

# Q4 FY22 PRESENTATION

MAY 2022





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Performance Highlights



Business Overview



Financials



Ujjivan - Building a Mass Market Bank





# Performance Highlights

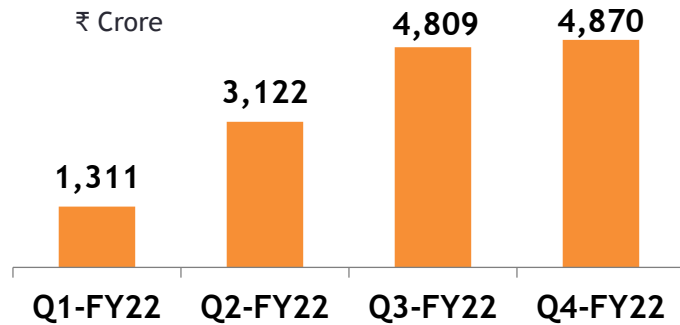


# BUSINESS TURNAROUND; BACK ON TRACK

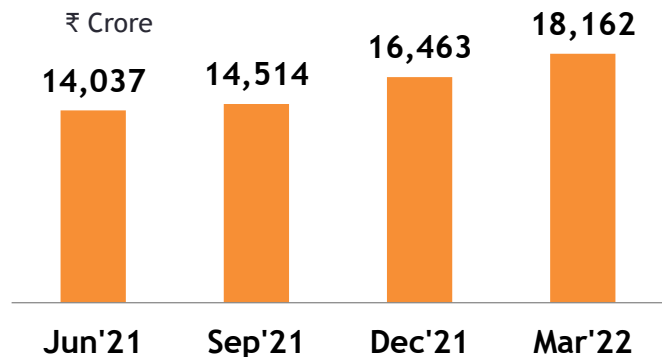
1

Business volumes improved; sustaining

Highest ever disbursement



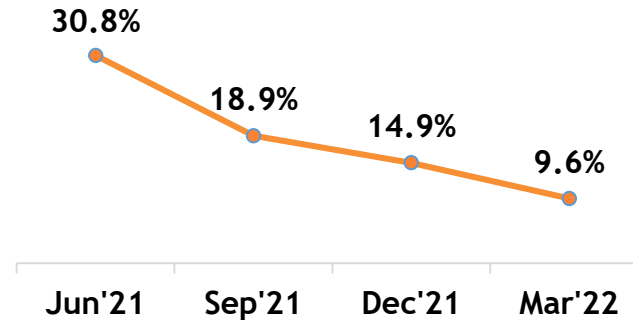
Gross advances



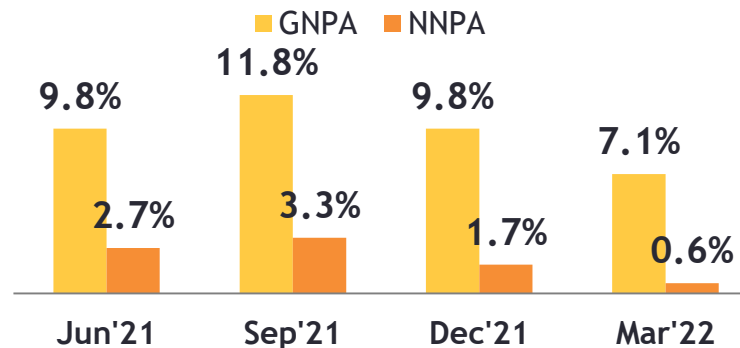
2

Asset quality on continuous improving trend

Reduced Portfolio at Risk



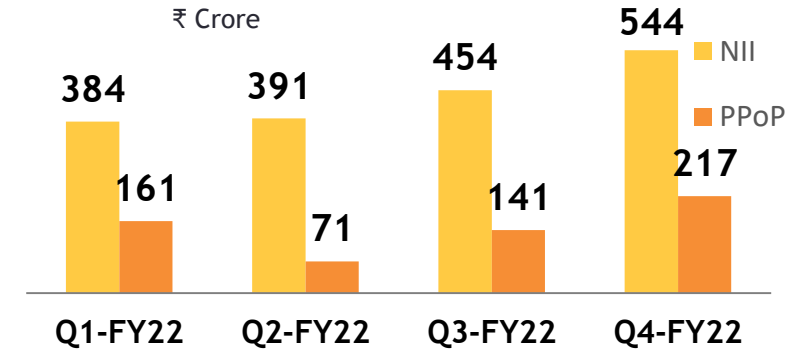
Significant reduction in GNPA/ NNPA



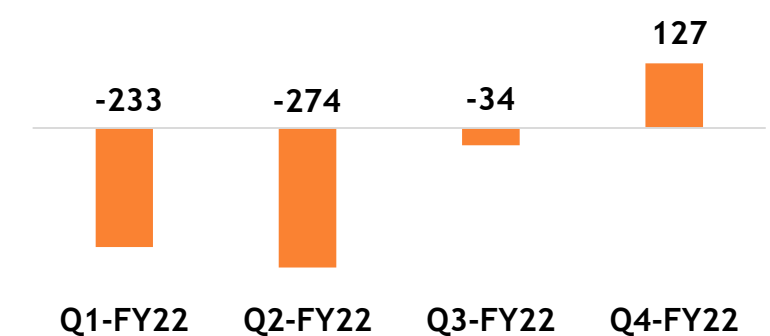
3

Complete turnaround in profitability

Operating profits rising...



...with bottom-line turning green





# Q4 FY22 KEY HIGHLIGHTS

## Disbursements

Highest ever quarterly disbursements in a row; ₹ 4,870 Cr up 14.0% Y-o-Y; up 1.3% Q-o-Q

## Collections

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

## Liabilities

Retail deposits up 59% Y-o-Y; CASA up 85% Y-o-Y | Total deposit at ₹ 18,292 Cr up 39% Y-o-Y  
Credit-Deposit ratio at 99% | 2.7 lakh new customers acquired in Q4

## Asset Quality

Continues to improve - GNPA / NNPA reduced to 7.1% / 0.6% from 9.8% / 1.7% as of Dec'21

## Provisioning

Total book coverage at 7.3% with PCR at 92%; including floating provision of ₹ 250 Cr

## Financials

NII at ₹ 544 Cr | NIM at 10.1% | PPOP at ₹ 217 Cr | PAT at ₹ 127 Cr vs ₹ 136 Cr Y-o-Y

## RoA/ RoE

RoA at 2.3% | RoE at 18.7%

## Capital

19.0% capital adequacy with tier-I at 17.7% as of Mar'22 | LCR at 152% as on Mar'22

All NPA and gross advances data in this document (except financial overview section) are without adjusting for ₹ 674 cr of IBPC/ Securitization as on 31<sup>st</sup> March 2022

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



# 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"



Total Beneficiaries  
Vaccinated

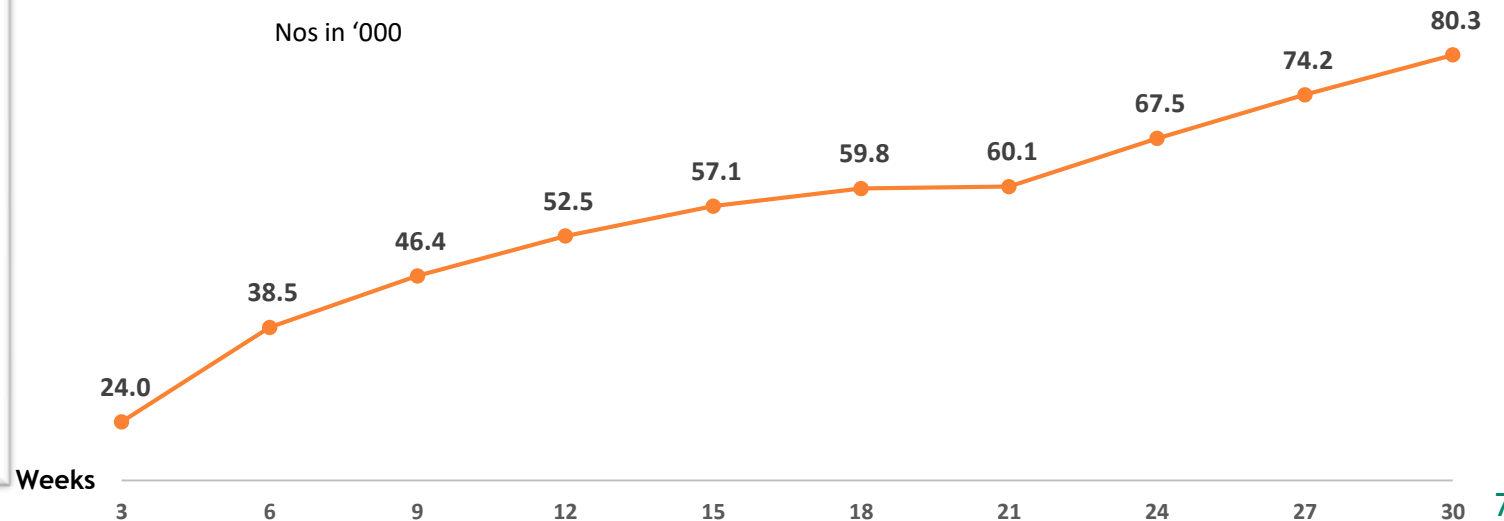
80,256

Branches conducting  
vaccination camps

478

## Weekly vaccination trend

Nos in '000





# KEY HIGHLIGHTS

FY'22	Net Interest Income	Net Interest Margin	PPOP
	₹ 1,774 cr Up 3% yoy FY21: ₹ 1,729 cr	8.8% Down 67 bps FY21: 9.5%	₹ 590 cr Down 26% yoy FY21: ₹ 801 cr
Q4-FY22	Net Interest Income	Net Interest Margin	PPOP
	₹ 544 cr Up 48% yoy Q4-FY21: ₹ 368 cr	10.1% UP 219 bps Q4-FY21: 7.9%	₹ 217 cr Up 40% yoy Q4-FY21: ₹ 155 cr
Q4-FY22	Profit after Tax	Return on Equity	Return on Asset
	₹ 127 cr Down 7% yoy Q4-FY21: ₹ 136 cr	18.7% Up 144 bps Q4-FY21: 17.3%	2.3% Down 48 bps Q4-FY21: 2.7%

Note: PPoP: Pre-Provisioning Operating Profit





# KEY HIGHLIGHTS

## Gross Advances

₹ 18,162 cr  
Up 20% yoy  
Mar'21: ₹ 15,140 cr

## Disbursements

₹ 14,113 cr  
Up 68% yoy  
FY21: ₹ 8,397 cr

## Total Deposits

₹ 18,292 cr  
Up 39% yoy  
Mar'21: ₹ 13,136 cr

## GNPA

7.1%  
Dec'21: 9.8%  
Mar'21: 7.1%

## NNPA

0.6%  
Dec'21: 1.7%  
Mar'21: 2.9%

## Retail Deposits

₹ 9,921 cr (54%\*)  
Up 59% yoy  
Mar'21: ₹ 6,242 cr (48%\*)

## Employees

16,895  
Mar'21: 16,571

## CRAR

Mar'22: 19.0%  
Mar'21: 26.4%

## Customer Base

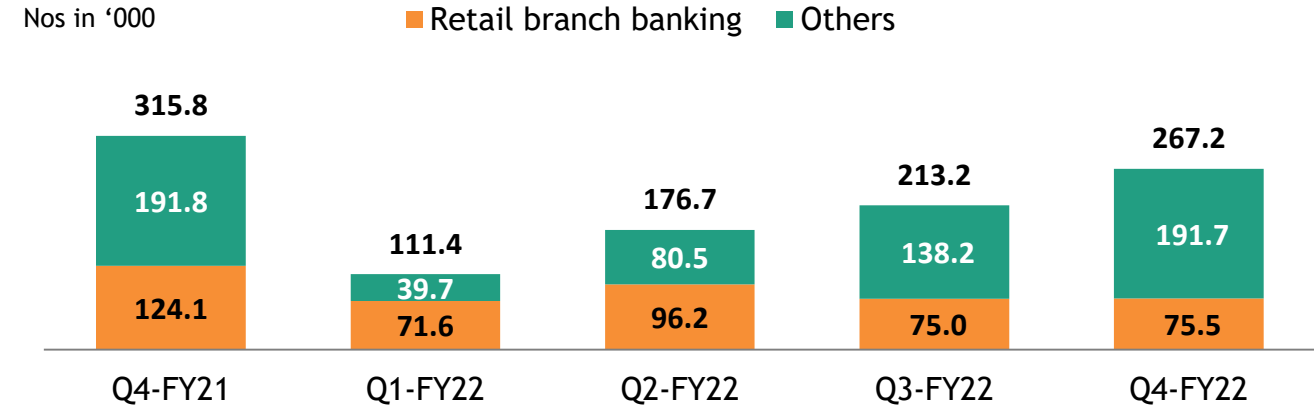
Mar'22: 64.8 lakh customers  
Up 9% yoy  
Mar'21: 59.2 lakh customers



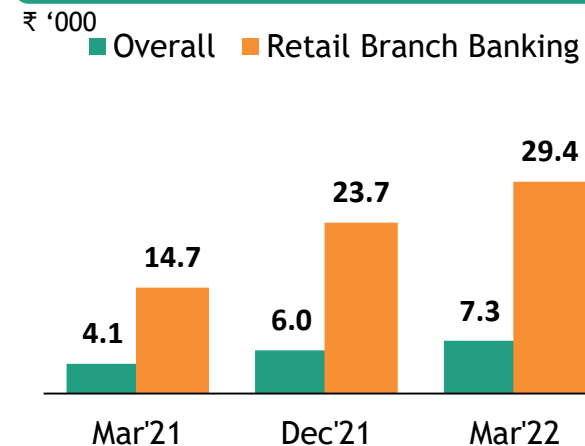
# STRENGTHENING RETAIL LIABILITY FRANCHISE

- **Total deposits** grew 39.3% Y-o-Y to ₹ 18,292 Cr
- **Retail deposits** grew **58.9% Y-o-Y**; contributing to 54% of total deposits in Mar'22 vs 48% in Mar'21
- **CASA deposits** grew 85.0% Y-o-Y; 27.3% as of Mar'22
  - **Retail Branch banking CASA** grew 141.0% Y-o-Y; contributes 77% to total CASA
- **Focus on value-add products to drive average balances**
  - Average balance for Retail Branch Banking SA moved to ₹ 30k from ₹15 k Y-o-Y
  - Average balance of new SA acquisition (retail branch banking) in Q4-FY22: ₹ 53k against ₹ 51k in Q3-FY22 and ₹ 40k in Q2-FY22
  - Ex-salary, average balance for Retail Branch Banking SA now at ₹ 33K (₹ 81K for Q4 acquisition).

