

1million
stories of
hope, courage
and resilience.

BRAC MYANMAR MICROFINANCE
COMPANY LIMITED

ANNUAL REPORT 2025



“ 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



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MESSAGE FROM THE BOARD CHAIRPERSON

BRAC's journey in Myanmar began more than a decade ago with the mission to partner with communities, especially women, and support them with access to responsible financial services and opportunities to improve their livelihoods. As an organisation from the Global South, BRAC brought decades of experience working alongside communities facing poverty and inequality, and the belief that meaningful and lasting change starts by investing in people's potential.

Over the last six years, Myanmar has faced multiple crises - a global pandemic, natural disasters, political uncertainty, and economic sanctions. In response, we prioritised the safety and security of our staff and the wellbeing of our clients, adopting a lean operational model and introducing measures to reduce mobility requirements for both clients and frontline staff, helping protect people while ensuring continued access to critical financial services. Throughout this period, we have stood by our clients and watched them demonstrate incredible resilience in the face of uncertainty.

Today, we partner with more than 280,000 clients, 95% of whom are women, providing access to responsible financial services. For the sixth consecutive year, we measured our social performance through Lean Data impact surveys. Once again, BMMCL ranked among the top institutions in Asia for client satisfaction on the 60dB Asia Financial Inclusion (FI) lending benchmark with a Net Promoter Score (NPS) of 79. BMMCL reported its highest social outcomes index score in the past five years with clients reporting significant impact on their ability to spend on children's education, meal quality, healthcare visits and home improvements, in comparison to last year.

Since launching in 2021 we have continued to expand financial, digital, and life skills training, now reaching 54,000 women. These training have proved to have a positive impact on clients' ability to save, manage their finances, and reduce financial stress.

As we look ahead, we remain focused on strengthening our financial sustainability, and investing in solutions that help clients build resilience in an increasingly uncertain environment. We will continue listening to our clients, adapting to their evolving needs, and ensuring that our services create meaningful and lasting impact in their lives.

On behalf of the board, I would like to express my appreciation to the Microfinance Regulatory Department for its continued partnership. To our investors, thank you for partnering with us to extend our reach and deepen our impact year after year.

Finally, to our colleagues in Myanmar, especially our frontline teams working in the most challenging conditions: thank you for your commitment, resilience, and belief in our mission. You are the driving force behind our achievements, bringing our mission to life and creating lasting impact in the communities we serve.



A handwritten signature in black ink, appearing to read 'Shameran' followed by a stylized flourish.

Shameran Abed
Board Chairperson
BRAC Myanmar Microfinance Company Limited

MESSAGE FROM THE MANAGING DIRECTOR

In a year marked by continued volatility in multiple aspects, BRAC Myanmar Microfinance Company Limited (BMMCL) has remained steadfast in its mission to empower people living in poverty, especially women, in rural and hard-to-reach areas of the country.

Under the complex political landscape, the safety of our team has been paramount. Ahead of the national election period, BMMCL took precautionary steps and put strict safety measures in place to protect our staff across all of our operating areas. We ensured our dedicated team could work safely while continuing to support the communities we serve.

Savings mobilisation, staff retention, and staff capacity development were the key focus areas for 2025. As we navigate the complex socio-economic landscape of Myanmar, these three pillars have transitioned from strategic objectives to the very foundation of our resilience and impact. By encouraging a culture of savings, we are helping our clients mitigate risks, plan for the future, and achieve a degree of financial independence that is crucial in uncertain times.

We have continued our mission to serve women living in poverty, in rural and hard-to-reach areas. As of December 2025, BMMCL operates across 70 branches, reaching 132,250 active borrowers. We have disbursed a total of USD 83.4 million in loans since inception. By the end of 2025, we served 283,535 savers, with 95% being women, 83% outreach to people living in rural areas, and 43% outreach to people living in poverty (defined as living on less than USD 5.50 per day). By December 2025, financial literacy training had been delivered in all branches, reaching 100% of group loan clients, which improved both client satisfaction and client resilience. We established two new branches in central Myanmar, prioritised reopening some of the branches we closed during the political crisis along with seven additional locations that are scheduled to launch throughout 2026.

Based on the 2025 Lean Data survey by 60 Decibels, BMMCL achieved exceptional results in two sub-categories; client protection and agency performance and was identified as a top global and regional performer. The report highlights that 97% of clients found the loan terms, interest rates, and fees perfectly clear, and stated their loan payments are not a burden. Additionally, the institution demonstrated a strong commitment to client wellbeing: 99% of clients never had to reduce their households' food consumption to make repayments, 94% of our clients reported an improved quality of life after engaging with BRAC. The Net Promoter Score stood at 79, reflecting a high level of client satisfaction. This success builds on our track record with the Lean Data methodology, which we have used in partnership with 60 Decibels for the past seven years.

The quality of the portfolio disbursed over the last two years has improved consistently. BMMCL is going back to pre-crisis situation portfolio quality which is fostering sustainability. This year we have invested more in our team's capacity development, including the management team members for leadership development and exposure visit which helps the team come closer towards the mission and commitment of driving results.

I would like to thank our partners, investors, and strategic service providers for their continued support in Myanmar. I also appreciate our staff for their exceptional work. Even in these difficult times, I am proud that we can rely on our staff to continue showing courage and commitment to our mission. Finally, to our clients, whose incredible spirit, trust, and resilience continue to inspire us, we promise to continue our mission to serve.



