



# Investor Presentation Q2 FY 2017-18





**November 2017** 



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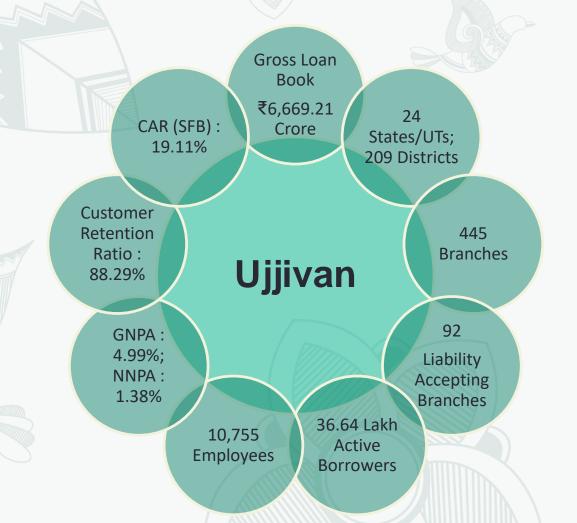


## Performance Highlights – UFSL and USFB



## **Performance Highlight**







#### **Business and Operational Highlights**



- Gross Loan Book at ₹6,669.21 crore; growth of 3.25% over Q1-FY18 and an increase of 2.83% over Q2-FY17
- Off-balance sheet portfolio as of September 30, 2017 at ₹304.82 crore
- Net Loan Book at ₹6,364.39 crore; growth of 4.15% over Q1-FY18 and an increase of 6.07% over Q2-FY17
- Disbursement at ₹1,954.28 crore; an increase of 14.83% over Q1-FY18 and decrease of 10.51% over Q2-FY17
- 1.73 lakh new borrowers added during the quarter and 3.49 lakh in the H1-FY18
- Collection efficiency back to normal at 99.7% for new business from January to September'17
- Secured portfolio increased by 34.85% to ₹202.68 crore from ₹150.30 crore in Q1-FY18
- GNPA at 4.99% and NNPA at 1.38% in Q2-FY18 against 6.16% and 2.30% respectively in Q1-FY18
- Prudential write off of ₹88.64 crore in Q2-FY18 (covered by provisions)
- Provision Coverage Ratio (excluding technical write-off) at 73.40%
- Overall PAR reduced to ₹445 crore in September'17 from ₹571 crore in June'17

#### Financial Highlights - Consolidated



The financials and ratios as below are based on consolidated numbers:

- Total Income at ₹378.03 crore, an increase of 5.41% over Q1-FY18 and an increase of 5.89% over Q2-FY17
- NII at ₹164.57 crore, an increase of 19.07% over Q1-FY18 and a decrease of 12.48% over Q2-FY17
- NIM at 10.55% in Q2-FY18, an increase from 9.23% in Q1-FY18 and a decrease from 13.02% in Q2-FY17
- Cost to Income ratio at 68.82%, a decrease from 78.00% in Q1-FY18 and an increase from 48.18% in Q2-FY17
- Net Loss at ₹11.95 crore in Q2-FY18 against ₹74.94 crore in Q1-FY18
- Net Loss declined from Q1-FY18 on account of:
  - Moderate growth in revenue and consequently higher NII
  - Lower credit costs in Q2-FY18

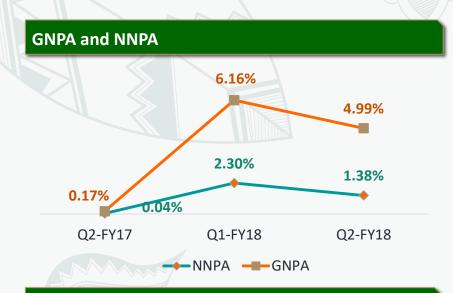
#### Financial Highlights – Ujjivan SFB



- NII at ₹195.20 crore, an increase of 12.42% over Q1-FY18
- NIM at 10.20% against 8.90% in Q1-FY18
- Operating Expense Ratio at 9.85% against 10.48% in Q1-FY18
- Cost to Income Ratio at 68.93% against 78.25% in Q1-FY18
- Scheduled bank status boosted deposit business to ₹1,349.1 crore against ₹ 403.7 crore in Q1-FY18
- ◆ Deposit base includes ₹614.5 Crore of certificate of deposits
- Cost of funds is reduced to 9.65% from 9.82% in Q1-FY18 and 10.41% in FY17
- Marginal cost of borrowings at 7.19%, a decline from 7.50% in Q1-FY18 and 9.67% in FY17
- Deposits constitute 22.0% of Advances in Q2-FY18 against 6.6% in Q1-FY18
- CASA: 4.6%, Retail to Total Deposit: 9.5%
- Average Cost of Deposits at 5.3% against 5.6% in Q1-FY18
- PSLC fee income of ₹8.2 crore on portfolio sale of ₹950 crore during the quarter

