



Purpose Led.  
Progress Driven.



# Sustainability. Inclusion. Progress.

Prudent Operations. Long-term Value.

ESG Report  
2024-2025



At MAS Financial Services, these three words capture the spirit of the organisation we strive to be. **Sustainability** reflects our belief that growth must be responsible—balancing today's needs with the commitments we owe to future generations. **Inclusion** speaks to our purpose of expanding financial access and ensuring that people and businesses, regardless of geography or background, have the opportunity to move forward. **Progress** is the outcome we work towards every day- that is progress for our customers, our communities and the broader economy we serve.

For us, these are not abstract ideas. They shape the choices we make, the partnerships we build and the way we show up for our stakeholders. Whether through enabling entrepreneurs in underserved regions, strengthening our digital capabilities, or investing in community wellbeing, we recognise that progress happens when sustainability and inclusion work hand in hand.

This report highlights the steps we are taking, the lessons we have learned and our commitment to creating value for people, for the environment and for the future.

# Inside the report



Scan the QR code to know more about the company



To view the report online, log on to [www.mas.co.in/investors-corner/esg-report/](http://www.mas.co.in/investors-corner/esg-report/)

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## About the report

(GRI 2-2, 2-3, 2-4, 2-5)

### PURPOSE

In response to the growing need for transparent sustainability communication, this report outlines our approach to measuring and disclosing environmental, social and governance (ESG) performance. It presents a comprehensive view of how sustainability is embedded within our strategy, governance and everyday operations.

The report is designed to inform our stakeholders, including investors, partners and communities, about our sustainability progress, risks and opportunities. Alongside the annual report, it also highlights our value creation process for society, the environment and our stakeholders.

### CONTENT AND FRAMEWORK

The data presented in this report has been compiled from various internal functions. All figures and assumptions are clearly explained where applicable.

### REPORTING SCOPE AND BOUNDARY

This report covers all operational locations of MAS Financial Services Limited in India and represents the third year of ESG reporting.

The reporting period spans **FY24 to FY25**, consistent with the company's consolidated financial statements.

### DATA ASSURANCE

The ESG data presented here has undergone internal review, supported by strong internal controls to ensure accuracy, integrity and reliability. All information has been verified and approved by the Board. While external assurance has not yet been conducted, plans are in place to adopt it in future reporting cycles.

### RESTATEMENT OF INFORMATION

If any previously disclosed information requires revision, such changes are clearly footnoted or referenced on the respective pages.

### ADDITIONAL INFORMATION

We welcome feedback and suggestions from stakeholders. For any clarifications or assistance, please contact:

**Meet Chande**  
**Assistant Vice President**  
[meet\\_chande@mas.co.in](mailto:meet_chande@mas.co.in)

This report is available for download on our official website:  
[www.mas.co.in](http://www.mas.co.in)

### REGISTERED OFFICE:

MAS Financial Services Limited  
 6, Ground Floor, Narayan Chambers,  
 B/h. Patang Hotel, Nehru Bridge Corner,  
 Ashram Road, Ahmedabad – 380009 (India)  
 Phone +91 79 41106500



## About the company

(GRI 2-1, 2-6)

# The institution behind the impact

We are headquartered in Ahmedabad, India, as a leading Non-banking Financial Company (NBFC) registered with the Reserve Bank of India. Since our establishment in 1995, we have been enabling financial inclusion by providing credit access to underserved and underbanked communities across urban, semi-urban and rural India.

Backed by over 30 years of industry experience, we offer customised lending solutions that empower individuals and enterprises. Our diversified portfolio includes Micro-Enterprise Loans, SME Loans, Two-Wheeler Loans, Commercial Vehicle Loans and Salaried Personal Loans, addressing the needs of both formal and informal sectors.

As of March 2025, our operational footprint spans 204 branches and coverage across more than 14,000 Pin codes, including Gujarat, Rajasthan, Madhya Pradesh, Maharashtra, Karnataka, Tamil Nadu, Telangana Chhattisgarh, Punjab, Haryana

Uttarakhand and Delhi NCR, enabling us to expand our reach and strengthen service delivery. Our business model is anchored on the principles of inclusion, integrity and operational excellence, ensuring last-mile access to affordable credit.

We also collaborate with financial intermediaries such as MFIs, HFCs and NBFCs, leveraging partnerships and technology-driven processes to serve emerging markets efficiently<sup>1</sup>. With a consistent focus on scalability and quality and sustainable growth, we strive to bridge the credit gap across India's hinterlands while driving economic progress.

<sup>1</sup>Data as of March 2025.

About the company contd...

# Vision



To be one of the most efficient distributors of financial services and to create value at scale.

At MAS Financial Services Ltd., efficiency is at the core of everything we do. We strive to optimise time, cost, and effort across all our activities, ensuring responsible use of resources while delivering maximum impact. We believe that sustained efficiency is what enables organisations to grow, adapt, and lead. In the years ahead, we aspire to make MAS a benchmark in financial services distribution, not only by setting industry standards but by continuously raising our own. This commitment to improvement defines our vision.

# Mission



Our mission is to translate our vision into action by expanding access to financial services for lower-income and middle-income segments across urban, semi-urban, and rural India.

Through a strong distribution network, responsible credit practices, and deep market understanding, we aim to support individuals and enterprises from both formal and informal sectors. We are committed to delivering financial solutions that are accessible, transparent, and sustainable, while maintaining high standards of efficiency, ethics, and performance.

This mission guides how our people work every day turning purpose into progress.

# Value



## Empowerment and Collaboration

We believe people drive progress. At MAS, empowerment means enabling employees to grow through continuous learning, upskilling, and ownership, while aligning personal aspirations with organisational goals. Collaboration reflects our belief that success and failure are shared responsibilities, internally through teamwork and externally by partnering with customers to support their growth.

## Agility and Performance

In a dynamic environment, agility allows us to respond quickly to change, while performance ensures consistent results and operational excellence. Together, these values keep MAS competitive, responsive, and future-ready.

## Honesty

Honesty is the foundation of everything we do. We uphold integrity, transparency, and ethical conduct in all our interactions, building trust, ensuring compliance, and fostering long-term relationships.

About the company contd...

Meet the new sunrise at MAS Financial



*Purpose Led.  
Progress Driven.*

# Celebrating 30 YEARS of endeavours

As we completed 30 Years of Endeavours in 2025, we unveiled a renewed identity that reflects our enduring values, vision and core strengths – the power of distribution and excellence through endeavours

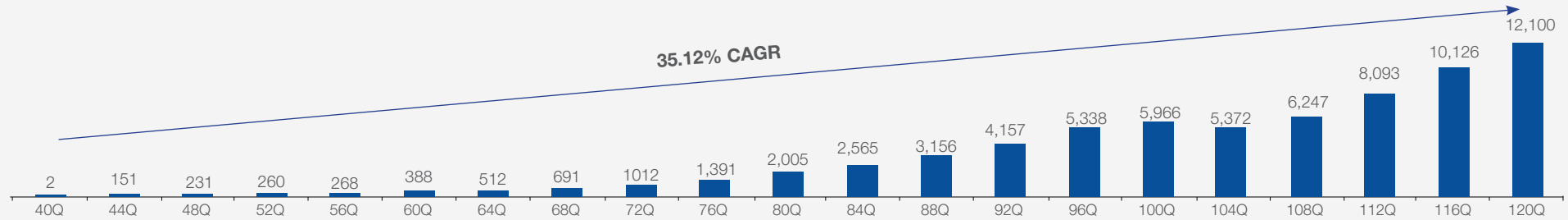


About the company contd...

**JOURNEY OF 120 QUARTERS**

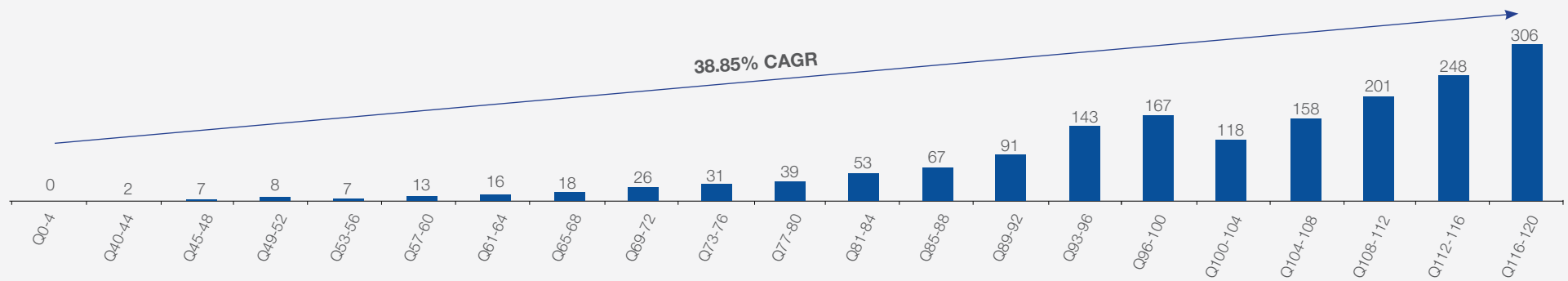
**Asset Under Management (AUM)**

In ₹ Cr



**Profit After Tax (PAT)**

In ₹ Cr






Figures up to March 17 is as per I-GAAP and from thereon it is IND-AS

About the company contd...

**IMPACT JOURNEY**

Impact Journey So Far and Plans Going Forward

Particulars	For Sustainable Livelihood and Employment Generation.					
	The Journey So Far		Taking it Forward		The Impact	
	1995-2025		2025-2030		1995-2030	
	No. of Clients	Jobs Created	No. of Clients	Jobs Created	No. of Clients	Jobs Created
 MSME Loans <sup>1</sup>	1,31,75,392	2,63,50,784	44,00,000	1,32,00,000	1,75,75,392	3,95,50,784
 Commercial Vehicles <sup>2</sup>	1,46,892	293,784	1,45,000	2,90,000	2,91,892	5,83,784
 Two-Wheeler <sup>3</sup>	12,52,628		12,90,000		25,42,628	
<b>Total</b>	<b>1,45,74,912</b>	<b>2,66,44,568</b>	<b>58,35,000</b>	<b>1,34,90,000</b>	<b>2,04,09,912</b>	<b>4,01,34,568</b>

	For Shelter - Affordable Housing Loans.		
	The Journey so far	Taking it Forward	The Impact
	2009-2025	2025-2030	1995-2030
Number of Clients <sup>4</sup>	15,861	15,000	30,861

The above figures are inclusive of partnership businesses with NBFCs, MFIs and HFCs. Forward numbers refer to additional, incremental numbers

1. Considering 1,31,75,392 MSME clients employing 2 persons and 44,00,000 MSME clients employing on an average 3 persons
2. Considering Commercial Vehicle clients employing on an average 2 persons
3. Two-wheeler is to farmers and traders utilising it as means of transportation in rural areas
4. Belonging to MIG-LIG class of Rural, Semi Urban and Urban areas

## Message from leadership

(GRI 2-22)

# Building with conviction

### DEAR STAKEHOLDERS,

The foresight to build a financially empowered India, with the objective of taking banking beyond traditional branches, has driven a significant shift towards a more inclusive financial system. At MAS, we offer a comprehensive range of financial services designed to meet the diverse needs of our valued clientele. As we present our third Sustainability Report for FY 2024–25, we seek to outline our ongoing efforts to embed sustainability, inclusion and progress across our business. These principles guide our business decisions, guide our customer-centric practices and support the broader financial ecosystem.

Financial stability lies at the core of a nation's economic strength. Over time, India's financial sector has evolved into a resilient and dynamic force, creating opportunities for institutions grounded in strong fundamentals, disciplined governance and a clear, purpose-led strategy. During the year, we navigated shifts in customer behaviour, regulatory focus and technological advancement, adopting responsible practices in an increasingly complex operating environment.

Sustainability remains integral to our organisational ethos. Through structured governance, data-backed decision-making and strengthened internal processes, we have further improved the quality and transparency of our sustainability disclosures. FY 2024-25 marked a new high in our growth trajectory. We achieved a consolidated Profit After Tax (PAT) of over ₹300 Crore and closed the year with Assets Under Management (AUM) of ₹12,868 Crore, recording a robust 20% year-on-year growth. Our consistent financial performance across economic cycles continues to validate our strategy of pursuing longterm value over short-term gains. What makes this performance even more meaningful is the quality and stability with which it was delivered – backed by strong underwriting, disciplined execution, and a prudent approach to capital deployment.

### LEADING WITH ROBUST GOVERNANCE

Our governance framework is anchored in well-defined policies, rigorous internal controls and specialised Board Committees. Each



Message from leadership contd...

“  
 We seek to outline our ongoing efforts to embed sustainability, inclusion and progress across our business. These principles inform our business decisions, guide our customer-centric practices and support the broader financial ecosystem.”

committee plays a critical role in reinforcing our commitment to transparency, regulatory compliance and disciplined operations.

During the year, the ESG Committee continued to guide our sustainability agenda by reviewing ESG-related risks, monitoring policy implementation and ensuring alignment with our strategic priorities. Our ISO 27001 certified information security framework, structured maker-checker processes, comprehensive risk management systems and strengthened audit practices collectively strengthen governance across all functions.

Ethical conduct, responsible customer engagement and adherence to the Fair Practices Code remain integral to our governance approach. Regular employee training, transparent communication and data protection practices further enhance accountability and operational effectiveness.

**DRIVING PROGRESS IN ENVIRONMENTAL STEWARDSHIP**

As a financial services organisation with a relatively low direct environmental footprint, our efforts remain focused on responsible resource management, effective monitoring and strengthened environmental disclosures. During the year, we promoted responsible energy use through energy-efficient lighting, the controlled use of office equipment and increased awareness on electricity optimisation. Our continued emphasis on

digitisation and reduced paper consumption has further supported the transition towards a paper-light working environment.

We enhanced our environmental measurement framework by monitoring Scope 1 and Scope 2 emissions and initiating Scope 3 assessments. In parallel, we expanded staff awareness initiatives to reinforce sustainable practices across branches and office locations. Going forward, we aim to increase the use of renewable energy wherever feasible, strengthen waste management practices and further enhance our environmental stewardship.

**PROMOTING INCLUSION AND WELLBEING**

For us, growth is measured not only in numbers but in the positive impact we create. During the year, our CSR initiatives supported education, hunger and poverty alleviation, menstrual hygiene, community development as well as healthcare and military institutions. Programmes such as Shiksha Protsahan, Menstrual Hygiene Programme, Arogya Abhiyan, Honouring Heroes and Hunger Relief made a meaningful difference to the communities we serve.

At the same time, we remain committed to enriching the lives of our people. We focus on nurturing a skilled, motivated and future-oriented workforce through structured hiring, learning and development, performance

management, wellness initiatives and employee engagement. Capability-building programmes, technical and behavioural training and continued efforts to strengthen diversity foster an inclusive, high-performance workplace. These people-centric systems reinforce a culture of integrity, accountability and continuous improvement, supporting both organisational growth and employee wellbeing.

**IN GRATITUDE**

We remain undeterred in our commitment to sustainability and inclusion led progress guided by responsible governance. We will continue to strengthen our capabilities, deepen ESG integration and enhance our data-driven approach to decision-making. I extend my sincere gratitude to all our stakeholders for their continued trust and support. Together, we look forward to advancing our sustainability journey with clarity, transparency and a shared sense of purpose.