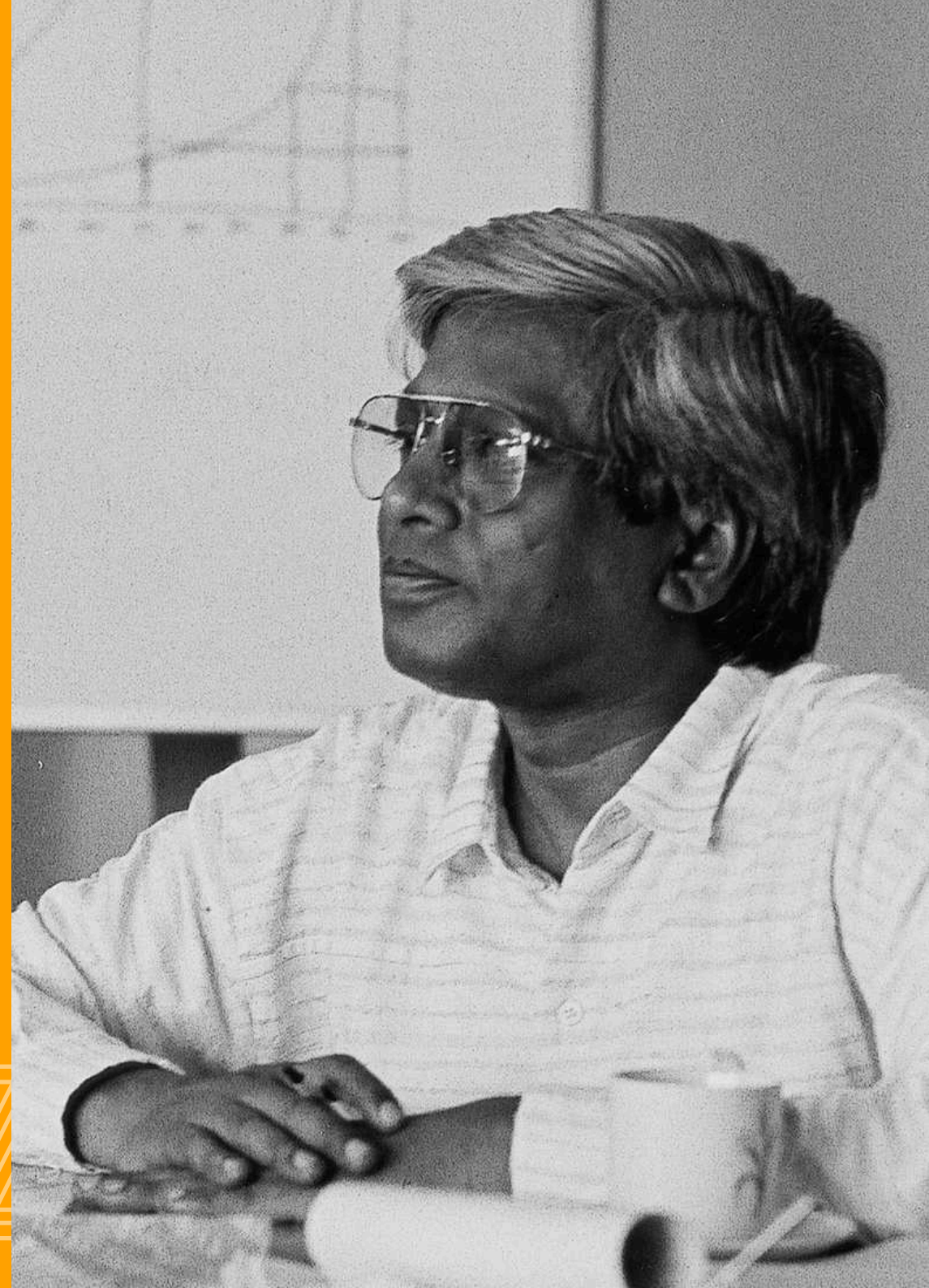
A handwritten signature in black ink, appearing to read 'Sazaduzzaman'.

Md. Sazaduzzaman

Managing Director

BRAC Myanmar Microfinance Company 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

