

# Jana Small Finance Bank

Investor Presentation H1 FY'2025

**Jana Small  
Finance Bank**

A SCHEDULED COMMERCIAL BANK

# Executing on secured strategy and Anchor banking despite MFI challenge

- Deposits growth of 31% y-o-y and 10% from Mar-24, TD and CASA growth 9% and 12% respectively from Mar-24
- Advances growth of 17% y-o-y and 7% from Mar-24. Secured grows to 65% from 60% (Mar-24)
- Secured and Unsecured growth of 16% and (7%) respectively from Mar-24
- Capital Adequacy at 18.8% with Tier-1 CRAR of 17.8%. Strong liquidity with LCR of 261%
- ROA at 1.6% and ROE at 14.5% for H1 FY 25
- GNPA at 2.86% led by MFI stress, NNPA at 0.95% and PCR at 67.2%
- H1 FY 25 PAT of Rs. 267 crores after accounting for an additional provision of Rs. 115 crores and adding DTA of Rs. 19 crores.
- Considering interim PAT for H1 FY25, the CRAR is 20.3%

## Highlights H1 FY 25 – PAT at 267 crores with NNPA of 0.95% & PCR 67.2%

Assets	Liabilities	Asset Quality	Capital Structure	Operational Metrics	Ratios	P&L Metrics
<b>Rs. 26,411 Crs / 17.3%</b> Advances <sup>1</sup> / Growth (y-o-y)	<b>Rs. 24,808 Crs / 31.0%</b> Deposits / Growth (y-o-y)	<b>2.86%</b> [2.31%] Gross NPA*	<b>3,861 Crs</b> [2,569 Crs] Net worth	<b>776</b> [771] Banking Outlets	<b>1.6%</b> [1.6%] ROA	<b>Rs. 267 Crs</b> [213 Crs] PAT
<b>Rs. 8,457 Crs / (0.3%)</b> Disbursements / Growth (y-o-y)	<b>63.4%</b> [71.1%] Retail Deposits <sup>2</sup>	<b>0.95%</b> [0.82%] Net NPA*	<b>18.8%</b> [17.5%] CRAR	<b>22/2</b> Presence in States/UTs	<b>14.5%</b> [19.5%] ROE	<b>Rs. 654 Crs</b> [556 Crs] PPOP
<b>65%</b> [59%] Share of Secured Advances <sup>1</sup>	<b>8.0%</b> [7.4%] Cost of Funds	<b>67.2%</b> [64.9%] Provision Coverage Ratio	<b>17.8%</b> [15.7%] Tier I Capital Adequacy Ratio	<b>4.50 Mn</b> [4.87 Mn] Active Customers	<b>7.8%</b> [7.9%] NIM	<b>Rs. 1,204 Crs</b> [988 Crs] NII

ROA, ROE and Networth is after considering small DTA of Rs. 19 crores in H1-FY 25 and Nil in H1-FY 24

<sup>1</sup>Advances includes IBPC & Securitisation Book | <sup>2</sup>Retail Deposits includes term deposits with value less than three crores (As per recent amendment in Interest Rate on Deposits - RBI Master Direction)

\*Advances for the purpose of GNPA/NNPA calculation includes IBPC & Securitization Book | CRAR and Tier-1 capital adequacy does not consider interim profits of H1-FY 25 | Figures in [] represent H1 FY24 data | 1.23 million dormant customer accounts closed in Q1-FY 25.

# Secured at 65% with NIM @7.7% given MFI degrowth

Assets	Liabilities	Asset Quality	Capital Structure	Operational Metrics	Ratios	P&L Metrics
<b>Rs. 26,411 Crs / 2.5%</b> Advances <sup>1</sup> / Growth (q-o-q)	<b>Rs. 24,808 Crs / 4.6%</b> Deposits / Growth (q-o-q)	<b>2.86%</b> [2.51%] Gross NPA*	<b>3,861 Crs</b> [3,757 Crs] Net worth	<b>776</b> [780] Banking Outlets	<b>1.2%</b> [2.1%] ROA	<b>Rs. 97 Crs</b> [171 Crs] PAT
<b>Rs. 4,296 Crs / 3.3%</b> Disbursements / Growth (q-o-q)	<b>63.4%</b> [64.7%] Retail Deposits <sup>2</sup>	<b>0.95%</b> [0.95%] Net NPA*	<b>18.8%</b> [19.3%] CRAR	<b>22/2</b> Presence in States/UTs	<b>10.2%</b> [18.8%] ROE	<b>Rs. 299 Crs</b> [356 Crs] PPOP
<b>65%</b> [62%] Share of Secured Advances <sup>1</sup>	<b>8.1%</b> [8.0%] Cost of Funds	<b>67.2%</b> [62.7%] Provision Coverage Ratio	<b>17.8%</b> [18.2%] Tier I Capital Adequacy Ratio	<b>4.50 Mn</b> [4.39 Mn] Active Customers	<b>7.7%</b> [8.0%] NIM	<b>Rs. 594 Crs</b> [610 Crs] NII

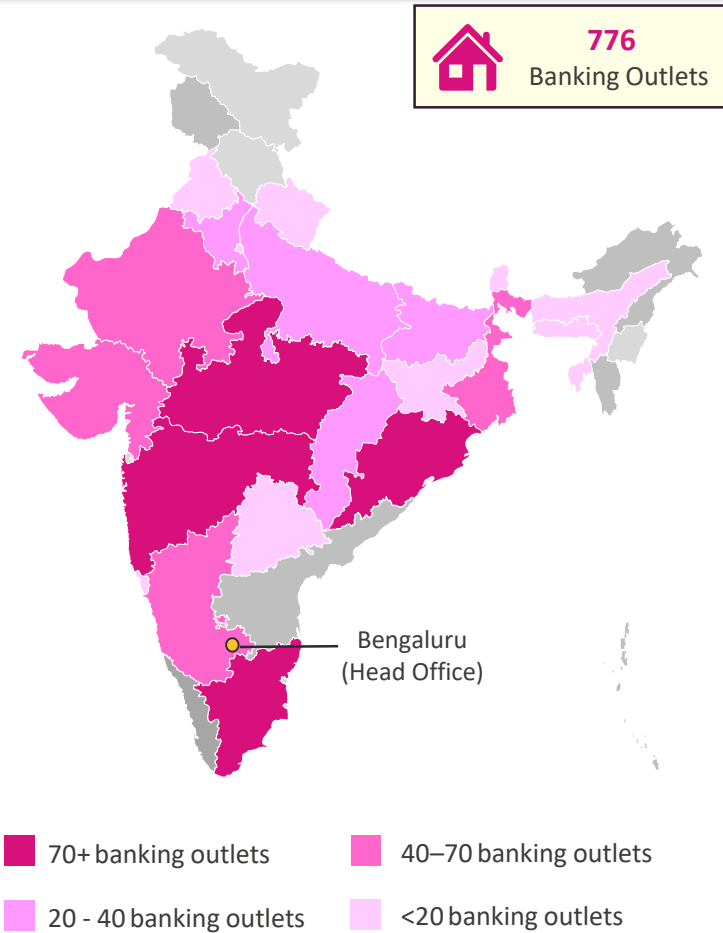
ROA, ROE and Networth is after considering small DTA of Rs. 8 crores in Q2-FY 25 and Rs. 10 crores in Q1-FY 25

<sup>1</sup>Advances includes IBPC & Securitisation Book | <sup>2</sup>Retail Deposits includes term deposits with value less than three crores (As per recent amendment in Interest Rate on Deposits - RBI Master Direction)

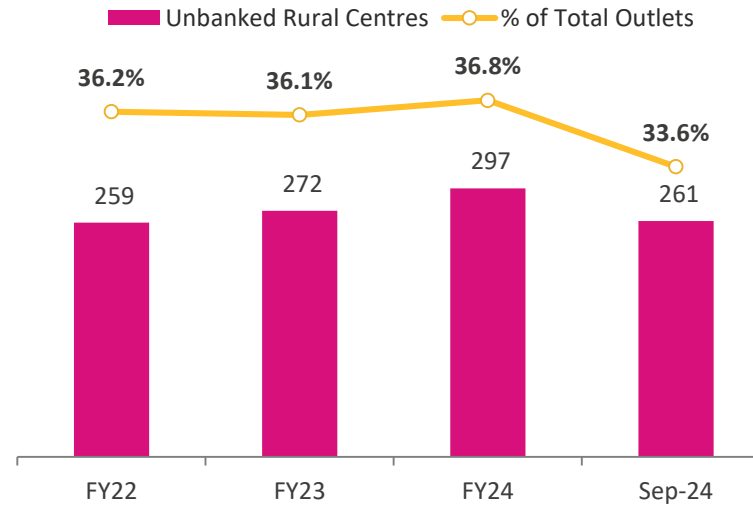
\*Advances for the purpose of GNPA/NNPA calculation includes IBPC & Securitization Book | CRAR and Tier-1 capital adequacy does not consider interim profits of Q1 & Q2-FY 25 | Figures in [] represent Q1 FY25 data

