## Jana Small Finance Bank

Investor Presentation for Quarter and Half year ended 30th September 2025 (Q2 and H1 FY'2026)

**17<sup>th</sup> October 2025** 



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Note: All financial numbers in the presentation are from Audited Financials or Limited Reviewed financials or based on Management estimates. All figures in this presentation are in INR Crores unless mentioned otherwise.

## **All-Round Growth reflecting Strategic execution**



- Deposits and CASA
  - Year-to-date (from March 2025), CASA grew by 14%,
  - YTD growth in Term Deposits of 11%
  - Total Deposits crossed Rs. 30,000 crore milestone; at Rs. 32,532 crore
  - Cost of Deposits at 7.88% for Q2 and 7.92% for H1 FY26, cost reduction of ~10 bps in Q2
- Secured Assets
  - Growth across products especially Affordable Housing, MSME, Gold Loans and Two Wheelers
  - Revenue Assets growth in line with expectations; full year expected at 35% to 40% with margins steady.
- Unsecured Assets
  - Portfolio stabilizing; stress expected to ease further in Q3 FY26
  - Credit Cost Fresh Flow to NPA to slow down in Q3.
  - 49% book under Guarantee programs.
- Capital raise update

Rs 250 Crs Tier 2 capital raise completed on 16th Oct; will improve CAR by about 1.25%

## **Challenges for H1**



- Deposits and CASA
  - Q1 was slower than anticipated but adequately covered in Q2. Trend to continue.
- Secured Assets
  - Disbursement is higher than Plan by 33% leading to higher upfront acquisition costs of ~Rs. 45 Crs , offset by additional income of ~Rs 30 Crs
- Unsecured Assets
  - Growth in MFI book is below plan by 12% leading to lower revenues by Rs 60 Crs.
  - The flow rates for H1 was higher than anticipated leading to higher provisions by Rs 27 Crs
  - NIM compression of ~30bps

## ~90% - Secured Book + under Guarantee (CGTMSE/ CGFMU)



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| Particulars                                    | Gross Loan<br>Portfolio | Secured book % | Unsecured book under Guarantee scheme (%) | Unsecured book not under Guarantee scheme (%) | Total |  |  |
|--|-------------------------|----------------|---|---|-------|--|--|
| As on 30 <sup>th</sup> Sept 2025               | 31,655                  | 72.5%          | 13.5%                                     | 14.0%   | 100%  |  |  |
| Projected as on 31 <sup>st</sup> March<br>2026 | ~35,500                 | 74% - 75%      | 16% - 17%                                 | 8% - 10%                                      | 100%  |  |  |
|  |                         |                |   |   |       |  |  |

- The Bank's strategy to move towards having 95% of its portfolio either secured or covered under a guarantee program.
- Secured assets to be 80% while unsecured under Guarantee program to be ~15% and the same will be achieved by March 2027.

~90% - 92%

- The focus on maintaining strong credit quality remains unchanged despite the shift towards the Guarantee program.
- This strategic shift is expected to lead to a reduction in credit costs over the coming financial years in case of any high stress environment in the MFI industry.

