



Ujjivan
Build a Better Life

Investor Presentation

FY 2015-16

May 2016

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Agenda

Overview of Ujjivan



Ujjivan's IPO



Financial Overview FY15-16



Key Competitive Strengths



Proposed SFB and Growth Strategies



Overview of Ujjivan



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Ujjivan Factsheet



#1

Largest MFI in India in terms of geographic spread ¹



469

Branches in 209 Districts across India ²



53.89

Gross AUM in ₹ billion ²



11.15

Our market share, approx. (in %) ³



0.15%

GNPA; 99.81% Cumulative Repayment Rate²



3.05_{mn}

+ Active customers being served ²



86.3

Customer retention ratio (in %) ²



8049

Employee strength ²



761

Employee productivity ratio ⁵



#1

Company to work with in microfinance sector ⁴

OUR MISSION

To provide a full range of financial services to the economically active poor who are not adequately served by financial institutions.

¹ Source: MFIN Micrometer Report, September 2015

² As of March 31, 2016

³ Market share of the NBFC-MFI business in India, as of September 30, 2015 (Source: MFIN Micrometer Report, September 2015)

⁴ For the year 2015, ranked by the Great Places to Work[®] Institute

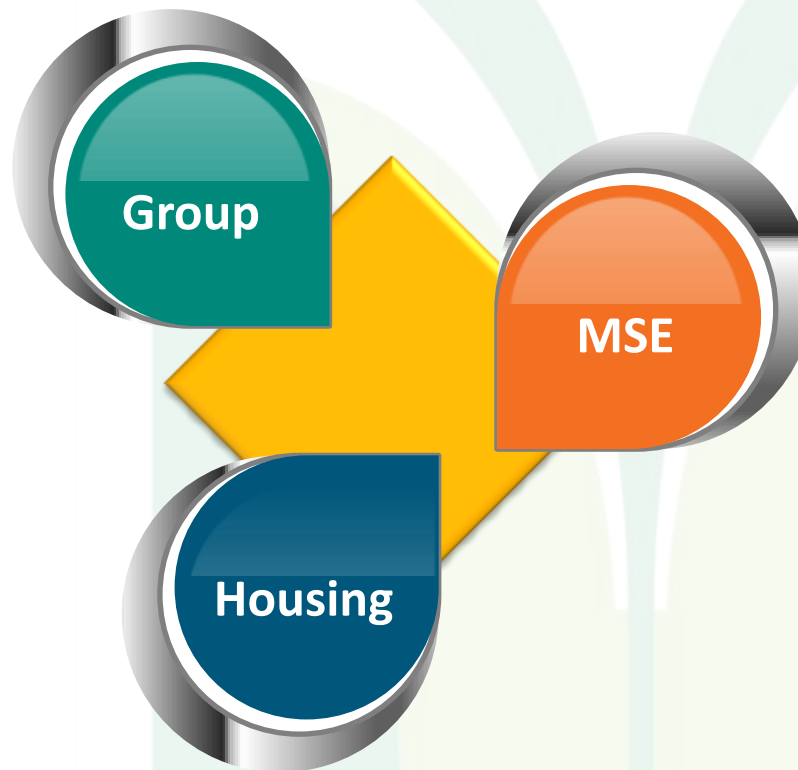
⁵ Number of clients per loan officer as of March 31, 2016

Customized Product Offerings

CREDIT OFFERINGS

- Business loan
- Family loan
- Emergency loan
- Education loan
- Agriculture loan
- Vishwas loan

- Home improvement loan
- Home loan: Self construction
- Home loan: Under construction purchase / Ready purchase



- Open Market Livestock loan
- Agriculture loan
- Individual Business Loan
- Pragati loan
- Business loan
- Bazaar loan
- Secured business loan

NON-CREDIT OFFERINGS



In the event of death of our customer or their spouse, insurance amount helps the beneficiary cover the existing loan and receive the benefits of a life cover.

PRODUCT OFFERING WISE GROSS AUM

	FY 2013	FY 2014	FY 2015	FY 2016	CAGR (FY 13-16) ^
Group Loans	10,799.82	15,040.33	29,312.95	46,947.87	63.20%
Individual Loans	460.15	1,132.35	3,428.43	6,938.17	147.05%
Total*	11,259.97	16,172.68	32,741.37#	53,886.04	68.52%

* Including securitization ; # Rounded-off ; ^ CAGR from FY 2013 to FY 2016

(₹ in million, except CAGR)

Performance Highlight FY15-16 (1/2)

Financial Performance:

₹ in million

Particulars	2016	2015	Growth (%)
PAT	1,772.19	757.88	133.83%
Total Income	10,276.1	6118.8	67.94%
Net Interest Income (NII)	5,099.43	2,809.41	81.51%

Particulars	2016	2015	Growth (%)
Operating Expense Ratio	7.47%	8.54%	12.51%
Cost to Income	50.99%	60.36%	15.52%
Net Interest Margin (NIM)	12.31%	11.62%	5.97%
ROA	3.65%	2.50%	46.11%
ROE	18.32%	13.67%	34.05%

Performance Highlight FY15-16 (1/2)

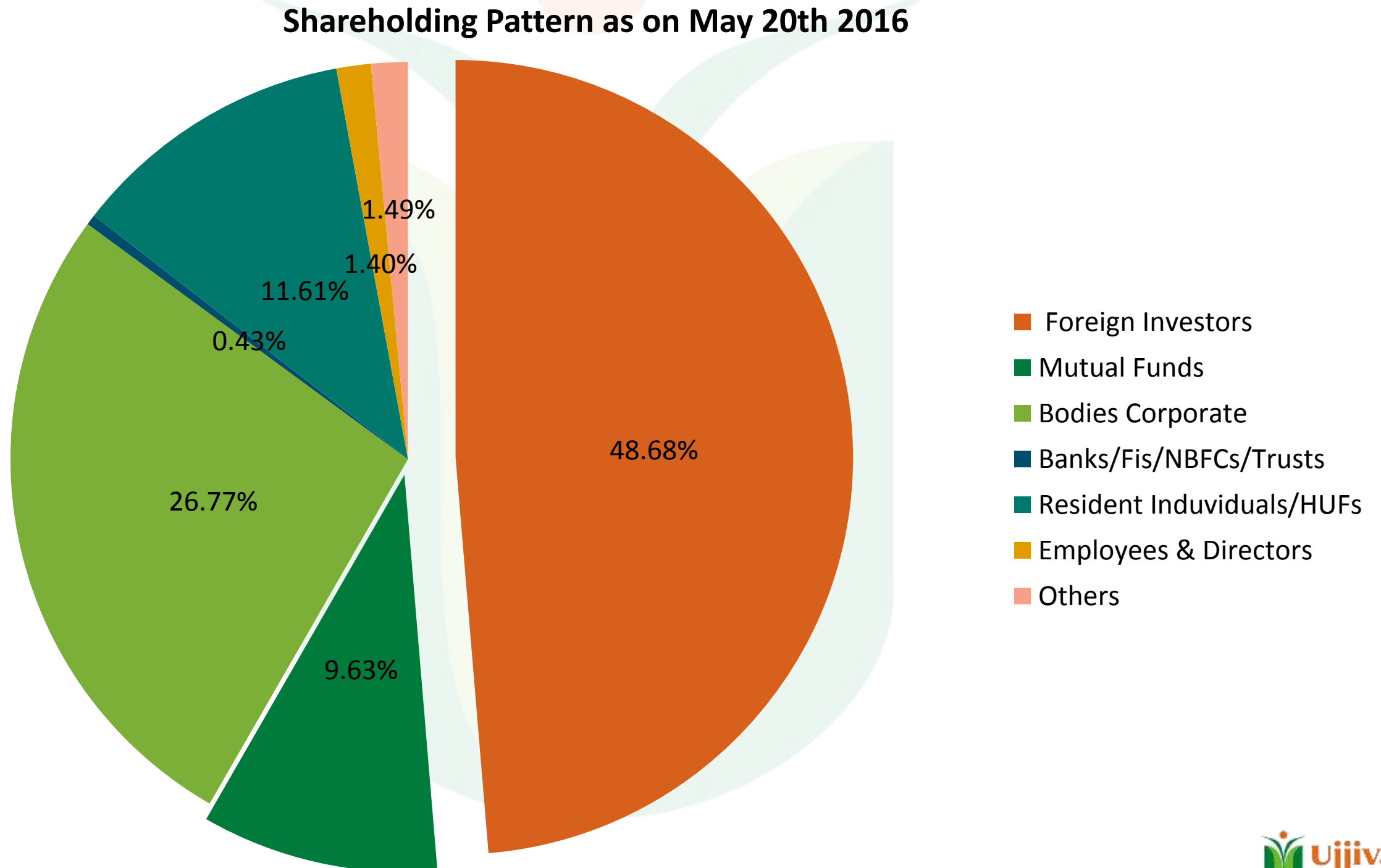
Business Performance:

₹ in million

Particulars	2016	2015	Growth (%)
Gross AUM	53,886.04	32,741.37	64.58%
Net AUM / On Book	50,643.88	32,186.91	57.34%
Disbursement	66,192.35	43,284.19	52.93%
MSE Portfolio	6,728.96	3,425.20	96.45%
Housing Portfolio	206.99	3.20	NA

- 1.2 million new customers- 12% growth over FY15

Shareholding Pattern as on 20th May'16



Financial Overview FY15-16

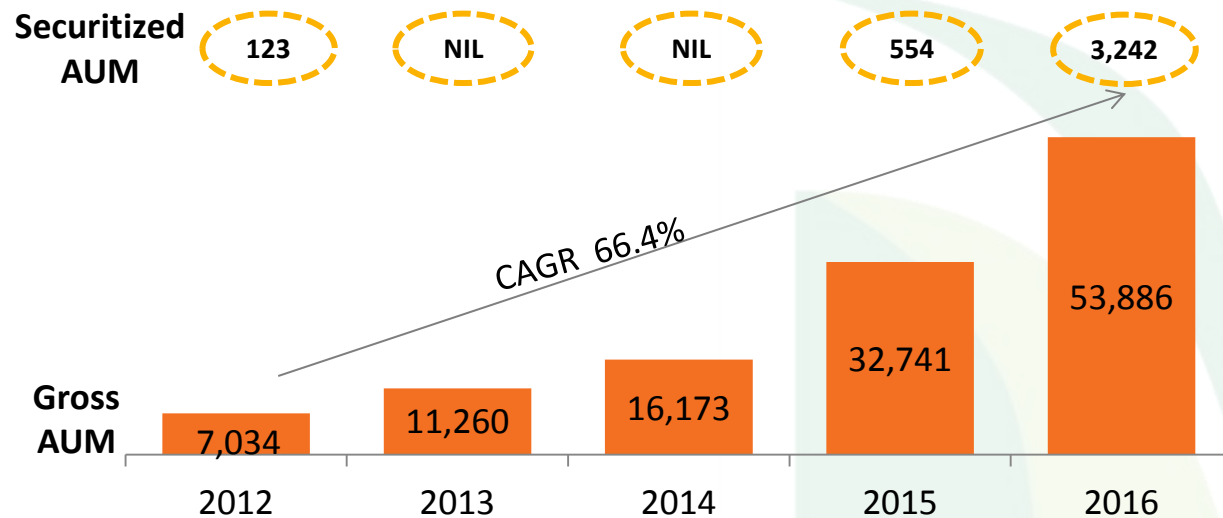


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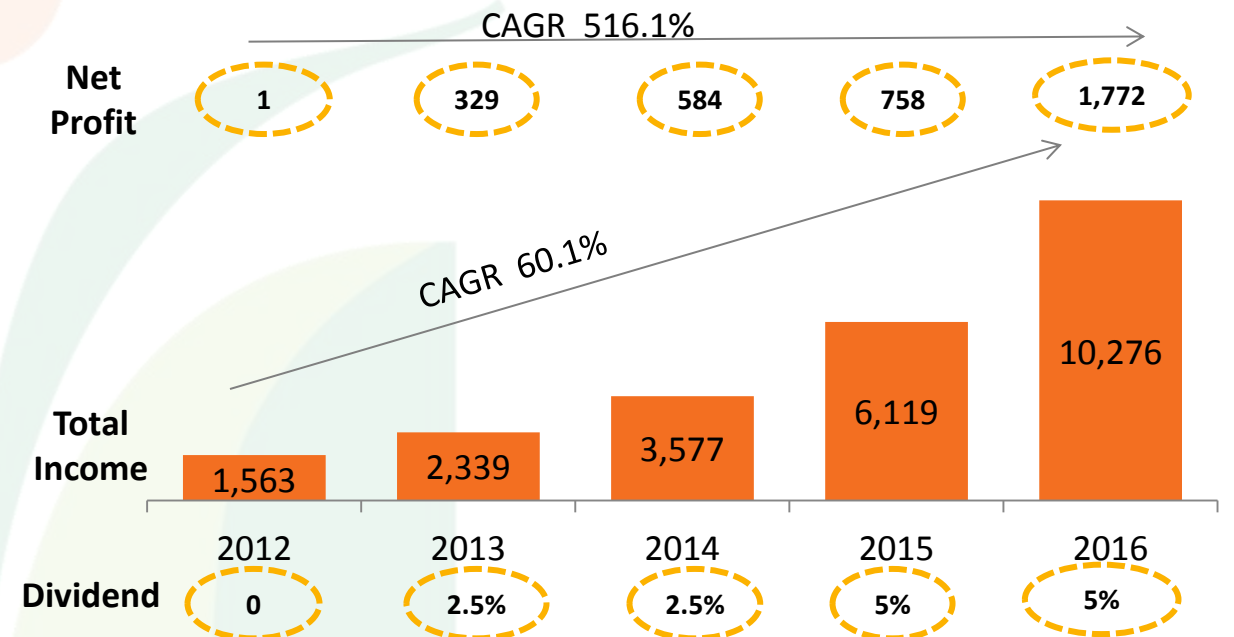


