

# Q2 FY23 PRESENTATION





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- Note: All financial numbers in the presentation are from Audited Financials or Limited Reviewed financials or based on Management estimates.

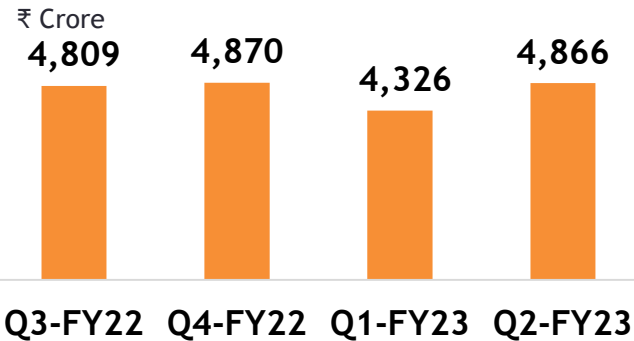


# BUSINESS ON FAST TRACK

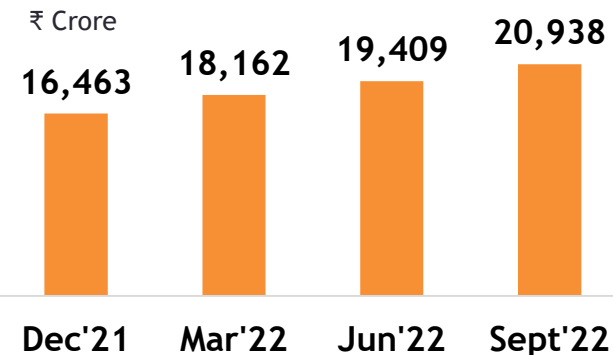
1

Sustained momentum  
in Business volumes

Sustained growth in disbursement



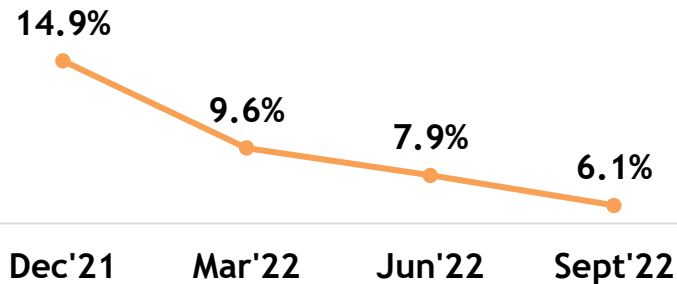
Gross advances



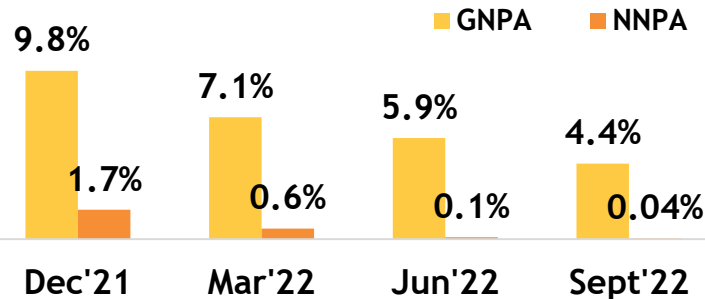
2

Asset quality on  
continuous improving  
trend

Reduced Portfolio at Risk



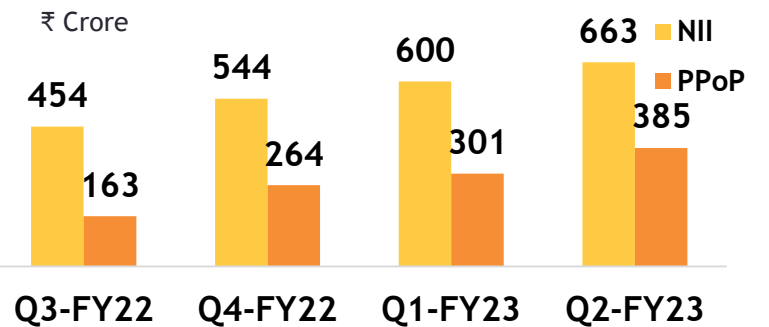
Significant reduction in GNPA/ NNPA



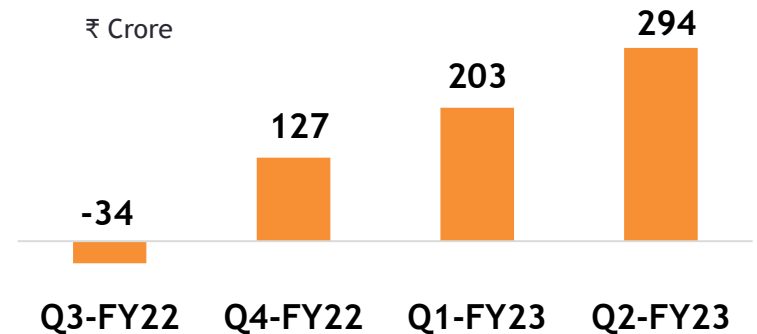
3

Highest-ever  
profitability

Operating profits increasing...



...with PAT rising faster





# KEY HIGHLIGHTS

## Disbursements

Sustained Growth in Disbursement; ₹ 4,866 Cr up 56% Y-o-Y, up 12% Q-o-Q

## Collections

Collection efficiency at ~100% in Sep'22; good traction on restructured/ NPA pool

## Liabilities

Retail deposits up 71% Y-o-Y; CASA up 74% Y-o-Y | Total deposit at ₹ 20,396 Cr up 45% Y-o-Y

## Asset Quality

Continues to improve - GNPA / NNPA reduced to 4.4% / 0.04% from 5.9% / 0.1% as of Jun'22

## Provisioning

Total book coverage at 4.9% with PCR at 99%; including floating provision of ₹ 160 Cr\*

## Financials

NII at ₹ 663 Cr | NIM at 9.8% | Cost-to-income ratio at 52%

## Profitability

Highest ever profitability - PPOP at ₹ 385 Cr | PAT at ₹ 294 Cr vs ₹ (274) Cr Y-o-Y  
RoA at 4.6% | RoE at 34.5%

## Capital

26.70% capital adequacy with tier-I at 23.37% as of Sep'22 | LCR at 219%\*\* as on 30<sup>th</sup> Sep'22  
Raised ₹ 300 Cr of sub-debt and ₹ 475 Cr of equity in Q2-FY23

\* ₹ 90 cr of additional floating provision not included here; All NPA and gross advances data in this document (except financial overview section) are without adjusting for ₹ 2,580 cr / ₹ 1,794 cr / ₹ 674 cr of IBPC/ Securitization as on 30<sup>th</sup> Sept 2022/ 30<sup>th</sup> June 2022/ 31<sup>st</sup> March 2022

\*\* Provisional

Note: 1 crore = 10 million; 1 million = 10 lakhs; Numbers mentioned in ( ) are negative



# KEY HIGHLIGHTS (1 / 2)

## Gross Advances

₹ 20,938 cr  
Up 44% yoy  
Sep'21: ₹14,514 cr

## Disbursements

₹ 4,866 cr  
Up 56% yoy  
Q2-FY22: ₹ 3,122 cr

## Total Deposits

₹ 20,396 cr  
Up 45% yoy  
Sep'21: ₹ 14,090 cr

## Retail Deposits

₹ 12,416 cr  
Up 71% yoy  
Sep'21: ₹ 7,270 cr

## Employees

16,620  
Up 2% yoy  
Sep'21: 16,251

## Customer Base

69.4 lacs  
Up 16% yoy  
Sep'21: 59.7 lacs

Added 15 branches during Q2FY23 taking total branch count to 590



# KEY HIGHLIGHTS (2/2)

## CRAR

Sep'22: 26.7%

Up 451 bps yoy

Sep'21: 22.2%

## PPOP

₹ 385 cr

Up 388% yoy

Q2-FY22: ₹ 79 cr

## PAT

₹ 294 cr

Up yoy

Q2-FY22: ₹ (274) cr

## GNPA

4.4%

Down 736 bps

Sep'21: 11.8%

## NII

₹ 663 cr

Up 69% yoy

Q2-FY22: ₹ 391 cr

## NIM

9.8%

UP 173 bps yoy

Q2-FY22: 8.1%

## NNPA

0.04%

Down 325 bps yoy

Sep'21: 3.3%

## RoA

4.6%

Up yoy

Q2-FY22: (5.6)%

## RoE

34.5%

Up yoy

Q2-FY22: (38.2)%

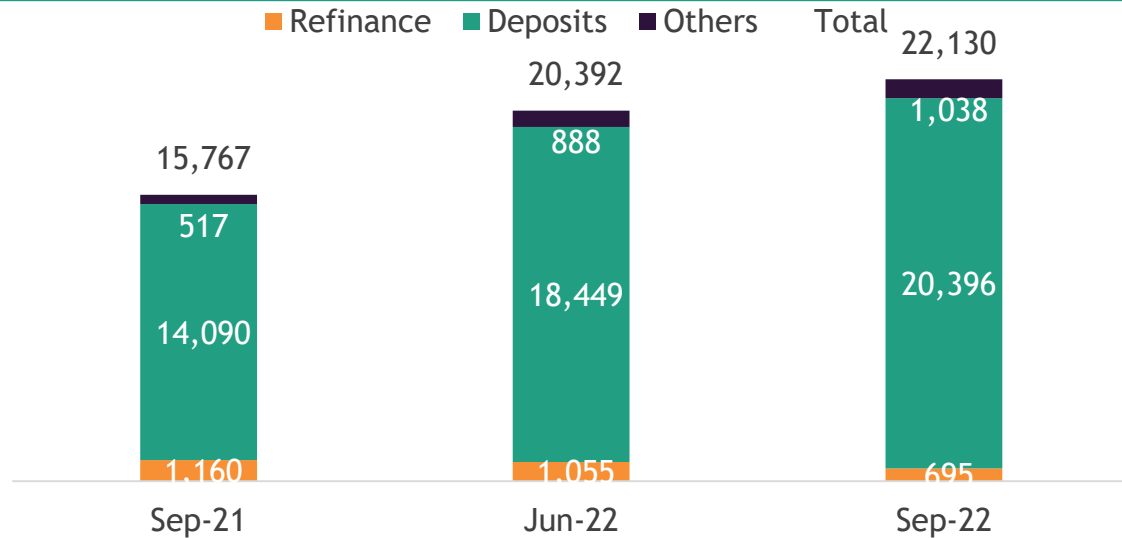


# Liabilities: Driving Retail Deposit Base

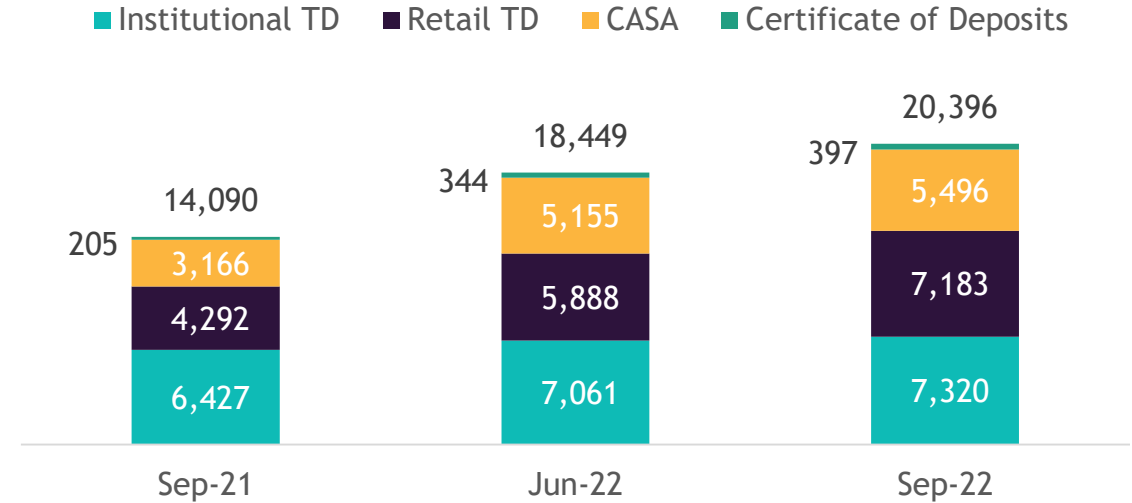


# STRONG DEPOSIT GROWTH WITH RETAIL AT FORE-FRONT

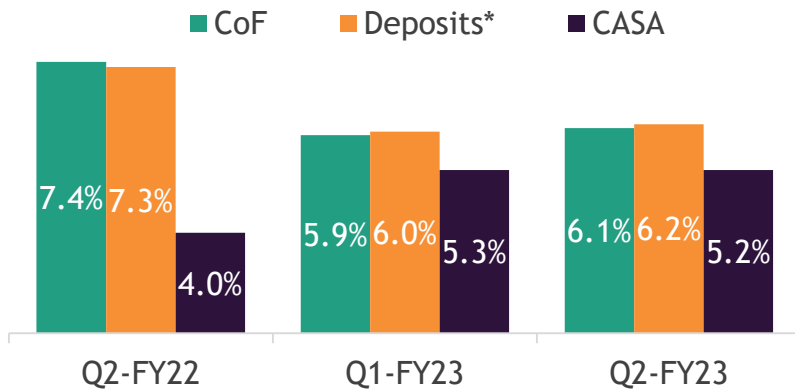
## Total liabilities profile (₹ in crore)



## Deposits break-up (₹ in crore)

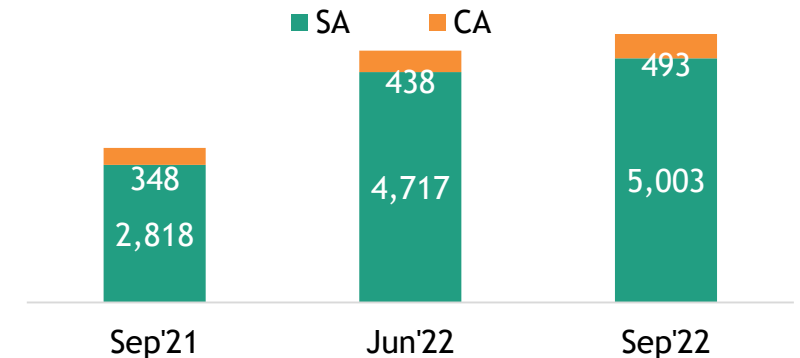


## Cost of funds



- ❖ Comfortable ALM position
- ❖ Credit To Deposit Ratio: 103% as of Sep'22 (90% adjusted for IBPC/ Securitisation book)
- ❖ Retail % share has increased to 61% from 52% in Sep'21
- ❖ Ratings - CRISIL A1+ (₹ 2,500 Cr certificate of deposits); CARE A+ (Long term bank facilities)

## CASA break-up



^ TD: Term Deposits, CASA: Current Account, Savings Account

\*Cost of Blended Deposits - TD + CA+ SA



# RETAIL DEPOSIT FRANCHISE FOCUSSED ON CUSTOMER ACQUISITION

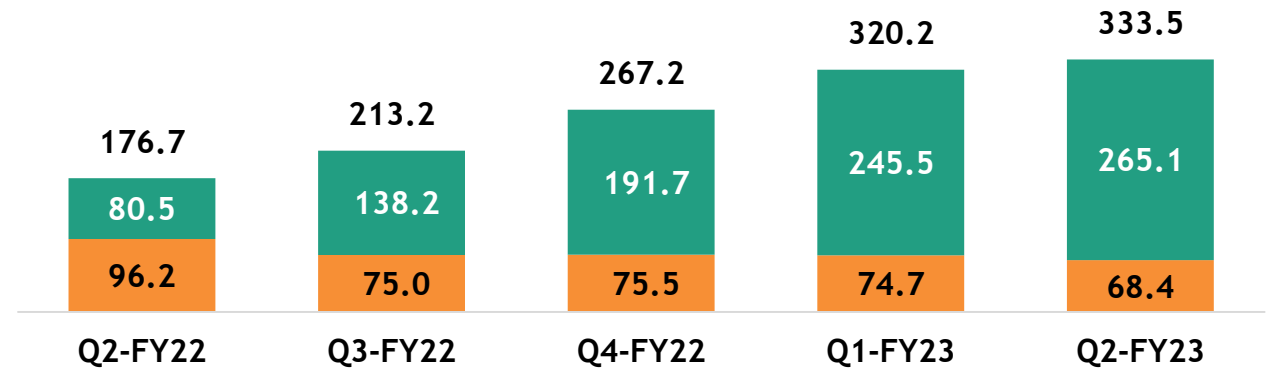


- **Total deposits grew 45% Y-o-Y to ₹ 20,396 Cr**
- **Retail deposits grew 71% Y-o-Y; contributing to 61% of total deposits in Sep'22 vs 52% in Sep'21**
- **CASA deposits grew 74% Y-o-Y; 26.9% of total deposit as of Sep'22**
  - **Retail Branch banking CASA grew 79% Y-o-Y; contributes 79% to total CASA**
- **Focus on value-add products to drive average balances**
  - Average balance for Retail Branch Banking SA moved to ₹ 31k from ₹21k Y-o-Y
  - Overall average SA balance moved to ₹ 8k from ₹ 5k Y-o-Y

