

1million
stories of
hope, courage
and resilience.

BRAC UGANDA BANK LIMITED

ANNUAL REPORT 2025



 **brac** | Uganda
Bank Ltd
Now you can do more

“ Poverty is not just poverty of money or income, we also see poverty of self-esteem, hope, opportunity and freedom. Hope is an element in which people take action and energise themselves out of poverty.

Sir Fazle Hasan Abed KCMG
Founder, BRAC



TABLE OF CONTENTS





Message from the Board Chairperson	4
Message from the Managing Director	5
About BRAC	6
BRAC International Microfinance	12
BRAC Uganda Bank Limited	16
Donors and Partners	32
Financial Highlights	34

MESSAGE FROM THE BOARD CHAIRPERSON

The 2025 financial year marked another period of resilience and sustained customer confidence for BRAC Uganda Bank Limited (BUBL), underscoring the strength of our business model amid a dynamic operating environment. Throughout the year, we remained steadfast in our purpose of scaling financial inclusion focusing on women at the bottom of the pyramid while delivering sustainable value to all stakeholders.

Our strategy continues to be anchored in sustainable value creation. We recognise that long-term success depends not only on strong financial performance but also on responsible governance, effective risk and stakeholder management. This commitment was recognised through our award as the 2025 Best Credit Institution at the Financial Reporting Awards organised by the Institute of Certified Public Accountants of Uganda, reflecting our continued emphasis on transparency, accountability, and high standards of corporate reporting.

We strengthened strategic partnerships that advance our mission and broaden financial inclusion, while continuing to enhance our governance framework and accelerate our digital transformation agenda through expanded mobile banking capabilities. These investments have reinforced the bank's operational resilience and positioned us to respond effectively to evolving customer needs.

As we look ahead, our strategic priorities remain clear. We will deepen customer relationships through high-impact partnerships, strengthen our talent pipeline by attracting, developing, and retaining exceptional people, and continue simplifying our operating model while maintaining robust risk and control standards. By scaling proven solutions and embedding operational excellence across the organisation, we will continue to deliver sustainable growth and meaningful social impact.

Our confidence in the future is grounded in the unwavering support of our customers, regulators, strategic partners, shareholders, and the Board of Directors. I extend my sincere appreciation for their continued trust and partnership. I also thank our employees whose dedication, professionalism, and commitment make our achievements possible. Together, we remain well positioned to create lasting value, strengthen communities, and advance inclusive and sustainable growth.

"Now you can do more!"



Albert Elasu Obongonyinge
Board Chairperson
BRAC Uganda Bank Limited

MESSAGE FROM THE MANAGING DIRECTOR

BRAC Uganda Bank Limited (BUBL) delivered a strong and resilient performance in 2025, building on our mission to empower people at the bottom of the pyramid focusing on women living in poverty and hard to reach areas. We remained focused on creating value by placing the customer at the centre of our operations while responding quickly and effectively to the dynamic operating environment.

The bank's strong performance was underpinned by the effective execution of its strategic agenda, focused on customer-centred growth, digital transformation, and operational excellence. This disciplined approach strengthened our competitive position, resulting in a 26% increase in customer deposits and a Net Promoter Score of 54, reflecting sustained customer loyalty and stakeholder confidence.

Our performance was underpinned by continued investment in the bank's core capabilities, including strengthened risk and governance frameworks, enhanced organisational capacity, streamlined operations, and expansion of the digital delivery channels. These strategic enablers have reinforced our resilience and positioned the bank to deliver sustainable, customer-centric growth while maintaining disciplined risk management and sound corporate governance.

As a purpose-driven institution, we continued to advance financial inclusion by extending access to financial services for women and underserved communities, while embedding responsible banking practices across our operations and stakeholder engagements. Despite a challenging macroeconomic and regulatory landscape, the bank remained resilient and profitable, reinforcing the sustainability of our business model and our ability to generate lasting social and economic value for the communities we serve.