**Team MAS remains committed to its mission of “Excellence through endeavors.” which we now reckon as “PURPOSE LED PROGRESS DRIVEN”**

Warm regards,

**Kamlesh Chimanlal Gandhi**  
 Chairman and Managing Director



## Key highlights of FY 2024-2025



### SCALE

**₹ 12,100 Cr<sup>1</sup>**

Assets under management

**₹ 306 Cr**

PAT

**14.11%**

Return on Net Worth



### SUSTAINABILITY

**1.3%\***

Green finance as % of total AUM (industry average is 0.8)

**54.2%**

Female borrowers / women entrepreneurs financed



### STAKEHOLDERS

**97.2%**

Consumer complains resolved

**₹ 2.79 Cr**

Amount spent in the current financial Year for CSR

<sup>1</sup>As of 31.03.2025  
Through Partners



## Our Product Portfolio

Products and Services	Target Groups	Ticket size	Assets under management	Loan Disbursed
 <p><b>Micro-Enterprise Loan (MEL)</b></p>	<p>Micro enterprises spread across 190+ business categories which primarily include retailers, traders, small manufacturers and service providers</p>	<p>Up to ₹ 10 Lakhs</p>	<p>₹ 4,793.4 Crore</p>	<p>₹ 5,125.28 Crore</p>
 <p><b>Small and Medium Enterprises (SME)</b></p>	<p>Small &amp; medium enterprises which primarily include manufacturers, distributors, dealers and service providers engaged in various industries</p>	<p>Up to ₹ 5 Crore</p>	<p>₹ 4,502.4 Crore</p>	<p>₹ 4,227.72 Crore</p>
 <p><b>Commercial Vehicle Loans</b></p>	<p>Loans for the purchase of new and used CVs to small road transporters, used cars to small traders and manufactures and tractors to the persons engaged in Agricultural activities</p>	<p>₹ 1 Lakhs to ₹ 15 Lakhs</p>	<p>₹ 979.4 Crore</p>	<p>₹ 734.33 Crore</p>

Data as of 31-03-2025

Our Product Portfolio contd...

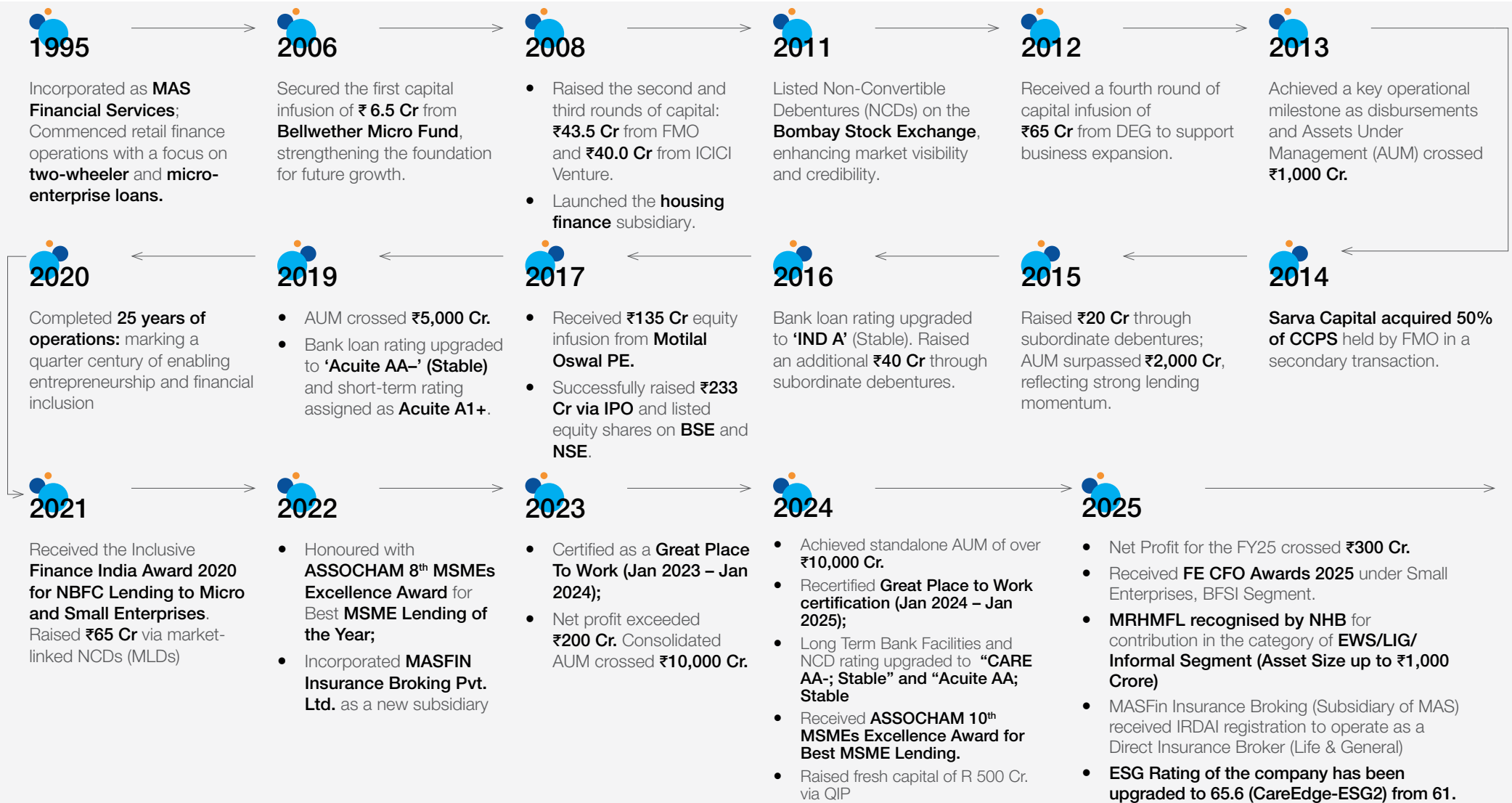
Products and Services	Target Groups	Ticket size	Assets under management	Loan Disbursed
 <p><b>Two-Wheeler Loans</b></p>	Farmers, selfemployed and salaried individuals and professionals in semi urban and rural areas	₹ 25,000 to ₹ 1.5 Lakhs	₹ 785.2 Crore	₹ 665.80 Crore
 <p><b>Salaried Personal Loans</b></p>	Salaried individuals of the approved companies to satisfy their personal need	Up to ₹ 10 Lakhs	₹ 1,039.5 Crore	₹ 1,146.95 Crore
 <p><b>Housing Loans</b></p>	Primarily salaried and selfemployed individuals and loans to developers for construction of affordable housing project in rural & semi urban areas	Up to ₹ 50 Lakhs (residential) Up to ₹ 1 Crore (commercial)	₹ 768.1 Crore	₹ 272.59 Crore

Data as of 31-03-2025



## Our journey and milestones achieved

# Thus far and further still





Sustainability, for us, reflects the systems, controls and governance practices that enable us to operate responsibly over the long term. This foundation allows us to deliver consistent financial services with confidence, particularly in a market where reliability matters most.

# Sustainability



## Sustainability strategy

# Pathways to responsible growth

Our sustainability strategy emphasises inclusive access to finance, prudent oversight and strong governance practices. As an NBFC focused on MSMEs, we direct our sustainability efforts towards supporting livelihoods, safeguarding customer interests, reinforcing ethical and transparent practices and gradually incorporating environmental considerations into both our operations and our portfolio.

### ESG GOVERNANCE AND OVERSIGHT

We have established a comprehensive governance framework to provide Board-level oversight of ESG matters. ESG policies, regulatory compliance and disclosures are monitored through structured oversight mechanisms, supported by robust internal controls and periodic reviews. Our governance framework is reinforced through adherence to applicable regulations, recognised industry standards and independent system audits.

#### Key elements include

- Board-level oversight of ESG priorities and performance
- Alignment with the principles of Business Responsibility and Sustainability Reporting (BRSR)
- Established policies covering ethics, compliance and disclosures

### ENVIRONMENTAL

Given the nature of our operations, our direct environmental impact remains relatively limited compared to manufacturing-intensive sectors. Nevertheless, we have begun strengthening our approach to measuring and monitoring emissions, as well as climate-related risks. These efforts reflect our commitment to improving environmental transparency and preparedness.



#### Current focus areas

- Monitoring of Scope 1 and Scope 2 emissions
- Initiation of Scope 3 emissions assessment
- Reduction of emissions intensity across operations
- Gradual expansion of our green finance portfolio

## Sustainability strategy contd...

### SOCIAL

Social considerations are integral to our operations, particularly in the areas of financial inclusion, customer protection and data security. Through our lending activities, we support livelihood creation, especially among MSMEs and women borrowers. These efforts are complemented by structured grievance redressal mechanisms that ensure customer concerns are addressed in a timely and effective manner.

#### Key focus areas:

- Advancing financial inclusion through products & services
- Strengthening customer grievance redressal, as well as consumer protection practices
- Upholding data privacy and robust cybersecurity practices
- Conducting employee training on all key aspects including POSH, human rights and code of conduct and continued efforts in employee well-being and engagement
- Expanding CSR initiatives to new geographies and thematic areas to address a wider set of community needs



### GOVERNANCE



Governance is a core strength of the organisation, supported by a diverse and independent Board, well-established policies and strong compliance mechanisms. Transparent disclosures and structured oversight processes reinforce accountability and ensure adherence to regulatory requirements.

#### Key focus areas:

- Board composition, diversity and independence
- Business ethics and regulatory compliance
- ESG disclosures and sustainability reporting
- Enterprise risk management and business continuity planning

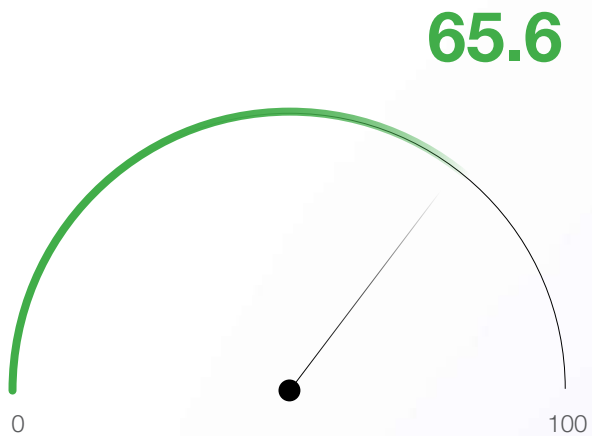


## ESG RATING PERFORMANCE SNAPSHOT (CAREEDGE RATING)

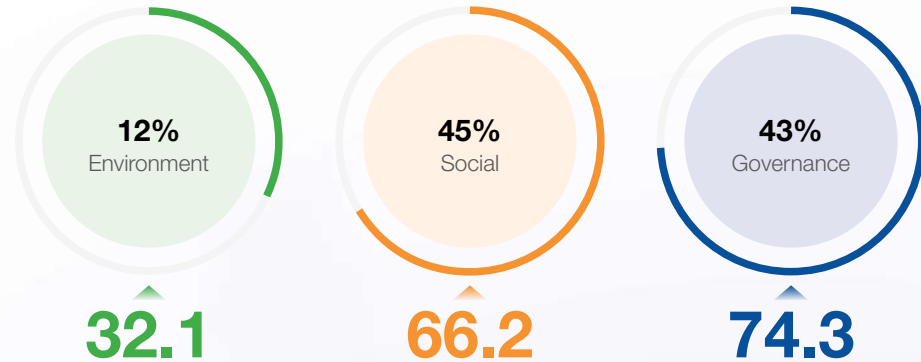
Name of Rating agency	Rating Scale	ESG Score	Date of rating	Category
	<b>2</b>	<b>65.6</b>	30 <sup>th</sup> December, 2025	 Strong

Please refer to [Careedge Rating](#) for detailed understanding of CareEdge-ESG's rating symbols and definitions.

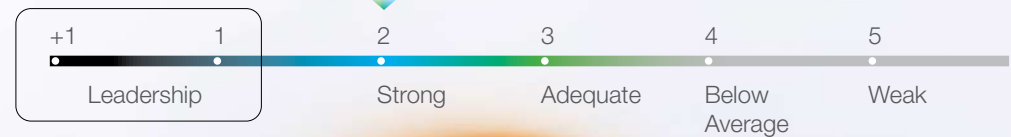
### ESG Score



### Pillar Weights and Scores



### Rating Scale



Please note: All scores mentioned in the document are on the scale of 0-100

Data Transparency Level:

**High**

BRSR Reporting Boundary:

**Standalone**

Overall Transition Pathway Trajectory:

**Adequate**

Environment Transition Pathway Trajectory:

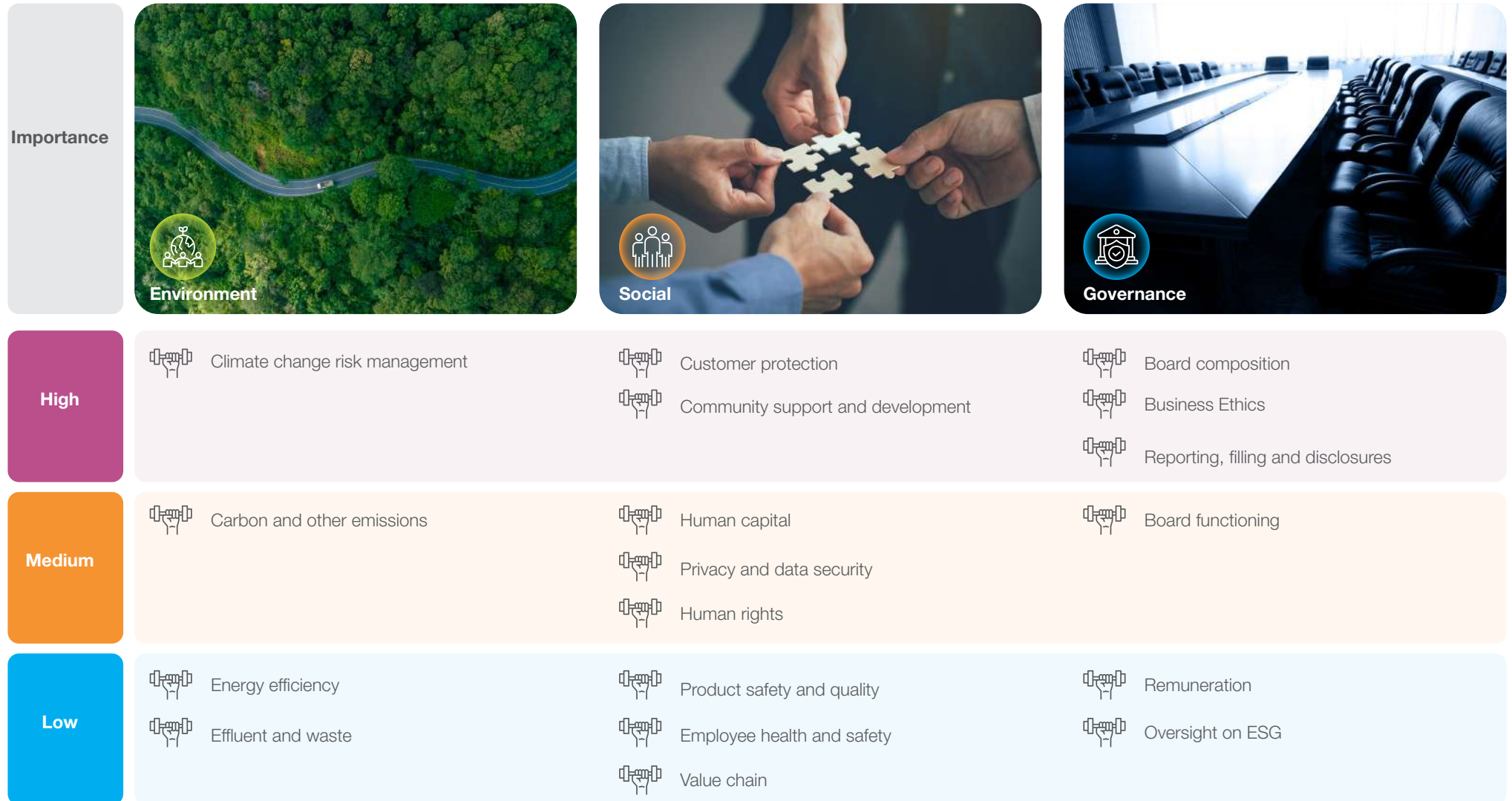
**Adequate**

Social Transition Pathway Trajectory:

**Adequate**

## Sustainability strategy contd...

The exhibit below illustrates the relative weightage assigned to ESG themes by CareEdge-ESG in the determination of pillar-level scores for MAS Financial Services Limited. These weightages are determined based on sector-specific relevance and risk prioritisation, reflecting the relative materiality of Environmental, Social and Governance factors within the financial services sector.





## Sustainability strategy contd...

The table below outlines Mas Financial Services Ltd. ESG scores by theme, as assessed by CareEdge-ESG. These scores indicate MAS's relative performance across Environmental, Social and Governance parameters, benchmarked against the industry median and industry maximum. The assessment is based on publicly available disclosures, policies and performance indicators relevant to the NBFC sector.

