

# Q3 FY23 PRESENTATION





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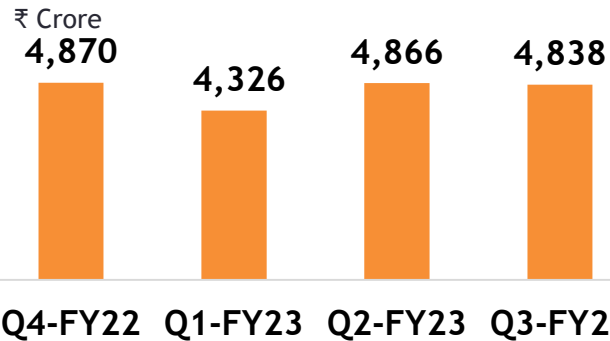
# BUSINESS ON FAST TRACK



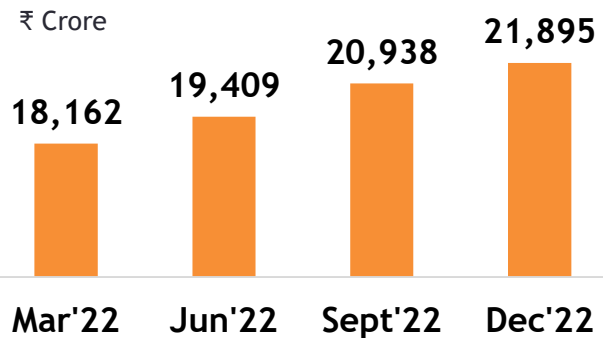
1

Sustained momentum  
in Business volumes

## Disbursements



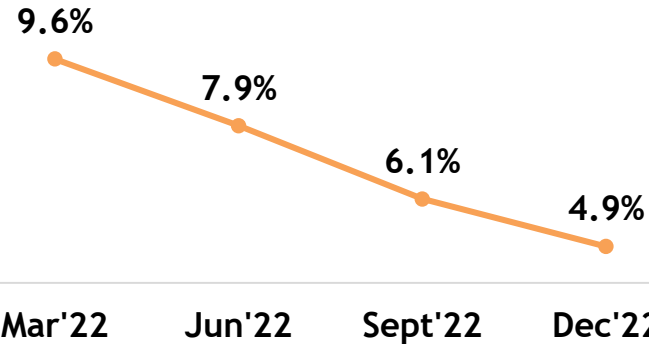
## Gross loan book



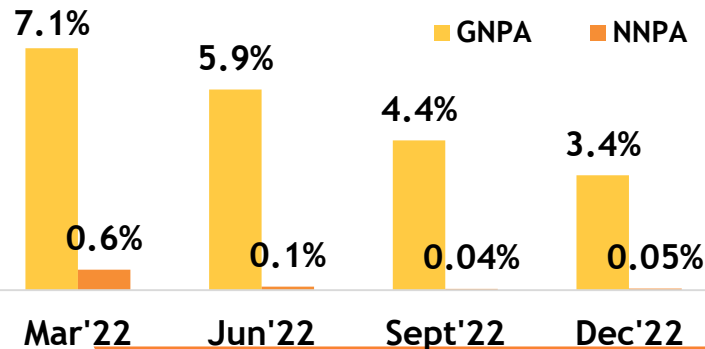
2

Asset quality on  
continuous improving  
trend

## Reduced Portfolio at Risk...



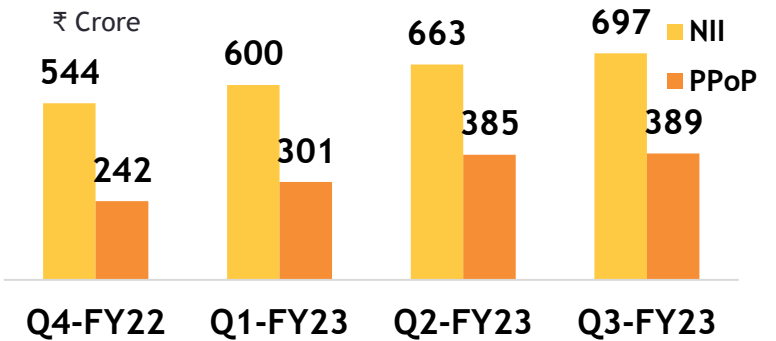
## ...with falling NPA



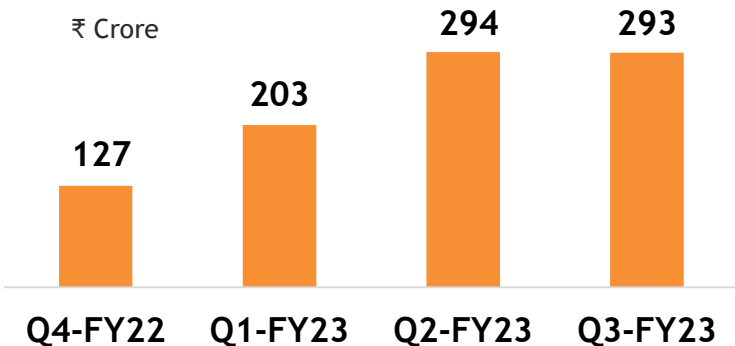
3

Generating strong  
earnings

## Delivering strong financials...



## ... with high profitability





# KEY HIGHLIGHTS

## Disbursements

Sustained Disbursement; ₹ 4,838 Cr despite implementation of new MFI credit norms

## Collections

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

## Liabilities

Retail deposits up 72% Y-o-Y; CASA up 47% Y-o-Y | Total deposit at ₹ 23,203 Cr up 49% Y-o-Y

## Asset Quality

GNPA / NNPA at 3.4% / 0.05% from 4.4% / 0.04% as of Sept'22

## Provisioning

Total book coverage at 3.8% with PCR at 99%; including floating provision of ₹ 150 Cr\*

## Financials

NII at ₹ 697 Cr | NIM at 9.4% | Cost-to-income ratio at 53.5%

## Profitability

Robust profitability- PPOP at ₹ 389 Cr | PAT at ₹ 293 Cr vs ₹ (34) Cr Y-o-Y  
RoA at 4.1% | RoE at 29.7%

## Capital

26.02% capital adequacy with tier-I at 22.84% as of Dec'22 | LCR at 198%\*\* as on 31<sup>st</sup> Dec'22

\* ₹ 100 cr of additional floating provision not included here; All NPA and gross loan book data in this document (except in Financial Overview section) are without adjusting for ₹1,619 / ₹ 2,580 cr of IBPC & Securitization as on 31<sup>st</sup> Dec 2022/ 30<sup>th</sup> Sept 2022

\*\* Provisional

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



# KEY HIGHLIGHTS - Q3 FY23/ 9M FY23(1/2)

## Gross Loan Book

₹ 21,895 cr  
Up 33% yoy  
Dec'21: ₹16,463 cr

## Disbursements

₹ 4,838 cr/ ₹ 14,030 cr  
Up 1% yoy/ up 52% yoy  
Q3-FY22/9M-FY22: ₹ 4,809 cr/ ₹ 9,244 cr

## Total Deposits

₹ 23,203 cr  
Up 49% yoy  
Dec'21: ₹ 15,563 cr

## Retail Deposits

₹ 14,284 cr (62%\*)  
Up 72% yoy  
Dec'21: ₹ 8,324 cr (53%\*)

## Employees

16,764  
Down 1% yoy  
Dec'21: 16,896

## Customer Base

73.0 lacs  
Up 18% yoy  
Dec'21: 62.1 lacs

Added 8 branches during Q3FY23 taking total branch count to 598



# KEY HIGHLIGHTS - Q3 FY23/ 9M FY23 (2/2)

## CRAR

**26.0%**

*Up 693 bps yoy*

*Dec'21: 19.1%*

## PPOP

**₹ 389 cr/ ₹ 1,074 cr**

*Up 152% yoy/ up 172% yoy*

*Q3FY22/9MFY22: ₹154 cr/₹395 cr*

## PAT

**₹ 293 cr/₹ 790 cr**

*Up yoy/ up yoy*

*Q3FY22/9MFY22: ₹(34) cr/₹(541) cr*

## GNPA

**3.4%**

*Down 642 bps*

*Dec'21 : 9.8%*

## NII

**₹ 697 cr/ ₹ 1,960 cr**

*Up 54% yoy/ up 59% yoy*

*Q3FY22/9MFY22: ₹454 cr/₹1,230 cr*

## NIM

**9.4%/ 9.6%**

*UP 33 bps yoy / up 118 bps yoy*

*Q3FY22/9MFY22: 9.1%/8.4%*

## NNPA

**0.05%**

*Down 162 bps*

*Dec'21 : 1.7%*

## RoA

**4.1%/ 3.9 %**

*Up yoy/ Up yoy*

*Q3FY22/9MFY22: (0.7)%/ (3.5)%*

## RoE

**29.7%/ 30.6%**

*Up yoy/ Up yoy*

*Q3-FY22: (5.0)%/ (24.4)%*



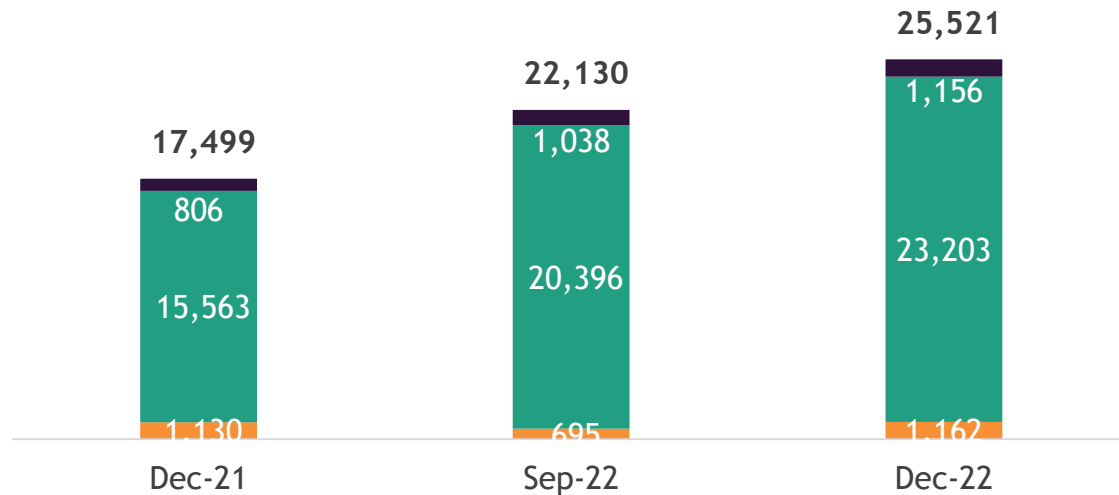
# Liabilities: Driving Retail Deposit Base



# STRONG DEPOSIT GROWTH WITH RETAIL AT FORE-FRONT

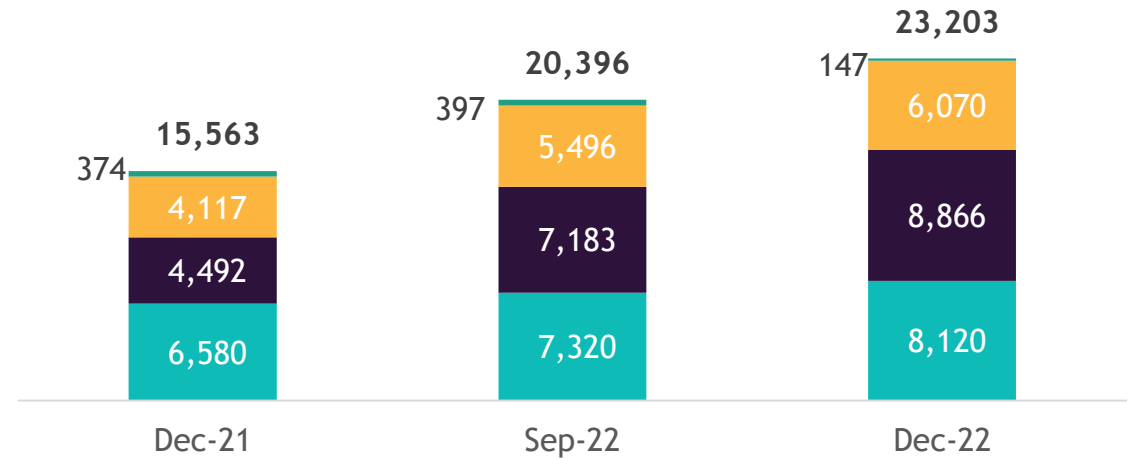
## Total liabilities profile (₹ in crore)

Refinance Deposits Others



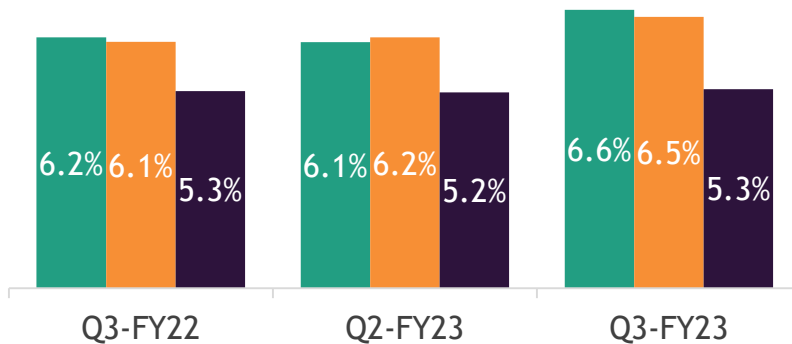
## Deposits break-up (₹ in crore)

Institutional TD Retail TD CASA Certificate of Deposits



## Cost of funds

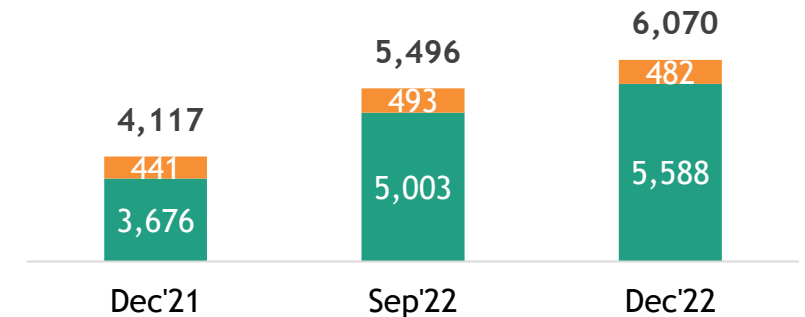
CoF Deposits\* CASA



- ❖ Comfortable ALM position
- ❖ Credit To Deposit Ratio: 94% as of Dec'22 (87% adjusted for IBPC/ Securitisation book)
- ❖ Retail % share has increased to 62% from 53% in Dec'21
- ❖ Ratings - CRISIL A1+ (₹ 2,500 Cr certificate of deposits); CARE A+ (Long term bank facilities)