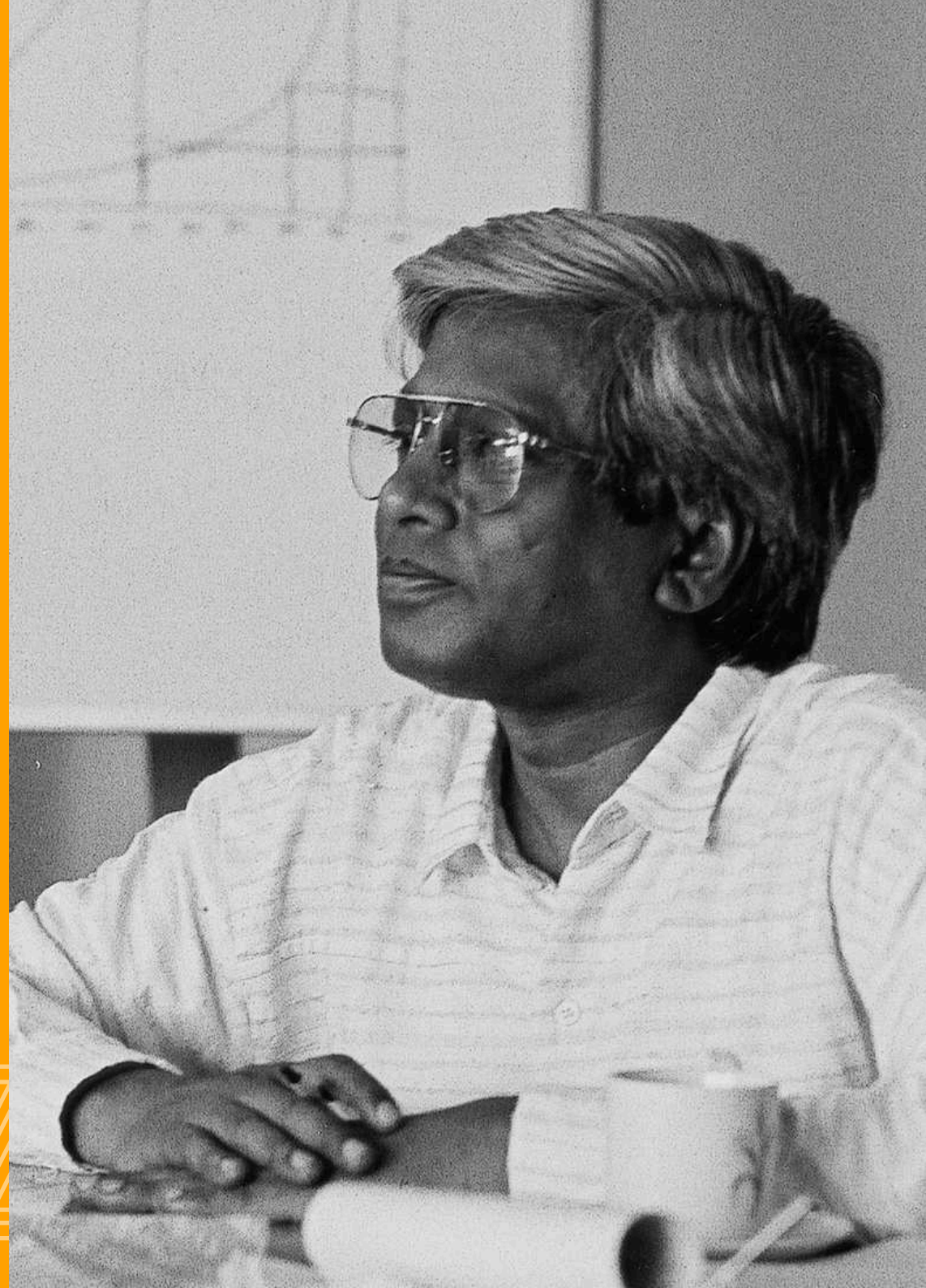
Looking ahead, the bank will continue to prioritise growth in customer deposits and a quality loan portfolio, leverage strategic partnerships to scale impact, and implement initiatives for customer retention. Digital transformation and sustainability will remain core pillars of the bank's strategy as the bank stays agile enough to adapt and deliver sustainable value.

We thank our customers, regulators, shareholders, strategic partners, and Board of Directors for their continued confidence, guidance, and support. Above all, we acknowledge our employees, whose dedication, expertise, and shared commitment to our purpose enable us to create sustainable value and expand opportunities for the communities we serve. Together, we remain focused on building a more inclusive and resilient future while delivering on our brand promise: **"Now you can do more!"**



Nkosilathi Moyo
Managing Director
BRAC Uganda Bank Limited

WHERE HOPE PLANTED ROOT





In 1972, in a country still reeling from the Liberation War, Sir Fazle Hasan Abed launched a modest relief effort in the remote village of Sulla in north-eastern Bangladesh to support returning refugees. This initiative gradually took root and evolved into something much larger.

From those humble beginnings, BRAC became a global organisation, partnering with over 145 million people across Asia and Africa. At its core is a simple belief: given the right support, people can transform their own lives.

Grounded in the Global South and shaped by constant learning, BRAC listens, adapts, and acts—with humility, boldness, and deep trust in human potential.

OUR VISION

A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential.

OUR MISSION

Our mission is to empower people and communities in situations of poverty, illiteracy, disease, and social injustice. Our interventions aim to achieve large-scale, positive changes through economic and social programmes that enable men and women to realise their potential.

OUR VALUES



Integrity



Innovation



Inclusiveness



Effectiveness

STICHTING BRAC INTERNATIONAL

Stichting BRAC International is a non-profit foundation formed in the Netherlands. It governs all BRAC entities outside Bangladesh with the objective to engage in charitable and social welfare activities in any country of the world.

BRAC INTERNATIONAL HOLDINGS B.V.

BRAC International Holdings B.V. (BIHBV) was set up in 2010 as a private limited liability company and is a wholly-owned subsidiary of Stichting BRAC International. BIHBV is a socially responsible for-profit organisation engaging people in sustainable economic and income-generating activities.



BRAC ACROSS THE WORLD

AFS: Agriculture and Food Security
AIM: Accelerating Impact for Young Women
BEP: BRAC Education Programme
BHP: BRAC Health Programme
BYP: BRAC Youth Platform
CCP: Climate Change Programme
CR: Climate Resilience
DRMP: Disaster and Risk Management Programme
ECD&E: Early Childhood Development and Education
GJD: Gender Justice and Diversity
HCMP: Humanitarian Crisis Management Programme
HER: Humanitarian and Emergency Response
HNW: Health, Nutrition, and WASH
IDP: Integrated Development Programme
MF: Microfinance
MG: Migration
RMG: Readymade Garments
SDP: Skills Development Programme
SE: Social Enterprises
SELP: Social Empowerment and Legal Protection
UDP: Urban Development Programme
UPG: Ultra-Poor Graduation
UPGI: Ultra-Poor Graduation Initiative
UPG&L: Ultra-Poor Graduation and Livelihoods
WASH: Water, Sanitation and Hygiene
YE: Youth Empowerment

