

# Q2 FY22 PRESENTATION

NOVEMBER 2021





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# REGULATORY UPDATE

## Update

- RBI vide its letter dated July 09, 2021 has informed the “Association of Small Finance Banks of India” that it has decided to permit small finance banks and respective holding companies to apply for the amalgamation of holding company with small finance bank 3 (Three) months prior to completing five years from the date of commencement of business of small finance bank. Bank will complete 5 years on Jan 31, 2022.
- RBI will examine such requests on merit from the angle of regulatory/supervisory comfort and convey no objection for such amalgamation on satisfactory outcome of due diligence exercise
- On October 30, 2021, Board of both UFSL and USFB approved scheme of amalgamation. The same has been filed with regulators

## Steps ahead

- Various regulatory approvals from RBI, exchanges (NSE/ BSE) and SEBI
- Apply to NCLT, meeting of shareholders/ creditors etc.)
- Post NCLT approval process (Finalization Record Date, ROC Approval, RBI Approval, Issue of Shares, Approval of Stock Exchanges etc)

**Process may take 12-15 months to complete**

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Performance Highlights



Business Overview



Financials



Ujjivan - Building a Mass Market Bank





# Performance Highlights



# Q2-FY22 - KEY HIGHLIGHTS

## Disbursements

Disbursements improved to ₹ 3,122 Cr, up 114% Y-o-Y; up 138% Q-o-Q

## Collections

Consistent improvement in collection efficiency - 95% in Sep'21;  
Significant reduction in PAR across buckets

## Liabilities

Healthy customer acquisition: 1.8 lakh new customers in Q2 | Retail deposits up 38% Y-o-Y;  
CASA up 79% Y-o-Y | Total deposit at ₹ 14,090 Cr up 31% Y-o-Y

## Diversification

Non MicroBanking at 34% (32% in Jun-21); Secured at 32% (30% in Jun-21)

## Provisioning

Book coverage at 10.4%; accelerated provisioning with PCR at 75%;  
carrying forward floating provision of ₹ 250 Cr

## Financials

NII at ₹ 391 Cr | NIM at 8.1% | PAT at (₹ 271 Cr) vs ₹ 96 Cr Y-o-Y

**Strong traction under 100-Day plan with focus on improving portfolio quality, re-building business volumes and retaining talent**



# UJJIVAN - WIDE REACH, TOUCHING MILLIONS

## Pan-India Presence

24 States/ UTs, 248 Districts  
vs 24 States/ UTs, 244 districts in Sep'20

## Banking Outlets & ATMs

575 branches<sup>1</sup>, 491 ATMs<sup>2</sup>  
vs 575 branches; 477 ATMs in Sep'20

## Additional customer touch-points

13,000+ customer touch-points via tie-up  
with payments bank, fintechs etc.



## Customers

59.7 lakh customers/ 37.2 lakh borrowers\*  
vs. 55.3 lakh in Sep'20/ vs. 41.3 lakh in Sep'20

## Employees

16,251 Employees  
vs 17,018 in Sep'20

## Strong digital platform

70%+ digital transactions<sup>3</sup>  
Leader in mobile banking transactions among SFBs



# KEY HIGHLIGHTS

## Gross Advances

₹ 14,514 cr  
5% yoy  
Sep'20: ₹ 13,890 cr

## Disbursements

₹ 3,122 cr  
114% yoy  
Q2-FY21: ₹ 1,458 cr

## Total Deposits

₹ 14,090 cr  
31% yoy  
Sep'20: ₹ 10,743 cr

## Retail Deposits

₹ 7,270 cr (52%\*)  
38% yoy  
Sep'20: ₹ 5,254 cr/  
49%

## CRAR

22.2%  
Sep'20: 31.0%

## GNPA

11.8%  
Jun'21: 9.8%  
Sep'20: 1.2%\*\*

## NNPA

3.3%  
Jun'21: 2.7%  
Sep'20: 0.3%\*\*

## NII

₹ 391 cr  
(17%) yoy  
Q2-FY21: ₹ 470 cr

## NIM

8.1%  
Q2-FY21: 10.2%

## PPoP

₹ 71 cr  
(69%) yoy  
Q2-FY21: ₹ 232 cr

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

\*\* Stated as Proforma number; Reported GNPA/NNPA for Q2-FY21 was 1.0%/0.1% respectively

NII: Net Interest Income

NIM: Net Interest Margin

PPoP: Pre-Provisioning Operating Profit

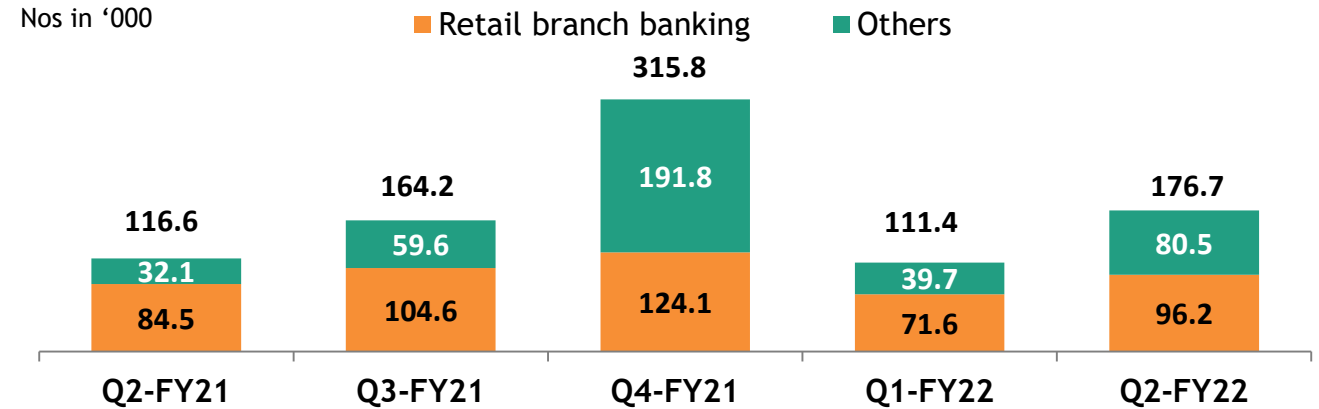




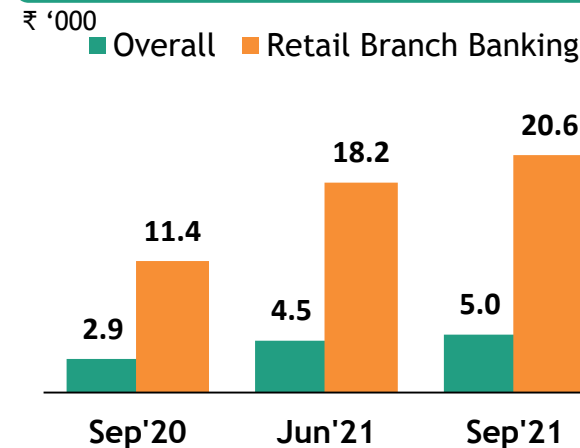
# LIABILITIES - RETAIL BRANCH BANKING DRIVING GROWTH

- **Total deposits grew 31% Y-o-Y to ₹ 14,090 Cr**
- **Retail deposits grew 38% Y-o-Y; contributing to 52% of total deposits in Sep'21 vs 49% in Sep'20**
- **CASA deposits grew 79% Y-o-Y; 22.5% as of Sep'21**
  - **Retail Branch banking CASA grew 138% Y-o-Y; contributes 76% to total CASA**
- **Focus on value-add products to drive average balances**
  - Average balance for Retail Branch Banking SA moved to ₹ 21k from ₹ 11k Y-o-Y
  - Average balance of new SA acquisition by retail branch banking in Q2-FY22 is ₹ 40k vs ₹ 18k in Q2-FY21
  - Ex-salary, average balance for Retail Branch Banking SA now at ₹ 23K (₹ 63k for Q2 acquisition)

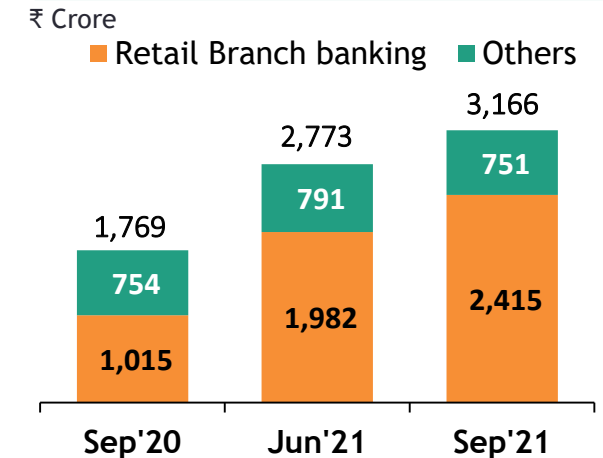
## Retail branch banking driving customer acquisition



## Improving SA balances



## CASA: Strong growth





# ASSETS UPDATE (1 / 2)

## MicroBanking

- **Collections:**
  - Improved cash flows aiding collection - 95% in Sep'21; 95% in Aug'21 vs. 77% in Jun'21
  - Geographies across have shown significant improvement in collections while Maharashtra, Kerala and Assam continues to lag
  - Significant traction seen in reducing PAR flow to higher buckets; collection from NPA accounts
  - Collection efficiency of 99%+ in Sep'21 for FY21/ FY22 disbursements
- **Disbursement** - reducing local restrictions and improving economic conditions fostering credit demand
  - Q2-FY22 disbursements at ₹ 2,187 Cr, up 95% Y-o-Y, up 170% Q-o-Q; ₹ 35 Cr disbursed under ECLGS scheme
  - Gradually increasing focus on customer acquisition - 50.1k customers acquired in Q2-FY22
  - However, overall we remain cautious and focusing on existing good customers - 91% loans to existing customers (basis loan count)
- **Digital collections**
  - Focus on expanding reach via Fintech, payments bank tie-ups, money mitra outlets
  - Q2-FY22 cashless collections at 18% up from 16% in Q1-FY22
  - Additionally 37% of the repayment supported by CMS ( Airtel Payments Bank, PayNearby) in Q2-FY22 (35% in Q1-FY22)

## Affordable Housing

- **Collection efficiency:** expediting legal process to aid collection
  - 94% in Sep'21; 92% in Aug'21 vs. 91% in Jun'21
- **Disbursements** at ₹ 298 Cr in Q2-FY22 vs ₹ 112 Cr in Q1-FY22 vs ₹ 116 Cr in Q2-FY21
  - New case log-ins have improved significantly, doing better than pre-covid levels
  - Focus on better customer segments with regular income streams increasing contribution



# ASSETS UPDATE (2/2)

## MSE

- **Collection efficiency (MSE Secured)** - 88% in Sep'21; 86% in Aug'21 vs. 82% in Jun'21; expediting legal process to aid collection
- **Highest ever quarterly disbursements at ₹ 329 Cr** vs ₹ 106 Cr in Q1-FY22; ₹ 92 Cr in Q2-FY21
  - New case log-ins is at pre-Covid levels and continues to grow; Focus continues on Semi-formal and Formal segments
  - NavNirman loan (ECLGS scheme) - ₹ 0.9 Cr additionally done in Q2-FY22 with total amount disbursed as of Sep'21 - ₹ 61 Cr
  - Fintech tie-up for Supply Chain finance (live since Jan'21) - disbursed ₹ 161 Cr in Q2-FY22 vs ₹ 59 Cr in Q1-FY22

## Personal Loans

- **Collection efficiency** - 88% in Sep'21; 89% in Aug'21 vs. 88% in Jun'21
- **Disbursements at ₹ 43 Cr** vs ₹ 27 Cr in Q1-FY22 & ₹ 12 Cr in Q2-FY21; business was re-launched in Jul'20

## Vehicle Finance

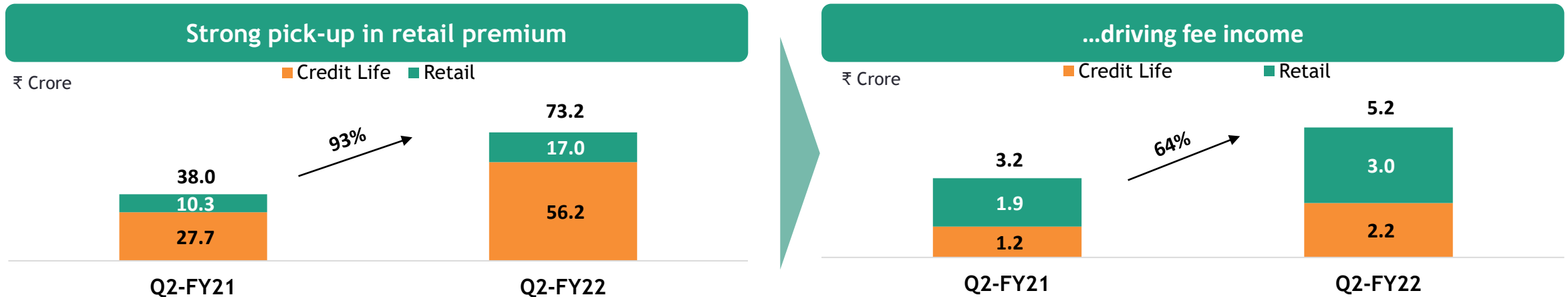
- **Collection efficiency** - 91% in Sep'21; 92% in Aug'21 vs. 86% in Jun'21
- **Disbursements at ₹ 37 Cr** vs ₹ 19 Cr in Q1-FY22 & ₹ 6 Cr in Q2-FY21
- Tied-up with a fintech partner to finance Electric Vehicles, expected to be launched in Q3-FY22
- Pre-approved program for Two Wheeler Loans expected to be launched in Q3-FY22

## FIG Lending

- **Collection efficiency** - 100% in Sep'21 & Aug'21 vs. 98% in Jun'21
- **Disbursements at ₹ 150 Cr** vs ₹ 195 Cr in Q1-FY22, ₹ 81 Cr in Q2-FY21; aided by new client acquisition
- Continued focus on A & AA rated NBFCs; HFCs and MFIs to accelerate disbursements
- **New Products** - Launched CC/OD products in Oct'21; Bank Guarantee and WCDL expected to be launched by Q3-FY22



# THIRD PARTY PRODUCTS: FOCUS ON RETAIL PRODUCTS



## Product - Focused on deeper customer penetration offering suite of products

- Addition of 1 new Life Insurance product in Sep'21 basis customer demand
- PAR products launched in Jun'21 doing well - business generated of ₹ 1.6 Cr

