



Investor Day

August 26, 2022

U GRO 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 Jun'22, it has scaled its operations to an AUM of INR 3,600+ Cr with a Net worth of INR 975 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 along-side CRISIL

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



Micro and Small Business with 1 L to 5 cr credit need

Business Loan
- Secured

Machinery Finance

Business Loan
- Unsecured

Business Loan

– Micro Enterprises
(Secured)

Supply Chain Finance

Merchant Finance



Public Sector Banks

Private Sector Banks

SFBs

NBFCs

DFIs

Other Fls

Liability / Co-lending Partners



Cumulative Disbursement 6,000+ Cr



AUM 3,650+ Cr



Off-Book AUM 780+ Cr



Customers 25,000+



Branches 95+



Gro Partners 1,000+

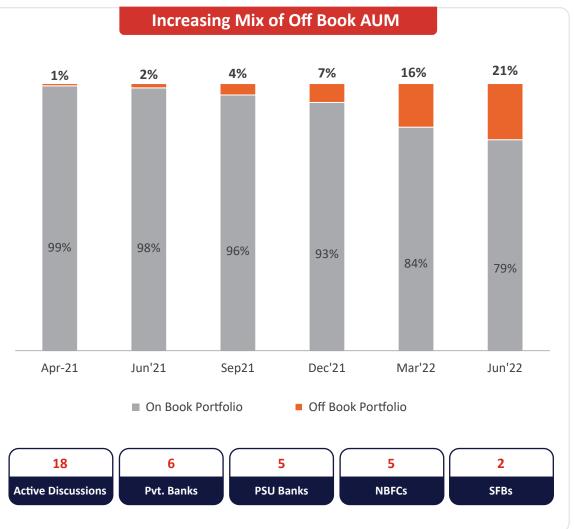


Anchor + OEMs 75+

Building India's largest Co – Lending platform: Lending as Service







Business Model Evolving to Generate Significant Cashflows



	FY22	Q4FY22*	Q1FY23*	FY23P	FY25P
AUM (INR Cr)	2,969	2,969	3,656	7,000+	20,000+
Off Book AUM %	16%	16%	21%	35% +	~ 50%
Net Total Income %	9.3%	10.6%	10.5%	~ 13.0%	~ 15.0%
Cost to Income Ratio %	71.8%	73.3%	72.1%	~ 60.0%	~ 45.0%
Credit Cost %	1.5%	1.5%	1.4%	~ 1.5%	~ 1.5%
ROTA % (Avg.)	0.6%	0.8%	1.0%	~2.0%	~ 4.5%
ROE % (Avg.)	1.5%	2.4%	3.0%	~ 6.0% - 8.0%	~ 18.0%
Leverage	1.86x	1.86x	2.26x	~ 2.4x^	~ 3.8x^

^{*} Annualized ratios

[^] Presumed infusion of equity capital

Lending as a service is a highly profitable model



Sample Illustration		
Particulars (INR Cr)	Normal Scenario	Co-lending
Loan Amount	1,00,000	1,00,000
Interest Income	14,500	2,900
Co-lending spread income	-	3,200
Interest Expense	8,400	1,680
Net interest Income	6,100	4,420
Other Income	1,500	1,500
Net Total Income	7,600	5,920
Operating Expenses	3,420	3,420
Credit Cost	1,500	1,500
PBT	2,680	1,000
Tax	804	300
PAT	1,876	700
ROA	1.88%	3.50%
ROE	9.38%	17.50%

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%	



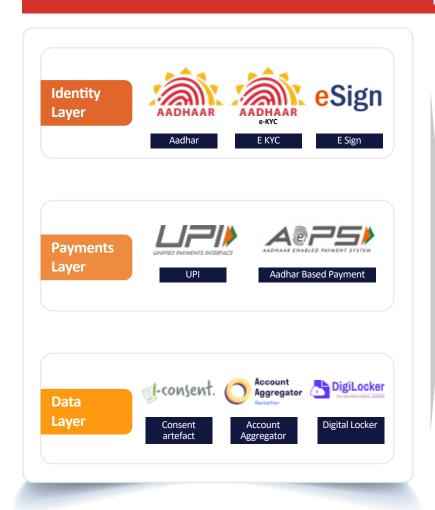


DataTech is at the centre of what we do

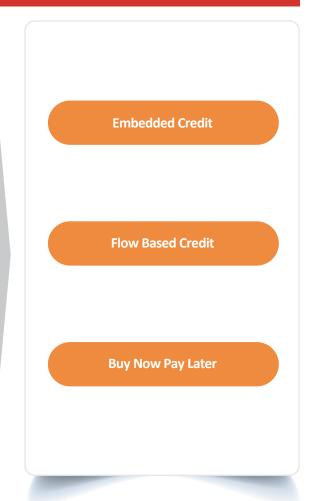
It has been proven that data can be the engine for SME credit in India



End to End MSME Digital Lending is now a reality





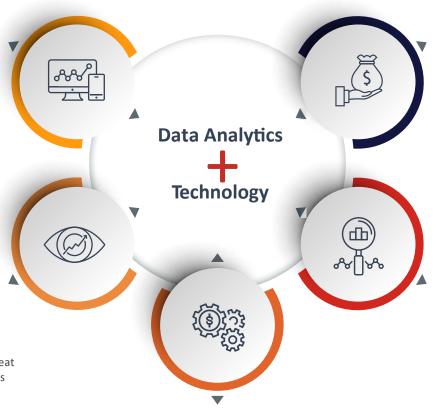


Evolved to a Data Tech Company within 3 years of inception



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

Portfolio Monitoring (Early Warning signals)