NETHERLANDS

Stichting BRAC International
registered as a foundation

EUROPE

An independent charity to
raise profile and funds for
BRAC globally

USA

An independent charity to
raise profile and funds for
BRAC globally

GHANA

MF

SIERRA LEONE

AIM, ECD&E, MF, YE

RWANDA

AIM, CR, MF,
UPGI, YE

LIBERIA

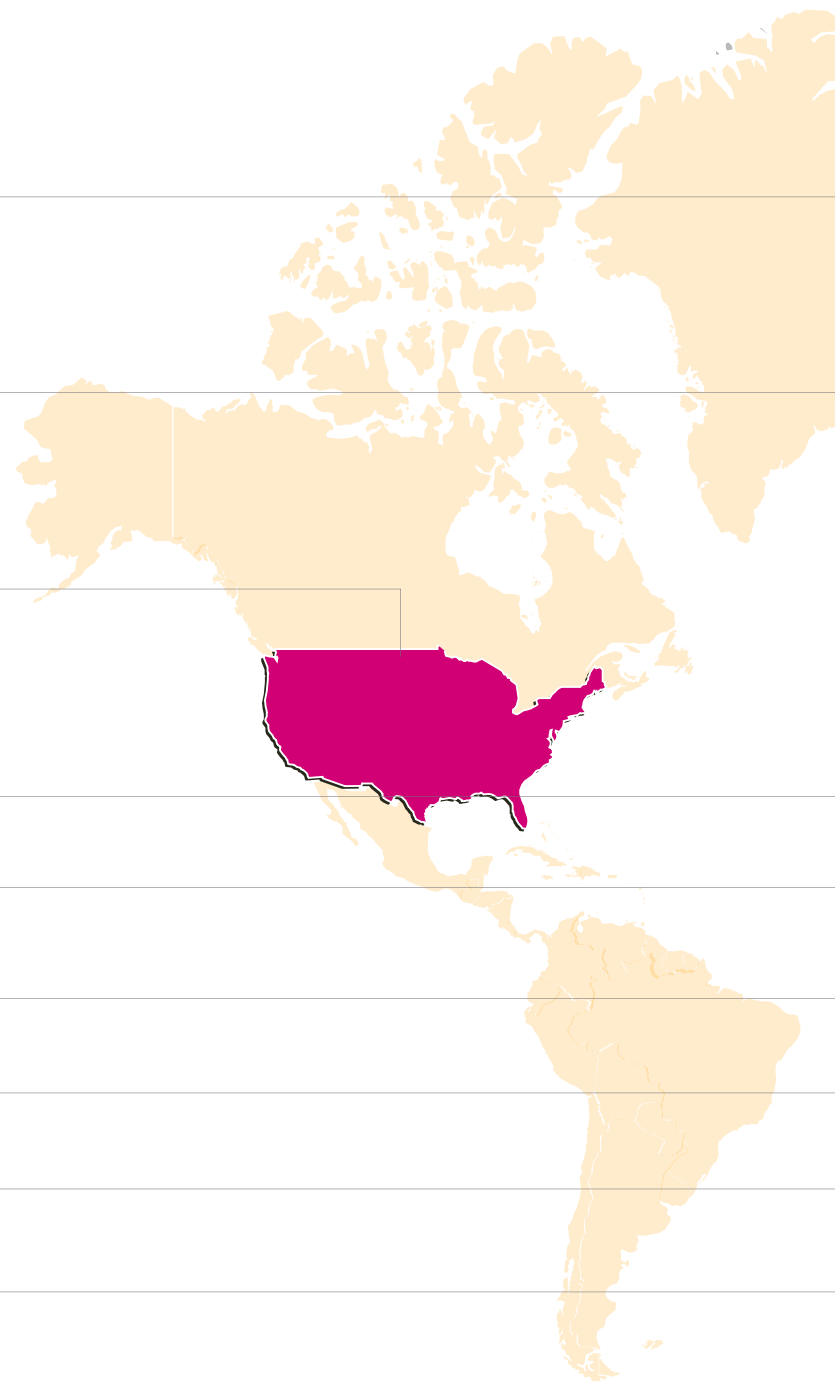
AFS, AIM, HNW, MF, YE

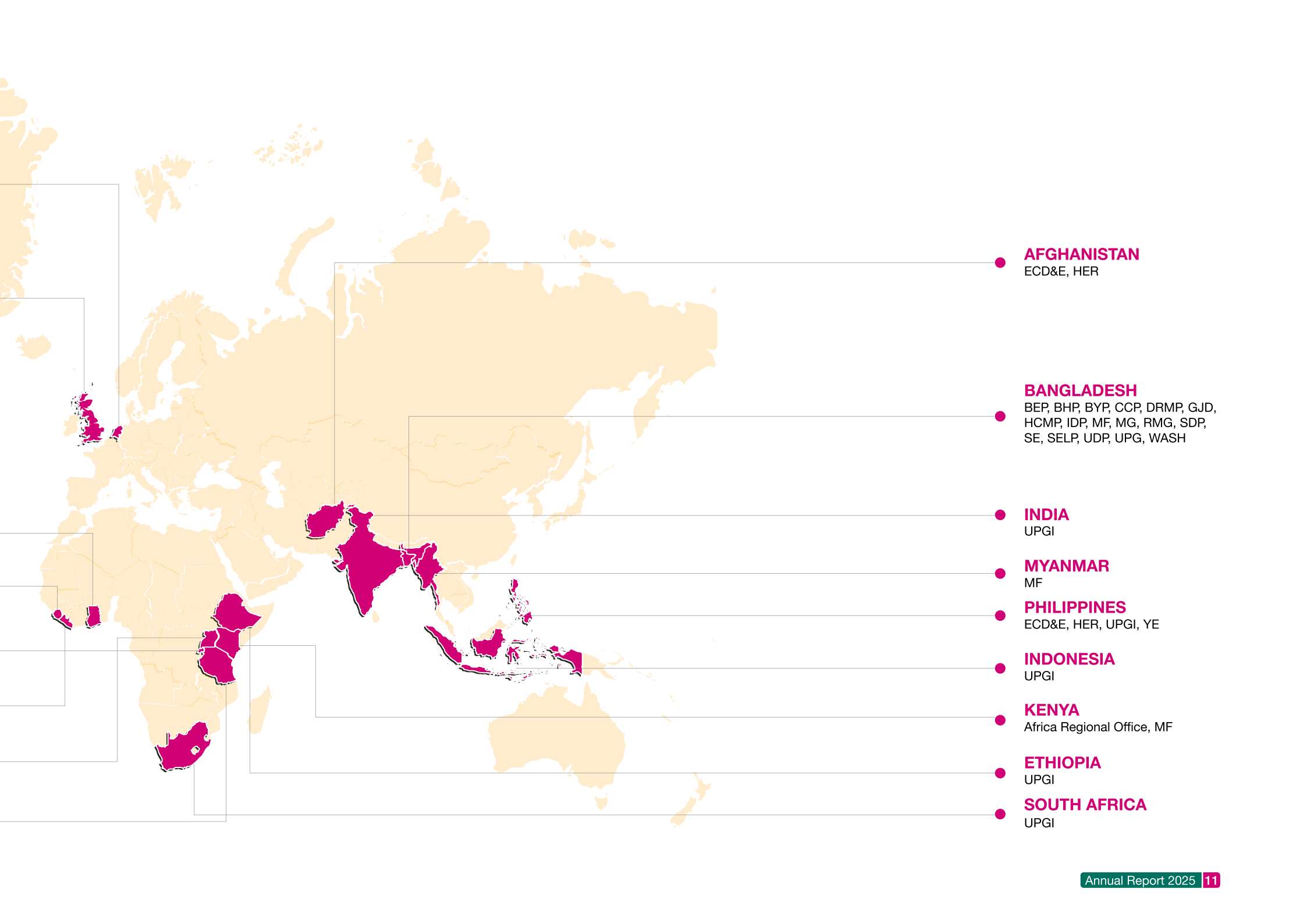
UGANDA

AIM, ECD&E, HER,
HNW, MF, UPG&L, YE

TANZANIA

AFS, AIM, MF, YE