## What this Guarantee strategy means for P&L

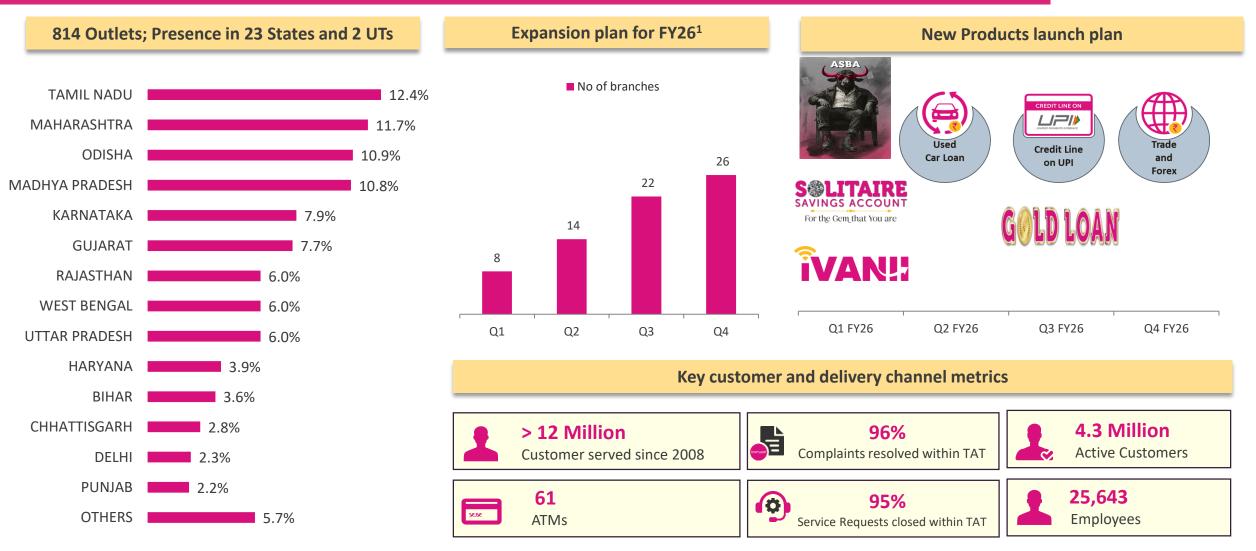


| Particulars   | Total<br>unsecured<br>Book | Unsecured book covered under Guarantee schemes | hook %     | Out of which,<br>NPA | Eligible for Claims in FY | Premium<br>Paid |
|---|----------------------------|--|------------|----------------------|---------------------------|-----------------|
| Balances as on 30 <sup>th</sup> Sept 2025               | 8,715                      | 4,280  | 49%        | 60                   |                           | 39              |
| Projected balances as on 31 <sup>st</sup><br>March 2026 | ~9,000 – 9,200             | ~5,700 – 5,900                                 | ~60% - 63% | ~120-180             | ~5 Crs                    | 12              |

- In FY26-27, Rs. 80–90 crore is projected to be payable towards Guarantee Premium, with Rs. 120–140 crore expected as claim receivables.
- By March 2027, ~96% of the unsecured portfolio will be covered under the Guarantee Program as new disbursements continue to be added each quarter under the Guarantee program.
- While Net Interest Margins (NIMs) will remain unaffected, the guarantee fee will have a marginal impact on Opex.
- RoA is expected to improve by 50-70 bps once claim recoveries begin.

## National franchise with strong brand recognition





## PAT at Rs 177 Crs for H1 post accelerated provisioning of Rs 222 Crs

# Jana Small Finance Bank

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| Particulars               | Q2 FY25 | Q1 FY26 | Q2 FY26 | H1FY25 | H1FY26 |
|---------------------------|---------|---------|---------|--------|--------|
| Regulatory Provision      | 149     | 46      | 132     | 291    | 178    |
| Accelerated Provision     | 61      | 150     | 72      | 115    | 222    |
| PBT                       | 88      | 102     | 75      | 249    | 177    |
| DTA                       | (8)     | _       | -       | (19)   | -      |
| PAT                       | 97      | 102     | 75      | 267    | 177    |
| Adjusted PAT <sup>1</sup> | 149     | 252     | 147     | 364    | 399    |
| Adjusted RoA <sup>2</sup> | 1.8%    | 2.6%    | 1.5%    | 2.2%   | 2.0%   |
| Adjusted RoE <sup>2</sup> | 15.4%   | 23.7%   | 13.7%   | 19.1%  | 18.5%  |

| Particulars                                | Q2 FY25 |
|--|---------|
| CGTMSE/ CGFMU book included in NPA         | 60      |
| Excess provision created on the same (PCR) | 67%     |
| Excess provision amount                    | 40      |

NPAs of Rs 60 Crs from CGFMU/ CGTMSE pool, impacting accelerated provisioning by ~Rs 40 Crs to remain < 1% NNPA.

## On track for advances growth of 20% for the year



- Advances<sup>1</sup> growth of 20% y-o-y and 6% q-o-q to Rs. 31,655 Crs
- Secured growth rate of 34% y-o-y and 8% q-o-q
- MSME growth back, on track for more than 20% annualised growth
- Gold 18% q-o-q, Two wheeler 13% q-o-q and Affordable housing 7% q-o-q growth continues to show good momentum
- Secured book now @ 72.5% v/s 64.6% in H1 FY25
- Unsecured degrowth by 7% y-o-y. Growth of 0.2% q-o-q to Rs. 8,715 Crs.
- ~49% of MFI book covered under Guarantee program.

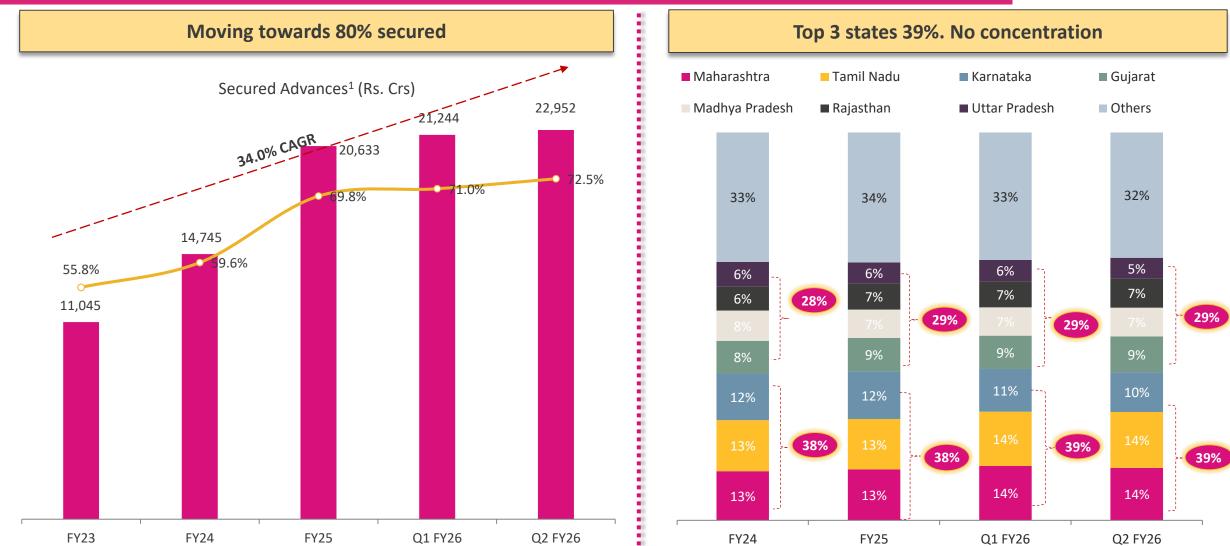
# GLP crosses Rs 30,000 Crs with Affordable Housing and Micro LAP book of 13,000 Crs; Secured growth @ 8% q-o-q



