



# Q1 FY21 Presentation

July 2020



**Awarded 'Best  
Microfinance Bank'  
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**Ranked 3<sup>rd</sup> in India's  
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To Work For 2020**

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**Business Overview**



**Financials**



**Ujjivan – Building a Mass Market Bank**



## Q1FY21 – Key Highlights



Collection Efficiency for the months of June'20 / July'20\* stands at 54% / 59%\*\*



NII at ₹ 458 Cr up by 30% Y-o-Y with NIM at 10.2%



Pre-Provision Operating Profit at ₹ 215 Cr up by 33% Y-o-Y; Net Profit at ₹ 55 Cr



Deposit base building: Total deposit at ₹ 11,057 Cr up 39% Y-o-Y; retail deposits up 45% Y-o-Y; CASA up 90% Y-o-Y



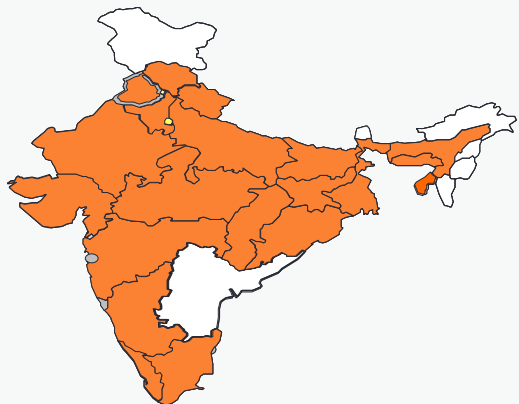
29% Capital adequacy with Tier-1 capital at 28% as on 30<sup>th</sup> Jun'20 and Liquidity Coverage ratio is 453%

# Performance Highlights

# Key Highlights as on June'20

24 States/ UTs, 244 Districts

vs 221 districts in Jun'19



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

vs 524 branches<sup>3</sup>; 387 ATMs in Jun'19



Expanding Customer base

54.7 lakh customers  
vs. 48.2 lakh in Jun'19



42.9 lakh borrowers  
vs. 42.1 lakh in Jun'19

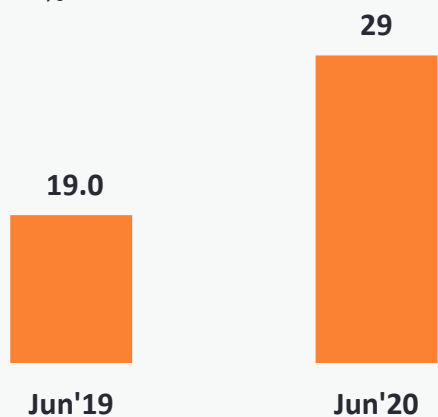
17,370 Employees

vs 15,626 in Jun'19



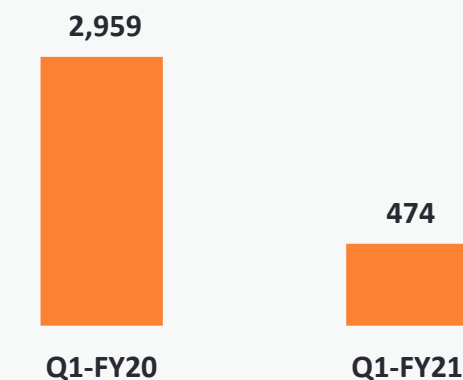
CRAR<sup>4</sup>

%



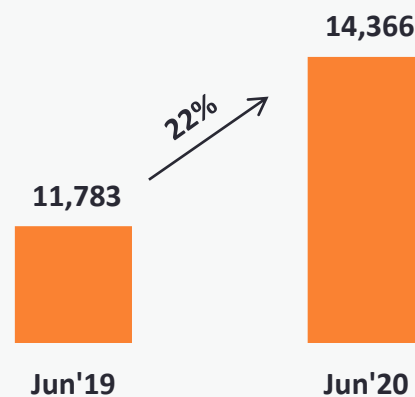
Disbursements

₹ Crore



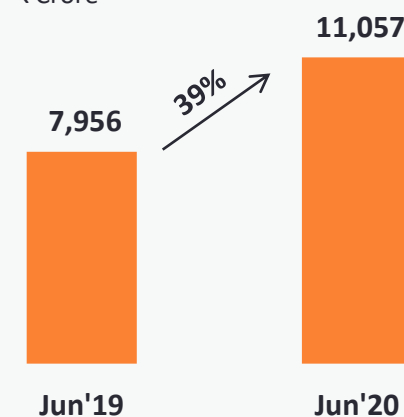
Gross Advances<sup>5</sup>

₹ Crore



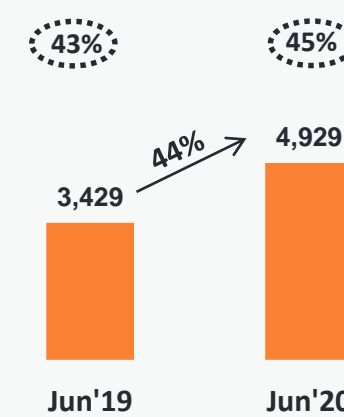
Total Deposits

₹ Crore



Retail Deposits<sup>6</sup>

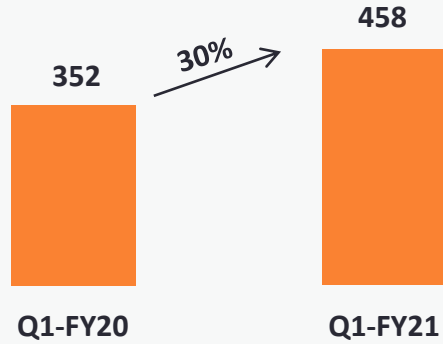
₹ Crore



# Q1FY21 - Key Highlights

## Net Interest Income

₹ Crore



## Net Interest Margin

10.2%

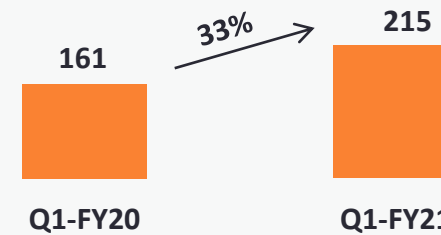
Vs.

10.5%

Q1-FY20

## Pre-provision Operating Profit (PPOP)\*

₹ Crore



## GNPA

1.0%

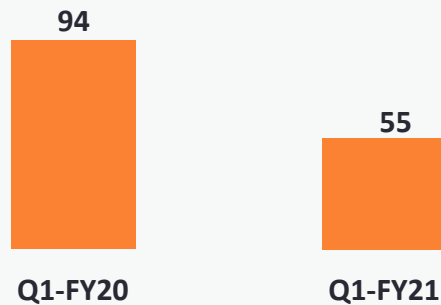
Vs.

0.8%

Jun'19

## PAT

₹ Crore



## ROA

1.2%

Vs.

2.7%

Q1-FY20

## ROE

6.8%

Vs.

20.2%

Q1-FY20

## NNPA

0.2%

Vs.

0.3%

Jun'19

## Concerted efforts towards business normalcy (1/2)

### Safety of employees

- WFH continued at most places, employees provided with additional technology support, field operations with all necessary precautions; regular sanitization of premises and relevant advisory issued at regular interval by QRT\*
- COVID Insurance for all employees; Doctor-on-call facility
- Information flow ensures quick knowledge on any likely COVID impacted employee to provide help and support

### Business - Assets

- Focussed approach on collections (refer subsequent slides for details)
- Disbursement started with Unlock 1.0; June-20 disbursement at ₹ 370 Cr– 1/3<sup>rd</sup> of average pre-Covid levels
- Disbursements to pick-up in Q2 with country gradually returning to normalcy
- Re-modelling processes to suit post-COVID business arena – Limited human contact in loan processing
  - Repeat MicroBanking loans via. Phone, mobile app, ATM; MSE pre-qualified loan program based on track record
  - Remodeling Housing/ MSE processes; Prioritizing video KYC program
- 'Loan against Rent Receivables' being launched to target Ujjivan premise owner
- API platform is ready – Partnering with Fintech & Startups operating in payments, collections, lead generation, lending, etc. to expand reach inorganically
- Redefining internal workflow, identifying areas and piloting projects for automation and productivity improvement



## Concerted efforts towards business normalcy (2/2)

### Business - Liabilities

- Deposits grew 39% Y-o-Y to ₹ 11,057 Cr
- Digital SA/ TD showing healthy traction – acquired over 17,000 customers in Q1FY21
- Maintaining surplus liquidity as on end of Q1-FY21 - ₹ 1,860 Cr contributing to 10% of Balance Sheet
- Low cost funding from NHB, SIDBI in Q1
- Reduced cost of funds to 7.7%, down by 21 bps Q-o-Q
- In process to introduce simpler & user-friendly mobile app, with specific focus to our MicroBanking customers

### Treasury

- Active trading commenced in Q1
- ₹ 10.4 cr of MTM gains realized in shift of portfolio from HTM to AFS
- ₹ 64 lakh of Trading income realized in HFT book
- SLR Book Management - Yield (6.2%) on our SLR book is protected by reinvesting in to better yielding SDLs

# Moratorium & Collection efficiency

## Moratorium

- Moratorium 1 came in towards end March 20 with National lockdown; extended to almost all customers on opt-out basis
- During April-May lockdown got continuously extended affecting field operations
- Moratorium 2 coincided with Unlock 1.0 leading to pick-up in field operations
- Engaged in customer communication on explaining how moratorium functions; extended to largely all customers on opt-in basis

## Collection efficiency

- Collection efficiency is defined as collections for the period against dues for the period. It does not include: (a) prior period EMIs, (b) part-payment, (c) pre-closure, and (d) any other repayment
- Details of monthly collection against dues are given in subsequent slides

# Moratorium Update

## Moratorium 1

## Moratorium 2

₹ crore	Mar'20			May'20			Jun'20			
Verticals	Loan Book	Loan Book under Moratorium	% Loan Book under Moratorium	Loan Book	Loan Book under Moratorium	% Loan Book under Moratorium	Loan Book	Loan Book under Moratorium	% Loan Book under Moratorium	Total Provisions
MicroBanking	10,933	828	7.6%	10,874	9,331	85.8%	11,150	5,581	50.0%	300
MSE	980	74	7.6%	988	730	73.9%	1,001	455	45.5%	43
Affordable Housing	1,524	76	5.0%	1,533	1,027	67.0%	1,549	708	45.7%	22
Personal Loan	79	5	6.4%	78	47	60.8%	77	49	64.5%	2
Vehicle Loans	13	0	0.4%	13	10	79.1%	14	5	34.7%	0
FIG Lending	549	0	0.0%	553	115	20.8%	523	7	1.4%	3
Others	74	1	0.8%	66	1	0.9%	52	0	0.8%	0
<b>Total</b>	<b>14,153</b>	<b>984</b>	<b>7.0%</b>	<b>14,106</b>	<b>11,261</b>	<b>79.8%</b>	<b>14,366</b>	<b>6,805</b>	<b>47.4%</b>	<b>370</b>

## 16% collection efficiency in May despite moratorium

₹ Crore	Mar'20				Apr'20				May'20			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MicroBanking	970.0	897.2	93%	-	990.0	22.4	2%	-	988.1	141.3	14%	-
MSE	25.5	20.8	82%	6.3	25.4	4.8	19%	-	25.2	4.4	17%	-
Affordable Housing	23.4	22.1	94%	-	22.8	7.4	32%	-	23.4	7.7	33%	-
Personal Loan	3.4	3.1	91%	-	3.2	1.4	44%	-	3.4	1.3	38%	-
Vehicle Loans	0.6	0.6	95%	-	0.6	0.2	33%	-	0.6	0.1	23%	-
FIG Lending	40.3	40.3	100%	-	27.6	21.3	77%	-	28.5	19.1	67%	-
<b>Total</b>	<b>1,060.0</b>	<b>980.4</b>	<b>93%</b>	<b>6.3</b>	<b>1,070.0</b>	<b>57.5</b>	<b>5%</b>	<b>-</b>	<b>1,069.0</b>	<b>173.9</b>	<b>16%</b>	<b>-</b>