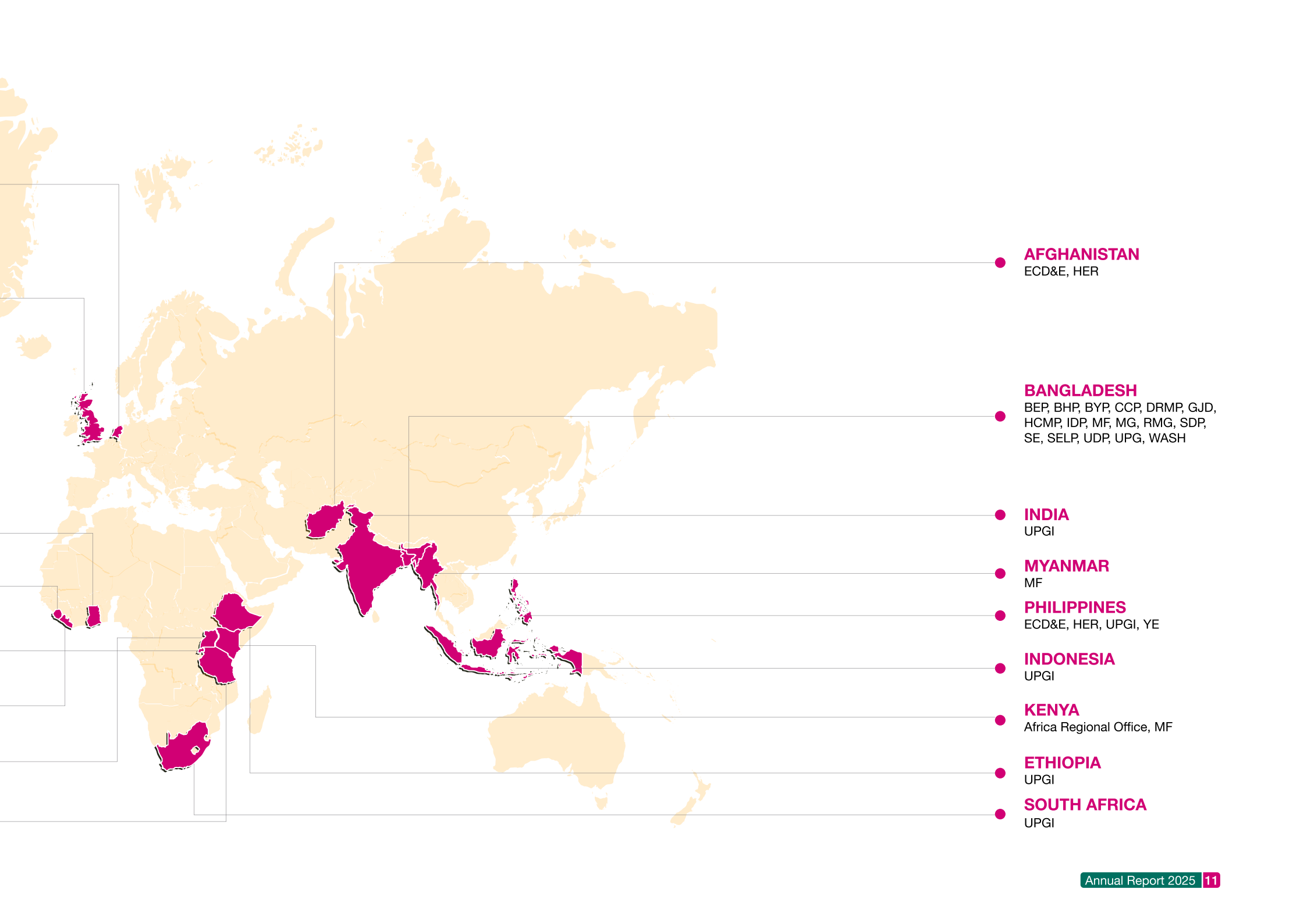
AFS, AIM, HNW, MF, YE

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

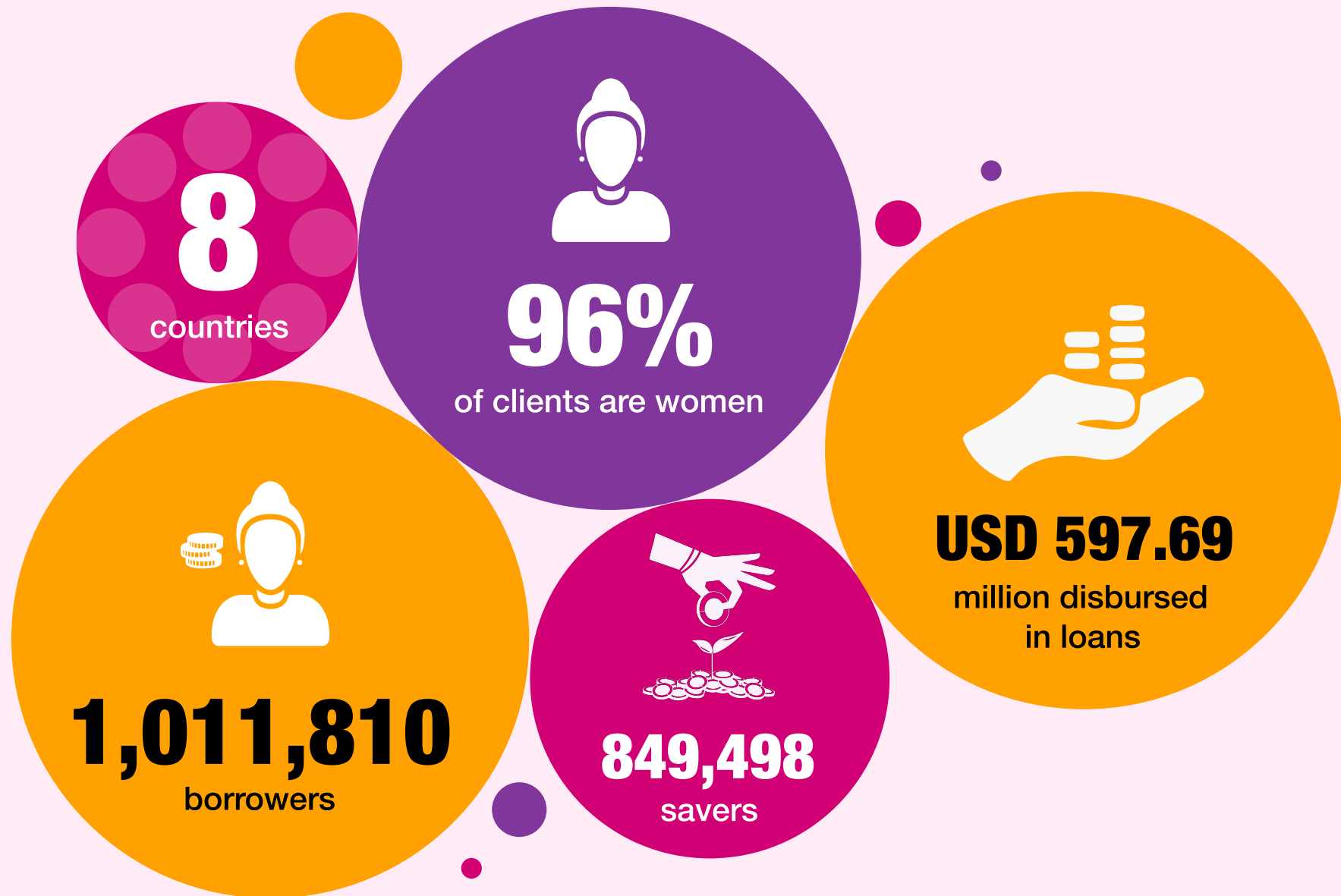
BRAC champions a model of development that drives both economic and social progress, believing that true, lasting change must deliver both.