|         | ry of Advance <sup>1</sup><br>September 30, 2025) | GLP    | Average<br>Ticket Size<br>(Rs. Mn) <sup>2</sup> | Advances <sup>1</sup> Growth y-o-y | Advances <sup>1</sup> Growth q-o-q | GNPA <sup>3</sup> | NNPA <sup>3</sup> | LTV <sup>4</sup> |
|---------|---|--------|---|------------------------------------|------------------------------------|-------------------|-------------------|------------------|
|         | Affordable Housing                                | 7,000  | 1.22  | 34.4%                              | 7.1%                               | 0.6%              | 0.4%              | 50.0%            |
|         | Micro LAP   | 6,027  | 0.65  | 17.8%                              | 1.8%                               | 1.7%              | 0.9%              | 35.9%            |
|         | MSME Loans  | 4,767  | 7.75  | 27.3%                              | 12.8%                              | 1.5%              | 0.8%              | 44.2%            |
| red     | Term Loans To NBFCs                               | 2,032  | 231.53  | 41.9%                              | 2.3%                               | 0.0%              | 0.0%              | NA               |
| Secured | Two-wheeler Loans                                 | 1,284  | 0.06  | 97.3%                              | 12.8%                              | 1.2%              | 0.0%              | NA               |
|         | Gold Loans  | 1,480  | 0.08  | 204.5%                             | 17.5%                              | 1.6%              | 1.4%              | 54.8%            |
|         | Loan against FD                                   | 350    | NM  | (17.9%)                            | 101.3%                             | 0.0%              | 0.0%              | NA               |
|         | Total Secured Advances                            | 22,940 |   | 34.4%                              | 8.0%                               | 1.1%              | 0.6%              |                  |
|         | Unsecured Advances                                | 8,715  | 0.04  | (6.8%)                             | 0.3%                               | 7.1%              | 1.6%              | NA               |

## Secured loan on track to 80% with geographic diversification maintained







## **Bring Your Bank Home**





### Home Loan leading to Anchor Bank

with Multiple Product Offerings and Special Benefits

#### **Pre-approved Business Loan**

- Additional Pre-approved line upto Rs. 5 lakhs available through the entire relationship with the bank
- For Business Expansion and Home Improvement
- Lower than market Interest Rates
- Same day disbursal with no additional documentation



#### Two Wheeler loans

- Pre-approved Two Wheeler loans
- 100% funding to the vehicle value
- Lower Processing fee 0.5%

#### Health Insurance

• Hospi Cash cover designed to suite the segment

#### Gold Loan

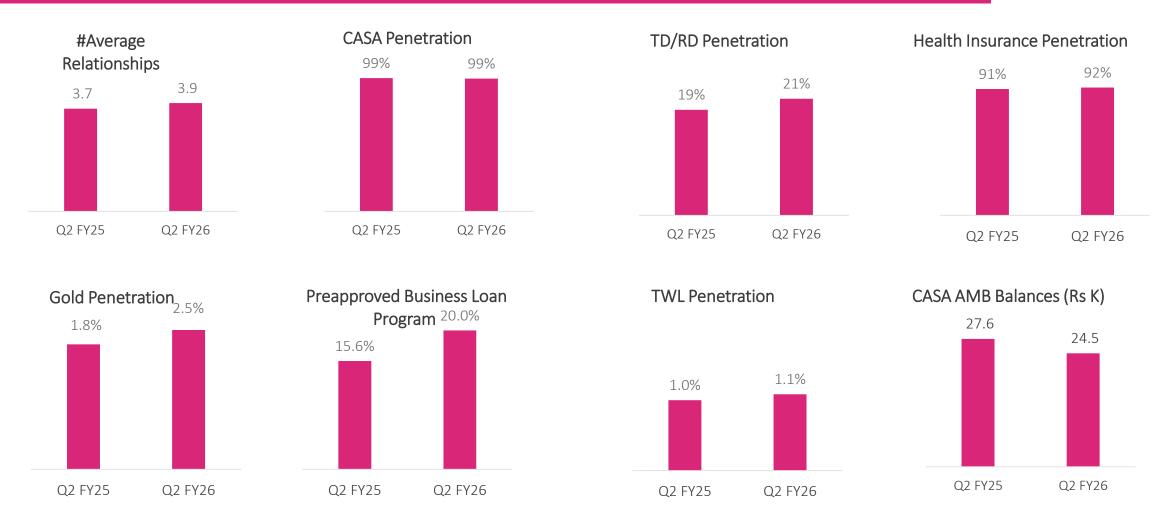
- Zero Processing Fees
- Quick Disbursement in 30 minutes

#### Linked Savings/Current Account

- Instant Current/Savings Account with no additional documents
- Attractive interest rates upto 7.5%
- Mobile Banking app with a 360 view of all the relationships
- Ease of all Transactions including all EMI, GST and other Bill Payments.