## Collection Efficiency picking up well under Moratorium 2

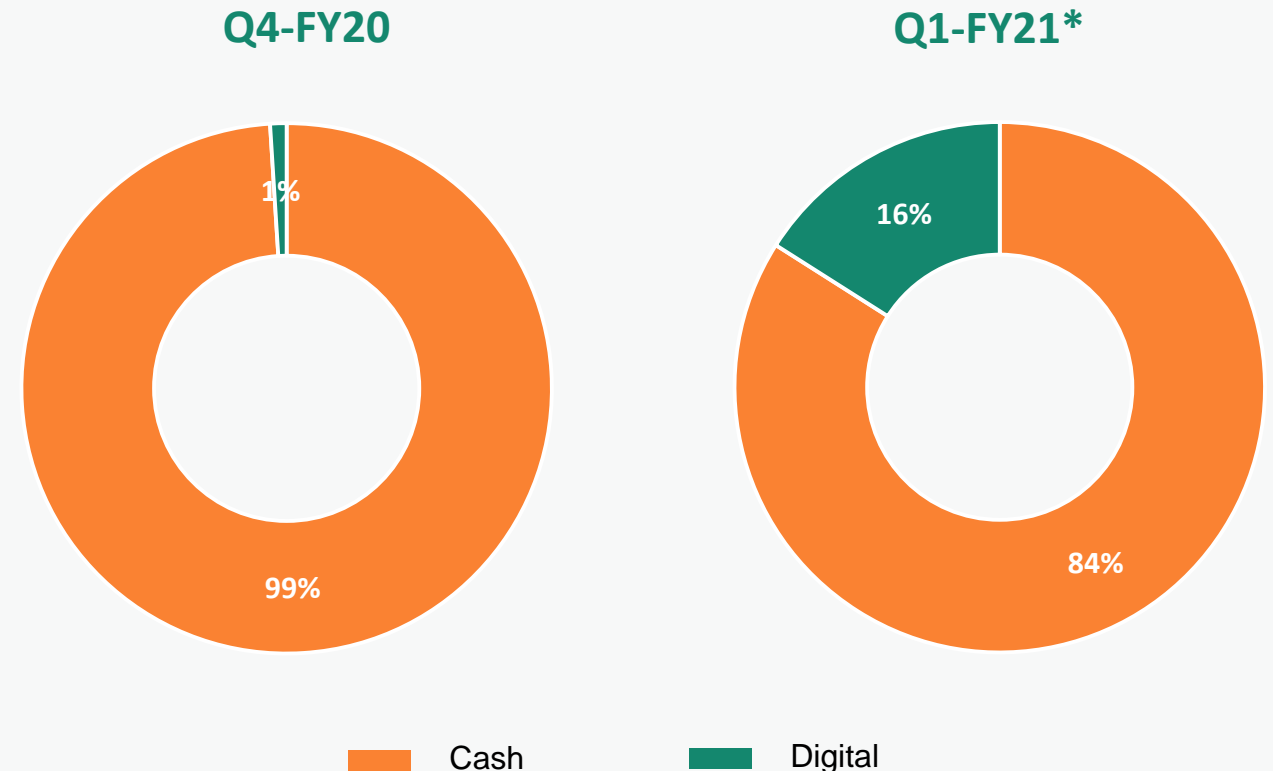
₹ Crore	Jun'20				Jul'20 (till 30 <sup>th</sup> July)			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MicroBanking	1,048.9	551.4	53%	55.0	1,009.4	589.0	58%	51.0
MSE	25.2	11.5	46%	3.6	26.0	12.3	47%	4.4
Affordable Housing	22.8	11.9	52%	-	22.8	15.6	68%	0.8
Personal Loan	3.4	2.1	62%	-	3.4	2.1	60%	-
Vehicle Loans	0.7	0.5	67%	-	0.7	0.5	78%	-
FIG Lending	47.7	41.2	86%	-	19.0	18.4	97%	-
<b>Total</b>	<b>1,148.6</b>	<b>618.5</b>	<b>54%</b>	<b>58.6</b>	<b>1,081.3</b>	<b>637.9</b>	<b>59%</b>	<b>56.2</b>

Collection efficiency for Jun'20/ Jul'20 stands at 59%/64% if we include additional collections

## Digital collection channels showing healthy trend

- Rolled-out Moratorium 2.0 on an “Opt-in” basis
- Continued touch with regular and non-paying customers
- Focus plan for moratorium availed customers
- Flexible & multiple modes of collections apart from traditional centre meetings/ door-to-door collections
- Tie-up with Airtel Payments Bank, Business Correspondents to increase reach; already showing healthy trend
- Renewed thrust on enabling EMI repayments through online payment platforms like ECS, e-wallets, UPI/ QR etc. and drive higher usage
- Strengthened Collection team

### Channel-wise break-up of collections



\*Collection through Digital channel was at 37% for July'20 (up to 30th July)







# Collection by region

## Significantly better collection from rural areas

MicroBanking & Rural Banking	Month (MB & RB)	April 20	May 20	June 20	July 20 (up to 30 <sup>th</sup> July)
	Metro	2%	13%	48%	54%
	Urban	2%	15%	55%	61%
	Semi-Urban	1%	14%	53%	57%
	Rural	5%	15%	57%	64%
	<b>Total</b>	<b>2%</b>	<b>14%</b>	<b>53%</b>	<b>58%</b>

Overall-Bank Level	Area	April 20	May 20	June 20	July 20 (up to 30 <sup>th</sup> July)
	Metro	5%	15%	47%	54%
	Urban	3%	15%	54%	61%
	Semi-Urban	2%	14%	53%	57%
	Rural	6%	15%	60%	64%
	<b>Total</b>	<b>5%</b>	<b>16%</b>	<b>54%</b>	<b>59%</b>

## Ground situation like local lock-downs/ natural calamities add to collection complexities

	Tamil Nadu	Maharashtra	West Bengal	Assam	Gujarat	Delhi
						
<b>Total MB Portfolio (₹ cr)</b>	<b>1,855</b>	<b>885</b>	<b>1,678</b>	<b>405</b>	<b>707</b>	<b>193</b>
<b>Collection Efficiency % - Jun/Jul*</b>	<b>50%/56%</b>	<b>27%/27%</b>	<b>41%/52%</b>	<b>39%/37%</b>	<b>62%/72%</b>	<b>49%/69%</b>
<b>Customers affected due to Amphan/ flood^</b>	-	-	<b>80,617 (12%)</b>	<b>11,682 (6%)</b>	-	-
<b>Loan under Moratorium as of June end</b>	<b>52%</b>	<b>74%</b>	<b>60%</b>	<b>64%</b>	<b>39%</b>	<b>52%</b>

### Measures

- Continued loan disbursements to good customers
- Strengthened collection capacity across these states
- Enhance the digital payment infrastructure to scale quantum of digital payments
- Relief measures in the form of essential goods distribution being undertaken while customers impacted by calamities is provided with repayment holiday as per guidelines
- ₹ 6 Cr provision for Amphan; Covid provision covers 5.4% of June moratorium book in these 6 states



# Very Strong Fundamentals

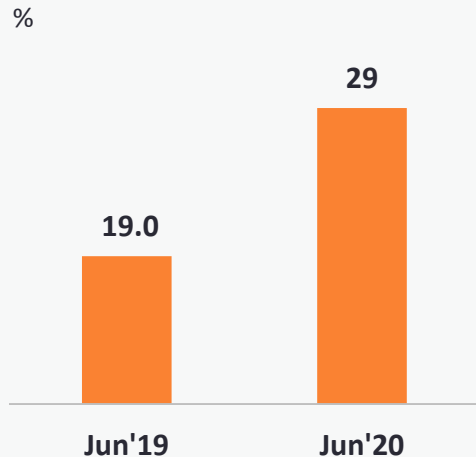
## Balance Sheet – Well-capitalized and high liquidity

- Capital Adequacy Ratio at 29% with Tier-I being 28%
- LCR at 453% for Jun'20
- Surplus liquidity is ₹ 1,860 Cr contributing to 10% of Balance Sheet – to support revival of business in this challenging time
- Deposits cover 77% of gross advances; Retail deposits at 45% of total deposit
- CRISIL reaffirmed A1+ (Certificate of Deposits) rating and long term rating at CARE A+ (Jun'20)

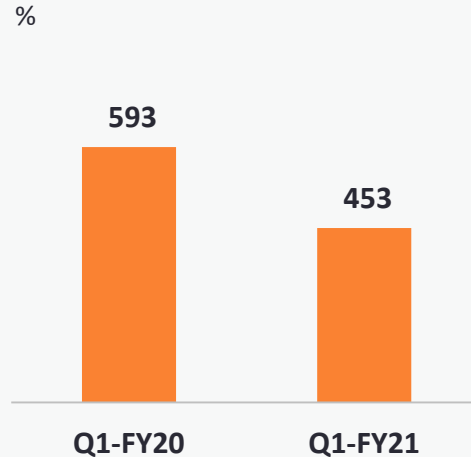
## Focus on portfolio quality

- NNPA at 0.2%; PAR at 1.8%
- COVID-19 provision for the quarter is ₹ 129 Cr – totaling to ₹ 199 Cr; 1.4% of gross advances
- Total coverage of Gross Advances at 2.6%
- PCR at 82% - among highest in industry
- Strong customer connect with prudent credit policies

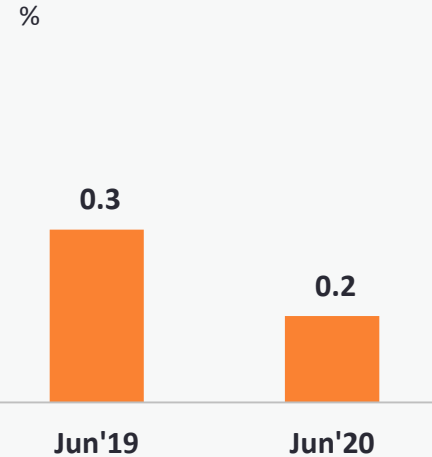
### CRAR



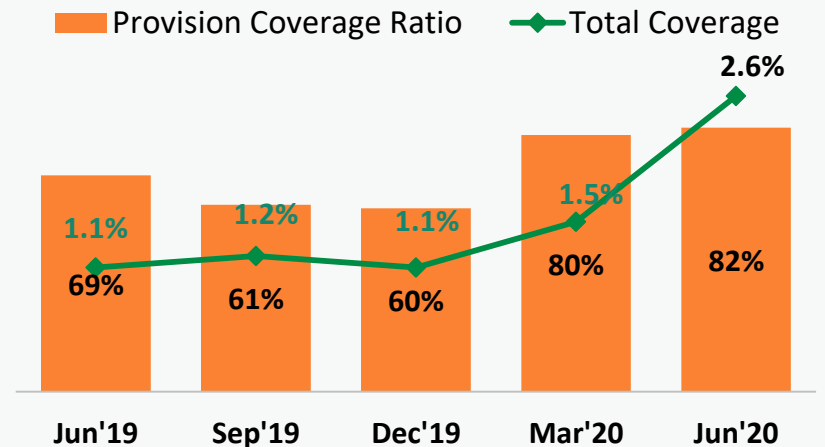
### LCR



### NNPA

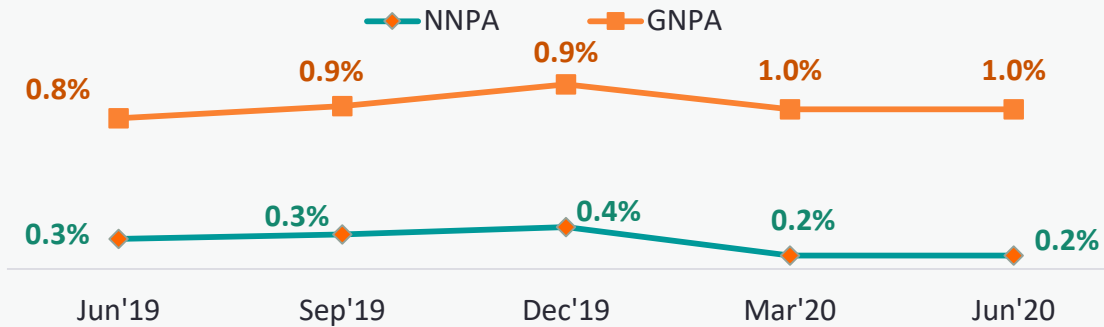


### Prudent Provisioning

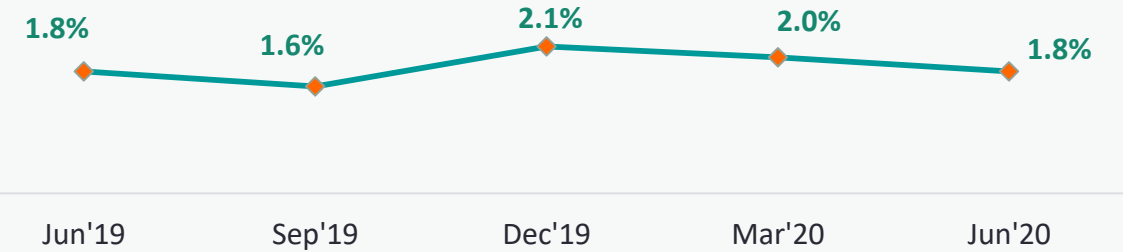


## Portfolio Quality – GNPA, NNPA and PAR

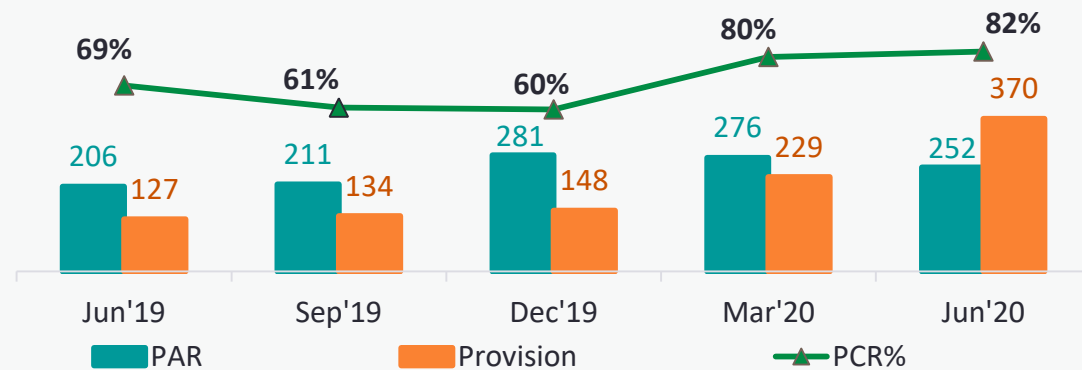
### GNPA and NNPA



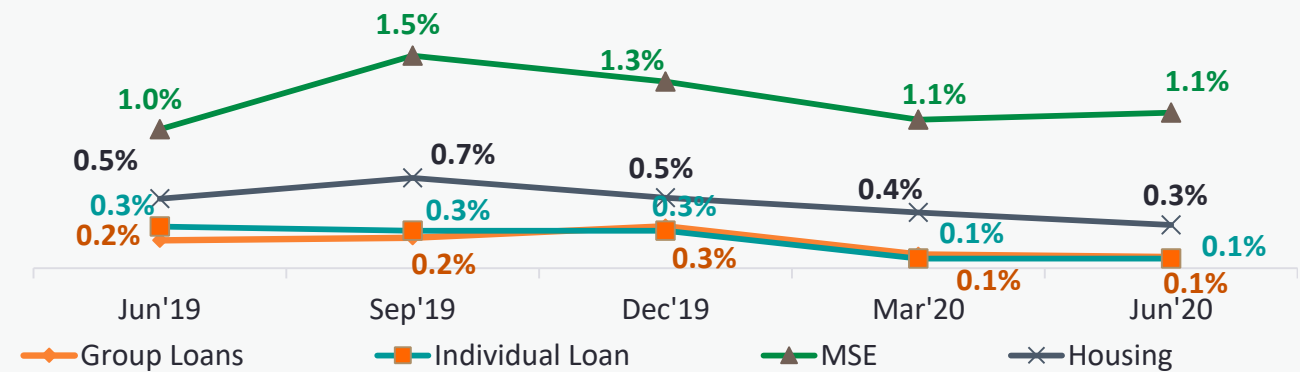
### Portfolio At Risk (PAR>0 %)