## Customer Acquisition Picking Up

Accounts Nos in '000

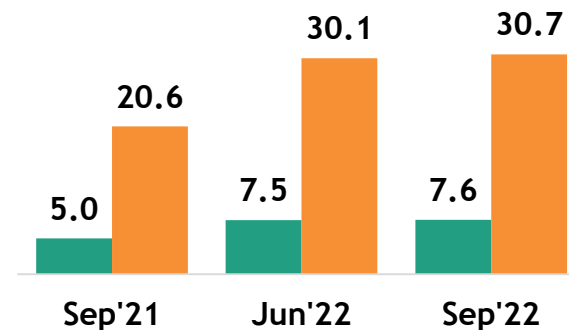
■ Retail branch banking ■ Others



## Improving Average SA Balances

₹ '000

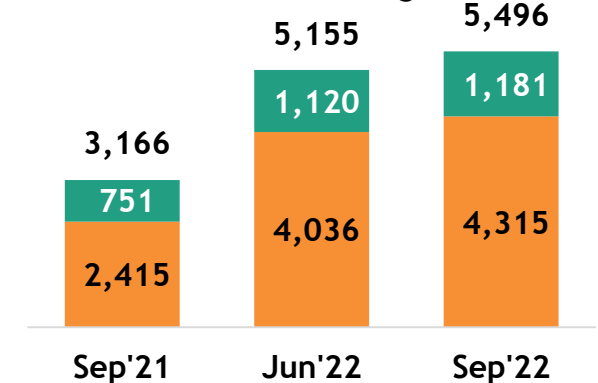
■ Overall ■ Retail Branch Banking



## CASA: Strong growth

₹ Crore

■ Retail Branch Banking ■ Others





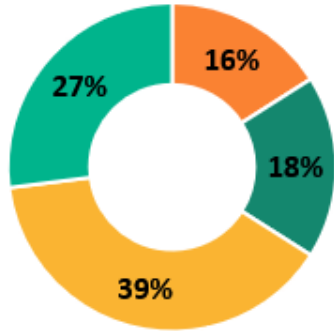
# WELL-DIVERSIFIED DEPOSIT MIX

Region-wise deposit mix

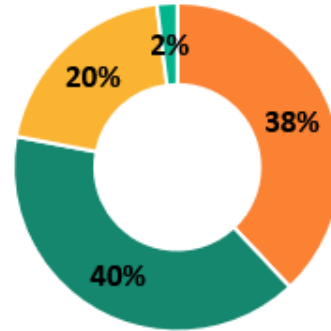
Branch classification wise deposit mix

Segment wise deposit mix

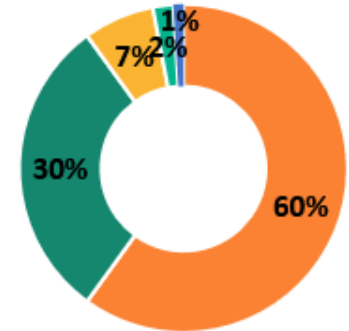
Sep'21



East West North South

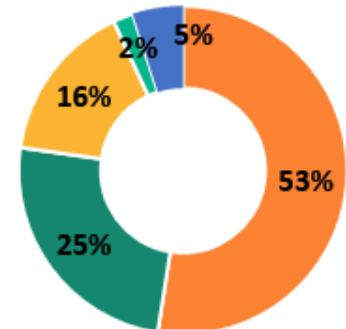
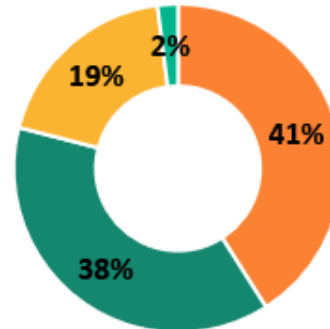
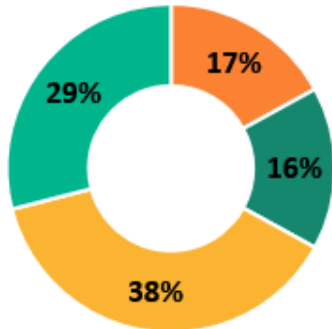


Metropolitan Urban Semi Urban Rural



Individuals Banks Corporate Govt. TASC^

Sep'22



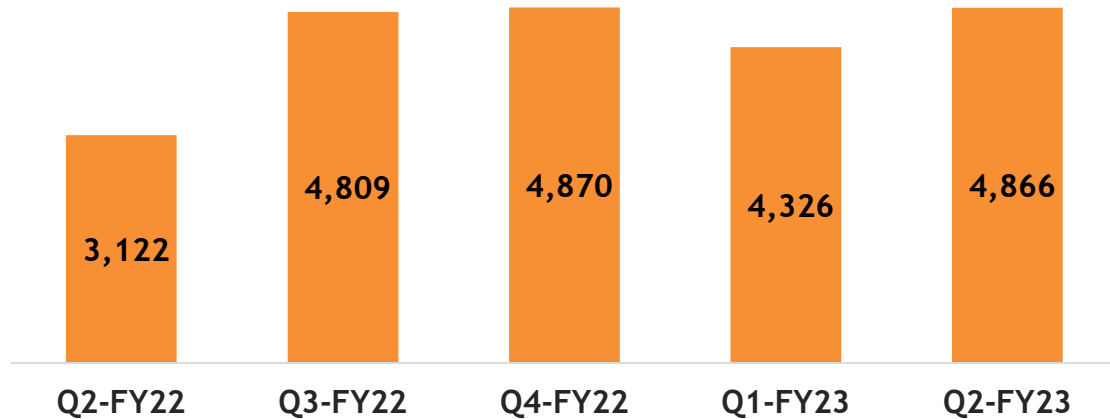


Assets: Well-diversified growth with new customer acquisition

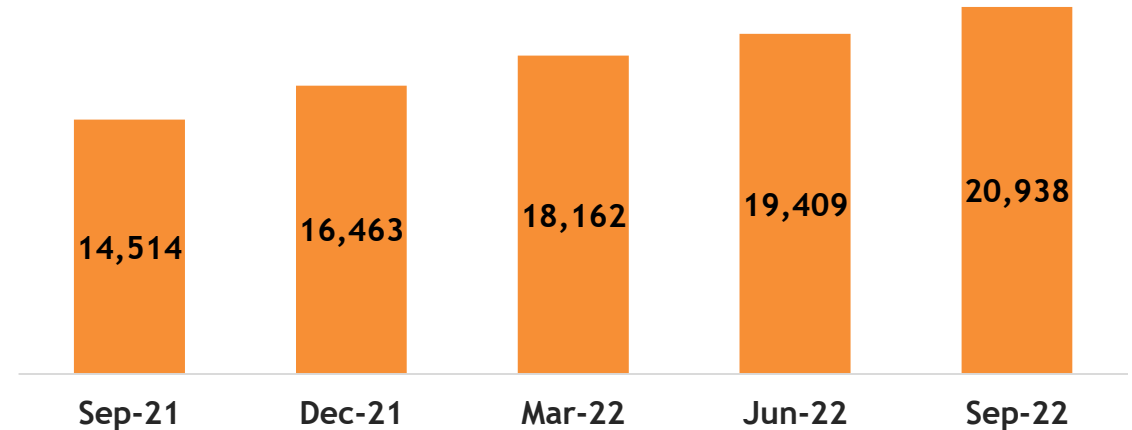


# GROSS ADVANCES AND DISBURSEMENT TREND

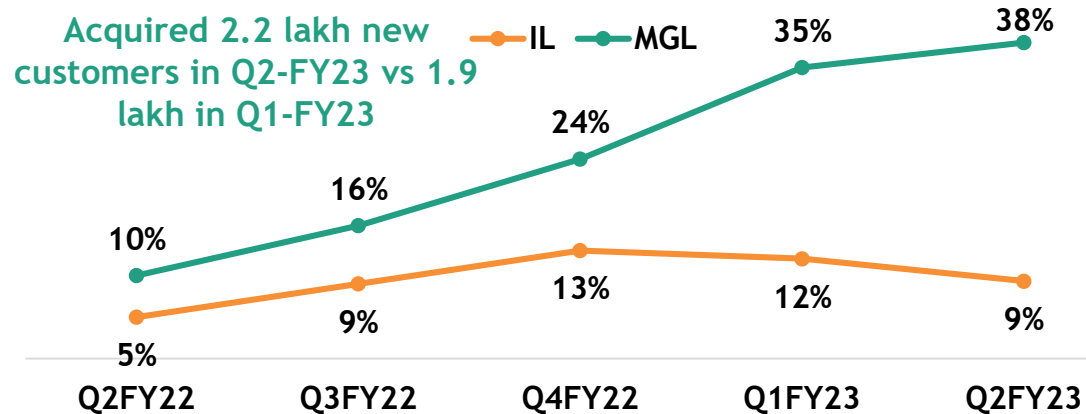
Disbursement sustaining Rs 4,000 cr+ (₹ in crore)



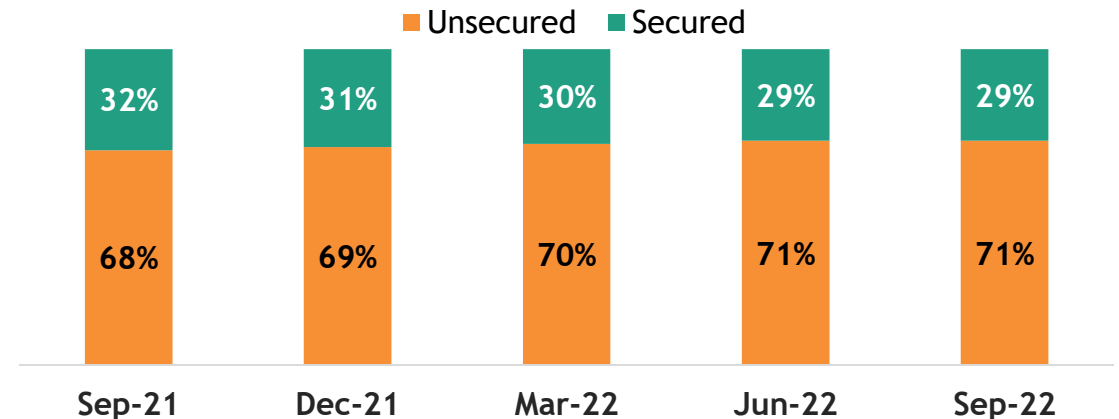
Rapid growth in Gross Advances (₹ in crore)



New Customer acquisition rising in Microfinance  
(% of Fresh Loans)



Portfolio Breakup

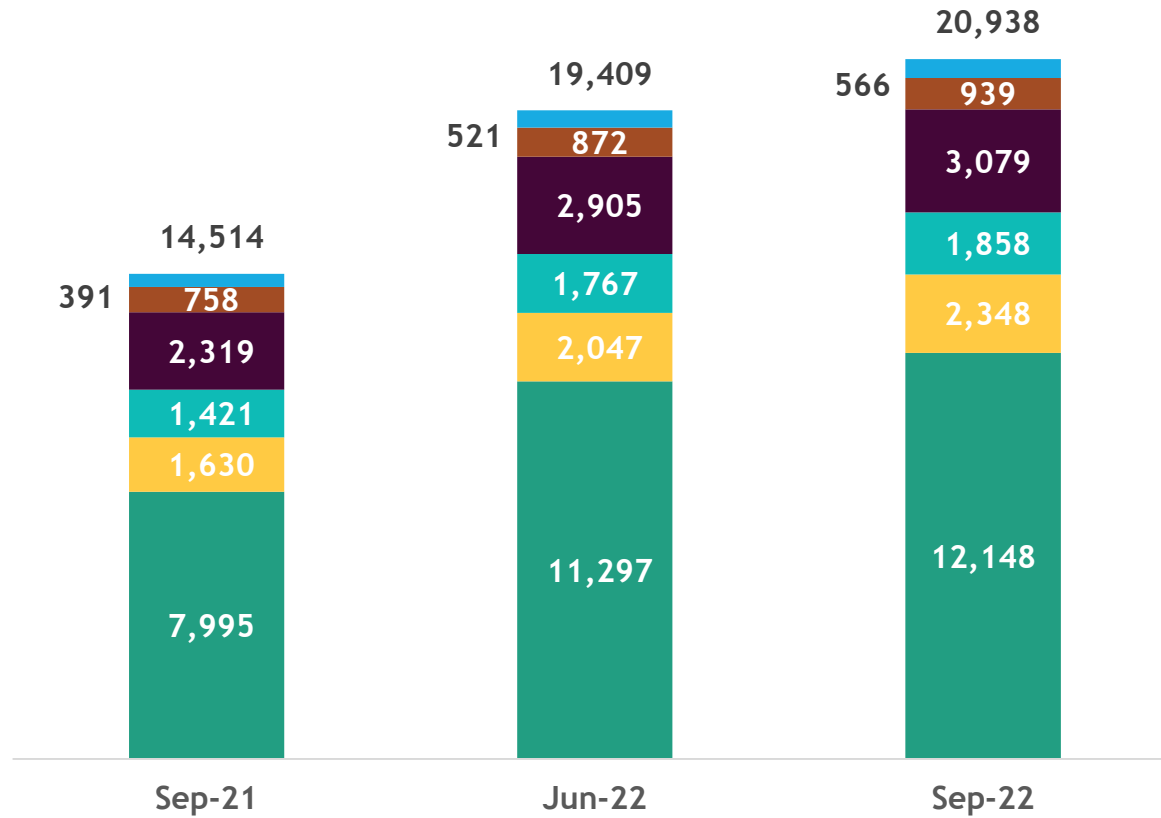




# DIVERSIFYING ASSET BOOK

## Gross Advances - Segment wise (₹ in crore)

■ MGL ■ IL ■ MSE ■ AH ■ FIG ■ Others

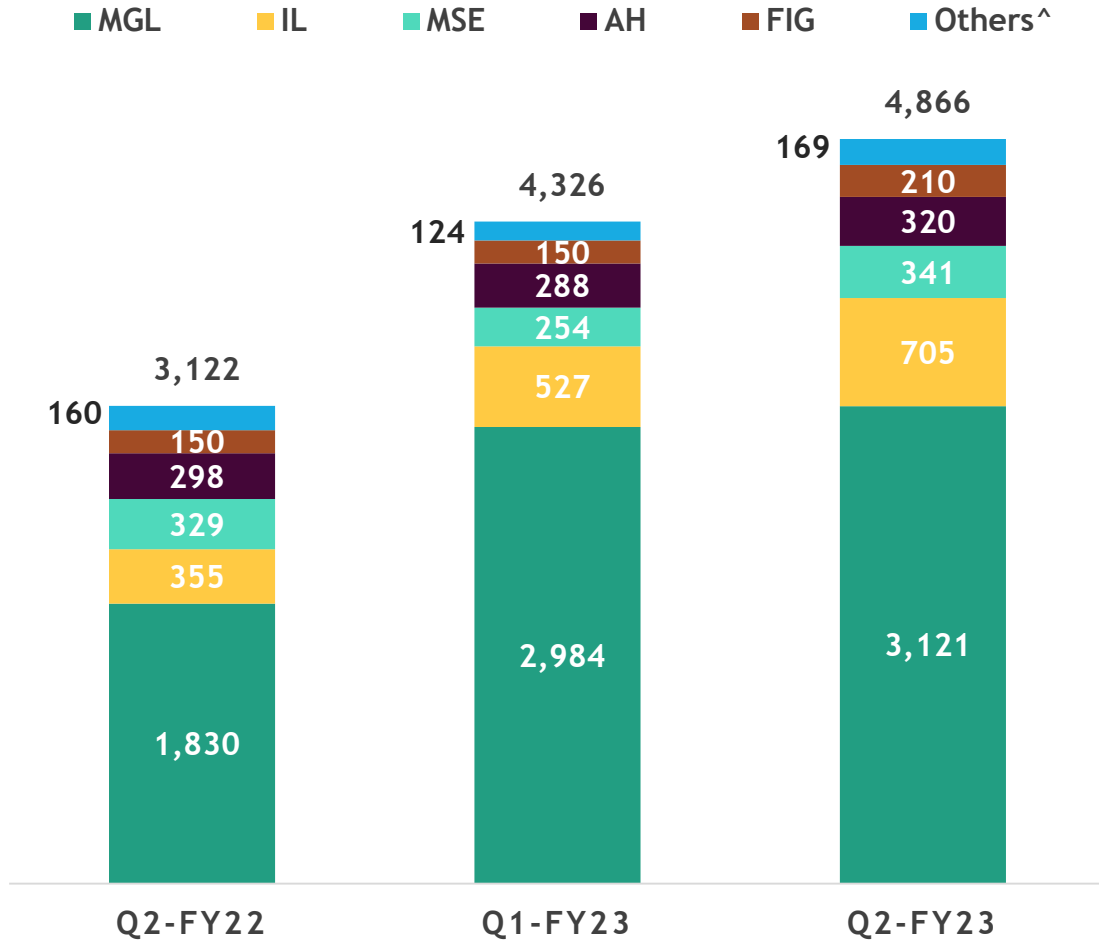


Product	% Gross Advances	Growth Y-o-Y	Growth Q-o-Q
Micro Group Loans	58%	52%	8%
Individual Loans	11%	44%	15%
MSE	9%	31%	5%
Affordable Housing	15%	33%	6%
FIG Lending	4%	24%	8%
Others	3%	45%	9%
<b>Total</b>	<b>100%</b>	<b>44%</b>	<b>8%</b>

