

2025 SUSTAINABILITY AND IMPACT REPORT

Building the foundations of our Commitment to Fostering Prosperity for Ugandans.



Our Reporting Suite



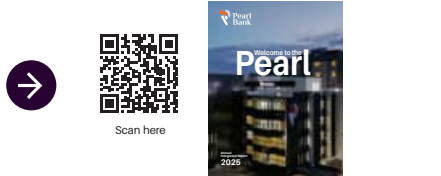
“Driving Corporate Profitability through Creation of Impact & Environmental Stewardship”.

Sustainability is the source of value creation; a way to gain competitive advantage.



Having completed 27 years of service to Ugandans, the Bank has entered a pivotal phase in which its efforts are directed towards deepening impact across Uganda’s people, enterprises, and its future.

Our first Sustainability Report is not a declaration of perfection, but a promise of progress: to grow with purpose, to prosper with integrity, and to ensure that every step we take leaves Uganda a better place, for us and for those who will come after us.



Pearl Bank’s fifth Integrated Report captures a simple arc: after 27 years of service, by asking a simple but powerful question “Who is our customer?” we sharpened our identity. That clarity didn’t just refine how we saw ourselves; it triggered a rebrand and reaffirmed our role as a reliable partner for growth and prosperity. The result is a national, impact-led financial institution and a trusted indigenous bank for Ugandans.





A stable, future ready financial position that supports long term value creation for shareholders, customers, and the Ugandan economy.



Contact Us

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Queries **GRI 2-3**

We value feedback and welcome any comments or suggestions you may have about the report or our sustainability performance.

Please contact us at: peter.ssenyange@pearlbank.com

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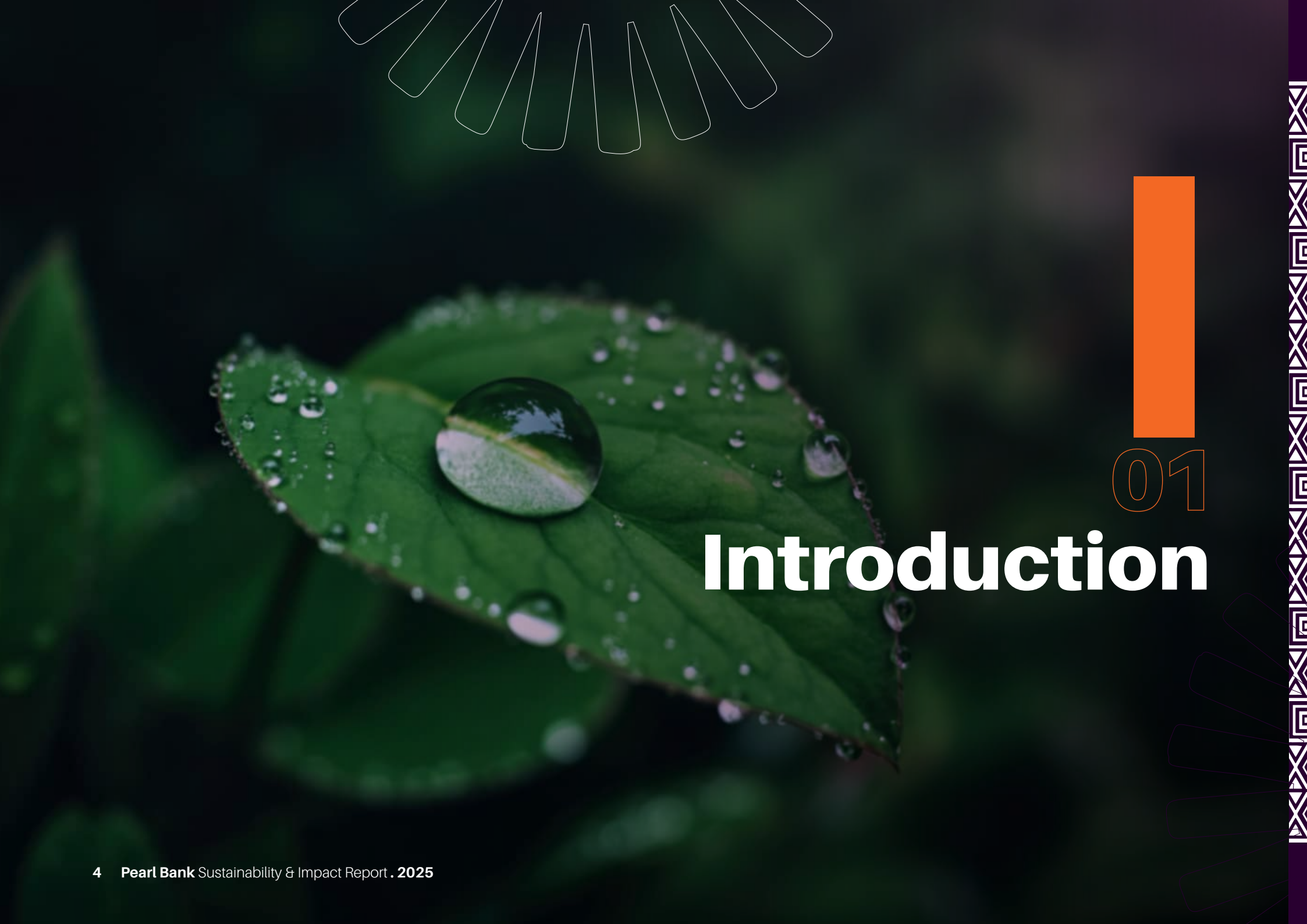


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01

Introduction

About this Report GRI 2 - 3

Report Overview

This is Pearl Bank Uganda’s inaugural sustainability report, covering the period 1 January to 31 December 2025. It marks a significant milestone in our evolution into a modern, digitally empowered institution committed to advancing inclusive economic growth across Uganda.

This report presents a comprehensive account of our sustainability performance, initiatives, and strategic direction, focusing exclusively on our economic, social, and environmental impacts and contributions. It reflects how we manage sustainability risks and opportunities across our operations and how these efforts contribute to national prosperity.

Certified Commitment

Our achievement of the Level 3 Sustainability Certification from the European Organisation for Sustainable Development (EOSD) affirms that sustainability is not an add on, it is the foundation of our value creation, risk management, and stakeholder engagement. The Pearl Bank brand now stands for trust, innovation, and socio economic relevance, reinforcing our role as a key partner to the Government of Uganda.

Sustainability Data

The information in this report is drawn from an extensive review of Pearl Bank’s internal policy documents, operational records, and inputs from teams responsible for key sustainability functions. Where precise data was unavailable, carefully validated estimates were applied to ensure alignment with our operational realities and business activities. All monetary values are presented in Uganda Shillings (Ushs) unless otherwise stated.

Assurance

This Report has not been subjected to external assurance. However, key disclosures and underlying processes were reviewed by Pearl Bank Uganda’s Internal Audit function to support the accuracy and reliability of the information presented. We appreciate the contributions of our stakeholders whose insights informed the preparation of this Report.

Reporting Universe

We encourage you to read our 2025 Integrated annual report and financial statements in conjunction with our other reports that are available on our website.

Going Forward

Recognising that continuous improvement is essential, we are actively implementing measures to expand and strengthen our reporting efforts. Updates on our progress towards these goals will be shared in subsequent editions.

Guiding Global Reporting Frameworks

This Report was compiled with consideration of the following globally recognised frameworks and board.





The Karlsruhe SUSTAINABLE FINANCE AWARD



Julius Kakeeto (2nd R), Pearl Bank Uganda Managing Director holding the Sustainability Certificate from EOSD, Peter Ssenyange (L), Chief Financial Officer, Pearl Bank Uganda, Arshad Rab (2nd L), CEO of EOSD and Chairman of the Sustainability Standards and Certification Initiative, and other officials.

2025 Sustainability Highlights

Economic - Boosting the Real Economy

Driving Sustainable Financial Inclusion

Funding for Consumer loans (Act vs target)

Ushs 273 Bn
Target (Ushs 475 Bn) ↓

Number of Consumer loans (Act vs target)

Over **19,334**
Target (38,735) ↓

Loans disbursed through ACELI AFRICA

Ushs 31 Bn
Disbursed to 108 farmers

Value of Digital Loans (Act vs target)

Ushs 100 Bn
Target (N/A)

Number of Digital Loans (Act vs target)

Over **2.8 Million**
Target (N/A)

Stimulating Entrepreneurship & Development

% of loan book to promote economic diversification

6% ↓
Target (18%)

Loans disbursed through ACF

Ushs 120 Bn
Disbursed to 443 customers

Loans disbursed through Large Scale Farmers

Ushs 30 Bn ↑
Target (20 Bn)

Agricultural lending

Ushs 340 Bn
Disbursed to 11,219 farmers

Loan book allocated to MSMEs

Ushs 398 Bn ↑
Target (Ushs 384 Bn)

Number of MSMEs funded

17,693 ↓
Target (57,313)

Loan book allocated to promote economic diversification

Ushs 92 Bn ↓
Target (Ushs 177 Bn)

Loan book allocated to critical goods and services

Ushs 11 Bn ↓
Target (Ushs 17 Bn)

Tax contribution

Ushs 32 Bn ↑
2024 (Ushs 30 Bn)

Social - Promoting innovation & entrepreneurship in society

Driving Sustainable Financial Inclusion

Funding Health care projects

Ushs 4.2 Bn ↑
Target (Ushs 1.2 Bn)

Jobs created

31,642 ↓
Target (46,798)

Number of Agents

9,619 ↑
Target (6,000)

Number of parishes covered by Agents through Wendi

5,030 ↓
Target (10,590)

Number of youth businesses financed

180 ↓
Target (5,732)

Number of women businesses financed

6,272 ↓
Target (8,640)

Number of SACCOs and Groups on Wendi

15,699

Number of sub counties covered by Agents

1,791 ↓
Target (2,224)

Stimulating Entrepreneurship & Development

Loan book allocated to Low-cost funding capital

Ushs 176 Bn

PDM Funds disbursed via Wendi

Ushs 1.2 Tn
Target (N/A)

No of self employed /micro-enterprises funded

7,044 ↓
Target (23,801)

Loan book allocated to Self Employed / Microenterprises Funded

Ushs 19 Bn ↓
Target (32 Bn)

Environment - Our Usage

GRI 305 - 5

38.8 Million Litres ↑
Water consumed
2024: 56.8 million litres

33,492 Kgs ↓
(approx. 13,955 reams) Paper used.
2024: 29,767 Kgs

3,585 ↓
Carbon emissions (in tCO₂e)
2024: 2,757

2,070,360 kW ↓
Electricity consumed
2024: 1,953,000 kW

610,470 Litres ↓
Total fuel consumption (Vehicles & Generators)
2024: 229,546 litres

*Please see our detailed performance on page 46 under the metrics and targets section.



Board Chairman's Letter GRI 2-11

A New Chapter for Pearl Bank, stepping forward to drive sustainable financial inclusion and stimulate entrepreneurship and services.

As Chairman of the Board, it is a moment of immense pride and excitement to present Pearl Bank's inaugural Sustainability Report. This marks a defining milestone in our journey, the beginning of a more intentional, transparent, and future focused approach to how we create value for our customers, communities, shareholders and our country.

This first report is more than a compliance exercise. It signals a strategic shift: sustainability is now embedded at the center of our business model, our governance structures, and our long-term value creation. Over the past year, we have laid the foundations for a sustainability ecosystem that will deliver a real and lasting impact.

A Strong Strategic Position in a Transforming Economy

Uganda's economic landscape continues to evolve, shaped by regional integration, digital transformation, and renewed investor confidence. Even amid global uncertainty, the Country's stable macroeconomic environment has created opportunities for responsible financial institutions to lead with innovation and resilience. Against this

backdrop, Pearl Bank continues to deliver solid financial performance, our growth in both funded and non-funded income reflects the strength of our strategy and disciplined execution. More importantly, it demonstrates that sustainability and profitability are not competing priorities, they reinforce each other. As a responsible corporate citizen, we continue to contribute meaningfully to national development through taxes, employment, financial inclusion, and support for entrepreneurship and services.

A Governance Framework Built for the Future

My Board Colleagues and I are committed to strong governance, ethical leadership, and transparent disclosure principles that are essential for Uganda's financial sector. As we prepared our inaugural Sustainability Report, we strengthened the governance systems that anchor responsible banking at Pearl Bank. Over the year, we guided management on being profitable through sustainability. To this end we endorsed and

approved sustainability considerations across 8 spheres of our business i.e Governance, management, technology, products, business model, stakeholder engagement, human capital and operations. Through this approach our business shall be profitable through sustainability (see more of our approach on pages 18 - 21).

Looking Ahead Sustainability as a Strategic Imperative

I honestly believe that sustainability has become a core driver of competitiveness, resilience, and long-term sustainable value creation. The recent integrations of *Wendi* with various banks and partners has created one of Uganda's largest interoperable digital finance networks, serving over two million users and enabling more affordable, accessible, and inclusive digital transactions across the country.

We are encouraged by the partnerships taking shape across the sector and the growing momentum towards responsible finance. We urge our Shareholder, the Minister of Finance, Planning & Economic Development (MoFPED) and sector stakeholders to continue strengthening the policy environment that enables sustainable business and inclusive growth.

We stand ready to contribute with ambition, integrity, and a clear vision for a more sustainable future for our clients, communities, and the Country.

Mr. Andrew Otengo Owiny
Board Chairman, Pearl Bank



Reflections from Managing Director

Dear Valued Stakeholders,

2025 has been a transformative year for Pearl Bank, one defined by renewed purpose, strengthened institutional resilience, and a clear commitment to shaping a more

impactful future for Uganda. As we advanced our strategic transition, we placed sustainability at the centre of our business, ensuring that our decisions, partnerships, and investments contribute meaningfully to national development and long term value creation.

What Sustainability means for Pearl Bank

Our approach to sustainability is to address the root causes of financial inequality and lack of opportunity that hold back several of our countrymen as they seek to foster prosperity for their businesses and loved ones. At Pearl Bank we exist to answer to this need by mindfully and deliberately considering our targeted economic, social and environmental impact to deliver sustainable future for our customers across Uganda.

In 2025, our new name - Pearl Bank - epitomises the impact we shall create going forward as a corporate citizen and indigenous bank.

Sustainability Standards Certification Achievement

A significant milestone in 2025 was Pearl Bank's attainment of the Sustainability Standards Certification Initiative (SSCI), affirming our progress in embedding sustainability principles across our operations, governance, and service delivery.

This certification reflects the deliberate steps we have taken to institutionalize responsible banking practices and strengthen our alignment with emerging sustainability expectations.

Advancing the Sustainable Finance Agenda

Our sustainable finance agenda advanced meaningfully during the year. In October, we secured a €15 million (Ushs 60 billion) credit line from the Agence Française de Développement (AFD), supported by €1 million (Ushs 4 billion) in technical assistance.

This facility enhances our ability to scale climate smart lending for MSMEs, SACCOs, smallholder farmers, women and youth led enterprises groups that remain central to Uganda's economic transformation.

Deepening Digital Inclusion

Digital inclusion remained a core priority. The integration of *Wendi* with other financial institutions defined yet another interoperable digital finance ecosystem, now serving over two million users and enabling more affordable and accessible digital transactions nationwide. By August 2025, our digital and financial literacy programmes had trained over 5,000 individuals across Kampala, Wakiso, and Mukono, strengthening the capabilities of communities that rely on our services.

Additionally, through the *Wendi* platform, the Bank has now reached over 2.6 million Ugandans by facilitating payments under the Parish Development Model. (PDM).

Strengthening Governance and Oversight

Our governance structures continued to evolve in line with our sustainability ambitions. Throughout the year, the Board enhanced its oversight of sustainability related matters, strengthened disclosure practices, and guided management in aligning the Bank's systems with emerging national reporting expectations. These improvements ensure that Pearl Bank remains accountable, transparent, and well positioned to meet the demands of a rapidly changing financial landscape.