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



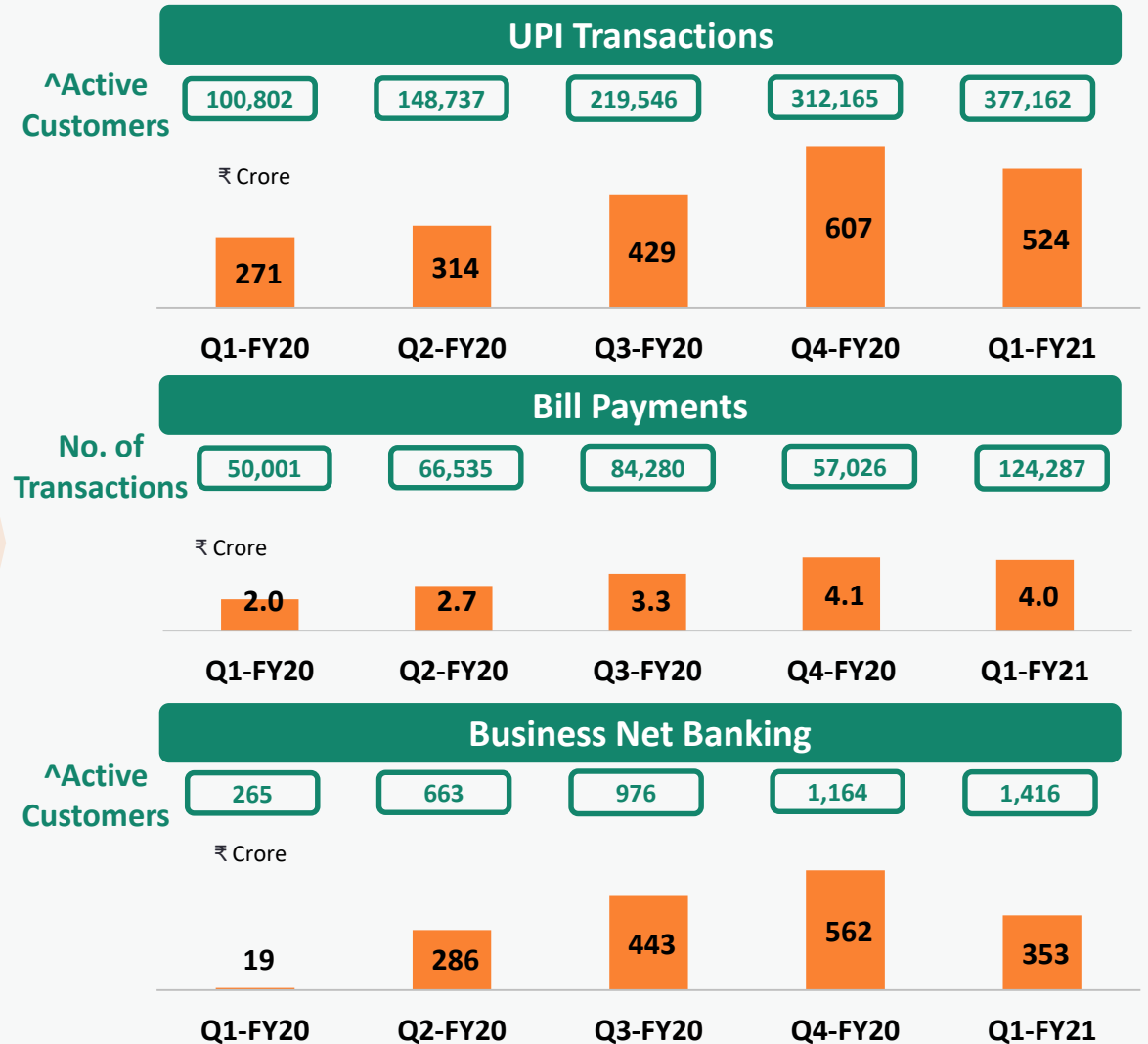
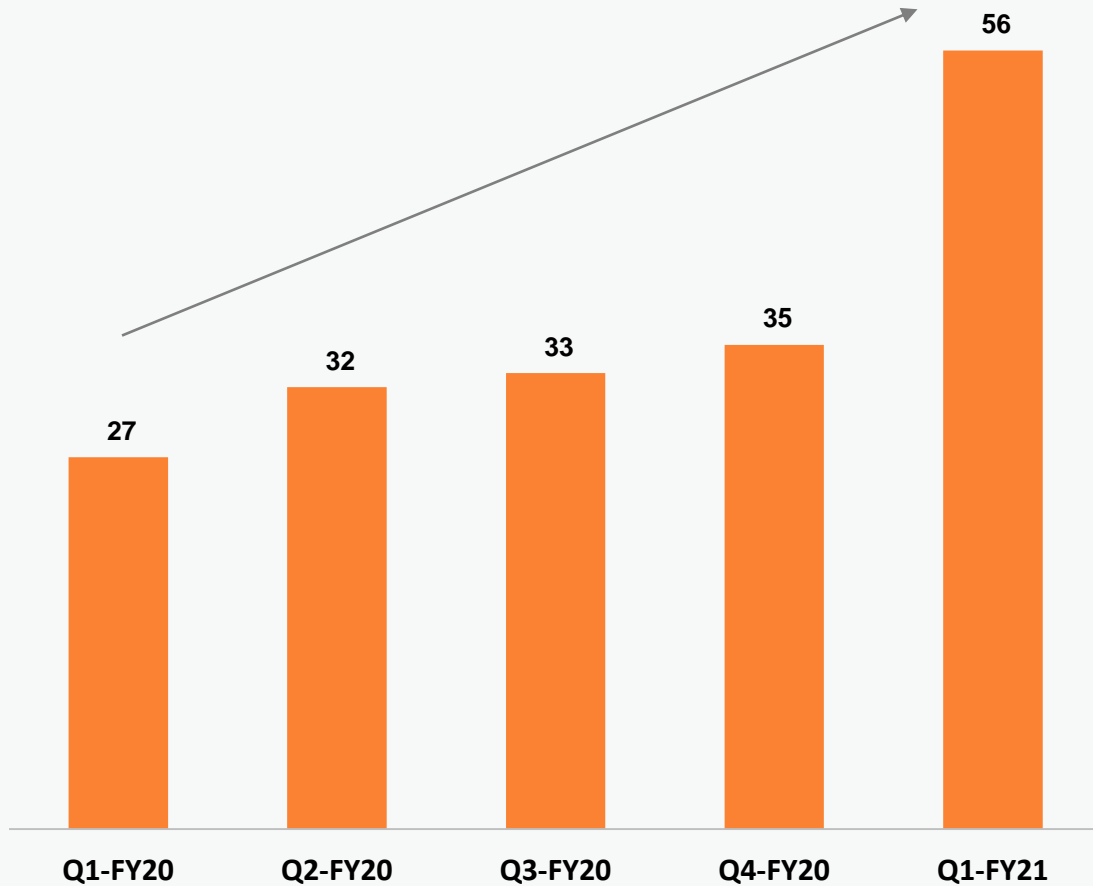
### NNPA (%) – Segment wise



# Business Overview

# Increasing digital footprints (1/2)

## \*Digital Transactions (%)



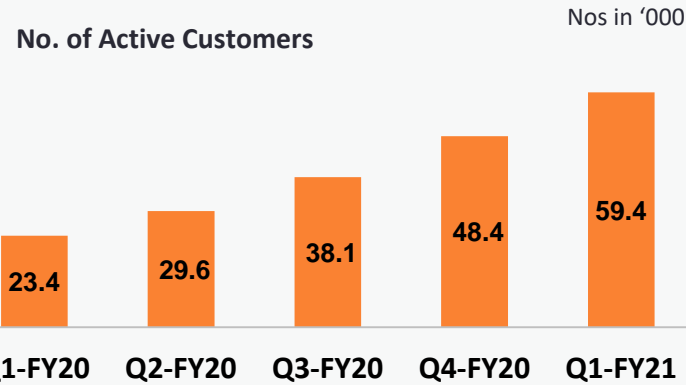
\*Basis CBS volumes

<sup>^</sup>Active customers as of quarter-end

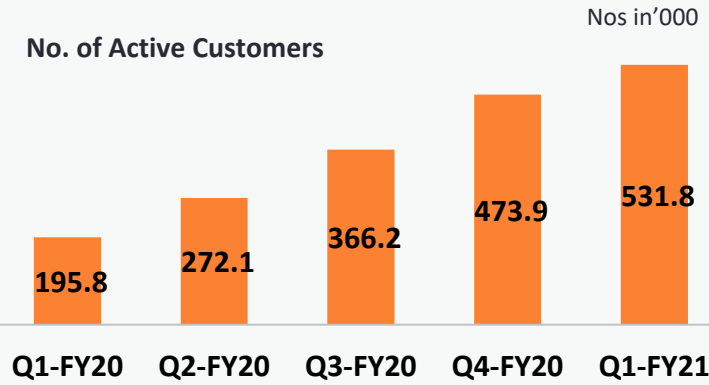
## Increasing digital footprints (2/2)