## Distribution

- 100% of branches and 89% of URC's are equipped with IRDA certified professional
- ~3k IRDA certified employees as of Sep'21
- WIP: Distribution through phone banking and digital modes being developed

## Technology/automation projects with Riskcovry

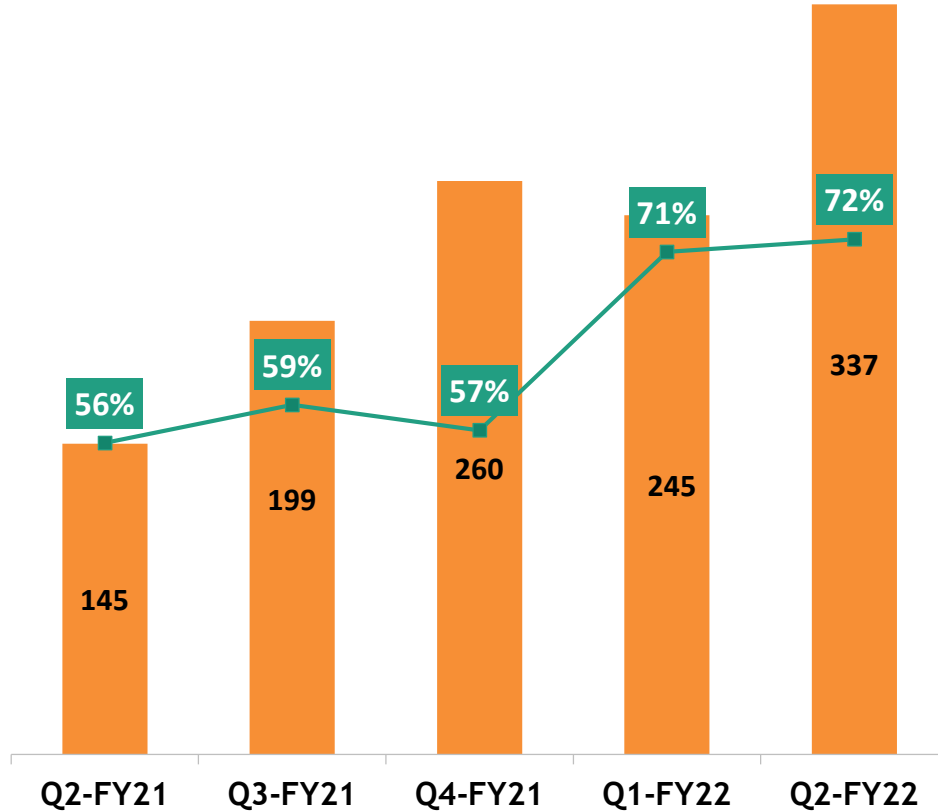
- Digital Insurance distribution project in final phase of IT development for 1st phase plan
- Paperless Hospicash product to go live in Nov'21
- Focused to reduce TAT - Improving digital solutions for claims & servicing modules with insurance partners



# INCREASING DIGITAL FOOTPRINTS (1/2)

## \*Increasing Digital Transactions (%)

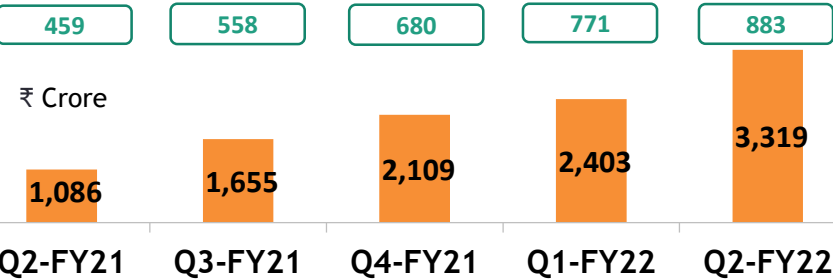
■ Total transactions (in Lakhs) ■ Digital transactions (%)



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

## UPI Transactions

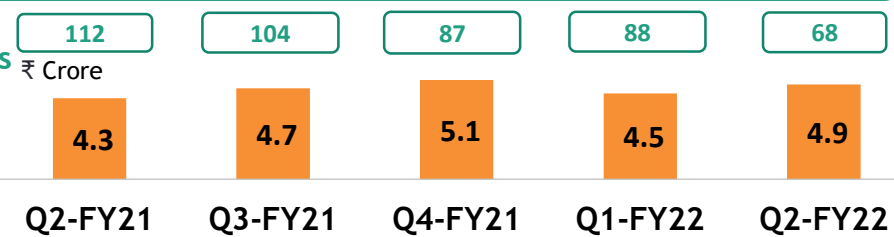
^Active Customers (in '000)



3.1x  
Y-o-Y

## Bill Payments

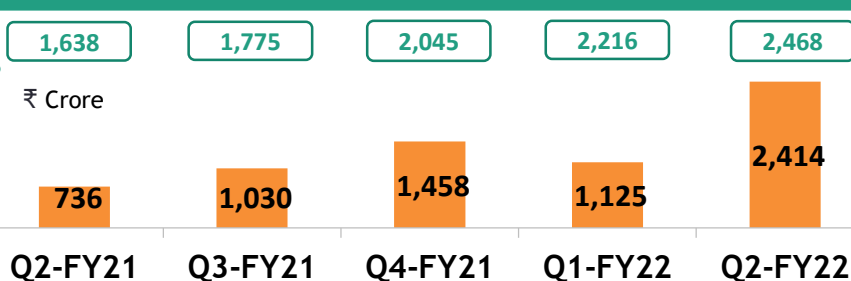
No. of Transactions (in '000s)



Up 14%  
Y-o-Y

## Business Net Banking

^Active Customers (in '000)



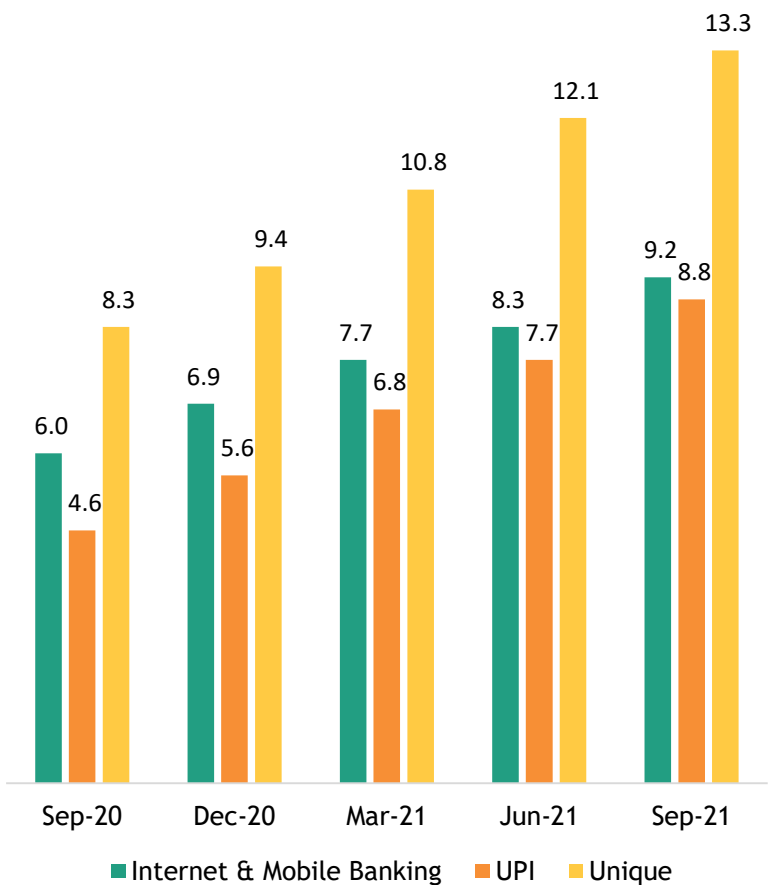
3.3x  
Y-o-Y



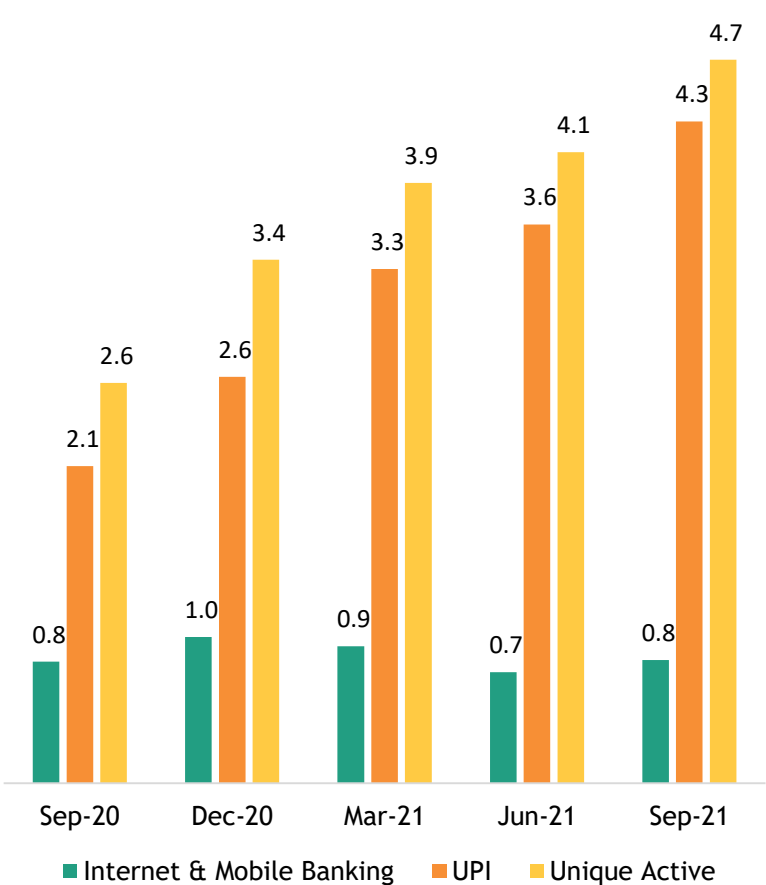
# INCREASING DIGITAL FOOTPRINTS (2/2)

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

12.4  
lakhs

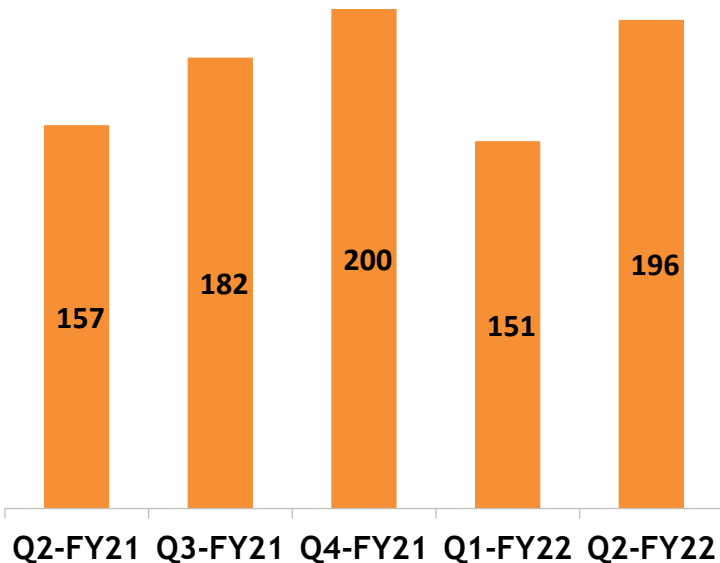
13.6  
lakhs

15.1  
lakhs

12.1  
lakhs

14.9  
lakhs

Up 25% Y-o-Y





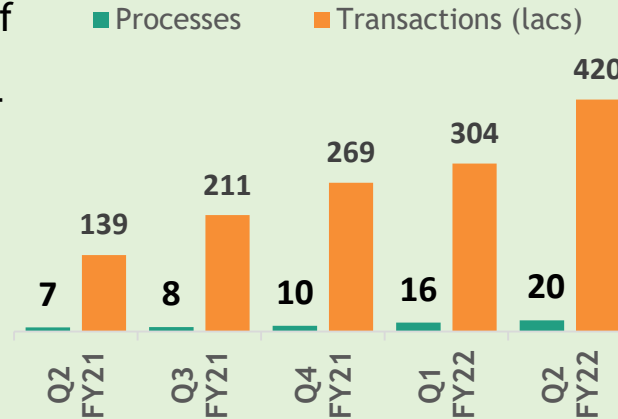
# DIGITAL INITIATIVES AIDING PROCESS IMPROVEMENT



## Robotic Process Automation

- 20 processes across business verticals completely automated of which 2 are completely unattended (RTGS, NEFT Recon)
- RPA handles 1.4 Cr transactions / month
- 24 processes in final testing stage to be automated by Q4

### RPA processes deployed with rising transactions



## Enhancing customer life cycle value

Automated Customer Engagement (ACE) platform for improved customer engagement and enriched Customer Life Time Value (CLTV) integrated with Website, MB, IB, Whatsapp, SMS & E-mail engines



## Artificial Intelligence

- Multi-lingual Bot introduced on Bank website; extended this to Facebook to improve conversions from digital marketing campaigns
- An enhanced Intelligent Bot for FAQs, lead generation and customer experience is under testing and will be piloted for launch in Q3-FY22



## Data Analytics & Insights

- Customer Profitability scorecard for Branch Banking customers to help:
  - Acquire new, profitable customers,
  - Cross-sell to existing customers
  - Provide differentiated service to customers
  - Migrate customers to more profitable products and services
- Personal Loan Application Scorecard developed for credit underwriting for STP through RupeePower

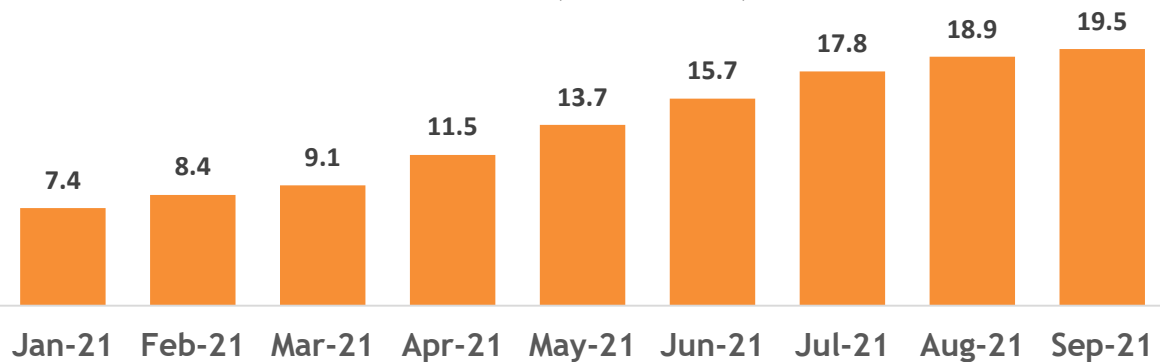
# API BANKING: CUSTOMER ACQUISITION & FAST TRACKING INTEGRATION



SIMPLE PROCESS FOR IMPLEMENTING API BANKING PARTNERSHIPS THROUGH A SINGLE WINDOW CLEARANCE

Steady increase of API calls from existing partnerships

API Calls (Nos in lakhs)



