

The Deputy General Manager, Corporate Relationships Dept. <b>BSE Ltd.</b> Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai-400 001. Scrip Code 532 477	The Deputy General Manager, Listing Dept. <b>National Stock Exchange of India Ltd.</b> Exchange Plaza, Plot No.C/1, G Block Bandra-Kurla Complex, Bandra (E), Mumbai-400 051. Scrip Symbol/Series-UNIONBANK-EQ
---	--

Madam /Sir,

**Subject: Investor Presentation for Non Deal Equity Roadshow**

Pursuant to Regulation 30 read with point 15 of Para A of Part A of Schedule III and Regulation 46(2)(o) of SEBI (Listing Regulations and Disclosure Requirements) Regulations, 2015, we hereby submit the Investor Presentation for Non Deal Equity Roadshow for appropriate dissemination.

Presentation is also made available on the Bank's website under the following link-  
<http://www.unionbankofindia.co.in/investorrelations.aspx>.

The above is for your information and record.

Thanking you.

Yours faithfully,

  
(Dipak D. Sanghavi)  
Company Secretary  


Encl: As above.

**यूनियन बैंक**  
ऑफ इंडिया  
अच्छे लोग, अच्छा बैंक



**Union Bank**  
of India  
Good people to bank with

## Investor Presentation



@unionbankofficial



@UnionBank Tweets



UnionBankInsta



UnionBankofIndiaUtube

*These materials have been prepared by Union Bank of India together with its subsidiaries (the “Bank”), are for informational purposes only and do not constitute a prospectus or an offer document, or form part of an offer, solicitation or invitation of any offer to purchase or subscribe for any securities of the Bank in any jurisdiction, nor should these materials or any part thereof form the basis of, or be relied upon in any connection with, any contract, commitment or investment decision whatsoever.*

*These materials have not been independently verified. No representation or warranty, expressed or implied, is made and no reliance should be placed on the accuracy, fairness or completeness of the information presented or contained in these materials. None of the Bank or any of its directors, officers, affiliates, advisers or representatives accepts any liability whatsoever for any loss howsoever arising from any information presented or contained in these materials. The information presented or contained in these materials is subject to change without notice and its accuracy is not guaranteed.*

*These materials contain statements that constitute forward-looking or belief statements. These statements include descriptions regarding the intent, belief or current expectations of the Bank or its management and information currently available with them including with respect to the consolidated results of operations and financial condition of the Bank. These statements can be recognized by the use of words such as “expects,” “plans,” “will,” “estimates,” “projects,” “believes,” “intends,” or words of similar meaning. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in the forward-looking statements as a result of various factors and assumptions. Neither the Bank nor any of its advisors or representatives, on behalf of the Bank assumes any responsibility or obligation to update or revise forward-looking statements to reflect future events or circumstances.*

*In no event shall the Bank be responsible to any person or entity for any loss or damage, whether direct, indirect, incidental, consequential or otherwise, arising out of access or use or dissemination of information contained in this presentation, including, but not limited to, loss of profits. You acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Bank and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Bank.*

*No representation, warranty, guarantee or undertaking (express or implied) is made as to, and no reliance should be placed on, the accuracy, completeness or correctness of any information, including any projections, estimates, targets and opinions, contained herein, and no liability whatsoever is accepted as to any errors, omissions or misstatements contained herein and, accordingly, none of the Bank, its advisors and representative and any of its or their affiliates, officers, directors, employees or agents, and anyone acting on behalf of such persons accepts any responsibility or liability whatsoever, in negligence or otherwise, for any loss or damage, direct, indirect, consequential or otherwise arising directly or indirectly from use of this presentation or its contents or otherwise arising in connection therewith.*

*This presentation includes certain industry data and projections that have been obtained from industry publications and surveys. Industry publications and surveys and forecasts generally state that the information contained therein has been obtained from sources believed to be reliable, but there is no assurance that the information is accurate or complete. Neither the Bank nor any of its advisors or representatives have independently verified any of the data from third-party sources or ascertained the underlying economic assumptions relied upon therein. All industry data and projections contained in this presentation are based on data obtained from the sources cited and involve significant elements of subjective judgment and analysis, which may or may not be correct. For the reasons mentioned above, you should not rely in any way on any of the projections contained in this presentation for any purpose.*

*The distribution of these materials in certain jurisdictions may be restricted by law and persons into whose possession these materials comes should inform themselves about and observe any such restrictions.*

**THIS PRESENTATION AND INFORMATION CONTAINED HERE IS NOT INTENDED FOR PUBLICATION OR DISTRIBUTION IN, AND DOES NOT CONSTITUTE AN OFFER OF SECURITIES IN, THE UNITED STATES. NO SECURITIES OF THE BANK HAVE BEEN OR WILL BE REGISTERED UNDER THE U.S. SECURITIES ACT OF 1933, AS AMENDED, OR WITH ANY SECURITY REGULATORY AUTHORITY OF ANY STATE OR OTHER JURISDICTION OF THE UNITED STATES AND, ACCORDINGLY, MAY NOT BE OFFERED, SOLD, PLEDGED OR OTHERWISE TRANSFERRED WITHIN THE UNITED STATES EXCEPT PURSUANT TO AN EXEMPTION FROM REGISTRATION UNDER THE SECURITIES ACT OR PURSUANT TO AN EFFECTIVE REGISTRATION UNDER THE SECURITIES ACT AND/OR ANY APPLICABLE U.S. STATE OR LOCAL SECURITIES LAWS.**

*By accessing this presentation, you accept that this disclaimer and any claims arising out of the use of the information from this presentation shall be governed by the laws of India and only the courts in Maharashtra, India, and no other courts, shall have jurisdiction over the same.*

#1 Key Investment Highlights

#2 Growth Strategies

#3 Detailed Business Overview

#4 Financial Statements



*Strong and Trusted Brand with Large and Growing Customer Base*



*Diversified Asset Portfolio with Increasing Focus on Retail, Agriculture and MSME sectors*



*Significant Low-cost Deposit Base Resulting in Strong Funding Profile*



*Strong, Technology-enabled Operating Platform and Committed To Digital Banking*



*Extensive Distribution Network with a focus on Alternate Delivery Channels*

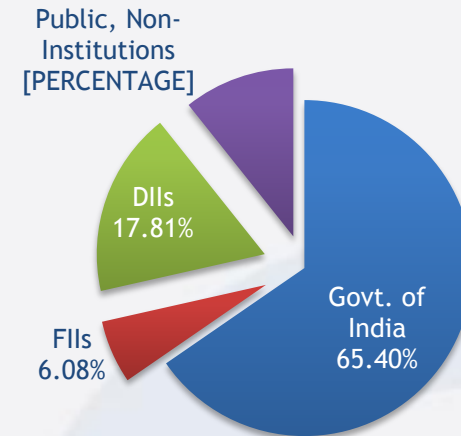


*Experienced Management Leadership*

## Overview

- Established in 1919 Union Bank has 4,295 branches & 7,574 ATMs across 29 States and 5 Union Territories as on September 30, 2017
- Extensive & specialized distribution network focused on the needs of different business segments
- Brand value of Rs.20.72 bn in 2016-17 edition of Best Indian Brand published by Brand Equity (The Economic Times)**
- The Bank's portfolio of services spans the entire spectrum of its clients' banking needs:
  - **Retail Banking** - housing loans, retail trade loans, automobile loans, consumer loans, education loans, medical loans and other personal loans and deposit services, cards and utility services
  - **Corporate/Wholesale Banking** - range of customized financial products catering to corporate customers, including large, medium and small businesses
  - **Treasury Operations** - management of Government securities, international banking services viz. foreign exchange services, international trade finance and NRI services
  - **Other Banking Operations** - fee-based products and services such as cash management services, merchant banking, depository services, online trading in securities, clearing bank services
- The Bank has a client base of over 67 million customers and employs more than 38,000 people.