Our Commitment to Sustainable Growth

As we look ahead, our direction is clear. We will continue expanding sustainable finance, deepening digital inclusion, strengthening institutional resilience, and building partnerships that advance national development. We believe that responsible banking is not only good practice, but also essential for long term competitiveness and shared prosperity.

We move forward with confidence, clarity, and a firm commitment to serving our clients, our communities, and our country with integrity and purpose.

Thank you for your continued trust and partnership.

Julius Kakeeto
Managing Director
Pearl Bank Uganda



About Pearl Bank

Our Purpose is to Foster **PROSPERITY** for Ugandans



Who We Are



A National Impact - led Financial Institution



A reliable Partner for Growth and Prosperity



A trusted indigenous Bank for Ugandans

Driving value through strategy



At this stage of our strategic journey, we continue to deliver strong and measurable progress towards building a more sustainable, inclusive, and digitally advanced bank. Sustainability remains central to our approach, shaping how we allocate capital, manage risk, and create long-term value for our stakeholders and communities.

Our strategic ambitions guide disciplined execution and targeted investment, embedding sustainability into decisions and delivering responsible, tangible outcomes.



How we create value for Ugandans

- 1 Drive sustainable Financial Inclusion
- 2 Stimulate entrepreneurship and services



Our Strategic Pillars

RISK MANAGEMENT

- Strengthens risk governance and oversight frameworks to support long-term sustainability of inclusive financial services.
- Supports better alignment between risk appetite and business growth.

1

PERFORMANCE

- Supports sustainable lending to priority sectors and underserved segments.
- Strengthens the Bank's capacity to fund inclusive growth and development initiatives.

2

3

FRANCHISE MANAGEMENT

- Facilitates deepened outreach to hard-to-reach areas, MSMEs, and priority customer segments.
- Strengthens trust and brand confidence in formal financial services.
- Supports focused segment-led and sector-driven growth approach.

4

PEOPLE AND CULTURE

- Builds staff capability to serve broad and evolving customer needs.
- Promotes ethical conduct, inclusion, and customer-centricity.
- Supports innovation and productivity through a strong performance culture.



5



SERVICE AND INNOVATION

- Expands access to affordable financial services through digital and alternative delivery channels.
- Reduces barriers to entry for mass-market, MSMEs, and underserved customers.
- Supports productive economic activity through improved customer experience.

Our Geographical Footprint GRI 2 - 1

Our distribution network is a blend of both physical and digital customer touch points (see page 13) designed to meet each of our customers and partners within their unique circumstances and needs. Therefore our phygital distribution model comprises of digital elements - A digital wallet bank named “Wendi”, Mobile banking service plus physical network of branches, 60 ATMs, agency banking agents supported by mobile banks on wheels across 41 districts and 5,030 parishes in Uganda.

Our digital network is fully interoperable with various financial services in the country, giving our clients access to vital financial services.

➔ **Our distribution is structured to reach the unbanked and underserved across the entire country.**



Physical Branches

➔ **58**

Located in 41 Districts



ATMs

➔ **60**

Located in 41 Districts



Agents

➔ **9,619**

Located Country Wide



Mobile Vans

➔ **14**

Located in 41 Districts



Mobile Banking subscribers

➔ **237,133**

Located Country Wide





Wendi Subscribers

➔ **2.4M**

Located Countrywide

➔ **Who we served in 2025**

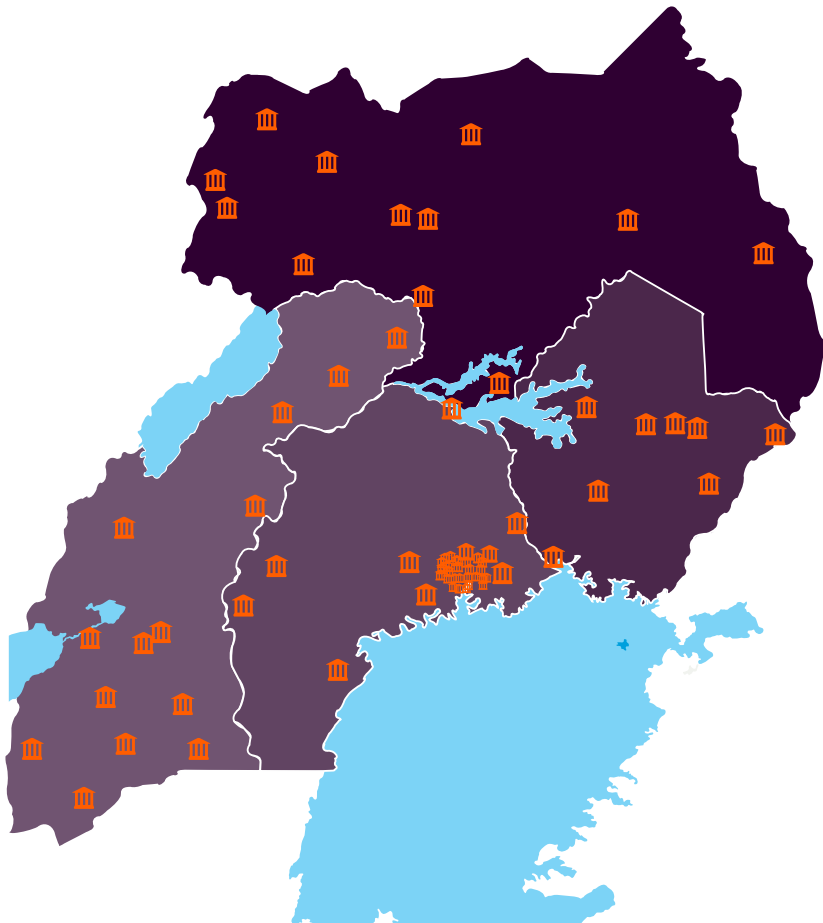
Number & Value of Checking & Savings Accounts by Segment	31-Dec-25	SB Code: FN-CB-000.A 
Personal		
Number of Personal Checking & Savings Accounts	419,607	
Value of Personal Checking & Savings Accounts (Ushs Billion)	307	
Small Business		
Number of Small Business Checking & Savings Accounts	80,687	
Value of Small Business Checking & Savings Accounts (Ushs Billion)	123	

Number & Value of loans by Segment	31-Dec-25	SB Code: FN-CB-000.B 
Personal		
Number of Personal Loans	19,681	
Value of Personal Loans (Ushs Billion)	192	
Small Business		
Number of Small Business Loans	19,715	
Value of Small Business Loans (Ushs Billion)	291	
Corporate		
Number of Corporate Loans	179	
Value of Corporate Loans (Ushs Billion)	182	

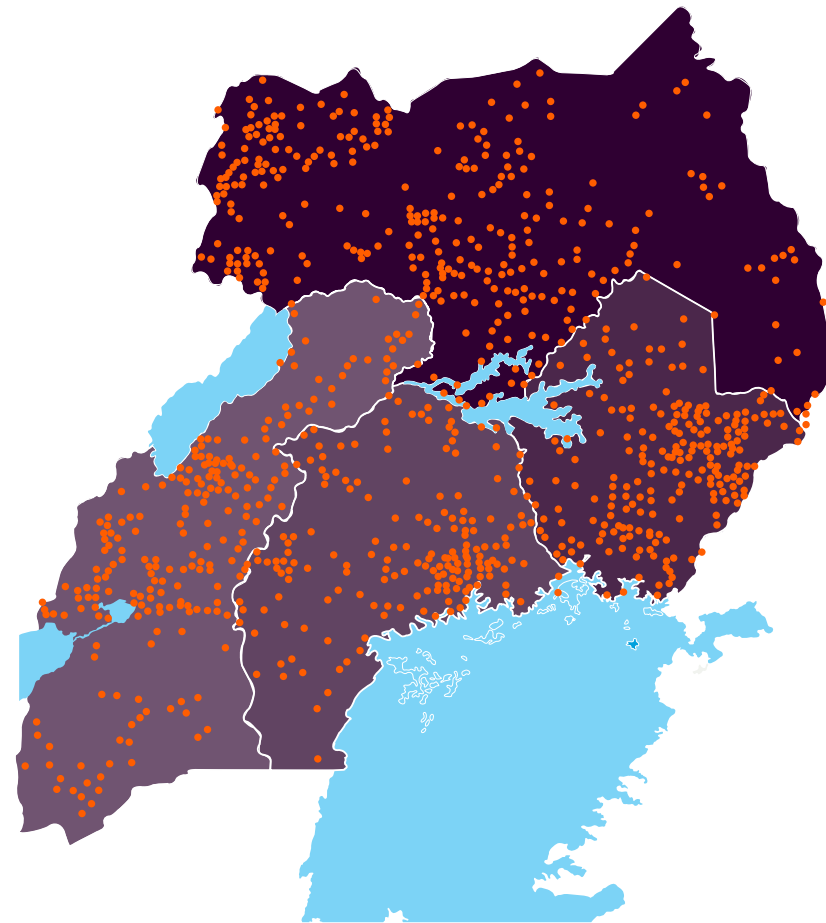
Number & Value of Digital Loans	31-Dec-25	31-Dec-24
Number of Digital Loans		
Xtracash (Number of Loans)	2.8 million	2.1 million
Value of Digital Loans (Ushs Billion)		
Xtracash (Ushs Billion)	99	40

Our Country Wide Reach and Presence

➔ Our physical branches  Branches



➔ Our Wendi Agents  Agents



Customer Stories







Newman Foods Limited

At Newman Foods Limited, our growth as an export-oriented agribusiness has been strengthened by Pearl Bank's continued support through working capital, trade finance, and value chain advisory services. These solutions have enabled us to implement structured supplier payment systems that not only improve operational efficiency but also help smallholder farmers build transaction histories and strengthen their access to formal financial services.

Through this partnership, we have expanded sustainable sourcing systems that reduce post-harvest losses while creating more reliable market opportunities for farming communities. We continue to work closely with women and youth farmers through training and guaranteed market access, ensuring they are fully integrated into formal value chains linked to export markets.

Women currently make up 44.4% of our leadership team, while 154 women and 45 youth are directly employed within the business. In addition, 100 female smallholder farmers and 50 youth suppliers are supported through our supply chain, with over 150 farming households connected to export opportunities. This partnership reflects how inclusive agribusiness can simultaneously deliver commercial growth and meaningful community impact.

Key impacts







-  **154** Women employed directly
-  **100** Female small holder farmers supported in supply chain
-  **45** Youth employed directly
-  **50** Youth suppliers integrated into the value chain
-  **44%** Women in leadership positions

Rezlex Investments Limited

Rezlex Investments Limited is a private enterprise based in Ntungamo, that aggregates coffee cherries from smallholder farmers and connects them to reliable markets. Through our targeted financial support, the enterprise has strengthened its working capital position, enabling timely procurement and bulk aggregation of coffee, which has improved market access and income stability for rural farming communities.

Our support has gone beyond financing, by combining working capital provision with capacity building, Rezlex has strengthened its operational efficiency and sustainability. Training in financial management and record keeping has enhanced internal systems, while advisory support has enabled the business to adopt environmental and social best practices in coffee sourcing and handling. These include promoting soil conservation, shade-tree planting, and reducing post-harvest losses. At the same time, targeted support has helped the enterprise expand its outreach to farmers, including the provision of inputs and services such as coffee husks for poultry farming and manure, while actively promoting the inclusion of women and youth across the value chain.

Key impacts

-  **120+** Smallholder farmers integrated into the value chain
-  **60** Farmers supported with inputs and value-added services
-  **40** Female farmers engaged, with 20 supported through inputs/services
-  **60%** Youth representation in leadership
-  **28%** Youth participation in board and shareholding
-  **10+** Full-time jobs created, including 2 for women and 5 for youth

Continued...

Equator Seeds Limited

Equator Seeds Ltd is an agribusiness engaged in the production, processing, and distribution of certified crop and vegetable seeds. Operating from Gulu, the company produces improved seed varieties, processes and packages certified seeds, and distributes them through a wide agro-dealer network, while also providing extension services and input support to smallholder farmers.

Pearl Bank has supported the company through working capital and trade financing, enabling consistent production and distribution of quality seeds. This has been complemented by ESG strengthening, technical assistance, and social impact financing, enhancing Equator Seeds Ltd's capacity to reach vulnerable communities, particularly women and youth in post-conflict Northern Uganda, while embedding sustainable and responsible business practices.

Key impacts



32,740	Farmers engaged across 50 cooperatives
12,651	Registered farmers in Northern and Eastern Uganda
2,000+	Smallholder suppliers integrated into the value chain
10,000+	Female farmers supported
3,000	Conflict-affected women and youth reached
300	Youth suppliers engaged
20%	Women shareholding, 10% youth in leadership
76	Full-time employees (26 women, 18 youth)

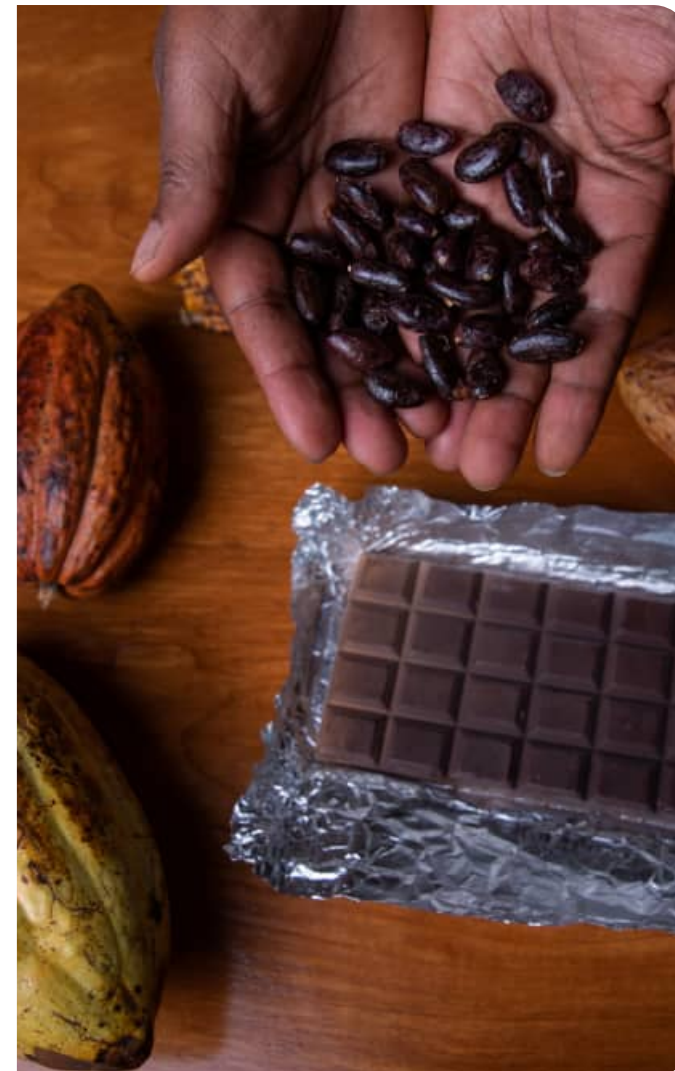
Nuwagaba Charles Kakuhiire

Nuwagaba Charles Kakuhiire operates a maize trading business in Moroto, aggregating produce from smallholder farmers and supplying it to formal markets. The business plays an important role in linking rural producers to reliable buyers, supporting improved market access and income stability in a region where structured agricultural markets are still developing.

Pearl Bank has supported the business through working capital financing, enabling timely purchase of maize from smallholder farmers and stabilizing supply. This support has strengthened aggregation capacity and enabled more structured trading through improved planning and consistent supply to larger buyers. In addition, the support has been complemented by financial literacy and record-keeping guidance, as well as advisory on compliance, grain quality standards, proper storage, and environmentally responsible handling practices. These interventions have enhanced operational efficiency while supporting the business to scale sustainably.

