



**Utkarsh Small Finance Bank**  
*Aapki Ummeed Ka Khaata*

# INVESTOR PRESENTATION

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**Q3 FY25**

# Key Highlights 9M, FY25



01

Gross loan portfolio growth 16% YoY, deposits growth 33% YoY

02

Consistent increase in share of secured loan portfolio – 41% as on December 31, 2024; optimizing disbursement yields across secured asset classes – yield for MSME & HL improved by 50-130 bps over same quarter last year

03

Continued healthy traction in Retail Term Deposits Acquisition – Retail Term Deposits grew 41% YoY

04

Operating profit (pre-provisions) of ₹773 crore in 9M, FY25 (YoY growth 8%)

05

NIMs at 8.6% & Cost-income ratio at 59.8% for 9M, FY25

06







Profit after tax of ₹21 crore in 9M, FY25; RoA & RoE at 0.1% & 0.9% for 9M, FY25

07

Net NPAs at 2.5% as on Dec-24; Carrying floating provision of ₹190 crore; overall provision cover (including floating provision) at 61.1%

# Key Highlights Q3 & 9M'FY25



NETWORK	ASSETS	LIABILITIES	FINANCIAL PERFORMANCE		CAPITAL STRUCTURE	ASSET QUALITY
						
1,028 vs. [880] Banking Outlets	₹19,057 cr. vs. [₹16,407 cr.] Gross Loan Portfolio	₹20,172 cr. vs. [₹15,111 cr.] Deposits	9M FY25	Q3 FY25		
			₹21 cr. vs. [₹338 cr.] Profit After Tax	Loss ₹168 cr. vs. PAT [₹116 cr.] Profit After Tax	₹2,965 cr. vs. [₹2,808 cr.] Capital + Reserves	6.2% vs. [3.0%] Gross NPAs
			₹773 cr. vs. [₹715 cr.] Pre-provisioning Operating Profit	₹185 cr. vs. [₹256 cr.] Pre-provisioning Operating Profit		
26 States & UTs	16.2% Gross Loan Portfolio Growth YoY	33.5% / 40.6% Deposits / RTD Growth YoY	59.8% vs. [56.0%] Cost to Income	68.4% vs. [54.7%] Cost to Income	21.1% vs. [23.2%] CRAR	2.50% vs. [0.19%] Net NPA
			0.1% / 0.9% vs. [2.3% / 18.5%] RoAA / RoAE	-2.5% vs. [2.3%] RoAA		
19,519 vs. [16,316] Employees	41% vs. [35%] Share of Secured Loans in Gross Loan Portfolio	70% vs. [68%] Share of CASA + Retail Term Deposits			91.9%* vs. [99.2%] CD Ratio	61.1% vs. [93.8%] Provision Coverage Ratio (incl. floating provision)

Figures in [ ] represent 9M'FY24 / Q3'FY24

\*CD Ratio at 86% excl. advances against which refinance is raised



**Journey and Franchise**

**Portfolio Build Up**

**Deposits Build Up**

**Financial Performance**

**Technology, ESG & CSR**



# Journey and Franchise



**Committed journey of ~15 years from Microfinance to Small Finance Bank to Listed Company**

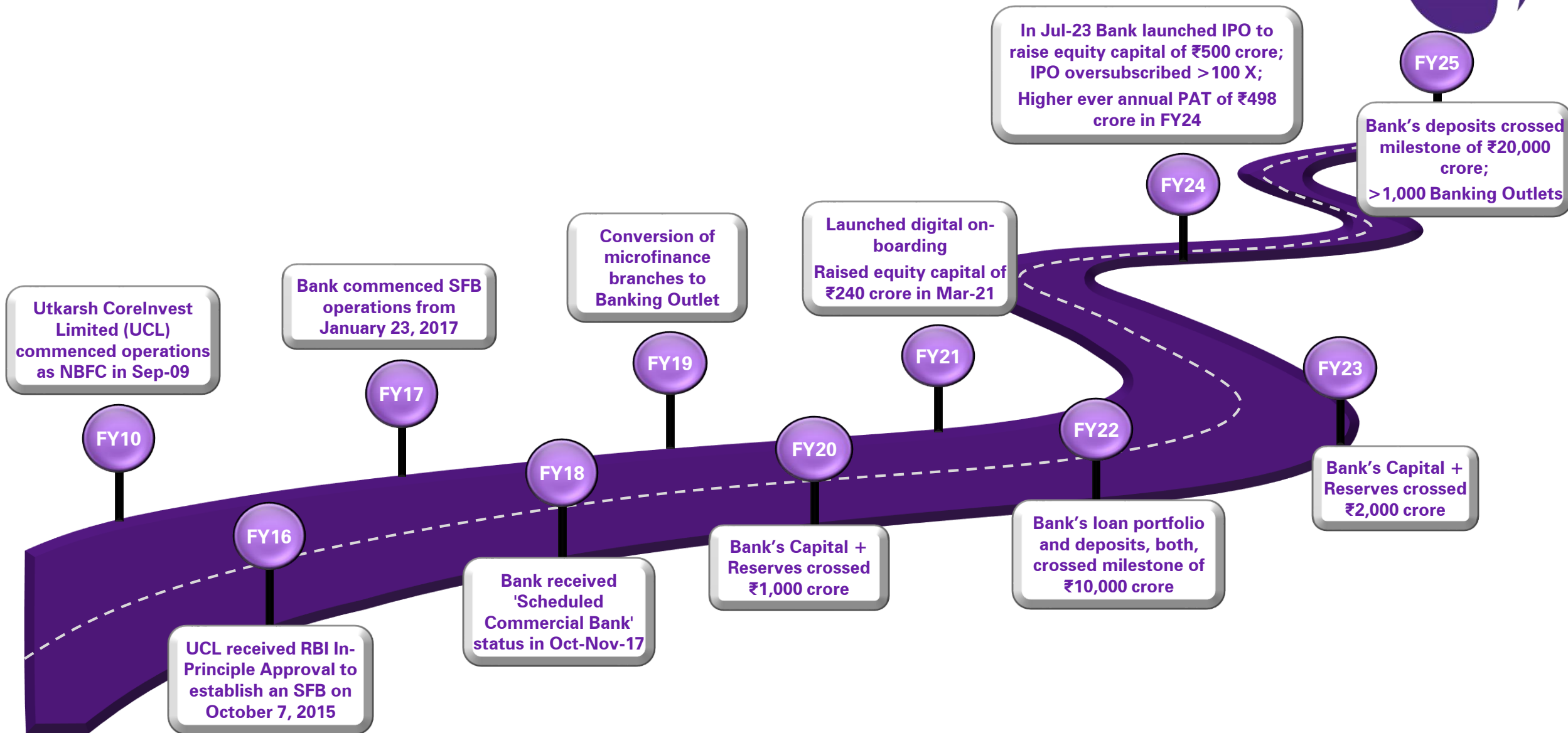


**Significant presence in rural & semi urban locations and under penetrated States of the Country**



**Differentiated branch network to ensure relevant product offerings for customers & ensuring cost efficiency of operations**

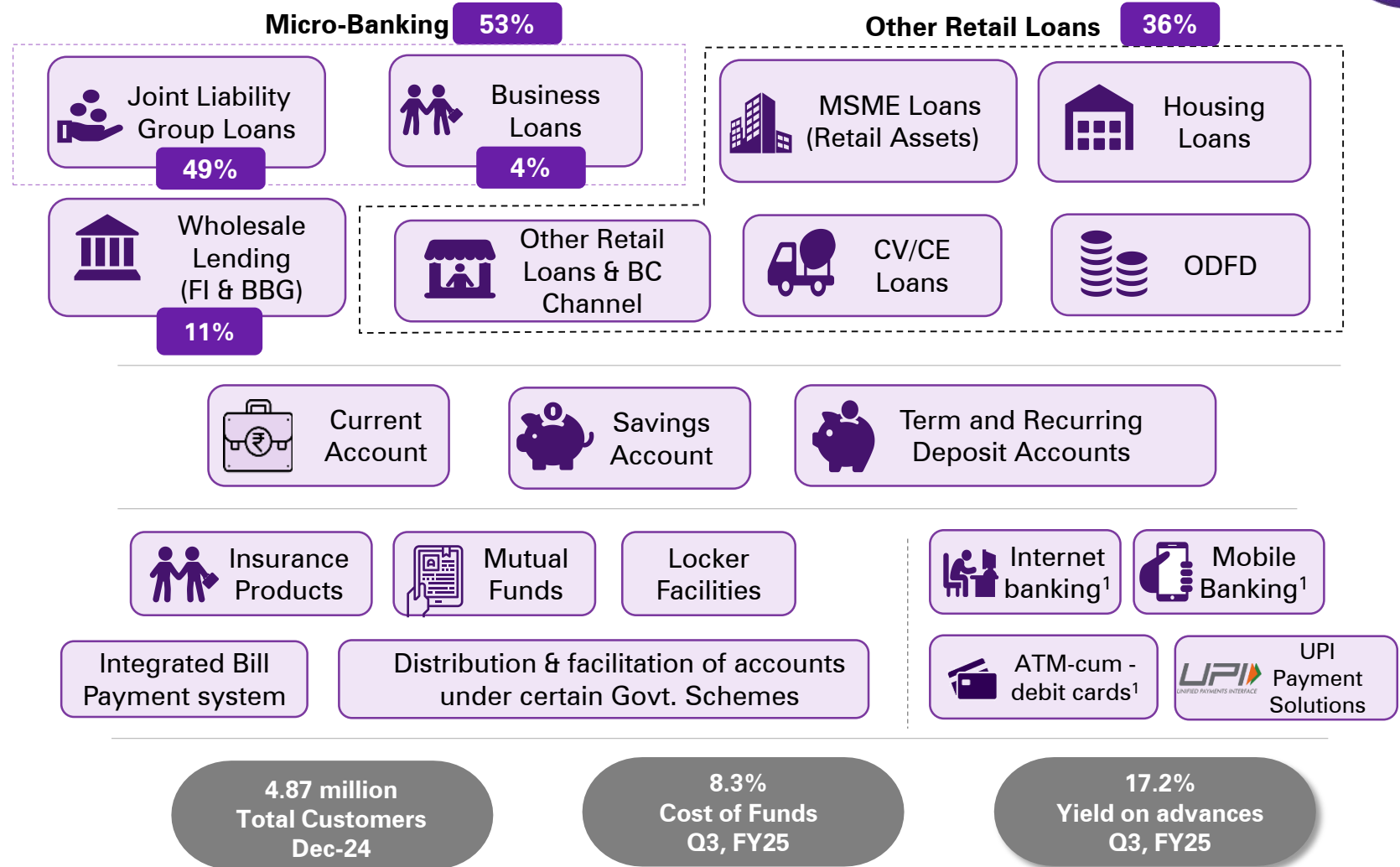
# Utkarsh Journey



# Business Overview



Focus on Financial inclusion, offer a range of financial products and services that address the specific requirements of customer segments



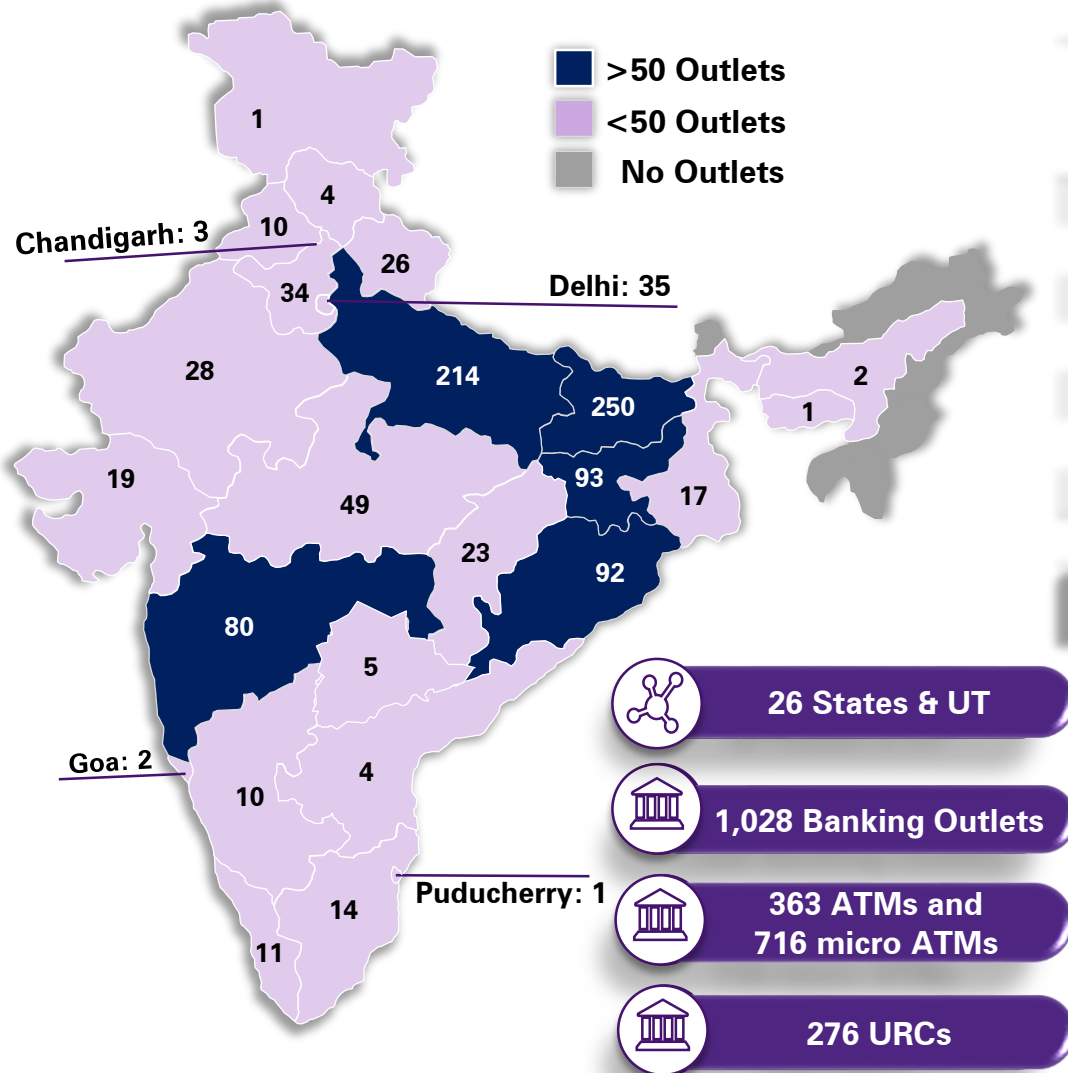
**Portfolio split % (Dec'24)** <sup>1</sup> Other Distribution channels



# Diversified distribution network



## Extensive physical network of Banking Outlets (Dec'24)

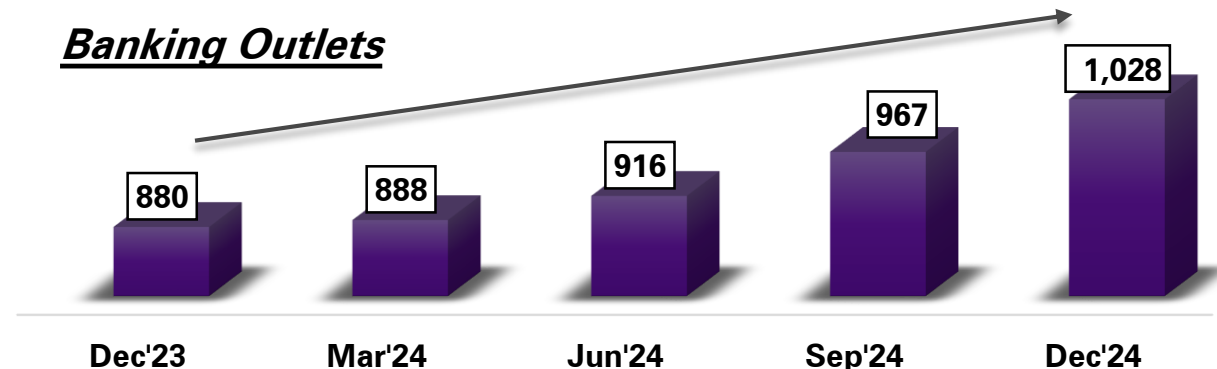


## Potential for Retail Assets within existing Branches (Dec'24)

STATES	Total Banking Outlets	MB Outlets	GB Outlets**	MSME Locations	HL Locations	Wheels Locations
Bihar	250	230	20	9	3	4
Uttar Pradesh	214	164	50	18	16	25
Jharkhand	93	82	11	3	1	3
Odisha	92	85	7	2	2	-
Maharashtra	80	39	41	19	12	-
NCT Of Delhi	35	4	31	3	1	1
Other States	264	101	163	32	26	12
<b>TOTAL</b>	<b>1,028</b>	<b>705</b>	<b>323</b>	<b>86</b>	<b>61</b>	<b>45</b>

During 9M FY25, opened 140 branches (93 MB & 47 GB branches)

