

### SE/2023-24/61

### November 04, 2023

The BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street, Fort

Mumbai – 400001

Scrip Code: 543942, 958095, 958226,

959644

National Stock Exchange of India Limited 5th Floor, Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra East,

Mumbai – 400 051

**NSE symbol**: UTKARSHBNK

Dear Sir/Madam,

**Sub: Investor Presentation** 

Further to our letter dated October 30, 2023 intimating about Earnings Conference Call, please find attached investor presentation which will be referred during the earnings call with analysts and investors for the financial results of the Bank for the quarter and half year ended on September 30, 2023.

This is for your information and appropriate dissemination.

Thanking You Yours Faithfully,

For Utkarsh Small Finance Bank Limited

Muthiah Ganapathy
Company Secretary & Compliance Officer

Encl.: As above.



# Key Highlights Q2, FY24



01

Credit growth 26% YoY; deposits growth 19% YoY

02

Healthy traction seen in Retail Term Deposits Acquisition – Retail Term Deposits grew by 50% YoY

US

Healthy new customer acquisition in Micro-banking; Building micro-banking lending further with deep-rooted presence & understanding of core geographies; increasing share of secured loans as well – share of secured loans increased to 34% of Gross Loan Portfolio as on Sep-23 vs. 25% a year ago

04

Maintaining Stable Net Interest Margin (NIMs) – QoQ at 9.2% despite hardened interest rate environment and increasing secured loan portfolio

05

Profit after tax of ₹114 crore in Q2 FY24, YoY growth 30%; healthy RoA at 2.3% and RoE at 18.2% in Q2 FY24; H1 FY24 profit after tax increased by 25% YoY to ₹222 crore

06

Healthy Asset quality profile Net NPAs declined to 0.16% as on Sep-23; Carrying floating provision of ₹120 crore as on Sep-23; overall provision cover (including floating provision) at 95%

07

In Sep-23, Long-term credit rating up-graded to CARE A+ (Stable) from CARE A (Positive) by CARE

# **Key Highlights Q2'FY24**



**NETWORK** 



**871 vs. [738]**Banking Outlets

26 States & UTs

16,364 vs. [14,032] Employees **ASSETS** 



₹14,892 cr. Gross Loan Portfolio

26.4% Gross Loan Portfolio Growth YoY

Share of
Secured Loans
In Gross Loan
Portfolio

**LIABILITIES** 



**₹13,965 cr.** Deposits

19.0% / 50.5% Deposits / RTD Growth YoY

66% vs. [59%]
Share of CASA + Retail
Term Deposits

FINANCIAL PERFORMANCE



₹114 cr. vs. [₹88 cr.] Profit After Tax

₹238 cr. vs. [₹207 cr.] Pre-provisioning Operating Profit

**56.5% vs. [54.1%]**Cost to Income

**CAPITAL STRUCTURE** 



₹2,687 cr. vs. [₹1,765 cr.] Capital + Reserves

> 24.8% vs. [21.2%] CRAR

2.3% / 18.2% vs. [2.2% / 20.4%] ROAA / ROAE **ASSET QUALITY** 



**2.8% vs. [4.6%]** Gross NPAs

0.16% vs. [1.04%] Net NPA

94.6% vs. [78.2%] Provision Coverage Ratio (incl. floating provision)

Figures in [] represent Q2'FY23



**Journey and Franchise** 

Portfolio Build Up

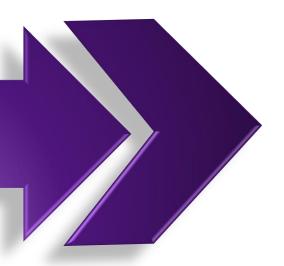
**Deposits Build Up** 

**Financial Performance** 

Technology, ESG & CSR









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

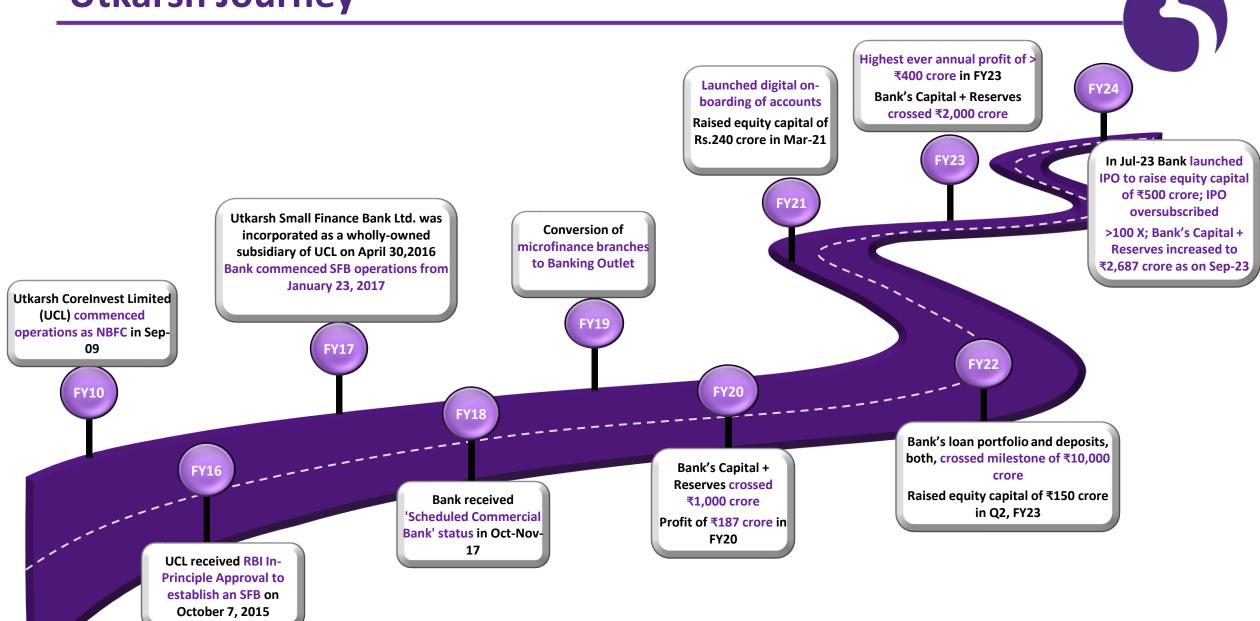


Significant presence in rural & semi urban locations and under penetrated States of the Country