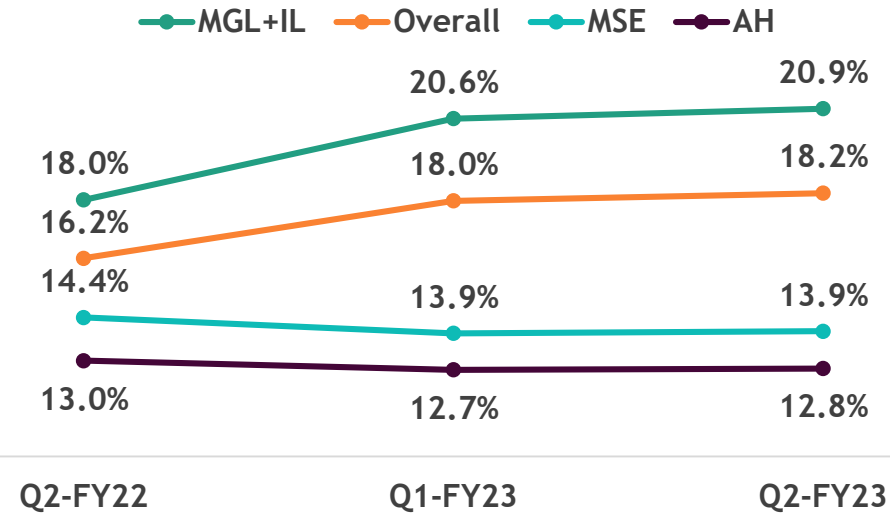


# DISBURSEMENT & AVERAGE TICKET SIZE

Product wise Disbursement (₹ in crore)



Yield (%) - Segment wise



Average Ticket Size (₹)

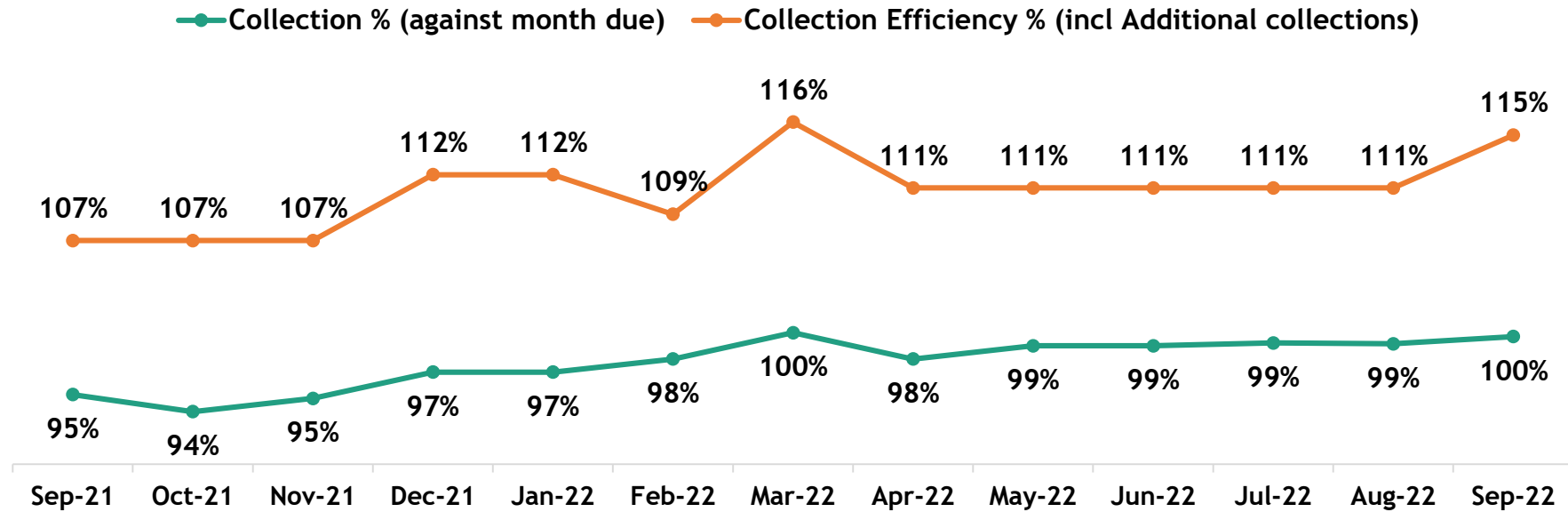
Product	Q2-FY22	Q1-FY23	Q2-FY23
Group Loans	36,828	56,944	54,033
Individual Loan	1,11,906	1,28,084	1,15,552
MSE	18.5 lakhs	17.2 lakhs	20.7 lakhs
Affordable Housing	11.5 lakhs	11.6 lakhs	12.1 lakhs



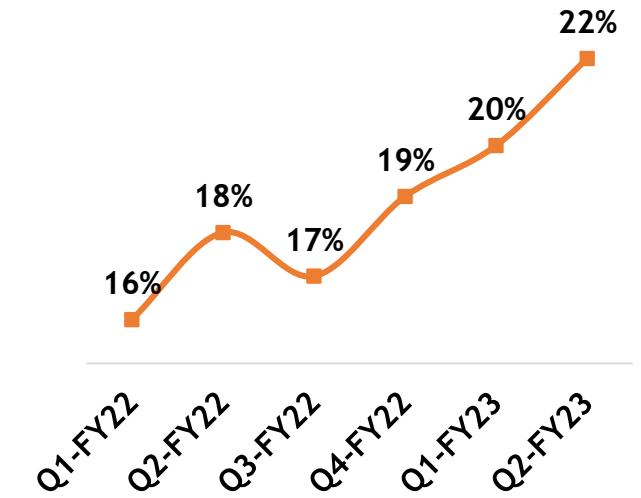
Sustained improvement in asset quality



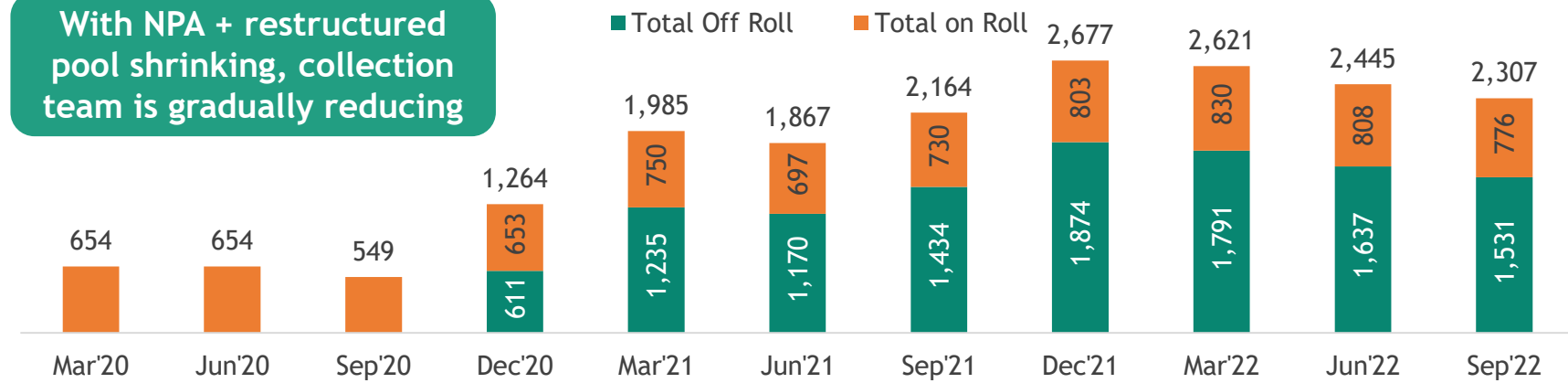
# COLLECTIONS SUSTAINING PRE-COVID LEVELS



## Cashless collections



With NPA + restructured pool shrinking, collection team is gradually reducing



- Flexible & multiple modes of collections apart from traditional centre meetings/door-to-door collections
- Introduced various digital modes of repayment
- Expediting legal process for collections in secured book
- Data analytics driven prediction models based on Early Warning Triggers aiding in better collections

Note: Collection efficiency - collections for the period against dues for the period. It does not include pre-closures and any advance or future payments





# COLLECTION EFFICIENCY

₹ Crore	July'22				Aug'22				Sep'22			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MGL+IL	997.9	995.7	100%	74.1	1,016.4	1,014.1	100%	76.0	1,032.7	1,036.0	100%	109.5
MSE	26.1	22.5	86%	25.8	26.17	22.4	86%	27.5	26.2	22.7	87%	29.5
Affordable Housing	39.8	37.8	95%	33.1	41.16	38.7	94%	30.8	42.0	39.7	95%	40.4
FIG Lending	43.5	43.5	100%	-	44.3	44.3	100%	-	76.6	76.6	100%	-
Others	17.4	16.0	92%	4.6	17.3	15.8	91%	4.8	17.1	15.6	91%	4.9
<b>Total</b>	<b>1,124.8</b>	<b>1,115.5</b>	<b>99%</b>	<b>137.6</b>	<b>1,145.3</b>	<b>1,135.3</b>	<b>99%</b>	<b>139.1</b>	<b>1,194.6</b>	<b>1,190.6</b>	<b>100%</b>	<b>184.4</b>



# SIGNIFICANT REDUCTION IN RESTRUCTURED BOOK

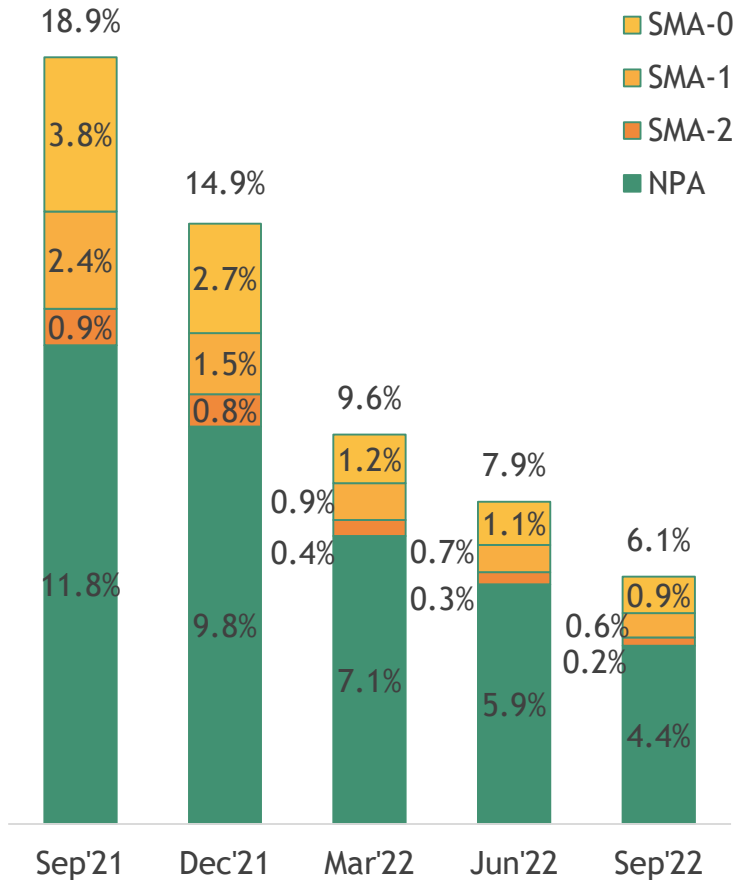
Restructured Book			
₹ crores	RF 1.0	RF 2.0	Total
Micro Banking (GL + IL)	153	223	375
Affordable Housing	11	21	32
MSE	8	58	66
<b>Loan Book</b>	<b>171</b>	<b>302</b>	<b>473</b>
PAR	150	180	330
GNPA	146	152	298
Provisions	146	151	297
September Collection efficiency %	-	-	88%

- 63% provision on outstanding Restructured Book; full provision on NPA book
- RF 2.0 collection efficiency continues to be strong
- Significant reduction in Stress pool (Restructured + NPA), driven by:
  - Consistent collection across buckets
  - PAR/ GNPA has been reducing on absolute basis as fresh slippages have reduced significantly

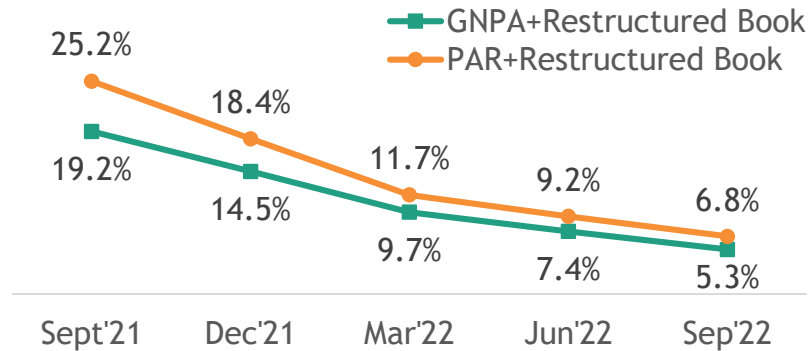


# FOCUSED TOWARDS IMPROVING ASSET QUALITY

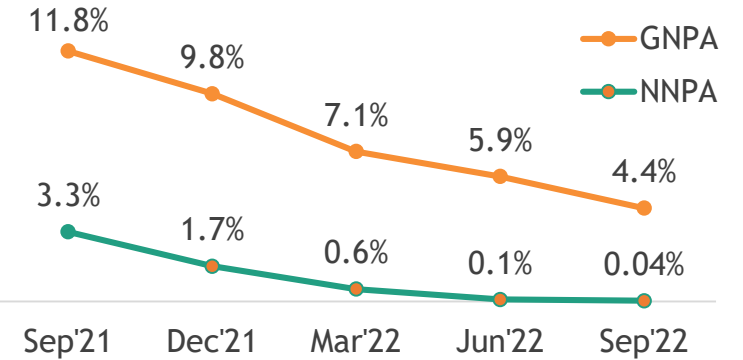
## Portfolio at Risk (bucket wise)



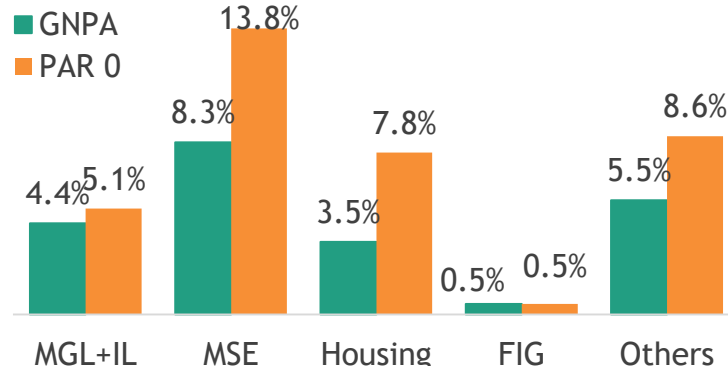
## Significant reduction in stress book



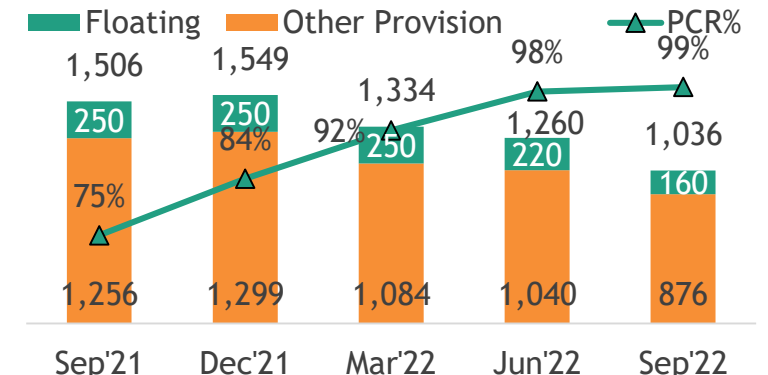
## GNPA & NNPA



## PAR 0 and GNPA (segment wise)



## Total Provision\* (₹ in cr) & PCR



Entire Floating provision of ₹250 Cr created in Jun'21 continues to be there on books and can be utilized for making specific provisions in extraordinary circumstances with prior approval of RBI. Including ₹250 Cr of floating provision, total provision on gross advances are at ₹ 1,290 Cr as of 30th Jun'22/ ₹ 1,126 Cr as of 30th Sep'22.

