FIVE STAR
Business Finance Limited

Date: October 29, 2025

The National Stock Exchange of India Limited,
Exchange Plaza,
Bandra-Kurla Complex,
Bandra (E), Mumbai 400 051
Symbol: FIVESTAR

BSE Limited
Listing department,
First floor, PJ Towers,
Dalal Street, Fort Mumbai 400 001
Scrip code: 543663

Sub: Investor Presentation on the unaudited financial results for the quarter and half year ended September 30, 2025.

Dear Sir/ Madam

In terms of Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed of herewith a copy of the Investor Presentation of the Company on the unaudited financial results for the quarter and half year ended September 30, 2025.

This Investor Presentation is also available on the website of the Company at https://fivestargroup.in/investors/

Kindly take the above information on record.

For Five-Star Business Finance Limited

Vigneshkumar S M
Digitally signed by Vigneshkumar S M
Date: 2025.10.29 12:51:09 +05'30'

Vigneshkumar SM
Company Secretary & Compliance Officer

FIVE STAR

Reaching the Unreached

Five-Star Business Finance Limited

Investor Presentation | Q2FY2026

Safe Harbour

This presentation and the accompanying slides (the "Presentation") which have been prepared by **Five-Star Business Finance Limited** (the "Company") have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, the Presentation is expressly excluded.

This Presentation contains certain forward-looking statements concerning the Company's future business prospects and business profitability, which are subject to a number of risks and uncertainties and the actual results could materially differ from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and abroad, ability to attract and retain highly skilled professionals, time and cost overruns on contracts, our ability to manage our international operations, government policies and action regulations, interest and other fiscal costs generally prevailing in the economy. The Company does not undertake to make any announcement in case any of these forward-looking statement become materially incorrect in future or update any forward-looking statements made from time to time by or on behalf of the Company.

Glossary

- All amounts are given in ₹ Million unless specified otherwise.
- Gross NPA or Gross Stage 3 assets represents loans which are more than 90 days past due (till the quarter ended Sep 2022); for the quarters post Sep 2022, this has been computed as per guidelines stipulated by RBI vide their circulars on Prudential Norms on Income recognition and Asset classification dated Nov 12, 2021 and Feb 15, 2022 (wherein implementation of upgradation norms were deferred to October 1, 2022) i.e loans that have crossed 90 days past due any time since October 1, 2022 and not cleared their arrears fully. This is expressed as a percentage of AUM.
- Net Stage 3 Assets % or Net NPA % computed as Gross Stage 3 assets reduced by Stage 3 ECL as a percentage of AUM reduced by Stage 3 ECL
- Number of loans stated in any of the slides includes securitized loans. AUM is inclusive of securitized portfolio.
- Total assets represents the period ending Balance Sheet assets. Total assets used for computations is gross of Impairment allowance on Loan assets.
- Average total assets represents the monthly average of Balance Sheet assets. Average Total assets used for computations is gross of Impairment allowance on Loan assets.

Presentation Path

EXECUTIVE SUMMARY

Executive Summary | Q2FY26

	Q2FY26	q-o-q	y-o-y
Branches	800	+33	+140
Loan Disbursement	₹ 11,959 Mn	-7%	-4%
Loan Portfolio	₹ 128,471 Mn	+3%	+18%
Gross NPA	2.64%	+18 bps	+1.17%
30+ DPD	12.17%	+86 bps	+3.73%
Profit After Tax	₹ 2,861 Mn	+7%	+7%
Net Interest Margin	16.41%	-2 bps	-52 bps
Return on Assets	7.49%	+25 bps	-87 bps
Return on Equity	16.91%	+34 bps	-2.11%

Executive Summary | H1FY26

y-o-y

		y-o-y
Branches	800	+140
Loan Disbursement	₹ 24,860 Mn	-3%
Loan Portfolio	₹ 128,471 Mn	+18%
Gross NPA	2.64%	+1.17%
30+ DPD	12.17%	+3.73%
Profit After Tax	₹ 5,524 Mn	+6%
Net Interest Margin	16.42%	-42 bps
Return on Assets	7.37%	-93 bps
Return on Equity	16.74%	-2.25%

Q2FY26 Performance – At a glance

Scale of Operations

₹128.5bn / ₹109.3bn
AUM in Q2FY26 / Q2FY25
18% growth Y-o-Y

₹12.0bn / ₹12.5bn
Amount Disbursed in Q2FY26 / Q2FY25

30,763 / 35,914
Number of Disbursements in Q2FY26 / Q2FY25

₹68.1bn
Net Worth

Distribution

800
Number of Branches

7,503
Business and Collections Officers

Presence in 11
States / UT across India (focused on expansion)

100% In-house
Sourcing & Collections

Granular Book

100% Secured
Loan Book
(95% against SORP)

₹0.39mn
Average ticket size for loans disbursed in Q2FY26

488,260
Live accounts

39.4%
Average Portfolio LTV (As of Sep 30, 2025)

Asset Quality

2.64%
Q2FY26
Gross Stage 3 Assets

1.46%
Q2FY26
Net Stage 3 Assets

1.34%
Q2FY26 Credit Cost to Average Total Assets

0.23% / 45.37%
Total Restructured Portfolio / Provision Coverage on restructured book

Liability Profile

46
Lender relationships

51.04%
Q2FY26
Capital Adequacy Ratio

Borrowing profile
Well-diversified profile with variable rate borrowings of ~65%

AA-
Long term credit rating by ICRA, CARE and India Ratings

Profitability

₹2.9bn / ₹2.7bn
PAT for Q2FY26 / Q2FY25
7% growth Y-o-Y

16.41%
Net Interest Margin for Q2FY26

7.49%
Return on Total Assets for Q2FY26

16.91%
Return on Avg. Equity for Q2FY26

Last 10-years Financial Snapshot

Particulars (₹ Mn)	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	I-GAAP	I-GAAP	I-GAAP	IND-AS	IND-AS	IND-AS	IND-AS	IND-AS	IND-AS	IND-AS
Operational Information										
Number of branches	64	103	130	173	252	262	299	373	520	748
Loan disbursals	1,319	3,830	7,072	14,822	24,087	12,450	17,562	33,914	48,814	49,697
AUM	1,981	4,936	10,084	21,128	38,922	44,454	50,671	69,148	96,406	118,770
Number of employees	293	737	1,290	1,971	3,734	3,938	5,675	7,347	9,327	11,934
Financial Information										
Total Income	473	871	2,082	4,089	7,873	10,513	12,562	15,289	21,951	28,660
Interest expenses	141	238	578	769	2,156	3,261	2,984	2,636	4,653	6,635
Net Interest Income (NII)	**332**	**633**	**1,504**	**3,320**	**5,717**	**7,252**	**9,578**	**12,653**	**17,298**	**22,025**
Operating Expenses	122	293	625	1,060	1,731	2,136	3,081	4,405	5,585	6,830
Loan losses & Provisions	7	28	93	76	493	352	455	201	554	890
Profit Before Tax (PBT)	**203**	**312**	**786**	**2,184**	**3,493**	**4,764**	**6,042**	**8,047**	**11,159**	**14,306**
Profit After Tax (PAT)	**134**	**196**	**558**	**1,567**	**2,620**	**3,589**	**4,535**	**6,035**	**8,359**	**10,725**
Total Comprehensive Income	134	196	558	1,563	2,608	3,582	4,513	6,013	8,341	10,696
Ratios										
Cost to Income	38.86%	50.79%	47.74%	34.22%	38.90%	34.31%	36.92%	36.40%	35.49%	35.05%
Return on Total Assets	6.87%	4.27%	5.82%	8.78%	7.31%	6.99%	7.16%	8.62%	8.42%	8.18%
Return on Equity	16.47%	12.40%	12.97%	15.14%	15.36%	16.85%	13.85%	15.03%	17.60%	18.68%
Gross Stage 3 assets	1.82%	2.47%	1.43%	0.89%	1.37%	1.02%	1.05%	1.36%	1.38%	1.79%
Net Stage 3 assets	1.53%	2.08%	0.95%	0.68%	1.13%	0.84%	0.68%	0.69%	0.63%	0.88%
Provision Coverage Ratio - overall AUM	0.54%	0.79%	0.97%	0.80%	1.58%	1.95%	2.03%	1.61%	1.64%	1.63%
Provision Coverage Ratio - Stage 3	16.34%	16.24%	33.89%	22.99%	17.67%	17.92%	34.91%	49.33%	54.27%	51.31%
CRAR	39.14%	43.78%	58.82%	64.09%	52.94%	58.86%	75.20%	67.17%	50.50%	50.10%
Debt / Equity ratio	1.43	2.04	0.92	0.70	1.22	1.48	0.69	0.98	1.22	1.26

Distinguished Board of Directors

Promoter Director

Lakshmipathy Deenadayalan
Chairman & Managing Director

Independent / Non-Executive Directors

Select other Directorships

Anand Raghavan
Shriram Life Insurance, Muthoot Microfin, SK Finance, Aptus Value Housing

T T Srinivasaraghavan
Sundaram Finance, Sundaram Home Finance, R K Swamy

Bhama Krishnamurthy
CIFCO, Muthoot Microfin

Ramkumar Ramamoorthy
CIFCO, Catalincs Partners

Thirulokchand Vasan
C K Entertainments

Executive Director

Srikanth Gopalakrishnan
Joint Managing Director & CFO

Profile of Board of Directors

Lakshmipathy Deenadayalan
Chairman & Managing Director
Engineering graduate and was the MD of RKV Finance before joining Five Star. Pivoted the Company towards secured business lending and built the Company to its current size from scratch. Associated with multiple industry associations

Anand Raghavan
Independent / Non-Executive Director
Chairperson – Audit Committee
Chartered Accountant with over 30 years of experience occupying senior position in Sundaram Finance and Ernst & Young LLP. His specializations include NBFC Regulations, Corporate Tax and Foreign Investment. He is also a director on the Boards of Muthoot Microfinance, Shriram Life, SK Finance and Aptus Value Housing

T T Srinivasaraghavan
Independent / Non-Executive Director
Chairperson – Risk Management Committee
Graduate in Commerce and holds an MBA degree from the Gannon University, Pennsylvania. He began his career as a banker, before moving to Sundaram Finance in 1983, where he spent almost 4 decades including 18 years as its Managing Director. He is also on the Boards of Sundaram Finance, Sundaram Home and RK Swami

Bhama Krishnamurthy
Independent / Non-Executive Director
Chairperson – Nomination & Remuneration Committee
She was the Country Head and Chief General Manager of SIDBI. She has closely dealt with Multilateral and Bilateral Agencies in close co-ordination with the Government of India. She was also associated with drafting of CSR Policy guidelines for the Bank. She was the Chairperson at CSB Bank and her other directorships include CIFCO, and Muthoot Microfinance

Ramkumar Ramamoorthy
Independent / Non-Executive Director
Chairperson – IT Strategy Committee
Associated with Cognizant India for over 22 years, before retiring as Chairman and MD, responsible for the company's India operations. Prior to joining Cognizant, Ramkumar worked for Tata Consultancy Services. He is now a Partner at Catalincs, a strategic advisory firm that helps small tech companies scale and grow, and is also on the Board of CIFCO

Trilokchand Vasan
Non-Executive Director
Thirulokchand is a Hotel Management Graduate with over 17 years of experience in the Hospitality business. His areas of expertise include Team Management, Customer satisfaction and Process Optimization

Srikanth Gopalakrishnan
Joint Managing Director / CFO
Finance professional with over 20 years of experience. Started his career with Citigroup and was CFO of Asirvad Microfinance before joining Five Star. He has completed his B.Com and MBA from Sri Sathya Sai Institute of Higher Learning with gold medals in both the courses

Experienced Management Team

23 | 23

Lakshmipathy Deenadayalan
Chairman & MD

Education: Bachelor of Engineering

23 | 10

Srikanth Gopalakrishnan
JMD & CFO

Education: B.Com, MBA
Experience: Citibank, Asirvad Microfinance

23 | 8

Vishnuram Jagannathan
Chief Operating Officer

Education: B.Com, MBA
Experience: HDFC Bank, Deutsche Bank, HSBC

22 | 7+

Parthasarathy Srinivasan
Chief Credit Officer

Education: B.Com, CA
Experience: ICICI Bank, Stanchart, DBS Bank

27 | 8+

Sathya Ganesh
Chief Business Officer

Education: B.Com, M.Com, MBA
Experience: ICICI Bank, Cholamandalam, Shriram Housing

33 | 4

Vanamali Sridharan
Chief Technology Officer

Education: B.E, MBA
Experience: Stanchart (Dubai), Accenture, Equitas SFB, Suryoday SFB

27 | 5

Jayaraman Sankaran
Chief Risk Officer

Education: B.Com, CA
Experience: Redington India

24 | 8

Prashanth Sreenivasan
Chief Treasury Officer

Education: B.Com, MBA
Experience: TVS Credit, Marg Limited

26 | 3

Ramesh Kannah
Chief Legal Officer

Education: LLB, MBA, CAIIB
Experience: HDFC Limited, ICICI Bank, Cholamandalam, Piramal Capital

29 | 2

Sai Suryanarayana
Chief People Officer

Education: B.Com, PGDPM
Experience: ITC Limited, Toyota Financial Services, ING Vysya Bank, AU SFB, Fincare SFB

Total years of experience | Years at Five Star

BUSINESS UPDATES

Business Updates (1/2)

Operations

1. Net Q-o-Q AUM growth of ₹3,893 Mn in Q2FY26 as against ₹5,833 Mn in Q2FY25. AUM was up 18% Y-o-Y at ₹128,471 Mn as of Sep 30, 2025 as against ₹109,272 Mn as of Sep 30, 2024.
2. Disbursements during the quarter was at ₹11,959 Mn as against ₹12,507 Mn during Q2FY25.
3. Active loans at 0.49 Mn as of Sep 30, 2025 as against 0.43 Mn as of Sep 30, 2024.
4. The Company added 33 branches during the quarter. Total branch count stood at 800 as against 660 branches as of Sep 30, 2024.
5. Total Headcount stood at 13,074 as against 10,366 as of Sep 30, 2024.

