

Q1 FY23 PRESENTATION

July 2022





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- Note: All financial numbers in the presentation are from Audited Financials or Limited Reviewed financials or based on Management estimates.



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Performance Highlights



Business Overview



Financials



Ujjivan - Building a Mass Market Bank





Performance Highlights

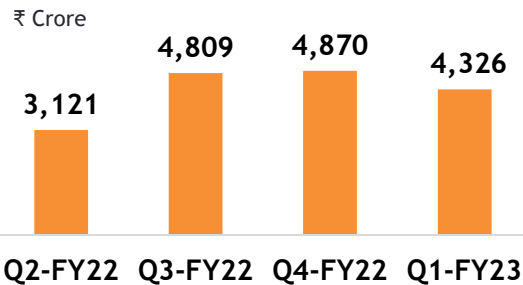


BUSINESS TURNAROUND; BACK ON TRACK

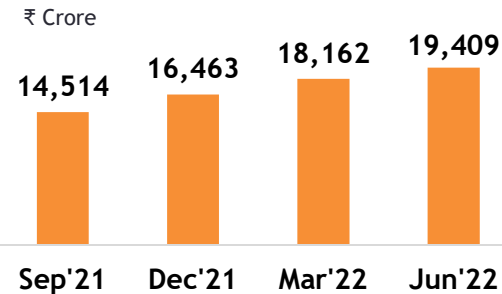
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Business volumes improved; sustaining

Our highest ever Q1 Disbursement



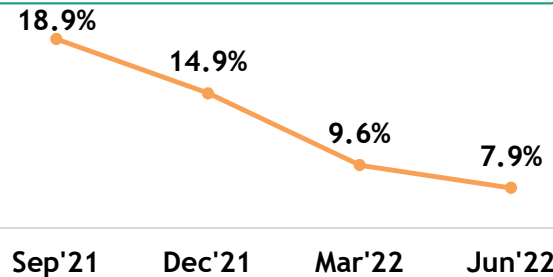
Gross advances



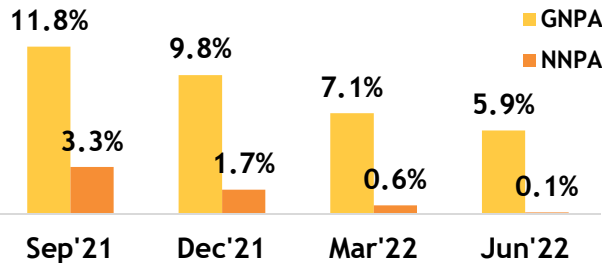
2

Asset quality on continuous improving trend

Reduced Portfolio at Risk



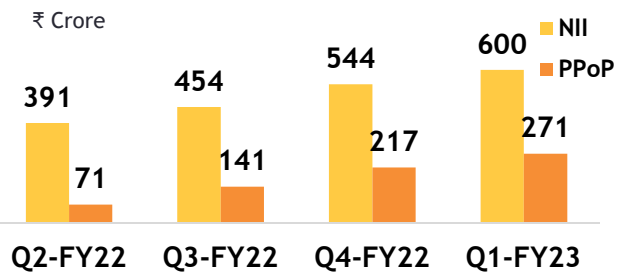
Significant reduction in GNPA/ NNPA



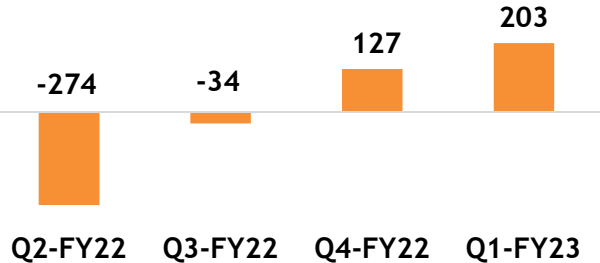
3

Complete turnaround in profitability

Operating profits rising...



...with PAT riding faster





KEY HIGHLIGHTS

Disbursements

Strongest Q1 disbursement for Ujjivan; ₹ 4,326 Cr up 230% Y-o-Y*

Collections

Collection efficiency at ~99% in Jun'22; good traction on restructured/ NPA pool

Liabilities

Retail deposits up 65% Y-o-Y; CASA up 86% Y-o-Y | Total deposit at ₹ 18,449 Cr up 35% Y-o-Y

Asset Quality

Continues to improve - GNPA / NNPA reduced to 5.9% / 0.1% from 7.1% / 0.6% as of Mar'22

Provisioning

Total book coverage at 6.5% with PCR at 98%; including floating provision of ₹ 220 Cr

Financials

NII at ₹ 600 Cr | NIM at 9.6% | Cost-to-income ratio at 61%

Profitability

Highest ever PPOP at ₹ 271 Cr | Highest ever PAT at ₹ 203 Cr vs ₹ (233) Cr Y-o-Y
RoA at 3.4% | RoE at 28.0%

Capital

20.03% capital adequacy with tier-I at 18.70% as of Jun'22 | LCR at 182% as on Jun'22

All NPA and gross advances data in this document (except financial overview section) are without adjusting for ₹ 1794 cr / ₹ 674 cr of IBPC/ Securitization as on 30th June 2022 / 31st March 2022

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

* Q1FY22 was impacted due to Covid 2.0



KEY HIGHLIGHTS

Gross Advances

₹ 19,409 cr
Up 38% yoy
Jun'21: ₹14,037 cr

Disbursements

₹ 4,326 cr
Up 230% yoy
Jun'21: ₹ 1,311 cr

CRAR

Mar'22: 20.0%
Down 587 bps yoy
Jun'21: 25.9%

PPOP

₹ 271 cr
Up 68% yoy
Q1-FY22: ₹ 161 cr

PAT

₹ 203 cr
Up yoy
Q1-FY22: ₹ (233) cr

Total Deposits

₹ 18,449 cr
Up 35% yoy
Jun'21: ₹ 13,673 cr

Retail Deposits

₹ 10,761 cr
Up 65% yoy
Jun'21: ₹ 6,515 cr

GNPA

5.9%
Down 390 bps
Jun'21: 9.8%

NII

₹ 600 cr
Up 56% yoy
Q1-FY22: ₹ 384 cr

NIM

9.6%
UP 162 bps yoy
Q1-FY22: 8.0%

Employees

16,664
Up 3% yoy
Jun'21: 16,102

Customer Base

Jun'22: 66.0 lacs
Up 13% yoy
Mar'21: 58.2 lacs

NNPA

0.1%
Down 258 bps yoy
Jun'21: 2.7%

RoA

3.4%
Up 808 bps yoy
Q1-FY22: (4.7)%

RoE

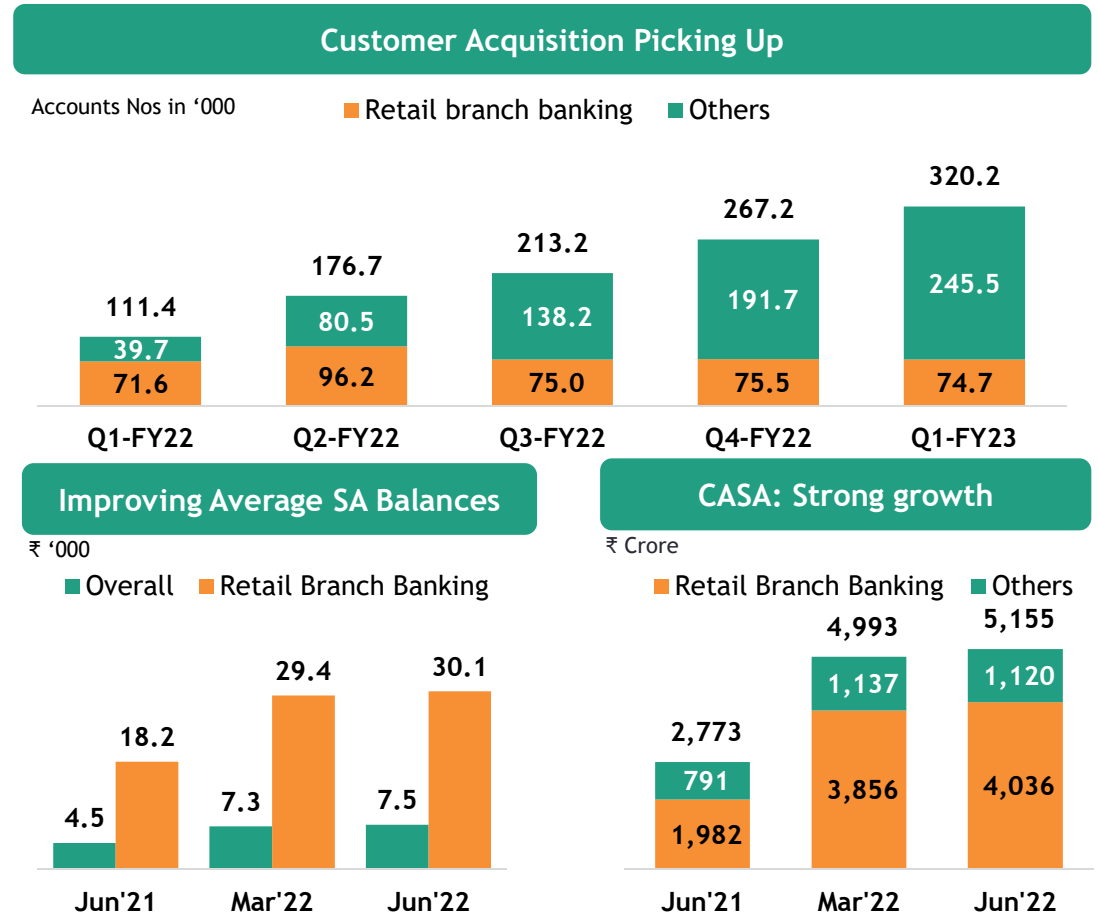
28.0%
Up vs.
Q1-FY22: (30.1)%

Note: Q1FY22 was impacted due to Covid 2.0



STRENGTHENING RETAIL LIABILITY FRANCHISE

- **Total deposits grew 35% Y-o-Y to ₹ 18,449 Cr**
- **Retail deposits grew 65% Y-o-Y; contributing to 58% of total deposits in Jun'22 vs 48% in Jun'21**
- **CASA deposits grew 86% Y-o-Y; 28.0% of total deposit as of Jun'22**
 - **Retail Branch banking CASA grew 104% Y-o-Y; contributes 78% to total CASA**
- **Focus on value-add products to drive average balances**
 - Average balance for Retail Branch Banking SA moved to ₹ 30k from ₹18k Y-o-Y
 - Overall average SA balance moved to ₹ 8k from ₹ 5k Y-o-Y





ASSETS UPDATE - MICROBANKING

Collections

- Collection remains strong across regions/ states with Jun'22 sustaining ~99.5%+
- Focused approach towards different buckets; restricting flow to higher buckets; collection from stressed pool
- Collections aided by strong dedicated collection team, analytics and digital tools

Disbursement

- Strong disbursement despite being Q1: ₹ 3,515 Cr up ~333.9% Y-o-Y, down ~11.7% Q-o-Q
- Building up new customer acquisition - 34% loans to new customers vs. 24% in Q4-FY22; acquired 1.9 lakh new customers in Q1-FY23 vs 1.5 lakh in Q4-FY22

Digital collections

- Digital penetration continues to scale up through existing & new channels like Fintech, payments bank, money mitra outlets
- Q1-FY23 cashless collections at 20% vs 19% in Q4-FY22

New Initiatives

- Expanding Ujjivan Pay QR for merchants and bring in peripheral to the existing product
- Exploring Money Mitra network to include other services
- Growing business through repeat and top-up loans simultaneously increasing our new customer acquisition
- Simplifying IL business processes flow; upgraded to GLOW single flow (loan origination system)
- IL Top Up loans extended to all branches
- Launch of IL Pre-Approved Loans



ASSETS UPDATE - OTHER ASSETS

Collections

- Healthy collections across regions/ states with Jun'22 reaching 94% vs. 96% in Mar'22
- Focused approach towards different buckets; restricting flow to higher buckets; collection from stressed pool
- Collections aided by strong dedicated collection team, analytics and digital tools, legal action
- Formation of collection task force to improve repayment
- Recoveries supported by legal is being expedited

Disbursement

- Q1-FY23 Disbursements at ₹ 812 Cr
 - Housing: ₹ 288 Cr in Q1-FY23 vs ₹ 304 Cr in Q4-FY22 vs ₹ 112 Cr in Q1-FY22
 - MSE: ₹ 254 Cr vs ₹ 312 Cr in Q4-FY22; disbursed ₹ 91 Cr for Q1FY23 vs ₹ 59 Cr Q1FY22 under Fintech loan book for supply chain finance; Disbursed ₹ 12 Cr under CGTMSE scheme
 - FIG: ₹ 150 Cr vs ₹ 120 Cr in Q4-FY22; ₹ 195 Cr in Q1-FY22

