

# UJJIVAN SMALL FINANCE BANK

USFB/CS/SE/2020-21/14

Date: May 20, 2020

To,

**National Stock Exchange of India Limited**  
Listing Department  
Exchange Plaza, C-1, Block G, Bandra Kurla  
Complex, Bandra (E)  
Mumbai - 400 051

**BSE Limited**  
Listing Compliance  
P.J. Tower,  
Dalal Street  
Mumbai - 400 001

**Symbol:** UJJIVANSFB

**Scrip Code:** 542904

Dear Sir/Madam,

● **Sub: Filing of revised investor presentation on financial and business performance of the Bank for quarter and financial year ended March 31, 2020**

Please refer our letter bearing reference number USFB/CS/SE/2020-21/13 dated May 19, 2020 wherein we had informed and filed Audited Financial Results and Audit Report thereon issued by the statutory auditors of the Bank, a copy of press release and the investor presentation on financial and business performance of the Bank for quarter and financial year ended March 31, 2020.

● Further thereto, we hereby inform you that the **slide "11"** of the investor presentation was erroneously inserted in the said presentation. Accordingly, we have removed the said slide and enclosed herewith the revised investor presentation.

We request you to take note of the above.

Thanking You,

Yours faithfully,  
For UJJIVAN SMALL FINANCE BANK LIMITED

●   
**Chanchal Kumar**  
Company Secretary and Compliance Officer



**Ujjivan Small Finance Bank Ltd.**

**Registered Office:** Plot No. 2364/8, Khampur Raya Village, Shadi Kampur, Main Patel Road, New Delhi-110008.  
Tel: +91 11 30432121, Fax: +91 11 30432111.

**Head Office:** Grape Garden, No. 27, 3rd A Cross, 18th Main, Koramangala 6th Block, Bengaluru-560095.  
Tel: +91 80 40712121, Fax: +91 80 4146 8700.

**CIN:** U65110DL2016PLC302481 **W** www.ujjivansfb.in **E** ujjivan.blr@ujjivan.com



# Q4 FY20 Presentation

May 2020

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- 🔥 Figures for the previous period / year have been regrouped wherever necessary to conform to the current period’s / year’s presentation. Total in some columns / rows may not agree due to rounding off.
- 🔥 Note: All financial numbers in the presentation are from Audited Financials or Limited Reviewed financials or based on Management estimates.

# Contents

Performance Highlights



Ujjivan – Building a Mass Market Bank



Business Overview



Financials



## Q4FY20 – Key Highlights



Net Profit at ₹ 73 Cr; RoA / RoE at 1.6%/ 9.3%



NII at ₹ 466 Cr up by 46% Y-o-Y with NIM at 11.2%



Strong growth in Gross Advances\* – up 28% Y-o-Y to ₹ 14,153 Cr



Deposit base building: Total deposit at ₹ 10,780 Cr up 46% Y-o-Y; retail deposits up 72% Y-o-Y; CASA up 86% Y-o-Y



28.8% Capital adequacy with Tier-1 capital at 28.0 % as on Mar'20 and Liquidity Coverage ratio pegged at 261%



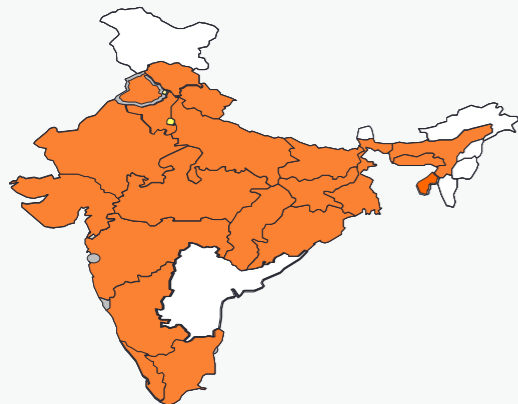
Focus on customer acquisition: 52.5 lakhs customers up from 46.1 lakhs as of Mar'19

# Performance Highlights

# Key Highlights as on March'20

24 States/ UTs, 244 Districts

vs 223 districts in Mar'19



575 branches<sup>1</sup>, 475 ATMs<sup>2</sup>

vs 524 branches; 385 ATMs in Mar'19



Expanding Customer base

52.5 lakh customers  
vs. 46.1 lakh in Mar'19



43.5 lakh borrowers  
vs. 40.2 lakh in Mar'19

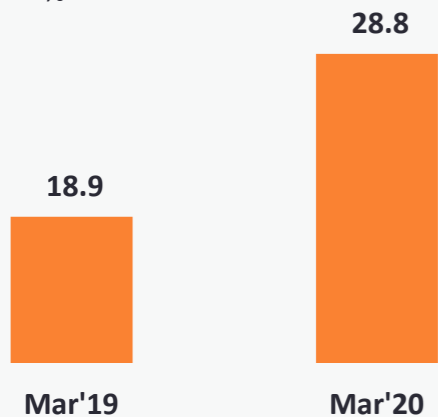
17,841 Employees

vs 14,752 in Mar'19

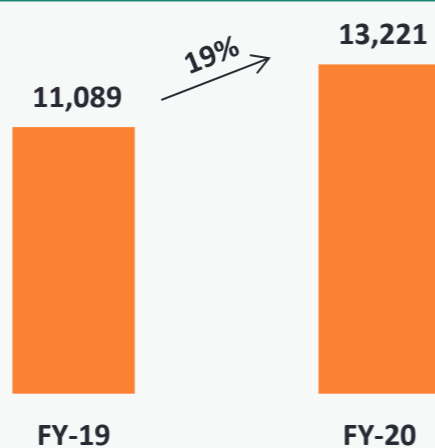


CRAR<sup>3</sup>

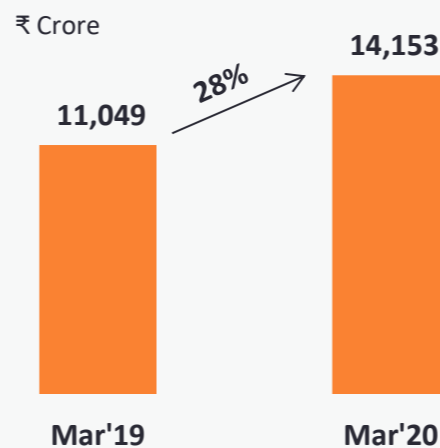
%



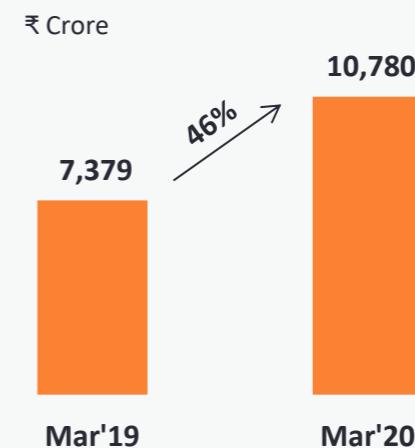
Disbursements



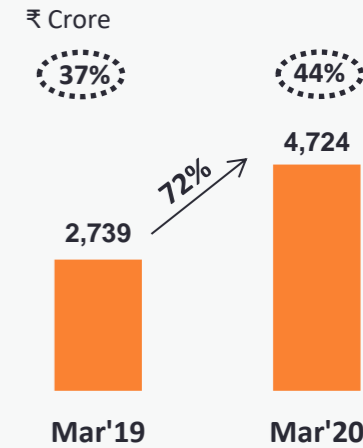
Gross Advances<sup>4</sup>



Total Deposits



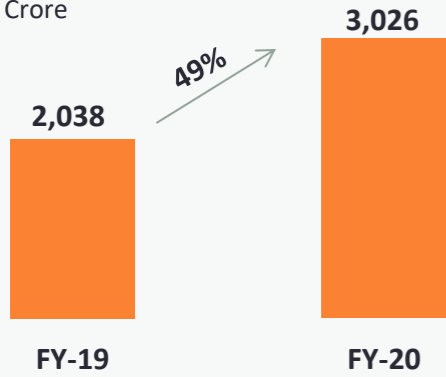
Retail Deposits<sup>5</sup>



# FY20 - Key Highlights

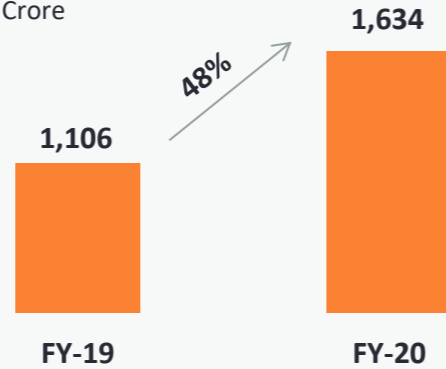
## Total Income

₹ Crore



## Net Interest Income

₹ Crore



## Net Interest Margin

**10.8%**

Vs.

**10.9%**

FY-19

## GNPA

**1.0%**

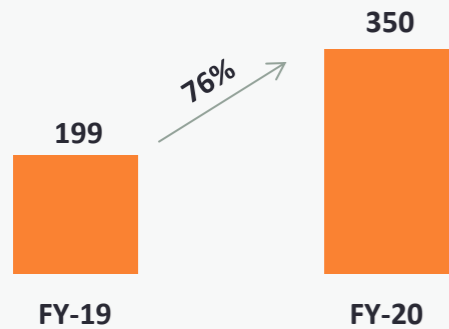
Vs.

**0.9%**

Mar'19

## PAT

₹ Crore



## ROA

**2.2%**

Vs.

**1.7%**

FY-19

## ROE

**13.9%**

Vs.

**11.5%**

FY-19

## NNPA

**0.2%**

Vs.

**0.3%**

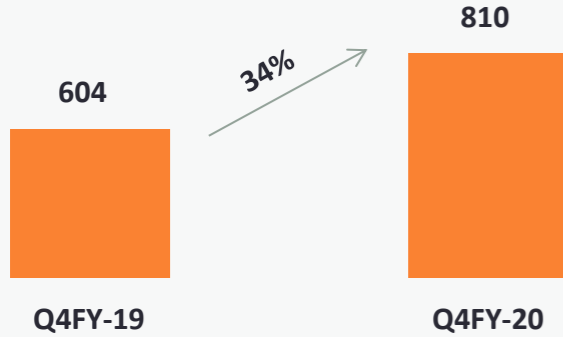
Mar'19



# Q4FY20 - Key Highlights

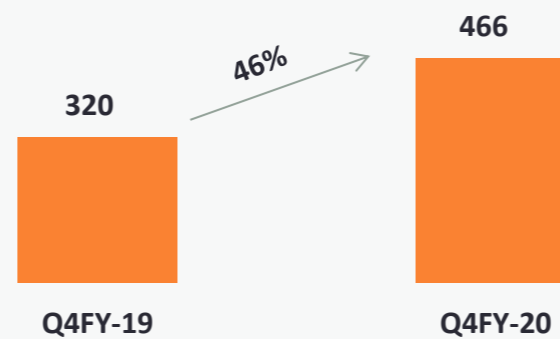
## Total Income

₹ Crore



## Net Interest Income

₹ Crore



## Net Interest Margin

**11.2%**

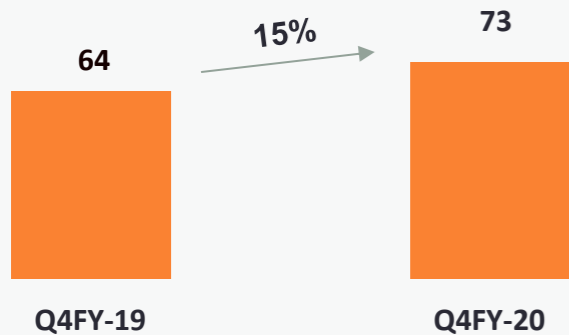
Vs.

**10.8%**

Q4FY-19

## PAT

₹ Crore



## ROA

**1.6%**

Vs.

**2.0%**

Q4FY-19

## ROE

**9.3%**

Vs.

**13.3%**

Q4FY-19

# Stellar IPO

## UJJIVAN SMALL FINANCE BANK IPO

- Listing was within the stipulated time frame under licensing norm and thus helped in complying with RBI requirements
- ₹ 1,045 crore\* was raised leading to significant boost to Capital Adequacy
- IPO price was ₹ 37/- per share valuing the Bank at 2.1x (post money) trailing book value
- IPO was very well received by investors and was 170\*\* times subscribed
- It set a benchmark to become the most subscribed Initial Public Offering in 2019 and is considered the best IPO of the past four years in the Banking and Financial Service Sector.