## CASA break-up (₹ in crore)

SA CA



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

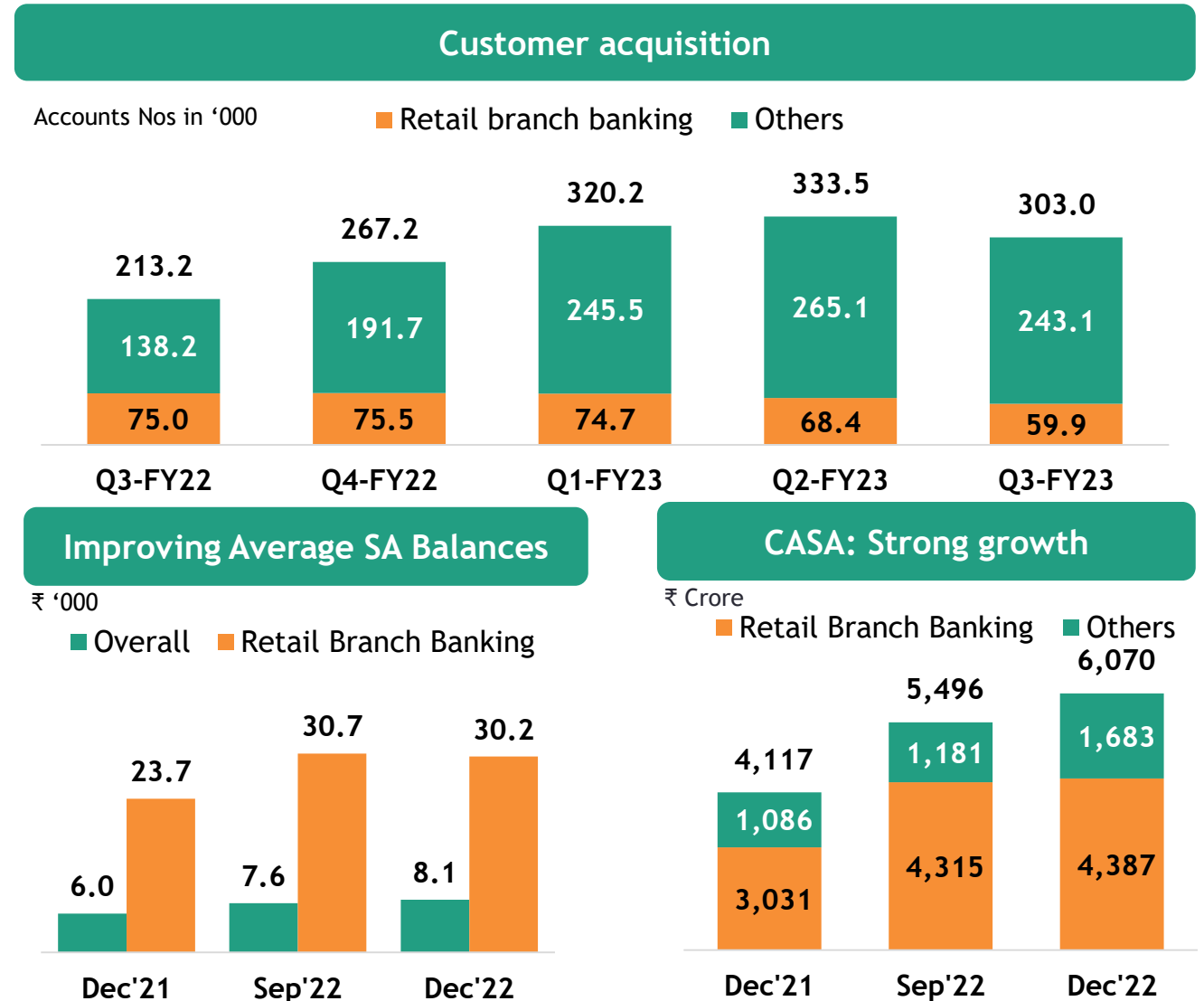
\*Cost of Blended Deposits - TD + CA+ SA



# RETAIL DEPOSIT FRANCHISE FOCUSSED ON CUSTOMER ACQUISITION



- **Total deposits grew 49% Y-o-Y to ₹ 23,203 Cr**
- **Retail deposits grew 72% Y-o-Y; contributing to 62% of total deposits in Dec'22 vs 53% in Dec'21**
- **CASA deposits grew 47% Y-o-Y; 26.2% of total deposit as of Dec'22**
  - **Retail Branch banking CASA grew 45% Y-o-Y; contributes 72% to total CASA**
- **Focus on value-add products to drive average balances**
  - Average balance for Retail Branch Banking SA moved to ₹ 30k from ₹24k Y-o-Y
  - Overall average SA balance moved to ₹ 8k from ₹ 6k Y-o-Y





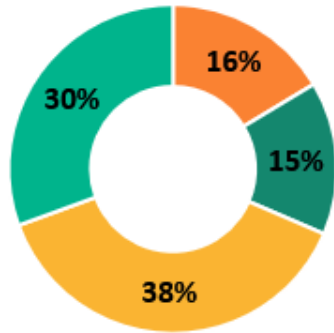
# WELL-DIVERSIFIED DEPOSIT MIX

Region-wise deposit mix

Branch classification wise deposit mix

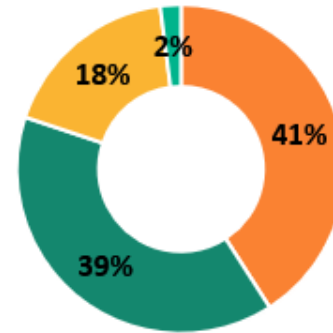
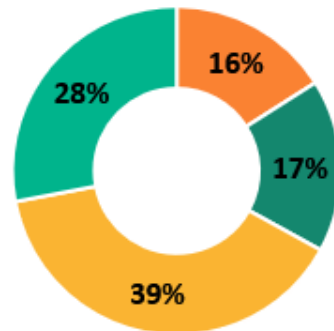
Segment wise deposit mix

Dec'22

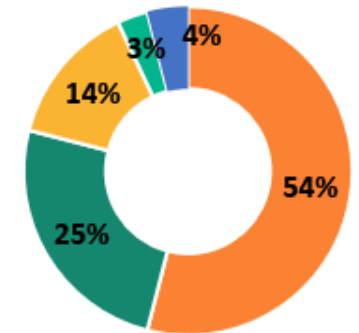
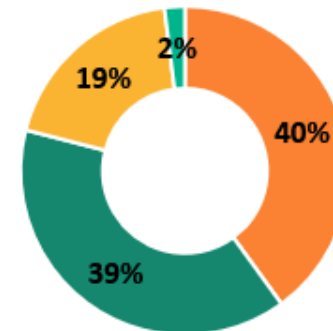


East West North South

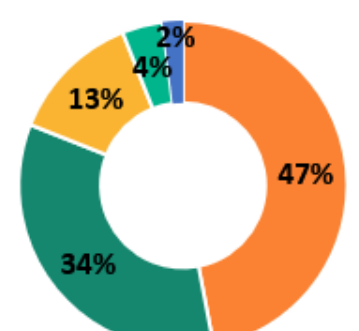
Dec'21



Metropolitan Urban Semi Urban Rural



Individuals Banks Corporate Govt. TASC^



Deposits from individual continues to grow with our focus on building granular deposit base

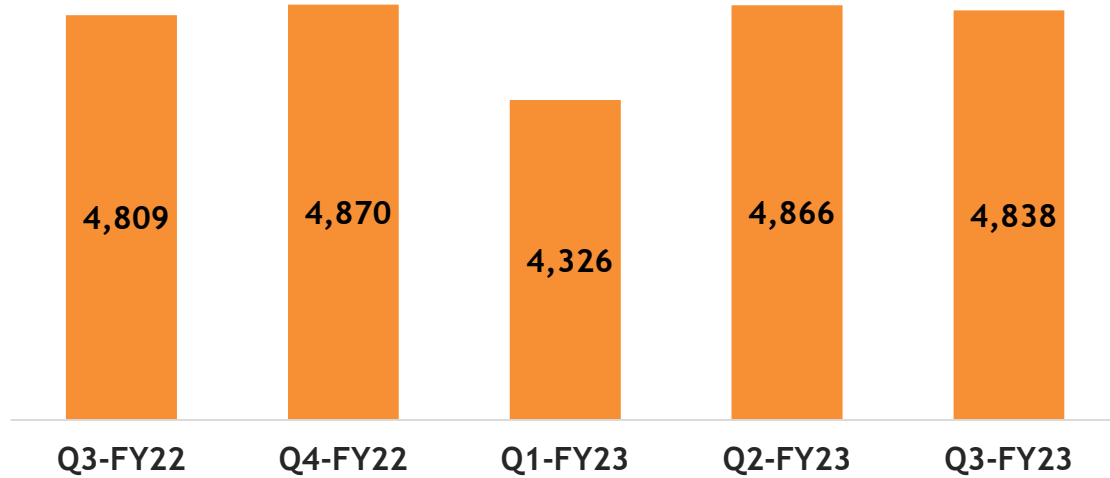


Assets: Well-diversified growth with new customer acquisition

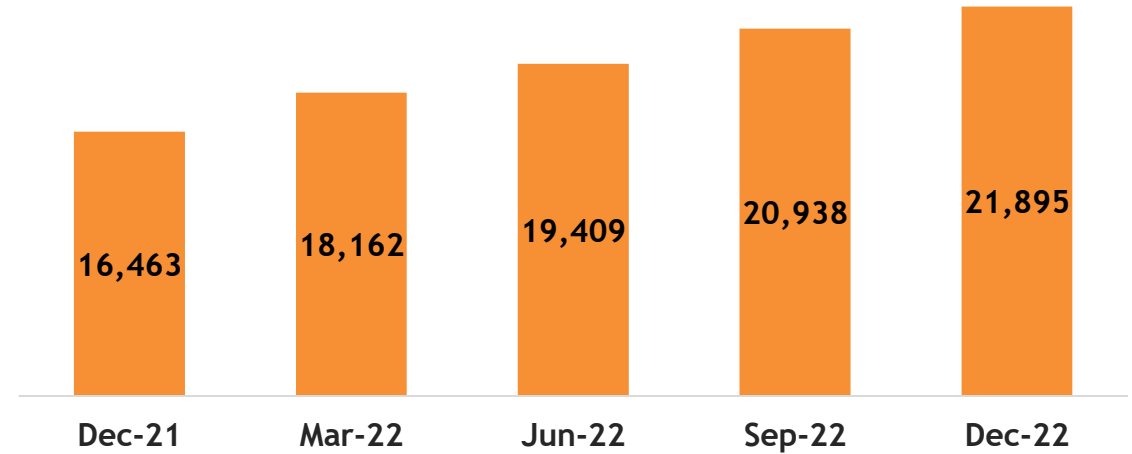


# GROSS LOAN BOOK AND DISBURSEMENT TREND

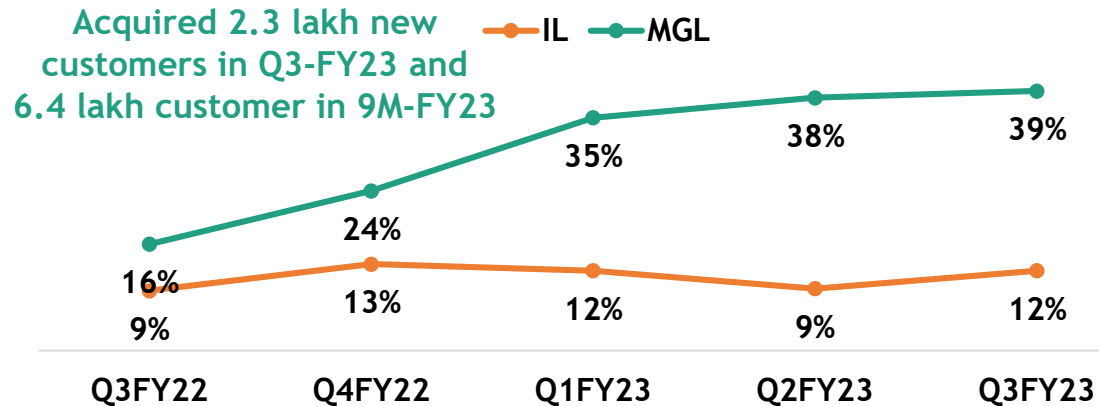
## Strong disbursements (₹ in crore)



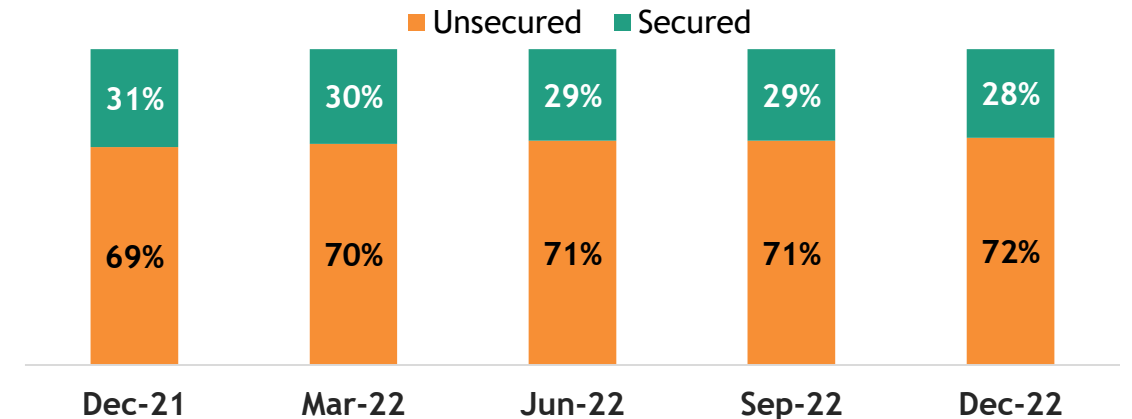
## Consistent growth in Gross Loan Book (₹ in crore)



## Healthy growth in New Customer acquisition (% of Fresh Loans)



## Portfolio Breakup

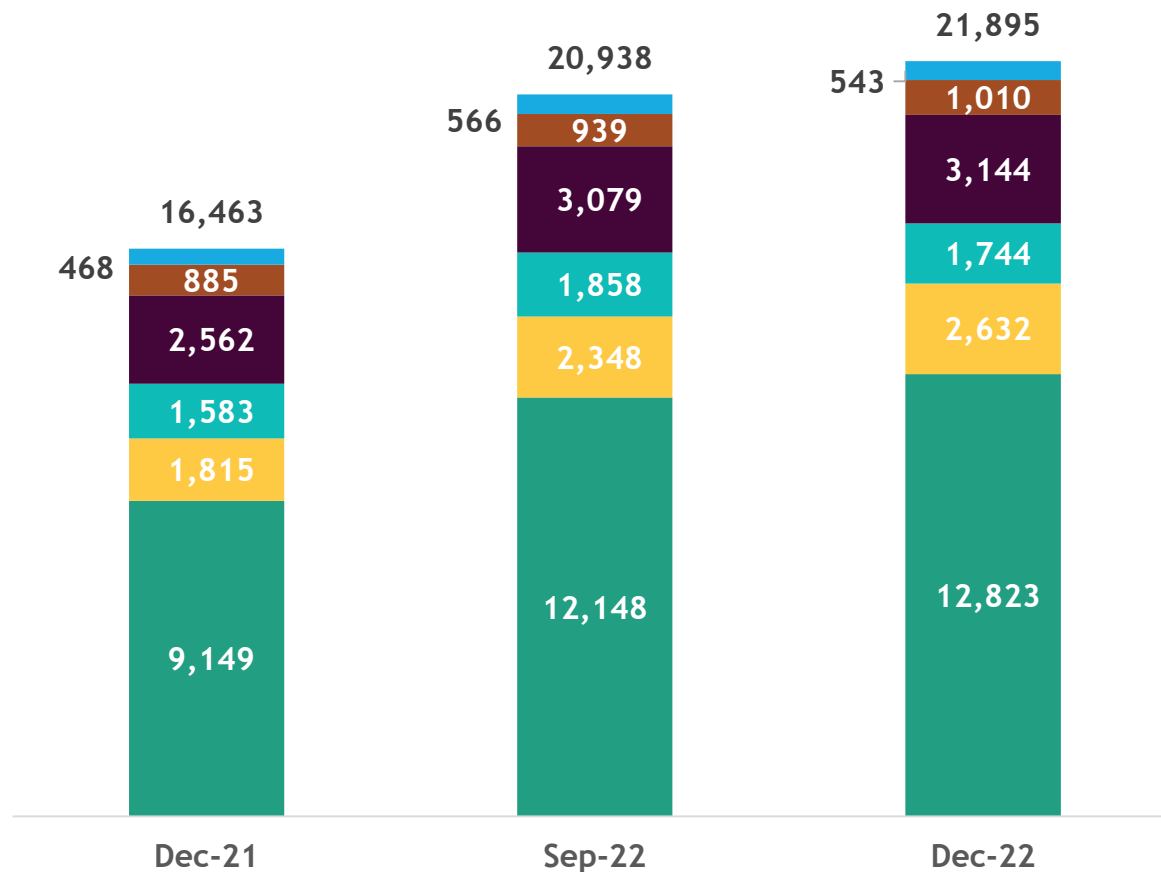




# GROWING ACROSS SEGMENTS

Gross Loan Book - Segment wise (₹ in crore)

■ MGL ■ IL ■ MSE ■ AH ■ FIG ■ Others



Product	% Gross Loan Book	Growth Y-o-Y	Growth Q-o-Q
Micro Group Loans	59%	40%	6%
Individual Loans	12%	45%	12%
MSE*	8%	10%	(6)%
Affordable Housing	14%	23%	2%
FIG Lending	5%	14%	8%
Others	2%	16%	(4)%
<b>Total</b>	<b>100%</b>	<b>33%</b>	<b>5%</b>

