

Investor Presentation Q3 FY 2018-19

January 2019



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Performance Highlights - UFSL and USFB



Business Performance Overview



Liabilities Profile



Financial Performance Overview - Consolidated



Financial Performance Overview - Ujjivan SFB







Performance Highlights – UFSL and USFB

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Performance Highlights (1/2)



Key highlights:

- Strong growth in AUM: Gross loan book stands at Rs 9,349 cr.; +31.8% Y-o-Y / 12.4% Q-o-Q
 Micro Finance^ growth improved to 20.8% Y-o-Y from 14.6% in H1-FY19
- ❖ 30.2% Y-o-Y / 6.5% Q-o-Q increase in Consolidated NII led by AUM growth
- Consolidated NIM at 11.8% in Q3-FY19 vs. 11.7% in H1-FY19; Ujjivan SFB NIM at 10.8% in line with H1-FY19
- Consolidated PAT at ₹45.2 cr. in Q3-FY19 vs. ₹44.3 cr. in Q2-FY19 and ₹29.3 cr. in Q3-FY18
- ROA stands at 1.7% in Q3-FY19 vs. 1.7% in Q2-FY19 and 1.3% in Q3-FY18
- Expanded branch network in Q3-FY19 (+97); total banking outlets stands at 464 as of Dec'18
- Retail deposit at Rs 1,945 cr (+48.2% Q-o-Q); 36.2% of total deposits
- Capital Adequacy maintained at 22.2% of which Tier-I capital is 21.6%



Performance Highlights (2/2)



Focus on expanding Customer Base:

- New customer acquisition in expanded branch catchment areas and URCs; asset customer base increased to 41.4 lakhs from 40.3 in Sep'18
- Customers per Relationship Officer optimized to improve customer retention

Expansion of Rural Network:

- Expanded the rural network to 117 Banking Outlets, of which 84 are new branches (60 URCs opened in Q3-FY19)
- Opens up a large customer segment with opportunity to sell traditional as well as new products

Service Quality:

- Put in place Service Standards (Index) for each business and support function, in order to improve quality of services rendered to our customers
- Customer Satisfaction (C-SAT) scores of Branches improved from 77% in Q2 to 82% in Q3

Awards:

- ❖ Ujjivan has won the 6th ASSOCHAM SMEs Excellence Award 2018 for 'Excellent Service'
- ❖ NASSCOM Data Security Council of India- Corporate Segment Special Jury Recognition Award for Security Practices in Small Finance Bank



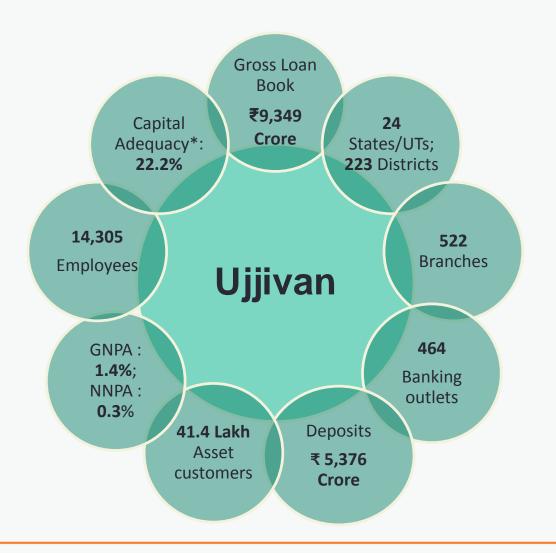


- Continue to maintain the accelerated pace of disbursement and deposit building
- Continued focus on expanding the Customer Base; improve retention and new customer acquisition
- ❖ Focus on disbursement in all segments
- Retail deposit build up to be a priority
- * Roll out products and services in the new rural branches and grow the customer base
- Leverage the Corporate Internet Banking and other solutions to expand the customer base
- Control on existing costs by revisiting processes & contracts
- ❖ To maintain USFB Cost-to-Income ratio at ~75% for FY19
- * Branch expansion strategy- identify prospective locations for branch expansion in next FY



Snapshot: December, 2018





^{*} Ujjivan Small Finance Bank



Q3-FY19: Business and Operational Highlights



Gross Total AUM

- ₹9,349 Crore as of Dec'18
- 31.8% y-o-y growth
- 12.4% q-o-q growth

Asset Quality

- GNPA at 1.4% from 1.9% in Sep'18, NNPA at 0.3%
- Adequate PCR at 81.4%

Branch Roll-out

- Converted 37 asset centers into banking outlets in Q3-FY19
- Opened 60 URCs

Gross on-book AUM

- ₹9,073 Crore as of Dec'18
- 31.0% y-o-y growth
- 11.1% q-o-q growth

Secured Loan Book

- 11.3% to total loan book
- 277.0% y-o-y growth,
 36.0% q-o-g growth

Deposits

- Deposits constitute 58.0% to total funding
- Reduced reliance on CD -10.0% (14.0% in Sep'18)

Loan Composition

 Non-Micro Finance[^] book constitutes 13.4% against 5.5% in Dec[^]17

Disbursements

- ₹2,885 Crore for Q3-FY19
- 35.2% y-o-y growth
- 21.0% q-o-q growth

Retail Deposits

- Retail deposits at 36.2% against 10.4% in Dec'17
- CASA at 10.4% improved from 3.7% in Dec'17

^ Gross on-book AUM excludes Securitisation & IBPC; URC: Unbanked Rural Centre, Micro-Finance includes Group/ Individual loans in Rural Portfolio as well