Strong track record of financial performance (1/3)

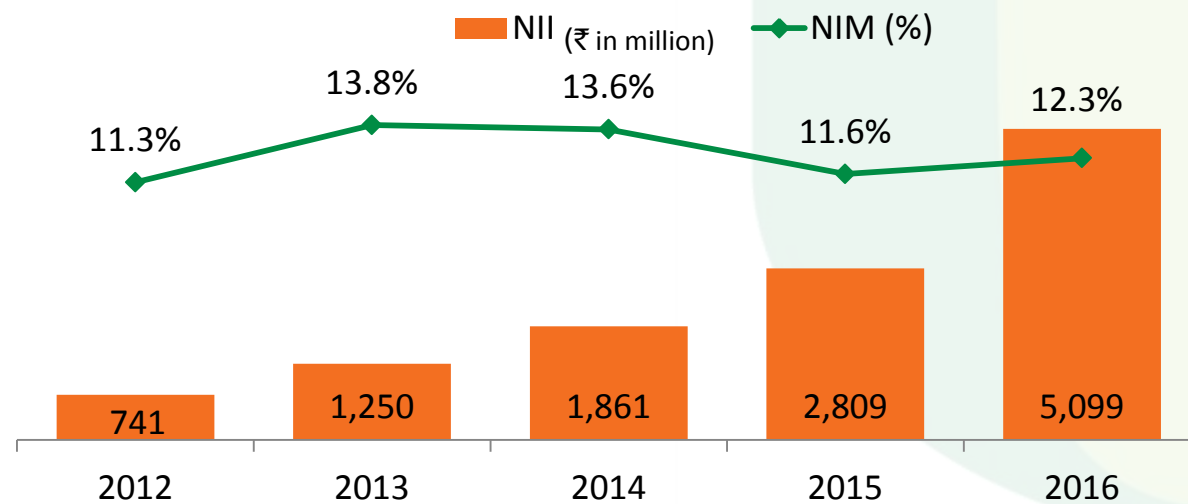
Gross AUM & Securitized AUM (₹ in million)



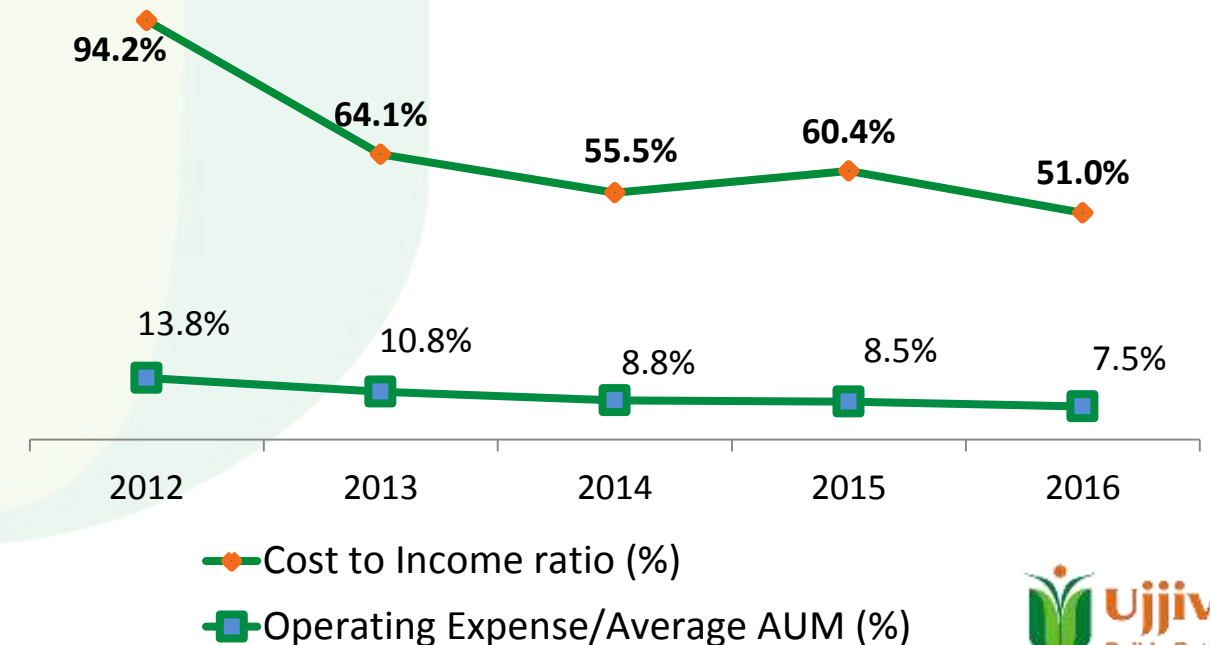
Total Income & Net Profit (₹ in million)