• First generation trigger ruleset for tracking portfolio performance

Operations and Collections

• E-Sign Application, E-Agreement,

Payment gateway integration

Customer Whatsapp bot, E-NACH

 Portfolio loss forecasting using borrower level assessment



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

 Machine learning algorithms to synthesize large volume of information

Underwriting (GRO Score 2.0)

• In house business rule engine enabling faster rollout of newer models

Data driven proprietary scoring model powered by AI / ML Models



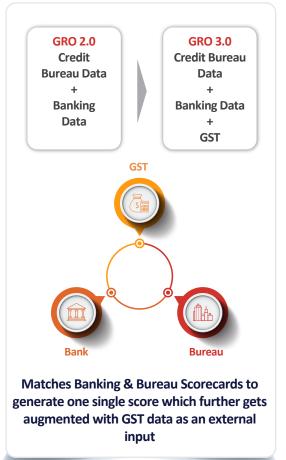
Ability to capture alternate data from banking and bureau..

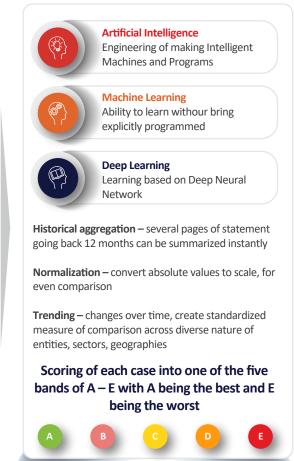


Machine generates
25,000+ data features
from an applicant's
bureau record and
bank statement



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





A large feature set



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

Model is objectively evaluated before use

Turnover and
transaction intensity

Balances and

withdrawals

Borrowing mix and nature

Pace of borrowing

Cheque bounces & bank charges

Frequency and magnitude of defaults

Counterparties & relative strengths

History of raising high cost debt/credit card usage

Payment cycles

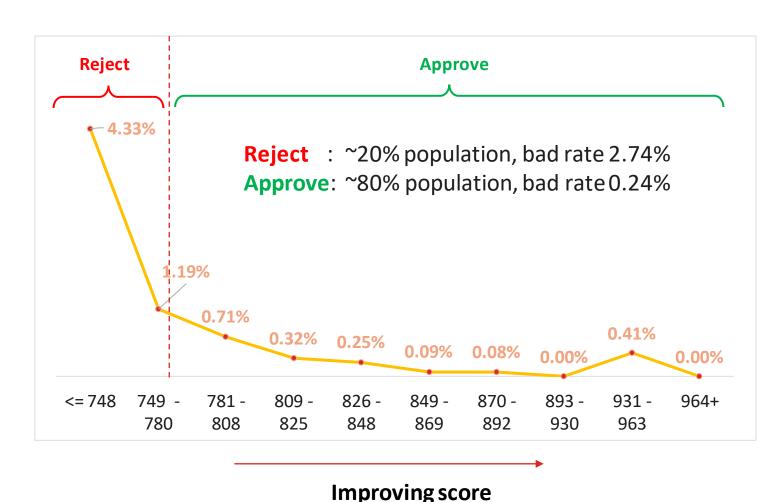
Obligations as % of turnover

- 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

- Machine learning algorithms help to synthesize large volume of information into a yes/no decision
- Validate first models are tested/ back tested before incorporating into the organisation's policy
- Faster learning cycle re calibrate in months rather than years

