

# Q3 FY22 PRESENTATION

FEBRUARY 2022





# DISCLAIMER

---

- This presentation has been prepared by Ujjivan Small Finance Bank Limited (the “Bank”) solely for information purposes, without regard to any specific objectives, financial situations or informational needs of any particular person. All information contained has been prepared solely by the Bank.
- No information contained herein has been independently verified by anyone else. This presentation may not be copied, distributed, redistributed or disseminated, directly or indirectly, in any manner.
- This presentation does not constitute an offer or invitation, directly or indirectly, to purchase or subscribe for any securities of the Bank by any person in any jurisdiction, including India and the United States. No part of it should form the basis of or be relied upon in connection with any investment decision or any contract or commitment to purchase or subscribe for any securities. Any person placing reliance on the information contained in this presentation or any other communication by the Bank does so at his or her own risk and the Bank shall not be liable for any loss or damage caused pursuant to any act or omission based on or in reliance upon the information contained herein.
- No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained in this presentation. Such information and opinions are in all events not current after the date of this presentation. Further, past performance is not necessarily indicative of future results.
- This presentation is not a complete description of the Bank. This presentation may contain statements that constitute forward-looking statements. All forward looking statements are subject to risks, uncertainties and assumptions that could cause actual results to differ materially from those contemplated by the relevant forward-looking statement. Important factors that could cause actual results to differ materially include, among others, future changes or developments in the Bank’s business, its competitive environment and political, economic, legal and social conditions. Given these risks, uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward-looking statements. The Bank disclaims any obligation to update these forward-looking statements to reflect future events or developments.
- Except as otherwise noted, all of the information contained herein is indicative and is based on management information, current plans and estimates in the form as it has been disclosed in this presentation. Any opinion, estimate or projection herein constitutes a judgment as of the date of this presentation and there can be no assurance that future results or events will be consistent with any such opinion, estimate or projection. The Bank may alter, modify or otherwise change in any manner the content of this presentation, without obligation to notify any person of such change or changes. The accuracy of this presentation is not guaranteed, it may be incomplete or condensed and it may not contain all material information concerning the Bank.
- This presentation is not intended to be an offer document or a prospectus under the Companies Act, 2013 and Rules made thereafter , as amended, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009, as amended or any other applicable law.
- 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



Business Overview



Financials



Ujjivan - Building a Mass Market Bank





# Performance Highlights

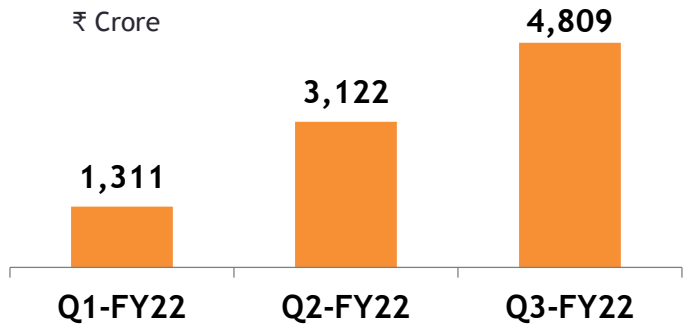


# 100-DAY PLAN ON RIGHT TRACK

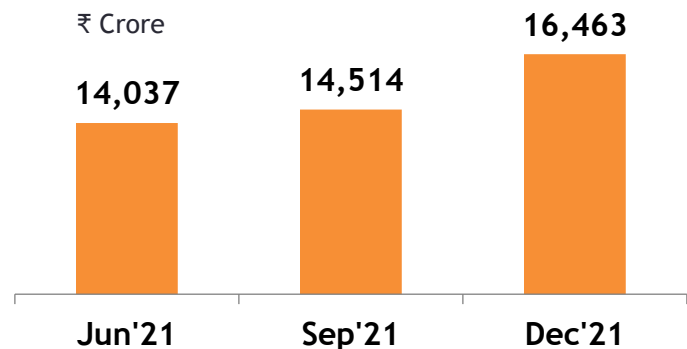
1

Re-building business volumes

Highest ever disbursement



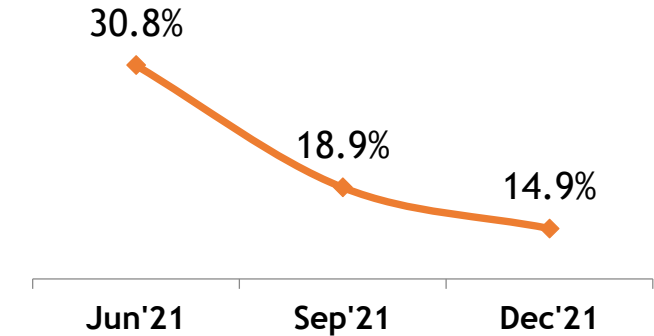
Gross advances



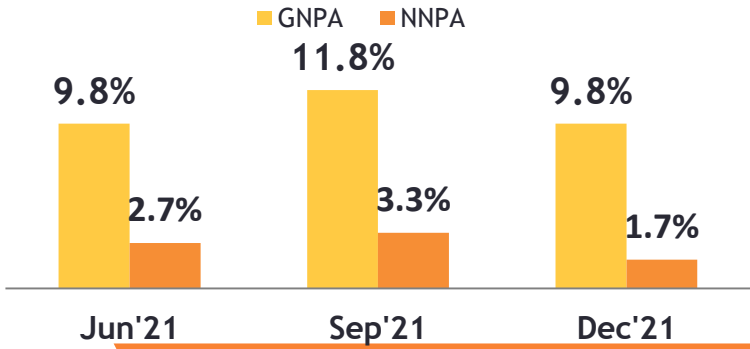
2

Significant improvement in asset quality

Reduced Portfolio at Risk



Lower GNPA & NNPA



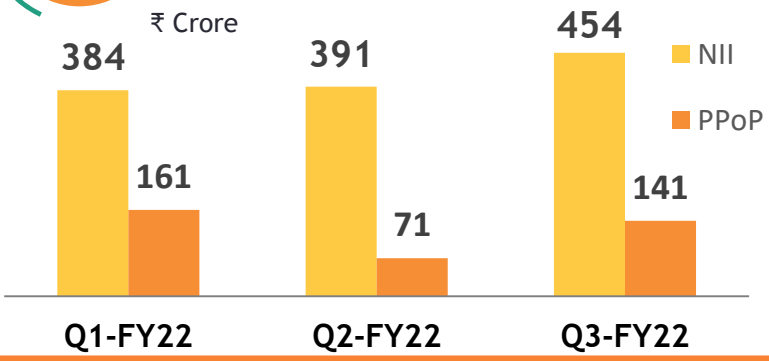
3

Leadership team strengthened

- MD & CEO: Mr. Ittira Davis
- Chief Information Officer: Mr. Ashwin Khorana
- Chief Digital Officer: Mr. Sriram Srinivasan
- Chief Financial Officer: Mr. Ramesh Murthy; to join in Mar'22
- Head Regulatory Framework: Mr. Sanjeev Barnwal; to join w.e.f. 15 Feb'22
- Head of Internal Audit: To join in Apr'22

4

Improving profitability





# Q3 FY22 KEY HIGHLIGHTS

## Disbursements

Highest ever quarterly disbursements at ₹ 4,809 Cr, up 120% Y-o-Y; up 54% Q-o-Q

## Collections

Collection efficiency at 97% in Dec'21 reaching pre-covid levels  
Collection efficiency excluding GNPA is 99%

## Liabilities

Strengthening retail franchise : Retail deposits up 50% Y-o-Y; CASA up 100% Y-o-Y  
Total deposit at ₹ 15,563 Cr up 34% Y-o-Y | 2.1 lakh new customers acquired in Q3

## Diversification

Non MicroBanking at 33% (27% in Dec-20); Secured at 31% (25% in Dec-20)

## Asset Quality

GNPA / NNPA reduced to 9.8% / 1.7% from 11.8% / 3.3% as of Sep'21

## Provisioning

Provision book coverage at 9.4% with PCR at 84%; including floating provision of ₹ 250 Cr

## Financials

NII at ₹ 454 Cr | NIM at 9.1% | PPOP at ₹ 141 Cr | PAT at ₹ (34) Cr vs (₹ 279 Cr) Y-o-Y

## Capital

19.1% capital adequacy with tier-1 at 17.7% as on 31<sup>st</sup> Dec'21 | LCR at 138.6% as on Dec'21



# UJJIVAN - TOUCHING LIVES

On 7<sup>th</sup> Sep'21, launched an initiative to focus on vaccination drives for customers and their families; promoted mass vaccination through the branches under "SANJEEVANI KAVACH"



[Click here](#) for news article

Total Beneficiaries  
Vaccinated

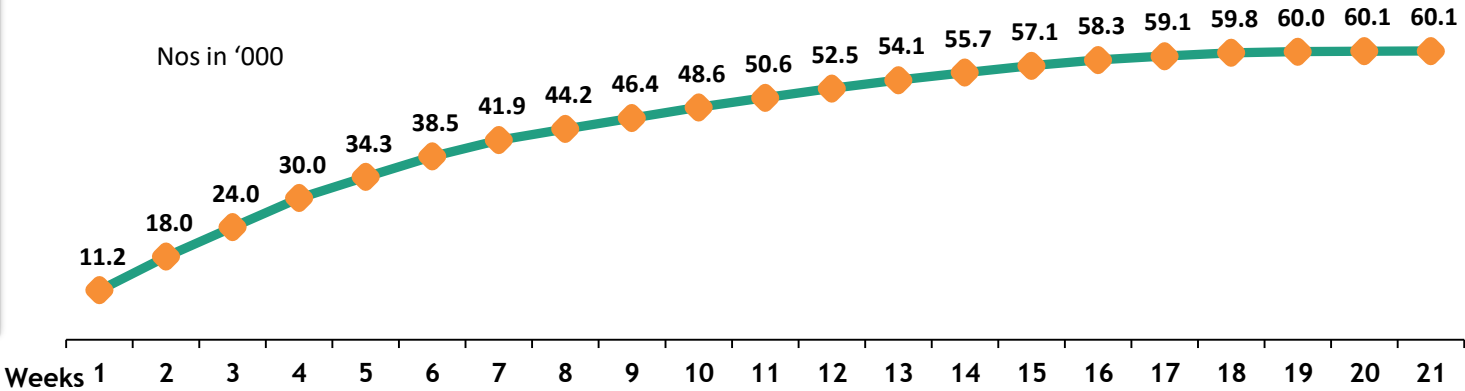
60,147

Branches conducting  
vaccination camps

464

## Weekly vaccination trend

Vaccinated over 60,000 beneficiaries over a period of 5 months





# KEY HIGHLIGHTS

<b>Gross Advances</b> <b>₹ 16,463 cr</b> <i>Up 21% yoy</i> <i>Dec'20: ₹ 13,638 cr</i>	<b>Disbursements</b> <b>₹ 4,809 cr</b> <i>Up 120% yoy</i> <i>Q3-FY21: ₹ 2,184 cr</i>	<b>Total Deposits</b> <b>₹ 15,563 cr</b> <i>Up 34% yoy</i> <i>Dec'20: ₹ 11,617 cr</i>	<b>Retail Deposits</b> <b>₹ 8,324 cr (53%*)</b> <i>Up 50% yoy</i> <i>Dec'20: ₹ 5,563 cr / 48%</i>	<b>CRAR</b> <b>19.1%</b> <i>Dec'20: 26.9%</i>	<b>Customer Base<sup>^</sup></b> <b>62.1 lakh customers</b> <b>37.6 lakh borrowers</b>
<b>GNPA</b> <b>9.8%</b> <i>Sep'21: 11.8%</i> <i>Dec'20: 4.8%**</i>	<b>NNPA</b> <b>1.7%</b> <i>Sep'21: 3.3%</i> <i>Dec'20: 2.05%**</i>	<b>NII</b> <b>₹ 454 cr</b> <i>Up 5% yoy</i> <i>Q3-FY21: ₹ 432 cr</i>	<b>NIM</b> <b>9.1%</b> <i>Q3-FY21: 9.7%</i>	<b>PPoP</b> <b>₹ 141 cr</b> <i>Down 30% yoy</i> <i>Q3-FY21: ₹ 201<sup>1</sup> cr</i>	<b>Employees</b> <b>16,896</b> <i>Dec'20 : 16,733</i>

Note: \* Retail Deposit as a % of Total Deposit

\*\* Stated as Proforma number; Reported GNPA/NNPA for Q3-FY21 was 1.0%/0.05% respectively

NII: Net Interest Income

NIM: Net Interest Margin

PPoP: Pre-Provisioning Operating Profit

<sup>^</sup> Dec'20 - 56.6 lakh customers/ 40.2 lakh borrowers

<sup>1</sup> Includes ₹ 41 crore of one-time OMO income in Q3FY21





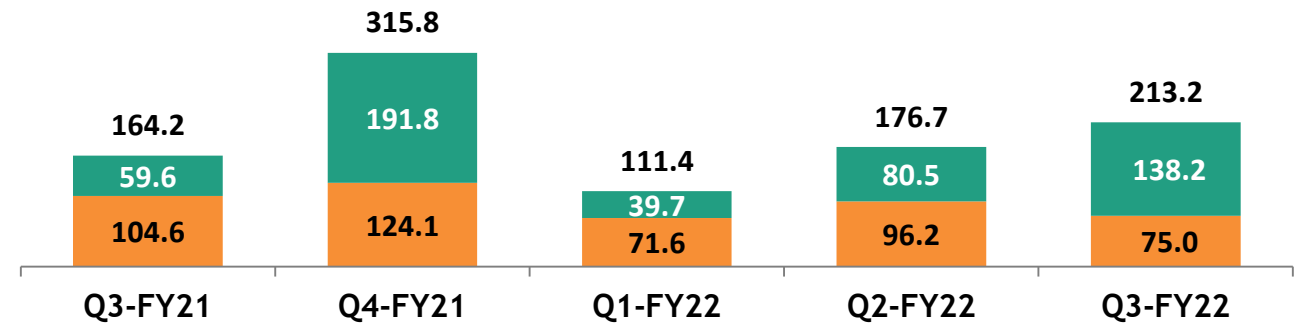
# STRENGTHENING RETAIL LIABILITY FRANCHISE

- **Total deposits grew 34% Y-o-Y to ₹ 15,563 Cr**
- **Retail deposits grew 50% Y-o-Y; contributing to 53% of total deposits in Dec'21 vs 48% in Dec'20**
- **CASA deposits grew 100% Y-o-Y; 26.5% as of Dec'21**
  - **Retail Branch banking CASA grew 151% Y-o-Y; contributes 74% to total CASA**
- **Focus on value-add products to drive average balances**
  - Average balance for Retail Branch Banking SA moved to ₹ 24k from ₹ 12k Y-o-Y
  - Average balance of new SA acquisition by retail branch banking in Q3-FY22 is ₹ 51k vs ₹ 15k in Q3-FY21
  - Ex-salary, average balance for Retail Branch Banking SA now at ₹ 27K (₹ 69k for Q3 acquisition)

## Retail branch banking driving customer acquisition

Nos in '000

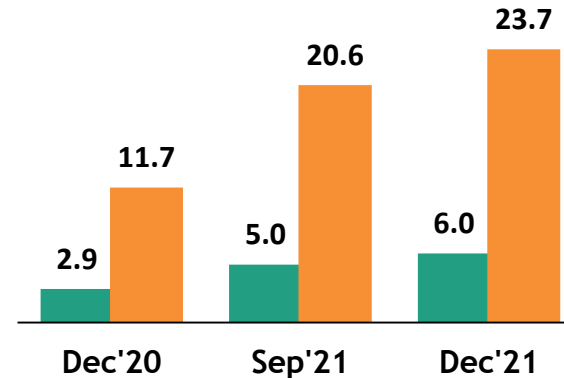
■ Retail branch banking ■ Others



## Improving SA ticket size

₹ '000

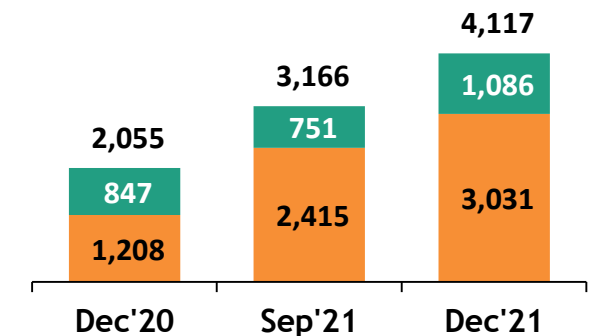
■ Overall ■ Retail Branch Banking



## CASA: Strong growth

₹ Crore

■ Retail Branch banking ■ Others





# ASSETS UPDATE (1 / 2)

## MicroBanking

- **Collections:**
  - Healthy collections powered by on-ground efforts, technology and effective data analytics - 98% in Dec'21 vs. 95% in Sep'21
  - Enhanced focus on collections from delinquent account to reduce PAR flow
  - Collections improving across geographies while Assam continues to lag
- **Disbursement**
  - Q3-FY22 disbursements at ₹ 3,690 Cr, up 123% Y-o-Y, up 69% Q-o-Q; ₹ 30 Cr disbursed under ECLGS scheme
  - Pre-approved loans - 21,189 loans disbursed worth ₹ 125 Cr
  - Improving staff productivity resulting in higher new customer acquisition - 1.16 lakh in Q3-FY22 vs. 43.8k in Q2-FY22
  - 84% loans to existing customers as a measure to provide liquidity support
- **Digital collections**
  - Expanding reach via scale-up of existing channels & addition of new channels through Fintech, payments bank, money mitra outlets
  - Q3-FY22 cashless collections at 17%; additionally 37% of the repayment supported by payments bank and CMS
- **New Initiatives**
  - **New Products** - Micro LAP launched currently available in select branches, targeted to scale up by Q1-FY23
  - **WIP** - Ujjivan Pay QR solution for HHD\*; Voice Video Vernacular application (mobile app for MB customers); geo-tagging of customers