MGL- Micro Group Loans

IL- Individual Loans

MSE- Micro Small Enterprise

AH- Affordable Housing

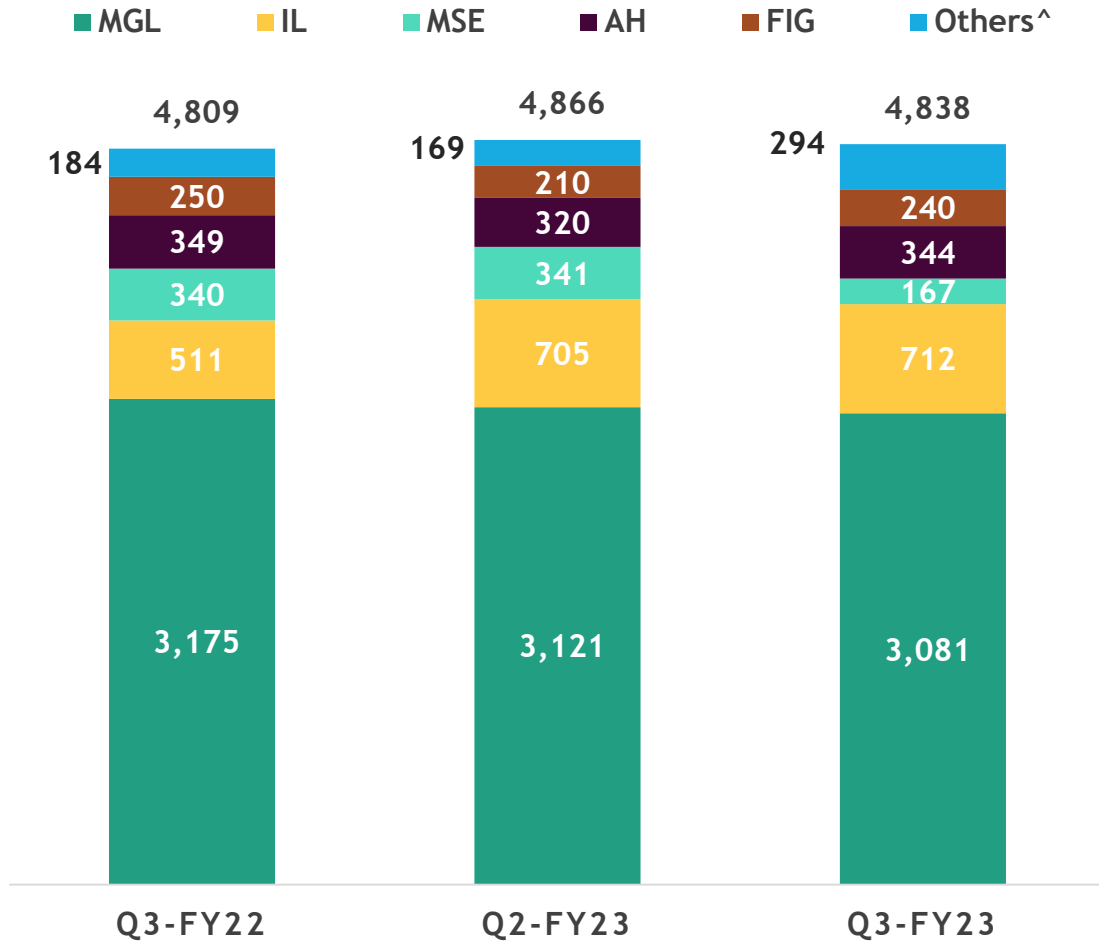
FIG- Financial Institution Groups

Current MSE Fintech partnership has been discontinued; multiple alliances in WIP

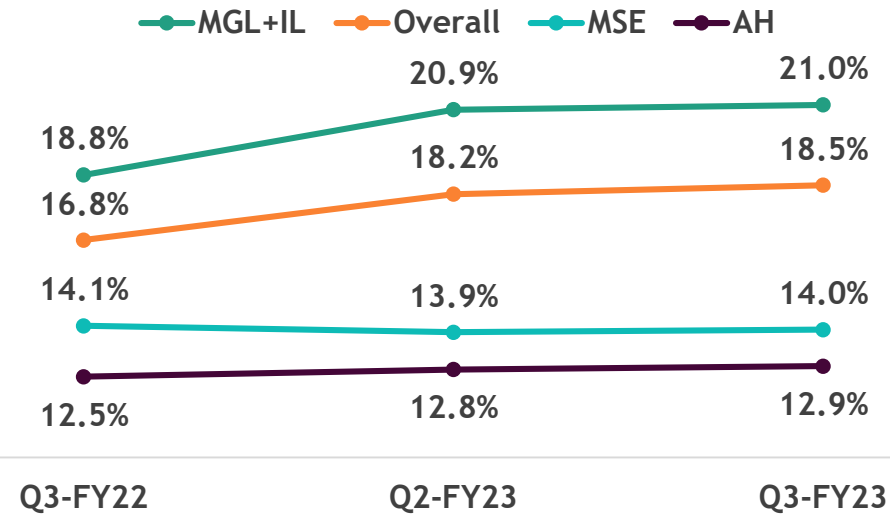


# DISBURSEMENT & AVERAGE TICKET SIZE

Product wise Disbursement (₹ in crore)



Yield (%) - Segment wise



Average Ticket Size (₹)

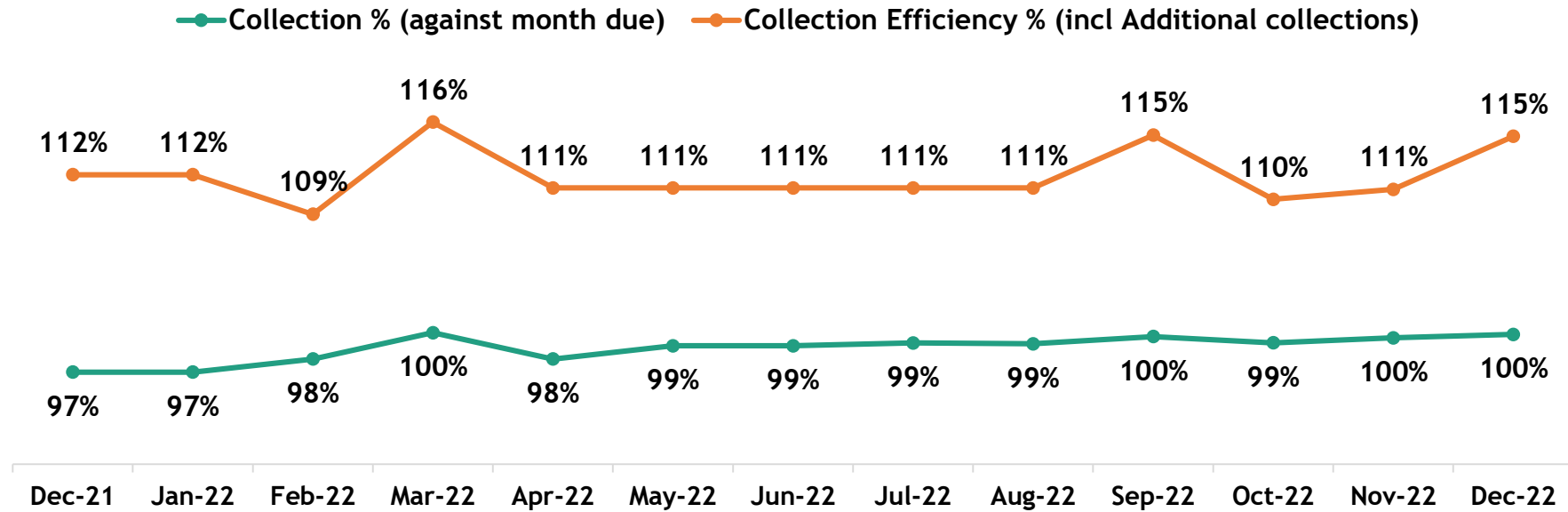
Product	Q3-FY22	Q2-FY23	Q3-FY23
Micro Group Loans	45,546	54,033	55,186
Individual Loan	1,19,957	1,15,552	1,22,185
MSE (ex-fintech)	32.0 lakhs	44.3 lakhs	40.0 lakhs
Affordable Housing	11.5 lakhs	12.1 lakhs	12.5 lakhs



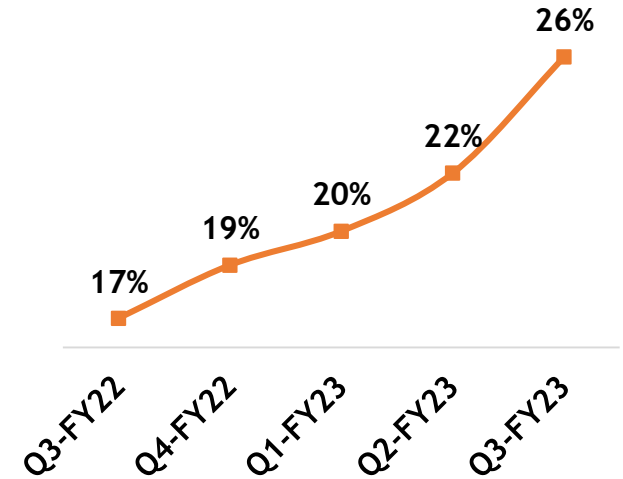
Sustained improvement in asset quality



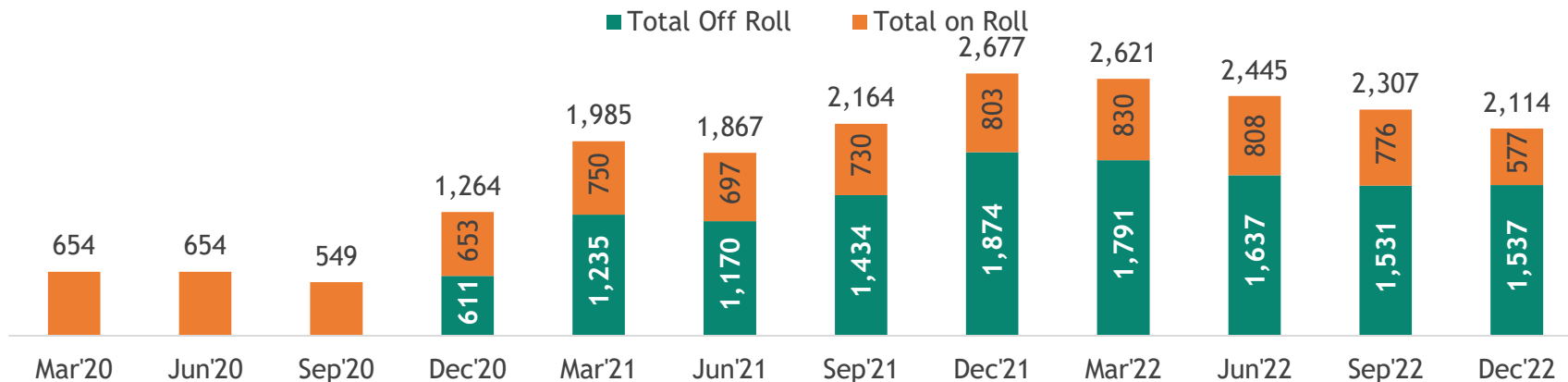
# COLLECTIONS SUSTAINING; NDA COLLECTIONS AT ~100%



## Cashless MB collections



## Collection team to gradually reduce... with NPA + restructured pool shrinking (Nos)



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

- Flexible & multiple modes of collections apart from traditional centre meetings/door-to-door collections
- Introduced various digital modes of repayment
- Expediting legal process for collections in secured book
- Data analytics driven prediction models based on Early Warning Triggers aiding in better collections





# COLLECTION EFFICIENCY

₹ Crore	Oct'22				Nov'22				Dec'22			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MGL+IL	1,048	1,046*	100%	72	1,088	1,090*	100%	78	1,092	1,097*	100%	99
MSE	26	22	87%	26	26	23	88%	24	26	23	88%	37
Affordable Housing	42	40	95%	29	44	41	95%	32	44	42	96%	47
FIG Lending	62	62	100%	0	49	49	100%	0	67	67	100%	0
Others	17	15	91%	4	17	15	91%	4	17	15	90%	4
<b>Total</b>	<b>1,195</b>	<b>1,185</b>	<b>99%</b>	<b>130</b>	<b>1,223</b>	<b>1,219</b>	<b>100%</b>	<b>138</b>	<b>1,245</b>	<b>1,244</b>	<b>100%</b>	<b>187</b>

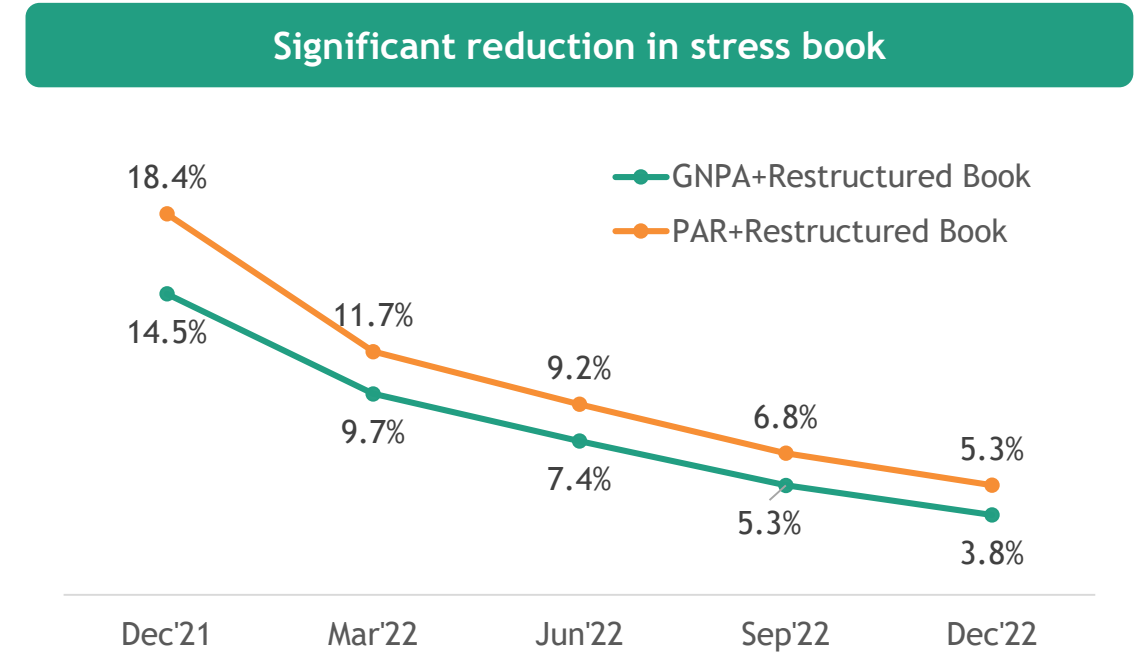
\* Including OD collection



# SIGNIFICANT REDUCTION IN RESTRUCTURED BOOK

Restructured Book			
₹ crores	RF 1.0	RF 2.0	Total
Micro Banking (GL + IL)	102	114	217
Affordable Housing	9	19	28
MSE	6	51	58
<b>Loan Book</b>	<b>117</b>	<b>185</b>	<b>302</b>
PAR	103	119	221
GNPA	100	99	198
Provisions	100	93	193
Dec'22 Collection efficiency %			98%