Q3-FY19: Financial Highlights (Consolidated)



Total Income

- ₹512.6 Crore in Q3-FY19
- 33.4% y-o-y growth
- 9.7% q-o-q growth

Net Interest Income (NII)

- ₹255.0 Crore in Q3-FY19
- 30.2% y-o-y growth
- 6.5% q-o-q growth

Net Interest Margin (NIM)

- 11.8% in Q3-FY19
- Flat y-o-y / q-o-q

Cost to Income

 77.7% in Q3-FY19 as against 69.0% in Q3-FY18 and 77.4% in Q2-FY19

Profit

Net Profit of ₹45.2 Crore in Q3-FY19 as against ₹29.3 crore in Q3-FY18/ ₹44.3 crore in Q2-FY19

Return Ratios

ROA at 1.7% / ROE at 9.7% for Q3-FY19 as against 1.3% / 7.0% for Q3-FY18 and 1.7% / 9.7% respectively for Q2-FY19

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Micro banking

- ❖ Building up of GL & IL disbursement on the account of new customer acquisition, retention of repeat clients and focus on Individual loans
- Focus on Individual Lending across Metro, Urban & Rural locations by revamping processes and policies and addition of new products
- Developing the building blocks of Family Banking; expected launch in Q1 FY20
- * Key projects to help customers build banking habits: QR code base payment & SI repayment etc.

Rural banking

- ❖ Capitalize on expanded URC network. Target Rural Affluent for deposits and word of mouth marketing, focus on deposits from Panchayat & other government, private bodies
- Multi Product Strategy increased activities in MicroBanking and Farmer's Club
- Customized product offerings for small & marginal farmers; extend Agri Group Loan & Kissan Suvidha loan products to Haryana State



Way Forward (2/3)



MSE

- Leverage Corporate Internet Banking for deepening banking relationship in existing customers and drive on-boarding in corporate segment
- Partnership with Fintech platforms to explore alternate sourcing channels
- Introduction of new secured product variants
- Overdraft cross-sell campaigns on existing MSE and Current Account customers

Affordable Housing

- Penetration through Increase in Distribution New product Variants in HL
- Further deepening of market penetration relevant product changes, credit policies, branch reach
- Thrust on semi and informal segment
- Partnership with Online property aggregators



Way Forward (3/3)



Branch Banking

- ❖ Focus on Corporate Internet Banking to drive CA acquisition and balance in collaboration with Channels and MSE team
- ❖ Focus on on-boarding mid-size companies/ Institutions to drive Saving Accounts; salary account re-launched with revamped offerings
- ❖ Post e-KYC judgment by SC, New account opening process is being developed for better TAT and customer experience
- Leverage Bill Payment options, RuPay Offers, Mobile Banking Penetration & Loyalty Programs

FY19 Guidance: USFB



- ❖ AUM growth: 30—35%; Micro-banking to grow around 20%
- NIM (USFB): To remain ~11%
- Cost of funds: Expected to be in the range of 8.4-8.5% in FY19
- RoA: 1.7% in FY19
- RoE around 11% in FY19
- Cost to Income ratio ~75% in FY19
- Credit cost: sub 70 bps in FY19
- Update on hiring of new MD & CEO: USFB to submit application to RBI by end-Jan'19

Listing of Ujjivan SFB shares



- ❖ We are fully committed to abide by the RBI guidelines in terms of Listing and Dilution of Promoter's Equity in the SFB and have reviewed several options.
- Board Committees have evaluated all options keeping in mind the interest of UFSL shareholders and various tax, compliance and other regulatory aspects
- The listing teams will now work with their Advisors to obtain regulatory approvals
- Details will be provided after receiving regulatory approvals

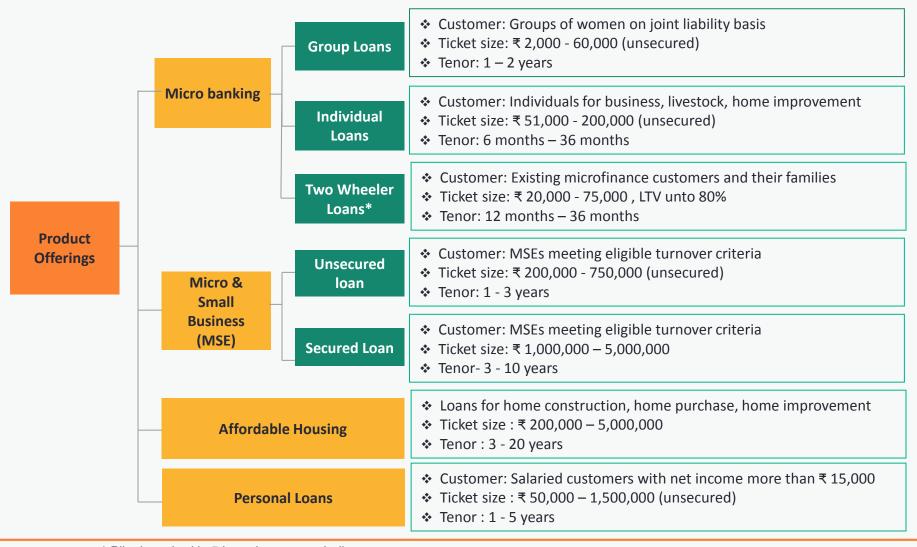




Ujjivan SFB Business

Asset Offerings





Update On New Business Lines, FY19



Lending to Financial Institution

- Lending to NBFCs, MSME financiers, MFIs
- Focus on Term Loans having tenor of 1-2 years
- ❖ Cap of 10% of Gross Loan Book
- Custom-made products suiting the requirement of borrower
- ❖ 100 Cr Loan Book as on Dec'18

Agri & Rural Business

- Focus on Small/Marginal farmer's meeting their undeserved needs
 - Agri Group Loan JLG based loans for small and marginal farmers for allied activities like dairy, sericulture & tractor maintenance

Ticket Size : ₹ 30,000 to ₹ 60,000

Agri Composite Loan-Combination of loans aimed at customers engaged in array of farming and allied activities like dairy, post harvest transportation, poultry, fishery etc.

