



**Utkarsh Small Finance Bank**

**SE/2023-24/100**

**January 27, 2024**

<b>The BSE Limited</b> Phiroze Jeejeebhoy Towers Dalal Street, Fort Mumbai – 400001  <b>Scrip Code:</b> 543942, 958095, 958226, 959644	<b>National Stock Exchange of India Limited</b> 5th Floor, Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra East, Mumbai – 400 051  <b>NSE symbol:</b> UTKARSHBNK
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Dear Sir/Madam,

**Sub: Investor Presentation**

Further to our letter dated January 19, 2024 intimating about Earnings Conference Call, please find attached Investor presentation which will be referred during the earnings call with analysts and investors for the financial results of the Bank for the quarter and nine months ended December 31, 2023.

Thanking You

**For Utkarsh Small Finance Bank Limited**

Muthiah      Digitally signed by  
Ganapathy      Muthiah Ganapathy  
Date: 2024.01.27  
19:21:07 +05'30'

**Muthiah Ganapathy**  
**Company Secretary & Compliance Officer**

**Registered & Corporate Office:**

Utkarsh Tower, NH - 31 (Airport Road) Sehmalpur, Kazi Sarai, Harhua Varanasi - Uttar Pradesh 221105  
CIN: U65992UP2016PLC082804 | Tel.: 0542-6605555 | Website: [www.utkarsh.bank](http://www.utkarsh.bank)



**Utkarsh Small Finance Bank**  
*Aapki Ummeed Ka Khaata*

# INVESTOR PRESENTATION

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**Q3 FY24**

# Key Highlights Q3, FY24



- 01 Credit growth 31% YoY; deposits growth 18% YoY
- 02 Healthy growth in micro-banking loan portfolio – **Micro-banking portfolio crossed ₹10,000 crore mark**
- 03 Increasing share of secured loans in overall loan portfolio – **share of secured loans increased to 35% of Gross Loan Portfolio as on Dec-23 vs. 28% a year ago**
- 04 Overall deposits book crossed **₹15,000 crore mark**; Continued healthy traction in Retail Term Deposits Acquisition – **Retail Term Deposits grew 46% YoY**
- 05 Improvement in Net Interest Margin (NIMs) & cost efficiency – **NIMs at 9.7% for Q3, FY24 despite hardened interest rate environment and increasing low-yielding secured loan portfolio; cost-income ratio at ~55% for Q3, FY24**
- 06 Profit after tax of **₹116 crore in Q3-FY24, YoY growth 24%**; **9M FY24 profit after tax increased by 25% YoY to ₹338 crore; healthy RoA at 2.3% and RoE at 18.5% in 9M FY24**
- 07 **Net NPAs at 0.19% as on Dec-23; Carrying floating provision of ₹134 crore as on Dec-23; overall provision cover (including floating provision) at 94%**

# Key Highlights Q3'FY24



NETWORK	ASSETS	LIABILITIES	FINANCIAL PERFORMANCE	CAPITAL STRUCTURE	ASSET QUALITY
 <b>880 vs. [794]</b> Banking Outlets	 <b>₹16,407 cr. vs.</b> <b>[₹12,543 cr.]</b> Gross Loan Portfolio	 <b>₹15,111 cr. vs.</b> <b>[₹12,847 cr.]</b> Deposits	 <b>₹116 cr. vs.</b> <b>[₹94 cr.]</b> Profit After Tax	 <b>₹2,808 cr. vs.</b> <b>[₹1,863 cr.]</b> Capital + Reserves	 <b>3.0% vs. [3.6%]</b> Gross NPAs
<b>26</b> States & UTs	<b>30.8%</b> Gross Loan Portfolio Growth YoY	<b>17.6% / 45.8%</b> Deposits / RTD Growth YoY	<b>₹256 cr. vs.</b> <b>[₹210 cr.]</b> Pre-provisioning Operating Profit	<b>23.2% vs.</b> <b>[20.4%]</b> CRAR	<b>0.19% vs. [0.72%]</b> Net NPA
<b>16,316 vs.</b> <b>[14,747]</b> Employees	<b>35% vs. [28%]</b> Share of Secured Loans in Gross Loan Portfolio	<b>68% vs. [60%]</b> Share of CASA + Retail Term Deposits	<b>54.7% vs. [54.9%]</b> Cost to Income	<b>2.3% / 16.9% vs.</b> <b>[2.2% / 20.5%]</b> RoAA / RoAE	<b>93.8% vs. [80.5%]</b> Provision Coverage Ratio (incl. floating provision)

Figures in [ ] represent Q3'FY23



**Journey and Franchise**

**Portfolio Build Up**

**Deposits Build Up**

**Financial Performance**

**Technology, ESG & CSR**



## Journey and Franchise



Committed journey of ~14 years from Microfinance to Small Finance Bank to Listed Company

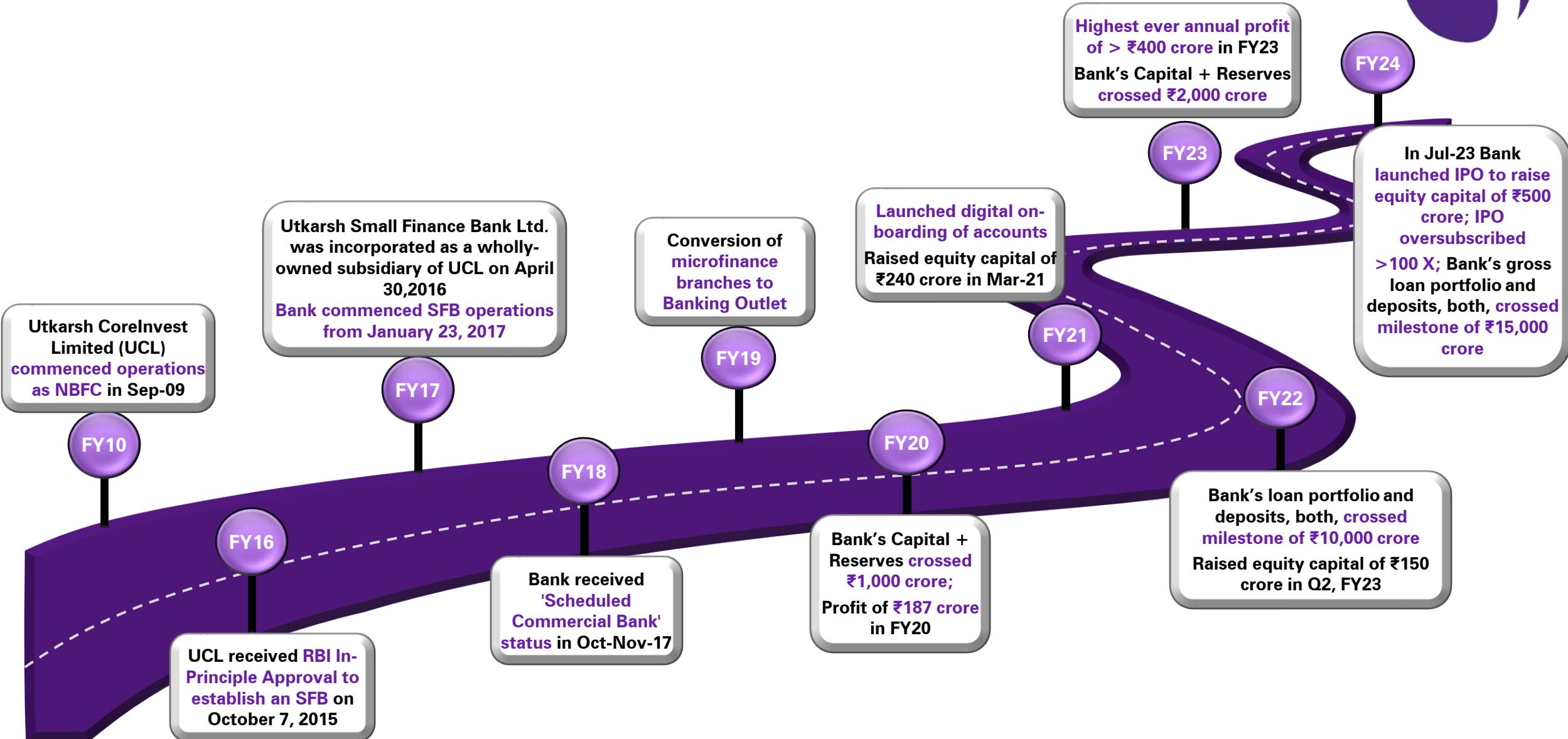


Significant presence in rural & semi urban locations and under penetrated States of the Country



Differentiated branch network to ensure relevant product offerings for customers & ensuring cost efficiency of operations

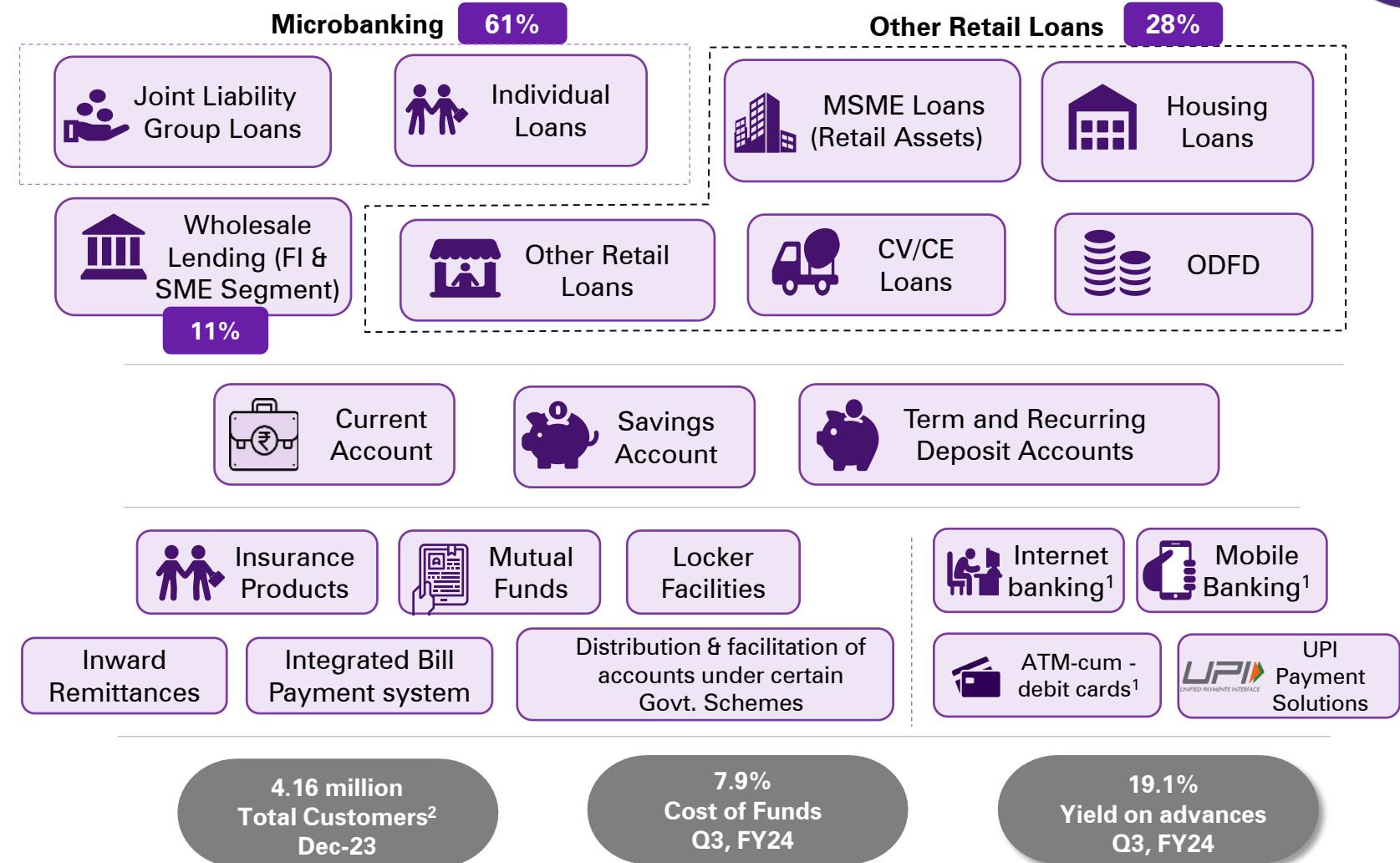
# Utkarsh Journey



# Business Overview



Focus on Financial inclusion, offer a range of financial products and services that address the specific requirements of customer segments