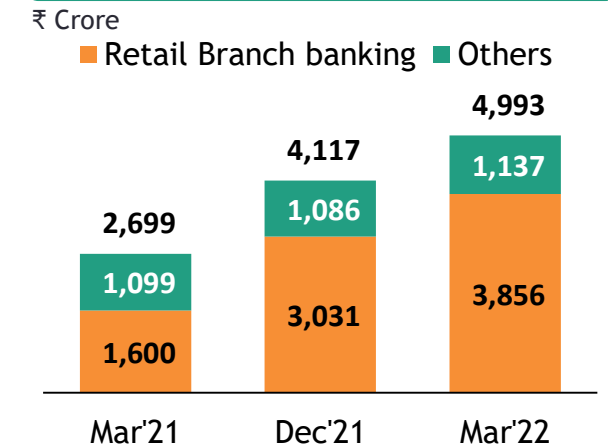
## Retail branch banking driving customer acquisition



## Improving SA ticket size



## CASA: Strong growth





# ASSETS UPDATE - MICROBANKING

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## Collections

- Continuous improvement in collections across regions/ states with Mar'22 reaching ~100% vs. 98% in Dec'21
- Focused approach towards different buckets; reducing flow to higher buckets; collection from stressed pool
- Collections aided by strong dedicated collection team, analytics and digital tools

## Disbursement

- Highest ever disbursement: Q4-FY22 ₹ 3,979 Cr up ~20.0% Y-o-Y, up ~7.8% Q-o-Q
- Building up new customer acquisition - 24% loans to new customers vs. 16% in Q3-FY22; acquired 1.50 lakh new customers in Q4-FY22 vs 1.16 lakh in Q3-FY22

## Digital collections

- Digital penetration continues to scale up through existing & new channels like Fintech, payments bank, money mitra outlets
- Q4-FY22 cashless collections at 19% vs 17% in Q3-FY22; additionally 44% of the repayment supported by payments bank and CMS

## New Initiatives

- Geo-Tagging has been introduced for better analysis of data and more importantly track correct location of borrower
- Updated 30,000+ customer's mobile number through Real-time customer mobile number update process aiding in accessibility and increased digital adoption across UPI, Ujjivan Pay QR, Mobile Banking and Cashless repayment
- Unique Voice Application (Mobile Banking Application facility based on Voice, Visual and Vernacular feature) for Micro Banking Customers to transcend them to self-service banking. Same is being tested in closed group of staff; to be rolled out soon



# ASSETS UPDATE - OTHER ASSETS

---

## Collections

- Continuous improvement in collections across regions/ states with Mar'22 reaching 96% vs. 91% in Dec'21
- Improvement across all verticals; FIG continues to be 100%
- Focused approach towards different buckets; reducing flow to higher buckets; collection from stressed pool
- Collections aided by strong dedicated collection team, analytics and digital tools, legal action
- Formation of collection task force to improve repayment

## Disbursement

- Q4-FY22 Disbursements at ₹ 890 Cr
  - Housing: ₹ 304 Cr in Q4-FY22 vs ₹ 349 Cr in Q3-FY22 vs ₹ 324 Cr in Q4-FY21;
  - MSE: ₹ 312 Cr vs ₹ 340 Cr in Q3-FY22; ₹ 276 Cr in Q4-FY21; Fintech loan book for supply chain finance at ₹ 211 Cr; CGTMSE scheme - ₹ 115 Cr disbursed till date
  - FIG: ₹ 120 Cr vs ₹ 250 Cr in Q3-FY22; ₹ 240 Cr in Q4-FY21

## Others

- Increasing focus on Semi-formal/ Formal segment
- Housing: Launched Centralized credit processing Unit to reduce TAT
- MSE: Focus on working capital finance and overdraft; sourcing through Branch referrals
- FIG: Healthy client base - Continued focus on A & AA rated NBFC with secured lending business and high ticket sizes; collection efficiency at 100%; BG for various Capital Market clients, Co-op banks is already live



# Successfully driving digital journey



# LEADER IN ADOPTING TECHNOLOGY (PRE-BANK)

First in the Industry - Door-step Loan Processing through **Phyigital** 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

## 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

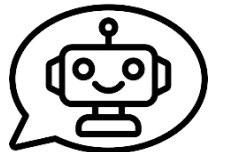
2020

## 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

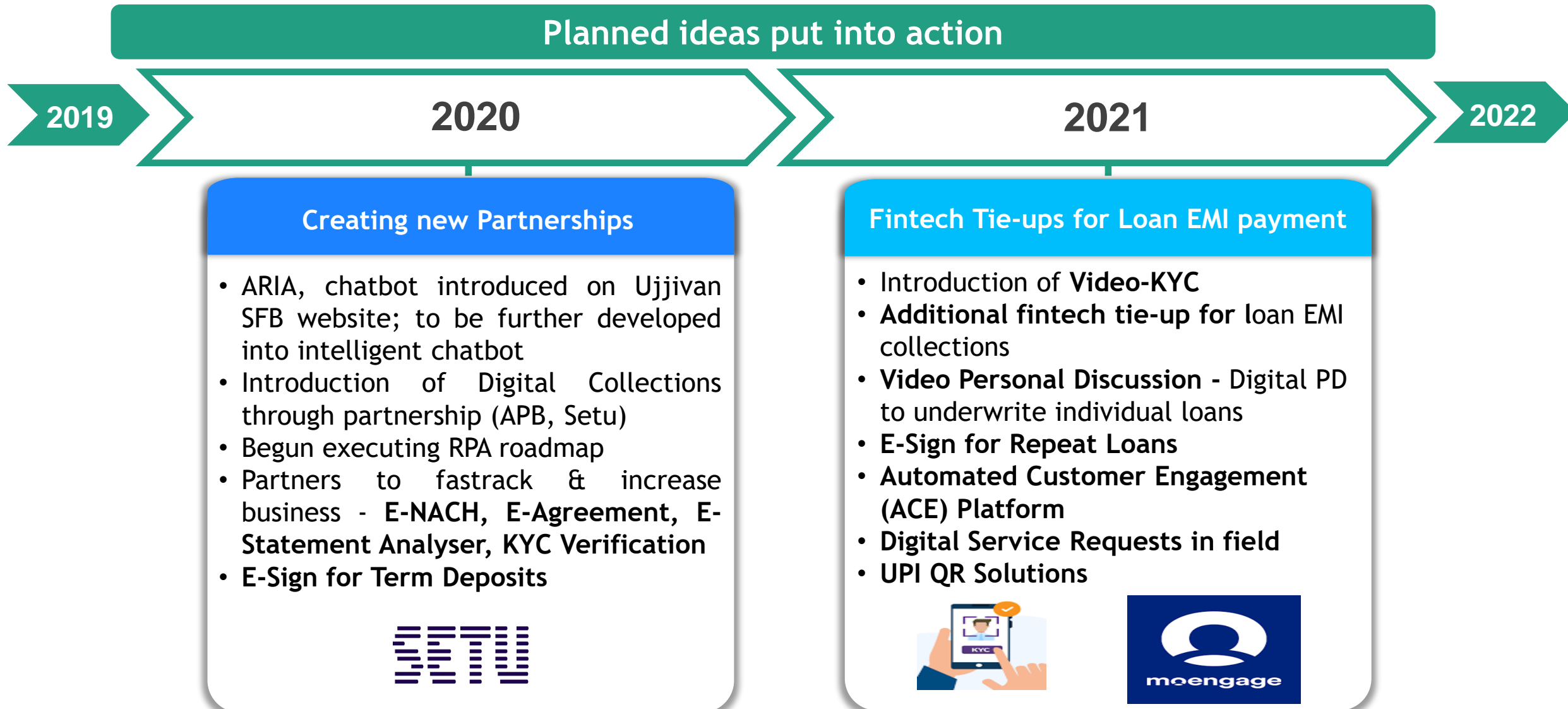
- **VVV (voice, video & vernacular) Mobile Application** - Conceptualized specialised mobile banking application for Microbanking customers aimed at increasing usage and digital education
- Conceptualized chatbot **ARIA** to create product leads
- Begun work on various initiatives including RPA for process 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)





# THE DIGITAL JOURNEY - WAY FORWARD (1/2)

## API stack to scale-up UPI payments

Building future ready API gateway for Fintechs by facilitating plug and play model enabling digital payments

## Enhancements in Digital Payments

Introducing cash mode for EMI loan repayments under Bharat Bill Payment System (BBPS)

## Scale-up UPI acquiring business

1. **P2PM** - Scaling-up the issuance of P2PM QR code for small merchant business
2. **P2M** - Introduce P2M QR codes to facilitate digital payments for large merchants
3. **Sound box** - Introduction of UPI sound box for facilitating real time voice alerts
4. **UPI PSP Acquiring App** - Launch of UPI acquiring app in Mobile Banking as an additional payment mode

## Payment Gateway Integrations

1. Ujjivan Internet Banking has been enabled by PGs like FSS and CC Avenues
2. Billdesk and Razorpay are in pipeline to go-live in Q2 FY 22-23
3. Other 2 payment aggregators are projected to go-live in Q2 FY 22-23
4. This will cover 80% of merchants in market facilitating online transactions through Internet Banking



# THE DIGITAL JOURNEY - WAY FORWARD (2/2)

## VVV and other initiatives



### VVV Application -

- 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
- The users can use voice search option for easily understanding and adopt various functionalities of this app
- This app will help in assisting customers in easily viewing balance & statements, transferring funds, booking deposits, repaying loan EMLs, etc. conveniently in their vernacular language



### Smart Statement -

- A consolidated overview of all the product holdings of a customer
- A summarised and comprehensive statement that highlights all the relationships under one statement

## API Banking & Fintech partnerships



- Revamped API banking developer portal for faster Go LIVE of partnerships
- Multiple Fintech partnerships for sourcing Assets & Liability products

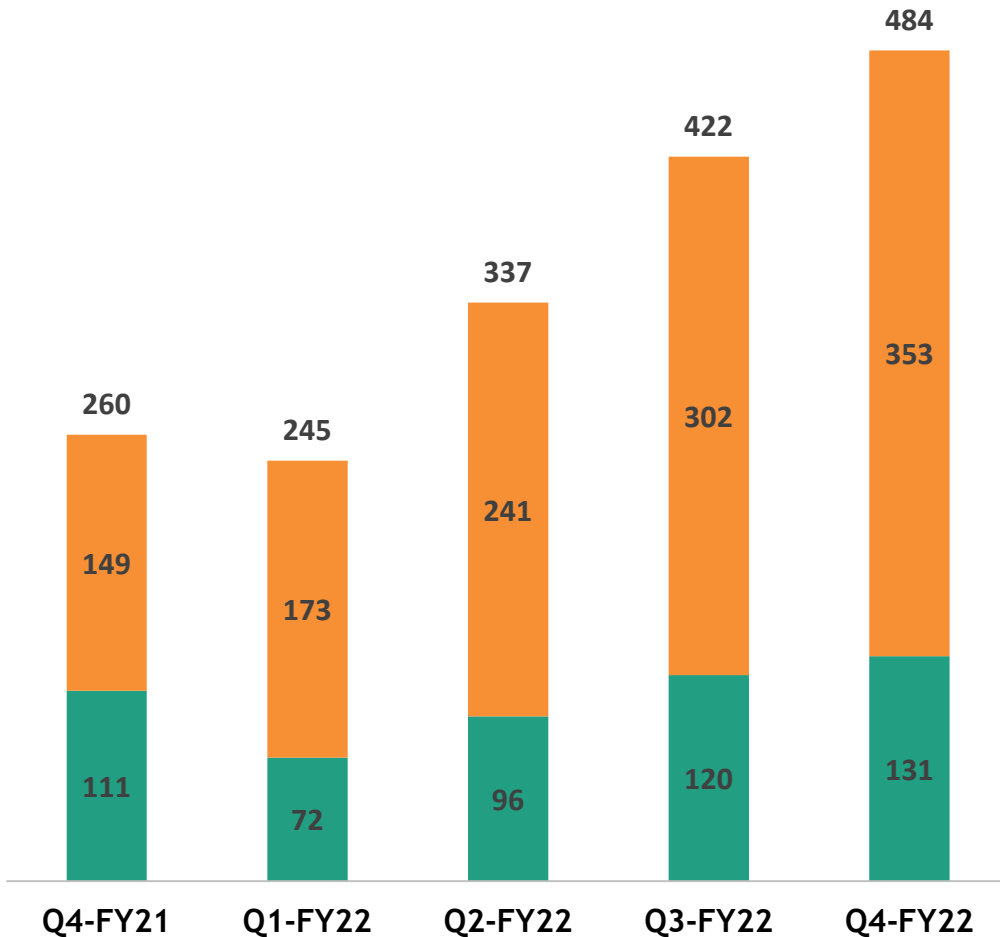


# INCREASING DIGITAL TRANSACTIONS (1/2)

## Increasing Digital Transactions\*

Nos in lakhs

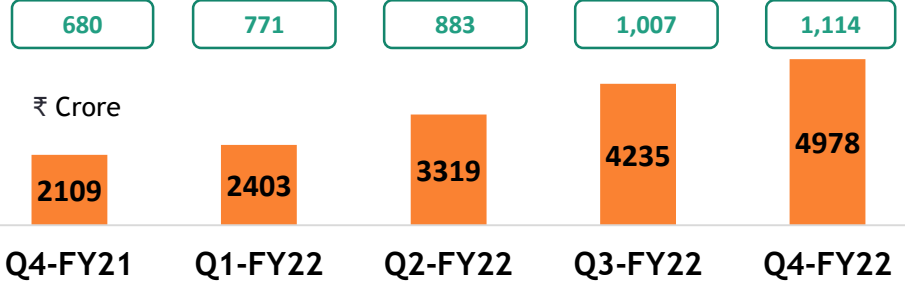
■ Cash Transactions ■ Digital Transactions



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

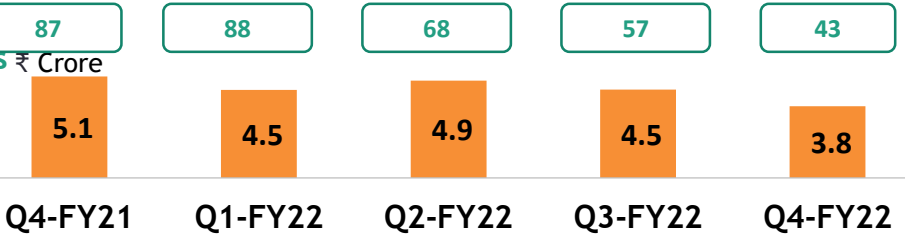
## UPI Transactions

^Active Customers (in '000)



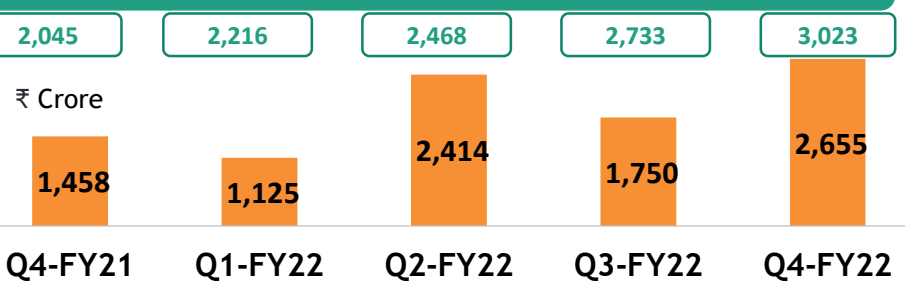
## Bill Payments

No. of Transactions (in '000s)



