

USFB/CS/SE/2024-25/40

Date: June 21, 2024

To,

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

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

Symbol: UJJIVANSFB

Scrip Code: 542904

Dear Sir/Madam,

Sub: Intimation under Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”) – Presentation for the Analyst Meet

This is in reference to our intimation dated June 13, 2024, carrying reference no. USFB/CS/SE/2024-25/37 and pursuant to the applicable provisions of the SEBI Listing Regulations, where we had informed that the Bank will host an analyst meet today on June 21, 2024 at Mumbai.

Please find the enclosed presentation for the said analyst meet and the same shall be available on the Bank’s website at <https://www.ujjivansfb.in/presentation-concall-transcript>

This intimation will also be available on the website of the Bank www.ujjivansfb.in

We request you to kindly take note of the above.

Thanking You,

Yours faithfully,

For UJJIVAN SMALL FINANCE BANK LIMITED

Sanjeev Barnwal
Company Secretary & Head of Regulatory Framework

Encl: As mentioned above



UJJIVAN SMALL FINANCE BANK

Build a Better Life

BUILDING A MASS MARKET BANK

21 JUNE, 2024

INVESTOR & ANALYST MEET



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

AGENDA



Continuing
to uphold our
commitments

Outlook on Credit
& Collection

Liabilities: Stable,
Sustainable, Scalable

Digital Initiatives

Asset Business
Update

Guidance

BUILDING A STRONGER FRANCHISE



- ₹1,281 Cr net profit: Strong & consistent profitability
- ~₹30,000 Cr Gross Loan Book; increasing book diversification
- Steady Rise in disbursements ₹23,300+ Cr in FY24
- ₹31,000+ Cr deposits; ₹13,700+ Cr retail TDs; ₹8,300+ Cr CASA
- One strong listed entity – benefiting shareholders



Yield: 19.3%



NIM: 9.1%



RoA: 3.5%



RoE: 26.1%



**Net worth:
₹5,613 Cr**



BVPS: ₹29.1



CRAR: 24.7%



**GNPA/NNPA
2.1%/0.3%**

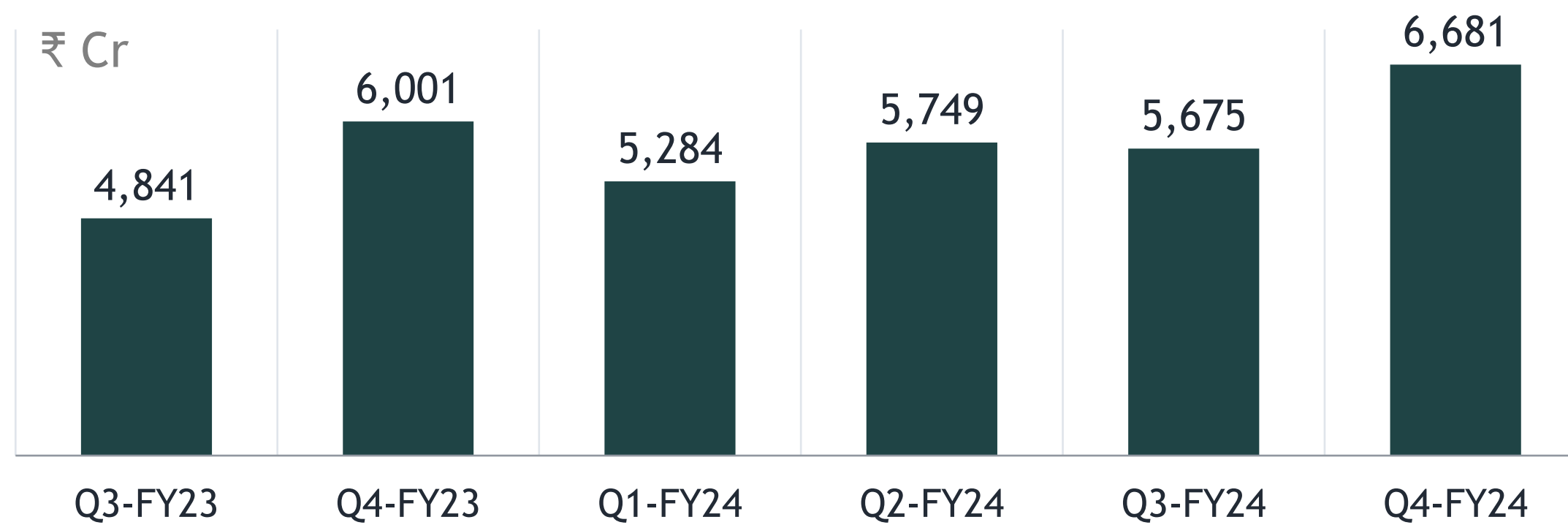


DELIVERING – CONSISTENTLY & PROFITABLY

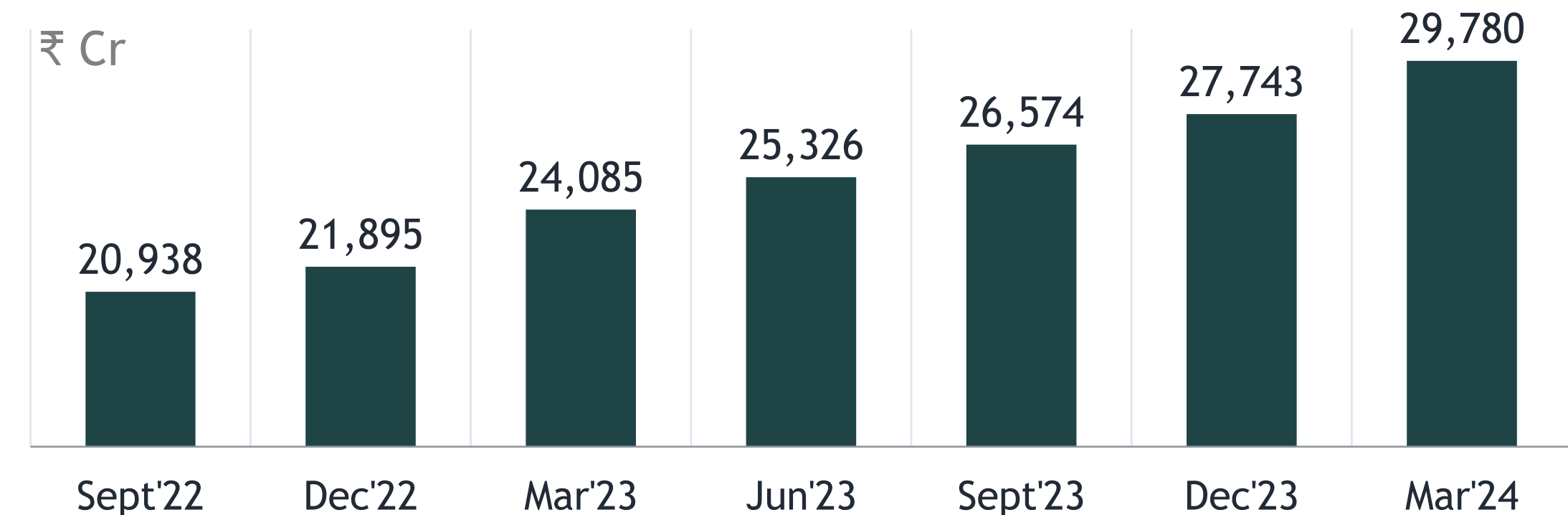


Steadily rising Business volumes...

FY24 disbursements at ₹23,389 Cr

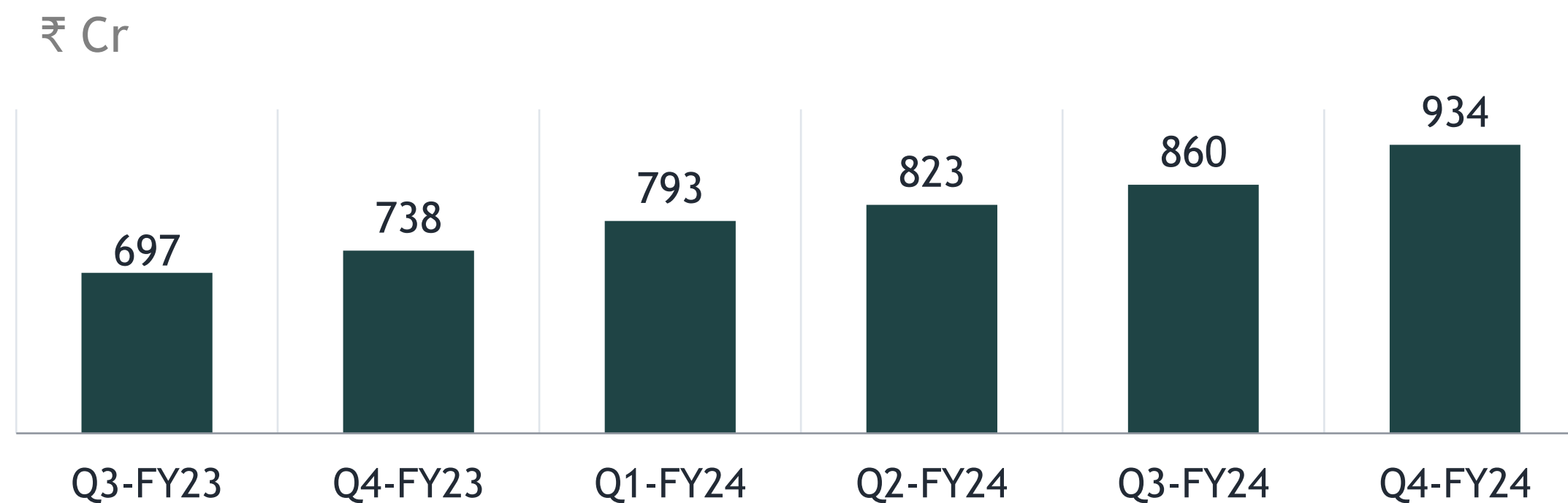


Gross loan book grew over 2x in last 30 months

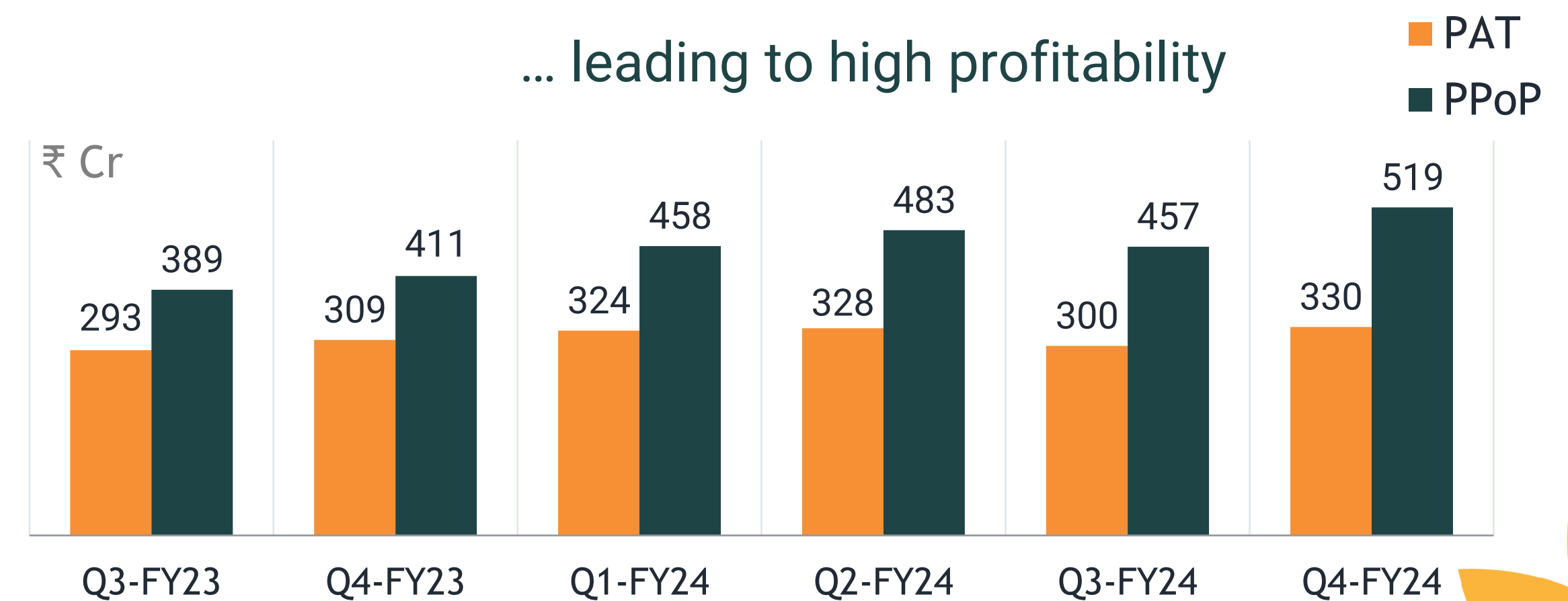


...resulting in improving profitability

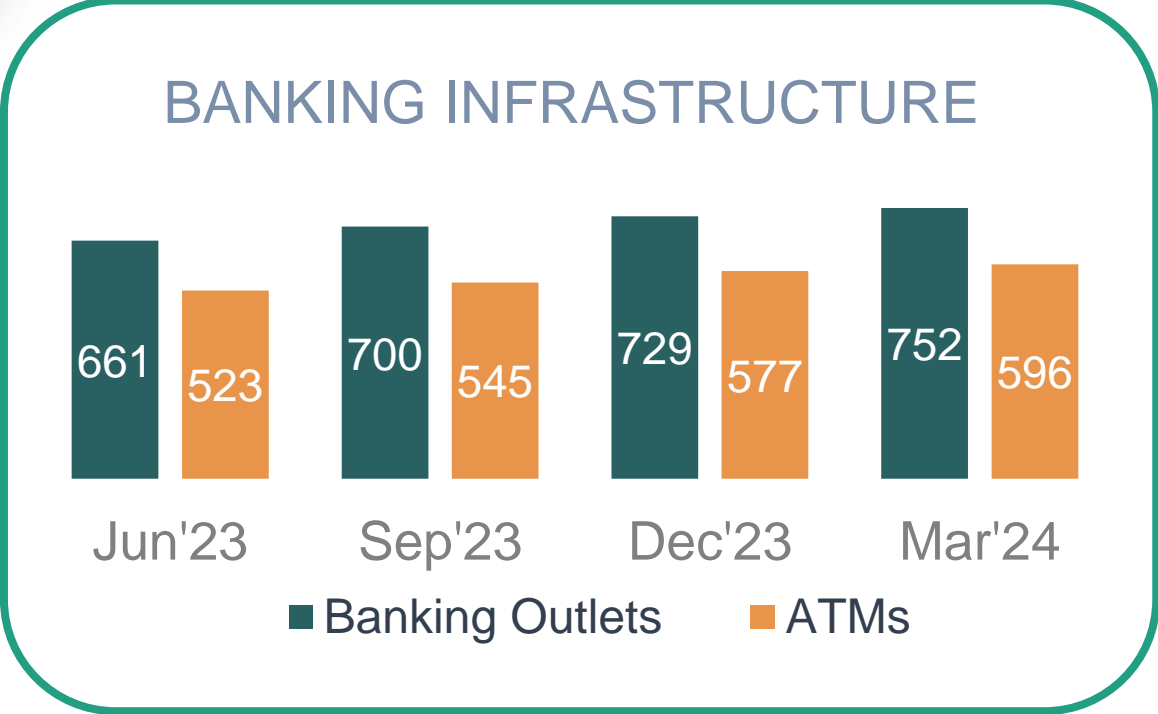
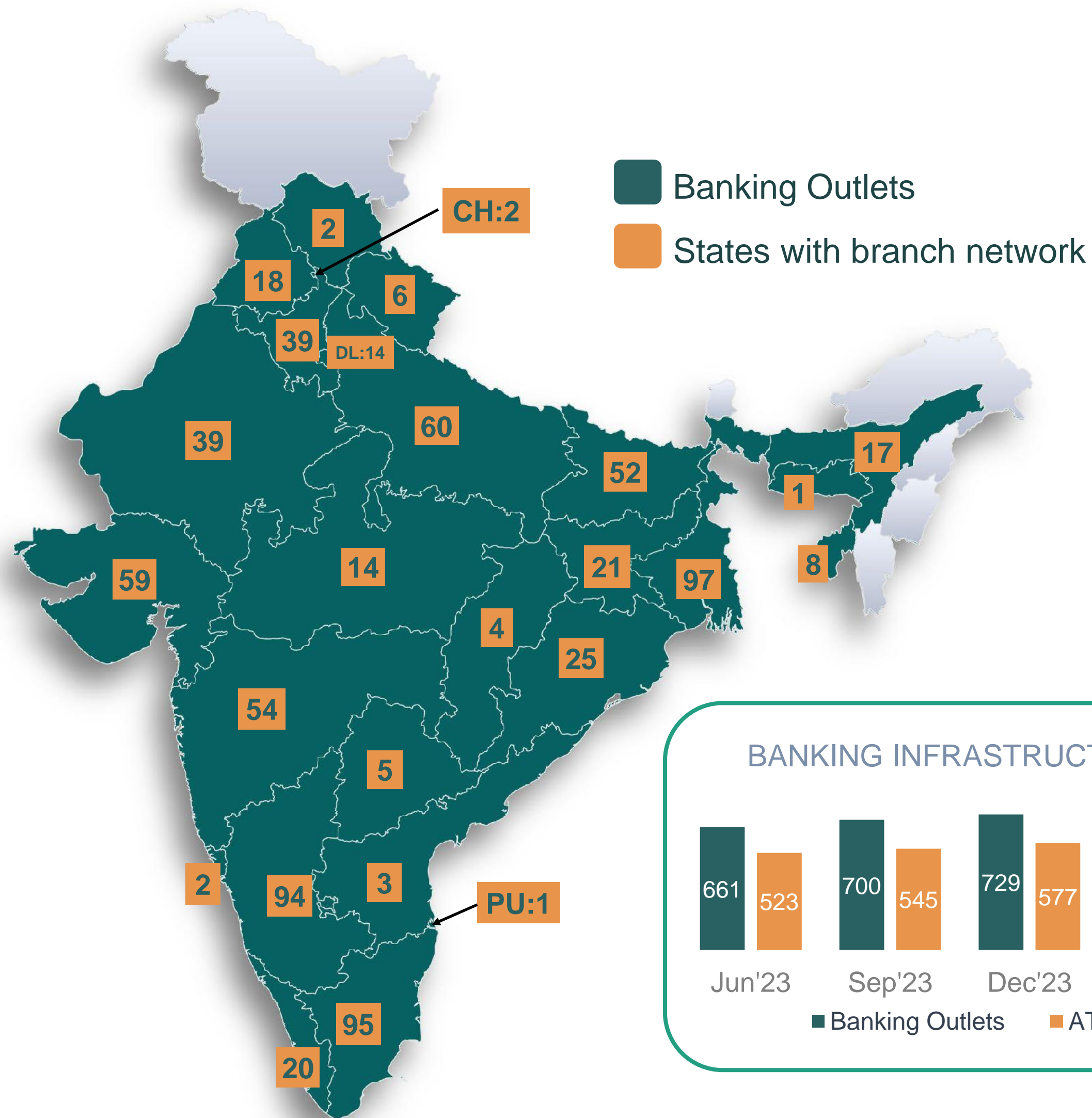
Rapid growth in NII...



... leading to high profitability



DIVERSIFIED PAN INDIA PRESENCE



Branch Network

- 26 states and UTs (191 URCs)
- 752 Banking Outlets (BO)
- 328 districts
- 596 ATMs/ACRs

Other Physical Connects

- 5,100+ touch points
- Touchpoints added in FY24 - 1000+
- 350+ Active Money Mitra Agents
- 18 Retail Asset Centres; 22 Other Offices
- Chalta Phirta Bank – 16000+ field staff

Digital And Alternate

- Phone Banking
- Video Banking
- Voice Bot
- IB, MB and BNB
- Hello Ujjivan

Serving 86+ lakh customers through 22,500+ employees

Map not to scale

FY'24 YEAR OF GROWTH



**Steadily rising
business
volumes.**

**Improve
granularity in
our retail deposit
base**

**Secured asset
contribution
continues to rise**

**Diversifying
our revenue
streams, by
introducing fee
based
products**

**Enhanced
product suite –
offering digital
products &
services**

**Liabilities -
enhanced focus
into newer
segments**

**Investing in
infrastructure,
technology and
human capital**

**Introduced and
strengthen digital
processes
enabling smooth
business flow**

**Focus to
provide offerings
throughout
customer
lifecycle**

VEHICLE FINANCE – MARKET READY



PROCESS



Instant decisioning



Simplified documentation process



Disbursement through LOS



Adoption of Digital Mandate

SOURCING



Dealership Driven Model



Referral Business Model

ASSET QUALITY

- NDA collection eff b/w 98-99%
- Asset Quality at par with market

MARKET POSITIONING



- Focus TIER II & TIER III market
- Operational in 9 states, 185 branches & 450+ dealers

TARGET SEGMENT



Commuter



Mid - Premium



Green Funding

GROWTH STORY



- Emerge amongst the top 3 preferred lenders
- Deepen the reach & expand to newer geographies
- Focus on productivity improvement

GOLD LOAN - READY TO SCALE UP



PROCESS

Lead creation to disbursement process

- Implemented LOS
- Auto trigger mechanism for policy deviation



Aligned with LMS

CUSTOMER SEGMENTATION

Broadly divided based on occupation and geographical location:



KEY ENABLERS/ DIFFERENTIATORS

- Quick processing and disbursement
- Competitive interest rates
- Flexible schemes and repayment options
- Brand reputation and trust

GROWTH PLAN

Market Penetration:

FY 23-24

5 states (63 branches)

FY 24-25

15 states (259 branches)

FY 25-26

20 states (441 branches)

Sourcing

- Dedicated Sales Team
- Cross selling
- Lead generation

Product Diversification:

Flexible loan repayment schemes as per customer segment and requirement.

Technology Integration:

Robust system for quick loan processing.

FOCUS AREAS FOR FY 2024 – 25



Improving asset book with balanced mix of Secured Vs Unsecured

Enhance high yielding products contribution such micro-mortgages, Two wheeler finance

Sustaining growth through productivity and efficiency gains by cultivating a culture of continuous improvements

Strengthening Deposit franchise with new products and channels – DSA, DFD

Understanding and Leveraging technology as a catalyst for growth



LIABILITIES

STABLE, SUSTAINABLE, SCALABLE



LIABILITY MANTRA



Focal Essence

- Introduced Relationship Manager (RM) channel to well manage and provide customized & preferential services to our existing customers
- Reduction in Savings rates
- Maxima variants, Bank Guarantee, Escrow account, Navratna, Safe Deposit Locker, Door step banking were some of the new products and services launched to cater to specific customer segments and their requirements
- Various Branding initiatives was conducted both at national and regional level including campaigns, festival/event based themes along with digital marketing
- Acquisition of customers digitally along with tech-led channels

Focus Ahead

- Strong, stable and sustainable retail book
- Focus on increasing CASA
- Emphasis on increasing our customer base through a focused customer segmentation approach
- Strong customer service
- Increasing our reach and presence through various distribution channels

RETAIL FOCUSED DEPOSIT GROWTH



2.2x growth in deposits over 30 months; CASA grew 163%

Growing customer base

Nos. in lacs

64.8

76.9

86.0

26.9

34.4

37.4

35.2

38.9

45.0

2.7

3.6

3.6

FY22

FY23

FY24

Assets Only

Assets & Liabilities

Liabilities

Healthy Deposit Book

₹ in Cr.

