

A collage background with various images: a red heart, a camera, a microscope, mathematical formulas like  $(a+b)^2 = a^2 + 2ab + b^2$  and  $E=mc^2$ , car wheels and engine parts, a grocery store aisle with 'VEG PRODUCTS' and 'NON-VEG PRODUCTS' signs, and a worker in a cap.

# UGRO Capital Limited

## Q2'23 / H1'23

Investor Presentation

NSE: UGROCAP | BSE: 511742

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# Key Highlights for Q2'FY23

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## Asset Growth

**AUM** – INR 4,375 Cr (+20% QoQ, +126% YoY)

### Gross Loans Originated/ Disbursed

– INR 1,653 Cr (+22% QoQ)

– INR 3,011 Cr H1'23 (+168% H1'22)

**Portfolio yield** – 17.3% (+60 bps QoQ)

## Liability and Co-lending

**Borrowings** – INR 2,725 Cr (+6 new lenders)

### Lending as a Service ('LaaS')

– Partnership with 10 co-lenders/co-originators

– 1,275 cr of off-book AUM (+63% QoQ)

– 29% off-book AUM (21% as on Q1'23)

**Leverage** - 2.85x (2.26x in Q1'23)



## Profitability

### Net Total Income

– 87.6 Cr (+24% QoQ)

– 158.2 Cr H1'23 (+144% H1'22)

**Cost to Income ratio** – 62.9% (72.1% in Q1'23)

**Pre-tax Profit** – 17.6 Cr (+69% QoQ)

## Asset Quality

**GNPA** – 1.7% (stable)

**NNPA** – 1.2% (stable)

**Collection efficiency** – 93.4% (92.8% in Q1'23)\*

**Restructured book** – 2.6% (repayment started for 95%)

\* Current month (Collections / Current month demand) excluding overdue and foreclosure collections

A decorative graphic on the left side of the slide, consisting of several overlapping, semi-transparent orange and red geometric shapes, primarily triangles and polygons, creating a layered, abstract effect.

# About UGRO

*Catalyzing the future of credit access for MSMEs*

# It has been proven that data can be the engine for SME credit in India

End to End MSME Digital Lending is now a reality



# India's First fully data driven Lending as a Service (LaaS) Company



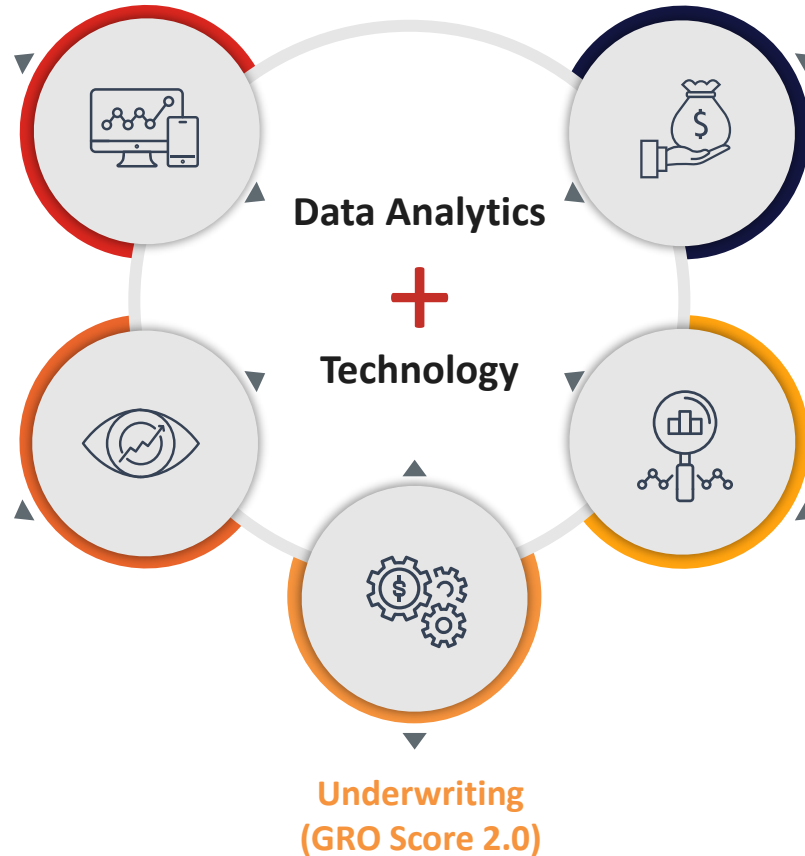
# Evolved to a Data Tech Company within 3 years of inception

## Technology Platforms

- Web & Mobile based applications for each business channel integrating on one common business platform

## Origination

- Mapping of new locations for expansion
- Use of satellite imagery and heat maps to identify active clusters
- Field tracking and sales incentivization



## Operations and Collections

- E-Sign Application, E-Agreement, Customer WhatsApp bot, E-NACH
- Payment gateway integration

## Portfolio Monitoring (Early Warning signals)

- First generation trigger ruleset for tracking portfolio performance
- Portfolio loss forecasting using borrower level assessment

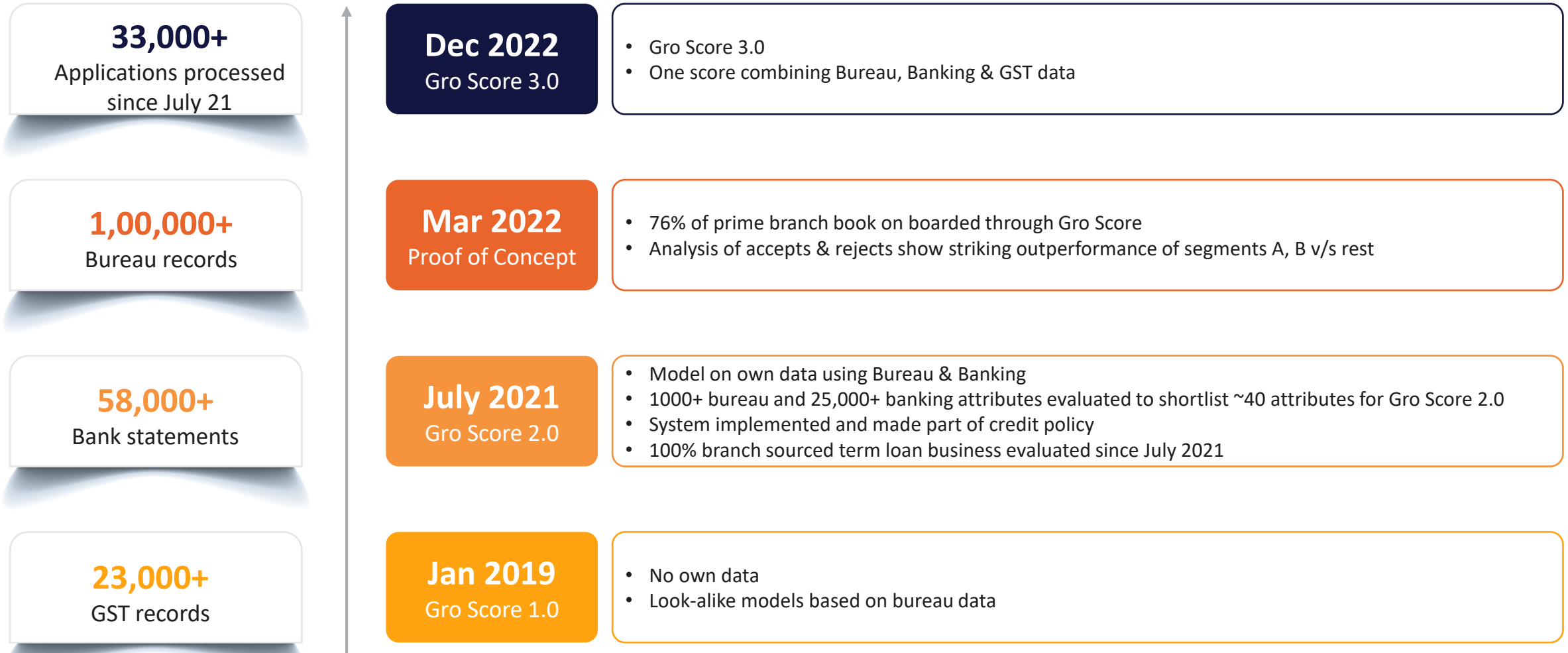
- Machine learning algorithms to synthesize large volume of information
- In house business rule engine enabling faster rollout of newer models

**U GRO CAPITAL**  
Powered by Data & Tech

- Leading NBFC transition to "Lending as a service"
- Faster customer TAT and credit decisioning
- Robust underwriting using alternate data
- Higher adaptability to market changes
- Industry pioneers in Co-lending



# Revolutionizing credit to MSMEs through data driven underwriting



# Data driven proprietary scoring model powered by AI / ML Models

## Ability to capture alternate data from banking and bureau...



Machine generates 25,000+ data features from an applicant's bureau record and bank statement

### Across Multiple parameters

Turnover and transaction intensity

Borrowing mix and nature

Cheque bounces & bank charges

Frequency and magnitude of defaults

Payment cycles

History of high-cost debt/credit card usage

Obligations as % of turnover

Balances and withdrawals

Counterparties & relative strengths

Pace of borrowing

## ...to draw meaningful insights out of unorganized data...

GRO 2.0  
Credit Bureau Data + Banking Data

GRO 3.0  
Credit Bureau Data + Banking Data + GST

GST



Matches Banking & Bureau Scorecards to generate one single score which further gets augmented with GST data as an external input



**Artificial Intelligence**  
Engineering of making Intelligent Machines and Programs



**Machine Learning**  
Ability to learn without being explicitly programmed



**Deep Learning**  
Learning based on Deep Neural Network

**Historical aggregation** – several pages of statement going back 12 months can be summarized instantly

**Normalization** – convert absolute values to scale, for even comparison

**Trending** – changes over time, create standardized measure of comparison across diverse nature of entities, sectors, geographies