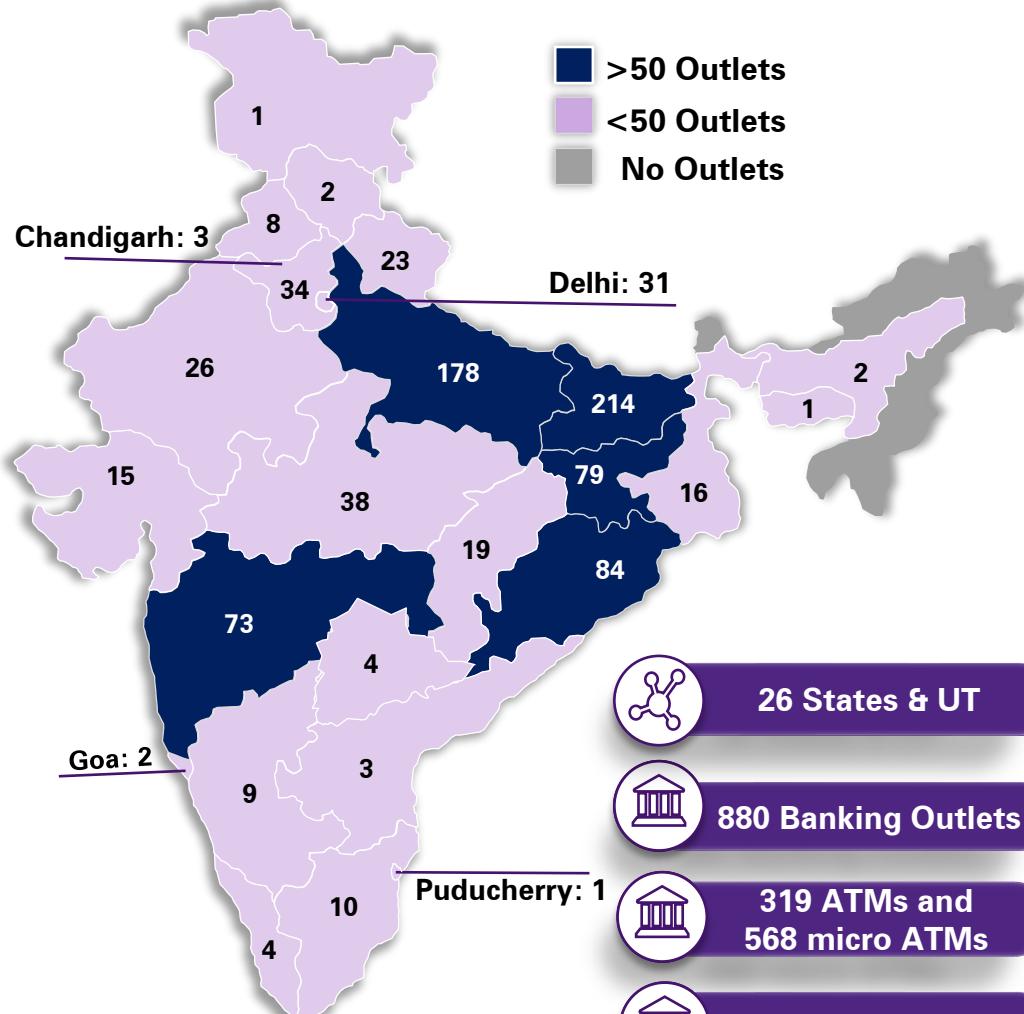


**Portfolio split % (Dec'23)** <sup>1</sup> Other Distribution channels ; <sup>2</sup> Both deposit and credit

# Diversified Distribution Network



## **Extensive physical network of Banking Outlets (Dec'23)**



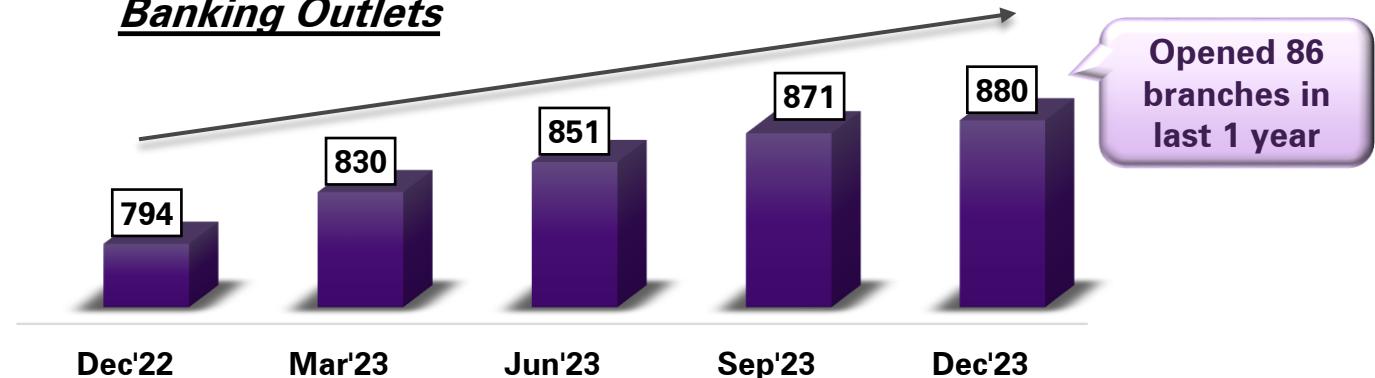
Map not to scale

## Potential for Retail Assets within existing Branches (Dec'23)

STATES	Total Banking Outlets	MB Outlets	GB Outlets	MSME Locations	HL Locations	Wheels Locations
Bihar	214	196	18	9	3	4
Uttar Pradesh	178	133	45	17	12	21
Jharkhand	79	68	11	3	1	2
Maharashtra	73	37	36	19	11	0
NCT Of Delhi	31	4	27	3	1	1
Other States	305	167	138	31	21	12
<b>TOTAL</b>	<b>880</b>	<b>605</b>	<b>275*</b>	<b>82</b>	<b>49</b>	<b>40</b>

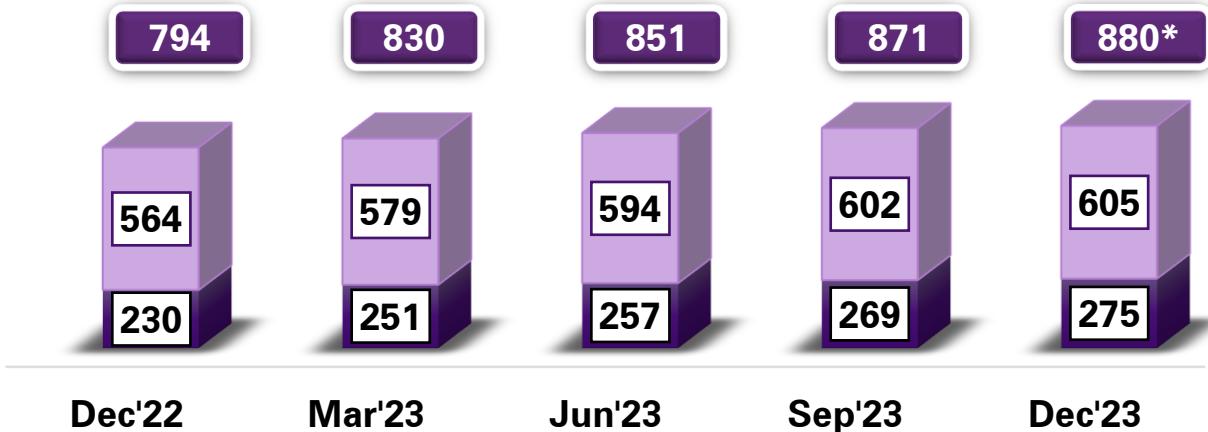
**During 9M'FY24, opened 50 branches (26 MB & 24 GB branches)**

## ***Banking Outlets***



**\*Includes 10 Combo Branches**

# Differentiated Branch Network



Mar'23

Jun'23

Sep'23

Dec'23

■ GB Branches ■ MB Branches

\* Includes 10 Combo Branches

- Differentiated branch network to ensure relevant product offerings to the customers as well as ensuring cost efficiency of operations
- All branches CBS enabled; customers can transact from any of the 880 branches



GB

- Liability focused branches; also active on other retail lending products
- Primarily in top-100 districts of the country for deposits, mostly in metropolitan and urban location
- Look and feel similar to branch of other commercial banks
- Mostly equipped with onsite ATM



MB

- Micro banking focused branches
- Primarily in rural and semi urban locations
- Mostly equipped with micro-ATM, lower operating expenses to ensure cost efficient delivery of doorstep services in hinterlands
- Cost efficient model of delivering services in rural and semi urban locations and to the bottom of the pyramid customers

# Strategies



## Continue diversifying asset portfolio

- Leverage wide base of existing customers in the unserved and underserved segments
  - Extend products offering from JLG loans to individual loans, affordable housing loans and other new products
- Focus on offering working capital and term loans to MSMEs, small and medium sized corporates, institutional customers
- Cross-sell to new clients on-boarded through existing network in urban and metro locations



CULTURE

## Grow retail deposits mix across geographies and customer segments to build stable funding source

- Enter newer geographies including top 100 cities in terms of overall deposits, to grow the bank deposit base
- Strengthen liability franchise by continuing focus on CASA and retail deposit base
- Enhance digital offering at various touch points of customer life cycle



PROCESS

## Increase share of fee income and capitalize on cross-selling opportunities

- Generate fee income from own products and cross-selling third-party products
- Engaged with various partners in offering these products and intend to continue to develop newer partnerships
- Provide various payment solutions through mobile and internet banking to increase the fee income



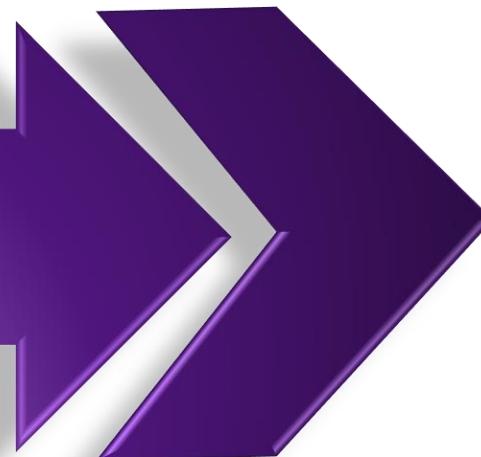
GROWTH

## Increasing use of technology and digital offerings for last mile delivery to customers

- Continue to invest in technology as a means of improving customer experience
- Increase focus on applying the data gathered over the years by creating customized analytical decision models to enhance underwriting and collection procedures



## || Portfolio Build-up



**Loan portfolio grew 31% YoY**



**Rural & semi urban franchise, deep rooted understanding of our core geographies, proven track record - key strength of our micro-banking lending**

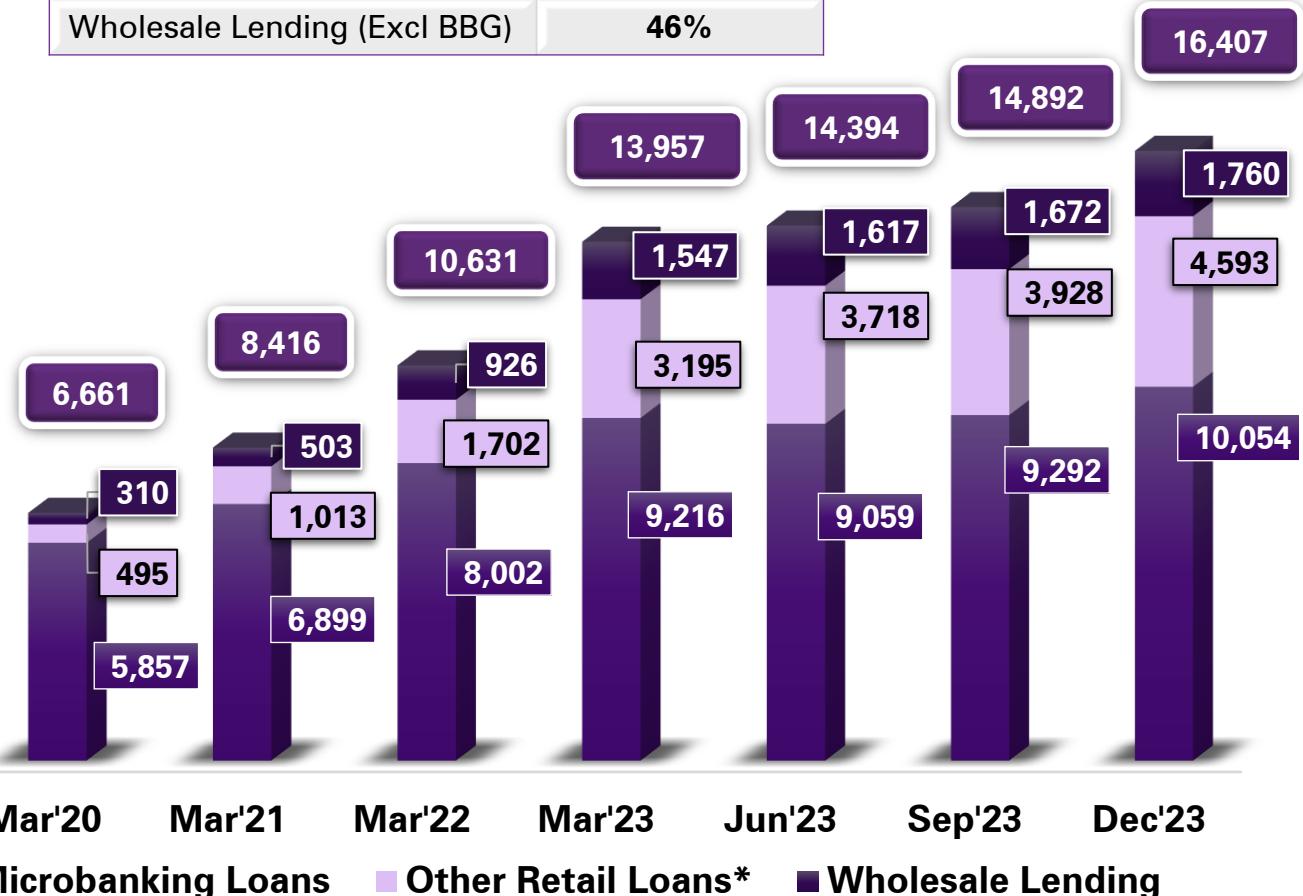


**Increasing share of secured lending with build-up of MSME, Housing & CV / CE loan book**

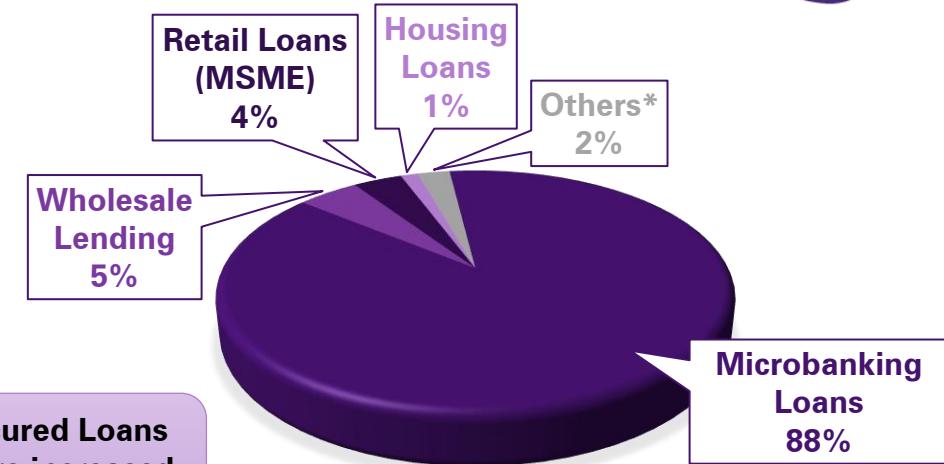
# Loan Portfolio Build-up



Product	CAGR% (FY20-9M FY24)
Micro-banking Loans	15%
Other Retail Loans	81%
Wholesale Lending (Excl BBG)	46%

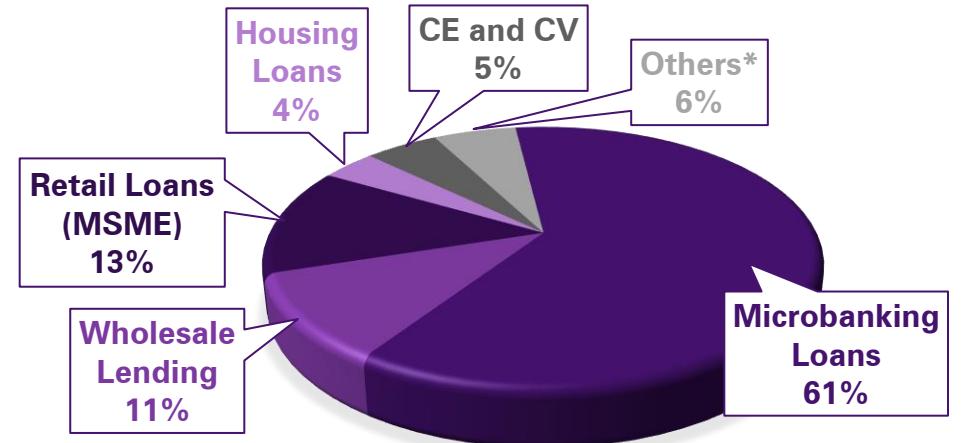


Loan Book (Mar-20)