Theme	MAS FY25	Industry Median
Carbon and other emissions	35.0	33.8
Climate change risk management	20.8	18.5
Effluent and waste	34.3	25.7
Energy Efficiency	38.5	38.5
<b>Total Environment Score</b>	<b>32.1</b>	<b>31.4</b>
Product safety and quality	88.9	88.9
Consumer Protection	60.6	63.1
Human Rights	84.2	71.9
Human Capital	45.8	45.8
Employee health and safety	84.2	87.5
Privacy and Data Security	90.5	70.5
Value Chain	78.9	63.2
Community support and development	45.4	32.5
<b>Total Social Score</b>	<b>66.2</b>	<b>59.5</b>

Theme	MAS FY25	Industry Median
Reporting, Filing and Disclosures	87.0	64.6
Remuneration	7.5	24.7
Business Ethics	77.0	62.2
Board Functioning	98.2	93.2
Board Composition	82.4	72.4
Oversight on ESG	59.6	51.4
Total Governance Score	74.3	63.2
<b>Total ESG Score</b>	<b>65.6</b>	<b>57.3</b>

### ESG RATING PERFORMANCE SNAPSHOT (CRISIL RATING)

Name of Rating agency	ESG Score	Date of rating	Category
	<b>62</b>	17 <sup>th</sup> September, 2025	 Strong

Please refer to [Crisil Rating](#) for detailed understanding of Crisil ESG Ratings and Analytics rating symbols and definitions

### WAY FORWARD

We continue to advance ESG integration through a phased and measured approach. By improving data coverage, strengthening governance practices and enhancing the tracking of social impact, we aim to align our sustainability efforts with stakeholder expectations and the evolving regulatory landscape.



## Sustainable growth

# Resilient and responsible

We remain focused on achieving sustainable growth while advancing financial inclusion across the communities we serve. Sustainability is embedded across the organisation and it strengthens long-term business resilience, enhancing stakeholder trust and enabling responsible operations in an increasingly dynamic environment.

Sustainable growth enables the organisation to operate responsibly in a fast-changing environment. Our sustainability approach is integrated into the credit evaluation process, where social and environmental considerations form a key part of the assessment.

Credit decisions are guided by a predefined lending framework that ensures customers receive credit suited to their needs and

repayment capacity. Borrower factors, such as income stability, occupation, existing financial obligations and asset details, are assessed alongside credit bureau information to understand repayment discipline and financial behaviour. This process ensures adherence to our Fair Practices Code and ethical standards, enabling early identification of high-risk profiles and supporting balanced, well-governed credit decisions that protect portfolio quality.





Sustainable growth contd...

# Key focus of ESG



**Recent ESG initiative in FY 2024-25**

We adopted an ESG rating-based model to evaluate our borrowers, integrating sustainability considerations into the credit assessment process.



At MAS Financial Services, inclusion is more than a commitment; it is a way of creating value. By expanding access to financial services for underserved communities and enterprises, we enable economic participation, support livelihoods, and foster sustainable growth. Through this approach, inclusion becomes both a catalyst for business success and a driver of meaningful social impact.

# Inclusion



## Governance

# The discipline that sustains us

Guided by its Board of Directors, MAS Financial maintains a robust governance framework that promotes ethical conduct, clear accountability and operational transparency.

We continue to strengthen our governance practices by aligning with recognised standards and ensuring that strong oversight and controls are integrated with our long-term strategic objectives.

### CORE GOVERNANCE PRINCIPLES



#### Ethical and Responsible Management

We uphold strong governance standards and ensure that these principles are consistently applied across all our business functions.



#### Regulatory Adherence

We maintain strict compliance with regulations issued by the SEBI, RBI and other statutory authorities, ensuring disciplined and transparent operations.



#### Board Oversight and Diversity

Our governance is guided by an experienced Board comprising seven Directors, including two female directors and four independent directors, reinforcing diversity, balanced perspectives and effective oversight



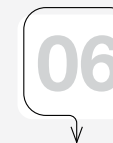
#### Strong Internal Controls and Risk Processes

We prioritise the continuous strengthening of our internal control systems and risk management processes. Regular engagement with statutory and internal auditors enables us to maintain strong compliance and operational integrity.



#### Operational, Technological and Cyber Safeguards

We have established robust operational and IT frameworks to meet regulatory and tax requirements while ensuring data privacy and cybersecurity across the organisation.



#### Policy-led Governance Framework

Our operations are guided by a comprehensive suite of Board-approved governance policies, all of which are publicly accessible on our website.



Governance contd...

**POLICIES**

(GRI 2-23,2-24)

We have established a comprehensive framework of policies that guide its approach to governance, ethics, sustainability, data protection and human resources. These policies are designed to ensure transparency, adherence to regulatory requirements and accountability to all stakeholders.

Category	Policy	Description
<b>Code of Conduct and Ethics</b>	Code of Conduct for BOD	Establishes standards of honesty, integrity, conflict of interest management, and ethical conduct specifically for the Board of Directors.
	Internal Code of Conduct	Establishes mandatory behavioural standards for all employees, covering professionalism, confidentiality, conflict of interest avoidance, and disciplinary protocols.
	Code of Conduct – Insider Trading	Governs and monitors trading activities of directors, senior management, and employees with access to unpublished price-sensitive information (UPSI), with the objective of preventing insider trading.
	Code of Practices and Procedures for Fair Disclosure of UPSI	Defines procedures for fair and timely disclosure of unpublished price-sensitive information to ensure transparency and equal access for all stakeholders.
	Code of Conduct – Fintech Association for Consumer Empowerment	Outlines conduct standards adopted as part of the membership with FACE, promoting responsible and ethical fintech lending practices.
	Fair Lending Practice – Penal Charges in Loan Accounts	Governs the application of penal charges on loan accounts in a fair, transparent, and borrower-friendly manner in line with RBI guidelines.
<b>Governance and Compliance</b>	Vigil Mechanism policy	Provides a secure and confidential channel for employees and directors to report unethical conduct without fear of retaliation, with oversight by the Audit Committee.
	Corporate Governance Policy	Board-approved framework promoting transparency, accountability, and adherence to best governance practices across all operations.
	Related Party Transactions Policy	Ensures that all related party transactions are conducted at arm's length and in the ordinary course of business, with appropriate safeguards to mitigate conflicts of interest.
	Materiality Policy	Defines the criteria for determining materiality of events and information that must be disclosed to stock exchanges and stakeholders.
	Materiality of Events	Provides the framework for identifying and reporting material events to the stock exchange in a timely manner as required by SEBI regulations.
	Preservation of Documents	Establishes timelines and procedures for retention, archival, and preservation of company documents and records as per regulatory requirements.
Determining Material Subsidiaries	Defines criteria for classifying subsidiaries as material in conformity with Regulation 16 of SEBI Listing Obligations and Disclosure Requirements	

Governance contd...

Category	Policy	Description
<b>Governance and Compliance</b>	Policy for Appointment of Statutory Auditors	Sets out the criteria and process for selection, appointment, and rotation of statutory auditors to ensure independence and audit quality.
	Familiarization Programmes for Independent Directors	Outlines the structured induction and ongoing familiarization programme to keep Independent Directors updated on the company's business and operations.
	Criteria of Making Payment to Non-Executive Directors	Defines the framework for determining sitting fees and other compensation payable to Non-Executive Directors for Board and committee participation.
	Terms and Conditions of Appointment of Independent Directors	Specifies the terms, tenure, duties, and responsibilities applicable to Independent Directors upon their appointment to the Board.
<b>Sustainability and Environment</b>	ESG Policy	Outlines the approach to managing environmental (including carbon footprint and energy), social (including financial inclusion and CSR), and governance (including ethics and data privacy) aspects across operations and value chain partners.
	CSR Policy	Outlines Corporate Social Responsibility framework and activities covering education, healthcare, sanitation, and community welfare; available on the company website.
<b>Data and Privacy</b>	Data Privacy Policy	Governs the collection, storage, use, and protection of customer and stakeholder data; ensures compliance with applicable data privacy laws and RBI guidelines.
<b>Human Resource</b>	Policy on Prevention of Sexual Harassment at Workplace	Establishes a safe workplace by defining, preventing, and addressing sexual harassment in compliance with the POSH Act, 2013; includes mandatory training.
<b>Finance and Remuneration</b>	Remuneration Policy	Governs criteria for director appointment, remuneration structure, and performance evaluation; prepared as per Companies Act 2013 and SEBI regulations.
	Dividend Distribution Policy	Defines the framework for declaration and distribution of dividends to shareholders, including factors considered and regulatory requirements.
	Interest Rate Policy & Gradation of Risk	Sets out the methodology for determining interest rates charged to borrowers based on their risk profile and credit assessment, in compliance with RBI guidelines.
	Co-Lending Policy	Governs the terms and framework for co-lending arrangements with banks and other financial institutions for priority sector lending.

Governance contd...

**A BALANCED GOVERNANCE STRUCTURE**

(GRI 2-9)

**Board of Directors**

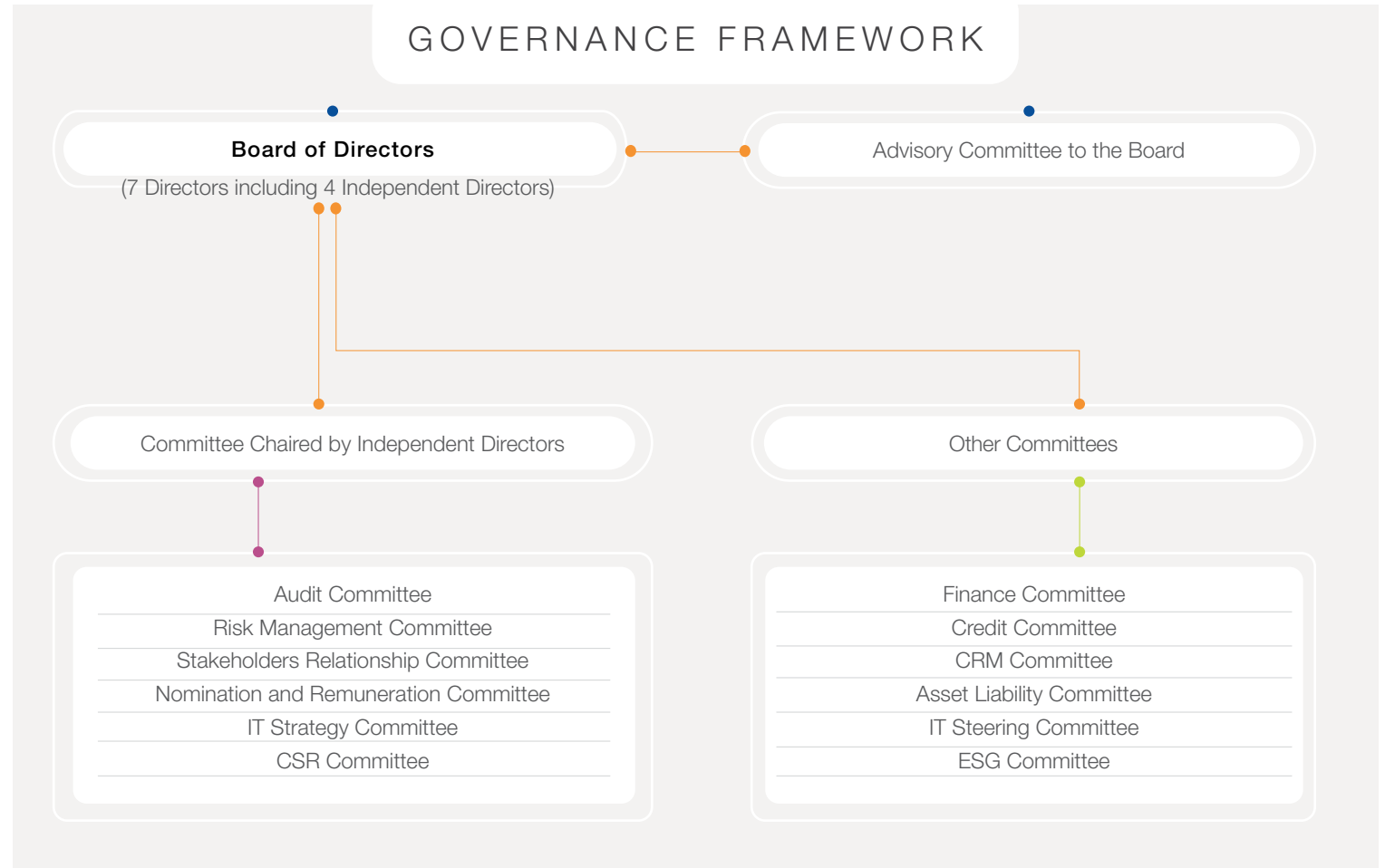
- Provides strategic direction and guides the long-term growth of the Company.
- Oversees performance, capital allocation and risk management to safeguard stakeholder interests.
- Ensures that governance practices and regulatory expectations are integrated into decision-making processes.

**Board Committees**

- Supervise specialised areas such as audit, risk management, nomination and remuneration, as well as Corporate Social Responsibility (CSR).
- Offer expert insights that support informed, responsible and balanced decisions.
- Strengthen oversight through periodic reviews aligned with regulatory requirements and organisational priorities.

**Management**

- Implements policies, processes and systems approved by the Board and its committees.
- Ensures efficient day-to-day operations across business, credit, technology and support functions.
- Monitors operational performance and internal controls to maintain transparency and disciplined execution.



**Diverse expertise**

The Board comprises seasoned professionals with extensive expertise and diverse backgrounds, each contributing valuable insights and strategic perspectives. Their collective competencies span governance, technical matters, finance and broader strategic domains, ensuring comprehensive guidance and effective oversight.

## Governance contd...

(GRI 2-12, 13, 14, 17)

### Board Architecture

We maintain a well-balanced Board composition with an appropriate number of Independent Directors, ensuring objectivity, accountability and sound governance. Our Directors bring deep expertise across finance, banking, credit and risk management, operations, technology, compliance, business development and organisational management. This collective experience enhances the quality of oversight and is channelled through specialised committees that enable focused review, informed decision-making and strategic alignment.

### Professional Skills

- Management and Governance
- Finance and Accounting
- Banking
- Risk Management
- Information Technology
- Cybersecurity
- Operations and Business Development
- Academia and Research
- Strategic Leadership
- Auditing and Taxation

### Sector-specific Skills

- Financial Services and NBFC Operations
- MSME Lending
- Insurance and Broking
- Capital Markets
- Corporate Banking
- Digital Lending and Technology Systems
- Strategic Partnerships and Ecosystem Development
- Compliance and Regulatory Affairs

# 7

Board Strength

# 4

Independent Directors on Board

# 100%

Indian Nationality

# 95%

Average Attendance Rate at Board meetings

# 57%

Independent Directors on the Board

# 57 years

Median Director age

# 2.76 years

Average tenure of Independent Director

Audit Committee		
03 <sup>1</sup> Members	08 Meetings	100% Attendance rate

Nomination and Remuneration Committee		
03 <sup>2</sup> Members	04 Meetings	100% Attendance rate

Stakeholder's Relationship Committee		
03 <sup>3</sup> Members	04 Meetings	100% Attendance rate

Risk Management Committee		
04 <sup>4</sup> Members	04 Meetings	100% Attendance rate

CSR Committee		
03 <sup>5</sup> Members	02 Meetings	100% Attendance rate

ESG Committee		
06 Members	04 Meetings	100% Attendance rate

<sup>1</sup>The composition of the Audit Committee as on March 31, 2025

<sup>2</sup>The composition of the Nomination and Remuneration Committee as on March 31, 2025

<sup>3</sup>The composition of the Stakeholder's Relationship Committee as on March 31, 2025

<sup>4</sup>The composition of the Stakeholder's Relationship Committee as on March 31, 2025

<sup>5</sup>The composition of the CSR Committee as on March 31, 2025

We follow a structured governance framework that guides the oversight of our sustainability priorities. The framework extends beyond regulatory compliance and integrates ESG considerations into our business functions in a practical and consistent manner. Responsibilities for identifying and managing ESG-related risks, impacts and opportunities are defined across multiple levels of the organisation, ensuring systematic engagement and clear accountability within the governance structure.

### Board Oversight

Our Board holds overall responsibility for overseeing ESG matters. ESG-related responsibilities are integrated into the remit of existing Board committees, ensuring that relevant issues are evaluated through the appropriate governance channels.

The Board collectively evaluates our sustainability policies, systems and strategic priorities. It reviews annual sustainability plans, material issues and disclosures and approves significant ESG-related initiatives. ESG considerations are assessed periodically, including during major operational changes and in response to regulatory developments.