## Banking Outlets



\*Includes 10 Combo Branches



# Strategies



## Continue diversifying asset portfolio

- ❑ Consistently increase share of secured loans in portfolio mix
- ❑ Leverage wide base of existing customers in the unserved and underserved segments
  - Extend products offering from JLG loans to individual loans, affordable housing and other new products
- ❑ Focus on offering working capital and term loans to MSMEs, small and medium sized corporates, institutional customers
- ❑ Cross-sell to existing clients on-boarded through existing network in urban and metro locations

## Grow retail deposits mix across geographies and customer segments to build stable funding source

- ❑ Enter newer geographies including top 100 cities in terms of overall deposits, to grow the bank deposit base
- ❑ Strengthen liability franchise by continuing focus on CASA and retail deposit base
- ❑ Enhance digital offering at various touch points of customer life cycle

## Increase share of fee income and capitalize on cross-selling opportunities

- ❑ Generate fee income from own products and cross-selling third-party products
- ❑ Engaged with various partners in offering these products and intend to continue to develop newer partnerships
- ❑ Provide various payment solutions and other relevant services to increase the fee income

## Increasing use of technology and digital offerings for last mile delivery to customers

- ❑ Continue to invest in technology as a means of improving customer experience
- ❑ Increase focus on applying the data gathered over the years by creating customized analytical decision models to enhance underwriting and collection procedures



CULTURE



PROCESS



GROWTH



## Portfolio Build-up



Loan portfolio grew 16% YoY



Rural & semi urban franchise, deep rooted understanding of our core geographies, proven track record - key strength of our micro-banking lending



Increasing share of secured lending with build-up of MSME, Housing & CV / CE loan book

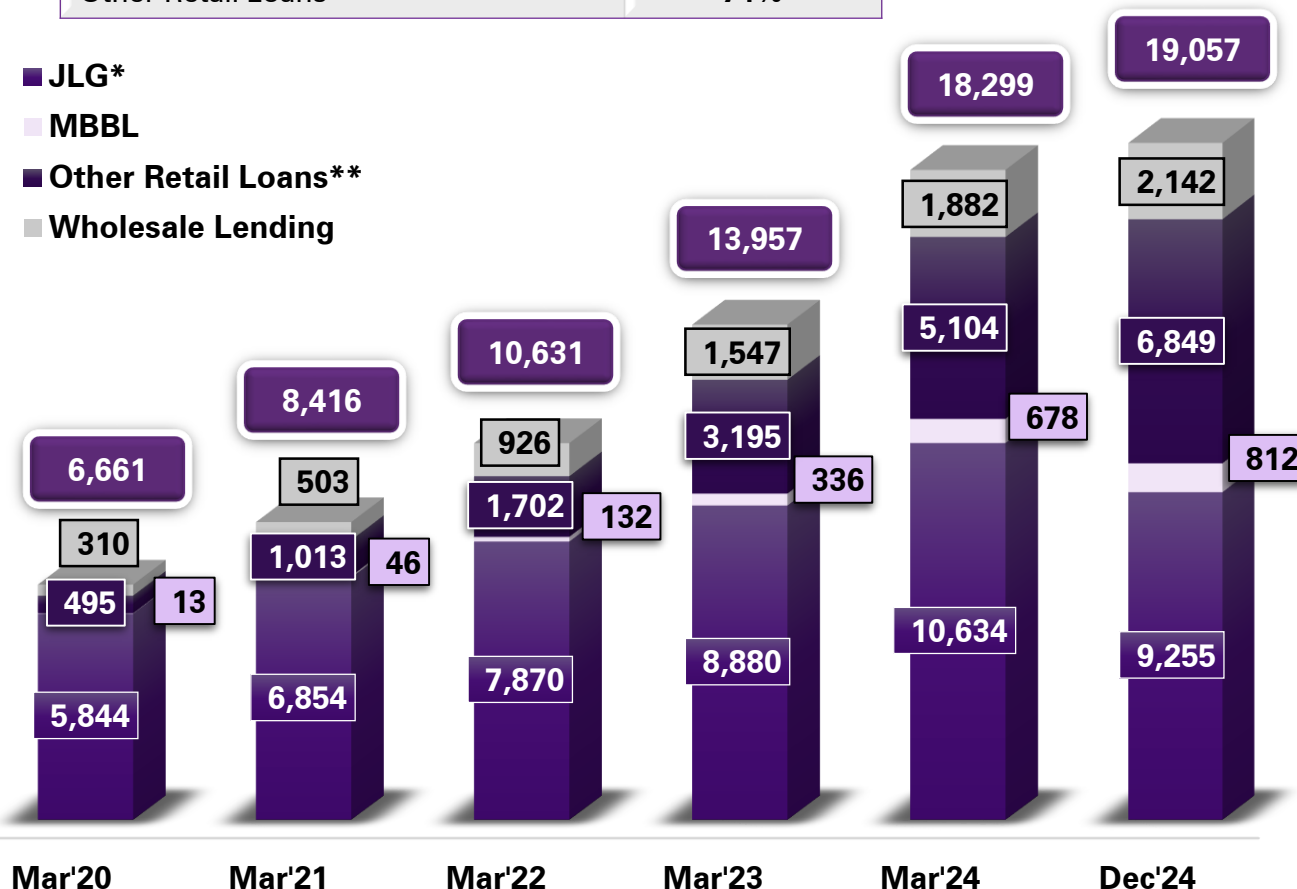
# Loan Portfolio Build-up

All Amounts in ₹ Crores

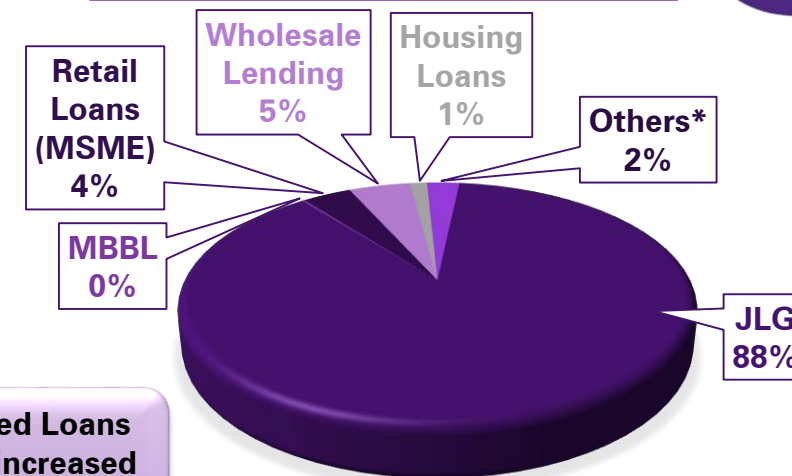


Product	CAGR% (FY20-9M FY25)
Joint Liability Group Loans (JLG)*	10%
Micro-Banking Business Loans (MBBL)	140%
Other Retail Loans**	74%

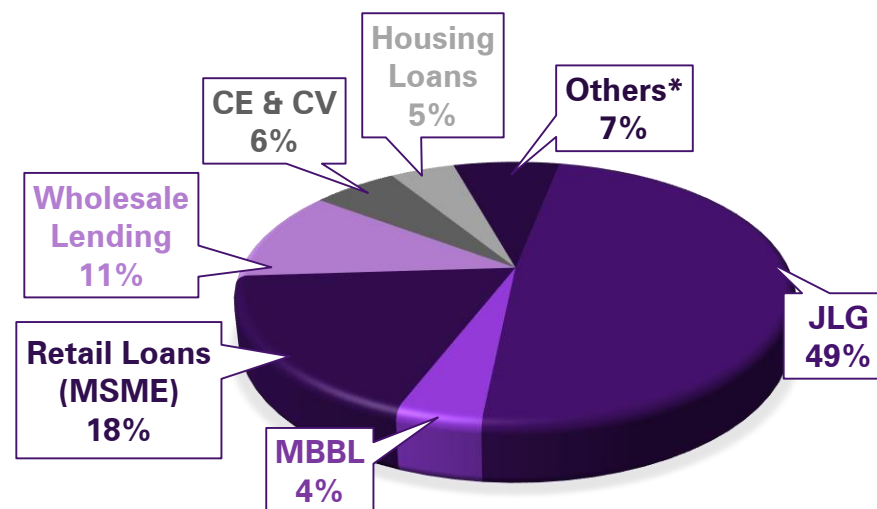
- JLG\*
- MBBL
- Other Retail Loans\*\*
- Wholesale Lending



Loan Book (Mar-20)



Loan Book (Dec-24)



Secured Loans share increased to 41%

\*Excluding BC JLG portfolio; including BC JLG, JLG loan book is ₹9,737 crore (51% of total portfolio) as of Dec-24;

\*\*Includes MSME, Housing, CE & CV, BC channel, Personal Loans, OD Against FD and others

\*Others includes OD Against FD, Personal Loans, Gold loans & BC channel



## Micro-Banking Lending



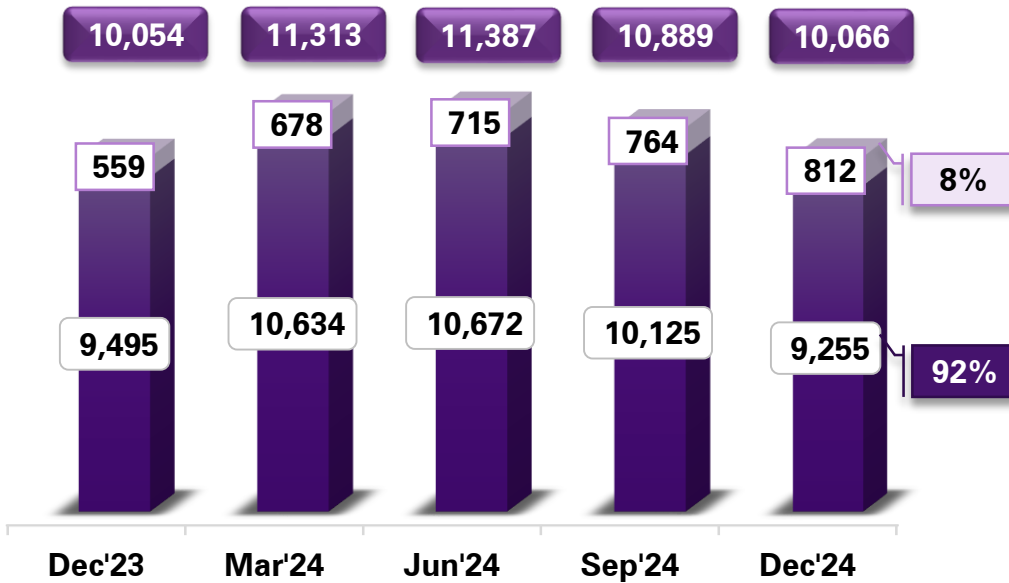


# Micro-Banking Lending

All Amounts in ₹ Crores



## Portfolio Outstanding



■ Joint Liability Group Loans ■ Micro-Banking Business Loans\*

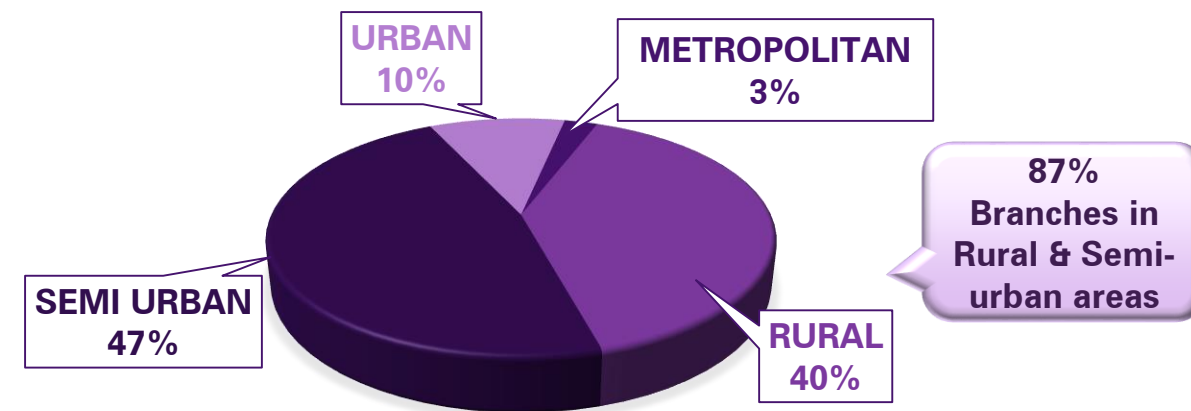
- Rural and semi-urban presence – 87% MB branches in rural and semi urban locations
- Loan book declined in Q3, FY25 as Bank slowed down on disbursements, focus shifted towards collections
- Opened saving accounts for >60% of micro-banking customers, build customer connect stronger

\*includes PM SVANidhi & PM Vishwakarma loan portfolio of ₹11 crore

	JLG	MBBL
Customer Base	>28 Lakh	>1 lakh
Portfolio	₹9,255 Crore	₹801 Crore
Average Ticket Size (Disbursements)	~₹56k	~₹1.1 Lakh
Average Ticket Size (Portfolio)	~₹32k	~₹76k

MBBL penetration level ~4%, significant potential to grow

## Demographic Break up of MB Outlets



# Joint Liability Group (JLG) Lending

All Amounts in ₹ Crores



Portfolio

9,495

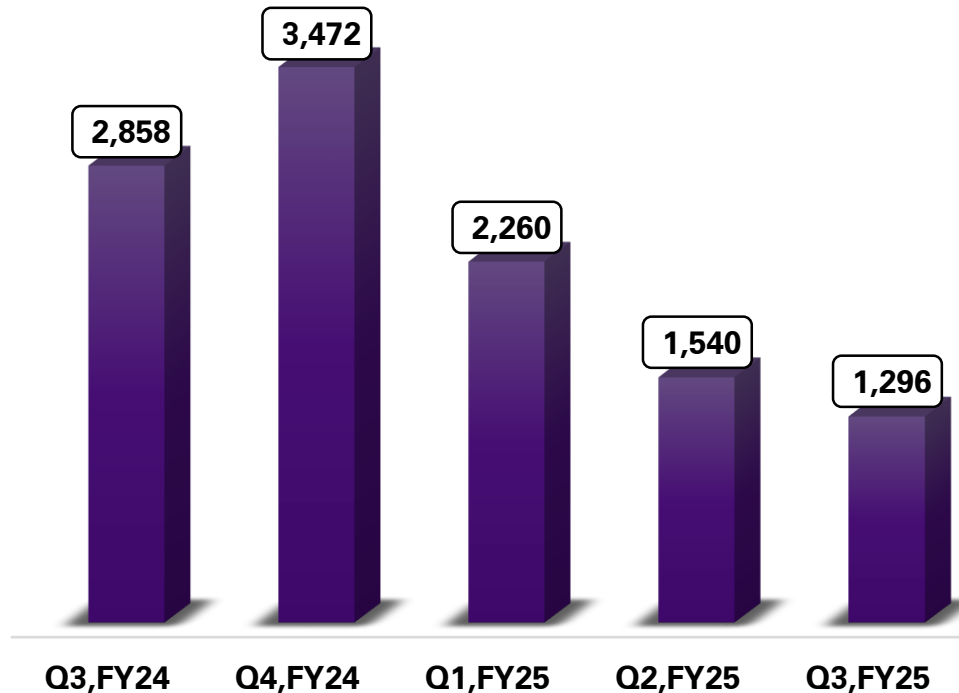
10,634

10,672

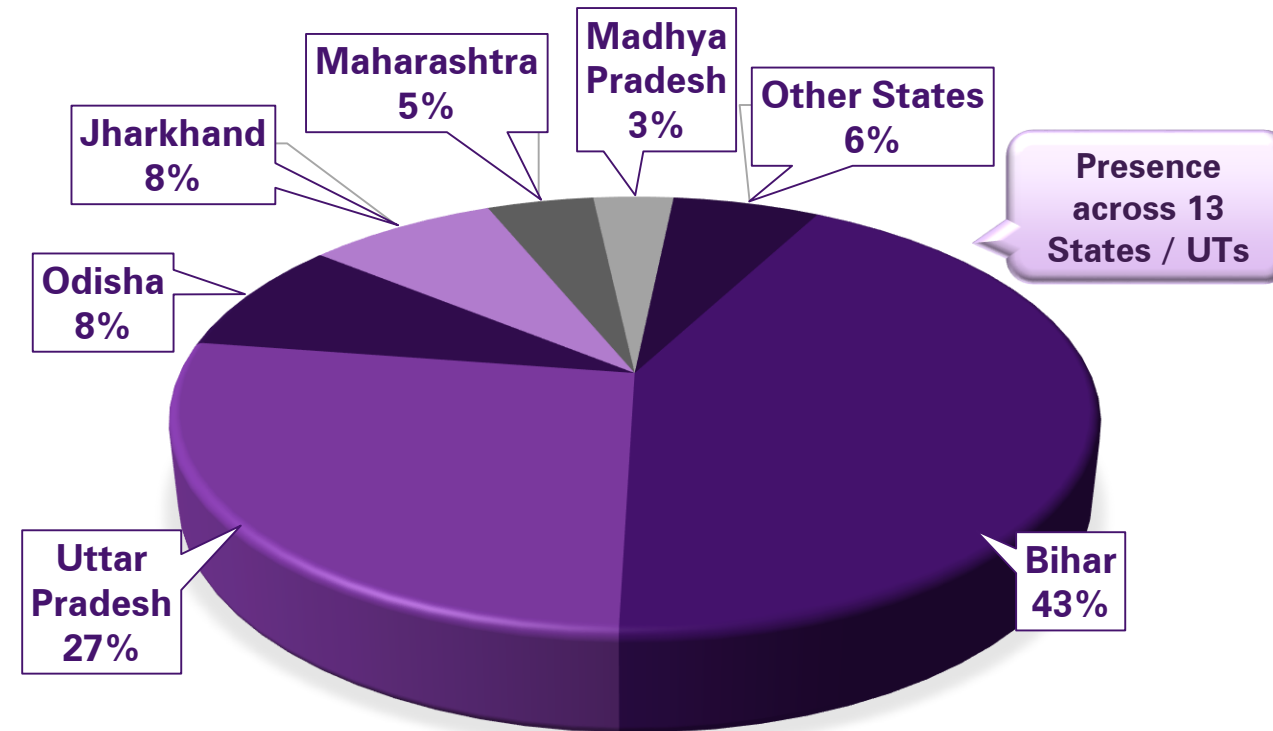
10,125

9,255

## Disbursements



## Geographical Split of JLG Portfolio



- Slowed down on JLG disbursements in Q3, FY25 considering weakness in collection efficiency and asset quality / borrower level over-leveraging concerns
- Large franchise with customer base of >28 lakhs
- Digital collections through customized UPI QR code / BBPS