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.





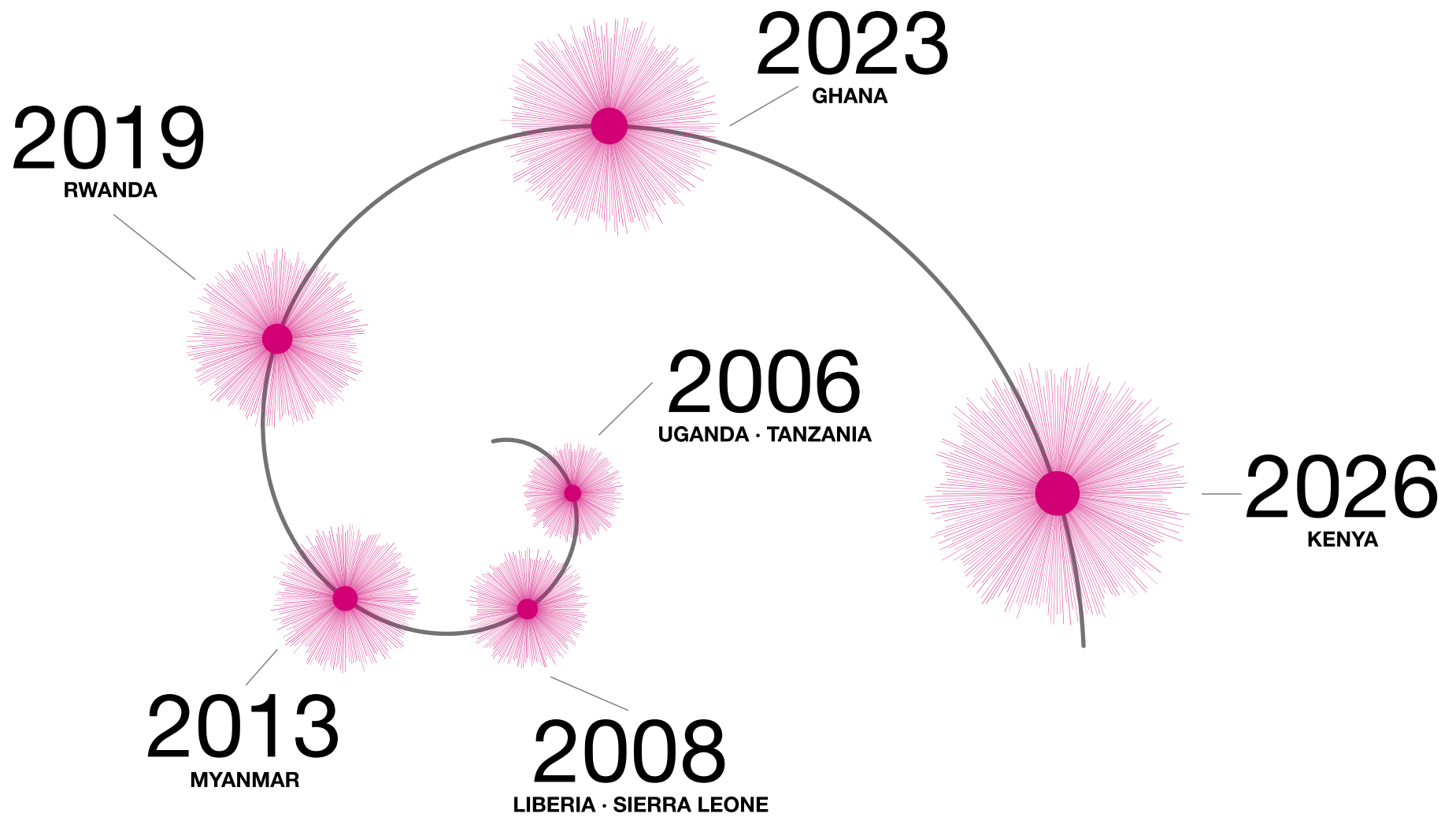
*As at December 2025

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.

