

Q3FY25 INVESTOR PRESENTATION





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- Note: All financial numbers in the presentation are from Audited Financials or Limited Reviewed financials or based on Management estimates.



KEY HIGHLIGHTS - Q3FY25 (1/2)

Gross Loan Book

₹ 30,466 Cr

Up 10% YoY

Dec'23: ₹ 27,743 Cr



Total Deposits

₹ 34,494 Cr

Up 16% YoY

Dec'23: ₹ 29,669 Cr



Retail TD*+ CASA

₹ 25,274 Cr

Up 24% YoY

Dec'23: ₹ 20,389 Cr



GNPA/NNPA

2.7%/0.6%

Up 63 bps/Up 39 bps YoY

Dec'23: 2.1%/0.2%



CRAR

23.9%

Down 47 bps YoY

Dec'23: 24.4%



Employees

24,293

Up 11% YoY

Dec'23: 21,796



* Note: Retail TD are TDs below ₹ 3 Crs; ** Floating provision of ₹250 Cr (NPA provision: ₹ 170 cr; Other provision: ₹ 50 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 FINANCIAL HIGHLIGHTS - Q3FY25 / 9MFY25

	Q3FY25 Vs Q3FY24	9MFY25 Vs 9MFY24
 NII	₹887 Cr Up 3% Vs ₹ 860 Cr	₹2,772 Cr Up 12% Vs ₹ 2,476 Cr
 NIM	8.6% Down 18 bps Vs 8.8%	9.0% Up 7 bps Vs 8.9%
 PPOp	₹359 Cr Down 21% Vs ₹ 457 Cr	₹1,329 Cr Down 5% Vs ₹ 1,399 Cr
 PAT	₹109 Cr Down 64% Vs ₹ 300 Cr	₹643 Cr Down 32% Vs ₹ 952 Cr
 RoA	1.2%^{\$} Down 188 bps Vs 3.1%	2.1%^{\$} Down 142 bps Vs 3.5%
 RoE	8.8%^{\$} Down 1,547 bps Vs 24.2%	15.2%^{\$} Down 1,207 bps Vs 27.3%

^{\$} Adjusted for accelerated provision of ₹ 30 crore

KEY HIGHLIGHTS



❖ Asset Book:

- ❖ Secured loan book at 39% of total book as of Dec'24; Secured book grew by 52% YoY
- ❖ Healthy growth witnessed in Affordable Housing, FIG, MSME book and in new product lines like Micro Mortgage, Vehicle Loans and Gold Loans
- ❖ Group and Individual Loan business has started showing green shoots and volumes expected to pick up from Q4FY25
 - ❖ Market share stable at 3.95% for Group Loan as on Sep'24
 - ❖ Re-evaluation of loan pricing has been carried out to remain competitive - one of the most competitive amongst major MFI lenders

❖ Asset Quality and Credit Cost:

- ❖ Closely monitoring asset quality - ARC transaction of ₹ 270 Cr done in Nov'24 and accelerated provision taken of ₹ 30 Cr in Q3
- ❖ Velocity of PAR addition has come down but the credit cost may peak in upcoming quarter
- ❖ Bank's matrices in Group Loan & Individual Loan are better than industry

❖ Deposit and Liquidity:

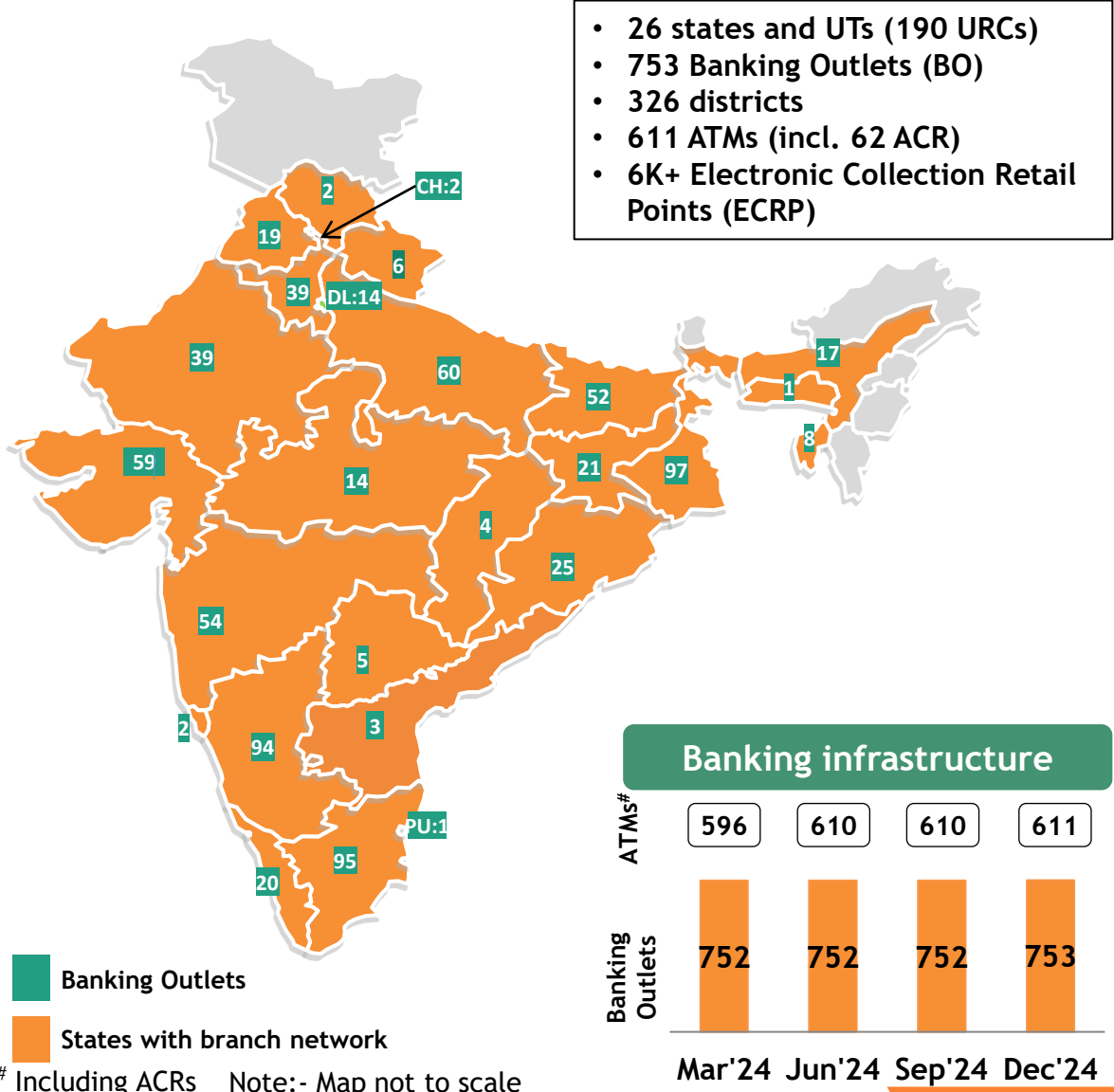
- ❖ Deposits growing in line with Asset Book with CD ratio maintained below 90%
- ❖ Managing Liquidity - LCR% stable at 130%; CoF% at 7.57% increased by 6 bps sequentially
- ❖ HNI - Navratna Segment approx. ₹4,200 Cr is seeing healthy traction with Total Relationship Value improving by 29% YoY

❖ Transition to Universal Bank:

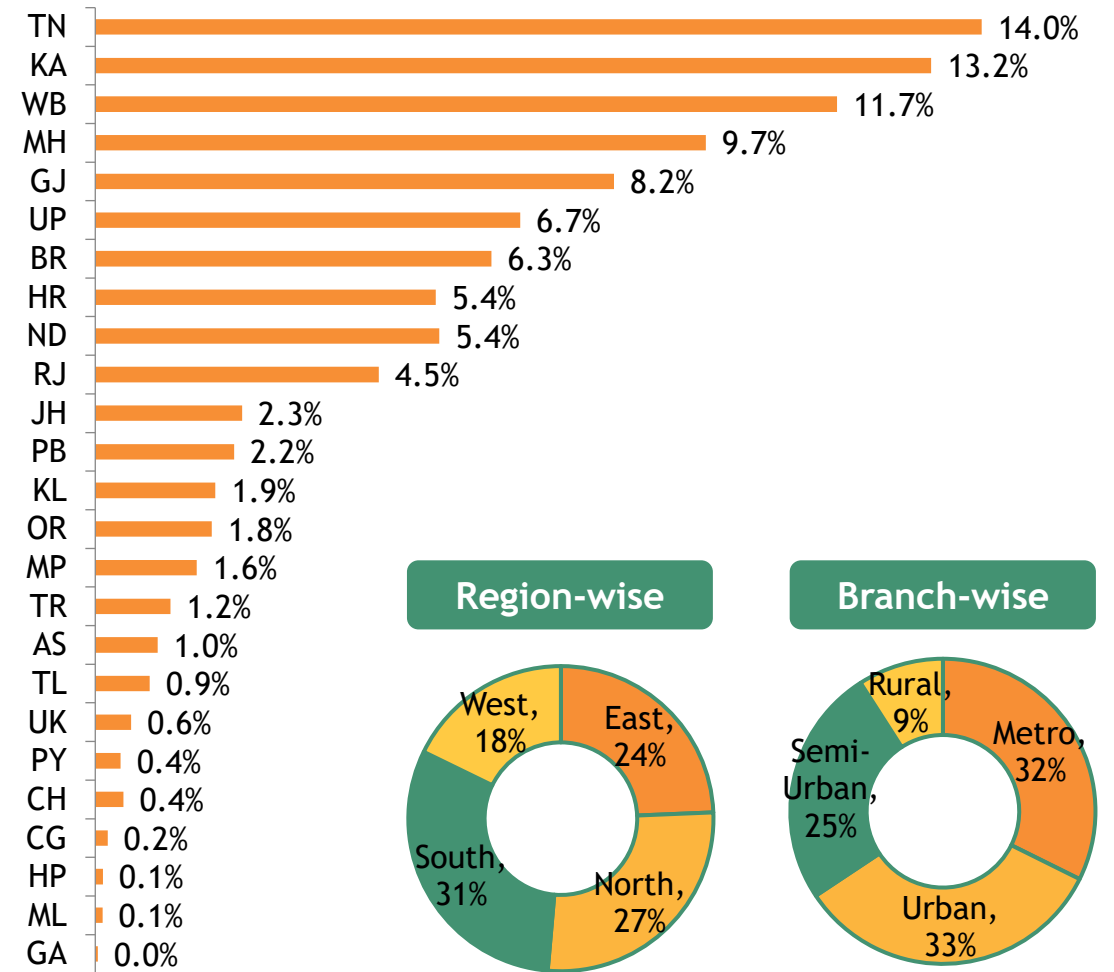
- ❖ Planning to apply for the Universal Banking License in Q4



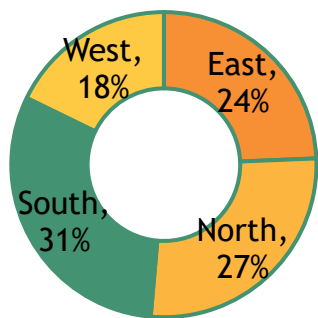
WELL DIVERSIFIED PAN INDIA PRESENCE



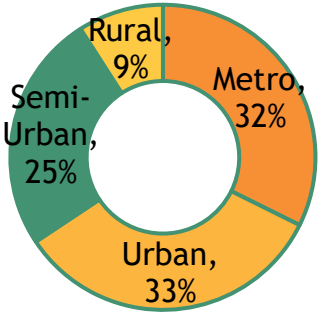
Dec'24 Gross Loan Book (%)



Region-wise



Branch-wise



Total Gross Loan Book - ₹ 30,466 Cr*

*Includes IBPC and securitization

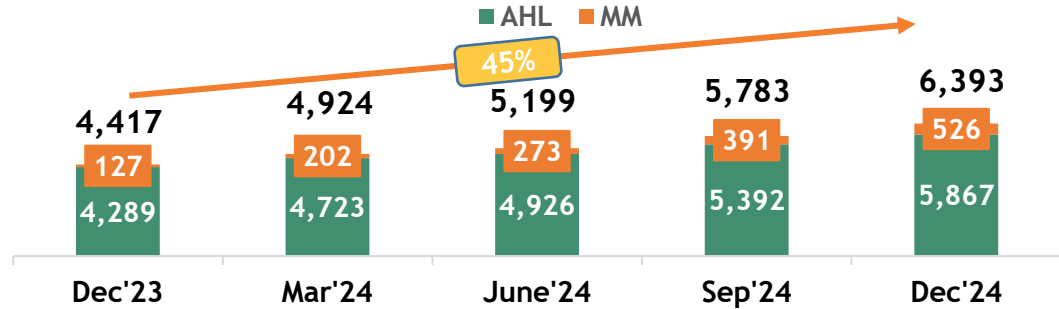


Secured Products: Overview

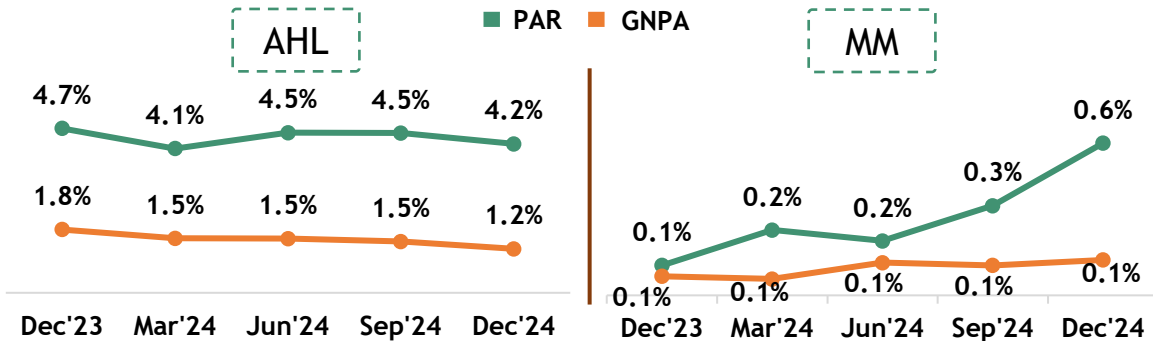
DRIVERS OF SECURED BOOK GROWTH -AFFORDABLE HOUSING



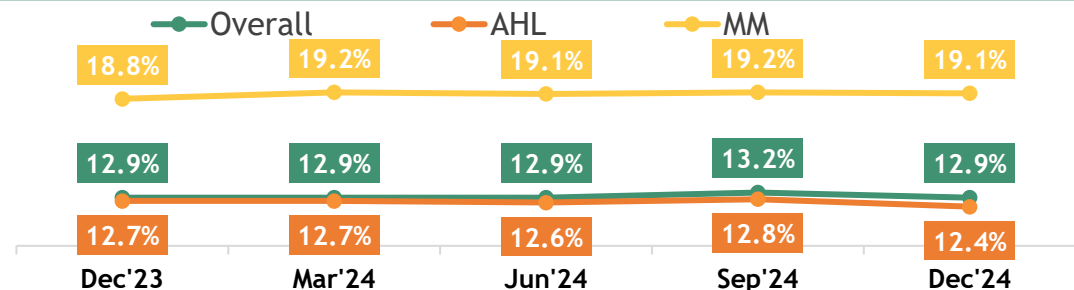
Affordable Housing Segment Book Growth (₹ in Crore)



Asset Quality (%)



Yield (%)



*AHL-Affordable Housing Loan, MM- Micro Mortgages

Business Highlights

- PAN INDIA Presence - 550+ Branches | 22 States | 16 Retail Asset Centre
- Customer Segmentation - Self Employed (44%) & Salaried (56%)
- Average Ticket Size Overall - 11.7L | AHL - 15.1L | MM - 5.8L
- Average LTV maintained at 49% | AHL - 50% | MM - 42%
- Average FOIR for all loans are maintained below 60% for the vertical

Enablers of Growth

- Robust customer retention model with dedicated team
- Focused & Tailor made approach towards all income segments providing optimal pricing
- Fairly diversified book across the states to mitigate risk
- Wide product suite catering to varied financial needs ranging between ₹3lakhs - ₹75lakhs
- Multi Modal Sourcing strategy ensures quality pipeline
- Digital & paperless onboarding enables us to have a competitive TAT of 7 -9 days from origination
- State level Collateral Policy to cater to Tier-II and Tier-III market requirements
- Centralized Credit Processing unit for salaried customers
- Multiple customer engagement and servicing platforms apart from Branch
- Extensive usage of Data & Analytics to enhance productivity, improve cross-sell & identify early warnings



DRIVERS OF SECURED BOOK GROWTH - MSME

Dedicated lines of business offering full stack financial services to MSMEs



Loan Against Property (LAP) - Vintage Business with mix of Semi-formal and Formal MSMEs

Goal: to scale book growth and build funnel of prospective WC customers

Products: Long Term LAP, LRD, DLOD



Working Capital (WC) - New Line Of Business for Formal MSMEs

Goal: to be a one-stop for MSMEs financing needs, while building complementing Liability book