## **Anchor Bank Positioning for Rising India**





#Average Relationship including Property insurance and Life insurance is at 6.3 and 6.0 for period ended Q2FY26 and Q2FY25 respectively

## MFI – improved disbursement resulting in growth in Q2



| Product Wise<br>Advances <sup>1</sup> | Sep-25 | Digital<br>Payment | <b>ATS</b> <sup>2</sup> | y-o-y<br>Growth | q-o-q<br>Growth | GNPA <sup>3</sup> | NNPA <sup>3</sup> | PCR   |
|---------------------------------------|--------|--------------------|-------------------------|-----------------|-----------------|-------------------|-------------------|-------|
| Individual Loan                       | 4,985  | 43.5%              | 52,912                  | (0.5%)          | (1.3%)          | 1.6%              | 1.0%              | 38.6% |
| - Agri                                | 1,411  | 29.0%              | 48,957                  | 25.3%           | (5.2%)          | 0.6%              | 0.2%              | 65.6% |
| - Non Agri                            | 3,574  | 49.7%              | 54,653                  | (8.0%)          | 0.4%            | 2.0%              | 1.3%              | 35.3% |
| BC Book                               | 1,390  | 46.6%              | 28,493                  | (28.7%)         | (7.1%)          | 23.6%             | 3.5%              | 88.2% |
| Agri Group                            | 1,036  | 13.6%              | 23,620                  | (40.7%)         | (2.8%)          | 17.1%             | 2.3%              | 88.7% |
| Group Loans                           | 1,304  | 24.5%              | 38,688                  | 103.6%          | 21.1%           | 2.4%              | 2.0%              | 16.0% |
| Total Unsecured                       | 8,715  | 36.2%              | 39,988                  | (6.8%)          | 0.3%            | 7.1%              | 1.6%              | 78.2% |

## **Deposit Leads the Growth Story**



- Deposits growth of 31% y-o-y and 11% q-o-q to Rs. 32,532 Crs
- CASA growth of 20% y-o-y and 14% q-o-q to Rs. 5,960 Crs
- Term Deposits growth of 34% y-o-y and 10% q-o-q to Rs. 26,572 Crs
- CD ratio at 82.7% after adjusting for refinance which was availed from NABARD, SIDBI, NHB, Mudra
- CD ratio improving to 91.4% v/s 100.2% as at 30<sup>th</sup> September 2024
- LCR at 170% as at 30<sup>th</sup> September 2025
- Cost of deposits reduces by ~10 bps to 7.88% for Q2 FY26
- ASBA feature attracting CASA balance

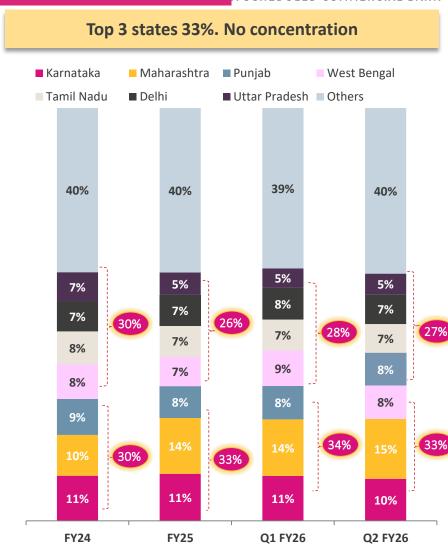
## Reduction in cost of funds along with overall growth in Deposits



| Particulars    | Sep-25 | Jun-25 | Sep-24 | q-o-q (%) | у-о-у (%) |
|----------------|--------|--------|--------|-----------|-----------|
| CASA           | 5,960  | 5,233  | 4,977  | 13.9%     | 19.8%     |
| TD             | 26,572 | 24,193 | 19,831 | 9.8%      | 34.0%     |
| Total Deposits | 32,532 | 29,426 | 24,808 | 10.6%     | 31.2%     |

| Particulars   | Q2 FY26 | Q1 FY26 | Q2 FY25 |
|---------------|---------|---------|---------|
| CASA Ratio    | 18.3%   | 17.8%   | 20.1%   |
| Cost of Funds | 7.9%    | 8.0%    | 8.0%    |

- Credit to Deposits ratio reducing from **100.2**% in Sep-24 to **91.4**% in Sep-25 as the deposits continue to grow faster than advances.
- Credit to Deposits ratio (reducing refinance from Advances) at 82.7%.
- **Non-callable** forms **51**% of Bulk Deposit and **87.9**% of Bulk Deposits are contracted at <u>1 year and above</u>.
- 91.7% of Retail deposits are contracted at 1 year and above.
- LCR at 170% as on 30<sup>th</sup> Sep-25



