



Date: September 2, 2026

To,

BSE Limited,
20th Floor, P.J. Towers,
Dalal Street,
Mumbai - 400001.
BSE Scrip Code: **544606**

National Stock Exchange of India Limited,
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai – 400 051
NSE Scrip Symbol: **PINELABS**

Dear Sir/Ma'am,

Subject: Press Release - Pine Labs Appoints Jayaram Karthik as Chief Operations Officer.

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith press release titled “Pine Labs Appoints Jayaram Karthik as Chief Operations Officer”.

The above information will also be available on the website of the Company at <https://www.pinelabs.com/investor-relations>.

You are requested to take the same on record.

Thank You.

For Pine Labs Limited

Neerav Mehta

Company Secretary and Compliance Officer
Membership Number: A20949

Encl: a/a

Pine Labs Appoints Jayaram Karthik as Chief Operations Officer

Veteran business leader to shape technology-led merchant experience across markets.

Mumbai, September 2, 2026 – Global fintech platform Pine Labs today announced the appointment of Jayaram Karthik as its Chief Operations Officer. In this role, Jayaram will lead operations and merchant experiences across India and International markets, building technology-enabled operating models that deliver seamless, trusted, and locally relevant journeys across the group. The appointment comes as Pine Labs strengthens its operational capabilities to support the next phase of growth.

Jayaram brings over 25 years of experience across operations, risk, analytics and technology, with a proven track record of helping businesses scale while maintaining speed, trust and simplicity. He has held leadership positions at American Express, Citibank, Amazon, Tata and Razorpay, where he led large-scale operational transformation and strong mandates to strengthen the operating model and standardize end to end merchant journeys. He joins Pine Labs with a strong conviction that sustainable growth is built on exceptional human and technology-led experiences.

Commenting on the appointment, **B Amrish Rau, CEO, Pine Labs**, said:

"The future of fintech will be shaped not just by the products we build, but by how effectively we bring together technology and operations to deliver high-quality customer experiences. Today, Pine Labs operates across more than 20 countries and building a unified operational excellence model is now central to how we scale that footprint. Jayaram's deep expertise in streamlining complex operating processes for high-growth businesses will help us strengthen the foundation required for our next phase of global growth."

Jayaram Karthik, Chief Operations Officer, Pine Labs, said:

"The next competitive advantage in fintech will come from turning complexity into simplicity for customers. That requires a strong combination of technology, operations and experience to work as one. Pine Labs has built an impressive global business, and I look forward to helping scale the operational foundation that will enable the company to grow faster, standardization to serve customers better and build lasting trust across markets."

The appointment reinforces Pine Labs' commitment to building a globally scalable operating foundation that powers superior experience, strengthens trust and supports sustainable growth across markets. As the company continues to expand internationally, it remains focused on combining innovation, operational excellence and regulatory rigor to serve businesses more effectively.



About Pine Labs Limited

Pine Labs is a technology company building the Commerce OS that powers digital commerce across South Asia, Southeast Asia, the Middle East, Africa, Australia, and the United States. The company's platform connects merchants, enterprises, financial institutions, and consumers through a unified suite of payments, issuing, credit, and fintech solutions. Serving businesses across online and in-store commerce.

Pine Labs simplifies payments, enables financial services, and creates seamless commerce experiences. Its Commerce OS combines financial platforms, payment orchestration, issuing capabilities, prepaid and stored value solutions, and payment and credit rails, enabling businesses to move money, create customer value, and deliver increasingly intelligent commerce experiences, at scale.

As commerce becomes increasingly real-time, intelligent, and embedded, Pine Labs is building the technology infrastructure that powers the next generation of digital commerce.

To know more, please visit www.pinelabs.com