## Shareholding Pattern (Sept 2017)



Rank	1990	1994	2004	2017
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

5th largest nationalized bank in India by assets

Source: RBI, Bank Reports; \*Including banks nationalized in 1969 and 1980



Joint venture      25.1% stake



Subsidiary      100% owned



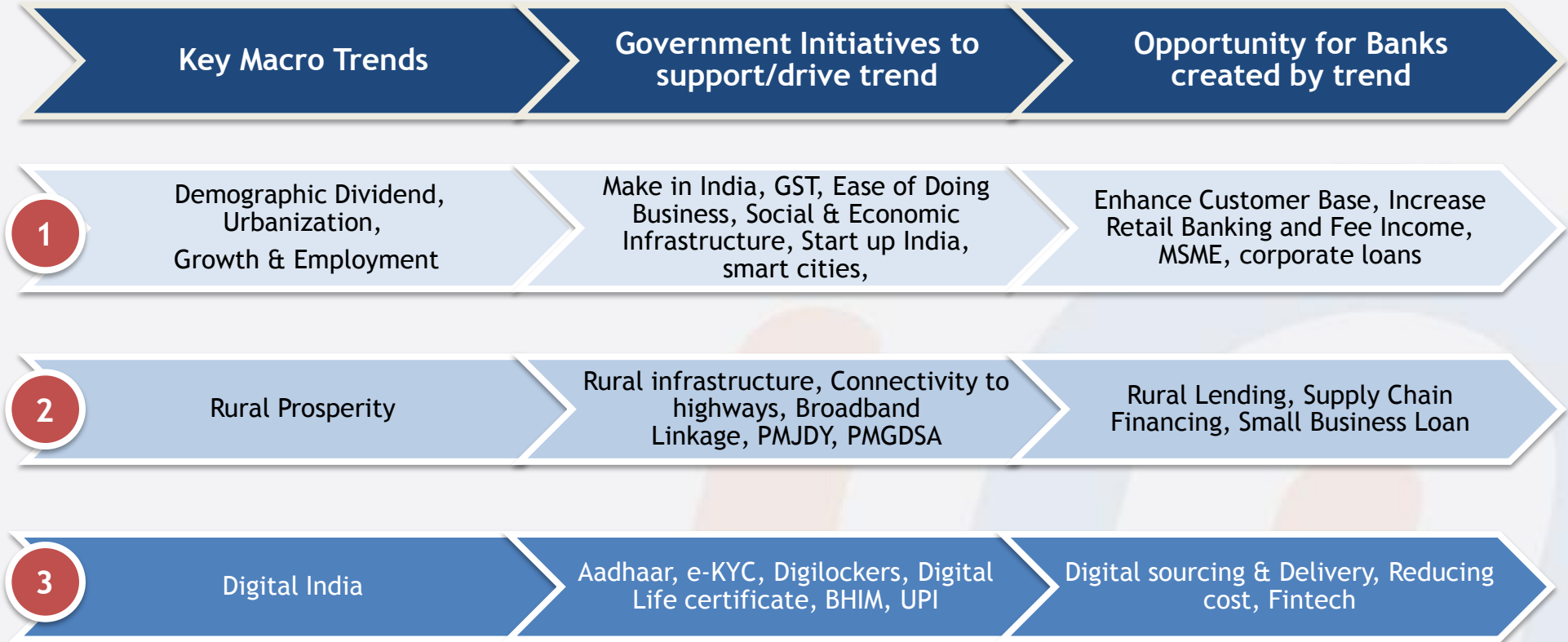
#1 Key Investment Highlights

#2 Growth Strategies

#3 Detailed Business Overview

#4 Financial Statements





PMJDY: Pradhan Mantri Jan-Dhan Yojna

PMGDSA: Pradhan Mantri Gramin Digital Saksharta Abhiyan

## Union Bank of India

### Opportunity for Banks

### Strategy

### Action

### Goals

1

Demographic dividend, Growth & Employment



Enhanced customer base

Increase in share of wallet,  
Comprehensive product basket

- Customer Acquisition Group (CAG)
- Builder, dealer and institutional Tie-up
- Increase number of sales teams
- Bundled products
- New models of lending
- Centralization of underwriting
- Dedicated branches for Large & Mid Corp
- Improve monitoring, collection & recovery system

- Increase in CASA & retail, infrastructure loans
- Increase in fee income
- Decrease in acquisition cost
- Cherry-picking of corporate loans
- Faster & defined TAT
- Decrease in credit cost

## Union Bank of India

### Opportunity for Banks

### Strategy

### Action

### Goals

2

Rural prosperity  
↓  
Rural lending

Increase in Market share

- RUSU Model
- Banker for rural ecosystem
- Comprehensive product list

- Increase in MSE loans & Investment credit
- Increase in CASA & Retail loans
- Increase in fee income

3

Digital India  
↓  
Aadhar, E-KYC,  
Digi-lockers

High share of digital in business

- Offer digital channels for customer acquisition & on-boarding
- Workplace digitization
- Cyber security

- Increase in digital transaction
- Alternate lending model
- Decrease in OPEX
- Improved compliance

## Project UTKARSH

- Focuses on re-designing and streamlining key elements of business
- New initiatives like scaling up of analytics hub, Rural and Semi Urban model
- Implemented in 27 regions covering 65% of Retail & MSME business

## Other Strategies

- Continued investment in superior technology infrastructure to improve operating efficiency & customer experience
- Strengthening risk management and internal control capabilities by improving policies & procedures and introducing advanced risk management tools
- Strengthen human resource profile

## Enhancing Low Cost Deposits

- Increase marketing efforts to corporates and Government agencies to handle their CASA accounts
- Introduce new products and promote our products through targeted marketing campaigns
- Leverage CBS, Internet & Mobile banking systems

## Business Process Transformation - Project Utkarsh

## Focus on growth of RAM Advances

## Growth of RAM Advances

- Identified as a priority business initiative
- Focus on mortgage-based retail products to reduce risk
- Opened 74 Union Loan Points - special retail lending processing centres
- Identified 21 Agri-clusters pan-India
- Dedicated MSME branches and SARAL centres

## Focus on Asset Quality

## Asset Quality

- Improve quality of credit through compliance, monitoring & periodic reassessment of credit ratings
- Various initiatives to contain slippages - recovery camps, lok adalats & setting up of dedicated resolution and recovery teams
- Special Settlement schemes launched in FY18 along with recovery app

## Deepening of Liability Franchise - Enhancing Low Cost Deposits

### Structural Changes

- Transformed banking in **915 UX, 46 ULPs, 21 SARAL centres**
- Set up **Analytics Centre (BIU)**, a pioneering initiative in PSU banking
- Revamped **Large Corporate Operating Model** (IFBs & CRH)
- **Creation of DART** for stressed asset resolution
- **New business model for retail loans** (HL/ML cells)
- **Dedicated acquisition engine for MSME**

### Cultural Changes

- Onset of **sales culture** in the bank
- Set up of **War Room** and institutionalizing **data driven performance** culture
- Re-designed **Union Bank Championship**, a reward and recognition program for branches, regions & zones
- **At scale implementation and change management** (BPT department, Change leaders)