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

# **Utkarsh Journey**



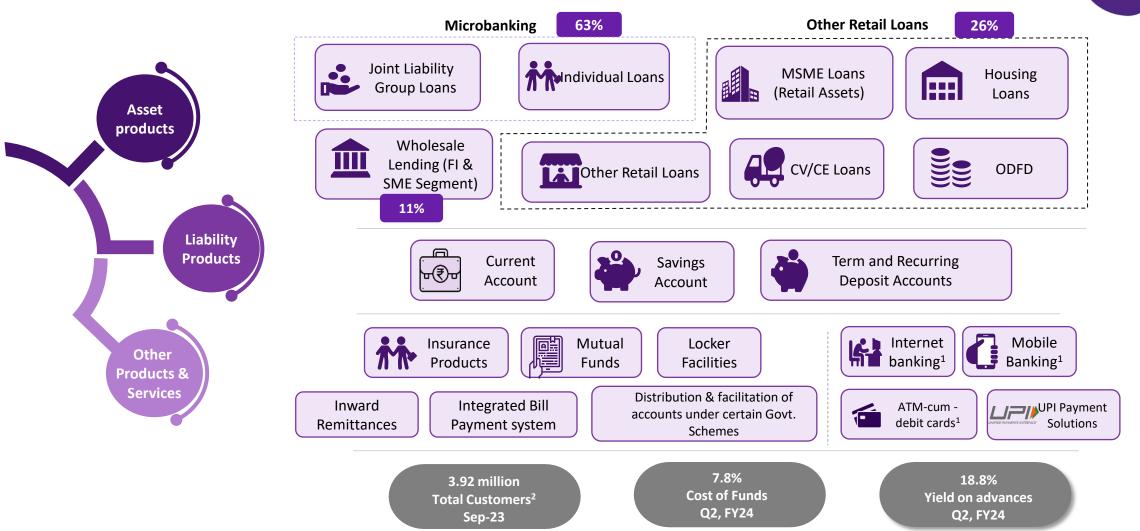
### **Business Overview**

Portfolio split % (Sep'23)



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

<sup>1</sup> Other Distribution channels; <sup>2</sup> Both deposit and credit

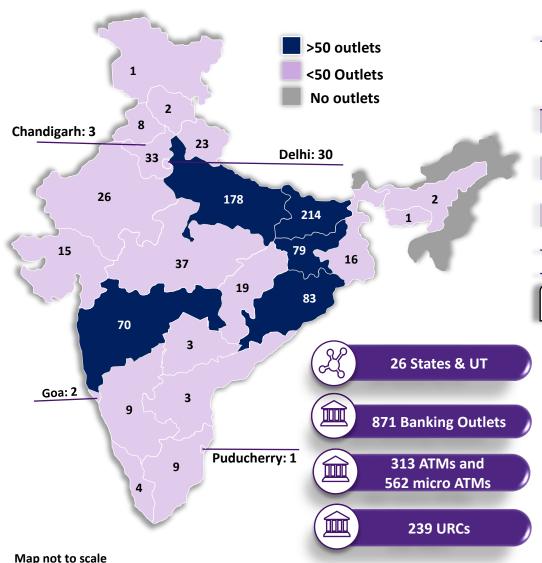


7

# **Diversified Distribution Network**



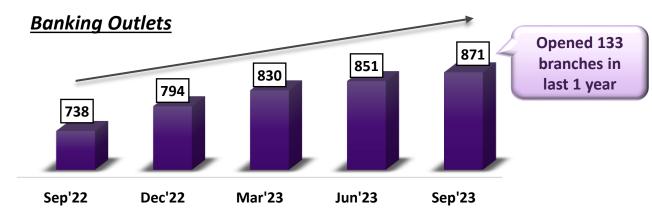
### Extensive physical network of Banking Outlets (Sep'23)



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

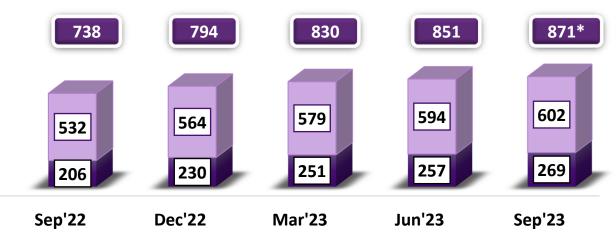
STATES	Total Banking Outlets	MB Outlets	GB Outlets	MSME Locations	HL Locations	Wheels Locations
Bihar	214	196	18	9	3	3
<b>Uttar Pradesh</b>	178	133	45	17	12	18
Jharkhand	79	68	11	3	1	2
Maharashtra	70	36	34	18	10	-
NCT Of Delhi	30	4	26	3	1	1
Other States	300	165	135	31	20	12
TOTAL	871	602	269*	81	47	36

During H1'FY24, opened 41 branches (23 MB & 18 GB branches)



\*Includes 10 Combo Branches

## **Differentiated Branch Network**



- Differentiated branch network to ensure relevant product offerings to the customers as well as ensuring cost efficiency of operations
- All branches CBS enabled; customers can transact from any of the 871 branches



\* Includes 10 Combo Branches



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



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

# **Strategies**

### Continue diversifying asset portfolio

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

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

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

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

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

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

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



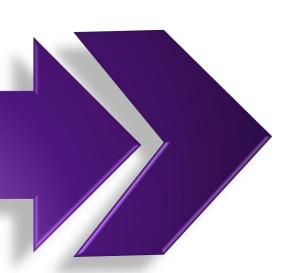














Loan portfolio grew 26% YoY



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



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

# **Loan Portfolio Build-up**



Loan Book (Mar-20) Housing **Retail Loans** Loans (MSME) 1% Others\* 4% 2% Wholesale Lending 5% Microbanking **Secured Loans** Loans share increased to 88% 34% Loan Book (Sep-23) Housing **CE and CV** 5% Others\* Loans 4% **Retail Loans** (MSME) 13% **Microbanking** Wholesale Loans Lending 63% 11%