Key impact

- 50+** Smallholder farmers supplied maize to the business, including 20+ female and 25+ youth suppliers
- 25+** Full-time jobs created (7 women, 23 youth)
-  Increased ability to supply larger, formal market buyers consistently
-  Reduced aflatoxin contamination risks



Awards and Recognitions

As part of our unwavering commitment to banking excellence and to fulfilling the expectations of our valued stakeholders, we have been honored with numerous awards and recognition. These distinctions serve as a clear affirmation of our achievements and reinforce our resolve to continuously enhance our capabilities, strengthen our institution, and deliver superior value.

Sustainability Certification.
The International Council of Sustainability Standards and Certification has declared that Sustainability Certification has been granted to POSTBANK UGANDA on the 23th day of September 2025 in Karlsruhe, Germany. This certification is based on the assessment against the requirements laid down in the Sustainability Standards Version 3.0 and is valid until 24.09.2028. Level of Sustainability Achieved: Level 3.

ACF Award for Highest number of Grain Trade Facility Loan Applications submitted to Bank of Uganda.
AGRICULTURAL CREDIT FACILITY AWARD
Presented to POSTBANK UGANDA LIMITED
In having the Highest number of Grain Trade Facility Loan Applications submitted to Bank of Uganda on 31 March 2025.

Wendi_ Best Digital Wallet for E-Wallet Provider.
BEST DIGITAL WALLET OR E-WALLET PROVIDER
AFRICA

Diamond_Banking innovation Excellence Digital Impact Awards Africa.
DIGITAL IMPACT AWARDS AFRICA
COMMUNITY/OF BANKING EXCELLENCE
PEARL BANK

Agricultural Credit Facility Award. Bank of Uganda
AGRICULTURAL CREDIT FACILITY AWARD
Presented to POSTBANK UGANDA LIMITED
In having the Highest Number of Loan Applications in respect of Agro Industrialization as at March 31, 2025.

Small Business Recovery Fund Award. Bank of Uganda
SMALL BUSINESS RECOVERY FUND AWARD
Presented to POSTBANK UGANDA LTD
In having the Highest number of Grain Trade Facility Loan Applications submitted to Bank of Uganda on 31 March 2025.

Gold_Community/MFI Banking Excellence Digital Impact Awards Africa.
DIGITAL IMPACT AWARDS AFRICA
COMMUNITY/OF BANKING EXCELLENCE
PEARL BANK

Small Business Recovery Fund Award. Bank of Uganda
SMALL BUSINESS RECOVERY FUND AWARD
Presented to POSTBANK UGANDA LTD
In having the Highest number of Grain Trade Facility Loan Applications submitted to Bank of Uganda on 31 March 2025.

Government performing bank of the year 2025. The 13th Visionaries of Uganda Awards.
THE 13TH VISIONARIES OF UGANDA AWARDS
Presented to PEARL BANK UGANDA LIMITED
On the Occasion of Being Honoured as the Best Company GOVERNMENT PERFORMING BANK
By the People of the Republic of Uganda for the Outstanding Contribution Towards Uganda's Middle Income Status Agenda (and Vision 2042) on 29 November 2025.

Best Bank in Agricultural Financing.
BEST BANK IN AGRICULTURAL FINANCING
PEARL BANK

Fintech Partnership Award from UBA.
FINTECH PARTNERSHIP AWARD
PEARL BANK

Annual Uganda ACCA CFO Awards Sustainability Award Category.
ANNUAL UGANDA ACCA CFO AWARDS SUSTAINABILITY AWARD CATEGORY

CFO of the Year Annual Uganda CFO Awards.
CFO OF THE YEAR ANNUAL UGANDA CFO AWARDS

ACF Award for Overall Performing Commercial Bank.
AGRICULTURAL CREDIT FACILITY AWARD
Presented to POSTBANK UGANDA LIMITED
In having the Highest number of Grain Trade Facility Loan Applications submitted to Bank of Uganda on 31 March 2025.

Small Business Recovery Fund Award.
SMALL BUSINESS RECOVERY FUND AWARD
Presented to POSTBANK UGANDA LTD
In having the Highest number of Grain Trade Facility Loan Applications submitted to Bank of Uganda on 31 March 2025.



02

Approach



Our Sustainability Journey

From Institutional Resilience to Inclusive Prosperity

Pearl Bank's sustainability journey reflects a deliberate and phased transformation. What began in 2020 as a focus on institutional resilience and continuity has evolved into a purpose-driven strategy that positions the Bank as a certified leader in inclusive prosperity by 2028. This evolution was not accidental, but the result of intentional strategic choices made in response to changing national priorities, stakeholder expectations, and long-term sustainability risks and opportunities.

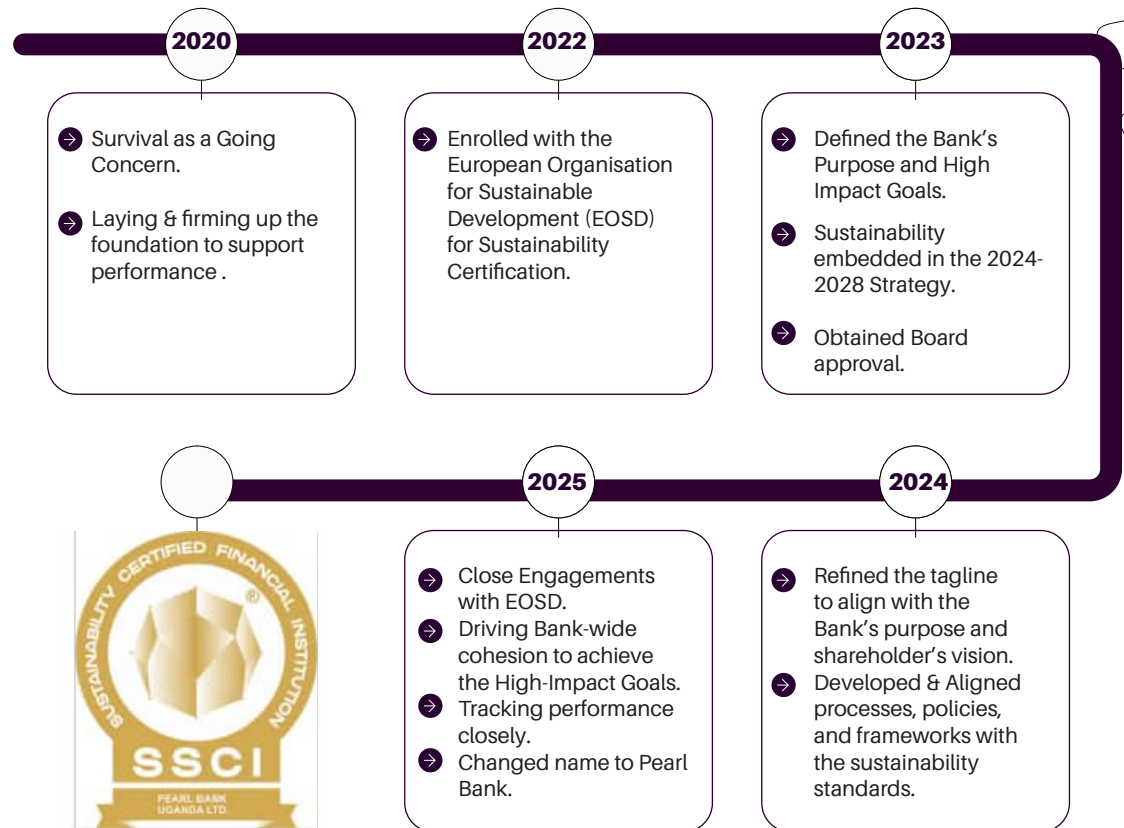
Embedding Sustainability into Strategy and our corporate profitability

A critical acceleration point in our journey occurred in 2022, when the Bank enrolled with the European Organisation for Sustainable Development (EOSD), marking a structured commitment to sustainability maturity. This was followed in 2023 by the formal integration of sustainability into the Bank's 2024-2028 strategic roadmap, driving corporate profitability through sustainability in all that we do.

Change of name and Bank-Wide Alignment

The year 2024 was dedicated to strengthening internal alignment harmonising policies, processes, and the Bank's corporate identity with shareholder expectations and long-term sustainability ambitions. This groundwork laid the foundation for 2025, where we introduced our first sustainability report and formally adopted our new name, Pearl Bank Uganda Limited.

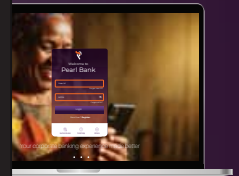
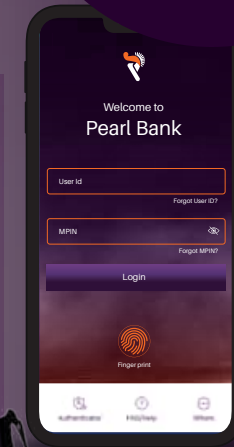
PBU's Sustainability Journey



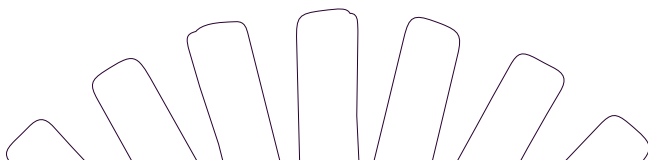
A Prosperous Uganda: **Strong, Vibrant & Efficient, Economy, Employment Opportunities, Value Creation, Flourishing environment etc.**

Welcome to a new **Chapter**

www.pearlbank.co.ug  0800 217 200  +256 707 993 930



Pearl Bank is regulated by the Bank of Uganda under licence No. A1.035. Customer Deposits are protected by the Deposit Protection Fund of Uganda up to UGX 10 million.



Our Sustainability Strategy GRI 2-22

Our sustainability strategy - What sustainability means to Pearl Bank.

Every business regardless of its size, has the power to shape.

- ➔ The economy in which it operates
- ➔ The society it serves
- ➔ The environment it sustains.

As a trusted indigenous bank guided by our vision to “Foster Prosperity for Ugandans” sustainability is at the core of our business strategy and therefore drives our corporate profitability. Through stimulating entrepreneurship and services and driving sustainable financial inclusion, we create value for our stakeholders using our resources and financial services as follows.



Impact on Economy

We provide affordable financing that drives the economy in three aspects below.

Boosting the Real Economy

- ➔ To drive the real economic growth, the bank aims to strategically deploy funds to large scale business enterprises within its portfolio. The allocation of its portfolio also includes funding start-ups and consumer lending that sustains household demand. Together, these interventions stimulate productive economic activity, strengthen enterprise resilience, and reinforce broad-based economic development.

Creating a High-Income, Internationally Competitive and Future-Proof Economy

- ➔ By channeling our loan book portfolio into technological and green transformation, smart physical infrastructure, and digital connectivity, while simultaneously supporting the mobility, water, energy, and R&D projects, we collectively drive the transition towards a high-income economy that is internationally competitive and resilient for the future.

Building Economic Resilience

- ➔ We allocate funding to economic diversification and support the production of critical goods and services through import substitution and export promotion activities. The targeted investments in diversification reduce reliance on Uganda’s traditional industries, while promoting domestic production of essential goods.



Impact on Society

Our financial services positively impact on the societies in which we operate in four ways, creating lasting footprints that improve the wellbeing of Ugandans.

Enhancing the Quality of Lives through Safer, Better and Higher-Paid Jobs

- ➔ We target to create jobs in society. These jobs should improve the quality of life through including occupational safety and health measures and covering social protection. We also target to create jobs in the creative industries and technology-based industries, specifically because these drive sustainability in the economy.

Enabling Inclusive Prosperity

- ➔ We enable inclusive prosperity through targeted financing to women, youth, and disability owned businesses. We support enterprises in underserved and structurally weak regions in Uganda with a focus on catalysing quality job creation for these marginalized populations. This is complemented by sustained investment in entrepreneurship promotion, education and skills development, technology focused scholarships, and healthcare initiatives that collectively strengthen equitable access to economic opportunities.

Preserving and Promoting Culture

- ➔ By funding cultural events and targeted heritage initiatives that celebrate and sustain local traditions, we actively preserve and promote cultures within Uganda. Through dedicated investments & interventions in the arts, the bank expands access and participation among children and youth while safeguarding cultural heritage.



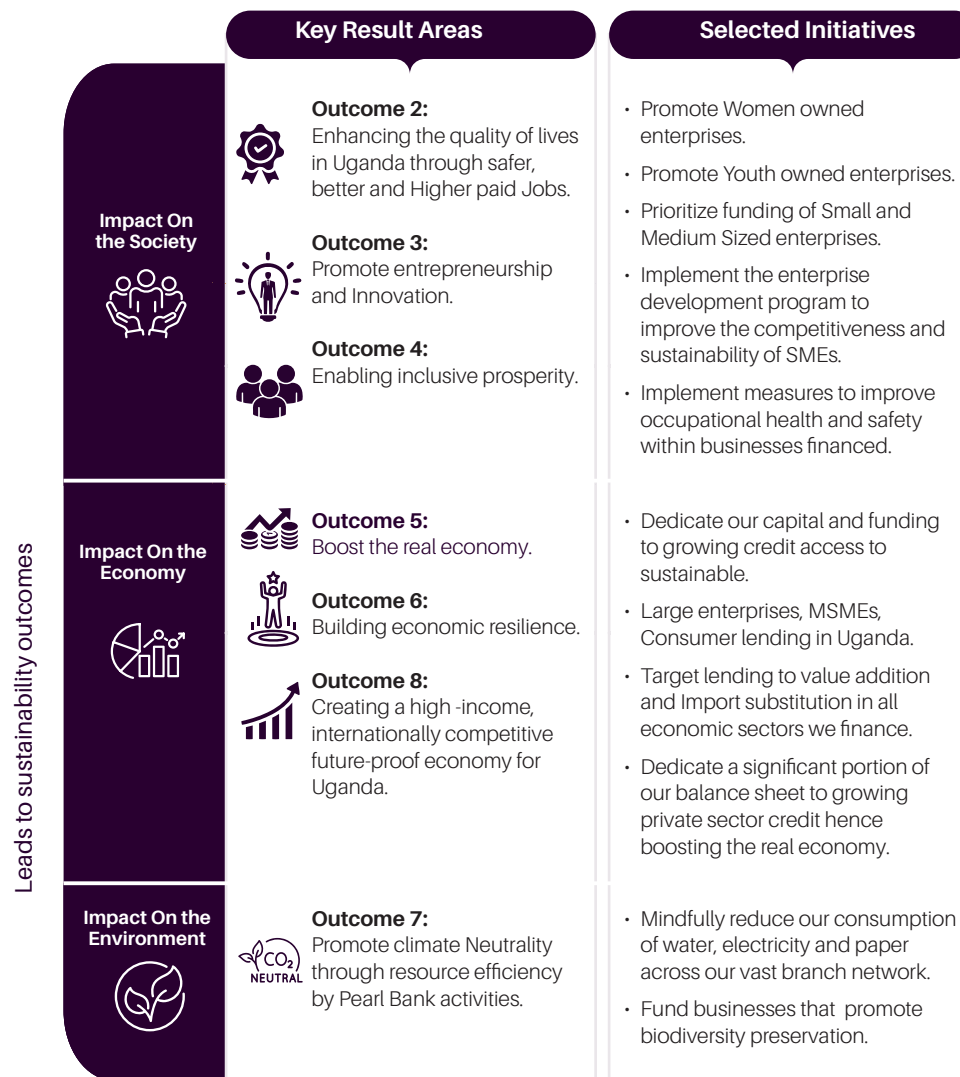
Impact on Environment

Our financial services & business operations mindfully protect the environment through resource efficiency, preserving and enriching biodiversity.