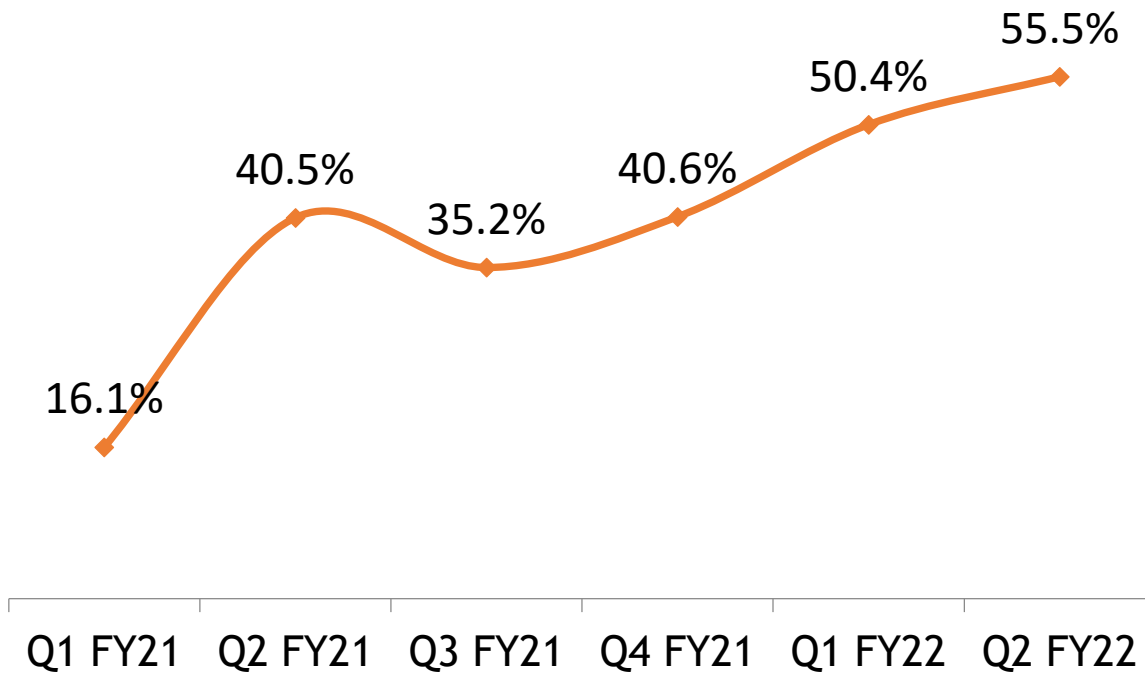
- API Banking Strategy and fintech outreach program in place
- Documentation of entire API stack displayed and available for fintechs to build prototypes
- Entire bank available in 159 APIs for fintechs
- Dedicated portal launched - [www.ujjivansfb.in/apibanking](http://www.ujjivansfb.in/apibanking)
- Single window clearance through dedicated e-mail id & API Banking Team
- 6 Fintech partnerships live - 3 for Loan repayments and 3 for Digital Lending to personal loans and MSE customers





# FINTECH TOUCHPOINTS AIDING COLLECTIONS

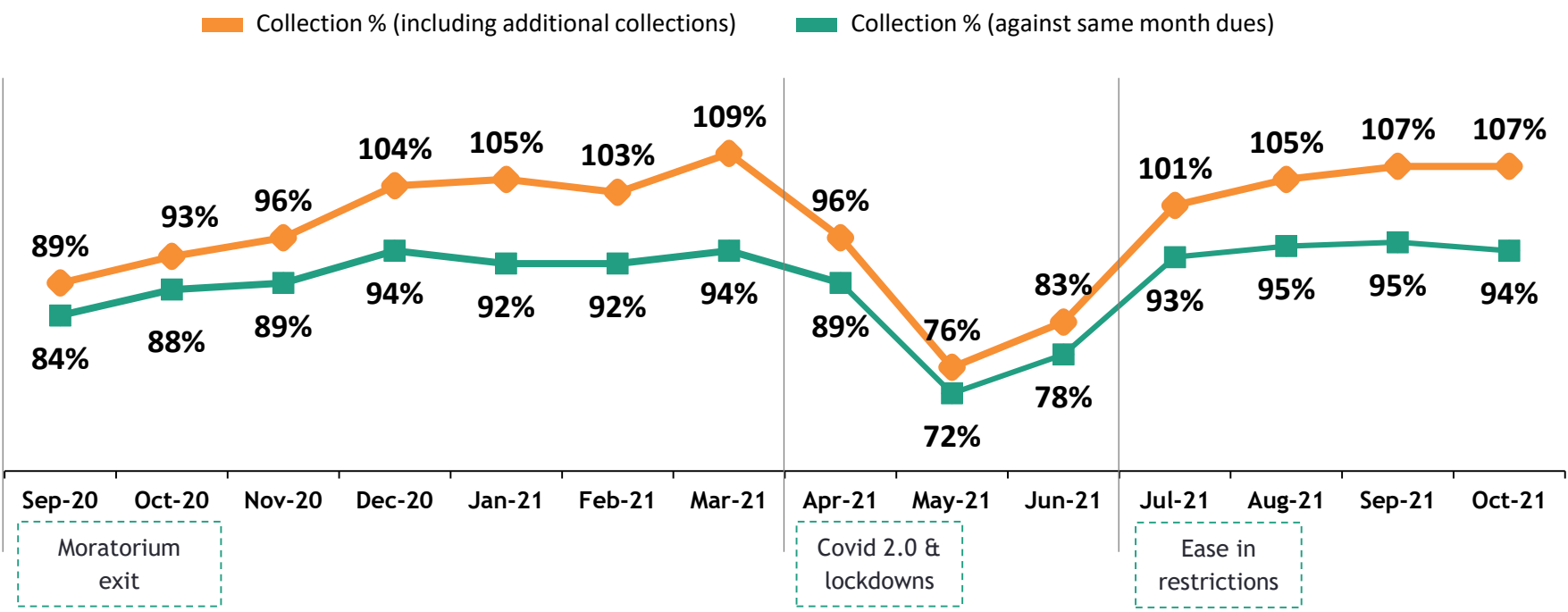
MicroBanking Digital & Fintech Collections %



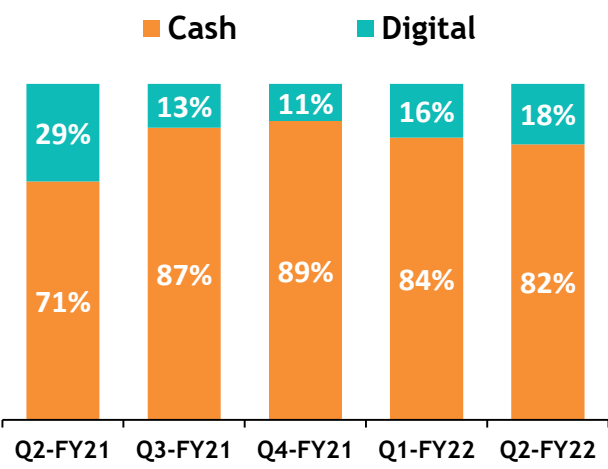
- Digital collections helping in reducing the impact of restrictions on ground mobility
- Expanded customer reach via strategic tie-ups with Fintech and Payment Bank
- MicroBanking digital collections grew 24.5% Q-o-Q, contributing 18% of total collections; including tie-up touch-points, it reached 56% in Q2-FY22
- 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



# COLLECTIONS: PICKED UP POST DIP IN MAY'21



## 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

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



# COLLECTION EFFICIENCY (1/2)

₹ Crore	May'21				Jun'21				Jul'21			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MicroBanking	955.9	679.4	71%	11.8	936.8	717.7	77%	33.2	841.6	782.0	93%	53.6
MSE (Secured)	22.4	16.7	75%	7.8	21.7	17.8	82%	11.7	21.3	18.6	87%	10.7
MSE (Unsecured)	5.4	1.9	35%	-	5.3	2.2	40%	0.2	4.8	2.0	41%	0.3
Affordable Housing	29.3	25.6	87%	13.7	29.5	26.7	91%	11.4	29.5	27.5	93%	10.1
Personal Loan	5.5	4.8	86%	0.1	5.8	5.1	88%	1.3	6.0	5.3	88%	1.2
Vehicle Loans	3.6	3.1	86%	0.0	4.0	3.4	86%	0.1	4.1	3.7	91%	0.4
FIG Lending	37.0	36.2	98%	-	44.8	44.0	98%	-	55.0	54.2	99%	-
<b>Total</b>	<b>1,059.2</b>	<b>767.6</b>	<b>72%</b>	<b>33.4</b>	<b>1,047.9</b>	<b>816.9</b>	<b>78%</b>	<b>57.9</b>	<b>962.3</b>	<b>893.3</b>	<b>93%</b>	<b>76.2</b>

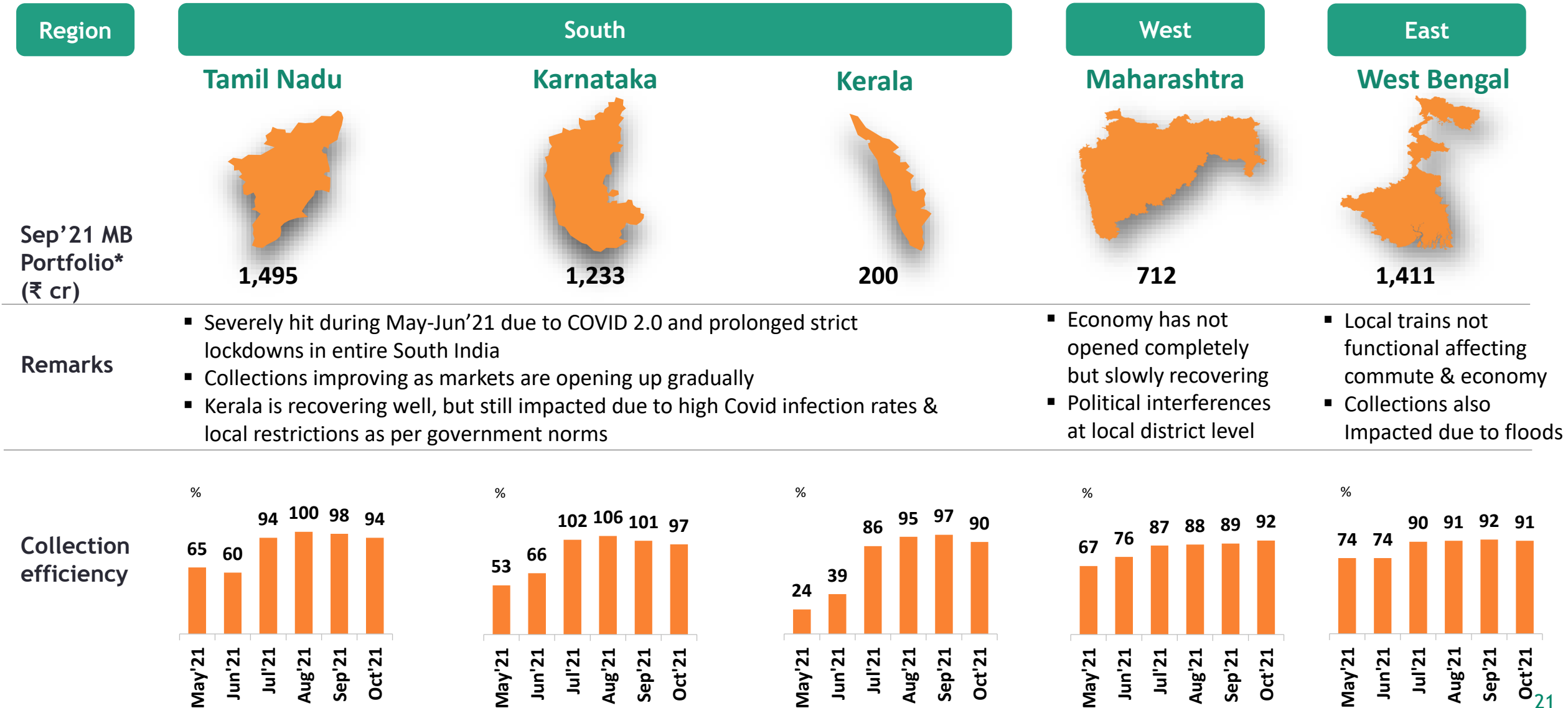


# COLLECTION EFFICIENCY (2/2)

₹ 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 (Secured)	21.2	18.3	86%	15.1	22.9	20.2	88%	16.1	23.6	20.4	87%	14.6
MSE (Unsecured)	4.5	1.5	33%	0.4	1.9	1.2	61%	0.3	1.7	1.0	57%	0.2
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%	-
<b>Total</b>	<b>935.2</b>	<b>885.8</b>	<b>95%</b>	<b>95.3</b>	<b>952.7</b>	<b>908.5</b>	<b>95%</b>	<b>107.6</b>	<b>947.1</b>	<b>891.0</b>	<b>94%</b>	<b>124.1</b>



# MICROBANKING - COLLECTIONS IMPROVING



\* MicroBanking Portfolio as of 30<sup>th</sup> Sep'21



# RESTRUCTURING UPDATE

(₹ crores)	Q3-FY21		Q4-FY21		Q1-FY22		Q2-FY22	
	During the period	As on 31 <sup>st</sup> Dec'20	During the period	As on 31 <sup>st</sup> Mar'21	During the period	As on 30 <sup>th</sup> Jun'21	During the period	As on 30 <sup>th</sup> Sep'21
MicroBanking	852	852	-	741	39	710	905	1,365
Affordable Housing	-	-	14	14	21	24	2	36
MSE	-	-	13	13	11	34	55	79
<b>Total</b>	<b>852</b>	<b>852</b>	<b>27</b>	<b>768</b>	<b>70</b>	<b>769</b>	<b>962</b>	<b>1,480</b>