Secured Loans share increased to 35%

Loan Book (Dec-23)



\* Includes MSME, Housing, CE & CV, BC, Gold, OD Against FD

\* Others includes OD Against FD, Gold loans, BC



## Micro Banking Lending

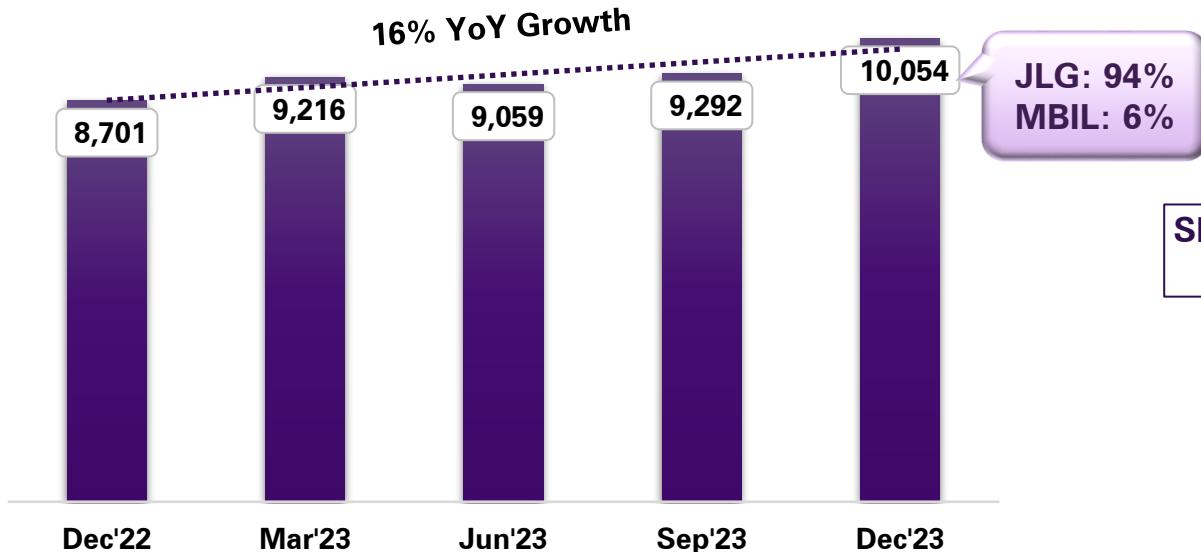


# Micro Banking Lending

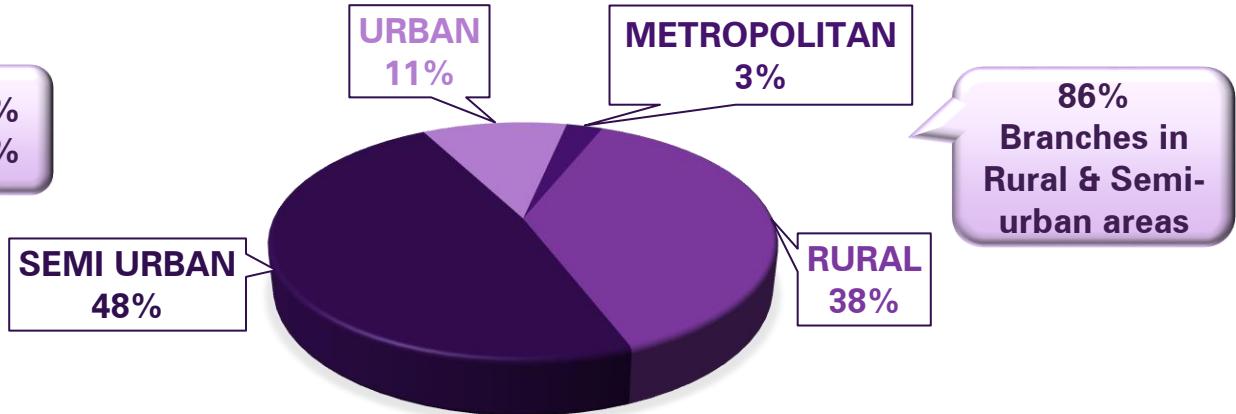
All Amounts in ₹ Crores



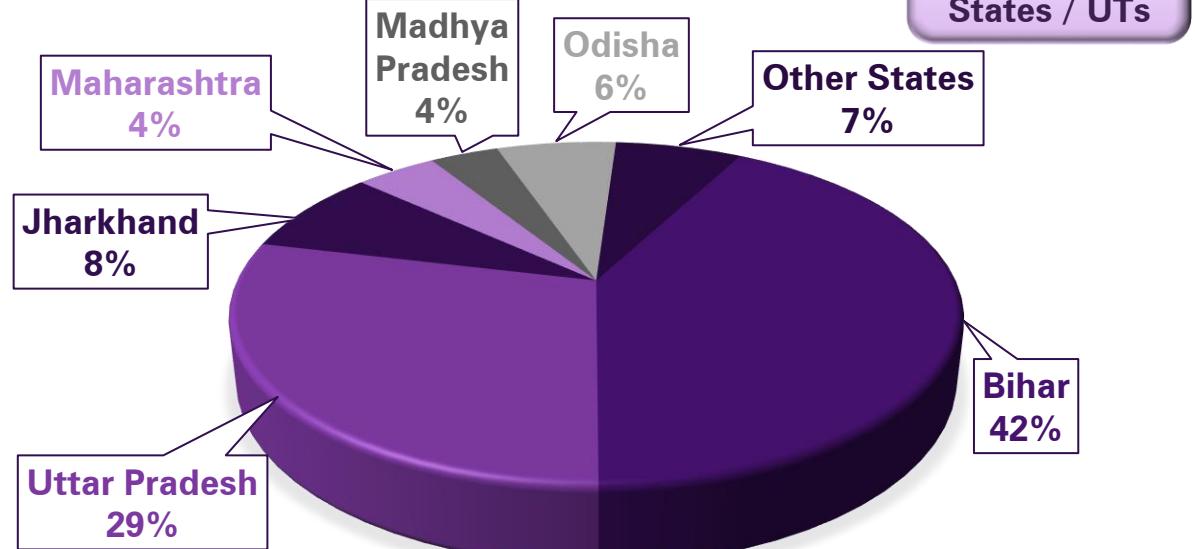
## Portfolio Outstanding



## Demographic Break up of MB Outlets



## Geographical Split of MB Portfolio



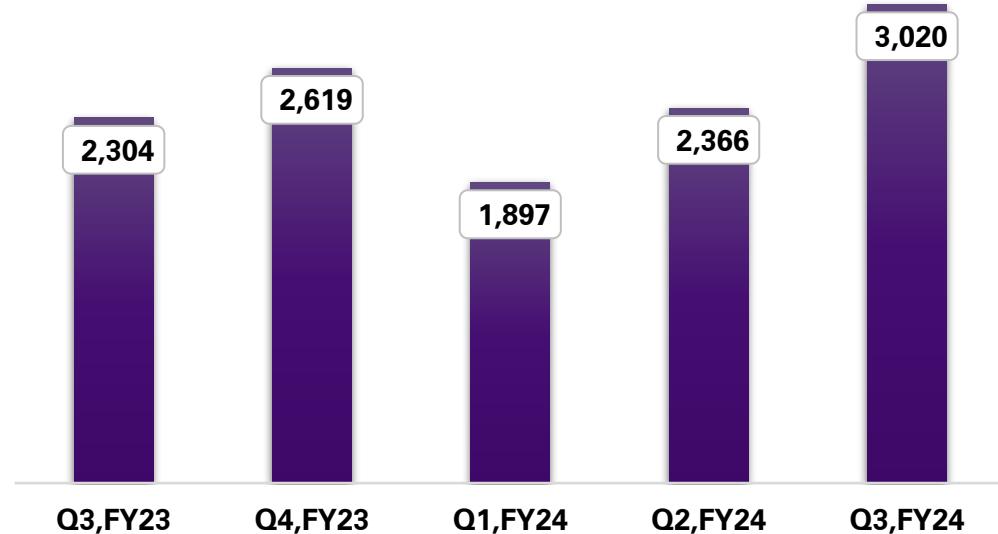
- Rural and semi-urban presence – 86% MB branches in rural and semi urban locations
- Geography selection key to our strategy in building micro-banking book – sticking to our core geographies with extensive understanding of our borrower profile and local issues
- Large franchise with customer base of >28 lakhs
- Opened saving accounts for ~50% of micro-banking customers, build customer connect stronger

# Micro Banking Lending (Contd.)

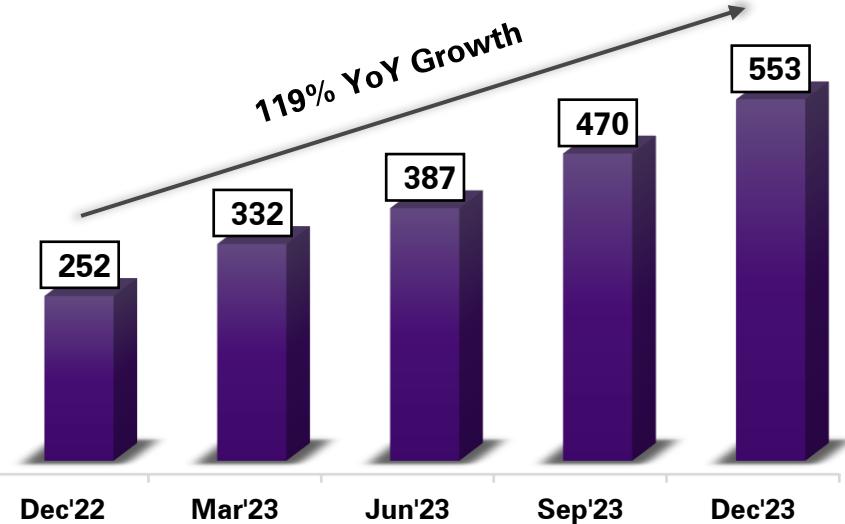
All Amounts in ₹ Crores



**Micro Banking Disbursements**

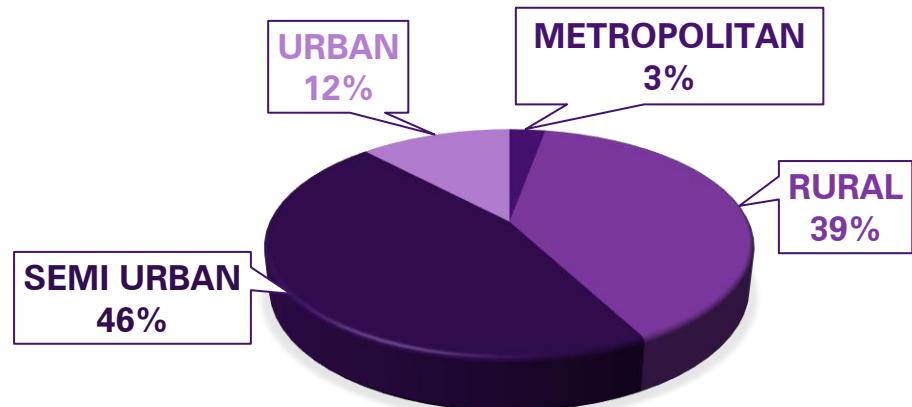


**MBIL Product Portfolio Outstanding**



- Micro Banking Individual Loan (MBIL) scaling up on track with loan book of ₹553 crore; asset quality good with Gross NPAs of ~0.5% as on Dec-23
- Digital collections through customized UPI QR code / BBPS - Digital Collections improving – **~10% of our customers have paid one or more installment through digital mode in Q3, FY24**
- Product Innovation / Cross Sell to remain our focus

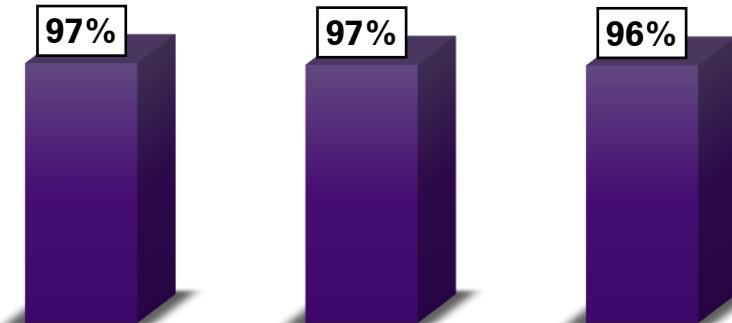
**Demographic Break up of Portfolio**



# Micro Banking – Asset Quality



**Collection Efficiency  
(excl. Pre-Payments)**



Q1'FY24      Q2'FY24      Q3'FY24

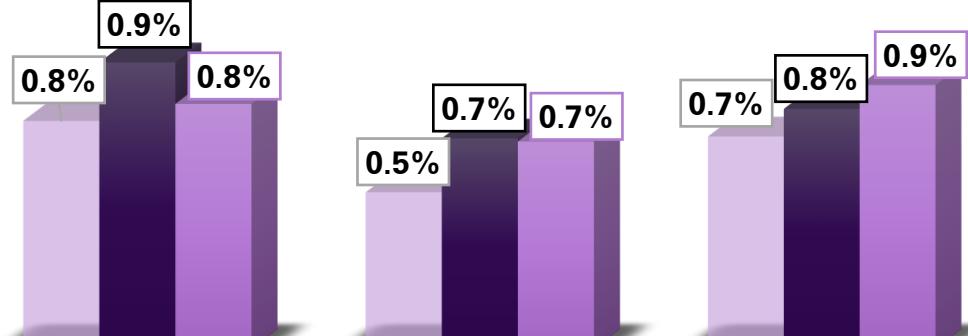
5.9%

6.1%

6.2%

4.0%

**SMA**



SMA 0 %

SMA 1 %

SMA 2 %

■ Jun'23 ■ Sep'23 ■ Dec'23

**Carrying floating provision of ₹120 crore for Micro-Banking**



Jun'23

Sep'23

Dec'23

■ SMA 0 ■ SMA 1 ■ SMA 2 ■ NPA



## Other Retail Lending

**MSME (Retail Assets)**



**Housing Loans**



**CE & CV Loans**



# MSME (Retail Assets) Lending

All Amounts in ₹ Crores



## Portfolio Outstanding



Secured  
Business Loans  
(LAP)