## Affordable Housing

- **Collection efficiency:** strategizing business process along with legal process to enhance collection
  - 94% in Dec'21 vs. 94% in Sep'21
- **Disbursements** at ₹ 349 Cr in Q3-FY22 vs ₹ 298 Cr in Q2-FY22 vs ₹ 209 Cr in Q3-FY21
  - Leveraging our geographical presence and focused to improve productivity levels
  - Process Improvement - Digitizing service deliverables and centralized processing to enhance cost efficiencies



# ASSETS UPDATE (2/2)

## MSE

- **Collection efficiency** - 86% in Dec'21 vs. 86% in Sep'21; recoveries supported by legal is being expedited and will be key focus area for the next quarter as well
- **Disbursements at ₹ 340 Cr** vs ₹ 329 Cr in Q2-FY22; ₹ 136 Cr in Q3-FY21
  - Fintech disbursements at ₹ 121 Cr in Q3-FY22 vs ₹ 161 Cr in Q2-FY22; CGTMSE scheme launched in Q3-FY22 - ₹ 71 Cr disbursed till date
  - Focused on Semi-formal and Formal segment customers for growth

## Personal Loans

- **Collection efficiency** - 88% in Dec'21 vs. 88% in Sep'21
- **Disbursements at ₹ 61 Cr** vs ₹ 43 Cr in Q2-FY22 & ₹ 30 Cr in Q3-FY21
- **New Products** - Balance transfer product launched; Top-up loans to be launched in Q4-FY22 to enhance product proposition

## Vehicle Finance

- **Collection efficiency** - 91% in Dec'21 vs. 91% in Sep'21
- **Disbursements at ₹ 44 Cr** vs ₹ 37 Cr in Q2-FY22 & ₹ 21 Cr in Q3-FY21
- Pre-approved program for Two Wheeler Loans to be launched in Q4-FY22; Pilot initiated for used car loans
- Focused alliances in development stage which will lead to growth

## FIG Lending

- **Collection efficiency** - 100% maintained for the quarter
- **Disbursements at ₹ 250 Cr** vs ₹ 150 Cr in Q2-FY22, ₹ 105 Cr in Q3-FY21; aided by new client acquisition
- Healthy client base - Continued focus on A & AA rated NBFC with secured lending business and high ticket sizes
- **New Products** - Launched CC/OD products in Oct'21; WCDL\* expected to be launched by Q4-FY22



# Successfully driving digital journey



# LEADER IN ADOPTING TECHNOLOGY (PRE-BANK)

First in the Industry - Door-step Loan Processing through **Phygital** Journey (Hand Held Devices to staff)

## Initial phase of digitisation

### Document Management System (DMS)



Scanned document flow and storage was implemented for quicker application movement and reduced TAT for loan processing and credit decision making

## Sourcing

### GLOW & ILOS (Group Loan & Individual Loan Sourcing)

Digital Loan Sourcing were implemented and 100% sourcing was through front end Application on Hand-held device Digital sourcing for Individual Loans was first in the Industry

## Collections

### Trucell (Collection)



Centre Meeting collections were digitised with Trucell application. This was enabled with Group and Centre Posting for enhanced collection efficiency in field

### IC4 (Collection)



A dedicated application was available to field and collection team for Over Due cases collection. Same is now replaced with a new tool – BROD

## Automated Credit Decisioning

### BRE and Credit Decision Making

Centralised rule was implemented for straight-through loan processing Workflow based exception handling implemented in the Business Rule Engine & Credit decisioning



# DIGITAL ROADMAP SET SINCE INCEPTION OF BANK

Inception  
of Ujjivan



## Harnessing digital potential since inception

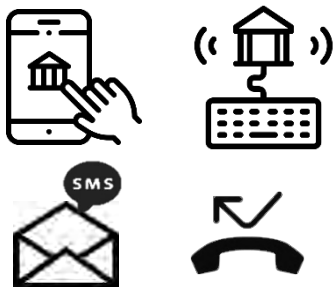
2017

2018

2019

### Operations begun with all digital channels live

- **Mobile Banking** – 1<sup>st</sup> in industry in multiple regional language
- **SMS & Missed Call Banking** – Banking for feature smartphone customers
- **Internet Banking** – For tech savvy customers



### E-KYC and Aadhaar Authentication Services

- **E-KYC** - Ujjivan Loan & Savings Account sourcing in the field was enabled with Aadhaar Based E-KYC
- **Aadhaar authentication** services were enabled for provided cash-in/cash-out and transaction services at customer door-step. Door-step banking became the first step towards providing full range of banking services to Microbanking customer base



### Building Strong Digital Banking Foundation

- Ventured into recharge & Bill Payments powered by **BBPS**
- **UPI Payments** – Providing faster payment option for customers
- **Business Net Banking** – Conceptualized BNB for corporate customers



### Fintech Tie-ups for Loan EMI payment

- Partnered with Paytm and Instamojo for Loan EMI payment collection via Digital Modes
- QR codes were implemented in the customer loan card so that they can scan & pay their loan EMI from Paytm app or Weblink of Instamojo
- Conceptualized **Digital Savings Account & Digital Fixed Deposits**





# POST-BANK DIGITIZATION ERA (2019)

Ideas conceptualized to drive the digital journey ahead

2018

2019

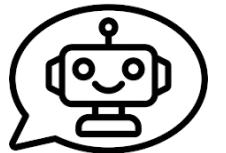
2020

## Launch of Digital Products & Services

- **Innovation Centre** - Formation of innovation center with focus on **RPA & API stack** for laying the foundation for Fintech partnership in early 2019
- **Digital Savings Account** & Industry first **Digital FD booking** journeys
- Forayed into **Business Net Banking** to cater business customers
- **Pre-approved Loans for reduced TAT** - Launched single visit, straight through, pre-defined eligibility based Repeat Loans with same day TAT

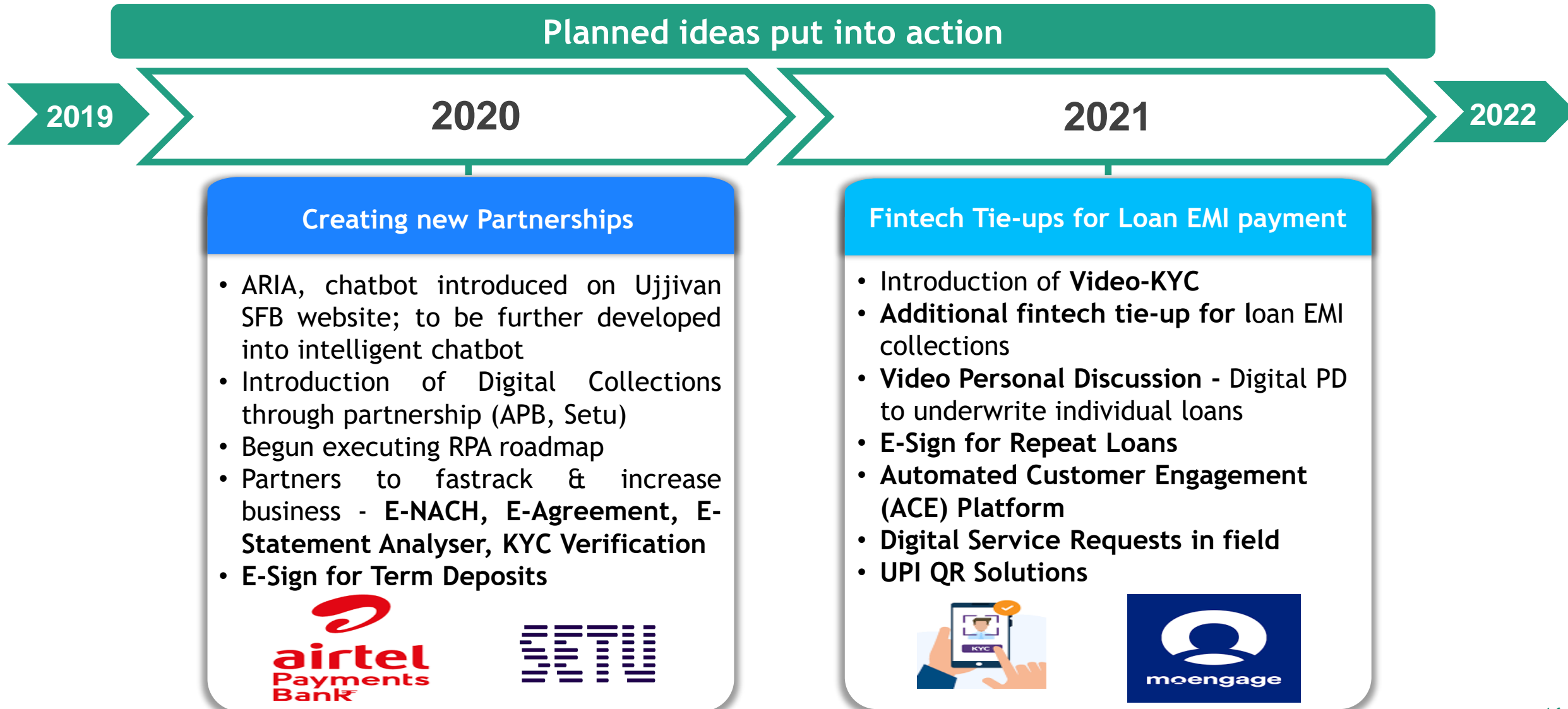
## Conceptualization of New initiatives

- **VVV (voice, video & vernacular) Mobile Application** - Conceptualized specialised mobile banking application for Microbanking customers aimed at increasing usage and digital education
- Conceptualized chatbot **ARIA** to create product leads
- Begun work on various initiatives including RPA for process automation, API banking for partnerships, digital collections, automating various customer facing processes (E-NACH, E-sign, E-Agreement etc.)





# POST-BANK DIGITIZATION ERA (2020-21)







# CONTINUING THE DIGITAL JOURNEY AHEAD



## Voice Video Vernacular (VVV) Mobile Application

An Industry first mobile banking application enabled with Voice & Video in Vernacular languages to aid semi literate customers.



## Other Initiatives

- Smart Statement – A consolidated overview of all the product holdings of a customer
- Integration of Finacle and BR.NET to recommend a better ticket size (using rule engine) for customers maintaining better balance in their Deposit accounts
- **Artificial Intelligence** - A NLP driven chat bot on website & Whatsapp for customer queries with a road map of introducing digital journeys such as - Service Requests, Transactions.

## Fintech Launchpad

Introduction of Launchpad to invite Fintechs to scale-up business

## Digital Payments

- Build API stack for partners to scale-up UPI payments
- Scaling-up business buy distributing UPI QR to small merchants
- Net Banking integration with Razorpay, PayU, Paytm.

## WhatsApp & API Banking as a channel

- To cater to customers through the channel of their convenience, bank is foraying into Whatsapp banking with a bouquet of use cases
- Revamped API banking developer portal for faster Go LIVE of partnerships.
- Multiple Fintech partnerships for sourcing Assets & Liability products



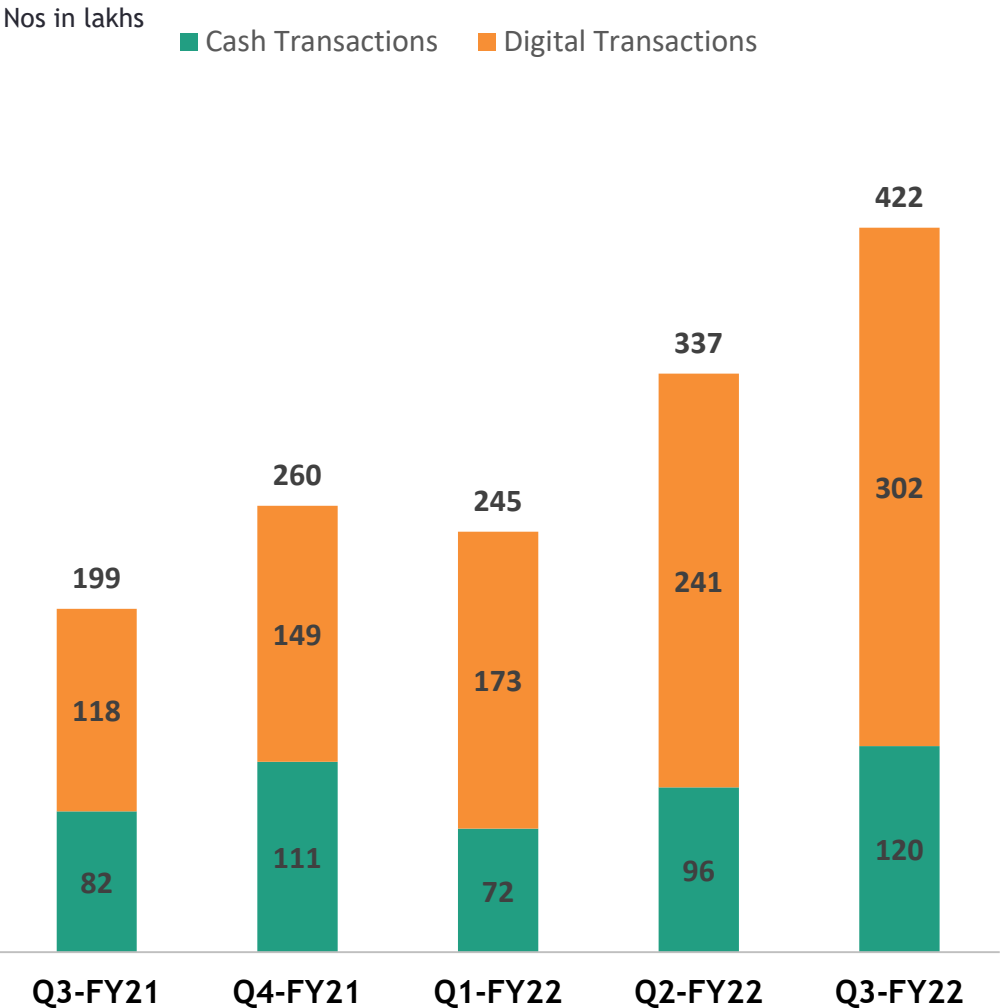


# INCREASING DIGITAL TRANSACTIONS (1/2)

## Increasing Digital Transactions\*

Nos in lakhs

■ Cash Transactions ■ Digital Transactions



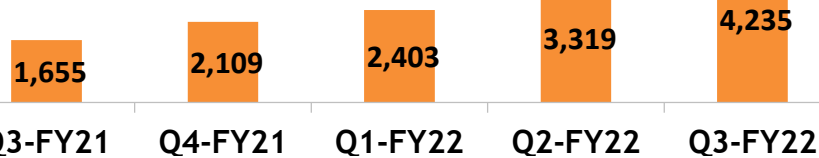
\*Basis CBS volumes    ^Active customers as of period end

## UPI Transactions

^Active Customers (in '000)

558    680    771    883    1007

₹ Crore

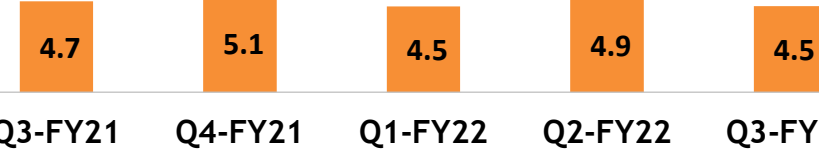


## Bill Payments

No. of Transactions (in '000s)

