

USFB/CS/SE/2024-25/26

Date: May 20, 2024

To,

National Stock Exchange of India Limited
Listing Department,
Exchange Plaza, C -1, Block G, Bandra Kurla
Complex, Bandra (E),
Mumbai-400 051

BSE Limited
Listing Compliance,
P.J. Tower,
Dalal Street, Fort,
Mumbai-400 001

Symbol: UJJIVANSFB

Scrip Code: 542904

Dear Sir/Madam,

Sub: Investor Presentation for the quarter and year ended March 31, 2024

Further to our intimation carrying reference number USFB/CS/SE/2024-25/15 dated May 06, 2024 and USFB/CS/SE/2024-25/17 dated May 18, 2024 please find enclosed herewith, a copy of the investor presentation on the business and financial performance of the Bank for the quarter and year ended March 31, 2024.

This intimation shall also be available on the Bank's website at www.ujjivansfb.in.

We request you to take note of the above.

Thanking You,

Yours faithfully,

For UJJIVAN SMALL FINANCE BANK LIMITED

Sanjeev Barnwal
Company Secretary & Head of Regulatory Framework

Encl: As mentioned above

Q4FY24 INVESTOR PRESENTATION





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- Figures for the previous period / year have been regrouped wherever necessary to conform to the current period’s / year’s presentation. Total in some columns / rows may not agree due to rounding off.
- Note: All financial numbers in the presentation are from Audited Financials or Limited Reviewed financials or based on Management estimates.

KEY HIGHLIGHTS - Q4FY24 (1/3)



Gross Loan Book

₹ 29,780 cr

Up 24% yoy

Mar23: ₹24,085 cr



Total Deposits

₹ 31,462 cr

Up 23% yoy

Mar'23: ₹25,538 cr

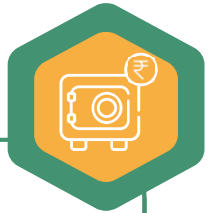


Retail TD*+ CASA

₹ 22,085 cr

Up 31% yoy

Mar'23: ₹16,862 cr



GNPA/NNPA

2.1%/0.3%

Down 56 bps/Up 23 bps yoy

Mar23: 2.6%/0.04%



CRAR

24.7%

Down 112 bps yoy

Mar'23: 25.8%



Employees

22,566

Up 26% yoy

Mar'23: 17,870









Added 23/123 branches during Q4FY24/FY24 taking total branch count to 752

* Note: Retail TD are TDs below ₹ 2 Crs; ** Floating provision of ₹250 Cr (NPA provision: ₹ 120 cr; Other provision: ₹ 100 cr; Tier-II Capital: ₹ 30 cr) continues to be on the books which can be utilized for making specific provisions in future during extraordinary circumstances, with prior approval from the RBI (as & when required); *** All NPA and gross loan book data in this document (except in Financial Overview section) are without adjusting for IBPC & Securitization book



KEY HIGHLIGHTS - Q4FY24/ FY24 (2/3)

	Q4FY24 Vs Q4FY23	FY24 Vs FY23
 NII	₹ 934 cr <i>Up 27% Vs ₹ 738 cr</i>	₹ 3,409 cr <i>Up 26% Vs ₹ 2,698 cr</i>
 NIM	9.4% <i>Up 28 bps Vs 9.1%</i>	9.1% <i>Down 39 bps Vs 9.5%</i>
 PPOp	₹ 519 cr <i>Up 26% Vs ₹ 411 cr</i>	₹ 1,917 cr <i>Up 29% Vs ₹ 1,485 cr</i>
 PAT	₹ 330 cr <i>Up 7% Vs ₹ 310 cr</i>	₹ 1,281 cr <i>Up 17% Vs ₹ 1,100 cr</i>
 RoA	3.3% <i>Down 58 bps Vs 3.9%</i>	3.5% <i>Down 39 bps Vs 3.9%</i>
 RoE	24.8% <i>Down 554 bps Vs 30.3%</i>	26.1% <i>Down 528 bps Vs 31.4%</i>



KEY HIGHLIGHTS (3/3)

Reverse Merger

Successfully completed the merger process between the Bank and its Holding company. New shares are allotted on May 6, 2024. Credit of shares and trading approval will be received during this week.

Assets

Secured:- Secured book* inching up; 30.2% as on Mar'24 vs 28.4% as on Dec'23

Affordable Housing:- New LOS in Pilot, to be launched PAN India, no physical paper work, enable digital customer on boarding, improve productivity; M-LAP has started scaling up disbursing ₹ 189 crore in FY24

MSME:- Disbursements has started to scale up with 21% QoQ growth; On boarded 2 new Fintechs; Working capital offering at pilot stage

Liabilities

Deposits:- CASA up 10% QoQ; CASA ratio higher at 26.5% vs 25.5% as of Dec'23; driven by nation-wide brand campaign and launch of new value add products

Funding:- CD Ratio at 95% vs 94% in Dec'23 | ex-IBPC/ Securitisation CD Ratio at 87% vs 88% in Dec'23
Excess Liquidity moderated: Average daily LCR reduced to 134% for March'24 from 160% for Dec'23

CoF:- Cost of Funds decreased 25 bps in Q4FY24 to 7.2% vs 7.5% in Q3FY24; 17 bps is one time benefit due to interest reversal on holding company term deposit post reverse merger

Dividend

Board has recommended a final equity dividend of ₹ 1.5 per equity share, subject to shareholders approval

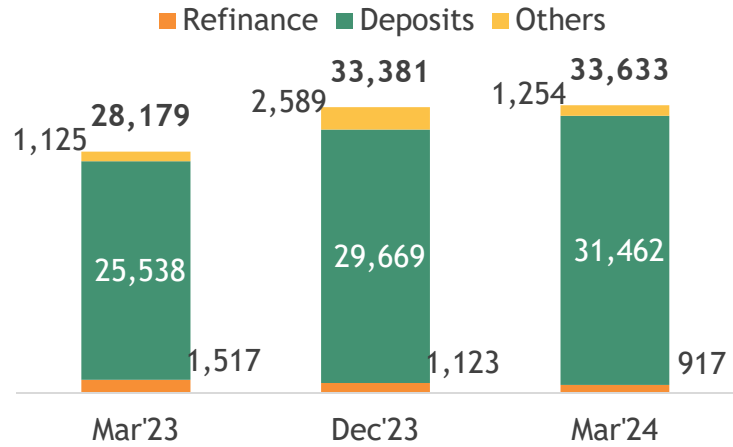


Liabilities: Driving Retail Deposit Base

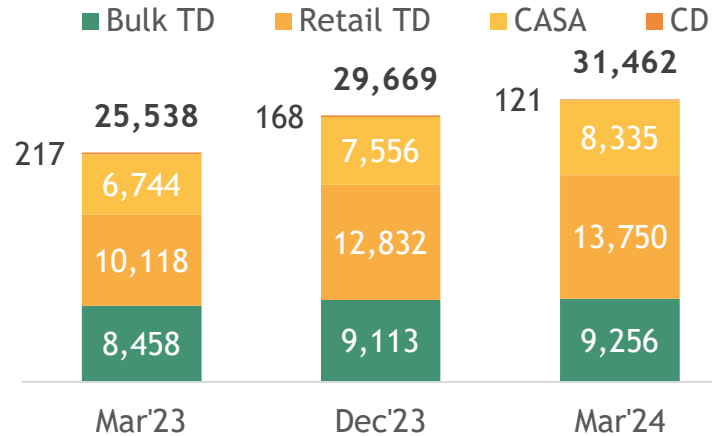


STRONG DEPOSIT GROWTH WITH RETAIL AT FOREFRONT

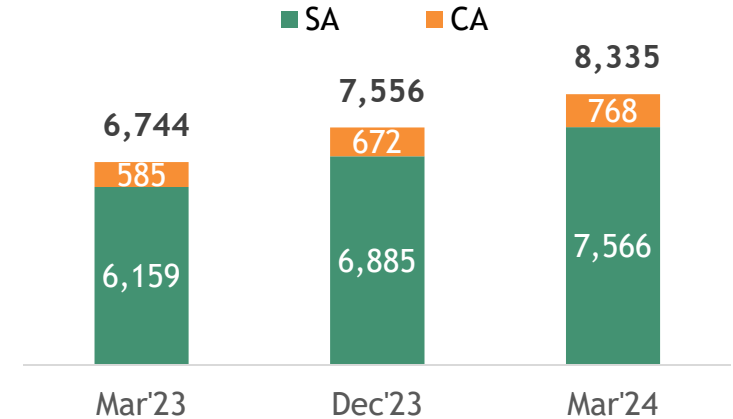
Total liabilities profile (₹ in crore)



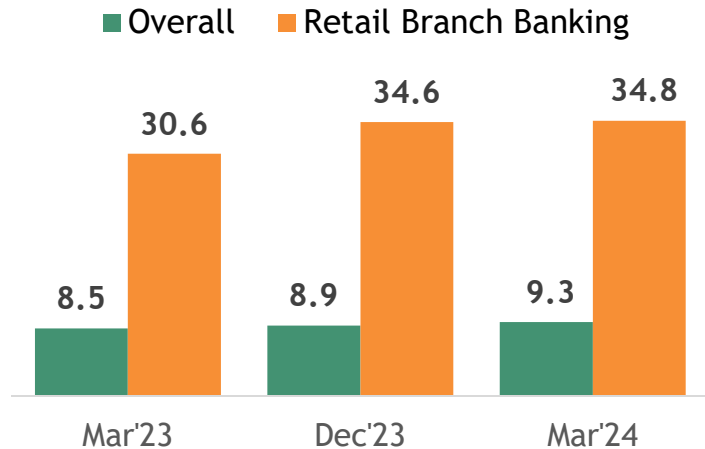
Deposits break-up (₹ in crore)



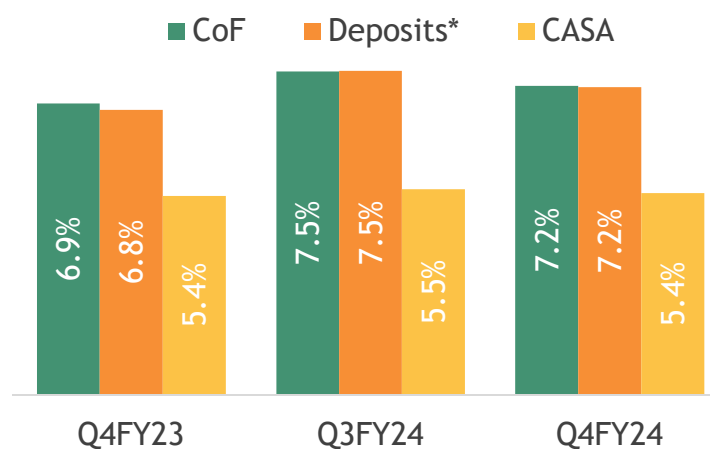
CASA break-up (₹ in crore)



Improving Average SA Balances (₹ in '000)



Cost of funds#



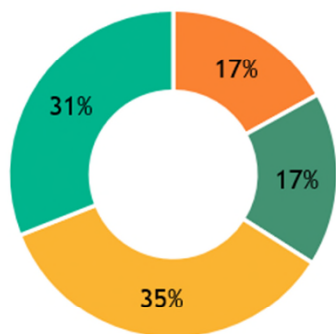
- ❖ Average daily LCR at 134% for Mar'24
- ❖ Credit To Deposit Ratio: 95% as of Mar'24 (87% adjusted for IBPC/ Securitisation book)
- ❖ Ratings - CRISIL A1+, (₹ 2,500 Cr certificate of deposits); CARE AA- (stable) (Long term bank facilities)

^ TD: Term Deposits, CASA: Current Account, Savings Account;
*Cost of Blended Deposits - TD + CA+ SA; # On Book + off Book



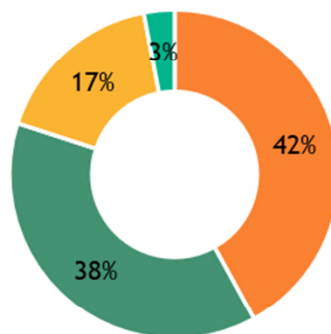
WELL-DIVERSIFIED DEPOSIT MIX

Region-wise deposit mix



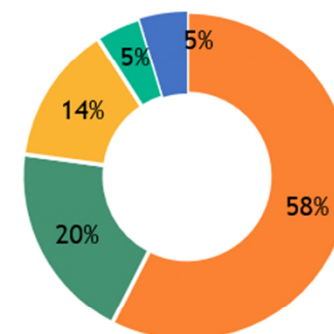
■ East ■ West ■ North ■ South

Branch classification wise deposit mix



■ Metropolitan ■ Urban ■ Semi Urban ■ Rural

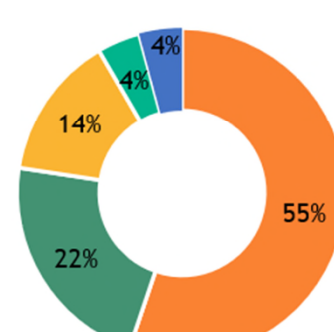
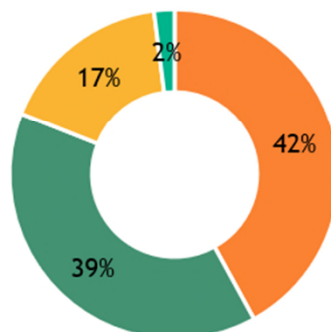
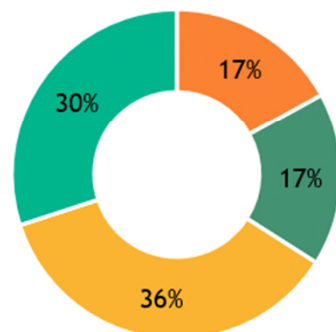
Segment wise deposit mix