**Scoring of each case into one of the five bands of A – E with A being the best and E being the worst**

A

B

C

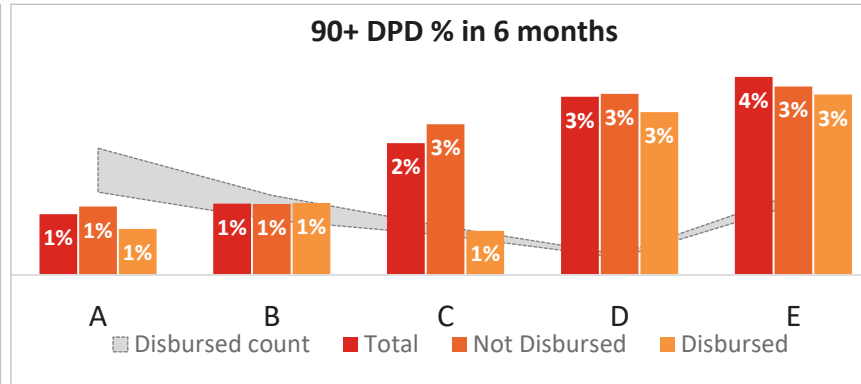
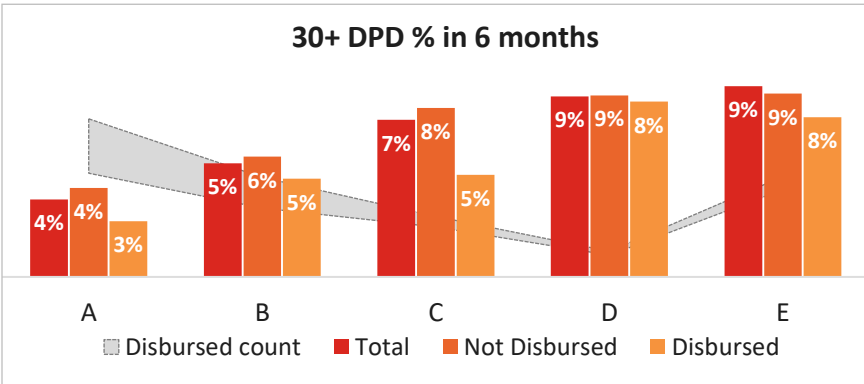
D

E

... and decide whether to disburse or not disburse the loan within 60 minutes.

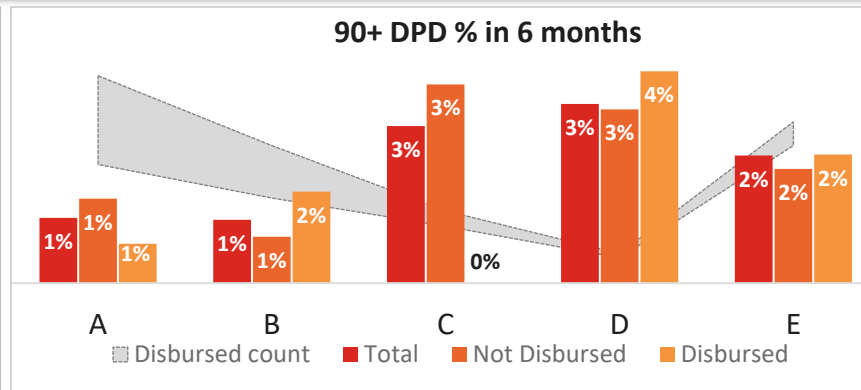
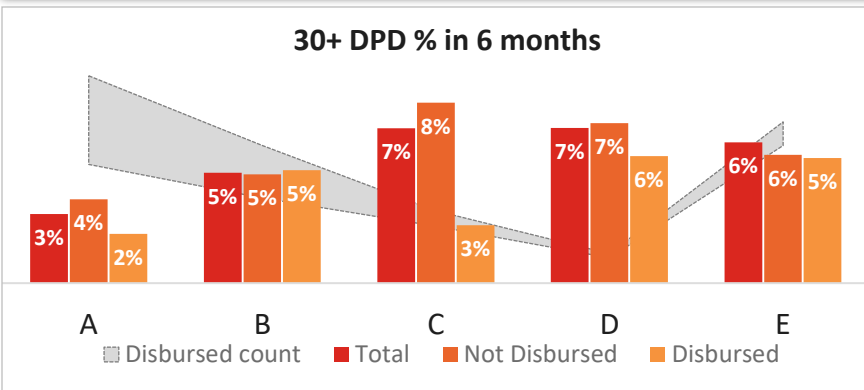
# GRO Score 2.0 – Analysis of accepts and rejects

## Portfolio Performance across time horizon



Score band	Not Disbursed count	Disbursed count	Write rate%	Disbursal Mix
A	7,383	3,886	34.5%	49.6%
B	4,898	2,185	30.8%	27.9%
C	3,547	764	17.7%	9.7%
D	1,554	276	15.1%	3.5%
E	5,548	728	11.6%	9.3%

## Portfolio Performance of Recent Logins (Jul-21 to Dec-21)

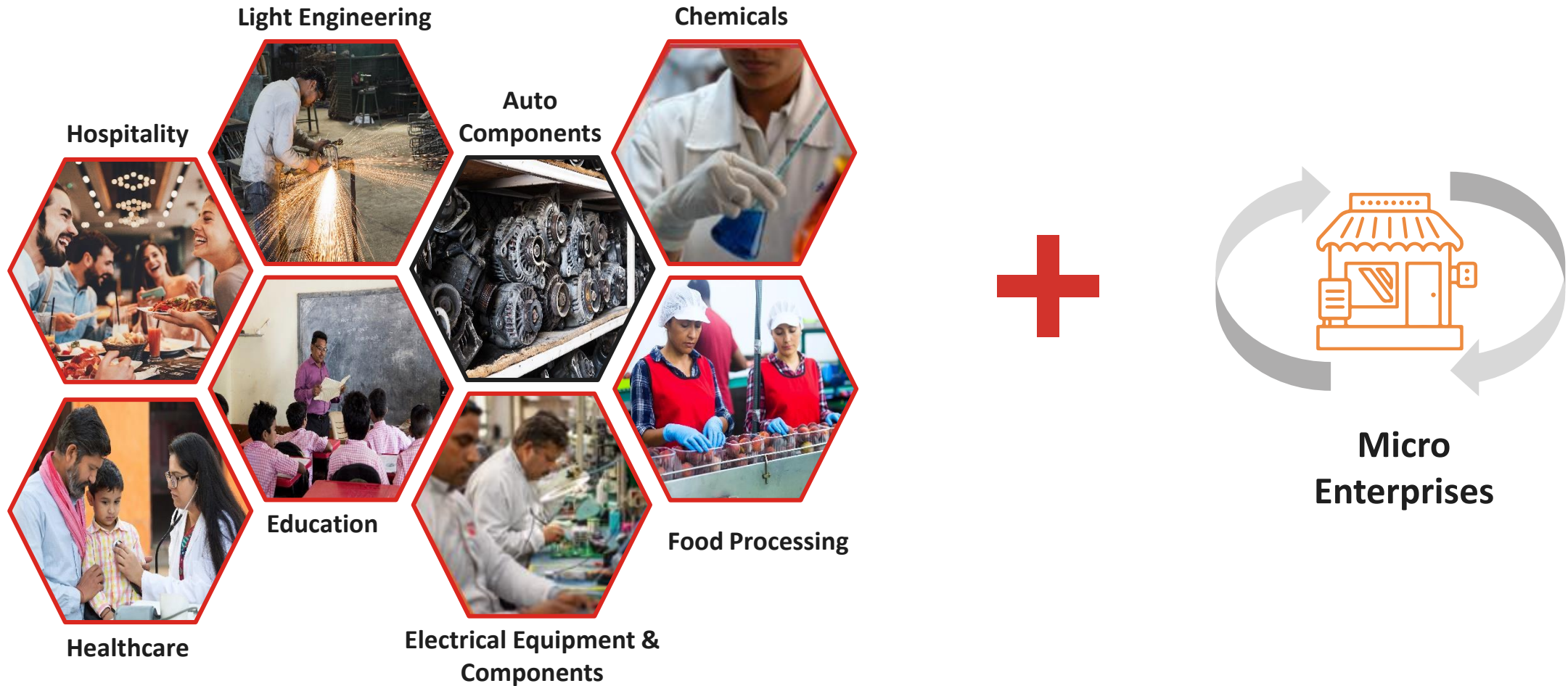


Score band	Not Disbursed count	Disbursed count	Write rate%	Disbursal Mix
A	1,556	1,164	42.8%	52.3%
B	1,115	688	38.2%	30.9%
C	748	198	20.9%	8.9%
D	329	54	14.1%	2.4%
E	1,355	123	8.3%	5.5%

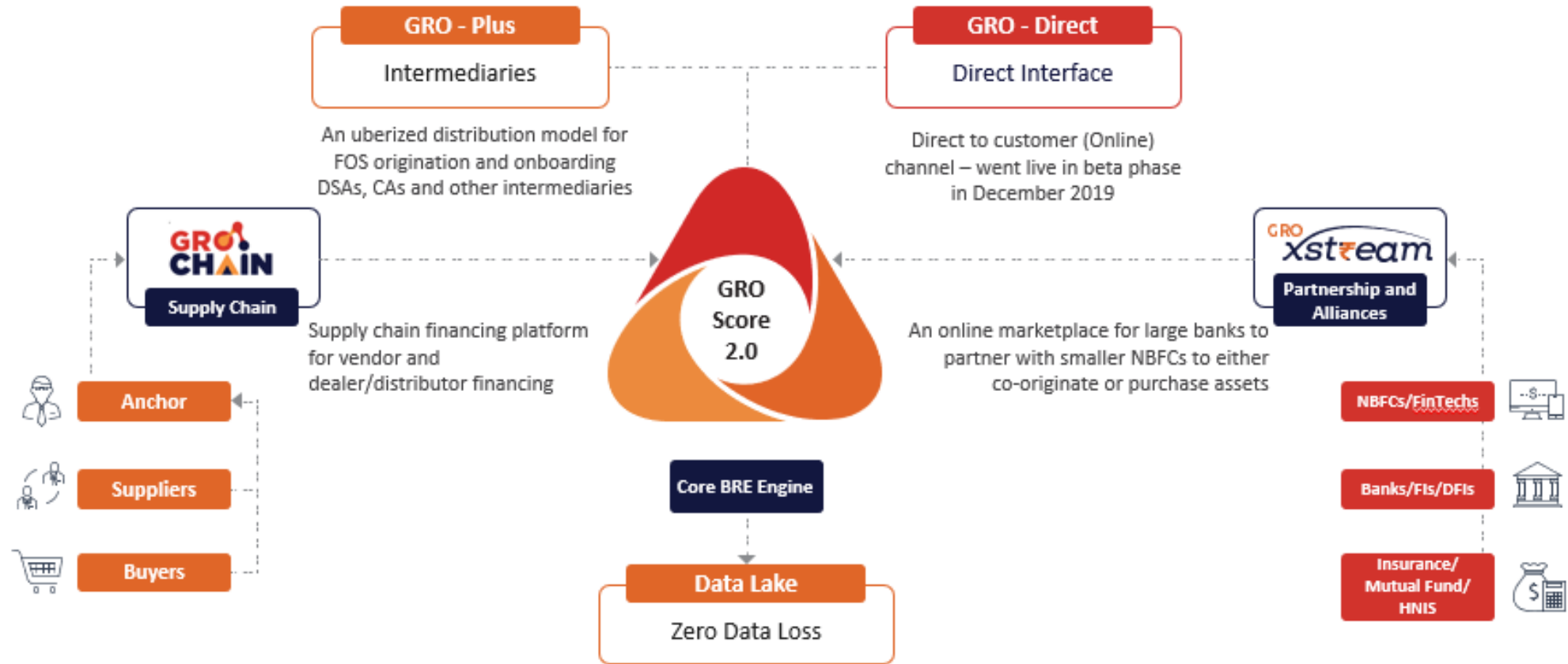
**Market performance of cases withing 6 months of Disbursements – A to C scored cases show striking outperformance**