**Anchor Book: Quality institutional participation**

### FII, Private Equity, AIF

- Government of Singapore
- Aberdeen Investment Management
- Goldman Sachs
- CX Partners
- IIFL

### Mutual Funds

- ICICI Prudential MF
- Birla Sunlife MF
- Sundaram MF
- UTI MF
- BNP Paribas MF
- Edelweiss MF

### Life Insurance Cos.

- Bajaj Allianz
- HDFC Life Insurance
- Birla Sunlife Insurance

# Very Strong Fundamentals

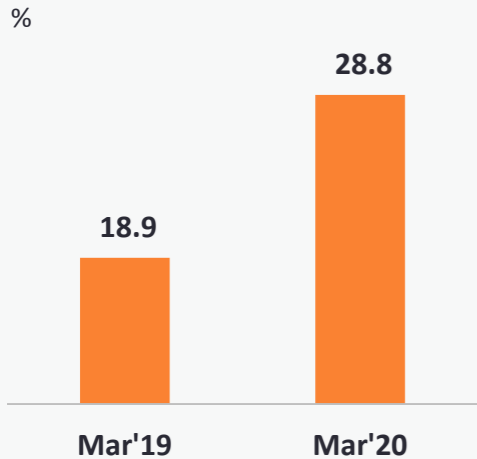
## Balance Sheet – Well-capitalized and high liquidity

- Capital Adequacy Ratio at 28.8% with Tier-I being 28.0%
- LCR at 261% for March'20
- Balance sheet is well funded and we are maintaining a high liquidity buffer to support revival of business in this challenging time
- Deposits cover 76% of gross advances; Retail deposits at 44% of total deposit
- Healthy growth in deposits seen during March, April and May 2020
- CRISIL reaffirmed A1+ (Certificate of Deposits) rating in Feb'20; long term rating at CARE A+ (Nov'19)

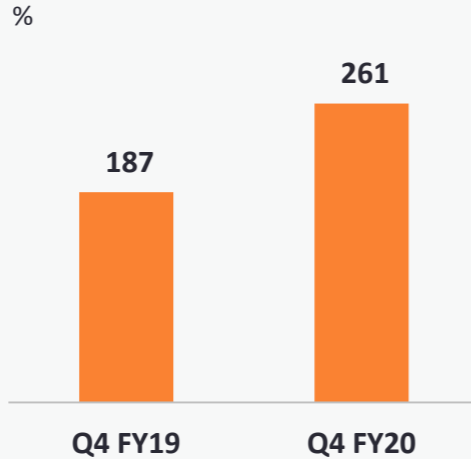
## Focus on portfolio quality

- NNPA at 0.2%; PAR at 2%
- COVID-19 related provision of ₹ 70 cr – 0.5% of gross advances
- Total coverage of Net Advances 1.6%
- PCR at 80% - among highest in industry
- Strong customer connect with prudent credit policies

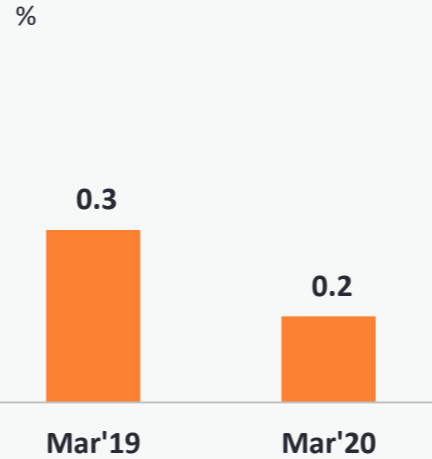
### CRAR



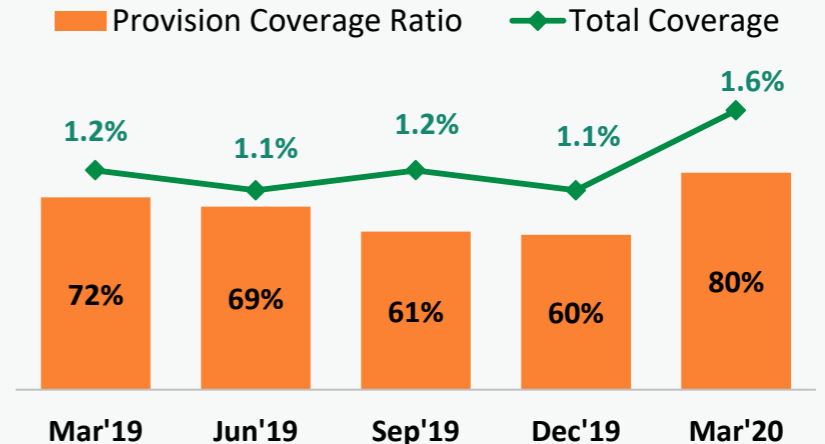
### LCR



### NNPA

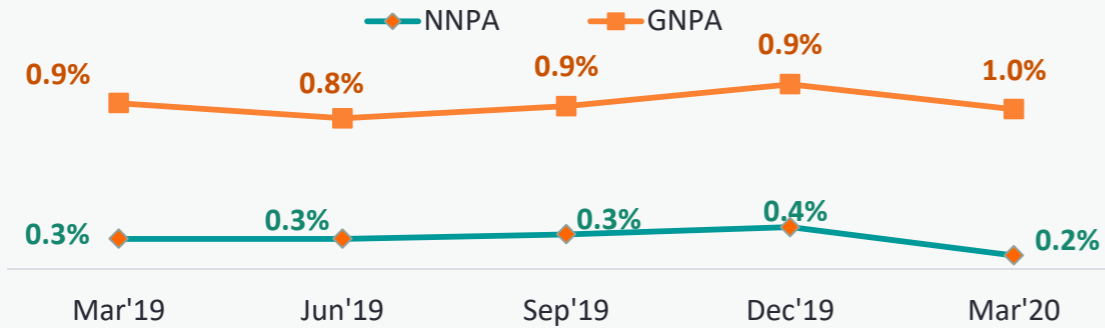


### Prudent Provisioning

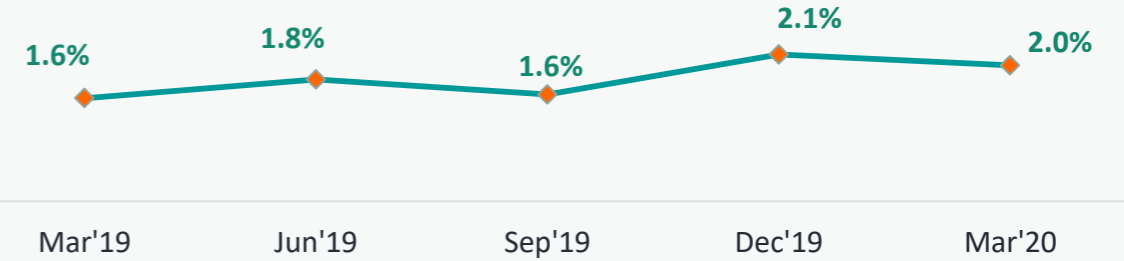


# Portfolio Quality – GNPA, NNPA and PAR

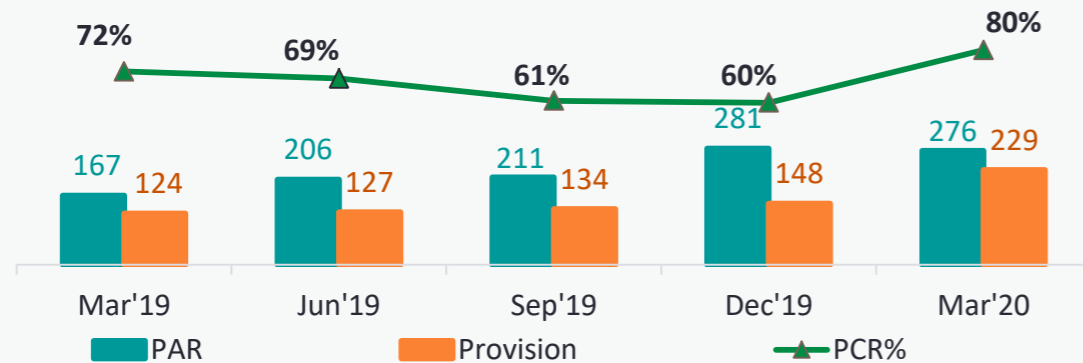
## GNPA and NNPA



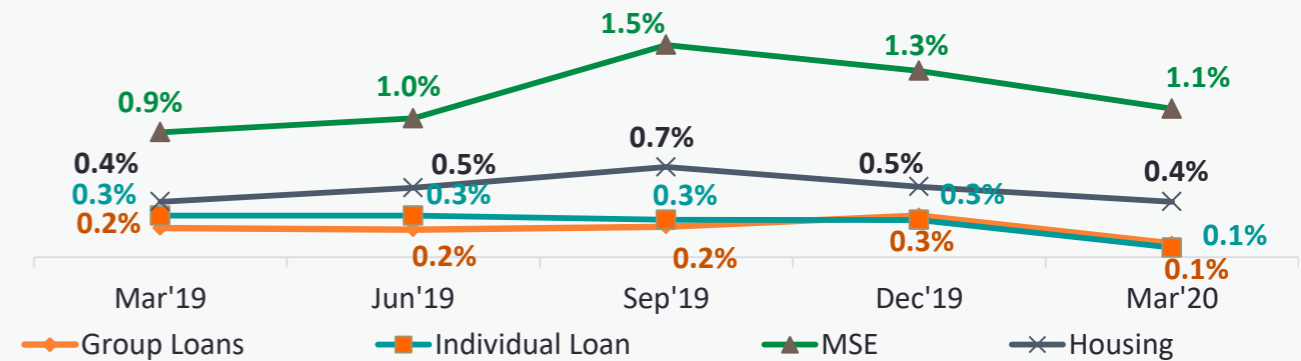
## Portfolio At Risk (PAR>0 %)



## PAR, Provision (₹ in Crore) & Provision Coverage Ratio



## NNPA (%) – Segment wise



## Geared-up for the New Business Ecosystem

### Investing to increase efficiency, & reach

- Limited human contact in loan processing
  - Repeat MicroBanking loans via. Phone, mobile app, ATM
  - Remodeling Housing/ MSE processes
  - Prioritizing video KYC program
- Piloted Collection of EMIs through third party networks – tie-ups and creating Business Correspondents network
- Renewed thrust on enabling EMI repayments through online payment platforms like ECS, e-wallets, UPI/ QR etc. and drive higher usage
- API platform is ready – Partnering with Fintech & Startups operating in payments, collections, lead generation, lending, etc. to expand reach inorganically
- Launched digital SA/ FD – Provide an end-to-end un-assisted digital journey to acquire customers
- In process to introduce simpler & user-friendly mobile app, with specific focus to our Microbanking customers
- Redefining internal workflow, identifying areas and piloting projects for automation and productivity improvement

### Focus on collections

- Touch free collections – promote through tele-calling and digital repayments
- Continued touch with regular and non-paying customers during lock-down
- Focus plan for moratorium availed customers
- Customer priority based on propensity to repay
- Strengthened collections team

# Ujjivan – A Responsible Corporate Citizen

## Pre-Lockdown Measures

- Proactively kicked off Business Continuity Plan well before nationwide lockdown begun
- Formed focused Quick Response Teams (QRT) to take care of critical areas like human resources, customer care, operations, IT & infrastructure, liquidity, cost management
- Trial run with skeletal staff/ work from home; ensured availability of all critical infrastructure
- Collections were made using various modes including digital, branch, group aggregation etc. keeping in mind need for social-distancing

## During/ Post-Lockdown Measures

- Over 98% branches, ATMs, and all critical functions were operational with various safety measures, social distancing norms & timings as guided by regulators
- Risk assessment for augmenting IT security controls; curb any gaps and potential threats in the working arrangement given work from home policy
- Business Continuity Monitoring Committee of Board formed to assess social, financial, business, credit and risk impact; weekly update by QRT

## Humane approach to business

- Kicked-off COVID-19 awareness program in 11 languages via calls and social media
- Moratorium to all customer: MicroBanking customers on opt-out basis; connected with almost all other customers and extended moratorium on request
- Employees volunteered for distribution of dry ration to daily wagers and low income group customer communities
- Donated ₹ 45 lakhs to “GiveIndia” to complement Government efforts to combat COVID; ₹ 10 lakh donated to “Indian Association for the Blind”
- Propose to spend an additional budget from CSR fund towards COVID-19 relief activities
- Implemented “Doctor on call” program for all employee and customers

## Prioritized Employees and Customers

### Employees

- Awareness on COVID 19 was communicated to all employees through various modes including calls, whatsapp, emails, live streaming, survey platforms etc.
- Daily employee connect to support our people at anytime under work from home policy for our Corporate and Regional Offices and minimal strength at branches in view of the lockdown
- Information flow ensures quick knowledge on any likely COVID impacted employee to provide help and support
- Extensive use of e-learning platform to upskill employees; 98% active usage of the platform observed

### Customers

- Reached out to customers under Janta Connect Program on calls – almost 100% customers contacted to spread awareness about COVID, moratorium policy
- Customer survey to assess impact on their livelihood, income, savings to aid future credit policy revisions and their expectation from Ujjivan as banking partner
- Leveraged Janta Connect to emphasize Ujjivan’s strong national presence and for FD renewals, promote use of alternate channels

# Awards & Recognitions



**Ranked 5<sup>th</sup> among 'Asia's Best Companies to Work For 2020' By Great Places to Work**

**IBA Banking Technology Innovation Awards for 'The Best IT Risk Management and Cyber security Initiative'**



**IDEX Legal Awards, 2019 for the 'Best in-house Legal Team' under medium-large category**



Mr. Samit Ghosh, Former MD & CEO, Ujjivan Small Finance Bank, was conferred upon the prestigious Inclusive Finance India Awards, 2019 in the category of **"Contribution to advancing financial inclusion by an individual"**, for his exemplary contribution to the same.