AFGHANISTAN

ECD&E, HER

BANGLADESH

BEP, BHP, BYP, CCP, DRMP, GJD,
HCMP, IDP, MF, MG, RMG, SDP,
SE, SELP, UDP, UPG, WASH

INDIA

UPGI

MYANMAR

MF

PHILIPPINES

ECD&E, HER, UPGI, YE

INDONESIA

UPGI

KENYA

Africa Regional Office, MF

ETHIOPIA

UPGI

SOUTH AFRICA

UPGI

BRAC INTERNATIONAL MICROFINANCE

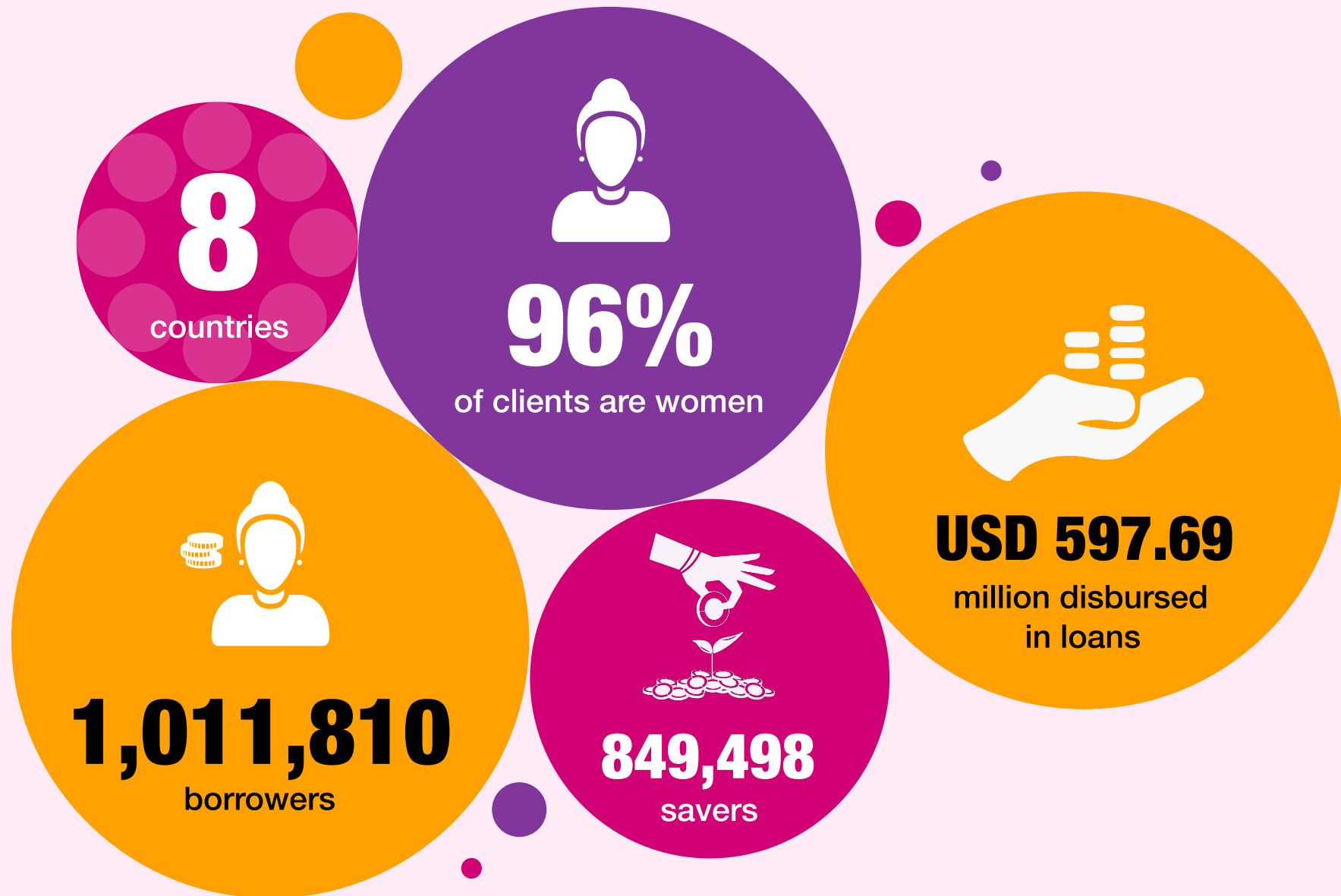
BRAC champions a model of development that drives both economic and social progress, believing that true, lasting change must deliver both.