We incorporate our sustainability outcomes in our top two business priorities and strategy

Our purpose: Why we are here.	How we fulfill our purpose: Our top two priorities (High impact goals)	Why these priorities matter to us and our stakeholders	Our expected impact and outcomes for stakeholders
<p>We exist to foster prosperity for Ugandans</p>	<p>1</p> <p>We drive sustainable financial inclusion.</p>	<ul style="list-style-type: none"> → Our approach to corporate profitability is to create a strong organization without ignoring or compromising on social, ethical, and environmental accountability in the Ugandan context. → Our client solutions must enhance the quality of lives of the people we serve in our business. 	<p>1</p> <ul style="list-style-type: none"> o More Ugandans financially included in the money economy of the nation. o Increased household incomes. o Growth in savings. o Facilitate intra Africa trade and remittances.
	<p>2</p> <p>We stimulate entrepreneurship and services in the Ugandan context.</p>	<ul style="list-style-type: none"> → We support the real economy and play an instrumental role in making it regenerative through innovative solutions. → Our role in ensuring adequate capital flow to resource efficiency and credit access for MSMEs is indispensable to the long-term profitability of our business. 	<p>2</p> <ul style="list-style-type: none"> o Improved SME access to vital credit financing. o Increase in household incomes. o Growth in agricultural exports and related foreign exchange inflows. o Improved standards for Agri production practices and protection for the environment. o Job creation.

Planned sustainability impact and outcomes embedded in our 2024-2028 strategy



Read more about our performance and metrics on page 112 of the integrated report and page 46-48 of the sustainability and impact report.

Our Leadership - Board of Directors

GRI 2-9

Mr. Andrew Otengo Owiny
Chairman of the Board (INED)



Mr. Julius Kakeeto
Managing Director



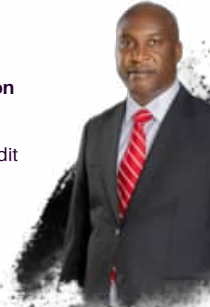
Mr. Andrew Kabeera
Executive Director



Mr. Martin Mugisha
Executive Director Operations



Mr. Johnson Mugulusi
INED
Chair of Audit Committee



Ms. Beatrice Lagada
INED
Chair Nomination & Compensation Committee



Mr. Lawrence Kasenge
NED



Mrs. Farida Mukasa Kasuja
INED
Chair Assets & Liabilities Committee



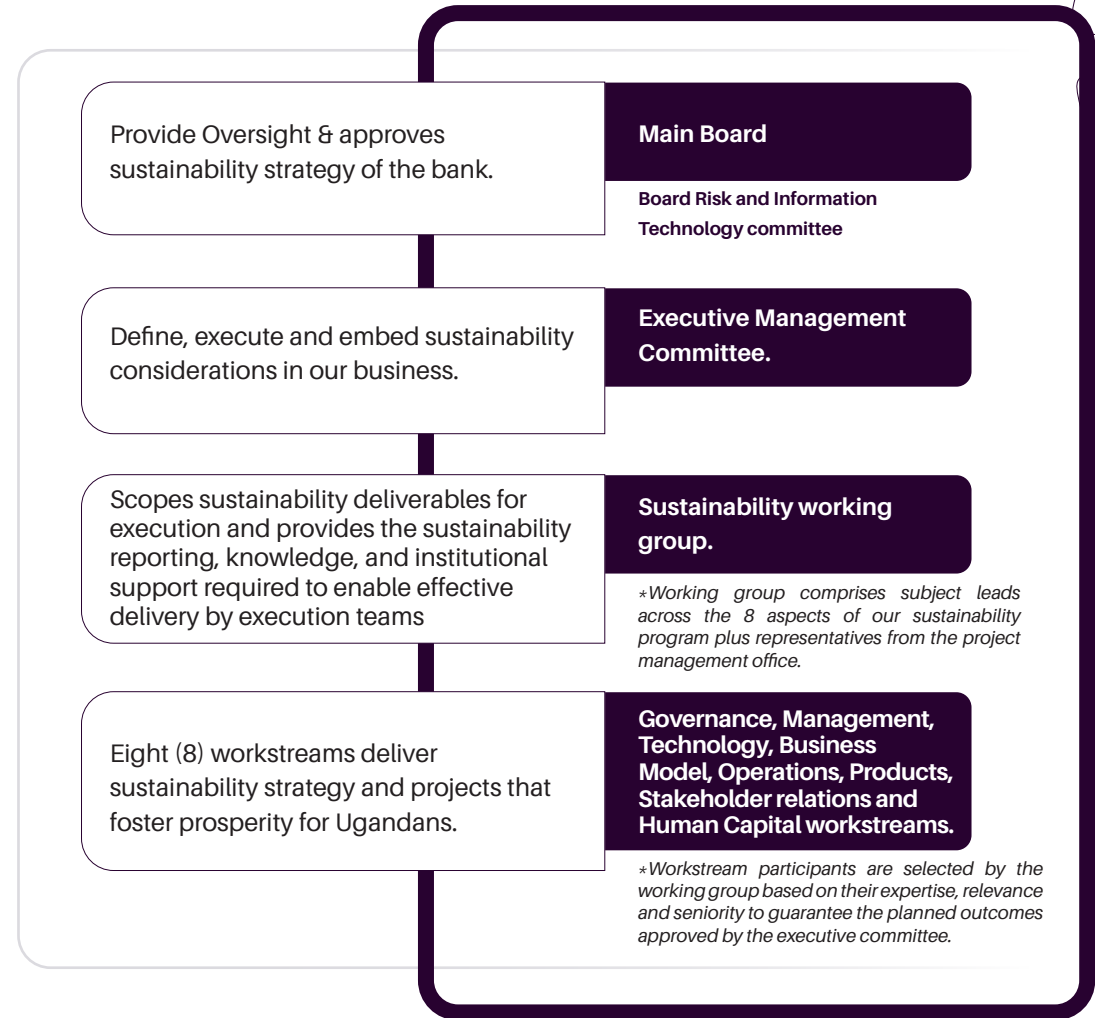
Mr. Joseph Areu
INED
Chair Risk and IT Committee



Governance of Sustainability at Pearl Bank



Embedding Sustainability & Governance in all we do GRI 2 - 13,14



Governance Oversight for Sustainability - The Role of the Board and Management GRI 2 - 12

In response to key stakeholder demands, the expected rapid change of both technology and regulation, the unique banking needs of the Ugandan customer, the Board mindfully changed its business approach to incorporate sustainability considerations in Pearl Bank's value creation journey.

The result of this consultation was a new business strategy fully merged with the bank's sustainability strategy which is Pearl Bank shall be profitable through sustainability.

Our purpose, the reason we come to work every day changed to Fostering Prosperity for Ugandans through two distinct approaches specific to Pearl Bank's strengths i.e.

1. In recognition of the vital role financing plays in Uganda's national development and business growth landscape, Pearl Bank exists to stimulate entrepreneurship and services.
2. In recognition of the need to include more Ugandans in the money economy, Pearl Bank exists to drive sustainable financial inclusion in the Ugandan context.

In 2025, we achieved the following key milestones in the bank's sustainability journey.

	Specific sustainability decisions taken by the Board in 2025.	Rationale for the decision
1	Amended and approved the board charter to make sustainability a board responsibility.	Sustainability is best driven by those charged with governance through the Board code of conduct and sustainability alignment.
2	Designated the board risk and Information Technology as the board subcommittee where sustainability matters are discussed on a quarterly basis approved that all sustainability matters.	Specific sustainability matters and related oversight for management is now a dedicated matter for this board subcommittee.
3	Performance management: Approved performance appraisal and reporting system for all board members and executive management on sustainability targets.	Incorporate sustainability in the reward appraisal for both Board & Executive management
4	Approved sustainability metrics & targets for board & executive management for each of the bank's two high impact goals i.e. <ol style="list-style-type: none"> 1. Stimulate entrepreneurship & services. 2. Drive sustainable financial inclusion. 	These are the planned financial and impact outcomes that we track for our impact on. <ol style="list-style-type: none"> 1. Corporate responsibility 2. The economy 3. The society 4. The environment As we diligently drive financial inclusion and stimulate entrepreneurship and services to foster prosperity for Ugandans.
5	Approved robust innovation policy framework.	Sustainability in the Ugandan context cannot be achieved without innovation to solve the economic, social and environmental challenges of the day and exploit the opportunities they present.
6	Approved executive management's implementation plans for all sustainability targets across the two high impact goals.	Clarified management's role in advancing sustainability.

In 2025, we achieved the following key milestones in the bank's sustainability journey.

	Specific sustainability decisions taken by the Board in 2025.	Rationale for the decision
7.	Approved sustainability training for all Board & Executive members.	Creating a sustainability compliant Board and Executive management.
8.	Reviewed & aligned all the organization's policies to align with our purpose & the two high impact goals that enshrine our sustainability approach.	A long-term approach to organizational sustainability requires an enabling policy framework aligned to this same cause.
9.	Modernized Pearl Bank's risk management framework to holistically cover the traditional risks to banking as well as emerging sustainability risks and opportunities.	Revitalized risk management framework that covers both risks and opportunities to our business.
10.	Accepted and received the prestigious sustainability standards and certification initiative (SSCI). This body recognizes financial institutions that have purposefully adopted a value driven framework to their governance as they service their economies, society and environment.	Pearl Bank is now a Sustainability certified financial Institution committed to creating sustainable value in all the communities in which we are presented.



Board's Sustainability Competence

By the end of 2025, 100% of the Directors had sustainability and climate change competence, having undergone structured capacity building programmes to strengthen their oversight of environmental and climate related matters.

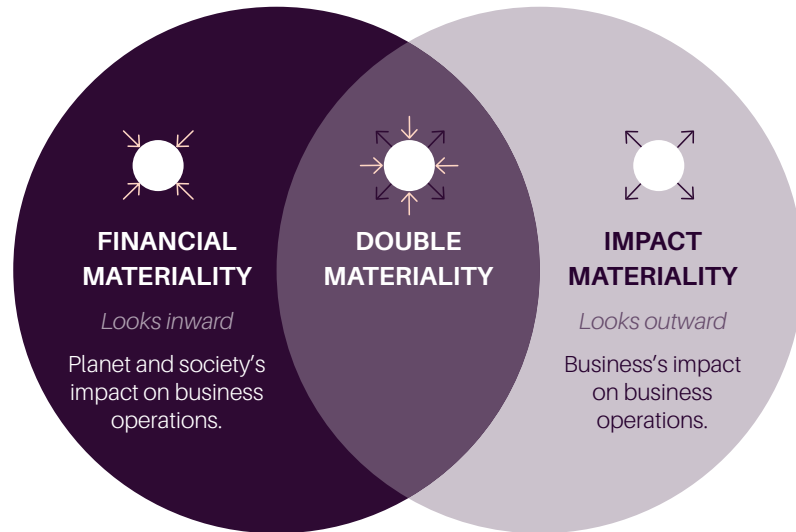
All Board members completed sustainability and climate governance training courses covering environmental protection, climate risk, natural resource stewardship, and emerging ESG regulatory requirements.

This ensures an informed and capable governing body that can confidently guide the Bank's transition pathway and evaluate sustainability risks and opportunities across the business.

Our Board of Directors sustainability focused skillset

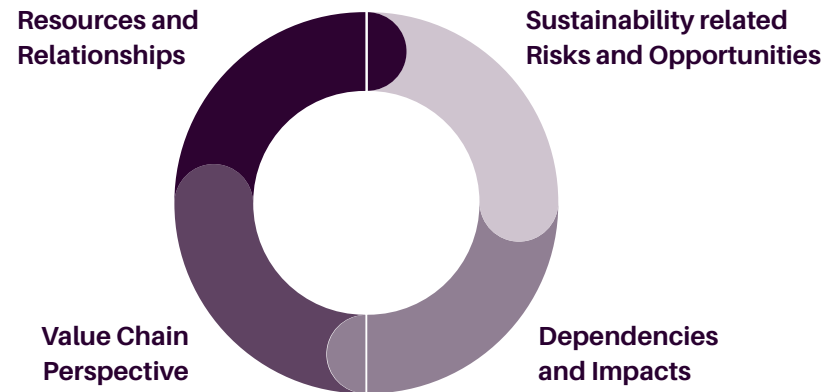


Our Approach to Managing Sustainability Related Risks & Opportunities.



Identifying Sustainability Related Risks and Opportunities

In identifying sustainability-related risks and opportunities, the Bank adopts a structured and forward-looking approach that considers the breadth of its operations, relationships, and long-term value-creation drivers and this is done through:



Value Chain Perspective

Pearl Bank assesses its full value chain to understand how its activities interact with stakeholders, the society, the economy, and the natural environment. The Bank recognizes that sustainability risks and opportunities may arise across both upstream and downstream relationships.

Resources and Relationships

The Bank considers the critical resources and relationships that enable value creation namely financial, human, intellectual, social, and natural capital.

Dependencies and Impacts

By identifying its dependencies on these capitals and the impacts of its activities, the Bank gains insight into potential sources of risk, resilience, and opportunity.

Sustainability-Related Risks and Opportunities

The Bank evaluates sustainability-related risks and opportunities that could reasonably affect its short, medium, and long-term prospects, particularly those linked to its dependencies and impacts across the value chain.

Risk Monitoring

Pearl Bank’s continuous and systematic risk monitoring processes have directly strengthened the Bank’s resilience, improved portfolio quality, and enhanced alignment with national development priorities. The Bank’s sustainability risk tools now generate measurable outcomes that support long term value creation.

Our monitoring tools for our sustainability risks and opportunities

The Bank applies a structured suite of tools to monitor sustainability-related risks and opportunities:



Risks and Opportunities Register

- Enabled early identification of high risk sectors, resulting in strengthened credit screening for agriculture and MSMEs.
- Improved Board visibility on emerging ESG risks, leading to targeted policy updates.



Key Risk Indicator (KRI) Framework

- Early warning signals triggered enhanced monitoring for digital channel outages, improving uptime and service reliability.
- Strengthened fraud risk detection, reducing operational loss incidents and improving customer trust.
- Supported climate risk tracking in agriculture lending, informing pricing and mitigation measures.



Risk and Control Self-Assessment (RCSA)

- Identified control gaps in customer due diligence processes, resulting in improved AML compliance and reduced regulatory exposure events.
- Strengthened internal controls across branches, improving service consistency and reducing process related complaints.
- Enhanced accountability across business units through documented risk ownership and action plans.

Pearl Bank’s sustainability risk screening processes have directly shaped portfolio quality, institutional resilience, and alignment with national priorities.

1 Risk Screening of Sustainable Lending and Investing.

- High risk transactions in environmentally sensitive sectors were declined or approved with strict mitigation, reducing exposure to non compliant or harmful activities.
- Screening strengthened the quality of MSME and agriculture portfolios, contributing to portfolio stability and reduced NPL pressure.
- Sustainability scoring guided capital allocation toward inclusive growth sectors.

2 Risk Screening for institutional Sustainability.

- Our Octagon Value Creation Model assessment highlighted organisational health gaps, leading to targeted improvements in staff capability, digital resilience, and customer experience processes.
- Documented risk scores, improved transparency and informed Board level decisions on capital planning and long term funding needs.
- Insights supported strategic alignment with national frameworks (NDP IV, Ten Fold Growth Strategy, NFIS), strengthening Pearl Bank’s relevance and impact mandate.

Our Sustainability Related Risks

Cybersecurity Risk:

For further information, please refer to page 40 on enhancing technology resilience under the our sustainability material matters section.

Strategic Risk:

Misalignment with Government of Uganda Development Frameworks adversely affects the long term funding of Pearl bank Uganda.