**Asia Money Best Bank Awards 2020: Won the award for 'Best Microfinance Bank'**



**'ERM Strategy of the year' for developing a framework for implementing ERM using RAROC approach at ERM World Summit Awards 2019.**

**Finnoviti Awards, 2019 for 'Best innovation in IT'**



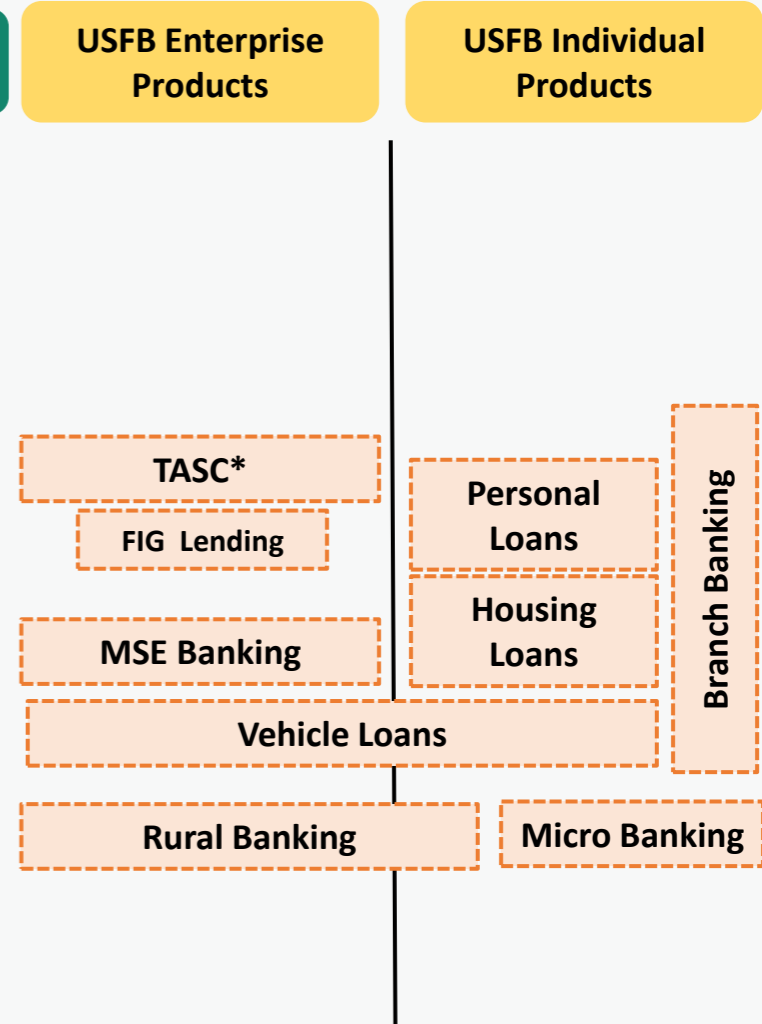
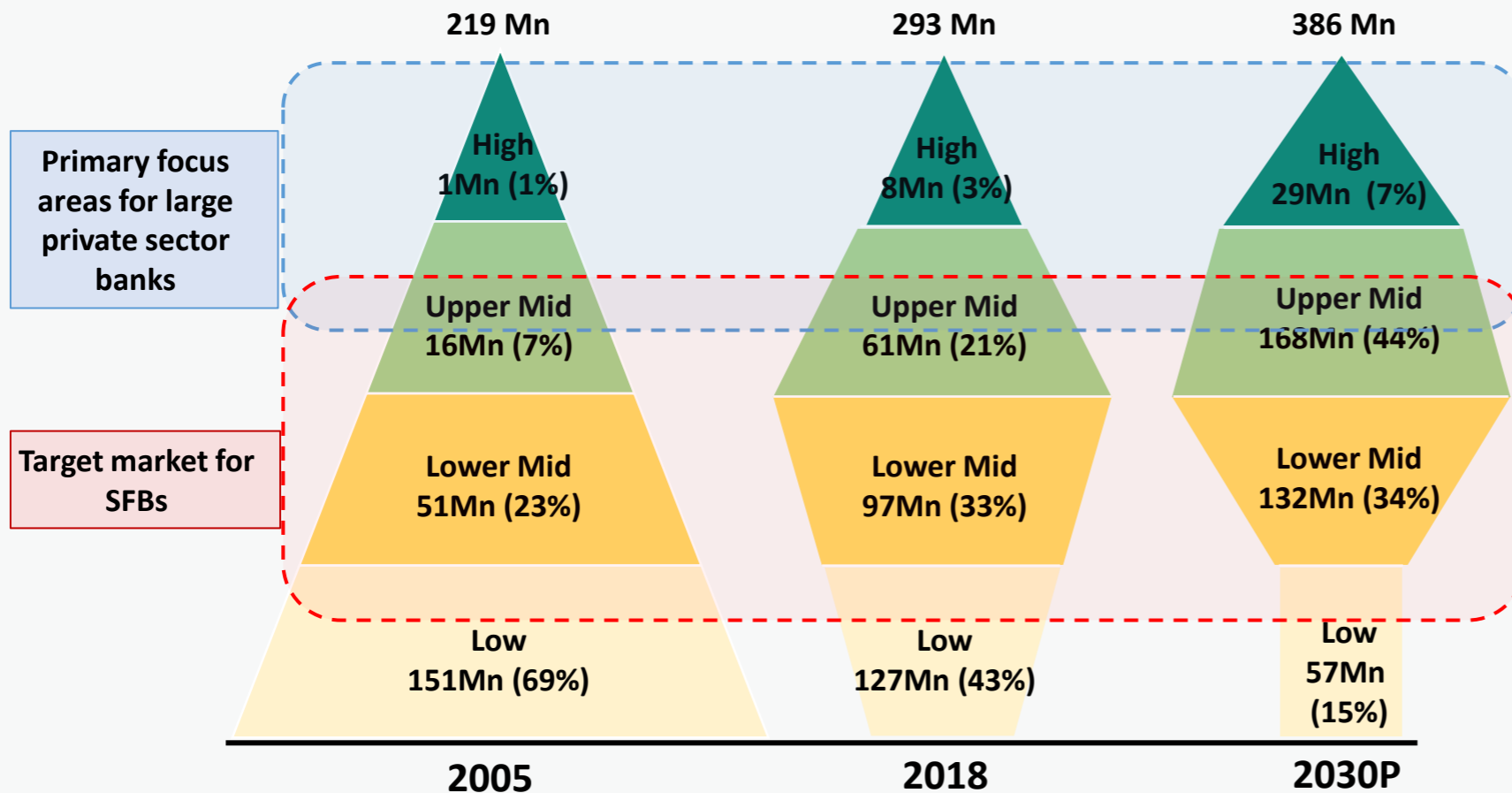
**...& many more**



# Ujjivan – Building a Mass Market Bank

# Well placed to gain from evolving country demographics

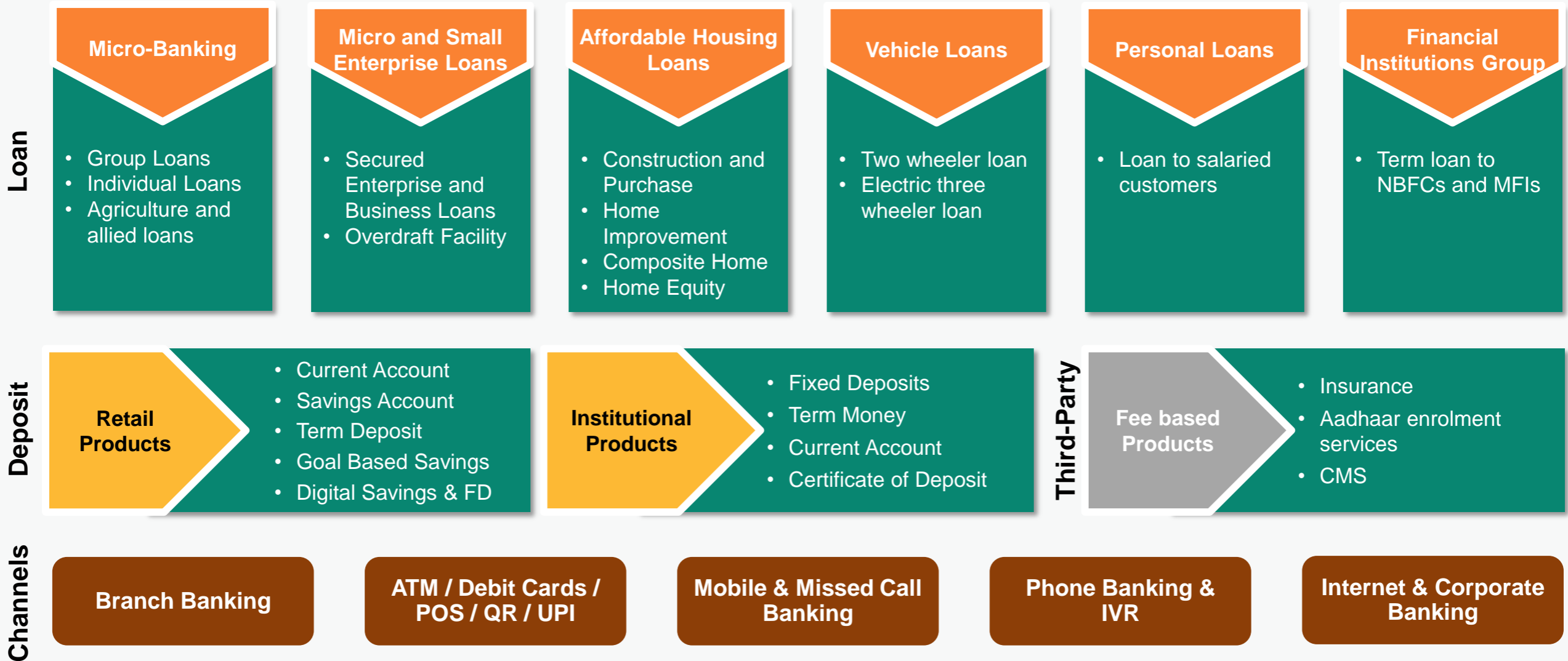
SFBs suited to reap benefits of the expanding middle-class expansion\*



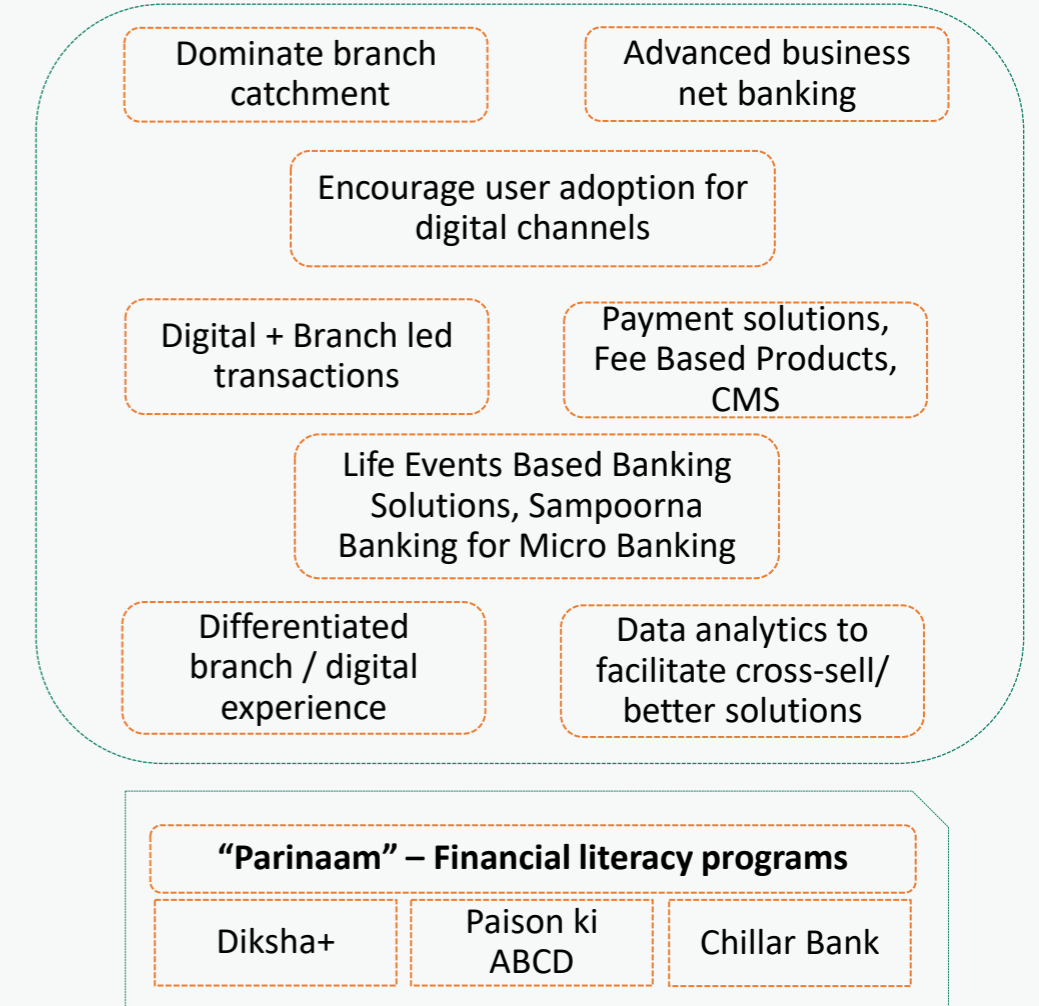
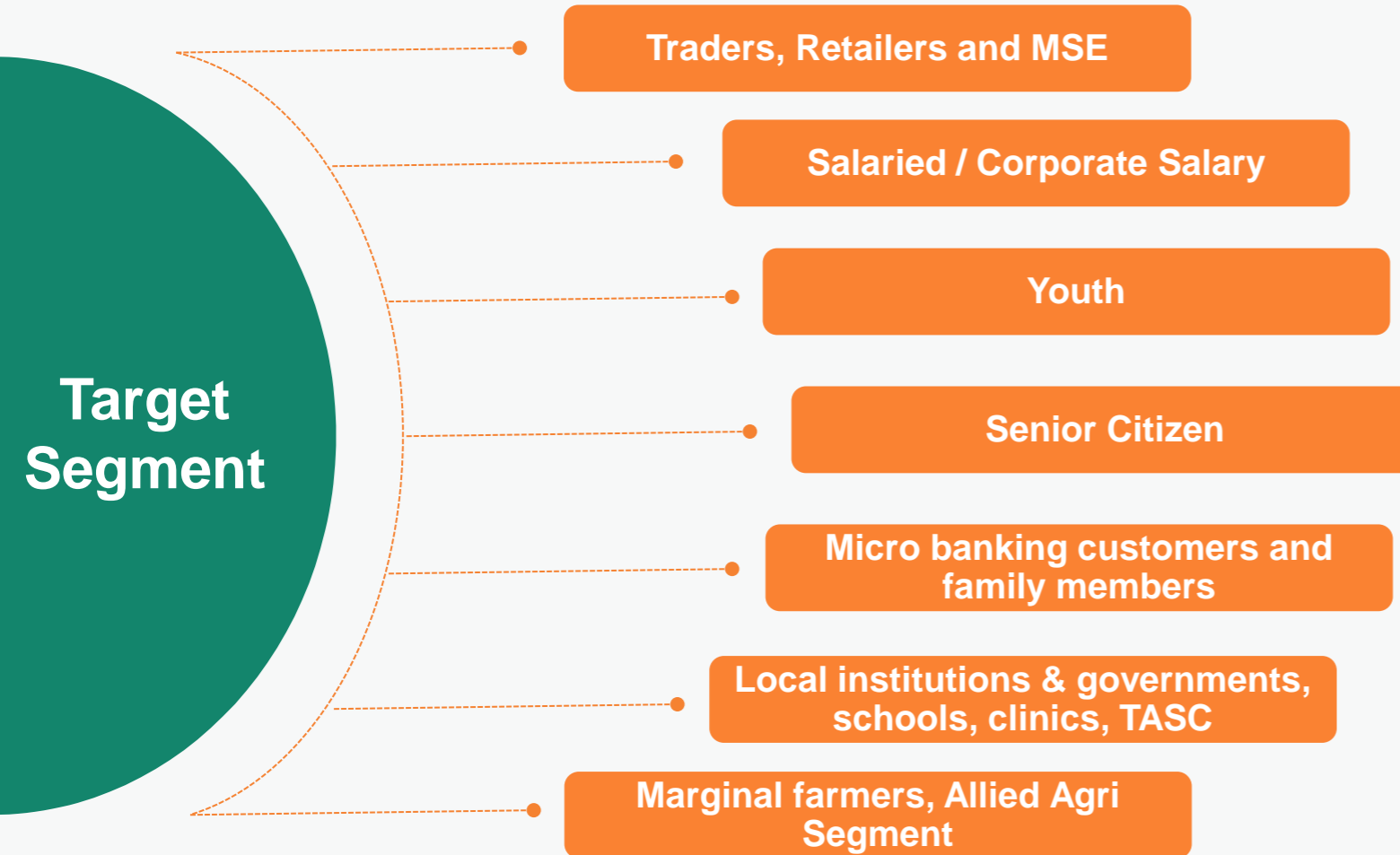
\*Trusts, Associations, Societies and Clubs