# Deep analysis of Macro and Micro Economic Factors to develop sector focus

A continuing process involving extensive study of macro and micro economic parameters carried out in conjunction with market experts like CRISIL



# System Architecture to support full - Suite SME Lending



A comprehensive set of modules that will allow for maximal lending outreach within our mandate

# Catering to all credit needs of all MSMEs



	<b>23</b> Prime Branches
	<b>75</b> Micro Branches
	<b>1,000+</b> GRO Partners
	<b>80+</b> Anchors
	<b>40+</b> OEMs
	<b>30</b> Fintech Partners
	<b>700+</b> Sales Employees

# Multi pronged approach led by tech capabilities



## Branch-Led Channel

Catering to MSMEs through 95+ branches

- **Prime Loan Branches** : 23 branches with loans largely sourced through intermediate channel
- **Micro Loan Branches** : 75+ branches across 5 states, loans to be directly sourced by sales executives (FOS)



## Eco-System Channel

Catering to MSMEs through Anchor and OEM partners

- **Supply Chain Financing** : Anchor and its ecosystem financing of Supply Chain
- **Machinery Finance** : Secured loans to machine buyers with a charge on machines



## Partnership & Alliances Channel

Catering to Micro and Small enterprises through Fintech Partners

- **Joint lending partnerships** with NBFCs (downstream).
- Fintech partners originate loans and provide 5% - 15% FLDG cover



## Direct Digital Channel

**100% Digital sourcing** of MSME loans

- Allows MSMEs to directly apply for credit and further reducing TATs

### Prime Loan Branches

	Ticket Size	ROI
LAP	50L-500L	12%-12.5%
Affordable LAP	10L-150L	13%-16%
Unsecured	1L-25L	14%-26%

### Micro Loan Branches

	Ticket Size	ROI
LAP	2L - 25L	18% - 23%
Unsecured	0.5L - 5L	23% - 28%

### Eco System

	Ticket Size	ROI
Machinery Finance	10L – 300L	13% - 15%
Supply Chain Finance	10L – 300L	13% - 14%

### Partnerships & Alliances

	Ticket Size	ROI
Partnership & Alliances	0.5L – 25L	18% - 28%

### Direct Digital Channel | GRO-Direct

- **Ticket Size** - INR 1 to 15 Lac



# Lending as a Service (L-a-a-S)



# Building India's largest Co-Lending platform: Lending as a Service (L-a-a-S)



- Secured Business Loans
- Agreement under new co-lending regulation – Jun'21



- Small Ticket Secured and Unsecured Business Loans
- Agreement under new co-lending regulation – Nov'21



- Secured Business Loans
- Agreement signed in Oct'21



- Secured, Unsecured Business Loans and Machinery Loans
- Agreement Signed in Dec'21



- Secured Business Loans
- Agreement signed in Feb'22

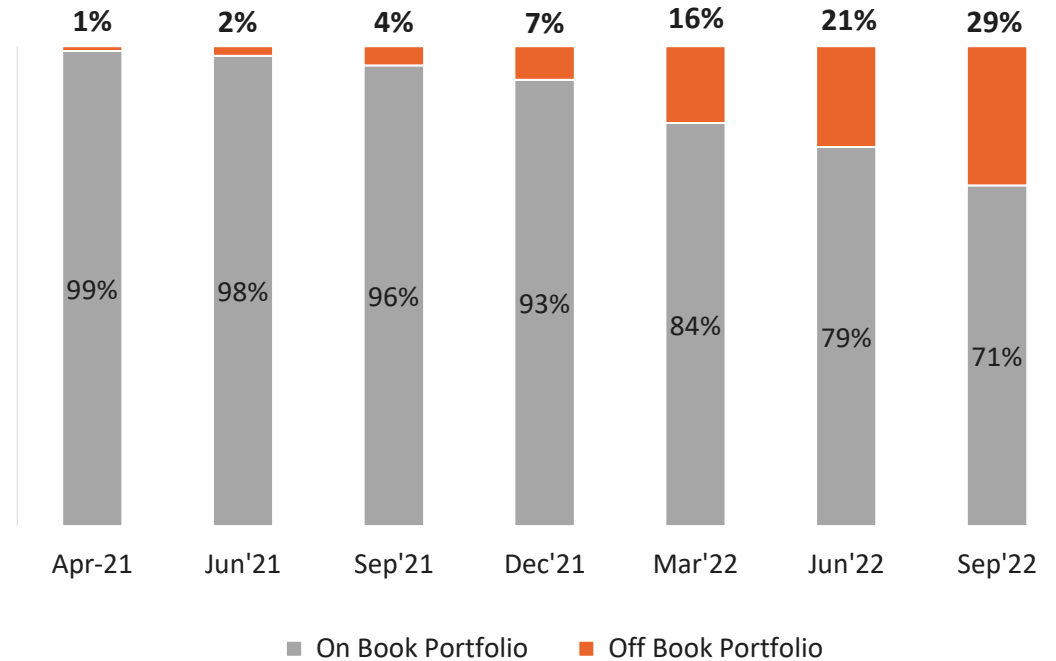


- Secured Business Loans (affordable LAP)
- Agreement signed in Jul'22



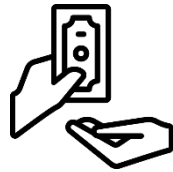
**6 NBFCs**

## Increasing Mix of off - Book AUM



## Co-Lending is a value accretive model

### Example of 80:20 Co-Lending Partnership Model



Customer ROI of 14.5%  
(assumption) on INR 1 Lakh  
Loan



#### UGRO Earns

- On Book (20% of the loan – INR 20 K) : **ROI of 14.5%**
- Off Book (80% of the loan – INR 80 K) : **5.5% Spread** (14.5% ROI minus 9.0% Co-lending rate)

#### Co-lending bank Earns

- **ROI of 9.0%** on INR 80 K

Note : Numbers are provided only for illustrative purpose

### Benefits to UGRO

- Higher ROA & ROE on account of
  - Better leverage and
  - Higher spread compared to on - balance sheet lending
- High Growth with lower equity capital
- Sizeable sanction and on tap availability of capital
- Testimony of the credit scoring model
- Pari passu risk sharing with the partner

### Benefits to Partner Institution

- Risk weight lower in case of Co-lending vis – a – vis lending directly to NBFCs
- Cost of Capital advantage combined with no operating cost leading to higher returns on risk adjusted basis
- Granular build-out of Portfolio
- Build-out of PSL portfolio
- End use visibility of funds disbursed

# Lending as a Service (L-a-a-S) is a highly profitable model

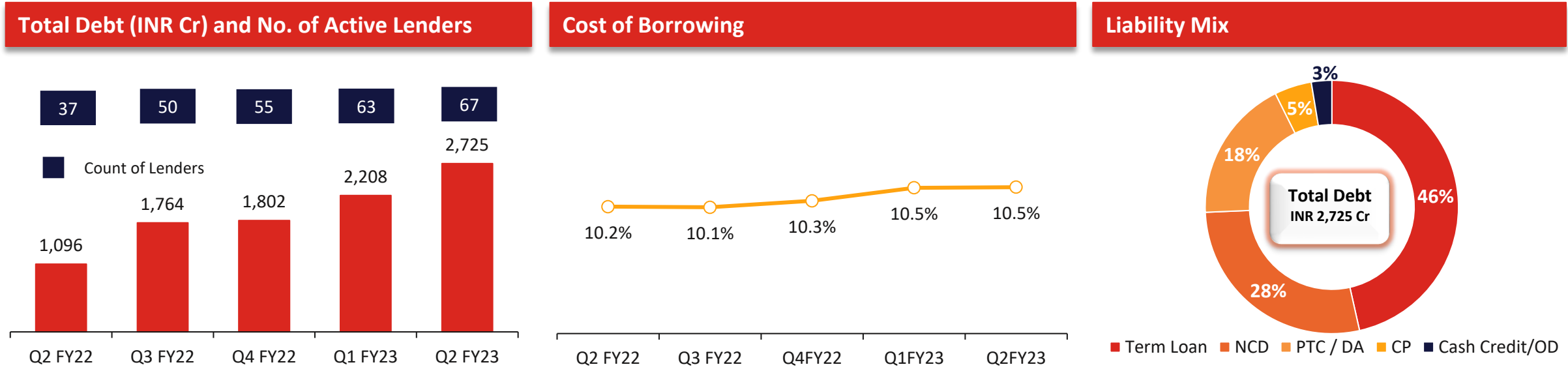
## Sample Illustration

Particulars (INR Cr)	Normal Scenario On Balance Sheet	Co-lending Model		
		On Book – 20%	Off Book – 80%	Total
Loan Amount	1,00,000	20,000	80,000	1,00,000
Equity Capital Deployed	20,000	4,000	-	4,000
Interest Income	14,500	2,900	-	2,900
Co-lending spread income	-	-	3,200	3,200
Interest Expense	8,400	1,680	-	1,680
<b>Net interest Income</b>	<b>6,100</b>	<b>1,220</b>	<b>3,200</b>	<b>4,420</b>
Other Income	1,500	300	1,200	1,500
<b>Net Total Income</b>	<b>7,600</b>	<b>1,520</b>	<b>4,400</b>	<b>5,920</b>
Operating Expenses	3,420	684	2,736	3,420
Credit Cost	1,500	300	-	300
<b>PBT</b>	<b>2,680</b>	<b>536</b>	<b>1,664</b>	<b>2,200</b>
Tax	804	161	499	660
<b>PAT</b>	<b>1,876</b>	<b>375</b>	<b>1,165</b>	<b>1,540</b>
<b>ROA</b>	<b>1.88%</b>			<b>7.70%</b>
<b>ROE</b>	<b>9.38%</b>			<b>38.50%</b>