## Business Net Banking

^Active Customers



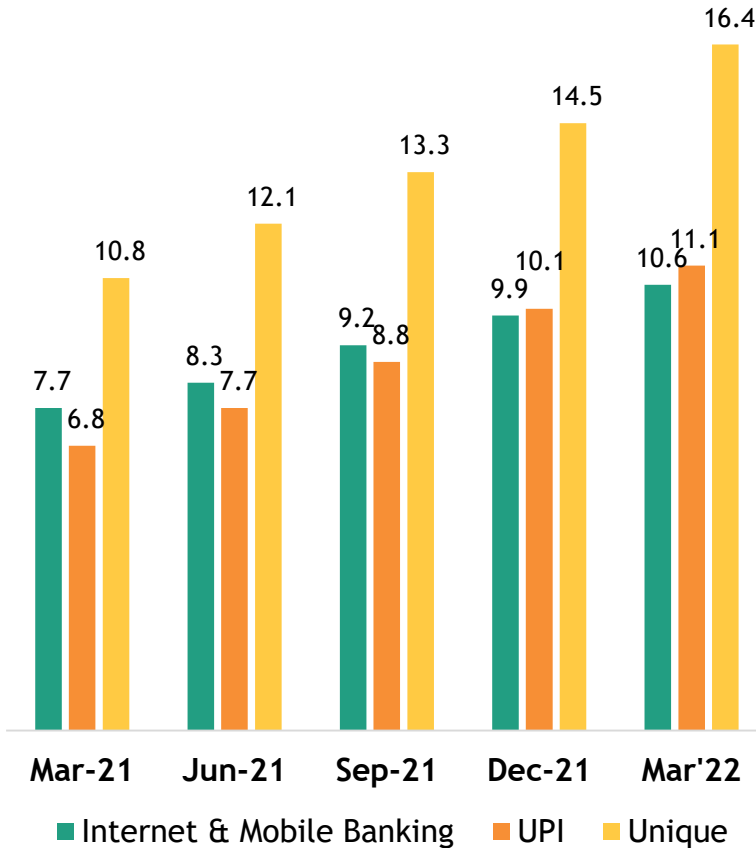


# INCREASING DIGITAL TRANSACTIONS (2/2)

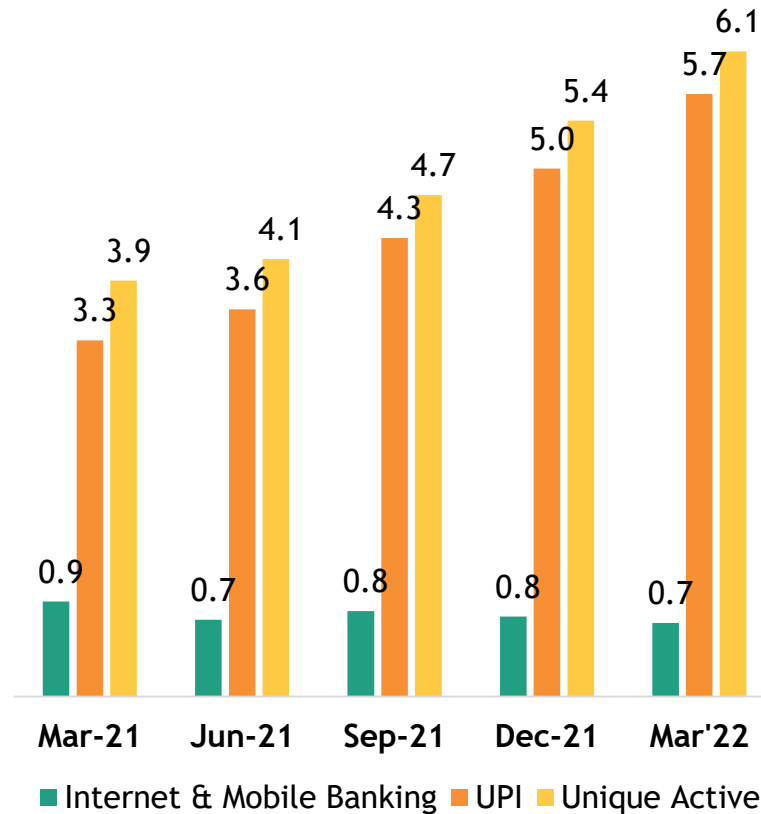
Digital penetration among customers continues to show a healthy increase

POS Transactions

Registered Customers (in lakhs)

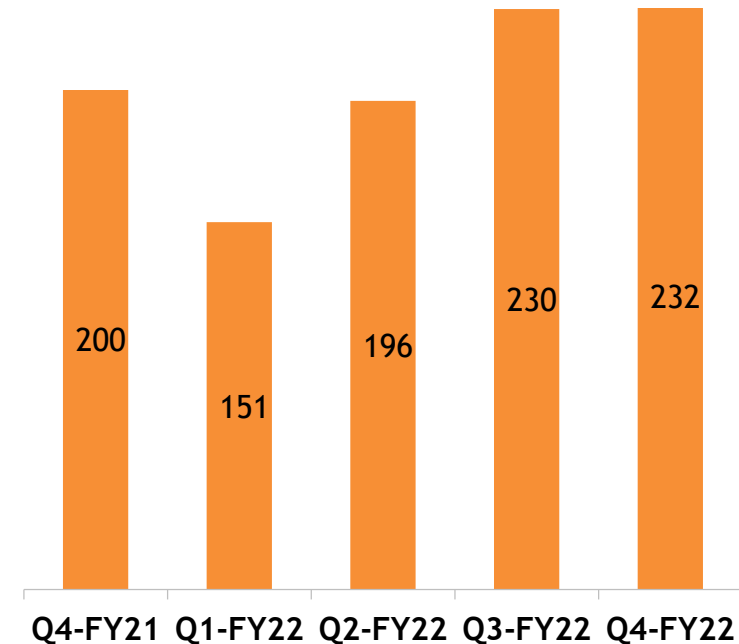


Transacting Customers (in lakhs)



No. of Transaction (in box)

Value in ₹ Crore

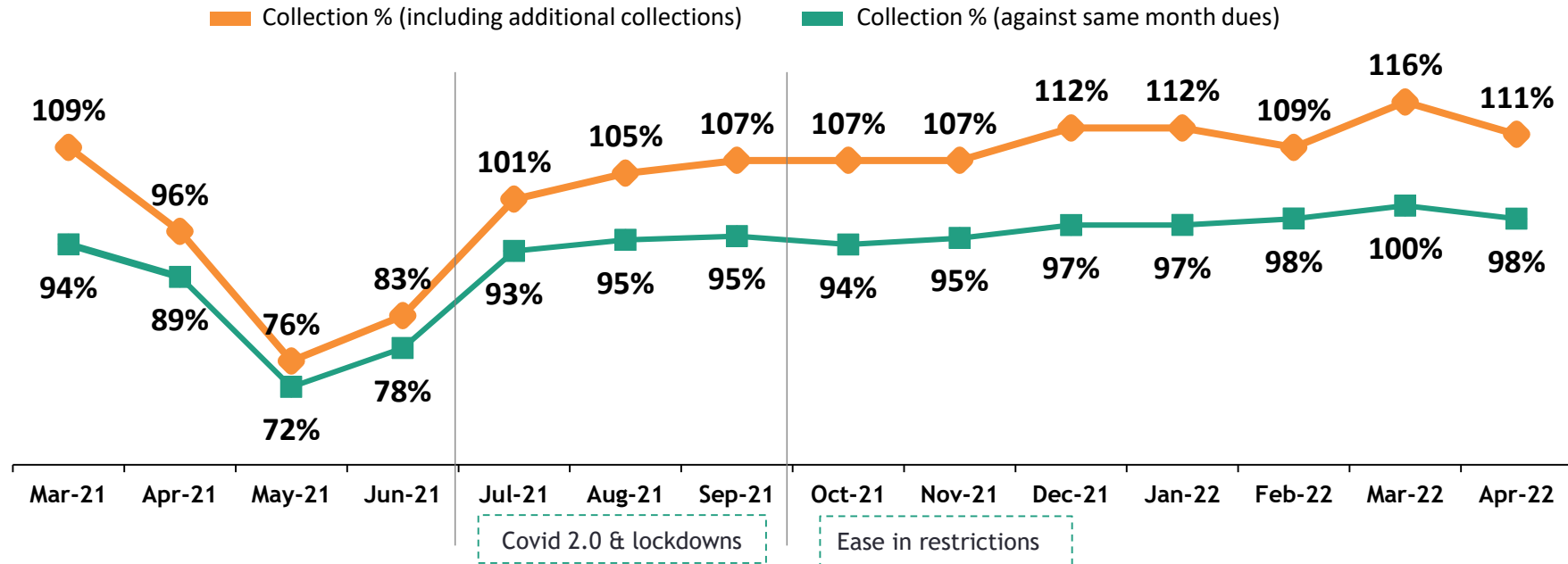




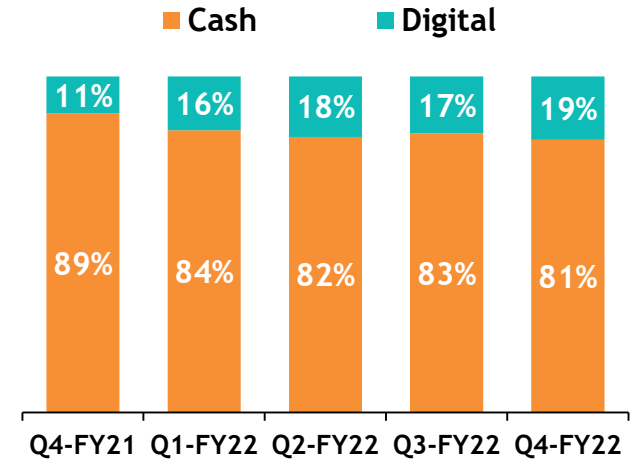
# Collections and asset quality parameters



# HEALTHY COLLECTIONS LEADING TO IMPROVED ASSET QUALITY

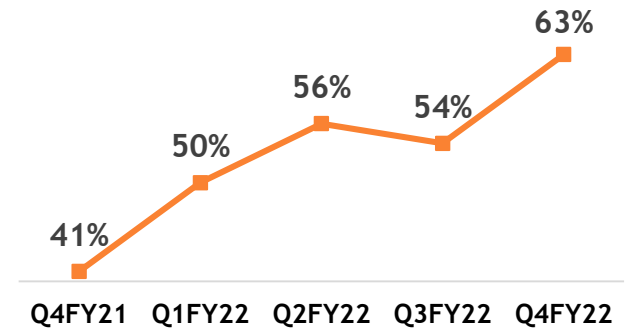


## Digital vs cash collections



- 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

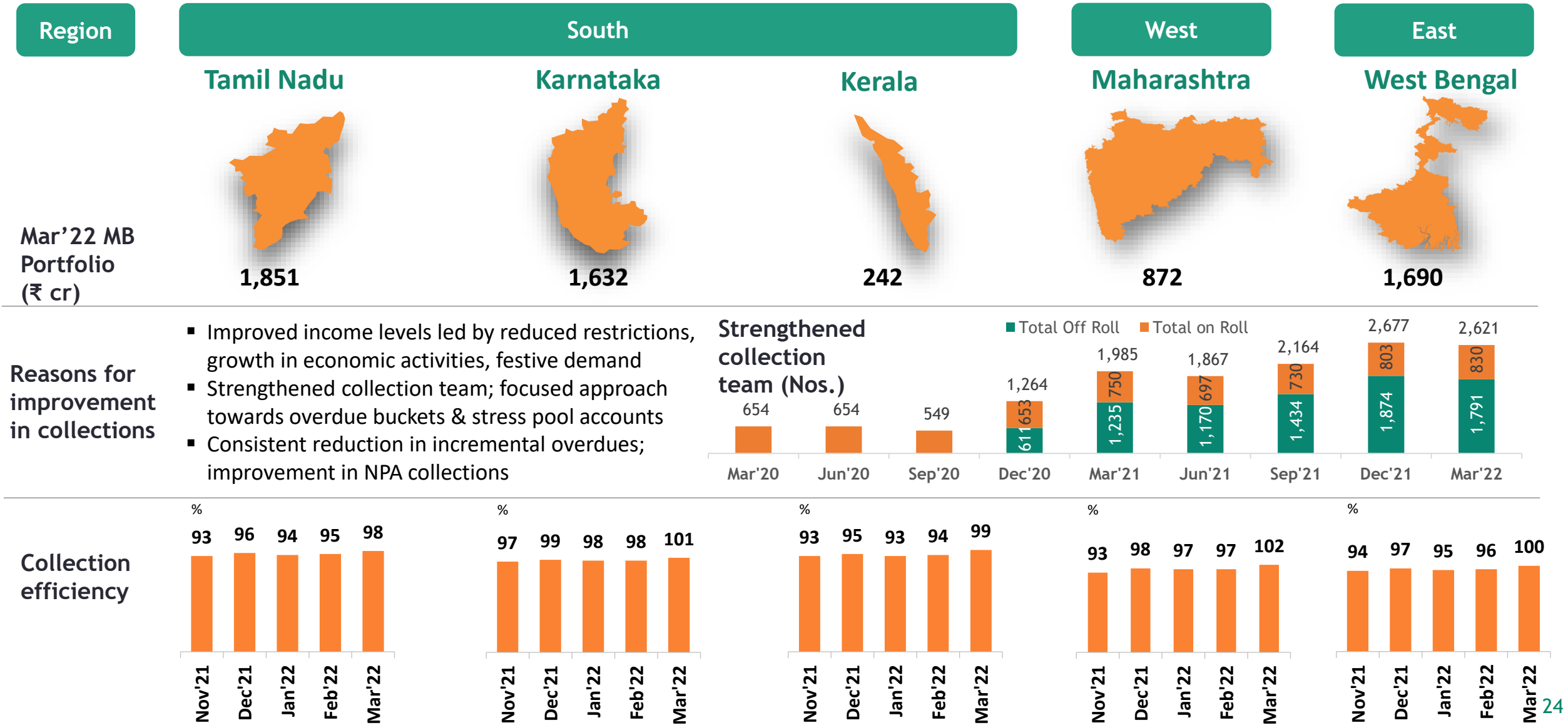
## MB Digital & Fintech collections



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







# COLLECTION EFFICIENCY (1/2)

₹ 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%	19.5
Affordable Housing	33.1	30.8	93%	18.7	34.2	32.0	94%	28.0	35.3	33.0	94%	32.5
Personal Loan	7.5	6.7	89%	2.0	6.9	6.1	88%	1.5	7.8	6.9	88%	1.9
Vehicle Loans	6.0	5.5	92%	0.4	6.7	6.3	91%	0.4	7.3	6.7	91%	0.5
FIG Lending	41.4	41.4	100%	-	62.0	62.0	100%	-	44.4	44.4	100%	-
Total	959.2	908.8	95%	118.6	988.7	964.0	97%	144.8	989.9	956.8	97%	149.4



# COLLECTION EFFICIENCY (2/2)

₹ Crore	Feb'22				Mar'22				Apr'22			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MicroBanking	906.9	889.1	98%	68.1	936.7	944.6	101%	85.7	939.3	928.9	99%	76.3
MSE	25.7	21.8	85%	22.8	25.6	22.1	86%	33.1	25.6	21.5	84%	21.6
Affordable Housing	36.0	33.9	94%	29.4	36.8	35.2	96%	50.2	37.6	35.4	94%	29.0
Personal Loan	8.3	7.4	90%	2.0	8.8	8.3	94%	2.0	8.8	8.1	93%	2.8
Vehicle Loans	7.9	7.2	92%	0.4	8.4	7.9	91%	0.4	8.8	8.1	92%	0.6
FIG Lending	41.6	41.6	100%	-	73.2	73.2	100%	-	49.0	49.0	100%	-
<b>Total</b>	<b>1,026.5</b>	<b>1,001.0</b>	<b>98%</b>	<b>122.8</b>	<b>1,089.7</b>	<b>1,091.2</b>	<b>100%</b>	<b>171.4</b>	<b>1,069.2</b>	<b>1,051.1</b>	<b>98%</b>	<b>130.5</b>