# National franchise with strong brand recognition

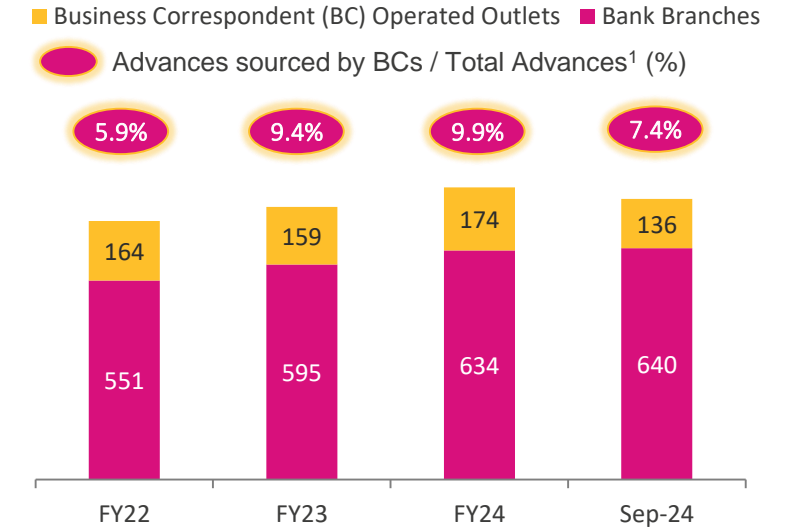
## Distribution of bank branches



## Presence in Unbanked Rural Centre's



## MFI through BCs



## Key customer and delivery channel metrics

**> 12 Million**  
Customer served since 2008

**4.5 Million**  
Active Customers as of September 30, 2024

**22 States / 2 UTs**  
Geographical presence

**61**  
ATMs

**24,384**  
Employees as of Sept 30, 2024

<sup>1</sup>Advances includes IBPC & Securitisation Book

# Affordable Housing and Micro LAP cross 10,000 crores, Unsecured q-o-q growth negative 5%

**Jana Small Finance Bank**

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Category of Advance <sup>1</sup> (As at September 30, 2024)		AUM	Average Tenure (Months)	Average Ticket Size (Rs. Mn) <sup>2</sup>	Advances <sup>1</sup> Growth y-o-y (%)	Advances <sup>1</sup> Growth H1 FY 25 (%)	Advances <sup>1</sup> Growth q-o-q (%)	GNPA <sup>3</sup> (%)	NNPA <sup>3</sup> (%)	LTV <sup>4</sup>
Secured	Affordable Housing	5,206	214	1.18	43.3%	16.9%	9.9%	1.2%	0.9%	49.6%
	Micro LAP	5,117	131	0.65	24.2%	8.0%	4.2%	2.2%	1.6%	36.0%
	MSME Loans	3,744	137	4.02	16.5%	12.9%	7.4%	2.4%	1.8%	38.2%
	Term Loans To NBFCs	1,432	23	162.81	3.0%	32.3%	3.1%	0.0%	0.0%	NA
	Two-wheeler Loans	651	28	0.06	95.0%	33.5%	17.5%	3.0%	0.6%	NA
	Gold Loans	486	5	0.06	79.7%	67.5%	26.1%	0.9%	0.7%	55.4%
	Loan against FD	426	NM	NM	37.6%	13.4%	2.1%	0.0%	0.0%	NA
	<b>Total Secured Advances</b>	<b>17,063</b>			<b>28.6%</b>	<b>15.7%</b>	<b>7.4%</b>	<b>1.70%</b>	<b>1.20%</b>	
Unsecured	Unsecured Advances	9,348	24	0.04	1.0%	(6.5%)	(5.4%)	4.97%	0.49%	NA

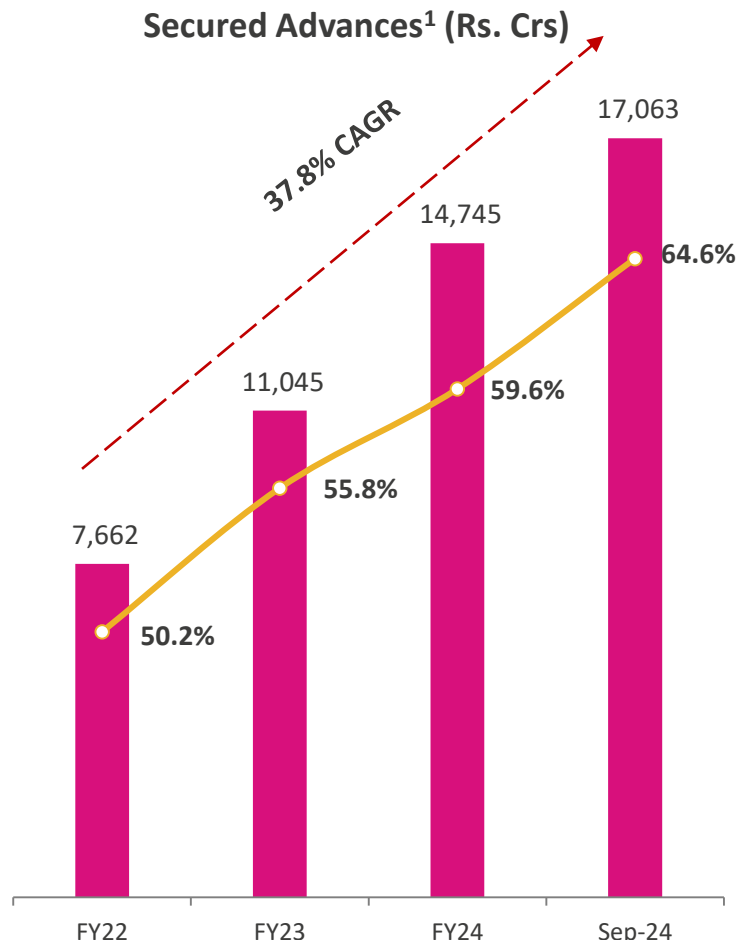
Note: <sup>1</sup>Advances includes IBPC & Securitisation Book | <sup>2</sup> Average Ticket size is based on closing AUM | <sup>3</sup>Advances for the purpose of GNPA/NNPA calculation includes IBPC & Securitization Book | <sup>4</sup>LTV is based on POS