### Digitization Technology Shifts

- **Digitization** of new MSME proposals and Retail loans digitization through Online Application
- **Multi-channel Integration**
- **Roll-out Buddy**, an in-house project management tool
- Revamped **LMS** and **visual dashboards** for performance monitoring
- Enhanced and streamlined operations in **digital channels**

### People's Initiatives

- **Launched Union Bhavishya; to identify and groom next generation of leaders**
- **Union Suvidha**, an HR Shared service centre
- Streamlined **Performance Management System** and fitment
- **2,500+ trainings** to up-skill to workers
- **20+ employee engagement** initiatives
- **E-Learning Management System** - an online self-paced system

#1 Key Investment Highlights

#2 Growth Strategies

#3 Detailed Business Overview

#4 Financial Statements

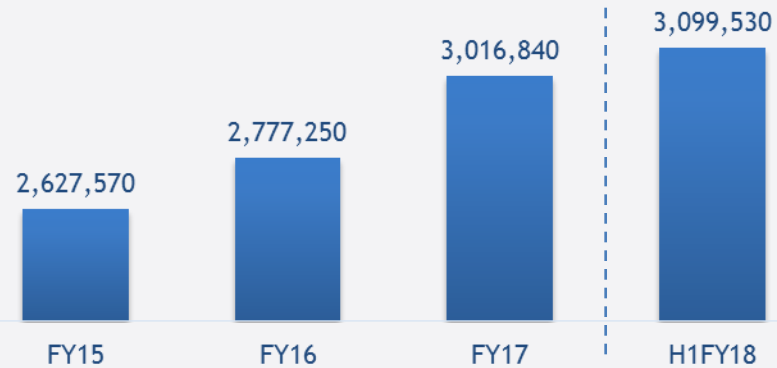


Particulars	FY17	Movement from FY16	Movement	FY16
Total Deposits	₹ 3,783,916 Mn	↑	10.41%	₹ 3,427,200 Mn
Gross Advances	₹ 3,016,840 Mn	↑	8.63%	₹ 2,777,250 Mn
Net Interest Income	₹ 89,033 Mn	↑	7.08%	₹ 83,131 Mn
Other Income	₹ 49,646 Mn	↑	36.70%	₹ 36,317 Mn
Operating Profit	₹ 74,301 Mn	↑	29.85%	₹ 57,220 Mn
CASA	34.44%	↑	209 bps	32.35%
GNPA	11.17%	↑	247 bps	8.70%
NNPA	6.57%	↑	132 bps	5.25%
PCR	51.41%	↑	43 bps	50.98%
CRAR	11.79%	↑	123 bps	10.56%
CET 1	7.71%	↓	(24) bps	7.95%

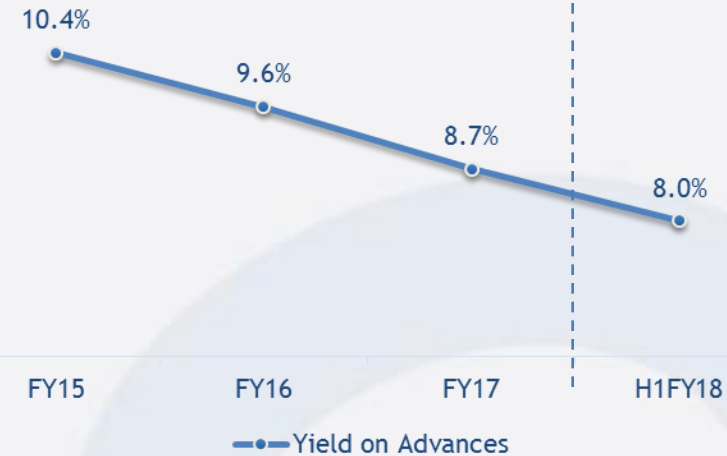
Particulars	H1FY18 Position	Movement from H1FY17	Movement	H1FY17 Position
Total Deposits	、 3,860,249 Mn	↑	6.80%	、 3,614,539 Mn
Gross Advances	、 3,099,530 Mn	↑	11.35%	、 2,783,680 Mn
Net Interest Income	、 45,633 Mn	↑	4.20%	、 43,797 Mn
Other Income	、 26,320 Mn	↑	20.79%	、 21,793 Mn
Operating Profit	、 39,956 Mn	↑	15.99%	、 34,448 Mn
CASA	33.60%	↑	200 bps	31.60%
GNPA	12.35%	↑	162 bps	10.73%
NNPA	6.70%	↑	31 bps	6.39%
PCR	56.06%	↑	561 bps	50.45%
CRAR	11.22%	↑	3 bps	11.19%
CET 1	7.00%	↓	(106 bps)	8.06%

Gross Advances (₹ Million)