The Board receives regular updates on ESG developments from the Chairman and along with senior members of the management team, participates in the ESG Committee.

### ESG Committee

To strengthen our governance approach, we have established a dedicated ESG Committee comprising the Chairman and Managing Director, the Chief Executive Officer and other

## Governance contd...

(GRI 2-16,27)

senior members. The Committee provides direction on our sustainability strategy and oversees the implementation of ESG initiatives across our operations.

The Committee reports to the Board and ensures that sustainability priorities are aligned with our broader strategic goals. Its responsibilities include reviewing the relevance and effectiveness of ESG policies, monitoring associated risks and ensuring that adequate internal controls are in place to manage environmental, social and governance responsibilities.

The Committee is supported by a structured reporting mechanism that involves various departments. As part of this process, the head of Human Resources provides periodic updates on employee grievances and their resolution. These insights enhance our understanding of our social footprint and support continuous improvement in workforce-related practices.

### Risk Management Committee

The Risk Management Committee oversees the adequacy and effectiveness of our risk management framework, including risks related to environmental, social and governance (ESG) factors. The Committee periodically reviews the risk management policy and evaluates emerging risks that may affect the business. It provides regular updates to the Board on industry developments, regulatory changes and operational challenges, ensuring that our sustainability priorities remain aligned with our long-term objectives.

### Audit Committee

The Audit Committee supports sound governance by reviewing the effectiveness of internal controls, audit processes and compliance systems. As part of its oversight responsibilities, the Committee assesses controls relevant to ESG-related reporting and regulatory compliance. It ensures that both financial and non-financial disclosures are accurate, transparent and aligned with applicable requirements. The Committee also promotes ethical conduct and reinforces the integrity of our overall governance framework.

### Strengthening Governance and Ethical Conduct

In line with the objectives set in FY 2023, we have continued to strengthen our governance and risk management framework. Our efforts have been directed toward aligning more closely with regulatory expectations, enhancing internal controls and reinforcing operational resilience.

Ethical behaviour is expected across all levels of the organisation, from senior leadership to each employee. We recognise that transparent and responsible conduct is essential for business continuity and maintaining the confidence of our stakeholders.

Our ethical practices are anchored in our Fair Practices Code (FPC) and Code of Conduct Policies. These frameworks outline our principles on fair pricing, transparent communication, responsible customer engagement and appropriate collection practices. They also guide responsible

marketing and customer education. We strictly adhere to the requirements of the RBI, SEBI and other regulatory authorities, ensuring full compliance with legal and industry standards. To support consistent implementation, employees receive periodic training on these principles.

We have established a comprehensive governance structure to uphold these expectations. This includes active oversight by the Board, a structured risk management system and clearly defined accountability across functions. Internal controls, such as the maker-checker framework ensures necessary checks and authorisations for key processes, reducing the risk of procedural lapses. Regular audits by an independent internal audit team further reinforce compliance and verify adherence across departments.

### Recent Regulatory Updates and Compliance

We remain fully compliant with all key regulatory guidelines aimed at enhancing transparency, strengthening customer protection and ensuring responsible lending across our operations. In alignment with the latest directives, we have implemented the following measures:

### Key Facts Statement (KFS) for Loans and Advances

- KFS is now provided to borrowers in their preferred language for all new retail and MSME loans.
- We disclose APR, repayment schedule and all applicable fees along with receipts

### Reporting of Credit Information to CICs

- Credit information is submitted to all Credit Information Companies (CICs) on a fortnightly basis, on the 15th and at month-end, within the prescribed 7-day reporting window.

### Prevention of Financial Frauds

- Compliance with Mobile Number Revocation List for monitoring customer data.
- Use of DoT-verified customer care numbers only.
- Adoption of TRAI's 140xx/160xx number series for customer outreach.

### Fair Practices Code for Lenders

- Interest is charged from the date of actual disbursement.
- Any non-standard or excess charges are corrected promptly.

### Master Directions on Fraud Risk Management in NBFCs

- Implementation of a Board-approved Fraud Risk Management framework, covering detection, reporting, investigation and preventive measures.



## Risk and Opportunity management

# Balancing risk and reward

We believe that effective risk management not only protects organisational value but also enables us to pursue sustainable growth opportunities.

Our enterprise-wide framework ensures the early identification, evaluation and mitigation of risks across all business functions, while enabling us to capitalise on emerging prospects.



## Risk and Opportunity management contd...

### OUR APPROACH

#### Identification and Assessment

01



- Identify internal and external factors that may influence business performance.
- Evaluate the likelihood and potential impact of each risk or opportunity.
- Prioritise issues based on their relevance and significance to the organisation.

#### Management Strategies

02



- Align business objectives with the overarching risk and opportunity framework.
- Implement mitigation measures such as process controls, credit filters, technology interventions or risk-transfer mechanisms where appropriate.
- Accept manageable risks after evaluating their cost-benefit outcomes.

#### Monitoring and Reporting

03



- Utilise Key Risk Indicators (KRIs) and internal dashboards to monitor emerging trends, deviations and early warning signals.
- Share timely risk-related insights with relevant stakeholders to enable informed decision-making.

#### Governance and Compliance

04



- Establish policies and procedures to guide risk mitigation and opportunity advancement.
- Ensure adherence to applicable regulatory requirements and internal guidelines.
- Define and periodically review the organisation's risk appetite.

#### Integration and Improvement

05



- Embed risk considerations into strategic and operational decision-making processes.
- Continuously update frameworks and practices based on internal assessments, stakeholder inputs and market developments.
- Encourage continuous enhancement of systems, processes and controls.

### WHAT WE DO

To safeguard and enhance shareholder value, our Risk Management function, under the guidance of the Board, continuously evaluates and addresses key threats and uncertainties. The risks outlined below represent those we consider most material to our operations.

Regulatory Risk

Market Risk

Liquidity Risk

Interest Rate Risk

Credit Risk

IT Risk

Operational Risk

Strategic Risk

Compliance Risk

## Risk and Opportunity management contd...

### KEY RISKS AND OPPORTUNITIES

(GRI 201-2)






Material Issue	Type (R/O)	Rationale	Mitigation/ Adaptation Approach	Financial Implication	Risk Magnitude
 <p><b>Financial Inclusion</b></p>	Opportunity	Expanding credit access in semi-urban and rural markets aligns with our core business model and enhances livelihoods	Strengthening last-mile distribution through our own network, partnerships, digital lending and tailored credit products.	⊕	High
 <p><b>Regulatory Compliance</b></p>	Risk and Opportunity	A dynamic regulatory landscape requires strict compliance to avoid penalties while enabling transparent governance.	Continuous monitoring of regulatory updates; periodic compliance audits; dedicated teams and Board-level oversight.	⊕ ⊖	High
 <p><b>Data Privacy and Cybersecurity</b></p>	Risk	Greater digitisation increases exposure to data breaches and cyber threats.	Upgraded IT security systems, firewalls, regular vulnerability assessments, data backup protocols and access control measures.	⊖	High
 <p><b>Information Technology and Innovation</b></p>	Opportunity	Digital transformation improves operational efficiency, customer experience and market reach, particularly in underserved regions.	Ongoing investments in digital platforms, advanced analytics, automation and modern lending solutions.	⊕	High

⊕ Positive ⊖ Negative

High being highest and low being lowest

## Risk and Opportunity management contd...

### KEY RISKS AND OPPORTUNITIES (GRI 201-2)

Material Issue	Type (R/O)	Rationale	Mitigation/ Adaptation Approach	Financial Implication	Risk Magnitude
 <p><b>Customer Support and Satisfaction</b></p>	Risk	Service gaps or delays in grievance handling may impact reputation and customer retention.	Strengthened grievance redressal mechanisms, customer awareness initiatives, continuous feedback monitoring and defined escalation protocols.	⊖	High
 <p><b>Employee Well-being</b></p>	Opportunity	An engaged and motivated workforce directly drives productivity and service excellence.	Continuous learning and development, health and wellness initiatives as well as transparent career progression.	⊕	Medium
 <p><b>Corporate Social Responsibility (CSR)</b></p>	Opportunity	Community development initiatives reinforce our social licence to operate and enhance brand goodwill.	Focused CSR programmes in education, healthcare and social empowerment.	⊕	Medium
 <p><b>Climate Risk</b></p>	Risk and Opportunity	Financing of used commercial vehicles or high-emission assets presents ESG exposure, while green financing offers significant growth potential.	Integration of ESG due diligence into credit decisions; increased focus on financing cleaner technologies and sustainable assets.	⊕ ⊖	Medium
 <p><b>Risk Management Framework</b></p>	Opportunity	A strong governance and control structure ensures long-term stability and sustainable value creation.	Regular Board reviews, an enterprise-wide risk register and advanced analytics-based risk monitoring.	⊕	High

⊕ Positive ⊖ Negative

High being highest and low being lowest

## Risk and Opportunity management contd...

### Summary Insight

Our risk and opportunity landscape reflects a balanced approach that addresses operational, regulatory and digital risks while capitalising on opportunities in financial inclusion, technological innovation and ESG integration. Supported by a diversified customer base, short-tenure loan products and vigilant portfolio monitoring, we continue to maintain strong asset quality, evidenced by a net NPA of 1.62% as of 31<sup>st</sup> March, 2025.

### Performance Highlight

#### Portfolio Quality

GNPA remained well within the defined tolerance threshold at **2.44%** as of 31<sup>st</sup> March 2025, supported by disciplined underwriting practices and continuous portfolio monitoring.

#### Strategic Goals

We achieved the key targets set for the financial year, demonstrating strong execution capabilities and alignment with our strategic priorities.

#### Digitalisation

Core processes were strengthened through extensive API integrations and technology upgrades, resulting in improved credit assessment, faster turnaround times and greater operational efficiency.

#### Sufficient Liquidity

Our liquidity position remains stable, with no negative mismatches projected over the next twelve months, even under stressed scenarios.

#### Macro Resilience

Our Company continues to operate prudently amid evolving macroeconomic conditions, supported by vigilant monitoring and timely strategic adjustments.

#### Compliance

There were no major instances of regulatory non-compliance during the year and no penalties were imposed.

#### Concentration

The portfolio remains well diversified across products, geographies and customer segments, effectively minimising concentration-related risks.

**Risk Management is not about saying 'no', it is about making informed choices.**

### Way Forward

- **Continuous Learning-** Promote a culture of ongoing learning to stay updated with evolving risk management practices and regulatory developments.
- **IT enhancement-** Strengthen internal systems through digitalisation to streamline processes, enhance accuracy and improve efficiency.
- **Macroeconomic challenge-** Navigate macroeconomic uncertainties by constantly monitoring market conditions and adjusting internal processes as needed.
- **Strategic Alignment-** Ensure that organisational processes and policies remain aligned with the Company's strategic objectives.
- **Cross Functional Collaboration-** Enhance collaboration across teams to improve early identification of potential risks
- **Monitoring Framework-** Maintain robust oversight by closely monitoring key indicators and refining monitoring mechanisms to support timely decision-making.



## Cybersecurity and data privacy

(GRI 418-1)

# Securing trust in a digital world

As our digital ecosystem continues to expand, we are strengthening our cybersecurity framework and data privacy practices to safeguard critical customer assets. Protecting customer data, ensuring regulatory compliance and maintaining operational integrity remain integral to our technology strategy.

Guided by secure-by-design principles, we continuously enhance our monitoring and defence mechanisms while adhering to globally recognised standards to ensure resilient, robust and future-ready systems.

## Zero

Consumer complaints received on data privacy



## Cybersecurity and data privacy contd...

### COMPLIANCE AND SECURITY ENHANCEMENTS

To further strengthen our governance framework, we are implementing Complinity, a leading compliance management platform designed to enhance the efficiency and effectiveness of compliance, legal and secretarial processes. This platform will improve the accuracy, consistency and timeliness of regulatory reporting. Through this system, we will:



In parallel, we are pursuing ISO/IEC 27001:2022 certification to further strengthen our Information Security Management System (ISMS), reinforcing our commitment to data protection, risk mitigation and secure operations.

### OUR INTEGRATED SECURITY FRAMEWORK

We maintain a layered cybersecurity architecture supported by continuous monitoring and periodic risk assessments. Our framework incorporates the following key elements:

#### Secure Software Development Life cycle (SDLC)

Security controls embedded across all stages of system development.

#### Data Encryption and Access Controls

Multi-factor authentication (MFA) and role-based access mechanisms to prevent unauthorised access.

#### Regular Backups and Disaster Recovery

Robust backup protocols and recovery mechanisms to ensure business continuity and resilience.

#### Real-Time Security Monitoring

Industry-aligned with industry standards for immediate threat detection.

#### Gap Assessments and VAPT

Routine internal and external audits to identify vulnerabilities and mitigate risks.

#### Cyber Hygiene and Awareness

Continuous employee training programmes to promote vigilance and responsible data handling practices.

These measures are further strengthened through ongoing infrastructure upgrades, enterprise-wide network modernisation and proactive patching and change management strategies.

### MEASURING SUCCESS AND IMPACT

To assess the effectiveness of our cybersecurity and digital initiatives, we use a structured measurement framework that includes:



## Cybersecurity and data privacy contd...

### EMPLOYEE TRAINING AND ADOPTION

We recognise that people play a critical role in the success of technology initiatives. Our training approach includes:

- Pre-implementation communication to prepare teams for upcoming changes.
- Role-specific, multi-modal learning modules.
- Hands-on practice through sandbox environments to build confidence.
- On-demand help and support channels to address challenges quickly.
- Change management interventions to ensure sustained adoption.
- Analytics-driven insights to measure training outcomes and improve effectiveness.

### SAFEGUARDING DATA AND STRENGTHENING DIGITAL TRUST

We place strong emphasis on protecting customer information and maintaining a secure, reliable digital environment. As our technology landscape expands in scale and complexity, we continuously strengthen the controls that safeguard data privacy, integrity and regulatory compliance across our operations. Our approach combines advanced security technologies with robust governance practices, enabling proactive risk management while ensuring business continuity and customer confidence.

### A MULTI-LAYERED SECURITY FRAMEWORK

Our security framework is built on multiple layers of protection. Sensitive data is secured through encryption, multi-factor authentication and access privileges aligned to job roles. Security considerations are embedded into every stage of system design and deployment, ensuring resilience is built in rather than applied retrospectively.

Operational resilience is supported through routine backup protocols, disaster recovery planning and real-time monitoring of critical data. Independent audits, including Vulnerability Assessment and Penetration Testing (VAPT) exercises and structured gap assessments, are conducted periodically to validate control effectiveness and guide continuous improvement.

### GOVERNANCE, AWARENESS AND INCIDENT PREPAREDNESS

We complement these controls with strong governance and awareness initiatives. Regular training programmes build employee awareness of cyber risks and reinforce responsible digital practices. Network environments are protected through advanced firewalls, antivirus systems and guided third-party access protocols.

We also maintain well-defined incident management and escalation procedures to ensure swift identification, containment and resolution of security events. These measures help us maintain a secure and resilient technology environment, safeguard customer privacy and consistently meet regulatory and stakeholder expectations.