# Secured loan growth at healthy pace with geographic diversification maintained

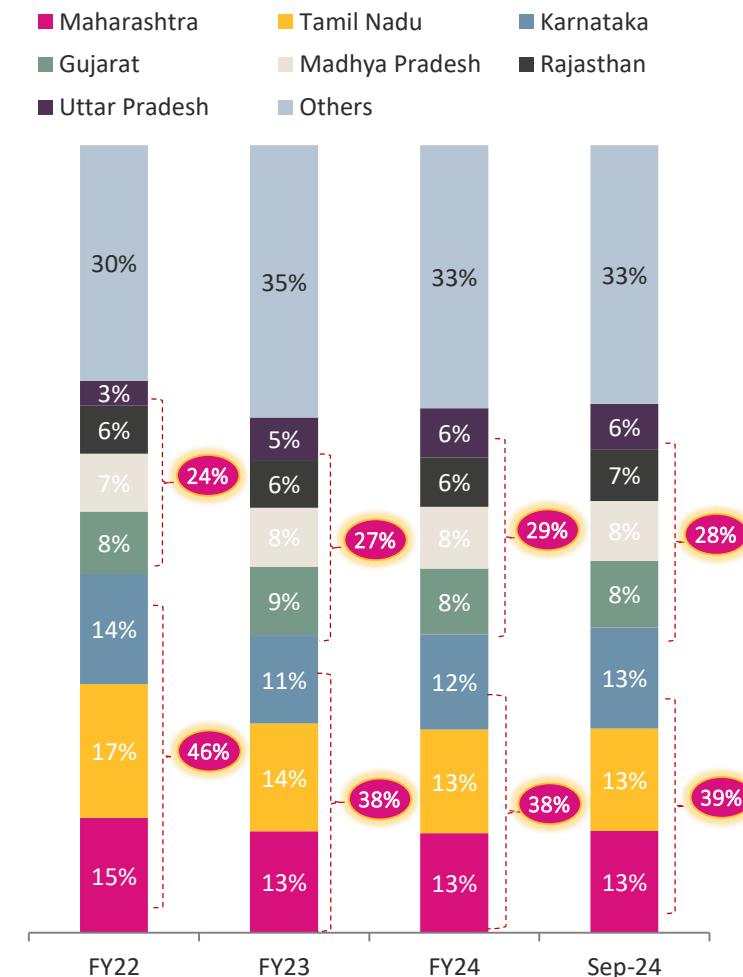
### Secured grows by 15.7% from Mar-24

Particulars	Mar-24	Sep-24	YTD Growth
Affordable Housing	4,453	5,206	16.9%
Micro LAP	4,738	5,117	8.0%
MSE	3,317	3,744	12.9%
- Term Loans	2,871	3,036	5.8%
- Supply Chain	378	597	58.0%
- Loans covered by Guarantee	69	112	61.7%
Term loans to NBFC	1,083	1,432	32.3%
Two Wheeler	487	651	33.5%
Gold Loan	290	486	67.5%
ODFD	376	426	13.4%
<b>Total</b>	<b>14,745</b>	<b>17,063</b>	<b>15.7%</b>

### Focus on making secured the core



### Low geographical concentration



<sup>1</sup>Advances includes IBPC & Securitisation Book

# Unsecured Loans – Cautious approach

- ❖ MFI : Customer Leverage, BC Performance and Employee Attrition. Jana Relevant
- ❖ MFI : Breakdown of batch discipline:- Individual Loans by us since 2017. Not Jana Relevant  
KYC issues:- 100% e-KYC since 2019. Not Jana Relevant

## Actions taken:-

- ❖ Customer Leverage:
  - Norms have been further tightened.
  - NTB/ETB:- Maximum unsecured exposure is reduced to 50,000 off us.
  - Total Unsecured Exposure (including Jana):- Reduced to 1,25,000 (excluding 15 cities). Reduced from 1,50,000 for NTB and 2,00,000 for ETB.
  - Total Unsecured Exposure for Jana has always been all bureaus i.e. MFI + Consumer.
- ❖ BC Performance:
  - Out of 17 BCs partners 14 are good, 2 is borderline while 1 is challenging.
  - Service Guarantee is based on disbursements, and will continue to do so.
  - Jana has deputed senior level resources to support 3 BCs for collections to work in partnership with BCs to resolve the issue
  - Additional guardrails for growth added to BCs.



# Unsecured Loans – Cautious approach

## ❖ Employee Attrition:

- Elevated employee engagement:- Family connect and Festival Celebrations.
- ACR(Account to Collector Ratio):- Improved from 357 in Mar'24 to 298 in Sept'24.
- Improved Compensation Program, given increased degree of difficulty.
- Career Path in Two Wheeler and Gold.

## ❖ Open Items:

- Post Jana, new lender lending to our customers and over leveraging him/her:- No hard rules to stop this but to increase customer education. (MFIN has introduced new guardrails).

## ❖ Strategy:

- Continue to increase secured product i.e Gold and Two Wheeler in this segment.
- Micro LAP for Small Businesses to be accelerated as an option.
- Increased CGTMSE guarantee for Micro Enterprises borrowing unsecured loans.
- Focus on ETBs including Closed Loan Base.
- BC Business to continue with newly introduced guardrails on their growth.

# MFI – BC book showing challenge and degrowth in overall unsecured book

Product Wise Advances <sup>1</sup>	Sep-24	Digital Payment	ATS <sup>2</sup>	y-o-y Growth	q-o-q Growth	GNPA <sup>3</sup>	NNPA <sup>3</sup>	PCR
Individual Loan	5,011	38.1%	47,378	1.7%	(4.2%)	4.2%	0.5%	88.1%
- Agri	1,126	24.4%	47,801	17.3%	(2.5%)	3.8%	0.3%	93.2%
- Non Agri*	3,886	41.5%	47,259	(2.0%)	(4.6%)	4.3%	0.6%	86.8%
BC Book	1,950	27.2%	26,553	(12.7%)	(10.9%)	9.7%	0.7%	93.4%
Agri Group	1,746	7.0%	29,441	(0.1%)	(6.4%)	3.5%	0.3%	91.7%
Group Loans	640	13.7%	35,136	85.4%	7.6%	0.6%	0.1%	79.4%
<b>Total Unsecured</b>	<b>9,348</b>	<b>24.8%</b>	<b>36,415</b>	<b>1.0%</b>	<b>(5.4%)</b>	<b>4.97%</b>	<b>0.49%</b>	<b>90.6%</b>

\*CGTMSE Guarantee: Unsecured Book of Rs. 120 crores is covered by CGTMSE. Guarantee program started in Q2-FY 25

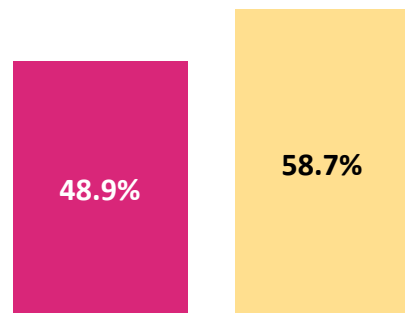
Note:

<sup>1</sup>Advances includes IBPC & Securitisation Book | <sup>2</sup> Average Ticket size is based on closing AUM | <sup>3</sup>Advances for the purpose of GNPA/NNPA calculation includes IBPC & Securitization book

# MFI business will see bigger growth in existing customers

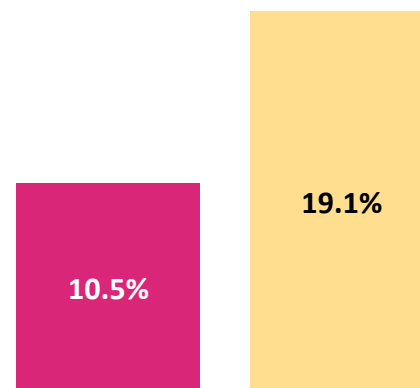
Product (Amt in Crs)	L1	L2	L3	L4+
Agri	2,783	589	50	17
GL	769	56	17	12
IL	304	1,644	1,433	1,675
<b>Overall</b>	<b>3,856</b>	<b>2,289</b>	<b>1,500</b>	<b>1,703</b>

RFS Overall - % Portfolio Existing Customers



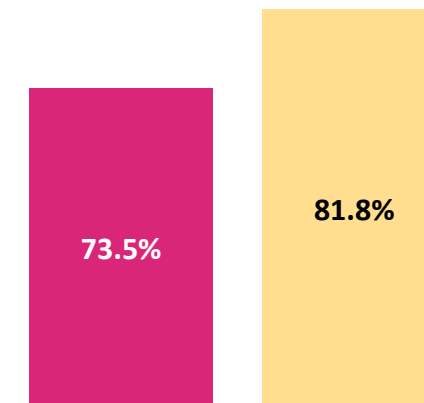
■ Q2 FY24 ■ Q2 FY25

Agri Loans - % Portfolio Existing Customers



■ Q2 FY24 ■ Q2 FY25

GL and IL - % Portfolio Existing Customers



■ Q2 FY24 ■ Q2 FY25

*Note - Data relates to MFI customers only*

 Home Loan leading to Anchor Bank  
with Multiple Product Offerings and Special Benefits

**Pre-approved Business Loan**

- Additional Pre-approved line upto Rs. 5 lakhs available through the entire relationship with the bank
- For Business Expansion and Home Improvement
- Lower than market Interest Rates
- Same day disbursal with no additional documentation

**Gold Loan**

- Zero Processing Fees
- Quick Disbursement in 30 minutes



**Two Wheeler loans**

- Pre-approved Two Wheeler loans
- 100% funding to the vehicle value
- Lower Processing fee – 0.5%