<sup>\*</sup> Others includes OD Against FD, Gold loans, BC



# **Micro Banking Lending**

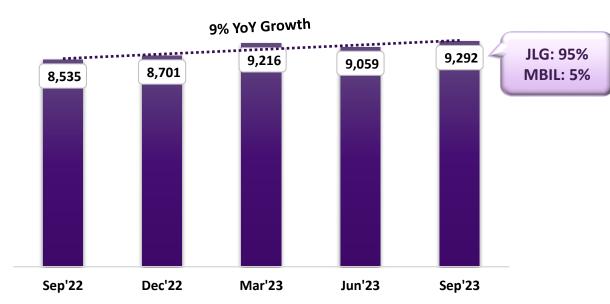




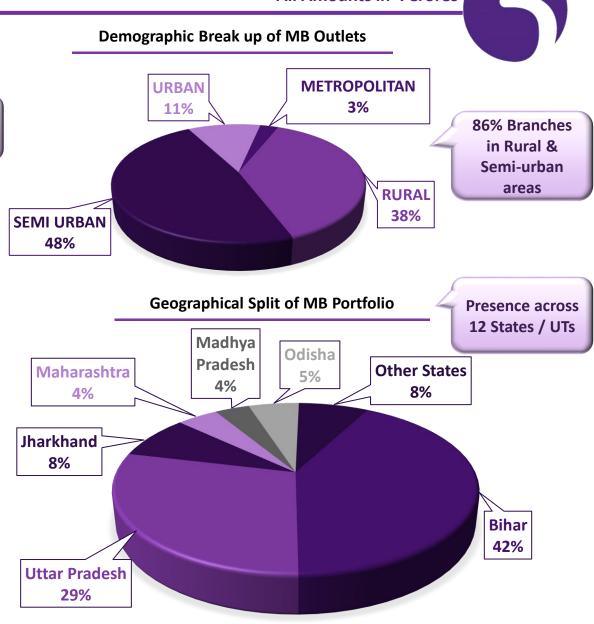
# **Micro Banking Lending**







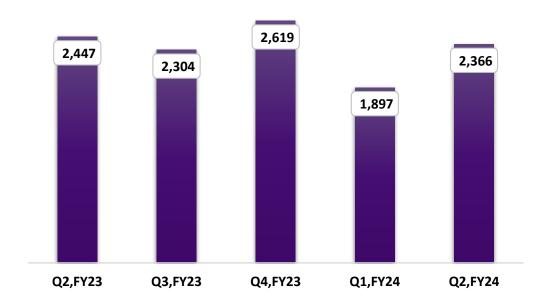
- Rural and semi-urban presence 86% MB branches in rural and semi urban locations
- Geography selection key to our strategy in building micro-banking book - sticking to our core geographies with extensive understanding of our borrower profile and local issues
- Large franchise with customer base of >27 lakhs
- Opened saving accounts for ~50% of micro-banking customers, build customer connect stronger



# Micro Banking Lending (Contd.)

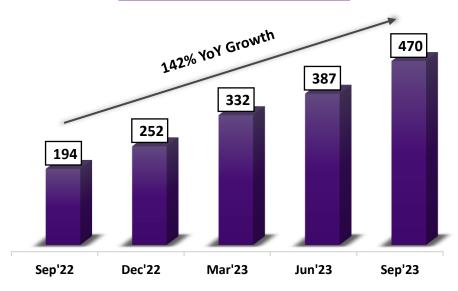


### **Micro Banking Disbursements**

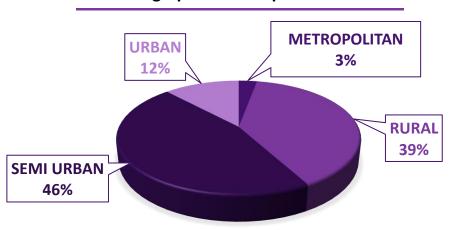


- Micro Banking Individual Loan (MBIL) scaling up on track with loan book of ₹470 crore; asset quality good with Gross NPAs of <0.5% as on Sep-23
- Digital collections through customized UPI QR code / BBPS Digital Collections improving ~8% of our customers have paid one or more installment through digital mode in Q2, FY24
- Product Innovation / Cross Sell to remain our focus