18,292

25,538

31,462

756

4,993

5,993

6,550

FY22

Bulk TD

Retail TD

CASA

Certificate of Deposits

217

6,744

10,118

8,458

FY23

121

8,335

13,538

9,468

FY24

GROWING CUSTOMER FOCUSED SEGMENTS



Senior Citizen

- **Need:** Higher rates on deposits, low-cost banking services and priority services at branches/doorstep
- **USP:** Doorstep banking services, Additional interest rates for senior citizen and Life-time free Debit card

Women

- **Need:** Higher Interest rates, Exclusive offers, Easy-to-use banking services
- **USP:** Exclusive Savings account for Women; additional benefits on minor account linked with standing instruction; competitive interest rates

NR

- **Need:** Remittance efficiency, FCNR account, Digital Banking capability and alerts on International mobile
- **USP:** Dedicated Helpline & RMs and Competitive interest rates

Youth

- **Need:** Complete Digital On-boarding & Seamless Banking Experience
- **USP:** Digital adoption & Services, enhanced customer experience & Flexible investment option

Minor

- **Need:** Disciplined investment options (RD / FD), Seamless access of Account
- **USP:** No Minimum Balance, Debit Card Facility, Complete Operations by Guardian

HNI

- **Need:** Exclusive lifestyle and wellness benefits, faster query resolution and higher interest rates
- **USP:** Dedicated Program 'Ujjivan Navratna' to cater to the needs of HNI customers

Enterprises

- **Need:** Working capital Loans, Payment Solutions and comprehensive banking solutions/ecosystem
- **USP:** Charge-free banking services, Value Added services (POS/QR/CMS) and higher cash limit

TASC

- **Need:** Higher Interest rates and CMS solutions
- **USP:** Charge-free banking services, Dedicated team of experts to manage the relationship, payment gateway and Value-added services (POS/QR/CMS)

Retailer

- **Need:** Low AMB, Digital Mode of Collections (QR Sound Box), Small Ticket Loans
- **USP:** Charge Free Banking Services, values added services (POS/QR/CMS/BG & Escrow) & higher cash limit

BUILDING STABLE AND GRANULAR LIABILITY BASE



Customer segment + Tailor-made products

- Aspiring middle class
- Senior Citizens
- NRIs & HNI
- Enterprises & Retailers
- Digital focus
- Need-based products & services along with solutions

Channels

- Multi-channel approach
- Expanding branch-reach, relationship banking
- Using Phone Banking , video banking and WhatsApp services

Cross - sell, Up - sell, Analytics

- Strengthening Analytics vertical – systems, processes, skill-set
- Advanced Data Modelling- Look Alike targeting
- Digital Lead Generation – capture referrals

Building Brand
Ujjivan

Customer first service approach

- Self-service request enabled for customers on-boarded through digital channel
- Competitor benchmark of service standards

MULTIPLE CHANNELS TO SERVE CUSTOMERS



Physical Infra

- 26 states and UTs
- 4 Asset Centers
- 328 districts
- 752 Banking Outlets (BO)
- 596 ATMs/ACRs

Alternate Channels

- Phone Banking (350+ services in 9 Indian Languages)
- Video Banking
- Voice Bot
- Video KYC
- **WhatsApp Banking**
- **Smart Statement**

Payments & Tie-ups

- QR code/ Ujjivan Pay
- POS/Bank Guarantee/CMS
- UPI/ Escrow
- Fintech partnership/ Digital lending

IB/MB/BNB

- Internet Banking
- Mobile Banking
- Business Net Banking

Additional Touch-points

- Relationship Banking
- Door-Step Banking through 13,000+ field staff
- Money Mitra- 260+
- Agency touch points- 5k+

Hello Ujjivan

- Hello: Voice, video, vernacular Mobile App
- Targeting less tech-savvy customers
- Services like loan servicing, EMI payment, FD/ RD opening, fund transfer – more to be added like loan application

BUILDING BRAND & BUSINESS



Brand Campaign

- Combined reach of over 90 crore across all channels and 137% growth in website visits
- Digital awareness campaign on World Savings Day
- Micro Marketing activities in & around Branches

- Onam Flower Carpet – World Book of Record
- Ganeshotsav Activation 2023 - Won Maharashtra Radiance Award
- Postman Activity – Won EGGFIRST Chalo Rural Awards

Innovative Large-Scale Campaigns

Media & Public Relations

- L band on 33 national & regional news channels on independence and Republic day
- PR initiatives resulting in 4000+ coverages (800 Cr reach, 60% coverage in vernacular media)

- NRI Focused Campaigns
- Gruha Pravesh – 1st digital performance campaign for HL customers
- Home loan monsoon campaign – Promoted via OOH and Social media, with 1st use of “audio sonics”

Product Specific Campaigns

WAY FORWARD





MSME

**LEAP TOWARDS A SUSTAINABLE,
SCALABLE & PROFITABLE BUSINESS
BANKING FRANCHISE**



FY25 : OUR SCALE-UP STRATEGY AT PLAY



Learnings leading to Strategic Revamp in FY23

- Presence in multiple segments impacted heavily during covid
- Lack of Penetration in target markets increasing scale up time
- Manual Legacy processes limiting our competitive advantage in a fast evolving space

Highlights from Strategic Plan FY23

- Well defined customer segment
- Policy and Product development aligned to customer needs
- Dedicated human resources for distinct lines of business
- Rationalisation of locations
- Dedicated legal & collection team to aid recovery
- Building execution enablers with digital capabilities

Action Taken in FY24

- Focus on semi-formal and formal MSME segment
- Distinct lines of Businesses established with Leadership and Field teams already in place
- Locations identified after exhaustive study, scale up largely in semi urban and some urban locations
- Revamped products are implemented with the ability to offer full-stack financial services to identified MSME segment
- Digital underwriting, monitoring and collection systems are in place

DEDICATED LINES OF BUSINESS OFFERING FULL STACK FINANCIAL SERVICES TO MSMEs



Loan Against Property (LAP)



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

Segment: MSE Proprietorships & Partnerships as Traders, Job-workers, Small manufacturers from **Semi-Formal & Formal segments**

Products: Long Term LAP, LRD, DLOD

Working Capital (WC)



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

Segment: SME Companies and Firms as Manufacturers, Traders and Service Providers in **Formal segment**

Facilities: Short Term Fund Based – OD/ CC, WC DL, Non-Fund – BG, LC

Supply Chain Finance (SCF)



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

Segment: SME Companies and Firms engaged as **distributors** and **vendors** to large corporates

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

Accelerated business growth driven by improvement in productivity, leveraging on multiple sourcing channels.

Scale portfolio growth in excess of 50% with share of short-term book in excess of 20%

KEY DRIVERS IN OUR EXECUTION



RELATIONSHIP-LED BUSINESS BANKING

- Become the sole business banker
- Catering to all MSME financial requirements
- Retaining the human touch

DIGITAL FIRST HUMAN CAPITAL

- Digital enablers to complement our staff's sourcing capabilities
- **ML powered Early Warning System providing triggers** for continuous monitoring

PROFITABILITY FOCUS

- Mix of Short and Long Term Products with floating rates
- Fee Income & Liability Book Growth
- Cost Leadership

FULL STACK BANKING

- **CMS, Business Net Banking, QR Payment, easy POS Solutions** in place
- Supporting MSMEs through government schemes

SPEED AT SCALE

- **Underwriting Automation** – through consent based data fetch, AI based Analysis
- Digital Documentation and Execution
- Empowering branches for faster TAT

LAP VERTICAL – DRIVING SUSTAINABILITY



Loans Against Property Business will build for us a robust portfolio of MSME customers in an organic manner, growing at a CAGR of 50%.

These customers will be graduated towards working capital and business banking relationships through liabilities and fee generating third party products

Customer Portrait

Traders, Job-workers, Small manufacturers from **Semi-Formal** and **Formal segments** requiring finance for Capex, Debt consolidation. Focus on Proprietorships and Partnerships classified as MSEs



Value Proposition

- **Quick TAT** made possible by enhanced delegation and AI based underwriting
- **Minimal Documentation** from customer made possible by digital enablers
- **Enhanced Customer Assistance** during onboarding and afterwards through dedicated SM, branch channel and voice support



FY25

MILESTONES

- Full-Scale Adoption of Mobile App based customer onboarding
- Automating Underwriting workflows through AI/ML
- Roll-out of Pre-approved top-up offers

FY26

MILESTONES

- Launch of WhatsApp banking suite
- Contribution of 60% share to overall MSME Book

Acquisition Channels

Direct – Self sourcing by Feet on Streets – on and off-rolls – *Lower CAC and higher control on CX*

Channel Partners – Sourcing through referrals from DSAs, Connectors – *additional push for book growth*

Branch Referral – Activation of Branch Staff – *helping strengthen branch asset and liability book together*

WC VERTICAL – BUILDING SCALABILITY



The Working Capital vertical will help in onboarding Small and Medium Business and retain them through superior service and digital enablers. This will help in up-sell and cross-sell of additional products and value added services of the bank with the aim **to become the sole banker to the business.**

Target customers are primarily Wholesale Traders, manufacturers in the Formal segments incorporated as Private Limited, Partnerships or Proprietorships and classified as SMEs

FY25

MILESTONES

- Digital Automation of Underwriting Workflows
- Scale-up of Non-fund based offerings for increased fee income
- Focus on having a healthy self-funded book – Growth in low-cost liability balances

FY26

MILESTONES

- Roll-out highly personalised pre-approved offerings
- Supporting customers through Government schemes
- Presence in all Ujjivan branches bearing high SME concentration

Direct – Self sourcing by Relationship Manager – **Hiring experienced resources from market with captive lead base**

Farming – Use of Branch CA channel to source eligible leads – **Lower CAC and high propensity of conversion**

Aggregators – Use of OCEN and similar channels – **Aligning to Government’s vision of Democratizing Access to Finance for MSMEs**

Acquisition
Enablers

Retention Enablers

Digital

- **Business Net Banking** – Adoption among transacting customers to increase churn.

Voice

- Use of **Phone Banking** for 400+ in-bound processes
- Outbound calling to support lead-gen and monitoring activities

Visual

- **Video Banking solutions** for V-CIP process and re-KYC processes digitally
- **WhatsApp Banking & AI-based Chatbot** part of long-term roadmap

SCF VERTICAL – BOOSTING PROFITABILITY



Supply Chain Finance has utmost strategic importance to MSME vertical, expected to comprise 10% of MSME book. With a mix of anchor-led sourcing through digital and captive capabilities, and lean unit economics by design, this vertical has a pivotal role to play in MSME's overall profitability.

FY25

MILESTONES

- Full-Scale Adoption of Loan Management System and Origination System
- Scale-up of Business from onboarded fintech partners
- Ramp-up of captive Supply Chain Finance Business

FY26

MILESTONES

- Farming on fintech acquired customers with incremental cross-sell products
- Integrating partner systems with unified LOS
- Launch of SuperApp for end-to-end digital journeys

5 Digital Lending Partners on-boarded, 10 partners to be live by FY25

15 Anchors onboarded including IT distributors; FMCG; FMCD
Target to grow to 30 Anchors in FY25

Key Leadership roles have been on-boarded; **Business has commenced from Oct'23**

Manpower Capabilities for Supply Chain Finance business in place, captive sourcing to commence in FY25

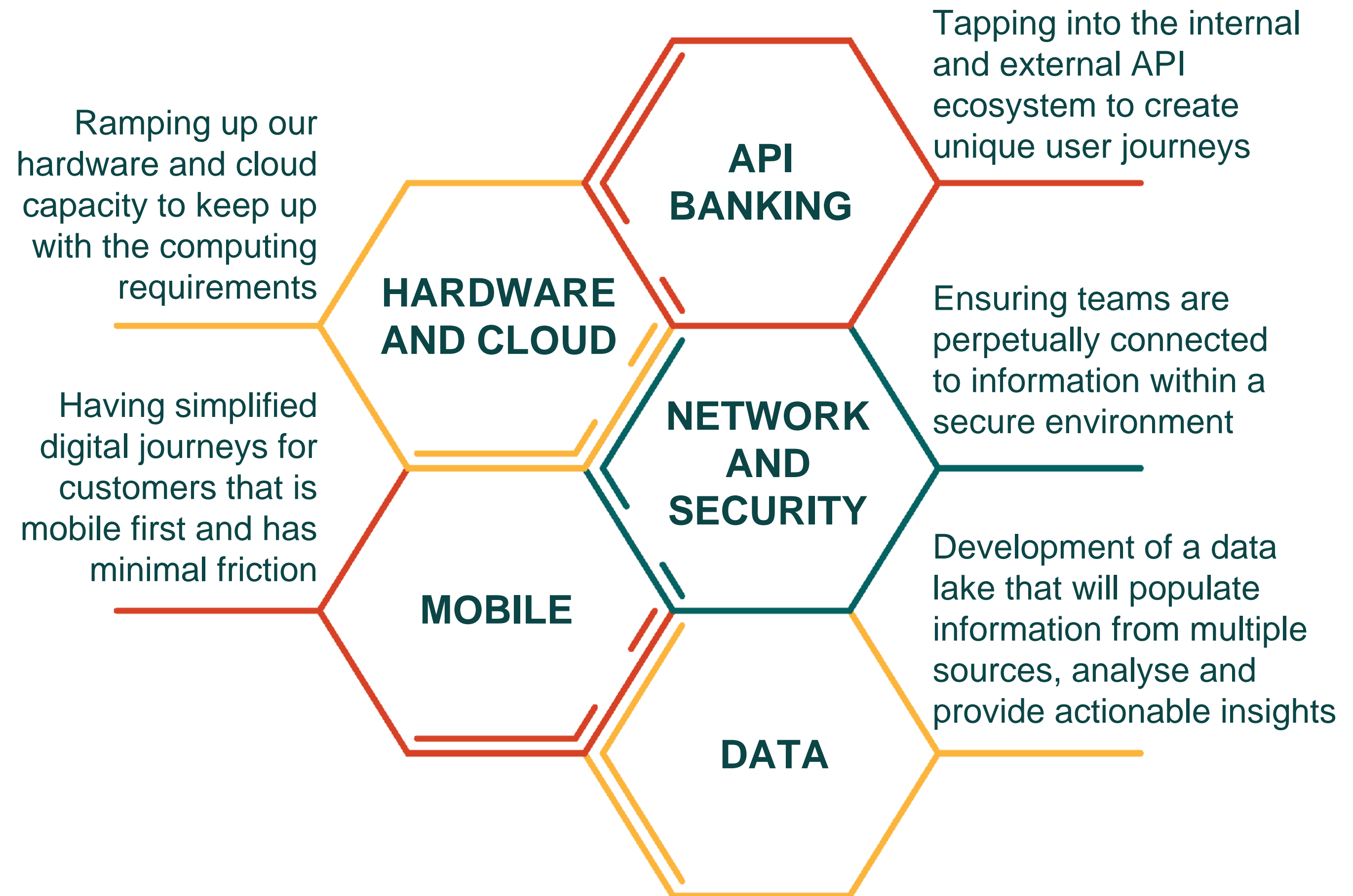
TECHNOLOGY THAT HELPS US LEAP TOWARDS SUCCESS



Investments Done

As on date, the following Systems have been developed, are live and running:

- **mPower** – Mobile Origination App for Term Loans
- **FinPower** – Underwriting System for Term Loans
- **UBIZ** – Origination System of Working Capital
- **Finvoice** - LMS for Bill Discounting and Supply Finance offerings
- **Kepler** – Early Warning System augmented with ML hooks for continuous monitoring of overall portfolio and internal processes
- **Underwriting Automation** - Analysis of inputs like Banking, GST, Draft CAM preparation is now done by Artificial Intelligence



LIABILITY CROSS-SELL AND UP-SELL



For Business Customers – Fee Income Opportunity from Payments, Third Party Products and Ancillary Offerings

- For Working Capital Customer Relationships, CA to be made mandatory and **Ujjivan to be the sole-banker up to ₹ 5 Cr borrower exposure** – this is in line with RBI's mandates on operation of CA/CC accounts
- Preferential Pricing & Benefits for MSME customers above higher AMB thresholds
- Additional offerings like Escrow, UPI QR Codes for WC Facilities and CMS** that will help build free float base
- Relationship Managers being trained as Digital Champions to foster higher transaction volume throughputs via channels like **BNB (Business Net Banking), POS (Point of Sale Machines), QR code payments**

Beyond Business Customers:

- Holistic Family Banking solutions to be offered to business owners – deposit saving schemes, life-event based banking offerings.
- Reduced Cost of Funds made possible with bigger liabilities relationships
- Customer Net Relationship Value / Lifetime Value to be determined using available data sources aggregated – basis this, highly-targeted retention and farming campaigns planned to be run
- In addition to Primary Credit Life product, Third party offerings relevant to segment viz. Stock, Fire and Burglary, Property, Shipping to be made available in all markets

MONITORING AND EWS



- Identification of Early Warning Signals as per Bank's induced ideology & RBI guidelines
- Detailed 90+ triggers from following sources
 - Core system
 - External Data bases
 - Internal MIS
- System driven triggers highlighting the default stage of each trigger.
- **Dedicated Portfolio team to define roadmap to highlighted customers**





AFFORDABLE HOUSING

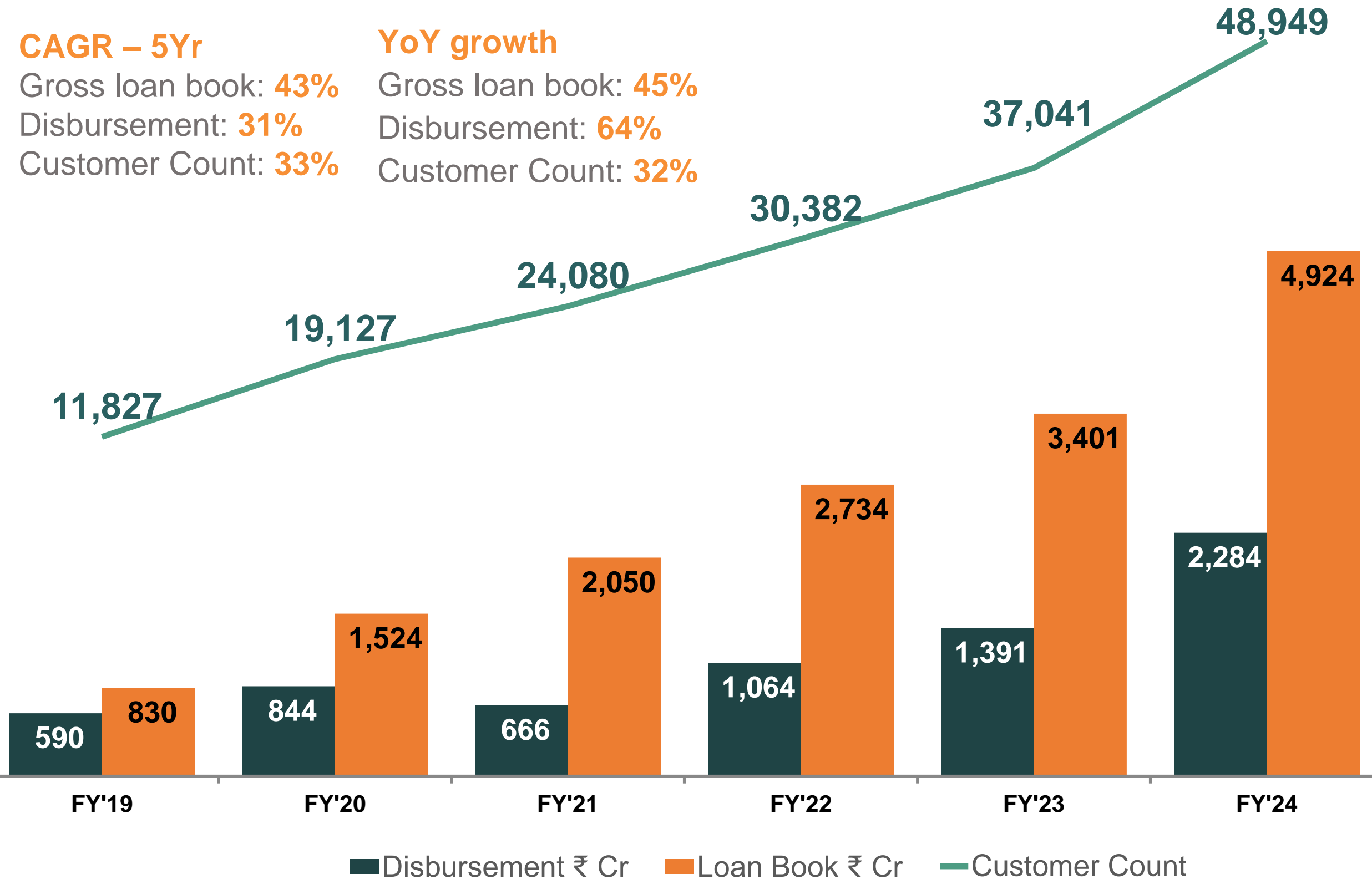
GROWING STRONG



AMONG FASTEST GROWING AFFORDABLE HOUSING PLAYERS



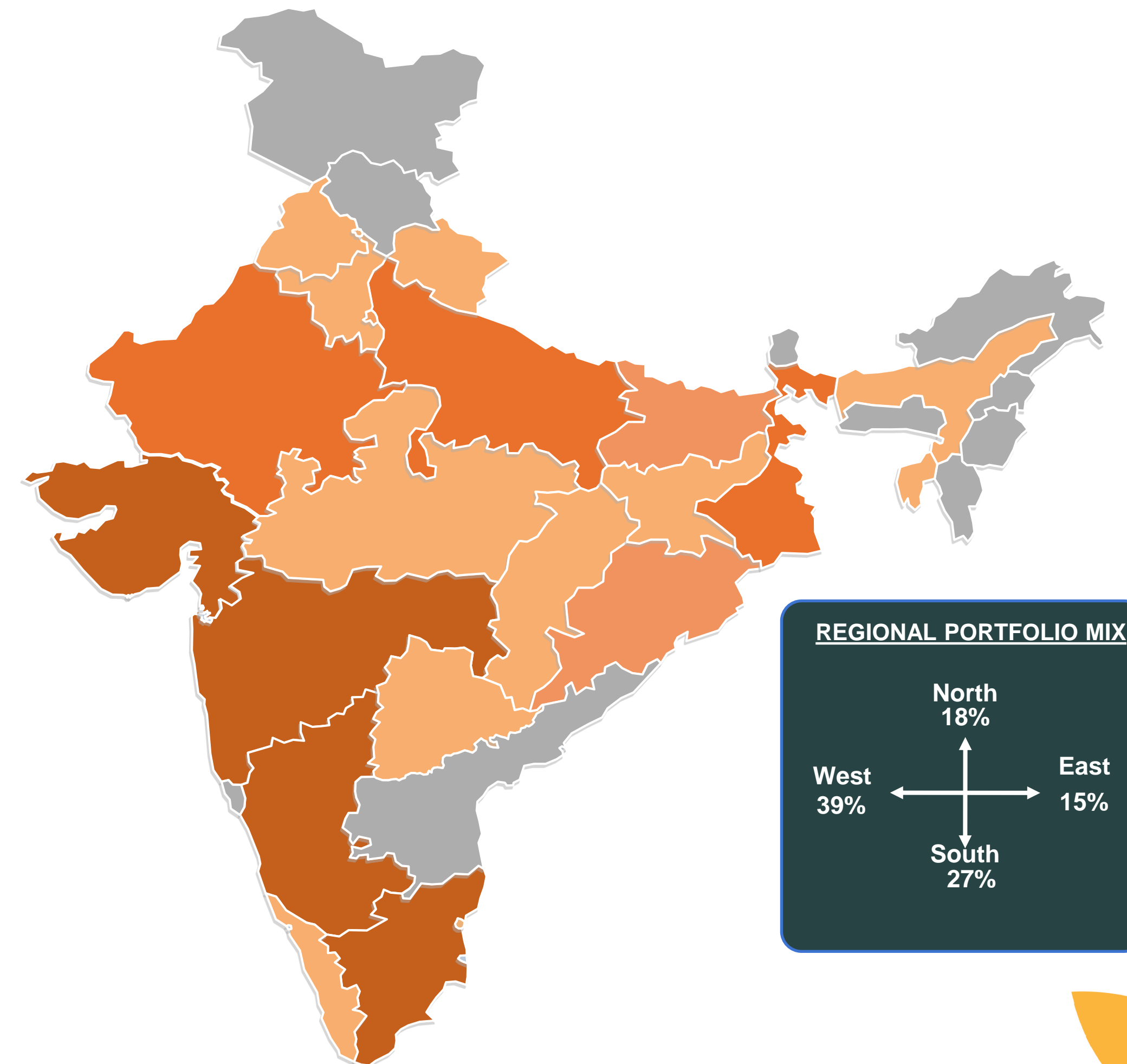
Doubled avg. monthly disbursement within 2years
₹190 Cr (up from ₹90 Cr in FY22)



Overall Competition* had a 2yr CAGR at 21%
Ujivan Housing grown at **45%**

Competition* - Leading HFC's

Pan-India Presence
22 States, 200+ Clusters, 500+ Branches



SCALE UP PLAN FY'25 - IT / DIGITAL INITIATIVES



Customer Journey

Lead Management System

Loan Origination System

Loan Management System

Customer Service

- Complete Digital Loan Processing (LOS + mobile solution)
- Live for Affordable Housing loan & Micro Mortgages
- Error free paperless logins
- Onboarding & Processing time is reduced
- Better TAT and productivity

App Integration

Repayment Mandate Registration

Digital document signing

DSA Connector Management

Insurance enrol/claim process

- **SMART Statement**
- **WhatsApp Banking**
 - Amortization Schedule
 - Account Statement
 - Interest Certificate
 - Offer communications
- **Post Disbursement**
 - Customer Service module

LOS – Loan Origination System TAT – Turn Around Time
 API – Application Programming Interface
 DSA – Direct Selling Agent

PIVOTAL INITIATIVES TO FOSTER GROWTH



End to end digitisation

Customised marketing activity in T2 & T3 cities

Profitability tracking at Unit level

Anchoring existing/market data for actionable Insights – Data Analytics

State level collateral policy

Customer retention policy

Retail asset centres

Deeper penetration into existing markets

Focussed approach on self employed non-professional segment

Diversifying Sourcing Channel – Branch & customer referral

MICRO MORTGAGES – SCALE UP



Upsell to existing Micro finance(GL & IL) customers – Data analytics



High Yield business

End use driven product suite



Robust underwriting methodology

Local market relevant policies



99%+ On Time Repayment Rate

Focused sourcing - open market & existing to Bank customers



Fostering customer relationship – cross sell & customer service

Extensive Hiring & Training



Expansion in 7 States leading to presence in 14 States

WAY AHEAD: GAINING LEADERSHIP

FY 2024 – 25:

- **Be among the best in Affordable Housing**
- **Strong Asset Quality: GNPA around 1%**
- **Profitability: ROI focus, operational efficiency**
- **Customer first approach, 72 Hours TAT**
- **One-stop Ujjivan digital platform for servicing**