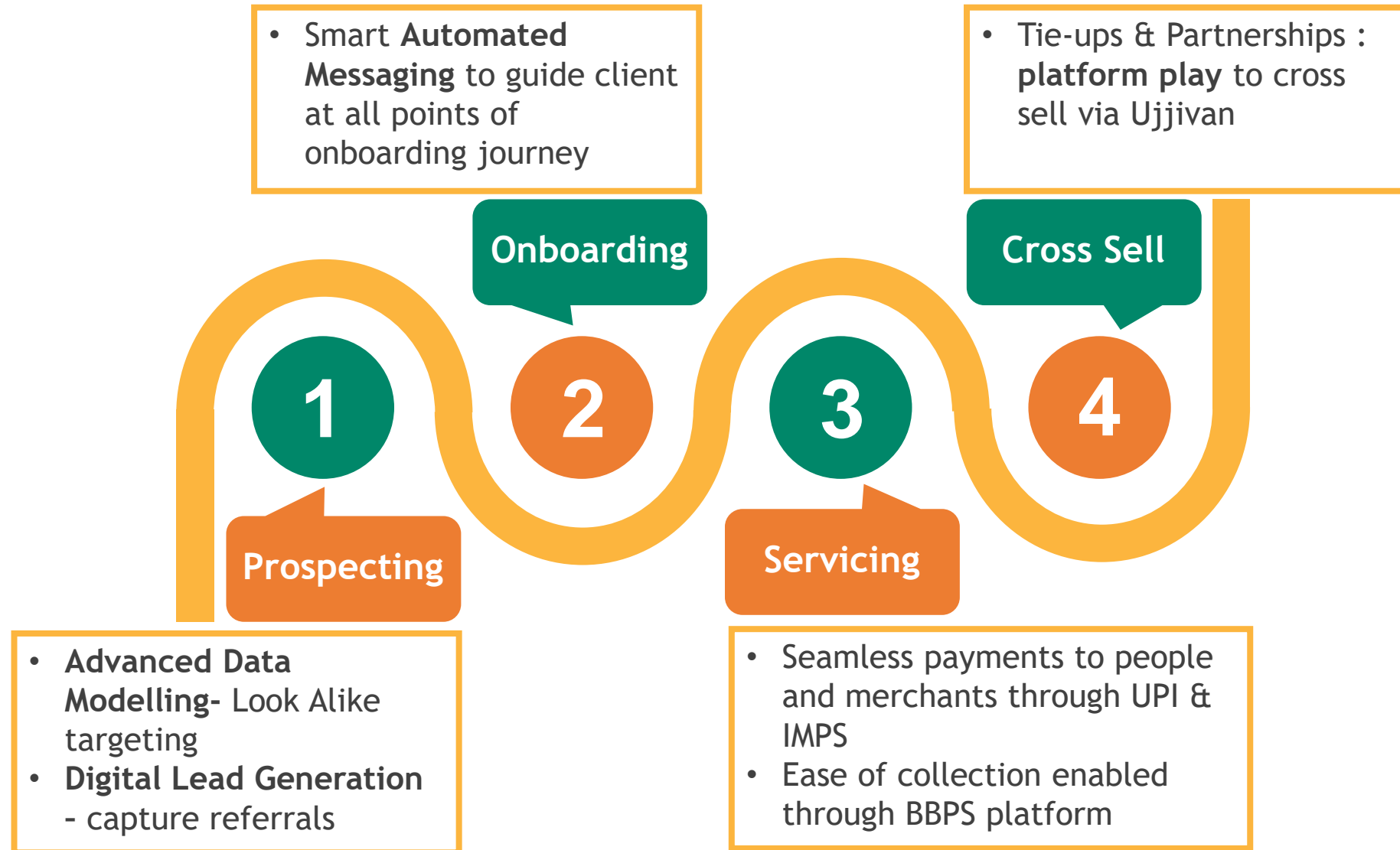
For FY 21 - 22 ₹250 Cr was utilized towards NNPA/ PCR calculation;

During June 2022, the Bank had utilized ₹220 Cr for NNPA/ PCR calculation and ₹30 Cr was utilized as part of Tier II capital; As a result of sustained recovery efforts and continued improvement in the Bank's portfolio leading to reduction in GNPA of the Bank, in the current quarter only ₹160 Cr is utilized for NNPA/ PCR calculation, ₹30 Cr has been utilized as part of Tier II capital. The balance ₹60 Cr has been grouped as part of other provisions without utilising the same towards Tier II capital, this amount continues to be earmarked for utilization for NNPA/PCR (as and when needed).



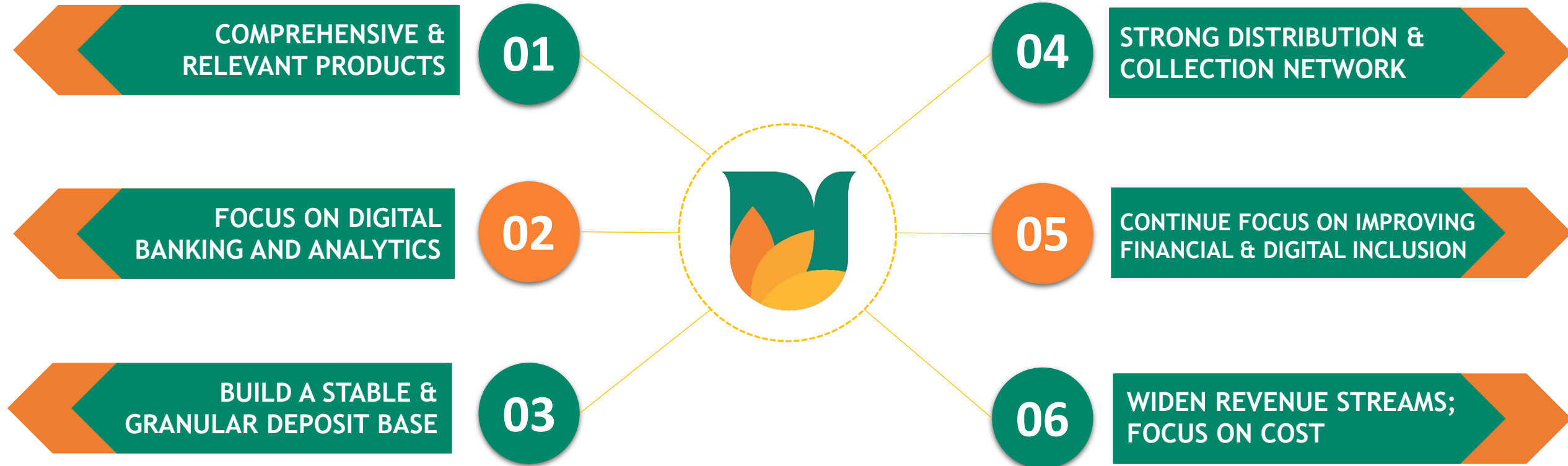
# Successfully driving digital journey

# DIGITAL END-TO-END THROUGH THE VALUE CHAIN





# KEY GROWTH STRATEGIES (1 / 3)





# KEY GROWTH STRATEGIES (2/3)

## 01 COMPREHENSIVE & RELEVANT PRODUCTS

- Relationship Banking to increase penetration / share of customer wallet
- Entire gamut of asset and liability products to attract new customers and deepen existing customer relationships
- Expand range of third party products and services

## 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 Hello Ujjivan
- 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 bank 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



# KEY GROWTH STRATEGIES (3/3)

04

## STRONG DISTRIBUTION & COLLECTION NETWORK

- Use right combination of physical and digital channels and partnerships to expand reach, banking outlets and infrastructure
- Build a dynamic and strong collection network with focus on digital repayments
- Strengthen alternate delivery channels and encourage customers to move towards a cashless environment

05

## CONTINUE FOCUS ON IMPROVING FINANCIAL & DIGITAL 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

## WIDEN REVENUE STREAMS; FOCUS ON COST

- Leverage banking infrastructure to diversify product portfolio and increase fee and commission-based business
- Increase focus on treasury income, bancassurance, fee and processing charges
- Introduce new products and services and focus on cross-selling to existing customers
- Leaner cost structure by means of productivity enhancement, digital initiatives



# HELLO UJJIVAN (VOICE, VISUAL & VERNACULAR MOBILE BANKING APPLICATION)



Hello Ujjivan went live on Google Playstore for Android users in Nov'22

01

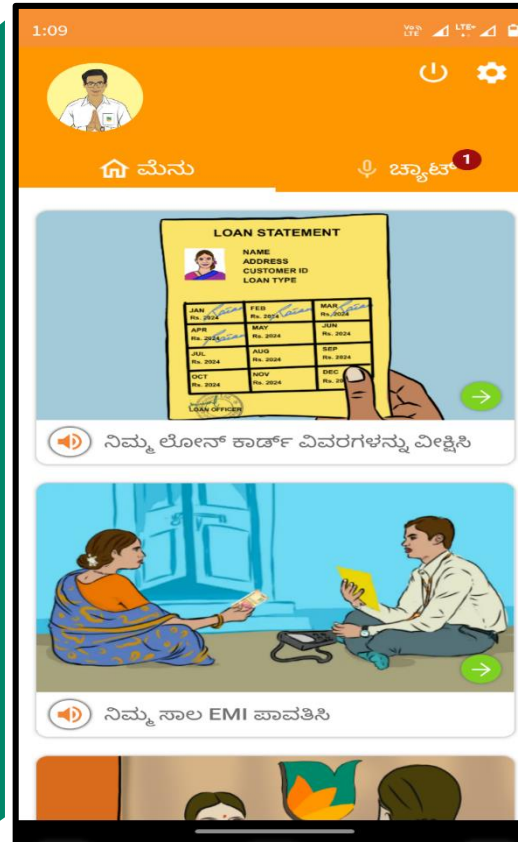
One of the best mobile banking app that will navigate the customer through voice, visuals and available in vernacular languages to aid unserved and underserved customer segments on digital platform

02

The users can use voice search option for easily understanding and adopt various functionalities of this app

03

This app will help in assisting customers in easily viewing balance & statements, transferring funds, booking deposits, repaying loan EMI, etc. conveniently in their vernacular language



VOICE



VISUAL



VERNACULAR

## How is it different from Regular Mobile Banking?

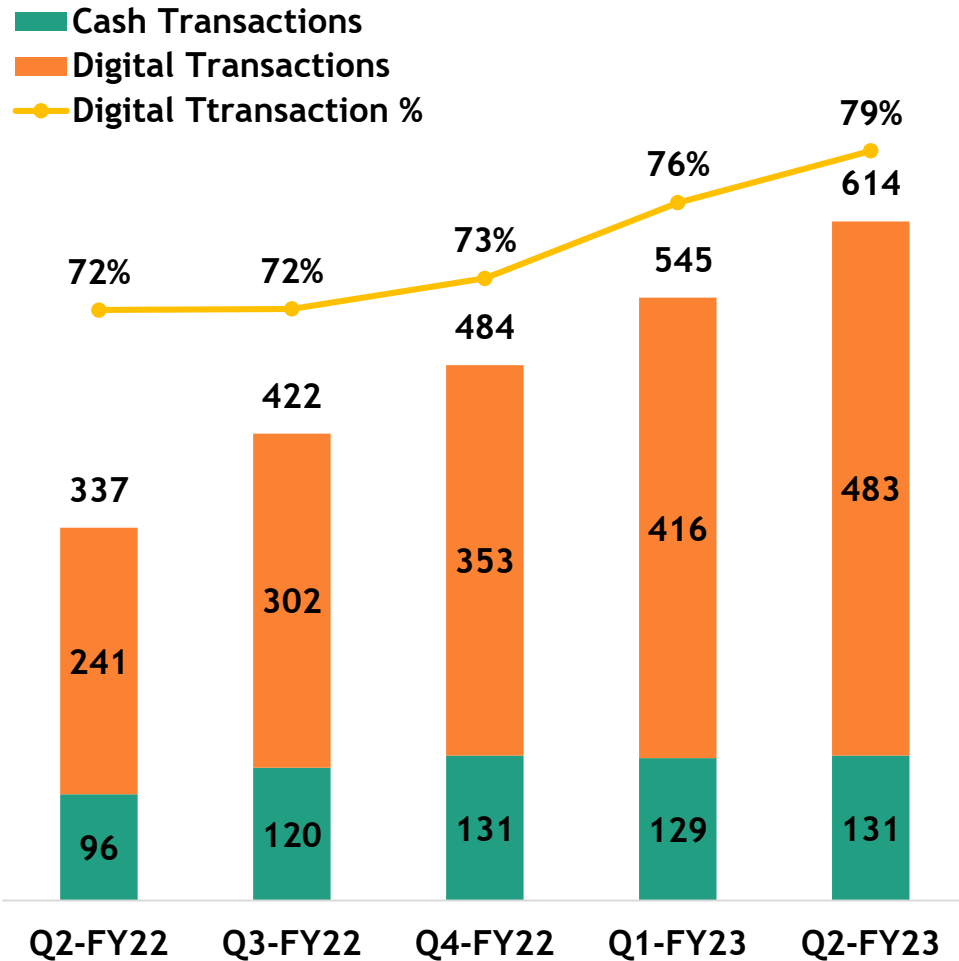
- Voice guidance for the users in 8 regional languages
- Chat bot option to assist customer in using the App
- Loan details and loan repayment option available in the application
- Pictorial presentation of the Banking features
- Targeted to aid unserved and underserved customer segments on digital platform