104    87    88    68    57

₹ Crore

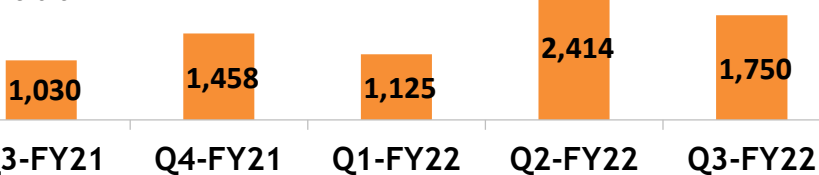


## Business Net Banking

^Active Customers

1,775    2,045    2,216    2,468    2,733

₹ Crore

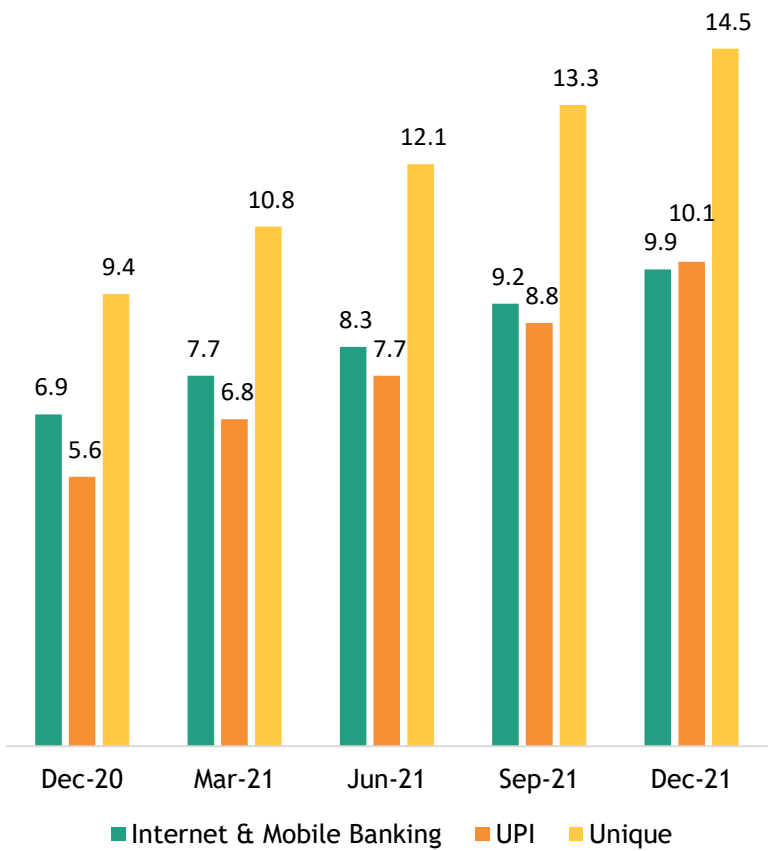




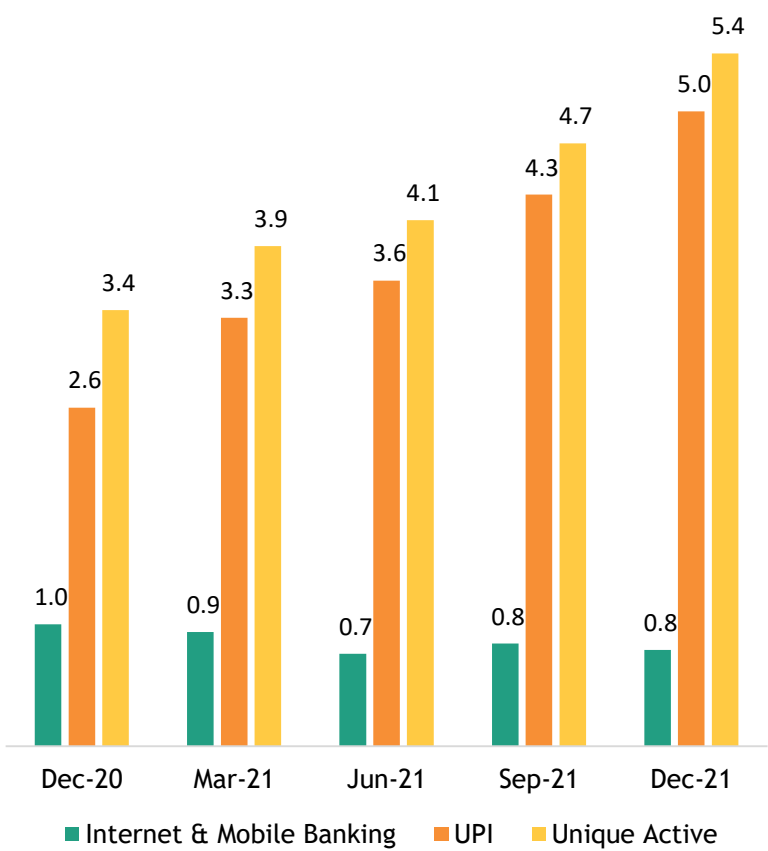
# INCREASING DIGITAL TRANSACTIONS (2/2)

Digital penetration among customers continues to show a healthy increase

Registered Customers (in lakhs)



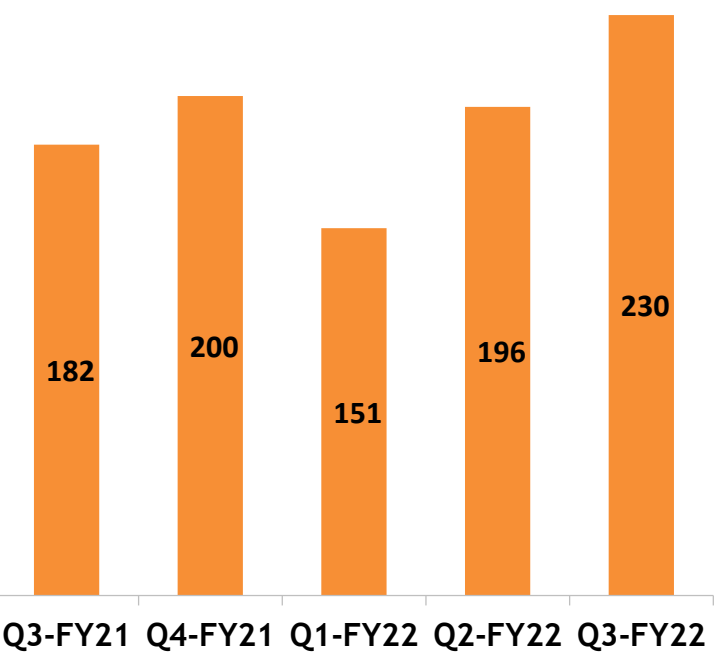
Transacting Customers (in lakhs)



POS Transactions

No. of Transaction (in box)

Value in ₹ Crore

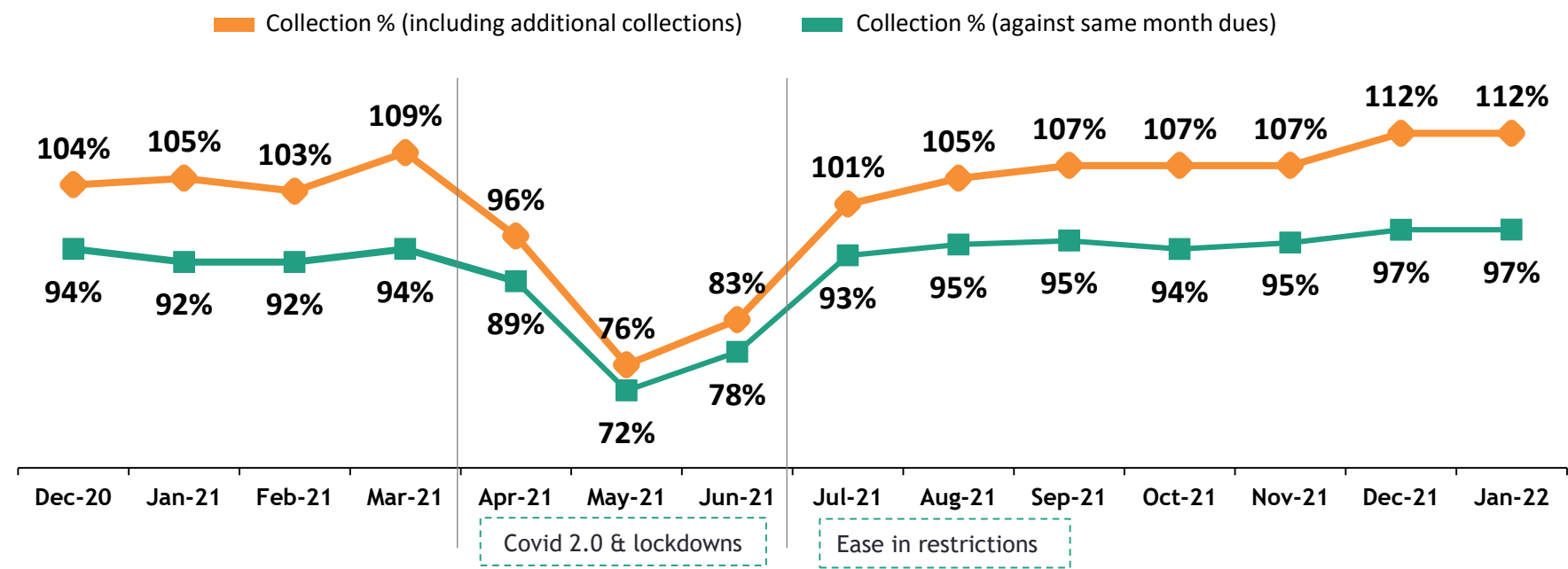




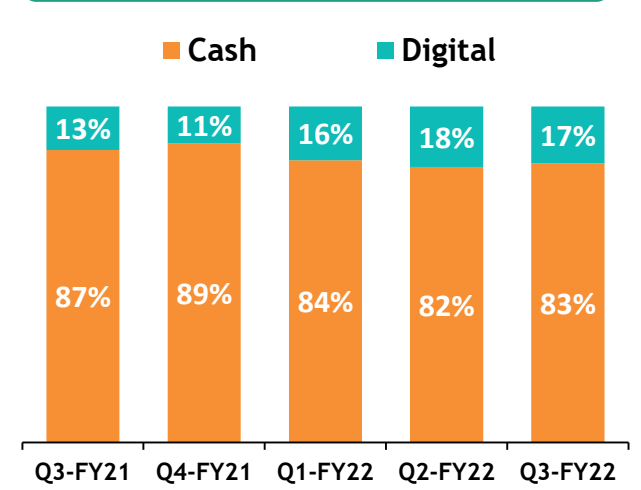
# Collections and asset quality parameters



# HEALTHY COLLECTIONS LEADING TO IMPROVED ASSET QUALITY

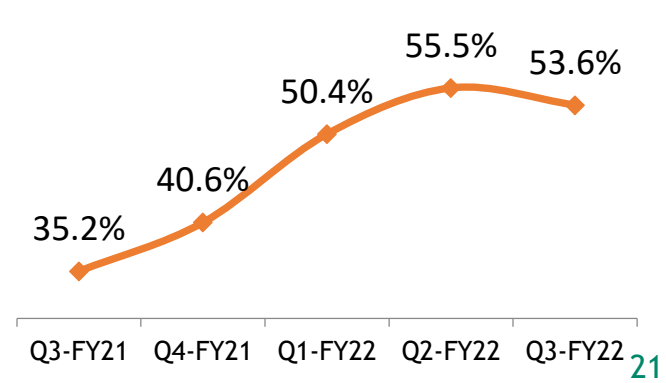


## Digital vs cash collections



- Flexible & multiple modes of collections apart from traditional centre meetings/door-to-door collections
- Expediting legal process for collections in secured book
- Digital collections helping in reducing the impact of restrictions on ground mobility and leading to better overall collections
- Expanded customer reach via strategic tie-ups with Fintech and Payment Bank
- Looking to expand customer reach/ convenience via new partnerships and Whatsapp based collection links
- Data analytics driven prediction models based on Early Warning Triggers and geo-special analysis aiding in better collections

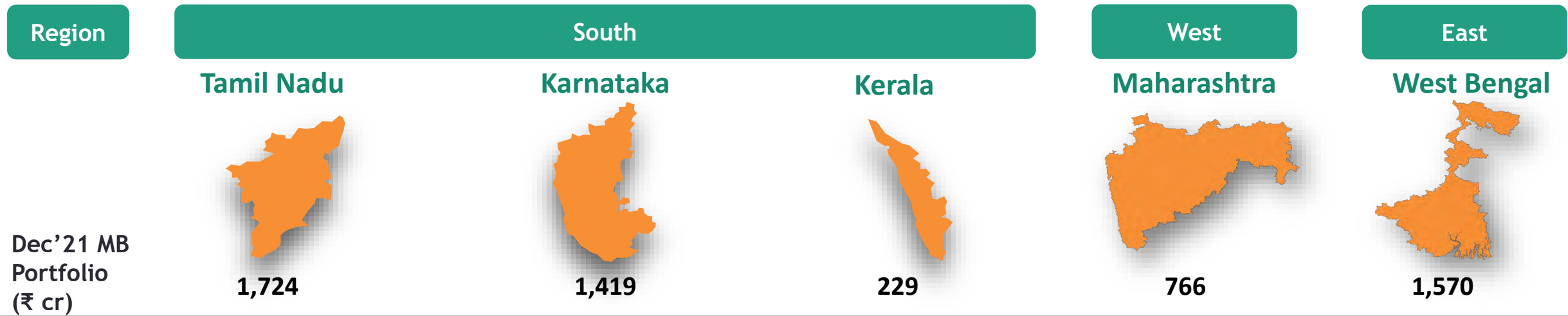
## MB Digital & Fintech collections



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



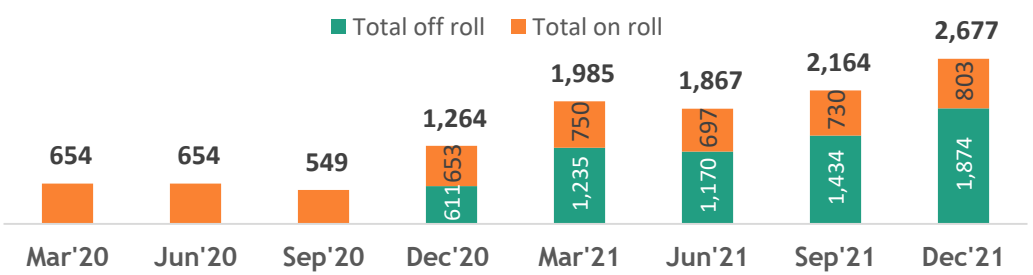
# MICROBANKING COLLECTIONS: SECULAR IMPROVEMENT



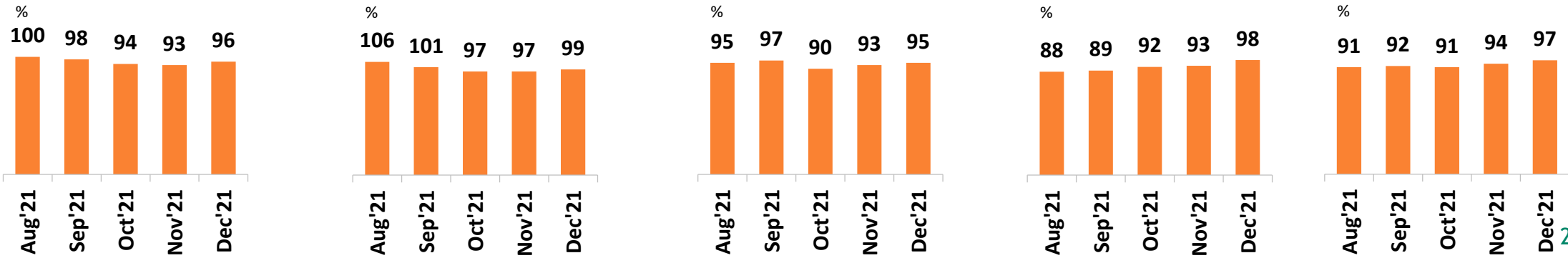
Reasons for improvement in collections

- Improved income levels led by reduced restrictions, growth in economic activities, festive demand
- Strengthened collection team; focused approach towards overdue buckets & stress pool accounts
- Consistent reduction in incremental overdues; improvement in NPA collections

Strengthened collection team (Nos.)