Collections & Asset Quality

1. Overall Collections efficiency for the quarter stood at 96.7% as against 96.3% for Q1FY26. Unique loan collections % (Due One Collect One or D1C1) stood at 95.1% for the quarter as against 95.1% for Q1FY26.
2. Current portfolio as a % of the overall portfolio stood at 81.67%.
3. Gross & Net Stage 3 assets stood at 2.64% and 1.46% respectively as of Sep 30, 2025 as against 1.47% and 0.71% as of Sep 30, 2024.
4. Overall Stage 2 assets stood at ₹12,245 Mn (9.53%) as of Sep 30, 2025 as against ₹7,623 Mn (6.98%) as of Sep 30, 2024.
5. The Provision coverage on Stage 3 assets stood at 45.19% and the provision coverage on the overall portfolio stood at 1.89%.

Business Updates (2/2)

Liabilities

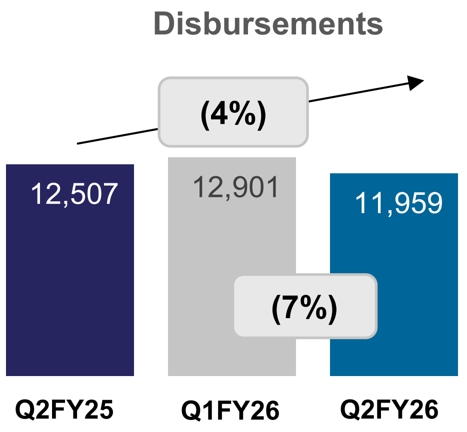
1. In Q2FY2026, the company received sanctions for incremental debt of ₹17,430 Mn, availing ₹10,680 Mn, at a weighted average rate of 8.34%, and all-inclusive cost of 8.56%.
2. As at the end of September 2025, the proportion of funding received from banks stood at 68% as compared to 64% in Q1FY26. During the quarter, JP Morgan Chase Bank invested in the PTCs of the Company for a funding of ₹6,430 Mn.
3. Liquidity buffer and Unavailed Sanction lines as of Sep 30, 2025 stood at about ₹23,600 Mn and 6,750 Mn respectively.

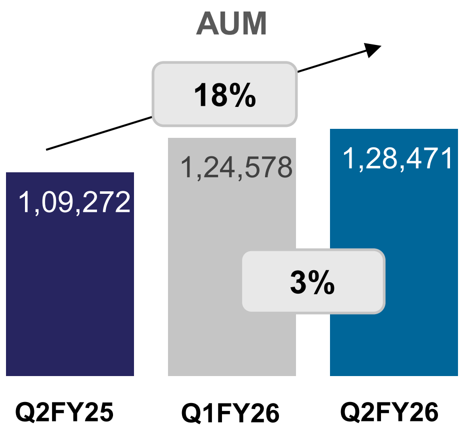
Financials

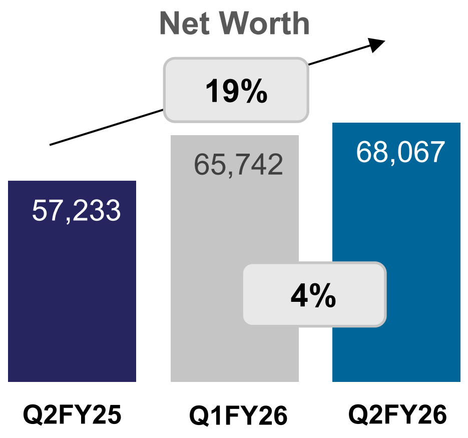
1. In Q2FY2026, Net total income (Total income less Cost of funds) grew by 15% to ₹6,265 Mn as against ₹5,427 Mn in Q2FY2025
2. PPOP for Q2FY2026 stood at ₹4,329 Mn, an increase of 14% as compared to Q2FY2025
3. As compared to Q2FY2025, PBT and PAT increased by 7% and 7% respectively and stood at ₹3,819 Mn and ₹2,861 Mn respectively for Q2FY2026
4. Cost to income (inclusive of credit cost) stood at 39.17% as compared to 34.18% for Q2FY2025. Excluding credit cost, Cost to income for Q2FY2026 was at 31.05% as compared to 30.17% for Q2FY2025.
5. Return on Average Total Assets was at 7.49% as compared to 8.36% for Q2FY2025
6. Return on Equity was at 16.91% for Q2FY2026 as compared to 19.02% for Q2FY2025
7. Capital adequacy remained robust at 51.04%