## **Expanding Digital Footprint**



# **Digital Channels**



## **Key Highlights**

4.5 Continued to be the top rated banking apps

48% y-o-y Growth - Txn Volume

y-o-y Growth - MB Registration

49% y-o-y Growth - MB Txn Volume

y-o-y Growth - MB Txn Value

# Digital Highlights

#### Jana Digitization

90% + Digital Uptake

98 % 99%

Banking transactions Loans are Digitally are Digital processed

99%

Sales force use TAB/Mobile

#### **Merchant QR**

21,414 QR Codes Installed across merchants

#### **Digital Adoption**



80%

y-o-y UPI in-app transactions value



27%

y-o-y growth in NACH transactions



76% of customers carded during Q2 FY26 82% of customer base carded

32%

## Q2 Highlights q-o-q – GLP / Deposits crosses Rs 30,000 Crs



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| <b>Assets</b> |
|---------------|
|---------------|

#### Liabilities

#### **Asset Quality**

#### **Capital Quality**

#### **Return Ratios**

#### **P&L Metrics**

Rs. 31,655 Crs
5.8%

Advances<sup>1</sup> Growth
(q-o-q)

**Rs. 32,532 Crs 10.6%**Deposits Growth
(q-o-q)

2.8% [2.8%] Gross NPA<sup>3</sup> Rs. 410 [Rs. 403] BVPS **0.7%** [1.1%] ROA

**Rs. 75 Crs** [102 Crs] PBT

73%
[71%]
Share of Secured
Advances<sup>1</sup>

**62.1%**[60.2%]
Retail Deposits<sup>2</sup>

**0.9%** [0.9%] Net NPA<sup>3</sup>

**20.7%** [20.5%] CRAR<sup>4</sup>

**7.1%** [9.8%] ROE

Rs. 279 Crs [298 Crs] PPOP

## H1 Highlights y-o-y – secured now at 73%



| Assets   | Liabilities  | Asset Quality                             | Capital Quality                        | Return Ratios                 | P&L Metrics                      |
|--|--|---|--|-------------------------------|----------------------------------|
| <b>Rs. 31,655 Crs 19.9%</b> Advances <sup>1</sup> Growth (y-o-y) | <b>Rs. 32,532 Crs</b> 31.1%  Deposits Growth (y-o-y) | <b>2.8%</b> [2.9%] Gross NPA <sup>3</sup> | <b>Rs. 410</b> [Rs. 369] BVPS          | <b>0.9%</b><br>[1.6%]<br>ROA  | Rs. 177 Crs<br>[249 Crs]<br>PBT  |
| <b>73%</b> [65%] Share of Secured Advances <sup>1</sup>          | <b>62.1%</b> [63.4%] Retail Deposits <sup>2</sup>    | <b>0.9%</b> [0.9%] Net NPA <sup>3</sup>   | <b>20.7%</b> [20.3%] CRAR <sup>4</sup> | <b>8.4%</b><br>[14.3%]<br>ROE | Rs. 577 Crs<br>[654 Crs]<br>PPOP |

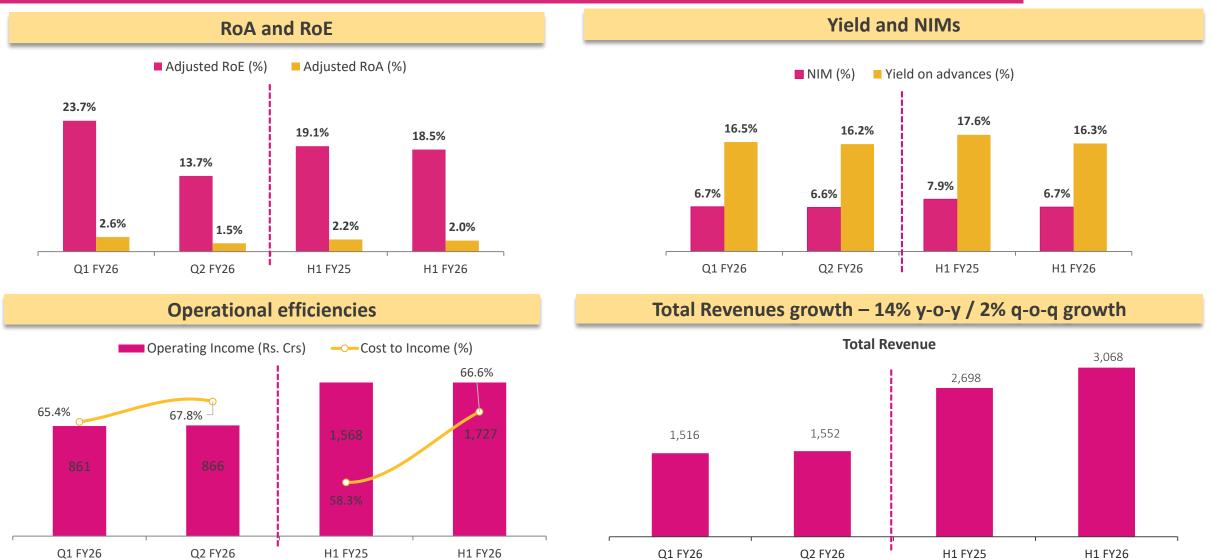
ROA and ROE is after considering DTA of Rs. 19 crores in H1 FY25 and Nil in H1 FY26