NII & NIM

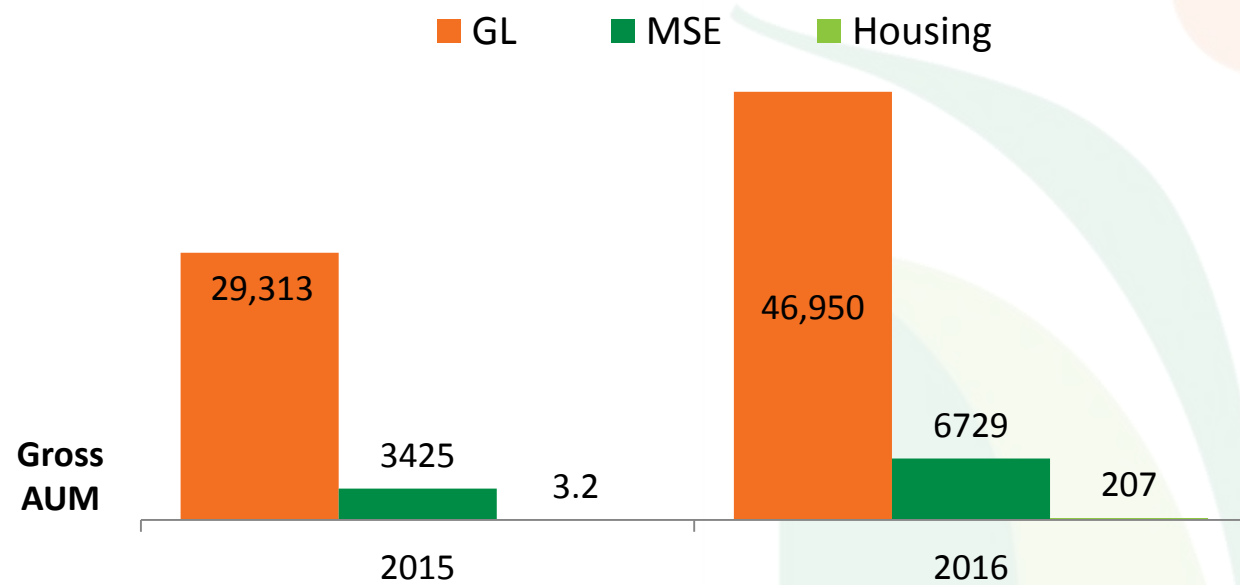


Operating Efficiency

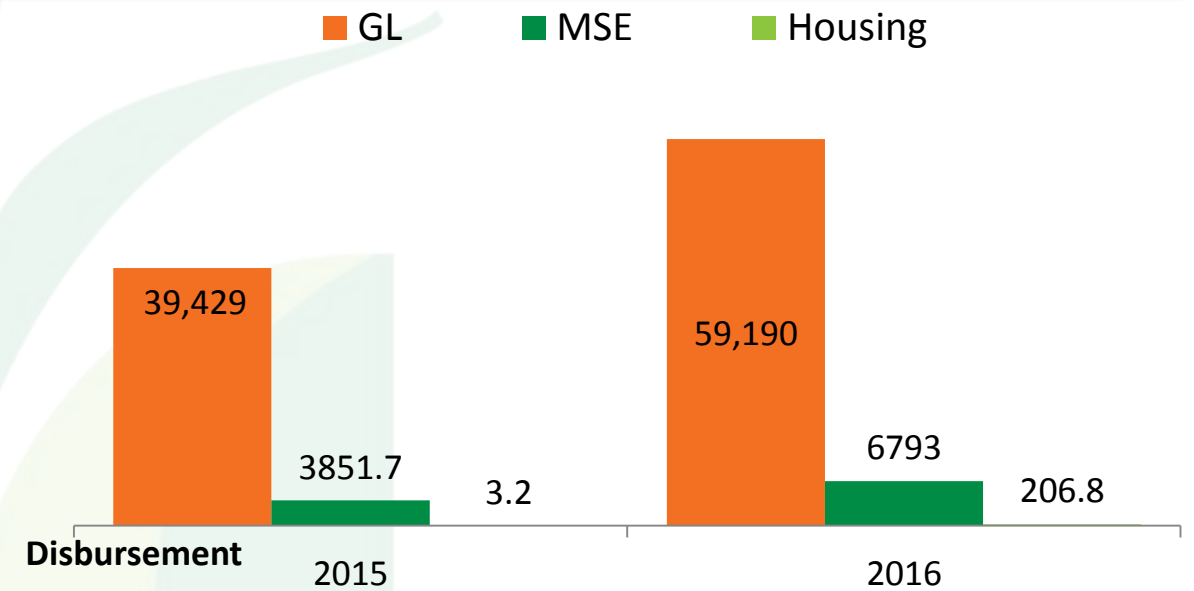


Strong track record of financial performance (3/3)