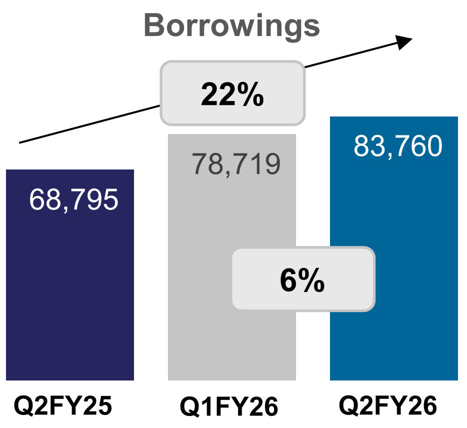
Balance Sheet Indicators

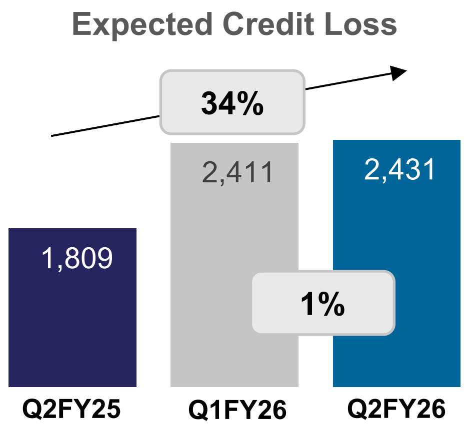
Quarterly Data

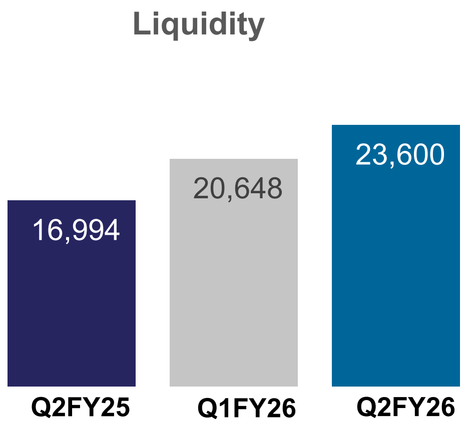






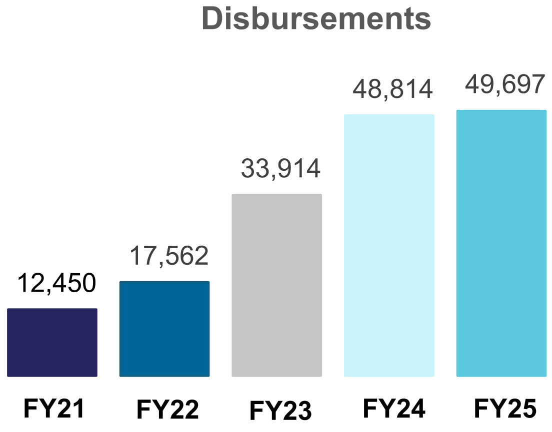


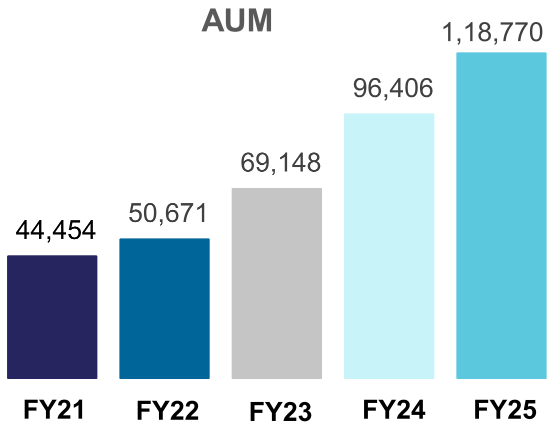




Last 5 years data

All amounts in ₹ Mn



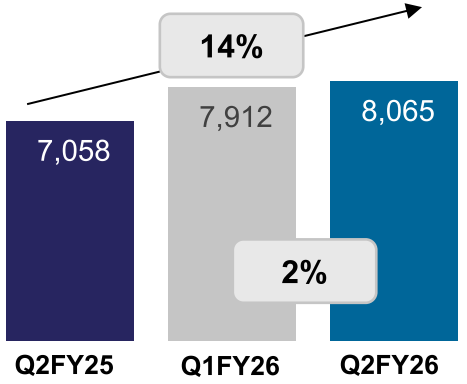


Liquidity does not include lien-marked FDs

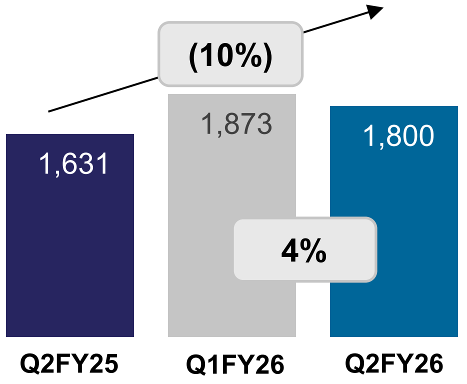
P&L Indicators

Quarterly Data

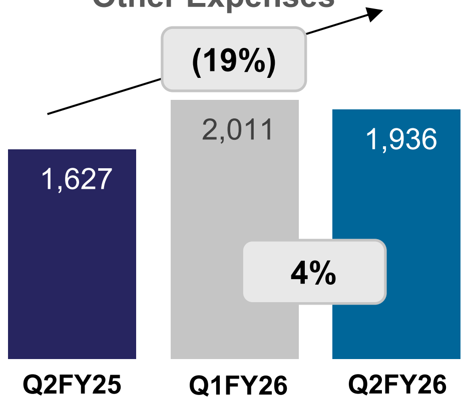
Income



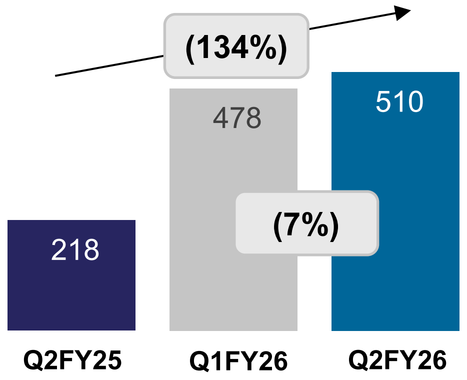
Interest Expense



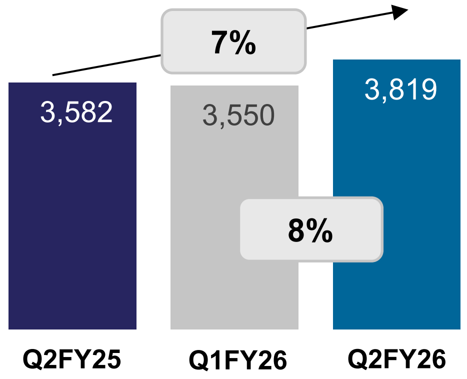
Other Expenses



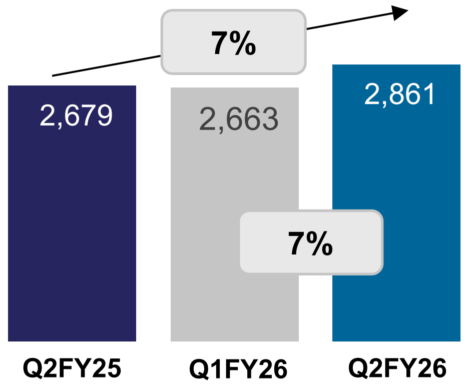
Credit Cost



PBT



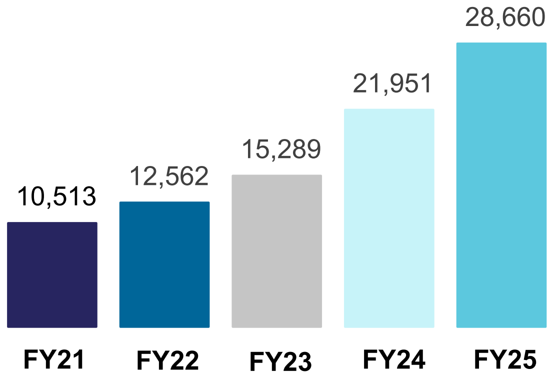
PAT



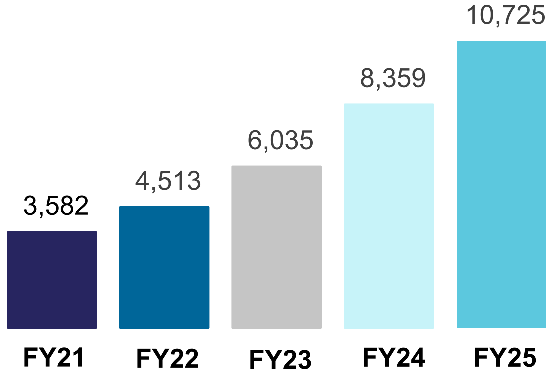
Last 5 years data

All amounts in ₹ Mn

Income

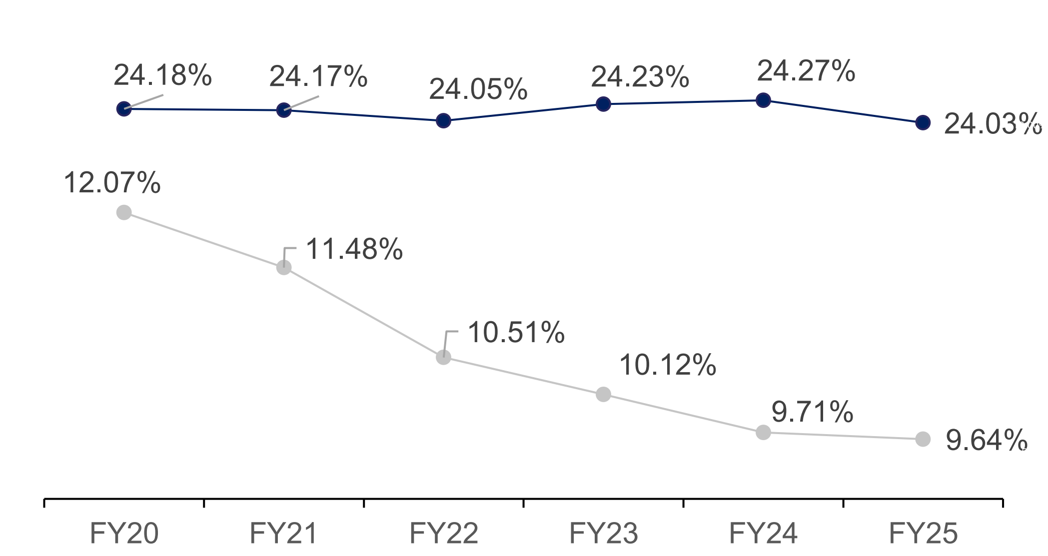


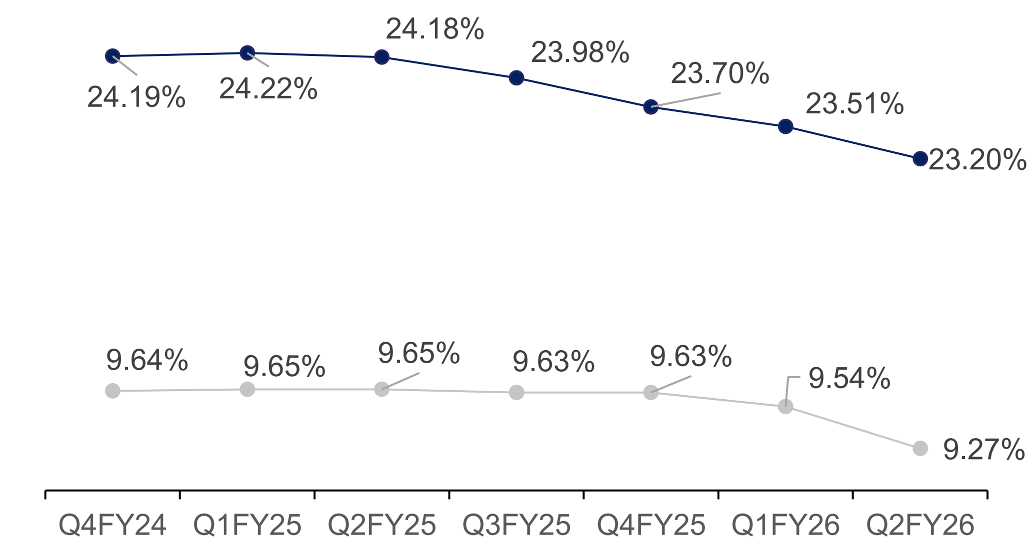
PAT

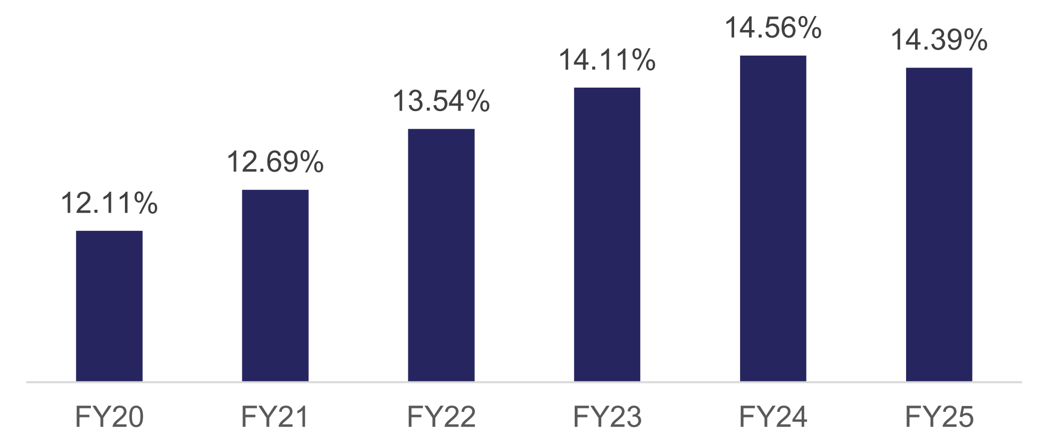


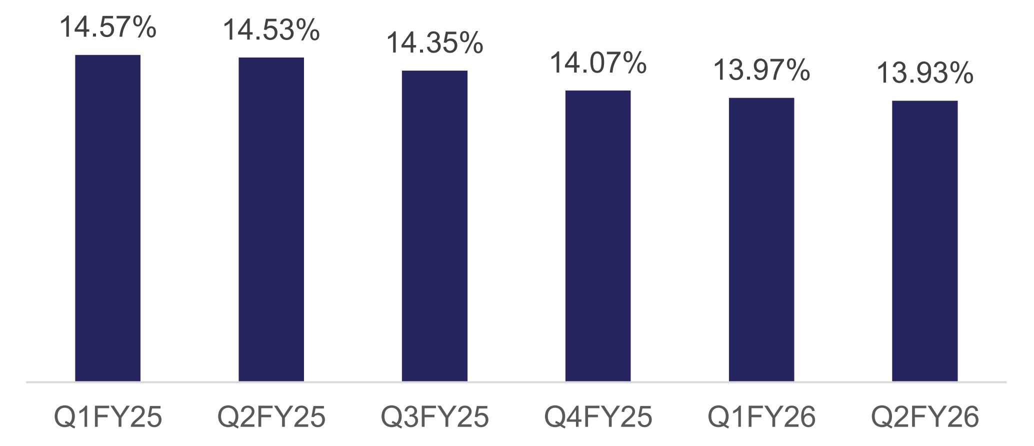
Consistent & Best-in-class Spreads

Portfolio Yield Cost of borrowing Spread



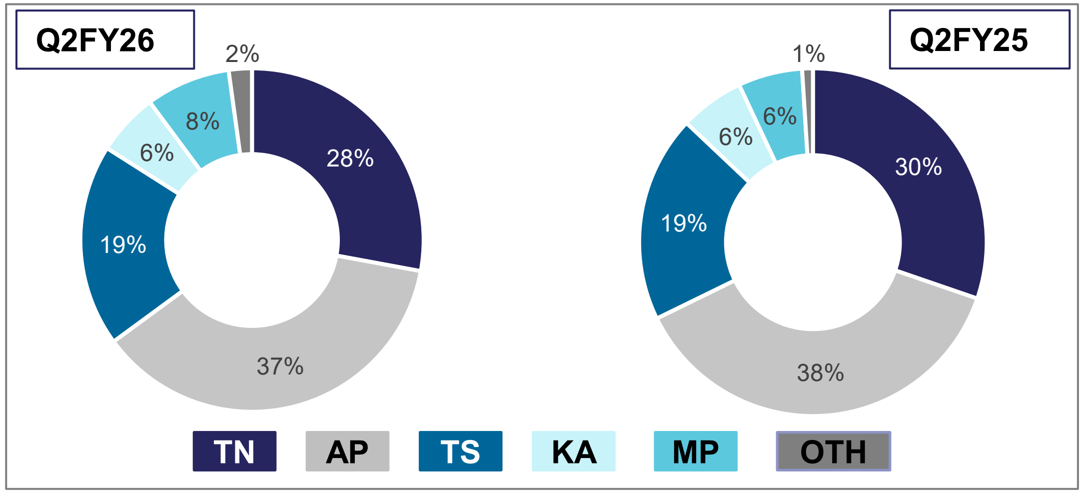




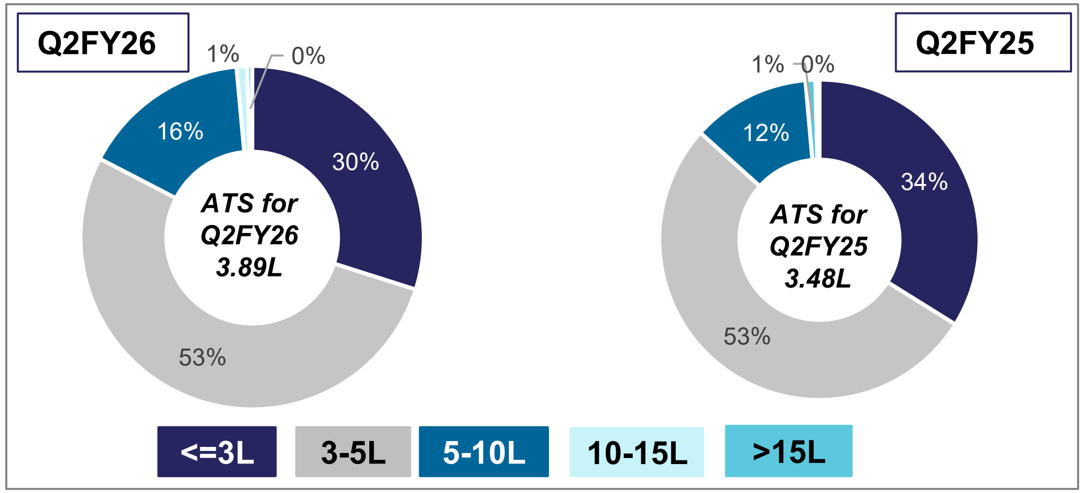


Well-diversified portfolio cuts

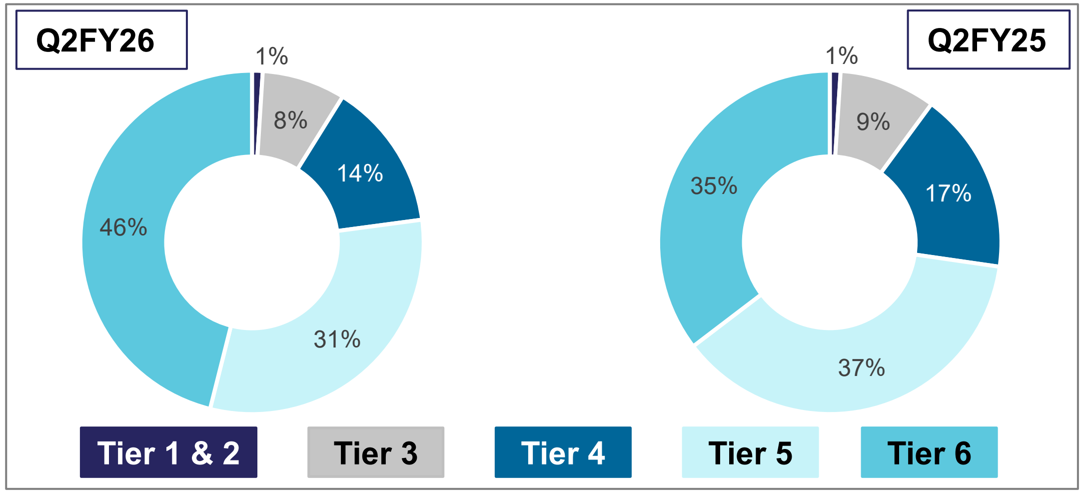
AUM by Geography



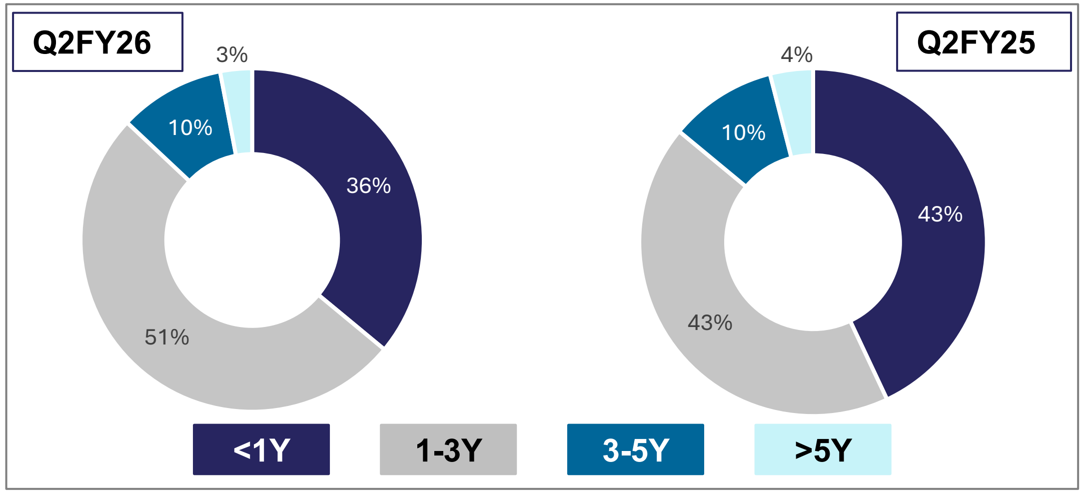
AUM by Ticket Size



AUM by Branch Tier



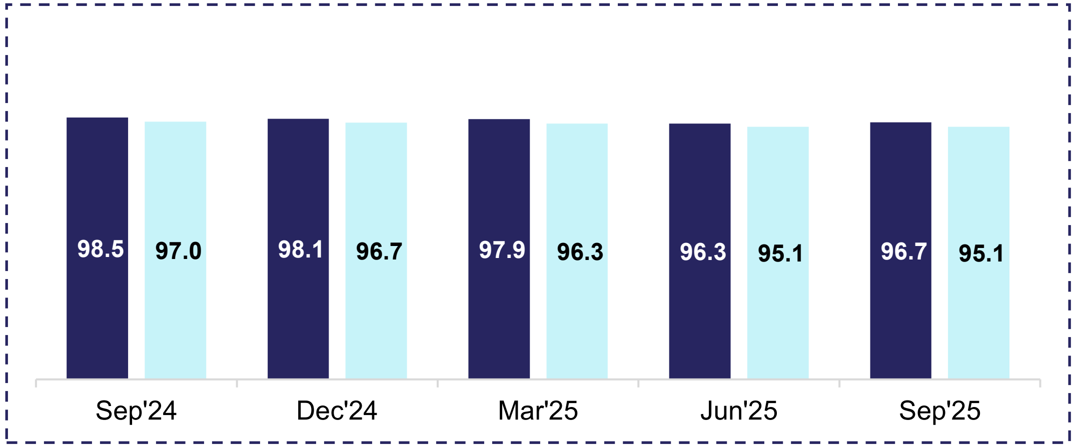
AUM by Vintage of loans



ASSET QUALITY & ECL

Asset Quality Indicators (1/2)