\*Source: PRICE Projections based on ICE 360<sup>0</sup> Surveys (2014, 2016, 2018); Note: Low income: <\$4,000, Lower-mid: \$4,000-8,500, Upper-mid: \$8,500-40,000, High income: >\$40,000 basis income per household in real terms; Projections with annual GDP growth assumed at 7.5%;

# Comprehensive suite of Banking Products & Services



## Focus on growing stable and granular Liability base



Ramped up retail deposits: ₹ 4,724 crores (44% of total deposits) vs ₹ 2,739 crores (37% of total deposits) Y-o-Y

# Other Income – diversifying revenue streams

## Third Party Products

₹ 20 crore in FY20

### Current line of products – to be ramped-up over medium-term

- Insurance: Life, General, Health insurance
  - Relevant benefits for target segment
  - Simple and easy process
  - Sold through branches and field staff

### Products under evaluation

- Mutual Funds
- National Pension Scheme

### Process improvement

- Automation & IT integration
- Tick-based products

Other Income

## PSLC Income

₹ 45 crore in FY20

- Focussed approach to maximise PSLC income by way to automated tagging and better timing
- Majority of portfolio is PSL compliant vs. regulatory requirement of maintaining 75%






## Fee-Based & others

₹ 256 crore in FY20

- Processing fess
- AMC/NACH/ CMS Fee
- Treasury Income
- Bad debt recovery and others

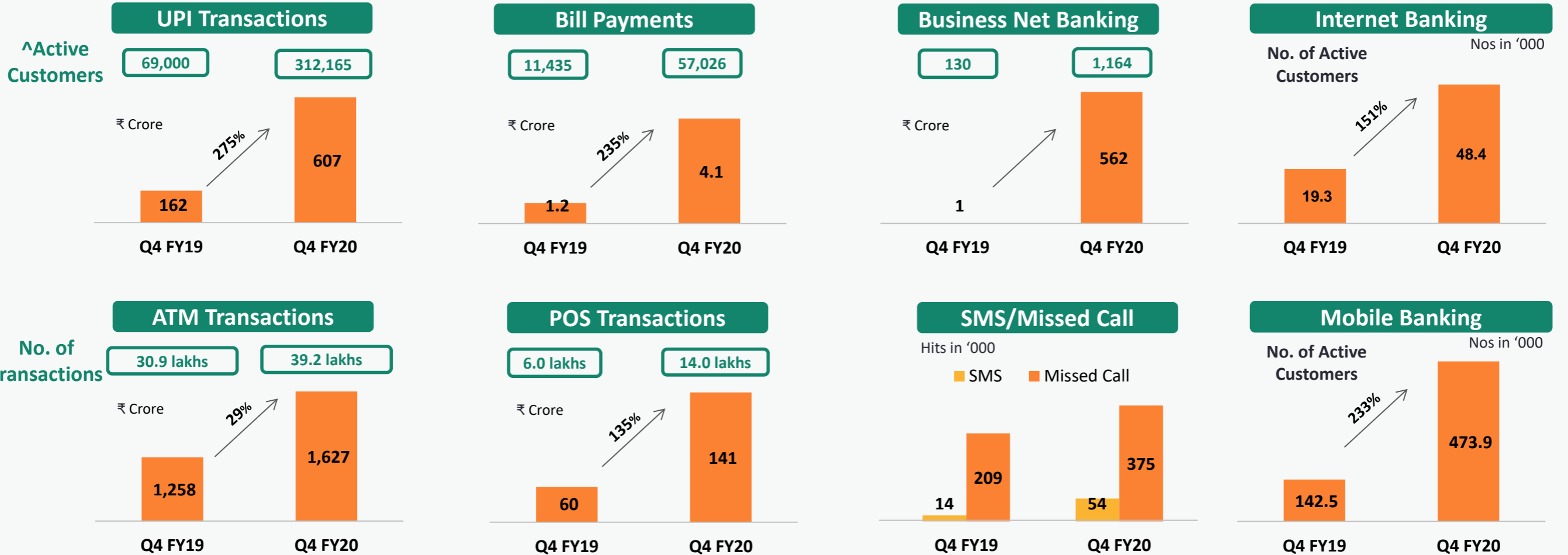
# Serving customers through multiple delivery channels

## Multiple delivery channels

 <p><b>Personal &amp; Business Internet banking</b></p> <ul style="list-style-type: none"> <li>• Web-based, can be accessed from any system</li> <li>• High volume bulk upload facility</li> <li>• Customizable client centric approval matrix</li> </ul>	 <p><b>ATMs</b></p> <ul style="list-style-type: none"> <li>• 475 ATMs including 52 Automated Cash Recycler machines</li> <li>• 300 ATM's Re-enabled with biometrics; rest to be completed by July'20</li> <li>• 12 regional languages</li> </ul>
 <p><b>Tablet Based Origination</b></p> <ul style="list-style-type: none"> <li>• Customer acquisition for loan &amp; deposit products</li> <li>• Door-step service</li> <li>• Faster, easier leads to better TAT</li> </ul>	 <p><b>Phone</b></p> <ul style="list-style-type: none"> <li>• 24x7 phone banking helpline</li> <li>• Ability to service customers in 13 Languages</li> <li>• Missed call and SMS banking services</li> </ul>
 <p><b>Mobile App</b></p> <ul style="list-style-type: none"> <li>• High customer rating of 4.5/5 on Google Playstore as of Mar-20</li> <li>• Nine languages option – English, Hindi, Kannada, Tamil, Bengali, Marathi, Gujarati, Punjabi and Odiya</li> </ul>	<ul style="list-style-type: none"> <li>• Working on voice and video enabled customer interface</li> <li>• Active users exceeds 0.47 million as of Mar-20</li> </ul>

# Increasing digital footprints

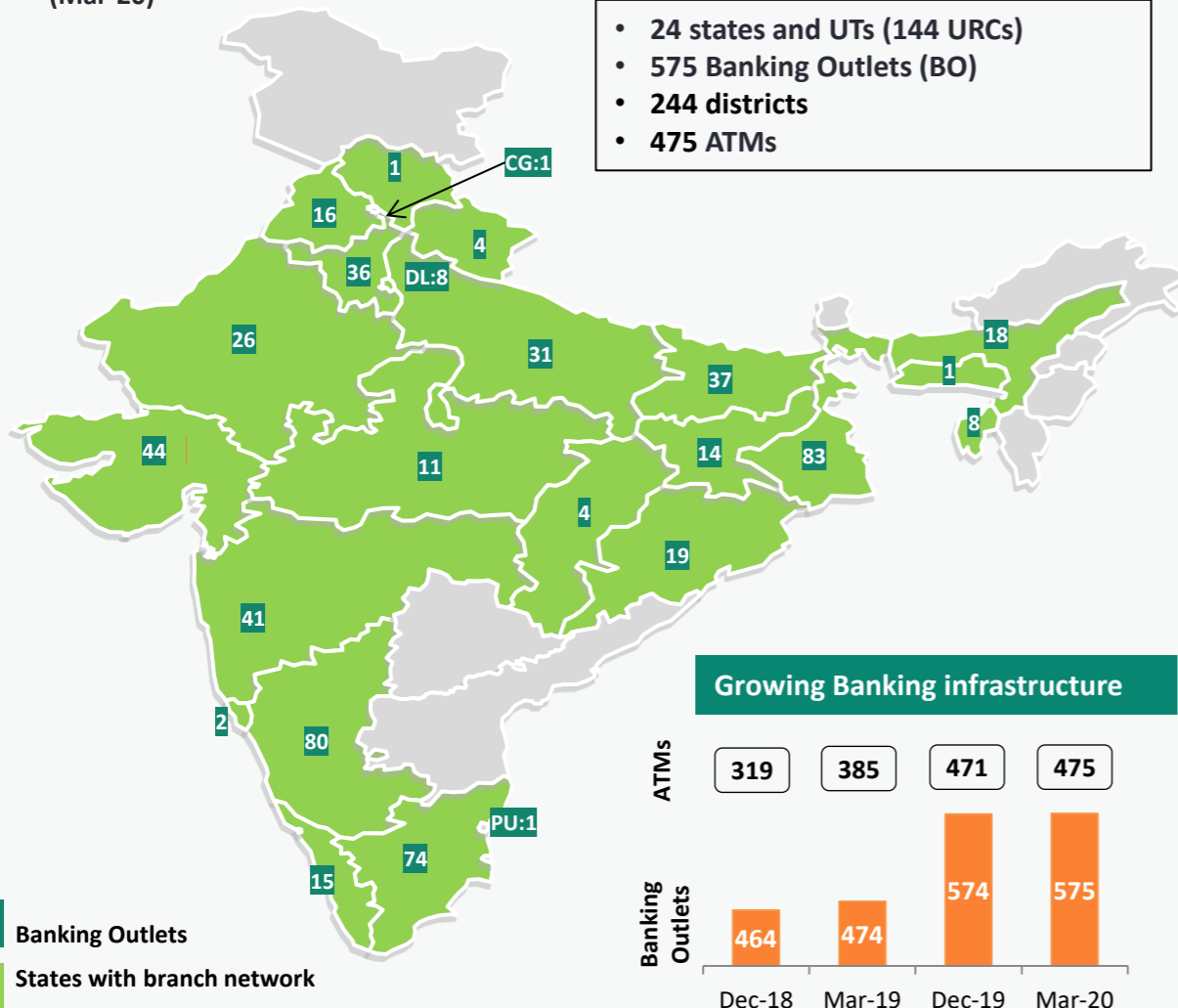
\* Digital Transactions increased over 2x to 35% in Q4FY20 from 17% in Q4FY19