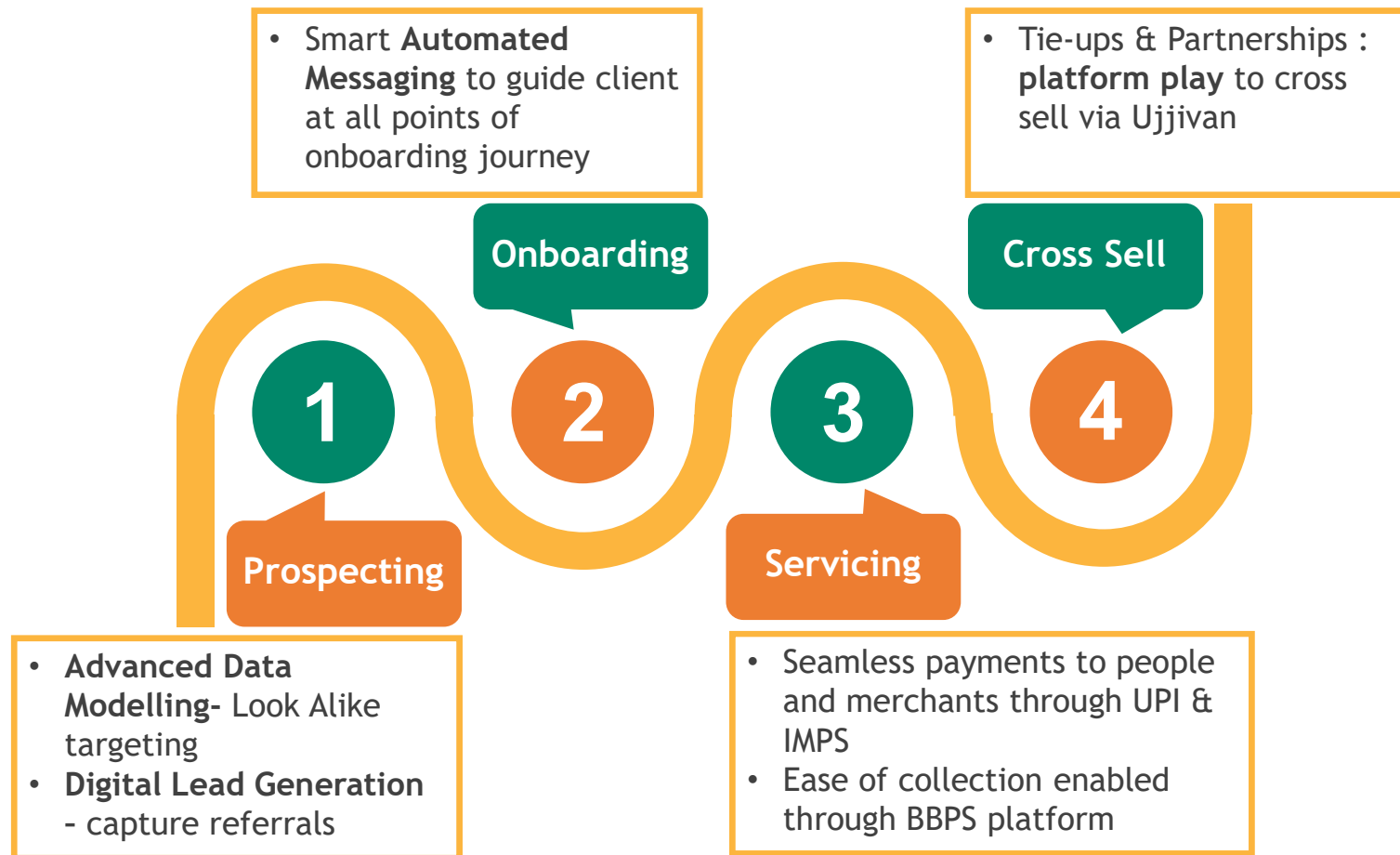
Others

- Increasing focus on Semi-formal/ Formal segment in tier - II & III towns
- Housing: Focus on process improvement; diversify business sourcing; state-level collateral policy implemented
- MSE: Bundling of MSE offerings in CA Variant for prime customers; Exploring New Partnership with Fintechs; focus on relationship banking



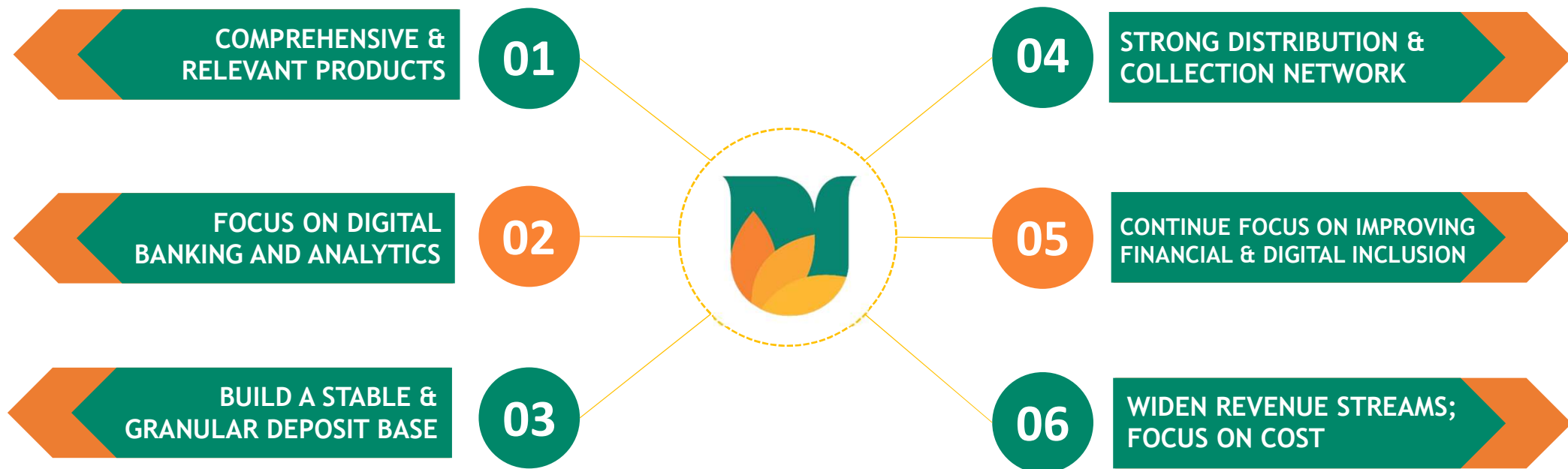
Successfully driving digital journey

DIGITAL END-TO-END THROUGH THE VALUE CHAIN





KEY GROWTH STRATEGIES (1/3)





KEY GROWTH STRATEGIES (2/3)

01 COMPREHENSIVE & RELEVANT PRODUCTS

- Relationship Banking to increase penetration / share of customer wallet
- Entire gamut of asset and liability products to attract new customers and deepen existing customer relationships
- Expand range of third party products and services

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



KEY GROWTH STRATEGIES (3/3)

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 with focus on digital repayments
- Strengthen alternate delivery channels and encourage customers to move towards a cashless environment

05

CONTINUE FOCUS ON IMPROVING FINANCIAL & 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

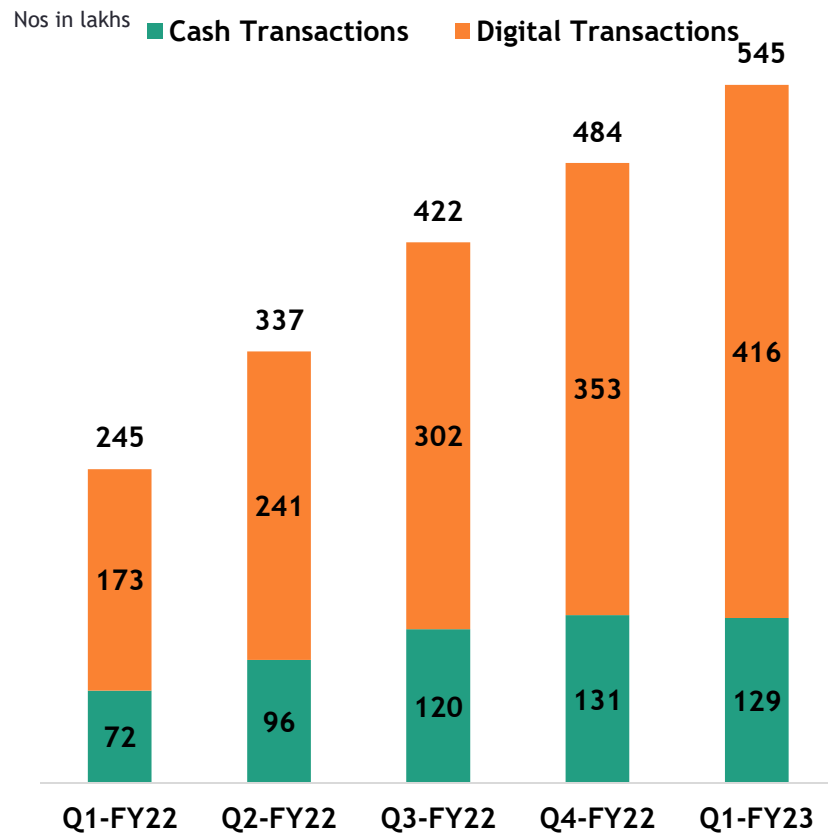
WIDEN REVENUE STREAMS; FOCUS ON COST

- 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
- Leaner cost structure by means of productivity enhancement, digital initiatives



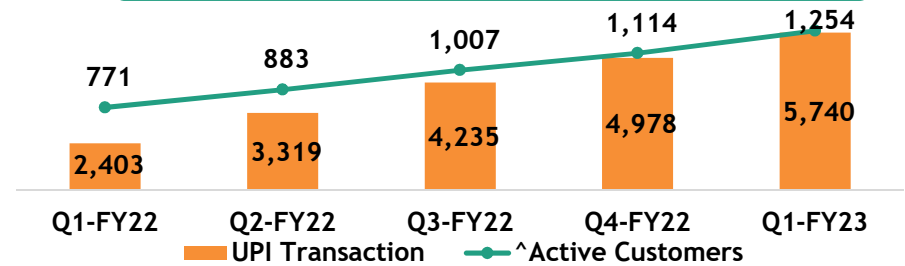
INCREASING DIGITAL TRANSACTIONS (1/2)