Targeting to grow the book by 40%





MICRO LENDING

SERVING VAST AND GROWING SEGMENT

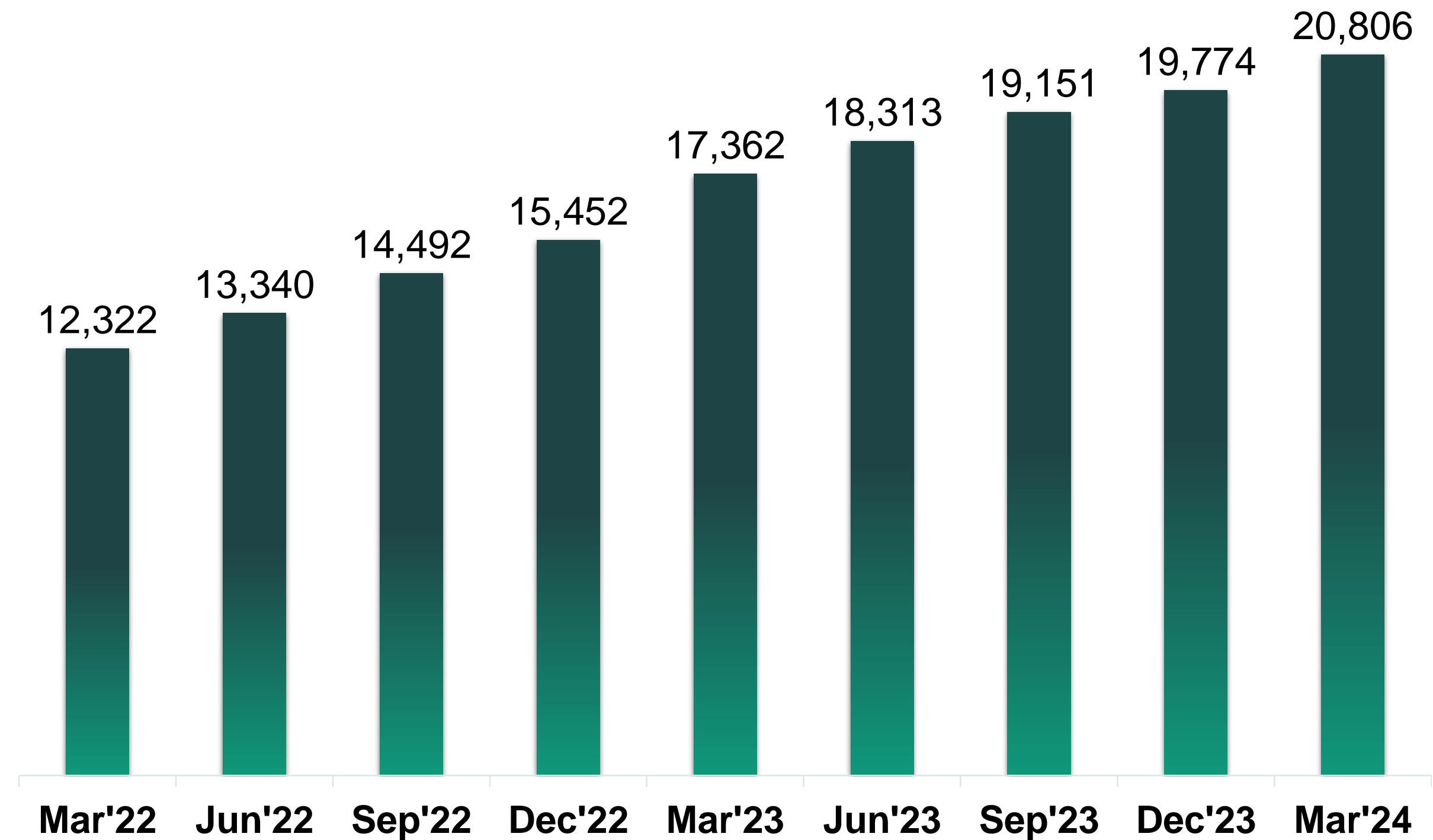
MICRO LENDING



Total Portfolio(GL+IL)

5 MILLION+
Micro Finance Customers

Borrower Base	15% Y-o-Y
Secured Book in Micro Finance	1% of total book
Branch Network	19% Y-o-Y



Group Loan

Gross Loan Book:
₹16,007 Cr
↑13% Y-o-Y

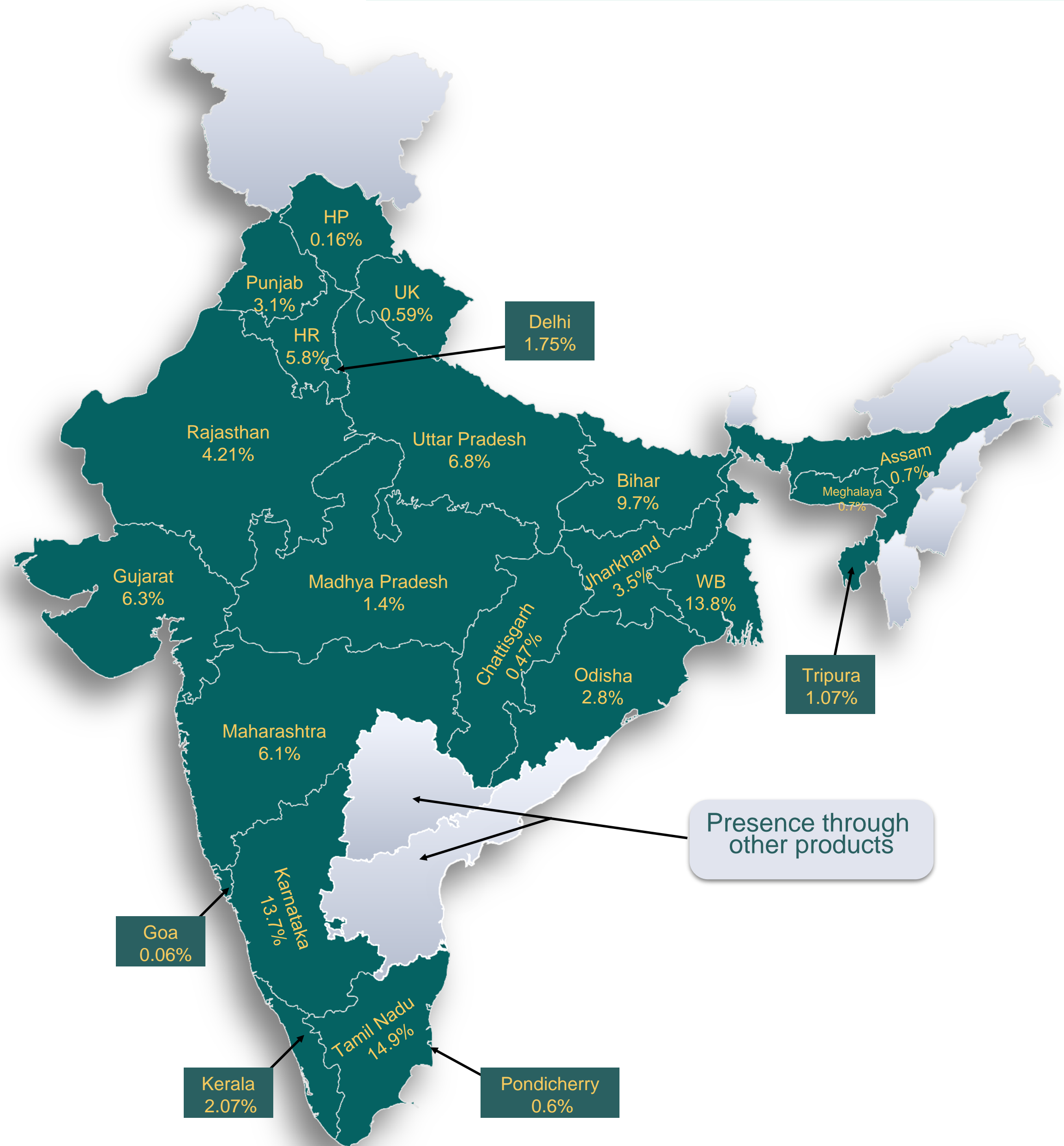
Individual Loan

Gross Loan Book:
₹4,799 Cr
↑53% Y-o-Y

Deposit Book

Total:
₹2,857 Cr
↑33% Y-o-Y

STRENGTH LIES IN DIVERSIFICATION

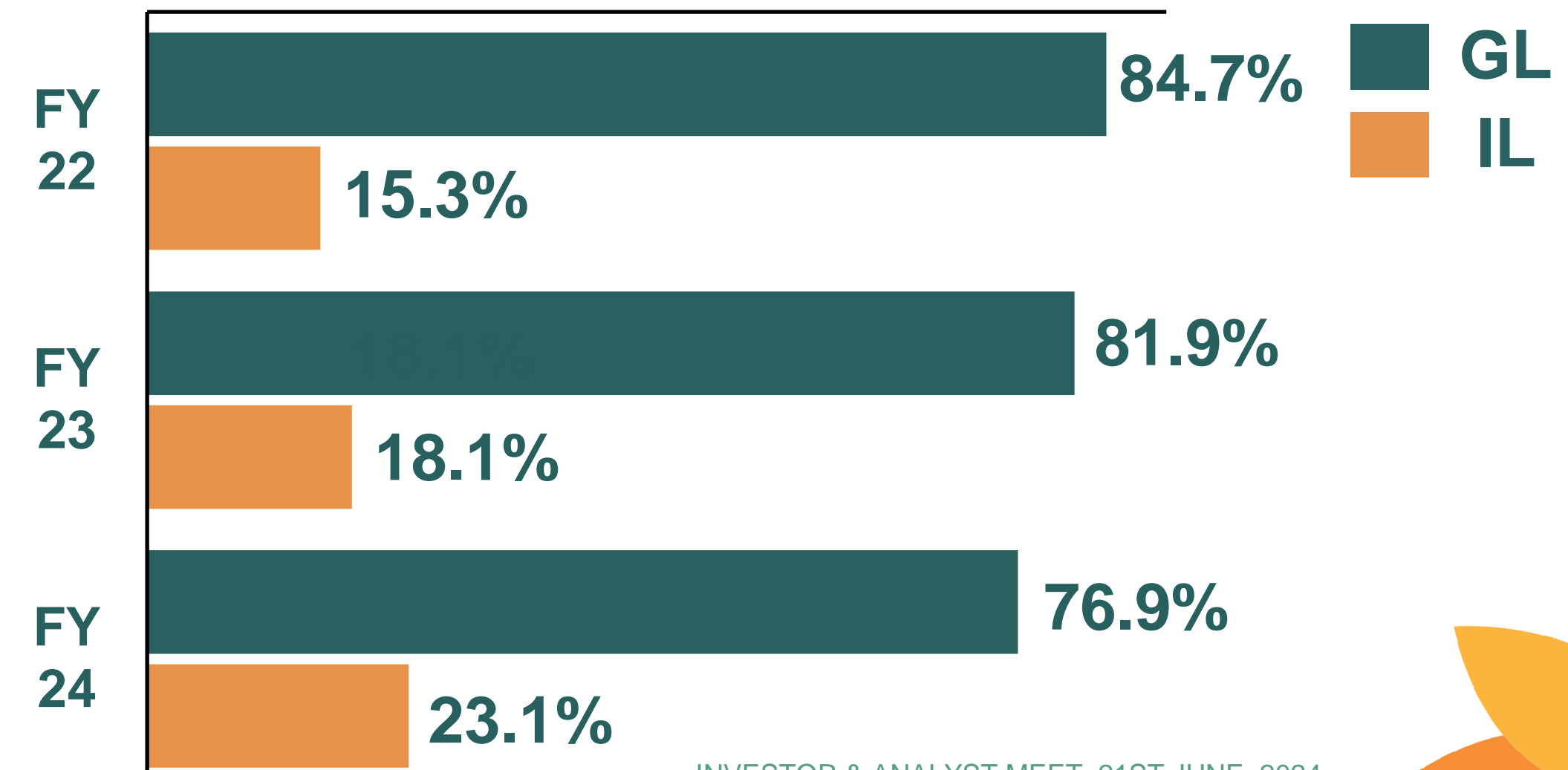


Presence Diversified Across State

- In all operating states Ujjivan's loan book concentration is below 15%
- Geographical Diversification mitigates Political, Climatic & Societal Risks

Well Diversified in Product Offerings

- **MB portfolio growth:** 19% in FY24 in GL-13% & IL-53% (41% in FY 23)
- **Customer segment:** NTB- 38% in FY24 in GL 41% & IL 17% (36% in FY 23)
- **Borrowers base:** 15% increase in FY 24; 10 Lakh new customers addition



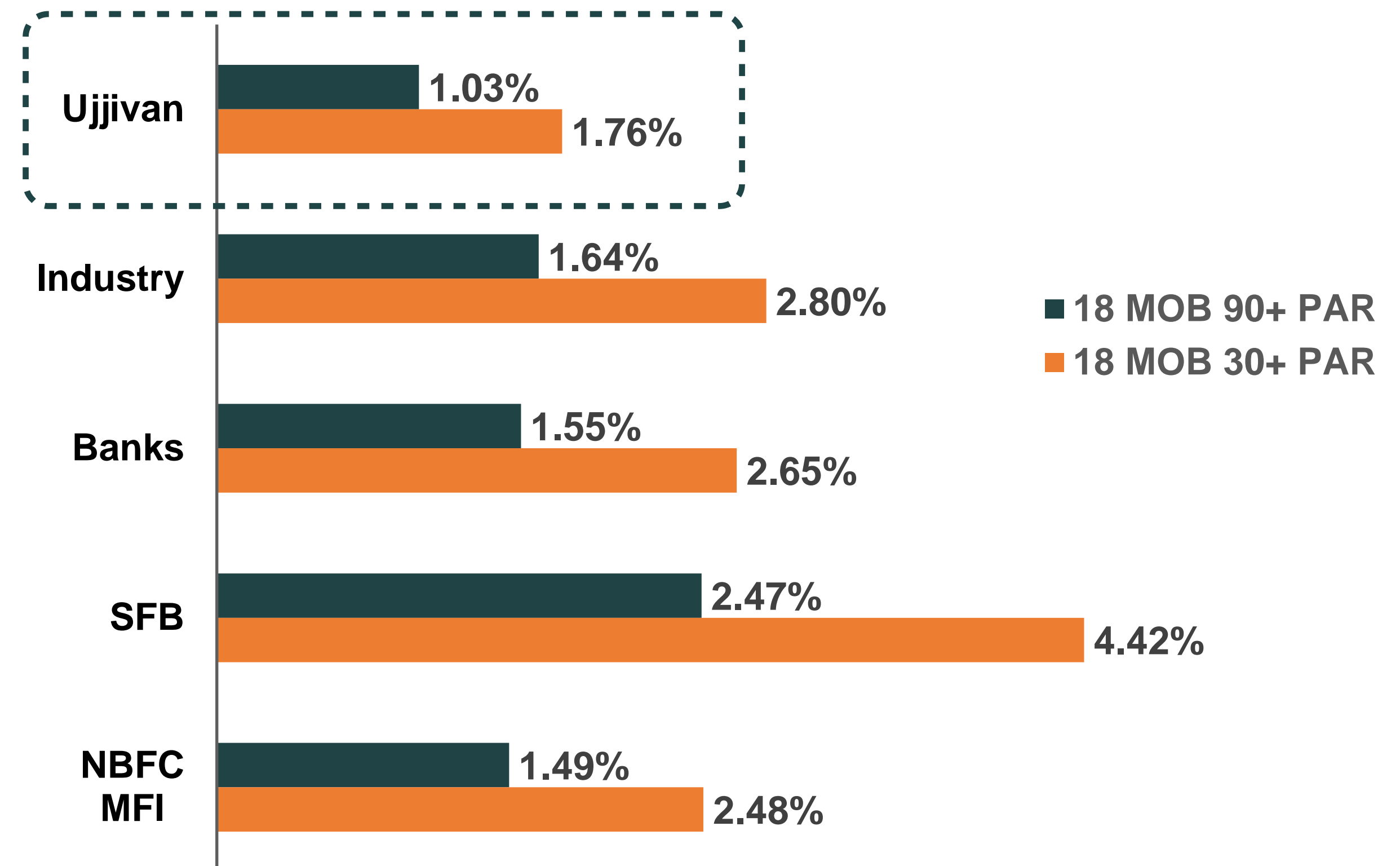
UJJIVAN ASSET QUALITY, COLLECTIONS: AMONG INDUSTRY BEST



90+, 18 MOB PAR

State as per Ujjivan Book Size (>270Cr)	Ujjivan Mar'24	Industry* Mar'24
Tamil Nadu	1.12%	1.22%
Karnataka	0.41%	0.47%
West Bengal	0.60%	1.11%
Bihar	0.47%	0.76%
Uttar Pradesh	0.82%	1.61%
Haryana	1.11%	3.49%
Gujarat	1.07%	2.99%
Maharashtra	1.35%	1.97%
Rajasthan	1.05%	2.97%
Jharkhand	0.67%	1.61%
Punjab	1.36%	9.11%
Odisha	1.24%	1.51%
Kerala	1.61%	3.33%
All India	0.84%	1.64%

18 MOB PAR*



Market Share | Asset Quality

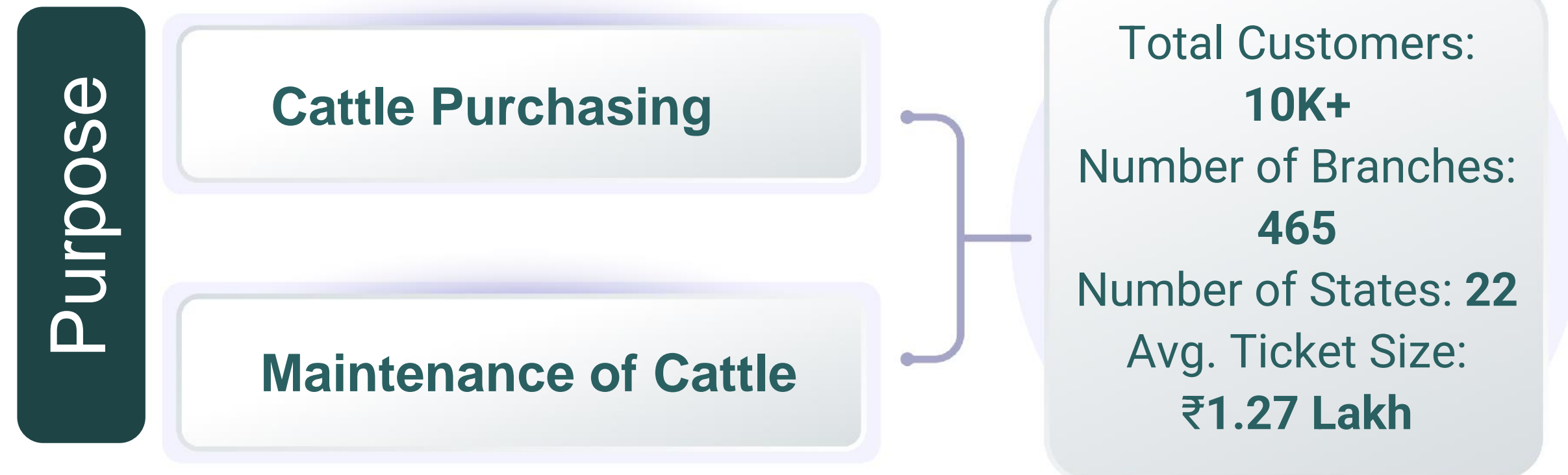
- **Market Share:** Market share is stable at 4.2%.
- **30+ 18 MOB PAR:** Ujjivan : 1.76% | Industry : 2.80%
- **90+18 MOB PAR:** Ujjivan : 1.03% | Industry : 1.64%

18 MOB performance: Loans disbursed between **Oct'22 to Mar'24** to understand the performance of Post Covid disbursements.

SECURED PRODUCT OFFERINGS

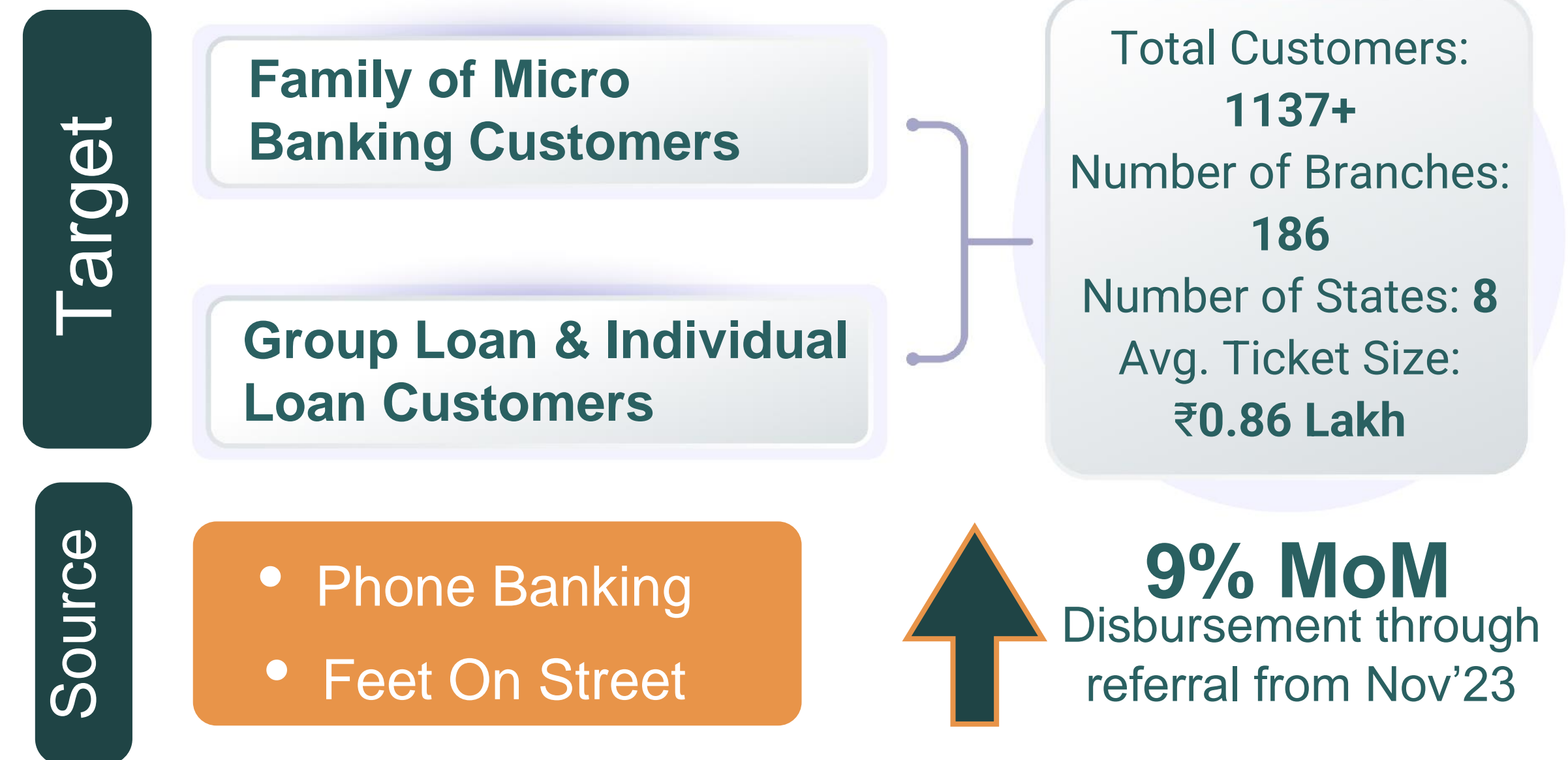


Individual Secured Live Stock Loan

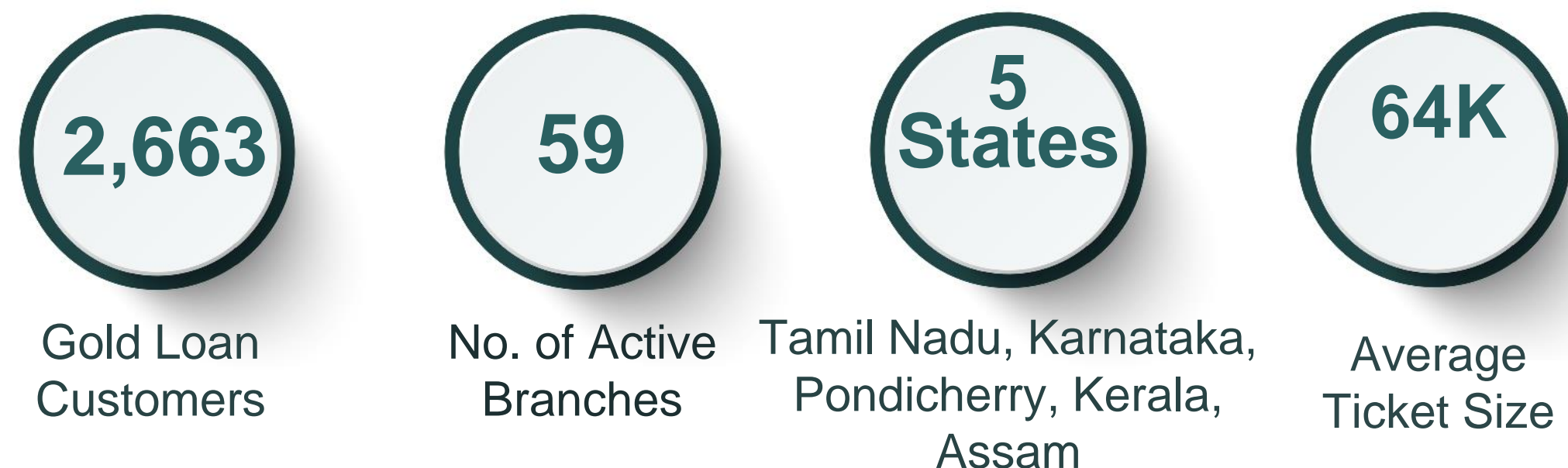


Secured Livestock Loan book to reach 12% of the overall IL portfolio by Mar'25 from the existing 2.5%

Two Wheeler Loan Referral



Gold Loan **Customer base to Grow to 6 times in FY 25**



Micro Mortgages Referral



CUSTOMER SERVICE THROUGH ALTERNATE CHANNELS

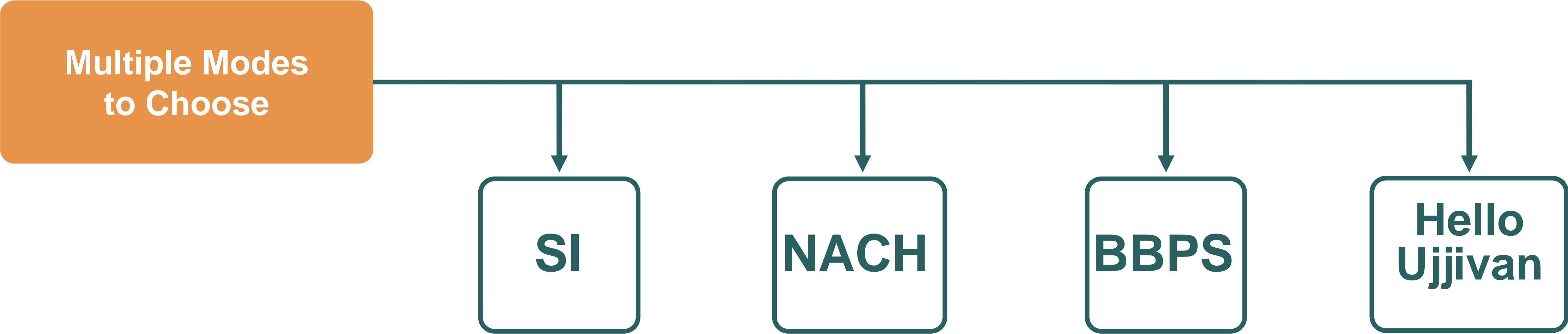


Digital Repayments

29% FY 24 Customer Induced Digital Repayments.