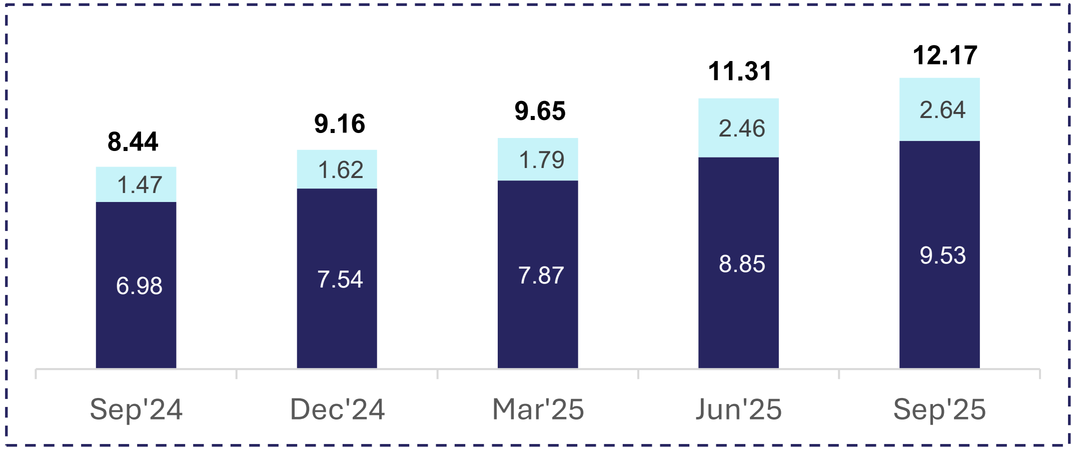
Collections Efficiency (%)*



Amount of EMI received during the month (including arrears of previous months divided by EMI demand for the current month

Amount of EMI received during the month, restricted to a max of 1 EMI per loan divided by EMI demand for the current month

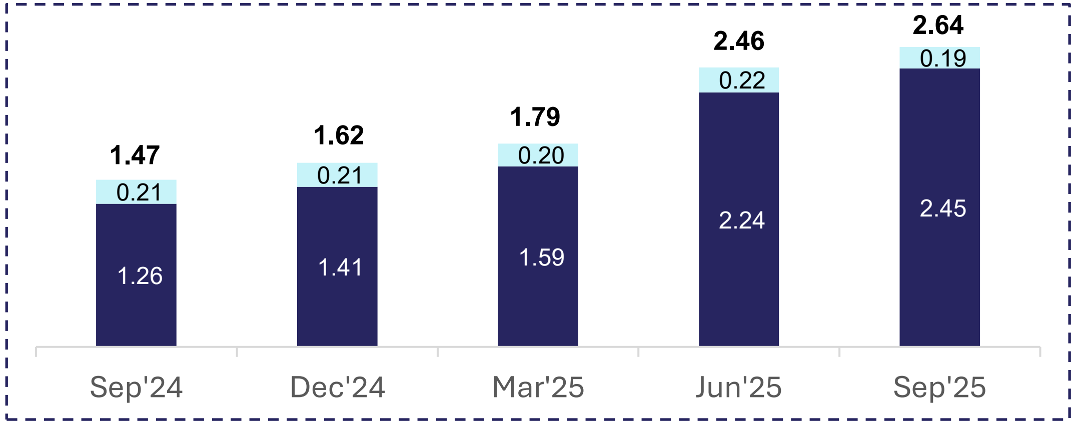
30+ (%)



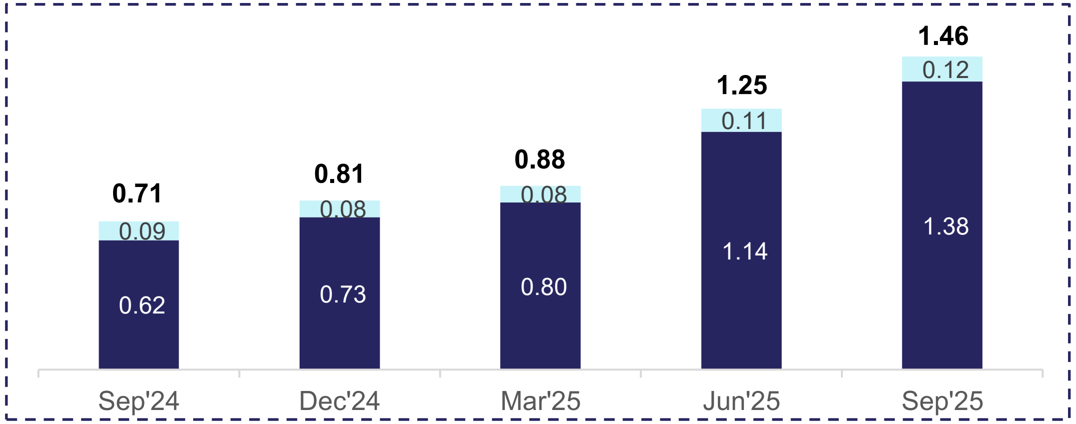
Stage 2 POS

Stage 3 POS

Gross Stage 3 Assets (%)



Net Stage 3 Assets (%)



Loans which are > 90 DPD as at the end of reporting period

Loans which are <= 90 DPD as at the end of reporting period

* Excludes demand and collections on all loans written off including loans written off during current quarter

Asset Quality Indicators (2/2)

Amount in ₹ Mn	As at Sep 2025		As at June 2025		As at Sep 2024	
Bucket	**AUM**	**% AUM**	**AUM**	**% AUM**	**AUM**	**% AUM**
Current (Stage-1)	104,920	81.67%	102,704	82.44%	93,974	86.00%
1-30 (Stage-1)	7,919	6.16%	7,783	6.25%	6,071	5.56%
31-60 (Stage-2)	5,887	4.58%	5,532	4.44%	4,165	3.81%
61-90 (Stage-2)	6,359	4.95%	5,489	4.41%	3,458	3.16%
90+ (Stage-3)	3,388	2.64%	3,070	2.46%	1,604	1.47%
Total	**128,471**		**124,578**		**109,272**	
Stage 1 Assets	112,838	87.83%	110,487	88.69%	100,045	91.56%
Stage 2 Assets	12,245	9.53%	11,021	8.85%	7,623	6.98%
Stage 3 Assets	3,388	2.64%	3,070	2.46%	1,604	1.47%

ECL Provisioning

Amount in ₹ Mn				
As of Sep 30, 2025	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
Loans Outstanding (Gross)	112,838	12,245	3,388	128,471
ECL Provision	295	605	1,531	2,431
Loans Outstanding (Net)	112,543	11,640	1,857	126,040
ECL Provision %	**0.26%**	**4.94%**	**45.19%**	**1.89%**

As of June 30, 2025	Stage 1	Stage 2	Stage 3	Total
Loans Outstanding (Gross)	110,487	11,021	3,070	124,578
ECL Provision	319	557	1,536	2,411
Loans Outstanding (Net)	110,168	10,464	1,535	122,167
ECL Provision %	**0.29%**	**5.05%**	**50.02%**	**1.94%**

As of Sep 30, 2024	Stage 1	Stage 2	Stage 3	Total
Loans Outstanding (Gross)	100,045	7,623	1,604	109,272
ECL Provision	399	569	831	1,799
Loans Outstanding (Net)	99,646	7,054	773	107,474
ECL Provision %	**0.40%**	**7.46%**	**51.80%**	**1.65%**

Lag NPA

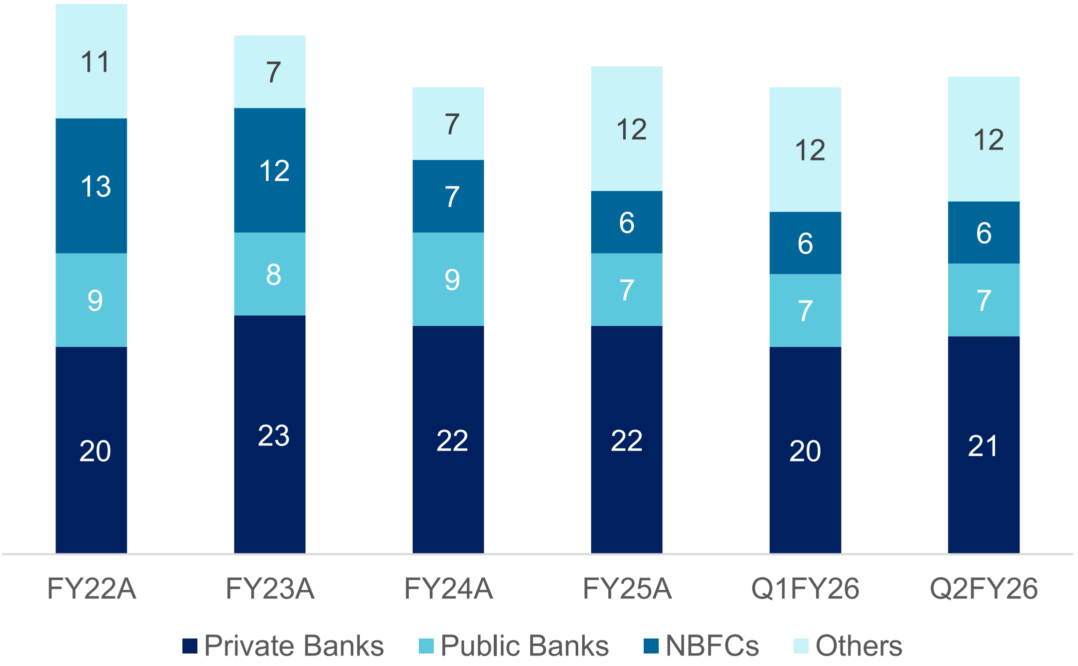
Amount in ₹ Mn	Q2FY2026	Q2FY2025	Q2FY2024	Q2FY2023
Loan Portfolio	128,471	109,272	82,644	57,324
Gross Stage 3 assets	3,388	1,604	1,118	660
Gross Stage 3 assets %	2.64%	1.47%	1.35%	1.15%
Gross Stage 3 assets % - 1 year Lag	3.10%	1.94%	1.95%	1.42%
Gross Stage 3 assets % - 2 years Lag	4.10%	2.80%	2.41%	1.68%

LIABILITY & ALM

Well-diversified Liability Franchise (1/2)

Liability franchise consists of a strong set of lenders who can support the company's plans

Number of lenders



Diversified borrowing relationship with **46 lending** partners

Lenders to the Company

Select Public Sector Banks	State Bank of India | Bank of Baroda | Union Bank of India | Indian Bank | Canara Bank | Bank of India | Bank of Maharashtra
Select Private Sector Banks	Kotak Mahindra Bank | IndusInd Bank | DBS Bank | Axis Bank | HDFC Bank | Deutsche Bank | ICICI Bank | HSBC | Yes Bank | Bandhan Bank | Federal Bank | CSB Bank | JP Morgan Chase
Select Other Institutions	NABARD | International Finance Corporation | Swedfund | SIDBI | Kotak MF | Nippon MF | HDFC MF | HSBC MF | Royal Sundaram GI | Bajaj Finance | Sundaram Finance | L&T Finance

Long Term Credit Rating

ICRA AA - Stable
CARE AA - Positive
India Ratings AA - Positive

The Company does not use short-term borrowing to fund its long-term assets

NIL Commercial Paper exposure

Short Term Credit Rating

CARE A1+

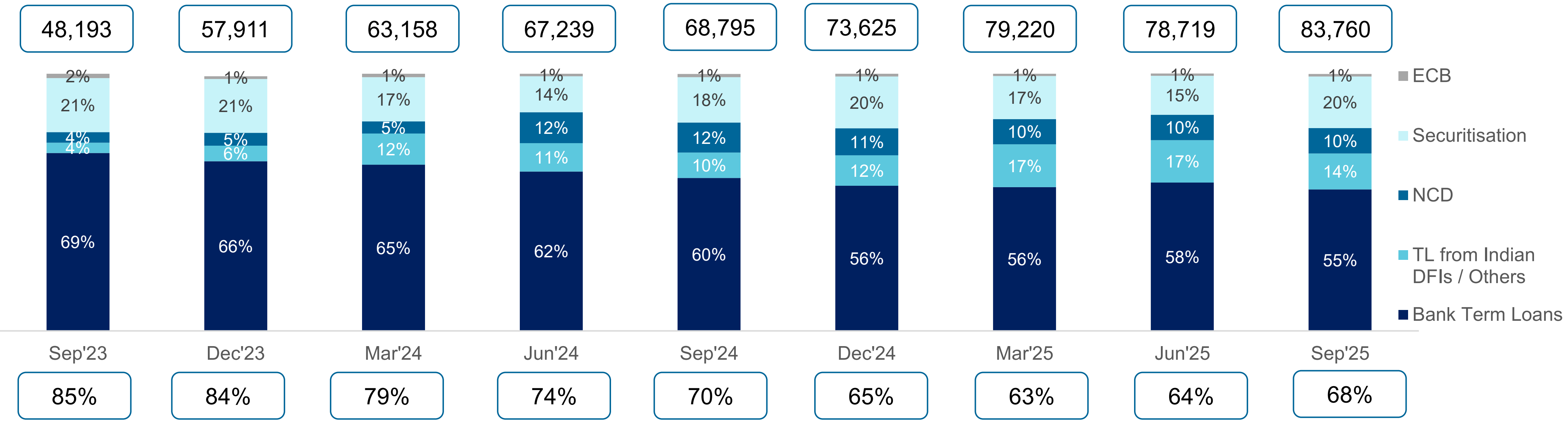
Well-diversified Liability Franchise (2/2)

