fire drills are conducted at the Head Office and Regional Offices, supported by regular safety awareness programs for employees across all locations.
- The Bank remains committed to fostering a safe, comfortable and employee-centric work environment. As part of its employee well-being initiatives, air conditioning systems have been installed across all offices to ensure a consistent and comfortable workplace for employees and customers, particularly during extreme weather conditions. This is further reinforced by periodic preventive maintenance of all electrical equipment to ensure safety and uninterrupted operations.
- In line with the Bank’s commitment to inclusivity, 127 ramps have been installed across the branch network to facilitate easy access for specially-abled customers and employees, thereby promoting a more accessible banking environment.
- Deep cleaning and pest control services are systematically carried out across all offices. These measures ensure a clean, hygienic and professional environment, contributing to the overall well-being of employees and enhancing customer experience.

Cash-settled Stock Appreciation Rights Agreement (CSARs)

During the year 2025-26, with the prior approval of the RBI, the NRC of the Bank through its resolution passed on January 13, 2025 granted 23,09,415 CSARs to Mr. Ittira Davis, former MD & CEO of the Ujjivan bank towards the non-cash portion of the approved variable pay for the FY23-24; details of the CSAR granted are given below:

Sr No.	Particulars	Details
1	Non-Cash Variable Pay	₹ 2,01,00,000
2	No. of CSARs	23,09,415
4	Base Price per CSAR	₹ 35.49 (FMV as on Jan 10, 2025)
5	Appreciation to be settled in cash	Market Price as on date of Vesting less Base Price
6	Payout Period	90 days from the date of Vesting of CSARs

CSAR Vesting schedule

Dates of Vesting	Percentage of Vesting	No. of CSARs to be vested
Jan 10, 2026	20% of CSARs granted	461883
Jan 10, 2027	20% of CSARs granted	461883
Jan 10, 2028	30% of CSARs granted	692825
Jan 10, 2029	30% of CSARs granted	692824

1st tranche has been executed and paid as per below.

Full Name	Date Of Grant	Date of Exercise	CSAR Payout (Jan,26)
Ittira Davis	10-01-2025	09-01-2026	1,10,15,910

Employees Safety Measures

As an employee first organization, Ujjivan conducts annual health check-up for all its employees once in two years. This annual health check-up is followed up by the Partner by providing free consultation on the reports and also advising employees with high-risk reports. To support its employees, Ujjivan also has a facility of 24x7 "Doctor on Call" teleconsultation. This facility has been made available for employees and their dependents to consult doctors during emergencies. While the services were available for physical and emotional support. Apart from this, employees and their family including parents are covered under health risk facilitating health benefits and additional benefits/limits under the top up plans. Employees are covered under accidents, term life and also for their future service gratuity.

required under various provisions of the Companies Act, 2013, SEBI Listing Regulations and RBI guidelines.

ACKNOWLEDGEMENT

We place on record our gratitude to our employees at all levels who have contributed to the growth and sustained success of the Bank through their dedication, hard work, cooperation and support.

We would like to thank all our customers, vendors, bankers, investors, auditors, media and other business associates for their continued support and encouragement during the year.

We also thank the Government of India; the Government of Karnataka; the Ministry of Commerce and Industry; the Ministry of Finance, Ministry of Corporate Affairs; the Securities and Exchange Board of India, the Stock Exchanges, the Central Board of Indirect Taxes and Customs; the RBI; the Central Board of Direct Taxes and all other government agencies for their support during the FY 2025-26 and look forward to their continued support in future.

OTHER DISCLOSURES

- The Bank is not required to maintain cost records as specified by the Central Government under sub-section (1) of Section 148 of the Companies Act, 2013.
- Disclosure as required under Rule 8(5)(xi) and 8(5)(xii) of the Companies (Accounts) Rules, 2014 does not apply to the Bank for FY 2025-26.
- The Bank has adhered to all applicable provisions of the Maternity Benefit Act, 1961, ensuring full compliance with statutory requirements.
- None of the directors of the Bank are disqualified as per provisions of Section 164(2) of the Companies Act, 2013. The directors have made necessary disclosures, as

For and on behalf of the Board of Directors

Sd/-
B A Prabhakar
 Part-Time Chairman and
 Independent Director
 DIN: 02101808

Sd/-
Sanjeev Nautiyal
 MD & CEO
 DIN: 08075972

Date: May 08, 2026
 Place: Bengaluru



Annexure - 1

To
The Board of Directors,
UJJIVAN SMALL FINANCE BANK LIMITED
CIN: L65110KA2016PLC142162
Grape Garden, No.27, 3rd 'A' Cross,
18th Main 6th Block, Koramangala
Bangalore – 560095.

Certificate as per Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021.

Based on my examination and according to the information and explanations given to me, I certify that the Bank has implemented the Scheme called **"Ujjivan Small Finance Bank - Employee Stock Purchase Scheme, 2019 ("ESPS 2019 Scheme") and Ujjivan Small Finance Bank – Employee Stock Option Plan, 2019 ("ESOP 2019 Scheme")** in accordance and compliance with Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014, (now Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021) and the Companies Act, 2013 with the Regulations and accordance with the resolutions passed by the Members of the Bank at a general meeting.

This Certificate is addressed and provided to the Board of Directors of the Bank pursuant to Regulation 13 of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 solely for the purpose of placing it before the Board of Directors at their meeting and should not be used by any other person or for any other purpose. As prescribed under the SEBI Regulations, this report will also available for inspection by Shareholders of the Company during Annual General Meeting.

Sd/-

K. Jayachandran

Company Secretary

ACS No.: 11309/CP No.: 4031

Peer Review No: PR No: 6411/2025

UDIN: A011309H000217781

Date: April 28, 2026

Place: Bengaluru

Annexure - 2

Information in terms of Rule 5 (1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

Remuneration details of Directors, KMPs, employees

Sr. No.	Particulars	Disclosures																																	
1.	The ratio of the remuneration of each director to the median remuneration of the employees of the Bank for the FY 2025-26	<table><tr><th>Director</th><th>Remuneration (₹)</th><th>Ratio</th></tr><tr><td>Mr. B A Prabhakar</td><td>41,50,000</td><td>10.53X</td></tr><tr><td>Mr. Sanjeev Nautiyal</td><td>2,14,17,398</td><td>65.72X</td></tr><tr><td>Mrs. Carol Kripanayana Furtado</td><td>1,84,46,715</td><td>59.02X</td></tr><tr><td>Mr. Rajesh Kumar Jogi</td><td>35,75,000</td><td>9.07X</td></tr><tr><td>Mrs. Rajni Mishra</td><td>41,50,000</td><td>10.53X</td></tr><tr><td>Ms. Sudha Suresh</td><td>30,75,000</td><td>7.80X</td></tr><tr><td>Mr. Ravichandran Venkataraman</td><td>36,00,000</td><td>9.13X</td></tr><tr><td>Ms. Anita Ramachandran</td><td>3,00,000</td><td>0.76X</td></tr><tr><td>Ms. Mona Kachhwaha</td><td>26,75,000</td><td>6.79X</td></tr><tr><td>Mr. Aniruddha Paul</td><td>4,00,000</td><td>1.01X</td></tr></table>	Director	Remuneration (₹)	Ratio	Mr. B A Prabhakar	41,50,000	10.53X	Mr. Sanjeev Nautiyal	2,14,17,398	65.72X	Mrs. Carol Kripanayana Furtado	1,84,46,715	59.02X	Mr. Rajesh Kumar Jogi	35,75,000	9.07X	Mrs. Rajni Mishra	41,50,000	10.53X	Ms. Sudha Suresh	30,75,000	7.80X	Mr. Ravichandran Venkataraman	36,00,000	9.13X	Ms. Anita Ramachandran	3,00,000	0.76X	Ms. Mona Kachhwaha	26,75,000	6.79X	Mr. Aniruddha Paul	4,00,000	1.01X
Director	Remuneration (₹)	Ratio																																	
Mr. B A Prabhakar	41,50,000	10.53X																																	
Mr. Sanjeev Nautiyal	2,14,17,398	65.72X																																	
Mrs. Carol Kripanayana Furtado	1,84,46,715	59.02X																																	
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Ms. Sudha Suresh	30,75,000	7.80X																																	
Mr. Ravichandran Venkataraman	36,00,000	9.13X																																	
Ms. Anita Ramachandran	3,00,000	0.76X																																	
Ms. Mona Kachhwaha	26,75,000	6.79X																																	
Mr. Aniruddha Paul	4,00,000	1.01X																																	
2.	The percentage increase in remuneration of each director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in the FY 2025-26	<table><tr><th>KMP</th><th>Increase in remuneration</th></tr><tr><td>MD & CEO*</td><td>5.21%</td></tr><tr><td>Whole Time Director (WTD)*</td><td>6.25%</td></tr><tr><td>CFO**</td><td>2.02%</td></tr><tr><td>CS</td><td>8.10%</td></tr></table> * Approved by the RBI. ** joined on Dec 5, 2024 Please refer to Note 1 below for details of change in remuneration, in form of sitting fees paid to Non-Executive Directors.	KMP	Increase in remuneration	MD & CEO*	5.21%	Whole Time Director (WTD)*	6.25%	CFO**	2.02%	CS	8.10%																							
KMP	Increase in remuneration																																		
MD & CEO*	5.21%																																		
Whole Time Director (WTD)*	6.25%																																		
CFO**	2.02%																																		
CS	8.10%																																		
3.	The percentage increase in the median remuneration of employees in the FY 2025-26	9.14%																																	
4.	The number of permanent employees on the rolls of Bank as on March 31, 2026	26,555																																	
5.	Average percentile salary increase of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration	- For employees other than Key Managerial Personnel, the average increase was 6.80% - Average increase for Key Managerial Personnel was 5.40																																	
6.	Affirmation that the remuneration is as per the remuneration policy of the Bank	Yes																																	

**Note 1: Comparison of sitting fees paid to Non-Executive Directors during the FY 2025-26 with FY 2024-25:**

Sr.	Name of Directors	FY 24-25 (A)	FY 25-26 (B)	B-A = Difference	Difference %
1	Mr. Banavar Anantharamaiah Prabhakar	43,25,000	41,50,000	(1,75,000)	(4.05)
2	Ms. Sudha Suresh	26,00,000	30,75,000	4,75,000	18.27
3	Ms. Rajni Mishra	36,50,000	41,50,000	5,00,000	13.70
4	Ms. Mona Kachhwaha	21,50,000	26,75,000	5,25,000	24.42
5	Mr. Rajesh Kumar Jogi	39,50,000	35,75,000	(3,75,000)	(9.49)
6	Mr. Ravichandran Venkataraman	39,25,000	36,00,000	(3,25,000)	(8.28)
7	Mr. Aniruddha Paul*	-	4,00,000	4,00,000	-
8	Ms. Anita Ramachandran**	21,25,000	3,00,000	(18,25,000)	(85.88)
Total		2,27,25,000	2,19,25,000	(8,00,000)	(3.52)

*Mr. Aniruddha Paul was appointed as an Independent Director on the Bank's Board w.e.f. January 22, 2026

**Ms. Anita Ramachandran ceased to be the Director on the Bank's Board w.e.f. June 30, 2025

For and on behalf of the Board of Directors

Sd/-

B A Prabhakar

Part-Time Chairman and Independent Director

DIN: 02101808

Date: May 08, 2026

Place: Bengaluru

Sd/-

Sanjeev Nautiyal

MD & CEO

DIN: 08075972

Annexure - 3

The Annual Report on CSR Activities for Financial Year 2025-26

1. Brief outline on CSR Policy of the Company:

The CSR policy of the Bank is focused towards enabling a better life for the unserved and underserved sections of the society. Bank's CSR activities are based on the principles of sustainability, accountability, promotion of human rights and respects interest of all stakeholders, especially the disadvantaged, vulnerable and marginalized and promotes environment protection, inclusive growth and equitable development. The Bank has constituted a CSR Committee pursuant to Section 135 of the Companies Act, 2013 and Rules made thereunder to ensure Bank's efforts are channelized towards initiatives that drive maximum benefit to the end beneficiaries.

The Bank strongly believes that business cannot be successful when the society around it fails. The Bank constantly strives to ensure strong corporate culture which emphasizes on integrating CSR values with business objectives. The Corporate Social Responsibility Policy ("CSR Policy") of the Bank sets out the broad framework for guiding Bank's CSR activities. It outlines the governance structure, operating framework, monitoring mechanism, and CSR activities that would be undertaken. The CSR Committee is the governing body that articulates the scope of CSR activities and ensures compliance with the CSR Policy. The Bank's CSR activities are largely focused in the areas of eradicating hunger, poverty, promoting preventive health care and making available safe drinking water, promoting education, including special education, employment enhancing vocational skill training for women, promoting gender equality, programs for empowering women, projects for environmental protection, disaster relief and any other projects/ programs as it deems fit from time to time.

2. Composition of CSR Committee:

Sr. No.	Name of Director	Designation/ Category	Number of Meetings of CSR Committee held during the Year	Number of meetings of CSR Committee attended during the year
1.	Ms. Rajni Mishra	Chairperson	2	2
2.	Ms. Sudha Suresh	Member	2	2
3.	Mr. Rajesh Kumar Jogi	Member	2	1
4.	Ms. Anita Ramachandran*	Member	0	0
5.	Ms. Carol Furtado	Member	2	1

*Ms. Anita Ramachandran ceased to be a Member of the Committee effective from June 30, 2025.

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company.

www.ujjivansfb.bank.in

4. Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social responsibility Policy) Rules, 2014, if applicable (attach the report).

Not Applicable

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any

Sr. No.	Financial Year	Amount available for set-off from preceding financial years (in ₹)	Amount required to be set-off for the financial year, if any (in ₹)
1.	-	-	-
	Total	-	-

6. Average net profit of the company as per section 135(5). –

- 7.** (a) Two percent of average net profit of the company as per section 135(5) – INR 27,39,42,933/-**
 (b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years – Nil
 (c) Amount required to be set off for the financial year, if any – Nil
 (d) Total CSR obligation for the financial year (7a+7b-7c). – INR 27,39,42,933/-

**Figure rounded off to the nearest lakh

8. (a) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (in ₹)		Amount Unspent (in ₹)	
Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)	
Amount	Date of Transfer	Name of Fund	Date of Transfer
₹ 6,64,64,077	30-Apr-2026	NIL	

(b) Details of CSR amount spent against ongoing projects for the financial year:

Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/No)	Location of the project.		Project Duration	Amount allocated for the project ₹	Amount spent for the project (in ₹)	Amount Transferred to the unspent CSR Account for the project as per Section 135(6)	Mode of Implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency.	
				State	District						Name	CSR registration number
1	Educational And Medical supports to the Disabled Children	promoting education, including special education and employment enhancing vocational skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	West Bengal	Kolkata	Dec 2025 - Dec 2028	₹ 1,02,90,755	₹ 12,97,083	₹ 89,93,772	No	Institute For the Handicapped and Backward People	CSR00001075
2	Appeal For Financial Support to Sri Sankaradeva Nethralaya Towards Its Community Services and Contribution for Poor and Underprivileged Patients	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swachh Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Assam	Kamrup Metroplitan	Feb 2026- Oct 2026	₹ 15,00,000	₹ 3,00,000	₹ 12,00,000	No	Sri Kanchi Sankara Health And Educational Foundation	CSR000004577
3	Educational Support to Unserved and Underserved Children	promoting education, including special education and employment enhancing vocational skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Tamil Nadu	Chennai	Dec 2025 - Dec 2028	₹ 83,70,233	₹ 16,83,571	₹ 66,86,662	No	Gold Heart Foundation Social Welfare Rehabilitation Centre	CSR00007622
4	Strengthening The Education Ecosystem In Villages and Tech Truck Skills On Wheels	promoting education, including special education and employment enhancing vocational skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Madhya Pradesh	Ujjain	Oct 2025 - Oct 2026	₹ 42,01,000	₹ 29,19,000	₹ 12,82,000	No	Zariya Welfare Foundation	CSR00008220
5	Transgender Scholarship and mentoring program	promoting education, including special education and employment enhancing vocational skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Pan India	-	Sept 2025 - Sept 2026	₹ 35,02,596	₹ 10,33,900	₹ 24,68,696	No	Buddhy4Study India Foundation	CSR000000121

Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/No)	Location of the project.		Project Duration	Amount allocated for the project ₹	Amount spent for the project (in ₹)	Amount Transferred to the unspent CSR Account for the project as per Section 135(6)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency.	
				State	District						Name	CSR registration number
6	Support For Mid-Day Meal Programme	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swachh Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Guwahati	Kamrup Metropolitan	Jan 2026 - Dec 2026	₹ 30,00,000	₹ 7,40,440	₹ 22,59,560	No	The Akshaya Patra Foundation	CSR00000286
7	Installation of solar lights and EV vehicle	Strengthening local communities, contributing to quality education, providing sustainable livelihood	Yes	Maharashtra	Latur	Mar 2026 - May 2026	₹ 6,88,000	₹ 4,00,000	₹ 2,88,000	Yes	Grameen Shramik Pratishthan	CSR00003092
8	Empowering Blind Children	promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Chandigarh	Chandigarh	Feb 2026 - Feb 2027	₹ 9,60,000	₹ 1,00,000	₹ 8,60,000	No	National Association for Blind	CSR00003153
9	Tree Plantation at Tulapur	ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Maharashtra	Pune	Feb 2026 - Feb 2029	₹ 32,00,000	₹ 24,80,000	₹ 7,20,000	No	SankalpTaru Foundation	CSR00000590
10	Nutritional support to the children	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swachh Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	NCT Delhi	North West Delhi	Feb 2026 - May 2026	₹ 5,00,000	₹ 2,00,000	₹ 3,00,000	No	Delhi Council for Child Welfare	CSR000005527
11	Livelihood training in tailoring to 10 women	promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	West Bengal	Paschim Medinipur	Feb 2026 - Aug 2026	₹ 4,47,300	₹ 1,29,000	₹ 3,18,300	No	Dantan Manav Kalyan Kendra	CSR00007202
12	Youth Skilling Program	promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Uttar Pradesh	Gautam Buddha Nagar	Mar 2026 - Mar 2028	₹ 94,67,040	₹ 9,63,375	₹ 85,03,665	No	Magic Bus India Foundation	CSR00001330
13	Revival of Kanur lake	ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Tamil Nadu	Tiruppur	Feb 2026 - Feb 2029	₹ 39,17,700	₹ 5,00,000	₹ 34,17,700	No	Kousika Neerkarangal	CSR000077892
14	Empower survivors of human trafficking sexual abuse and exploitation through education	promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	West Bengal	Hooghly	Jan 2026 - Dec 2026	₹ 7,84,560	₹ 1,00,000	₹ 6,84,560	No	Waste Management Society, Yavatmal	CSR000006040



Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/No)	Location of the project.		Project Duration	Amount allocated for the project ₹	Amount spent for the project (in ₹)	Amount Transferred to the unspent CSR Account for the project as per Section 135(6)	Mode of Implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency.	
				State	District						Name	CSR registration number
15	Support for mid-day meal programme	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Uttar Pradesh	Mathura	Jan 2026- Dec 2026	₹ 30,00,000	₹ 7,40,440	₹ 22,59,560	No	The Akshaya Patra Foundation	CSR000000286
16	To set up a STEM Science Centre	promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Karnataka	Ramanagara	March 2026 – July 2026	₹ 40,79,350	₹ 20,00,000	₹ 20,79,350	No	Agastya International Foundation	CSR000003442
17	Youth Skilling Program	promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Maharashtra	Pune	March 2026 – Aug 2026	₹ 27,00,075	₹ 6,75,075	₹ 20,25,000	No	Y4D Foundation	CSR00000374
18	Educational support to PWIDDs	promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Tamil Nadu	Tiruvallur	Mar 2026 – Mar 2026	₹ 18,00,000	₹ 0	₹ 18,00,000	No	Maithree	CSR000007663
19	Livelihood enhancement through goat farming and water security	promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Rajasthan	Jaisalmer	Mar 2026 – July 2028	₹ 51,92,710	₹ 0	₹ 51,92,710	No	NABFOUNDATION	CSR000004589
20	Water conservation activities	ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Rajasthan	Jaisalmer	Mar 2026 – Sept 2026	₹ 23,60,420	₹ 0	₹ 23,60,420	No	NABFOUNDATION	CSR000004589
21	Support towards procurement of advanced medical equipment	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Karnataka	Bengaluru	Mar 2026 – Mar 2027	₹ 96,56,000	₹ 0	₹ 96,56,000	No	C.B.C.I. Society For Medical Education	CSR000008207
22	Supporting the 5 Govt schools with a smart classroom	promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Uttar Pradesh	Gautam Buddha Nagar	Mar 2026 – July 2026	₹ 16,09,125	₹ 0	₹ 16,09,125	No	Sambhav Foundation	CSR000000475
22	Supporting the 5 Govt schools with a smart classroom	promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Karnataka	Bengaluru	Mar 2026 – July 2026	14,98,875	₹ 0	14,98,875	No	Sambhav Foundation	CSR000000475
Total							₹ 8,27,25,961	₹ 1,62,61,884	₹ 6,64,64,077			

Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project.		Amount spent for the project (in ₹)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
1	Livelihood Training cum placement assistance to differently abled youths	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Jharkhand	Jamshedpur, Ranchi, Hazaribagh,	₹ 26,56,000	No	Cheshire Disability Trust	CSR000004844
2	Livelihood Training cum placement assistance to differently abled youths	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	, UP	Varanasi	₹ 7,93,000	No	Cheshire Disability Trust	CSR000004844
3	Renovation and upgradation of ITI skilling centre	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Karnataka	Dandeli	₹ 33,38,623	No	Karwar Diocesan Development Council	CSR00075139
4	Distribution of Neo Motion Vehicles to the orthopedically challenged individuals & placement in Zomato	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Karnataka	Bengaluru	₹ 15,00,500	No	Cheshire Disability Trust	CSR000004844
5	Distribution of Neo Motion Vehicles to the orthopedically challenged individuals & placement in Zomato	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	West Bengal	Kolkata	₹ 27,49,500	No	Cheshire Disability Trust	CSR000004844
6	Chote Kadam – Infrastructure development	Strengthening local communities, promoting health care including preventive health care and sanitation, promoting education, including special education, setting up homes and hostels for women and orphans; setting up old age homes, day care	Yes	Maharashtra, Gujarat, Odisha, Assam, Bihar, Tripura, West Bengal, Jharkhand, Karnataka, Andhra Pradesh, Tamil Nadu, Kerala, NCT of Delhi, Uttar Pradesh, Rajasthan, Punjab, Haryana	-	₹ 9,45,00,000	No	Parinaam Foundation	CSR000000807
7	Fitment Of Artificial Limb and Calipers to Disabled	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Rajasthan	Jaipur	₹ 4,87,500	No	Shree Bhagwan Mahaveer Viklang Sahayata Samiti	CSR00001840
8	Support towards medical Infrastructure and Purchase of Vehicle for Rescue Operation	Strengthening local communities, promoting health care including preventive health care and sanitation, promoting education, including special education, setting up homes and hostels for women and orphans; setting up old age homes, day care	Yes	Tamil Nadu	Erode	₹ 20,00,000	No	Atchayam Trust	CSR000009043
9	Support towards procurement of a vehicle	Strengthening local communities, Eradicating hunger, promoting health care including preventive health care and sanitation, promoting education, including special education, setting up homes and hostels for women and orphans; setting up old age homes, day care	Yes	Andhra Pradesh	Vijayawada	₹ 7,31,867	No	Annamrita Foundation	CSR00001973
10	Setting Up of Interactive Medical Hub at Government Stanley Medical College	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Tamilnadu	Chennai	₹ 41,54,850	No	Smart	CSR00058878
11	Building Zero Waste Communities in Partnership with Howrah Railway Division	sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	West Bengal	Howrah	₹ 5,00,000	No	GFI Clean Roads India	CSR00026346



Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project.		Amount spent for the project (in ₹)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
12	Support towards procurement of Boat towards Ganga Ghat Cleaning in Varanasi	sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Uttar Pradesh	Varanasi	₹ 12,98,000	Yes	NA	NA
13	Battery Operated Vehicle to Miwadi Panchayath for effective waste management	sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Tamil Nadu	Tiruppur	₹ 4,20,000	Yes	NA	NA
14	Disaster Relief Support during Punjab Flood	Disaster management including relief, rehabilitation, and reconstruction activities	Yes	Punjab	Amritsar	₹ 41,48,385	Yes	NA	NA
15	Medical Equipment Donation to Chhatrapati Sambhaji Nagar Municipal Corporation	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Maharashtra	Chhatrapati Sambhajnagar	₹ 4,98,896	Yes	NA	NA
16	Donation Of Smart Interactive Touch Panel to Raje Raghuji Nagar Madhyamik Vidyalaya Nagpur	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Maharashtra	Nagpur	₹ 4,50,760	Yes	NA	NA
17	Disaster Relief Support during Himachal Flood	Disaster management including relief, rehabilitation, and reconstruction activities	Yes	Himachal Pradesh	Una	₹ 4,97,464	Yes	NA	NA
18	CSR Disaster Flood Relief Activity at Solapur	Disaster management including relief, rehabilitation, and reconstruction activities	Yes	Maharashtra	Solapur	₹ 16,85,000	Yes	NA	NA
19	Medical Equipment Donation to District Hospital, Ahilyanagar	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Maharashtra	Ahmed Nagar	₹ 19,32,744	Yes	NA	NA
20	Providing safety gears to Sanitary Workers in Tirunelveli	sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Tamil Nadu	Tirunelveli	₹ 2,44,725	Yes	NA	NA
21	Water Purifier Donation to Kolhapur Municipal Corporation For Homeless People Shelter	Strengthening local communities, promoting health care including preventive health care and sanitation; promoting education, including special education, setting up homes and hostels for women and orphans; setting up old age homes, day care making available safe drinking water	Yes	Maharashtra	Kolhapur	₹ 51,979	Yes	NA	NA
22	Providing Battery Operated Vehicle for Tenkasi Municipality	sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Tamil Nadu	Tenkasi	₹ 4,10,970	Yes	NA	NA
23	Air Conditioning Systems in OT Post Operative ICU	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Kerala	Palakkad	₹ 4,47,160	Yes	NA	NA

Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project.		Amount spent for the project (in ₹)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
24	Providing School Benches to New Talim Vidhya Mandir ZP School Navsari	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Gujarat	Navsari	₹ 3,75,240	Yes	NA	NA
25	Providing Medical Equipment to Women and Children Hospital	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Karnataka	Davangere	₹ 4,50,329	Yes	NA	NA
26	Facilitating Government Hospital Kurukshetra with Medical Equipment	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Haryana	Kurukshetra	₹ 14,14,998	Yes	NA	NA
27	Facilitating Government Hospital Rewari with Medical Equipment	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Haryana	Rewari	₹ 13,70,000	Yes	NA	NA
28	Facilitating Government Hospital at Nuh with Medical Equipment	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Haryana	Gurugram	₹ 12,21,998	Yes	NA	NA
29	Facilitating Government Hospital Sonipat with Medical Equipment	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Haryana	Sonipat	₹ 15,61,998	Yes	NA	NA
30	ALS Ambulance to UCHC Vadodara VMC	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Gujarat	Vadodara	₹ 34,00,000	Yes	NA	NA
31	Improving Medical Facilities By equipment for Sangner Hospital	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Rajasthan	Jaipur	₹ 2,23,380	Yes	NA	NA
32	Facilitating Ventilator for Gorakhpur Hospital	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Uttar Pradesh	Gorakhpur	₹ 15,00,450	Yes	NA	NA
33	Medical equipment for Haematological Treatment In IABCD	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	West Bengal	Kolkata	₹ 1,63,000	Yes	NA	NA
34	Facilitating Government Hospital at Saffidon with Medical equipment	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Haryana	Jind	₹ 14,75,000	Yes	NA	NA
35	Medical equipment For Haematological Treatments Part	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	West Bengal	Kolkata	₹ 3,35,964	Yes	NA	NA



Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project.		Amount spent for the project (in ₹)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
36	Facilitating Public Health and Hygiene Initiative In Collaboration With MCD Saffidon	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Haryana	Jind	₹ 4,89,985	Yes	NA	NA
37	Donation Of Dental Equipment	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Assam	Jorhat	₹ 2,78,797	Yes	NA	NA
38	Medical Equipment Donation to Nashik District Hospital	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Maharashtra	Nashik	₹ 4,97,145	Yes	NA	NA
39	Establishing Of Dialysis Unit at Government Hospital Gudalur	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Tamil Nadu	Nilgiris	₹ 4,62,735	Yes	NA	NA
40	Installation Of RO Water Purifiers in Government Schools in Anthiyur Block	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects, making available safe drinking water	Yes	Tamil Nadu	Erode	₹ 4,69,758	Yes	NA	NA
41	Project Swachh Neighborhood - East	sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Odisha, West Bengal, Bihar, Jharkand, Assam, Tripura	218 branches	₹ 15,21,236	Yes	NA	NA
42	Project Swachh Neighborhood - North	sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	NCT of Delhi, Delhi, Uttar Pradesh, Rajasthan, Uttarakhand, Haryana, Punjab, Himachal Pradesh, Madhya Pradesh, Chattisgarh	198 branches	₹ 14,15,706	Yes	NA	NA
43	Project Swachh Neighborhood - South	animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Andhra Pradesh, Telengana, Goa, Tamil Nadu, Karnataka, Kerala	220 branches	₹ 13,41,708	Yes	NA	NA
44	Project Swachh Neighborhood - West	sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Gujarat, Maharashtra	113 branches	₹ 15,65,400	Yes	NA	NA
45	Donation Of Benches To ZP School Dr Abdul Kalam Primary School Surat	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Gujarat	Surat	₹ 4,77,900	Yes	NA	NA
46	Providing Battery Operated Buggies To Kidwai Memorial Institute Of Oncology In Bangalore	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Karnataka	Bengaluru	₹ 37,08,111	Yes	NA	NA

Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project.		Amount spent for the project (in ₹)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
47	Donation Of Garbage Collection Vehicle to Jalna Municipal Corporation	sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water, including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga	Yes	Maharashtra	Jalna	₹ 19,25,444	Yes	NA	NA
48	Installation Of Water Purifier in Government Schools Alankayam Block	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects. Making available safe drinking water	Yes	Tamil Nadu	Tirupathur	₹ 4,49,580	Yes	NA	NA
49	Setting Up The Physical Medicine And Rehabilitation Unit at Palliative Care Hospital	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	West Bengal	Nadia	₹ 4,29,946	Yes	NA	NA
50	Provide Smart Star Plus Premium Interactive Talking Book Set To Anganwadi	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Maharashtra	Pune	₹ 4,99,999	Yes	NA	NA
51	Procurement Of Therapy Equipment For Persons With Disabilities PWD	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Jharkhand	Dhanbad	₹ 4,99,729	Yes	NA	NA
52	Improving Medical Facilities by providing Eye Equipment for Barnala Hospital	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Punjab	Barnala	₹ 3,19,800	Yes	NA	NA
53	Supporting the special children school with a van for commute	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Uttarakhand	Nainital	₹ 16,82,000	Yes	NA	NA
54	Supporting a hospital with an ambulance	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Himachal Pradesh	Shimla	₹ 13,41,664	Yes	NA	NA
55	Provide Solar System Water Pump and Smart Interactive Panel to Kharadi Anganwadi	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Maharashtra	Pune	₹ 2,76,250	Yes	NA	NA
56	Educational Learning Devices to Visually Impaired Girls	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Gujarat	Rajkot	₹ 7,57,076	Yes	NA	NA
57	Facilitating KD Hospital with an Ambulance	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Uttar Pradesh	Mathura	₹ 14,85,758	Yes	NA	NA
58	Donation Of Smart Interactive Talking Learning Kit To CMC Schools	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Maharashtra	Chandrapur	₹ 4,99,999	Yes	NA	NA
59	Female Orthopedic Ward Sri Sathya Sai Hospital Chikkaballapur	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Karnataka	Chikkaballapur	₹ 49,88,454	Yes	NA	NA



Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project.		Amount spent for the project (in ₹)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
60	Procurement Of Solar Panel and Water Purifier to Kotrung Adarsha Vidyalaya	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	West Bengal	Howrah	₹ 4,96,780	Yes	NA	NA
61	Early Detection of TB Machine at Tiruvannamalai	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Tamil Nadu	Tiruvannamalai	₹ 13,65,000	Yes	NA	NA
62	Providing Battery Operated Vehicle for Erode Municipality	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Tamil Nadu	Erode	₹ 4,82,895	Yes	NA	NA
63	Skilling Equipments To Lokpanchayat Rural Technical Training Institute	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Maharashtra	Ahmed Nagar	₹ 29,79,382	Yes	NA	NA
64	Supporting the hospital with an equipment for ortho treatment	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Karnataka	Bengaluru	₹ 26,45,225	Yes	NA	NA
65	Providing Garbage Carrier Vehicle to Jorhat Municipal Board	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Assam	Jorhat	₹ 13,21,206	Yes	NA	NA
66	Providing Autoref Keratometer to Minto Ophthalmic Hospital	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Karnataka	Bengaluru Urban	₹ 25,50,000	Yes	NA	NA
67	Setting Up Physiotherapy Units in BHCs With NIMHANS Support	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Karnataka	32 district hospital in Bengaluru	₹ 22,98,759	Yes	NA	NA
68	Animal ICU Equipment Donation to Kaziranga National Park	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Assam	Golaghat	₹ 5,00,000	Yes	NA	NA
69	Financial Literacy awareness sessions	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Tamil Nadu	Coimbatore, Cuddalore, Thiruvavur	₹ 1,49,165	Yes	NA	NA
70	Financial Literacy awareness sessions	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	West Bengal, Odisha	Burdhwan, Birbhum, Puri	₹ 1,28,591	Yes	NA	NA
71	Distribution of stationery materials to school children	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.	Yes	Maharashtra, Surat, Uttar Pradesh	Ambarnath, Umra, Kohlapur, Modinagar	₹ 79,708	Yes	NA	NA
72	Salary of CSR core team, CSR consultation, data management platform and other administrative expenses	Administrative Expenses	Yes	Pan India	Pan India	₹ 98,81,657	Yes	NA	NA
						₹ 19,12,52,908			
						Total			

- (c) Details of CSR amount spent against other than ongoing projects for the financial year: INR 18,13,71,251
- (d) Amount spent in Administrative Overheads – INR 98,81,657
- (e) Amount spent on Impact Assessment, if applicable – NA
- (f) Total amount spent for the Financial Year (8b+8c+8d+8e) – ₹ 20,75,14,792
- (g) Excess amount for set off, if any –

Sr. No.	Particular	Amount (in ₹)
(i)	Two percent of average net profit of the company as per section 135(5)	₹ 27,39,42,933
(ii)	Total amount spent for the Financial Year	₹ 27,39,78,869*
(iii)	Excess amount spent for the financial year [(ii)-(i)]	₹ 35,936
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	0
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	₹ 35,936

* The amount includes funds that shall be transferred to the Unspent CSR Account.

9. (a) Details of Unspent CSR amount for the preceding three financial years:

Sr. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under section 135 (6) (in ₹)	Amount spent in the reporting Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per section 135(6), if any.			Amount remaining to be spent in succeeding financial years. (in ₹)
				Name of the Fund	Amount (in ₹)	Date of transfer.	
1	FY 2024-25	₹ 3,51,83,396	₹ 3,15,28,052	Nil	Nil	Nil	₹ 36,55,344
2	FY 2023-24	₹ 98,53,683	₹ 98,53,683	Nil	Nil	Nil	Nil

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Sr. No.	Project ID.	Name of the Project	Financial Year in which the project was commenced.	Project duration	Total amount allocated for the project (in ₹)	Amount spent on the project in the reporting Financial Year (in ₹)	Cumulative amount spent at the end of reporting Financial Year. (in ₹)	Status of the project - Completed /Ongoing
1		Strengthening The Education Ecosystem in Villages	FY 24-25	1 year	₹ 24,50,000	₹ 15,57,500	₹ 24,50,000	Completed
2		Agricultural education to School students	FY 24-25	1 year	₹ 19,67,438	₹ 3,50,000	₹ 19,67,438	Completed
3		Digital Literacy - Capacity Building of the Govt./ Zilla panchayat school teachers of Maharashtra & UP & setting up of Coding labs at the identified schools	FY 24-25	1 year	₹ 1,34,30,235	₹ 70,43,490	₹ 1,34,30,235	Completed
4		Sponsorship for the boxing athletes	FY 24-25	1 year	₹ 36,08,000	₹ 25,08,000	₹ 36,08,000	Completed
5		Rejuvenation of lake	FY 24-25	1 year	₹ 25,89,549	₹ 5,89,549	₹ 25,89,549	Completed
6		Livelihood Education Scholarship & training	FY 24-25	1 year	₹ 6,74,431	₹ 38,500	₹ 6,74,431	Completed
7		Chote Kadam – Infrastructure development	FY 24-25	1 year	₹ 6,00,00,000	₹ 69,36,213	₹ 6,00,00,000	Completed



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Sr. No.	Project ID.	Name of the Project	Financial Year in which the project was commenced.	Project duration	Total amount allocated for the project (in ₹)	Amount spent on the project in the reporting Financial Year (in ₹)	Cumulative amount spent at the end of reporting Financial Year. (in ₹)	Status of the project - Completed /Ongoing
8		Livelihood training - Sewing machines and training along with raw materials	FY 24-25	1 year	₹ 9,61,800	₹ 9,61,800	₹ 9,61,800	Completed
9		Kanekallu Lake Rejuvenation	FY 24-25	1 year	₹ 1,59,41,100	₹ 63,44,800	₹ 1,59,41,100	Completed
10		Development of Fruit Orchard	FY 24-25	1 year	₹ 8,75,000	₹ 1,75,000	₹ 8,75,000	Completed
11		Digital Clinics	FY 24-25	1 year	₹ 98,37,744	₹ 50,23,200	₹ 61,82,400	Ongoing

- 10.** In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year –

(asset-wise details).

- Date of creation or acquisition of the capital asset(s). – NA
- Amount of CSR spent for creation or acquisition of capital asset - NA
- Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc. – NA
- Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset): NA

- 11.** Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5). – **Not Applicable**

For **UJJIVAN SMALL FINANCE BANK LIMITED**

Sd/-

Sanjeev Nautiyal

Managing Director and CEO

DIN: 08075972

Sd/-

Rajni Mishra

Chairperson-CSR Committee

DIN: 08386001

Annexure - 4

Form No. MR-3

SECRETARIAL AUDIT REPORT

For the Financial Year ended March 31, 2026

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
UJJIVAN SMALL FINANCE BANK LIMITED
Grape Garden, No. 27, 3rd "A" Cross, 18th Main,
6th Block, Koramangala, Bengaluru – 560095, Karnataka.

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **UJJIVAN SMALL FINANCE BANK LIMITED** having **CIN: L65110KA2016PLC142162** (hereinafter called "the Bank"/ "the Company"). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts, statutory compliances and expressing my opinion thereon.

Based on my verification of the Bank's Books, Papers, Minute Books, Forms and Returns filed and other records maintained by the Bank and also the information provided by the Bank, its Officers, Agents and Authorized Representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Bank has, during the Audit Period covering the Financial Year ended on March 31, 2026 complied with the statutory provisions listed hereunder and also that the Bank has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter.

I have examined the Books, Papers, Minute Books, Forms and Returns filed and other Records maintained by the Bank for the Financial Year ended on March 31, 2026 according to the provisions of:

- (i) The Companies Act, 2013 ('the Act') and the Rules made there under;
- (ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the Rules made there under;
- (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;
- (iv) Foreign Exchange Management Act, 1999 and the Rules and Regulations made there under to the extent of Foreign Direct Investment. (There was no Overseas Direct Investment and External Commercial Borrowings by the Bank during the period under review);

- (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):
- (a) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
- (b) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
- (c) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
- (d) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;
- (e) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
- (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 and The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 regarding the Companies Act and dealing with client;
- (g) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;
- (h) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; and
- (i) The Securities and Exchange Board of India (Buyback of Securities), Regulations, 2018.

and the circulars and guidelines thereunder.



(vi) Following Specific Laws, the Rules, Regulations, Norms, Guidelines, circulars, and Directions as applicable specifically to Small Finance Banks in the Private Sector (SFB):

- (a) The Reserve Bank of India Act, 1934 read with rules, regulations, directions, guidelines, notifications and circulars issued by the Reserve Bank of India from time to time;
- (b) The Banking Regulation Act, 1949, read with all applicable rules, regulations, directions, guidelines, notifications, and circulars issued thereunder, as amended from time to time;
- (c) Guidelines with respect to Licensing of Small Finance Banks in the Private Sector;
- (d) Operating Guidelines and for Small Finance Banks;
- (e) The Rules, Regulations, Directions, Guidelines, Licenses and Circulars issued by RBI for compliance by Small Finance Bank;
- (f) The Payment and Settlement Systems Act, 2007;
- (g) The Credit Information Companies (Regulation) Act, 2005;
- (h) The Deposit Insurance and Credit Guarantee Corporation Act, 1961;
- (i) Prevention of Money-Laundering Act, 2002 and The Prevention of Money-Laundering (Maintenance of Records of the Nature and Value of Transactions) Rules, 2005;
- (j) Negotiable Instruments Act, 1881;
- (k) The Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002; and
- (l) Insurance Regulatory and Development Authority of India Act, 1999 read with the Rules, Regulations and notifications thereon.

I have also examined compliance with the applicable clauses of the following:

- (i) The Listing Agreements entered into by the Bank with BSE Limited (BSE) and National Stock Exchange of India Limited (NSE); and
- (ii) Secretarial Standards 1 and 2 issued by The Institute of Company Secretaries of India;

During the period under review, the Bank has complied with the applicable provisions of the Act, Rules, Laws, Regulations, Guidelines, and Standards mentioned above except for the following:

1. With respect to compliance under Labour Laws, there were a few instances of delay in remittance of Professional Tax, primarily attributable to the pendency of registration. However, at the end of the FY, no outstanding payments were due.

I further report that:

Based on the information provided by the Bank, its officers and authorized representatives, during the conduct of the audit and also on the review of the Details, Records, Documents and Papers provided, in my opinion, adequate systems and processes and control mechanism exist in the Bank to monitor and to ensure compliance with applicable general laws like Labour Laws, Competition Law and Environmental Law including the filing of returns with the Reserve Bank of India.

The compliance of applicable financial laws, like direct and indirect tax laws, have not been reviewed in this Audit since the same are subject to review by statutory financial auditors and other designated professionals.

The Board of Directors of the Bank is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors including Women Directors based on the approval from the Reserve Bank of India, wherever applicable.

The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act read with Rules made there under, Banking Regulation Act 1949, the Guidelines for Licensing of Small Finance Banks in the Private Sector and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Adequate notices were given to all directors to schedule the Board Meetings, Agenda and detailed Notes on Agenda were sent at least seven days in advance and at least one Independent Director was present wherein the Board meetings were held at a shorter notice to transact urgent matters and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes of the meetings duly recorded and signed by the Chairman, the decisions were carried out with requisite majority and the dissenting members' views are captured and recorded as part of the minutes.

There were adequate systems and processes in the Bank which is commensurate with the size and operations of the Bank to monitor and ensure compliance with applicable Laws, Rules, Regulations and Guidelines.

I further report that during the audit period:

1. The Bank has issued and allotted 77,10,771 (Seventy-Seven Lakh Ten Thousand Seven Hundred Seventy-One) Equity Shares under its ESOP Schemes.
2. The Bank has entered into related party transactions with its related parties on an arm's length basis and in the ordinary course of business. All necessary approvals from the Audit Committee and the Board of Directors, wherever applicable, have been duly obtained in

compliance with the provisions of the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

This report is to be read with our letter of even date which is annexed as **Annexure A** and forms an integral part of this report.

K. Jayachandran

Company Secretary

ACS No.: 11309/CP No.: 4031

UDIN: A011309H000308804

Peer Review No: PR No: 6411/202

Date: 08/05/2026

Place: Bengaluru



Annexure A

To,
The Members,
UJJIVAN SMALL FINANCE BANK LIMITED
CIN: L65110KA2016PLC142162
Grape Garden, No. 27, 3rd "A" Cross, 18th Main,
6th Block, Koramangala, Bengaluru – 560095, Karnataka.

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the management of the Bank. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed, provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Bank.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test – check basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Bank nor of the efficacy or effectiveness with which the management has conducted the affairs of the Bank.

Date: 08/05/2026
Place: Bengaluru

K. Jayachandran
Company Secretary
ACS No.: 11309/CP No.: 4031
UDIN: A011309H000308804
Peer Review No: PR No: 6411/202

Annexure - 5

Brief description of Policies/Code

Sr. No.	Policy Name	Brief Description
1.	Policy for determination of materiality of events / information for disclosures	- The Bank in compliance with Regulation 30 of SEBI Listing Regulations, has implemented the Policy for determination of materiality of events / information for disclosures. - Objective of the Policy is - To ensure that the Bank complies with the Listing Regulations - To ensure that the information disclosed by the Bank is timely and transparent. - To ensure that corporate documents and public statements are accurate and do not contain any misrepresentation. - To protect the confidentiality of Material / Price sensitive information within the framework of the Bank's disclosure obligations. - To provide a charter that supports and fosters confidence in the quality and integrity of information released by the Bank. - To ensure uniformity in the Bank's approach to disclosures, raise awareness and reduce the risk of selective disclosures.
2.	Code of Conduct for Prevention of Insider Trading and Code of Fair Disclosure and Conduct	The Bank pursuant to SEBI (Prohibition of Insider Trading) Regulations, 2015, has formulated and implemented the Code to elucidate and inform all the Designated Persons of the Bank that they have a responsibility and duty to preserve the confidentiality of all unpublished price sensitive information obtained in the ordinary course of business and in association with the Bank. No Designated Person shall use his or her position to gain personal benefit or to provide benefit to any third party.
3.	CSR Policy	- Bank has framed this Policy as per Section 135 of the Companies Act, 2013 and Companies (CSR Policy) Rules, 2014. - The following are the objectives of the Policy: - To comply with the statutory and regulatory requirements pertaining to CSR. - To define what CSR means to the Bank and the approach for the same - To lay down the guidelines & mechanism to carry out CSR program/project & to report the work in reporting format as prescribed by the Rules in the Act. - To constitute review mechanism of monitoring the progress of CSR projects/ programs and implementation of CSR policy by CSR Committee - To ensure that the surplus arising of CSR projects/ programs/ activities shall not form part of the business profit of the Bank
4.	Dividend Distribution Policy	- The Bank has formulated this Policy in compliance with the provisions of Companies Act, 2013 ("Act") and Rules made thereunder, provisions of Banking Regulation Act, 1949 and Guidelines/circulars issued by Reserve Bank of India ("RBI") and Regulation 43A of the SEBI Listing Regulations and RBI Requirements - The objective of the Policy is to appropriately reward shareholders through dividends for reposing their confidence in Bank while retaining the capital required for supporting future growth. The Bank shall consider and comply with the Policy while declaring any dividend on equity shares or preference shares issued by the Bank. In the event of a conflict between the Policy and the Regulatory guidelines, the Regulatory guidelines will prevail. The Bank shall pay dividend on equity shares or preference shares only after ensuring compliance with the Companies Act, 2013, Banking Regulation Act, 1949 and Guidelines/circulars issued by RBI, SEBI Listing Regulations and Secretarial Standard-3 issued by the Institute of Company Secretaries of India.



Sr. No.	Policy Name	Brief Description
5.	Familiarisation Programme For Independent Director	1. The Programme aims to provide insights into the Bank to enable the independent directors to understand their roles, rights, responsibilities in the Bank and get updated on the business and operations of the Bank that would facilitate the directors to contribute significantly to the Bank. The Bank has formulated this familiarization programme for the Independent Director with the objective of giving insight into: - Nature of Business of the Bank and business environment in which it operates - Business model of the Bank - Organisation structure - Structure of Board and Board Committees - Role and responsibilities of the Board Committees and Senior Management - Delegation of powers to various authorities by the Board - Regulatory Framework applicable to the Bank - Strategic Plan including Vision, Mission and Values of the Bank - Cyber-safe environment and awareness about fine nuances of the cyber threats - Financial and other controls and systems and - Economic features of the market and competitive environment
6.	Nomination and Remuneration Policy	1. The Bank recognizes its role as a corporate citizen and endeavors to adopt the best practices and the highest standards of Corporate Governance through transparency in business ethics, accountability to its customers, government and other shareholders. The Bank's activities are carried out in accordance with good corporate practices and the Bank is constantly striving to better them and adopt the best practices. This policy seeks to document the practices and procedures to be followed by the Bank for appointment of directors and their remuneration. 2. The key objectives of this Policy are as under: - Ensure compliance with applicable laws, rules and regulations as well as 'Fit and Proper criteria' of directors before their appointment - Institutionalize a mechanism for the appointment/ removal/ dismissal of directors and lay down selection criteria for appointment of director - Formulate criteria for determining qualifications, positive attributes and independence of directors - Retain, motivate and promote talent and to ensure long term sustainability of talented KMP - Devise a policy on Board diversity - Develop and regularly review succession plan for the Board and senior management - Formulate the criteria for evaluation of performance of all the Directors on the Board - Establish standards on compensation/ remuneration including fixed and variable, which are in alignment with the applicable rules and regulations and is based on the trends and practices of remuneration prevailing in the industry - Define internal guidelines for payment of perquisites to the directors and KMP
7.	Policy on Archival of Documents	1. The purpose and objective of the Policy is to comply with Regulation 30(8) of SEBI Listing Regulations. 2. The Bank shall ensure that all the information shall be hosted under "Disclosures to Stock Exchanges" section of the website of the Bank for a period of 5 (Five) years and thereafter will be archived for a period of 1 (One) year and shall be hosted under "past event/information" section of the website of the Bank."

Sr. No.	Policy Name	Brief Description
8.	Policy on Board Diversity	1. The Bank believes that Board diversity plays very important role in the transparency in the decision making process in the Boardroom. 2. The purpose and objective of this Policy is to comply with the SEBI Listing Regulations and ensure the diversity of thought, experience, knowledge, perspective and gender in the Board. 3. The Bank promotes social diversity and professional diversity in the Boardroom. The primary objective of this Policy is to provide a framework and set standards for having a diversified Board with ability to base its decisions after evaluating multiple options as compared to homogeneous Boards and help improve the performance of the Bank significantly.
9.	Policy on Code of Conduct	1. Bank expects all its employees, directors (including independent directors) and senior management 'to act in accordance with high professional and ethical standards'. 2. The SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 also requires listed entities to adopt a formal code of conduct for directors on the Board and senior management. 3. This Code of Conduct attempts to set forth the guiding principles and values on which the Bank's employees shall operate and conduct business with various stakeholders of the Bank, government and regulatory agencies, media, and anyone else with whom the Bank is connected. 4. The Bank recognizes that maintaining the trust and confidence of all its stakeholders is crucial to its continued growth and success. 5. The Code sets the standards to be adopted by all employees and outlines the duties of the directors of the Board and also described guidelines of professional conduct, role and functions and duties of the Independent Directors.
10.	Record Retention and Maintenance Policy	1. Record retention and maintenance is concerned with the selection, classification, storage, retrieval and timely destruction of information. This requires a structured approach in order to comply with the applicable laws and regulations and to meet business needs. 2. This Policy governs the obligations and responsibilities of all staff at the Bank in relation to the management of official records. Under this policy, each department has an obligation to maintain official records and keep them in good order and condition. This obligation applies not only to the capture, storage, maintenance and disposal of physical records, but also to records in electronic form. Proper retention practices shall enable compliance with regulatory and statutory requirement and contribute to more efficient business processes. 3. The purpose of this Policy is to ensure that all necessary records and documents of the Bank are adequately protected and maintained and to ensure that the records that are no longer required or are of no value are discarded at the proper time.
11.	Related Party Transaction Policy	1. The Bank has framed and implemented the Policy pursuant to the requirement of Regulation 23 (1) of the SEBI Listing Regulations. 2. The Board, on the recommendation of the Audit Committee, has adopted this Policy along with associated procedures for regulating Related Party Transactions, in line with the requirements of the Companies Act and Listing Regulations. 3. The Policy seeks to define a mechanism to handle Related Party Transactions ("RPT") in order to ensure the transparency, substantive and procedural fairness of such transactions and that the RPT is being entered in accordance with provisions of applicable laws.



Sr. No.	Policy Name	Brief Description
		4. The Policy also seeks to provide guidance on identification of related parties and basis on which materiality of RPT will be determined and the proper conduct and documentation of all RPT. This Policy is intended to ensure that proper review, approval, monitoring, reporting and disclosure processes are in place for all transactions between the Bank and its Related Parties. 5. The Policy specifically provides the review and approval mechanism of Related Party Transactions keeping in mind the potential or actual conflict of interest that may arise as a result of such transactions.
12.	Whistle Blower Policy	1. The Bank in compliance with Section 177 of Companies Act, 2013 and Regulation 22 of SEBI Listing Regulations, has established vigil mechanism by way of whistle blower policy for its directors and employee to report instance of unethical practices, illegal activities and/or actual or suspected fraud or violation of the Bank's code of conduct or ethics policy. 2. The vigil mechanism provide for adequate safeguard against victimization of persons who avail the mechanism and also provide for direct access to the chairperson of Audit Committee in appropriate cases.
13.	Terms and Conditions of Appointment of Independent Directors	1. The Bank has formulated the Terms and Conditions of Appointment of Independent Directors pursuant to the provisions of Schedule IV to the Companies Act, 2013. 2. It prescribes Terms of Appointment, Role, Duties and Responsibilities, Remuneration and Training & Development among other things.
14.	Policy on Appointment of Statutory Auditors	1. The Bank has formulated the Policy on Appointment of Statutory Auditors ("Policy") pursuant to the requirement of the Circular bearing reference no. RBI/2021-22/25 Ref. No.DoS.CO.ARG/SEC.01/08.91.001/2021-22 dated April 27, 2021 issued by the Reserve Bank of India ("RBI"). 2. Apart from conforming to all relevant statutory/regulatory requirements in addition to the instructions mentioned in aforesaid RBI Circular, this Policy affords necessary transparency and objectivity for most key aspects of Statutory Audit and assurance function.

For and on behalf of the Board of Directors

Sd/-

B A Prabhakar

Part-Time Chairman and Independent Director

DIN: 02101808

Date: May 08, 2026

Place: Bengaluru

Sd/-

Sanjeev Nautiyal

MD & CEO

DIN: 08075972

Annexure - 6

Corporate Governance Compliance Certificate

[Pursuant to Regulation 34 read with Schedule V of the SEBI
(Listing Obligations and Disclosure Requirements) Regulations, 2015]

Corporate Identity No.: L65110KA2016PLC142162

Nominal Capital: INR 26,25,00,00,000/-

To,

The Members of

UJJIVAN SMALL FINANCE BANK LIMITED

Grape Garden, No. 27, 3rd "A" Cross, 18th Main,
6th Block, Koramangala, Bengaluru – 560095, Karnataka.

I have examined all the relevant records of “**UJJIVAN SMALL FINANCE BANK LIMITED**” (“the Bank”) for the purpose of certifying compliance of the conditions of the Corporate Governance under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”) for the financial year ended **March 31, 2026**. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of certification.

The compliance of conditions of Corporate Governance is the responsibility of the Management. My examination was limited to the procedure and implementation process adopted by the Bank for ensuring the compliance of the conditions of the Corporate Governance.

This Certificate is neither an assurance as to the future viability of the Bank nor of the efficacy or effectiveness with which the management has conducted the affairs of the Bank.

In my opinion and to the best of my information and according to the explanations and information furnished to me, I certify that the Bank has complied with all the mandatory conditions of Corporate Governance as stipulated in the aforesaid Listing Regulations during the period under review.

As regards Discretionary Requirements specified in Part E of Schedule II of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Bank has complied with items C, D and E.

K. Jayachandran

Company Secretary

ACS No.: 11309/CP. No.: 4031

UDIN: A011309H000309035

Peer Review No: PR No: 6411/2025

Date: 08/05/2026

Place: Bengaluru

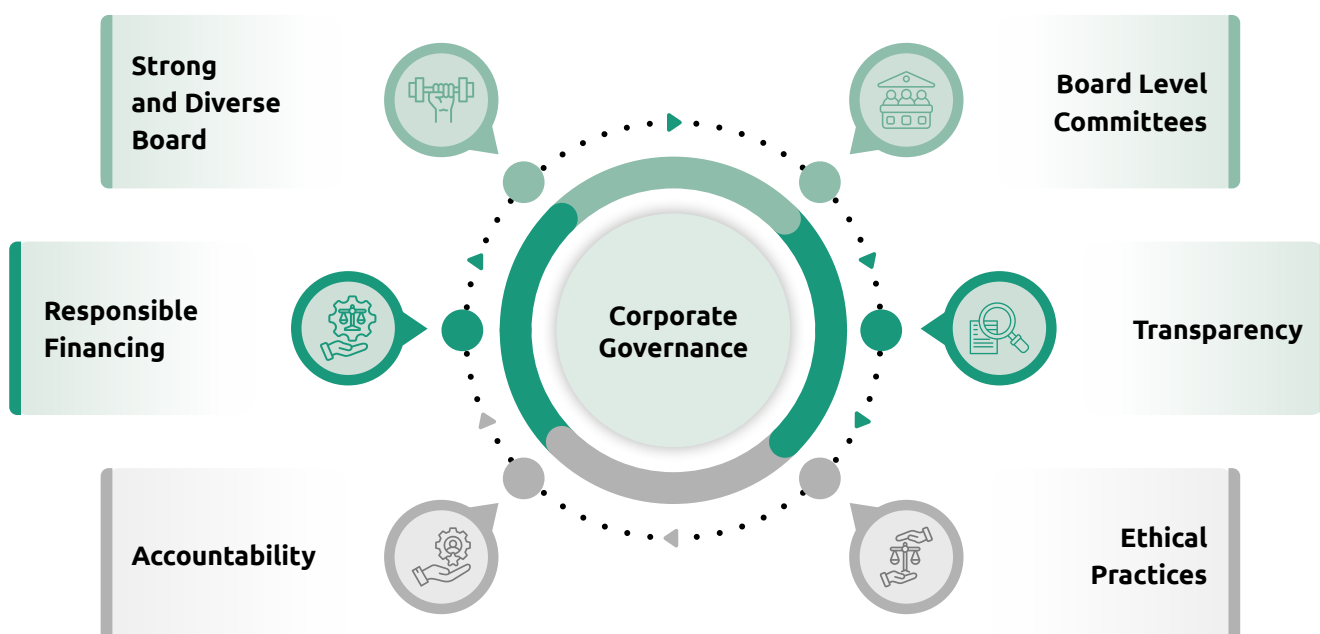
Corporate Governance Report

BANK'S PHILOSOPHY ON CORPORATE GOVERNANCE

Ujjivan Small Finance Bank Limited ("Bank") recognizes its role as a corporate citizen and endeavors to adopt the best practices and the highest standards of Corporate Governance through transparency in business, ethics and accountability to its shareholders, customers, government and other stakeholders. Bank's activities are carried out in accordance with good corporate practices and Bank is constantly striving to make them better and adopt the best practices.

The Bank believes that timely reporting, transparent accounting policies and a strong Independent Board goes a long way in preserving shareholders' trust and maximizing long-term corporate value.

In pursuing the mission of "The best institution to provide financial services to the unserved and underserved customers and transform to a bank serving the mass market", the Bank has been balancing its dual objectives of "social" and "financial" goals since its inception. "Responsible financing", "ethical values" and "transparency in all its dealings with its customers, lenders, investors and employees" have been the cornerstone of its operations. Transparency in the decision-making process has been providing comfort to all stakeholders, particularly to the lenders, customers and investors.



The detailed Report on Corporate Governance for the FY 2025-26, as per Regulation 34(3) read with Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**SEBI Listing Regulations**"), is set out below:

1. The Board of Directors ("Board")

The Board plays a crucial role in guiding and overseeing how the management serves the interests of all its stakeholders. The Bank believes that timely reporting, transparent accounting policies, adequate disclosures and a strong and Independent Board go a long way in preserving shareholders' trust and maximizing long-term corporate value. The Bank continuously reviews its governance practices and benchmarks itself to best practices in the industry. In pursuing its mission, the Bank has been balancing its dual objectives of "social" and "financial" goals since its inception. "Responsible

financing", "ethical values", and "transparency in all its dealings with its customers, lenders, investors and employees" have been the cornerstone of its operations. Transparency in the decision-making process has comforted all stakeholders, particularly the lenders, customers and investors.

The Board along with its committees, provide leadership and guidance to the Bank's management and direct, supervise and control the performance of the Bank. The composition of Board is in conformity with SEBI Listing Regulations, Banking Regulation Act, 1949 and Companies Act, 2013 ("Act"). The Bank has an experienced, diverse and a well-informed Board. The composition of Board as on March 31, 2026, includes 7 (Seven) Independent Directors and 2 (Two) Executive Director. The Board has a strong gender diversity ratio with 4 out of 9 directors being women (including 3 independent directors).

Composition of the Board as on March 31, 2026:

The brief profile of directors is available on Bank's website at www.ujjivansfb.bank.in

- a. The name and category of the directors on the Board, their attendance at the Board Meetings held during the FY 2025-26 and at the last Annual General Meeting ("AGM") are given below.

Name of the Director	Category	No. of Board Meetings during the FY 2025-26 was 9		Whether attended last AGM	Remarks
		Entitled to attend	Attended		
Mr. B A Prabhakar	Part-Time Chairman and Independent Director	9	9	Yes	-
Mr. Sanjeev Nautiyal	Managing Director and CEO	9	9	Yes	-
Ms. Rajni Mishra	Independent Director	9	9	Yes	-
Mr. Rajesh Kumar Jogi	Independent Director	9	9	No	-
Mr. Ravichandran Venkataraman	Independent Director	9	9	No	-
Ms. Sudha Suresh	Independent Director	9	9	Yes	-
Ms. Anita Ramachandran	Independent Director	4	2	Yes	Retired on June 30, 2025 on completion of her tenure
Ms. Carol Furtado	Whole-Time Director	9	9	Yes	-
Ms. Mona Kachhwaha	Independent Director	9	8	Yes	-
Mr. Aniruddha Paul	Independent Director	3	3	NA	Appointed as an independent Director on Bank's Board w.e.f. January 22, 2026

Name of the Director	No. of directorships in other Public Companies		No. of Committee positions held in other Public Companies*	
	Chairperson	Director	Chairperson	Member
Mr. B A Prabhakar	-	1	-	2
Ms. Rajni Mishra	-	5	3	3
Mr. Rajesh Kumar Jogi	-	1	-	-
Mr. Ravichandran Venkataraman	-	-	-	-
Ms. Sudha Suresh	-	2	2	1
Mr. Sanjeev Nautiyal	-	-	-	-
Ms. Carol Furtado	-	-	-	-
Ms. Mona Kachhwaha	-	2	-	2
Mr. Aniruddha Paul	-	-	-	-

*To compute the number of Committee positions, only Audit Committee and Stakeholders Relationship Committee are considered.

- b. Name of the listed entities where the following directors of the Bank are director and their category of directorship as on March 31, 2026:

Name of the Director	Category of directorship	Name of the listed entity
Mr. Banavar Anantharamaiah Prabhakar	Independent Director	The Investment Trust of India
Ms. Rajni Mishra	Independent Director	1. Cupid Limited 2. Aspinwall And Company Limited 3. Suprajit Engineering Limited
Ms. Mona Kachhwaha	Independent Director	Aptus Value Housing Finance India Limited
Ms. Sudha Suresh	Independent Director	Qess Corp Limited



- c. During the FY 2025-26, 09 (Nine) meetings of the Board were held on the following dates:

Sr. No.	Date of Board meeting	Total number of directors eligible to attend	Number of directors present
1	April 09, 2025	9	8
2	April 30, 2025	9	9
3	June 02, 2025	9	8
4	June 24, 2025	9	8
5	July 24, 2025	8	8
6	October 17, 2025	8	8
7	January 22, 2026	9	9
8	March 12, 2026	9	9
9	March 24, 2026	9	9

There has not been a time gap of more than 120 (One Hundred and Twenty) days between any two consecutive Board meetings.

- d. None of the directors are related to each other.
- e. Ms. Carol Furtado (Whole-Time Director) held 13,32,795 shares, Mr. B A Prabhakar (Independent Director and Part-time Chairman) held 11,600 shares and Ms. Sudha Suresh (Independent Director) held 2,33,020 shares of the Bank as of March 31, 2026.
- f. To ensure compliance with Regulation 25(7) of SEBI Listing Regulations and RBI guidelines, Familiarization Programmes were conducted during the FY 2025-26 to give an overview and introduction to the Independent Directors about the Bank's business and operations.

The details of such programmes are available on the website of the Bank at www.ujjivansfb.bank.in

- g. In compliance with Section 10A and other applicable provisions of the Banking Regulation Act, 1949 and other laws applicable to the Bank, as on March 31, 2026, the Bank has a well-diversified Board having requisite skills, expertise and competencies.

The Board has identified core skills/ expertise/ competencies in the area of Banking and Finance, Human Resource Management, Accountancy and Taxation, Information Technology, Micro Finance, Agriculture, Small Scale Industry and Rural Economy which are required in the context of Bank's business to function effectively.

- h. Bank has an enriched Board with the following skills, expertise and competencies:

Sr. No.	Name of the Director	Core Skills/Expertise/Competencies
1.	Mr. B A Prabhakar	Banking, Accountancy, Finance, Agriculture and Rural economy, Small Scale Industry, Risk Management, Human Resources, Business Management, Credit Recovery & Treasury Management
2.	Mr. Sanjeev Nautiyal	Banking, Financial Inclusion, Human Resources, International Banking, Treasury, Strategic Planning
3.	Ms. Rajni Mishra	Banking, accountancy, finance, agriculture and rural economy, small scale industry, risk management, human resources, business management, Credit Recovery & Treasury Management
4.	Mr. Rajesh Kumar Jogi	Accountancy, Finance, Economics, Risk Management, Taxation Laws, Corporate Laws, SEBI related Laws/Regulations and RBI Regulations
5.	Mr. Ravichandran Venkataraman	Banking, Information Technology, Finance, Accountancy and Business Management.
6.	Ms. Sudha Suresh	Accountancy, Taxation and Finance, Corporate Governance, Taxation Laws, Corporate Laws, SEBI related Laws/Regulations/RBI Regulations & Treasury Management
7.	Ms. Carol Furtado	Banking, Micro-finance, operations, credit, customer service, human resources
8.	Ms. Mona Kachhwaha	Micro Finance, Housing Finance, MSME Finance, Private Equity, Banking
9.	Mr. Aniruddha Paul	Technology, Digital Transformation, Banking & Financial Services, Data & AI, and Regulatory Enablement.

- i. In the opinion of the Board, all the independent directors of the Bank meet the criteria of independence laid down under the Act and SEBI Listing Regulations and are independent of the Bank's Management Team. At the time of appointment and at the beginning of each financial year and whenever any change occurs which may affect their independence, the independent directors submit a self-declaration confirming their independence and compliance with various eligibility criteria, among other disclosures. All such declarations are placed before the Board for its information, review and noting.
- j. No independent director of the Bank has resigned before the expiry of his/her tenure during the FY 2025-26.
- k. Every director has duly informed the Bank about the committee positions he/she occupies in other companies.
- l. None of the directors of the Bank are members of more than 10 (Ten) committees or chairpersons of more than 5 (Five) committees (Audit Committee and Stakeholders Relationship Committee) across all public limited companies in which they are director.
- m. None of the directors of the Bank are director in more than 7 (Seven) listed entities.

2. Board Committees as on March 31, 2026



* Special Committee of Board for Monitoring and Follow-up of cases of Frauds

**Change in the nomenclature from Committee of Directors to Credit Committee of Board effective from April 01, 2025

***Constituted with effect from April 01, 2025

AUDIT COMMITTEE

- a. The Bank has constituted the Audit Committee in line with the provisions of Section 177 of the Act, applicable RBI Guidelines and Regulation 18 of the SEBI Listing Regulations.

As on March 31, 2026, the Audit Committee comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Ms. Sudha Suresh	06480567	Independent	Chairperson
2.	Mr. Rajesh Kumar Jogi	03341036	Independent	Member
3.	Mr. Ravichandran Venkataraman	02064557	Independent	Member
4.	Ms. Rajni Mishra	08386001	Independent	Member
5.	Ms. Mona Kachhwaha	01856801	Independent	Member

- b. The composition of the Audit Committee during the year (together with changes) and the details of meetings attended by its members are given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Ms. Sudha Suresh	5	5
2.	Mr. Rajesh Kumar Jogi	5	5
3.	Ms. Rajni Mishra	5	5
4.	Mr. Ravichandran Venkataraman	5	5
5.	Ms. Mona Kachhwaha	5	5

The members of the Audit Committee are financially literate and have expertise in finance and have knowledge of accounting and financial management.



- c. During the FY 2025-26, 5 (Five) meetings of the Audit Committee were held on the following dates:

Sr. No.	Date of the Audit Committee Meeting	Total number of members	Number of members present
1.	April 29, 2025	5	5
2.	July 23, 2025	5	5
3.	October 15, 2025	5	5
4.	October 17, 2025	5	5
5.	January 22, 2026	5	5

- d. The terms of reference of the Audit Committee are in accordance with the Act, applicable RBI Guidelines and SEBI Listing Regulations. The following are the key terms of reference of the Audit Committee:
- 1) Items relating to Finance & Accounts:**
- Oversight of the Bank's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible.
 - Reviewing, with the management, the annual financial statement and auditor's report thereon before submission to the Board for approval, with particular reference to:
 - Matters required to be included in the Director's Responsibility Statement of the Annual Board's report, in terms of the Companies Act, 2013.
 - Changes, if any, in accounting policies and practices and reasons for the same.
 - Major accounting entries involving estimates based on the exercise of judgement by management.
 - Significant adjustments made in the financial statements arising out of audit findings.
 - Compliance with listing and other legal requirements relating to financial statement.
 - Disclosure of any related party transactions; and
 - Qualifications and modified opinion(s) in the draft audit report.
 - Reviewing, with the management, the quarterly financial statements before submission to the Board for approval.
 - Examination of the financial statement and auditors' report thereon.
 - Review of financial results for the quarter.
 - Laying down the criteria for granting omnibus approval in accordance with the Bank's policy on related party transactions and such approval shall be applicable in respect of transactions which are repetitive in nature.
 - Granting omnibus approval w.r.t. proposed related party transactions for the upcoming financial year.
 - Approval or any subsequent modification of transactions of the Bank with related parties provided that the Audit Committee may make omnibus approval for related party transactions proposed to be entered into by the Bank subject to such conditions as may be prescribed.
 - Review of transactions with related parties.
 - Review of housekeeping – particularly balancing and reconciliation of long outstanding entries Suspense/ Sundries/ Drafts payable/ paid/Funds in Transit/ Clearing/ SGL/ CSDL accounts
 - Review of changes in accounting policy and practices which may have significant bearing on financial statements. A confirmation that accounting policies are in compliance with accounting standards and RBI guidelines.
 - Review of accounting policies/ systems of the Bank with a view to ensuring greater transparency in the bank's accounts and adequacy of accounting standards.
 - Review of report on Revenue leakage detected by Internal/External Auditors and status of recovery thereof – reasons for undercharges and steps taken to prevent revenue leakage
 - Review of Annual Tax Audit statement and auditors report hereon.
 - Review of management discussion and analysis of financial condition and results of operations.
 - Review of the Bank's financial policies coming under the purview of the Committee.
 - Evaluation of internal financial controls and risk management systems.
 - Approval of appointment of chief financial officer (i.e., the whole-time finance director or any other person heading the finance function or discharging that function) after assessing the qualifications, experience and background, etc. of the candidate.
 - Review of Financial Inclusion Plan of the Bank

2) Items relating to Capital and Funds:

- a) Monitoring the end use of funds raised through public offers and related matters.
- b) Reviewing, with the management, the statement of uses/application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the issue document/prospectus/ notice and the report submitted by the monitoring agency monitoring the utilization of proceeds of a public or rights issue, if applicable, and making appropriate recommendations to the Board to take up steps in this matter;
- c) Review of quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1) of SEBI Listing Regulations.
- d) Review of annual statement of funds utilized for purposes other than those stated in the offer document/ prospectus/notice in terms of SEBI Listing Regulations.
- e) Scrutiny of inter-corporate loans and investments.
- f) Valuation of undertakings or assets of the Bank, wherever it is necessary.
- g) To review the exposure to sensitive sectors i.e., capital market & real estate.
- h) Review of the total fund based and non-fund-based capital market exposure of bank, ensure that the guidelines issued by the Reserve Bank are complied with and adequate risk management and internal control systems are in place. With respect to investment in shares, the surveillance and monitoring shall be done by the ACB.
- i) The ACB shall keep the Board informed about the overall exposure to capital market, the compliance with the Reserve Bank and Board guidelines, adequacy of risk management and internal control systems.
- j) Review of information in respect of equity shareholdings in borrower companies more than 30% of their paid-up capital.
- k) To look into the reasons for substantial defaults in the payment to the depositors, debenture-holders, shareholders (in case of non-payment of declared dividends) and creditors.
- l) If and when applicable, reviewing the utilization of loan and/or advances from investment by the holding company in the subsidiary exceeding ₹ 100 Crores or 10% of the asset size of the subsidiary, whichever is lower including existing loans/ advances/ investments.