# SIGNIFICANT REDUCTION IN RESTRUCTURED BOOK

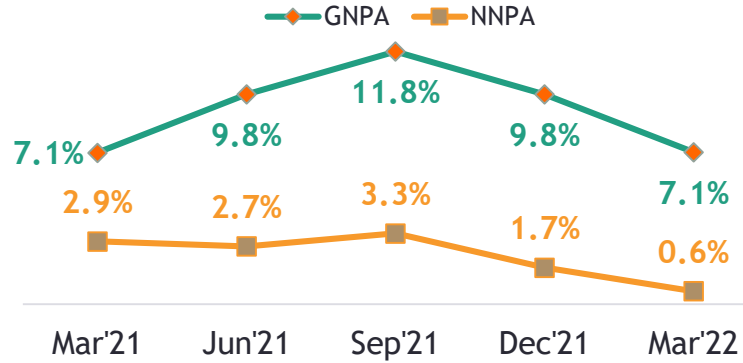
Restructured Book			
₹ crores	RF 1.0	RF 2.0	Total
MicroBanking	230	502	732
Affordable Housing	13	23	36
MSE	12	65	77
<b>Loan Book</b>	<b>255</b>	<b>590</b>	<b>845</b>
PAR	216	242	458
GNPA	205	166	370
Provisions	199	195	394
Mar'22 Collection efficiency %	-	-	89%

- Significant reduction in Stress pool (Restructured + NPA), driven by:
  - Improving collection across buckets
  - PAR/ GNPA has been reducing on absolute basis as fresh slippages have reduced significantly

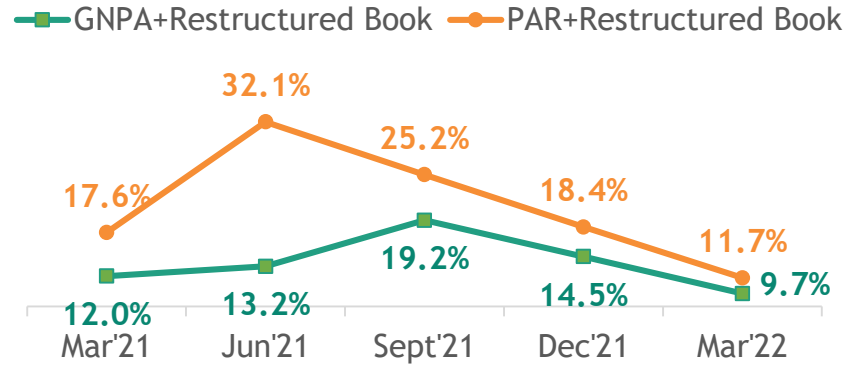


# FOCUSED TOWARDS IMPROVING ASSET QUALITY

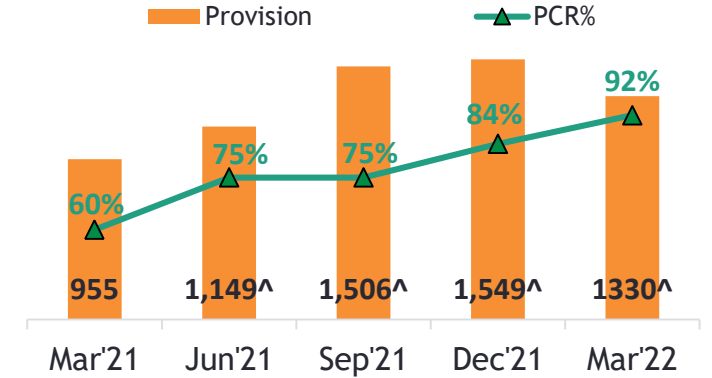
## GNPA & NNPA



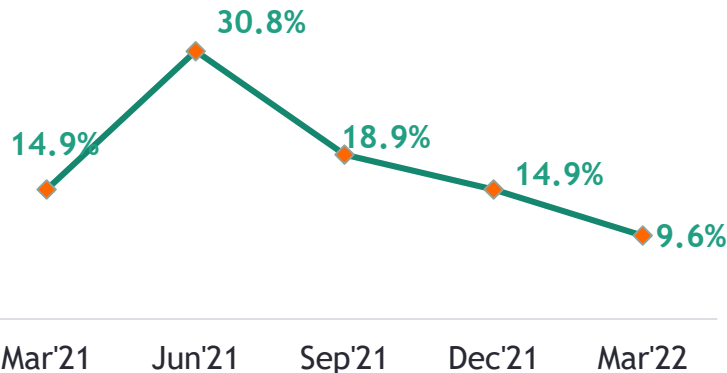
## Significant reduction in stress book



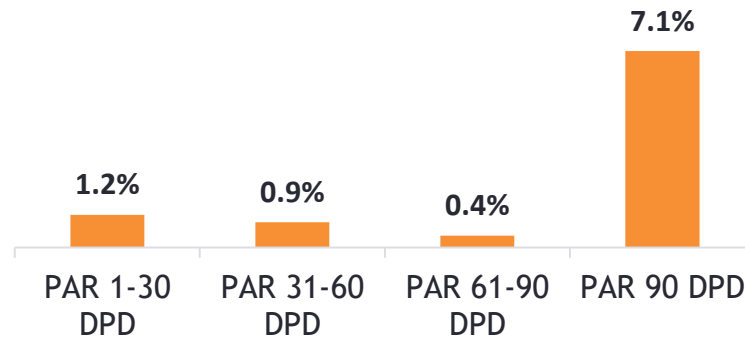
## Total Provision (₹ in crore) & Provision Coverage Ratio



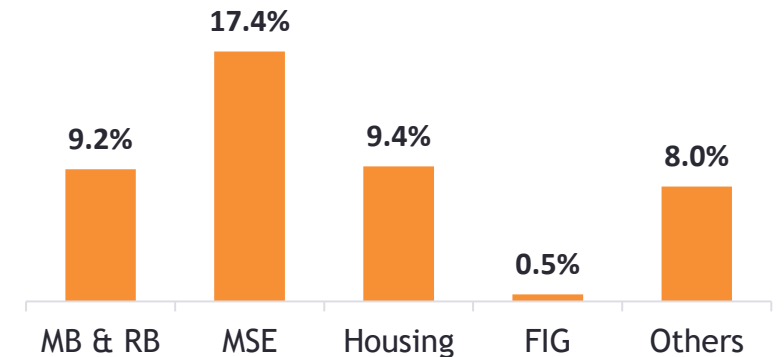
## Portfolio at Risk (PAR-0)



## Portfolio at Risk (bucket wise)



## PAR-0 (segment wise)



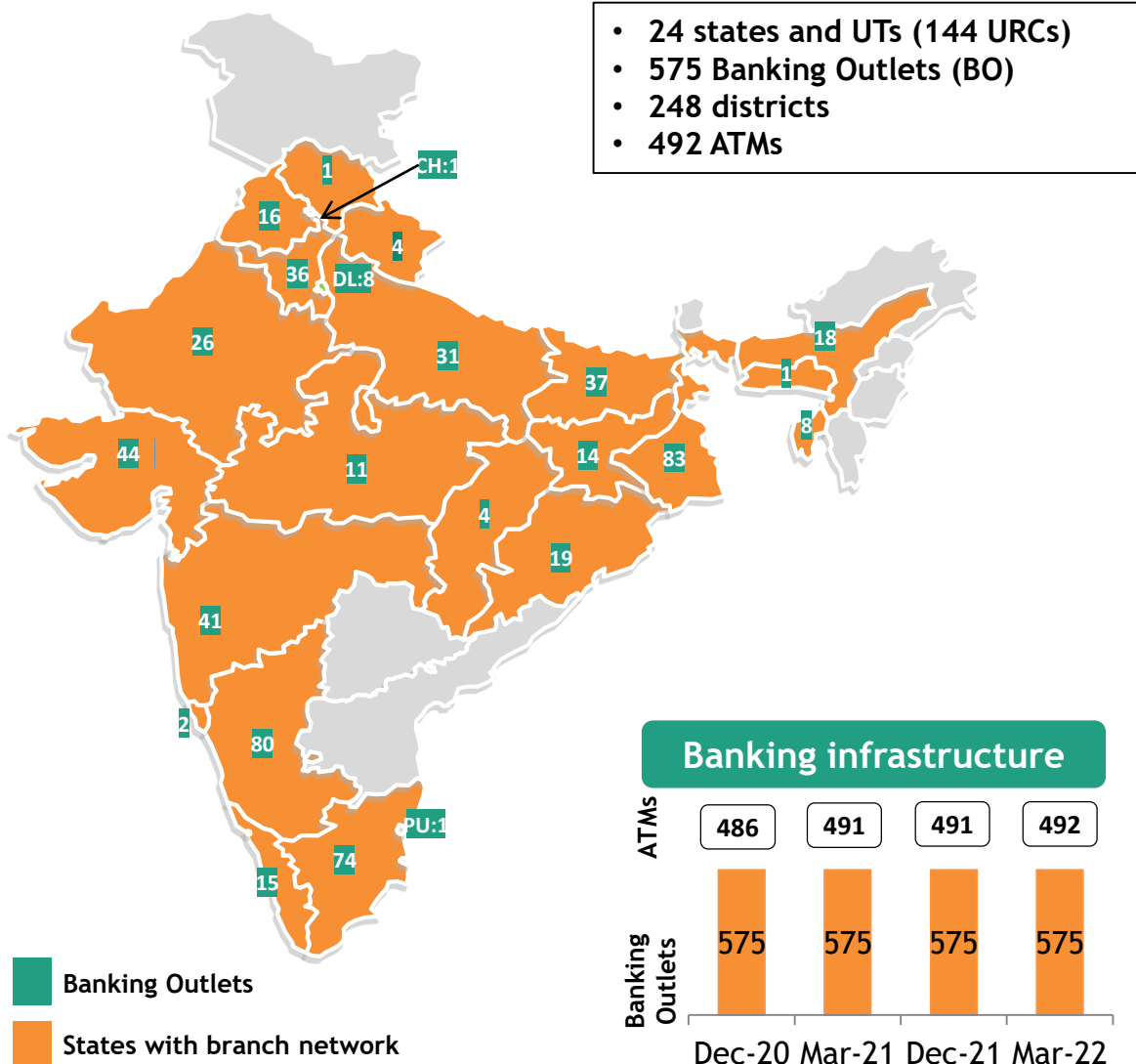
^Includes floating COVID provision of ₹250 Cr



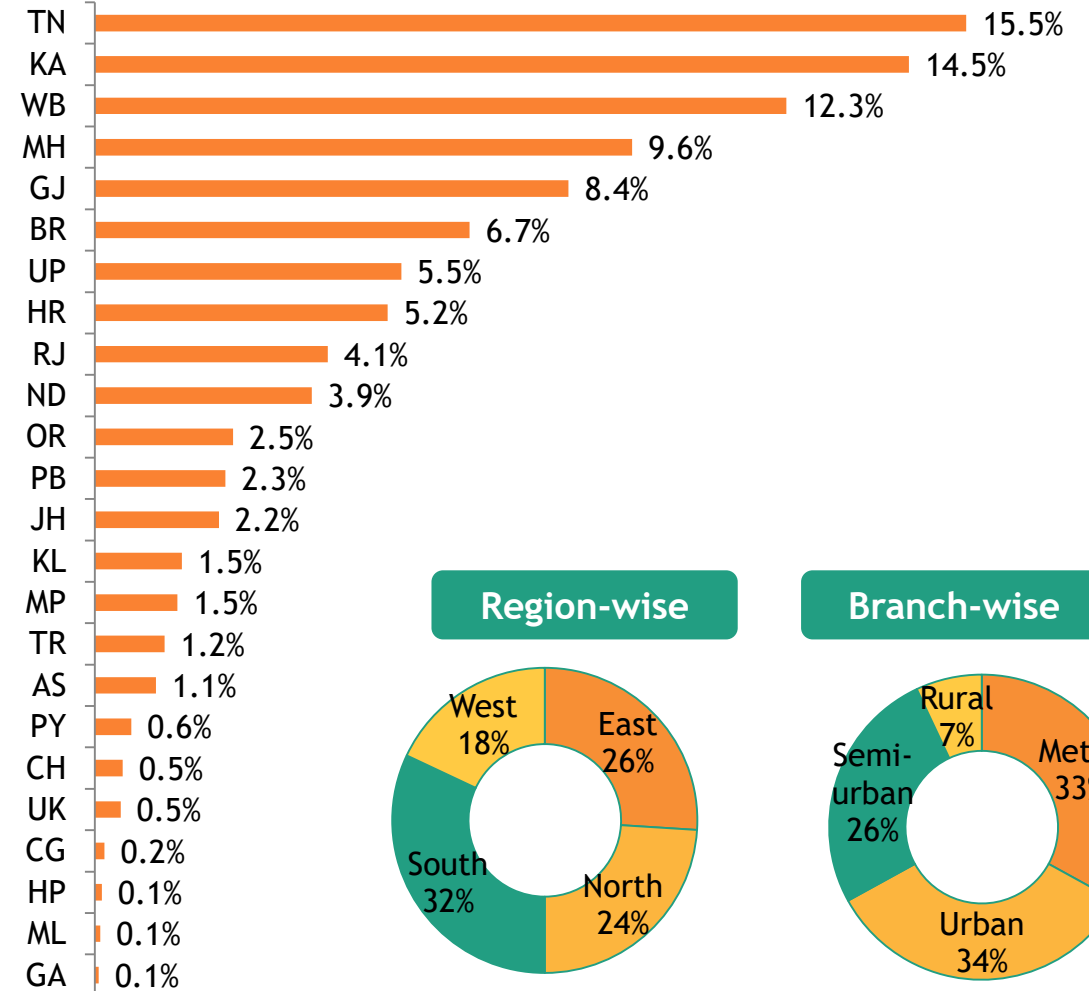
# Business Overview



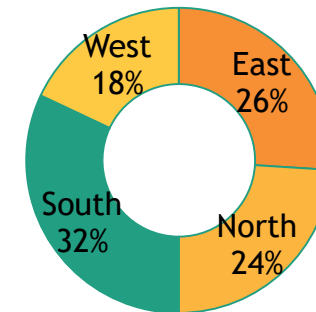
# WELL DIVERSIFIED PAN INDIA PRESENCE



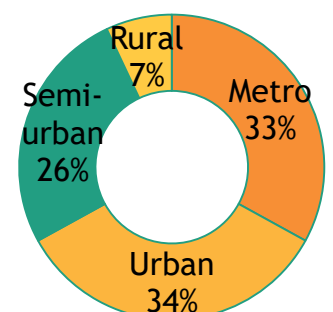
## Gross Advances (Mar'22)