Increasing Digital Transactions*

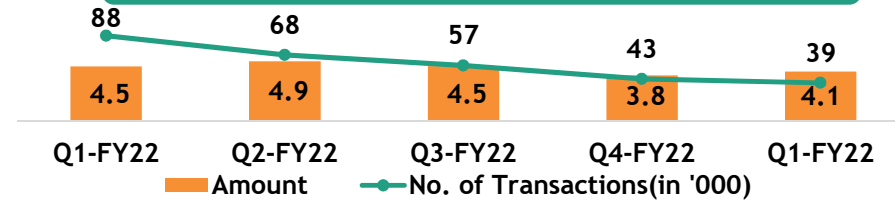


*Basis CBS volumes ^Active customers as of period end

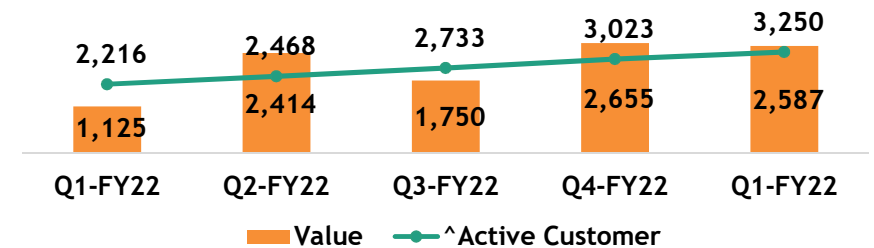
UPI Transactions



Bill Payments



Business Net Banking





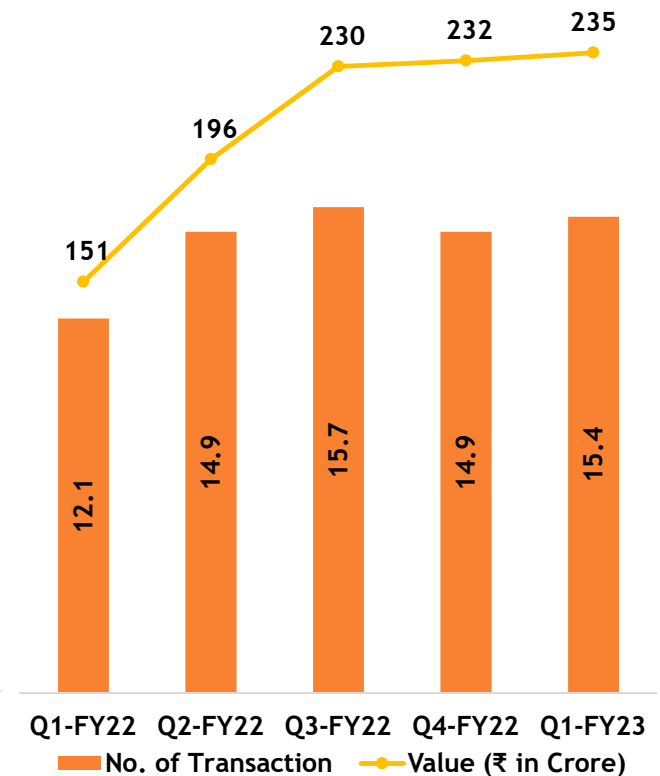
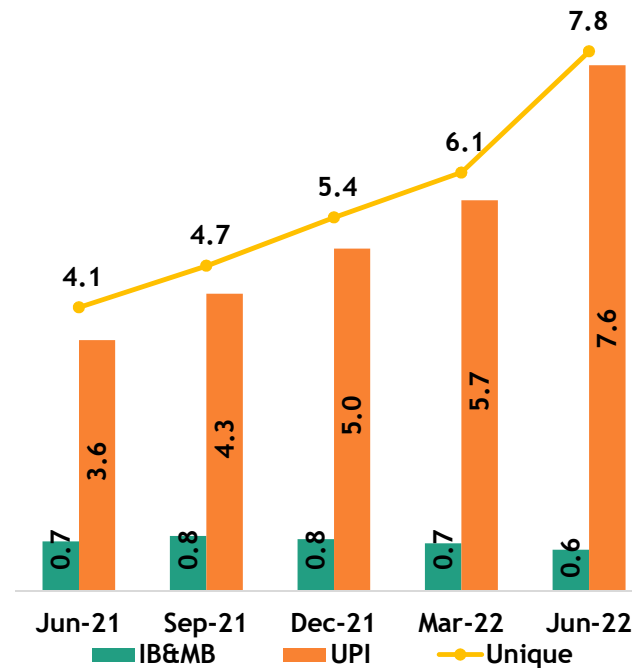
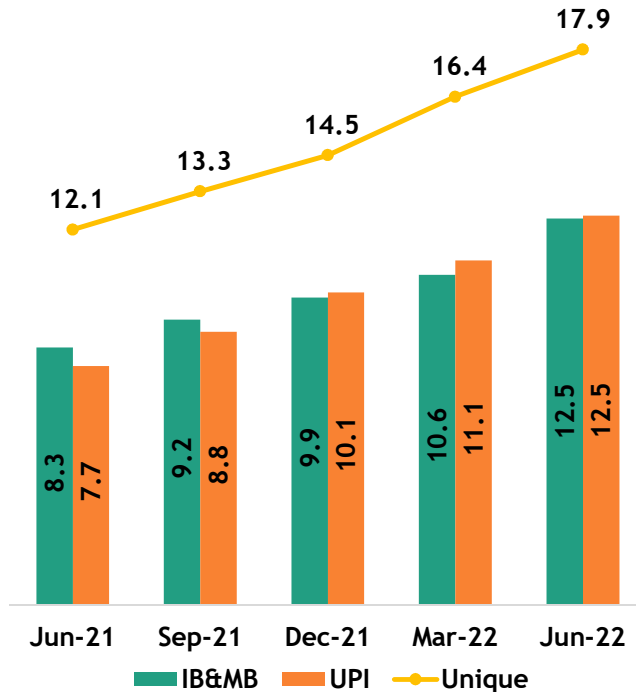
INCREASING DIGITAL TRANSACTIONS (2/2)

Digital penetration among customers continues to show a healthy increase

POS Transactions

Registered Customer (in lakhs)

Transacting Customers (in lakhs)

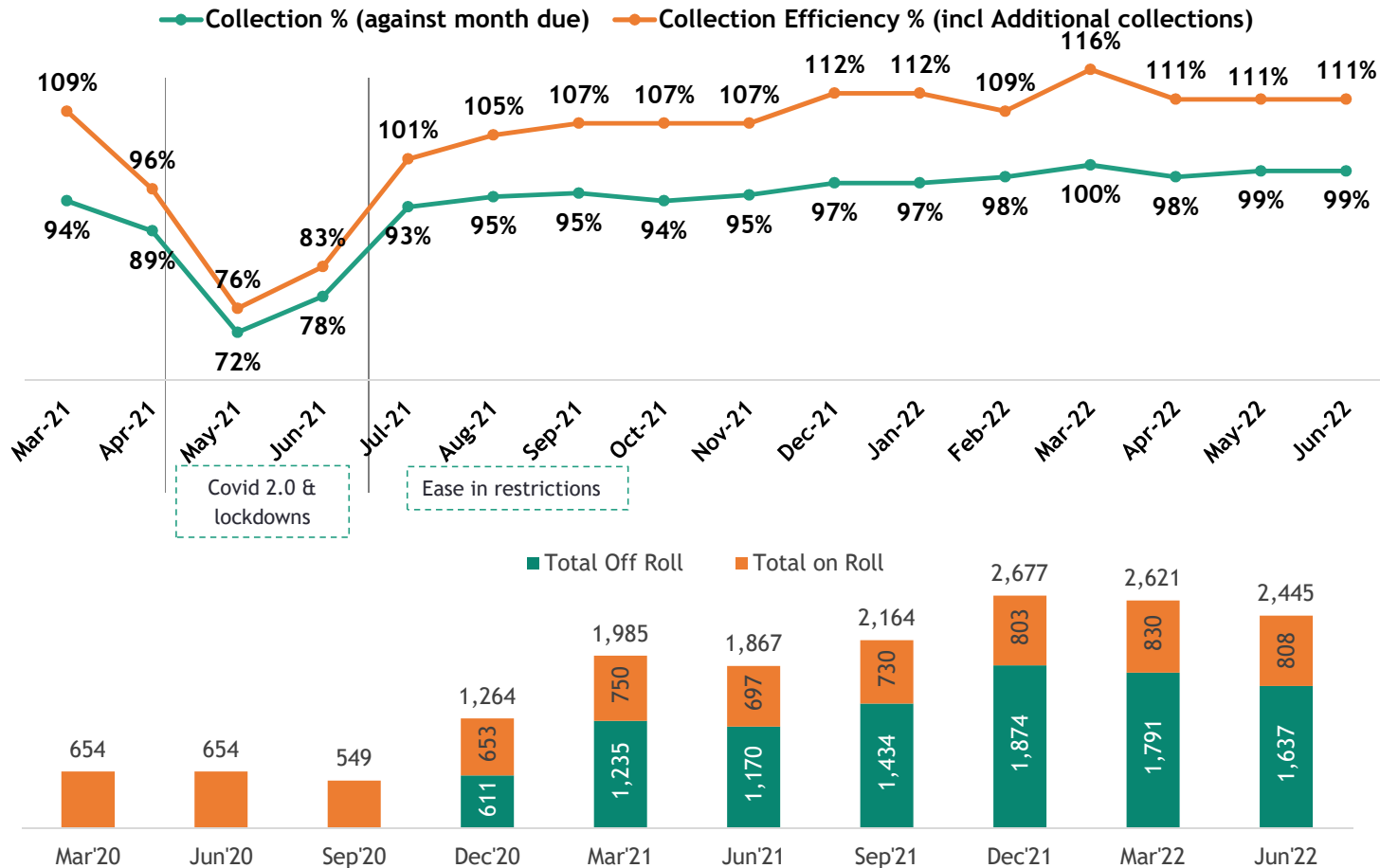




Collections and asset quality parameters

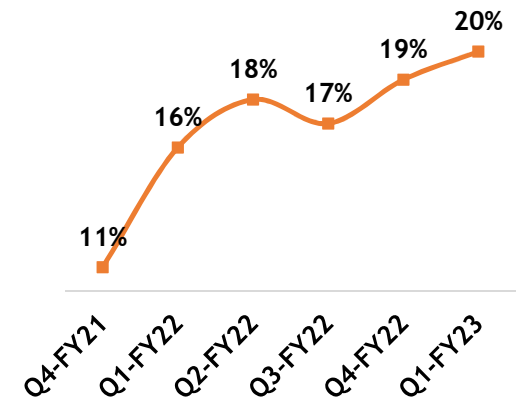


HEALTHY COLLECTIONS LEADING TO IMPROVED ASSET QUALITY



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

Cashless collections



- 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 (1/2)

₹ Crore	Jan'22				Feb'22				Mar'22			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MicroBanking	869.9	844.5	97%	94.9	906.9	889.1	98%	68.1	936.7	944.6	101%	85.7
MSE	25.3	21.2	84%	19.5	25.7	21.8	85%	22.8	25.6	22.1	86%	33.1
Affordable Housing	35.3	33	94%	32.5	36	33.9	94%	29.4	36.8	35.2	96%	50.2
FIG Lending	44.4	44.4	100%	-	41.6	41.6	100%	-	73.2	73.2	100%	-
Others	15.1	13.6	90%	2.4	16.2	14.6	90%	2.4	17.2	16.2	94%	2.4
Total	989.9	956.8	97%	149.4	1,026.5	1,001.0	98%	122.8	1,089.7	1,091.2	100%	171.4



COLLECTION EFFICIENCY (2/2)

₹ Crore	Apr'22				May'22				Jun'22			
Verticals	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection	Due	Collection	Collection %	Additional Collection
MicroBanking	939.3	928.9	99%	76.3	958.4	957.3	100%	79.0	975.1	971.1	100%	81.5
MSE	25.6	21.5	84%	21.6	25.9	22.0	85%	22.0	26.0	22.2	85%	23.8
Affordable Housing	37.6	35.4	94%	29	38.4	36.3	95%	26.2	39.0	36.9	95%	31.8
FIG Lending	49	49	100%	-	39.4	39.4	100%	-	63.7	63.7	100%	-
Others	17.6	16.2	92%	3.4	17.3	15.9	92%	2.8	17.2	15.7	91%	2.8
Total	1,069.2	1,051.1	98%	130.5	1,079.3	1,071.0	99%	130.0	1,121.0	1,109.7	99%	139.8



SIGNIFICANT REDUCTION IN RESTRUCTURED BOOK

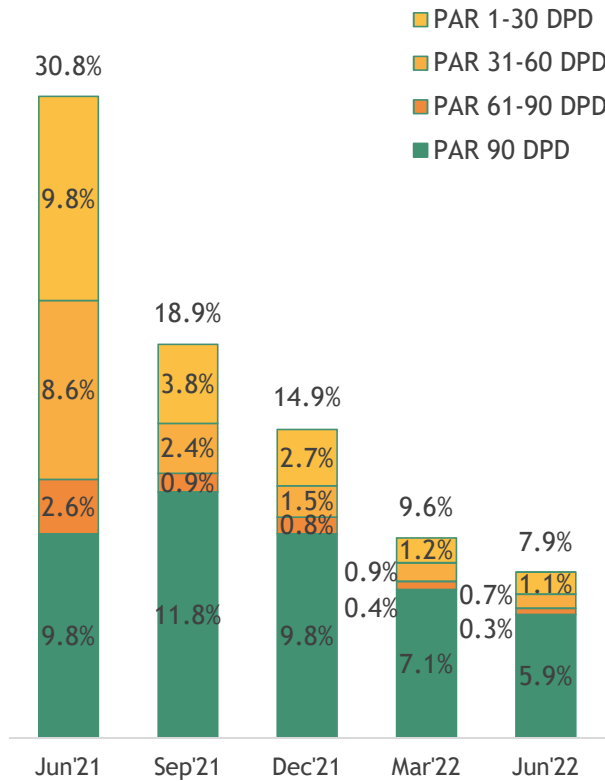
Restructured Book			
₹ crores	RF 1.0	RF 2.0	Total
MicroBanking	188	361	549
Affordable Housing	13	23	36
MSE	11	62	73
Loan Book	212	445	657
PAR	185	232	417
GNPA	179	188	366
Provisions	177	207	384
Collection efficiency %	-	-	84%

- 59% provision on outstanding Restructured Book
- RF 2.0 collection efficiency continues to be strong
- Significant reduction in Stress pool (Restructured + NPA), driven by:
 - Improving collection across buckets
 - PAR/ GNPA has been reducing on absolute basis as fresh slippages have reduced significantly

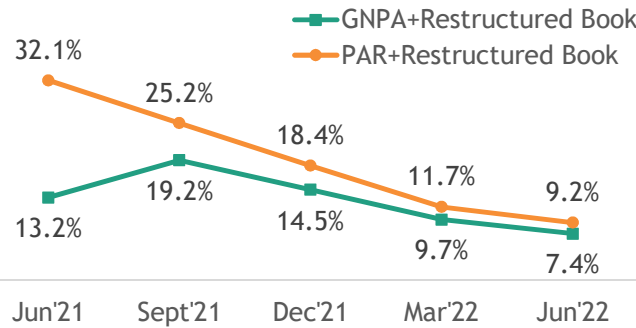


FOCUSED TOWARDS IMPROVING ASSET QUALITY

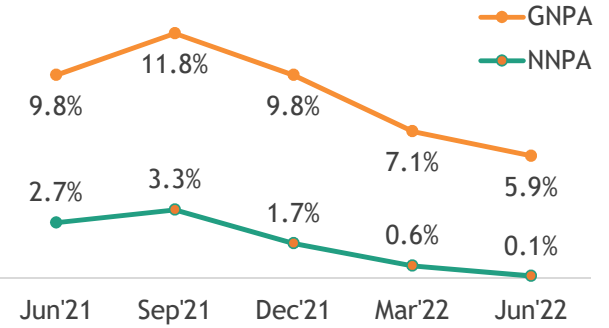
Portfolio at Risk (bucket wise)