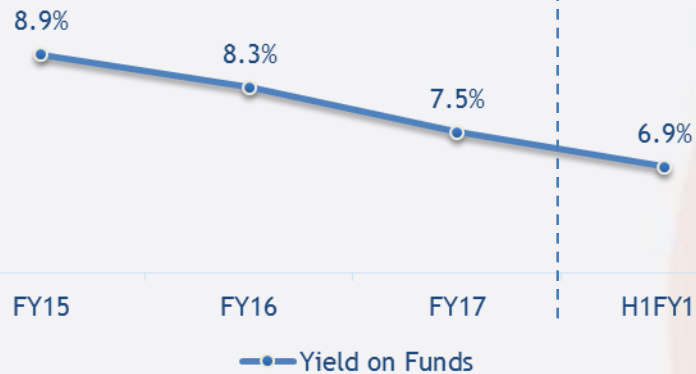
CAGR: 7.2%



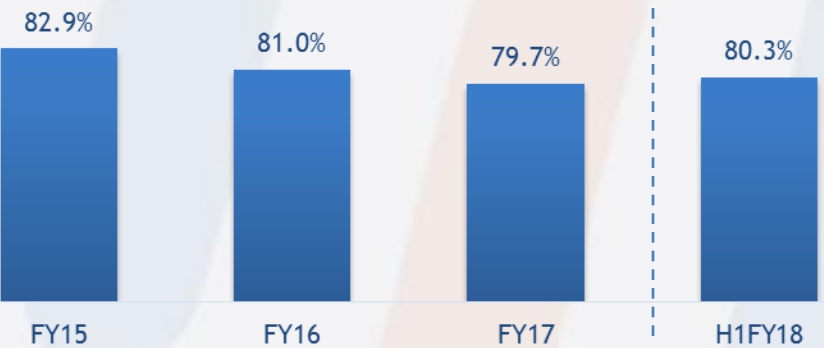
Yield on Advances



Yield on Funds

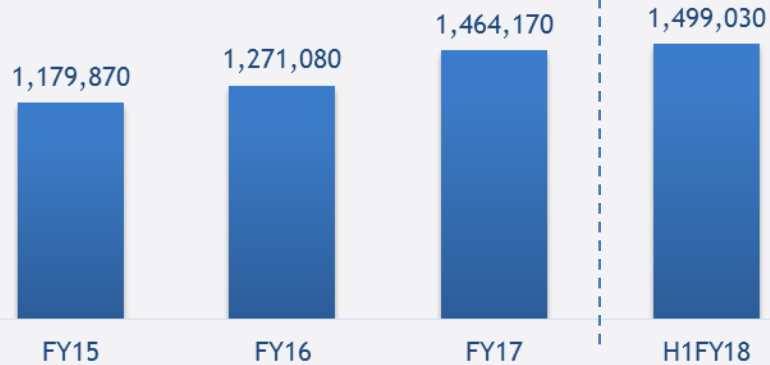


Credit - Deposit Ratio

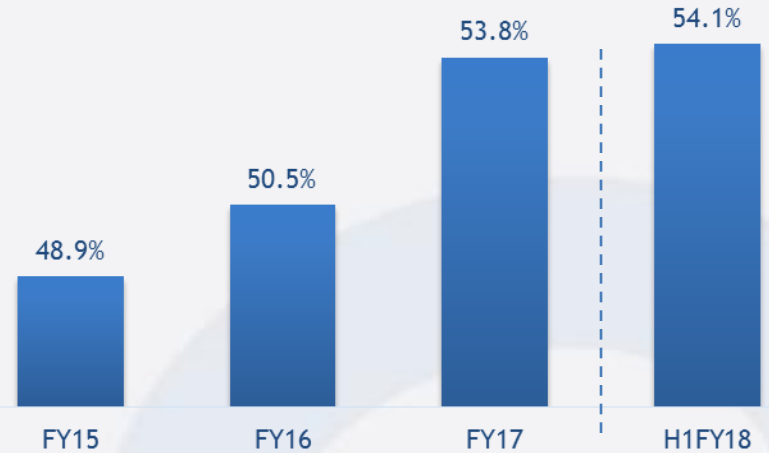


RAM Advances ( ₹ Million)

CAGR: 11.4%

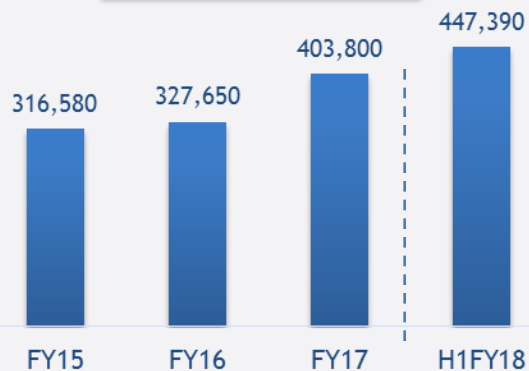


RAM share (%) in Domestic Advances



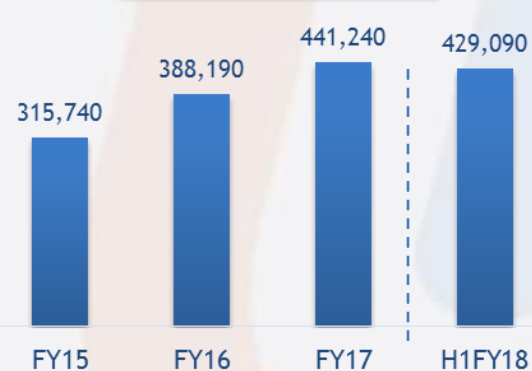
Retail Advances ( ₹ Million)

CAGR: 12.9%



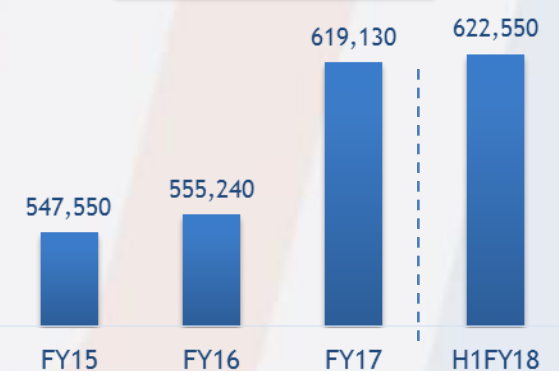
Agriculture Advances ( ₹ Crore)

CAGR: 18.2%



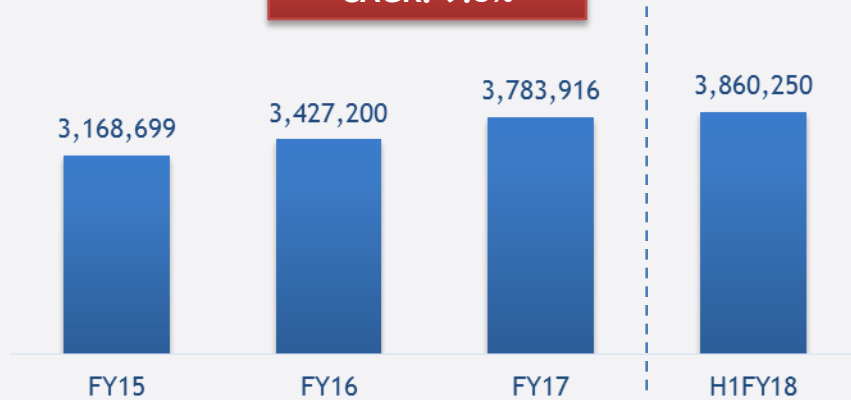
MSME Advances ( ₹ Crore)

CAGR: 6.3%

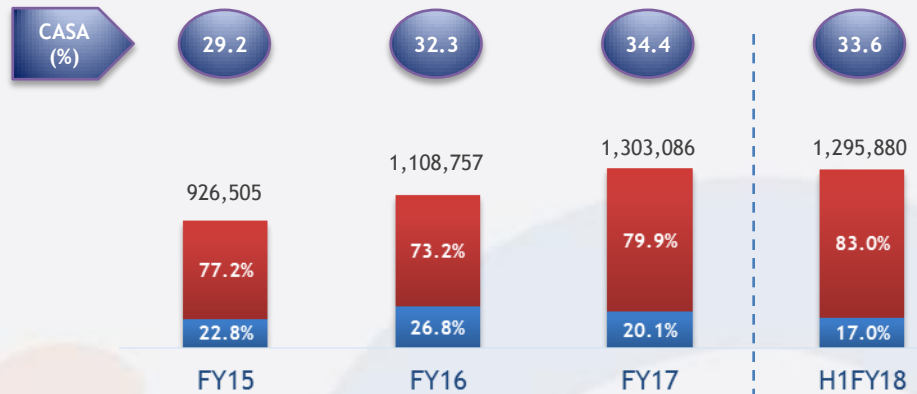


## Deposits ( ₹ Million)

CAGR: 9.3%



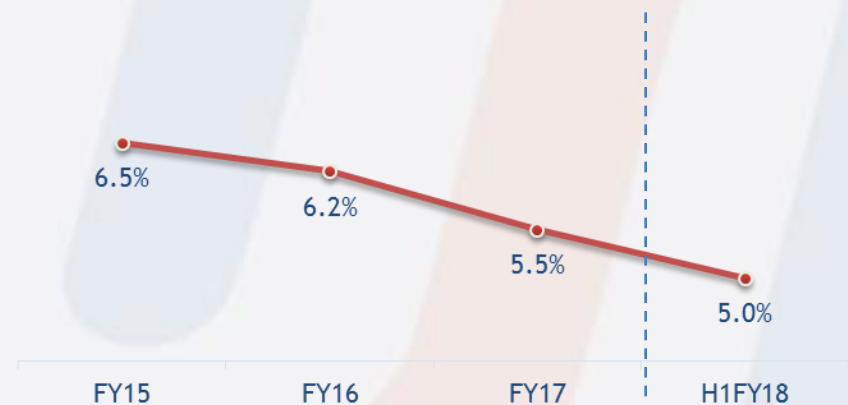
## CASA Deposits ( ₹ Million)



