

1. Vision statement

“To be a trusted, technology-driven, member-centric, urban cooperative bank committed to inclusive growth, financial empowerment and sustainable community development”.

2. Mission statement

- a. To provide modern, affordable and ethical banking solutions to members and customers.
- b. To promote thrift, self- help and cooperation among members.
- c. To leverage digital technologies for efficient transparent and secure banking operations.
- d. To strength on financial inclusion especially for small entrepreneurs, salaried persons and micro-enterprises.
- e. To build a strong, skilled and motivated workforce aligned with cooperative values

3. Core Values

- a) Integrity: Conduct business with honesty and transparency.
- b) Member centricity: Every decision aims to benefit members.
- c) Co-operation: Foster mutual trust and collective growth.
- d) Innovation: Adopt technology for improved service delivery
- e) Social Responsibility: Support community welfare and sustainable development.
- f) Prudence: maintain sound financial discipline and risk management.

4. Strategic objectives (2025-2030)

A. Business growth and diversification

- a) Achieve annual business growth of 12 - 15% through balanced expansion in deposits and advances
- b) diversify loan portfolio across MSMEs, housing, services and retail sectors.
- c) Expand area of operation selectively with emphasis on viable branches in urban and semi urban areas

B. Digital Transformation:

- a) Introduce a fully integrated core banking system with advanced analytics
- b) Provide mobile and Internet banking UPI, NEFT, RTGS and digital lending facilities.
- c) Establish cyber security framework and data governance protocols.
- d) Explorer fintech partnerships for customer convenience and efficiency.

C. Financial strength and governance

- a) Maintain capital adequacy ratio (CRAR) above regulatory norms.
- b) Strengthen Internal Controls, risk management and Compliance systems
- c) Adopt Board Approved Policies on audit, investment, lending and NPA management
- d) Enhance transparency through timely disclosure and member communication.

5. Strengthening capital and financial resilience

- a. **Raising Capital and Long-Term Funds:** To ensure that the bank always remains well capitalised, structured capital planning framework shall be adopted. The bank will explore multiple instruments such as share capital mobilization drives, long term deposits, TIRE II bonds, and Subordinated debt. The objective will be to maintain CRAR comfortably above the regulatory minimum providing a buffer for growth, unforeseen contingencies and strategic initiatives. The bank will also engage with institutional investors, cooperative federations and member organizations to raise stable long-term funds for sustainable expansion.
- b. **Creating Reserves for Technology Induction and Upgradation:** The bank will establish a dedicated technology upgradation reserve to be built annually from profits and used exclusively for introducing, upgrading and maintaining digital infrastructure including CBS modernization, cyber security systems mobile banking platforms, and data analytics tools.
- c. **Reserves for Takeovers and Amalgamations:** In the evolving cooperative banking landscape, consolidation and strategic alliances are key to long term viability. The bank will create a Special Strategic Reserve to finance potential takeovers, mergers or amalgamations with smaller or compatible cooperative banks. This reserve will enable timely decisions, smooth transitions and integration processes without affecting the bank's core liquidity or profitability. It will also serve as a contingency fund for opportunities that enhance scale, network reach and member base.
- d. **Budgeting Capital and Revenue Expenditure:** A robust budgeting discipline will be institutionalised to manage both capital and revenue expenditures effectively. Annual budgets will clearly distinguish between developmental capital outlet (branches, technology, premises, equipment) and operational revenue expenses (staff, administration, maintenance). Each major project will undergo cost benefit evaluation and board approval to ensure financial prudence and accountability. Mid-year reviews will monitor deviations.

6. Human Resource Development:

- a. Implement capacity building programmes for all the staff levels.
- b. Introduce performance linked incentives aligned with cooperative principles.
- c. Promote young leadership and gender diversity in management and board positions.

7. Member and Customer Engagement:

- a. Develop member education programmes on financial literacy and digital banking.
- b. Conduct regular member interaction sessions for feedback and Co-operative awareness.
- c. Enhance customer service quality through grievance redressal system and periodic reviews.

8. Social and Environmental Responsibility

- a. Promote green banking initiatives (paperless, energy efficient branches)
- b. Support community development projects in education, health and livelihood.
- c. Align operations with Sustainable Development Goals (SDGs) relevant to banking.

9. Long term goals (2030 and beyond)

- a. Become a Leading Multi-Service Urban Cooperative Bank in the region with 5X business mixed growth

- b. Operate a Digital First Model with over 80% transactions through alternative channels.
- c. Achieve zero fraud and minimum NPAs through tech enabled monitoring.
- d. Be recognised as a Benchmark Cooperative Bank for governance innovation and member service.

10. Implementation and Monitoring Framework

- a. Strategic Plan Committee to review progress quarterly.
- b. Annual Action Plan derived from this Vision Document.
- c. Key Performance Indicators (KPIs) for each department with accountability.
- d. Member Communication Reports to ensure transparency and engagement.

11. Conclusion

The vision document charts the Road Map for transferring the Urban Cooperative Bank into a modern resilient and community-oriented institution by blending cooperative values with digital innovation, capital adequacy and prudent financial management. The bank will contribute to inclusive urban growth and strengthen the cooperative movement in India's financial sector.