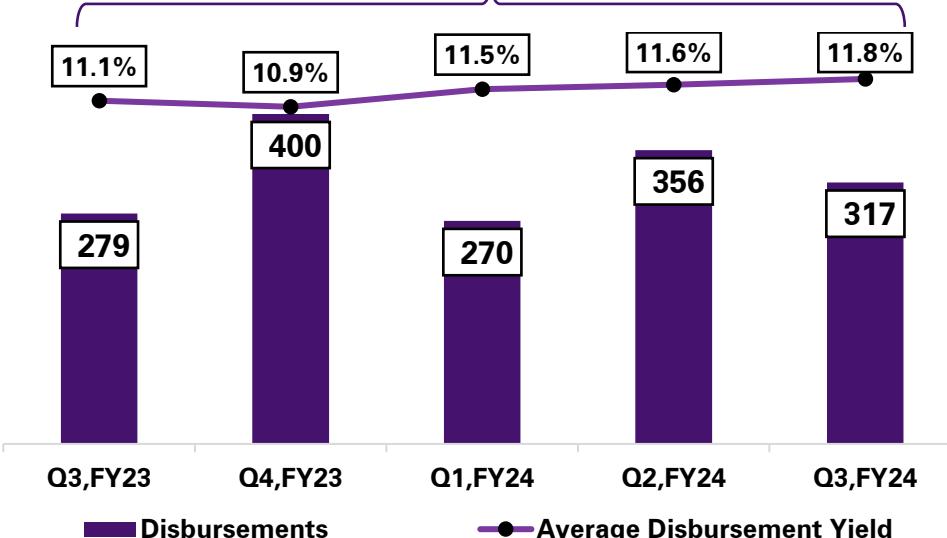


Unsecured  
Business Loan



Micro LAP /  
Overdraft

## Disbursements (14% YoY Growth)



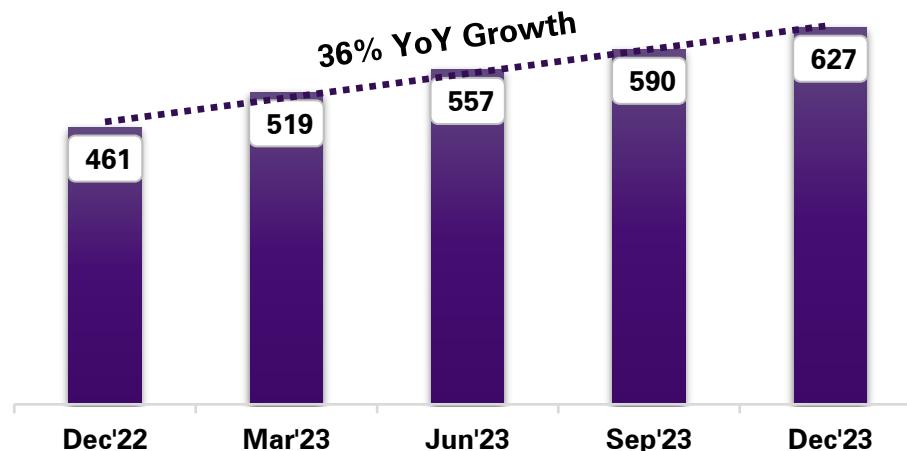
- Significant presence in our core geography
- Offering MSME product (small business segment) through 82 branches, significant headroom to expand within existing branches
- Largely secured lending (~96%)
- Average ticket size of loan book ~₹20-30 lakh

# Housing Loans

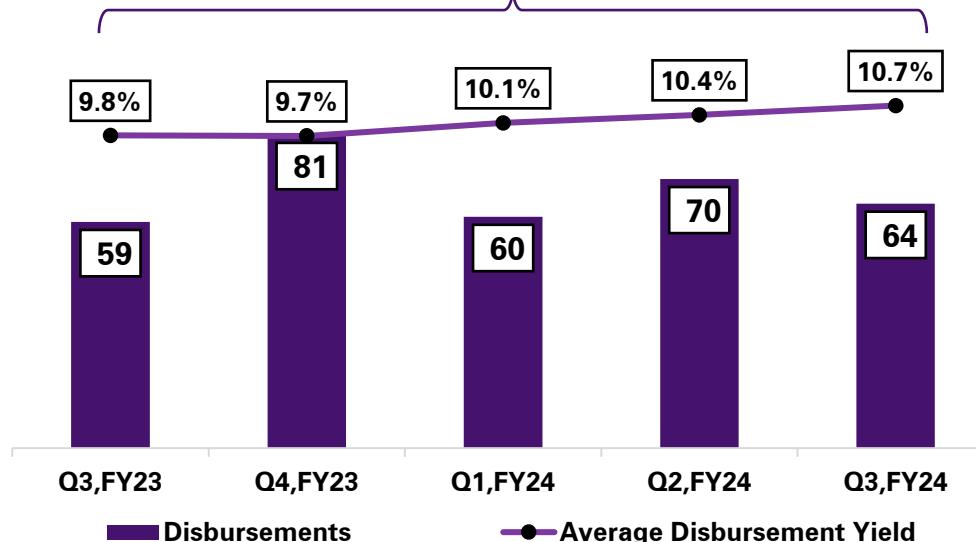
All Amounts in ₹ Crores



## Portfolio Outstanding



## Disbursements (8% YoY Growth)



## Retail Housing Loans

## Affordable Housing

- Significant presence in our core geography
- Currently offering HL product from 49 locations, significant headroom to expand within existing branches
- Housing loans up to ₹35 lakh account for ~70% of housing loan portfolio
- >3,000 customers – Average ticket size of loan book ~₹20-25 lakh
- Availed NHB refinance at low rate of interest to improve competitiveness

# CE & CV Loans

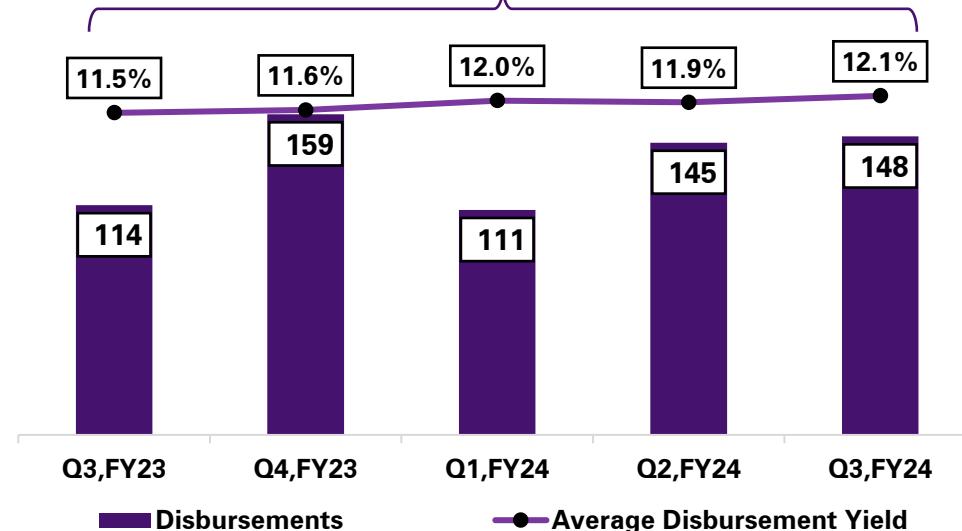
All Amounts in ₹ Crores



## Portfolio Outstanding



## Disbursements (30% YoY Growth)



### CV (New)

- 89% of total portfolio

### CE (New)

- 7% of total portfolio

### CV & CE (Used)

- 4% of total portfolio

- Lending primarily to small fleet operator segment
- Currently offering CE & CV product through 40 branches, significant headroom to expand within existing branches
- Currently operating primarily in our core geographies
- >2,500 customers - Average ticket size of loan book ~₹30-35 lakh

# Wholesale Lending

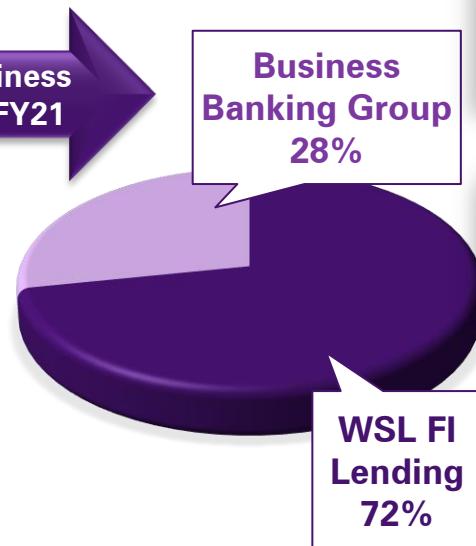
All Amounts in ₹ Crores



Portfolio Break up (Mar-20)



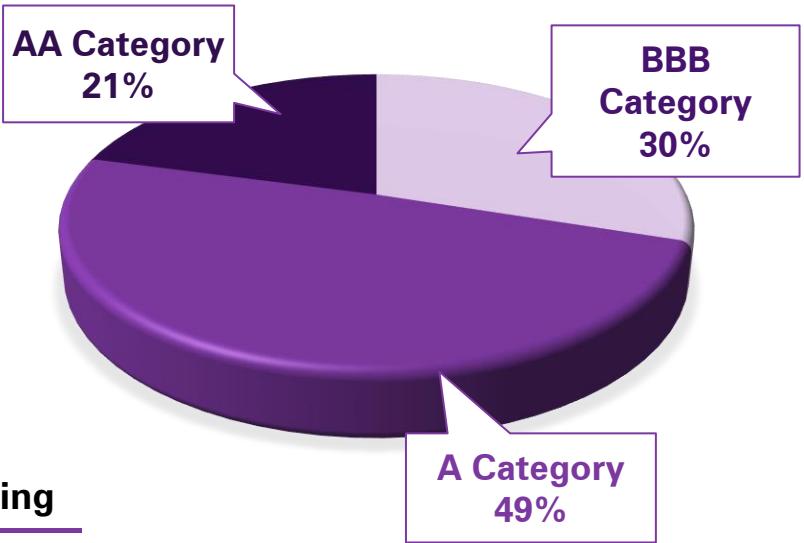
Portfolio Break up (Dec-23)



Portfolio - ₹1,760 crore (Dec-23)

Disbursement Yield – 10.9% (Q3 FY24)

Rating Wise WSL FI Portfolio Break up



## BBG Lending

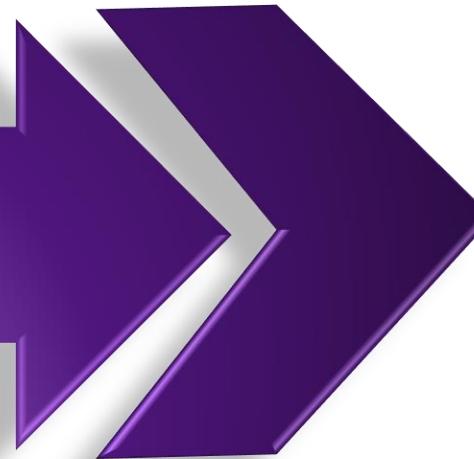
- Small to medium size corporates (SME segment)
- >100 customers; Average ticket size – ~₹4 crore
- Primarily operating account through OD / DLOD product
- Entire book secured against collateral of immovable properties with cover of >100%
- Nil NPAs

## WSL FI Lending

- 70% of book credit rated "A" category or higher by external credit rating agencies
- 75 customers; Average ticket size of outstanding loan ~₹15-20 crore
- Nil NPAs



## Deposits Build-up



**Deposits grew by 18% YoY; Retail Term Deposits grew 46% YoY**



**Expanded General Banking Franchise significantly over last 2 years**



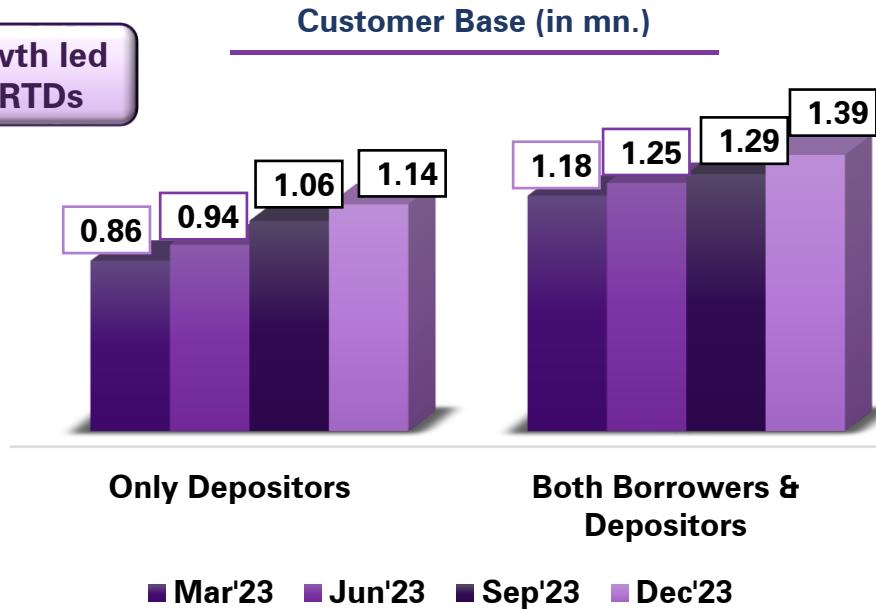
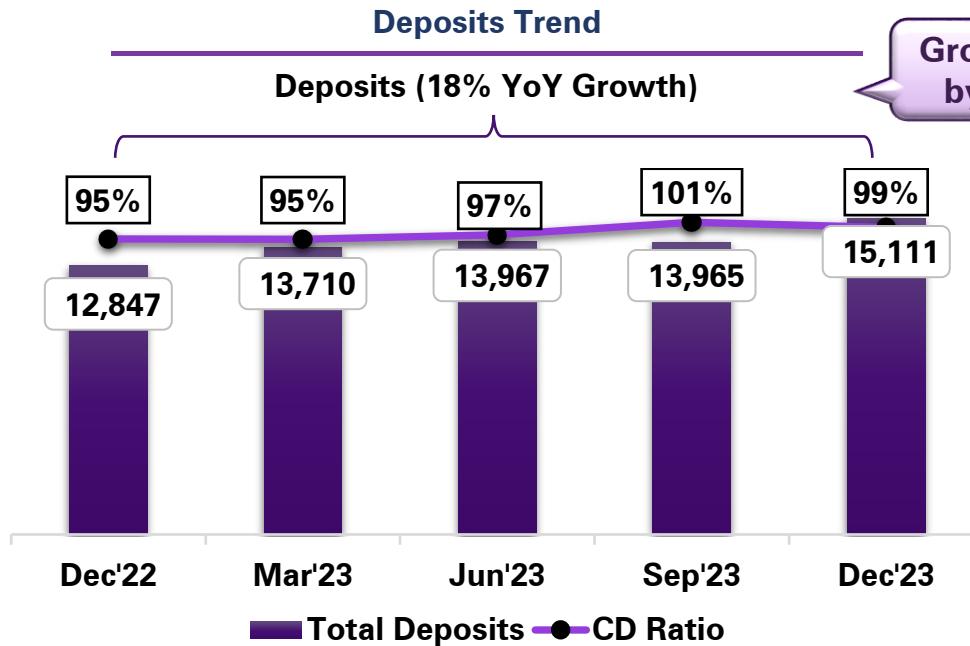
**Targeting top-100 deposits districts of the country**