Facilities: Short Term Fund Based - OD/ CC, WCDL, Non-Fund - BG



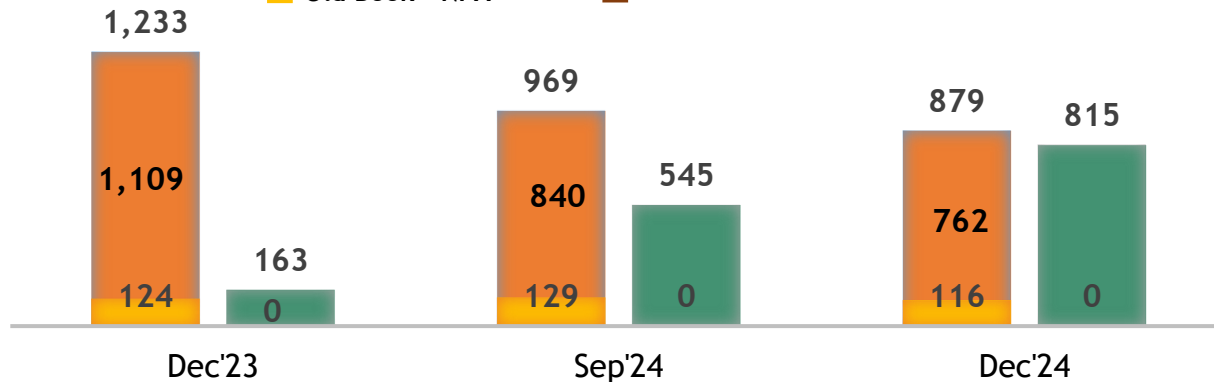
Supply Chain Finance (SCF) - New Line Of Business for Formal MSMEs

Goal: to meet urgent funding requirements of MSMEs by unlocking funds held up in supply chain

Facilities: Ultra-Short Term anchor-led Dealer and Vendor Financing

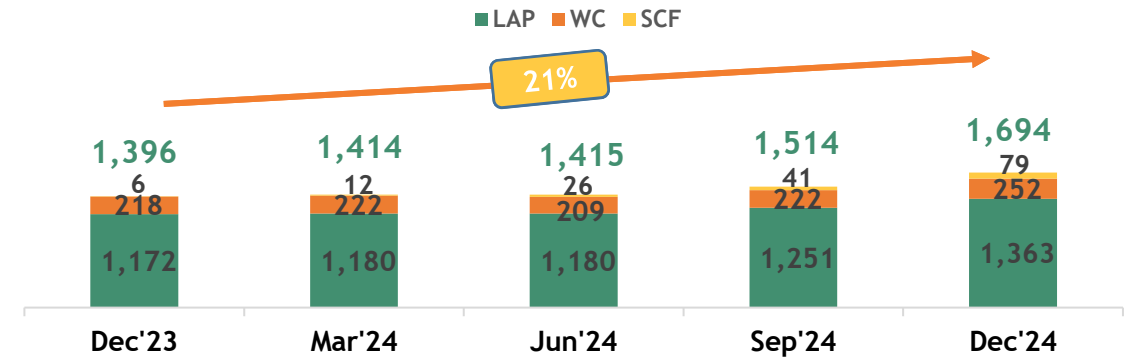
Asset Quality - New Book at NIL NPA (₹ in Crore)

Old Book - Standard New Book - Standard
Old Book - NPA New Book - NPA



- New Book post revamp (since Apr'23) has Nil NPAs
- Share of New Book is now 48% of Overall MSME Book
- Asset Quality:
 - PAR(%) – Reduced from 15.5% in Dec'23 to 8.8% in Dec'24 on overall book
 - NPA(%) – Improved from 12.5% in Dec'23 to 6.9% in Dec'24 on overall book

MSME Segment Book Growth (₹ in Crore)



Highlights

- Growing contribution from WC & SCF business - Non LAP products share 20% (Dec'24) vs 16% (Dec'23)
- Healthy Average Ticket Size - LAP at ₹ 55 Lakhs ; WC + SCF at ₹ 95 Lakhs
- Improving internal sourcing - Self origination & Branch referral share of 42% (YTD Dec'24)
- Present in 254 Branches pan India, footprint planned for expansion in FY26

Enablers of Growth and Stability

Digital Underwriting

Dedicated LOS for LAP and WC businesses | Automated CAM with GST, Banking, ITR fetch

Analytics & Digital Interventions

Enhanced productivity | Increased Cross Selling & Up selling opportunities

EWS and Monitoring

Automated Early Warning System | Enable proactive risk identification and timely correction



DRIVERS OF SECURED BOOK GROWTH - NEW PRODUCTS

Vehicle Finance



Target Segment: Focus on Tier II and Tier III markets, primarily serving salaried & self-employed customers seeking 2W finance



Products: Currently financing 2W & commuter vehicles; and plan to introduce mid - premium 2W & Used car financing in FY26



Geographical Presence: Operational in 231 branches across 10 States with major business coming from East at 48%



Sourcing: Around 90-95% of our sourcing is from open market i.e. NTB customers



Enablers: Quick upfront decisioning backed by robust scorecard; Integrated LOS application which acts as 1 stop solution for customer onboarding; Leveraging strong customer base to dive pre-qualified loans



Business Performance

- **Loan Book** at ₹ 375 Cr with a growth of 155% YoY / 43% QoQ
- **Yield:** ~ 20%
- **Asset Quality:** NPA < 2%

Gold Loan



Target Segment: Focusing on unorganized market where Customers seek loans for agri and allied activities, small businesses



Products: Bullet, Monthly Interest Scheme and EMI repayment based loans



Geographical Presence: Gold Loan is offered from 198 branches, with 56% of business contributed by South;



Sourcing: 80% of business is generated by Gold Loan team with around 20% coming from referrals from Branch Banking and Microfinance team; ETB vs NTB customers stands at 77% vs 23%



Enablers: Geographical expansion in North and East to get 1st mover advantage; Enhanced product offering catering to affluent segment; Mobility solution enabling on-field customer onboarding



Business Performance

- **Loan Book** at ₹ 115 Cr up 85% QoQ, with YTD disbursement at ₹ 134 Cr
- **Yield:** ~14%
- **Asset Quality:** NPA NIL

Secured Agri



Target Segment : - Aspirational Individual Loan, Livestock farmers, Progressive farmers with varied income sources



Products: Capital assistance as overdrafts for crop cultivation and consumption ; term loan for farm investments



Geographical presence - Present in 210 branches across 10 States



Sourcing - Open market (75%); Balance (25%) viz Individual loan customers requiring capital for scaling up live stock and crop cultivation and Customers from CASA base for cross-sell and balance transfer takeovers



Enablers - Focusing on uncontested territory in hinterland; Customized approach to cater to upstream and downstream Agri Community



Business Performance

- **Loan book** of ₹ 195 Cr with a growth of 217% YoY / 44% QoQ
- **Yields:** ~14.0%
- **Asset Quality:** NPA < 1%

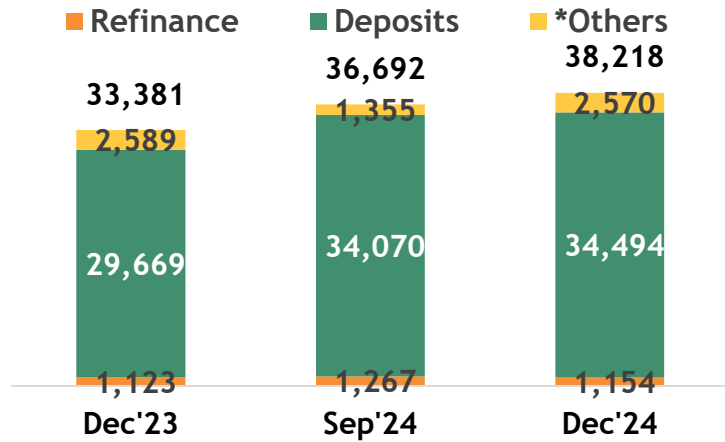


Liabilities: Driving Retail Deposit Base

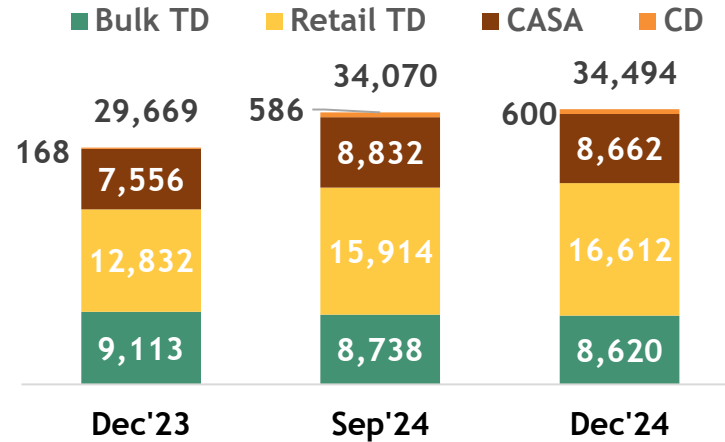


HEALTHY DEPOSIT GROWTH WITH RETAIL AT FOREFRONT

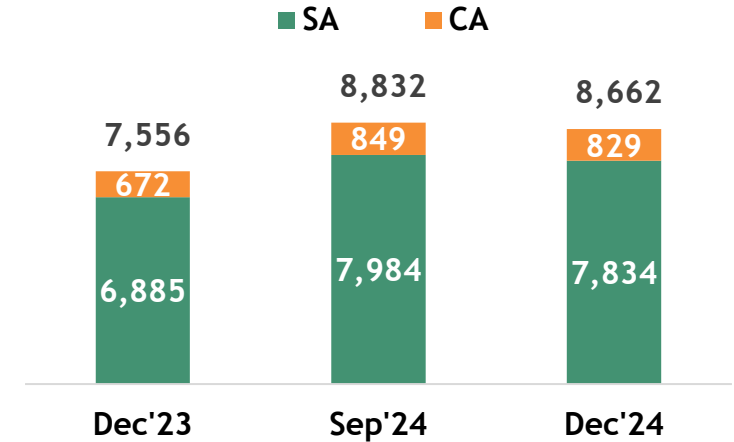
Total liabilities profile (₹ in Crore)



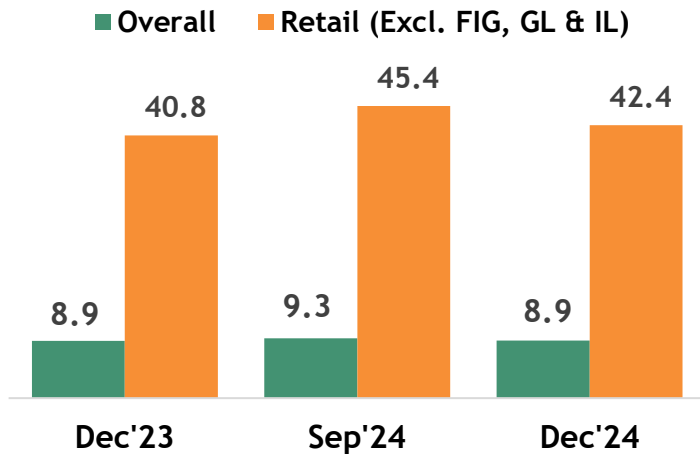
Deposits break-up (₹ in Crore)



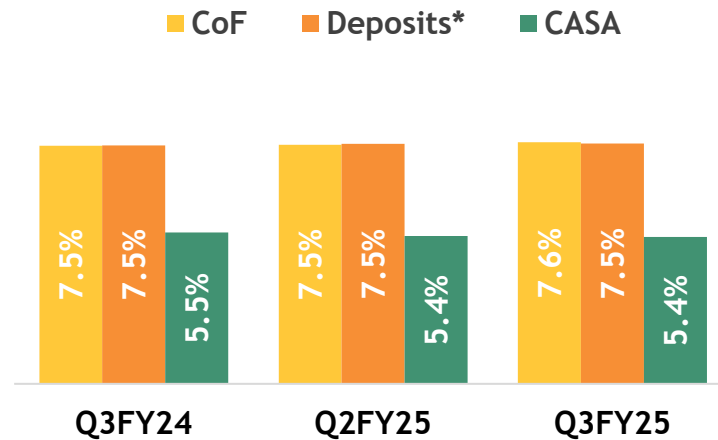
CASA break-up (₹ in Crore)



Average SA Balances (₹ in '000)



Cost of funds[#]



- ❖ Average daily LCR at 130 % for Dec'24
- ❖ Credit To Deposit Ratio: 87.7% as of Dec'24, adjusted for IBPC/ Securitization book (88.3% including IBPC/Securitization)
- ❖ Ratings - CRISIL A1+, (₹ 2,500 Cr certificate of deposits); CARE AA- (stable) (Long term bank facilities, ₹ 10,000 Cr Fixed Deposits)

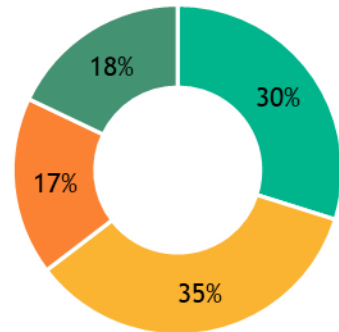
* Others includes Money markets, Term loans, Sub-debt
[#]Cost of Blended Deposits - TD + CA+ SA; # On Book + off Book

[^] TD: Term Deposits, CASA: Current Account, Savings Account;

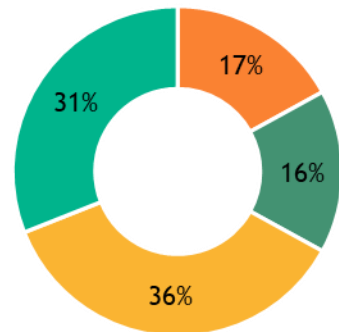


WELL-DIVERSIFIED DEPOSIT MIX

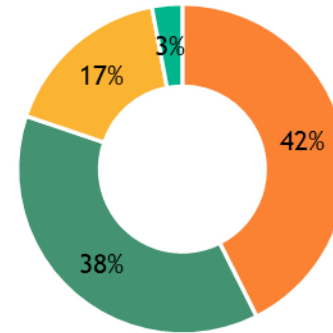
Region-wise deposit mix



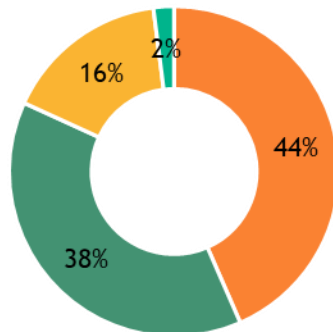
East West North South



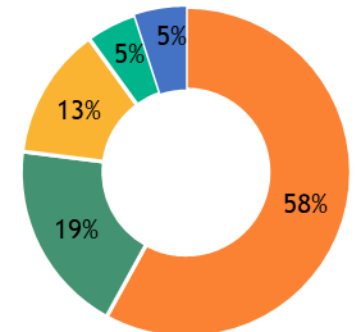
Branch classification wise deposit mix



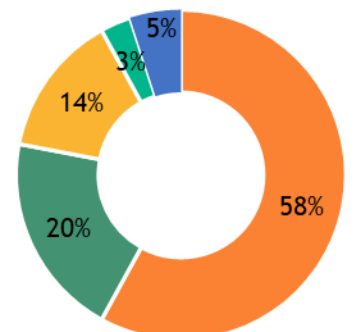
Metropolitan Urban Semi Urban Rural



Segment wise deposit mix



Individuals Banks Corporate Govt. TASC



Deposits from individuals continues to grow with our focus on building granular deposit base, with concentration below 15% in each state