Pearl Bank Uganda’s long term sustainability and value creation depend on close alignment with Uganda’s national development agenda. Failure to align the Bank’s strategy with the Fourth National Development Plan (NDP IV), the Ten Fold Economic Growth Strategy, and the National Financial Inclusion Strategy presents a material strategic and sustainability related risk. Misalignment would weaken the Bank’s relevance to its shareholder and limit long term profitability and social economic impact.

Fourth National Development Plan (NDP IV) & Ten Fold Economic Growth Strategy.

NDP IV sets Uganda’s medium term roadmap for economic transformation, focusing on productivity, private sector led growth, infrastructure development, human capital enhancement, and strengthened governance. It targets doubling GDP within five years and establishing the foundation for a tenfold expansion over 15 years, supported by rising incomes and expanded financial inclusion.

The Ten-Fold Growth Strategy aims to drive exponential economic expansion through high impact sectors such as agro industrialisation, tourism, mineral based industrialization (including oil and gas), and science, technology, and innovation.

It emphasizes structured investment, value addition, export growth, and sustainable resource utilization as engines of job creation and national prosperity.

Our inability to finance this plan could place our prospects & strategic objectives at odds with our key stakeholders.

Topic	Impact
Long term funding of Pearl Bank	New regulation requires us to have long term funding to fund our growth strategy. For more information see the liquidity requirements in note 6 on page 212-215 of the 2025 Annual Integrated Report.
Aligning with the NDP IV, Ten-Fold Growth Strategy and National Financial Inclusion Strategy.	We have registered missed opportunities to grow private sector credit (page 35) and have taken mitigating actions to offer concessional funding to Ugandans. Refer to page 36 to 37 of this report and pages 252 to 257 of our Integrated report.

National Financial Inclusion Strategy

The National Financial Inclusion Strategy seeks to achieve at least 85% financial inclusion by 2028 through universal access to affordable, high quality financial services, expanded digital finance, and improved access to credit and savings. It is considered essential for a resilient financial sector and inclusive economic growth.

Financial Inclusion requires significant investment and our failure to commit resources could undermine our relevance to both our customers & shareholder.

Anti Money Laundering (AML) Risk

AML risk is a critical sustainability concern for Pearl Bank Uganda because it directly affects the Bank’s integrity, stakeholder trust, and long term value creation. Weak AML controls expose the Bank to regulatory sanctions, financial losses, reputational damage, and potential exclusion from correspondent banking relationships—threats that undermine financial resilience and the Bank’s contribution to inclusive economic growth.

From an integrated reporting perspective, strong AML governance protects financial capital and strengthens social and relationship capital by reinforcing public confidence.

Pearl Bank continues to invest in risk based customer due diligence, advanced transaction monitoring technologies, staff capacity building, and board level oversight. These measures enable the Bank to anticipate emerging financial crime risks, maintain compliance, preserve legitimacy, and sustain its relevance to shareholders, customers, and society over the long term.

Topic	Impact
Investing in AML software to protect our customers and comply with laws and regulations.	Refer to page 247 of our Integrated Report for more on our intangible asset additions.

Our Sustainability Related Opportunities

New Markets and Products

Uganda’s national development agenda presents significant opportunities for the Bank to expand sustainable products and services. The National Development Plan IV (NDP IV) prioritizes private sector-led growth, while Uganda’s Ten Fold Growth Strategy seeks exponential expansion in high impact sectors such as agro industrialisation, tourism development, mineral based industrialization (including oil and gas), and science, technology and innovation (including ICT and the creative industry).

In parallel, the National Financial Inclusion Strategy (NFIS) aims to increase access to affordable financial services, expand digital finance, and strengthen credit and savings mechanisms.

These frameworks create a strong enabling environment for Pearl Bank to design and scale solutions that support enterprise growth, digital inclusion, and long term economic resilience.

Topic	Impact
Creating impact through our products and services.	Refer to page 36 to 37 of this report and page 11 of our Integrated report.

Innovation and Technology

Sustainability challenges increasingly require innovative technologies and adaptive business models. Pearl Bank’s establishment of the Digital Financial Services Segment positions us to accelerate innovation and expand access to inclusive financial solutions.

Through *Wendi*, our flagship digital platform, we are advancing the NFIS agenda by enabling affordable, technology enabled financial services for underserved populations. Scaling *Wendi* strengthens our ability to drive digital financial inclusion, unlock new customer segments, and support sustainable economic participation across Uganda.

Topic	Impact
Advancing the NFIS agenda by enabling affordable, technology enabled financial services for underserved populations.	For more information on Wendi and our digital financial services, refer to pages 137 to 138 and pages 232, 246 and 251 of our Integrated Report.

Enhanced Reputation and Brand Value

Strong sustainability performance enhances trust, strengthens stakeholder relationships, and reinforces long term brand value.

In 2025, Pearl Bank Uganda undertook a strategic rebrand to align with our aspiration to be a trusted partner in the growth and prosperity of Ugandans. The new brand reflects our evolution into a digitally progressive, inclusive, and nationally grounded financial institution committed to catalysing the success of Ugandan businesses and supporting the country’s development ambitions.

This transformation enhances our reputation and positions the Bank as a credible leader in responsible and sustainable banking.

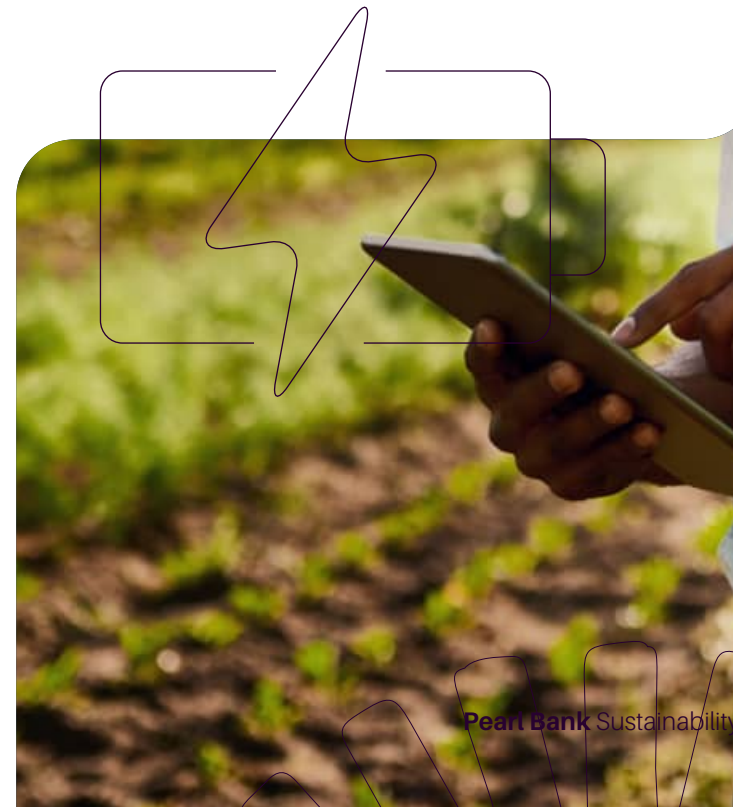
Topic	Impact
Investment in our new identity.	For further details on our rebrand investment, refer to pages 3, 40 and 61 of our Integrated Report (rationale) and pages 232 and 250-251 (financial impact, including asset impairment).

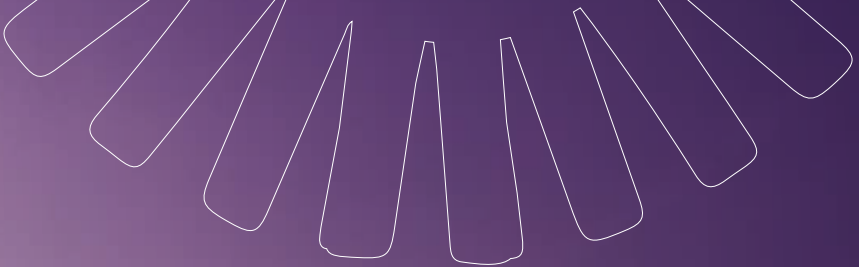
Talent Acquisition and Retention

Attracting and retaining skilled, purpose driven professionals is a critical sustainability opportunity. In a competitive talent landscape, individuals increasingly seek employers that demonstrate strong environmental, social, and governance (ESG) performance and a clear commitment to responsible business practices.

By embedding sustainability into our strategy, culture, and operations, we strengthen our employer value proposition and position Pearl Bank as an institution of choice. Sustained access to the right capabilities is essential for executing our strategy and achieving the targets under our two High Impact Goals.

Topic	Impact
Attracting and retaining the best.	For more information, refer to page 38 of this report (Growing our people), page 122 of our Integrated Report (Human capital) and page 231 of our Integrated Report (Employee benefit expenses).












03

Materiality & Stakeholder Engagement



Stakeholder Engagement GRI 2-29

Our key stakeholders are those who impact our strategy the most or are directly impacted by it.

	 Employees	 Customers	 Government	 Suppliers	 Regulators	 Partners	 Society
How did we engage?	<ul style="list-style-type: none"> ➤ Multi-platform internal communication channels and structured engagement mechanisms (surveys, performance reviews, exit interviews). ➤ Regular one on one interactions to strengthen alignment and culture, performance, and sustainability priorities. 	<ul style="list-style-type: none"> ➤ Customer engagement through branches, digital channels, and key touchpoints across the network. ➤ Targeted outreach using integrated marketing communications and proactive relationship management. 	<ul style="list-style-type: none"> ➤ Meeting and ongoing strategic dialogues on national development priorities. ➤ Participation in key government programs and initiatives supporting socio economic transformation. 	<ul style="list-style-type: none"> ➤ Regular engagement through procurement processes aligned with PPDA requirements. ➤ Transparent communication on expectations, compliance, and performance. 	<ul style="list-style-type: none"> ➤ Regular circulars and structured meetings with the Bank of Uganda and other key regulators. ➤ Timely submission of all regulatory requirements. ➤ Implementation of a zero-noncompliance strategy. 	<ul style="list-style-type: none"> ➤ Program specific engagement meetings with implementing partners and stakeholders. ➤ Ongoing monitoring, evaluation, and accountability processes. 	<ul style="list-style-type: none"> ➤ Creating maximum societal impact through our loan book. ➤ Participation in community forums to strengthen dialogue and collaboration. ➤ Conducted financial literacy programs for communities.
Key topics raised?	<ul style="list-style-type: none"> ➤ Clarity on pay and promotions. ➤ Stronger performance management. ➤ Career development and capability building. 	<ul style="list-style-type: none"> ➤ Responsive, accessible, and affordable financial services tailored to customer needs. ➤ Trust based relationships supported by service excellence and competitive, customer focused products. 	<ul style="list-style-type: none"> ➤ Expanding access to affordable credit to stimulate enterprise growth and job creation. ➤ Strengthening financial inclusion through sustainable lending practices. 	<ul style="list-style-type: none"> ➤ Fair, transparent, and ethical procurement processes. ➤ Timely settlement of obligations and adoption of sustainable procurement practices. 	<ul style="list-style-type: none"> ➤ Compliance with Liquidity, Sustainability and capital requirements. ➤ Compliance with the Financial Intelligence Agency's AML/CFT regulations. ➤ Compliance with sustainability regulations. 	<ul style="list-style-type: none"> ➤ Strong programmatic accountability, assurance audits, and compliance with grant conditions. ➤ Transparent reporting and delivery of agreed development outcomes. 	<ul style="list-style-type: none"> ➤ Enable individuals and businesses to engage fully in the real economy. ➤ Participate in national development programs. ➤ Promotion of entrepreneurship, innovation, and inclusive prosperity.
How did we respond?	<ul style="list-style-type: none"> ➤ Embedded structured HR processes to enhance efficiency and reinforce operational discipline. ➤ Invested in targeted technical and behavioral capability development initiatives, largely delivered through internal expertise, enabling practical knowledge transfer. 	<ul style="list-style-type: none"> ➤ Improved customer value proposition and expanded technology enabled channels to deepen financial inclusion. ➤ Restructured branch network to extend last mile access and enhance customer experience. 	<ul style="list-style-type: none"> ➤ Directed over 90% of capital to lending that stimulated entrepreneurship and inclusive growth. ➤ Reduced borrowing costs to support small businesses and underserved customers. 	<ul style="list-style-type: none"> ➤ Achieved zero non compliance with PPDA and strengthened supplier relationship management. ➤ Advanced sustainable procurement practices and timely contract settlement. 	<ul style="list-style-type: none"> ➤ Developed a sustainability related strategy. ➤ Complied with revised capital requirements. ➤ Aligned systems and process to meet BOU and ICPAU requirements on sustainability reporting and practices. 	<ul style="list-style-type: none"> ➤ Integrated sustainability into strategy and governance. ➤ Strengthened reporting and compliance structures. ➤ Delivered strong accountability for jointly implemented projects. 	<ul style="list-style-type: none"> ➤ Tailored our strategy to become a national impact led financial institution, a reliable partner for growth and prosperity and a trusted indigenous bank for Ugandans. ➤ Supported women, youth, and structurally weak regions.
<p><i>For more information, refer to our stakeholder's section on page 78-79 of our Integrated report.</i></p>							<p><i>For more information, refer to our stakeholder's section on page 76-78 of our Integrated report.</i></p>



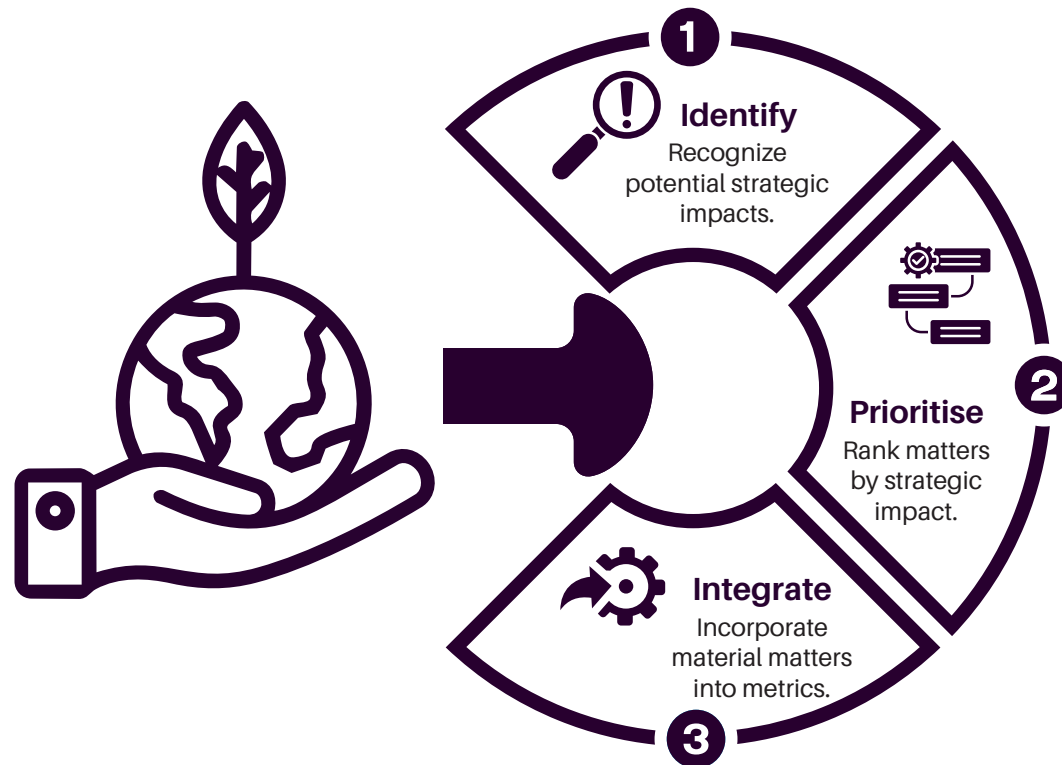
Marc Trouyet, the Country Director for AFD in Uganda, H.E. Virginie Leroy (C), Ambassador of France to Uganda, Pearl Bank Uganda Managing Director, Julius

Kakeeto (3rd left) and Pearl Bank Uganda Executive Director, Operations, Martin Mugisha after they announced their partnership.