\*Digital Transactions more than doubled to 56% in Q1-FY21 from 27% in Q1-FY20

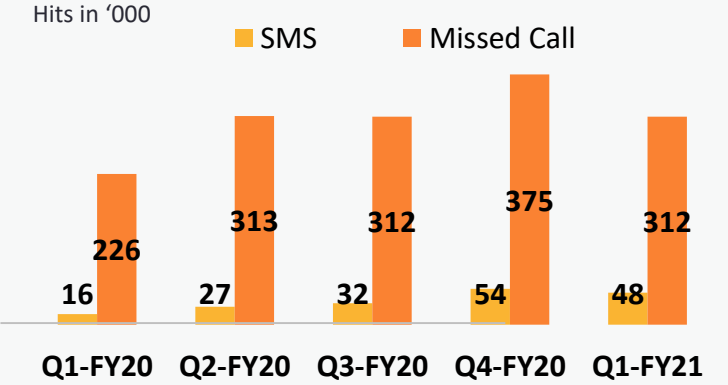
### Internet Banking



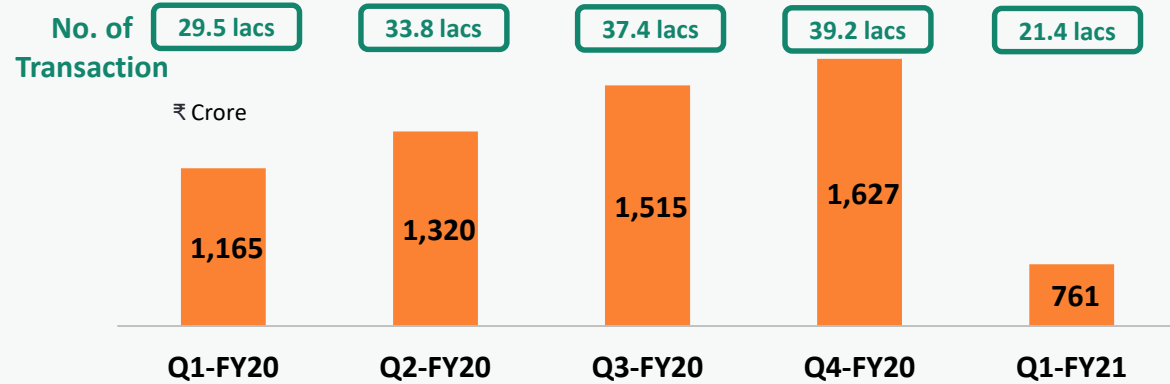
### Mobile Banking



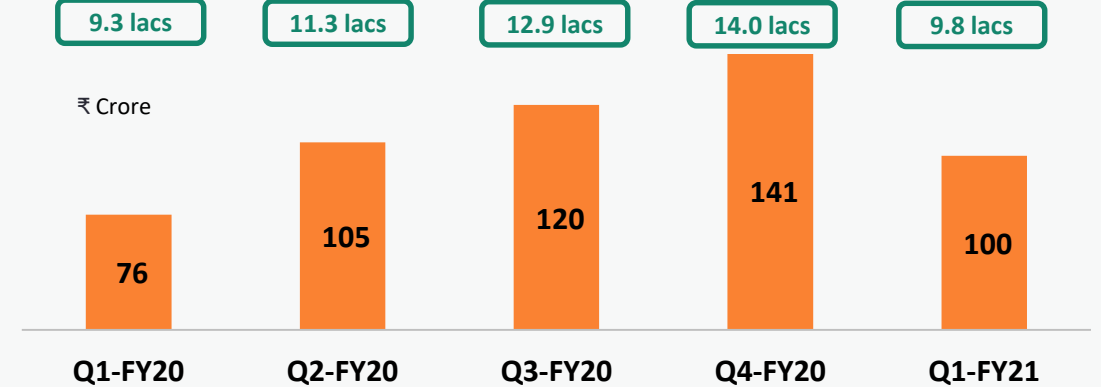
### SMS/Missed Call



### ATM Transactions

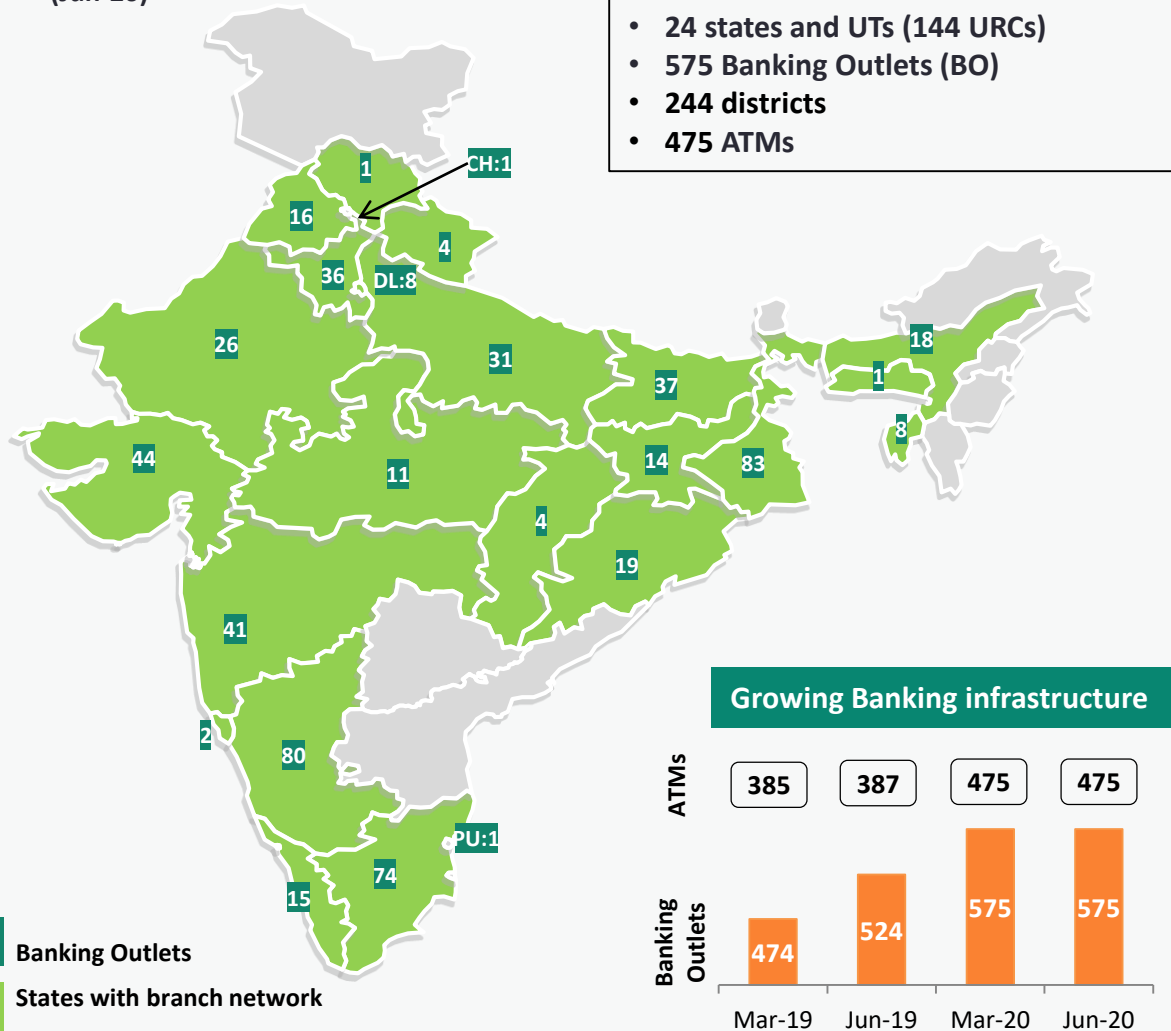


### POS Transactions

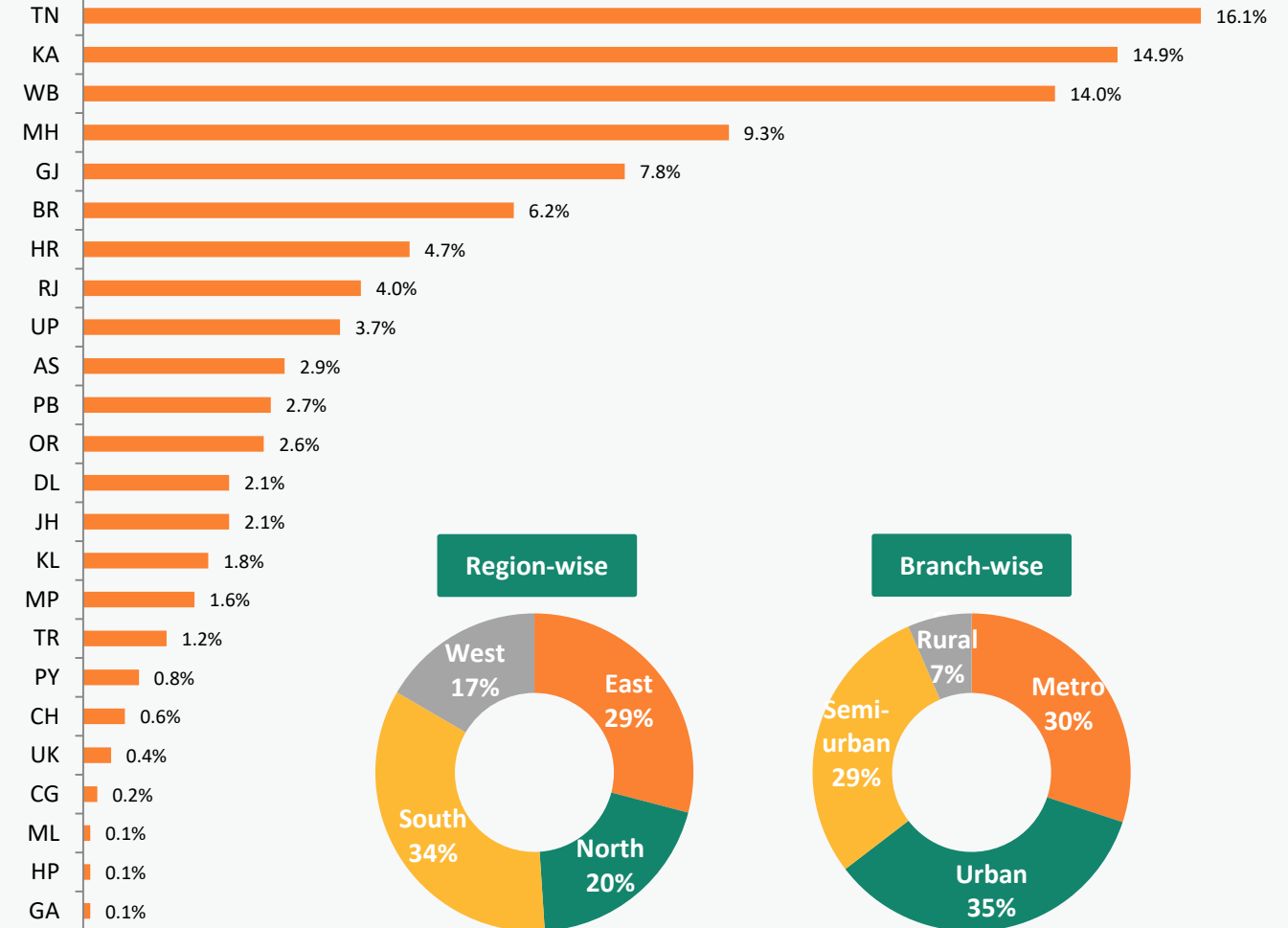


# Well Diversified Pan India Presence

(Jun-20)



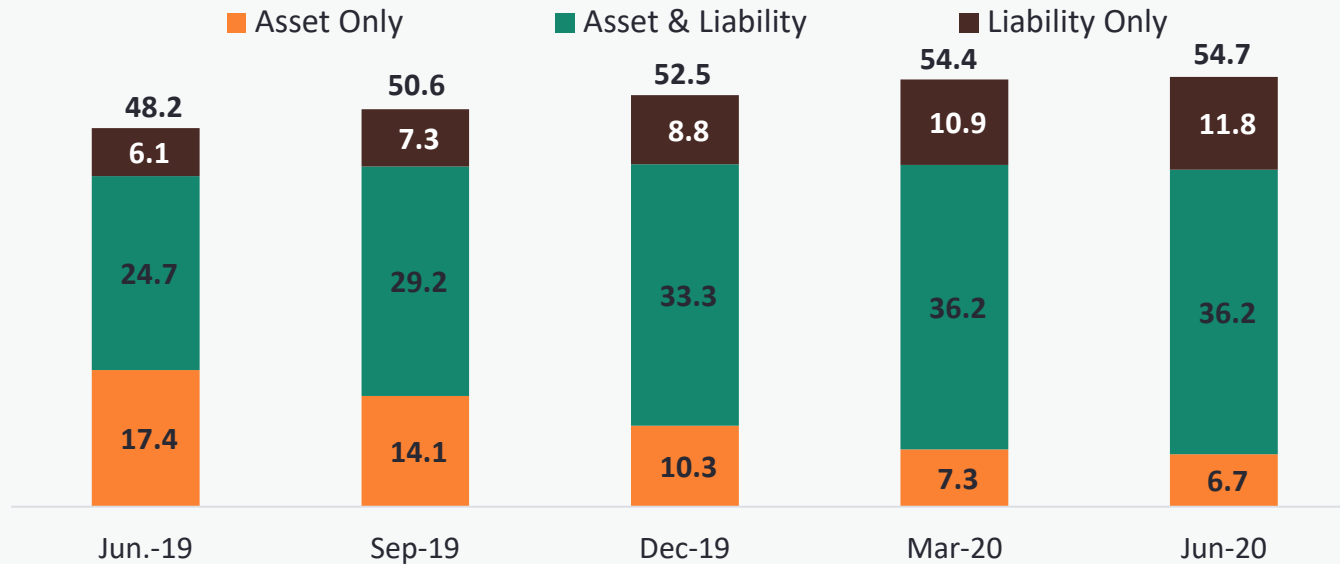
## Gross Advances (Jun-20)



Total Gross Advances – ₹ 14,366 Cr

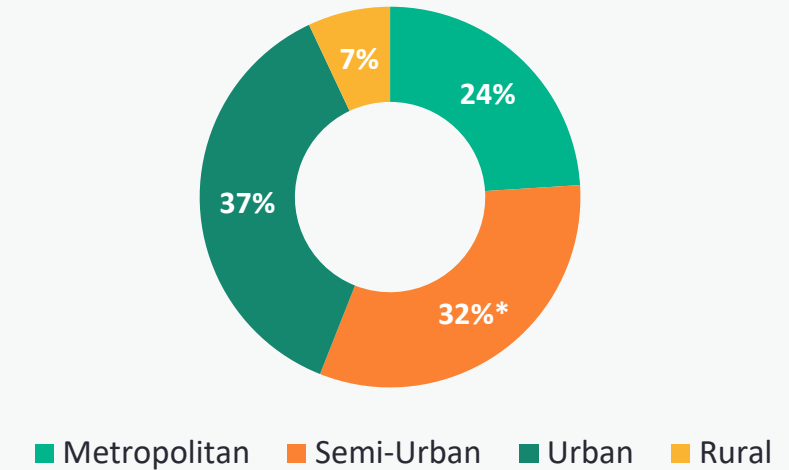
## Expanding liability customer base

### \*Customer Base Growth



Customers (in Lakhs)	Jun'19	Sep'19	Dec'19	Mar'20	Jun'20
Asset only Customers	17.4	14.1	10.3	7.3	6.7
Liability Customers	30.7	36.5	42.2	47.1	48.0
Liability only Customers	6.1	7.3	8.8	10.9	11.8
Total Customers	48.2	50.6	52.5	54.4	54.7

### Customer Base – Basis of Branch Classification

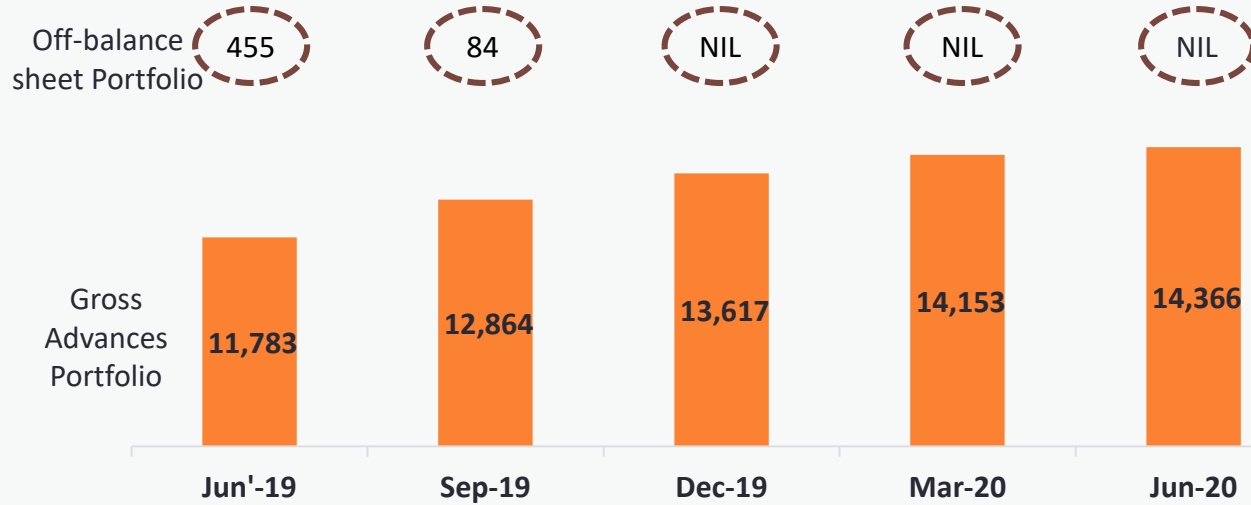


\*Semi-Urban branches largely cater to rural customers

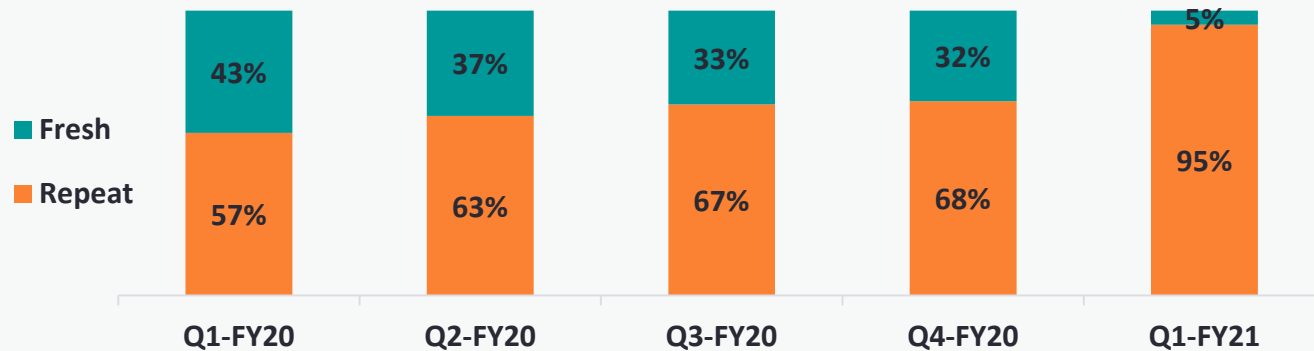
- Liability customers up by 56% vs Jun-19
- Digital SA/ TD showing healthy traction – acquired over 17,000 customers in Q1FY21