**Focus on building retail franchise, reduced bulk deposits & top-20 deposits concentration**

# Deposits Trend & Composition

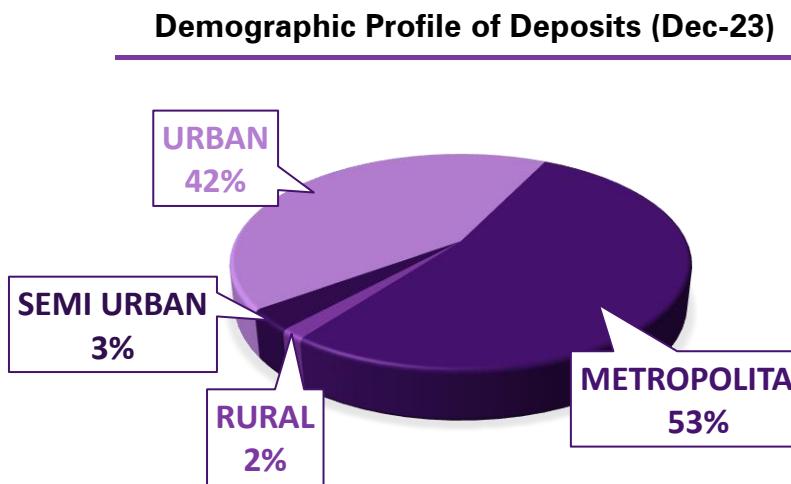
All Amounts in ₹ Crores



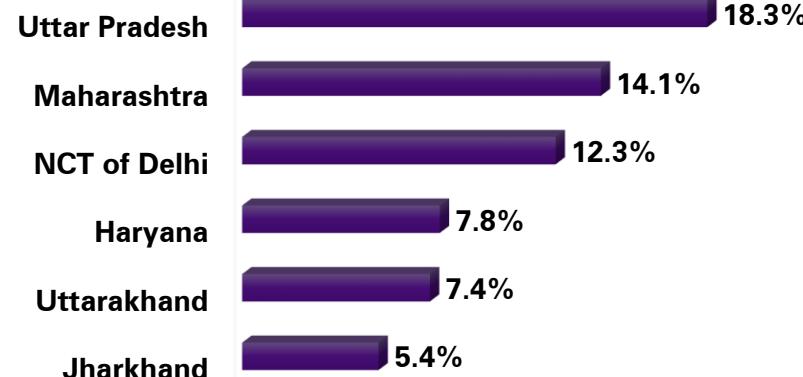
2.53 million  
Total Deposit  
Customers

1.76 lakh CASA account  
opened in Q3 FY24, 95%  
through Digital on-boarding

Fintech tie-up for RTD  
acquisition yielding good  
result



Geographically well diversified deposits mix



Branch Vintage	GB Branches
< 1 year	43
1-2 year	67
2-3 year	35
> 3 year	130
Total	275

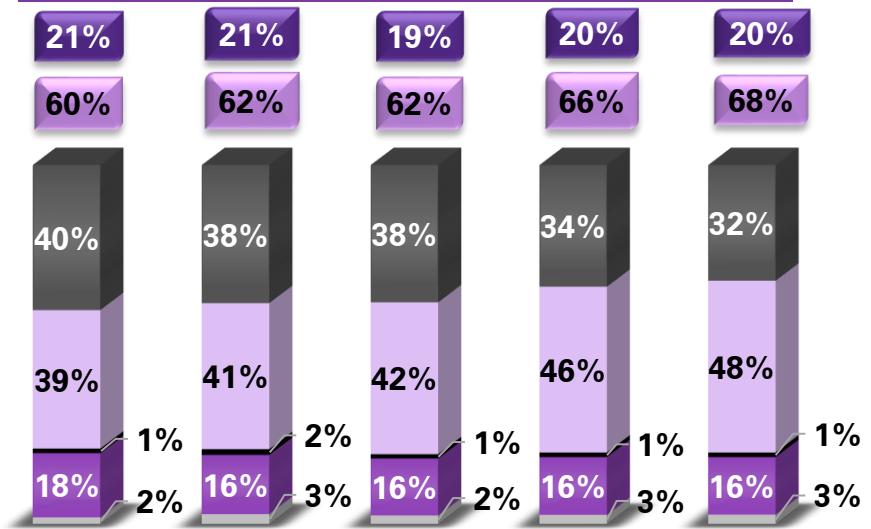
40% of the  
branches are  
<2-year  
vintage

# Deposits Trend & Composition (Contd.)

All Amounts in ₹ Crores

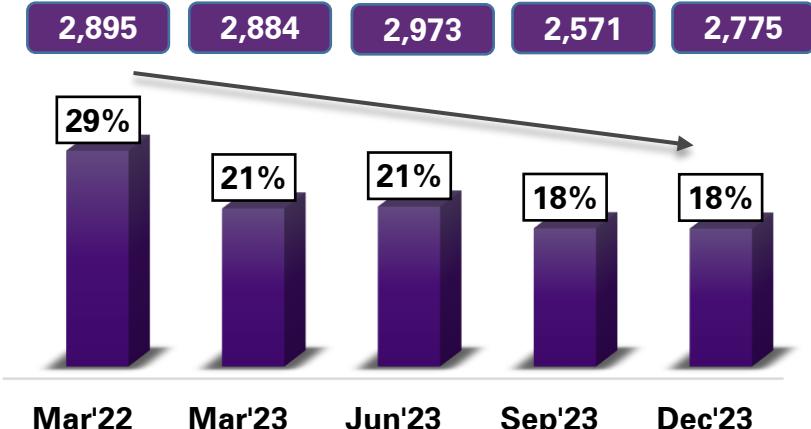


Deposits Composition

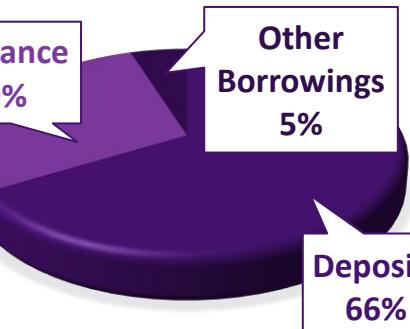


- CASA
- CASA + RTD
- Institutional Term Deposits
- Retail Term Deposits
- SA BSBDA accounts
- SA (excluding BSBDA)
- Current Deposits

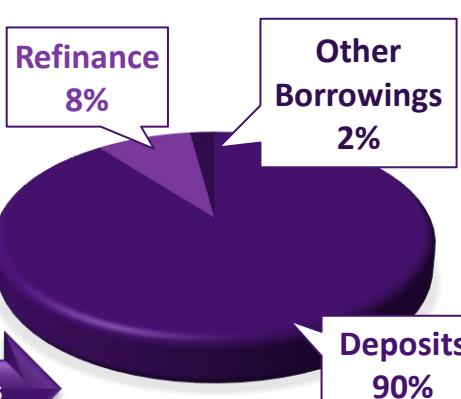
Decline in Concentration to Top 20 Depositors %



Funding Mix (Mar-20)



Increasing reliance on Deposits



RTD grew by 46% YoY to ₹7,228 crore vs. ₹4,957 crore (₹6,448 crore Sep'23)

Cost %	Q3 FY24
Term Deposits	8.5%
CASA	5.3%

<1 Year Deposits (incl. CD) accounted for ~5% of Term Deposits

Long Term Credit Rating

A+ (Stable)  
CARE

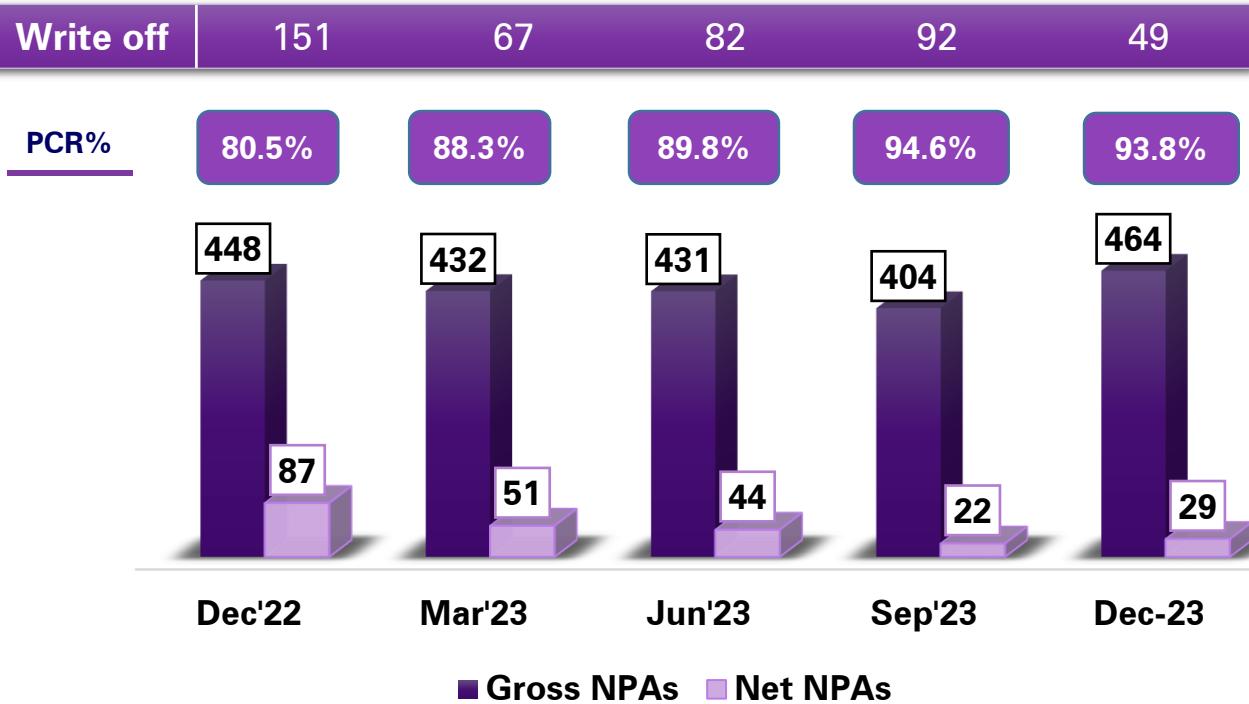
A+ (Stable)  
ICRA

Rating for certificate of deposit programme

A1+ ICRA

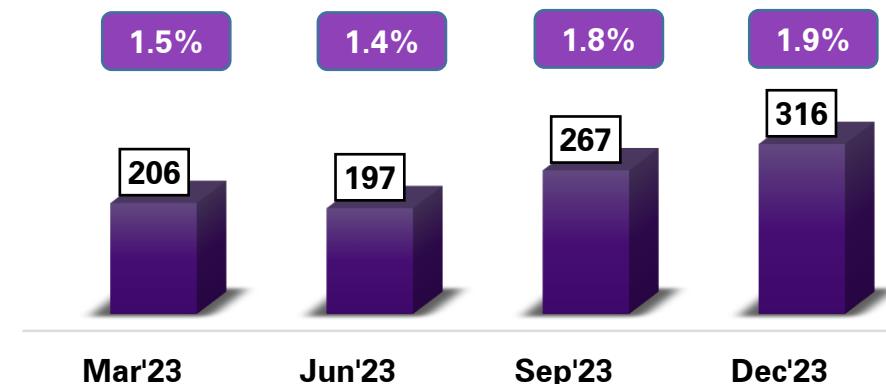
# Asset Quality Movement

All Amounts in ₹ Crores



	Dec-23	Dec-22	Sep-23
<b>Gross NPA %</b>	<b>3.0%</b>	<b>3.6%</b>	<b>2.8%</b>
<b>Net NPA %</b>	<b>0.2%</b>	<b>0.7%</b>	<b>0.2%</b>

## SMA 1 & 2



NPA Movement	Q3 FY24	Q2 FY24	Q1 FY24
<b>Opening GNPA</b>	<b>404</b>	<b>431</b>	<b>432</b>
Additions during the period	136	98	102
Reductions during the period			
Up-gradations & Recoveries	26	34	21
Write-offs	49	92	82
<b>Closing GNPA</b>	<b>464</b>	<b>404</b>	<b>431</b>

## Provisions Break-up

Particulars	Dec-23	Sep-23	Jun-23
<b>NPA Provision</b>	301	262	281
<b>Floating Provision</b>	134	120	106
<b>Provision for standard restructured</b>	2	2	6
<b>Standard Provision</b>	72	68	65
<b>Total Provisions</b>	<b>509</b>	<b>452</b>	<b>458</b>