#### **GNPA, NNPA and PAR**







#### PAR and Provision - On Book (₹ in Crore)

#### 580.2 511.4 395.2 270.9 124.8 March June September

#### PAR and Provision - All Assets (₹ in Crore)







Particulars (on Book)	Q2 FY-18 (₹ in Crore)
GNPA	4.99%
Standard Assets	6,159.92
NPA	323.29
Provision on NPA	237.30
Cumulative Provision	268.67
Provision Coverage (excluding technical write-off)*	73.40%

- Overall PAR has reduced by ₹125.68 crore during the quarter and stands at ₹445.52 crore as of 30<sup>th</sup> September'17
- Prudentially write off at ₹88.64 crore during the quarter
- 6 GNPA stood at 4.99% in September from 6.16% in June. ₹53.5 crore of net reduction in GNPA

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- Dedicated focus on collection of hard bucket OD resulted in better traction (30% in September)

<sup>\*</sup> PCR will be 79.12% inclusive of prudential write off of ₹88.64 crore





#### **Actions Taken for Collections**

- Branches having PAR > 5% will continue to be completely focused on recoveries
- Independent collections team focused on > 90 day cases
  - Vintage staff from affected branches were moved to manage collections from default clients; 50% of NPA accounts allocated to team
  - Witnessed a traction of 30% (+5% from June'17) from this team on allocated cases during September month
- Continued Tele-calling support for high value default clients
  - Successful call ratio is 27% out of total calls made in September; 3% higher than June
  - 72% of the Promise to Pay dates given were fulfilled; Conversion rate at 91% for Individual Lending customers
- Legal notices being sent across difficult areas of the critical branches saw a good traction of 33%













## **Wide Geographical Distribution**



State w	ise Bra	anch M	ix					
		Region	Branches	# states / UTs				
		North	115	10 / 1				
		West	74	2/0				
^Branch in Chandigarh		South	130	5/1				
16	1111111111111	East	126	7/0				
*Branches in (2) 5		Total	445	24 / 2				
New Delhi 26 8* (2)				1				
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Total Branches 55 (1)								
(SED   LIDC) 12 (11) (11)	Branch ir							
(3FB + URC) (2)	ondicheri	ry						

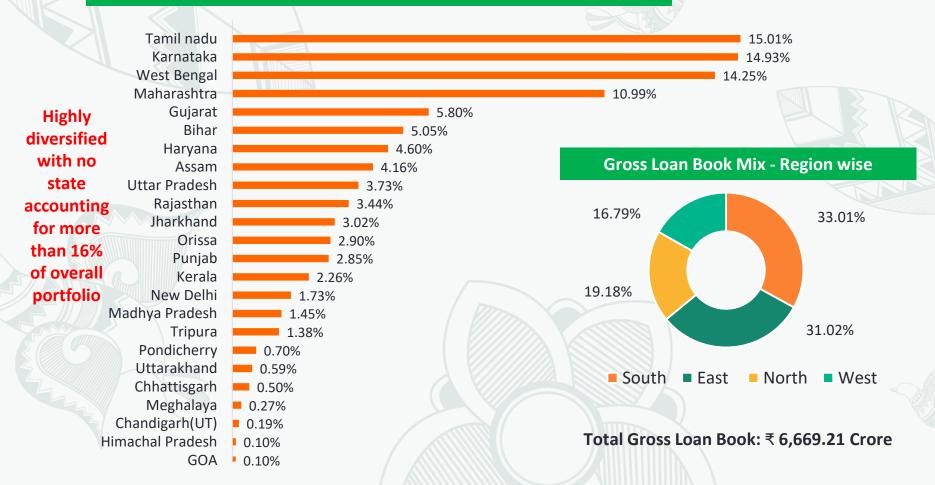
States	Liability Accepting Branches	URC Branches
Chhattisgarh	2	-
Gujarat	4	-
Haryana	7	-
Himachal Pradesh	1	-
Jharkhand	2	-
Karnataka	20	1
Kerala	2	-
Maharashtra	10	-
New Delhi	7	-
Pondicherry	1	-
Punjab	2	-
Tamil nadu	11	-
Uttar Pradesh	2	1
Uttarakhand	1	-
West Bengal	20	-
Total	92	2



