



## Q3 FY21 PRESENTATION

FEBRUARY 2021



**Semi-Finalist European  
Microfinance Award 2020  
(Sole Indian  
representative)**



**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**



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



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

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# Contents

Performance Highlights



Business Overview



Financials



Building a Mass Market Bank



## Q3-FY21 – Key Highlights



Disbursements back on track – ₹ 2,184 Cr, up by 49% Q-o-Q | Dec'20 disbursement up by 8% Y-o-Y



Collections: 95% of customers have started paying post end of moratorium



Improved customer acquisition for the quarter with 1.7 Lakh new customers | Retail deposits up by 20% Y-o-Y | CASA up by 66% Y-o-Y | Total deposit at ₹ 11,617 Cr. up by 9% Y-o-Y



NII at ₹ 432 Cr | NIM at 9.7%



Pre-Provision Operating Profit at ₹ 204 Cr up by 42% Y-o-Y | PPOP ROA at 4.3%



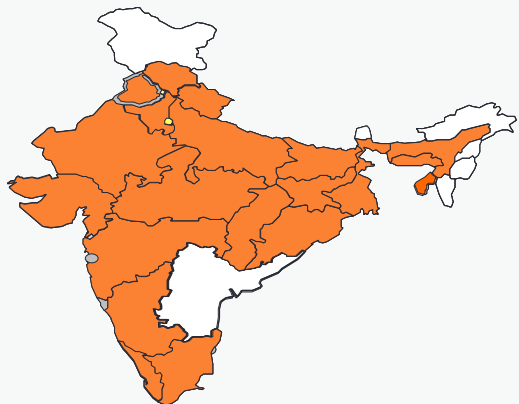
27% Capital adequacy with Tier-1 capital at 26% as on 31<sup>st</sup> December'20 | Liquidity Coverage of 179%

# Performance Highlights

# Key Highlights as on Dec'20

24 States/ UTs, 244 Districts

vs 244 districts in Dec'19



575 branches<sup>1</sup>, 486 ATMs<sup>2</sup>

vs 574 branches<sup>3</sup>; 471 ATMs in Dec'19



Expanding Customer base

56.6 lakh customers  
vs. 52.5 lakh in Dec'19



40.2 lakh borrowers  
vs. 43.6 lakh in Dec'19

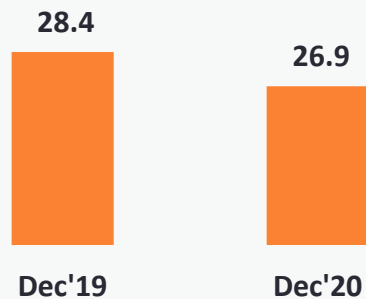
16,733 Employees

vs 17,783 in Dec'19



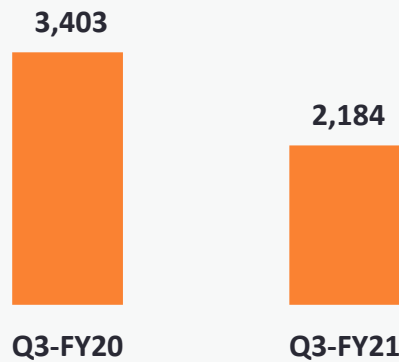
CRAR

%



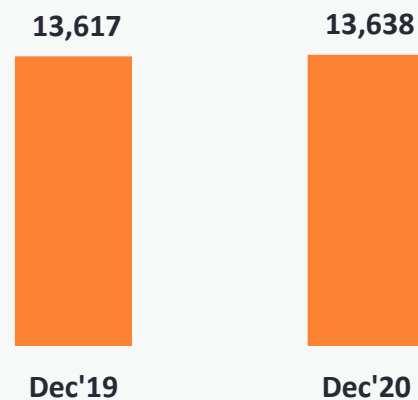
Disbursements

₹ Crore



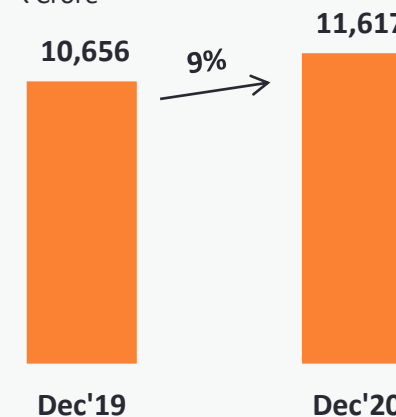
Gross Advances

₹ Crore



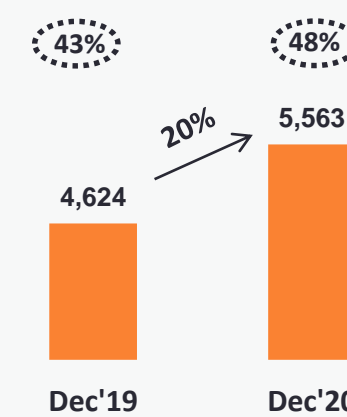
Total Deposits

₹ Crore



Retail Deposits<sup>4</sup>

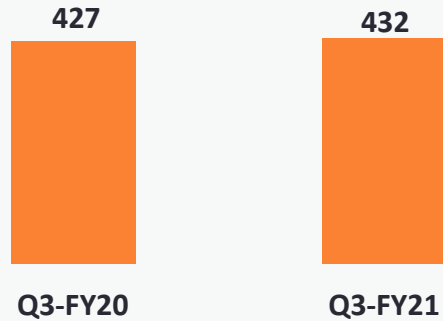
₹ Crore



## Q3-FY21 – Key Highlights

### Net Interest Income

₹ Crore

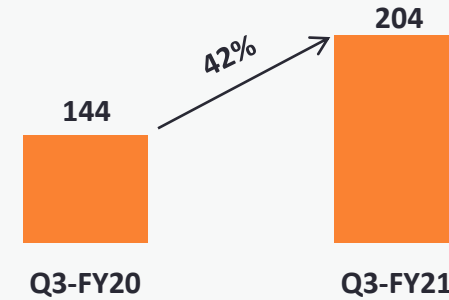


### Net Interest Margin

**9.7%**  
Vs.  
**10.9%**  
Q3-FY20

### Pre-provision Operating Profit (PPOP)

₹ Crore



### GNPA

**1% {4.8%}**  
Vs.  
**1%**  
Dec'19

### PAT

₹ Crore

**(279)**  
Vs.  
**90**  
Q3-FY20

### ROA

**(5.8%)**  
Vs.  
**2.1%**  
Q3-FY20

### ROE

**(34.7%)**  
Vs.  
**14.0%**  
Q3-FY20

### NNPA

**0.05% {2.05%}**  
Vs.  
**0.4%**  
Dec'19



UJJIVAN SMALL FINANCE BANK

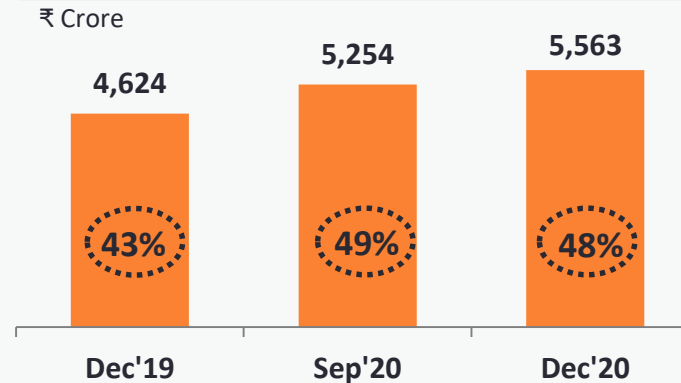
Build a Better Life

- The Bank has not recognised any NPAs since August 31, 2020, in line with the interim order of Hon. Supreme Court.
- Pro-forma GNPA/ NNPA in {} bracket
- () indicates Loss

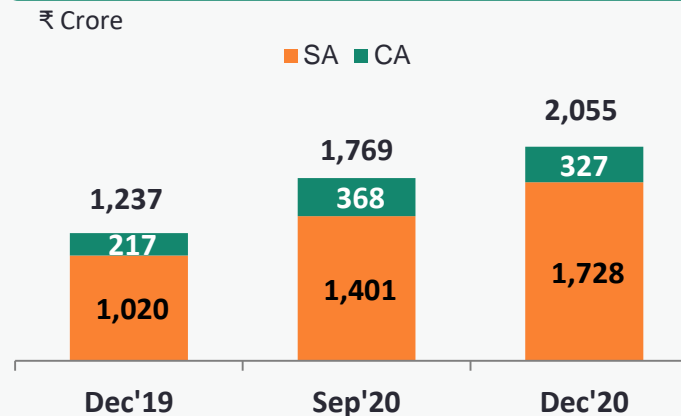
# Liabilities – Good traction in CASA, customer acquisition

- **Total deposits grew 9% Y-o-Y** to ₹ 11,617 Cr; CASA grew **66%** Y-o-Y
- We continue to **focus on building granular and stable deposit base**
- **Retail deposits grew 20% Y-o-Y**; contribution improved to 48% of total deposits in Dec'20 vs 43% in Dec'19
- **Strong customer acquisition** – 7.32 lakh new deposit accounts opened during 9M-FY21; focus on improving sales productivity – lead generation and conversion
- **Focus on changing product mix** – Business Edge, Privilege SA, Privilege Senior Citizen, Salary etc
- **Cost of deposits continues to trend lower** – 7.0% vs 7.3% in Sep'20 / 7.65% in Mar'20 led by significant growth in CASA and reduction in FD rates (in H1-FY21)

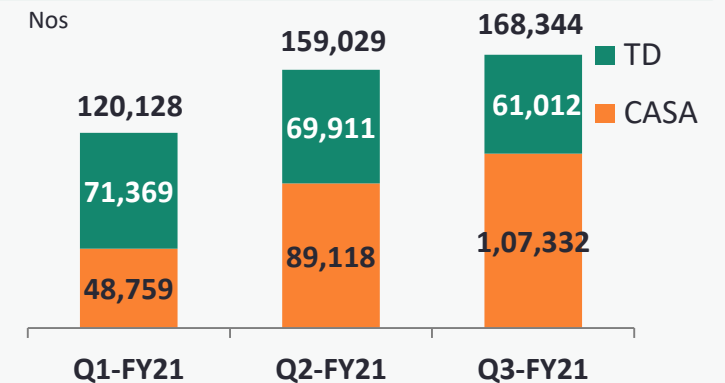
## Retail Deposits share increasing rapidly



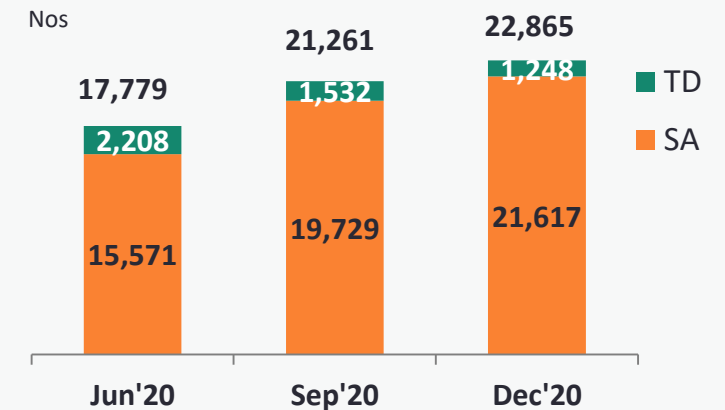
## CASA: 16% Q-o-Q growth



## Customer acquisition ramping-up at branches



## Digitally opened accounts





## Asset businesses ready for growth (1/3)

### MicroBanking

- **Collections** have improved sequentially
  - 94% in Dec'20 as against 83% in Dec'20
  - 99.5+% collection for loans disbursed in 9M-FY21
- **Disbursement**
  - Disbursements improving with pick up in economic activities
  - Dec'20 disbursement were above pre-COVID levels; ₹ 892 Cr vs ₹ 878 Cr in Dec'19
  - Gradually opening up new customer acquisition; 10% of loans in Q3 to new customers
- **Expanding reach**
  - Money Mitra (Ujjivan Transaction point) –165+ outlets across 16 states facilitating customers for basic banking services
  - 7000+ transaction points added with Airtel Payments Bank tie-up; to further increase with PayNearby tie-up
- **New products**
  - **Gold Loan product** – Pilot running well in 5 branches. 36 loans worth ₹ 18 Lac disbursed since pilot in Oct'20
  - Pre-approved loans for MicroBanking customers showing good traction ~ ₹ 180 Crore booked in Jan'21
- **Digital collections**
  - Cashless collections was 10% in Dec'20
  - Additionally 25% of the repayment is supported by CMS like Airtel Payments Bank locations

## Asset businesses ready for growth (2/3)

### Affordable Housing

- **Collection efficiency** – 94% in Dec'20 (92% in Sep'20)
- **Disbursements** at ₹ 209 Cr in Q3-FY21 at par with pre-COVID levels; up from ₹ 116 Cr in Q2-FY21
  - Dec'20 disbursement at ₹ 80 Cr; up 7% Y-o-Y
  - New case log-ins are now higher than pre-COVID levels
  - **Continued focus on semi-formal segment**; deeper penetration in tier 3-4 markets, region specific product offerings.
- **Process improvement:**
  - Testing mobile sourcing to increase efficiency / customer service
  - Launched Hub-based disbursements to improve TAT (2 Hubs operationalized)

### MSE

- **Collection efficiency (MSE Secured)** – 90% in Dec'20 (81% in Sep'20)
- **Disbursements** at ₹ 136 Cr in Q3-FY21 – up from ₹ 92 Cr in Q2-FY21
  - Dec'20 disbursement at ₹ 54 Crore; surpassing pre-COVID levels; up 12% Y-o-Y
  - New case log-ins at pre-COVID levels – more focus on Semi-formal and formal segments
  - Internal sourcing improved with activation of 55% of targeted Branches on MSE disbursements
- **New products:**
  - Disbursed 1,650 cases of ₹ 55 Cr under MSE Navirman Loan (NNL) backed by ECLGS scheme
  - Tied-up with Fintech for Supply Chain finance
- **Process improvement:**
  - Testing mobile sourcing to increase efficiency / customer service
  - Launched Hub-based disbursements to improve TAT

## Asset businesses ready for growth (3/3)

### FIG

- **Collections** continue to be at 100% since Aug'20; no overdue in any account
- **Disbursements** – Cautiously scaling up; ₹ 105 Cr in Q3-FY21 vs ₹ 88 Cr in Q3-FY20
- Focus on higher-rated entities for growth
- **New Products WIP** – Call Money for Cooperative banks