Assessing Materiality for Sustainability GRI 3-2 and 3

Material sustainability matters have the most impact on our ability to create long term value as a bank. These matters influence how the Board and senior management steer the bank.

Our materiality determination process.



IDENTIFY matters that may impact the execution of our strategy to foster prosperity for Ugandans. This is a bank wide effort considering input from all business and support units and incorporating feedback from stakeholders.

Read about our "stakeholder engagement" on the previous page.

PRIORITISE matters that most significantly impact our ability to successfully execute our strategy in delivering long term value and influencing the decisions of key stakeholders.

INTEGRATE the matters that are material to value creation into our metrics & targets scoreboard to set objectives, drive behaviours, measure performance and determine the remuneration of our people.

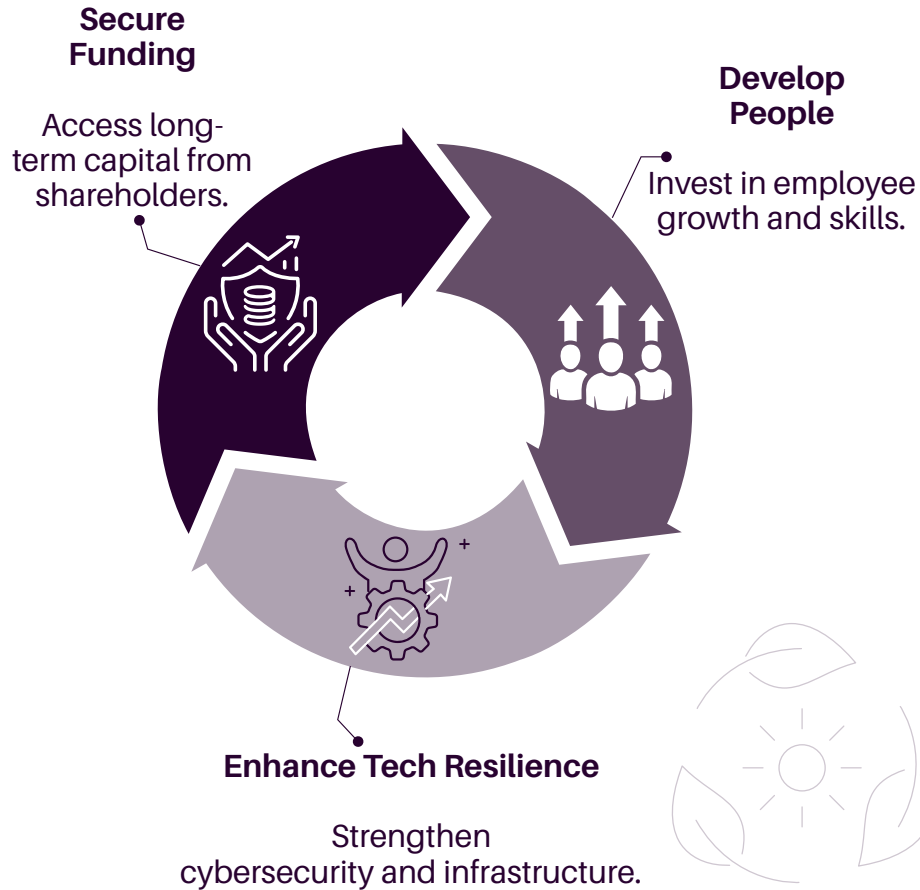
Read more about progress in our metrics & targets section on page 39.

Pearl Bank has a clear mandate to back Uganda's national development plan with specialised lines of credit that stimulate entrepreneurship through a blended physical and scalable digital channel distribution network that brings financial services to the unbanked population and drive sustainable financial inclusion.

The bank's product suite must help create jobs and bring credit access to areas that are structurally weak while actively help boost the real economy.

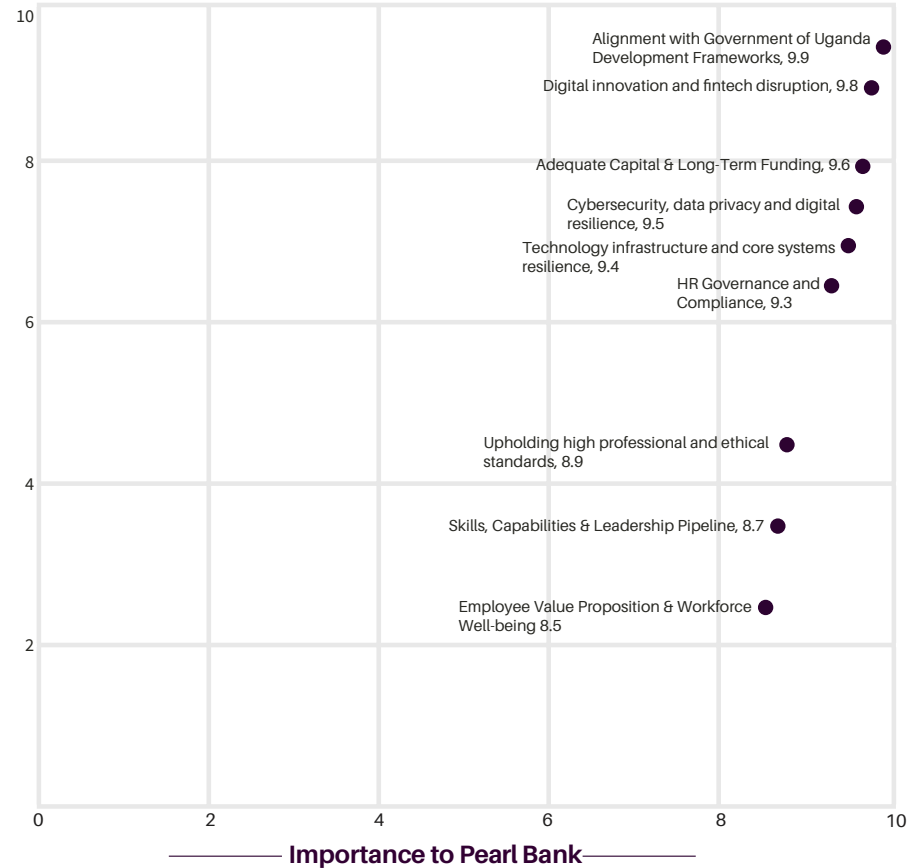
The board identified three key sustainability themes that have the ability to adversely impact our ability to create value and meet our sustainability targets under the two high impact goals.

Our sustainability material matters



Impact on long term value creation for stakeholders

Prioritisation of Our Material Matters



Our Material Matters



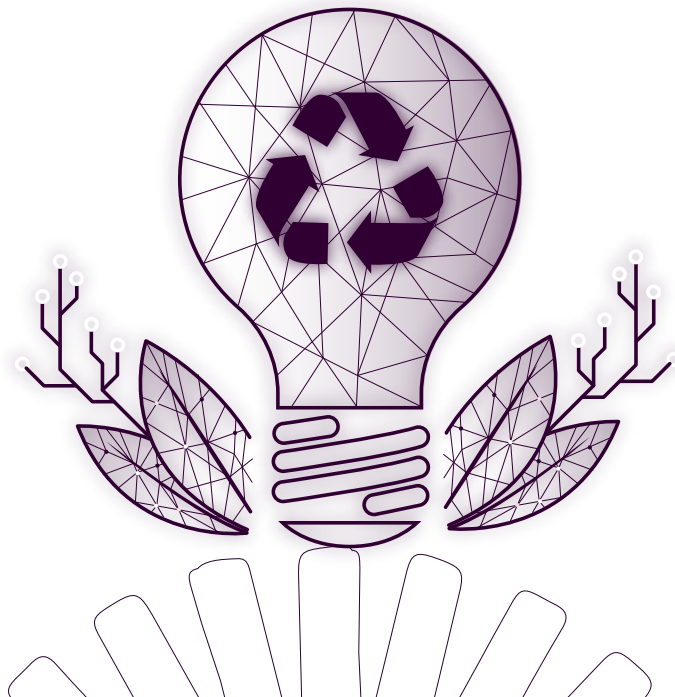
Access to long term funding and capitalisation from our shareholders



We firmly believe that jobs are created by holistic economic activity, which in turn creates a positive impact on society and the responsible use of resources. To that end, our business strategy is to be an impact led indigenous bank that offers affordable financial services for Ugandans.

Why this matters:

Our strategy aligns with national development priorities to provide affordable credit and increase credit access for the MSMEs, agriculture, women, and youth. Our services cater to a diverse customer base from large enterprises, Micro small and medium enterprises to consumers across different geographies in Uganda. Without adequate capital and sufficient long-term funding, our ability to deliver this vital impact is substantially curtailed.



Material topic	Why it matters	Our response
Adequate Capital & Long Term Funding	Without sufficient capital and long term funding, Pearl Bank cannot deliver affordable credit or support national development priorities. Capital adequacy and sufficiency directly affects the Bank's ability to finance MSMEs, agriculture, women owned enterprises, and youth led businesses.	<ul style="list-style-type: none"> Allocate available capital to high impact sectors aligned with national priorities. Continuously engage our shareholder for further Capitalisation. Maintain prudent risk management to protect financial resilience.
Alignment with Government of Uganda Development Frameworks	Pearl Bank's long term sustainability and value creation depends on close alignment with Uganda's national development agenda. Misalignment with NDP IV, the Ten Fold Growth Strategy, or the National Financial Inclusion Strategy would weaken relevance to the shareholder, limit profitability, and reduce socio economic impact.	<ul style="list-style-type: none"> Integrate NDP IV priorities into strategy, including productivity, private sector growth, and financial inclusion. Align lending and investment focus with high impact sectors identified in the Ten Fold Growth Strategy (agro industrialization, tourism, minerals, science and innovation). Expand affordable credit and digital access in line with the National priorities.

Refer to the metrics and targets section on page 48 of this report, that highlights the missed opportunities to grow private sector credit and foster prosperity for Ugandans.

(1) Number and (2) amount of loans outstanding that qualify for programmes designed to promote small business and community development (FN-CB-240a.1)



We have taken some mitigation actions and partnered with like minded institutions to offer concessional financing to Ugandans.

Our targeted small business and community development programmes expanded access to affordable finance across high impact sectors, with steady growth in both the number and value of qualifying loans disbursed. Through partnerships such as SBRF, ACELI Africa, ACF, UDB, GROW, Large Scale Farmers, and aBi, we advanced entrepreneurship, agricultural commercialization, women’s economic empowerment, and inclusive green growth.

How it links to our purpose



Small Business Recovery Fund (SBRF)
Stimulating entrepreneurship and service.

Expected Impact: Facilitate access to finance for small businesses affected by COVID-19.

	2023	2024	2025
Number of loans disbursed	155	177	155
Amount disbursed (Ushs Billion)	11	8	11



ACELI AFRICA
Stimulating entrepreneurship and service.

Expected Impact: Environmental resilience, food security, and economic empowerment through high impact enterprises.

	2023	2024	2025
Number of loans disbursed	92	106	109
Amount disbursed (Ushs Billion)	18	29	31



Agricultural Credit Facility (ACF)
Driving sustainable financial inclusion.

Expected Impact: Commercialization & value addition for agricultural & agro-processing projects.

	2023	2024	2025
Number of loans disbursed	852	373	444
Amount disbursed (Ushs Billion)	85	71	121



Uganda Development Bank (UDB)
Driving sustainable financial inclusion.

Expected Impact: Commercialization & value addition for agricultural & agro-processing projects for small and medium sized enterprises.

	2023	2024	2025
Number of loans disbursed	10	17	10
Amount disbursed (Ushs Billion)	12	11	12



GROW
Driving sustainable financial inclusion.

Expected Impact: Increasing access to entrepreneurial services & resources for women.

	2023	2024	2025
Number of loans disbursed	N/A	560	1,129
Amount disbursed (Ushs Billion)	N/A	11	23



Large Scale Farmers concessional lending in partnership with Ministry of Finance Planning and Economic Development.
Stimulating entrepreneurship and services.

Expected Impact: Improve access to finance for Large Scale Commercial Farmers.

	2023	2024	2025
Number of loans disbursed	N/A	N/A	35
Amount disbursed (Ushs Billion)	N/A	N/A	29



aBi
Driving sustainable financial inclusion.

Expected Impact: Social inclusion, green growth, and sustainable economic development.

	2023	2024	2025
Number of loans disbursed	N/A	1,264	2,068
Amount disbursed (Ushs Billion)	N/A	13	25

Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers (FN-CB-240a.4)

Our financial literacy initiatives reached millions of unbanked and underserved customers through digital and community based programmes, with strong growth across *Wendi*, digital loans, PDM structures, SACCOs, groups, and VSLAs. These efforts directly advance our purpose of driving sustainable financial inclusion, supported by partners such as Care International & Federation of Small & Medium Enterprises Uganda.

Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers (FN-CB-240a.4)



How it links to our purpose



CARE International
Driving sustainable financial inclusion.

Expected Impact : Enhancing financial inclusion in rural areas through digitalization and financial literacy.

	2024	2025
Number of participants in digitalization trainings	1,626	8,467
Number of female participants	709	N/A



One of our solar powered bullion vans that supports marginalised communities.



Growing our people



People are our most valuable organisational resource, powering innovation, serving our clients and continuously applying the skill sets necessary to grow our business. Our ambitions as a business require that we retain the right skills and talent to drive our strategy.

Why this matters:

Turning our purpose statement (Fostering Prosperity for Ugandans) into reality and our high impact goals into results requires first and foremost human capital with the right strengths, competencies, attitudes and full commitment to making Pearl Bank a leading financial sector player in Uganda.

Material topic	Why it matters	Our response
Employee Value Proposition & Workforce Well being	Delivering on our purpose, <i>Fostering Prosperity for Ugandans</i> requires a committed, motivated workforce with the right strengths, competencies, and attitudes. A strong value proposition enables us to attract and retain talent that powers innovation and client service.	<ul style="list-style-type: none"> Strengthen competitive and inclusive employment practices. Promote a balanced workforce (570 women; 629 men) to support diversity of thought and experience. Enhance staff engagement, recognition, and career development pathways. Maintain safe, supportive, and enabling work environments across all branches.
Skills, Capabilities & Leadership Pipeline	Achieving our high impact goals depends on building and sustaining the skills needed to execute our strategy. Talent depth and gender balanced pipelines ensure long term organisational resilience.	<ul style="list-style-type: none"> Invest in continuous learning, technical training, and leadership development. Maintain gender parity in critical pipeline roles (women hold 51.3% of Officer level positions).

Material topic	Why it matters	Our response
Upholding high professional and ethical standards	Our employees need to operate in a fair and accountable workplace.	<ul style="list-style-type: none"> We reinforce this through a structured approach to managing conduct and ensuring adherence to policies.
HR Governance and Compliance	HR governance and compliance underpin a well-functioning, ethical, and resilient organization by aligning policies and people practices with legal requirements, organizational values, and strategic priorities. When effectively implemented, they foster trust, fairness, and productivity across the workplace.	<ul style="list-style-type: none"> Reviewed and updated HR policies and procedures to close gaps and ensure consistent, transparent practices.

For further information on our people, refer to the Human capital section on page 122 in the 2025 Annual Integrated Report.



Pearl Bank staff attending the executive academy training.



Tech resilience (including cyber security)



We use technology to include more Ugandans into the money economy in line with the National Financial Inclusion strategy. Our flagship innovation *Wendi* continues to break barriers, and we continue to innovate to bring credit access to more Ugandans using technology.