# Micro-Banking Business Loans

All Amounts in ₹ Crores



Portfolio

553

671

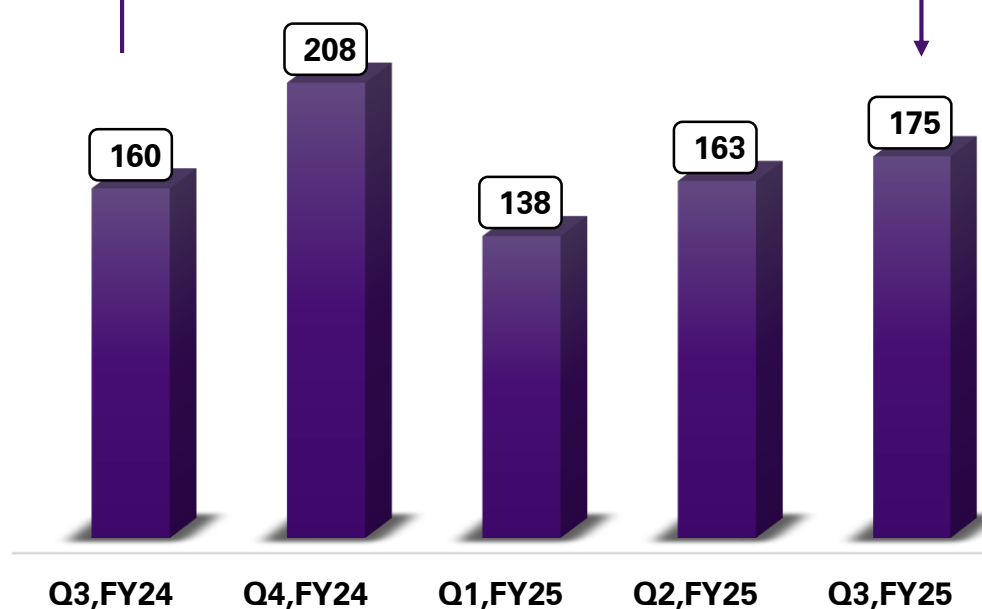
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754

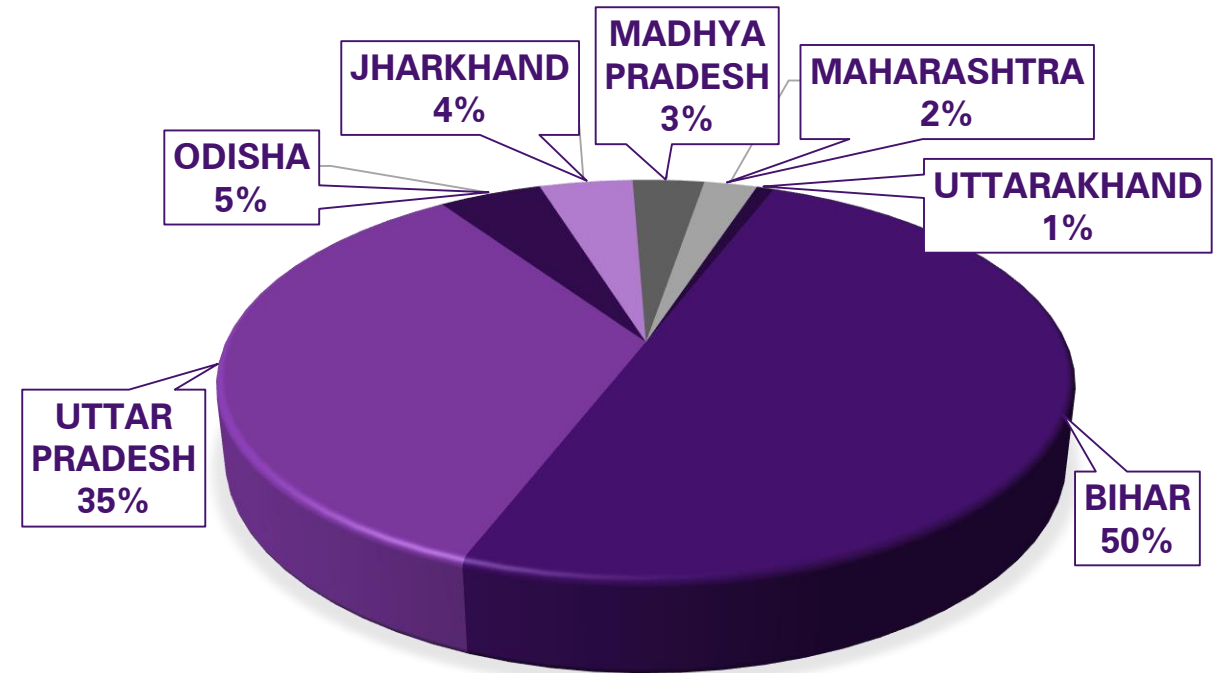
801

## Disbursements

9% YoY Growth



## Geographical Split of Portfolio



- Micro-Banking Business Loan (MBBL) scaling up on track with YoY loan book growth 45%
- Significant potential to grow considering large JLG client base of the Bank
- Collection largely digital - through direct account debit





## Other Retail Lending

**MSME (Retail Assets)**



**Housing Loans**



**CE & CV Loans**

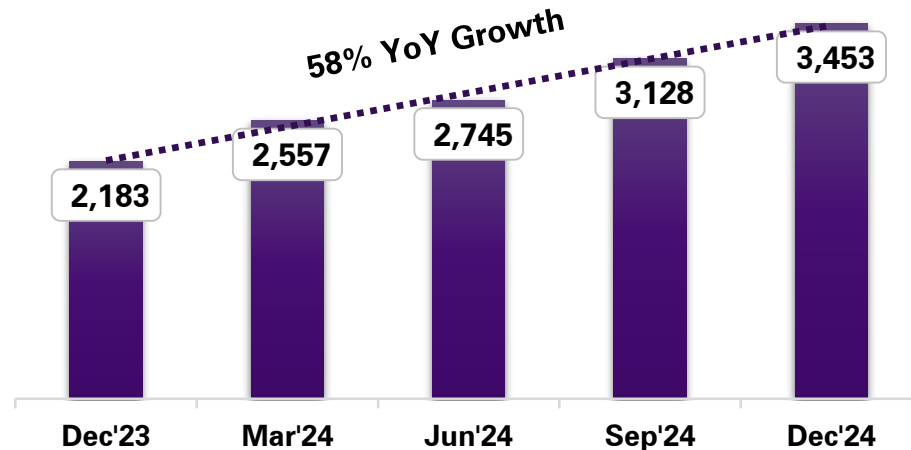


# MSME (Retail Assets) Lending

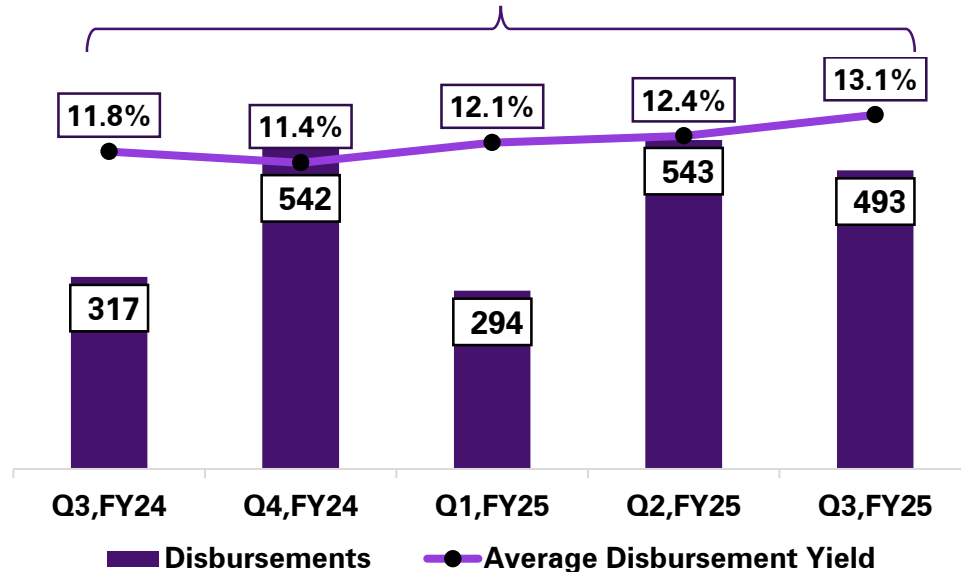
All Amounts in ₹ Crores



## Portfolio Outstanding



## Disbursements (56% YoY Growth)



Secured  
Business Loans  
(LAP)



Unsecured  
Business Loan



Micro LAP /  
Overdraft

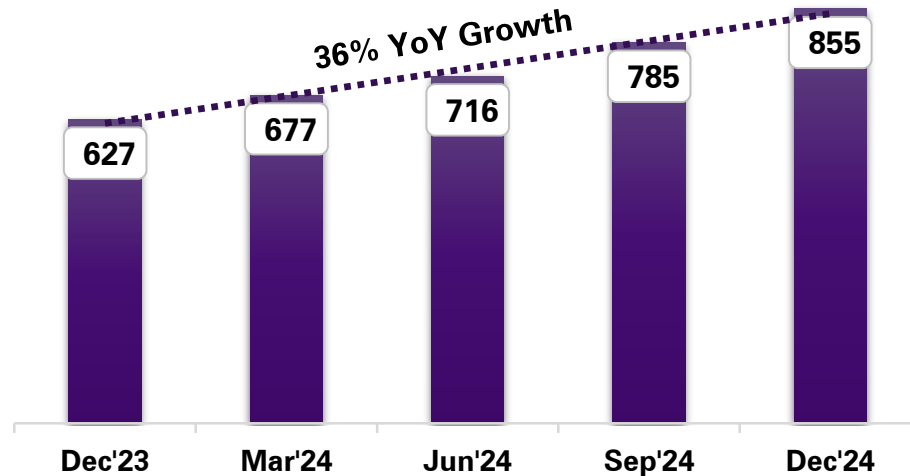
- Significant presence in our core geography
- Offering MSME product (small business segment) through 86 branches, significant headroom to expand within existing branches
- Largely secured lending (>95%)
- Average ticket size of loan book ~₹25-35 lakh
- Consistently optimizing our disbursement yields – improved by 130 bps over same quarter last year

# Housing Loans

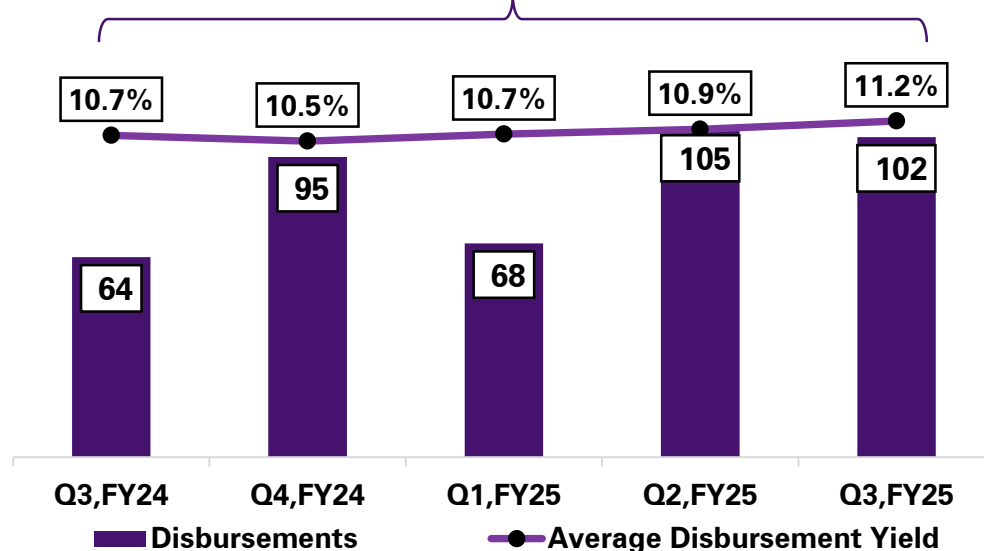
All Amounts in ₹ Crores



## Portfolio Outstanding



## Disbursements (60% YoY Growth)



## Retail Housing Loans

## Affordable Housing

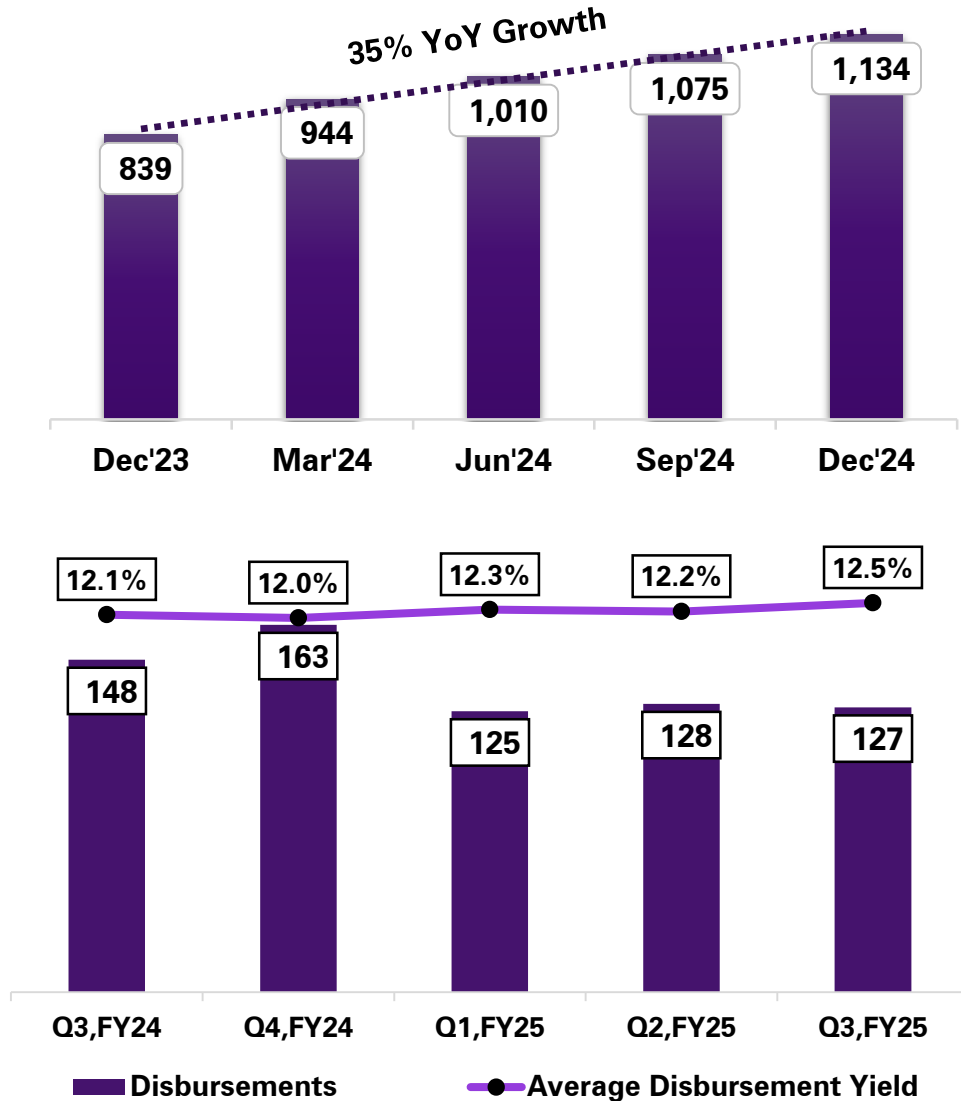
- Significant presence in our core geography
- Currently offering HL product from 61 locations, significant headroom to expand within existing branches
- Housing loans up to ₹35 lakh account for ~63% of housing loan portfolio
- >3,700 customers – Average ticket size of loan book ~₹20-25 lakh
- Consistently optimizing our disbursement yields – improved by 50 bps over same quarter last year