■ Individuals ■ Banks ■ Corporate ■ Govt. ■ TASC

Mar'24

Mar'23



Deposits from individual continues to grow with our focus on building granular deposit base

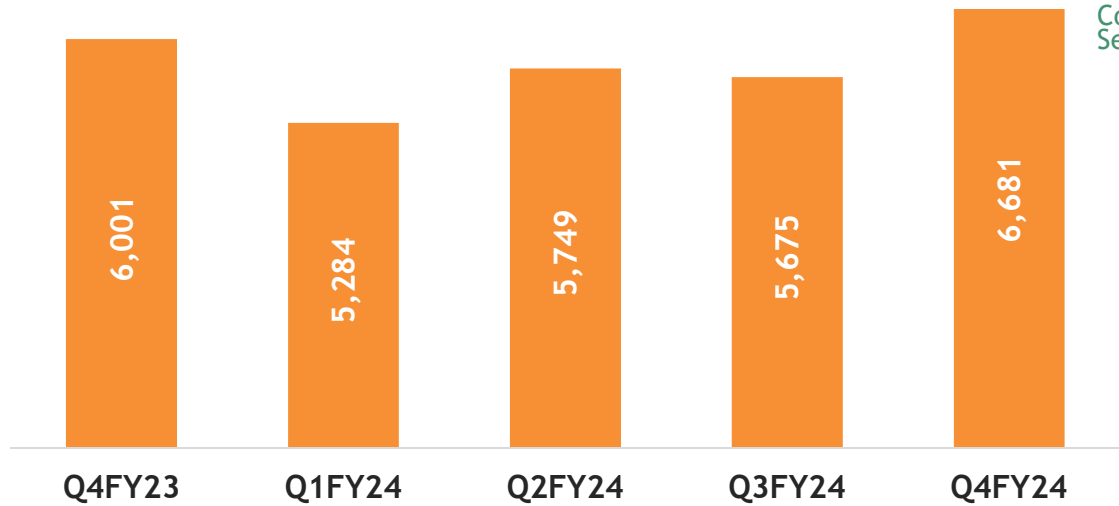


Assets: Well-diversified growth with new customer acquisition

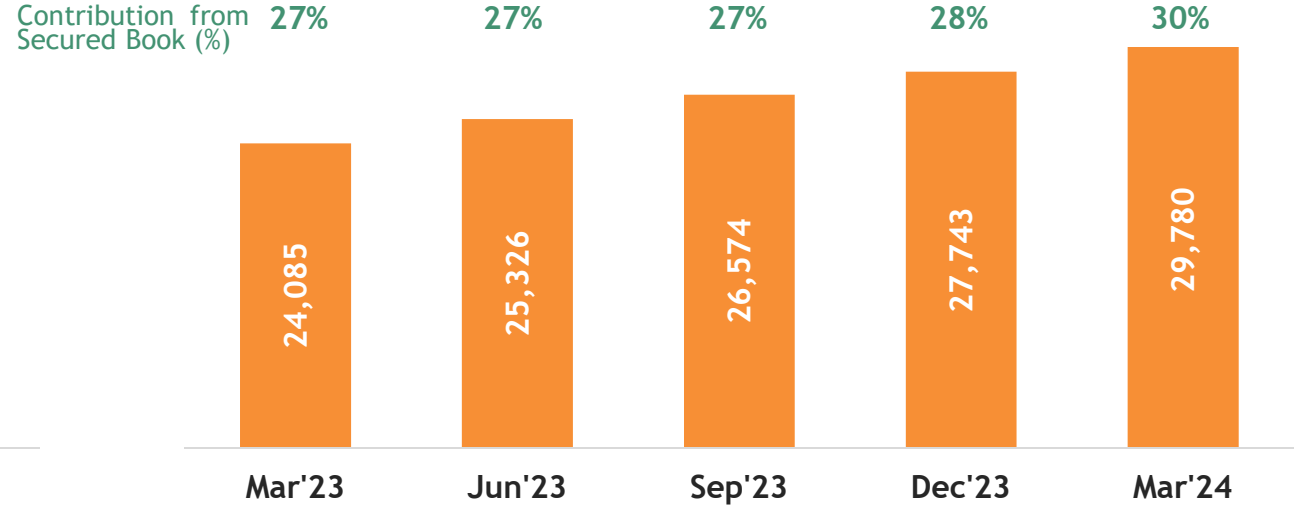


GROSS LOAN BOOK AND DISBURSEMENT TREND

Strong disbursements (₹ in crore)

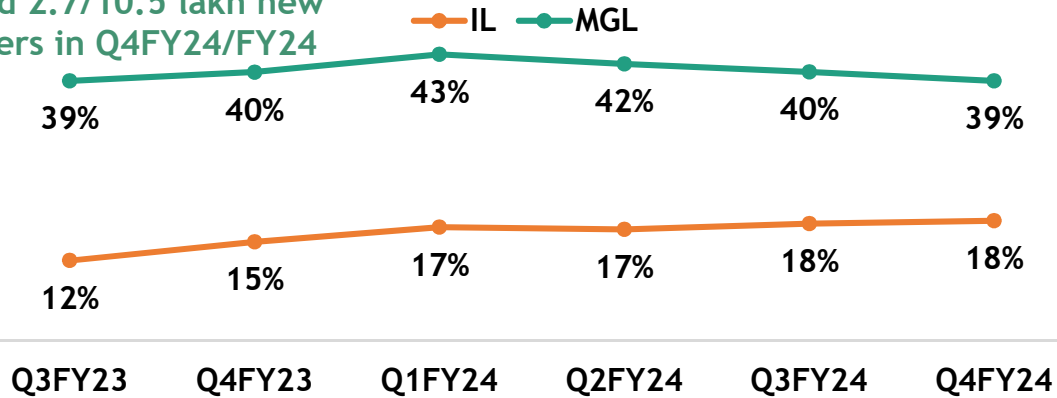


Consistent growth in Gross Loan Book (₹ in crore)

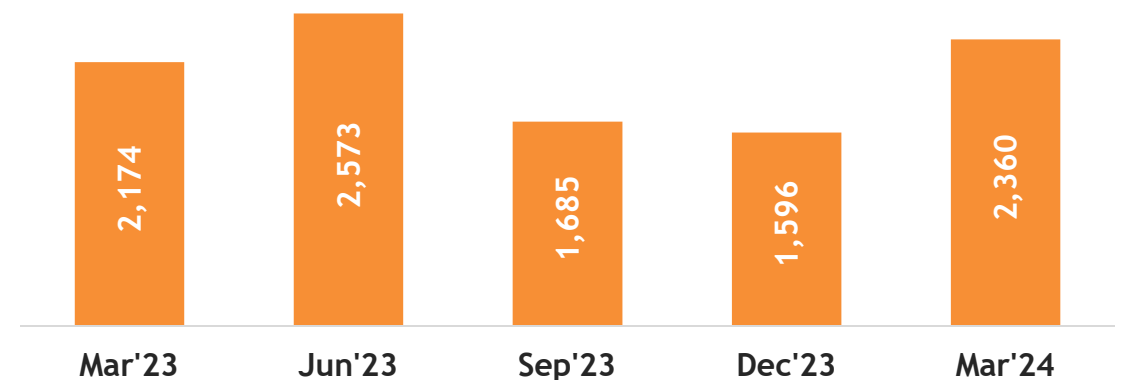


Healthy growth in New Customer acquisition (% of Fresh Loans)

Acquired 2.7/10.5 lakh new customers in Q4FY24/FY24



IBPC/ Securitisation (₹ in crore)

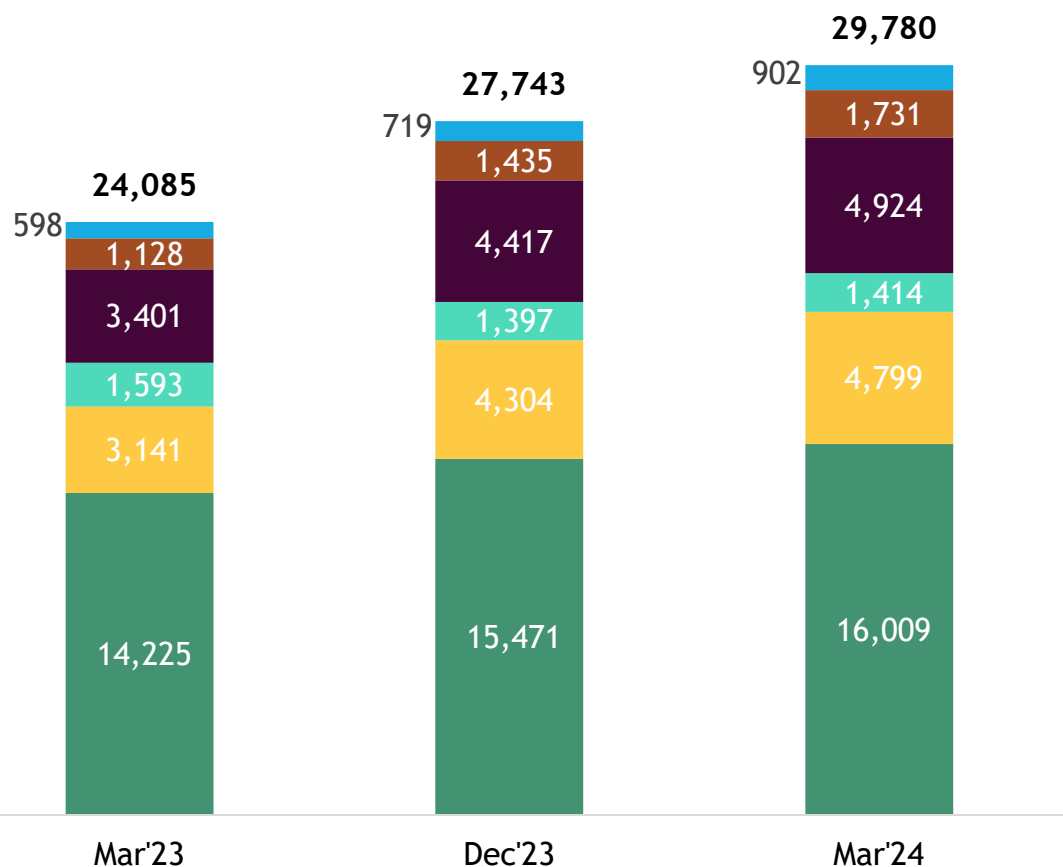




GROWING ACROSS SEGMENTS

Gross Loan Book - Segment wise (₹ in crore)

■ MGL ■ IL ■ MSME ■ AH* ■ FIG ■ Others



Product	% Gross Loan Book	Growth YoY	Growth QoQ
Micro Group Loans	54%	13%	3%
Individual Loans	16%	53%	12%
MSME	5%	(11)%	1%
Affordable Housing*	17%	45%	11%
FIG Lending	6%	53%	21%
Others^	3%	51%	25%
Total	100%	24%	7%

MGL- Micro Group Loans IL- Individual Loans MSME- Micro Small & Medium Enterprise