#### **Diversified Portfolio Mix**



#### State wise Portfolio Mix (%) – Q2 FY2017-18



### **Deposit Accepting Branches – Update**

- Addition of 40 branches in Q2 FY-18 took the count of SFB branches to 92 spread across 15 states;
   including 2 URCs in Karnataka and West Bengal
- As of 30<sup>th</sup> September 2017, the company has 445 branches of which 92 are bank branches
- We launched banking services in Gujarat, Jharkhand, Chhattisgarh, Kerala, Pondicherry, Uttar Pradesh, Uttarakhand, Punjab in this quarter
- Further expanded our banking outreach with additional outlets in Haryana, Karnataka,
   Maharashtra, Delhi, Tamil Nadu and West Bengal
- The plan is to roll out 82 banking outlets in the H2 FY-18 with 41 new banking outlets each will be rolled out in Q3 and Q4
- In order to fill RBI requirement of 25% branches in unbanked areas, 29 Unbanked
  Rural Centres (URCs) will be opened in the H2 FY-18. Out of these, 14 URCs will follow Brick and
  Mortar model and the remaining 15 URCs will as per Business Correspondent (BC) model
- Each converted branch to cover both asset and liability products

### **Asset Offerings**

**Group Loans** Microfinance

Customer: Groups of women on joint liability basis

Ticket size: ₹ 2,000 - 50,000 (unsecured)

Purpose: Business, Family, Emergency, Education, Agriculture & Allied and Loyalty loans

Individual Loans

Unsecured

business loan

Secured Loan

Customer: Individuals

Ticket size: ₹ 51,000 - 150,000 (unsecured)

Tenor: 6 months – 36 months

Purpose: Business, Livestock, Higher Education, Agriculture, Home Improvement & Loyalty Loans

**Product Offerings** 

Customer: MSEs meeting eligible turnover criteria

Ticket size: ₹ 150,000 - 500,000

Tenor: 1 - 3 years

Purpose: Working capital, capital expenditure and debt consolidation

Customer: MSEs meeting eligible turnover criteria

Ticket size: ₹ 10,00,000 - 25,00,000

Tenor- 3 - 10 years

Purpose: Working capital, capital expenditure and debt consolidation

**Housing Finance** 

Ticket size : ₹ 200,000 - 25,00,000

Tenor : 3 - 20 years

Purpose: Home Construction & Purchase, Home Improvement and Loan against Property



Micro &

Small Business

(MSE)



- No minimum deposit charges, no minimum balance requirement
- Unlimited Free transactions at Ujjivan SFB ATMs
- Product for Senior citizen piloted , due for national rollout by November 2017
- Interest rate : 4%
- Initial deposit of ₹ 1,000 and low monthly average balance requirements of (₹ 5000 & ₹ 10,000)
- Electronic fund transfer and bill payment facilities

## Savings Account Deposits Retail Institutional

**Current Accounts** 

#### **RETAIL**

- Attractive Entry Level ₹ 1000 for FD and ₹ 100 for RD
- No penalty upon premature and partial withdrawal after 6 months
- Processing through Branch, Centre meetings, Mobile and internet banking
- ✓ Interest rate of 5.5% 8%, additional interest rate of 0.5% for senior citizens

#### INSTITUTIONAL

- Targeted at small institutions
- No initial deposit or average monthly balance criteria for saving & Current accounts
- **6** Minimum value of ₹ 25,000 for FD

#### **Fee Based Products (Third Party Insurance products)**

Partnered with Bajaj Allianz Life Insurance Co Ltd, HDFC Standard Life Insurance Co Ltd, Birla Sun Life Insurance Co Ltd & Bajaj Allianz General Insurance Co Ltd.







- Pilot Launched 5 products in association with Bajaj Allianz Life Insurance Co Ltd targeted at existing and new to Bank customers at Bangalore, Krishnagiri & Pondicherry
- Product proposition under discussion with HDFC Standard Life Insurance Co Ltd, Birla Sun Life Insurance Co Ltd & Bajaj Allianz General Insurance Co Ltd



#### **Easy and Convenient Banking**



Modes to facilitate banking



Paperless / Cashless

- Quick and simple account opening / processes without forms
- Encourage use of cashless transactions



Educate and assist people to use different banking channels

 Bank staff to assist customers till they are able to use channels independently



**Branch** 

 All current branches to convert into bank branches

Additional URCs to be opened



All branches to have ATMs

ATMs with biometric and security pin access

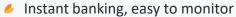
**ATMs** 

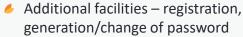
Key channels



Internet/ Mobile

Pay bills, transfer funds, etc.