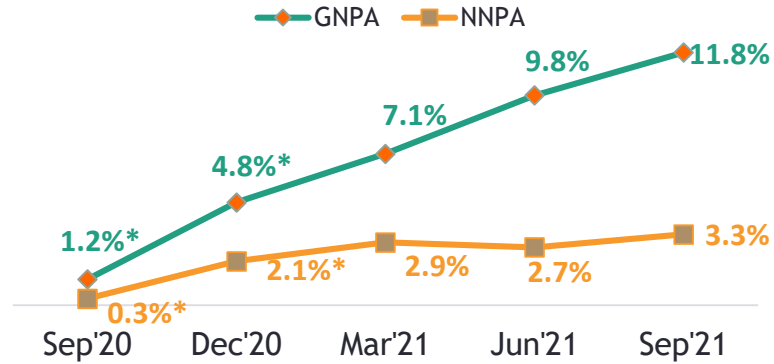
As on 30 Sep'21 overlap of restructured book with PAR at ₹ 567 crore; with GNPA at ₹ 402 crore

- Total Collection efficiency on the restructured book stands at 86% as of Sep'21
- ~70% of the non-paying customers have started making payment post restructuring
- Provision against Restructured book as of 30<sup>th</sup> Sep'21 is ₹ 504 Cr

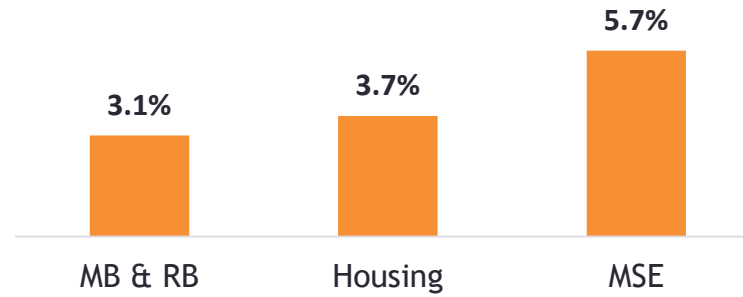


# BOOK COVERAGE AT 10%, PCR AT 75%, NNPA AT 3%

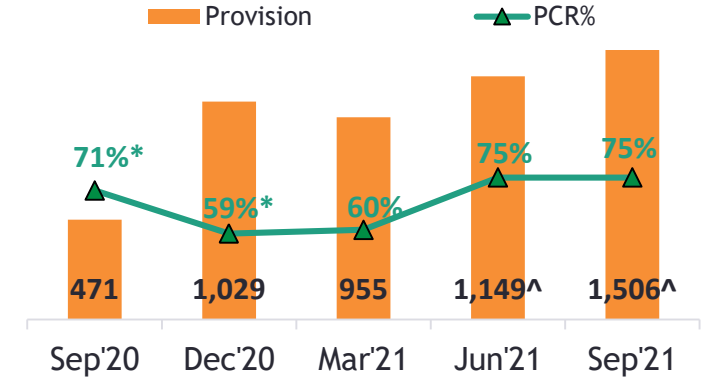
## GNPA & NNPA



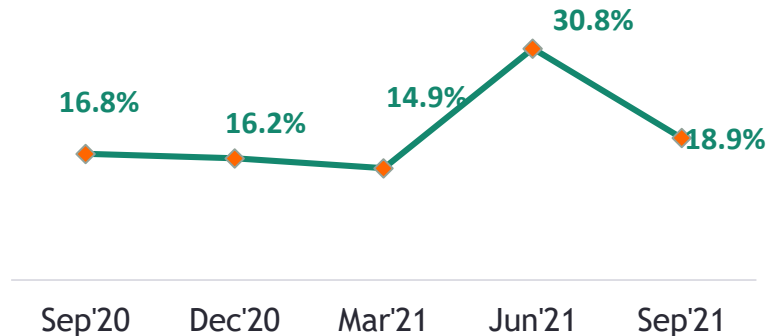
## NNPA Q2FY22 (segment wise)



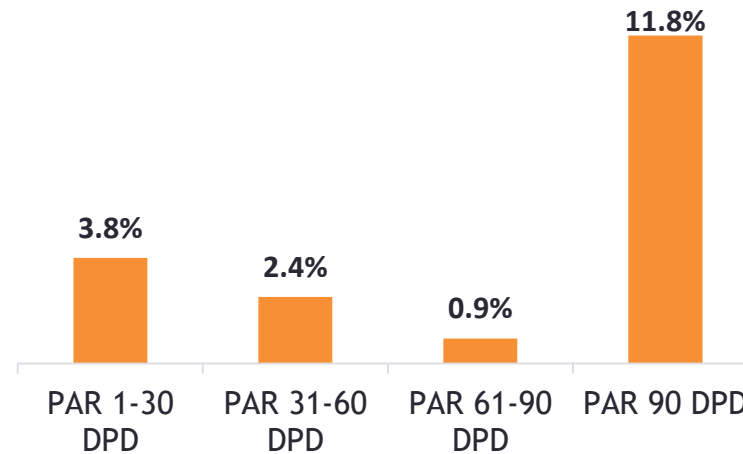
## Total Provision (₹ in crore) & Provision Coverage Ratio



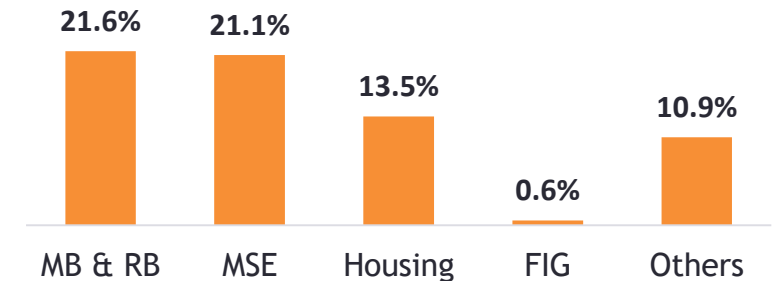
## Portfolio at Risk (PAR-0)



## Portfolio at Risk (bucket wise)



## PAR-0 (segment wise)



\*Stated as Proforma number in Q3FY21 & Q2FY21  
Reported GNPA/NNPA for Q3FY21 was 1.0%/0.05%; Q2FY21 was 1.0%/0.1%  
Reported PCR for Q3FY21 was 95% and Q2FY21 was 86%

₹ 63 Cr of write-offs in Q2FY22

^Includes floating COVID provision of ₹250 Cr

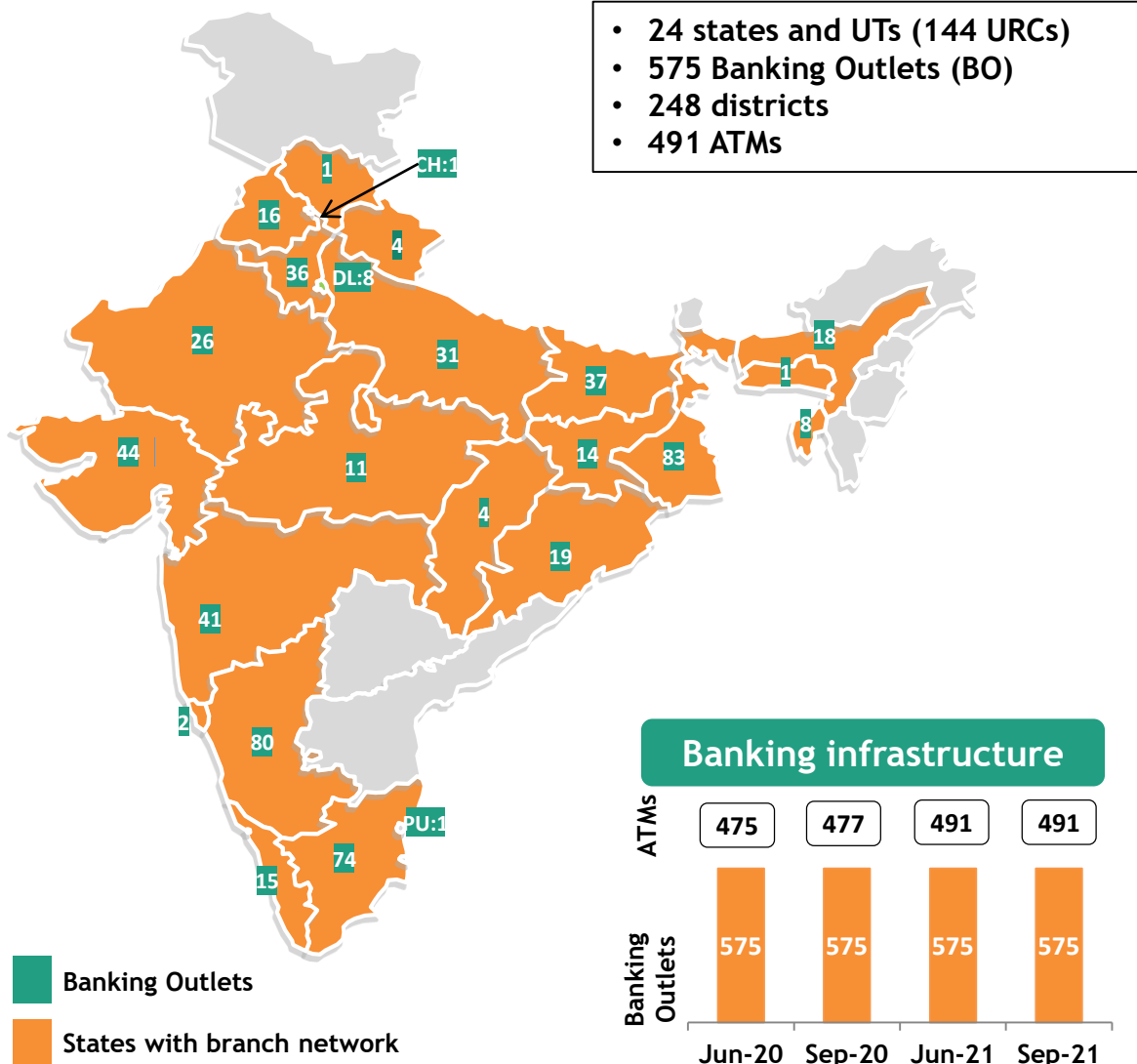


# Business Overview

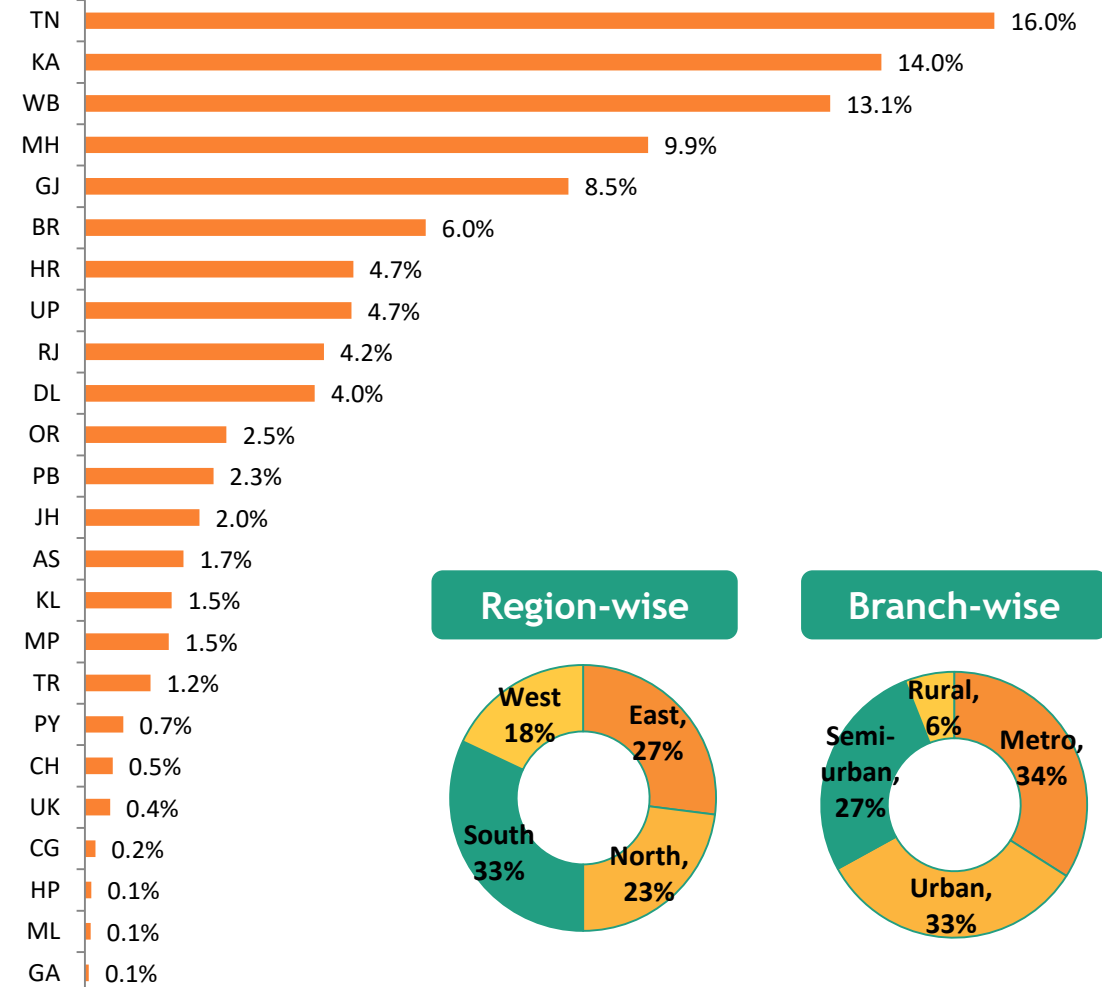




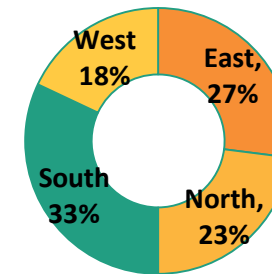
# WELL DIVERSIFIED PAN INDIA PRESENCE



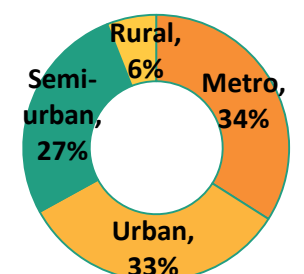
## Gross Advances (Sep'21)