AH- Affordable Housing (Including M-LAP) FIG- Financial Institution Groups

^Includes Vehicle loan, Gold Loan, Staff Loan, OD-FD, KPC & others

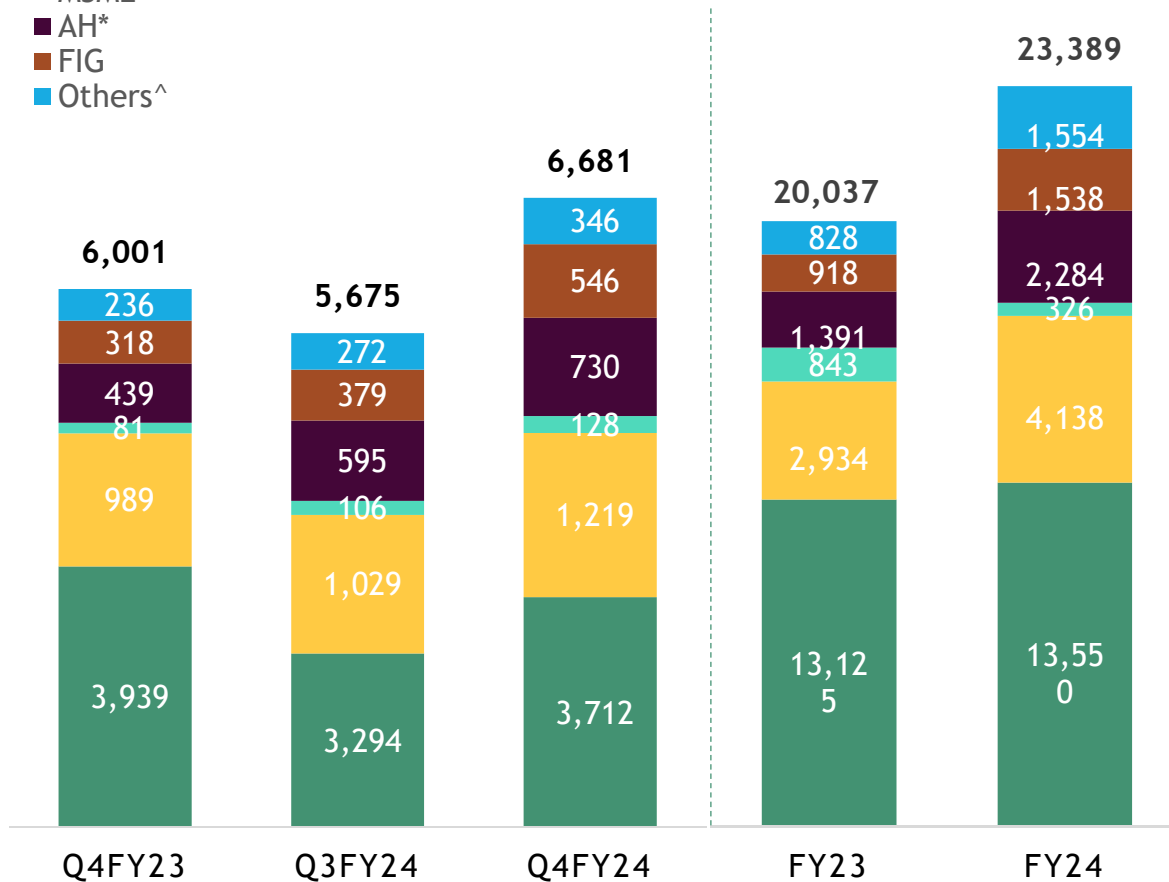
* Includes Micro-LAP



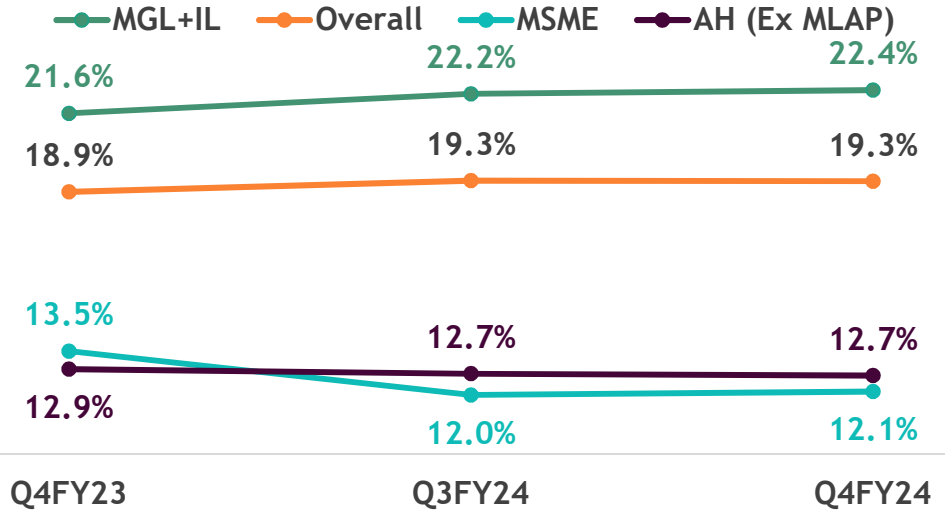
DISBURSEMENT, YIELD AND AVERAGE TICKET SIZE

Product wise Disbursement (₹ in crore)

- MGL
- IL
- MSME
- AH*
- FIG
- Others^



Yield (%) - Segment wise



Average Ticket Size (₹)

Product	Q4FY23	Q3FY24	Q4FY24
Micro Group Loans	55,664	56,534	57,578
Individual Loan	1,31,742	1,32,183	1,35,937
MSME (ex-fintech)	30.6 lakhs	43.4 lakhs	48.0 lakhs
Affordable Housing (Ex-Micro-LAP)	12.6 lakhs	14.1 lakhs	14.2 lakhs

^Includes Vehicle loan, Gold Loan, Staff Loan, OD-FD, KPC & others

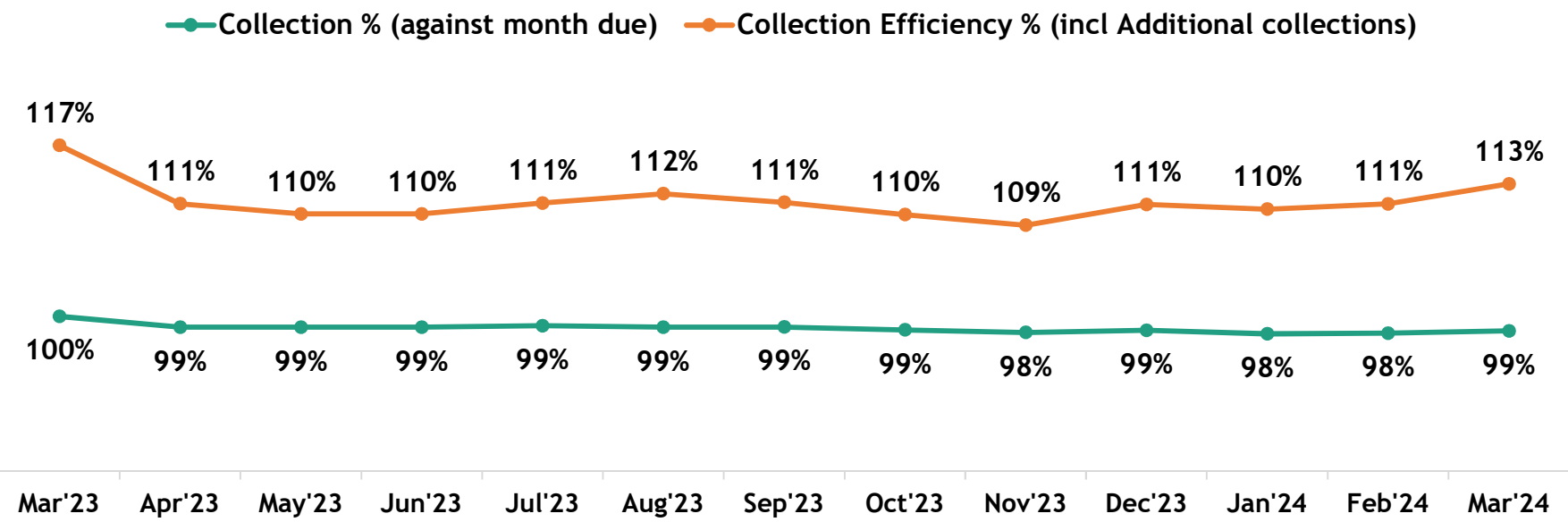
*Includes Micro-LAP



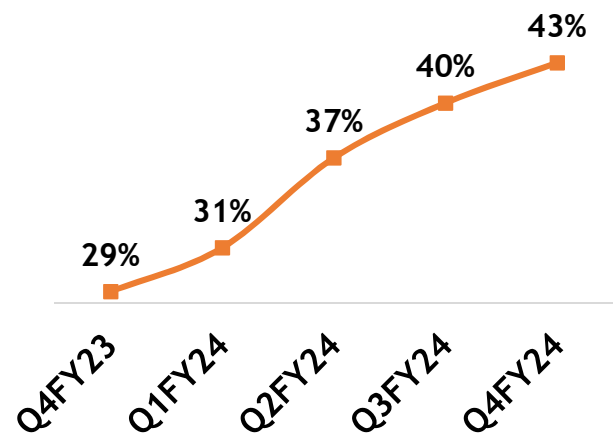
Sustained improvement in asset quality



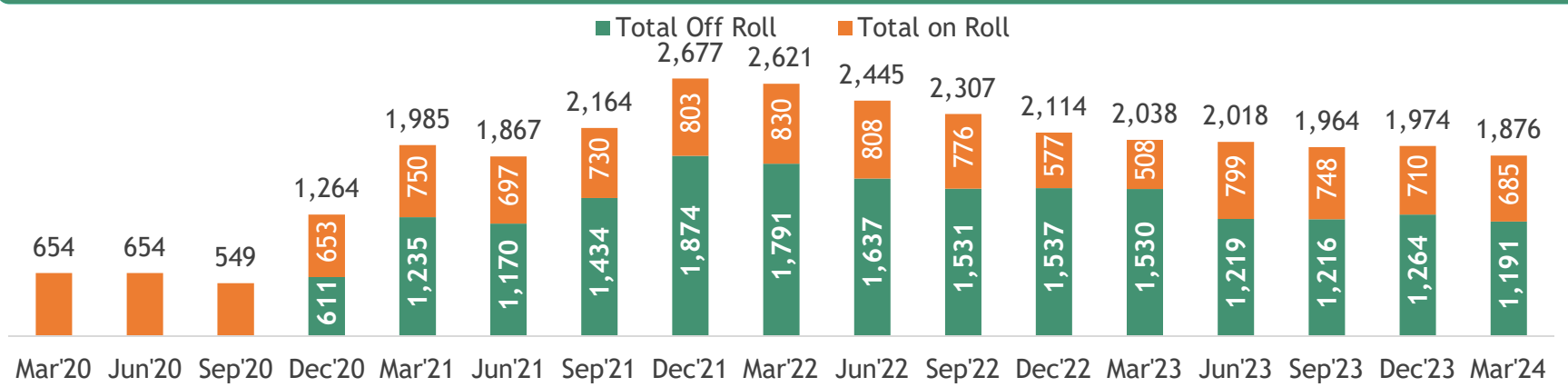
COLLECTIONS SUSTAINING; NDA COLLECTIONS AT ~100%



Cashless MB collections



Well calibrated collections team... (Nos)



- Flexible & multiple modes of collections apart from traditional centre meetings/door-to-door collections
- Introduced various digital modes of repayment
- Expediting legal process for collections in secured book
- Data analytics driven prediction models based on Early Warning Triggers aiding in better collections

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



COLLECTION EFFICIENCY

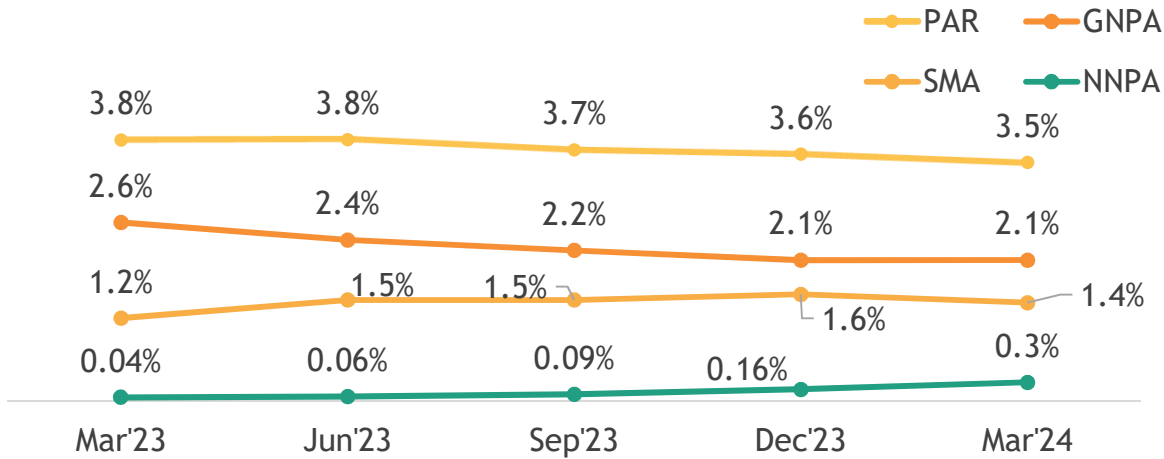
₹ Crore	Jan'24				Feb'24				Mar'24			
Verticals	Due	Collection	%	Additional Collection	Due	Collection	%	Additional Collection	Due	Collection	%	Additional Collection
MGL+IL	1,517.4	1,494.9	99%	129.5	1,547.8	1,525.7	99%	128.0	1,565.1	1,545.6	99%	148.6
Affordable Housing	61.8	60.1	97%	49.6	64.0	62.5	98%	60.6	66.3	64.9	98%	73.5
MSME	23.1	20.7	89%	25.2	23.0	20.7	90%	26.0	22.9	20.8	91%	17.7
FIG Lending	86.7	86.7	100%	0.0	73.4	73.4	100%	0.0	113.7	113.7	100%	12.8
Others	16.5	15.0	91%	2.4	16.4	15.1	92%	2.0	16.5	15.3	92%	2.4
Total	1,705.4	1,677.3	98%	206.7	1,724.7	1,697.4	98%	216.6	1,784.5	1,760.2	99%	255.0