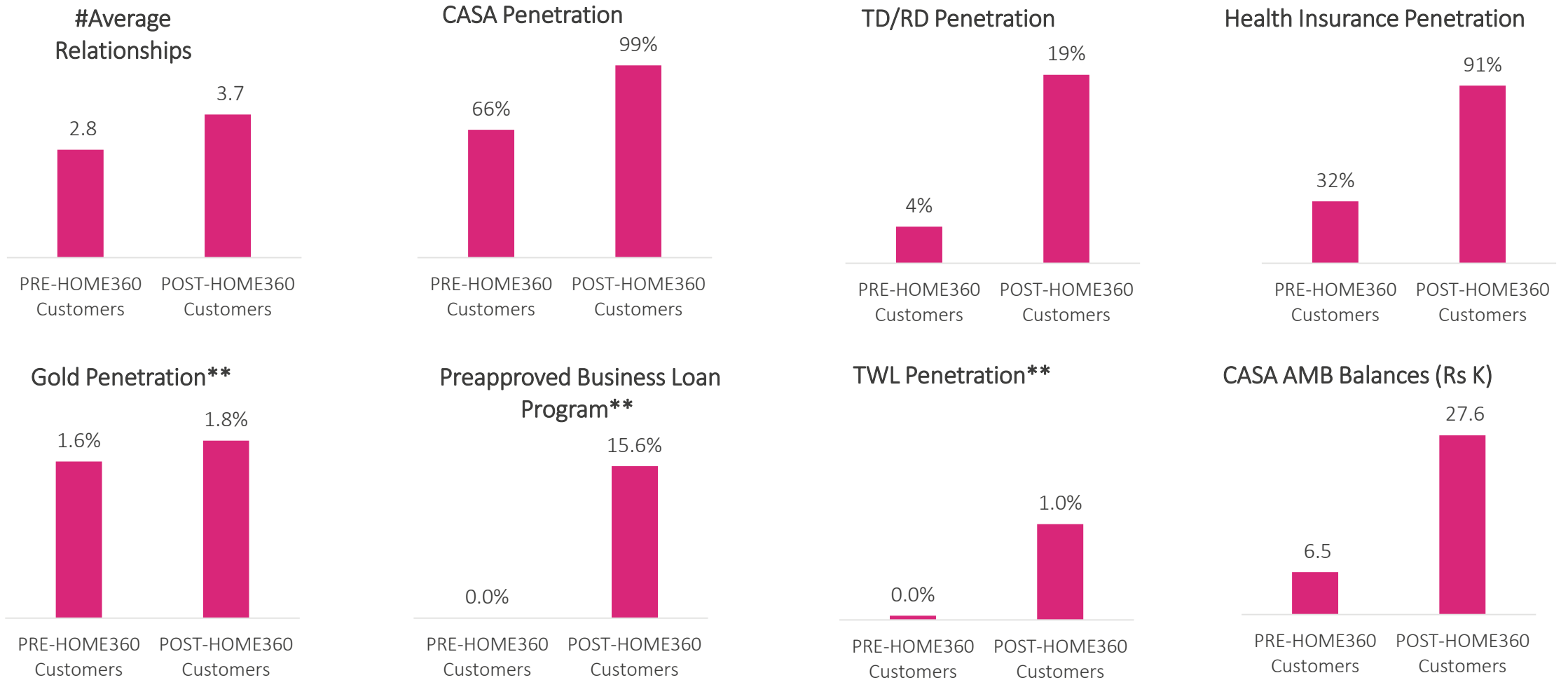
**Health Insurance**

- Hospi Cash cover designed to suite the segment

**Linked Savings/Current Account**

- Instant Current/Savings Account with no additional documents
- Attractive interest rates upto 7.5%
- Mobile Banking app with a 360 view of all the relationships
- Ease of all Transactions including all EMI, GST and other Bill Payments.

# Becoming Anchor bank to our customers



**NOTE:**  
 \*PRE-HOME360 Customers refers to customers on boarded before the HOME360 initiative. Customer Data as of Sep-2024 EOM.  
 \*\* For Gold, Preapproved Top-up and TWL Penetration, customer penetration before HOME360 initiative is compared with latest quarter.  
 Data relates to Affordable Housing and Micro LAP customers only

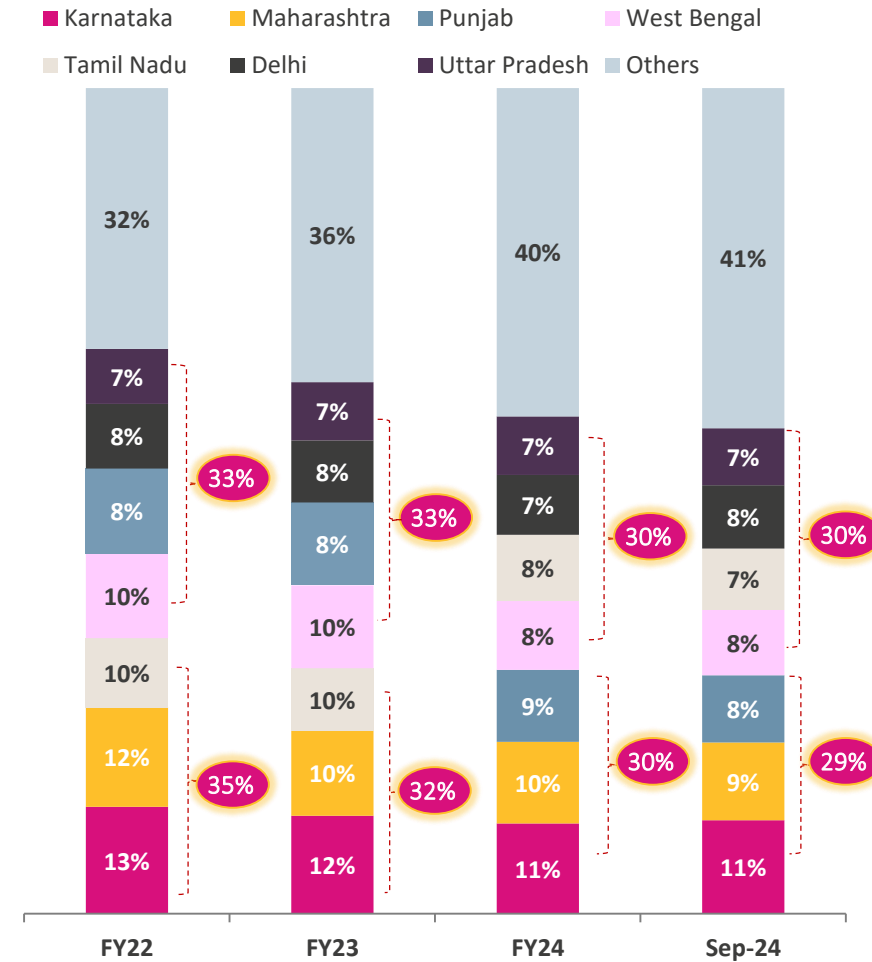
# Fast growing deposits at 31% and CASA growing at 28% in a highly competitive environment

Particulars	Sep-24	y-o-y (%)	YTD (%)	q-o-q (%)
CASA	4,977	28.3%	11.9%	2.7%
TD	19,831	31.7%	9.4%	5.1%
<b>Total Deposits</b>	<b>24,808</b>	<b>31.0%</b>	<b>9.9%</b>	<b>4.6%</b>

Particulars	Sep-24	Sep-23	Mar-24	Jun-24
CASA Ratio	20.1%	20.5%	19.7%	20.4%
Cost of Funds	8.0%	7.4%	7.8%	8.0%