### Personal

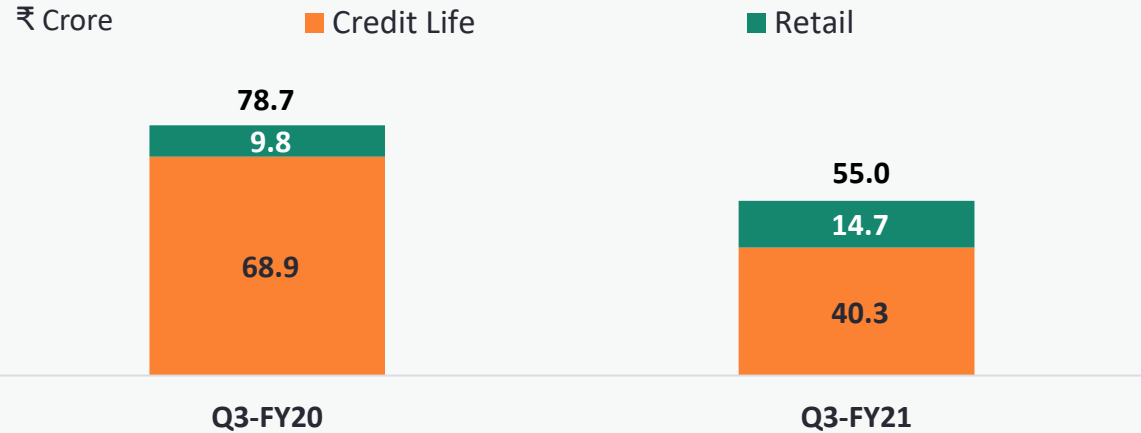
- **Collection efficiency** – 89% in Dec'20 (79% for Sep'20)
- **Disbursements** in Q3-FY21 at ₹ 30 Cr at par with Q3-FY20
- **Tie-ups** with super cat A, cat A, cat B & Government companies (>300 Cr Turnover and Rating BBB above)
- **Channel**
  - Proprietary channel sourcing showing good traction
  - Data analytics for lead generation; especially for existing customers
  - Offered from all Ujjivan branches
- **Tied-up with Fintech** to supplement customer acquisition
- **End-to-end digital product:** Using tech service provider, focus on making whole flow digital and contactless

### Vehicle

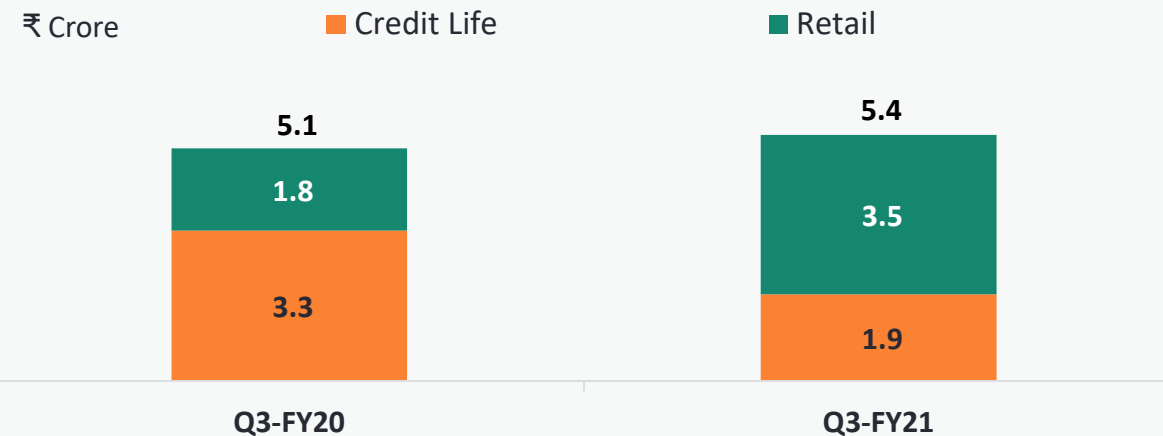
- **Collection efficiency** – 97% in Dec'20 (92% for Sep'20)
- **Disbursements** in Q3-FY21 at ₹ 21 Cr vs. ₹ 3 Cr in Q3-FY20
- **Channel:** Focus on Proprietary channel and cross-selling; expanded reach to all Ujjivan branches
- **Segment:** Focus on Tier-II+ markets; medium to low income category
- **New Product:** Pilot of MMCV in Sep'20. 22 loans worth ₹ 80 Lac disbursed since launch of pilot

# Insurance distribution: Focus on retail products to drive fee income

## Strong pick-up in retail premium...



## ...driving fee income



- **Focused product strategy** in retail driving higher commission;
  - Focus on health insurance, guaranteed products in Life Insurance
- **Expanding distribution channels:**
  - 953 IRDA certified employees as of Dec'20 up (420 in Mar'20)
  - PoSP launched in Aug'20; 973 employees licensed till Dec'20
  - WIP: Distribution through phone banking and digital modes
- **Technology/automation projects with Riskcovry:**
  - Revamped Hospi-Cash product in Aug'20 – complete digital product – onboarding, payment and policy delivery. Proposal submitted to IRDA to digitize Hospi-Cash claims
  - WIP: Partnering with Insurtech Riskcovry for digital distribution of Insurance business through API integration with all insurers. This will digitise customer on-boarding process with instant policy issuance and paperless claim settlement convenience to customers

# Comprehensive digital strategy to build a strong growth platform

## Fully digitized on-boarding for all asset/ liability products

- On-boarding processes like statement analysis, document verification, e-agreements, e-mandates operational
- TAT for various processes in on-boarding journey reduced from 70 – 90% & processing capacity increased by 30 – 70%

## Robotic Process Automation

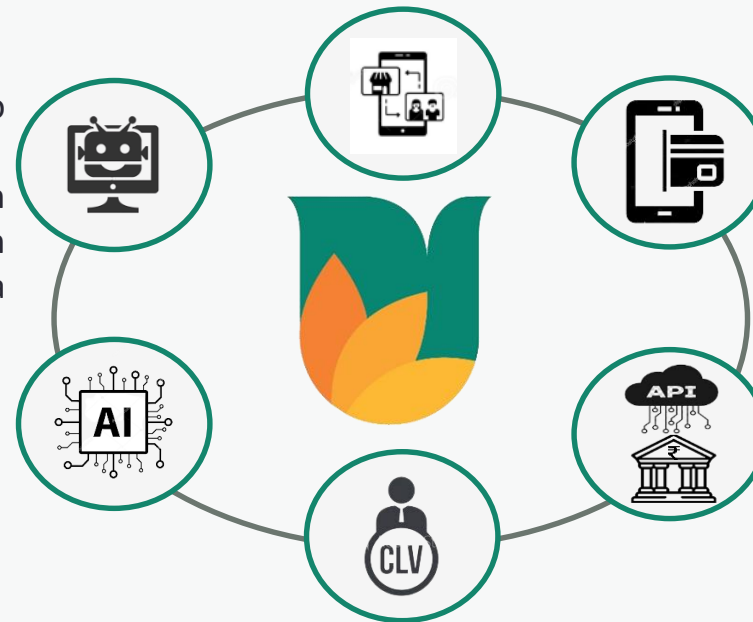
- In phase-I, 100+ processes being automated leading to improved efficiency and cost benefits
- Won the Jury recognition Award in the Excellence in Cognitive Automation category at the UiPath Automation Excellence Awards 2020 - India & South Asia for the bank's RPA initiatives

## Artificial Intelligence

Multi-lingual Bot introduced on USFB website; WIP to enhance to Intelligent Bot; facilitate in lead generation and customer experience

## Enhancing Customer Lifetime Value

- Automated Customer Engagement (ACE) Tool to automate various customer information and engagement campaigns
- Facilitates cross-selling/ up-selling
- Targeted and unified digital marketing



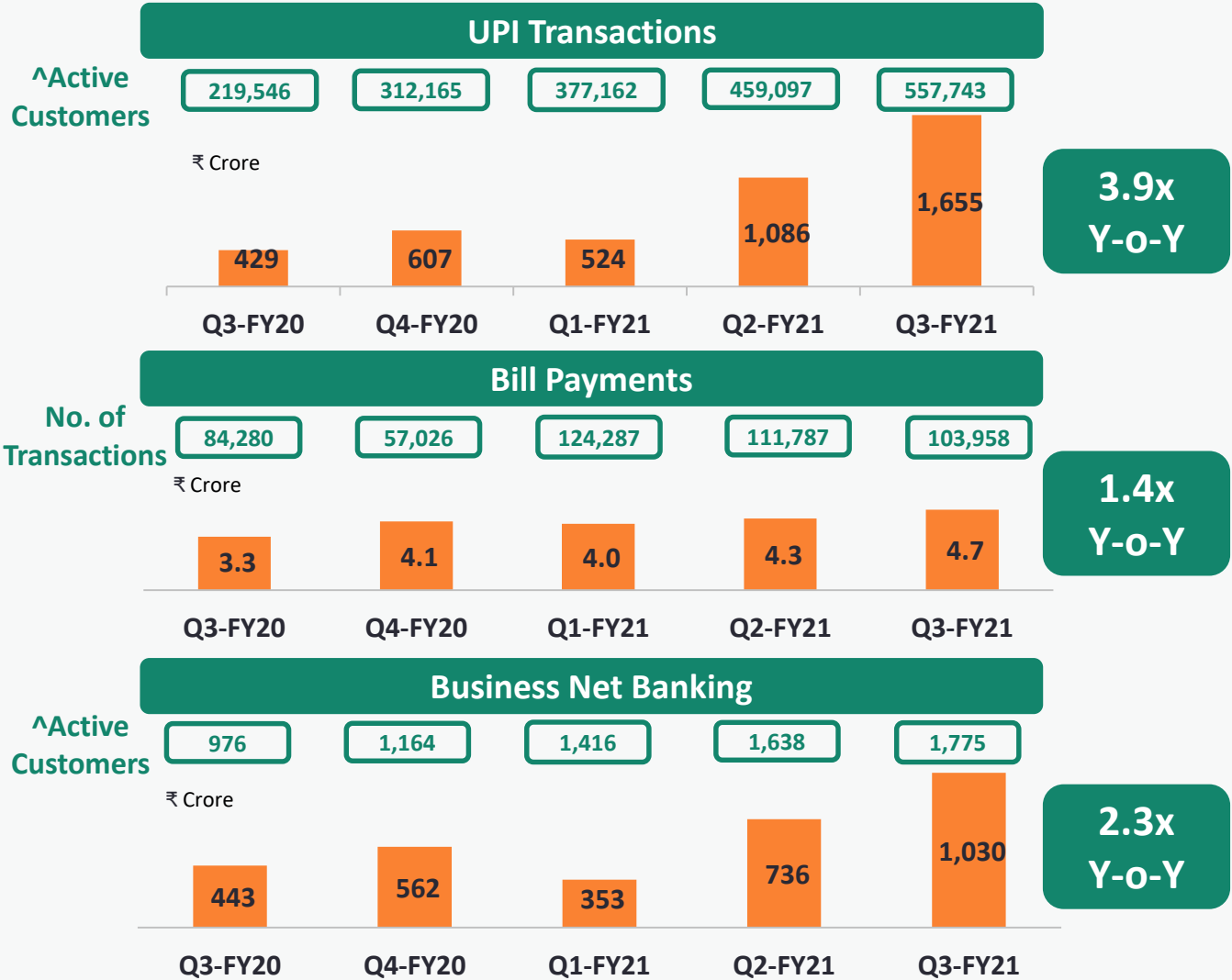
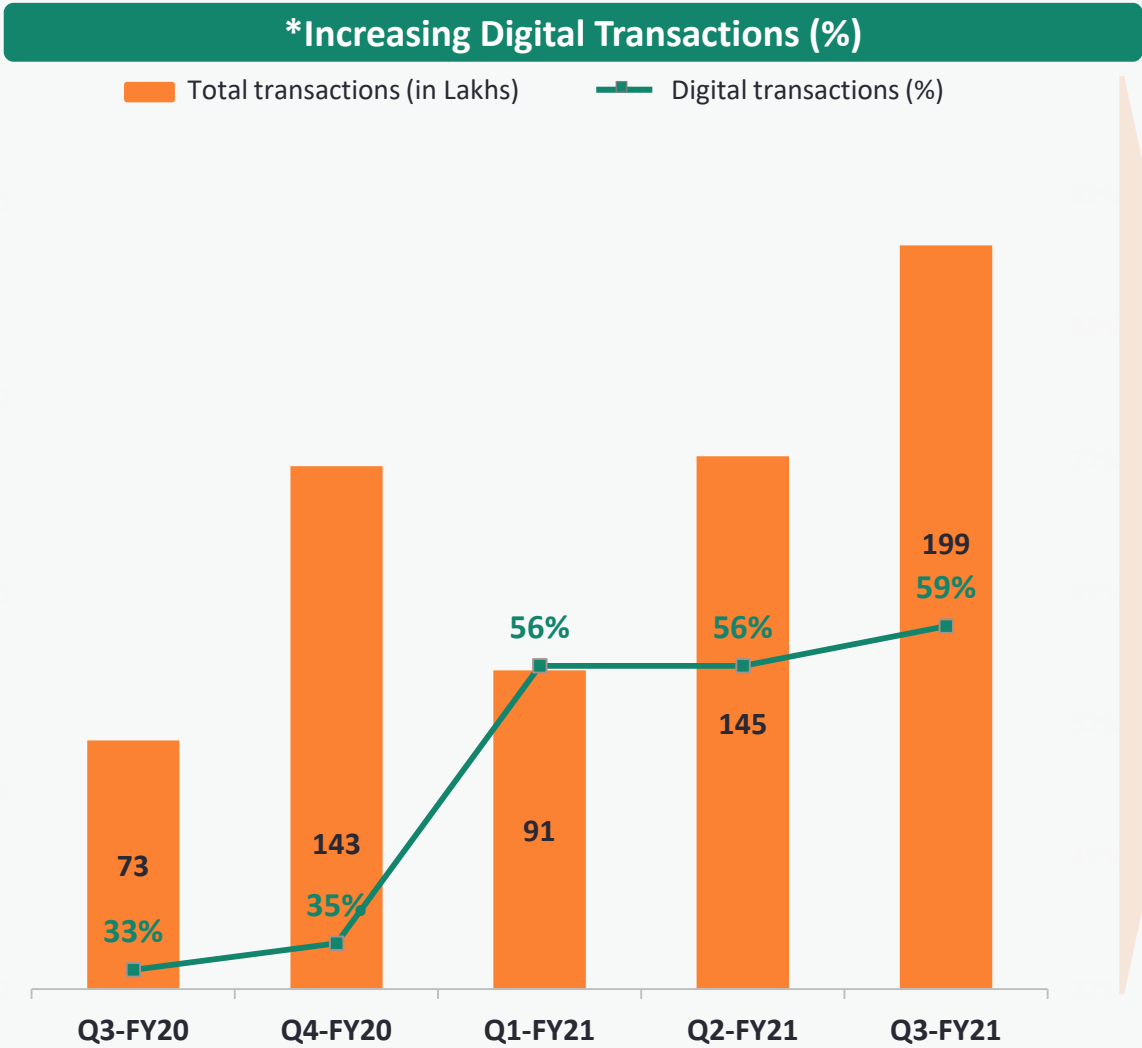
## Digital repayments/ collections

- Customised payment links
- BBPS\* apps enabled for all asset products
- Range of payment choices available between cash/digital
- Expanding reach via Money Mitra outlets (165+), Airtel Payments Bank (7000+ active), to increase further with PayNearby
- FinTech tie-up for institutionalized digital collection; pilot tested successfully

## API Banking & Fintech partnership

- 90/150 APIs are ready for consumption by fintechs which cover most of the banking transactions & requirements like A/c on-boarding for liabilities & assets, service requests & all types of payments
- Pilot tested successfully for digital lending in segments like MSE and PL