## Assumptions for Calculation

Particulars	Ratios
Yield	14.5%
Cost of Borrowing	10.5%
Spread - On Book Lending	4.0%
Spread - Co-lending	4.0%
Fee Income	1.5%
Co-lending - On Book Share	20%
D/E	4.0x
Cost to Income Ratio	45%
Credit cost	1.5%
Tax Rate	30%

# Diversified Lender base and continued build-out of liability book



## Our liability sanctions have been raised from a diverse set of lenders

Public Sector Banks	Private Sector Banks	Other Institutions	DFB	SFBs and NBFCs



# Roadmap to FY25

# Business Model Evolving to Generate Significant Cashflows

	Q1FY23*	Q2FY23*	FY23P	FY25P
AUM (INR Cr)	3,656	4,375	7,000+	20,000+
Off Book AUM %	21%	29%	35%	50%
Net Total Income %	10.5%	11.4%	13.0%	15.0%
Cost to Income Ratio %	72.1%	62.9%	60.0%	45.0%
Credit Cost %	1.1%	1.7%	1.5%	1.5%
PBT / Avg. TA	1.5%	2.0%	2.5%	5.5%
Adj. PAT / Avg. TA	1.0%	1.4% <sup>1</sup>	2.0%	4.5%
PAT / Avg. TA	1.0%	0.6% <sup>1</sup>	2.0%	4.5%
Adj. ROE % (Avg.)	3.0%	5.2% <sup>1,2</sup>	6.0% - 8.0%	18.0%
ROE % (Avg.)	3.0%	2.2% <sup>1,2</sup>	6.0% - 8.0%	18.0%
Leverage	2.26x	2.85x	2.4x <sup>^</sup>	3.8x <sup>^</sup>

\* Annualized ratios

<sup>^</sup> Presumed infusion of equity capital

<sup>1</sup> Post factoring impact of deferred tax reversal (~INR 7.2 Cr) adjusted PAT of ~ 12.5, for Q2'23 : adjusted ROE of ~ 5.2% ;

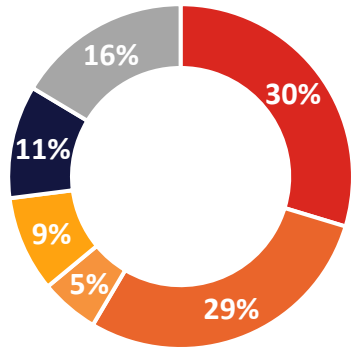
<sup>2</sup> Reduction in Net worth on account of accounting adjustment for implementing ESOP scheme through Trust route



# Portfolio Performance

# Well Diversified and Granular Portfolio

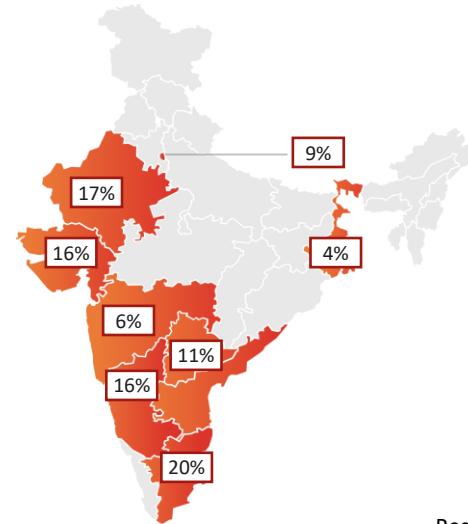
Product Mix (AUM)



- Prime - Secured Loans
- Prime - Unsecured Loans
- Micro Enterprise Loan
- Supply Chain Financing
- Machinery Loan
- Partnerships & Alliances

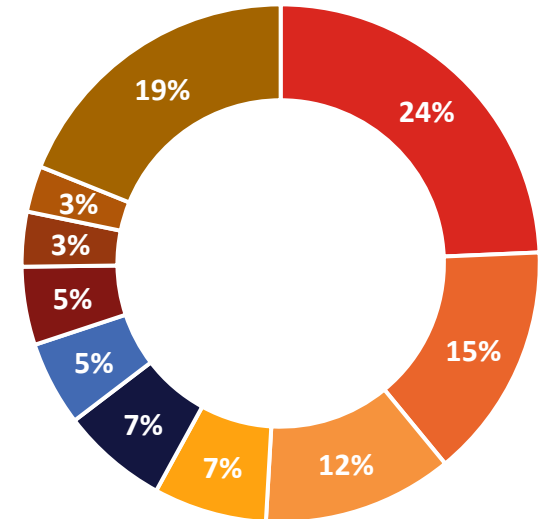
Product category	AUM (Cr)	ROI (%)	Ticket size (Lakh)
Prime - Secured Loans	1,293	13.6%	81
Prime - Unsecured Loans	1,261	19.2%	17
Micro Enterprise Loan	240	22.2%	6
Supply Chain Financing	397	16.2%	66
Machinery Loan	465	13.3%	38
Partnerships & Alliances	718	22.4%	7
<b>Grand Total</b>	<b>4,375</b>	<b>17.3%</b>	<b>19</b>

Portfolio Concentration in key geographical areas



State	Micro	Prime	Total
Tamil Nadu	19	1	20
Rajasthan	15	2	17
Gujarat	15	1	16
Karnataka	15	1	16
Telangana	10	1	11
Maharashtra		6	6
West Bengal		4	4
Andhra Pradesh		2	2
Others States	1	5	6
<b>Total</b>	<b>75</b>	<b>23</b>	<b>98</b>

Sector Mix\*



- Light Engineering
- Micro Enterprises
- Food Processing
- Electrical Equipment
- HealthCare
- Chemicals
- Auto Components
- Education
- Hospitality
- Other MSME ^

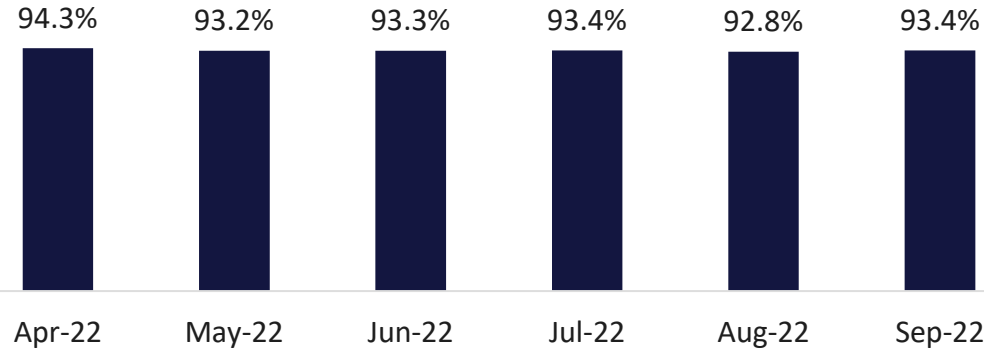
\* Includes Prime – Secured Loans, Prime – Unsecured Loans, Micro Enterprise Loan, Supply Chain Financing, Machinery Loan and Co-lending

^ Includes allied subsectors of our core sectors



# Portfolio Provisioning, Collection Efficiency & Restructuring Highlights

## Overall Collection Efficiency Trend

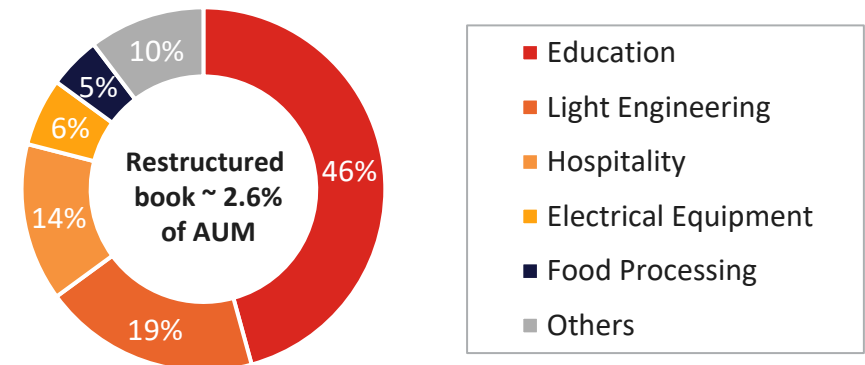


- Total provisions as of Sep'22 stood at ~ ₹59.1 Cr (1.4% of Total AUM)
- GNPA / NNPA as a % Total AUM stood at 1.7% / 1.2% as of Sep'22
- Stage 3 provisioning coverage stood at ~ 30% (on AUM basis)
- Majority of the restructuring was done in the Branch Led Portfolio within the Education & Hospitality sector.
- Unsecured restructured book as a % of Total AUM was ~ 0.8%

## ECL Data (Sep'22)

All figures in ₹ Cr	Loan Exposure	Loan Exposure (%)
Stage 1	4,216	96.4%
Stage 2	86	2.0%
Stage 3	73	1.7%
<b>Total</b>	<b>4,375</b>	<b>100%</b>