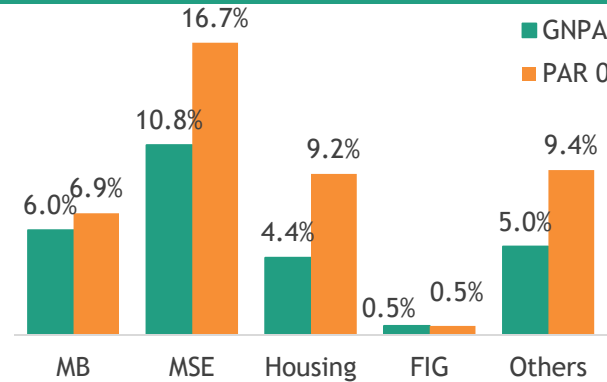
Significant reduction in stress book



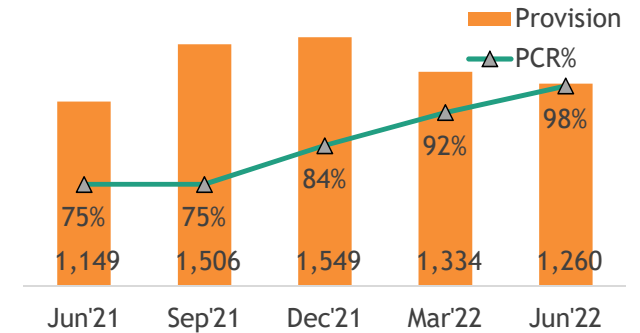
GNPA & NNPA



PAR 0 and GNPA (segment wise)



Total Provision (₹ in cr) & PCR



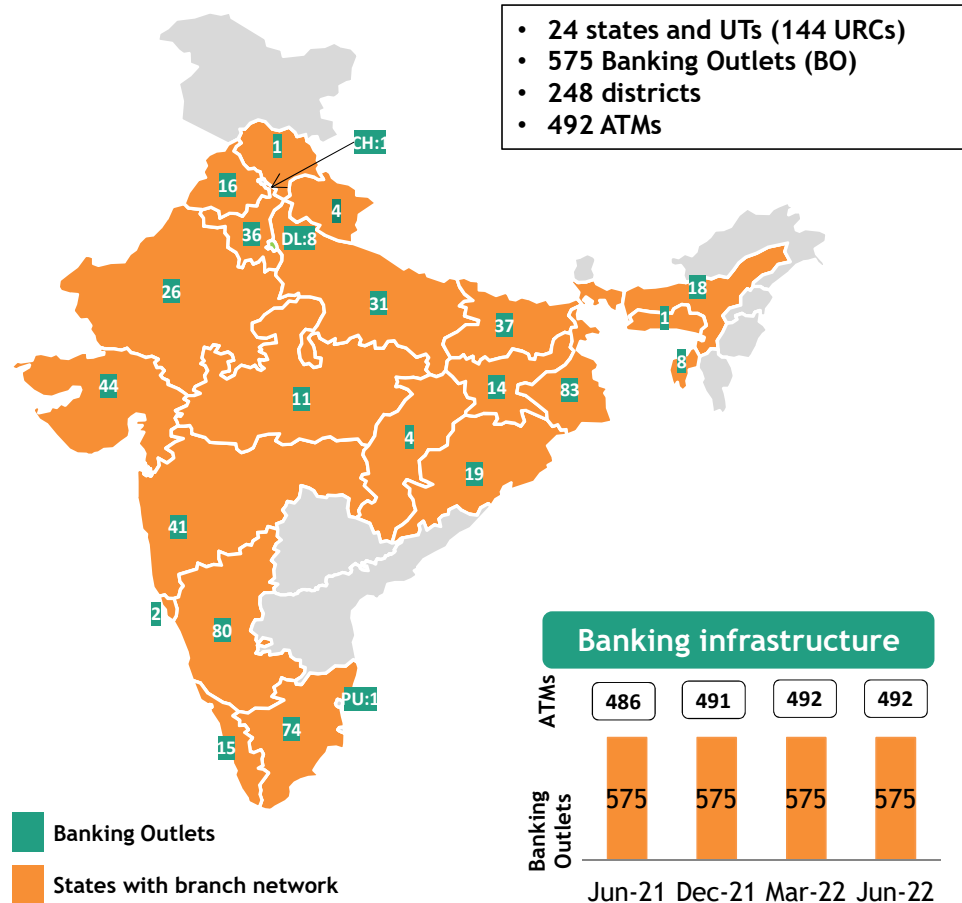
Floating provision of ₹250 Cr created in Jun'21 is included in total provisions and included in NNPA/ PCR calculations; for Jun'22, ₹30 Cr of floating provision has been used towards CRAR calculation and only ₹220 Cr is used for NNPA/ PCR calculation. The entire floating provision continues to be on the books and can be utilised in the future for making specific provisions in extraordinary circumstances with prior approval of RBI. Including ₹ 250 Cr of floating provision, total provision on gross advances are at ₹ 1,290 Cr.



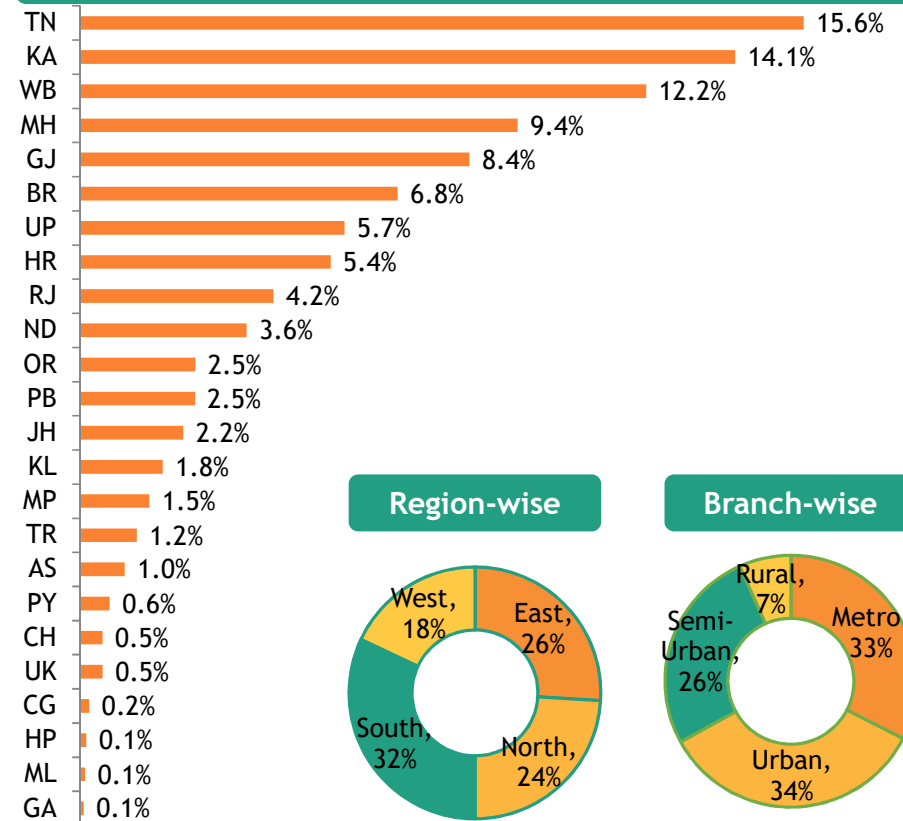
Business Overview



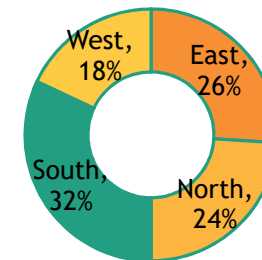
WELL DIVERSIFIED PAN INDIA PRESENCE



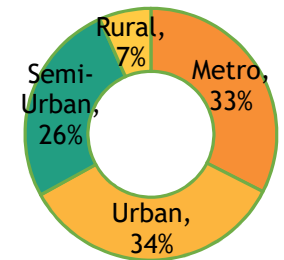
Gross Advances (Jun'22)



Region-wise



Branch-wise

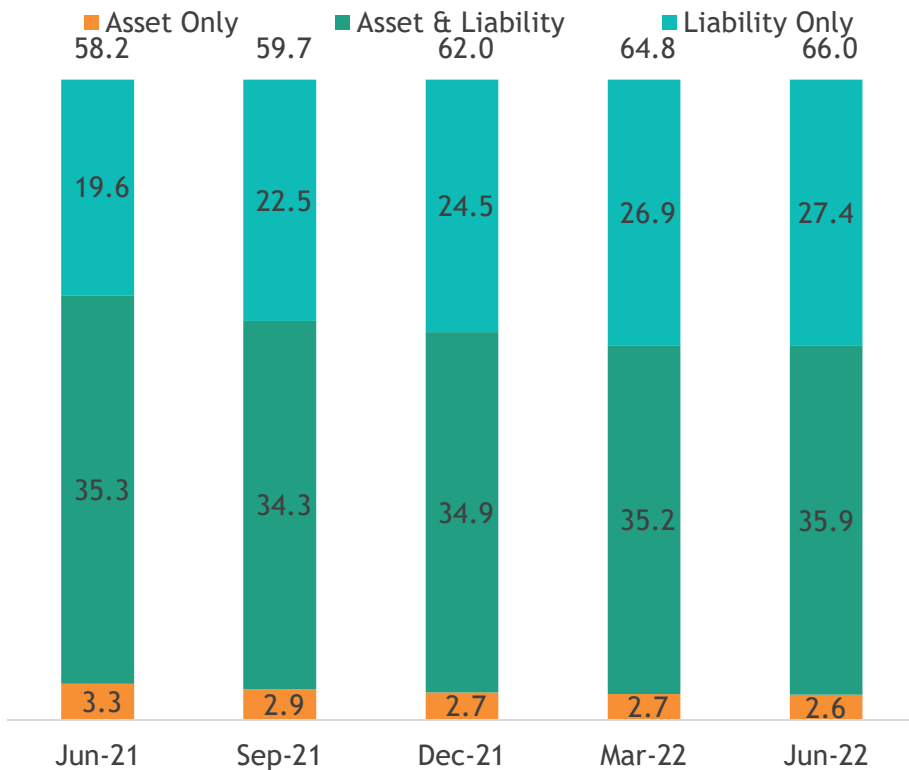


Total Gross Advances - ₹ 19,409 Cr*

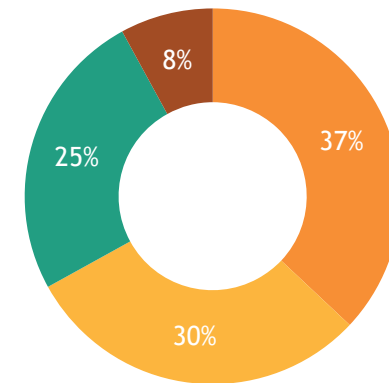


EXPANDING LIABILITY CUSTOMER BASE

Customer Base Growth



Customer Base - Basis of Branch Classification



Urban Semi-urban Metro Rural

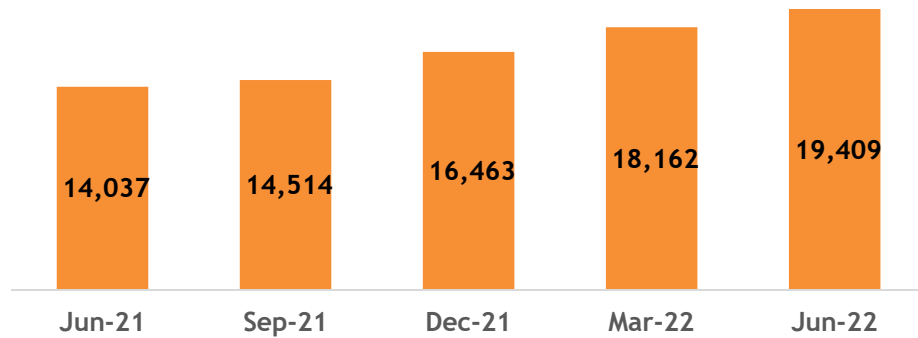
*Semi-Urban branches largely cater to rural customers

- Liability customers grew by 15% vs Jun'21
- New customer acquisition continues with the uptrend during the quarter - Liability only customers at 27.4 lakhs vs 26.9 lakhs as on Mar'22
- Borrower base started to improve reflecting healthy customer acquisition