# CE & CV Loans

All Amounts in ₹ Crores



## Portfolio Outstanding



### CV (New)

• 85% of total portfolio

### CE (New)

• 10% of total portfolio

### CV & CE (Used)

• 5% of total portfolio

- Lending primarily to small fleet operator segment
- Currently offering CE & CV product through 45 branches, significant headroom to expand within existing branches
- Currently operating primarily in our core geographies
- >3,600 customers - Average ticket size of loan book ~₹30-35 lakh
- Consistently optimizing our disbursement yields - improved by 40 bps over same quarter last year

# Geographical Split of Other Retail Lending

All Amounts in ₹ Crores



Portfolio

4,593

5,104

5,539

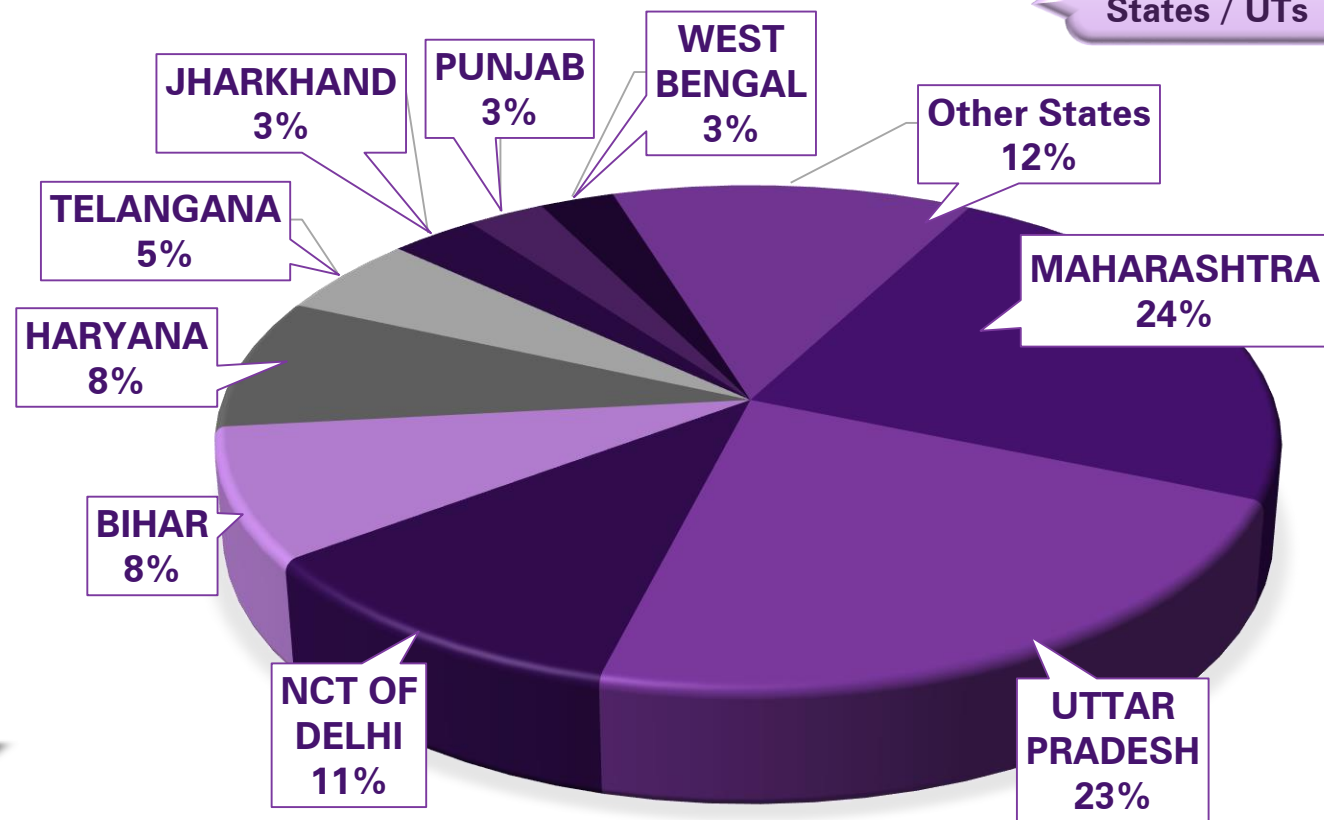
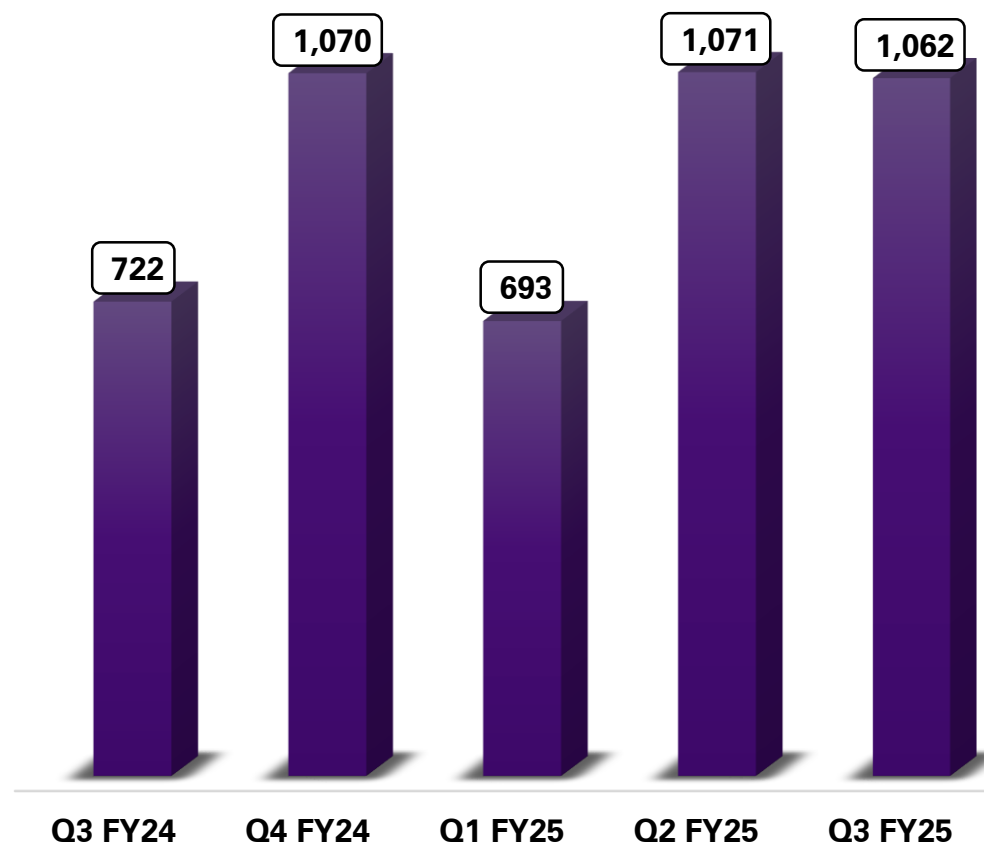
6,162

6,849

Disbursements

Geographical Split of Other Retail Lending Portfolio

Presence  
across 23  
States / UTs



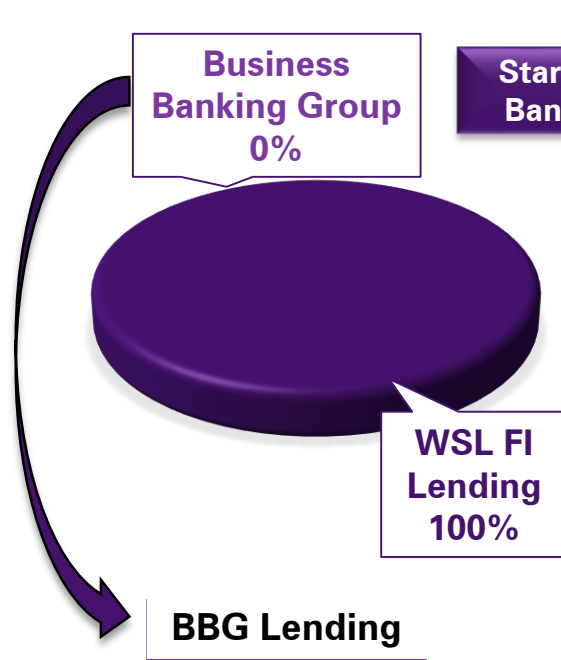
- Other Retail Lending excl. Micro-Banking & Wholesale Lending and Incl. MSME, Housing, CE & CV, BC channel, Personal Loans, OD Against FD and others

# Wholesale Lending

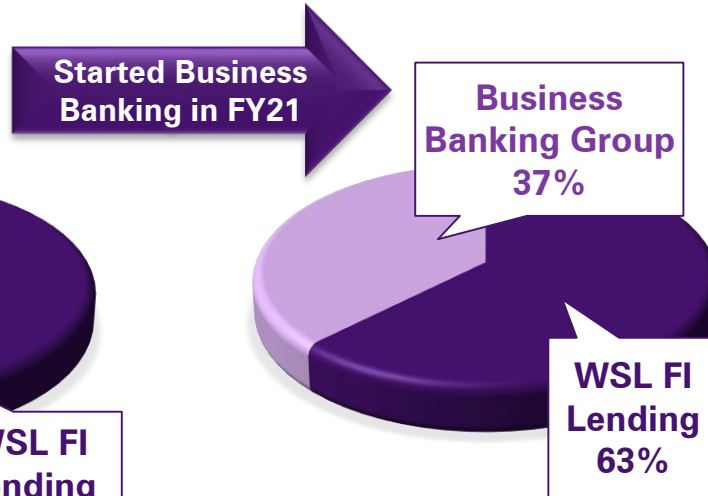
All Amounts in ₹ Crores



Portfolio Break up (Mar-20)



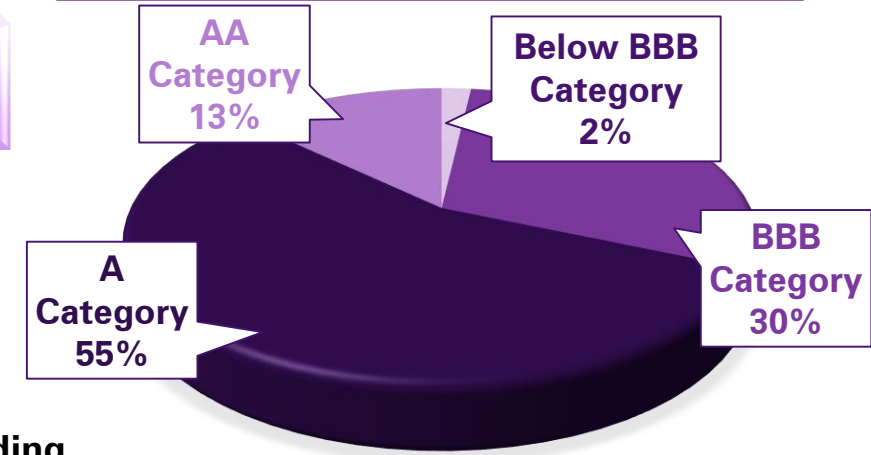
Portfolio Break up (Dec-24)



WSL	Dec-24	Dec-23	Sep-24
Portfolio O/s	₹2,142	₹1,760	₹2,050
Share in Gross Loan Portfolio	11%	11%	11%

**Disbursement Yield – 11.0% (Q3 FY25)**

Rating Wise WSL FI Portfolio Break up



- Small to medium size corporates (SME segment)
- >200 customers; Average ticket size – ~₹4 crore
- Primarily operating account through OD / DLOD product
- Entire book secured against collateral of immovable properties with cover of >100%

- ~70% of book credit rated "A" category or higher by external credit rating agencies
- >70 customers; Average ticket size of outstanding loan ~₹15-20 crore





## Deposits Build-up



**Deposits grew by 33% YoY; Retail Term Deposits grew 41% YoY**



**Expanded General Banking Franchise significantly**



**Targeting top-100 deposits centres of the country**



**Focus on building retail franchise**



# Deposits Trend & Composition

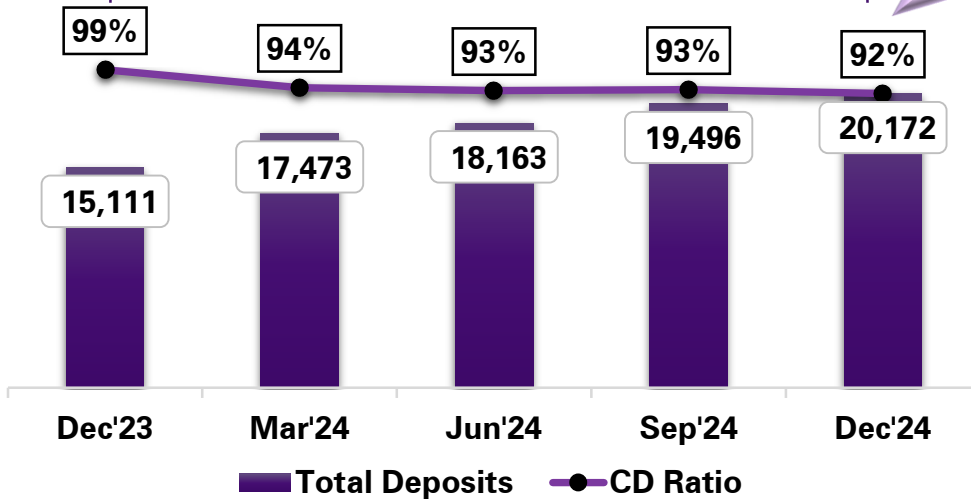
All Amounts in ₹ Crores



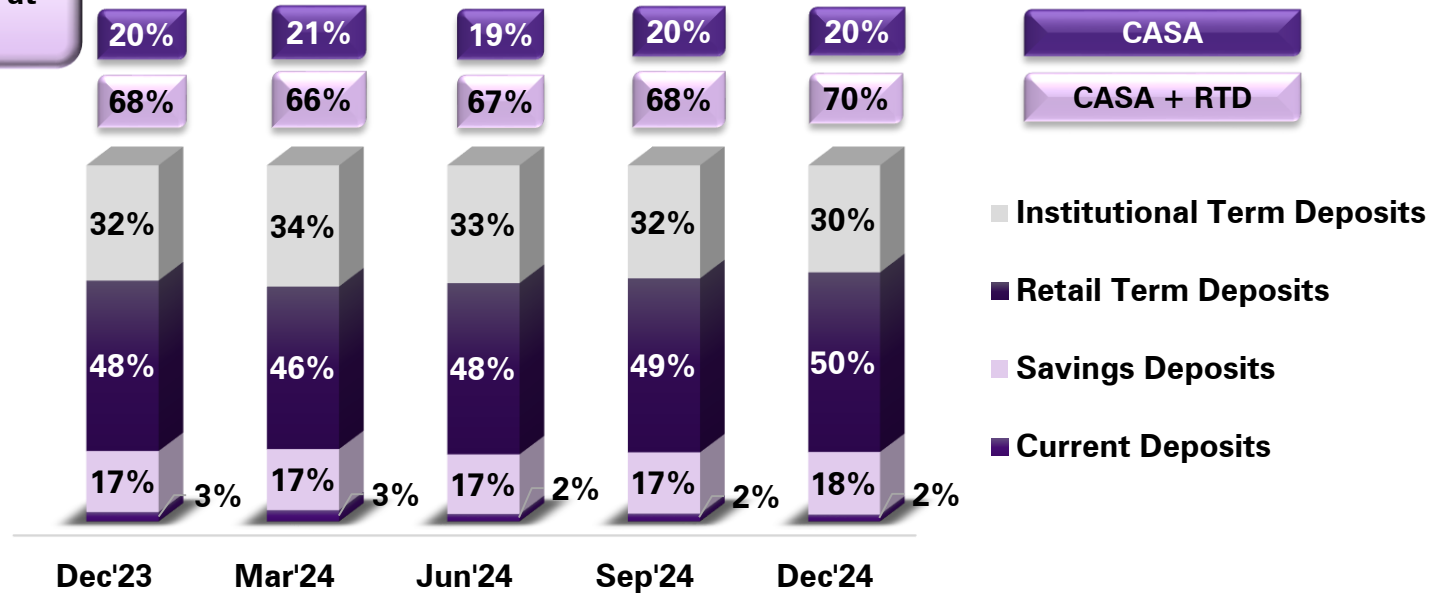
## Deposits Trend

Deposits (33% YoY Growth)