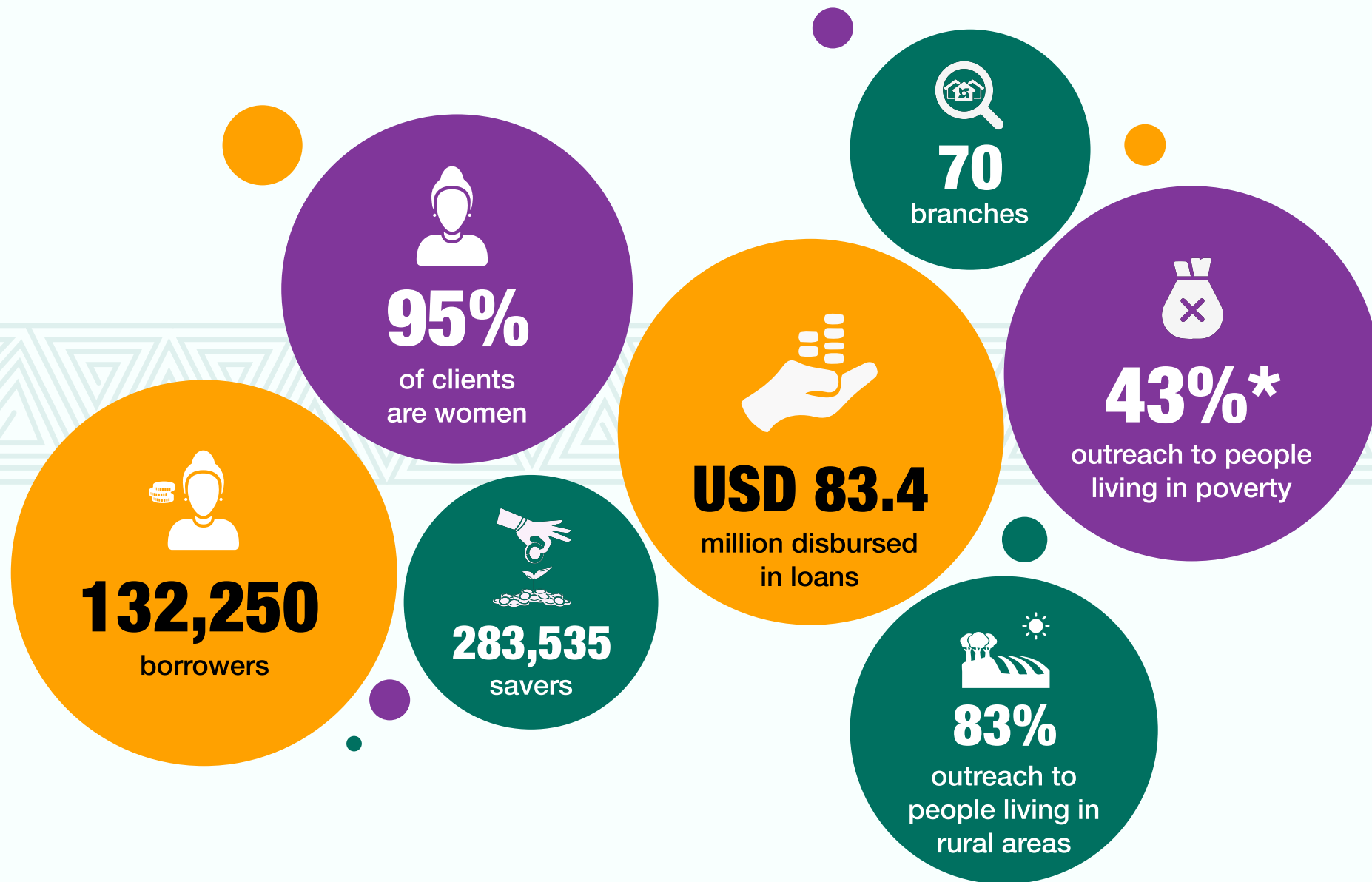
This milestone is made possible by the commitment and dedication of our colleagues across eight countries and is an embodiment of BRAC's belief that every person has the opportunity to realise their full potential.



BRAC MYANMAR MICROFINANCE COMPANY LIMITED

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





OPERATIONAL HIGHLIGHTS

*As at December 2025
*People earning less than \$5.50 per day

OUR PRODUCTS

Our core offerings include a collateral-free, group-based microloan designed exclusively for women, bringing together 15 to 25 women from the same community to form supportive circles. We complement this with pre-disbursement orientation and financial literacy training, helping women build productive livelihoods, invest in microbusinesses, and navigate household emergencies.

For entrepreneurs with bigger ambitions, our small enterprise loans offer the capital needed to grow and expand. In rural areas, our agrifinance product meets farmers where they are, providing tailored support to improve yields and adopt better practices.

We also offer women microenterprise loans, fast, flexible credit for women running small businesses, and a persons with disabilities loan, an inclusive product shaped to meet the unique realities of clients living with disabilities.





NEVER TOO LATE TO START YOUR OWN BUSINESS

May Nwe Soe, a mother of two in her forties, lives in Myo Ma (4) village, Nyaunglebin Township. She has been connected with BRAC Myanmar since 2015 and is currently running both a restaurant and a pharmacy.

In the beginning, she often felt a lack of self-confidence because she did not have work of her own and depended entirely on her husband. When their child became old enough to attend school, her husband's income alone was no longer enough to support the family. At the same time, her husband's health was also weakening, bringing even more difficulties into their lives. The constant worries kept her awake at night, and she made a decision to take action before the situation became worse. May Nwe Soe had dreamed of opening a grocery store. However, she did not have enough capital to start a business.

While she was searching for ways to make her dream a reality, one of her sisters introduced her to BRAC Myanmar. Her sister explained what BRAC does, and how the organisation provides collateral-free loans at lower interest rates, while using its profits to support education and people in need. Hearing about BRAC's work to improve the lives of women who are aspiring entrepreneurs inspired her greatly.

In 2015, for her first loan, she borrowed 200,000 kyats (USD 95.22) and combined it with her personal savings to open a small store. Fortunately, the business performed better than she had expected from the very beginning. As she earned profits and consistently repaid her instalments, BRAC Myanmar gradually increased her loan amount each year. With more capital, her business became more stable, and she was even able to contribute more donations to others in need.



However, during the COVID-19 pandemic in 2019, she had to close her store. Despite the challenges, she refused to give up because her family could not survive without income. So, she adapted to the situation by starting a cooked rice and curry business. At a time when many people were unable to dine outside, her idea of offering online orders with door-to-door delivery became popular among customers. When the situation became better, she joined the individual loan programme and took out a loan of 2.5 million kyats (USD 1,190.47) to open a restaurant. Although the journey was filled with challenges, she successfully opened a pharmacy two years later.

Today, May Nwe Soe continues to work with BRAC Myanmar, pursuing her ambitions for the future. May Nwe Soe said,

“

Whenever I receive a loan, I try to achieve something out of it. I avoid doing things that are unnecessary in order to save money. I have a plan to buy and store rice to resell. I want to expand my businesses with the support from BRAC Myanmar in future. And I'd like to thank BRAC Myanmar for supporting me in being the person I am today.