Ticket Size : ₹ 60,000 to ₹ 2,00,000



Liability Offerings Update



- Promotion of RuPay Debit card offers
- Effective communication to NTB and existing customers lead to increase in Mobile Banking usage from 16% to 40%
- Unlimited free transactions at Ujjivan's ATM for all SA products
- No charges on minimum balance requirement



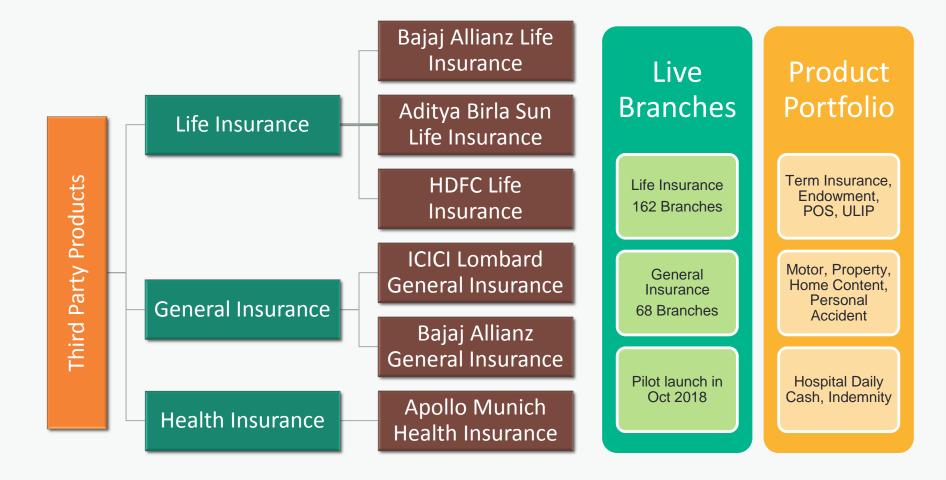
- ❖ Interest rates for 1-2 years and 799 days revised to 8.3% and 8.6 % respectively effective from 26-11-2018(additional interest rate of 0.5% for senior citizens)
- No penalty upon premature and partial withdrawal after 6 months
- Attractive Entry Level ₹ 1000 for FD and ₹ 100 for RD

- ❖ USFB provides Business Edge Accounts to cater to MSE customers. Other variants of Current account catering to requirements of the mass market segments are:
- Regular Current Account
- Premium Current Account
- ❖ Started to offer **Platinum Debit Card** to Business Edge Accounts effective Dec'18
- ❖ Rationalization of product features for all CA variants w.r.t Competition effective from 01-11-2018, which made the product competitive for the respective target segment that lead to acquisition and balance built up
- CMS (Cash Management Services) launched for Business Edge Current account customers



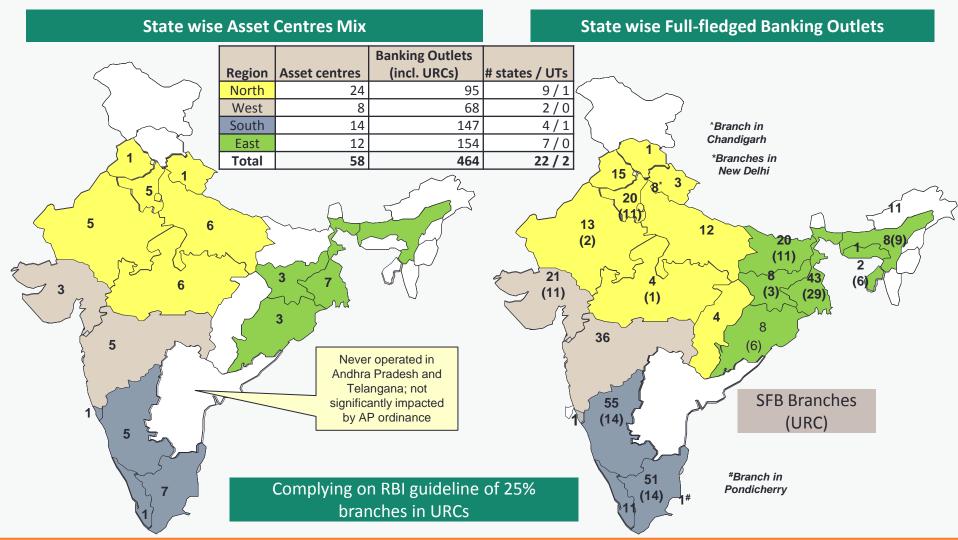
Third Party Products





Wide Geographical Distribution







Banking Outlets Roll Out Plan



- ❖ As of Dec'2018, there are 522 branches with 58 asset centers and 464 banking outlets including 110 Unbanked Rural Centers (URCs) and 7 Business Correspondents (BCs)
- ❖ In Q3-FY19, we have added 97 banking outlets which includes 60 URCs. In 9M-FY19, we operationalized total 277 banking outlets
- Estimate to have total 475 banking outlets at the end of FY19
 - 11 banking outlets will be opened in Q4-FY19, of which 3
 will be in URCs in Haryana, Bihar and Tamil Nadu
- Remaining asset centers will be converted in FY20