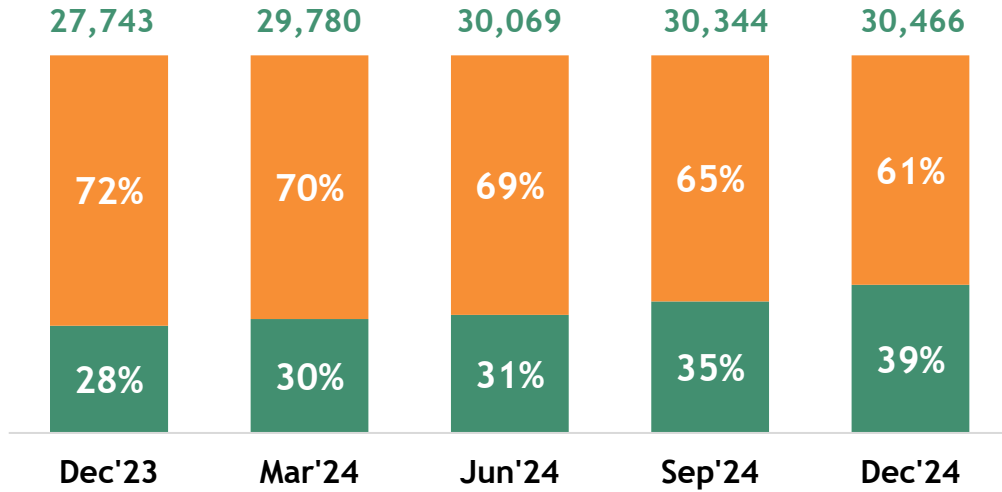


Assets: Well-diversified Growth

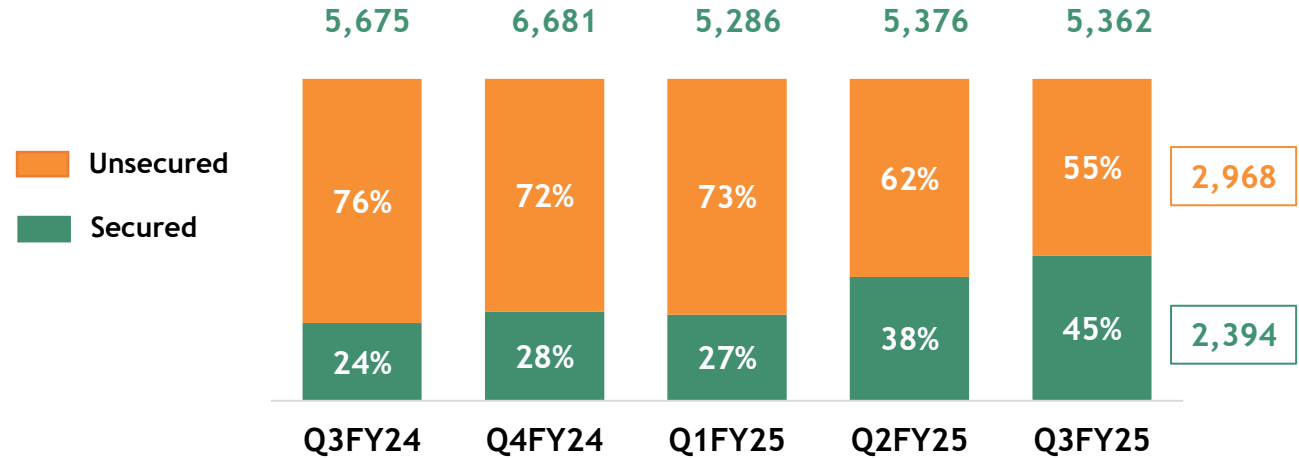


GROSS LOAN BOOK AND DISBURSEMENT TREND

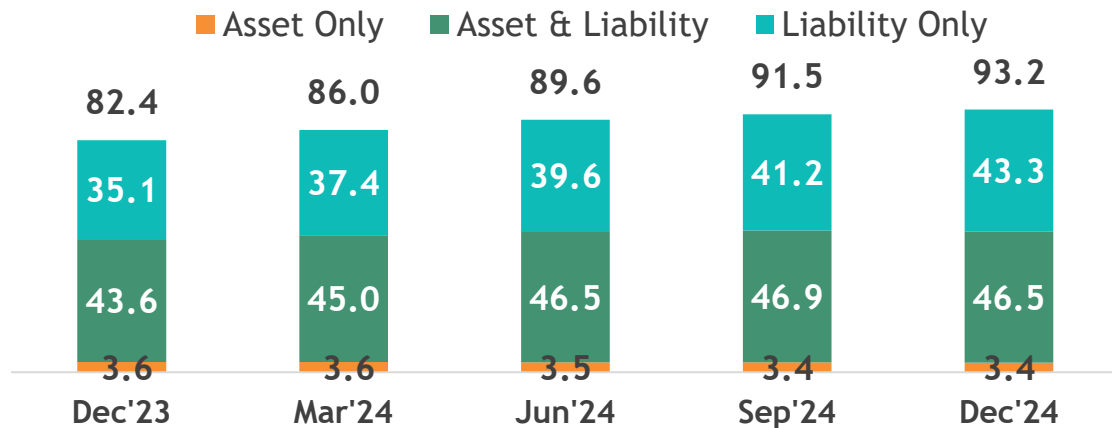
Gross Loan Book (₹ in Crore)



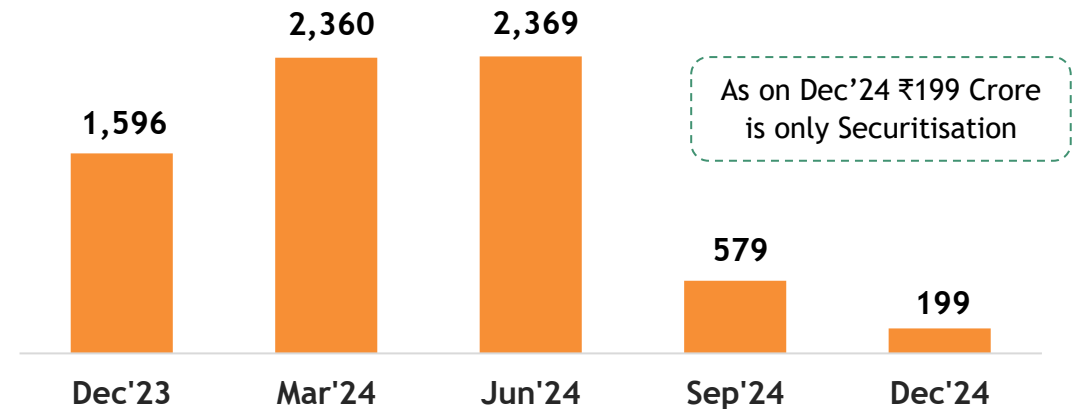
Secured Book Contribution in Disbursement (₹ in Crore)



Growing Customer base (Nos in Lakhs)



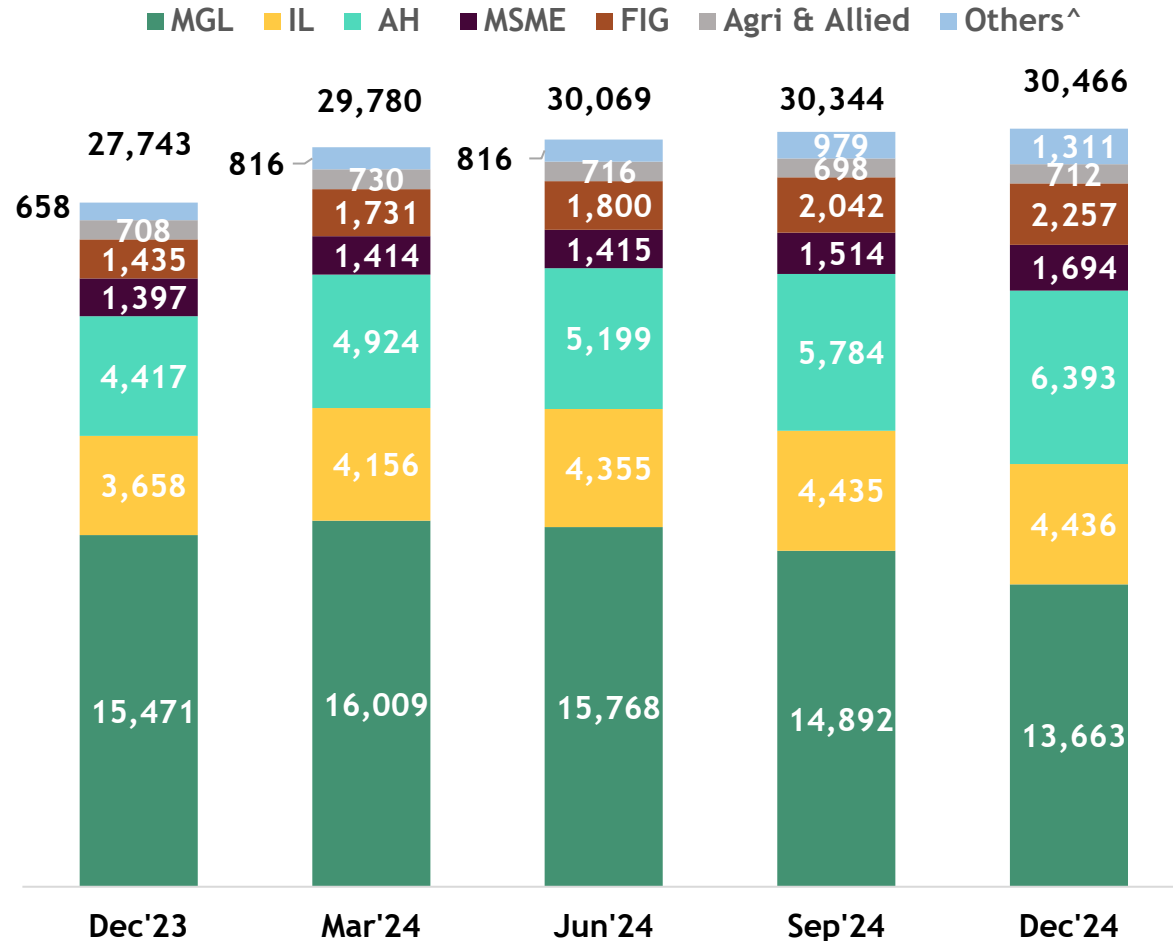
IBPC/ Securitisation (₹ in Crore)





GROSS ADVANCES - YOY GROWTH

Gross Loan Book - Segment wise (₹ in Crore)



Product	% Gross Loan Book (Q3FY25)	% Gross Loan Book (Q3FY24)	Growth YoY	Growth QoQ
Group Loans	45%	56%	(12)%	(8)%
Individual Loans	15%	13%	21%	0%
Affordable Housing*	21%	16%	45%	11%
MSME	6%	5%	21%	12%
FIG Lending	7%	5%	57%	11%
Agri & Allied Loans	2%	3%	1%	2%
Others^	4%	2%	99%	34%
Vehicle Loan	1.2%	0.5%	155%	43%
Gold Loan	0.4%	0.0%	2775%	85%
Others	2.7%	1.8%	62%	26%
Total	100%	100%	10%	0%

Note: Individual loans consist of Business Loans & Home Improvement loans. Unsecured loans in the nature of agri & allied activities earlier grouped under Individual loans are now considered under Agri & Allied loans

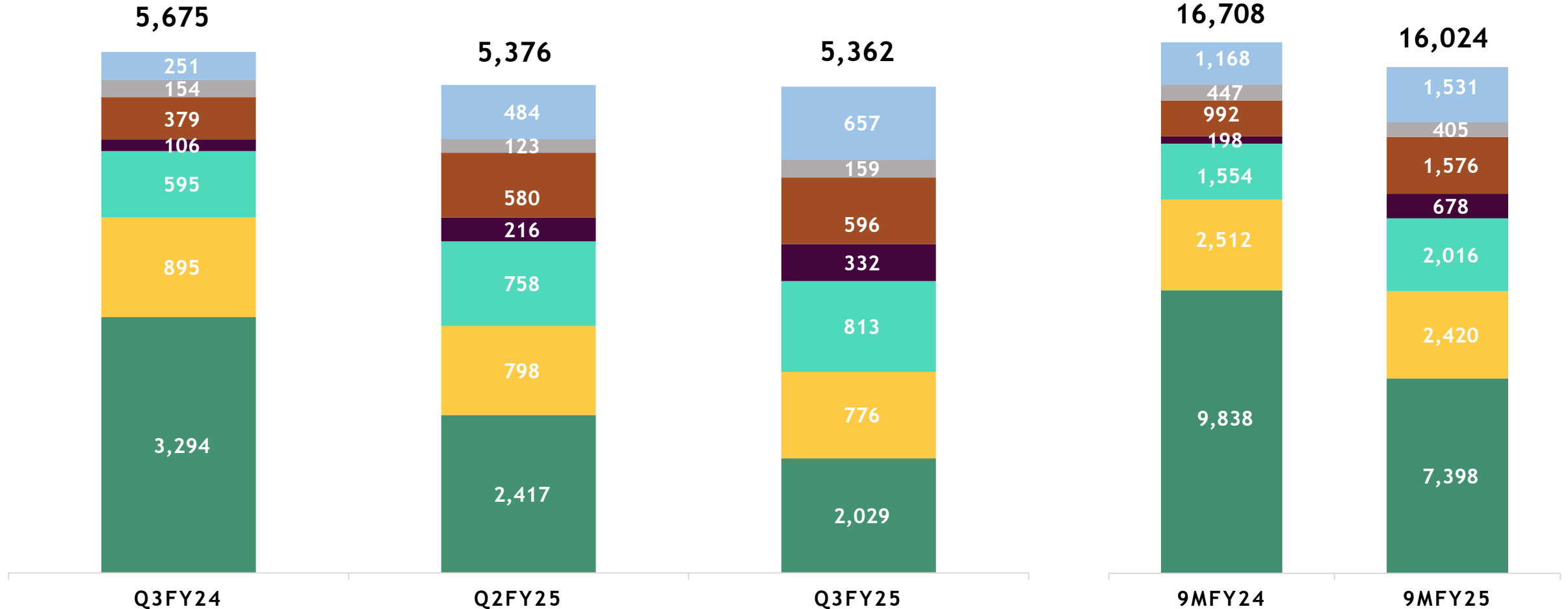


PRODUCT WISE DISBURSEMENT

Quarterly Segment wise Disbursement (₹ in Crore)

YTD Segment wise Disbursement (₹ in Crore)

■ MGL ■ IL ■ AH* ■ MSME ■ FIG ■ Agri & Allied ■ Others^



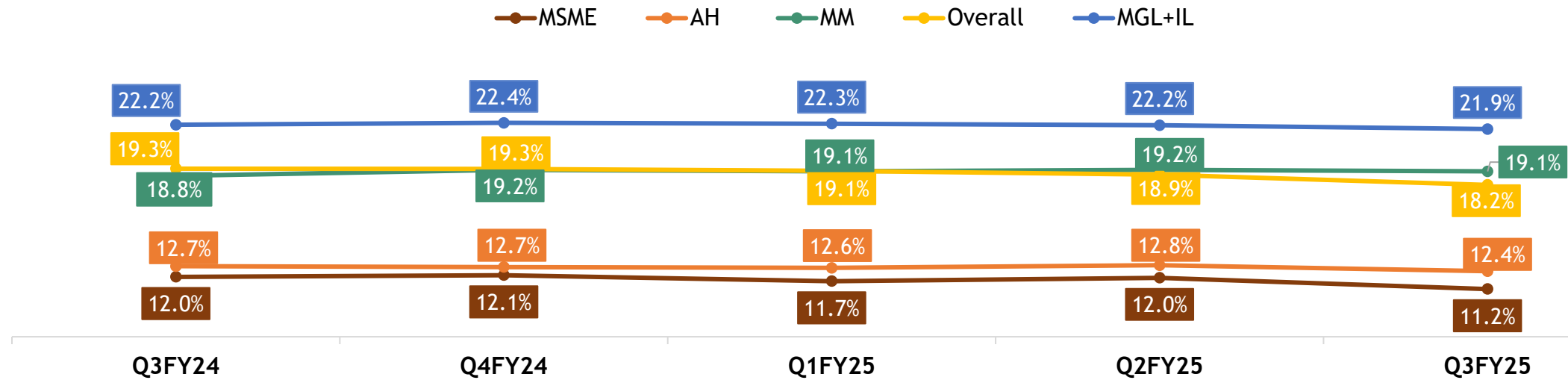
^Includes Vehicle loan, Gold Loan, Staff Loan, OD-FD & others

* Includes Micro Mortgages



YIELD AND AVERAGE TICKET SIZE

Quarterly Portfolio Yield (%) - Segment wise



Average Ticket Sizes on Disbursement (₹ in Lakhs)

Product	Q3FY24	Q4FY24	Q1FY25	Q2FY25	Q3FY25
Micro Group Loans	0.6	0.6	0.6	0.6	0.6
Individual Loan	1.3	1.4	1.3	1.3	1.3
Micro Mortgages	4.9	5.0	5.2	5.7	5.8
Affordable Housing	14.1	14.2	13.7	14.5	14.7
MSME (Excl.-SCF)	43.4	48.0	55.7	58.5	60.8

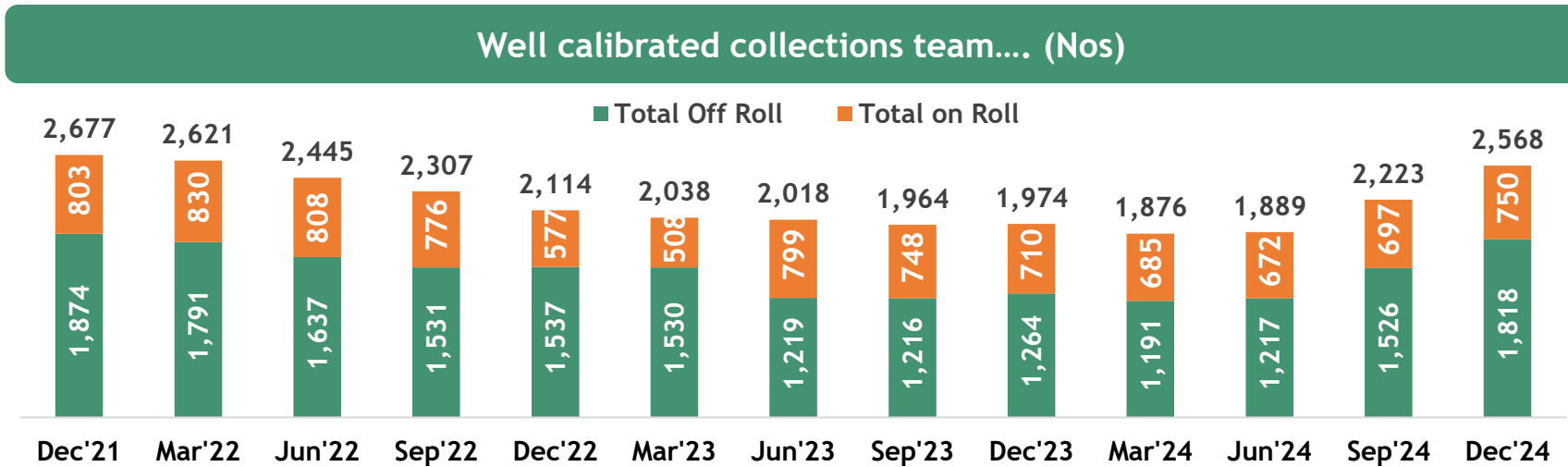
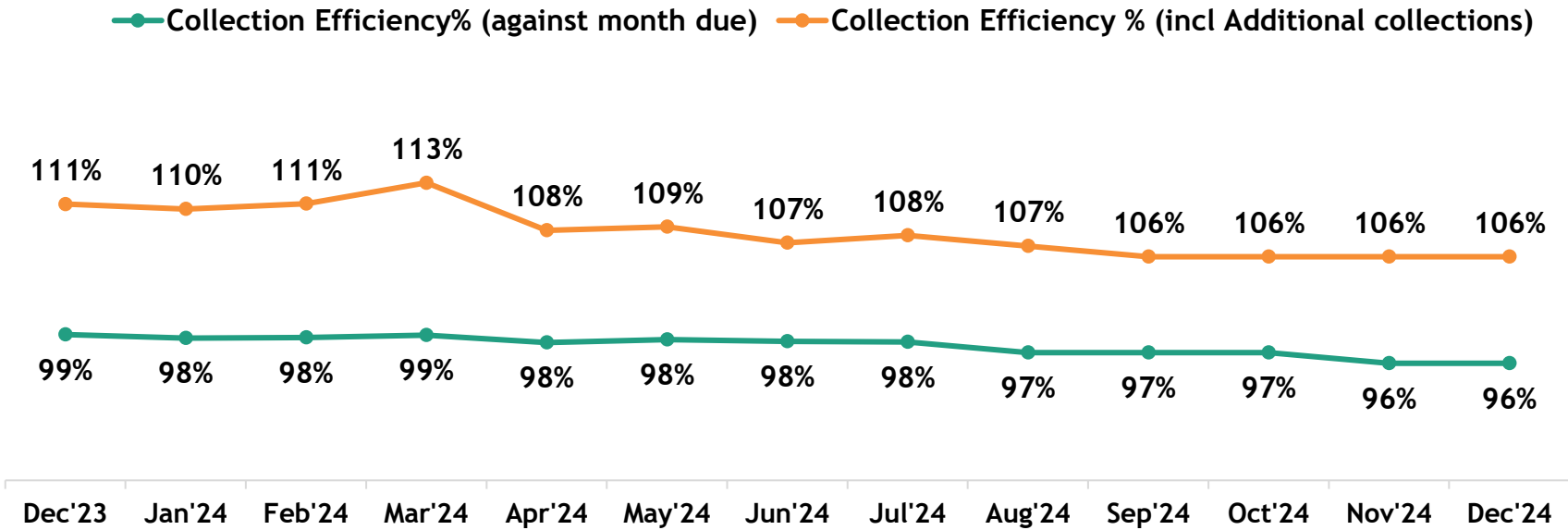
^Includes Vehicle loan, Gold Loan, Staff Loan, OD-FD & others