Central to this vision is access to responsible financial services: a gateway that allows those excluded from traditional financial systems to invest in themselves, uplift their families, and strengthen their communities.

Since pioneering microfinance in 1974, BRAC has expanded its reach beyond Bangladesh, launching international operations in 2002. Today, BRAC's microfinance programmes serve more than 1 million clients across eight countries: Myanmar, Tanzania, Uganda, Rwanda, Kenya, Sierra Leone, Ghana, and Liberia.

Our mission is clear: to provide financial services responsibly to those at the bottom of the pyramid—particularly women living in poverty in rural and hard-to-reach areas. We aim to fuel self-employment opportunities, build financial resilience, and harness women's entrepreneurial spirit by empowering them economically.





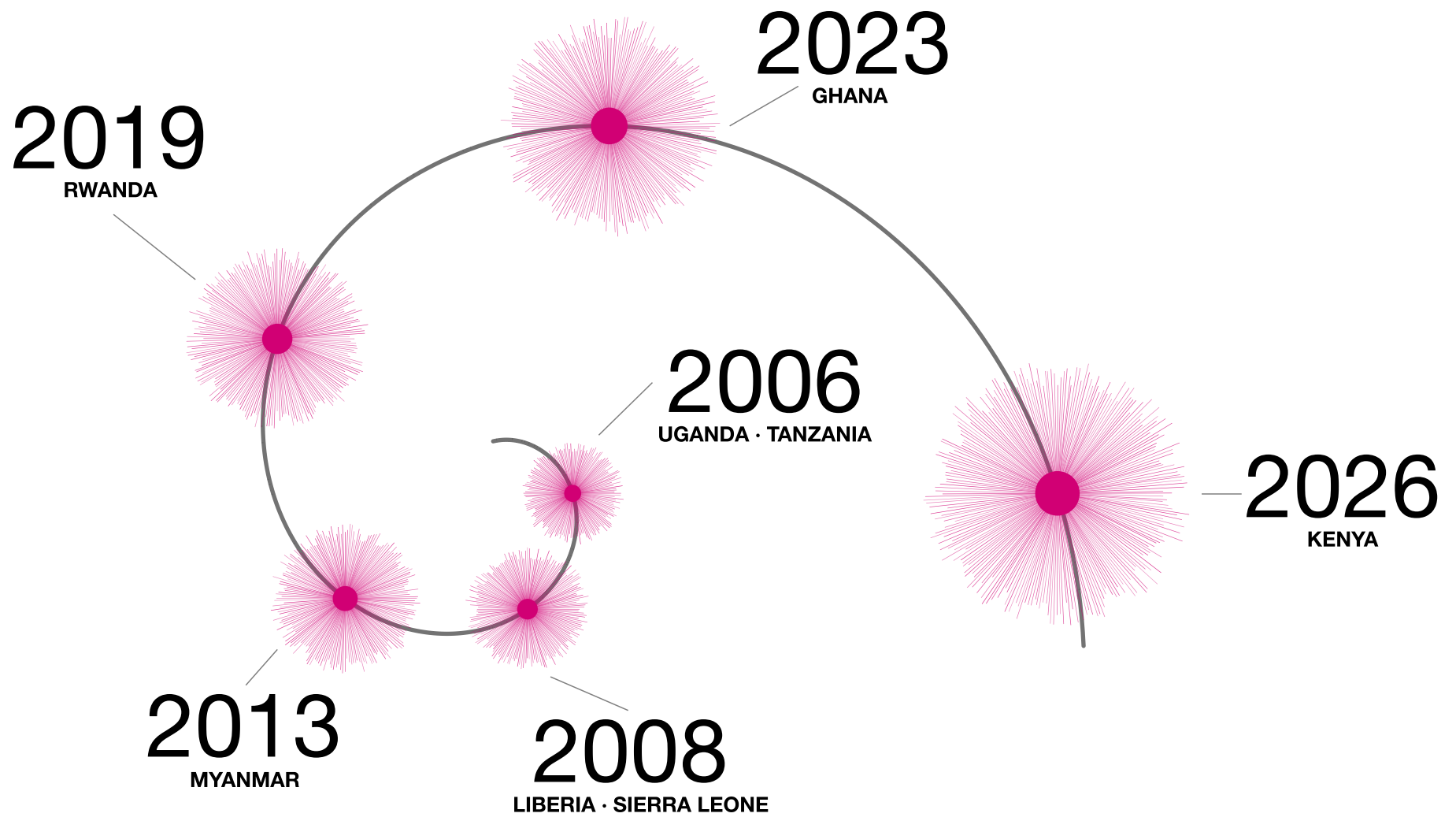
*As at December 2025

JOURNEY TO A MILLION

One million lives. One million stories of hope, courage, and resilience.

Across Asia and Africa, we now partner with one million clients, supporting them with access to responsible financial services to invest in themselves, their families, and their communities.

This milestone is made possible by the commitment and dedication of our colleagues across eight countries and is an embodiment of BRAC's belief that every person has the opportunity to realise their full potential.



BRAC UGANDA BANK LIMITED

OUR MISSION

Our mission is to provide a range of financial services responsibly to people at the bottom of the pyramid in Uganda. We particularly focus on women living in poverty in rural, urban and hard to reach areas, to create self-employment opportunities, build financial resilience, and harness women's entrepreneurial spirit by empowering them economically.