## Gross Advances and Disbursement Trend

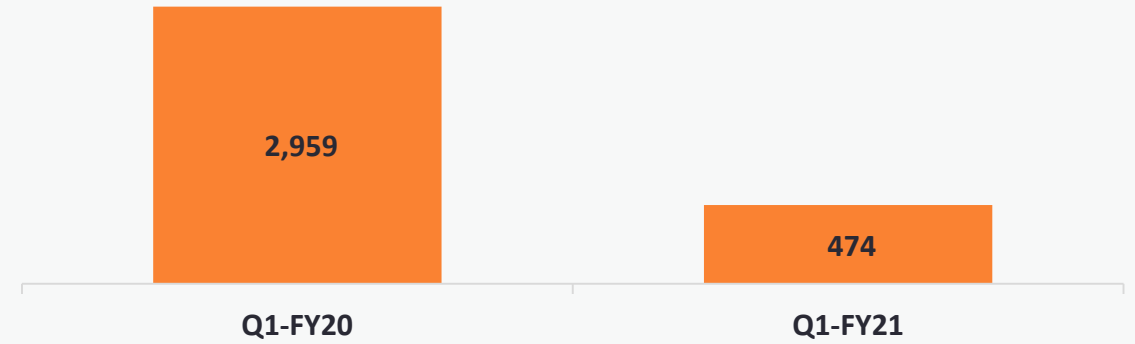
### Gross Advances (₹ in Crore)



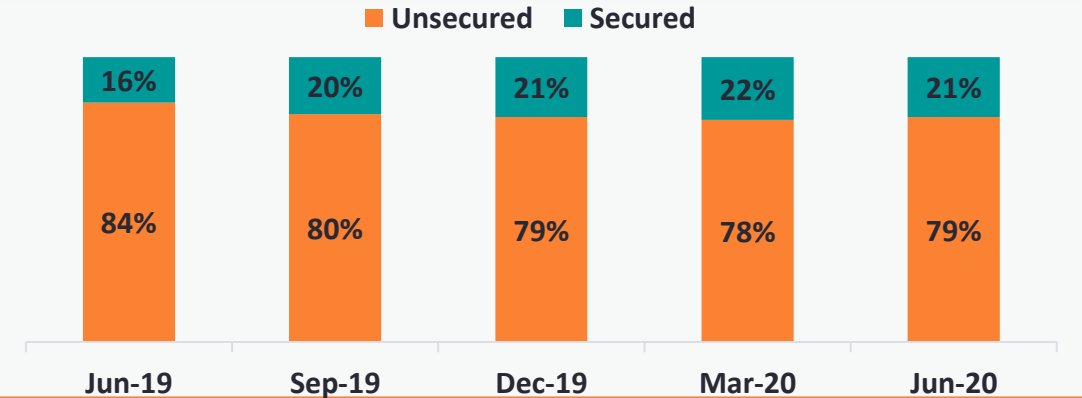
### Microfinance Loan Disbursement (No. of Loans)



### Total Disbursements (₹ in Crore)



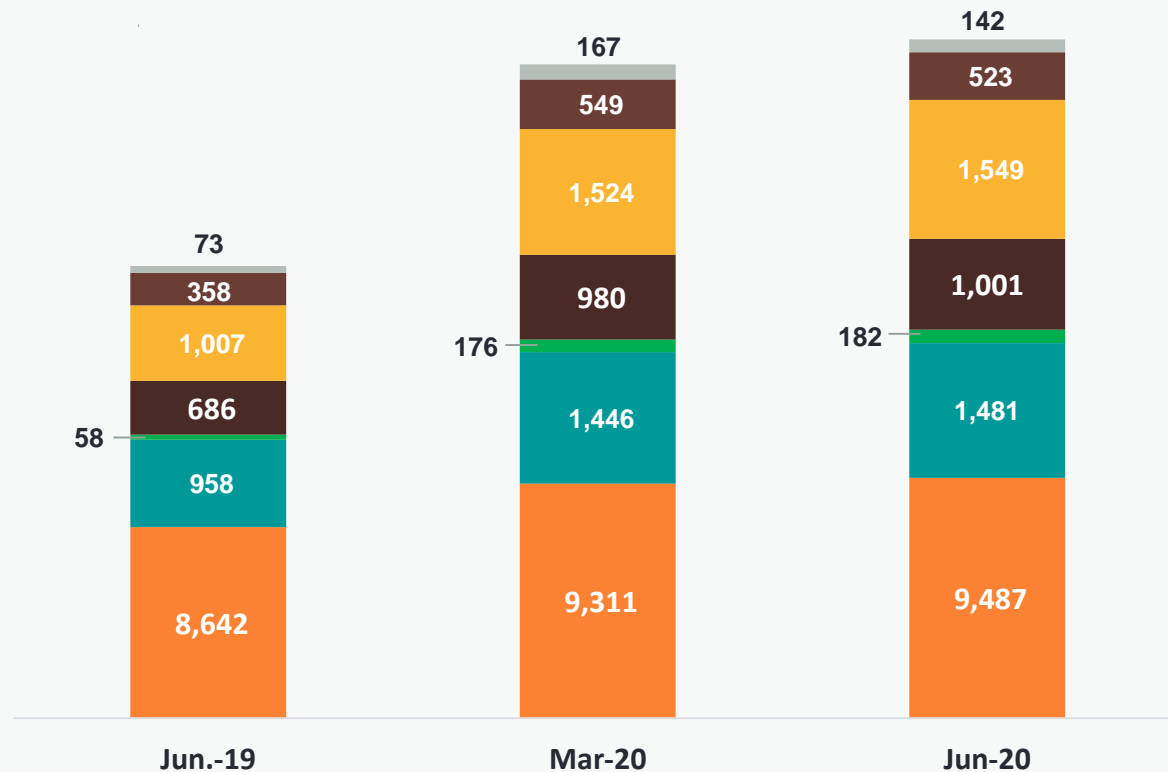
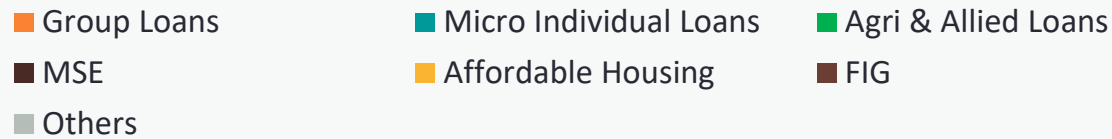
### Portfolio Breakup





# Gross Advances Snapshot

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

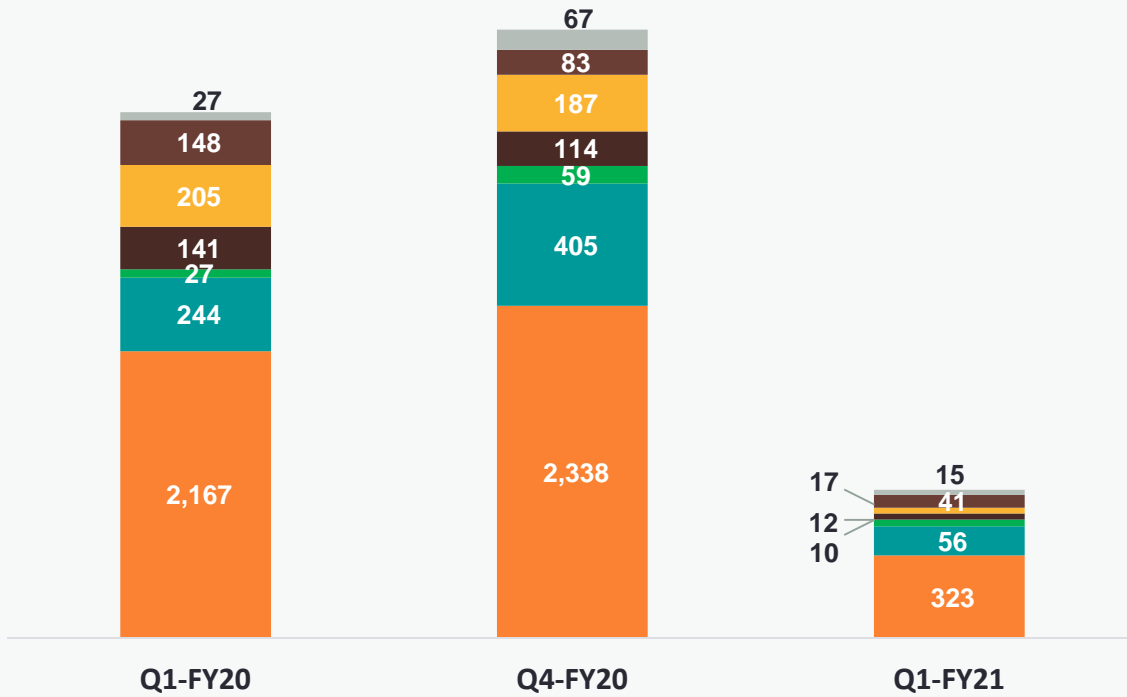


Product	% Gross Advances	Growth Y-o-Y	Growth Q-o-Q
Group Loans	66.0%	9.8%	1.9%
Micro Individual Loans	10.3%	54.7%	2.4%
Agri & Allied loans	1.3%	215.6%	3.6%
<b>MicroBanking</b>	<b>77.6%</b>	<b>15.5%</b>	<b>2.0%</b>
MSE	7.0%	46.0%	2.1%
Affordable Housing	10.8%	53.8%	1.7%
FIG Lending	3.6%	45.9%	(4.7%)
Others	1.0%	94.0%	(15.6%)
<b>Total</b>	<b>100.0%</b>	<b>21.9%</b>	<b>1.5%</b>

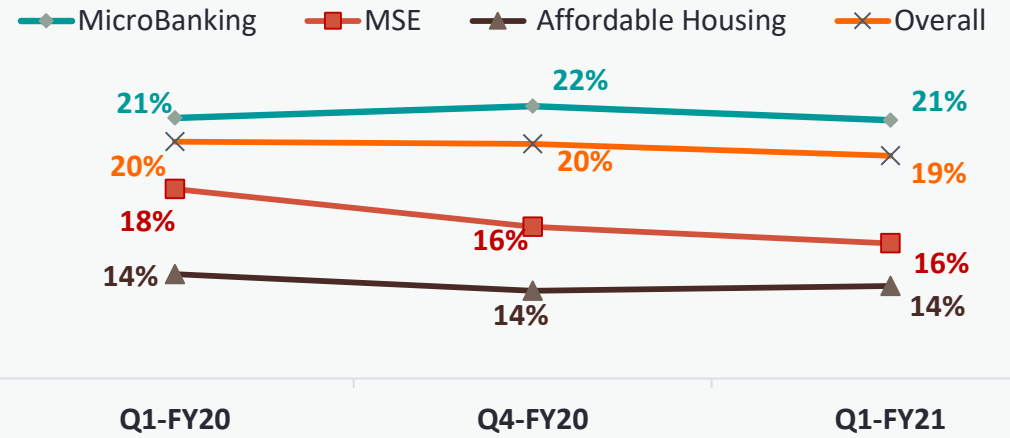
## Disbursement & Average Ticket Size

### Product wise Disbursement (₹ in Crore)

- Group Loans
- Micro Individual Loans
- Agri & Allied Loans
- MSE
- Affordable Housing
- FIG
- Others



### Yield (%) – Segment wise

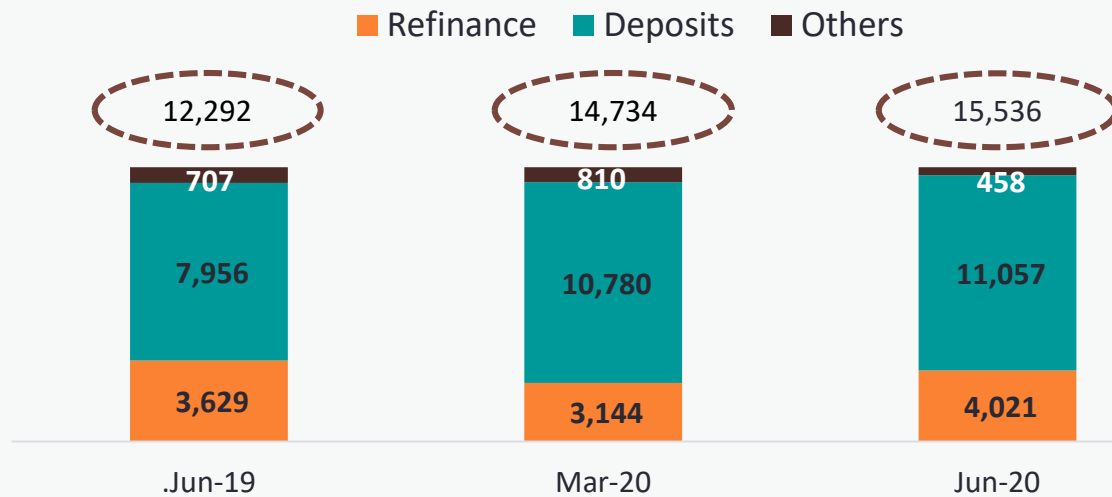


### Average Ticket Size (₹)

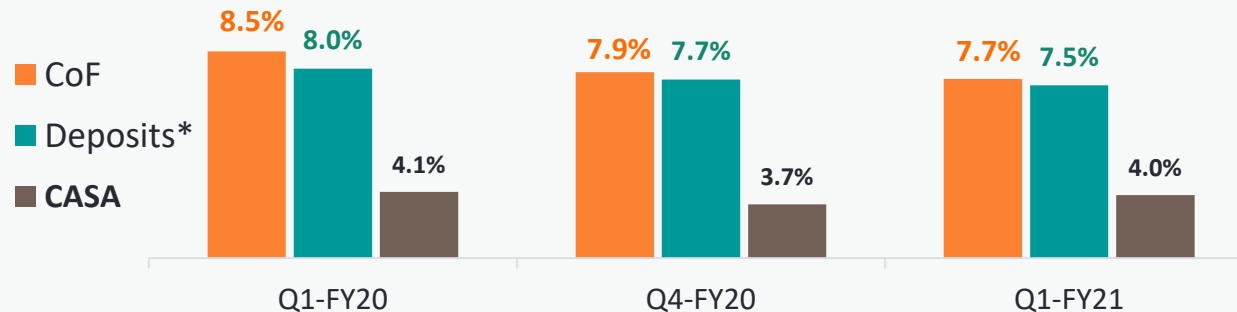
Product	Q1-FY20	Q4-FY20	Q1-FY21
Group Loans	32,146	35,440	39,068
Micro Individual Loan	87,778	98,162	102,100
MSE	12.6 lakhs	13.9 lakhs	15.1 lakhs
Affordable Housing	9.8 lakhs	9.7 lakhs	9.5 lakhs