* Including OD collection

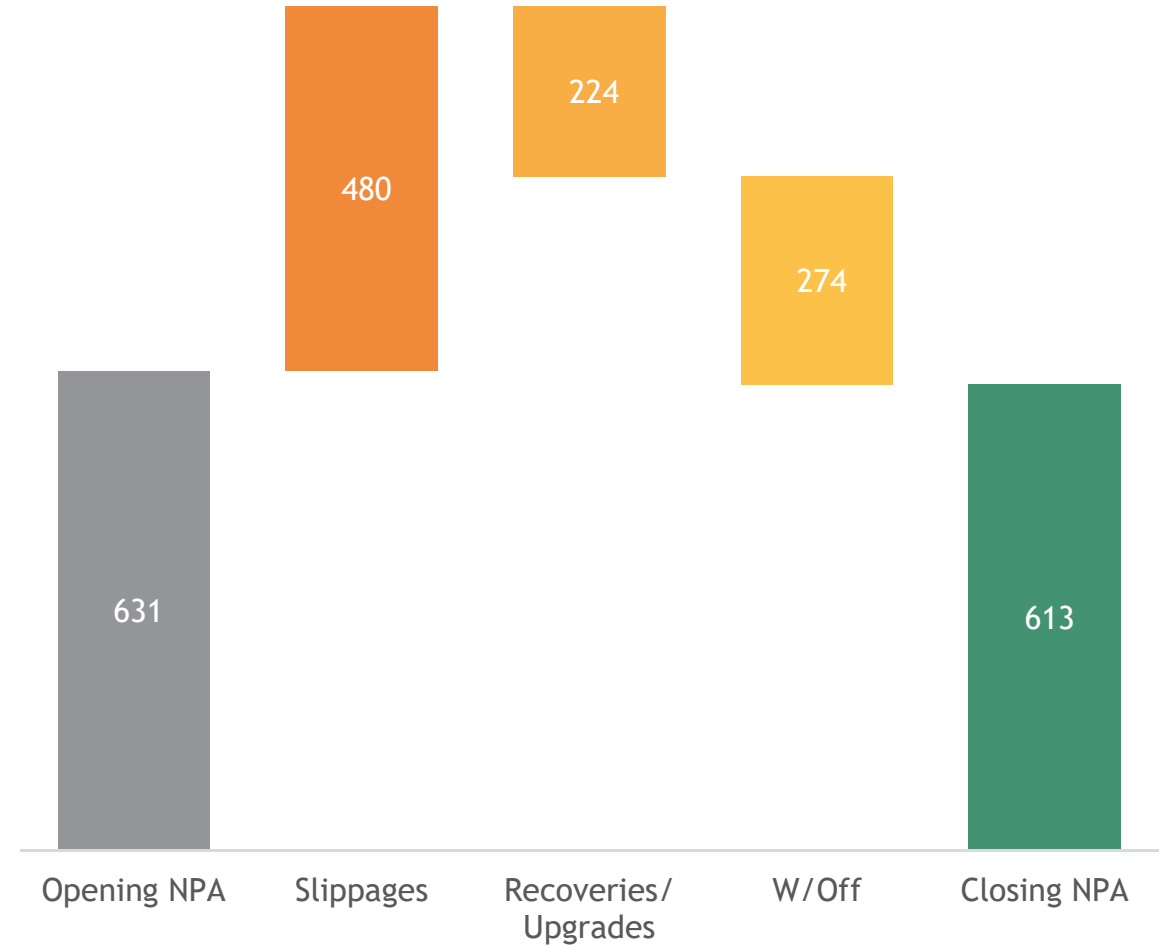
SUSTAINED COLLECTIONS DRIVING BETTER ASSET QUALITY



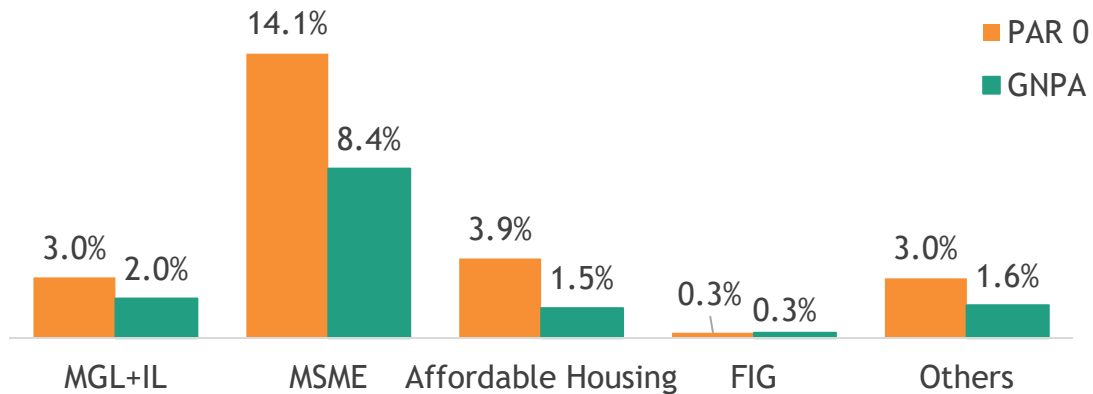
NPA & SMA have shrunk significantly



YTD NPA Movement Table#



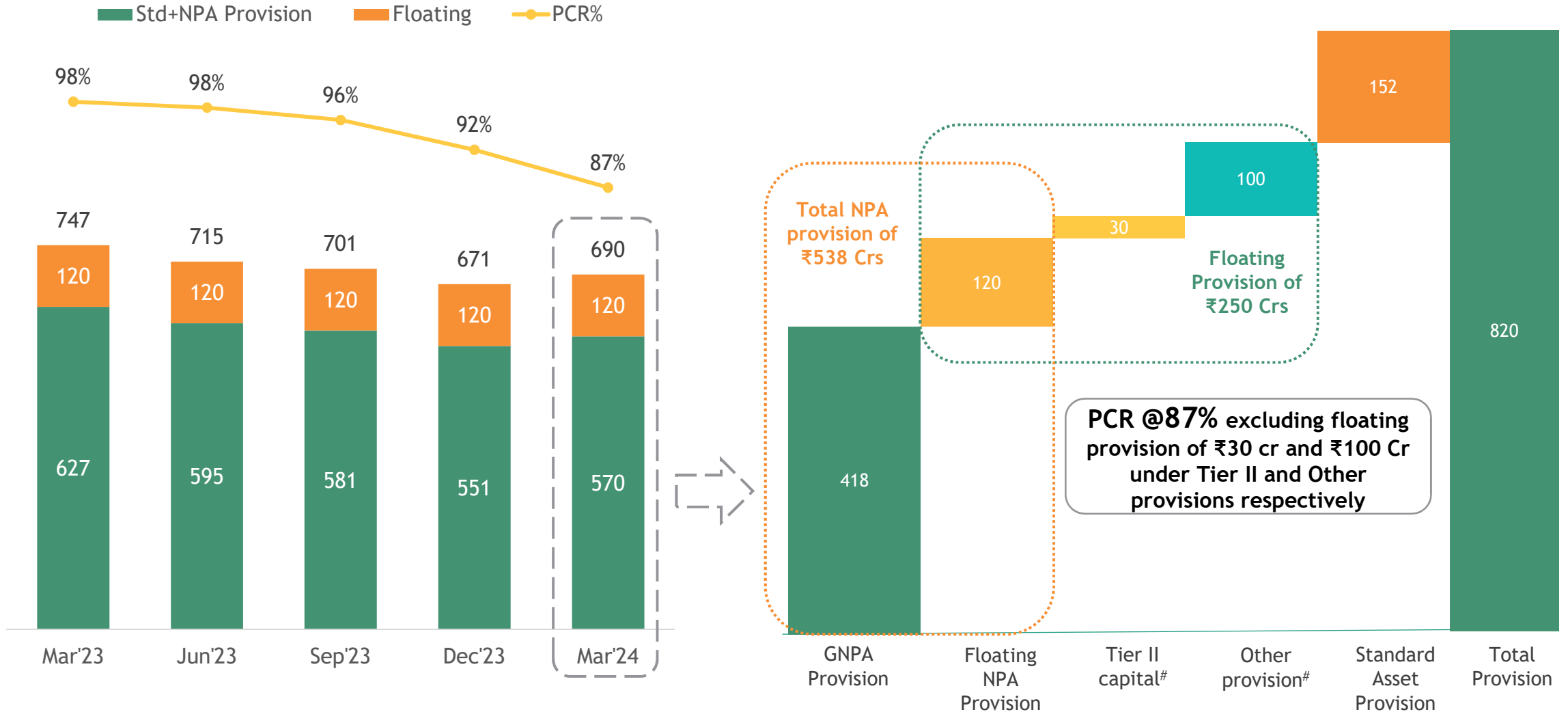
PAR 0 and GNPA (segment wise)





FLOATING PROVISION; CUSHIONING P&L

(₹ in cr)



Floating provision of ₹250 Cr continues to be on books & can be utilized for making specific provisions in future during extraordinary circumstances, with prior approval from the RBI ₹ 30 Cr was moved to Tier II capital in Jun'22 while ₹ 60 Cr, ₹ 10 Cr and ₹ 30 Cr were moved to other provision in Sep'22, Dec'22 and Mar'23 respectively

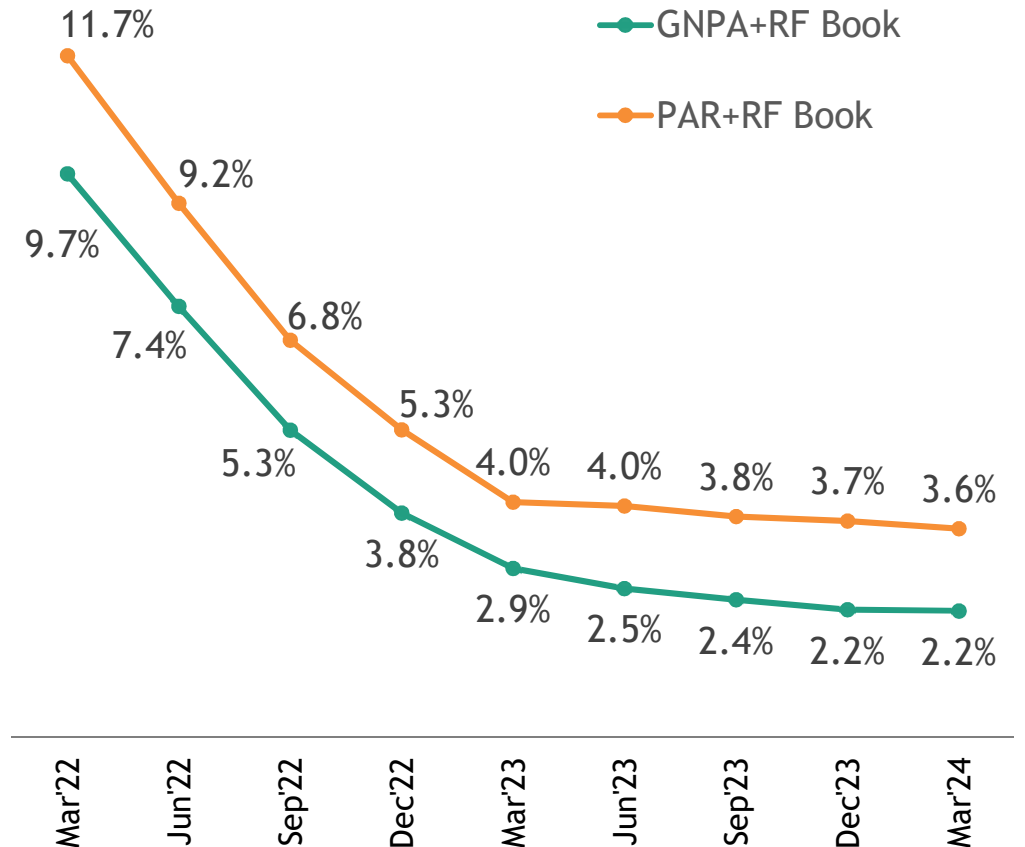


RESTRUCTURED BOOK AT 0.3% OF GROSS LOAN BOOK

Restructured Book

₹ crores	RF 1.0	RF 2.0	Total
Micro Banking (GL+IL)	36	9	45
Housing	6	13	19
MSME	3	33	36
Loan Book	45	55	100
PAR	41	38	79
GNPA	40	30	71
Provisions	41	33	74
Mar'24 Coll. Eff. %			133%