Phone

24x7 helpline; No lengthy IVRs

 Access to account related info, request for services, handle complaints, grievances



Missed call / SMS

- Simple short codes for quick requests / enquiries
- Balance and mini-statement through missed call on specified numbers



Doorstep

 Mobile ATMs carried to centre meetings held in neighbourhoods

Deposits / withdrawals and other transactions

Why will people save with Ujjivan

Treat customers with RESPECT

Ease of access through multiple channels

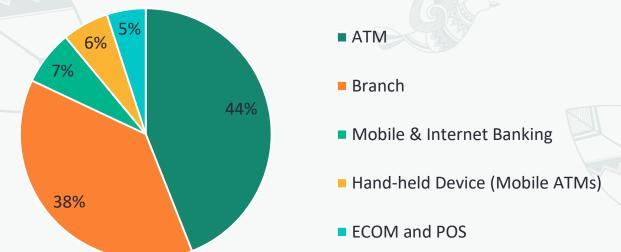
Brand franchise -Leverage on existing customer base Employees from local community to serve as brand ambassadors



#### Digital Banking Update - Q2 FY 2017-18







- ATM: Network of 90 biometric ATMs
- Pilot of m-POS completed, roll out across branches in Q3 to boost current account business
- In Q2 FY-18 out of the total retail FDs and RDs sourced, 92% were sourced through Hand-held Devices (Mobile ATMs) and Mobile & Internet Banking
- Customer service further enhanced by enabling easy registration for internet and mobile banking with debit card information
- Commencement of Aadhar seeding facilitated receipt of subsidy payments. A total of 43,560 customers have availed Aadhar enables subsidies through Ujjivan accounts as of Sep 2017



#### **Loan Book Overview**



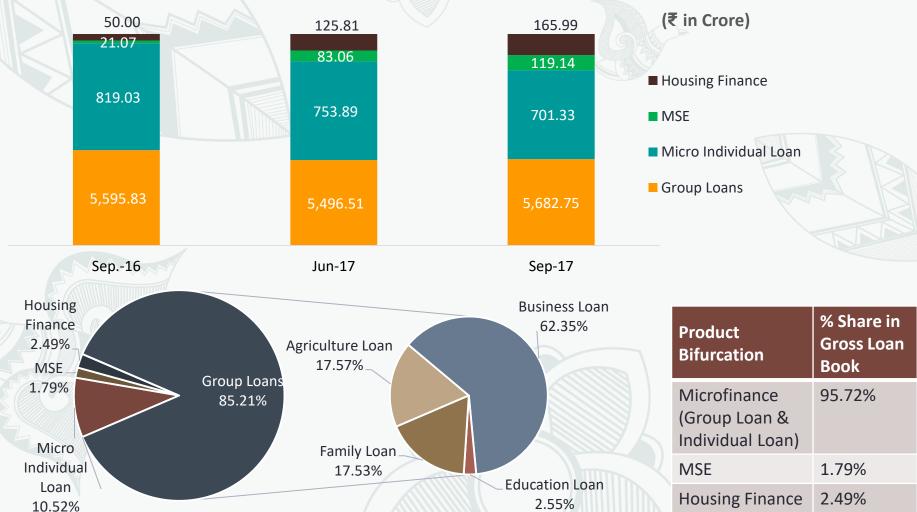
Gross Loan Portfolio & Off-Balance Sheet Portfolio (₹ in Crore)

**Number of Borrowers (in lakhs)** 



#### **Composition of Gross Loan Book**



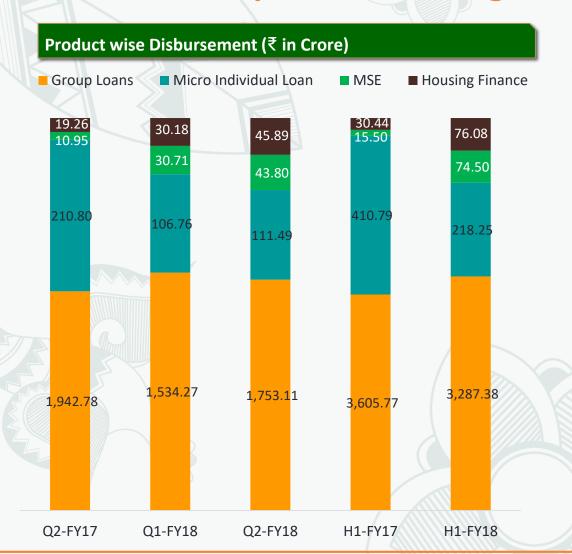




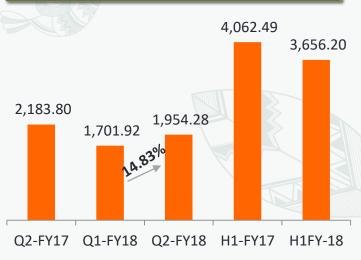
#### **23**



#### **Disbursement Spread and Average Ticket Size**



#### **Total Disbursements (₹ in Crore)**



#### Average Ticket Size – Q2 FY 2017-18

Product	in ₹
Group Loans	24,677
Micro Individual Loan	73,893
MSE	3,27,816
Housing Finance	5,79,447