## Region-wise



## Branch-wise



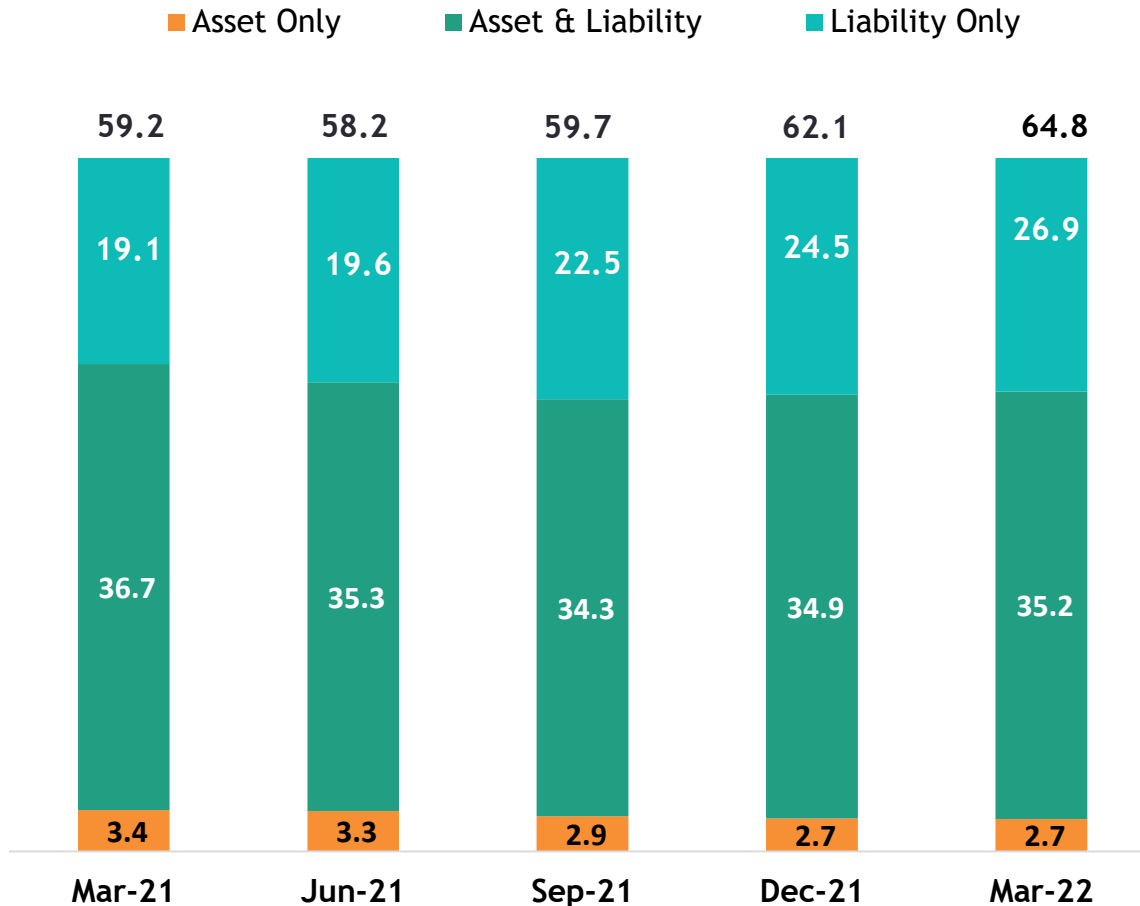
Total Gross Advances - ₹ 18,162 Cr\*

\*Includes IBPC and securitization

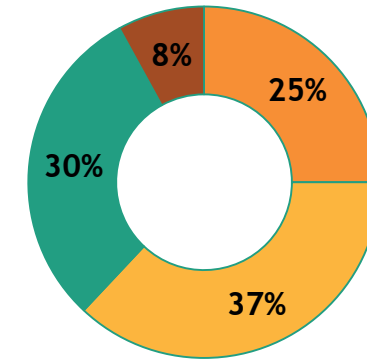


# EXPANDING LIABILITY CUSTOMER BASE

## Customer Base Growth



## Customer Base - Basis of Branch Classification



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

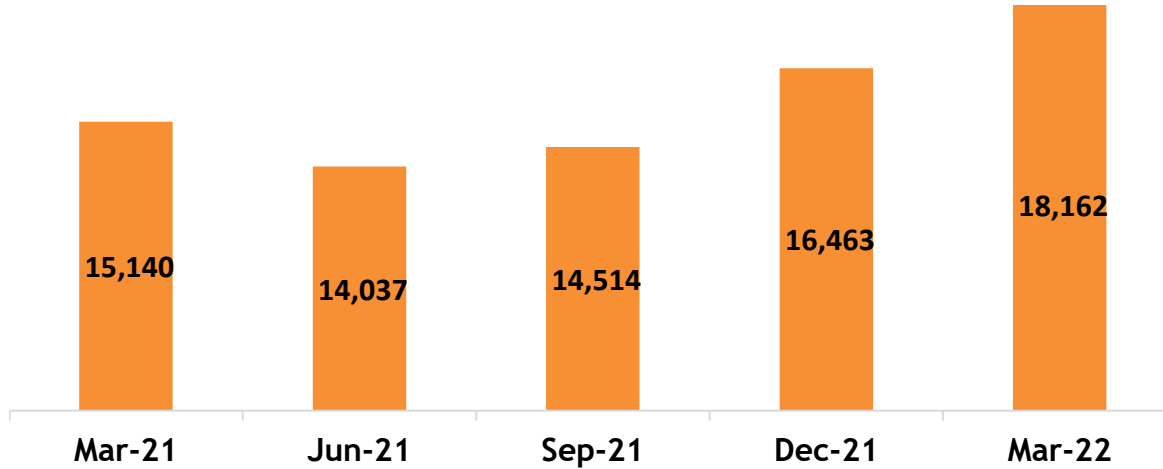
\*Semi-Urban branches largely cater to rural customers

- Liability customers grew by 11% vs Mar'21
- New customer acquisition continues with the uptrend during the quarter - Liability only customers at 26.9 lakhs vs 24.5 lakhs as on Dec'21
- Borrower base started to improve reflecting healthy customer acquisition

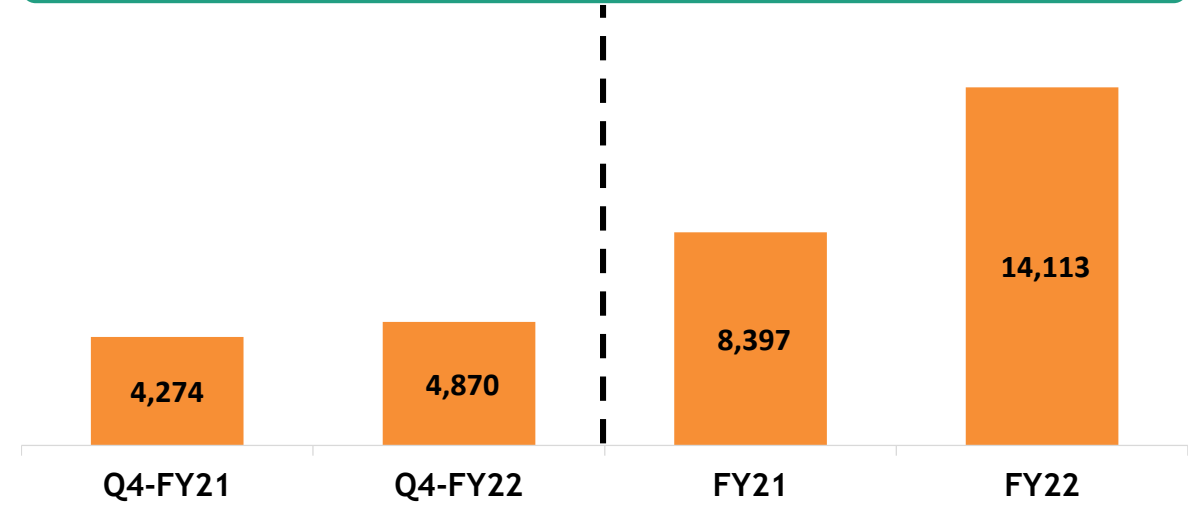


# GROSS ADVANCES AND DISBURSEMENT TREND

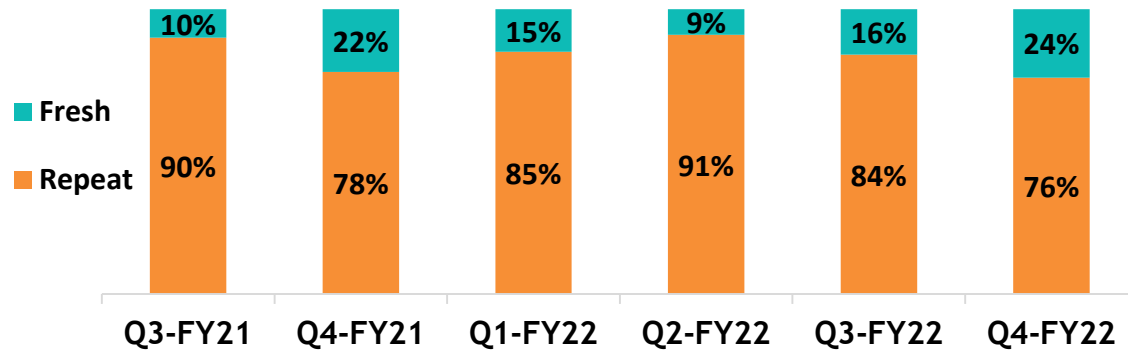
Gross Advances (₹ in crore)



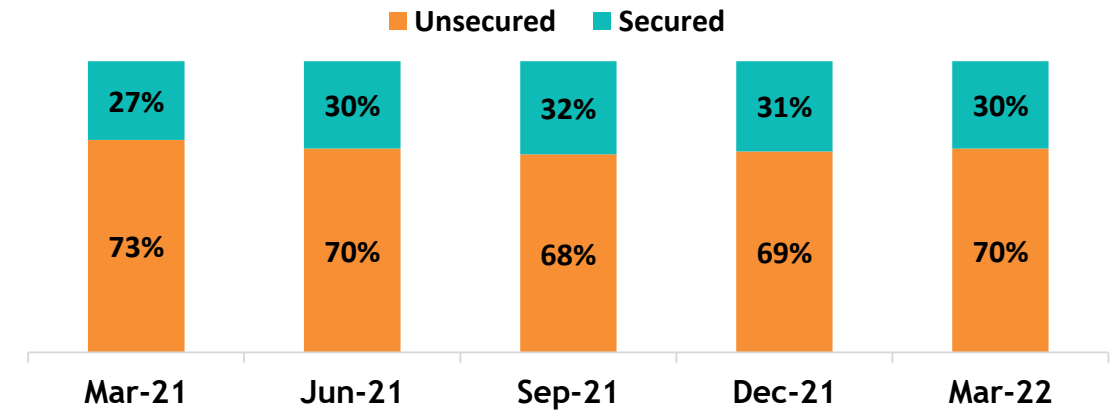
Total Disbursements (₹ in crore)



Microfinance Loan Disbursement (No. of Loans)