# Increasing digital footprints (1/2)



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

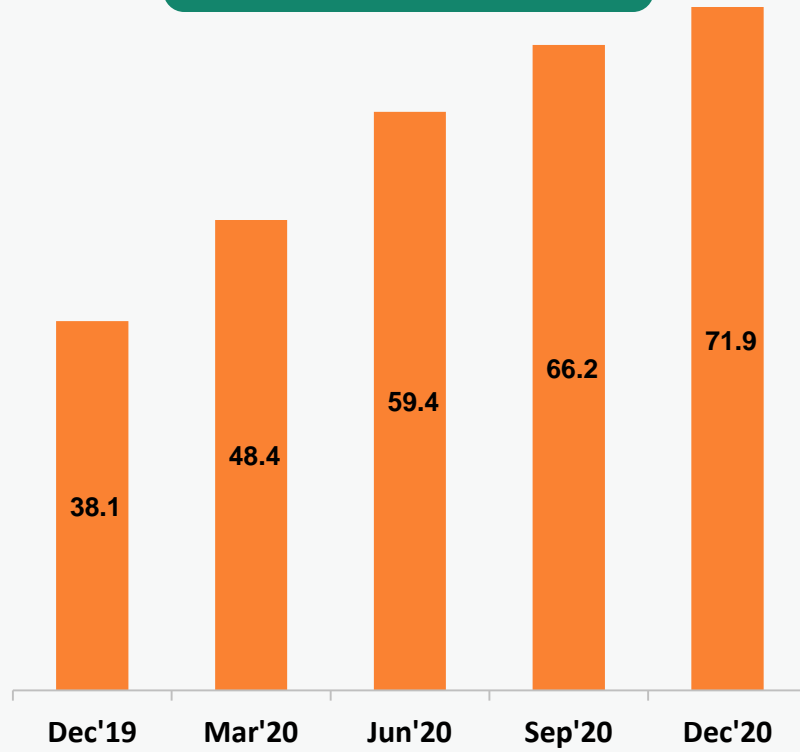
## Increasing digital footprints (2/2)

### Internet Banking

No. of Active Customers

Nos in '000

1.9x Y-o-Y

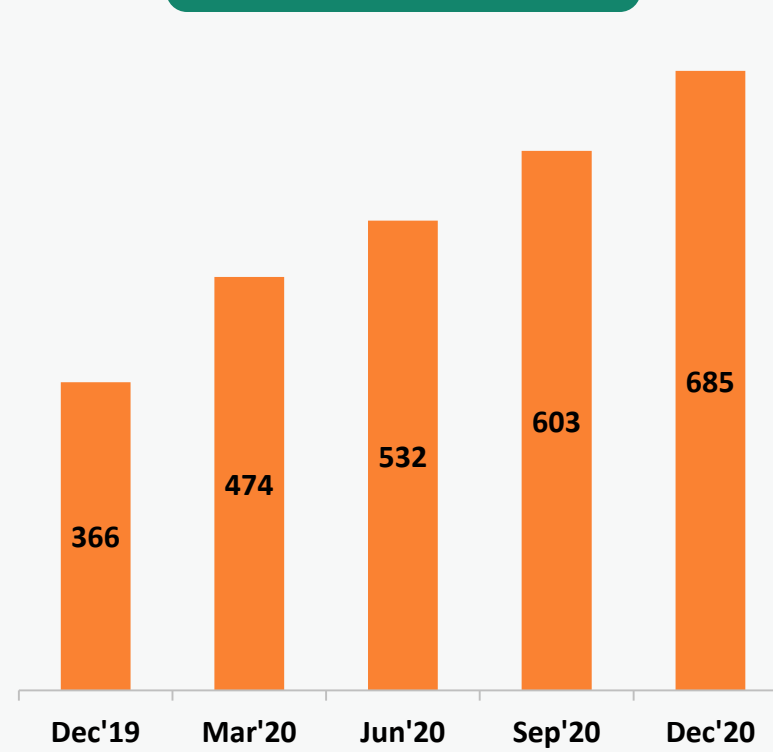


### Mobile Banking

No. of Active Customers

Nos in '000

1.9x Y-o-Y

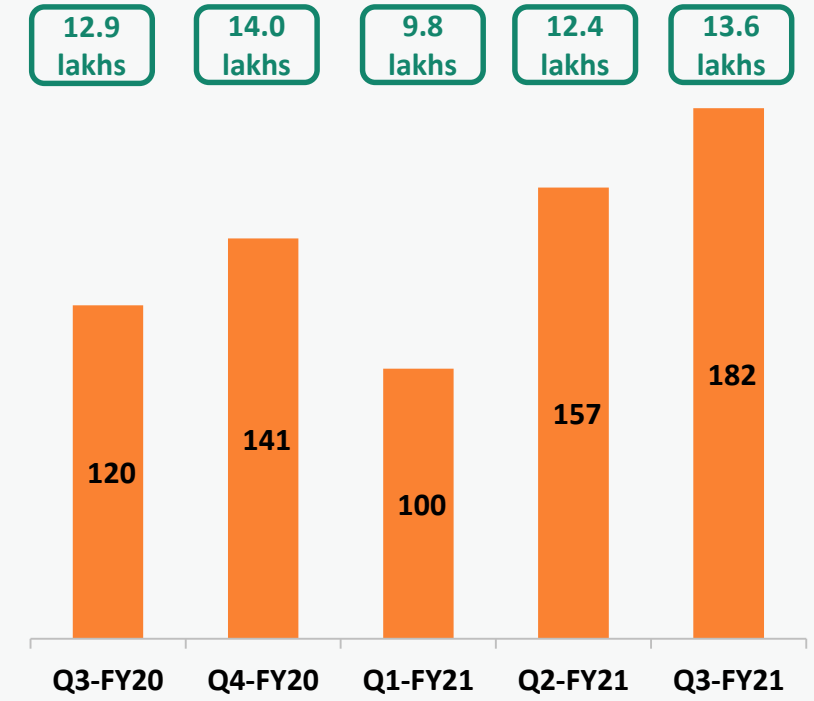


### POS Transactions

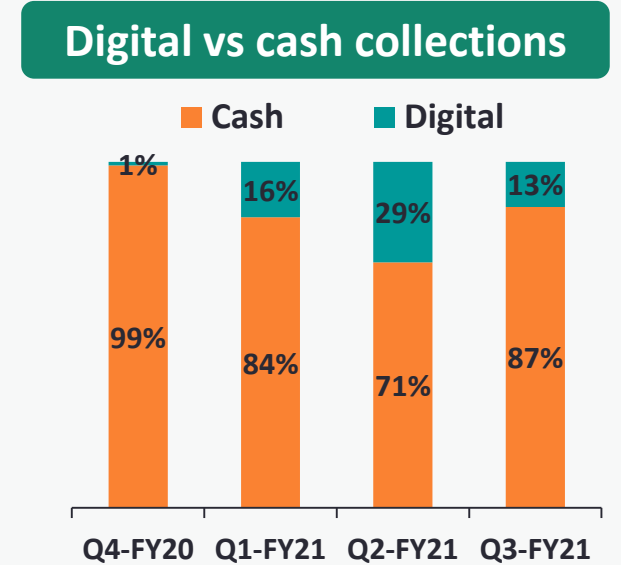
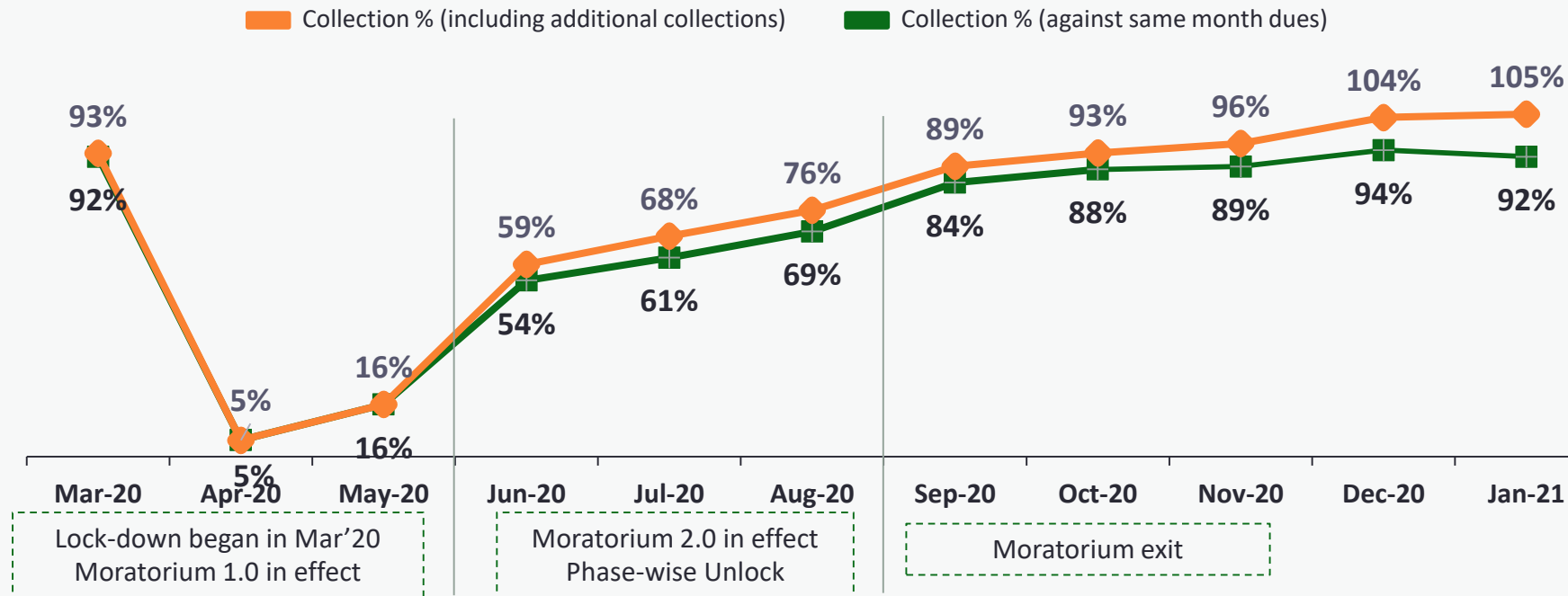
No. of Transaction (in box)

Value in ₹ Crore

1.5x Y-o-Y



# Collections: 95% of customers have started paying post end of moratorium



- Collection efficiency defined as collections as 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
- Money Mitra outlets, tie-up with Airtel Payments Bank, Pay Nearby have increased reach; already showing healthy trend
- Improved collections through online platforms like ECS, e-wallets, BBPS, UPI/ QR etc. for EMI repayments



## Collection efficiency (1/2)

₹ Crore	Oct'20				Nov'20			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MicroBanking	975.5	856.1	88%	52.4	952.4	846.0	89%	52.0
MSE (Secured)	17.8	15.3	86%	7.8	18.3	16.2	88%	7.9
MSE (Unsecured)	5.8	3.9	67%	0.8	5.5	3.7	67%	0.5
Affordable Housing	23.7	22.0	93%	1.5	23.8	22.2	94%	9.7
Personal Loan	3.5	3.0	88%	0.7	3.5	3.1	88%	-
Vehicle Loans	0.8	0.8	91%	0.1	1.0	0.9	96%	-
FIG Lending	35.8	35.8	100%	0.0	36.8	36.8	100%	-
<b>Total</b>	<b>1,062.8</b>	<b>936.8</b>	<b>88%</b>	<b>63.3</b>	<b>1,041.2</b>	<b>928.9</b>	<b>89%</b>	<b>70.1</b>

## Collection efficiency (1/2)

₹ Crore	Dec'20				Jan'21			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MicroBanking	897.0	843.9	94%	75.8	887.7	818.0	92%	97.7
MSE (Secured)	18.3	16.5	90%	11.6	19.2	17.3	90%	12.9
MSE (Unsecured)	5.3	3.7	69%	0.3	4.9	3.2	66%	0.3
Affordable Housing	24.5	23.0	94%	10.7	25.1	23.5	94%	13.0
Personal Loan	3.8	3.3	89%	-	4.1	3.7	91%	0.9
Vehicle Loans	1.3	1.3	97%	0.01	1.7	1.6	97%	0.01
FIG Lending	44.7	44.1	99%*	-	34.6	33.9	98%*	0.5
<b>Total</b>	<b>994.8</b>	<b>935.8</b>	<b>94%</b>	<b>98.5</b>	<b>977.2</b>	<b>901.0</b>	<b>92%</b>	<b>125.3</b>

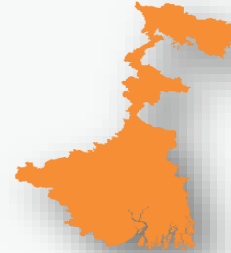
# States with Lower Collections - MicroBanking

## Maharashtra



771

## West Bengal



1,490

## Assam



364

## Punjab



337

Total MB Portfolio  
(₹ Crore)

### Reasons for low collections

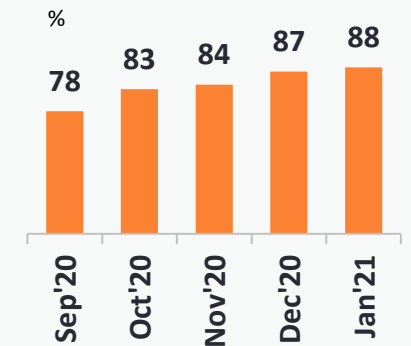
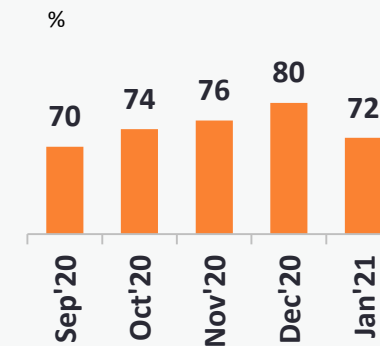
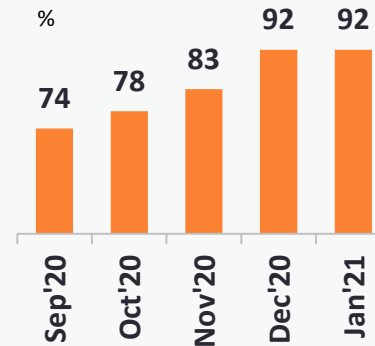
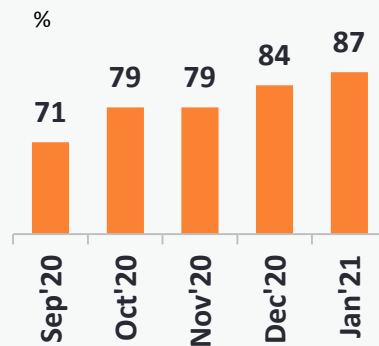
- High COVID exposure
- Localized political intervention

- Protests for loan waiver
- Lockdowns, Transportation unavailability

- Protest against MFI Bill
- Political disturbances

- Farm bill protest by political parties

### Collection trend



# Assam: MicroBanking update

## Current situation

- Assam portfolio is less than 3% of total loan book
- Assam MFI Bill passed by the State government; aimed at regulating Microfinance Industry in the state; detailed guidelines for the bill are awaited
- In early Jan'21, leading political parties announced their support for Micro Finance loan waiver; elections are due in Apr'21
- Both the developments together have impacted collections in the State
- Collection efficiency for Jan'21 at 72% vs. 80% in Dec'20