Rigorous statistical method



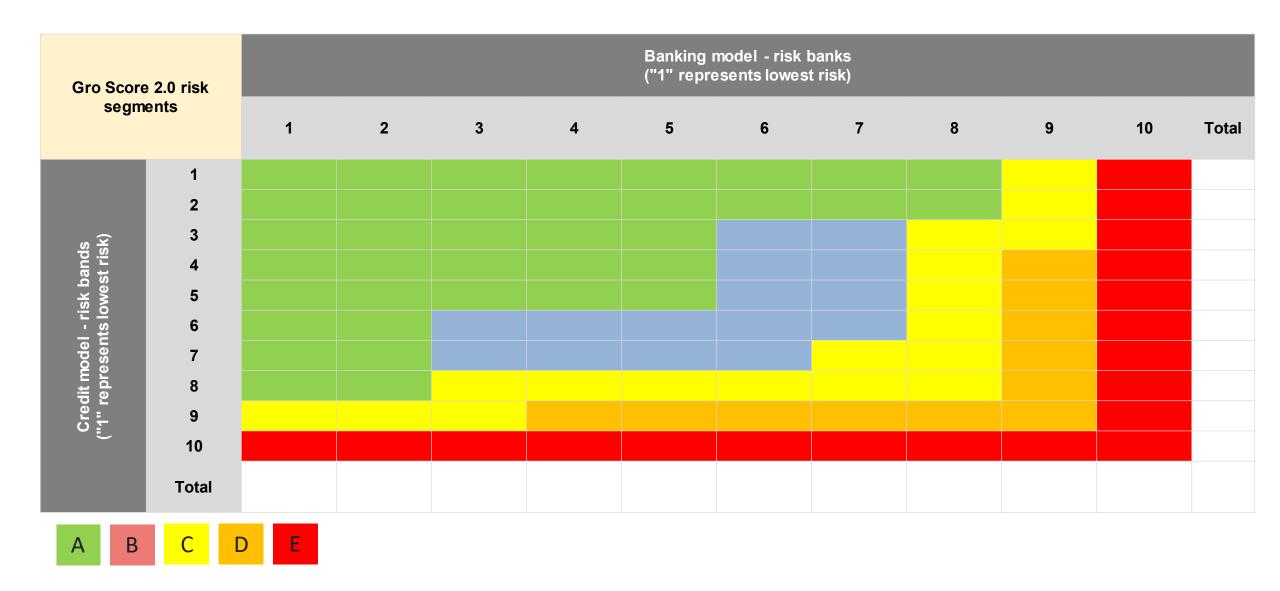


- Parameter shortlisting and scorecard weightage determined through statistical methods without any manual adjustment
- Validated on independent time frame
- All scorecards risk-rank satisfactorily with 50+ GINI

Chart showing default rates (every 90+ dpd in the first 12 months from on-boarding) across score ranges.

Combining two critical elements of underwriting into one holistic model

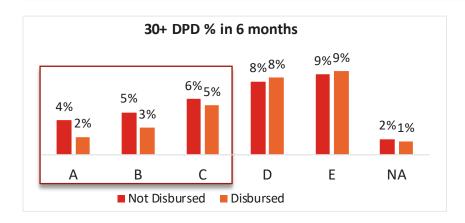


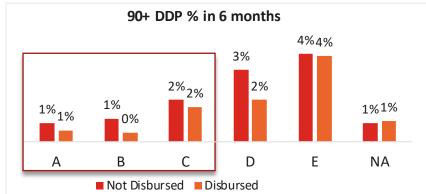


GRO Score 2.0 – Proof of Concept



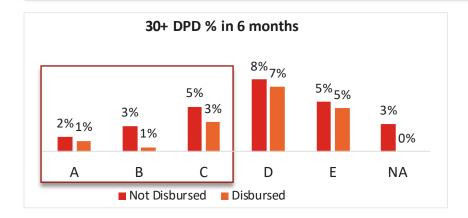
Market Performance of Disbursed cases

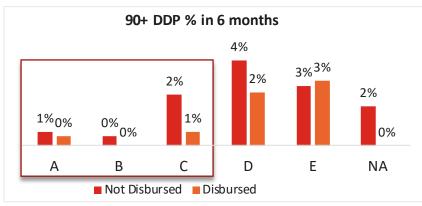




Score Band	Disbursed cases count	Non Disbursed cases count
Α	2,352	4,885
В	1,346	3,381
С	585	2,779
D	228	1,360
E	567	3,573
NA	212	525

Performance of Recent Logins (May-21 to Oct-21)





Score Band	Disbursed cases count	Non Disbursed cases count
Α	780	1,152
В	437	755
С	158	549
D	43	270
E	106	959
NA	81	234

Revolutionizing credit to MSMEs through data driven underwriting



21,000+

Applications processed since Jul 21

67,000+Bureau records

45,000+ Bank statements

14,500+ GST records

Dec 2022Gro Score 3.0

- Gro Score 3.0
- One score combining bureau, banking & GST data

Mar 2022
Proof of Concept

- 76% of prime branch book on boarded through Gro Score
- Analysis of accepts & rejects show striking outperformance of segments A, B v/s rest

July 2021 Gro Score 2.0

- Model on own data using Bureau & Banking
- 1000+ bureau attributes and 25,000+ banking attributes evaluated to shortlist ~40 attributes for Gro Score 2.0
- System implemented and made part of credit policy
- 100% branch sourced term loan business evaluated since Jul 2021

Jan 2019 Gro Score 1.0

- No own data
- Look-alike models based on bureau data

Our Risk Management Framework



Data analytics lies at the heart of credit assessment and has enabled migration from traditional income-document based assessment to a cashflow-based underwriting using the tripod of credit bureau, banking and GST information.

- ➤ Implemented proprietary scoring model the **Gro Score 2.0** which produces a borrower level rating based on credit bureau and bank statement information.
- ➤ Implemented a predictive modelling driven Early Warning Signals framework to generate trigger alerts for portfolio stage collections activity.

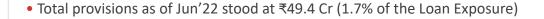
U GRO Capital is well placed to comply with RBI's scale-based regulation for NBFCs and would be putting in place a supervisory risk evaluation and capital adequacy framework with comprehensive coverage of enterprise level risk elements as mentioned below:



Portfolio Provisioning, Collection Efficiency & Restructuring Highlights

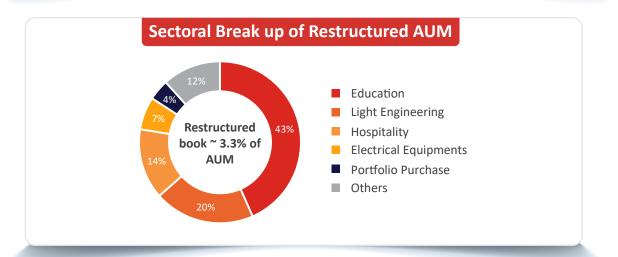






- GNPA / NNPA as a % of on-book AUM stood at 2.13% / 1.57% as of Jun'22
- GNPA / NNPA on Total AUM stood as 1.7% / 1.2% as on Jun'22
- Majority of the restructuring was done in the Branch Led Portfolio within the Education & Hospitality sector.