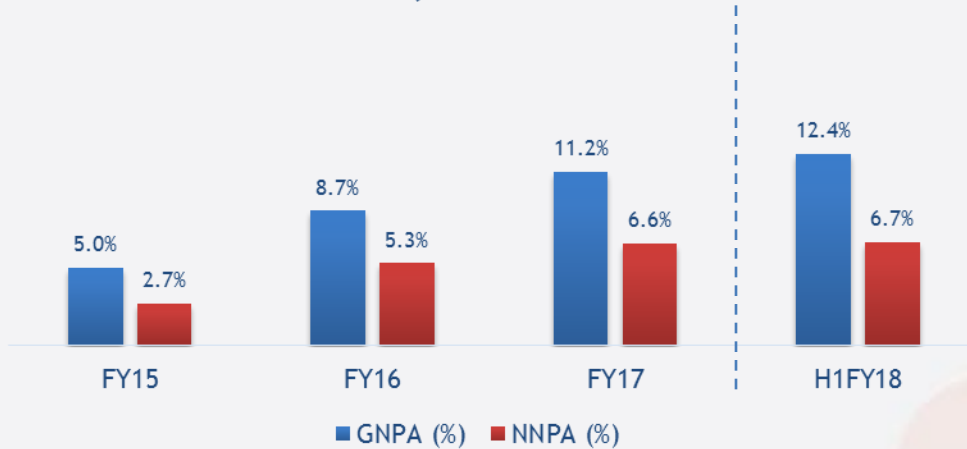
## Cost of Deposit



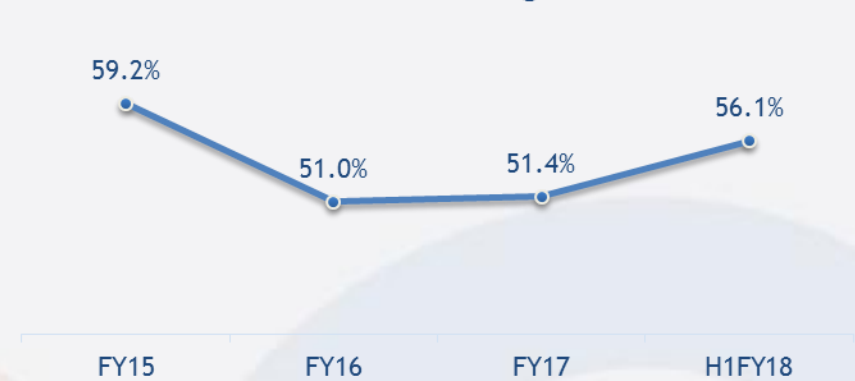
## Cost of Funds



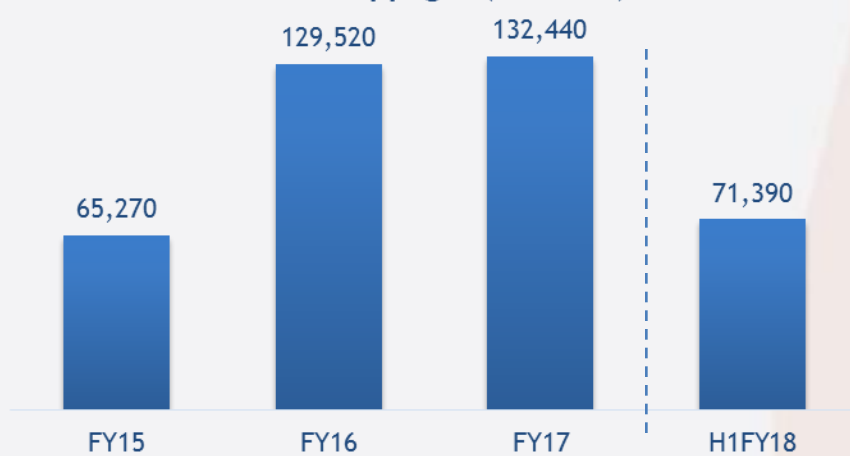
## GNPA, NNPA & PCR



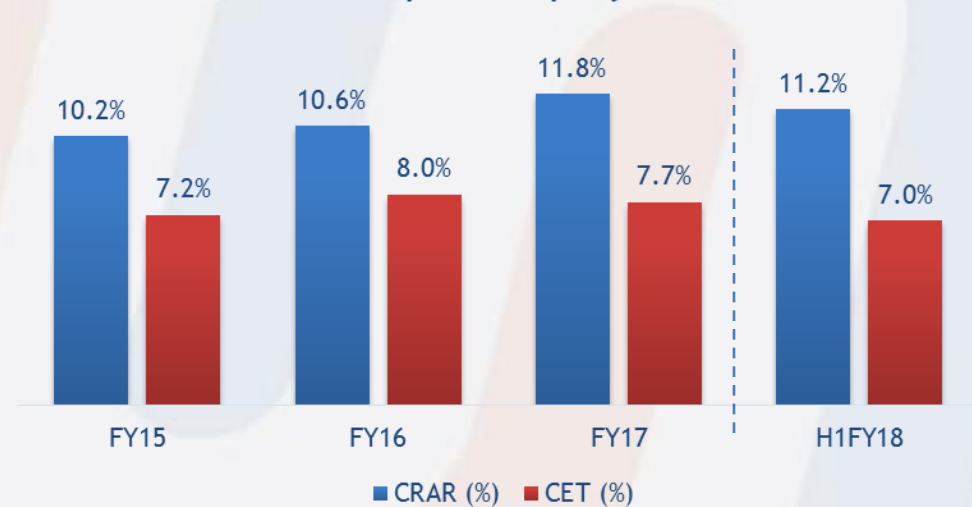
## Provision Coverage Ratio



## Fresh Slippages (` Million)

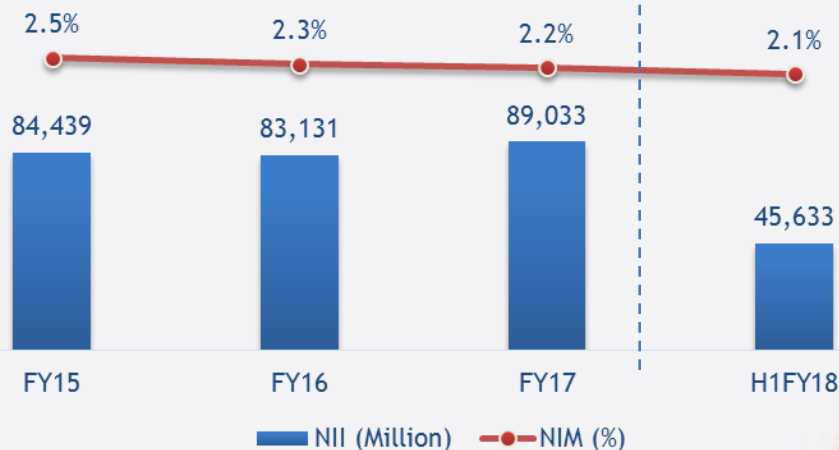


## Capital Adequacy

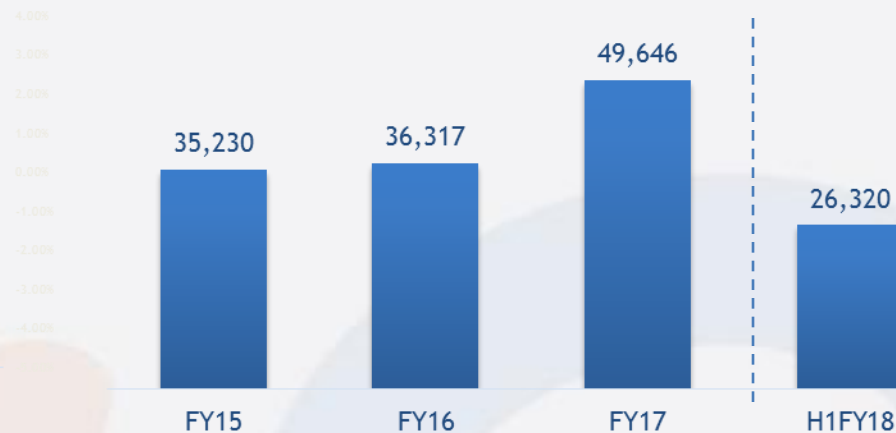




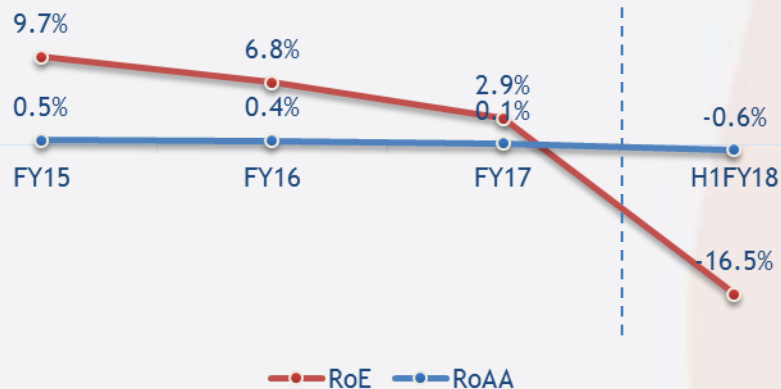
## Net Interest Income & Margin



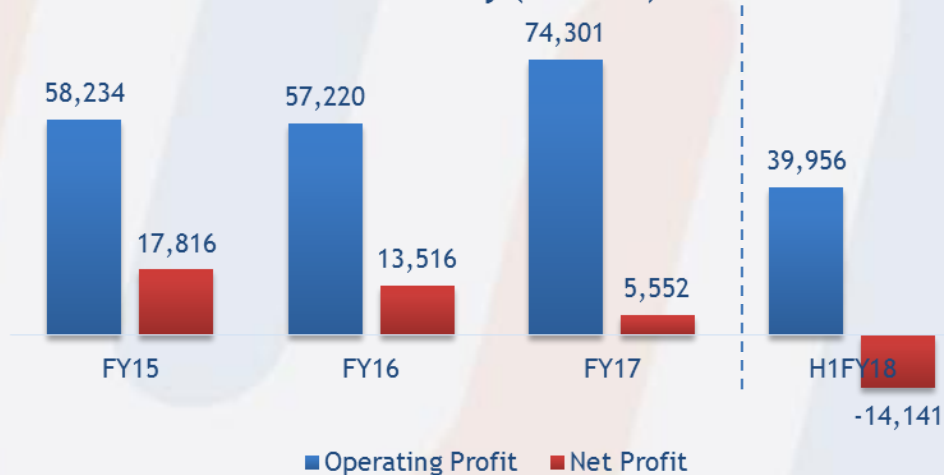
## Other Income ( ` Million)



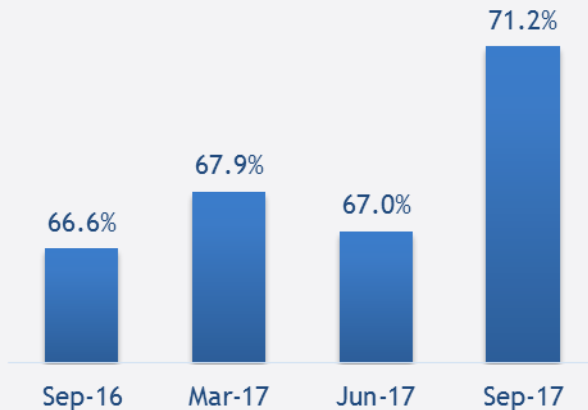