Grown 12% Y-o-Y

One of the Best Among SFBs



CUSTOMER SERVICE THROUGH ALTERNATE CHANNELS



Milestone Achieved
1 MILLION+
Download Completed

Loan Acknowledgement

- GL Customers can provide loan disbursement consent via the app

30% ETB Group Loan Customers are using this feature

Benefits of Loan acknowledgement

Hassle free Loan Consent without visiting Branch

Saves Customer's one day income

Real Time access to Loan Card & documents

HOSPICASH through Hello Ujjivan

Option for opting **Hospicash Insurance** for Group Loan Customers.

10%

Loan Acknowledging Customers already availed **Hospicash**

Building a super App for aspiring middle class, with additional features

Individual loan journey

UPI & Bill payments

Book keeping

GROWTH ENGINES AT PLACE FOR A STEADY RIDE



Leader of today

- Pioneers in IL business; already a large business with strong team → market slowly moving towards Individual Loans
- Comprehensive product suite to cater all the needs of the aspiring middle class customers through IL, M-LAP, Vehicle loan, Gold Loan
- Leader in technology & new initiatives
- Leader in adoption of best credit & collection practices like credit appraisal based on family-level income/ debt, dedicated credit & collection team, pioneers in rule-engine based underwriting

Strong leader of tomorrow

- Opportunity to cross-sell and upsell our large customer base of more than 60+ lakh customers
- Strengthening the Credit & Collection workforce with Analytics for better asset quality
- Alternate channels has been built such as VRM, Banking Correspondent & Hello Ujjivan to enable smooth onboarding and increasing efficiency
- Deeper digital penetration across assets, liabilities, payments, insurance – changing the way this segment banks



CREDIT & COLLECTION

MAINTAINING HEALTHY
ASSET QUALITY

FY'24 ASSET QUALITY: CONTINUES TO BE HEALTHY



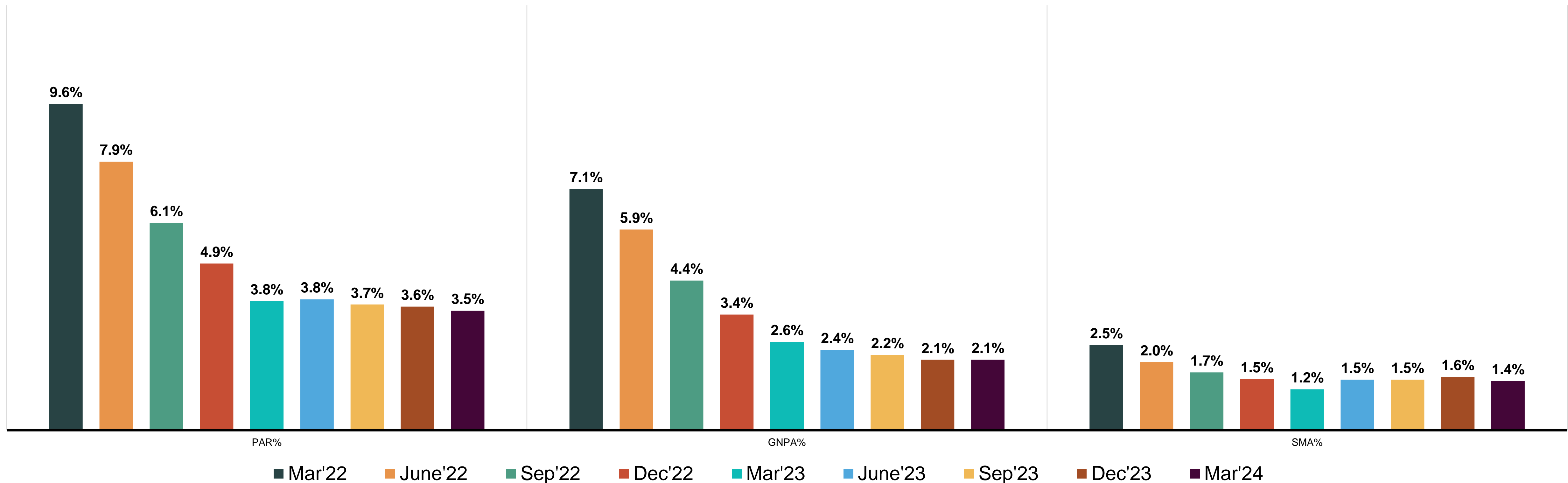
Credit cost below 1%

SMA Portfolio 1.4%

GNPA & PAR Consistence

₹390 Cr NPA Collection

₹141 Cr of write-off Recovery

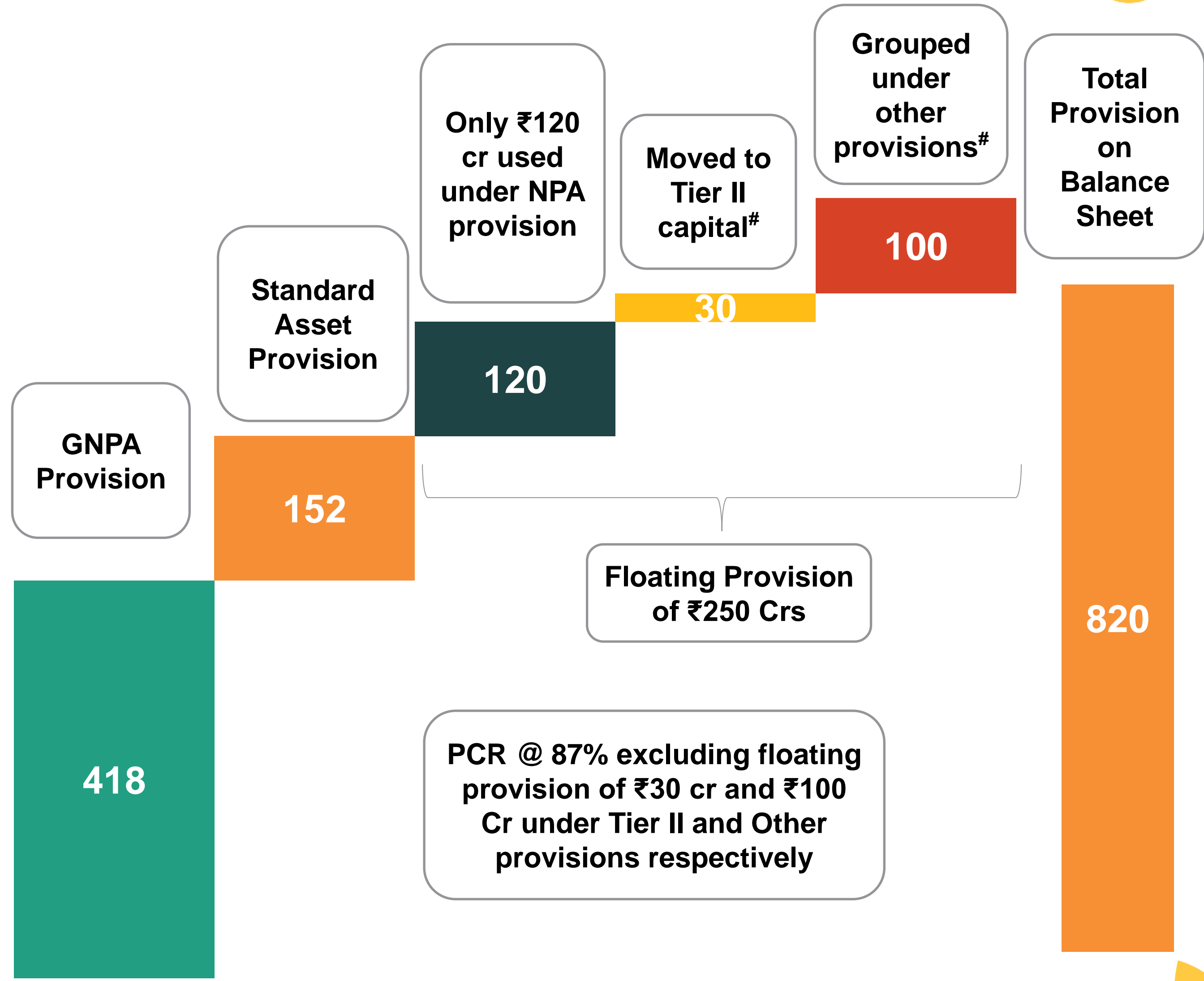
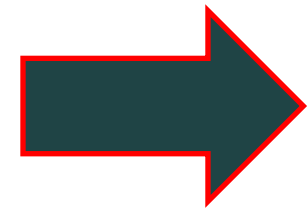
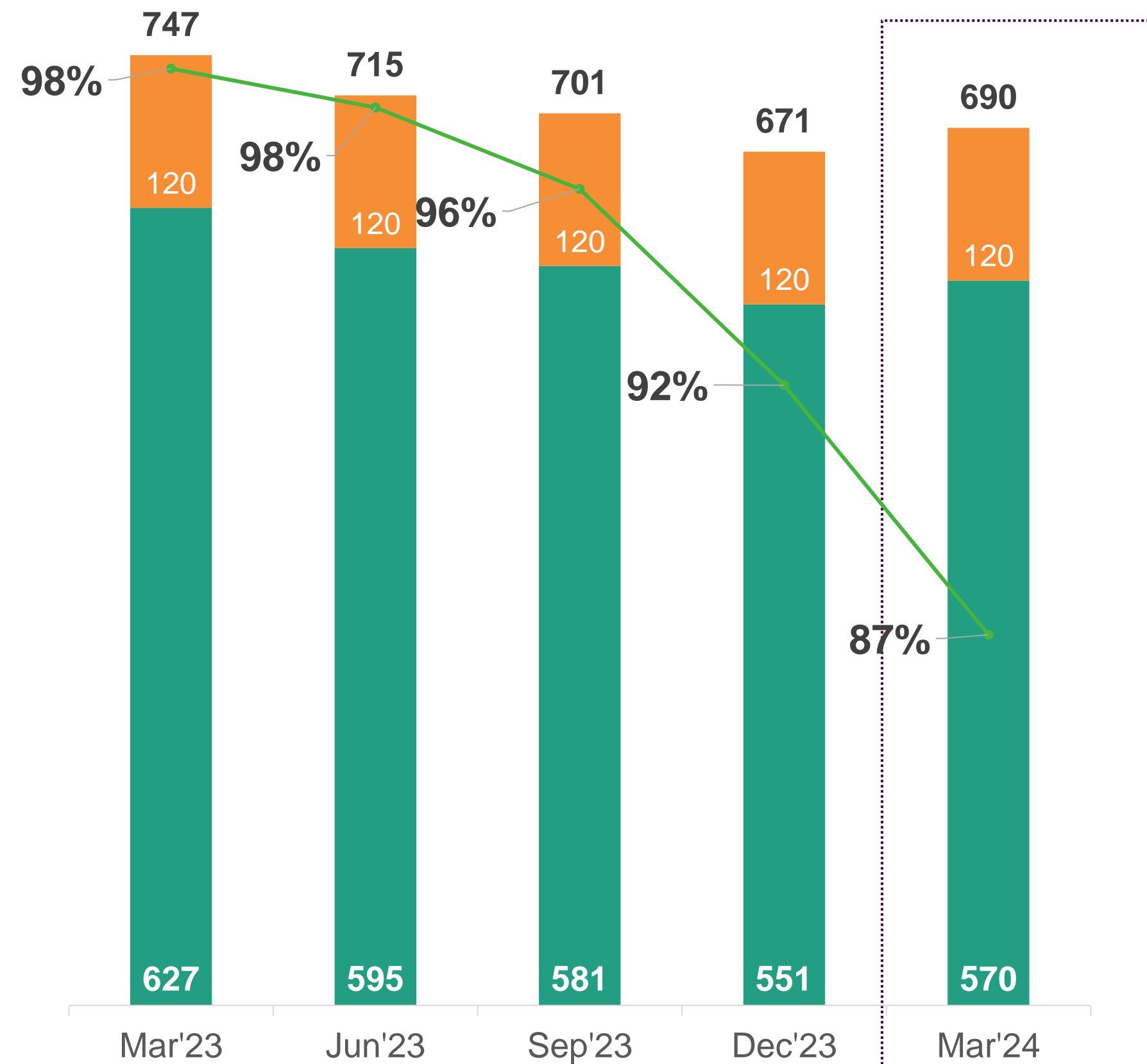


FLOATING PROVISION COVERAGE



■ Standard+NPA ■ Floating — PCR

(₹ in cr)

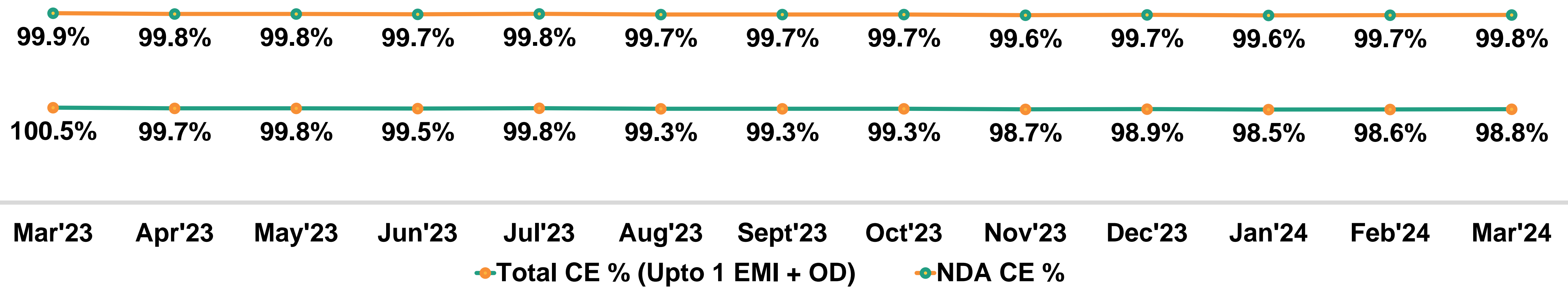


Floating provision of ₹250 Cr continues to be on books & can be utilized for making specific provisions in future during extraordinary circumstances, with prior approval from the RBI ₹ 30 Cr was moved to Tier II capital in Jun'22 while ₹ 60 Cr, ₹ 10 Cr and ₹ 30 Cr were moved to other provision in Sep'22,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

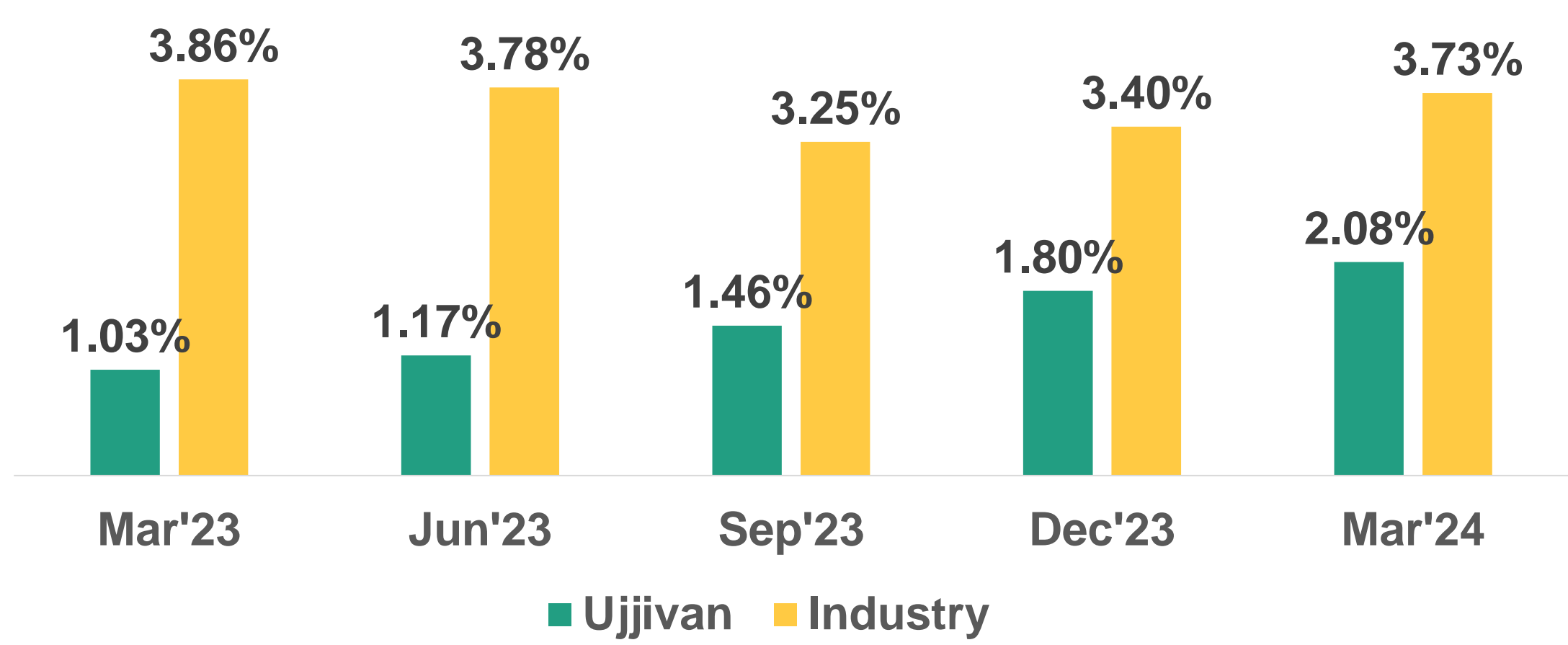
MICRO BANKING COLLECTION: A COMPARISON



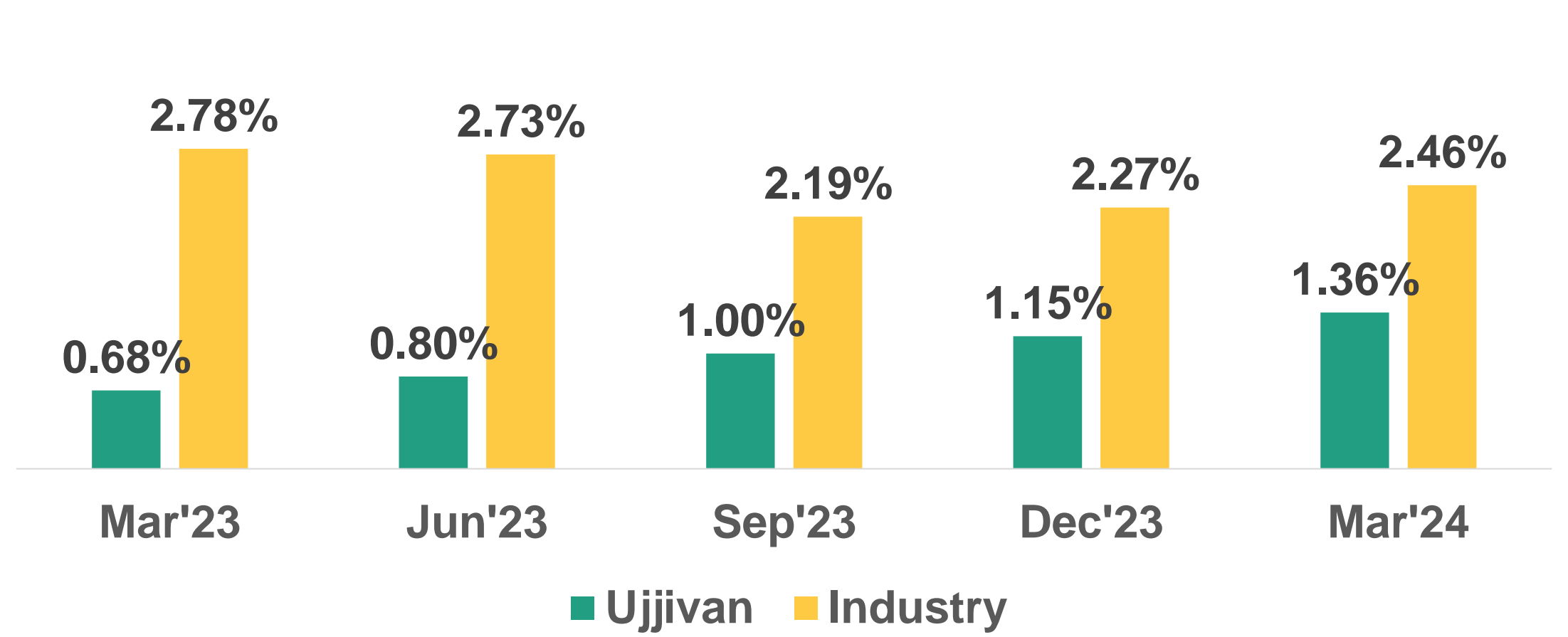
Collection Efficiency trend %



24 MOB 30+ PAR %



24 MOB 90+ PAR %



Matured states have continued healthy asset quality. External events have triggered delinquency in select states.

MICRO BANKING: HIGHLIGHT & KEY INITIATIVES



FY-24 Highlights



Prudent growth

- Well Diversified & balanced growth in portfolio.
- Cautious growth in select states.

Strong Field Monitoring

- Strengthened field credit monitoring with dedicated officers placed at the branches.



Process Optimization

- Group loan STP increase to 48% (24% in Mar 23).
- Individual Loans: Business rule engine implemented in Dec'23.