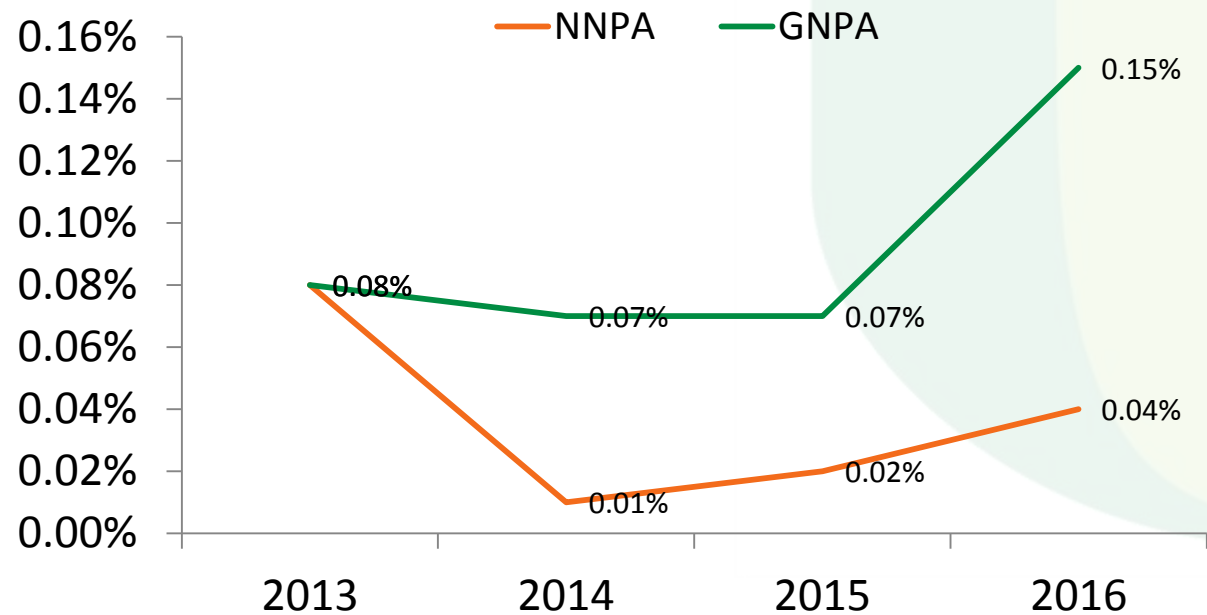
AUM (₹ in million) – FY2015-16



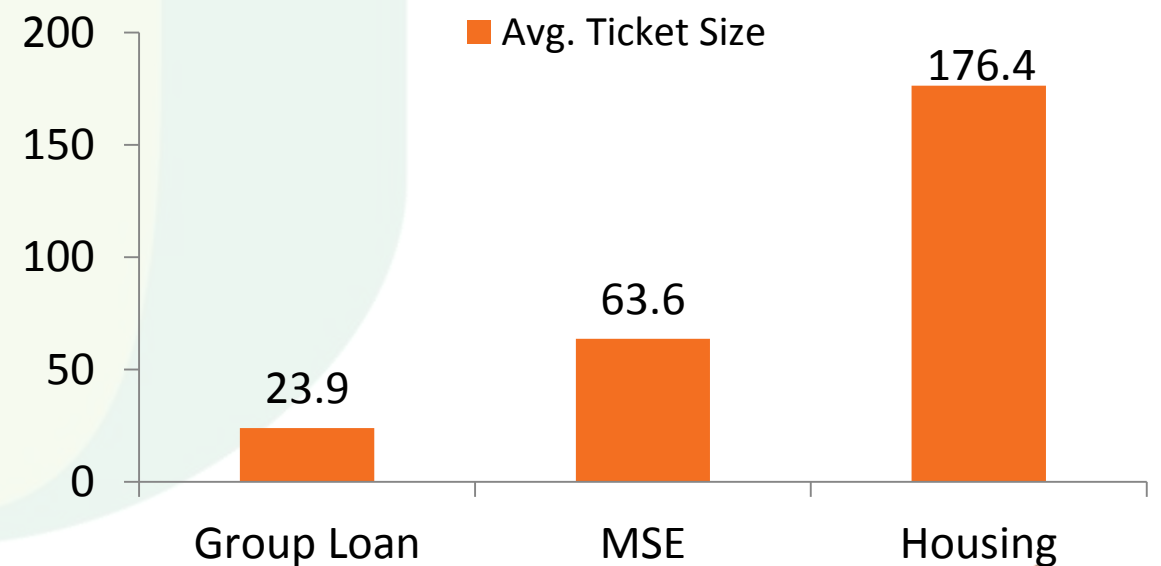
Disbursement (₹ in million) – FY2015-16



GNPA & NNPA

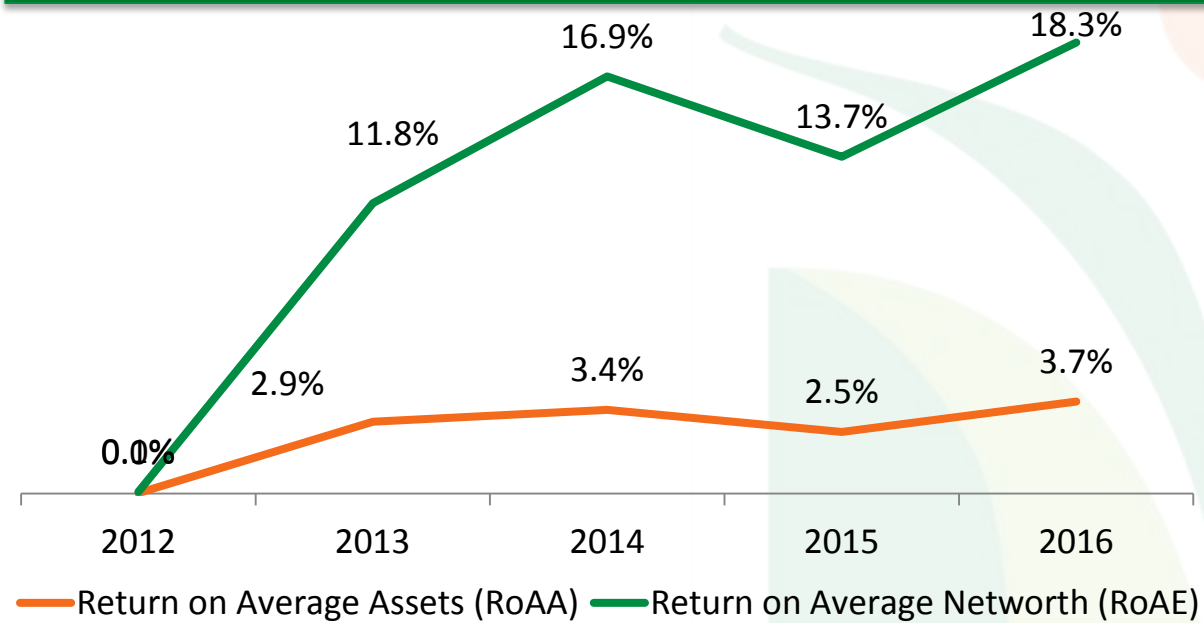


Average Ticket Size (₹ in 000')

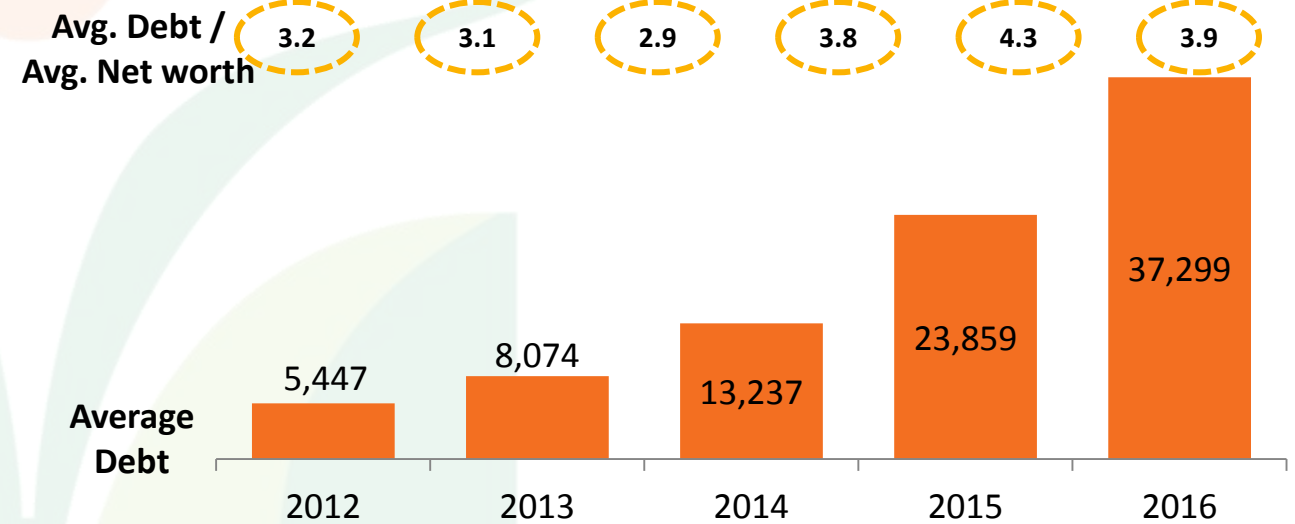


Strong track record of financial performance (2/3)