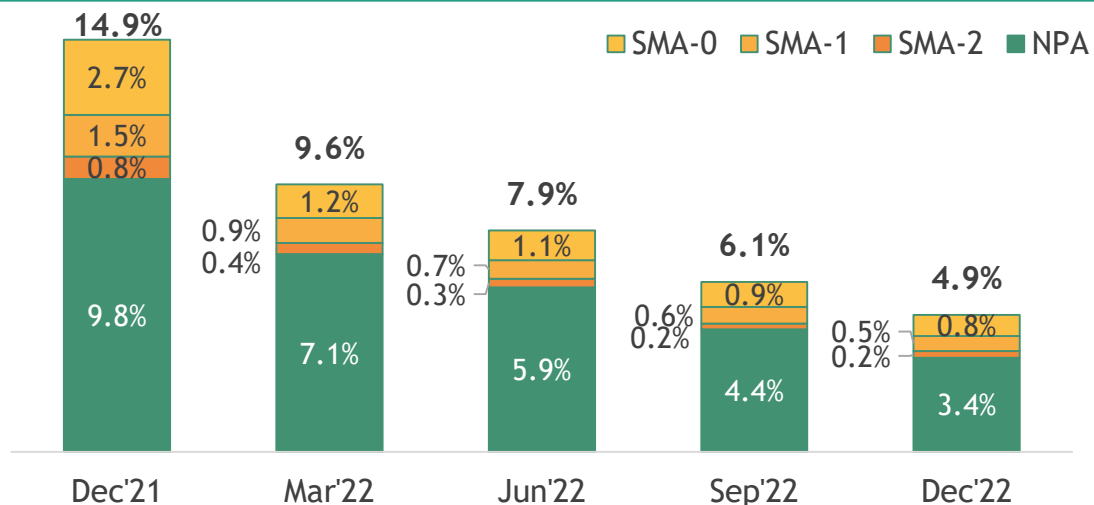
- 64% provision on outstanding Restructured Book
- RF 2.0 collection efficiency continues to be strong
- Significant reduction in Stress pool (Restructured + NPA), driven by:
  - Consistent collection across buckets
  - PAR/ GNPA has been reducing on absolute basis as fresh slippages have reduced significantly



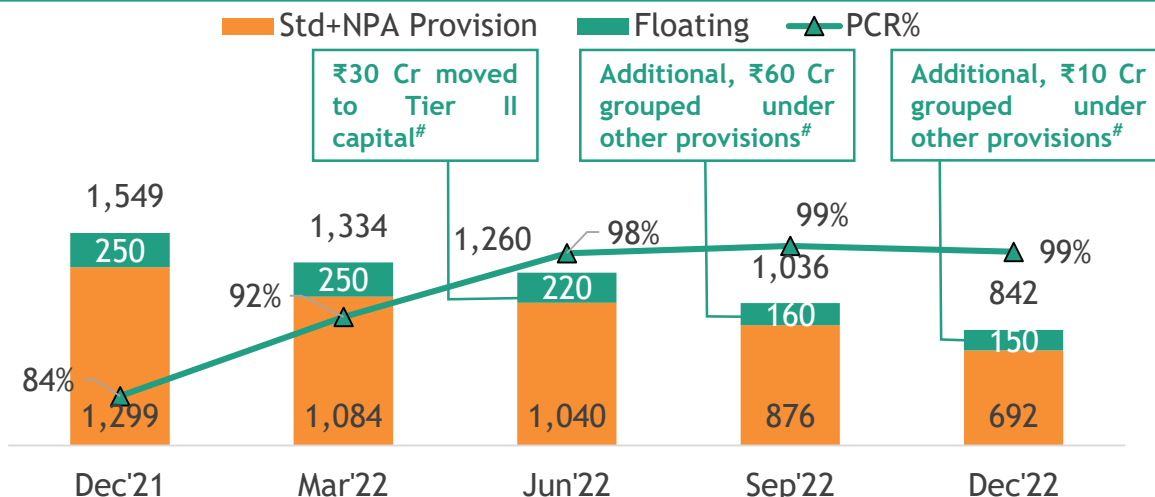


# SUSTAINED COLLECTIONS DRIVING BETTER ASSET QUALITY

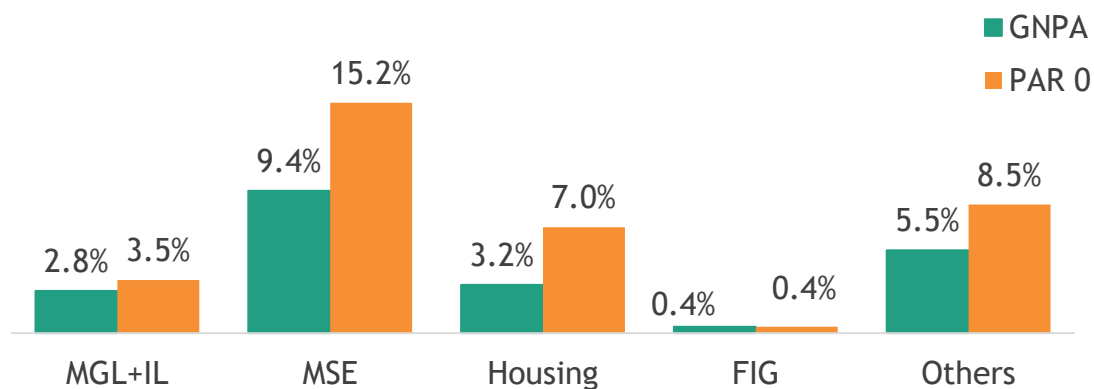
## Portfolio at Risk



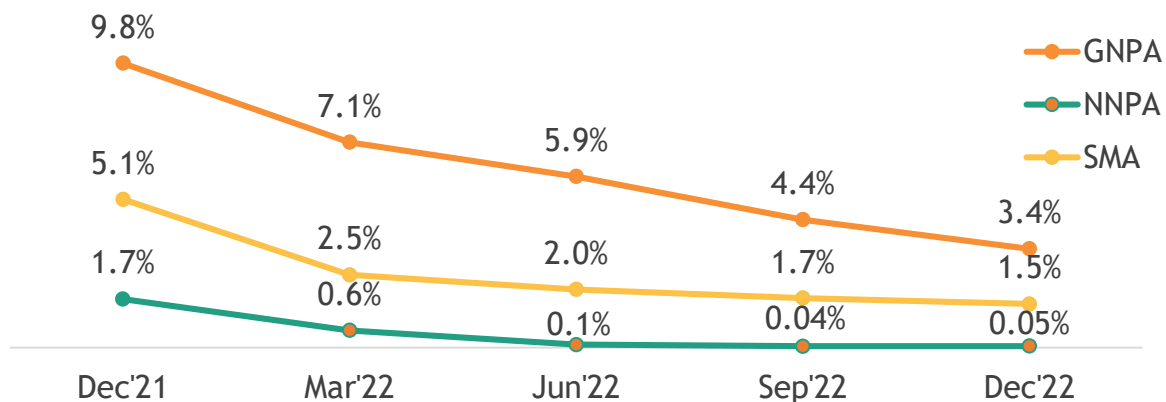
## Total Provision\* (₹ in cr) & PCR



## PAR 0 and GNPA (segment wise)



## NPA & SMA have shrunk significantly



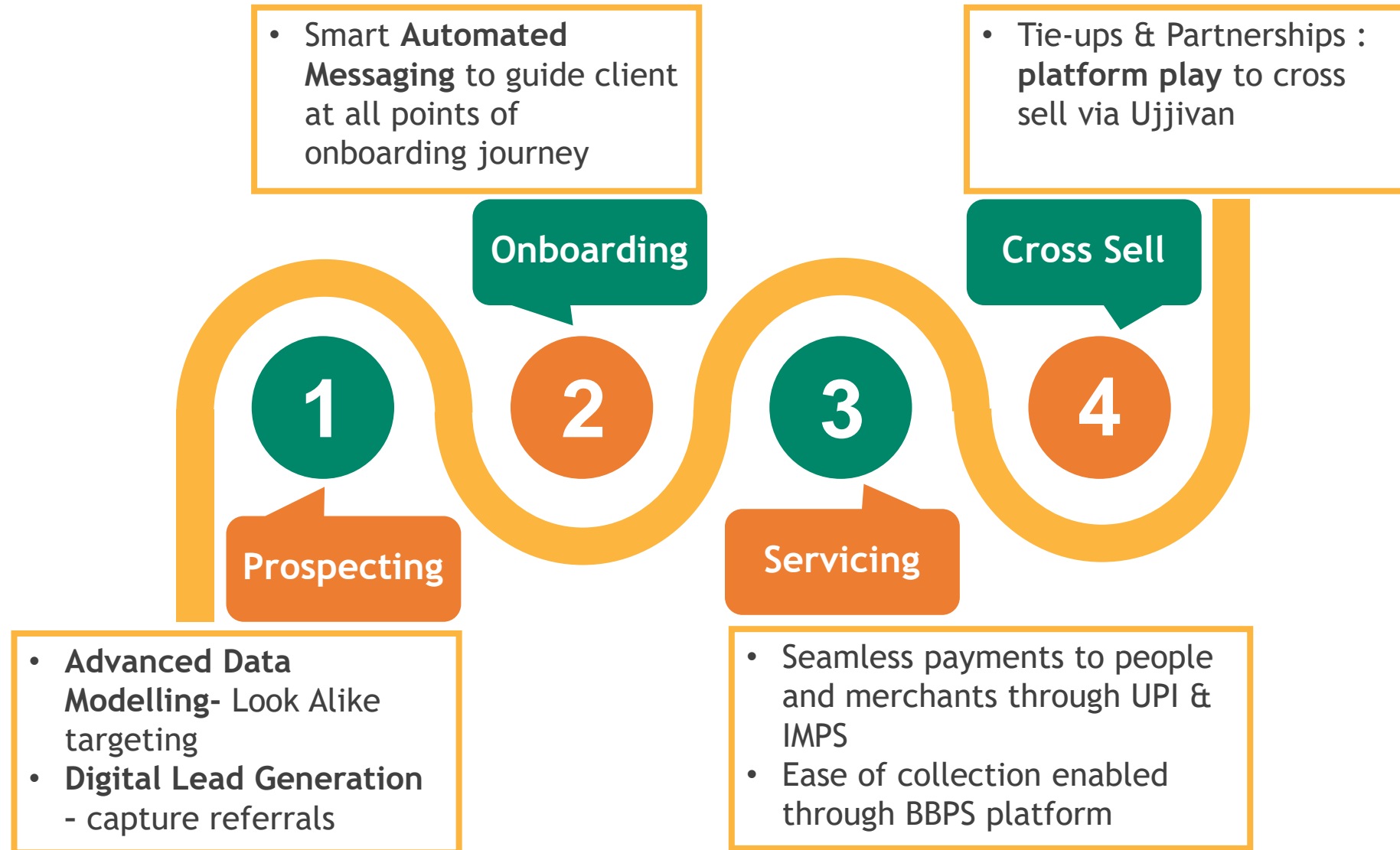
# The floating provision of ₹250 Cr continues to be on the books which can be utilized for making specific provisions in future during extraordinary circumstances, with prior approval from the RBI

\*On Gross Loan Book and excluding provisions utilised in Tier II and provisions grouped as other provisions



# Successfully driving digital journey

# DIGITAL END-TO-END THROUGH THE VALUE CHAIN



# HELLO UJJIVAN (VOICE, VISUAL & VERNACULAR MOBILE BANKING APPLICATION)



Hello Ujjivan went live on Google Playstore for Android users in Nov'22

01

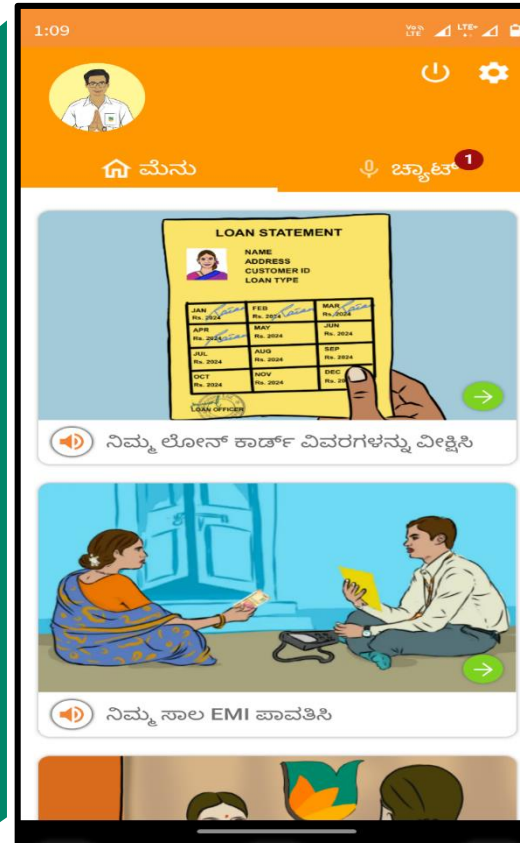
One of the best mobile banking app that will navigate the customer through voice, visuals and available in vernacular languages to aid unserved and underserved customer segments on digital platform

02

The users can use voice search option for easily understanding and adopt various functionalities of this app

03

This app will help in assisting customers in easily viewing balance & statements, transferring funds, booking deposits, repaying loan EMI, etc. conveniently in their vernacular language



VOICE



VISUAL



VERNACULAR

## How is it different from Regular Mobile Banking?

- Voice guidance for the users in 8 regional languages
- Chat bot option to assist customer in using the App
- Loan details and loan repayment option available in the application
- Pictorial presentation of the Banking features
- Targeted to aid unserved and underserved customer segments on digital platform