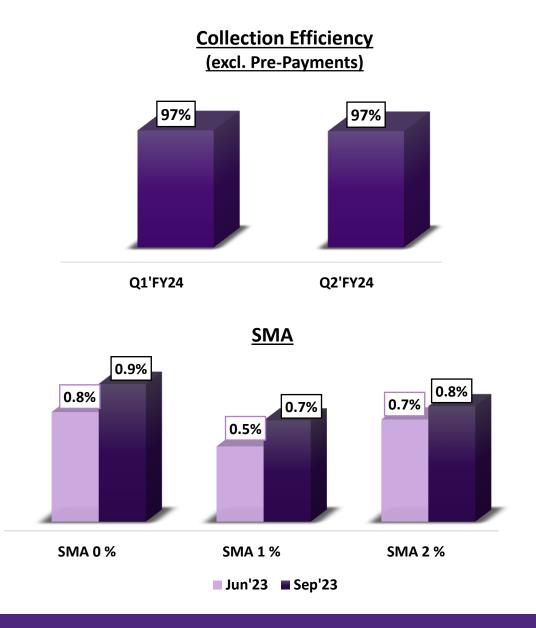


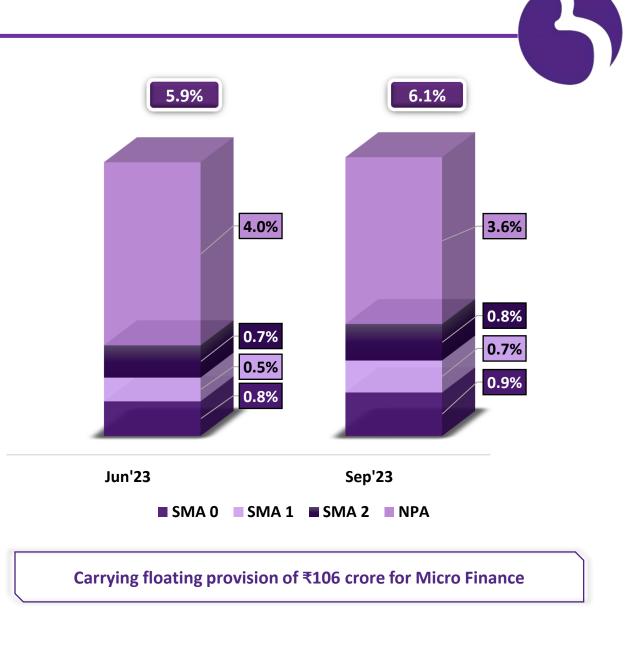


### **Demographic Break up of Portfolio**



# Micro Banking – Asset Quality







# **Other Retail Lending**

**MSME** (Retail Assets)

**Housing Loans** 

**CE & CV Loans** 



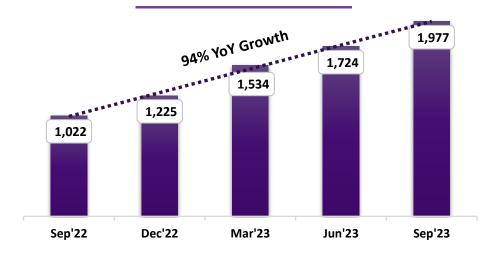


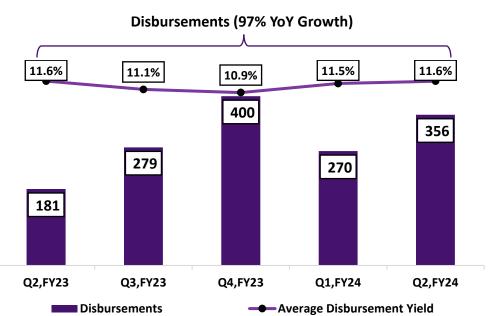


# **MSME** (Retail Assets) Lending



### **Portfolio Outstanding**







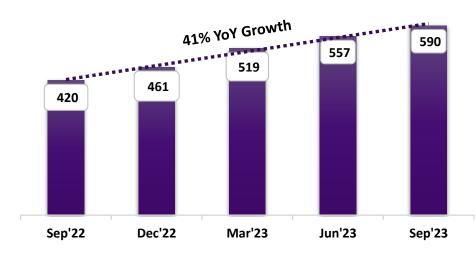




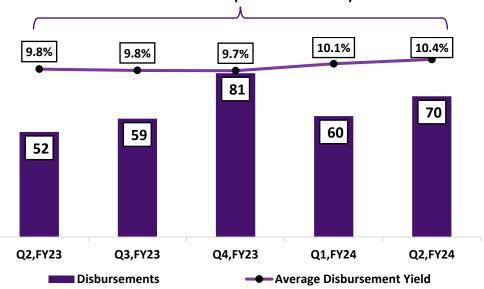
- Significant presence in our core geography
- Offering MSME product (small business segment) through 81 branches, significant headroom to expand within existing branches
- Largely secured lending (~96%)
- Average ticket size of loan book ~₹20-25 lakh

# **Housing Loans**

### **Portfolio Outstanding**



### **Disbursements (34% YoY Growth)**



**Retail Housing Loans** 

**Affordable Housing** 

- Significant presence in our core geography
- Currently offering HL product from 47 locations,
   significant headroom to expand within existing branches
- Housing loans up to ₹35 lakh account for ~70% of housing loan portfolio
- >2,900 customers Average ticket size of loan book
  ~₹20-25 lakh
- Availed NHB refinance at low rate of interest to improve competitiveness

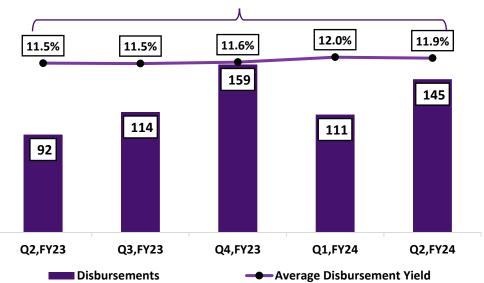
# **CE & CV Loans**



### **Portfolio Outstanding**



### **Disbursements (57% YoY Growth)**



### CV (New)

• 90% of total portfolio

### CE (New)

• 6% of total portfolio

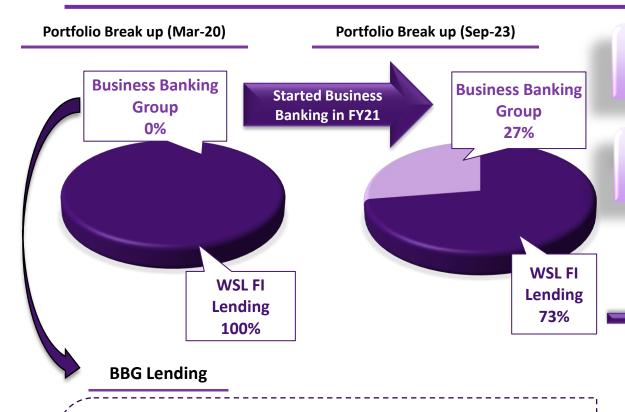
### CV & CE (Used)

• 4% of total portfolio

- Lending primarily to small fleet operator segment
- Currently offering CE & CV product through 36 branches, significant headroom to expand within existing branches
- Currently operating primarily in our core geographies
- >2,100 customers Average ticket size of loan book ~₹30-35 lakh

# **Wholesale Lending**

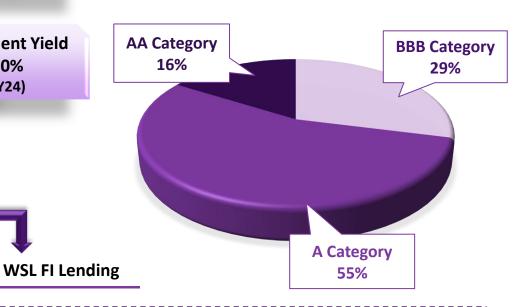






### Rating Wise WSL FI Portfolio Break up

Disbursement Yield - 11.0% (Q2 FY24)



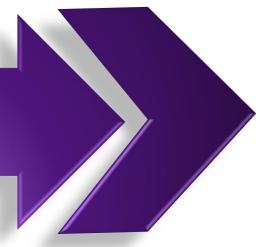
- Small to medium size corporates (SME segment)
- o >100 customers; Average ticket size ~₹4 crore
- Primarily operating account through OD / DLOD product
- Entire book secured against collateral of immovable properties
   with cover of >100%
- Nil NPAs