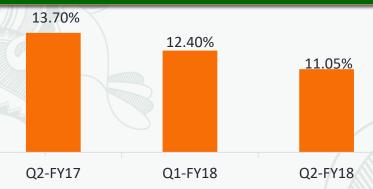
## **Efficiency Parameters**

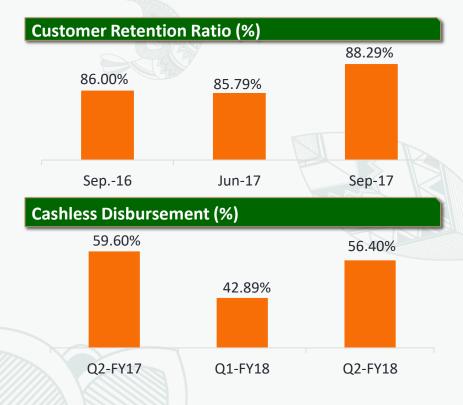


#### **Rejection Rate and Key Reasons**

Key Rejection Reasons	Sept'17
Live loans with 3 Lenders	45%
Overdue	26%
Loan Exposure > 60,000	12%
Live Loans with 3 Lenders, Overdue and	3%
Loan Exposure more than 60,000	
Live Loans with 3 Lenders and Overdue	3%
Live Loans with 3 Lenders and Loan	10%
Exposure more than 60,000	
Overdue and Loan Exposure more than	1%
60,000	

#### **Bureau Rejection Rate (%) - Microfinance**









90% Customers have Aadhar Card as of 30<sup>th</sup> September, 2017











## **Liabilities Profile**









₹ in Crore

Deposits Balance	Q2-FY18
Retail Deposits	127
CASA	62
Term Deposits- Retail	65
Institutional Deposits	607
Certificate of Deposits	615
Total	1,349

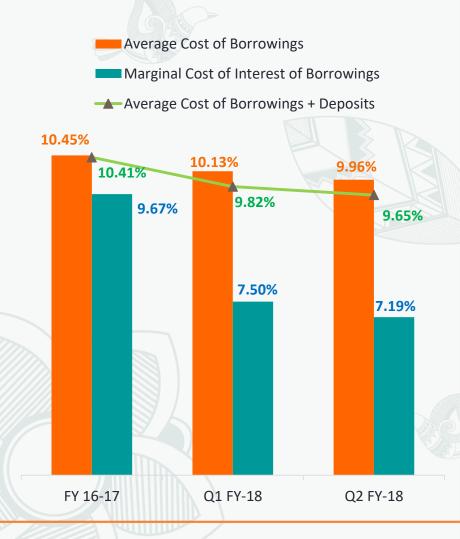
Deposit Ratios	Sep-17
Average Cost of Deposits	5.3%
CASA Ratio	4.6%
Retail to Total Deposit	9.5%
Credit to Total Deposit	4.6x

- The Deposit balance at ₹1,349.1 crore at the end of September'17 against ₹403.7 Crore at end of June'17
- Institutional deposits balance increased by ₹242.3 crore this quarter as we received scheduled bank status
- Deposits contribute 20.0% to total borrowings in Q2-FY18, an increase from 6.0% in Q1-FY18
- Average balance per CASA account is ₹3,993, an increase from ₹3,249 in Q1-FY18
- 6 Average balance per term deposit (retail) account at ₹32,846, an increase from ₹26,571 in Q1-FY18