Collection efficiency





# COLLECTION EFFICIENCY (1/2)

₹ Crore	Aug'21				Sep'21				Oct'21			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MicroBanking	824.6	784.5	95%	60.5	829.4	792.0	95%	68.6	838.3	789.5	94%	69.1
MSE	25.7	19.8	77%	3.2	24.8	21.4	86%	1.6	25.3	21.4	85%	14.9
Affordable Housing	30.4	28.0	92%	17.6	31.2	29.2	94%	20.8	32.0	29.8	93%	38.4
Personal Loan	6.1	5.4	89%	1.4	6.3	5.6	88%	1.6	7.1	6.3	89%	1.4
Vehicle Loans	4.4	4.1	92%	0.3	4.9	4.5	91%	0.3	5.9	5.5	93%	0.3
FIG Lending	44.1	44.1	100%	-	55.8	55.8	100%	-	38.5	38.5	100%	-
Total	935.2	885.8	95%	95.3	952.7	908.5	95%	107.6	947.1	891.0	94%	124.1



# COLLECTION EFFICIENCY (2/2)

₹ Crore	Nov'21				Dec'21				Jan'22			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MicroBanking	846.2	803.2	95%	79.7	854.3	836.4	98%	94.0	869.9	844.5	97%	94.9
MSE	25.0	21.2	85%	17.8	24.6	21.2	86%	20.7	25.3	21.2	84%	19.9
Affordable Housing	33.1	30.8	93%	18.7	34.2	32.0	94%	28.0	35.3	33.0	94%	32.9
Personal Loan	7.5	6.7	89%	2.0	6.9	6.1	88%	1.5	7.8	6.9	89%	2.1
Vehicle Loans	6.0	5.5	92%	0.4	6.7	6.3	91%	0.4	7.3	6.7	92%	0.5
FIG Lending	41.4	41.4	100%	-	62.0	62.0	100%	-	44.4	44.4	100%	-
<b>Total</b>	<b>959.2</b>	<b>908.8</b>	<b>95%</b>	<b>118.6</b>	<b>988.7</b>	<b>964.0</b>	<b>97%</b>	<b>144.8</b>	<b>990.0</b>	<b>956.7</b>	<b>97%</b>	<b>150.3</b>





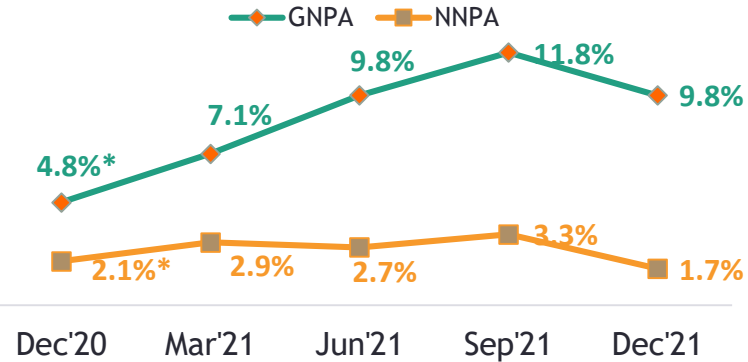
# RESTRUCTURED BOOK: STRONG COLLECTIONS, ADEQUATE PROVISION COVERAGE

₹ crores	RF 1.0	RF 2.0	Total
MicroBanking	443	680	1,123
Affordable Housing	14	24	38
MSE	12	67	79
<b>Loan Book</b>	<b>468</b>	<b>771</b>	<b>1,239</b>
PAR	414	251	665
GNPA	392	72	464
Provisions	385	165	550
Dec'21 Collection efficiency %	-	-	80%

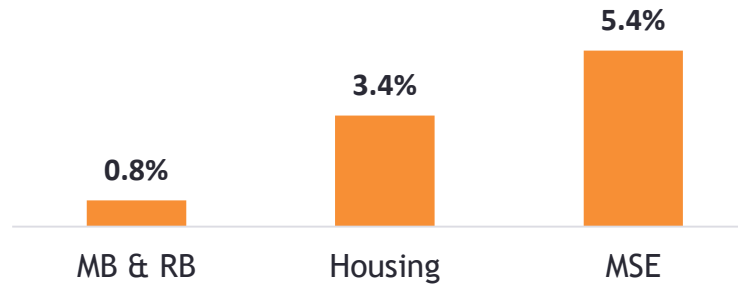


# FOCUSED TOWARDS IMPROVING ASSET QUALITY

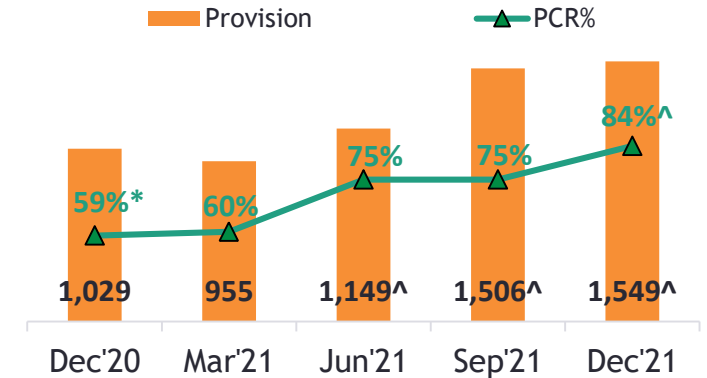
## GNPA & NNPA



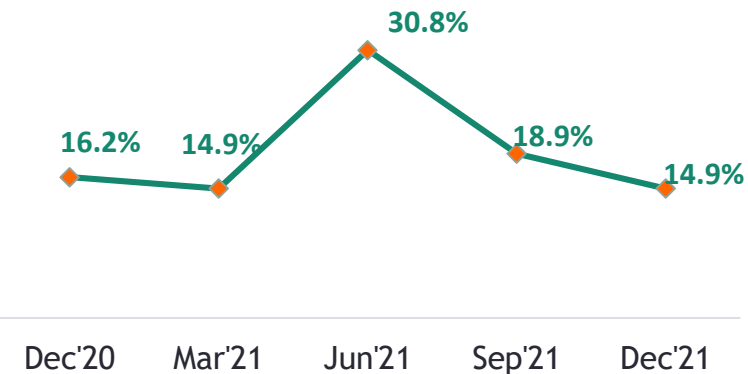
## NNPA Q3FY22 (segment wise)



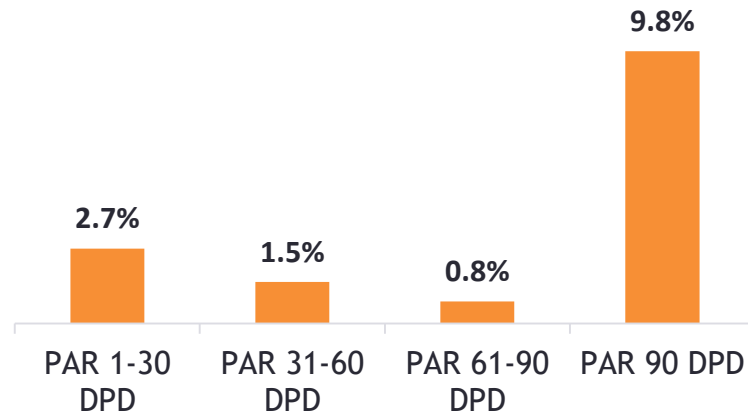
## Total Provision (₹ in crore) & Provision Coverage Ratio



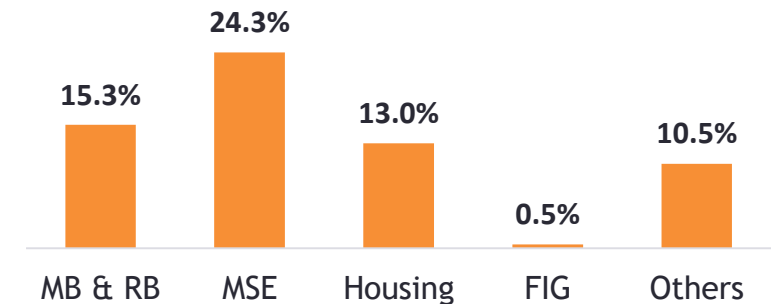
## Portfolio at Risk (PAR-0)



## Portfolio at Risk (bucket wise)



## PAR-0 (segment wise)



\*Stated as Proforma number in Q3FY21  
Reported GNPA/NNPA for Q3FY21 was 1.0%/0.05%  
Reported PCR for Q3FY21 was 95%

₹ 152 Cr/ ₹ 496 Cr of write-offs in Q3FY22/ 9MFY22

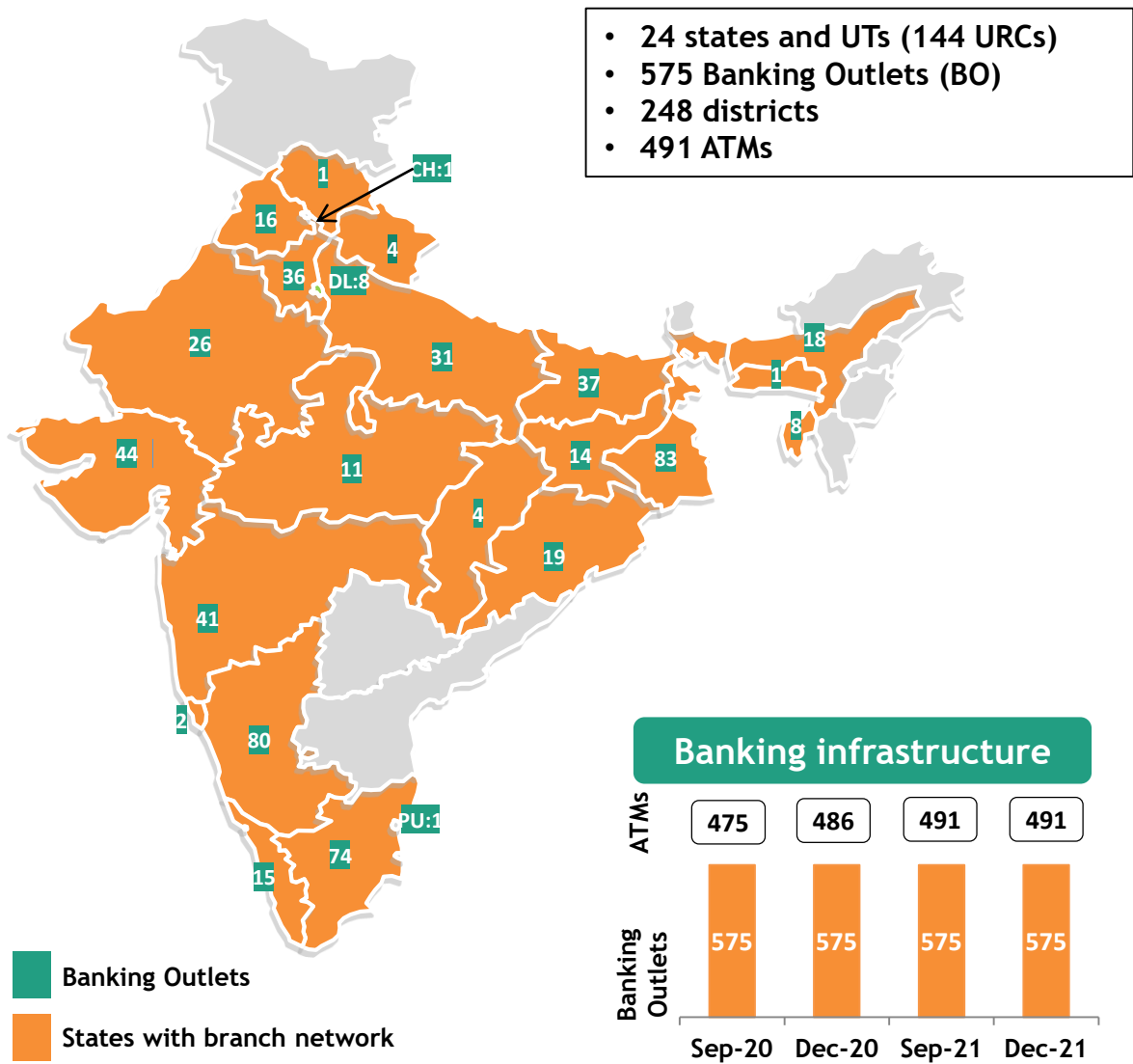
^Includes floating COVID provision of ₹250 Cr



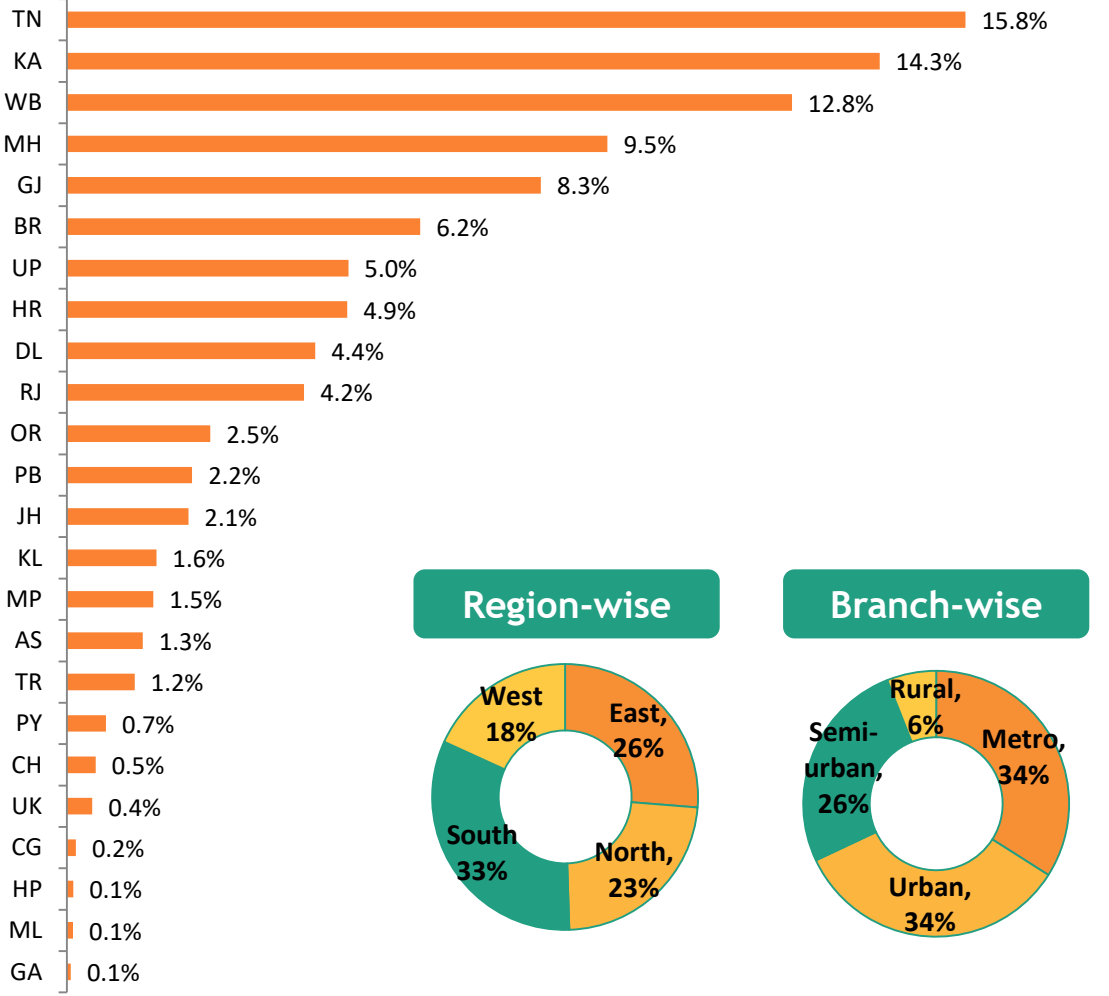
# Business Overview



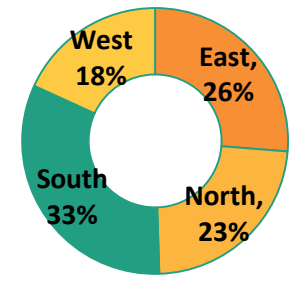
# WELL DIVERSIFIED PAN INDIA PRESENCE



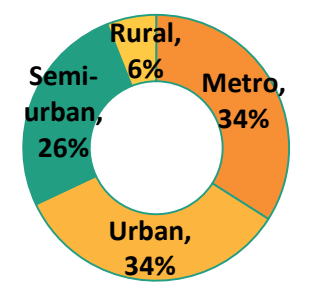
## Gross Advances (Dec'21)