## **Key Financials**

#### **Financial Ratios**





<sup>\*</sup>RoA and RoE are computed after adding back accelerated provision and removing DTA impact for the respective periods | Reported RoA and RoE for Q1 FY 26 are 1.1% and 9.8% respectively | Reported RoA and RoE for Q2 FY 26 are 0.7% and 7.1% respectively | Reported RoA and RoE for H1 FY 25 are 1.6% and 14.3% respectively | Reported RoA and RoE for H1 FY 26 are 0.9% and 8.4% respectively | #NIM for Q1 has been restated

## **Credit cost summary**



| Particulars                         | Q3 FY25 | Q4 FY25 | Q1 FY26 | Q2 FY26 |
|-------------------------------------|---------|---------|---------|---------|
| Regulatory Provision                | 81      | 76      | 46      | 132     |
| Accelerated Provision               | 93      | 97      | 150     | 72      |
| Credit Cost                         | 174     | 173     | 196     | 204     |
| Less: Recoveries under Other Income | 37      | 42      | 31      | 33      |
| Less: Accelerated Provision         | 93      | 97      | 150     | 72      |
| Net Credit Cost                     | 44      | 34      | 15      | 99      |

| GNPA Movement                                   | Q3 FY25 | Q4 FY25 | Q1 FY26 | Q2 FY26 |
|---|---------|---------|---------|---------|
| Opening GNPA Balance                            | 755     | 758     | 729     | 804     |
| Additions during the period <sup>1</sup>        | 437     | 469     | 515     | 591     |
| Less: Recoveries & Write offs during the period | 434     | 498     | 440     | 544     |
| Closing GNPA Balance                            | 758     | 729     | 804     | 850     |
| GNPA <sup>2</sup>                               | 2.71%   | 2.54%   | 2.76%   | 2.75%   |
| NNPA <sup>2</sup>                               | 0.91%   | 0.88%   | 0.89%   | 0.90%   |
| PCR   | 66.90%  | 66.09%  | 68.15%  | 67.93%  |
| PCR including technical write-offs              | 80.16%  | 80.23%  | 82.25%  | 82.05%  |

## Strong PCR across all businesses especially Secured



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#### **GNPA** and NNPA

#### **Particulars** BC Secured **Unsecured** Total 255 288 328 871 Gross NPA Net NPA 145 95 39 279 LTV 38.4% Gross NPA<sup>1</sup> % 1.1% 3.9% 23.6% 2.8% Net NPA<sup>2</sup> % 3.5% 0.6% 1.3% 0.9% PCR % 43.2% 66.9% 88.2% 67.9% PCR % (incl tech write-off) 70.2% 86.6% 89.2% 82.0%

#### Restructured Portfolio @ 0.2% of Advances<sup>2</sup>

| Particulars                         | Sep-25 |
|-------------------------------------|--------|
| Group Loans                         | 1      |
| Agricultural and allied Loans       | 0      |
| Individual and Micro Business loans | 0      |
| Total Unsecured Book                | 2      |
| MSE                                 | 42     |
| Affordable Housing                  | 6      |
| Micro LAP                           | 7      |
| Total Secured Book                  | 55     |
| Total Book                          | 57     |
| % of Advances <sup>2</sup>          | 0.2%   |

### **P&L Statement**



| Particulars                  | Q2 FY25 | Q1 FY26 | Q2 FY26 |
|------------------------------|---------|---------|---------|
| Interest Income              | 1,166   | 1,252   | 1,305   |
| Interest Expense             | 572     | 655     | 686     |
| Net Interest Income          | 594     | 597     | 618     |
| Other Income                 | 176     | 264     | 247     |
| Operating Income             | 769     | 861     | 866     |
| Operating Expenses           | 471     | 563     | 587     |
| Operating Margin             | 299     | 298     | 279     |
| Provisions and Contingencies | 210     | 196     | 204     |
| Profit Before Tax            | 88      | 102     | 75      |
| Taxes                        | (8)     | -       | -       |
| Profit After Tax             | 97      | 102     | 75      |

| H1 FY25 | H1 FY26 |  |  |
|---------|---------|--|--|
| 2,333   | 2,557   |  |  |
| 1,129   | 1,341   |  |  |
| 1,204   | 1,215   |  |  |
| 365     | 512     |  |  |
| 1,568   | 1,727   |  |  |
| 914     | 1,150   |  |  |
| 654     | 577     |  |  |
| 406     | 400     |  |  |
| 249     | 177     |  |  |
| (19)    | -       |  |  |
| 267     | 177     |  |  |

#### **Break-up of Other Income for Q2 FY26:**

#### Other Income includes:

- Commission, exchange and brokerage –
   Rs. 188 crores [Rs. 169 crores]:
  - Processing Fee Rs. 93 crs [Rs. 72 crs]
  - Insurance commission Rs. 24 crs [Rs. 50 crs]
  - Other fees Rs. 71 crs [Rs. 47 crs]
- Profit on sale of investments Rs. 5 crores [Rs. 49 crores]
- Miscellaneous Income Rs. 51 crores
   [Rs. 49 crores]:
  - Income from sale of PSLC Rs. 18 crs
  - Recoveries Rs. 33 crs [Rs. 31 crs]