## **Borrowing Profile and Cost of Borrowing**



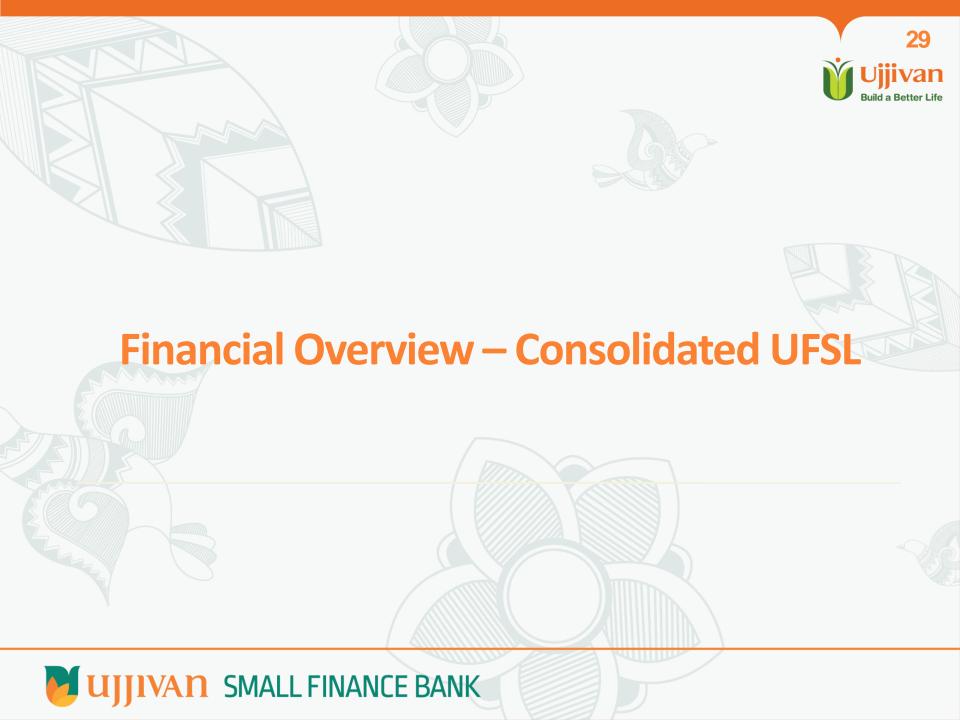
Sr. No	Particulars	Sep-17	Jun-17
1	Term Loans from Banks/NBFC	2,670	3,717
2	Refinance Facility	1,440	1,199
3	Securitization / IBPC (Off Balance Sheet)	305	346
4	Non Convertible Debentures	625	625
6	Short term borrowings	385	497
7	Deposits	1,349	404
	Total Outstanding Amount	6,774	6,789



## **Credit Ratings for Ujjivan SFB**

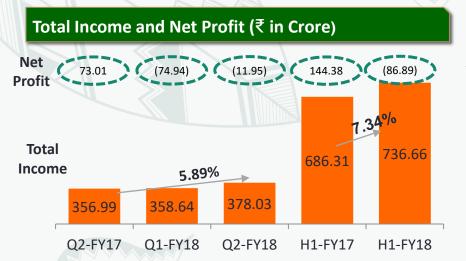


Particulars	₹ in Crore	Rating Agency
Long Term Borrowing	6,000.00	CARE A+ (Stable)
NCD	200.00	CARE A+ (Stable)
NCD	425.00	ICRA A+ (Stable)
Certificate of Deposit	3,000.00	CRISIL A1+ & ICRA A1+
Short term fixed Deposit	2,000.00	CRISIL A1+ & ICRA A1+