- m) Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the Bank and its shareholders.

3) Items relating to Audits:

- a) Recommendation for appointment, replacement, reappointment, remuneration and terms of appointment of auditors of the Bank.
- b) Approval of payment to statutory auditors for any other services rendered by the statutory auditors.
- c) Review and monitor the auditor's independence and performance, and effectiveness of audit process.
- d) Review of management letters/letters of internal control weaknesses issued by the statutory auditors.
- e) Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems.
- f) Approval of the appointment, removal and terms of remuneration of the internal auditor.
- g) ACB should oversee the entire Audit function of the Bank:
 - a. encompassing internal audit, statutory audit, RBI inspection and any other external audits.
 - b. should provide directions for appropriate audit functioning.
- h) ACB should review the adequacy of internal audit in terms of:
 - a. structure of audit types
 - b. frequency and coverage of audit
 - c. audit process and methodology
 - d. staffing and seniority structure
 - e. skillsets of internal auditors
- i) ACB should review and / or discuss the internal audit findings in respect of:
 - a. critical findings of audit reports
 - b. 'unsatisfactory' rated branches
 - c. reconciliation issues in internal accounts
 - d. irregularities and frauds
 - e. major areas of housekeeping
 - f. Follow-up on significant findings
- j) ACB should specifically review the audit findings:
 - a. leading to internal investigations along with the conclusion thereof.
 - b. weaknesses or failures in internal controls and systems found in statutory or internal audit and report the same to the Board.



- k) ACB must have structured discussions with statutory, internal or external auditors to ascertain the adequacy and scope of audit coverage and to identify areas of concern..
 - l) ACB must review the performance of internal audit at quarterly intervals.
 - a. ACB must oversee the Information System Audit in terms of:
 - b. Defined IS Audit Policy
 - c. Scope and coverage of IS audit
 - d. Frequency of IS audit
 - e. IS-related findings of audits by external agencies / auditors
 - f. Assessment and remediation of IS risk
 - m) ACB must review Annual Audit plan and performance thereof at quarterly intervals.
 - n) Quarterly status update on rotation of critical staff and to grant exceptions, on a case-to-case basis
- 4) Items relating to Compliance and legal:**
- a) Review of Periodic inspection report submitted to the RBI and certificates/ returns/ reports to the RBI pertaining to the Audit Committee function.
 - b) KYC / AML Guidelines - (i) Review of implementation (ii) Review of compliance of concurrent audit reports with respect to adherence to KYC / AML guidelines at branches.
 - c) Review of compliance in respect of the Annual Financial Inspection conducted by RBI (Audit Committee shall review this on ongoing basis till the Bank furnishes full compliance. It should closely monitor persisting deficiencies pointed out in RBI Inspection Reports);
 - d) Review of Compliance report on directives issued by the Audit Committee/ Board/ RBI.
 - e) Annual review of the Compliance Risk Assessment of the Bank and Aggregation of Compliance Risk
 - f) Carrying out any other function as may be required /mandated as per the provisions of the Companies Act, 2013, SEBI Listing Regulations and/or any other applicable laws.
 - g) Report on compliance of regulatory requirement of Regulators in Host Countries in respect of overseas branches.
 - h) Review of information on violations by various functionaries in the exercise of discretionary powers.
 - i) Review of penalties imposed/penal action taken against bank under various laws and statutes and action taken for corrective measures.
 - j) Review of quarterly Reporting of Status of Litigation and Legal Audit.
 - k) Annual critical review of performance of the Bank's panel advocates
 - l) To conduct quarterly one on one sessions with the Chief Financial Officer, Chief Compliance Officer, Chief Vigilance Officer and Head of Internal Audit
 - m) Framing suitable policies and systems to ensure that there is no violation, as amended from time to time, of any securities laws or any other applicable laws in India or overseas, including:
 - The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015; and
 - The Securities and Exchange Board of India (Prohibition of Fraudulent and Unfair Trade Practices relating to the Securities Market) Regulations, 2003.

5) Items relating to Vigilance:

- a) To establish a vigil mechanism for directors and employees to report their genuine concerns or grievances.
- b) To review the functioning of the whistle-blower mechanism.
- c) Review of Frauds (frauds of ₹1 Crore and above to be reviewed as and when reported).
- d) Detailed report on fraudulent transactions relating to Internet Banking through phishing attacks pointing out the deficiencies in the existing systems and steps taken by the IT department to prevent such cases;
- e) To review the systemic failure of controls or absence of key controls or severe weaknesses in existing controls which facilitate exceptionally large value frauds and sharp rises in frauds in specific business segments leading to large losses for the bank.

6) Others

- a) The ACB shall review critical issues highlighted related to IT/ information security/ cyber security and provide appropriate direction and guidance to the Bank's Management, if any.

NOMINATION AND REMUNERATION COMMITTEE

- a. The Bank has constituted a Nomination and Remuneration Committee as per the requirements of Section 178 of the Act, Regulation 19 of SEBI Listing Regulations and applicable RBI guidelines.

The Nomination and Remuneration Committee has power of formulating the criteria for determining qualifications, positive attributes and independence of a director and recommending a policy relating to the remuneration and appointment of the directors, key managerial personnel and senior management.

As on March 31, 2026, the Nomination and Remuneration Committee comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Ms. Rajni Mishra	08386001	Independent	Chairperson
2.	Mr. Ravichandran Venkataraman	02064557	Independent	Member
3.	Mr. B A Prabhakar	02101808	Independent	Member
4.	Mr. Rajesh Kumar Jogi	03341036	Independent	Member

- b. The composition of the Nomination and Remuneration Committee during the year (together with changes) and the details of meetings attended by its members are given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Ms. Anita Ramachandran*	1	1
2.	Ms. Rajni Mishra**	5	5
3.	Mr. Rajesh Kumar Jogi	6	6
4.	Mr. Ravichandran Venkataraman	6	6
5.	Mr. B A Prabhakar	6	6

* Ceased to be a Chairperson on June 30, 2025 due to retirement.

**Appointed as Chairperson w.e.f. July 01, 2025.

- c. All the members of the Nomination and Remuneration Committee are Non-Executive, Independent Directors as on March 31, 2026.
- d. The Chairperson of the Nomination and Remuneration Committee is an Independent Director.
- e. During the FY 2025-26, 6 (Six) meetings of the Nomination and Remuneration Committee were held on the following dates:

Sr. No.	Date of the Committee Meeting	Total number of members	Number of members present
1.	May 26, 2025	4	4
2.	July 22, 2025	4	4
3.	August 06, 2025	4	4
4.	October 14, 2025	4	4
5.	January 21, 2026	4	4
6.	March 24, 2026	4	4

- f. The following are the key terms of reference of the Nomination Committee:

1) Items relating to Board of Directors:

- Formulating the criteria for determining qualifications, skills, positive attributes and independence for appointment of Directors (including Independent Directors) on the Board of the Bank
- Identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the Board their appointment and removal

- Conducting due diligence as to the credentials of any director before his or her appointment/re-appointment, and making appropriate recommendations to the Board, in consonance the requirements of applicable laws
- To carry out initial due diligence of directors in regard to their suitability for the post by way of qualifications, technical expertise, track record, integrity, etc. additionally, check for the compliance with the provisions of Sections 10A, 16 and 20 of the Banking Regulations Act, 1949



- e. For every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director.

The Committee shall ensure that person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:

- 1) uses the services of an external agencies, if required;
 - 2) considers candidates from a wide range of backgrounds, having due regard to diversity; and
 - 3) considers the time commitments of the candidates
- f. Forming and reviewing and recommending to the Board, the Nomination & Remuneration Policy which shall inter alia include aspects related to remuneration of the Directors, Key Managerial Personnel and other employees of the Bank with due regards to the following factors:
 - 1) the level and composition of remuneration be reasonable and sufficient to attract, retain and motivate directors of the quality required to run the Bank successfully;
 - 2) relationship of remuneration to performance is clear and meets appropriate performance benchmarks;
 - 3) remuneration to directors, key managerial personnel and senior management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Bank and its goals.
 - g. Formulating criteria for evaluation of performance of all the directors, the complete Board and various Board Committees. The Bank shall disclose the remuneration policy and the evaluation criteria in its annual report
 - h. Devising a policy on diversity of board of directors
 - i. To ensure 'fit and proper' status of proposed/ existing directors.
 - j. Determining whether to extend or continue the term of appointment of the independent director, on the basis of the report of performance evaluation of independent directors

- k. To make recommendations to the Board concerning any matters relating to the continuation in office of any Director at anytime including the suspension or termination of service of an Executive Director as an employee of the Bank subject to the provision of the law and their service contract

2) Items relating to Human Resource:

- a. Determining the Bank's policy on specific remuneration packages for executive directors including pension rights and any compensation payment, and determining remuneration packages of such directors.
- b. The Committee on an annual basis may review the job description/key performance indicators/Key result areas of Senior Management of the Bank on an annual basis which should align with Banks long term strategy, KPI of the MD & CEO would include performance against budget, financial performance and on various parameters which includes managing risk, compliance and governance.
- c. Recommending to the Board, all remuneration, in whatever form, payable to senior management; determining compensation levels payable to the senior management personnel and other staff (as deemed necessary), which shall be market related, usually consisting of a fixed and variable component;
- d. Reviewing the Organisation Structure
- e. Reviewing and finalizing the list of Material Risk Takers (MRTs), their KRIs and KPIs. To review and decide on the compensation of Whole Time Directors/ Chief Executive Officers/ MRTs and Control Function based on the RBI guidelines dated Nov 4, 2019, as amended.
- f. Should work in close coordination with Risk Management Committee of the Bank, to achieve effective alignment between compensation and risks. The NRC shall also ensure that the cost/ income ratio of the Bank supports the compensation package consistent with maintenance of sound capital adequacy ratio.
- g. To act as the Compensation Committee in compliance with SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and shall have the authority to formulate, adopt, administer, enforce and modify the employee stock option schemes of the Bank, including grant of options to eligible employees under the existing and future ESOP schemes of the Bank
- h. Ensure that level and composition of remuneration is reasonable and sufficient, relationship of remuneration to performance is clear and meets appropriate performance benchmarks;

- i. To develop a succession plan and to regularly review the plan;
- j. Overseeing the framing, review and implementation of the Bank's Compensation Policy for Whole Time Directors/ Chief Executive Officers/ Risk Takers and Control function staff or ensuring effective alignment between remuneration and risks; The Bank's Compensation Policy sets out detailed and transparent disclosures on compensation and practices in respect of MD&CEO, WTD / Material Risk Takers (MRTs), and Control Function staff.
- k. Framing suitable policies and systems to ensure that there is no violation, as amended from time to time, of any securities laws or any other applicable laws in India or overseas, including:
 - The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015; and
 - The Securities and Exchange Board of India (Prohibition of Fraudulent and Unfair Trade Practices relating to the Securities Market) Regulations, 2003
- l. Carrying out any other function as is mandated by the Board from time to time and/ or enforced/ mandated by any statutory notification amendment or modification, as may be applicable;
- m. Review regularly and approve the Bank's Programme for executive and employee development;
- n. Review and implement the various HR policies and manual of the Bank;
- o. Develop, review and approve the principles guiding the Bank's executive compensation philosophies;
- p. Assure that the bonus plan is administered in a manner consistent with Bank's compensation principles and strategies including Bank's policies relating to executive management succession and executive organisation development; and
- q. Performing such other functions as may be necessary or appropriate for the performance of its duties.
- r. Overseeing and guiding the Bank on various Learning and Development initiatives for employees at all levels.

STAKEHOLDERS RELATIONSHIP COMMITTEE

- a. For redressing the grievances of the shareholders among other matters, the Bank has constituted a Stakeholders Relationship Committee as per the requirements of Section 178 of the Act and Regulation 20 of SEBI Listing Regulations.

As on March 31, 2026, the Stakeholders Relationship Committee comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Mr. B A Prabhakar	02101808	Independent	Chairperson
2.	Ms. Sudha Suresh	06480567	Independent	Member
3.	Mr. Ravichandran Venkataraman	02064557	Independent	Member
4.	Mr. Sanjeev Nautiyal	08075972	MD & CEO	Member

- b. The composition of the Stakeholders Relationship Committee during the year (together with the changes) and the details of meetings attended by its members are given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Mr. B A Prabhakar	1	1
2.	Ms. Sudha Suresh	1	1
3.	Mr. Ravichandran Venkataraman	1	1
4.	Ms. Anita Ramachandran*	0	0
5.	Mr. Sanjeev Nautiyal	1	1

*Ceased to be a member effective from June 30, 2025, on completion of tenure.

- c. The Chairperson of the Stakeholders Relationship Committee is an Independent Director of the Bank.
- d. The Stakeholders Relationship Committee has met once on March 24, 2026, during the FY 2025-26 and all members were present at the meeting.



- e. The following are the key terms of reference of the Committee:
- 1) To resolve the grievances of the security holders of the Bank including complaints related to transfer/ transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate;
 - 2) To review of measures taken for effective exercise of voting rights by shareholders;
 - 3) To review of adherence to the service standards adopted by the Bank in respect of various services being rendered by the Registrar & Share Transfer Agent;
 - 4) To place on record, the internal evaluation of the performance of the RTA in rendering its services to the Bank
 - 5) To review the various measures and initiatives taken by the Bank for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/ annual reports/ statutory notices by the shareholders of the Bank;
- 6) The SRC shall perform such other functions as may be required under the relevant provisions of the Companies Act, 2013, the Rules made thereunder or the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 or any other applicable laws, as amended from time to time and to perform such other functions as and when authorised by the Board.
- f. Complaints of stakeholders received during the FY 2025-26.
- | Particulars | Number |
|---|--------|
| Number of Complaints at the beginning of the FY 2025-26 | 0 |
| Number of shareholders' complaints received during the FY 2025-26 | 1 |
| Number of complaints disposed-off during the FY 2025-26 | 1 |
| Number of pending complaints at the end of the FY 2025-26 | 0 |
- The Company Secretary of the Bank has been designated as the Compliance Officer of the Bank as per Regulation 6 of SEBI Listing Regulations.

CORPORATE SOCIAL RESPONSIBILITY & SUSTAINABILITY COMMITTEE (CSR & SUSTAINABILITY COMMITTEE)

- a. The Bank has constituted a CSR & Sustainability Committee in accordance with the provisions of Section 135 of the Act and the rules made thereunder and to oversee the social programs to be undertaken by the Bank and monitor its economic and social impact on society at large and to have supervision of the Committee over the ESG and sustainability related initiatives of the Bank.

As on March 31, 2026, the CSR & Sustainability Committee comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Ms. Rajni Mishra	08386001	Independent	Chairperson
2.	Mr. Rajesh Kumar Jogi	03341036	Independent	Member
3.	Ms. Sudha Suresh	06480567	Independent	Member
4.	Ms. Carol Furtado	07587305	Whole-Time Director	Member

- b. The composition of the CSR & Sustainability Committee during the year (together with changes) and the details of meetings attended by its members are given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Ms. Rajni Mishra*	2	2
2.	Mr. Rajesh Kumar Jogi**	2	1
3.	Ms. Sudha Suresh	2	2
4.	Ms. Anita Ramachandran***	0	0
5.	Ms. Carol Furtado	2	2

*Appointed as Chairperson with effect from October 17, 2025.

**Ceased to be Chairperson and appointed as member of the Committee with effect from October 17, 2025.

***Ceased to be member on completion of her tenure with effect from June 30, 2025.

- c. During the FY 2025-26, 2 (Two) meetings of the CSR & Sustainability Committee were held on the following dates:

Sr. No.	Date of the Committee Meeting	Total number of members	Number of members present
1.	December 10, 2025	4	3
2.	March 12, 2026	4	4

- d. The following are the key terms of reference of the CSR & Sustainability Committee:

ESG parameters along-with performance assessment parameters for the same.

- 1) The CSR & Sustainability Committee shall formulate and recommend to the Board an annual action plan in pursuance of CSR Policy of the Bank which shall include the following, namely:
 - a. the list of CSR projects or programmes that are approved to be undertaken in areas or subjects specified in Schedule VII of the Act;
 - b. the manner of execution of such projects or programmes as specified in Companies (Corporate Social Responsibility Policy) Rules, 2014.
 - c. the modalities of utilisation of funds and implementation schedules for the projects or programmes;
 - d. monitoring and reporting mechanism for the projects or programmes; and
 - e. details of need and impact assessment, if any, for the projects undertaken by the Bank.
- 2) The CSR & Sustainability Committee shall approve and recommend to the Board, the activities can either be undertaken by the Bank itself or through any registered public trust/ society/section 8 company or any entity established under an Act of Parliament or a State legislature as detailed in CSR Rules, for undertaking the CSR activities.
- 3) To do such other acts, deeds and things as may be directed by the Board and required to comply with the applicable laws.
- 4) With a view to bring the ESG related initiatives of the Bank and reporting relating to the same under the purview of the Board, following additions has been made in TOR of the CSR & Sustainability Committee:
 - a) To define specific commitments, goals and targets to be set by the Bank in terms of
- b) To approve and oversee the implementation of the Bank level policy on the ESG parameters.
- c) To ensure that the business of the Bank is being carried out in concurrence to the applicable principles of the 'National Guidelines on Responsible Business Conduct' (NGBRCs), as follows:
 - 1) Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.
 - 2) Businesses should provide goods and services in a manner that is sustainable and safe.
 - 3) Businesses should respect and promote the well-being of all employees, including those in their value chains.
 - 4) Businesses should respect the interests of and be responsive to all its stakeholders.
 - 5) Businesses should respect and promote human rights.
 - 6) Businesses should respect and make efforts to protect and restore the environment.
 - 7) Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.
 - 8) Businesses should promote inclusive growth and equitable development.
 - 9) Businesses should engage with and provide value to their consumers in a responsible manner.

**RISK MANAGEMENT COMMITTEE**

- a. The Bank has constituted a Risk Management Committee in accordance with RBI guidelines and Regulation 21 of SEBI Listing Regulations.

As on March 31, 2026, the Risk Management Committee comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Mr. Rajesh Kumar Jogi	03341036	Independent	Chairperson
2.	Mr. B A Prabhakar	02101808	Independent	Member
3.	Ms. Rajni Mishra	08386001	Independent	Member
4.	Ms. Sudha Suresh	06480567	Independent	Member
5.	Ms. Mona Kachhwaha	01856801	Independent	Member
6.	Mr. Sanjeev Nautiyal	08075972	MD & CEO	Member
7.	Ms. Carol Furtado	07587305	Whole-Time Director	Member

- b. The composition of the Risk Management Committee and the details of meetings attended by its members are given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Mr. Rajesh Kumar Jogi	6	5
2.	Mr. B A Prabhakar	6	6
3.	Ms. Rajni Mishra	6	6
4.	Ms. Sudha Suresh	6	6
5.	Ms. Mona Kachhwaha	6	4
6.	Mr. Sanjeev Nautiyal	6	6
7.	Ms. Carol Furtado	6	6

- c. During the FY 2025-26, 6 (Six) meetings of the Risk Management Committee were held on the following dates:

Sr. No.	Date of the Risk Management Committee Meeting	Total number of members	Number of members present
1.	April 28, 2025	7	7
2.	June 20, 2025	7	6
3.	July 22, 2025	7	7
4.	October 16, 2025	7	6
5.	November 25, 2025	7	6
6.	January 20, 2026	7	7

- d. The following are the key terms of reference of the Risk Management Committee:
- 1) Ensure that all the current and future material risk exposures / risk profile of the Bank are assessed, identified, quantified, appropriately mitigated and managed.
 - 2) Establish a framework for the risk management process and to ensure its implementation in the Bank and monitor the framework at pre-defined intervals covering all types of risks, controls, status, reports and plans pertaining to the said risks and review/recommend changes/enhancements, from time to time, if applicable
 - 3) To recommend various risk management policies to the Board for adoption/approval, commensurate to the nature, size, complexity and materiality of risks in the bank.
 - 4) Ensure that the Bank is taking appropriate measures to achieve prudent balance between risk and reward
 - 5) Recommend and Review the Bank's stated Risk Appetite Framework/statements, and have oversight to ensure adherence.
 - 6) To recommend the approval of ICAAP document and its associated policies to the Board for onward submission to RBI. RMC to also review various processes relating to the ICAAP implemented by the Bank and its adequacy to successfully achieve the objectives envisaged by the Board.
 - 7) Quarterly review of following aspects of Non-SLR investments:
 - a. Total business (investment and divestment) during the reporting period.
 - b. Compliance with the prudential limits prescribed by the Board for non-SLR investments.
- in both ongoing and new business activities and monitor compliance of various risk parameters by operating departments.

- c. Compliance with the prudential guidelines issued by the Reserve Bank on non-SLR investments.
 - d. Rating migration of the issuers/ issues held in the bank's books and consequent diminution in the portfolio quality.
 - e. Adequacy of the systems and procedures prescribed under bank's investment policy for investment in privately placed instruments.
 - f. Extent of non-performing investments in the non-SLR category.
- 8) Enable compliance with appropriate regulations pertaining to risk management, wherever applicable, through the adoption of best practices.
 - 9) Perform other activities related to this charter as requested by the Board or to address issues related to any significant subject within its term of reference.
 - 10) Oversee the effectiveness of the framework for Early Warning Systems and Red Flagged Accounts. RMC shall review the status of red flagged accounts, including the EWS alerts / triggers, remedial actions initiated by the bank, etc. at periodic intervals as approved by the Board.
 - 11) To review policy on model risk management framework for all models deployed, covering the entire model life cycle. Approve deployment of individual credit models/scorecards/rating systems, adopted under the policy. RMC to also take note of model validation outcomes and annual validation reviews and review the recommendations, made herewith.
 - 12) Design stress scenarios to measure the impact of unusual market conditions and monitor variance between the actual volatility of portfolio value and that predicted by the risk measures.
 - 13) Review compliance to Limit Management Framework as defined, and ensure operating within tolerance limits. Take note of the exceptions and breaches as and when reported and direct the Bank on corrective actions plans. Review all concentration/exposure limits states in Chapter II of Reserve Bank of India (Small Finance Banks - Concentration Risk Management) Directions, 2025, as updated time to time.
 - 14) To formulate a detailed risk management policy which shall include:
 - a) A framework for identification of internal and external risks specifically faced by the Bank, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee.
 - b) Measures for risk mitigation including systems and processes for internal control of identified risks.
 - c) Business continuity plan.
 - 15) To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Bank;
 - 16) To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;
 - 17) To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity.
 - 18) To keep the board of directors informed about the nature and content of its discussions, recommendations and actions to be taken.
 - 19) The appointment, removal and terms of remuneration of the Chief Risk Officer shall be subject to review by the Risk Management Committee.
 - 20) Overview the functions and performance of various management level Risk Management Committees.
 - 21) The Risk Management Committee also oversees the following functions:
 - a) Outsourcing Function
 - Approving a framework to evaluate the risks and materiality of all existing and prospective outsourcing engagements / arrangements and the policies that apply to such arrangements.
 - Laying down appropriate approval authorities for outsourcing depending on risks and materiality.
 - Undertaking regular review of outsourcing strategies and arrangements for their continued relevance, and safety and soundness; and
 - Deciding on business activities of a material nature to be outsourced and approving such arrangements.
 - Ensure outsourcing arrangements are implemented in compliance to specific Regulations/guidelines, as applicable.
 - b) Supervisory Function

Monitoring of the exposures (both credit and investment) by the Bank, review of the adequacy of the risk management process and up gradation thereof, internal control systems and ensuring compliance with the statutory/regulatory framework.



22) To monitor the climate induced business risks and guide the Bank in this and ancillary matters accordingly.

CUSTOMER SERVICE COMMITTEE

- a. The Bank has constituted a Customer Service Committee in accordance with RBI Master Circular on Customer Service in banks. The function of the Customer Service Committee is to monitor the quality of customer service extended by the Bank and to attend to the needs of customers. The Committee furthers the efforts of financial inclusion for the customers of the Bank.

As on March 31, 2026, the Committee comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Ms. Rajni Mishra	08386001	Independent	Chairperson
2.	Mr. B A Prabhakar	02101808	Independent	Member
3.	Ms. Carol Furtado	07587305	Whole-Time Director	Member
4.	Ms. Sudha Suresh	06480567	Independent	Member

- b. The composition of the Customer Service Committee and the details of the meetings attended by its members are given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Ms. Rajni Mishra	4	4
2.	Mr. B A Prabhakar	4	4
3.	Ms. Anita Ramachandran*	1	0
4.	Ms. Carol Furtado	4	4
5.	Ms. Sudha Suresh**	3	3

*Ceased to be member due to completion of tenure with effect from June 30, 2025.

**Appointed as member with effect from July 24, 2025.

- c. During the FY 2025-26, 4 (Four) meetings of the Customer Service Committee were held on the following dates:

Date of the Customer Service Committee Meeting	Total number of members	Number of members present
May 26, 2025	4	3
August 25, 2025	4	4
November 25, 2025	4	4
March 17, 2026	4	4

- d. The following are the key terms of reference of the Committee:
- 1) To review the controls related to managing and protecting the interests of unsophisticated/illiterate customers on an annual basis;
 - 2) To review the performance of the Standing Committee of the Customer Service;
 - 3) To formulate a Comprehensive Deposit Policy, incorporating the issues such as the treatment of death of a depositor for operations of his account;
 - 4) Review audit findings of the services rendered to the customers of the bank
 - 5) Review consolidated feedback from branch level customer service committee meetings, ongoing customer feedback survey results, including the aspects of mis-selling
 - 6) To formulate a product approval process;
 - 7) To take an annual survey of depositor satisfaction and the triennial audit of such services;
 - 8) Review and approve the amendments in customer service policies, if any
 - 9) Review updates on business correspondents
 - 10) Annual review of the compliance with the fair practices code (FPC) for lenders and the functioning of the grievance redressal mechanism
 - 11) Review and approve detailed memorandum for the half year on the customer service/ customer care aspects and corrective actions taken wherever needed
 - 12) Review services/strategy and changes made in the products, processes and systems/ service charges including penal charges introduced & modified

- 13) The Committee to address the formulation of a Comprehensive Deposit Policy, incorporating the issues such as the treatment of death of a depositor for operations of his account, the product approval process, the annual survey of depositor satisfaction and the tri-ennial audit of such services.
- 14) The Committee, if required also to examine any other issues having a bearing on the quality of customer service rendered.
- 15) To examine any other issues having a bearing on the quality of customer service rendered
- 16) To monitor the implementation of Awards under the Banking Ombudsman Scheme:
 - a. To review all the awards on quarterly basis and to address issues of systemic deficiencies existing in banks, if any, brought out by the awards;
 - b. To review the status of all the awards remaining unimplemented for more than three months with the reasons and report to the Board such delays in implementation without valid reasons and for initiating necessary remedial action; and
 - c. To review the delay, if any, in the implementation of Banking Ombudsman award on quarterly basis;

IT STRATEGY COMMITTEE

- a. The Bank has constituted an IT Strategy Committee in accordance with RBI guidelines.

As on March 31, 2026, the IT Strategy Committee comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Mr. Ravichandran Venkataraman	02064557	Independent	Chairperson
2.	Mr. Rajesh Kumar Jogi	03341036	Independent	Member
3.	Mr. B A Prabhakar	02101808	Independent	Member
4.	Ms. Sudha Suresh	06480567	Independent	Member
5.	Mr. Sanjeev Nautiyal	08075972	MD & CEO	Member
6.	Ms. Carol Furtado	07587305	Whole-Time Director	Member
7.	Mr. Aniruddha Paul	00928375	Independent	Member

- b. The composition of the IT Strategy Committee during the year (together with changes) and the details of the meetings attended by its members is given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Mr. Ravichandran Venkataraman	4	4
2.	Mr. Rajesh Kumar Jogi	4	4
3.	Mr. B A Prabhakar	4	4
4.	Ms. Sudha Suresh	4	4
5.	Mr. Sanjeev Nautiyal	4	3
6.	Ms. Carol Furtado	4	4
7.	Mr. Aniruddha Paul*	1	1

*Appointed as member with effect from January 22, 2026

- c. During the FY 2025-26, 4 (Four) meetings of the IT Strategy Committee were held on the following dates:

Date of the IT Strategy Committee Meeting	Total number of members	Number of members present
June 17, 2025	6	5
September 24, 2025	6	6
December 10, 2025	6	6
March 17, 2026	7	7

- d. The following are the key terms of reference of the Committee:

i. Information Technology related items:

- a. Approving IT strategy and policy documents
- b. Supervising the overall IT landscape and IT governance structure of the bank



- c. Reviewing progress on projects related to applications, technology & security and service delivery
 - d. Reviewing the performance of IT verticals and major IT related contracts including outsourcing activities
 - e. Ensuring that the management has put an effective strategic planning process in place
 - f. Ratifying that the business strategy is indeed aligned with IT strategy
 - g. Ensuring that the IT organisational structure complements the business model and its direction
 - h. Ascertaining that management has implemented processes and practices that ensure that the IT delivers value to the business
 - i. Ensuring IT investments represent a balance of risks and benefits and that budgets are acceptable
 - j. Monitoring the method that management uses to determine the IT resources needed to achieve strategic goals and provide high-level direction for sourcing and use of IT resources
 - k. Ensuring proper balance of IT investments for sustaining bank's growth
 - l. Becoming aware about exposure towards IT risks and controls and evaluating effectiveness of management's monitoring of IT risks
 - m. Assessing Senior Management's performance in implementing IT strategies
 - n. Issuing high-level policy guidance (e.g. related to risk, funding, or sourcing tasks)
 - o. Confirming whether IT or business architecture is to be designed, so as to derive the maximum business value from IT
 - p. Overseeing the aggregate funding of IT at the Bank level, and ascertaining if the management has resources to ensure the proper management of IT risks
 - q. Reviewing IT performance measurement and contribution of IT to businesses (i.e. delivering the promised value).
- ii. Information Security related items:**
- a. Reviewing the progress in the gap assessment to RBI circular.
 - b. Reviewing the Cyber security maturity and quantification
 - c. Reviewing the brand monitoring and major observations of incidents of security operation centre
 - d. Reviewing the data breach alerts and threat landscape
 - e. Reviewing the Cyber security KPIs and KRIs
 - f. Reviewing the Status of BCP & DR drill
 - g. Reviewing the red team activities/major findings
 - h. Reviewing the compliance to security review, vulnerability assessment of our network and infrastructure, application security review and penetration testing
 - i. Reviewing the gaps in Information Security related regulatory returns
 - j. Reviewing the user awareness activities carried out
 - k. Reviewing the internet banking and mobile banking downtimes and incident reporting due to outage of critical IT systems
 - l. Reviewing the VA/PT matrix and related observations
 - m. Reviewing adequacy and effectiveness of the Business Continuity Planning and Disaster Recovery Management
 - n. To consider and approve policies and amendments to policies, if any
- iii. The Committee shall also oversee the Digital Banking function and initiatives of the Bank**

REVIEW COMMITTEE OF WILFUL DEFAULTERS

- a. The Bank has constituted a Review Committee of Willful Defaulters in accordance with RBI guidelines to review decisions taken by the Identification Committee (for identification of Willful defaulters / borrowers).

As on March 31, 2026, the Review Committee of Wilful Defaulters comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Mr. Sanjeev Nautiyal	08075972	Independent	Chairperson
2.	Mr. B. A. Prabhakar	02101808	Independent	Member
3.	Ms. Sudha Suresh	06480567	Independent	Member
4.	Mr. Rajesh Kumar Jogi	03341036	Independent	Member

- b. The Review Committee of Wilful Defaulters meets as and when the instance pertaining to wilful defaulters occurs and hence, no meeting was held during the year.

FRAUD COMMITTEE (SPECIAL COMMITTEE OF BOARD FOR MONITORING AND FOLLOW-UP OF CASES OF FRAUDS)

- a. The Bank has constituted a Fraud Committee in accordance with RBI guidelines to monitor and follow up cases of frauds involving amounts in excess of ₹ 1 (One) Crore; to review a report on the RFA accounts and follow-up of Frauds (SCBF) providing, inter alia, a synopsis of the remedial action taken together with their current status and; to review the systemic failure of controls or absence of key controls or severe weaknesses in existing controls which facilitate exceptionally large value frauds and sharp rises in frauds in specific business segments leading to large losses for the bank, if required.

As on March 31, 2026, the Fraud Committee comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Mr. Ravichandran Venkataraman	02064557	Independent	Chairperson
2.	Mr. B. A. Prabhakar	02101808	Independent	Member
3.	Mr. Rajesh Kumar Jogi	03341036	Independent	Member
4.	Ms. Sudha Suresh	06480567	Independent	Member
5.	Mr. Sanjeev Nautiyal	08075972	MD & CEO	Member

- c. The composition of the Fraud Committee during the year (together with changes) and the details of meetings attended by its members are given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Mr. Ravichandran Venkataraman	1	1
2.	Mr. Banavar Anantharamaiah Prabhakar	1	1
3.	Mr. Rajesh Kumar Jogi	1	1
4.	Ms. Rajni Mishra	1	1
5.	Ms. Sudha Suresh	1	1
6.	Mr. Sanjeev Nautiyal	1	1

- b. The Fraud Committee met on below dates during the FY 2025-26:

Date of the Fraud Committee Meeting	Total number of members	Number of members present
October 15, 2025	5	5

**CREDIT COMMITTEE OF BOARD**

- a. The Bank has in place a Credit Committee of Board to facilitate faster decision making in following matters:
- 1) To borrow monies
 - 2) Issuing or arranging bank guarantees for Bank's own requirements
 - 3) To offer security deposit and margin money, etc
 - 4) To open Bank accounts, addition/deletion/change of signatories in Bank accounts, to apply for internet banking facilities and addition/deletion/change in inputter/authorisers, any other bank related matters
 - 5) To enter into IBPC transactions
 - 6) To enter into securitisation transactions
 - 7) To avail refinance facilities from Financial Institutions
 - 8) To raise monies through certificate of Deposits and to open DAD Accounts, Clearing Accounts and resolutions relating to any other statutory compliances/regulatory matters.
 - 9) To approve all Financial Institutional Group (FIG) loan proposals in excess of ₹ 70 Crores.
 - 10) To approve major deviations for MSE and Housing loans but within the capped limit.
- b. Following is Delegation of Authority matrix in terms of the Committee of Directors

Particulars	Limits - Board	Limit - Amount (₹)
	All	
To borrow monies from Banks and Financial Institutions.	Up to ₹ 10,000 Crores	2,000 Crores
Issuing or arranging bank guarantees for Bank's own requirements; and offering security deposit, margin money, etc. for such and other transactions.	exceeding the aggregate of the paid-up capital and free reserves, that is to say, reserves not set part for any specific purpose	Depending upon transaction. Max 50 Crores.
To open Bank accounts, addition/deletion/change of signatories in Bank accounts, to apply for internet banking facilities and addition/deletion/change in inputter/authorisers and any other banking related matters.		No Change.
To enter into IBPC transactions.		2,500 crores
To enter into securitisation transactions.		2,000 Crores
To avail refinance facilities from Financial Institutions.		2,500 Crores
To raise monies through Certificate of Deposits.		2,000 Crores
To open DAD Accounts, Clearing Accounts and authorization/transaction and resolutions relating to any other statutory compliances/regulatory matters		No Change
Approval for all FIG loan proposals		In excess of 70 Crores

As on March 31, 2026, the Committee of Directors comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Ms. Rajni Mishra	08386001	Independent	Chairperson
2.	Mr. B. A. Prabhakar	02101808	Independent	Member
3.	Mr. Ravichandran Venkataraman	02064557	Independent	Member
4.	Mr. Rajesh Kumar Jogi	03341036	Independent	Member
5.	Ms. Mona Kachhwaha	01856801	Independent	Member

- c. The composition of the Committee of Directors during the year (together with changes) and the details of meetings attended by its members are given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Ms. Rajni Mishra	6	6
2.	Mr. B A Prabhakar	6	6
3.	Ms. Mona Kachhwaha	6	6
4.	Mr. Ravichandran Venkataraman	6	6
5.	Mr. Rajesh Kumar Jogi	6	6

- d. During the FY 2025-26, 06 (Six) meetings of the Committee of Directors were held on the following dates:

Date of Committee of Directors Meeting	Total number of members	Number of members present
April 25, 2025	5	5
June 23, 2025	5	5
September 02, 2025	5	5
September 19, 2025	5	5
December 20, 2025	5	5
March 12, 2026	5	5

BUSINESS STRATEGY COMMITTEE

- The Bank has constituted a Business Strategy Committee to review and provide inputs to the business plans of each line of business with a specific focus on growth, strategy and productivity.
- To review the business performance of various business verticals and overall business of the Bank.
- To approve any new products, processes, projects or initiatives pertaining to the business that require Board level approval
- To review the long-term strategy of the Bank

As on March 31, 2026, the Business Strategy Committee comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Ms. Mona Kachhwaha	01856801	Independent	Chairperson
2.	Mr. B. A. Prabhakar	02101808	Independent	Member
3.	Mr. Ravichandran Venkataraman	02064557	Independent	Member
4.	Ms. Rajni Mishra	08386001	Independent	Member
5.	Mr. Sanjeev Nautiyal	08075972	MD & CEO	Member
6.	Ms. Carol Furtado	07587305	Whole-Time Director	Member

- e. The composition of the Business Strategy Committee during the year (together with changes) and the details of meetings attended by its members are given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Ms. Mona Kachhwaha	6	6
2.	Mr. B A Prabhakar	6	6
3.	Ms. Rajni Mishra	6	6
4.	Mr. Ravichandran Venkataraman	6	6
5.	Mr. Sanjeev Nautiyal	6	6
6.	Ms. Carol Furtado	6	6



- f. During the FY 2025-26, 6 (Six) meetings of the Business Strategy Committee were held on the following dates:

Date of the Business Strategy Committee Meeting	Total number of members	Number of members present
April 25, 2025	6	6
August 01, 2025	6	6
August 12, 2025	6	6
November 04, 2025	6	6
February 05, 2026	6	6
February 20, 2026	6	6

TRANSFORMATION AND OPTIMIZATION COMMITTEE

- a. The Bank has constituted a Transformation and Optimization Committee to have an overall oversight on the Transformation Project (that also includes our broad strategy for transition to Universal Bank), and Cost Optimisation Project, both jointly led by external consultant and management team; to review strategies and roadmaps for both the projects; and to monitor the implementation and progress of each of the transformation initiatives and agreed milestones of both the projects periodically with the management team transformation Committee.

As on March 31, 2026, the Transformation and Optimization Committee comprises of the following members of the Board:

Sr. No.	Name of Director	DIN	Category	Designation
1.	Ms. Rajni Mishra	08386001	Independent	Chairperson
2.	Mr. B. A. Prabhakar	02101808	Independent	Member
3.	Mr. Rajesh Jogi	03341036	Independent	Member
4.	Ms. Sudha Suresh	06480567	Independent	Member

- b. The composition of the Transformation and Optimization Committee during the year (together with changes) and the details of meetings attended by its members are given below:

Sr. No.	Name of Director	Number of meetings during the FY 2025-26	
		Held during their tenure	Attended
1.	Ms. Rajni Mishra	2	2
2.	Mr. B. A. Prabhakar	2	2
3.	Mr. Rajesh Jogi	2	2
4.	Ms. Sudha Suresh	2	2

- c. The Transformation and Optimization Committee has met twice on October 13, 2025 and February 17, 2026, during the FY 2025-26 and all members were present at the meetings.

2. INDEPENDENT DIRECTORS

- a. The independent directors are given a formal letter of appointment containing the terms of appointment, roles and responsibilities, duties and code of conduct, among other items. As required under Regulation 46 of the SEBI Listing Regulations, the terms and conditions of appointment of Independent Directors are available on the website of the Bank at www.ujjivansfb.bank.in/corporate-governance-policies.
- b. Schedule IV of the Act and Regulation 25(3) of the SEBI Listing Regulations mandate that the independent directors of the Bank shall hold at least one meeting in a financial year, without the attendance of Non-Independent Directors and members of Management.

- c. Accordingly, the Meeting of Independent Directors of the Bank was held on March 24, 2026, with the presence of all the Independent Directors to;

- review the performance of non-independent directors and the board of directors as a whole;
- review the performance of the chairperson of the listed entity, taking into account the view of executive directors and non-executive directors; and
- assess the quality, quantity and timeliness of flow of information between the management of the listed entity and the board of directors that is necessary for the board of directors to effectively and reasonably perform their duties.

3. REMUNERATION OF DIRECTORS

The details of the remuneration paid by way of sitting fees to the non-executive directors including independent

directors have been disclosed in the **Annexure-1** of this Report. No stock options have been granted to any Non-Executive Directors of the Bank.

The detailed criteria of making payments to non-executive directors forms part of Nomination and Remuneration Policy of the Bank which is available on website of the Bank at www.ujjivansfb.bank.in/corporate-governance-policies

4. SENIOR MANAGEMENT

“Senior Management Personnel” (SMP) or “Key Persons” of the Bank are those who are in the grade of Executive Vice President (EVPs) and are within two levels below either MD & CEO or WTD and are considered as members of core management team of the Bank:

Sr. No.	Name of SMP	Designation
1.	Mr. Sanjeev Nautiyal	MD & CEO
2.	Ms. Carol Kripanayana Furtado	Whole Time Director (ED / WTD)
3.	Mr. Sadananda Balakrishna Kamath	Chief Financial Officer
4.	Mr. Sanjeev Barnwal	Company Secretary & Head of Regulatory Framework
5.	Mr. Martin Pampilly	Chief Operating Officer
6.	Mr. Ashish Goel	Chief Credit Officer
7.	Mr. Brajesh Joseph Cherian	Chief Risk Officer
8.	Mr. Rajaneesh Hosakoppa Rudresha	Chief Compliance Officer
9.	Mr. Umesh Arora	Head of Emerging Business
10.	Mr. Hitendra Jha	Head Retail Liabilities, TASC and TPP
11.	Ms. Chandraksha Chaudhuri	Head of Human Resources
12.	Mr. Rajeev Pawar	Head of Treasury
13.	Ms. Vijayalakshmi Muddu	Head of Internal Audit
14.	Mr. John Christy	Chief Vigilance Officer
15.	Mr. Mangesh Mahale	Chief Technology Officer
16.	Mr. Deepak Agarwal	Head of Strategy and Transformation
17.	Mr. Vibhas Chandra	Head – Micro banking and Gold Loans
18.	Mr. Lakshman Velayutham	Chief Marketing Officer
19.	Mr. Srikumar V.	Chief Legal Officer
20.	Mr. Parag Srivastava	Head of FIG
21.	Mr. Premkumar G.	Business Head – Vehicle Finance
22.	Mr. Vijayesh Kumar Pandey	Head of Admin and Infrastructure
23.	Mr. Pradeep B.	Business Head-Housing Loans and Micro Mortgages
24.	Mr. Pankaj Gupta	Chief Digital Officer
25.	Mr. Murali Chari	Business Head – Agricultural Banking
26.	Mr. Ratan Jyoti	Chief Information Security Officer
27.	Mr. Abdul Hameed Chaman	Deputy Chief Technology Officer
28.	Mr. Suresha C.	Head of Customer Experience
29.	Mr. Arnabjeet Banerjee	Head – Alliance and Electronic Payments
30.	Mr. Ayan Sarkar	Head of Operations
31.	Mr. Mohd. Shakil Khan	Head of Collections

5. GENERAL MEETINGS OF MEMBERS

a. Details of the last three Annual General Meetings are as follows:

Sr. No.	Financial Year	Date and Time	Location	Special Resolution Passed
1.	2022-23	July 28, 2023, at 03:00 PM	It was convened through Video Conferencing/ Other Audio-Visual Means and Registered Office was deemed venue of the Meeting	1. To re-appoint Ms. Rajni Mishra (DIN: 08386001) as an Independent Director of the Bank 2. To re-appoint Mr. Rajesh Kumar Jogi (DIN: 03341036) as an Independent Director of the Bank.



Sr. No.	Financial Year	Date and Time	Location	Special Resolution Passed
2.	2023-24	July 26, 2024, at 3:00 PM	It was convened through Video Conferencing/ Other Audio-Visual Means and Registered Office was deemed venue of the Meeting	a. To approve the appointment of Mr. Sanjeev Nautiyal (DIN:08075972) as a Director (Executive) of the Bank b. To approve the appointment and remuneration of Mr. Sanjeev Nautiyal (DIN: 08075972) as the Managing Director and Chief Executive Officer of the Bank for a period of 3 years w.e.f. July 01, 2024. c. To approve the appointment of Ms. Carol Furtado (DIN: 07587305) as a Director (Executive) of the Bank d. To approve the appointment of Ms. Carol Kripanayana Furtado (DIN: 07587305) as the Whole-Time Director (WTD) of the Bank e. To approve the reappointment of Mr. Banavar Anantharamaiah Prabhakar (DIN: 02101808) as an Independent Director and Part-Time Chairperson of the Bank f. To approve the reappointment of Mr. Ravichandran Venkataraman (DIN: 02064557) as an Independent Director of the Bank g. To approve the appointment of Ms. Mona Kachhwaha (DIN: 01856801) as an Independent Director of the Bank h. To approve the alteration to the Articles of Association of the Bank in order to delete the reference of promoter therefrom and to make other suitable revisions pursuant to the scheme of amalgamation being effective
3.	2024-25	June 27, 2025, at 03:30 PM	It was convened through Video Conferencing/ Other Audio-Visual Means and Registered Office was deemed venue of the Meeting	-

b. No Extra-Ordinary General Meeting was held during the FY 2025-26.

c. During the FY 2025-26, below resolution was passed through Postal Ballot:

Sr. No.	Financial Year	Special Resolution Passed	Date of Passing of resolution
1.	2025-26	To appoint Mr. Aniruddha Paul (DIN:00928375) as an Independent Director of the Bank.	February 27, 2026

6. MEANS OF COMMUNICATION

The Board has been approving the quarterly financial results within 45 days of the end of respective quarter and the audited annual financial results for the quarter and financial year ended within 60 days from the end of the financial year. The results are promptly forwarded to the stock exchanges and are published in one English and one in Kannada newspaper. The results as well as other press releases and presentations made to Institutional Investors or to the Analysts are simultaneously displayed on the Bank's website at www.ujjivansfb.bank.in

7. GENERAL SHAREHOLDER INFORMATION

Particulars	Details																				
Annual General Meeting	Date: July 24, 2026 Time: 03:30 PM Venue: Grape Garden No. 27, 3 rd “A” Cross, 18 th Main, 6 th Block, Koramangala, Bengaluru-560095, Karnataka																				
Financial Year	April 01, 2025 to March 31, 2026																				
Dividend Declaration/Payment	During the FY 2025-26, no dividend was declared by the Bank.																				
The name and address of each Stock Exchanges at which the Bank’s securities are listed and a confirmation about payment of annual listing fee to each of such Stock Exchanges	The Equity Shares of the Bank are listed on below mentioned Stock Exchanges: A. National Stock Exchange of India Limited (“NSE”) Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (E) Mumbai – 400 051 B. BSE Limited (“BSE”) Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai-400001 The Bank has paid annual listing fee as applicable to the Bank for the FY 2025-26.																				
Stock Code	NSE Symbol: UJJIVANSFB BSE Code: 542904																				
Registrar to an Issue and Share Transfer Agents	Name: KFin Technologies Limited Address: Selenium Building, Tower-B, Plot No- 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana, India, 500032 E-mail: einward.ris@kfintech.com Website: www.kfintech.com Toll Free No.: 18003094001																				
Share Transfer System	KFin Technologies Limited, Registrar and Transfer Agent of the Bank, handles and provides investor related services such as transfer, demat, remat and such other services in coordination with the Bank.																				
Dematerialisation of Shares and liquidity	The equity shares of the Bank are available for trading in the dematerialised form under both the depositories in India - National Securities Depository Limited (“NSDL”) and Central Depository Services (India) Limited (“CDSL”). Trading in Bank’s equity shares can be done only in the dematerialised form. Position of Equity shares as on March 31, 2026 <table><tr><th>Sr. No.</th><th>Description</th><th>Number of Equity Shares</th><th>% To Equity Share Capital</th></tr><tr><td>1.</td><td>Physical</td><td>160</td><td>0</td></tr><tr><td>2.</td><td>NSDL</td><td>1465603179</td><td>75.44</td></tr><tr><td>3.</td><td>CDSL</td><td>477111075</td><td>24.56</td></tr><tr><td></td><td>Total</td><td>1942714414</td><td>100</td></tr></table>	Sr. No.	Description	Number of Equity Shares	% To Equity Share Capital	1.	Physical	160	0	2.	NSDL	1465603179	75.44	3.	CDSL	477111075	24.56		Total	1942714414	100
Sr. No.	Description	Number of Equity Shares	% To Equity Share Capital																		
1.	Physical	160	0																		
2.	NSDL	1465603179	75.44																		
3.	CDSL	477111075	24.56																		
	Total	1942714414	100																		
Outstanding Global Depository Receipts or American Depository Receipts or warrants or any convertible instruments, conversion date and likely impact on equity	The International Securities Identification Number of the Bank is INE551W01018. The Bank does not have any outstanding Global Depository Receipts or American Depository Receipts or warrants or instrument other than Stock options granted under Ujjivan Small Finance Bank-Employee Stock Option Plan 2019 (“ESOP 2019 Scheme”). As on March 31, 2026, 17,41,62,461 options have been granted by the Bank under ESOP 2019 Scheme to eligible employees of the Bank, out of which 9,80,67,706 options are active and in force.																				
Commodity price risk or foreign exchange risk and hedging activities;	NA																				
Plant locations	The Bank is engaged in the business of providing banking and other financial related services and it does not have any plant. The Bank has 776 banking outlets across 26 (Twenty Six) states and union territories of India.																				

Particulars	Details
Address for correspondence	The Company Secretary and Compliance Officer Ujjivan Small Finance Bank Limited Grape Garden, 3 rd "A" Cross, 18 th Main, 6 th Block, Koramangala, Bengaluru - 560 095. Email: investorrelations@ujjivan.bank.in Tel. No: +91 80 40712121

Performance in comparison to broad-based indices such as BSE Sensex and NSE Nifty Index

Securities of the Bank were not suspended from trading on stock exchanges during the FY 25-26.

Market price data- high, low during each month of FY 2025-26

Month	Market Price data					
	BSE			NSE		
	High Price	Low Price	Volume (No. of Shares Traded)	High Price	Low Price	Volume (No. of Shares Traded)
April, 2025	45.06	33.56	3,54,38,216	45.05	32.88	42,38,36,629
May, 2025	45.67	39.2	3,06,37,449	45.70	39.77	26,95,14,696
June, 2025	51.8	42.2	3,66,44,641	51.87	42.95	34,99,53,942
July, 2025	50.46	42.32	2,55,41,684	50.49	42.32	23,71,62,727
August, 2025	44.99	41.4	1,20,42,251	44.99	41.32	10,63,30,899
September, 2025	48.75	42.03	1,74,39,457	48.77	42.00	20,82,82,500
October, 2025	54.56	46.03	4,03,55,650	54.54	46.01	30,92,81,091
November, 2025	56.15	50.23	1,86,30,464	56.18	50.30	19,53,10,730
December, 2025	56.3	50.03	1,06,11,642	56.30	50.00	15,87,16,963
January, 2026	68	52.37	5,12,68,579	68.00	52.35	53,25,97,020
February, 2026	66.25	57	1,76,92,142	66.30	57.00	24,27,91,829
March, 2026	57.65	49.38	2,12,27,003	57.66	49.24	26,45,86,061

8. DISTRIBUTION OF SHAREHOLDING AS AT MARCH 31, 2026

Distribution Schedule - As on March 31, 2026					
Category (Amount)	No. of holders	% of Holders	No. of Shares	Amount	% to Equity
1-5000	6,49,224	80.727164	6,27,05,280	62,70,52,800	3.227715
5001- 10000	60,781	7.557758	4,74,24,443	47,42,44,430	2.441143
10001- 20000	40,384	5.021512	5,90,74,015	59,07,40,150	3.040798
20001- 30000	15,988	1.988013	4,01,55,769	40,15,57,690	2.066993
30001- 40000	8,662	1.077068	3,03,35,381	30,33,53,810	1.561495
40001- 50000	6,300	0.783368	2,90,81,326	29,08,13,260	1.496943
50001- 100000	11,224	1.395638	8,04,32,340	80,43,23,400	4.140204
100001& Above	11,657	1.449479	1,59,35,05,860	15,93,50,58,600	82.024710
Total	8,04,220	100.00	1,94,27,14,414	19,42,71,44,140	100.00

9. CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER CERTIFICATION (CEO AND CFO CERTIFICATION)

As required under Regulation 17 and 33(2) (a) read with Part B of Schedule II of the SEBI Listing Regulations, the CEO and CFO certification on the Financial Statements, the Cash Flow Statements and the Internal Controls for Financial Reporting has been obtained from Mr. Sanjeev Nautiyal, Managing Director and CEO and Mr. S Balakrishna Kamath, Chief Financial Officer. The said certificate is included in **Annexure 3** and forms part of the Annual Report.

10. SUCCESSION PLANNING

The Bank has formulated a succession planning policy for the national leadership team and Board of the Bank for quick fulfillment of vacancies in key senior positions through evaluation of qualified, motivated people and a process to identify and groom them.

11. BOARD DIVERSITY

The Bank believes that Board diversity plays a very important role in the transparency and in the decision-making process in the Boardroom.

The Bank also believes that diversity in the composition of the Board of Directors is essential in view of the expansion of business, greater social responsibility, increasing emphasis on Corporate Governance, need for addressing concerns of diverse stakeholders and the necessity for managing risks in the business effectively. A Board composed of appropriately qualified and skilled people, with a broad range of experience relevant to the business, is important for effective corporate governance and sustained commercial success of the Bank.

Led by Mr. B. A. Prabhakar, Chairman and Independent Director, 77% of the Bank's board comprises of independent directors, each bringing diverse expertise from various areas of banking, while also maintaining a well-balanced gender representation, with women being 44% of its members. This composition helps ensure strong governance, promotes diversity of thought, and supports the Bank's commitment to inclusive and effective decision-making processes.

The Bank has formulated and implemented Board Diversity Policy to comply with the SEBI Listing Regulations and to ensure the diversity of thought, experience, knowledge, perspective and gender in the Board. The Bank promotes social diversity and professional diversity in the Boardroom. The primary objective of this Policy is to provide a framework and set standards for having a diversified Board with ability to base its decisions after evaluating multiple options as compared to homogeneous Boards and help improve the performance of the organization significantly. The Board Diversity Policy is available on the website of the Bank at www.ujjivansfb.bank.in.

12. DETAILS OF SHARES TRANSFERRED TO DEMAT SUSPENSE ACCOUNT/ UNCLAIMED SUSPENSE ACCOUNT DURING THE FY 2025-26.

During the FY 2025-26, unclaimed dividend of ₹ 1,43,085 for the FY 2017-18 for UFSL and 540 equity shares of UFSL that remained unclaimed were transferred to Investor Education and Protection Fund (IEPF).

13. OTHER DISCLOSURES

a. Related Party Transactions (RPT)

The Bank has a RPT policy to ensure the transparency, substantive and procedural fairness of such transactions. The definition of the related parties, the list of transactions as per the statutory regulations

which shall qualify as RPT, and the process to be followed by the functional departmental head for seeking the Audit Committee/Board approval on the proposed RPTs are defined in the RPT Policy of the Bank. The transactions with the related parties are on an arms' length basis and in the ordinary course of business. The RPT policy is reviewed by the Audit Committee on an annual basis. Any transactions entered with the related parties are monitored and reviewed by the ACB and Board every quarter.

In compliance with the statutory regulations and for the transactions which are repetitive in nature and ordinary course of business, omnibus approval with the limits set for executing such transactions with the Related Parties is sought from the ACB, and these are monitored and reviewed by the ACB and Board every quarter. The validity of such omnibus approval accorded is limited to one year; fresh approval is obtained every year. All the RPTs entered are also reported to the Stock Exchanges on a half-yearly basis immediately after publishing their financial results.

The Bank entered into related party transactions during the FY 2025-26 and these were approved by the Audit Committee and the Board. The Policy on 'Materiality of Related Party Transactions' which forms part of the Policy on dealing with 'Related Party Transactions' which is available on the website of the Bank at www.ujjivansfb.bank.in.

There were no materially significant related party transactions during the FY 2025-26 that may have potential conflict with the interest of the Bank at large.

- b. The Bank does not have a subsidiary company as on date; hence the Bank is not required to formulate a specific policy on dealing with material subsidiaries.
- c. The Bank in compliance with Section 177 of the Act and Regulation 22 of SEBI (LODR) Regulations has established a Whistle Blower policy / Vigil Mechanism for the directors and employees to report genuine concerns or grievances about unethical behavior, actual or suspected fraud or violation of the Bank's Code of Conduct or Code of Conduct for Prevention of Insider Trading and Code of Fair Disclosures and Conduct.

No person has been denied access to the Chairperson of the Audit Committee. The Whistle Blower policy is available on the website of the Bank at www.ujjivansfb.bank.in.

Particulars of Whistle Blower Complaints	No. of Complaints
No. of complaints at beginning of FY 2025-26	2
No. of complaints received during the FY 2025-26	16
No. of complaints resolved during the FY 2025-26	16
No. of complaints at end of FY 2025-26	2*

*2 cases received during the last week of March 2026 was resolved in the month of April 2026



- d. List of all credit ratings as on March 31, 2026 obtained by the Bank:

Instrument Name	Name of Credit Rating Agency	Rating	Date	Remarks
Certificate of Deposit Programme	CRISIL Ratings Limited	CRISIL A1+	January 09, 2026	Rating reaffirmed
Long-term bank facilities	Care Ratings Ltd.	CARE AA-; Stable	March 23, 2026	Rating reaffirmed
Subordinated non-convertible debentures	Care Ratings Ltd.	CARE AA-; Stable	March 23, 2026	Rating reaffirmed
Fixed Deposit	Care Ratings Ltd.	CARE AA-; Stable	March 23, 2026	Rating reaffirmed

- e. The Bank has complied all the mandatory requirements and adopted the following non-mandatory requirements:
- Bank has appointed separate persons for the position of Chairman and Chief Executive Officer
 - Head of Internal Audit of the Bank directly report to the Audit Committee of the Bank
- f. Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

Particulars	Number of Complaints
Number of complaints received during the FY 2025-26	23
Number of complaints disposed of during the FY 2025-26	20
Number of complaints pending as on end of the FY 2025-26	3

- g. The Bank has paid a total-fees of ₹ 1,79,85,000 for all services of Statutory Auditors during the FY 2025-26.
- h. The Bank has complied with all the mandatory requirements of the Corporate Governance as specified in Regulation 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI Listing Regulations.
- i. There were no recommendations of the Board Committees which was turned down by the Board during the FY 2025-26.
- j. The Bank has obtained a certificate from Mr. K. Jayachandran (ACS No.: 11309, CP No.: 4031), Practicing Company Secretary that none of the directors on the Board of the Bank have been debarred or disqualified from being appointed or continuing as director of the Bank by the SEBI/Ministry of Corporate Affairs or any such statutory authority and same is annexed as **Annexure-2** to this Report.
- k. The Bank has obtained Compliance certificate from Mr. K. Jayachandran (ACS No.: 11309, CP No.: 4031), Practicing Company Secretary regarding compliance of conditions of corporate governance and same is annexed as **Annexure-6** to the Directors' Report of the Bank.
- l. A declaration signed by the Chief Executive Officer stating that the members of Board and Senior Management Personnel have affirmed compliance with the code of conduct of the Bank forms part of the CEO and CFO certification.

For and on behalf of the Board of Directors

Sd/-

B A Prabhakar

Part-Time Chairman and Independent Director

DIN: 02101808

Date: May 08, 2026

Place: Bengaluru

Sd/-

Sanjeev Nautiyal

MD& CEO

DIN: 08075972

Annexure-1

Details of Sitting Fee paid during the FY 2025-26

Sr. No.	Name of Director	Total Sitting Fee Paid (in ₹)
1	Mr. Rajesh Kumar Jogi	35,75,000
2	Mrs. Rajni Mishra	41,50,000
3	Ms. Sudha Suresh	30,75,000
4	Mr. B A Prabhakar	41,50,000
5	Mr. Ravichandran Venkataraman	36,00,000
6	Ms. Anita Ramachandran	3,00,000
7	Ms. Mona Kachhwaha	26,75,000
8	Mr. Aniruddha Paul	4,00,000
Total		2,19,25,000

For and on behalf of the Board of Directors

Sd/-

B A Prabhakar

Part-Time Chairman and Independent Director

DIN: 02101808

Date: May 08, 2026

Place: Bengaluru

Sd/-

Sanjeev Nautiyal

MD& CEO

DIN: 08075972



Annexure-2

Certificate of Non-Disqualification of Directors

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10) (i) of the SEBI
(Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members,
UJJIVAN SMALL FINANCE BANK LIMITED
Grape Garden, No. 27, 3rd "A" Cross, 18th Main,
6th Block, Koramangala, Bengaluru – 560 095, Karnataka.

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **UJJIVAN SMALL FINANCE BANK LIMITED** having **CIN L65110KA2016PLC142162** and having Registered Office at **Grape Garden, No. 27, 3rd "A" Cross, 18th Main, 6th Block, Koramangala, Bengaluru – 560095, Karnataka** (hereinafter referred to as "the Bank"), produced before me by the Bank for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para C Sub clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to me by the Bank and its officers, I hereby certify that none of the Directors on the Board of the Bank as stated below for the Financial Year ending on March 31, 2026 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Sr. No.	Name of Directors	DIN (Director Identification Number)	Date of appointment in Bank
01.	Mr. Banavar Anantharamaiah Prabhakar	02101808	20/08/2021
02.	Mr. Sanjeev Nautiyal	08075972	01/07/2024
03.	Mr. Ravichandran Venkataraman	02064557	20/08/2021
04.	Mr. Rajesh Kumar Jogi	03341036	13/03/2021
05.	Mrs. Sudha Suresh	06480567	20/08/2021
06.	Mrs. Rajni Anil Mishra	08386001	16/12/2020
07.	Ms. Carol Kripanayana Furtado	07587305	01/05/2024
08.	Ms. Mona Kachhwaha	01856801	18/05/2024
09.	Mr. Aniruddha Paul	00928375	22/01/2026

Ensuring the eligibility of, for the appointment / continuity of every Director on the Board is the responsibility of the management of the Bank. My responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Bank nor of the efficiency or effectiveness with which the management has conducted the affairs of the Bank.

Date: 08/05/2026
Place: Bengaluru

Sd/-
K. Jayachandran
Company Secretary
ACS No.: 11309/CP. No.: 4031
UDIN: A011309H000308971
PR No: 6411/2025

Annexure-3**CEO and CFO Certification**

To,
The Board of Directors
Ujjivan Small Finance Bank Limited
Grape Garden, No. 27, 3rd "A" Cross,
18th Main, 6th Block, Koramangala,
Bengaluru-560095

Subject: Compliance Certificate as required under Regulation 17(8) read with Regulation 33 (2) (a) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

We hereby certify that:

- A. We have reviewed financial statements and the cash flow statement for the quarter and financial year ended March 31, 2026 and that to the best of our knowledge and belief:
- (1) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 - (2) these statements together present a true and fair view of the Bank's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
- B. There are, to the best of our knowledge and belief, no transactions entered into by the Bank during the quarter and financial year ended March 31, 2026, which are fraudulent, illegal or violative of the Bank's code of conduct.
- C. We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Bank pertaining to financial reporting and we have disclosed to the auditors and the Audit Committee, that there were no deficiencies in the design or operation of such internal controls of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.
- D. We have indicated to the auditors and the Audit Committee:
- (1) that there were no significant changes in internal control over financial reporting during the quarter and financial year ended March 31, 2026;
 - (2) that there were no significant changes in accounting policies during the quarter and financial year ended March 31, 2026; and
 - (3) that there were no instances of significant fraud of which we have become aware and the involvement therein, of the management or an employee having a significant role in the Bank's internal control system over financial reporting.
- E. We further declare that all members of Board of Directors and Senior Management Personnel have affirmed compliance with the code of conduct of the Bank.

For **UJJIVAN SMALL FINANCE BANK LIMITED**

Sd/-
Sanjeev Nautiyal
Managing Director and CEO
DIN: 08075972

Sd/-
S Balakrishna Kamath
Chief Financial Officer

Date: May 08, 2026
Place: Bengaluru



BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORTING (BRSR) FY 2025-26

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

1. Corporate Identity Number (CIN) of the Listed Entity	L65110KA2016PLC142162
2. Name of the Listed Entity	Ujjivan Small Finance Bank Limited
3. Year of incorporation	2016
4. Registered office address	Grape Garden, No. 27, 3 rd "A" Cross, 18 th Main, 6 th Block, Koramangala, Bengaluru-560095, Karnataka
5. Corporate address	Grape Garden, No. 27, 3 rd "A" Cross, 18 th Main, 6 th Block, Koramangala, Bengaluru-560095, Karnataka
6. E-mail	investorrelations@ujjivan.bank.in
7. Telephone	8040712121
8. Website	www.ujjivansfb.bank.in
9. Financial year for which reporting is being done	FY 2025-26
10. Name of the Stock Exchange(s) where shares are listed	National Stock Exchange of India Limited (NSE)
	BSE Limited (BSE)
11. Paid-up Capital	INR 19,42,71,44,140
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Sanjeev Barnwal Email – corporatesecretarial@ujjivan.bank.in Phone: 8040712121
13. Reporting boundary Are the disclosures under this report made on a standalone basis (i.e., only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).	Standalone basis
14. Name of assurance provider	Not Applicable
15. Type of assurance obtained	Not Applicable

II. Products/services

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of main activity	Description of business activity	% of turnover of the entity (FY26)
1	Banking	Banking activities by Central, Commercial and Saving banks	100

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

S. No.	Product/Service	NIC Code	% of total turnover contributed
1	Banking Activity by commercial Banks	65191	100

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	0	827 [776 (Banking Outlets) + 51 (Other Offices*)]	827 [776 (Banking Outlets) + 51 (Other Offices*)]
International	Nil	Nil	Nil

* Other offices Include Corporate Office, Regional Offices, Central Processing Centers (CPCs), Area Offices, Phone Banking Units, Retail Asset Centers and Training Centre.

19. Markets served by the entity:
a. Number of locations

Locations	Number
National (No. of States/UTs)	26 (PAN India)
International (No. of Countries)	Nil

b. What is the contribution of exports as a percentage of the total turnover of the entity?

Nil

c. A brief on types of customers

The bank caters to a diverse customer base, placing strong emphasis on financial inclusion. It actively serves underserved and unbanked segments such as Senior citizens, Minors, Proprietors/ MSME customers/Corporate entities/ Government entities, visually impaired / Differently abled customers, and unserved/underserved customers.

IV. Employees
20. Details as at the end of Financial Year:
a. Employees and Workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
EMPLOYEES						
1.	Permanent (D)	26555	21330	80%	5225	20%
2.	Other than Permanent (E)	4265	3777	89%	488	11%
3.	Total employees (D + E)	30820	25107	81%	5713	19%
WORKERS						
4.	Permanent (F)		Not Applicable			
5.	Other than Permanent (G)					
6.	Total workers (F + G)					

b. Differently abled Employees and Workers

S. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent (D)	17	11	65%	6	35%
2.	Other than Permanent (E)	0	0	0%	0	0%
3.	Total differently abled employees (D + E)	17	11	65%	6	35%
DIFFERENTLY ABLED WORKERS						
4.	Permanent (F)	Not Applicable				
5.	Other than permanent (G)					
6.	Total differently abled workers (F + G)					

21. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	9	4	44%
Key Management Personnel	4	1	25%

**22. Turnover rate for permanent employees and workers**

	FY 2025-26*			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	30.40	32.74	30.87	31.16	31.12	23.16	27.41	25.86	27.12

*The turnover data for FY 2025-26 and FY 2024-25 include both voluntary and involuntary separations

V. Holding, Subsidiary and Associate Companies (including joint ventures)**23. (a) Names of holding / subsidiary / associate companies / joint ventures**

S. No.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed Entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
Nil				

VI. CSR Details**24. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No) - Yes**

(ii) Turnover (in ₹) – 80,38,97,15,000.00

(iii) Net worth (in ₹) – 68,15,67,66,066.31

VII. Transparency and Disclosures Compliances**25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:**

Stakeholder group from whom complaint is received	Grievance redressal mechanism in place (Yes/No)	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Investors (other than shareholders)	Yes	0	0	Holders of Unlisted Non Convertible Debentures	0	0	Holders of Unlisted Non Convertible Debentures
Communities	Yes	0	0	NA	0	0	NA
Shareholders [#]	Yes	1	0		19	0	
Employees and workers	Yes	23	3	Complaints reported under Sexual Harassment of Women at Workplace	16	4	Complaints reported under Sexual Harassment of Women at Workplace
Customers	Yes	12,554	289	Complaints related to phishing, vishing, smishing by fraudsters, delivery of essential services and mis-selling	15,553	174	Complaints related to phishing, Vishing, Smishing by Fraudsters, Delivery of essential Services and mis-selling
Value Chain Partners	Yes	0	0	NA	0	0	NA

[#] The number of investor grievances is as per the quarterly investor grievance report submitted to the Stock Exchanges pursuant to regulation 13 of the SEBI (LODR) Regulations, 2015.