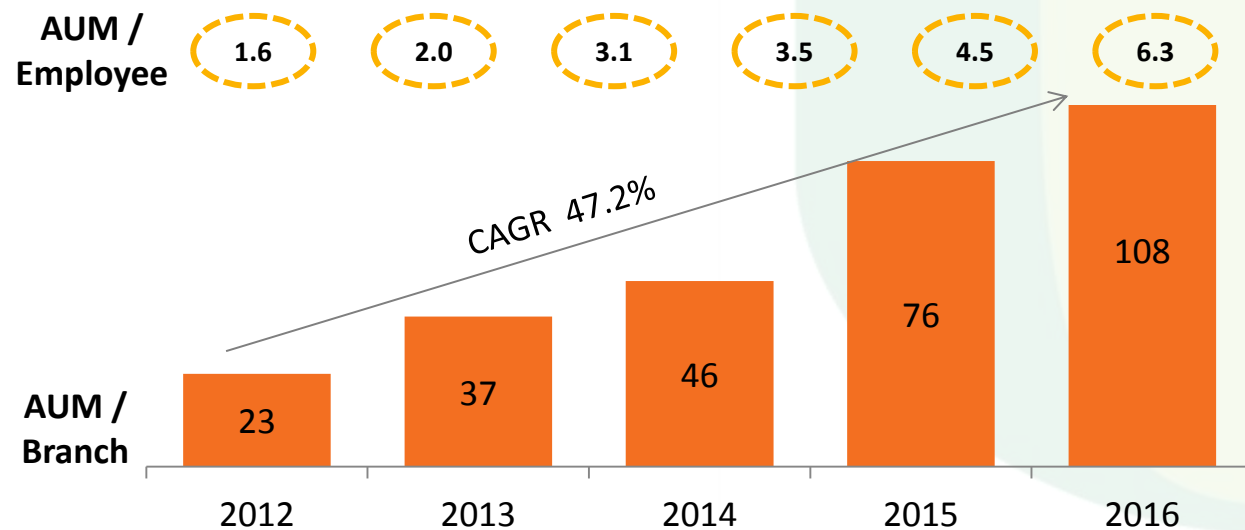
RoAA & RoAE



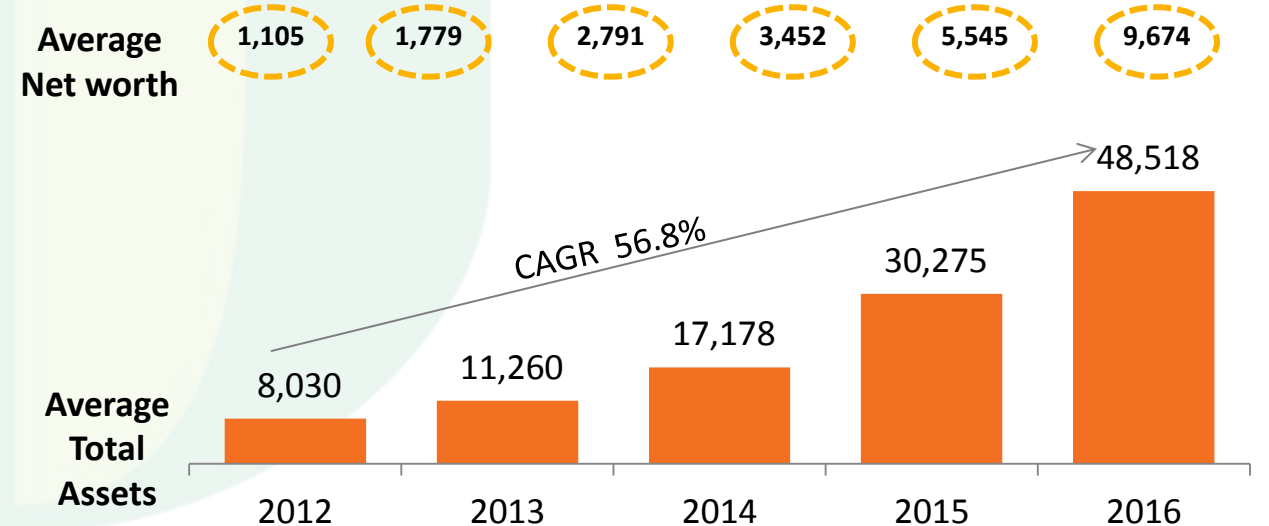
Average Debt (₹ in million)



AUM per Branch & AUM per Employee (₹ in million)

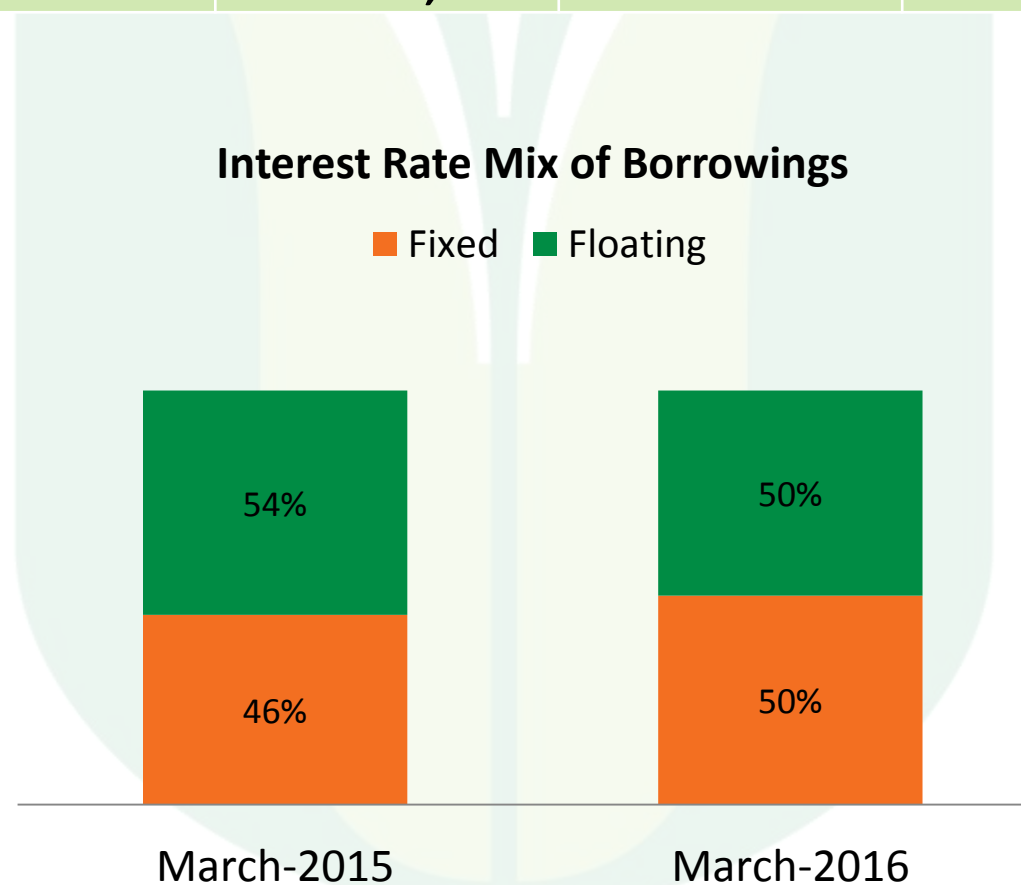


Average Total Assets and Net worth (₹ in million)



Borrowing Mix

Borrowing Outstanding				
Particulars	Mar-15	% Mix	Mar-16	% Mix
Term Loan & CC	2,774	87%	3,760	81%
Sub Debt	50	2%	50	1%
NCD	298	9%	528	11%
Securitization (Off B/S)	55	2%	324	7%
Total	3,177		4,662	



Financials – Profit & Loss Statement

₹ in million

	FY12	FY13	FY14	FY15	FY16
Revenue from operations	1,482	2,225	3,479	5,993	10,073
Other income	81	114	98	126	204
Total Income	1,563	2,339	3,577	6,119	10,276
Finance costs	609	821	1,399	2,714	4,235
Employee expenses	603	659	815	1,328	1,967
Other expenses	270	288	360	654	1,022
Depreciation	24	25	31	67	80
Provisions and write offs	58	69	83	210	253
Total Expenses	1,565	1,862	2,688	4,974	7,556
Profit before tax	-1	477	888	1,145	2,720
Current tax	16	161	316	468	1036
Deferred tax	-19	-13	-12	-81	-88
Total tax expense	-3	148	304	387	948
Profit after tax	1	329	584	758	1,772

Figures from FY12 to FY15 are Restated figures

Financials – Balance Sheet

₹ in million

	FY12	FY13	FY14	FY15	FY16
Share capital	573	656	656	861	1,012
Reserves and surplus	1,830	2,524	3,069	6,503	10,966
Borrowings	6,172	9,975	16,500	31,218	43,380
Provisions	115	156	257	485	760
Other Liabilities	260	258	305	696	1,155
Total	8,951	13,569	20,787	39,763	57,273
Cash and cash equivalent	1,615	1,786	3,945	6,448	4,913
Advances	6,912	11,260	16,173	32,187	50,644
Investments	1	1	1	1	1
Fixed & tangible assets	112	111	127	179	241.79
Other assets	313	410	542	947	1,473
Total	8,951	13,569	20,787	39,763	57,273