## Region-wise



## Branch-wise

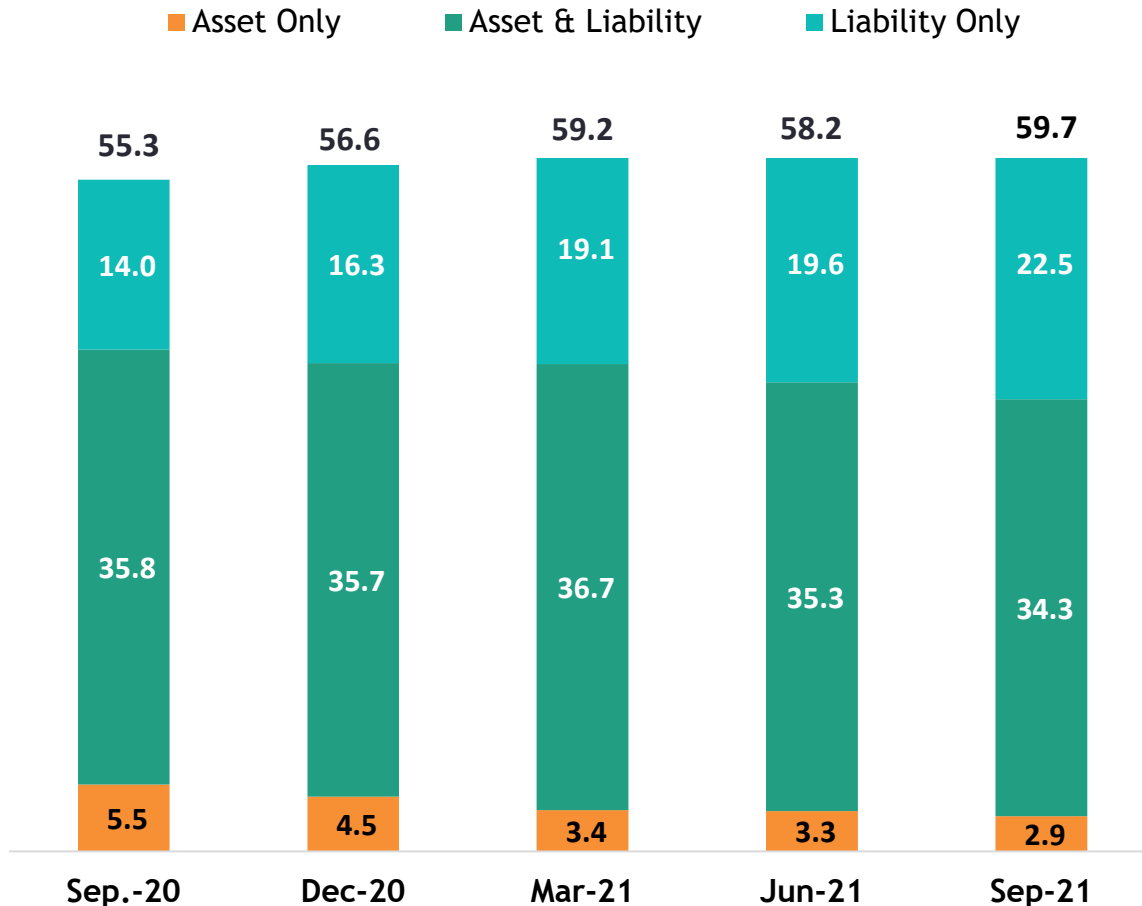


Total Gross Advances - ₹ 14,514 Cr

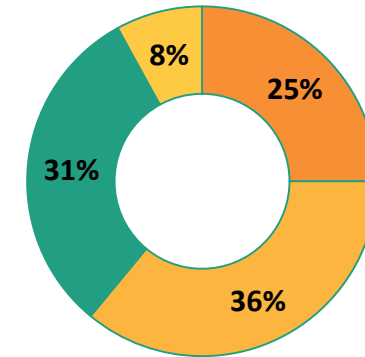


# EXPANDING LIABILITY CUSTOMER BASE

## Customer Base Growth



## Customer Base - Basis of Branch Classification



Legend: ■ Metro ■ Urban ■ Semi-urban ■ Rural

\*Semi-Urban branches largely cater to rural customers

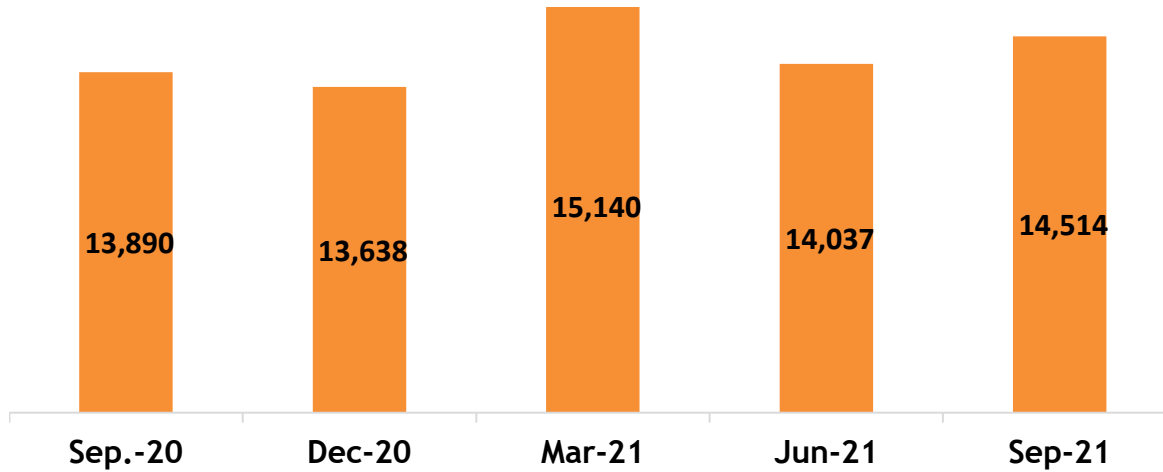
- Liability customers grew by 14% vs Sep'20
- New customer acquisition continues with the uptrend during the quarter - Liability only customers at 22.5 lakhs vs 19.6 lakhs as on Jun'21

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

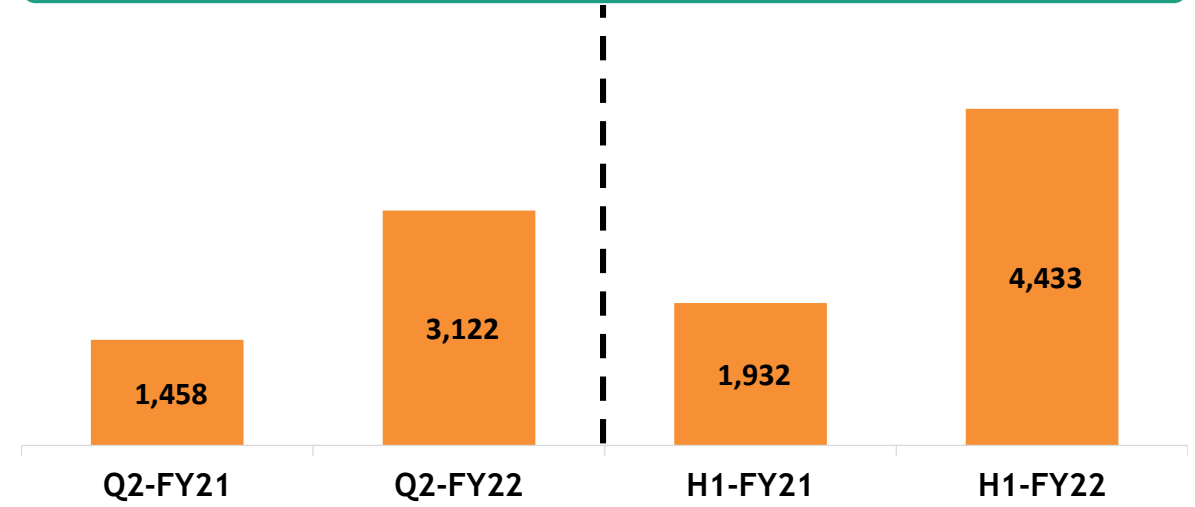


# GROSS ADVANCES AND DISBURSEMENT TREND

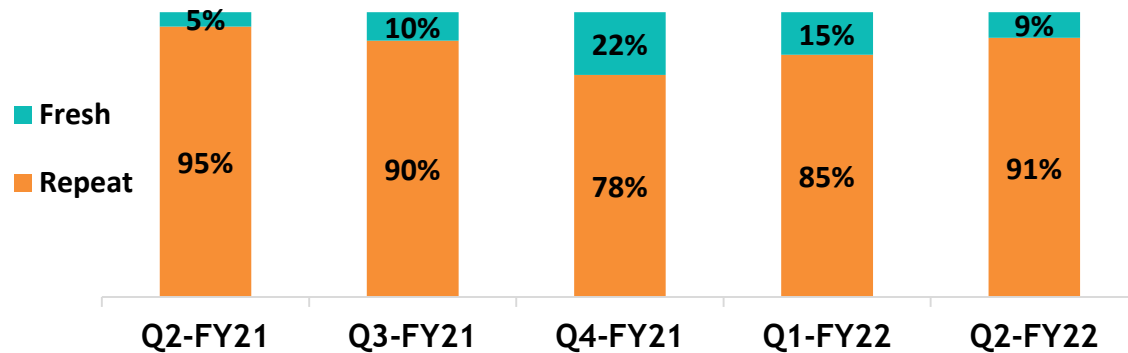
Gross Advances (₹ in crore)



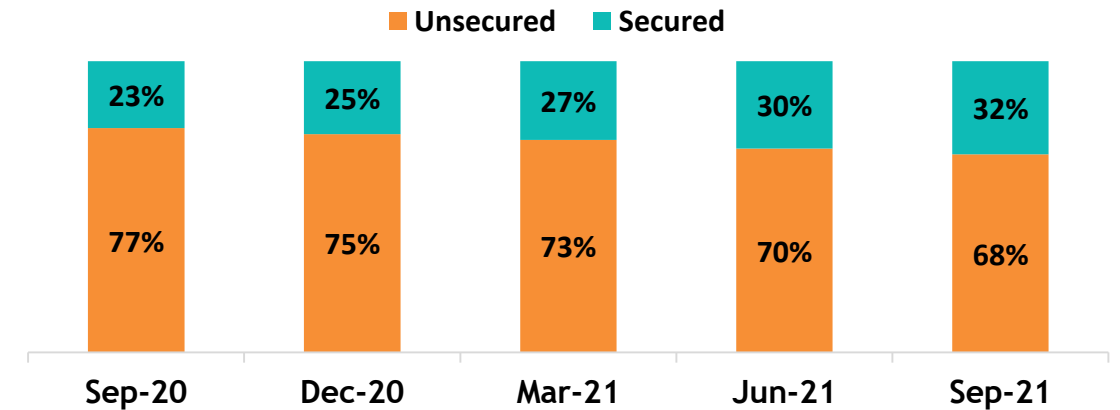
Total Disbursements (₹ in crore)



Microfinance Loan Disbursement (No. of Loans)