## Liability profile: Retail franchise picking up

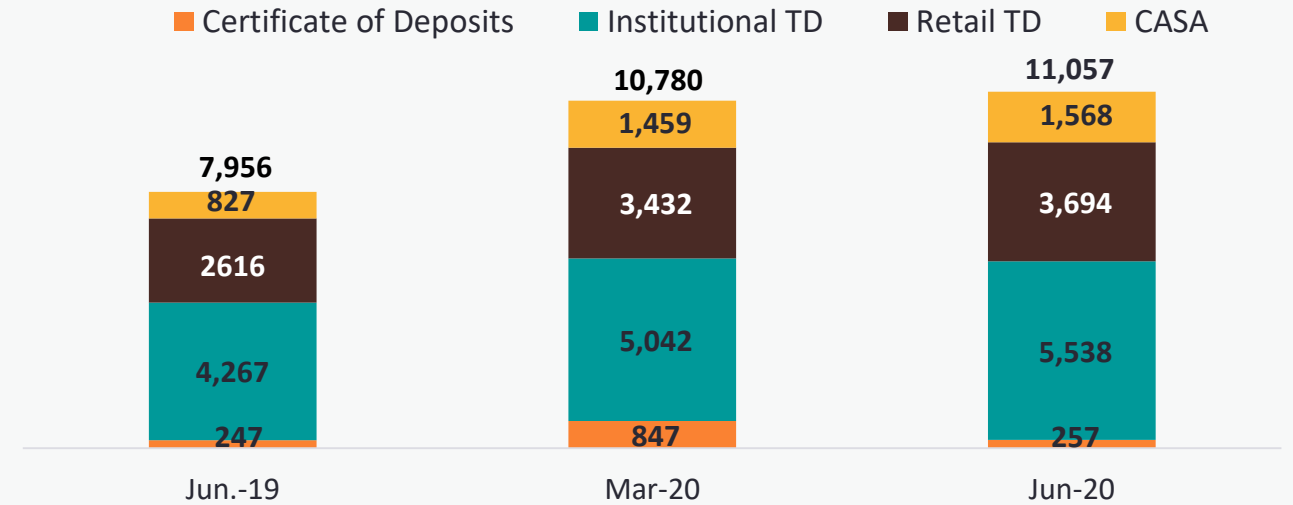
### Total liabilities profile (₹ in Crore)



### Cost of funds



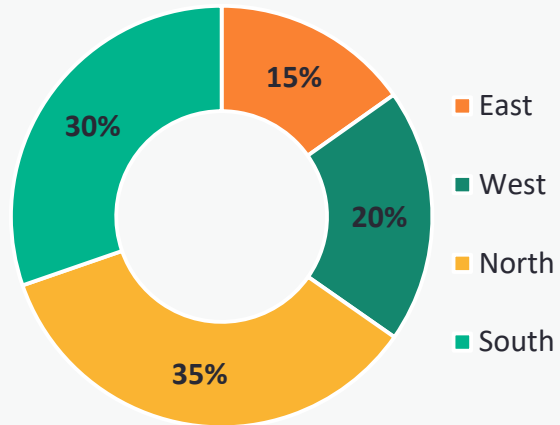
### Deposits break-up (₹ in Crore)



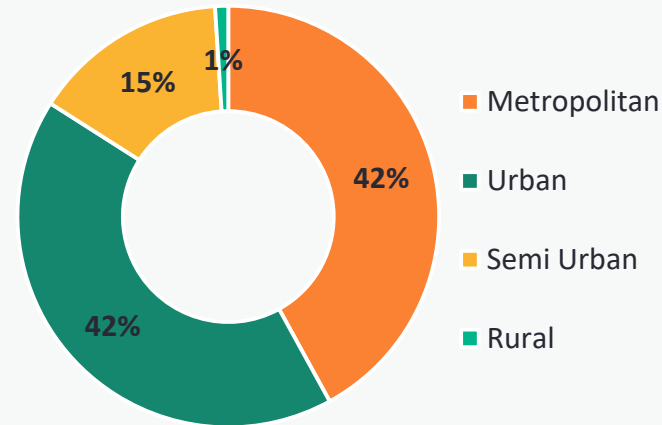
- ❖ CASA – Current A/c is ₹ 267 Cr; Savings A/c balance is ₹ 1,301 Cr
- ❖ CASA deposits up 90% Y-o-Y; CASA Ratio at 14%
- ❖ Credit-Total Deposit: 130%
- ❖ Retail % share has increased to 45% from 43% in Jun'19
- ❖ Retail deposits continues to rise reaping benefits from existing banking outlets and also with introduction of digital products

# Well-diversified Deposit Mix

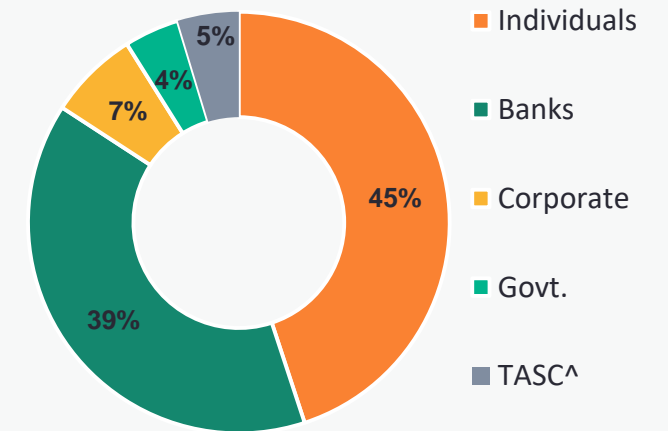
Region-wise deposit mix



Branch classification wise deposit mix



Segment wise deposit mix



Total Deposits (excluding CDs) as on 30 Jun'20: ₹ 10,800 Cr

## Adequately Capitalized

(₹ in Crore)

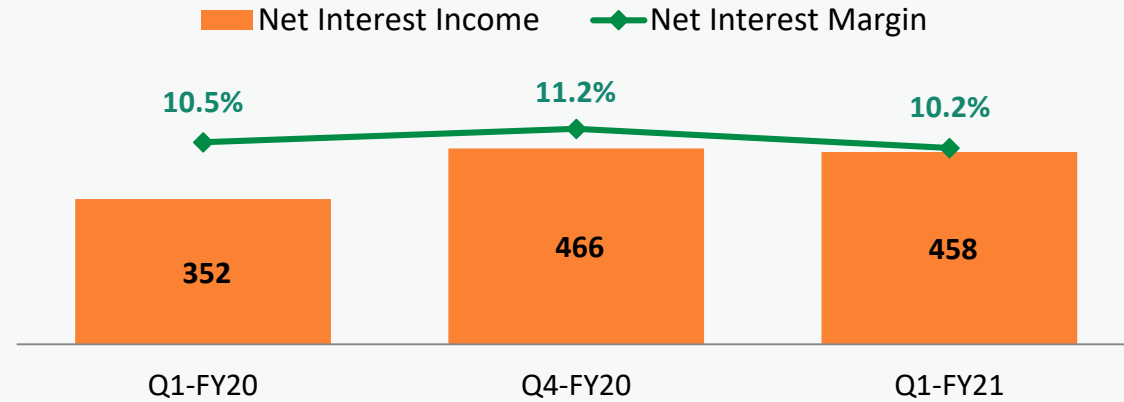
	Jun'19	Sep'19	*Dec'19	Mar'20	Jun'20
Credit Risk Weighted Assets	9,434	10,026	10,442	10,775	11,032
Tier I Capital	1,733	1,821	2,873	3,018	3,072
Tier II Capital	59	68	84	87	93
Total Capital	1,793	1,889	2,958	3,105	3,164
CRAR	19.0%	18.8%	28.3%	28.8%	28.7%
Tier I CRAR	18.4%	18.1%	27.5%	28.0%	27.8%
Tier II CRAR	0.6%	0.7%	0.8%	0.8%	0.8%

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

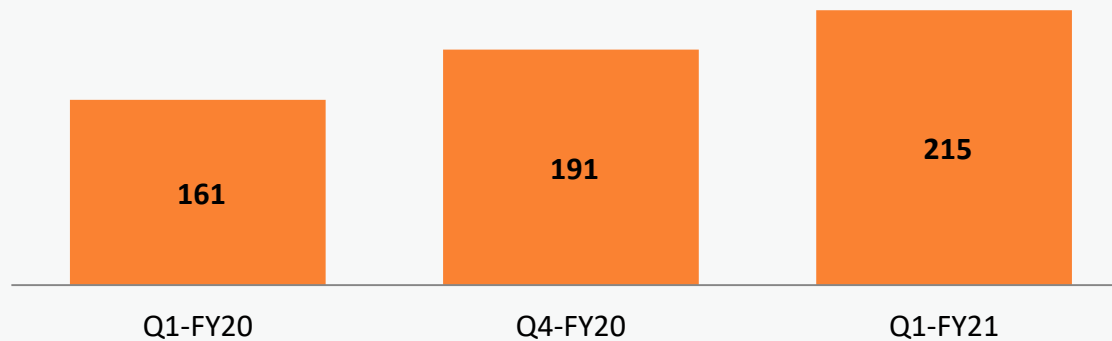
# Financial Overview

# Financial Overview

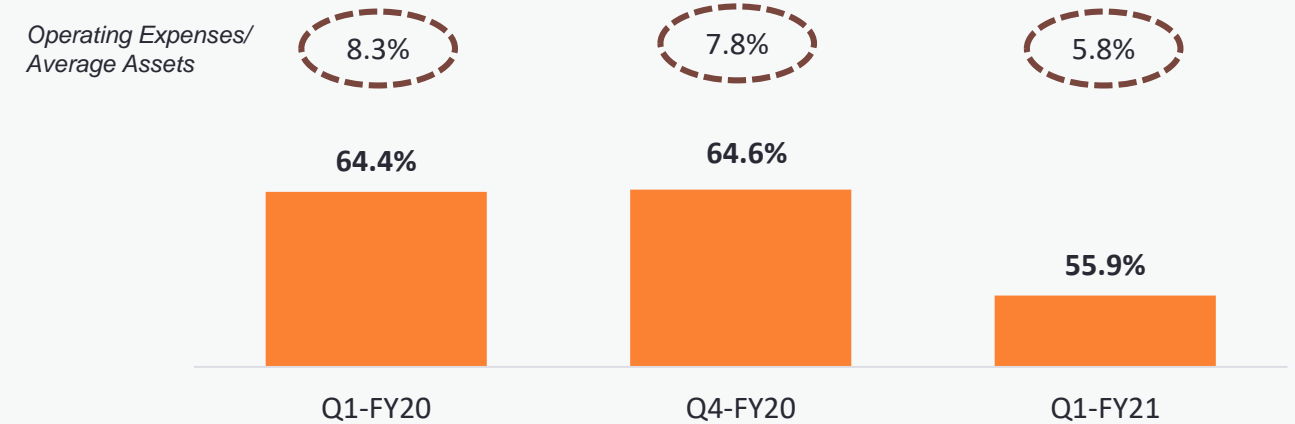
## NII (₹ in Crore) & NIM



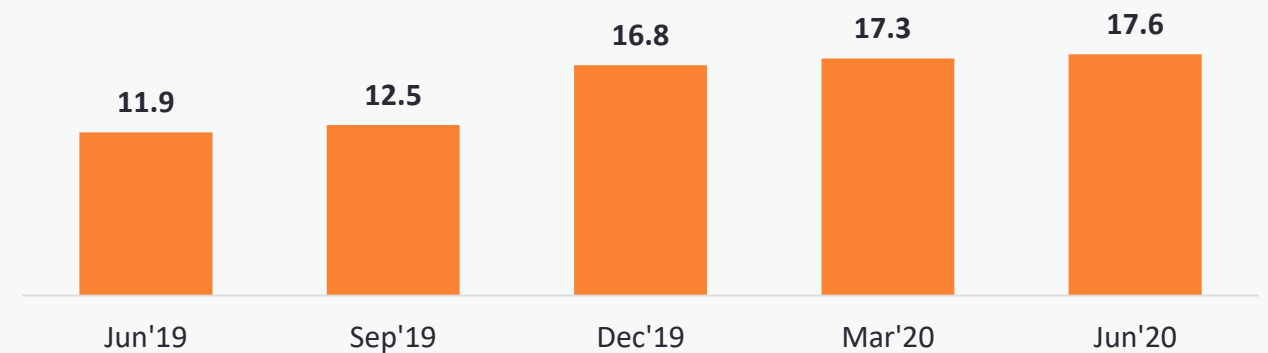
## Pre-Provision Operating Profit (₹ in Crore) <sup>2</sup>