Figures from FY12 to FY15 are Restated figures

Financials – Key Metrics

		FY12	FY13	FY14	FY15	FY16
Per share metrics	EPS (₹)	0	5.3	8.9	11.2	20.2
	BV (₹)	40	45	53	82	119
Yields & Margins (%)	Yields	20.3	22.7	23.7	22.8	22.5
	Cost of funds	11	10.1	10.5	11.3	11.3
	Spread	9.4	12.6	13.2	11.5	11.2
	Net interest margin	11.3	13.8	13.6	11.6	12.3
Asset quality (%)	Gross NPAs	0.9	0.1	0.1	0.1	0.15
	Net NPAs	0.8	0.1	0	0	0.04
	Credit cost (bps)	82	61	51	64	47
Capital (%)	Tier-I	32.4	27	21.8	21.7	22.4
	CAR	32.4	27.3	22.7	24.2	24.1
	Efficiency (%) ROA	0	2.9	3.4	2.5	3.7
Growth (%)	ROE	0.1	11.8	16.9	13.7	18.3
	Opex/Avg AUM	13.8	10.8	8.8	8.5	7.5
	AUM per branch (₹ in mn)	23	37	46	76	108
	AUM / Advances (on book)	10.6	62.9	43.6	99	57
	Disbursement	-5.1	42.3	36.6	105.6	52.9
	Average Total Asset	43.4	40.2	52.6	76.2	60
	Book value	30.4	14.1	17.7	53	45
Others (Nos.)	Branches	299	301	350	423	469
	Employees	3,449	3,656	4,667	7,089	8,049

Net Interest Margin represents the ratio of the Net Interest Income to the Average AUM in the relevant period

Key Competitive Strengths



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Key Competitive Strengths



1

Leading MFI with a deep pan-India presence

2

Customer centric organization

3

Robust risk management framework

4

Robust technology driven operating model

5

Focus on employee welfare

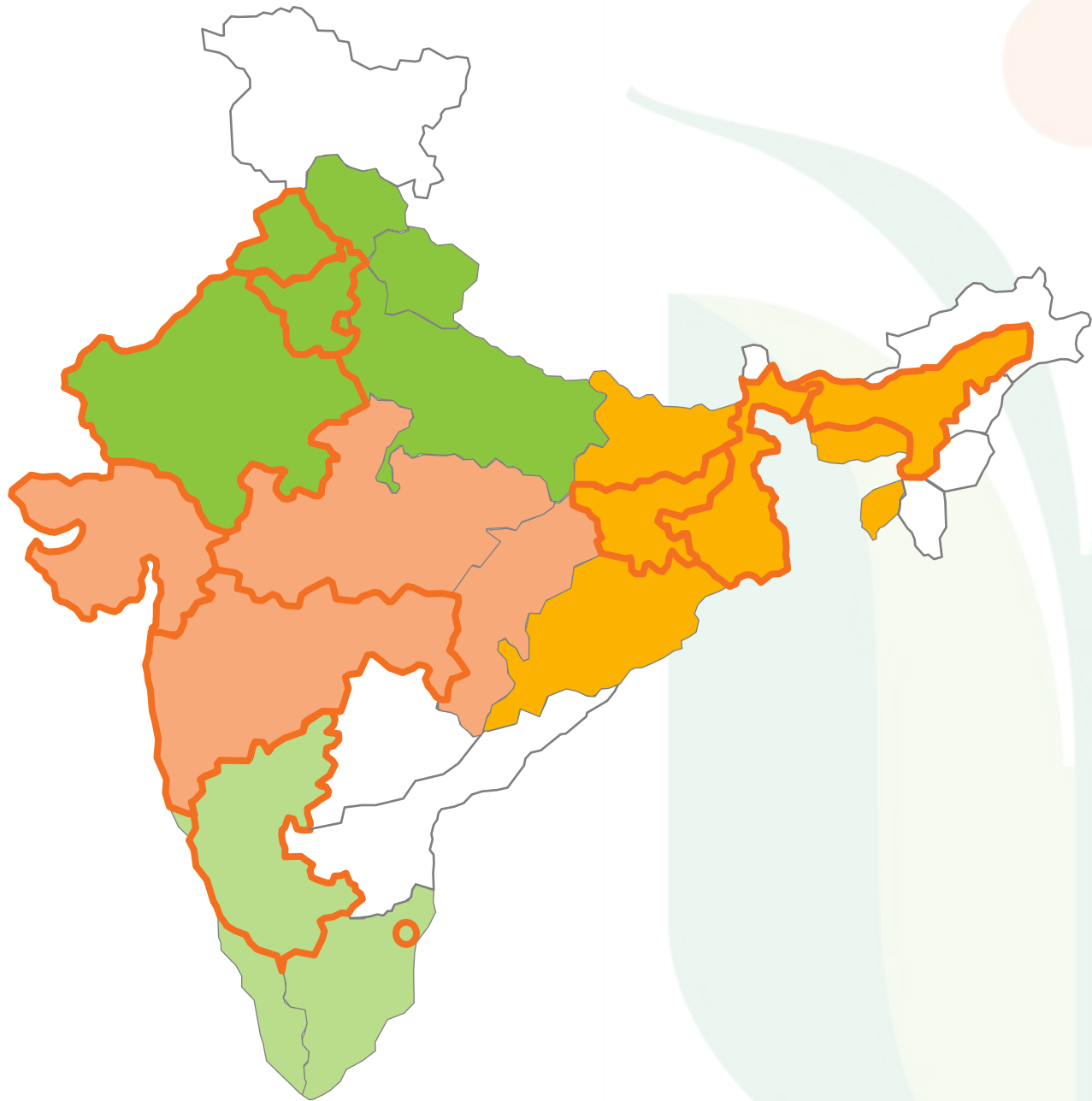
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Professional management, experienced leadership and strong corporate governance