26. Overview of the entity's material responsible business conduct issues –

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format

S.No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Responsible Finance	Opportunity	Focusing on financial inclusion by serving underserved segments promotes inclusive growth. Integrating responsible and sustainable lending practices, including green finance and need based products, enables a positive social impact while expanding business reach. This approach strengthens stakeholder trust, enhances portfolio resilience, and supports long-term sustainable value creation.	-	Positive
2	Decarbonization Strategy	Opportunity	Improving energy efficiency and reducing carbon emissions in the Bank's operations supports sustainable practices. By promoting green finance and integrating climate considerations into lending and operations, the Bank can capitalize on emerging low-carbon business opportunities. This strengthens regulatory alignment, enhances resilience, and supports long-term sustainable growth and stakeholder value creation.	-	Positive
3	Human Capital Development	Opportunity	Employee skill development drives employee productivity, engagement, and capability building, which are critical to delivering quality financial services. Strong focus on training, skill development, and inclusive workplace practices enable building a high-performing & future-ready workforce. This further strengthens employee retention, enhances service delivery, and leads to competent teams.	-	Positive
4	Employee wellbeing	Opportunity	Enhancing employee health, workplace safety, and engagement is critical for productivity and service quality. Programs on workplace safety, health initiatives, insurance coverage, and wellness support a motivated and resilient workforce. This drives employee retention, reduces absenteeism, and contributes to improved organizational performance and employee trust.	-	Positive
5	Cyber Security & Data Privacy	Risk	Exposure to data breaches, loss, and cyber-attacks may result in unauthorized access to sensitive information, causing financial, legal, and reputational impacts besides loss of customer trust.	Established robust policies, procedures, and governance frameworks to manage cyber risks, with oversight from the IT Strategy Committee, and has achieved ISO 27001:2022 certification -successfully passing its recent ISO surveillance audit demonstrating strong information security practices.	Negative



S.No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
6	Consumer Financial Protection	Risk	Exposed to issues arising from unethical lending or mis-selling of financial products potentially leads to regulatory penalties, legal issues, and erosion of customer trust.	Conducting risk assessments at the portfolio/credit level, ensuring transparency in lending practices, and promoting financial literacy among customers	Negative
7	Corporate Citizenship & Philanthropy	Opportunity	Commitment to community development and social responsibility can enhance a company's reputation as a responsible business, leading to inclusive growth, strengthen stakeholder relationships and contribute to smooth business operations.	-	Positive
8	Customer relationship management	Opportunity	Strong customer engagement and trust are fundamental to sustainable banking growth. Focusing on customer-centric services, effective grievance redressal, and financial literacy initiatives enhances customer satisfaction and retention. This in turn, helps expand the customer base, strengthen relationships, and drive long-term business value creation.	-	Positive
9	Access to Finance	Opportunity	Directly addressing the financial needs of underserved segments enables the bank to develop tailored products and services that meet the specific requirements of these customers, thereby building trust and fostering long-term relationships. Additionally, enhancing access to finance supports economic development within communities, aligning the bank's objectives with social impact and sustainable growth.	-	Positive
10	Governance and Ethics	Opportunity	Strong governance practices enhance transparency, accountability, and stakeholder trust. The Bank's robust policies, ethical standards, and oversight mechanisms support compliant and responsible business conduct. This strengthens the Bank's reputation, minimizes risks, and attracts investment.		Positive
		Risk	Challenges related to organizational structure, culture, and performance are influenced by governance, with risks including ethical, legal, regulatory, disclosure, and reputational challenges.	Establishment of robust three-tier committee structure, Diverse Board with strong independent director representation, and comprehensive governance & ethics policies. Oversight further strengthened through the Bank's three lines of defence framework ensures effective risk management & regulatory compliance	Negative

S.No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
11	Compliance	Risk	Non-compliance with regulations, standards, or policies, including privacy breaches, may result in legal, financial, and reputational consequences.	Oversight by the Risk & Audit Committees at the Board & Management levels to identify and address the compliance gaps supported by periodic internal audits, reporting mechanisms, promote a strong culture of ethics and compliance.	Negative
12	Digital Transformation	Opportunity	Digitalization in business operations reduces lead times, expands customer reach, improves accuracy & operational efficiency. This enables broader customer access, enhances customer satisfaction, and drives greater business value.	-	Positive
13	Transparency & disclosures	Opportunity	Promoting open and transparent communication helps build trust, influence positive behavior, and support sustainable value creation.	-	Positive
		Risk	Inadequate or misleading disclosures can adversely affect organizational performance, reputation, and governance.	Adopting transparent governance policies and procedures, robust maker/checker mechanism for data accuracy for comprehensive reporting and disclosures aligned with global frameworks such as GRI and TCFD.	Negative
14	Stakeholder engagement	Opportunity	Proactive engagement with stakeholders fosters deeper understanding of their expectations and strengthens relationships. This approach promotes transparency, builds trust, and facilitates informed decision-making, resulting in responsible business.	-	Positive
15	Risk & Crisis Management	Risk	Effective identification & management of risks would enable the organization to achieve its strategic objectives seamlessly.	Implementation of comprehensive Enterprise Risk Management (ERM) framework that integrates environmental and social risks into credit assessment processes, supported by well-defined protocols and governance mechanisms across the identified risks	Negative



SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
c. Web Link of the Policies, if available	The below web links provides all the relevant policies: Sustainability Policies Banking Policies								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
4. Name of the national and international codes/certifications/labels/standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) mapped to each principle.	ISO 27001:2022 - Certification on Information Security Management System mapped to Principle no. 9. Ujjivan SFB is focused on achieving its goals and targets as defined under ESG Strategy 2030. The sustainability framework includes following goals: 1. Sustainable Operations 20% reduction in Electricity consumption 10% of total office area (Ujjivan SFB offices) to achieve Green Building certification 2. Empowering Communities - Disclose the social value through Social Return on Investment study 3. Human Capital 34 hours per employee training - Continue to achieve and sustain a minimum of 20% gender diversity. - Zero Accidents - Ujjivan SFB office locations 4. Effective Governance - Robust Governance Structure, beyond compliance - Zero Data Security Breaches - Zero fines/penalties - Achieve transformative stage in the risk maturity ladder 5. Customer Centricity - Top quartile in Customer Satisfaction Survey Score 6. Responsible Finance - Exploring the green finance opportunities specific to MSME sector and Electric Vehicle (EV) financing - Expanding reach & impact 7. Aspects Cutting Across 100% digital invoices from suppliers with spend of ₹1 crore or higher - Bringing 1 Crore customers into digital banking space and achieve digital transactions (volume) of 100 Crores								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.									

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Sustainable Operations: - Sanchaya Program implemented during FY 24-25 across all regional and corporate offices, has achieved a reduction of 5% in Electricity consumption in FY'25-26, compared to FY'24-25. - Replacement of bulbs with LED ones, Energy efficient Air conditioning units (replacement against failure) & consistent awareness among the employees across facilities resulted in overall energy consumption reduction. - Installed solar panels of capacity 10KW at Shyampura, Jaipur and is in operation from Nov'25 which generated 4767 KWh of electricity in FY'25-26. Around 28% was consumed for the operations and remaining 72% sent to grid. - The other solar panels operating in Krishnapura, Adanur, Shygale and Sudarsan More have generated around 27,648 KWh of electricity in FY'25-26 and these are used as backup for Diesel generators during power cuts. Environment Protection - More than 20,000 saplings planted through the CSR initiatives Waste Management - Initiated monitoring and reporting of battery waste generated from UPS rooms and the residual oil collected from the Diesel generators which are routed for authorised recycling; By this, our overall waste recycling increased from 16.36% in FY'24-25 to 74.78 % in FY'25-26. - Streamlined Waste Management processes at all the Regional & Corporate offices and guidelines have been formulated. All wastes generated from our banking operations at these offices are handed over to the municipality for recycling through which the Sanitary waste (biomedical waste) are sent for Incineration and the wet waste (food waste) generated from cafeteria/ dining hall for composting. Community Empowerment: 5% of CSR spent were in Aspirational districts - Over 24.88 Lakhs of people benefited from CSR projects - Over 18,000 employees participated in volunteering programmes, which represents about 150% increase from that of FY 24-25 - Besides completion of the Kanekallu lake rejuvenation project, the Bank has entered into an agreement for rejuvenating a lake at Tiruppur. Human Capital: - Achieved 48.2 Average training hours per employee - Through the Global Learning platforms like LinkedIn, Harvard Business school etc. about 1176 learners completed over 10,680 courses - Human Rights and code of conduct training modules formulated and rolled out for all the employees in Jan 2025 and 99% of the employees have completed the same - Human rights due diligence was conducted on 100% of the human resource contract vendors as part of the quarterly vendor assessment. - Oath taking sessions, 'Helmet Heroes' Road show and webinars on prevention of road accidents were conducted for all employees. 44% gender diversity in Board with 4 women directors out of total 9 directors								



Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
	Governance & Risk Management: - Successfully completed the annual surveillance audit and received the confirmation of continuation of ISO 27001:2022 certification for second year - Engaged with 304 investors & average 17 sell-side analysts during the FY 2025-26 Customer Centricity: - The current Service Index of the Bank stands at 92, the decrease by 1 point from that of last year is attributed to the recalibration of the KPIs 570 End-to-end processes & 14 Straight-through processes were offered through Phone & Video Banking Transparency & Digital Transformation: - Complete digitalisation of the Bank's Invoicing process, together with the other digitalisation initiatives across the business units have led to reduction in paper procurement intensity (Quantity of paper procured per Crore turnover) over 23.5% compared to FY' 22-23. - Achieved reach of 48.88 lakhs+ of unique customers into the digital space (through Internet Banking/ Mobile banking / Unified Payments Interface) - Achieved 61.12 crores+ digital transactions (outward debit) in terms of volume								
Governance, leadership and oversight									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)	Dear Stakeholders, We are pleased to share our Business Responsibility and Sustainability Report (BRSR) for FY 2025-26, marking a key milestone in our ongoing ESG journey. As global climate and social challenges intensify globally, we are more committed than ever to protecting the environment and creating a sustainable future for the generations to come. We recognize the vital role financial sector plays in this effort and are dedicated to channelling capital towards environmental preservation and inclusive growth. Our environmental efforts are advancing through resource optimization, increased use of renewable energy, and effective energy management, positively impacting the ecosystems in which we operate. Additionally, various digitalization initiatives across our business processes have led to a 23.5% reduction in paper procurement intensity (quantity of paper procured per crore of turnover) compared to FY 22-23. Ujjivan SFB launched the WATSAN (Water and Sanitation) Loan in 2023 to support micro banking customers for constructing/renovating water and sanitation facilities. Over 1.2 lakhs WATSAN loans have been disbursed thus far, benefiting 500,000+ customers mainly women in rural, urban, and semi-urban areas. Independent assessments show that their average income increased by about ₹11,379/month. Employee skill development, workplace safety, and social responsibility continue to be our core priorities. This year, we promoted road safety awareness through employee-driven initiatives across the country, including a PAN-India Road Safety Quiz that involved over 7,000 employees. Through our investment in diverse skill development programs, we have achieved an average of 48.2 training hours per employee. Community improvement programs have been implemented across various areas, including Infrastructure Development (such as Chote Kadam and other initiatives), Livelihood Development, Disaster Relief, Education and Sports, Healthcare, and Environmental conservation, impacting over 24.88 lakh beneficiaries positively.								

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
	Our achievements reflect a collective effort driven by a vision to balance strong performance with meaningful impact. By deepening our ESG integration, we are committed to turning our foundational work into lasting positive outcomes for our communities and the environment. I extend my heartfelt thanks to all our stakeholders for their invaluable support. We look forward to your continued partnership as we strive toward new milestones in our shared commitment to sustainable and inclusive growth.								
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy/policies	Board of Directors: Mr. Sanjeev Nautiyal, MD, and CEO								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes, to create synergy between the Bank's ESG and CSR initiatives, the Board-level CSR & Sustainability Committee has been additionally entrusted with the oversight of ESG functions, effective April 1, 2024. The Committee provides strategic oversight and direction, ensuring alignment of ESG initiatives with the Bank's core values and long-term vision. Furthermore, the Risk Management Committee is responsible for overseeing climate-related risks and monitoring disclosures in line with TCFD recommendations.								

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)												
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9				
Performance against above policies and follow up action	Y	Y	Y	Y	Y	Y	NA	Y	Y	Annually												
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Compliance with statutory requirements is carried out annually by the bank. All the statutory Policies requiring Board/ Board Committee approval are placed for review at least annually																					

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.

P1	P2	P3	P4	P5	P6	P7	P8	P9
Yes, The Bank undergoes various audits such as the System Audit, ISO Audit Statutory Audit, Secretarial Audit etc. In such audits the policies are inter alia reviewed by the external auditor. 1. Statutory Auditors - Deloitte Haskins & Sells And Abarna and Ananthan Chartered Accountants 2. Secretarial Auditor – Mr. K Jayachandran, Practicing Company Secretary 3. System/ IS Audit – Annual surveillance audit completed for ISO 27001:2022 on for Information Security Management System								

**12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:**

Questions	P1	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)								
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)								
The entity does not have the financial or/human and technical resources available for the task (Yes/No)								
It is planned to be done in the next financial year (Yes/No)								
Any other reason (please specify)								

Not Applicable

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as "Essential" and "Leadership". While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.

Principle 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators**1. Percentage coverage by training and awareness programmes on any of the principles during the financial year:**

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	Percentages of persons in respective category covered by the awareness programmes
Board of Directors (BoD)	5	- Cyber security trends workshop for 6 Board Of Directors - IDRBT- Certification Programmes in IT & Cyber Security for Board Members – 1 Non-executive Member - Virtual Program on Governance and Assurance for Directors of Banks, Financial Institutions and NBFCs – 1 Board Member - Cohesive Aligned Leadership Team - IIM-Bangalore's Development Programme for Management, Board of Directors and KMPs	100%
Key Managerial Personnel (KMPs)	12	- Gen AI workshop: boost creativity & productivity - Product process orientation - Support & Control functions - agriculture banking (FY 2025-26) - Workshop on mid and large corporate lending - FIG (FY 2025-26) - Workshop on legal - derivatives & FX - Demand management module in CRM - Conference of Chief Compliance Officers: expectations and challenges - Cohesive Aligned Leadership Team - Program on cyber-attacks, response management and digital forensics, June 24th 2025 - Effective sales strategies - Cyber security trends workshop	100%

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	Percentages of persons in respective category covered by the awareness programmes
Employees other than BoD and KMPs	337 Unique programs (Including E-Learning)	• CIO/CTO/CISO Forum • One-day Online workshop for Bankers on “Smart Banking with AI - A Deep Dive for Bankers” • AAJEEVAN Training • Agri Banking Induction • Alert Banker – Branch Banking and Micro Banking • Basics of Banking • Branch Banking Bootcamp – Products • Branch Banking Induction • Branch Operations Manager Refresher Training • Business Net & Mobile Banking • CA Operations Process • Campus to Corporate – Phone Banking • CERMO + NXT Application Training • Cohesive Aligned Leadership Team • Collection MB and Collection Retail– Train the Trainer • Collections Induction – MB, Retail • Common Induction & Simulation-based Technical Induction • Effective BRD Writing Skills Training • Financial Inclusion Officer Induction • Gold Loan, Housing loan and IL Induction • Gold Loan Virtual Training for Branch Banking • Knowledge Sharing Session (TTT) – Audit, Legal, Risk, Service Quality, Vigilance, Group Loan (Product), Group Loan Credit, Individual Loan Credit, FIO Product, Third Party Products and Vehicle Finance • Product Process Orientation – Support & Control Functions Agri Banking, Gold Loan, Housing, MSME and Vehicle Finance • Staff Accountability • Supervisory Skill Prarambh Training • Technical Induction – PRAGYAN • Vehicle Finance Induction • WISE MID – Senior Batch • Certification program on Fundamentals of ESG and sustainability • CII certification program on Energy efficiency and Environmental sustainability	97.1%
*Other than Permanent Employees		• Housekeeping code of conduct • Chemical safety • Emergency preparedness • Waste management and disposal • POSH • Sanitation and disinfection protocol	-
Workers	Not Applicable	Not Applicable	Not Applicable

*Trainings were provided to our service providers like housekeeping and security personnel through their employers and we are in the process of streamlining the 'monitoring and reporting' of the participation details.



2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):

Monetary					
	NGRBC Principle	Name of the regulatory/ Enforcement agencies/judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
a. Monetary					
Penalty/ Fine	Principle 5	Chief Judicial Magistrate (CJM), Faridabad, Haryana	5,000	Proceedings related to certain compliance observation under Equal Remuneration Act, 1976. Matter compounded upon payment of penalty.	No
	Principle 5	CJM, Bhadohi, Uttar Pradesh	5,000	Proceedings relating to inspection at Bank's Gopiganj branch, which resulted in certain labour law compliance observations pertaining to employee records, registers and wage related requirements. Matter compounded upon payment of penalty.	No
	Principle 1	CJM, Bhadohi, Uttar Pradesh	18,000	Proceedings relating to inspection at Bank's Gopiganj branch, which resulted in certain compliance observations under the U.P. Shops and Commercial Establishment Act, 1962 pertaining to statutory records, registers and regulatory intimation requirements. Matter compounded upon payment of penalty.	No
	Principle 5	CJM, Bhadohi, Uttar Pradesh	17,000	Proceedings relating to inspection at Bank's Gopiganj branch, which resulted in certain compliance observations under Payment of Gratuity Act, 1972. Matter compounded upon payment of penalty.	No
	Principle 5	CJM, Muzaffarnagar, Uttar Pradesh	2,000	Proceedings relating to inspection at Bank's Rampur branch, which resulted in certain compliance observation under Payment of Wages Act, 1936. Matter compounded upon payment of penalty.	No
	Principle 5	CJM, Muzaffarnagar, Uttar Pradesh	3,000	Proceedings relating to inspection at Bank's Rampur branch, which resulted in certain compliance observation under Payment of Wages Act, 1936. Matter compounded upon payment of penalty.	No
	Principle 5	CJM, Muzaffarnagar, Uttar Pradesh	3,000	Proceedings relating to inspection at Bank's Rampur branch, which resulted in certain compliance observation under Payment of Wages Act, 1936. Matter compounded upon payment of penalty.	No
	Principle 1	Commercial Tax Office, Karnataka	27,500	A notice from the Commercial Tax Office, Karnataka regarding outstanding Professional Tax dues arising from additional places of business was resolved through payment of a penalty of ₹27,500 in February 2026	No
	Principle 1	Assistant Commissioner of State Tax, Indore Division 3, Indore Zone.	70,000	Dispute pertaining to Adjustment in Turnover under table 50 of GSTR 9C, And ITC availment.	Yes

Monetary					
	NGRBC Principle	Name of the regulatory/ Enforcement agencies/judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
	Principle 1	Assistant Commissioner Suramangalam, Salem II Tamilnadu	50,000	The penalty was levied on the issue of Tax discharge on certain income from state other than Tamil Nadu. AO considered our submission and did not proceed to tax this income again but penalty was levied which was paid by the Bank considering the materiality.	No
Settlement				Nil	
Compounding fee				Nil	
b. Non-Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ Judicial institutions		Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment					
Punishment				Nil	

Settlement- Case disclosed in FY 2022-23 BRSR – Current status:

The Bank received a Section 7A EPFO (Employees' Provident Fund Organization) notice dated March 16, 2021 alleging non-payment of provident fund dues for the period February 2017 to March 2019, including alleged non-contribution on certain components treated as part of 'basic wage'. The Bank submitted records asserting compliance with EPF provisions. However, the Regional Provident Fund Commissioner passed an order directing payment of ₹22.70 crores.

Aggrieved by the said order, the Bank preferred an appeal before the CGIT and obtained an interim order of stay from the Hon'ble High Court of Karnataka against the deposit requirement. Subsequently when the CGIT directed deposit of 20% of the claim amount, the Bank again approached the Hon'ble High Court, which granted a stay on the said direction as well. The matter is currently pending before CGIT and listed for hearing on July 10, 2026. The present disclosure is being provided for continuity and completeness of reporting.

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
Nil	

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, Ujjivan Small Finance Bank has established an Anti-Bribery and Anti-Corruption (ABAC) Policy that is closely aligned with the Bank's Code of Conduct, internal policies, and applicable legal and regulatory requirements, including prevailing anti-bribery and anti-corruption laws in India. This policy reflects the Bank's strong commitment to maintaining the highest standards of ethics and integrity across all its operations. It reinforces the Bank's dedication to conducting business in a transparent, fair, and accountable manner, consistent with best practices in corporate governance, and plays a key role in safeguarding and strengthening its reputation across all stakeholder interactions.

Web link of policy: [Anti-Bribery-And-Anticorruption-Policy-USFB.pdf](#)



5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption.

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Directors	0	0
KMPs	0	0
Employees	0	0
Workers	0	0

6. Details of complaints with regard to conflict of interest:

	FY 2025-26 Current Financial Year		FY 2024-25 Previous Financial Year	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	0	Nil	0	Nil
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	0	Nil	0	Nil

7. Provide details of any corrective action taken or underway on issues related to fines / penalties /action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

There were no reported incidents of corruption or conflicts of interest during the reporting year. The Bank has a well-defined operating procedure in place that outlines actions to be taken in case of any violation of the Ujjivan Values. Any breach of the Disciplinary Standard Operating Procedure or the Code of Conduct is treated as "misconduct."

In determining the appropriate disciplinary action, the Disciplinary Committee considers the severity of the misconduct, the employee's past record, and any mitigating or aggravating factors. All disciplinary decisions are formally communicated in writing to the concerned employee, in accordance with the policy, and may be classified as either minor or major penalties.

Minor penalties may include actions such as withholding variable pay for a specified period with cumulative effect. Major penalties may involve termination of employment, demotion or reduction to a lower grade or position, or withholding of promotion, also with cumulative effect. Additionally, employees who receive a written warning letter are not eligible for variable pay for one quarter.

8. Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured) in the following format:

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Number of days accounts payables	*4.8	0.92

* Increase in number of days is due to high-value invoices (~₹32.89 crore) raised during end of March 2026.

9. Open-ness of business

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along with loans and advances & investments, with related parties, in the following format

Parameter	Metrics	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	-	-
	b. Number of trading houses where purchases are made from	-	-
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	-	-
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	-	-
	b. Number of dealers / distributors to whom sales are made	-	-
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributor	-	-
Share of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	*0.75%	0.56%
	b. Sales (Sales to related parties / Total Sales)	-	-
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	-	-
	d. Investments (Investments in related parties / Total Investments made)	-	-

**As part of the Related Party Transactions (RPT), an amount of INR 9.45 Crore was transacted towards CSR project implementation and INR 0.69 Crore as professional fees for consultation on the financial literacy program for M/s.Parinaam Foundation with prior Omnibus approval from the Audit Committee of Board.*

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the principles during the financial year:

Total number of awareness programmes held	Topics / principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
2 (ESG session in CSR Summit & Vendor partner cohort)	- Importance of integrating sustainable practices - Overview of the United Nations Sustainable Development Goals (UN SDGs) - Bank's expectations from its partners – ESG as shared objective - ESG Awareness & imperative to integrate ESG risks in project planning & Execution - Preparation for the value chain partner disclosures	*0.92%

** As Phase 1, we have launched the ESG awareness program for selected partners and shall gradually extend it to other partners in a phased manner.*

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If yes, provide details of the same.

Yes, the Bank has established robust mechanisms to prevent conflicts of interest involving members of the Board. A comprehensive Code of Conduct defines the core values and principles that guide employee behavior in their interactions with stakeholders, including customers, regulators, government authorities, media, and others associated with the Bank.

In addition, the Bank has implemented a Related Party Transactions (RPT) Policy, providing a structured framework for the identification, evaluation, and management of such transactions. This ensures that all related party dealings are conducted in a transparent, fair, and compliant manner in accordance with applicable regulations.

The Nomination and Remuneration Committee (NRC), along with the Board, plays an active role in identifying and mitigating potential conflicts of interest involving Directors. This oversight is carried out both at the time of appointment and through periodic annual evaluations.

The policy can be found at: [Anti-Bribery-And-Anticorruption-Policy-USFB.pdf](#)

**Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe****Essential Indicators**

- Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year	Details of improvements in environmental and social impacts
R&D	Not applicable	Not applicable	Not applicable
Capex	Not applicable	Not applicable	Not applicable

- Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

Yes. All procurement activities are conducted in strict adherence to the Bank's procurement policy and are supported by robust due diligence processes. Ujjivan SFB has established a comprehensive Vendor Code of Conduct, in line with all applicable laws and regulations and incorporating ESG considerations into the vendor onboarding process. It also aims to systematically monitor vendors' commitment to environmental, social, and governance practices. Ujjivan SFB has been striving to promote sustainable procurement practices by prioritizing energy-efficient equipment and infrastructure design for its facilities across the country, wherever feasible.

- If yes, what percentage of inputs were sourced sustainably?**

The organization follows a centralized procurement process and has established a Vendor Code of Conduct (CoC) that necessitates compliance with environmental, labour, and ethical standards.

In FY 2025-26, among the vendors with an annual business value exceeding 1 crore, 46% of the Bank's total procurement was sourced from vendors following sustainable practices. Their alignment to the sustainability practices were ascertained based on information available on the vendors' official websites. The Bank conducts rigorous risk assessments, SLA-driven performance evaluations, and periodic audits on all the vendors before onboarding to ensure alignment with the Bank's objectives.

- Describe the processes in place to safely reclaim your products for reusing, recycling, and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.**

Not applicable

- Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

Not applicable

Leadership Indicators

- Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

NIC Code	Name of Product/ Service	% Of total Turnover Contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No)	If yes, provide the web link
Not Applicable						

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Name of Product / Service	Description of the risk / concern	Action Taken
Not Applicable		

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Not Applicable		

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tons) reused, recycled, and safely disposed of.

	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (including packaging) (A)						
E-waste						
Hazardous waste						
Other waste						
Total						

Not Applicable

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Not Applicable	

Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. a. Details of measures for the well-being of employees.

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities*	
		No. (B)	% (B/ A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/ A)	No. (F)	% (F/ A)
Permanent employees											
Male	21330	21330	100%	21330	100%	0	0%	21330	100%	942	4%
Female	5225	5225	100%	5225	100%	5225	100%	0	0%	433	8%
Total	26555	26555	100%	26555	100%	5225	20%	21330	80%	1375	5%
Other than Permanent employees											
Male	3777	3175	84%	3019	80%	0	0%	3062	81%	0	0
Female	488	397	81%	357	73%	380	78%	0	0%	0	0
Total	4265	3572	84%	3376	79%	380	9%	3062	72%	0	0

*Presently the day care facility is available only in Bangalore and all employees are eligible to use this facility.

**b. Details of measures for the well-being of workers:**

Category	% of workers covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent workers											
Male											
Female	Not Applicable										
Total											
Other than Permanent workers											
Male											
Female	Not Applicable										
Total											

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Cost incurred on wellbeing measures as a % of total revenue of the company.	1.36% (INR 109.64 Crore Spent)	1.21% (INR 86.99 Crore Spent)

2. Details of retirement benefits.

Benefits	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers Covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	Not Applicable	Y	100%	Not Applicable	Y
Gratuity	100%	Not Applicable	N.A	100%	Not Applicable	N.A
ESI	0%	Not Applicable	N.A	NA	Not Applicable	N.A
Other – Leave Encashment	100%	Not Applicable	N.A	100%	Not Applicable	N.A

3. Accessibility of workplaces

Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

Yes, Ujjivan Small Finance Bank is committed to fostering an inclusive workplace and is actively working to ensure that its premises (offices and branches, wherever feasible) are accessible to its differently abled employees. The Bank continues to enhance its infrastructure in alignment with the provisions of the Rights of Persons with Disabilities Act, 2016.

As part of these efforts, accessibility has been improved through the installation of ramps across 127 branches, 4 regional offices, as well as the Corporate Office, Central Processing Centre (CPC), Learning & Development Centre, and the Phone Banking Unit.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

Yes, Ujjivan SFB is an equal opportunity employer, committed to ensuring fairness and equity across all aspects of employment, including recruitment, job assignments, compensation, promotions, disciplinary actions, and access to benefits and training.

The Bank has established a comprehensive Human Rights and Diversity, Equity & Inclusion (DEI) Policy, which reinforces its commitment to fostering an inclusive and respectful workplace. The policy upholds the principles of equal opportunity, non-discrimination, and protection of individual dignity, ensuring that the rights of all employees are respected and safeguarded.

The policy can be accessed here: <https://www.ujjivansfb.bank.in/assets/Human-Rights-and-Diversity-Equity-Inclusion-Policy-25-26.pdf>

Aligned with these principles, the Bank's Recruitment & Selection Policy outlines clear guidelines to promote equitable hiring practices and support inclusive career advancement, further strengthening its commitment to an inclusive organizational culture.

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention Rate	Return to work rate	Retention Rate
Male	95%	83%	Not Applicable	
Female	94%	72%		
Total	95%	80%		

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.

	Yes/No	(If Yes, then give details of the mechanism in brief)
Permanent Workers	NA	Not Applicable
Other than Permanent Workers	NA	
Permanent Employees	Yes	The Whistle Blower Policy has been established as part of the Bank's commitment to strong corporate governance and transparency. It enables employees, directors, customers, stakeholders, and NGOs to report concerns or grievances that have not been resolved, or not satisfactorily addressed, through standard channels. Employees may raise issues related to corruption, misuse of authority, criminal offences, suspected or actual fraud, non-compliance with regulations, or any actions leading to financial loss, operational risk, or reputational damage affecting the interests of depositors and the public. The policy is designed to uphold the highest standards of ethical, moral, and legal conduct in business operations. It promotes integrity, professionalism, efficiency, and transparency, while establishing systems and procedures to prevent and address corruption. It also ensures protection for employees and directors against retaliation or victimization when disclosures are made in good faith, in line with the Bank's strict Non-Retaliation Policy. The Bank addresses all violations, breaches, or instances of non-compliance with diligence and seriousness, taking corrective actions and strengthening processes as part of its governance framework. A structured mechanism is in place to allow stakeholders to report concerns regarding unethical or unlawful practices, with oversight from bodies such as the Audit Committee and Disciplinary Committees. Whistleblowers can submit protected disclosures through multiple channels, including sealed envelopes, email, or SMS addressed to the Head of HR, the MD & CEO, or the Chairperson of the Audit Committee. Anonymous or pseudonymous complaints may also be considered on merit. The identity of the whistleblower is kept strictly confidential, unless disclosure is required by law or consented to by the individual.
Other than Permanent Employees	Yes	Employees can reach via helpdesk/ Tollfree or common mail ID with their parent company

**7. Membership of employees and worker in association(s) or Unions recognized by the listed entity:**

Category	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D/C)
Total Permanent Employees	Not Applicable			Not Applicable		
Male						
Female						
Total Permanent Workers						
Male						
Female						

8. Details of training given to employees and workers:

Category	FY 2025-26 Current Financial Year					FY 2024-25 Previous Financial Year				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (D)	On Health and safety measures		On Skill upgradation	
		No.	%	No.	%		No.	%	No.	%
		(B)	(B/A)	(C)	(C/A)		(E)	(E/D)	(F)	(F/D)
Permanent Employees										
Male	21330	8189	38.39%	20726	97.17%	19478	8470	43.48%	18937	97%
Female	5225	1941	37.15%	5060	96.84%	4896	2239	46%	4742	97%
Total	26555	10130	38.15%	25786	97.10%	24374	10709	44%	23679	97%
Permanent Worker										
Male	Not Applicable									
Female										
Total										

9. Details of performance and career development reviews of employees and worker:

Category	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Total (A)	No. (B)*	% (B/A)	Total (C)	No. (D)	% (D/C)
Permanent Employees						
Male	21330	19711	92%	19478	18173	93%
Female	5225	4785	92%	4896	4501	92%
Total	26555	24496	92%	24374	22674	93%
Permanent Workers						
Male	Not Applicable					
Female						
Total						

*The Indicates the total no of employees whose Performance Management System has been completed and data presented here is as per the bell curve process which is the previous step to the completion stage.

10. Health and safety management system:**a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, what is the coverage of such a system?**

Yes. USFB has established a comprehensive Occupational Health and Safety (OHS) Policy designed to cultivate a strong safety culture across the organization. Committed to ensuring a safe and healthy work environment, the Bank proactively implements measures to prevent workplace incidents and protect the well-being of all the employees.

To enhance emergency preparedness, the Bank conducts programs such as fire drills and basic incident reporting awareness sessions. Additionally, the Bank supports employee health and well-being through regular road safety

awareness programs and health sessions, while the medical check-ups for employees and their families are organised once in two years.

As part of its wellness initiatives, the Bank organizes women's self-defence training and hosts dental and vision camps, demonstrating its dedication to a safe, inclusive, and supportive workplace. Moreover, educational sessions on general wellness and women's health issues are regularly conducted to keep the employees informed.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

Recognising the inherent road-accident risks involved in the field jobs that require extensive travel, Ujjivan SFB proactively conducts awareness sessions and communication campaigns to promote safe riding and driving practices fostering a strong culture of safety across the organisation. These initiatives aim to ensure that employees are well aware of the road safety measures and adopt defensive driving practices.

The Bank adopts a data-driven approach by analysing insurance claim trends to design and deliver targeted safety awareness programmes. This enables Ujjivan SFB to address the road-accident related risks effectively and anticipate potential hazards.

Additionally, the Bank has implemented an incident management system to systematically capture, monitor, and address work place related complaints & related incidents, ensuring timely corrective actions and continuous improvement in workplace safety practices.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks.

Ujjivan SFB's Occupational Health & Safety (OHS) Policy outlines a structured process for reporting incidents involving employees. In the event of an incident, the employee is required to promptly notify their supervisor and the regional HR representative and seek necessary support. The supervisor and HR representative are responsible for coordinating with the Bank's Admin team or other relevant functions within the Bank to ensure that the employee receives timely assistance and support.

Additionally, all incidents are reported to the Operational Risk Department for analysis, documentation, and record-keeping purposes.

d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services?

Yes, the Bank extends access to non-occupational medical and healthcare services to its employees. To further promote overall safety and well-being, it conducts quarterly road safety awareness sessions and shares informational flyers on road safety practices periodically.

In addition, the Bank organizes sessions focused on general health and women's health to enhance awareness among employees. It also facilitates comprehensive health check-ups for employees and their family members once every two years. Furthermore, initiatives such as women's self-defence sessions with dental and vision care camps, are also arranged to support the holistic well-being of employees.

11. Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	2.35	2
	Workers	Not applicable	Not applicable
*Total recordable work-related injuries	Employees	153	120
	Workers	Not applicable	Not applicable
No. of fatalities	Employees	1	4
	Workers	Not applicable	Not applicable
**High consequence work-related injury or ill-health (excluding fatalities)	Employees	80	51
	Workers	Not applicable	Not applicable

*The total recordable work-related injuries mentioned above are related to road safety incidents happened during field work who didn't return to work within 48 hours as per Factories Act.

**Represents number of incidents that required hospitalization.

The incidents reported above primarily originate from insurance claim data, with the majority involving two-wheelers incidents on the road.

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.



Ujjivan Small Finance Bank conducts half yearly fire drills at regional and corporate offices to enhance employee preparedness and ensure workplace safety. All offices are equipped with essential safety infrastructure, including fire extinguishers, designated emergency exits (at regional and corporate offices), first aid kits, access to clean drinking water and adequate ventilation. The Bank is committed to maintaining a comfortable and hygienic work environment, supported by quality office infrastructure with regular housekeeping services.

As part of its accessibility initiatives, ramps have been installed across 127 branches, four regional offices, the Corporate Office, Learning & Development Centre, and the Central Processing Centre (CPC), ensuring ease of access for differently-abled individuals.

To further support employee health and well-being, the Bank conducts regular road safety awareness programmes, health awareness sessions, and periodic medical check-ups for employees and their families. It also organizes women's self-defence training sessions, along with dental and vision camps, reinforcing its commitment to a safe, inclusive, and supportive workplace.

Complementing these physical safety measures, the Bank has introduced several employee-centric initiatives aimed at enhancing overall well-being and creating a supportive work environment. These include the implementation of a Work From Home (WFH) policy to promote work-life balance, the launch of the Advantage Club programme to strengthen rewards and recognition, and regular meetings to improve engagement and address employee concerns. Additionally, structured training programmes such as first-time supervisor training and the Campus-to-Corporate initiative to support employee development, smooth onboarding, and long-term retention. The Bank's Wellness Index further underscores the effectiveness of these initiatives, with consistently high satisfaction scores ranging from 89% to 96% across key dimensions of employee well-being, reflecting a strong, safe, and supportive workplace culture.

13. Number of complaints on the following made by employees and workers

	FY 2025-26 Current Financial Year*			FY 2024-25 Previous Financial Year		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	0	0	NA	0	0	NA
Health & Safety	0	0	NA	0	0	NA

*A dedicated webform in "The Darwin Box" - an online platform was rolled out as pilot run in November'2025 for the corporate and regional office employees to report workplace related complaints. The received complaints were thoroughly analysed, and no complaints related to workplace conditions and workplace safety were reported.

14. Assessments for the year

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices Working Conditions	Ujjivan SFB conducted a Self-assessment at the corporate & Regional offices to evaluate its alignment to the BRSR core parameters, which included a physical site audit of the offices on the working conditions, health and safety practices and ESG data monitoring and reporting. The findings were reviewed for compliance with all relevant stakeholders.

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

To promote employee safety and well-being, Ujjivan SFB has implemented a range of proactive measures. The Bank conducts road safety awareness programmes to educate employees on accident prevention and safe practices. Based on internal assessments, ergonomic improvements have been undertaken, including the replacement of chairs with ergonomic issues and inefficient air-conditioning systems across offices to enhance comfort and workplace conditions. Additionally, health sessions are organized to support employees' overall well-being. The Bank also conducts half-yearly fire drills to ensure preparedness and reinforce adherence to safety protocols. Further strengthening its resilience, the Bank has established a comprehensive Business Continuity and Disaster Management Plan. This framework outlines measures to effectively respond to emergencies, ensuring operational continuity and minimizing potential disruptions.

Leadership Indicators

- 1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).**

Yes, the bank provides benefits of life insurance to its employees with coverage ranging from 15 Lakhs to 1 Crore.

- 2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**

The Bank engages vendors to provide third-party personnel as contract staff for various incidental and ancillary services, including security, housekeeping, collections, and specialized roles in IT and other functions. The engagement of such off-roll staff is governed by formal contractual agreements between the Bank and its vendors, supported by a structured due diligence process for vendor onboarding and staff deployment.

These agreements clearly outline vendor responsibilities, particularly with respect to the timely payment of statutory dues such as GST, applicable taxes, and labour-related obligations for contract staff. While the Bank fulfils its contractual payment obligations to vendors, it is the responsibility of the vendors to ensure timely disbursement of employee salaries, benefits, and compliance with all statutory and regulatory requirements. As part of the due diligence process for the Human Rights aspects, specific checks are conducted on the 'manpower' support vendors and the vendors are required to submit self-declarations confirming payment of the statutory dues on quarterly basis.

Additionally, Ujjivan SFB has implemented a comprehensive supplier assessment framework as a strategic initiative to strengthen risk management and enhance quality assurance across its operations.

- 3. Provide the number of employees / workers having suffered high consequence work related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Employees	81	55	80	51
Workers	NA	NA	NA	NA

As part of rehabilitation services for high-consequence injuries i.e. 81 cases reported in FY 25-26, several benefits were provided based on the specific case, need, or request. These included job security through extended leave and assurance of 'no-job-termination' in line with policy, accident benefits such as health insurance and personal accident insurance varying from Health, Temporary Total Disability (TTD) benefit, Out-Patient Department (OPD), Permanent Total Disability (PTD), death etc. and additional support through the Ujjivan welfare trust. In case of fatality, compensation benefits were provided according to grade, ranging from ₹15 lakh to ₹1 crore.

- 4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)**

No, Ujjivan SFB provides transition assistance programs only for internal employees and new joiners.

- 5. Details on assessment of value chain partners:**

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety conditions	No assessment carried out
Working conditions	

- 6. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

Nil

**Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders.****Essential Indicators****1. Describe the processes for identifying key stakeholder groups of the entity.**

At Ujjivan Small Finance Bank, key stakeholder groups are identified through a structured internal process that involves inputs from department heads, analysis of feedback, alignment with strategic priorities, and compliance considerations. Stakeholders are categorized based on their level of influence, interest, and impact on the Bank's operations and people practices, in line with the Bank's values and mission. This mapping is continuously refined through regular reviews and audits, employee feedback surveys, customer satisfaction insights, and external market research.

The Bank engages with its stakeholders through both formal and informal communication channels. Additionally, the Stakeholders Relationship Committee meets annually to deliberate on key aspects of stakeholder engagement and strengthen alignment with stakeholder expectations.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	Email, SMS, WhatsApp, Townhall and Notice Board	1. Email: Daily/ Weekly/ as and when required 2. SMS and WhatsApp: Daily/Weekly 3. Notice Board: Quarterly 4. Quarterly Townhall	Sharing updates on ongoing activities, policy developments, key achievements, and sustainability initiatives of the Bank, along with facilitating engagement, feedback, learning and development, employee welfare, HR policies, and grievance redressal mechanisms etc.
Investors	No	Emails, Calls, Community Meetings/Conferences, Bank's Website. Post the declaration of quarterly results, a conference call is held wherein the senior leadership team participates and the call is open to investors and analysts. The transcript of the call is made available on the Bank's website	Monthly, Quarterly and on need basis.	Financial results, key developments, shareholder returns and dividends. Gaining insights into investor perspectives in line with current market expectations and the Bank's performance.
Customers	No	Email, SMS, Advertisements, website	Weekly	Engaging customers through new schemes, loan offerings, transactions, and financial literacy programs to enhance awareness and inclusion.
Suppliers	No	Email, SMS	Quarterly	Collaborating with suppliers on building an efficient and sustainable supply chain, including supplier assessments and phased ESG awareness sessions.
Communities	Yes	Newspaper, Community Meetings, Social Media	Need basis	Development community-focused projects and new schemes based on need-based assessments to support social welfare

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

While there is no direct interaction between stakeholders and the Board on economic, environmental, and social matters, the Board operates through dedicated committees including the Stakeholders Relationship Committee, Customer Service Committee, Nomination and Remuneration Committee, CSR & Sustainability committee etc. These committees regularly review reports that include stakeholder feedback, concerns, and complaints from key groups such as investors, customers, and employees.

Furthermore, as a microfinance-focused institution serving predominantly unserved and underserved communities, the Bank remains highly responsive to social priorities and initiatives. Investors' queries related to the ESG or Climate Risk related aspects, if any, are addressed either virtually or in-person, as preferred by the investor.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Yes, stakeholder consultation is actively leveraged to support the identification and management of environmental and social priorities. Ujjivan SFB conducted materiality assessment with all its stakeholder groups including investors in FY'23 & incorporated feedback into developing its ESG framework. Further, ESG performance updates are regularly shared with investors through quarterly presentations uploaded on stock exchange platforms, further strengthening accountability and engagement. The Bank began disclosing its sustainability performance through an annual Sustainability Report starting from FY 2022-23, demonstrating its commitment to sustainable operations and stakeholder transparency.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalized stakeholder groups.

The Bank engages with various vulnerable and marginalized sections of society through its products, services, and community initiatives. It offers a range of tailored financial solutions such as microfinance, digital payments, agriculture banking, MSME loans, and affordable housing finance designed to meet the needs of economically weaker segments across rural, urban, and semi-urban regions of India.

At the community level, insights and concerns raised by customers are captured by field staff and translated into relevant solutions. These may include targeted offerings like WATSAN (Water & Sanitation) loans or the implementation of need-based infrastructure development projects under the Bank's CSR initiatives, ensuring meaningful and responsive community engagement.

Principle 5: Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Total (A)	No. of employees / workers covered (B)	% (B/A)	Total (C)	No. of employees / workers covered (D)	% (D/C)
Employees						
Permanent	26555	26254	98.87%	24374	24182	99%
*Other than permanent	4265	-	-	3704	-	-
Total	30820	26254	85.18%	28078	24182	86%



Category	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Total (A)	No. of employees / workers covered (B)	% (B/A)	Total (C)	No. of employees / workers covered (D)	% (D/C)
Workers						
Male						
Female						NA
Total						

*The service provider who provides manpower for housekeeping and security services conducts various training programs, including Behavioral, Occupational Health and Safety (OHS), and Prevention of Sexual Harassment (POSH) training. We are currently streamlining the process to ensure precise and efficient reporting on participation details.

2. Details of minimum wages paid to employees and workers, in the following format

Category	FY 2025-26 Current Financial Year					FY 2024-25 Previous Financial Year				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Permanent Employee										
Male	21330	67	0.31%	21263	99.69%	19478	74	0.38%	19404	99.62%
Female	5225	26	0.5%	5199	99.5%	4896	50	1%	4846	99%
Total	26555	93	0.35%	26462	99.65%	24374	124	1%	24250	99%
Other than Permanent Employees										
Male	3777	2725	72.15%	1052	27.86%	3308	1190	35.97%	2118	64%
Female	488	366	75%	122	25%	396	175	44.19%	221	55.8%
Total	4265	3091	72.5%	1174	27.53%	3704	1365	36.85%	2339	63.15%
Permanent Worker										
Male										
Female						Not Applicable				
Total										
Other than permanent Worker										
Male						Not Applicable				
Female										
Total										

3. Details of remuneration/salary/wages, in the following format*:

a. Median remuneration / wages:

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	4* (Excludes MD & CEO)	35,87,500 [#]	4** (Excludes ED)	28,75,000 ^{##}
Key Managerial Personnel	3	1,78,27,356	1	1,59,37,500
Employees other than BoD and KMP	21,327	4,00,000	5224	3,70,590
Workers	NA	NA	NA	NA

*Includes Mr. Aniruddha Paul who was appointed as an Independent Director on the Bank's Board w.e.f. January 22, 2026

** Includes Ms. Anita Ramachandran who ceased to be the Director on the Bank's Board w.e.f. June 30, 2025

[#]Sitting Fees paid to Non-Executive Directors (Male)

^{##}Sitting Fees paid to Non-Executive Directors (Female)

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Gross wages paid to females as % of total wages	16.17%	16.28%

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes, Ujjivan Small Finance Bank has established a structured governance framework to oversee the effective management of human rights within the organisation. To ensure robust monitoring and accountability, the Bank has instituted multiple committees at the Regional, Central, and Appellate levels, each responsible for overseeing the implementation of human rights-related protocols and disciplinary processes.

These committees function on defined timelines, with Regional Committees meeting once or twice a week, while the Central Committee convenes on a monthly basis to review actions taken and evaluate the support required. In addition, these committees play a key role in assessing existing processes and communication mechanisms, and in identifying and incorporating enhancements to further strengthen the Bank's human rights management system.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Ujjivan SFB has established a robust grievance redressal mechanism to effectively receive, review, and address complaints or queries raised by its stakeholders. Employees can raise their concerns through multiple channels, including the HR Helpdesk, Whistleblower Policy, Central Disciplinary Committee (for appeals against decisions of the Regional Disciplinary Committee), and the Appellate Committee (for appeals against decisions of the Central Disciplinary Committee). These committees are responsible for reviewing and resolving grievances in a timely and structured manner, and the concerned complainants are duly informed of the outcomes, including any corrective and preventive actions taken, ensuring transparency and accountability throughout the resolution process.

6. Number of Complaints on the following made by employees and workers:

	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Filed during the year	Pending Resolution at the end of year	Remarks	Filed during the year	Pending Resolution at the end of year	Remarks
Sexual Harassment	23	3	NA	16	4	NA
Discrimination at workplace	0	0	NA	0	0	NA
Child Labour	0	0	NA	0	0	NA
Forced Labour/	0	0	NA	0	0	NA
Involuntary Labour						
Wages	0	0	NA	0	0	NA
Other human rights related issues	0	0	NA	0	0	NA

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	23	16
Complaints on POSH as a % of female employees / workers	0.4%	0.3%
Complaints on POSH upheld	23	16

**8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

Ujjivan SFB believes in creating equal opportunities and ensuring fair treatment in the workplace, with zero tolerance for any form of discrimination or harassment. The Whistleblower Policy and POSH Policy guarantee full confidentiality and provide comprehensive protection for complainants against any unfair practices such as retaliation, threats, intimidation, or misuse of authority that could hinder the complainant's ability to perform their duties or make further protected disclosures. The identity of the complainant, if disclosed, will be strictly kept confidential and will only be revealed if mandated by a court order.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes, Supplier Code of Conduct is referred into the purchase agreements, and suppliers are required to comply with its provisions. This code addresses various human rights aspects, including freedom of association, non-discrimination, fair wages, a harassment-free workplace, and safe working conditions. Suppliers must also adhere to all applicable labor laws and regulations, covering areas such as working hours, child labor, forced labor, and workplace health and safety. Supplier code of conduct available in this link [Supplier-code-of-conduct.pdf](#)

10. Assessments of the year

	*% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%

**It's an internal compliance with respect to Human Rights Policy of Ujjivan SFB*

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.

There were no significant risks or concerns identified from the assessments conducted at Ujjivan SFB premises. Nevertheless, the Bank strictly enforces the prohibition of child labour, ensures fair wage practices, and maintains compliance with all applicable statutory and regulatory requirements. Compliance with these aspects, including child labour prevention and wage practices, is validated by Concurrent Auditors in coordination with Payroll and Compliance vendors.

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.

Basis the grievances reported, the Bank has strengthened its POSH grievance resolution mechanism. Earlier, corporate POSH complaints were managed by the South Regional Inquiry Committee (IC). In order to ensure more timely and effective resolution, a dedicated Inquiry Committee has now been established for corporate cases. The composition of regional ICs across Ujjivan has also been revised to incorporate periodic rotation, further enhancing governance and oversight.

2. Details of the scope and coverage of any Human rights due diligence conducted

There is no formal Human Rights Due Diligence conducted across our business operations. However, the Bank ensures adherence to all applicable human rights laws through its policies, such as the Human Rights Policy, Whistleblower Policy, POSH Policy, etc.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes, The Bank has equipped its facilities wherever feasible with access ramps for the differently-abled visitors, in line with the requirements of the Rights of Persons with Disabilities Act, 2016. As of the reporting year, 127 branches, 4 regional offices, as well as the Corporate Office, Learning & Development Centre, Central Processing Centre (CPC), and the Phone Banking Unit of Ujjivan Small Finance Bank are installed with ramps.

For locations where ramps are not yet available, alternative arrangements such as doorstep banking services are provided to ensure seamless access for customers.

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	As part of its ongoing commitment to human rights, starting from FY 2024-25 Ujjivan SFB has incorporated human rights due diligence into its quarterly vendor assessments for the vendors whose manpower are deployed at Ujjivan premises. Vendors are required to submit a self-declaration on the assessment criteria, with documentary evidence.
Discrimination at workplace	
Child labour	
Forced/involuntary labour	
Wages	The vendor compliance assessment focuses on regulatory adherence, human rights policies, and practices concerning labour laws, child labour, forced labour, fair wages, Prevention of Sexual Harassment (POSH), and workplace safety. The due diligence process also ensures that vendors have a grievance redressal mechanism in place to address issues related to human rights and workplace safety. In FY'25-26, human rights assessment was done for all manpower service providers and have completed 100% assessment of 39 vendors, representing 20.39% of the total procurement value of USFB. Ujjivan SFB shall extend this human rights assessment process to other vendors in a phased manner.
Others – please specify	

5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

Nil

Principle 6: Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	In Giga Joules	
	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
From renewable sources		
Total electricity consumption (A)	116.69 GJ	51.09 GJ
Total fuel consumption (B)	0	0
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	116.69GJ	51.09 GJ
From non-renewable sources		
Total electricity consumption (D)	*62,064.79 GJ	65,712.33 GJ
Total fuel consumption (E)**	8381.51 GJ	8063.25 GJ
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	70,446.3 GJ	73,775.58 GJ
Total energy consumed (A+B+C+D+E+F)	70,562.99 GJ	73,826.67 GJ
Energy intensity per crore rupee of turnover (Total energy consumed / Revenue from operations) (GJ/Cr. ₹)	8.78	10.25
Energy intensity per crore rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP) (GJ/million USD)	17.85	20.59
Energy intensity in terms of physical output (GJ/MT)	Not Applicable	Not Applicable
Energy intensity (optional) – the relevant metric may be selected by the entity	Not Applicable	Not Applicable

*Out of the total purchased grid electricity consumption data disclosed, around 9.2% is calculated based on spent method in line with “[Industry Standards Note on Business Responsibility and Sustainability Report \(BRSR\) Core](#)” guideline.

**We have initiated monitoring and reporting of LPG consumption which are used in our cafeteria from FY 2025-26 onwards and hence there is an increase in energy consumption.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. - No

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

NA



3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Water withdrawal by source (in kilolitres)		
(i) Surface water	Not Applicable	Not Applicable
(ii) Groundwater		
(iii) Third party water (Municipal water supplies)		
(iv) Seawater / desalinated water		
(v) Others (Rainwater storage)		
Total volume of water withdrawal (in kiloliters) (i + ii + iii + iv + v)		
Total volume of water consumption* (in kiloliters)	167,782	155,682
Water intensity per crore rupee of turnover (Total water consumption / Revenue from operations) (KL/Cr. INR)	20.87	21.62
Water intensity per crore rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP) (KL/million USD)	42.45	43.41
Water intensity in terms of physical output (KL/MT)	Not applicable	Not applicable
Water intensity (optional) – the relevant metric may be selected by the entity	Not applicable	Not applicable

* Consumption quantity is calculated based on the cost spent towards purchase of drinking water. For the domestic secondary purposes, the NBC norms (i.e 20 litres per employee per day) is considered.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency - No

4. Provide the following details related to water discharged:

Parameter	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Water discharge by destination and level of treatment (in kilo liters)		
(i) To Surface water	Not Applicable	Not Applicable
- No treatment		
- With treatment – please specify level of treatment		
(ii) To Groundwater		
- No treatment		
- With treatment – please specify level of treatment		
(iii) To Seawater		
- No treatment		
- With treatment – please specify level of treatment		
(iv) Sent to third parties		
- No treatment (Water sent for treatment to Central Effluent Treatment Plant) *		
- With treatment – please specify level of treatment		
(v) Others		
- No treatment		
- With treatment – Tertiary treatment		
Total water discharged (in kilo liters)		

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency - No

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

ZLD not applicable for Banking operations as the Bank's the fresh water is used only for drinking and domestic secondary purposes and the wastewater generated from domestic secondary purposes are discharged into the public sewer.

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format *:

Parameter	Please specify unit	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
NOx	All Ujjivan SFB offices are rented premises and DG sets (used during power cuts) are owned by the landlords. DG's of capacity 5 kVA and 25 kVA are used across offices. These DG's are approved by ARAI for air pollution norms.		
SOx			
Particulate matter (PM)			
Persistent organic pollutants (POP)			
Volatile organic compounds (VOC)			
Hazardous air pollutants (HAP)			

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. - No

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tons of CO ₂ equivalent	601.8	600.52
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tons of CO ₂ equivalent	12,240.56	13,270.24
Total Scope 1 and Scope 2 emissions	Metric tons of CO ₂ equivalent	12,842.35	13,870.76
Total Scope 1 and Scope 2 emission intensity per crore rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	Metric tons of CO ₂ equivalent/turnover in crores	1.60	1.93
Total Scope 1 and Scope 2 emission intensity per crore rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	Metric tons of CO ₂ equivalent / million USD	3.25	3.87
Total Scope 1 and Scope 2 emission intensity in terms of physical output	Metric tons of CO ₂ equivalent/Metric ton of production	Not Applicable	Not Applicable
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity		Not Applicable	Not Applicable

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. - No

8. Does the entity have any project related to reducing Green House Gas emission? If yes, then provide details.

Yes, the Bank has implemented initiatives aimed at reducing Greenhouse Gas (GHG) emissions. The Bank launched an energy saving initiative 'Sanchaya' in FY 2024-25 across its facilities and has been progressive in reducing electricity consumption. Furthermore, Ujjivan SFB has solar panels installed by the landlords in fewer premises with a capacity of 10KW at Shyampura, 5 KW at Adanur and Shyagale branches, and 11 kW at the Sudarshan More branch. The generated electricity is used as backup during power cut instead of using diesel generators. In the Shyampura branch after self-use, the excess electricity is exported to the grid. The Bank has also developed Green Building guidelines, which shall serve as a foundation for its renovation activities & developing model green branches which starts from design, construction and use phase. The bank also prioritises purchasing or procuring energy efficient equipment across the operations.

Additionally, Ujjivan Small Finance Bank has been measuring & monitoring its Scope 1 and Scope 2 emissions since FY'23 in accordance with the Greenhouse Gas (GHG) Protocol. The Bank is further expanding its disclosures under scope 3, with Affordable Housing portfolio added in this reporting year.



9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Total Waste generated (in metric tons)		
Plastic waste (A)	0	0
E-waste (B)	12.47	10.13
Bio-medical waste (C)	0.14	0
Construction and demolition waste (D)	0	0
Battery waste (E)	37.19	0
Radioactive waste (F)	0	0
Other Hazardous waste. Haz. Waste from process + Haz. Waste from pollution control equipment's, + Filter bed sand+ Filter bags etc. (G)	0.128	0
Other Non-hazardous waste generated (H). MS Scrap + Aluminum scrap (Break-up by composition i.e., by materials relevant to the sector)	59.9	51.8
Total (A+B + C + D + E + F + G + H)	*109.83	61.93
Waste intensity per crore rupee of turnover (Total waste generated (MT) / Revenue from operations in Crores INR)	0.0137	0.0086
Waste intensity per crore rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP in million USD)	0.028	0.017
Waste intensity in terms of physical output – (Metric tons of waste/ Metric ton of production)	Not Applicable	Not Applicable
Waste intensity (optional) – the relevant metric may be selected by the entity	Not Applicable	Not Applicable
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tons)		
Category of waste		
(i) Recycled	82.13	10.13
(ii) Re-used	-	-
(iii) Other recovery operations	-	-
Total	82.13	10.13
For each category of waste generated, total waste disposed by nature of disposal method (in metric tons)		
Category of waste		
(i) Incineration	0.14	-
(ii) Landfilling	-	-
(iii) Other disposal operations	27.56	51.8
Total	27.70	51.8

**Initiated monitoring and reporting of waste oil generated from Diesel generator and waste batteries generated from UPS rooms in FY'25-26 and hence there is an increase in the generation quantity. Only the DG in corporate office which is directly under Bank's control has been considered for waste oil disposal quantity.*

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

The Bank's operations generates paper waste, electronic waste, waste oil generated from Diesel generator at the corporate office, used batteries from UPS, canteen waste (wet and dry) and sanitary waste. Paper waste is securely disposed off through authorized vendors, while e-waste is handled by certified recyclers in compliance with applicable environmental regulations. This year Ujjivan SFB started monitoring the disposal of the of the used batteries from the UPS and disposal of the residual diesel from the DG which are under the Bank's control. These wastes are separately collected and sent to authorized recyclers for recycling. In addition, dry and wet are segregated at source (ex: waste generated from canteen) & handed over to the municipality for responsible disposal.

Furthermore, Ujjivan SFB has introduced a structured Cigarette Waste Management program from last year at its Head Office, under which collected cigarette waste is recycled into artistic by-products through an authorised dealer. This initiative supports creative reuse while also generating livelihood opportunities for workers involved in the process.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
No business operations in and around ecologically sensitive areas			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
Not Applicable					

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

Yes, the entity is compliant with the applicable environmental laws/regulations/guidelines in India.

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress (in kilo liters):

For each facility / plant located in areas of water stress, provide the following information: Not Applicable

- (i) Name of the area: **Not Applicable**
(ii) Nature of operations: **Not Applicable**
(iii) Water withdrawal, consumption, and discharge in the following format: **Not Applicable**

Parameter	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Water withdrawal by source (in kilolitres)	Not Applicable	Not Applicable
(i) Surface water		
(ii) Groundwater		
(iii) Third party water (fresh water from CMWSSB)		
Third party water (secondary sewage from CMWSSB)		
Third party water (Tertiary treatment sewage from CMWSSB)		
(iv) Seawater / desalinated water		
(v) Others		
Total volume of water withdrawal (in kilolitres)	Not Applicable	Not Applicable
Total volume of water consumption (in kilolitres)		
Water intensity per rupee of turnover (Water consumed / turnover)		
Water intensity (optional) – the relevant metric may be selected by the entity		



Parameter	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
(i) Into Surface water	Not Applicable	Not Applicable
- No treatment		
- With treatment – please specify level of treatment		
(ii) Into Groundwater		
- No treatment		
- With treatment – please specify level of treatment		
(iii) Into Seawater		
- No treatment		
- With treatment – please specify level of treatment		
(iv) Sent to third parties		
- No treatment		
- With treatment – please specify level of treatment		
(v) Others		
- No treatment		
- With treatment – please specify level of treatment		
Total water discharged (in kilolitres)		

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Total Scope 3 emissions* (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	62,520.60	17,907.95
Total Scope 3 emissions per crore rupee of turnover	MT CO ₂ / Revenue from operations in Crores INR	7.78	2.5
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity		-	-

**In this reporting year, Ujjivan SFB is monitoring Category 1 (Purchased goods and services), Category 2 (Capital goods), Category 3 (Fuel & Energy related activity), Category 5 (Waste generated in operations), Category 6 (Business travel - air travel only) & Category 15 (Investments – Motor Vehicle Loan and Affordable Housing Loan) under Scope 3 emissions as per GHG Protocol and PCAF standard for deriving the financed emissions*

Reference data considered for Vehicle mileage (KM/Litre) and Building electricity consumption (KWh/Sq.ft) for financed emission calculations.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. - No

3. With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

The bank operations are not present in any ecologically sensitive areas.

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

S. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1.	Energy efficiency program to reduce power consumption	Implementation of 'Sanchaya' - an energy conservation Program from Oct'24 across regional & corporate offices to inculcate the energy saving practices among employees. The initiative was extended to all branches in FY'26	Achieved savings of 5% in Energy consumption in FY 2025-26 in comparison to FY 2024-25 across Regional and Corporate Offices.
2.	Sustainable infrastructure	Installed Light fixtures equipped with occupancy sensors, adoption of Variable Refrigerant Volume (VRV) AC systems in new and renovated facilities.	Achieved a reduction trend in the overall electricity consumption as well as in per Sq. ft building area consumption.
3.	Digitalization	Digitalization of business process (Internal process and at product level)	23.5% reduction in paper procurement compared to FY 2022-23 on intensity basis.
4	Water Conservation Initiative	Installed aerators in water faucets across all Head Office (HO) and Regional Office (RO) locations to regulate water flow while maintaining adequate pressure.	Water flow from these taps reduced by approximately 50%, without affecting operational requirements.
5		Installed sensor-based taps at selected locations.	Significant reduction in fresh water consumption and promotion of responsible water usage practices.
6	Renewable Electricity	Shyampura branch equipped with a 10 KW solar panel, operational since November 2025. The excess electricity produced is exported to grid. The solar panels at other 4 branches continue to operate as an alternate power source for DGs during power-cuts.	Out of the total renewable electricity generated, 73% is exported to the grid.
7	Waste Recycling Initiative (International E-Waste Day)	Engaged with employees to collect e-waste generated from their residence as a part of personal e-waste collection drive at Head Office and Regional Offices.	Collected 20 Kgs of E-waste across our employees and promoted responsible disposal of hazardous waste in a scientific manner.
8	Energy Management Initiative	Energy audits were conducted across Bangalore offices (excluding branches) to assess energy consumption patterns and identify opportunities for improving energy efficiency.	Identification of energy-saving opportunities, improved energy management practices, and reinforcement of the organization's commitment to environmental sustainability, social responsibility, and continuous improvement.

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

Yes, the Bank has established a comprehensive Business Continuity and Disaster Management framework. The Business Continuity Management (BCM) Policy outlines the Bank's preparedness to effectively respond to and manage disaster situations. It defines the framework required to ensure timely response, resumption, recovery, restoration, and continuity of operations during business disruptions, while maintaining regulatory compliance.

This framework is applicable across all business processes, departments, infrastructure, and facilities, including the Head Office, regional offices, and branches. The policy encompasses key elements such as the BCMS organisational structure, components of the BCM framework, procedural aspects of the Business Continuity Plan (BCP), as well as human resource, infrastructure, technology, and access control considerations.

To strengthen governance, the Bank has established a structured oversight mechanism, a BCM Committee, ensuring effective implementation and monitoring of business continuity practices.



6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?

There is no significant direct impacts to the environment from the value chain partners.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

No value chain partners were assessed for environmental impacts during the reporting period. However, the Bank procures goods and services from formal vendors. It has a Code of Conduct in place that outlines the core principles and values guiding employee behavior in their interactions with stakeholders, including government and regulatory authorities, media, and other associated parties.

The Bank is in the process of integrating ESG assessment parameters into its vendor due diligence framework, further strengthening its approach to sustainable procurement.

8. How many Green Credits have been generated or procured:

a. By the listed entity - Nil

b. By the top ten (in terms of purchases and sales, respectively) value chain partners – Data not Available

PRINCIPLE 7 Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a. Number of affiliations with and industry chambers/ associations.

The bank is a member of 23 trade and industry chambers/associations.

b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such a body) the entity is a member of/ affiliated to.

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	AKMI – Association of Karnataka Micro Finance institution.	State
2	IBA – Indian Banks' Association	National
3	ASFBI – Association of Small Finance Banks of India	National
4	FIMMDA – Fixed Income Money Market & Derivatives Association of India	National
5	MFIN - Micro Finance Institutions Network	National
6	ALPHA- Microfinance consultants private limited.	National
7	Sa-dhan (Association of Community Development Finance Institutions)	State
8	DLCC- District Level Consultative Committee	State
9	SLBC- State Level Banker's Committee	State
10	DSCI- Data Security Council of India	National

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

None

Leadership Indicators

1. Details of public policy positions advocated by the entity:

S. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in the public domain? (Yes/No)	Frequency of Review by Board (Annually/ Half yearly/ Quarterly / Others – please specify)	Web Link, if available
Nil					

PRINCIPLE 8 Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web Link
Not Applicable as there were no projects undertaken that required an SIA in the current financial year.					

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In INR)
Not Applicable						

3. Describe the mechanisms to receive and redress grievances of the community.

A dedicated email ID is available on the CSR webpage of Ujjivan SFB, allowing community members to easily register their complaints. Please find the link below

[Corporate Social Responsibility \(CSR\) Activities | Ujjivan SFB](#)

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

Parameter	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Directly sourced from MSMEs/ small producers	58.6%	12.85%
Directly from within India	100%	100%

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost:

Location	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Rural	6.47%	7.17%
Semi-urban	14.94%	18.12%
Urban	27.02%	50.83%
Metropolitan	51.57%	23.87%

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective action taken
Not Applicable	

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

Sl. No	Project Detail	State	Aspirational District	Amount Spent (In ₹)
1	Cheshire Disability Trust	Jharkhand	Hazaribagh	₹ 8,79,328
2		Jharkhand	Ranchi	₹ 9,55,672
3		Rajasthan	Jaisalmer	₹ 75,53,130
4		Karnataka	Raichur	₹ 3,656
5		Andhra Pradesh	VISAKHAPATNAM	₹ 4,430
6		Tamil Nadu	Virudhunagar	₹ 6,254
7		Uttar Pradesh	Chandauli	₹ 8,890
8		Madhya Pradesh	Barwani	₹ 7,555
9		Gujarat	Dahod	₹ 6,000
10		Bihar	Muzaffarpur	₹ 6,580
11		Rajasthan	Baran	₹ 5,730
12		Uttarakhand	Haridwar	₹ 8,900
13		Jharkhand	Bokaro	₹ 8,000
14		Jharkhand	Ranchi	₹ 8,000
15		Karnataka	Raichur	₹ 5,535
16		Gujarat	Narmada	₹ 5,990
17		Madhya Pradesh	Khandwa	₹ 8,900
18		Bihar	Purnia	₹ 7,696
19		Bihar	Begusarai	₹ 8,000
20		Jharkhand	Giridih	₹ 7,332
21		Bihar	Araria	₹ 7,600
22		Bihar	Muzaffarpur	₹ 8,000
23		Bihar	Gaya	₹ 8,000
24		Jharkhand	Ranchi	₹ 6,880
25		Jharkhand	Ranchi	₹ 5,155
26	Project Swachh Neighbourhood	Odisha	Dhenkanal	₹ 6,010
27		Tamil Nadu	Virudhunagar	₹ 6,726
28		Bihar	Sitamarhi	₹ 7,770
29		Bihar	Purnia	₹ 8,000
30		Jharkhand	Garhwa	₹ 7,510
31		Bihar	Nawada	₹ 7,560
32		Bihar	Muzaffarpur	₹ 4,290
33		Uttarakhand	Udham Singh Nagar	₹ 8,430
34		Tamil Nadu	Virudhunagar	₹ 7,997
35		Tamil Nadu	Virudhunagar	₹ 7,050
36		Bihar	Araria	₹ 8,000
37		Bihar	Araria	₹ 4,490
38		Jharkhand	Palamu	₹ 8,000
39		Jharkhand	Giridih	₹ 7,010
40		Bihar	Banka	₹ 7,835
41		Bihar	Begusarai	₹ 7,990
42		Haryana	Fatehabad	₹ 5,553
43		Jharkhand	Giridih	₹ 5,695
44		Bihar	Aurangabad	₹ 7,019
45		Bihar	Aurangabad	₹ 4,695
46		Chhattisgarh	Rajnandgaon	₹ 8,900
47		Uttarakhand	Haridwar	₹ 8,899
48		Jharkhand	Hazaribagh	₹ 8,000
49		Bihar	Begusarai	₹ 6,920
50		Bihar	Muzaffarpur	₹ 8,000

Sl. No	Project Detail	State	Aspirational District	Amount Spent (In ₹)
51	Chote Kadam - Renovation of educational institution - Construction of toilets	Bihar	Araria	₹ 8,66,306
52	Chote Kadam - Healthcare renovation - Construction of toilets & renovation of a OPD ward	Bihar	Muzaffarpur	₹ 16,65,682
53	Chote Kadam - Healthcare renovation - Construction of toilet & exterior painting of a PHC	Bihar	Nawada	₹ 7,94,128
54	Chote Kadam - Renovation of educational institution	Bihar	Gaya	₹ 8,76,953
Total				₹ 1,39,22,631

3. (a) **Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No)** - No
 (b) **From which marginalized /vulnerable groups do you procure?** - Not applicable
 (c) **What percentage of total procurement (by value) does it constitute?** - Not Applicable

4. **Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:**

S. No.	Intellectual Property based on traditional knowledge	Owned/Acquired (Yes/No)	Benefit shared (Yes / No)	Basis of calculating benefit share
Not Applicable				

5. **Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.**

Name of authority	Brief of the Case	Corrective action taken
Not Applicable		

6. **Details of beneficiaries of CSR Projects:**

Description of Corporate Social Responsibility (CSR) Project	Total No. of Beneficiaries of CSR Projects	%age of Beneficiaries of CSR Projects from Vulnerable and Marginalized groups
Infrastructure Development Programmes (Chote Kadam & Others) –	13,16,524	100%
Initiatives include renovation of educational institutions, healthcare Centres, Anganwadis, restrooms, community playgrounds, renovation of PHCs, construction of library room, installation of solar streetlights etc. across PAN India.		
Livelihood Enhancement –	480	100%
- This programme serves diverse communities like PwDs, Underprivileged youth, Women etc. - Programmes in association with Cheshire Disability trust catered to training the PwDs on communication skills, basic computer literacy etc., coupled with placement in retail, banking, ITeS sectors and the like with an avg. monthly income of ₹ 8,000/- - Additionally, 30 battery operated vehicles were provided to Orthopedically challenged individuals coupled with training & their placement with Zomato as delivery partners has enabled them to earn about ₹ 10-15K(avg.) per month - Skill development to the underprivileged youths were executed in partnership with Magic Bus India Foundation and Y4D Foundations.		



Description of Corporate Social Responsibility (CSR) Project	Total No. of Beneficiaries of CSR Projects	%age of Beneficiaries of CSR Projects from Vulnerable and Marginalized groups
Disaster Relief – - The Bank has stood with the victims of Punjab, Solapur and Himachal Pradesh during the flood times - The projects executed under Disaster Relief during FY 2025-26 include distribution of groceries and other essentials to the public	12,360	100%
Education and sports – - Scholarship support to the students of disadvantaged background in Tamil Nadu - Scholarship support to the transgenders across the country - Tech truck to empower the school children in Ujjain - Supporting the education centre for human trafficked girls in Seoraphuli - Supporting the different Anganwadi and schools in various parts of the country	12,408	100%
Healthcare – The Bank has renovated about 13 public healthcare centres through its Chote Kadam programme. Furthermore, the Bank has been undertaking CSR projects under healthcare directly by supporting them with critical medical equipment needed for the ICU, Ophthalmology department, brain health clinics, hematology etc. Some of the significant projects executed under healthcare thematic area are: (i) Setting up of brain health clinics across 32 district hospitals in association with Nimhans (ii) Provision of Ambulance to Vadodara and Shimla Govt hospital (iii) Equipment for TB diagnosis, setting up of medical interactive hub at Govt Stanley Medical Hospital	4,55,894	100%
Environment protection – - With United Way of Bengaluru, the bank has completed rejuvenating the Kanekallu lake at Hoskote and it has benefitted over 10,000+ residents of Kanekallu village - Additionally the Bank has taken the rejuvenation of Kannur lake in Tiruppur and two ponds in Jaisalmer location and the project is in progress - Through Project Swachh Neighborhood, the bank has conducted cleanliness drive around 748 of its branches with over 17000+ employees volunteering. - Bank has provided boats to the Varanasi municipality towards the Clean Ganga project - Bank has distributed waste collection vehicles in Tamil Nadu, Maharashtra, West Bengal and Haryana - Through various CSR initiatives we have planted over 20,000+ saplings	85,510	100%

PRINCIPLE 9 Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

The Bank has established a comprehensive and multi-tiered customer grievance redressal and feedback management framework to ensure timely resolution of customer complaints and continuous improvement in service quality. Customers can register complaints and provide feedback through multiple accessible channels which includes:

- At the primary level, customers may raise complaints through branch managers, complaint registers and complaint boxes available at branches, complaint calls to branch offices or the 24/7 Customer Care Helpline, email communication to customer care, and online complaint forms available on the Bank's website. Customers may also submit grievances during the monthly customer service committee meetings conducted at branches.
- In cases where customers are not satisfied with the response received through the primary channels, or where no response is received, complaints may be escalated to the Regional Nodal Officers functioning as secondary escalation authorities. The Bank has appointed four Regional Nodal Officers covering the North, South, East, and West regions of India.
- As a final internal escalation mechanism, customers may approach the Principal Nodal Officer of the Bank. Additionally, the contact details of the heads of various business verticals are published on the Bank's website, enabling customers to seek intervention directly from senior management where required.
- Further strengthening the fairness and transparency of the grievance redressal process, complaints that are partially or wholly rejected by the Bank are automatically escalated to the Internal Ombudsman, an independent authority appointed by the Bank. The Internal Ombudsman independently reviews such complaints and provides an unbiased decision.