## Measures Taken

- Extreme cautious approach to disbursements in the State
- Reaching out to major stakeholders in the State including local administrative bodies, to create awareness about Ujjivan Small Finance Bank
- Mass media intervention to strengthen brand, CSR activities, SMS communication to customers explaining relevance and applicability of MFI bill and its impact
- Working closely with MFIN to resolve issues as a work-around for the current escalations in the State

# Update on portfolio restructuring

## MicroBanking

- Identified accounts basis extensive discussion with borrowers and analysis of repayment during moratorium
- 3.7 lac accounts amounting to ₹ **852 Cr** portfolio restructured – **8.5%** of MicroBanking portfolio as of Dec'20
- ₹ **69 Cr** of COVID-19 provision utilized towards restructuring
- Collection efficiency of ~73% in restructured accounts in Jan'21; expected to improve
  - 29% of restructured customers (who had not paid any EMI until Dec'20) have started paying post restructuring

### Two modes of restructuring

- **Tenor elongation** – ₹ 536 Cr (2.2 lac accounts)
  - EMI reduced post assessment
  - Tenor elongated by maximum 24 months from original loan maturity date
  - Interest for the unpaid period capitalized
- **Moratorium** - ₹ 316 Cr (1.5 lac accounts)
  - Tenor elongated by number of months for which moratorium availed
  - No change in EMI

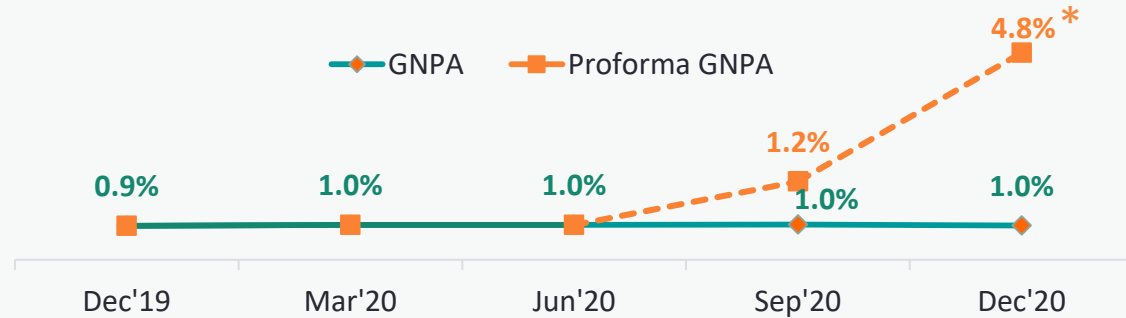
## Retail Assets

- Identified accounts for restructuring basis extensive discussion with borrowers and repayment analysis of moratorium accounts
- Communicating with customers on benefits, process, and implications of restructuring

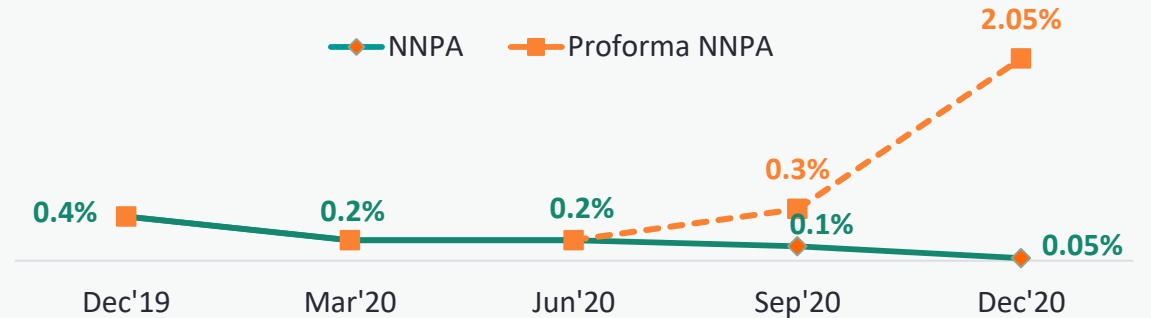
# Accelerated provisioning to buffer for contingencies

Book Cover at 8% | COVID provisioning at 6%;  
Incremental COVID provision in Q3: ₹ 547 Cr | Total book provisions: ₹ 1029 Cr

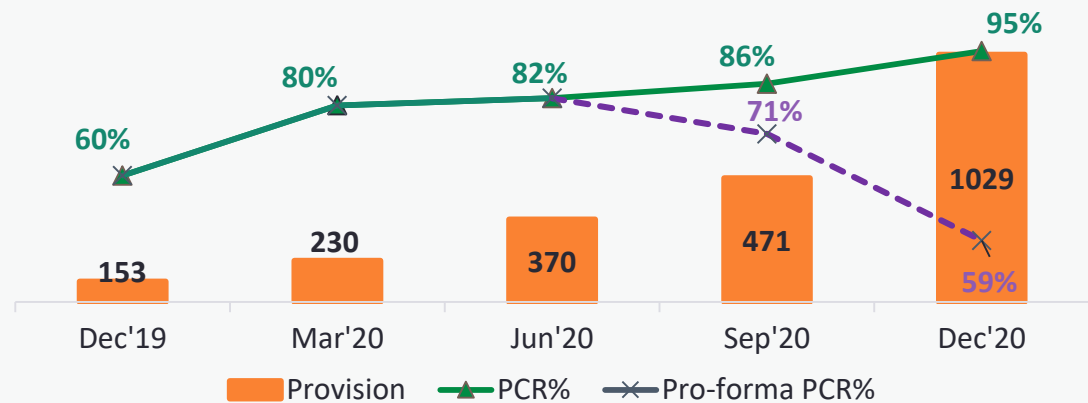
## GNPA and Pro-forma GNPA



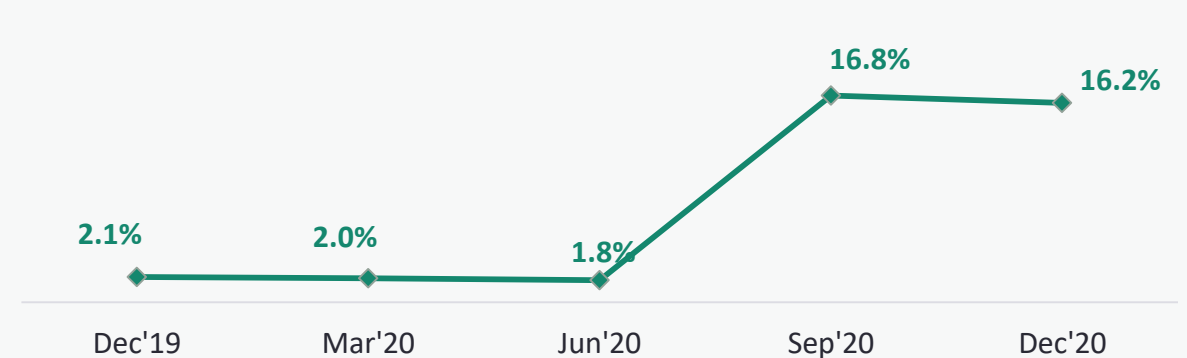
## NNPA and Pro-forma NNPA



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



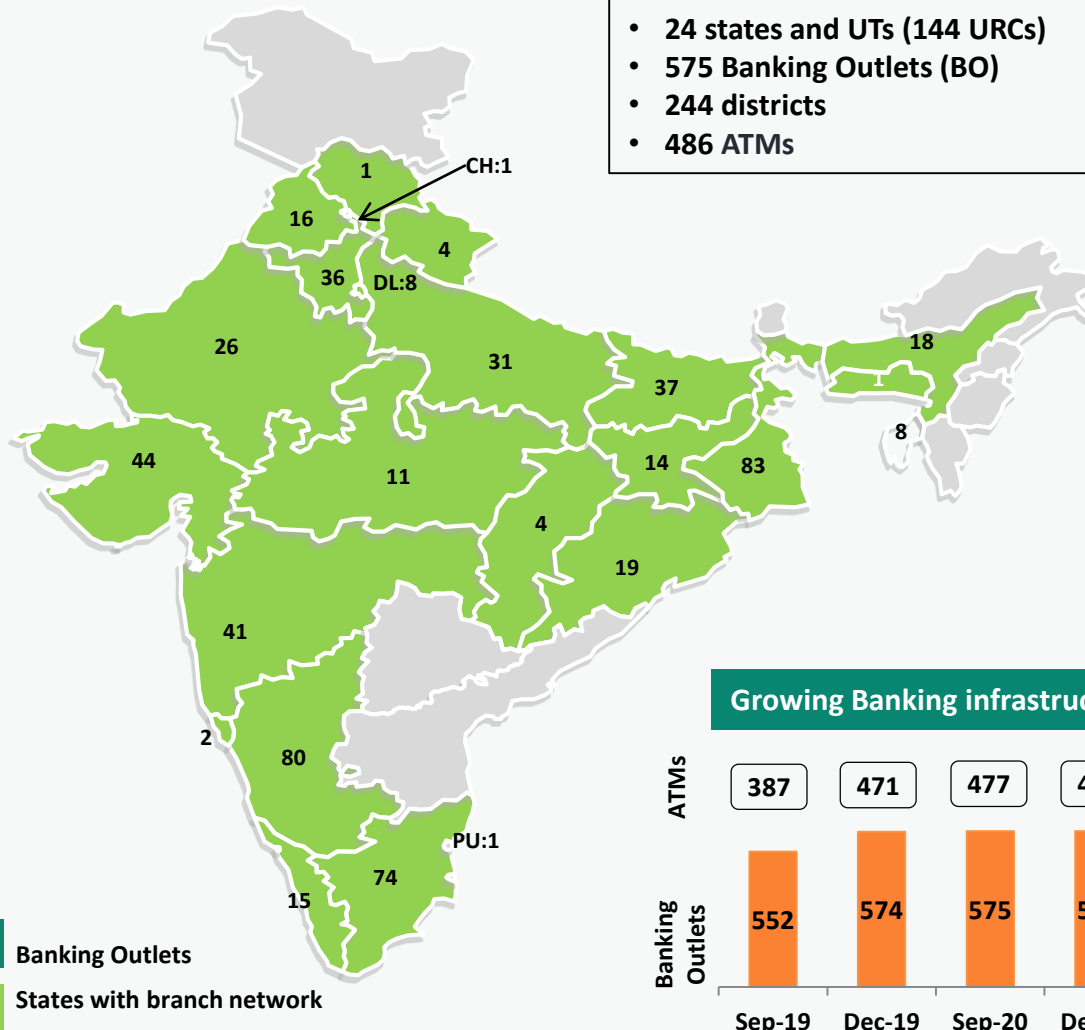
## Portfolio At Risk (PAR>0 %)



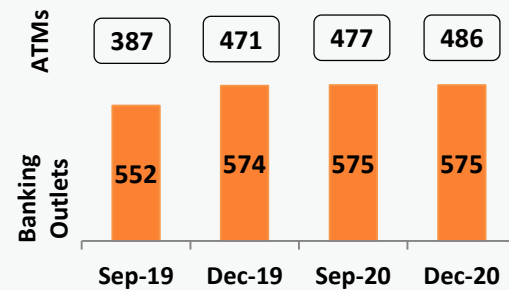
# Business Overview

# Well Diversified Pan India Presence

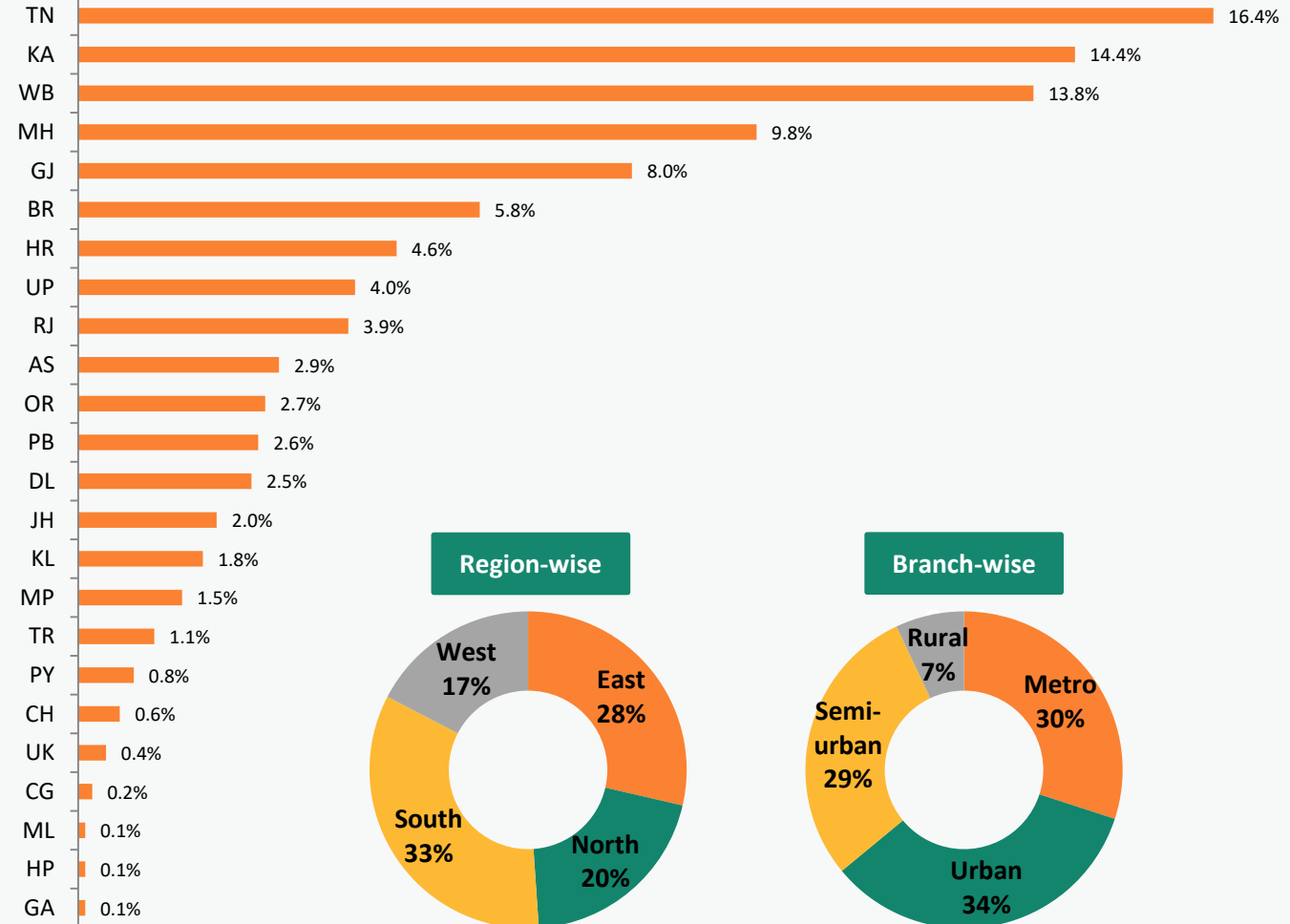
- 24 states and UTs (144 URCs)
- 575 Banking Outlets (BO)
- 244 districts
- 486 ATMs