Every banking outlet to serve both asset and liability offerings



Customer Base Growth – USFB





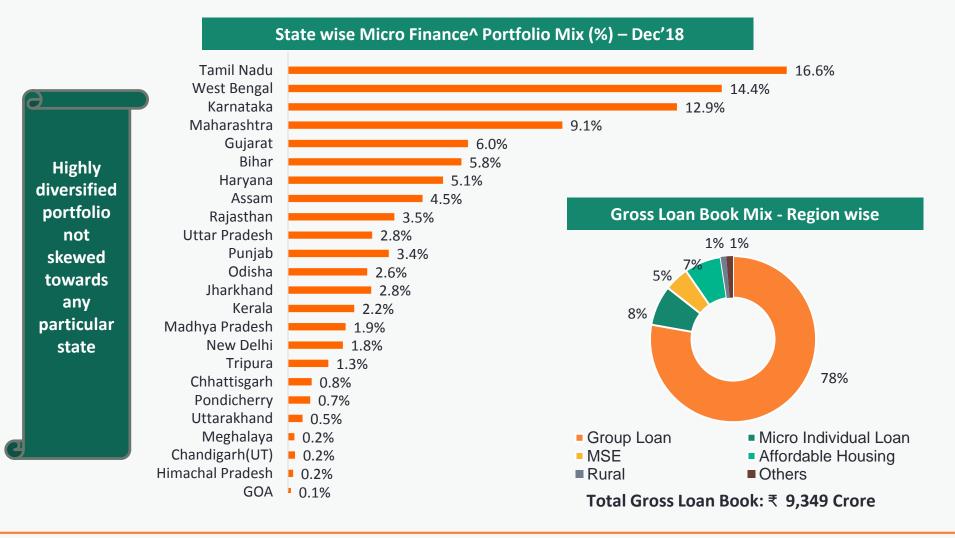


Customers (in Lakhs)	Dec'17	Mar'18	Jun'18	Sep'18	Dec'18
Asset Customers	39.9	40.7	40.3	40.3	41.4
Deposit Customers	2.6	3.8	6.0	10.2	15.3
New to Bank Deposit Customers	0.5	0.9	1.2	1.7	2.3
Total Customers	40.4	41.6	41.5	42.0	43.7



Diversified Portfolio Mix

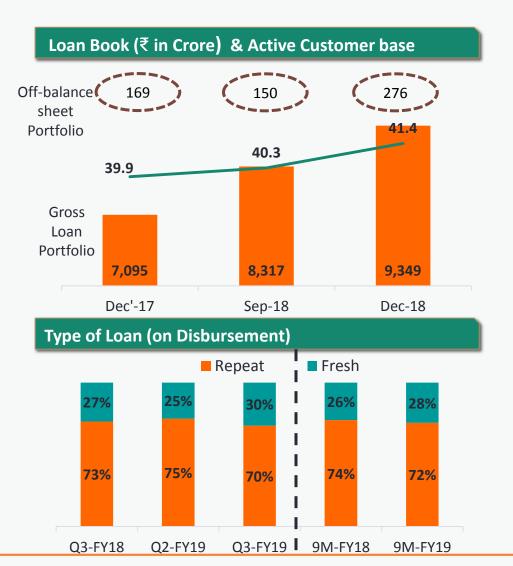


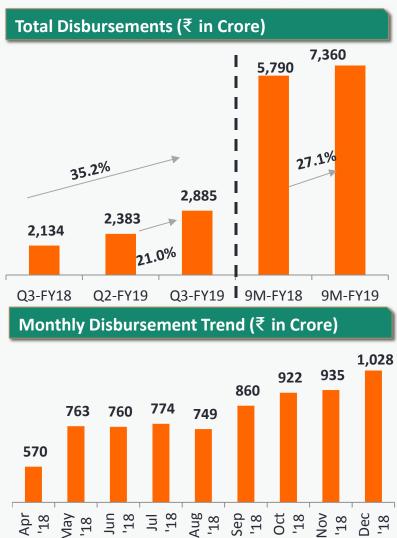


Business Performance Overview

Loan Book and Disbursement Trend



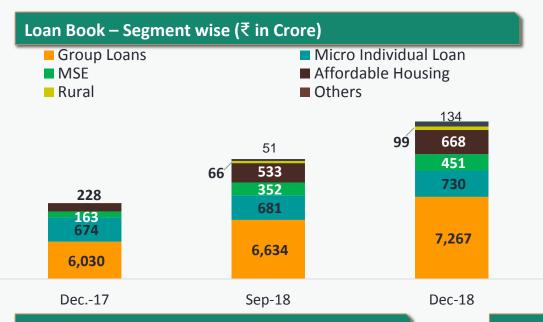






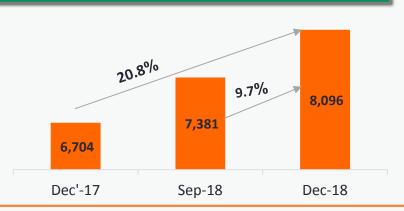
Composition of Gross Loan Book



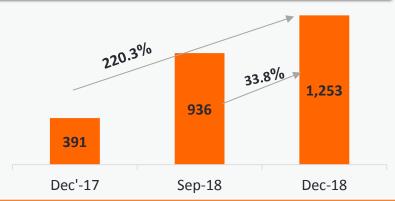


Product Bifurcation	% Share as of Dec'18		
Group Loan	77.8		
Micro Individual Loan	7.8		
MSE	4.8		
Affordable Housing	7.1		
Rural	1.1		
Others	1.4		