Customers also retain the right to escalate unresolved complaints to the Banking Ombudsman in cases where the Bank does not respond within 30 days or where the customer is dissatisfied with the resolution provided.

The Bank additionally handles complaints received through external channels such as social media platforms, the Central Government's Consumer Helpline, and the Centralized Public Grievance Redress and Monitoring System (CPGRAMS). All complaints received are acknowledged through SMS, email, or acknowledgement slips, as applicable.

Defined Turn Around Times (TATs) for complaint resolution are established based on the nature, complexity, and criticality of complaints. These TATs are embedded within the Bank's CRM-based complaint management system, which captures complaints received through all channels and automatically routes them to the appropriate internal departments for resolution and tracking.

The Bank has also established a dedicated Service Quality Department that oversees the end-to-end complaint management framework. Pending complaints are continuously monitored, reviewed, and escalated internally wherever necessary to ensure timely closure. Complaint resolution TAT forms a key component of the Bank's Service Index and is closely monitored by management.

The Bank has also seen significant improvement in customer adoption of alternate service channels for handling Queries, Requests, Complaints, and Feedback (QRCF). Usage of alternate channels increased from 49% in FY25 to 79.82% in FY26, demonstrating enhanced accessibility and digital engagement.

In addition to grievance management, the Bank has institutionalized structured customer feedback mechanisms through Customer Satisfaction (CSAT) and Net Promoter Score (NPS) programs. During FY 2025–26, customer outreach initiatives conducted through internal calling programs achieved a CSAT score of 89% and an NPS score of 73.

A key milestone during the year was the digitization of the NPS program and was subsequently rolled out across all branches in India covering five major customer touchpoints. The digital platform enables real-time feedback collection from a substantially high customer base, improved analytics, and quicker identification of service gaps.

Building on this initiative, the Bank plans to further expand the feedback ecosystem across additional customer interaction channels, including Relationship Manager interactions, WhatsApp Banking, and Internet & Mobile Banking (IBMB), thereby enabling a seamless omnichannel customer feedback and continuous improvement framework.

2. Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:



Parameter	As a percentage to total turnover
Environmental and social aspects associated with the product	
Safe and responsible usage	NA
Recycling and/or safe disposal	

3. Number of consumer complaints in respect of the following:

	FY 2025-26 (Current Financial Year)			FY 2024-25 (Current Financial Year)		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	0	0	NA	0	0	NA
Advertising	0	0	-	0	0	-
Cyber-security (Phishing, Vishing and Smishing by Fraudsters)	1688	50	-	1528	43	-
Delivery of essential Services [#]	10718	239	-	13892	130	-
Restrictive Trade Practices	0	0	-	0	0	-
Unfair Trade	0	0	-	0	0	-
Practices						
Other (mis-selling)*	148	0	-	133	1	-

[#]Delivery of essential service includes staff- Related, Alleged Transaction, Deliverables Related, Lending Related, Charges Related, Technology Related, Transaction Related etc. and other category of Cyber security cases such as Fake Job / Loan Advertisement, Card / Mobile lost and transaction done etc.

*Complaints related to mis-selling are those where a customer claims that he was promised a certain return/feature in a product/service and has not received the same.

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls		
Forced recalls		Not Applicable

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes, the bank has a framework/ policy on data privacy. <https://www.ujjivansfb.bank.in/privacy-policy>

Ujjivan Small Finance Bank is committed to safeguarding the privacy and confidentiality of customer information and recognizes the importance of protecting personal data shared by its customers and users. The Bank undertakes all necessary and reasonable measures to secure customer information and ensure safe transmission of data across its online channels. This privacy policy applies to all customers and users who visit, access, use, or interact with the Bank through the online channels such as: Website, Mobile Application, Internet Banking Page, Electronic communications (E-mailers / SMS) from the bank, Digital Advertising Campaigns, Products and Services through online lead forms and questionnaires

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.

Based on customer complaints relating to cyber frauds such as phishing, vishing, smishing, and other digital fraud attempts, the Bank has implemented several corrective and preventive measures to mitigate such incidents and strengthen customer protection. As part of its customer awareness initiatives, the Bank regularly disseminates cyber safety advisories and fraud prevention messages through multiple communication channels, including push notifications, SMS, emails, and social media platforms.

Customers are also encouraged to adopt precautionary measures to safeguard their devices and banking information such as being cautious with third-party apps, installing antivirus software to detect and block malicious files, avoiding unsecured networks to prevent exploitation from hackers, resetting phone in the event of suspicion from malicious files. Regular rebooting of phone, reporting of suspicious activity and official verification of message.

To instil a customer-first culture through structured training, empowerment strategies and complaint management capabilities, to align with our business goals and enhancing customer experience, a dedicated campaign was designed in collaboration with HR, SQ and Branch Banking. The campaign was launched in Jul'25 for our front-end staffs (BMs, BOMs, RMs, CCRs and Cashiers).

These campaigns are introduced basis the recent trends in customer complaints with recurring pattern such as gaps in ownership, delayed resolution, lack of empathy, inconsistent communication, and limited solution-oriented resolutions.

The concepts covered during the program are as follows, with multiple methodologies such as real-life instances through case studies role play, quiz etc. A total of 2250 staff members (74%) have undergone the training in different regions facilitated by the Regional SQ team and the nominated Area Heads against the targeted staff count of 3039.

Customer Centricity - Customer Centricity is the practice of putting customer experience first throughout and organization's actions & attitude. It is not just about solving problems—it's about strengthening relationships.

Service Culture – Service Excellence Anchors - Few critical service attributes, what it means and how to demonstrate the values within.

Customer Grievance Redressal Process - Effectively manage complaints by understanding the service lapses which leads to complaints and driven with a solution-oriented approach

Aajeevan Workshop:

The one-day Aajeevan training/workshop is an on – going training, where all front-end customer handling branch staffs are being trained on effective handling of Life Event SRs & managing exceptional cases. A total of 577 staffs were trained in 26 batches during the year.

Secured Asset Training:

Additionally, in light of the increase in escalations and complaints related to the servicing of Secured Asset Loan customers, the Management Committee recommended conducting focused training sessions for branch staff on Secured Asset Services. The training program covered Housing, MSME, and Vehicle Loan products.

The Service Quality (SQ) Department, in collaboration with the Products and Operations teams, designed a comprehensive four-hour training module, which was successfully delivered with logistical support from the HR Learning & Development (L&D) team.

The key topics covered under the Secured Asset training were:

Secured Loan Application Process Flow – Housing, MSME & Vehicle Loans (Lead generation, Application, Verification, Appraisal, Documentation, Disbursement, Welcome Kit, OTC & PDD)

Account Servicing – Pre- and post-disbursement servicing, DD handover, forms, Service Guide, service charges, foreclosures, and release of collaterals

System & Tools Updates – Enhancements and tools enabled for branches to ensure a seamless customer experience at the frontend.

The training program successfully covered 1850 staff members from 676 branches across the regions and was conducted in 68 batches.

7. Provide the following information relating to data breaches:

- a. **Number of instances of data breaches** - Nil
- b. **Percentage of data breaches involving personally identifiable information of customers** - Nil
- c. **Impact, if any, of the data breaches** - Nil



Leadership Indicators

1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).

1. The Bank's website (www.ujjivansfb.bank.in), managed by Digital Marketing team is the primary platform for detailed information on all products and services.
2. Product highlights and updates are also shared through official social media channels.
3. Limited product information is displayed through the Branch TV network, ATM Screens etc.

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

Ujjivan SFB undertakes a range of initiatives to inform and educate consumers on the safe and responsible use of its products and services. The Bank leverages multiple communication channels including social media posts, reels, YouTube videos, mailers, SMS, BTL activities, WhatsApp communications, and other digital platforms to disseminate information on safe banking practices and cybersecurity awareness.

As part of its financial literacy initiatives, the Bank conducts dedicated sessions on digital and cyber frauds, enabling customers to better understand online risks and adopt secure banking behaviors. During the RBI's Financial Literacy Week, the Bank also conducted awareness programs covering key topics such as cyber fraud prevention, anti-money laundering, Central KYC, and account hygiene and discipline.

While content ownership for such initiatives rests with cross-functional teams including Product, CISO, Service Quality (SQ), Compliance, and Vigilance, the Marketing team supports and amplifies these campaigns by selecting appropriate channels for outreach. Campaigns are implemented across both digital and on-ground platforms to maximize reach and impact. Additionally, the Bank hosts a dedicated Safe Banking webpage to provide customers with easy access to guidelines and precautions for secure online banking:

<https://www.ujjivansfb.bank.in/safe-banking/precautions-for-online-banking>

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

In the event of any disruption or discontinuation of essential services, customer communication is managed directly by the respective business units through channels such as SMS and email. For real-time updates, notifications are also displayed through tickers on Internet Banking (IB) and Mobile Banking (MB) platforms.

The Bank adopts a multi-channel approach to ensure timely and effective communication with customers. This includes WhatsApp, SMS/RCS, email, outbound calling through the Phone Banking team, as well as in-branch and on-site mediums such as Branch TVs and ATM screens. The marketing team supports business units in executing these communications whenever required. Depending on the nature and urgency of the situation, the Bank selects the most appropriate channels to inform customers of important updates, including service disruptions, ensuring clarity, reach, and prompt dissemination of information.

4. Does the entity display product information on the product over & above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief? Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)

Yes. The banking services at Ujjivan SFB are provided with utmost commitment to fairness, transparency, security, and accountability. The Bank ensures that customers receive clear and comprehensive information about product features, applicable charges, interest rates, penalties, repayment schedule, terms, and conditions. All these information are accessible on the Bank's website and are regularly communicated to customers over and above applicable regulatory mandates.

The bank regularly undertakes customer satisfaction surveys to assess customer experience and service quality across its products and services. During FY 2025-26, the Bank further strengthened its customer-centric approach by institutionalizing structured customer feedback mechanisms through internal Customer Satisfaction (CSAT) and Net Promoter Score (NPS) programs. Customer outreach initiatives conducted through internal calling during the year achieved a CSAT score of 89% and an NPS score of 73 points.

A key milestone during the year was the successful digitization of the NPS program. The program has currently been rolled out for all branches in India across five key customer touchpoints. The digitized solution enables real-time customer feedback collection from a significantly larger customer base, enhanced analytics capabilities, and faster identification and resolution of service gaps.

Building on this foundation, the Bank is also focused on expanding the feedback framework across additional customer interaction channels, including Relationship Manager (RM) interactions, WhatsApp Banking, and Internet & Mobile Banking (IBMB). This initiative is aimed at creating a comprehensive omnichannel feedback ecosystem to support continuous improvement in customer engagement and service delivery.

The enhanced digital feedback and analytics capabilities will further help the Bank to:

- Automate and scale NPS and CSAT assessments;
- Gather and analyze qualitative customer insights more effectively;
- Reduce response and analysis turnaround time;
- Identify and address customer pain points in real time;
- Assess the impact of customer experiences on overall brand perception; and
- Drive insight-led continuous improvement across service channels.

As a result of these initiatives, the Bank continues to strengthen its service quality and customer experience.

INDEPENDENT AUDITORS' REPORT

To the Members of Ujjivan Small Finance Bank Limited Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Ujjivan Small Finance Bank Limited (the "Bank"), which comprise the Balance Sheet as at March 31, 2026, Profit and Loss account and the Cash Flow Statement for the year ended on that date, and notes to the financial statements including a summary of the significant accounting policies and other explanatory information ("financial statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Banking Regulation Act, 1949 and the Companies Act, 2013 (the "Act") and the circulars, guidelines and directions issued by the Reserve Bank of India (the 'RBI') from time to time (the 'RBI guidelines'), in the manner so required and give a true and fair view in conformity with the Accounting Standards prescribed under section 133 of the Act, read with the Companies (Accounting Standards) Rules, 2021 as applicable to banks and other accounting principles generally accepted in India, of the state of affairs of the Bank as at March 31, 2026, its profit and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit of the financial statements in accordance with the Standards on Auditing ("SA"s) specified

under section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Financial Statements section of our report. We are independent of the Bank in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sl. No.	Key Audit Matter	Auditor's Response
1	Identification of Non-Performing Advances and Provisioning for Advances (Refer Schedule 9 read with Note 18.4 to the financial statements) Advances constitute a significant portion of the Bank's assets, and the quality of these advances is measured in terms of ratio of Non-Performing Advances ("NPA") to the gross advances of the Bank. The Bank has gross advances amounting to ₹ 40,50,682 Lakh (Previous Year ₹ 31,93,346 Lakh) and the gross NPA ratio of Bank is 2.26% (Previous Year 2.18%) as at March 31, 2026. The Reserve Bank of India's ('RBI') Directions on Income Recognition, Asset Classification and Provisioning ('IRAC norms') and other RBI guidelines (herein after referred as "RBI guidelines") prescribes the norms for identification and classification of NPAs and the minimum provision required for such assets. The Bank is also required to apply its judgement to determine the identification and provisioning for NPAs by applying quantitative as well as qualitative factors. Since the identification of NPAs and provisioning for advances is significant to the overall audit, we have ascertained this as a key audit matter.	Our audit approach in relation to the key audit matter, included testing the design, operating effectiveness of internal controls and substantive audit procedures in respect of income recognition, asset classification and provisioning pertaining to advances. In particular: • We have evaluated the Bank's policies and internal control system in adhering to the relevant RBI guidelines and understood the provisioning as per Bank's policy; • We have analysed and understood key IT systems/ applications used and tested the design and implementation as well as operational effectiveness of relevant controls, including manual process and controls in relation to income recognition, asset classification, viz., standard, sub-standard, doubtful and loss with reference to relevant RBI guidelines and provisioning pertaining to advances; • We have performed walkthrough of the NPA automation process and tested the core functionality for selected sample and tested the identification of NPA and computation of provisions; • We test checked advances to examine the validity and accuracy of the recorded amounts with the underlying documents, impairment provision for NPAs, and compliance with IRAC norms and other RBI Guidelines.

Sl. No.	Key Audit Matter	Auditor's Response
2	Key Information technology (IT) systems used in financial reporting process As a Small Finance Bank that operates on core banking solutions ("CBS") and other applications across its branches, the reliability and security of IT systems plays a key role in the business operations. Since large volume of transactions are processed daily, the IT controls are required to ensure that applications process data as expected and that changes are made in an appropriate manner. The IT infrastructure is critical for smooth functioning of the Bank's business operations as well as for timely and accurate financial accounting and reporting. Due to the pervasive nature and complexity of the IT environment we have ascertained Key Information Technology ("IT") systems used in financial reporting process as a key audit matter.	We involved our IT specialists to obtain an understanding of the Bank's IT related control environment. Furthermore, we conducted an assessment and identified key IT applications, databases and operating systems that are relevant for our audit. For the key IT systems used to prepare accounting and financial information, our areas of audit focus included access security (including controls over privileged access), program change controls, database management and network operations. In particular, our procedures include: • We obtained an understanding of the Bank's IT control environment and key changes during the audit period that may be relevant to the audit; • We tested the design, implementation and operating effectiveness of the Bank's General IT controls over the key IT systems that are critical to financial reporting. This included evaluation of Bank's controls to evaluate segregation of duties and access rights being provisioned / modified based on duly approved requests, access for exit cases being revoked in a timely manner and access of all users being recertified during the period of audit; • We also tested key automated business cycle controls and logic for system generated reports relevant to the audit; and • We also tested compensating controls and performed alternate procedures to assess whether there were any unaddressed IT risks that would materially impact the financial statements.

Information Other than the Financial Statements and Auditor's Report Thereon

- The Bank's Board of Directors is responsible for the other information. The other information comprises the Director's Report including annexures to the Director's report and the Disclosures under New Capital Adequacy Framework of the Reserve Bank of India included in the Annual report but does not include the financial statements and our auditor's report thereon.
- Our opinion on the financial statements does not cover the other information and above Disclosures available in the website of the Bank and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.
- If, based on the work we have performed, we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance to take appropriate action as applicable under the relevant laws and regulations. We have nothing to report in this regard.

Responsibilities of Management and Board of Directors for the Financial Statements

The Financial Statements have been approved by the Bank's Board of Directors. The Bank's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance and cash flows of the Bank in accordance with the Accounting Standards specified under section 133 of the Act, read with the Companies (Accounting Standards) Rules, 2021 as applicable to banks, and other accounting principles generally accepted in India, and provisions of Section 29 of the Banking Regulation Act, 1949 and the circulars, guidelines and directions issued by the Reserve Bank of India from time to time ("RBI Guidelines") as applicable to the Bank. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act and RBI Guidelines for safeguarding the assets of the Bank and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; selection of the appropriate accounting software for ensuring compliance with applicable laws and regulations; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial

statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management and Board of Directors are responsible for assessing the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intend to liquidate the Bank or to cease operations, or has no realistic alternative but to do so.

The Bank's Board of Directors is also responsible for overseeing the Bank's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Bank has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If we conclude that a material uncertainty

exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Bank to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. In our opinion, the Balance Sheet and the Profit and Loss Account have been drawn up in accordance with the provisions of section 29 of the Banking Regulation Act, 1949 and section 133 of the Act and the relevant rules issued thereunder.
2. As required by Section 143(3) of the Act and Section 30(3) of the Banking regulation Act, 1949, based on our audit, we report that:

- a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
- b) In our opinion, the transactions of the Bank which have come to our notice have been within the powers of the bank.
- c) As explained in the paragraph 3 below, the financial accounting system of the Bank are centralised and, therefore, accounting returns are not required to be submitted by branches.
- d) In our opinion, proper books of account as required by law have been kept by the Bank so far as it appears from our examination of those books.
- e) The Balance Sheet, Profit and Loss account and the Cash Flow Statement dealt with by this Report are in agreement with the books of account.
- f) In our opinion, the aforesaid financial statements comply with the Accounting Standards specified under Section 133 of the Act read with relevant Rules issued thereunder, to the extent they are not inconsistent with the accounting policies prescribed by the RBI.
- g) On the basis of the written representations received from the directors taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164(2) of the Act.
- h) With respect to the adequacy of the internal financial controls with reference to financial statements of the Bank and the operating effectiveness of such controls, refer to our separate Report in "Annexure A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Bank's internal financial controls with reference to financial statements.
- i) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanations given to us, the entity being a Banking company, section 197 of the Act related to the managerial remuneration is not applicable by virtue of Section 35B(2A) of the Banking Regulation Act, 1949.
- j) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
 - i) The Bank has disclosed the impact of pending litigations, as at March 31, 2026 on its financial position in its financial statements - Refer Schedule 12 to the financial statements;
 - ii) The Bank did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
 - iii) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Bank.
 - iv) (a) The Management has represented that, to the best of its knowledge and belief, other than as disclosed in the note 18(30) to the financial statements no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Bank to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Bank ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (b) The Management has represented, that, to the best of its knowledge and belief, other than as disclosed in the note 18(30) to the financial statements, no funds have been received by the Bank from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Bank shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

- v) The Bank has not declared or paid any dividend during the year and has not proposed any final dividend for the year.
- vi) Based on our examination, which included test checks, the Bank has used accounting software systems for maintaining its books of account for the financial year ended March 31, 2026 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of the audit trail feature being tampered with and the audit trail has been preserved by the Bank as per the statutory requirements for record retention, since enabled.
- 3. We report that during the course of our audit we have visited and performed select relevant procedures at 37 branches. Since the Bank considers its key operations to be automated, with the key applications largely integrated to the Core Banking System, it does not require its branches to submit any financial returns. Accordingly, our audit is carried out centrally at Head Office based on the records and data required for the purpose of Audit being made available to us.

For **Deloitte Haskins & Sells**
Chartered Accountants
(Firm Registration No. 117365W)

G. K. Subramaniam
Partner
Membership No. 109839
UDIN: 26109839LPPYBU8448
Place: Bengaluru
Date: May 8, 2026

For **Abarna & Ananthan**
Chartered Accountants
(Firm Registration No. 000003S)

R. Natarajan
Partner
Membership No. 035898
UDIN: 26035898XMDMLP6569
Place: Bengaluru
Date: May 8, 2026

ANNEXURE “A” TO THE INDEPENDENT AUDITOR’S REPORT

(Referred to in paragraph 2(h) under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

Report on the Internal Financial Controls with reference to financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (the “Act”)

We have audited the internal financial controls with reference to financial statements of Ujjivan Small Finance Bank Limited (the “Bank”) as at March 31, 2026 in conjunction with our audit of the financial statements of the Bank for the year ended on that date.

Management’s and Board of Directors’ Responsibilities for Internal Financial Controls

The Bank’s management and Board of Directors are responsible for establishing and maintaining internal financial controls with reference to financial statements based on “the internal control with reference to financial statements criteria established by the Bank considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India”. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Bank’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013, the Banking Regulation Act, 1949 and the guidelines issued by the Reserve Bank of India.

Auditor’s Responsibility

Our responsibility is to express an opinion on the Bank’s internal financial controls with reference to financial statements of the Bank based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the “Guidance Note”) issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained, is sufficient and appropriate to provide a basis for our audit opinion on the Bank’s internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with reference to financial statements

A Bank’s internal financial control with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A Bank’s internal financial control with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Bank; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Bank are being made only in accordance with authorisations of management and directors of the Bank; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the bank’s assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to financial statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may



occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial control with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **Deloitte Haskins & Sells**
Chartered Accountants
(Firm Registration No. 117365W)

G. K. Subramaniam
Partner
Membership No. 109839
UDIN: 26109839LPPYBU8448
Place: Bengaluru
Date: May 8, 2026

Opinion

In our opinion, to the best of our information and according to the explanations given to us, the Bank has, in all material respects, an adequate internal financial controls with reference to financial statements and such internal financial controls with reference to financial statements were operating effectively as at March 31, 2026, based on the criteria for internal financial control with reference to financial statements established by the Bank considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

For **Abarna & Ananthan**
Chartered Accountants
(Firm Registration No. 000003S)

R. Natarajan
Partner
Membership No. 035898
UDIN: 26035898XMDMLP6569
Place: Bengaluru
Date: May 8, 2026

BALANCE SHEET

as on March 31, 2026

		(₹ in 000's)	
Particulars	Schedule	As on March 31, 2026	As on March 31, 2025
CAPITAL AND LIABILITIES			
Capital	1	1,94,27,144	1,93,50,036
Employees Stock Options Outstanding	18(27)	9,73,764	8,96,386
Reserves and Surplus	2	4,77,55,858	4,05,87,647
Deposits	3	45,66,83,348	37,63,04,842
Borrowings	4	3,73,60,113	2,84,53,630
Other liabilities and provisions	5	1,32,11,824	1,12,98,974
TOTAL		57,54,12,051	47,68,91,515
ASSETS			
Cash and balances with Reserve Bank of India	6	3,10,96,720	3,13,33,703
Balances with banks and money at call and short notice	7	33,40,029	3,64,250
Investments	8	12,72,42,483	11,72,99,902
Advances	9	39,76,05,463	31,39,00,040
Fixed Assets	10	49,30,688	45,69,131
Other Assets	11	1,11,96,668	94,24,489
TOTAL		57,54,12,051	47,68,91,515
Contingent liabilities	12	1,48,62,271	7,30,868
Bills for collection		-	-
Significant Accounting Policies	17		
Notes forming part of the financial statements	18		

The schedules referred to above form an integral part of the Balance sheet
As per our report of even date

For **Deloitte Haskins & Sells**
Chartered Accountants
FRN: 117365W

For **Abarna & Ananthan**
Chartered Accountants
FRN:000003S

For and on behalf of Board of Directors of
Ujjivan Small Finance Bank Limited

G.K.Subramaniam
Partner
Membership No. 109839

R. Natarajan
Partner
Membership No. 035898

Sanjeev Nautiyal
DIN: 08075972
Managing Director & CEO

B A Prabhakar
DIN: 02101808
Independent Director

Sudha Suresh
DIN: 06480567
Independent Director

Bengaluru
May 08, 2026

S Balakrishna Kamath
Chief Financial Officer

Sanjeev Barnwal
Company Secretary

PROFIT AND LOSS ACCOUNT

For the year ended March 31, 2026

(₹ in 000's)

Particulars	Schedule	For the year ended March 31, 2026	For the year ended March 31, 2025
I. INCOME			
Interest earned	13	6,93,14,487	6,35,43,896
Other income	14	1,10,75,228	84,61,974
Total		8,03,89,715	7,20,05,870
II. EXPENDITURE			
Interest expended	15	3,06,04,422	2,71,81,225
Operating expenses	16	3,26,83,946	2,79,32,379
Provisions and contingencies	18(14)(e)	1,01,75,003	96,31,235
Total		7,34,63,371	6,47,44,839
III. PROFIT			
Net profit for the year		69,26,344	72,61,031
Profit brought forward		2,03,27,054	1,81,84,000
Total		2,72,53,398	2,54,45,031
IV. APPROPRIATIONS			
II) Transfer to			
a) Statutory reserves		17,31,586	18,15,258
b) Capital reserve		2,43,008	1,20,961
c) Equity dividend		-	29,00,752
d) Investment fluctuation reserve		2,62,274	71,006
e) Special reserve U/S 36 (1)(viii) Income tax Act 1961		90,000	2,10,000
Balance carried over to balance Sheet		2,49,26,530	2,03,27,054
Total		2,72,53,398	2,54,45,031
V. Earnings per Equity Share (Face value of ₹10 per share)			
Basic (Rs)	18(25)	3.57	3.75
Diluted (Rs)	18(25)	3.51	3.71
Significant Accounting Policies	17		
Notes forming part of the financial statements	18		

The schedules referred to above form an integral part of the Balance sheet
As per our report of even date

For **Deloitte Haskins & Sells**
Chartered Accountants
FRN: 117365W

G.K.Subramaniam
Partner
Membership No. 109839

For **Abarna & Ananthan**
Chartered Accountants
FRN:000003S

R. Natarajan
Partner
Membership No. 035898

For and on behalf of Board of Directors of
Ujjivan Small Finance Bank Limited

Sanjeev Nautiyal
DIN: 08075972
Managing Director & CEO

B A Prabhakar
DIN: 02101808
Independent Director

Sudha Suresh
DIN: 06480567
Independent Director

S Balakrishna Kamath
Chief Financial Officer

Sanjeev Barnwal
Company Secretary

Bengaluru
May 08, 2026

CASH FLOW STATEMENT

For the year ended March 31, 2026

Particulars	(₹ in 000's)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
A. Cash Flow from Operating Activities		
Profit after taxation	69,26,344	72,61,031
Provision for tax	21,83,991	21,54,638
Net profit before taxation	91,10,335	94,15,669
Adjustments for :		
Depreciation on Bank's Property	14,46,420	13,47,239
Loss on sale of land, building & other assets (net)	10,388	4,849
Expense on employee stock option	1,90,505	1,73,148
Provision for Non Performing Assets	76,02,201	72,51,614
Provision for Standard Assets	3,86,698	2,25,407
(Profit)/ Loss on revaluation of investments (net)	27,931	3,54,792
(Profit)/ Loss on sale of investments other than HTM securities	(4,24,770)	(1,31,319)
Amortisation of premium on investments	3,55,225	2,20,336
Operating Profit/(Loss) before Working Capital changes	1,87,04,933	1,88,61,735
Adjustments for :		
(Increase) /Decrease in Advances	(9,13,07,624)	(5,23,22,463)
(Increase)/Decrease in Investments in other than HTM securities	1,30,86,164	(37,75,698)
(Increase)/Decrease in Other Assets	(7,79,534)	(8,97,271)
Increase/ (Decrease) in Deposits	8,03,78,506	6,16,83,244
Increase/ (Decrease) in Other Liabilities and provisions	15,26,152	(6,83,923)
Cash generated from Operations	2,16,08,597	2,28,65,624
Income Taxes paid	(31,76,635)	(25,83,627)
Net Cash Flow generated from Operating Activities (A)	1,84,31,962	2,02,81,997
B. Cash Flow from Investing Activities		
Proceeds from sale of Fixed Assets	17,427	17,502
Investment in HTM securities (net)	(2,29,88,313)	(1,62,79,820)
Purchase of Fixed Assets including WIP	(18,35,792)	(16,72,079)
Net Cash Flow used in Investing Activities (B)	(2,48,06,678)	(1,79,34,397)
C. Cash Flow from Financing Activities		
Proceeds from issue of equity shares	2,07,029	1,37,711
Increase/(Decrease) in Borrowings (net)	89,06,483	67,45,478
Equity dividend paid during the year	-	(29,00,752)
Net Cash Flow generated from/ (used in) Financing Activities (C)	91,13,512	39,82,437
Net Increase in Cash and Cash Equivalents (A+B+C)	27,38,796	63,30,037
Cash and Cash Equivalents at the beginning of the year	3,15,69,659	2,52,39,622
Cash and Cash Equivalents at the end of the year	3,43,08,455	3,15,69,659
Notes to Cash Flow Statement:		
1 Cash and Cash equivalents includes the following:		
Cash and Bank Balances with Reserve Bank (Schedule 6)	3,10,96,720	3,13,33,703
Balance with Bank and Money at Call & Short Notice (Schedule 7)	33,40,029	3,64,250
	3,44,36,749	3,16,97,953
Balances not considered as part of Cash and Cash equivalents		
Less: Fixed Deposits with original maturity more than 3 months or bank deposits under lien	(1,28,294)	(1,28,294)
Cash and Cash Equivalents at the end of the year	3,43,08,455	3,15,69,659

As per our report of even date

 For **Deloitte Haskins & Sells**
 Chartered Accountants
 FRN: 117365W

G.K.Subramaniam
 Partner
 Membership No. 109839

 For **Abarna & Ananthan**
 Chartered Accountants
 FRN:000003S

R. Natarajan
 Partner
 Membership No. 035898

 For and on behalf of Board of Directors of
Ujjivan Small Finance Bank Limited
Sanjeev Nautiyal
 DIN: 08075972
 Managing Director & CEO

B A Prabhakar
 DIN: 02101808
 Independent Director
S Balakrishna Kamath
 Chief Financial Officer

Sudha Suresh
 DIN: 06480567
 Independent Director
Sanjeev Barnwal
 Company Secretary

 Bengaluru
 May 08, 2026

SCHEDULES FORMING PART OF THE BALANCE SHEET

for the year ended March 31, 2026

SCHEDULE -1 CAPITAL

(₹ in 000's)

Particulars	As on March 31, 2026	As on March 31, 2025
Authorized Capital		
2,62,50,00,000 Equity Shares of ₹10 each (Previous Year: 2,62,50,00,000 Equity Shares of ₹ 10 each)	2,62,50,000	2,62,50,000
Issued, Subscribed and Called up Capital		
1,94,27,14,414 Equity Shares of ₹10 each (Previous Year: 1,93,50,03,643 Equity Shares of ₹10 each)	1,94,27,144	1,93,50,036
	1,94,27,144	1,93,50,036
Paid up Capital		
1,93,50,03,643 Equity Shares of ₹10 each (Previous Year: 51,87,26,476 Equity Shares of ₹10 each)	1,93,50,036	51,87,265
Add: 77,10,771 Equity Shares (Previous Year: 35,75,134 Equity Shares) of ₹ 10 each in pursuant to exercise of employee stock option	77,108	35,751
Add: Nil for current year (Previous Year: 1,41,27,02,033 Equity Shares of ₹10 each) in pursuant to amalgamation)	-	1,41,27,020
TOTAL	1,94,27,144	1,93,50,036

SCHEDULE -2 RESERVES AND SURPLUS

(₹ in 000's)

Particulars	As on March 31, 2026	As on March 31, 2025
I. Statutory Reserves		
Opening balance	1,06,12,446	87,97,188
Additions during the year	17,31,586	18,15,258
Closing balance	1,23,44,032	1,06,12,446
II. i) Capital Reserve		
Opening balance	3,28,088	2,07,127
Additions during the year	2,43,008	1,20,961
Less: Deductions during the year	-	-
Closing balance	5,71,096	3,28,088
ii) General Reserve - Investment (Refer note 18(3)(b))		
Opening balance	30,232	-
Additions during the year	-	30,232
Less: Deductions during the year	-	-
Closing balance	6,01,328	3,58,320
III. Share Premium		
Opening balance	78,20,919	77,18,959
Additions during the year	2,11,919	1,01,960
Less: Deductions during the year	-	-
Closing balance	80,32,838	78,20,919
IV. Special Reserve u/s 36(1)(viii) of Income Tax Act 1961		
Opening balance	6,80,000	4,70,000
Additions during the year	90,000	2,10,000
Less: Deductions during the year	-	-
Closing balance	7,70,000	6,80,000
V. Revenue and Other Reserves		
i. Investment Reserve Account (IRA)		
Opening balance	-	3,404
Additions during the year	-	-
Less: Deductions during the year*	-	3,404
Closing balance	-	-
ii. Investment Fluctuation Reserve		
Opening balance	7,87,726	7,16,720
Additions during the year	2,62,274	71,006
Less: Deductions during the year	-	-
Closing balance	10,50,000	7,87,726

SCHEDULES FORMING PART OF THE BALANCE SHEET

for the year ended March 31, 2026

Particulars	(₹ in 000's)	
	As on March 31, 2026	As on March 31, 2025
iii. Available For Sale (AFS) Reserve (Net of taxes)		
Opening balance	1,182	-
Additions during the year	-	1,182
Less: Deductions during the year	1,182	-
Closing balance	-	1,182
iv. General Reserve- Employee Stock Option Scheme		
Opening balance	-	-
Additions during the year	31,130	-
Deductions during the year	-	-
Closing balance	31,130	-
	10,81,130	7,88,908
VI. Balance of Profit and Loss Account	2,49,26,530	2,03,27,054
	2,49,26,530	2,03,27,054
* As per the RBI guidelines the balance from IRA transferred to General Reserve (HTM/ FVTPL) (Note. Schedule 18(1.3))		
TOTAL (I + II + III +IV +V +VI)	4,77,55,858	4,05,87,647

SCHEDULE -3 DEPOSITS

Particulars	(₹ in 000's)	
	As on March 31, 2026	As on March 31, 2025
A. I. Demand Deposits		
(i) From banks	4,52,157	3,21,504
(ii) From others	1,37,86,953	1,09,25,099
II. Savings Bank Deposits	11,63,92,329	8,49,40,932
III. Term Deposits		
(i) From banks	10,92,94,043	8,12,75,844
(ii) From others	21,67,57,866	19,88,41,463
(of which the deposits against which lien is marked out of the total deposits is ₹ 1,74,36,606 (Previous year- ₹ 1,93,79,939))		
TOTAL (I + II + III)	45,66,83,348	37,63,04,842
B. Deposits of branches		
I. In India	45,66,83,348	37,63,04,842
II. Outside India	-	-
TOTAL (I + II)	45,66,83,348	37,63,04,842

SCHEDULE -4 BORROWINGS

Particulars	(₹ in 000's)	
	As on March 31, 2026	As on March 31, 2025
I. Borrowings in India		
(a) Reserve Bank of India	1,25,00,000	99,00,000
(b) Other banks	-	-
(c) Other institutions and agencies	2,48,60,113	1,85,53,630
TOTAL	3,73,60,113	2,84,53,630
II. Borrowings Outside India	-	-
TOTAL (I + II)	3,73,60,113	2,84,53,630
Secured borrowings included in I and II above	3,43,60,113	2,54,53,630

SCHEDULES FORMING PART OF THE BALANCE SHEET

for the year ended March 31, 2026

SCHEDULE -5 OTHER LIABILITIES AND PROVISIONS

(₹ in 000's)

Particulars	As on March 31, 2026	As on March 31, 2025
(i) Bills payable	30,08,895	26,02,635
(ii) Inter-office adjustments (net)	-	-
(iii) Interest accrued	26,35,236	24,75,174
(iv) Standard asset provisions	20,13,486	16,26,788
(v) Others (including provisions)* (Refer note 18(28))	55,54,207	45,94,377
TOTAL	1,32,11,824	1,12,98,974

*includes floating provision (Refer note 18(4)(a))

SCHEDULE -6 CASH AND BALANCES WITH RESERVE BANK OF INDIA

(₹ in 000's)

Particulars	As on March 31, 2026	As on March 31, 2025
I. Cash in Hand	19,88,441	19,51,300
(including foreign currency notes - Nil (Previous year - Nil))		
II. Balances with Reserve Bank of India		
(a) In Current account	99,98,279	1,54,12,403
(b) In Other Accounts	1,91,10,000	1,39,70,000
TOTAL (I + II)	3,10,96,720	3,13,33,703

SCHEDULE -7 BALANCES WITH BANKS AND MONEY AT CALL AND SHORT NOTICE

(₹ in 000's)

Particulars	As on March 31, 2026	As on March 31, 2025
I. In India		
(i) Balances with banks		
(a) in Current Accounts	4,58,253	2,35,956
(b) in Other Deposit Accounts*	28,26,644	1,28,294
(ii) Money at call and short notice		
(a) with banks	-	-
(b) with other institutions	-	-
TOTAL (i + ii)	32,84,897	3,64,250
II. Outside India		
(i) In Current Accounts	55,132	-
(ii) In Other Deposits Accounts	-	-
(iii) Money at call and short notice	-	-
TOTAL (I + ii + iii)	55,132	-
TOTAL (I+II)	33,40,029	3,64,250

*Includes Fixed Deposits held under lien Current Year :Rs 1,28,294/- (Previous Year: Rs 1,28,294/-)

SCHEDULES FORMING PART OF THE BALANCE SHEET

for the year ended March 31, 2026

SCHEDULE -8 INVESTMENTS

Particulars	(₹ in 000's)	
	As on March 31, 2026	As on March 31, 2025
I. Investments in India in (Refer note 18(3)) (net of provisions)		
(i) Government Securities	10,90,70,407	9,01,90,321
(ii) Other approved Securities	-	-
(iii) Shares	-	4,247
(iv) Debentures and Bonds	46,48,225	47,65,550
(v) Subsidiaries and/or Joint Ventures	-	-
(vi) Others [Certificate of Deposits (CD), Commercial Paper (CP), Pass Through Certificates (PTC), Security Receipts (SR)]	1,35,23,851	2,23,39,784
TOTAL	12,72,42,483	11,72,99,902
II. Investments Outside India in (net of provisions)		
(i) Government Securities (Including local authorities)	-	-
(ii) Subsidiaries and/or Joint Ventures abroad	-	-
(iii) Other Investments	-	-
TOTAL	-	-
TOTAL (I+II)	12,72,42,483	11,72,99,902

SCHEDULE -9 ADVANCES (net of provisions)

Particulars	(₹ in 000's)	
	As on March 31, 2026	As on March 31, 2025
A (i) Bills purchased and discounted	-	-
(ii) Cash credits, overdrafts and loans repayable on demand	4,91,09,309	2,96,04,328
(iii) Term loans	34,84,96,154	28,42,95,712
TOTAL	39,76,05,463	31,39,00,040
B (i) Secured by tangible assets (Including own fixed deposits and book debts)	19,19,80,639	13,33,24,714
(ii) Covered by Bank/Government Guarantees	74,60,611	4,46,109
(iii) Unsecured (Refer note 18(5)(d))	19,81,64,213	18,01,29,217
TOTAL	39,76,05,463	31,39,00,040
C I. Advances in India		
(i) Priority Sectors	25,82,80,327	21,54,73,126
(ii) Public Sector	-	-
(iii) Banks	-	-
(iv) Others	13,93,25,136	9,84,26,914
TOTAL	39,76,05,463	31,39,00,040
II. Advances Outside India		
(i) Due from banks	-	-
(ii) Due from others	-	-
a) Bills purchased and discounted	-	-
b) Syndicated loans	-	-
c) Others	-	-
TOTAL	-	-
TOTAL (I+II)	39,76,05,463	31,39,00,040

SCHEDULES FORMING PART OF THE BALANCE SHEET

for the year ended March 31, 2026

SCHEDULE -10 FIXED ASSETS

(₹ in 000's)

Particulars	As on March 31, 2026	As on March 31, 2025
I. Premises	-	-
At cost as on 31 st March of the preceding year	-	-
Additions during the year	-	-
Deductions during the year	-	-
Depreciation to date	-	-
II. Other Fixed Assets (Including Furniture and Fixtures)(Refer note 18(26.2) & 18(26.3))		
At cost as on 31 st March of the preceding year	1,03,84,876	87,74,745
Additions during the year	16,09,581	18,58,453
Deductions during the year	(2,75,204)	(2,48,322)
Depreciation to date	(71,46,505)	(59,47,474)
TOTAL	45,72,748	44,37,402
III. Capital Work In Progress (Including Capital Advances)*	3,57,940	1,31,729
*Includes intangible asset for the current year ₹ 3,57,940 (for previous year ₹ 1,31,729)		
TOTAL (I+II+III)	49,30,688	45,69,131

SCHEDULE -11 OTHER ASSETS

(₹ in 000's)

Particulars	As on March 31, 2026	As on March 31, 2025
I. Inter office adjustment (net)	-	-
II. Interest accrued	62,91,402	46,54,545
III. Tax paid in advance / tax deducted at source (Net of provision for tax)	3,01,588	7,50,738
IV. Stationery and stamps	-	-
V. Nonbanking assets acquired in satisfaction of claims	-	-
VI. Deferred tax assets	22,86,964	22,12,306
VII. Others	23,16,714	18,06,900
TOTAL	1,11,96,668	94,24,489

SCHEDULE - 12 CONTINGENT LIABILITIES (refer note 18(26.4))

(₹ in 000's)

Particulars	As on March 31, 2026	As on March 31, 2025
I. Claims against the bank not acknowledged as debts	2,17,648	2,21,072
II. Liability for partly paid investments	-	-
III. Liability on account of outstanding forward exchange contracts	1,37,50,405	-
IV. Guarantees given on behalf of Constituents		
(a) In India	15,543	10,976
(b) Outside India	-	-
V. Acceptances, endorsements and other obligations	-	-
VI. Other items for which the Bank is contingently liable - Capital commitments not provided/Others	8,78,675	4,98,820
TOTAL	1,48,62,271	7,30,868

SCHEDULES FORMING PART OF THE BALANCE SHEET

for the year ended March 31, 2026

SCHEDULE -13 INTEREST EARNED

Particulars	(₹ in 000's)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
I. Interest /discount on Advance/bills	6,07,74,749	5,52,57,043
II. Income on investments	83,03,340	80,58,277
III. Interest on Balances with Reserve Bank of India and other inter-bank funds	1,59,932	1,09,584
IV. Others*	76,466	1,18,992
TOTAL	6,93,14,487	6,35,43,896

* includes income from securitisation.

SCHEDULE- 14 OTHER INCOME

Particulars	(₹ in 000's)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
I. Commission, exchange and brokerage	77,03,182	58,86,256
II. Profit on sale of investments (net)	9,01,712	4,29,314
III. Profit/ (Loss) on revaluation of investments (net)	(27,931)	(3,54,792)
IV. Profit/ (Loss) on sale of land, building and other assets (net)	(10,388)	(4,849)
V. Profit/ (Loss) on exchange transactions (net)	21	-
VI. Income earned by way of dividends etc. from subsidiaries/companies and/or joint ventures abroad/in India	868	2,500
VII. Miscellaneous income (Refer note 18(26.6))	25,07,764	25,03,545
TOTAL	1,10,75,228	84,61,974

SCHEDULE- 15 INTEREST EXPENDED

Particulars	(₹ in 000's)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
I. Interest on deposits	2,85,03,837	2,49,88,943
II. Interest on Reserve Bank of India/ Inter-Bank Borrowings	6,78,820	8,37,543
III. Others	14,21,765	13,54,739
TOTAL	3,06,04,422	2,71,81,225

SCHEDULE -16 OPERATING EXPENSES

Particulars	(₹ in 000's)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
I. Payments to and provision for employees	1,79,09,654	1,49,94,926
II. Rent, taxes and lighting (including operating lease rentals)	20,84,092	21,03,054
III. Printing and stationery	2,51,488	3,05,872
IV. Advertisement and publicity	1,95,577	2,69,094
V. Depreciation on banks property	14,46,420	13,47,239
VI. Director's fees, allowances and expenses*	25,583	31,893
VII. Auditors' fees and expenses (Refer note 18(19))	20,134	18,653
VIII. Law charges	2,26,096	1,52,852
IX. Postages, telegrams, telephones etc.	6,94,359	6,64,717
X. Repairs and maintenance	5,70,906	5,64,799
XI. Insurance	4,14,400	3,74,579
XII. Other expenditure (Refer note 18(26.6))	88,45,237	71,04,701
TOTAL	3,26,83,946	2,79,32,379

* Sitting fees for current year paid to eUFSL Directors - Nil (Previous year - ₹ 2,154)

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

Schedule 17

1 CORPORATE INFORMATION

Ujjivan Financial Services Limited (UFSL), was established as a non banking financial services company in the year 2005 with the mission to provide a full range of financial services to the 'economically poor' who were not adequately served by financial institutions. In 2015, the Reserve Bank of India (RBI) licenced the formation of small finance banks - a new category of specialised banks to serve the financially unserved and underserved population, especially the micro-enterprises, workers, small and marginal farmers.

On November 11, 2016, UFSL received a banking licence from RBI to carry out small finance bank business in India. Ujjivan Small Finance Bank Limited (USFB or the Bank) (CIN-L65110KA2016PLC142162) took over the business of UFSL and started its operations on February 01, 2017. The Bank is governed by the Banking Regulation Act, 1949, Operating guidelines issued by the RBI on Small Finance Bank 2016, and the Companies Act, 2013 (the Act). A scheduled bank status was accorded by Reserve Bank of India vide Notification: DBR.PSBD.No. 467/16.02.006/2017-2018 published in the Gazette of India on August 25, 2017. The Bank has its registered and corporate office in Bengaluru and regional offices in Noida, Kolkata, Bengaluru and Pune. The Bank operates in India and branches only in India. USFB is a mass market focused bank in India, catering to financially unserved and underserved segments and committed to building financial inclusion in the country. USFB has a diversified portfolio with branches spread across 23 states and three union territories. Apart from the network of branches, ATMs and automated cash recyclers, USFB has phone banking unit that serves customers in 13 languages, a mobile banking application that is accessible in 11 languages as well as internet banking facility for individual and corporate customers. USFB also has a portfolio of loans to financial institutions.

The shares of the bank are listed on BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE").

2 BASIS OF PREPARATION

The accompanying financial statements have been prepared under the historical cost convention and on accrual basis except where otherwise stated, and in compliance with the Generally Accepted Accounting Principles ("GAAP") in India and in accordance with statutory requirements prescribed under the Third Schedule of the Banking Regulation Act 1949, the Master Direction on Financial Statements - Presentation and Disclosures issued by Reserve Bank of India dated on August 30, 2021, as amended from time to time and various other orders/circulars/directions issued by the RBI and applicable accounting standards referred to in Section 133 of the Act. The financial statements are presented in Indian Rupees rounded off to the nearest thousands unless otherwise stated. These standalone financial statements have been prepared on a going concern basis. The accounting policies adopted in the preparation of the financial statements are consistent with those followed in the previous year.

3 SIGNIFICANT ACCOUNTING POLICIES

3.1 USE OF ESTIMATES

The preparation of financial statements in conformity with Indian GAAP requires management to make estimates and assumptions which affect the reported amounts of assets and liabilities (including contingent liability) and the reported income and expenses during the period. The management believes that the estimates used in preparation of financial statements are prudent and reasonable. Actual results could differ from these estimates. Any revision in the accounting estimates is recognised prospectively in the future periods.

3.2 ADVANCES

Advances are classified as Performing Advances (Standard) and Non- Performing Advances (NPAs) in accordance with the RBI guidelines on Income Recognition and Asset Classification (IRAC). Further, NPAs are classified into sub-standard, doubtful and loss assets. Advances are stated net of specific loan loss provision and Inter Bank Participating Certificates (IBPC) with risk sharing issued.

The bank transfers advances through Inter- Bank Participation arrangements with and without risk, which are accounted for in accordance with the RBI guidelines, as follows:

- a) In the case of participation with risk, the aggregate amount of participation transferred out of the Bank is reduced from Advances; and participations transferred in to the Bank are classified under Advances.

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

- b) In the case of participation without risk, the aggregate amount of participation issued by the Bank is classified under borrowings; and where the bank is participating, the aggregate amount of participation is reported as due from banks under Advances.

The bank transfers advances through securitisation arrangements to special purpose vehicles setup for this purpose. Upon due execution/delivery of the requisite transaction documents and payment of purchase consideration, the value of amounts transferred is reduced from advances reported in Schedule 9 to financial statements if the criteria for transfer of receivables in terms of the master directions of the Reserve Bank of India on "Reserve Bank of India (Securitisation of standard assets) Directions, 2021" are satisfied, based on appropriate legal advice regarding compliance with true sale criteria stipulated in the said directions. In case these criteria are not fulfilled, the amount received is reported as borrowings.

In accordance with RBI guidelines on sale of non-performing advances, if the sale is at a price below the net book value (i.e., book value less provisions held), the shortfall is charged to the Profit and Loss Account and if the sale is for a value higher than the net book value, the excess provision is credited to the Profit and Loss Account in the year the amounts are received.

Provisioning:

Specific provisions for Non- Performing Advances and floating provisions are made in conformity with the RBI guidelines or the policy of the bank, whichever is higher. While framing this policy, the bank has stipulated accelerated provisioning based on past experience, value/stature of securities and other related factors. Specific loan loss provision in respect of non-performing advances are charged to the Profit and Loss Account. Any recoveries made by the Bank in case of NPAs written off are recognised in the Profit and Loss Account. Loans reported as fraud are classified appropriately as per relevant RBI guidelines and fully provided for immediately without considering the value of security.

A general provision on standard assets is made in accordance with RBI guidelines or the policy of the Bank whichever is higher. Provision made for standard assets is included in 'Other Liabilities and Provisions'.

Floating Provisions:

Provisions made in excess of the Bank's policy for specific loan loss provisions for non-performing assets and regulatory general provisions are categorised as floating provisions. Creation of floating provisions is considered by the Bank up to the level approved by the Board of Directors. In accordance with the RBI guidelines, floating provisions are used up to a level approved by the Board only for contingencies under extraordinary circumstances and for making specific provisions as permitted. Based on the approval of the Board of Directors, Floating provisions considered towards calculation of Net NPA and PCR are netted off against advances. If considered as tier-II capital or if unallocated, the same is disclosed under Other Liabilities.

Restructured assets

The Bank considers a restructured account as one where the Bank, for economic or legal reasons relating to the borrower's financial difficulty, grants to the borrower concessions that the Bank would not otherwise consider. Restructuring would normally involve modification of terms of the advances / securities, which would generally include, among others, alteration of repayment period / repayable amount / the amount of instalments / rate of interest (due to reasons other than competitive reasons). Restructured accounts are classified as such by the Bank only upon approval and implementation of the restructuring package. Necessary provision for diminution in the fair value of a restructured account is made and classification thereof is as per the extant RBI guidelines.

An adjustment to the quantum of provisions based on the current status of the assets is made from provisions and contingencies reported in the profit and loss account.

Priority Sector Lending Certificates (PSLCs):

The Bank enters into transactions for the sale of Priority Sector Lending Certificates (PSLCs). In the case of a sale transaction, the Bank sells the priority sector assets. There is no transfer of risks or loan assets. The fee received from the sale of PSLCs is recognised at the inception and recorded as 'Miscellaneous Income'.

3.3 INVESTMENTS

Classification and Valuation of the Bank's Investments are carried out in accordance with Reserve Bank of India (Small Finance Banks – Classification, Valuation, and Operation of Investment Portfolio) Directions, 2025 dated November 28, 2025 and

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

updated from time to time ("Master Directions"), Fixed Income Money Market and Derivatives Association ('FIMMDA') and Financial Benchmark India Private Limited ('FBIL') guidelines prescribed in this regard from time to time as follows:

Categorisation of Investments:

Based on the intent or duration for which investments shall be held as well as the ability to hold the securities, the Bank classifies its Investment Portfolio (except investments in their own subsidiaries, joint ventures and associates) into 'Held to Maturity' (HTM), Fair Value through Profit and Loss (FVTPL) and 'Available for Sale' (AFS). Held for Trading (HFT) will be a subcategory within FVTPL.

Classification of Investments:

For the purpose of disclosure in the Balance Sheet, Investments in India are classified under six groups viz., (i) Government Securities, (ii) Other Approved Securities, (iii) Shares, (iv) Debentures and Bonds, (v) Investments in Subsidiaries and Joint Ventures and (vi) Other Investments. Investments outside India are classified under three groups viz., (i) Government Securities (Including local authorities), (ii) Subsidiaries and/or Joint Ventures abroad and (iii) Other Investments

Purchase and sale transactions in securities are recorded under 'Settlement Date' accounting, except in the case of equity shares where 'Trade Date' accounting is followed.

Acquisition cost and profit/loss on disposal:

- (i) Broken period interest on debt instruments is treated as a receivable at the time of acquisition and post acquisition broken period interest treated as a revenue item.
- (ii) Brokerage, commission, etc. pertaining to Investments, paid at the time of acquisition is charged to the Profit and Loss Account.
- (iii) Profit or loss arising on disposal of investments are computed based on the weighted average cost method.

Where the securities are quoted or the fair value can be determined based on market observable inputs (such as yield curve, credit spread, etc.) any Day 1 gain/ loss is recognised in the Profit and Loss Account, under Schedule 14: 'Other Income' within the subhead 'Profit on revaluation of investments' or 'Loss on revaluation of investments', as the case may be. Any Day 1 loss arising from Level 3 investments is recognised immediately. Any Day 1 gains arising from Level 3 investments are deferred. In the case of debt instruments, the Day 1 gain is amortized on a straight-line basis upto the maturity date (or earliest call date for perpetual instruments), while for unquoted equity instruments, the gain is set aside as a liability until the security is listed or derecognised.

Classification and Valuation of Investments:

(1) Held to Maturity (HTM) –

- i) The security is acquired with the intention and objective of holding it to maturity, i.e., the financial assets are held with an objective to collect the contractual cash flows, that are Solely Payments of Principal and Interest (SPPI) on principal outstanding on specified dates.
- ii) Securities held in HTM shall be carried at cost and are not be marked to market (MTM) after initial recognition. However, they are subject to income recognition, asset classification and provisioning norms as specified in the Master Directions.
- iii) Any discount or premium on the securities under HTM are amortised over the remaining life of the instrument. The amortised amount is reflected in the financial statements under item II 'Income on Investments' of Schedule 13: 'Interest Earned' with a contra in Schedule 8: 'Investments'.

(2) Available for Sale (AFS) –

- a) Securities that meet the following conditions are classified under AFS:
 - i) The security is acquired with an objective that is achieved by both collecting contractual cash flows and selling securities; and
 - ii) The contractual terms of the security meet the 'SPPI criterion' that are Solely Payments of Principal and Interest (SPPI) on principal outstanding on specified dates. Provided that on initial recognition, a bank may make an irrevocable election to classify an equity instrument that is not held with the objective of trading under AFS.

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

- iii) AFS securities shall inter-alia include debt securities held for asset liability management (ALM) purposes that meet the SPPI criterion where the bank's intent is flexible with respect to holding to maturity or selling before maturity.
- b) Any discount or premium on the acquisition of debt securities under AFS are amortised over the remaining life of the instrument. The amortised amount is reflected in the financial statements under item II 'Income on Investments' of Schedule 13: 'Interest Earned' with a contra in Schedule 8: 'Investments'.
- c) The valuation gains and losses across all performing investments, irrespective of classification (i.e., Government securities, Other approved securities, Bonds and Debentures, etc.), held under AFS are aggregated. The net appreciation or depreciation is directly credited or debited to a reserve named AFS Reserve without routing through the Profit & Loss Account.
- d) Securities under AFS are subject to income recognition, asset classification and provisioning norms as specified in Master Directions.
- e) The AFS-Reserve is reckoned as Common Equity Tier (CET) 1. However, net unrealised gains on Level investments (as defined in Master directions) recognised in the Profit and Loss Account or in the AFS-Reserve will be deducted from CET 1 Capital. The unrealised gains transferred to AFS-Reserve will not be available for any distribution such as dividend and coupon on Additional Tier 1.
- f) Upon sale or maturity of a debt instrument in AFS category, the accumulated gain/ loss for that security in the AFS-Reserve is transferred from the AFS Reserve and recognized in the Profit and Loss Account under item II 'Profit on sale of investments' under Schedule 14-Other Income.

In the case of equity instruments designated under AFS at the time of initial recognition, any gain or loss on sale of such investments is not transferred from AFS-Reserve to the Profit and Loss Account. Instead, such gain or loss is transferred from AFS-Reserve to the Capital Reserve.

(3) Fair Value through Profit and Loss (FVTPL) –

Securities that do not qualify for inclusion in HTM or AFS are classified under FVTPL. These shall inter-alia include:

- i) Equity shares, other than (a) equity shares of subsidiaries, associates or joint ventures and (b) equity shares where, at initial recognition, the irrevocable option to classify at AFS has been exercised.
- ii) Investments in Mutual Funds
- iii) Alternative Investment Funds, Real Estate Investment Trusts, Infrastructure Investment Trusts (currently not allowed)
- iv) Investment in securitisation notes which represent the equity tranche of a securitisation transaction.
- v) Bonds, debentures, etc. where the payment is linked to the movement in a particular index such as an equity index rather than an interest rate benchmark.
- vi) Instruments with compulsorily, optionally or contingently convertible features.
- vii) Instruments with contractual loss absorbency features such as those qualifying for Additional Tier 1 and Tier 2 under Basel III Capital Regulations.
- viii) Instruments whose coupons are not in the nature of interest as defined in Master Direction
- ix) Preference shares and Equity shares.
- x) The securities held in FVTPL shall be fair valued and the net gain or loss arising on such valuation shall be directly credited or debited to the Profit and Loss Account. Securities that are classified under the HFT sub-category within FVTPL are fair valued on a daily basis, whereas other securities in FVTPL are fair valued on fortnightly basis.

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

- xii) Any discount or premium on the acquisition of debt securities under FVTPL is amortised over the remaining life of the instrument. The amortised amount will be reflected in the financial statements under item II 'Income on Investments' of Schedule 13: 'Interest Earned' with a contra in Schedule 8: 'Investments'.
 - xii) Securities under FVTPL are subject to income recognition, asset classification and provisioning norms as specified in Master Directions.
- (4) Held for Trading/FVTPL HFT –

Held for Trading (HFT), which is a sub-category of Fair Value through Profit and Loss (FVTPL) shall consist of all instruments that meet the specifications for HFT instruments set out in the investment policy of the Bank.

Bank categorizes the investment portfolio under AFS and FVTPL into three fair value hierarchies viz. Level 1, Level 2, and Level 3 as defined in the Reserve Bank of India (Small Finance Banks – Classification, Valuation, and Operation of Investment Portfolio) Directions, 2025 dated November 28, 2025. Level 1: Those inputs which are quoted prices in active markets for identical instruments that the bank can access at the measurement date. Level 2: Those inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly. Level 3: Unobservable inputs. All investments purchase and sale including equity shares are recorded under "Settlement Date" Accounting.

Reclassification between categories:

As per Reserve Bank of India (Small Finance Banks – Classification, Valuation, and Operation of Investment Portfolio) Directions, 2025 dated November 28, 2025, the bank shall not reclassify investments between categories (viz. HTM, AFS and FVTPL) without the approval of the Board of Directors, the ALCO or IC shall recommend the proposal for approval. Further, reclassification shall also require the prior approval of the Department of Supervision (DoS), RBI. The reclassification should be applied prospectively from reclassification date. As and when such shifting is initiated by the Bank, accounting entries will be made in line with Master directions.

- (5) Market value of government securities (excluding treasury bills) is determined based on the prices / YTM declared by Financial Benchmarks India Pvt Limited (FBIL)
- (6) Treasury bills are valued at carrying cost, which includes discount amortised over the period to maturity.
- (7) Provision for non-performing Investments is made in conformity with RBI guidelines.
- (8) Equity Shares-

Equity shares for which current quotations are not available i.e., which are classified as illiquid or which are not listed on a recognised exchange, the fair value for the purposes of these directions shall be the break-up value (without considering 'revaluation reserves', if any) which is to be ascertained from the company's latest audited balance sheet. The date as on which the latest balance sheet is drawn up shall not precede the date of valuation by more than 18 months. In case the latest audited balance sheet is not available or is more than 18 months old, the shares shall be valued at ₹ 1 per company.

- (9) Mutual Funds Units (MF Units)-
 - i. Investment in un-quoted MF units shall be valued on the basis of the latest repurchase price declared by the MF in respect of each scheme.
 - ii. In case of funds with a lock-in period or any other Mutual Fund, where repurchase price/ market quote is not available, units are valued at Net Asset Value (NAV) of the scheme. If NAV is not available, these are valued at cost, till the end of the lock-in period.
- (10) In accordance with the RBI guidelines, repurchase and reverse repurchase transactions in government securities and corporate debt securities are reflected as borrowing and lending transactions respectively. Borrowing cost on repo transactions is accounted for as interest expense and revenue on reverse repo transactions is accounted for as interest income.
- (11) Security Receipts shall be marked to market on half yearly basis as per NAV shared by the trust/ARC.

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

(12) Sale of investments from HTM:

Any profit or loss on the sale of investments in HTM shall be recognised in the Profit and Loss Account under Item II of Schedule 14: 'Other Income'. The profit on sale of an investments in HTM is appropriated (Net of taxes and the amount required to be transferred to Statutory Reserve) below the line from the Profit and Loss Account to the 'Capital Reserve Account'. The amount so appropriated shall be net of taxes and the amount required to be transferred to Statutory Reserve.

Short sale transactions :

In respect of the short sale transactions in Central Government dated securities, the short position is covered by outright purchase of an equivalent amount of the same security within a maximum period of three months including the day of trade. The short position is reflected as the amount received on sale in a separate account, specifically created for this purpose. The short position is marked to market and loss, if any, is charged to the Profit and Loss account, while gain, if any, is not recognised. Profit or loss on settlement of the short position is recognised in the Profit and Loss account.

Investment Fluctuation Reserve:

To build up adequate reserves to protect against increase in yields in future, the Bank has created an Investment Fluctuation Reserve (IFR) to the extent of the lower of the following: a) net profit on sale of investments during the year; b) net profit for the year less mandatory appropriations. As per the RBI directions, this reserve is to be created until the amount of IFR is at least 2 percent of the FVTPL (including FVTPL-HFT) and AFS portfolio, on a continuing basis. Bank is permitted to draw down the balance available in IFR in excess of two percent of its AFS and FVTPL (including FVTPL-HFT) portfolio, for credit to the balance of profit/ loss as disclosed in the Profit and Loss account at the end of any accounting year.

3.4 REVENUE RECOGNITION

- 1) Interest income on performing assets and deposits with banks and other institutions are recognized in the Profit and Loss Account on accrual basis. Interest Income on Non- Performing Assets is recognized upon realization as per the prudential norms of the RBI. Any income recognised and remaining unrealised, before the asset became non-performing or before disposal is reversed in the profit and loss account. Overdue interest is recognised on realisation basis.
- 2) Interest on advances transferred under securitisation arrangements meeting the criteria stipulated in para 3.2 above are not recognised in Profit and Loss Account. The bank's share of the securitisation income is recognised on receipt basis. Profit / premium arising at the time of securitization / assignment of loan portfolio is amortized over the life of the underlying loan portfolio / securities and any loss arising therefrom is recognized immediately. Income from interest strip (excess interest spread) is recognized in the profit and loss account net of any losses when redeemed in cash. Interest retained under assignment of loan receivables is recognized on realization basis over the life of the underlying loan portfolio.
- 3) Revenues from loan documentation charges and processing fees are recognized at the inception of the loan , except in cases where the Bank is uncertain of its ultimate collection.
- 4) For Micro Finance Loans recoveries are appropriated towards instalment(s) outstanding and on partial collection appropriation will be in the sequence of first Interest component of oldest EMI followed by Principal component of oldest EMI, and so on both for standard and NPA accounts.
- 5) For other than Micro Finance Loans and Relationship Management based products, recoveries in respect of all EMI based performing assets is appropriated towards interest, principal of each EMI followed by penal interest and then charges. For Non-performing assets, appropriation is made towards principal, interest of each EMI followed by oldest penal interest due and then oldest charges for the product defined.
- 6) Interest on Government securities, debentures and other fixed income securities is recognised on a period proportion basis. Income on discounted instruments is recognised over the tenor of the instrument on a constant Yield to Maturity method.
- 7) Dividend on equity shares, preference shares and on mutual fund units is recognised as income when the right to receive the dividend is established.
- 8) Income from distribution of third party products is recognised on the accrual basis.

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

- 9) Recoveries in respect of purchase of Direct Assignment pools are to be appropriated as per appropriation methodology followed by the originators.
- 10) Charges such as penal charges, EMI bounce charges, Cheque return charges, Legal charges, Seizing charges etc. are recognised on realisation basis. These charges are treated to accrue on realisation, due to the uncertainty of their realisation; and
- 11) All other fees are accounted for as and when they become due and when service is rendered.

3.5 EMPLOYEE BENEFITS

Provident Fund: Contribution towards provident fund of employees is made to the regulatory authorities, where the Bank has no further obligations. Such benefits are classified as defined contribution schemes and are charged as an expense as they fall due based on the amount of contribution required to be made when the services are rendered by the employees. The Bank does not carry any further obligations, apart from the contributions made on a monthly basis.

Gratuity:

The Gratuity scheme of the Bank is a defined benefit scheme and the expense for the period is recognized based on actuarial valuation at the Balance Sheet date. The present value of the of the defined benefit obligation at the balance sheet date less the fair value of plan assets is determined based on independent actuarial valuation using the Projected Unit Credit Method which recognizes each period of service, give rise to an additional unit of employee benefit entitlement and measures each unit separately to build up the final obligation. Actuarial losses/ gains are recognised in the Profit and Loss Account in the year in which they arise. Payment obligations under the Group Gratuity scheme are managed through purchase of appropriate policies from insurers.

Short term Employee benefits:

The undiscounted amount of short-term employee benefits expected to be paid in exchange for the services rendered by employees are recognised during the period when the employees render the service. These benefits include performance incentive and compensated absences which are expected to occur within twelve months after the end of the period in which the employee renders the related service.

Long term Employee benefits:

The Bank accrues the liability for compensated absences based on the actuarial valuation as on the Balance Sheet date conducted by an independent actuary which includes assumptions about demographics, early retirement, salary increases, interest rates and leave utilisation. The net present value of the Banks' obligation is determined using the Projected Unit Credit Method as on the Balance Sheet date. Actuarial gains / losses are recognised in the Profit and Loss Account in the period in which they arise.

Employee Stock Option Plan (ESOP)

The Employee Stock Option Schemes (ESOSs) of the Bank are in accordance with Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014. The Schemes provide for grant of options on equity shares to employees of the Bank to acquire the equity shares of the Bank that vest in a cliff vesting or in a graded manner and that are to be exercised within a specified period.

In accordance with the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 and the Guidance Note on Accounting for Employee Share-based Payments, issued by The Institute of Chartered Accountants of India, the cost of equity-settled transactions is measured using the fair value method. Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date. Details regarding the determination of the fair value of equity-settled share-based transactions are set out in Note 18 (27). The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the company's estimate of equity instruments that will eventually vest, with a corresponding increase in equity. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity -settled employee benefits reserve.

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

In accordance with the Reserve Bank of India (Small Finance Banks - Governance) Direction 2025 dated November 28, 2025, Share-linked instruments granted to Whole Time Directors/ Chief Executive Officers/ Material Risk Takers and Control Function staff shall be fair valued on the date of grant using Black-Scholes model.

The options that do not vest because of failure to satisfy vesting condition and such options go back to the 'option pool' for being granted in accordance with the Scheme. The cost relating to such options are reversed by a credit to employee compensation expense, equal to the amortised portion of value of lapsed portion. . In respect of the vested options relating to plan which expire unexercised the balance standing to the credit of Employee's Stock Option (Grant) Outstanding accounts is transferred to General Reserve account.

Employee Stock Purchase Scheme (ESPS)

ESPS is a contractual promise that permits an employee to acquire an employer's stock at a future date under the terms and conditions established on the grant date. The fair value of the entire purchase discount represents employee compensation. The compensation expense will be the difference between the value of the stock on the date of shareholder approval and the purchase/ Exercise price for that offering.

Cash-settled Stock Appreciation Rights (SARs)

The cost of cash-settled transactions, stock appreciation rights (SARs) is measured on fair value basis.

The fair value is amortised on a straight-line basis over the vesting period with a recognition of corresponding liability. This liability is remeasured at each balance sheet date up to and including the vesting date with changes in fair value recognised in the profit and loss account in 'Payments to and provision for employees'. The SARs that do not vest because of failure to satisfy vesting conditions are reversed by a credit to employee compensation expense, equal to the amortised cost in respect of the lapsed portion.

3.6 FIXED ASSETS AND DEPRECIATION

Fixed Assets are stated at cost, net of accumulated depreciation and accumulated impairment if any. The cost of an asset comprises its purchase price and any cost directly attributable to bringing the asset to its working condition and location for its intended use. Subsequent expenditure on Fixed Asset after its purchase is capitalised only if such expenditure results in an increase in the future benefits from such asset beyond its previously assessed standard of performance.

When significant parts of the plant and equipment are required to be replaced at intervals, the Bank depreciates them separately based on its specific useful lives. Tangible fixed assets under construction and tangible fixed assets acquired but not ready for their intended use will be disclosed as capital work-in-progress.

Depreciable amount for Fixed Asset is the cost of an asset, or other amount substituted for cost, less its estimated residual value. Depreciation on Fixed asset has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Act. Leasehold improvements are amortised over the primary lease period. 'Point of Sale' terminals are fully depreciated in the year of purchase.

The useful life being followed by the Bank as prescribed in Schedule II to the Act is as under:

Asset	Estimated Useful Life as specified under Schedule II of the Act (years)
Computer	3
Furniture and Fittings	10
Office Equipment	5
Motor Vehicle	8
Server	6

Fixed Asset purchased/sold during the year are depreciated on a pro-rata basis.

Fixed Asset costing less than Rs. 5,000/- each are fully depreciated in the year of purchase.

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

The salvage value considered for computing depreciation is as per Schedule II of the Act (i.e. 5% of Cost) except for Software and Lease hold assets.

Gains or losses arising from disposal or retirement of Fixed Asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised net, under "Other Income" as Profit/(Loss) on sale of Fixed Asset, as the case maybe, in the Profit and Loss Account in the year of disposal or retirement.

Fixed Asset held for sale is valued at lower of their carrying amount and net realizable value, any write-down is recognized in the Profit and Loss Account. If the management's estimate of the useful life of a fixed asset at the time of acquisition of the asset or of the remaining useful life on a subsequent review is shorter, then the depreciation is provided at a higher rate based on management's estimate of the useful life/remaining useful life.

3.7 INTANGIBLE ASSETS

Intangible Assets acquired separately are measured on initial recognition at cost. The cost of an intangible asset comprises of its purchase price, trade discounts and rebates, any directly attributable cost of bringing the item to its working condition for its intended use following initial recognition. Subsequent to initial recognition, intangible assets are carried at cost less accumulated amortization and accumulated impairment losses, if any. Subsequent expenditure is capitalized only when it increases the future economic benefits from the specific asset to which it relates to.

Intangible assets are amortized on a straight line basis over the estimated useful economic life. The Bank uses a rebuttable assumption that the useful life of an intangible asset will not exceed ten years from the date when the asset is available for use. Software with perpetual license and system development expenditure, if any, is amortised over an estimated economic useful life of 6 years or license period, whichever is lower.

The amortization period and the amortization method are reviewed at each Balance Sheet date. For assets purchased/sold during the year, amortisation is being provided on pro rata basis by the Bank. If the expected useful life of the asset significantly differs from previous estimates, the amortization period is changed accordingly. If there has been a significant change in the expected pattern of economic benefits from the asset, the amortization method is changed to reflect the changed pattern. Such changes are accounted for in accordance with AS 5 Net Profit or Loss for the Period, Prior Period Items and Changes in Accounting Policies.