## Region-wise



## Branch-wise

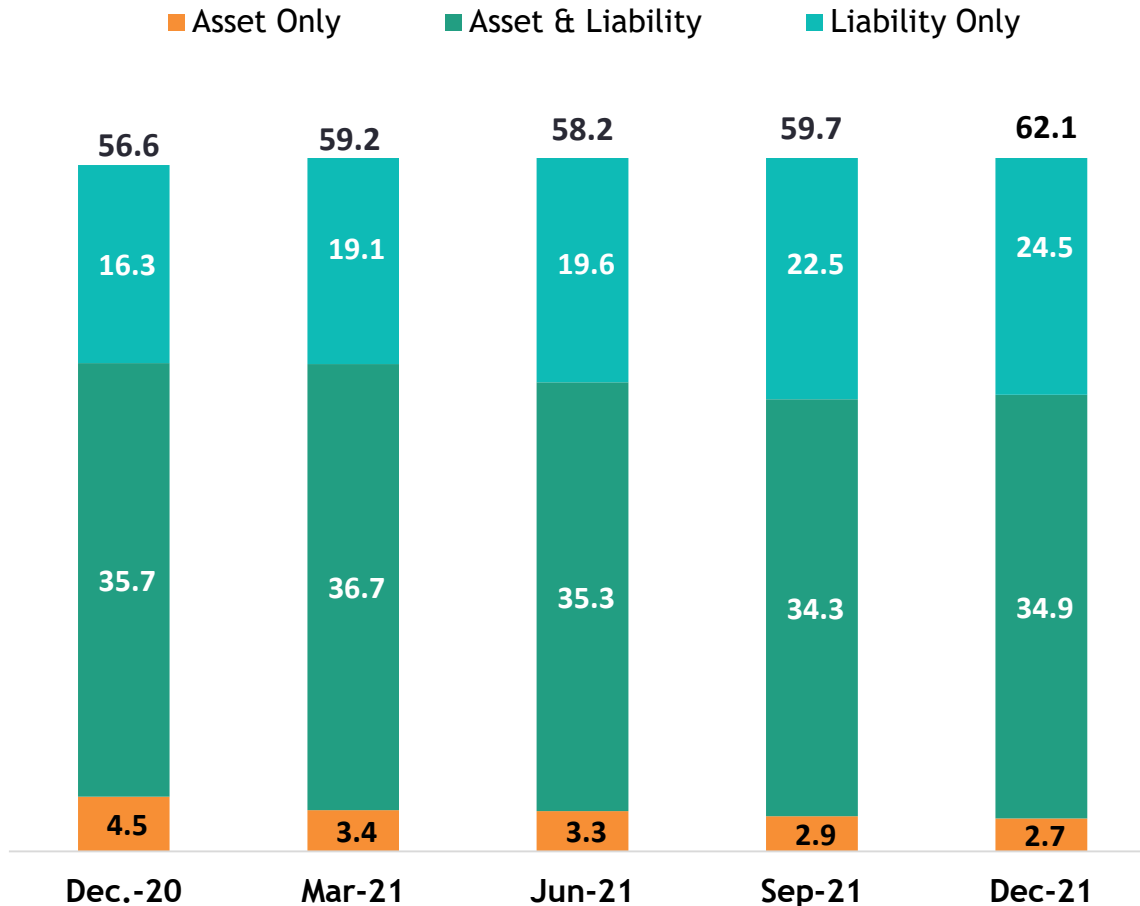


Total Gross Advances - ₹ 16,463 Cr

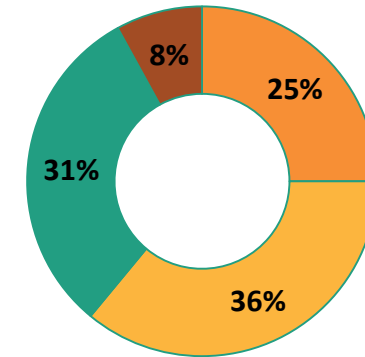


# EXPANDING LIABILITY CUSTOMER BASE

## Customer Base Growth



## Customer Base - Basis of Branch Classification



Legend: Metro (Orange), Urban (Yellow), Semi-urban (Teal), Rural (Brown)

\*Semi-Urban branches largely cater to rural customers

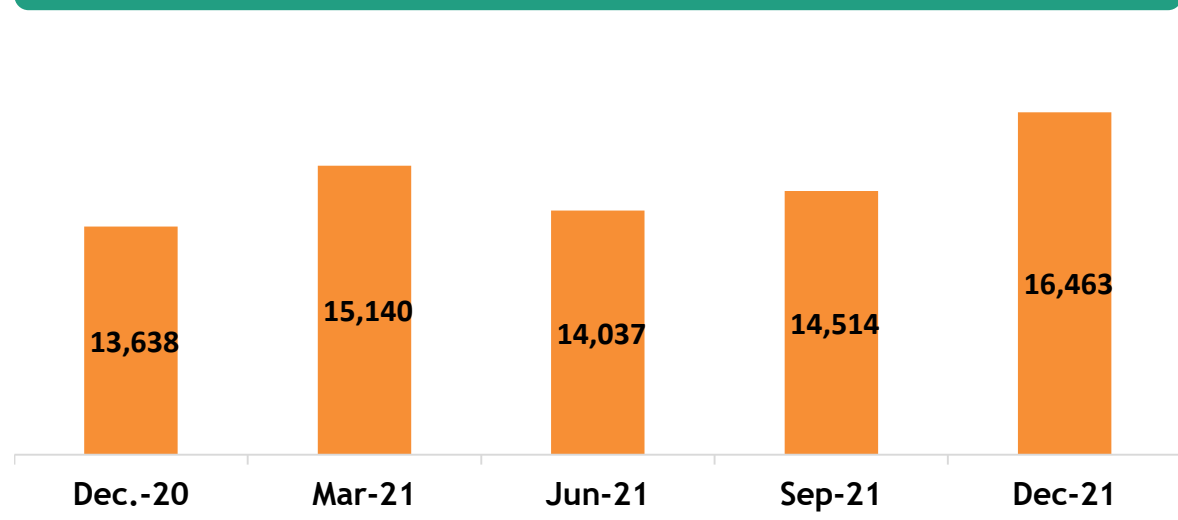
- Liability customers grew by 14% vs Dec'20
- New customer acquisition continues with the uptrend during the quarter - Liability only customers at 24.5 lakhs vs 22.5 lakhs as on Sep'21
- Borrower base started to improve reflecting healthy customer acquisition

Note: Y-o-Y decline in asset borrower base : (a) closure of existing loans and, (b) lower new customer acquisition due to Covid

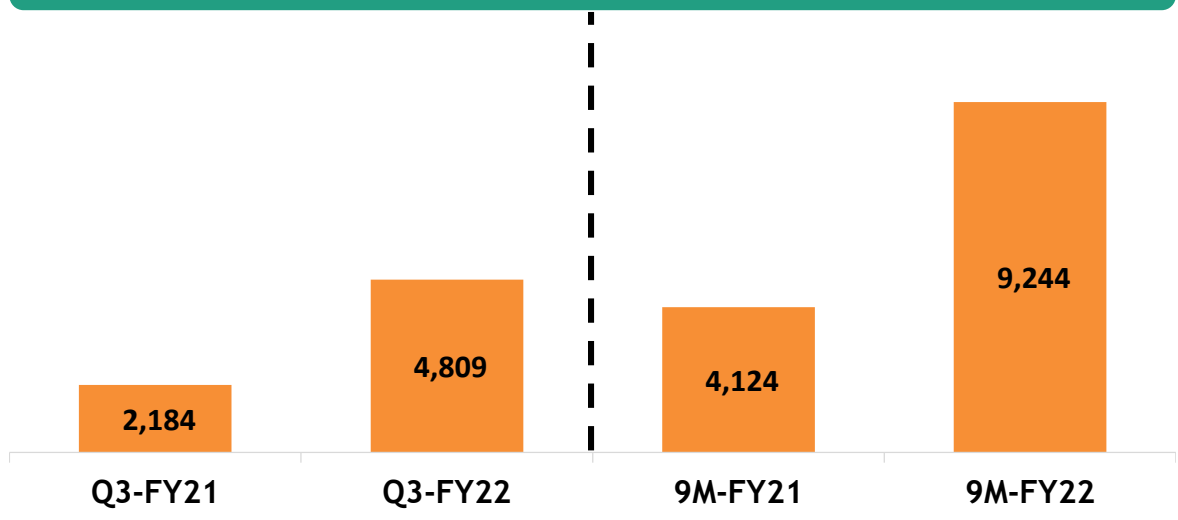


# GROSS ADVANCES AND DISBURSEMENT TREND

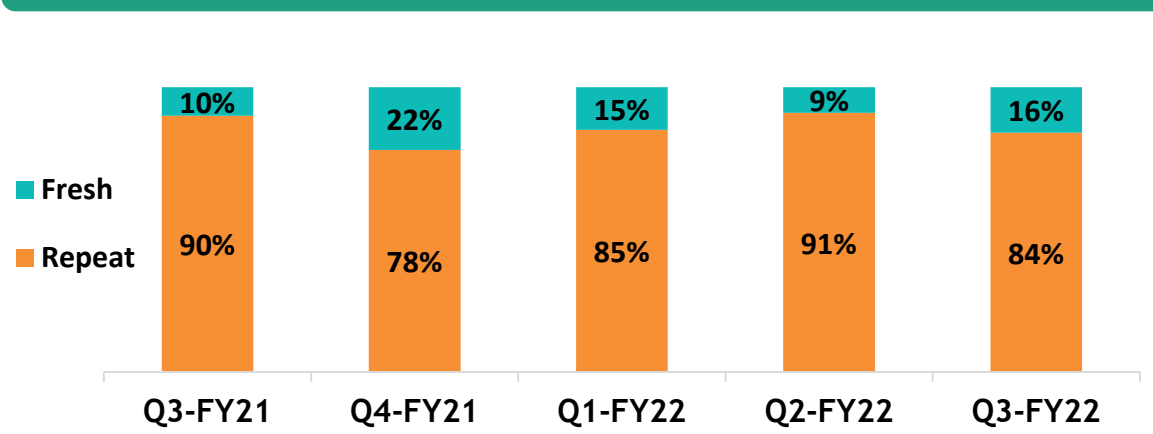
Gross Advances (₹ in crore)



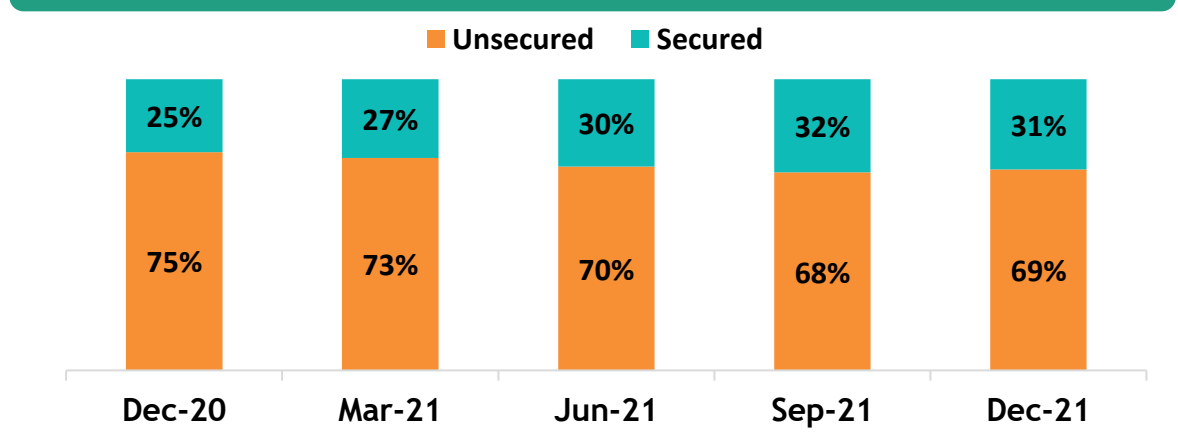
Total Disbursements (₹ in crore)



Microfinance Loan Disbursement (No. of Loans)