# INCREASING DIGITAL TRANSACTIONS (1/2)

## Increasing Digital Transactions\*

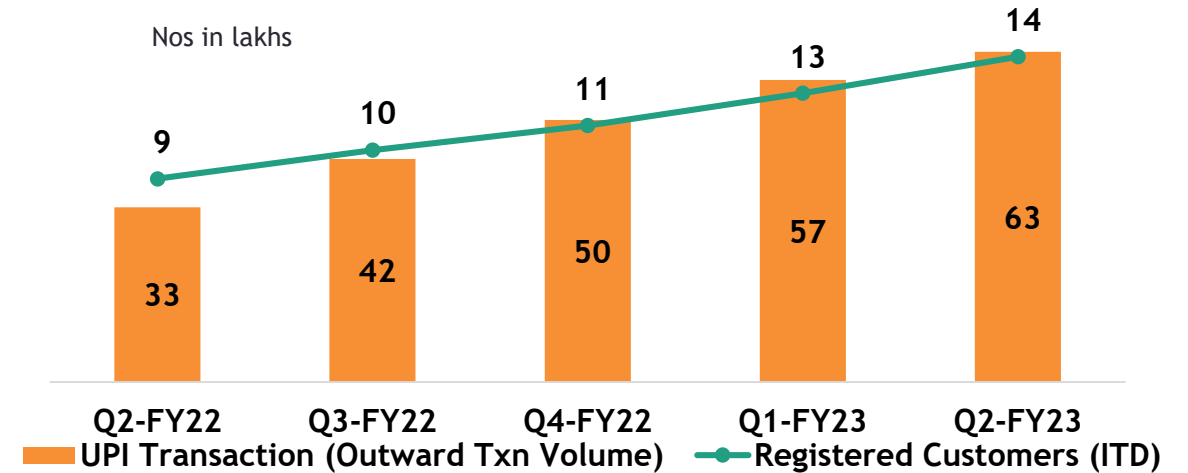
Nos in lakhs



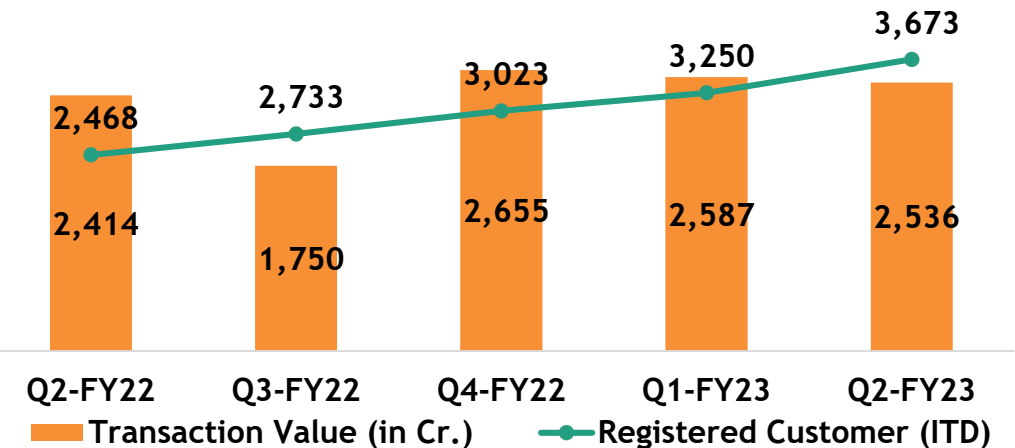
\*Basis CBS volumes

## UPI Transactions

Nos in lakhs



## Business Net Banking



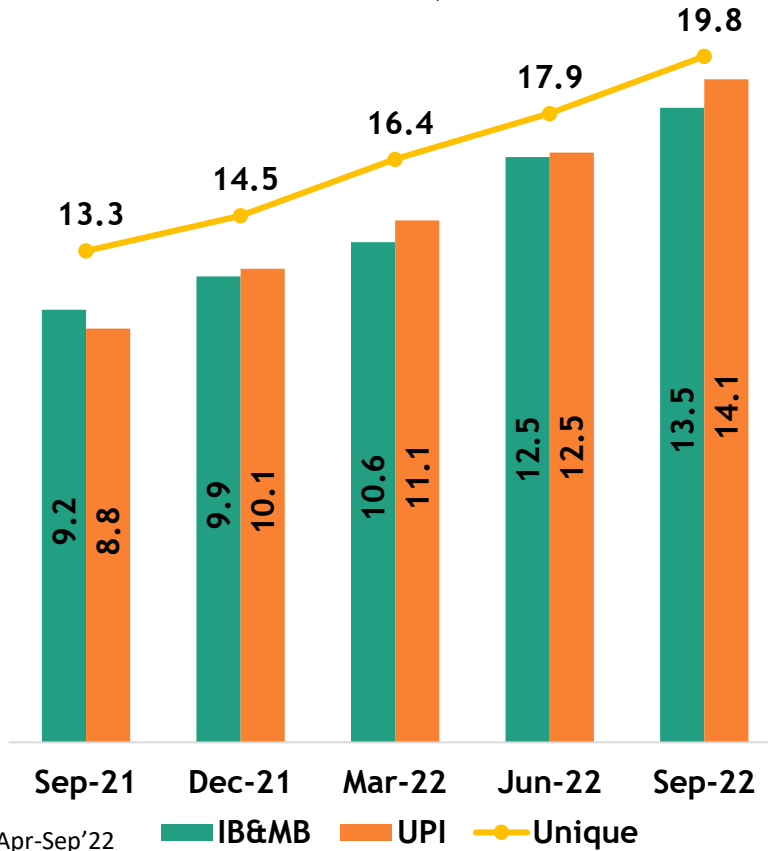


# INCREASING DIGITAL TRANSACTIONS (2/2)

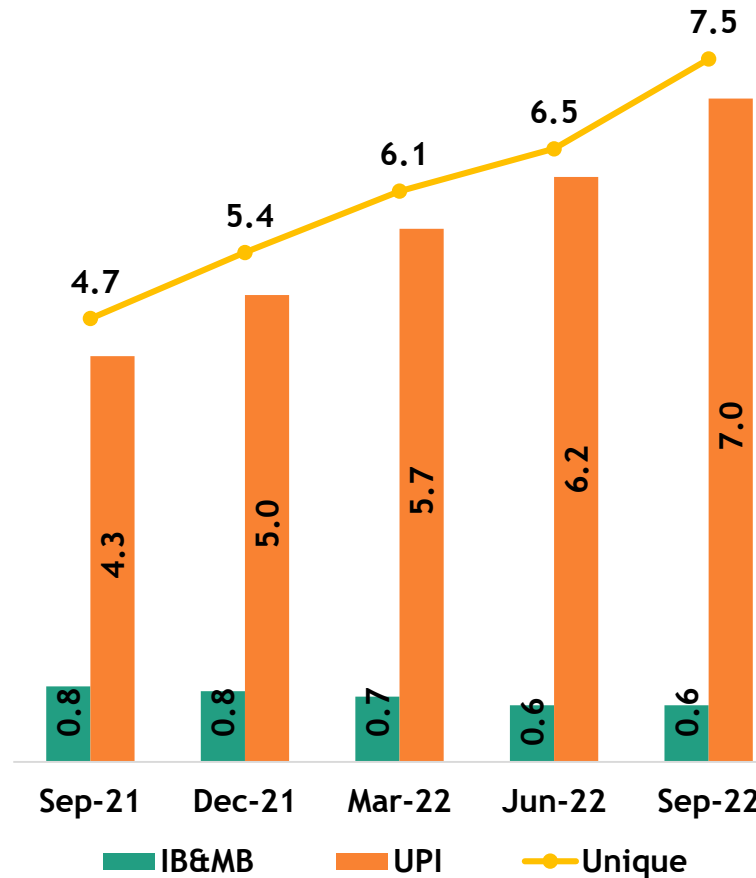
Digital penetration among customers continues to show a healthy increase

Ranking reflecting leadership\*

Registered Customer (ITD) (in lakhs)



Transacting Customers (in lakhs)



ATM Infrastructure

1<sup>st</sup> among SFBs  
30<sup>th</sup> among all Banks

Cards Transaction @POS & E-com

1<sup>st</sup> among SFBs  
35<sup>th</sup> among all Banks

UPI Transaction As Remitter

2<sup>nd</sup> among SFBs  
31<sup>st</sup> among all Banks

UPI Transaction As Beneficiary

3<sup>rd</sup> among SFBs  
34<sup>th</sup> among all Banks

\*For Apr-Sep'22  
Source:  
<https://www.rbi.org.in/Scripts/ATMView.aspx>  
<https://www.npci.org.in/what-we-do/upi/upi-ecosystem-statistics>

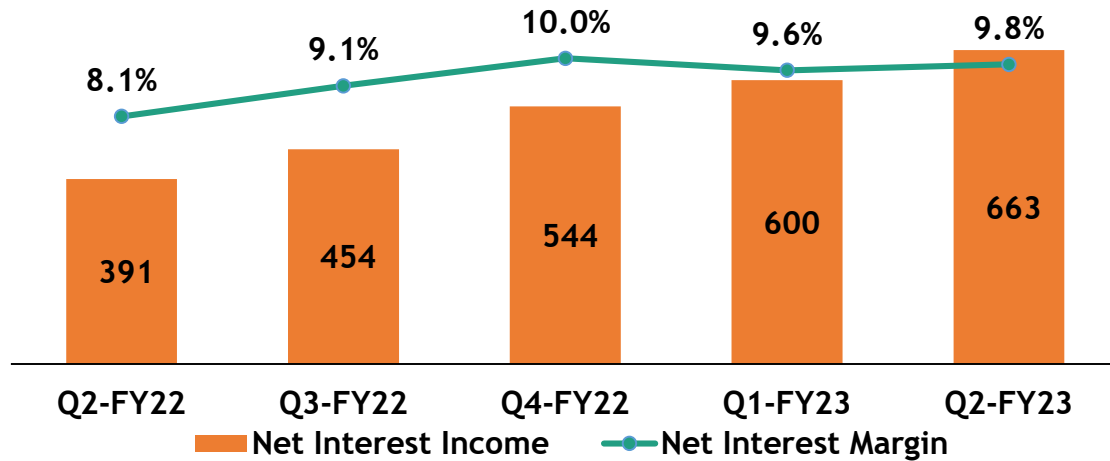


# Financial Overview

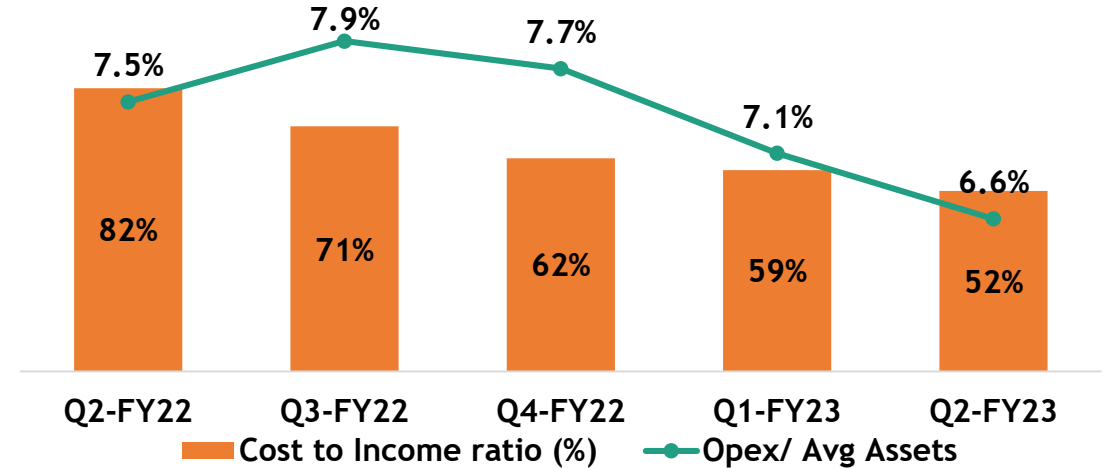


# FINANCIAL OVERVIEW

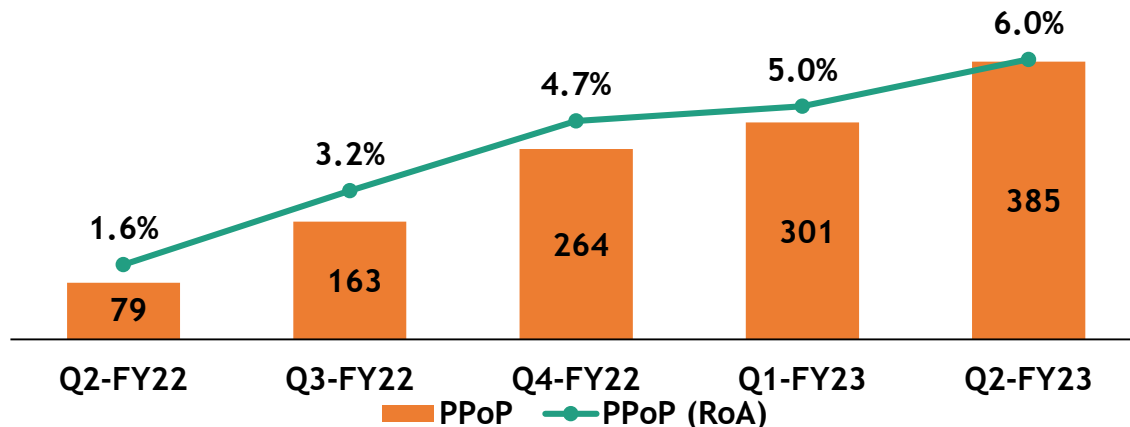
NII (₹ in crore) & NIM\*



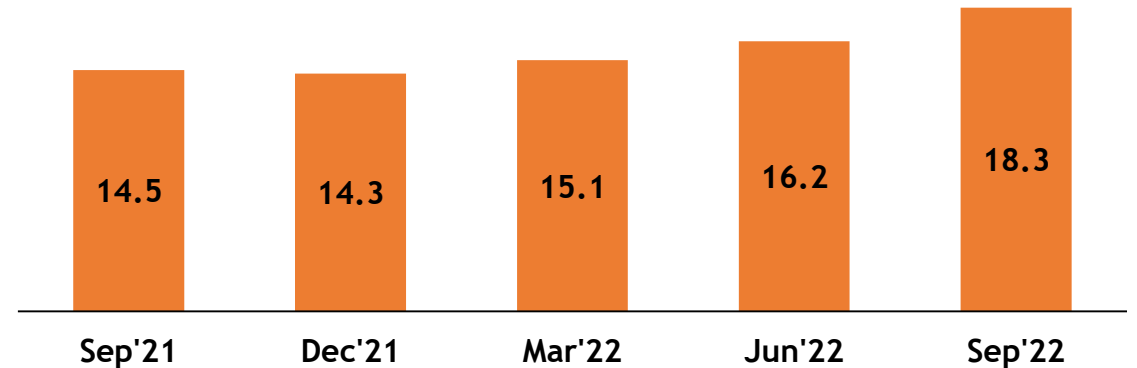
Cost to Income Ratio & Operating Expenses/ Average Assets (%)



Pre-Provision Operating Profit (₹ in Crore)



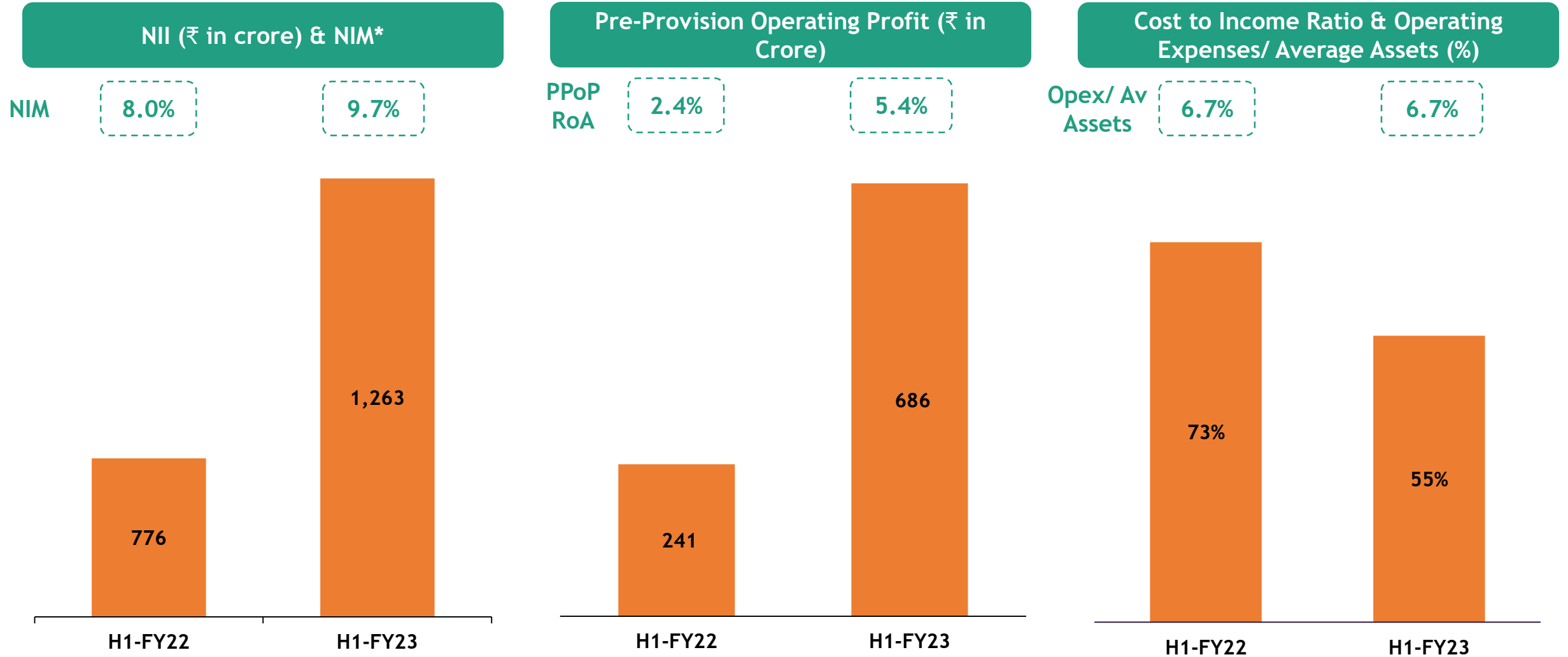
Book Value Per Share (in ₹)