## Return on Average Assets and Equity



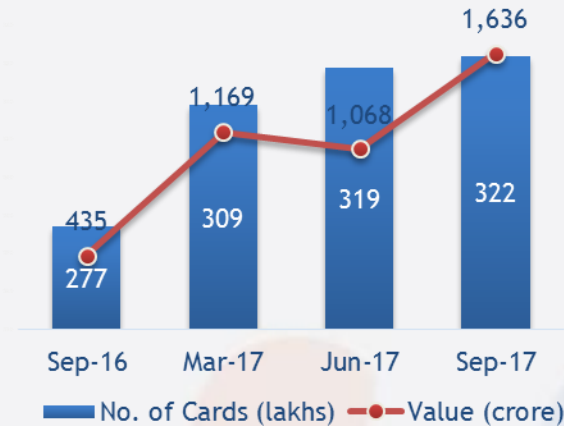
## Profitability ( ` Million)



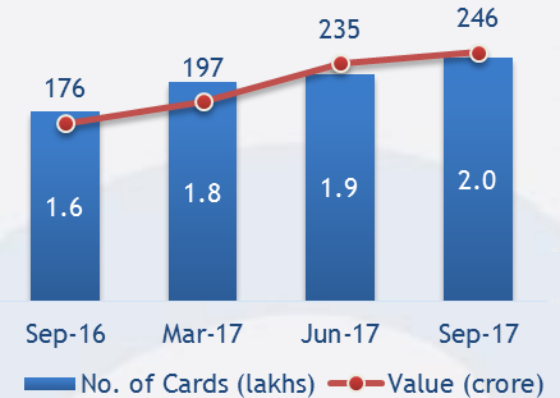
## Transactions through Alternate (Non-branch) Channels



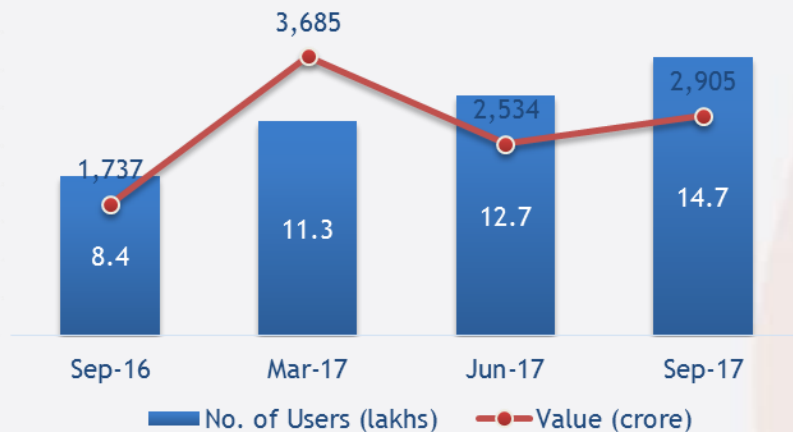
## Debit Card Spend



## Credit Card Spend



## Mobile Banking



### Digital Initiatives

- 151 E-lobbies\*
- 142 Cashless Campuses\*
- *Union Sahyog* - one stop banking services app
- *Umobile* - mobile banking application
- *Mpassbook* - mobile passbook application
- Tabulous Banking
- Multi-function *Sampoorna* ATMs
- Mobile Van Banking
- SMS Banking for regional rural banks