Significant reduction in stress book



* GL/IL Including OD collection

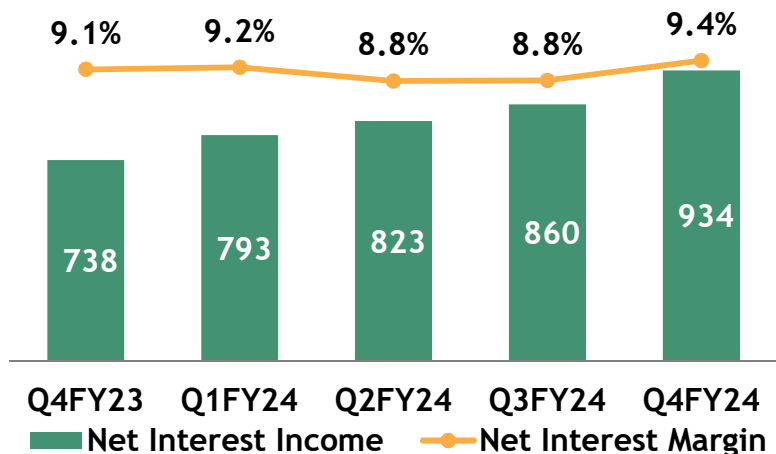


Financial Overview

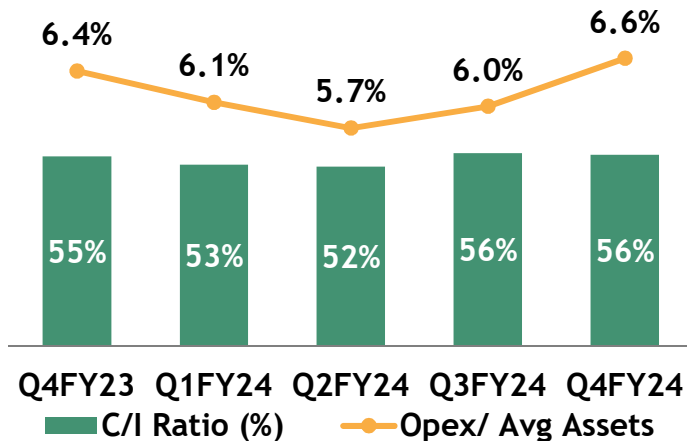


FINANCIAL OVERVIEW

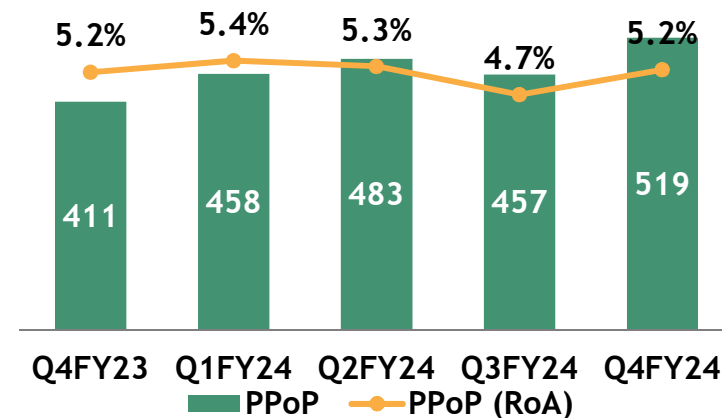
NII (₹ in crore) & NIM*



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

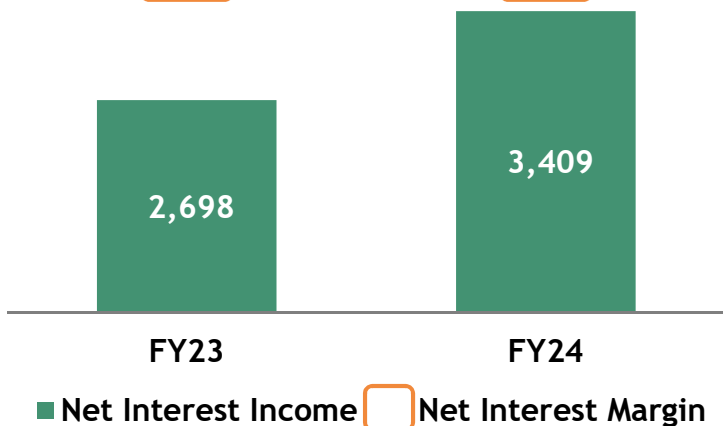


Pre-Provision Operating Profit & PPOp (RoA)



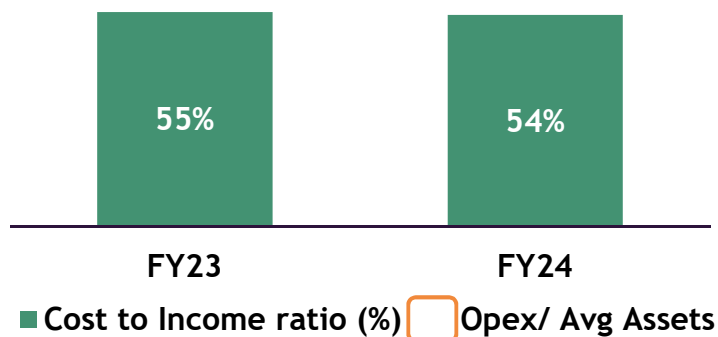
9.5%

9.1%



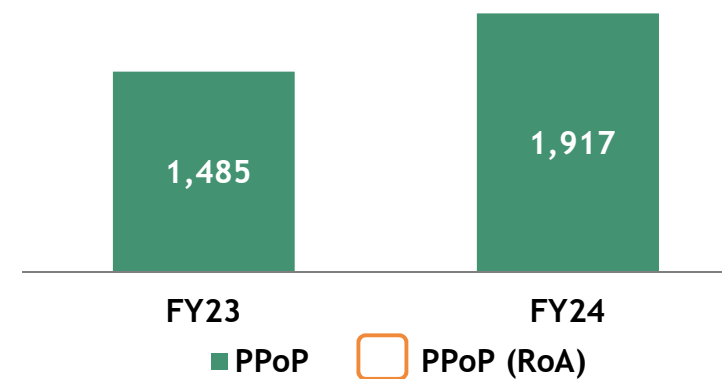
6.3%

6.2%



5.2%

5.2%

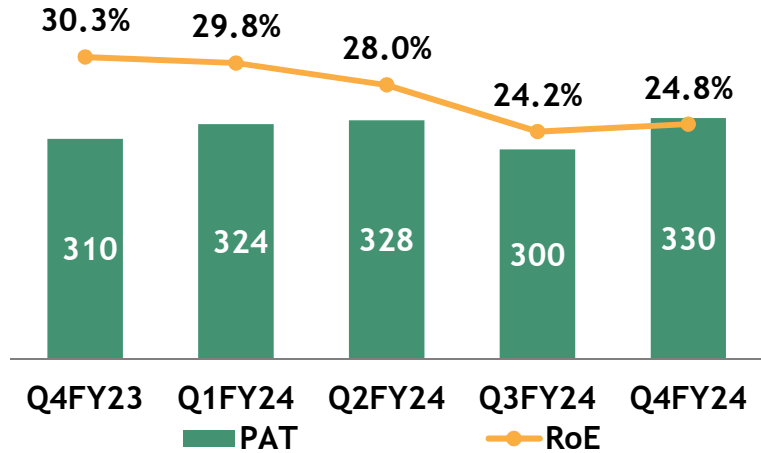


* NIM based on total book including IBPC & Securitization

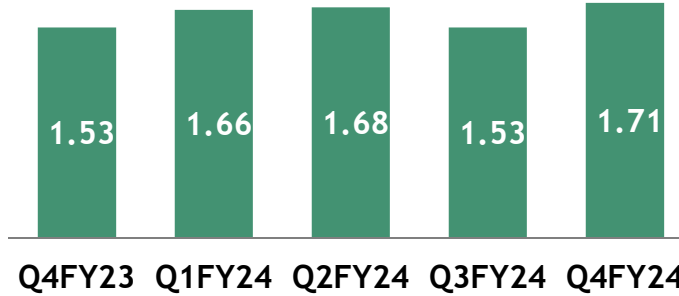


FINANCIAL OVERVIEW

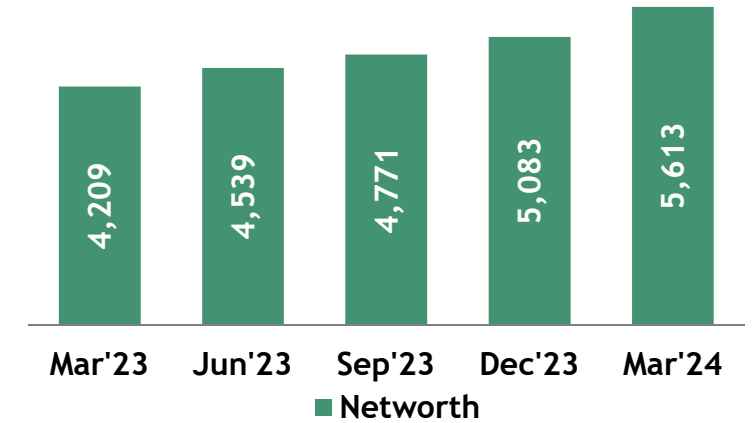
PAT (₹ in crore) & RoE



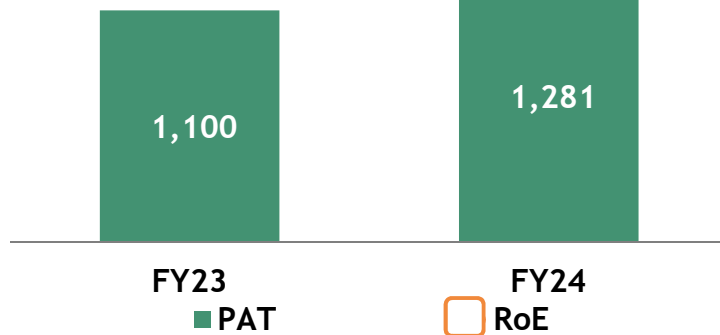
EPS* (₹)



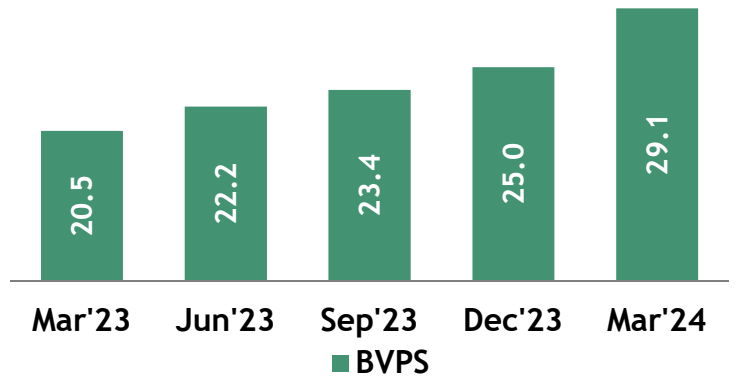
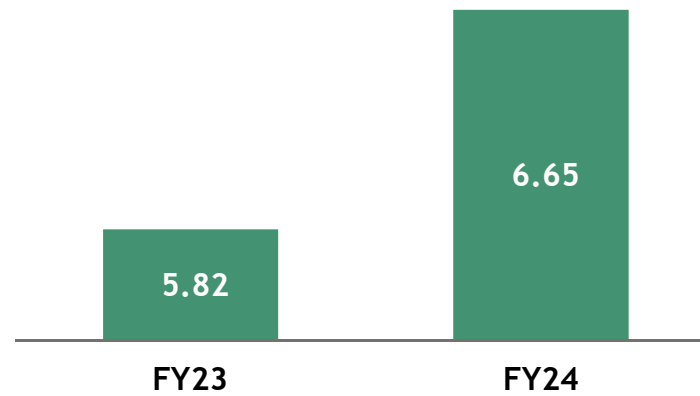
Net worth (₹ in crore) & BVPS (₹)



31.4%



6.65



* Basic EPS



INCOME STATEMENT

Particulars (₹ in crore)	Q4FY24	Q4FY23	YoY Growth	Q3FY24	QoQ Growth	FY24	FY23	YoY Growth
Interest Earned	1,529	1,185	29%	1,471	4%	5,677	4,165	36%
Other Income	236	179	32%	185	28%	787	589	34%
Total Income	1,765	1,364	29%	1,655	7%	6,464	4,754	36%
Interest Expended	595	447	33%	611	(3)%	2,268	1,467	55%
Personnel Expenses	338	262	29%	324	4%	1,220	940	30%
Operating Expenses	313	245	28%	264	19%	1,060	862	23%
Total Cost	1,246	953	31%	1,198	4%	4,547	3,269	39%
Pre Provision Operating Profit	519	411	26%	457	13%	1,917	1,485	29%
Credit cost	79	(2)	NM	63	25%	215	18	1,123%
Other provisions & contingencies	0	(0)	NM	(0)	NM	(0)	0	NM
Tax	110	103	6%	94	16%	421	367	15%
Net profit for the period	330	310	7%	300	10%	1,281	1,100	17%