Portfolio Breakup

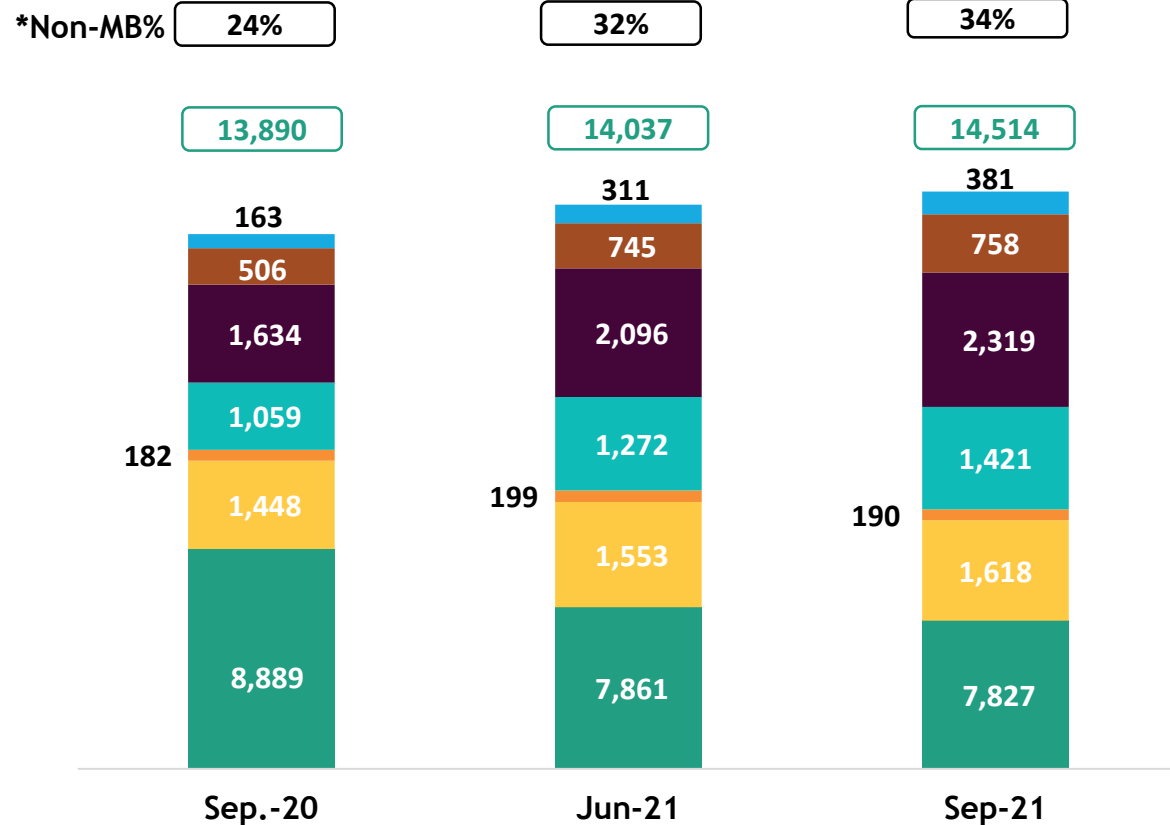




# DIVERSIFYING ASSET BOOK

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

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



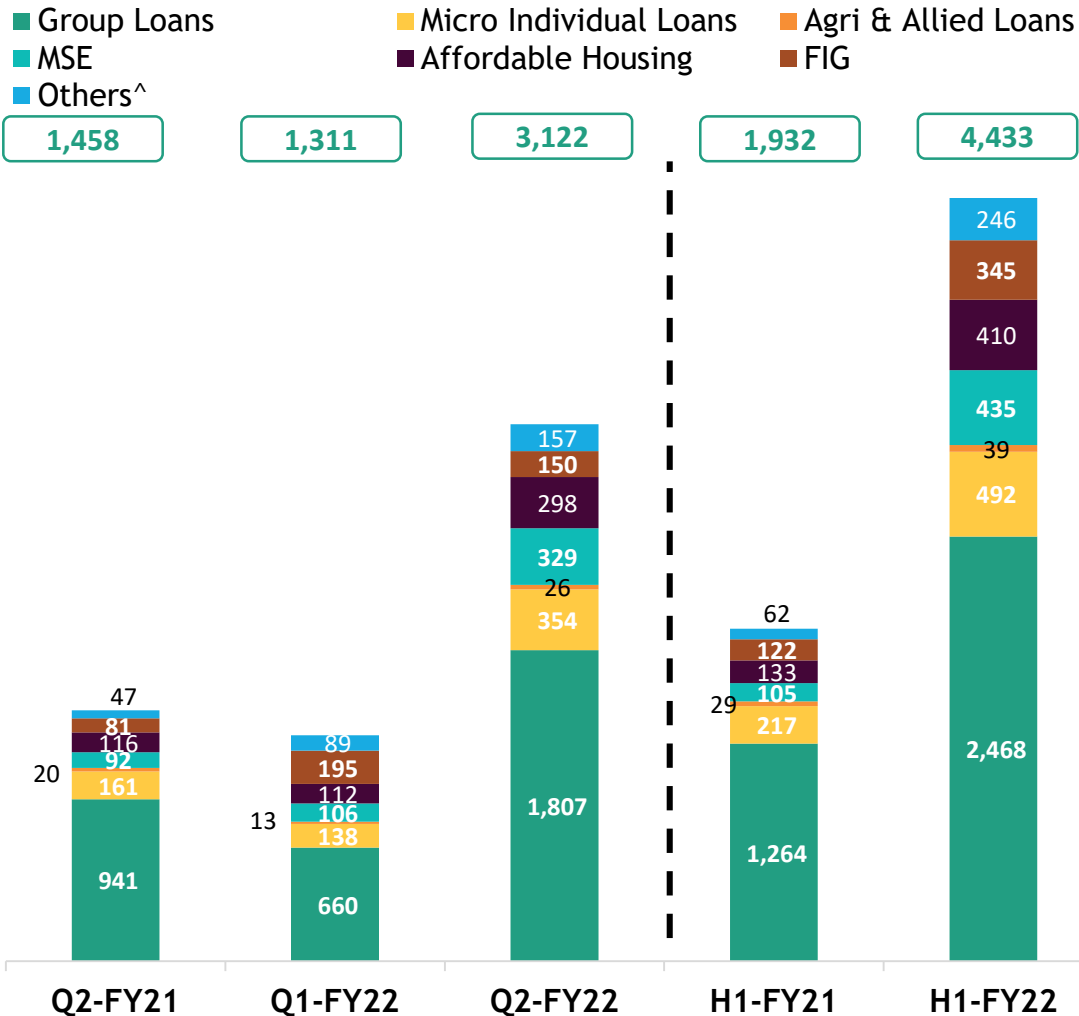
\*Non-Microbanking

Product	% Gross Advances	Growth Y-o-Y	Growth Q-o-Q
Group Loans	54%	(12%)	0%
Micro Individual Loans	11%	12%	4%
Agri & Allied loans	1%	4%	(5%)
<b>MicroBanking</b>	<b>66%</b>	<b>(8%)</b>	<b>0%</b>
MSE	10%	34%	12%
Affordable Housing	16%	42%	11%
FIG Lending	5%	50%	2%
Others	3%	134%	23%
<b>Total</b>	<b>100%</b>	<b>5%</b>	<b>3%</b>



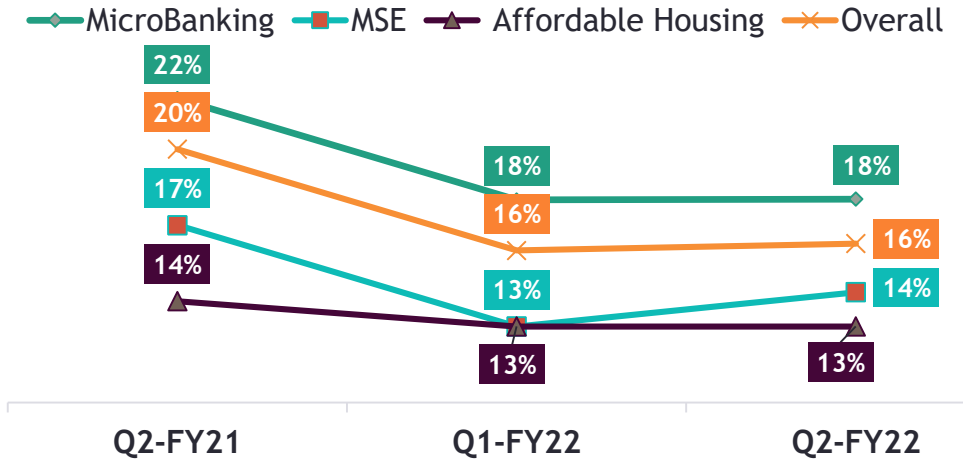
# DISBURSEMENT & AVERAGE TICKET SIZE

## Product wise Disbursement (₹ in crore)



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

## Yield (%) - Segment wise



## Average Ticket Size (₹)

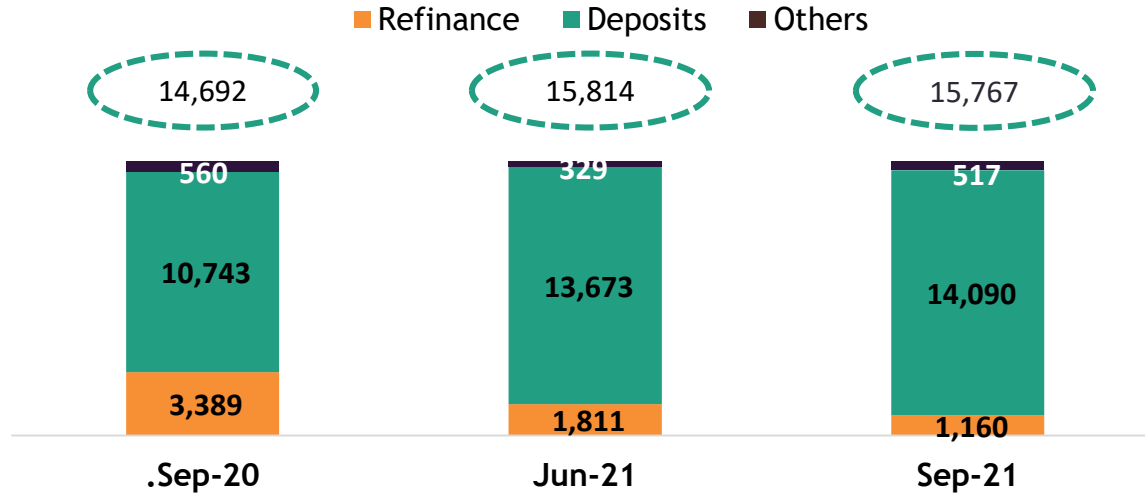
Product	Q2-FY21	Q1-FY22	Q2-FY22
Group Loans	40,253	39,445	36,828
Micro Individual Loan	1,00,397	1,08,390	1,11,906
MSE*	13.8 lakhs	15.2 lakhs	18.5 lakhs
Affordable Housing	10.1 lakhs	11.2 lakhs	11.5 lakhs

\*MSE ticket size is ₹18.9 lakhs in Q2FY22 if Navnirman loans under ECLGS scheme are included

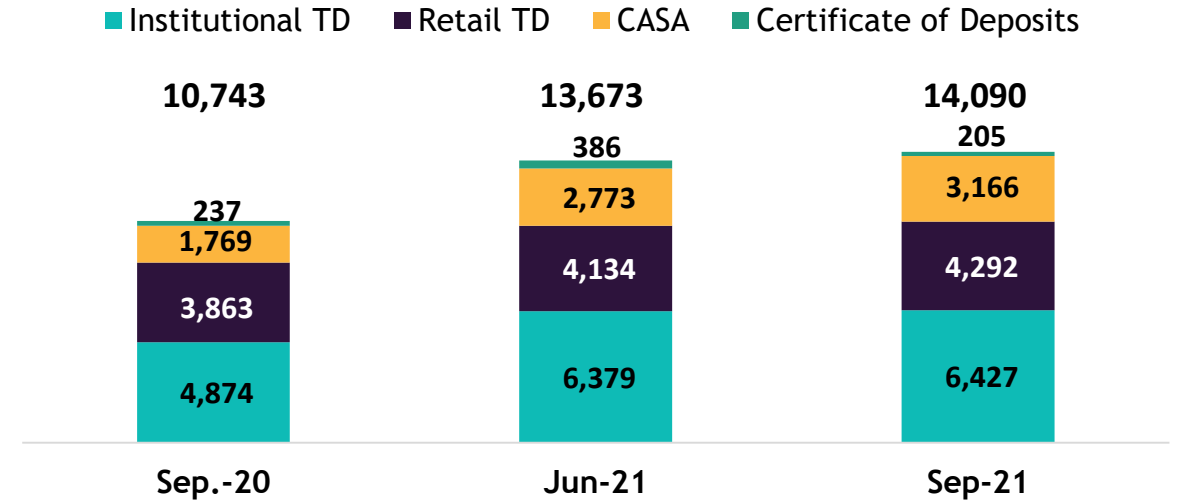


# LIABILITY: HEALTHY TRACTION IN RETAIL FRANCHISE

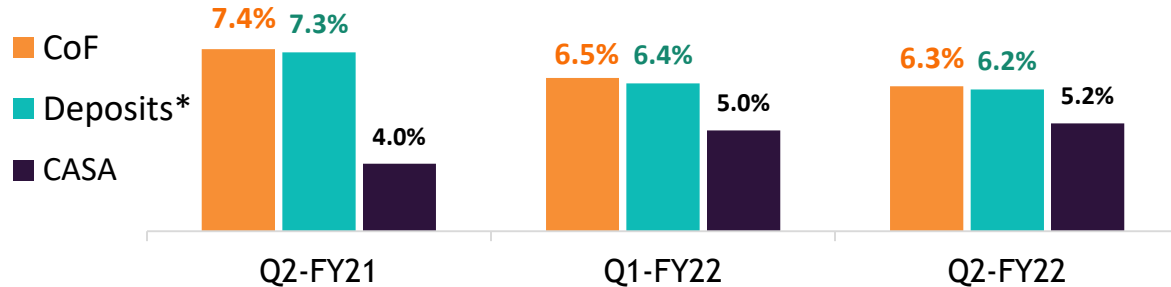
## Total liabilities profile (₹ in crore)



## Deposits break-up (₹ in crore)



## Cost of funds



- ❖ Comfortable ALM position
- ❖ Credit-Total Deposit: 103% as of Sep'21
- ❖ Retail % share has increased to 52% from 49% in Sep'20
- ❖ Cost of Deposits declined 112 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 A1+ (Long term bank facilities)

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

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



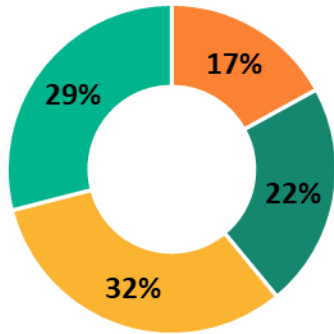
# WELL-DIVERSIFIED DEPOSIT MIX

Region-wise deposit mix

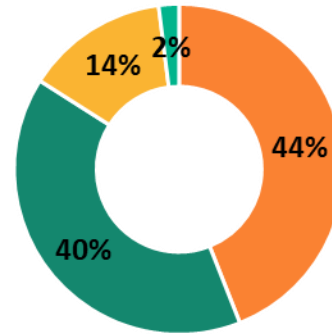
Branch classification wise deposit mix

Segment wise deposit mix

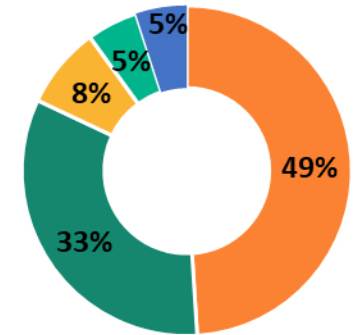
Sep'20



East West North South

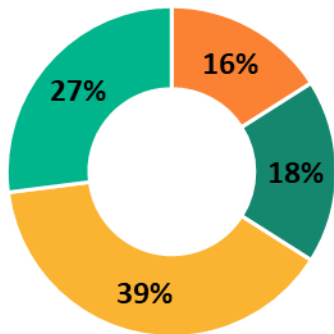


Metropolitan Urban Semi Urban Rural

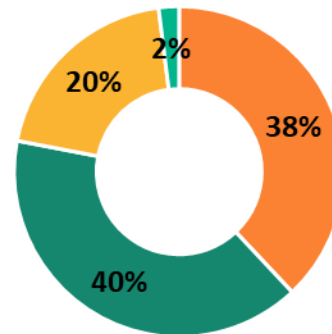


Individuals Banks Corporate Govt. TASC^

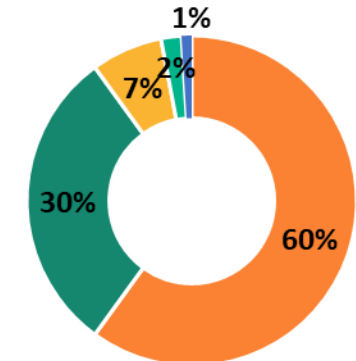
Sep'21



East West North South



Metropolitan Urban Semi Urban Rural



Individuals Banks Corporate Govt. TASC^



# HEALTHY CAPITAL ADEQUACY

(₹ in Crore)

	Sep'20	Dec'20	Mar'21	Jun'21	Sep'21
Credit Risk Weighted Assets	10,543	10,342	11,420	10,393	10,483
Tier I Capital	3,168	2,681	2,863	2,546	2,174
Tier II Capital*	99	103	157	143	152
<b>Total Capital</b>	<b>3,268</b>	<b>2,785</b>	<b>3,020</b>	<b>2,689</b>	<b>2,326</b>
CRAR	30.99%	26.93%	26.44%	25.88%	22.19%
Tier I CRAR	30.05%	25.93%	25.07%	24.50%	20.74%
Tier II CRAR	0.94%	1.00%	1.38%	1.38%	1.45%