Portfolio Breakup

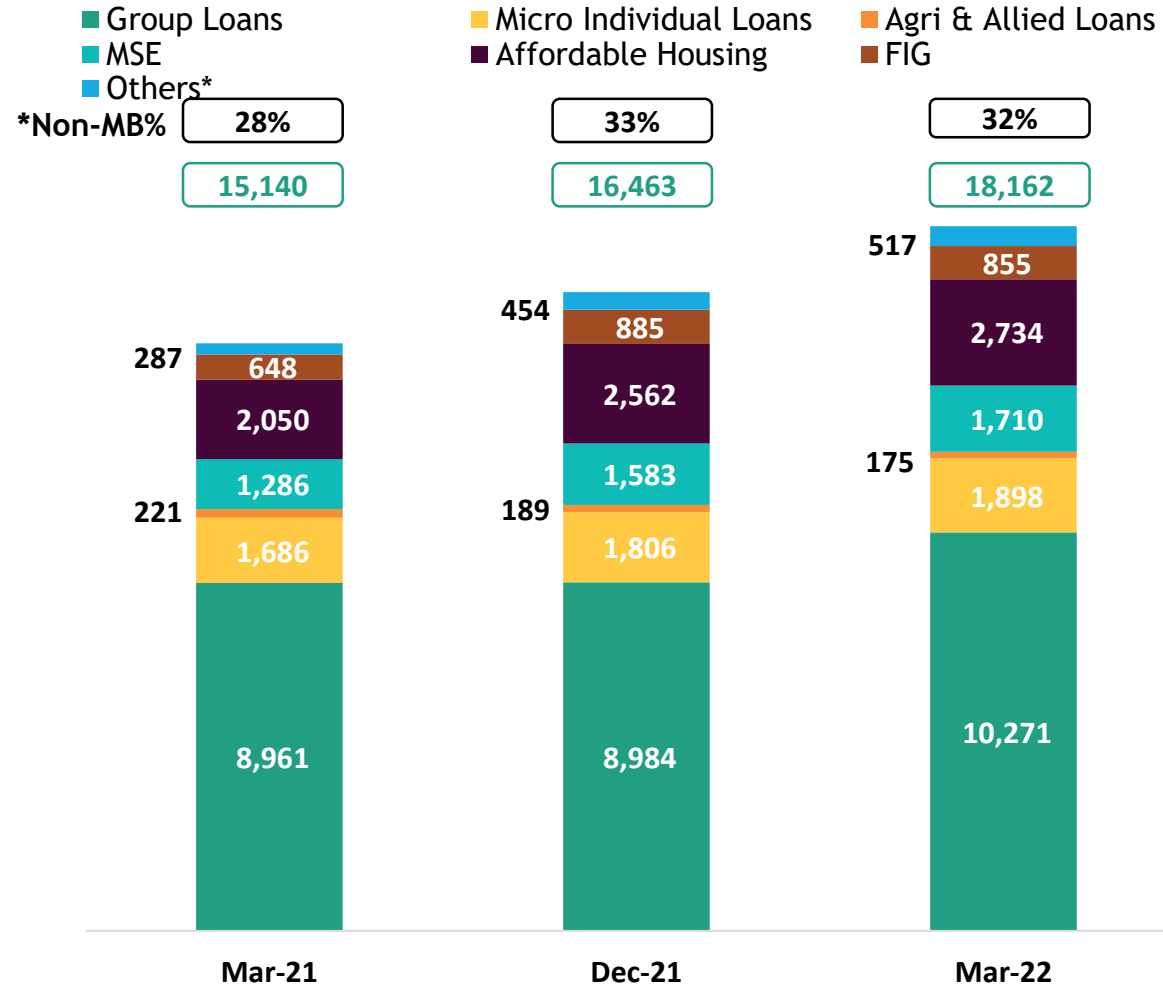






# DIVERSIFYING ASSET BOOK

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



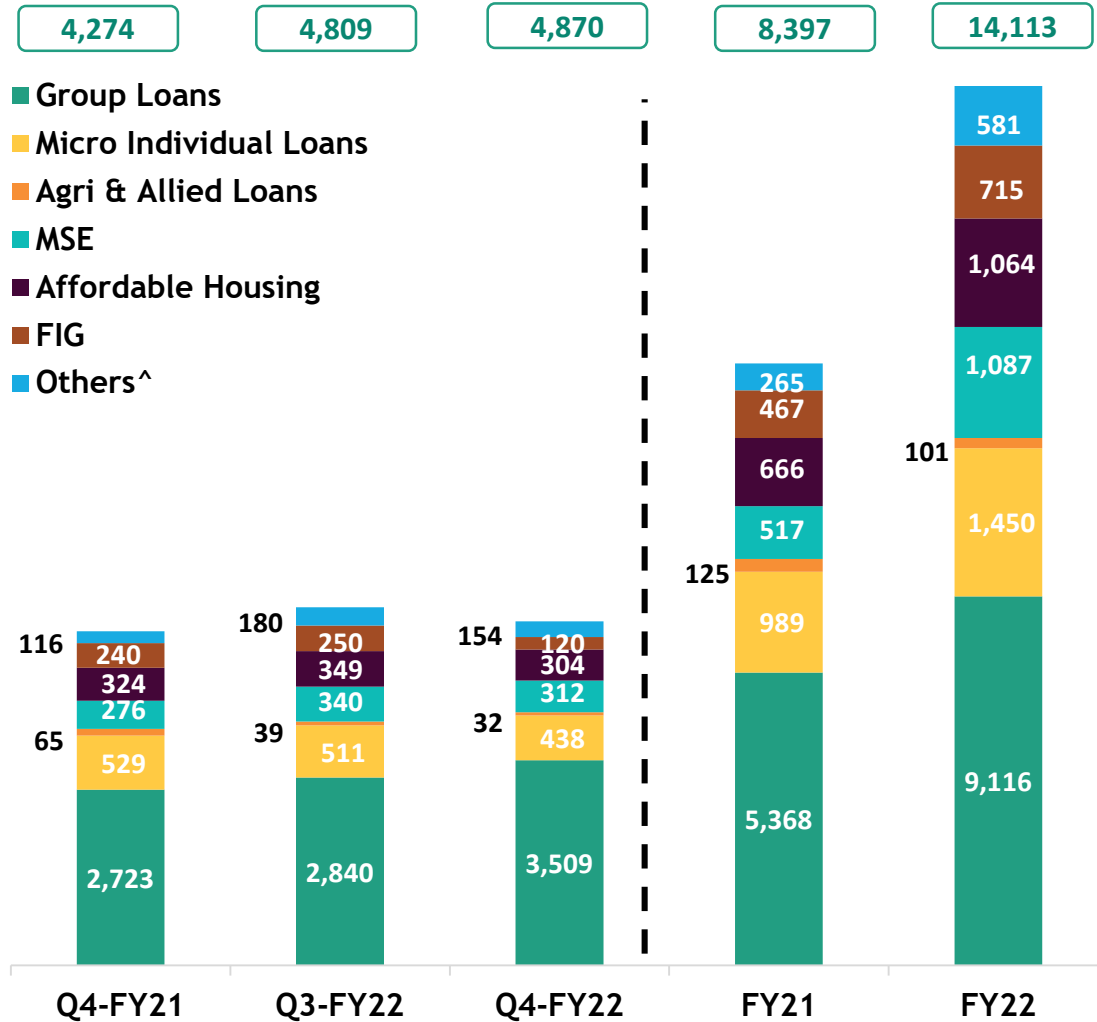
\*Non-Microbanking

Product	% Gross Advances	Growth Y-o-Y	Growth Q-o-Q
Group Loans	56.6%	14.6%	14.3%
Micro Individual Loans	10.5%	12.6%	5.1%
Agri & Allied loans	1.0%	-20.7%	-7.3%
<b>MicroBanking</b>	<b>68.0%</b>	<b>13.6%</b>	<b>12.4%</b>
MSE	9.4%	33.0%	8.0%
Affordable Housing	15.1%	33.4%	6.7%
FIG Lending	4.7%	32.0%	-3.4%
Others	2.8%	80.3%	14.0%
<b>Total</b>	<b>100.0%</b>	<b>20.0%</b>	<b>10.3%</b>



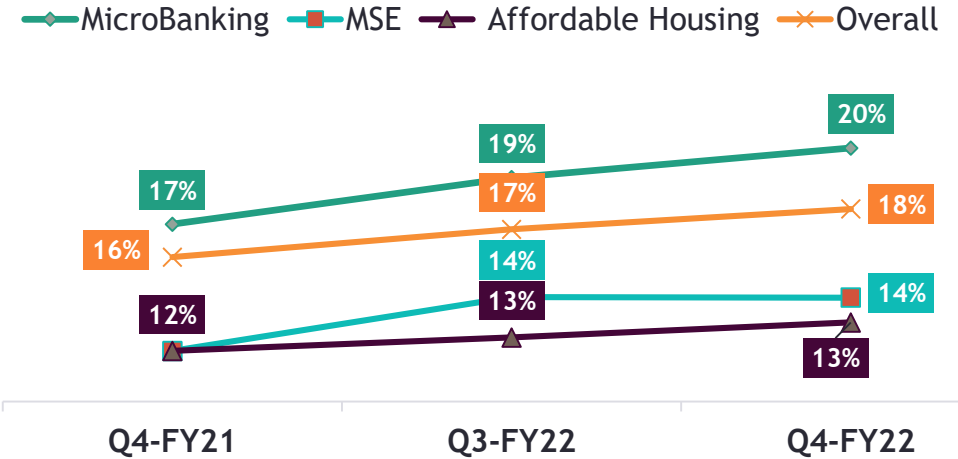
# DISBURSEMENT & AVERAGE TICKET SIZE

## Product wise Disbursement (₹ in crore)



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

## Yield (%) - Segment wise



## Average Ticket Size (₹)

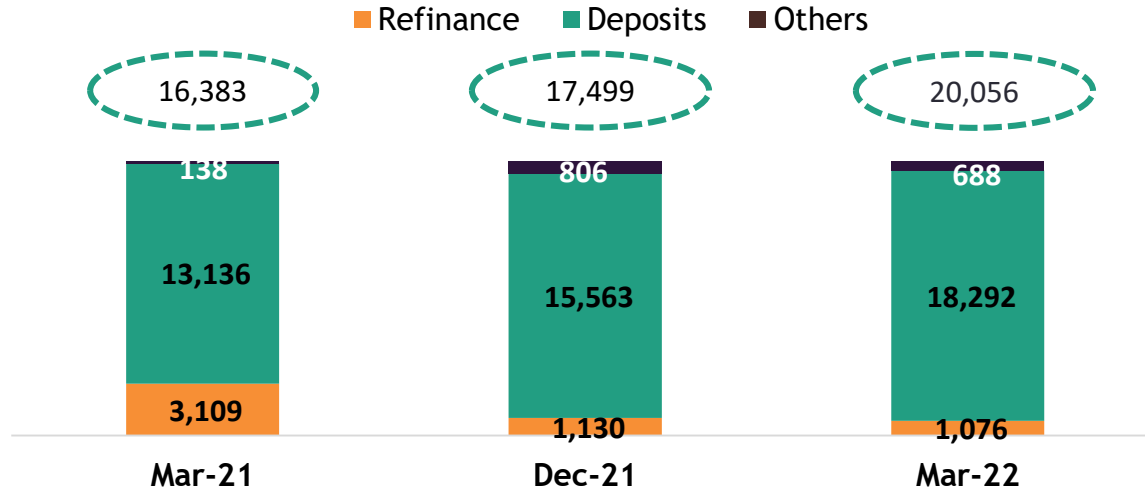
Product	Q4-FY21	Q3-FY22	Q4-FY22
Group Loans	38,463	45,546	59,475
Micro Individual Loan	1,13,909	1,19,957	1,34,980
MSE	19.8 lakhs	18.9 lakhs	16.3 lakhs*
Affordable Housing	11.1 lakhs	11.5 lakhs	11.4 lakhs

\*MSE ticket size is ₹16.2 lakhs in Q4FY22 if Navnirman loans under ECLGS scheme are included

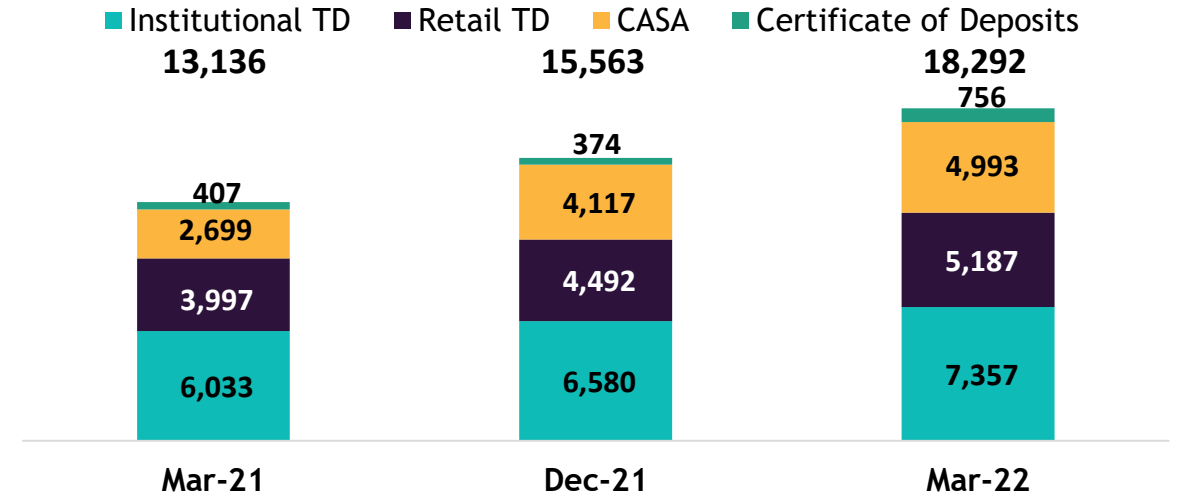


# LIABILITY: HEALTHY TRACTION IN RETAIL FRANCHISE

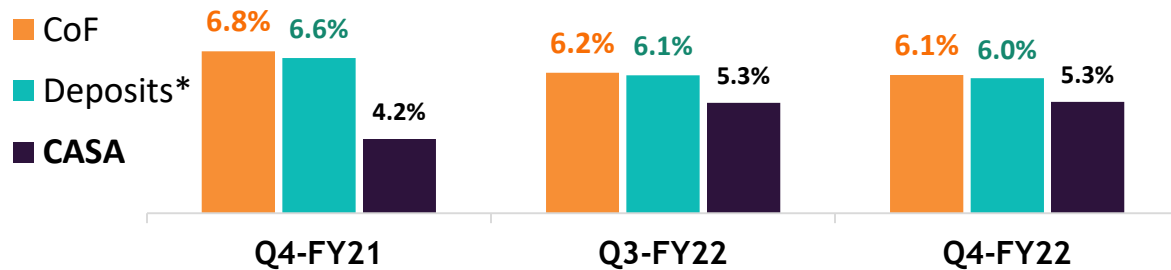
## Total liabilities profile (₹ in crore)



## Deposits break-up (₹ in crore)



## Cost of funds



- ❖ Comfortable ALM position
- ❖ Credit To Deposit Ratio: 99% as of Mar'22
- ❖ Retail % share has increased to 54% from 48% in Mar'21
- ❖ Cost of Deposits declined 60 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



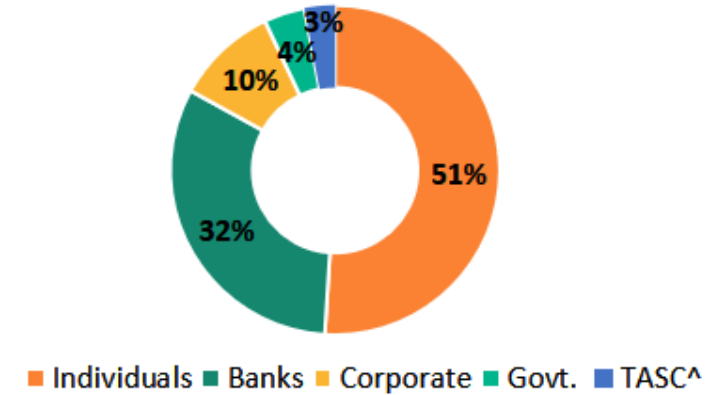
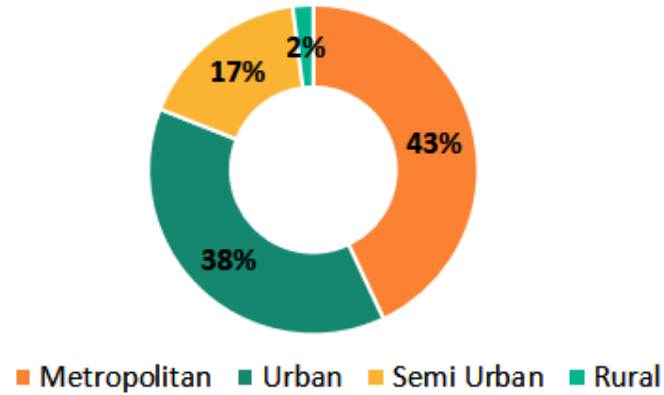
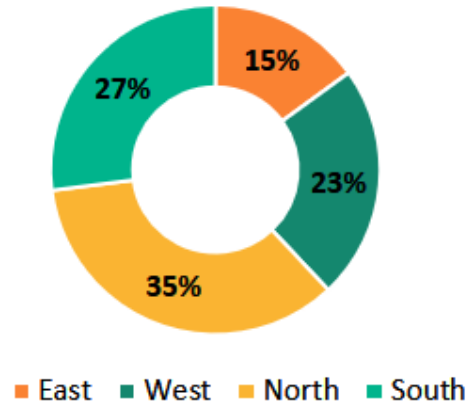
# WELL-DIVERSIFIED DEPOSIT MIX

Region-wise deposit mix

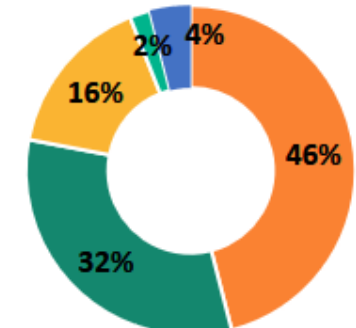
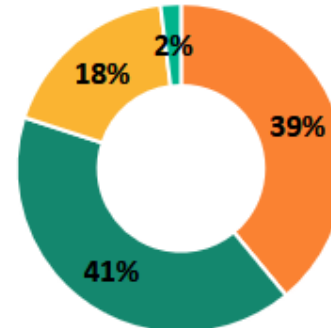
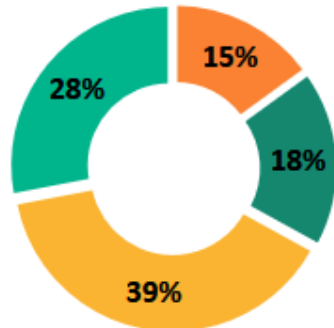
Branch classification wise deposit mix