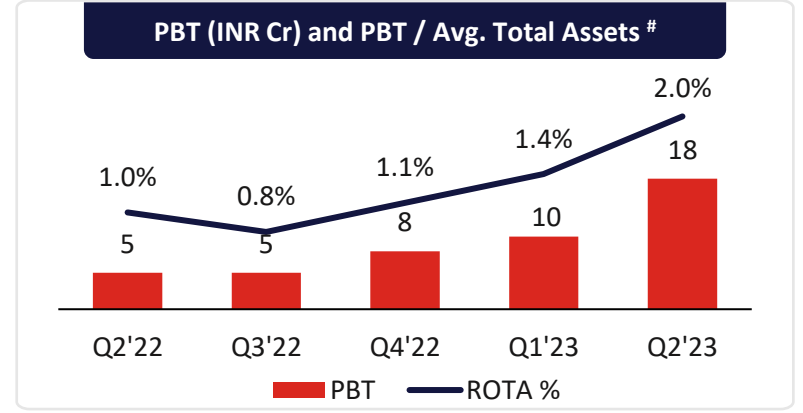
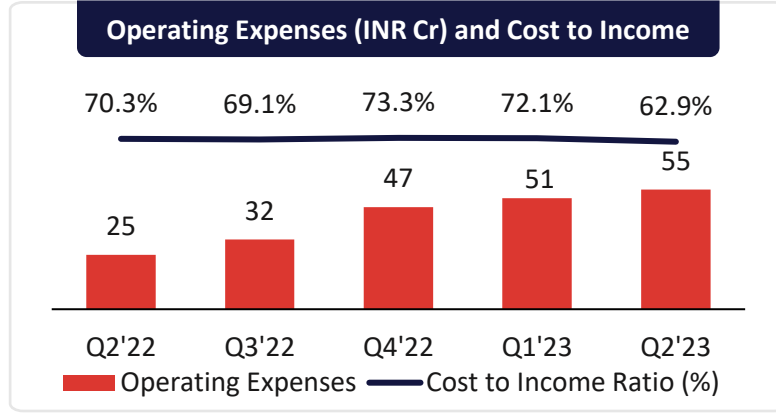
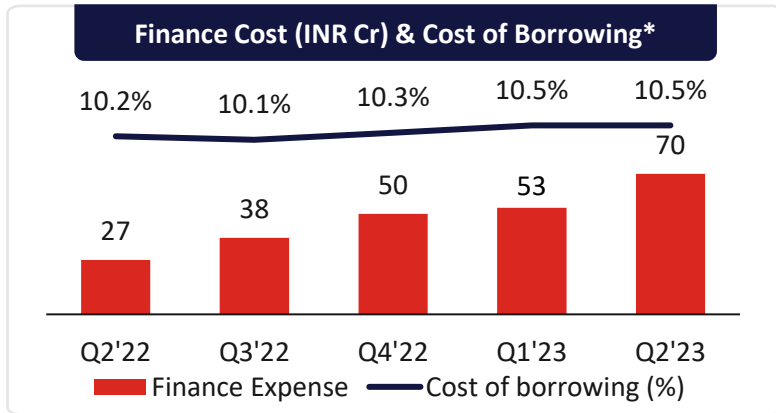
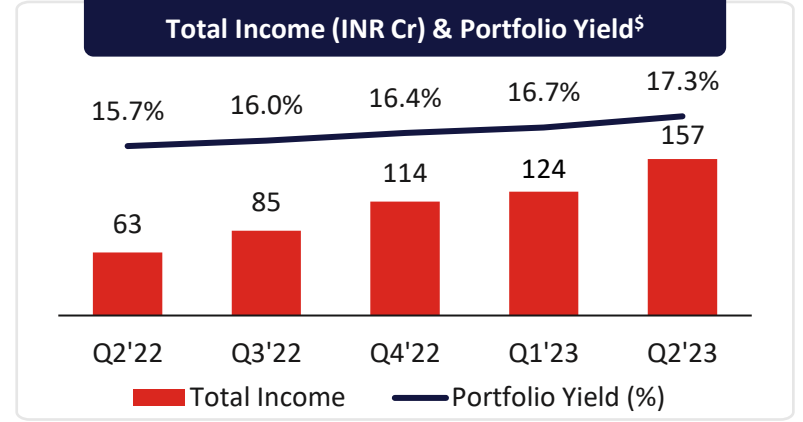
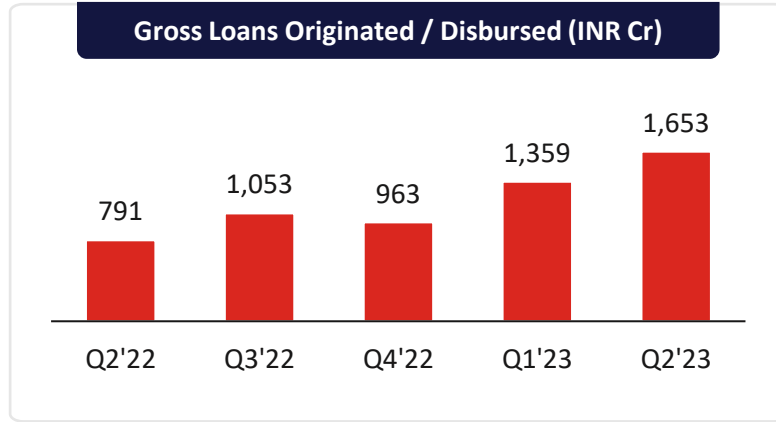
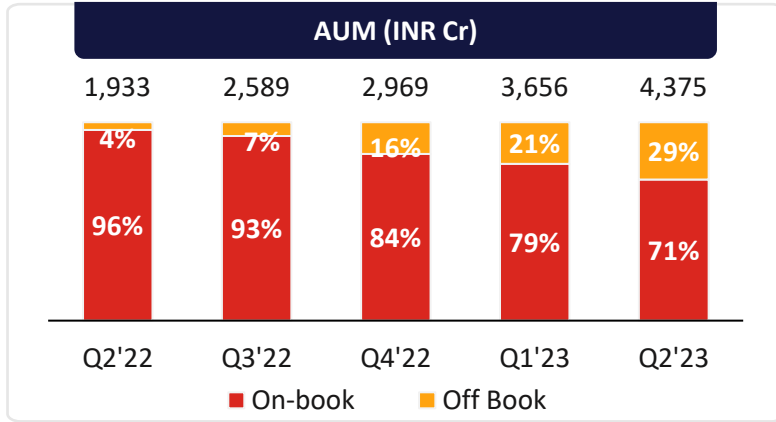
## Sectoral Break up of Restructured AUM





# Operating and Financial Performance

# Operating & Financial Metrics



**955**  
Net Worth

**2,725 / 2.85x**  
Total Debt / Leverage

**67**  
Lenders (Count)

**1.7% / 1.2%**  
GNPA / NNPA (Total AUM)

**98**  
Branches

**1,435+**  
Employees

**32,000+**  
Active Borrowers

<sup>§</sup> Weighted Average AUM yield as on Period End

\* Restated cost of debt from weighted average costing to IRR based costing

<sup>#</sup> Annualized ratio based on quarterly average of total assets

# Finance | Income Statement & ROA Tree

Income Statement (₹ Cr)	Q2 FY22	Q2FY23	Y-o-Y	Q1FY23	Q-o-Q
Interest Income	55.1	116.2	111%	93.1	25%
Income on Co-Lending / Direct Assignment	5.4	30.4	463%	22.6	35%
Other Income	2.3	10.8	370%	8.1	33%
<b>Total Income</b>	<b>62.8</b>	<b>157.4</b>	<b>151%</b>	<b>123.8</b>	<b>27%</b>
Interest Expenses	26.9	69.9	160%	53.1	32%
<b>Net Total Income</b>	<b>35.9</b>	<b>87.5</b>	<b>144%</b>	<b>70.7</b>	<b>24%</b>
Employee Cost	13.7	30.9	126%	29.2	6%
Other Expenses	11.6	24.1	108%	21.8	11%
<b>PPOP</b>	<b>10.6</b>	<b>32.5</b>	<b>207%</b>	<b>19.7</b>	<b>65%</b>
Credit Cost	5.9	14.9	153%	9.4	59%
<b>PBT</b>	<b>4.7</b>	<b>17.6</b>	<b>274%</b>	<b>10.4</b>	<b>69%</b>
Tax	1.3	12.3	846%	3.0	310%
<b>PAT<sup>1</sup></b>	<b>3.4</b>	<b>5.3</b>	<b>56%</b>	<b>7.3</b>	<b>-27%</b>
Deferred Tax Asset Adjustment	0.0	7.2	-	0.0	-
<b>Adjusted PAT<sup>1</sup></b>	<b>3.4</b>	<b>12.5</b>	<b>267%</b>	<b>7.3</b>	<b>71%</b>
ROA %	0.8%	0.6%	-	1.0%	-
Adj. ROA %	0.8%	1.4%	-	1.0%	-

Key Ratios (Annualized)	Q2FY22	Q1FY23	Q2FY23
<b>As a % of On Book AUM</b>			
Total Income	16.1%	18.7%	20.9%
Net Total Income	9.2%	10.7%	11.6%
PPOP	2.7%	3.0%	4.3%
PAT	0.9%	1.1%	0.7%
Adjusted PAT <sup>1</sup>	0.9%	1.1%	1.7%

During the F.Y. 2019-20 there was a demerger of Asia Pragati Capfin Private Limited (APCPL) into UGRO Capital Limited. By virtue of that, the Company inherited certain brought forward business losses. Out of the above, business losses to the tune of INR 24.69 Cr have crossed the statutory time limit of 8 years and hence the deferred tax asset amounting to INR 7.19 Cr on the same have been reversed. In lieu of this, the total tax line item for the quarter and half year ended September 30, 2022 is higher by INR 7.19 Cr.

\* As a % of Avg. Total Assets

<sup>1</sup> Post factoring impact of deferred tax reversal (~INR 7.2 Cr) adjusted PAT of ~ 12.5, for Q2'23 : adjusted ROA of ~1.4% and adjusted ROE of ~ 5.2% ; H1'23 : adjusted ROA of ~1.2% and adjusted ROE of ~ 4.1%

# Finance | Income Statement & ROA Tree

Income Statement (₹ Cr)	H1FY22	H1FY23	Y-o-Y	FY22
Interest Income	104.8	209.3	100%	272.2
Income on Co-Lending / Direct Assignment	6.1	53.0	769%	28.5
Other Income	3.2	18.9	491%	12.9
<b>Total Income</b>	<b>114.1</b>	<b>281.2</b>	<b>146%</b>	<b>313.6</b>
Interest Expenses	49.3	123.0	149%	137.4
<b>Net Total Income</b>	<b>64.8</b>	<b>158.2</b>	<b>144%</b>	<b>176.2</b>
Employee Cost	26	60.1	131%	72.9
Other Expenses	20.9	45.9	120%	53.5
<b>PPOP</b>	<b>17.9</b>	<b>52.2</b>	<b>192%</b>	<b>49.8</b>
Credit Cost	10.8	24.3	125%	29.6
<b>PBT</b>	<b>7.1</b>	<b>27.9</b>	<b>293%</b>	<b>20.2</b>
Tax	2	15.3	665%	5.6
<b>PAT<sup>1</sup></b>	<b>5.1</b>	<b>12.6</b>	<b>147%</b>	<b>14.6</b>
Deferred Tax Asset Adjustment	0.0	7.2		0.0
<b>Adjusted PAT</b>	<b>5.1</b>	<b>19.8</b>	<b>288%</b>	<b>14.6</b>
ROA %	0.5%	0.8%		0.6%
Adj. ROA %	0.5%	1.2%		0.6%

Key Ratios (Annualized)	H1FY22	H1FY23
<b>As a % of On Book AUM</b>		
Total Income	14.9%	20.0%
Net Total Income	8.5%	11.3%
PPOP	2.3%	3.7%
PAT	0.7%	0.9%
Adjusted PAT <sup>1</sup>	0.7%	1.4%

During the F.Y. 2019-20 there was a demerger of Asia Pragati Capfin Private Limited (APCPL) into UGRO Capital Limited. By virtue of that, the Company inherited certain brought forward business losses. Out of the above, business losses to the tune of INR 24.69 Cr have crossed the statutory time limit of 8 years and hence the deferred tax asset amounting to INR 7.19 Cr on the same have been reversed. In lieu of this, the total tax line item for the quarter and half year ended September 30, 2022 is higher by INR 7.19 Cr.