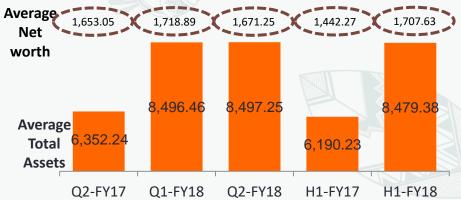


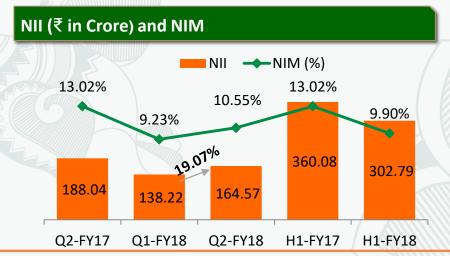
#### **Financial Overview**

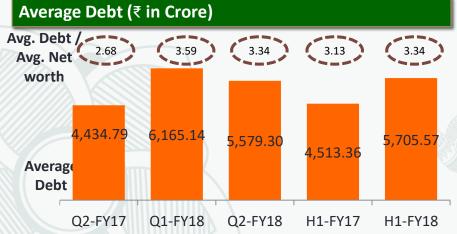








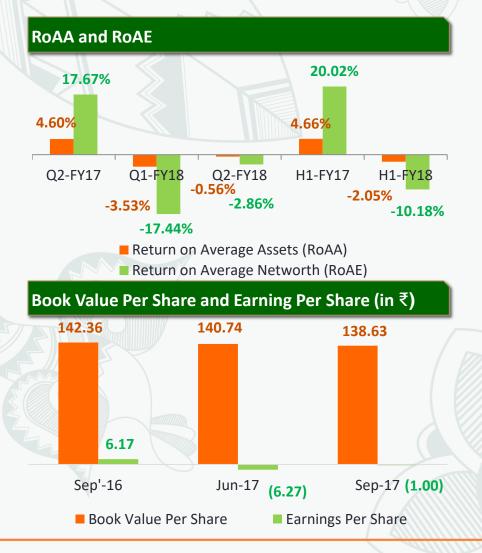


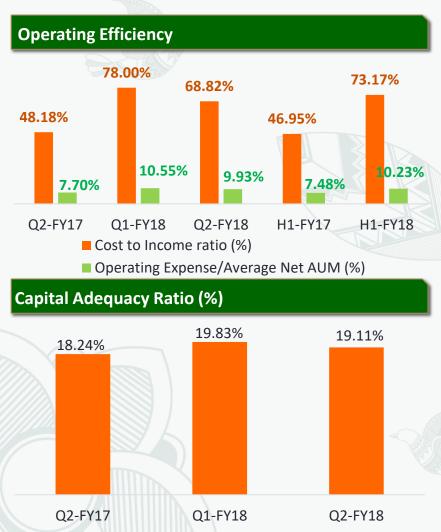




## **Financial Overview (Contd.)**









### Financials – Profit and Loss Statement



₹	in	Croro
7	ш	Crore

			₹ in Crore					
Particulars	Q2-FY18	Q2-FY17	YOY Growth (%)	Q1-FY18	QoQ Growth (%)	H1-FY18	H1-FY17	YOY Growth (%)
Revenue from operations	339.27	350.98	-3.34%	323.40	4.91%	662.68	672.66	-1.48%
Other income	38.75	6.01	544.46%	35.23	10.00%	73.99	13.65	442.03%
Total Income	378.03	356.99	5.89%	358.64	5.41%	736.66	686.31	7.34%
Finance costs	152.97	127.43	20.04%	157.25	-2.73%	310.22	247.83	25.18%
Employee expenses	89.53	64.48	38.84%	88.03	1.70%	177.56	124.36	42.78%
Other expenses	55.23	42.97	28.52%	60.96	-9.39%	116.19	75.44	54.02%
Depreciation	10.13	2.52	301.06%	7.84	29.16%	17.97	4.74	279.01%
Provisions and write offs	88.19	6.95	1168.84%	159.21	-44.61%	247.40	13.20	1774.27%
Total Expenses	396.04	244.36	62.07%	473.30	-16.32%	869.34	465.57	86.73%
Profit before tax	(18.02)	112.63	-116.00%	(114.66)	84.29%	(132.68)	220.74	-160.11%
Total tax expense	(6.07)	39.62	-115.32%	(39.72)	84.72%	(45.79)	76.36	-159.96%
Profit After Tax	(11.95)	73.01	-116.37%	(74.94)	84.05%	(86.89)	144.38	-160.18%