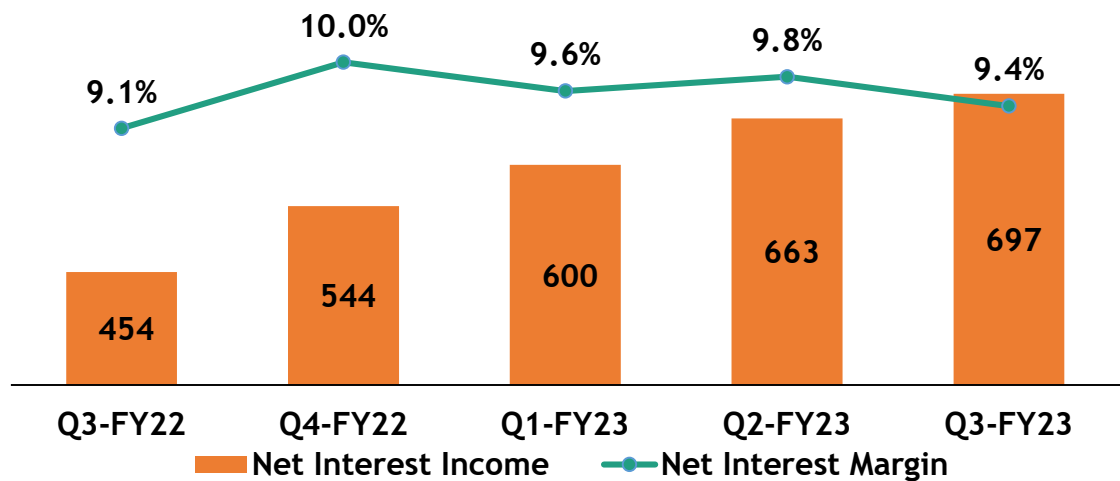


# Financial Overview

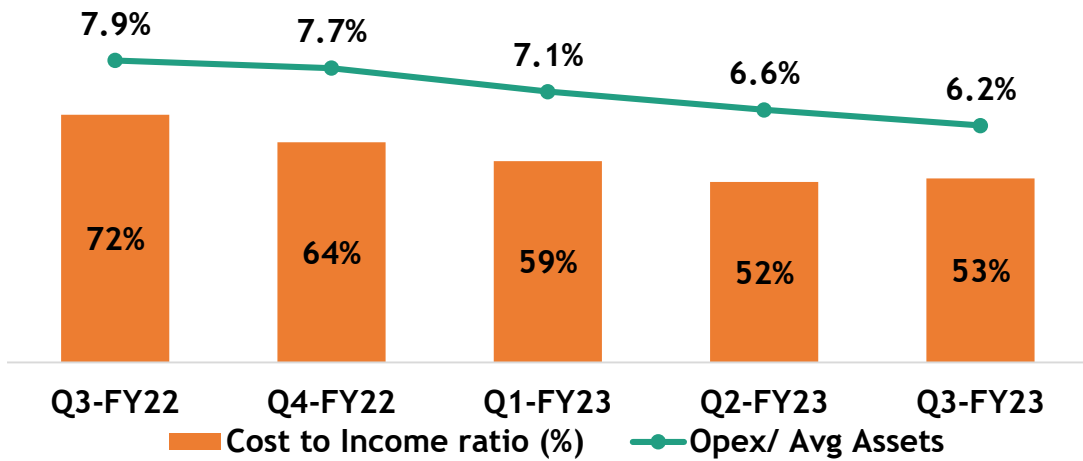


# FINANCIAL OVERVIEW

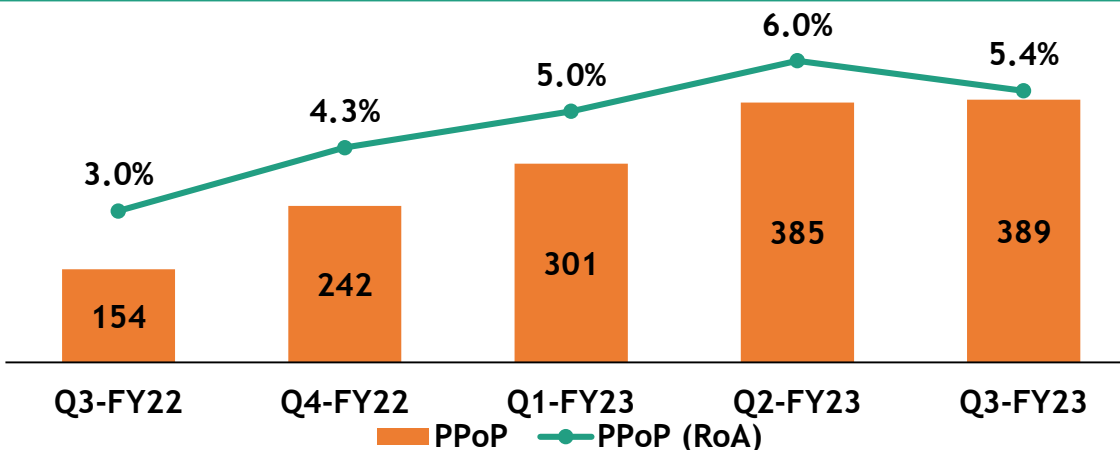
NII (₹ in crore) & NIM\*



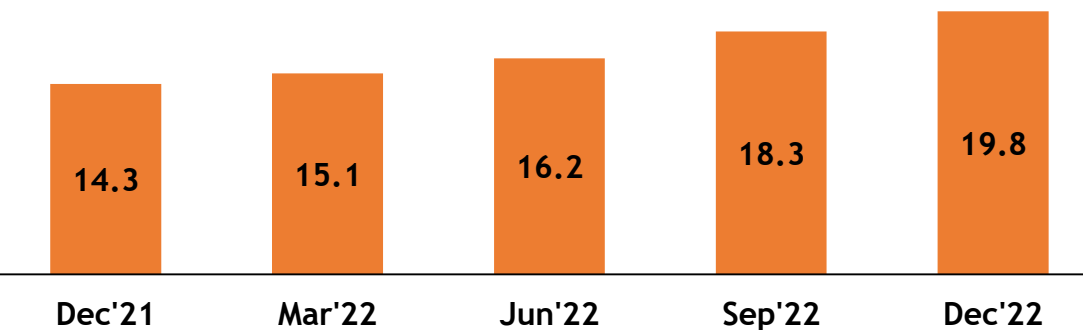
Cost to Income Ratio & Operating Expenses/ Average Assets (%)



Pre-Provision Operating Profit (₹ in Crore)



Book Value Per Share (in ₹)

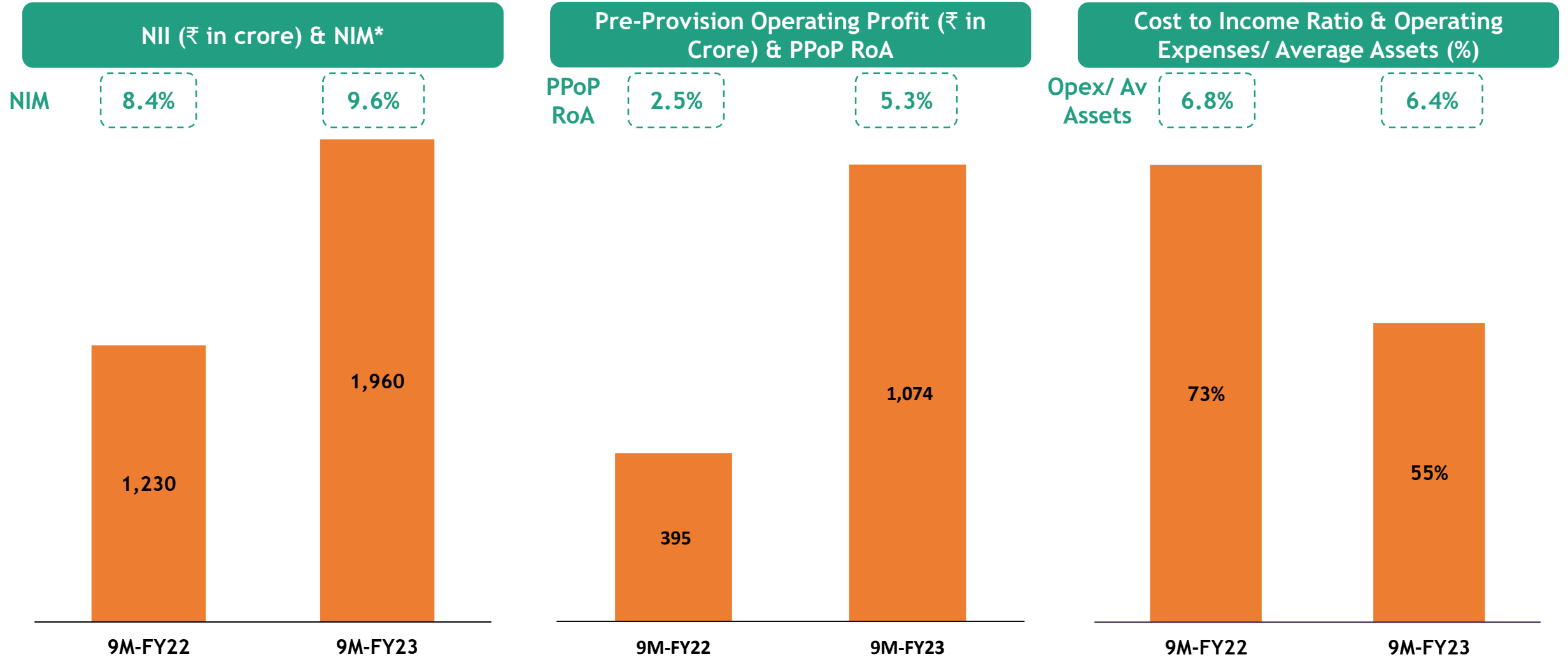


\* NIM based on total book including IBPC & Securitization





# FINANCIAL OVERVIEW - 9MFY23



\* NIM based on total loan book including IBPC & Securitization



# INCOME STATEMENT

Particulars (₹ in crore)	Q3-FY23	Q3-FY22	YoY Growth	Q2-FY23	QoQ Growth	9M-FY23	9M-FY22	YoY Growth
Interest Earned	1,082	708	53%	993	9%	2,980	1,995	49%
Other Income	139	104	34%	147	(5)%	410	233	76%
<b>Total Income</b>	<b>1,221</b>	<b>812</b>	<b>50%</b>	<b>1,140</b>	<b>7%</b>	<b>3,390</b>	<b>2,227</b>	<b>52%</b>
Interest Expended	385	254	51%	330	17%	1,020	765	33%
Personnel Expenses	229	222	3%	225	2%	679	589	15%
Operating Expenses	217	181	20%	200	9%	617	478	29%
<b>Total Cost</b>	<b>832</b>	<b>657</b>	<b>27%</b>	<b>755</b>	<b>10%</b>	<b>2,316</b>	<b>1,832</b>	<b>26%</b>
<b>Pre Provision Operating Profit</b>	<b>389</b>	<b>154</b>	<b>152%</b>	<b>385</b>	<b>1%</b>	<b>1,074</b>	<b>395</b>	<b>172%</b>
Credit cost	(0)	200	NM	(10)	NM	19	1,096	(98)%
Other provisions & contingencies	0	0	NM	(0)	NM	0	23	NM
Tax	96	(12)	NM	101	(5)%	264	(183)	NM
<b>Net profit for the period</b>	<b>293</b>	<b>(34)</b>	<b>NM</b>	<b>294</b>	<b>0</b>	<b>790</b>	<b>(541)</b>	<b>NM</b>



# TOTAL INCOME - BREAKUP

Particulars (₹ in crore)	Q3-FY23	Q3-FY22	Q2-FY23	9M-FY23	9M-FY22
Interest on loan	957	648	895	2,670	1,817
Int. on investments	118	60	88	287	178
Securitization Income	7	-	10	22	-
<b>Total Interest Earned</b>	<b>1,082</b>	<b>708</b>	<b>993</b>	<b>2,980</b>	<b>1,995</b>
Processing Fees	64	60	62	181	113
PSLC Income	-	-	15	24	2
Insurance Income	10	8	10	28	16
Bad Debt Recovery	34	13	26	90	22
Treasury	1	0	0	0	18
Misc. Income*	30	22	32	88	62
<b>Total Other Income</b>	<b>139</b>	<b>104</b>	<b>147</b>	<b>410</b>	<b>233</b>
<b>Total Income</b>	<b>1,221</b>	<b>812</b>	<b>1,140</b>	<b>3,390</b>	<b>2,227</b>

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



# BALANCE SHEET

Particulars (₹ in crore)	Dec-22	Sep-22	Dec-21
<b>CAPITAL AND LIABILITIES</b>			
Capital	2,155	2,155	1,928
Employees Stock Options Outstanding	47	46	40
Reserves and Surplus	1,862	1,569	706
Deposits	23,203	20,396	15,563
Borrowings	2,318	1,733	1,936
Other Liabilities and Provisions	876	886	1,026
<b>TOTAL</b>	<b>30,461</b>	<b>26,785</b>	<b>21,199</b>
<b>ASSETS</b>			
Cash and Balances with Reserve Bank of India	1,842	1,601	840
Balance with Banks and Money at Call and Short Notice	903	1,294	777
Investments	7,152	5,481	3,198
Advances	19,525	17,435	15,353
Fixed Assets	270	260	257
Other Assets	769	714	774
<b>TOTAL</b>	<b>30,461</b>	<b>26,785</b>	<b>21,199</b>



# HEALTHY CAPITAL ADEQUACY

(₹ in Crore)

	Dec'21	Mar'22	Jun'22	Sep'22	Dec'22
Credit Risk Weighted Assets	11,963	12,879	12,956	13,726	15,369
Tier I Capital	2,114	2,279	2,423	3,208	3,511
Tier II Capital*	170	166	172	457	488
<b>Total Capital</b>	<b>2,284</b>	<b>2,446</b>	<b>2,595</b>	<b>3,665</b>	<b>3,999</b>
CRAR	19.09%	18.99%	20.03%	26.70%	26.02%
Tier I CRAR	17.67%	17.70%	18.70%	23.37%	22.84%
Tier II CRAR	1.42%	1.29%	1.33%	3.33%	3.18%
Floating Provision considered in Tier II out of 250 Cr	-	-	30	30	30

Entire Floating provision of ₹250 Cr created in Jun'21 continues to be there on books and can be utilized for making specific provisions in extraordinary circumstances with prior approval of RBI. Including ₹ 250 Cr of floating provision, total provision on gross loan book are at ₹ 1,290 Cr as of 30th Jun'22/ ₹ 1,126 Cr as of 30th Sep'22 / ₹ 942 Cr as of 31st Dec'22.

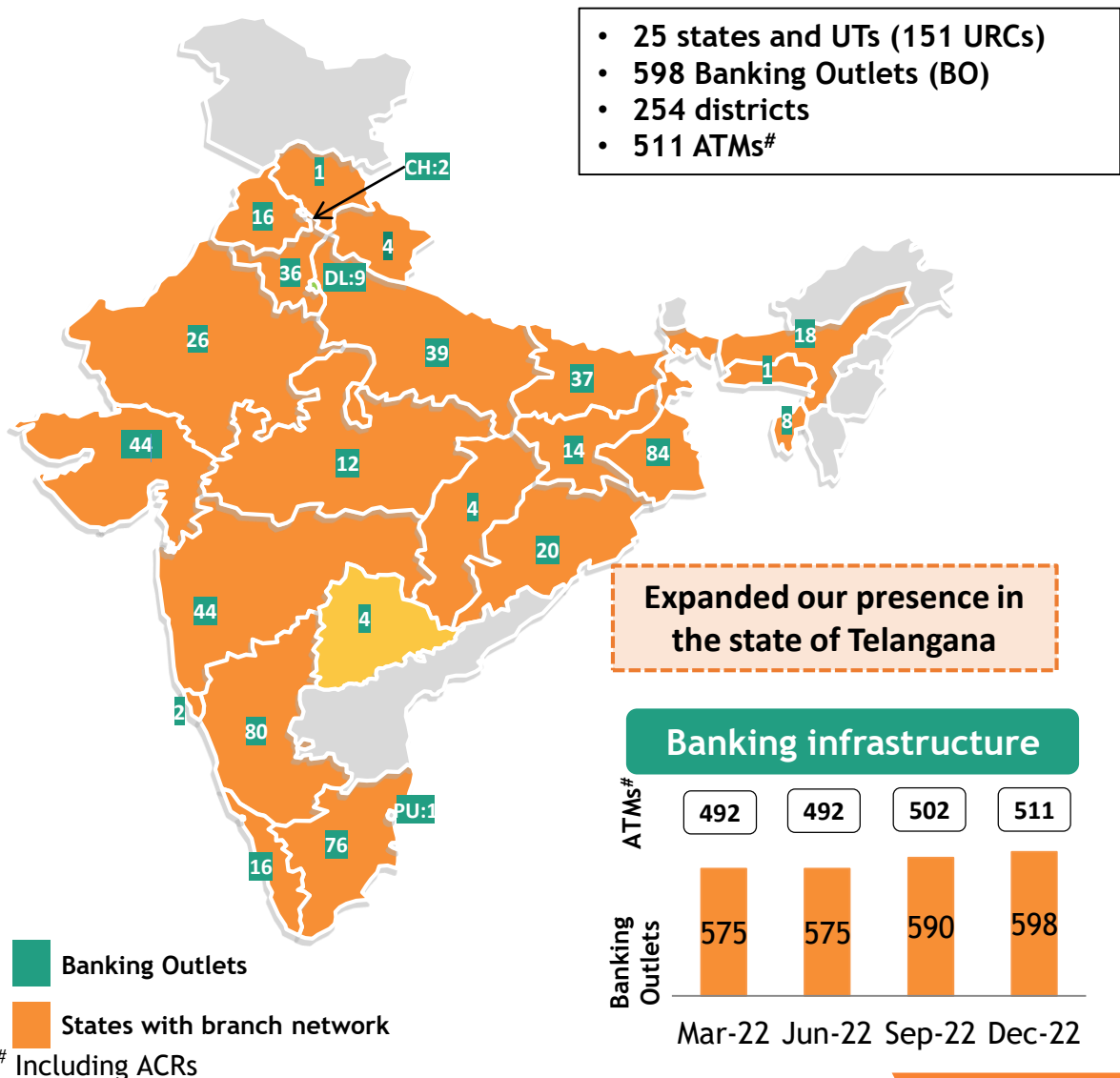
For FY 21 - 22 ₹250 Cr was utilized towards NNPA/ PCR calculation;

During June 2022, the Bank had utilized ₹220 Cr for NNPA/ PCR calculation and ₹30 Cr was utilized as part of Tier II capital; As a result of sustained recovery efforts and continued improvement in the Banks portfolio leading to reduction in GNPA of the Bank, in the current quarter only ₹150 Cr is utilized for NNPA/ PCR calculation, ₹30 Cr has been utilized as part of Tier II capital. The balance ₹70 Cr has been grouped as part of other provisions without utilising the same towards Tier II capital, this amount continues to be earmarked for utilization for NNPA/PCR (as and when needed).