Diversified borrowing mix across lender category and product category

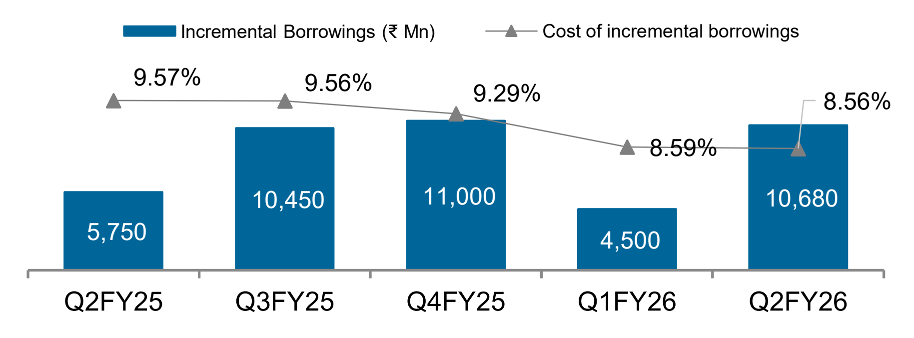
Borrowing exposure and Cost of borrowing

Borrowings outstanding

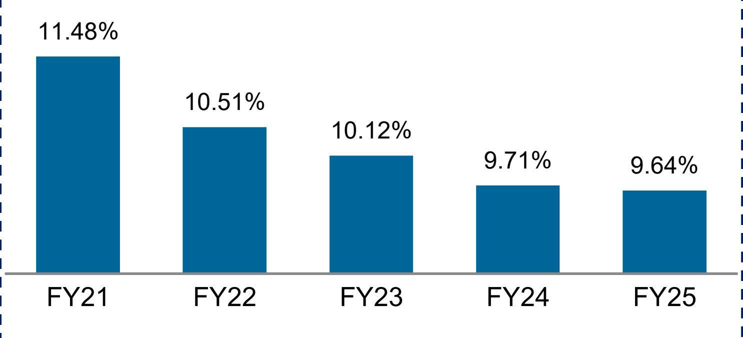
Proportion of borrowings from banks*



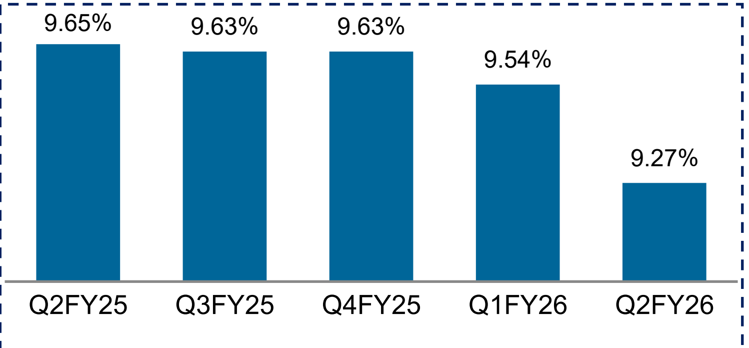
Cost of incremental borrowing – Last 5 quarters



Borrowing cost on book – Last 5 years



Borrowing cost on book – Last 5 quarters



* Proportion of borrowings from banks based on holdings as of the respective quarter-end

Cashflow Position as of Sep’25 – Cumulative

No Cumulative mismatches in any of the time buckets

Particulars	Up to 1M	1-2 M	2-3 M	3-6 M	6M – 1Y	1-3 Y	3-5 Y	>5 Y
Opening Liquidity	**25,122**	**24,258**	**24,371**	**23,359**	**22,733**	**20,737**	**23,188**	**50,547**
Add: Inflows from advances	1,523	1,551	1,625	5,054	11,264	44,893	43,276	17,754
Less: Outflows on borrowings	1,468	1,284	2,496	5,551	13,162	41,720	15,672	2,139
Add: Other inflows	132	84	31	66	59	129	50	5,116
Less: Other outflows	1,052	238	171	196	157	850	296	71,278
Cumulative mismatch	**24,258**	**24,371**	**23,359**	**22,733**	**20,737**	**23,188**	**50,547**	**-**

Opening Liquidity includes lien-marked FDs

Strong Liquidity Position as of Sep’25

Amount in ₹ Mn	
Liquidity buffer as of Sep 2025	
Unencumbered cash & cash equivalents	23,600
Unavailed sanction from banks / FIs	6,750
Total Liquidity	**30,350**

Projected Cashflow Schedule	Q3FY26	Q4FY26	Q1FY27	Q2FY27
Opening Liquidity	30,350	31,996	33,932	34,105
Add: Principal collections & internal accruals	6,894	7,487	7,774	7,139
Less: Debt repayments	5,248	5,551	7,600	5,562
Closing Liquidity	**31,996**	**33,932**	**34,105**	**35,683**

FINANCIAL STATEMENTS

Balance Sheet

Particulars (₹ Mn)	Q2FY2026	Q1FY2026	Q2FY2025
Assets			
Cash & Cash equivalents	15,230	14,726	12,115
Bank balances other than cash & cash equivalents	7,017	4,439	1,195
Loans	**126,072**	**122,198**	**110,010**
- Loan portfolio	*128,471*	*124,578*	*109,272*
- Inter-Corporate Deposits	*32*	*31*	*2,547*
- Expected Credit Loss	*(2,431)*	*(2,411)*	*(1,809)*
Investments	2,197	2,159	2,053
Other financial assets	997	872	1,045
Non-Financial Assets	2,835	2,902	1,781
Total Assets	**154,348**	**147,296**	**128,199**
Liabilities & Equity			
Trade Payables	291	273	269
Debt Securities	7,945	7,763	7,966
Borrowings other than Debt Securities	75,815	70,955	60,829
Other Financial Liabilities	991	1,484	1,039
Non-Financial Liabilities	1,239	1,079	863
Total Equity	68,067	65,742	57,233
Total Liabilities & Equity	**154,348**	**147,296**	**128,199**

Profit & Loss Account

Particulars (₹ Mn)	Q2FY2026	Q2FY2025	Q1FY2026	Y-o-Y	Q-o-Q	H1FY2026	H1FY2025	Y-o-Y
Loan Portfolio	128,471	109,272	124,578	18%	3%	128,471	109,272	18%
Interest Income (1)	**7,731**	**6,793**	**7,647**	**14%**	**1%**	**15,378**	**13,203**	**16%**
- Interest on loan portfolio	*7,331*	*6,419*	*7,137*	*14%*	*3%*	*14,468*	*12,460*	*16%*
- Penal Interest	*48*	*42*	*39*	*14%*	*23%*	*87*	*78*	*12%*
- Interest on Inter-Corporate Deposits	*6*	*37*	*1*	*(84%)*	*500%*	*6*	*76*	*(92%)*
- Interest on Investments	*133*	*112*	*263*	*20%*	*(49%)*	*397*	*235*	*68%*
- Processing fee & other fees	*214*	*184*	*207*	*17%*	*3%*	*420*	*355*	*18%*
Net Gain on Fair value changes (2)	**151**	**161**	**124**	**(6%)**	**22%**	**274**	**346**	**(21%)**
Fee & Other income (3)	**183**	**105**	**141**	**74%**	**30%**	**325**	**203**	**60%**
- Fee income	*112*	*67*	*96*	*67%*	*17%*	*209*	*132*	*58%*
- Recovery of Bad debts	*37*	*28*	*26*	*32%*	*42%*	*63*	*47*	*34%*
- Other non-operating income	*34*	*10*	*19*	*240%*	*79%*	*53*	*23*	*130%*
Total Income (1+2+3)	**8,065**	**7,058**	**7,912**	**14%**	**2%**	**15,977**	**13,752**	**16%**
Interest Expenses	1,800	1,631	1,873	10%	(4%)	3,673	3,213	14%
Net Interest Income	**6,265**	**5,427**	**6,039**	**15%**	**4%**	**12,304**	**10,539**	**17%**
Operating Expenses	1,936	1,627	2,011	19%	(4%)	3,947	3,192	24%
Loan losses & Provisions	510	218	478	134%	7%	988	403	145%
Profit before Tax (PBT)	**3,819**	**3,582**	**3,550**	**7%**	**8%**	**7,369**	**6,944**	**6%**
Profit after Tax (PAT)	**2,861**	**2,679**	**2,663**	**7%**	**7%**	**5,524**	**5,195**	**6%**
Other Comprehensive Income	69	**5**	(15)	1280%	(560%)	53	**(1)**	(5400%)
Total Comprehensive Income	**2,930**	**2,683**	**2,648**	**9%**	**11%**	**5,577**	**5,194**	**7%**
Earnings Per Share (Basic)	9.72	9.16	9.04			18.76	17.76	
Earnings Per Share (Diluted)	9.69	9.07	9.02			18.71	17.60	
Book value per Share	228.85	191.72	219.93			228.85	191.72	

Book value per share computed by dividing the net worth as at the end of the reporting period by the number of shares (including ungranted, unvested and vested but unexercised options and share warrants) as at the end of the reporting period.

EPS is not annualised. EPS has been computed in accordance with IND AS 33

RoE Tree

Particulars	Q2FY2026	Q2FY2025	Q1FY2026	HY1FY2026	HY1FY2025
Interest Income (as a % of average portfolio)	23.20%	24.18%	23.51%	23.37%	24.22%
Interest Expenses (as a % of average borrowings)	9.27%	9.65%	9.54%	9.40%	9.65%
Net Interest Income %	**13.93%**	**14.53%**	**13.97%**	**13.97%**	**14.57%**
Total Income (as a % of average total assets)	21.12%	22.01%	21.52%	21.33%	21.98%
Interest Expense (as a % of average total assets)	4.71%	5.09%	5.10%	4.90%	5.13%
Net Interest Margin %	**16.41%**	**16.93%**	**16.43%**	**16.42%**	**16.84%**
Operating Expenses (as a % of average total assets)	5.07%	5.07%	5.47%	5.27%	5.10%
Loan losses & Provisions (as a % of average total assets)	1.34%	0.68%	1.30%	1.32%	0.64%
Profit before Tax (PBT) %	**10.00%**	**11.17%**	**9.66%**	**9.84%**	**11.10%**
Tax %	2.51%	2.82%	2.41%	2.46%	2.80%
Profit after Tax (PAT) or Return on average total assets	**7.49%**	**8.36%**	**7.24%**	**7.37%**	**8.30%**
Debt / Equity	1.23	1.20	1.20	1.23	1.20
Leverage (Total assets / Net worth)	2.27	2.24	2.24	2.27	2.24
Return on Equity	**16.91%**	**19.02%**	**16.57%**	**16.74%**	**18.99%**
Operating cost to income ratio	31.05%	30.17%	33.45%	32.23%	30.44%
Credit cost to income ratio	8.12%	4.01%	7.90%	8.01%	3.82%
Total Cost to income ratio	**39.17%**	**34.18%**	**41.34%**	**40.24%**	**34.26%**

COMPANY OVERVIEW

Our Journey

1984 – 2004 INITIAL PHASE

1984
Incorporation

2002
Mr Lakshmipathy joins as Executive Director

2004
Starts providing secured loans for business & other purposes

2005 – 2015 BUILDING & STRENGTHENING PHASE

2005 - 2010
Exclusive focus on secured business loans

2010
6 branches; ₹0.3bn AUM
Rating NA

2014
First private equity infusion from Matrix Partners

2014
30 branches; ₹1bn AUM
BB+ rating

2015
Inducted the first set of professionals
CEO & CFO joined

2015
42 branches; ₹1.3bn AUM
BBB- rating

2015 onwards... ROBUST GROWTH PHASE

2015 - 2020
Strong portfolio growth
Marquee PE investments
COVID impact

2020
252 branches; ₹39bn AUM
A rating

2021 - 2022
Intense period of COVID
Maintained Strong Asset quality

2022
300 branches; ₹51bn AUM
A+ rating

2022 - 2023
Listing on the bourses
Post COVID, back to quality growth

2023
373 branches; ₹69bn AUM
AA- rating

2024-2025
Post COVID, back to quality growth

Sep'25
800 branches; ₹128bn AUM
AA- rating

Who we are

- NBFC providing secured financial solutions to Small Business customers and Self-employed Individuals who are largely cut-off from formal lending ecosystem
- Deep understanding of customer behavior and strong knowledge of market and regional dynamics, having been operating in this segment for over the last 2 decades
- Proprietary Underwriting & Collections model fine-tuned over 2 decades of experience

Target Customer Segment

Customers with informal income derived from everyday 'services'