Asset Quality

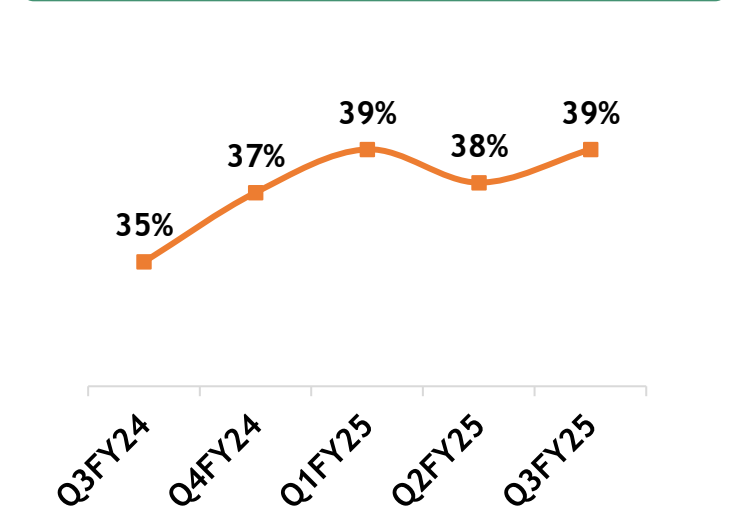


HEALTHY COLLECTIONS DESPITE STRESS



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

Cashless MB collections



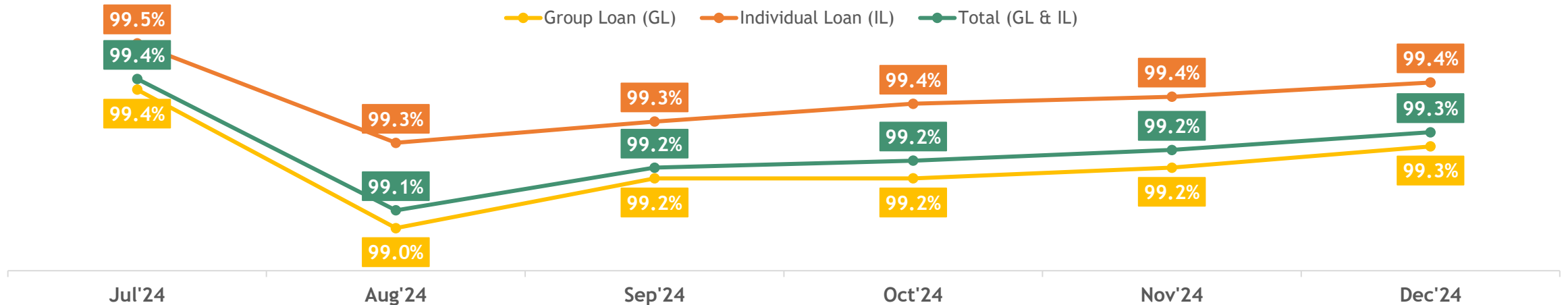
- Cashless MB Collections for Dec'24 at 39%
- Flexible & multiple modes of collections through phygital modes
- Cashless collections include repayments through SI, NACH, Hello Ujjivan, BBPS
- Data analytics driven prediction models based on Early Warning Triggers aiding in better collections



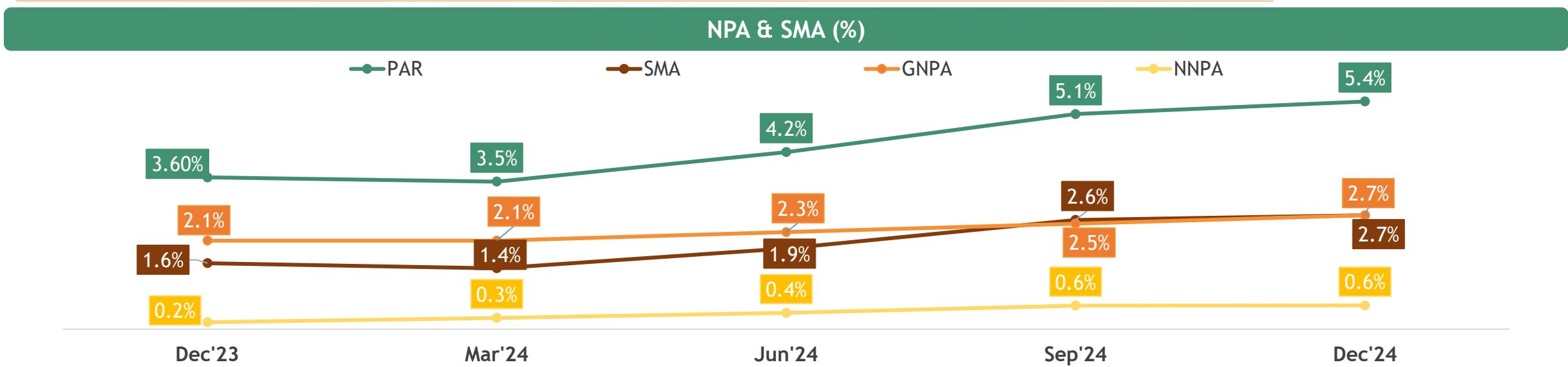
COLLECTION EFFICIENCY

₹ Crore	Oct'24					Nov'24					Dec'24				
Verticals	Due	Coll.	CE %	Add. Coll.	CE % (incl. Add. Coll.)	Due	Coll.	%	Add. Coll.	CE % (incl. Add. Coll.)	Due	Coll.	%	Add. Coll.	CE % (incl. Add. Coll.)
Group Loans	1,274.7	1,229.2*	96%	84.7	103%	1,258.5	1,208.6*	96%	88.6	103%	1,245.3	1,189.2*	95%	82.1	102%
Individual Loans	306.6	299.7*	98%	26.9	107%	310.6	302.3*	97%	26.8	106%	315.2	306.5*	97%	27.5	106%
Affordable Housing	82.4	80.6	98%	43.0	150%	86.2	84.3	98%	45.7	151%	89.1	87.1	98%	47.7	151%
MSME	23.4	20.9	89%	18.6	169%	23.6	20.6	87%	16.5	157%	23.8	21.5	90%	19.7	173%
FIG Lending	126.7	126.7	100%	-	100%	102.6	102.6	100%	-	100%	202.3	202.3	100%	-	100%
Others	67.8	64.5	95%	6.0	104%	74.8	68.7	92%	6	100%	71.8	67.1	94%	6.2	102%
Total	1,881.6	1,821.6	97%	179.2	106%	1,856.3	1,787.1	96%	183.7	106%	1,947.5	1,873.7	96%	183.1	106%

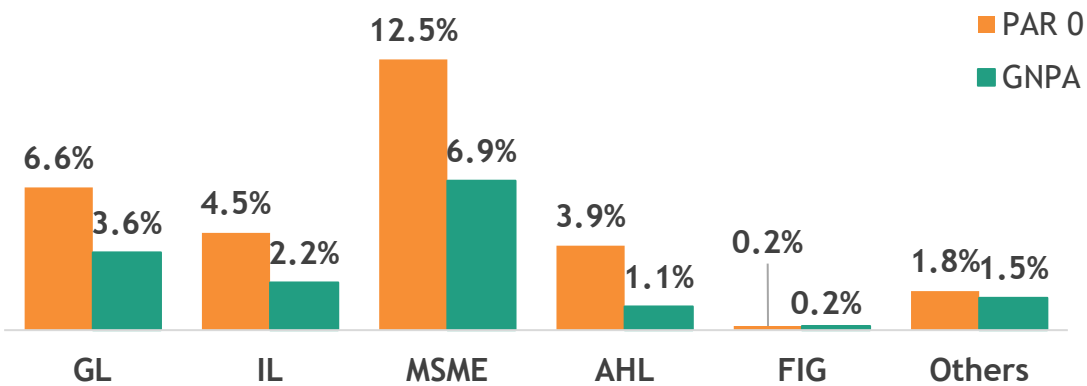
NDA Collection Efficiency for GL & IL inching towards normalcy....



ASSET QUALITY



PAR 0 and GNPA (segment wise)



YTD GNPA Movement#





GROUP LOANS: LENDER WISE TREND

Lender wise Borrower % trend				
Lender Overlap	Jun'24	Sep'24	Oct'24	Nov'24
Unique to Ujjivan	45.8%	45.3%	45.8%	45.8%
Ujjivan+1	24.1%	24.6%	24.6%	24.8%
Ujjivan+2	14.5%	14.8%	14.8%	14.9%
Ujjivan+3	8.1%	8.2%	8.1%	8.0%
Ujjivan+4 & above	7.6%	7.1%	6.8%	6.6%

- As of Nov'24 end 26.6% portfolio held with 6.6% of Ujjivan+4 lenders is in PAR. This pool is showing a Collection Efficiency of 79.2%
- Top States with high concentration of customers with 4+ lenders like Tamil Nadu, Karnataka, Kerala, Odisha and Bihar
- Increase in PAR book with customers more than 3 lenders after implementation of Guardrail 1.0 implementation peaked in Aug'24 across the Industry
- Addition to PAR has increased by 48% in Q2 compared to Q1 while Q3 has seen a reduction of 10% compared to Q2

Lender wise PAR % trend				
Lender Overlap	Jun'24	Sep'24	Oct'24	Nov'24
Unique to Ujjivan	2.8%	3.3%	3.6%	3.9%
Ujjivan+1	3.8%	4.6%	5.2%	5.7%
Ujjivan+2	4.7%	6.5%	7.4%	8.4%
Ujjivan+3	5.9%	9.5%	11.2%	13.1%
Ujjivan+4 & above	10.0%	18.7%	22.5%	26.6%

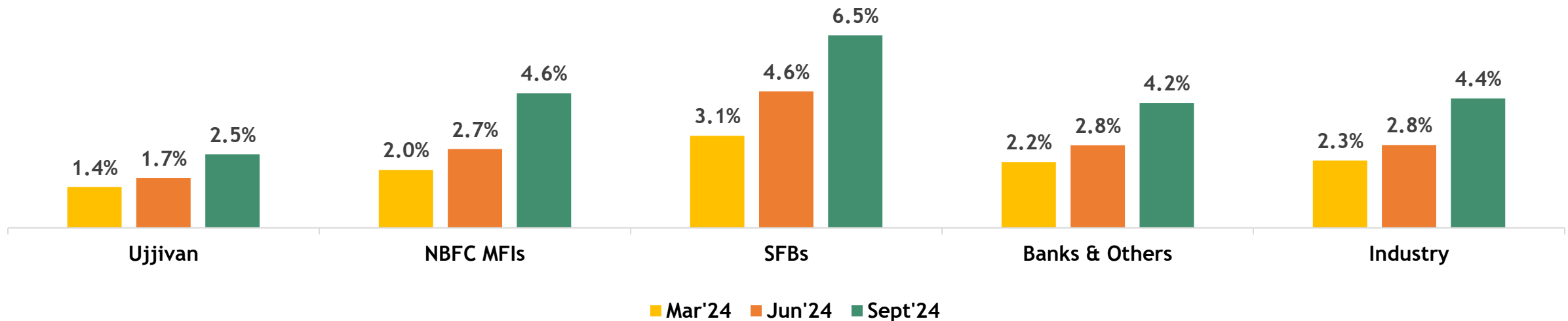
Lender wise Collection Efficiency %				
Lender Overlap	Jun'24	Sep'24	Oct'24	Nov'24
Unique to Ujjivan	98.2%	97.7%	97.5%	97.3%
Ujjivan+1	97.5%	96.7%	96.2%	95.9%
Ujjivan+2	96.5%	95.0%	94.2%	93.6%
Ujjivan+3	95.1%	92.4%	91.0%	89.7%
Ujjivan+4 & above	91.1%	85.0%	82.0%	79.2%



UJJIVAN GROUP LOAN VS INDUSTRY PERFORMANCE

Microfinance PAR Trend (%)

31 to 180 PAR% Trend

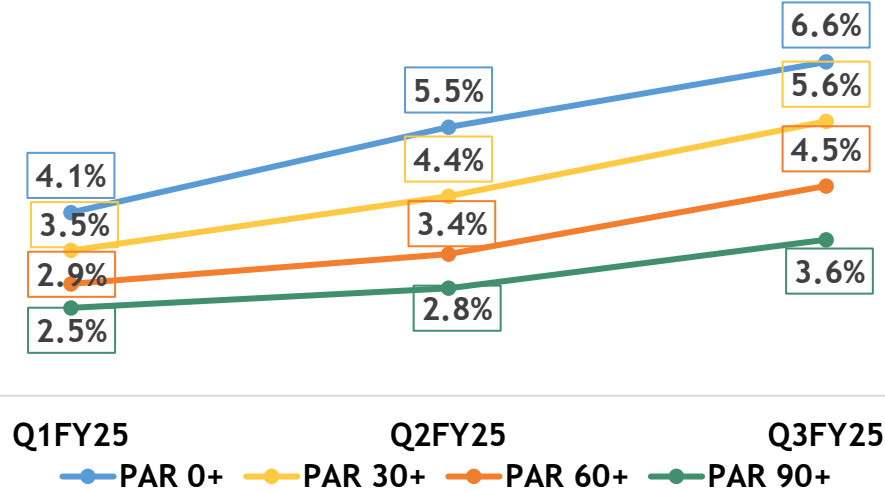


- Ujjivan's asset quality is better than Industry, NDA CE is above 99.2% in Q3FY25
- Geographical diversification, cautious growth and early warning signals are key factors for better portfolio performance
- Disbursement comparable with Industry
 - Ujjivan disbursement has moderated by 35% in the quarter ended Sep'24 vs Mar'24, which is better than SFBs (degrown by 44%) and Banks (degrown by 42%) and inline with NBFC-MFI (degrown by 34%)

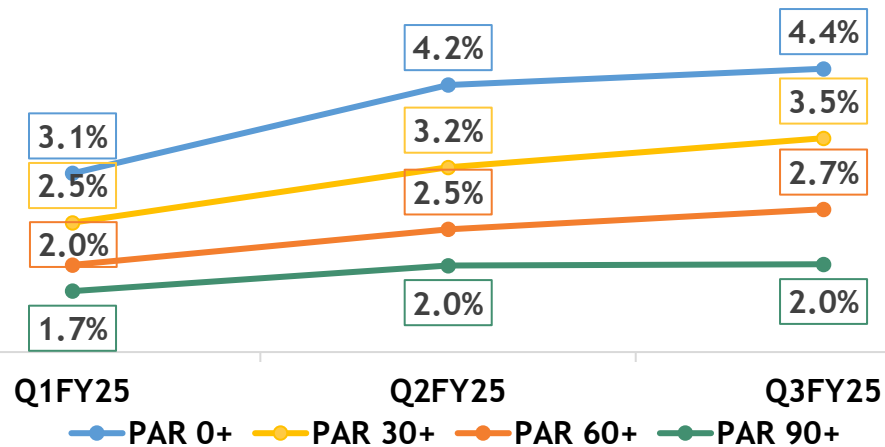


GL AND IL - PAR TRENDS AND TOP 5 STATES

GL PAR Trend



IL PAR Trend



Group Loan Portfolio - Top States

Top States	% of Loan Book	PAR 0+	PAR 30+	PAR 90+
West Bengal	14.6%	5.1%	4.3%	2.5%
Karnataka	14.4%	4.6%	3.5%	1.9%
Tamil Nadu	13.8%	8.9%	7.6%	4.9%
Bihar	10.6%	5.6%	4.6%	2.5%
Uttar Pradesh	7.1%	7.2%	6.3%	4.3%
Others	39.6%	7.2%	6.3%	4.3%
Total	100.0%	6.6%	5.6%	3.6%