Why it matters:

Without a stable and secure technology platform, we cannot sustainably foster prosperity for Ugandans through financial inclusion. *Read our cyber security readiness on page 40&41.*

Material topic	Why it matters	Our response
Digital innovation and fintech disruption	Financial inclusion, competitiveness, customer outcomes Fintechs and big techs are reshaping access, pricing, and user expectations for banking services, especially for low income, youth, and MSMEs.	<ul style="list-style-type: none"> ● Expand inclusive digital channels Scale <i>Wendi</i>, mobile banking, USSD, agent and card based solutions to reach underserved and rural customers, including women and youth led businesses. ● Partner where it adds value Use selective partnerships with Fintechs and payment platforms to extend reach, lower transaction costs, and improve customer journeys. ● Responsible innovation Embed risk, compliance, and consumer protection review into product development, aligned with board approved risk appetite and regulatory standards. ● Monitor market shifts Periodically assess competitive dynamics, pricing, and customer needs to keep Pearl Bank's offering relevant and affordable.

Material topic	Why it matters	Our response
Cybersecurity, data privacy and digital resilience	Trust, customer protection, and system stability loss of data, fraud, or prolonged outages can harm customers, undermine confidence, and disrupt critical payment and savings services.	<ul style="list-style-type: none"> ● Strengthening cyber controls Maintain a risk based information security framework with layered controls, monitoring, and incident response aligned to regulatory expectations. ● Protect customer data Apply data privacy principles to collection, storage, and use of customer information, including access controls and secure transmission. ● Build awareness Train staff and agents on cyber hygiene, fraud red flags, and responsible handling of customer information.
Technology infrastructure and core systems resilience	Cost to serve, operational continuity, and inclusion efficiency legacy systems can increase downtime, unit costs, and barriers to serving low ticket, high volume customers sustainably.	<ul style="list-style-type: none"> ● Modernize core platforms Progressively upgrade core banking and supporting systems to improve stability, processing speed, and integration with digital channels. ● Automate key processes Digitize high volume, manual processes (onboarding, loan processing, reconciliations) to reduce errors, turnaround times, and paper use. ● Design for resilience Improve redundancy, backup, and disaster recovery capabilities to keep essential services available, especially for salary, social transfer, and savings customers. ● Measure efficiency Track costs to serve and system performance indicators to ensure technology investments support affordable, inclusive banking.



Description of approach to identifying and addressing data security risks (FN-CB-230a.2)



Mr. Steven Mwesige
Chief Information Security Officer

The Bank's purpose to foster prosperity for Ugandans is fundamentally anchored in trust. As financial services increasingly shift to digital platforms, prosperity is enabled not only by access to products but by confidence that those products are secure, reliable, and resilient. For many individuals, MSMEs, and first-time users of formal financial services, trust in digital banking determines whether financial inclusion is adopted, sustained, or abandoned. Similarly, entrepreneurs depend on uninterrupted access to secure payments, data integrity, and reliable digital infrastructure to grow and scale their businesses.

Cyber security and data protection, therefore, play a strategic role in advancing the Bank's high-impact goals of:

1 →  **Driving sustainable financial inclusion, and**

2 →  **Stimulating entrepreneurship and services.**

Over recent years, the Bank has pursued a deliberate, maturity-driven cybersecurity journey moving from foundational controls to proactive protection, and now to independently assured and forward-looking resilience. In 2025, this journey reached a critical inflection point. Customer Centric Cyber security.

At Pearl Bank, we prioritize our customers' security and trust, ensuring their financial transactions and personal information remain protected. Our cybersecurity strategy is designed to enhance user confidence while delivering seamless and secure digital experiences as follows:

- ➔ **1. Frictionless Security Measures:**
We integrate advanced security technologies that protect customer data without compromising convenience. Multi-factor authentication (MFA), biometric verification, and AI-driven breach detection ensure secure, user-friendly transactions.
- ➔ **2. Proactive Threat Mitigation:**
We identify and neutralize threats through real-time monitoring and predictive analytics before they impact on our customers. This approach minimizes phishing attacks, identity theft, and unauthorized access risks.
- ➔ **3. Transparent Security Communication:**
Educating our customers on cybersecurity best practices. We provide regular updates, awareness campaigns, and fraud prevention tips to empower customers to safeguard their accounts and financial data.
- ➔ **4. Secure Digital Banking Enhancements:**
In 2025, we introduced additional security layers in mobile and online banking, including end-to-end encryption, secure session management, and automated fraud alerts, ensuring a resilient banking environment.



2025: From “Well-Controlled” to “Assured and Measurable”

In 2025, the Bank achieved ISO/IEC 27001:2022 certification, marking a transition from a well-controlled cybersecurity environment to one that is independently assured, measurable, and institutionally embedded.

This achievement confirms that cybersecurity is no longer dependent on individual controls or isolated initiatives but is governed through a formal Information Security Management System (ISMS) that continuously identifies, prioritizes and manages information risks in alignment with business objectives.

Crucially, this assurance strengthens the Bank’s ability to scale digital services responsibly. As transaction volumes grow and customer segments diversify, ISO-certified governance ensures that risks are identified early, controls remain effective, and service reliability is sustained key requirements for inclusive banking models.

In parallel, the Bank successfully maintained its PCI DSS certification during 2025, having initially achieved it in 2024. Sustained compliance with global payment security standards demonstrates the Bank’s ongoing commitment to protecting cardholder data and securing payment ecosystems. This is particularly critical for merchants, SMEs, and entrepreneurs who rely on secure, uninterrupted payment services as the backbone of their operations.

Together, ISO/IEC 27001 and PCI DSS certifications provide strong assurance to regulators, customers, and partners that the Bank’s digital and payment platforms are governed, resilient, and trustworthy.

Key Cybersecurity Milestones in 2025



➔ **Transition to Predictive Resilience:** 2025 marked the beginning of a strategic shift towards predictive cybersecurity resilience, which uses intelligence and behavioral indicators to forecast threats and reduce exposure before disruptions occur.



➔ **ISO/IEC 27001:2022 Certification:** The bank achieved this international certification, confirming that its security is governed through a formal Information Security Management System (ISMS) that independently assures and measures information risks.



➔ **Zero Security Incidents:** The bank reported zero data breaches and zero card-related fraud losses for both card-present and card-not-present transactions. Additionally, there were no monetary losses from privacy-related legal proceedings.



➔ **Improved Residual Risk Rating:** While the inherent Technology/ Cyber risk remained “High” due to the nature of the industry, the bank successfully reduced its residual risk rating to “Low” by the fourth quarter of 2025.

Data Protection and Customer Privacy

Protecting Trust as a Foundation for Inclusion

For financial inclusion to be sustainable, customers must trust that their personal and financial information is handled responsibly. This is especially important for first-time banking customers, rural communities, and small enterprises, where concerns about data misuse can pose a significant barrier to adoption.

In 2025, the Bank continued to mature its data protection and customer privacy programme, strengthening its Privacy Information Management System (PIMS) in alignment with ISO/IEC 27701. This standard extends ISO/IEC 27001 by providing a structured framework for governing personal data, defining clear responsibilities for data controllers and processors, and enhancing transparency across the data lifecycle.

During the year, the Bank reinforced:

- ➔ Privacy-by-design and privacy-by-default principles in digital products and services.
- ➔ Accountability for personal data handling across business units.
- ➔ Consistent assessment and mitigation of privacy risks as part of technology change and process redesign.

Cybersecurity & Data Privacy Metrics

How it links to our purpose



Expected Impact:
All Pearl Bank Customers

Driving sustainable financial inclusion.

	2023	2024	2025	SASB Code
Number of Data breaches	0	0	0	FN-CB-230a.1
Percentage of that that are personal data breaches	N/A	N/A	N/A	FN-CB-230a.1
Number of Account holders affected	N/A	N/A	N/A	FN-CB-230a.1



Security as a Catalyst for Prosperity

Going forward into the next phase, the Bank will continue to strengthen cybersecurity and data protection as strategic enablers of its purpose and high-impact goals by:

- Sustaining ISO/IEC 27001 and PCI DSS certifications,
- Achieving ISO/IEC 27701 certification in 2026,
- Advancing predictive cybersecurity capabilities to support secure digital growth.

Through these efforts, cybersecurity evolves from a protective function into a catalyst for prosperity, enabling sustainable financial inclusion, stimulating entrepreneurship, and reinforcing trust in Uganda’s digital financial ecosystem.















04








Our Metrics & Targets for 2025

Explaining Our Metrics and Targets

Pearl Bank's sustainability strategy is focused on the areas where our business activities have the greatest potential to create positive and lasting impact.







Alignment with our strategy and value creation story	KPIs	Alignment to Sustainability Development Goals (SDGs)	
Creation Of Better Paying Jobs	Total No. of Direct Jobs Created.	By financing businesses in different sectors, we helped create over 31,000 jobs which results in economic growth. (SDG 8) Over 3,000 workers earned above the national average wage which ultimately reduces income inequality (SDG 10) and also improves standards of living and well-being. (SDG 3)	  
	Total No. of Indirect Jobs Created.		
	Total No. of Jobs Created.		
	Total No. of Jobs Created that are Covered by Social Protection (see above).		
	No. of workers earning 50% higher wages than local/national average.		
	No. of jobs for youth created.		
Supporting Business Growth	No. of self-employed/Microenterprises financed.	By allocating over Ushs 427 Bn to funding MSMEs, we supported innovation & industrialization (SDG 9) and also helped to reduce youth unemployment which supports economic growth (SDG 8) and helps to improve on living standards and overall wellbeing. (SDG 3)	  
	Value of Loan, advances and investments portfolio allocated for self-employment/micro-entrepreneurs.		
	No. of SMEs financed.		
	Value of Loan, advances and investments portfolio allocated for SMEs.		

Alignment with our strategy and value creation story	KPIs	Alignment to Sustainability Development Goals (SDGs)	
Supporting Business Growth <i>(Continued)</i>	<ul style="list-style-type: none"> % of Loan and Investment Portfolio allocated for SMEs. Value of activities conducted to promote entrepreneurship and innovation in the society. No. of youth owned businesses financed. Value allocated for Large-Scale Business Enterprises. No. of MSMEs financed . Value allocated for MSMEs. Percentage of Total Loans and Investments allocated for MSMEs. Total Turnover of All Businesses Financed. Percentage Share in GDP of Total Turnover of All Business Financed. 	<p>Turnover of the entities we financed in the period rose implying increased productivity which fosters economic growth. (SDG 8)</p>	
Empowerment of women and members of underprivileged communities	<ul style="list-style-type: none"> No. of women-owned businesses financed. No. of jobs for women created. No. of businesses from members of unserved and underserved communities and structurally weak regions financed. No. of jobs created for persons from marginalized communities and structurally weak regions. 	<p>Through financing over 6,000 women-owned businesses & creating over 10,000 jobs for women, we strongly supported gender equality (SDG 5) and also helped to provide decent work which leads to economic growth. (SDG 8)</p> <p>By funding 2,596 businesses & creating 2,503 jobs for those in marginalized communities, we equipped the beneficiaries in the fight against poverty (SDG 1) and also helped to reduce income inequality. (SDG 10).</p> <p>Read more in our strategy on page 112 in the 2025 Annual Integrated Report.</p>	   
Boosting the Real Economy	<ul style="list-style-type: none"> % of Total Funds Mobilized used for Money Market Assets and Financial Securities. Tax Revenue Generated by Pearl Bank. 	<p>We generated a tax revenue of approx. 8Bn and increased our investment portfolio in Government securities which helped to directly finance government expenditure on key projects/initiatives which ultimately foster economic growth. (SDGs 8 & 9)</p>	 

Alignment with our strategy and value creation story	KPIs	Alignment to Sustainability Development Goals (SDGs)	
Improving standards of living through affordable financing	No. of water supply projects financed. Value allocated for water supply projects. No. of Health Care Businesses/Projects/ Initiatives Financed. Value allocated to fund Health Care Businesses/Projects. No. of Consumer Loans disbursed. Value allocated for Consumer Loans. % of Total Funds Mobilized used for Consumer Loans.	We financed 68 water supply projects with up to Ushs 703Bn in an effort to help communities access clean water which improves on hygiene and sanitation. (SDG 6) We allocated up to Ushs 4.2 Bn in funding for Healthcare projects in order to improve on the quality & accessibility of healthcare services in the country which underpins good health & well-being. (SDG 3) We financed retail customers to the tune of Ushs 273Bn in Consumer loans which equipped them to meet their personal, family or household needs which leads to improved well-being at an individual level. (SDG 3)	 
Building a diverse & self-sufficient economy	Value allocated for promoting economic diversification. Percentage of Loan, Advances and Investment Portfolio allocated for economic diversification. Value allocated for balance supply and demand of critical goods and services.	By deploying over Ushs 102Bn in funding to ATMS and production of critical goods/services, we promoted diversification which strongly resonates with SDGs 8 & 9 in terms of fostering economic growth and industrialization respectively.	 
Climate protection & preservation of natural resources and the environment	CO2e (Carbon dioxide equivalent) Saved (In tCO2e). Raw Material Conserved (Electricity KWs). Raw Material Conserved (Paper Kgs). Fresh Water Resources Conserved (Liters).	Our efforts to reduce the emission of greenhouse gases while also conserving electricity & water align well with SDGs 7, 11 & 13 .	  

How We Performed Against Our Metrics and Targets

At Pearl Bank, performance measurement is a critical tool for translating sustainability commitments into accountable action. Our key performance indicators (KPIs) are designed to track not only financial performance, but also the social, economic, and environmental outcomes generated through our business activities.

Metrics / Key Performance Indicators	2025 Actual	2025 Target	2025 Variance	Sustainability Development Goals (SDGs)	Fourth National Development Plan (NDP/IV)	2nd National Financial Inclusion Strategy (NFISII)
Impact on Society						
Enhancing the Quality of Lives through Safer, Better and Higher-Paid Jobs						
Total No. of Jobs Created *	31,642	46,798	↓ (15,156)	  	Objective 1: Sustainably increase production, productivity, and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services. Objective 3: Support the private sector to drive growth and create jobs.	Objective 1: Reduce financial exclusion and access barriers to formal financial services.
Total No. of Jobs Created that are Covered by Social Protection	1,552	2,273	↓ (721)			
No. of workers earning 50% higher wages than local/national average	3,351	13,296	↓ (9,945)			
Promoting Entrepreneurship and Innovation in the Society						
Number of self-employed/ Microenterprises financed	7,044	23,801	↓ (16,757)	  	Objective 1: Sustainably increase production, productivity, and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services.	Objective 1: Reduce financial exclusion and access barriers to formal financial services.
Loan book allocated for self-employment/ micro-entrepreneurs (Ushs Billion)	19	23	↓ (4)			
Number of SMEs financed	10,650	7,219	↑ 3,431			
Loan book allocated for SMEs (Ushs Billion)	409	640	↓ (231)			

*For every Ushs 150 million disbursed to small, medium and large enterprises, one job is created. For every loan disbursed to a Micro enterprise, one job is created.