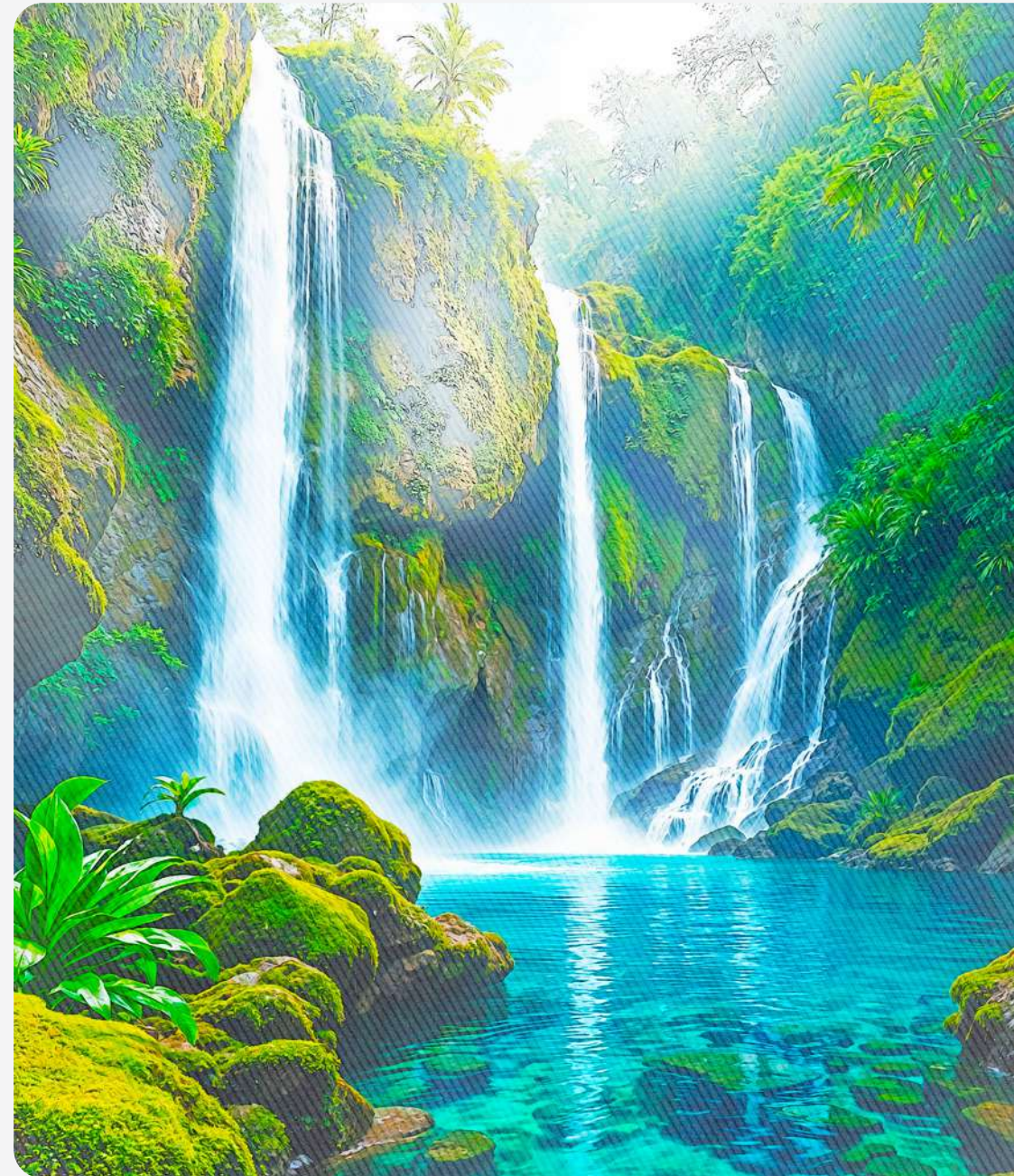
## Environment

# Our planet, our priority

As an ESG-committed organisation, we remain diligent in fulfilling our environmental responsibilities. We consider measuring environmental impact essential, as it enables the identification of areas where emissions can be mitigated in a meaningful manner.

A detailed review of emissions is undertaken to build a clearer understanding of their environmental implications and to support the development of targeted mitigation measures.

Our environmental stewardship initiatives aim to protect, conserve and restore the natural environment. We also aim to conduct and expand awareness campaigns to promote sustainable living practices among employees and other stakeholders. Further, our products for emerging segments such as Micro Enterprise Loans (MEL) and Small and Medium Enterprise loans (SMEs), as well as for underserved borrowers, including Two-wheeler loans (TW) and Commercial Vehicles (CV) loans, incorporate weighted ESG parameters that capture livelihood and societal impact. This enables equitable, responsible and context-appropriate assessments across diverse geographies and occupations, while ensuring that credit decisions reflect both financial and non-financial risks.



Environment contd...

**ENVIRONMENT STEWARDSHIP**

(GRI 302-4)



**Energy Management**

We consider energy management to be an essential component of responsible operations. Energy consumption across our locations is managed with attention to both cost efficiency and minimising environmental impact. Electricity sourced from the grid continues to be the primary energy input for our office operations.

**Initiatives**

- Transitioned office lighting to energy-efficient LED fixtures, resulting in reduced power consumption and lower carbon emissions.
- Promoted responsible energy use by encouraging employees to switch off computers, printers and other electronic equipment when not in use.
- Encouraged a paper-light work environment by digitising records and processes as well as adopting digital workflows that support environmentally responsible practices.
- Conducted regular awareness programmes and training sessions to enhance employee understanding of energy conservation and broader sustainability practices.
- Promoted the use of virtual meetings and telecommuting options to reduce work-related travel and associated energy consumption.

↓ **12.51%**

115.31 kWh / Cr  
Electricity per AUM

↓ **3.15%**

6,839 kWh / branch  
Electricity per branch

**Water Management**

We monitor water consumption across our operations to ensure compliance with applicable regulations. Our approach focuses on responsible water use, supported by conservation practices and the adoption of sustainable, water-efficient technologies.

## Environment contd...

### Waste Management

(GRI 306-1, 306-2, 306-4)

We have adopted responsible waste management practices with a clear focus on e-waste and plastic waste. Our ESG initiatives support proper disposal methods and emission-compliant practices to ensure environmental responsibility across operations. Additionally, we promote the use of recycled paper and implement measures to enhance paper efficiency and reduce consumption.

### Green Financing

While the direct environmental footprint of a non-banking financial company remains limited, we have taken measured steps to expand our green financing efforts. Our green finance portfolio (through partners) recorded a 10.5x increase, reflecting a focused approach to supporting asset categories with relatively lower environmental impact. Environmental considerations have begun to be integrated into our credit assessment and portfolio monitoring processes, strengthening responsible lending practices.



### Waste Diversion and Paper Recycling

In November 2025, 3,580 kg of paper waste generated across our operations was diverted from landfill and processed through authorised recycling channels. The waste was handled in an ethical and environmentally responsible manner, in compliance with prevailing laws and regulations, as certified by ARS Recycling Pvt. Ltd. The diversion of paper waste also translated into measurable resource savings, including reduced consumption of trees, water, electricity and oil.



### Certifications and Environmental Compliance

During the year, we continued to formalise our environmental practices through certified waste management and recycling processes. These certifications provide independent validation of our approach to responsible disposal, recycling and data security, in line with applicable environmental and regulatory requirements.

### E-waste Recycling and Data Destruction

We also ensured responsible management of electronic waste during the year. A total of 1,250 kg of e-waste was processed and recycled through Mangalam ECS Environment Pvt. Ltd., an authorised recycler, following environmentally approved standards. As part of this process, 434 hard disk drives (HDDs) were securely destroyed in accordance with internationally recognised DoD data destruction standards, ensuring complete data irretrievability and confidentiality.



## ENVIRONMENTAL PRIORITIES FOR THE COMING YEARS

# Environmental goals for the forthcoming years

### MAS is dedicated to:

**Optimising energy and water use** across all locations to reduce carbon and water footprints

**Encouraging eco-conscious practices** among stakeholders and promoting the adoption of environmentally friendly products

**Exploring renewable energy sources**, including solar installations in rural areas

**Creating internal accountability**, with an ESG Committee established to oversee our environmental and sustainability initiatives

Our approach goes beyond compliance, it is about building a sustainable future through awareness, action and adaptation.





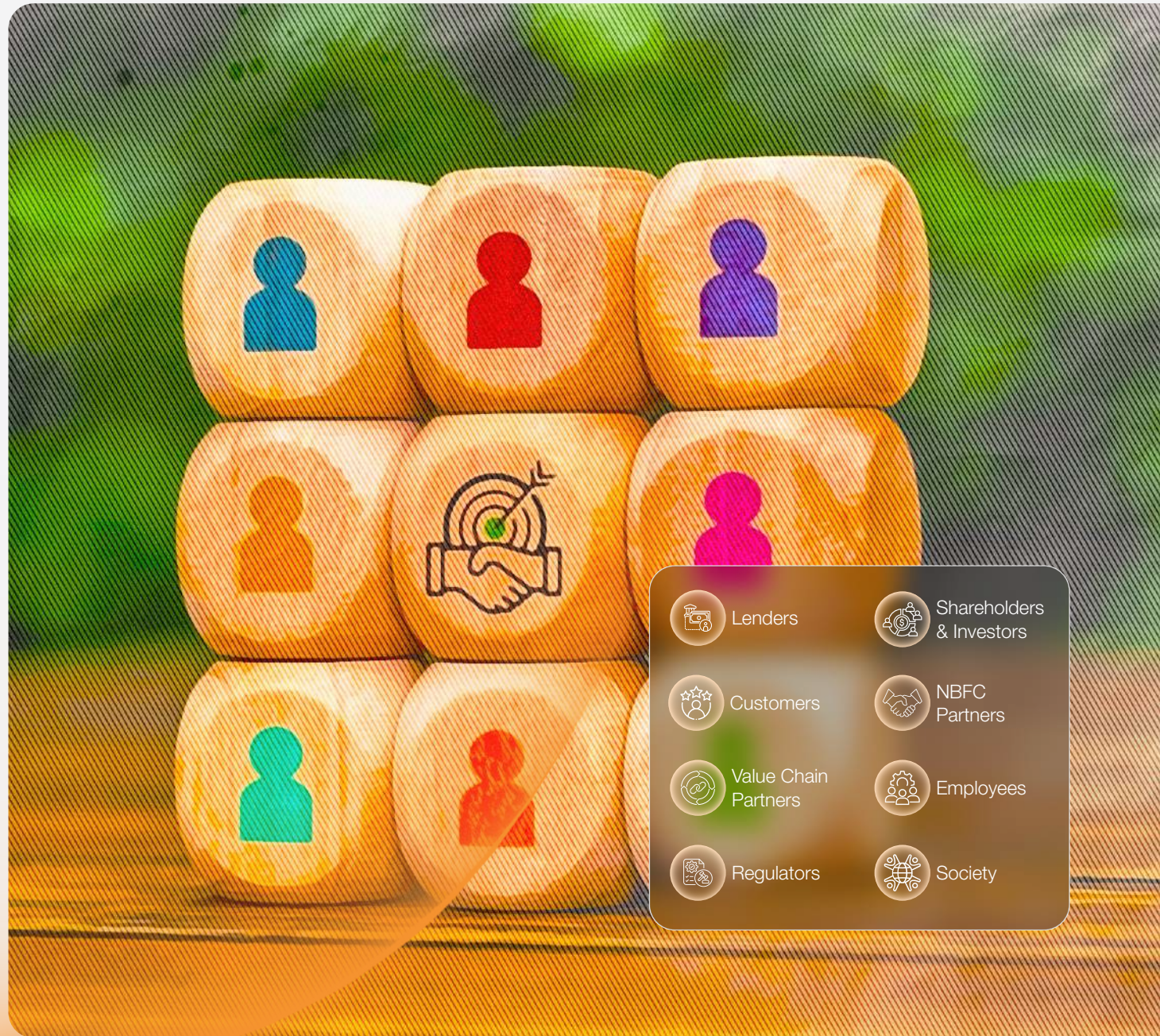
## Stakeholder engagement

(GRI 2-29)

# Building together









Stakeholders are individuals or entities that are directly or indirectly connected to our Financial operations and whose perspectives influence our ability to achieve our business objectives.

We recognise stakeholders as those who are connected to, influenced by, or invested in our current activities and long-term direction. These groups form an integral part of our operating environment and shape how we grow, manage risks and create value. Our key stakeholders include shareholders and investors who influence capital direction, customers who rely on us for financial access, government and regulatory bodies that define our operating framework, value chain partners who support our market reach, employees who drive our services and the broader community that benefits from our presence and initiatives.



## Stakeholder engagement contd...

### OUR ENGAGEMENT FRAMEWORK

Stakeholder Group	Scope of Engagement	What We Expect from Stakeholders	How We Engage	Frequency of engagement
 <b>Lenders</b>	Discussions on business performance, capital strategy, compliance updates and disclosures.	Continued confidence, long-term support and timely review of information shared.	Email, Newspapers, Website, Phone and SMS	As and when required
 <b>Shareholders &amp; Investors</b>	Sharing financial updates, performance insights, governance matters and statutory communication.	Transparent feedback, participation in meetings and informed decision-making.	Email, Phone, SMS, Newspapers, Notices / Intimations and Website updates	Quarterly / As required
 <b>Customers</b>	Providing financial products and services, addressing service queries, grievance redressal and awareness initiatives.	Accurate information during onboarding, responsible credit behaviour and feedback on service experience.	Email, Phone, SMS, Newspapers, Website and Marketing initiatives	As and when required
 <b>NBFC Partners</b>	Partnering for distribution of credit and financial products through NBFC channels.	Accurate information during onboarding, strong financials, internal policies and governance structure.	Meetings, Email, Phone, SMS and Website	As and when required
 <b>Value Chain Partners</b>	Business coordination, operational alignment and service delivery across customer touchpoints.	Adherence to agreed processes, timely service delivery and operational transparency.	Phone, Meetings, Email and SMS	As and when required
 <b>Employees</b>	Work-related updates, learning opportunities, welfare initiatives and organisational communication.	Skill development, contribution to organisational objectives, adherence to policies and constructive feedback.	Email, Phone, SMS, Website and Internal Communication Channels	As and when required
 <b>Regulators</b>	Compliance updates, regulatory reporting, approvals and policy alignment.	Compliance with regulatory norms and timely submission of required information.	Email, Phone and SMS	As and when required
 <b>Society</b>	Social development initiatives, awareness programmes and feedback interactions linked to CSR.	Participation in programmes, community insights and collaboration for meaningful impact.	Website, Advertisements, Newspapers	As and when required



## Materiality assessment

(GRI 3-1)

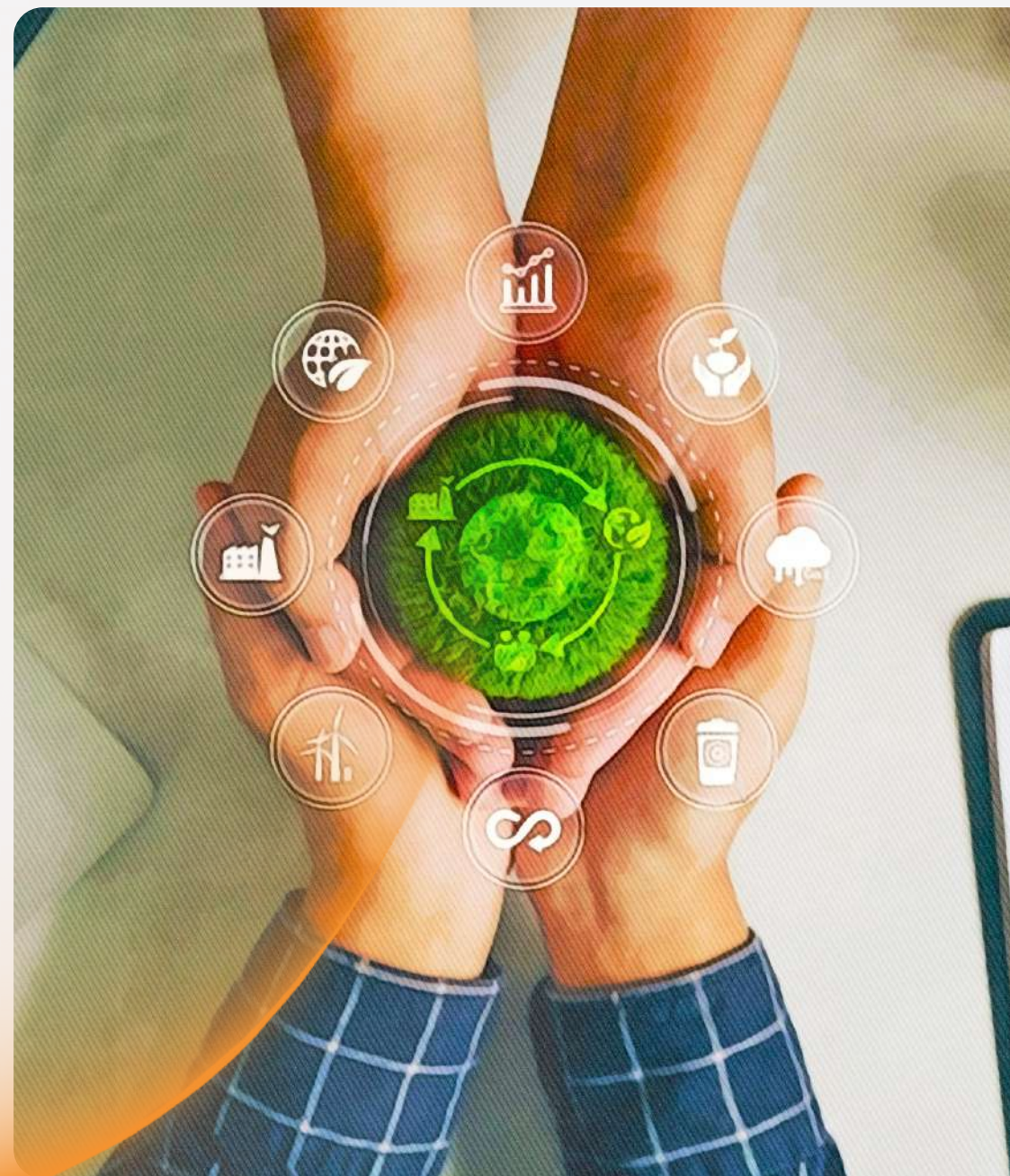
# Focus areas for value creation

Materiality is the process through which an organisation identifies and prioritises the environmental, social and governance (ESG) themes most relevant to its business and stakeholders. These themes shape how an organisation creates and preserves long-term value, manages key risks and capitalises on emerging opportunities.