Micro Finance^ Portfolio Trend (₹ in Crore)



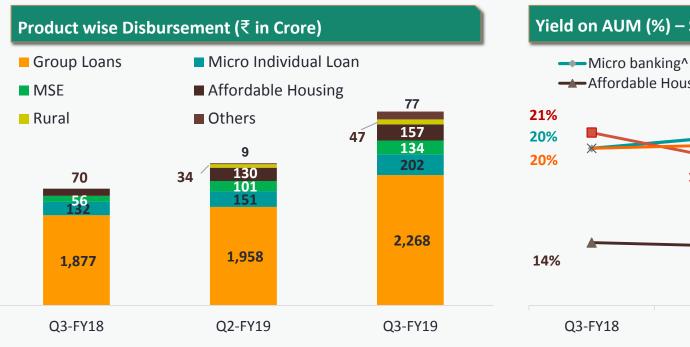
Non – Micro Finance Portfolio Trend (₹ in Crore)

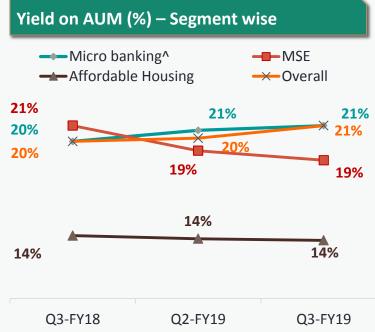


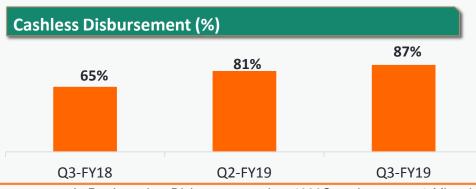


Disbursement Spread, Yield and Average Ticket Size









Average Ticket Size (₹)						
Product	Q3-FY19	Q2-FY19				
Group Loans	31,517	29,506				
Micro Individual Loan	81,976	80,929				
MSE	7.4 lakhs	5.8 lakhs				
Housing Finance	9.1 lakhs	9.3 lakhs				

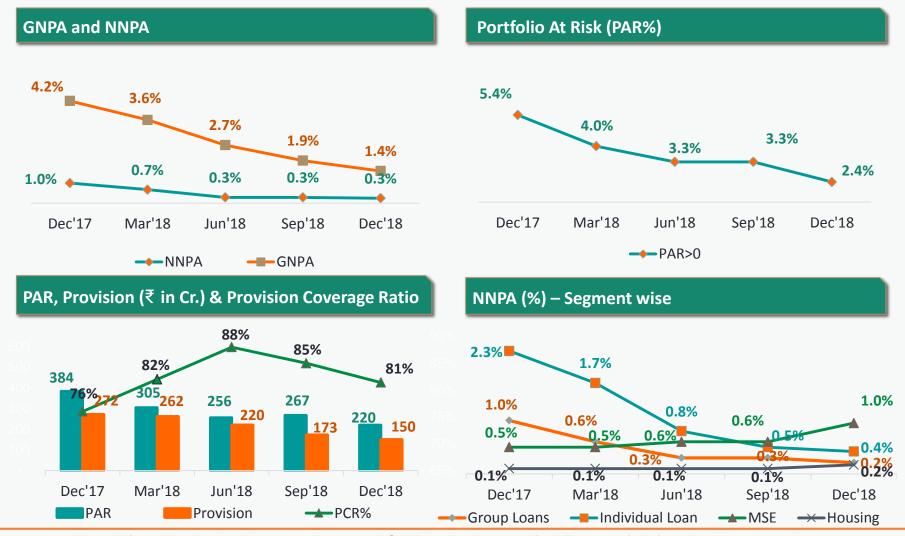
In Product wise Disbursement taken 1000Cr as base.

^ Micro banking: Includes Group Loan and Micro Individual Loan



GNPA, NNPA and PAR





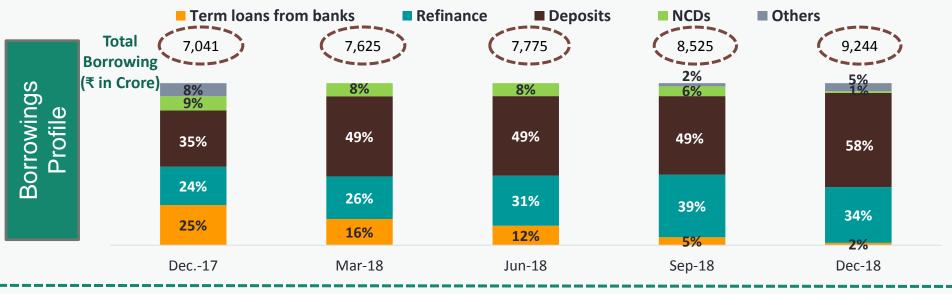
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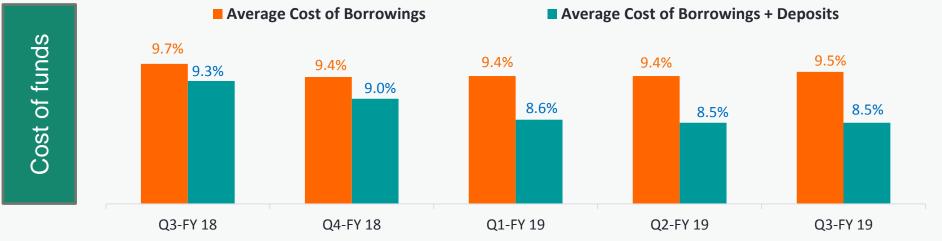