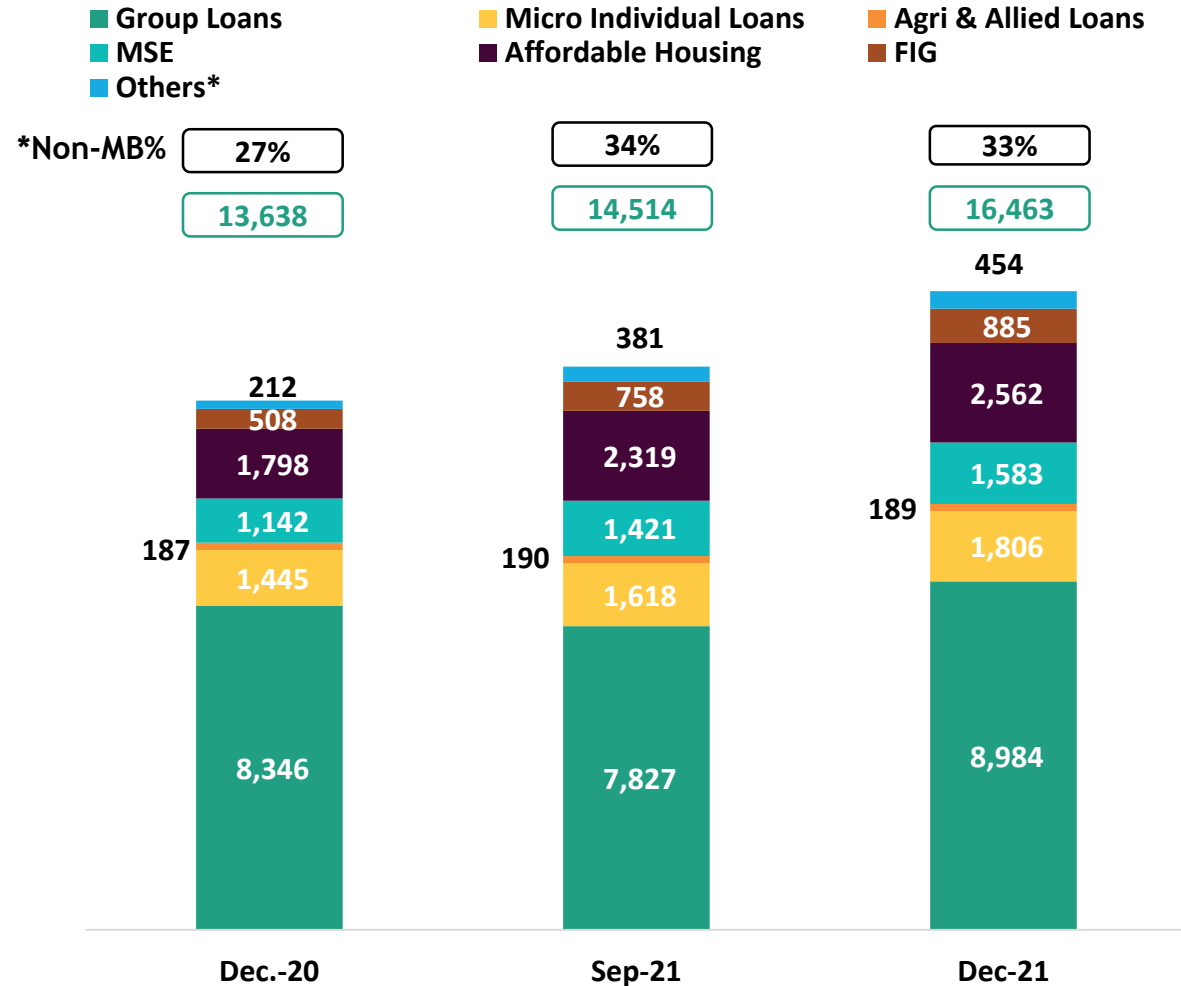
Portfolio Breakup





# DIVERSIFYING ASSET BOOK

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



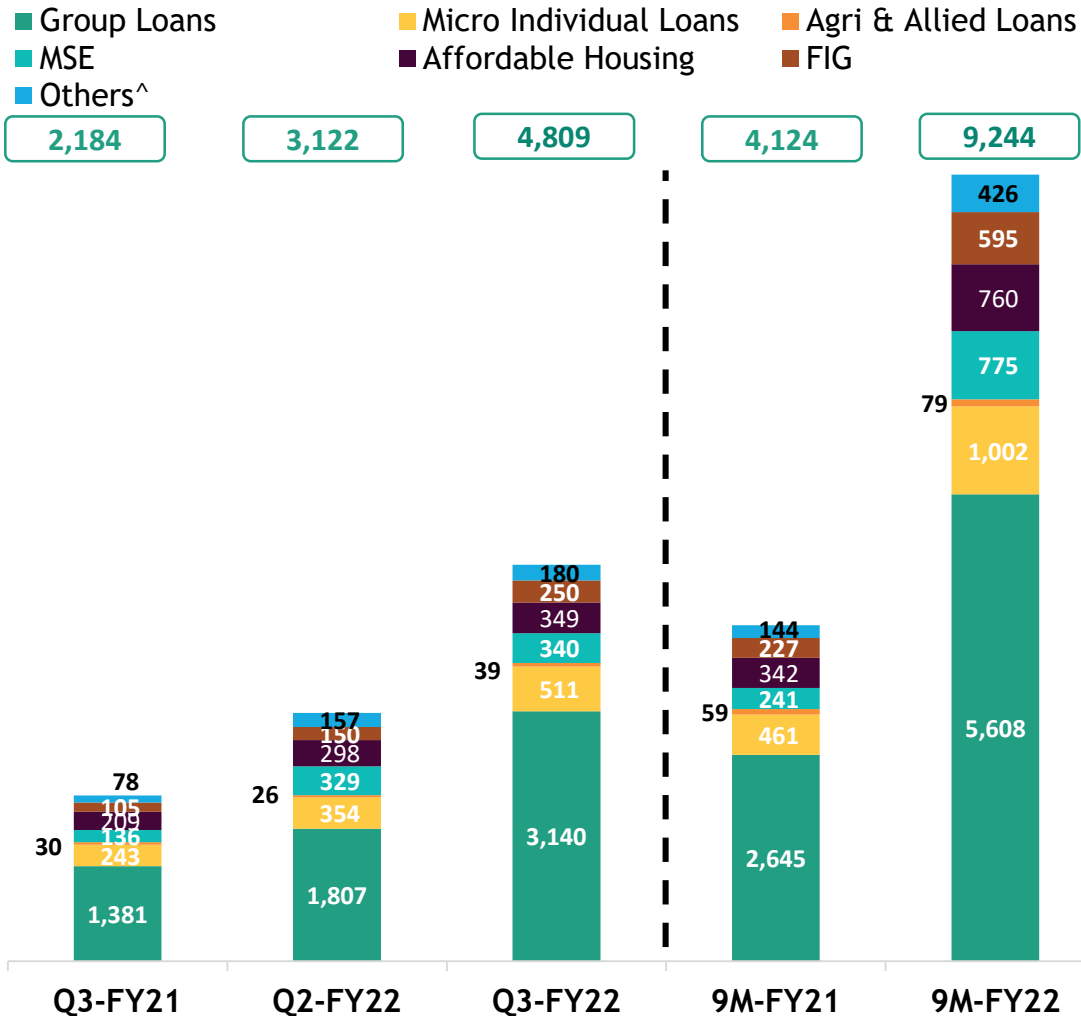
\*Non-Microbanking

Product	% Gross Advances	Growth Y-o-Y	Growth Q-o-Q
Group Loans	54.6%	7.6%	14.8%
Micro Individual Loans	11.0%	25.0%	11.6%
Agri & Allied loans	1.1%	0.9%	(0.7%)
<b>MicroBanking</b>	<b>66.7%</b>	<b>10.0%</b>	<b>13.9%</b>
MSE	9.6%	38.6%	11.4%
Affordable Housing	15.6%	42.5%	10.5%
FIG Lending	5.4%	74.2%	16.8%
Others	2.8%	114.2%	19.2%
<b>Total</b>	<b>100.0%</b>	<b>20.7%</b>	<b>13.4%</b>



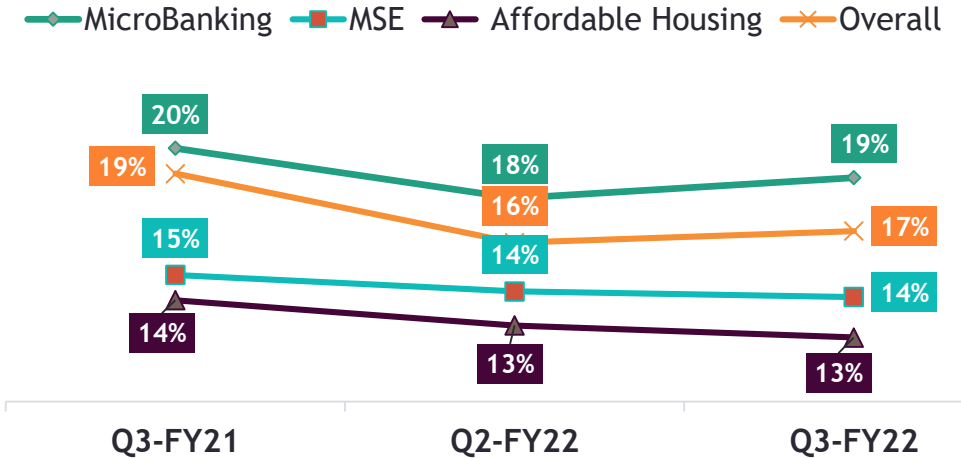
# DISBURSEMENT & AVERAGE TICKET SIZE

## Product wise Disbursement (₹ in crore)



^Includes Personal Loan, Vehicle loan, Staff Loan & others

## Yield (%) - Segment wise



## Average Ticket Size (₹)

Product	Q3-FY21	Q2-FY22	Q3-FY22
Group Loans	39,279	36,828	45,546
Micro Individual Loan	1,02,430	1,11,906	1,19,957
MSE	15.2 lakhs	18.5 lakhs	18.9 lakhs*
Affordable Housing	10.2 lakhs	11.5 lakhs	11.5 lakhs

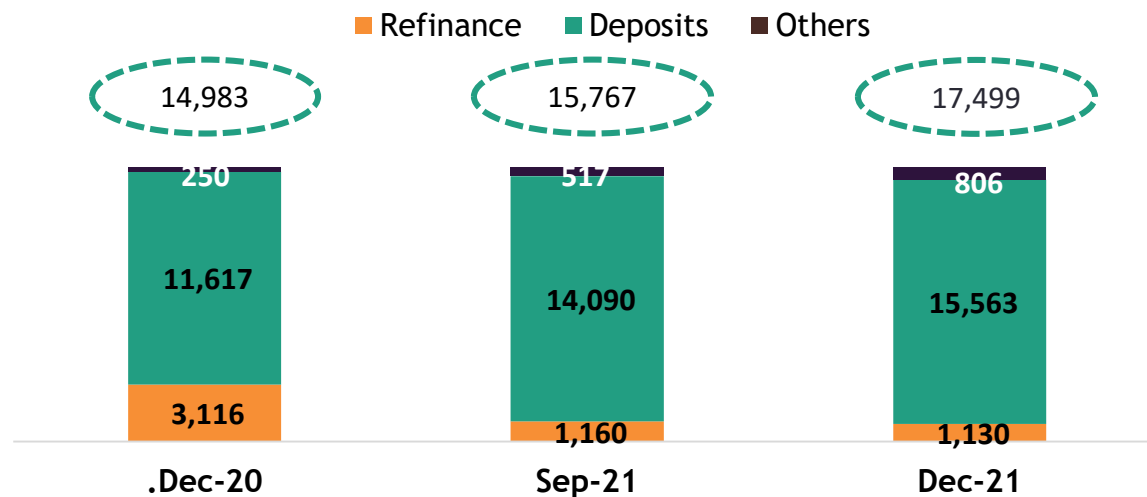
\*MSE ticket size is ₹18.8 lakhs in Q3FY22 if Navnirman loans under ECLGS scheme are included



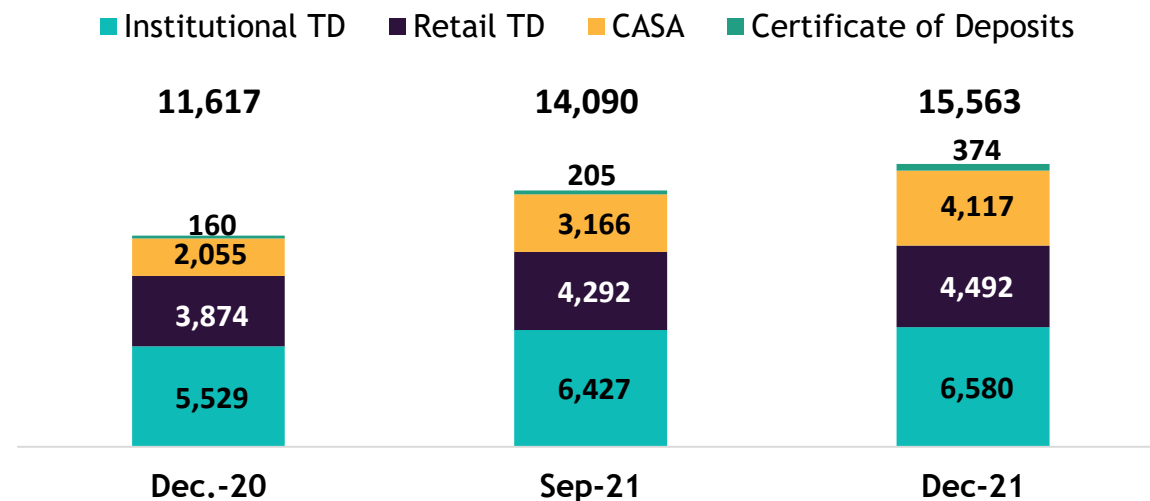


# LIABILITY: HEALTHY TRACTION IN RETAIL FRANCHISE

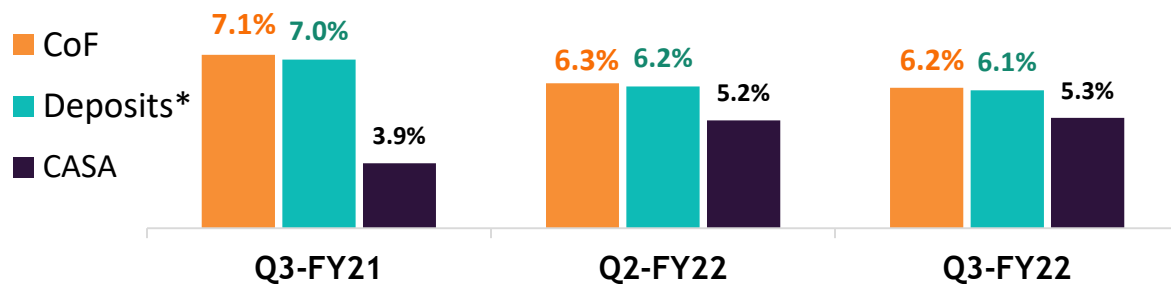
## Total liabilities profile (₹ in crore)



## Deposits break-up (₹ in crore)



## Cost of funds



- ❖ Comfortable ALM position
- ❖ Credit-Total Deposit: 106% as of Dec'21
- ❖ Retail % share has increased to 53% from 48% in Dec'20
- ❖ Cost of Deposits declined 91 bps Y-o-Y due to higher contribution from CASA deposits; reaping benefits from existing banking outlets and digital offerings
- ❖ Ratings - CRISIL A1+ (₹ 2,500 Cr certificate of deposits); CARE A+ (Long term bank facilities)

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

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



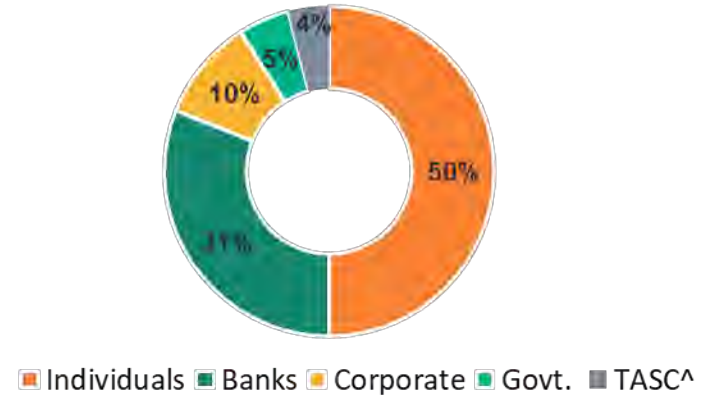
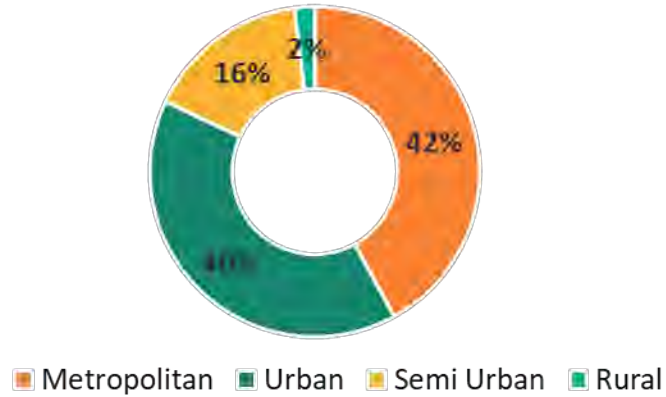
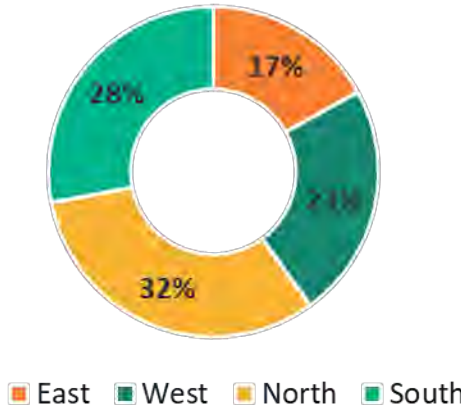
# WELL-DIVERSIFIED DEPOSIT MIX

Region-wise deposit mix

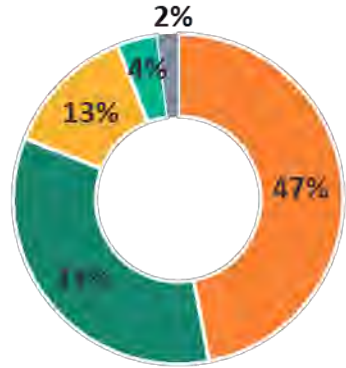
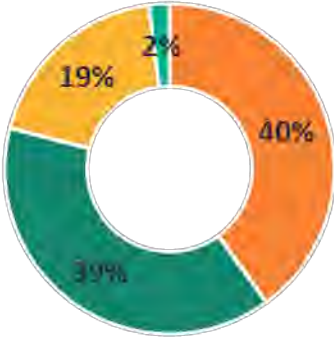
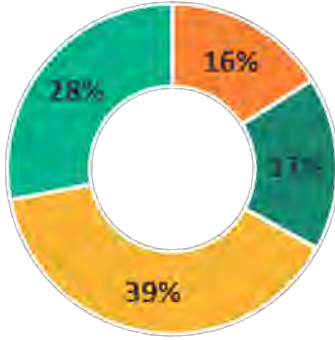
Branch classification wise deposit mix