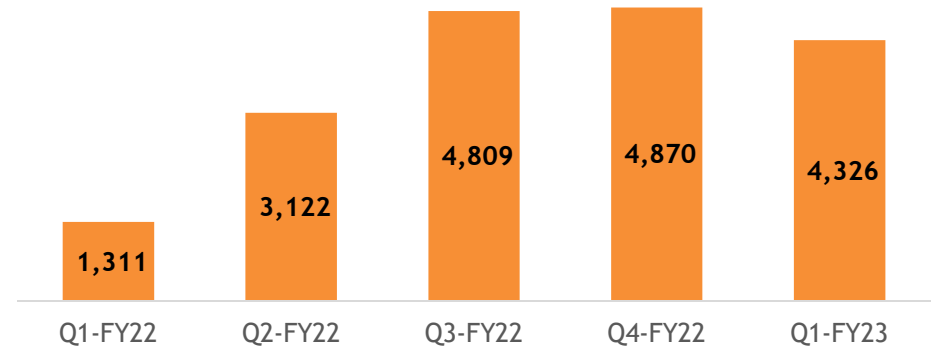


GROSS ADVANCES AND DISBURSEMENT TREND

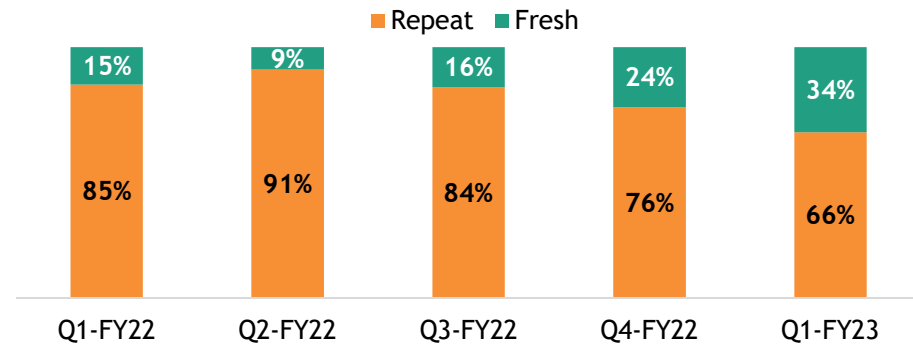
Gross Advances (₹ in crore)



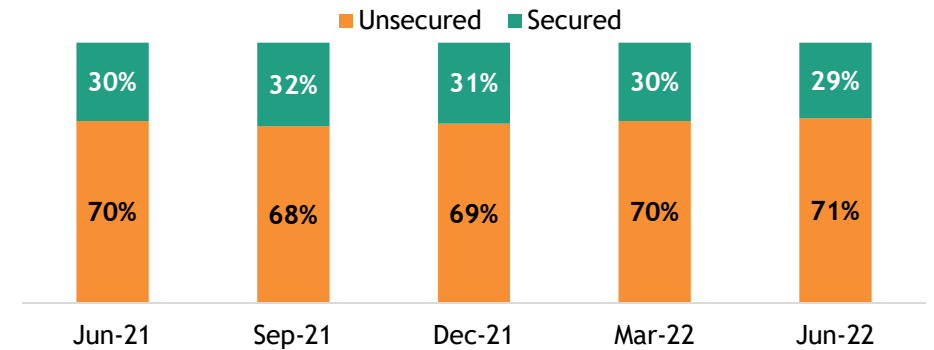
Total Disbursements (₹ in crore)



Microfinance Loan Disbursement (No. of Loans)



Portfolio Breakup

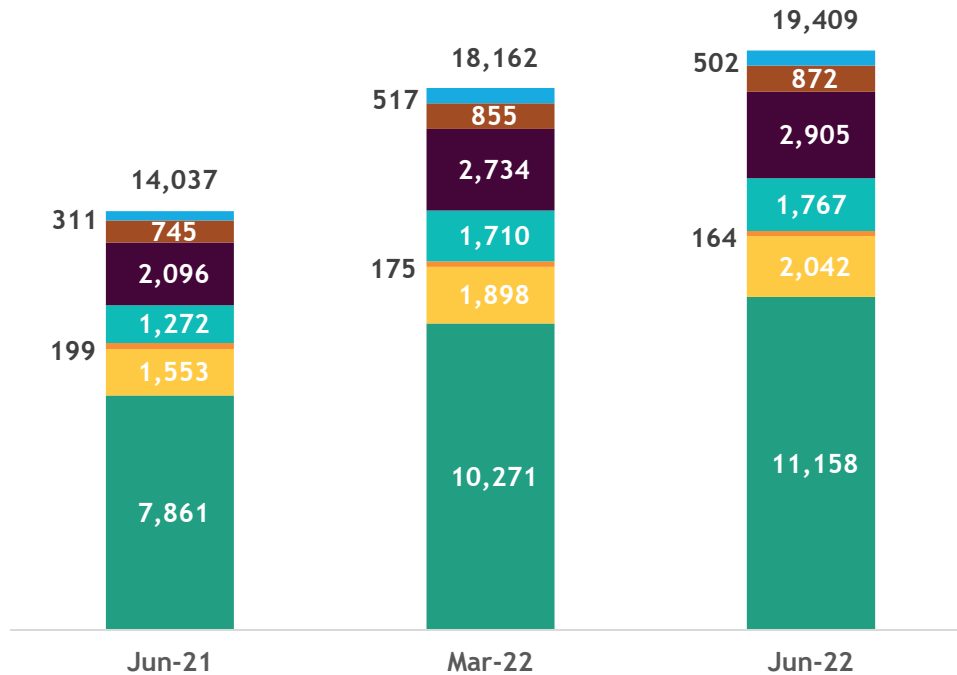




DIVERSIFYING ASSET BOOK

Gross Advances - Segment wise (₹ in crore)

GL IL A&AL MSE AH FIG Others*



Product	% Gross Advances	Growth Y-o-Y	Growth Q-o-Q
Group Loans	57.5%	41.9%	8.6%
Micro Individual Loans	10.5%	31.5%	7.6%
Agri & Allied loans	0.8%	-17.8%	-6.7%
MicroBanking	68.9%	139.0%	8.3%
MSE	9.1%	38.9%	3.3%
Affordable Housing	15.0%	38.6%	6.2%
FIG Lending	4.5%	17.0%	1.9%
Others	2.6%	61.4%	-3.0%
Total	100.0%	38.3%	10.3%

GL- Group Loans IL- Individual Loans

A&AL- Agri & Allied Loan

MSE- Micro Small Enterprise

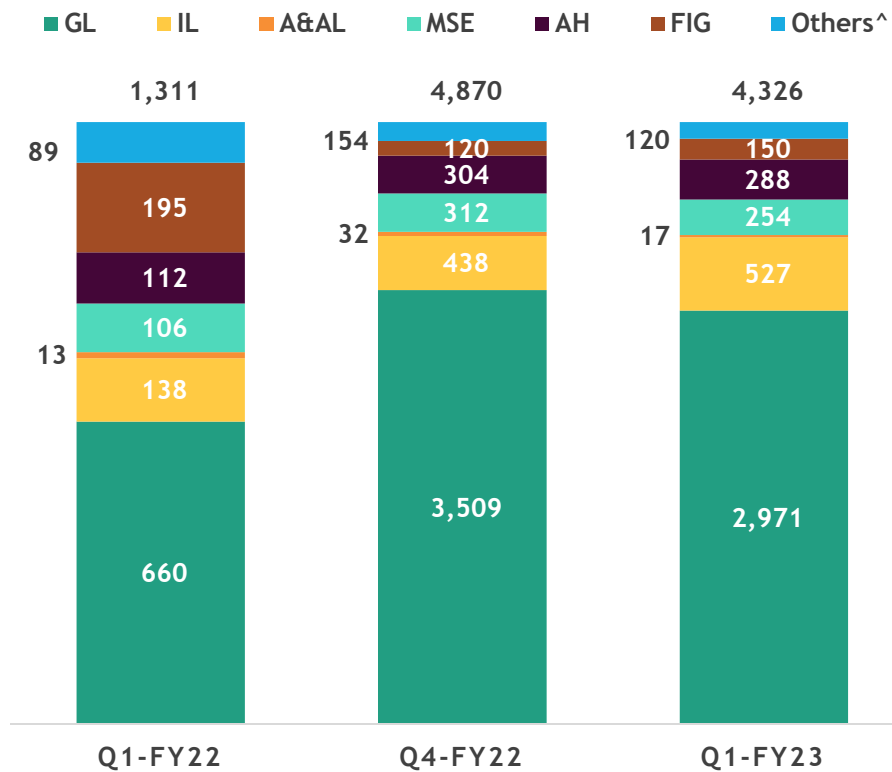
AH- Affordable Housing

FIG- Financial Institution Groups Non-MB- Non Micro Banking

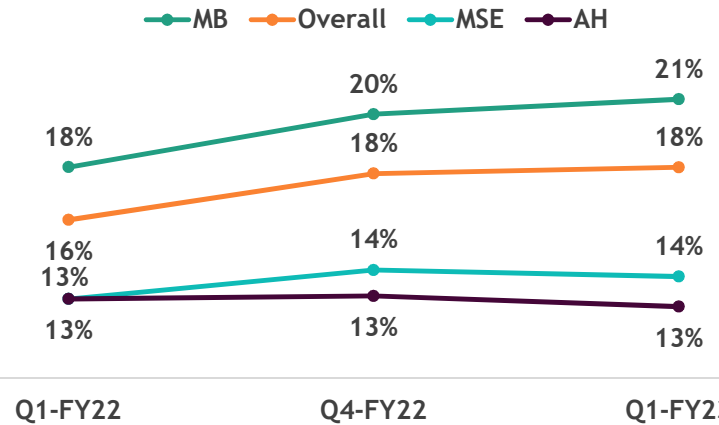


DISBURSEMENT & AVERAGE TICKET SIZE

Product wise Disbursement (₹ in crore)



Yield (%) - Segment wise



Average Ticket Size (₹)

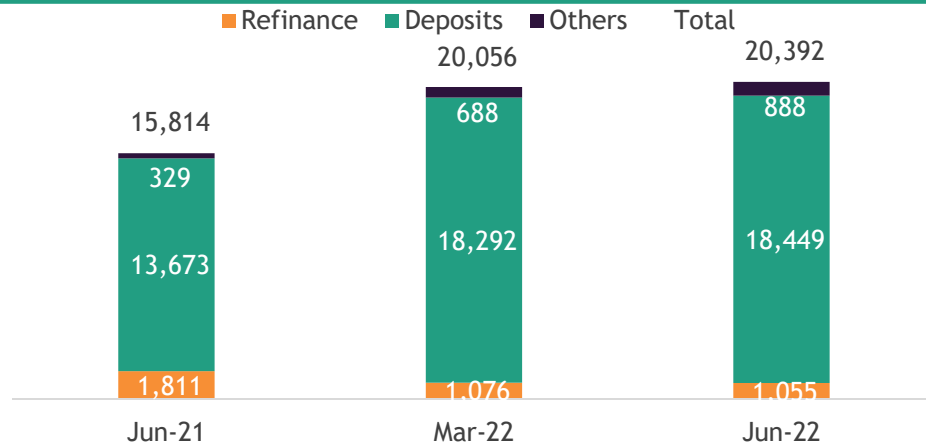
Product	Q1-FY22	Q4-FY22	Q1-FY23
Group Loans	39,445	59,475	56,944
Micro Individual Loan	1,08,390	1,34,980	1,28,084
MSE	15.2 lakhs	16.2 lakhs	17.2 lakhs
Affordable Housing	11.2 lakhs	11.4 lakhs	11.6 lakhs

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

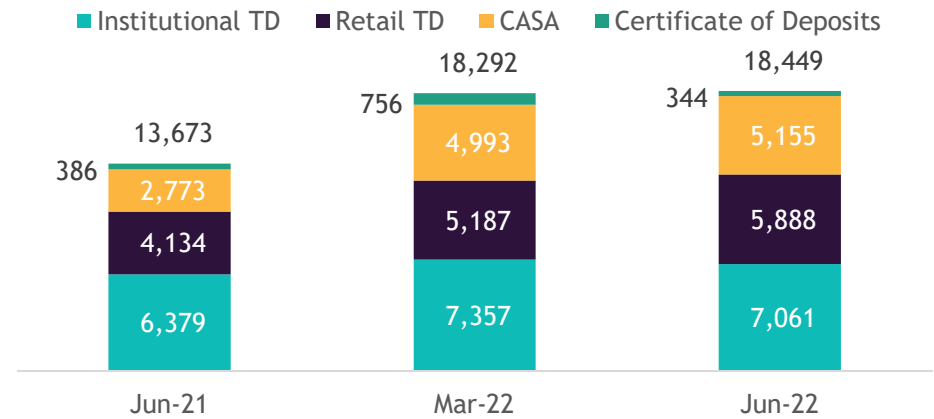


LIABILITY: HEALTHY TRACTION IN RETAIL FRANCHISE

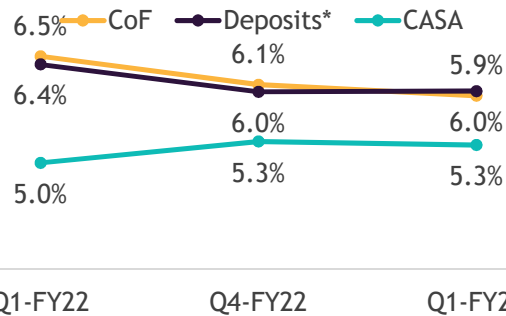
Total liabilities profile (₹ in crore)