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



# **Deposits Build-up**







Deposits grew by 19% YoY; Retail Term Deposits grew at 50% YoY



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



Targeting top-100 deposits districts of the country



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

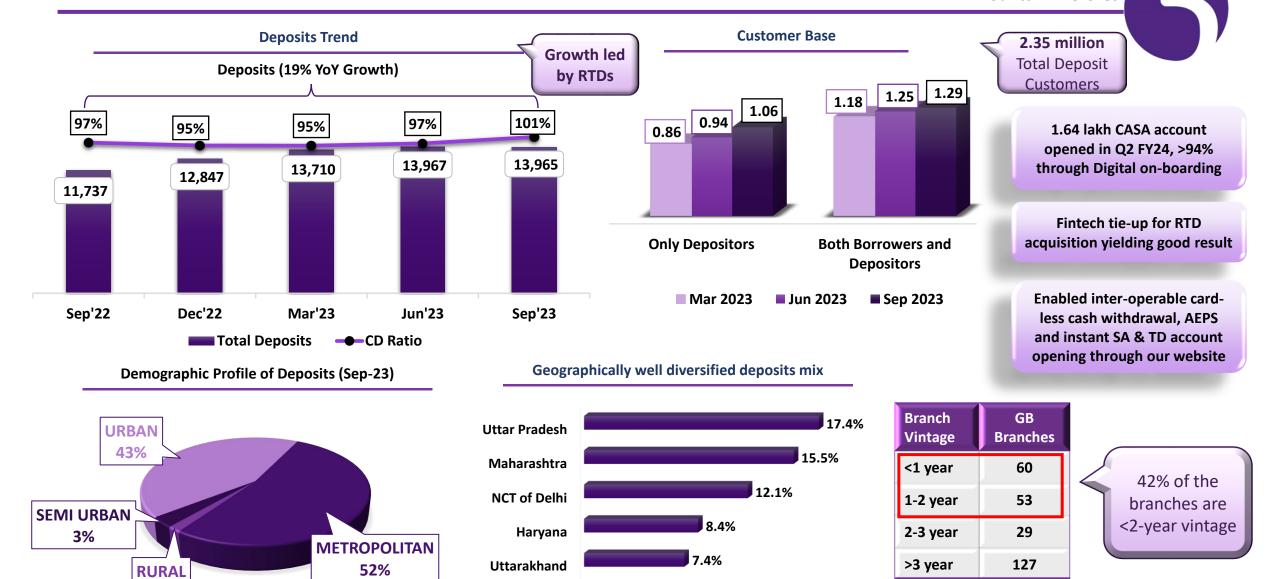
# **Deposits Trend & Composition**

2%



**Total** 

269

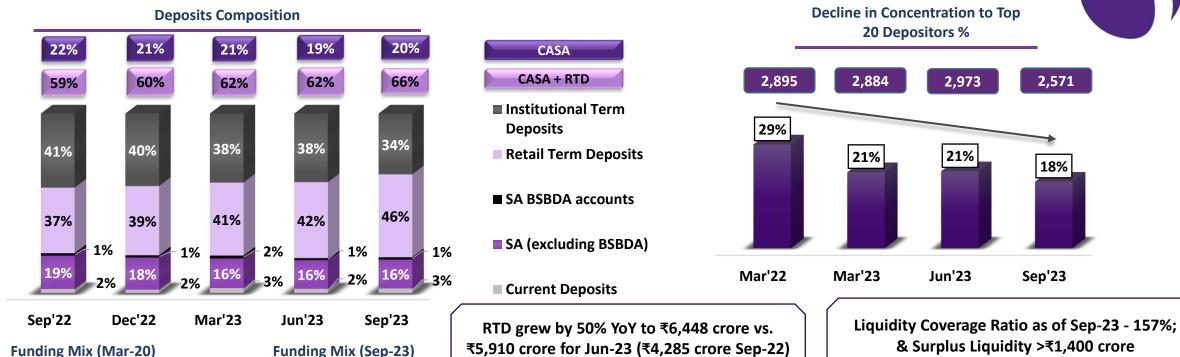


5.8%

Bihar

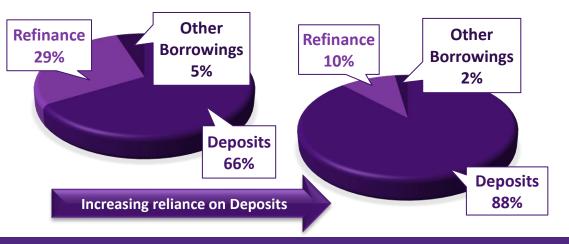
# **Deposits Trend & Composition (Contd.)**





₹5,910 crore for Jun-23 (₹4,285 crore Sep-22) **Funding Mix (Sep-23)** 

& Surplus Liquidity >₹1,400 crore



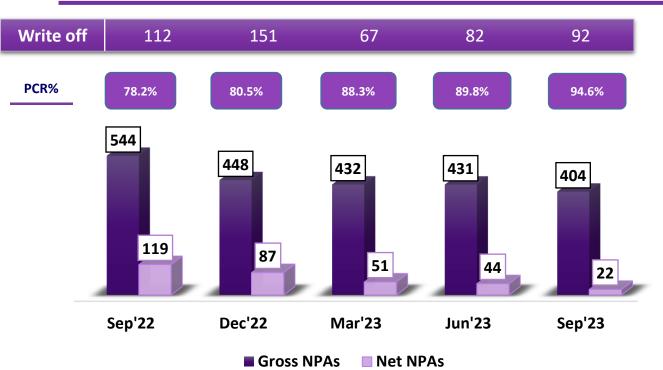
Cost %	Q2 FY24
Term Deposits	8.2%
CASA	5.3%

<1 Year Deposits (incl. CD) accounted for ~6% of Term **Deposits** 

Long Term Credit Rating						
	A+ (Stable) A+ (Stable) CARE ICRA					
	Rating for certificate of deposit programme					
	A1+ ICRA					

# **Asset Quality Movement**





NPA Movement	Q2 FY24	Q1 FY24	
Opening GNPA	431	432	
Additions during the period	98	102	
Reductions during the period			
Up-gradations & Recoveries	34	21	
Write-offs	92	82	
Closing GNPA	404	431	

	Sep-23	Sep-22	Jun-23
Gross NPA %	2.8%	4.6%	3.1%
Net NPA %	0.2%	1.0%	0.3%

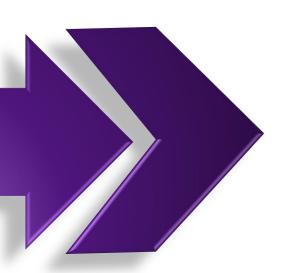
# SMA 1 & 2 1.5% 1.4% 1.8% 267 206 Mar'23 Jun'23 Sep'23

### **Provisions Break-up**

Particulars	Sep-23	Jun-23
NPA Provision	262	281
Floating Provision	120	106
Provision for standard restructured	2	6
Standard Provision	68	65
Total Provisions	452	458