## Financial Performance



**Stable & consistent financial performance**



**Focus on cost efficiency resulting healthy cost income ratio**



**Profit after tax increased 24% YoY to ₹116 crore in Q3 FY24**

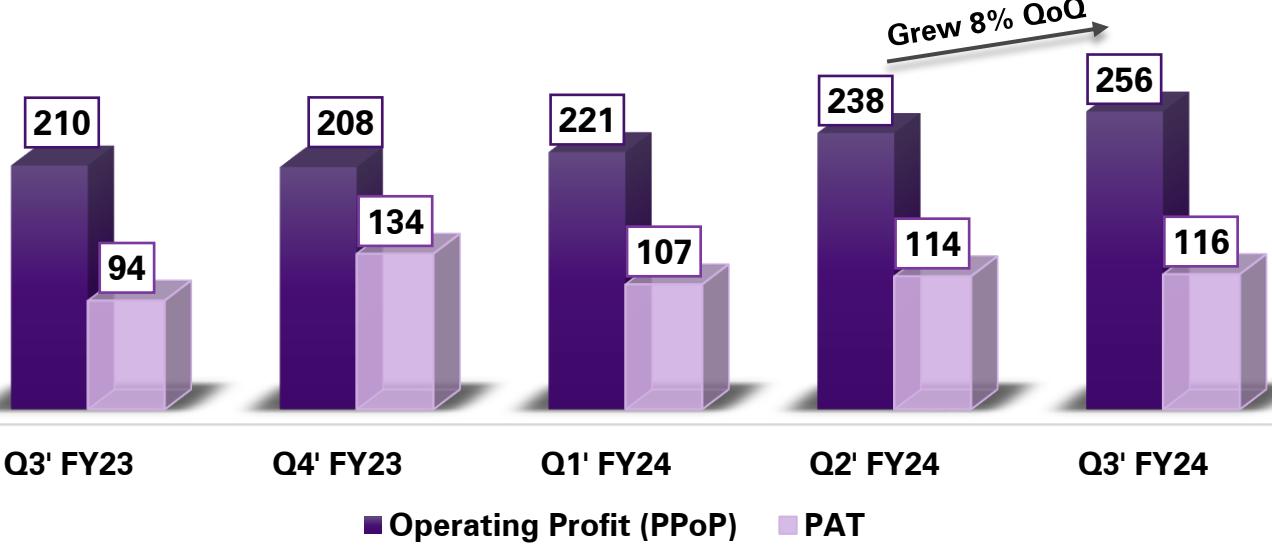


**Building floating provision to ensure resiliency**

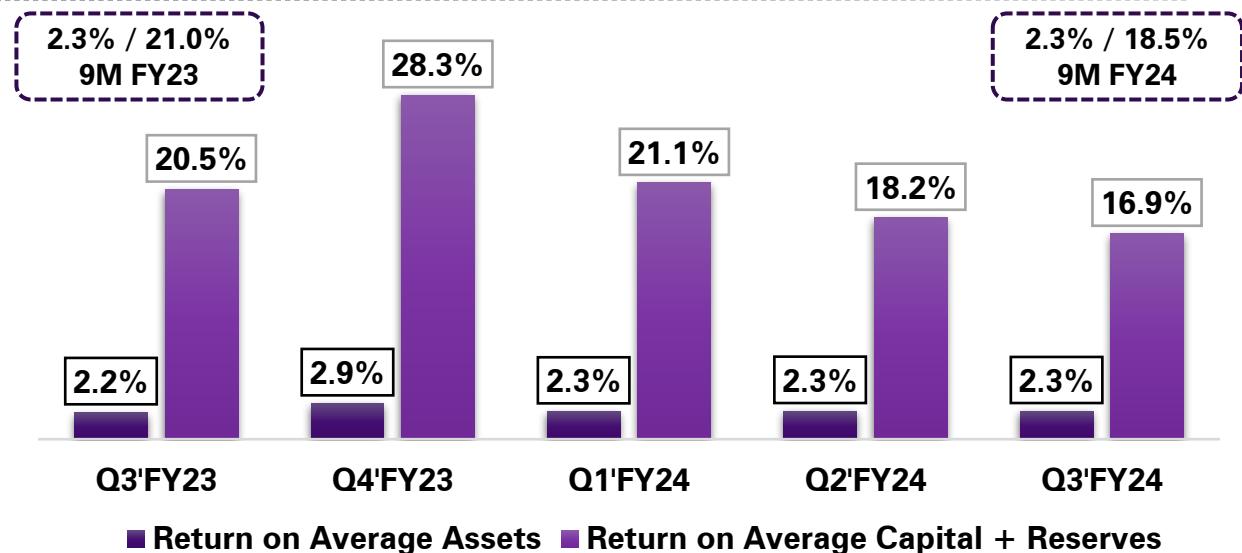
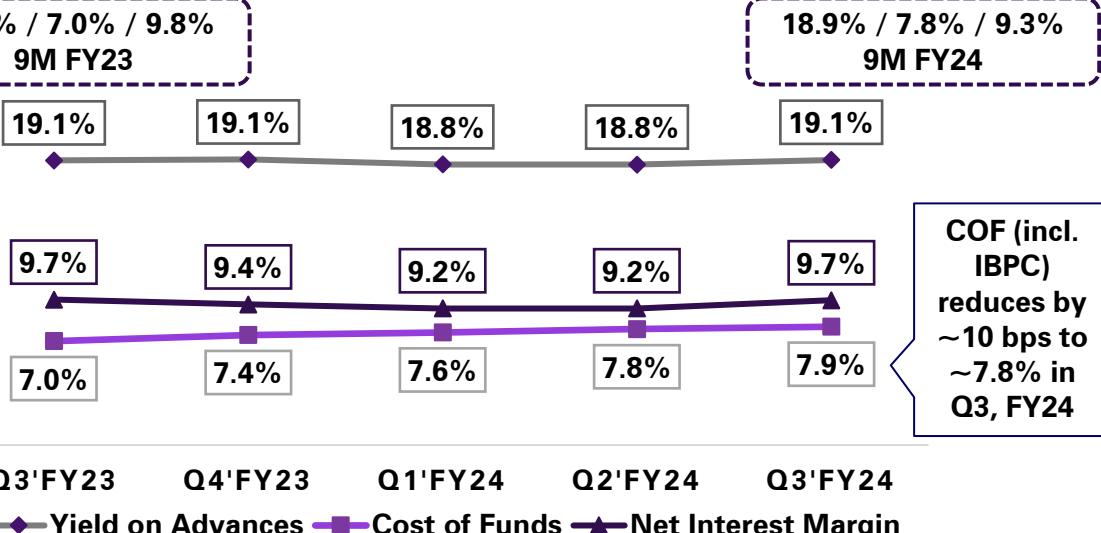
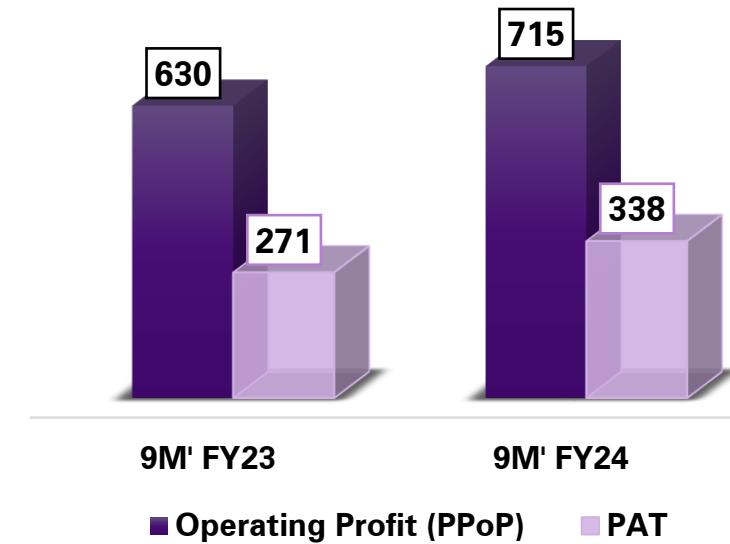
# Enduring Profitability Metrics



Operating Profit & PAT – Quarterly Trend (₹ in crores)



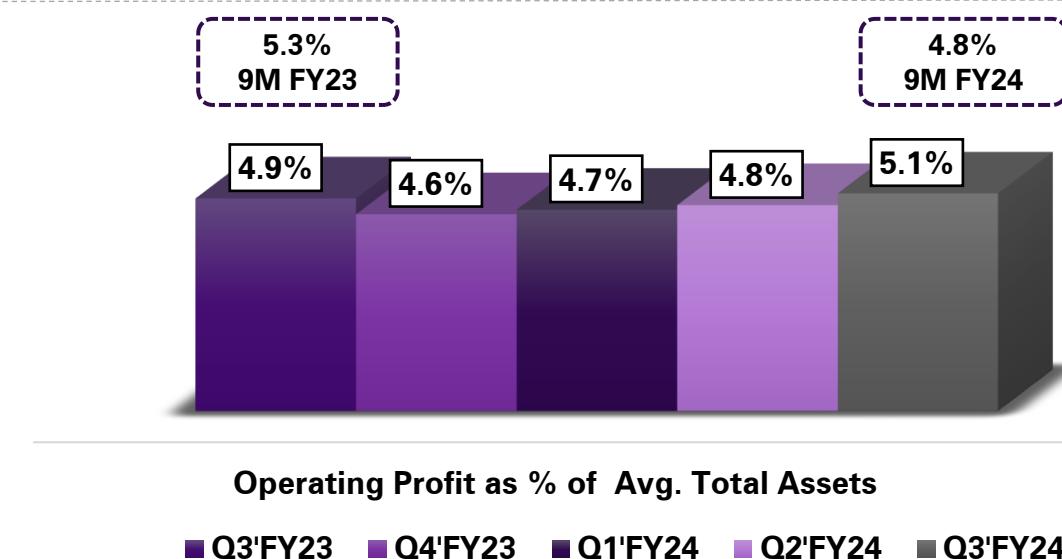
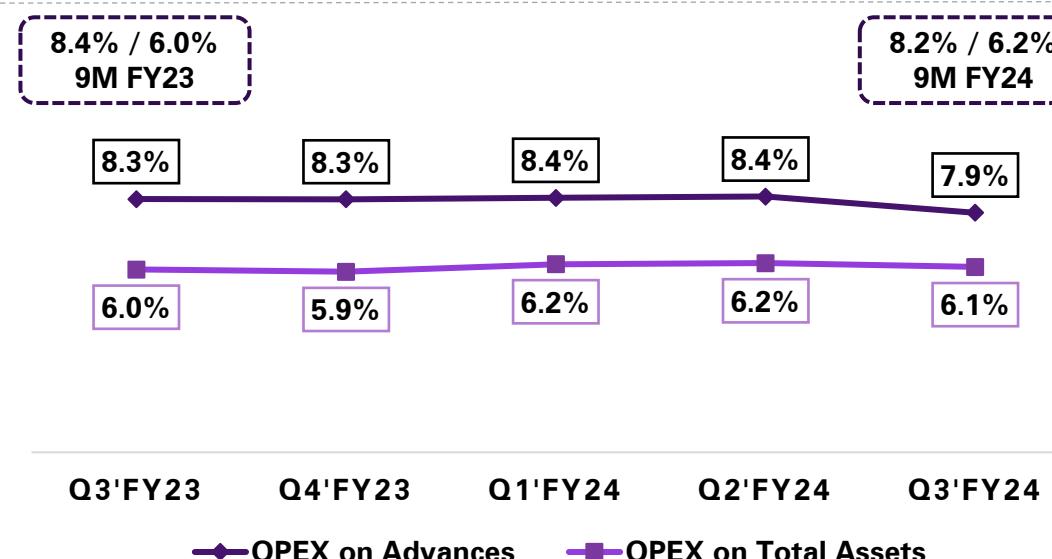
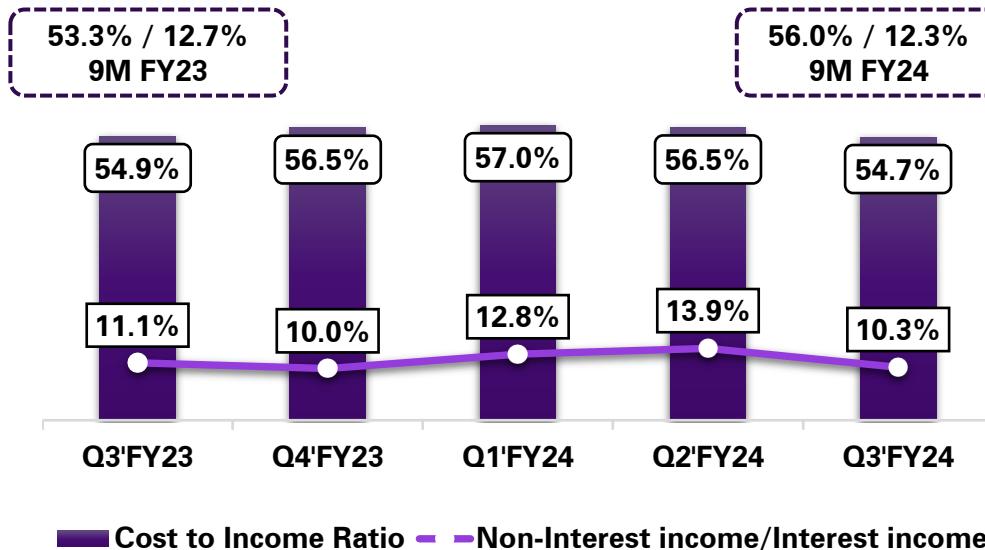
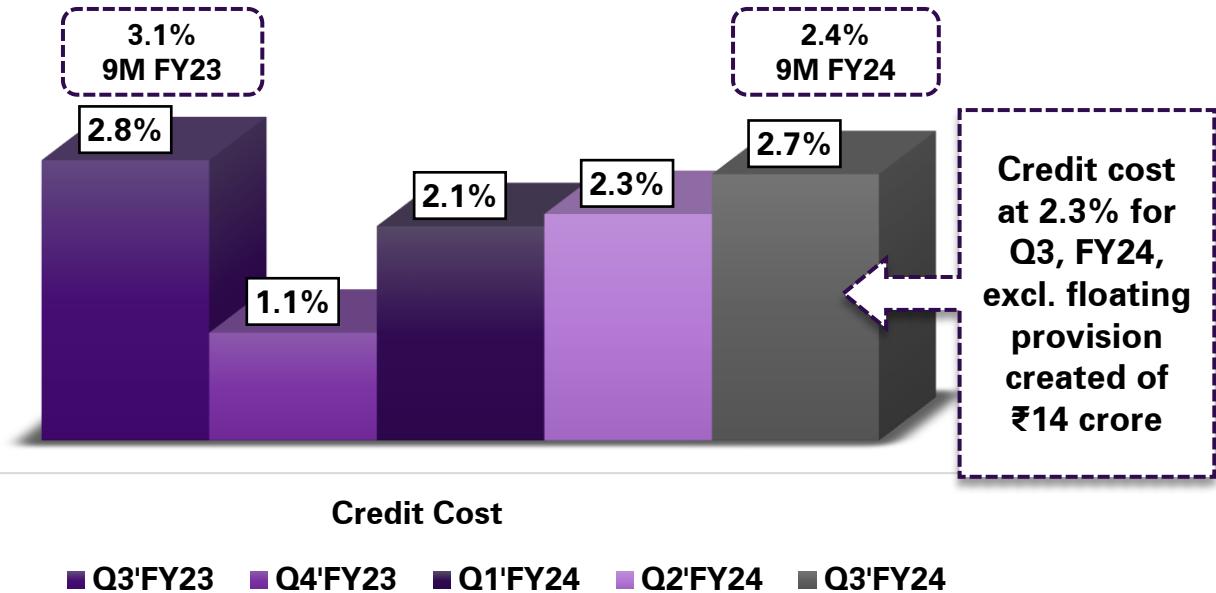
Operating Profit & PAT Y-o-Y (₹ in crores)