Deposits break-up (₹ in crore)

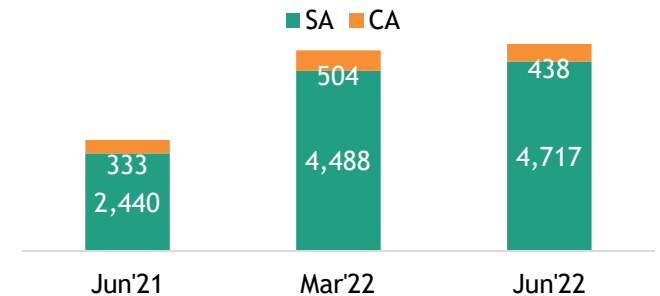


Cost of funds



- ❖ Comfortable ALM position
- ❖ Credit To Deposit Ratio: 105% as of Jun'22
- ❖ Retail % share has increased to 58% from 48% in Jun'21
- ❖ Ratings - CRISIL A1+ (₹ 2,500 Cr certificate of deposits); CARE A+ (Long term bank facilities)

CASA break-up

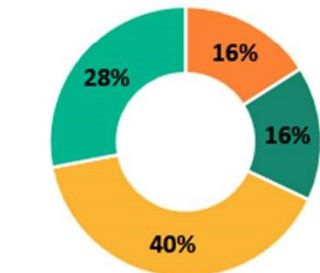
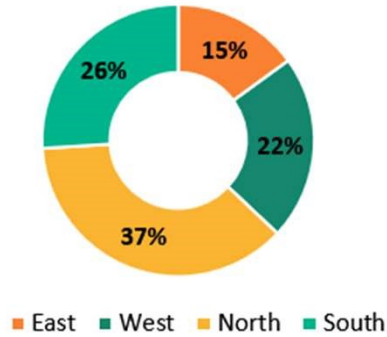


^ TD: Term Deposits, CASA: Current Account, Savings Account
*Cost of Blended Deposits - TD + CA+ SA

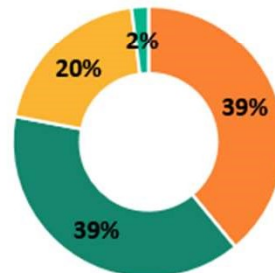
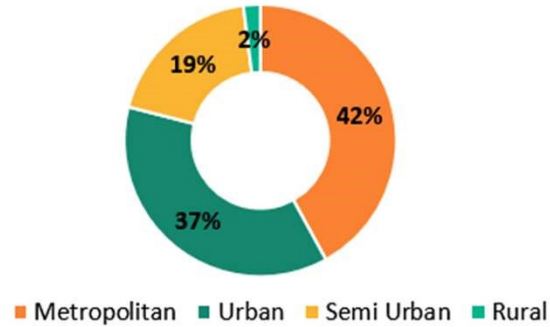


WELL-DIVERSIFIED DEPOSIT MIX

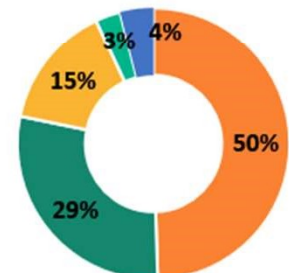
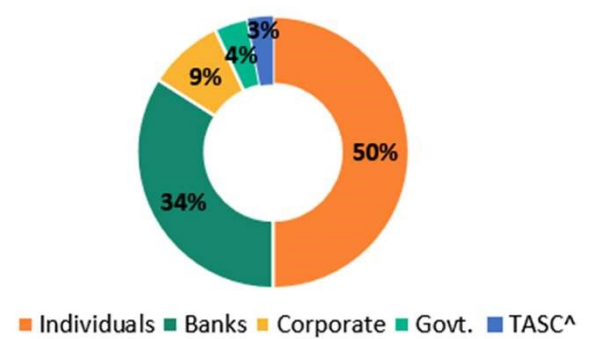
Region-wise deposit mix



Branch classification wise deposit mix



Segment wise deposit mix



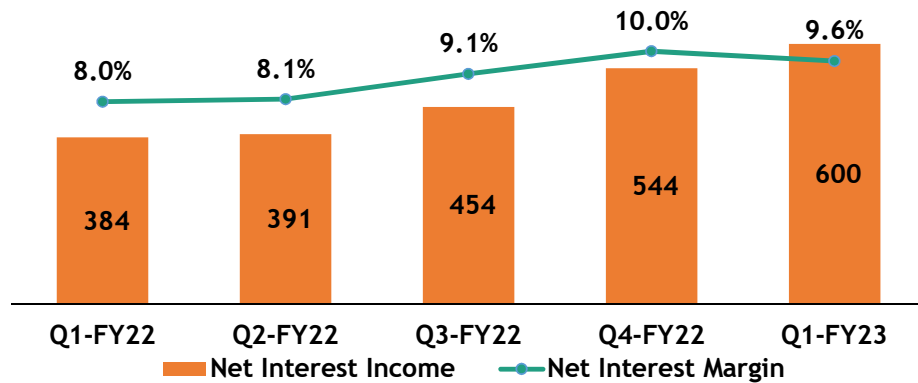


Financial Overview

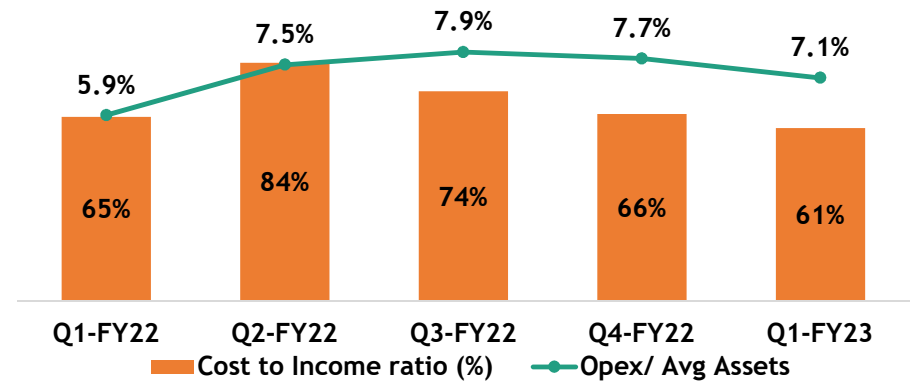


FINANCIAL OVERVIEW

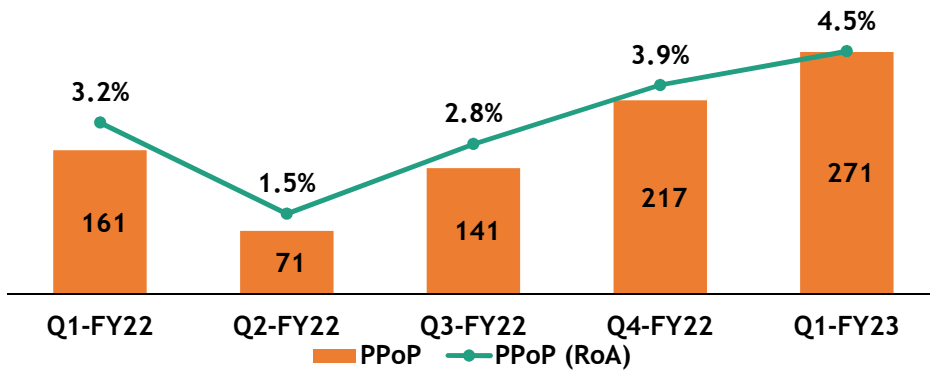
NII (₹ in crore) & NIM*



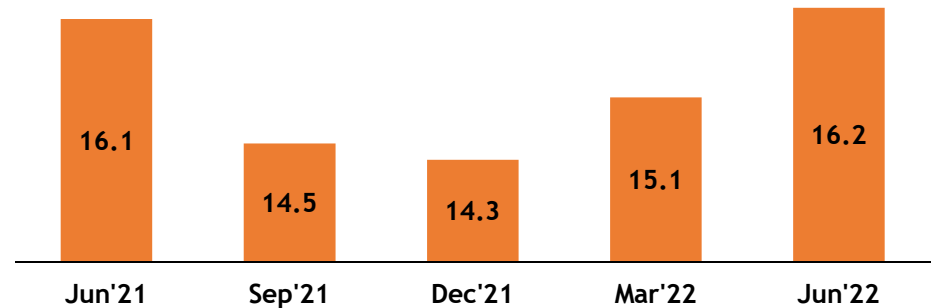
Cost to Income Ratio & Operating Expenses/ Average Assets (%)



Pre-Provision Operating Profit (₹ in Crore)



Book Value Per Share (in ₹)



* NIM based on total book including IBPC & Securitization



INCOME STATEMENT

Particulars (₹ in crore)	Q1-FY23	Q1-FY22	YoY Growth	Q4-FY22	QoQ Growth
Interest Earned	905	642	41%	818	11%
Other Income	95	73	30%	103	(7)%
Total Income	1,000	715	40%	921	9%
Interest Expended	306	257	19%	274	11%
Personnel Expenses	224	166	35%	228	(2)%
Operating Expenses	200	131	53%	201	(1)%
Total Cost	729	554	32%	704	4%
Pre Provision Operating Profit	271	161	68%	217	25%
Credit cost	0	473	(100)%	44	(99)%
Other provisions & contingencies	0	0	NM	0	NM
Tax	68	(79)	NM	47	44%
Net profit for the period	203	(233)	NM	127	60%



TOTAL INCOME - BREAKUP

Particulars (₹ in crore)	Q1-FY23	Q4-FY22	Q1-FY22
Interest on loan	818	759	586
Int. on investments	81	59	56
Securitization Income	6	-	-
Total Interest Earned	905	818	642
Processing Fees	55	62	15
PSLC Income	9	0	25
Treasury Income	(1)	0	13
Insurance Income	8	10	3
Misc. Income*	25	30	15
Total Other Income	95	103	73
Total Income	1,000	921	715

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

Note: Income has been reclassified - Bad-debt recovery has been set-off against credit cost



BALANCE SHEET

Particulars (₹ in crore)	Jun-22	Mar-21	Jun-21
CAPITAL AND LIABILITIES			
Capital	1,928	1,928	1,928
Employees Stock Options Outstanding	44	42	46
Reserves and Surplus	1,035	832	1,013
Deposits	18,449	18,292	13,673
Borrowings	1,943	1,764	2,141
Other Liabilities and Provisions	836	746	764
TOTAL	24,235	23,604	19,564
ASSETS			
Cash and Balances with Reserve Bank of India	913	1,682	1,343
Balance with Banks and Money at Call and Short Notice	1,019	486	1,006
Investments	4,838	4,153	3,069
Advances	16,486	16,303	13,261
Fixed Assets	260	249	271
Other Assets	720	731	614
TOTAL	24,235	23,604	19,564



HEALTHY CAPITAL ADEQUACY

(₹ in Crore)

	Jun'21	Sep'21	Dec'21	Mar'22	Jun'22
Credit Risk Weighted Assets	10,393	10,483	11,963	12,879	12,956
Tier I Capital	2,546	2,174	2,114	2,279	2,423
Tier II Capital*	143	152	170	166	172
Total Capital	2,689	2,326	2,284	2,446	2,595
CRAR	25.88%	22.19%	19.09%	18.99%	20.03%
Tier I CRAR	24.50%	20.74%	17.67%	17.70%	18.70%
Tier II CRAR	1.38%	1.45%	1.42%	1.29%	1.33%

* Till Mar'22 additional floating provisioning of ₹ 250 Cr was not part of Tier II capital, for Jun'22 ₹ 30 Cr of floating provision has been included as a part of Tier II capital

The entire floating provision continues to be on the books and can be utilised in the future for making specific provisions in extraordinary circumstances with prior approval of RBI. Including ₹ 250 Cr of floating provision, total provision on gross advances are at ₹ 1,290 Cr.