ECL Data		
All figures in ₹ Cr	Loan Exposure	Loan Exposure (%)
Stage 1	2,751	94.6%
Stage 2	93	3.2%
Stage 3	62	2.1%
Total	2,907	100%







Formidable Distribution Strength and Robust Technology Architecture

Multi pronged approach led by tech capabilities





Branch-Led Channel

Catering to Micro and Small enterprises through 95+ branches

- Prime Loan Branches: 20 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)

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 Channel

Catering to a wide range of 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

Eco System

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



Partnerships & Alliances Channel

Catering to Micro and Small MSMEs through Fintech Partners

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

Partnerships & Alliances

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



Direct Digital Channel

100% Digital sourcing of MSME loans

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

Direct Digital Channel | GRO-Direct

• Ticket Size - INR 1 to 15 Lac

Catering to all credit needs of all MSMEs

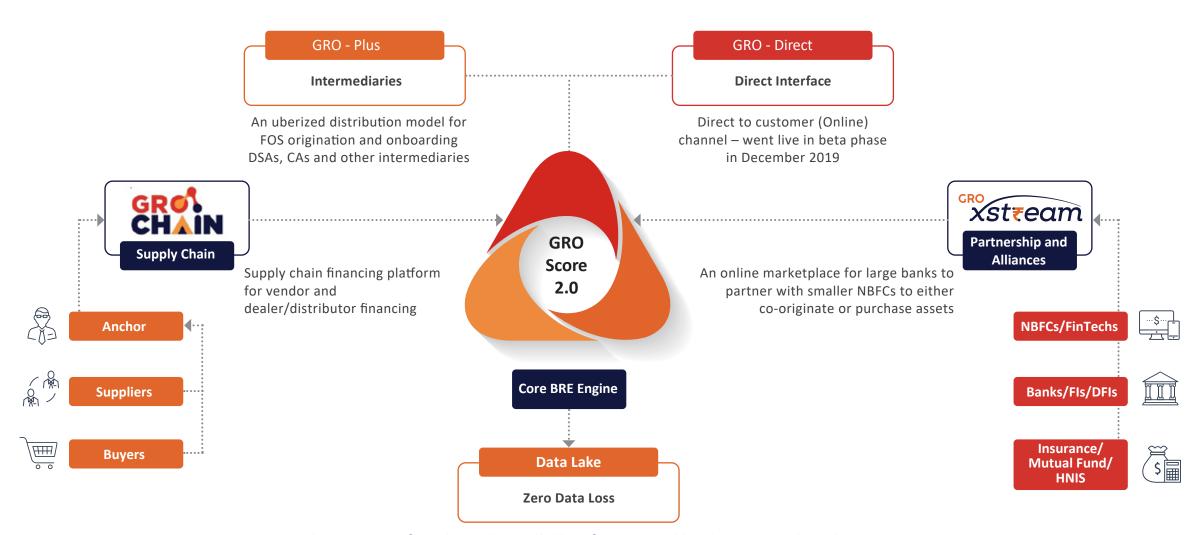