## Cost to Income Ratio<sup>1</sup> & Operating Expenses/ Average Assets (%)



## Book Value Per Share (in ₹)



## Income Statement

Particulars (₹ in Crore)	Q1-FY21	Q1-FY20	YoY Growth	Q4-FY20	QoQ Growth
Interest Earned	746	605	23%	737	1%
Other Income	29	100	(71%)	72	(60%)
<b>Total Income</b>	<b>775</b>	<b>705</b>	<b>10%</b>	<b>810</b>	<b>(4%)</b>
Interest Expended	288	253	14%	271	6%
Operating Expenses	272	291	(7%)	348	(22%)
<b>Provisions and Contingencies</b>	<b>160</b>	<b>67</b>	<b>139%</b>	<b>117</b>	<b>37%</b>
-Provisions for tax	20	48	(58%)	20	0%
- Provisions (Other than tax) & Contingencies	140	19	639%	97	45%
<b>Total Expenditure</b>	<b>720</b>	<b>611</b>	<b>18%</b>	<b>736</b>	<b>(2%)</b>
<b>Net profit for the period</b>	<b>55</b>	<b>94</b>	<b>(42%)</b>	<b>73</b>	<b>(25%)</b>



## Total Income - Breakup

Particulars (₹ in Crore)	Q1-FY21	Q4-FY20	Q1-FY20
Interest on loan	698	698	567
Int. on investments	49	39	36
Securitization Inc.	-	-	3
<b>Total Interest Earned</b>	<b>746</b>	<b>738</b>	<b>605</b>
Processing Fees	5	42	37
PSLC Income	-	(2)	42
Trading Income	11	0	3
Bad Debts Recovery	1	8	8
Insurance Income	2	6	4
Misc. Income	10	18	8
<b>Total Other Income</b>	<b>29</b>	<b>72</b>	<b>100</b>
<b>Total Income</b>	<b>775</b>	<b>810</b>	<b>706</b>

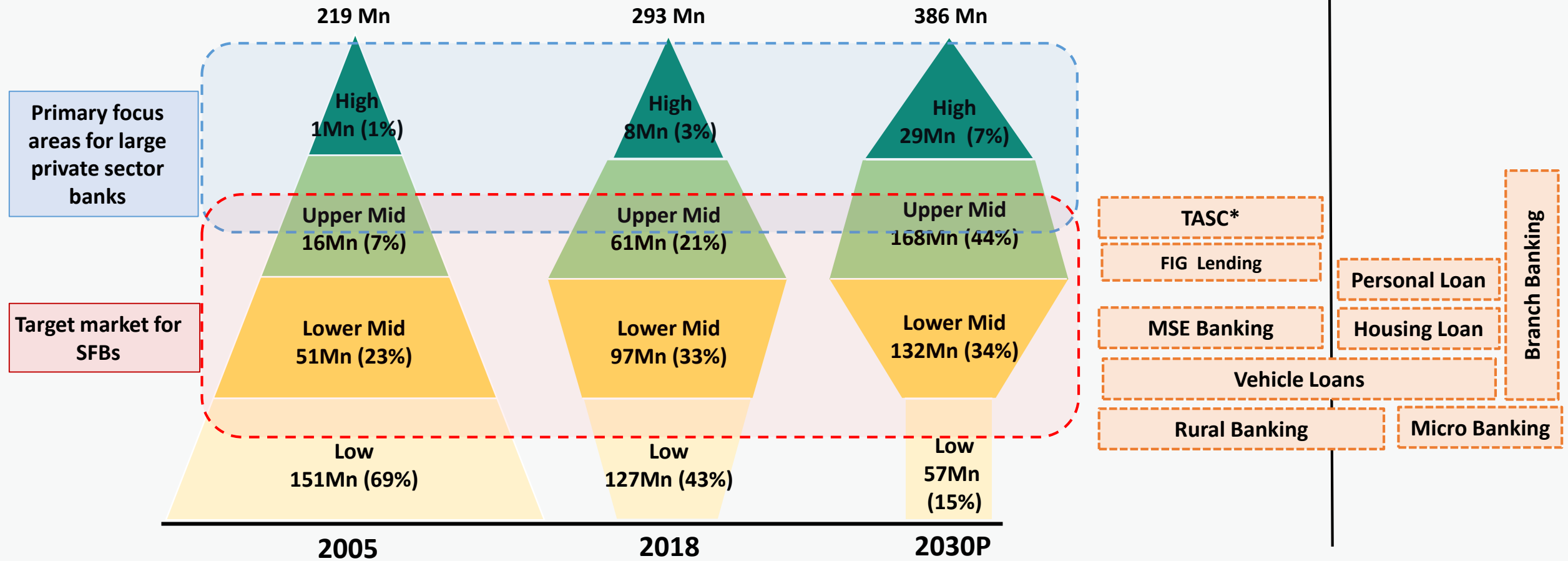
# Balance Sheet

Particulars (₹ in Crore)	Jun-20	Mar-20	Jun-19
<b>CAPITAL AND LIABILITIES</b>			
Capital	1,928	1,928	1,640
Employees Stock Options Outstanding	30	21	-
Reserves and Surplus	1,293	1,238	274
Deposits	11,057	10,780	7,957
Borrowings	4,479	3,953	3,946
Other Liabilities and Provisions	621	491	478
<b>TOTAL</b>	<b>19,408</b>	<b>18,411</b>	<b>14,293</b>
<b>ASSETS</b>			
Cash and Balances with Reserve Bank of India	1,532	1,225	300
Balance with Banks and Money at Call and Short Notice	317	118	422
Investments	2,689	2,396	1,660
Advances	14,251	14,044	11,327
Fixed Assets	307	300	295
Other Assets	312	328	289
<b>TOTAL</b>	<b>19,408</b>	<b>18,411</b>	<b>14,293</b>

# Ujjivan – Building a Mass Market Bank

# Well placed to gain from evolving country demographics

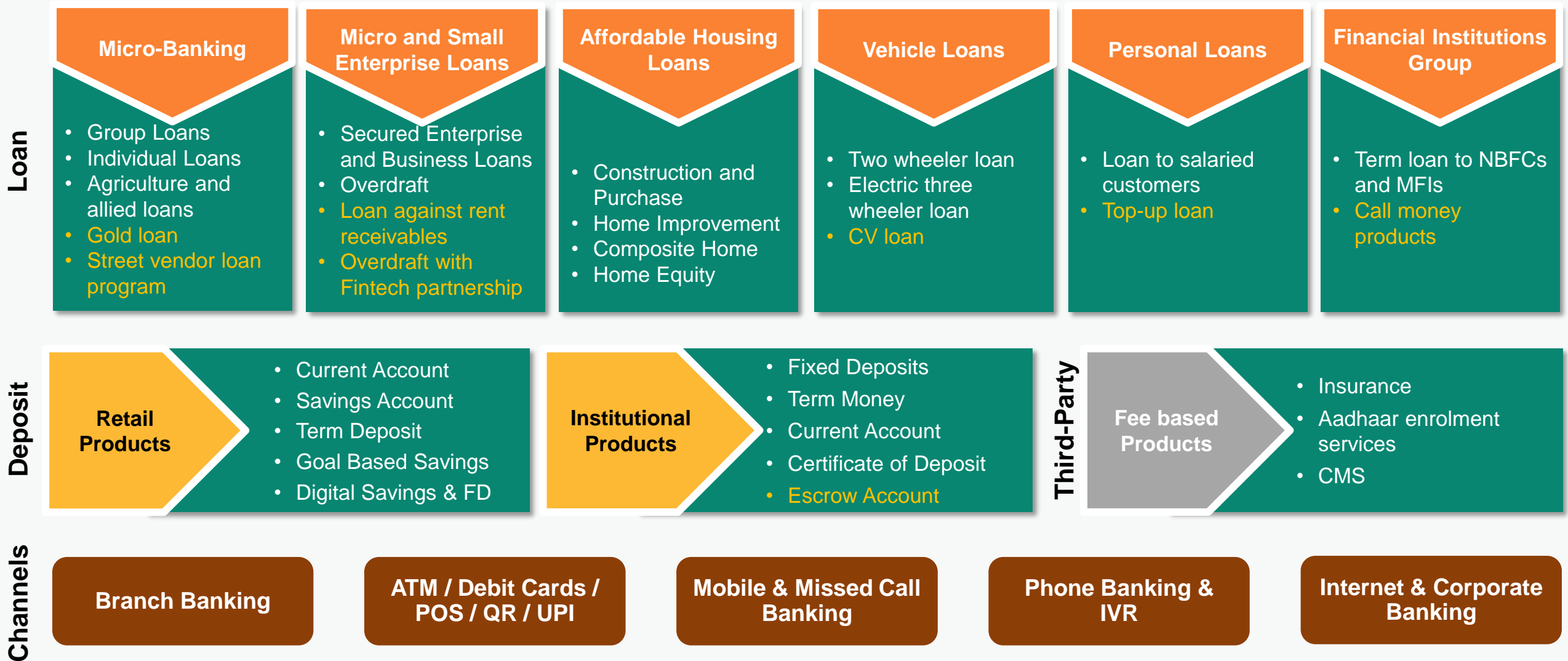
SFBs suited to reap benefits of the expanding middle-class expansion\*



\*Trusts, Associations, Societies and Clubs

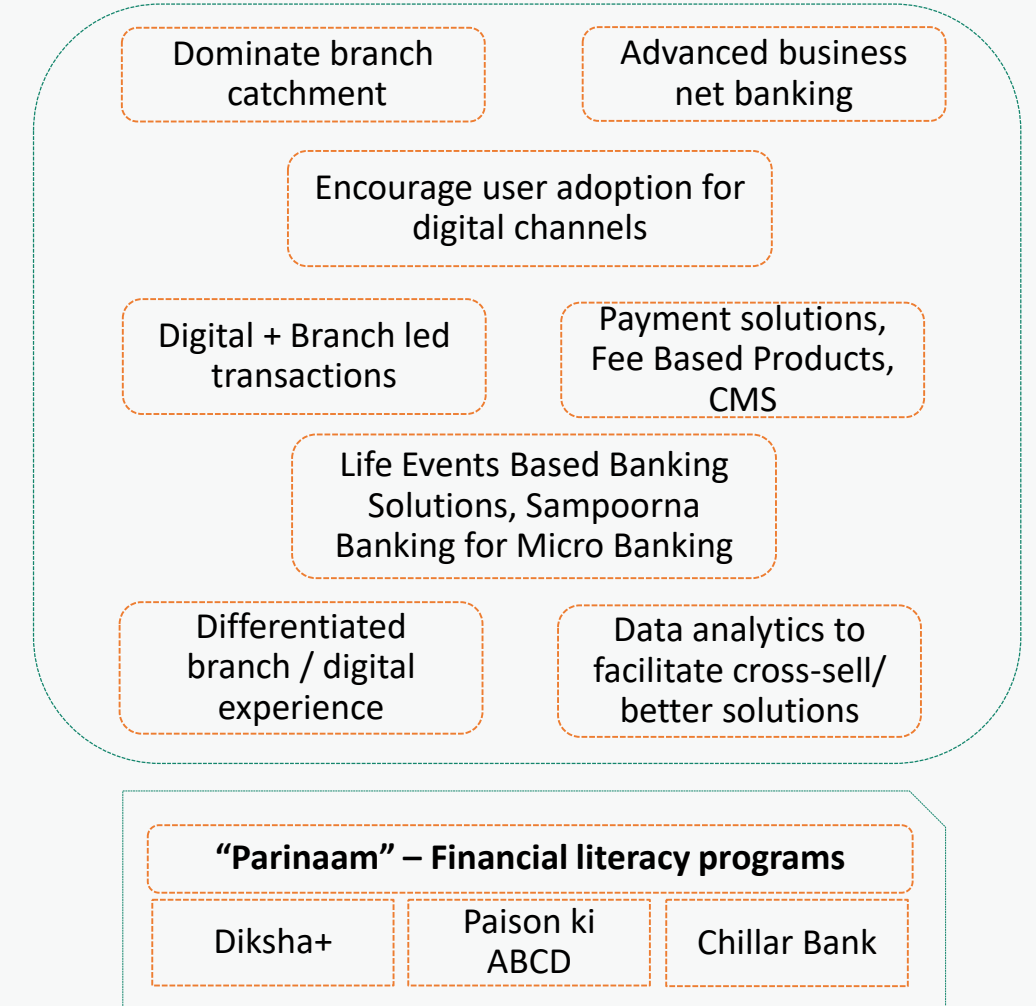
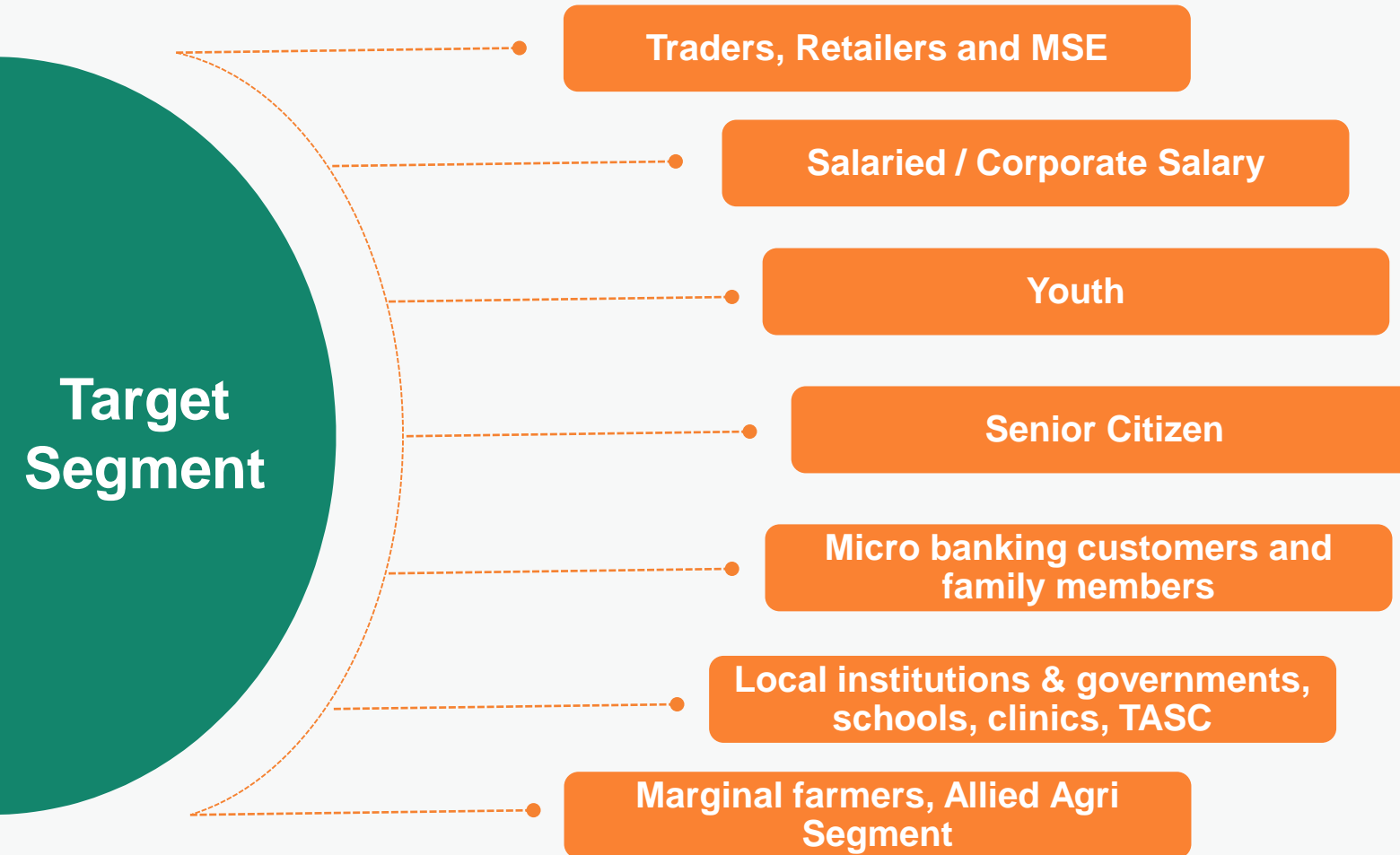
\*Source: PRICE Projections based on ICE 360° Surveys (2014, 2016, 2018); Note: Low income: <\$4,000, Lower-mid: \$4,000-8,500, Upper-mid: \$8,500-40,000, High income: >\$40,000 basis income per household in real terms; Projections with annual GDP growth assumed at 7.5%;