Segment wise deposit mix

Mar'21



Mar'22



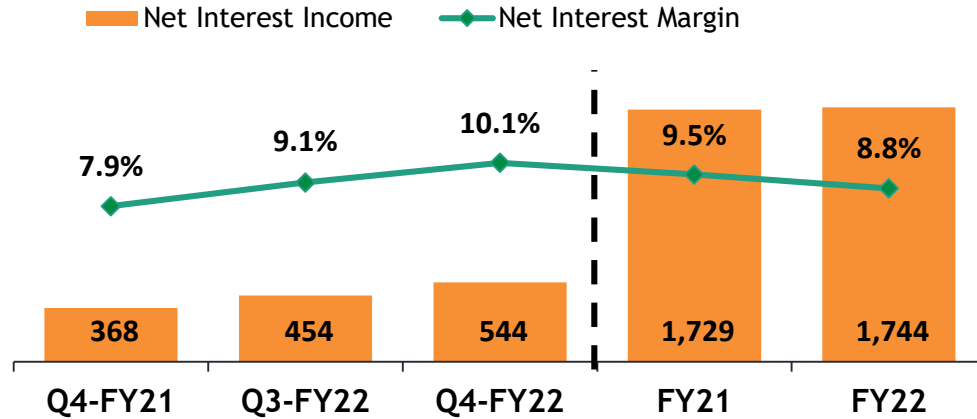


# Financial Overview

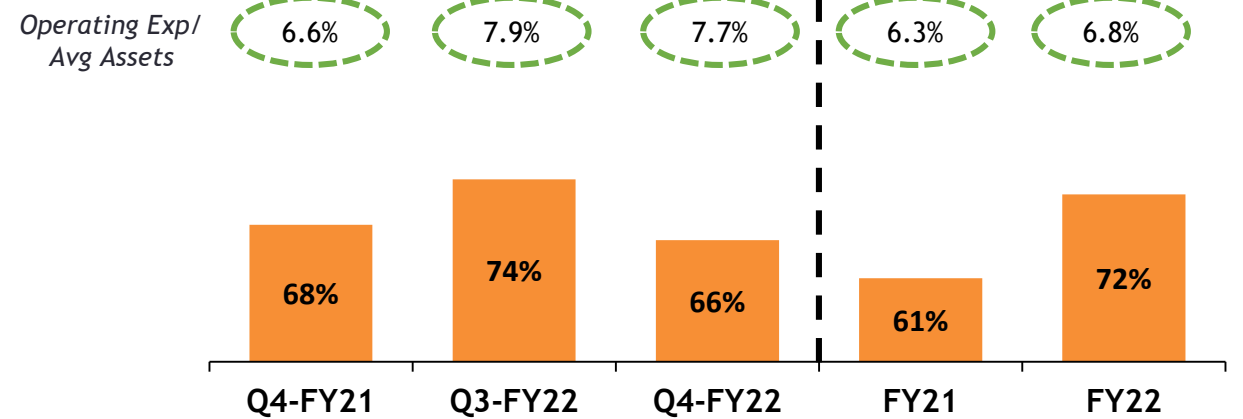


# FINANCIAL OVERVIEW

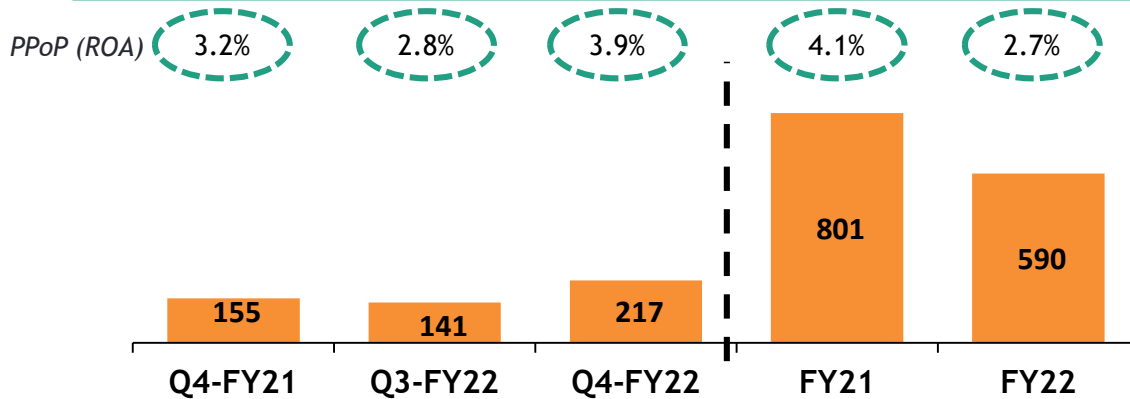
## NII (₹ in crore) & NIM



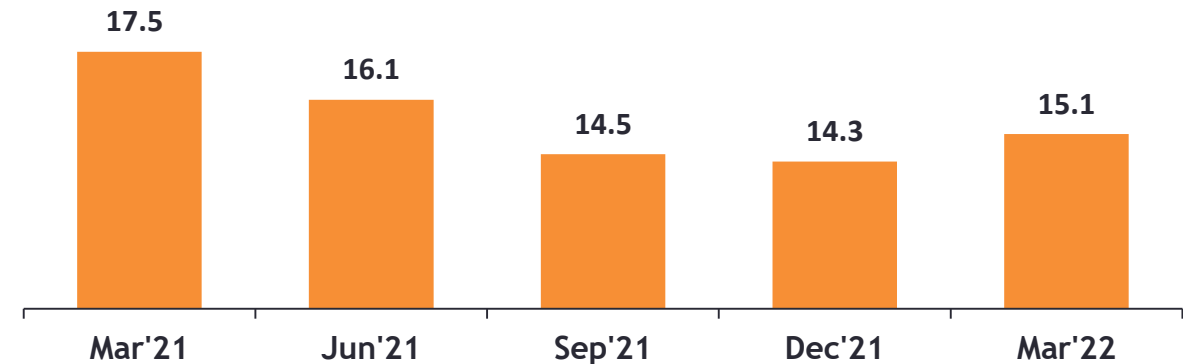
## Cost to Income Ratio & Operating Expenses/ Average Assets (%)



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



## Book Value Per Share (in ₹)





# INCOME STATEMENT

Particulars (₹ in crore)	Q4-FY22	Q4-FY21	YoY Growth	Q3-FY22	QoQ Growth	FY22	FY21	YoY Growth
Interest Earned	818	618	32.4%	708	15.6%	2,813	2,806	0.2%
Other Income	103	114	(10.0%)	91	12.9%	313	302	3.6%
<b>Total Income</b>	<b>921</b>	<b>732</b>	<b>25.8%</b>	<b>799</b>	<b>15.3%</b>	<b>3,126</b>	<b>3,108</b>	<b>0.6%</b>
Interest Expended	274	250	9.8%	254	8.0%	1,039	1,078	(3.6%)
Personnel Expenses	228	170	34.3%	222	2.7%	817	753	8.5%
Operating Expenses	201	157	28.2%	181	11.0%	679	477	42.4%
<b>Provisions and Contingencies</b>	<b>91</b>	<b>19</b>	<b>380.5%</b>	<b>175</b>	<b>(48.3%)</b>	<b>1,005</b>	<b>792</b>	<b>26.8%</b>
- Credit cost	44	(4)	NM	187	(76.7%)	1,118	790	41.4%
- Provisions for tax	47	47	(1.0%)	(12)	NM	(136)	2	NM
- Other Provisions (Other than tax) & Contingencies	0	(25)	NM	-	NM	23	0	NM
<b>Net profit for the period</b>	<b>127</b>	<b>136</b>	<b>(7.3%)</b>	<b>(34)</b>	<b>NM</b>	<b>(415)</b>	<b>8</b>	<b>NM</b>



# TOTAL INCOME - BREAKUP

Particulars (₹ in crore)	Q4-FY22	Q3-FY22	Q4-FY21	FY22	FY21
Interest on loan	759	648	564	2,576	2,600
Int. on investments	59	60	53	237	206
<b>Total Interest Earned</b>	<b>818</b>	<b>708</b>	<b>618</b>	<b>2,813</b>	<b>2,806</b>
Processing Fees	62	60	54	175	106
PSLC Income	0	0	29	2	58
Treasury Income	0	0	0	18	56
Insurance Income	10	8	10	26	20
Misc. Income*	30	22	21	92	62
<b>Total Other Income</b>	<b>103</b>	<b>91</b>	<b>114</b>	<b>313</b>	<b>302</b>
<b>Total Income</b>	<b>921</b>	<b>799</b>	<b>732</b>	<b>3,126</b>	<b>3,108</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)	Mar-22	Dec-21	Mar-21
<b>CAPITAL AND LIABILITIES</b>			
Capital	1,928	1,928	1,928
Employees Stock Options Outstanding	42	40	44
Reserves and Surplus	832	706	1,247
Deposits	18,292	15,563	13,136
Borrowings	1,764	1,936	3,247
Other Liabilities and Provisions	746	1,026	778
<b>TOTAL</b>	<b>23,604</b>	<b>21,199</b>	<b>20,380</b>
<b>ASSETS</b>			
Cash and Balances with Reserve Bank of India	1,682	840	1,711
Balance with Banks and Money at Call and Short Notice	486	777	866
Investments	4,153	3,198	2,516
Advances	16,303	15,353	14,494
Fixed Assets	249	257	281
Other Assets	731	774	512
<b>TOTAL</b>	<b>23,604</b>	<b>21,199</b>	<b>20,380</b>



# HEALTHY CAPITAL ADEQUACY

(₹ in Crore)

	Mar'21	Jun'21	Sep'21	Dec'21	Mar'22
Credit Risk Weighted Assets	11,420	10,393	10,483	11,963	12,879
Tier I Capital	2,863	2,546	2,174	2,114	2,279
Tier II Capital*	157	143	152	170	166
<b>Total Capital</b>	<b>3,020</b>	<b>2,689</b>	<b>2,326</b>	<b>2,284</b>	<b>2,446</b>
CRAR	26.44%	25.88%	22.19%	19.09%	18.99%
Tier I CRAR	25.07%	24.50%	20.74%	17.67%	17.70%
Tier II CRAR	1.38%	1.38%	1.45%	1.42%	1.29%