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



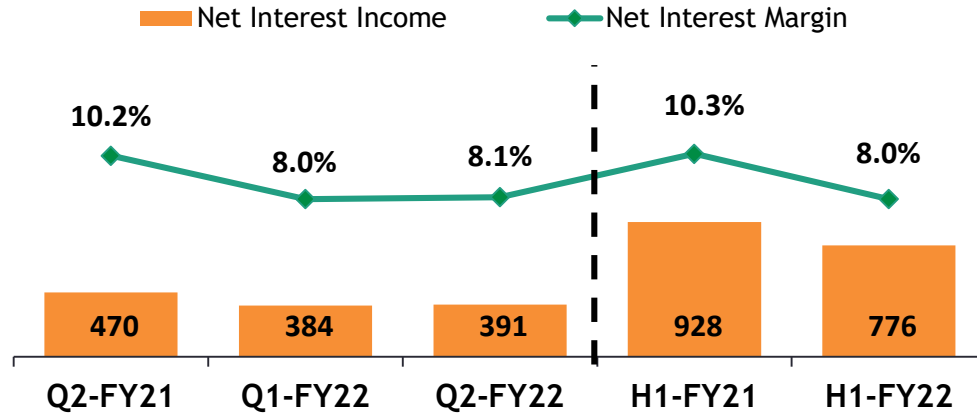


# Financial Overview

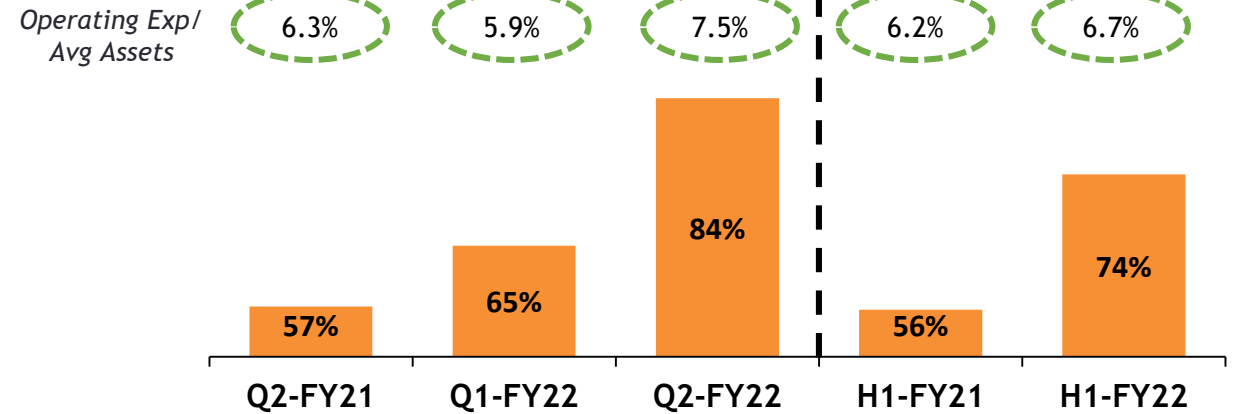


# FINANCIAL OVERVIEW

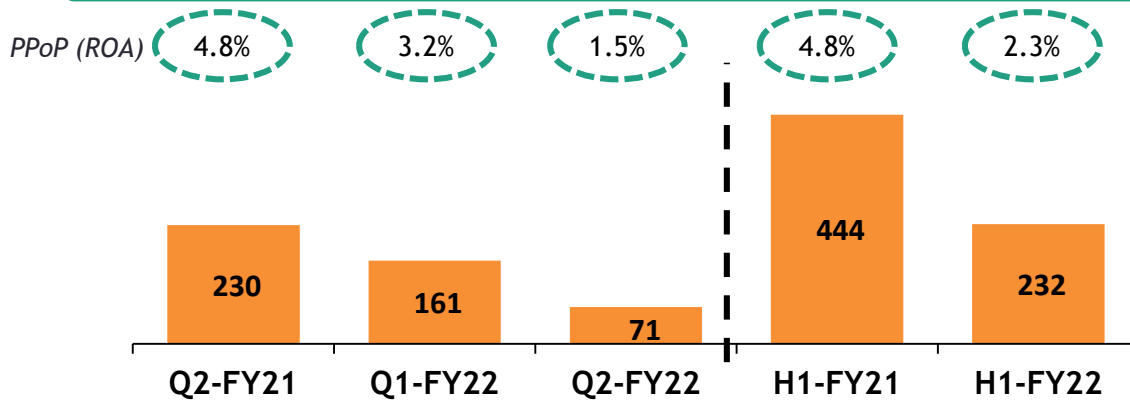
## NII (₹ in crore) & NIM



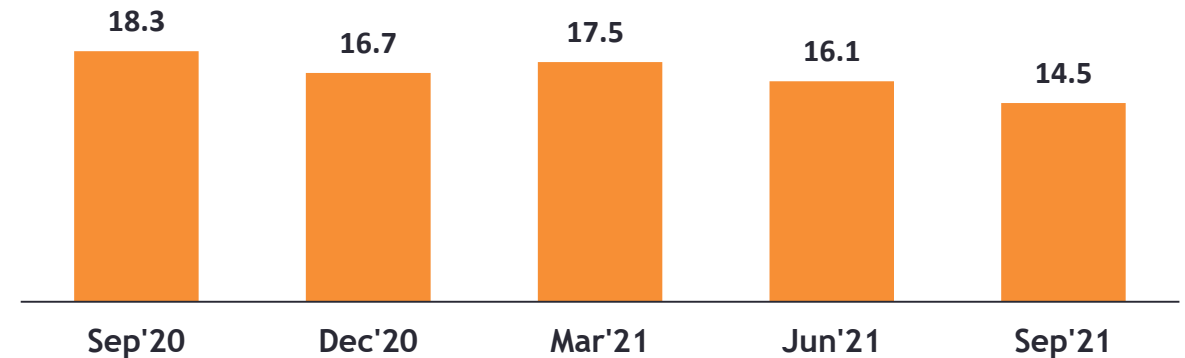
## Cost to Income Ratio & Operating Expenses/ Average Assets (%)



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



## Book Value Per Share (in ₹)





# INCOME STATEMENT

Particulars (₹ in crore)	Q2-FY22	Q2-FY21	YoY Growth	Q1-FY22	QoQ Growth	H1-FY22	H1-FY21	YoY Growth
Interest Earned	645	754	(14)%	642	0%	1,287	1,500	(14)%
Other Income	47	62	(25)%	73	(36)%	120	90	32%
<b>Total Income</b>	<b>692</b>	<b>816</b>	<b>(15)%</b>	<b>715</b>	<b>(3)%</b>	<b>1,407</b>	<b>1,590</b>	<b>(12)%</b>
Interest Expended	254	283	(11)%	257	(1)%	511	572	(11)%
Personnel Expenses	201	190	5%	166	21%	367	378	(3)%
Operating Expenses	166	112	49%	131	27%	297	196	52%
<b>Provisions and Contingencies</b>	<b>345</b>	<b>134</b>	<b>157%</b>	<b>394</b>	<b>(12)%</b>	<b>740</b>	<b>293</b>	<b>153%</b>
- Credit cost	414	98	321%	473	(12)%	887	238	272%
- Provisions for tax	(92)	36		(79)		(171)	55	
- Other Provisions (Other than tax) & Contingencies	23	0		0		23	0	
<b>Net profit for the period</b>	<b>(274)</b>	<b>96</b>		<b>(233)</b>		<b>(507)</b>	<b>151</b>	



# TOTAL INCOME - BREAKUP

Particulars (₹ in crore)	Q2-FY22	Q1-FY22	Q2-FY21	H1-FY22	H1-FY21
Interest on loan	583	586	701	1,169	1,398
Int. on investments	62	56	53	118	102
Securitization Inc.	0	0	0	0	0
<b>Total Interest Earned</b>	<b>645</b>	<b>642</b>	<b>754</b>	<b>1,287</b>	<b>1,500</b>
Processing Fees	38	15	19	53	24
PSLC Income	(25)	27	24	2	24
Treasury Income	5	13	2	17	13
Insurance Income	5	3	3	8	5
Misc. Income*	24	15	14	39	24
<b>Total Other Income</b>	<b>47</b>	<b>73</b>	<b>62</b>	<b>120</b>	<b>90</b>
<b>Total Income</b>	<b>692</b>	<b>715</b>	<b>816</b>	<b>1,407</b>	<b>1,590</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; ₹ 8 cr in Q2-FY22



# BALANCE SHEET

Particulars (₹ in crore)	Sep-21	Jun-21	Sep-20
<b>CAPITAL AND LIABILITIES</b>			
Capital	1,928	1,928	1,928
Employees Stock Options Outstanding	39	46	37
Reserves and Surplus	739	1,013	1,389
Deposits	14,090	13,673	10,743
Borrowings	1,677	2,141	3,949
Other Liabilities and Provisions	1,034	763	748
<b>TOTAL</b>	<b>19,508</b>	<b>19,564</b>	<b>18,794</b>
<b>ASSETS</b>			
Cash and Balances with Reserve Bank of India	1,246	1,343	755
Balance with Banks and Money at Call and Short Notice	838	1,006	316
Investments	2,968	3,069	3,349
Advances	13,487	13,261	13,773
Fixed Assets	264	271	297
Other Assets	704	614	304
<b>TOTAL</b>	<b>19,508</b>	<b>19,564</b>	<b>18,794</b>