Ujjivan - Building a Mass Market Bank

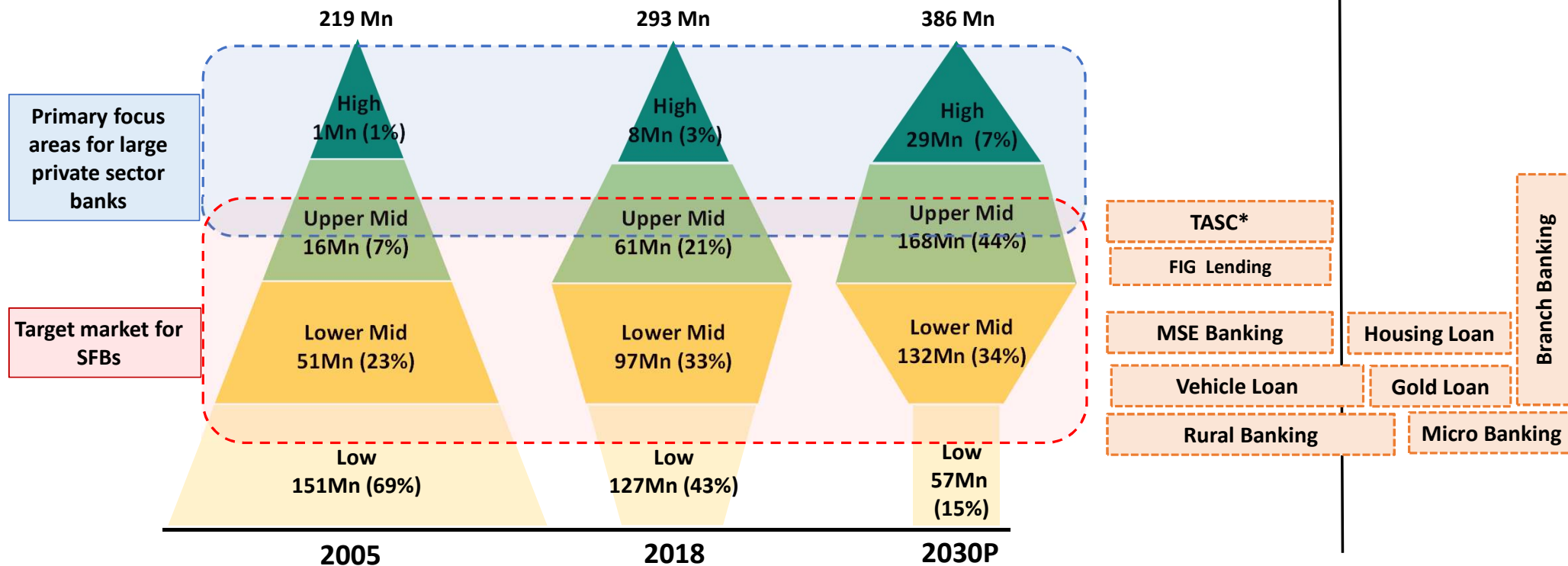


WELL PLACED TO GAIN FROM EVOLVING COUNTRY DEMOGRAPHICS

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

Bank's Enterprise Products

Bank's Individual Products

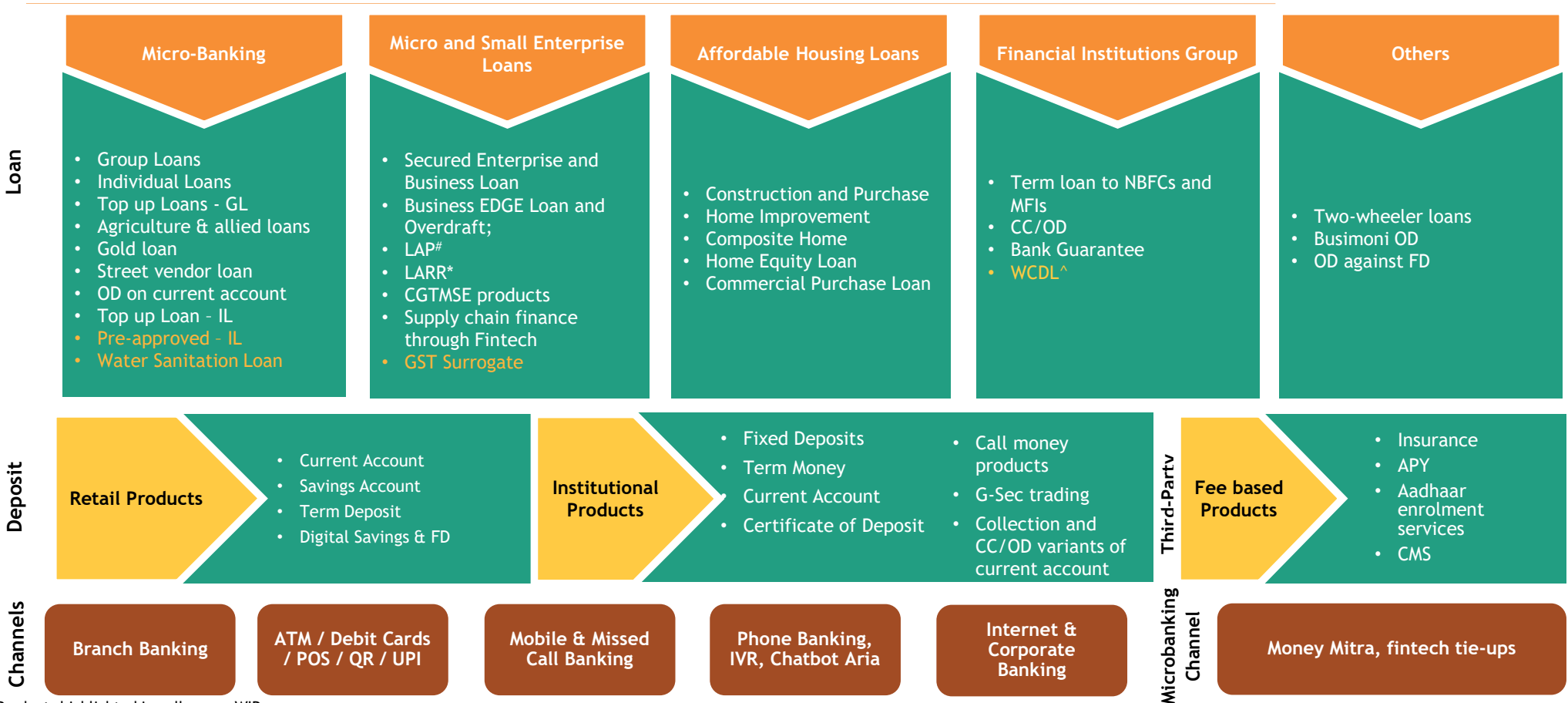


*Trusts, Associations, Societies and Clubs

*Source: PRICE Projections based on ICE 360° 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

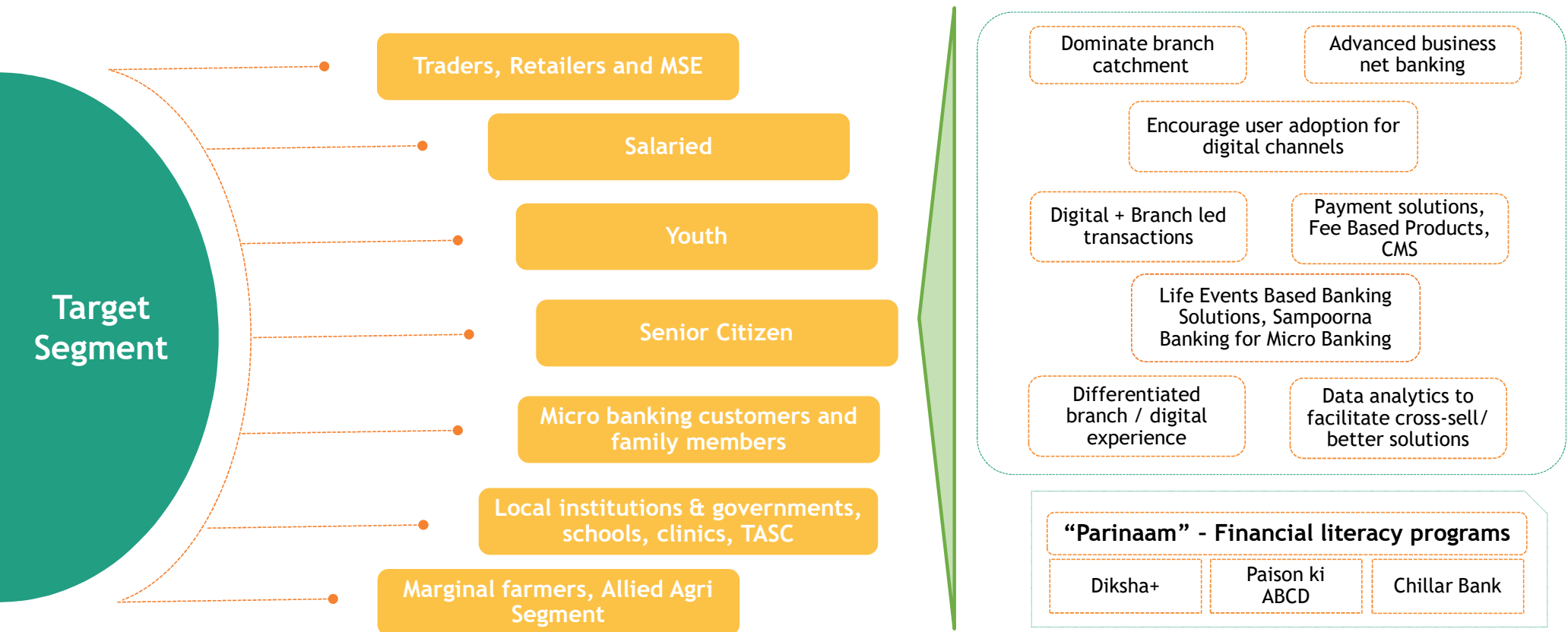
* Loan against Rent Receivables

Loan against property

^Working capital demand loan



BUILDING STABLE AND GRANULAR LIABILITY BASE



Continually increasing Retail deposit base: ₹ 10,761 Cr (58% of deposits) vs Jun'21: ₹ 6,515 Cr (48% of total deposits) Y-o-Y



OTHER INCOME - DIVERSIFYING REVENUE STREAMS

Third Party Products

₹ 8 crore in Q1FY23

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

₹ 9 crore in Q1FY23

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

Fee-Based & others

₹ 95 crore in Q1FY23

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



SERVING CUSTOMERS THROUGH MULTIPLE CHANNELS

Multiple delivery channels



Personal & Business Internet banking

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



ATMs

- 492 ATMs including 54 ACR* machines
- Customer alerts for each incorrect PIN entry & Green PIN facility 24/7 for OIN change
- Empowering customers to block/unblock debit card & set transaction limits through ATMs
- 12 regional languages



Web/ Tablet Based Origination

- Liability customer acquisition from anywhere using website
- Tablet-based customer acquisition for loan products
- Chatbot Aria to improve user experience
- Door-step service; faster, easier, better TAT



Phone

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



Mobile App

- 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
- Working on unique offering of introducing voice and video enabled customer interface for providing ease of access to the customers

* Automated Cash Recycler



STRONG INDEPENDENT BOARD

Name	Education	Experience
Ittira Davis <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
Banavar Anantharamaiah Prabhakar <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.
Samit Kumar Ghosh <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.
Rajni Mishra <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 is the chairperson and Independent Director of NCL Buildtek limited, Hyderabad
Ravichandran Venkataraman <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.
Rajesh Kumar Jogi <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
Sudha Suresh <i>Non-Executive 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
Satyaki Rastogi <i>Non-Executive Director</i> <i>Nominee</i>	Engineering graduate, NIT Kozhikode	Serves as General Manager and Regional Head at Bengaluru office of SIDBI
PN Raghunath <i>Additional Director-Nominated by RBI</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
Anita Ramachandran <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

Name & Designation	Prior association	Education
Ittira Davis <i>MD & Chief Executive Officer</i>	UFSL, Europe Arab Bank, Arab Bank, Citi Bank, Bank of America	<ul style="list-style-type: none"> MBA, IIM Ahmedabad B.Com, St. Joseph College of Commerce, Bangalore
Carol Furtado <i>Chief Business Officer (CBO)</i>	UFSL, ANZ Grindlays Bank and Bank Muscat	<ul style="list-style-type: none"> B.Sc, Bangalore University PGDM, Mount Carmel Institute
Martin Pampilly <i>Chief Operating Officer (COO)</i>	UFSL, ANZ Grindlays Bank, Bank Muscat and Centurion Bank of Punjab	<ul style="list-style-type: none"> B.Sc. Computer Science, University of Bangalore
Arunava Banerjee <i>Chief Risk Officer (CRO)</i>	State Bank of India, Standard Chartered Bank and Bahraini Saudi Bank	<ul style="list-style-type: none"> MA Economics, Calcutta University Associate of the Indian Institute of Bankers
Ashish Goel <i>Chief Credit Officer</i>	ICICI Bank, Marico Industries, Godrej & Boyce	<ul style="list-style-type: none"> PGDM (Marketing & Finance), XIM, Bhubaneswar B.Tech (Mechanical Engineering), Kurukshetra
MD Ramesh Murty <i>Chief Financial Officer</i>	Karur Vaishya Bank, ANZ Grindlays Bank, Mashreq Bank, Commercial Bank International	<ul style="list-style-type: none"> Chartered Accountant, ICAI General Management Program, Harvard Business School
Ashwin Khorana <i>Chief Information Officer</i>	ING Vyasa Bank (Now Kotak Mahindra Bank), Jana SFB, Standard Chartered Bank	<ul style="list-style-type: none"> Advance Management Program, IIMB
Brajesh Joseph Cherian <i>Chief Compliance Officer</i>	The South Indian Bank, Axis Bank	<ul style="list-style-type: none"> MBA in Finance, Sikkim Manipal University B.Pharm, Dr. M.G.R. Medical University
Chandralekha Chaudhuri <i>Head – Human Resources</i>	UFSL	<ul style="list-style-type: none"> BBA, LLB – Symbiosis School of law PGCHRM -HR, XLRI
Vibhas Chandra <i>Business Head of MicroBanking</i>	UFSL	<ul style="list-style-type: none"> PGDBM (Rural Management), XIM, Bhubaneswar
Sumit Thomas <i>Head of Branch Banking</i>	ING Vysya Bank (Now Kotak Mahindra Bank), HDFC Bank	<ul style="list-style-type: none"> Ex-PGDM, Symbiosis Institute of Management Studies
Sriram Srinivasan <i>Head – Digital Banking</i>	Citibank, Standard Chartered Bank, HSBC, Digital14	<ul style="list-style-type: none"> PGDM – IIM, Bangalore BE (Hons) in EEE – BITS, Pilani