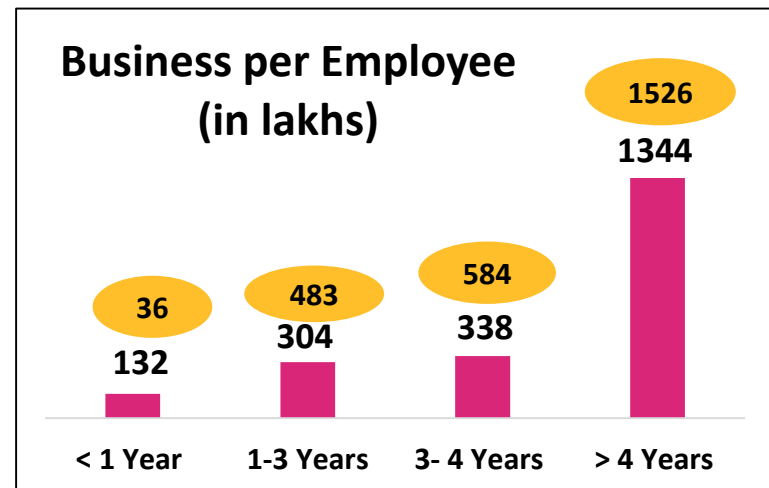
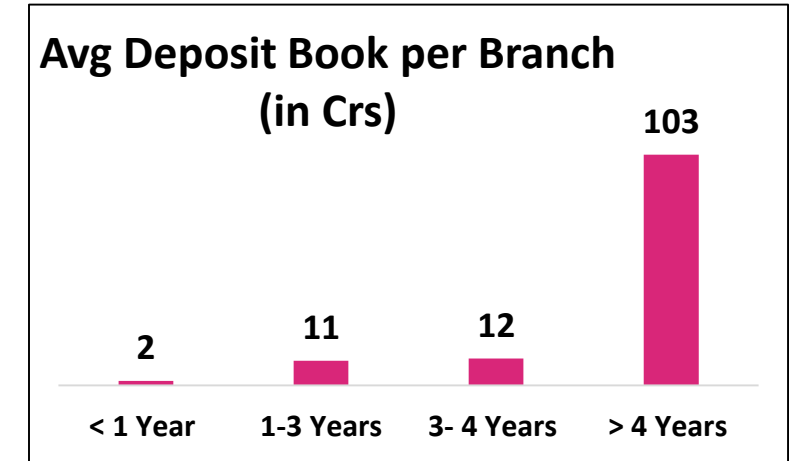
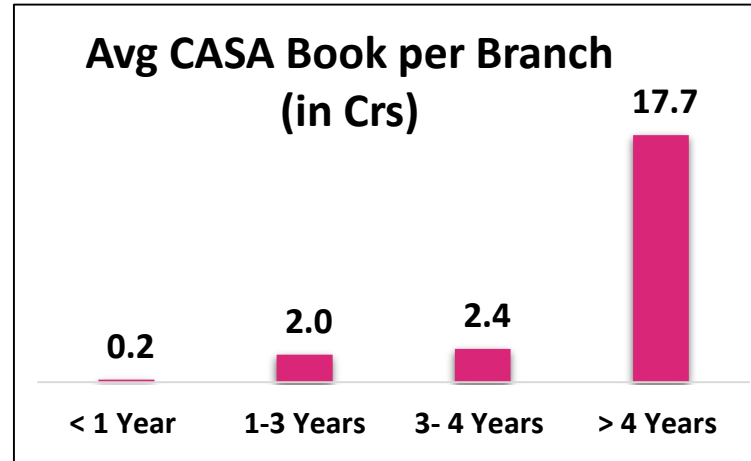
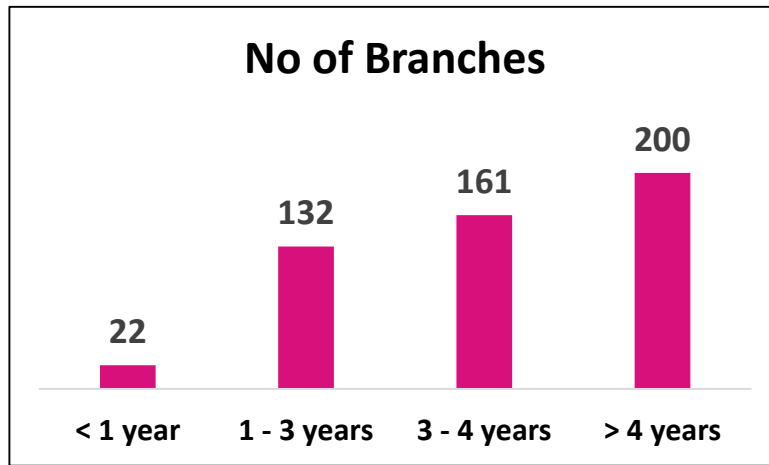
- Credit to Deposits ratio reducing from **110.9%** in Sep-23 to **100.2%** in Sep-24 as the deposits have grown faster than advances.
- **Non-callable** forms 59% of Bulk Deposit and **88.2%** of Bulk Deposits are contracted at 1 year and above.
- **93.7%** of Retail deposits are contracted at 1 year and above.
- **LCR at 261%** as of Sep-24

### No concentration risk in liabilities



# Deposits – Underserved on Service and Price

Optimize Distribution network – Mobilize Low-cost, stable retail deposits. Build momentum on CASA acquisitions



- We Launched “Liquid Plus FD”; an Innovative short term deposits solution offering combination of liquidity and Assured returns. The product is extremely well received.
- Senior citizen Savings Bank product “Legend” launched in Q1 is showing excellent progress.
- NRI, Exclusive and Premier programs tracking well leading to CASA build up.

Digital Channels



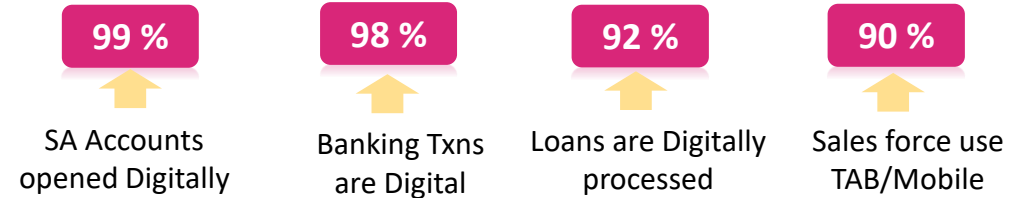
## Key Highlights

4.6	Continued to be the top rated banking apps
54%	y-o-y Growth in Txn Volume
22%	y-o-y Growth MB Registration
32%	y-o-y Growth in MB Txn Volume
36%	y-o-y Growth in MB Txn Value

Digital Highlights

### Jana Digitization

90% + Digital Uptake



### Merchant QR

18,192 QR Codes Installed across merchants. 63% Active.  
74% growth in CASA balance

### Digital Adoption



79%  
YoY UPI in-app transactions value



160%  
YoY growth in NACH transactions



84 % of customers carded during H1 FY25.  
71 % of customer base carded





**Jana Small  
Finance Bank**

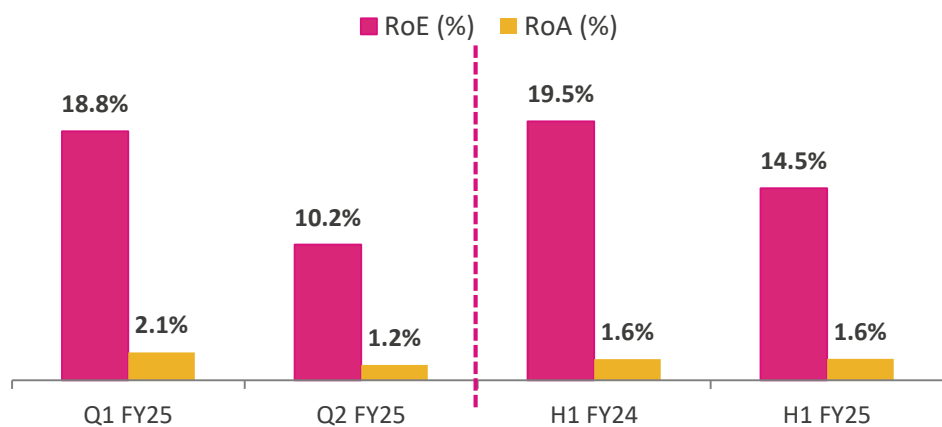
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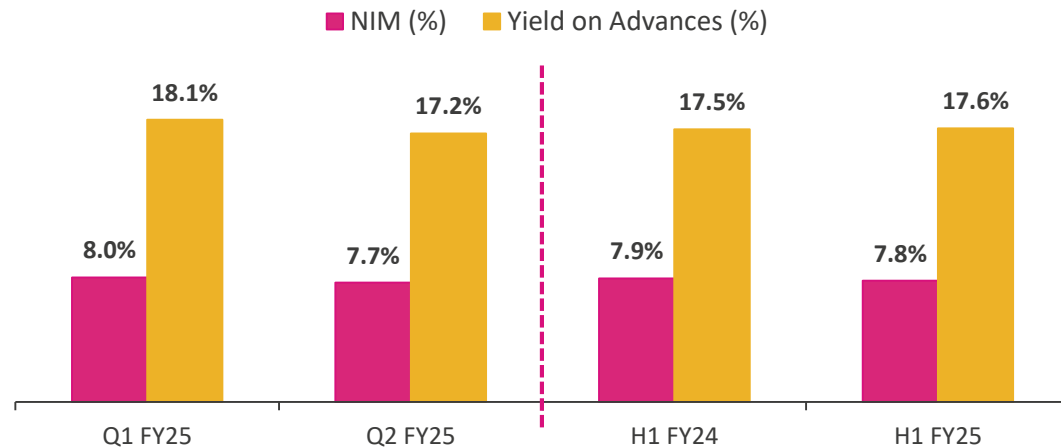
**Key Financials**