\* NIM based on total book including IBPC & Securitization



# FINANCIAL OVERVIEW - H1FY23



\* NIM based on total loan book including IBPC & Securitization



# INCOME STATEMENT

Particulars (₹ in crore)	Q2-FY23	Q2-FY22	YoY Growth	Q1-FY23	QoQ Growth	H1FY23	H1FY22	YoY Growth
Interest Earned	993	645	54%	905	10%	1,899	1,287	48%
Other Income	147	55	168%	125	18%	271	129	111%
<b>Total Income</b>	<b>1,140</b>	<b>700</b>	<b>63%</b>	<b>1,030</b>	<b>11%</b>	<b>2,170</b>	<b>1,415</b>	<b>53%</b>
Interest Expended	330	254	30%	306	8%	636	511	24%
Personnel Expenses	225	201	12%	224	1%	449	367	22%
Operating Expenses	200	166	20%	200	0%	399	297	35%
<b>Total Cost</b>	<b>755</b>	<b>621</b>	<b>22%</b>	<b>729</b>	<b>3%</b>	<b>1,484</b>	<b>1,175</b>	<b>26%</b>
<b>Pre Provision Operating Profit</b>	<b>385</b>	<b>79</b>	<b>388%</b>	<b>301</b>	<b>28%</b>	<b>686</b>	<b>241</b>	<b>185%</b>
Credit cost	(10)	422	NM	30	NM	20	896	(98)%
Other provisions & contingencies	0	23	NM	0	NM	0	23	NM
Tax	101	(92)	NM	68	49%	168	(171)	NM
<b>Net profit for the period</b>	<b>294</b>	<b>(274)</b>	<b>NM</b>	<b>203</b>	<b>45%</b>	<b>497</b>	<b>(507)</b>	<b>NM</b>

Note: Income has been reclassified - Bad-debt recovery is part of other income



# TOTAL INCOME - BREAKUP

Particulars (₹ in crore)	Q2-FY23	Q1-FY23	Q2-FY22	H1-FY23	H1-FY22
Interest on loan	895	818	583	1,714	1,169
Int. on investments	88	81	62	169	118
Securitization Income	10	6	0	15	-
<b>Total Interest Earned</b>	<b>993</b>	<b>905</b>	<b>645</b>	<b>1,899</b>	<b>1,287</b>
Processing Fees	62	55	38	117	53
PSLC Income	15	9	(25)	24	2
Insurance Income	10	8	5	18	8
Bad Debt Recovery	26	30	8	56	9
Treasury	0	(1)	5	(1)	17
Misc. Income*	32	25	24	57	39
<b>Total Other Income</b>	<b>147</b>	<b>125</b>	<b>55</b>	<b>271</b>	<b>129</b>
<b>Total Income</b>	<b>1,140</b>	<b>1,030</b>	<b>700</b>	<b>2,170</b>	<b>1,415</b>

\* Includes cards AMC charges, NFS/ other banking operations income and foreclosure/ late payment & other charges

Note: Income has been reclassified - Bad-debt recovery is part of other income.





# BALANCE SHEET

Particulars (₹ in crore)	Sep-22	Jun-22	Sep-21
<b>CAPITAL AND LIABILITIES</b>			
Capital	2,155	1,928	1,928
Employees Stock Options Outstanding	46	44	39
Reserves and Surplus	1,569	1,035	739
Deposits	20,396	18,449	14,090
Borrowings	1,733	1,943	1,677
Other Liabilities and Provisions	886	836	1,033
<b>TOTAL</b>	<b>26,785</b>	<b>24,235</b>	<b>19,506</b>
<b>ASSETS</b>			
Cash and Balances with Reserve Bank of India	1,601	913	1,246
Balance with Banks and Money at Call and Short Notice	1,294	1,019	838
Investments	5,481	4,838	2,968
Advances	17,435	16,486	13,487
Fixed Assets	260	260	264
Other Assets	714	720	703
<b>TOTAL</b>	<b>26,785</b>	<b>24,235</b>	<b>19,506</b>



# HEALTHY CAPITAL ADEQUACY

(₹ in Crore)

	Sep'21	Dec'21	Mar'22	Jun'22	Sept'22
Credit Risk Weighted Assets	10,483	11,963	12,879	12,956	13,726
Tier I Capital	2,174	2,114	2,279	2,423	3,208
Tier II Capital*	152	170	166	172	457
<b>Total Capital</b>	<b>2,326</b>	<b>2,284</b>	<b>2,446</b>	<b>2,595</b>	<b>3,665</b>
CRAR	22.19%	19.09%	18.99%	20.03%	26.70%
Tier I CRAR	20.74%	17.67%	17.70%	18.70%	23.37%
Tier II CRAR	1.45%	1.42%	1.29%	1.33%	3.33%
Floating Provision considered in Tier II out of 250 Cr	-	-	-	30	30

Entire Floating provision of ₹250 Cr created in Jun'21 continues to be there on books and can be utilized for making specific provisions in extraordinary circumstances with prior approval of RBI. Including ₹ 250 Cr of floating provision, total provision on gross advances are at ₹ 1,290 Cr as of 30th Jun'22/ ₹ 1,126 Cr as of 30th Sep'22.

For FY 21 - 22 ₹250 Cr was utilized towards NNPA/ PCR calculation;

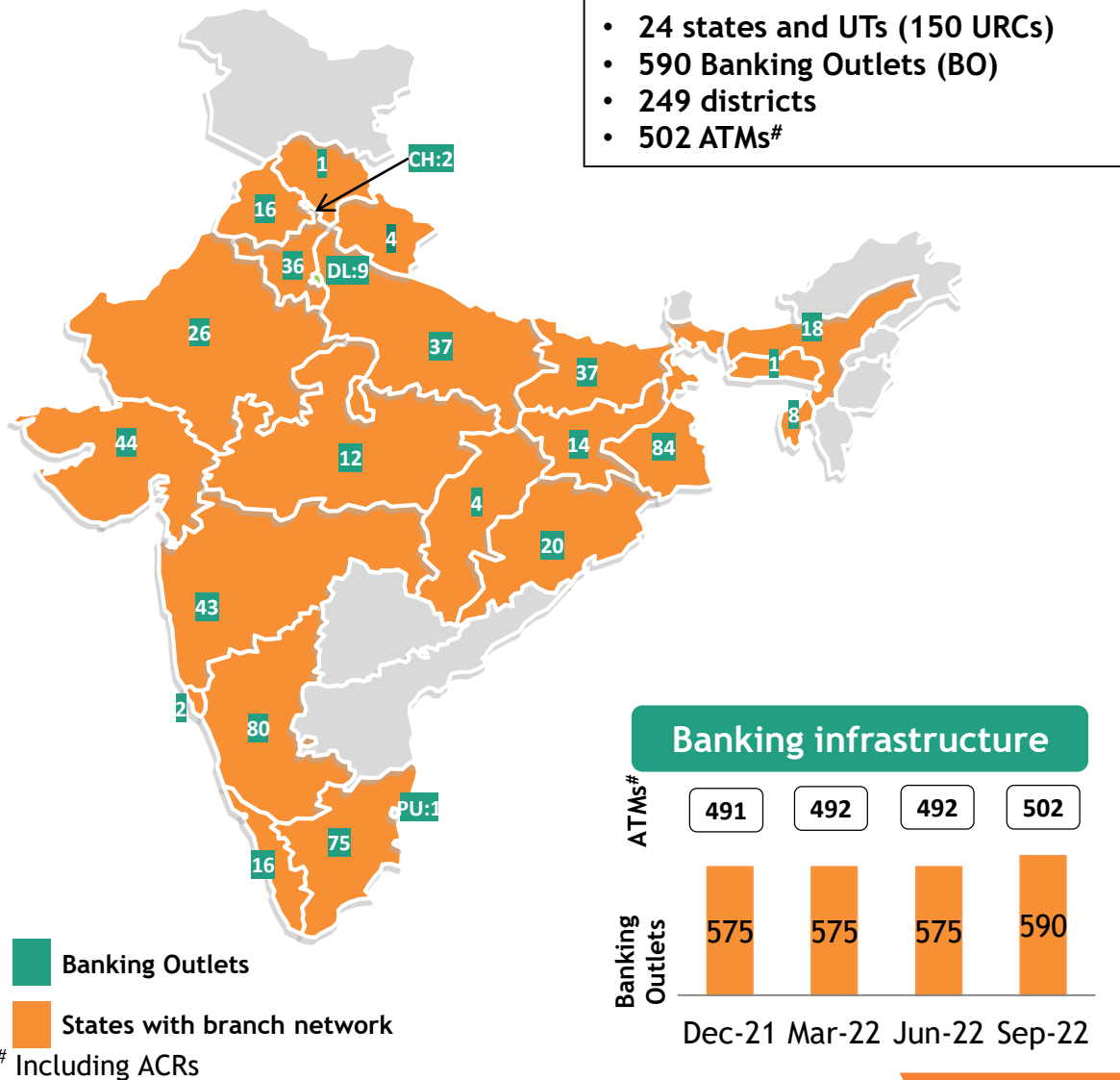
During June 2022, the Bank had utilized ₹220 Cr for NNPA/ PCR calculation and ₹30 Cr was utilized as part of Tier II capital; As a result of sustained recovery efforts and continued improvement in the Bank's portfolio leading to reduction in GNPA of the Bank, in the current quarter only ₹160 Cr is utilized for NNPA/ PCR calculation, ₹30 Cr has been utilized as part of Tier II capital. The balance ₹60 Cr has been grouped as part of other provisions without utilising the same towards Tier II capital, this amount continues to be earmarked for utilization for NNPA/PCR (as and when needed).



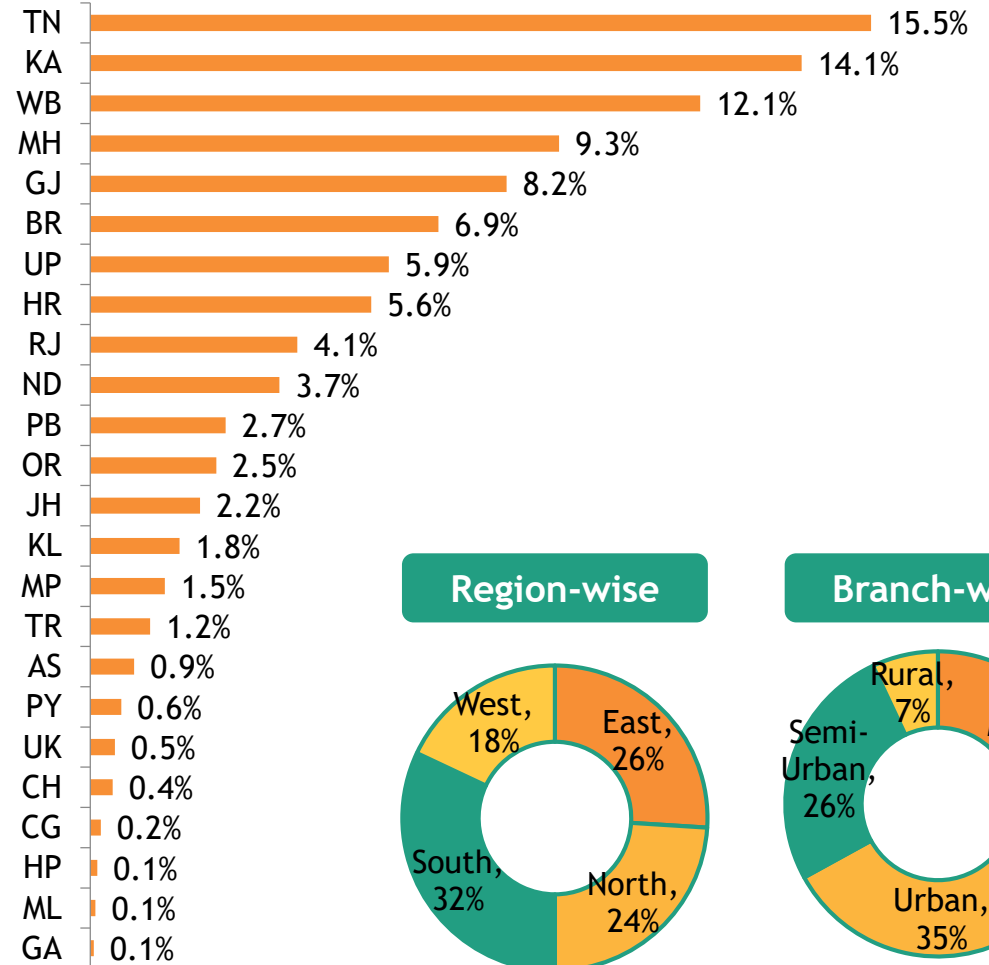
# Ujjivan - Building a Mass Market Bank



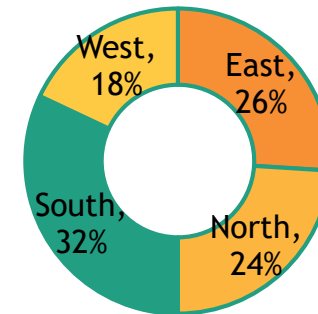
# WELL DIVERSIFIED PAN INDIA PRESENCE



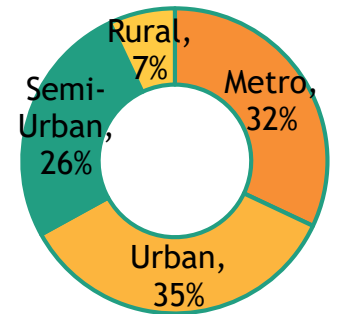
## Gross Advances (Sep'22)



## Region-wise



## Branch-wise



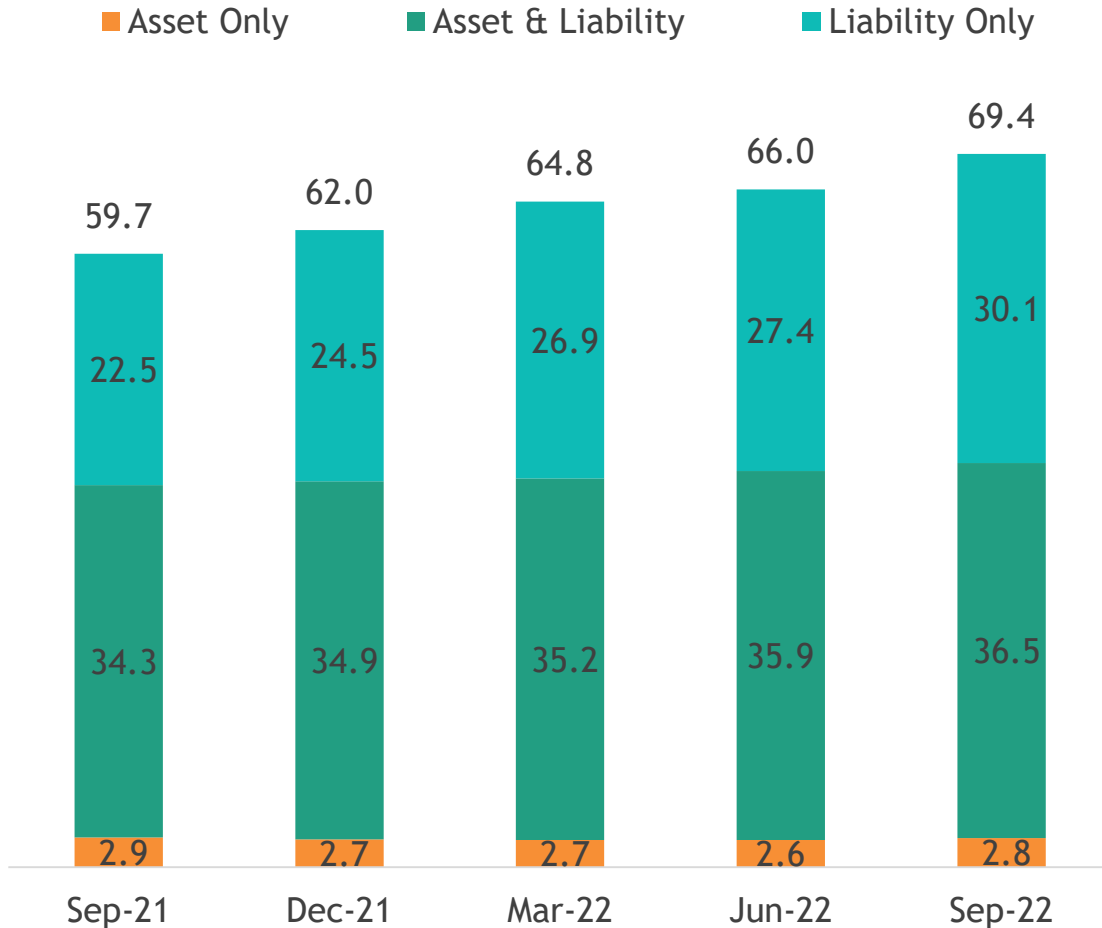
Total Gross Advances - ₹ 20,938 Cr\*

\*Includes IBPC and securitization

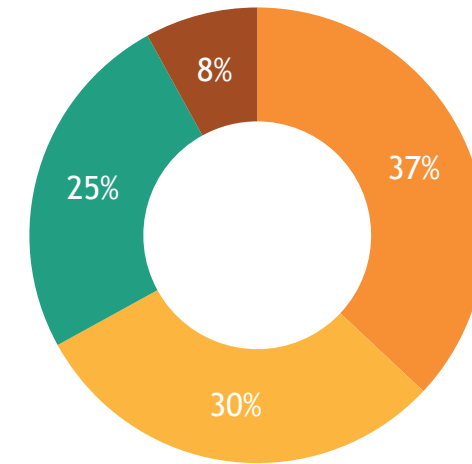


# EXPANDING LIABILITY CUSTOMER BASE

## Customer Base Growth



## Customer Base - Basis of Branch Classification



Urban Semi-urban Metro Rural

\*Semi-Urban branches largely cater to rural customers

- Liability customers grew by 17% Y-o-Y
- New customer acquisition continues with the uptrend during the quarter
- Net Liability only customer addition at 2.7 lakhs
- Borrower base picking up pace with 0.8 lakhs net addition in Q2 vs 0.6 lakhs in Q1