System Architecture to support full - Suite SME Lending





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

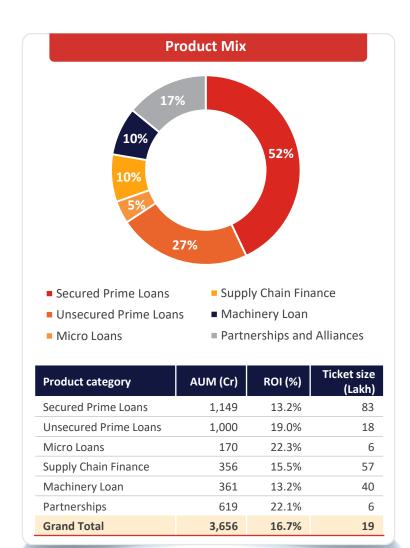


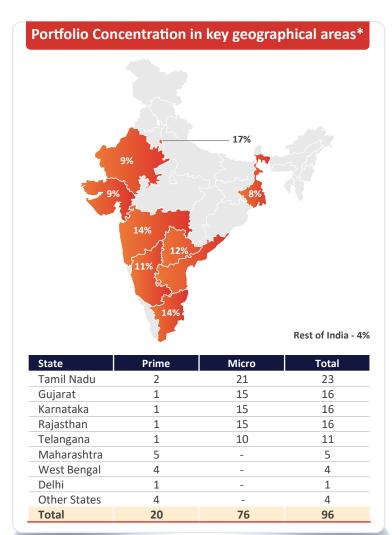


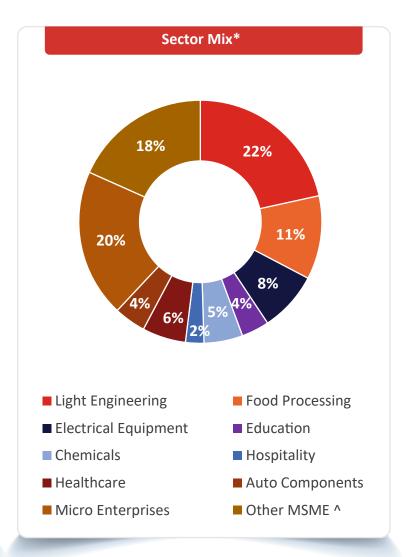
Operating & Financial Performance

Well Diversified and Granular Portfolio







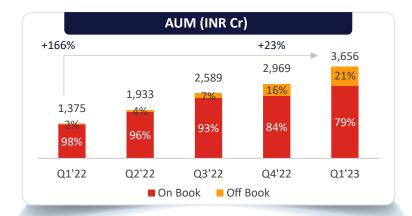


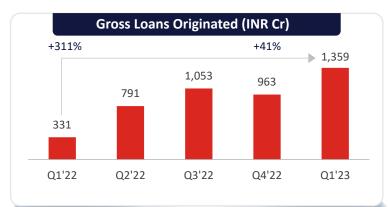
^{*}Includes Secured, Unsecured, Micro, SCF and Machinery

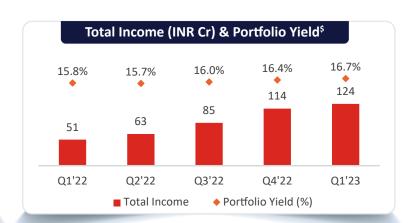
[^] Includes allied subsectors of our core sectors

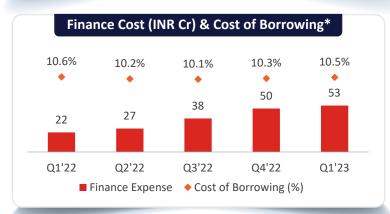
Operating & Financial Metrics

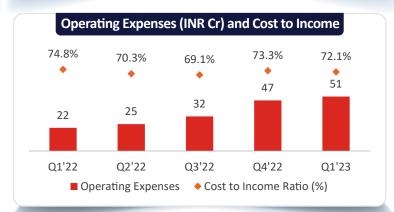


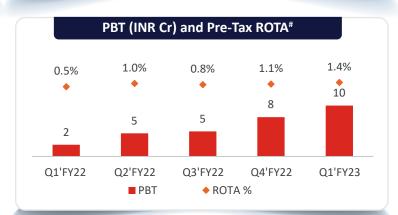














2,208 / 2.26x
Total Debt / Leverage

63
Lenders (Count)

2.13% / 1.57% GNPA/NNPA (On-book AUM) 1.7% / 1.2% GNPA/NNPA (Total AUM) 96 Branches 1,275+
Employees

25,000+

Active Borrowers

^{\$} Weighted Average AUM yield as on Period End

^{*}Restated cost of debt from weighted average costing to IRR based costing #Annualized ratio based on quarterly average of total assets