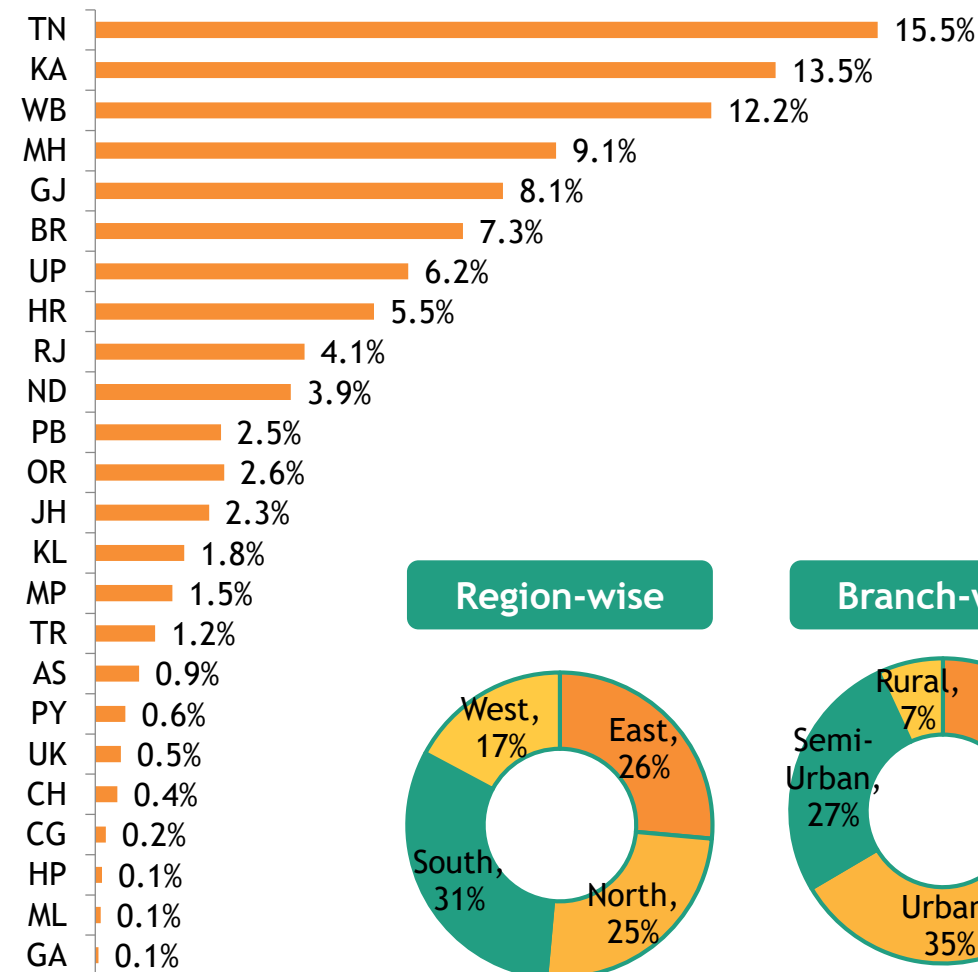


# Ujjivan - Building a Mass Market Bank

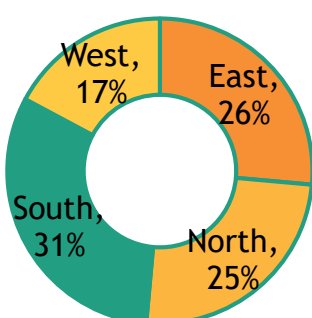
# WELL DIVERSIFIED PAN INDIA PRESENCE; ADDED 8 NEW BRANCHES DURING THE QUARTER



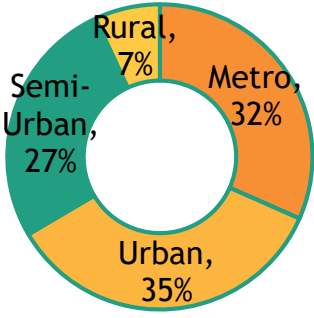
## Gross Loan Books (Dec'22)



### Region-wise



### Branch-wise



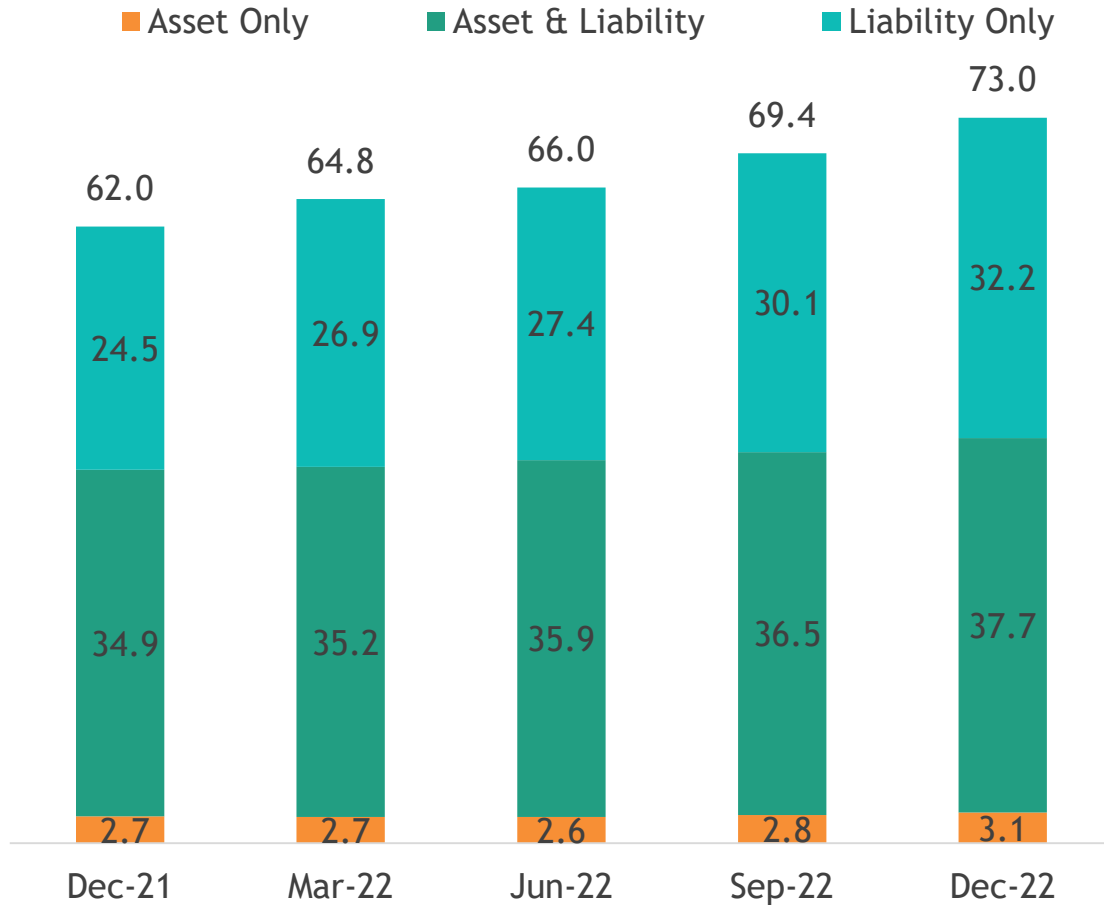
Total Gross Loan Book - ₹ 21,895 Cr\*

\*Includes IBPC and securitization

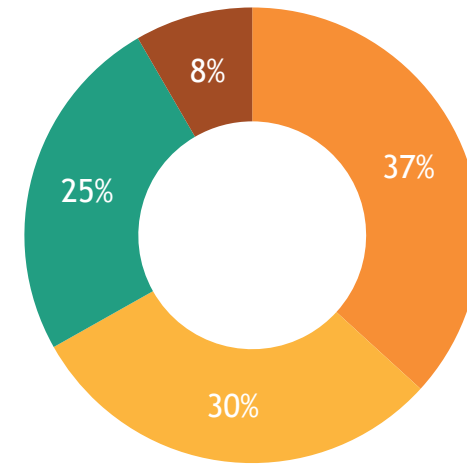


# EXPANDING LIABILITY CUSTOMER BASE

## Customer Base Growth



## Customer Base - Basis of Branch Classification



Urban Semi-urban Metro Rural

\*Semi-Urban branches largely cater to rural customers

- Liability customers grew by 18% Y-o-Y
- New customer acquisition continues with the uptrend during the quarter
- Net Liability only customer addition at 2.1 lakhs
- Borrower base picking up pace with 1.4 lakhs net addition in Q3 vs 0.8 lakhs in Q2



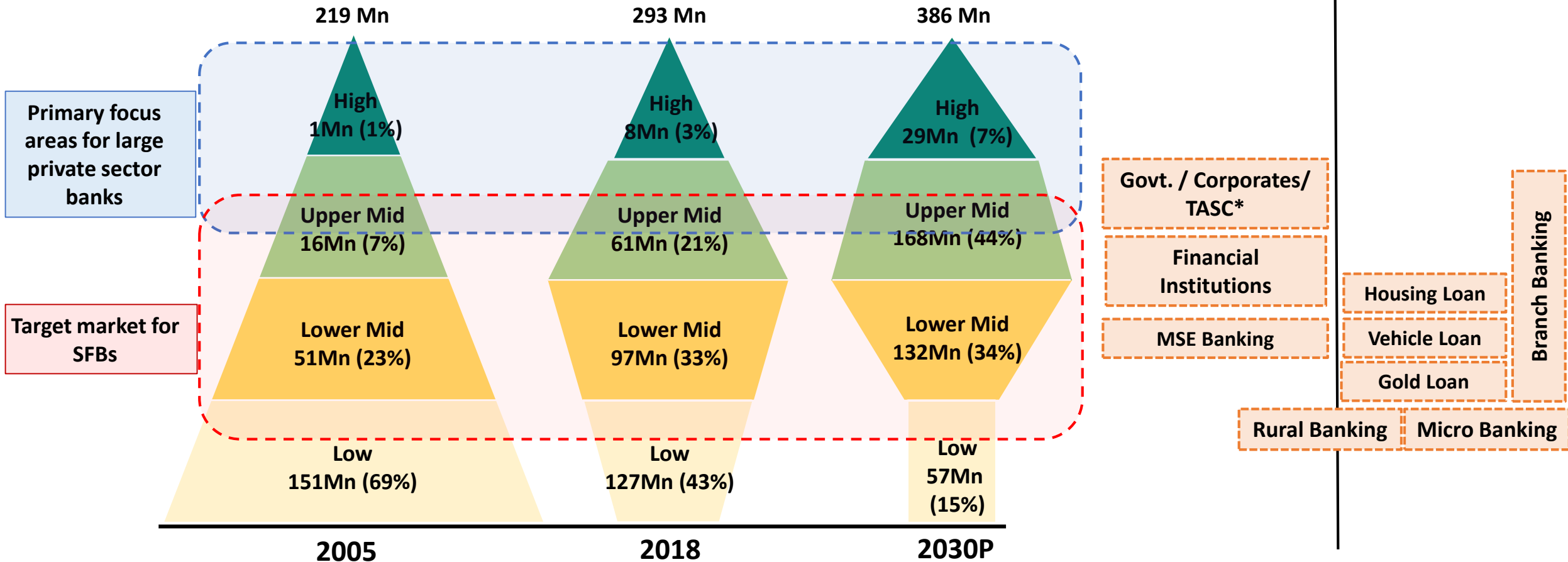


# WELL PLACED TO GAIN FROM EVOLVING COUNTRY DEMOGRAPHICS

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

Bank's Enterprise Products

Bank's Individual Products

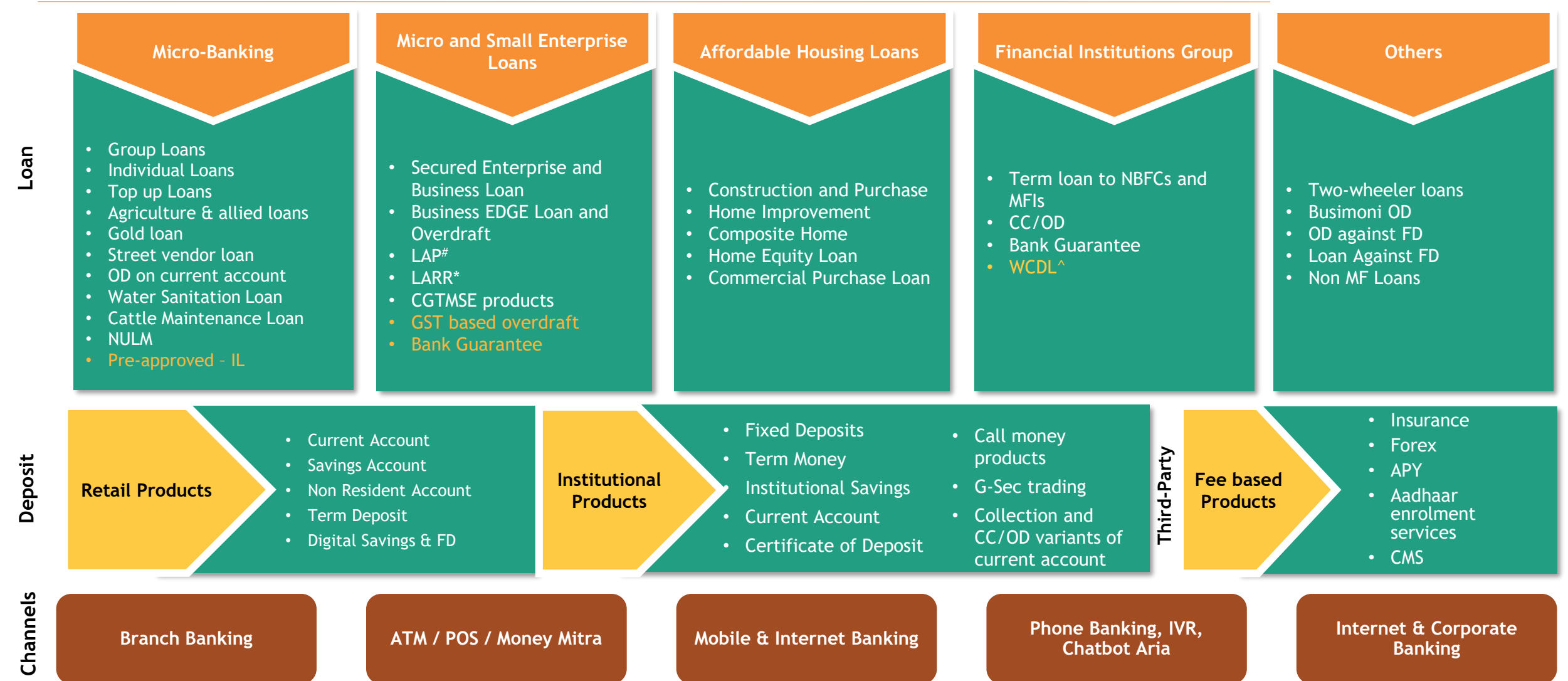


\*Trusts, Associations, Societies and Clubs

\*Source: PRICE Projections based on ICE 360<sup>0</sup> Surveys (2014, 2016, 2018); Note: Low income: <\$4,000, Lower-mid: \$4,000-8,500, Upper-mid: \$8,500-40,000, High income: >\$40,000 basis income per household in real terms; Projections with annual GDP growth assumed at 7.5%;