TOTAL INCOME - BREAKUP

Particulars (₹ in crore)	Q4FY24	Q4FY23	YoY Growth	Q3FY24	QoQ Growth	FY24	FY23	YoY Growth
Interest on loan	1,346	1,037	30%	1,283	5%	4,973	3,708	34%
Int. on investments	179	142	26%	184	(3)%	689	429	61%
Securitization Income	3	6	(42)%	3	9%	15	28	(47)%
Total Interest Earned	1,529	1,185	29%	1,471	4%	5,677	4,165	36%
Processing Fees	88	78	13%	75	17%	304	259	17%
PSLC Income	12	4	213%	3	302%	40	28	46%
Insurance Income	34	15	122%	31	12%	111	44	155%
Bad Debt Recovery	36	45	(21)%	31	14%	141	135	4%
Treasury	12	1	727%	4	229%	24	1	1,564%
Misc. Income*	54	35	56%	41	32%	167	122	36%
Total Other Income	236	179	32%	185	28%	787	589	34%
Total Income	1,765	1,364	29%	1,655	7%	6,464	4,754	36%

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



BALANCE SHEET

Particulars (₹ in crore)	As at Mar 31, 2024	As at Dec 31, 2023	As at Mar 31, 2023
CAPITAL AND LIABILITIES			
Net worth	5,613	5,083	4,209
Capital	1,931	2,157	2,155
Employees Stock Options Outstanding	72	63	51
Reserves and Surplus	3,610	2,863	2,003
Deposits	31,462	29,669	25,538
Borrowings	2,171	3,712	2,614
Other Liabilities and Provisions	1,176	1,066	929
TOTAL	40,422	39,530	33,317
ASSETS			
Cash and Balances with Reserve Bank of India	2,518	1,476	2,305
Balance with Banks and Money at Call and Short Notice	18	392	178
Investments	9,766	10,800	8,510
Advances	26,883	25,620	21,290
Fixed Assets	427	395	283
Other Assets	810	849	750
TOTAL	40,422	39,530	33,317



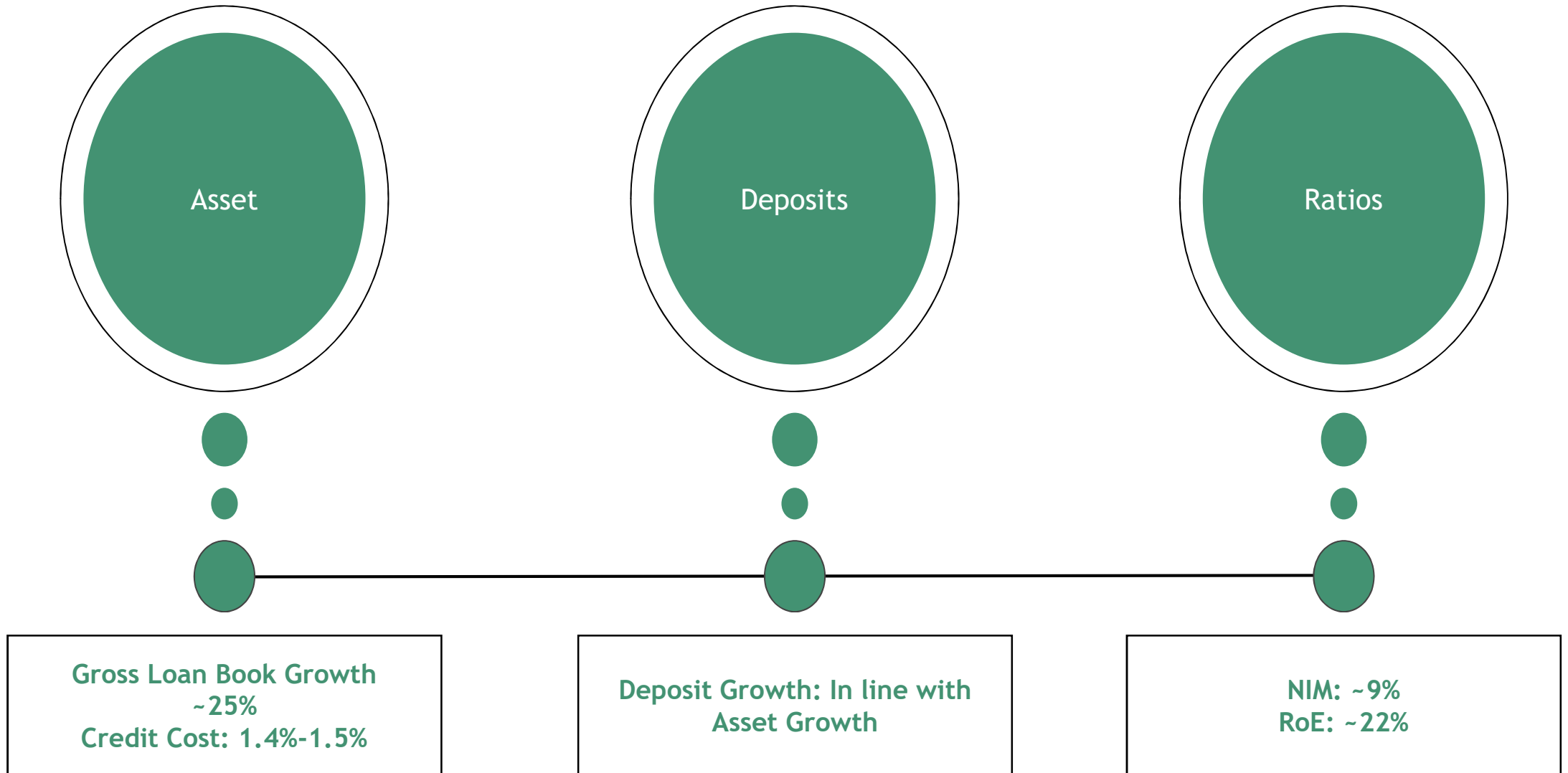
HEALTHY CAPITAL ADEQUACY

(₹ in Crore)	Mar'23	Jun'23	Sep'23	Dec'23	Mar'24
Credit Risk Weighted Assets	16,361	17,012	18,839	20,924	22,829
Tier I Capital	3,712	4,018	4,239	4,597	5,155
Tier II Capital*	511	522	506	503	482
Total Capital	4,223	4,541	4,745	5,099	5,637
CRAR	25.81%	26.69%	25.19%	24.37%	24.69%
Tier I CRAR	22.69%	23.62%	22.50%	21.97%	22.58%
Tier II CRAR	3.12%	3.07%	2.69%	2.40%	2.11%
Floating Provision considered in Tier II out of 250 Cr	30	30	30	30	30

Floating provision of ₹250 Cr created in Jun'21 continues to be on books and can be utilized for making specific provisions in extraordinary circumstances with prior approval of RBI. Including ₹ 250 Cr of floating provision, total provision on gross loan book are at ₹ 942 Cr as of 31st Dec'22 / ₹ 877 Cr as of Mar'23 / ₹ 845 Cr as of Jun'23 / ₹ 831 Cr as of Sep'23 / ₹ 801 Cr as of Dec'23 / ₹ 820 Cr as of Mar'24 For FY 21 - 22 ₹250 Cr was utilized towards NNPA/ PCR calculation;

During June 2022, the Bank had utilized ₹220 Cr for NNPA/ PCR calculation and ₹30 Cr was utilized as part of Tier II capital; As a result of sustained recovery efforts and continued improvement in the Bank's portfolio leading to reduction in GNPA of the Bank, in the current quarter only ₹120 Cr is utilized for NNPA/ PCR calculation, ₹30 Cr has been utilized as part of Tier II capital. The balance ₹100 Cr has been grouped as part of other provisions without utilising the same towards Tier II capital, this amount continues to be earmarked for utilization for NNPA/PCR (as and when required)

GUIDANCE FY25





Ujjivan - Platform for growth

Please refer to [Investor Meet Presentation](#) for more details uploaded on our website, www.ujjivansfb.in



SERVING CUSTOMERS THROUGH MULTIPLE CHANNELS

Multiple delivery channels



Personal & Business Internet banking

- Web-based Business Internet Banking application
- High volume bulk upload facility
- Customizable client centric approval matrix
- Single sign on for all accounts, Easy access to multiple relationships with one app
- Aadhar authentication based password reset option
- Opening of 3-in-1 A/C Demat through internet banking



ATMs

- 596 biometric enabled ATMs including 62 ACRs*
- Customer alerts for each incorrect PIN entry & Green PIN facility 24/7 for PIN change
- Block/unblock debit card & set transaction limits through ATMs
- Supported in 9 regional languages



Web/ Tablet Based Origination

- End to End Digital FD / SB account opening for resident Indians
- Tablet-based customer acquisition for loan products
- Door-step service; faster, easier, better TAT



Phone/ Video Banking

- 24x7 phone banking helpline in 14 Languages
- Digimitra - unique & dedicated customer support for business net banking customers
- VKYC and Video Banking services
- IVR Supported in 9 languages
- Dedicated helpline for NR customers