Metrics / Key Performance Indicators	2025 Actual	2025 Target	2025 Variance	Sustainability Development Goals (SDGs)	Fourth National Development Plan (NDP/IV)	2nd National Financial Inclusion Strategy (NFISII)
Enabling Inclusive Prosperity						
Number of women-owned businesses financed	6,272	8,640	↓ (2,368)		<p>Objective 1: Sustainably increase production, productivity, and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services.</p> <p>Objective 2: Enhance human capital development along the entire life cycle.</p> <p>Objective 3: Support the private sector to drive growth and create jobs.</p>	<p>Objective 5: Promote gender-inclusive finance.</p> <p>Objective 1: Reduce financial exclusion and access barriers to formal financial services.</p>
Number of jobs for women created	10,758	15,679	↓ (4,921)			
Number of businesses from members of unserved and underserved communities and structurally weak regions financed	2,596	4,249	↓ (1,653)			
Number of jobs created for persons from marginalized communities and structurally weak regions **	2,503	919	↑ 1,584			
Number of youth owned businesses financed	180	5,732	↓ (5,552)			
Number of Health Care Businesses/ Projects/ Initiatives Financed	34	44	↓ (10)			
Loan book allocated to fund Health Care Businesses/Projects (Ushs Billion)	4	1	↑ 3			




Impact on Economy						
Boosting the Real Economy						
Number of Large-scale business enterprises ***	1	2	↓ (1)		<p>Objective 1: Sustainably increase production, productivity, and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services.</p>	<p>Objective 1: Reduce financial exclusion and access barriers to formal financial services.</p>
Loan book allocated for Large-Scale Business Enterprises (Ushs Billion).	30	20	↑ 10			
Number of MSMEs financed .	17,693	57,313	↓ (39,620)			

**Regions in Uganda with GDP per capita below Ushs 700,000 (excluding cities).

***Large scale enterprises are any single customer with disbursements above Ushs 10 billion.

Metrics / Key Performance Indicators	2025 Actual	2025 Target	2025 Variance	Sustainability Development Goals (SDGs)	Fourth National Development Plan (NDPIV)	2nd National Financial Inclusion Strategy (NFISII)
Boosting the Real Economy (Continued)						
Loan book allocated for MSMEs (Ushs Billion)	398	384	↑ 14		Objective 2: Enhance human capital development along the entire life cycle. Objective 4: Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry, and ICT.	Objective 2: Deepen and broaden the usage of quality and affordable formal financial products.
Number of Consumer Loans disbursed	19,334	38,735	↓ (19,401)			
Loan book allocated for Consumer Loans (Ushs Billion)	273	475	↓ (202)			
Income Tax Paid by Pearl Bank (Ushs Billion)	8	10	↓ (2)			

Building Economic Resilience						
Loan book allocated for promoting economic diversification **** (Ushs Billion)	92	177	↓ (85)	 	Objective 1: Sustainably increase production, productivity, and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services.	Objective 1: Reduce financial exclusion and access barriers to formal financial services.
Percentage of Loan, Advances and Investment Portfolio allocated for economic diversification	6%	18%	↓ (12%)			
Loan book allocated to balance supply and demand of critical goods and services ***** (Ushs Billion)	11	17	↓ (6)			

Impact on Environment						
Achieving Climate Neutrality through Resource Efficiency and Preserving and Enriching Biodiversity						
CO2e (Carbon dioxide equivalent) emitted (In tCO2e)	3,585	2,757	↓ 828	  		
Raw Material Consumed (Electricity KWs)	2,070,360	1,950,000	↓ 120,360			
Raw Material Consumed (Paper Kgs)	33,492	29,767	↓ 3,725			
Fresh Water Resources Consumed (million Litres)	39	57	↑ (18)			

****Loans disbursed to Agro-industrialization, Tourism, Mineral Development & Science Technology and Innovation.
*****Loans disbursed for goods & services critical to the Ugandan economy.

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Additional Disclosures

SASB Sustainability Disclosures



Topic	Accounting metric	Code	Disclosure reference
Data security	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected.	FN-CB-230a.1	Page 41
	Description of approach to identifying and addressing data security risks.	FN-CB-230a.2	Page 40
Financial inclusion and capacity building	(1) Number and (2) amount of loans outstanding qualified to programs designed to promote small business and community development.	FN-CB-240a.1	Page 36
	(1) Number and (2) amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development.	FN-CB-240a.2	N/A
	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers.	FN-CB-240a.3	Page 37
	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers.	FN-CB-240a.4	Page 37
Incorporation of Environmental, Social, and Government factors in credit analysis	Commercial and industrial credit exposure by industry.	FN-CB-410a.1	N/A
	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	FN-CB-410a.2	N/A
Business ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations.	FN-CB-510a.1	N/A
	Description of whistleblower policies and procedures.	FN-CB-510a.2	N/A
Systemic Risk Management	Global Systemically Important Bank (G-SIB) score, by category.	FN-CB-550a.1	N/A
	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities.	FN-CB-550a.2	N/A
Activity Metric	(1) Number and (2) value of checking and savings accounts by segment: (a) personal and (b) small business	FN-CB-000.A	Page 12
	(1) Number and (2) value of loans by segment: (a) personal, (b) small business, and (c) corporate	FN-CB-000.B	Page 12

GRI Content Index

Statement of use

Pearl Bank has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025.

GRI 1 Used

GR1 : Foundation 2021

No.	Disclosure	Location
2-1	Organizational details	2025 Annual Integrated Report Page 32 & Sustainability and Impact Report Page 12
2-2	Entities included in the organization's sustainability reporting	N/A
2-3	Reporting period, frequency, and contact point	2025 Annual Integrated Report Page 17 & Sustainability and Impact Report Page 2&5
2-4	Restatements of information	N/A
2-5	External assurance	N/A
2-6	Activities, value chain and other business relationships	2025 Annual Integrated Report page 11
2-7	Employees	2025 Annual Integrated Report Page 125 – 126
2-8	Workers who are not employees	2025 Annual Integrated Report Page 126
2-9	Governance structure and composition	2025 Annual Integrated Report Page 52-53, Sustainability and Impact Report Page 22
2-10	Nomination and selection of the highest governance body	2025 Annual Integrated Report Page 49
2-11	Chair of the highest governance body	2025 Annual Integrated Report Page 40 – 41 & Sustainability and Impact Report Page 08
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability and Impact Report Page 24
2-13	Delegation of responsibility for managing impacts	Sustainability and Impact Report Page 23

GRI 2: General Disclosures 2021

No.	Disclosure	Location
2-14	Role of the highest governance body in sustainability reporting	2025 Annual Integrated Report Page 70, Sustainability and Impact Report Page 23 & 24
2-15	Conflicts of interest	2025 Annual Integrated Report Page 50
2-16	Communication of critical concerns	N/A
2-17	Collective knowledge of the highest governance body	2025 Annual Integrated Report Page 52 - 53
2-18	Evaluation of the performance of the highest governance body	2025 Annual Integrated Report Page 64 - 65
2-19	Remuneration policies	2025 Annual Integrated Report Page 66
2-20	Process to determine remuneration	2025 Annual Integrated Report Page 66
2-21	Annual total compensation ratio	N/A
2-22	Statement on sustainable development strategy	Sustainability and Impact Report Page 20
2-23	Policy commitments	2025 Annual Integrated Report Page 126
2-24	Embedding policy commitments	2025 Annual Integrated Report Page 126
2-25	Processes to remediate negative impacts	N/A
2-26	Mechanisms for seeking advice and raising concerns	N/A
2-27	Compliance with laws and regulations	N/A
2-28	Membership associations	N/A
2-29	Approach to stakeholder engagement	2025 Annual Integrated Report Page 78-79, Sustainability and Impact Report Page 31
2-30	Collective bargaining agreements	N/A

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	2025 Annual Integrated Report page 16
	3-2 List of material topics	Sustainability and Impact Report Page 33 & 2025 Annual Integrated Report page 87
	3-3 Management of material topics	Sustainability and Impact Report Page 33
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	N/A
	101-2 Management of biodiversity impacts	N/A
	101-3 Access and benefit-sharing	N/A
	101-4 Identification of biodiversity impacts	N/A
	101-5 Locations with biodiversity impacts	N/A
	101-6 Direct drivers of biodiversity loss	N/A
	101-7 Changes to the state of biodiversity	N/A
	101-8 Ecosystem services	N/A
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2025 Annual Integrated Report Page 74-75
	201-2 Financial implications and other risks and opportunities due to climate change	N/A
	201-3 Defined benefit plan obligations and other retirement plans	2025 Annual Integrated Report Page 131
	201-4 Financial assistance received from government	N/A
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	N/A
	202-2 Proportion of senior management hired from the local community	N/A

GRI Standard	Disclosure	Location
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	2025 Annual Integrated Report Page 145
	203-2 Significant indirect economic impacts	2025 Annual Integrated Report Page 97
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	2025 Annual Integrated Report Page 166
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	N/A
	205-2 Communication and training about anti-corruption policies and procedures	N/A
	205-3 Confirmed incidents of corruption and actions taken	N/A
GRI 206: Anti-competitive Behavior 2016	06-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	N/A
GRI 207: Tax 2019	207-1 Approach to tax	N/A
	207-2 Tax governance, control, and risk management	N/A
	207-3 Stakeholder engagement and management of concerns related to tax	N/A
	207-4 Country-by-country reporting	N/A
GRI 301: Materials 2016	301-1 Materials used by weight or volume	N/A
	301-2 Recycled input materials used	N/A
	301-3 Reclaimed products and their packaging materials	N/A

GRI Standard	Disclosure	Location
GRI 302: Energy 2016	302-1 Energy consumption within the organization	2025 Annual Integrated Report Page 178
	302-2 Energy consumption outside of the organization	N/A
	302-3 Energy intensity	N/A
	302-4 Reduction of energy consumption	N/A
	302-5 Reductions in energy requirements of products and services	N/A
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	N/A
	303-2 Management of water discharge-related impacts	N/A
	303-3 Water withdrawal	N/A
	303-4 Water discharge	N/A
	303-5 Water consumption	2025 Annual Integrated Report Page 178
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N/A
	304-2 Significant impacts of activities, products and services on biodiversity	N/A
	304-3 Habitats protected or restored	N/A
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	N/A

GRI Standard	Disclosure	Location
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability and Impact Report Page 48
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability and Impact Report Page 48
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability and Impact Report Page 48
	305-4 GHG emissions intensity	N/A
	305-5 Reduction of GHG emissions	Sustainability and Impact Report Page 7
	305-6 Emissions of ozone-depleting substances (ODS)	N/A
	305-7 Nitrogen oxides (NOx), Sulphur oxides (SOx), and other significant air emissions	N/A
GRI 306: Effluents and Waste 2016	306-3 Significant spills	N/A
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	N/A
	306-2 Management of significant waste-related impacts	N/A
	306-3 Waste generated	N/A
	306-4 Waste diverted from disposal	N/A
	306-5 Waste directed to disposal	N/A
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	N/A
	308-2 Negative environmental impacts in the supply chain and actions taken	N/A

GRI Standard	Disclosure	Location
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	2025 Annual Integrated Report Page 126, 127
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2025 Annual Integrated Report Page 131
	401-3 Parental leave	N/A
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	N/A
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	N/A
	403-2 Hazard identification, risk assessment, and incident investigation	N/A
	403-3 Occupational health services	N/A
	403-4 Worker participation, consultation, and communication on occupational health and safety	N/A
	403-5 Worker training on occupational health and safety	N/A
	403-6 Promotion of worker health	N/A
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	N/A
	403-8 Workers covered by an occupational health and safety management system	N/A
	403-9 Work-related injuries	N/A
	403-10 Work-related ill health	N/A

GRI Standard	Disclosure	Location
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	2025 Annual Integrated Report Page 128
	404-2 Programs for upgrading employee skills and transition assistance programs	2025 Annual Integrated Report Page 128
	404-3 Percentage of employees receiving regular performance and career development reviews	2025 Annual Integrated Report Page 128
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	2025 Annual Integrated Report Page 55
	405-2 Ratio of basic salary and remuneration of women to men	2025 Annual Integrated Report Page 131
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	N/A
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	N/A
GRI 408: Child Labor 2016	08-1 Operations and suppliers at significant risk for incidents of child labor	N/A
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	N/A
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	N/A

GRI Standard	Disclosure	Location
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	N/A
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	N/A
	413-2 Operations with significant actual and potential negative impacts on local communities	N/A
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	N/A
	414-2 Negative social impacts in the supply chain and actions taken	N/A
GRI 415: Public Policy 2016	415-1 Political contributions	N/A
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	N/A
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	N/A
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labelling	N/A
	417-2 Incidents of non-compliance concerning product and service information and labeling	N/A
	417-3 Incidents of non-compliance concerning marketing communications	N/A
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability and Impact Report 2025 page 41

Abbreviations

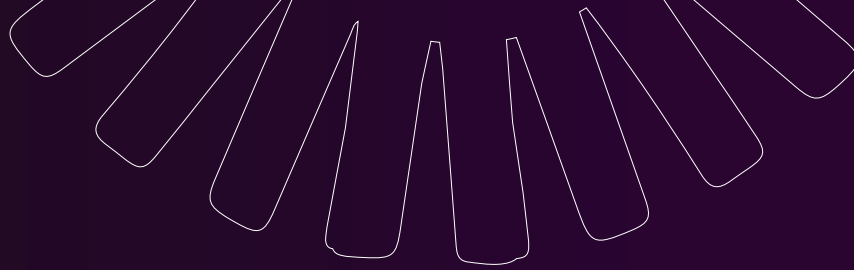
Acronym

aBi	Agricultural Business Initiative (Uganda)
ACCA	Association of Chartered Certified Accountants
ACELI	Aceli Africa (Agricultural Enterprise Loan Initiative)
ACF	Agricultural Credit Facility
AFD	Agence Française de Développement (French Development Agency)
AI	Artificial Intelligence
AML	Anti-Money Laundering
ATMs	Automated Teller Machines
Bn	Billion
BOU	Bank of Uganda
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CFT	Counter-Financing of Terrorism (appears in AML/CFT context)
CISO	Chief Information Security Officer
CO2e	Carbon Dioxide Equivalent
EOSD	European Organisation for Sustainable Development
ESG	Environmental, Social and Governance
FN-CB	Financials - Commercial Banks (SASB Sector Code)
G-SIB	Global Systemically Important Bank
GDP	Gross Domestic Product
GHG	Greenhouse Gas Emissions
GRI	Global Reporting Initiative
GROW	Generating Growth Opportunities and Productivity for Women Enterprises
HR	Human Resources
ICPAU	Institute of Certified Public Accountants of Uganda
ICT	Information and Communication Technology

INED	Independent Non-Executive Director
ISMS	Information Security Management System
ISO/IEC	International Organization for Standardization / International Electrotechnical Commission
Kgs	Kilograms
KPI	Key Performance Indicator
KRI	Key Risk Indicator
KW	Kilowatt (Electricity Consumption)
MFA	Multi-Factor Authentication
MoFPED	Ministry of Finance, Planning & Economic Development (Uganda)
MSME(s)	Micro, Small and Medium Enterprises
N/A	Not Applicable / Not Available (as used in metrics tables)
NDP IV	Fourth National Development Plan (Uganda)
NDPIV	Fourth National Development Plan
NED	Non-Executive Director
NFIS	National Financial Inclusion Strategy (Uganda)
NFISII	National Financial Inclusion Strategy II
NPL	Non-Performing Loan (referenced in portfolio quality context)
PBU	Pearl Bank Uganda
PCI DSS	Payment Card Industry Data Security Standard
PDM	Parish Development Model
PII	Personally Identifiable Information
PIMS	Privacy Information Management System
PPDA	Public Procurement and Disposal of Public Assets Authority (Uganda)
R&D	Research and Development
RCSA	Risk and Control Self-Assessment

Acronym

SACCO(s)	Savings and Credit Cooperative Organisations
SASB	Sustainability Accounting Standards Board
SB Code	SASB Sector Benchmark Code (e.g., FN-CB-000.A)
SBRF	Small Business Recovery Fund
SDGs	Sustainable Development Goals (United Nations)
SME(s)	Small and Medium Enterprises
SSCI	Sustainability Standards and Certification Initiative (EOSD Certification)
tCO2e	Tonnes of Carbon Dioxide Equivalent
Tn	Trillion
UBA	Uganda Bankers Association
UDB	Uganda Development Bank
UGX / Ushs	Uganda Shillings
USSD	Unstructured Supplementary Service Data (mobile banking channel)
VSLA(s)	Village Savings and Loan Associations



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