## Financials – Balance Sheet



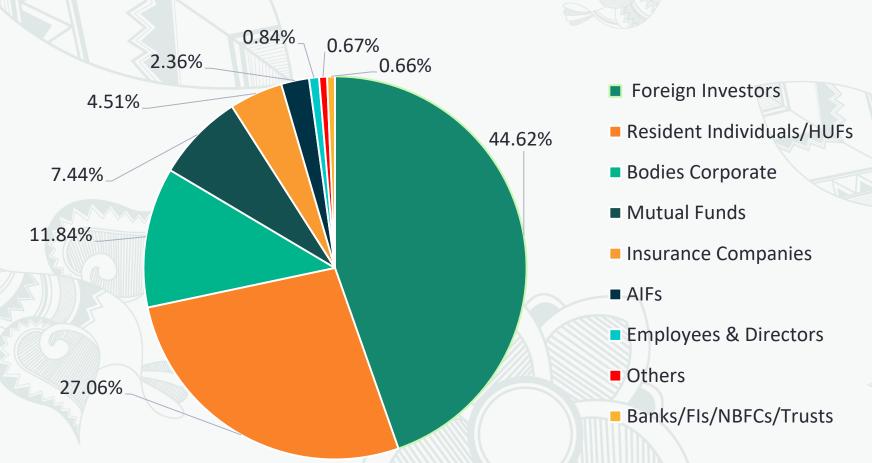
₹ in Crore

		1			R In Crore
Particulars	Sept-17	Sept-16	YOY Growth (%)	Jun-17	QoQ Growth (%)
Share capital	119.74	118.49	1.06%	119.64	0.08%
Reserves and surplus	1,540.25	1,568.30	-1.79%	1,562.87	-1.45%
Borrowings	5,119.73	4,688.72	9.19%	6,038.87	-15.22%
Deposits	1,247.53	-	-	303.75	310.72%
Provisions	298.81	114.10	161.88%	296.93	0.63%
Other Liabilities	154.12	163.54	-5.76%	192.27	-19.84%
Total	8,480.17	6,653.15	27.46%	8,514.33	-0.40%
Cash and cash equivalent	349.10	377.49	-7.52%	558.16	-37.46%
Advances	6,364.39	6,000.20	6.07%	6,110.70	4.15%
Investments	0.10	0.10	-	0.10	-
Fixed & tangible assets	171.93	85.60	100.87%	156.32	9.99%
Other assets	1,594.65	189.76	740.35%	1,689.04	-5.59 %
Total	8,480.17	6,653.15	27.46%	8,514.33	-0.40%

## Shareholding Pattern – UFSL



#### **Shareholding Pattern as of 30th September, 2017**



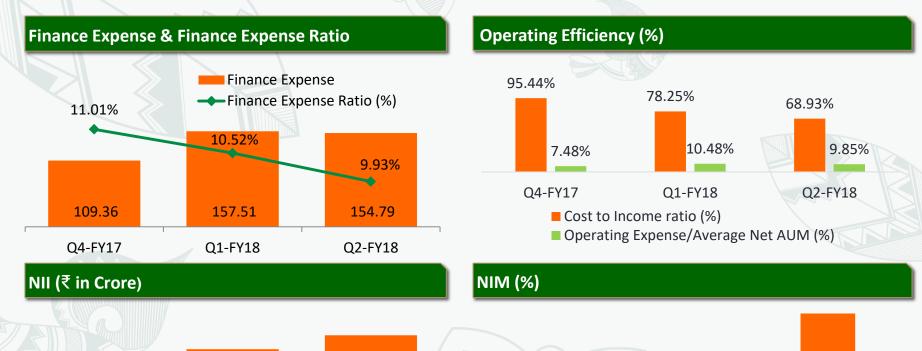


#### **Financial Overview\***



10.20%

Q2-FY18



8.95%

Q4-FY17

8.90%

Q1-FY18

195.20

Q2-FY18



173.64

Q1-FY18

103.35

Q4-FY17

<sup>\*</sup>SFB figures for Q2-FY18 is only 6 months of banking business, hence the numbers are not comparative and indicated only for information purposes

#### **Income Statement – USFB**



₹ in Crore

			<u> </u>
Particulars	Q2-FY18	Q1-FY18	QoQ Growth (%)
Interest Earned	349.99	331.15	5.69%
Other Income	27.58	26.93	2.41%
Total Income	377.57	358.08	5.44%
Interest Expended	154.79	157.51	-1.73%
Operating Expenses	153.57	156.95	-2.15%
Provisions and Contingencies	81.76	119.22	-31.43%
Total Expenditure	390.12	433.68	-10.05%
Net profit for the period	(12.55)	(75.60)	83.41%
Profit brought forward	-	0.03	100.00%
Total	(12.55)	(75.58)	83.40%
Appropriations			
Transfer to Statutory Reserve			
Total	(12.55)	(75.58)	83.40%

<sup>\*</sup>SFB figures for Q2-FY18 is only 6 months of banking business, hence the numbers are not comparative and indicated only for information purposes





₹ in Crore

			₹ III Clore
Particulars	Sept. 2017	June 2017	QoQ Growth (%)
CAPITAL AND LIABILITIES			
Capital	1,640.04	1,640.04	0.00%
Reserves and Surplus	(88.11)	(75.57)	16.60%
Deposits	1,349.08	403.74	234.14%
Borrowings	5,119.73	6,038.87	-15.22%
Other Liabilities and Provisions	205.98	236.91	-13.06%
TOTAL	8,226.71	8,243.99	-0.21%
ASSETS			
Cash and Balances with Reserve Bank of India	109.80	243.79	-54.96%
Balance with Banks and Money at Call and Short Notice	245.61	308.29	-20.33%
Investments	1,172.80	1,393.95	-15.87%
Advances	6,245.92	5,877.16	6.27%
Fixed Assets	171.90	156.29	9.99%
Other Assets	280.69	264.50	6.12%
TOTAL	8,226.71	8,243.99	-0.21%

<sup>\*</sup>SFB figures for Q2-FY18 is only 6 months of banking business, hence the numbers are not comparative and indicated only for information purposes











## **Thank You!**