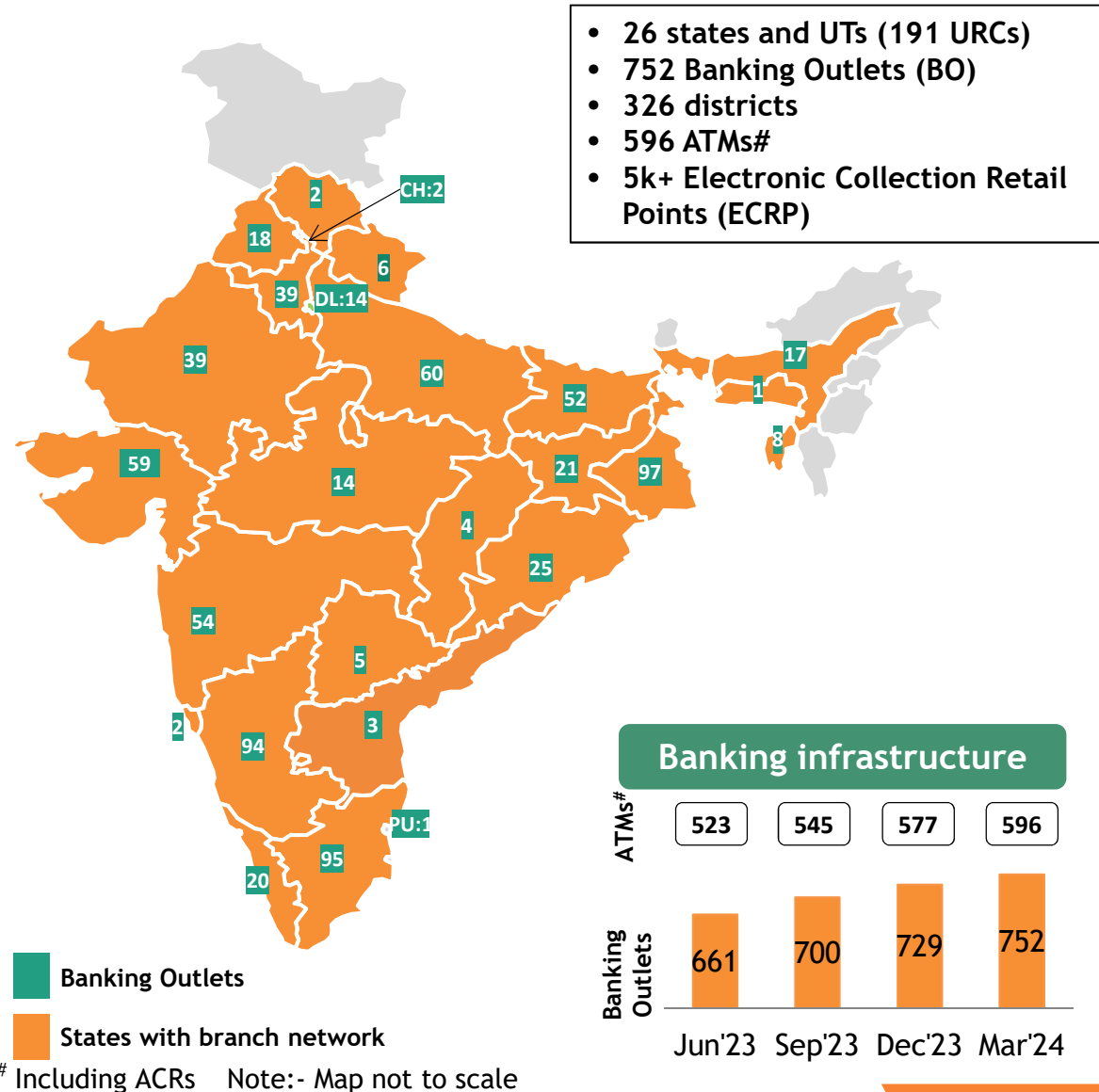


Mobile App Hello Ujjivan

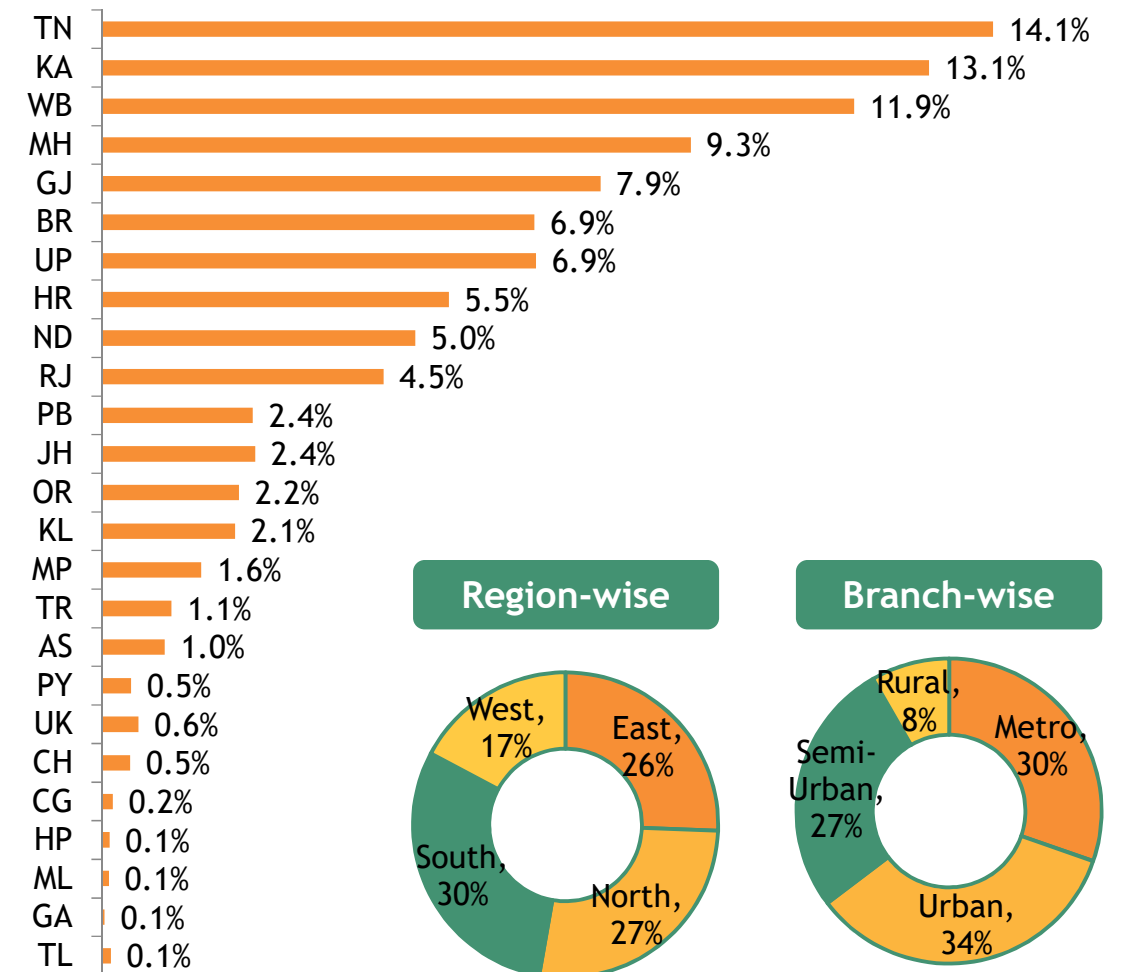
- Available in 9 languages
- Implemented Device Binding for both android and iOS users for making app usage more safe and secure
- Aadhar authentication based password reset
- Hello Ujjivan live on Google Playstore for Android users in Nov'22
- 7.8 Lakh downloads of 'Hello Ujjivan' as on Mar'24 aiding in paperless disbursements, digital repayments and reducing TAT
- Acquired customers in 100+ locations having no branch presence



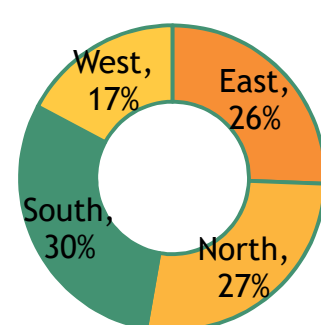
WELL DIVERSIFIED PAN INDIA PRESENCE; ADDED 23 NEW BRANCHES DURING THE QUARTER



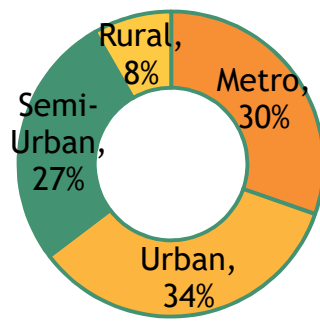
Mar'24 Gross Loan Book (%)



Region-wise



Branch-wise



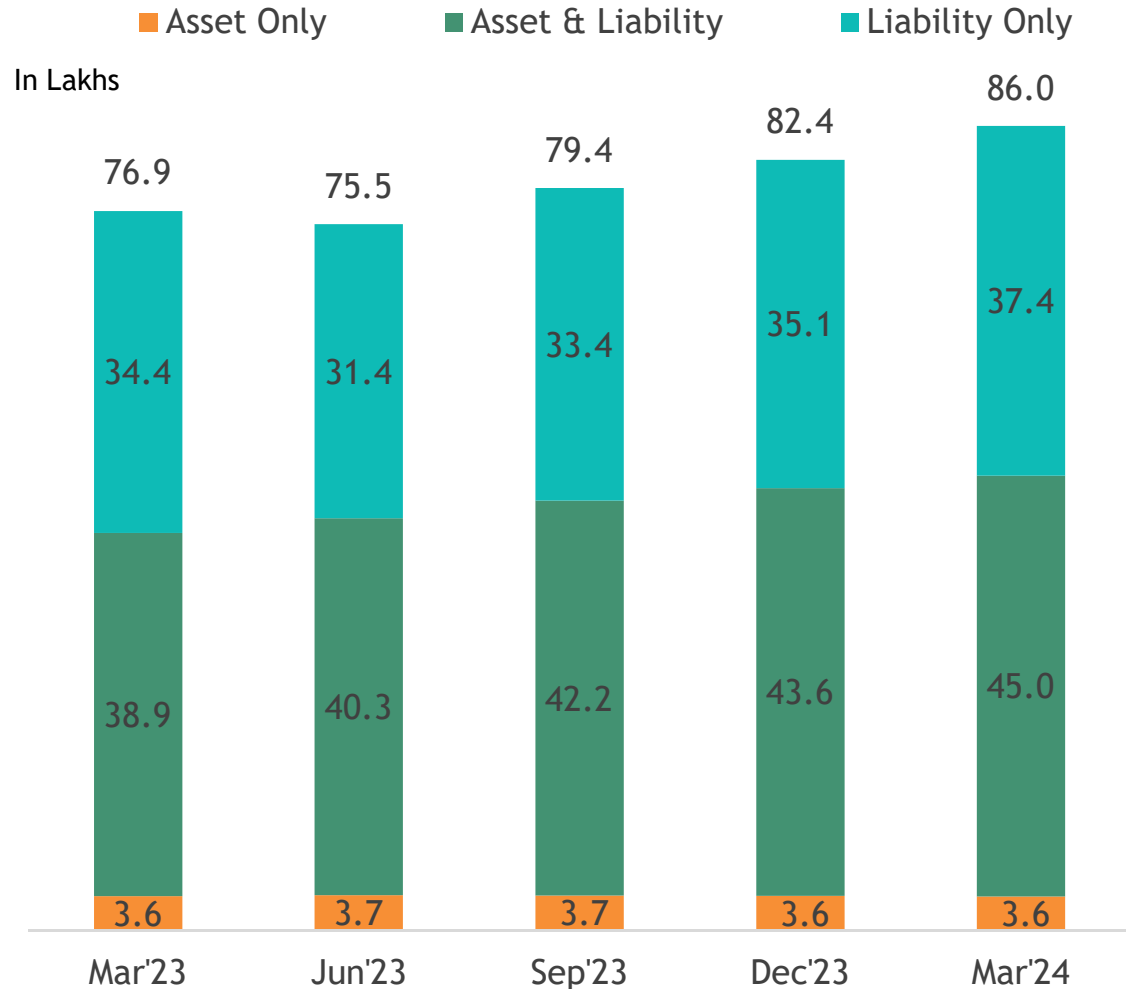
Total Gross Loan Book - ₹ 29,780 Cr*

*Includes IBPC and securitization



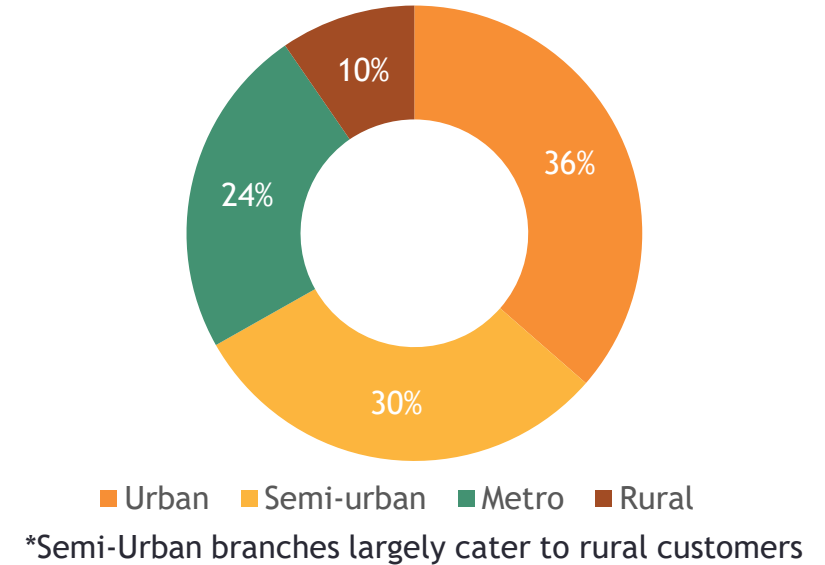
EXPANDING CUSTOMER BASE

Customer Base Growth



~5.4L dormant / inactive accounts closed in Q1FY24

Customer Base - Basis of Branch Classification



- Liability customers grew by 12% YoY
- New customer acquisition continues to be strong
- Net Liability only customer addition at 2.2 lakhs for the quarter
- Borrower base picking up pace with 1.4 lakhs net addition in Q4 vs 1.3 lakhs in Q3



COMPREHENSIVE SUITE OF PRODUCTS & SERVICES



Loan against property
[^] National urban livelihood mission



STRONG INDEPENDENT BOARD (1 / 2)

Name	Education	Experience
Banavar Anantharamaiah Prabhakar <i>Chairman and Independent Director</i>	Commerce graduate, University of Mysore, Chartered Accountant.	Retired as Chairman and Managing Director of Andhra Bank after serving various Banks for about 37 years. Prior to that he served as the Executive Director of Bank of India for a period over 3 years, He also worked abroad for about eight years in two stints at Zambia and U.K. He was the Chief Executive of Bank of Baroda UK Operations.
Ittira Davis <i>Managing Director and CEO</i>	PGDM, Indian Institute of Management, Ahmedabad	International banker with 40+ years of banking experience having worked extensively in the Middle East and Europe. Was previously associated with Europe Arab Bank, Citibank in India and the Arab Bank Group in the Middle East. Joined Ujjivan in Mar'15 to manage the transition to an SFB. He was MD & CEO of UFSL for Jul'18 -Mar'21
Samit Kumar Ghosh <i>Non-Executive Director</i>	MBA, Wharton School of Business, University of Pennsylvania.	Founder of UFSL and served as its MD & CEO. He retired as MD and CEO of Ujjivan SFB on November 30, 2019. He is a Career banker with over 30 years of experience in India & overseas.
Sudha Suresh <i>Independent Director</i>	B.Com (Honors) C.A., Grad ICWA, CS	Finance professional with a rich experience of over two decades in various organizations & a decade as practicing chartered accountant. She is the founding partner of S. Rao & Associates, Chartered Accountants, Bangalore and founder of Mani Capital. She was the MD & CEO (2017-18) and Chief Financial Officer (2008-17) of UFSL
Rajni Mishra <i>Independent Director</i>	M.Com (Gold Medallist), MS University, Vadodara	Career banker for nearly four decades with SBI as well as its associate banks. Handled varied assignments and diverse portfolios, gained exposure in risk management, branch administration, corporate credit, forex treasury etc. She was the chairperson and Independent Director of NCL Buildtek limited, Hyderabad



STRONG INDEPENDENT BOARD (2/2)