Key initiatives FY25



Realigning Credit Policies

- Granular plan based on branch wise asset quality

Focused Recoveries

- Strengthening the collection team
- Early intervention in collections & legal initiatives



Automations

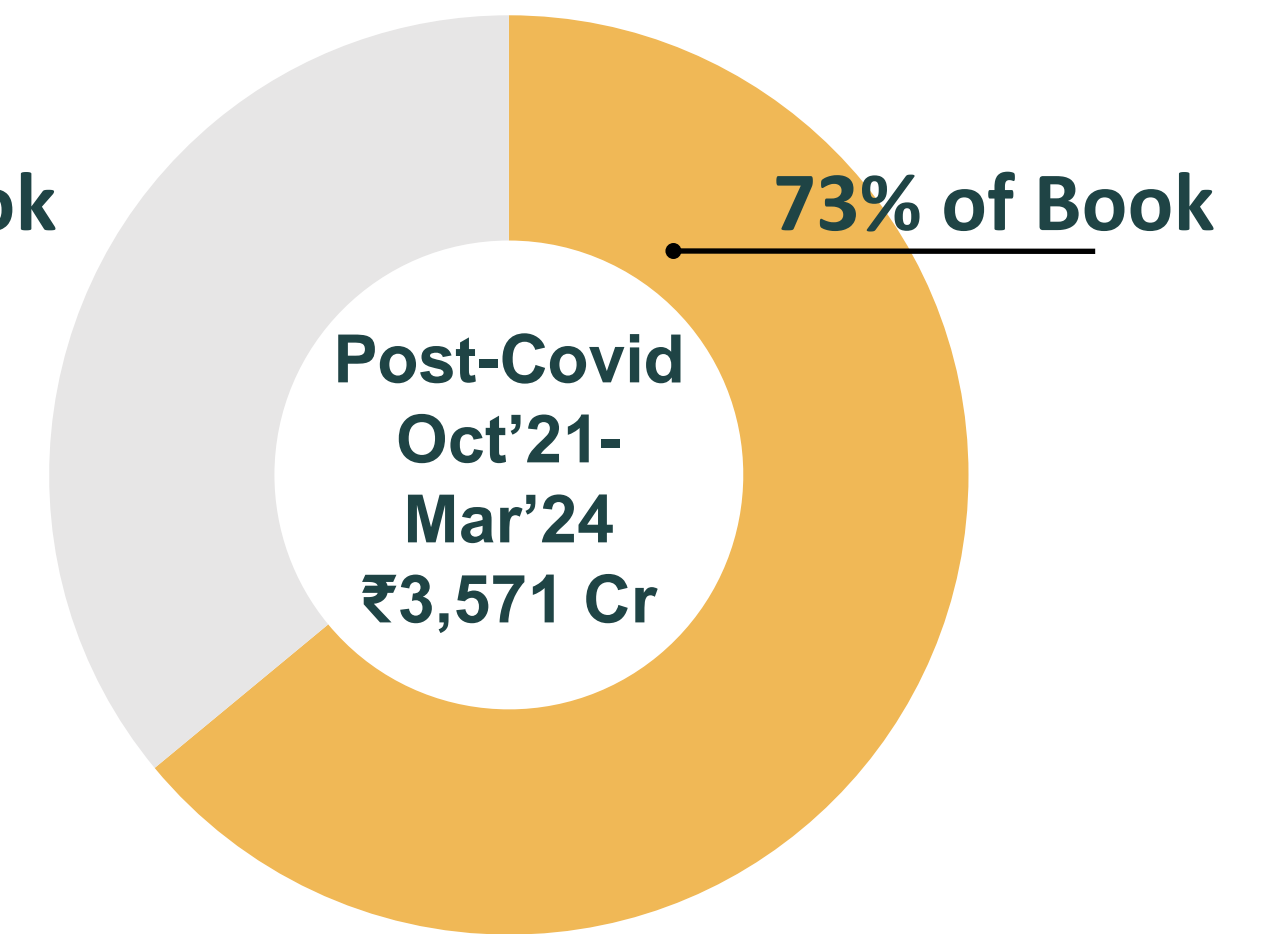
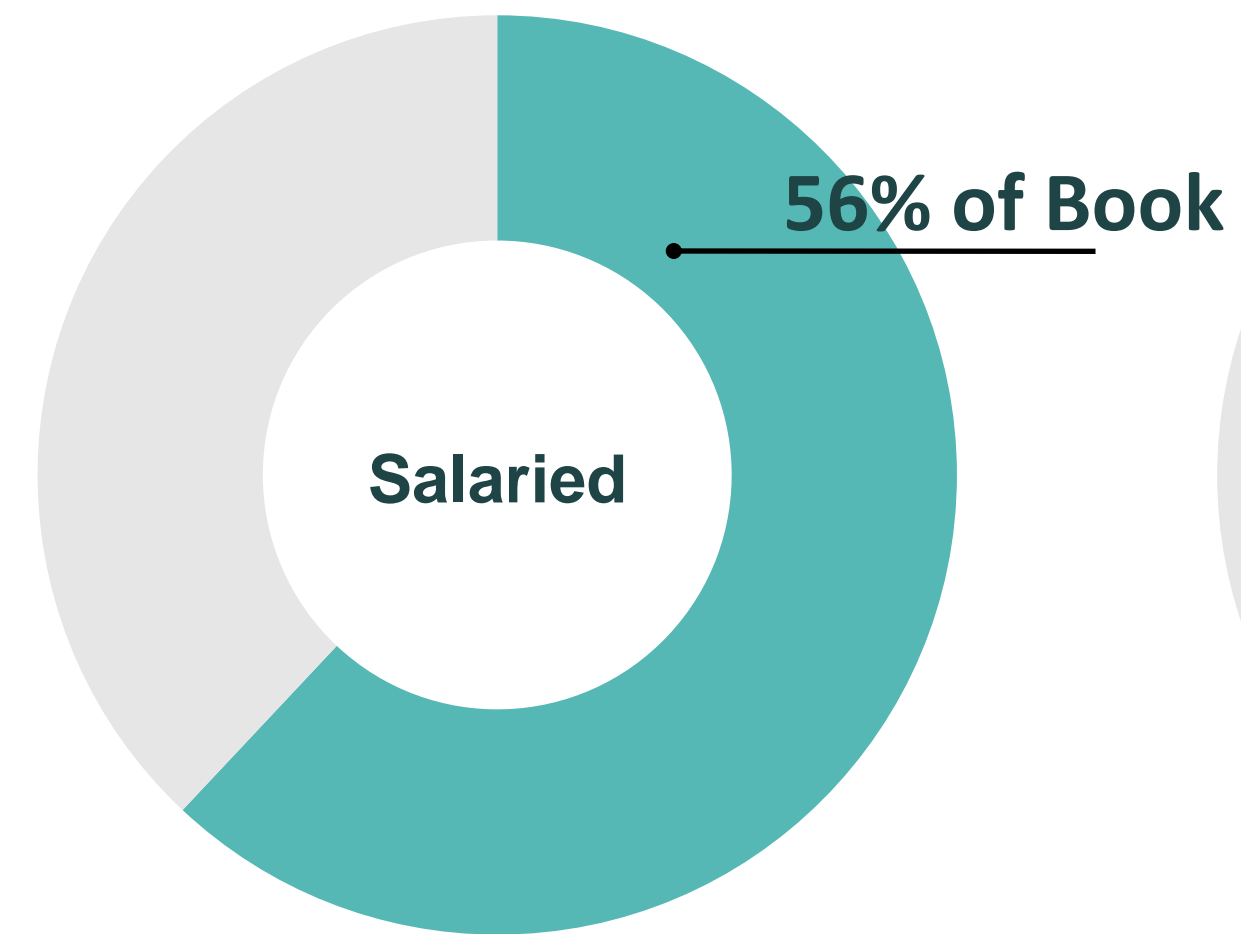
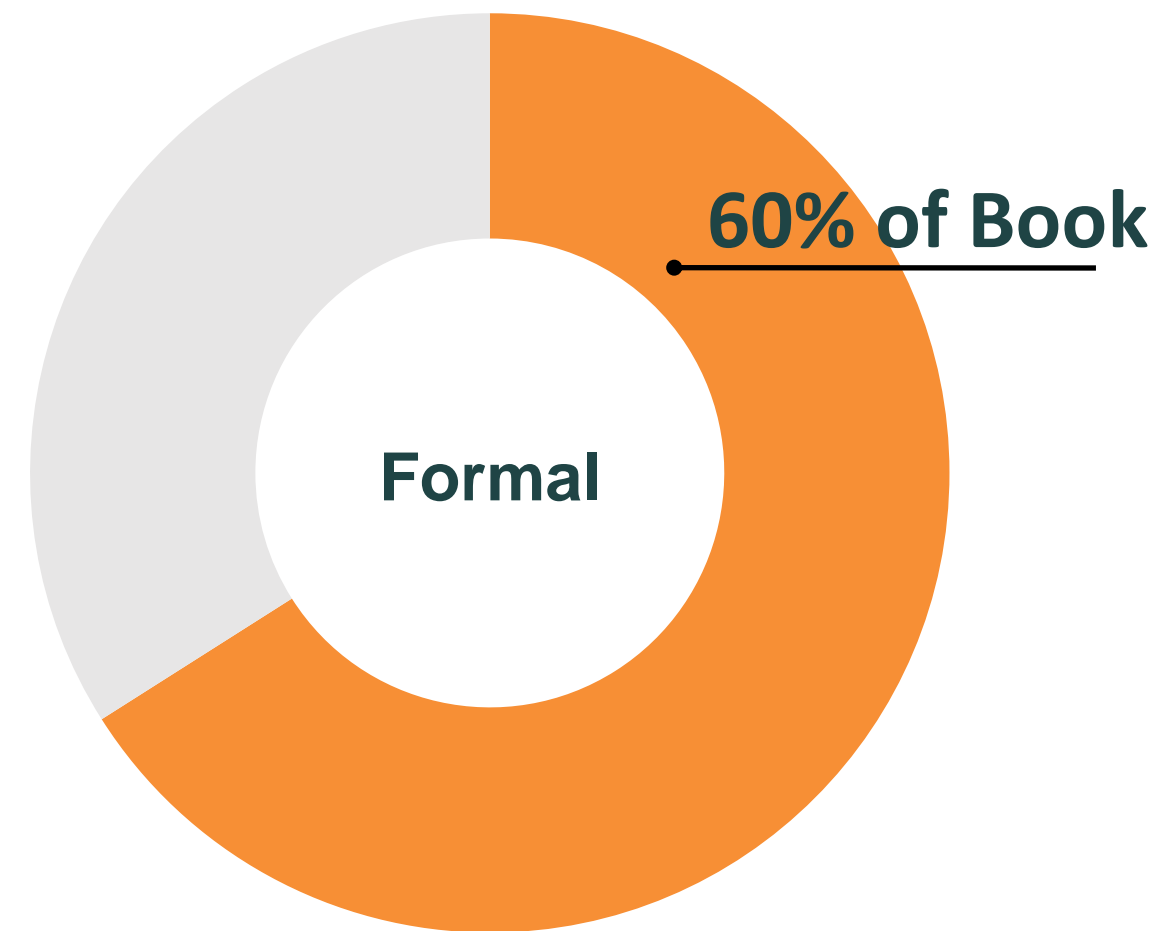
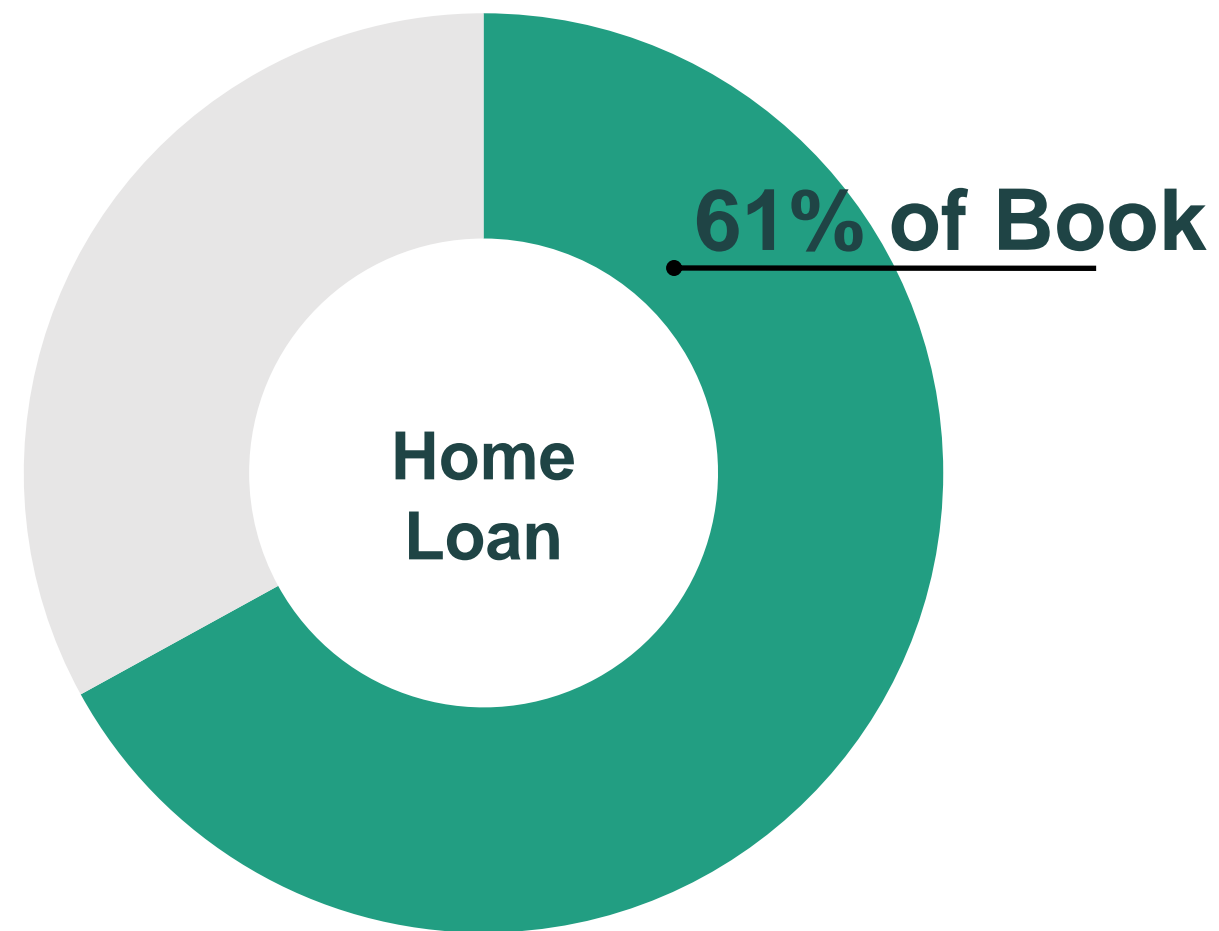
- LOS revamp for Individual loans and Self-onboarding of customers.

HOUSING PORTFOLIO



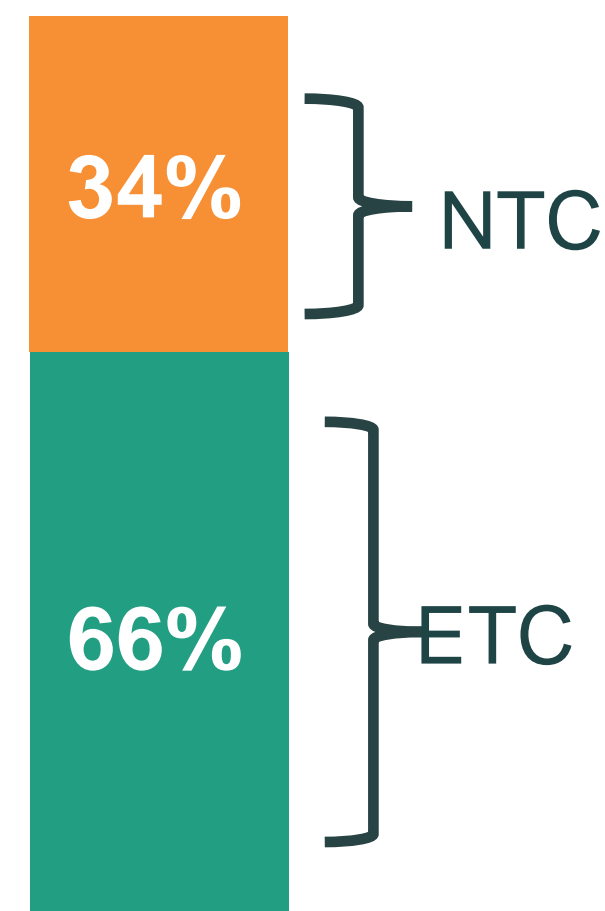
Portfolio Mix as of Mar'24

Well balanced Book



Customer Segment

66%
of the
customers are
with Bureau history



Asset Quality as of Mar'24

Ujjivan SFB: New Book Asset Quality

PAR %

1.6

GNPA %

0.6

Post Covid Book ~ 70% of loan book
(Oct'21-Mar'24)

Ujjivan SFB: Overall Asset Quality

PAR %

3.9

GNPA %

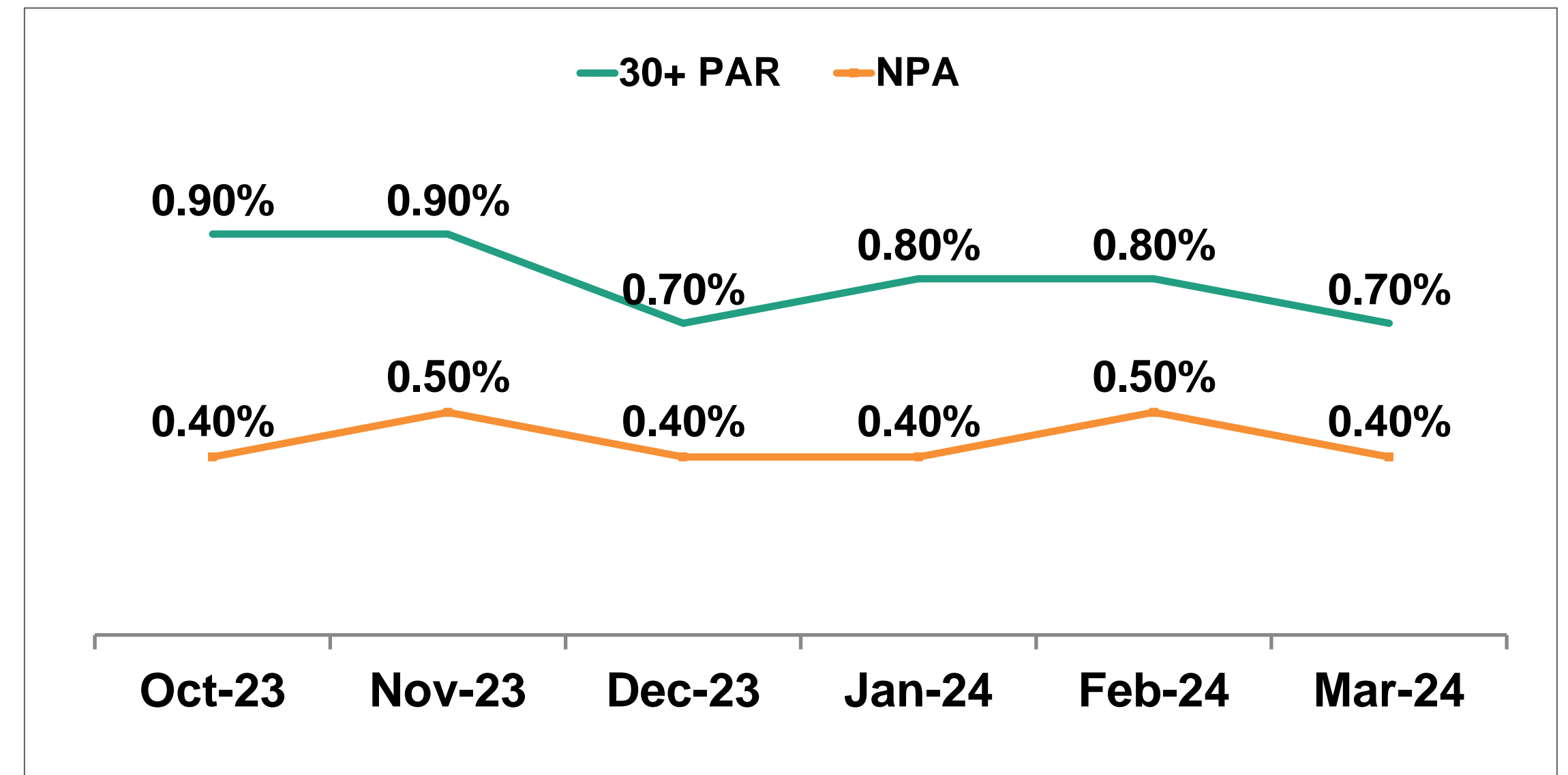
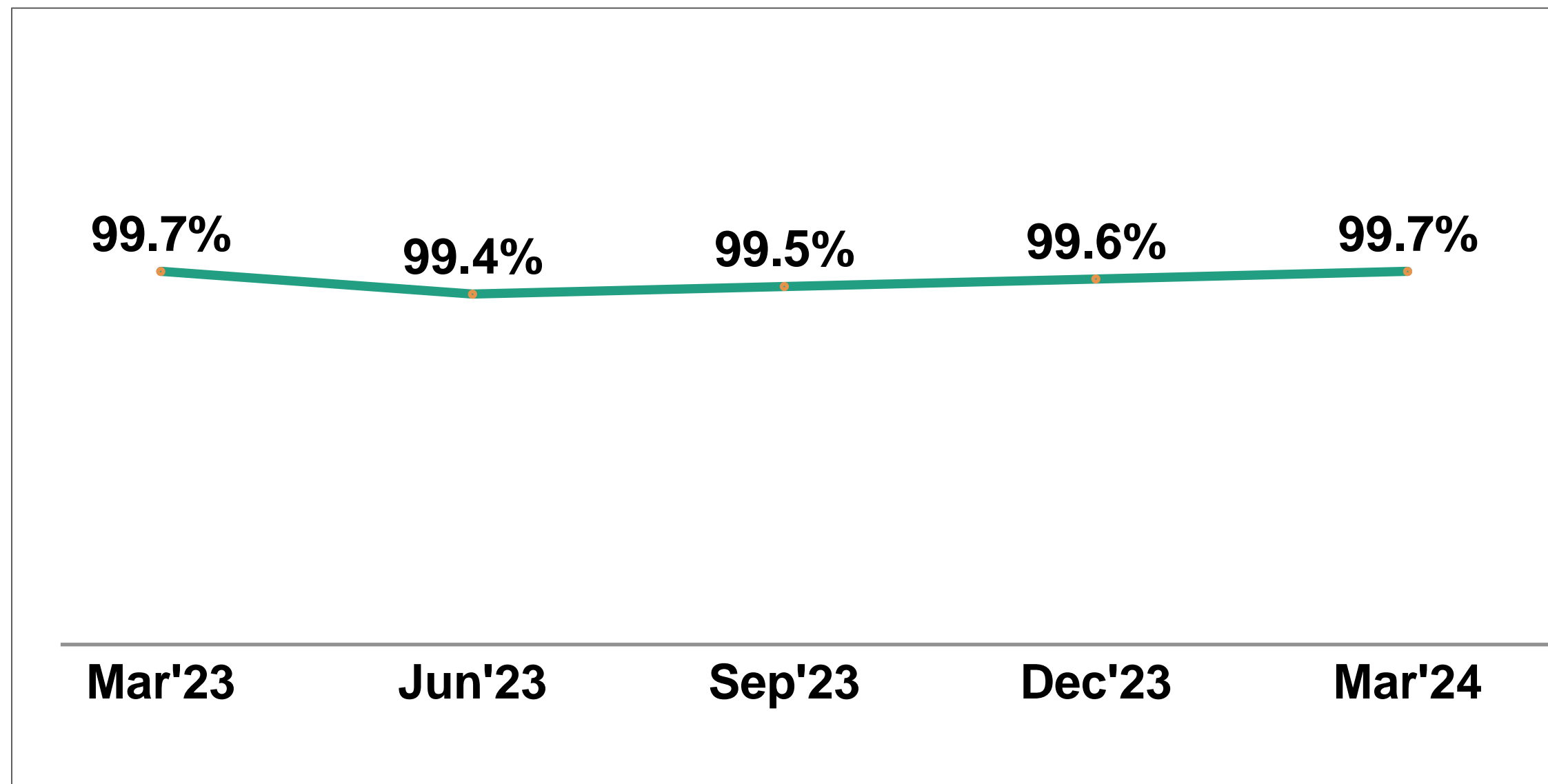
1.5

On loan book of ₹4,924 Cr
as on Mar'24

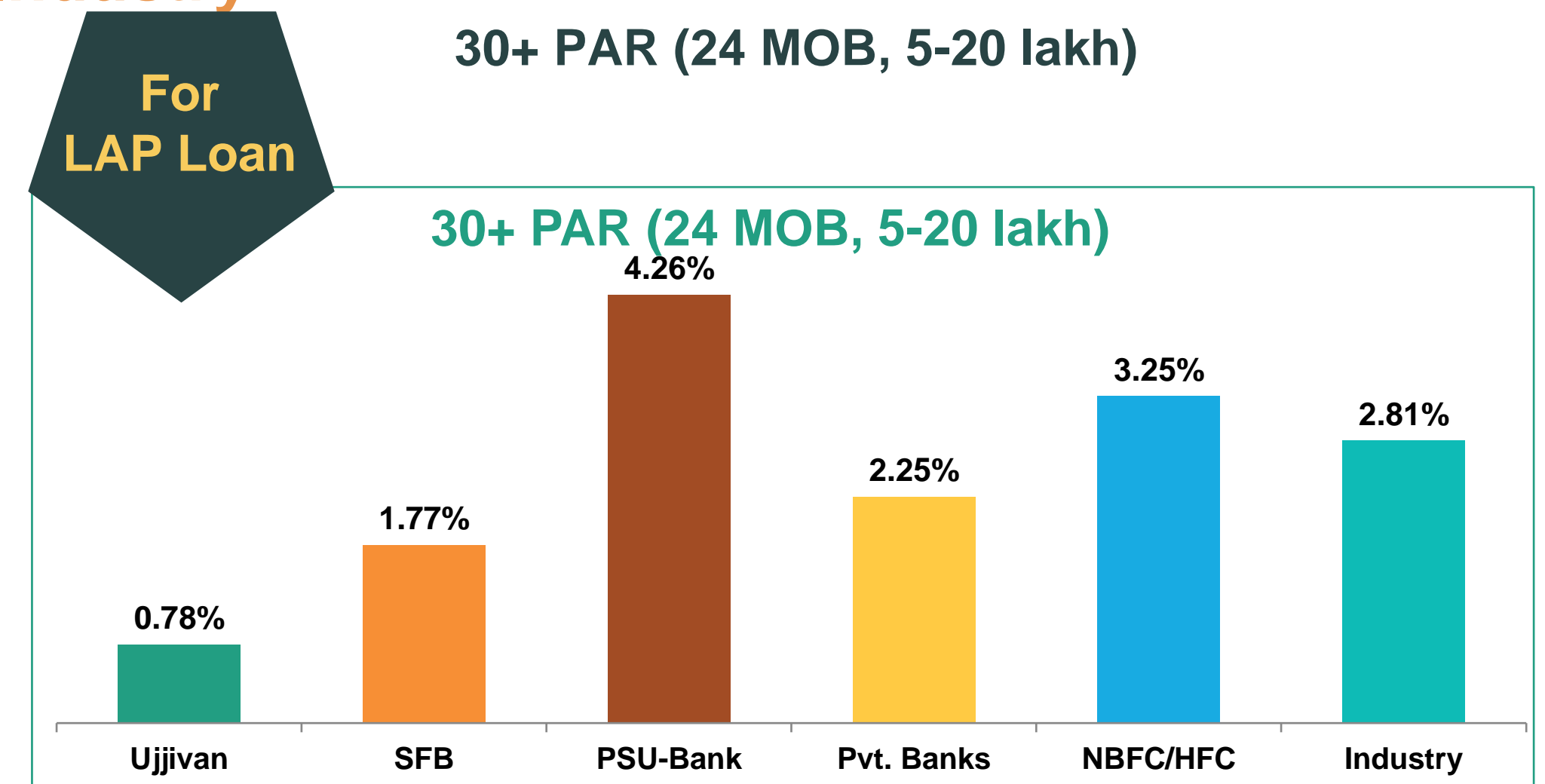
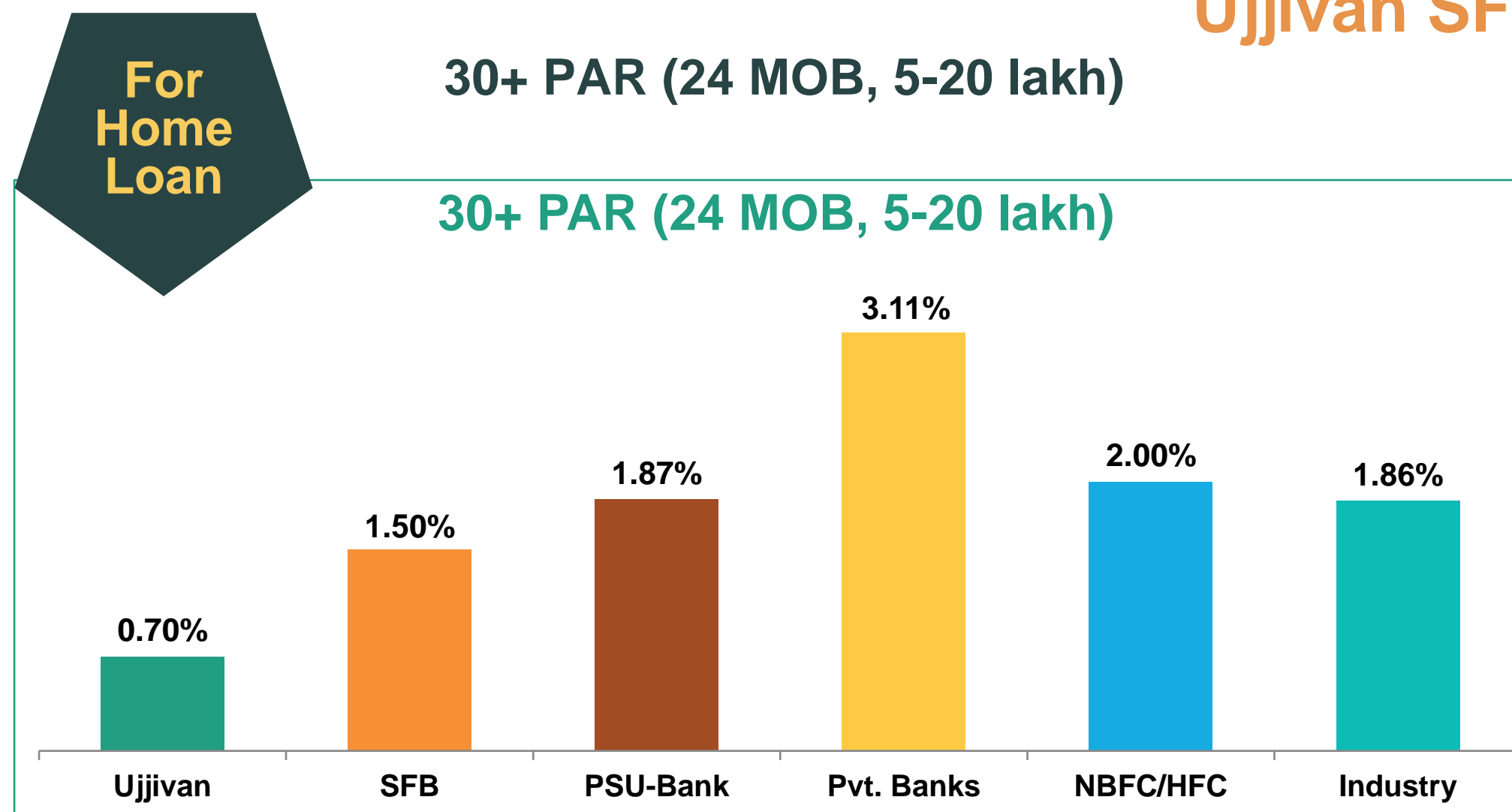
HOUSING 0-24 MOB PERFORMANCE



NDA pool resolutions steady & Improving



Ujjivan SFB Vs Industry*



*Source: Transunion CIBIL Report

HOUSING CREDIT- KEY HIGHLIGHTS & WAY FORWARD



FY-24 Highlights

Growth



- Robust growth in Borrower base post-covid from 20,000 to 53,000 + live accounts
- Well diversified book with average ticket size of 12 lacs.