Stable & consistent financial performance



Focus on cost efficiency resulting healthy cost income ratio

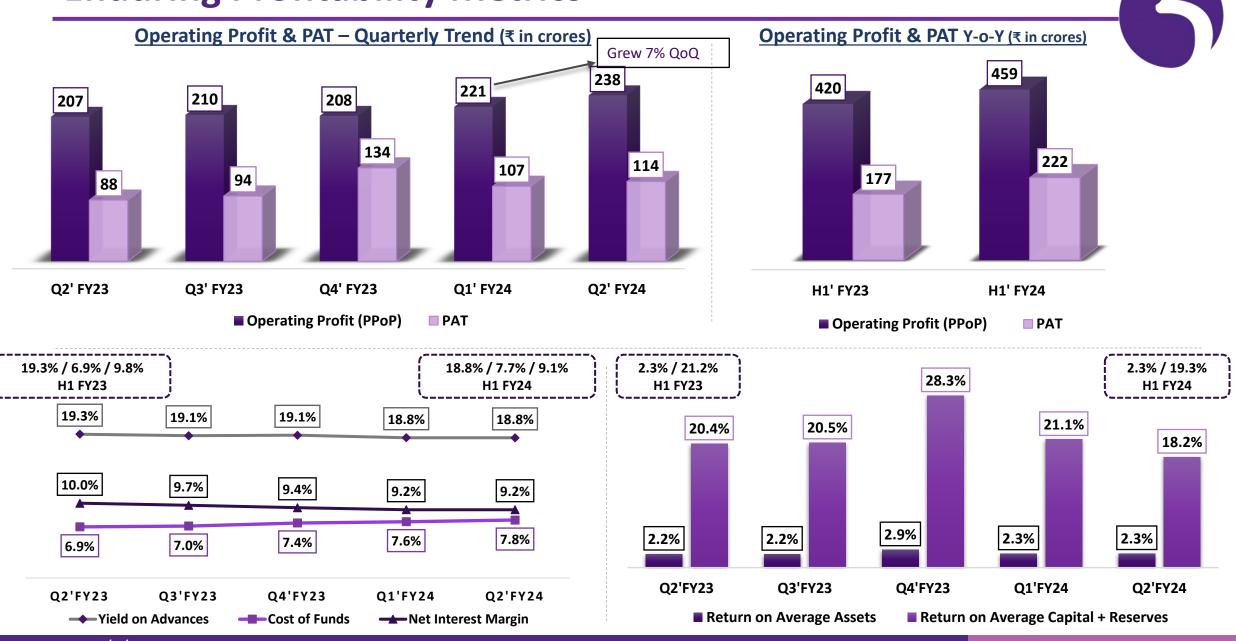


Profit after tax increased 30% YoY to ₹114 crore in Q2 FY24

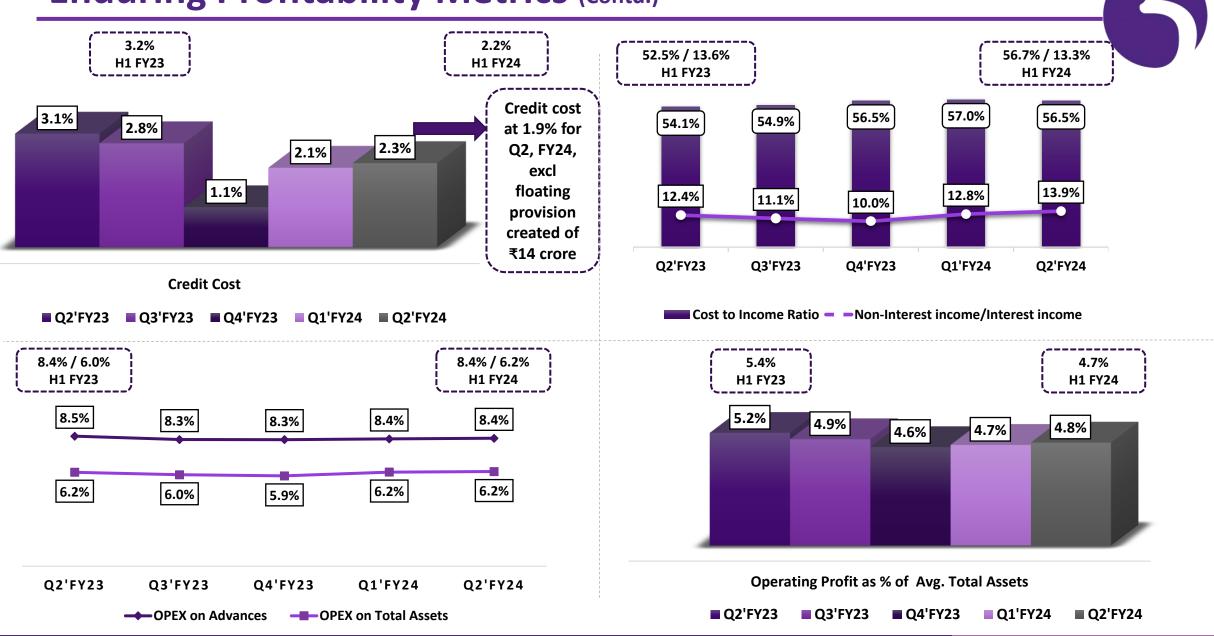


**Building floating provision to ensure resiliency** 

# **Enduring Profitability Metrics**

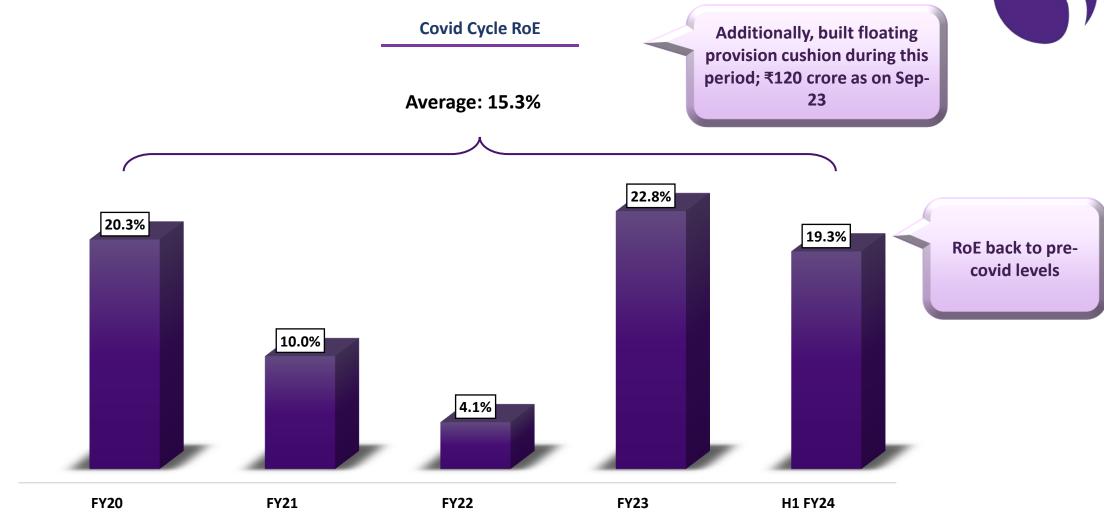


# **Enduring Profitability Metrics (Contd.)**



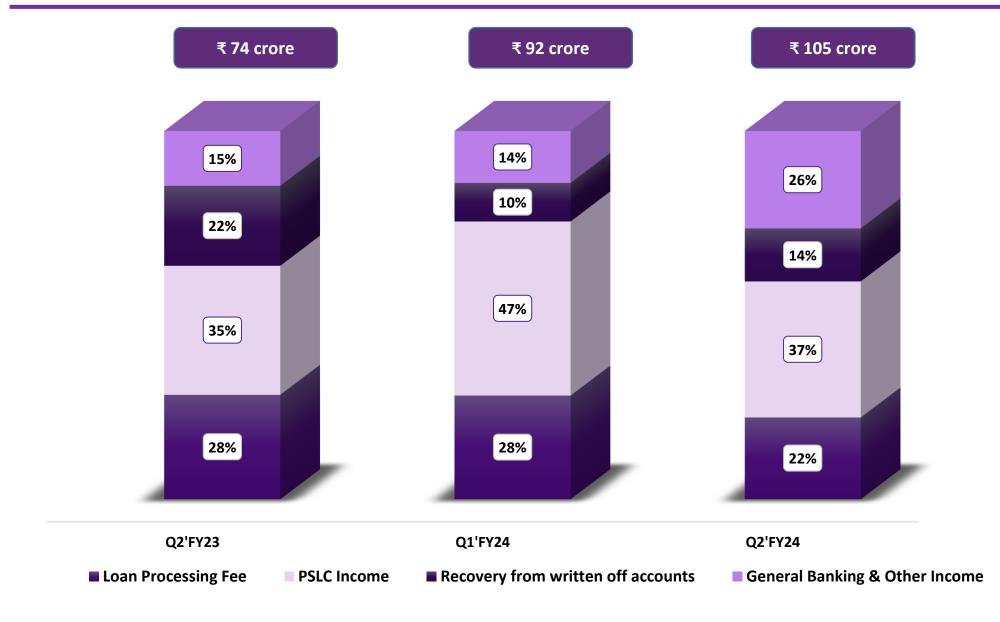
# **Return on Equity during Covid Cycle**





# **Break-up of other income**







Particulars	Sep-23	Sep-22	Jun-23	
Risk Weighted Assets	10,906	8,669	10,266	
Total Capital	2,707	1,839	2,036	
Tier-I Capital	2,513	1,604	1,842	
Tier-II Capital	194	235	194	
CRAR	24.82%	21.22%	19.83%	
Tier-I CRAR	23.04%	18.50%	17.94%	
Tier-II CRAR	1.78%	2.71%	1.89%	

# Profit & Loss: For the quarter & half year ended September 30<sup>th</sup>, 2023

All Amounts	s in ₹ Crores	
H1'FY23	Y-o-Y	

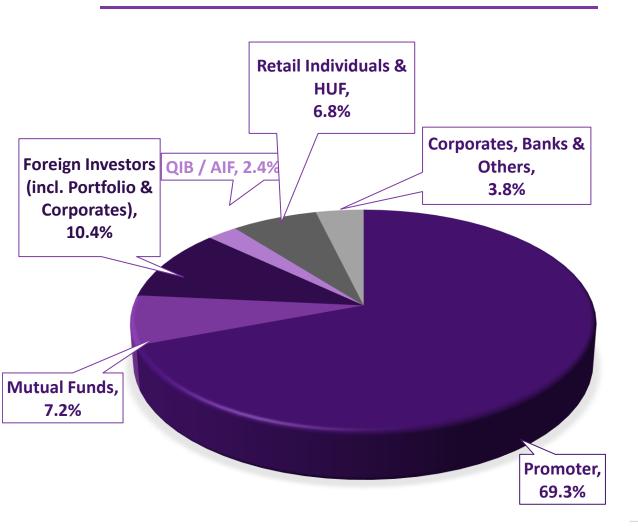
Particulars	Q2'FY24	Q2'FY23	Y-o-Y	Q1'FY24	Q-o-Q	H1'FY24	H1'FY23	Y-o-Y
INCOME	Aud	ited		Limited Review		Aud	ited	
Total Interest Earned	756	602	26%	720	5%	1,477	1,173	26%
Less : Interest Expense	315	226	40%	298	5%	613	447	37%
Net Interest Income	442	377	17%	422	5%	864	726	19%
Add: Other Income (Processing Fee on loans+ Transaction and other fee income + PSLC income)	105	74	41%	92	14%	197	159	24%