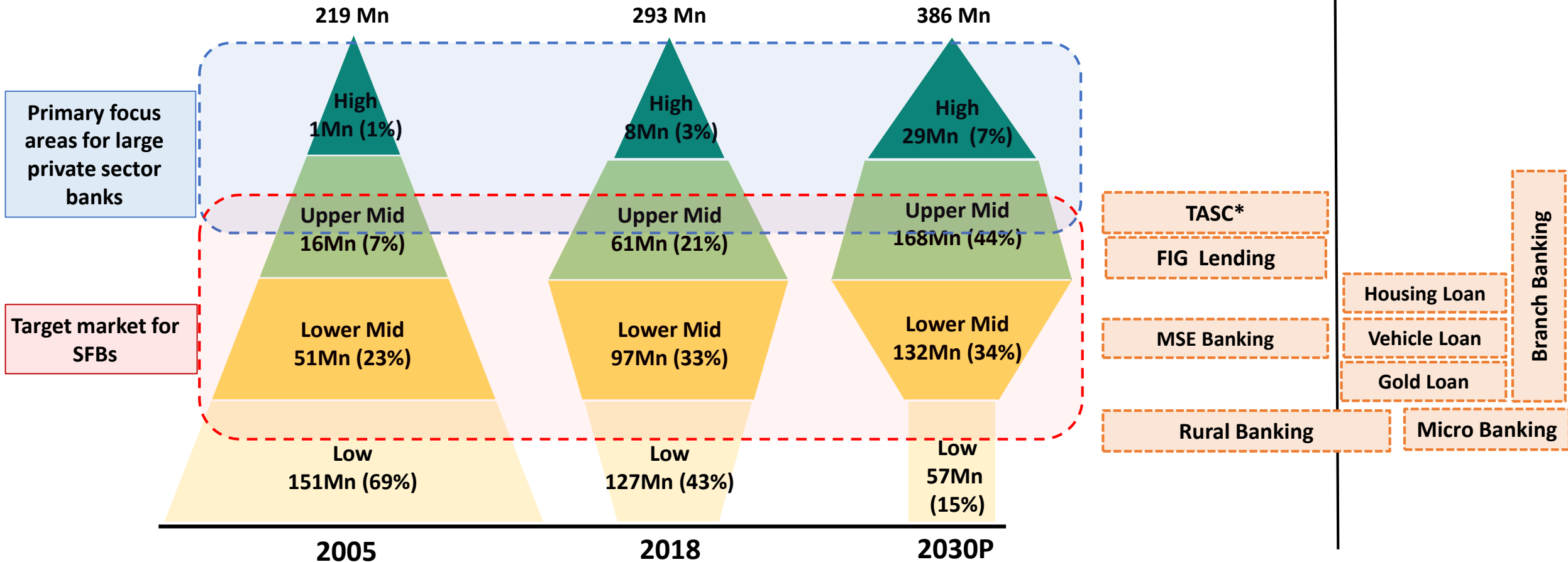


# WELL PLACED TO GAIN FROM EVOLVING COUNTRY DEMOGRAPHICS

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

Bank's Enterprise Products

Bank's Individual Products

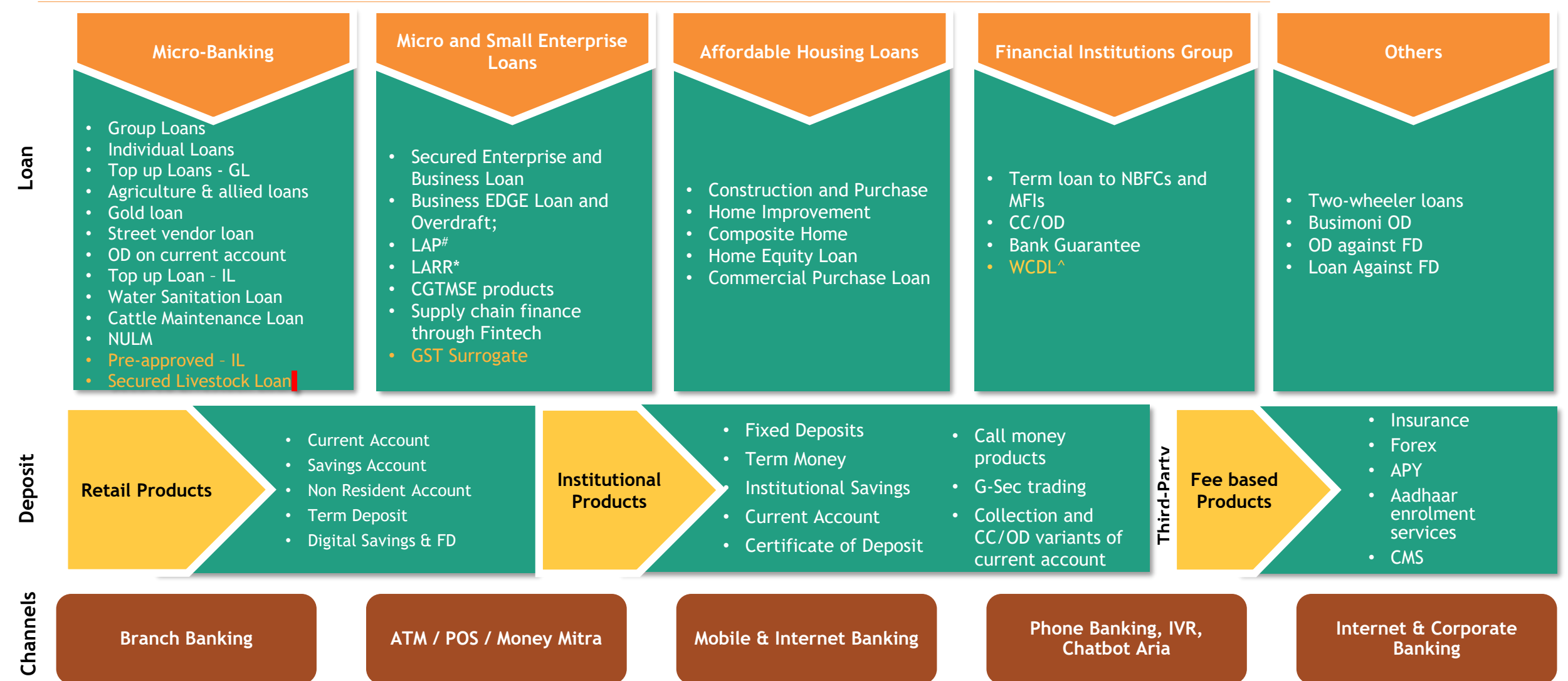


\*Trusts, Associations, Societies and Clubs

\*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 PRODUCTS & SERVICES



Products highlighted in yellow are WIP

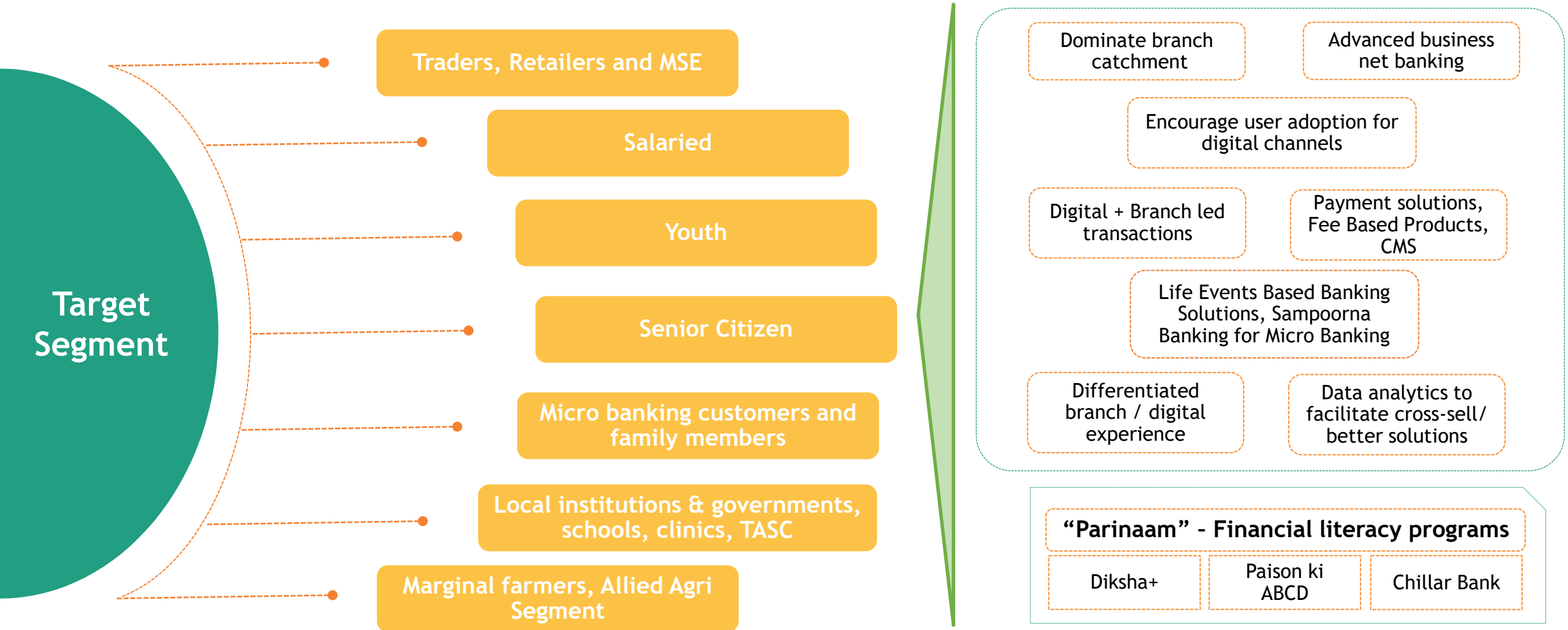
\* Loan against Rent Receivables

# Loan against property

^Working capital demand loan



# BUILDING STABLE AND GRANULAR LIABILITY BASE



Continually increasing Retail deposit base: ₹ 12,416 Cr (61% of deposits) vs Sep'21: ₹ 7,270 Cr (52% of total deposits) Y-o-Y





# OTHER INCOME - DIVERSIFYING REVENUE STREAMS

## Third Party Products

₹ 10 crore in Q2FY23

### 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

### Process improvement

- Automation & IT integration
- Tick-based products

Other  
Income

## PSLC Income

₹ 15 crore in Q2FY23

- Focussed approach to maximise PSLC income by way to automated tagging and better timing

## Fee-Based & others

₹ 122 crore in Q2FY23

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



# SERVING CUSTOMERS THROUGH MULTIPLE CHANNELS

## Multiple delivery channels



### Personal & Business Internet banking

- Web-based, can be accessed from any system
- High volume bulk upload facility
- Customizable client centric approval matrix



### ATMs

- 502 ATMs including 57 ACR\* machines
- Customer alerts for each incorrect PIN entry & Green PIN facility 24/7 for OIN change
- Empowering customers to block/unblock debit card & set transaction limits through ATMs
- 12 regional languages



### Web/ Tablet Based Origination

- Liability customer acquisition from anywhere using website
- Tablet-based customer acquisition for loan products
- Chatbot Aria to improve user experience
- Door-step service; faster, easier, better TAT



### Phone

- 24x7 phone banking helpline
- Loan on Phone for existing Microbanking customers
- Phone Banking Supported in 13 Languages
- Missed call and SMS banking services



### Mobile App

- Nine languages option - English, Hindi, Kannada, Tamil, Bengali, Marathi, Gujarati, Punjabi and Odiya.
- Implemented Device Binding for both android and iOS users for making app usage more safe and secure
- Hello Ujjivan went live on Google Playstore for Android users in Nov'22
- One of the best mobile banking app that will navigate the customer through voice, visuals and available in vernacular languages to aid unserved and underserved customer segments on digital platform
- More details in our digital section

\* Automated Cash Recycler



# STRONG INDEPENDENT BOARD (1 / 2)

Name	Education	Experience
<b>Ittira Davis</b> <i>Managing Director and CEO</i>	PGDM, Indian Institute of Management, Ahmedabad	International banker with 40+ years of banking experience having worked extensively in the Middle East and Europe. Was previously associated with Europe Arab Bank, Citibank in India and the Arab Bank Group in the Middle East. Joined Ujjivan in Mar'15 to manage the transition to an SFB. He was MD & CEO of UFSL for Jul'18 -Mar'21
<b>Banavar Anantharamaiah Prabhakar</b> <i>Chairman and Independent Director</i>	Commerce graduate, University of Mysore, Chartered Accountant.	Retired as Chairman and Managing Director of Andhra Bank after serving various Banks for about 37 years. Prior to that he served as the Executive Director of Bank of India for a period over 3 years, He also worked abroad for about eight years in two stints at Zambia and U.K. He was the Chief Executive of Bank of Baroda UK Operations.
<b>Samit Kumar Ghosh</b> <i>Non-Executive Director</i>	MBA, Wharton School of Business, University of Pennsylvania.	Founder of UFSL and served as its MD & CEO. He retired as MD and CEO of Ujjivan SFB on November 30, 2019. He is a Career banker with over 30 years of experience in India & overseas.
<b>Rajni Mishra</b> <i>Independent Director</i>	M.Com (Gold Medallist), MS University, Vadodara	Career banker for nearly four decades with SBI as well as its associate banks. Handled varied assignments and diverse portfolios, gained exposure in risk management, branch administration, corporate credit, forex treasury etc. She was the chairperson and Independent Director of NCL Buildtek limited, Hyderabad
<b>Ravichandran Venkataraman</b> <i>Independent Director</i>	Qualified FCCA (UK), ACMA (UK), Program for CFOs with Wharton Business School	A global leader with a track record spanning 30+ years having worked in India, London and Bahrain. He brings a strong business background and having worked with top Business Leaders in over 100 countries. He is the Chairperson of eVidyaloka Trust, a not-for-profit social enterprise into remote education for rural children in India. Previously, he has worked with HP's Global Business Services, Hewlett Packard, ANZ Bank's and Bank Muscat.