Ticket Size & Income Profile

Average Ticket size of ₹3 – 5 lakhs
Household gross income of ₹25,000 – 40,000

Target Geography

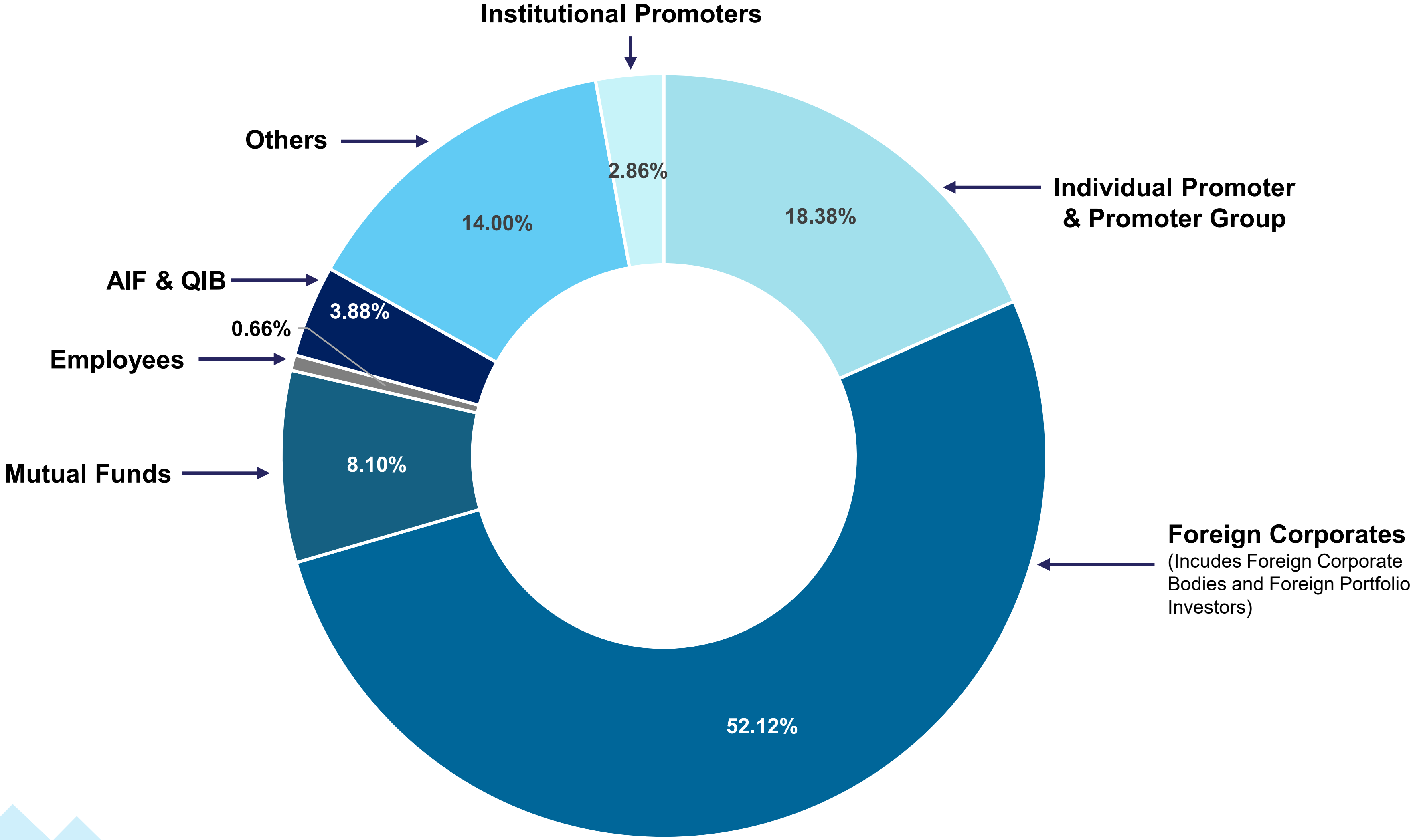
Currently Southern India (TN, AP, Telangana & Karnataka), and MP, Maharashtra, UP, Chhattisgarh, Rajasthan, Gujarat

Property Backed Collateral

All loans are secured against borrower property – usually self occupied residential property

800	11	488,260	13,074
Branches	States / UT	Loans	Employees

Current Shareholding



Top Institutional Investors* (ex-PE and Promoter)	
Investor name	**% stake****
Fidelity Investments	7.66%
Wasatch	4.95%
East Spring	4.22%
HDFC MF	5.37%
Nomura Asset Management	3.72%
Vanguard	2.61%
Goldman Sachs	2.39%
Wellington	2.37%
Norges Bank	1.42%
360 One	1.37%
Axis Max Life Insurance	1.23%

** Culled from the names appearing in the Benpos received from RTA – may / may not include holdings managed in other names*

*** Holding through various schemes & funds including advisory mandates*

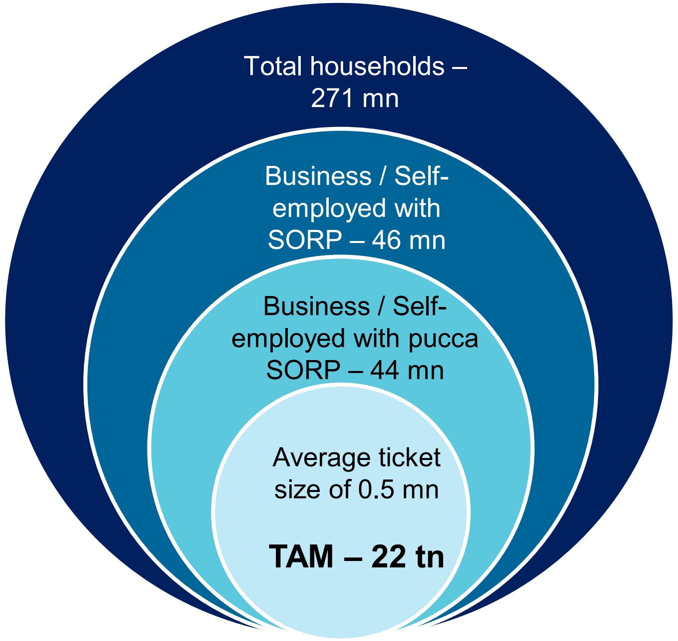
% holding computed on a fully diluted basis, including ungranted, unvested and vested but unexercised options and share warrants

Growth Opportunity & Levers (1/2)

Large Market Opportunity to be served through multiple growth levers

Large Market Opportunity

Fiscal 2024E MSME Credit Gap 104 trillion



Total Addressable Target Market	**22 tn**
MSME loans o/s	**372 bn**
Total "Addressed" market	**2%**

Market Opportunity estimates by CRISIL
MSME loans o/s as of Sep'23 – Motilal Oswal Financial Services Research report on Five-Star

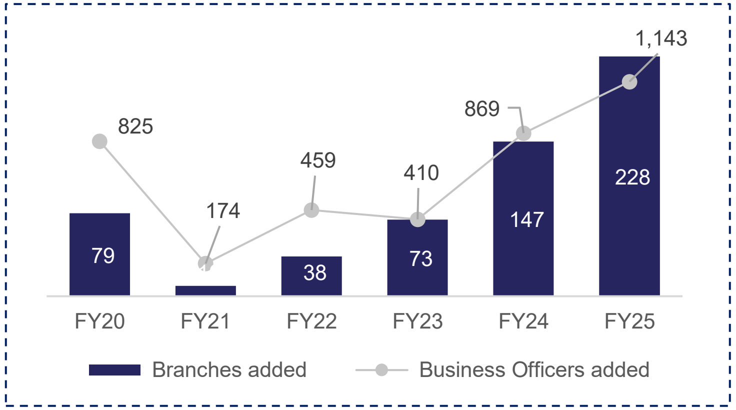
Five Star Growth Strategy

To address the large untapped market opportunity

Strategy 1 – Increase branch network, add more FOS supported by robust risk management framework

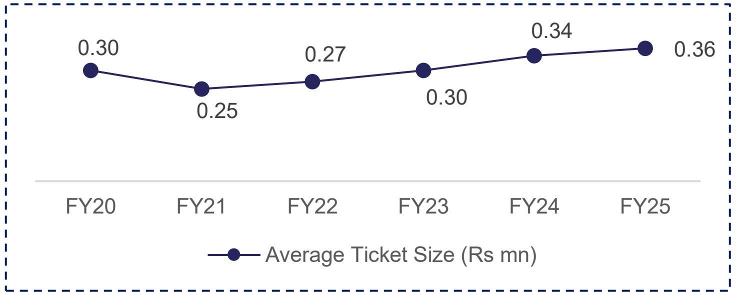
Average branches opened per year (excluding 2 years of COVID) – 132 branches
Split branches act as a robust risk management strategy

Average Business Officers added per year (excluding 2 years of COVID) – 812 officers



Strategy 2 – Increase Ticket size

Average ticket size has remained almost constant over the last 4 years (excluding 2 years of COVID). Will be pushed up to factor in inflation and stronger customer selection in the coming years

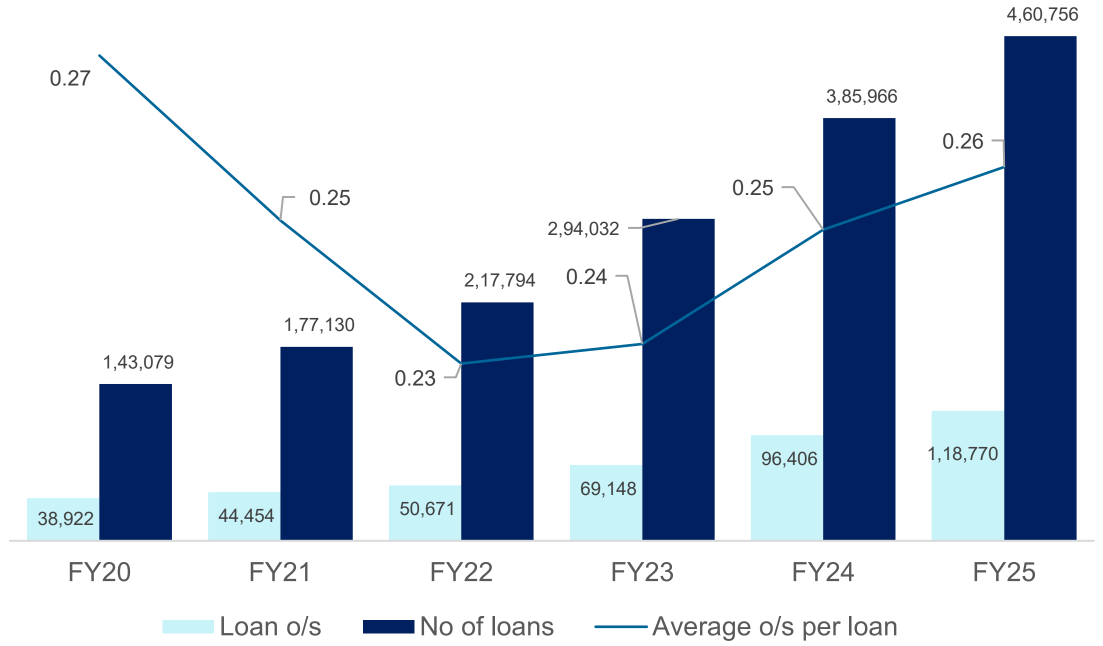


Average ticket size = Disbursals / No of loans disbursed

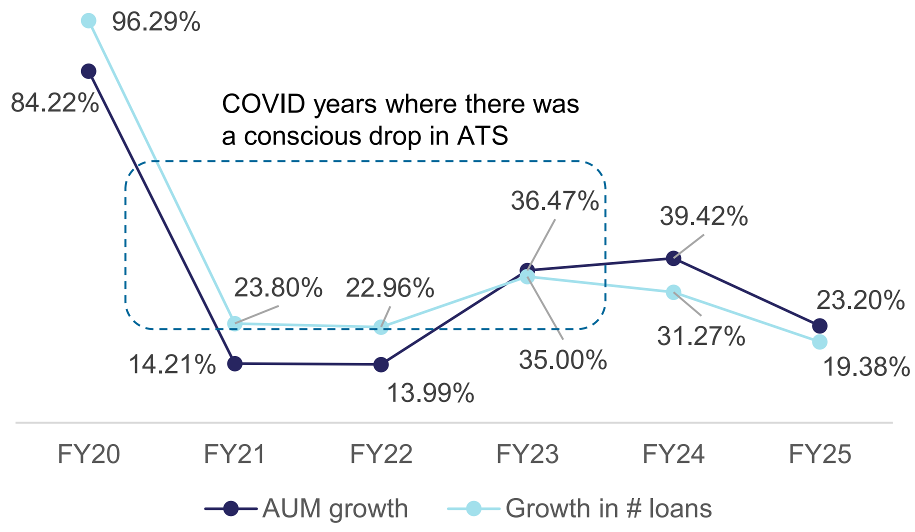
These 2 Strategies will lead to robust Portfolio Growth in the years to come

Growth Opportunity & Levers (2/2)

Growth Strategy shall be borrower led coupled with appropriate increase in ticket size



Average o/s per loan has remained almost flattish



Growth has been led predominantly by increase in loans rather than increase in average ticket size of disbursals, as evidenced by the narrow gap between AUM growth and growth in number of loans

Average ticket size will be pushed up to factor in inflation and stronger customer selection

Customer & Product

Well thought out customer & product strategies – helps us remain insulated even during periods of stress

Customer Strategy

- **Who are our customers** – Small Business Owners and Self-employed individuals involved in everyday cash and carry businesses with a service bias
  Minimal impact of macro downcycles
- **How & wherefrom do we source our customers** – 100% in-house sourcing with a strong focus on Tier 3 to Tier 6 cities
  Under-penetrated market; high level of customer stickiness
- **How are the loans given** – Loans given to the family / household, leading to a collective decision-making
  Potential issues prevented due to collective decision-making