Operating Income	547	451	21%	514	6%	1,061	885	20%
EXPENDITURE								
Operating Expenses	309	244	27%	293	6%	602	465	30%
Personnel Cost	177	139	27%	170	4%	347	265	31%
Other Operating Expenses	132	106	25%	122	8%	255	199	28%
<b>Operating Profit</b>	238	207	15%	221	7%	459	420	9%
Total provisions	83	90	(7)%	77	9%	160	181	(12)%
РВТ	154	117	32%	145	7%	299	239	25%
Tax	40	30	35%	37	8%	77	62	24%
PAT	114	88	30%	107	6%	222	177	25%

Particulars	September 30 <sup>th</sup> , 2023	September 30 <sup>th</sup> , 2022	Y-o-Y	June 30 <sup>th</sup> , 2023	Q-o-Q
CAPITAL & LIABILITIES	Audited			Limited Review	
Capital and Reserves	2,687	1,765	52%	2,110	27%
Deposits	13,965	11,737	19%	13,967	0%
Borrowings	1,902	2,124	(10)%	2,245	(15)%
Other Liabilities and Provisions	1,103	867	27%	1,073	3%
Total	19,658	16,494	19%	19,396	1%
ASSETS					
Cash and balances with RBI	1,305	460	184%	1,068	22%
Balances with banks and money at call and short notice	332	1,674	(80)%	1,262	(74)%
Investments	3,204	2,295	40%	2,862	12%
Advances (Net of provisions)	14,080	11,412	23%	13,513	4%
Fixed Assets	300	286	5%	302	(1)%
Other Assets	436	368	19%	389	12%
Total	19,658	16,494	19%	19,396	1%

# **Shareholding Pattern**



### Bank Shareholders as on September 30th, 2023



### Top Shareholders as on September 30th, 2023

**Utkarsh CoreInvest Limited** 

Mirae Asset (Mutual Fund)

Olympus ACF Pte. Ltd.