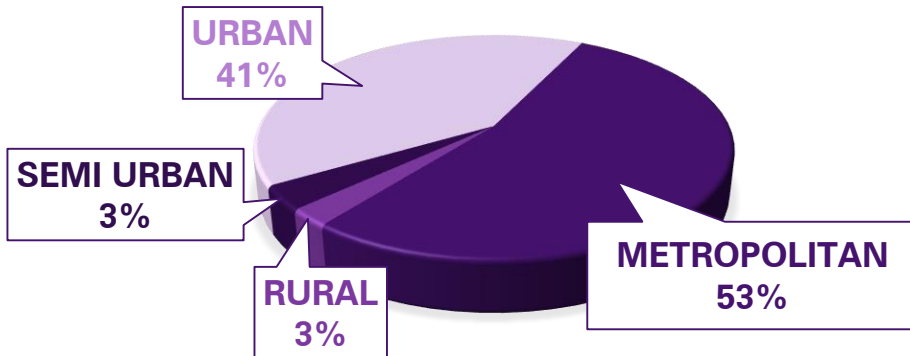
CD ratio (excl. refinance) at 86%\*\*



## Deposits Composition



## Demographic Profile of Deposits\* (Dec-24)



Branch Vintage	GB Branches
< 1 year	48
1-2 year	43
2-3 year	67
> 3 year	165
<b>Total</b>	<b>323</b>

~49% of the branches are <3-year vintage

RTD grew by 41% YoY to ₹10,163 crore vs. ₹7,228 crore (₹9,518 crore Sep-24)

#As per change in regulatory norms, Retail Term Deposits threshold considered as <₹3 crore from Jun-24 onwards vs. <₹2 crore for earlier periods

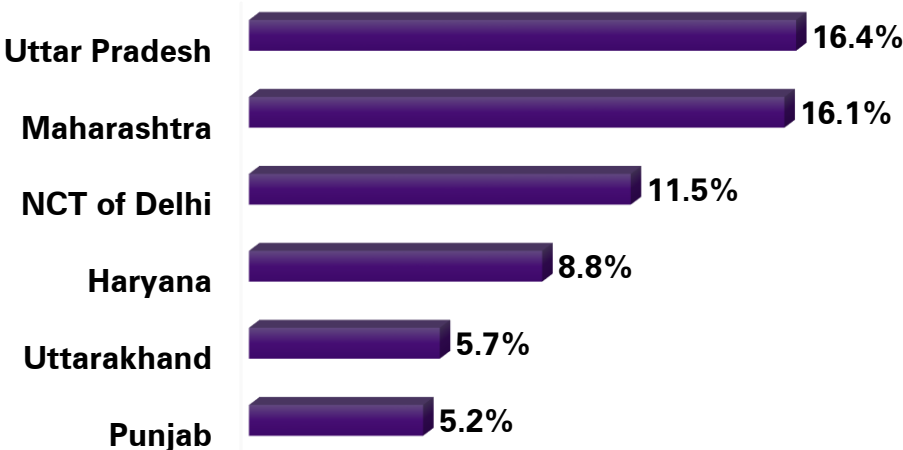
\*Excluding Deposits through Fintech & Bank Website  
 \*\*CD Ratio excl. advances against which refinance is raised

# Deposits Trend & Composition (Contd.)

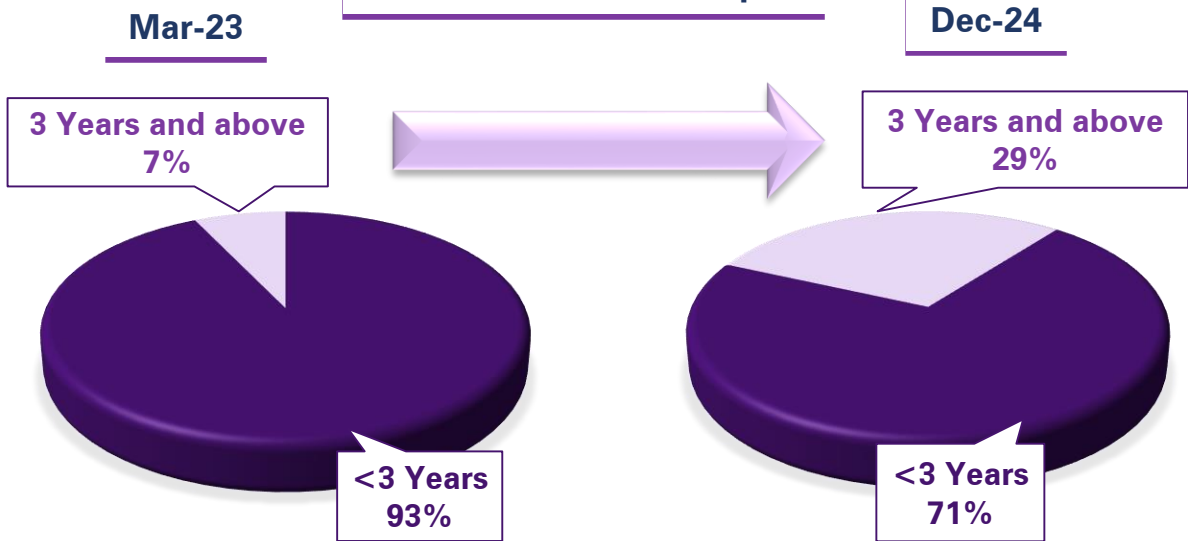
All Amounts in ₹ Crores



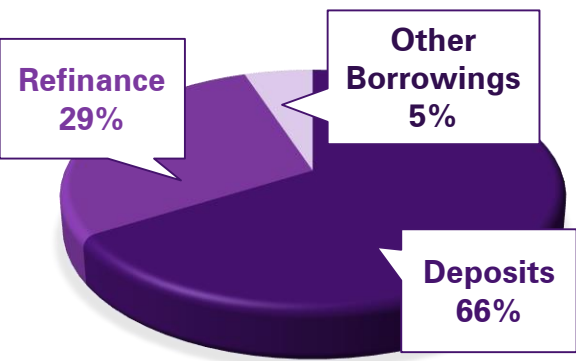
## Geographically well diversified Deposits\* mix



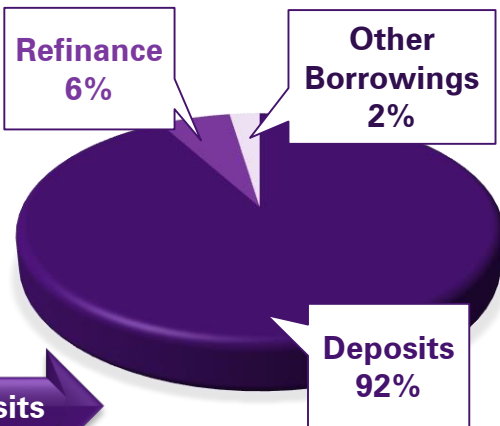
## Retail Term Deposits Tenure wise Break up



## Funding Mix (Mar-20)



## Funding Mix (Dec-24)



Increasing reliance on Deposits

Cost %	Q3 FY25
Term Deposits	8.9%
CASA	5.5%

<1 Year Deposits (incl. CD) accounted for ~4.4% of Term Deposits

## Long Term Credit Rating

A+ (Stable)  
CARE

A+ (Stable)  
ICRA

Rating for certificate of deposit programme

A1+ ICRA

\*Excluding Deposits through Fintech & Bank Website

# Asset Quality Movement

All Amounts in ₹ Crores



PCR%

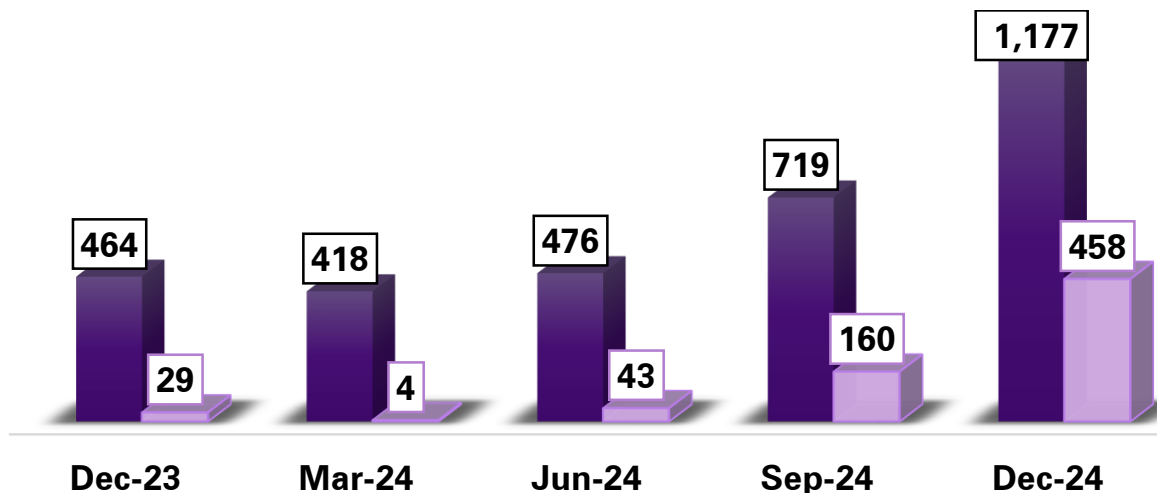
93.8%

98.9%

91.0%

77.7%

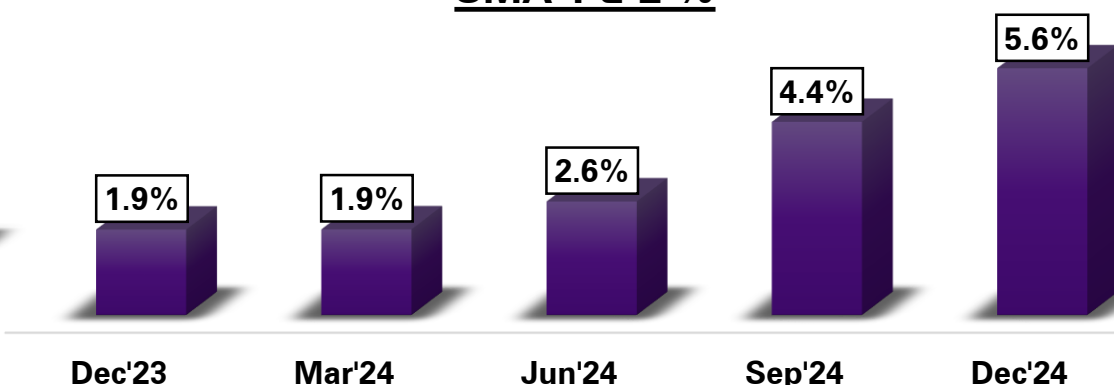
61.1%



■ Gross NPAs ■ Net NPAs

	Dec-23	Sep-24	Dec-24
Gross NPA %	3.0%	3.9%	6.2%
Net NPA %	0.2%	0.9%	2.5%

SMA 1 & 2 %



NPA Movement*	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25
Opening GNPA	404	464	418	476	719
Additions during the period	136	93	180	356	738
Reductions during the period					
Up-gradations & Recoveries	26	49	18	33	27
Write-offs & ARC Sale	49	91	104	79	253
Closing GNPA	464	418	476	719	1,177

## Provisions Break-up

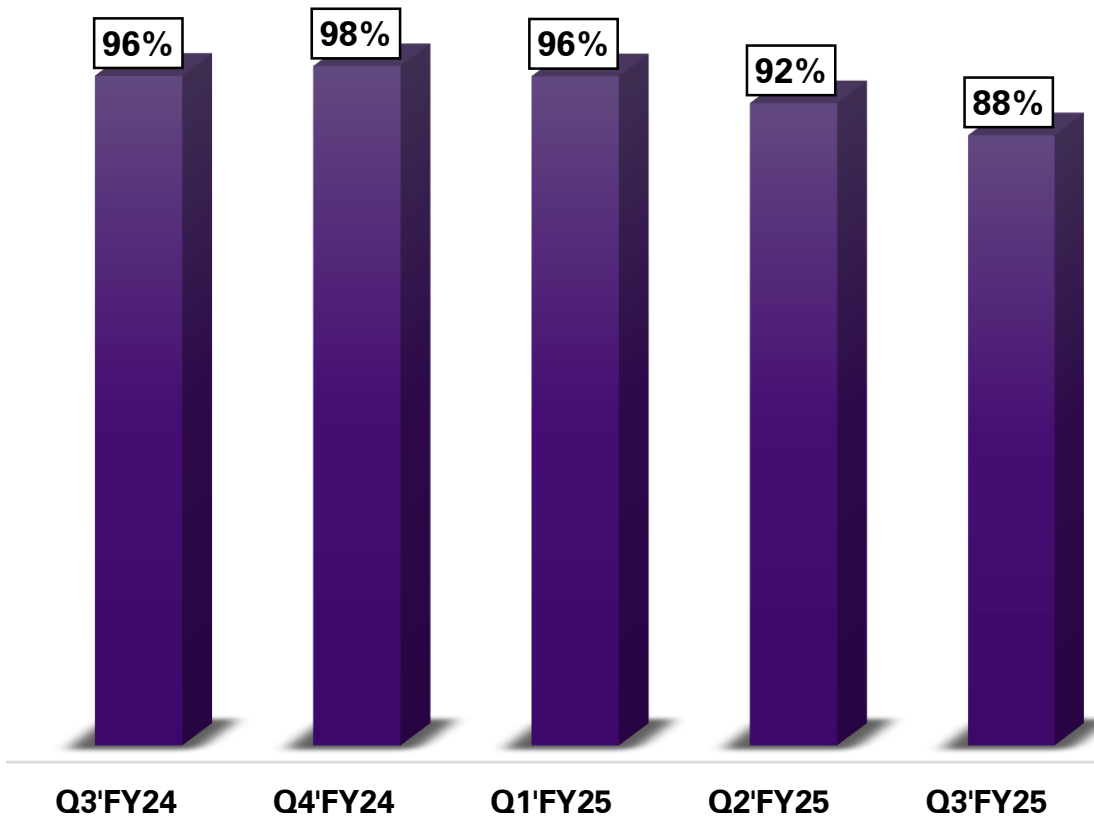
Particulars	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
NPA Provision	301	264	264	369	529
Floating Provision	134	149	169	190	190
Provision for standard restructured	2	2	1	1	1
Standard Provision	72	78	80	85	85
Total Provisions	509	493	514	646	805

\*NPA Movement based on quarter-end NPAs

# Micro-Banking – Asset Quality



## Collection Efficiency (excl. Pre-Payments)



	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
SMA 0 %	0.8%	0.5%	1.8%	4.3%	3.2%
SMA 1 %	0.7%	0.5%	1.2%	2.6%	3.1%
SMA 2 %	0.9%	1.1%	1.2%	2.4%	3.8%
NPA %	3.8%	2.9%	3.1%	5.3%	9.7%

- Collection efficiency & asset quality weakened on account higher leverage level at borrower level and weakened discipline level for centre meetings continuing from covid times
- Strengthening collection efforts and dedicated teams for collections / supervisors at field level to improve collection efficiency