32

Credit institution
branches

129

satellites



93%

of clients
are women



USD 40

million in
deposits



USD 129

million disbursed
in loans



71%*

outreach to people
living in poverty



185,511

borrowers



511,010

savers



71

rural locations
where BUBL is
the only bank

OPERATIONAL HIGHLIGHTS

*As at December 2025

*People earning less than \$6.85 per day

OUR PRODUCTS

Our core product offering includes collateral-free, group-based micro loans exclusively for women and small enterprise loans tailored to support entrepreneurs in expanding their businesses.

In addition, we have scaled our group agrifinance product for smallholder farmers to 20 satellite branches, enabling increased agricultural productivity.

We further offer a diversified portfolio of five savings products to meet our customers' needs. These include Flex-Save, a transactional account designed for borrowers and mid-to-low-income households; Brac-Wise, suitable for both formal and informal entrepreneurs as well as salaried individuals saving towards specific goals; Safe-Save, developed for community-based savings and credit groups and a fixed deposit account, which provides competitive interest rates for investment purposes; and a corporate account, tailored for registered corporate entities.





AKIKI'S SECOND CHANCE

Akiki Susan grew up with her mother and her stepfather's family. When her stepfather could no longer afford her school fees, she dropped out in Senior 1, the first year of secondary school and started looking for work, eventually landing a job at a factory. Then an AIM staff member came to her neighbourhood to select young women for clubs where they could build their skills. Akiki joined, training in financial literacy and other life skills for six months, both theory and practice, before being selected as a microfinance client. For the first time in her life, she opened a bank account at BRAC Uganda Bank Limited and began to save and access other financial services.

She was living with her husband and had recently had a baby. She discussed business prospects of buying a grinding machine to make groundnut paste with support from her husband. With a loan of UGX 500,000 (USD 135) from the bank, she was able to buy the machine and start a business selling ground groundnut paste to households.



Today, with her monthly profits, Akiki has built a salon, bought land where she's currently constructing her family home, started a mobile money business, and ventured into a clothing business.

“

I have suffered throughout my childhood, but I am happy that I build everything on my own.

”



DIGITAL TRANSFORMATION

We recorded strong progress in digital adoption and customer activity by the deliberate execution of the digital transformation strategy.

Active customers using our digital channels (USSD and Mobile Push & Pull) increased from 35,000 to 163,084 reflecting sustained momentum in onboarding and usage across the network.

We strengthened digital governance, improved transparency in performance reporting, and laid a solid foundation for sustainable growth, higher digital penetration, and reduced cash-handling risk going into the next financial year, with a cumulative value of USD 12 million collected through mobile banking across deposits and loan collections.

These innovations save customers the time and cost of travelling to make deposits and repayments, and help staff collect repayments.



FINANCIAL LITERACY

In 2025, BUBL further deepened its financial literacy intervention with the support of the Accelerating Impact for Young Women (AIM) programme. This initiative aims to enhance clients' personal wellbeing, financial literacy, business development, and digital skills. Since the training programme launched, 97,755 customers, all of whom are women, have completed the training. Young women represented 30% of these clients.

Following the successful review of the financial, digital and life skills training (FLT) curriculum, BUBL launched Cohort 3 in Q4 2025 to strengthen the financial capability and resilience of women group loan clients. By end of Q4 2025, 81% of the targeted clients (34,261) across 26 satellites had completed 5 of the 16 planned sessions.



SOCIAL PERFORMANCE

At BRAC, we believe the best way to understand impact is to sit with our clients, listen to their stories, and learn from their lived experiences. That is why, since 2019, we have partnered with 60 Decibels to carry out annual Lean Data surveys – short, meaningful conversations that reveal how our services are truly affecting people's lives.

These insights directly inform our social performance management and client protection efforts, pushing us to do better, be more responsive, and stay focused on what matters most to the people we serve.



In 2025, we conducted our seventh impact survey on five social outcome focus areas of BRAC: quality of life, financial resilience, women's economic empowerment, self-employment and livelihood opportunities, and household welfare. All respondents surveyed were women.

After engaging with BRAC,



96%

of clients said their quality of life had improved



77%

of clients saved more



95%

of clients managed their finances better



81%

of clients contributed more to important household decisions



96%

of clients earned more

HIGHLIGHTS FROM THE LEAN DATA IMPACT SURVEY

HUMAN RESOURCES INITIATIVES

Our people remain the bank's success, and in 2025 we continued to invest in attracting, developing, and retaining talent while fostering a culture of inclusion, collaboration, and high performance. Key initiatives included the introduction of the senior management training initiative (SMTI), enhanced benefits for senior managers, and performance-based salary increments complemented by annual inflationary adjustments to ensure competitive and equitable compensation.

The bank also strengthened its employee value proposition through the launch of a customer relationship officer internship pool aimed at enabling faster staffing across the network and initiated a culture transformation programme anchored by a comprehensive culture audit. To support employee wellbeing, employer contributions to the provident fund were increased from 4.2% to 5%, reinforcing our commitment to the financial security of our workforce.

We continued to champion diversity and inclusion, with women accounting for 90.88% of leadership positions and several female leaders appointed to key management roles. Human resource business partner functions were decentralised to improve staff support and engagement, while regional restructuring enhanced operational efficiency. These efforts contributed to an employee engagement rate of 80%, reflecting a more connected, motivated, and future-ready workforce aligned with the bank's strategic objectives.