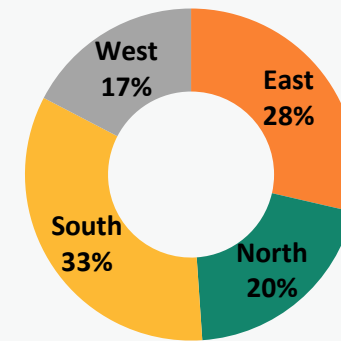
## Growing Banking infrastructure



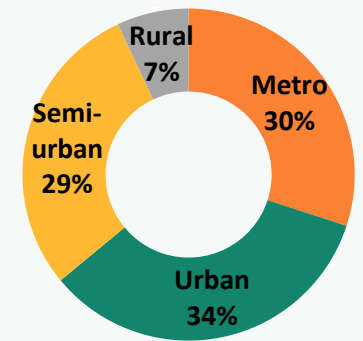
## Gross Advances (Dec'20)



## Region-wise



## Branch-wise



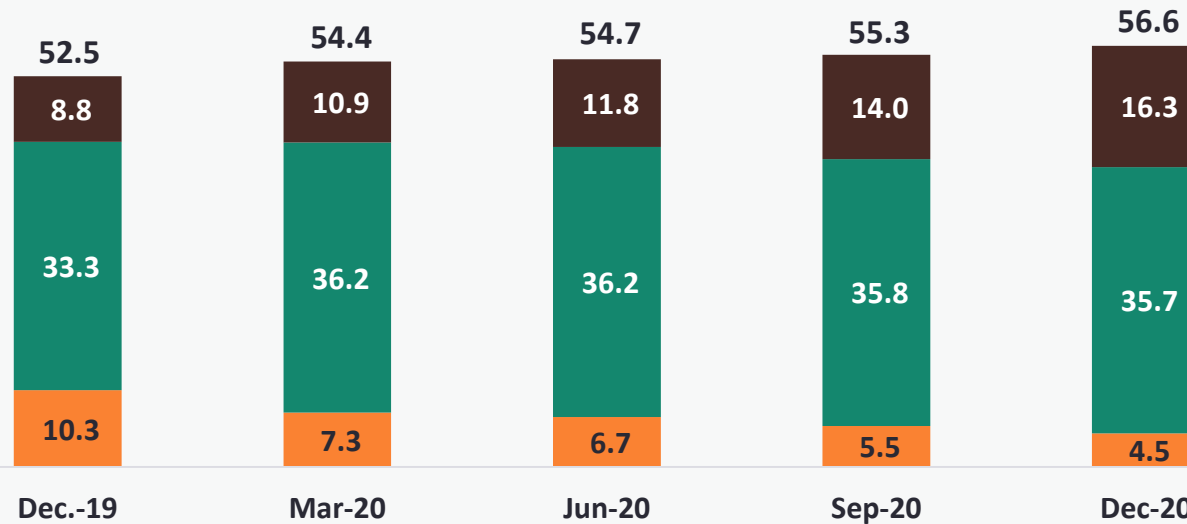
Total Gross Advances – ₹ 13,638 Cr



## Expanding liability customer base

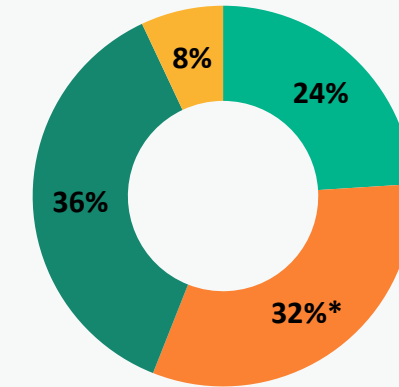
### Customer Base Growth

■ Asset Only
 ■ Asset & Liability
 ■ Liability Only



Customers (in Lakhs)	Dec'19	Mar'20	Jun'20	Sep'20	Dec'20
Asset only Customers	10.3	7.3	6.7	5.5	4.5
Liability Customers	42.2	47.1	48.0	49.8	52.0
Liability only Customers	8.8	10.9	11.8	14.0	16.3
Total Customers	52.5	54.4	54.7	55.3	56.6

### Customer Base – Basis of Branch Classification



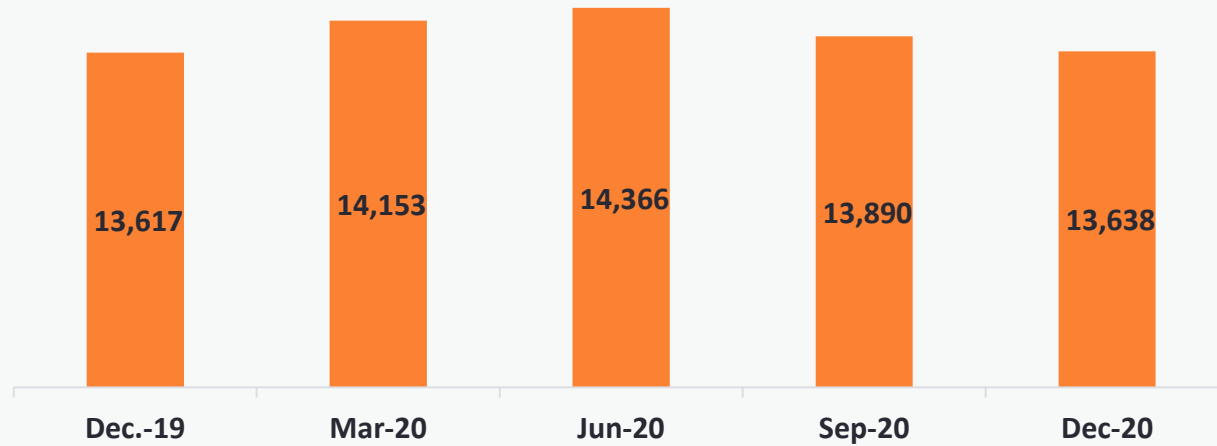
■ Metropolitan
 ■ Semi-Urban
 ■ Urban
 ■ Rural

\*Semi-Urban branches largely cater to rural customers

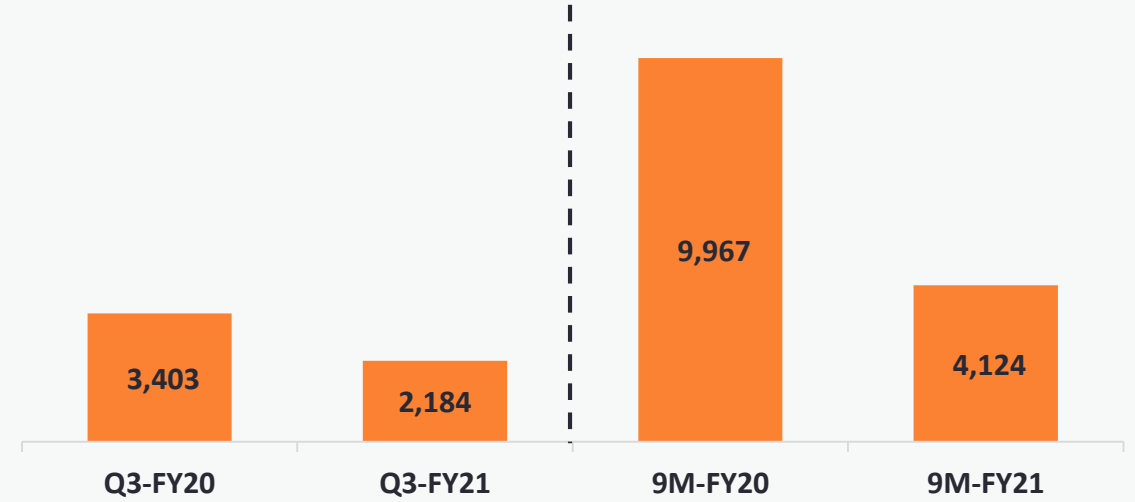
- Liability customers up by 23% vs Dec'19
- New customer acquisition continues with an uptrend during the quarter – Liability only customers at 16.3 lakhs vs 14.0 lakhs as on Sep'20

## Gross Advances and Disbursement Trend

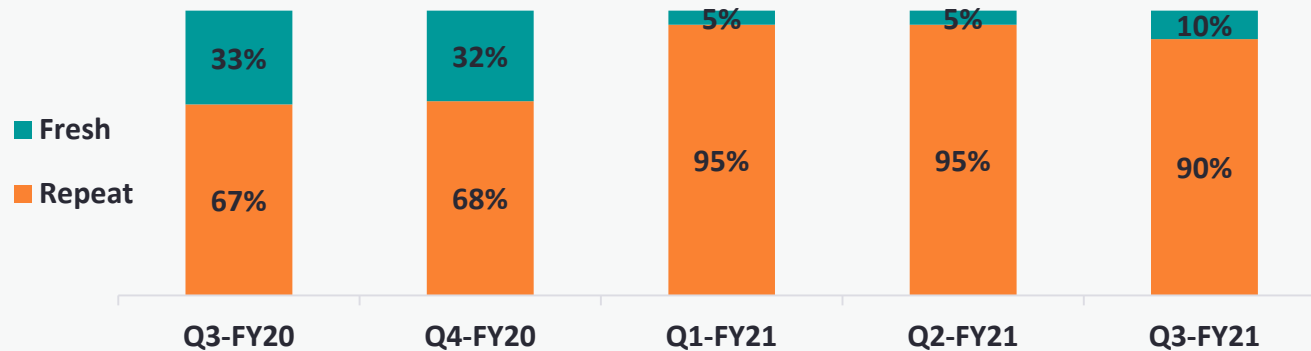
Gross Advances (₹ in Crore)



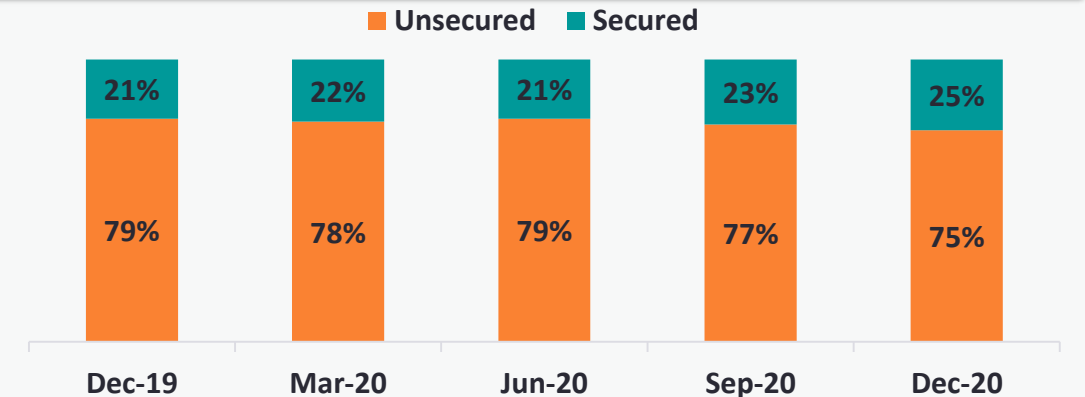
Total Disbursements (₹ in Crore)



Microfinance Loan Disbursement (No. of Loans)