Annexures

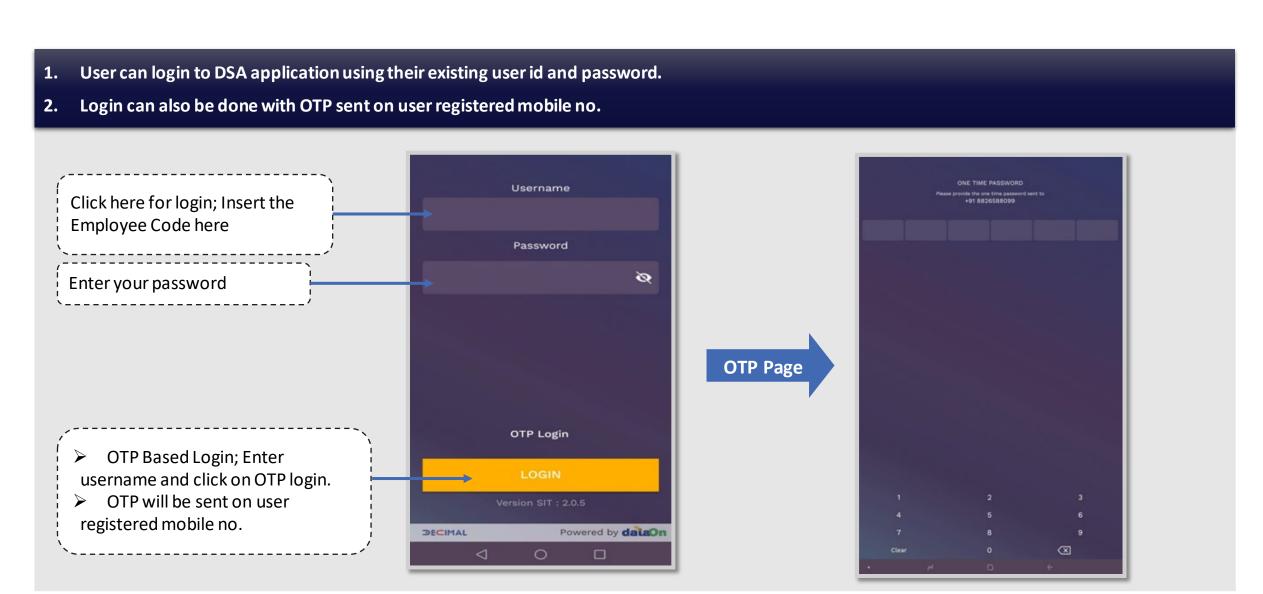




Origination Process Walk Through

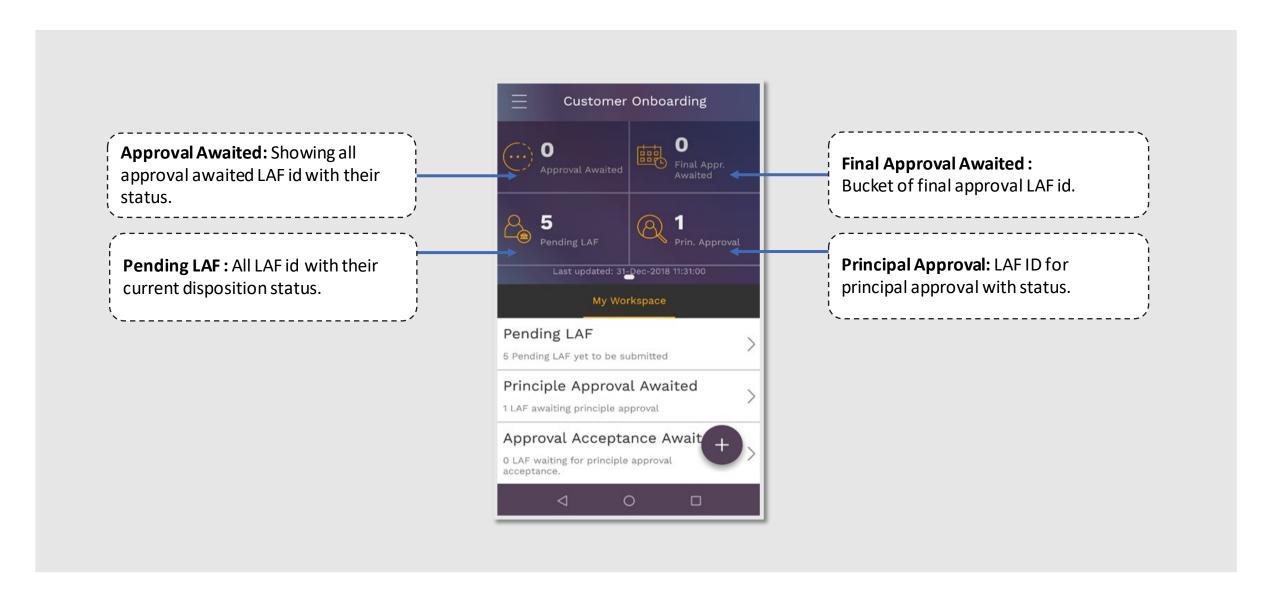
Login screen





Dashboard





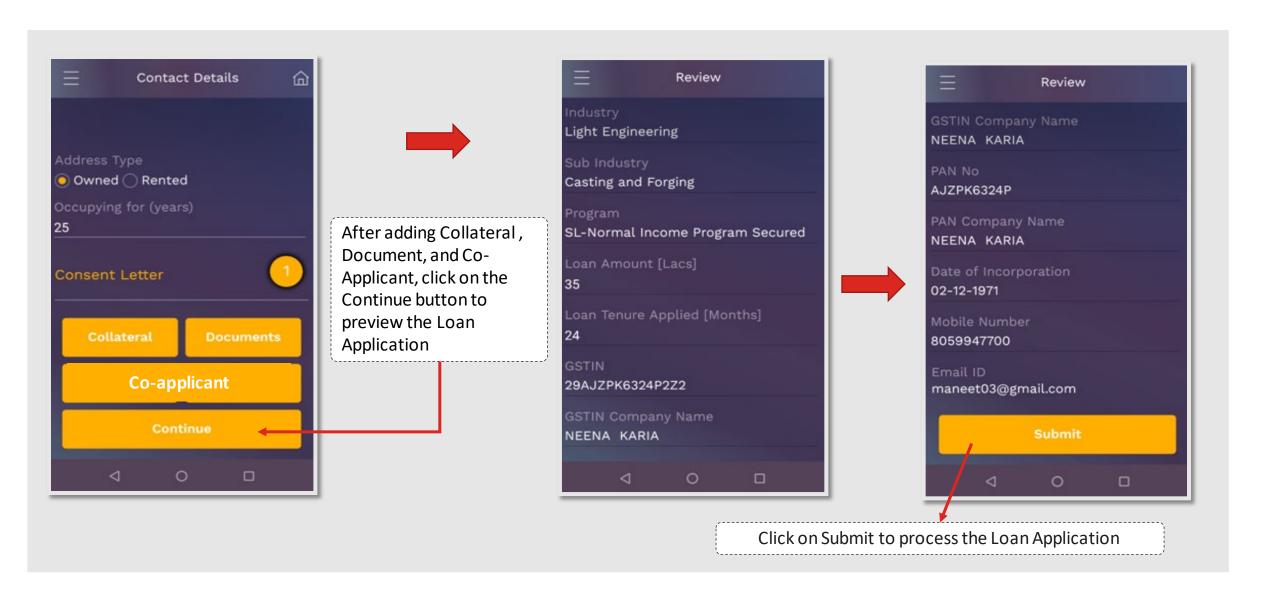
Applicant Detail





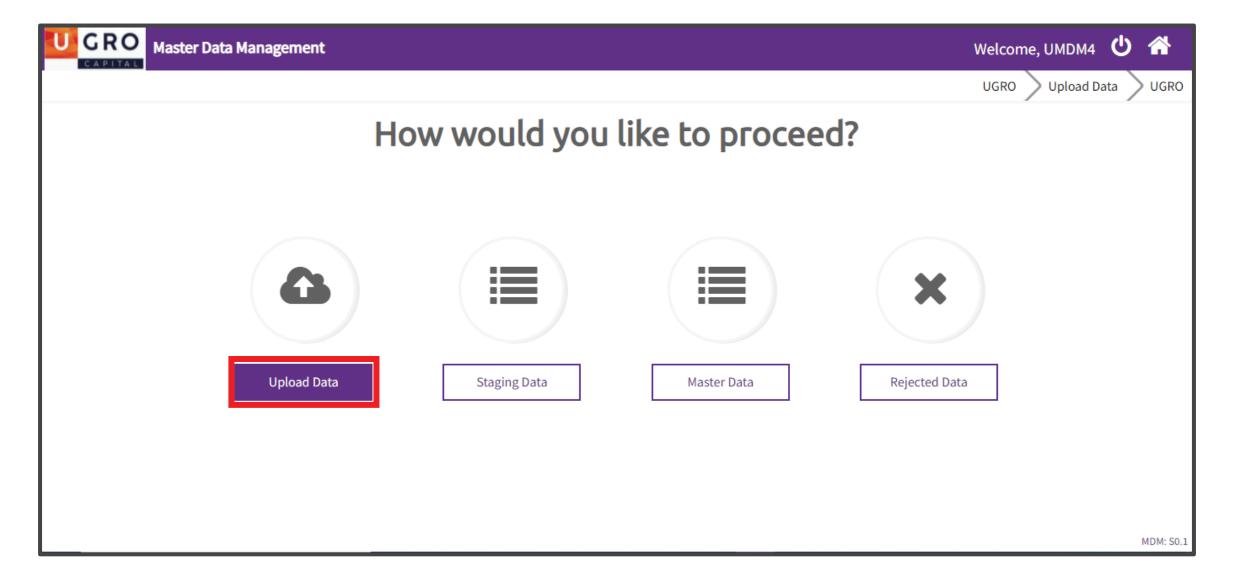
Final Submission





Master Data Management Portal – Partnership & Alliances









Customer Testimonies

Enabling Business Resilience and Expansion:

Arun, Unnat

India has been battling the COVID-19 pandemic since its onset and has heavily relied on healthcare workers and medical professionals to provide medical relief and assistance, in such times of need.

Thus, it is no surprise that the Healthcare industry, experienced a surge in demand for essential goods and services during the pandemic. Besides the surge in demand for medical professionals and facilities, the demand for medical supplies surged extensively, often leading to a demand - supply gap as the Healthcare industry struggled to outdo the pandemic and combat life loss.

Arun's pharmacy business, Unnat, was one amongst many such small businesses who were operating tirelessly to meet the healthcare demands posed by the pandemic, by ensuring relentless supply of medicines and medical supplies to those in need.

While his business grew multi-fold as the sales grew, he was unable to cope up with the rise in demand and faced supply chain issues. To tackle these issues and expand his business further, Arun needed additional funds. Therefore, he approached U GRO Capital and took a loan of INR 15 lakhs at 19% interest rate for 2 years.