Figures in [] represent Q1 FY26 data

## **Balance Sheet – Robust Financial Position**



| Particulars                      | Sep 30,<br>2024 | June 30,<br>2025 | Sep 30,<br>2025 |
|----------------------------------|-----------------|------------------|-----------------|
| CAPITAL AND LIABILITIES          |                 |                  |                 |
| Capital                          | 105             | 105              | 105             |
| Reserves & surplus               | 3,756           | 4,126            | 4,209           |
| Deposits                         | 24,808          | 29,426           | 32,532          |
| Borrowings                       | 3,547           | 4,225            | 3,810           |
| Other liabilities and provisions | 1,218           | 1,484            | 1,531           |
| TOTAL                            | 33,434          | 39,367           | 42,188          |
| ASSETS                           |                 |                  |                 |
| Cash and balances with RBI       | 1,400           | 2,519            | 2,334           |
| Balances with banks              | 504             | 496              | 349             |
| Investments                      | 5,816           | 7,594            | 8,644           |
| Advances                         | 24,861          | 27,825           | 29,743          |
| Fixed assets                     | 151             | 159              | 177             |
| Other assets                     | 702             | 774              | 940             |
| TOTAL                            | 33,434          | 39,367           | 42,188          |

#### **Borrowings:**

#### Borrowings includes

- Refinance Rs. 2,823 crores
- Tier-2 capital Rs. 125 crores
- Others incl call Rs. 863 crores

Fresh borrowings from SIDBI during the quarter for Rs. 160 crores

#### **Benefits of Re-finance:**

- Long term and stable borrowing
- Improves ALM
- Availed from Developmental Finance Institutions NABARD, SIDBI, NHB and MUDRA
- Competitive to deposit rates with no CRR and SLR

## **Guidance for FY 2026**



We continue to serve aspirational India, underserved both on deposits and loans

We continue to increase our secured business proportion each year.

We are creating a sustainable, predictable and long term franchise.

Digital with high standards of governance and customer service are key components of our DNA



GLP Growth ~20%



Deposits
Growth
~18-20%



PAT Growth

~0-2%



**ROA** 

1.1% - 1.5%



ROE

10% - 15%

## **Experienced and professional management and Board**



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#### Experienced board with diverse business experience in well-known financial services institutions and banks

| Name & Designa | ation   | Past Experience   | Name & Desi | ignation   | Past Experience   | Name & Des | ignation  | Past Experience  |
|----------------|---|---|-------------|--|---|------------|---|--|
| Pai            | malingam Ramaseshan<br>rt-Time Chairman and<br>dependent Director | National     Commodity and     Derivative     Exchange Ltd.   | 9           | Pammi Vijaya Kumar<br>Non-Executive<br>Independent Director                        | Reserve Bank of India   |            | Ajay Kanwal<br>Managing Director & Chief<br>Executive Officer                         | Standard     Chartered Bank     CitiBank   |
| No.            | r. Subhash C Khuntia<br>on-Executive<br>dependent Director        | <ul> <li>Former IRDAI<br/>Chairman</li> <li>Various<br/>Departments in<br/>Government of<br/>India</li> </ul> |             | Mr. Dinesh C Patwari Non-Executive Independent Director                            | Income Tax     Department of  |            | Krishnan Subramania Raman<br>Executive Director, Head of<br>Retail Financial Services | Standard     Chartered Bank     Mashreq Bank     PSC   |
| N              | Chitra Talwar<br>Ion-Executive<br>Independent Director            | Britannia Industries     PepsiCo  |             |  | India   |            | Ramesh Ramanathan<br>Non-Executive<br>Non-Independent Director                        | • Citibank   |
| Ne             | umbla Srinivas Nayak<br>on-Executive<br>idependent Director       | <ul><li>Standard Chartered<br/>Bank</li><li>Idenfo Ltd.</li></ul>   |             | Mr. Rakesh Joshi<br>Non-Executive<br>Independent Director<br>(Additional Director) | Insurance     Regulatory and     Development     Authority of India     (IRDAI) |            | Rahul Khosla<br>Non-Executive<br>Non-Independent Director                             | <ul> <li>Max Group</li> <li>Visa         <ul> <li>International</li> <li>Service</li> <li>Association</li> </ul> </li> </ul> |

## **Experienced and professional management and Board**



SCHEDULED COMMERCIAL BANK

International best practices in risk management, compliance and governance introduced by management with an average experience of ~29 years in financial services