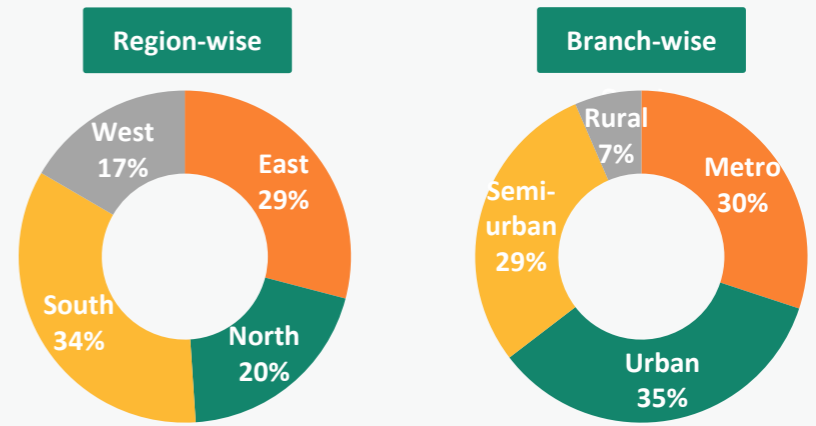
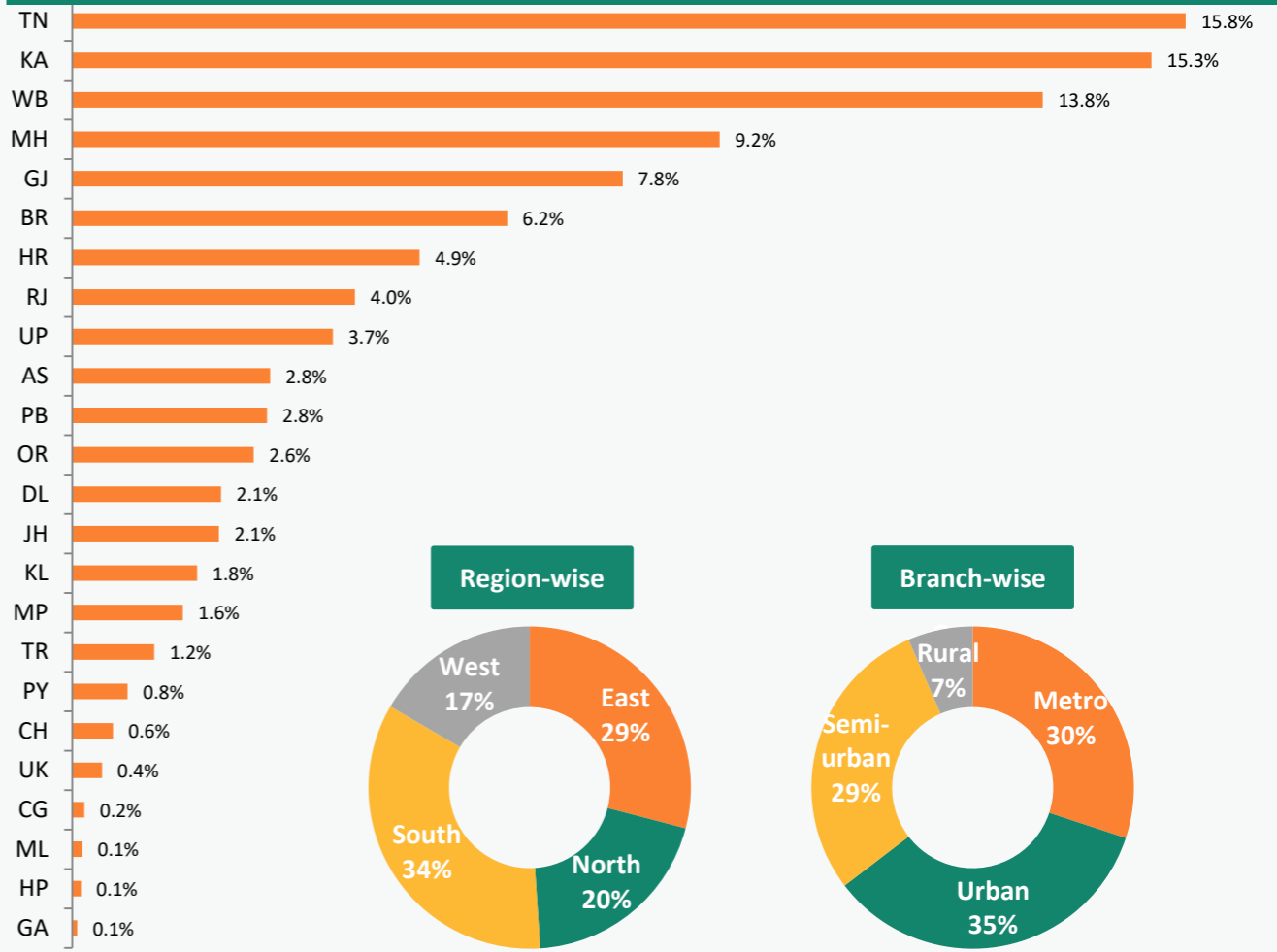
# Well Diversified Pan India Presence

(Mar-20)

- 24 states and UTs (144 URCs)
- 575 Banking Outlets (BO)
- 244 districts
- 475 ATMs



## Gross Advances (Mar-20)



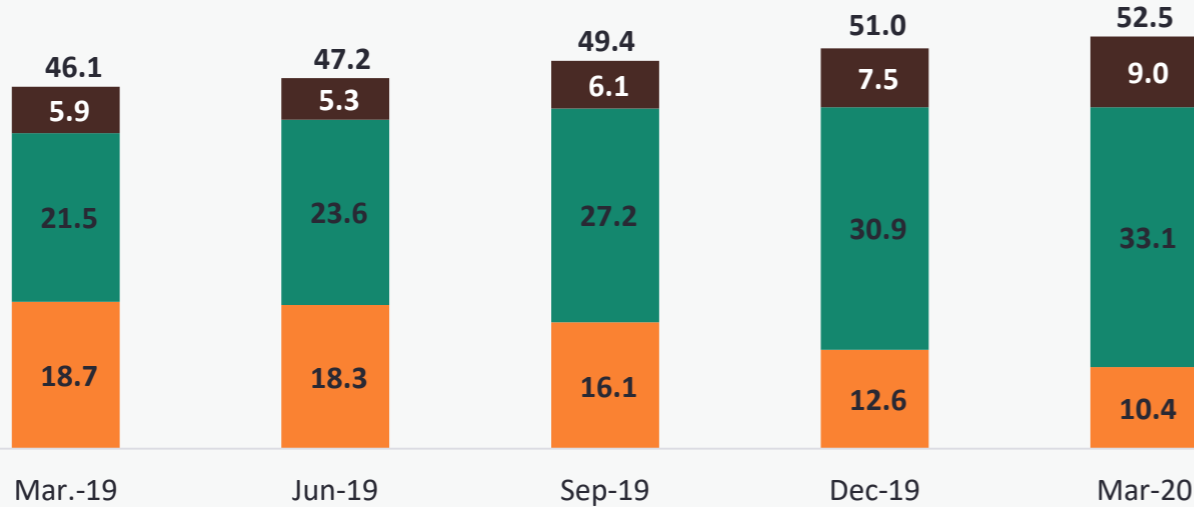
Total Gross Advances – ₹ 14,153 Cr



# Focus on Customer Base Growth

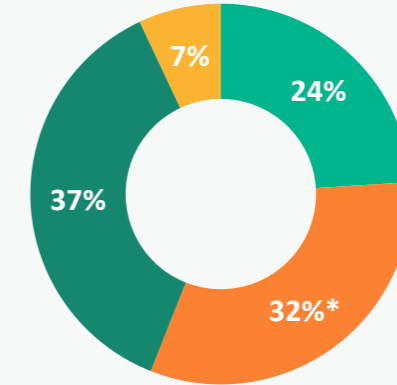
## Customer Base Growth – USFB

■ Asset Only    
 ■ Asset & Liability    
 ■ Liability Only



Customers (in Lakhs)	Mar'19	Jun'19	Sep'19	Dec'19	Mar'20
Asset only Customers	18.7	18.3	16.1	12.6	10.4
Liability Customers	27.4	28.9	33.3	38.4	42.1
Liability only Customers	5.9	5.3	6.1	7.5	9.0
Total Customers	46.1	47.2	49.4	51.0	52.5

## Customer Base – Basis of Branch Classification



■ Metropolitan    
 ■ Semi-Urban    
 ■ Urban    
 ■ Rural

\*Semi-Urban branches largely cater to rural customers

- Borrower base/asset customers up by 8% vs Mar-19
- Liability customers up by 54% vs Mar-19
- Our plan is to cover most of our MicroBanking customers with Liability products. Currently approx 91% of MicroBanking customers have liability relationship with us

# Key Growth Strategies

01

## COMPREHENSIVE & RELEVANT PRODUCTS

- Entire gamut of asset and liability products to attract new customers and deepen existing customer relationships
- Expand range of third party products and services
- Increase penetration of asset products under Retail, MSE and affordable housing segments

02

## FOCUS ON DIGITAL BANKING AND ANALYTICS

- User-friendly digital interface to extend bank's reach and offer a strong banking platform and focus on user adoption with programs like DigiBuddy
- Invest in API platform, innovations, fintech partnerships to widen product offerings/ banking solutions
- Invest strategically to integrate technology into operations to empower customers, reduce costs and increase efficiencies
- Adopt robotic processes to automate operational processes
- Data analytics to be used to offer customized solutions
- Establish USFB as a modern technology enabled bank

03

## BUILD A STABLE & GRANULAR DEPOSIT BASE

- Improve share of CASA, recurring and fixed deposits by building a sticky deposit base and attracting new customers; focus on retail deposit base to reduce cost of funds
- Selectively open branches in urban areas with large customer base
- Target mass customer acquisition through focused programs

04

## EXPAND & OPTIMIZE DISTRIBUTION NETWORK

- Use right combination of physical and digital channels and partnerships to expand reach
- Expand banking outlets and infrastructure
- Strengthen alternate delivery channels and encourage customers to move towards a cashless environment

05

## CONTINUE FOCUS ON IMPROVING FINANCIAL INCLUSION

- Focus on the un-served and underserved segments and educate customers to develop improved financial behaviour
- Maintain transparency, responsibly price loan offerings, effectively redress grievances and ensure disclosures in vernacular languages
- Continue to partner with Parinaam Foundation to enhance financial literacy and develop Kisan Pragati Clubs
- Promote use of bank accounts, UPI and digital payment gateways

06

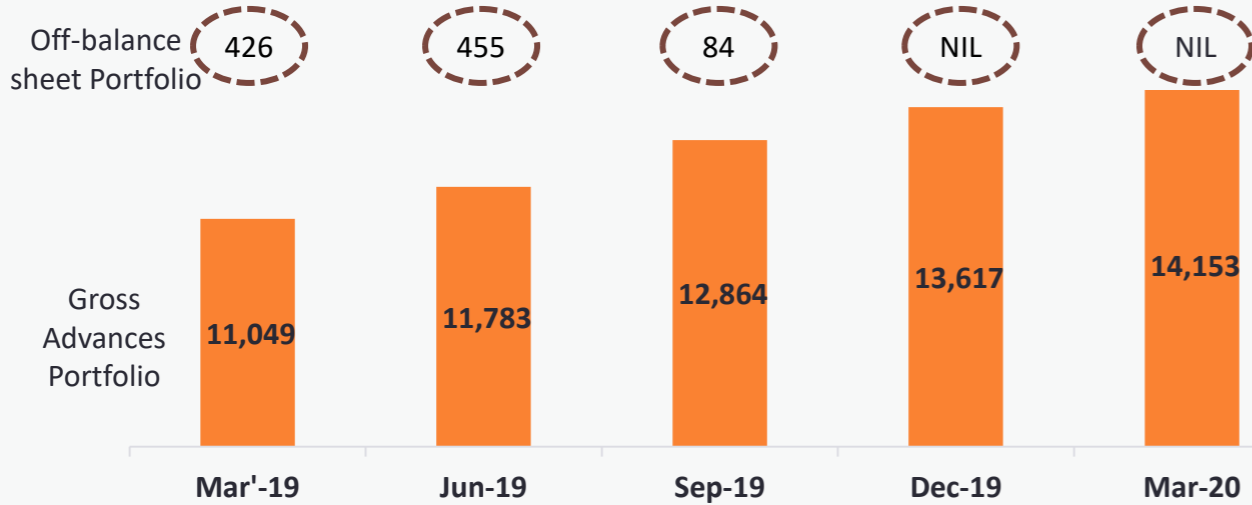
## DIVERSIFY REVENUE STREAMS

- Leverage banking infrastructure to diversify product portfolio and increase fee and commission-based business
- Increase focus on bancassurance, fee and processing charges
- Introduce new products and services and focus on cross-selling to existing customers

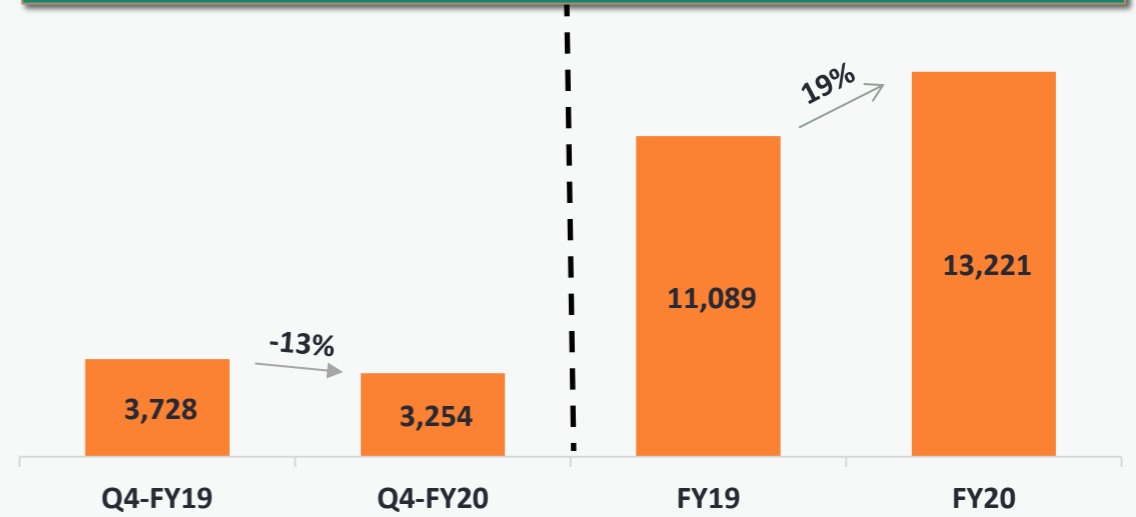
# Business Overview

# Gross Advances and Disbursement Trend

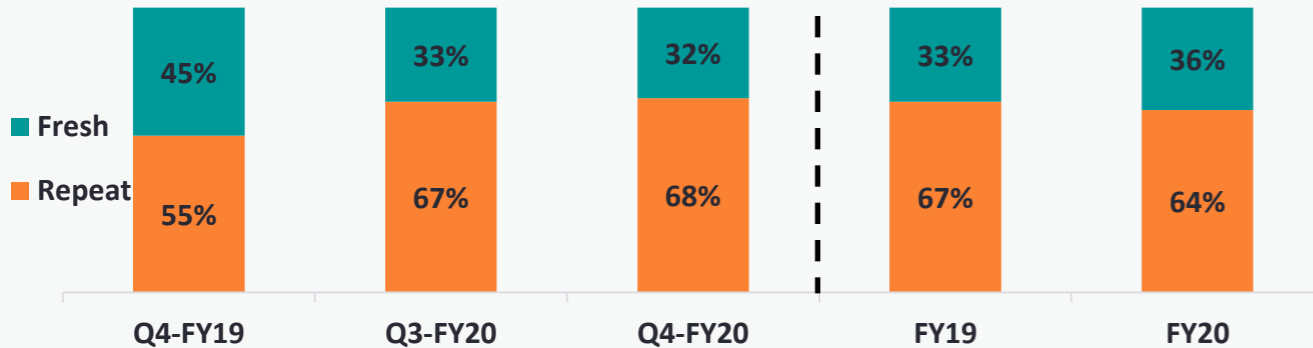
Gross Advances (₹ in Crore)