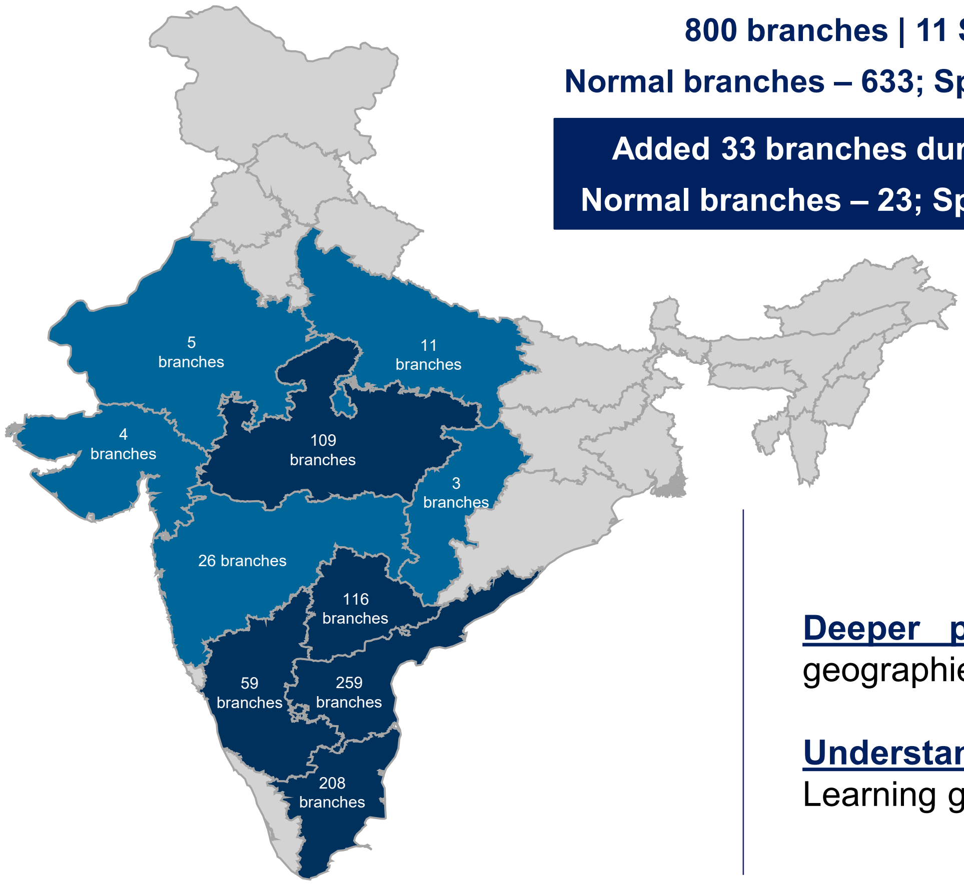
Product Strategy

- **Loan purpose** – Loans provided for business expansion, home renovation / improvement and other mortgage purposes (marriage, education, emergency etc)
  Meet all requirements of the borrower household
- **Nature of our lending** – 100% backed by collateral, 95% being SORP
  Helps prioritize our loan during difficult times
- **Product characteristics** – Typical ticket sizes between 0.2 and 1 mn for a tenure of up to 7 years with LTV and Debt burden ratios of ~50% at the time of sanction
  Thin EMIs help borrowers repay the loan without undue burden




Distribution

Gradual growth in newer regions; significant ramp-up upon reaching the comfort state



800 branches | 11 States / UT

Normal branches – 633; Split branches – 167

Added 33 branches during the quarter

Normal branches – 23; Split branches – 10

State-wise portfolio break-up

State	No of branches	Q2FY26	FY25	FY24	FY23	FY22	FY21
Tamil Nadu	208	28%	29%	31%	35%	39%	41%
Andhra Pradesh	259	37%	38%	37%	33%	29%	28%
Telangana	116	19%	19%	19%	20%	19%	18%
Karnataka	59	6%	6%	6%	7%	7%	7%
Madhya Pradesh	109	8%	7%	5%	5%	5%	4%
Others	49	2%	2%	1%	1%	1%	1%
Total	**800**						

Deeper penetration in existing Core geographies

Understanding the region in the Learning geographies

Average AUM per branch based on branch vintage

Vintage	No of branches	Average AUM
<= 1 year	143	95
1 – 3 years	308	133
3 – 5 years	91	199
5 – 7 years	106	205
> 7 years	152	224
Total	**800**	**161**

Approach would be to keep the Average AUM range-bound through the **Split branch strategy**

AUM breakup

Core geographies	Other geographies
98%	2%

Map not to scale; Tamil Nadu numbers include Pondicherry as well

Cluster Strategy – Ideal Branch Structure

Evolution of Branch Structure at Five-Star

Till FY2016	2017 – 2023	2023 till date…
Normal Branch Strategy	**Super Branch Strategy**	**Cluster / Ideal Branch Strategy**
5-6 Relationship Officers	Add more ROs - 10-12 ROs per branch	Add new branches near bigger branches when # accounts cross a certain threshold
Manage both Business & Collections	Beef up the Supervisory structure - 2 Asst BM and 1 Sr BM	5-6 ROs + appropriate collections support – Other ROs moved to the new branch
Ability to onboard good quantum of business over a period	Helps maintain optimal # accounts per RO	Move some accounts to the new branch – helps maintain optimal # accounts per RO
Pros & Cons	**Pros & Cons**	**Advantages**
Optimal # accounts per RO – helped manage risk	Offered tremendous potential for scalability	Helps de-risk without any material cost / headcount increase
Ability to scale with the number of officers is limited	Can lead to concentration risk from AUM & people perspectives	Facilitates career progression, workload management, control attrition

Constant evolution of branch structure to suit the prevalent conditions has resulted in strong business & collections momentum

Robust Proprietary Underwriting (1/2)

Underwriting strategy fine-tuned over years of experience – to serve a "not so easy to underwrite TAM"

Difficulties in evaluating the Addressable Market Segment

Five Star's capabilities

- Credit appraisal of informal income with minimum documentation; Surrogates (lifestyle, ownership of assets, trade checks, etc) used to evaluate borrower cashflows, in the absence of verifiable income documents
- 'On the ground' presence - ability to conduct physical verifications – mechanism has been created to ensure maker-checker controls in inspection process and operate at scale
- Ability to utilize ecosystem checks as proxies for formal records in databases

Five Star operates profitably with strong portfolio quality (in the company's customer segment) by carefully selecting customers that 'fit' its assessment capabilities

Robust Proprietary Underwriting (2/2)

Multiple levels of appraisal – Final sanction can be provided only by the Independent Credit team

Branch Appraisal

- **Pre-login assessment by the branch** – Basic verification of business, residence and background check on borrower
- **Relationship Officer Inspection** – Visit to applicant's business / residence to assess business traction / income level through proxies
- **Final assessment by Branch Manager** – Complete inspection undertaken across the 3 Cs – Character, Cashflow and Collateral and report submitted to the approval team

Credit Appraisal

- **Field Credit Inspection** – Independent visit to applicants' residence and business for detailed inspection; independent report submitted to the approval team
- **Approval Credit** – Loan sanctioned / rejected basis branch appraisal and field credit appraisal reports. Only team with approval powers
- **Legal Appraisal** – Validation of the property documents done by Internal and External legal counsels

Inherent Controls

Focus on Service oriented businesses	• Last impacted by macro down-cycles and first to emerge from them
Loans to the family / household	• Ensures collective decision-making and avoids potential problems
Independent verification & approval	• Approval powers only with the Credit team; no approval powers even with the Chief Business Officer
Registered Mortgage	• Mortgage on the collateral registered with the Sub-registrar office; helps avoid multiple loans against the same property

Strong on-ground Collections infrastructure (1/2)

First-time business loan borrowers migrating from informal to formal ecosystem necessitates multiple touchpoints

On-ground team

- Relationship Officers
- Branch Collections Support
- Branch Manager
- Supervisory

Supported by

Head Office team

- Head Office Management
- Legal Support

Typical Recovery Process at Five Star – Parties involved

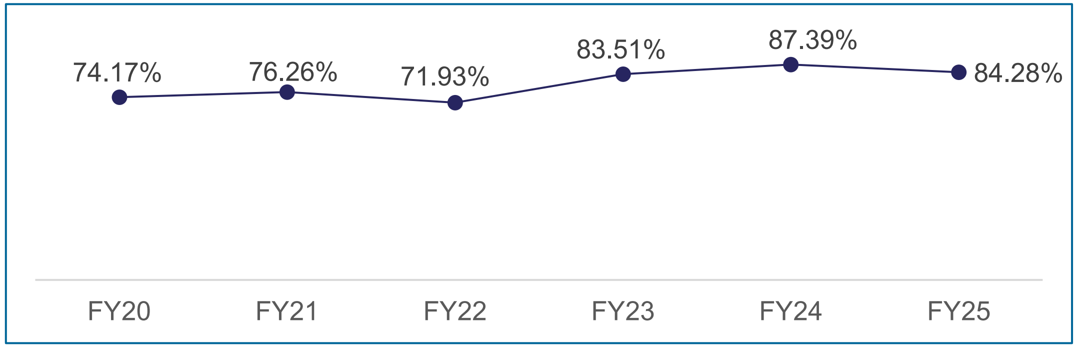
Loans at 1 – 30 DPD	Relationship Officers
Loans at 31 – 60 DPD	Branch Collections Support, Branch Manager, Supervisory
Loans at 61 – 90 DPD	Branch Collections Support, Branch Manager, Supervisory + Head Office Management
NPA loans	Legal Recovery team (if recovery has not happened)

Concerted efforts, along with necessary legal measures, ensure strong recovery and robust asset quality

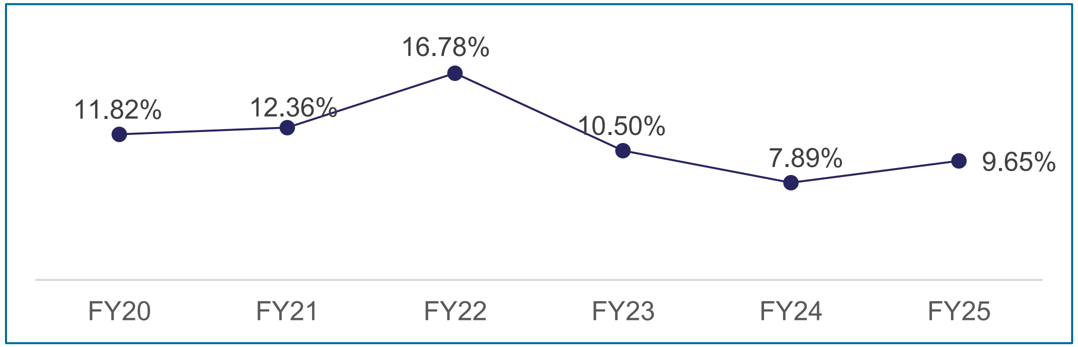
Strong on-ground Collections infrastructure (2/2)

Focus on Unique Customer Collections Efficiency has contributed to significant improvement in portfolio profile

Current Portfolio



30+ Portfolio



Overall Portfolio Profile

	FY20	FY21	FY22	FY23	FY24	FY25
Stage 1	88.18%	87.64%	83.22%	89.50%	92.11%	90.35%
Stage 2	10.45%	11.34%	15.73%	9.15%	6.51%	7.87%
Stage 3	1.37%	1.02%	1.05%	1.35%	1.38%	1.79%

Continuous evolution in Collections Strategy has contributed to continuous strengthening of the portfolio profile

Increase in FY25 on account of industry-wide issues faced by all the players

Technology Strategy (1/3)

Robust investments in technology to efficiently manage the lending process, increase productivity and decrease costs

Till FY2017

- Manual underwriting process with minimal technology involvement

FY2017 – FY2022

- Moved to Finn One Neo (ERP solution) with automated workflow and rule engine configuration
- Moved to a completely paperless underwriting model with all data available on cloud
- Significant investments in technology during this period

From FY2023

- Strengthened senior management team for IT and significantly augmented the team
- Significant IT spends during the last few years
- Complete data on cloud along with Saas models for applications
- Focus on strategic projects and leveraging benefits from their implementation - Loan Origination System (Salesforce), General Ledger (Oracle), HRMS, Treasury system, Collections Module and Customer Scoring Model

Looking Ahead

- API infrastructure to leverage strengths of third-party service providers / fintechs
- Data analytics and machine learning
- Robust Customer Credit Scoring model
- Continue to improve the tech stack by brining in stronger applications to support the growth strategy

Technology Strategy (2/3)

Comprehensive Tech stack to derive productivity and efficiency benefits

Loan Origination & Underwriting

- Customer Self Service App
- Salesforce Field verification App
- Loan Origination System
- Document Management System

Loan Servicing & Support Systems

- Loan Management System
- Collections platform
- General Ledger
- Treasury System
- HRMS System

Reporting / MIS

- ML Models
- Enterprise Data Lake & Reporting Platform

Enterprise API Integration Layer

- Credit Bureau
- KYC Validations
- CERSAI / CKYC
- Aadhar E-KYC
- APIs for Loan Management
- Personalized QR based payments
- Bharat Bill Pay System (BBPS)
- UPI Auto-pay

Technology Strategy (3/3)

Focused tech strategy / stack have helped achieved key benefits across functional verticals

Loan Origination

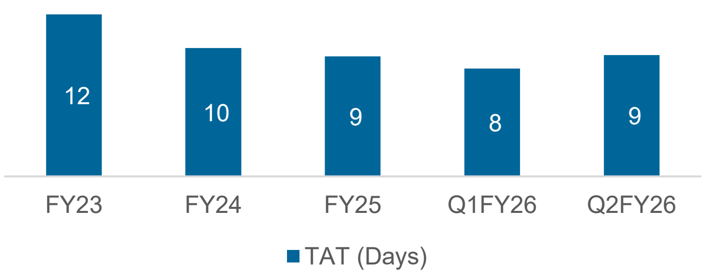
- Consistently improving TAT
- Increase in quantum and improved reliability of data collected
- Ability to collect data available with third-party service providers, through APIs