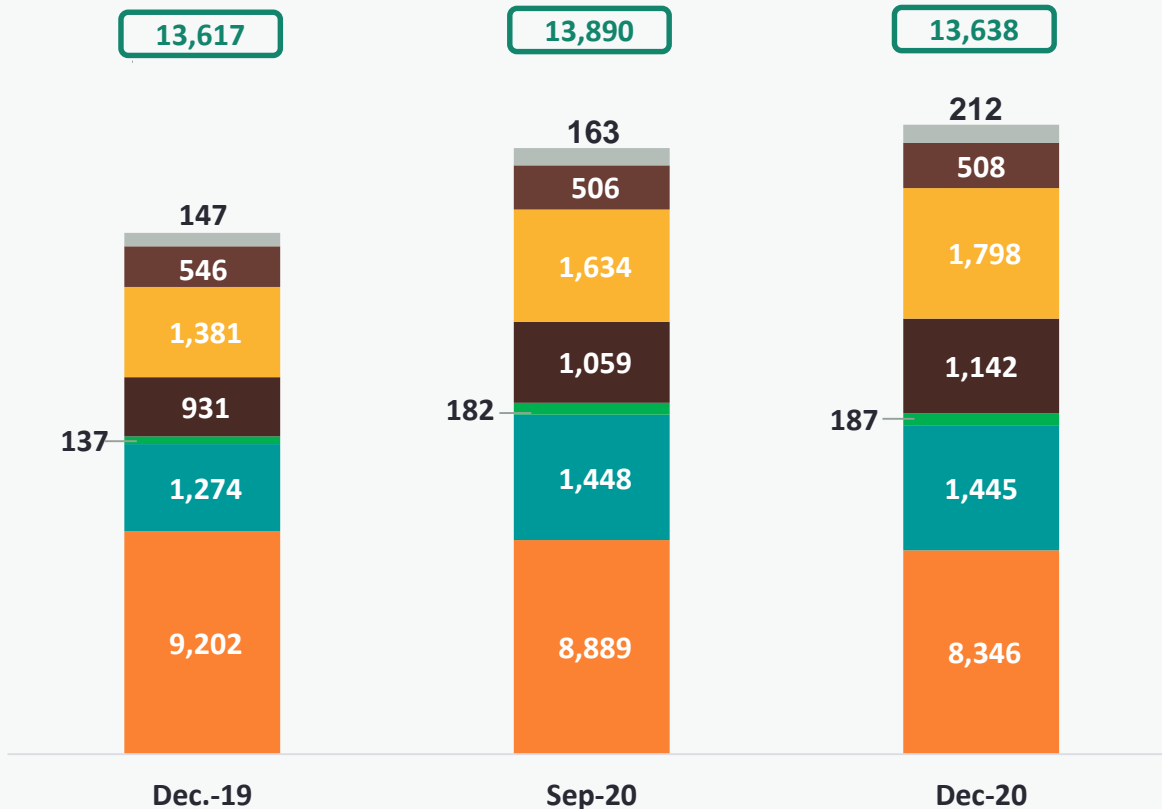
Portfolio Breakup



# Gross Advances Snapshot

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

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



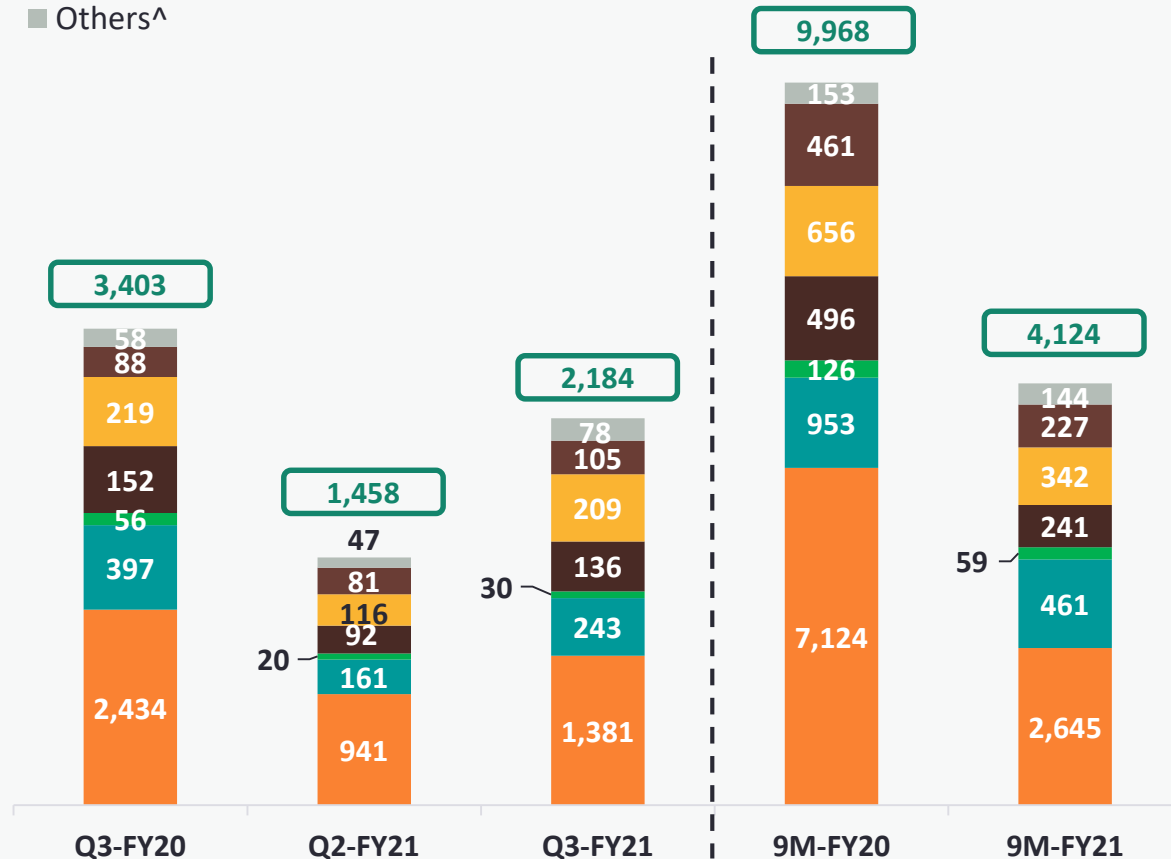
Product	% Gross Advances	Growth Y-o-Y	Growth Q-o-Q
Group Loans	61.2%	(9.3%)	(6.1%)
Micro Individual Loans	10.6%	13.4%	(0.2%)
Agri & Allied loans	1.4%	36.5%	2.7%
<b>MicroBanking</b>	<b>73.2%</b>	<b>(6.0%)</b>	<b>(5.1%)</b>
MSE	8.4%	22.7%	7.8%
Affordable Housing	13.2%	30.1%	10.0%
FIG Lending	3.7%	(7.0%)	0.4%
Others	1.6%	44.2%	30.1%
<b>Total</b>	<b>100.0%</b>	<b>0.1%</b>	<b>(1.8%)</b>

\*Includes Personal Loan, Vehicle loan, Staff Loan & others

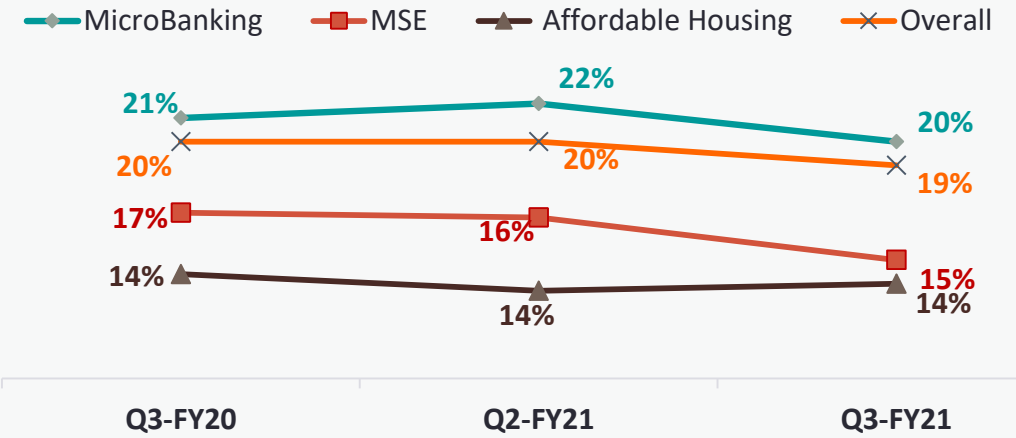
# Disbursement & Average Ticket Size

## Product wise Disbursement (₹ in Crore)

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



## Yield (%) – Segment wise



## Average Ticket Size (₹)

Product	Q3-FY20	*Q2-FY21	*Q3-FY21
Group Loans	35,086	40,253	39,279
Micro Individual Loan	92,312	1,00,397	1,02,430
MSE	15.9 lakhs	13.8 lakhs	15.2 lakhs
Affordable Housing	13.9 lakhs	10.1 lakhs	10.2 lakhs

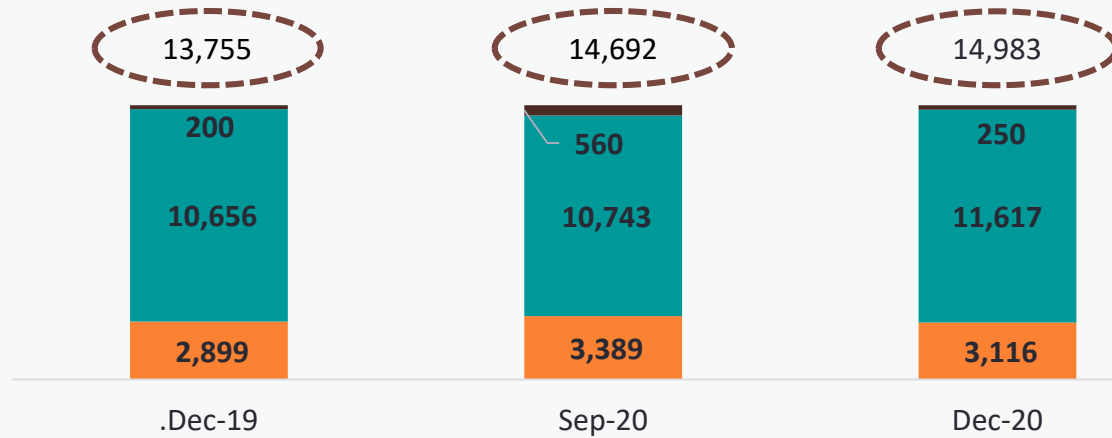
\*Higher average ticket sizes due to lower disbursements and largely to existing customer base  
 MSE ticket size is ₹8.1 lakhs in Q3FY21 if Navnirman loans under ECLGS scheme are included

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

# Liability profile: Retail franchise gaining momentum

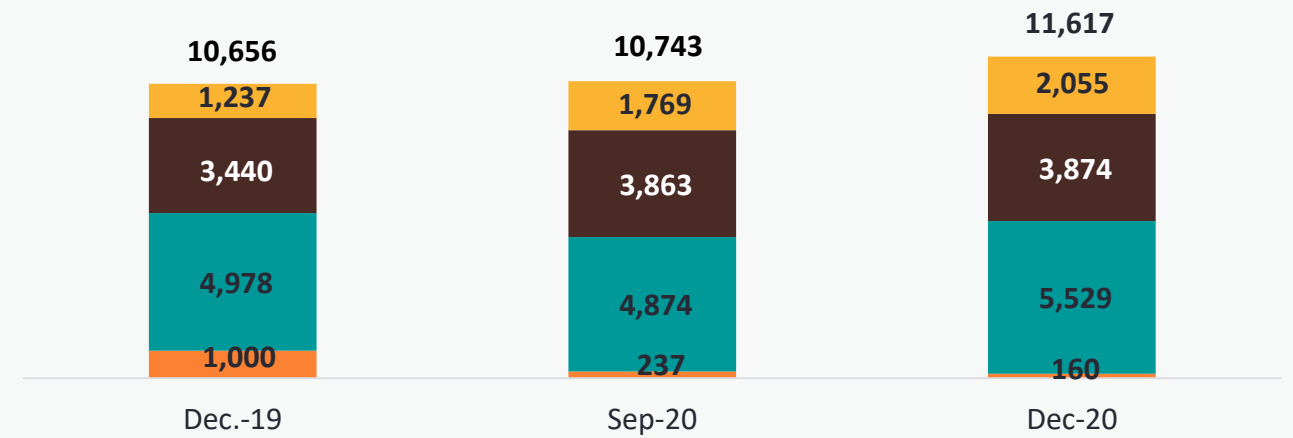
## Total liabilities profile (₹ in Crore)

Refinance Deposits Others

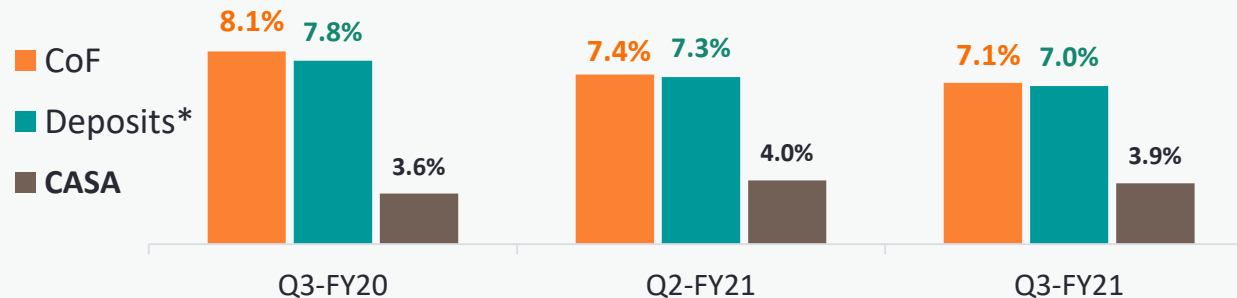


## Deposits break-up (₹ in Crore)

Certificate of Deposits Institutional TD Retail TD CASA



## Cost of funds



- ❖ Robust ALM position
- ❖ Credit-Total Deposit: 117% vs. 129% as of Sep'20
- ❖ Retail % share at 48% from 43% in Dec'19
- ❖ Cost of Deposits declined 80 bps Y-o-Y due to cut in interest rates coupled with rising share of retail deposits, reaping benefits from existing banking outlets and digital offerings

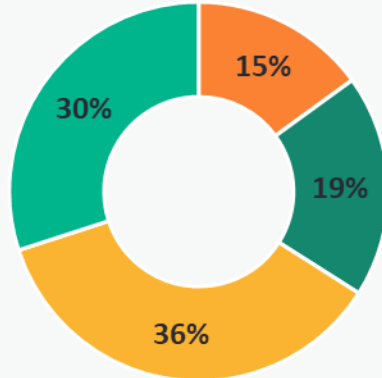
## Well-diversified and granular deposit mix

Region-wise deposit mix

Branch classification wise deposit mix

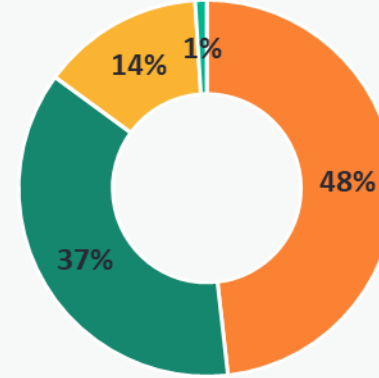
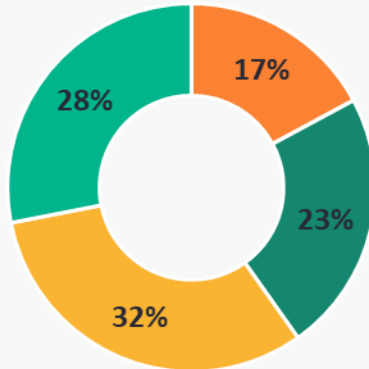
Segment wise deposit mix

Dec'19

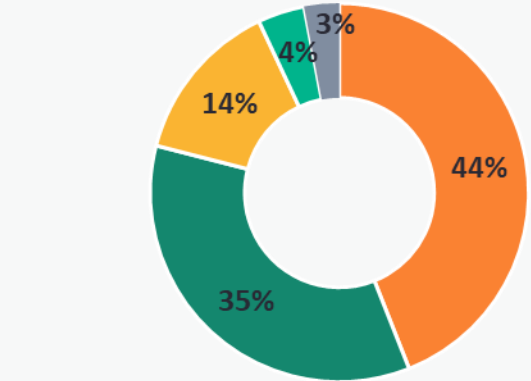
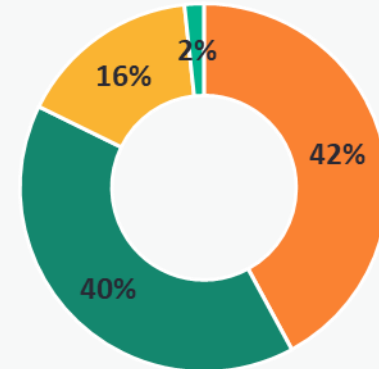


East West North South

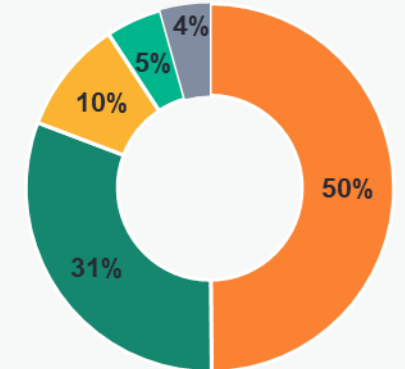
Dec'20



Metropolitan Urban Semi Urban Rural



Individuals Banks Corporate Govt. TASC^



## Healthy Capital Adequacy

(₹ in Crore)

	Dec'19	Mar'20	Jun'20	Sep'20	Dec'20
Credit Risk Weighted Assets	10,442	10,775	11,032	10,543	10,342
Tier I Capital	2,873	3,018	3,072	3,168	2,681
Tier II Capital*	84	87	93	99	103
Total Capital	2,958	3,105	3,164	3,268	2,785
CRAR	28.3%	28.8%	28.7%	30.99%	26.93%
Tier I CRAR	27.5%	28.0%	27.8%	30.05%	25.93%
Tier II CRAR	0.8%	0.8%	0.8%	0.94%	1.00%

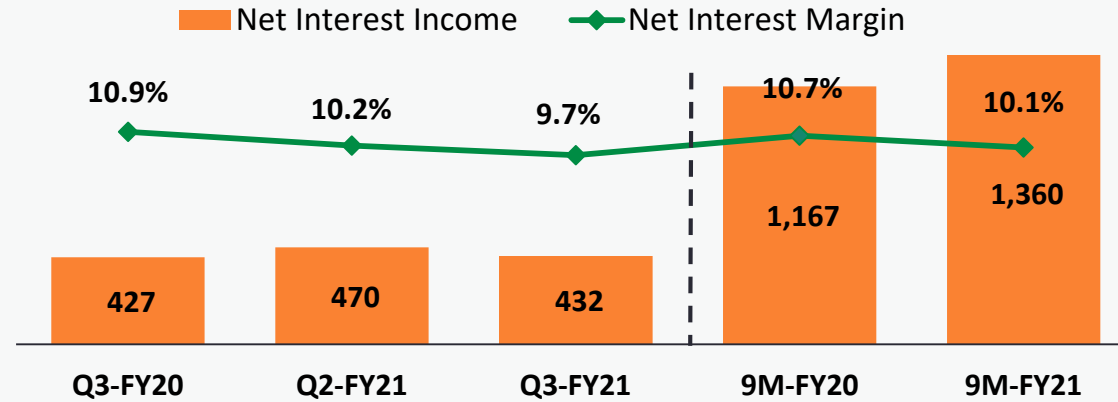
\* Additional COVID provisioning of ₹822 Cr not part of Tier II capital.