# Ujjivan - Building a Mass Market Bank

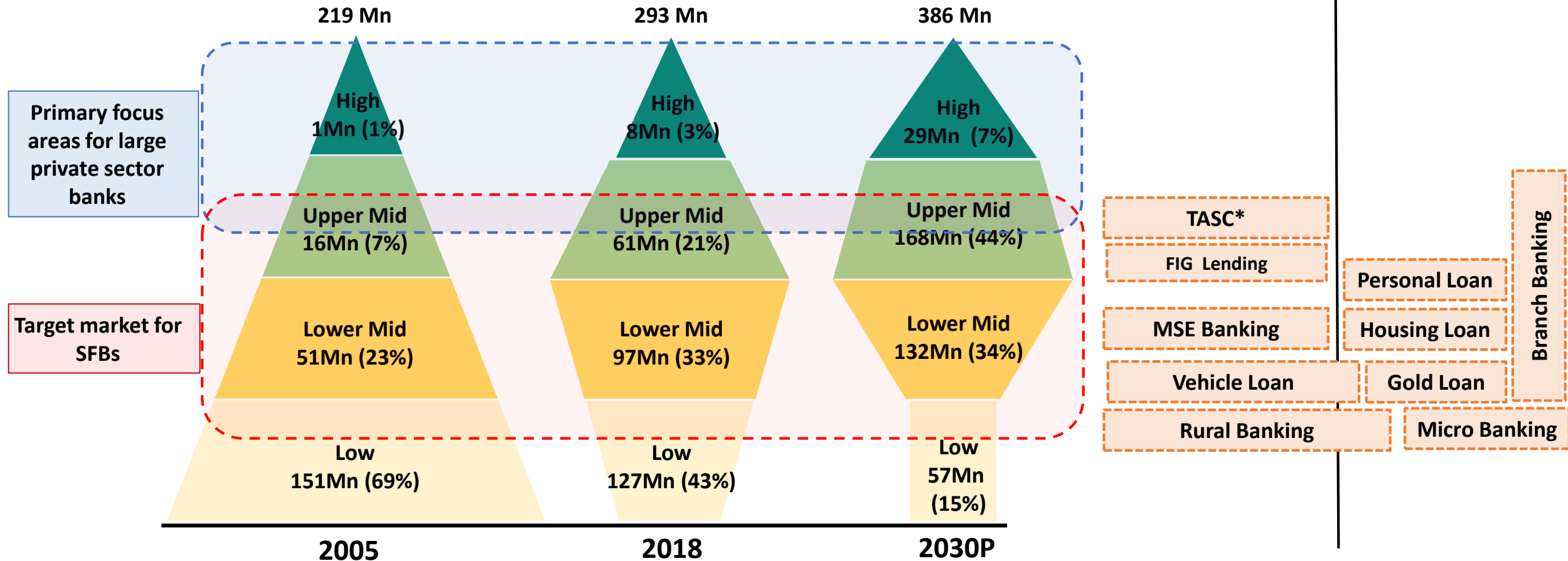


# WELL PLACED TO GAIN FROM EVOLVING COUNTRY DEMOGRAPHICS

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

Bank's Enterprise Products

Bank's Individual Products

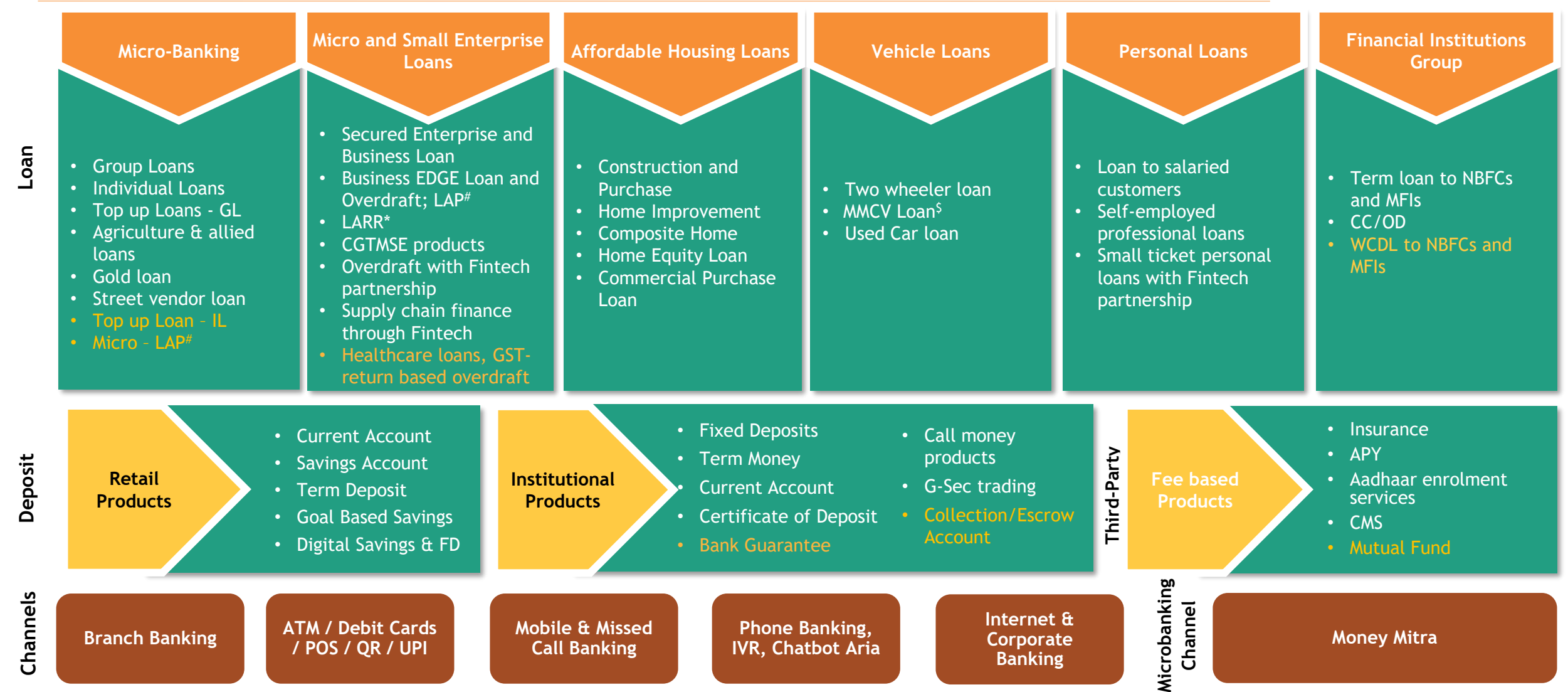


\*Trusts, Associations, Societies and Clubs

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

\* Loan against Rent Receivables

# Loan against property

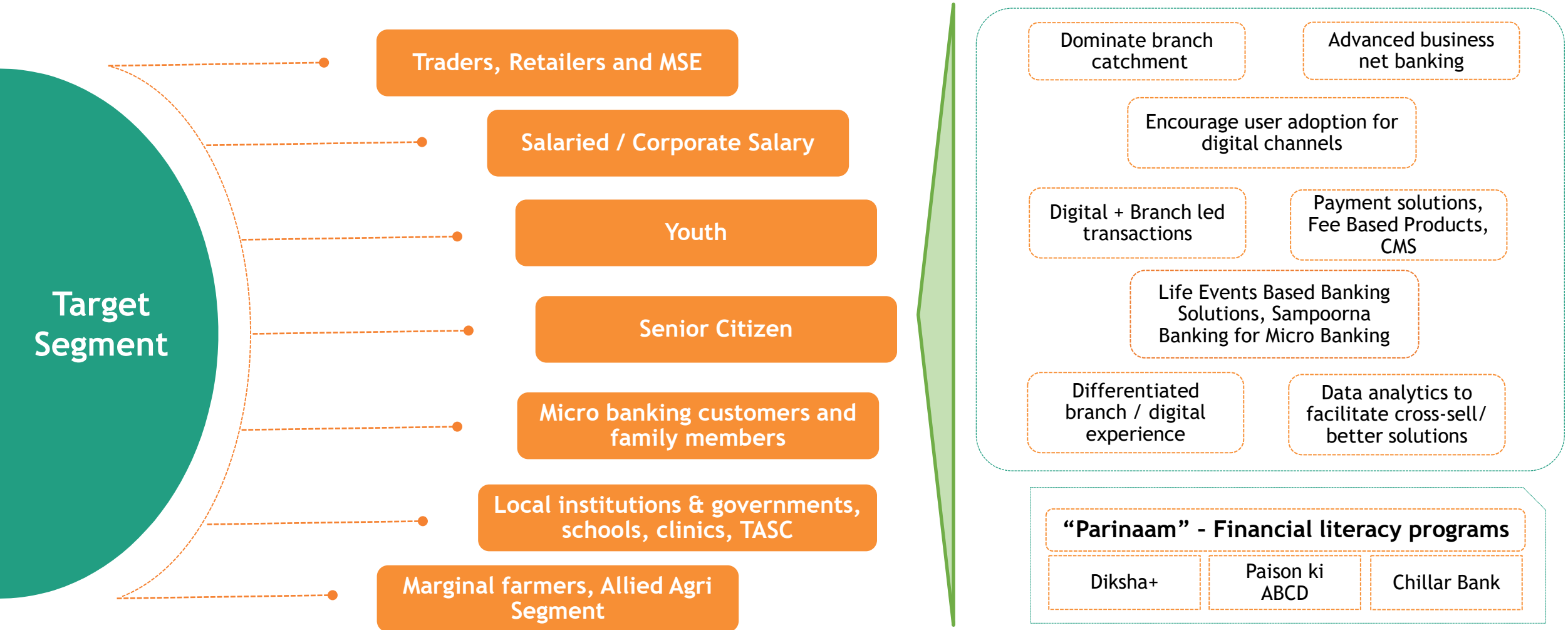
(b) Three wheeler Loan- electirc

(c) Small commercial vehicle loan





# BUILDING STABLE AND GRANULAR LIABILITY BASE



Ramped up retail deposits: ₹ 7,270 crores (52% of total deposits) vs ₹ 5,254 crores (49% of total deposits) Y-o-Y



# OTHER INCOME - DIVERSIFYING REVENUE STREAMS

## Third Party Products

₹ 8 crore in H1-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 H1-FY22

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

## Fee-Based & others

₹ 110 crore in H1-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

- High customer rating of 4/5 on Google Playstore as of Sep'21 - One of the best among peers
- Nine languages option - English, Hindi, Kannada, Tamil, Bengali, Marathi, Gujarati, Punjabi and Odiya
- Working on voice and video enabled customer interface
- Active users exceed 1.3 million as of Sep'21

\* Automated Cash Recycler



# STRONG INDEPENDENT BOARD

Name	Education	Experience	Name	Education	Prior Experience
<b>Banavar Anantharamaiah Prabhakar</b> <i>Independent Director</i>  <i>Appointed as Part Time Chairman subject to the approval of RBI</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>Rajni Mishra</b> <i>Independent Director</i>	M.Com (Gold Medalist) 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>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>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>Chitra Kartik Alai</b> <i>Non-Executive Nominee Director</i>	B.Com from Osmania University and MBA from Symbiosis Institute	Serves as Chief General Manager at Mumbai office of SIDBI	<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 (Honours) C.A., Grad ICWA, CS	A finance professional with a rich experience of more than two decades in private and public companies & 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 Managing Director and CEO (2017 - 2018) and Chief Financial Officer (2008 - 2017) of Ujjivan Financial Services Limited	<b>Prabal Kumar Sen</b> <i>Independent Director</i>	Master's degree in Arts (Economics) with specialization in Agricultural Economics from Calcutta University.	He was a Professor at XLRI, Jamshedpur, earlier Bank of Baroda Chair Professor at Institute of Rural Management Anand (IRMA) and Lecturer in PG Dept of Economics, at University of Burdwan. He had previously worked for United Bank of India in the Senior Management Grade



# EXPERIENCED MANAGEMENT TEAM

Name & Designation	Prior association	Education
<b>Martin Pampilly</b> <i>Officer on Special Duty</i> <i>Head of Operations &amp; Service Quality</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>Carol Furtado</b> <i>Chief Operating Officer (COO)</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>Arunava Banerjee</b> <i>Chief Risk Officer (CRO)</i>	State Bank of India, Standard Chartered Bank and Bahraini Saudi Bank	<ul style="list-style-type: none"> <li>● MA Economics, Calcutta University</li> <li>● Associate of the Indian Institute of Bankers</li> </ul>
<b>Ashish Goel</b> <i>Chief Credit Officer</i>	ICICI Bank, Marico Industries, Godrej & Boyce	<ul style="list-style-type: none"> <li>● PGDM (Marketing &amp; Finance), XIM, Bhubaneswar</li> <li>● B.Tech (Mechanical Engineering), Kurukshetra</li> </ul>
<b>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 (Interim)</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, Bhubaneswar</li> </ul>
<b>Sumit Thomas</b> <i>Head of Branch Banking (Interim)</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 (Interim)</i>	Ujjivan Financial Services Limited, Apple Credit Corporation, AIG Home Finance, Wighman Homes limited, Parvidhgaar leasing and Finance limited	<ul style="list-style-type: none"> <li>● B.COM, Bharathidasan University</li> </ul>



# KEY GROWTH STRATEGIES

01

## COMPREHENSIVE & RELEVANT PRODUCTS

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

02

## FOCUS ON DIGITAL BANKING AND ANALYTICS

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

03

## BUILD A STABLE & GRANULAR DEPOSIT BASE

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

04

## STRONG DISTRIBUTION & COLLECTION NETWORK

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

05

## CONTINUE FOCUS ON IMPROVING FINANCIAL AND DIGITAL INCLUSION

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

06

## DIVERSIFY REVENUE STREAMS

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



# Annexures



# AWARDS & ACCOLADES...



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



**Great Place  
To  
Work®**  
  
Great Place To  
Work® Institute:  
Ranked 11th among  
'India's Best  
Companies to Work  
For 2021



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



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



**Business Today - KPMG Best Bank and  
Fintech Jury Award 2020 in  
innovation, workforce & talent and  
enterprise resilience (qualitative) for  
SFB category**



**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**



**Jury Recognition Award for  
Excellence in  
Cognitive Automation at  
UiPath Automation  
Excellence Awards 2020**



**Inclusive Finance  
India Award 2020:  
SFB for achieving  
financial inclusion  
among SFBs**



**Awarded  
'Best Microfinance  
Bank'  
by AsiaMoney**



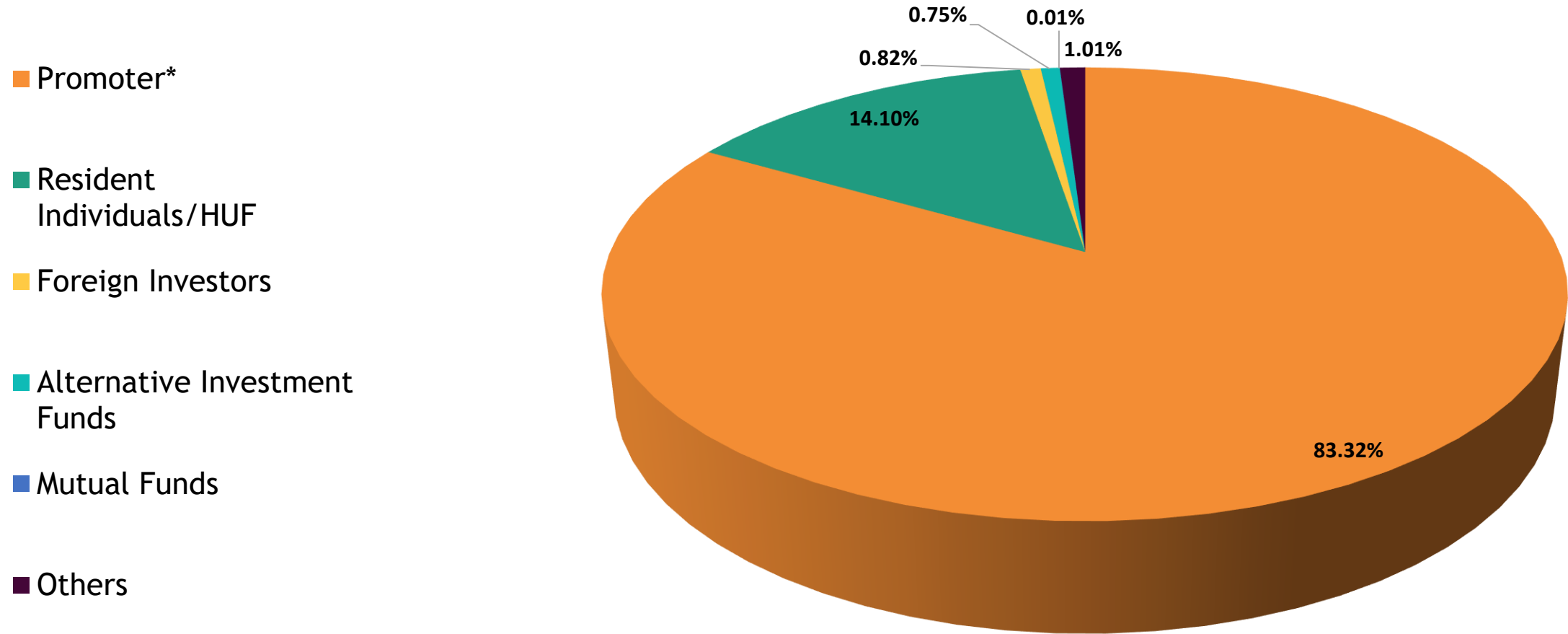
**Special  
commemorative  
award in SFB category  
from NABARD**





# SHAREHOLDING PATTERN

Shareholding Pattern (based on holding) as on 30th September, 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

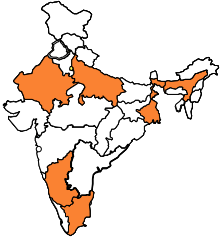


Following the “Double Bottom Line” approach of business  
Aims to establish an equilibrium of financial and social benefits before arriving at business decisions



# RELIEF ACTIVITIES

## Beneficiary



16 states/UT;  
70+districts



8,72,183 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

- ₹ 1.69 Cr spent in Q2-FY22 towards CSR totaling to spends of ₹ 2.46 Cr in H1-FY22
- **Covid Relief activities**
  - Distributed 290+ medical equipment - oxygen concentrators, BP machine, syringe pump, thermal scanners, oxygen cylinders, pulse oximeters etc.
  - Distributed 6,000+ COVID safety equipment like PPE kits, mask, sanitizer, COVID safety goggles, face shield, gloves provided to the frontline warriors
  - Distributed beds, pillow, bed spreads, dustbins, spraying machines and medical equipment
  - Facilitated vaccination for more than 3,400+ beneficiaries through camps organized by 39 branches across 6 states
- **Flood relief activities**
  - Distributed tarpaulins, dry ration, disinfectants to the families affected by the flood in the East region benefitting over 8000 people
- **Other relief activities**
  - 2 infrastructural projects have been completed,
  - Construction of assembly hall cum mid day meal shed in Pali, Rajasthan which has benefitted 400 students
  - Garbage truck and 10 dustbins installed in Mapusa, Goa helping ~1,600 households



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# THANK YOU

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**For Investor Queries:**

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