# Cost Income Ratio at 58.3% for H1 FY25

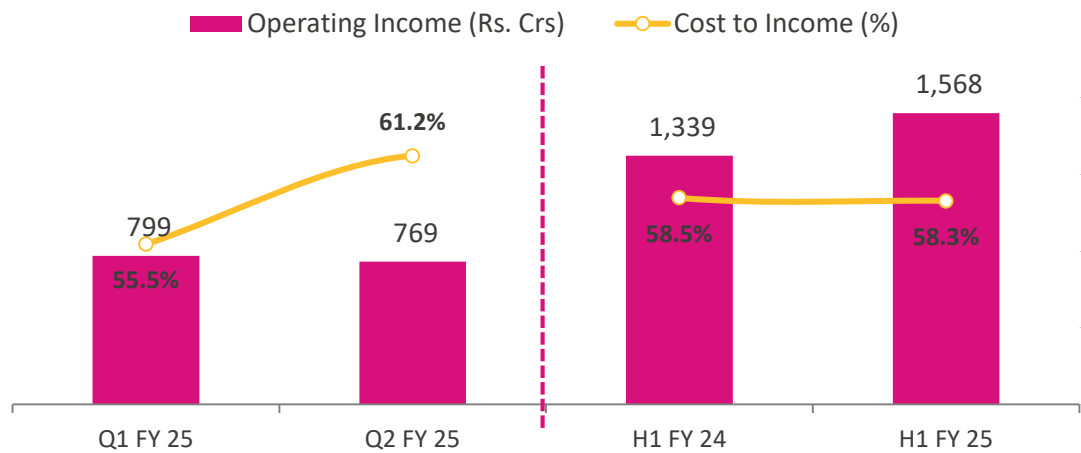
## RoA impacted due to additional provision



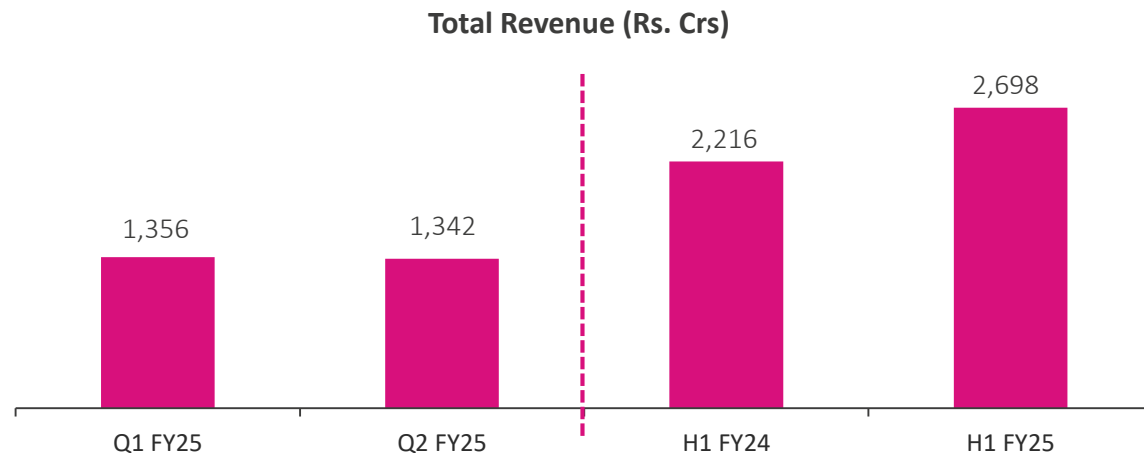
## Stable NIMs



## Operational efficiencies



## Total revenues

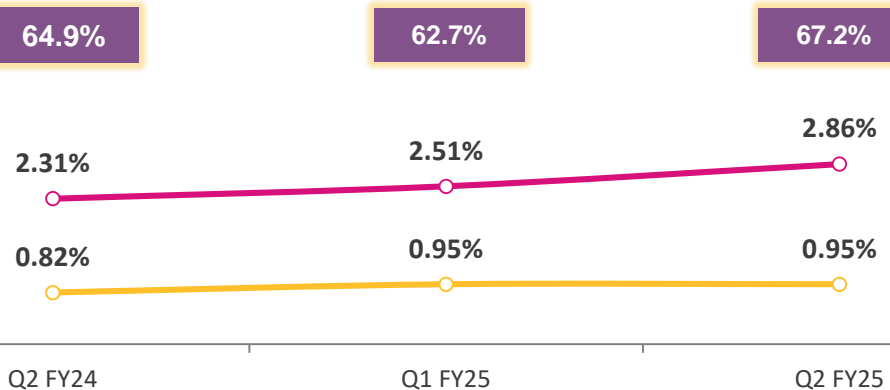


ROA and ROE is computed after considering DTA impact for the respective period

# GNPA and NNPA increase is MFI led

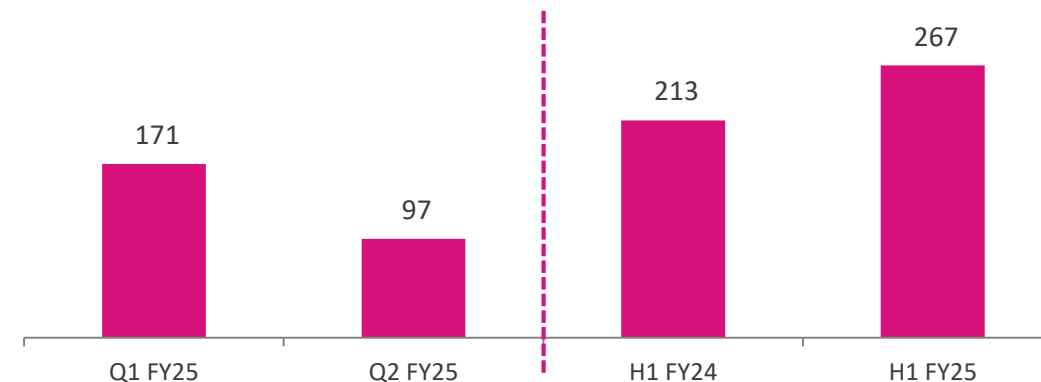
## Asset quality ratios

○ GNPA %    ○ NNPA %    ■ PCR %



## y-o-y H1 FY 25 PAT growth of 25%

Profit After Tax (Rs. Crs)

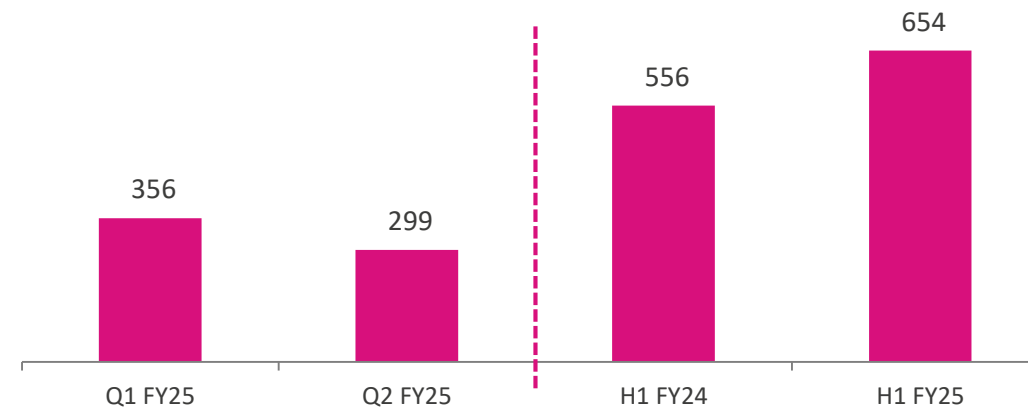


## Focused lending operations with secured as core

Disbursements	Q2 FY 25	Q1 FY 25	q-o-q	H1 FY 25	H1 FY 24	y-o-y
Secured	2,958	2,524	17.2%	5,482	4,477	22.4%
Unsecured	1,338	1,636	(18.2%)	2,975	4,002	(25.7%)
<b>Total</b>	<b>4,296</b>	<b>4,160</b>	<b>3.3%</b>	<b>8,457</b>	<b>8,479</b>	<b>(0.3%)</b>
Secured %	68.9%	60.7%		64.8%	52.8%	