# Financial Performance



**Stable & consistent financial performance**



**Focus on cost efficiency resulting healthy cost income ratio**



**Healthy Operating Profitability**

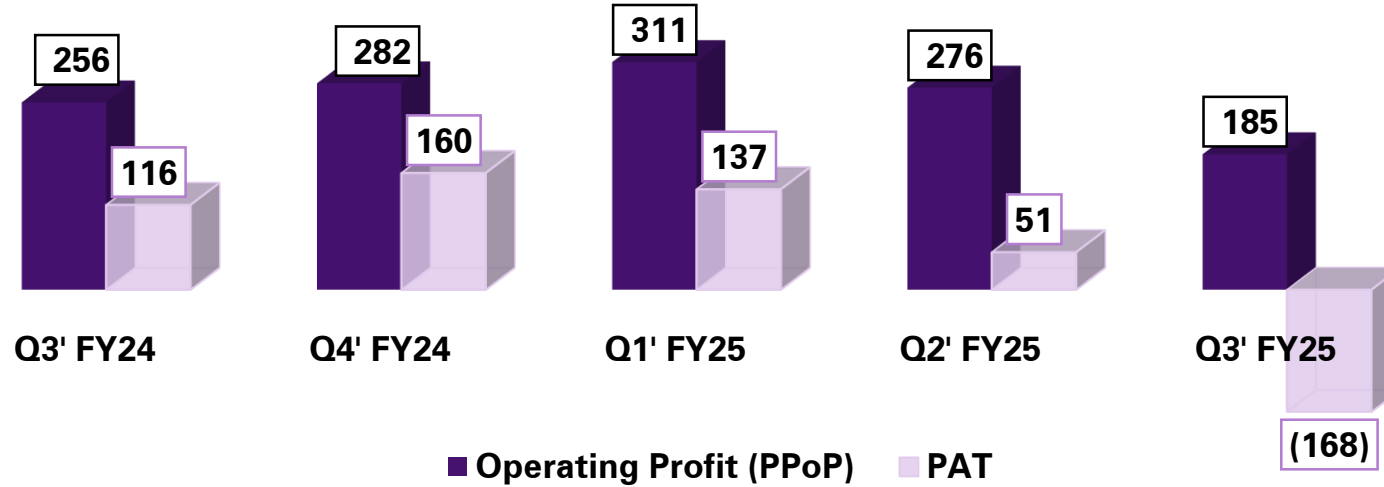


**Building floating provision to ensure resiliency**

# Profitability Metrics

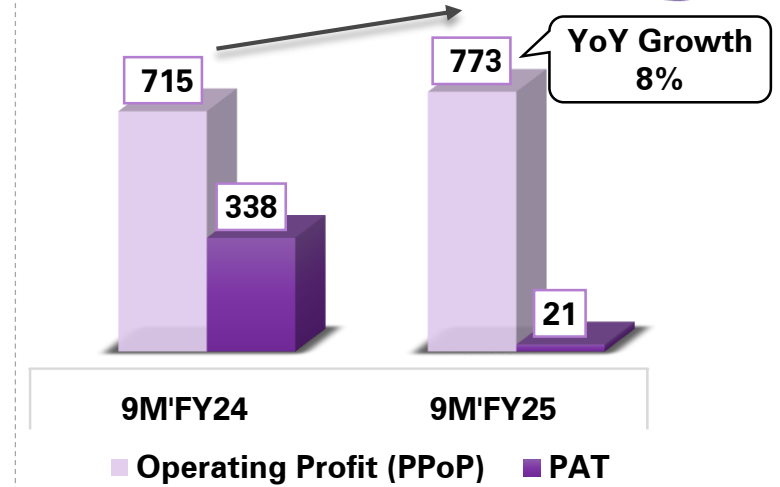


Operating Profit & PAT – Quarterly Trend (₹ in crores)



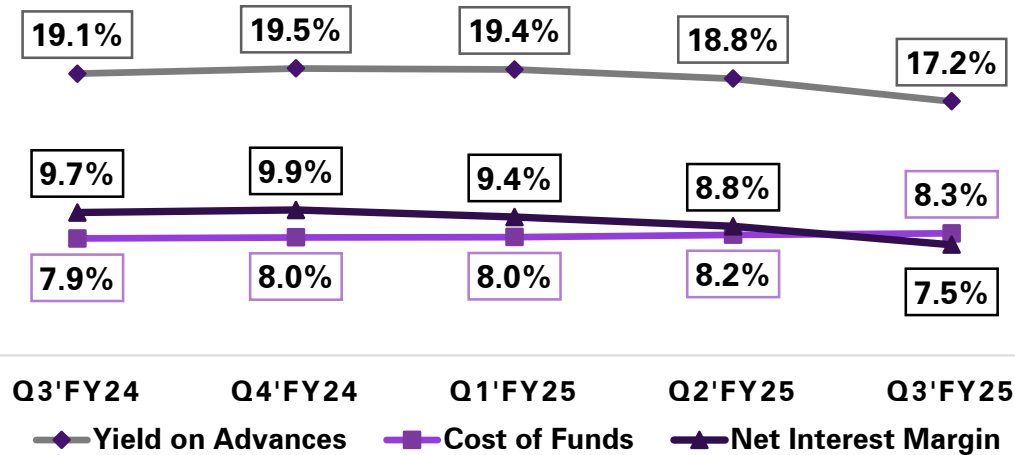
YTD Operating Profit & PAT

(₹ in crores)



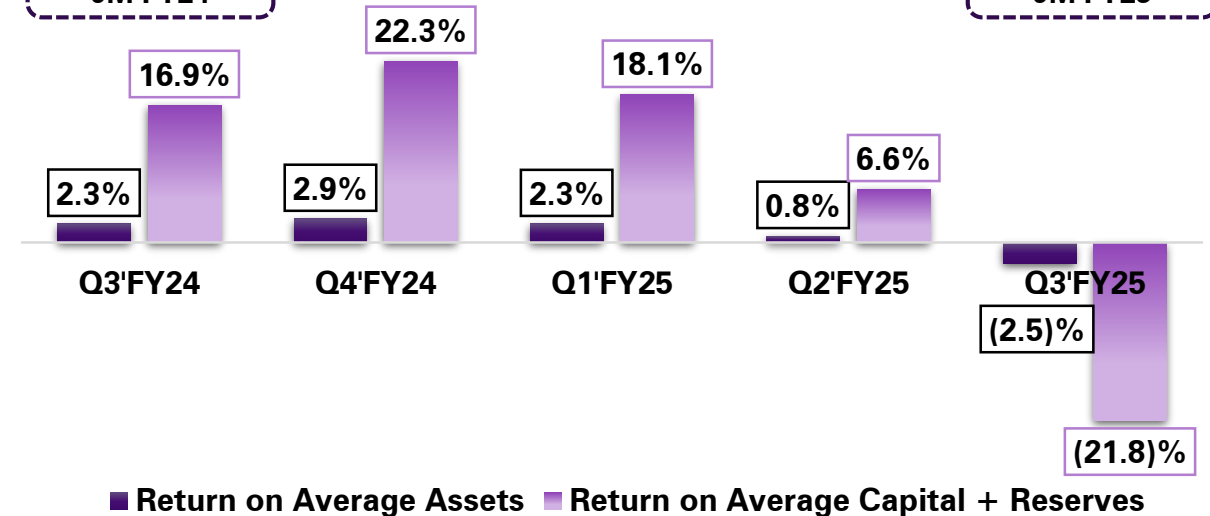
18.9% / 7.8% / 9.3%  
9M FY24

18.5% / 8.2% / 8.6%  
9M FY25



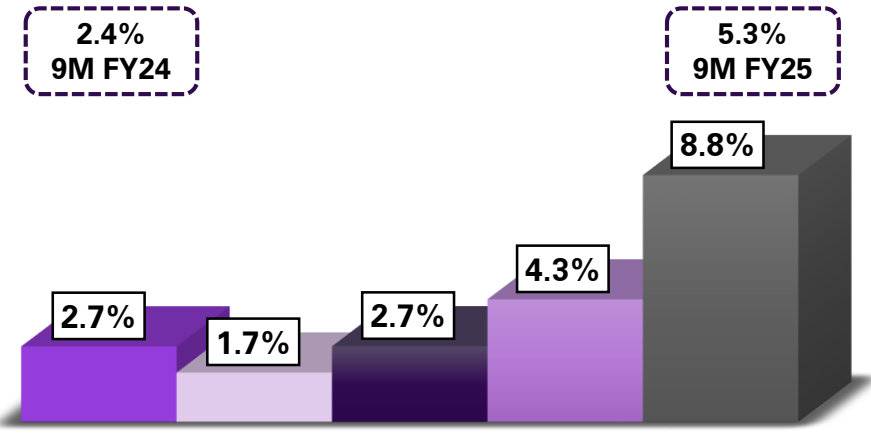
2.3% / 18.5%  
9M FY24

0.1% / 0.9%  
9M FY25

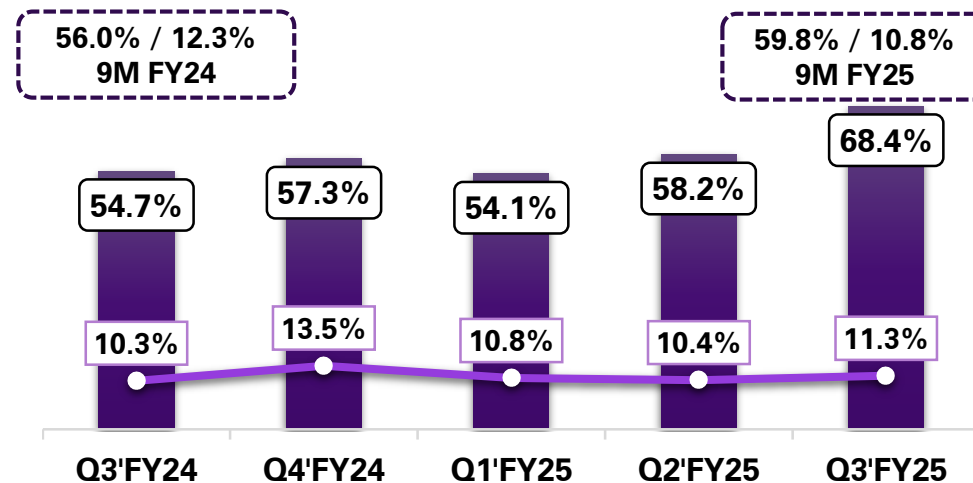


Note - Ratios basis monthly average balances

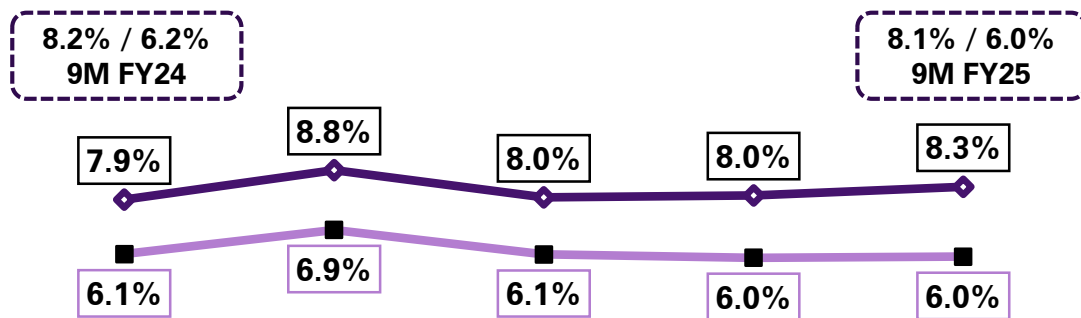
# Profitability Metrics (Contd.)



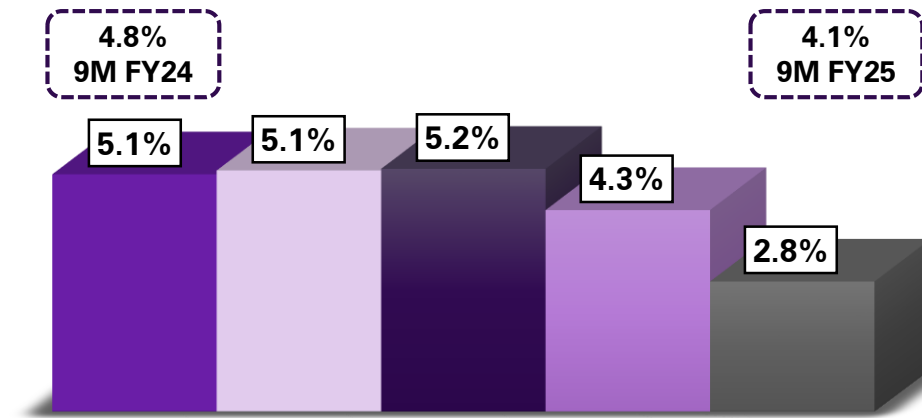
■ Q3'FY24 ■ Q4'FY24 ■ Q1'FY25 ■ Q2'FY25 ■ Q3'FY25



■ Cost to Income Ratio — Non-Interest income/Interest income



◆ OPEX on Advances ■ OPEX on Total Assets



■ Q3'FY24 ■ Q4'FY24 ■ Q1'FY25 ■ Q2'FY25 ■ Q3'FY25

Note - Ratios basis monthly average balances

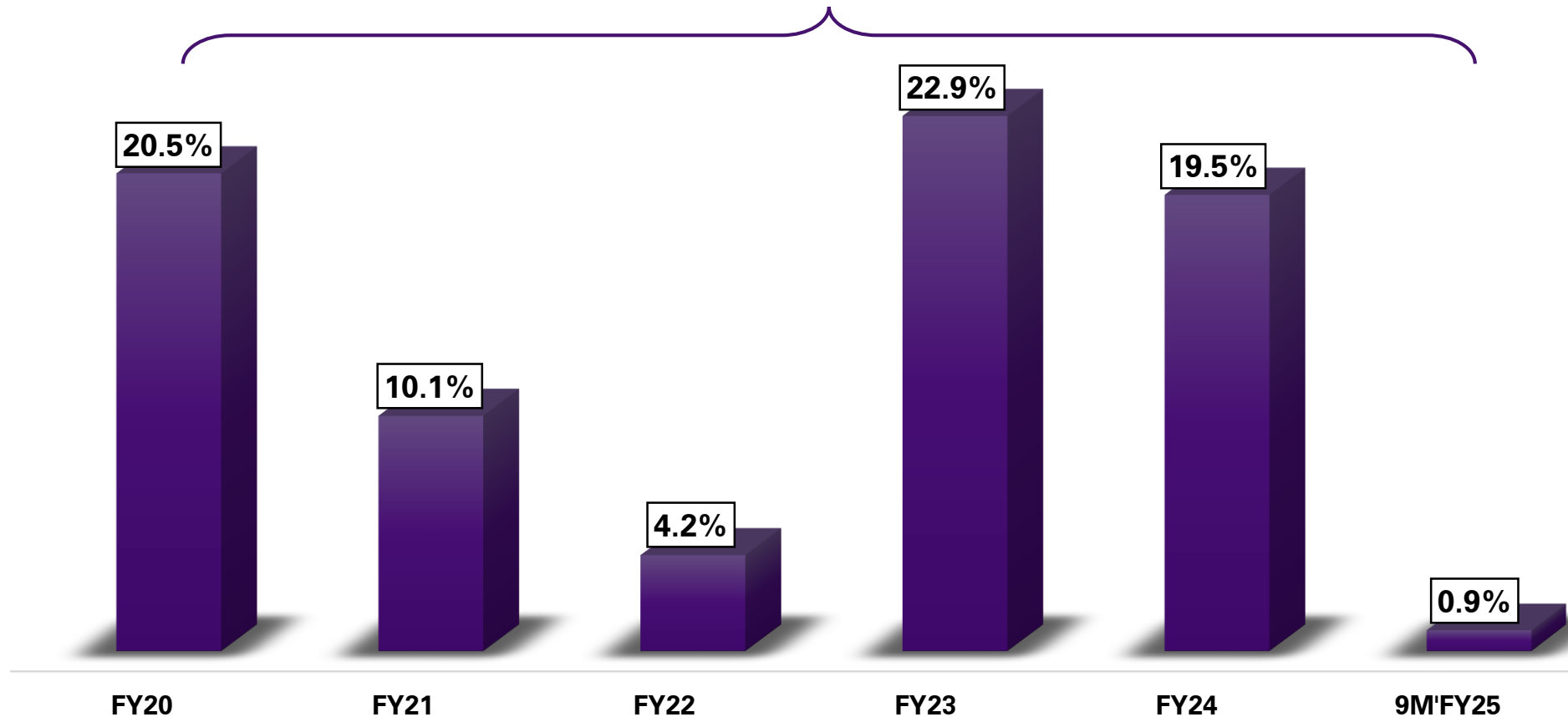


# Cross-Cycle Return on Equity (RoE)

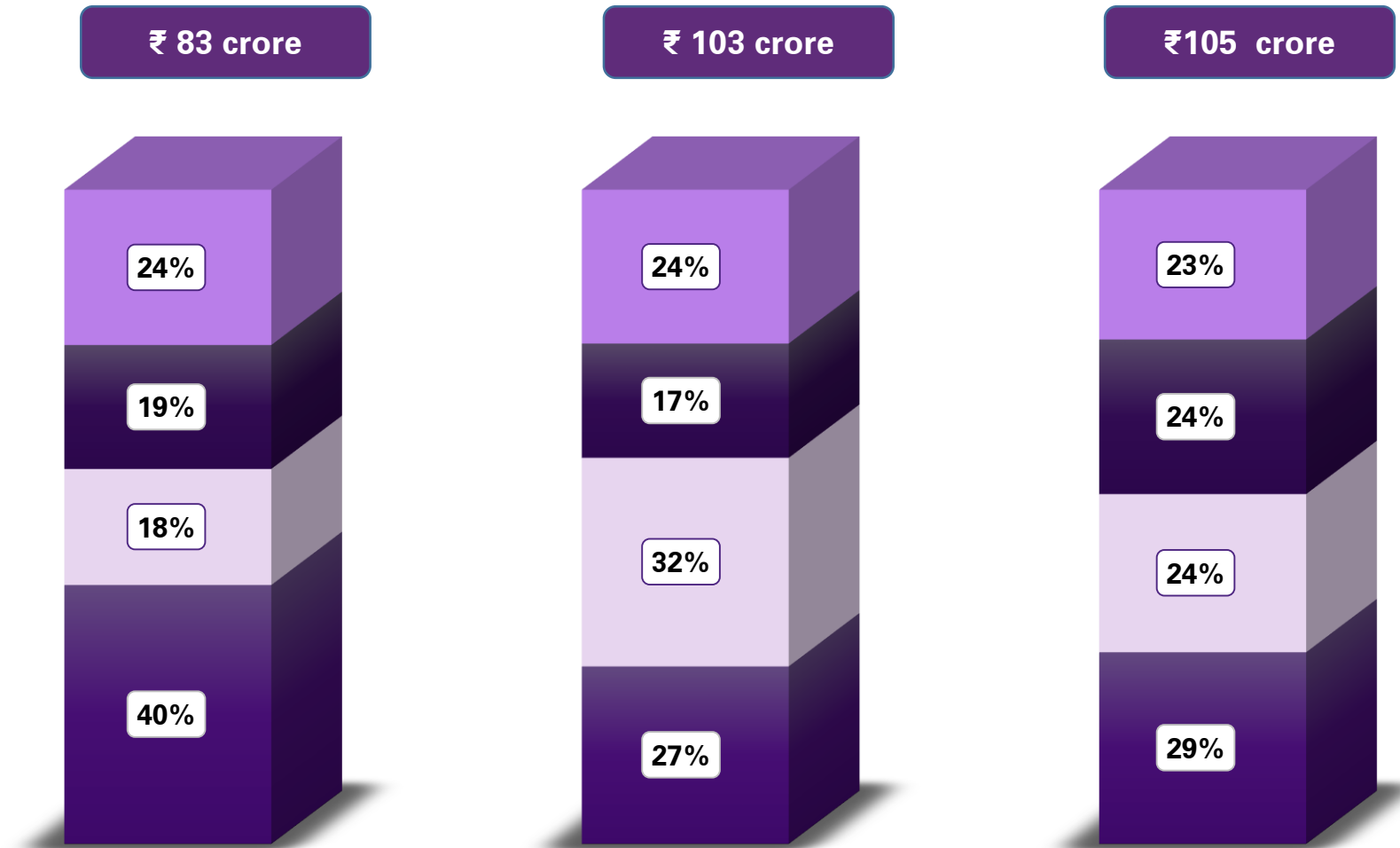


Average: 13.0%

Additionally, built floating provision cushion during this period; ₹190 crore as on Dec-24