# Financial Overview

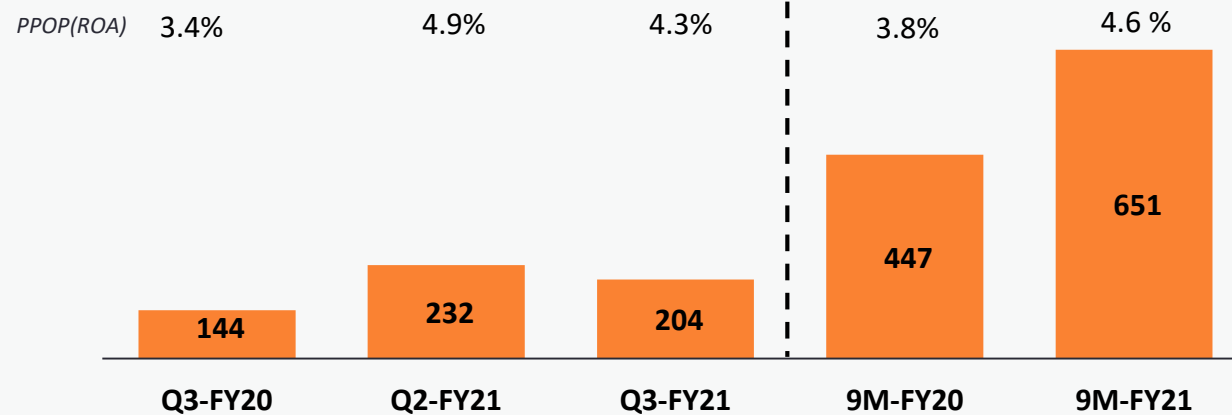


# Financial Overview

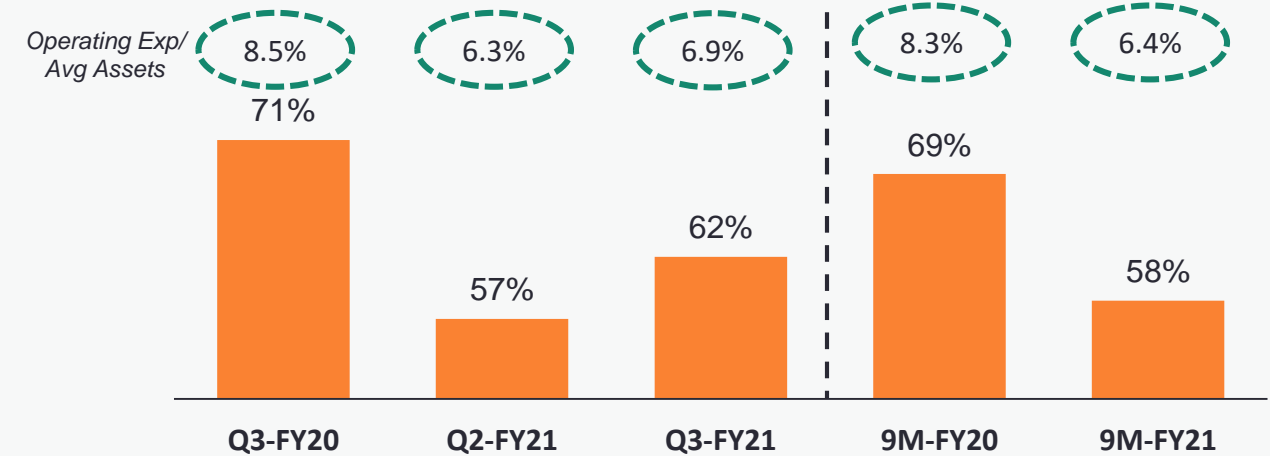
## NII (₹ in Crore) & NIM



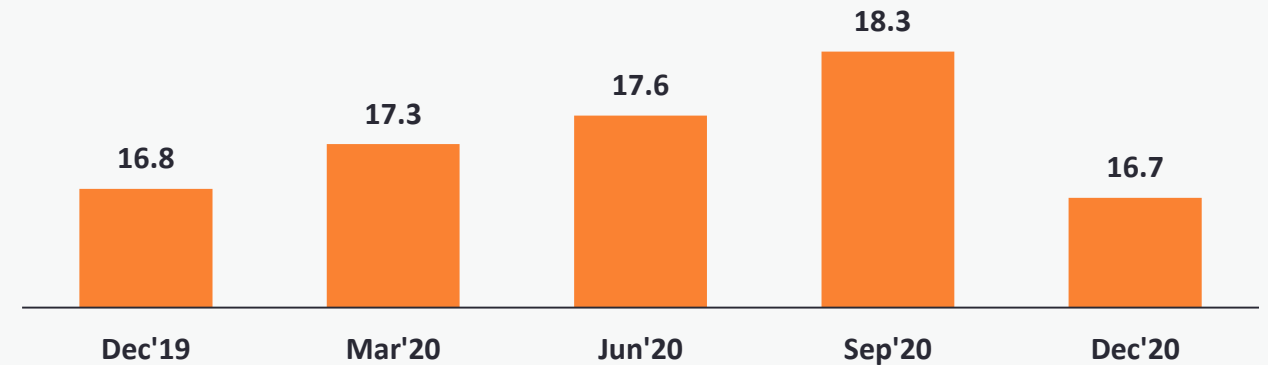
## Pre-Provision Operating Profit (₹ in Crore)



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



## Book Value Per Share (in ₹)



## Income Statement

Particulars (₹ in Crore)	Q3-FY21	Q3-FY20	YoY Growth	Q2-FY21	QoQ Growth	9M-FY21	9M-FY20	YoY Growth
Interest Earned	688	707	(3%)	754	(9%)	2,188	1,966	11%
Other Income	100	75	34%	64	56%	194	250	(23%)
<b>Total Income</b>	<b>789</b>	<b>782</b>	<b>1%</b>	<b>818</b>	<b>(4%)</b>	<b>2,382</b>	<b>2,216</b>	<b>7%</b>
Interest Expended	256	280	(9%)	283	(10%)	828	799	4%
Operating Expenses	329	358	(19%)	302	18%	903	971	(18%)
<b>Provisions and Contingencies</b>	<b>483</b>	<b>55</b>	<b>1288%</b>	<b>137</b>	<b>101%</b>	<b>779</b>	<b>170</b>	<b>865%</b>
- Provisions for tax	(100)	24	(523%)	36	(379%)	(45)	96	(148%)
- Provisions (Other than tax) & Contingencies	583	31	1811%	101	480%	824	74	1012%
<b>Total Expenditure</b>	<b>1068</b>	<b>693</b>	<b>1280%</b>	<b>722</b>	<b>101%</b>	<b>2,510</b>	<b>1,940</b>	<b>863%</b>
<b>Net profit for the period</b>	<b>(279)</b>	<b>90</b>	<b>(411%)</b>	<b>96</b>	<b>(392%)</b>	<b>(128)</b>	<b>277</b>	<b>(146%)</b>

## Total Income - Breakup

Particulars (₹ in Crore)	Q3-FY21	Q2-FY21	Q3-FY20	9M-FY21	9M-FY20
Interest on loan	638	701	667	2,036	1,853
Int. on investments	51	53	39	152	107
Securitization Inc.	0	0	1	0	6
<b>Total Interest Earned</b>	<b>688</b>	<b>754</b>	<b>707</b>	<b>2,188</b>	<b>1,966</b>
Processing Fees	28	19	44	52	126
PSLC Income	5	24	1	29	47
Trading Income	43	2	0	56	5
Bad Debts Recovery	3	2	8	5	24
Insurance Income	5	3	5	10	14
Misc. Income	17	14	17	41	34
<b>Total Other Income</b>	<b>100</b>	<b>64</b>	<b>75</b>	<b>194</b>	<b>250</b>
<b>Total Income</b>	<b>789</b>	<b>818</b>	<b>782</b>	<b>2,382</b>	<b>2,216</b>

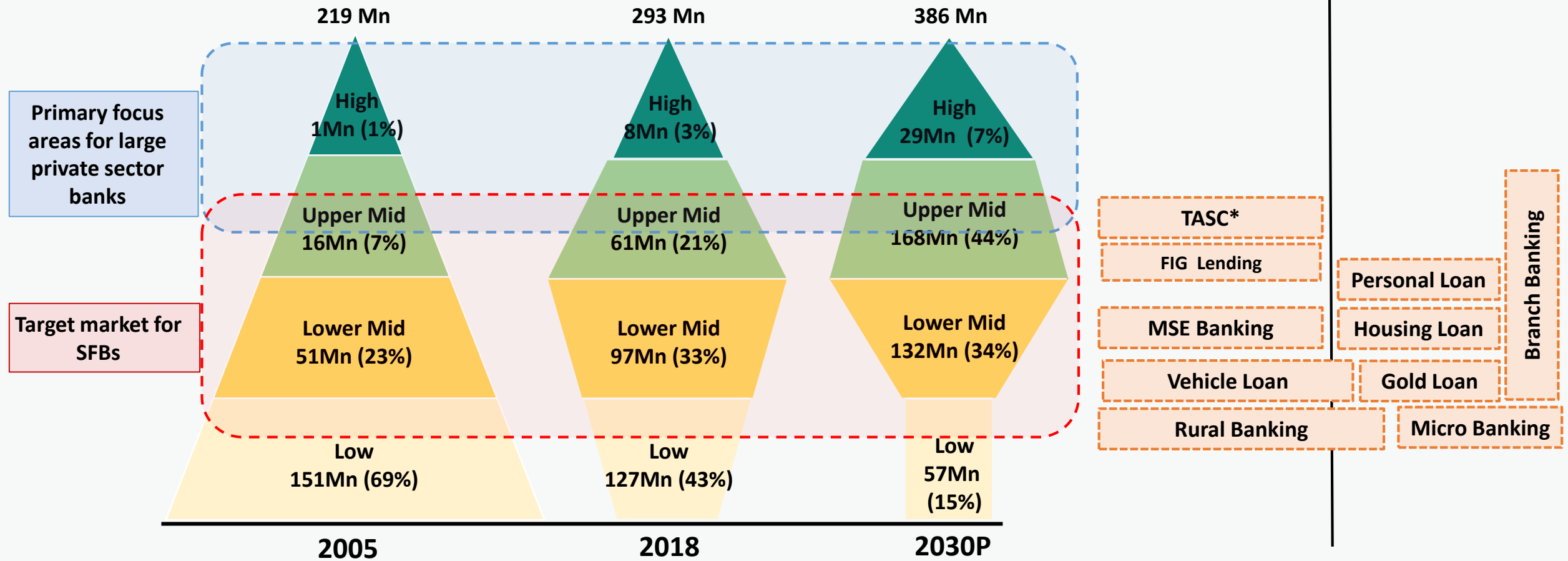
# Balance Sheet

Particulars (₹ in Crore)	Dec-20	Sep-20	Dec-19
<b>CAPITAL AND LIABILITIES</b>			
Capital	1,928	1,928	1,928
Share Application Money Pending Allotment	-	-	-
Employees Stock Options Outstanding	41	37	13
Reserves and Surplus	1,110	1,389	1,167
Deposits	11,617	10,743	10,656
Borrowings	3,366	3,949	3,099
Other Liabilities and Provisions	1,354	748	497
<b>TOTAL</b>	<b>19,416</b>	<b>18,794</b>	<b>17,360</b>
<b>ASSETS</b>			
Cash and Balances with Reserve Bank of India	1,206	755	663
Balance with Banks and Money at Call and Short Notice	427	316	292
Investments	3,484	3,349	2,282
Advances	13,514	13,773	13,539
Fixed Assets	289	297	292
Other Assets	496	304	321
<b>TOTAL</b>	<b>19,416</b>	<b>18,794</b>	<b>17,360</b>

# Ujjivan – Building a Mass Market Bank

# Well placed to gain from evolving country demographics

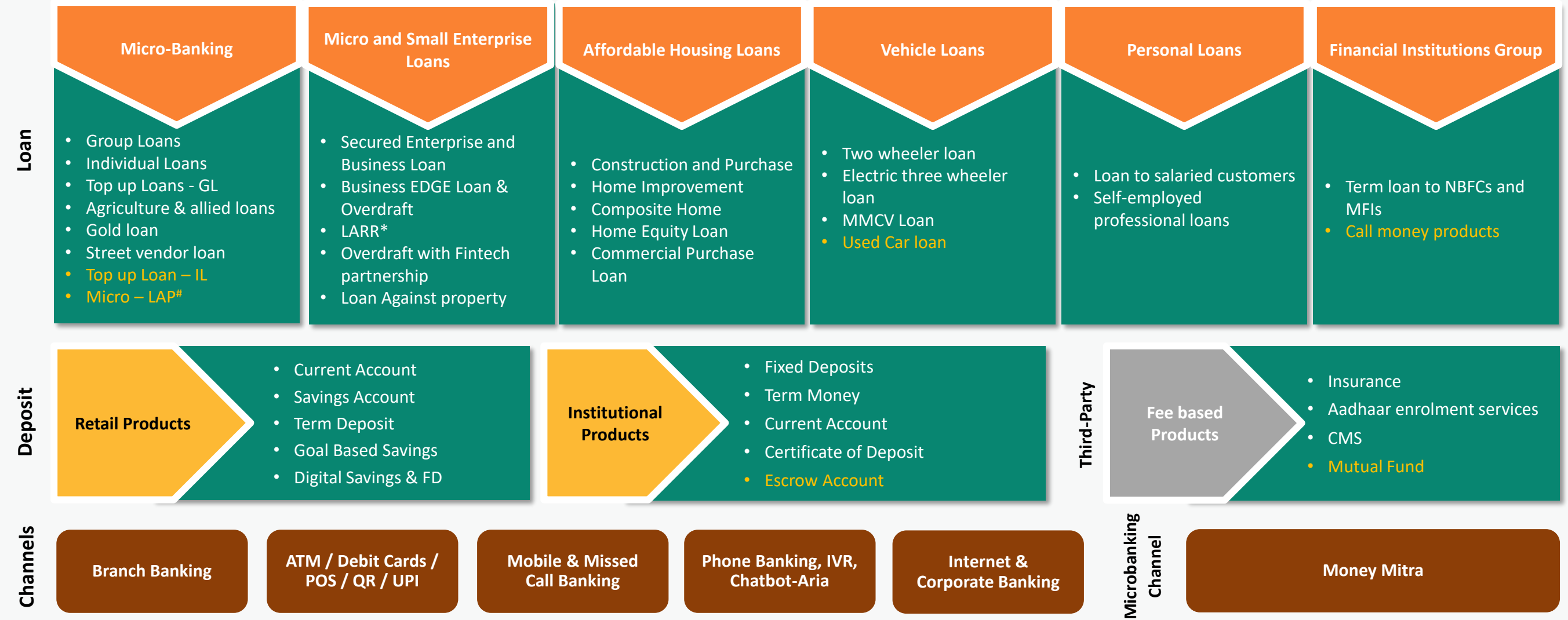
SFBs suited to reap benefits of the expanding middle-class expansion\*