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# Finance | Balance Sheet

Balance Sheet (₹ Cr)	Mar-22	Sep-22
<b>Financial Assets</b>		
Cash and Bank Balance	188	361
Loans	2,451	3,168
Investments	69	66
Other financial assets	8	17
<b>Total Financial Assets (A)</b>	<b>2,716</b>	<b>3,612</b>
<b>Non Financial Assets</b>		
Property, plant and equipment, etc	61	79
Deferred tax assets and Current tax assets (net)	46	41
Other Non Financial Assets	31	44
<b>Total Non-Financial Assets (B)</b>	<b>138</b>	<b>164</b>
<b>Total Assets (A)+(B)</b>	<b>2,854</b>	<b>3,777</b>

Balance Sheet (₹ Cr)	Mar-22	Sep-22
<b>Financial liabilities</b>		
Trade payables	7	7
<b>Borrowings</b>		
— Debt securities	703	1,225
— Borrowings (other than debt securities)	1,098	1,500
Other financial liabilities	47	49
<b>Total Financial Liabilities (A)</b>	<b>1,855</b>	<b>2,781</b>
<b>Total Non-Financial Liabilities (B)</b>	<b>32</b>	<b>41</b>
<b>Equity</b>		
Equity share capital	71	69
Other equity	896	886
<b>Equity (C)</b>	<b>967<sup>1</sup></b>	<b>955<sup>1</sup></b>
<b>Total Liabilities &amp; Equity (A)+(B)+(C)</b>	<b>2,854</b>	<b>3,777</b>

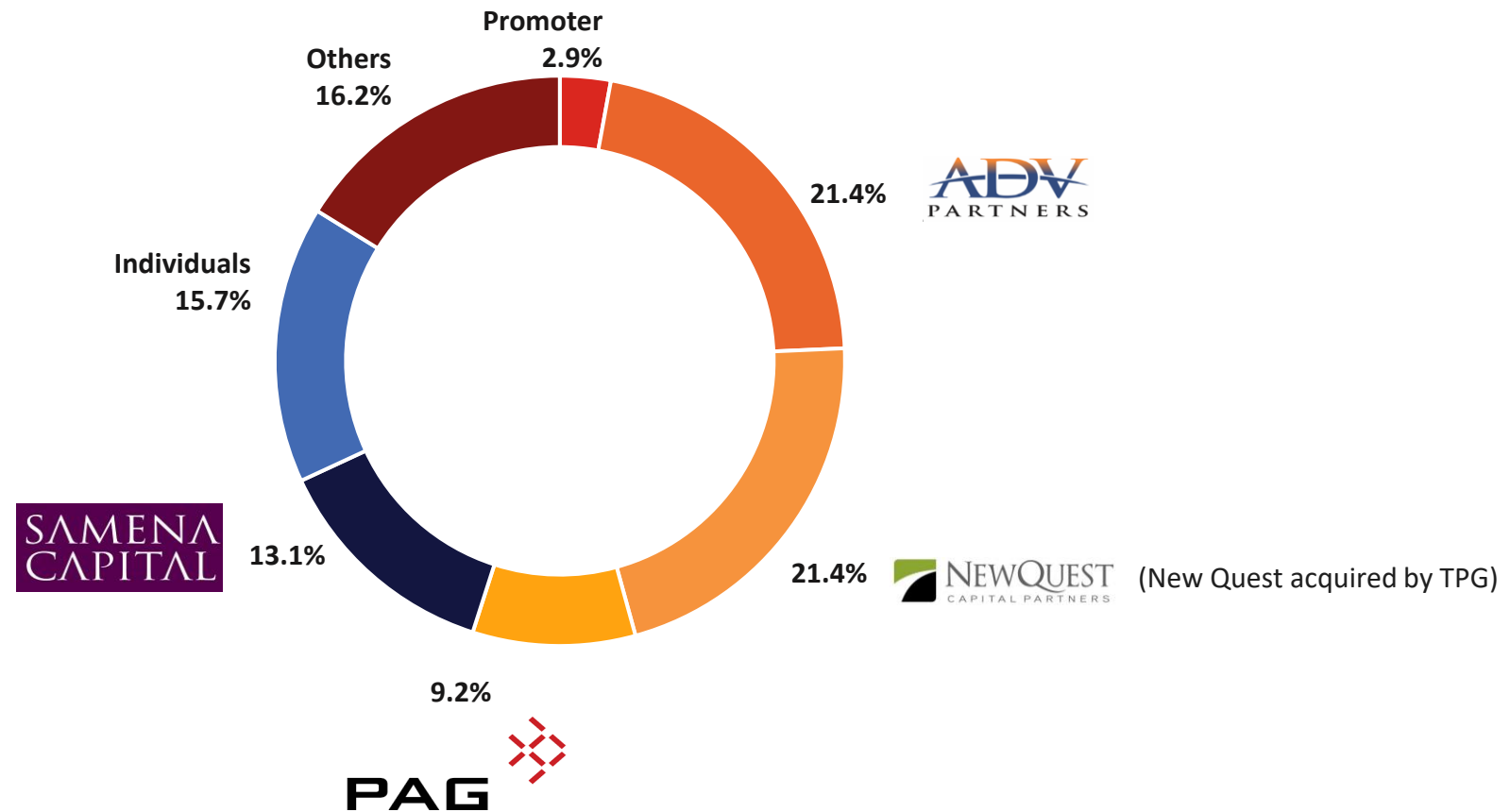
<sup>1</sup> Reduction in Net worth on account of accounting adjustment for implementing ESOP scheme through trust route



# Board and Management Team

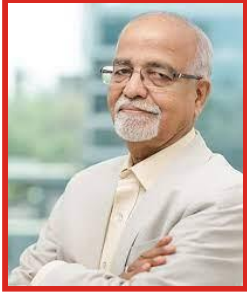
# Institutionally owned : Majority held by institutional investors

### Shareholding Pattern (Sep-22)





# Independently Supervised : Eminent Board of Directors



**Satyananda Mishra –  
Non-Executive Chairman**  
Ex-Chairman, MCX, Ex-CIC, GOI,  
Ex-Director - SIDBI



**S. Karuppasamy -  
Chairman, Compliance  
Committee**  
Ex-Executive Director, RBI



**Abhijit Sen -  
Chairman, Audit Committee**  
Ex-CFO, Citi-India



**Karnam Sekar –  
Independent Director**  
Ex - MD & CEO of Indian  
Overseas Bank



**Hemant Bhargava –  
Independent Director**  
Ex-Chairman in charge and MD  
of LIC



**Rajeev K. Agarwal -  
Chairman, Stakeholder  
Committee**  
Ex-Whole Time Member, SEBI



**Smita Aggarwal –  
Independent Director**  
Global Investment Advisor at  
Flourish Ventures



**Amit Gupta  
(New Quest Nominee)**  
Founding Partner of New Quest



**Chetan Gupta  
(Samena Nominee)**  
Managing Director at Samena  
Capital



**Manoj Sehrawat  
(ADV Nominee)**  
Partner at ADV

**Legend: Independent Directors, Non-executive Directors**

# Professionally Managed : 190+ years of cumulative experience



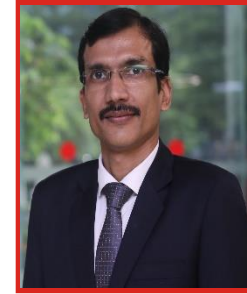
**Shachindra Nath -  
Vice Chairman & Managing  
Director**  
25+ Years of Experience