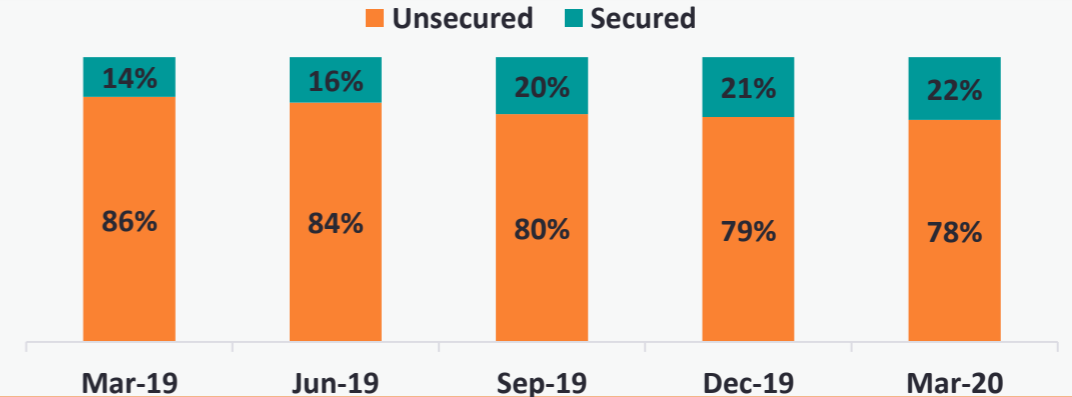
Total Disbursements (₹ in Crore)



Microfinance Loan Disbursement (No. of Loans)

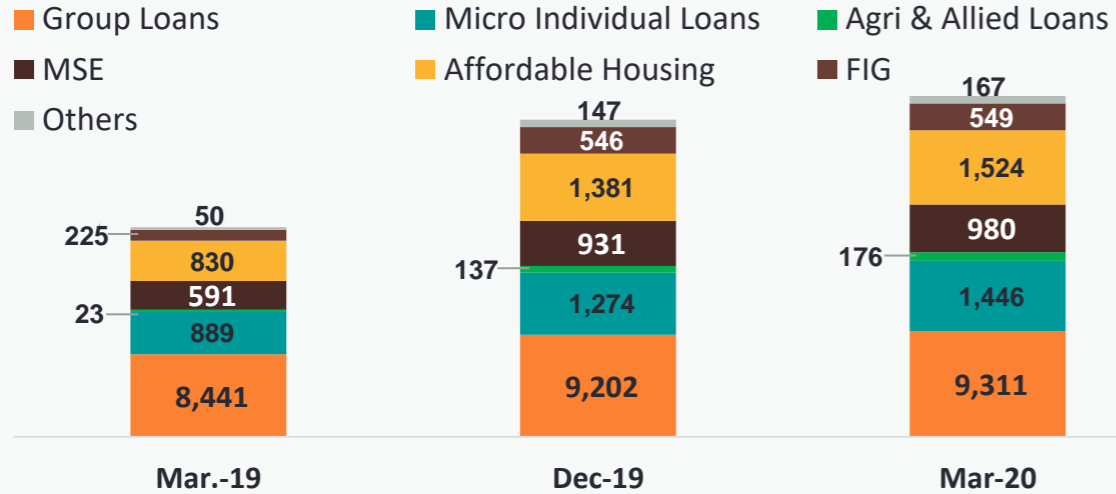


Portfolio Breakup



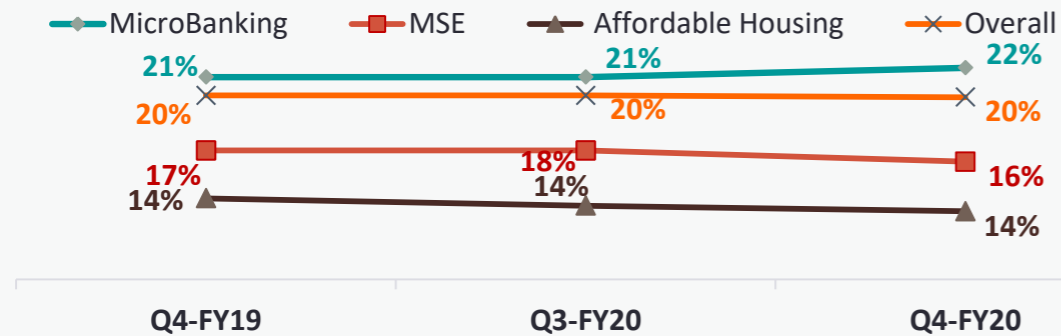
# Gross Advances Snapshot

## Gross Advances– Segment wise (₹ in Crore)

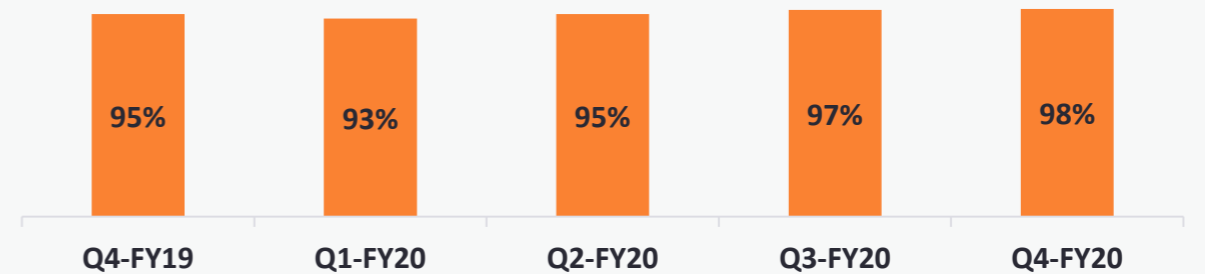


Product	% Gross Advances	Growth Y-o-Y	Growth Q-o-Q
Group Loans	65.8%	10.3%	1.2%
Micro Individual Loans	10.2%	62.6%	13.5%
Agri & Allied loans	1.2%	658.6%	28.5%
<b>MicroBanking</b>	<b>77.3%</b>	<b>16.9%</b>	<b>3.0%</b>
MSE	6.9%	66.0%	5.3%
Affordable Housing	10.8%	83.6%	10.3%
FIG Lending	3.9%	144.0%	0.5%
Others	1.2%	232.0%	13.7%
<b>Total</b>	<b>100.0%</b>	<b>28.1%</b>	<b>3.9%</b>

## Yield (%) – Segment wise

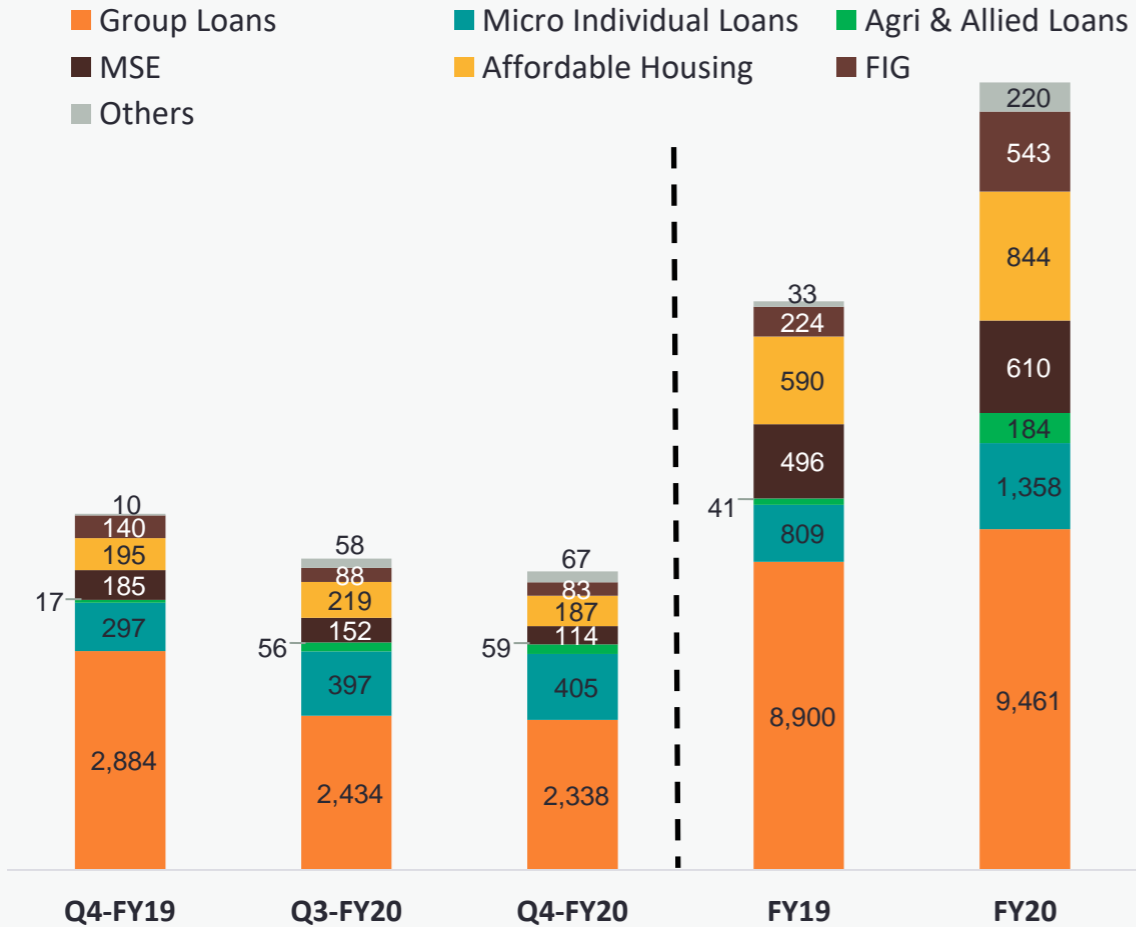


## Cashless Disbursement (%)



# Disbursement & Average Ticket Size

## Product wise Disbursement (₹ in Crore)



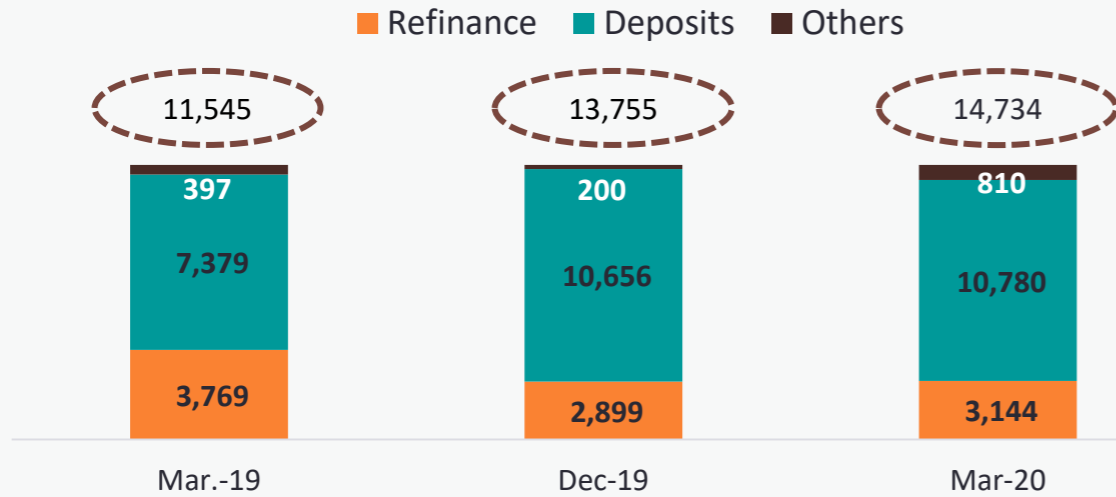
Product	Growth Y-o-Y	Growth Q-o-Q
Group Loans	(19%)	(4%)
Micro Individual Loans	37%	2%
Agri & Allied Loans	253%	5%
<b>MicroBanking</b>	(12%)	(3%)
MSE	(38%)	(25%)
Affordable Housing	(4%)	(15%)
FIG Lending	(41%)	(6%)
<b>Total</b>	<b>(13%)<sup>1</sup></b>	<b>(4%)<sup>2</sup></b>