| Name & Designation   | Past Experience   | Name & Designation  | Past Experience   | Name & Designation  | Past Experience   |
|--|---|---|---|---|---|
| Abhilash Sandur<br>Chief Financial Officer                 | Kotak Mahindra     Bank     Bharti Axa General     Insurance Co. Ltd.   | Satish Ramachandran<br>Chief Risk Officer                 | <ul><li>Citibank NA</li><li>Standard Chartered<br/>Bank</li><li>Fullerton India</li></ul>           | Shrinivas Murty J President and Head – Branch Banking and Marketing   | HDFC Bank     ICICI Bank     Ujjivan Small Finance Bank |
| Amit Raj Bakshi Chief Human Resource Officer               | <ul><li>JP Morgan &amp; Chase</li><li>Serco BPO</li><li>Telenor India</li><li>DBS Bank</li></ul>                      | Ashish Gopal Saxena Chief Information and Digital Officer | <ul> <li>UGRO Capital Ltd</li> <li>AU Small Finance<br/>Bank</li> <li>Max Life Insurance</li> </ul> | Naveen Goel Head – MSE, Supply Chain Finance & Financial Institutions | SBM     IndusInd Bank     ABN AMRO Bank     HDFC Bank   |
| Pradeep Rebello Head – Two Wheeler Finance                 | <ul><li>HDFC Bank</li><li>ICICI Bank</li><li>Tata Capital</li><li>IDFC First Bank</li></ul>                           | Chitra Menon Chief Compliance Officer                     | ICICI Bank     HDFC Bank  | Rajesh Kumar Sharma* Chief Operating Officer                          | HDFC Bank     Corporation Bank                          |
| Lakshmi R N Company Secretary and Compliance Officer       | <ul> <li>ING Vysya Bank</li> <li>Firstapex Software     Technologies Pvt Ltd</li> <li>Kirloskar Multimedia</li> </ul> | Gopal Tripathi Head of Treasury and Capital Markets       | <ul><li>State Bank of India</li><li>HDFC Bank</li><li>Bank of India</li></ul>                       | Asheesh Maroo<br>Chief Credit Officer                                 | Yes Bank ICICI Bank Aditya Birla Finance                |
| Rincoo Ji Vachha Head - Affordable and Micro Housing Loans | ICICI Bank     CRISIL   | Sudhir Madhavan<br>Head – Strategic Alliance              | <ul><li>HDFC Bank</li><li>Bajaj Finance</li><li>Citibank</li></ul>                                  | Mahalingam<br>Ramachandran<br>Head of Internal Audit                  | HDFC Bank   |

<sup>\*</sup>Mr. Ganesh Nagarajan, current COO, has resigned and will continue till 17<sup>th</sup> November 2025.

## Jana's excellence being recognized at different Forums





In July 2025, JSFB has been honored with the "Highest Guarantee Coverage, FY 2025" award under the Performance-Based Award (Small Finance Bank category) by the Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) during its Silver Jubilee celebrations. This recognition highlights Jana SFB's achievement of securing the highest guarantee coverage among small finance banks under the CGTMSE scheme.



In August 2025, Jana Small Finance Bank has been recognized as the Runnerup for "Best Small Finance Bank in Growth" by the Indian Chambers of Commerce at the 3rd Emerging Asia Banking Conclave & Awards held in New Delhi.

# Jana Small Finance Bank

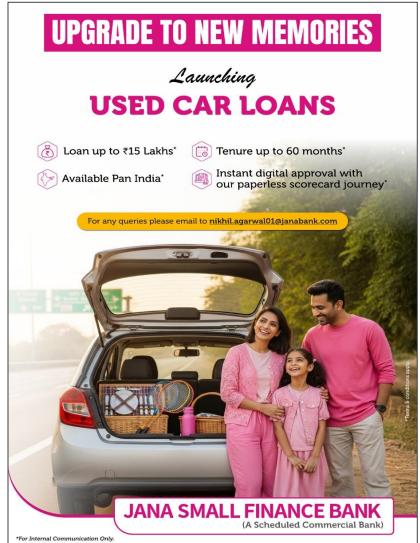
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# **Thank You**

## **Innovative Product offerings**

# Jana Small Finance Bank







## **Best-in-class segment offerings**

# Jana Small Finance Bank







## **Abbreviations**



| Abbreviation | Expansion   | Abbreviation | Expansion                           |
|--------------|---|--------------|-------------------------------------|
| ВС           | Business Correspondents                                     | MFI          | Micro Finance Institution           |
| CAGR         | Compounded Annual Growth Rate                               | MSME         | Micro, Small and Medium Enterprises |
| CASA         | Current Account and Savings Account                         | NACH         | National Automated Clearing House   |
| CGFMU        | Credit Guarantee Fund for Micro Units                       | NBFC         | Non-Banking Financial Company       |
| CGTMSE       | Credit Guarantee Trust Fund for Micro and Small Enterprises | NII          | Net Interest Income                 |
| CRAR         | Capital-to-Risk Weighted Asset Ratio                        | NIM          | Net Interest Margin                 |
| DTA          | Deferred Tax Assets   | NNPA         | Net Non-Performing Assets           |
| FD           | Fixed Deposits  | PAT          | Profit After Tax                    |
| GLP          | Gross Loan Portfolio  | PCR          | Provision Coverage Ratio            |
| GNPA         | Gross Non-Performing Assets                                 | PPOP         | Pre Provisioning Operating Profit   |
| IBPC         | Inter Bank Participation Certificate                        | q-o-q        | Quarter-on-Quarter                  |
| NIM          | Net Interest Margin   | RoA          | Return on Assets                    |
| LAP          | Loan Against Property                                       | RoE          | Return on Equity                    |
| LCR          | Liquidity Coverage Ratio                                    | SFB          | Small Finance Bank                  |
| LTV          | Loan to Value   | у-о-у        | Year-on-Year                        |