## Increasing operating profits

Pre-provision operating profit (Rs. Crs)



# Net NPA has 82% secured loans and strong PCR for all businesses

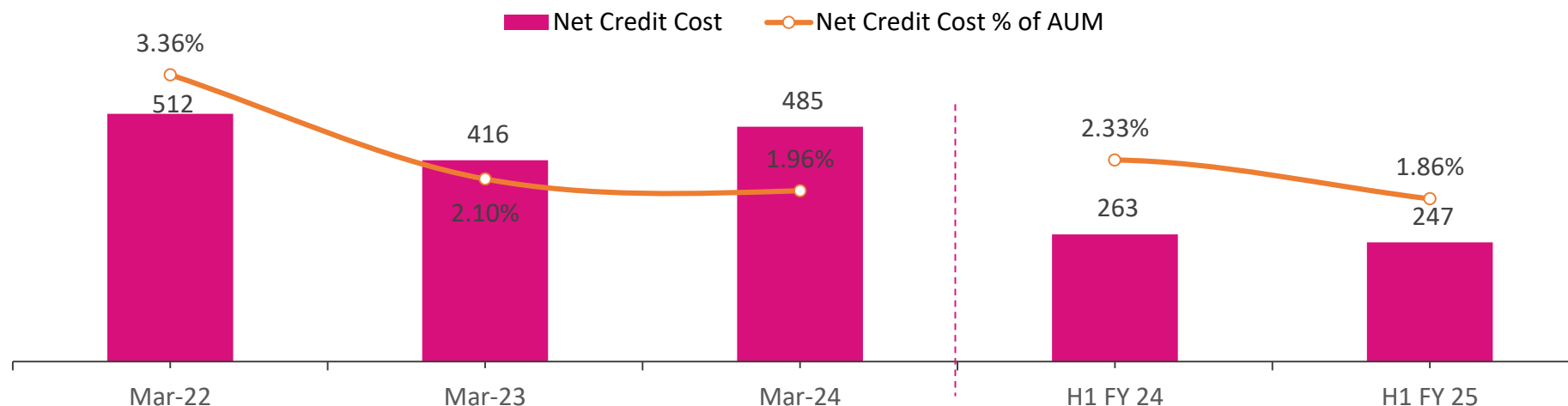
## GNPA and NNPA returning to Pre-COVID levels

Particulars	Secured	Unsecured	BC	Total
Gross NPA	290	276	188	755
Net NPA	204	31	13	247
LTV	45%			
Gross NPA%	1.7%	3.7%	9.7%	2.86%
Net NPA%	1.2%	0.4%	0.7%	0.95%
PCR%	29.7%	88.8%	93.4%	67.2%

## Restructured Portfolio @ 0.3% of AUM

INR crs	Sep-24
Group Loans	4
Agricultural and allied Loans	0
Individual and Micro Business loans	1
<b>Total Unsecured Book</b>	<b>6</b>
MSE (Micro & Small Enterprise Loans)	56
Affordable Housing	8
Micro LAP	9
<b>Total Secured Book</b>	<b>73</b>
<b>Total Book</b>	<b>79</b>
<b>LTV on Secured Book</b>	<b>38%</b>

# Credit Cost Ratio at 1.86% and expected to improve



Particulars	Mar-22	Mar-23	Mar-24	H1 FY 24	H1 FY 25
Credit Cost	569	744	679	343	406
<b>Less: Accelerated Provisioning</b>	-	71	73	-	115
<b>Less: Recoveries under other income</b>	57	257	122	80	44
<b>Net Credit Cost</b>	<b>512</b>	<b>416</b>	<b>485</b>	<b>263</b>	<b>247</b>
AUM	15,255	19,808	24,746	22,522	26,411
<b>Net Credit Cost % of AUM</b>	<b>3.36%</b>	<b>2.10%</b>	<b>1.96%</b>	<b>2.33%</b>	<b>1.86%</b>

\*Net Credit cost% is annualized

# Balance Sheet

Rs. Crs	September 30, 2023	June 30, 2024	September 30, 2024
<b>CAPITAL AND LIABILITIES</b>			
Capital	344	105	105
Reserves & surplus	2,225	3,653	3,756
Deposits	18,937	23,710	24,808
Borrowings	5,313	4,629	3,547
Other liabilities and provisions	1,287	1,198	1,218
<b>TOTAL</b>	<b>28,106</b>	<b>33,294</b>	<b>33,434</b>
<b>ASSETS</b>			
Cash and balances with Reserve Bank of India	977	1,028	1,400
Balances with banks and money at call and short notice	34	530	504
Investments	5,509	6,766	5,816
Advances	21,009	24,207	24,861
Fixed assets	133	135	151
Other assets	444	628	702
<b>TOTAL</b>	<b>28,106</b>	<b>33,294</b>	<b>33,434</b>

## Borrowings:

Borrowings includes

- Refinance – Rs. 3,182 crores
- Tier-2 capital - Rs. 350 crores
- Others incl call - Rs. 15 crores

Benefits of Re-finance:

- Long term and stable borrowing
- Improves ALM
- Availed from Developmental Finance Institutions NABARD, SIDBI, NHB and MUDRA
- Competitive to deposit rates with no CRR and SLR

# Profit & Loss Statement

Rs. Crs	Q2 FY 25	Q1 FY 25	Q2 FY 24	H1 FY 25	H1 FY 24
Interest Income	1,166	1,167	979	2,333	1,864
Interest Expense	572	557	453	1,129	876
<b>Net Interest Income</b>	<b>594</b>	<b>610</b>	<b>526</b>	<b>1,204</b>	<b>988</b>
Other Income	176	189	164	365	352
<b>Operating Income</b>	<b>769</b>	<b>799</b>	<b>689</b>	<b>1,568</b>	<b>1,339</b>
Operating Expenses	471	443	406	914	783
<b>Operating Margin</b>	<b>299</b>	<b>356</b>	<b>283</b>	<b>654</b>	<b>556</b>
Provisions and Contingencies	210	196	160	406	343
<b>Profit Before Tax</b>	<b>88</b>	<b>160</b>	<b>123</b>	<b>249</b>	<b>213</b>
Taxes	(8)	(10)	-	(19)	-
<b>Profit After Tax</b>	<b>97</b>	<b>171</b>	<b>123</b>	<b>267</b>	<b>213</b>

## Other Income:

Other Income includes:

- Commission, exchange and brokerage – Rs. 251 crores [Rs. 224 crores]
  - Processing Fee – Rs. 104 crs [118 crs]
  - Insurance commission – Rs. 74 crs [51 crs]
  - Other fees – Rs. 73 crs [55 crs]
- Miscellaneous Income – Rs. 99 crores [Rs. 122 crores]:
  - Income from sale of PSLC - Rs. 55 crs [42 crs]
  - Recoveries - Rs. 44 crs [80 crs]

We continue to serve aspirational India, underserved both on deposits and loans

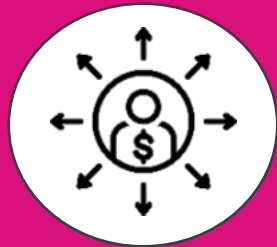
We continue to increase our secured business proportion each year.

We are creating a sustainable, predictable and long term franchise.