3.8 IMPAIRMENT OF ASSETS

The carrying values of assets / cash generating units at the Balance Sheet date are reviewed for indications of impairment, if any. If the carrying amount of the assets exceed the estimated recoverable amount, an impairment is recognised for such excess amount. The impairment loss is recognised as an expense in the Profit and Loss Account, unless the asset is carried at revalued amount, in which case, any impairment loss of the revalued asset is treated as a revaluation decrease to the extent a revaluation reserve is available for that asset.

The recoverable amount is the greater of the net selling price and the value in use. Value in use is arrived at by discounting the future cash flows to their present value based on an appropriate discount factor.

When there is indication that an impairment loss recognised for an asset in earlier accounting periods no longer exists or may have decreased, such reversal of impairment loss is recognised in the Profit and Loss Account, to the extent the amount was previously charged to the Profit and Loss Account.

3.9 LEASES

Lease arrangements where risk and rewards incidental to ownership of an assets substantially vest with the lessor are recognised as operating leases. Lease rentals under operating lease are charged to the Profit and Loss Account on straight line basis over the lease term in accordance with AS-19, Leases.

3.10 SEGMENT REPORTING

In accordance with Reserve Bank of India (Small Finance Banks - Financial Statements-Presentation and Disclosures) Directions, 2025 dated November 28, 2025 and Accounting Standard 17 on "Segment Reporting", the Bank's business has been segregated into Treasury, Retail Banking and Corporate/ Wholesale Segments. Segment revenues consist of earnings from external customers and inter-segment revenues based on a transfer pricing mechanism. Segment expenses consist of interest expenses including allocated operating expenses, inter segment costs based on a transfer pricing mechanism and provisions. Segment results are net of segment revenues and segment expenses. Segment assets include assets related to

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

segments and exclude tax related assets. Segment liabilities include liabilities related to the segment excluding net worth, dividend and tax related liability, if any. Since the business operations of the Bank are primarily concentrated in India, the Bank is considered to operate only in the domestic segment.

3.11 EARNINGS PER SHARE

Basic and diluted earnings per share is computed in accordance with Accounting Standard-20 – Earnings per share. Basic earnings per share is calculated by dividing the net profit or loss after tax for the period attributable to equity shareholders by the weighted average number of equity shares outstanding during the period. Partly paid equity shares are treated as a fraction of an equity share to the extent that they are entitled to participate in dividends relative to a fully paid equity share during the period. For the purpose of calculating diluted earnings per share, the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares, except when its results are anti-dilutive.

3.12 TAXES ON INCOME

Income tax

Current income-tax is measured at the amount expected to be paid to the tax authorities in accordance with the Income-tax Act, 1961 enacted in India. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date. Current income tax relating to items recognised directly in equity is recognised in equity and not in Profit and Loss Account.

Deferred tax

Deferred income-tax relating to items recognised directly in equity is recognised in equity and not in the Profit and Loss Account. Deferred tax liabilities are recognised for all taxable timing differences. Deferred tax assets are recognised for deductible timing differences only to the extent that there is reasonable certainty that sufficient future taxable income will be available against which such deferred tax assets can be realised. In situations where the Bank has unabsorbed depreciation or carry forward tax losses, all deferred tax assets are recognised only if there is virtual certainty supported by convincing evidence that they can be realised against future taxable profits.

The carrying cost of the deferred tax assets are reviewed at each balance sheet date. The Bank writes down the carrying amount of a deferred tax asset to the extent that it is no longer reasonably certain or virtually certain, as the case may be, that sufficient future taxable income will be available against which deferred tax asset can be realised. Any such write down is reversed to the extent that it becomes reasonably certain or virtually certain, as the case may be, that sufficient future taxable income will be available.

Current tax and deferred tax assets and liabilities are off-set when they relate to income taxes levied by the same taxation authority, when the Bank has a legal right to off-set and when the Bank intends to settle on a net basis.

3.13 PROVISIONS AND CONTINGENCIES

A provision is recognized when there is a present obligation as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation in respect of which a reliable estimate can be made. Provisions are not discounted to its present value and are determined based on best estimate required to settle the obligation at the balance sheet date. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates.

A disclosure of contingent liability is made when there is:

- i) a possible obligation arising from a past event, the existence of which will be confirmed by occurrence or non-occurrence of one or more uncertain future events not within the control of the Bank; or
- ii) a present obligation arising from a past event which is not recognised as it is not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount of the obligation cannot be made.

Where there is a possible obligation or a present obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made.

A contingent liability also arises where there is a liability that cannot be recognised because it cannot be measured reliably. The Bank does not recognise a contingent liability but discloses its existence in the financial statements.

SIGNIFICANT ACCOUNTING POLICIES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended March 31, 2026

Contingent assets are neither recognised nor disclosed in the financial statements.

3.14 CASH AND CASH EQUIVALENTS

Cash and Cash Equivalents includes cash in hand (including balance in ATM), balances with RBI, balances with other Banks and money at call and short notice. Cash and Cash Equivalents for the purpose of Cash Flow Statement comprises of Cash at Bank and in hand and short term Investments with an original maturity of less than three months.

3.15 CASH FLOW STATEMENTS

Cash flows are reported using the indirect method, whereby profit before tax is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Bank are segregated.

3.16 PROPOSED DIVIDEND

Dividend proposed/declared after the balance sheet date is accounted in the books of the Bank in the year in which the dividend is declared. As per revised Accounting Standard 4 'Contingencies and Events occurring after the Balance sheet date' as notified by the Ministry of Corporate Affairs through amendments to Companies (Accounting Standards) Amendment Rules, 2016, dated 30 March 2016 the Bank will not appropriate the proposed dividend from the Profit and Loss account and the same will be recognised in the year of actual payment post shareholder's approval.

3.17 TRANSACTIONS INVOLVING FOREIGN EXCHANGE

As per Reserve Bank of India (Small Finance Banks - Financial Statements-Presentation and Disclosures) Directions, 2025 dated November 28, 2025, AS 11 is applied in the context of the accounting for transactions in foreign currencies. All transactions in foreign currency are recognised at the exchange rate prevailing on the date of the transaction.

Initial recognition

Transactions in foreign currencies entered into by the Bank are accounted at the exchange rates prevailing on the date of the transaction or at rates that closely approximate the rate at the date of the transaction.

Measurement at the Balance Sheet date

Foreign currency monetary items, if any, of the Bank, outstanding at the balance sheet date are restated at the rates prevailing at the year-end as notified by Foreign Exchange Dealers Association of India ('FEDAI'). Non-monetary items of the Bank are carried at historical cost.

Contingent liabilities on account of foreign exchange contracts, currency future contracts, guarantees, letters of credit, acceptances and endorsements are reported at closing rates of exchange notified by FEDAI as at the Balance Sheet date.

Treatment of Exchange differences

Exchange differences arising on settlement/restatement of foreign currency monetary assets and liabilities of the Bank are recognised as income or expense in the Profit and Loss Account.

3.18 CORPORATE SOCIAL RESPONSIBILITY

Expenditure towards Corporate Social Responsibility, in accordance with section 135 of the Act are recognised in the profit and loss account.

3.19 SHARE ISSUE EXPENSES

Share issue expenses are adjusted from Securities Premium Account as permitted by Section 52 of the Act.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

(All amounts are in Indian Rupees in crore unless otherwise stated)

SCHEDULE -18

1 Capital

1.1 Capital Infusion

During the year ended March 31, 2026, the Bank allotted 77,10,771 equity shares pursuant to the exercise of stock options under the approved Employee Stock Option Plan (ESOP) 2019. Further, the bank has granted 1,80,29,186 fresh stock options to its eligible employees.

During the year ended March 31, 2025, the Bank allotted 35,75,134 equity shares pursuant to the exercise of stock options under the approved Employee Stock Option Plan (ESOP) 2019. Further, the bank has granted 42,75,492 fresh stock options to its eligible employees. Refer note 18(27) for further details.

1.2 Capital Adequacy Ratio

The Capital Adequacy Ratio ("CAR") has been computed as per RBI Circular No.RBI/DOR/2025-26/182 DOR.CAP.REC.101/21-01-002/2025-26 (Reserve Bank of India (Small Finance Banks – Prudential Norms on Capital Adequacy) Directions, 2025) dated November 28, 2025.

As per RBI Circular No.RBI/DOR/2025-26/182 DOR.CAP.REC.101/21-01-002/2025-26 (Reserve Bank of India (Small Finance Banks – Prudential Norms on Capital Adequacy) Directions, 2025) dated November 28, 2025, the Bank has to maintain a Minimum Total Capital of 15% of the Credit Risk Weighted Assets (Credit RWA) on an on-going basis. Out of the Minimum Total Capital, at least 7.5% shall be from Minimum Tier I Capital of which Common Equity Tier I capital shall be 6% and 1.50% from additional Tier I capital and remaining Tier II Capital shall be 7.5%. Further as per the above circular, no separate risk charge has been calculated for Market Risk and Operational Risk for capital ratios.

The capital adequacy ratio of the Bank is set out below:

Particulars	(₹ in Crore)	
	As on March 31, 2026	As on March 31, 2025
i) Common Equity Tier 1 capital (A)	6,252.27	5,610.29
ii) Additional Tier 1 capital (B)	-	-
iii) Tier 1 capital (A+B)	6,252.27	5,610.29
iv) Tier 2 capital	456.35	451.45
v) Total capital (Tier 1+ Tier 2)	6,708.62	6,061.75
vi) Total Risk weighted assets (RWA)	31,738.48	26,240.07
vii) Common Equity Tier I Capital Ratio (as a percentage of Credit RWA)	19.70%	21.38%
viii) Tier I Capital Ratio (as a percentage of Credit RWA)	19.70%	21.38%
ix) Tier II Capital Ratio (as a percentage of Credit RWA)	1.44%	1.72%
x) Total Capital to Risk weighted asset Ratio (CRAR) (as a percentage of Credit RWA)	21.14%	23.10%
xi) Leverage Ratio	10.86%	11.77%
xii) Percentage of shareholding	Nil	Nil
a) Government of India		
b) State Government		
c) Sponsor Bank		
xiii) Amount of paid up equity capital raised during the year	7.71	3.58
xiv) Amount of non-equity Tier -I Capital raised during the year ; of which Perpetual Non Cumulative Preference Shares (PNCPS)	-	-
xv) Amount of Tier II Capital raised during the year; of which Debt Capital Instrument	-	-

1.3 Reserves and Surplus

I. Statutory Reserve

The Bank has made an appropriation net of taxes of ₹ 173.16 (Previous Year: ₹ 181.53) to the statutory reserve for the year ended March 31, 2026 out of profits, to the Statutory Reserve, pursuant to the requirements of Section 17 of the Banking Regulation Act, 1949 and as per Reserve Bank of India (Small Finance Banks - Financial Statements-Presentation and Disclosures) Directions, 2025 dated November 28, 2025.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

II. (i) Capital Reserve

The Bank made an appropriation net of taxes of ₹ 24.30 (Previous Year: ₹ 12.10) from the Profit and Loss Account to the Capital Reserve during the year ended March 31, 2026 on account of profit on sale of HTM.

II. (ii) General Reserve - Investment

The appropriation during the year ended March 31, 2025 includes the ₹ 3.02 (net of taxes) created on transition to the new framework on Classification, valuation and operation of Investment Portfolio of Commercial Banks as per the RBI Master Direction DOR/2023-24/104 DOR.MRG.36/21.04.141/2023-24 dated September 12, 2023.

III. Share Premium

During the year, there was an addition of ₹ 21.19 in the share premium (Previous year- ₹ 10.20).

IV. Special Reserve u/s 36(1)(viii) of Income Tax Act 1961

The Bank has made an appropriation of ₹ 9 (Previous year: ₹ 21) to the special reserve for the year ended March 31, 2026 to avail the benefit u/s 36(1)(viii) of the Income Tax Act, 1961. Further, the Bank has obtained Board approval to transfer ₹ 21.5 lying in the Special Reserve account u/s 36(1)(viii) to the General Reserve/ Balance in Profit and loss account subject to regulatory approvals , as the Bank decided to forego the eligible tax benefit while filing the tax return for FY 2023-24 (₹0.50 crore) and FY 2024-25 (₹ 21 crore). The inter se transfer under the head Reserves and Surplus is not given effect in the financial statements.

V. (i) Investment Reserve Account (IRA)

In accordance with RBI Master Direction DOR/2023-24/104 DOR.MRG.36/21.04.141/2023-24 dated September 12, 2023 on Classification, valuation and operation of Investment Portfolio of Commercial Banks, the Bank has transferred Nil (Previous Year - ₹ 0.34) of IRA to General Reserve, after meeting the minimum regulatory requirement of IFR.

V. (ii) Investment Fluctuation Reserve (IFR)

In accordance with RBI guidelines, Banks are required to create an IFR of at least 2% of their AFS and FVTPL (including HFT) Investment portfolio on a continuing basis. Based on the same, in order to cater the dynamic changes in the Bank's portfolio, the Bank has approved in the ALCO meeting conducted on May 27, 2025 to create IFR buffer to maintain the balance of ₹ 105 crore. Accordingly, during the year ended March 31, 2026, the Bank has made an appropriation of ₹ 26.23 (Previous year- ₹ 7.10) to IFR from the profit and loss account so as to reach to the minimum of 2% of its AFS and HFT (including FVTPL) Investment portfolio.

V. (iii) Availbale For Sale (AFS) Reserve

During the year, the bank has not made any addition to AFS Reserve (Previous Year- 0.12). Also during current year, the bank has reversed the AFS reserve on account of sale of investments under AFS category.

VI. (iv) General Reserve - Employee stock option scheme

The Bank has created a reserve of ₹ 3.11 (Previous Year - Nil) to the extent of expired unexercised options under Employee Stock Option Scheme (ESOP) out of the ESOP outstanding liability in the books.

Drawdown from Reserves

The Bank has not made a drawdown from the share premium during the year ended March 31 2026 and March 31, 2025.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

2 Asset Liability Management (ALM)

a) Maturity Pattern of certain items of Assets and Liabilities

Specified Assets and Liabilities as on March 31, 2026:

Maturity Buckets	Day - 1	2-7 Days	8-14 Days	15-30 Days	31 Days and upto 2 months	Over 2 months and upto 3 months	Over 3 Months and upto 6 months	Over 6 Months and upto 1 year	Over 1 Year and upto 3 years	Over 3 Years and upto 5 years	Over 5 years	Total
Loans & Advances	54.77	394.66	711.20	1,040.04	2,039.19	2,327.47	5,181.57	7,570.92	10,113.32	2,077.60	8,249.81	39,760.55
Investments	1,967.65	1,471.76	111.91	630.30	937.08	460.74	929.17	2,738.80	3,364.08	34.80	77.96	12,724.25
Deposits	114.44	1,144.54	926.86	979.73	1,490.16	1,702.83	7,115.77	11,621.01	20,507.95	52.45	12.59	45,668.33
Borrowings	5.33	1,305.73	-	500.00	-	39.11	78.38	156.76	755.06	342.73	552.91	3,736.01
Foreign Currency Assets	5.60	-	-	94.84	-	-	-	-	-	-	9.48	109.92
Foreign Currency Contingent Assets	-	123.29	-	-	18.97	-	-	583.24	-	-	-	725.49
Foreign Currency Liabilities	1.52	-	-	-	-	-	-	48.30	138.87	-	-	188.68
Foreign Currency Contingent Liabilities	-	128.03	-	94.84	-	-	-	426.76	-	-	-	649.62

Note:

- Classification of assets and liabilities under the different maturity buckets is based on the same estimates and assumptions as used by the Bank for compiling the return submitted to the RBI.
- Maturity profile of foreign currency assets and liabilities are inclusive of off-balance sheet items (contingent assets and contingent liabilities).

Specified Assets and Liabilities as on March 31, 2025

Maturity Buckets	Day - 1	2-7 Days	8-14 Days	15-30 Days	31 Days and upto 2 months	Over 2 months and upto 3 months	Over 3 Months and upto 6 months	Over 6 Months and upto 1 year	Over 1 Year and upto 3 years	Over 3 Years and upto 5 years	Over 5 years	Total
Loans & Advances	25.11	300.40	552.35	782.38	1,511.74	1,588.79	4,952.56	6,712.65	7,630.25	1,493.45	5,840.32	31,390.00
Investments	2,011.94	1,458.85	168.39	282.98	608.97	561.71	1,845.84	2,782.14	1,847.24	140.46	21.47	11,729.99
Deposits	98.03	983.70	812.50	1,356.17	1,251.83	2,100.70	10,317.34	10,050.08	10,467.62	180.55	11.96	37,630.48
Borrowings	-	1,326.49	-	-	-	90.50	61.51	123.00	431.96	556.85	255.05	2,845.36

Note:

- There are no Foreign Currency Assets or Liabilities with the Bank as at March 31, 2025.
- Classification of assets and liabilities under the different maturity buckets is based on the same estimates and assumptions as used by the Bank for compiling the return submitted to the RBI.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

b) Liquidity Coverage Ratio (LCR)

The Bank adheres to RBI guidelines on Liquidity Coverage Ratio given in "Basel III Framework on Liquidity Standards - Liquidity Coverage Ratio (LCR), Liquidity Risk Monitoring Tools and the LCR Disclosure Standards" and "Reserve Bank of India (Small Finance Banks – Asset Liability Management) Directions, 2025, dated Novevember 28, 2025".

(A) Qualitative disclosure around LCR

LCR is the ratio of unencumbered High Quality Liquid Assets (HQLA) to Net Cash Outflows over the next 30 calendar days. LCR measures the Bank's ability to manage and survive under combined idiosyncratic and market-wide liquidity stress condition that would result in accelerated withdrawal of deposits from retail as well wholesale depositors, partial loss of secured funding, increase in collateral requirements, unscheduled draw down of unused credit lines, etc. These stress conditions are captured as a part of the Net Cash Outflows. HQLA of the Bank consist of cash, unencumbered excess SLR, a portion of statutory SLR as allowed under the guidelines and cash balance with RBI in excess of statutory cash reserve requirements.

Liquidity Coverage Ratio (LCR) is aimed at promoting short-term resilience of banks to potential liquidity disruptions by ensuring that they have sufficient High-Quality Liquid Assets (HQLA) to survive an acute stress scenario lasting for 30 days.

At the executive level, Asset Liability Management Committee (ALCO) ensures adherence to the risk tolerance/limits set by the Board as well as implementing the liquidity risk management strategy of the Bank in line with Bank's risk management objectives and risk tolerance. A dedicated desk within Treasury function of the Bank is responsible for the day-to-day / intra-day liquidity management.

The Bank has been maintaining HQLA (Level 1) primarily in the form of Excess CRR, excess SLR investments over and above mandatory requirement. LCR is calculated by dividing a Bank's stock of HQLA by its total net cash outflows over a 30 day period. The present minimum regulatory requirement, as on March 31, 2026 is 100%.

In order to determine cash outflows, the Bank segregates its deposits into various customer segments, viz., Retail (which include deposits from individuals), Small Business Customers(those with deposits upto ₹ 7.5) and Wholesale (which would cover all residual deposits). Other contractual funding, including a portion of other liabilities which are expected to run down in a 30 day time frame are included in the cash outflows. These classifications, based on extant regulatory guidelines, are part of the Bank's LCR framework, and are also submitted to the RBI. The LCR is calculated by dividing a Bank's stock of HQLA by its total net cash outflows over a 30 day stress period.

LCR aims to ensure that the Bank has an adequate stock of unencumbered HQLA to meet its liquidity needs for a 30 calendar day liquidity stress scenario. As mentioned in the "Operating Guidelines for Small Finance Banks", the Bank has to maintain the prescribed level of LCR of 100% effective from January 1, 2021.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

(B) Quantitative disclosure around LCR

Particulars	Quarter ended March 31, 2026		Quarter ended December 31, 2025		Quarter ended September 30, 2025		Quarter ended June 30, 2025	
	Total Unweighted Value (average)*	Total Weighted Value (average)*	Total Unweighted Value (average)*	Total Weighted Value (average)*	Total Unweighted Value (average)*	Total Weighted Value (average)*	Total Unweighted Value (average)*	Total Weighted Value (average)*
High Quality Liquid Assets (HQLA)								
1. Total High Quality Liquid Assets (HQLA)	-	9,798.19	-	9,280.36	-	8,710.87	-	8,619.60
Cash Outflows								
2. Retail deposits and deposits from small business customers, of which:	21,312.93	1,960.74	20,360.98	1,980.45	20,481.30	1,989.74	20,120.07	1,950.94
(i) Stable deposits	3,411.12	170.56	1,112.88	55.64	1,167.65	58.38	1,221.36	61.07
(ii) Less stable deposits	17,901.81	1,790.18	19,248.10	1,924.81	19,313.65	1,931.36	18,898.71	1,889.87
3. Unsecured wholesale funding, of which:	8,590.22	5,853.17	6,683.01	4,223.44	6,270.94	4,082.22	6,547.93	4,501.56
(i) Operational deposits (all counterparties)	-	-	-	-	-	-	-	-
(ii) Non-operational deposits (all counterparties)	1,762.68	172.90	1,662.56	164.67	1,622.78	160.82	1,537.46	152.40
(iii) Unsecured debt	6,827.54	5,680.27	5,020.45	4,058.77	4,648.16	3,921.40	5,010.47	4,349.16
4. Secured wholesale funding	969.93	35.19	1,014.47	29.89	1,458.16	45.23	1,373.54	44.64
5. Additional requirements, of which	2,014.19	376.15	2,106.87	464.95	1,709.67	332.20	1,597.19	293.31
(i) Outflows related to derivative exposures and other collateral requirements	-	-	-	-	-	-	-	-
(ii) Outflows related to loss of funding on debt products	-	-	-	-	-	-	-	-
(iii) Credit and liquidity facilities	2,014.19	376.15	2,106.87	464.95	1,709.67	332.20	1,597.19	293.31
6. Other contractual funding obligations	342.75	342.75	538.99	538.99	632.68	632.68	558.56	558.56
7. Other contingent funding obligations	2.65	0.08	2.56	0.08	2.58	0.08	1.59	0.05
8. Total Cash Outflows	33,232.67	8,568.08	30,706.88	7,237.80	30,555.33	7,082.15	30,198.88	7,349.06
Cash Inflows								
9. Secured lending (e.g. reverse repos)	4.97	-	11.68	-	58.92	-	1.08	-
10. Inflows from fully performing exposures	2,238.18	1,485.54	2,116.61	1,419.80	2,319.88	1,538.15	2,384.59	1,587.84
11. Other cash inflows	50.00	-	50.00	-	50.00	-	50.00	-
12. Total Cash Inflows	2,293.15	1,485.54	2,178.29	1,419.80	2,428.80	1,538.15	2,435.67	1,587.84
13. Total HQLA	-	9,798.19	-	9,280.36	-	8,710.87	-	8,619.60
14. Total Net Cash Outflows	-	7,082.54	-	5,818.00	-	5,544.00	-	5,761.22
15. Liquidity Coverage Ratio (%)		138.34%		159.51%		157.12%		149.61%

*Average weighted and unweighted amounts are calculated taking simple daily average for all quarters.

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for the year ended March 31, 2026

SCHEDULE -18

Quantitative disclosure around LCR

Particulars	Quarter ended March 31, 2025				Quarter ended December 31, 2024				Quarter ended September 30, 2024				Quarter ended June 30, 2024			
	Unweighted Value	Weighted Value	Total	(average)*	Unweighted Value	Weighted Value	Total	(average)*	Unweighted Value	Weighted Value	Total	(average)*	Unweighted Value	Weighted Value	Total	(average)*
High Quality Liquid Assets																
1. Total High Quality Liquid Assets (HQLA)	-	7,645.66	-	-	-	7,637.55	-	-	-	7,684.10	-	-	-	8,695.10	-	-
Cash Outflows																
2. Retail deposits and deposits from small business customers, of which:	19,079.07	1,848.20	18,353.34	1,780.60	17,857.67	1,727.80	16,971.35	1,632.48	17,857.67	1,727.80	16,971.35	1,632.48	17,857.67	1,727.80	16,971.35	1,632.48
(i) Stable deposits	1,194.20	59.71	1,094.72	54.74	1,159.29	57.96	1,293.09	64.65	1,159.29	57.96	1,293.09	64.65	1,159.29	57.96	1,293.09	64.65
(ii) Less stable deposits	17,884.87	1,788.49	17,258.62	1,725.86	16,698.38	1,669.84	15,678.26	1,567.83	16,698.38	1,669.84	15,678.26	1,567.83	16,698.38	1,669.84	15,678.26	1,567.83
3. Unsecured wholesale funding, of which:	6,673.20	4,731.50	6,703.57	4,741.79	7,036.77	5,232.04	6,289.64	4,607.93	7,036.77	5,232.04	6,289.64	4,607.93	7,036.77	5,232.04	6,289.64	4,607.93
(i) Operational deposits (all counterparties)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(ii) Non-operational deposits (all counterparties)	1,421.00	140.86	1,310.24	129.99	1,297.14	128.65	1,195.73	118.42	1,297.14	128.65	1,195.73	118.42	1,297.14	128.65	1,195.73	118.42
(iii) Unsecured debt	5,252.21	4,590.64	5,393.33	4,611.81	5,739.63	5,103.39	5,093.92	4,489.51	5,739.63	5,103.39	5,093.92	4,489.51	5,739.63	5,103.39	5,093.92	4,489.51
4. Secured wholesale funding	1,761.06	43.74	1,416.08	44.16	1,294.39	44.90	495.16	37.50	1,294.39	44.90	495.16	37.50	1,294.39	44.90	495.16	37.50
5. Additional requirements, of which	1,413.75	242.59	1,155.77	196.05	1,079.21	151.99	1,013.03	133.79	1,079.21	151.99	1,013.03	133.79	1,079.21	151.99	1,013.03	133.79
(i) Outflows related to derivative exposures and other collateral requirements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(ii) Outflows related to loss of funding on debt products	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(iii) Credit and liquidity facilities	1,413.75	242.59	1,155.77	196.05	1,079.21	151.99	1,013.03	133.79	1,079.21	151.99	1,013.03	133.79	1,079.21	151.99	1,013.03	133.79
6. Other contractual funding obligations	414.49	414.49	356.81	356.81	375.25	375.25	416.95	416.95	375.25	375.25	416.95	416.95	375.25	375.25	416.95	416.95
7. Other contingent funding obligations	7.06	0.21	23.45	0.70	30.36	0.91	30.44	0.91	30.36	0.91	30.44	0.91	30.36	0.91	30.44	0.91
8. Total Cash Outflows	29,348.63	7,280.73	28,009.02	7,120.11	27,673.65	7,532.89	25,216.57	6,829.56	27,673.65	7,532.89	25,216.57	6,829.56	27,673.65	7,532.89	25,216.57	6,829.56
Cash Inflows																
9. Secured lending (e.g. reverse repos)	0.45	-	1.39	-	6.06	-	9.23	-	6.06	-	9.23	-	6.06	-	9.23	-
10. Inflows from fully performing exposures	2,102.02	1,291.42	2,133.96	1,338.52	2,426.64	1,609.74	2,350.86	1,524.26	2,426.64	1,609.74	2,350.86	1,524.26	2,426.64	1,609.74	2,350.86	1,524.26
11. Other cash inflows	50.00	-	50.00	-	50.00	-	50.00	-	50.00	-	50.00	-	50.00	-	50.00	-
12. Total Cash Inflows	2,152.47	1,291.42	2,185.35	1,338.52	2,482.70	1,609.74	2,410.09	1,524.26	2,482.70	1,609.74	2,410.09	1,524.26	2,482.70	1,609.74	2,410.09	1,524.26
13. Total HQLA	-	7,645.66	-	7,637.55	-	7,684.10	-	8,695.10	-	7,684.10	-	8,695.10	-	7,684.10	-	8,695.10
14. Total Net Cash Outflows	-	5,989.31	-	5,781.60	-	5,923.16	-	5,305.32	-	5,923.16	-	5,305.32	-	5,923.16	-	5,305.32
15. Liquidity Coverage Ratio (%)	-	127.66%	-	132.10%	-	129.73%	-	163.89%	-	129.73%	-	163.89%	-	129.73%	-	163.89%

*Average weighted and unweighted amounts are calculated taking simple daily average for all quarters.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

(c) Net Stable Funding Ratio as on March 31, 2026

i) Qualitative Disclosure

Ujjivan Small Finance Bank, as per the Reserve Bank of India (Small Finance Banks – Asset Liability Management) Directions, 2025, dated November 28, 2025, is required to maintain the NSFR on an ongoing basis. The minimum NSFR requirement set out in the RBI guideline is 100%.

NSFR is defined as the amount of available stable funding relative to the amount of required stable funding. "Available Stable Funding" (ASF) is defined as the portion of capital and liabilities expected to be reliable over the time horizon considered by the NSFR, which extends to one year. The amount of stable funding required (Required Stable Funding) (RSF) of a specific institution is a function of the liquidity characteristics and residual maturities of the various assets held by that institution as well as those of its off-balance sheet (OBS) exposures.

Available Stable Funding-

An increase in available stable funding will impact the NSFR positively. The bank shall aim for higher available stable funding, which in the form of deposits, and will increase the long-term funding of the bank. The Bank has been focusing on retail deposits albeit reducing reliance on bulk deposits.

Required Stable Funding-

An increase in required stable funding will impact the NSFR negatively. The required stable funding of the bank is increasing as it is building loan portfolio between unsecured and secured loans across various products.

ii) Quantitative Disclosure

						(₹ in Crore)
	Particulars	Unweighted value by residual maturity				Weighted value
	ASF Item	No maturity	< 6 months	6 months to < 1 year	≥ 1 year	
1	Capital: (2+3)	6,815.68	-	-	300.00	7,115.68
2	Regulatory capital	6,815.68	-	-	-	6,815.68
3	Other capital instruments	-	-	-	300.00	300.00
4	Retail deposits and deposits from small business customers: (5+6)	10,968.09	13,836.09	45.48	60.51	22,732.04
5	Stable deposits	2,222.64	4,474.55	-	-	6,362.33
6	Less stable deposits	8,745.45	9,361.54	45.48	60.51	16,369.72
7	Wholesale funding: (8+9)	-	2,129.01	6,005.63	3,137.46	7,204.78
8	Operational deposits	-	-	-	-	-
9	Other wholesale funding	-	2,129.01	6,005.63	3,137.46	7,204.78
10	Other liabilities: (11+12)	2,694.54	11,387.82	89.31	71.59	-
11	NSFR derivative liabilities	-	-	-	-	-
12	All other liabilities and equity not included in the above categories	2,694.54	11,387.82	89.31	71.59	-
13	Total ASF (1+4+7+10)	-	-	-	-	37,052.50
	RSF Item	-	-	-	-	-
14	Total NSFR high-quality liquid assets (HQLA)	-	-	-	-	542.88
15	Deposits held at other financial institutions for operational purposes	-	-	-	-	-
16	Performing loans and securities: (17+18+19+21+23)	-	10,153.96	9,865.08	22,043.01	27,923.32
17	Performing loans to financial institutions secured by Level 1 HQLA	-	-	-	-	-
18	Performing loans to financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	-	2,497.97	436.65	343.52	936.54

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

(₹ in Crore)

	Particulars	Unweighted value by residual maturity				Weighted value
	ASF Item	No maturity	< 6 months	6 months to < 1 year	≥ 1 year	
19	Performing loans to non-financial corporate clients, loans to retail and small business customers, and loans to sovereigns, central banks, and PSEs, of which:	-	7,400.98	9,136.47	11,752.26	18,258.15
20	With a risk weight of less than or equal to 35% under the Basel II Standardised Approach for credit risk	-	252.56	362.45	72.23	354.45
21	Performing residential mortgages, of which:	-	255.02	291.96	9,669.65	8,492.69
22	With a risk weight of less than or equal to 35% under the Basel II Standardised Approach for credit risk	-	-	-	-	-
23	Securities that are not in default and do not qualify as HQLA, including exchange-traded equities	-	-	-	277.58	235.94
24	Other assets: (sum of rows 25 to 29)	494.79	52.03	0.80	276.96	735.84
25	Physical traded commodities, including gold	-	-	-	-	-
26	Assets posted as initial margin for derivative contracts and contributions to default funds of CCPs	-	-	-	49.37	41.97
27	NSFR derivative assets	0.18	-	-	-	0.18
28	NSFR derivative liabilities before deduction of variation margin posted	-	-	-	-	-
29	All other assets not included in the above categories	494.60	52.03	0.80	227.59	693.69
30	Off-balance sheet items	-	1,397.39	393.68	1.55	89.60
31	Total RSF (14+15+16+20+24+30)	-	-	-	-	29,646.09
32	Net Stable Funding Ratio (%)					124.98%

Net Stable Funding Ratio as on March 31, 2025

(₹ in Crore)

	Particulars	Unweighted value by residual maturity				Weighted value
	ASF Item	No maturity	< 6 months	6 months to < 1 year	≥ 1 year	
1	Capital: (2+3)	6,383.41	-	-	-	6,383.41
2	Regulatory capital	6,083.41	-	-	-	6,083.41
3	Other capital instruments	300.00	-	-	-	300.00
4	Retail deposits and deposits from small business customers: (5+6)	9,616.23	12,702.64	61.26	14.17	20,221.83
5	Stable deposits	1,081.27	229.65	-	-	1,245.37
6	Less stable deposits	8,534.96	12,472.99	61.26	14.17	18,976.46
7	Wholesale funding: (8+9)	-	1,010.75	4,727.97	1,437.54	4,306.90
8	Operational deposits	-	-	-	-	-
9	Other wholesale funding	-	1,010.75	4,727.97	1,437.54	4,306.90
10	Other liabilities: (11+12)	1,570.52	10,047.10	106.90	10.67	-
11	NSFR derivative liabilities	-	-	-	-	-
12	All other liabilities and equity not included in the above categories	1,570.52	10,047.10	106.90	10.67	-
13	Total ASF (1+4+7+10)	-	-	-	-	30,912.14
	RSF Item	-	-	-	-	-

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

						(₹ in Crore)
	Particulars	Unweighted value by residual maturity				Weighted value
	ASF Item	No maturity	< 6 months	6 months to < 1 year	≥ 1 year	
14	Total NSFR high-quality liquid assets (HQLA)	-	-	-	-	382.09
15	Deposits held at other financial institutions for operational purposes	-	-	-	-	-
16	Performing loans and securities: (17+18+19+21+23)	-	9,257.13	10,021.02	14,775.78	20,318.17
17	Performing loans to financial institutions secured by Level 1 HQLA	-	-	-	-	-
18	Performing loans to financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	-	1,766.91	506.98	506.91	1,025.43
19	Performing loans to non-financial corporate clients, loans to retail and small business customers, and loans to sovereigns, central banks, and PSEs, of which:	-	7,331.11	9,329.24	7,114.57	14,377.56
20	With a risk weight of less than or equal to 35% under the Basel II Standardised Approach for credit risk	-	74.65	134.54	518.88	441.87
21	Performing residential mortgages, of which:	-	159.11	184.80	6,689.63	4,520.21
22	With a risk weight of less than or equal to 35% under the Basel II Standardised Approach for credit risk	-	-	-	-	-
23	Securities that are not in default and do not qualify as HQLA, including exchange-traded equities	-	-	-	464.67	394.97
24	Other assets: (sum of rows 25 to 29)	456.46	24.34	0.87	1,650.29	1,913.81
25	Physical traded commodities, including gold	-	-	-	-	-
26	Assets posted as initial margin for derivative contracts and contributions to default funds of CCPs	-	-	-	1,377.20	1,170.62
27	NSFR derivative assets	-	-	-	-	-
28	NSFR derivative liabilities before deduction of variation margin posted	-	-	-	-	-
29	All other assets not included in the above categories	456.46	24.34	0.87	273.09	743.19
30	Off-balance sheet items	-	1,147.40	497.38	1.10	82.27
31	Total RSF (14+15+16+20+24+30)	-	-	-	-	23,138.21
32	Net Stable Funding Ratio (%)					133.60%

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

3. Investments

a) Composition of Investment Portfolio as on March 31, 2026

Particulars	As on March 31, 2026						As on March 31, 2025					
	HTM		AFS		FVTPL		HTM		AFS		FVTPL	
	At Cost	Fair Value	Level 1	Level 2	Level 3	Total	At Cost	Fair Value	Level 1	Level 2	Level 3	Total
I. Investments in India												
(i) Government securities	10,057.02	9,819.91	811.66	-	-	38.36	-	-	1,052.15	1,052.15	-	-
(ii) Other approved securities	-	-	-	-	-	-	-	-	-	-	-	-
(iii) Shares	-	-	-	-	0.00	-	-	-	-	-	0.42	-
(iv) Debentures and Bonds	-	-	-	-	464.82	-	-	-	-	476.56	-	-
(v) Associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
(vi) Others	-	-	-	-	-	-	-	-	-	-	-	-
Total	10,057.02	9,819.91	811.66	-	12.63	1,842.94	7,791.36	7,859.72	1,052.15	2,873.43	13.05	-
Less: Provisions for impairment / NPI	-	-	-	-	-	-	-	-	-	-	-	-
Net	10,057.02	9,819.91	811.66	-	12.63	1,842.94	7,791.36	7,859.72	1,052.15	2,873.43	13.05	-
II. Investments outside India	-	-	-	-	-	-	-	-	-	-	-	-
(i) Government securities (including local authorities)	-	-	-	-	-	-	-	-	-	-	-	-
(ii) Associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
(iii) Other investments	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-
Less: Provisions for impairment / NPI	-	-	-	-	-	-	-	-	-	-	-	-
Net	-	-	-	-	-	-	-	-	-	-	-	-
Total Investments (I+II)	10,057.02	9,819.91	811.66	-	12.63	1,842.94	7,791.36	7,859.72	1,052.15	2,873.43	13.05	-

b) Fair value hierarchy of investment portfolio measured at fair value on balance sheet

Particulars	As on March 31, 2026						As on March 31, 2025					
	AFS		FVTPL		FVTPL		AFS		FVTPL		FVTPL	
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 1	Level 2	Level 1	Level 2	Level 3	Total
I. Investments in India												
(i) Government securities	811.66	-	-	811.66	38.36	-	1,052.15	-	1,052.15	175.52	-	175.52
(ii) Other approved securities	-	-	-	-	-	-	-	-	-	-	-	-
(iii) Shares	-	-	-	-	-	-	-	-	-	-	0.42	0.42
(iv) Debentures and Bonds	-	-	-	-	464.82	-	-	-	-	476.56	-	476.56
(v) Associates and Joint Ventures	-	-	-	-	-	-	-	-	-	-	-	-
(vi) Others	-	-	-	-	-	-	-	-	-	-	-	-
Total	811.66	-	-	811.66	1,842.94	12.63	1,052.15	-	1,052.15	2,873.43	12.63	2,886.48
II. Investments outside India	-	-	-	-	-	-	-	-	-	-	-	-
(i) Government securities (including local authorities)	-	-	-	-	-	-	-	-	-	-	-	-
(ii) Associates and Joint Ventures	-	-	-	-	-	-	-	-	-	-	-	-
(iii) Other investments	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-
Total Investments (I+II)	811.66	-	-	811.66	1,842.94	12.63	1,052.15	-	1,052.15	2,873.43	12.63	2,886.48

As per the Reserve Bank of India (Small Finance Banks – Classification, Valuation and Operation of Investment Portfolio) Directions, 2025 dated November 28, 2025, the bank shall classify its entire investment portfolio (except investments in its own joint ventures and associates) under three categories, viz., Held to Maturity (HTM), Available for Sale (AFS), and Fair Value through Profit and Loss (FVTPL). Provided that the Held for Trading (HFT) shall be a separate investment sub-category within FVTPL. On transition to the framework on April 01, 2024, the Bank has recognised a net gain of ₹ 3.59 (₹ 2.68 - net of tax) as General Reserve in accordance with the said norms. Also in accordance with RBI Master Direction DOR/2023-24/104 DOR.MRG.36/21.04.141/2023-24 dated September 12, 2023 on Classification, valuation and operation of Investment Portfolio of Commercial Banks, the Bank has transferred ₹ 0.34 of IRA to General Reserve for the year ended March 31, 2025, after meeting the minimum regulatory requirement of IFR.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

c) Net gains / (losses) on Level 3 financial instruments recognised in AFS-Reserve and Profit and Loss Account

(₹ in Crore)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Recognised in AFS-Reserve	-	-
Recognised in Profit and Loss Account	(0.32)	0.32

d) Details of sales made out of HTM

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
A Opening carrying value of securities in HTM	7,791.36	6,182.42
B Carrying value of all HTM securities sold during the year	2,076.08	1,675.06
C Less: Carrying values of securities sold under situations exempted from regulatory limit*	1,705.98	1,381.00
D Carrying value of securities sold (D=B-C)	370.10	294.06
E Securities sold as a percentage of opening carrying value of securities in HTM (E=D÷A)	4.75%	4.76%
F Amount transferred to Capital Reserve in respect of HTM securities which were sold at a gain	24.30	12.10

*In any financial year, the carrying value of investments sold out of HTM shall not exceed five per cent of the opening carrying value of the HTM portfolio. The five per cent threshold referred to above shall exclude sale of securities in the situations given under the Reserve Bank of India (Small Finance Banks – Classification, Valuation and Operation of Investment Portfolio) Directions, 2025

e) Reclassification between categories of investments

The bank has not reclassified the investments between categories In terms of Reserve Bank of India (Small Finance Banks – Classification, Valuation and Operation of Investment Portfolio) Directions, 2025.

f) Movement of provisions for non-performing investment (NPIs) and investment fluctuation reserve - to be mentioned.

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
i) Movement of provisions held towards NPIs	-	-
a) Opening balance	-	-
b) Add: Provisions made during the year	-	-
c) Less: Write off / write back of excess provisions during the year	-	-
d) Closing balance	-	-
ii) Movement of Investment Fluctuation Reserve		
a) Opening balance	78.77	71.67
b) Add: Amount transferred during the year	26.23	7.10
c) Less: Drawdown	-	-
d) Closing balance	105.00	78.77
iii) Closing balance in IFR as a percentage of closing balance of investments in AFS and FVTPL (including HFT) category.	3.92%	2.00%

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

g) Non-SLR investment portfolio

(i) Non-performing non-SLR investments

The Bank does not have any non-performing non-SLR investments.

(ii) Issuer composition of non-SLR investment

Sr. No	Issuer	Amount		Extent of Private Placement		Extent of 'Below Investment Grade' Securities		Extent of 'Unrated' Securities		Extent of 'Unlisted' Securities	
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
				As on March 31, 2026	As on March 31, 2025	As on March 31, 2026	As on March 31, 2025	As on March 31, 2026	As on March 31, 2025	As on March 31, 2026	As on March 31, 2025
a)	PSUs	-	-	100.08	-	-	-	-	-	-	-
b)	FIs	881.36	-	1,143.42	-	-	-	-	-	-	-
c)	Banks	923.22	-	1,454.40	-	-	-	-	-	-	-
d)	Private Corporates	0.00	-	0.42	-	-	-	-	-	0.00	0.42
e)	Joint Ventures	-	-	-	-	-	-	-	-	-	-
f)	Others	12.63	-	12.63	12.63	-	-	-	-	-	-
g)	Provision held towards NPI	-	-	-	-	-	-	-	-	-	-
Total		1,817.21		2,710.95	12.63	12.63	-	-	-	0.00	0.42

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

h) Repo transactions (in face value and market value terms)

(₹ in Crore)

Particulars	Minimum outstanding during the year ended March 31, 2026		Maximum outstanding during the year ended March 31, 2026		Daily average outstanding during the year ended March 31, 2026		Maximum outstanding during the year ended March 31, 2026	
	FV	MV	FV	MV	FV	MV	FV	MV
Securities sold under repo								
i) Government Securities	22.70	24.02	1,269.78	1,250.93	157.90	158.99	1,269.78	1,250.93
ii) Corporate debt securities								
iii) Any other securities								
Security purchased under reverse repo								
i) Government Securities	5.00	5.01	484.05	493.46	17.08	17.64	-	-
ii) Corporate debt securities								
iii) Any other securities								

(₹ in Crore)

Particulars	Minimum outstanding during the year ended March 31, 2025		Maximum outstanding during the year ended March 31, 2025		Daily average outstanding during the year ended March 31, 2025		Maximum outstanding during the year ended March 31, 2025	
	FV	MV	FV	MV	FV	MV	FV	MV
Securities sold under repo								
i) Government Securities	2.00	2.03	1,140.00	1,148.99	328.04	325.50	1,025.00	1,035.84
ii) Corporate debt securities								
iii) Any other securities								
Security purchased under reverse repo								
i) Government Securities	5.00	5.01	200.00	199.02	6.41	6.54	-	-
ii) Corporate debt securities								
iii) Any other securities								

i) Government Security Lending (GSL) transactions (in market value terms)

There are no trades done through GSL product during the current year as well as previous year.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

4 Asset Quality

a) Classification of advances and provisions held :

As at March 31, 2026

(₹ in Crore)

Particulars	Standard	Non-Performing			Total Non-performing Advances	Total
	Total Standard Advances	Sub-standard	Doubtful	Loss		
Gross Standard Advances and NPAs						
Opening Balance	31,237.58	583.85	101.61	10.42	695.88	31,933.46
Add: Additions during the year					1,061.79	1,061.79
Less: Reductions during the year*					840.96	840.96
Closing balance	39,590.11	738.50	152.99	25.22	916.71	40,506.82
*Reductions in Gross NPAs due to:						
(i) Upgradations					82.25	82.25
(ii) Recoveries (excluding recoveries made from upgraded accounts)					216.46	216.46
(iii) Technical/ Prudential Write-offs (only principal amount)					522.36	522.36
(iv) Write-offs other than those under (iii) above					19.89	19.89
Provisions (excluding Floating Provisions)						
Opening balance of provisions held	162.68	312.95	90.09	10.42	413.46	576.14
Add: Fresh provisions made during the year					841.40	841.40
Less: Excess provision reversed/ Write-off loans					638.58	638.58
Closing balance of provisions held	201.35	467.93	123.80	24.55	616.28	817.63
Net NPAs						
Opening balance		270.91	11.52	-	*152.43	
Add: Additions during the year					826.59	
Less: Reductions during the year					808.58	
Less: Floating provision made/ (reversed) during the year(not considered as part of Tier -II capital) ¹					-	
Closing balance		270.57	29.20	0.67	*170.44	
Floating Provisions						
Opening Balance						180.67
Add: Additional provisions made during the year						-
Less: Amount draw down during the year						-
Closing balance of floating provisions ¹						180.67
Technical write-offs and the recovery made thereon						
Opening balance of technical / prudential write-offs accounts						1,269.38
Add: Technical/Prudential write offs during the year						522.36
Less: Recoveries made from previously technically / prudentially written-off accounts during the year						90.64
Closing balance of technical / prudential write-offs accounts						1,701.10

*1. The Bank carries a floating provision of ₹ 181 as on March 31, 2026 (Previous Year ₹ 181). Of which, ₹ 130 (Previous Year ₹ 130) is used for calculation of net NPA and provision coverage ratio and remaining ₹ 51 is disclosed under other liabilities and provisions. Out of ₹ 51, ₹ 30 is used for calculation of Tier II capital and ₹ 21 is unutilised, which can be utilised in future for calculation of net NPA and provision coverage ratio. The Bank has informed RBI about the same.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

As at March 31, 2025

(₹ in Crore)

Particulars	Standard	Non-Performing			Total Non-performing Advances	Total
	Total Standard Advances	Sub-standard	Doubtful	Loss		
Gross Standard Advances and NPAs						
Opening Balance	26,806.63	379.94	218.51	14.07	612.52	27,419.15
Add: Additions during the year					1,128.83	1,128.83
Less: Reductions during the year*					1,045.47	1,045.47
Closing balance	31,237.58	583.85	101.61	10.42	695.88	31,933.46
*Reductions in Gross NPAs due to:						
(i) Upgradations					64.54	64.54
(ii) Recoveries (excluding recoveries made from upgraded accounts)					115.50	115.50
(iii) Technical/ Prudential Write-offs (only principal amount)					325.10	325.10
(iv) Write-offs other than those under (iii) above					540.34	540.34
Provisions (excluding Floating Provisions)						
Opening balance of provisions held	140.14	191.89	210.27	14.07	416.23	556.37
Add: Fresh provisions made during the year					475.58	475.58
Less: Excess provision reversed/ Write-off loans ²					478.36	478.36
Closing balance of provisions held	162.68	312.95	90.09	10.42	413.46	576.14
Net NPAs						
Opening balance		188.05	8.24	-	*76.29	
Add: Additions during the year					678.03	
Less: Reductions during the year					591.90	
Less: Floating provision made/ (reversed) during the year(not considered as part of Tier -II capital) ¹					-	
Closing balance		270.91	11.52	0	*152.43	
Floating Provisions						
Opening Balance						250.00
Add: Additional provisions made during the year						-
Less: Amount draw down during the year						69.33
Closing balance of floating provisions ³						180.67
Technical write-offs and the recovery made thereon						
Opening balance of technical / prudential write-offs accounts						1,162.79
Add: Technical/Prudential write offs during the year						325.10
Less: Recoveries made from previously technically / prudentially written-off accounts during the year ⁴						218.51
Closing balance of technical / prudential write-offs accounts						1269.38

¹Includes ₹ 502.49 pertaining to the NPA accounts sold to ARC during the year.

²Includes ₹ 364.97 pertaining to the NPA accounts sold to ARC during the year.

³During the Financial Year, the Bank utilised ₹ 69 out of the ₹ 250 floating provision to write off the additional credit cost on transfer of stressed loan to ARC and the Bank carries a floating provision of ₹ 181 as on March 31, 2025 (Previous Year ₹ 250). Of which, ₹ 130 (Previous Year ₹ 120) is used for calculation of net NPA and provision coverage ratio and remaining ₹ 51 is disclosed under other liabilities and provisions. Out of ₹ 51, ₹ 30 is used for calculation of Tier II capital and ₹ 21 is unutilised, which can be utilised in future for calculation of net NPA and provision coverage ratio. The Bank has informed RBI about the same.

⁴Includes balance of technically / prudentially written-off accounts sold to ARC during the Year ₹132.37.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

Ratios :

Particulars	As on March 31, 2026	As on March 31, 2025
Gross NPA to Gross Advances	2.26%	2.18%
Net NPA to Net Advances	0.43%	0.49%
Provision Coverage Ratio *	81.41%	78.10%

* includes floating provision of Rs. 130 for current year (previous year- Rs. 130)

b) Sector-wise Advances and Gross NPAs:

As on March 31, 2026

(₹ in Crore)

Particulars	Outstanding Total Advances	Gross NPAs	% of Gross NPAs to Total Advances in that sector
Priority sector:			
Agriculture and allied activities	7,360.01	229.87	3.12%
Advances to industries eligible as priority sector lending	2,345.09	64.19	2.74%
Services	6,415.27	189.37	2.95%
Personal loans	10,322.80	239.47	2.32%
- of which Housing Loans	7,943.28	156.92	1.98%
Sub-Total (A)*	26,443.17	722.90	2.73%
Non-Priority sector:			
Agriculture and Allied activities	-	-	-
Industry	-	-	-
Services	2,999.89	4.41	0.15%
- of which NBFC and Financial Institutional Loans	2,999.89	4.41	0.15%
Personal loans	11,063.76	189.40	1.71%
- of which Housing Loans	6,532.41	60.05	0.92%
Sub-Total (B)	14,063.65	193.81	1.38%
Total (A) + (B)	40,506.82	916.71	2.26%

* The above mentioned Priority Sector includes PSLC sold amounting to Rs. 2,002

As on March 31, 2025

(₹ in Crore)

Particulars	Outstanding Total Advances	Gross NPAs	% of Gross NPAs to Total Advances in that sector
Priority sector:			
Agriculture and allied activities	6,312.20	176.40	2.79%
Advances to industries eligible as priority sector lending	1,308.23	48.44	3.70%
Services	4,282.31	119.11	2.78%
Personal loans	10,092.73	210.94	2.09%
- of which Housing Loans	6,248.06	92.05	1.47%
Sub-Total (A)*	21,995.47	554.89	2.52%
Non-Priority sector:			
Agriculture and Allied activities	-	-	-
Industry	-	-	-
Services	2,787.50	4.41	0.16%
- of which NBFC Loans	2,787.50	4.41	0.16%
Personal loans	7,150.49	136.58	1.91%
- of which Housing Loans	4,245.69	39.53	0.93%
Sub-Total (B)	9,937.99	140.99	1.42%
Total (A) + (B)	31,933.46	695.88	2.18%

* The above mentioned Priority Sector includes PSLC sold amounting to Rs. 3,300

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

c) Particulars of resolution plan and restructuring

There were no accounts that have been restructured under prudential framework on resolution of stressed assets as per the circular no. RBI/2018-19/203 DBR.No.BP.BC.45/21.04.048/2018-19 dated June 07, 2019 during the year ended March 31, 2026 (Previous year: Nil).

d) Divergence in Asset Classification and Provisioning for NPAs

Reserve Bank of India (Small Finance Banks - Financial Statements-Presentation and Disclosures) Directions, 2025 dated November 28, 2025 has directed that the banks shall make suitable disclosures, if either or both of the following conditions are satisfied:

- the additional provisioning for NPAs assessed by RBI exceeds 5 per cent of the reported profit before provisions and contingencies for the reference period, and
- the additional Gross NPAs identified by RBI exceed 5 per cent of the published incremental Gross NPAs for the reference period.

As part of Supervisory process through the mode of Annual Financial Inspection and consequent RBI Inspection and Risk Assessment Report (Position as on March 2025), there is no financial divergence reported (based on the defined threshold as per Reserve Bank of India (Small Finance Banks - Financial Statements: Presentation and Disclosures) Directions, 2025.

e) Transfer of loan exposure

i) Disclosure of transfer of loan not in default

The bank has not transferred any loans under securitisation during the year. The details of loans transferred during the previous years as given under;

Disclosure of transfer of loan exposures as on March 31, 2026

	(₹ in Crore)	
	Securitisation	DA
No. of accounts	1,793	740
Total amount of loans transferred	99.80	53.69
Weighted average residual maturity (in years)	7.03	7.75
Weighted average holding period (in years)	12.87	13.06
Retention of beneficial economic interest	NA	10%
Tangible security coverage	NA	NA

Disclosure of transfer of loan exposures as on March 31, 2025

	(₹ in Crore)	
	Securitisation	DA
No. of accounts	2,090	867
Total amount of loans transferred	127.52	67.67
Weighted average residual maturity (in years)	8.40	9.27
Weighted average holding period (in years)	13.25	13.61
Retention of beneficial economic interest	NA	10%
Tangible security coverage	NA	NA

ii) Disclosure of transfer of stressed asset

The Bank has not transferred any stressed loan during the year ended March 31, 2026

Disclosure of transfer of loan exposures as on March 31, 2025

	(₹ in Crore)	
Particulars	PARAS	ARCIL
Number of Accounts	1,02,476	1,19,478
Aggregate principal outstanding of loans transferred (on the date of transfer)*	270.35	364.51

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

(₹ in Crore)

Particulars	PARAS	ARCIL
Weighted average residual tenor of the loans transferred (years)	0.15	0.50
Net book value of the loans transferred (at the time of transfer)	38.90	98.62
Aggregate consideration	40.56	34.26
Additional consideration realised in respect of accounts transferred in earlier years	NA	NA

* including advances which had been technically written off and fully provided thereof

Pursuant to the sale, the shortfall between the aggregate consideration and the net book value of the NPA loans transferred, amounting to ₹ 69.33 has been debited to the profit and loss account. Pursuant to the RBI Master Direction on Transfer of Loan Exposures dated 24 September 2021, the Bank has utilised an equivalent amount of shortfall from the floating provision during the previous year (Refer- Schedule 18(4)(a)). Cash consideration received pursuant to the transfer of technically written off loans amounting to ₹ 6.63 has been recognised under other income.

The Bank has received Security Receipts (SRs) as part of the consideration for transfer of stressed loans to other entities. Investments in SR's as at March 31, 2025 amounting to ₹ 37.30 are valued at Nil/fully provided for in the books of account on a prudent basis and the same has been debited to other income in the profit and loss account. During current year, the aforesaid provision was written back on account of redemption of SR amounting to ₹ 30.07 and the balance as on March 31, 2026 remains at ₹ 7.23.

Distribution of the SRs across the various categories of Recovery Ratings assigned to such SRs by the credit rating agencies

(₹ in Crore)

Ratings	Rating agency	Recovery Rating	Gross Value of Outstanding SRs*
IND RR1	India Ratings & Research	More than 100% and up to 150%	7.23
Total			7.23

* The SRs has been fully provided for in the books.

f) Non-Fund (NFB) Credit Facilities: A bank shall disclose the details of NFB credit facilities in the format given below

(₹ in Crore)

	As at 31 st March 2026		As at 31 st March 2025	
	Secured* Portion	Unsecured Portion	Secured* Portion	Unsecured Portion
I. Outstanding Guarantees				
i) In India	1.55	-	1.10	-
ii) Outside India	-	-	-	-
II. Acceptances, Endorsements and other Obligations	Nil	Nil	Nil	Nil
III. Other NFB Credit facilities	Nil	Nil	Nil	Nil

* Secured portion is as defined under the Reserve Bank of India (Small Finance Banks – Credit Facilities) Directions, 2025

g) Fraud Accounts

Provision pertaining to fraud accounts reported during the year :

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
Number of frauds reported - Borrowal & Non borrowal accounts *	169	315
Amount involved in fraud (net of recovery)	2.15	3.22
Amount of provision made for such frauds **	2.15	3.22
Amount of Unamortised provision debited from 'other reserves' as at the end of the year	-	-

*Digital payment related frauds are not included in the above disclosure.

** The provision amount is net of recovery and write-offs as at the end of the year.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

h) Disclosure related to project finance :

The bank does not have anything to disclose on project finance for the year ended March 31, 2026 (Previous year- Nil)

i) Details of resolution plan implemented under the Resolution Framework for COVID-19-related Stress as per RBI circulars dated August 06, 2020 (Resolution Framework 1.0) and May 05, 2021 (Resolution Framework 2.0) is given below:

(₹ in Crore)

Type of borrower	(A) Exposure to accounts classified as Standard consequent to implementation of resolution plan- Position as at the end of the previous half-year i.e., September 30, 2025 (A)	(B) Of (A), aggregate debt that slipped into NPA during the half-year ended March 31, 2026	(C) Of (A) amount written off during the half-year ended March 31, 2026	(D) Of (A) amount paid by the borrowers during the half-year ended March 31-2026	(E) Exposure to accounts classified as Standard consequent to implementation of resolution plan – Position as at the end of this half-year i.e., March 31, 2026
Personal Loans	12.67	0.16	0.01	1.64	11.02
Corporate persons*	-	-	-	-	-
Of which, MSMEs	-	-	-	-	-
Others	5.92	0.23	0.16	0.92	4.83
Total	18.59	0.39	0.17	2.56	15.85

* As defined in Section 3(7) of the Insolvency and Bankruptcy Code, 2016

j) Details of Single Borrower Limit (SBL) / Group Borrower Limit (GBL) exceeded by the Bank:

During the current and previous year there are no instances of SBL/GBL limit exceeding the sanctioned limit or outstanding whichever is higher.

k) Provisions on Standard Assets:

Bank has followed the prudential norms on income recognition, asset classification and provisions. The excess provisions over and above the same is as per the Board approved policy.

The provision on standard assets is included in 'Other Liabilities and Provisions – (iv) Standard asset-General provisions' in Schedule 5, and is not netted off from Advances.

There is no provision written back in respect of standard assets during the current year and previous year.

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
Provisions towards Standard Assets	201.35	162.68

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

5 Exposure

a) Exposure to Real Estate Sector:

(₹ in Crore)		
Particulars	As on March 31, 2026	As on March 31, 2025
A) Direct Exposure		-
i) Residential Mortgages	13,711.13	9,353.66
(of which housing loans eligible for Inclusion in priority sector Advances)	3,586.93	3,243.19
ii) Commercial Real Estate	122.23	117.96
iii) Investments in Mortgage Backed Securities (MBS) and other securitized exposures:	-	-
- Residential	-	-
- Commercial Real Estate	-	-
Total (A)	13,833.36	9,471.62
B) Indirect Exposure		-
Fund based and non-fund based exposures on National Housing Bank (NHB) and Housing Finance Companies (HFCs)	508.49	253.81
Total (B)	508.49	253.81
Total Real Estate Exposure (A+B)	14,341.85	9,725.43

b) Exposure to Capital Market:

(₹ in Crore)		
Particulars	As on March 31, 2026	As on March 31, 2025
1 Direct investment in equity shares, convertible bonds, convertible debentures and units of equity oriented mutual funds the corpus of which is not exclusively invested in corporate debt;	0.00	0.10
2 Advances against shares / bonds / debentures or other securities or on clean basis to individuals for Investment in shares (including IPOs / ESOPs), convertible bonds, convertible debentures, and units of equity-oriented mutual funds;	-	-
3 Advances for any other purposes where shares or convertible bonds or convertible debentures or units of equity oriented mutual funds are taken as primary security;	-	-
4 Advances for any other purposes to the extent secured by the collateral security of shares or convertible bonds or convertible debentures or units of equity oriented mutual funds i.e. where the primary security other than shares / convertible bonds / convertible debentures / units of equity oriented mutual funds does not fully cover the Advances;	-	-
5 Secured and Unsecured Advances to stockbrokers and guarantees issued on behalf of stockbrokers and market makers;	-	-
6 Loans sanctioned to corporates against the security of shares / bonds / debentures or other securities or on clean basis for meeting promoter's contribution to the equity of new companies in anticipation of raising resources;	-	-
7 Bridge loans to companies against expected equity flows / issues;	-	-
8 Underwriting commitments taken up by the banks in respect of primary issue of shares or convertible bonds or convertible debentures or units of equity oriented mutual funds;	-	-
9 Financing to stockbrokers for margin trading;	-	-
10 All exposures to Venture Capital Funds (both registered and unregistered);	-	-
Total Exposure to Capital Market	0.00	0.10

Note: During the year, Bank has not converted any debt to equity as a part of strategic debt restructuring which is exempt from Capital Market Exposure limit.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

c) Risk category-wise country exposure

(in crore)

Risk Category	Exposure (net) as at March 31, 2026	Provision held as at March 31, 2026	Exposure (net) as at March 31, 2025	Provision held as at March 31, 2025
Insignificant	5.51	-	-	-
Low	-	-	-	-
Moderately Low	-	-	-	-
Moderate	-	-	-	-
Moderately High	-	-	-	-
High	-	-	-	-
Very High	-	-	-	-

d) Unsecured advances

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
Total unsecured advances of the bank	19,816.42	18,012.92
Out of the above, amount of advances for which intangible securities such as charge over the rights, licenses, authority, etc. have been taken	Nil	Nil
Estimated value of such intangible securities	NA	NA
	-	-

e) Details of factoring exposure

The Bank does not have any factoring exposure as at March 31, 2026 and as at March 31, 2025.

f) Intra-Group Exposure

The Bank does not have any Intra Group Exposure during the year ended March 31, 2026 and March 31, 2025.

g) Unhedged foreign currency exposure

The Bank does not have any unhedged foreign currency exposure as at March 31, 2026 and as at March 31, 2025.

h) Loans against gold and silver collateral

(i) Details of loans extended against eligible gold and silver collateral

(₹ in Crore)

Particulars	Loan outstanding		Average ticket size (₹ crore)	Average LTV ratio	Gross NPA (%)
	Amount	As % of Total Loans			
1. Opening balance of the FY [(a)+(b)]	-	-	-	-	-
(a) Consumption loans of which bullet repayment loans	-	-	-	-	-
(b) Income generating loans	-	-	-	-	-
2. New loans sanctioned and disbursed during the FY [(c)+(d)]	17.55	0.04%	0.02	75.58%	NA
(c) Consumption loans	4.82	0.01%	0.01	71.51%	NA
of which bullet repayment loans	2.42	0.01%	0.01	68.09%	NA
(d) Income generating loans	12.72	0.03%	0.02	78.26%	NA
3. Renewals sanctioned and disbursed during the FY	0.01	0.00%	0.01	80.72%	NA
4. Top-up loans sanctioned and disbursed during the FY	-	0.00%	-	-	NA
4. Loans repaid during the FY [(e)+(f)]	0.01	0.00%	0.01	NA	NA
(e) Consumption loans	-	-	-	NA	NA
of which bullet repayment loans	-	-	-	NA	NA

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for the year ended March 31, 2026

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(₹ in Crore)

Particulars	Loan outstanding		Average ticket size (₹ crore)	Average LTV ratio	Gross NPA (%)
	Amount	As % of Total Loans			
(f) Income generating loans	0.01	0.00%	0.01	NA	NA
5. Non-Performing Loans recovered during the FY [(g) + (h)]	-	-	-	NA	NA
(g) Consumption loans	-	-	-	NA	NA
of which bullet repayment loans	-	-	-	NA	NA
(h) Income generating loans	-	-	-	NA	NA
6. Loans written off during the FY [(i) + (j)]	-	-	-	NA	NA
(i) Consumption loans	-	-	-	NA	NA
of which bullet repayment loans	-	-	-	NA	NA
(j) Income generating loans	-	-	-	NA	NA
7. Closing balance at the end of FY [(k) + (l)]	17.53	0.04%	0.02	75.57%	-
(k) Consumption loans	4.82	0.01%	0.01	71.51%	-
of which bullet repayment loans	2.42	0.01%	0.01	68.09%	-
(l) Income generating loans	12.71	0.03%	0.02	78.25%	-

- (i) The Bank has commenced categorisation of Gold loans in accordance with the Reserve Bank of India (Small Finance Banks – Credit Facilities) Directions, 2025 dated November 28, 2025 with effect from March 24, 2026. The above disclosures relate to the loans disbursed from March 24, 2026 to March 31, 2026.
- (ii) Average LTV ratio is calculated as ratio of sum of LTVs of loans at the time of sanction to total number of such loans.
- (iii) The Bank has not advanced any loan against silver collateral.

(b) Details of gold and silver collateral and auctions

Particulars	FY 25-26
(a) Unclaimed gold or silver collateral at the end of the financial year (in grams)	NILL
(b) Number of loan accounts in which auctions were conducted	8.00
(c) Total outstanding in loan accounts mentioned in (b)	0.03
(d) Gold or silver collateral acquired during the FY due to default of loans (in grams)	67.91
(e) Gold or silver collateral auctioned during the FY (in grams)	67.91
(f) Recovery made through auctions during the FY (in ₹ crore)	0.06
(g) Recovery percentage:	
(h) -as % of value of gold or silver collateral	101%
(i) -as % of outstanding loan	192%

- (i) Weight and value of collateral is calculated in accordance with the Reserve Bank of India (Small Finance Banks – Credit Facilities) Directions, 2025 (as amended from time to time).
- (ii) Unclaimed gold or silver collateral means as defined under the Reserve Bank of India (Small Finance Banks – Credit Facilities) Directions, 2025 (as amended from time to time).
- (iii) The Bank has not advanced any loan against silver collateral.

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for the year ended March 31, 2026

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6 Concentration of Deposits, Advances, Exposures & NPAs

a) Concentration of Deposits

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
Total Deposits of the twenty largest depositors	8,062.93	6,456.00
Percentage of Deposits of twenty largest depositors to Total Deposits of the Bank	17.66%	17.16%

b) Concentration of Advances*

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
Total Advances to the twenty largest borrowers	2,157.77	3,016.00
Percentage of Advances of twenty largest borrowers to Total Advances of the Bank	5.11%	6.14%

*Advances are computed as per the definition of Credit Exposure including derivatives as prescribed in Master Circular on Exposure Norms DBR. No. Dir.BC.12/13.03.00/2015-16 dated July 1, 2015. Total advances is the aggregate advances of the bank before subtracting provisions for NPA and Floating provision.

c) Concentration of Exposures*

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
Total Exposure to the twenty largest borrowers/ customers	2,708.88	3,593.50
Percentage of Exposures of twenty largest borrowers/customers to Total Exposure of the Bank on borrowers/customers	6.15%	10.37%

*Exposures are computed based on Credit and Investment Exposure as prescribed in the Master Circular on Exposure Norms DBR.No.Dir. BC.12/13.03.00/2015-16 dated July 1, 2015.

d) Concentration of NPAs

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
Total Exposure to the top twenty NPA accounts	29.29	26.90
Percentage of Exposures to the twenty largest NPA exposure to total Gross NPAs	3.20%	3.87%

*Exposures are computed based on Credit and Investment Exposure as prescribed in the Master Circular on Exposure Norms DBR.No.Dir. BC.12/13.03.00/2015-16 dated July 1, 2015.

7 Derivatives

a) Derivatives/ Exchange Traded Interest Derivatives/Forward rate agreement/Interest rate swap/ Risk Exposure In Derivatives

The Bank has not entered into any derivative instruments for trading such as Overnight Index Swap (OIS), Interest Rate Swap (IRS) and Cross Currency Swap (CCS) or Forward Rate Agreement (FRA) in Foreign Exchange or domestic treasury operations during FY 2025-26.

b) Credit default Swaps

The Bank has not entered into any credit default swap transactions during the current and previous year.

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for the year ended March 31, 2026

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8 Disclosures relating to securitisation

The details of Securitization deals outstanding is as below.

		(₹ in Crore)	
Particulars		As on March 31, 2026	As on March 31, 2025
1	No. of SPEs holding assets for securitization transactions originated by the originator (only SPV relating to outstanding securitisation exposure to be reported here)	2	2
2	Total amount of securitized assets as per books of the SPEs as on the date of Balance sheet	99.88	127.63
3	Total amount of exposures retained by the Bank to comply with MRR as on the date of balance sheet	-	-
a)	Off balance sheet exposures	-	-
	First loss	-	-
	Others	-	-
b)	On-balance sheet exposures	-	-
	First loss (Fixed Deposit)	12.63	12.63
	Others(Investments in Equity Tranche)	12.63	12.63
4	Amount of exposures to securitization transactions other than MRR		
a)	Off balance sheet exposures		
i)	Exposure to own securitizations		
	First loss		
	Loss		
ii)	Exposure to third party securitizations		
	First loss		
	Others		
b)	On balance sheet exposures	-	-
i)	Exposure to own securitizations	-	-
	First loss	7.58	7.58
	Others	-	-
ii)	Exposure to third party securitizations	-	-
	First loss	-	-
	Others	-	-
5	Sale Consideration received for the securitised assets and gain/loss on sale on account of securitisation	245.01	245.01
6	Form and quantum (outstanding value) of services provided by way of credit enhancement, liquidity support, post-securitisation asset servicing, etc	-	-
	Services Provided	Form of Facility	
	Liquidity support	Fixed Deposits	12.63
	Over Collateralization	Over Collateralization	7.58
	Post-securitisation asset servicing	Servicing Agent	99.88
7	Performance of facility provided. Please provide separately for each facility viz. Credit enhancement, liquidity support, servicing agent etc. Mention percent in bracket as of total value of facility provided.	-	-
	As a Liquidity Support	-	-
a)	Amount paid		
		Amount	12.63
		Percentage	12.64%
b)	Repayment received (Inclusive of Principle and interest)		
c)	Outstanding amount	Amount	12.63
		Percentage	12.64%
	As a Credit Enhancement		
a)	Amount paid	Amount	7.58
		Percentage	7.59%
b)	Repayment received (Inclusive of Principle and interest)	-	-
c)	Outstanding amount	Amount	7.58
		Percentage	7.59%

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for the year ended March 31, 2026

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		(₹ in Crore)	
Particulars		As on March 31, 2026	As on March 31, 2025
8	Average default rate of portfolios observed in the past. Please provide breakup separately for each asset class i.e., Housing Loans.	3.68%	3.16%
9	Amount and number of additional/top up loan given on same underlying asset. Please provide breakup separately for each asset class i.e. Housing Loans.		
	For Housing Loans-		
	Amount of top up loans	2.44	3.21
	No.of loans	22	52
10	Investor complaints	NIL	NIL
	(a) Directly/Indirectly received and;		
	(b) Complaints outstanding		

9 Off balance sheet SPVs sponsored (which are required to be consolidated as per accounting norms)

Name of SPV sponsored

Ponce 03 2022

Meyer 03 2022

Asset Reconstruction Company (India) Ltd.

10 Disclosure relating to Depositor Education and Awareness Fund (DEA Fund):

The details of amount transferred to Depositor Education and Awareness Fund during the current and previous year.