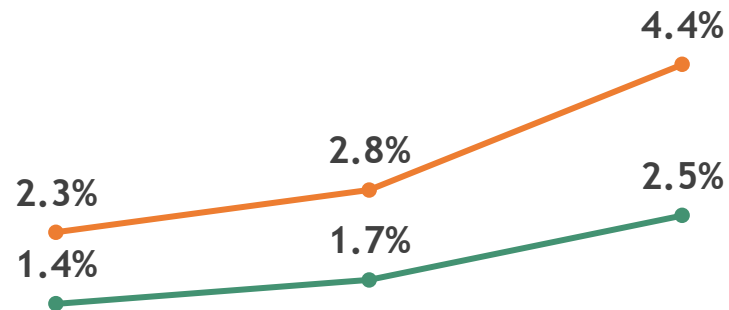
Individual Loan Portfolio - Top States

Top States	% of Loan Book	PAR 0+	PAR 30+	PAR 90+
West Bengal	12.1%	5.2%	4.2%	2.4%
Maharashtra	12.1%	4.5%	3.8%	2.1%
Tamil Nadu	11.2%	3.6%	2.8%	1.5%
Haryana	10.7%	3.4%	2.8%	1.5%
Karnataka	10.6%	2.6%	1.8%	0.9%
Others	43.4%	4.9%	4.1%	2.4%
Total	100.0%	4.4%	3.5%	2.0%



GROUP LOAN ASSET QUALITY UPDATE: PAR 31-180

Group Loan

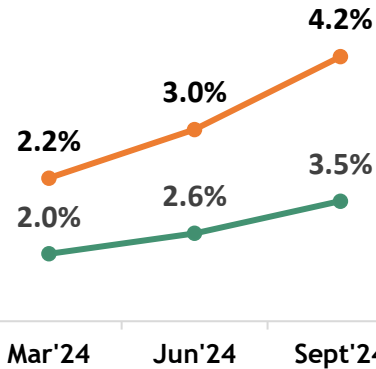


Mar'24 Jun'24 Sep'24

Ujjivan Industry

- Ujjivan SFB PAR better than industry in top 5 states which contributes 60% OSP
- Tamil Nadu and Uttar Pradesh have slightly higher delinquency due to over indebtedness

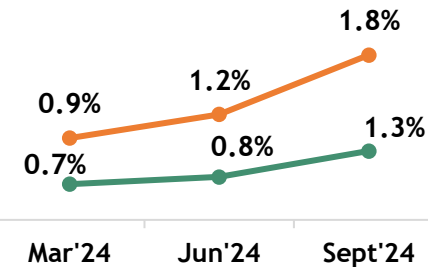
Tamil Nadu



Mar'24 Jun'24 Sep'24

Ujjivan Industry

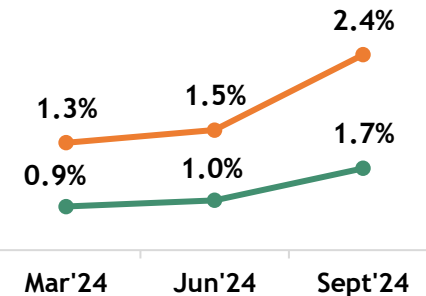
Karnataka



Mar'24 Jun'24 Sep'24

Ujjivan Industry

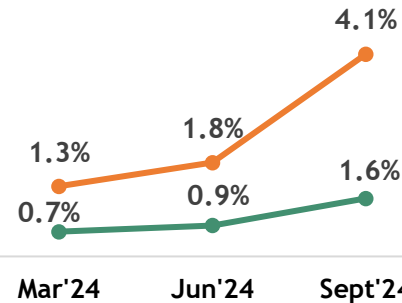
West Bengal



Mar'24 Jun'24 Sep'24

Ujjivan Industry

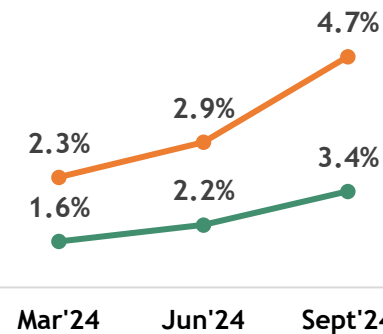
Bihar



Mar'24 Jun'24 Sep'24

Ujjivan Industry

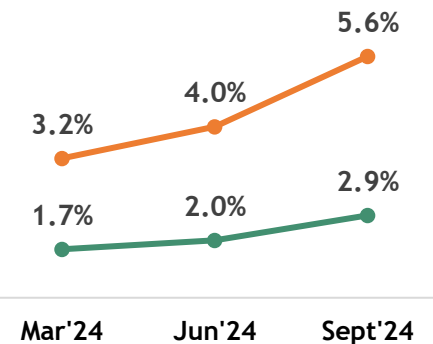
Uttar Pradesh



Mar'24 Jun'24 Sep'24

Ujjivan Industry

Others



Mar'24 Jun'24 Sep'24

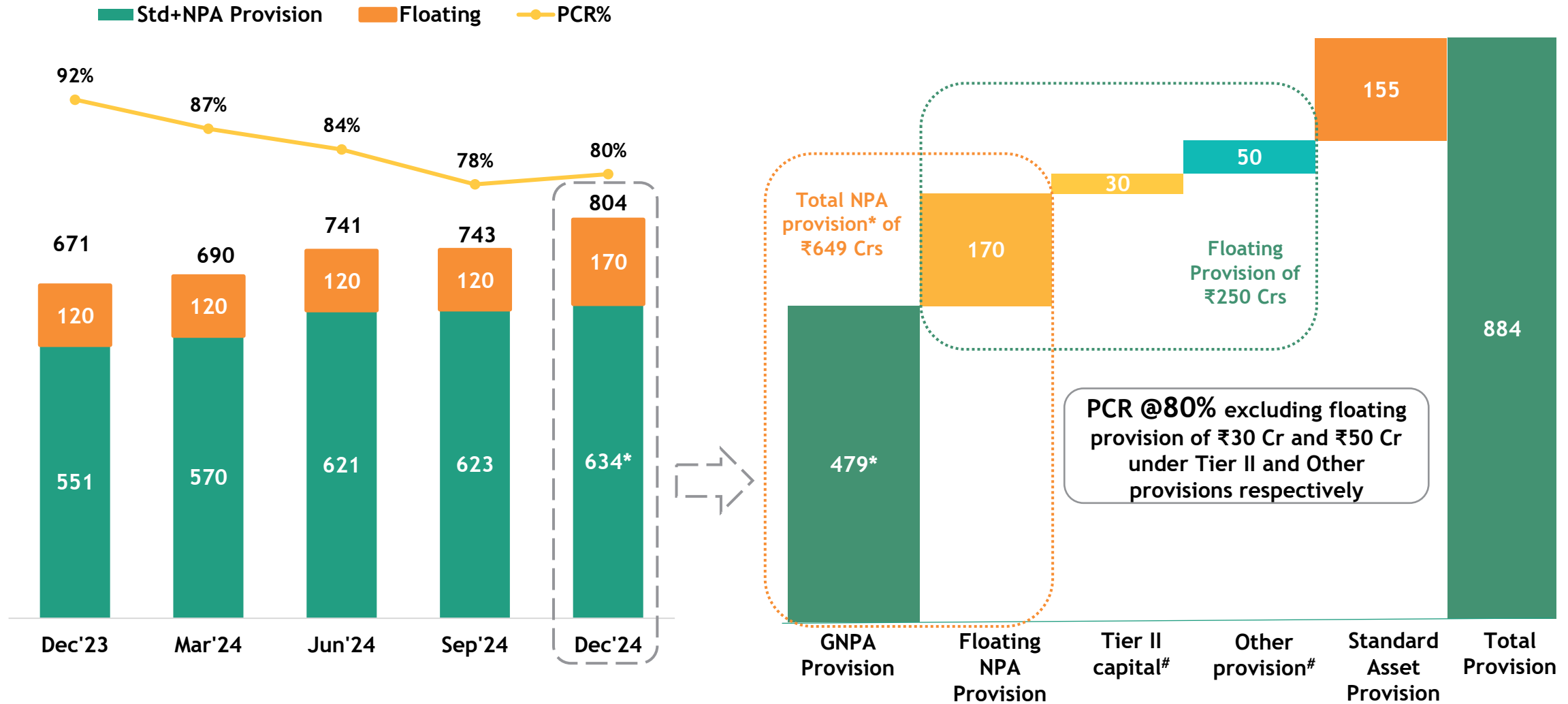
Others Industry

*Source - CRIF Highmark, Industry data is excluding Ujjivan data



HEALTHY PROVISION COVERAGE

(₹ in Crore)



Floating provision of ₹ 250 crore continues to be on books & can be utilized for making specific provisions in future during extraordinary circumstances, with prior approval from the RBI. Of this ₹ 30 crore was moved to Tier II capital in Jun'22 and ₹170 crore is earmarked for PCR calculation.

* Includes ₹ 30 Cr of Accelerated Provision

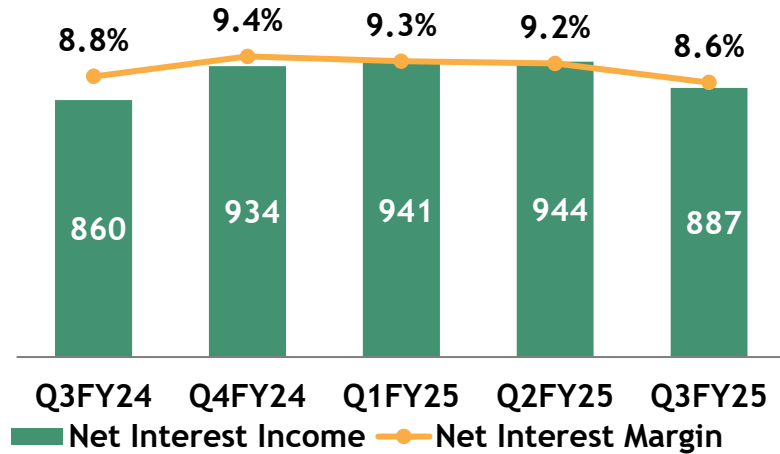


Financial Overview

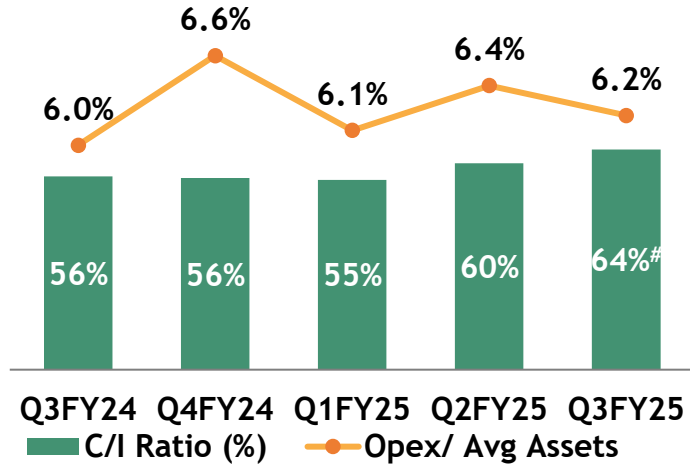


FINANCIAL OVERVIEW

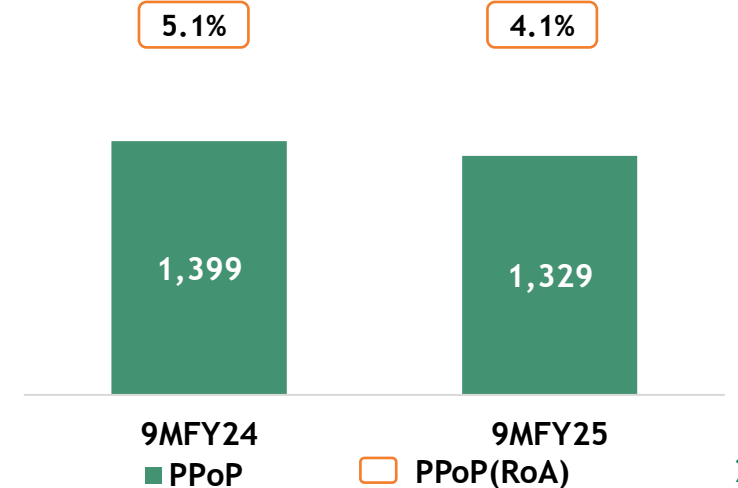
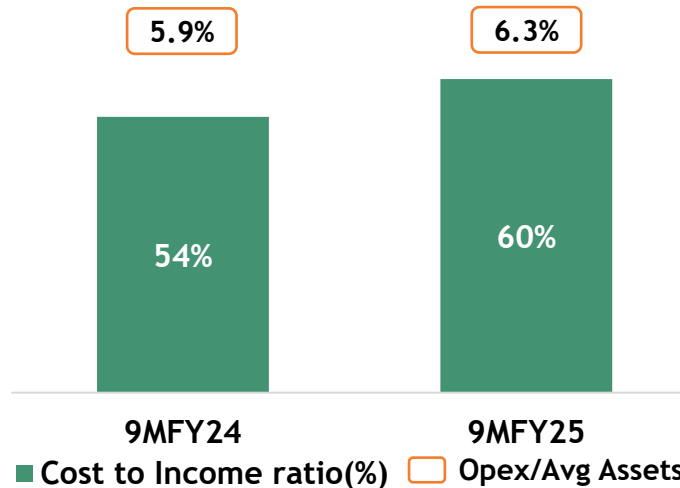
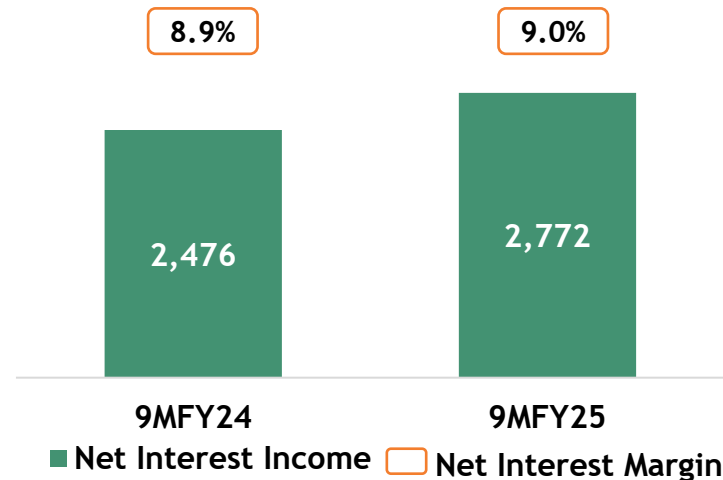
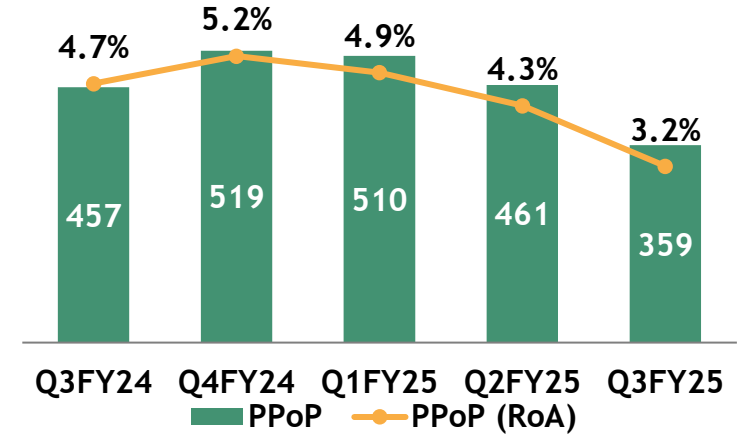
NII (₹ in Crore) & NIM*



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



Pre-Provision Operating Profit & PPOp (RoA)



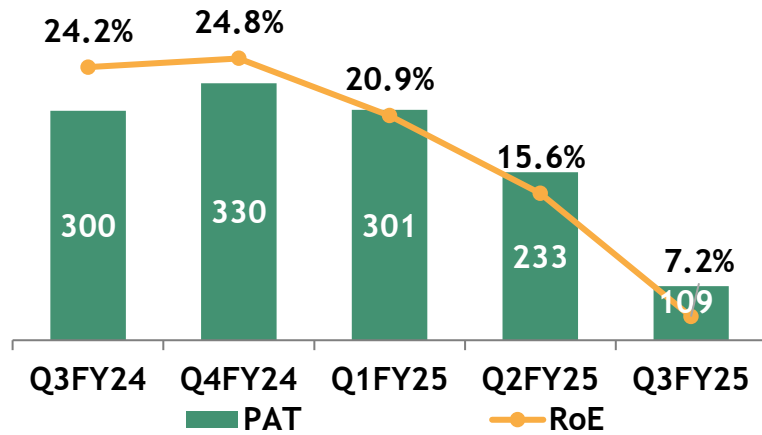
* NIM based on total book including IBPC & Securitization

Excluding the impact of ₹ 26 Cr provision created security receipts related to ARC transaction