Segment wise deposit mix

Dec'20



Dec'21



^TASC- Trust, Association, Societies & Clubs

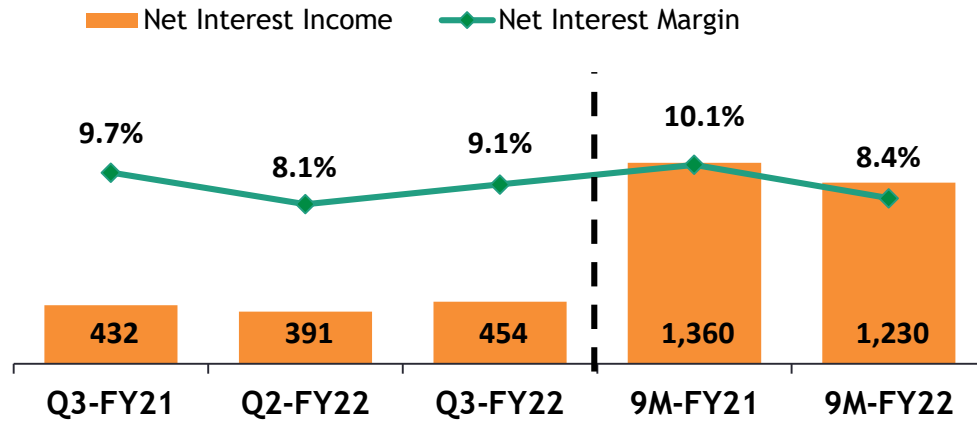


# Financial Overview

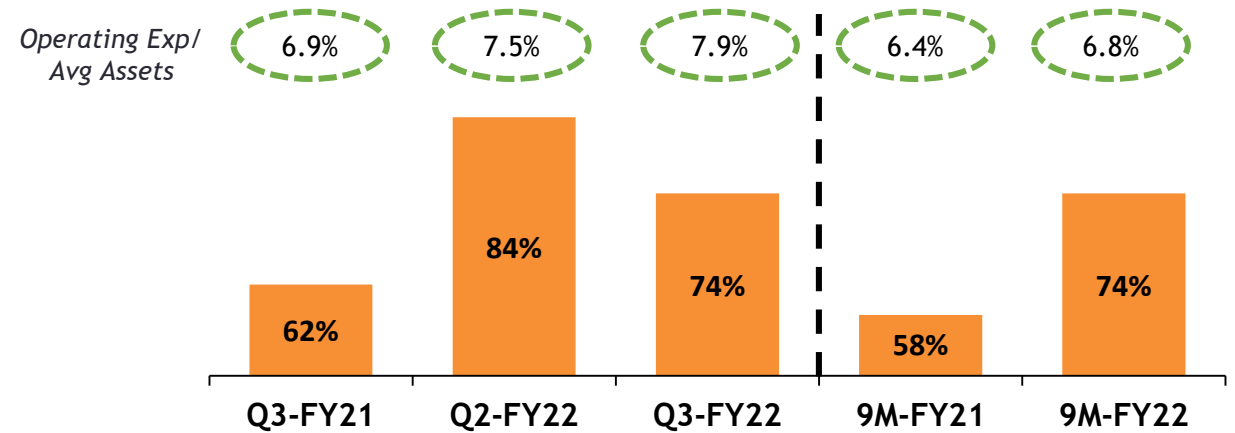


# FINANCIAL OVERVIEW

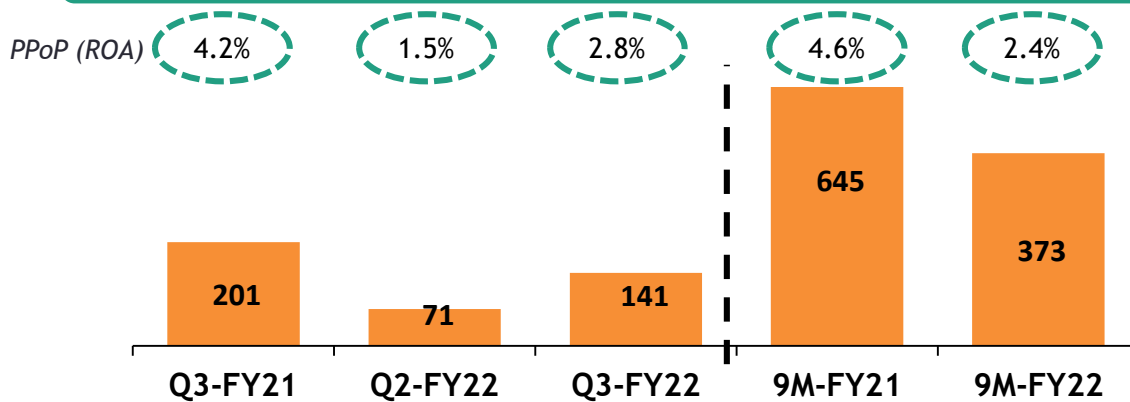
## NII (₹ in crore) & NIM



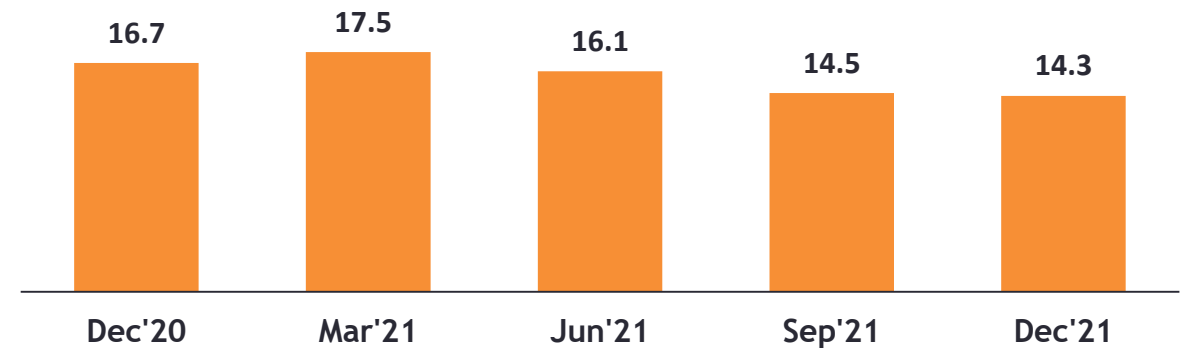
## Cost to Income Ratio & Operating Expenses/ Average Assets (%)



## Pre-Provision Operating Profit (₹ in Crore)



## Book Value Per Share (in ₹)





# INCOME STATEMENT

Particulars (₹ in crore)	Q3-FY22	Q3-FY21	YoY Growth	Q2-FY22	QoQ Growth	9M-FY22	9M-FY21	YoY Growth
Interest Earned	708	688	3%	645	10%	1,995	2,188	(9%)
Other Income	91	98	(7%)	47	94%	211	188	12%
<b>Total Income</b>	<b>799</b>	<b>786</b>	<b>2%</b>	<b>692</b>	<b>15%</b>	<b>2,205</b>	<b>2,377</b>	<b>(7%)</b>
Interest Expended	254	256	(1%)	254	0%	765	828	(8%)
Personnel Expenses	222	205	9%	201	11%	589	583	1%
Operating Expenses	181	124	46%	166	9%	478	320	49%
<b>Provisions and Contingencies</b>	<b>175</b>	<b>480</b>	<b>(63%)</b>	<b>345</b>	<b>(49%)</b>	<b>916</b>	<b>774</b>	<b>18%</b>
- Credit cost	187	556	(66%)	414	(55%)	1,074	794	35%
- Provisions for tax	(12)	(101)	-	(92)	-	(183)	(45)	-
- Other Provisions (Other than tax) & Contingencies	-	25	-	23	-	23	25	(9%)
<b>Net profit for the period</b>	<b>(34)</b>	<b>(279)</b>	<b>-</b>	<b>(274)</b>	<b>-</b>	<b>(541)</b>	<b>(128)</b>	<b>-</b>



# TOTAL INCOME - BREAKUP

Particulars (₹ in crore)	Q3-FY22	Q2-FY22	Q3-FY21	9M-FY22	9M-FY21
Interest on loan	648	583	638	1,817	2,036
Int. on investments	60	62	51	178	152
Securitization Inc.	0	0	0	0	0
<b>Total Interest Earned</b>	<b>708</b>	<b>645</b>	<b>688</b>	<b>1,995</b>	<b>2,188</b>
Processing Fees	60	38	28	113	52
PSLC Income	0	(25)	5	2	29
Treasury Income	0	5	43	18	56
Insurance Income	8	5	5	16	10
Misc. Income*	22	24	17	62	41
<b>Total Other Income</b>	<b>91</b>	<b>47</b>	<b>98</b>	<b>211</b>	<b>188</b>
<b>Total Income</b>	<b>799</b>	<b>692</b>	<b>786</b>	<b>2,205</b>	<b>2,377</b>

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

Note: Income has been reclassified - Bad-debt recovery has been set-off against credit cost



# BALANCE SHEET

Particulars (₹ in crore)	Dec-21	Sep-21	Dec-20
<b>CAPITAL AND LIABILITIES</b>			
Capital	1,928	1,928	1,928
Employees Stock Options Outstanding	40	39	41
Reserves and Surplus	706	739	1,110
Deposits	15,563	14,090	11,617
Borrowings	1,936	1,677	3,366
Other Liabilities and Provisions	1,026	1,034	1,354
<b>TOTAL</b>	<b>21,199</b>	<b>19,508</b>	<b>19,416</b>
<b>ASSETS</b>			
Cash and Balances with Reserve Bank of India	840	1,246	1,206
Balance with Banks and Money at Call and Short Notice	777	838	427
Investments	3,198	2,968	3,484
Advances	15,353	13,487	13,514
Fixed Assets	257	264	289
Other Assets	774	704	496
<b>TOTAL</b>	<b>21,199</b>	<b>19,508</b>	<b>19,416</b>



# HEALTHY CAPITAL ADEQUACY

(₹ in Crore)

	Dec'20	Mar'21	Jun'21	Sep'21	Dec'21
Credit Risk Weighted Assets	10,342	11,420	10,393	10,483	11,963
Tier I Capital	2,681	2,863	2,546	2,174	2,114
Tier II Capital*	103	157	143	152	170
<b>Total Capital</b>	<b>2,785</b>	<b>3,020</b>	<b>2,689</b>	<b>2,326</b>	<b>2,284</b>
CRAR	26.93%	26.44%	25.88%	22.19%	19.09%
Tier I CRAR	25.93%	25.07%	24.50%	20.74%	17.67%
Tier II CRAR	1.00%	1.38%	1.38%	1.45%	1.42%

\* Additional floating provisioning of ₹ 250 Cr not part of Tier II capital





# Ujjivan - Building a Mass Market Bank

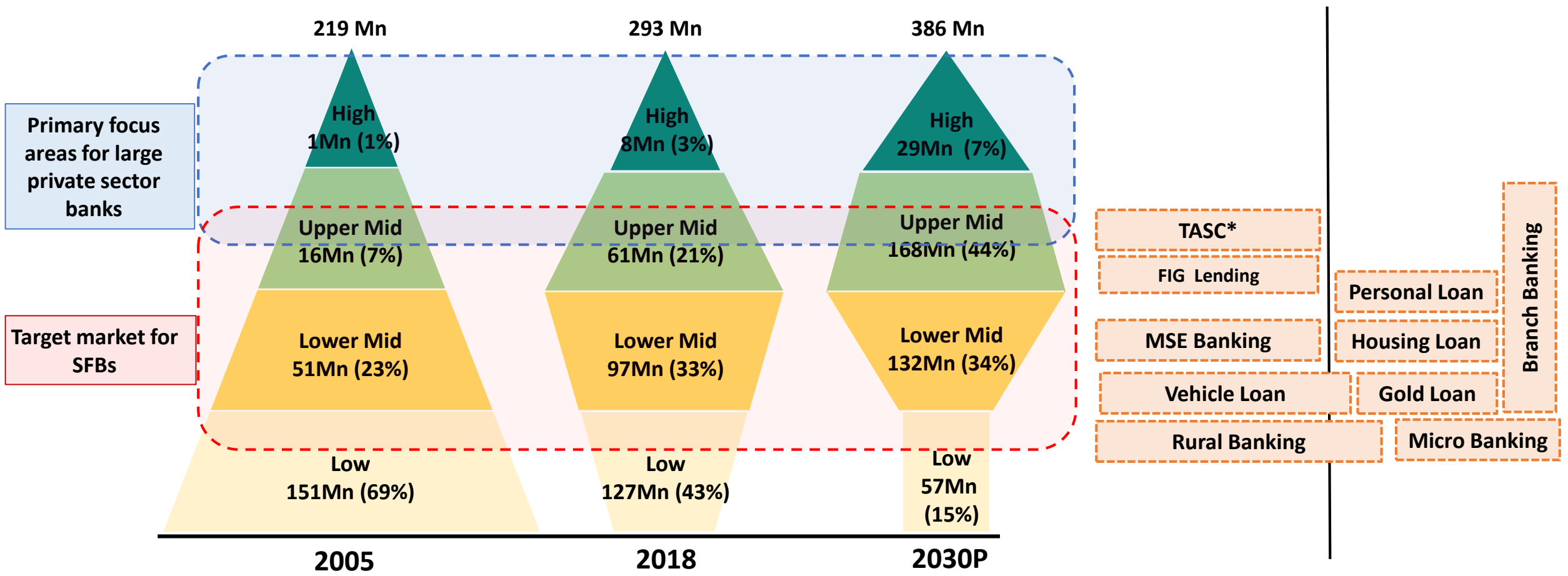


# WELL PLACED TO GAIN FROM EVOLVING COUNTRY DEMOGRAPHICS

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

Bank's Enterprise Products

Bank's Individual Products

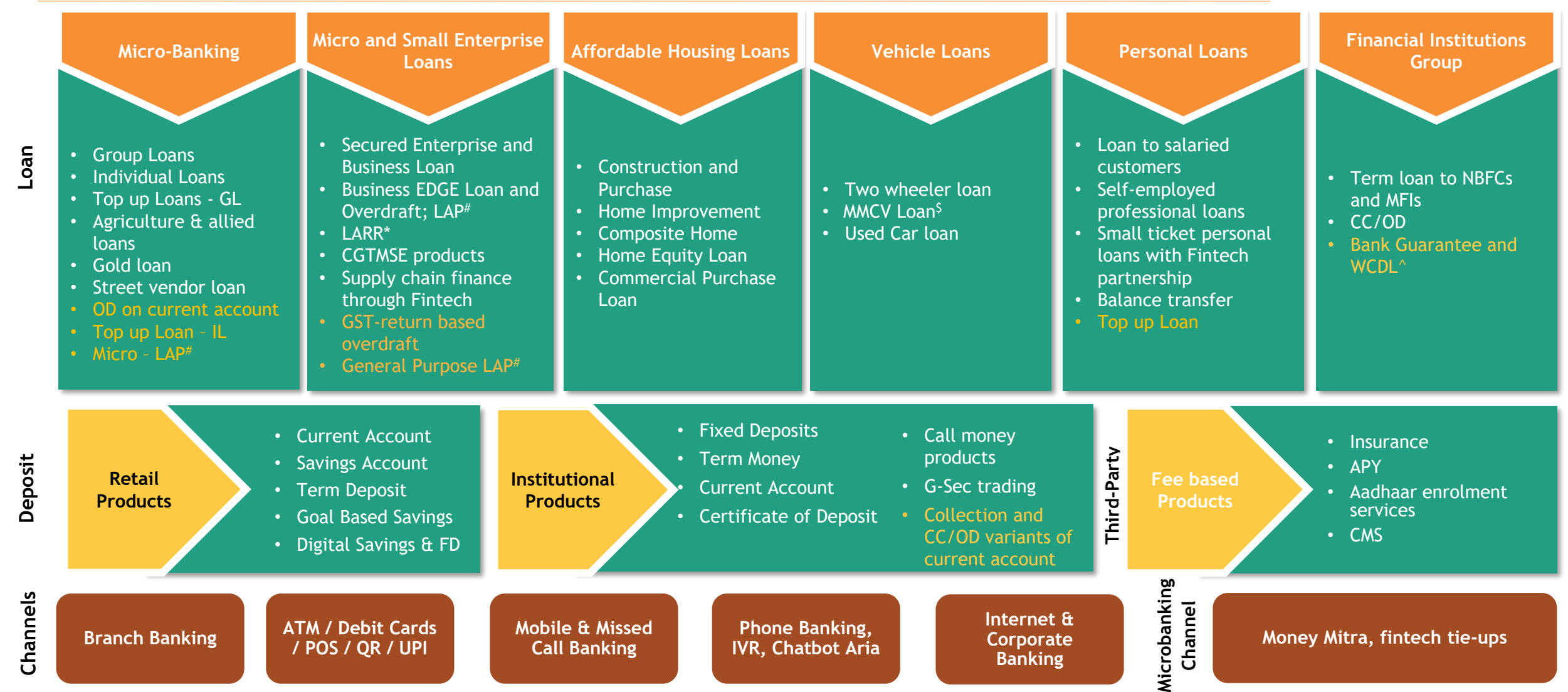


\*Trusts, Associations, Societies and Clubs

\*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

<sup>^</sup>Working capital demand loan

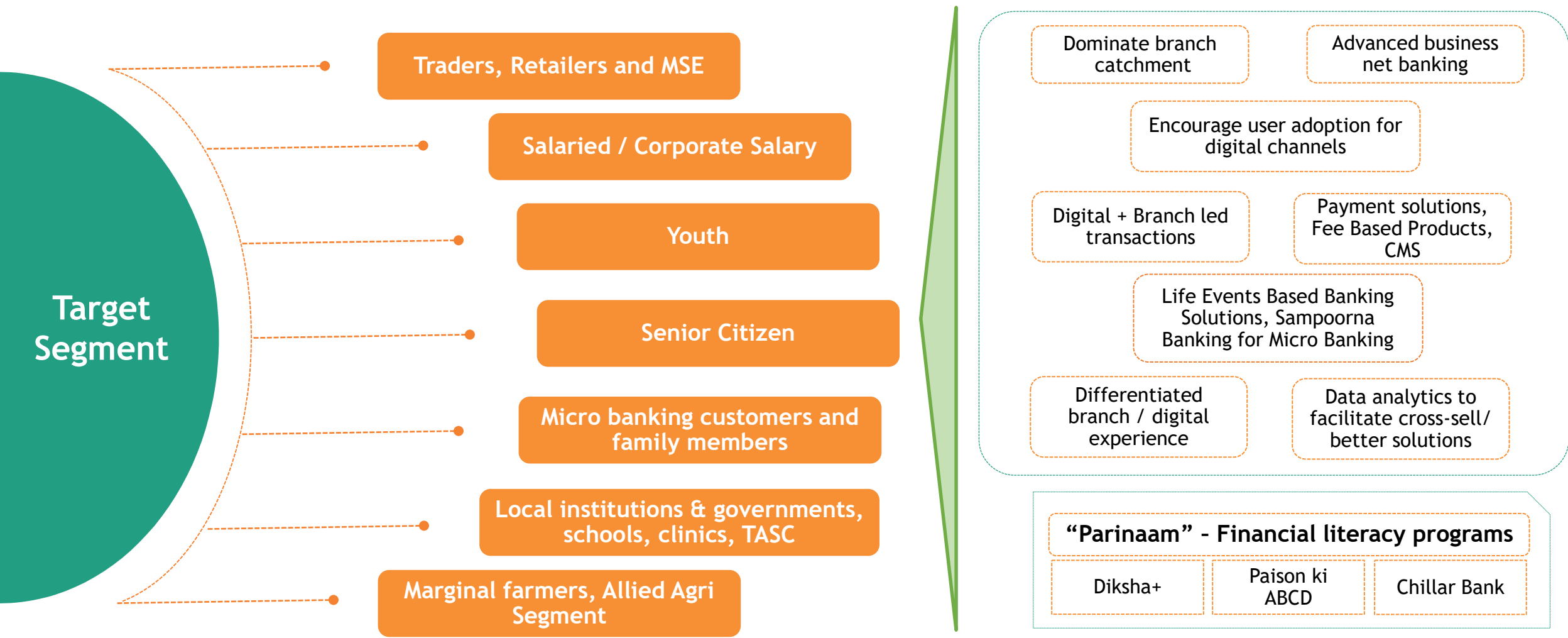
<sup>\$</sup> MMCV includes - (a) Three wheeler Loan- ICE