		(₹ in Crore)	
Particulars		For the year ended March 31, 2026	For the year ended March 31, 2025
Opening balance of amounts transferred to DEA Fund		1.32	1.31
Add: Amounts transferred to DEA Fund during the year		0.02	0.01
Less: Amounts reimbursed by DEA Fund towards claims		-	-
Closing balance of amounts transferred to DEA Fund		1.34	1.32

As per RBI circular DBR. No. DEA Fund Cell. BC. 67/30.01.002/2014-15 dated February 02, 2015, the details of unclaimed Security Deposits has been displayed on our website with respect to amount transferred to DEAF.

The closing balance of the amount transferred to DEA Fund, as disclosed above, are also included under 'Schedule 12 - Contingent Liabilities-Other items for which the bank is contingently liable'.

11 Disclosure of complaints

a) Summary information on complaints received by the bank from customers and from the Offices of Ombudsman (OBOs)

Particulars	Current Year	Previous Year
Customer complaints received by the bank from its customers	FY 2025 - 2026	FY 2024 - 2025
1 Number of complaints pending at beginning of the year	174	303
2 Number of complaints received during the year	12,554	15,553
3 Number of complaints disposed during the year	12,439	15,682
3.1 Of which, number of complaints rejected by the bank	2,517	1,601
4 Number of complaints pending at the end of the year	289	174
Maintainable complaints received by the bank from Office of Ombudsman		
5 Number of maintainable complaints received by the bank from Office of Ombudsman	362	222
5.1 Of 5, number of complaints resolved in favour of the bank by Office of Ombudsman	213	101
5.2 Of 5, number of complaints resolved through conciliation / mediation /advisories issued by Office of Ombudsman	149	121

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

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Particulars	Current Year	Previous Year
Customer complaints received by the bank from its customers	FY 2025 - 2026	FY 2024 - 2025
5.3 Of 5, number of complaints resolved after passing of Awards by Office of Ombudsman against the bank	-	-
6 Number of Awards unimplemented within the stipulated time (other than those appealed)	-	-

Note: Maintainable complaints refer to complaints on the grounds specifically mentioned in Integrated Ombudsman Scheme, 2021 (Previously Banking Ombudsman Scheme, 2006) and covered within the ambit of the scheme.

b) Top five grounds of complaints received by the bank from customers:

For the year ended March 31, 2026

Grounds of complaints, (i.e. complaints relating to)	Number of complaints pending at the beginning of the year	Number of complaints received during the year	% increase/ decrease in the number of complaints received over the previous year	Number of complaints pending at the end of the year	Of 5, number of complaints pending beyond 30 days
(1)	(2)	(3)	(4)	(5)	(6)
ATM/Debit Cards	74	5,186	-20%	99	15
Internet/Mobile/ Electronic Banking	7	618	-73%	22	6
Account opening/ difficulty in operation of accounts	4	1,286	-33%	4	-
Others*	67	3,646	20%	123	7
Loans and advances	10	733	2%	23	-
Miscellaneous Items**	12	1,085	1%	18	-
Total	174	12,554	-19%	289	28

For the year ended March 31, 2025

Grounds of complaints, (i.e. complaints relating to)	Number of complaints pending at the beginning of the year	Number of complaints received during the year	% increase/ decrease in the number of complaints received over the previous year	Number of complaints pending at the end of the year	Of 5, number of complaints pending beyond 30 days
(1)	(2)	(3)	(4)	(5)	(6)
ATM/Debit Cards	108	6,499	-29%	74	16
Internet/Mobile/ Electronic Banking	86	2,287	-33%	7	-
Account opening/ difficulty in operation of accounts	2	1,932	-5%	4	-
Others*	62	3,040	-3%	67	-
Loans and advances	8	718	28%	10	-
Miscellaneous Items**	37	1,077	-13%	12	-
Total	303	15,553		174	16

*Others Include complaints related to Deposit such as 'Delay in Closure of FD, FD Interest clarification, TDS Clarification,' etc

** Miscellaneous items include following category of complaint It includes levy of charges without prior notice/excessive charges/foreclosure charges, Mis-selling/ Para-banking, Staff behavior, Non-observance of Fair Practices Code, Cheques/drafts/bills, Exchange of coins and issuance/ acceptance of small denomination notes and coins.

NOTES TO FINANCIAL STATEMENTS

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12 Disclosure of penalties imposed by RBI

Year ended March 31, 2026

During the FY 2025-26, RBI has not levied any penalty under the provisions of the (i) Banking Regulations Act 1949, (ii) Payment and Settlement Act, 2007 and (iii) Government Securities Act, 2006 (for bouncing of SGL) as per the Reserve Bank of India (Small Finance Banks - Financial Statements: Presentation and Disclosures) Directions, 2025, dated November 28, 2025.

Year ended March 31, 2025

During the FY 2024-25, RBI vide an order dated February 14, 2025 imposed a monetary penalty of ₹ 0.07 on the Bank for non-compliance with certain directions issued by RBI on 'Loans and Advances Statutory and Other Restrictions'. This penalty was imposed in exercise of powers conferred on RBI under the provisions of Section 47A(1)(c) read with Section 46(4)(i) of the Banking Regulation Act, 1949. There was no other regulatory/operational penalty levied by RBI under the provisions of the (i) Banking Regulations Act 1949, (ii) Payment and Settlement Act, 2007 and (iii) Government Securities Act, 2006 (for bouncing of SGL) as per the Master Direction on Financial Statements - Presentation and Disclosures dated November 28, 2025.

13 Disclosures On Remuneration:

13.1 Qualitative Disclosures

(A) Information relating to the composition and mandate of the Remuneration Committee.

Bank has constituted a Nomination and Remuneration Committee (NRC). The NRC comprises of five members where four are Independent Directors and one Non-Executive, Non-Independent Director. Mandate of the Nomination and Remuneration Committee is to oversee the framing, review and implementation of the Bank's Compensation Policy and Nomination & Remuneration Policy for Whole Time Director/Chief Executive Officer/ Material Risk Takers and Control Function staff for ensuring effective alignment between remuneration and risks. The Committee also ensures that level and composition of remuneration is reasonable and sufficient, relationship of remuneration to performance is clear and meets appropriate performance benchmarks. The Nomination and Remuneration Committee reviews Compensation policy and Nomination & Remuneration Policy of the Bank with a view to attract, retain and motivate employees.

(B) Information relating to the design and structure of remuneration processes and the key features and objectives of Compensation Policy and Nomination & Remuneration Policy

The Compensation Policy and Nomination & Remuneration Policy has been laid out keeping the following perspectives into considerations:

- (a) Our Compensation principles should support us in achieving our mission of providing a full range of financial services to the economically active poor of India who are not adequately served (unserved and underserved) by financial institutions. Therein, this policy should support us to attract and retain talent and skills required to further the organizations purpose and ideology.
- (b) The pay structure and amounts confirms and shall always conform to applicable Income Tax and other similar statutes.
- (c) All practices of the Bank shall comply with applicable labour laws.
- (d) The pay structure should be standardized for a level of employees.
- (e) Elements eligible for tax exemption may be introduced at appropriate levels to enable employees take applicable tax breaks. Amounts related to certain benefits may undergo change due to change in grade/ roles/ function/ state/ region in the organization.
- (f) The compensation structure shall be easy to understand for all levels of employees.
- (g) The compensation policy is designed to promote meritocracy in the organization i.e. other things being equal, performers in a given role are expected to earn more than his/her peer group.
- (h) The directors are paid sitting fees as approved by the Board for attending the Board and Board Committee Meetings.

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for the year ended March 31, 2026

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(C) Description of the ways in which current and future risks are taken into account in the remuneration processes. It should include the nature and type of the key measures used to take account of these risks.

- (a) Structurally, the Control functions such as Credit, Risk and Vigilance are independent of the business functions and each other, thereby ensuring independent oversight from various aspects on the business functions.
- (b) The Bank is in the process of comprehensively measuring and reviewing material risks to which Bank is exposed to under IGAAP. The Bank also complies with Basel II requirements.

(D) Description of the ways in which the bank seeks to link performance during a performance measurement period with levels of remuneration.

- (a) The compensation policy is designed to promote meritocracy in the organization i.e. other things being equal, performers in a given role are expected to earn more than his/her peer group.
- (b) The Bank shall, from time to time, benchmark its compensation against identified market participants to define its pay structure and pay levels.
- (c) The merit increments will be finalized and approved by the NHRC year on year, basis organization's budgets and accomplishments as well as market reality.
- (d) The Bank believes in paying its employees in an equitable and fair manner basis the incumbent's Role, Personal Profile (Education/Experience etc.) as well as Performance on the Job.
- (e) Employees rated "Below Expectations" shall not be provided any increments, unless statutorily required.

(E) A discussion of the bank's policy on deferral and vesting of variable remuneration and a discussion of the bank's policy and criteria for adjusting deferred remuneration before vesting and after vesting.

The performance bonus pay-out shall be Annual. Discretion is typically applied related to staggered pay-out in case large pay-outs, particularly for functions like Credit and Risk. Bonus is to be prorated for employees who have worked for part of the year at the Bank.

The Bank believes in the philosophy of collective ownership by its employees. Thus, Employee Stock Options of the eUFSL are distributed amongst employees basis their criticality and performance.

Typically, all Stock option schemes at the Bank vest in a staggered manner. Besides the statutory requirement of grant and 1 year vesting, the total set of options vest in various tranches for up to a period of 3 years.

Malus/ Clawback: In the event of negative contributions of the individual towards the achievements of the Banks objectives in any year, the deferred compensation should be subjected to Malus/Clawback arrangements. Similar provisions shall apply in case the individual is found guilty of any major non-compliance or misconduct issues.

(F) Description of the different forms of variable remuneration (i.e. cash, shares, ESOPs and other forms) that the Bank utilizes and the rationale for using these different forms.

Variable Compensation at the Bank has the following distinct forms:

- 1. Statutory Bonus
- 2. Performance Pay:
 - a. Performance Bonus
 - b. Monthly Variable Pay
- 3. Rewards & Recognition

The policy has been laid out keeping the following perspectives into considerations:

The Variable pay structure and amounts shall always conform to applicable Income Tax statutes, Labour Laws, Regulatory Requirements, any other applicable statutes and prevalent market practice.

It is designed to promote meritocracy in the organization i.e. other things being equal, performers in a given role are expected to earn more than his/her peer group.

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Statutory Bonus: Statutory Bonus in India is paid as per Payment of Bonus Act, 1965.

Performance Bonus: All employees who are not a part of any Monthly Variable Pay but part of the year end performance review will be covered under the Performance Bonus Plan of the Bank. However, the actual pay-out of performance bonus shall be paid only to employees who have met our performance criteria.

Sales Awards: Employees in the Sales function, directly responsible for revenue generation shall be covered under the Sales Award Scheme if meeting the criteria of the respective scheme. Typically some of the entry level roles and up to two levels of supervision thereof shall be covered by sales awards.

Rewards & Recognition: The Bank shall design schemes and practices from time to time to celebrate employees / departmental / organizational success. These celebrations may include offering tokens of appreciation to employees as defined in specific schemes. Fairness of application and transparency of communication shall be the hallmark of all such schemes. These will be subject to income tax laws, as applicable. Examples of such schemes may include: Long Service Awards (currently at one, three, five, ten and Fifteen yrs. of completion of service with the Bank), Portfolio Improvement Reward Scheme; Functional R&R Schemes; Organizational Rewards Schemes such as: Service Champion; Process Excellence; Customer Connect Awards; Above and Beyond; Recognition program for Liabilities Branches for Retail Deposits; Recognition program for Asset growth in Branches. The EDGE (Executive Development for Growth and Excellence) programme is aimed at identifying high performers and assessing their potential for future leadership roles at the Bank. A mix of behavioral assessments, blended training & development journey and IDPs are deployed to make the identified individuals (EDGE selects) ready for future leadership roles.

13.2 Quantitative Disclosures

The quantitative disclosures cover the Bank's Whole Time Director (WTD) and Material Risk Takers (MRT). The Bank's MRT includes Managing Director and Chief Executive Officer (MD & CEO), Executive Director, Business Head-Micro Banking, Chief Operating Officer#, Chief Credit Officer & Chief Financial Officer.

(₹ in Crore)

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Number of meetings held by Nomination & Remuneration Committee (NRC) and remuneration paid to its members.	Total 6 meetings of Nomination & Remuneration Committee (NRC) were held during April 01, 2025 to March 31, 2026. NRC members were paid total sitting fees of ₹ 0.24 for six meetings.	6 meetings of Nomination & Remuneration Committee (NRC) were held during April 01, 2024 to March 31, 2025. NRC members were paid total sitting fees of ₹ 0.28 for six meetings.
Number of employees having received a variable remuneration award.	Chief Executive Officer & Managing Director, Executive Director, Business Head-Micro Banking, Chief Financial Officer, Chief Operating Officer#, Chief Credit Officer. No. of Employees-6 Nos.	Chief Executive Officer & Managing Director, Executive Director, Business Head-Micro Banking, Chief Financial Officer, Chief Credit Officer, Chief Operating Officer. No. of Employees-6 Nos.
Number and total amount of 'sign on' awards.	NIL	2.5 worth of ESOP issued as Sign on award. 28,72,400 Lacs shares allocated for this.
Details of guaranteed bonus if any paid as sign on bonus.	NIL	NIL
Details of severance pay in addition to the accrued benefits.	NIL	₹ 0.01 amount paid as severance pay
Total amount of outstanding deferred remuneration split into cash, shares and share linked instruments and other forms.	Cash : 0.78 Non Cash: Nil Chief Executive Officer & Managing Director, Executive Director, Business Head-Micro Banking, Chief Operating Officer#, Chief Credit Officer, Chief Financial Officer	Cash : ₹ 0.99 Non Cash: Nil Chief Executive Officer & Managing Director, Executive Director, Business Head-Micro Banking, Chief Operating Officer, Chief Credit Officer, Chief Financial Officer

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for the year ended March 31, 2026

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(₹ in Crore)

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Total amount of deferred remuneration paid.	Cash : ₹ 1.09 Non Cash: ₹ 3.54 ESOP grants : 23,25,059 Shares	Cash : ₹ 0.99 Non Cash: ₹ 1.79 ESOP grants : 10,99,211 Shares
Breakdown of amount of remuneration awards for the financial Period to show fixed and variable, deferred and non-deferred	Fixed gross : ₹ 8.73 Variable deferred Cash : ₹ 1.09 *Variable non cash(ESOP) : ₹ 3.54 (ESOP No. of Shares 23,25,059 granted) Chief Executive Officer&Managing Director, Executive Director, Business Head-Micro Banking,Chief Operating Officer#, Chief Financial Officer, Chief Credit Officer	Fixed gross : ₹ 8.27 * Variable deferred Cash : ₹ 0.99 **Variable non cash(ESOP) : ₹ 1.79 (ESOP No. of Shares 10,99,211 granted) CSAR executed for ₹ 2.01 (23,09,415 option considered for the same) Chief Executive Officer&Managing Director, Executive Director, Business Head-Micro Banking, Chief Operating Officer, Chief Credit Officer, Chief Financial Officer
Total amount of outstanding deferred remuneration and retained remuneration exposed to ex-post explicit and implicit adjustments.	Provisioned- Cash : ₹ 3.81 Non Cash: ₹ 6.15 ESOP grants : 38,42,702 Shares(Approx.)	Provisioned- Cash : ₹ 3.11 Non Cash: ₹ 3.82 ESOP grants : 43,90,591 Shares(Approx.)
Total amount of reductions during the FY due to ex – post explicit adjustments	Nil	Nil
Total amount of reductions during the FY due to ex – post implicit adjustments	Nil	Nil
Number of Material Risk Takers (MRT) identified	6#	6
Number of cases where malus has been exercised	Nil	Nil
Number of cases where clawback has been exercised	Nil	Nil
Number of cases where both malus and clawback have been exercised	Nil	Nil
General Quantitative Disclosure		
The mean pay for the bank as a whole (excluding sub-staff) and the deviation of the pay of each of its WTDs from the mean pay.	Rs 0.06 (excluding MD & CEO / ED) MD & CEO - 35.74 X ED - 27.07 X	Rs 0.06 (excluding MD & CEO/ ED) MD & CEO: 36.27 X ED: 27.20 X

Note:

* ESOPs of Active MRT's and sign-on grant included. ESOPs are granted not exercised.

** Annual Performance Bonus included as Variable deferred.

Chief Operating Officer was part of MRT upto August 2025.

- Current year disclosure is for WTD and MRTs. Previous year disclosure is for WTD and Key Risk Takers (KRTs).
- For cash component - payment to be made as per guidance and approval of regulatory authority.

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14 Other Disclosures

a) Business Ratios:

Particulars	As on March 31, 2026	As on March 31, 2025
Interest income as a percentage to working funds ¹	13.67%	14.65%
Non-interest income as a percentage to working funds ¹	2.18%	1.95%
Cost of Deposits	7.20%	7.54%
Net interest Margin	8.08%	8.67%
Operating profit as a percentage to working funds ^{1,4}	3.37%	3.89%
Return on assets ²	1.37%	1.67%
Business (deposits plus gross advances) per employee ³	2.68	2.43
Profit/(Loss) per employee	0.03	0.03

Notes:

- 1) Working funds represent average of total assets as reported to RBI in Form X under Section 27 of the Banking Regulation Act, 1949 during the year.
- 2) Returns on assets are computed with reference to average working funds.
- 3) Business is defined as total of average of gross advances and deposits (net of inter-bank deposits and Deposits from Bank -Certificate of Deposits).
- 4) Operating profit is net profit for the year before provisions and contingencies and profit / (loss) on sale of building and other assets (net).

b) Bancassurance Business

Commission, Exchange and Brokerage in Schedule 14 include the following fees earned on Bancassurance business:

Nature of Income	(₹ in Crore)	
	As on March 31, 2026	As on March 31, 2025
Towards selling of life insurance policies	159.53	108.86
Towards selling of non life insurance policies	15.11	6.54
Towards selling of mutual fund and other products*	0.73	0.47

*Includes income earned from Atal Pension Yojana (APY) of ₹ 0.47 (Previous Year: ₹ 0.29).

c) Marketing and distribution

There are no fees/remuneration received in respect of the marketing and distribution function(excluding bancassurance business) undertaken by the bank for current year and previous year.

d) Priority Sector Lending Certificates (PSLC)

Particulars	For the year ended March 31, 2026		For the year ended March 31, 2025	
	(₹ in Crore)			
	PSLC Sold	PSLC Purchased	PSLC Sold	PSLC Purchased
PSLC Agriculture	-	-	-	-
PSLC Small Farmers / Marginal Farmers	2,002.00	-	2,800.00	-
PSLC Micro Enterprises	-	-	500.00	-
PSLC General	-	-	-	-
Total	2,002.00	-	3,300.00	-

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

e) Provisions and Contingencies

Particulars	(₹ in Crore)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Provision for NPI	-	-
Provision for NPA (including bad debts written off)	760.22	725.16
Provision for Standard Assets	38.67	22.54
Provision for Income tax (Net of deferred tax liability/(asset) of Rs(7.42) (PY-₹ 6.21) refer note 18 (26.1)	218.40	215.47
Other Provisions and Contingencies	0.21	(0.04)
Total	1,017.50	963.13

f) Implementation of IFRS converged Indian Accounting Standards (IND AS)

Reserve Bank of India (RBI) through press release RBI/2018-2019/146 DBR.BP.BC.No.29/21.07.001/2018-19, dated March 22, 2019, updated all Scheduled Commercial Banks that legislative amendments recommended by the RBI are under consideration of the Government of India. Accordingly, RBI had decided to defer the implementation of Ind AS till further notice. Bank is gearing itself to bring the necessary systems in place to facilitate the Proforma submission to RBI. With respect to various instructions from Ministry of Corporate Affairs and Reserve Bank of India (RBI), the actions taken by the Bank are as follows:

1. Bank is in the process of Implementing changes required in existing IT architecture and other processes to enable smooth transition to Ind AS.
2. As directed by RBI, the Bank is submitting half yearly Proforma Ind AS financial statements to RBI within the stipulated timelines.
3. Training to the employees is imparted in phased manner.
4. The Bank will continue its preparedness towards adoption of Ind AS as per the regulatory requirement, and liaise with RBI and Industry Bodies on various aspects pertaining to Ind AS implementation.

g) Payment of DICGC Insurance premium

Particulars	(₹ in Crore)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Payment of DICGC Insurance premium	36.24	32.00
Arrears in Payment of Insurance premium	-	-

h) Disclosure of Letters of Comfort issued by the Bank:

The Bank has not issued any Letters of comfort during the current and previous year.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

15 Disclosure on remuneration to Non-Executive Directors:

The Non-Executive Directors are paid Sitting Fees for attending meetings of the Board and its Committees. As per the board resolution dated June 8, 2022, the sitting fee per director per meeting is as given as below. During the year the Bank has paid sitting fee (exclusive of GST) of ₹ 2.19 (Previous year - ₹ 2.52).

Meeting	Sitting Fees per director per meeting
Board	₹ 1,00,000
1. Audit Committee	₹ 1,00,000
2. Risk Management Committee	
3. Nomination and Remuneration Committee	
4. IT Strategy Committee	
5. Business Strategy Committee	
1. CSR Committee	₹ 75000
2. Stakeholders Relationship Committee	
3. Customer Service Committee	
4. Special Committee of Board for Monitoring and Follow-up of cases of Frauds	
5. Review Committee of Wilful defaulters	
6. Other Committees	

Name of Directors	For the year ended March 31, 2026	(₹ in Crore)
		For the year ended March 31, 2025
Mr. Banavar Anantharamaiah Prabhakar	0.42	0.43
Ms. Rajni Mishra	0.42	0.36
Mr. Rajesh Kumar Jogi	0.35	0.40
Mr. Ravichandran Venkataraman	0.36	0.39
Mr. Samit Kumar Ghosh***	-	0.25
Ms. Sudha Suresh	0.31	0.26
Ms. Anita Ramchandran**	0.03	0.21
Ms. Mona Kachhwaha****	0.26	0.22
Ms. Aniruddha Paul*	0.04	0
Total	2.19	2.52

*Mr. Aniruddha Paul was appointed as an Independent Director on the Bank's Board w.e.f. January 22, 2026

**Ms. Anita Ramchandran ceased to be the Director on the Bank's Board w.e.f. June 30, 2025

*** Mr. Samit Kumar Ghosh ceased to be the Director on the Bank's Board w.e.f. November 30, 2024.

****Ms. Mona Kachhwaha was appointed as an Independent Director on the Bank's Board w.e.f. May 18, 2024.

- 16** Under the Micro, Small and Medium Enterprises Development Act, 2006 which came into force from October 2, 2006, certain disclosures are required to be made relating to Micro, Small and Medium enterprises. There have been no reported cases of delays in payments to micro and small enterprises or of interest payments due to delays in such payments.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

17 Corporate Social Responsibility

Particulars	(₹ in Crore)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Gross amount required to be spent including deficit of previous (a) year		
Amount spent during the year	30.92	18.54
Construction / acquisition of any asset		
Other projects		-
Total amount spent # (b)	23.91	15.02
Unspent as at the year end (c = (a - b))	23.91	15.02
Previous year short fall	7.01	3.52
Reason for short fall / unspent balance	0.36	-
Nature of CSR activities	Project under implementation	Project under implementation
	As given below	As given below

Out of the unspent amount of ₹ 3.52 as at March 31, 2025, ₹ 3.16 was spent during the year ended March 31, 2026 and ₹ 0.36 is remaining unspent.

As per Bank's CSR Policy upto 2% of the average net profit of the last preceding 3 years is allocated for CSR activities. During the year the Bank has set aside 2% as CSR funds. (March 31, 2025 : 2%)

Nature of CSR activities :-

Children education, waste management, liveable city projects, community school infrastructure, Skill training for rural/ urban youth and women, flood rehabilitation, sustainable development initiatives, Health care support, livelihood support to disabled, safe water access.

Pursuant to Section 135(5) & 135(6) of Companies Act, 2013 read with Companies (Corporate Social Responsibility Policy) Rules, 2014(Amended), The Bank has transferred ₹ 6.65 (apart from ₹ 0.36 carried forwarded from previous year) to the "Unspent CSR Account" for the year ended March 31, 2026 (March 31, 2025 : Rs 3.52) towards the Ongoing projects approved by the CSR Committee.

Refer note 18(23) for the related parties involved in activities relating to Corporate Social Responsibility.

18 Portfolio-level information on the use of funds raised from green deposits

In reference to the Reserve Bank of India (Small Finance Banks - Financial Statements-Presentation and Disclosures) Directions, 2025 dated November 28, 2025 with respect to the disclosure related to acceptance of green deposits, the Bank has not raised any funds from green deposits in the current year.

19 Payments to Auditors (Schedule -16 Auditors fees and expenses)

Particulars	(₹ in Crore)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Audit Fees	1.74	1.66
Tax Audit Fees	0.05	-
Certification and other attest services	0.01	-
Out-of Pocket Expenses	0.21	0.21
Total	2.01	1.87

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

20 Deferred Tax

In accordance with Accounting Standard -22 "Accounting for Taxes on Income", the company has recognized deferred tax (asset)/Liability as detailed below:

As at March 31, 2026

(₹ in Crore)

Particulars	Deferred Tax (Assets) / Liabilities as at April 01, 2025	Previous years (credit) / charge	Current year (credit) / charge	Deferred Tax (Assets) / Liabilities As at March 31, 2026
Difference between book and tax depreciation	8.06		0.61	8.67
Special reserve u/s 36(1)(viii)*	16.99		(3.02)	13.97
AFS Reserve	0.04		(0.04)	0.00
Provision for Employee benefits recognised in the financial statements, but to be allowed on payment	(43.62)		2.91	(40.71)
Provision for non performing advances/ standard advances recognised in financial statements, but to be allowed on write off	(188.26)		(9.73)	(197.99)
Others	(14.44)		1.80	(12.64)
Net Deferred Tax (Asset) / Liability	(221.23)		(7.47)	(228.70)

*In the current year, the Bank reversed the Deferred tax liability of Rs.21.5 created during financial year 2024-25 for the purpose of claiming tax benefit under section 36(1)(viii), as the Bank decided to forego the eligible tax benefit while filing the tax return for FY 2024-25. The underlying reserve will be reversed, post receipt of requisite regulatory approvals.

As at March 31, 2025

(₹ in Crore)

Particulars	Deferred Tax (Assets) / Liabilities as at April 01, 2024	Previous years (credit) / charge	Current year (credit) / charge	Deferred Tax (Assets) / Liabilities As at March 31, 2025
Difference between book and tax depreciation	6.37	(0.99)	2.68	8.06
Special reserve u/s 36(1)(viii)	11.70	-	5.29	16.99
AFS Reserve	-	-	0.04	0.04
Provision for Employee benefits recognised in the financial statements, but to be allowed on payment	(32.69)	(4.31)	(6.62)	(43.62)
Provision for non performing advances/ standard advances recognised in financial statements, but to be allowed on write off	(199.53)	(1.20)	12.47	(188.26)
Others	(13.33)	0.02	(1.13)	(14.44)
Net Deferred Tax (Asset) / Liability	(227.48)	(6.48)	12.73	(221.23)

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

21 Employee Benefits (AS-15) revised

21.1 Gratuity:

Gratuity is a defined benefits plan. The Bank has obtained qualifying insurance policies from an Insurance Company. The following table summarises the components of net expenses recognised in the Profit and Loss Account and funded status and amounts recognised in the Balance Sheet on the basis of actuarial Valuation. Actuarial losses/ gains are recognised in the Profit and Loss Account in the year in which they arise.

Details of defined benefit plan of gratuity are given below:

	(₹ in Crore)	
	As on March 31, 2026	As on March 31, 2025
Changes in the present value of the obligation		
Opening balance of Present Value of Obligation	96.89	80.05
Interest Cost	6.27	5.47
Current Service Cost	17.90	15.31
Past service cost*	19.29	-
Benefits Paid	(6.97)	(7.42)
Actuarial loss / (gain) on Obligation	(4.98)	3.48
Acquisitions/Divestures/Transfers	-	-
Closing balance of Present Value of Obligation	128.40	96.89
Reconciliation of opening and closing balance of the fair value of the Plan Assets		
Opening balance of Fair value of Plan Assets	79.94	63.66
Adjustment to Opening Balance		-
Transfer In/Acquisitions		-
Expected Return on Plan assets	5.70	4.88
Contributions	16.95	16.40
Other charges (Service tax, FMC, Mortality charges, etc)		-
Benefits Paid	(6.97)	(7.42)
Actuarial Gain/(loss) Return on Plan Assets	0.57	2.43
Closing balance of Fair Value of Plan Assets	96.19	79.94
Actual Return on Plan Assets	6.27	7.31

	(₹ in Crore)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit and Loss – Expenses		
Current Service Cost	17.90	15.31
Past service cost*	19.29	-
Interest Cost	6.27	5.47
Expected Return on Plan assets	(5.70)	(4.88)
Net Actuarial loss/(gain) recognized in the year	(5.55)	1.05
Add: Expenses of erstwhile Ujjivan Financial Services Limited, merged pursuant to the scheme of amalgamation detailed in Note 18(30)	-	-
Expenses recognized in the Profit and Loss Account	32.21	16.95

	As on March 31, 2026	As on March 31, 2025
Funded status (100% Insurance managed funds)		
Actuarial Assumptions		
Discount Rate	6.90%	6.71%
Expected Rate of Return on Plan Assets	6.71%	7.16%
Expected Rate of Salary Increase	7.00%	9.00%
Employee Attrition Rate	23.73%	25.15%

NOTES TO FINANCIAL STATEMENTS

For the year ended March 31, 2026

SCHEDULE -18

Experience Adjustments

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025	As on March 31, 2024	As on March 31, 2023	As on March 31, 2022
Plan Assets	96.19	79.94	63.66	56.54	48.77
Defined benefit obligation	128.40	96.89	80.05	67.91	60.18
Surplus/ (Deficit)	(32.21)	(16.95)	(16.40)	(11.38)	(11.41)
Actuarial (Gain)/ Losses due to Experience on Defined Benefit Obligation	11.95	(1.18)	1.39	0.09	(0.06)

The expected rate of return on assets is determined based on the assessment made at the beginning of the year on the return expected on its existing portfolio, along with the estimated increment to the plan assets and expected yield on the respective assets in the portfolio during the year.

Category of Plan Assets	As on March 31, 2026	As on March 31, 2025
Assets Under Insurance Schemes	100%	100%

- The estimates of future salary increases, considered in actuarial valuation, takes into account, inflation, seniority, promotions and other relevant factors, such as demand and supply in the employment market.
- During the current and previous year the Bank does not have unamortised gratuity and pension liability.
- Discount rate is based on the prevailing market yields of Indian Government Bonds as on the Balance Sheet date for the estimated term of the obligation.

* Past service cost - Impact of Labour code

The Government of India has consolidated multiple existing labour legislations into a unified framework comprising four Labour Codes collectively referred to as the 'New Labour Codes' on November 21, 2025. Accordingly, the Bank has assessed the impact of these changes and based on certain estimates and assumptions, has recognised an incremental provision of ₹ 19.29 for the year ended March 31, 2026 under 'Employees cost'. The Bank continues to monitor further clarifications and developments relating to Labour Codes and will evaluate the impact of any subsequent changes, if required.

21.2 Compensated Absences

The actuarial assumptions of compensated absences of accumulated privileged leaves of the employees is given below:

Particulars	As on March 31, 2026	As on March 31, 2025
Assumptions		
Discount Rate	6.90%	6.71%
Salary Escalation Rate	7.00%	9.00%
Attrition rate	23.73%	25.15%

21.3 Defined Contribution Plans

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
(i) Provident fund Contributed to the Authorities	77.46	69.46
(ii) Pension fund Contributed to the Authorities	28.00	29.13
(iii) National pension scheme Contributed to Authorities	3.93	3.24

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

22 Segment Reporting

In accordance with the guidelines issued by RBI & AS-17, the Bank has adopted Segment Reporting as under:

A) Treasury:

The Treasury Segment primarily consists of net interest earnings from the Bank's Investment portfolio, money market borrowing and lending, gains or losses on Investment operations/ Foreign exchange trading and a portion of income/loss from sale/purchase of Priority Sector Lending Certificates ("PSLC").

B) Retail Banking:

The Retail Banking Segment serves retail customers through a branch network and other delivery channels. Retail Banking includes lending to and deposits from retail customers and identified earnings and expenses of the segment. This segment raises deposits from customers and provides loans and other services to customers. Revenues of the retail banking segment are derived from interest earned on retail loans, processing fees earned and other related incomes. Expenses of this segment primarily comprise interest expense on deposits & Borrowings, infrastructure and premises expenses for operating the branch network and other delivery channels, personnel costs, other direct overheads and allocated expenses.

As per the RBI Circular DOR.AUT.REC.12/22.01.001/2022-23 dated April 07, 2022, for the purpose of disclosure under Accounting Standard 17, Segment reporting, 'Digital Banking' has been identified as a sub-segment under Retail Banking by Reserve Bank of India (RBI). However, as the proposed Digital Banking Unit (DBU) of the Bank has not yet commenced operations and having regard to the discussions of the DBU Working Group formed by Indian Banks' Association (IBA) (which included representatives of banks and RBI), held on July 14, 2022, reporting of Digital Banking as a separate sub-segment of Retail Banking Segment will be implemented by the Bank based on the decision of the DBU Working Group.

C) Corporate/ Whole Sale Banking:

The Wholesale Banking Segment provides loans to Corporates and Financial Institutions. Revenues of the wholesale banking segment consist of interest earned on loans made to customers. The principal expenses of the segment consist of interest expense on funds borrowed from external sources and other internal segments, premises expenses, personnel costs, other direct overheads and allocated expenses of delivery channels, specialist product groups, processing units and support groups.

As on March 31, 2026

Part A: Business segments

(₹ in Crore)

Business Segments	Treasury	Retail Banking	Corporate/ Wholesale Banking	Total
Particulars				
1 Revenue	936.08	6,876.96	225.93	8,038.97
2 Unallocated Revenue	-	-	-	-
3 (less) Inter Segment Revenue	-	-	-	-
4 Total Income (1+2-3)	936.08	6,876.96	225.93	8,038.97
5 Segment Result	128.39	712.59	125.41	966.39
6 Unallocated Expenses	-	-	-	55.36
7 Operating Profit	-	-	-	911.03
8 Tax Expenses (including deferred tax)	-	-	-	218.40
9 Extraordinary Profit/ Loss	-	-	-	-
10 Net Profit (5-6-8-9)	-	-	-	692.63
Other Information:	-	-	-	-
11 Segment Assets	16,127.61	38,165.86	2,988.88	57,282.35
12 Unallocated Assets	-	-	-	258.86
13 Total Assets	-	-	-	57,541.21
14 Segment Liabilities	14,217.31	33,645.17	2,634.85	50,497.33
15 Unallocated Liabilities	-	-	-	228.20

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

(₹ in Crore)

Business Segments	Treasury	Retail Banking	Corporate/ Wholesale Banking	Total
16 Capital Employed	1,910.30	4,520.69	354.03	6,785.02
17 Unallocated Capital Employed	-	-	-	30.66
18 Total Liability				57,541.21

Tax paid in advance / tax deducted at source (net of provisions), Deferred Tax Assets and others which cannot be allocated to any segments, have been classified as unallocated assets.

Part B: Geographic Segment

The Bank operations are predominantly confirmed within one geographical segment (India) and accordingly, this is considered as the only secondary segment.

As on March 31, 2025

(₹ in Crore)

Business Segments	Treasury	Retail Banking	Corporate/ Wholesale Banking	Total
Particulars				
1 Revenue	863.93	6,140.56	196.10	7,200.59
2 Unallocated Revenue	-	-	-	-
3 (less) Inter Segment Revenue	-	-	-	-
4 Total Income (1+2-3)	863.93	6,140.56	196.10	7,200.59
5 Segment Result	73.95	844.37	79.13	997.45
6 Unallocated Expenses	-	-	-	55.88
7 Operating Profit	-	-	-	941.57
8 Tax Expenses (including deferred tax)	-	-	-	215.47
9 Extraordinary Profit/ Loss	-	-	-	-
10 Net Profit (5-6-8-9)	-	-	-	726.10
Other Information:	-	-	-	-
11 Segment Assets	14,825.46	29,799.42	2,767.97	47,392.85
12 Unallocated Assets	-	-	-	296.30
13 Total Assets	-	-	-	47,689.15
14 Segment Liabilities	12,934.27	25,998.09	2,414.88	41,347.24
15 Unallocated Liabilities	-	-	-	258.50
16 Capital Employed	1,891.19	3,801.33	353.09	6,045.61
17 Unallocated Capital Employed	-	-	-	37.80
18 Total Liability	-	-	-	47,689.15

Tax paid in advance / tax deducted at source (net of provisions), Deferred Tax Assets and others which cannot be allocated to any segments, have been classified as unallocated assets.

Part B: Geographic Segment

The Bank operations are predominantly confirmed within one geographical segment (India) and accordingly, this is considered as the only secondary segment.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

23 Related Party Disclosures (AS-18)

As per AS 18 Related Party Disclosures notified under Section 133 of the Companies Act 2013, the Banks' related parties during the year ended March 31, 2026 are disclosed below:

Key Management Personnel (KMP):

Mr. Sanjeev Nautiyal (Managing Director and CEO)
 Ms. Carol Furtado (Whole Time Director)
 Mr. Sadananda Balakrishna Kamath (Chief Financial Officer)
 Mr. Sanjeev Barnwal (Company Secretary)

Relatives of Key Management Personnel (KMP):

Ms. Alka Nautiyal
 Ms. Padma Balakrishna Kamath
 Ms. Priyanka Barnwal

Directors (other than Executive Directors listed under KMP):

Mr. Banavar Anantharamaiah Prabhakar (Part time Chairman & Independent Director)
 Ms. Rajni Anil Mishra (Independent Director)
 Mr. Rajesh Kumar Jogi (Independent Director)
 Mr. Ravichandran Venkataraman (Independent Director)
 Ms. Sudha Suresh (Independent Director)
 Ms. Mona Kachhwaha (Independent Director)
 Mr. Aniruddha Paul (Independent Director) appointed w.e.f. January 22, 2026
 Ms. Anita Ramachandran (Independent Director); her term concluded on June 30, 2025

Enterprise in which Director/KMP are Directors :

Parinaam Foundation

Enterprise in which KMP are trustees :

Ujjivan Welfare and Relief Trust
 USFB Employee's Gratuity Trust

In accordance with paragraph 5 of AS - 18, the Bank has not disclosed certain transactions with relatives of Key Management Personnel that are in the nature of banker-customer relationship. In like manner, breakup of deposits accepted during the year, deposits outstanding at the end of the year and interest on deposits has not been furnished party wise in respect of Directors and KMP and enterprises in which relatives of KMP are members since they are in the nature of bank and customer transactions.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

Transactions with Related Parties for the year ended March 31, 2026

(₹ in Crore)

Items/Related Party	KMP	Relatives of KMP	Directors	Enterprise in which Director/ KMP are Directors	Enterprise in which KMP are trustees	Total
Deposit*	(3.84)	(1.06)	(2.86)	(9.75)	(1.89)	(19.40)
	3.84	1.06	2.86	9.59	1.89	19.24
Deposit accepted during the year	2.02	0.15	1.98	9.35	1.00	14.50
Deposit repaid during the year	1.55	0.05	1.90	10.35	0.90	14.75
Inter Company Transfer - Amount Paid	-	-	-	-	0.43	0.43
Inter Company Transfer - Amount Received	-	-	-	-	-	-
Reimbursement of expenses - Amount Received	-	-	-	-	-	-
Reimbursement of expenses - Amount Paid	-	-	0.00	-	-	0.00
Bank Contribution to Related parties under CSR/Donation	-	-	-	9.45	0.43	9.88
Sitting Fees paid	-	-	2.19	-	-	2.19
Interest on Deposits	0.30	0.08	0.21	0.70	0.10	1.39
Payment of Remuneration **	7.29	-	-	-	-	7.29
Equity dividend	-	-	-	-	-	-
Receiving of services	-	-	-	0.69	-	0.69

*Figures in bracket indicate maximum balance outstanding during the year based on comparison of the total outstanding balances at each quarter-end.

**The above Remuneration excludes accrued gratuity and compensated absence provision, since the same is assessed for the Bank as a whole.

Transactions with Related Parties for the year ended March 31, 2025

(₹ in Crore)

Items/Related Party	KMP	Relatives of KMP	Directors	Enterprise in which Director/ KMP are Directors	Enterprise in which KMP are trustees	Total
Deposit*	(4.40)	(1.03)	(4.08)	(10.46)	(1.26)	(21.23)
	3.04	0.90	2.52	10.46	1.26	18.18
Deposit accepted during the year	1.57	0.79	2.16	9.60	0.45	14.57
Deposit repaid during the year	1.19	0.08	2.62	9.03	0.28	13.20
Inter Company Transfer - Amount Paid	-	-	-	-	0.21	0.21
Inter Company Transfer - Amount Received	-	-	-	-	-	-
Reimbursement of expenses - Amount Received	-	-	-	-	-	-
Reimbursement of expenses - Amount Paid	-	-	0.02	-	-	0.02
Bank Contribution to Related parties under CSR/Donation	-	-	-	6.00	0.21	6.21
Sitting Fees paid	-	-	2.52	-	-	2.52

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

(₹ in Crore)

Items/Related Party	KMP	Relatives of KMP	Directors	Enterprise in which Director/ KMP are Directors	Enterprise in which KMP are trustees	Total
Interest on Deposits	0.31	0.07	0.15	0.61	0.09	1.23
Payment of Remuneration **	6.83	-	-	-	-	6.83
Preference dividend	-	-	-	-	-	-
Equity dividend	0.24	-	0.63	-	-	0.87
Receiving of services	-	-	-	0.74	-	0.74

*Figures in bracket indicate maximum balance outstanding during the year based on comparison of the total outstanding balances at each quarter-end.

**The above Remuneration excludes accrued gratuity and compensated absence provision, since the same is assessed for the bank as a whole.

Balances with Related Parties for the year

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
Enterprise in which KMP are trustees		
Ujjivan Welfare and Relief Trust	(1.78)	(1.19)
	1.78	1.19
USFB Employee's gratuity Trust	(0.12)	(0.13)
	0.12	0.12
Outstanding Balance with enterprise in which relative of Key Management Personnel are Members		
Parinaam Foundation	(9.80)	(10.88)
	9.80	10.88
KMP	(3.88)	(4.63)
	3.88	3.23
Relatives of KMP	(1.07)	(1.07)
	1.07	0.95
Directors	(2.90)	(4.12)
	2.90	2.62

Figures in bracket indicates maximum balance outstanding during the year based on comparison of the total outstanding balances at each quarter end.

24 Operating leases (AS-19)

The Bank has taken premises and certain equipments on operating lease for a period of time ranging from 1 year to 9 years. There are no provisions relating to contingent rent.

The future minimum lease payments under non-cancellable operating leases are as follows:

(₹ in Crore)

Particulars	As on March 31, 2026	As on March 31, 2025
i) Not later than one year	118.06	12.68
ii) Later than one year but not later than five years	279.36	167.73
iii) Later than five years	161.72	276.33

(₹ in Crore)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
The total of minimum lease payments recognized in the Profit and Loss Account for the year	128.29	130.33

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

25 Earnings per Share

The Bank reports basic and diluted earnings per Equity share in accordance with Accounting Standard-20 Earnings Per Share.

Particulars	(₹ in Crore)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit available to equity share holders - (A)	692.63	726.10
Weighted average shares outstanding – Basic (Nos. in Crore) - (B)	193.75	193.38
Weighted average shares outstanding – Diluted (Nos. in Crore) - (c)	197.07	195.62
Nominal Value of Equity Shares (₹)	10	10
Earnings per share – Basic (₹) - (A/B)	3.57	3.75
Earnings per share – Diluted (₹) - (A/C)	3.51	3.71

26 Miscellaneous

26.1 Provisions for taxation during the year:

Particulars	(₹ in Crore)	
	As on March 31, 2026	As on March 31, 2025
Income Tax	226.52	217.25
Deferred tax Liability/ (Asset) - (refer note 18(20))*	(7.43)	12.69
Tax for earlier years		
Income Tax - Prior Period	(0.69)	(7.99)
Deferred Tax	-	(6.48)
Total	218.40	215.47

* Excluding DTL of Rs. (0.04) reversed in AFS reserve (Previous year - Rs. 0.04 created in AFS Reserve) for the year ended March 31, 2025 in terms of RBI Master Direction on Classification , Valuation and Operation of Investment Portfolio of Commercial Bank (Directions) 2023 dated 12/09/2023 on Measurement of AFS Securities.

26.2 Fixed Assets

Particulars	(₹ in Crore)	
	As on March 31, 2026	As on March 31, 2025
Fixed Assets excluding Computer Software		
Opening balance (cost)	665.22	577.12
Additions during the year	77.80	112.93
Deduction during the year	(26.45)	(24.83)
Depreciation to date	(431.88)	(360.92)
Balance at the end of the year	284.69	304.30

The Bank has tested for the impairment during the year and there is no requirement for impairment provision for any asset.

26.3 Computer Software

The movement in fixed assets capitalized as computer software is given below:

Particulars	(₹ in Crore)	
	As on March 31, 2026	As on March 31, 2025
Opening balance (cost)	373.26	300.35
Additions during the year	83.16	72.91
Deduction during the year	(1.07)	(0.00)
Depreciation to date	(282.77)	(233.83)
Balance at the end of the year	172.58	139.43

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

26.4 Description of Contingent Liabilities:

Particulars	(₹ in Crore)	
	As on March 31, 2026	As on March 31, 2025
i) Claims against the Bank not acknowledged as debt		
- Taxation	18.56	19.90
- Other Legal cases	3.21	2.20
ii) Guarantees given on behalf of Constituents	1.55	1.10
iii). Liability on account of outstanding forward exchange contracts	1,375.04	-
iv) Other items for which the Bank is contingently liable	-	-
- Capital commitments not provided/ others	86.53	48.57
- Amount transferred to Depositor Education and Awareness Fund (DEAF)	1.34	1.32
Total	1,486.23	73.09

Contingent liability	Brief description
Claims against the Bank not acknowledged as debts - Other legal cases	The Bank is a party to various legal proceedings in the normal course of business. The Bank does not expect the outcome of these proceedings to have a material adverse effect on the Bank's financial conditions, results of operations or cash flows.
Guarantees given on behalf of constituents, acceptances, endorsements and other obligations	As a part of its commercial banking activities, the Bank issues documentary credit and guarantees on behalf of its customers. Documentary credits such as letters of credit enhance the credit standing of the Bank's customers. Guarantees generally represent irrevocable assurances that the Bank will make payments in the event of the customer failing to fulfil its financial or performance obligations.
Liability on account of outstanding forward exchange contracts	On account of exchange or trading in foreign currency, the bank has unsettled foreign currency contracts, which are being treated as contingent items.
Other items for which the Bank is contingently liable	These include: a) Capital commitments; b) Amount transferred to the RBI under the Depositor Education and Awareness Fund (DEAF)

26.5 Investor education and protection fund

During the year ended March 31, 2026 the Bank has transferred ₹ 0.01 to Investor Education and Protection Fund (Previous year ₹ 0.02).

26.6 Other Income/Expenditure:

Other Income:

Other income includes processing fees, profit/(loss) on sale of investments, profit/(loss) on revaluation of investments, non-fund based income such as commission earned from guarantees, selling of third party products, recovery from loans written off, income from dealing in PSLC, foreign exchange income etc.

Details of item under miscellaneous income in excess of one percent of the total income

Particulars	(₹ in Crore)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Bad Debts Recovery	72.13	112.66

Miscellaneous Income is inclusive of income earned through penal charges in lieu of Fair Practices Code of ₹ 17.68 for the current year (Previous year : 11.27). RBI had issued guidelines titled 'Fair Lending Practice - Penal Charges in Loan Accounts' dated August 18, 2023 (later these instructions were subsumed under the RBI Master Directions – Small Finance Banks – Responsible Business Conduct dated November 28, 2025 amended from time to time) wherein Penalty, if charged, for non-compliance of material terms and conditions of loan contract by the borrower shall be treated as 'penal charges' and shall not be levied in the form of 'penal interest, with intent that there shall be no capitalisation of penal charges i.e., no further interest computed on such charges. Accordingly, Bank adheres to the aforesaid guidelines.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

Expenditure:

Details of item under Other expenditure in excess of one per cent of the total income

(₹ in Crore)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Manpower Cost*	152.72	88.00
IT related expenses**	183.61	157.04

*Manpower cost includes outsourcing cost and collection agency cost.

**IT related expenses includes Maintenance cost of computer equipment, AMC-Hardware, AMC-Software, Managed IT services and cost for technology and subscription.

26.7 Other Asset:

There are no reportable items under Other assets in excess of one per cent of the total assets during the year ended March 31, 2026 and March 31, 2025.

26.8 Other Liabilities and provision:

There are no reportable items under Other Liabilities and Provisions in excess of one per cent of the total assets during the year ended March 31, 2026 and March 31, 2025.

26.9 Provision for Long term contracts

The Bank has a process whereby periodically all long term contract are assessed for material foreseeable losses. At the year end, the Bank has reviewed and ensured that no provision is required under any law / accounting standards on such long term contracts as on March 31, 2026 and March 31, 2025.

26.10 Credit card and debit card reward points

The Bank does not have credit card products, hence reward points are not applicable. Reward points accrued as on March 31, 2026 on debit card is Nil.

26.11 Audit Trail

The Bank has used accounting software systems for maintaining its books of account for the financial year ended March 31, 2026 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. The Bank has established and maintained an adequate internal financial controls over financial reporting and based on its assessment, has concluded that the internal controls for the year ended March 31, 2026 were effective.

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

27 Share-based payments

27 (A) Employee Share Option Plan(ESOP)

27 (A) (1) Details of the employee share option plan of the Bank

The Bank has share option scheme for employees (which includes the employees of the Holding Company) , being ESOP 2019.

Employee Stock Options (ESOPs): The ESOP 2019 is the scheme under which the Bank has issued options to the employees. The Bank has approved its ESOP Plan, 2019 in the Shareholders meeting held on March 29, 2019. During the year ended March 31, 2026, the Bank has granted 1,80,29,186 options under the ESOP 2019 to eligible employees.

The details of ESOPs (including Cash settled Stock Appreciation Rights (CSAR)) granted to the employees is as under:

Particulars	Options Granted	Year 1	Year 2	Year 3	Year 4	Year 5
ESOP 2019 - Original	3,70,00,403	20%	20%	20%	20%	20%
ESOP 2019 - Additional	37,98,697	52%	48%	-	-	-
ESOP 2019 - Senior Hire	3,04,549	20%	20%	20%	20%	20%
ESOP 2019 (Senior Hire) Additional	1,99,949	20%	20%	20%	20%	20%
ESOP 2019 Additional Grant	3,01,57,303	15%	20%	25%	40%	
ESOP 2019 (Senior Hire) Additional Grant-2	1,66,842	20%	20%	20%	20%	20%
ESOP 2019 (Senior Hire) Additional Grant-3	1,15,025	20%	20%	20%	20%	20%
ESOP 2019 additional Grant 4	80,685	15%	20%	25%	40%	-
ESOP 2019 Senior Hire_6	2,80,511	25%	25%	25%	25%	-
ESOP 2019 _MD_2	2,21,970	33%	33%	33%		-
ESOP 2019 _Additional Grant Jan 2023	4,73,93,431	20%	20%	30%	30%	-
ESOP 2019 Senior Hire_&-2023	2,52,496	20%	20%	30%	30%	-
ESOP 2019 _Additional Grant Oct 2023	2,79,51,816	20%	20%	30%	30%	-
ESOP 2019 _Senior Grant Oct 2023	61,348	20%	20%	30%	30%	-
ESOP 2019 _MD Grant Oct 2023	10,24,751	33%	33%	33%		-
ESOP 2019 _Senior Grant May 2024	69,742	20%	20%	30%	30%	-
UFSL - Special Grant May 2024	28,48,007	33%	33%	33%		-
ESOP _2019 _Senior Hire _Aug 2024	66,375	20%	20%	30%	30%	-
ESOP _2019 _MRT _Aug 2024	10,99,211	20%	20%	30%	30%	-
CSAR for Ex-MD	23,09,415	20%	20%	30%	30%	-
ESOP 2019 _Senior Hire Mar 2025	30,40,164	20%	20%	30%	30%	-
ESOP 2019 _Senior Hire May 2025	40,105	20%	20%	30%	30%	-
ESOP 2019 _Senior Hire Jul 2025	13,92,905	20%	20%	30%	30%	-
ESOP 2019 _Aug'25	1,52,26,323	20%	20%	30%	30%	-
ESOP 2019 _MRT _Sep'25	9,32,154	20%	20%	30%	30%	-
ESOP Scheme 2019 _Senior Hire _Oct'25	1,54,140	20%	20%	30%	30%	-
ESOP Scheme 2019 _Senior Hire _Jan'26	2,83,559	20%	20%	30%	30%	-
Total	17,64,71,876					

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for the year ended March 31, 2026

SCHEDULE -18

The following share-based payment arrangements were in existence during the current year:

Options Series	Number	Grant Date	Date of Vesting	Expiry Date	Exercise Price	Fair value at Grant Date
ESOP 2019 - Original	3,70,00,403	August 08, 2019	August 08, 2020	August 08, 2025	35.00	17.25
		August 08, 2019	August 08, 2021	August 08, 2026	35.00	19.31
		August 08, 2019	August 08, 2022	August 08, 2027	35.00	21.13
		August 08, 2019	August 08, 2023	August 08, 2028	35.00	22.77
		August 08, 2019	August 08, 2024	August 08, 2029	35.00	24.24
ESOP 2019 - Additional	37,98,697	December 4, 2019	December 12, 2020	December 12, 2025	35.00	17.25
		December 4, 2019	December 12, 2021	December 12, 2026	35.00	19.31
ESOP 2019 - Senior Hire	3,04,549	November 02, 2020	November 02, 2021	November 01, 2026	30.75	11.78
		November 02, 2020	November 02, 2022	November 01, 2027	30.75	13.08
		November 02, 2020	November 02, 2023	November 01, 2028	30.75	14.81
		November 02, 2020	November 02, 2024	November 01, 2029	30.75	16.03
		November 02, 2020	November 02, 2025	November 01, 2030	30.75	16.83
ESOP 2019 (Senior Hire) Additional	1,99,949	August 23, 2021	August 23, 2022	August 23, 2027	19.7	7.81
		August 23, 2021	August 23, 2023	August 23, 2028	19.7	8.52
		August 23, 2021	August 23, 2024	August 23, 2029	19.7	9.71
		August 23, 2021	August 23, 2025	August 23, 2030	19.7	10.26
		August 23, 2021	August 23, 2026	August 23, 2031	19.7	10.91
ESOP 2019 Additional Grant	3,01,57,303	January 08, 2022	January 08, 2023	January 08, 2028	19.95	5.26
		January 08, 2022	January 08, 2024	January 08, 2029	19.95	7.20
		January 08, 2022	January 08, 2025	January 08, 2030	19.95	8.90
		January 08, 2022	January 08, 2026	January 08, 2031	19.95	9.77
ESOP 2019 (Senior Hire) Additional Grant-2	1,66,842	January 05, 2022	January 04, 2023	March 23, 2028	19.05	7.65
		January 05, 2022	January 04, 2024	March 23, 2029	19.05	8.29
		January 05, 2022	January 04, 2025	March 23, 2030	19.05	8.92
		January 05, 2022	January 04, 2026	March 23, 2031	19.05	9.93
		January 05, 2022	January 04, 2027	March 23, 2032	19.05	10.50
ESOP 2019 (Senior Hire) Additional Grant-3	1,15,025	March 23, 2022	March 23, 2024	March 23, 2029	16.6	7.65
		March 23, 2022	March 23, 2025	March 23, 2030	16.6	8.29
		March 23, 2022	March 23, 2026	March 23, 2031	16.6	8.92
		March 23, 2022	March 23, 2027	March 23, 2032	16.6	9.93
		March 23, 2022	March 23, 2028	March 23, 2033	16.6	10.5
ESOP 2019 additional Grant 4	80,685	June 08, 2022	June 08, 2023	June 08, 2028	16.7	7.65
		June 08, 2022	June 08, 2024	June 08, 2029	16.7	8.29
		June 08, 2022	June 08, 2025	June 08, 2030	16.7	8.92
		June 08, 2022	June 08, 2026	June 08, 2031	16.7	9.93
ESOP 2019 Senior Hire_6	2,80,511	November 18, 2022	November 18, 2023	November 18, 2028	26.39	5.78
		November 18, 2022	November 18, 2024	November 18, 2029	26.39	6.49
		November 18, 2022	November 18, 2025	November 18, 2030	26.39	7.29
		November 18, 2022	November 18, 2026	November 18, 2031	26.39	7.62
ESOP 2019 _MD_2	2,21,970	November 18, 2022	November 18, 2023	November 18, 2028	26.39	5.78
		November 18, 2022	November 18, 2024	November 18, 2029	26.39	6.49
		November 18, 2022	November 18, 2025	November 18, 2030	26.39	7.29
ESOP 2019_ Additional Grant Jan 2023	4,73,93,431	January 27, 2023	January 27, 2024	January 27, 2029	27.5	4.91
		January 27, 2023	January 27, 2025	January 27, 2030	27.5	6.06

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for the year ended March 31, 2026

SCHEDULE -18

Options Series	Number	Grant Date	Date of Vesting	Expiry Date	Exercise Price	Fair value at Grant Date
		January 27, 2023	January 27, 2026	January 27, 2031	27.5	6.72
		January 27, 2023	January 27, 2027	January 27, 2032	27.5	7.37
ESOP 2019 Senior Hire_&-2023	2,52,496	February 17, 2023	February 17, 2024	February 17, 2029	27.5	4.91
		February 17, 2023	February 17, 2025	February 17, 2030	27.5	6.06
		February 17, 2023	February 17, 2026	February 17, 2031	27.5	6.72
		February 17, 2023	February 17, 2027	February 17, 2032	27.5	7.37
ESOP 2019_ Additional Grant Oct 2023	2,79,51,816	October 9, 2023	October 9, 2024	October 9, 2029	48.5	17.36
		October 9, 2023	October 9, 2025	October 9, 2030	48.5	19.03
		October 9, 2023	October 9, 2026	October 9, 2031	48.5	19.15
		October 9, 2023	October 9, 2027	October 9, 2032	48.5	19.13
ESOP 2019_ Senior Grant Oct 2023	61,348	October 9, 2023	October 9, 2024	October 9, 2029	48.5	17.36
		October 9, 2023	October 9, 2025	October 9, 2030	48.5	19.03
		October 9, 2023	October 9, 2026	October 9, 2031	48.5	19.15
		October 9, 2023	October 9, 2027	October 9, 2032	48.5	19.13
ESOP 2019_MD Grant Oct 2023	10,24,751	October 27, 2023	October 27, 2024	October 27, 2029	51.46	11.63
		October 27, 2023	October 27, 2025	October 27, 2030	51.46	13.79
		October 27, 2023	October 27, 2026	October 27, 2031	51.46	14.03
ESOP 2019_ Senior Grant May 2024	69,742	May 13, 2024	May 13, 2025	May 13, 2030	34.94	10.56
		May 13, 2024	May 13, 2026	May 13, 2031	34.94	14.67
		May 13, 2024	May 13, 2027	May 13, 2032	34.94	17.08
		May 13, 2024	May 13, 2028	May 13, 2033	34.94	20.15
UFSL - Special Grant May 2024	28,48,007	May 13, 2024	May 13, 2024	June 27, 2024	33.2	13.15
ESOP_2019_ Senior Hire_Aug 2024	66,375	August 16, 2024	August 16, 2025	August 16, 2030	41.92	10.56
		August 16, 2024	August 16, 2026	August 16, 2031	41.92	14.67
		August 16, 2024	August 16, 2027	August 16, 2032	41.92	17.08
		August 16, 2024	August 16, 2028	August 16, 2033	41.92	20.15
ESOP_2019_MRT_ Aug 2024	10,99,211	August 23, 2024	August 23, 2025	August 23, 2030	43.78	10.56
		August 23, 2024	August 23, 2026	August 23, 2031	43.78	14.67
		August 23, 2024	August 23, 2027	August 23, 2032	43.78	17.08
		August 23, 2024	August 23, 2028	August 23, 2033	43.78	20.15
CSAR for Ex-MD	23,09,415	January 10, 2025	January 10, 2026	April 10, 2026	35.49	5.64
		January 10, 2025	January 10, 2027	April 10, 2027	35.49	7.71
		January 10, 2025	January 10, 2028	April 9, 2028	35.49	9.45
		January 10, 2025	January 10, 2029	April 10, 2029	35.49	10.66
ESOP 2019_ Senior Hire Mar 2025	30,40,164	March 24, 2025	March 24, 2026	March 24, 2031	34.3	10.56
		March 24, 2025	March 24, 2027	March 24, 2032	34.3	14.67
		March 24, 2025	March 24, 2028	March 24, 2033	34.3	17.08
		March 24, 2025	March 24, 2029	March 24, 2034	34.3	20.15
ESOP 2019_ Senior Hire May 2025	40,105	May 26, 2025	May 26, 2026	May 26, 2031	38.88	5.64
		May 26, 2025	May 26, 2027	May 26, 2032	38.88	7.71
		May 26, 2025	May 26, 2028	May 26, 2033	38.88	9.45
		May 26, 2025	May 26, 2029	May 26, 2034	38.88	10.66
ESOP 2019_ Senior Hire Jul 2025	13,92,905	July 22, 2025	July 22, 2026	July 22, 2031	46.18	9.51

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for the year ended March 31, 2026

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Options Series	Number	Grant Date	Date of Vesting	Expiry Date	Exercise Price	Fair value at Grant Date
		July 22, 2025	July 22, 2027	July 22, 2032	46.18	13.21
		July 22, 2025	July 22, 2028	July 22, 2033	46.18	16.87
		July 22, 2025	July 22, 2029	July 22, 2034	46.18	19.77
ESOP 2019_ Aug'25	1,52,26,323	August 06, 2025	August 06, 2026	August 06, 2031	43.07	8.26
		August 06, 2025	August 06, 2027	August 06, 2032	43.07	11.89
		August 06, 2025	August 06, 2028	August 06, 2033	43.07	15.03
		August 06, 2025	August 06, 2029	August 06, 2034	43.07	17.81
ESOP 2019_MRT_ Sep'25	9,32,154	September 19, 2025	September 19, 2026	September 19, 2031	45.51	8.83
		September 19, 2025	September 19, 2027	September 19, 2032	45.51	12.59
		September 19, 2025	September 19, 2028	September 19, 2033	45.51	15.89
		September 19, 2025	September 19, 2029	September 19, 2034	45.51	18.92
ESOP Scheme 2019_Senior Hire_Oct'25	1,54,140	October 14, 2025	October 14, 2026	October 14, 2031	45.38	8.83
		October 14, 2025	October 14, 2027	October 14, 2032	45.38	12.59
		October 14, 2025	October 14, 2028	October 14, 2033	45.38	15.89
		October 14, 2025	October 14, 2029	October 14, 2034	45.38	18.92
ESOP Scheme 2019_Senior Hire_Jan'26	2,83,559	January 21, 2026	January 21, 2027	January 21, 2032	54.15	8.83
		January 21, 2026	January 21, 2028	January 21, 2033	54.15	12.59
		January 21, 2026	January 21, 2029	January 21, 2034	54.15	15.89
		January 21, 2026	January 21, 2030	January 21, 2035	54.15	18.92
Total	17,64,71,876					

27 (A) (2) Fair value of share options granted in the year

The weighted average fair value of the share options granted during the FY 2025-26 is ₹ 14.06 per option (Previous Year - ₹ 13.45 per option). Options were calculated using Black and Scholes Model. Vested ESOPs can be exercised within five years from their corresponding dates of vesting. ESOPs vested can be exercised between date of vesting and on or before option expiry date. The term of the option is assumed to be the sum of a) duration till vesting; and b) the midpoint of the remaining exercise period from date of vesting, in absence of historical exercise pattern. Volatility of comparable Banks have been considered for the purposes of valuation.

Inputs considered for calculating options fair value are as follows:

Particulars	ESOP 2019				
	Vesting 1	Vesting 2	Vesting 3	Vesting 4	Vesting 5
Grant date share price (₹)	40.76	40.76	40.76	40.76	40.76
Exercise price (₹)	35	35	35	35	35
Expected volatility	40.08%	40.08%	40.08%	40.08%	40.08%
Option life (years)	3.5	4.5	5.5	6.5	7.5
Risk-free interest rate	5.75%	5.90%	6.03%	6.13%	6.22%

Particulars	ESOP 2019 - Senior Hire				
	Vesting 1	Vesting 2	Vesting 3	Vesting 4	Vesting 5
Grant date share price (₹)	30.75	30.75	30.75	30.75	30.75
Exercise price (₹)	30.75	30.75	30.75	30.75	30.75
Expected volatility	43.50%	41.93%	43.29%	43.12%	41.66%
Option life (years)	3.5	4.5	5.5	6.5	7.5
Risk-free interest rate	5.30%	5.30%	5.40%	5.40%	5.40%

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for the year ended March 31, 2026

SCHEDULE -18

Particulars	ESOP 2019 (Senior Hire) Additional				
	Vesting 1	Vesting 2	Vesting 3	Vesting 4	Vesting 5
Grant date share price (₹)	18.45	18.45	18.45	18.45	18.45
Exercise price (₹)	19.7	19.7	19.7	19.7	19.7
Expected volatility	45.64%	43.01%	44.95%	43.07%	42.58%
Option life (years)	3.54	4.54	5.54	6.54	7.54
Risk-free interest rate	5.30%	5.30%	5.40%	5.40%	5.40%

Particulars	ESOP 2019 Additional Grant			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	29	29	29	29
Exercise price (₹)	19.95	19.95	19.95	19.95
Expected volatility	42.48%	44.97%	47.17%	44.18%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	4.35%	4.95%	5.41%	5.78%

Particulars	ESOP 2019 (Senior Hire) Additional Grant-2				
	Vesting 1	Vesting 2	Vesting 3	Vesting 4	Vesting 5
Grant date share price (₹)	18.95	18.95	18.95	18.95	18.95
Exercise price (₹)	19.05	19.05	19.05	19.05	19.05
Expected volatility	46.95%	43.90%	41.83%	43.58%	42.73%
Option life (years)	3.56	4.56	5.56	6.56	7.56
Risk-free interest rate	5.30%	5.30%	5.40%	5.40%	5.40%

Particulars	ESOP 2019 (Senior Hire) Additional Grant-3				
	Vesting 1	Vesting 2	Vesting 3	Vesting 4	Vesting 5
Grant date share price (₹)	16.55	16.55	16.55	16.55	16.55
Exercise price (₹)	16.6	16.6	16.6	16.6	16.6
Expected volatility	46.95%	43.90%	41.83%	43.58%	42.73%
Option life (years)	3.56	4.56	5.56	6.56	7.56
Risk-free interest rate	5.30%	5.30%	5.30%	5.30%	5.30%

Particulars	ESOP 2019 additional Grant 4			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	16.7	16.7	16.7	16.7
Exercise price (₹)	16.6	16.6	16.6	16.6
Expected volatility	46.95%	43.90%	41.83%	43.58%
Option life (years)	3.56	4.56	5.56	6.56
Risk-free interest rate	5.30%	5.30%	5.30%	5.30%

Particulars	ESOP 2019 Senior Hire_6			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	27.75	27.75	27.75	27.75
Exercise price (₹)	26.39	26.39	26.39	26.39
Expected volatility	46.58%	43.53%	44.95%	44.98%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	6.61%	6.87%	7.03%	7.13%

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

Particulars	ESOP 2019_MD_2		
	Vesting 1	Vesting 2	Vesting 3
Grant date share price (₹)	27.75	27.75	27.75
Exercise price (₹)	26.39	26.39	26.39
Expected volatility	46.58%	43.53%	44.95%
Option life (years)	1.34	2.34	3.34
Risk-free interest rate	6.61%	6.87%	7.03%

Particulars	ESOP 2019_Additional Grant Jan 2023			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	27.5	27.5	27.5	27.5
Exercise price (₹)	27.5	27.5	27.5	27.5
Expected volatility	43.70%	44.05%	44.13%	46.06%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	6.76%	6.98%	7.11%	7.20%

Particulars	ESOP 2019 Senior Hire_&-2023			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	27.5	27.5	27.5	27.5
Exercise price (₹)	27.5	27.5	27.5	27.5
Expected volatility	43.70%	44.05%	44.13%	46.06%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	6.76%	6.98%	7.11%	7.20%

Particulars	ESOP 2019_Additional Grant Oct 2023			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	60.1	60.1	60.1	60.1
Exercise price (₹)	48.5	48.5	48.5	48.5
Expected volatility	29.63%	34.14%	33.36%	32.41%
Option life (years)	3.5	4	4.5	5
Risk-free interest rate	7.24%	7.26%	7.28%	7.29%

Particulars	ESOP 2019_Senior Grant Oct 2023			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	60.1	60.1	60.1	60.1
Exercise price (₹)	48.5	48.5	48.5	48.5
Expected volatility	29.63%	34.14%	33.36%	32.41%
Option life (years)	3.5	4	4.5	5
Risk-free interest rate	7.24%	7.26%	7.28%	7.29%

Particulars	ESOP 2019_MD Grant Oct 2023		
	Vesting 1	Vesting 2	Vesting 3
Grant date share price (₹)	53.3	53.3	53.3
Exercise price (₹)	51.46	51.46	51.46
Expected volatility	26.68%	34.11%	33.36%
Option life (years)	3.5	4	4.5
Risk-free interest rate	7.27%	7.28%	7.29%

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

Particulars	ESOP 2019_Senior Grant May 2024			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	53.05	53.05	53.05	53.05
Exercise price (₹)	51.8	51.8	51.8	51.8
Expected volatility	37.68%	41.44%	41.45%	45.39%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	6.95%	6.97%	6.98%	6.99%

Particulars	UFSL - Special Grant May 2024	
	Vesting 1	
Grant date share price (₹)	53.05	
Exercise price (₹)	33.2	
Expected volatility	37.68%	
Option life (years)	1.34	
Risk-free interest rate	6.95%	

Particulars	ESOP_2019_Senior Hire_Aug 2024			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	53.05	53.05	53.05	53.05
Exercise price (₹)	41.92	41.92	41.92	41.92
Expected volatility	37.68%	41.44%	41.45%	45.39%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	6.95%	6.97%	6.98%	6.99%

Particulars	ESOP_2019_MRT_Aug 2024			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	53.05	53.05	53.05	53.05
Exercise price (₹)	43.78	43.78	43.78	43.78
Expected volatility	37.68%	41.44%	41.45%	45.39%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	6.95%	6.97%	6.98%	6.99%

Particulars	CSAR for Ex-MD			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	35.49	35.49	35.49	35.49
Exercise price (₹)	35.49	35.49	35.49	35.49
Expected volatility	35.03%	36.88%	39.35%	40.64%
Option life (years)	1.25	2.25	3.25	4.25
Risk-free interest rate	6.56%	6.58%	6.60%	6.62%

Particulars	ESOP 2019_Senior Hire Mar 2025			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	35.49	35.49	35.49	35.49
Exercise price (₹)	34.3	34.3	34.3	34.3
Expected volatility	35.03%	36.88%	39.35%	40.64%
Option life (years)	1.25	2.25	3.25	4.25
Risk-free interest rate	6.56%	6.58%	6.60%	6.62%

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

Particulars	ESOP 2019_Senior Hire May 2025			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	35.49	35.49	35.49	35.49
Exercise price (₹)	38.88	38.88	38.88	38.88
Expected volatility	35.03%	36.88%	39.35%	40.64%
Option life (years)	1.25	2.25	3.25	4.25
Risk-free interest rate	6.56%	6.58%	6.60%	6.62%

Particulars	ESOP 2019_Senior Hire Jul 2025			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	47.86	47.86	47.86	47.86
Exercise price (₹)	46.18	46.18	46.18	46.18
Expected volatility	36.23%	36.84%	39.23%	40.09%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	5.58%	5.70%	5.82%	5.93%

Particulars	ESOP 2019_Aug'25			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	43.07	43.07	43.07	43.07
Exercise price (₹)	43.07	43.07	43.07	43.07
Expected volatility	34.62%	36.76%	38.56%	40.02%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	5.58%	5.73%	5.86%	5.99%

Particulars	ESOP 2019_MRT_Sep'25			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	45.51	45.51	45.51	45.51
Exercise price (₹)	45.51	45.51	45.51	45.51
Expected volatility	35.00%	36.65%	38.29%	40.03%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	5.69%	5.85%	5.99%	6.13%

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

Particulars	ESOP Scheme 2019_Senior Hire_Oct'25			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	45.51	45.51	45.51	45.51
Exercise price (₹)	45.38	45.38	45.38	45.38
Expected volatility	35.00%	36.65%	38.29%	40.03%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	5.69%	5.85%	5.99%	6.13%

Particulars	ESOP Scheme 2019_Senior Hire_Jan'26			
	Vesting 1	Vesting 2	Vesting 3	Vesting 4
Grant date share price (₹)	45.51	45.51	45.51	45.51
Exercise price (₹)	54.15	54.15	54.15	54.15
Expected volatility	35.00%	36.65%	38.29%	40.03%
Option life (years)	1.34	2.34	3.34	4.34
Risk-free interest rate	5.69%	5.85%	5.99%	6.13%

27 (A) (3) Movements in share options issued

During the year ended March 31, 2026

Particulars (Nos.)	Options granted and outstanding as at beginning of year	Granted during the year	Exercised during the year	Forfeited/ Expired during the year	Option exercisable at the end of the year
ESOP 2019	1,48,14,502	-	18,97,259	23,52,151	1,05,65,092
ESOP 2019 - Senior Hire	65,166	-	-	-	65,166
ESOP 2019 (Senior Hire) Additional	1,27,614	-	-	-	1,27,614
ESOP 2019 Additional Grant	1,42,74,188	-	31,53,570	7,90,117	1,03,30,501
ESOP 2019 (Senior Hire) Additional Grant-2	-	-	-	-	-
ESOP 2019 (Senior Hire) Additional Grant-3	22,872	-	7,624	-	15,248
ESOP 2019 additional Grant 4	-	-	-	-	-
ESOP 2019 Senior Hire_6	1,32,876	-	59,793	-	73,083
ESOP 2019 _MD_2	1,48,078	-	-	-	1,48,078
ESOP 2019 Senior Hire_&-2023	1,44,746	-	7,831	-	1,36,915
ESOP 2019_Additional Grant Jan 2023	3,70,58,506	-	30,86,818	23,98,783	3,15,72,905
ESOP 2019_Additional Grant Oct 2023	2,44,73,614	-	2,59,217	17,93,360	2,24,21,037
ESOP 2019_Senior Grant Oct 2023	-	-	-	-	-
ESOP 2019_MD Grant Oct 2023	10,24,751	-	-	-	10,24,751
ESOP 2019_Senior Grant May 2024	69,742	-	-	-	69,742
UFSL - Special Grant May 2024	-	-	-2,192	2,192	-
ESOP_2019_Senior Hire_Aug 2024	66,375	-	-	-	66,375
ESOP_2019_MRT_Aug 2024	10,99,211	-	57,914	-	10,41,297
CSAR for Ex-MD	23,09,415	-	-	-	23,09,415
ESOP 2019_Senior Hire Mar 2025	30,40,164	-	3,00,000	-	27,40,164
ESOP 2019_Senior Hire May 2025	-	40,105	-	-	40,105
ESOP 2019_Senior Hire Jul 2025	-	13,92,905	-	-	13,92,905

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

Particulars (Nos.)	Options granted and outstanding as at beginning of year	Granted during the year	Exercised during the year	Forfeited/ Expired during the year	Option exercisable at the end of the year
ESOP 2019_Aug'25		1,52,26,323	-	3,59,448	1,48,66,875
ESOP 2019_MRT_Sep'25		9,32,154	-	-	9,32,154
ESOP Scheme 2019_Senior Hire_Oct'25		1,54,140	-	-	1,54,140
ESOP Scheme 2019_Senior Hire_Jan'26		2,83,559	-	-	2,83,559
Total	9,88,71,820	1,80,29,186	88,27,834	76,96,051	10,03,77,121
Weighted average exercise price	33.53	43.62	27.32	34.61	35.81

During the year ended March 31, 2025

Particulars (Nos.)	Options granted and outstanding as at beginning of year	Granted during the year	Exercised during the year	Forfeited/ Expired during the year	Option exercisable at the end of the year
ESOP 2019	1,62,73,535	-	4,74,718	9,84,315	1,48,14,502
ESOP 2019 - Senior Hire	65,166	-	-	-	65,166
ESOP 2019 (Senior Hire) Additional	1,50,456	-	-	22,842	1,27,614
ESOP 2019 Additional Grant	1,64,47,752	-	8,70,146	13,03,418	1,42,74,188
ESOP 2019 (Senior Hire) Additional Grant-2	-	-	-	-	-
ESOP 2019 (Senior Hire) Additional Grant-3	22,872	-	-	-	22,872
ESOP 2019 additional Grant 4	-	-	-	-	-
ESOP 2019 Senior Hire_6	1,47,639	-	14,763	-	1,32,876
ESOP 2019_MD_2	1,48,078	-	-	-	1,48,078
ESOP 2019 Senior Hire_&-2023	1,80,933	-	13,502	22,685	1,44,746
ESOP 2019_Additional Grant Jan 2023	4,12,58,035	-	8,79,804	33,19,725	3,70,58,506
ESOP 2019_Additional Grant Oct 2023	2,68,67,907	-	-	23,94,293	2,44,73,614
ESOP 2019_Senior Grant Oct 2023	61,348	-	-	61,348	-
ESOP 2019_MD Grant Oct 2023	10,24,751	-	-	-	10,24,751
ESOP 2019_Senior Grant May 2024	-	69,742	-	-	69,742
UFSL - Special Grant May 2024	-	28,48,007	10,19,420	18,28,587	-
ESOP_2019_Senior Hire_Aug 2024	-	66,375	-	-	66,375
ESOP_2019_MRT_Aug 2024	-	10,99,211	-	-	10,99,211
CSAR for Ex-MD	-	23,09,415	-	-	23,09,415
ESOP 2019_Senior Hire Mar 2025	-	30,40,164	-	-	30,40,164
Total	10,26,48,472	94,32,914	32,72,353	99,37,213	9,88,71,820
Weighted average exercise price	33.17	35.42	28.32	33.44	33.53

27 (A) (4) The weighted average remaining contractual life of 3.79 Years (Previous Year 4.36 Years).