\* As on 30 Sept 2017

## Technology-enabled Operating Platform

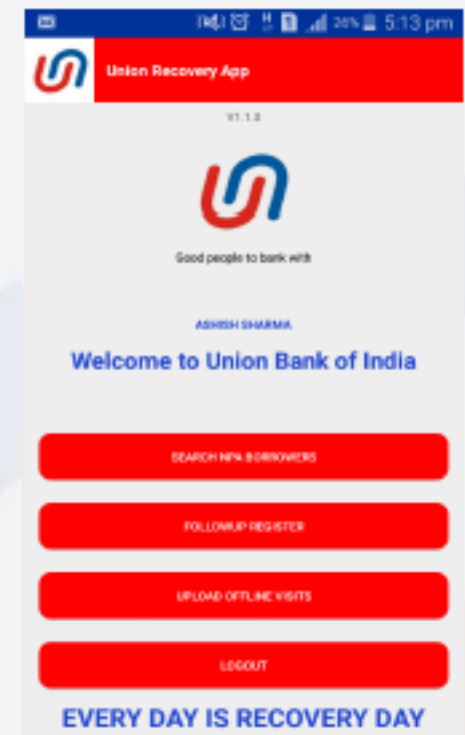
- The Bank has an information technology (“IT”) platform that ensures connectivity across branches, ATMs and other network channels.
- Its technology infrastructure integrates core banking applications, internet banking, mobile banking, ATMs, payment systems as well as other products, services and systems.
- All branches and training centres of the Bank have implemented CBS, facilitating networking of branches
- The Bank has also taken active steps in optimizing operational efficiency through usage of IT which include:
  - Establishment of a lending automation service, a comprehensive end-to-end loan processing system
  - Document management system to automate the business process in branches and offices
  - Promoting customer usage of non-branch distribution channels,
  - Usage of IT in human resource initiatives, loan appraisals, post disbursement monitoring and risk management
  - Ongoing development of a data warehouse and customer relationship management module

## New Digital Banking Initiatives



### **Union Sahyog App**

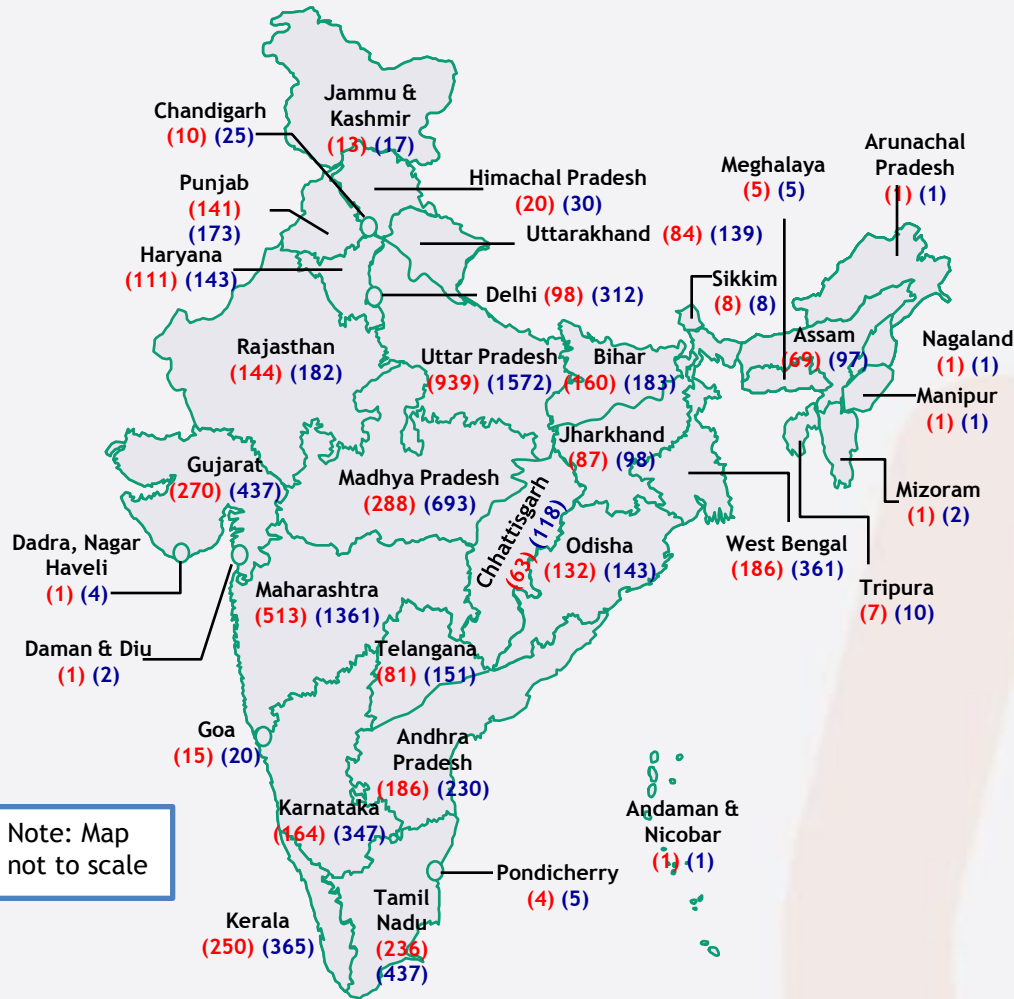
- All-in-one for all Union Bank apps
- Interface for Internet Banking, Products, Social Media
- One touch customer care contact



### **Union Recovery App**

- For monitoring of NPA accounts, an user friendly mobile based app.
- This app was designed for effective follow-up with NPA borrowers & enhancing recovery.