AWARDS

Our commitment to excellence and responsible banking was recognised through several notable awards and certifications:

- International Organisation for Standardisation (ISO) / International Electrotechnical Commission (IEC) 27001 certification
- Certified Public Accountant Financial Reporting (FiRe) Award for Sustainability Reporting
- Uganda Institute of Banking and Financial Services Award for Skills Training
- World Savings and Retail Banking Institute (WSBI) – European Savings and Retail Banking Group (ESBG) Sustainable Development Goals (SDG) Award for Inclusive Banking and Social Impact

These achievements underscore our strength in governance, sustainability, staff development and capacity building, and responsible banking.



BRANCH LOCATIONS



LEADERSHIP TEAM

Board of Directors

Albert Elasu Obongonyinge

Board Chairperson

Bridget Dougherty

Non-Executive Director

Laurie Jean Spengler

Non-Executive Director

Nakimbugwe Florence Nsubuga

Non-Executive Director

Wainaina Kamau Anthony Peter

Non-Executive Director

Seewoosagur Domun

Non-Executive Director

Orsolya Farkas

Non-Executive Director

Peace Kabatangare

Non-Executive Director

Nkosilathi Moyo

Managing Director

LEADERSHIP TEAM

Management Committee

Nkosilathi Moyo

Managing Director

Stella Agaba

Head of Finance

Ssengendo Ntege Andrew Kevin

Acting Chief Operations Officer

Lawrence Omony

Head of Compliance

Nalugya Irene

Manager, Strategy, Products and Projects

Anne Ritah Namunyaako

Head of Internal Audit

Namakula Esther

Acting Head of Risk

Jenah Nyende Kirabo

Head of Business Operations

Polycarp Mugizi

Head of ICT

Georgina Lwere

Procurement Manager

Kiggundu Jonathan

Manager, Marketing, Communications
and Customer Experience

Kyomugisha Catherine

Head of Human Resources and Training

DONORS AND PARTNERS



Gates Foundation



FINANCIAL HIGHLIGHTS

Net Income

BRAC Uganda Bank Ltd. completed 2025 by registering pretax profit of USD 2,443,916 compared to USD 2,432,084 (restated) in 2024. The company remained profitable with a 12% year-on-year growth in operating income.

Operating Expenses

Total operating expenses for the year 2025 was USD 25,459,516 against USD 22,380,579 (restated) in 2024 showing a increase of 14%. The increase was mainly due to the increase in staff expenses.

Provision for Impairment losses

In 2025, amount charged for impairment on loans was USD 1,199,531 compared to USD 1,319,343 (restated) in 2024. The company followed IFRS 9 provisioning policy to be inline with Bank of Uganda's guidelines. Portfolio at Risk (PAR>30) was 3.90% as at Dec 2025.

Financial Position

In 2025, the company's total assets increased by 10% to USD 88,750,549 compared to the previous year's total assets of USD 80,460,870 (restated) and the company holds a key position in the market. Loans and advances to customers increased by 7% and is now 65% of total assets. Net equity increased by 12% to USD 18,008,914 from USD 16,148,830 (restated) in 2024.

Contribution to Government exchequer

BRAC Uganda Bank Ltd. regularly contributes government exchequer through providing tax on its income and withholdings and deposition tax from it's employees and suppliers and contributing to The National Social Security Fund (NSSF). Total contribution to government exchequer for the last two years as follows:

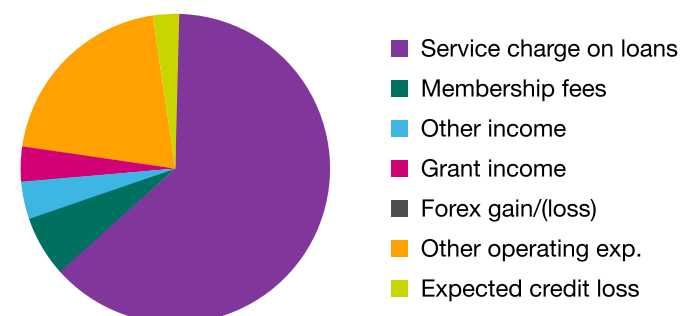
Particular	2025 Amount (USD)	2024 Amount (USD)
Income tax	620,351	741,445
Social Insurance	1,507,586	1,336,627

Value Added Statements

A value added statement provides a detail account of total value addition and the distribution of value created by the organization. BRAC Uganda Bank Ltd contributes positively to overall economic development by empowering the poor people (especially females) through micro-credit and employees through creating opportunities for the Ugandan youth population by providing them with a dynamic working environment and capacity building through on the job and international training. BRAC Uganda Bank Ltd also assists the local regulatory authorities by paying taxes regularly.

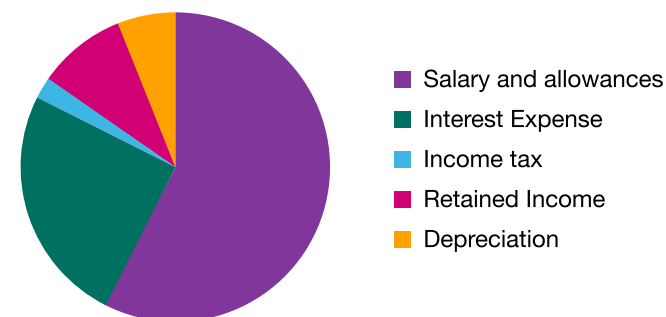
Value Added	2025		2024 (restated)	
	Amount (USD)	% of Total	Amount (USD)	% of Total
Service charge on loans	29,178,962	117%	26,852,303	122%
Membership fees	2,779,063	11%	2,290,717	10%
Other income	1,741,135	7%	915,942	4%
Grant income	1,703,920	7%	1,405,668	6%
Forex gain/(loss)	20,670	0%	11,823	0%
Other operating exp.	(9,211,557)	-37%	(8,137,195)	-37%
Expected credit loss	(1,199,531)	-5%	(1,319,343)	-6%
Total Value Added	25,012,663	100%	22,019,914	100%