Portfolio Quality

- Amongst the Best in the Industry in Post Covid portfolio.
- Personal visits by credit resource for all SENP and informal cases
- Low exposure to Under-construction projects



Policy & Process



- Customised regional/State policies in line with the requirements of specific geographies.
- Transition from old LOS to New LOS
- 150+ credit staff certified by IIBF

Key initiatives FY25

Recoveries Focus to Continue



- Continued focus on NPA & write off pool recovery
- Continue to maintain collection efficiency of 99.5% in NDA pool

Digitisation

- Strengthening the new LOS with more API integrations.
- Target to increase digital repayments from 96% to 98%



Capacity & Training



- Strengthening the internal technical team who are expertise in collateral valuation
- Continue to conduct regular refresher training on policy/process across the regions to the FOS – Business and Credit

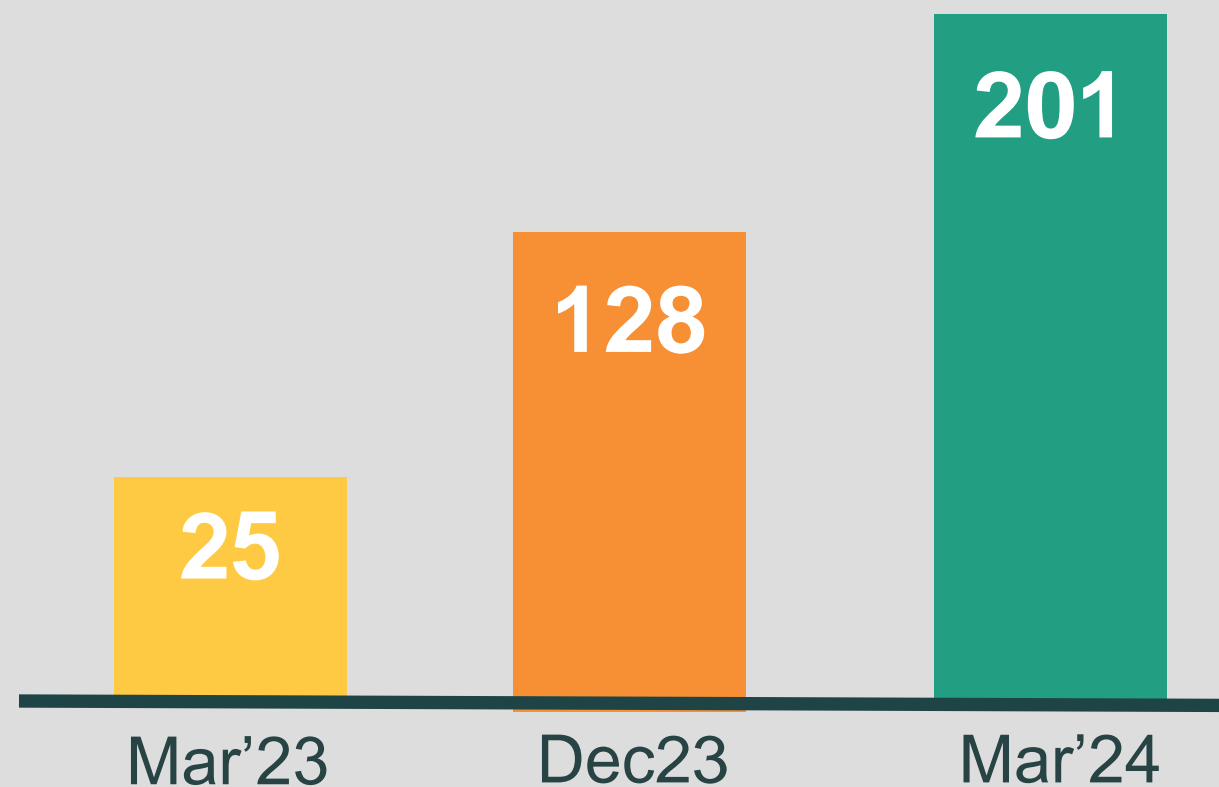
FOCUS ON MICRO MORTGAGES (EMERGING PRODUCT)



VIKAS LOAN (Micro Mortgages)

Book Growth

₹ in Cr

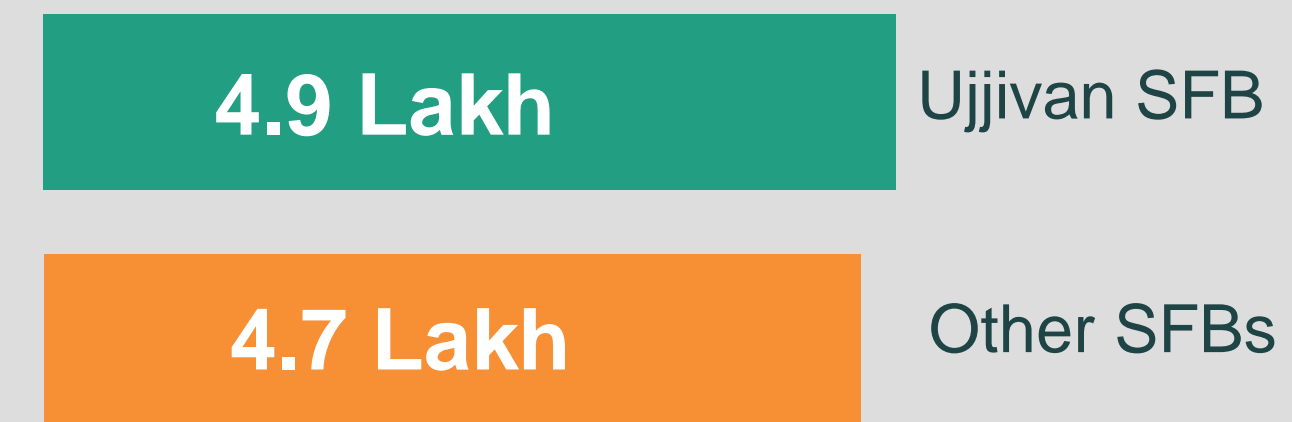


4,000+
Live Borrowers

Capacity Building

→ 40% of the Micro Mortgages credit officers have been moved internally from Individual Loan credit background

Ticket Size Comparison



For LAP up to ₹10 Lakh

Credit Controls

→ Avg Loan to Value:

- ⊙ Residential - 34%
- ⊙ Commercial – 32%
- ⊙ Mixed – 27%

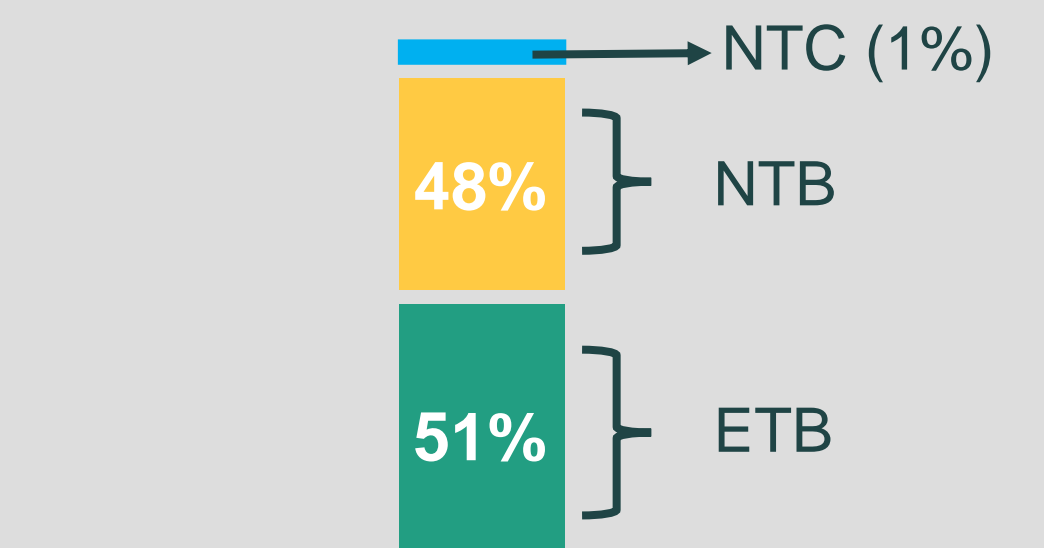
→ Repayment mode:

- ⊙ 100% through SI
- ⊙ Current OTRR is at 99.8%

Well Diversified Portfolio in 7 states

Customer Segment

More than **50%**
are existing customers

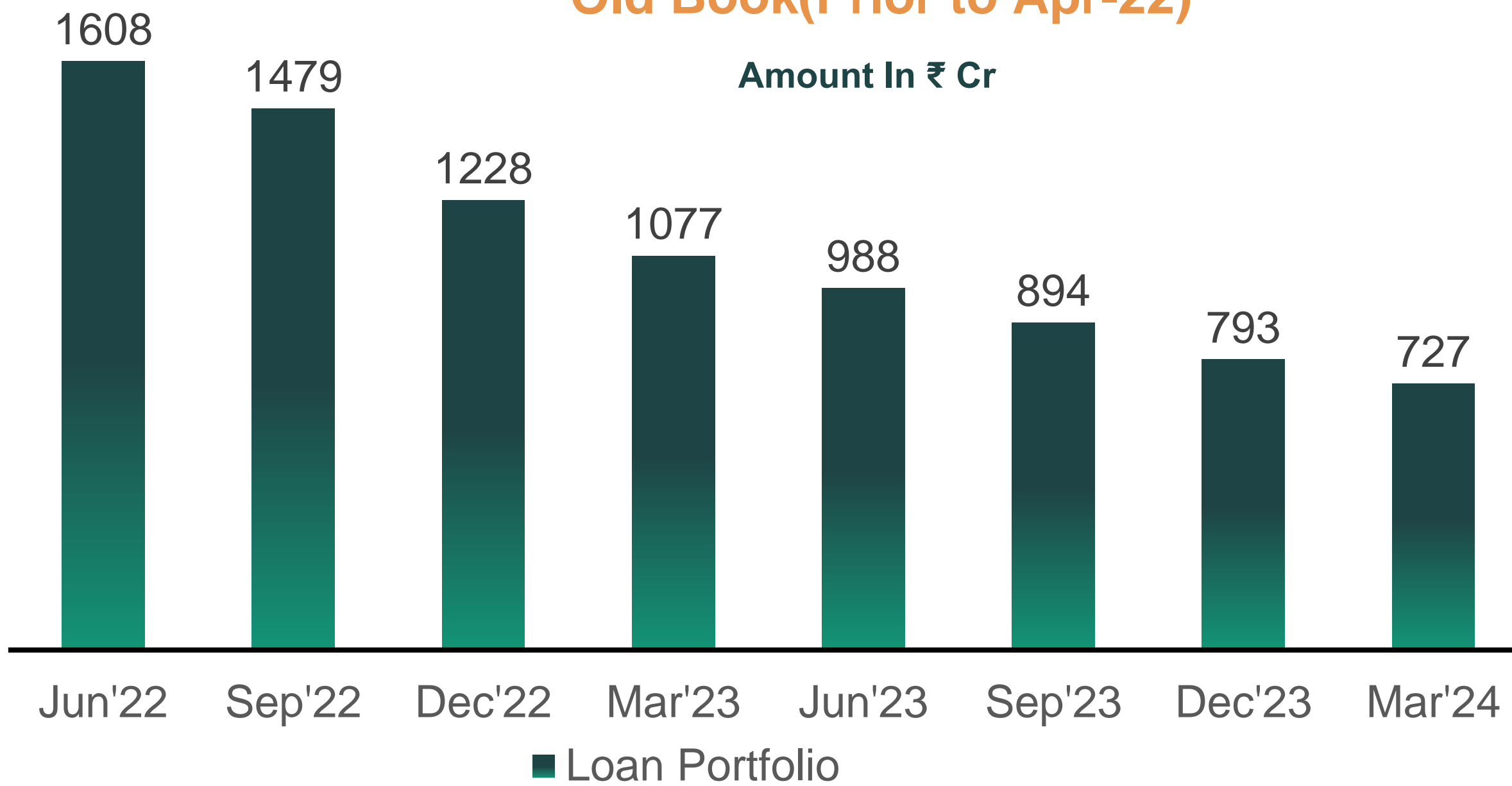


MSME PORTFOLIO



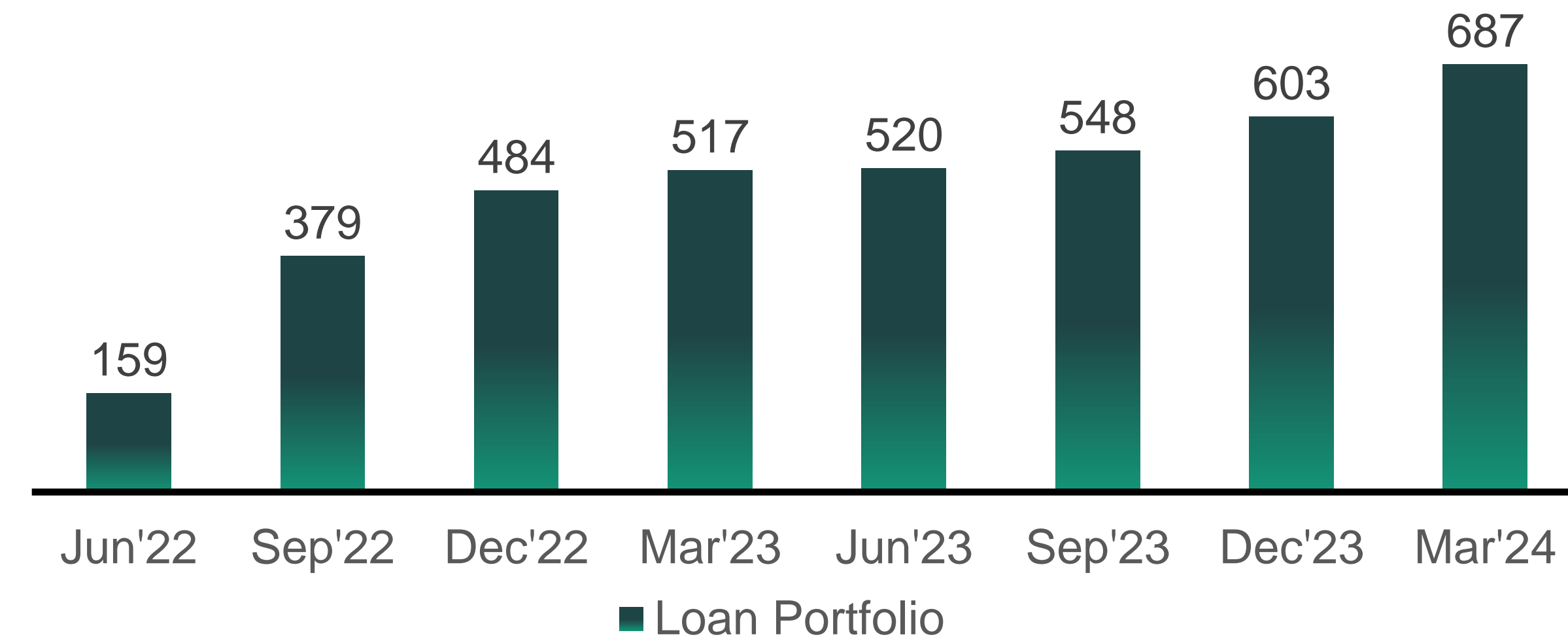
Old Book(Prior to Apr-22)

Amount In ₹ Cr



New Book(Apr-22 Onwards)

Amount In ₹ Cr



- Recalibrate product and policy operational for semi formal LAP since Apr'23
- Old portfolio risk contained, no incremental NPA addition
- New book NPA at 1.4% post 24 MOB
- Nil delinquency in 12 MOB portfolio

MSME: HIGHLIGHTS & KEY INITIATIVES



FY-24 Highlights



Upgrade LOS

- End to End digital workflow.
- Login through mobility.

Digitized Credit Assessment

- Tie-up with Perfios for digitized CAM output.
- Integrated BRE for faster decision.



Improve Collections

- NPA collection, Recoveries through settlement & auctions
- Bad debt recovery



Key initiatives FY25



Widening Product Suite

- Working capital product to be scaled up.
- LAP for formal segment ready for scale up.

Fintech Collaboration

- Post pilot launch in FY 24, supply chain portfolio ready for scale up.
- Base of fintech partnerships to be enhanced.

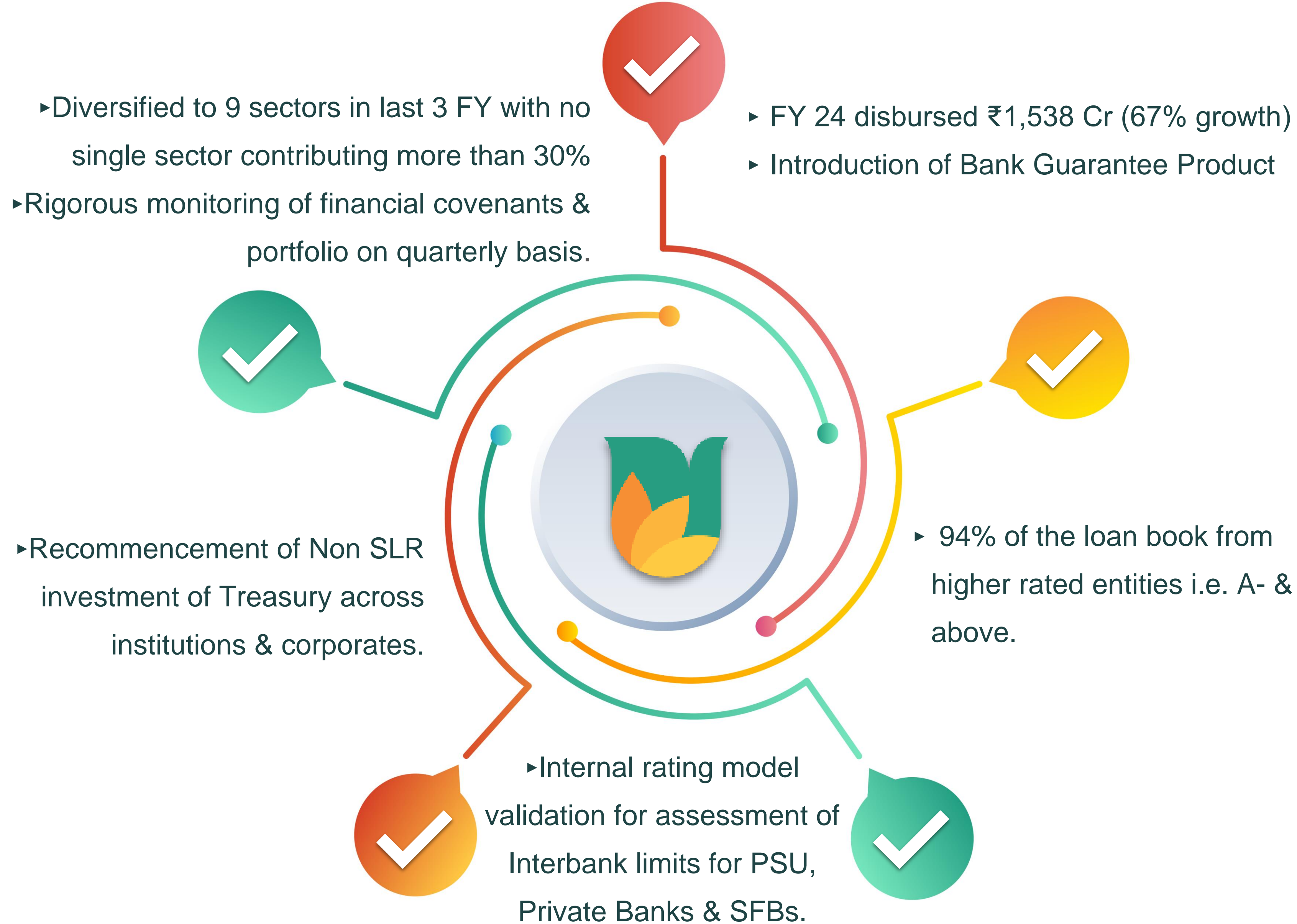


Recoveries Focus to Continue

- SARFAESI has been effective.
- Bad debt recovery improved in FY 24 – Initiative to continue



FIG PORTFOLIO: KEY HIGHLIGHTS & INITIATIVES



VEHICLE FINANCE: STRATEGY VIEW



• Disbursement growth by 130% in FY 24

• NDA collections for last 4 quarters steady between 98% And 99%

• Introduce e3W loans and Fintech tie-ups in FY 25

• Reduced Credit TAT to 16 mins

• LOS and Score card based approvals for quick and effective credit decisioning

• NPA resolutions have picked up through Lok Adalat, settlements

• Trade Advance offering to all key dealers across all the operating geographies

• Collections capacity scaled up as business has gained momentum


UJJIVAN 'ProCOLLECT': EMPOWERING COLLECTIONS



Phase I -
Live in Aug'23



Phase II -
Way Forward



Performance and Payout Module

- KRA Based Performance evaluation matrix
- Payout & incentive calculation



Dashboard & Intuitive Alerts

- Today's task alerts to user
- Dashboards to analyse performance



Settlement Process

- Settlement initiation to approval process



Robotic Actions

- Automate dunning letters for smooth communication



Tele - Calling Module

- Tele calling and tracking customer feedback



Legal Module

- Having Repo & Auction



FINANCIAL INSTITUTIONS & GOVT BANKING

WHOLESALE LIABILITIES & SECURED
LENDING TO RETAIL FOCUSED NBFCs

FI & GOVT. LIABILITIES - KEY CONTRIBUTOR TO WHOLESALE LIABILITIES



Segments

- Banks – Coop, RRBs, SFBs, Payment, Private, PSB
- NBFC, Mutual Funds, Insurance Companies
- Capital & Commodity Market entities
- Central/State/District Govt. Dept./entities/ autonomous bodies / PSUs
- DFIs, Large Institutions and Mid & Large Corporates

Offerings

- Fixed Deposits, CDs, Term Money
- Current Account, Collection Account, Institutional Savings Account, Escrow Accounts
- CMS Solutions, IPG, POS, QR, E-payments, PFMS etc.

