



ALL INDIA BANK RETIREES' FEDERATION (REGD.)

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Date: 20.03.2026

The President / General Secretaries
Merger-Affected Affiliates

Dear Sir,

Re: Merger of Affiliates consequent upon Bank Mergers

It is observed that the process of merger among AIBRF-affiliated entities affected by bank mergers continues to remain at almost the same stage as it was nearly five to six years ago, when the Government initiated and implemented the bank merger programs. Despite sustained efforts by AIBRF as well as the concerned affiliates, no concrete and tangible progress has been achieved so far.

During this period, bank managements and the Government have taken several decisive steps to complete the merger process at the institutional level. The functioning of merged banks has since stabilized, and their performance has shown consistent improvement. Employees from diverse backgrounds have successfully integrated and are working cohesively as one unified team.

AIBRF has taken multiple initiatives in this regard during this period, including:

- Formation of Coordination Committees
- Circulation of model merger drafts
- Periodical review meetings
- Issuance of communications from time to time
- Fixation of deadlines on several occasions

However, these efforts have not yielded the desired results.

It is pertinent to note that all decisions at the AIBRF level have been taken with complete unanimity and with the **concurrence of leadership from merger-affected banks**. While there has been agreement and commitment at the central level, the same seriousness and initiative have not been reflected at the affiliate level.

Even after a lapse of more than six years, it is observed that emotional considerations and a sense of insecurity continue to influence decision-making. There appears to be reluctance in accepting the ground realities and developments at the management level. As a result, the interests of members in these banks are being adversely affected. In the long run, this will not only weaken the functioning of the concerned affiliates but also impact the overall strength and effectiveness of AIBRF. At times, discussions tend to become emotionally charged, with undue criticism directed towards AIBRF, and individual considerations appear to be emerging as significant obstacles in the merger process.

It is also considered necessary to clearly state that, in case any affiliate or group is of the view that the merger process is not a priority for them, and that retiree-related issues can continue to be effectively managed through multiple organisational structures even after such a long lapse of time—and further, that the bank management is comfortable in dealing with multiple associations—such affiliates are requested to convey their position to AIBRF in clear and specific terms. It may also be noted that mere change of name by a few affiliates after the bank merger is only a cosmetic exercise and does not serve the intended objective of organisational integration and consolidation.

The AIBRF Triennial Conference is now due and is proposed to be held within the next six months. There is a general consensus among leadership at affiliate level that the Conference should be conducted as scheduled, without linking it to the completion of the merger process. At the same time, several amendments in the AIBRF By-laws are necessary for ensuring smooth and effective functioning. However, the required seriousness on this aspect is not adequately visible, and individual considerations continue to act as impediments.

The only positive development is that, in principle, all concerned agree on the need for merger and have expressed willingness to move forward.

In the case of the merger involving Bank of Baroda, Dena Bank, and Vijaya Bank, the leaders informed in the Office Bearers' Meeting held on 14th–15th March 2026 at Indore that the terms of merger are likely to be finalized shortly. **The General Secretary, AIBRF, has also offered to prepare a model merger proposal for this group to facilitate expeditious completion of the process before the ensuing Conference.**

Accordingly, the concerned group/ affiliates are requested to provide the following data/documents to the Central Office at the earliest:

1. Latest Balance Sheet
2. Copies of By-laws
3. Membership position as on 31.12.2025, along with State-wise break-up
4. Details of All-India level Committees
5. List of Principal Office Bearers

On receipt of the above information, a model merger proposal will be drafted and shared for consideration and adoption at the appropriate level.

These instructions are also applicable to all merger-affected affiliates. They are requested to act accordingly.

We earnestly appeal to all concerned to rise above emotional considerations and approach the matter with clarity, objectivity, and a sense of urgency. The merger process must be completed in a time-bound manner, preferably before the forthcoming Triennial Conference.

With Regards,

Yours Sincerely,

A handwritten signature in cursive script, appearing to read 'maha', is written over a horizontal line.

**(S. C. JAIN)
GENERAL SECRETARY**

**C.C. to The Office Bearers. Central Committee members
AIBRF**