Since taking the loan from U GRO Capital, Arun's revenue has increased from INR 3 Cr to INR 5 Cr and his profitability has doubled. Arun has also been able to increase the number and range of business products offered through his business, thus meeting the medical needs of a large customer base. Moreover, Arun is planning to hire more employees soon to help in growing his business.

Arun believes that the availability of funds in his hands gave him the required confidence to conduct business successfully and cater to the demand of the pandemic. His products will soon be available on Amazon and Flipkart for sale as Arun aims to scale his business across the country to fulfill his vision of meeting the medical supply needs of countless Indians.



Enabling Business Expansion post-COVID:

Partap Singh, SDR Packaging

COVID pandemic put business expansion aspirations of many entrepreneurs on a standstill. It became a challenge to think ahead of time to plan for expansion of their business.

One such entrepreneur, Partap Singh wanted to expand his business by setting up a new manufacturing unit in the outskirts of Delhi. However, since he was not a provider of essential goods and/or services, his business aspirations deeply crashed during the nationwide lockdown imposed during the first wave of the COVID pandemic. In addition to the drop in sales during the months of lockdown, his business continued to experience a drop in sales for 2-3 months after the lockdown and he had to put his plans on hold.

As soon as his business picked up, he applied for loan with U GRO Capital to take up his expansion plans. U GRO Capital gave him a loan of INR 25 lakhs at 18.50% interest rate to purchase land for his business expansion.