**Amit Mande -  
Chief Revenue Officer**  
20+ Years of Experience



**Anuj Pandey -  
Chief Risk Officer**  
20+ Years of Experience



**Kishore Lodha -  
Chief Financial Officer**  
20+ Years of Experience



**Sunil Lotke –  
Chief Legal & Compliance  
Officer**  
19+ Years of Experience



**J Sathiyam -  
Chief Business Officer**  
25+ Years of Experience



**Pia Shome -  
Chief People Officer**  
15+ Years of Experience



**Rishabh Garg -  
Chief Technology Officer**  
17+ Years of Experience



**Nirav Shah -  
Chief Strategy Officer &  
Head of IR**  
17+ Years of Experience



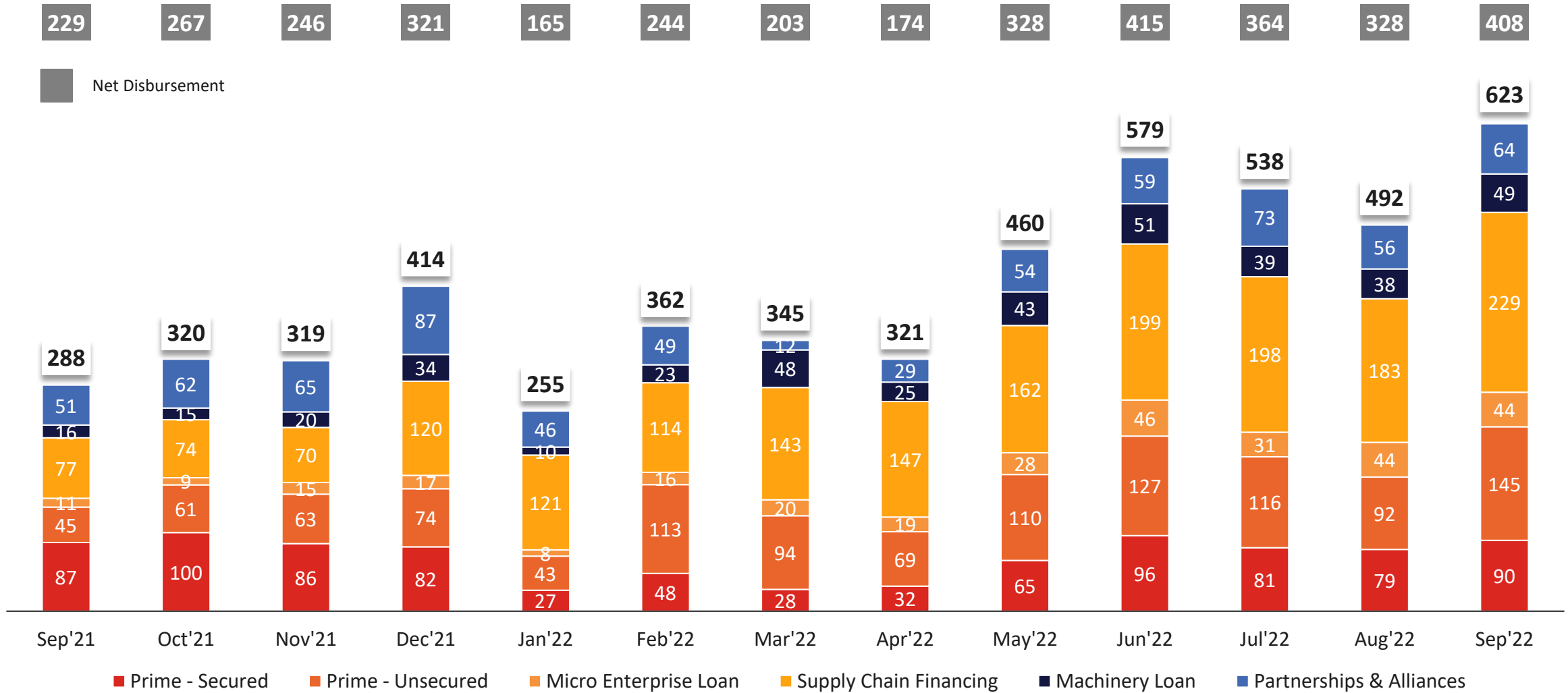
**Subrata Das -  
Chief Innovation Officer**  
17+ Years of Experience