—♦— Yield on Advances —■— Cost of Funds —▲— Net Interest Margin

■ Return on Average Assets ■ Return on Average Capital + Reserves

# Enduring Profitability Metrics (Contd.)



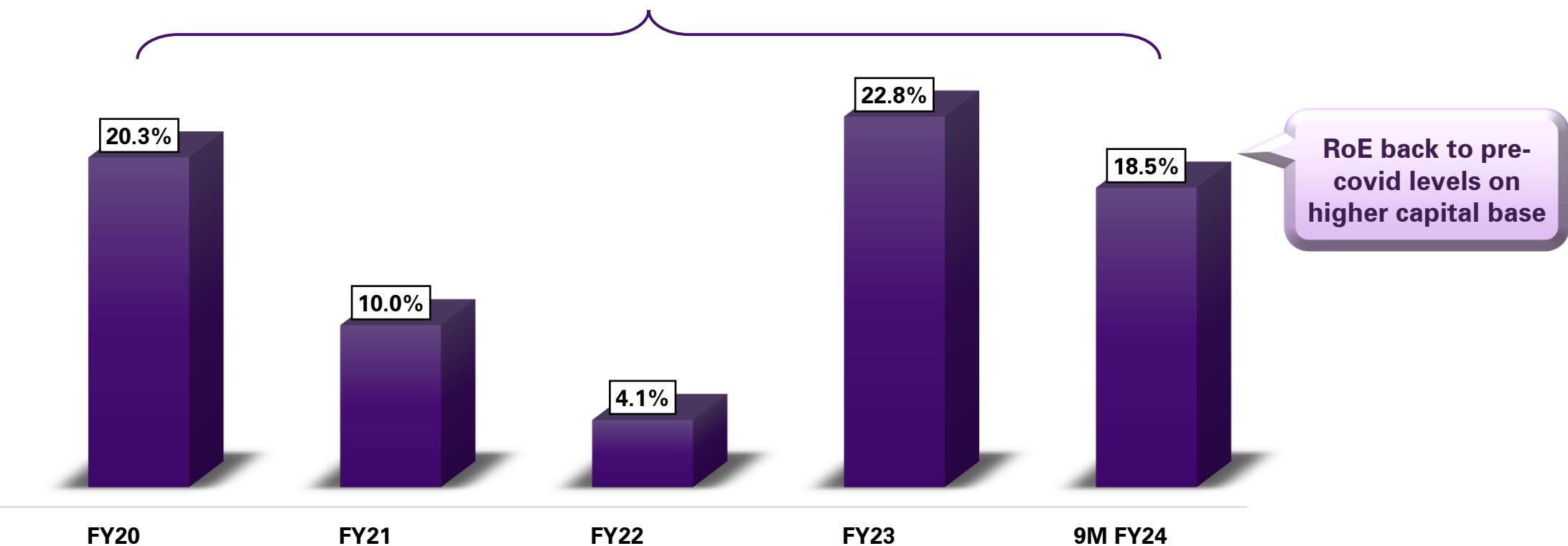
# Return on Equity during Covid Cycle



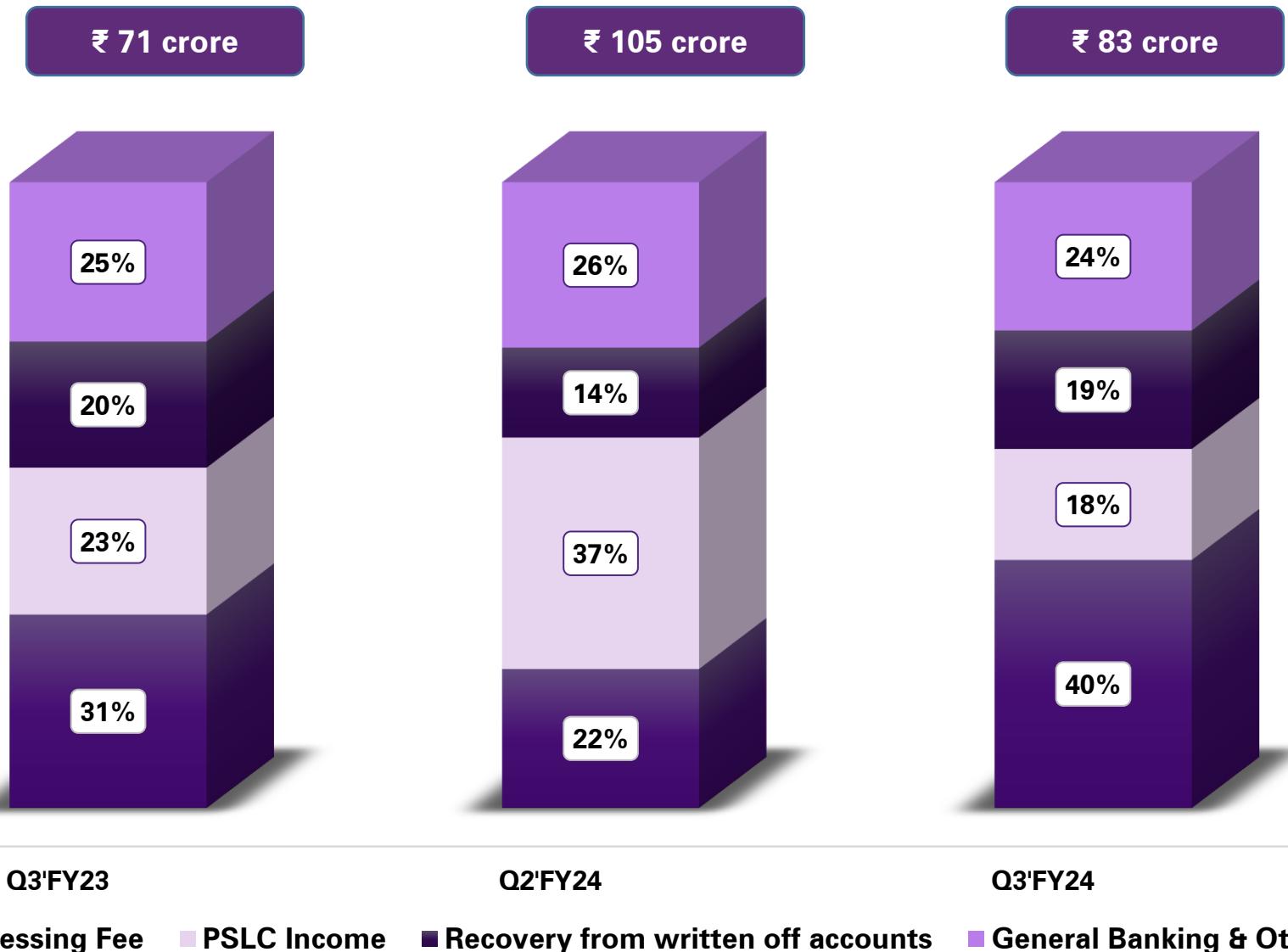
Covid Cycle RoE

Average: 15.1%

Additionally, built floating provision cushion during this period; ₹134 crore as on Dec-23



# Break-up of other income



# CRAR & Tier 1

All Amounts in ₹ Crores



Particulars	Dec-23	Dec-22	Sep-23
Risk Weighted Assets	<b>11,720</b>	9,517	10,906
Total Capital	<b>2,717</b>	1,940	2,707
Tier-I Capital	<b>2,519</b>	1,701	2,513
Tier-II Capital	<b>198</b>	239	194
CRAR	<b>23.18%</b>	20.39%	24.82%
Tier-I CRAR	<b>21.49%</b>	17.88%	23.04%
Tier-II CRAR	<b>1.69%</b>	2.51%	1.78%

PAT of Q3, FY24 of  
₹ 116 crore not  
included in CRAR

# Profit & Loss: For the quarter & nine month ended December 31<sup>st</sup>, 2023

All Amounts in ₹ Crores



Particulars	Q3'FY24	Q3'FY23	Y-o-Y	Q2'FY24	Q-o-Q	9M'FY24	9M'FY23	Y-o-Y
<b>INCOME</b>	Limited Review	Audited		Audited		Limited Review	Audited	
Total Interest Earned	806	641	26%	756	7%	2,283	1,814	26%
Less : Interest Expense	324	247	31%	315	3%	937	694	35%
<b>Net Interest Income</b>	<b>482</b>	<b>394</b>	<b>23%</b>	<b>442</b>	<b>9%</b>	<b>1,346</b>	<b>1,119</b>	<b>20%</b>
Add : Other Income (Processing Fee on loans + Transaction and other fee income + PSLC income)	83	71	16%	105	(21)%	280	230	22%
<b>Operating Income</b>	<b>565</b>	<b>465</b>	<b>22%</b>	<b>547</b>	<b>3%</b>	<b>1,626</b>	<b>1,350</b>	<b>20%</b>
<b>EXPENDITURE</b>								
<b>Operating Expenses</b>	<b>309</b>	<b>255</b>	<b>21%</b>	<b>309</b>	<b>0%</b>	<b>911</b>	<b>720</b>	<b>27%</b>
Personnel Cost	180	146	23%	177	2%	527	411	28%
Other Operating Expenses	129	109	18%	132	(3)%	384	308	24%
<b>Operating Profit</b>	<b>256</b>	<b>210</b>	<b>22%</b>	<b>238</b>	<b>8%</b>	<b>715</b>	<b>630</b>	<b>13%</b>
Total provisions	104	87	19%	83	25%	264	268	(2)%
<b>PBT</b>	<b>152</b>	<b>122</b>	<b>24%</b>	<b>154</b>	<b>(2)%</b>	<b>451</b>	<b>362</b>	<b>25%</b>
Tax	36	29	25%	40	(10)%	113	91	24%
<b>PAT</b>	<b>116</b>	<b>94</b>	<b>24%</b>	<b>114</b>	<b>1%</b>	<b>338</b>	<b>271</b>	<b>25%</b>

# Balance Sheet: As on December 31<sup>st</sup>, 2023

All Amounts in ₹ Crores

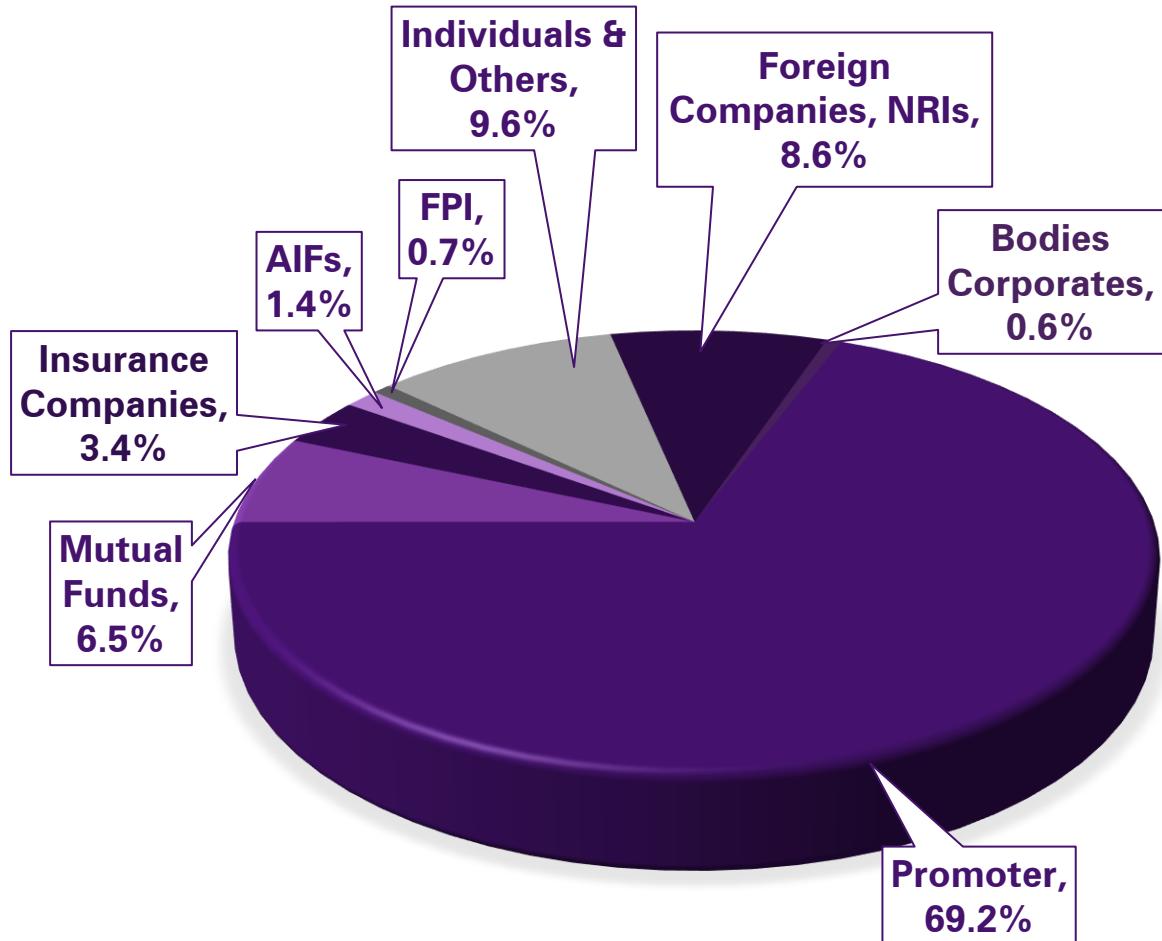


Particulars	December 31 <sup>st</sup> , 2023	December 31 <sup>st</sup> , 2022	Y-o-Y	September 30 <sup>th</sup> , 2023	Q-o-Q
<b>CAPITAL &amp; LIABILITIES</b>	Limited Review	Audited		Audited	
Capital and Reserves	2,808	1,863	51%	2,687	4%
Deposits	15,111	12,847	18%	13,965	8%
Borrowings	1,768	2,345	(25)%	1,902	(7)%
Other Liabilities and Provisions	1,188	1,024	16%	1,103	8%
<b>Total</b>	<b>20,874</b>	<b>18,079</b>	<b>15%</b>	<b>19,658</b>	<b>6%</b>
<b>ASSETS</b>					
Cash and balances with RBI	914	524	74%	1,305	(30)%
Balances with banks and money at call and short notice	987	2,127	(54)%	332	197%
Investments	3,231	2,521	28%	3,204	1%
Advances (Net of provisions)	14,986	12,254	22%	14,080	6%
Fixed Assets	305	290	5%	300	2%
Other Assets	451	363	24%	436	3%
<b>Total</b>	<b>20,874</b>	<b>18,079</b>	<b>15%</b>	<b>19,658</b>	<b>6%</b>

# Shareholding Pattern



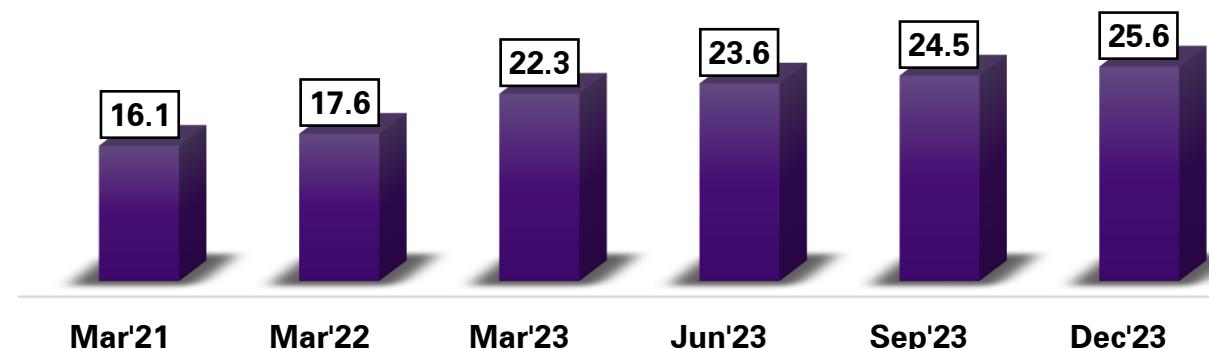
Bank Shareholders as on December 31<sup>st</sup>, 2023



Top 10 Shareholders as on December 31<sup>st</sup>, 2023

Utkarsh CoreInvest Limited
Mirae Asset (Mutual Funds)
Olympus ACF Pte. Ltd.
Bharti AXA Life Insurance Company Ltd.
Triodos Sicav II - Triodos Microfinance Fund
responsAbility Participations Mauritius
Aavishkaar Bharat Fund
Growth Catalyst Partners LLC
Aditya Birla Sun Life Trustee Private Limited
Triodos Custody B.V. Acting In Its Capacity as A C

Book Value Per Share



# Diversified & Experienced Board



## Board Members of the Bank



**Parveen Kumar Gupta**

*Part Time Non Executive Chairman & Independent Director*

- Certified associate of the Indian Institute of Bankers
- Previously associated with Bank of Baroda as their senior advisor & State Bank of India as their Managing Director