Credit Underwriting

- Fully rounded view of the borrower income, collateral value, title, income proxies available to process & approval credit at one place
- System led automated exception reporting - All deviation approvals captured in the system helping minimize risk of manual override

Collections

- Move from cash to digital means of collections
- All modes of collections made available to the borrowers – NACH, BBPS, UPI Auto-pay, etc
- Efficient cash handling with complete traceability

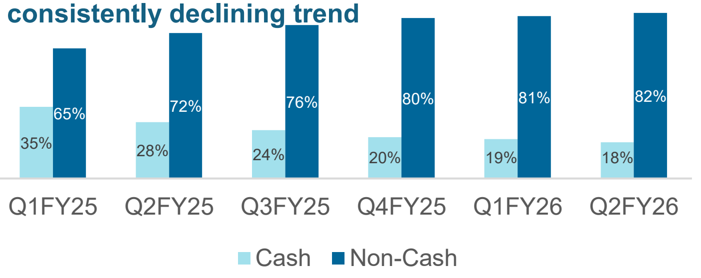


TAT represents days between login & sanction

Expect to operate around 8-9 days of TAT in a steady state scenario

Aim to gradually keep reducing the proportion of cash in the coming quarters

Proportion of cash collections showing a consistently declining trend



Risk Management & Audit

- Effective monitoring and portfolio management of large volume underwriting process
- System driven risk metrics without manual override
- Complete maker-checker process and audit trails to fix accountability

Risk Management & Audit (1/2)

Robust Risk Management and Risk-based Internal Audit Framework ensure strong oversight

Board of Directors

Risk Management Committee

- ALCO (Liquidity & ALM risks)
- Credit Committee (Large ticket sanctions)
- Business Resource Committee (Fund-raise)

- Functional Departments
- Risk Management Department

Audit Committee

- Statutory Audit (Deloitte Haskins & Sells)
- External Internal Audit (Sundaram & Srinivasan)
- Internal Internal Audit (In-house Audit team)

- Functional Departments
- Financial Reporting & Accounting

Chief Compliance Officer
+
Compliance Department

Risk Management & Audit (2/2)

Robust Risk Management and Risk-based Internal Audit Framework ensure strong oversight

Risk Management Framework

Credit / Collateral / Portfolio Risk
Monitored by Risk Management Committee

Financial Risk
Monitored by Audit Committee

Liquidity Risk
Monitored by ALCO; Stress tests conducted under ICAAP methodology and reviewed by the Board annually

Operational Risk
Monitored by Audit Committee as part of Audit / ICFR process

Technology Risk
Monitored by IT Strategy Committee / IT Steering Committee / Information Security Committee

HR / Attrition Risk
Monitored by Risk Management Committee

Fraud Risk
Monitored by Audit Committee as part of Audit / ICFR process

Risk based Internal Audit Framework

Strong framework laid down based on the twin principles of:

Magnitude of Risk
Determined based on possible financial impact, reputational or compliance issues

+

Frequency of Risk
Determined based on internal controls, past occurrences, nature of process

	High Frequency	Medium Frequency	Low Frequency
High Magnitude of risk	Quarterly testing	Quarterly testing	Half-yearly testing
Medium Magnitude of risk	Quarterly testing	Half-yearly testing	Annual testing
Low Magnitude of risk	Half-yearly testing	Annual testing	Annual testing

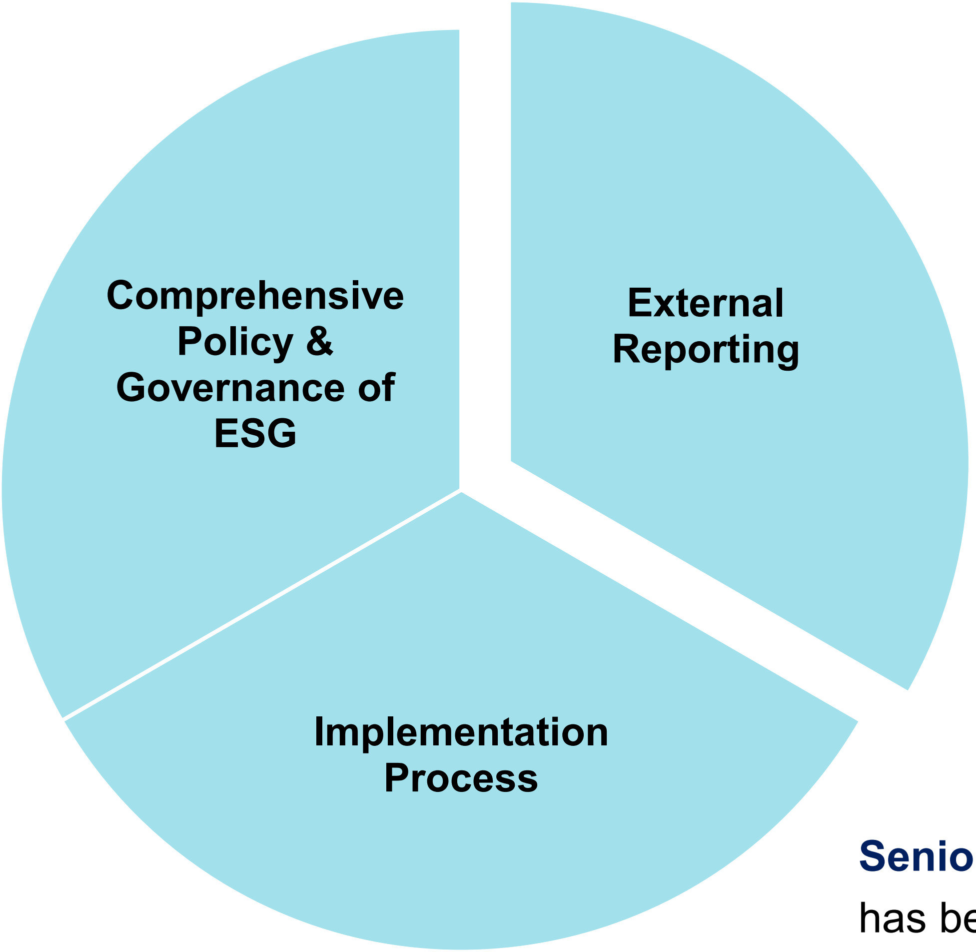
Clean Track Record | No Auditor Qualifications | Multiple RBI Inspections with NIL divergences | Fully automated Compliance tracking

ICFR – Internal Control over Financial Reporting

ESG @ Five Star (1/5)

ESG @ Five Star primarily revolves around the aspects of “S” (Social impact) and “G” (Governance)

Comprehensive ESG and BRSR policies approved by the Board
at least on an annual basis



Business Responsibility and Sustainability Report (BRSR)
is published as part of the Annual Report

Senior Management team
has been tasked to oversee the implementation

ESG @ Five Star (2/5)

Social Impact Indicators – Financial Inclusion ("Reaching the Unreached")

Company Vision

Reaching the Unreached through suitable credit solutions

Mission Statement

Provide appropriate credit solutions to the hitherto unreached segment of the market by developing a niche underwriting model, built towards evaluating the twin strengths of the borrowers' intention to repay and ability to repay, with the ultimate objectives of increasing customer satisfaction and maximizing stakeholder returns

Financial Inclusion

- Caters to the underserved market of small business loans
- Meets demand which is majorly catered by informal sources
- Employment opportunities in semi-urban and rural areas
- Focus on hiring local talent

Catering to LIG customers

- Majority of AUM is provided to Low-income group customers, thereby fostering financial inclusion
- Loans for business and other purposes are provided at lower interest rates

Low-income group means households with earnings of ₹ 25,000 or lesser

Corporate Social Responsibility

- Significant spends are made towards CSR
- CSR objectives are tailored towards improving education, healthcare and livelihood
- Right implementation partners are onboarded, and a strong monitoring mechanism is in place to ensure proper utilisation of funds

ESG @ Five Star (3/5)

Social Impact Indicators – Branch Presence

Branch Presence

- Significant branch presence in Tier 3 to Tier 6 towns

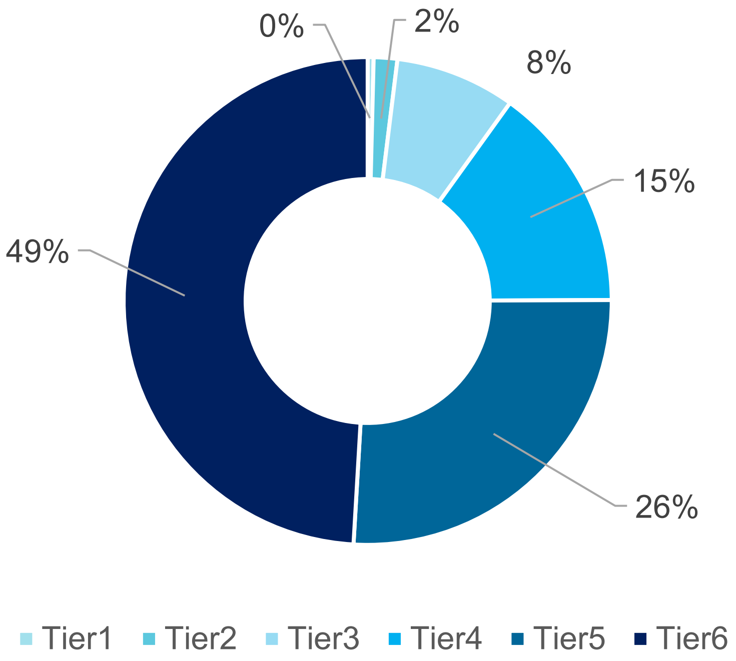
Customers ignored by banks / larger FIs

- Low-income borrowers
- Customers with strong incomes from everyday services but lacking the documentary evidence of such incomes
- Fully Collateralised loan

Lending for business purposes

- Predominant portion of lending towards business purposes (income generation)
- Displace unorganised institutions (money lenders) – First time borrowers to formal lending

Significant Branch presence in Tier 3 to Tier 6 towns - semi-urban and fast-growing rural geographies



Tier 6 – Population < 50K; Tier 5 – Population 50K – 1L; Tier4 – Population 1L – 2L; Tier 3 – Population 2L – 10L; Tier 2 – Population 10L – 50L; Tier 1 – Population > 50L

ESG @ Five Star (4/5)

Strong Governance Framework

Board of Directors

1 Promoter Director	4 Independent Directors (including 1 Woman Director)	1 Executive Director	1 Non-Executive Director

Board Committees

Audit Committee	Risk Management Committee	Nomination & Remuneration Committee	IT Strategy Committee	Stakeholder Relationship Committee	Customer Service Committee	Corporate Social Responsibility Committee	Business & Resource Committee
Chaired by Independent Directors						**Chaired by Other Directors**	

Management Committees

Asset – Liability Committee	Credit Committee	Grievance Redressal Committee	IT Steering Committee	Information Security Committee

High Independent Director representation | Varied level of Independent Director experience | High level of Independent Director participation in Committees | Most Board Committees chaired by Independent Directors

ESG @ Five Star (5/5)

Robust Corporate Governance supported by Board approved Policies

The Board of Directors helps improve Corporate visibility, image and governance and provides strong comfort to external stakeholders.

The Board also helps in ensuring robust risk management strategies and provides independent oversight in the Organisation.

The Company has also implemented the following Policies (approved by the Board, at least annually) to promote ethical, transparent and responsible behaviour and to fix accountability:

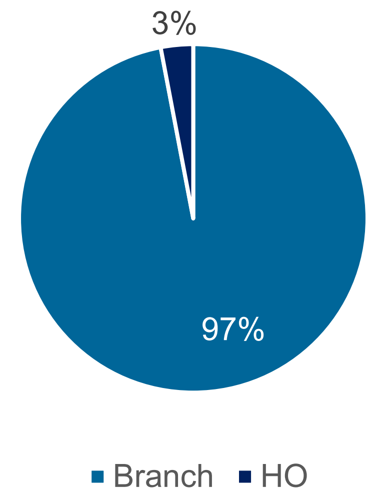
- Code of conduct for the Board of directors and Senior Management personnel (Link)
- Guidelines on Corporate Governance (Link)
- Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information (Link)
- Grievance Redressal Policy (Link)
- Know Your Customer (KYC) and Anti Money Laundering Policy (Link)
- Fair Practice Code (Link)
- Policy on Prevention of Sexual Harassment (Link)
- Whistle Blower policy & Vigil mechanism (Link)
- Business Responsibility and Sustainability Reporting policy (Link)

Strong Human Capital

Strong & adequate Human Capital for the size and scale of operations

Function	No of employees
Business & Collections	9,381
- Relationship Officers	7,503
- Branch Managers	1,878
Supervisors	142
Credit	1,158
- Field Credit	792
- Approval Credit	323
- Credit Support	43
Operations	1,245
- Operations Officers	1,073
- Head Office team	172
Accounts	697
- Cashiers	637
- Head Office team	60
Legal & MOD	230
IA & Customer Care	66
Technology	52
Human Resources	45
Administration	21
Others	16
Heads of Departments	11
Senior Management	10
Total Headcount	**13,074**

Proportion of Headcount – Branch vs HO



Predominantly branch-led headcount, which helps in improved productivity, quality & profitability

Strong Supervisory layer (across branch and other support functions) to maintain strong control processes and ensure maker-checker mechanism

Support functions also staffed adequately to ensure robust controls in each of the processes

Management team consists of professionals with relevant experience and expertise to carry out their functional responsibilities

Thank You

For further information, you may please email to:

ir@fivestargroup.in