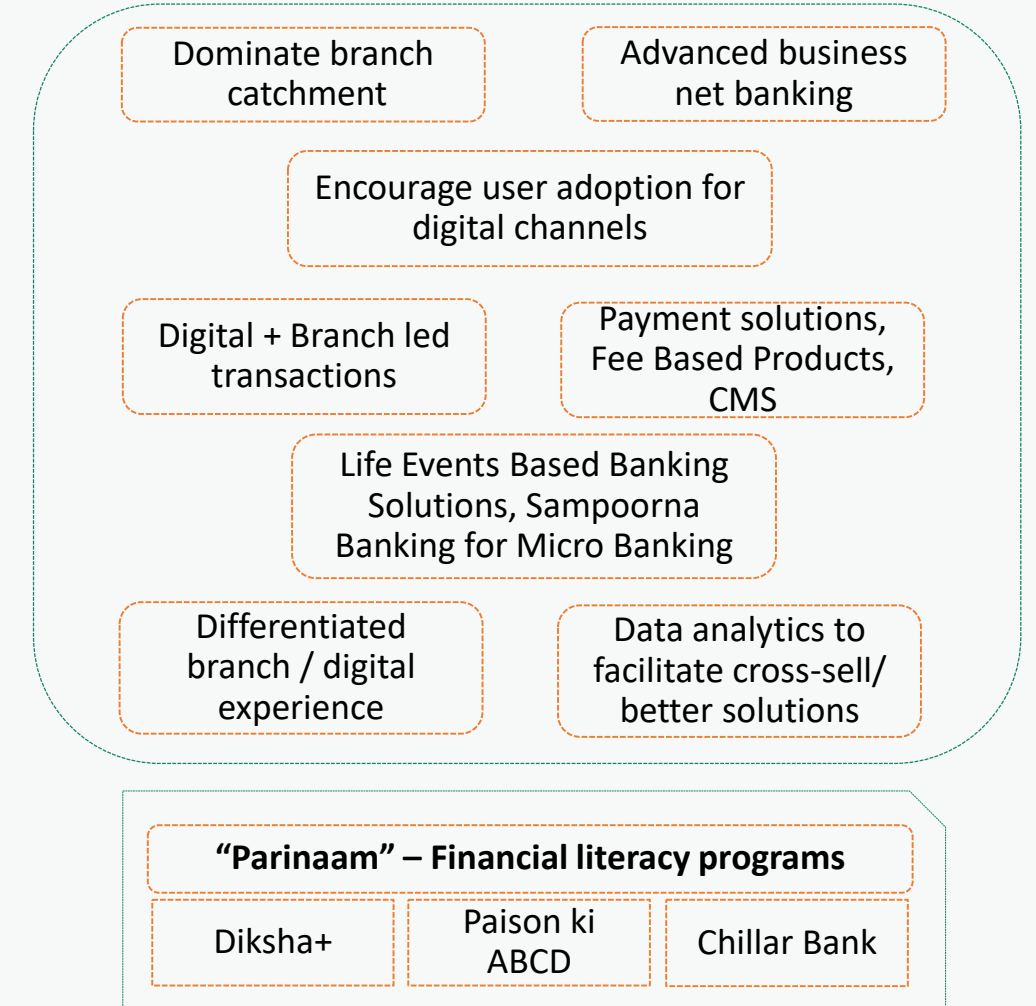
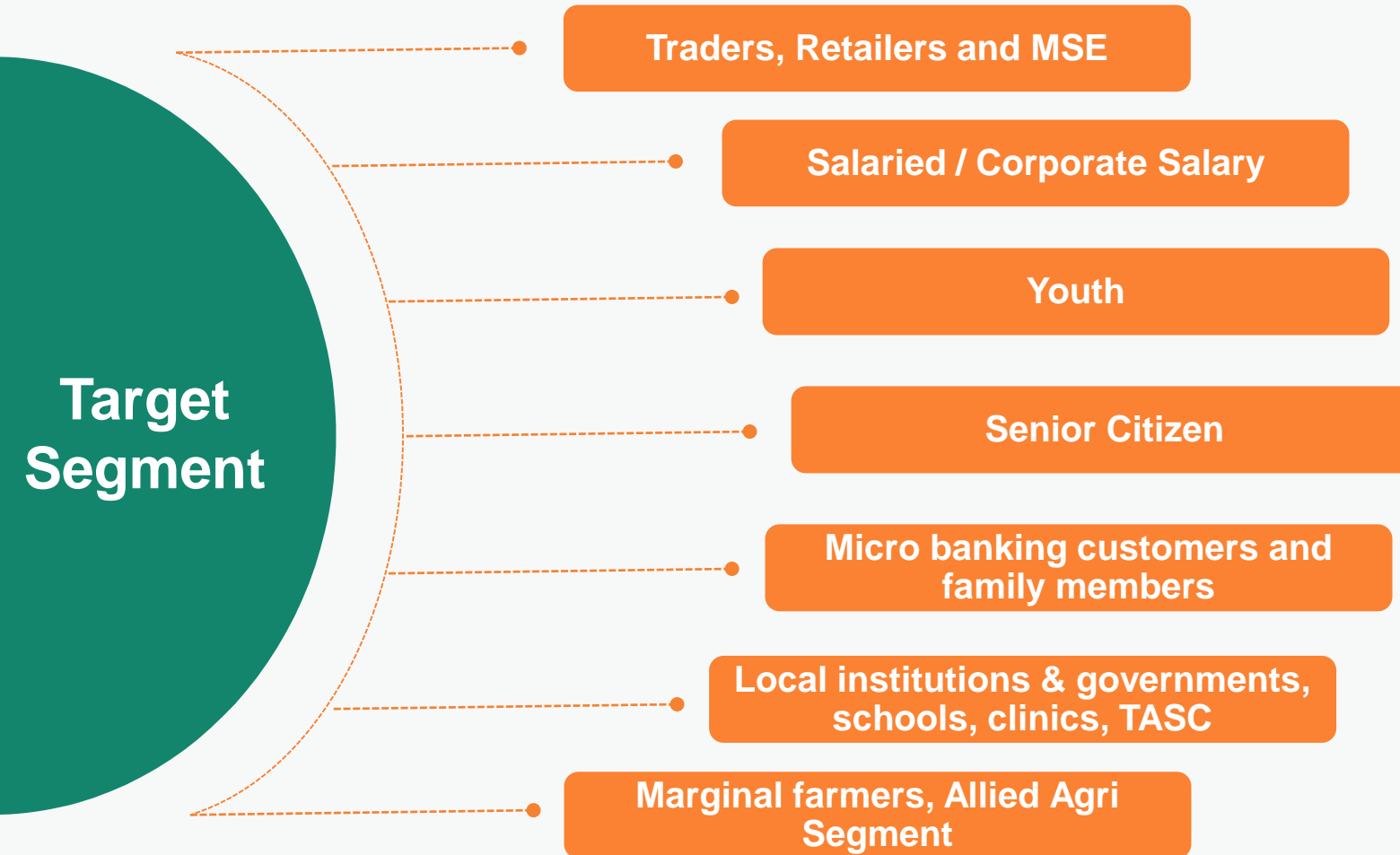
\*Trusts, Associations, Societies and Clubs

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

# Comprehensive suite of Banking Products & Services



## Focus on growing stable and granular Liability base



**Ramped up retail deposits: ₹ 5,563 crores (48% of total deposits) vs ₹ 4,624 crores (43% of total deposits) Y-o-Y**



## Other Income – diversifying revenue streams

### Third Party Products

₹ 5 crore in Q3-FY21

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

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

#### Products under evaluation

- Mutual Funds
- National Pension Scheme

#### Process improvement

- Automation & IT integration
- Tick-based products

Other  
Income

### PSLC Income

₹ 5 crore in Q3-FY21

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

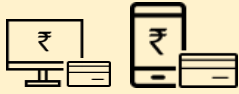
### Fee-Based & others

₹ 91 crore in Q3-FY21

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

# Serving customers through multiple delivery channels

## Multiple delivery channels



### Personal & Business Internet banking

- Web-based, can be accessed from any system
- High volume bulk upload facility
- Customizable client centric approval matrix



### ATMs

- 486 ATMs including 53 Automated Cash Recycler machines
- All ATM's re-enabled with biometrics
- 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 4.4/5 on Google Playstore as of Dec'20 – Highest among SFBs
- Nine languages option – English, Hindi, Kannada, Tamil, Bengali, Marathi, Gujarati, Punjabi and Odiya
- Working on voice and video enabled customer interface
- Active users exceeds 0.68 million as of Dec'20

# Strong Independent Board

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

Name	Education	Prior Experience
<b>Nandlal Laxminarayan Sarda</b> <i>Independent Director</i>	M.Tech and PhD from IIT, Bombay	Previously served on the boards of the Union Bank of India, Clearing Corporation of India and Andhra Bank
<b>Mahadev Lakshminarayanan</b> <i>Independent Director</i>	B.Sc from Kerala University and CA from ICAI	Serves on the board of Aspinwall and Company and ex-partner at Deloitte Haskins & Sells LLP and Fraser & Ross
<b>Umang Bedi</b> <i>Independent Director</i>	Bachelor's degree in engineering from University of Pune General Management Program from Harvard Business School, Boston, Massachusetts.	Co-Founder of Dailyhunt, India's largest local language content & news discovery platform. Previously the Managing Director - India and South Asia with Facebook India Online Services Private Limited, ADOBE Systems India Private Limited and Intuit Inc.
<b>Rajni Anil Mishra</b> <b>Additional Director (Independent)</b>	Master's degree in commerce (Gold Medalist) from M S 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 branch administration, corporate credit, forex treasury etc. She is the chairperson and Independent Director of NCL Buildtek limited, Hyderabad

# Experienced Management Team

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

# Key Growth Strategies

01

## COMPREHENSIVE & RELEVANT PRODUCTS

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

02

## FOCUS ON DIGITAL BANKING AND ANALYTICS

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

03

## BUILD A STABLE & GRANULAR DEPOSIT BASE

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

04

## EXPAND & OPTIMIZE DISTRIBUTION NETWORK

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

05

## CONTINUE FOCUS ON IMPROVING FINANCIAL AND DIGITAL INCLUSION

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

06

## DIVERSIFY REVENUE STREAMS

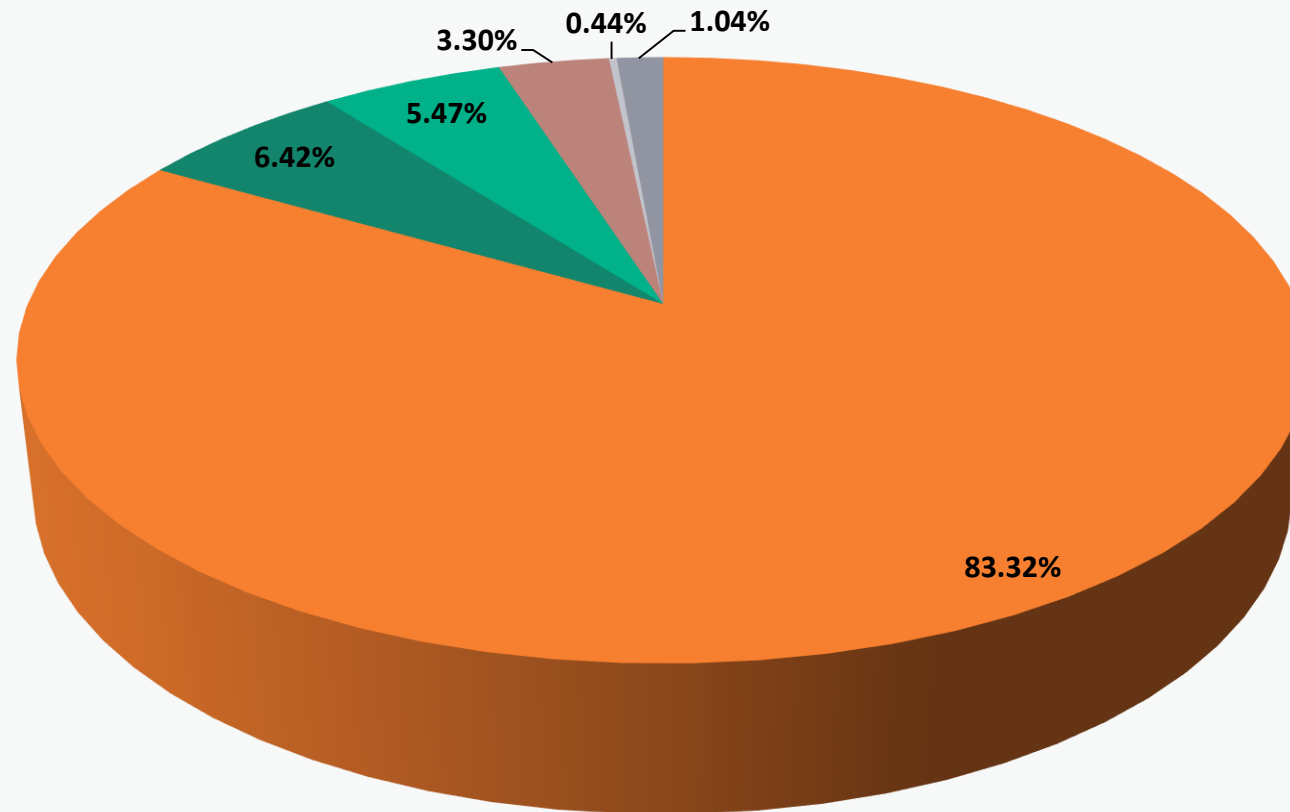
- Leverage banking infrastructure to diversify product portfolio and increase fee and commission-based business
- Increase focus on treasury income, bancassurance, fee and processing charges
- Introduce new products and services and focus on cross-selling to existing customers

# Annexure

# Shareholding Pattern

Shareholding Pattern (Based on Holding) as on 31<sup>st</sup> December, 2020

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



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

# Ujjivan: Inclusive Growth Philosophy

## COVID Relief

- Initiatives were done internally by the bank to address the pandemic and also through partner organisations support the unserved and underserved

## Environment Protection

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

## Community Development

- Work with CSR partner organisations to strengthen communities by providing support to education, skill development, infrastructure development across India

## Disaster Relief & Vocational training

- 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



**44,107**  
beneficiaries



**12,800+** Municipality  
and Panchayat workers



**1,95,000+** trained on  
COVID awareness



**18,450** Healthcare  
Workers



**19,947**  
Police



**200** Drivers &  
Conductors

- **COVID relief activity:**
  - As apart of CSR initiative distributed 1,50,000+ Mask; 41,000+ Soaps; 27,000+ Sanitizers; 8,000+ PPE kits and many more
  - ₹ 1.81 Cr (approx) spent in response to the pandemic outbreak
  - ₹ 52 lac was spent on cyclone relief activities across India
- **COVID Education :**
  - Educated 1,95,000+ people on COVID symptoms, precautions, nearby testing centres and insurance schemes by GOI
  - Education training is being provided in 18 states
- **COVID Education program will reach overall 3+ lakh beneficiaries by end of March-21**

# Thank You!