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



# Ujjivan - Building a Mass Market Bank

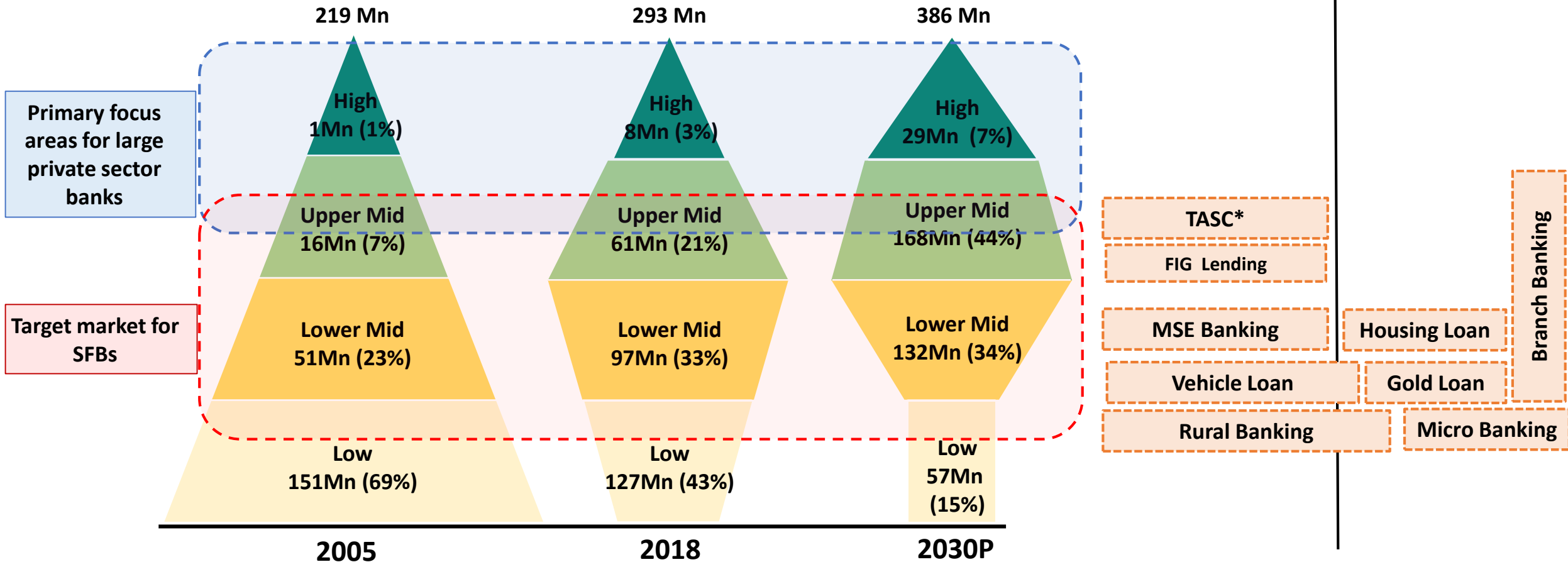


# WELL PLACED TO GAIN FROM EVOLVING COUNTRY DEMOGRAPHICS

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

Bank's Enterprise  
Products

Bank's Individual  
Products

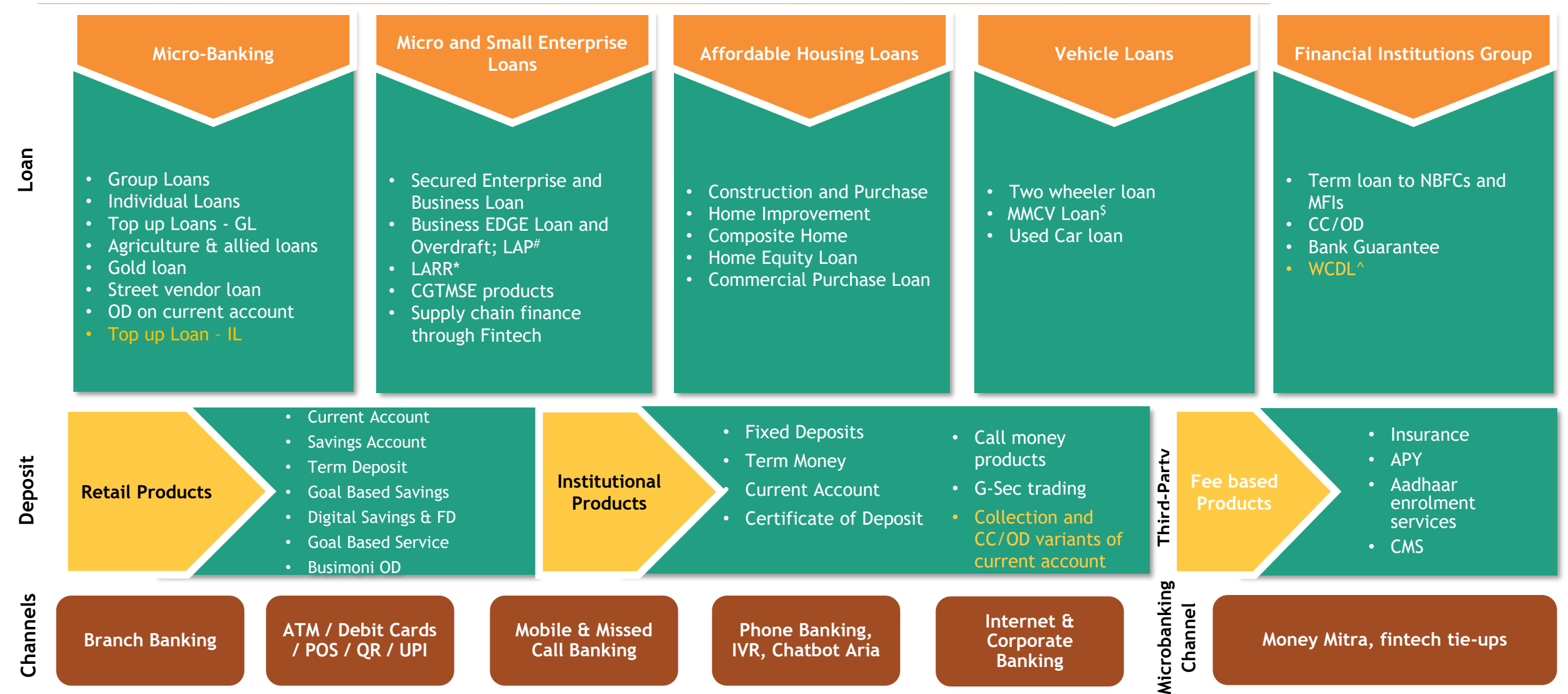


\*Trusts, Associations, Societies and Clubs

\*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

^Working capital demand loan

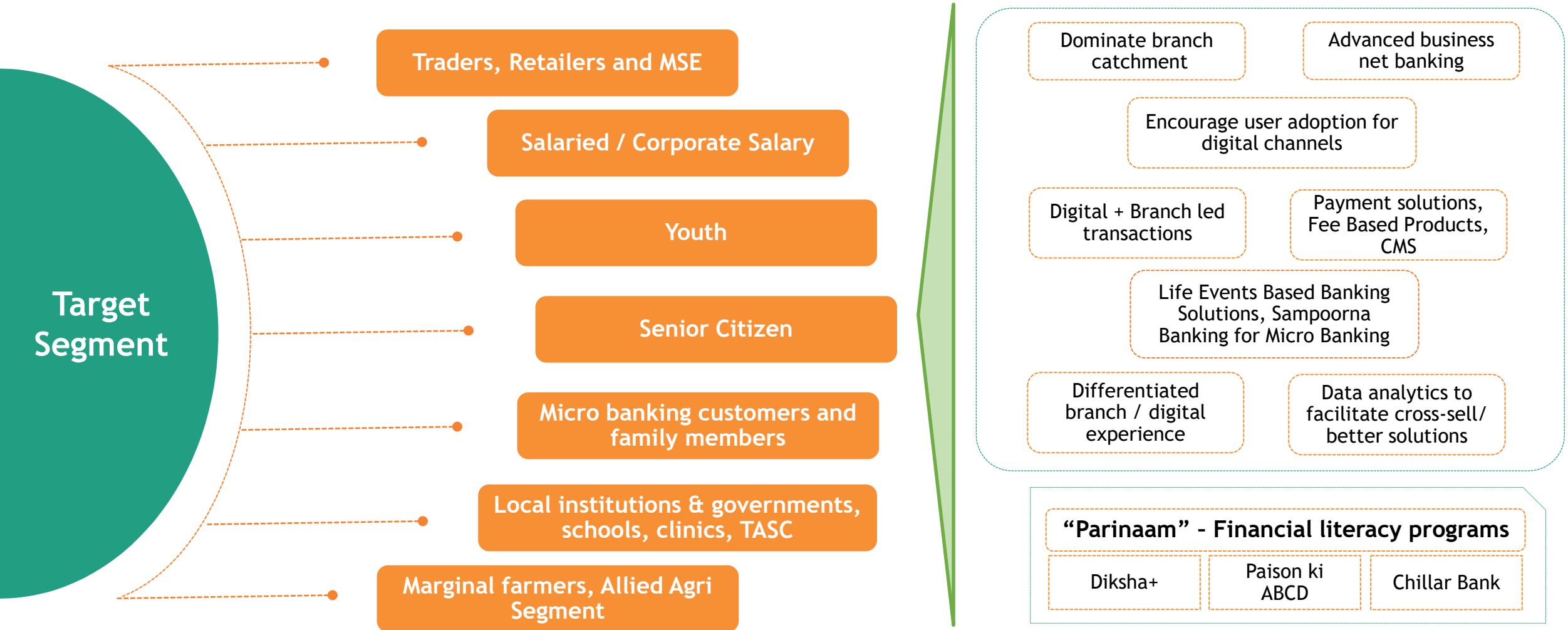
\$ MMCV includes - (a) Three wheeler Loan- ICE

(b) Three wheeler Loan- electric

(c) Small commercial vehicle loan



# BUILDING STABLE AND GRANULAR LIABILITY BASE



Continually increasing Retail deposit base: ₹ 9,921 Cr (54% of deposits) vs Mar'21: ₹ 6,242 Cr (48% of total deposits) Y-o-Y



# OTHER INCOME - DIVERSIFYING REVENUE STREAMS

## Third Party Products

₹ 26 crore in 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 FY22

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

## Fee-Based & others

₹ 285 crore in 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

- 492 ATMs including 54 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 unique offering of introducing voice and video enabled customer interface for providing ease of access to the customers

\* 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 Middle East and Europe. Previously associated with Europe Arab Bank, Citibank (India) and Arab Bank Group in the Middle East. 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>B. A. 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 MD of Andhra Bank serving various Banks for about 37 years. Prior to that he was Executive Director of Bank of India for a period of 3 years. He also worked abroad for about eight years in Zambia and U.K and was 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 work experience of 30+ years having worked in India, London and Bahrain. 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 Kr 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, a career banker with over 30 years of experience in India & overseas. He retired as MD and CEO of Ujjivan SFB on November 30, 2019.	<b>Rajesh Kr 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>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)	Heads of foreign exchange department of the RBI, Bengaluru Office. He has a rich experience in areas of Public Accounts, Public Debt Management, Foreign exchange management and Data Centre of the Reserve Bank. Before joining Reserve Bank of India, he worked as an officer in State Bank of Hyderabad for three and half years.
<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. Founding partner of S. Rao & Associates, Chartered Accountants, Bangalore and founder of Mani Capital. She was the MD & CEO (2017-18) and CFO (2008-17) of UFSL			



# EXPERIENCED MANAGEMENT TEAM

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, Bhubaneshwar</li> <li>B.Tech (Mechanical Engineering), Kurukshetra</li> </ul>
<b>MD Ramesh Murty</b> <i>Chief Financial Officer</i>	Karur Vaishya Bank, ANZ Grindlays Bank, Mashreq Bank, Commercial Bank International	<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>
<b>Vibhas Chandra</b> <i>Business Head of MicroBanking</i>	UFSL	<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 (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>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

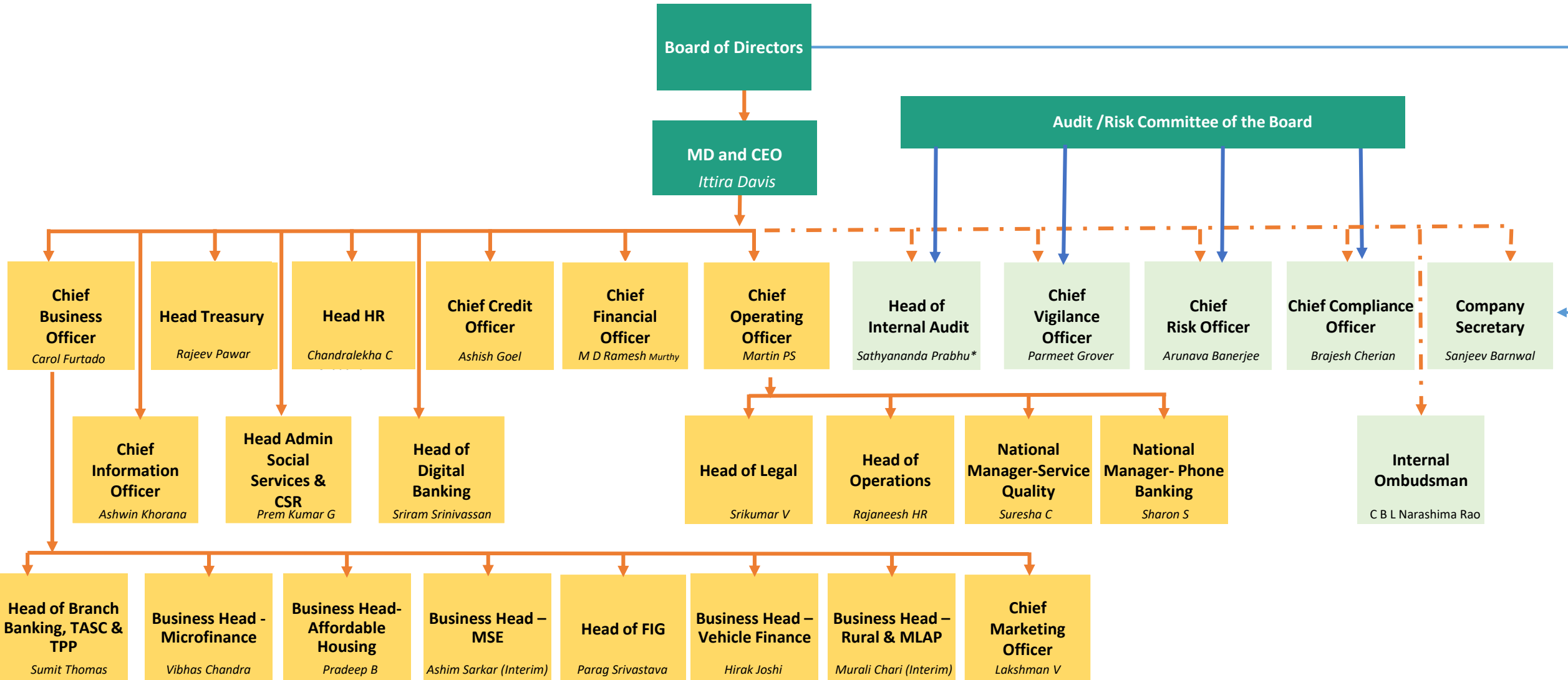
- Leverage banking infrastructure to diversify product portfolio and increase fee and commission-based business
- Increase focus on treasury income, bancassurance, fee and processing charges
- Introduce new products and services and focus on cross-selling to existing customers



# Annexures



# ORGANIZATION STRUCTURE



# AWARDS & ACCOLADES



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



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



**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



# SHAREHOLDING PATTERN

Shareholding Pattern (based on holding) as on 31st March, 2022

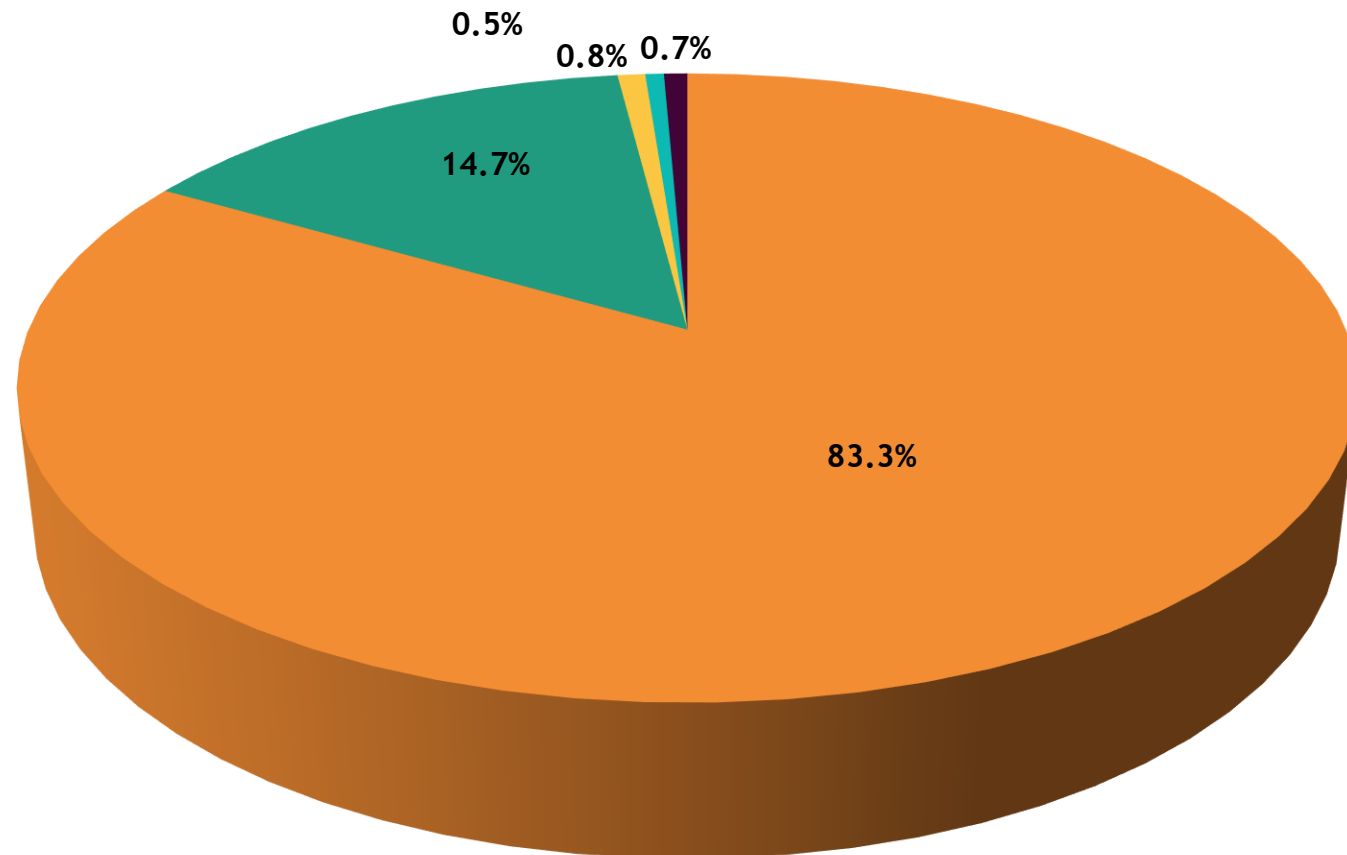
■ Promoter\*

■ Resident Individuals/HUF

■ Foreign investors

■ Alternative Investment Fund

■ Others



\*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 (APRIL 2021 - MARCH 2022)



Beneficiary



6,23,720 public  
benefitted



636 Anganwadi/Asha  
workers



459 Healthcare  
Workers



22 states/UT & 200+  
districts



80,256  
beneficiaries  
vaccinated



250 youths/women  
undergone skilled  
training

- **Covid relief activity:**

- ₹ 3.02 Cr spent in response to the pandemic outbreak
- Direct distribution of 18,359 general support medical equipment, 214 life saving equipment, timely supply of medicine towards fight against black fungus and supported in supplying mild COVID symptom medication

- **Disaster Relief:**

- 8000+ people benefitted through the disaster relief
- During the Yass cyclone, the Jaynagar (WB) was very severely affected - we helped the public with dry ration and basic hygiene supplies.
- The rains in West Bengal caused a heavy flood in Tamluk and Panskura, overflowing of Rupnarayan river and few lake fisheries devastated the lives of several under-privileged families. We worked with WB Govt. agencies providing the beneficiaries with dry ration and flood relief materials.

- **Community Development:**

- 4 Civil infrastructures were built-renovated across India. Functional garbage van provided to Mapusa municipality.
- 3 partnerships established with skill development NGOs to provide skill training and placement support to 50 unemployed youths in Bhubaneshwar, providing employability training to 100 differently abled persons in Mumbai & Jamshedpur and 50 women will be empowered in making bags with jute and banana waste which is environment friendly in Purnea (Bihar).
- 18 desktops given to a school in a marginalized community at Harihara and 40 wheel chairs provided to differently abled people in Bengaluru.



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# THANK YOU

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