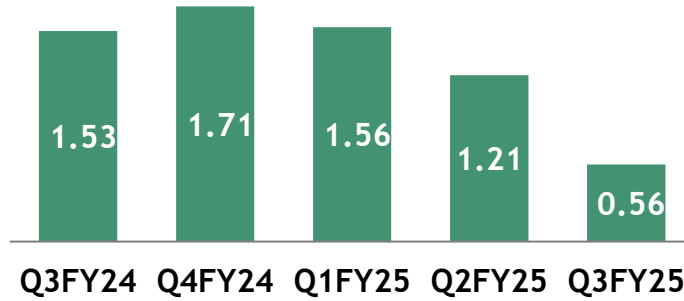


FINANCIAL OVERVIEW

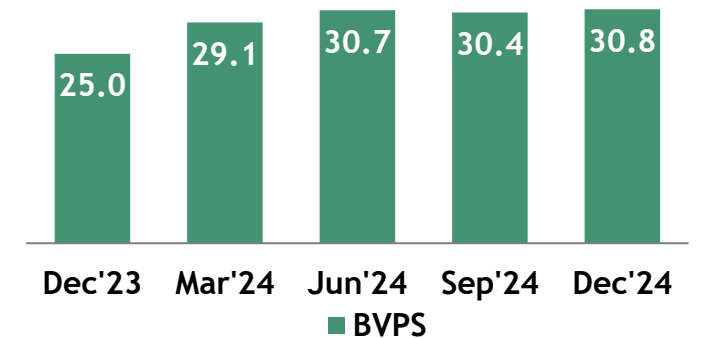
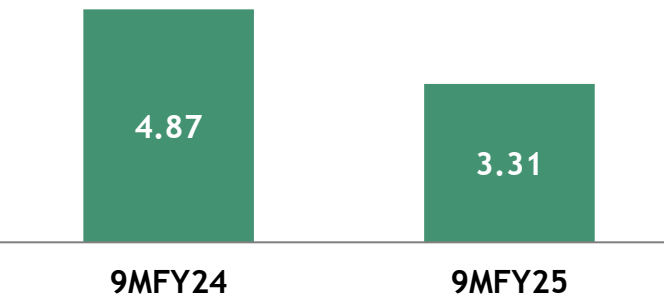
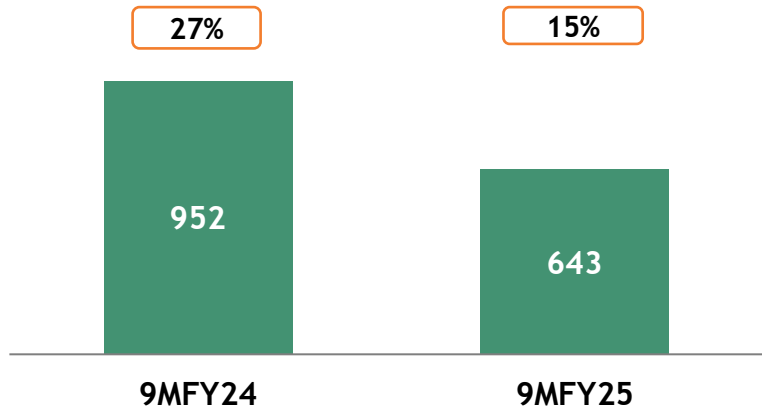
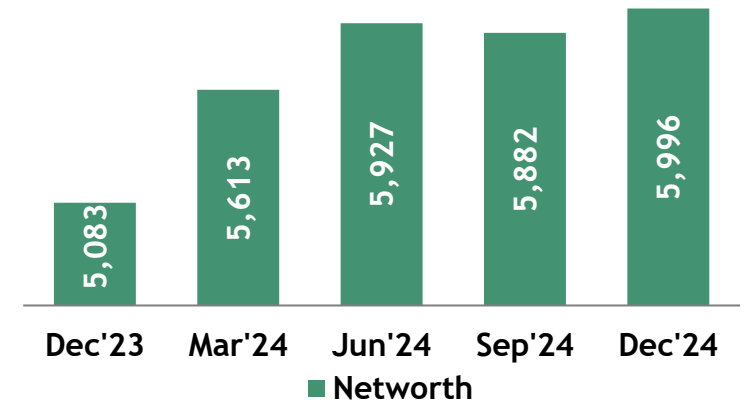
PAT (₹ in Crore) & RoE



EPS* (₹)



Net worth (₹ in Crore) & BVPS (₹)



* Basic EPS



INCOME STATEMENT

Particulars (₹ in Crore)	Q3FY25	Q3FY24	YoY Growth	Q2FY25	QoQ Growth	9MFY25	9MFY24	YoY Growth
Interest Earned	1,591	1,471	8%	1,613	(1)%	4,781	4,149	15%
Other Income	172	185	(7)%	207	(17)%	577	551	5%
Total Income	1,763	1,655	7%	1,820	(3)%	5,358	4,699	14%
Interest Expended	704	611	15%	669	5%	2,009	1,673	20%
Personnel Expenses	378	324	17%	380	(1)%	1,107	882	26%
Operating Expenses	321	264	22%	310	4%	912	746	22%
Total Cost	1,404	1,198	17%	1,359	3%	4,028	3,301	22%
Pre Provision Operating Profit	359	457	(21)%	461	(22)%	1,329	1,399	(5)%
Credit cost	223	63	254%	151	48%	483	136	255%
Other provisions & contingencies	(0)	(0)	0%	(0)	0%	(0)	(0)	(0)%
Tax	28	94	(71)%	77	(64)%	204	311	(34)%
Net profit for the period	109	300	(64)%	233	(53)%	643	952	(32)%



TOTAL INCOME - BREAKUP

Particulars (₹ in Crore)	Q3FY25	Q3FY24	YoY Growth	Q2FY25	QoQ Growth	9MFY25	9MFY24	YoY Growth
Interest on loan	1,382	1,283	8%	1,405	(2)%	4,166	3,627	15%
Int. on investments	206	184	12%	203	1%	605	509	19%
Securitization Income	3	3	(12)%	4	(26)%	10	12	(17)%
Total Interest Earned	1,591	1,471	8%	1,613	(1)%	4,781	4,149	15%
Processing Fees	69	75	(9)%	70	(1)%	208	215	(3)%
PSLC Income	0	3	(100)%	8	(100)%	28	29	(4)%
Insurance Income	24	31	(21)%	29	(17)%	76	77	(2)%
Bad Debt Recovery	29	31	(6)%	25	15%	82	105	(22)%
Treasury	6	4	61%	9	(28)%	20	12	62%
Misc. Income*	44	41	7%	66	(34)%	164	113	45%
Total Other Income	172	185	(7)%	207	(17)%	576	551	5%
Total Income	1,763	1,655	7%	1,820	(3)%	5,358	4,699	14%

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



BALANCE SHEET

Particulars (₹ in Crore)	As at Dec 31, 2024	As at Sep 30, 2024	As at Dec 31, 2023
CAPITAL AND LIABILITIES			
Net worth	5,996	5,882	5,083
Capital	1,935	1,934	2,157
Employees Stock Options Outstanding	86	82	63
Reserves and Surplus	3,975	3,866	2,863
Deposits	34,494	34,070	29,669
Borrowings	3,724	2,622	3,712
Other Liabilities and Provisions	1,012	1,045	1,066
TOTAL	45,226	43,619	39,530
ASSETS			
Cash and Balances with Reserve Bank of India	2,067	2,253	1,476
Balance with Banks and Money at Call and Short Notice	349	262	392
Investments	11,797	10,592	10,800
Advances	29,621	29,179	25,620
Fixed Assets	460	480	395
Other Assets	932	853	849
TOTAL	45,226	43,619	39,530



HEALTHY CAPITAL ADEQUACY

(₹ in Crore)	Dec'23	Mar'24	Jun'24	Sep'24	Dec'24
Credit Risk Weighted Assets	20,924	22,829	23,625	24,954	25,108
Tier I Capital	4,597	5,155	5,425	5,390	5,548
Tier II Capital*	503	482	446	443	453
Total Capital	5,099	5,637	5,870	5,833	6,001
CRAR	24.37%	24.69%	24.85%	23.38%	23.90%
Tier I CRAR	21.97%	22.58%	22.96%	21.60%	22.10%
Tier II CRAR	2.40%	2.11%	1.89%	1.78%	1.80%
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 / ₹ 869 Cr as of Jun'24/ ₹ 871 Cr as of Sep'24/ ₹ 843 Cr as of Dec'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 Banks portfolio leading to reduction in GNPA of the Bank, in the current quarter only ₹170 Cr is utilized for NNPA/ PCR calculation, ₹30 Cr has been utilized as part of Tier II capital. The balance ₹50 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)



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



Retail Mobile / Internet Banking

- 125+ Features, both financial & Non Financial
- Available in 9 Languages (including English)
- Easy access to multiple relationships with one app
- Multiple payments modes available such as NEFT, RTGS, IMPS & Internal fund transfers
- Value added features i.e GST & Bill Payments available



Hello Ujjivan App

- India's 1st Voice-Visual-Vernacular App available for MicroBanking customers
- Available in 11 Languages (including English) with Chatbot facility
- Helps conduct basic financial & non-financial banking transactions
- Digital loan acknowledgement for Repeat customers



Payments

- UPI service available for P2P, P2M & P2PM transactions
- Ujjivan Pay (UPI PSP App) launched for Staff
- UPI Lite enabled for low value UPI transactions
- AePS platform available to promote Digital Inclusion
- Merchant QR Codes for small merchants/retailers
- Secured Payment Gateways for e-Com transactions
- Multiple Partner Payment Gateways available



Digital Acquisition (DFD / DSA/ DCA)

- Ujjivan's DIY journey for customers to open SA, CA & Fixed Deposit
- Available for new and standalone existing customers
- Account can be opened from anywhere within India for Digital FD/SA and Digital CA can be opened within serviceable Bank branch location
- Solution integrated with video KYC
- Ujjivan's 1st solution fully deployed on AWS Cloud



Business Internet Banking

- Dedicated platform for Corporate customers
- Launched mobile banking application for Corporate customers
- Maker Checker, High-volume bulk upload, Multi-Fund Transfer option available
- Major Features - GST, Direct tax payments & PFMS



SMS & Missed Call Banking

- Providing basic services for customers using feature phones
- Helps conduct basic banking transactions such as Balance Enquiry, Mini statement, Last 5 Transactions, Request cheque Book, Hotlist Debit Card etc.

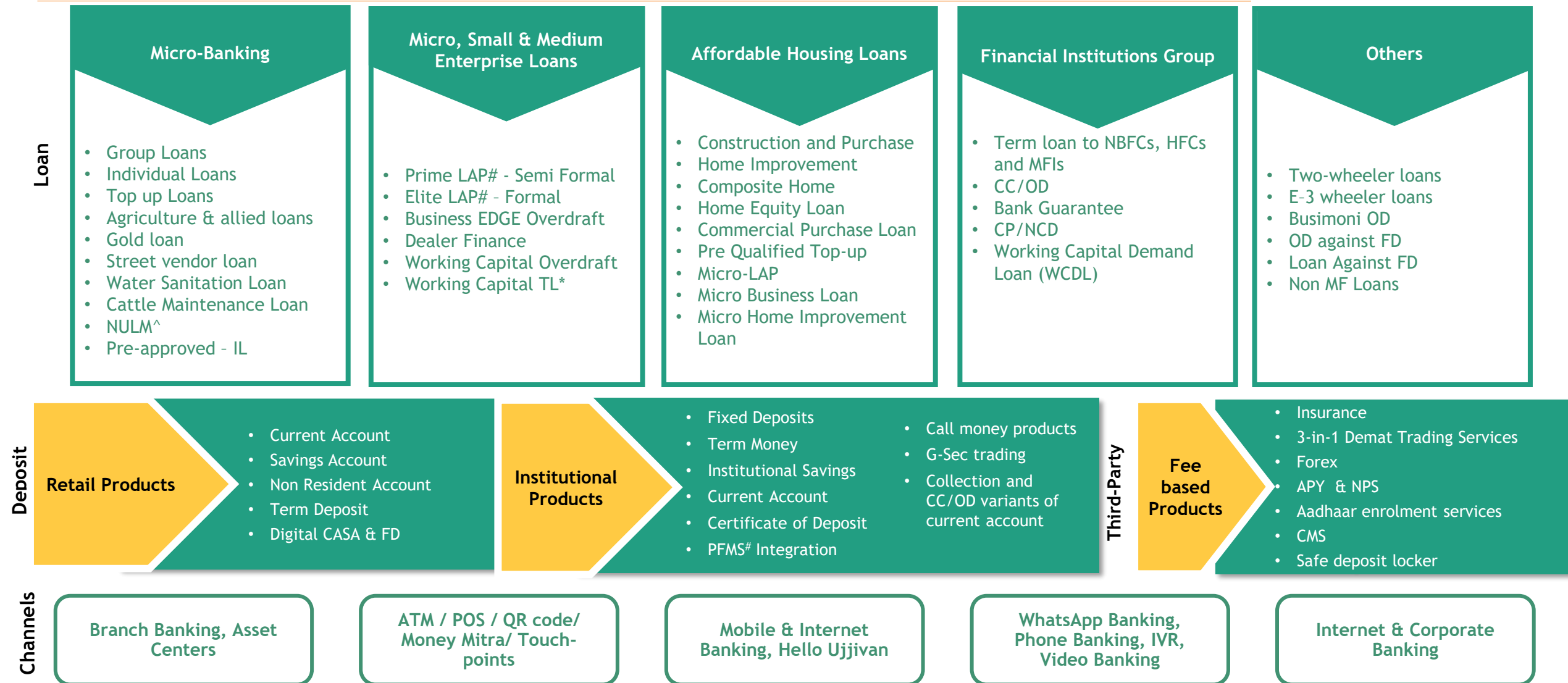


RBI Innovation Hub

- Live on Unified Lending Interface (ULI) for Housing Loans, Micro Mortgages, Vehicle Loans, Gold Loans and Agri Loans
- PAN validation services for loans processed through LOS
- Audio calling service enabled for loan processed using RBiH services



COMPREHENSIVE SUITE OF PRODUCTS & SERVICES



Loan against property

[^] National urban livelihood mission

* Term Loan

#PFMS: Public Financial Management System



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.
Sanjeev Nautiyal <i>Managing Director and CEO</i>	BA, MBA and Certified Associate of the Indian Institute of Bankers	He is a banker with over three decades of extensive strategic domain expertise in Retail, SME, Financial Inclusion, Operations, HR, International Banking, and Treasury. He earlier held significant roles as Deputy Managing Director, Financial Inclusion & Micro Markets, SBI and MD & CEO, SBI Life Insurance. He earlier served as an Independent Director in Life Insurance Corporation and as an advisor in various organisations.
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
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.



STRONG INDEPENDENT BOARD (2/2)

Name	Education	Experience
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.
Mona Kachhwaha <i>Independent Director</i>	MBA: Post Graduate Diploma in Business Management B.A. (Hons)	She has over 30 years of experience in banking and impact investing. She is a Partner at UC Impower, an early-growth stage equity fund, incubated by Unitus Capital (2020-Present) Previously, at Caspian Impact Investment Adviser (2007-2019), she managed the India Financial Inclusion Fund. She started her career at Citibank (1994-2007), where she worked across various retail asset businesses and led the bank's foray into Inclusive Finance in 2005.
Carol Furtado <i>Executive Director</i>	Masters in Business Administration (Finance)	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.

Note: Mr. Samit Kumar Ghosh retired w.e.f. November 30, 2024, upon attaining the age of 75 years.