27 (A) (5) Expense arising from share based payment transaction recognized in Statement of profit or loss as employee benefit expense are as follows:

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Employee benefit expense	20.47	20.99

(₹ in Crore)

NOTES TO FINANCIAL STATEMENTS

for the year ended March 31, 2026

SCHEDULE -18

- 28** The Bank received a notice on March 16, 2021, regarding non-remittance of statutory Provident Fund (PF) dues on the applicable wage components from February 2017 until March 2019 amounting to ₹ 22.70. Bank had filed the initial responses to the PF Commissioner and contented that said notice does not have a stand based on definition of basic wages under EPF Act, 1952 and various case laws. However, due to COVID 19 pandemic, the hearing has been adjourned until further notice.

The Bank had made a provision during the FY 2021-22 for an amount of ₹ 22.70 as a matter of prudence.

The Regional Provident Fund Commissioner (RPFC)-II, Bengaluru, in an inquiry held against the Bank under Section 7A of the Employees' Provident Fund and Miscellaneous Provisions Act, 1952, passed an Order dated 09-08-2021 against the Bank, directing the Bank to remit provident fund contribution of ₹ 22.70 on various allowances paid by the Bank to its employees during the period between February 2017 and March 2019. Against the said Order of the RPFC-II, the Bank preferred an appeal before the Central Government Industrial Tribunal (CGIT) in Appeal No. 43/2021. Since position of Presiding Officer in the CGIT was vacant, the Bank filed a writ petition before the Hon'ble High Court of Karnataka in W.P. No. 16635/2021. The Hon'ble High Court has disposed of the matter on 13/07/2022 holding that there would be stay on depositing the award amount (i.e., ₹ 22.70) till finality of the appeal pending before CGIT.

29 Dividend:

Particulars	(₹ in Crore)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Interim/ Final Equity Dividend Paid	-	290.08

- 30** The Bank, as part of its normal banking business, grants loans and advances, makes investments, provides guarantees, to and accepts deposits and borrowings from its customers and borrowing from entities. These transactions are part of Bank's normal banking business, which is conducted ensuring adherence to all regulatory requirements and banks internal policies as applicable.

Other than the transactions described above, no funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Bank to or in any other persons or entities, including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Bank (Ultimate Beneficiaries). The Bank has not received any fund from any parties (Funding Party) with the understanding that the Bank shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

31 Comparative Figures

Figures of the previous year have been regrouped/ reclassified wherever necessary to confirm to the current year's presentation.

Signature to Notes on Accounts

For and on behalf of Board of Directors of
Ujjivan Small Finance Bank Limited

Sanjeev Nautiyal
DIN: 08075972
Managing Director & CEO

B A Prabhakar
DIN: 02101808
Independent Director

S Balakrishna Kamath
Chief Financial Officer

For and on behalf of Board of Directors of
Ujjivan Small Finance Bank Limited

Sudha Suresh
DIN: 06480567
Independent Director

Sanjeev Barnwal
Company Secretary

Bengaluru
May 08, 2026



UJJIVAN SMALL FINANCE BANK LIMITED

CIN: L65110KA2016PLC142162

Registered Office: Grape Garden, No. 27, 3rd "A" Cross, 18th Main, 6th Block, Koramangala,
Bengaluru – 560 095, Karnataka, India

Email: corporatesecretarial@ujjivan.bank.in Ph. No.: 080 – 40712121

Website: www.ujjivansfb.bank.in

NOTICE FOR CONVENING 10TH ANNUAL GENERAL MEETING

Notice is hereby given that the 10th Annual General Meeting ("AGM or Meeting") of Ujjivan Small Finance Bank Limited ("Bank") shall be held on Friday, July 24, 2026, at 03:30 PM, IST through Video Conferencing ("VC") / Other Audio-Visual Means ("OAVM") to transact the following business:

ORDINARY BUSINESS:

ITEM NO. 1

TO RECEIVE, CONSIDER AND ADOPT THE AUDITED FINANCIAL STATEMENTS OF THE BANK FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026, AND THE REPORTS OF THE BOARD OF DIRECTORS AND AUDITORS THEREON

To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED THAT the Audited Financial Statements of the Bank for the Financial Year ended March 31, 2026, and the Reports of the Board of Directors and the Auditors thereon as circulated, be and are hereby received, considered and adopted."

ITEM NO. 2

TO REAPPOINT MR. SANJEEV NAUTIYAL (DIN: 08075972) THE MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER (MD & CEO), WHO RETIRES BY ROTATION AND BEING ELIGIBLE, SEEKS RE-APPOINTMENT

To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED THAT pursuant to the provisions of Section 152 and other applicable provisions, if any, of the Companies Act, 2013 and rules made thereunder, Mr. Sanjeev Nautiyal (DIN:08075972) who retires by rotation at this Meeting and who being eligible has offered himself for re-appointment, be and is hereby reappointed as the MD & CEO and Key Managerial Personnel of the Bank."

SPECIAL BUSINESS:

ITEM NO. 3: TO APPROVE AMENDMENT TO THE "UJJIVAN SMALL FINANCE BANK EMPLOYEE STOCK OPTION PLAN, 2019"

To consider and if deemed fit, to pass the following resolution as a **Special Resolution**:

"RESOLVED THAT pursuant to provisions of Section 62(1) (b) and other applicable provisions, if any, of the Companies Act, 2013 (the "Act") read with rules framed thereunder, the Accounting Standards prescribed by the Ministry of Corporate Affairs, the Securities and Exchange Board of India (SEBI) (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and circulars / notifications/ guidance / frequently asked questions issued thereunder (collectively, the **"SEBI SBEB Regulations"**), the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (**"SEBI LODR Regulations"**), the relevant provisions of rules, circulars, regulations / guidelines prescribed by the SEBI and / or the Reserve Bank of India (**"RBI"**) (including any amendment thereto or modification(s) or re-enactment(s) thereof from time to time) that may be issued by SEBI and/or any such other authorities from time to time, and the relevant provisions of the Memorandum of Association and Articles of Association of Ujjivan Small Finance Bank Limited (the **"Bank"**), and subject to any applicable approval(s), permission(s) and sanction(s) of any authorities and further subject to any condition(s) and modification(s) as may be prescribed or imposed by such authorities while granting such approval(s), permission(s) and sanction(s), the consent of the shareholders of the Bank be and is hereby accorded to the amendment in **"Ujjivan Small Finance Bank Employee Stock Option Plan 2019" ("ESOP 2019")** / **"Plan"**) as detailed in the explanatory statement annexed to this Notice.

"RESOLVED FURTHER THAT the equity shares so issued and allotted as mentioned hereinbefore shall rank pari passu with the then existing equity shares of the Bank."

"RESOLVED FURTHER THAT in case of any corporate action(s) such as rights issue, bonus issue, merger and sale of division etc., if any additional equity shares are required to be issued by the Bank to the eligible employees for the purpose of making a fair and reasonable adjustment to the Options granted earlier, the ceiling in terms of number of equity shares specified above shall be deemed to be increased to the extent of such additional equity shares required to be issued."

"RESOLVED FURTHER THAT in case the equity shares of the Bank are either sub-divided or consolidated, then the number of shares to be allotted and the price of acquisition payable by the eligible employees under the ESOP 2019 shall automatically stand reduced or augmented, as the case may be, in the same proportion as the face value per equity share shall bear to



the revised face value of the equity shares of the Bank after such sub-division or consolidation, without affecting any other rights or obligations of the said eligible employees.”

“RESOLVED FURTHER THAT the Bank shall conform to the accounting policies prescribed from time to time under the SEBI SBEB Regulations and any other applicable law and regulations to the extent relevant and applicable to the ESOP 2019.”

“RESOLVED FURTHER THAT the Board be and is hereby authorized to take requisite steps for listing of the equity shares to be allotted under the ESOP 2019 on the stock exchange(s) where the equity shares of the Bank are listed in due compliance with SEBI SBEB Regulations and other applicable law.”

“RESOLVED FURTHER THAT the Board be and is hereby authorized at any time to modify, change, vary, alter, amend, suspend or terminate the ESOP 2019 subject to the compliance with the applicable law and regulations and further subject to consent of the shareholders by way of special resolution to the extent required under SEBI SBEB Regulations, and to do all such acts, deeds, matters and things as it may deem fit at its absolute discretion, for such purpose and also to settle any issues, questions, difficulties or doubts that may arise in this regard and further to execute all such documents, writings and to give such directions and or instructions as may be necessary or expedient to give effect to such modification, change, variation, alteration, amendment, suspension or termination of the ESOP 2019, and do all other things incidental and ancillary thereof in conformity with the provisions of the applicable law in force to give effect to this resolution.”

“RESOLVED FURTHER THAT for the purpose of giving effect to the forgoing, the Board be and is hereby authorized to act on behalf of the Bank, without being required to specifically seek any further consent or approval of the shareholders of the Bank to the end and intent that they shall be deemed to have given their approval thereto expressly by the authority of this resolution and to do all such acts, deeds, matters and things as the Board may at its discretion deem necessary or desirable for such purpose, including without limitation the drafting, finalization, entering into and execution of any arrangements or agreements and to delegate its authority under this resolution to any committee or personnel of the Bank as the Board may deem fit.”

ITEM NO. 4: TO APPROVE THE ‘UJJIVAN RESTRICTED STOCK UNITS PLAN – 2026’:

To consider and if deemed fit, to pass the following resolution as a **Special Resolution**:

“RESOLVED THAT pursuant to provisions of Section 62(1) (b) and other applicable provisions, if any, of the Companies Act, 2013 (the “Act”) read with rules framed thereunder, the Accounting Standards prescribed by the Ministry of Corporate Affairs, the Securities and Exchange Board of India (SEBI) (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and circulars / notifications/ guidance / frequently asked questions issued thereunder (collectively,

the “**SEBI SBEB Regulations**”), the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“**SEBI LODR Regulations**”), the relevant provisions of rules, circulars, regulations / guidelines prescribed by the SEBI and / or the Reserve Bank of India (“**RBI**”) (including any amendment thereto or modification(s) or re-enactment(s) thereof from time to time) that may be issued by SEBI and/or any such other authorities from time to time, and the relevant provisions of the Memorandum of Association and Articles of Association of Ujjivan Small Finance Bank Limited (the “Bank”), and subject to any applicable approval(s), permission(s) and sanction(s) of any authorities and further subject to any condition(s) and modification(s) as may be prescribed or imposed by such authorities while granting such approval(s), permission(s) and sanction(s), the consent of the shareholders of the Bank be and is hereby accorded to the introduction and implementation of “**Ujjivan Restricted Stock Units Plan – 2026**” (“**RSU 2026**”/ “**Plan**”), the salient features whereof are furnished in the explanatory statement to this notice, and authorizing the Board of Directors of the Bank (hereinafter referred to as the “Board” which term shall be deemed to include any committee duly authorized by the Board, including the Nomination and Remuneration Committee which the Board has constituted under Regulation 19 of the SEBI LODR Regulations to exercise its powers, including the powers, conferred by this resolution) to create, offer and grant from time to time, in one or more tranches, not exceeding **20,000,000 (Two crore)** (or such other adjusted numbers in case of corporate actions such as rights issue, bonus issue, splits, reverse-split, consolidations, buy-backs, restructuring or any other corporate action as may be applicable, from time to time) Restricted Stock Units (“**RSUs**”) to such employees working exclusively with the Bank, whether in India or outside India, including any director, whether whole-time or not (excluding (i) the employees/directors who are promoters and persons belonging to the promoter group, (ii) independent director, and (iii) director holding directly or indirectly more than 10% (ten percent) of the outstanding equity shares of the Bank) subject to their eligibility as may be determined under the RSU 2026, exercisable into not more than 20,000,000 (Two crore) equity shares of face value of Rs. 10/- (Rupees Ten Only) each fully paid-up, where one RSU would convert into one equity share upon exercise, on such terms and in such manner, in accordance with the provisions of the applicable law and the RSU 2026.”

“RESOLVED FURTHER THAT the equity shares so issued and allotted as mentioned hereinbefore shall rank pari passu with the then existing equity shares of the Bank.”

“RESOLVED FURTHER THAT in case of any corporate action(s) such as rights issue, bonus issue, merger and sale of division etc., if any additional equity shares are required to be issued by the Bank to the eligible employees for the purpose of making a fair and reasonable adjustment to the RSU granted earlier, the ceiling in terms of number of equity shares specified above shall be deemed to be increased to the extent of such additional equity shares required to be issued.”

“RESOLVED FURTHER THAT in case the equity shares of the Bank are either sub-divided or consolidated, then the number

of shares to be allotted and the price of acquisition payable by the eligible employees under the RSU 2026 shall automatically stand reduced or augmented, as the case may be, in the same proportion as the face value per equity share shall bear to the revised face value of the equity shares of the Bank after such sub-division or consolidation, without affecting any other rights or obligations of the said eligible employees."

"RESOLVED FURTHER THAT the Bank shall conform to the accounting policies prescribed from time to time under the SEBI SBEB Regulations and any other applicable law and regulations to the extent relevant and applicable to the RSU 2026."

"RESOLVED FURTHER THAT the Board be and is hereby authorized to take requisite steps for listing of the equity shares to be allotted under the RSU 2026 on the stock exchange(s) where the equity shares of the Bank are listed in due compliance with SEBI SBEB Regulations and other applicable law."

"RESOLVED FURTHER THAT the Board be and is hereby authorized at any time to modify, change, vary, alter, amend, suspend or terminate the RSU 2026 subject to the compliance with the applicable law and regulations and further subject to consent of the shareholders by way of special resolution to the extent required under SEBI SBEB Regulations, and to do all such acts, deeds, matters and things as it may deem fit at its absolute discretion, for such purpose and also to settle any issues, questions, difficulties or doubts that may arise in this regard and further to execute all such documents, writings and to give such directions and or instructions as may be necessary or expedient to give effect to such modification, change, variation, alteration, amendment, suspension or termination of the RSU 2026, and do all other things incidental and ancillary thereof in conformity with the provisions of the applicable law in force to give effect to this resolution."

"RESOLVED FURTHER THAT for the purpose of giving effect to the forgoing, the Board be and is hereby authorized to act on behalf of the Bank, without being required to specifically seek any further consent or approval of the shareholders of the Bank to the end and intent that they shall be deemed to have given their approval thereto expressly by the authority of this resolution and to do all such acts, deeds, matters and things as the Board may at its discretion deem necessary or desirable for such purpose, including without limitation the drafting, finalization, entering into and execution of any arrangements or agreements and to delegate its authority under this resolution to any committee or personnel of the Bank as the Board may deem fit."

ITEM NO. 5: TO CONSIDER AND APPROVE RAISING OF FUNDS AND ISSUANCE OF SECURITIES UPTO RS. 2000 CRORES THROUGH QUALIFIED INSTITUTIONS PLACEMENT BASIS OR THROUGH ANY OTHER PERMISSIBLE MODE, IN ONE OR MORE TRANCHES

To consider and if deemed fit, to pass the following resolution as a **Special Resolution**:

"RESOLVED THAT pursuant to the applicable provisions of Sections 23, 42, 62 and other applicable provisions, if any, of the Companies Act, 2013, as amended (hereinafter referred to as the "Companies Act") and the rules framed thereunder including the Companies (Prospectus and Allotment of Securities) Rules, 2014 and the Companies (Share Capital and Debentures) Rules, 2014, including any amendment(s) thereto or re-enactment(s) thereof, the relevant provisions of the Memorandum and Articles of Association of the Bank, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (hereinafter referred to as "SEBI ICDR Regulations") including any amendment(s), modification(s), variation(s) or re-enactment(s) thereof, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, (hereinafter referred to as "SEBI Listing Regulations"), and the uniform listing agreements entered into with the BSE Limited and the National Stock Exchange of India Limited (collectively referred to as "**Stock Exchanges**"), the applicable provisions of the Foreign Exchange Management Act, 1999, including any amendment(s), statutory modification(s), variation(s) or re-enactment(s) thereof ("**FEMA**"), the extant consolidated Foreign Direct Investment Policy issued by the Department for Promotion of Industry and Internal Trade, Ministry of Commerce and Industry, Government of India, as amended and replaced from time to time ("**FDI Policy**") the Foreign Exchange Management (Non-debt Instruments) Rules, 2019, and such other applicable rules, regulations, guidelines, notifications, circulars and clarifications issued/ to be issued thereon by the Government of India ("**GOI**"), Ministry of Finance, Ministry of Corporate Affairs ("**MCA**"), the Reserve Bank of India ("**RBI**"), the Securities and Exchange Board of India ("**SEBI**"), the Stock Exchanges where the equity shares of the Bank of face value of Rs. 10 each are listed and/ or any other regulatory/ statutory authorities under any other applicable law, from time to time (hereinafter singly or collectively referred to as the "Appropriate Authorities") to the extent applicable and subject to the terms, conditions, modifications, consents, sanctions and approvals of any of the Appropriate Authorities and guidelines and clarifications issued thereon from time to time and subject to such conditions and modifications as may be prescribed by any of them while granting such terms, conditions, modifications, approvals, consents and sanctions, which may be agreed to by the Board of Directors of the Bank (hereinafter referred to as the "Board" which term shall be deemed to include any Committee(s) constituted/ to be constituted by the Board, from time to time, to exercise its powers including powers conferred by this resolution), consent of the Members be and is hereby accorded to the Board to create, offer, issue and allot (including with provisions for reservations on firm and/or competitive basis, or such part of issue and for such categories of persons as may be permitted) Equity Shares of face value of Rs. 10 each of the Bank (hereinafter after referred to as "**Equity Shares**", respectively) through a Qualified Institutions Placement ("**QIP**") or through any other permissible mode, in one or more tranches, pursuant to and in accordance with the provisions of Chapter VI and any other applicable Chapter of the SEBI ICDR Regulations, whether or not such QIBs are Members of the Bank, on the basis of the



placement document(s) and/or other letter or circular, at such time or times in one or more tranche or tranches, for cash, at such price or prices as the Board may deem fit including a discount of up to 5% (five per cent) on the floor price calculated as per Regulation 176 of SEBI ICDR Regulations, such that the total amount to be raised through issue of Equity Shares shall not exceed Rs. 2000 crore (Rupees Two Thousand Crore only) or an equivalent amount thereof (inclusive of such premium as may be fixed on such Equity Shares) by all eligible investors, including resident or non-resident/foreign investors (whether institutions and/or incorporated bodies and/or trusts or otherwise) /foreign portfolio investors/mutual funds/pension funds/venture capital funds/banks/ alternate investment funds/ Indian and/or multilateral financial institutions/ insurance companies and any other category of persons or entities who are authorised to invest in Equity Shares of the Bank as per extant regulations/ guidelines or any combination of the above as may be deemed appropriate by the Board in its absolute discretion in consultation with the book running lead managers and whether or not such investors are Members of the Bank (collectively called "Investors"), to all or any of them, jointly or severally through placement document, on such terms and conditions considering the prevailing market conditions and other relevant factors wherever necessary, including securities premium and green shoe option attached thereto, in one or more tranche or tranches, at such price or prices (at prevailing market price or at permissible discount or premium to market price or prices permitted under applicable laws in such manner and on such terms and conditions in terms of applicable regulations) and including the discretion to determine the categories of Investors and other relevant factors wherever necessary, to whom the offer, issue and allotment of Equity Shares shall be made to the exclusion of others, in such manner and in consultation with the book running lead managers and/or other advisors or otherwise on such terms and conditions and deciding of other terms and conditions like number of Equity Shares to be issued and allotted, fixing of record date or book closure, if required, as the Board may in its absolute discretion decide, in each case, subject to the applicable laws.

RESOLVED FURTHER THAT in case of issue and allotment of Equity Shares by way of QIP in terms of Chapter VI of the SEBI ICDR Regulations:

- i. the allotment of Equity Shares shall only be to qualified institutional buyers as defined in the SEBI ICDR Regulations;
- ii. the allotment of the Equity Shares as may be decided by the Board, shall be completed within 365 days from the date of passing of the special resolution of the Members of the Bank or such other time as may be allowed under the SEBI ICDR Regulations from time to time;
- iii. the Equity Shares issued shall rank pari passu in all respects including entitlement to dividend, voting rights or otherwise with the existing Equity Shares of the Bank in all respects as may be provided under the terms of issue and in accordance with the placement document(s);
- iv. the Equity Shares to be created, offered and issued shall be subject to the provisions of Memorandum and Articles of Association of the Bank;
- v. no partly paid-up Equity Shares shall be issued/allotted;
- vi. the relevant date for the purpose of pricing of the Equity Shares to be issued, shall be the date of the meeting in which the Board or any Committee duly authorized by the Board decides to open the proposed issue of Equity Shares, subsequent to the receipt of members' approval in terms of provisions of the Act and other applicable laws, rules, regulations and guidelines in relation to the proposed issue of the Equity Shares;
- vii. it shall be at such price which is not less than the price determined in accordance with the applicable provisions of Regulation 176(1) provided under Chapter VI of the SEBI ICDR Regulations (the "**QIP Floor Price**"). The Board may, however, at its absolute discretion in consultation with the book running lead managers, issue Equity Shares at a discount of not more than 5 per cent or such other discount as may be permitted under applicable regulations to the QIP Floor Price;
- viii. no single allottee shall be allotted more than fifty per cent of the issue size and the minimum number of allottees shall be as per the SEBI ICDR Regulations;
- ix. minimum of 10% of Equity Shares shall be allotted to mutual funds; provided that any unsubscribed portion of the said minimum percentage or any part thereof may be allotted to other qualified institutional buyers;
- x. The Equity Shares allotted pursuant to the QIP shall not be sold by the allottee for a period of 1 year from the date of allotment, except on a recognized Stock Exchange or except as may be permitted from time to time by the SEBI ICDR Regulations; and
- xi. the Bank shall not make any subsequent QIP until the expiry of two weeks or such other time as may be prescribed in the SEBI ICDR Regulations, from the date of prior QIP made pursuant to one or more special resolutions.

RESOLVED FURTHER THAT for the purpose of giving effect to any offer, issue or allotment of Equity Shares, the Board be and is hereby authorized on behalf of the Bank to do all such acts, deeds, matters and things, as it may, in its absolute discretion, deem necessary or desirable for such purpose, including without limitation, determining terms and conditions for issuance of Equity Shares including the number of such Equity Shares that may be offered in domestic and international markets and proportion thereof, issue price and discounts permitted under applicable law, timing for issuance of such Equity Shares and shall be entitled to vary, modify or alter any of the terms and conditions as it may deem expedient, entering into and executing arrangements for managing, marketing, listing, trading and entering into and executing arrangements with book running lead managers, merchant bankers, legal advisors, depository, custodian, registrar, escrow agent and executing other agreements, including any amendments or supplements

thereto, as necessary or appropriate and to finalize, approve and issue any document(s) or agreement(s) including but not limited to a placement document and filing such documents (in draft or final form) with any Indian or foreign regulatory authority or Stock Exchanges and sign all deeds, documents and writings and to pay any fees, commissions, remuneration, expenses relating thereto and with power on behalf of the Bank to settle all questions, difficulties or doubts that may arise in regard to the issue, offer or allotment of Equity Shares and take all steps which are incidental and ancillary in this connection, including in relation to utilization of the issue proceeds, as it may in its absolute discretion deem fit without being required to seek further consent or approval of the Members or otherwise to the end and intent that the Members shall be deemed to have given their approval thereto expressly by the authority of this resolution.

RESOLVED FURTHER THAT the Board be and is hereby authorized to delegate all or any of the powers herein conferred to a Committee duly constituted by the Board or any committee of Directors or any Director(s) or Officer(s) of the Bank in such manner as it may deem fit in its absolute discretion with the power to take such steps and to do all such acts, deeds, matters and things as they may deem fit and proper for the purpose of the QIP and settle any questions or difficulties that may arise in connection with the aforesaid resolutions”

ITEM NO. 6: PAYMENT OF ANNUAL FIXED REMUNERATION TO MR. B.A. PRABHAKAR (DIN: 02101808) AS NON-EXECUTIVE PART-TIME CHAIRMAN STARTING WITH FY26-27 SUBJECT TO THE APPROVAL FROM RESERVE BANK OF INDIA

To consider and, if thought fit, to pass, the following Resolution as an Ordinary Resolution:

“RESOLVED THAT pursuant to the applicable provisions of Section 35B and other applicable provisions, if any, of the Banking Regulation Act, 1949, applicable rules, circulars and guidelines issued by the Reserve Bank of India (“RBI”) in this regard, from time to time, Section 197 and other applicable provisions of the Companies Act, 2013, read with rules made thereunder (“Companies Act”), Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”), and any other applicable laws (including any statutory amendment(s), modification(s), variation(s) or re-enactment(s) thereof, for the time being in force), the provisions of the Articles of Association of the Bank and based on the recommendation of the Nomination and Remuneration Committee and approval of the Board of the Bank and subject to the approval of the RBI, consent of the members be and is hereby accorded for an annual fixed remuneration of upto Rs. 25,00,000/- (Rupees Twenty Five Lacs) or such other amount as may be approved by RBI to Mr. B.A. Prabhakar (DIN: 02101808) as the Non-Executive Part-time Chairman of the Bank with effect from the FY2026-27, with option to make payment on a quarterly/half-yearly/annual basis and for a period co-terminus with his office as the Part-Time Chairperson of the Bank and this will be in addition to the sitting fees for attending the Board / Board

Committee meetings within the limit prescribed under the Act and approved by the Board of the Bank.

RESOLVED FURTHER THAT the Board of the Bank (including any authorised Board level Committee) be and are hereby authorised to alter, vary and approve the fixed remuneration, as may be necessary from time to time during his tenure as Part-Time Non-Executive Chairperson of the Bank within the above ceiling of Rs. 25,00,000/- (Rupees Twenty-Five Lacs), subject to the prior approval of the RBI and conditions as may be stipulated by the RBI while granting such approval and in accordance with and subject to the provisions of applicable laws for the time being in force.

RESOLVED FURTHER THAT the Board of the Bank (including any authorised Board level Committee), be and are hereby authorized to do all such acts, deeds, matters and things and to take all such steps as may be required in this connection including deciding on the manner of payment of remuneration, apportionment if any, and settle all questions or difficulties that may arise with regard to the aforesaid resolution as it may deem fit and to execute any agreement, document, instructions etc. as may be necessary or desirable in connection with or incidental to give effect to the aforesaid resolution.”

ITEM NO. 7: PAYMENT OF ANNUAL FIXED REMUNERATION TO THE NON-EXECUTIVE DIRECTORS OF THE BANK (OTHER THAN PART-TIME CHAIRMAN) STARTING WITH FY26-27

To consider and, if thought fit, to pass, the following Resolution as an Ordinary Resolution:

“RESOLVED THAT pursuant to the applicable provisions of the Banking Regulation Act, 1949, applicable rules, circulars and guidelines issued by the Reserve Bank of India (“RBI”) in this regard, from time to time and applicable provisions of the Companies Act, 2013, read with rules made thereunder (“Companies Act”), Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”), and any other applicable laws (including any statutory amendment(s), modification(s), variation(s) or re-enactment(s) thereof, for the time being in force), the provisions of the Articles of Association of the Bank and based on the recommendation of the Nomination and Remuneration Committee and approval of the Board of the Bank, consent of the members be and is hereby accorded for the payment of fixed remuneration to each Non-Executive Directors of the Bank (other than the Part Time Non-Executive Chairman) for an amount not exceeding Rs 20,00,000 (Rupees Twenty Lakh), per annum, with effect from the FY2026-27, with option to make payment on a quarterly/half-yearly/annual basis and for a period co-terminus with their continuation as the Non-Executive Director in the Bank and that the said fixed remuneration shall be in addition to payment of sitting fees and reimbursement of expenses payable to them for attending the meetings of Board and/or Committee(s) thereof.

RESOLVED FURTHER THAT the Board of Directors of the Bank be and are hereby authorised to alter, vary and approve from time to time, the fixed remuneration payable to each Non-



Executive Directors (other than Part-Time Chairman) within the above ceiling of Rs 20,00,000 (Rupees Twenty Lakh).

RESOLVED FURTHER THAT the Board of the Bank (including any authorised Board level Committee), be and are hereby authorized to do all such acts, deeds, matters and things and to take all such steps as may be required in this connection

including deciding on the manner of payment of remuneration, apportionment if any, and settle all questions or difficulties that may arise with regard to the aforesaid resolution as it may deem fit and to execute any agreement, document, instructions etc. as may be necessary or desirable in connection with or incidental to give effect to the aforesaid resolution."

By Order of the Board of Directors

For **UJJIVAN SMALL FINANCE BANK LIMITED**

Sd/-

Sanjeev Barnwal

Company Secretary and Head of Regulatory Framework

Place: Bengaluru

Date: May 8, 2026

NOTES:

1. Pursuant to the latest applicable circulars issued by the Ministry of Corporate Affairs and Securities and Exchange Board of India (hereinafter collectively referred to as "the Circulars"), companies are allowed to hold Annual General Meeting ("AGM or Meeting) through Video Conferencing ("VC)/Other Audio-Visual Means ("OAVM"), without the physical presence of members at a common venue. Hence, in compliance with the applicable provisions of the Companies Act, 2013 and rules made thereunder read with the Circulars, the AGM of the Bank is being held through VC/OAVM. The deemed venue for the AGM shall be the Registered Office of the Bank.
2. As per Section 105 of the Companies Act, 2013, a member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on a poll in the meeting instead of himself/herself. However, since the AGM is being held through VC/OAVM, physical attendance of Members has been dispensed with and accordingly, the facility for appointment of proxies by the members will not be available for the AGM and hence, the Proxy Form and Attendance Slip are not annexed to this Notice.
3. Participation of members through VC/OAVM will be reckoned for the purpose of quorum for the AGM as per Section 103 of the Companies Act, 2013.
4. Institutional / Corporate Shareholders (i.e. other than individuals / HUF/ NRI etc.) are required to send a scanned copy (PDF/JPG Format) of its Board or governing body Resolution/Authorization etc. authorizing its representative along with attested specimen signature of such representative, to attend the AGM through VC / OAVM on its behalf and to vote through remote e-voting or during the AGM. The said Resolution/Authorization shall be sent to the Scrutiniser by email through its registered email address to pbk@sreedharancs.com / compliance@sreedharancs.com with a copy marked to corporatesecretarial@ujjivan.bank.in and may also upload the same in the e-voting module in their login. The scanned image of the above documents should be in the naming format 'USFB_Event No. 9824'.
5. The Secretarial Auditor's Certificate under Regulation 13 of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and all the applicable registers and other documents referred to in the Notice shall be made available for electronic inspection without any fee to the members from the date of circulation of this Notice up to the date of AGM, i.e. July 24, 2026. Members who wish to inspect such documents are requested to send an email to corporatesecretarial@ujjivan.bank.in mentioning their name, folio no./client ID and DP ID, and the documents they wish to inspect with a self-attested copy of their PAN card attached to the email.
6. In case of joint holders attending the meeting, only such joint holder who is higher in the order of names will be entitled to vote, provided the votes are not already cast by remote e-voting.
7. In compliance with the Circulars, the Annual Report for the Financial Year 2025-26, the Notice of this Meeting are being sent only through electronic mode to those members whose email addresses are registered with the depository participant(s). Members may also note that the Notice of this Meeting and the Annual Report for the Financial Year 2025-26 will also be available on the Bank's website at www.ujjivansfb.bank.in, website of the Stock Exchanges, i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and on the website of e-voting agency KFin Technologies Limited ("KFin Tech or RTA") at evoting.kfintech.com.
8. Pursuant to Regulation 40 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, any request for affecting transfer of securities shall not be processed unless the securities are held in electronic form with a depository except in case of transmission or transposition of securities.
9. Securities and Exchange Board of India has mandated the submission of the Permanent Account Number (PAN) by every participant in the securities market. Members holding shares in electronic form are therefore, requested to submit their PAN to their Depository Participant(s).
10. For any queries relating to financial statement you can write to the Bank at investorrelations@ujjivan.bank.in at least seven days before the date of the Meeting i.e. July 17, 2026.
11. Members can avail of the nomination facility in respect of shares held by them in physical form by filing Form SH-13, as prescribed under Section 72 of the Companies Act, 2013 and Rule 19(1) of the Companies (Share Capital and Debentures) Rules, 2014, with the RTA of the Bank and members holding shares in electronic form may contact their Depository Participant for availing this facility.
12. Members who are entitled to claim for their unclaimed dividends declared by Ujjivan Financial Services Limited (now merged with Ujjivan Small Finance Bank Limited) or by the Bank are requested to correspond with the Company Secretary of the Bank by writing at corporatesecretarial@ujjivan.bank.in. Members are requested to note that dividends which are not claimed within seven years from the date of transfer to the Company's Unpaid Dividend Account, will, as per the provisions of Section 205A of the Companies Act, 1956 (Section 124 of the Companies Act, 2013), be transferred to the Investor Education and Protection Fund.
13. Members of the Bank under the category of 'Institutional Investors' are encouraged to attend and vote at the AGM.
14. Explanatory Statement containing material facts pursuant to Section 102(1) of the Companies Act, 2013, Regulation 36 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard - 2 on General Meetings, specified by the Institute of Company Secretaries of India and notified by the Ministry of Corporate Affairs under



Section 118(10) of the Companies Act, 2013 is annexed herewith and forms part of this Notice.

15. The resolutions as set out in this Notice are being conducted through e-voting, the said resolutions will not be decided by a show of hands at the AGM.
16. Since the AGM will be held through VC/OAVM, the route map is not attached to this Notice.
17. Those members who have not yet registered their email addresses are requested to get their email addresses registered with their Depository Participant. Please contact your Depository Participant for further assistance in this matter.
18. Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 has mandated the Listed Companies to issue securities in dematerialized form only while processing service requests viz. Issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/exchange of securities certificate; etc. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR – 4, the format of which is available on the Bank's website at <https://www.ujjivansfb.bank.in/investor-contacts>. It may be noted that any service request can be processed only after the folio is KYC Compliant.

18. Voting through electronic means

1. Remote e-voting and e-voting during the AGM:

- a. Pursuant to the provisions of Section 108 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Management and Administration) Rules, 2014, as amended and Regulation 44 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, the Bank is providing to its members, facility to exercise their right to vote on resolutions proposed to be passed at the AGM by electronic means. Members may cast their votes remotely, using an electronic voting system on the dates mentioned herein below ("remote e-voting"). The members also have the option to cast their votes during the AGM (e-voting), if not casted earlier through remote e-voting. The Bank has engaged the services of KFin Tech as the agency to provide e-voting facility. The manner of voting remotely by members holding shares in dematerialized mode, physical mode and for members who have not registered their email addresses is provided in the instructions given below.
- b. The remote e-voting facility will be available during the following voting period:

Commencement of remote e-voting: 09:00 AM, Tuesday, July 21, 2026 and End of remote e-voting will be 05:00 PM, Thursday, July 23, 2026. The remote e-voting will not be allowed beyond the aforesaid date and time and the

remote e-voting module shall be forthwith disabled by KFin Tech upon expiry of the aforesaid period.

- c. Any person, whose name is recorded in the Register of Members or in the Register of beneficial owners (in case of electronic shareholding) maintained by the depositories as on Friday, July 17, 2026 only shall be entitled to avail the facility of remote e-voting. The remote e-voting module shall be disabled by KFin Tech for voting thereafter. Once the vote on a resolution is cast by the shareholder, he/she/it shall not be allowed to change it subsequently.
- d. Voting rights of a member / beneficial owner (in case of electronic shareholding) shall be in proportion to their share in the paid-up equity share capital as on the cut-off date, i.e. Friday, July 17, 2026.
- e. In order to increase the efficiency of the voting process, and pursuant to the SEBI Circular No. SEBI/HO/CFD/ CMD/CIR/P/2020/242 dated 09 December 2020, the demat account holders, are provided a single login credential, through their demat accounts/ websites of Depositories/ Depository Participants. Demat account holders will now be able to cast their vote without having to register again with the E-voting Service Providers ("ESPs"), thereby facilitating seamless authentication and convenience of participating in e-voting process.
- f. The Board of the Bank has appointed Mr. Pradeep B Kulkarni (FCS: 7260; CoP: 7835) of M/s. V Sreedharan and Associates, Company Secretaries, Firm No. P1985KR14800, as Scrutinizer to scrutinize the remote e-voting and e-voting process during the AGM in a fair and transparent manner and he has communicated his eligibility and willingness to be appointed as Scrutinizer and given his consent for the same and will be available for the said purpose.
- g. The Result of remote e-voting and e-voting shall be declared within 2 (Two) working days from conclusion of the AGM and subject to receipt of requisite number of votes, the resolutions proposed in the Notice shall be deemed to be passed on the date of this AGM, i.e., July 24, 2026.
- h. The Result of voting declared along with Scrutiniser's Report will be published on the website of the Bank at www.ujjivansfb.bank.in and on Service Provider's website at <https://evoting.kfintech.com> within 2 (Two)

working days from the conclusion of the AGM and the same shall also be simultaneously communicated to the BSE Limited and the National Stock Exchange of India Limited.

2 Information and instructions relating to remote e-voting and e-voting:

- a. The members can join the AGM through VC/ OAVM mode 30 minutes before the scheduled time of the commencement of the Meeting by following the procedure mentioned herein. The Facility to join the Meeting shall be kept open throughout the proceedings of the AGM. The facility of participation at the AGM through VC/OAVM will be made available for 1,000 members on first come first served basis. This will not include large Members (Members holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairperson of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.
- b. The members who have cast their vote(s) by remote e-voting may also attend the Meeting but shall not be entitled to cast their vote(s) again at the Meeting. Once the vote on a resolution is casted by a Member, whether partially or otherwise, the Member shall not be allowed to change it subsequently or cast the vote again.
- c. A member can opt for only single mode of voting per EVEN, i.e., through remote e-voting or e-voting during the Meeting. If a member casts vote(s) by both modes, then voting done through remote e-voting shall prevail and vote(s) casted at the Meeting shall be treated as "INVALID".
- d. A person, whose name is recorded in the register of members or in the register of beneficial owners maintained by the depositories as on the cut-off date i.e. July 17, 2026 only shall be entitled to avail the facility of remote e-voting or e-voting. A person who is not a member as on the cut-off date should treat the Notice for information purpose only.
- e. Any person who becomes member of the Bank after dispatch of the Notice of the Meeting and holding shares as on the cut-off date may obtain the User ID and password from KFin Tech.
- f. The Bank has opted to provide the same electronic voting system during the Meeting, as used during remote e-voting and the said facility shall be operational till all the resolutions proposed in the Notice are considered and voted upon at the Meeting and may be used

for voting only by the members holding shares as on the cut-off date who are attending the Meeting and who have not already casted their vote(s) through remote e-voting.

- g. While all efforts would be made to make the VC/ OAVM meeting smooth, participants connecting through mobile devices, tablets, laptops etc. may at times experience audio/video loss due to fluctuation in their respective networks. Use of a stable Wi-Fi or LAN connection can mitigate some of the technical glitches.

3. Procedure for Registration of email and Mobile: securities in physical mode

Physical shareholders are hereby notified that based on SEBI Circular number: SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/37, dated March 16, 2023, all holders of physical securities in listed companies shall register the postal address with PIN for their corresponding folio numbers. It shall be mandatory for the security holders to provide mobile number. We hereby request all such shareholders to furnish their PAN, Nomination, Contact details, Bank A/c details and Specimen signature for their corresponding folio numbers.

Moreover, to avail online services, the security holders can register e-mail ID. Holder can register/update the contact details through submitting the requisite ISR 1 form along with the supporting documents.

ISR 1 Form can be obtained by following the link: <https://ris.kfintech.com/client-services/isc/default.aspx>

ISR Form(s) and the supporting documents can be provided by any one of the following modes.

- a. Through 'In Person Verification' (IPV): the authorized person of the RTA shall verify the original documents furnished by the investor and retain copy(ies) with IPV stamping with date and initials; or
- b. Through hard copies which are self-attested, which can be shared on the address below; or

Name	KFIN Technologies Limited
Address	Selenium Building, Tower-B, Plot No 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana India - 500 032.

- c. Through electronic mode with e-sign by following the link: <https://ris.kfintech.com/client-services/isc/default.aspx#>

Detailed FAQ can be found on the link: <https://ris.kfintech.com/faq.html>



For more information on updating the email and Mobile details for securities held in electronic mode, please reach out to the respective DP(s), where the DEMAT a/c is being held.

4. Login method for remote e-voting for shareholders other than individual shareholders holding securities in demat mode and shareholders holding securities in physical mode:

Shareholders other than individual shareholders holding securities in demat mode and shareholders who are holding equity shares of the Bank in physical form, are requested to follow the below instructions for remote e-voting:

- i Launch internet browser and type the URL: <https://evoting.kfintech.com> in the address bar.
- ii Enter the login credentials as mentioned below:

For Members holding shares in Demat Form:

- a) For NSDL: 8 Character DP ID followed by 8 Digits Client ID
- b) For CDSL: 16 digits beneficiary ID

For Members holding shares in Physical Form:

- a) Event no. i.e. 9824 followed by Folio Number registered with the Company.
- b) Password: If you are already registered for e-Voting, then you can use your existing password to login and cast your vote. If you are using Kfin's e-Voting system for the first time, you will need to retrieve the 'initial password' communicated to you by e-mail. Shareholders who have not registered their email addresses can follow the steps provided at serial no xiii below to obtain the User ID and password.
- c) Captcha: Enter the Verification code i.e., please enter the alphabets and numbers in the exact way as they are displayed for security reasons.
- iii After entering the correct details, click on LOGIN.
- iv. In case you are retrieving and using your 'initial password', you need to enter the 'initial password' and the system will force you to change your password. Once you reach the Password change menu you will be required to mandatorily change your password. The new password shall comprise of minimum 8 characters with at least one upper case (A-Z), one lower case (a-z), one numeric value (0-9) and a special character. The system will prompt you to change your password and update any

contact details like mobile, e-mail etc. on first login. You may also enter the secret question and answer of your choice to retrieve your password in case you forget it. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.

- v. You need to login again with the new credentials.
- vi. On successful login, the system will prompt you to select the EVENT i.e. "Ujjivan Small Finance Bank."
- vii. Any person who becomes a member of the Bank after dispatch of the Notice of the Meeting and holding shares as on the cut-off date i.e., July 17, 2026, may obtain the User ID and password in the manner as mentioned below:

If the mobile number of the member is registered against Folio No. / DP ID Client ID, the member may:

- a) Send SMS: MYEPWD <space> E-Voting Event Number+Folio No. or DP ID Client ID to 9212993399

Example for NSDL:
MYEPWD <SPACE> IN12345612345678

Example for CDSL:
MYEPWD <SPACE> 1402345612345678

Example for Physical:
MYEPWD <SPACE> XXXX1234567890

- b) On the home page of <https://evoting.kfintech.com>, click "Forgot Password" and enter Folio No. or DP ID Client ID and PAN to generate a password
- viii. On the voting page, the number of shares (which represents the number of votes) held by you as on the cut-off date will appear. If you desire to cast all the votes assenting/dissenting to the resolution, enter all shares and click 'FOR'/'AGAINST' as the case may be or partially in 'FOR' and partially in 'AGAINST', but the total number in 'FOR' and/or 'AGAINST' taken together should not exceed your total shareholding as on the cut-off date. You may also choose the option 'ABSTAIN', in which case, the shares held will not be counted under either head.
- ix. Members holding multiple folios/demat accounts shall choose the voting process separately for each folio/demat account.
- x. Cast your votes by selecting an appropriate option and click on 'SUBMIT'. A confirmation box will be displayed. Click 'OK' to confirm,

else 'CANCEL' to modify. Once you confirm, you will not be allowed to modify your vote subsequently. During the voting period, you can login multiple times till you have confirmed that you have voted on the resolution.

- xi. Corporate/institutional members (i.e. other than individuals, HUF, NRI, etc.) are required to send scanned image (PDF/JPG format) of certified true copy of relevant board resolution/authority letter etc. together with attested specimen signature of the duly authorised signatory(ies) who is/are authorised to vote, to the Scrutinizer through email at pbk@sreedharancs.com / compliance@sreedharancs.com and may also upload the same in the e-voting module in their login. The scanned image of the above documents should be in the naming format 'USFB_Event No. 9824'

- xii. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for shareholders and e-voting User Manual for shareholders available at the download section of <https://evoting.kfintech.com> or contact KFin Technologies Ltd. at 1800 309 4001 (toll free). It is strongly recommended not to share your password with any other person and take utmost care to keep it confidential.

5. Procedure for Login for E-voting and Attending AGM through VC/OAVM for Individual Shareholders holding securities in Demat mode

In terms of SEBI circular dated December 09, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in Demat

mode are allowed to vote through their Demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their Demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in Demat mode is given below:

Individual shareholders holding securities in Demat mode with National Securities Depository Limited ("NSDL")	A. User already registered for IDeAS facility: 1. Open https://eservices.nsdl.com 2. Click on the "Beneficial Owner" icon under 'IDeAS' section. 3. On the new page, enter User ID and Password. Post successful authentication, click on "Access to e-Voting" 4. Click on Bank Name or e-Voting service provider and you will be re-directed to e-voting service provider website for casting your vote during the remote e-Voting period. B. User not registered for IDeAS e-Services: 1. To register, open https://eservices.nsdl.com either on a Personal Computer or on a mobile. 2. Select "Register Online for IDeAS" Portal or click on https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp. 3. Proceed with completing the required fields C. By visiting the e-Voting website of NSDL: 1. Open https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. 2. Click on the icon "Login" which is available under 'Shareholder/Member' section 3. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit Demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. 4. Post successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. 5. Click on Bank name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period.



Individual Shareholders holding securities in Demat mode with Central Depository Services (India) Limited ("CDSL")	A. Existing user who have opted for Easi/Easiest 1. Click at https://web.cdslindia.com/myeasi/home/login or www.cdslindia.com 2. Click on New System Myeasi. 3. Login with user ID and Password 4. After successful login of Easi / Easiest, Option will be made available to reach e-voting page 5. Click on e-voting service provider name to cast your vote
	B. User not registered for Easi/Easiest 1. Option to register is available at https://web.cdslindia.com/myeasi./Registration/EasiRegistration. 2. Proceed with completing the required fields.
	C. By visiting the e-Voting website of CDSL 1. Visit at www.cdslindia.com 2. Provide Demat Account Number and PAN No. 3. System will authenticate user by sending OTP on registered Mobile & Email as recorded in the Demat Account. 4. After successful authentication, user will be provided links for the respective e-voting service provider where the e-voting is in progress.
Individual Shareholders (holding securities in Demat mode) login through their depository participants	You can also login using the login credentials of your Demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. Once login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on Bank Name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 1800 1020 990 and 1800 22 44 30
Individual Shareholders holding securities in Demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at 022-23058738 or 22-23058542-43.

6. Instructions and Process for participation through VC/OAVM

- Members will be able to attend the e-AGM through VC/OAVM or view the live webcast of e-AGM provided by KFin at <https://emeetings.kfintech.com> by using their remote e-voting login credentials and by clicking on the tab "video conference". The link for e-AGM will be available in members login, where the EVENT and the name of the Bank can be selected.
- Members are encouraged to join the meeting through devices (Laptops, Desktops, Mobile devices) with Google Chrome for seamless experience.
- Further, members registered as speakers will be required to allow camera during e-AGM and hence are requested to use internet with a good speed to avoid any disturbance during the meeting.
- Members may join the meeting using headphones for better sound clarity.
- While all efforts would be made to make the meeting smooth, participants connecting through mobile devices, tablets, laptops, etc. may at times experience audio/video loss due to fluctuation in their respective networks. Use of a stable Wi-Fi or LAN connection can mitigate some of the technical glitches.

- vi. Members, who would like to express their views or ask questions during the e-AGM will have to register themselves as a speaker by visiting the URL <https://emeetings.kfintech.com/> and clicking on the tab 'Speaker Registration' during the period starting from Tuesday, July 21, 2026 09:00 AM up to Thursday, July 23, 2026, 05:00 PM. Only those members who have registered themselves as a speaker will be allowed to express their views/ask questions during the e-AGM. The Bank reserves the right to restrict the number of speakers depending on the availability of time for the e-AGM. Only questions of the members holding shares as on the cut-off date will be considered.
- vii. A video guide assisting the members attending e-AGM either as a speaker or participant is available for quick reference at URL <https://emeetings.kfintech.com/>, under the "How It Works" tab placed on top of the page.
- viii. Members who need technical assistance before or during the e-AGM can contact KFin at emeetings@kfintech.com or Helpline: 1800 309 4001.

7. RTA investor support centre

As an ongoing endeavour to enhance Investor experience and leverage new technology, our registrar and transfer agents, KFIN Technologies Limited have been continuously developing new applications. Here is a list of applications that has been developed for our investors.

- **Investor Support Centre:** A webpage accessible via any browser enabled system. Investors can use a host of services like Post a

Query, Raise a service request, Track the status of their DEMAT and REMAT request, Dividend status, Interest and Redemption status, Upload exemption forms (TDS), Download all ISR and other related forms. URL: <https://ris.kfintech.com/clientservices/isc>

- **eSign Facility:** Common and simplified norms for processing investor's service requests by RTAs and norms for furnishing PAN, KYC details and Nomination requires that eSign option be provided to Investors for raising service requests. KFIN is the first RTA which has enabled the option and can be accessed via the link below. URL: <https://ris.kfintech.com/clientservices/isc>
- **KYC Status:** Shareholders can access the KYC status of their folio. The webpage has been created to ensure that shareholders have the requisite information regarding their folios. URL: <https://ris.kfintech.com/clientservices/isc/kycqry.aspx>
- **KPRISM:** A mobile application as well as a webpage which allows users to access Folio details, Interest and Dividend status, FAQs, ISR Forms and full suite of other investor services. URL: <https://kprism.kfintech.com/signin.aspx>
- **WhatsApp:** Modern technology has made it easier to communicate with shareholder across multiple levels. WhatsApp has a wider reach today with majority having a know-how of the application. In order to facilitate the shareholders KFIN has now a dedicated WhatsApp number that can be used for a bouquet of services. WhatsApp Number: (91) 910 009 4099.



EXPLANATORY STATEMENT PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013 AND SECRETARIAL STANDARD-2 ISSUED BY THE INSTITUTE OF COMPANY SECRETARIES OF INDIA ('ICSI') AND REGULATION 36 OF SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 ("SEBI LISTING REGULATIONS")

ITEM NO. 2

REAPPOINTMENT OF MR. SANJEEV NAUTIYAL

Background

Mr. Sanjeev Nautiyal, the MD & CEO of the Bank is liable to retire by rotation at this Meeting pursuant to the provisions of the Section 152 of the Companies Act, 2013, and he being eligible, offers himself for re-appointment as the MD & CEO of the Bank and his office shall be liable to retire by rotation.

Eligibility and Disclosures

Mr. Sanjeev Nautiyal is not disqualified from being appointed/reappointed as a Director in terms of Section 164 of Companies Act, 2013. Further, he is not debarred from holding the office as a director by virtue of any SEBI order or any other such authority.

Detailed Profile

Pursuant to Secretarial Standard-2 specified by the ICSI and Regulation 36 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, a brief profile of Mr. Sanjeev Nautiyal and other information pertaining to his reappointment are given below:

Name of the Director	Sanjeev Nautiyal
DIN	08075972
Date of Birth and age	16-09-1961; 64 years
Date of First Appointment on the Board	July 01, 2024
Brief resume including Qualification, experience and Expertise in specific functional areas	He is a banker with four decades of extensive strategic domain expertise in Retail, SME, Financial Inclusion, Operations, HR, International Banking, and Treasury. He earlier held significant roles as Deputy Managing Director, Financial Inclusion & Micro Markets in SBI and MD & CEO, SBI Life Insurance. He also served as an Independent Director of Life Insurance Corporation and as an advisor in various organizations in the past. He holds a bachelor's degree in arts and a master's degree in business administration. He is also a Certified Associate of the Indian Institute of Bankers.
No. of Board Meetings attended during the financial year ended March 31, 2026, as a director	Eligible to attend: 9 Attended: 9
Names of listed entities in which he also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	Current Directorships in other Companies: None Listed Entities and other entities from which he has resigned in past 3 years: Life Corporation of India (LIC) – resigned w.e.f. May 31, 2024 ROI Net Forex & Remittance Pvt. Ltd. – resigned w.e.f. May 31, 2024 He is a member of the following Board Committees of the Bank: Risk Management Committee Stakeholders Relationship Committee Business Strategy Committee IT Strategy Committee Special Committee of Board for monitoring of Frauds Review Committee of Wilful defaulters
Listed entities (other than the Bank) in which he holds Committee Membership/ Chairmanship	NIL
Remuneration last drawn during the financial year ended March 31, 2026	Rs. 214.17 lacs

Name of the Director	Sanjeev Nautiyal
Remuneration sought to be paid	The present term of Mr. Sanjeev Nautiyal as the Managing Director & CEO of the Bank, as approved by the Reserve Bank of India and the members of the Bank, is for a period up to June 30, 2027. All the present terms and conditions of his appointment will remain unchanged except that he will be entitled to receive the annual increments/ revision in the remuneration, perquisites, variable pay and all other benefits as may be recommended by the Nomination and Remuneration Committee and approved by the Board subject to the approval of the RBI and conditions subject to which such approval is granted by the RBI.
Shareholding in the Bank	Holds Nil equity shares of the Bank
Relationship with other Directors and Key Managerial Personnel of the Bank	NIL

Recommendation and Interest of Directors/KMPs

Except Mr. Sanjeev Nautiyal, none of the Directors or Key Managerial Personnel of the Bank or their relatives are concerned or interested in the proposed resolution.

The Board of Directors of the Bank recommends the passing of the Resolution at Item No. 2 as an Ordinary Resolution.

ITEM NO. 3: TO APPROVE AMENDMENT TO THE "UJJIVAN SMALL FINANCE BANK EMPLOYEE STOCK OPTION PLAN, 2019"

To promote the culture of employee ownership and as well as to reward, attract, motivate and retain employees and directors of the Bank, for their high levels of individual performance, efforts to improve the financial performance of the Bank and their loyalty to the Bank, the Bank had introduced and implemented an employee stock option plan namely 'Ujjivan Small Finance Bank Employee Stock Option Plan 2019' ("ESOP 2019"/the "Plan"), which was approved by the members of the Bank vide special resolution dated march 29, 2019. Since the introduction of ESOP 2019, grants have been made to various categories of eligible employees, as defined under the Plan. The position as of March 31, 2026, was noted as under:

Description	No. of Options (in Crores)
Total Pool Size (A)	14.4
Total lapsed / cancelled (added back to the pool) (B)	5.93
Total Grants (C)	17.42
Net Options available for future grants (A) + (B) – (C)	2.91

In order to further strengthen the Bank's ability to incentivize, motivate, and retain key managerial and critical talent, and keeping in view the evolving business environment, competitive market practices, and long-term growth strategy of the Bank, the management considered it expedient to undertake the following key revisions to the Plan:

1. Expansion of the ESOP pool size from present 144,000,000 to 204,000,000 Options by adding 60,000,000 Crore additional options to the Pool, to ensure the availability of sufficient equity-linked incentives for current and future employees in alignment with the Bank's growth trajectory.

2. Revision of the exercise price determination mechanism, whereby the exercise price of the Options shall be determined by the Nomination and Remuneration Committee, which shall be closing price on the previous trading day immediately preceding the Grant Date or 3 months average of the volume weighted average price of the Bank's shares, whichever is lower.

Further, the management also deemed it appropriate to comprehensively align the ESOP 2019 with prevailing industry best practices and the requirements of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, as amended from time to time, in order to ensure regulatory compliance, transparency, and robust governance.

The aforesaid shall be treated as rationale for proposed variations/modifications in the terms of existing ESOP 2019.

The details of the proposed variations/modifications in the terms of existing ESOP 2019 of the Bank as required under Regulation 7 of the SBEB & SE Regulations are provided in **Annexure – A**.

Except for the modifications as provided in Annexure – A, no other changes are proposed, and the other features/ terms and conditions of the ESOP 2019 shall remain the same as originally approved.

The beneficiaries of such variation are the eligible 'employees' as defined under ESOP 2019 with outstanding options i.e. to whom options have already been granted under the ESOP 2019 and are not lapsed or exercised by such employees. Given the details of the variations and rationale thereof, it may be noted that the proposed modifications are not prejudicial or detrimental to the interests of the employees.

Accordingly, the Nomination and Remuneration Committee and the Board of Directors of the Bank at their meetings held on May 6, 2026, and May 8, 2026, respectively approved the proposed draft of the amended Plan, and have recommended for the approval of the members.

Pursuant to Section 62(1)(b) of the Companies Act, 2013 and Regulation 7 of the SBEB & SE Regulations, approval of the shareholders is being sought, by way of a Special Resolution, for approving the amendments to the ESOP 2019, as detailed in Resolution No. 3 of this Notice.



In terms of Section 62(1)(b) of the Companies Act, 2013 ("the Act") and Rules made thereunder read with Regulation 6 of SBEB Regulations, features of the ESOP 2019 are given as under:

a) Brief description of the ESOP 2019:

ESOP 2019 is a comprehensive plan to grant Employee Stock Options ("ESOPs"/ "Options") to the eligible employees of the Bank which expression is defined in Clause C hereto, to subscribe to the equity shares of the Bank underlying the Options. The ESOP 2019 contemplates grant of the Options entitling an employee to apply for an equivalent number of equity shares of the Bank of face value of Rs. 10/- (Rupees Ten only) each subject to fulfilment of certain condition(s) as determined by the Committee.

Every grant of Options shall be governed by a vesting schedule and such other terms, as determined by the Committee at the time of each grant. After vesting, the employees may exercise the vested Options within the pre-defined exercise period. Each Option is convertible into 1 (one) equity share of the Bank upon vesting and exercise. The Bank shall issue shares upon exercise of vested Options, subject to fulfilment of certain condition(s) including payment of exercise price and satisfaction of tax obligations.

The Committee shall administer the ESOP 2019. All questions of interpretation of ESOP 2019 shall be determined by the Committee, and such determination shall be final and binding upon all persons having an interest in ESOP 2019.

b) Total number of Options to be granted:

The total number of Options to be granted under the ESOP 2026 shall not exceed 204,000,000 (Twenty Crore Forty Lakh) options. Each Option when exercised would be converted into one equity share of face value of Rs. 10/- (Rupees Ten only) each fully paid-up.

Further, SBEB Regulations require that in case of any corporate action(s) such as rights issue, bonus issue, merger, stock splits or consolidation, sale of division etc., a fair and reasonable adjustment needs to be made to the Options granted. In this regard, the Committee shall adjust the number and price of the Options granted in such a manner that the total value of the Options granted under the ESOP 2019 remain the same after any such corporate action. Accordingly, if any additional Options are granted by the Bank, for making such fair and reasonable adjustment, the ceiling of aforesaid shall be deemed to be increased to the extent of such additional Options granted.

c) Identification of classes of employees entitled to participate in the Scheme:

The following class of employees are entitled to participate in ESOP 2019:

- a) an employee as designated by the Bank, who is exclusively working in India or outside India; or

- b) a director of the Bank, whether a whole time director or not, including a non-executive director who is not a promoter or member of the promoter group, but excluding an independent director; but does not include

- i. an employee who is a promoter or a person belonging to the promoter group; or
- ii. a director who, either himself or through his relative or through anybody corporate, directly or indirectly, holds more than ten per cent of the outstanding shares of the Bank.

d) Requirements of vesting and period of vesting:

Subject to terms mentioned in this Clause, Options Granted under ESOP 2019 shall vest within the minimum period of 1 (One) year and maximum period of 6 (Six) years from the date of Grant of such Options. **Provided that** in case where Options are Granted by the Bank under the Plan in lieu of Options held by a person under a similar plan in another company (Transferor Company) which has merged or amalgamated with the Bank, the period during which the Options Granted by the Transferor Company were held by him may be adjusted against the minimum Vesting Period required under this Sub-clause, at the discretion of the Nomination and Remuneration Committee.

Provided that in the event of death or Permanent Incapacity of an Option Grantee, the minimum Vesting Period of 1 (One) year shall not be applicable and in such instances, all the Unvested Options shall Vest with effect from the date of death or Permanent Incapacity.

Provided further that in case of Retirement, all the Unvested Options as on the date of Retirement would continue to Vest in accordance with the original Vesting schedules even after the Retirement (refer clause 8.2 for details), unless otherwise determined by the Nomination and Remuneration Committee in accordance with the Bank's Policies and provisions of the then prevailing Applicable Laws.

Vesting of Options would be subject to continued employment with the Bank and has not served any notice of resignation. In addition to this, the Board may also specify certain performance criteria subject to satisfaction of which the Options would Vest. The Committee shall have the authority to determine the performance parameters applicable to an Employee or a class of Employees, based on their respective roles, and to assign relative weightages to each parameter as it deems appropriate.

As a pre-requisite for a valid Vesting, an Option Grantee is required to be in employment or service of the Bank, on the date of Vesting and must neither be serving his notice for resignation of employment/ service, nor be subject to any disciplinary proceedings pending against him on such date of Vesting. In case of any disciplinary proceedings against any Option Grantee, the relevant Vesting shall be

kept in abeyance until disposal of the proceedings, and such Vesting shall be determined accordingly.

The specific Vesting schedule and Vesting Conditions subject to which Vesting would take place as would be applicable to the Option Grantee shall be provided in the Letter of Grant.

In case the Options are not Vested due to non-fulfilment of the Vesting Conditions, such Options shall lapse and Option Grantee shall not have any right over such Options.

In the event of division of number of Options resulting in a fractional number due to the staggered Vesting of Options, the number of Options to Vest shall be rounded off to the nearest whole number.

Vesting of Options in case of Option Grantee on long leave: The period of leave shall not be considered in determining the Vesting Period in the event the Option Grantee is on a sabbatical. In all other events, including approved earned leave, maternity leave and sick leave, the period of leave shall be included to calculate the Vesting Period unless otherwise determined by the Nomination and Remuneration Committee.

e) Maximum period within which the Option shall be vested:

All the Options granted on any date shall vest not later than the maximum vesting period of 6 (Six) years from the date of grant.

f) Exercise price or pricing formula:

The Exercise Price shall be determined by the Nomination and Remuneration Committee, which shall be closing price on the previous trading day immediately preceding the Grant Date or 3 months average of the volume weighted average price of the Bank's shares, whichever is lower.

The Exercise Price shall be specified in the Letter of Grant issued to the Option Grantee at the time of the Grant.

g) Exercise period and the process of Exercise:

The Exercise Period in respect of Vested Options shall be 5 (Five) years from the date of Vesting of such Options or such other shorter period as may be prescribed by the Nomination and Remuneration Committee at the time of Grant. An Employee can Exercise all the Options vested in him, at one time or at various points of time within the Exercise Period. In case of death or Permanent Incapacity, the Nomination and Remuneration Committee may, at its discretion, allow such additional period for Exercise which shall not be more than 12 months from the original prescribed Exercise Period.

The Options shall be deemed to have been exercised when an Option Grantee makes an application in writing to the Bank or by any other means as decided by the Nomination and Remuneration Committee, for the issuance of Shares against the Options vested in him,

subject to payment of Exercise Price and compliance of other requisite conditions of Exercise.

h) Appraisal process for determining the eligibility of employees under the Scheme:

The appraisal process for determining eligibility shall be decided from time to time by the Committee. The broad criteria for appraisal and selection may include parameters like grade, role, criticality, skills, past performance, potential contribution, and such other criteria as may be determined by the Committee at its sole discretion, from time to time.

i) Maximum number of Options to be issued per employee and in aggregate:

The maximum number of Options that may be Granted to each Employee per Grant and in aggregate (taking into account all Grants) shall vary depending upon the designation and the appraisal/ assessment process. However, per Employee and per Grant shall not exceed 51,00,000 (Fifty One Lakhs) and in aggregate shall not exceed 204,00,000 (Two Crore Four Lakh) Options at the time of Grant.

j) Maximum quantum of benefits to be provided per employee:

The maximum quantum of benefits contemplated under the ESOP 2019 are in terms of the maximum number of Options that may be granted to an eligible employee as specified in the ESOP 2019.

Apart from the grant of Options as stated above, no other benefits are contemplated under the ESOP 2019.

k) Route of Scheme implementation:

The ESOP 2019 shall be implemented and administered directly by the Bank.

l) Source of acquisition of shares under the Scheme:

The ESOP 2019 contemplates fresh/primary issuance of equity shares of the Bank.

m) Amount of loan to be provided for implementation of the Scheme(s) by the Company to the Trust, its tenure, utilization, repayment terms, etc:

Not applicable as the Scheme is not implemented through Trust.

n) Maximum percentage of secondary acquisition:

Not applicable as the Scheme is not implemented through Trust.

o) Accounting and Disclosure Policies:

The Bank shall follow the relevant accounting standards as may be prescribed by the Central Government in terms of Section 133 of the Companies Act, 2013 and/ or any relevant accounting standards/ guidance note as may be



prescribed by the Institute of Chartered Accountants of India or any other competent authority, from time to time, including the disclosure requirements prescribed therein, in compliance with Regulation 15 of SBEB Regulations.

p) Method of Option valuation:

The Bank shall adopt 'fair value method' for valuation of Options as prescribed under IND AS 102 on Share-based payments or any accounting standard/ guidance note, as applicable, notified by competent authorities from time to time.

q) Declaration:

In case, the Bank opts for expensing of share-based employee benefits using the intrinsic value, the difference between the employee compensation cost so computed and the employee compensation cost that shall have been recognized if it had used the fair value of the Options and the impact of this difference on profits and on Earning Per Share (EPS) of the Bank shall also be disclosed in the Directors' Report.

r) Period of Lock-in:

The Shares issued upon Exercise of Options shall be freely transferable and shall not be subject to any lock-in period restriction after such Exercise.

Provided that all designated employees as defined under the Bank's "Code of Conduct for Prevention of Insider Trading and Code of Fair Disclosure and Conduct" to whom Shares allotted on Exercise should not sell such allotted shares when the trading window is closed and to ensure compliance of the said Code and the applicable Securities Exchange Board of India (Prohibition of Insider Trading), Regulations, 2015, as amended.

s) Terms & conditions for buyback, if any, of specified securities/ Options covered granted under the Scheme:

Subject to the provisions of the then prevailing applicable laws, the Board and/or Committee shall determine the procedure for buy-back of Options granted under the ESOP 2019 if to be undertaken at any time by the Bank, and the applicable terms and conditions thereof.