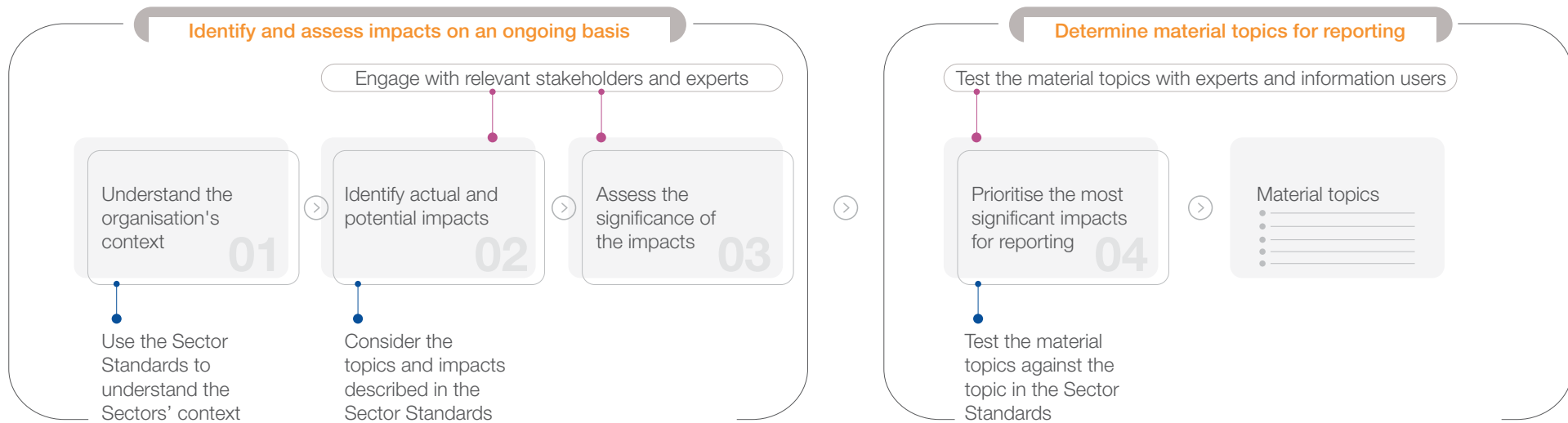
By focusing on material issues, companies are able to align their strategic objectives with stakeholder expectations, regulatory developments and emerging industry standards. This ensures that growth remains responsible, resilient and sustainable. Common material themes include environmental stewardship, employee well-being, customer satisfaction, community engagement and strong governance practices.

Through this process, we ensure that resources are directed toward initiatives that generate measurable impact for both stakeholders and the broader economy.

In FY 2023, we undertook a comprehensive materiality assessment aligned with the Global Reporting Initiative (GRI) Standards 2021. The objective was to identify and prioritise material ESG topics based on their significance to stakeholders and their influence on the organisation's long-term value creation model.



### Materiality assessment contd...



The assessment followed a structured, data-driven methodology, guided by recognised frameworks such as the Sustainability Accounting Standards Board (SASB). Stakeholder engagement, covering senior management, employees, customers, regulators and community representatives, provided valuable insights into key sustainability priorities.

Through interviews, workshops and surveys, our Company assessed both actual and potential ESG impacts across three broad dimensions:



## Materiality assessment contd...

(GRI 3-2)

Each topic was evaluated based on four parameters: severity, scope, likelihood and irremediable nature. Issues were then prioritised according to their overall significance. The top 40% of positive and negative impacts were identified as material and now serve as the foundation for our sustainability strategy and disclosures.



### ENVIRONMENT



Climate change



Digitisation



Data Security



Selling Practices



Customer Satisfaction



### SOCIAL



Customer Privacy



Community Initiatives/Social Responsibility



Employee Growth and Development



Financial Inclusion



Employee Health and Wellbeing



### GOVERNANCE



Economic Performance



Indirect Economic Impacts



Business Ethics



## Social

(GRI 2-7)

# Empowering resources, enabling change

### HUMAN RESOURCE

Our workforce is the foundation of our strength and a pivotal driver of our growth. Recognising talent as our most valuable resource, we focus on effective human resource management practices. We strive to create a safe, inclusive and respectful workplace that values every employee's contribution. Our HR policies promote a productive and balanced work environment, enabling our people to perform at their best while supporting the achievement of organisational goals. Reflecting our commitment to diversity and inclusive leadership, MAS Financial Services is one of the few NBFCs in India, having a female Executive Director and CEO.

# 1758

Number of employees  
(as on 31st March 2025)

# 8.66%

As on 31st March 2025, the workforce composition represented a gender diversity ratio of approximately 9 women for every 100 men.

# 9976

Training hours  
(for FY2025)



### Key HR goals



Ensuring a Healthy and Productive Workplace



Hiring and Recruitment



Training and Development



Employee Benefits Management



Conflict Resolution

Social contd...

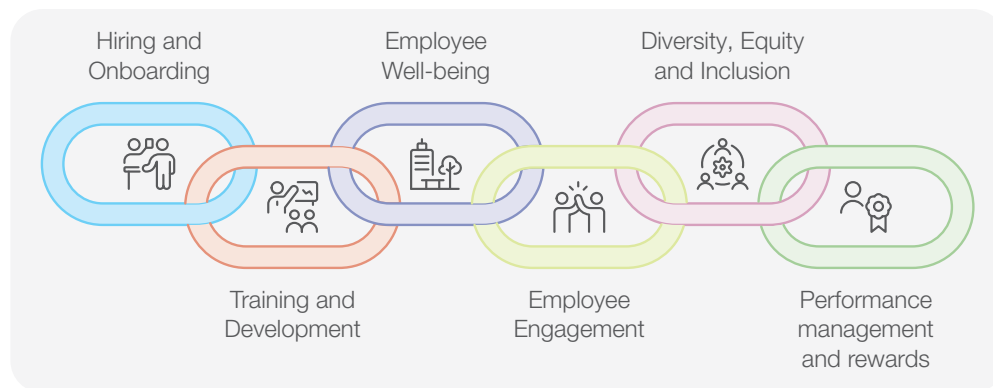
**OUR PEOPLE PRACTICES**

People practice at MAS Financial encompasses the HR team’s processes, strategies and initiatives to attract, recruit, onboard, develop and retain talent. Our efforts to improve the overall employee experience foster a motivated and collaborative workforce, resulting in improved retention, higher productivity and greater adaptability. In turn, our people contribute to strengthening MAS Financial’s reputation and supporting sustainable competitive advantage.

**EMPLOYEES BY AGE**

Employee Category	31-03-2025			31-03-2024			31-03-2023		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Management		1	2			2			2
KMPs		2		1	1		1	1	
Other Employees	489	1168	96	478	1046	61	326	770	54
<b>Total Employees</b>	<b>489</b>	<b>1171</b>	<b>98</b>	<b>479</b>	<b>1047</b>	<b>63</b>	<b>327</b>	<b>771</b>	<b>56</b>

**EMPLOYEE LIFE CYCLE**



**Talent Management Within MAS Financials**

**Hiring and Onboarding Talent**

The Human Resources department of MAS Financial oversees the recruitment process to attract talent aligned with the organisation’s values and requirements. A structured onboarding process supports new employees in integrating smoothly into the organisation, enabling them to become productive members of the organisation.

**Training and Development** *(GRI 404-2)*

Investment in employee training and development remains integral to supporting our long-term growth. By equipping our workforce with the right skills, tools and knowledge, we help them feel valued, empowered and motivated. This approach nurtures a culture of continuous learning, collaboration and innovation.

Capability-building needs are identified through a structured framework that includes pre-assessments, performance insights and consultations with functional Small Medium Enterprises SMEs. Based on these inputs, training programmes are customised across basic, intermediate and advanced levels to align with employees’ existing competencies. Post-training assessments are conducted to evaluate learning outcomes and determine the need for further or deeper interventions.

**Key Initiatives Undertaken to Promote Learning and Development Within the Organisation**

- Learning Café, which offers structured learning modules and allows employees to track their progress through dashboards and leaderboards
- Soft-skills training facilitated by in-house trainers
- Technical training designed and delivered to ensure practical application and business relevance
- Stress-buster learning initiatives integrated to enhance engagement and improve knowledge retention.

## Social contd...

### Employee Well-being (GRI 403-3)

We place strong importance on employee well-being, recognising it as integral to a healthy workplace and a resilient organisation. Several initiatives have been introduced to support both physical and mental well-being. These include participation in International Yoga Day, Zumba sessions and sports events, encouraging engagement and recreation beyond work. Qualitative feedback is gathered for each initiative to assess employee participation, experience and impact.



### Physical Well-being

As part of our commitment to Environmental, Social and Governance (ESG) principles, we organise a BMI (Body Mass Index) check-up programme for employees to promote health awareness and preventive care. The initiative aimed to help employees understand their current health status in relation to ideal health benchmarks, based on key parameters such as height, weight, age and gender. Through this program, employees were made aware of potential health risks and the importance of maintaining a healthy lifestyle to prevent diseases.

In addition to the BMI assessment, personalized counselling sessions were conducted to guide employees on making small yet impactful lifestyle changes on requirement or need bas. These included recommendations on balanced nutrition, regular physical activity and overall wellness practices.



This initiative reflects our ongoing efforts to foster a healthier workforce, enhance employee well-being and create a more productive and engaged work environment.

### Mindwell Hub

We offer the 'Mindwell Hub' programme, designed to support employees in managing mental and emotional well-being in a structured and confidential manner. The initiative provides access to qualified psychologists, enabling employees to seek professional guidance on concerns such as workplace stress, anxiety, burnout and personal challenges.

The programme is built to ensure ease of access and complete confidentiality, encouraging individuals to seek support without hesitation.

By integrating mental health support into the overall employee well-being framework, the initiative contributes to a healthier work environment, improved focus and sustained productivity across teams.



### Employee Engagement

We strive to foster transparent communication, shared experiences and consistent leadership visibility. Regular interactions, structured feedback channels and recognition of branch-level achievements help employees to feel connected to the organisation's greater purpose. The HR team gathers employee feedback through multiple channels, including the annual Great Place to Work (GPTW) survey. This continuous cycle of listening, reviewing and acting on feedback helps us to strengthen engagement initiatives and stay aligned with the evolving needs of the organisation.



Social contd...

As part of our 30-year celebration, senior leaders and top performers from across India gathered at the head office. The event marked the unveiling of our revamped logo, celebrated key milestones and outlined the way forward through presentations by core functions.

These initiatives have strengthened the sense of belonging and deepened the connection between leaders and employees across all locations.



The Great Place to work (GPTW) survey provides structured insights into organisational strengths and areas for improvement. Survey findings, including overall scores, areas of improvement and strengths, are reviewed in detail during leadership presentations and discussed with the management team to identify priority action areas. Based on these insights, we enhance existing initiatives, introduce new interventions or refine processes to better address employee expectations and strengthen our workplace culture.



**Diversity, Equity and Inclusion**

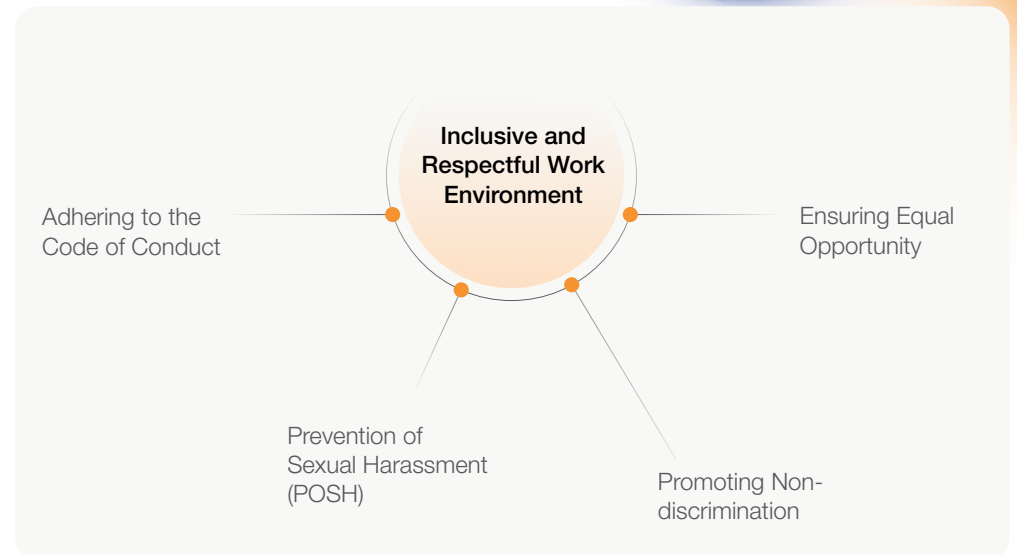
(GRI 405-1)

We place strong emphasis on Diversity, Equity and Inclusion (DEI) initiatives as they are important in shaping a positive workplace culture. Our policies promote an inclusive environment by prohibiting discrimination based on gender, caste, religion, region, disability or socio-economic background and by ensuring dignity and fair treatment for all employees and third-party associates.

Awareness of these policies is reinforced during onboarding and through their availability on the intranet and in the HR manual. Additionally, regular email communications and leadership messages help sustain continuous awareness across teams.

We ensure equal opportunity and fair representation through a merit-based approach to hiring, development and leadership engagement across all levels of the organization. Women constitute a significant part of our workforce, as per industry standards

**Board Diversity**



Social contd...

**Performance Management and Rewards**

(GRI 404-3)

An effective performance management and rewards system recognises employees' contributions, achievements and performance. This includes the incentives, benefits and recognition programmes that motivate and reward performance. Our performance management framework establishes clear expectations through goal-setting processes and regular performance evaluations supported by appropriate assessment tools. Transparent and measurable KRAs and KPIs promote individual accountability, foster a sense of ownership and align employee efforts with organisational goals.

**100%**

Employees received appraisal during the year

**Formal Recognition Framework**

- Annual Rewards and Recognition
- Performance-based Monetary Rewards
- Domestic and International Incentive Trips
- Recognition of high-performing employees through features in the company magazine
- Department-wise appreciation emails acknowledging outstanding employee contributions



**Learning That Reaches Everyone and Builds a Common Foundation**

A key upcoming initiative is the introduction of a structured learning pathway for new joiners. The structure will feature a self-paced digital learning journey that employees complete before attaining the Right to Rise milestone. Right to Rise marks the stage when employees are equipped with the foundational knowledge and skills required to perform confidently and contribute to organisational goals.



## Community Development

# Together, we thrive

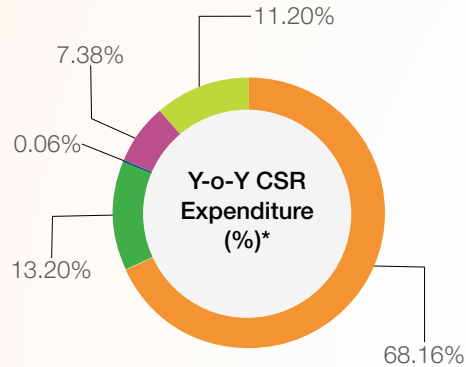
We participate in Corporate Social Responsibility (CSR) activities with a focus on giving back to our community. We are engaged in contributing to the local areas surrounding our operations and in spending the amount earmarked for CSR activities. It remains our continuous endeavour to enhance CSR impact and expenditure in the coming years.