# STRONG INDEPENDENT BOARD (2/2)

Name		Education	Experience
<b>Rajesh Kumar Jogi</b> <i>Independent Director</i>		Bachelor of Arts (Economics), Fellow member ICAI, Advanced Management Program from Harvard Business School	Rich work experience of 27 years in Banking industry with a focus on risk management. Previously was associated with Natwest Group (erstwhile RBS Group) and was Chief Risk Officer, India of the Royal Bank of Scotland and subsequently the Country Head of Risk, India for the Group
<b>Sudha Suresh</b> <i>Independent Director</i>		B.Com (Honors) C.A., Grad ICWA, CS	Finance professional with a rich experience of over two decades in various organizations & a decade as practicing chartered accountant. She is the founding partner of S. Rao & Associates, Chartered Accountants, Bangalore and founder of Mani Capital. She was the MD & CEO (2017-18) and Chief Financial Officer (2008-17) of UFSL
<b>Satyaki Rastogi</b> <i>Non-Executive Director</i>	<i>Nominee</i>	Engineering graduate, NIT Kozhikode	Serves as General Manager and Regional Head at Bengaluru office of SIDBI
<b>PN Raghunath</b> <i>Additional Director Nominated by RBI</i>	<i>Director-</i>	MBA (Banking & Finance), Diploma in International Banking & Finance, Diploma in Business Finance	Heads the foreign exchange department of the Reserve Bank of India, Bengaluru Office. He has experience in the areas of Public Accounts, Public Debt Management, Foreign exchange management and Data Centre of the Reserve Bank. Before joining the Reserve Bank of India, he worked as an officer in State Bank of Hyderabad for three and half years
<b>Anita Ramachandran</b> <i>Independent Director</i>		MBA from Jamnalal Bajaj Institute	HR expert with over 40 years of experience as a management consultant. Began her career with AF Ferguson & Co and has worked in a wide range of areas. Founded Cerebrus Consultants in 1995 to focus on HR advisory services, including Organisation transformation. Has been an Independent Director on various Boards for the last 20 years.



# EXPERIENCED MANAGEMENT TEAM (1 / 2)

Name & Designation	Prior association	Education
<b>Ittira Davis</b> <i>MD &amp; Chief Executive Officer</i>	UFSL, Europe Arab Bank, Arab Bank, Citi Bank, Bank of America	<ul style="list-style-type: none"> <li>MBA, IIM Ahmedabad</li> <li>B.Com, St. Joseph College of Commerce, Bangalore</li> </ul>
<b>Carol Furtado</b> <i>Chief Business Officer (CBO)</i>	UFSL, ANZ Grindlays Bank and Bank Muscat	<ul style="list-style-type: none"> <li>B.Sc, Bangalore University</li> <li>PGDM, Mount Carmel Institute</li> </ul>
<b>Martin Pampilly</b> <i>Chief Operating Officer (COO)</i>	UFSL, ANZ Grindlays Bank, Bank Muscat and Centurion Bank of Punjab	<ul style="list-style-type: none"> <li>B.Sc. Computer Science, University of Bangalore</li> </ul>
<b>Arunava Banerjee</b> <i>Chief Risk Officer (CRO)</i>	State Bank of India, Standard Chartered Bank and Bahraini Saudi Bank	<ul style="list-style-type: none"> <li>MA Economics, Calcutta University</li> <li>Associate of the Indian Institute of Bankers</li> </ul>
<b>Ashish Goel</b> <i>Chief Credit Officer</i>	ICICI Bank, Marico Industries, Godrej & Boyce	<ul style="list-style-type: none"> <li>PGDM (Marketing &amp; Finance), XIM, Bhubaneswar</li> <li>B.Tech (Mechanical Engineering), Kurukshetra</li> </ul>
<b>M D Ramesh Murty</b> <i>Chief Financial Officer</i>	Karur Vysya Bank, Commercial Bank International, Mashreq Bank, ANZ Grindlays Bank	<ul style="list-style-type: none"> <li>Chartered Accountant, ICAI</li> <li>General Management Program, Harvard Business School</li> </ul>
<b>Ashwin Khorana</b> <i>Chief Information Officer</i>	ING Vyasa Bank (Now Kotak Mahindra Bank), Jana SFB, Standard Chartered Bank	<ul style="list-style-type: none"> <li>Advance Management Program, IIMB</li> </ul>
<b>Brajesh Joseph Cherian</b> <i>Chief Compliance Officer</i>	The South Indian Bank, Axis Bank	<ul style="list-style-type: none"> <li>MBA in Finance, Sikkim Manipal University</li> <li>B.Pharm, Dr. M.G.R. Medical University</li> </ul>
<b>Chandralekha Chaudhuri</b> <i>Head – Human Resources</i>	UFSL	<ul style="list-style-type: none"> <li>BBA, LLB – Symbiosis School of law</li> <li>PGCHRM -HR, XLRI</li> </ul>



# EXPERIENCED MANAGEMENT TEAM (1 / 2)

Name & Designation	Prior association	Education
<b>Vibhas Chandra</b> <i>Business Head of MicroBanking</i>	UFSL	<ul style="list-style-type: none"><li>PGDBM (Rural Management), XIM, Bhubaneswar</li></ul>
<b>Sumit Thomas</b> <i>Head of Branch Banking</i>	ING Vysya Bank (Now Kotak Mahindra Bank), HDFC Bank	<ul style="list-style-type: none"><li>Ex-PGDM, Symbiosis Institute of Management Studies</li></ul>
<b>Sriram Srinivasan</b> <i>Chief – Digital Officer</i>	Citibank, Standard Chartered Bank, HSBC, Digital14	<ul style="list-style-type: none"><li>PGDM – IIM, Bangalore</li><li>BE (Hons) in EEE – BITS, Pilani</li></ul>
<b>Parmeet Singh Grover</b> <i>Chief Vigilance Officer</i>	Page Point Services, ZIP Telecom, ICICI Bank, Yes Bank Ltd.	<ul style="list-style-type: none"><li>Master of Management Studies – MMS</li></ul>
<b>Sanjeev Barnwal</b> <i>Company Secretary &amp; Head of Regulatory Framework</i>	UFSL, SBEC Sugar Ltd, Elite Stock Management Ltd., CMC Ltd, SMC Capital Ltd,	<ul style="list-style-type: none"><li>Company Secretary from the Institute of Company Secretaries of India</li></ul>
<b>Premkumar G</b> <i>Head of Admin, Infrastructure and Social Services</i>	UFSL, Paul D Souza & Associates, One World Hospital	<ul style="list-style-type: none"><li>Bachelor of Commerce</li></ul>
<b>Rajeev Padmanabh Pawar</b> <i>Head Of Treasury</i>	Growmore Research, Kotak Mahindra, Daewoo Securities, American Express, Standard Chart., Edelweiss	<ul style="list-style-type: none"><li>Master of Business Administration</li></ul>
<b>Sathyananda S Prabhu</b> <i>Head Of Audit</i>	Canara Bank, Auditime Information System, Laxmi Vilas Bank, Equitas SFB.	<ul style="list-style-type: none"><li>Master of Financial Management - MFM</li></ul>



# 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 bank 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

## STRONG DISTRIBUTION & COLLECTION NETWORK

- Use right combination of physical and digital channels and partnerships to expand reach, banking outlets and infrastructure
- Build a dynamic and strong collection network
- Strengthen alternate delivery channels and encourage customers to move towards a cashless environment

05

## CONTINUE FOCUS ON IMPROVING FINANCIAL AND DIGITAL 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 treasury income, bancassurance, fee and processing charges
- Introduce new products and services and focus on cross-selling to existing customers



# Annexures



# AWARDS & ACCOLADES



**Cyber Security Excellence Awards 2022**  
Best Initiative for Threat Management-Bank



**Cyber Security Excellence Awards 2022**  
Best Cybersecurity Initiative- Banking



**Technology Excellence Awards 2022 (Bengaluru Edition)**  
Cybersecurity Innovation of the year (Banking)



**CX Excellence Awards 2022:**  
Best Customer Engagement strategy



**BFSI Technology Excellence Awards 2022**  
Best Security Initiatives Banking



**Mother Teresa Award:** For corporate citizen of the year For 2021.



**IBA - Banking Technology Award 2021**  
Best IT Risk & Cyber Security Initiatives (amongst SFB / Payments Bank)

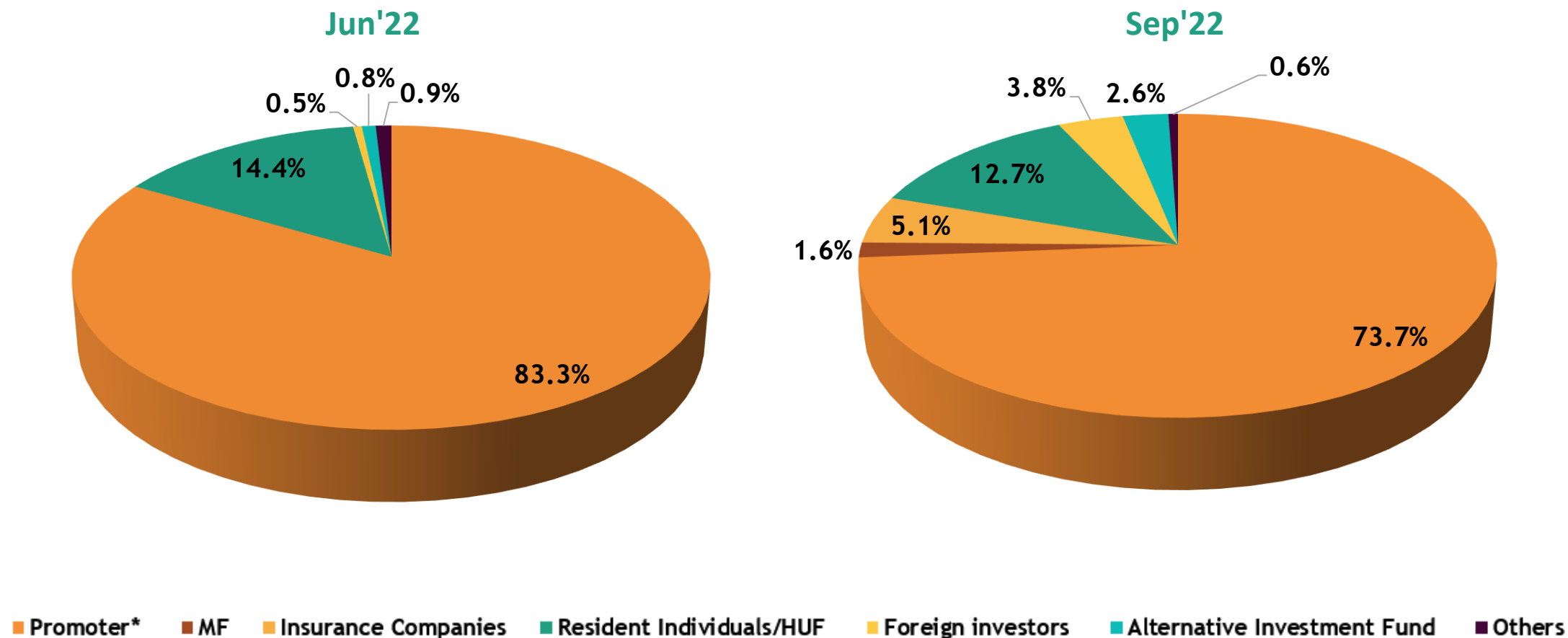


**Great Place To Work® Institute:** Ranked 11th among 'India's Best Companies to Work For 2021. Certified by GPTW for 12<sup>th</sup> consecutive year

# SHAREHOLDING PATTERN



Raised ₹ 475 Cr via fresh equity issuance; complying with Minimum Public Shareholding requirement



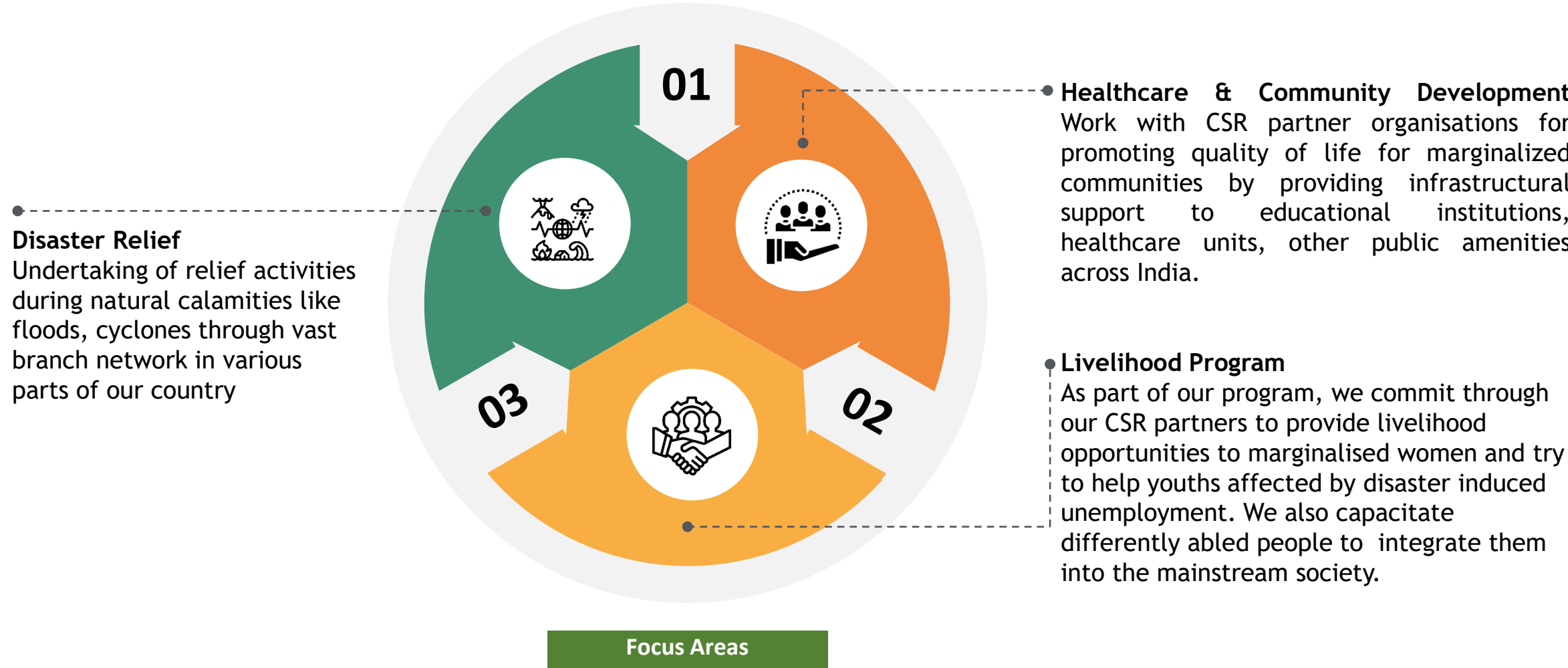
\*Promoter is Ujjivan Financial Services Ltd which is a Core Investment Company and listed on NSE/ BSE

# UJJIVAN: SUSTAINABLE & INCLUSIVE GROWTH PHILOSOPHY



## Our CSR Approach

We constantly strive to ensure strong corporate culture which emphasizes on integrating CSR values with business objectives. We work with communities in navigating the unprecedented challenges primarily focused on healthcare, disaster relief, Covid relief, livelihood for specially abled people, education, and community infrastructure development.



# HIGHLIGHTS



Under skilling and livelihood generation programs total 350 candidates will be trained. As on Q2, a total of 193 candidates have completed the training and 50 women are presently undergoing training.



As on Q2, a total of 99 candidates have been successfully placed through the training programs by our partners Cheshire Disability Trust and Divya Nur Foundation. Average income for the placed candidates is approx. ₹ 12,000.



Our initiative “Sustainable livelihood generation for women”, a total of 50 women are being trained. Anticipated average income of these women is ₹ 9,000.



Through our flagship program “Chote Kadam project”, over 6.21 Lakh community members were benefitted through the projects delivered.



Under Disaster relief, Ujjivan organised health camp in Kamrup and Nagaon districts benefitting 500+ flood affected beneficiaries in association with MFIN



*Training of women at SAVERA Society*



*Youth training by Divya Nur*



*PHC renovation at Melinakuruvalli*



*Orphanage Development at Uttarahalli*

# HIGHLIGHTS



States and UTs Covered

12



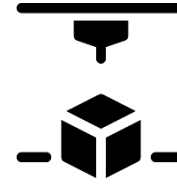
Total community members benefitted

6,21,000



Women undergoing training

50



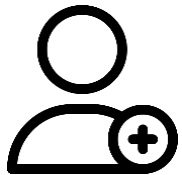
Plastic Compactor installed

1



People benefitted under health camp

500



Beneficiaries to be trained

350



Total Trained Candidates

193



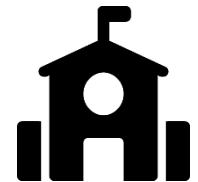
Healthcare facilities renovated

14



Total Placed Candidates

99



Schools Renovated

2



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# THANK YOU

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**For Investor Queries:**

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