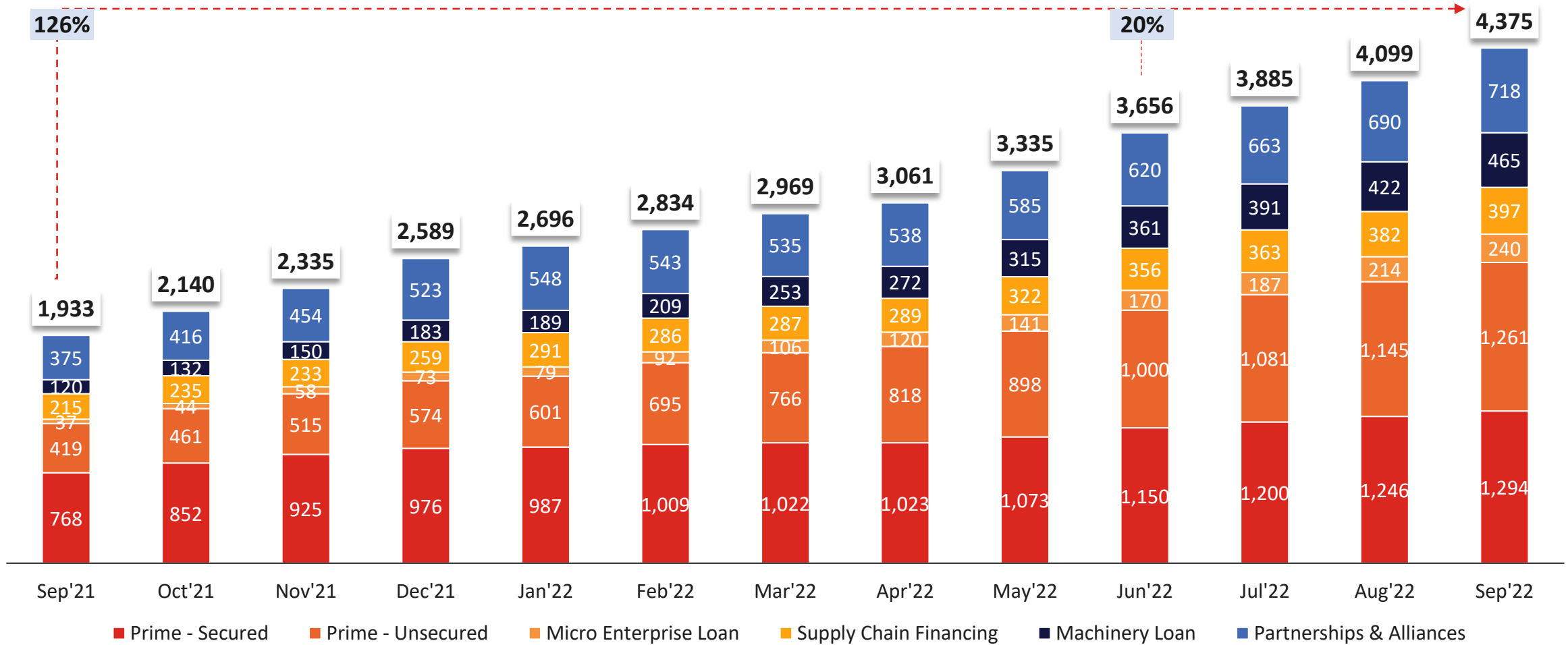
# AUM & Disbursement Trend

# Loan Origination (Segment wise M-o-M)

Amount in INR Cr

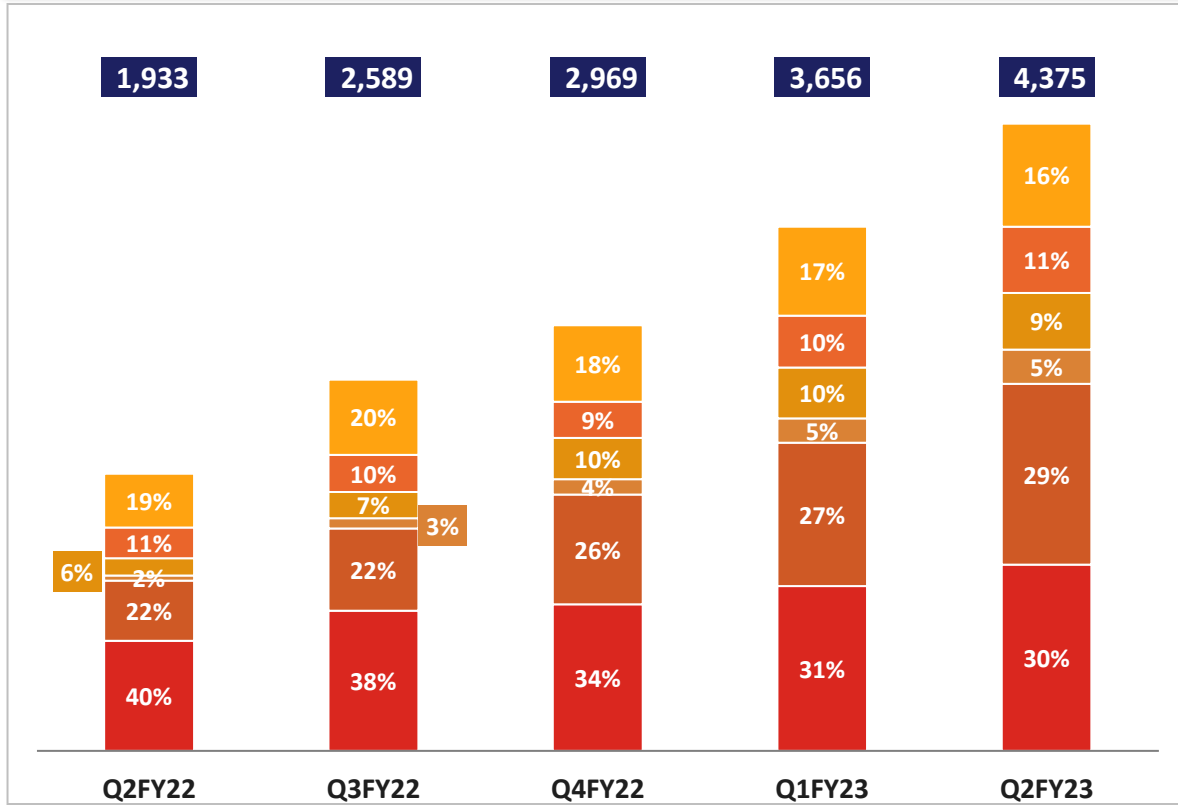


# AUM Trend (Segment wise M-o-M)

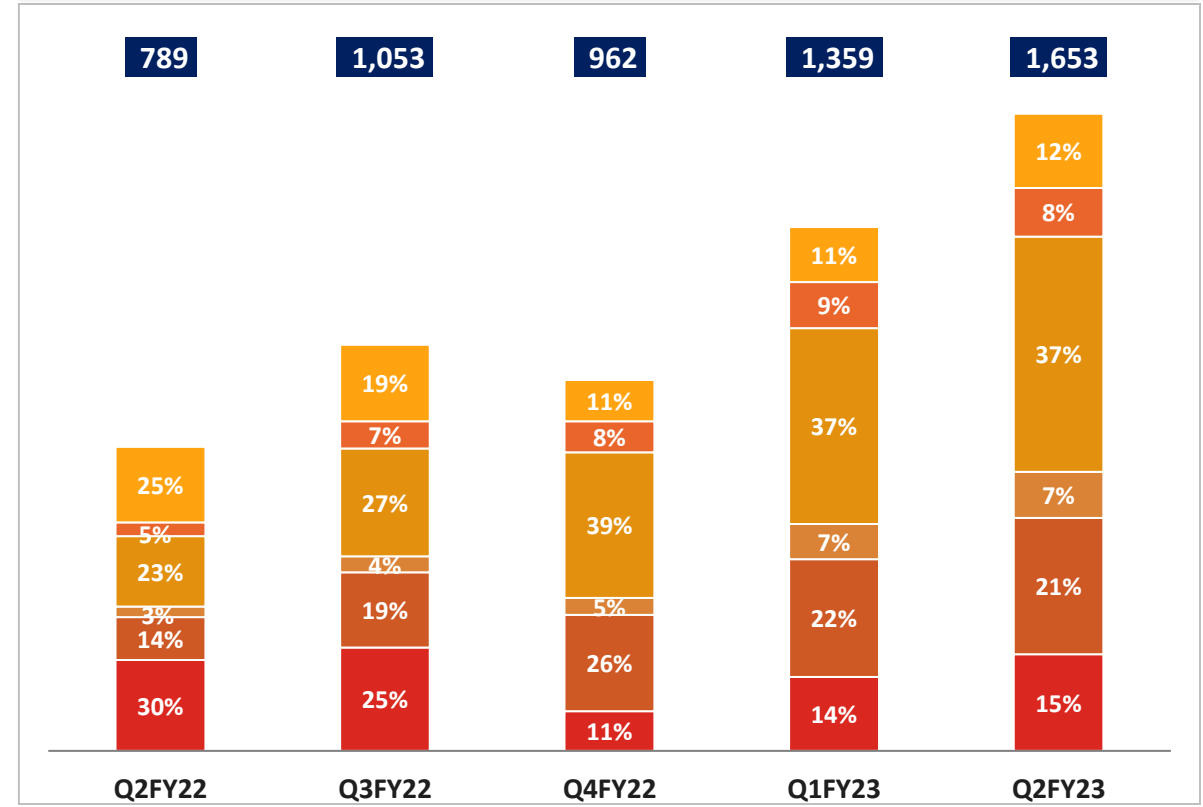


# AUM & Loan Origination Trend (Q-o-Q)

**AUM – INR Cr (Q-o-Q)**



**Gross Loans Originated / Disbursed – INR Cr (Q-o-Q)**



■ Prime - Secured Loans    
 ■ Prime - Unsecured Loans    
 ■ Micro Enterprises Loan    
 ■ Machinery Loans    
 ■ Supply Chain Financing    
 ■ Partnerships &Alliances



# UGRO Inception and Journey

# UGRO Capital - Overview

## About UGRO

- U GRO Capital limited is a BSE and NSE listed, technology focused, small business lending platform.
- Built on 5-pillars of Data, Technology, Strong Corporate Governance, Experienced Management Team and Large Institutional Capital
- The company was formed in FY18 by raising ~INR 920 cr capital from marquee Private Equity Players like ADV, New Quest, PAG, Samena Capital
- As on Sep'22, it has scaled its operations to an AUM of INR 4,375 Cr with a Net worth of INR 955 Cr.



The Company envisions to spearhead India's transition of MSME Lending to the new age of 'on-tap financing'

## Vision / Mission

**Mission:**  
**'To Solve the Unsolved'**



India's \$600B+ SME Credit Availability Problem

We aspire to capture 1% market share (INR 20,000 Cr) of the total MSME lending market by 2025

## Our Thesis

**Problem of MSMEs can be solved by**

- Bringing homogeneity to a non-homogeneous Sector
- Building deep expertise around core sectors with a data centric, technology-enabled approach



**180+ Sectors Screened**



**20 Sectors drilled**

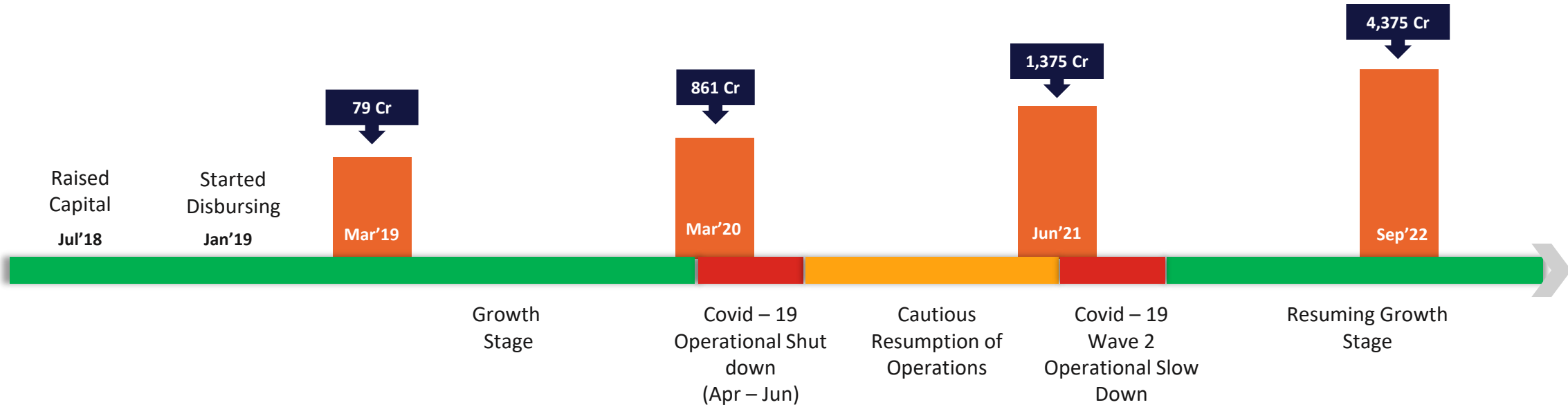


**8 Sectors**

Shortlisted 8 sectors from 180+ sectors in an extensive study carried out alongside CRISIL



# UGRO Capital – Journey since inception



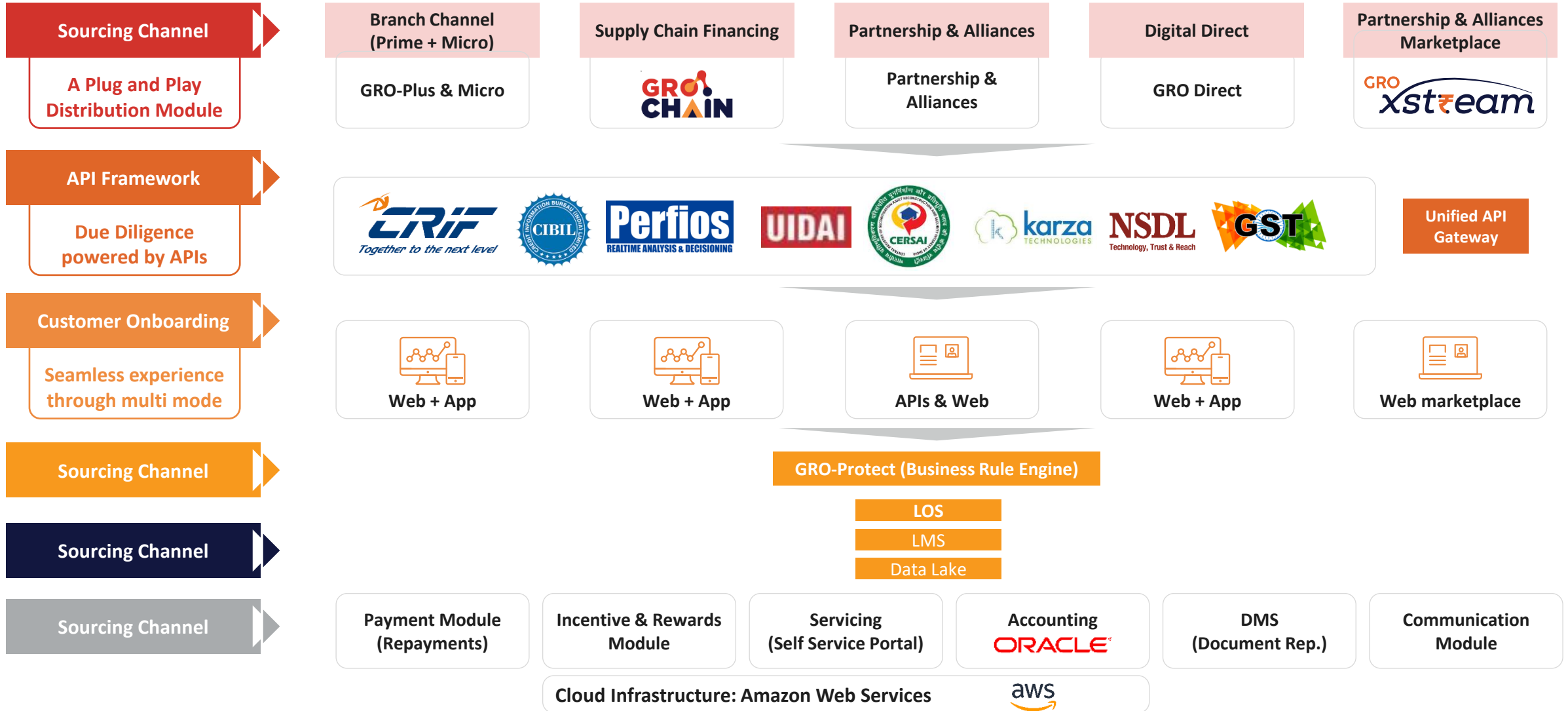
Period	Key Initiatives
Jul'18 – Mar'19	<ul style="list-style-type: none"> <li>Gro Score 1.0</li> <li>Sector and Subsector Selection</li> <li>Initial hiring</li> <li>LOS design and Go Live</li> <li>Prime Loan Branches (9)</li> </ul>
Mar'19 – Apr'20	<ul style="list-style-type: none"> <li>SCF Launch</li> <li>D2C Pilot</li> <li>Credit Rating</li> </ul>
During Covid – 19 Wave 2	<ul style="list-style-type: none"> <li>Products : Sanjeevani, Saathi</li> <li>Machinery Finance</li> <li>Micro Loan Branches (25)</li> <li>Video PD and KYC</li> <li>Digital Agreement</li> </ul>
Post Resuming Growth Stage	<ul style="list-style-type: none"> <li>Gro Score 2.0</li> <li>Partnerships and Alliances</li> <li>LaaS Model</li> <li>GeM Sahay</li> <li>23 Prime Loan Branches &amp; 75 Micro Loan Branches</li> </ul>

■ Period end AUM



# IT Architecture

# Platforms further integrated with rich data enrichment layer





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