7

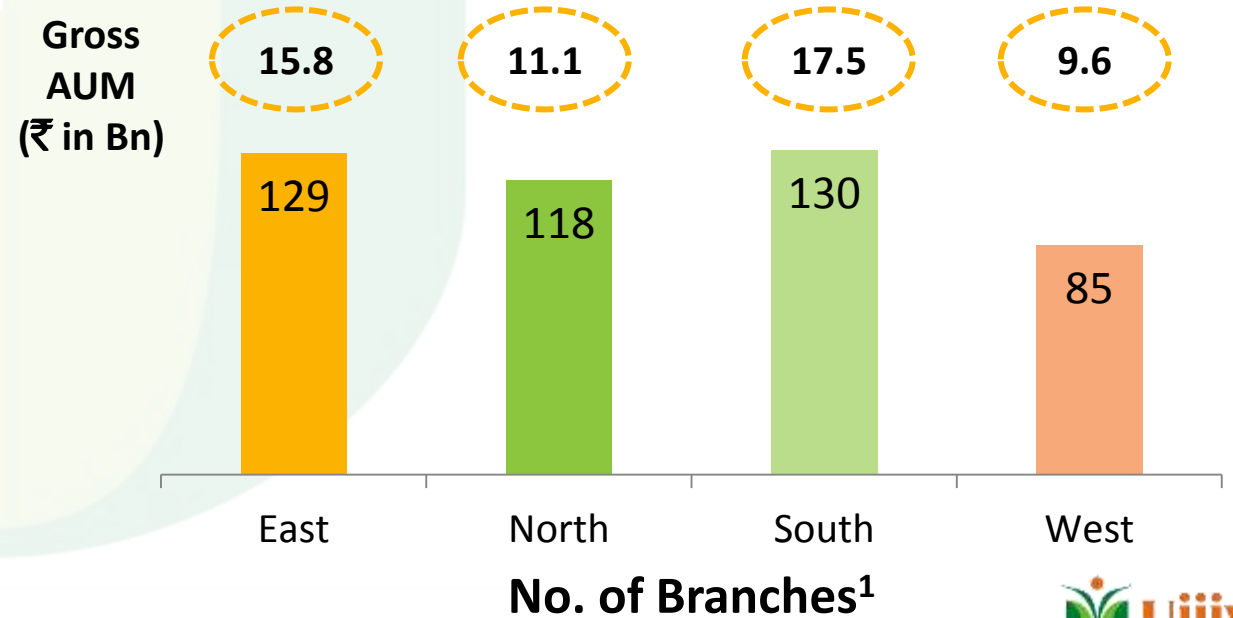
Strong track record of financial performance


Leading MFI with a deep pan-India presence



- 🏠 Largest MFI in India in terms of geographical spread, with a pan-India presence through 469 branches across 24 states and union territories and 209 districts in India.
- 🏠 185 branches in 91 under-banked districts.
- 🏠 ~ 37% branches in the central, east and north east regions of India, where a majority of the under-banked districts are located.
- 🏠 Third largest NBFC-MFI in India in terms of loans disbursed as of September 30, 2015. Our Gross AUM aggregates over ₹ 53.89 billion¹.
- 🏠 Geographically diversified portfolio - no single state contributes > 16% of Gross AUM¹

Well diversified presence as well as AUM base



 States where AUM share of Ujjivan is greater than 11.15%, which is the overall market share of Ujjivan in NBFC-MFI business in India

¹ As of March 31, 2016

Proposed SFB & Growth Strategies



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Proposed Small Finance Bank – Transition Strategy

Building blocks for smooth transition are already in place:



Three phase strategy for transition to SFB:

Prepare

- 🌱 Roll out readiness initiatives
- 🌱 Redesign products and implement advanced technology
- 🌱 Transition and train human resources
- 🌱 Continue to expand concurrently existing MFI business

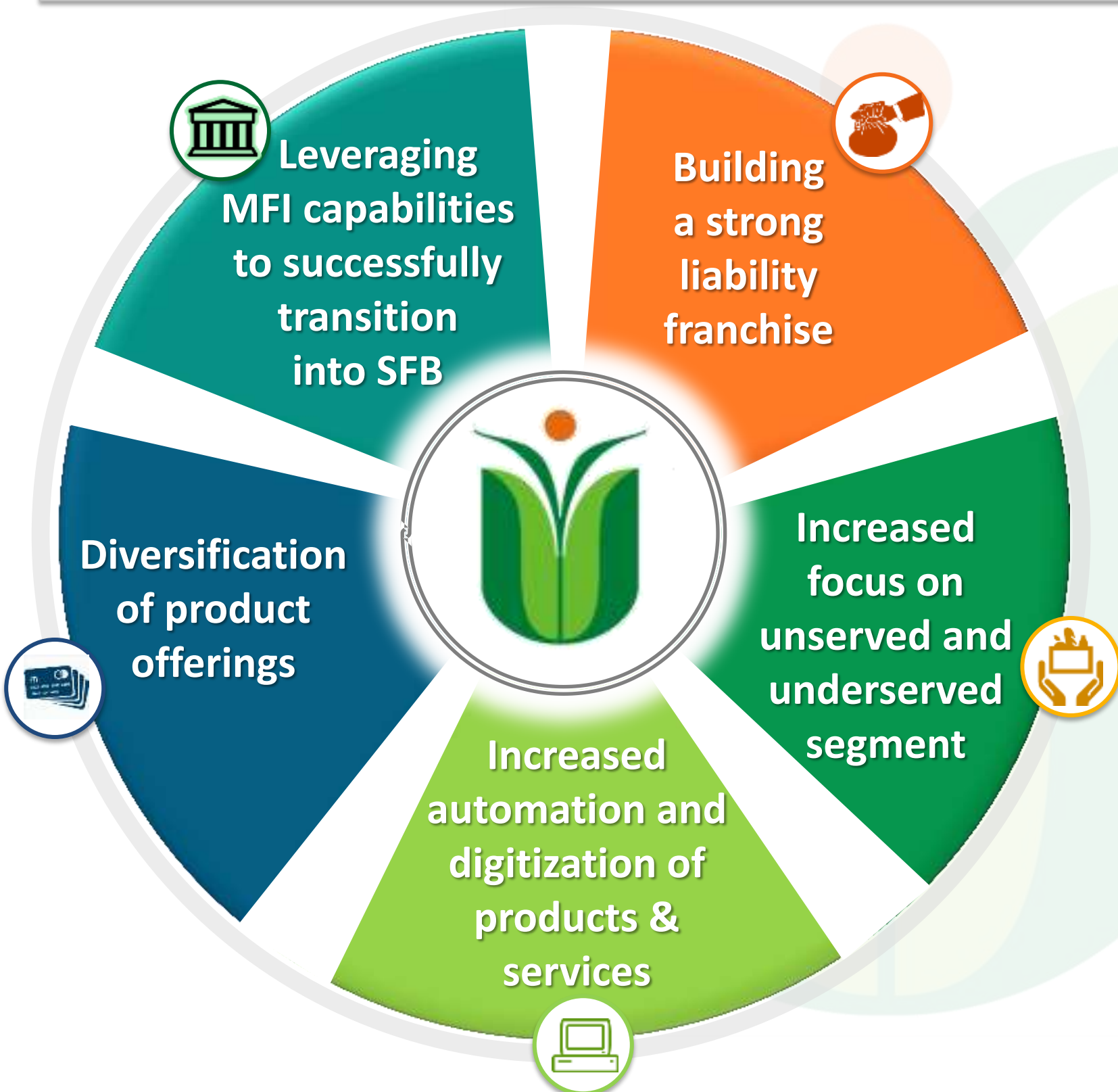
Transform

- 🌱 Consolidate current operations
- 🌱 Add on to existing product delivery channels
- 🌱 Introduce additional product lines including savings, deposits and fee-based services

Grow

- 🌱 Expected to start 3 years from proposed SFB operations
- 🌱 Ramp up geographic expansion through addition of new branches
- 🌱 Pursue new customer segments and products
- 🌱 Focus on growth in open market customers

Growth Strategies



Thank you!



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