Name	Education	Experience
Ravichandran Venkataraman <i>Independent Director</i>	Qualified FCCA (UK), ACMA (UK), Program for CFOs with Wharton Business School	A global leader with a track record spanning 30+ years having worked in India, London and Bahrain. He brings a strong business background and having worked with top Business Leaders in over 100 countries. He is the Chairperson of eVidyaloka Trust, a not-for-profit social enterprise into remote education for rural children in India. Previously, he has worked with HP's Global Business Services, Hewlett Packard, ANZ Bank and Bank Muscat.
Rajesh Kumar Jogi <i>Independent Director</i>	Bachelor of Arts (Economics), Fellow member ICAI, Advanced Management Program from Harvard Business School	Rich work experience of 27 years in Banking industry with a focus on risk management. Previously was associated with Natwest Group (erstwhile RBS Group) and was Chief Risk Officer, India of the Royal Bank of Scotland and subsequently the Country Head of Risk, India for the Group
Anita Ramachandran <i>Independent Director</i>	MBA from Jamnalal Bajaj Institute	HR expert with over 40 years of experience as a management consultant. Began her career with AF Ferguson & Co and has worked in a wide range of areas. Founded Cerebrus Consultants in 1995 to focus on HR advisory services, including Organisation transformation. Has been an Independent Director on various Boards for the last 20 years. She comes with 26+ years of banking experience in Retail Banking and NBFC domains with expertise in leading Business, Banking operations, Credit and People functions. Carol is a key member of the leadership team that laid the foundation and built Ujjivan. She was instrumental in the recognition of Ujjivan as a certified great place to work. She has previously worked with the ANZ group, Bank Muscat and Centurion Bank Ltd. In 2009, she was the recipient of the Financial Women's Association award by Women's World Banking in recognition of her demonstrated professional commitment.
Carol Furtado* <i>Executive Director</i>	Masters in Business Administration (Finance)	

**Ms. Carol has been appointed as an Executive Director effective from May 01, 2024*



KEY GROWTH STRATEGIES

01

COMPREHENSIVE & RELEVANT PRODUCTS

- Entire gamut of asset and liability products to attract new customers and deepen existing customer relationships
- Expand range of third party products and services
- Increase penetration of asset products under Retail, MSME and housing segments

02

FOCUS ON DIGITAL BANKING AND ANALYTICS

- User-friendly digital interface to extend bank's reach and offer a strong banking platform; focus on user adoption with programs like DigiMitra*
- Invest in API platform, innovations, fintech partnerships to widen product offerings/ banking solutions
- Invest strategically to integrate technology into operations to empower customers, reduce costs and increase efficiencies
- Adopt robotic processes to automate operational processes
- Data analytics to be used to offer customized solutions
- Establish bank as a modern technology enabled bank

03

BUILD A STABLE & GRANULAR DEPOSIT BASE

- Improve share of CASA, recurring and fixed deposits by building a sticky deposit base and attracting new customers; focus on retail deposit base to reduce cost of funds
- Selectively open branches in urban areas with large customer base
- Target mass customer acquisition through focused programs

04

STRONG DISTRIBUTION & COLLECTION NETWORK

- Use right combination of physical and digital channels and partnerships to expand reach, banking outlets and infrastructure
- Build a dynamic and strong collection network
- Strengthen alternate delivery channels and encourage customers to move towards a cashless environment

05

CONTINUE FOCUS ON IMPROVING FINANCIAL AND DIGITAL INCLUSION

- Focus on the un-served and underserved segments and educate customers to develop improved financial behaviour
- Maintain transparency, responsibly price loan offerings, effectively redress grievances and ensure disclosures in vernacular languages
- Continue to partner with Parinaam Foundation to enhance financial literacy and develop Kisan Pragati Clubs
- Promote use of bank accounts, UPI and digital payment gateways

06

DIVERSIFY REVENUE STREAMS

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



Annexures

AWARDS & ACCOLADES



BT Best Banks & NBFC Awards 2022-2023
- Best Small Finance Bank
Best Bank in Innovation

19th Annual Banking Technology Conference,
Expo & Citations
- Best IT Risk Management- Winner
- Best Financial Inclusion- Runner Up

India Treasury Summit &
Award
- Treasury Strategy of the
Year



Top 10 Chief Legal
Officers - 2024 by
CEO Insights



Cybersecurity
Initiatives under
Banking Domain by
Stars of the
industry Awards



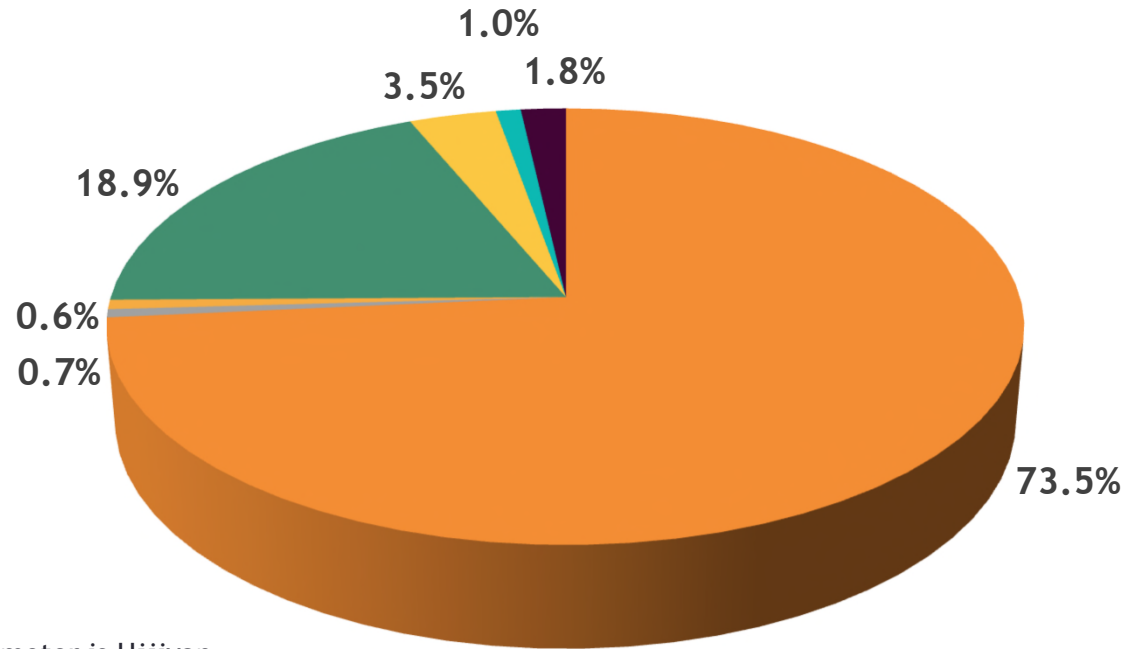
Zero Trust Security
Initiative in
Banking in 3rd
Annual India
Devops Show 2024



SHAREHOLDING PATTERN

Pre-merger (Mar'24)

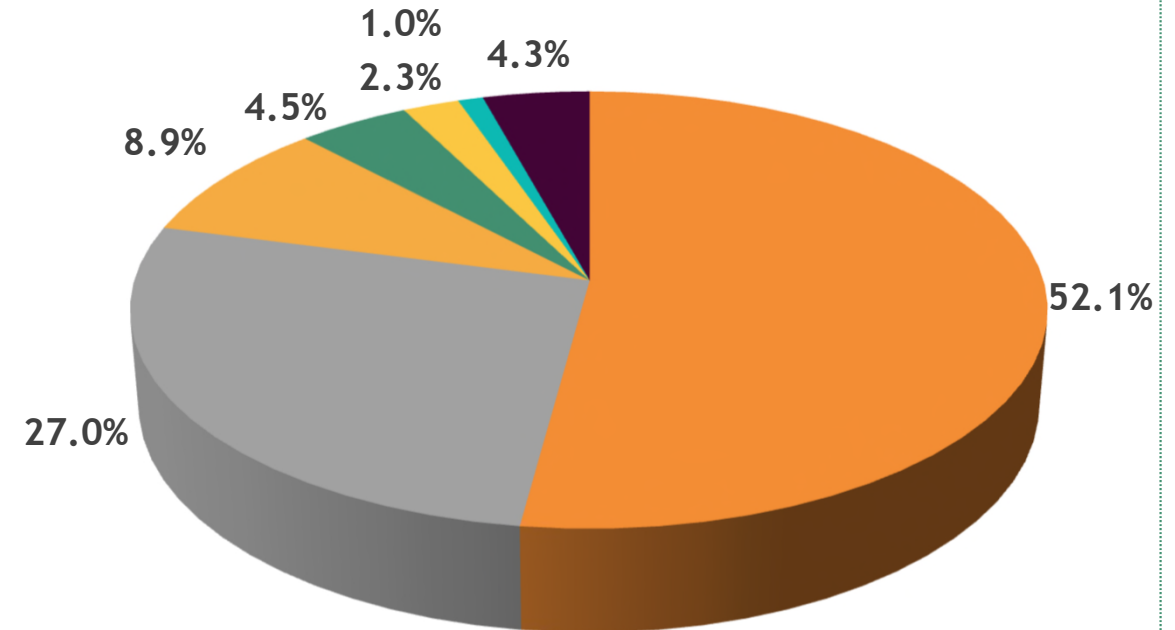
- Promoter*
- Insurance Companies
- Foreign investors
- Others
- MF
- Resident Individuals/HUF
- Alternative Investment Fund



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

Post-merger

- Resident Individuals/HUF
- Bodies Corporate
- Alternative Investment Fund
- Others
- Foreign investors
- Mutual Funds
- Insurance Companies



FINANCIAL LITERACY PROGRAM (FLP)



Diksha+ Pro

1,06,326 customers trained in Diksha+.

90% of the customers were certified

46% Shown interest for different banking products

33% Customers accessed different banking products

19% customers repaid digitally

Chillar Bank

40,037 Cust & Child trained in Chillar Bank

98% of Children attend post enrolment

23% Shown interest for different banking products

17% Customers accessed different banking products

14% customers repaid digitally

22,693 Customers and community people across **174** branches have attended Financial Literacy Camp

FLC for URC Branch



“Pragati” for IL Customers

4,043 customers across **8** branches from Assam has been participated in pilot “Pragati” Financial Literacy Program



BUILDING A BETTER WORLD

See How We Built A Better Society In The Last FY With Our CSR Initiatives

Corporate Social Responsibility

2 Lakhs+ lives impacted

60,000+
women

7,000+
children

32
transgenders

180
Animals

375
differently abled

45
intellectually challenged

Outreach:
24/26 States

Volunteers Engaged:
6494

Alignment with UN Sustainable Goals:
14/17

60 projects executed




27 projects executed by Regional Teams

20 Chote Kadam Projects Lives Impacted : 38691+

Government schools, Anganwadis, & community hospitals were renovated, solar lights installed, and more



6 Livelihood Development projects Lives Impacted : 911

-  75 wheelchairs & motorcycles for the orthopedically disabled
-  500+ BPL/APL youths trained and placed
-  Empowerment of distressed women & more



12 Education projects Lives Impacted : 32,892+

Inclusive education programs for intellectually challenged students, transgenders, digital literacy programmes for government school students & more

5 Disaster relief projects Lives Impacted : 37280+



7 Health care projects Lives impacted : 83,360

Supporting the community hospitals and cancer care hospitals with medical equipment like Dialysis Machines, ICU Monitors & more



Project Swach Neighborhood:

- Projects executed at 183 branches, ROs, & the Corporate Office
- 2,896 trees planted



New thematic areas explored:

Environment:
Water percolation pits for improving the groundwater table

Animal welfare & Affordable energy:
Installation of Solar panels at Animal welfare centre in Odisha

Sports for the underprivileged:
Mary Kom boxing foundation, academic scholarship for transgenders with Buddy4study



ENVIRONMENT, SOCIAL & GOVERNANCE (ESG)



Sustainable Operations

- Waste management
- LED Bulbs in 99 % of offices (Target 75%)

Empowering communities

- Cleanliness drive coverage - cover - Target 100 ; Achieved -183
- Green cover - Target 235 - Achieved 282 (120%)
 - Volunteering - 80% of the target
- 20% of CSR projects in Aspirational Districts / BHIMARU states

Human Capital

- Gender Diversity - 20% Target - 22%
- Employee Training Hours 29 hrs against the target of 30.5 hrs per employee
 - ESG Training module

CUSTOMER CENTRICITY

- Service Index levels - Target 5 points - Actuals - 3-point increase (from 83 - 86)
- Capacity Building for Aajeevan Reach - Target 50% - Actuals - 100% completed

Aspects Cutting Across

- Sustainability Webpage
- TCFD & GRI Disclosure
- Internal DJSI Repeat Assessment
 - Vendor code of conduct
 - Vendor Assessment on ESG

Digital Transformation

E- KYC, Digital repayments, Digital transactions, Account opening @ Non-branch locations, Loan acknowledgements - 219 MT CO2 Emissions savings.

Effective Governance

- ISO Certification
- Contract Management system- 1.8 Lakhs contracts executed through digital platform.
 - Litigation Management Software



THANK YOU

For Investor Queries:
investorrelations@ujjivan.com