### SOCIAL IMPACT



## Community Development contd...

### CSR expenditure



Education

Food Support

Menstrual Hygiene

Defence Welfare

Healthcare

\*Year-on-year (YoY) growth(%) captures the growth in MAS Financial's CSR expenditure for all the initiatives in FY 2025 in comparison to FY 2024



## CSR Mission

To be a responsible organisation

To support advancement of education

To provide access to healthcare and other health initiatives/projects for the less privileged

To encourage employee volunteering across all our locations



## CSR Vision

Inspiring lives to create a healthier and happier world.

### CSR COMMITTEE

The Corporate Social Responsibility (CSR) Committee of MAS Financial Services Limited oversees the organisation's social responsibility initiatives. In accordance with the provisions of Section 135 of the Act, the Board of Directors constituted the CSR Committee at its meeting held on March 21, 2014. The Committee has been reconstituted from time to time, as required, to ensure compliance with applicable laws.

#### Key Roles of the CSR Committee

- Ensure utilisation of the allocated CSR funds on approved activities in accordance with the Act and the CSR Rules
  - Establish a transparent monitoring mechanism for the implementation of CSR initiatives in India
  - Submit periodic reports to the Board on the CSR activities undertaken
  - Review and monitor the CSR Policy from time to time
  - Oversee the activities and charter of the Joint Working Group (JWG) authorised to support effective implementation of CSR initiatives.
- Formulate the CSR Policy and recommend it to the Board of Directors for approval
  - Recommend CSR activities in areas or subjects specified under Schedule VII of the Act
  - Approve the undertaking CSR activities in collaboration with group companies, other companies, firms or non-governmental organisations (NGOs) and ensure appropriate disclosures in accordance with the CSR Rules
  - Recommend the annual CSR budget

## Community Development contd...

(GRI 413-1)

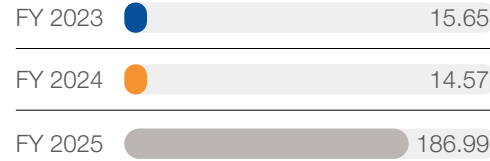
### CSR INITIATIVES UNDERTAKEN DURING FY 2025

#### Education

Our educational efforts are directed toward supporting students and strengthening school infrastructure. Through the Shiksha Protsahan initiative, we identify and support students from schools to pursue higher education. We have also provided basic infrastructure facilities across schools in Ahmedabad. Financial assistance is extended to help reduce the burden of educational expenses, enabling students to focus on their learning and academic progression.

#### CSR Expenditure on Education

(₹ in Lakhs)



**30+** **10,000+**

Schools Supported in Gujarat

Assistance provided to children in a year

#### Hunger and Poverty

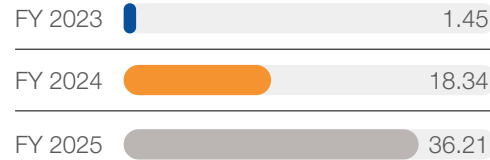


Addressing hunger and poverty remains an important part of our community efforts, particularly in underserved areas where access to basic food supplies continues to be a challenge. During the year, we organised a food distribution drive in Gujarat, providing essential groceries to villagers. We have also supported a grain distribution initiative aimed at addressing food scarcity by ensuring the availability of essential food items for communities in need.



#### Amount Spent Towards Food Distribution

(₹ in Lakhs)



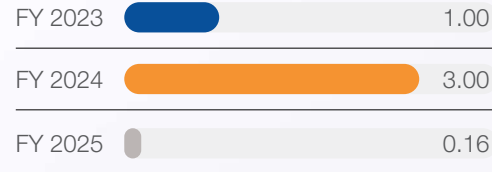
## Community Development contd...

### Menstrual Hygiene Programme

Menstrual health and hygiene is a critical aspect of women's well-being and access to education. To increase awareness, teams of female employees visit villages to distribute sanitary napkins and conduct awareness sessions at various locations. These interactions also provide education on safe and hygienic menstrual practices.

### Menstrual Hygiene Expenditure

(₹ in Lakhs)

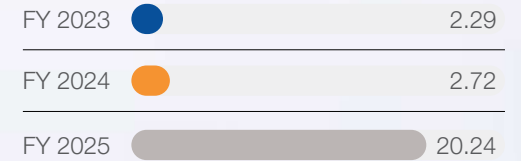


### Community Welfare and Support

Support for the armed forces is an important part of our social initiatives, reflecting our respect for their service and contribution to the nation. During the year, we donated ultrasound machines to the Indian Army's Military Hospital in Ahmedabad. We also plan to continue to support the welfare of war widows through sustained initiatives that address their needs.

### Army Welfare Expenditure

(₹ in Lakhs)



# 5000+

Sanitary Napkin Packets distributed in a year



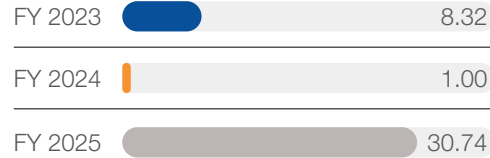
## Community Development contd...

### Underserved Communities

MAS supports the 'Arogya Abhiyan' project to improve access to essential medical services in underserved communities. Under this initiative, financial assistance is provided to senior old-age homes, ensuring that elderly residents receive appropriate care and are able to live with dignity.

### Expenditure for Arogya Abhiyan

(₹ in Lakhs)



### Blood Donation

We organise blood donation camps to support the availability of a safe and consistent blood supply to those in need. These camps record strong employee participation, with the majority of volunteers contributing through blood donation.

# 450+

Number of Employees  
Volunteered



## Community Development contd...

## Infrastructure Support for Community Schools

Our management team engaged with schools located on the outskirts of Ahmedabad and Gandhinagar to assess the condition of the facilities available to students. Through these interactions, we identified several schools that lacked basic amenities such as fans, lights, benches and adequate shelter, with some students exposed to harsh weather conditions while consuming government-provided meals.

Based on these findings, we prioritised infrastructure-focused initiatives to support these schools and enhance the learning environment for students. The improvements we implemented have created meaningful impact within

surrounding communities and contributed to local economies. By strengthening school infrastructure, we have helped create safer, more conducive learning spaces that can support improved educational outcomes and future opportunities for students.

The provision of essential facilities, including fans, lights, benches, computers and play areas, has enhanced student wellbeing and supported positive developmental outcomes. These improvements have also reinforced the importance of accessible, supportive educational infrastructure.





Progress represents the advancement of our operating model. It reflects steady improvements in how we serve customers, strengthen capabilities and extend our reach. This momentum is built gradually, balancing performance with responsibility rather than celebrating isolated wins.

# Progress



## Technology and digital enablement

# Digital innovation for inclusive progress

We utilise technology as a strategic enabler that powers every stage of our lending lifecycle. From customer acquisition and credit underwriting to disbursement and collection, we have seamlessly integrated digital infrastructure to ensure faster, smarter and more inclusive financial services.

We are proud to receive ISO/IEC 27001:2022 Certificate in FY2025 which is international standard for Information Security Management System (ISMS). The certificate reiterates that company's security management is aligned with best practices in the industry.



## Technology and digital enablement contd...

In an increasingly digital financial landscape, we continue to strengthen our technology backbone to stay aligned with emerging industry practices and stakeholder expectations. Our strategy is centred on developing and managing systems in-house, enabling greater agility, secure data management and seamless integration of new capabilities without dependence on external infrastructure. Backed by an internal loan management system, seamless API integrations and robust oversight of hardware, networking and cybersecurity, we are steadily building a resilient and future-ready digital platform.

Our technology function is supported by a growing team of over 87 professionals, including developers, data scientists, analysts and software engineers, operating across multiple locations. The team designs, develops and maintains all core applications on an end-to-end basis, ensuring alignment with business requirements. While the majority of systems are built internally, we selectively adopt SaaS-based technologies where they add strategic value. Through enhanced security controls, cloud integration, continuous system monitoring and structured IT audits, we are establishing a scalable technology foundation that supports operational efficiency and an improved customer experience as we advance on our digital transformation journey.

### In-House System Enablement

We follow a fully in-house development model to design, build and maintain all core systems and applications. This ensures close alignment with evolving business requirements, faster development cycles and greater control over our technology landscape.

### Robust Infrastructure and Cybersecurity Management

Our hardware, network and cybersecurity framework is managed end-to-end, ensuring system stability, data security and uninterrupted connectivity across the organisation. This integrated oversight enhances operational resilience and supports seamless operations.

### Scalable and User-Centric Digital Solutions

We develop secure, scalable and user-friendly digital solutions that enhance operational efficiency and support long-term growth. Each platform is engineered to simplify processes, optimise performance and improve the experience of employees and customers.

### Technology-Driven Business Transformation

We translate ideas into technology-enabled solutions that strengthen competitiveness in a dynamic financial landscape. By embedding digital capabilities across our operations, we enable smarter decision-making, streamlined processes and prepare the organisation for future advancements.

## OUR IT RESPONSIBILITIES

Our team plays a central role in enabling seamless operations across the organisation. We oversee the entire technology landscape, from software development and infrastructure management to cybersecurity and compliance, ensuring systems remain reliable, scalable and aligned with business needs. Through strong governance frameworks and continuous monitoring, we strengthen operational efficiency and support our long-term digital roadmap.

## OUR KEY RESPONSIBILITIES

- We manage the complete software development lifecycle, from planning and design through deployment, upgrades and maintenance, ensuring solutions are aligned with organisational requirements.
- We maintain a secure and stable technology environment that enables uninterrupted operations across all locations.
- We oversee hardware, networking, data security and branch connectivity to ensure seamless and efficient functioning across the organisation.
- We safeguard sensitive information by enforcing robust data security measures and ensuring compliance with regulatory and industry standards.
- We ensure high availability and business continuity through continuous monitoring, disaster recovery planning and rapid-response mechanisms.

## Technology and digital enablement contd...

- We conduct regular IT audits in line with industry best practices to assess, strengthen and modernise our technology infrastructure.
- We align technology initiatives with business goals to improve operational efficiency and support scalable growth.
- We optimise IT investments through cost-effective strategies that maximise value, enhance system performance and drive sustainable outcomes.

### OUR IT TEAM STRUCTURE

We have a strong and expanding technology workforce of 87 professionals across Ahmedabad, Noida, Pune and Mumbai. Our structure integrates software development, project management, hardware and networking as well as mobile applications and data analytics, enabling us to deliver comprehensive, end-to-end technology support across the organisation.

We continue to grow our team, with a clear trajectory towards

**100+**  
members

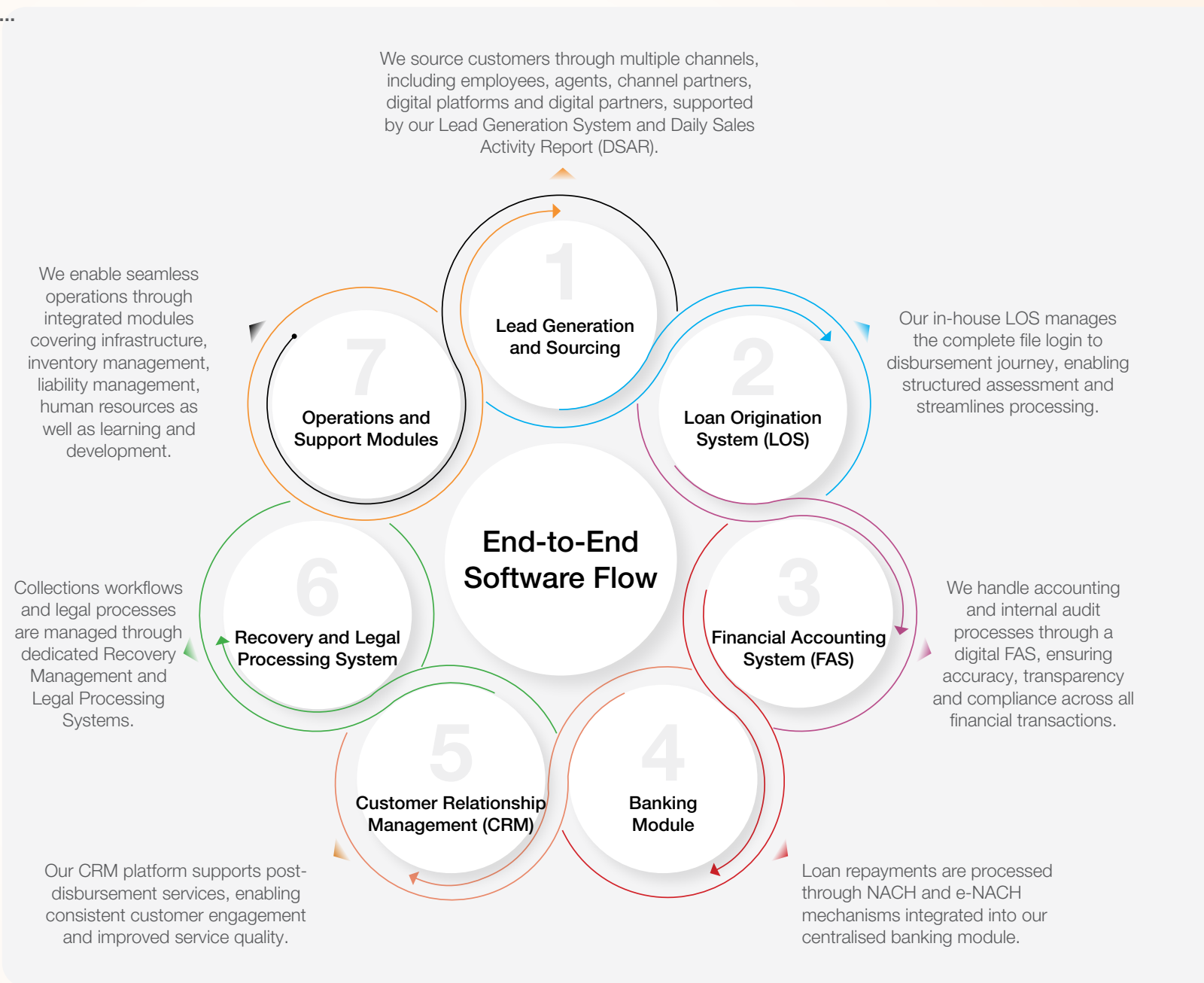
### Team Composition (As on 31st March 2025)



## Technology and digital enablement contd...

### Software Overview

We follow a Build-and-Operate model that enables us to design, develop and manage all critical software systems in-house, with minimal reliance on external resources. Our integrated technology ecosystem supports the entire credit lifecycle, from sourcing to servicing, ensuring strong process control, data integrity and operational efficiency across the organisation.



## Technology and digital enablement contd...

### Major Technology Achievements

We continued to strengthen our digital foundation by enhancing system security, streamlining customer journeys and automating key operational workflows. During the year, our focus remained on reinforcing cybersecurity, improving data accuracy and integrating scalable solutions that improve efficiency across the organisation.

#### Key Project Completions

##### Strengthened Security and Compliance

- Achieved ISO 27001 certification.
- Completed Vulnerability Assessment and Penetration Testing (VAPT) across all applications.
- Upgraded hardware infrastructure and enhanced critical cybersecurity layers.

##### Enhanced Customer Onboarding and Processing

- Enabled customer self-onboarding via website to LOS.
- Improved lead generation and tracking systems.
- Automated the population of critical fields using verified data sources.
- Introduced a Mini BRE (Business Rule Engine) to enable faster and more accurate credit insights.

### Operational Excellence and Automation

- Streamlined CRM workflows to improve response times and enhance the overall customer experience.
- Automated DSA payout processing to improve accuracy and turnaround time.
- Developed a centralised Human Resources (HR) system.
- Implemented automated report generation to ensure consistent and timely delivery of third-party data.

### Major API Integrations

We strengthened our digital ecosystem by integrating a wide range of APIs that support verification, credit assessment, payments, compliance and operational efficiency.

#### Cloud Services


















#### Security and Monitoring Layer



#### Backup Services



### 47+ API Integrations (As on 31st March 2025)



## Responsible selling

# Transparency in action

We view responsible selling as fundamental to building trust, strengthening long-term relationships and supporting financial inclusion across the regions we serve. Our sales practices are built on transparency, ethical conduct and a deep understanding of customer needs.