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

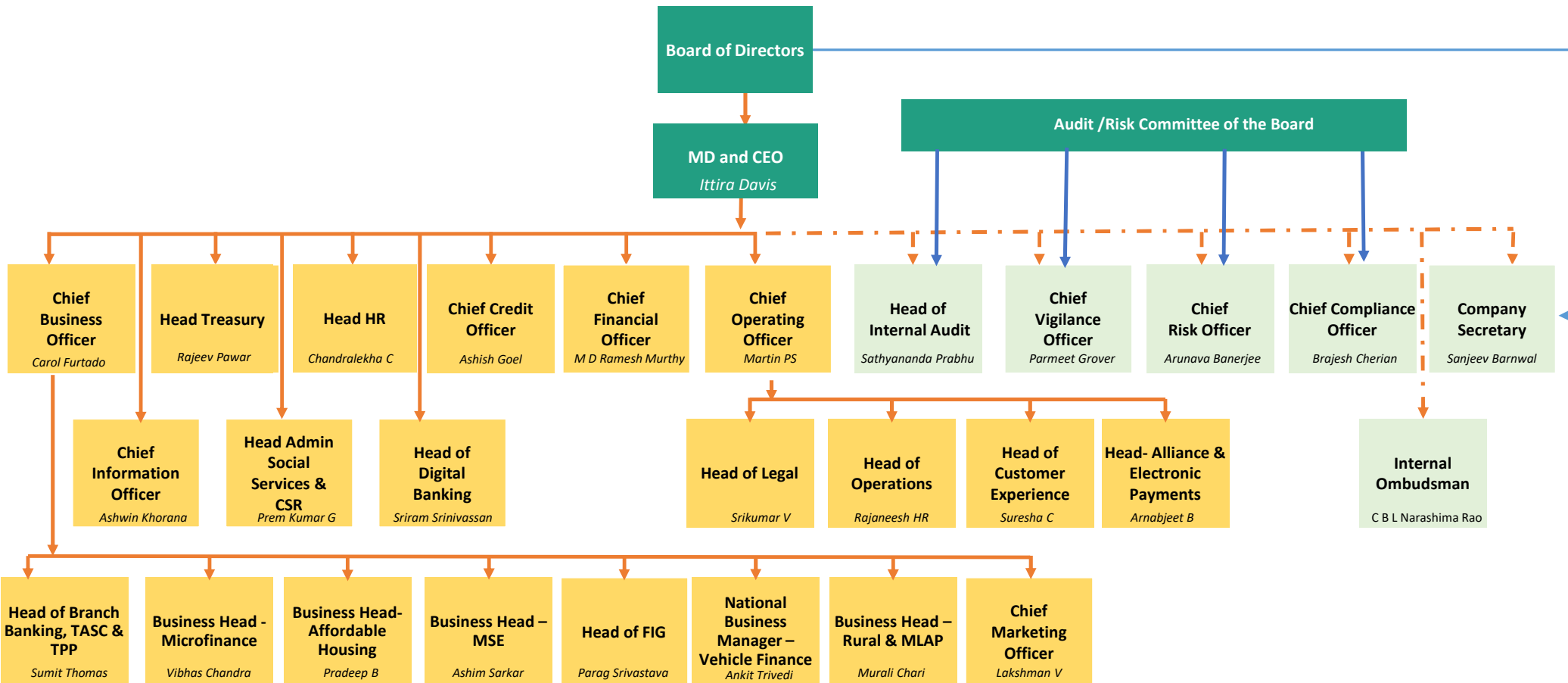
- Leverage banking infrastructure to diversify product portfolio and increase fee and commission-based business
- Increase focus on treasury income, bancassurance, fee and processing charges
- Introduce new products and services and focus on cross-selling to existing customers



Annexures



ORGANIZATION STRUCTURE





AWARDS & ACCOLADES



BFSI Technology Excellence Awards 2022
Best Security Initiatives Banking



CX Excellence Awards 2022:
Best Customer Engagement strategy



IBA - Banking Technology Award 2021
Best IT Risk & Cyber Security Initiatives (amongst SFB / Payments Bank)



Mother Teresa Award: For corporate citizen of the year For 2021.



DSCI Excellence Awards 2021: Winner
Best Security Practices in NBFCs & Small Financial Institutions



Great Place To Work® Institute: Ranked 11th among 'India's Best Companies to Work For 2021'. Certified by GPTW for 12th consecutive year



BFSI Excellence Awards 2021
Best Omnichannel Campaign Management



IDEX Legal award 2021
Litigation Department of the Year



SHAREHOLDING PATTERN

Shareholding Pattern (based on holding) as on 30th Jun, 2022

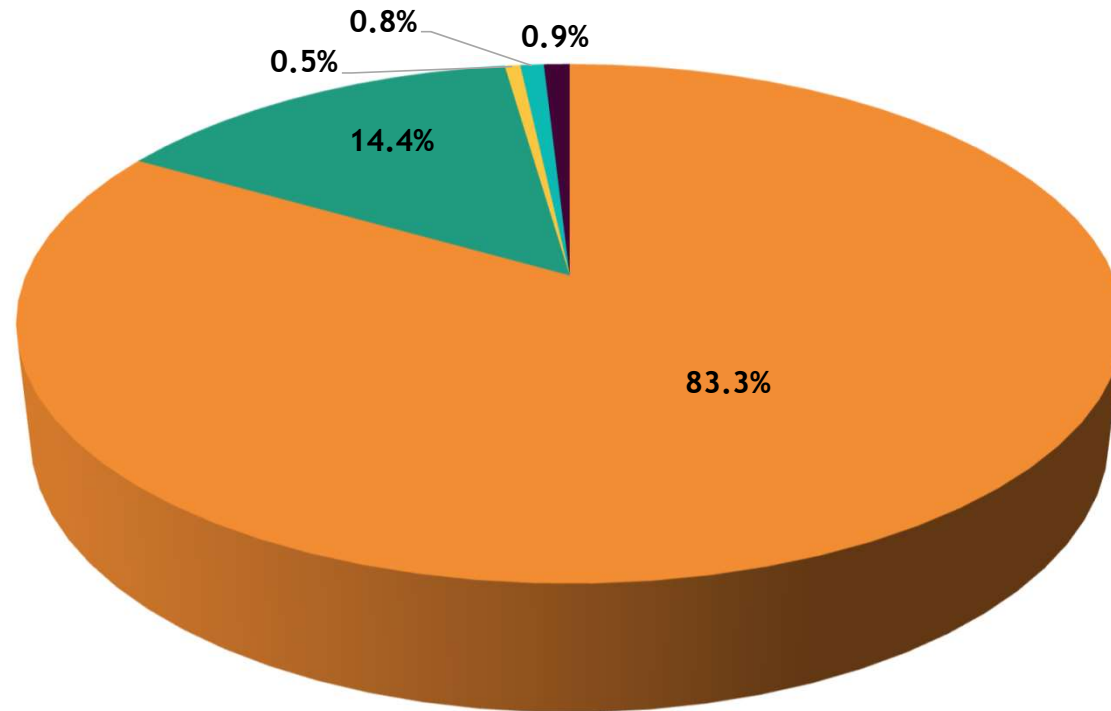
■ Promoter*

■ Resident Individuals/HUF

■ Foreign investors

■ Alternative Investment Fund

■ Others



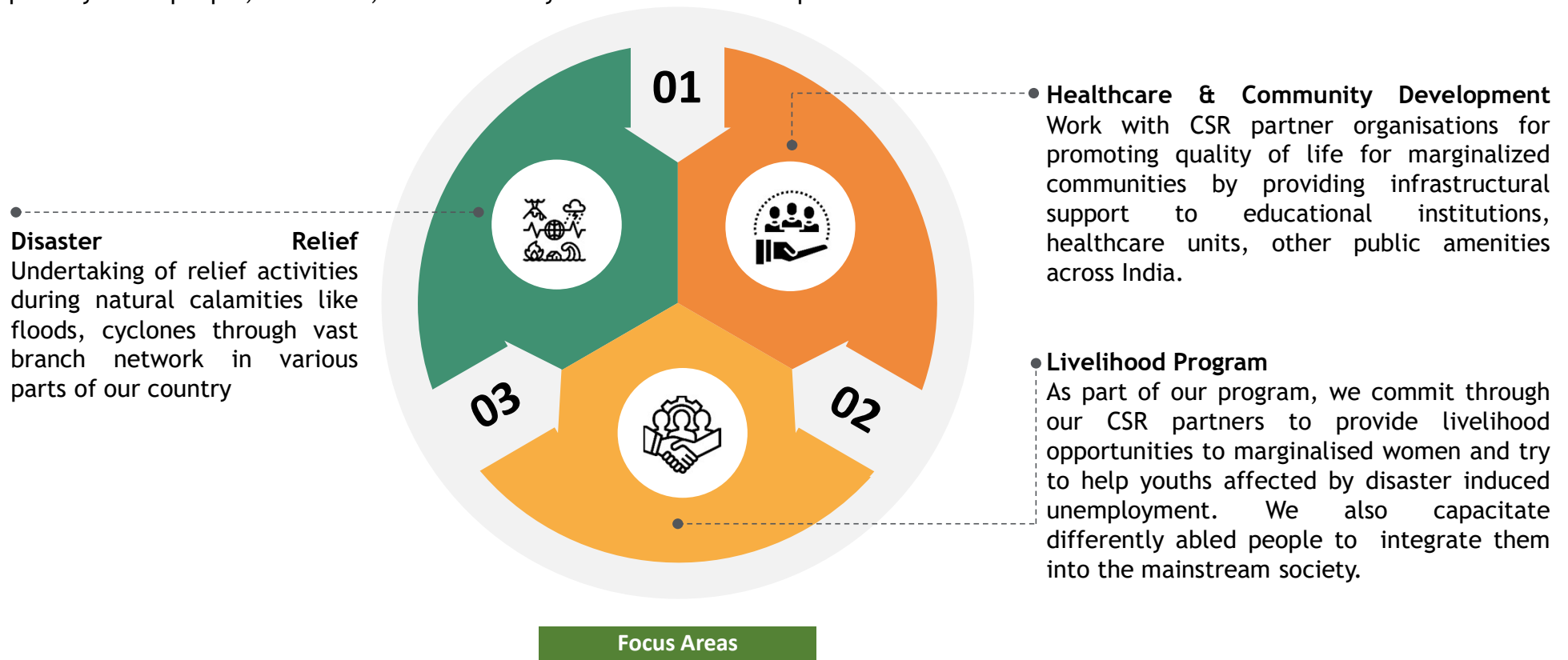
*Promoter is Ujjivan Financial Services Ltd which is a Core Investment Company and listed on NSE/ BSE

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-Q1



-  Under “skilling and livelihood generation program” as on Q1 70 candidates have completed the training and 50 are presently undergoing training. A total of 200 candidates will be trained.
-  As on Q1, a total of 40 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 ~₹ 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 5.29 Lakh community members were benefitted through various projects delivered.
-  We have completed the assessment of help required and are exploring avenues to provide assistance to communities affected by floods in Assam.



Training of PwDs at CDT



Youth training by Divya Nur



Transformation of Purnbonoapara PHC under Chote Kadam Project

HIGHLIGHTS-Q1



States and UTs Covered

10



Total community members benefitted

5,29,470



Women undergoing training

50



Plastic Compactor installed

1



Total candidates undergoing training

103



Beneficiaries to be trained

200



Total Trained Candidates

70



Healthcare facilities renovated

9



Total Placed Candidates

40



Schools Renovated

1



THANK YOU

For Investor Queries:

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+91 7045792752

deepak.khetan@ujjivan.com