## Average Ticket Size (₹)

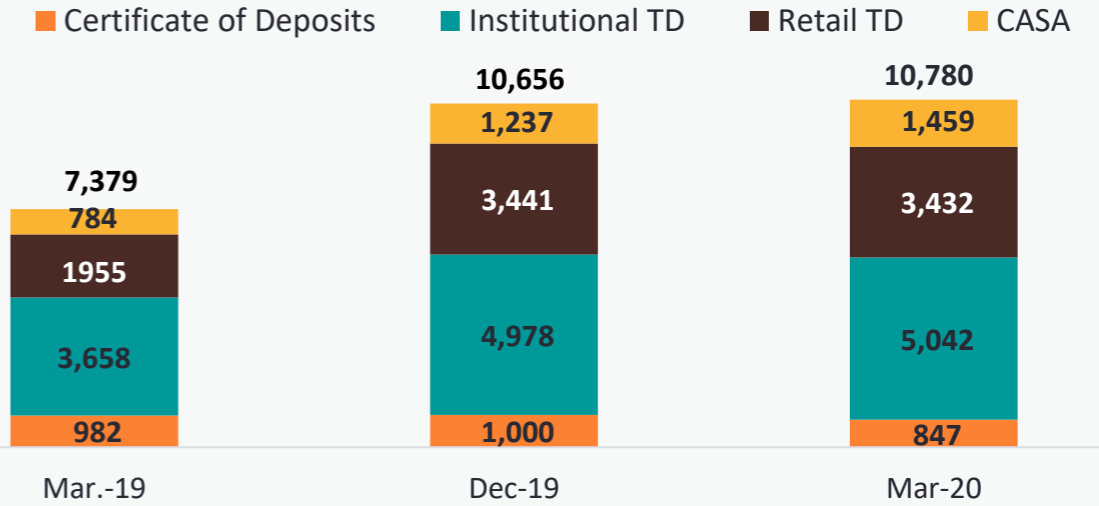
Product	Q4-FY20	Q3-FY20
Group Loans	35,440	35,086
Micro Individual Loan	98,162	92,312
MSE	13.9 lakhs	13.9 lakhs
Affordable Housing	9.7 lakhs	9.8 lakhs

# Stable Liability Profile

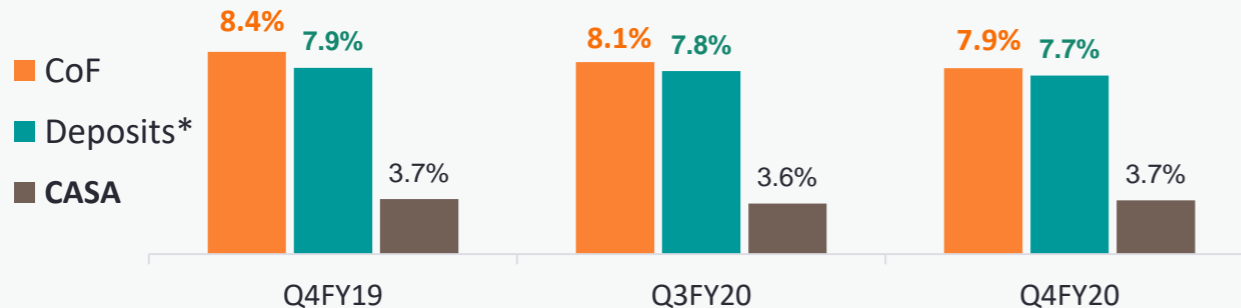
## Total liabilities profile (₹ in Crore)



## Deposits break-up (₹ in Crore)



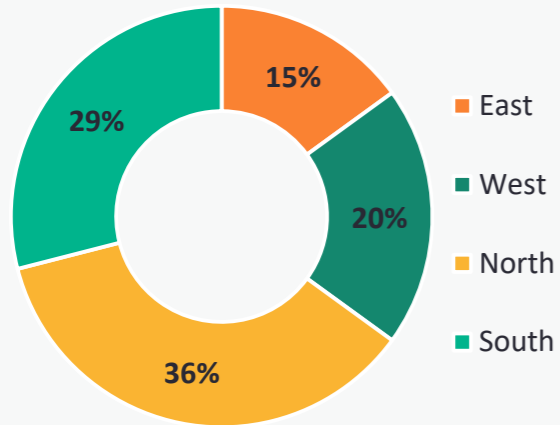
## Cost of funds



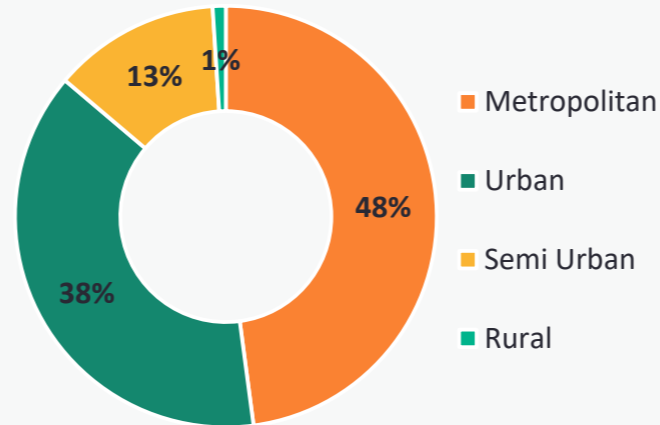
- ❖ CASA deposits up 86% Y-o-Y; CASA Ratio at 14%
- ❖ Credit-Total Deposit: 131%
- ❖ Retail % share has increased to 44% from 37% in Mar'19
- ❖ Retail deposits continues to rise Y-o-Y reaping benefits from existing banking outlets
- ❖ To augment liquidity position, Re-finance of ₹ 750 crore was sourced from NABARD & SIDBI

# Well-diversified Deposit Mix

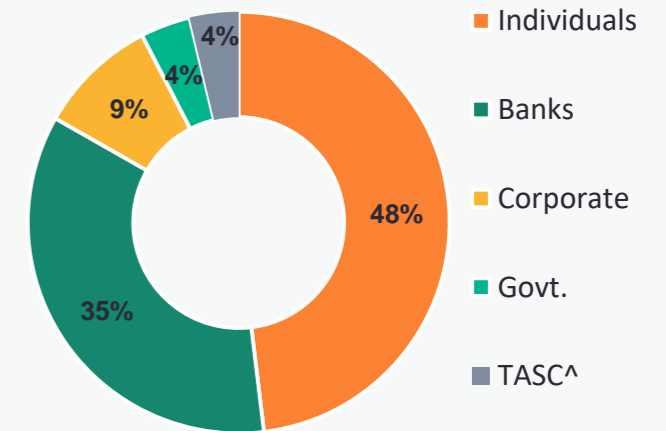
Region-wise deposit mix



Branch classification wise deposit mix



Segment wise deposit mix



Total Deposits (excluding CDs) as on 31 Mar'20: ₹ 9,934



## Adequately Capitalized

(₹ in Crore)

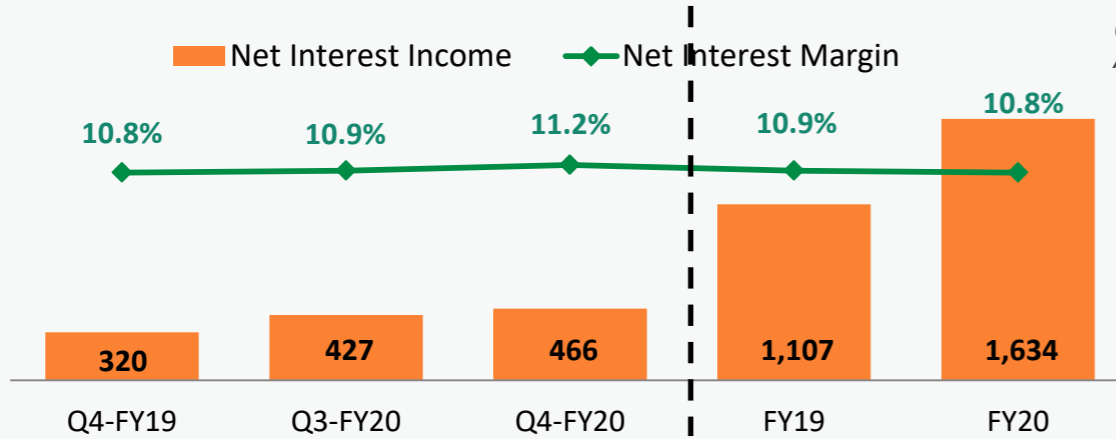
	Mar'19	Jun'19	Sep'19	Dec'19	Mar'20
Credit Risk Weighted Assets	8,990	9,434	10,026	10,442	10,775
Tier I Capital	1,653	1,733	1,821	2,873	3,018
Tier II Capital	50	59	68	84	87
Total Capital	1,703	1,793	1,889	2,958	3,105
CRAR	18.9%	19.0%	18.8%	28.3%	28.8%
Tier I CRAR	18.4%	18.4%	18.1%	27.5%	28.0%
Tier II CRAR	0.6%	0.6%	0.7%	0.8%	0.8%

Complying with the RBI's norm under SFB license, the Bank got listed; raised fresh capital of ₹ 1,053 crores including Employee Stock Purchase Scheme

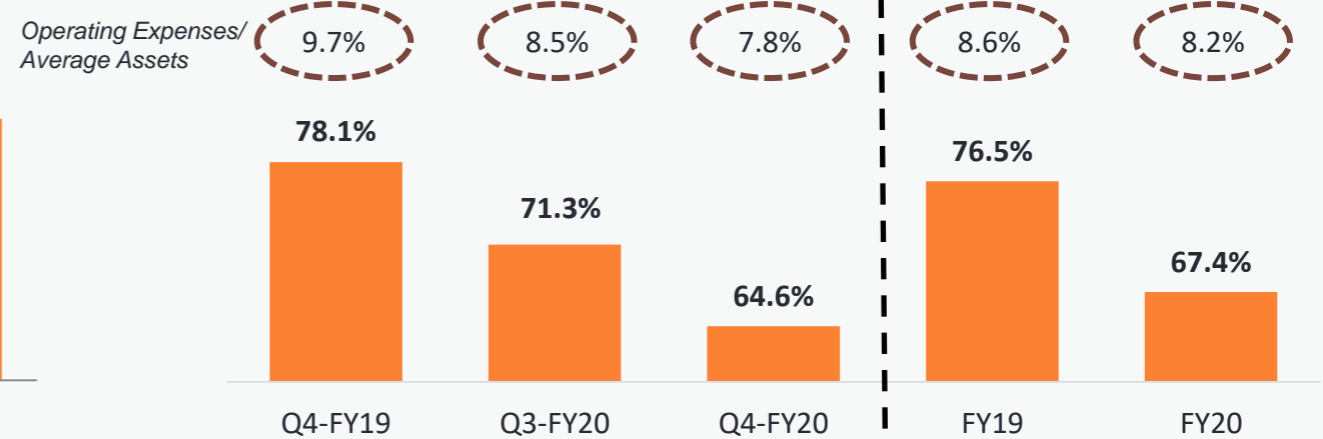
# Financial Overview

# Financial Overview

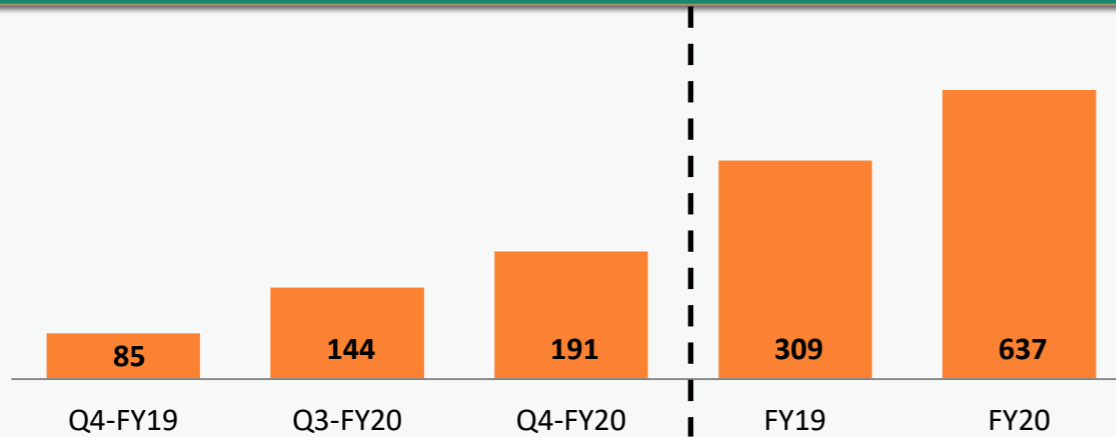
## NII (₹ in Crore) & NIM



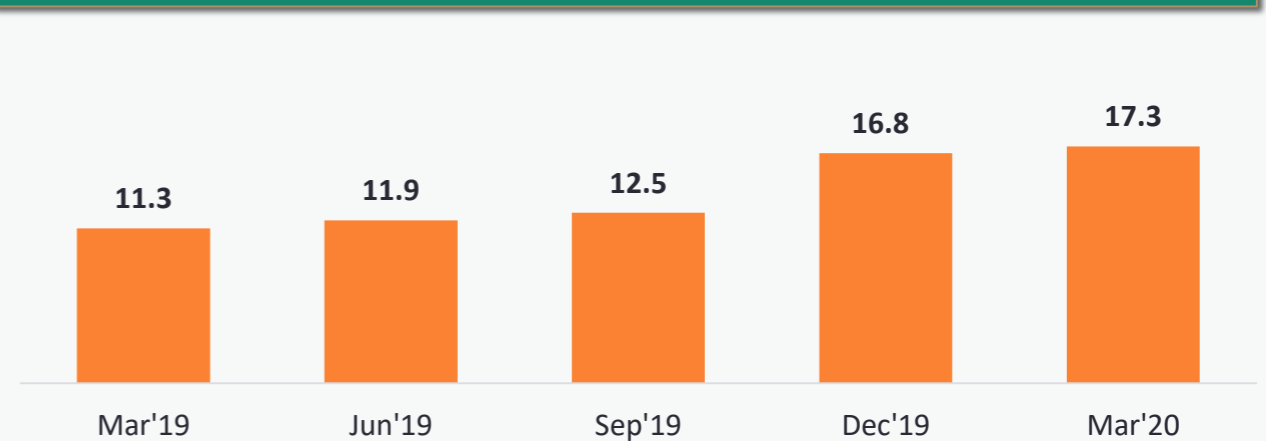
## Cost to Income Ratio & Operating Expenses/ Average Assets(%)