Bharti AXA Life Insurance Company Ltd.

Triodos Sicav II - Triodos Microfinance Fund

responsAbility Participations Mauritius

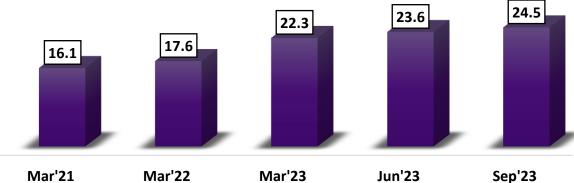
Aavishkaar Bharat Fund

Goldman Sachs Funds – Goldman Sachs India Equity P

**Growth Catalyst Partners LLC** 

ICICI Prudential Life Insurance Co. Ltd.

### **Book Value Per Share**



# **Diversified & Experienced Board**

# 6

### **Board Members of the Bank**



### **Parveen Kumar Gupta**

Part Time Non Executive Chairman & Independent Director

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



### **Ajay Kumar Kapur**

**Independent Director** 

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



### Chandra Shekhar Thanvi

Additional Director (Nominee of SIDBI)

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



### **Kajal Ghose**

Independent Director

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



### Kalpana Prakash Pandey

Independent Director

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



### Muralidharan Rajamani

Non Executive Director

- Certified associate of the Indian Institute of Bankers
- Previously associated with Edelweiss Tokio Life Insurance Limited, ICICI Bank Limited, Dhanlaxmi Bank Limited and L&T Finance Limited



### Nagesh Dinkar Pinge Independent Director

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



# Govind Singh Managing Director & Chief Executive Officer

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

# **Leadership Complementing Bank's Strengths**

### **Senior Management Team**







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



Trilok Nath Shukla Head - Micro Banking

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



Sarjukumar Pravin Simaria

Chief Financial Officer

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



### **Alok Pathak**

Chief Risk Officer

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



**Umesh Arora** 

Head-Assets-Retail & Wholesale Lending

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



**Mohinder Pal Singh** 

Head - Operations

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



### Rahul Dey

Head - Internal Audit

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



Sanjay Sharda

Head - Consumer Banking

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



**Hitain Sharma** 

Chief Human Resource Officer

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



**Mukesh Singh Verma** 

Chief Compliance Officer

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



**Abhijeet Bhattacharjee** 

Chief Information Officer

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



**Muthiah Ganapathy** 

Company Secretary & Compliance Officer

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



### G.H. Vijay Raghava

Head - Treasury

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

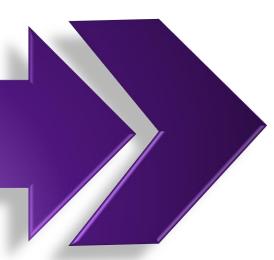


Rahul Sinha

Head - Collections

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





# Tech, ESG & CSR



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



Integrating ESG Sensitivities into our operations & decision-making



Contributing to the well-being of the society

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





Supporting extensive branch network of 871 branches



ISO 27001 Certification for IT operation



Tab enabled feet-on-street for acquisition and collections



Micro ATM for Cash Withdrawal in Remote locations



Extensive Mobile and internet Banking for customer service



Robotic Process Automation for internal process automation



E-sign and Digital contract for customer KYC and documentation



First to launch 'UPI Lite' in Global Fintech Festival



Data Lake for regulatory reporting



End to end digitised personal loan program



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



Video KYC for Onboarding and Customer personal discussion.

# **Transformation Fueling Business Growth**







Redesigning business process of retail asset and liability for higher productivity



Invest on cloud platforms to improve agility and scalability





Automation and digitation of operational



API led Integration platform for internal and external systems





Adapt Microservice Architecture for new enterprise platforms

process and customer service



New software application stack for existing and new business initiatives

# **Environment, Social & Governance**

Practice is aligned with the national E&S laws and regulations and relevant E&S Good International Industry Practices (GIIP). Committed to give due consideration to environmental & social sensitivities in portfolio, integrating these into its business operations and decision-making process



- Exclusion List
- Training and awareness
- Energy Saving
- Plantation
- Solar light
- Preserve water quality and availability
- ESG Risk Assessment

### Social

- Service to Bottom of pyramid
- Inclusive finance
- Education Support
- Financial Literacy
- Priority Sector lending
- Women empowerment
- Income Generation Loan

### Governance

- Diversified Board
- Board independence
- Strong Corporate Governance
- Risk Management Committee
- Audit Committee
- Customer Service Committee
- Nomination and Remuneration Committee







# **Awards & Accolades**



EMPLOYEE EXCELLENCE 2023 by the Times Group — ET EDGE

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





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

# Awards & Accolades (Contd.)



RECOGNITION AS ONE OF THE 'PROMISING BRANDS 2022' BY ECONOMIC TIMES RANKED 46 UNDER "THE NEXT 500 COMPANIES 2022" BY FORTUNE INDIA





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

# **Utkarsh Welfare Foundation: CSR Initiatives**













**FINANCIAL AWARENESS** 

**HEALTH INITIATIVES** 

SKILL & ENTERPRISE
DEVELOPMENT PROGRAM

VILLAGE DEVELOPMENT PROGRAM

OTHER PHILANTHROPIC ACTIVITIES

Lives Impacted 9,67,000+

<u>Lives Impacted</u> 11,39,000+ Lives Impacted 41,700+

Lives Impacted 8,000+

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

04-11-2023

# **Utkarsh Welfare Foundation: CSR Initiatives** (Contd.)













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