Liabilities Profile

Borrowings Profile and Cost of Funds







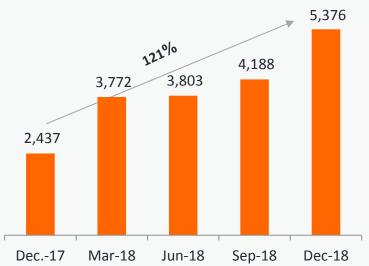


Deposits Update – USFB



Total Deposits (₹ in Crore)

Credit to Total Deposit

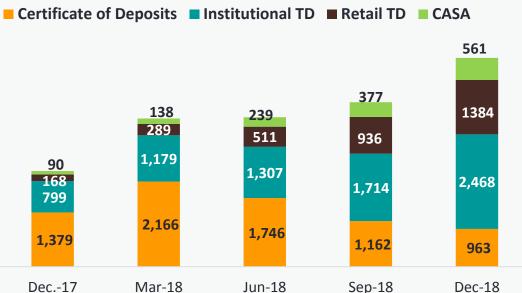


Dec17	Mar-18	Jun-18	Sep-18	Dec-18	
	Deposit	Ratios		Q3-FY19	
Average (Cost of De	7.8%			
CASA Rat	io	10.4%			
Retail to Total Deposit 36.					

^ TD: Term Deposits, CASA: Current Account, Savings Account

174%

Deposits break-up (₹ in Crore)



- ❖ Reliance on money market (certificate of deposits-CD) reducing quarter on quarter as CD balance went down by 56% from the start of FY19
- ❖ Retail deposits (including CASA) has shown significant improvement quarter on quarter with banking outlets roll out.

 Retail % share has increased to 36.2% from 11.3% in Mar'18



Liquidity Position and Asset Liability Management



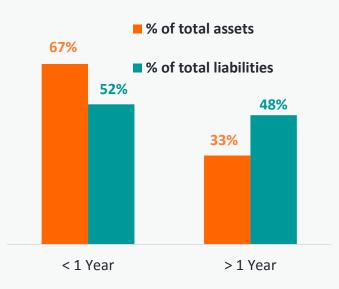
FUNDING STRATEGY

- 1. Building of Deposits
- 2. Long Term Refinance
- 3. Cut Down of CD Exposure
- 4. Rigorous monitoring of inflows & outflows to ensure optimized borrowing mix

- Favorable liquidity position as of end-Dec'18

RAISING TIER-II CAPITAL

- Expect to receive US\$50mn from International Finance Corporation (IFC) in Q4-FY19
- Will serve dual purpose of augmenting capital and aids in balance sheet stability to better support long tenure loans



- Long term book adequately funded by long term deposits/borrowings
- ❖ 15% of the short term book funded by long term deposits/borrowings
- ❖ Adequately capitalized with CAR at 22.2% of which Tier I is 21.6%
- Strong liquidity position maintained with LCR at above 100% consistently against minimum stipulated limit of 70%

^ CAR: Capital Adequacy Ratio, LCR: Liquidity Coverage Ratio, CD: Certificate of Deposits



Credit Ratings for Ujjivan SFB

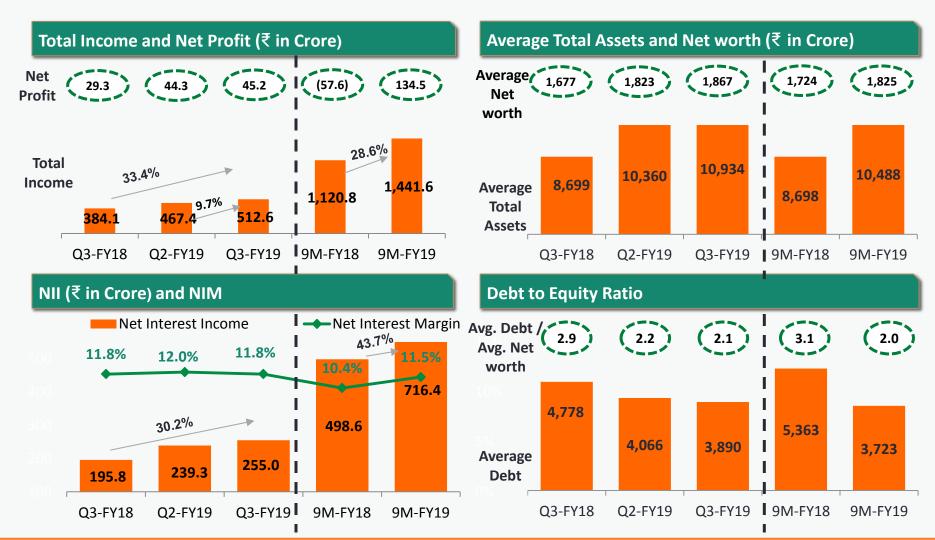


Particulars	₹ in Crore	Rating Agency
Long Term Borrowing	4,250.00	CARE A+ (Stable)
NCD	100.00	CARE A+ (Stable)
Certificate of Deposit	1,000.00	[ICRA] A1+
Short term fixed Deposit	1,000.00	[ICRA] A1+
Certificate of Deposit	4,000.00	CRISIL A1+
Short term fixed Deposit	3,000.00	CRISIL A1+