”



DIGITAL TRANSFORMATION

The client value proposition is at the core of our digital transformation efforts, with a particular emphasis on reducing the gap in women's digital financial inclusion.

In 2023, we rolled out a mobile money solution, in partnership with KBZ Pay, that lets women microentrepreneurs and small business clients repay their loans with a tap on their phones. The service has now reached all of our branch offices, closing the gender gap, one digital payment at a time.





FINANCIAL AND DIGITAL LITERACY

Since its launch in 2022, BMMCL has continued to deliver financial and digital literacy training to group loan clients, not a box to tick, but as a powerful tool for real, lasting change. The sessions do not just teach budgeting or saving, they are thoughtfully designed to help women take control of their finances, improve their personal wellbeing, grow their businesses, and navigate an increasingly digital world. By the end of December 2025, a total of 54,891 clients had received financial literacy training.

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 sixth 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,



94%

of clients said their quality of life had improved



76%

of clients saved more



94%

of clients managed their finances better



82%

of clients contributed more to important household decisions



95%

of clients earned more

HIGHLIGHTS FROM THE LEAN DATA IMPACT SURVEY

HUMAN RESOURCES INITIATIVES

This year marked a significant step forward in building a stronger team through the launch of the Myanmar Management Team Leadership Journey. Every head of department post was filled, achieving a major milestone in gender balance with four out of the six members being women. To ensure the organisation is ready for the future, robust talent pools were established and several regional managers were promoted to divisional roles.

Staff wellbeing remained a priority, with mental health support provided following the 2025 earthquake and a survey conducted to better understand staff needs. Growth was further supported by giving managers access to new online learning tools and conducting a salary survey to stay competitive. Finally, the training of a dedicated safeguarding investigation pool has reinforced a culture of safety, honesty, and professional excellence across the organisation.





A DECADE OF DEDICATION

For many years, BRAC Myanmar has been more than just a workplace for Ei Thal Han. It has been her first job, a second home, and a mission she deeply believes in. She joined BRAC Myanmar in 2014 as a Trainee Credit Officer, and through years of dedication, she continues to serve today as a Branch Manager while also raising her son.

When Ei Thal Han first began working in the field, the journey was not easy. As BRAC Myanmar was still new at the time, many people in the communities misunderstood BRAC's purpose, believing the staff were survey collectors or people asking for donations. She went from house to house, patiently explaining BRAC's mission of providing loans with affordable interest rates to help women start or expand their businesses. Through determination, patience, and continuous engagement, trust gradually grew within the communities. Those efforts helped build lasting relationships with clients and supported many women to create sustainable sources of income and build greater independence.

“

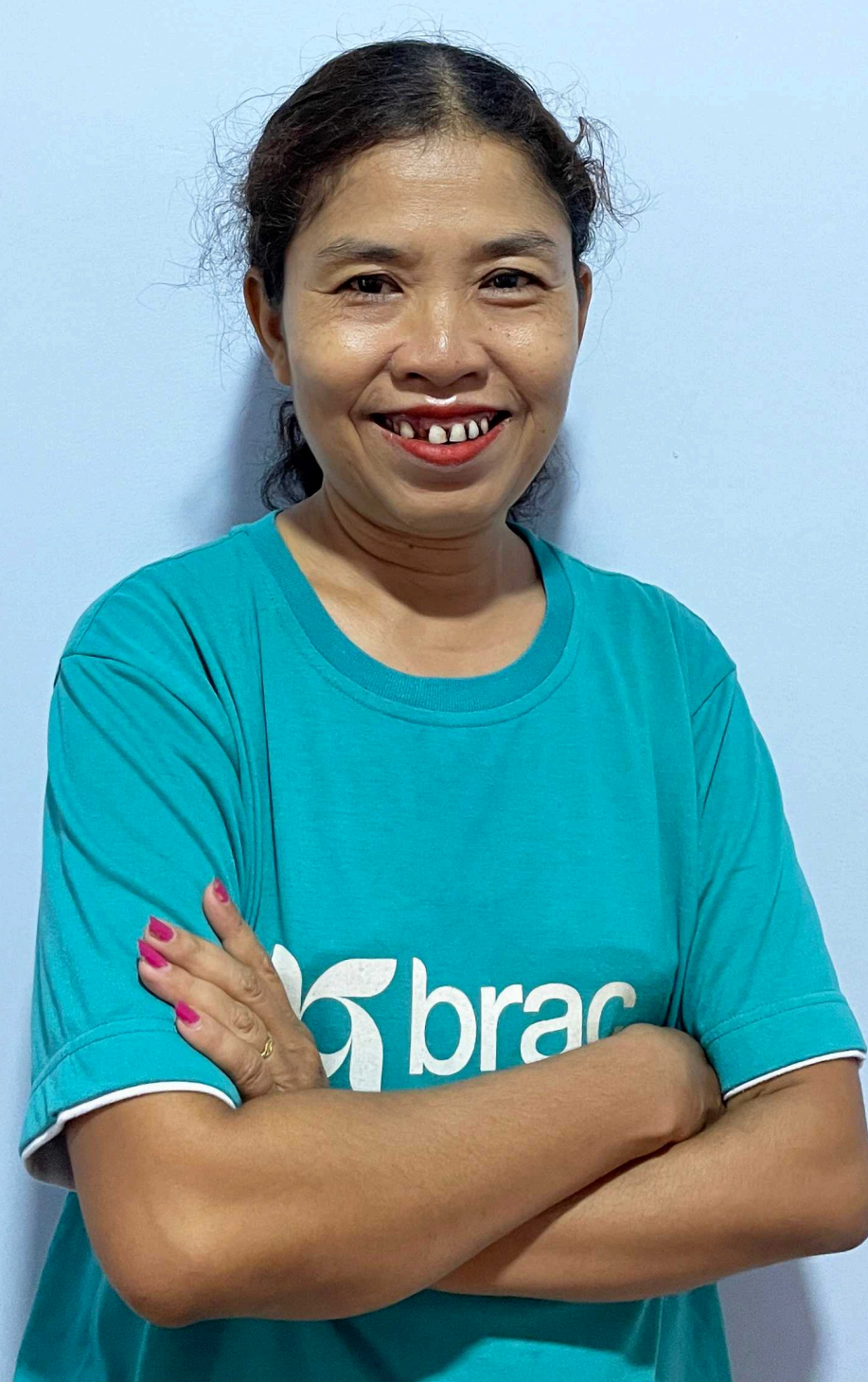
What makes me most proud to be part of BRAC is our commitment to those who are often forgotten. BRAC is one of the few organisations that provides financial services to persons with disabilities, something no other microfinance institution in Myanmar has done.