# COMPREHENSIVE SUITE OF PRODUCTS & SERVICES



Products highlighted in yellow are WIP

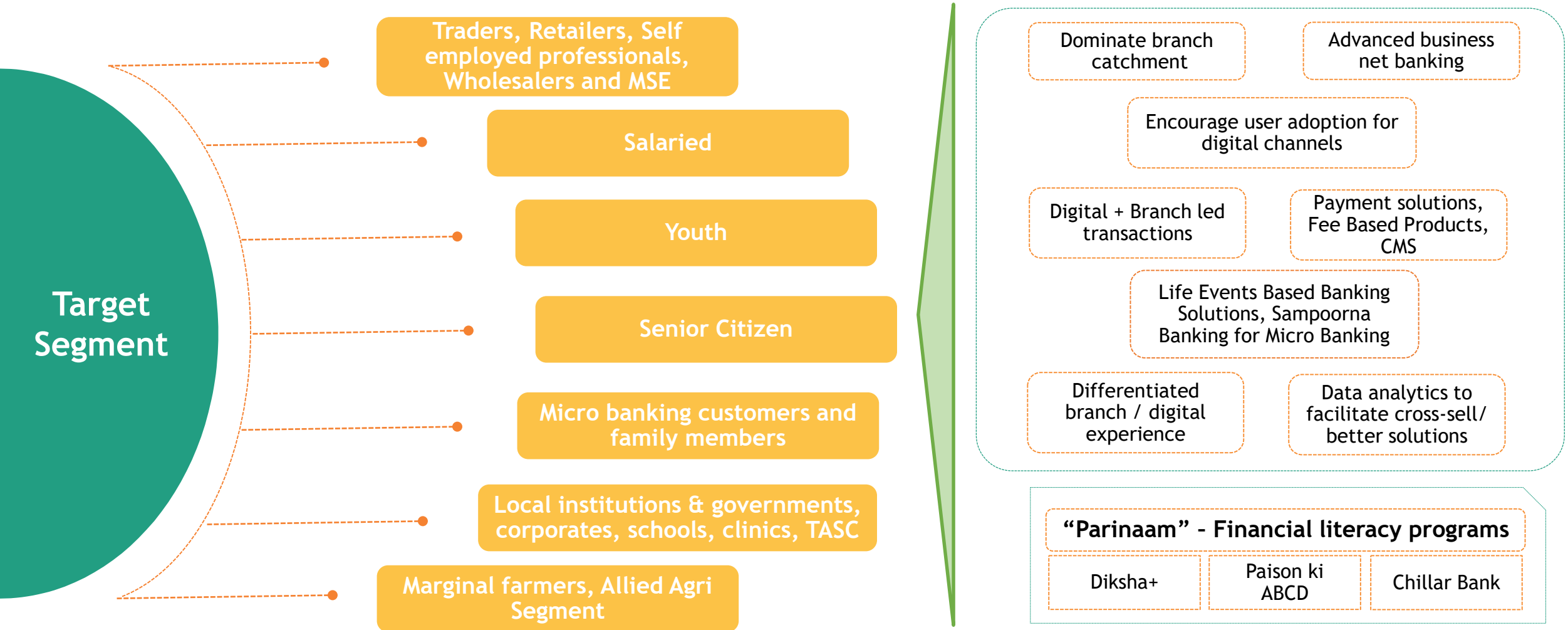
\* Loan against Rent Receivables

# Loan against property

^Working capital demand loan



# BUILDING STABLE AND GRANULAR LIABILITY BASE



Continually increasing Retail deposit base: ₹ 14,284 Cr (62% of deposits) vs Dec'21: ₹ 8,324 Cr (53% of total deposits) Y-o-Y



# OTHER INCOME - DIVERSIFYING REVENUE STREAMS

## Third Party Products

₹ 10 crore in Q3FY23

### 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

Nil crore in Q3FY23

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

## Fee-Based & others

₹ 129 crore in Q3FY23

- Processing fess
- AMC/NACH/ CMS Fee
- Treasury Income
- BG Commission
- 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
- Access Management - Single sign in for all accounts, Easy access to multiple relationships with one app
- High volume bulk upload facility
- Customizable client centric approval matrix



### ATMs

- 511 ATMs including 59 ACR\* machines
- Customer alerts for each incorrect PIN entry & Green PIN facility 24/7 for PIN change
- Empowering customers to block/unblock debit card & set transaction limits through ATMs
- 13 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
- TD booking for existing customers
- VKYC and Video Banking services
- Phone Banking Supported in 13 Languages
- NR separate Line



### Mobile App

- Nine languages option - English, Hindi, Kannada, Tamil, Bengali, Marathi, Gujarati, Punjabi and Odiya.
- Implemented Device Binding for both android and iOS users for making app usage more safe and secure
- Hello Ujjivan went live on Google Playstore for Android users in Nov'22
- One of the best mobile banking app that will navigate the customer through voice, visuals and available in vernacular languages to aid unserved and underserved customer segments on digital platform
- More details in our digital section

\* Automated Cash Recycler



# STRONG INDEPENDENT BOARD (1 / 2)

Name	Education	Experience
<b>Ittira Davis</b> <i>Managing Director and CEO</i>	PGDM, Indian Institute of Management, Ahmedabad	International banker with 40+ years of banking experience having worked extensively in the Middle East and Europe. Was previously associated with Europe Arab Bank, Citibank in India and the Arab Bank Group in the Middle East. Joined Ujjivan in Mar'15 to manage the transition to an SFB. He was MD & CEO of UFSL for Jul'18 -Mar'21
<b>Banavar Anantharamaiah Prabhakar</b> <i>Chairman and Independent Director</i>	Commerce graduate, University of Mysore, 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>Samit Kumar Ghosh</b> <i>Non-Executive Director</i>	MBA, Wharton School of Business, 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>Rajni Mishra</b> <i>Independent Director</i>	M.Com (Gold Medallist), 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 was the chairperson and Independent Director of NCL Buildtek limited, Hyderabad
<b>Ravichandran Venkataraman</b> <i>Independent Director</i>	Qualified FCCA (UK), ACMA (UK), Program for CFOs with Wharton Business School	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.



# STRONG INDEPENDENT BOARD (2/2)

Name		Education	Experience
<b>Rajesh Kumar Jogi</b> <i>Independent Director</i>		Bachelor of Arts (Economics), Fellow member ICAI, Advanced Management Program from Harvard Business School	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>Independent Director</i>		B.Com (Honors) C.A., Grad ICWA, CS	Finance professional with a rich experience of over two decades in various organizations & a decade as practicing chartered accountant. She is the founding partner of S. Rao & Associates, Chartered Accountants, Bangalore and founder of Mani Capital. She was the MD & CEO (2017-18) and Chief Financial Officer (2008-17) of UFSL
<b>Satyaki Rastogi</b> <i>Non-Executive Director</i>	<i>Nominee</i>	Engineering graduate, NIT Kozhikode	Serves as General Manager and Regional Head at Bengaluru office of SIDBI
<b>PN Raghunath</b> <i>Additional Director Nominated by RBI</i>	<i>Director-</i>	MBA (Banking & Finance), Diploma in International Banking & Finance, Diploma in Business Finance	Heads the foreign exchange department of the Reserve Bank of India, Bengaluru Office. He has experience in the areas of Public Accounts, Public Debt Management, Foreign exchange management and Data Centre of the Reserve Bank. Before joining the Reserve Bank of India, he worked as an officer in State Bank of Hyderabad for three and half years
<b>Anita Ramachandran</b> <i>Independent Director</i>		MBA from Jamnalal Bajaj Institute	HR expert with over 40 years of experience as a management consultant. Began her career with AF Ferguson & Co and has worked in a wide range of areas. Founded Cerebrus Consultants in 1995 to focus on HR advisory services, including Organisation transformation. Has been an Independent Director on various Boards for the last 20 years.



# EXPERIENCED MANAGEMENT TEAM (1 / 2)

Name & Designation	Prior association	Education
<b>Ittira Davis</b> <i>MD &amp; Chief Executive Officer</i>	UFSL, Europe Arab Bank, Arab Bank, Citi Bank, Bank of America	<ul style="list-style-type: none"><li>• MBA, IIM Ahmedabad</li><li>• B.Com, St. Joseph College of Commerce, Bangalore</li></ul>
<b>Carol Furtado</b> <i>Chief Business Officer (CBO)</i>	UFSL, ANZ Grindlays Bank and Bank Muscat	<ul style="list-style-type: none"><li>• B.Sc, Bangalore University</li><li>• PGDM, Mount Carmel Institute</li></ul>
<b>Martin Pampilly</b> <i>Chief Operating Officer (COO)</i>	UFSL, ANZ Grindlays Bank, Bank Muscat and Centurion Bank of Punjab	<ul style="list-style-type: none"><li>• B.Sc. Computer Science, University of Bangalore</li></ul>
<b>Arunava Banerjee</b> <i>Chief Risk Officer (CRO)</i>	State Bank of India, Standard Chartered Bank and Bahraini Saudi Bank	<ul style="list-style-type: none"><li>• MA Economics, Calcutta University</li><li>• Associate of the Indian Institute of Bankers</li></ul>
<b>Ashish Goel</b> <i>Chief Credit Officer</i>	ICICI Bank, Marico Industries, Godrej & Boyce	<ul style="list-style-type: none"><li>• PGDM (Marketing &amp; Finance), XIM, Bhubaneswar</li><li>• B.Tech (Mechanical Engineering), Kurukshetra</li></ul>
<b>M D Ramesh Murty</b> <i>Chief Financial Officer</i>	Karur Vysya Bank, Commercial Bank International, Mashreq Bank, ANZ Grindlays Bank	<ul style="list-style-type: none"><li>• Chartered Accountant, ICAI</li><li>• General Management Program, Harvard Business School</li></ul>
<b>Ashwin Khorana</b> <i>Chief Information Officer</i>	ING Vyasa Bank (Now Kotak Mahindra Bank), Jana SFB, Standard Chartered Bank	<ul style="list-style-type: none"><li>• Advance Management Program, IIMB</li></ul>
<b>Brajesh Joseph Cherian</b> <i>Chief Compliance Officer</i>	The South Indian Bank, Axis Bank	<ul style="list-style-type: none"><li>• MBA in Finance, Sikkim Manipal University</li><li>• B.Pharm, Dr. M.G.R. Medical University</li></ul>
<b>Chandralekha Chaudhuri</b> <i>Head – Human Resources</i>	UFSL	<ul style="list-style-type: none"><li>• BBA, LLB – Symbiosis School of law</li><li>• PGCHRM -HR, XLRI</li></ul>





# EXPERIENCED MANAGEMENT TEAM (2/2)

Name & Designation	Prior association	Education
<b>Vibhas Chandra</b> <i>Business Head of MicroBanking</i>	UFSL	<ul style="list-style-type: none"> <li>PGDBM (Rural Management), XIM, Bhubaneswar</li> </ul>
<b>Sumit Thomas</b> <i>Head of Branch Banking</i>	ING Vysya Bank (Now Kotak Mahindra Bank), HDFC Bank	<ul style="list-style-type: none"> <li>Ex-PGDM, Symbiosis Institute of Management Studies</li> </ul>
<b>Sriram Srinivasan</b> <i>Chief – Digital Officer</i>	Citibank, Standard Chartered Bank, HSBC, Digital14	<ul style="list-style-type: none"> <li>PGDM – IIM, Bangalore</li> <li>BE (Hons) in EEE – BITS, Pilani</li> </ul>
<b>Parmeet Singh Grover</b> <i>Chief Vigilance Officer</i>	Page Point Services, ZIP Telecom, ICICI Bank, Yes Bank Ltd.	<ul style="list-style-type: none"> <li>Master of Management Studies – MMS</li> </ul>
<b>Sanjeev Barnwal</b> <i>Company Secretary &amp; Head of Regulatory Framework</i>	UFSL, SBEC Sugar Ltd, Elite Stock Management Ltd., CMC Ltd, SMC Capital Ltd,	<ul style="list-style-type: none"> <li>Company Secretary from the Institute of Company Secretaries of India</li> </ul>
<b>Premkumar G</b> <i>Head of Admin, Infrastructure and Social Services</i>	UFSL, Paul D Souza & Associates, One World Hospital	<ul style="list-style-type: none"> <li>Bachelor of Commerce</li> </ul>
<b>Rajeev Padmanabh Pawar</b> <i>Head Of Treasury</i>	Growmore Research, Kotak Mahindra, Daewoo Securities, American Express, Standard Chart., Edelweiss	<ul style="list-style-type: none"> <li>Master of Business Administration</li> </ul>
<b>Sathyananda S Prabhu</b> <i>Head Of Audit</i>	Canara Bank, Auditime Information System, Laxmi Vilas Bank, Equitas SFB.	<ul style="list-style-type: none"> <li>Master of Financial Management – MFM</li> </ul>
<b>Parag Kumar Srivastava</b> <i>Head Of Financial Institutions Group</i>	Kotak Mahindra Bank, MCX Ltd, Stock Holding Corporation of India	<ul style="list-style-type: none"> <li>Master of Business Administration</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



## 18<sup>th</sup> IBA Technology Conference, Expo & Awards

Payment and small finance bank category:-  
Best IT Risk Management  
Special Prize – Best AI&ML Adoption Bank  
Special Prize – Best Fintech Collaboration



## FICCI MSME Ecosystem Awards Unique Credit product for MSMEs'



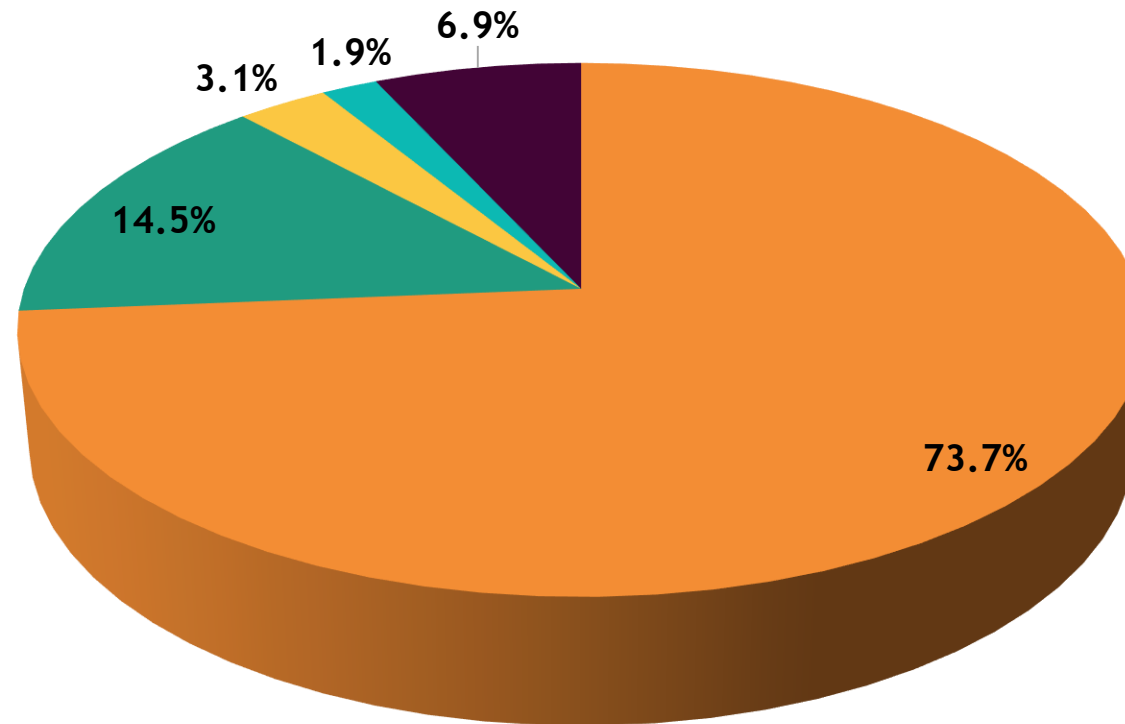
## IBSi Global FinTech Innovation Awards 2022

Best Risk Management Implementation  
Category:-  
Best Project Implementation  
Most Impactful project



# SHAREHOLDING PATTERN - DEC'22

Raised ₹ 475 Cr via fresh equity issuance in Q2FY23; complying with Minimum Public Shareholding requirement



■ Promoter\* ■ MF ■ Insurance Companies ■ Resident Individuals/HUF ■ Foreign investors ■ Alternative Investment Fund ■ Others