Value Added in 2025



Value Distributed	2025		2024 (restated)	
	Amount (USD)	% of Total	Amount (USD)	% of Total
Employees				
Salary and allowances	14,479,435	57%	12,506,429	56%
Creditors				
Interest Expense	6,231,924	25%	5,303,988	24%
Local Authorities				
Income tax	620,351	2%	741,445	3%
Growth				
Retained Income	2,443,916	10%	2,432,084	11%
Depreciation	1,471,359	6%	1,411,918	6%
Total Value Distributed	25,246,984	100%	22,395,864	100%

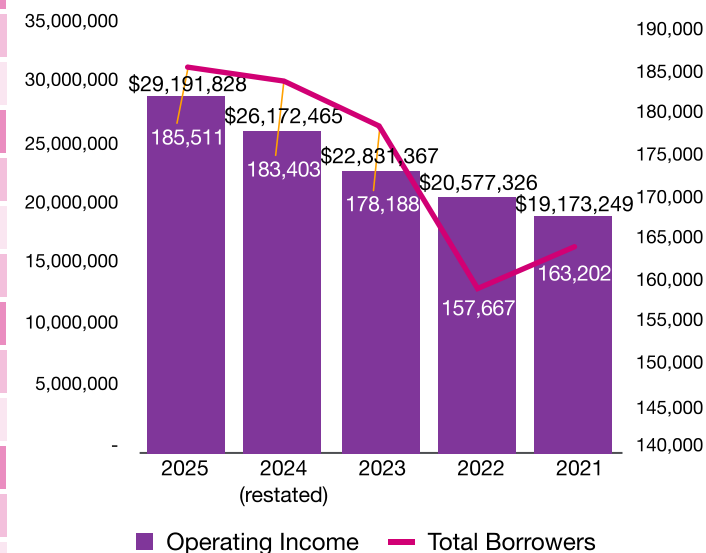
Value Distributed in 2025



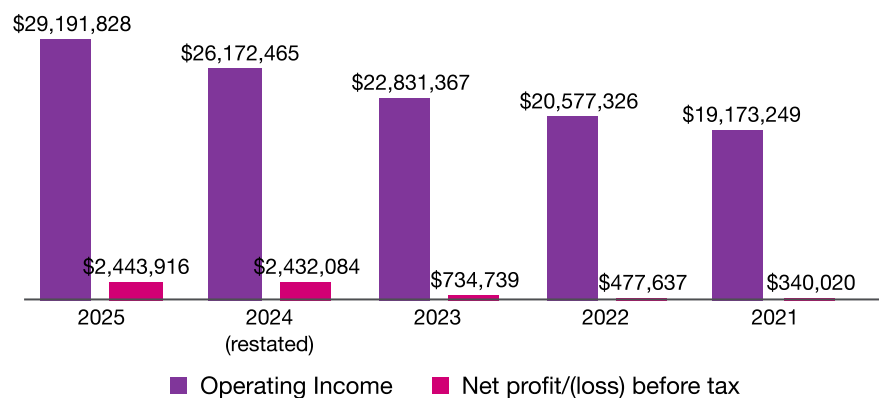
Performance Review (in USD):

Particular	2025	2024 (restated)	2023	2022	2021
Income Statement					
Operating Income	29,191,828	26,172,465	22,831,367	20,577,326	19,173,249
Net profit/(loss) before tax	2,443,916	2,432,084	734,739	477,637	340,020
Financial Position					
Total Asset	88,750,549	80,460,871	70,216,330	70,799,047	64,605,407
Loans to Customer (net)	57,356,537	53,627,815	48,696,350	40,320,752	40,535,397
Cash at Bank	673,978	672,127	443,752	648,833	752,285
Returns and Ratio					
Return on Asset	3%	3%	1%	1%	1%
Cost to Income	87%	86%	92%	98%	99%
Operational Statistics					
Total Borrowers	185,511	183,403	178,188	157,667	163,202
PAR>30	3.90%	4.27%	3.62%	4.44%	12.96%

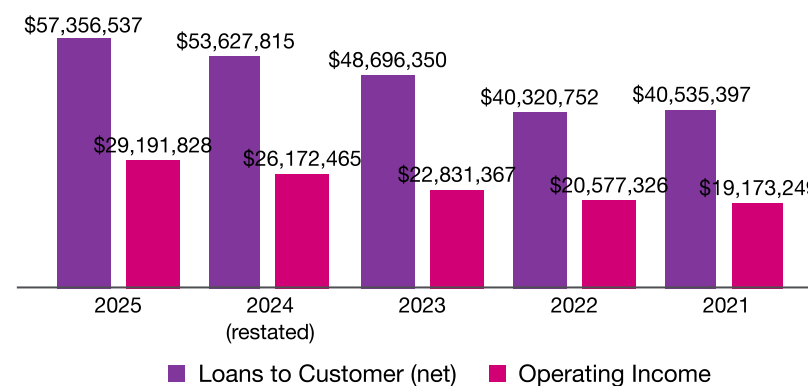
Operating Income vs Borrower



Operating Income vs Profit Before Tax



Portfolio vs Operating Income



ADVISER

Tahjib Shamsuddin

AUTHOR

Jonathan Kiggundu

EDITORS

Sameeha Suraiya Chowdhury

Syeda Tasnim Islam

Noushin Tarannum Neha

PHOTOS

BRAC Uganda Bank Limited

DESIGN

Sharara Zaheen

Shahneela Jabeen

Shafayatul Amin Diganto

BRAC UGANDA BANK LIMITED

Plot 201, Mengo, Kabuusu, Ribaga

PO Box 6582, Kampala, Uganda

E: bracugandabankltd@brac.net

BRAC INTERNATIONAL HOLDINGS B.V.

Zuid-Hollandlaan 7,

2596 AL Den Haag

The Netherlands

E: info@bracinternational.nl