The loan extremely benefitted Partap as he was able to buy a 10,000 sq ft plot of land in the outskirts of Delhi to set up another production factory, as he had originally envisioned. He hired 30 new employees for the factory and expanded his customer clientele by 2-3 big customers. His production capacity also increased exponentially, and he plans to further increase his output levels by setting up another plant by taking another machinery loan from U GRO Capital.



Enabling Education Access for the Marginalized:

Hulikal Ramaswamy, Aradhna Foundation

In India, 98 percent of residentials have a primary school (class I-V) within one kilometer and 92 percent have an upper primary school (class VI-VIII) within a three-kilometer walking distance. As the child grows, the distance from school increases. However, some areas do not have access to schooling at all or the students need to travel long distances to access education, especially for secondary education. On top of this, quality education remains a challenge as schools suffer from unavailability of teachers, inadequate infrastructure, etc.

To mitigate the gap of accessibility while ensuring quality education, Aradhna Foundation was set up by Hulikal Ramaswamy, his wife and daughter, as a non profit private trust in 2007 with 50 students. The foundation imparts quality education to urban poor students from pre-nursery to Grade 10th, catering mainly to students residing within the radius of 2 kms from the school. Over the years, the school has attained popularity and expanded to 800 students.

In order to cater to the learning needs of these students, Hulikal, the trustee of Aradhana Foundation was looking to improve the school infrastructure by adding 26 more classrooms and some labs and took a loan of INR 1.5 crs. from another private bank for this purpose. However, due to COVID, the foundation started facing unprecedented challenges affecting their ability to repay the loan. During the period, Aradhana foundation had no source of revenue but had to deal with mounting costs including exorbitant staffs alaries (60-75% pending), maintenance costs, digitalization costs and looming debt burden.

The foundation approached U GRO Capital to take an additional loan for INR 30 lakhs at an interest rate of 14%. They received the flexibility of an interest free loan for 18 months which gave them the time and space to regain their financial and operational stability before worrying about the debt costs. Mr. Ramaswamy and his foundation were able to start repaying the interest after the ending of the 18 months duration and are currently on track to be able to fully repay the loan by June 2022.

Because of generous loan, the foundation has been able to integrate technology in their daily less ons by leveraging online apps such as Guru and Google classrooms. It has also partnered with Atal technology / innovation lab. Due to the loan enabled expansion, they have been able to retain students in spite of schools being shut and are also planning to hire 2-3 new teachers soon.

Branch & Partnerships & Alliances Channel

Organisation

Aradhna Foundation

Name and designation of the Respondent

Hulikal Ramaswamy, Managing Trustee

Type of Sector

Loan Provided

Education

INR 0.3 Cr

Number of Employees

Annual Turnover

35-40

INR 1.3 Cr

Impact of U GRO Capital loan

- Continued operations and employment of ~35 staff despite no revenue during the pandemic.
- Provision of education to 800+ urban poor children throughout the pandemic
- Expansion of school infrastructure and technology integration in classrooms

It was a very smooth and easy process from documentation to disbursal. The support received from U GRO Capital staff was really good.



Enabling Entrepreneurial Growth:

Milind Prabhakar Padwali, Hotel Gavraan

India is a country rich in food and delicacies. Each state can be connected to a specialty it is renowned for. As of 2020, the country had about 53,000 hotels and 70 lakh restaurants in organized category and 2.3 Cr restaurants in unorganized sector¹. We can only expect that the number increased exponentially. However, setting up a first generation food business is not easy in India given the intense competition from small and big players, changing lifestyle and food preferences as well as increasing expectation of adherence to hygiene and sanitation. Milind Prabhakar shares the above sentiments.

He dreamed to set up a new restaurant that would cost him INR 43 Lakhs, but unfortunately fell short of some amount. Therefore, he decided to take a loan from U GRO Capital to cover costs worth INR 2 Lakh, at an interest rate of 14%.

Not only did U GRO Capital help him in setting up his restaurant through the loan, but also helped his restaurant tie up with Zomato. This further helped him generate increased sales and achieve a bigger customer & supplier/vendor base.

Moreover, the monthly EMI that Milind is supposed to pay to U GRO Capital gets deducted from his Zomato account. This helps him maintain his working capital position. Milind is confident that he will be able to clear his entire loan amount within 6 months owing to his profit position, cash inflow and sales. He is also maintaining proper business documents since he took the loan. His staff size has also increased, and his restaurant now has 7 female employees.

With the U GRO Capital loan, Milind has not only been able to realize his dream of opening a restaurant but also been able to scale that dream to provide employment to multiple others and continue towards further success and scalability.

Source: 170% of hotels & restaurants could close in 45 days, warns FHRAI after no relief from govt, Times of India, 2020



Organisation

Hotel Gavraan

Name and designation of the Respondent

Milind Prabhakar Padwale, Owner

Type of Sector

Hospitality

Number of Employees

25

Loan Provided

INR 2 lakhs

Annual Turnover

INR 75.4 lakhs

Impact of U GRO Capital loan

- Set-up of dream restaurant and earnings of ~ INR 75L annually through partnership with Zomato
- Increased availability of working capital throughout the COVID pandemic
- Generation of employment opportunities for 25 employees, including 7 female hires

4

I find U GRO Capital Services perfect. My EMI is going on time and there I have not faced any issues so far. For these reasons I will definitely recommend U GRO Capital to others and myself apply for a loan again.



Thank You