Alternate Sourcing

- Refinance, IBPC, Securitization, Term Loans
- Refinance Avenues – NABARD, SIDBI, NHB
- IBPC – good number of Private & PSU Banks
- Term Loan & Securitization as per funding needs

FIGB ASSETS - INSTITUTIONAL LENDING



Segments

- NBFCs/MFI/HFCs
- Secured MSME Sector
- Housing Sector
- Gold Loans
- Vehicle Finance
- Microfinance
- Capital & Commodity Markets
- Government NBFCs & High Rated PSUs

Offerings

- Term Loans- 1-5 Years
- Working Capital Products- Overdraft
- Bank Guarantees

Alternate Sourcing

- Robust growth- 55% Year to Year
- High Quality Book with A rated and above consisting of more than 90% portfolio
- Strong underwriting & Monitoring Mechanism
- Cross-Sell to Asset clients

Gross Loan Book
-₹1,731 Cr

Current Collection
Efficiency- 100%

EXPANSIVE AND STRINGENT UNDERWRITING



PROCESS...

- Strong domain knowledge being a NBFC-MFI prior to becoming bank
- Hygiene Check of existing as well as new clients.
- Checking External & Internal Rating of the company.

INITIAL CHECK

- Understanding Management Philosophy & vision, Promoters experience & commitment as well as Corporate Governance
- Understanding Key management personnel
- Meeting management as well as ground level to check actual practicing of management philosophy

MANAGEMENT CHECK

- Understanding the Business model of the company & their performance
- Loan sanctioning process & Credit structure of each client
- Analyzing Past performance from Financials as well as evaluating the Projections
- Industry & peer analysis
- Having own operations in various segments aids in understanding ground level operations of other players

UNDERSTANDING BUSINESS MODELS & FINANCIALS

- Understanding ALM pattern with liquidity policy
- Collection structure & collection efficiencies
- Assessing requirements in terms of amount, tenor, security & end use of the funds

LIQUIDITY & COLLECTION POLICY

- Understanding ALM pattern with liquidity policy
- Collection structure & collection efficiencies
- Assessing requirements in terms of amount, tenor, security & end use of the funds

REGULATORY & INTERNAL NORMS

- Committee based approach for sanction of facilities

SANCTIONING

- Charge creation & End use monitoring.
- Quarterly monitoring of key covenants
- Half yearly review of FIG portfolio. AUW & EWS mechanism for FIG portfolio
- Monitoring External Rating & market related events

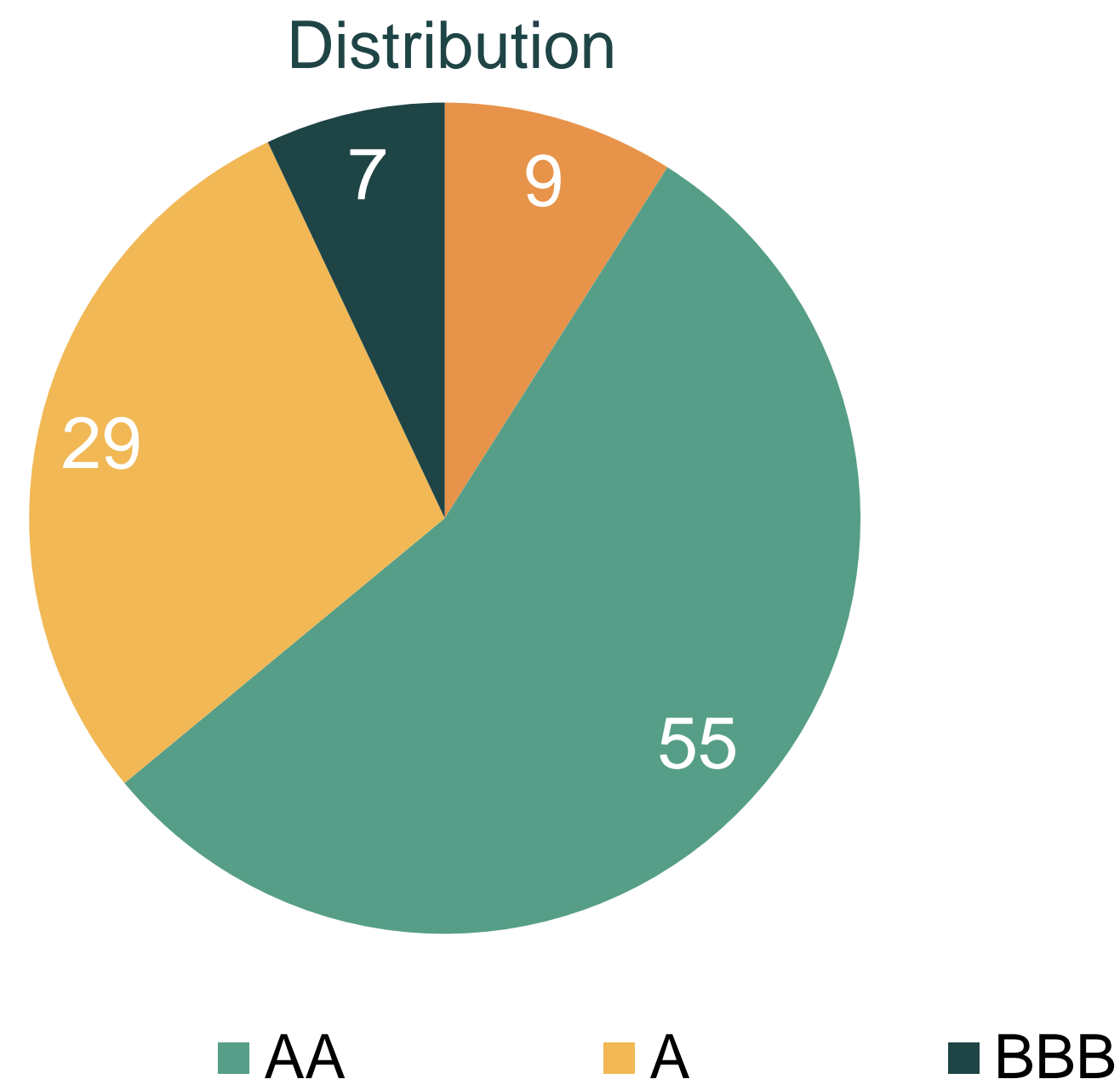
DOCUMENTATION & MONITORING

...WITH HIGH QUALITY BOOK TO ENSURE LOW CREDIT COST

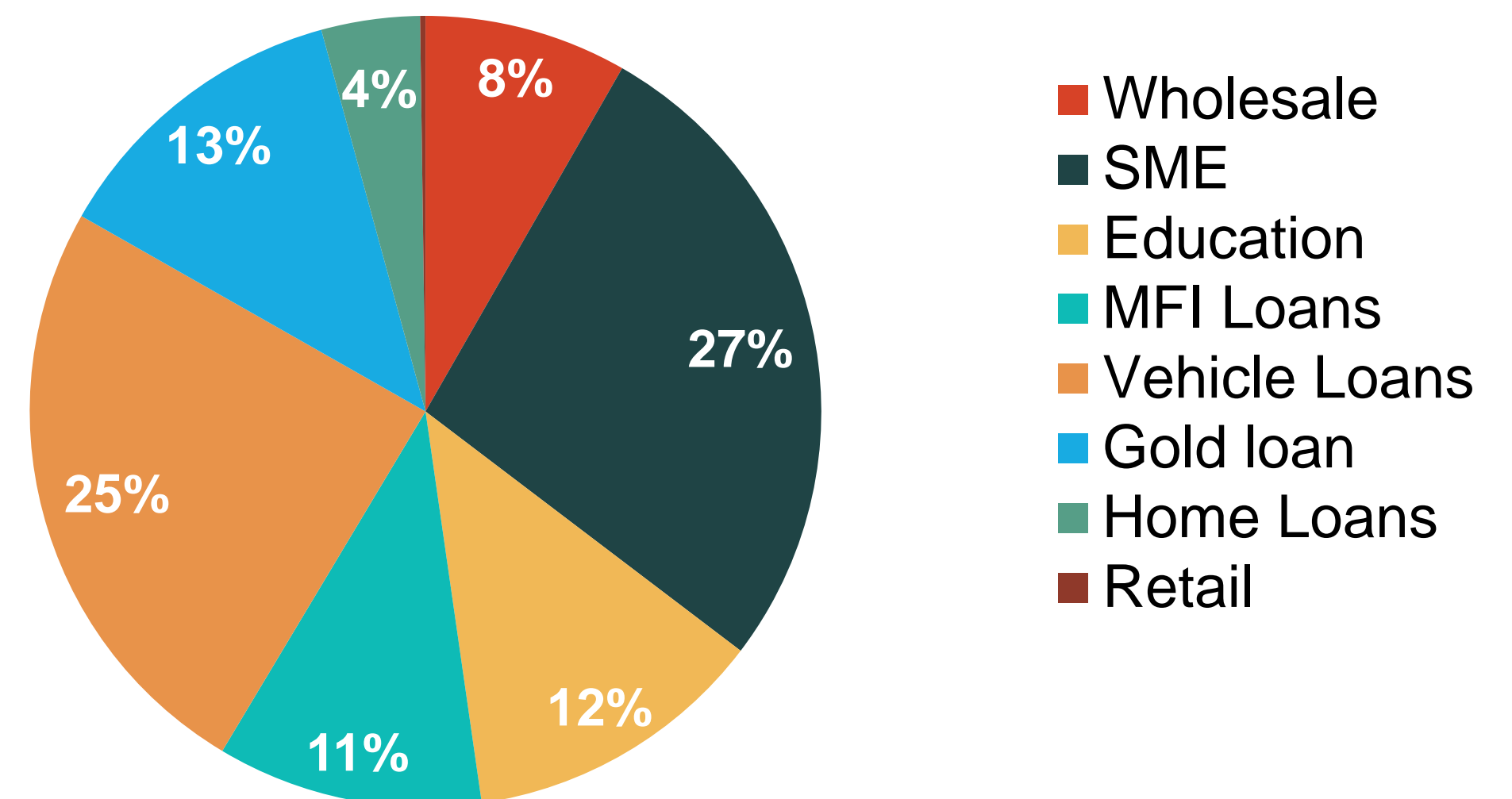


- High Quality Portfolio Constitution
- Well diversified sector exposures
- Current Collection efficiency consistent at 100% maintained

High Quality Book



Well-diversified across different Segments



WAY FORWARD



❖ **Increasing exposure to BBB rated entities/ good unrated entities to max 10%-15% of book**

- Yield expansion
- Smaller ticket size
- Better Cross-selling opportunities

❖ **New Products**

- Working capital demand loan
- Capital market product – Lending through NCD, CP etc.; better opportunity to engage with higher rated borrowers

❖ **Liability sourcing/ multiple product relationship focus to continue with Asset clients**

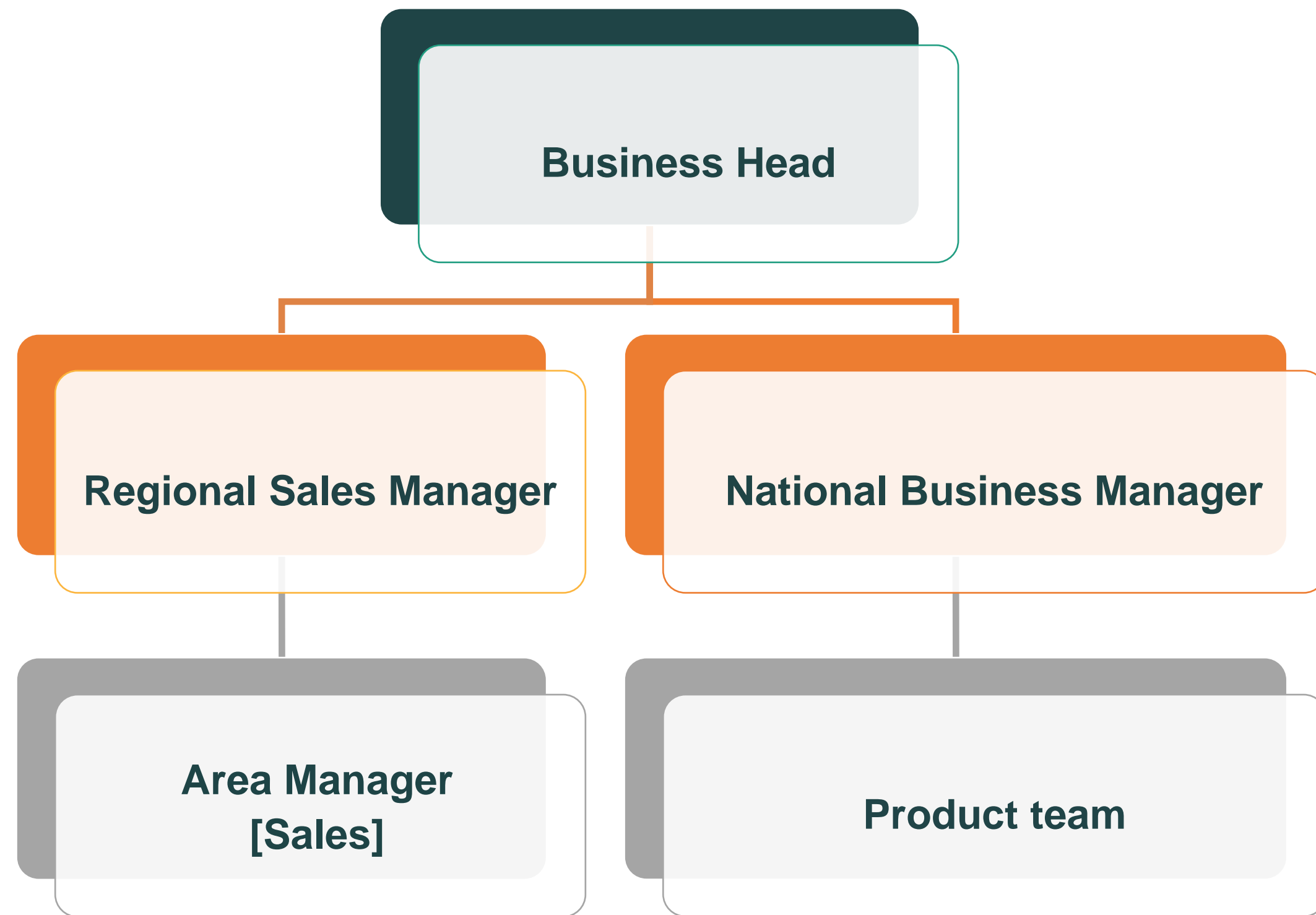


VEHICLE FINANCE

FULFILLING DREAMS



VEHICLE FINANCE - ORGANISATION STRUCTURE



Team composition

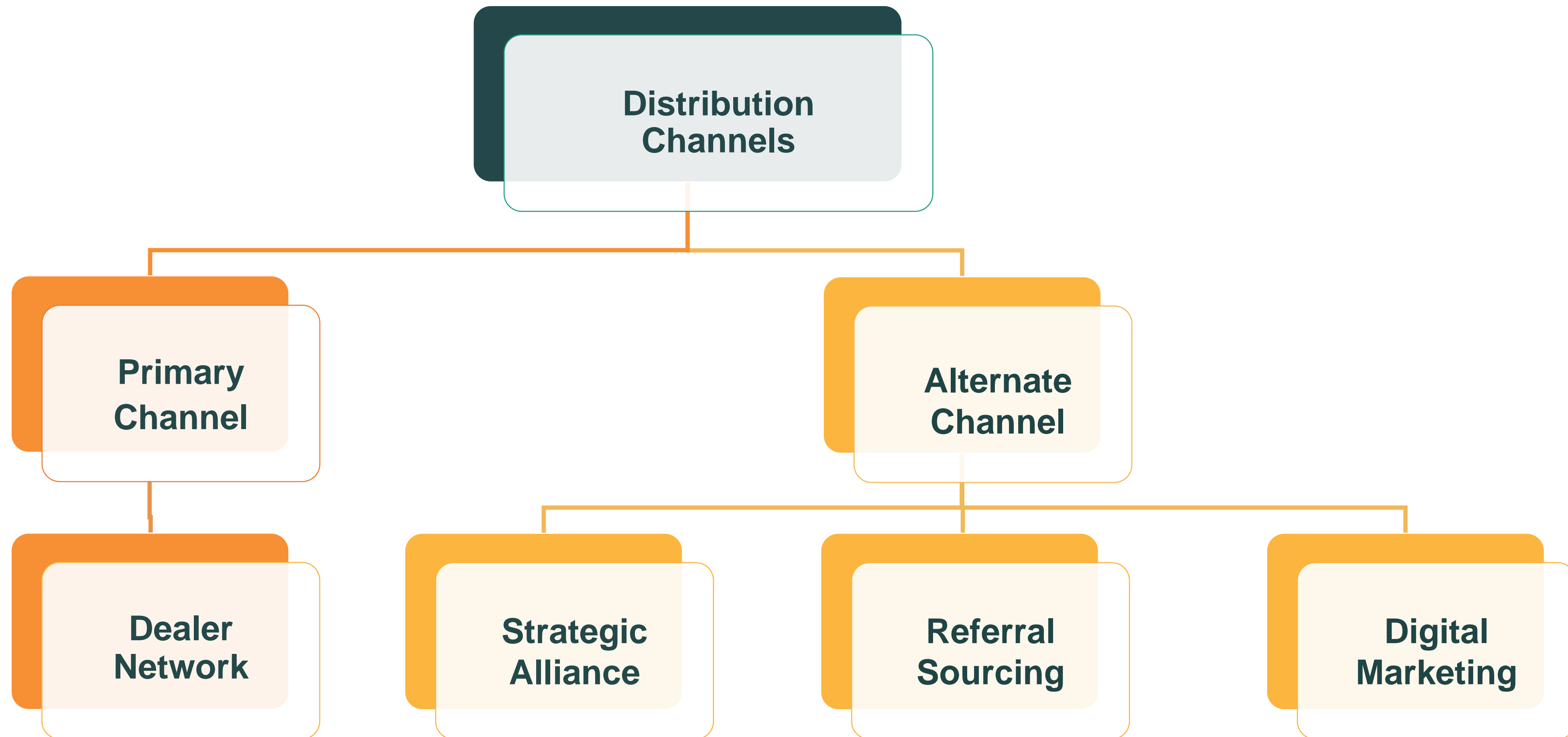
Products and sales [on-roll]

Sales [off-roll]

DIVERSIFYING SOURCING MODEL



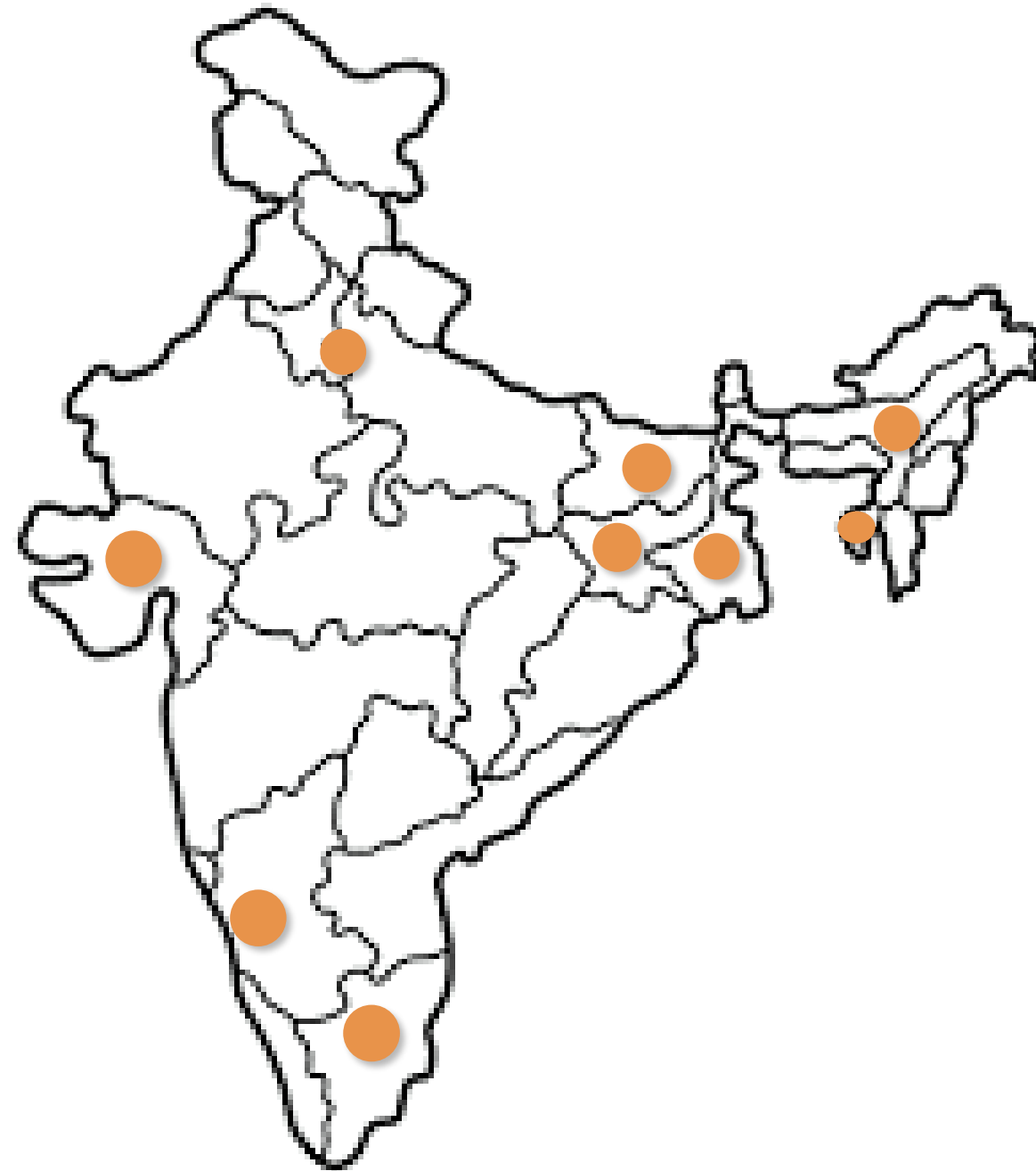
Direct sales sourcing contribute to 85% of sourcing today. Targeting to increase contribution of **alternate channels to 25%** or more over next 2 Years by strategic alliance & Fintech tie ups



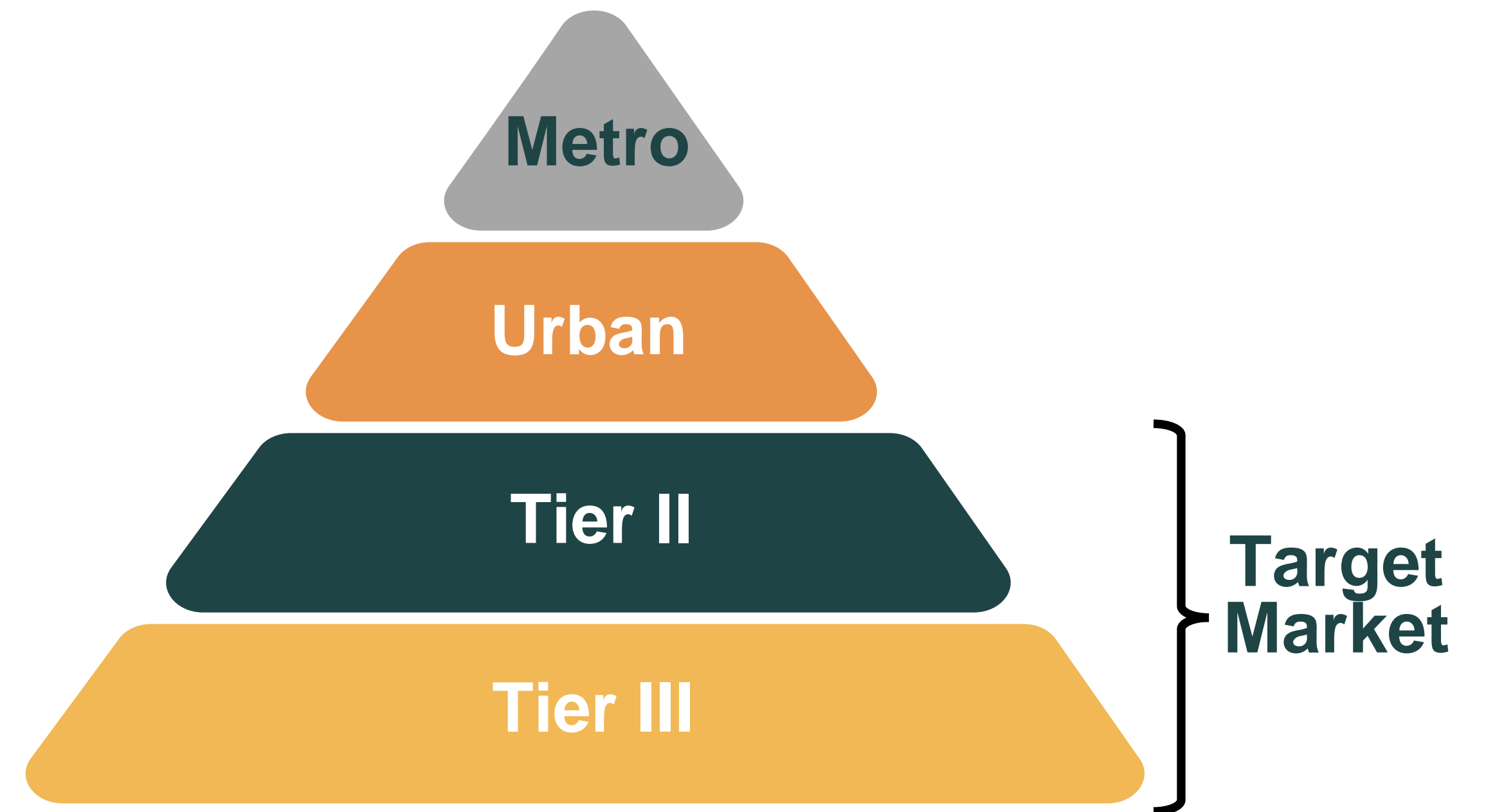
MARKET POSITIONING



Operational in
9 States, 185 branches, 450+ dealerships



Major focus in Tier- II & Tier – III markets



- Product offerings – Funding for new Two Wheeler vehicle & EV funding [e2W & e3W]
- Customer segments covered – Commuter, mid-premium and EV [Urban transportation]
- Complete online customer onboarding application – instant digital sanction
- Enabler in place to fulfil the working capital requirement for the dealers