Financial Overview – Consolidated UFSL

Financial Overview

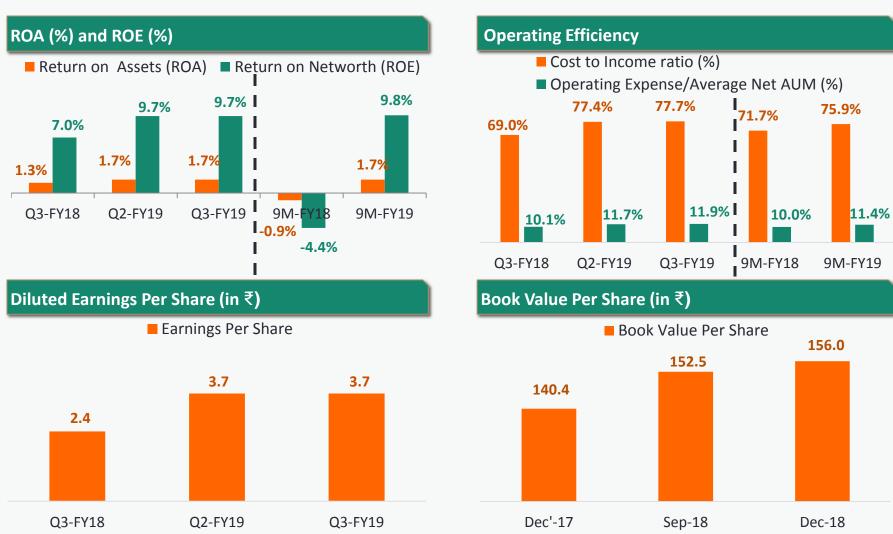




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Financial Overview (Contd.)





Financials – Profit and Loss Statement



₹ in Crore

								VIII CIOIC
Particulars	Q3-FY19	Q3-FY18	YOY Growth	Q2-FY19	QoQ Growth	9M-FY19	9M-FY18	YOY Growth
Revenue from operations	470.4	358.1	31.4%	429.4	9.5%	1303.4	1,020.7	27.7%
Other income	42.2	26.1	61.8%	38.0	11.1%	138.2	100.1	38.1%
Total Income	512.6	384.1	33.4%	467.4	9.7%	1441.6	1,120.8	28.6%
Finance costs	182.7	141.4	29.2%	166.7	9.6%	511.2	451.6	13.2%
Employee expenses	137.3	93.2	47.3%	121.6	12.9%	373.7	270.7	38.0%
Other expenses	102.1	63.1	62.0%	95.9	6.6%	287.7	179.3	60.5%
Depreciation	16.8	11.1	50.8%	15.0	12.0%	43.9	29.1	50.9%
Provisions and write offs	7.0	28.7	(75.6%)	6.2	13.7%	28.2	276.1	(89.8%)
Total Expenses	445.9	337.5	32.1%	405.3	10.0%	1244.7	1,206.8	3.1%
Profit before tax	66.7	46.7	42.9%	62.1	7.4%	196.9	(86.0)	NA
Total tax expense	21.5	17.3	24.0%	17.7	21.2%	62.4	(28.4)	NA
Profit After Tax	45.2	29.3	54.0%	44.3	1.8%	134.5	(57.6)	NA

Financials – Balance Sheet



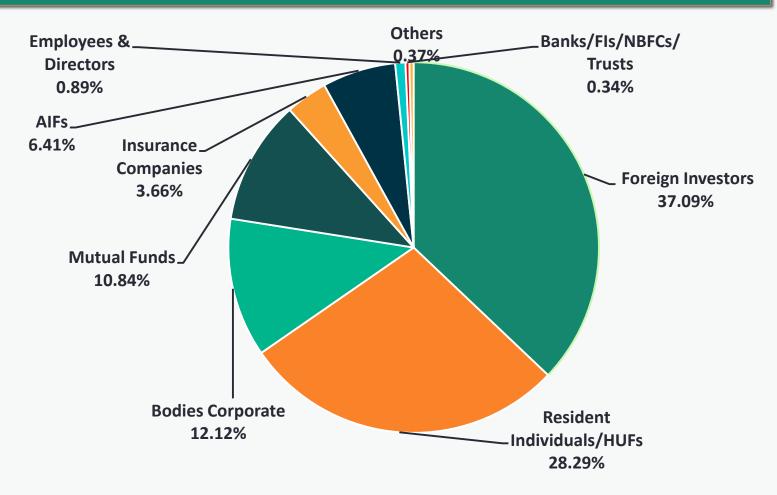
₹ in Crore

Particulars	Dec-18	Sep-18	Dec-17
Share capital	121.1	121.0	120.6
Reserves and surplus	1,768.0	1,724.2	1,573.0
Borrowings	3,593.0	4,186.9	4,435.4
Deposits	5,255.9	4,077.5	2,335.4
Provisions	179.0	198.6	292.5
Other Liabilities	246.2	396.3	161.5
Total			
Total	11,163.3	10,704.5	8,918.4
Cash and cash equivalent	11,163.3 434.6	10,704.5 564.6	433.0
Cash and cash equivalent	434.6	564.6	433.0
Cash and cash equivalent Advances	434.6 9,073.4	564.6 8,167.5	433.0 6,926.7
Cash and cash equivalent Advances Investments	434.6 9,073.4 1125.1	564.6 8,167.5 1,330.3	433.0 6,926.7 1,083.0