# Break-up of other income



Q3'FY24

Q2'FY25

Q3'FY25

■ Loan Processing Fee   ■ PSLC Income   ■ Recovery from written off accounts   ■ General Banking & Other Income

# CRAR & Tier 1

All Amounts in ₹ Crores



Particulars	Dec-24	Dec-23	Sep-24
Risk Weighted Assets	15,200	11,720	14,565
Total Capital	3,207	2,717	3,267
Tier-I Capital	2,727	2,519	2,892
Tier-II Capital	480	198	375
CRAR	21.10%	23.18%	22.43%
Tier-I CRAR	17.94%	21.49%	19.85%
Tier-II CRAR	3.16%	1.69%	2.58%

# Profit & Loss: For the quarter & nine months ended December 31<sup>st</sup>, 2024

All Amounts in ₹ Crores



Particulars	9M'FY25	9M'FY24	Y-o-Y	Q3'FY25	Q3'FY24	Y-o-Y	Q2'FY25	Q-o-Q
<b>INCOME</b>	Limited Review			Limited Review			Audited	
Total Interest Earned	2,885	2,283	<b>26%</b>	932	806	<b>16%</b>	987	<b>(6)%</b>
Less : Interest Expense	1,274	937	<b>36%</b>	452	324	<b>40%</b>	429	<b>5%</b>
<b>Net Interest Income</b>	<b>1,611</b>	<b>1,346</b>	<b>20%</b>	<b>480</b>	<b>482</b>	<b>0%</b>	<b>558</b>	<b>(14)%</b>
Add : Other Income (Processing Fee on loans + Transaction and other fee income + PSLC income + Write off Collections)	313	280	<b>12%</b>	105	83	<b>28%</b>	103	<b>3%</b>
<b>Operating Income</b>	<b>1,924</b>	<b>1,626</b>	<b>18%</b>	<b>586</b>	<b>565</b>	<b>4%</b>	<b>661</b>	<b>(11)%</b>
<b>EXPENDITURE</b>								
<b>Operating Expenses</b>	<b>1,151</b>	<b>911</b>	<b>26%</b>	<b>400</b>	<b>309</b>	<b>30%</b>	<b>384</b>	<b>4%</b>
Personnel Cost	641	527	<b>22%</b>	225	180	<b>25%</b>	211	<b>7%</b>
Other Operating Expenses	510	384	<b>33%</b>	175	129	<b>35%</b>	174	<b>1%</b>
<b>Operating Profit</b>	<b>773</b>	<b>715</b>	<b>8%</b>	<b>185</b>	<b>256</b>	<b>(28)%</b>	<b>276</b>	<b>(33)%</b>
Total provisions	757	264	<b>187%</b>	423	104	<b>307%</b>	208	<b>103%</b>
<b>PBT</b>	<b>16</b>	<b>451</b>	<b>(96)%</b>	<b>(238)</b>	<b>152</b>	<b>-</b>	<b>68</b>	<b>-</b>
Tax	(4)	113	<b>-</b>	(70)	36	<b>-</b>	17	<b>-</b>
<b>PAT</b>	<b>21</b>	<b>338</b>	<b>(94)%</b>	<b>(168)</b>	<b>116</b>	<b>-</b>	<b>51</b>	<b>-</b>

# Balance Sheet: As on December 31<sup>st</sup>, 2024

All Amounts in ₹ Crores

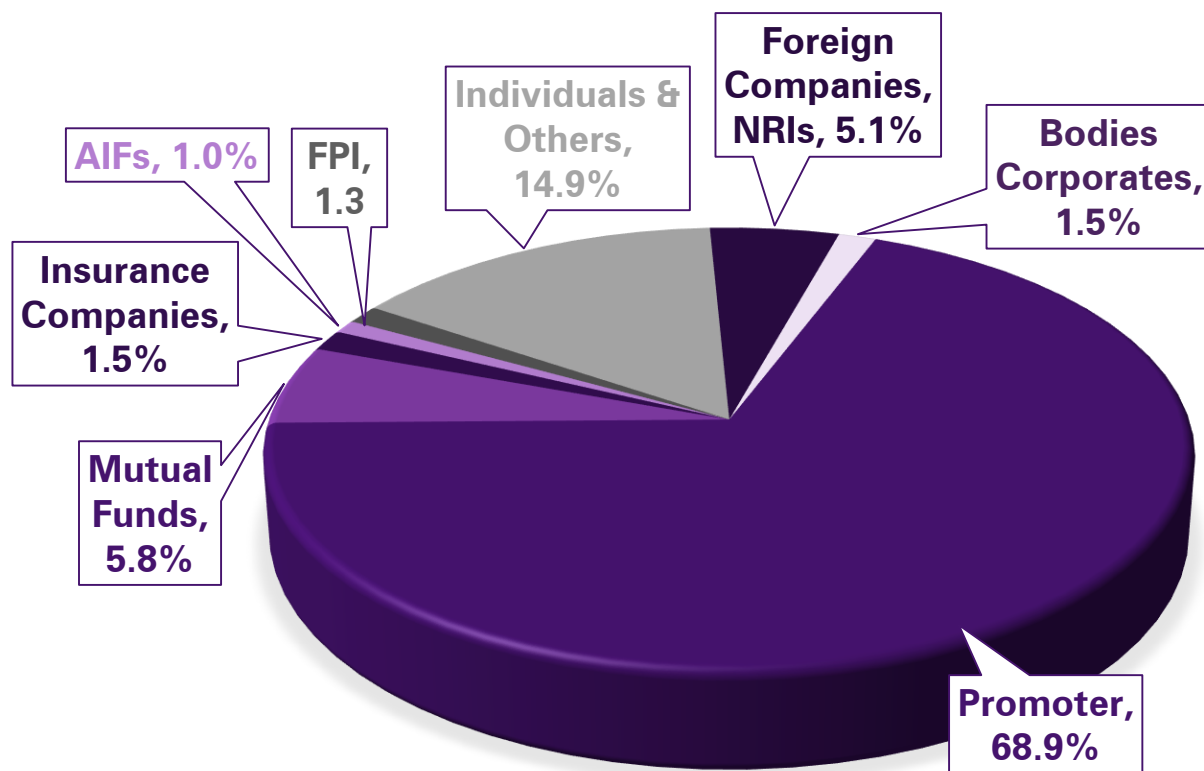


Particulars	December 31 <sup>st</sup> , 2024	December 31 <sup>st</sup> , 2023	Y-o-Y	September 30 <sup>th</sup> , 2024	Q-o-Q
<b>CAPITAL &amp; LIABILITIES</b>	Limited Review			Audited	
Capital and Reserves	2,965	2,808	<b>6%</b>	3,125	<b>(5)%</b>
Deposits	20,172	15,111	<b>33%</b>	19,496	<b>3%</b>
Borrowings	1,767	1,768	<b>0%</b>	1,998	<b>(12)%</b>
Other Liabilities and Provisions	1,703	1,188	<b>43%</b>	1,687	<b>1%</b>
<b>Total</b>	<b>26,607</b>	<b>20,874</b>	<b>27%</b>	<b>26,306</b>	<b>1%</b>
<b>ASSETS</b>					
Cash and balances with RBI	1,577	914	<b>72%</b>	2,545	<b>(38)%</b>
Balances with banks and money at call and short notice	1,038	987	<b>5%</b>	700	<b>48%</b>
Investments	4,423	3,231	<b>37%</b>	4,033	<b>10%</b>
Advances (Net of provisions)	18,528	14,986	<b>24%</b>	18,132	<b>2%</b>
Fixed Assets	349	305	<b>14%</b>	323	<b>8%</b>
Other Assets	692	451	<b>53%</b>	573	<b>21%</b>
<b>Total</b>	<b>26,607</b>	<b>20,874</b>	<b>27%</b>	<b>26,306</b>	<b>1%</b>

# Shareholding Pattern



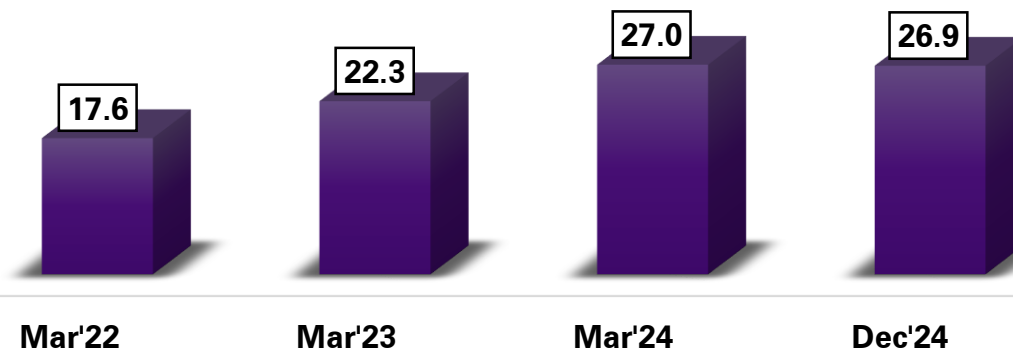
## Bank Shareholders as on December 31<sup>st</sup>, 2024



## Top 10 Shareholders as on December 31<sup>st</sup>, 2024

Utkarsh CoreInvest Limited
Mirae Asset (Mutual Funds)
Olympus ACF Pte. Ltd.
Aavishkaar Bharat Fund
responsAbility Participations Mauritius
Massachusetts Institute of Technology Basic Retirement Plan Trust
Triodos Custody B.V. Acting in its Capacity as A C
ICICI Prudential Life Insurance Company Limited
Bharti AXA Life Insurance Company Ltd.
Wisdomtree India Earnings Fund

## Book Value Per Share



# Diversified & Experienced Board



## Board Members of the Bank



### Parveen Kumar Gupta

*Part Time Non-Executive Chairman & Independent Director*

- Certified Associate of the Indian Institute of Bankers
- Previous associations with SBI as Managing Director & BoB as senior advisor
- Other key associations - Non-Executive Chairman - Future Generali Insurance, Public Interest Director & Chairman – NSDL



### Kalpana Prakash Pandey

*Independent Director*

- Previously worked as the MD & CEO of CRIF High Mark Credit Information Company
- Was also associated with State Bank of India, IDBI Principal AMC and HDFC Bank Limited



### Ajay Kumar Kapur

*Independent Director*

- Previous associations include SIDBI as DMD, SIDBI Venture Capital Limited as CEO, MUDRA, Receivables Exchange of India Limited, CGTMSE, amongst others



### Nagesh Dinkar Pinge

*Independent Director*

- Qualified CA & LLB (General)
- Previously associated with Tata Motors Limited, Reliance Retail Limited, ICICI Bank Limited and others



### Muralidharan Rajamani

*Non-Executive Director*

- BFSI industry veteran (SBI, ICICI Bank, Edelweiss Tokio, L&T Financial Services) in Leadership positions.
- Independent / Advisory Board Member/Mentor
- Qualifications: BSc., MA, CAIIB and Executive Education Stanford University



### Govind Singh

*Managing Director & Chief Executive Officer*

- Certified associate of the Indian Institute of Bankers
- Previously associated with Utkarsh CoreInvest as MD & CEO, ICICI Bank as assistant general manager, Surya Fincap Limited, UTI Bank Limited, Allahabad Bank, State Bank of Patiala and Bank Internasional Indonesia



### Pramod Kumar Dubey

*Executive Director*

- Previously worked with ICICI Bank as the Head of Operations, Federal Bank
- Experienced in branch banking, P&L mgmt., etc.
- Served as an observer on the Board of Midland Microfin Limited
- CAIIB from Indian Institute of Bankers

*Mr. Kajal Ghose served as Independent Director of the Bank until January 15<sup>th</sup>, 2025 and ceased to be the director w.e.f. January 16<sup>th</sup>, 2025*



# Leadership Complementing Bank's Strengths



## Senior Management Team



### **Govind Singh - Managing Director & Chief Executive Officer**

- Over 25 years of experience in the banking and financial services sector and in particular the microfinance industry
- Previously associated with Utkarsh CoreInvest (Bank's Promoter) as MD & CEO and ICICI Bank Limited, UTI Bank Limited and State Bank of Patiala



### **Pramod Kumar Dubey – Executive Director**

- Previously worked with ICICI Bank as the Head of Operations, Federal Bank
- Experienced in branch banking, P&L mgmt., etc.
- Served as an observer on the Board of Midland Microfin Ltd.
- CAIIB from Indian Institute of Bankers



### **Sarjukumar Pravin Simaria**

#### *Chief Financial Officer*

- Experienced in the field of financial management
- Worked at Edelweiss, Fino Payments Bank and HDFC AMC



### **Amit Acharya**

#### *Chief Risk Officer*

- Experienced in Credit Underwriting & Risk Management
- Worked with ICICI Bank, Kotak Bank, Axis Bank



### **Abhijeet Bhattacharjee**

#### *Chief Information Officer*

- Experienced in the field of information technology
- Worked with RBL as its head of digital channels, & UTI Bank, ABN AMRO, RBS



### **Hitain Sharma**

#### *Chief Human Resource Officer*

- Experienced in the field of human resources and industry relations
- Worked at Aditya Birla Sun Life Insurance and Kotak Mahindra Bank as vice president - HR



### **Mukesh Singh Verma**

#### *Chief Compliance Officer*

- Experienced in providing regulatory compliance services covering RBI regulations
- Worked with North East Small Finance Bank and AU Small Finance Bank



### **Muthiah Ganapathy**

#### *Company Secretary & Compliance Officer*

- Responsible for managing the secretarial affairs
- Worked at Aditya Birla Housing Finance



### **Alok Pathak**

#### *Head - Assets*

- Experienced in the field of risk and treasury management
- Worked at Yes Bank as executive vice president - risk management



### **Sanjay Sharda**

#### *Head - Consumer Banking*

- Experienced in the field of banking
- Worked with HDFC Bank, Kotak Mahindra Bank, BNP Paribas, IndusInd, and Citibank



### **Vivek Kashyap**

#### *Head JLG – Sales - Micro Banking*

- Experience of over two decades in Micro-Banking
- Previously worked with IIFL Samasta, SKS Finance Ltd., Utkarsh SFB



### **G.H. Vijay Raghava**

#### *Head - Treasury*

- Experienced in the field of Banking & Treasury
- Worked at Suryoday SFB, ICICI Bank, Bank of India



### **Rahul Dey**

#### *Head - Operations*

- Experience in banking and MFI sector
- Worked with Ujjivan Financial Service and Spandana Spoorthy



### **Umesh Arora**

#### *Head - Credit*

- Experienced in the field of banking
- Worked at Axis Bank, IDBI Bank & Standard Chartered Bank



### **Rahul Sinha**

#### *Head-Collections, RCU & Data Analytics*

- Experienced in the field of lending
- Worked at Bajaj Finance as it business head - MSME lending



### **Suchita Chatterjee**

#### *Interim Head - Internal Audit*

- Experience in Audit function with banks and micro financial institutions
- Worked with Ujjivan, IndusInd Bank and Bharat Financials