KEY INITIATIVES IN FY24



Focus has been on **turning around the business** & building a strong portfolio in the two-wheeler business in our existing operating states



Built a symbiotic relationship with dealerships



Staying competitive in the market

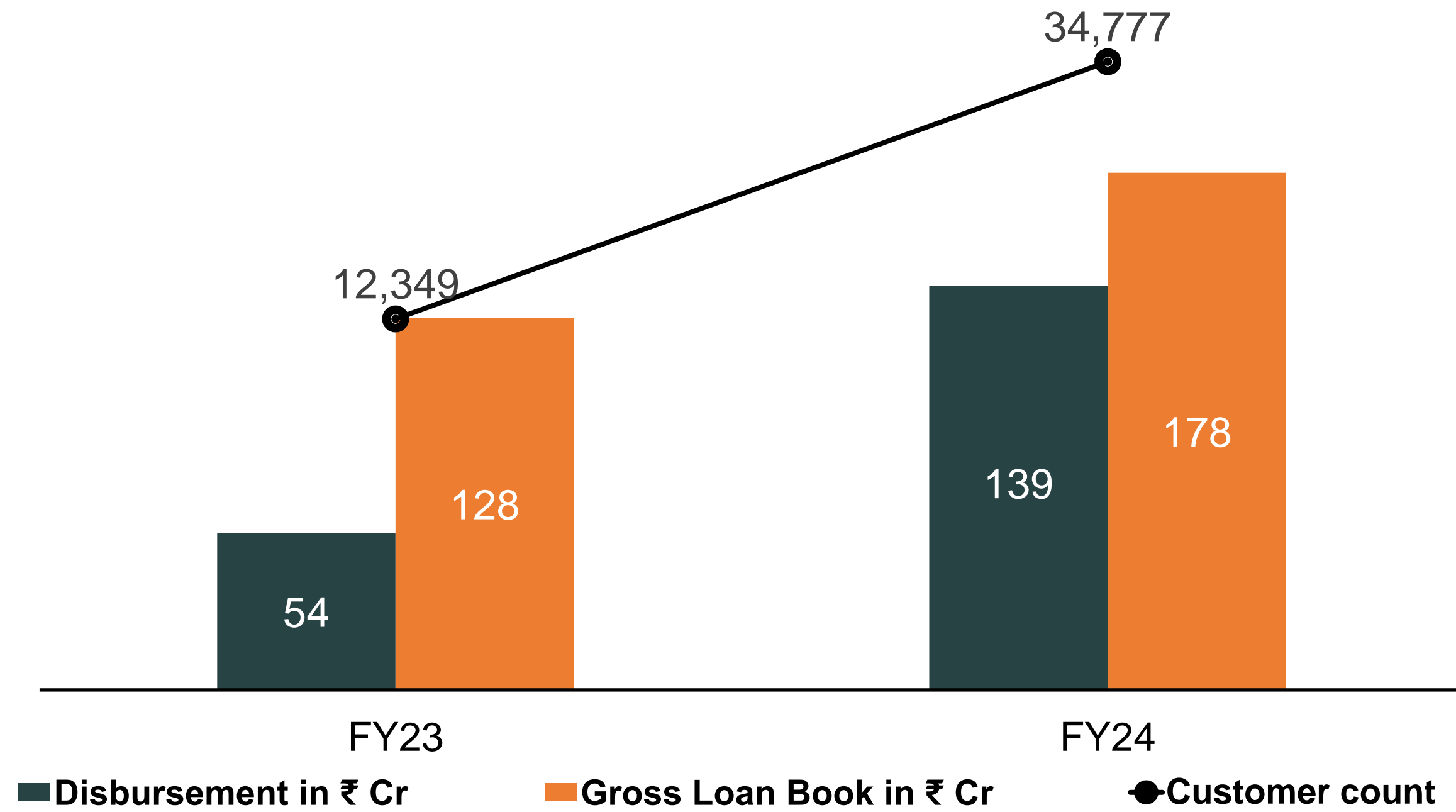


Re-clusterization of select locations and aligning policy accordingly



Simplified the loan documentation process

LOOK BACK & WAY AHEAD



FY24 vs FY23

Gross loan book growth: **37%**

Disbursement growth: **158%**

Customer Count growth: **182%**



FY 2025:

- Expand the reach of Two-Wheeler business
- Focus on Productivity
- Diversify the Vehicle Finance portfolio by introducing new business lines
- Emerge amongst the top 3 preferred lenders in the operating markets



DIGITAL BANKING

FUELLING GROWTH OF SAVINGS & FIXED DEPOSITS



Digital Savings Account (DSA)

- Launched in Dec'23
- Opened 3750 a/c's; book value of ₹7.74 Cr*
- Average balance of ₹16,500*



Digital Fixed Deposits (DFD)

- Launched in Jul'23
- 7,918 a/c's opened with a value of ₹92.6 Cr*
- Average deposit amount of Rs.1.16 Lakhs*
- Customers at 120+ locations without Branch network



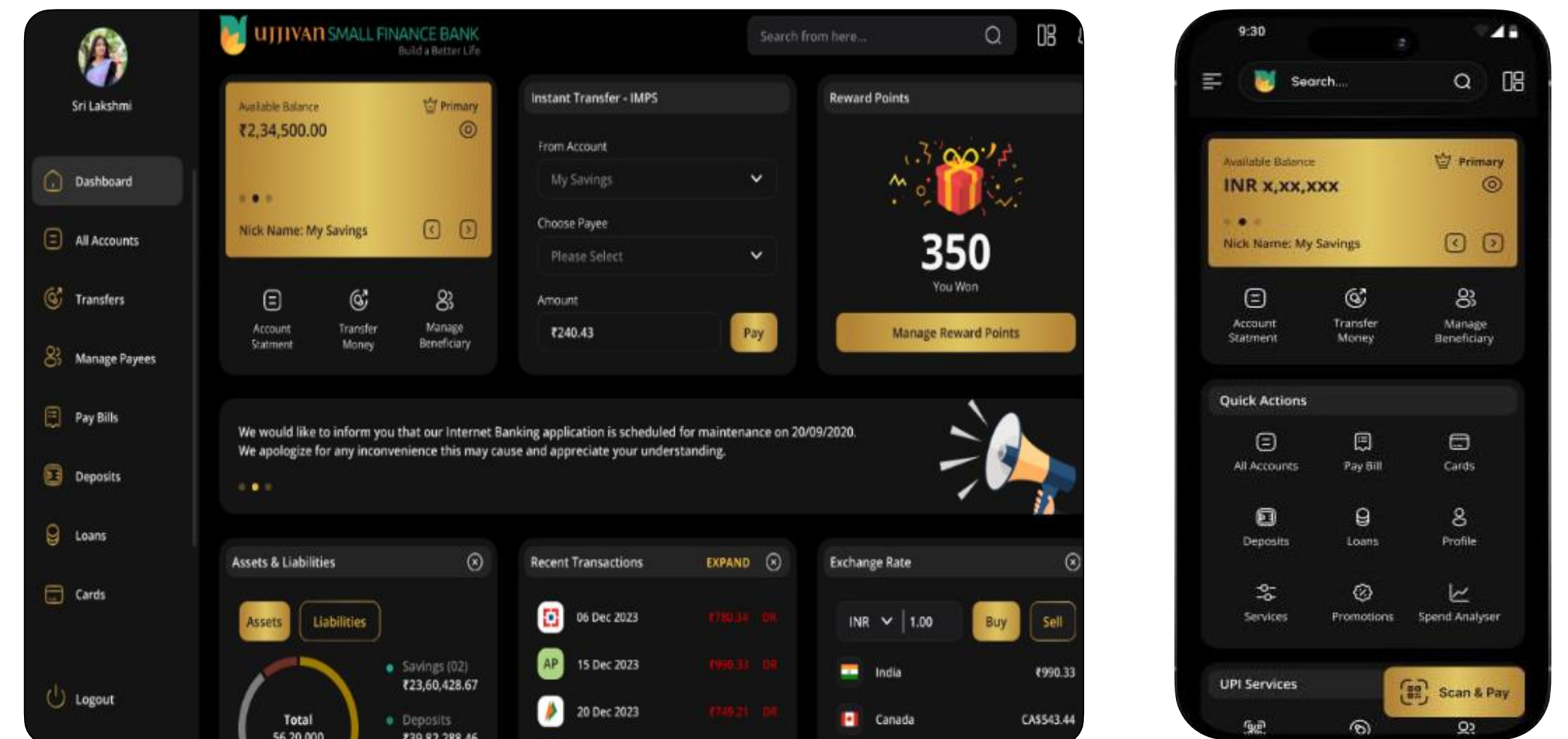
Digital Penetration

- 3.45 million Digital Customers
- 1.37 lakh deposit accounts opened with a value of ₹1,584 Cr in FY 2023-24 with a YoY growth of 36%
- Digital Repayment ₹4,237 Cr received in FY 2023-24 with a YoY growth of 102%
- UPI Payments – 37 Cr Transactions worth ₹45,088 Cr per month (YoY growth – 79% in volume)
- Digital Transactions* stands at 89.79%

Digital Liability Book size crossed ₹100 Cr

Upgraded Retail Mobile & Internet Banking

- 90+ new features with easy to use journeys for asset & liability customers
- Faster launch time, quick login and improved uptime through micro-services technology
- **DigiMitra** - a dedicated digital support team for online query resolution



*Data as on 31st May 2024,

*Digital outward transactions # Data for April'24

*Data as on 30th April 2024 Digital outward transactions

INVESTOR & ANALYST MEET, 21ST JUNE, 2024

ENABLERS FOR CURRENT ACCOUNT AS PRIMARY ACCOUNT



Digital Current Account

- DIY journey for Individual and Sole Proprietors
- Integrated with Video KYC, GST, Udhyam

Go-Live: Sept 2024

Corporate Mobile Banking App

- Authorise Business Transactions on the go
- Tax Payment, Multi Fund transfer



Go-Live: Sept 2024



Upgrade Corporate Internet Banking

- 200 + Features
- Customer segmentation
- Micro Service Architecture

Go-Live: Dec 2024

Merchant Solution

- Merchant App
- UPI P2M QR code
- Merchant Aggregator
- UPI SDK



Go-Live: Feb 2025

SMART BANKING



ATMs and Cash Deposit Machines

- Ranked #1 among SFBs and 21st position across 65 Banks in terms transactions (moved up by 3 positions from last year)
- Uptime at 98.5% best in the industry , Zero Cash out
- 35% share of the transactions among SFBs
- Pilot of SMART ATMs in selected locations that supports
 - Card-less cash withdrawal/deposit
 - Utility payments



Smart Statement

- Industry First Interactive Statement with Business Simulators & Investment advise
- Comprehensive statement of all products and services at one place with customer specific upselling to leverage customer relationship
- Customer can pay its utility bills & repay its loan EMI
- Ability to generate statements in multilingual Smart filter based on mode of transactions

Green Initiative : **4000+**
trees expected to be saved in a year

DATA SCIENCE AND DECISION MANAGEMENT

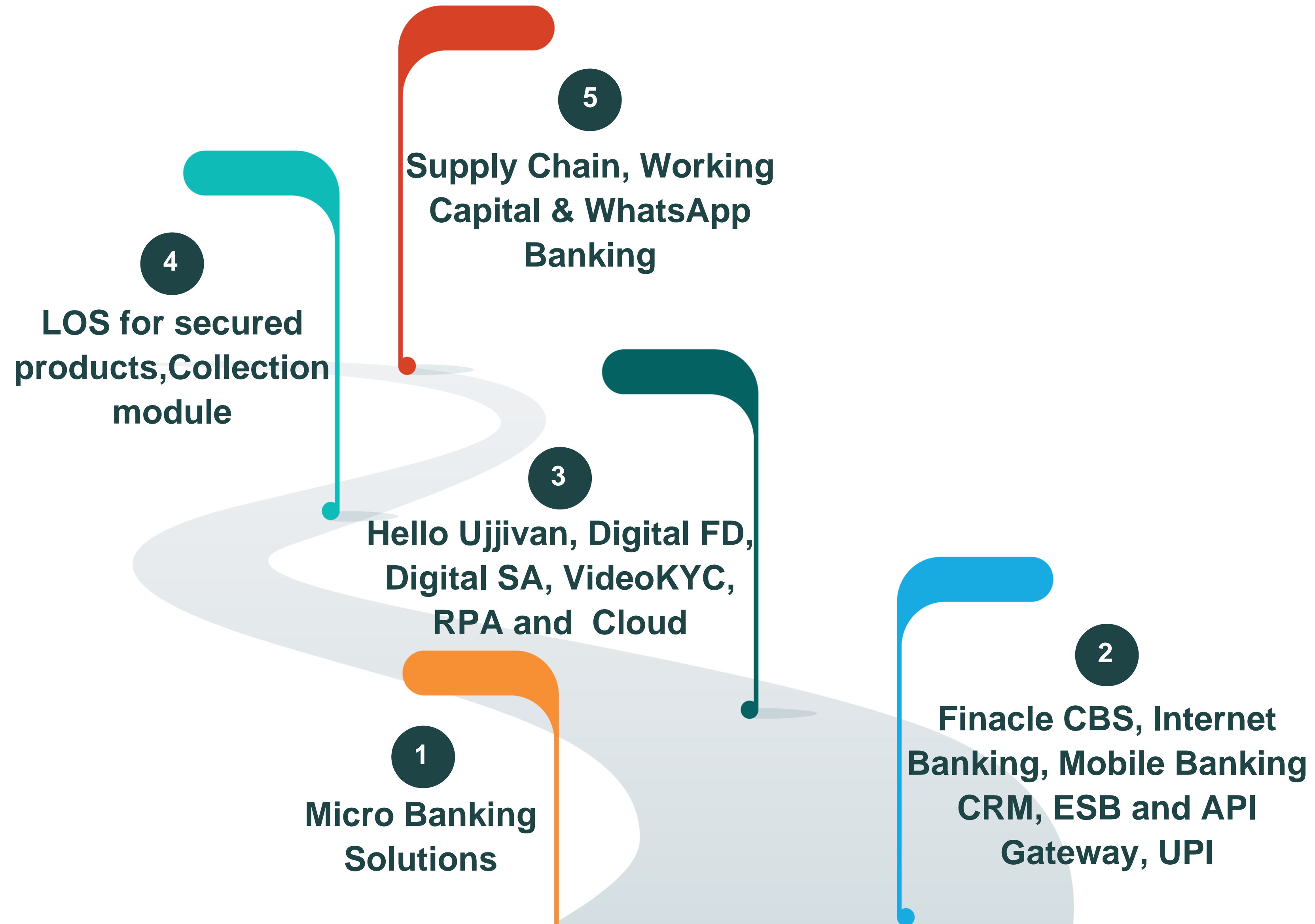


- Pre-approved loans through EMI Imputation
 - Improvement in straight through loan processing from 26% to 59%
- UP-Sell propensity model for Micro-Mortgages
 - 13% conversion rate seen from unsecured to secured product
- Real Time Productivity Tracking for field- Tableau
 - Increase in productivity by 18%



Bank awarded in “Quantic Award AI / Data science Show-2024”

TECHNOLOGY JOURNEY



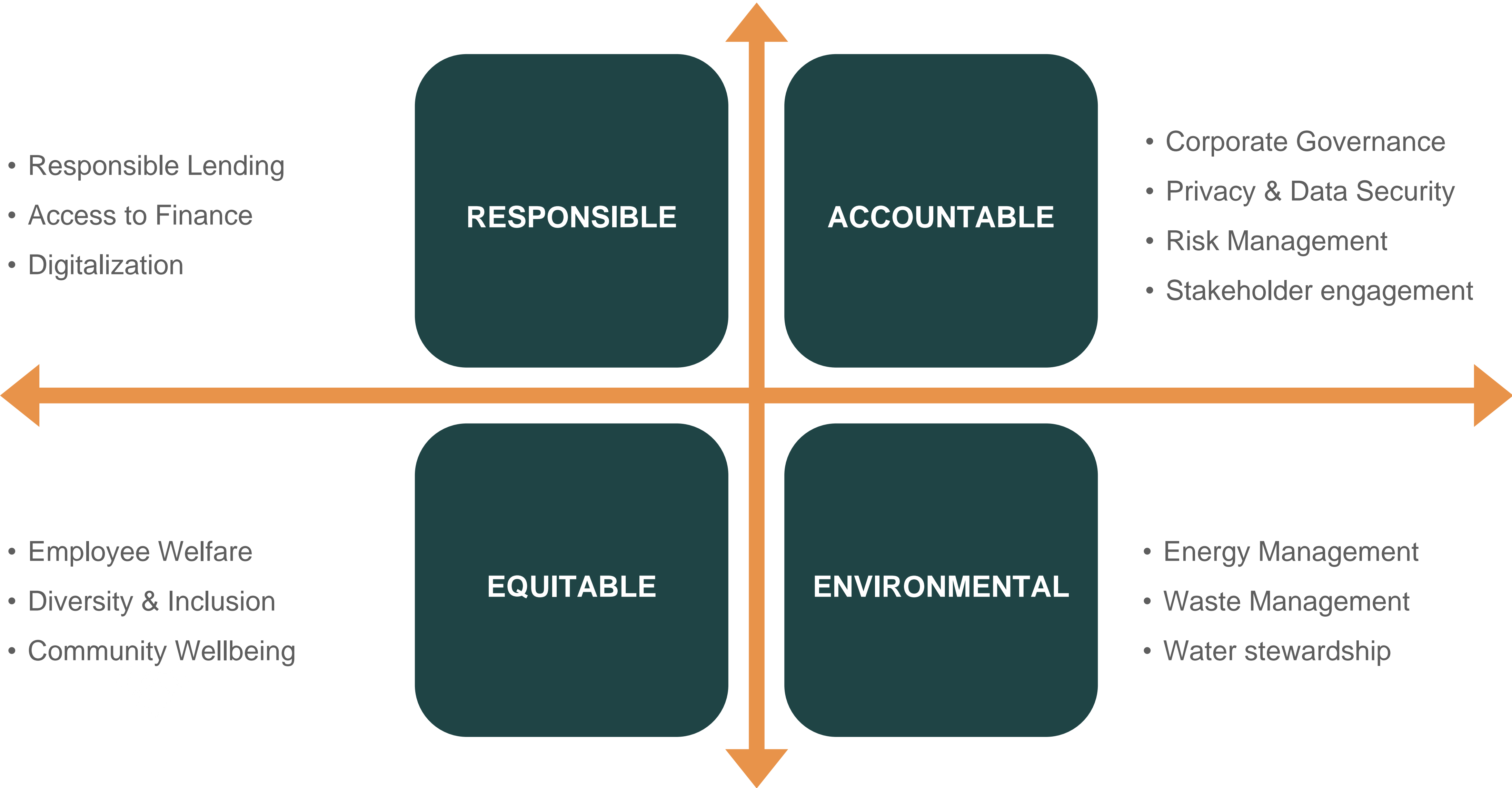


LENDING RESPONSIBLY

ENVIRONMENTAL, SOCIAL & GOVERNANCE



ESG FOCUS AREAS AT UJJIVAN



ESG FOCUS AREAS AT UJJIVAN



RESPONSIBLE

Lending via Rural Banking – ₹1,648 cr. loan book

97% Retention Rate

Reached 1.6 Mn through Financial Literacy programs

100% Compliance to Human Rights

CSR Reach of 5.25 Mn & counting

- Expanding reach by presence across the country
- Financial inclusion linked to products & services –Rural Banking, Affordable housing & Vehicle Finance
- Avoidance of “Negative” exposures as per IFC checklist
- Water and Sanitation loans are provided
- Procurement from local suppliers & **10%** from MSMEs
- Digital innovation, application programming interface (API) banking, etc.
- Financial Literacy Programs (Across Micro-banking, Rural & emerging business – MSME)

Presence in 26 States / Union Territories

100% Group Loan lending to women borrowers with ₹16,007 Cr. loan book

37 Cr. customer facilitated digitally

20% Gender Diversity

Employment to Specially-abled people, with 30% Female among the lot as on March 2024

EQUITABLE

- Continue to hold the ‘Great place to Work’ Certification
- Focus on Diversity & Inclusion at Workplace
- Diverse CSR programs on Public Amenities, Health & Hygiene, Promoting Education, Social Welfare, gender diversity, Environment, Animal welfare etc.

ESG FOCUS AREAS AT UJJIVAN



38% Diversity
at Board Level

- ESG Oversight at Board Level; Primary agenda under Risk Management Committee of Board
- ISO 27001:2022 certification on Data Security
- Disclosure of BRSR, Sustainability(GRI) & TCFD Reports
- Webpage on Sustainability in www.ujjivansfb.in

100% Employees
trained on IT Security

- E-waste management through authorised recyclers and reuse of electronic devices to minimise e-waste
- 100% of the branches equipped with LED lightings
- No use of plastic water bottles & paper cups across Ujjivan offices
- Waste segregation at source & responsible disposal of Wet & Dry waste at Corporate & all the Regional offices

Zero Data breaches

ACCOUNTABLE

18 metric tonnes of e-
Waste disposed safely

1.36 tonnes
Emissions*/Cr turnover

ENVIRONMENTAL

100% Digital contract
Management



GUIDANCE

GUIDANCE - FY'25



ASSET

Gross Loan Book Growth- ~20%

Credit Cost: ~1.7%



DEPOSIT

Deposit Growth: In line with gross loan book growth



RATIOS

NIM: ~9.0%

RoE: ~20%

GLOSSARY



ACR: Automated Cash Recyclers
AI: Artificial Intelligence
ALM: Asset-Liability Management
AMB: Average Monthly Balance
API: Application Programming Interface
ATM: Automated Teller Machine
AUW: Asset Under Watch
BG: Bank Guarantee
BNB: Business Net Banking
BRSR: Business Responsibility & Sustainability Reporting
BVPS: Book Value Per Share
CAC: Customer Acquisition Cost
CAGR: Compounded Annual Growth Rate
CAM: Credit Analysis Memorandum
CASA: Current Account and Savings Account
CBS: Core Banking Solution
CC: Cash Credit
CD: Certificate of Deposit
CE: Collection Efficiency
CMS: Cash Management Service
CP: Commercial Paper
CRAR: Capital to Risk Weighted Assets Ratio
CRM: Customer Relationship Management
CSR: Corporate Social Responsibility
CX: Customer Experience
DFD: Digital Fixed Deposit
DFI: Development Finance Institution
DIY: Do It Yourself
DLOD: Dropline Overdraft
DSA: Direct Selling Agent
DSD: Digital Savings Account
E2W: Electric 2-Wheeler

E3W: Electric 3-Wheeler
EMI: Equated Monthly Instalment
ESB: Enterprise Service Bus
ESG: Environmental, Social & Governance
ETB: Existing to Bank
EV: Electric Vehicle
EWS: Early Warning Signals
FCNR(A): Foreign Currency Non-Resident Account
FD: Fixed Deposit
FIG: Financial Institutions Group
FMCD: Fast Moving Consumer Durables
FMCG: Fast Moving Consumer Goods
FOS: Feet on Street
FY: Financial Year
GL: Group Loan
GNPA: Gross Non-Performing Assets
GRI: Global Reporting Initiative
GST: Goods and Service Tax
HFC: Housing Finance Company
HL: Home Loan
HNI: High Net worth Individual
IB: Internet Banking
IBPC: Inter Bank Participation Certificate
IIBF: Indian Institute of Banking and Finance
IL: Individual Loan
IPG: Internet Payment Gateway
IT: Information Technology
KRA: Key Responsible Activities
KYC: Know Your Customer
LAP: Loan against Property
LC: Letter of Credit
LMS: Loan Management System

GLOSSARY



LOS: Loan Origination System	RBI: Reserve Bank of India
LRD: Lease Rental Discounting	RD: Recurring Deposit
MB: Mobile Banking	RM: Relationship Manager
MFI: Micro Finance Institute	RoA: Return on Assets
MIS: Management Information System	RoE: Return on Equity
ML: Machine Learning	RoI: Rate of Interest
M-LAP: Micro Loan Against Property	RPA: Robotic Process Automation
MOB: Months on Book	RRB: Regional Rural Bank
MoM: Month-on-Month	SARFAESI Act - Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002
MSE: Micro and Small Enterprises	SCF: Supply Chain Finance
MSME: Micro, Small and Medium Enterprises	SDK: Software Development Kit
NABARD: National Bank for Agriculture and Rural Development	SENP: Self-Employed Non-Professional
NBFC: Non-Banking Finance Company	SFB: Small Finance Bank
NCD: Non-Convertible Debentures	SI: Standing Instruction
NDA: Non-Delinquent Account	SIDBI: Small Industries Development Bank of India
NHB: National Housing Bank	SLR: Statutory Liquid Ratio
NII: Net Interest Income	SMA: Special Mention Account
NIM: Net Interest Margin	SME: Small and Medium Enterprises
NNPA: Net Non-Performing Assets	STP: Straight Through Processing
NRI: Non-Resident Indian	TAT: Turn-around Time
NTB: New to Bank	TCFD: Task Force on Climate- Related Financial Disclosures
OCEN: Open Credit Enabled Network	TD: Term Deposit
OD: Overdraft	UPI: Unified Payment Interface
OTRR: On Time Repayment Rate	URC: Unbanked Rural Centres
P2M: Person-to-Merchant	USP: Unique Selling Point
PAR: Portfolio at Risk	V-CIP: Virtual – Customer Identification Process
PCR: Provision Coverage Ratio	VRM: Virtual Relationship Manager
PFMS: Public Financial Management System	WC: Working Capital
POS: Point of Sale Machine	WCDL: Working Capital Demand Loan
PR: Public Relations	YoY: Year-on-Year
PSU: Public Sector Undertaking	
QR: Quick Response code	



THANK YOU

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