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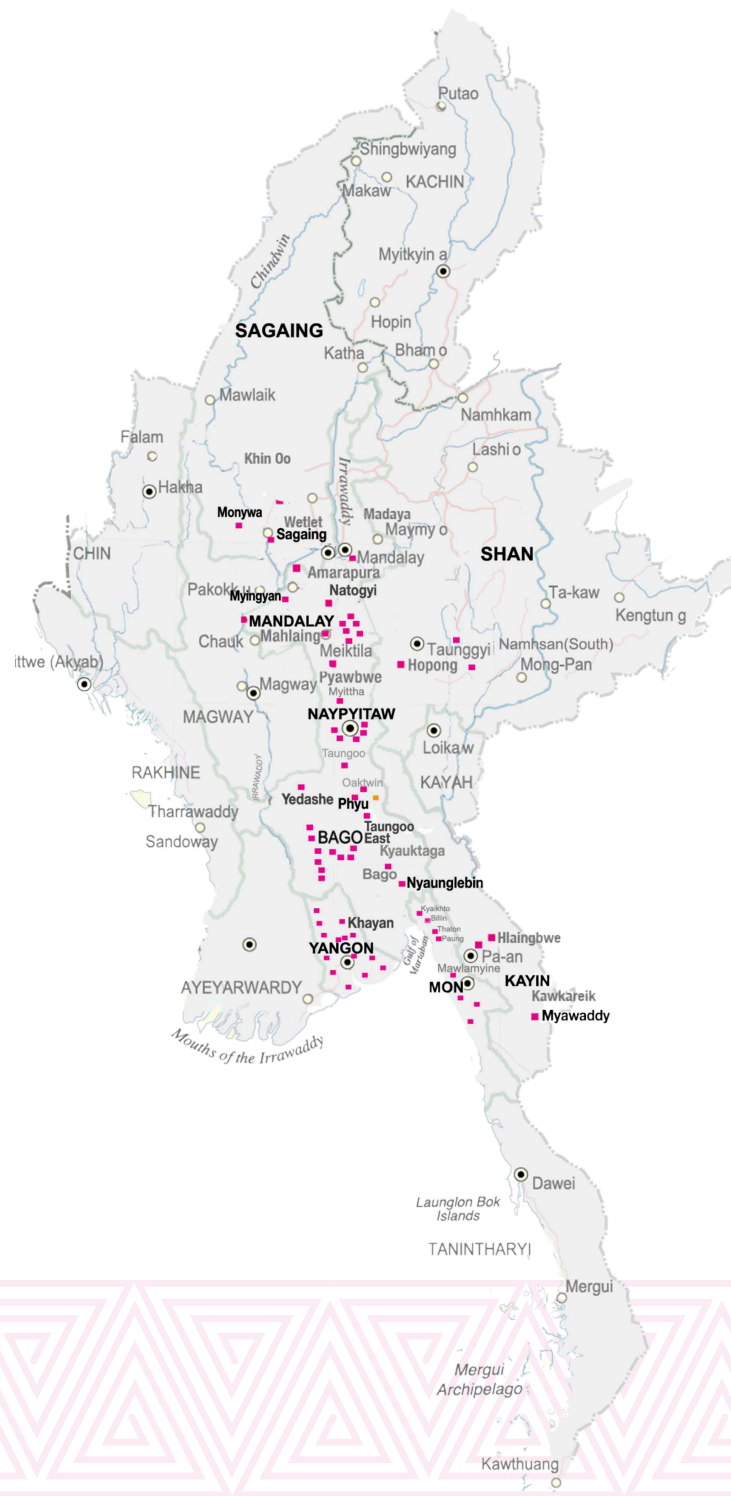


She also shared that she has learned many valuable lessons from her clients throughout her journey. For her, staying with BRAC Myanmar for more than ten years has been motivated by the joy of witnessing meaningful changes in people's lives. "One client I remember clearly had only a small shop and did not trust taking loans from others at first. However, after she started taking loans from BRAC Myanmar, she became very disciplined with her finances. She carefully separated the money for business from her personal spending and repaid her loans with savings from her daily expenses. She reduced unnecessary spending and made her repayments regularly. Over time, she was able to take larger loans from BRAC Myanmar and eventually expand her small shop into a large grocery store," she said.

"Being part of an organisation that helps families improve their livelihoods and live with greater comfort gives me a deep sense of fulfilment and accomplishment. In the future, I hope to take better care of my family and continue providing meaningful support to the clients who place their trust in BRAC Myanmar," Ei Thal Han says. Looking back, her journey has been shaped by both her love for BRAC and her strong commitment to the communities she serves.