Shareholding Pattern of Ujjivan Financial Services



Shareholding Pattern as 31st December, 2018





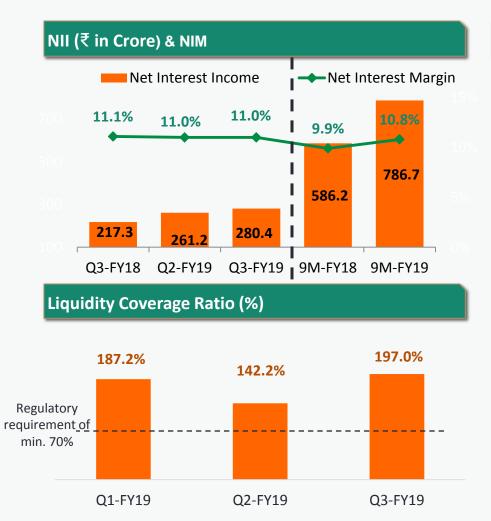


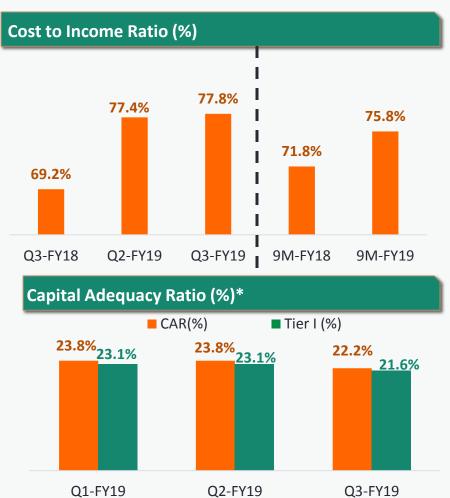
Financial Overview – Ujjivan SFB



Financial Overview







* CAR computation is as per RBI directive dated November 8, 2017 which provided exemption to all SFB with no capital charge on market and operational risk weighted asset .



Income Statement – USFB



								VIII CIOIE
Particulars	Q3-FY19	Q3-FY18	YoY Growth	Q2-FY19	QoQ Growth	9M-FY19	9M-FY18	YoY Growth
Interest Earned	462.4	359.9	28.5%	427.0	8.3%	1295.7	1,041.1	24.5%
Other Income	48.5	23.9	103.2%	37.8	28.2%	139.6	78.4	78.2%
Total Income	510.9	383.8	33.1%	464.8	9.9%	1435.4	1,119.4	28.2%
Interest Expended	182.0	142.6	27.6%	165.8	9.8%	509.0	454.9	11.9%
Operating Expenses	256.0	167.0	53.3%	231.5	10.6%	701.9	477.5	47.0%
Provisions and Contingencies	27.5	44.4	(38.0%)	23.5	17.0%	89.0	245.4	(63.7%)
Total Expenditure	466.5	353.9	31.5%	420.8	10.6%	1299.9	1,177.7	10.4%
Net profit for the period	45.4	29.9	51.9%	44.0	3.1%	135.5	(58.3)	NA

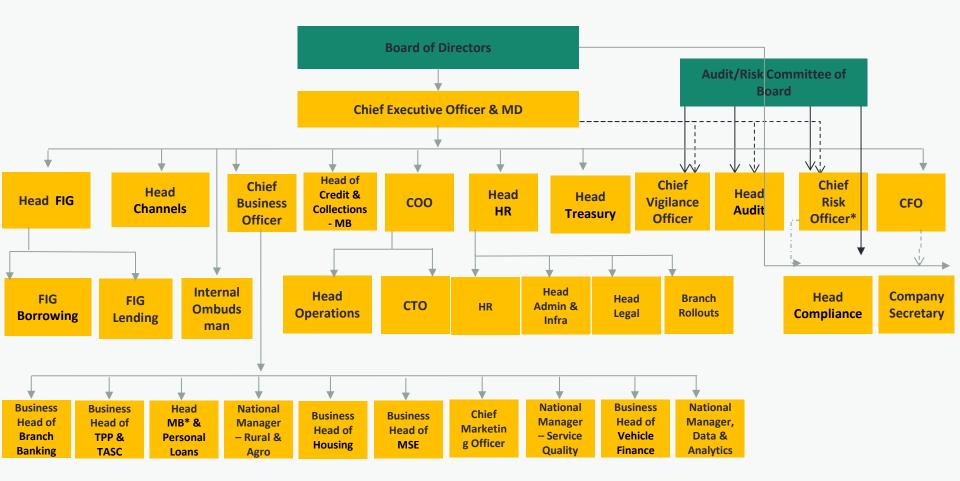
Balance Sheet - USFB



Particulars	Dec-18	Sep-18	Dec-17
CAPITAL AND LIABILITIES			
Capital	1,640.0	1,640.0	1,640.0
Reserves and Surplus	129.1	97.0	(58.2)
Deposits	5,375.6	4,188.1	2,437.0
Borrowings	3,593.0	4,186.9	4,435.4
Other Liabilities and Provisions	317.3	271.7	234.4
TOTAL	11,055.10	10,383.7	8,688.6
ASSETS			
Cash and Balances with Reserve Bank of India	236.0	196.0	160.0
Balance with Banks and Money at Call and Short Notice	198.1	341.2	273.8
Investments	1,125.1	1,330.3	1,079.5
Advances	8,969.6	8,036.6	6,711.3
Fixed Assets	271.3	252.1	183.9
Other Assets	255.1	227.5	280.1
TOTAL	11,055.1	10,383.7	8,688.6



Corporate Organization Structure



*MB stands for Micro Banking





Thank You!