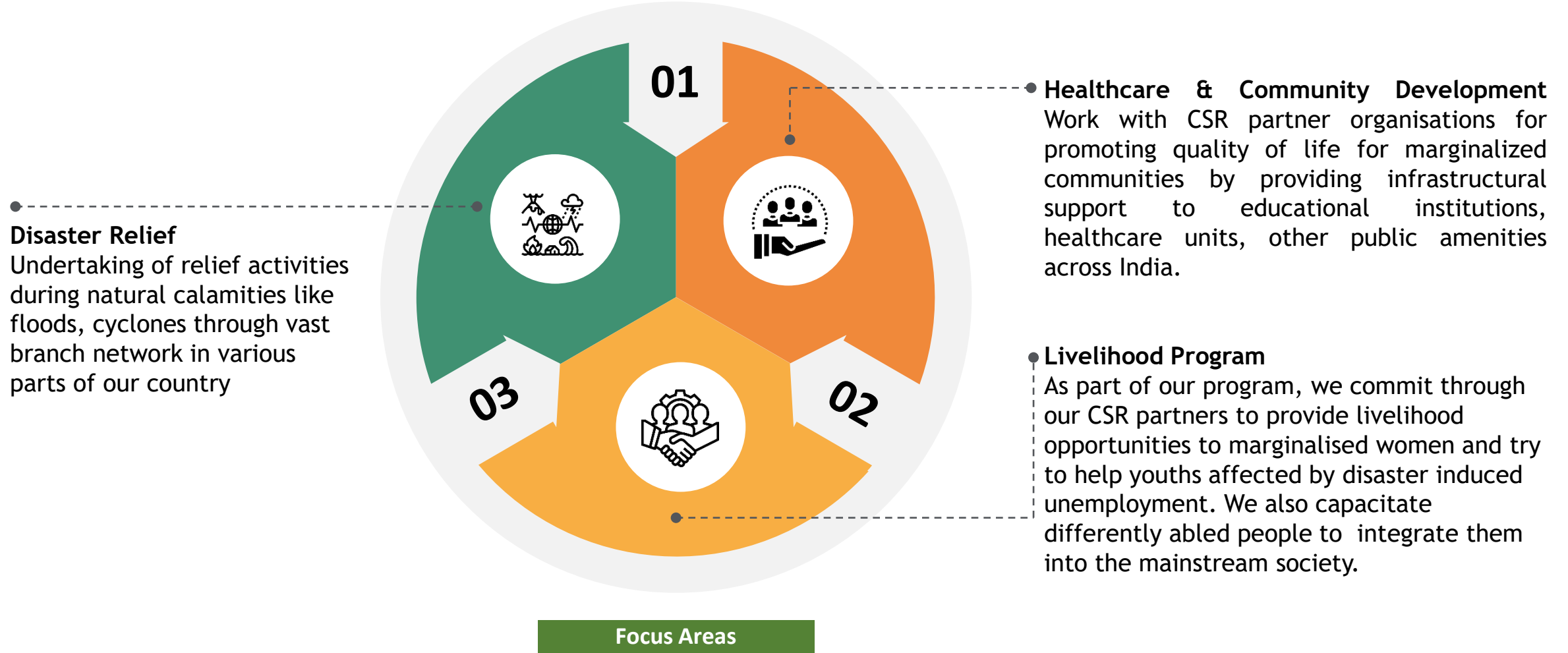
\*Promoter is Ujjivan Financial Services Ltd which is a Core Investment Company and listed on NSE/ BSE

# UJJIVAN: SUSTAINABLE & INCLUSIVE GROWTH PHILOSOPHY



## Our CSR Approach

We constantly strive to ensure strong corporate culture which emphasizes on integrating CSR values with business objectives. We work with communities in navigating the unprecedented challenges primarily focused on healthcare, disaster relief, Covid relief, livelihood for specially abled people, education, and community infrastructure development.





# HIGHLIGHTS



Under skilling and livelihood generation programs total 350 candidates will be trained. As on Q3, a total of 264 candidates have completed the training and 50 women are presently undergoing training.



As on Q3, a total of 168 candidates have been successfully placed through the training programs by our partners Cheshire Disability Trust and Divya Nur Foundation. Average income for the placed candidates is approx. ₹ 12,000



Our initiative “Sustainable livelihood generation for women”, a total of 50 women are being trained. Anticipated average income of these women is ₹ 9,000



Through our flagship program “Chote Kadam project”, over 6.21+ Lakh community members were benefitted through the projects delivered



Under Disaster relief, Ujjivan organised health camp in Kamrup, Nagaon Mirza, Baihata locations benefitting 700+ beneficiaries which were badly affected by floods in the month of September and November



*Health Camps in East Region*



*Orphanage Development at Uttarahalli*

# HIGHLIGHTS



States and UTs Covered

12



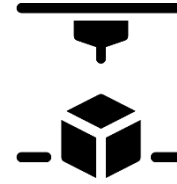
Total community members benefitted

6,21,000+



Women undergoing training

50



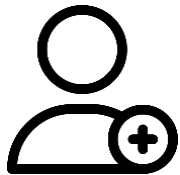
Plastic Compactor installed

1



People benefitted under health camp

700+



Beneficiaries to be trained

350



Total Trained Candidates

264



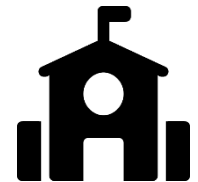
Healthcare facilities renovated

14



Total Placed Candidates

168



Schools/ Orphanage Renovated

2

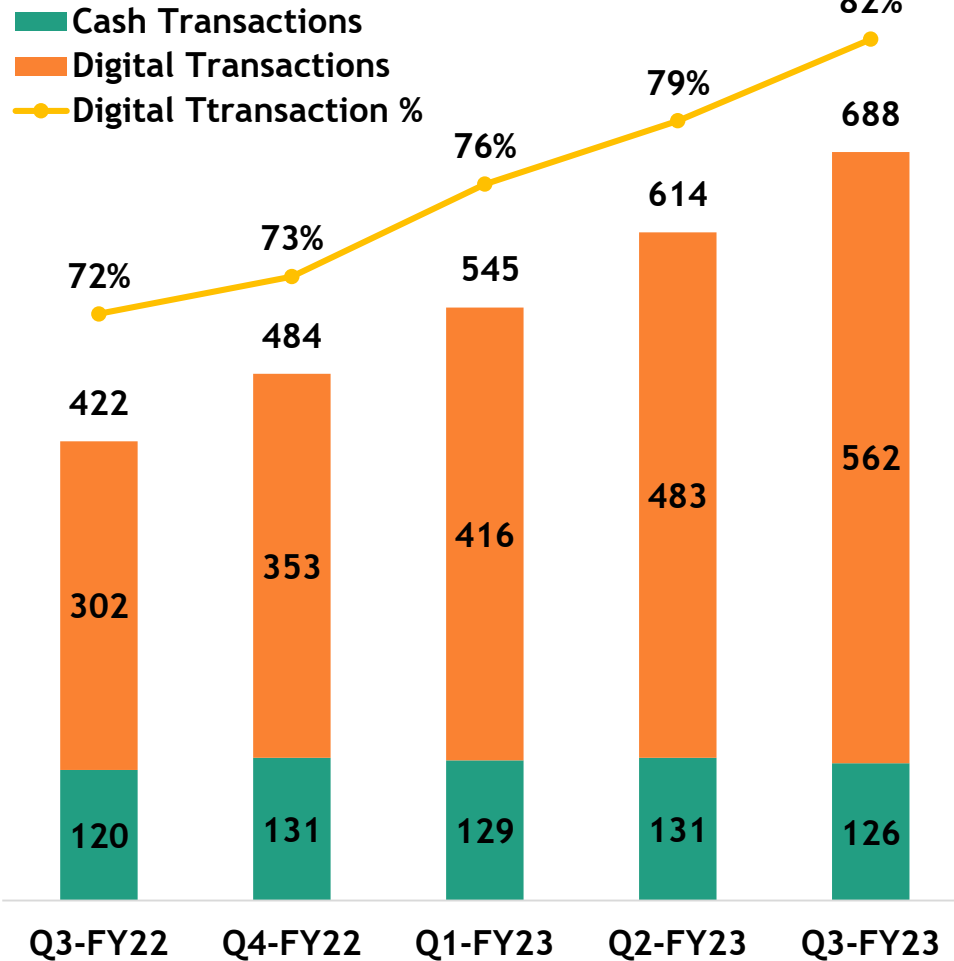




# INCREASING DIGITAL TRANSACTIONS (1/2)

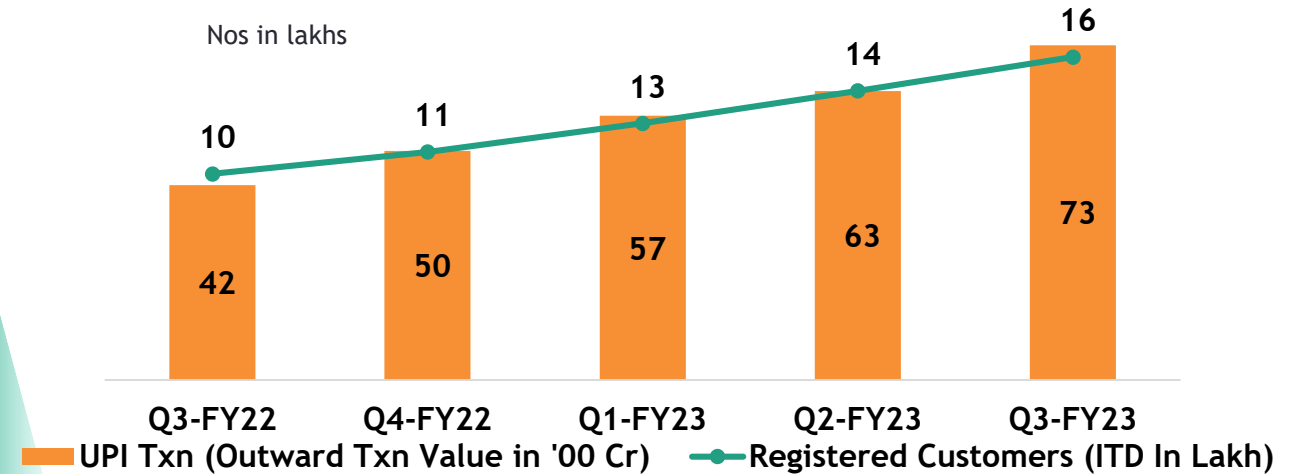
## Increasing Digital Transactions\*

Nos in lakhs

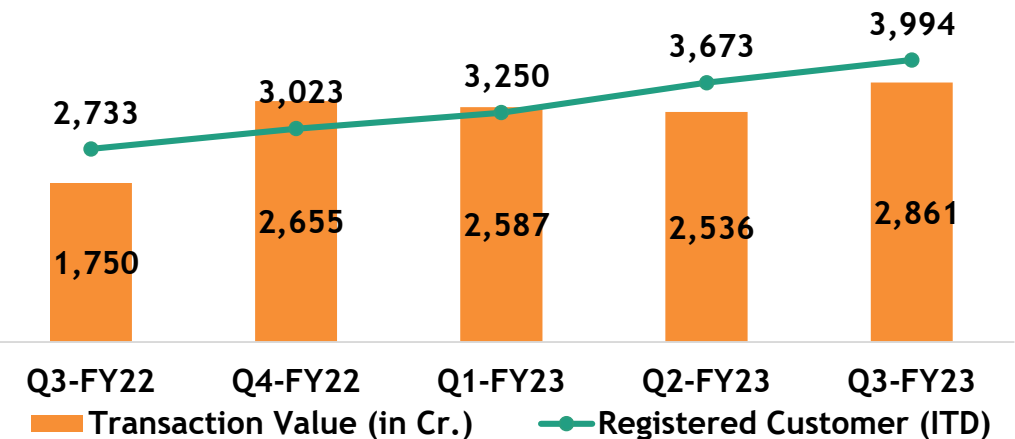


## UPI Transactions

Nos in lakhs



## Business Net Banking



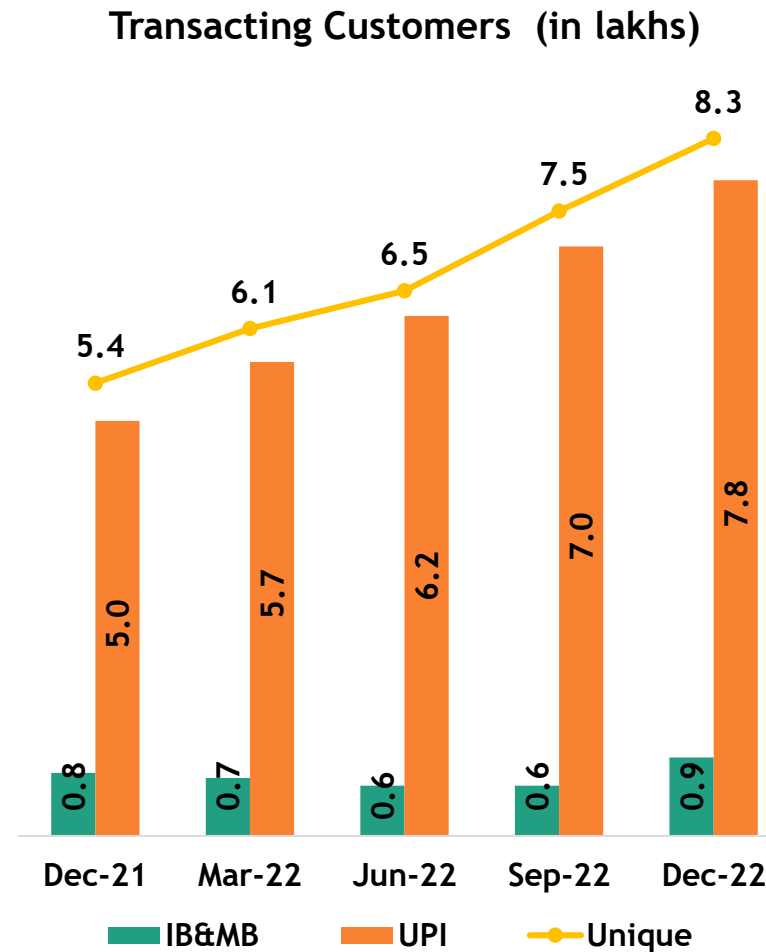
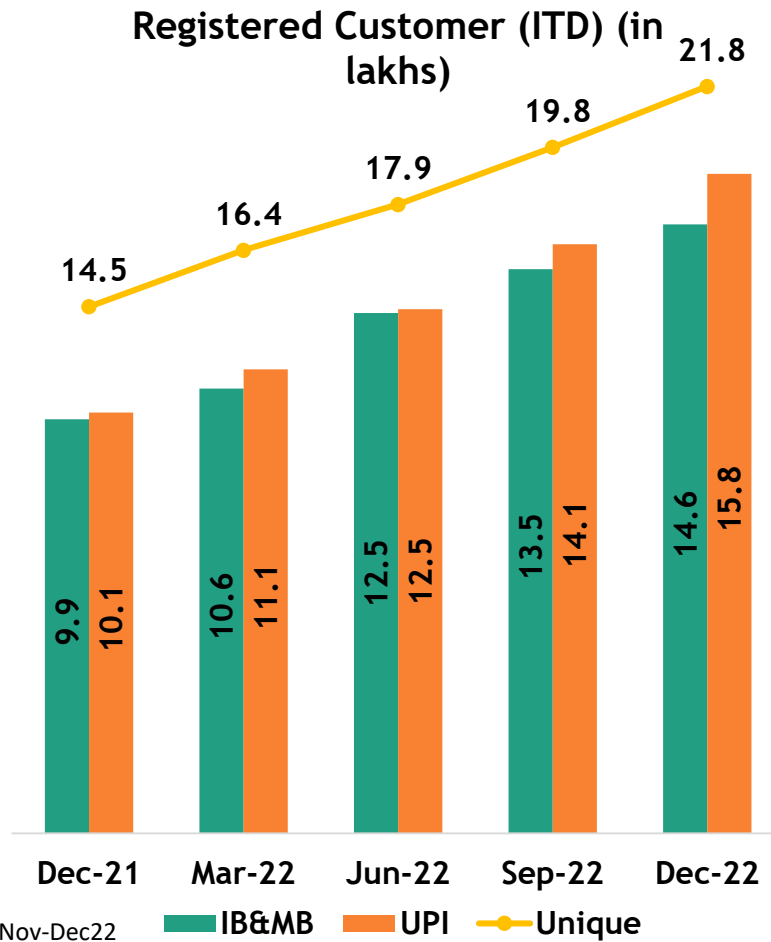
\*Basis CBS volumes



# INCREASING DIGITAL TRANSACTIONS (2/2)

Digital penetration among customers continues to show a healthy increase

Ranking reflecting leadership\*



## ATM Infrastructure

1<sup>st</sup> among SFBs  
30<sup>th</sup> among all Banks

## Cards Transaction @POS & E-com

2<sup>nd</sup> among SFBs  
34<sup>th</sup> among all Banks

## UPI Transaction As Remitter

2<sup>nd</sup> among SFBs  
32<sup>th</sup> among all Banks

## UPI Transaction As Beneficiary

2<sup>nd</sup> among SFBs  
33<sup>rd</sup> among all Banks

\*For Nov-Dec22

Source:

<https://www.rbi.org.in/Scripts/ATMView.aspx>

<https://www.npci.org.in/what-we-do/upi/upi-ecosystem-statistics>



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# THANK YOU

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**For Investor Queries:**

*Mr. Deepak Khetan*

+91 7045792752

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