BRANCH LOCATIONS





LEADERSHIP TEAM

Board of Directors

Shameran Abed

Board Chairperson

Johannes Maria Antonius Eskes

Director

Bridget Lee Dougherty

Director

Md. Sazaduzzaman

Managing Director & Ex Officio

Management Team

Md. Sazaduzzaman

Managing Director

Hasan Uzzaman

Programme Manager

Lwin Mar Mar Nyein

Head of Finance

Lian Huai

Head of Human Resources

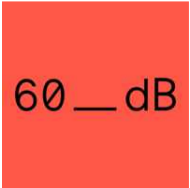
Zin Mar Hnin

Head of Business Development & Impact

Wut Yee Htun

Manager, Communications & Knowledge Management

DONORS AND PARTNERS



60__dB



KBZ
Pay



FINANCIAL HIGHLIGHTS

Net Income

BRAC Myanmar Microfinance Company Limited completed its twelfth year of operation in 2025. The company reported pretax profit of USD 3,929,197 in 2025, compared to pretax loss of USD 926,598 in 2024.

Interest income earned during the year is USD 10,293,842 in 2025, as against USD 8,061,541 in 2024.

Operating Expenses

Total operating expenses for the year was USD 3,956,007 as compared with USD 3,998,345 in 2024, representing a decrease of 1.1%, primarily due to favourable exchange rate movements.

Provision for Impairment losses

This year amount charged for impairment of loans is USD 904,074 as against USD 1,852,248 in 2024. Total loan loss reserve for 2025 is USD 2,683,770 (2024: USD 2,514,776). The decrease in impairment loss in loan is due to decreasing Portfolio at Risk (PAR>30) which is 1.86% in 2025 compared to 3.71% in 2024.

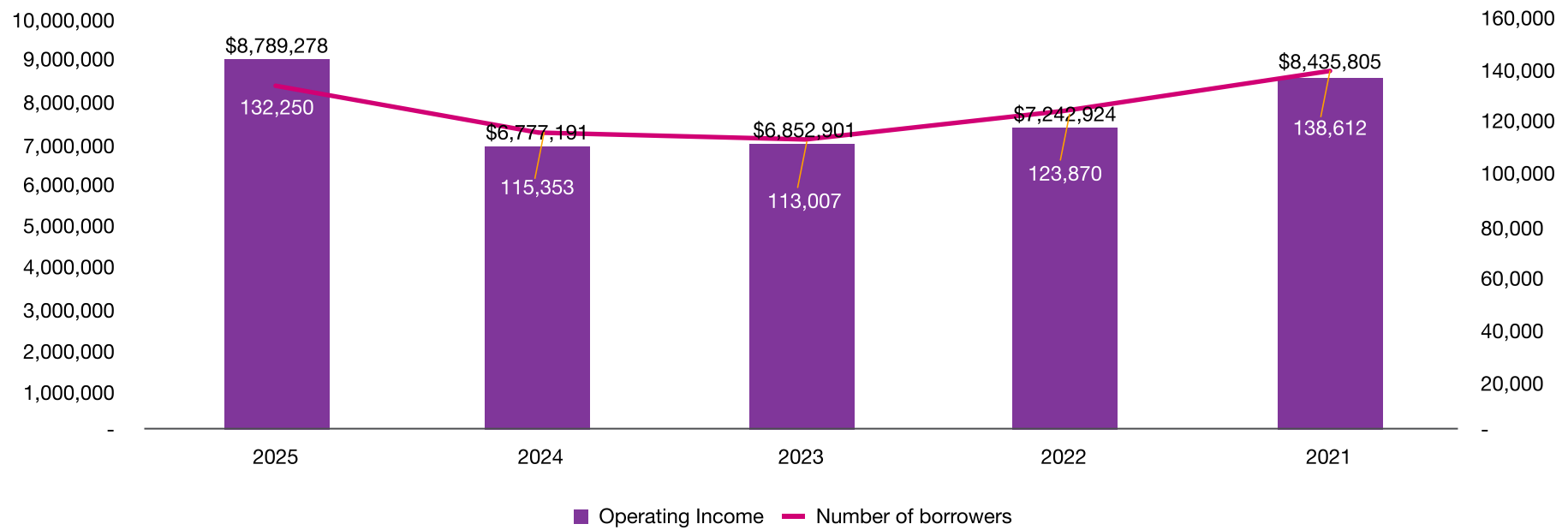
Financial Position

In 2025, the company's total assets increased by 46% to USD 52,438,369. The increase in total asset is mainly due to increase in Loans and advances to customers, which account for 88% of total asset.

Performance Review (in USD):

Particular	2025	2024	2023	2022	2021
Income Statement					
Operating Income	8,789,278	6,777,191	6,852,901	7,242,924	8,435,805
Net profit/(loss) before tax	3,929,197	926,598	458,277	(419,121)	(2,443,826)
Financial Position					
Total Asset	52,438,369	35,839,308	33,802,823	32,405,035	38,625,820
Net Equity	12,000,755	7,480,963	6,039,182	5,643,945	9,782,954
Loans to Customer (net)	46,141,298	32,480,605	27,300,349	26,696,874	30,995,909
Cash at Bank	5,696,790	2,745,419	6,035,415	4,648,901	6,454,447
Contribution to government exchequer					
Income Taxes	-	(13,554)	563,040	222,555	-
Withholding tax	-	-	-	79,584	102,204
Social Security and pension	111,934	114,539	116,349	35,445	73,860
Returns and Ratio					
Return on Asset	8.90%	2.66%	1.38%	-1.18%	3.30%
Cost to Income	45%	31%	47%	56%	95%
Operational Statistics					
Total Borrowers	132,250	115,353	113,007	123,870	138,612
PAR>30	1.86%	3.71%	13.18%	24.02%	35%

Operating Income vs Number of borrowers



ADVISER

Tahjib Shamsuddin

AUTHOR

Wut Yee Htun

Naw Aye Su Han

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Noushin Tarannum Neha

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