**Ajay Kumar Kapur**

*Independent Director*

- Currently engaged as an advisor to the United Nations Industrial Development Organization
- Previously associated with Industrial Development Bank of India, India SME Technology Services Limited and SIDBI



**Chandra Shekhar Thanvi**

*Non-Executive Director (Nominee of SIDBI)*

- Currently serving as the chief general manager at SIDBI
- Certified associate of the Indian Institute of Bankers



**Kajal Ghose**

*Independent Director*

- Currently a member of the investment committee of New Leaf Investment Advisors LLP
- Previously worked as the chief general manager at State Bank of India, consultant with PayU Payments, stratosphere IT Services and Kovid Group Analytics India



**Kalpana Prakash Pandey**

*Independent Director*

- Previously worked as the MD & CEO of CRIF High Mark Credit Information Services
- Was also associated with IDBI Principal AMC, State Bank of India and HDFC Bank Limited



**Muralidharan Rajamani**

*Non Executive Director*

- BFSI experience of over 35 years across SBI, ICICI Bank, L&T Financial Services and other Institutions.
- Board Member PGIM India



**Nagesh Dinkar Pingre**

*Independent Director*

- Qualified CA
- Previously associated with Tata Motors Limited, Reliance Retail Limited, ICICI Bank Limited and others



**Govind Singh**

*Managing Director & Chief Executive Officer*

- Certified associate of the Indian Institute of Bankers
- Previously associated with Utkarsh CoreInvest as MD & CEO, ICICI Bank as assistant general manager, Surya Fincap Limited, UTI Bank Limited, Allahabad Bank, State Bank of Patiala and Bank Internasional Indonesia

# Leadership Complementing Bank's Strengths



## Senior Management Team



### Govind Singh - Managing Director & Chief Executive Officer

- Over 25 years of experience in the banking and financial services sector and in particular the microfinance industry
- Previously associated with Utkarsh CoreInvest (Bank's Promoter and erstwhile Utkarsh Micro Finance Limited) as MD & CEO



**Trilok Nath Shukla**  
*Head - Micro Banking*

- Worked at Cashpor Micro Credit
- Also been a Wholetime director of Utkarsh CoreInvest



**Sarjukumar Pravin Simaria**  
*Chief Financial Officer*

- Experienced in the field of financial management
- Worked at Edelweiss, Fino Payments Bank and HDFC AMC



**Alok Pathak**  
*Chief Risk Officer*

- Experienced in the field of risk and treasury management
- Worked at Yes Bank as executive vice president - risk management



**Umesh Arora**  
*Head-Assets-Retail & Wholesale Lending*

- Experienced in the field of banking
- Worked at Axis Bank, IDBI Bank & Standard Chartered Bank



**Mohinder Pal Singh**  
*Head - Operations*

- Experienced in the field of branch banking
- Worked with Axis Bank, Bank of Punjab & State Bank of Patiala



**Rahul Dey**  
*Head - Internal Audit*

- Experience in banking and MFI sector
- Worked with Ujjivan Financial Service and Spandana Spoorthy



**Sanjay Sharda**  
*Head - Consumer Banking*

- Experienced in the field of banking
- Worked with HDFC Bank, Kotak Mahindra Bank, BNP Paribas, IndusInd, and Citibank



**Hitain Sharma**  
*Chief Human Resource Officer*

- Experienced in the field of human resources and industry relations
- Worked at Aditya Birla Sun Life Insurance and Kotak Mahindra Bank as vice president - HR



**Mukesh Singh Verma**  
*Chief Compliance Officer*

- Experienced in providing regulatory compliance services covering RBI regulations
- Worked with North East Small Finance Bank and AU Small Finance Bank



**Abhijeet Bhattacharjee**  
*Chief Information Officer*

- Experienced in the field of information technology
- Worked with RBL as its head of digital channels, & UTI Bank, ABN AMRO, RBS



**Muthiah Ganapathy**  
*Company Secretary & Compliance Officer*

- Responsible for managing the secretarial affairs
- Worked at Aditya Birla Housing Finance



**G.H. Vijay Raghava**  
*Head - Treasury*

- Experienced in the field of Banking & Treasury
- Worked at Suryoday SFB, ICICI Bank, Bank of India



**Rahul Sinha**  
*Head - Collections*

- Experienced in the field of lending
- Worked at Bajaj Finance as its business head - MSME lending



## Tech, ESG & CSR



**Technology Setup to support Physical Infrastructure and Digital Requirement**



**Integrating ESG Sensitivities into our operations & decision-making**



**Contributing to the well-being of the society**

# Technology Setup to support Physical Infrastructure and Digital Requirement



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Supporting extensive branch network of 880 branches



Tab enabled feet-on-street for acquisition and collections



ISO 27001 Certification for IT operation



Micro ATM for Cash Withdrawal in Remote locations

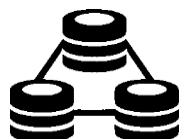
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Extensive Mobile and internet Banking for customer service



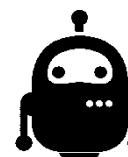
E-sign and Digital contract for customer KYC and documentation



Data Lake for regulatory reporting



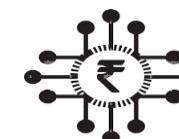
Digi Onboarding and U-Insta service for Digital acquisition of liability products



Robotic Process Automation for internal process automation



First to launch 'UPI Lite' in Global Fintech Festival



End to end digitised personal loan program



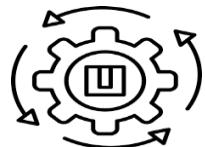
Video KYC for Onboarding and Customer personal discussion.

# Transformation Fueling Business Growth

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Redesigning business process of retail asset and liability for higher productivity



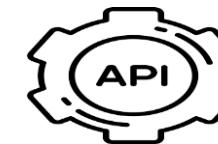
Automation and digitation of operational process and customer service



Adapt Microservice Architecture for new enterprise platforms



Invest on cloud platforms to improve agility and scalability



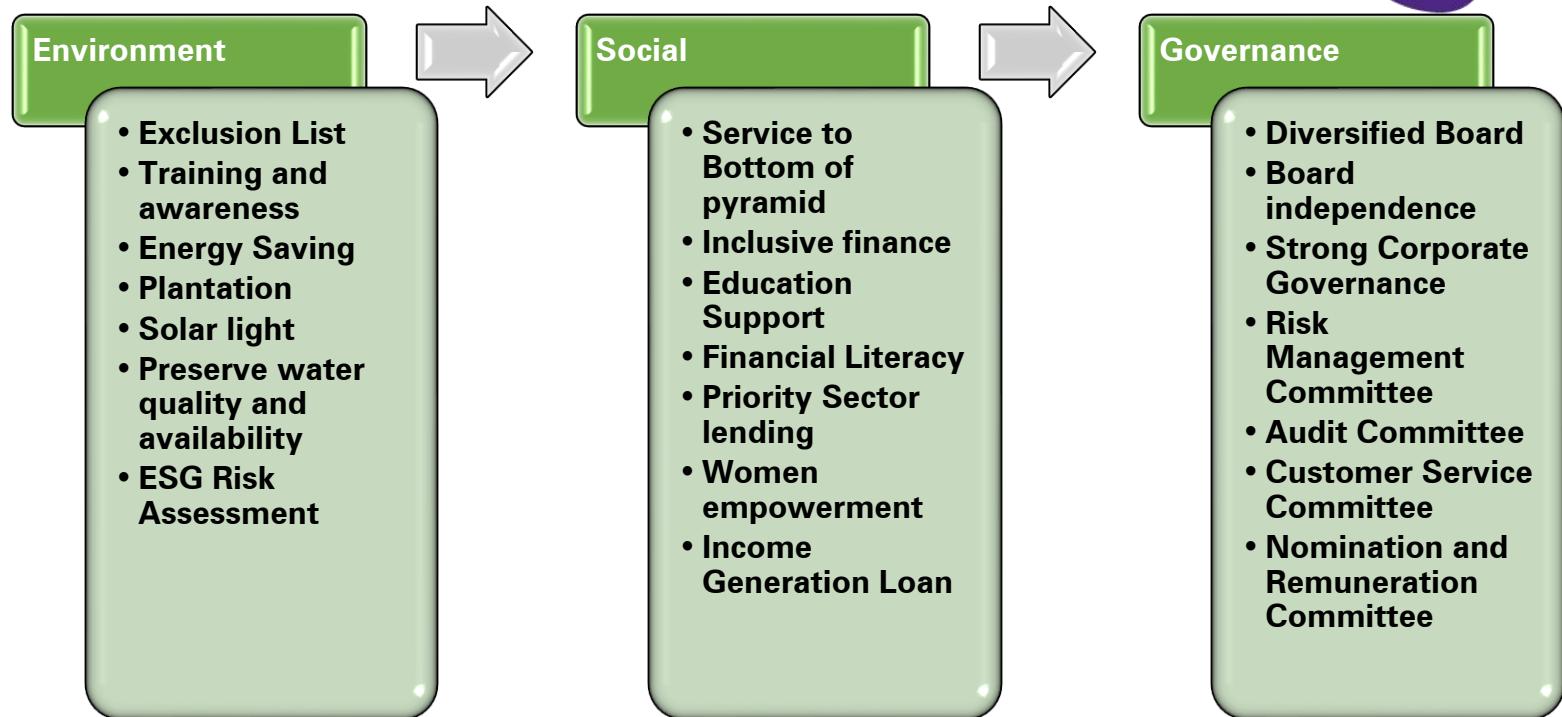
API led Integration platform for internal and external systems



New software application stack for existing and new business initiatives



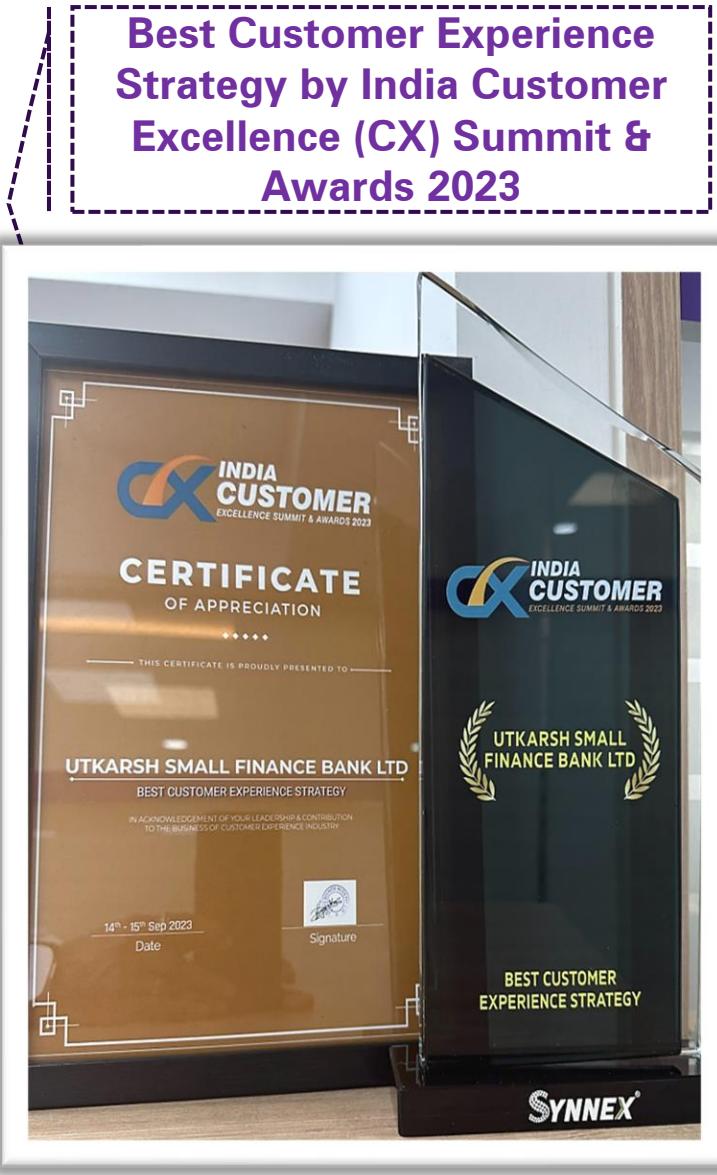
# Environment, Social & Governance



# Awards & Accolades



**MOST PREFERRED WORKPLACE 2023-24 (BFSI) by Marksmen Daily**



**Best Customer Experience Strategy by India Customer Excellence (CX) Summit & Awards 2023**



**Best Customer Experience at 18<sup>th</sup> Annual Summit and Awards by ASSOCHAM**

# Awards & Accolades (Contd.)



RECOGNITION AS ONE OF THE  
'PROMISING BRANDS 2022' BY  
ECONOMIC TIMES

RANKED 46 UNDER "THE  
NEXT 500 COMPANIES 2022"  
BY FORTUNE INDIA



Recognised as one of the  
Most Trusted BFSI Brands  
by Teammarksmen Daily

# Utkarsh Welfare Foundation: CSR Initiatives



FINANCIAL AWARENESS



HEALTH INITIATIVES



SKILL & ENTERPRISE  
DEVELOPMENT PROGRAM



VILLAGE DEVELOPMENT  
PROGRAM



OTHER PHILANTHROPIC  
ACTIVITIES

Lives Impacted  
10,50,000+

Lives Impacted  
12,98,000+

Lives Impacted  
41,900+

Lives Impacted  
13,000+

Initiatives

Blood Donation Camps,  
Support to Old Age  
Home & Orphanage,  
Natural Calamities  
Relief Initiatives, etc.

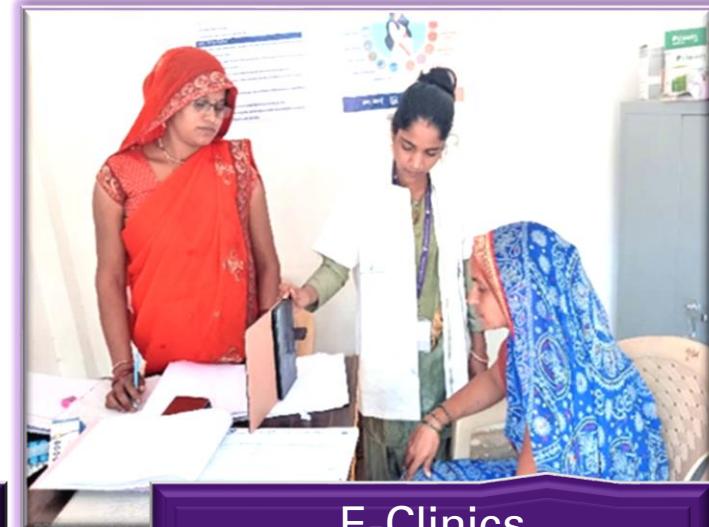
# Utkarsh Welfare Foundation: CSR Initiatives (Contd.)



Financial Awareness



Polyclinic Camps



E-Clinics



Digital Smart Classes



Women Entrepreneurship



Blood Donation Camps

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# THANK YOU.

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**Utkarsh Small Finance Bank**