# Comprehensive suite of Banking Products & Services



Products highlighted in yellow are under development and likely to be launched in FY21

## Focus on growing stable and granular Liability base



**Ramped up retail deposits: ₹ 4,929 crores (45% of total deposits) vs ₹ 3,429 crores (43% of total deposits) Y-o-Y**

## Other Income – diversifying revenue streams

### Third Party Products

₹ 2 crore in Q1-FY21

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

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

#### Products under evaluation

- Mutual Funds
- National Pension Scheme

#### Process improvement

- Automation & IT integration
- Tick-based products

Other  
Income

### PSLC Income

NIL\*

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

### Fee-Based & others

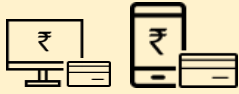
₹ 27 crore in Q1-FY21

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

\* Following a cautious approach, we did not monetize our PSLC book this quarter. However, the same would be monetized in subsequent quarters

# Serving customers through multiple delivery 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

- 475 ATMs including 52 Automated Cash Recycler machines
- 321 ATM's Re-enabled with biometrics; rest to be completed by Sep'20
- 12 regional languages



### Web/ Tablet Based Origination

- Liability customer acquisition from anywhere using website
- Tablet-based customer acquisition for loan products
- Door-step service; faster, easier, better TAT



### Phone

- 24x7 phone banking helpline
- Loan on Phone for repeat GL customers
- Mobile number and e-mail updation over call
- Ability to service customers in 13 Languages
- Missed call and SMS banking services



### Mobile App

- High customer rating of 4.4/5 on Google Playstore as of Jun-20 – Highest among SFBs
- Nine languages option – English, Hindi, Kannada, Tamil, Bengali, Marathi, Gujarati, Punjabi and Odiya
- Working on voice and video enabled customer interface
- Active users exceeds 0.53 million as of Jun-20



# Strong Independent Board

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

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

# Experienced Management Team



**Nitin Chugh – MD and CEO**

- Mr. Chugh took charge as MD & CEO from December 01, 2019. He joined Ujjivan SFB as President with effect from August 17, 2019
- Rich experience across traditional and digital banking with multiple associations including, HDFC Bank, Standard Chartered Bank; varied customer relations roles with HCL Hewlett Packard and Modi Xerox
- Holds a Bachelor's degree in Technology from Kurukshetra University and a professional Diploma in Marketing Management from All India Management Association

Supported by a highly experienced  
team of qualified & experienced  
professionals

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

03

## BUILD A STABLE & GRANULAR DEPOSIT BASE

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

04

## EXPAND & OPTIMIZE DISTRIBUTION NETWORK

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

05

## CONTINUE FOCUS ON IMPROVING FINANCIAL 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

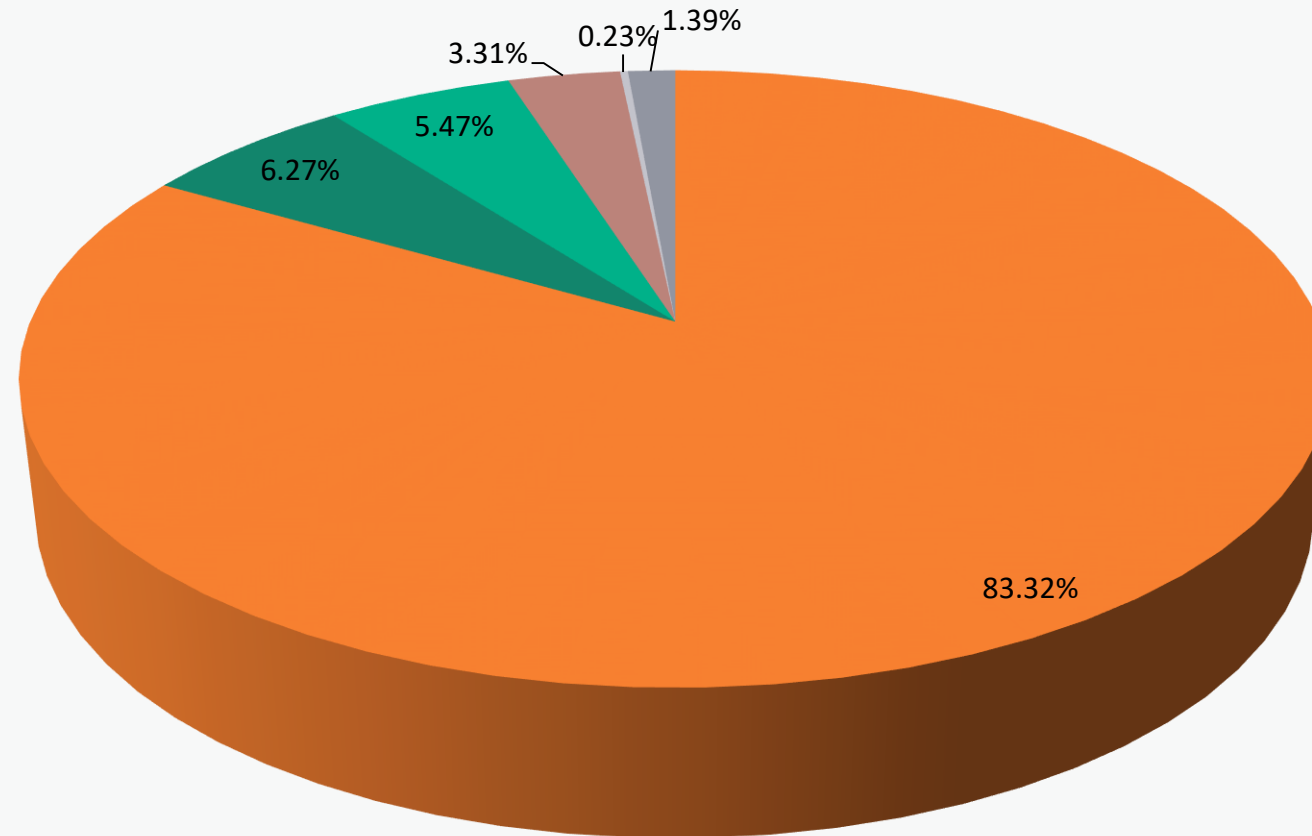
- Leverage banking infrastructure to diversify product portfolio and increase fee and commission-based business
- Increase focus on treasury income, bancassurance, fee and processing charges
- Introduce new products and services and focus on cross-selling to existing customers

# Annexure

# Shareholding Pattern

Shareholding Pattern (Based on Holding) as on 30<sup>th</sup> June, 2020

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



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

# Ujjivan: Inclusive Growth Philosophy

## Financial literacy

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

## Environment Protection

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

## Community Development

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

## Relief Programs

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

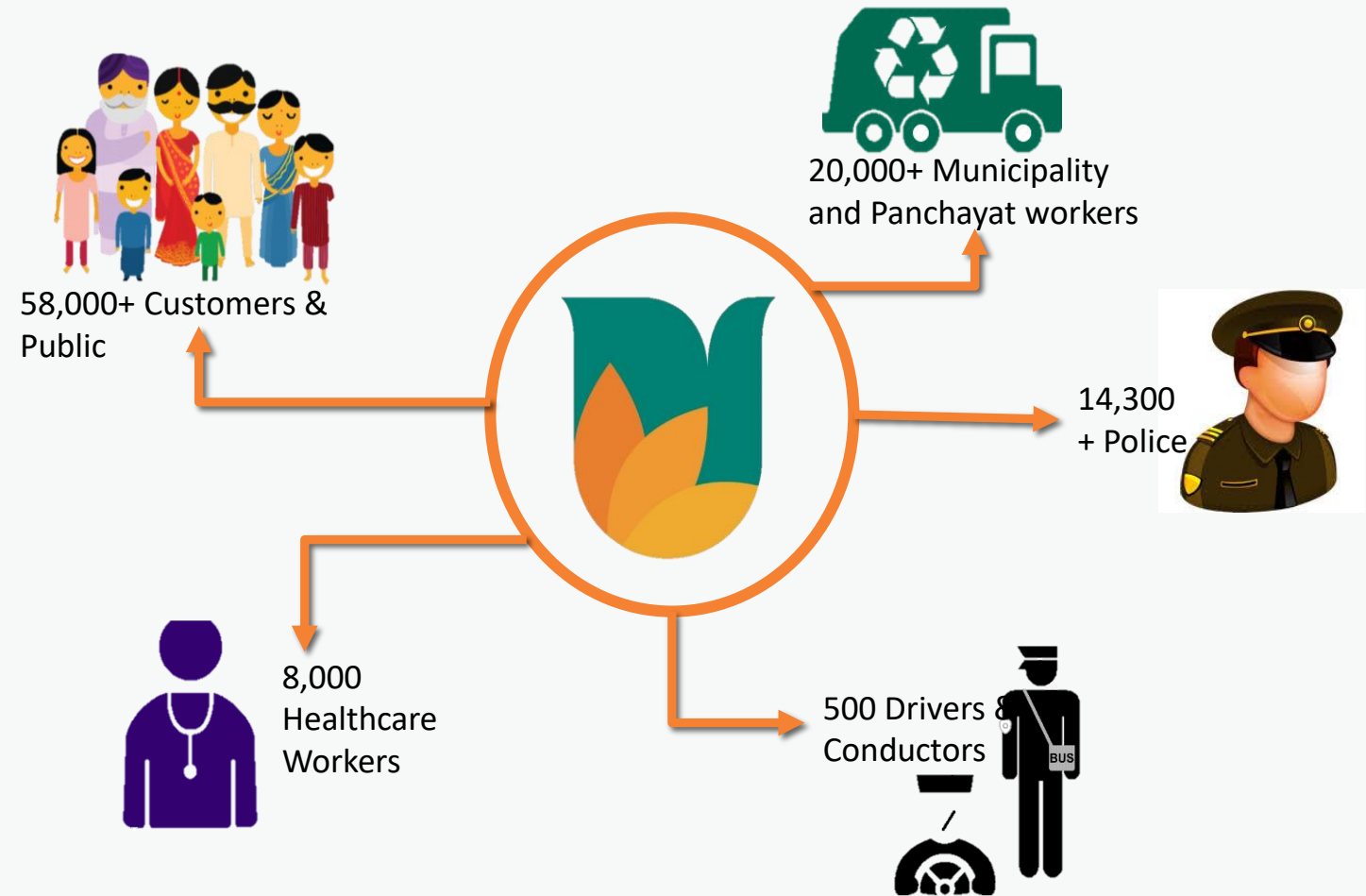


**Following the “Double Bottom Line” approach of business  
Aims to establish an equilibrium of financial and social benefits before arriving at business decisions**



## Focused relief work

- **Amphan Relief**
  - Restoration support to regions affected due to Amphan flood is provided to 3600 families in West Bengal
- **Covid19 relief work**
  - Supported Public and Frontline Warriors battling Covid-19 crisis, we supported Doctors, Hospital Staff, Police Officials, Sanitary Workers, Municipality and Panchayat employees
  - Water Purifying Unit provided to St. John's Hospital, providing safe drinking water to patients and families
- **Covid Education Model**
  - Educating customers and Public about the virus and providing practical ways to exert caution along with availing Govt. benefits.
  - The training of customers began from the month of July. and is expected to impact 1 lakh people by end of Nov'20.
- **GiveIndia** – 5,000 PPE kits were provided to Mumbai Hospitals in the initial days of COVID outbreak in India



# Thank You!