(b) Three wheeler Loan- electric

(c) Small commercial vehicle loan



# BUILDING STABLE AND GRANULAR LIABILITY BASE



Ramped up retail deposits: ₹ 8,324 crores (53% of total deposits) vs ₹ 5,563 crores (48% of total deposits) Y-o-Y



# OTHER INCOME - DIVERSIFYING REVENUE STREAMS

## Third Party Products

₹ 16 crore in 9M-FY22

### 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

₹ 2 crore in 9M-FY22

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

## Fee-Based & others

₹ 193 crore in 9M-FY22

- 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

- 491 ATMs including 53 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 repeat GL customers
- Ability to service customers 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
- Working on voice and video enabled customer interface
- Active users exceed 1.4 million as of Dec'21

\* Automated Cash Recycler



# STRONG INDEPENDENT BOARD

Name	Education	Experience	Name	Education	Prior Experience
<b>Ittira Davis</b> <i>Managing Director and CEO</i>	PGDM from the Indian Institute of Management, Ahmedabad	International banker with over 40 years of banking experience having worked extensively in the Middle East and Europe. Was previous associated with Europe Arab Bank, Citibank in India and the Arab Bank Group in the Middle East. Joined Ujjivan in March 2015 to manage the transition to an SFB. He was the MD & CEO of Ujjivan Financial Services from July'18 until March'21	<b>Rajni Mishra</b> <i>Independent Director</i>	M.Com (Gold Medallist) from 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 is the chairperson and Independent Director of NCL Buildtek limited, Hyderabad
<b>Banavar Anantharamaiah Prabhakar</b> <i>Chairman and Independent Director</i>	He is a Commerce graduate from the University of Mysore and a 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>Ravichandran Venkataraman</b> <i>Independent Director</i>	Qualified FCCA (UK) and ACMA (UK). He has also completed the program for CFOs with Wharton Business School, USA	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.
<b>Samit Kumar Ghosh</b> <i>Non-Executive Director</i>	MBA from Wharton School of Business at the 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>Rajesh Kumar Jogi</b> <i>Independent Director</i>	Bachelor of Arts degree in Economics and is a Fellow member ICAI and advanced Management Program from the Harvard Business School in Boston	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>Non-Executive 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 Ujjivan Financial Services Limited	<b>Satyaki Rastogi</b> <i>Non-Executive Nominee Director</i>	Engineering graduate from 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>	MBA (Banking & Finance), Diploma in International Banking and Finance (DIBF) and Diploma in Business Finance (DBF)	He heads the foreign exchange department of the Reserve Bank of India at its 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





# EXPERIENCED MANAGEMENT TEAM

Name & Designation	Prior association	Education
<b>Ittira Davis</b> <i>MD &amp; Chief Executive Officer</i>	Ujjivan Financial Services Limited, 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>	Ujjivan Financial Services limited, 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>	Ujjivan Financial Services limited, 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, Bhubaneshwar</li> <li>● B.Tech (Mechanical Engineering), Kurukshetra</li> </ul>
<b>Ashwin Khorana</b> <i>Chief Information Officer</i>	ING Vyasa (Now Kotak Mahindra Bank), Jana Small Finance Bank, 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>	Ujjivan Financial Services Limited	<ul style="list-style-type: none"> <li>● BBA, LLB – Symbiosis School of law</li> <li>● PGCHRM -HR, XLRI</li> </ul>
<b>Vibhas Chandra</b> <i>Business Head of MicroBanking</i>	Ujjivan Financial Services Limited	<ul style="list-style-type: none"> <li>● PGDBM (Rural Management), XIM, Bhubaneshwar</li> </ul>
<b>Sumit Thomas</b> <i>Head of Branch Banking</i>	ING Vysya Bank, HDFC Bank	<ul style="list-style-type: none"> <li>● Ex-PGDM, Symbiosis Institute of Management Studies</li> </ul>
<b>Krishnamoorthy S</b> <i>Chief Financial Officer</i>	Ujjivan Financial Services ltd, Apple Credit Corporation, AIG Home Finance, Wighman Homes Ltd, Parvidhgaar Leasing & Finance Ltd	<ul style="list-style-type: none"> <li>● B.Com, Bharathidasan University</li> </ul>
<b>Sriram Srinivasan</b> <i>Head – Digital Banking</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>





# 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

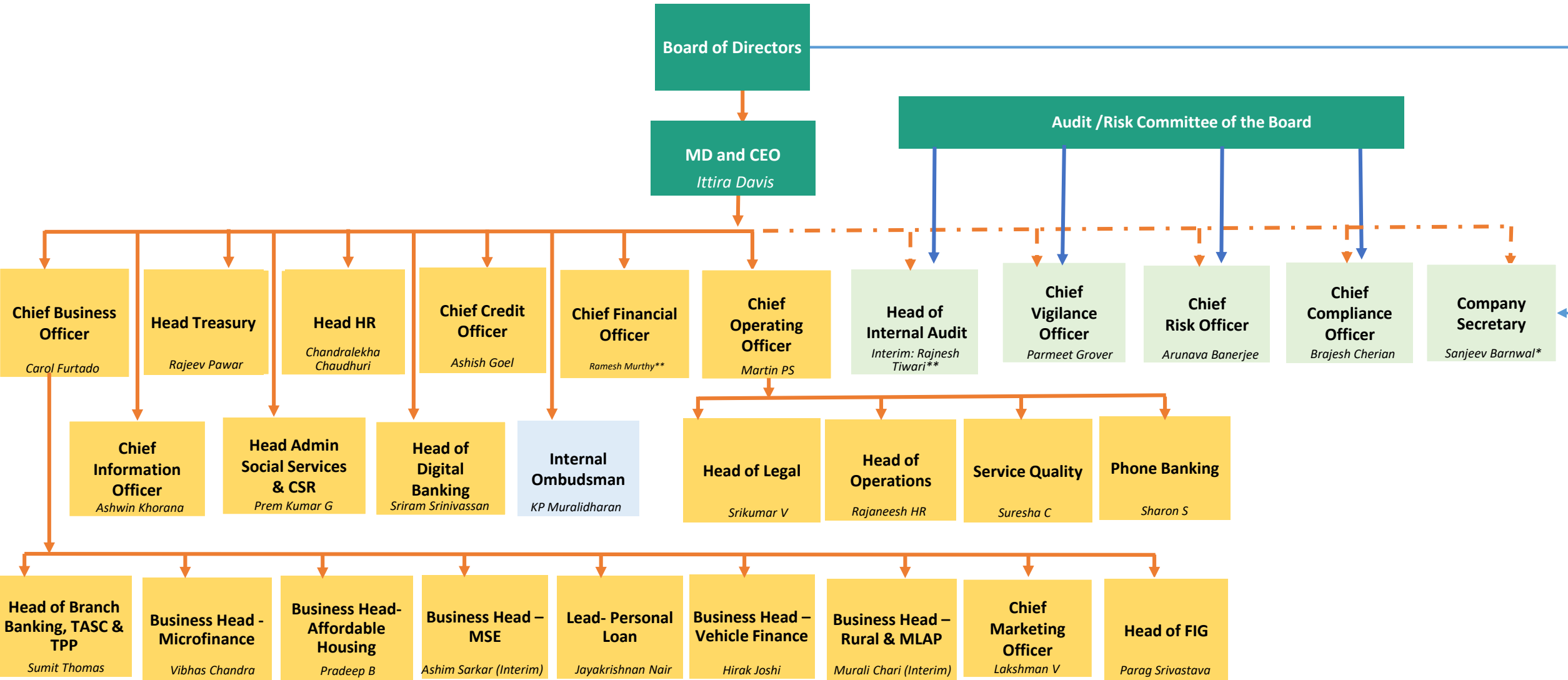
- Leverage banking infrastructure to diversify product portfolio and increase fee and commission-based business
- Increase focus on treasury income, bancassurance, fee and processing charges
- Introduce new products and services and focus on cross-selling to existing customers



# Annexures



# ORGANIZATION STRUCTURE



\*\* expected to join in mid-Mar'22; Head – Internal Audit joining in Apr'22

\* Joining w.e.f. 15 Feb'22 as the Head of Regulatory Framework; prior to joining he is expected to relinquish his position in Ujjivan Financial Services Ltd. 51

# AWARDS & ACCOLADES



- **DSCI Excellence Awards 2021:**  
Winner - Best Security Practices in NBFCs & Small Financial Institutions



- **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



- **BFSI Excellence Awards 2021 - Best Omnichannel Campaign Management**



- **IDEX Legal award 2021 - Litigation Department of the Year**



- **The Outlook Money Awards 2021 - Small Finance Bank of the year (Editor's Choice)**



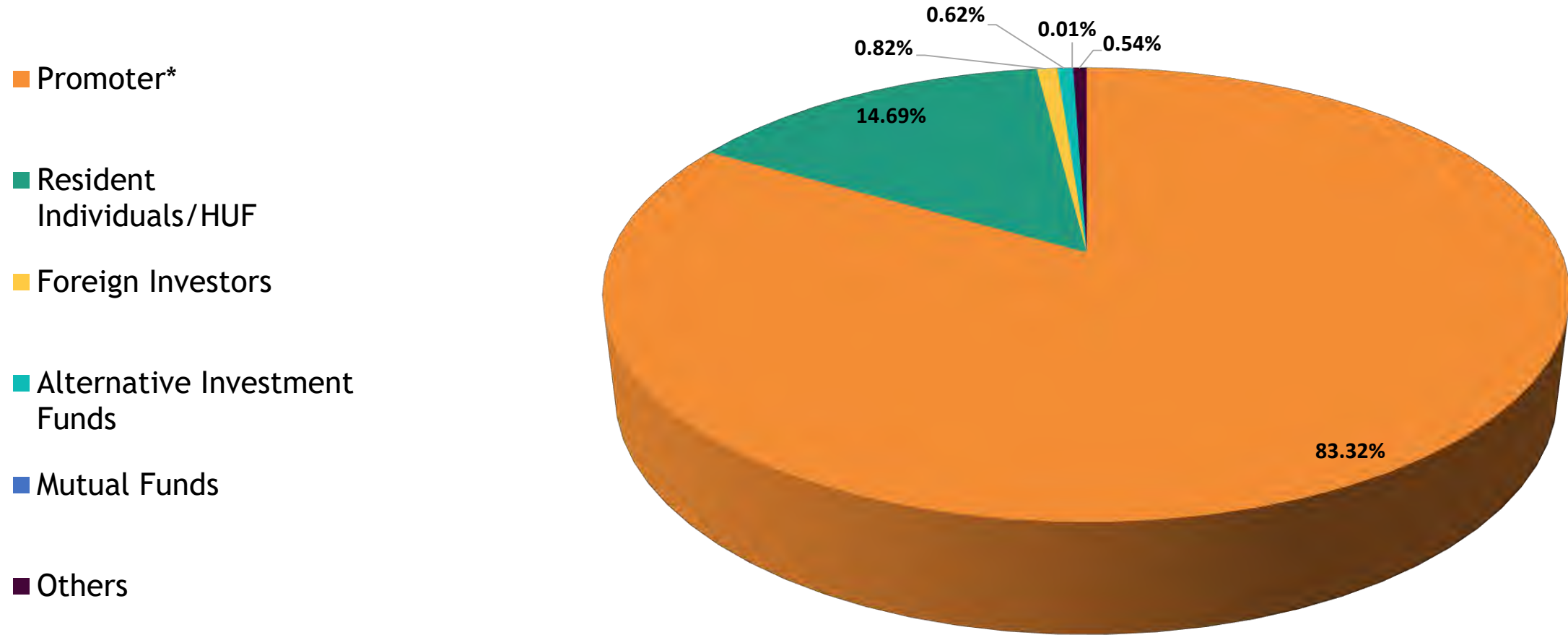
Indian Banks' Association

- **IBA - 16th Annual Banking Technology Award 2021 (SFB Category)**
  - Best Digital Financial Inclusion Initiatives
  - First Runner Up: Best Technology Bank of the Year and Best IT Risk & Cyber Security Initiatives



# SHAREHOLDING PATTERN

Shareholding Pattern (based on holding) as on 31st December, 2021



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



# UJJIVAN: INCLUSIVE GROWTH PHILOSOPHY

## CSR Approach

The Bank constantly strives to ensure strong corporate culture which emphasizes on integrating CSR values with business objectives. Communities which are disrupted with the global pandemic like never before and affected with natural disasters in some areas, only made matters worse. Ujjivan's response to communities in navigating the unprecedented challenges is focused on healthcare, disaster relief, vaccination drive, livelihood for specially abled people, education and community infrastructure development

## Covid Relief

Taken initiatives to support the medical institutions with the infrastructure to treat the COVID patients, directly through Bank's branch network across India and also through partner organisations. The Bank is also facilitating covid vaccination drives for community members in its operational areas

## Community Development

Work with CSR partner organisations for promoting quality of life for marginalized communities by providing infrastructural support to educational institutions, health care units, other public amenities across India including support for vocational trainings for differently abled community

## Disaster Relief

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

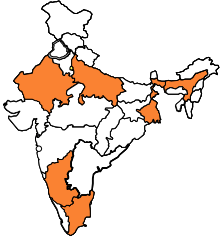


Following the “Double Bottom Line” approach of business  
Aims to establish an equilibrium of financial and social benefits before arriving at business decisions

# RELIEF ACTIVITIES



## Beneficiary



**22 states/UT;**  
**70+districts**



**4,39,395 public**  
**including customers**



**636 Anganwadi and**  
**Asha workers**



**459 Healthcare**  
**Workers**



**Livelihood training &**  
**job placement for**  
**100 PWD**



**Special educational and**  
**pre-vocational training**  
**for 45 children**

## Relief Activities

- ₹ 44.3 lakhs spent in Q3-FY22 towards CSR totaling to spends of ₹ 2.92 Cr in FY22
- **Covid Relief activities**
  - Distributed 10 ICU beds to the Nadiad General Hospital, Gujarat
  - Released 15.5 lakhs to the Marwari hospital in Guwahati Pediatric and neonatal ICU
  - Facilitated vaccination for more than 30,000+ beneficiaries through camps organized by 339 branches across 19 states
- **Other relief activities**
  - 2 infrastructural projects have been completed
  - Construction of mid day meal shed in Godthal, Gujarat which has benefitted 250 students
  - Construction of classroom and renovation of toilets in Adanur, Karnataka helping ~101 households



---

# THANK YOU

---

**For Investor Queries:**

*Mr. Deepak Khetan*

+91 7045792752

[deepak.khetan@ujjivan.com](mailto:deepak.khetan@ujjivan.com)