### Pan-India Network - As on Sept 2017

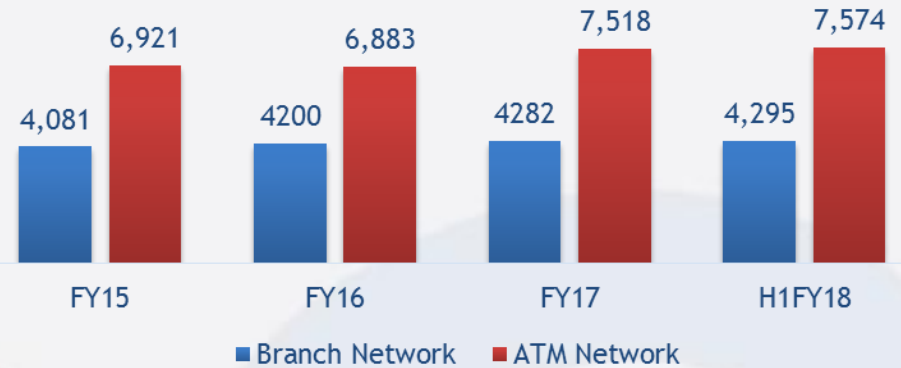


Note: Map not to scale

# Domestic Branches (4,295) # ATMs (7574)

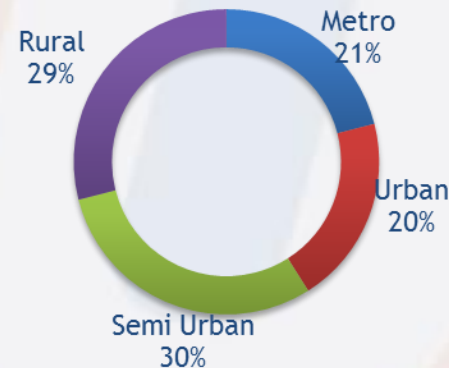
### Steady Growth In Network

#### Branch & ATM Network

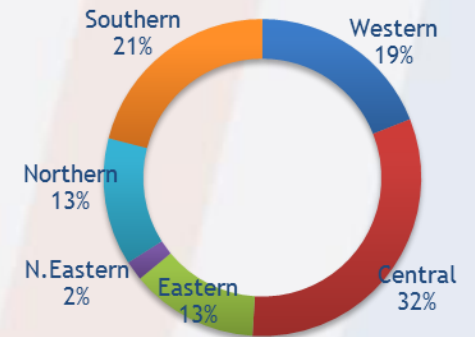


### Widespread Distribution to Maximize Reach (As on 30 Sept 2017)

#### Branch Distribution - By Urbanization



#### Branch Distribution - By Geography





**Shri Rajkiran Rai G.**  
**Managing Director & CEO**

- Joined Union Bank of India on July 01, 2017 as MD & CEO.
- Prior to appointment in the Bank, He was Executive Director in Oriental Bank of Commerce. Started his career with Central Bank of India where he rose upto General Manager.
- He was serving on the Board of Canara HSBC Oriental Bank of Commerce Life Insurance Co. Ltd.
- He is an Associate Director on the Board of Union AMC Pvt Ltd.
- Graduate in agricultural science and certified member of Indian Institute of Banking & Finance.



**Shri Vinod Kathuria**  
**Executive Director**

- Joined Union Bank of India as Executive Director on January 22, 2016.
- Prior to appointment in the Bank, he was General Manager in Punjab National Bank.
- He was also Managing Director of PNB Insurance Broking Pvt. Ltd.
- He is an Associate Director on the Board of Union AMC Pvt Ltd.
- He is Masters in Commerce from Delhi University and is a Certified Associate of the Indian Institute of Bankers.



**Shri Raj Kamal Verma**  
**Executive Director**

- Joined Union Bank of India as Executive Director on August 9, 2016.
- Prior to this, he was General Manager in Bank of India.
- He is Director on the Board of National Payment Corporation of India
- He is Bachelor of Arts (Hons) and is a Certified Associate of the Indian Institute of Banking & Finance.



**Shri Atul Kumar Goel**  
**Executive Director**

- Assumed the charge as Executive Director of Union Bank of India on September 15, 2016.
- Prior to this, he was General Manager and Chief Financial Officer (CFO) at Allahabad Bank.
- He is Director on the Board of Star Union Dai-ichi Life Insurance Co. Ltd. and Associate Director on the Board of Union Trustee Co Pvt Ltd
- Bachelor Degree with (Hon) in Commerce and a qualified Chartered Accountant. He is also a Certified Associate of Indian Institute of Bankers (CAIIB).

#### Pension Fund Regulatory and Development Authority (For NPS FY17)

- 2nd Rank - Best PSU Bank for Branch Activation
- 3rd Rank - Best PSU Bank in NPS - Private Sector (All Citizen subscriber & corporate subscriber)

#### Skoch Financial Technology Award 2017

- Unified Payment Interface (UPI),
- Green PIN solution for Debit Cards
- UNION DIGI Gaon;
- Financial Inclusion

#### Award in the area of MSME

- Top Performer Financial institution (MSME) (FECO)

#### Award by Institute of Public Enterprise

- Best Corporate Vigilance Excellence Award (2016-17) - Banking Sector

#### Innovative HR practices recognition by Times Ascent

- Recognized under Top 50 PSU Organization with Innovative HR Practices



#### Golden Peacock Award

- Union Bank of India won the Golden Peacock HR Excellence Award for the year 2016, for the third time in a row.

#### Golden Peacock Award

- Golden Peacock Award for Innovation Product/Services

#### National Payments Excellence Awards

- NPCI award in Large Bank category for excellent performance for RuPay Card

#### Reserve Bank Rajbhasha Shield

- Reserve Bank Rajbhasha Shield for the year 2014-15 in 'B' Linguistic Region for excellent implementation of Official Language.

#### Skoch Awards

- Skoch Order Of Merit on for Financial Inclusion
- Skoch Order Of Merit on Digital Inclusion

#### Six Banking Technology Awards from IBA

1. Best Technology Bank of year,
2. Best use of Digital & Channels Technologies,
3. Best use of Technology to enhance Customer Experience,
- 4 Best Risk Management, Fraud, Cyber Security,
5. Best Financial Inclusion Technology Initiatives ,
6. Best Payment Initiatives

#### Technology Award by Institute for Development & Research in Banking

- Best Bank Award for the Use of technology for Financial Inclusion among large banks by Institute for Development & Research in Banking Technology



#1 Key Investment Highlights

#2 Detailed Business Overview

#3 Growth Strategies

#4 Financial Statements

In ₹ Million

Balance Sheet	FY15	FY16	FY17	H1FY17	H1FY18
Cash And Balances With Reserve Bank Of India	150,631	156,047	165,204	154,658	214,339
Balances With Banks And Money At Call And Short Notice	73,149	136,715	163,021	128,547	181,416
Investments	940,930	892,083	1,121,490	1,190,312	1,284,178
Advances	2,556,546	2,673,540	2,864,666	2,652,051	2,908,501
Fixed Assets	26,820	39,399	38,944	38,391	38,428
Other Assets	68,084	149,175	173,720	155,900	148,898
<b>Total Assets</b>	<b>3,816,159</b>	<b>4,046,959</b>	<b>4,527,044</b>	<b>4,319,859</b>	<b>4,775,760</b>
Capital	6,358	6,874	6,874	6,874	7,264
Reserves And Surplus	191,251	222,038	227,478	227,548	218,821
Share Application Money			5,410		
Deposits	3,168,699	3,427,200	3,783,916	3,614,539	3,860,249
Borrowings	353,600	309,574	412,259	375,413	579,218
Other Liabilities And Provisions	96,252	81,273	91,108	95,485	110,209
<b>Total Liabilities</b>	<b>3,816,159</b>	<b>4,046,959</b>	<b>4,527,044</b>	<b>4,319,859</b>	<b>4,775,760</b>

In ₹ Million

Profit and Loss	FY15	FY16	FY17	H1FY17	H1FY18
Interest Earned	320,840	321,988	326,600	160,848	163,754
Interest Expended	236,401	238,857	237,566	117,051	118,121
Net Interest Income	84,439	83,131	89,033	43,797	45,633
Other Income	35,230	36,317	49,646	21,793	26,320
Operating Income	119,669	119,448	138,679	65,590	71,953
Operating Expenses	61,434	63,022	64,378	31,142	31,998
Operating Profit	58,235	56,426	74,301	34,448	39,956
<b>Net Profit after Tax</b>	<b>17,816</b>	<b>13,516</b>	<b>5,552</b>	<b>3,430</b>	<b>(14,141)</b>

Key Ratios	FY15	FY16	FY17	H1FY17	H1FY18
EPS - Basic (INR) (Annualized)	28.1	20.4	8.1	10.0	(40.4)
EPS - Diluted (INR) (Annualized)	28.1	20.4	8.1	10.0	(40.4)
Return on Equity (%) (Annualized)	9.7	6.8	2.9	3.5	(16.5)
Return on Average Assets (%) (Annualized)	0.5	0.4	0.1	0.2	(0.6)
CRAR (%)	10.2	10.6	11.8	11.2	11.2

# THANK YOU

Follow us on:



@unionbankofficial



@UnionBank Tweets



UnionBankInsta



UnionBankofIndiaUtube