Through our digital lending platform, we offer both secured and unsecured loan products that broaden access to financial solutions while upholding high standards of communication and customer care. Customers are provided with clear and comprehensive information on interest rates, repayment terms, applicable fees and policy updates, enabling informed and responsible decision-making.

- 1 Feedback Driven Improvement
- 2 Ethical selling Practices
- 3 Environment Responsibility
- 4 Financial Inclusion
- 5 Transparency Principle
- 6 Digital Lending Strategy
- 7 Team Training and Development



## Responsible selling contd...

### OUR SALES PRACTICES INCLUDE

#### Transparency

- Providing clear, accurate and easy-to-understand terms and conditions for all financial products
- Communicating any changes to pricing, charges, or policies through consistent communication

#### Ethical Lending

- Adhering to legal and regulatory requirements as well as promoting responsible sales practices
- Supporting the stability and integrity of the financial system

#### Sustainability in Sale

- Incorporating environmental considerations into our sales processes to minimise our ecological impact
- Aligning financial offerings with sustainable practices that support environmental responsibility

### DRIVING FINANCIAL INCLUSION AND SUSTAINABLE GROWTH

We are committed to expanding access to financial services for underserved and underbanked populations. By offering appropriate financial solutions in remote and underserved regions, we help customers in strengthening their economic resilience and achieving long-term financial stability. Our sales teams and network partners undergo regular capability-building programmes to ensure they can engage effectively with diverse customer segments. As part of our inclusive selling approach, we prioritise long-term client relationships over short-term outcomes, aligning our offerings supporting the broader goals of financial inclusion and equitable growth.

### EMBEDDING A CULTURE OF CONTINUOUS IMPROVEMENT

Stakeholder engagement plays an essential role in refining our sales practices. We actively seek feedback from customers, partners and communities to refine processes and enhance service quality. Continuous training and development initiatives enable our workforce to respond effectively to evolving market dynamics, regulatory developments and customer expectations. This commitment to continuous improvement strengthens operational effectiveness, reinforces ethical conduct and ensures our values are reflected consistently across all customer interactions.

### REGULATORY COMPLIANCE AND CUSTOMER PROTECTION

#### Adherence to RBI Guidelines

We maintain full compliance with RBI's Fair Practices Code, ensuring ethical lending practices across all business segments. Our operations are aligned with the revised regulatory framework applicable to NBFCs, including capital adequacy norms, governance standards and prudential regulations to support financial stability and responsible growth.

### Strengthened KYC and AML Processes

We implement Know Your Customer (KYC) and Anti-Money Laundering (AML) procedures to mitigate risk and protect customers. These processes ensure compliance with legal requirements while safeguarding the integrity of our operations across customer segments.

### Our Commitment to Ethical Growth

Our growth strategy is grounded in integrity, transparency and customer-centricity. Through strong regulatory compliance, ethical business practices and strong stakeholder engagement, we support societal development while strengthening the resilience of our organisation.



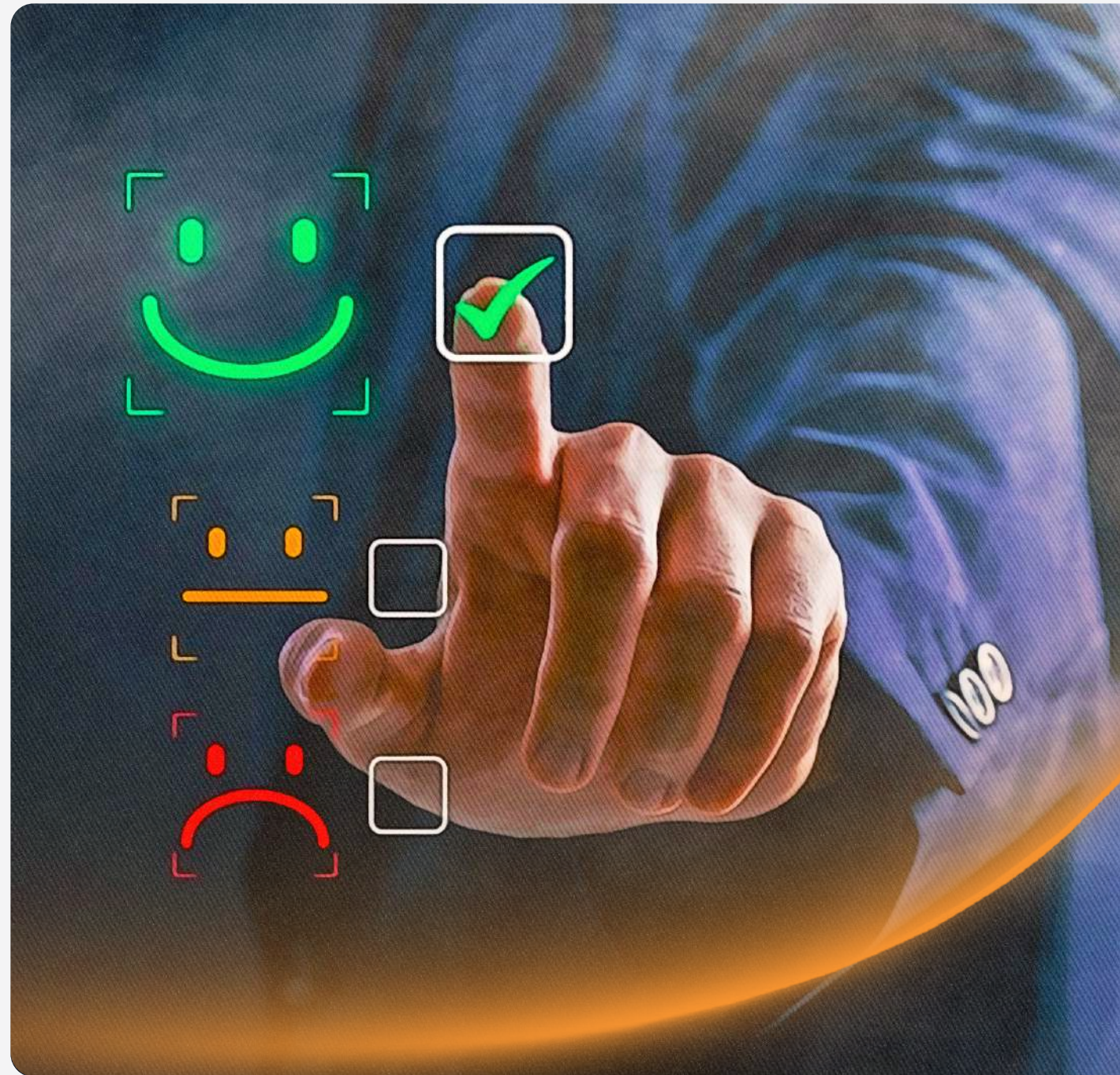
## Customer satisfaction

# Building lasting relationships

Customer satisfaction remains a core priority, reflecting our conviction that trust, transparency and responsiveness are essential to long-term customer relationships. We follow a structured approach to grievance management, with a strong emphasis on timely resolution and continuous improvement.

Our systems and processes are designed to ensure that customer concerns are acknowledged, addressed and resolved in a structured and transparent manner.

Through clear communication, efficient service delivery and a strong feedback-driven culture, we strive to deliver a reliable and consistent customer experience across all engagement channels.



## Customer satisfaction contd...

### KEY FOCUS AREAS FOR ENHANCING CUSTOMER EXPERIENCE

(GRI 417-1)

#### Transparent Communication

We ensure that customers receive clear and comprehensive information on our products and services. Regular communication helps customers understand loan terms, repayment structures and service-related updates, while open channels enable timely resolution of queries and concerns. Personalised communication further enhances transparency and strengthens customer trust.

#### Timely and Efficient Service

We continuously refine our processes to reduce turnaround times and service delays. Streamlined loan processing, clear disclosure of pricing and repayment schedules as well as responsive service delivery enables us to meet customer expectations consistently and efficiently.

#### Proactive Feedback and Complaint Management

We actively capture and analyse inputs from customer interactions and grievance records to identify opportunities for enhancement. Dedicated support teams and multi-channel access, including phone, email and digital platforms, ensure prompt assistance and effective resolution of customer concerns.

### BUILDING CAPABILITY AND ENABLERS

#### Empowering Our People

We invest in regular training and development programmes to enhance customer service capabilities across the organisation. Continuous learning initiatives enable our teams to respond effectively to evolving customer needs and service expectations.

#### Digital Enablement

Our digital platforms enhance customer convenience and accessibility. User-friendly online systems and mobile applications facilitate loan applications, account management and service interactions, enabling customers to engage with our offerings securely.

#### Financial Awareness

We support informed financial decision-making through targeted educational initiatives delivered via workshops, seminars and digital channels, such as blogs, videos and newsletters. These efforts help customers better understand financial products, planning concepts and investment options.

### ETHICAL PRACTICES AND COMPLIANCE

We uphold high standards of transparency and integrity across all customer interactions. Consistent adherence to regulatory requirements and industry standards underpins our operations, strengthening compliance, operational reliability and customer trust.

### CUSTOMER LOYALTY AND ENGAGEMENT

We foster long-term customer relationships through referral and loyalty programmes that encourage repeat engagement and support customer growth through credible recommendations.

### Complaint Resolution Performance\*

#### Total number of customer-initiated complaints



#### Number of complaints resolved at the close of the year



\*The Company has received total 1295 complaints out of which 577 was received from partners in FY 2024-25, however in FY 2023-24, the total complaints were 2729 out of which 2493 was received from partners. Further, as on March 31, 2025, the total pending complaints were 36 out of which 10 pertaining to the Complaint received from partners. Total pending complaint as on March 31, 2024 were 8 out of which 4 were pertaining to the Complaint received from partners.



## GRI INDEX

<b>Statement of use</b>	MAS Financials Services Limited has reported the information cited in this GRI content index for the period of “April 2024- March 2025” with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report - About Us, Page 12–13 BRSR Sec-A, Question 1-5 This Report - About the company, Page 4-8
	2-2 Entities included in the organisation’s sustainability reporting	BRSR Sec-A, Question 1-5 This Report - About the report, Page 3
	2-3 Reporting period, frequency and contact point	BRSR Sec-A, Question 9,12 This Report - About the report, Page 3
	2-4 Restatements of information	This Report - About the report, Page 3
	2-5 External assurance	This Report - About the report, Page 3
	2-6 Activities, value chain and other business relationships	Annual Report - About Us, Page 12; Product Basket, Page 14–15 This Report - About the company, Page 4-8
	2-7 Employees	Annual Report - People Responsibility, Page 20 BRSR Sec-A, Question 20 This Report - Social, Page 47-51
	2-8 Workers who are not employees	Annual Report - BRSR Sec-A, Question 20
	2-9 Governance structure and composition	Annual Report - Corporate Governance Report, Page 85-86 This Report - Governance and ethics, Page 27
	2-10 Nomination and selection of the highest governance body	Annual Report - Page 56–57
	2-11 Chair of the highest governance body	Annual Report - Page 56–57
	2-12 Role of the highest governance body in overseeing the management of impacts	This Report - Governance Page 28
	2-13 Delegation of responsibility for managing impacts	This Report - Governance Page 28-29
	2-14 Role of the highest governance body in sustainability reporting	This Report - Governance Page 28-29
	2-15 Conflicts of interest	Annual Report - BRSR Sec-C, Principle 1, LI Question 2

GRI Standard	Disclosure	Location
	2-16 Communication of critical concerns	BRSR Sec-A, Question 25 This Report - Governance Page 29
	2-17 Collective knowledge of the highest governance body	Corporate Governance Report, Page 88–89 This Report - Governance Page 27
	2-18 Evaluation of the performance of the highest governance body	Annual Report - Page 48,89
	2-19 Remuneration policies	Annual Report - Page 56
	2-20 Process to determine remuneration	Annual Report - Page 56
	2-22 Statement on sustainable development strategy	BRSR Sec-B, Question 6 This Report - Message from leadership, Page 9-10
	2-23 Policy commitments	This Report - Policies, Page 25-26
	2-24 Embedding policy commitments	BRSR Sec-B, Question 3 This Report - Policies, Page 25-26
	2-27 Compliance with laws and regulations	This Report - Governance Page 29
	2-28 Membership associations	BRSR Sec-C, principle 7, EI Question 1
	2-29 Approach to stakeholder engagement	This Report - Stakeholder engagement, Page 42-43
GRI 3: Material Topics 2021	3-1 Process to determine material topics	This Report - Materiality assessment, Page 44-45
	3-2 List of material topics	BRSR Sec-A, Question 26 This Report - Materiality assessment, Page 46
	3-3 Management of material topics	BRSR Sec-A, Question 26
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	BRSR Sec-A, Question 26 This Report - Risk and Opportunity management, Page 33
	201-3 Defined benefit plan obligations and other retirement plans	BRSR Sec-C, Principle 3, EI Question 2
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	BRSR Sec-C, Principle 5, EI Question 3
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	BRSR Sec-C, Principle 1, EI Question 4
GRI 207: Tax 2019	207-2 Tax governance, control and risk management	Annual Report - Page 46



GRI Standard	Disclosure	Location
GRI 301: Materials 2016	301-2 Recycled input materials used	BRSR Sec-C, Principle 2, LI Question 3
	301-3 Reclaimed products and their packaging materials	BRSR Sec-C, Principle 2, LI Question 3
GRI 302: Energy 2016	302-1 Energy consumption within the organization	BRSR Sec-C, Principle 6, EI Question 1
	302-3 Energy intensity	BRSR Sec-C, Principle 6, EI Question 1
	302-4 Reduction of energy consumption	This Report - Environment, Page 39
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	BRSR Sec-C, Principle 6, EI Question 3
	303-4 Water discharge	BRSR Sec-C, Principle 6, EI Question 4
	303-5 Water consumption	BRSR Sec-C, Principle 6, EI Question 3
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	BRSR Sec-C, Principle 6, EI Question 7
	305-2 Energy indirect (Scope 2) GHG emissions	BRSR Sec-C, Principle 6, EI Question 7
	305-4 GHG emissions intensity	BRSR Sec-C, Principle 6, EI Question 7
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	BRSR Sec-C, Principle 6, EI Question 9 This Report - Environment, Page 40
	306-2 Management of significant waste-related impacts	BRSR Sec-C, Principle 6, EI Question 10 This Report - Environment, Page 40
	306-3 Waste generated	BRSR Sec-C, Principle 6, EI Question 9
	306-4 Waste diverted from disposal	This Report - Environment, Page 40
	306-5 Waste directed to disposal	BRSR Sec-C, Principle 6, EI Question 9
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	BRSR Sec-C, Principle 3, EI Question 1
	401-3 Parental leave	BRSR Sec-C, Principle 3, EI Question 1
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Annual Report - Page 94

GRI Standard	Disclosure	Location
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	BRSR Sec-C, Principle 3, EI Question 10
	403-3 Occupational health services	BRSR Sec-C, Principle 3, EI Question 10 This Report - Social, Page 49
	403-9 Work-related injuries	BRSR Sec-C, Principle 3, EI Question 11
	403-10 Work-related ill health	BRSR Sec-C, Principle 3, EI Question 11
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	This Report -Human resource, Page 47
	404-2 Programs for upgrading employee skills and transition assistance programs	BRSR Sec-C, Principle 3, EI Question 8 This Report - Social, Page 48
	404-3 Percentage of employees receiving regular performance and career development reviews	BRSR Sec-C, Principle 3, EI Question 9 This Report - Social, Page 51
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	This Report - Social, Page 50
	405-2 Ratio of basic salary and remuneration of women to men	BRSR Sec-C, Principle 5, EI Question 3
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	BRSR Sec-C, Principle 5, EI Question 6
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	BRSR Sec-C, Principle 5, EI Question 6
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	BRSR Sec-C, Principle 5, EI Question 6
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	BRSR Sec-C, Principle 5, EI Question 1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	ESG Overview, Page 18-19 This Report - Social, Page 54–56
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	BRSR Sec-C, Principle-3, EI, Question 14
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	BRSR Sec-C, Principle-3, EI, Question 15
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	BRSR Sec-C, Principle-9, LI, Question 2 This Report - Customer Satisfaction, Page 67
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	BRSR Sec-C, Principle-8, EI, Question 1 This Report - Cyber security and data privacy, Page 35



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