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



9th Edition CISO Conclave & Awards'24
Best Zero Trust Security Team



Elets India Brand Awards
Best Experimental Marketing
Award 2024



ETBFSI Exceller Award
Best Marketing Initiative of the
Year- Banks [Ganesh Mahotsav]



ETBFSI Exceller Award
Best Operation Excellence
Initiative of the Year(RPA)



BW Retail Reboot Awards 2024
Best Use of Festive Marketing



BankTech X Factor Awards
2024 Cybersecurity
Excellence Awards



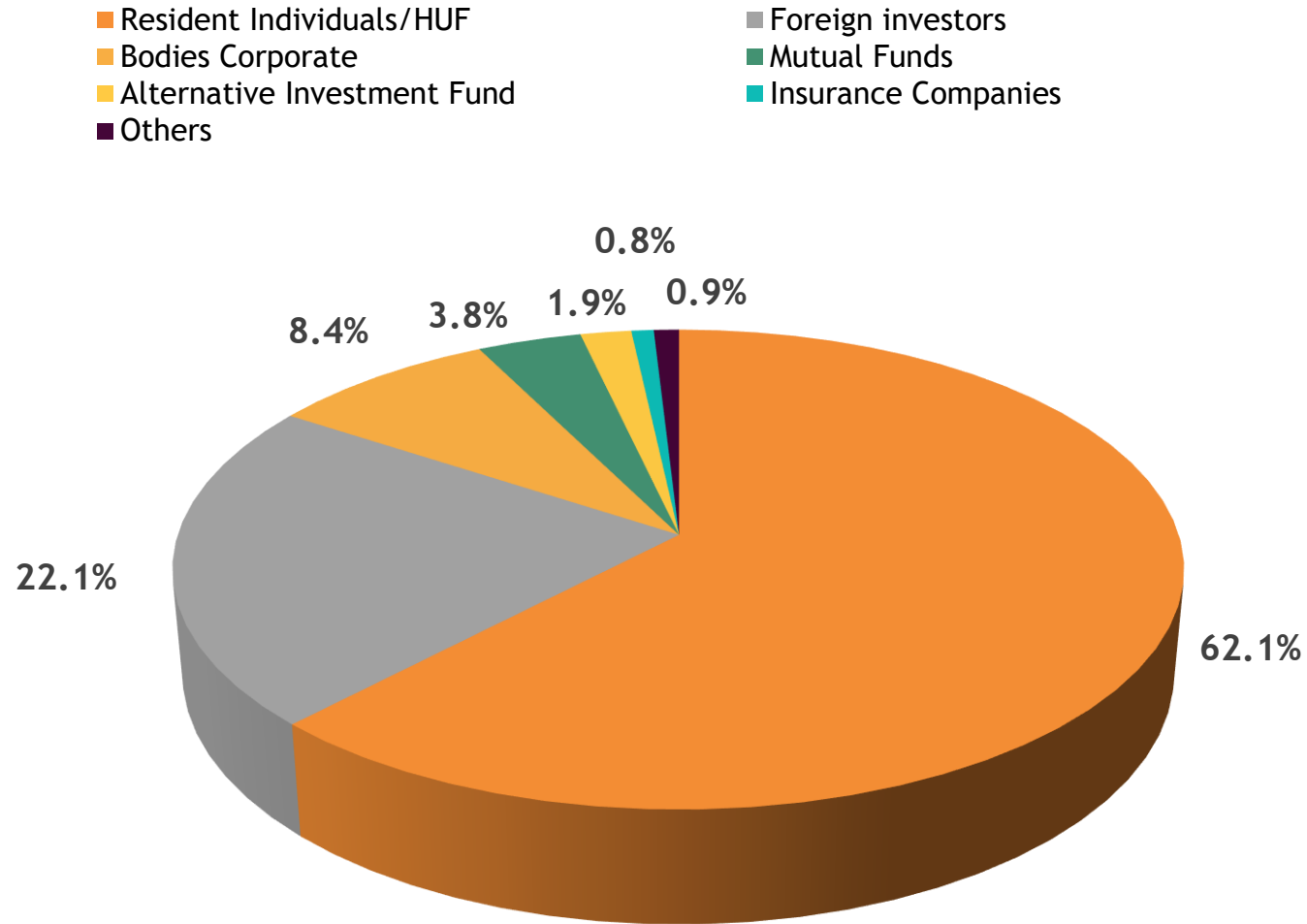
Pitch BFSI Marketing Awards
Most Effective Holiday,
Seasonal & Festival Marketing



**Champion for Ethical Data
Fiduciary**
Awarded by DPO Club



SHAREHOLDING PATTERN AS ON 31ST DEC'24



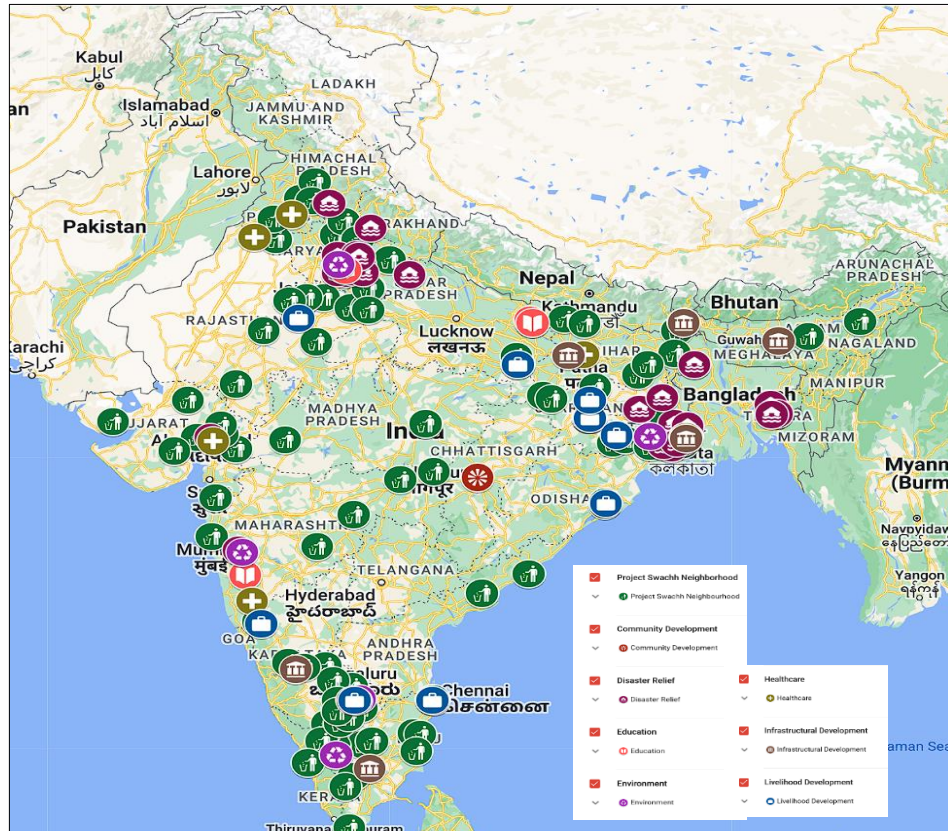
S. No.	Investors	Shareholding %
1	International Finance Corporation	3.21
2	Sundaram Mutual Fund	3.17
3	Duro One Investments Limited	2.32
4	Newquest Asia Investments II Limited	1.97
5	Vanguard Asset Management Ltd.	1.90
6	TT International Asset Management Ltd.	1.42
7	Abakkus Asset Manager Private Ltd.	1.30
8	Flowering Tree	1.08
9	ICICI Prudential Life Insurance Company Limited	0.82
10	Airavat Capital	0.70

CORPORATE SOCIAL RESPONSIBILITY



- 93% of the CSR funds allocated across projects
- 20% of the projects executed in BIMARU & Aspirational districts
- 1.15+ Lakh beneficiaries impacted across thematic areas
- CSR Webpage refreshed
- Development of CSR Data Management tool completed - UAT in progress
- 5000+ employees participated in community engagement
- 5000+ saplings planted

CSR Outreach



Launch of Pink Toilet project @ Patna



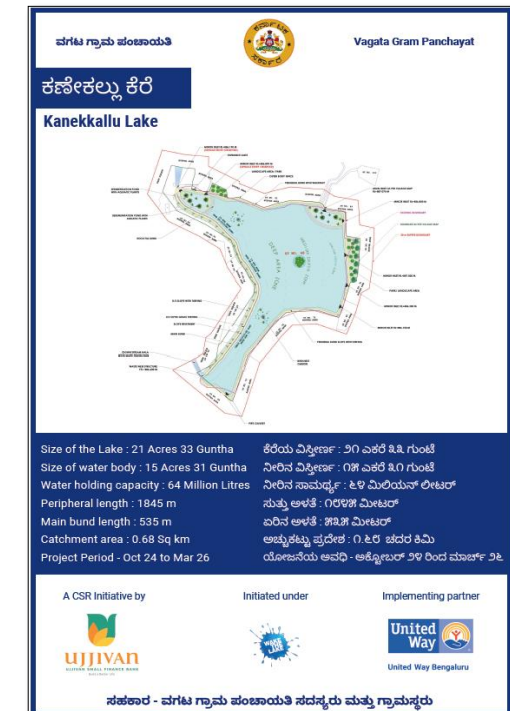
Sports sponsorship to Boxing Athletes with Mary Kom Boxing Foundation



Public park @ Khadana, Gujarat



NeoMotion vehicles to differently abled with placement in Zomato



Kanekallu Lake Rejuvenation, Hoskote, Bengaluru

FINANCIAL LITERACY PROGRAM (FLP)



Diksha+ Pro for Micro-Loan Customers

- ✓ **89,278** customers enrolled in Diksha FL program
- ✓ **92%** of customers are certified
- ✓ **28%** customers accessed different banking products
- ✓ **21%** customers repaid their loans digitally

Diksha+ Pro for Individual-Loan Customers

- ✓ IL program was launched in Q3 successfully across the FLP branches
- ✓ **759** customers enrolled in IL Diksha program
- ✓ **26%** customers accessed different banking products
- ✓ **42%** customers repaid their loans digitally

25,627 customers and non-customers attended the camps across **178** rural branches

3,555 customers trained across **8** branches in Assam through 'Pragati' Financial literacy program which is designed for Nano-Entrepreneurs

399 MSME customers/co applicants trained from **54** branches

1,148 beneficiaries (non-Ujjivan) customers trained through FLP Beyond Ujjivan initiative. The beneficiaries were students, daily wage workers, frontline govt employees.



FLP for ILCustomer



FLP beyond Ujjivan

ENVIRONMENT, SOCIAL & GOVERNANCE (ESG)



Business Responsibility & Sustainability Report disclosed for FY 23-24

Sanchaya – Energy conservation initiative : Re-launched targeting 5% reduction from previous FY

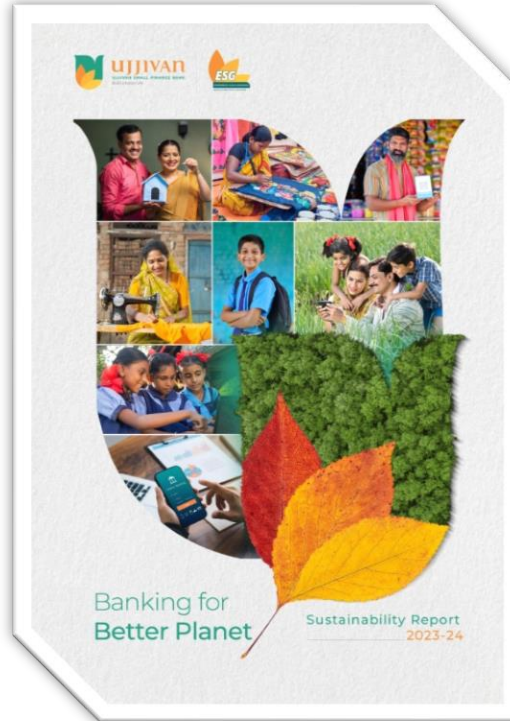
Responsible Waste Management / Measurement at Corporate & Regional Offices

E-waste disposal through authorised recyclers

Exploring SCOPE 3 measurement

Formal DJSI assessment by FY 2025 – Disclosure gaps addressed in Annual & Sustainability reports

Mock DJSI assessment being conducted to assess the probable rating



Sustainability Report

*Scheduled for disclosure
by 31st Jan 2025*

LSEG ESG SCORES

FY 2021-22

ESG Score → 48

Pillar	Score	YoY Change
Environment (Weight: 14.4%)	32	-
Social (Weight: 49.6%)	43	-
Governance (Weight: 36.0%)	62	-

FY 2022-23

ESG Score → 59 ▲

Pillar	Score	YoY Change
Environment (Weight: 14.4%)	45	▲
Social (Weight: 49.6%)	60	▲
Governance (Weight: 36.0%)	65	▲

FY 2023-24

ESG Score → 72 ▲

Pillar	Score	YoY Change
Environment (Weight: 14.4%)	46	▲
Social (Weight: 49.6%)	79	▲
Governance (Weight: 36.0%)	74	▲

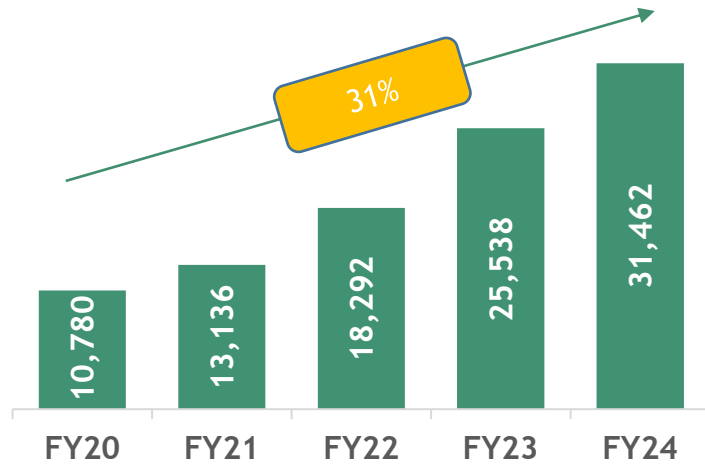


5 YEAR ANNUAL TREND

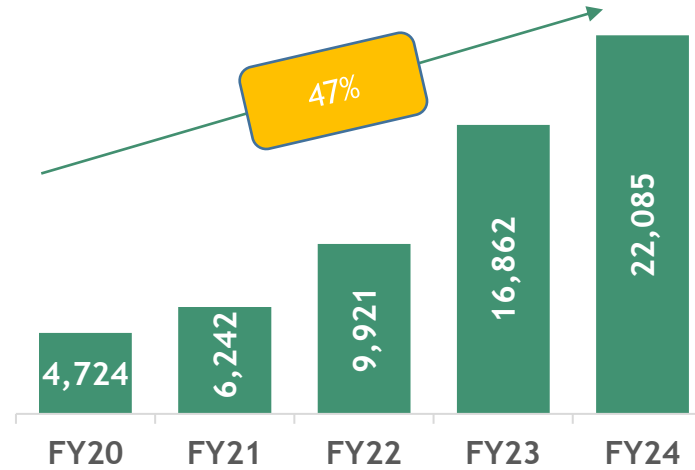


PERFORMANCE TRACK RECORD (1/4)

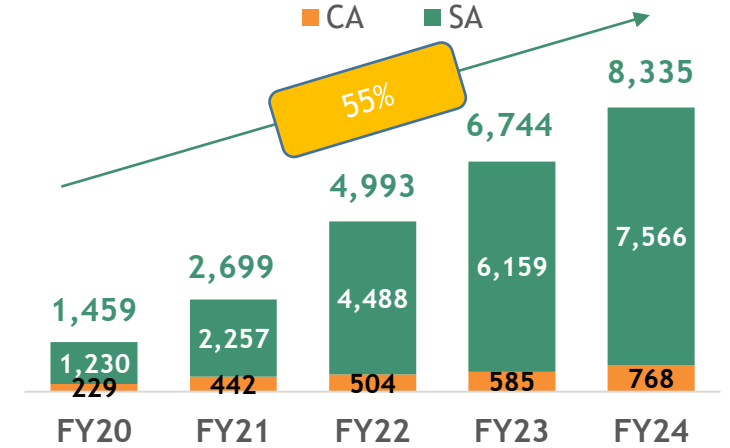
Total Deposits (₹ in Crore)



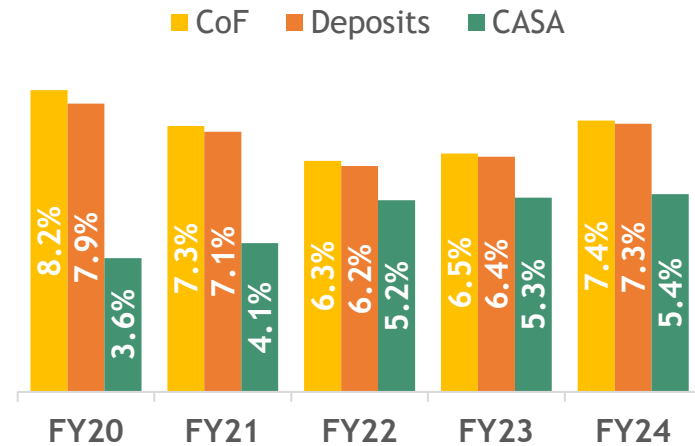
Retail Deposits (₹ in Crore)



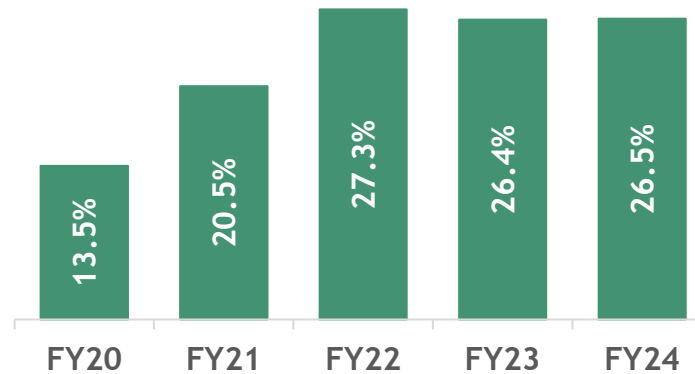
CASA Breakup (₹ in Crore)



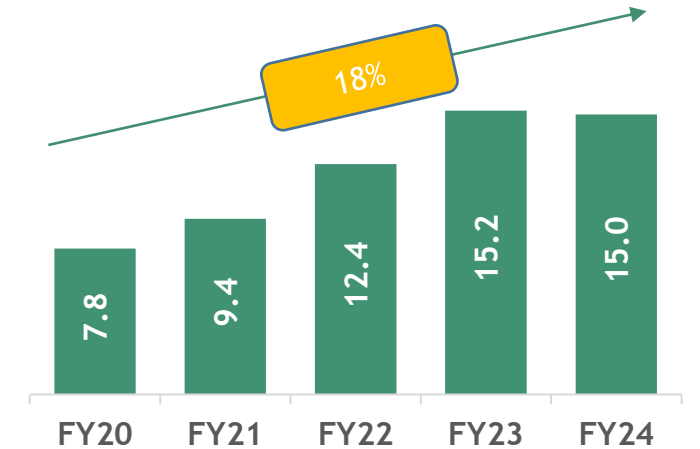
Cost of Funds (%)



CASA (%)