## Pre-Provision Operating Profit



## Book Value Per Share (in ₹)



# Income Statement

₹ in Crore

Particulars	Q4-FY20	Q4-FY19	YoY Growth	Q3-FY20	QoQ Growth	FY20	FY19	YoY Growth
Interest Earned	737	536	38%	707	4%	2,704	1,832	48%
Other Income	72	66	9%	75	(4)%	322	206	56%
<b>Total Income</b>	<b>810</b>	<b>602</b>	<b>34%</b>	<b>782</b>	<b>4%</b>	<b>3,026</b>	<b>2,038</b>	<b>49%</b>
Interest Expended	271	216	(25)%	280	3%	1,070	725	(48)%
Operating Expenses	348	301	(16)%	357	3%	1,319	1,003	(31)%
<b>Provisions and Contingencies</b>	<b>117</b>	<b>21</b>	<b>(463)%</b>	<b>55</b>	<b>(115)%</b>	<b>287</b>	<b>110</b>	<b>(162)%</b>
-Provisions for tax	20	8	(140)%	24	16%	116	69	(68)%
- Provisions (Other than tax) & Contingencies	97	12	(683)%	31	(217)%	171	41	(321)%
<b>Total Expenditure</b>	<b>736</b>	<b>538</b>	<b>(37)%</b>	<b>692</b>	<b>(6)%</b>	<b>2,676</b>	<b>1,838</b>	<b>(46)%</b>
<b>Net profit for the period</b>	<b>73</b>	<b>64</b>	<b>15%</b>	<b>90</b>	<b>(18)%</b>	<b>350</b>	<b>199</b>	<b>76%</b>

## Total Income - Breakup

Total Income (₹ in cr)	Q4-FY20	Q3-FY20	Q4-FY19
Interest on loan	698	667	502
Int. on investments	39	39	29
Securitization Inc.	-	1	4
<b>Total Interest Earned</b>	<b>737</b>	<b>707</b>	<b>536</b>
Processing Fees	41	44	38
PSLC Income	(2)	1	3
Bad Debts Recovery	7	8	10
Insurance Income	6	5	6
Misc. Income	19	17	9
<b>Total Other Income</b>	<b>72</b>	<b>75</b>	<b>66</b>
<b>Total Income</b>	<b>810</b>	<b>782</b>	<b>602</b>

# Balance Sheet

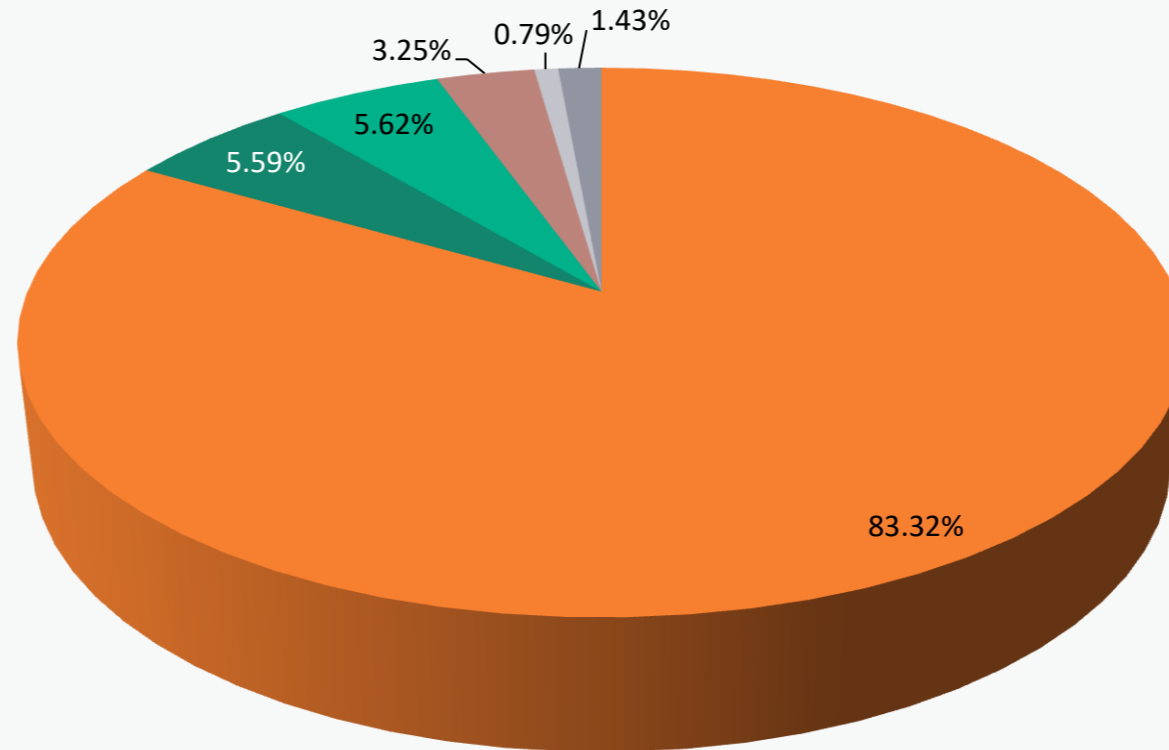
₹ in Crore

Particulars	Mar-20	Dec-19	Mar-19
<b>CAPITAL AND LIABILITIES</b>			
Capital	1,928	1,928	1,640
Employees Stock Options Outstanding	21	13	-
Reserves and Surplus	1,238	1,167	180
Deposits	10,780	10,656	7,379
Borrowings	3,953	3,099	4,166
Other Liabilities and Provisions	491	497	377
<b>TOTAL</b>	<b>18,411</b>	<b>17,360</b>	<b>13,742</b>
<b>ASSETS</b>			
Cash and Balances with Reserve Bank of India	1,225	633	446
Balance with Banks and Money at Call and Short Notice	118	293	648
Investments	2,396	2,282	1,527
Advances	14,044	13,539	10,552
Fixed Assets	300	292	284
Other Assets	328	321	284
<b>TOTAL</b>	<b>18,411</b>	<b>17,360</b>	<b>13,742</b>

# Shareholding Pattern

Shareholding Pattern (Based on Holding) as on 31<sup>st</sup> March, 2020

- Promoter\*
- Resident Individuals/HUF
- Foreign Investors
- Alternative Investment Funds
- Mutual Funds
- Others



\*Promoter is Ujjivan Financial Services Ltd which is a Core Investment Company and listed on NSE/ BSE

# Experienced Management Team

## Top Leadership



**Nitin Chugh – MD and CEO**

- Mr. Chugh has assumed office as a President with effect from August 17, 2019 and took charge as MD & CEO from December 01, 2019
- Rich experience across traditional and digital banking with multiple associations including, HDFC Bank, Standard Chartered Bank; varied customer relations roles with HCL Hewlett Packard and Modi Xerox
- Holds a bachelor's degree in technology from Kurukshetra University and a professional diploma in marketing management from All India Management Association

Supported by a highly experienced team of qualified & experienced professionals

Name & Designation	Prior association	Education
<b>Sanjay Kao</b> <i>Head - Human Resources</i>	Lipton India, Dunia Finance, Citibank, and ABN AMRO Bank	<ul style="list-style-type: none"> <li>• B.Tech from BHU</li> <li>• PGDM from IIM, Calcutta</li> </ul>
<b>Carol Furtado</b> <i>Head – Operations &amp; Service Quality</i>	ANZ Grindlays Bank, Bank Muscat and Centurion Bank	<ul style="list-style-type: none"> <li>• B.Sc from Bangalore University</li> <li>• PGDM from Mount Carmel Institute</li> </ul>
<b>Upma Goel</b> <i>Chief Financial Officer</i>	L&T Finance Holdings, Ujjivan Financial Services and Escorts Securities	<ul style="list-style-type: none"> <li>• Chartered Accountant from ICAI</li> </ul>
<b>Alok Chawla</b> <i>Head – Audit</i>	Mizuho Bank, ING Vysya Bank and Tata Motors Finance	<ul style="list-style-type: none"> <li>• B.Com from DU</li> <li>• CA from ICAI and a Certified internal auditor</li> </ul>
<b>Kalyanraman M</b> <i>Chief Credit Officer</i>	Equitas SFB, Citibank, SRF Ltd, Cholamandalam DBS Finance, TVS Credit Services, IL&FS	<ul style="list-style-type: none"> <li>• B.E. (Hons) Electrical &amp; Electronics from REC Tiruchi</li> <li>• MBA (Finance) from IIM Calcutta</li> </ul>
<b>Jolly Zachariah</b> <i>Head – Channels</i>	Ex COO (west) of Ujjivan Financial Services Limited; Citigroup	<ul style="list-style-type: none"> <li>• B.Com from Bombay University</li> </ul>
<b>Arunava Banerjee</b> <i>Chief Risk Officer</i>	State Bank of India, Standard Chartered Bank and Bahraini Saudi Bank	<ul style="list-style-type: none"> <li>• MA economics from Calcutta University</li> <li>• Associate of the Indian Institute of Bankers</li> </ul>
<b>Rajat Singh</b> <i>Business Head - Micro &amp; Rural Banking</i>	Ujjivan Financial Services	<ul style="list-style-type: none"> <li>• Bachelor's in agriculture and food engineering from IIT, Kharagpur</li> </ul>
<b>Rajeev Pawar</b> <i>Head – Treasury</i>	Growmore Research; Kotak Mahindra Capital; Daewoo Securities India Ltd. ; American Express Bank, Standard Chartered Bank	<ul style="list-style-type: none"> <li>• Masters, Business Management JBIMS,</li> <li>• Diploma, Business Management Xavier's Institute of Management, Mumbai</li> </ul>
<b>Dheemant Thacker</b> <i>Head - Digital Banking</i>	Bandhan Bank, HDFC Bank, Aditya Birla Capital	<ul style="list-style-type: none"> <li>• M.B.A (Marketing) NMMIS</li> <li>• B.E (Mechanical), Mumbai University</li> </ul>
<b>Shrinivas Murty</b> <i>Head - Liabilities</i>	Bandhan Bank, HDFC Bank, ICICI Bank Ltd	<ul style="list-style-type: none"> <li>• PGDBM, MDI Gurugram</li> <li>• Associate of Indian Institute of Banking &amp; Finance</li> <li>• M.Sc. from Pt Ravishankar Shukla University</li> </ul>



# Strong Independent Board

Name	Education	Experience
<b>Nitin Chugh</b> <i>MD and CEO</i>	Bachelor's degree in technology (electrical engineering) from Kurukshetra University and a professional diploma in marketing management from All India Management Association	Prior associations with banks incl. Standard Chartered Bank, HDFC Bank and worked with Modi Xerox Limited. HCL and Hewlett Packard Limited
<b>Jayanta Kumar Basu</b> <i>Non-Executive Director</i>	BA(economics) from DU and a PGDM from the IIM, Ahmedabad	Serves as a partner at CX Advisors and previously worked as SVP at CitiBank
<b>Mona Kachhwaha</b> <i>Non-Executive Director</i>	PGDM in business management from XLRI Jamshedpur and has completed a PE programme from Oxford University	Previously worked with with Citibank and Caspian Impact Investment Adviser
<b>Chitra Kartik Alai</b> <i>Non-Executive Nominee Director</i>	B.Com from Osmania University and MBA from Symbiosis Institute	Serves as General Manager at the Chennai regional office of SIDBI
<b>Vandana Viswanathan</b> <i>Independent Director</i>	B.Sc from Bangalore University and MA in personnel management and industrial relations from the TISS	Co-founder and partner at Cocoon Consulting

Name	Education	Prior Experience
<b>Biswamohan Mahapatra</b> <i>Independent Director</i>	MA from JNU, M.Sc in management from Arthur D. Little Management Education Institute and MBA from Delhi University	Previously served as an executive director of the Reserve Bank of India
<b>Prabal Kumar Sen</b> <i>Independent Director</i>	Master's degree in arts (economics) from Calcutta University	Served as Professor at XLRI, Institute of Rural Management as a Bank of Baroda chair professor and University of Burdwan
<b>Nandlal Laxminarayan Sarda</b> <i>Independent Director</i>	M.Tech and PhD from IIT, Bombay	Previously served on the boards of the Union Bank of India, Clearing Corporation of India and Andhra Bank
<b>Mahadev Lakshminarayanan</b> <i>Independent Director</i>	B.Sc from Kerala University and CA from ICAI	Serves on the board of Aspinwall and Company and ex-partner at Deloitte Haskins & Sells LLP and Fraser & Ross
<b>Umang Bedi*</b> <i>Additional Director (Independent)</i>	Bachelor's degree in engineering from University of Pune General Management Program from Harvard Business School, Boston, Massachusetts.	Co-Founder of Dailyhunt, India's largest local language content & news discovery platform. Previously the Managing Director - India and South Asia with Facebook India Online Services Private Limited, ADOBE Systems India Private Limited and Intuit Inc.

\*Appointed w.e.f April 01, 2020.

# Ujjivan: Inclusive Growth Philosophy

## Financial literacy

- Partnered with Parinaam Foundation for financial literacy programs like “Diksha”, “Chillar Bank”, “Paison ki ABCD”

## Environment Protection

- Promoting the protection of environment through the “Project Swach Neighbourhood”
- Making 100 meters around our offices & branches the cleanest area in the city, town & village we operate
- Promoting sanitization/ public health, environment protection and a concept of clean neighbourhood

## Community Development

- Partnered with Parinaam Foundation under “Chhote Kadam” promoting quality of life for marginalized communities, the project includes fixing school buildings, renovation or construction of public toilets, strengthening primary health centres, solar lighting and making available safe drinking water among others

## Relief Programs

- Quickly responding and undertaking relief activities during natural calamities like floods, cyclones through vast branch network in various parts of the country



**Following the “Double Bottom Line” approach of business  
Aims to establish an equilibrium of financial and social benefits before arriving at business decisions**

**Thank You!**