## Tech, ESG & CSR



**Technology Setup to support Physical Infrastructure and Digital Requirement**

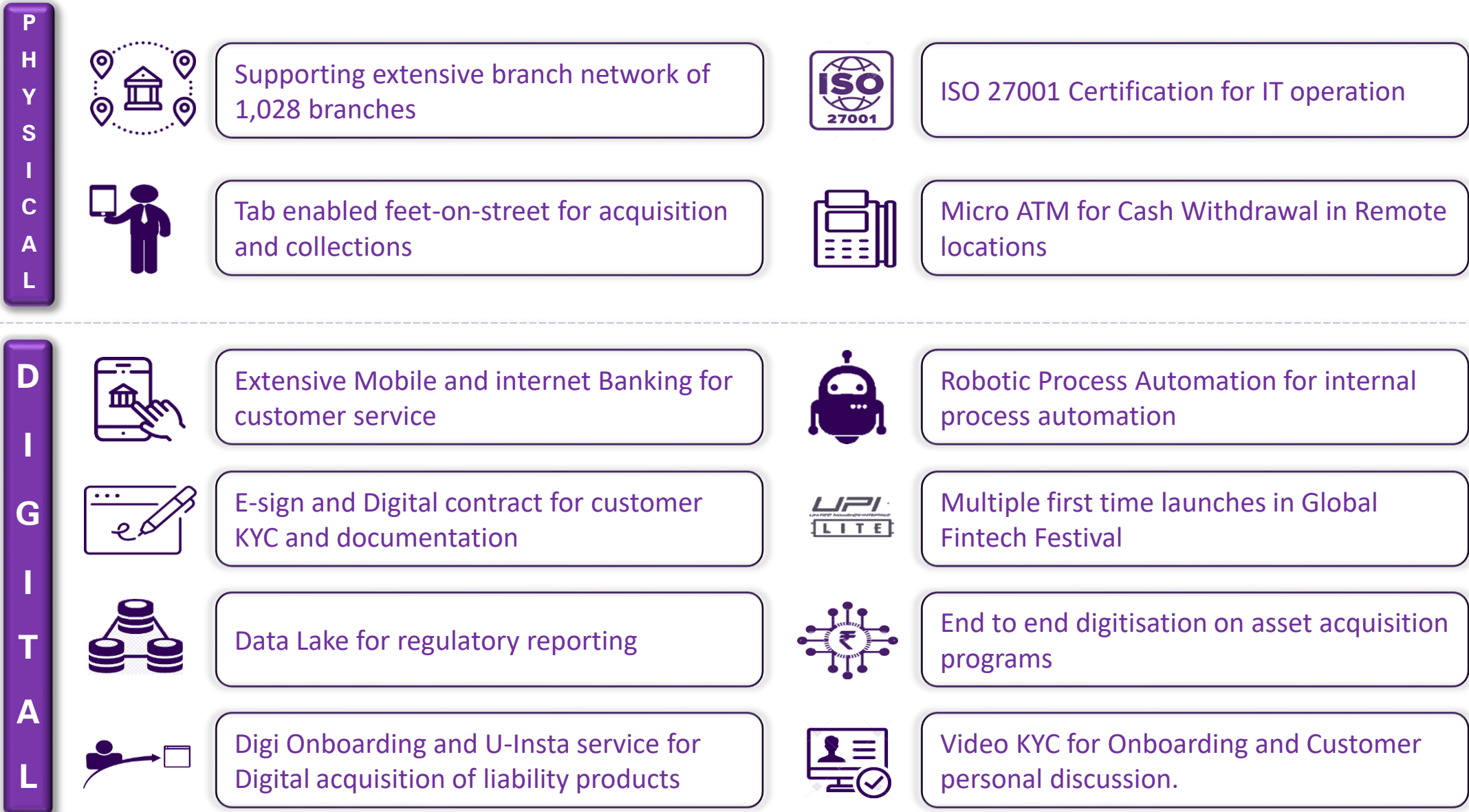


**Integrating ESG Sensitivities into our operations & decision-making**

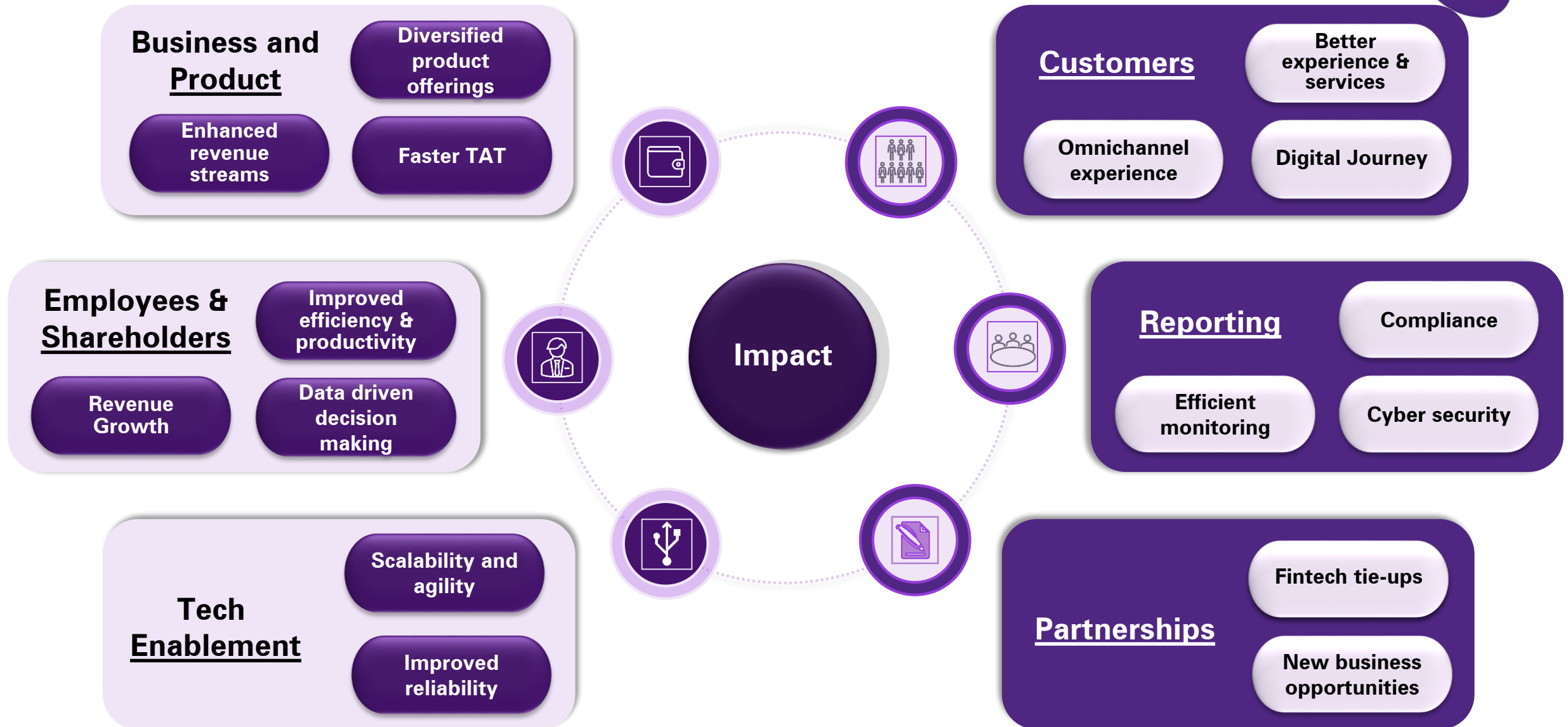


**Contributing to the well-being of the society**

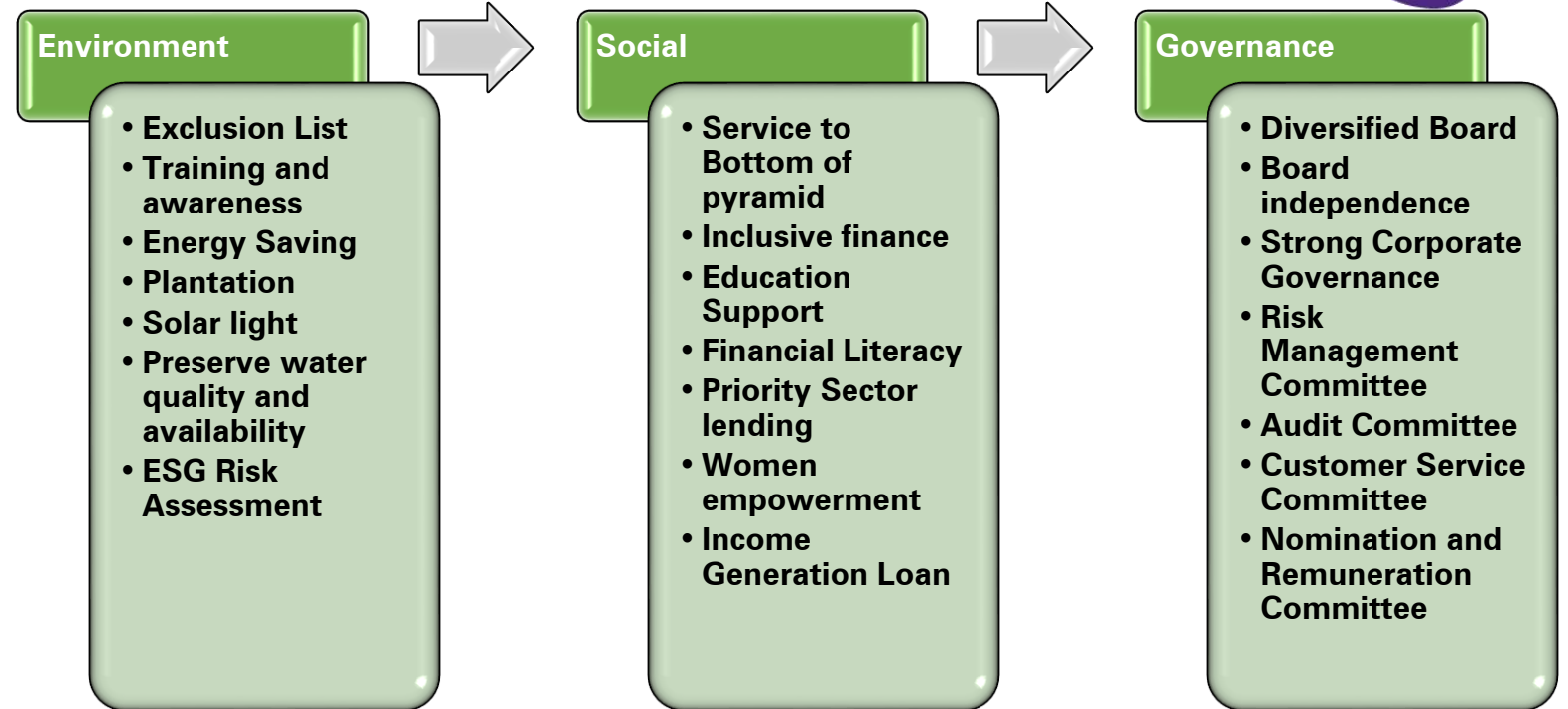
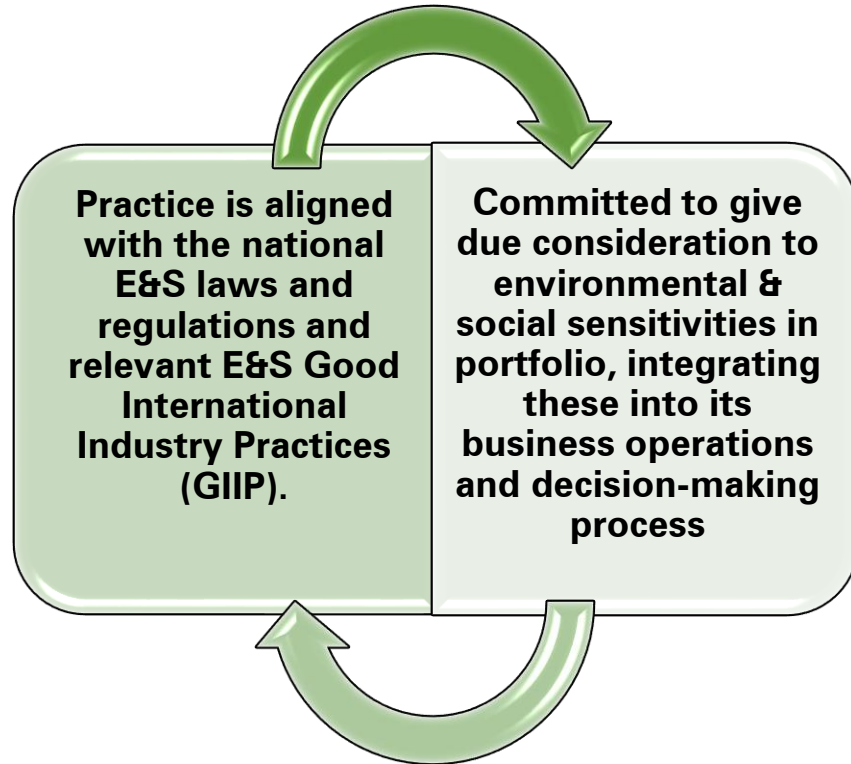
# Technology Setup to support Physical Infrastructure and Digital Requirement



# 360-Degree Transformation → Bank Future Growth Ready



# Environment, Social & Governance



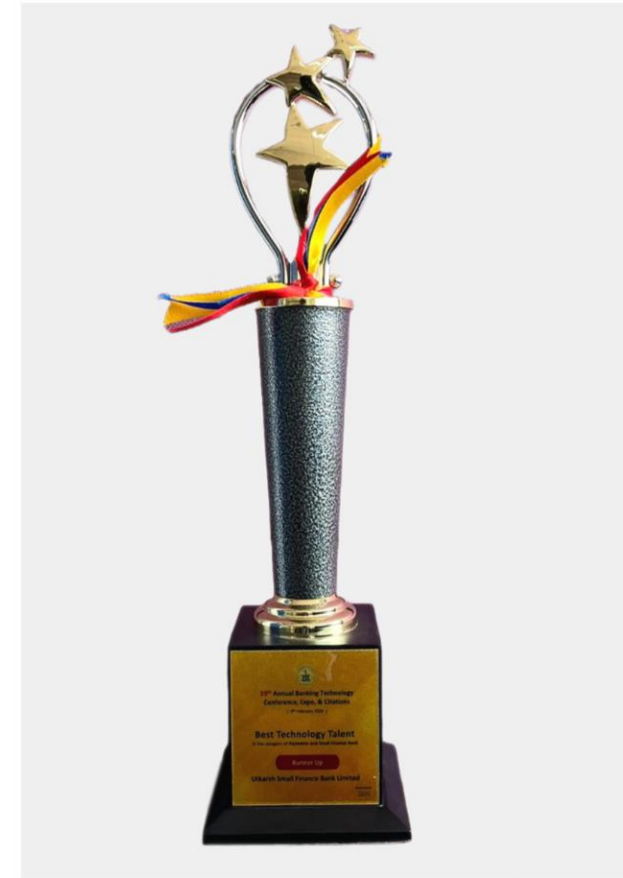


# Awards & Accolades



**Most Preferred Workplace  
2023-24 (BFSI Edition) by  
Marksmen Daily**

**Credit Modeling & Risk  
Team of the Year Award at  
the India Credit Risk  
Summit & Awards 2024**



**Best Technology Talent at 19<sup>th</sup>  
Annual Banking Technology  
Conference, Expo & Citations**

# Awards & Accolades (Contd.)



**Employee Excellence 2023  
by the Times Group – ET  
EDGE**

**Best Customer Experience  
Strategy by India Customer  
Excellence (CX) Summit &  
Awards 2023**



**Most Trusted BFSI Brands by  
Team Marksmen Daily –  
2023-24**



# Utkarsh Welfare Foundation: CSR Initiatives



## FINANCIAL AWARENESS

Lives Impacted  
13,40,000+



## HEALTH INITIATIVES

Lives Impacted  
20,30,000+



## SKILL & ENTERPRISE DEVELOPMENT PROGRAM

Lives Impacted  
44,000+



## VILLAGE DEVELOPMENT PROGRAM

Lives Impacted  
22,000+



## OTHER PHILANTHROPIC ACTIVITIES

Initiatives  
Blood Donation Camps,  
Support to Old Age  
Home & Orphanage,  
Natural Calamities  
Relief Initiatives, etc.



# Utkarsh Welfare Foundation: CSR Initiatives (Contd.)



**Financial Awareness**



**Health Camps**



**E-Clinics**



**Smart Classes**



**Women Entrepreneurship**



**Blood Donation Camps**



**Village Development Program**



**Health Awareness**



**Learning Enhancement Program**



**Weavers Support Program**



**Support to Old Age Home**



**Agri-Input Support**



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**Utkarsh Small Finance Bank**