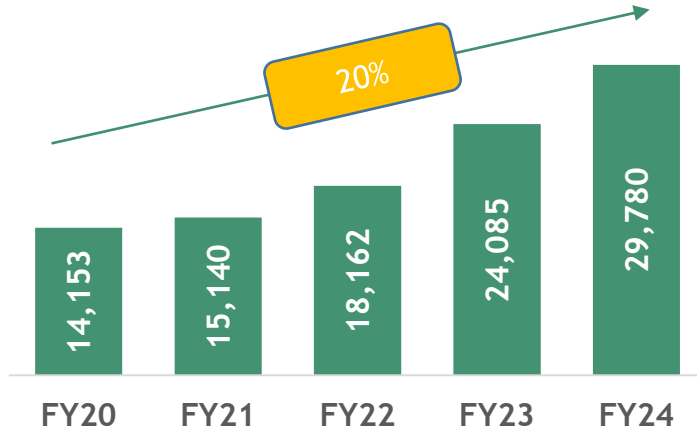
Deposit Customers (Nos in Lakh)



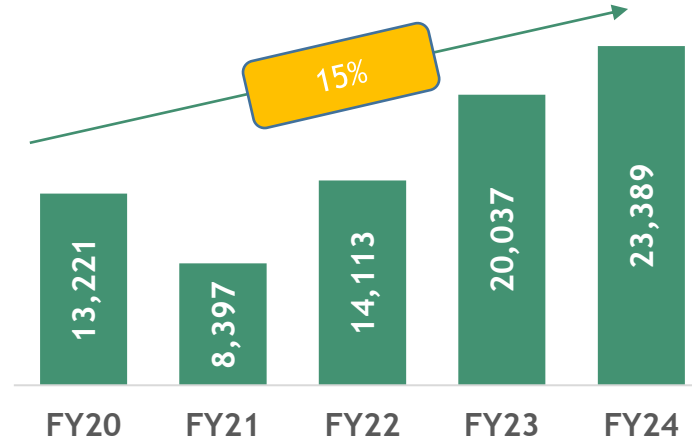


PERFORMANCE TRACK RECORD (2/4)

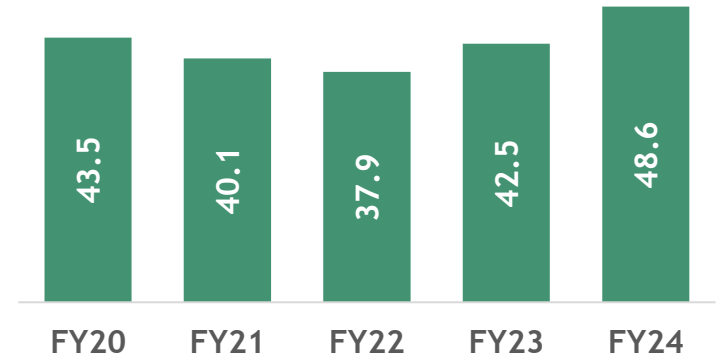
Gross Loan Book (₹ in Crore)



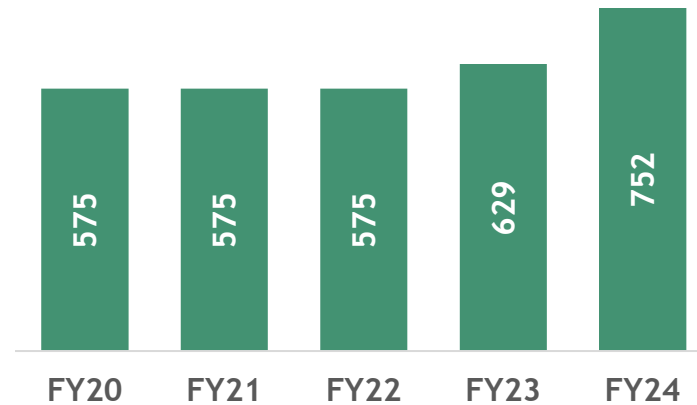
Disbursement (₹ in Crore)



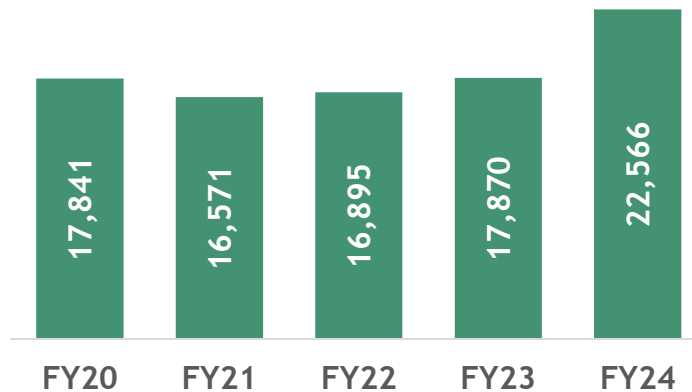
Asset Customer (Nos in Lakh)



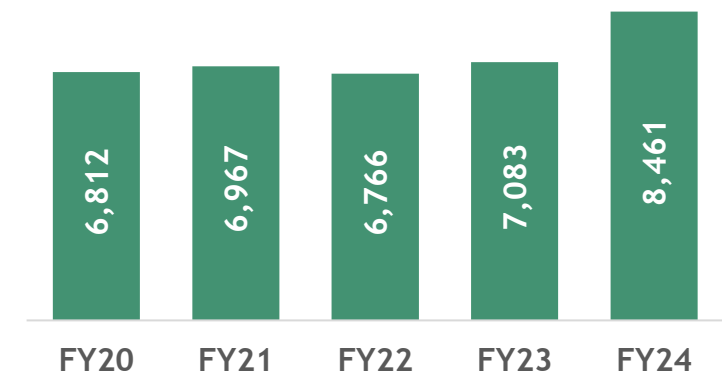
Branch Network (Nos)



Employees (Nos)



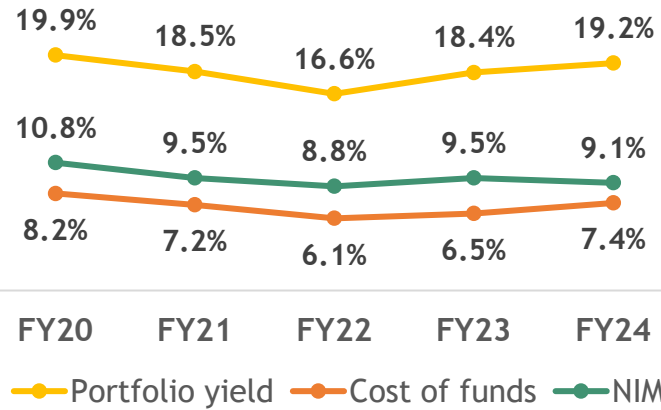
Loan Officers (Nos)



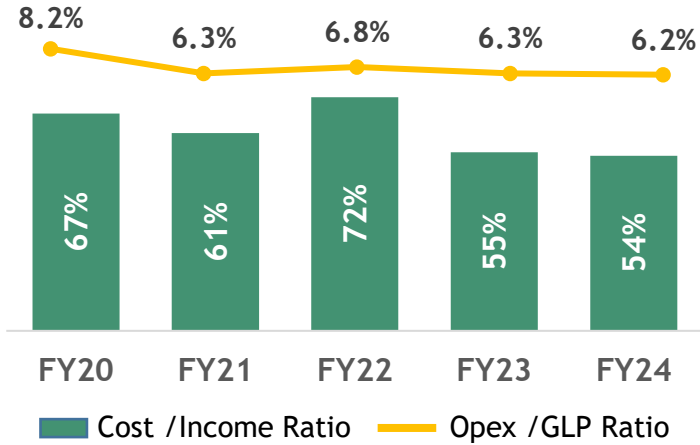


PERFORMANCE TRACK RECORD (3/4)

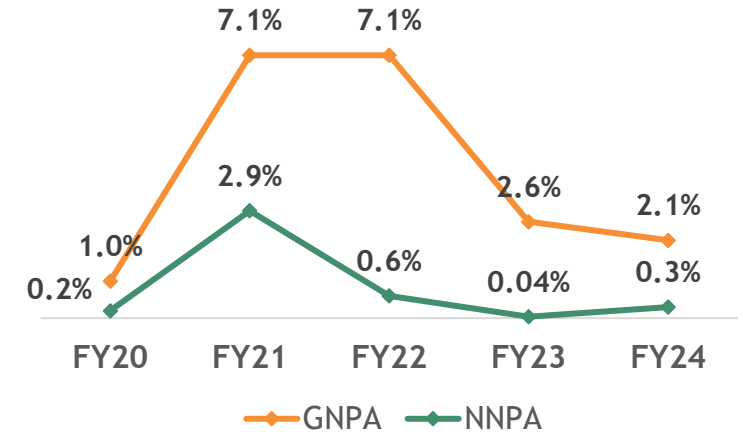
Margin Analysis (%)



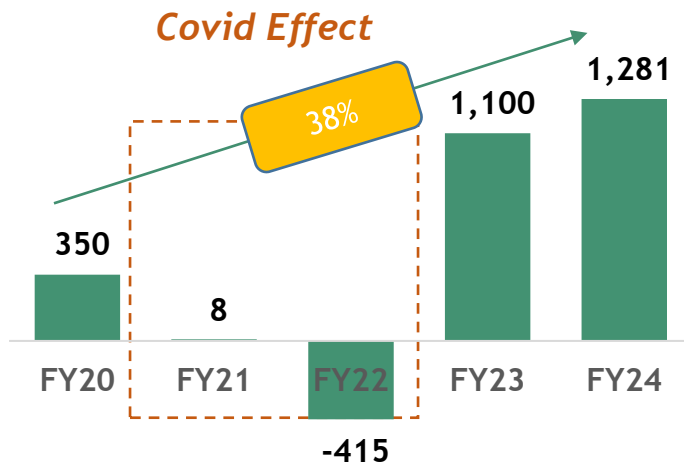
Operating Efficiency (%)



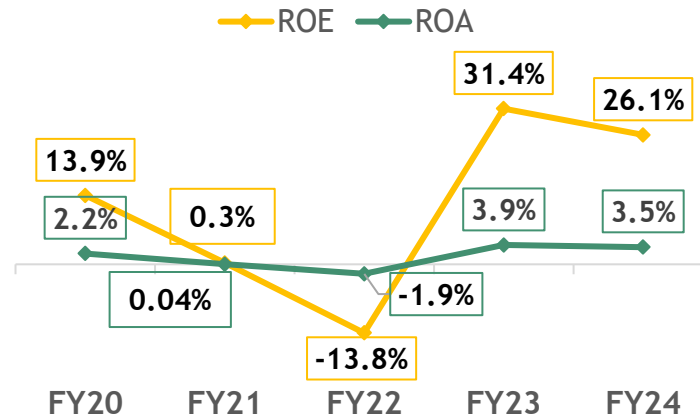
Asset Quality (%)



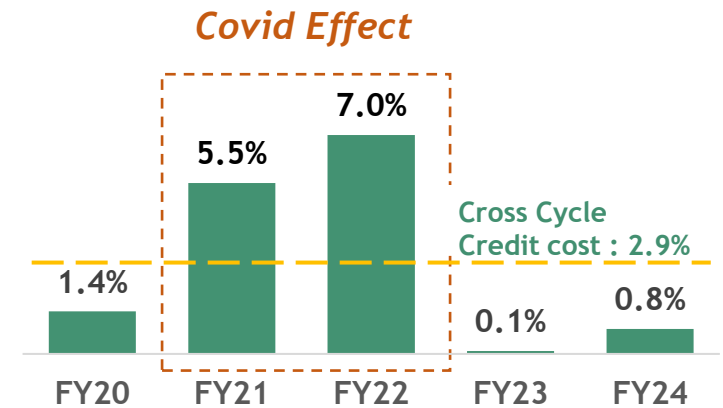
PAT (₹ in Crore)



ROA & ROE (%)



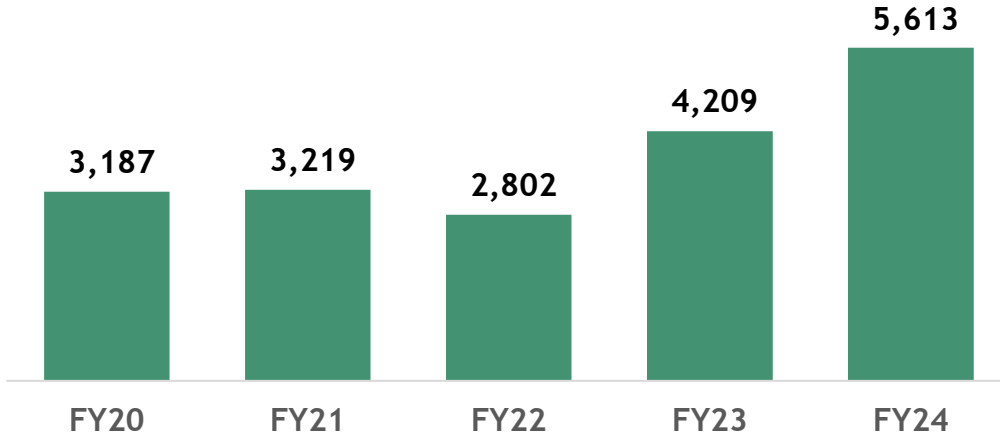
Credit Cost (%)



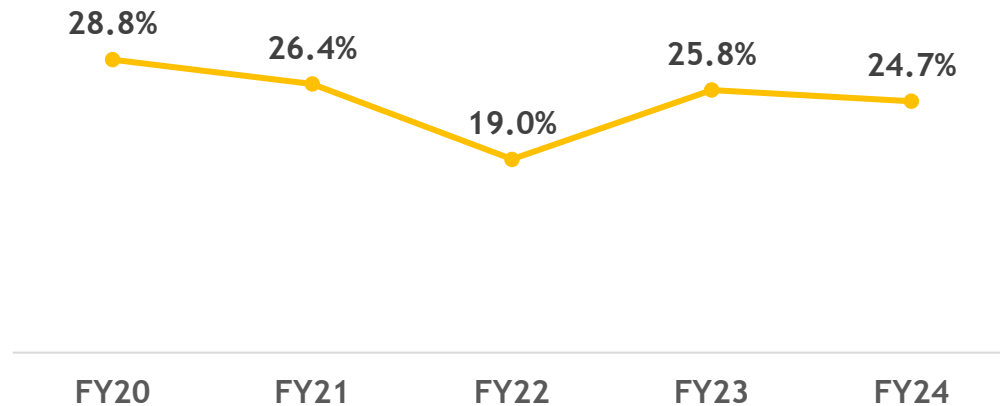


PERFORMANCE TRACK RECORD (4/4)

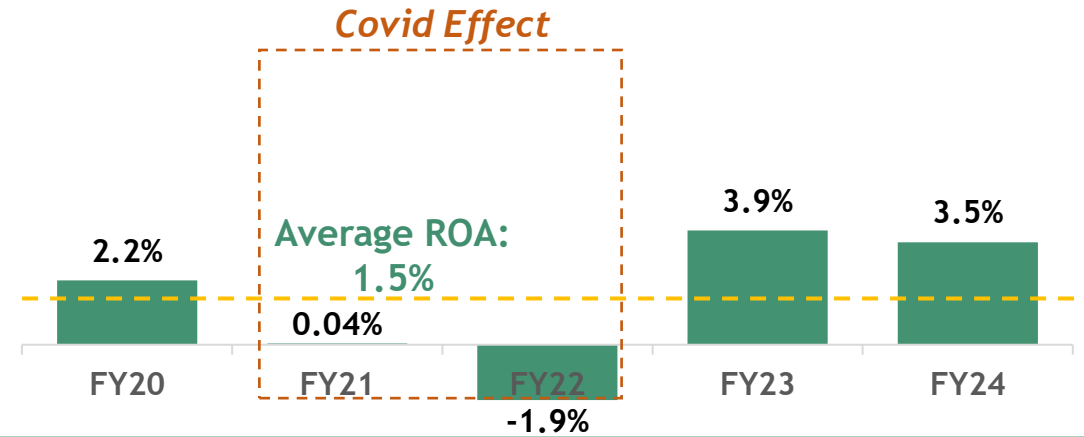
Net Worth (₹ in Crore)



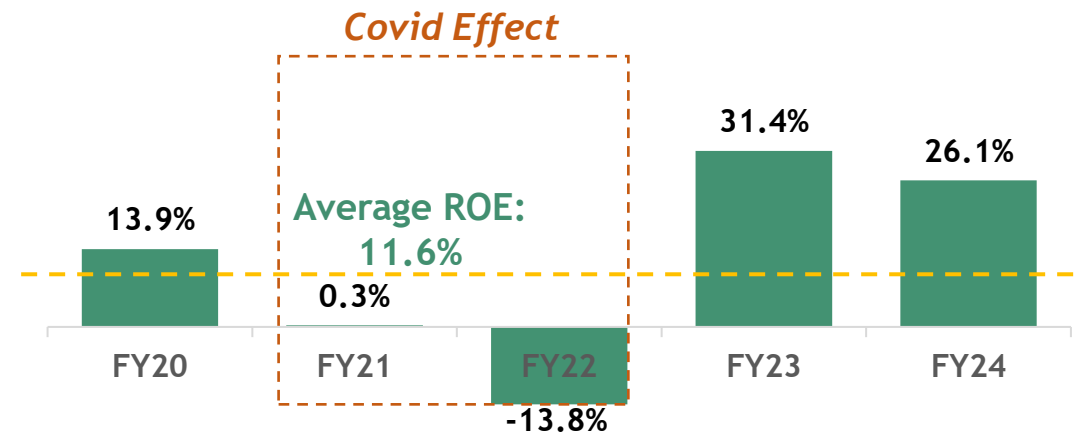
CRAR (%)



Cross cycle ROA (%)



Cross cycle ROE (%)





THANK YOU

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investorrelations@ujjivan.com