Malus/ Clawback

The benefits under the Scheme to be accrued and / or availed under the Scheme shall be subject to Malus / Claw-back provisions as per the Bank Policies/ Terms of Employment read with relevant regulatory guidelines as per Applicable Laws as amended from time to time.

A copy of the draft ESOP 2019 will be available for inspection at the Bank's registered office during official hours on all working days (Monday- Friday) till the last date of the e-voting. The amended Plan document is also uploaded on the website of the Bank.

None of the Directors, Key managerial personnel of the Bank including their relatives are interested or concerned in the resolution, except to the extent of the stock options that they have been granted under ESOP 2019.

The Board accordingly recommends the passing of this Special Resolution as set out in this Notice, for the approval of the members.

ITEM NO. 4: TO APPROVE THE 'UJJIVAN RESTRICTED STOCK UNITS PLAN – 2026':

Philosophy and Reward Strategy:

The Bank has consistently upheld the philosophy of rewarding employees for delivering sustainable long-term performance, driving shareholder value creation, and maintaining external competitiveness with internal equity. Anchored in this philosophy, the Bank's reward strategy is guided by the following principles:

- i. Rewards must be commensurate with performance and accountability;
- ii. Rewards must be aligned with long-term performance and shareholder value creation; and
- iii. Rewards must remain competitive to attract and retain key talent essential for achieving the Bank's strategic objectives.

Equity-Based Rewards:

By offering employees the opportunity to benefit from equity appreciation, distinct from fixed cash payouts through the achievement of long-term business objectives, the Bank seeks to reinforce a high-performance culture across its operations, thereby creating enduring value for shareholders. Restricted Stock Units ("RSUs") serve as a powerful tool to attract, motivate, and retain top-tier talent, while also aligning individual performance with the Bank's long-term objectives.

Through this initiative, employees shall be empowered to invest in the Bank's future, fostering a sense of ownership and emotional commitment. It supports wealth creation, aligns employee interests with long-term business goals, and enhances shareholder value. This approach complements global best practices in total rewards, combining fixed pay, performance-linked bonuses, and long-term incentives.

Introduction of RSU 2026:

In order to align employee interests with those of shareholders, retain and incentivize critical talent, and ensure sustained long-term performance, it is proposed to implement a new equity incentive plan, titled "Ujjivan Restricted Stock Units Plan – 2026" ("RSU 2026" / "Plan"). The Plan provides for the grant of RSUs to eligible employees of the Bank who occupy critical positions or possess niche skills integral to the Bank's growth trajectory.

The RSU 2026 has been formulated and recommended by the Nomination and Remuneration Committee ("**Committee**") at its meeting held on May 6, 2026, and subsequently the Board of Directors ("**Board**") of the Bank at its meeting held on May 8, 2026, had approved the introduction of the RSU 2026, subject to shareholders' approval.

In terms of Section 62(1)(b) of the Companies Act, 2013 ("**the Act**") and Rules made thereunder read with Regulation 6

of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("**SEBI SBEB Regulations**"), the salient features of the RSU 2026 are given as under:

a. Brief description of the Plan:

RSU 2026 is a comprehensive plan to grant Restricted Stock Units ("**RSUs**") to the eligible employees of the Bank which expression is defined in Clause C hereto, to subscribe to the equity shares of the Bank underlying the RSUs. The RSU 2026 contemplates grant of the RSUs entitling an employee to apply for an equivalent number of equity shares of the Bank of face value of Rs. 10/- (Rupees Ten only) each subject to fulfilment of certain condition(s) as determined by the Committee.

RSUs shall be granted exclusively in respect of eligible Employees holding the position of Executive Vice President ("**EVP**") or such equivalent senior designation and shall be contingent upon the Employee being designated as a high-performing individual based on the Bank's performance appraisal framework.

The RSUs shall be granted subject to the achievement of specified performance criteria by the Bank. In particular, grant shall occur only upon the Bank achieving not less than 105% of its budgeted revenue and profit targets, as approved by the Board.

Notwithstanding the foregoing, the grant of such RSUs shall remain subject to the prior review and approval of Committee, whose decision in this regard shall be final and binding.

Every grant of RSUs shall be governed by a vesting schedule and such other terms, as determined by the Committee at the time of each grant. After vesting, the employees may exercise the vested RSUs within the pre-defined exercise period. Each RSU is convertible into 1 (one) equity share of the Bank upon vesting and exercise. The Bank shall issue shares upon exercise of vested RSUs, subject to fulfilment of certain condition(s) including payment of exercise price and satisfaction of tax obligations.

The Committee shall administer the RSU 2026. All questions of interpretation of RSU 2026 shall be determined by the Committee, and such determination shall be final and binding upon all persons having an interest in RSU 2026.

b. Total number of RSUs to be offered and granted:

The total number of RSUs to be offered and granted under the RSU 2026 shall not exceed 2,00,00,000 RSUs (Two Crore RSUs) (RSU Pool). Each RSU when exercised would be converted into one equity share of face value of Rs. 10/- (Rupees Ten Only) each fully paid-up.

In case of any corporate action(s) including but not limited to rights issues, bonus issues, merger and sale of division etc., a fair and reasonable adjustment needs to be made

to the RSUs granted. Accordingly, if any additional equity shares are required to be issued by the Bank to the eligible employees to make such fair and reasonable adjustment, the ceiling of equity shares as stated above shall be deemed to be increased to the extent of the additional equity shares required to be issued. The Committee shall determine the nature, manner and the extent of the adjustment to be made as a consequence of any corporate action, consolidation etc. The RSUs under RSU 2026, that may lapse/ expire or are forfeited, will be available for grant to the eligible employees under this Plan.

c. Identification of classes of employees entitled to participate and be beneficiaries in the Plan:

The following class of employees are entitled to participate in RSU 2026:

- a) an employee as designated by the Bank, who is exclusively working in India or outside India; or
- b) a director of the Bank, whether a whole time director or not, including a non-executive director who is not a promoter or member of the promoter group, but excluding an independent director; but does not include
 - i. an employee who is a promoter or a person belonging to the promoter group; or
 - ii. a director who, either himself or through his relative or through anybody corporate, directly or indirectly, holds more than ten per cent of the outstanding shares of the Bank.

d. Requirements of Vesting and period of Vesting:

The Committee shall determine the Vesting Period for the RSUs, provided that the RSUs granted to Employees pursuant to the RSU 2026 shall vest within a maximum period of **4 (Four) years** from the date of Grant and there shall be a minimum period of 1 (one) year between the date of Grant and Vesting of these RSUs.

Provided that in the event of death or Permanent Incapacity of an Grantee, the minimum Vesting Period of 1 (One) year shall not be applicable and in such instances, all the Unvested RSUs shall Vest with effect from the date of death or Permanent Incapacity.

Provided further that in case of Retirement, all the Unvested RSUs as on the date of Retirement would continue to Vest in accordance with the original vesting schedules even after the Retirement (refer clause 8.2 for details), unless otherwise determined by the Committee in accordance with the Bank's Policies and provisions of the then prevailing Applicable Laws.

Provided further that in case where RSUs are granted by the Bank under the RSU 2026 in lieu of RSUs held by a person under a similar plan in another company (Transferor Company) which has merged or amalgamated with the Bank, the period during which the RSUs granted



by the Transferor Company were held by him may be adjusted against the minimum Vesting Period required under this sub-clause, at the discretion of the Committee.

Vesting of RSUs would be subject to continued employment with the Bank and has not served any notice of resignation. In addition to this, the Committee shall also specify certain performance criteria subject to satisfaction of which the RSUs would vest. The Committee shall have the authority to determine the performance parameters applicable to an Employee or a class of Employees, based on their respective roles, and to assign relative weightages to each parameter as it deems appropriate.

As a pre-requisite for a valid Vesting, an Grantee is required to be in employment or service of the Bank, on the date of Vesting and must neither be serving his notice for resignation of employment/ service, nor be subject to any disciplinary proceedings pending against him on such date of Vesting. In case of any disciplinary proceedings against any Grantee, the relevant Vesting shall be kept in abeyance until disposal of the proceedings and such Vesting shall be determined accordingly.

The specific Vesting Conditions shall be intimated to the Grantee in the Grant letter at the time of Grant.

In case the RSUs are not Vested due to non-fulfilment of the Vesting Conditions, such RSUs shall lapse and Grantee shall not have any right over such RSUs.

In the event of division of number of RSUs resulting in a fractional number due to the staggered vesting of RSUs, the number of RSUs to vest shall be rounded off to the nearest whole number.

e. Maximum period within which the RSUs shall be vested:

Any RSU granted under the RSU 2026 shall be subject to a maximum vesting period of 6 (six) years from the date of grant of RSUs as specified above.

f) Exercise price or pricing formula:

The Exercise Price shall be the face value of the Share as on date of Exercise of RSU.

g) Exercise period and the process of exercise:

The Exercise Period in respect of a Vested RSUs shall be maximum of 5 (five) years commencing from the date of each Vesting or such other shorter period as may be prescribed by the Committee at the time of Grant. An Employee can Exercise all the RSUs vested in him, at one time or at various points of time within the Exercise Period. In case of death or Permanent Incapacity, the Committee may, at its discretion, allow such additional period for Exercise which shall not be more than 12 months from the original prescribed Exercise Period.

The RSUs shall be deemed to have been exercised when an employee makes an application in writing to the Bank

or by any other means as decided by the Committee, for the issue of shares against the RSUs vested in him, subject to payment of exercise price and compliance of other requisite conditions of exercise. The RSUs shall lapse if not exercised within the specified exercise period.

h. Appraisal process for determining the eligibility of employees under the Plan:

The eligibility of the employees for grant of RSUs shall be decided from time to time by the Committee. The broad criteria for review and selection may include parameters like grade, performance, merit, length of service, future potential contribution, conduct of the employee and such other relevant factors as may be deemed appropriate by it or as instructed by the Board. However, for new joiners, the broad criteria for selection shall be basis prior work experience, applicable skills, designated job role or such other factors as determined by the Committee.

i. Maximum number of RSUs to be issued per employee and in aggregate:

The number of RSUs that may be granted under the RSU 2026 to any individual Employee shall not exceed 10,00,000 RSUs in a financial year and the maximum number of RSUs that may be Granted to any individual Employee under this Plan shall not exceed 20,00,000 RSUs in aggregate (including all Grants).

j. Maximum quantum of benefits to be provided per employee under the Plan:

The employees will be entitled to the shares of the Bank on exercise of RSUs as per the terms provided under RSU 2026.

The maximum quantum of benefits underlying the RSUs granted to an eligible employee shall be equal to the appreciation in the value of the Bank's equity shares determined as on the date of exercise of RSUs, on the basis of difference between the RSU exercise price and the market price of the equity shares on the exercise date.

k. Route of the implementation:

The RSU 2026 shall be implemented and administered directly by the Bank.

l. Source of acquisition of shares under the Plan:

The RSU 2026 contemplates the issue of fresh equity shares by the Bank.

m. Amount of loan to be provided for implementation of the Plan by the Bank to the trust, its tenure, utilization, repayment terms, etc.:

Not currently contemplated under RSU 2026 as the Plan is being implemented and administered directly by the Bank.

n. Maximum percentage of secondary acquisition:

Not currently contemplated under RSU 2026 as the Plan is being implemented and administered directly by the Bank.

o. Accounting and Disclosure Policies:

The Bank shall follow the relevant accounting standards as may be prescribed by the Central Government in terms of Section 133 of the Act and/ or any relevant accounting standards/ guidance note as may be prescribed by the Institute of Chartered Accountants of India or any other competent authority, from time to time, including the disclosure requirements prescribed therein, in compliance with Regulation 15 of SEBI SBEB Regulations.

p. Method of RSU valuation:

The Bank shall adopt 'fair value method' for valuation of RSUs as prescribed under IND AS 102 on share-based payments or any accounting standard/ guidance note, as applicable, notified by competent authorities from time to time.

q. Declaration:

In case, the Bank opts for expensing of share-based employee benefits using the intrinsic value, the difference between the employee compensation cost so computed and the employee compensation cost that shall have been recognized if it had used the fair value of the RSUs and the impact of this difference on profits and on Earning Per Share (EPS) of the Bank shall also be disclosed in the Directors' Report. Currently, this statement is not applicable as the Bank shall adopt 'fair value method' for valuation of RSUs as prescribed under IND AS 102.

r. Period of lock-in:

The Shares issued upon Exercise of RSUs shall be freely transferable and shall not be subject to any lock-in period restriction after such Exercise.

Provided that all designated employees as defined under the Bank's "Code of Conduct for Prevention of Insider Trading and Code of Fair Disclosure and Conduct" to whom Shares allotted on Exercise should not sell such allotted shares when the trading window is closed and to ensure compliance of the said Code and the applicable Securities Exchange Board of India (Prohibition of Insider Trading), Regulations, 2015, as amended.

PAN of the designated persons and their immediate relatives are under freeze during the period when the trading window is closed.

s. Applicability of Malus and Clawback:

Subject to compliance of the Applicable Laws and in accordance with the Reserve Bank of India's Guidelines on Compensation of Whole Time Directors / Chief Executive Officers / Material Risk Takers and Control Function Staff dated November 4, 2019 and , RBI Governance Directions 2025 as may be amended, replaced, substituted, restated from time to time, the Bank reserves the right of executing malus/ clawback arrangements with respect to RSUs already granted.

A malus arrangement permits the Bank to prevent Vesting of all or part of the RSUs granted to a Grantee in the

event of failure to comply with the conditions for Vesting. However, the malus arrangement shall not reverse the Vesting of already Vested RSUs.

A clawback, on the other hand, is a contractual agreement between the Grantee and the Bank, being evidenced on the acceptance of the Grant, in which case the Grantee shall relinquish any benefit that accrued to or return any benefit that is received by such Grantee to the Bank under circumstances specified at the time of Grant of RSUs.

t. Terms & conditions for buyback, if any, of specified securities/ RSUs covered granted under the Plan:

Subject to the provisions of the applicable law, the Board shall determine the procedure for buy-back of the specified securities/ RSUs granted under the RSU 2026 if to be undertaken at any time by the Bank and the applicable terms and conditions thereof.

In terms of Section 62(1) (b) and other applicable provisions, if any, of the Act read with Rules thereunder and Regulation 6(1) and other applicable provisions of SEBI SBEB Regulations, the implementation of the RSU 2026 and grant of RSUs to the employees of the Bank require approval of the shareholders by way of a special resolution. Therefore, the approval of the shareholders of the Bank is being sought to pass the special resolution as set out at item no. 4.

None of the directors and key managerial personnel of the Bank or their relatives is in any way, financially or otherwise, concerned or interested in the resolution, except to the extent of their shareholding in the Bank or the RSUs that may be granted under the RSU 2026.

The copies of the related documents will be open for inspection by the shareholders of the Bank at the registered office of the Bank on all working days, during business hours up to the last date of remote e-voting.

The Board, accordingly, recommends the passing of special resolution as set out at item no. 4 of this Notice, for the approval of the shareholders of the Bank.

ITEM NO. 5: TO CONSIDER AND APPROVE RAISING OF FUNDS AND ISSUANCE OF SECURITIES UPTO RS. 2000 CRORES THROUGH QUALIFIED INSTITUTIONS PLACEMENT BASIS OR THROUGH ANY OTHER PERMISSIBLE MODE, IN ONE OR MORE TRanches

Over the last three fiscal years, the Bank expanded its gross loan book from Rs. 24,085 crores in FY23 to Rs. 40,655 crores in FY26 at a healthy compound annual growth rate (CAGR) of 19%. This expansion was highlighted by a significant strategy shift to grow secured loans to shield the bank from microfinance sector volatility. Driven by a strong 45.2% CAGR, the Bank's secured loan book grew significantly over three years. It rose from Rs. 6,555 crores in FY23 to Rs. 20,079 crores by March 2026. Secured loans now make up almost half of all loans at 49.4%.

During its meeting on May 8, 2026, the Board acknowledged the Bank's steady growth trajectory and noted that the Bank



last raised equity capital through a QIP during the FY22–23. Since then, the Bank has successfully funded its expansion through retained earnings that highlights the institution's strong financial health.

Having established its foundation, the Bank is primed for next phase of its sustained growth and remain committed to safe, stable expansion driven by strong core fundamentals. To capitalize on future opportunities and fuel the strategic ambitions of the Bank, the Board reviewed the management's proposal for a new capital infusion. After due deliberation, the Board in the aforesaid meeting, approved raising of funds of up to Rs. 2000 Crore (Rupees Two Thousand Crore only), in one or more tranches and/or one or more issuances simultaneously or otherwise, by way of an issue of fully paid-up Equity Shares, through one or more permissible modes, including but not limited to preferential issue(s), private placement(s), qualified institutions placement(s) ("QIP") and/or any combination thereof or any other method as may be permitted under the Companies Act, 2013, SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018, (each as amended) and any other applicable laws, subject to the approval of the shareholders of the Bank and such other regulatory and statutory approvals as may be required.

The fresh capital raise upto an aggregate amount of Rs. 2,000 crores, or its equivalent in foreign currency, will strengthen the balance sheet, increase financial flexibility, and accelerate business growth. The proposed capital issuance remains subject to regulatory approvals from the stock exchanges and all other relevant government authorities.

Object(s) of Capital Infusion: As of March 31, 2026, the Bank's Capital Adequacy Ratio stands at 21.14%. This exceeds the 15% regulatory minimum required for Small Finance Banks. To sustain its current growth phase and meet rising loan demands, the Bank intends to raise fresh equity capital that will help ensure compliance with regulatory standards while maintaining a strong safety buffer. Hence, the Bank will utilize the net proceeds from the QIP to augment its Tier I capital for supporting its future capital requirements and accelerate overall business growth.

Pursuant to Sections 23, 42, 62 and other applicable provisions of the Companies Act, 2013, Companies (Prospectus and Allotment of Securities) Rules, 2014, the Companies (Share Capital and Debentures) Rules, 2014 and other applicable provisions, if any (including any amendments, statutory modification(s) and/ or re-enactment thereof for the time being in force), the SEBI ICDR Regulations and the SEBI Listing Regulations, approval of Members is required to be obtained by way of a special resolution.

The issue/allotment of Equity Shares may be consummated in one or more tranches at such time or times and at such price, whether at a discount or premium to market price and on such terms and conditions as the Board (hereinafter referred to as the "Board" which term shall be deemed to include any Committee(s) constituted/to be constituted by the Board) may in its absolute discretion decide, taking into consideration prevailing market conditions and other relevant factors and wherever necessary

in consultation with advisors, book running lead managers and such other authority or authorities as may be necessary and subject to, as applicable, the SEBI ICDR Regulations, and other applicable guidelines, notifications, rules and regulations, each as amended.

Since, the pricing and other terms of the QIP can be decided at a later stage, an enabling resolution is being passed to give adequate flexibility and discretion to the Board to finalize the terms of the Equity Shares that may be issued to the Qualified Institutional Buyers (as defined in Regulation 2(1)(ss) of the SEBI ICDR Regulations) ("QIBs") in the QIP in accordance with the SEBI ICDR Regulations. The price at which the Equity Shares shall be allotted to QIBs shall not be less than the price determined in accordance with the pricing formula in terms of the SEBI ICDR Regulations, the Companies Act, 2013, the Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder, including the Foreign Exchange Management (Non-debt Instruments) Rules, 2019, the Consolidated FDI Policy issued by the Department for Promotion of Industry and Internal Trade, Ministry of Commerce and Industry, Government of India from time to time, each as amended, and other applicable law.

The Board in accordance with applicable law and in consultation with book running lead managers, may offer the QIP at a discount of not more than 5 per cent or such percentage as permitted under applicable law on the floor price determined pursuant to the SEBI ICDR Regulations (i.e. not less than the average of the weekly high and low of the closing prices of the equity shares quoted on the Stock Exchange during the two weeks preceding the 'Relevant Date'). (as defined below). For this purpose, 'Stock Exchange' shall refer to any of the Stock Exchanges where the Equity Shares are listed and in which the highest trading volume in the Equity Shares has been recorded during the two weeks immediately preceding the Relevant Date).

"The 'Relevant Date', in case of allotment of Equity Shares will be the date when the Board / Board Committee decides to open the QIP for subscription"

The allotment of Equity Shares shall be completed within 365 days from the date of resolution passed by the Members. The Equity Shares shall rank pari passu in all respects, including in respect of entitlement to dividend with the existing equity shares, as may be provided under the terms of the QIP, and in accordance with the provisions of the placement document(s). The Equity Shares shall not be eligible to be sold for a period of one year from the date of allotment, except on a recognized stock exchange, or except as may be permitted under the SEBI ICDR Regulations from time to time.

The Directors of the Bank would not subscribe to the Equity Shares, if made under Chapter VI of SEBI Regulations. Further, there would be no change in control pursuant to the issue of new shares.

This Notice does not constitute an offer or invitation or solicitation of an offer of securities to the public within or outside India. Nothing in this notice constitutes an offer of

securities for sale or solicitation in any jurisdiction in which such offer or solicitation is not authorized or where it is unlawful to do so.

The Board recommends the resolutions set out at Item No. 5 of the accompanying notice for approval of the Members by way of Special Resolution. None of the Directors of the Bank or the Key Managerial Personnel of the Bank and/or their relatives are concerned or interested, financially or otherwise, in the proposed resolutions except to the extent of his/her holding of Equity Shares and also to the extent of subscription by a financial institution/ company/body corporate in which the KMPs, Director or his/her relatives may be directly or indirectly interested.

ITEM NO. 6 AND 7: PAYMENT OF ANNUAL FIXED REMUNERATION TO PART-TIME CHAIRMAN AND OTHER NON-EXECUTIVE DIRECTORS

The RBI originally capped each Non-Executive Director (NED) fixed remuneration at Rs. 20 lakhs per annum via its circular dated April 26, 2021. Subsequently, recognizing the vital role NEDs play in Board and committee efficiency, the RBI issued a subsequent circular on February 9, 2024, raising this ceiling of fixed remuneration to Rs. 30 lakhs. This increase aims to strengthen corporate governance by helping banks attract and retain qualified talent through more competitive pay. Higher remuneration ensures that experts capable of navigating today's complex banking environment are fairly rewarded for their insights and oversight. Within this Rs. 30 lakh limits, Boards may tailor remuneration based on bank size, director experience, and other relevant factors, allowing for a flexible, institution-specific approach. RBI aims to enhance corporate governance and allow banks to offer more competitive pay, and this ensures that banks are led by qualified individuals who are fairly rewarded for their contributions in the context of the increasingly complex and challenging environment in which Banks operate.

Additionally, the RBI mandates private sector banks to obtain regulatory approval for the remuneration of Part-time Chairman, underscoring the regulatory oversight intended to ensure that compensation practices are both competitive and responsible.

The Board, at its Meeting held on May 8, 2026, took on record that since its inception, the Bank has just paid sitting fees to its NEDs, and no other remuneration was paid to any of such NEDs. In the said meeting, the Board was of the unanimous view that attracting and retaining high-quality NEDs with specialized expertise in areas like Banking, IT, finance, HR, Strategy etc that are in high demand, a competitive remuneration to each of them will help the Bank to continue to attract and retain seasoned professionals who provide critical strategic guidance to the Bank and its management. Further, all NEDs of the Bank

are Independent Directors (IDs) at present, and each of them devote significant time to the Board and Board Committee meetings and their proceedings and hence, adequate compensation will incentivize these NEDs / IDs to remain engaged and provides a basis for them to exercise objective and composed oversight in the functioning of the Bank and continue to maintain high standards of integrity, independence and governance. Further, based on the recommendation of the NRC, the Board in its meeting held on March 24, 2026 meeting, has rationalized Board committee compositions to limit NED/ ID participation to a maximum of four per Board committee, effective April 1, 2026. This change allows members to focus on their specific expertise and prevents over-commitment across multiple committees. This rationalization led to a reduction in the sitting fees to be paid to NEDs from FY26-27. Hence, a fixed remuneration will help compensate for the loss of the sitting fees due to reduction in the Board Committee memberships.

As per Regulation 17 (6) (a) of SEBI Listing Regulations, the Board of directors shall recommend all fees or compensation, if any, paid to NEDs including IDs and shall require approval of Members. Accordingly, as a fair recognition of the contribution of each of the NEDs to the Bank's high standards of governance and strategic growth, the Board based on the recommendation of the NRC, hereby recommends to the shareholders to approve a Fixed Remuneration starting from the FY2026-27 of upto Rs. 25 lacs per annum for the Part-Time Chairman, subject to the approval of the Reserve Bank of India and a Fixed Remuneration of upto Rs. 20 lacs per annum for each of the other NEDs.

The said fixed remuneration will be in addition to the sitting fees for attending each meeting of the Board/Board level committees as approved by the Board from time to time within the limits as provided under Companies Act, 2013 and related rules. All the Non-Executive Directors are also entitled to reimbursement of expenses for attending Board/ Committee meetings.

The Board, therefore, recommends the Ordinary Resolutions, as set forth at Item No. 6 & 7 of this AGM Notice, for the approval of the Members of the Bank. Save and except for the Part-time Chairman and all other Non-Executive Directors of the Bank and their respective relatives, to the extent of the remuneration that may be payable to them under this resolution, none of the other Directors, Key Managerial Personnel, or their relatives are in any way, concerned or interested, financially or otherwise, in the passing of this resolution.

The details of information of the Part-Time Chairman and the Non-Executive Directors eligible for fixed remuneration, pertaining to the item No. 6 and 7 of the Notice, pursuant to Secretarial Standard on General Meetings (SS-2) issued by the Institute of Company Secretaries of India are as follows:

**Mr. B A Prabhakar**

Name of the Director	B A Prabhakar
Designation	Part-Time Chairman, Independent Director
DIN	02101808
Date of Birth and age	04/08/1953 – 72 years
Date of First Appointment on the Board	August 20, 2021
Brief resume including Qualification, experience and Expertise in specific functional areas	Mr. Banavar Anantharamaiah Prabhakar is the Part-Time Chairman and Independent Director of our Bank. He possesses about four decades of rich experience in serving various banks including Bank of India, Andhra Bank and Bank of Baroda. He retired as the Chairman and Managing Director of Andhra Bank in August 2013 and has also served as the Executive Director of Bank of India. He was on the Board of Karnataka Bank Ltd. as an Independent Director for five years and on the Board of Canara HSBC OBC Life Insurance Co. Ltd, for 6 years from 2015 to 2021. He has enriched experience in Banking, Accountancy, Finance, Agriculture and Rural economy, Small Scale Industry, Risk Management, Human Resources, Business Management, Credit Recovery & Treasury Management. He holds a bachelor's degree in commerce from the University of Mysore and is a Chartered Accountant with the Institute of Chartered Accountants of India. He also holds directorship in The Investment Trust of India Limited, Arhatech Machinery Private Limited and Famescore Private Limited.
No. of Board Meetings attended during the financial year ended March 31, 2026, as a director	Eligible to attend: 9 Attended: 9
Names of listed entities in which he also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	The Investment Trust of India Limited (since 09-05-2025) Ujjivan Small Finance Bank Limited – Board Committee positions Chairperson: (i) Stakeholder Relationship Committee (ii) Customer Service Committee Member: (iii) Risk Management Committee (iv) Nomination and Remuneration Committee (v) Business Strategy Committee (vi) Credit Committee of Board (vii) Board Transformation and Optimisation Committee (viii) Special Committee of Board for Monitoring and Follow-up of cases of Frauds (ix) Review Committee of Wilful defaulters
Listed entities (other than the Bank) in which he holds Committee Membership/ Chairmanship	The Investment Trust of India Ltd – Member of Audit Committee, Nomination and Remuneration Committee and Stakeholder Relationship Committee
Remuneration last drawn during the financial year ended March 31, 2026	Sitting fees for attending Board and Committee meetings during the financial year 2025-26: Rs. 41,50,000
Remuneration sought to be paid	Fixed Remuneration of upto Rs. 25 lacs per annum subject to RBI Approval together with sitting fees for attending Board and Board Committee meetings.
Shareholding in the Bank	Holds 11,600 equity shares of the Bank
Relationship with other Directors and Key Managerial Personnel of the Bank	NIL

Ms. Rajni Mishra

Name of the Director	Rajni Mishra
Designation	Independent Director
DIN	08386001
Date of Birth and age	23/01/1957, 69 years
Date of First Appointment on the Board	December 16, 2020
Brief resume including Qualification, experience and Expertise in specific functional areas	Ms. Rajni Mishra is an Independent Director of our Bank. She has been a career banker for nearly four decades, working with State Bank of India and two of its Associate Banks where she handled varied assignments during the long span and gained knowledge and experience in banking, accountancy, finance, agriculture and rural economy, small scale industry, risk management, human resources, business management as branch head, as a Zonal Head, as a Circle Head and in critical administrative positions where she got a first-hand experience of the operational grass root level issues as well as contributed in the Policy making process at apex level. She holds master's degree in commerce (Gold Medallist) from M S University, Vadodara. She is also serving as an Independent Director on the Boards of Cupid Limited, Aspinwall and Company Limited, Toyota Financial Services India Limited, Indo MIM Limited and Suprajit Engineering Limited.
No. of Board Meetings attended during the financial year ended March 31, 2026 as a director	Eligible to attend: 9 Attended: 9
Names of listed entities in which she also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	Cupid Limited (Director w.e.f. 2010/2023) Aspinwall and Co. Limited (Director w.e.f. 01/10/2023) Suprajit Engineering Limited (Director w.e.f. 01/04/2025) Ujjivan Small Finance Bank Limited: Board Committee positions Chairperson: (i) Nomination and Remuneration Committee (ii) CSR Committee Member: (iii) Audit Committee (iv) Risk Management Committee (v) Credit Committee of Board (vi) Board Transformation and Optimisation Committee
Listed entities (other than the Bank) in which she holds Committee Membership/ Chairmanship	- Cupid Limited – Chairperson of Audit Committee and member of Nomination and Remuneration Committee - Aspinwall & Company Limited – Member of Audit Committee and Nomination and Remuneration Committee - Suprajit Engineering Limited – Chairperson of Stakeholder Relationship Committee and member of Audit Committee
Remuneration last drawn during the financial year ended March 31, 2026	Sitting fees for attending Board and Committee meetings during the financial year 2025-26: Rs. 41,50,000
Remuneration sought to be paid	Fixed Remuneration of upto Rs. 20 lacs per annum together with sitting fees for attending Board and Board Committee meetings.
Shareholding in the Bank	NIL
Relationship with other Directors and Key Managerial Personnel of the Bank	NIL

**Ms. Sudha Suresh**

Name of the Director	Sudha Suresh
Designation	Independent Director
DIN	06480567
Date of Birth and age	21/12/1963; 62 years
Date of First Appointment on the Board	August 20, 2021
Brief resume including Qualification, experience and Expertise in specific functional areas	Ms. Sudha Suresh is an Independent Director of our Bank. She is a finance professional with a rich experience of more than two decades in private and public companies and a decade as a practicing-chartered accountant. She is the founding partner of S. Rao & Associates, Chartered Accountants, Bangalore. She is also the founder of Mani Capital. She was the Managing Director and CEO (2017-2018) and Chief Financial Officer (2008-2017) of Ujjivan Financial Services Limited. Prior to this, she served as the CFO/ Finance Head for many companies. She is also serving as an Independent Director on the Board of Royal Sundaram General Insurance Co. Limited and Qness Corp Limited. She is a qualified Chartered Accountant with the Institute of Chartered Accountants of India and a Company Secretary with the Institute of Company Secretaries of India. She is also a Grad ICWA from the Institute of Cost & Work Accountants of India.
No. of Board Meetings attended during the financial year ended March 31, 2026 as a director	Eligible to attend: 9 Attended: 9
Names of listed entities in which she also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	Qness Corp Limited (Director w.e.f 19/06/2025) Ujjivan Small Finance Bank Limited: Board Committee positions Chairperson: (i) Audit Committee Member: (ii) CSR Committee (iii) Stakeholders Relationship Committee (iv) Customer Service Committee (v) IT Strategy Committee (vi) Business Strategy Committee (viii) Board Transformation and Optimisation Committee
Listed entities (other than the Bank) in which she holds Committee Membership/ Chairmanship	Qness Corp Limited – Member of Audit Committee, Nomination and Remuneration Committee and Stakeholder Relationship Committee
Remuneration last drawn during the financial year ended March 31, 2026	Sitting fees for attending Board and Committee meetings during the financial year 2025-26: Rs. 30,75,000
Remuneration sought to be paid	Fixed Remuneration of upto Rs. 20 lacs per annum together with sitting fees for attending Board and Board Committee meetings.
Shareholding in the Bank	Holds 2,33,020 equity shares of the Bank
Relationship with other Directors and Key Managerial Personnel of the Bank	NIL

Ms. Mona Kachhwaha

Name of the Director	Mona Kachhwaha
Designation	Independent Director
DIN	01856801
Date of Birth and age	02/01/1972; 54 years
Date of First Appointment on the Board	May 18, 2024
Brief resume including Qualification, experience and Expertise in specific functional areas	Ms. Mona Kachhwaha has over 30 years of experience in banking and impact investing. She is a Partner at UC Impower, an early-growth stage equity fund, incubated by Unitus Capital (2020-Present). UC Impower invests in financial inclusion and climate solutions and has a gender-lens on investments. Previously, at Caspian Impact Investment Adviser (2007-2019), she managed the India Financial Inclusion Fund, a growth equity fund focused on inclusive finance; she was on the credit and investment committees of subsequent funds launched by Caspian. As the nominee on the board of early as well as growth stage companies, and subsequently as an independent director on some boards, she has played an active role in their governance and shaping their strategies. She started her career at Citibank (1994- 2007), where she worked across various retail asset businesses and led the bank's foray into Inclusive Finance in 2005. Mona graduated in Mathematics (Hons.) from Delhi University (1992) and holds an MBA from XLRI, Jamshedpur (1994). She completed an executive programme in Private Equity from Said Business School, Oxford University, in 2010. She also holds directorship in other body corporates viz. Parinaam Foundation, Aptus Value Housing Finance India Limited, RMBS Development Company Limited and is a designated partner at UC Investment Management LLP.
No. of Board Meetings attended during the financial year ended March 31, 2026 as a director	Eligible to attend: 9 Attended: 8
Names of listed entities in which she also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	Aptus Value Housing Finance India Limited – w.e.f. 30/05/2020 Ujjivan Financial Services Limited – from 22/09/2019 to 30/04/2024 (erstwhile listed entity) Ujjivan Small Finance Bank Limited: Board Committee positions Chairperson: (i) Business Strategy Committee Member: (ii) Audit Committee (iii) Stakeholders Relationship Committee (iv) Credit Committee of Board
Listed entities (other than the Bank) in which she holds Committee Membership/ Chairmanship	Aptus – Member of Audit Committee and Nomination and Remuneration Committee
Remuneration last drawn during the financial year ended March 31, 2026	Sitting fees for attending Board and Committee meetings during the financial year 2025-26: Rs. 26,75,000
Remuneration sought to be paid	Fixed Remuneration of upto Rs. 20 lacs per annum together with sitting fees for attending Board and Board Committee meetings.
Shareholding in the Bank	NIL
Relationship with other Directors and Key Managerial Personnel of the Bank	NIL

**Mr. Rajesh Jogi**

Name of the Director	Rajesh Jogi
Designation	Independent Director
DIN	03341036
Date of Birth and age	04/03/1968; 58 years
Date of First Appointment on the Board	March 13, 2021
Brief resume including Qualification, experience and Expertise in specific functional areas	Mr. Rajesh Jogi joins the Bank as an Independent Director. He brings rich work experience of almost three decades in the Banking Industry with a focus on risk management. He last worked with the Natwest Group (erstwhile RBS Group) where he led key strategic projects and transformation. He was the Chief Risk Officer, India of the Royal Bank of Scotland and subsequently the Country Head of Risk, India for the Group. He is also a Non- Executive Director on the Board of a few other companies. Mr. Rajesh Jogi holds a Bachelor of Arts degree in Economics and is a Fellow member of the Institute of Chartered Accountants of India. He also attended the Advanced Management Programme from the Harvard Business School in Boston.
No. of Board Meetings attended during the financial year ended March 31, 2026 as a director	Eligible to attend: 9 Attended: 9
Names of listed entities in which he also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	Ujjivan Small Finance Bank Limited: Board Committee positions Chairperson: (i) Risk Management Committee Member: (ii) Audit Committee (iii) Nomination and Remuneration Committee (iv) CSR Committee (v) Board Transformation and Optimisation Committee (vi) Review Committee of Wilful defaulters
Listed entities (other than the Bank) in which he holds Committee Membership/ Chairmanship	Nil
Remuneration last drawn during the financial year ended March 31, 2026	Sitting fees for attending Board and Committee meetings during the financial year 2025-26: Rs. 35,75,000
Remuneration sought to be paid	Fixed Remuneration of upto Rs. 20 lacs per annum together with sitting fees for attending Board and Board Committee meetings.
Shareholding in the Bank	NIL
Relationship with other Directors and Key Managerial Personnel of the Bank	NIL

Mr. Ravichandran Venkataraman

Name of the Director	Ravichandran Venkataraman
Designation	Independent Director
DIN	02064557
Date of Birth and age	22/03/1962; 64 years
Date of First Appointment on the Board	August 20, 2021
Brief resume including Qualification, experience and Expertise in specific functional areas	Mr. Ravichandran Venkataraman is an Independent Director of our Bank. He has a rich track record spanning more than three decades of having worked in India, London and Bahrain and brings a strong business background and has worked with top Business Leaders in over 100 countries. He is the Chairperson of eVidyaloka Trust. Earlier in his role as Senior Vice President of HP's Global Business Services, he was responsible for developing the Company's shared services strategy and its global operating model. He joined Hewlett Packard from ANZ Bank's global back office where he was the Managing Director, responsible for managing a team of over 5,000 in technology and operations. Prior to that, he was Vice-President – Corporate and Investment Banking at Bank Muscat and was part of the leadership group that set up the Bank in India. He has passed FCCA and ACMA from the United Kingdom. He has also completed a programme for CFOs with Wharton Business School, USA. He also holds directorship in other body corporates viz. Smrti Academy Pvt Ltd, Floretz Academy Pvt Ltd, and Outpost Visual Effects Pvt Ltd.
No. of Board Meetings attended during the financial year ended March 31, 2026 as a director	Eligible to attend: 9 Attended: 9
Names of listed entities in which he also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	Ujjivan Small Finance Bank Limited: Board Committee positions Chairperson: (i) Credit Committee of Board (ii) Special Committee of Board for Monitoring and Follow-up of cases of Frauds Member: (ii) Audit Committee (iii) Nomination and Remuneration Committee (iv) IT Strategy Committee
Listed entities (other than the Bank) in which he holds Committee Membership/ Chairmanship	Nil
Remuneration last drawn during the financial year ended March 31, 2026	Sitting fees for attending Board and Committee meetings during the financial year 2025-26: Rs. 36,00,000
Remuneration sought to be paid	Fixed Remuneration of upto Rs. 20 lacs per annum together with sitting fees for attending Board and Board Committee meetings.
Shareholding in the Bank	NIL
Relationship with other Directors and Key Managerial Personnel of the Bank	NIL

**Mr. Aniruddha Paul**

Name of the Director	Aniruddha Paul
Designation	Independent Director
DIN	00928375
Date of Birth and age	13/05/1968; 57 Years
Date of First Appointment on the Board	January 22, 2026
Brief resume including Qualification, experience and Expertise in specific functional areas	Mr. Aniruddha Paul is an award-winning business and technology leader with over three decades of global experience across banking, insurance, and digital transformation. He has held global C-Suite positions at Global Systemically Important Banks (G-SIBs) such as Standard Chartered Bank and ING. He brings a consistent track record of scaling businesses, leading complex transformations, managing regulations and compliance, and driving innovation in AI & data, process and technology. Most recently, Aniruddha was Chief Information Officer for Corporate and Investment Banking, and for Europe & the Americas at Standard Chartered Bank, overseeing USD 1 billion in technology spend and a 7,000-strong global team. Prior to this, he was Global Head of the Group Transformation Office at Standard Chartered, where he re-designed the bank's investment strategy and introduced enterprise-wide agility and process excellence. Earlier, Aniruddha served as Group Chief Data Officer at ING, where he defined the bank's global data strategy, consolidated 18+ data lakes, and delivered foundational capabilities for compliance, customer experience, and digital banking. Aniruddha now based in Bangalore, began his career in operations at Citibank and went on to serve as CIO for ING in India and Australia, including as CIO for ING's erstwhile insurance arm. In these roles, he was recognized as CIO of the Year (RFi Group), consistently ranked among the Top 25 CIOs in Australia (IDG), and won multiple CIO 100 Awards. As founder and Managing Director of Cerulean Information Technology, a venture-backed technology and business services firm, Aniruddha built a profitable global enterprise that continues to thrive. A frequent speaker at global industry forums, Aniruddha has contributed to thought leadership on digital business, mobility, and organizational transformation, with his work featured in case studies by Forrester and others. He is a founding member of IIT-IIT, an alumni-led initiative to scale social impact programs across India. Aniruddha is also active in supporting startups in technology, business services, and manufacturing. Aniruddha holds an MBA from the Indian Institute of Management Calcutta (1995) and a BTech from the Indian Institute of Technology Kharagpur (1990).
No. of Board Meetings attended during the financial year ended March 31, 2026, as a director	Eligible to attend: 3 Attended: 3
Names of listed entities in which he also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	Ujjivan Small Finance Bank Limited: Board Committee positions Chairperson: (i) IT Strategy Committee Member: (ii) Customer Service Committee (iii) Business Strategy Committee (iv) Special Committee of Board for Monitoring and Follow-up of cases of Frauds
Listed entities (other than the Bank) in which he holds Committee Membership/ Chairmanship	Nil
Remuneration last drawn during the financial year ended March 31, 2026	Sitting fees for attending Board and Committee meetings during the financial year 2025-26: Rs. 4,00,000
Remuneration sought to be paid	Fixed Remuneration of upto Rs. 20 lacs per annum together with sitting fees for attending Board and Board Committee meetings.
Shareholding in the Bank	NIL
Relationship with other Directors and Key Managerial Personnel of the Bank	NIL

Annexure - A: ESOP Pool 2019 – revisions and enhancements

Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
Clause 1.4 (Name, objectives and Term of the Plan)	The ESOP 2019 is established with effect from March 29, 2019 and shall continue to be in force until (i) its termination by the Board, or (ii) the date on which all of the Employee Stock Options available for issuance under the ESOP 2019 have been issued and exercised, whichever is earlier.	The ESOP 2019 is established with effect from March 29, 2019 and further amended vide Special Resolution approved by the Members of the Bank on July 24, 2026 and shall continue to be in force until the earlier of the following: (i) the date on which it is terminated by the Board in accordance with the provisions of the Applicable Laws. Provided that while exercising this authority, the Board shall pass a formal resolution specifying the reasons for termination and confirming adherence to all legal and regulatory requirements. The Board shall also ensure that appropriate communication is issued to all Option Grantees, clearly outlining the termination details, treatment of Vested Options and Unvested Options, and relevant timelines. The Board shall conduct the entire process in a fair, transparent, and compliant manner, ensuring that the rights and benefits of all Option Grantees under ESOP 2019 are safeguarded; or (ii) the date on which all Options available for Grant under the ESOP 2019 have been Granted and exercised.
Sub clause (i) of clause 2.1 (Definitions)	“Applicable Laws” means every law relating to Employee Stock Options, to the extent applicable, including and without limitation to the Companies Act, the Banking Regulation Act, 1949 and all relevant tax, securities, exchange control or corporate laws or amendments thereof including any circular, notification issued thereunder, of India or of any relevant jurisdiction. Furthermore, subsequent to Listing shall mean to include, the Securities and Exchange Board of India Act, 1992, SEBI SBEB Regulations along with any other regulations and rules as may be applicable or circulars, notifications issued thereunder or by any Stock Exchange on which the Shares would be listed or quoted.	“Applicable Laws” means every law relating to Employee Stock Options, to the extent applicable, including and without limitation Companies Act, Securities and Exchange Board of India Act 1992, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations 2018 (“ICDR Regulations”), the Securities Contracts (Regulation) Act, 1956, (“SCRA Regulations”), the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“LODR Regulations”), the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 (“SBEB Regulations”), the Reserve Bank of India Guidelines on Compensation of Whole Time Directors/ Chief Executive Officers/ Material Risk Takers and Control Function Staff dated November 4, 2019, Income Tax Act 1961 and all the relevant tax, securities, exchange control or corporate laws, rules, regulations, guidelines or bye- laws of India or any relevant jurisdiction, or of any stock exchange on which the Shares of the Bank are listed or quoted and includes, any amendment, modification, alteration or re-enactment made to such laws, rules, regulations, guidelines or bye-laws.



Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
Sub clause (ii) of clause 2.1 (Definitions)	"Bank" means Ujjivan Small Finance Bank Limited, a company incorporated under the provisions of the Companies Act and registered with Reserve Bank of India as a scheduled commercial Bank having its registered office at Plot No. 2364 / 8, Khampur Raya Village Shadi Kampur, Main Patel Road New Delhi-110008 India and its corporate office at Grape Garden, No. 27, 3 rd A Cross 18 th Main, 6 th Block, Koramangala, Bangalore 560095.	"Bank" means Ujjivan Small Finance Bank Limited, a company incorporated under the provisions of the Companies Act and registered with Reserve Bank of India as a scheduled commercial Bank having CIN: L65110KA2016PLC142162 and its registered office at Grape Garden, No. 27, 3 rd 'A' Cross, 18 th Main, 6 th Block, Koramangala, Bengaluru 560 095, Karnataka, India.
Sub clause (ix) of clause 2.1 (Definitions)	"Employee" means: (i) a permanent employee of the Bank who has been working in or out of India; or (ii) a Director of the Bank, whether a whole time director or not but excluding an independent director; or (iii) an employee defined in Sub-clauses (i) and (ii) hereof of the Subsidiary, if any, or of a Holding Company of the Bank, but does not includes: (a) an employee, who is a Promoter or belongs to the Promoter Group; or (b) a Director who either himself or through his/her relative or through any body corporate, directly or indirectly, holds more than 10% (ten percent) of the outstanding equity shares of Bank. Provided further that upon Listing, the term "Employee" defined here in above shall have meaning as defined in the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014, as amended.	"Employee" means: (a) an employee as designated by the Bank, who is exclusively working in India or outside India; or (b) a Director of the Bank, whether a whole time Director or not, including a non-executive Director who is not a Promoter or member of the Promoter Group, but excluding an Independent Director; but does not include (i) an employee who is a Promoter or a person belonging to the Promoter Group; or (ii) a Director who, either himself or through his relative or through anybody corporate, directly or indirectly, holds more than ten per cent of the outstanding Shares of the Bank.
Sub clause (xviii) of clause 2.1 (Definitions)	"Fair Market Value" means the fair market value of a Share, as determined by a registered valuer or independent valuer as required under the Companies Act. Provided that upon Listing, the term 'Fair Market Value' shall refer to the term "Market Price" as defined in the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014, as amended.	Deleted
Sub clause (xvii) of clause 2.1 (Definitions)	No existing clause	Insertion: "Grant Date" means the date of the meeting of the Nomination and Remuneration Committee in which Grant of Options to the Employees is approved or any such date which may be determined by the Nomination and Remuneration Committee as the Grant Date. Explanation: For accounting purposes, the Grant Date will be determined in accordance with applicable accounting standards.
Sub clause (xix) of clause 2.1 (Definitions)	"Independent Director" means an Independent Director within the meaning of the Companies Act and/or Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.	"Independent Director" means an Independent Director within the meaning of Section 149(6) of the Companies Act read with the Regulation 16(1) (b) of the Listing Regulations.

Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
Sub clause (xx) of clause 2.1 (Definitions)	No existing clause	Insertion: “Long Leave” means paid or unpaid period of leave in which an Employee does not report to their job but is still employed with the Bank. Period of Long leave shall be as per the Bank’s leave policy.
Sub clause (xxii) to (xxv) of clause 2.1 (Definitions)	No existing clauses	Insertion: “Listing” means the listing of the Bank’s Shares on any recognized Stock Exchange as per Applicable Laws. “Market Price” means the latest available closing price of the Shares on the Stock Exchange on which the Shares of the Bank are listed, immediately prior to the Relevant Date. Explanation- If Shares are listed on more than one Stock Exchange, then the closing price of the Shares on the Stock Exchange having higher trading volume shall be considered as the Market Price. “Merchant Banker” means a merchant banker as defined under Regulation 2(1)(cb) of the Securities and Exchange Board of India (Merchant Bankers) Regulations, 1992, as amended from time to time, which is registered under section 12 of the Securities and Exchange Board of India Act, 1992. “Misconduct” means any of the following acts or omissions by an Employee in addition to any provisions prescribed in the Bank Policies/ Terms of Employment, amounting to violation or breach, as determined by the Nomination and Remuneration Committee after giving the Employee an opportunity of being heard: (a) dishonest statements or acts of an Employee, with respect to the Bank; (b) any misdemeanour involving moral turpitude, deceit, dishonesty, or fraud committed by the Employee; (c) gross negligence, misconduct or insubordination of the Employee in connection with the performance of his duties and obligations towards the Bank; (d) breach by the Employee of any terms of his employment agreement or the Bank’s policies or other documents or directions of Bank; (e) participating or abetting a strike in contravention of any law for the time being in force; (f) misconduct as provided under the labour laws after following the principles of natural justice; or (g) Any other terms and conditions as notified by the Nomination and Remuneration Committee from time to time.



Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
Sub clause (xxvi) of clause 2.1 (Definitions)	"Nomination and Remuneration Committee" means the Nomination and Remuneration Committee of the Board, as constituted or reconstituted from time to time to administer and supervise the employee stock option plans of the Bank including this Plan.	"Nomination Remuneration Committee" means the Nomination and Remuneration Committee of the Board, as constituted or reconstituted from time to time to administer and supervise the Employee Stock Option plans of the Bank, comprising of such members of the Board as provided under Section 178 of the Companies Act and Regulation 19 of the Listing Regulations to act as a compensation committee under Regulation 5 of the SEBI SBEB Regulations.
Sub clause (xxix) & (xxx) of clause 2.1 (Definitions)	"Promoter" means: (i) who has been named as such in a draft offer document or offer document or is identified by the Bank in the annual return; (ii) who has control over the affairs of the Bank, directly or indirectly whether as a shareholder, Director or otherwise; or (iii) in accordance with whose advice, directions or instructions the Board is accustomed to act: Provided that nothing in Sub-clause (iii) shall apply to a person who is acting merely in a professional capacity. Provided further that upon Listing, the term "Promoter" defined hereinabove shall have meaning as defined in the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014, as amended. "Promoter Group" shall have meaning as defined in the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended.	"Promoter" shall have the same meaning assigned to it under the ICDR Regulations, as may be amended from time to time and as may be prescribed by Reserve Bank of India, from time to time. "Promoter Group" shall have the same meaning assigned to it under the ICDR Regulations and as may be prescribed by Reserve Bank of India, from time to time.
Sub clause (xxxii) of clause 2.1 (Definitions)	No existing clause	Insertion: "Relevant Date" means- (i) in the case of Grant, the date of the meeting of the Nomination and Remuneration Committee on which the Grant is made; or (ii) in the case of Exercise, the date on which the notice of Exercise is given to the Bank by the Employee.
Sub clause (xxxv) of clause 2.1 (Definitions)	No existing clause	Insertion: "Secretarial Auditor" means a company secretary in practice appointed by a Bank under Rule 8 of the Companies (Meetings of Board and its Powers) Rules, 2014 and Regulation 24A of the Listing Regulations to conduct secretarial audit.

Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
Clause 3 (Authority and Ceiling)	The shareholders of the Bank, in their general meeting held on March 29, 2019 have authorized the Nomination and Remuneration Committee to grant up to 14,40,00,000 Employee Stock Options to the Employees, in one or more tranches, from time to time under the Plan, being exercisable into not exceeding 14,40,00,000 equity shares of a face value of Rs. 10/- each fully paid-up, with each such Option conferring a right upon the Employee to be issued one Share of the Bank, in accordance with the terms and conditions of such Grant. The maximum number of Options that may be granted to each Employee shall vary depending upon the designation and the appraisal/assessment process. The Nomination and Remuneration Committee reserves the right to decide the number of Options to be granted and the maximum number of Options that can be granted to each Employee within the applicable ceiling. If an Employee Stock Option expires or becomes un-exercisable due to any other reason, it shall become available for future Grants, subject to compliance with all Applicable Laws. In case of a Share split where the Face value of the Shares is reduced below Rs. 10, the maximum number of Options available for being granted under ESOP 2019 shall stand increased accordingly, so as to ensure that the cumulative face value (number of Shares x Face value per share) of the total Shares after such Share split remains unchanged. Prior approval of shareholders by way of special resolution in the general meeting shall be obtained in case the Grant of Options to any identified Employee during any one financial year is equal to or exceeding one percent of the issued capital (excluding outstanding warrants and conversions), of the Bank at the time of grant of Option.	The shareholders of the Bank, in their general meeting held on July 24, 2026 have authorized the Nomination and Remuneration Committee to Grant Employee Stock Options which shall not go beyond 204,000,000* Options to the Employees, in one or more tranches, from time to time under the Plan, being exercisable into not exceeding 204,000,000 equity shares of a face value of Rs. 10/- each fully paid-up, with each such Option conferring a right upon the Employee to be issued one Share of the Bank, in accordance with the terms and conditions of such Grant. <i>*Shareholders vide special resolution dated March 29, 2019 approved the ESOP 2019 with a ESOP pool of 144,000,000 Option. Further the Shareholders, vide resolution dated July 24, 2026 increased the said ESOP Pool from 144,000,000 to 204,000,000 Options.</i> The maximum number of Options that may be Granted to each Employee per Grant and in aggregate (taking into account all Grants) shall vary depending upon the designation and the appraisal/ assessment process. However, per Employee and per Grant shall not exceed 51,00,000 (Fifty one lacs) Options and in aggregate shall not exceed 2,04,00,000 (Two Crore Four Lac) Options at the time of Grant. Prior approval of shareholders of the Bank in the general meeting by passing special resolution shall be obtained in case the Grant of Options to any identified Option Grantee, during any one year, is equal to or exceeding 1% (one percent) of the issued capital (excluding outstanding warrants and conversions) of the Bank at the time of Grant of Options. If an Option expires, lapses or becomes un-exercisable due to any reason, it shall be brought back to the pool and shall become available for future Grants, subject to compliance with the provisions of the Applicable Laws. Where Shares are issued consequent upon Exercise of Options under the Plan, the maximum number of Shares that can be issued under the ESOP 2019 as referred to in sub-clause 3.1 above shall stand reduced to the extent of such Shares issued. In case of a Share split where the face value of the Shares is reduced below Rs. 10, the maximum number of Options available for being Granted under ESOP 2019 shall stand increased accordingly, so as to ensure that the cumulative face value (number of Shares x Face value per share) of the total Shares after such Share split remains unchanged.



Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
Sub clause (e), (f), (g), (k), (m) & (o) of Clause 4.2 (Administration)	No existing clause	(e) Terms and conditions in respect of Grant, Vesting, and Exercise of Options by the Employees, may be different for different Employees or classes thereof falling into the same tranche of Grant of Options under the ESOP 2019; (f) The specified time period within which the Employee shall Exercise the Vested Options in the event of termination or resignation or Retirement of such Employee; (g) The right of the Option Grantee to Exercise all the Vested Options at one time or at various points of time within the Exercise Period; (k) The procedure for funding for Exercise of Options, as permitted under the Applicable Laws; (m) Formulating and administering suitable policies and procedures as may be required for the implementation of the ESOP 2019; (o) to deal with all incidental and related matters in connection with the items (a) to (m) above and otherwise to ensure compliance with the requirements of Applicable Laws
Sub clause (i) of clause 4.2 (Administration)	The procedure for cashless Exercise of Employee Stock Options, if required; and	Deleted
Clause 4.3 (Administration)	The Nomination and Remuneration Committee shall ensure that there is no violation of securities laws, as amended from time to time, including Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 and Securities and Exchange Board of India (Prohibition of Fraudulent and Unfair Trade Practices Relating to the Securities Market) Regulations, 2003 by the Bank and the Employees, as applicable.	The Nomination and Remuneration Committee shall ensure that there is no violation of securities laws, as amended from time to time, including Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 (as amended from time to time) and Securities and Exchange Board of India (Prohibition of Fraudulent and Unfair Trade Practices Relating to the Securities Market) Regulations, 2003(as amended from time to time) and any other regulation as may be notified by the Securities and Exchange Board of India or any other authority from time to time, by the Bank and any Employee.
Clause 4.4 (Administration)	No existing clause	The Nomination and Remuneration Committee shall have a right to delegate or authorize any officer of the Bank, if required and subject to the extent allowed under the Applicable Laws, such power to do specific acts and things without limitation for the listing of Shares on recognized Stock Exchange(s) arising pursuant to Exercise of Vested Options, execution and submission of various document(s) to recognized Stock Exchange(s) or any other institution as may be deemed necessary in connection with the ESOP 2019.

Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
Clause 5.3 (Eligibility and applicability)	No existing clause	While Granting the Options, the Nomination and Remuneration Committee would <i>inter alia</i> take into consideration the Grade, performance, merit, length of service, future potential contribution, conduct of the Employee and such other relevant factors as may be deemed appropriate by it or as instructed by the Board. However, for new joiners, the broad criteria for Grant shall be based on their prior work experience, applicable skills, designated job role or such other factors as determined by the Nomination and Remuneration Committee.
Sub clause 6.2(d) of clause 6 (Grant)	No existing clause	No amount is payable by the Option Grantee at the time of Grant and until Exercise of Vested Options.
Clause 7 (Vesting Schedule/ Conditions)	Subject to terms mentioned in this Clause, Options granted under ESOP 2019 shall vest within the minimum period of 1 (One) year and maximum period of 6 (Six) years from the date of Grant of such Options. Provided that in case where Options are granted by the Bank under the Plan in lieu of options held by a person under a similar plan in another company (Transferor Company) which has merged or amalgamated with the Bank, the period during which the options granted by the Transferor Company were held by him may be adjusted against the minimum Vesting Period required under this Sub-clause, at the discretion of the Nomination and Remuneration Committee. Vesting of Options would be subject to continued employment with the Bank and has not served any notice of resignation. In addition to this, the Board may also specify certain performance criteria subject to satisfaction of which the Options would vest. In addition to the terms and conditions for the Vesting, the Options shall vest only upon Listing, unless otherwise specifically waived by the Nomination and Remuneration Committee. The specific Vesting schedule and Vesting Conditions subject to which Vesting would take place as would be applicable to the Option Grantee shall be provided in the letter of Grant.	Subject to terms mentioned in this Clause, Options Granted under ESOP 2019 shall vest within the minimum period of 1 (One) year and maximum period of 6 (Six) years from the date of Grant of such Options. Provided that in case where Options are Granted by the Bank under the Plan in lieu of options held by a person under a similar plan in another company (Transferor Company) which has merged or amalgamated with the Bank, the period during which the options Granted by the Transferor Company were held by him may be adjusted against the minimum Vesting Period required under this Sub-clause, at the discretion of the Nomination and Remuneration Committee. Provided that in the event of death or Permanent Incapacity of an Option Grantee, the minimum Vesting Period of 1 (One) year shall not be applicable and in such instances, all the Unvested Options shall Vest with effect from the date of death or Permanent Incapacity. Provided further that in case of Retirement, all the Unvested Options as on the date of Retirement would continue to Vest in accordance with the original Vesting schedules even after the Retirement (refer clause 8.2 for details), unless otherwise determined by the Nomination and Remuneration Committee in accordance with the Bank's Policies and provisions of the then prevailing Applicable Laws. Vesting of Options would be subject to continued employment with the Bank and has not served any notice of resignation. In addition to this, the Board may also specify certain performance criteria subject to satisfaction of which the Options would Vest. The Committee shall have the authority to determine the performance parameters applicable to an Employee or a class of Employees, based on their respective roles, and to assign relative weightages to each parameter as it deems appropriate.



Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
		As a pre-requisite for a valid Vesting, an Option Grantee is required to be in employment or service of the Bank, on the date of Vesting and must neither be serving his notice for resignation of employment/ service, nor be subject to any disciplinary proceedings pending against him on such date of Vesting. In case of any disciplinary proceedings against any Option Grantee, the relevant Vesting shall be kept in abeyance until disposal of the proceedings, and such Vesting shall be determined accordingly. The specific Vesting schedule and Vesting Conditions subject to which Vesting would take place as would be applicable to the Option Grantee shall be provided in the Letter of Grant. In case the Options are not Vested due to non-fulfilment of the Vesting Conditions, such Options shall lapse and Option Grantee shall not have any right over such Options. In the event of division of number of Options resulting in a fractional number due to the staggered Vesting of Options, the number of Options to Vest shall be rounded off to the nearest whole number. Vesting of Options in case of Option Grantee on long leave The period of leave shall not be considered in determining the Vesting Period in the event the Option Grantee is on a sabbatical. In all other events, including approved earned leave, maternity leave and sick leave, the period of leave shall be included to calculate the Vesting Period unless otherwise determined by the Nomination and Remuneration Committee.
Clause 8.1 (Exercise Price)	Exercise Price The Exercise Price shall be determined by the Nomination and Remuneration Committee subject to it not being lower than face value or higher than fair market value as on date of Grant of Options.	Exercise Price The Exercise Price shall be determined by the Nomination and Remuneration Committee, which shall be closing price on the previous trading day immediately preceding the Grant Date or 3 months average of the volume weighted average price of the Bank's shares, whichever is lower. The Exercise Price shall be specified in the Letter of Grant issued to the Option Grantee at the time of the Grant. Payment of the Exercise Price shall be made by a crossed cheque, or a demand draft drawn in favor of the Bank or by any electronic mode or in such other manner as the Nomination and Remuneration Committee may decide from time to time.

Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
Sub Clause (a) of clause 8.2 (Exercise Period)	While in employment/ service The Exercise Period in respect of Vested Options shall be 5 (Five) years from the date of Vesting of such Options.	While in employment/ service The Exercise Period in respect of Vested Options shall be 5 (Five) years from the date of Vesting of such Options or such other shorter period as may be prescribed by the Nomination and Remuneration Committee at the time of Grant. An Employee can Exercise all the Options vested in him, at one time or at various points of time within the Exercise Period. In case of death or Permanent Incapacity, the Nomination and Remuneration Committee may, at its discretion, allow such additional period for Exercise which shall not be more than 12 months from the original prescribed Exercise Period.
Sr. no. 3, 4, 5,6 and 7 of Sub Clause (b) of clause 8.2 (Exercise Period)	Exercise Period in case of separation from employment/ service: Subject to provisions of Sub-clause 8.3, the Vested Options can be exercised subject to treatment of Unvested Options as per provisions outlined herein below: (3) Retirement / early Retirement approved by the Bank Vested: All Vested Options can be exercised by the Option Grantee immediately after, but in no event later than five years from the date of respective vesting Unvested: All the unvested options of a grant, shall get vested on the first vesting date relating to the said grant, immediately following the date of superannuation. The exercise period for the options which get vested at one go after the retirement date, will be five years from the date of vesting. However, in case of options granted to MRTs, the options will get vested to the MRTs as per the vesting schedule without any acceleration in case of their retirement to ensure the compliance of all applicable RBI guidelines. (4) Death Vested: All the Vested Options may be exercised by the Option Grantee's nominee or legal heirs immediately after, but in no event later than six months from the date of respective vesting. Unvested: All the Unvested Options as on the date of death shall vest immediately and may be exercised by the Option Grantee's nominee or legal heir in the manner prescribed for the Vested Options. (5) Permanent Disability Vested: All the Vested Options may be exercised by the Option Grantee or, in case of his inability, the nominee or legal heirs, immediately after, but in no event later than six months from the date of respective vesting.	Exercise Period in case of separation from employment/ service: Subject to provisions of Sub-clause 8.2(a), the treatment of Vested and Unvested Options shall be as follows: (3) Retirement / early Retirement approved by the Bank Vested: All Vested Options can be exercised by the Option Grantee immediately after retirement / early retirement, but in no event later than five years from the date of respective Vesting. Unvested: All the Unvested Options of a Grant shall get Vested as per the original Vesting schedule and be exercised by the Option Grantee within five years from the date of respective Vesting. (4) Death Vested: All the Vested Options may be exercised by the Option Grantee's nominee or legal heirs immediately after death of the Option Grantee, but in no event later than five years from the date of respective Vesting Unvested: All the Unvested Options as on the date of death shall Vest immediately and may be exercised by the Option Grantee's nominee or legal heir within five years from the date of respective Vesting (5) Permanent Disability Vested: All the Vested Options may be exercised by the Option Grantee or, in case of his inability, the nominee or legal heirs, immediately after permanent disability, but in no event later than five years from the date of respective Vesting Unvested: All unvested Options as on the date of permanent incapacitation shall vest immediately and may be exercised by the Option Grantee or, in case of legal inability, the nominee or legal heirs, immediately after, but in no event later than five years from the date of respective Vesting



Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
	Unvested: All unvested Options as on the date of permanent incapacitation shall vest immediately and may be exercised by the Option Grantee or, in case of legal inability, the nominee or legal heirs, immediately after, but in no event later than five years from the date of incurring such Permanent Disability. (6) Abandonment Vested: All the Vested Options shall stand cancelled with effect from the date of abandonment as determined by the Nomination and Remuneration Committee. Unvested: All the Unvested Options shall stand cancelled with effect from the date of abandonment as determined by the Nomination and Remuneration Committee. (7) Termination due to any other reason apart from those mentioned above Vested: The Nomination and Remuneration Committee shall decide whether the Vested Options as on that date can be exercised by the Option Grantee or not, and such decision shall be final. Unvested: All Unvested Options on the date of such termination shall stand cancelled with effect from that date.	(6) Abandonment Vested: All the Vested Options shall stand cancelled with effect from the date of abandonment as determined by the Nomination and Remuneration Committee. Unvested: All Unvested Options on the date of such termination shall stand cancelled with effect from that date. (7) Termination due to any other reason apart from those mentioned above Vested: The Nomination and Remuneration Committee shall decide whether the Vested Options as on that date can be exercised by the Option Grantee or not, and such decision shall be final. Unvested: All Unvested Options on the date of such termination shall stand cancelled with effect from that date.
Clause 8.3 (Exercise Period)	After the Listing or IPO, the exercisability of all Vested Options, including the Exercise Period, shall be governed as per provisions of the Sub-clause 8.2 above.	In the event of the death of an Eligible Employee who has not nominated any person(s), the Options Granted shall be exercisable by the legal heir(s) or successor(s) of the deceased Employee within such time and in such manner as stipulated in sub-clause 8.2 (b). Provided, however, that the legal heir(s) or successor(s) shall be required to submit to the Nomination and Remuneration Committee all such documents, declarations, and/ or indemnities as may be reasonably required by the Bank to establish their claim as legal heir(s) or successor(s) of the deceased Employee's estate.
Clause 8.5 (Right to prescribe for cashless Exercise of Options)	Notwithstanding anything contained in the foregoing provisions relating to Exercise of Options, the Board or the Nomination and Remuneration Committee is entitled to specify such procedures and mechanisms for the purpose of implementing the cashless Exercise of Options as may be necessary and the same shall be binding on all the Option Grantees. The procedure may inter alia require the Option Grantees to authorize any person nominated by the Bank to deal with the Options on the Option Grantees' behalf till the realization of sales proceeds.	Deleted

Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
Clause 9 (lock-in)	The Shares issued upon Exercise of Options shall be freely transferable and shall not be subject to any lock-in period restriction after such Exercise. Provided however that subsequent to Listing, the Shares allotted on such Exercise cannot be sold for such period from the date of allotment in terms of Code of Conduct for Prevention of Insider Trading of the Bank, if any, read with Securities Exchange Board of India (Prohibition of Insider Trading), Regulations, 2015, as amended or such other period as may be stipulated from time to time in terms of such Code.	The Shares issued upon Exercise of Options shall be freely transferable and shall not be subject to any lock-in period restriction after such Exercise. Provided that all designated employees as defined under the Bank's "Code of Conduct for Prevention of Insider Trading and Code of Fair Disclosure and Conduct" to whom Shares allotted on Exercise should not sell such allotted shares when the trading window is closed and to ensure compliance of the said Code and the applicable Securities Exchange Board of India (Prohibition of Insider Trading), Regulations, 2015, as amended.
Clause 10 (Nomination)	No existing clause	The Employee has to nominate a person as his/ her nominee. The nominee in case of death or Permanent Incapacity of Option Grantee shall be the legal representative recognized by the Bank as the inheritor of the Option Grantee in respect of all rights and liabilities for the purposes of this ESOP 2019.
Clause 13 (Malus/ Clawback)	Subject to compliance of the Applicable Laws and directions laid down by RBI in this regard from time to time, the Bank reserves the right of executing malus/ clawback arrangements with respect to options already granted. A malus arrangement permits the Bank to prevent Vesting of all or part of the Options granted to an Option Grantee. However, the malus arrangement shall not reverse the Vestings of already Vested Options. A clawback, on the other hand, is a contractual agreement between the Option Grantee and the Bank, being evidenced on the acceptance of the Grant, in which case the Option Grantee shall relinquish any benefit that accrued to or return any benefit that is received by such Option Grantee to the Bank under circumstances specified at the time of Grant of Options.	The benefits under the Scheme to be accrued and / or availed under the Scheme shall be subject to Malus / Claw-back provisions as per the Bank Policies/ Terms of Employment read with relevant regulatory guidelines as per Applicable Laws as amended from time to time.
Clause 14 (Authority to vary terms)	The Nomination and Remuneration Committee may, if it deems necessary, vary the terms of ESOP 2019, subject to the Applicable Laws and the conditions of the shareholders' approval in such manner which is not detrimental to the interest of employee. However, the Bank shall be entitled to vary the terms of the scheme to meet any regulatory requirements. Furthermore in case of Listing, the Board is authorized to do such acts, deeds and things including but not limited to amendment of this Plan to make the Plan compliant of any Applicable Laws prevailing at that time.	The Committee shall in their discretion have the right to modify/ amend the ESOP 2019 in such manner and at such time or times as it may deem fit, subject however that any such modification/ amendment shall not be detrimental to the interest of the Option Grantees and approval, wherever required, for such modification and/or the amendment is obtained from the shareholders of the Bank in accordance with the Applicable Laws. Provided however that the Committee shall be entitled to vary any of the terms of the Plan to meet any regulatory requirements without the necessity of seeking shareholders' approval. The Bank may also re-price the Options which are not exercised, whether or not they have vested, if the ESOP 2019 is rendered unattractive due to fall in the value of the Shares, provided that the Bank ensures that such re-pricing shall not be detrimental to the interest of the Option Grantee and prior approval of the shareholders by way of a special resolution has been obtained for such re-pricing.



Particulars/ Clause no.*	Existing provisions	Proposed amended provisions
Clause 15 (Exit route in case of de-listing)	No existing clause	If the Bank gets delisted from all the recognized Stock Exchange(s), then the Nomination and Remuneration Committee as authorized by the Board shall have the power to set out terms and conditions for the treatment of Vested Options and Unvested Options in due compliance with the Applicable Laws.
Clause 17 (Certificate from Secretarial Auditors)	No existing clause	The Board shall at each annual general meeting place before the shareholders, a certificate from the Secretarial Auditors of the Bank that the ESOP 2019 has been implemented in accordance with the SEBI SBEB Regulations and in accordance with the shareholders' resolution approving ESOP 2019.
Clause 18 (Listing of the Shares)	No existing clause	Subject to receipt of necessary approvals in this regard, the Shares issued and allotted on Exercise of the Options shall be listed on the recognized Stock Exchange(s) on which the Shares of the Bank are listed or proposed to be additionally listed. The Bank shall appoint a Merchant Banker for the implementation of the ESOP 2019 and, where required under the Applicable Laws, for the purpose of obtaining in-principle approval from the relevant Stock Exchange(s).

*Note: Due to the addition of certain clauses and sub-clauses, the clause / sub-clause numbers under the Plan have been revised, and cross-referencing has been aligned accordingly. The clause / sub-clause numbers mentioned in the above table reflect the renumbered and revised position post such changes.

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