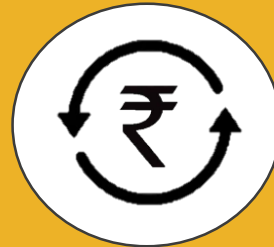
Digital with high standards of governance and customer service are key components of our DNA



AUM  
Growth  
~20%



Deposits  
Growth  
~20%



PAT Growth  
30% - 40%



ROA  
1.8% - 2.0%



ROE  
19% - 21%

*\* PAT, ROA and ROE is without considering the impact due to recognition of future DTA*

















# Experienced and professional management and Board

## Experienced board with diverse business experience in well-known financial services institutions and banks

Name & Designation	Past Experience	Name & Designation	Past Experience
 <p><b>Subhash Chandra Khuntia</b> Part-Time Chairman and Independent Director</p>	<ul style="list-style-type: none"> <li>Insurance Regulatory and Development Authority of India</li> <li>Various Departments in Government of India</li> </ul>	 <p><b>Ajay Kanwal</b> Managing Director &amp; Chief Executive Officer</p>	<ul style="list-style-type: none"> <li>Standard Chartered Bank</li> <li>CitiBank</li> </ul>
 <p><b>Ramalingam Ramaseshan</b> Non-Executive Independent Director</p>	<ul style="list-style-type: none"> <li>National Commodity and Derivative Exchange Ltd.</li> </ul>	 <p><b>Krishnan Subramania Raman</b> Executive Director and Chief Credit and Collections Officer</p>	<ul style="list-style-type: none"> <li>Standard Chartered Bank</li> <li>Mashreq Bank PSC</li> </ul>
 <p><b>Chitra Talwar</b> Non-Executive Independent Director</p>	<ul style="list-style-type: none"> <li>Britannia Industries</li> <li>PepsiCo</li> </ul>	 <p><b>Ramesh Ramanathan</b> Non-Executive Non-Independent Director</p>	<ul style="list-style-type: none"> <li>Citibank</li> </ul>
 <p><b>Kumbha Srinivas Nayak</b> Non-Executive Independent Director</p>	<ul style="list-style-type: none"> <li>Standard Chartered Bank</li> <li>Idenfo Ltd.</li> </ul>	 <p><b>Rahul Khosla</b> Non-Executive Non-Independent Director</p>	<ul style="list-style-type: none"> <li>Max Group</li> <li>Visa International Service Association</li> </ul>
 <p><b>Pammi Vijaya Kumar</b> Non-Executive Independent Director</p>	<ul style="list-style-type: none"> <li>Reserve Bank of India</li> </ul>	 <p><b>Mr. Dinesh C Patwari</b> Non-Executive Independent Director</p>	<ul style="list-style-type: none"> <li>Income Tax Department of India</li> </ul>

# Experienced and professional management and Board

International best practices in risk management, compliance and governance introduced by management with an average experience of 27 years in financial services

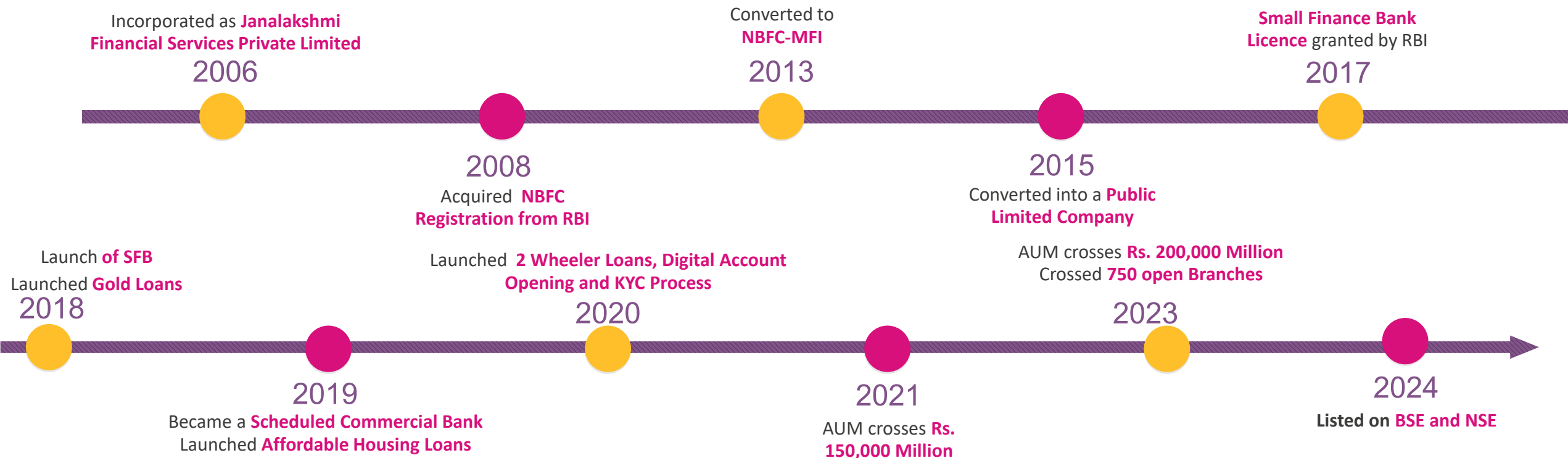
Name & Designation	Past Experience	Name & Designation	Past Experience	Name & Designation	Past Experience
 <b>Abhilash Sandur</b> Chief Financial Officer	<ul style="list-style-type: none"> <li>Kotak Mahindra Bank</li> <li>Bharti Axa General Insurance Co. Ltd.</li> </ul>	 <b>Sudhir Madhavan</b> Head of Retail Financial Services	<ul style="list-style-type: none"> <li>HDFC Bank</li> <li>Bajaj Finance</li> <li>Citibank</li> </ul>	 <b>Sumit Aggarwal</b> Head – MSE, Supply Chain and Financial Institutions	<ul style="list-style-type: none"> <li>Emirates NBD</li> <li>Standard Chartered Bank</li> </ul>
 <b>Amit Raj Bakshi</b> Chief Human Resource Officer	<ul style="list-style-type: none"> <li>JP Morgan &amp; Chase</li> <li>Serco BPO</li> <li>Telenor India</li> <li>DBS Bank</li> </ul>	 <b>Satish Ramachandran</b> Chief Risk Officer	<ul style="list-style-type: none"> <li>Citibank NA</li> <li>Standard Chartered Bank</li> <li>Fullerton India</li> </ul>	 <b>Shrinivas Murty J</b> President and Head – Branch Banking and Marketing	<ul style="list-style-type: none"> <li>HDFC Bank</li> <li>ICICI Bank</li> <li>Ujjivan Small Finance Bank</li> </ul>
 <b>Pradeep Rebello</b> Head – Two Wheeler Finance	<ul style="list-style-type: none"> <li>HDFC Bank</li> <li>ICICI Bank</li> <li>Tata Capital</li> <li>IDFC First Bank</li> </ul>	 <b>Ashish Gopal Saxena</b> Chief Information and Digital Officer	<ul style="list-style-type: none"> <li>UGRO Capital Ltd</li> <li>AU Small Finance Bank</li> <li>Max Life Insurance</li> </ul>	 <b>Ganesh Nagarajan</b> Chief Operating Officer	<ul style="list-style-type: none"> <li>Yes Bank</li> <li>Equitas Small Finance Bank</li> <li>Kotak Mahindra Bank</li> <li>IDBI Bank</li> </ul>
 <b>Lakshmi R N</b> Company Secretary and Compliance Officer	<ul style="list-style-type: none"> <li>ING Vysya Bank</li> <li>Firstapex Software Technologies Pvt Ltd</li> <li>Kirloskar Multimedia</li> </ul>	 <b>Chitra Menon</b> Chief Compliance Officer	<ul style="list-style-type: none"> <li>ICICI Bank</li> <li>HDFC Bank</li> </ul>	 <b>Mahalingam Ramachandran</b> Head of Internal Audit	<ul style="list-style-type: none"> <li>HDFC Bank</li> </ul>
 <b>Rincoo Ji Vachha</b> Head - Affordable and Micro Housing Loans	<ul style="list-style-type: none"> <li>ICICI Bank</li> <li>CRISIL</li> </ul>	 <b>Gopal Tripathi</b> Head of Treasury and Capital Markets	<ul style="list-style-type: none"> <li>State Bank of India</li> <li>HDFC Bank</li> <li>Bank of India</li> </ul>		

# Our Journey - Bank History, Key Milestones & Achievements

## Jana Small Finance Bank

A SCHEDULED COMMERCIAL BANK

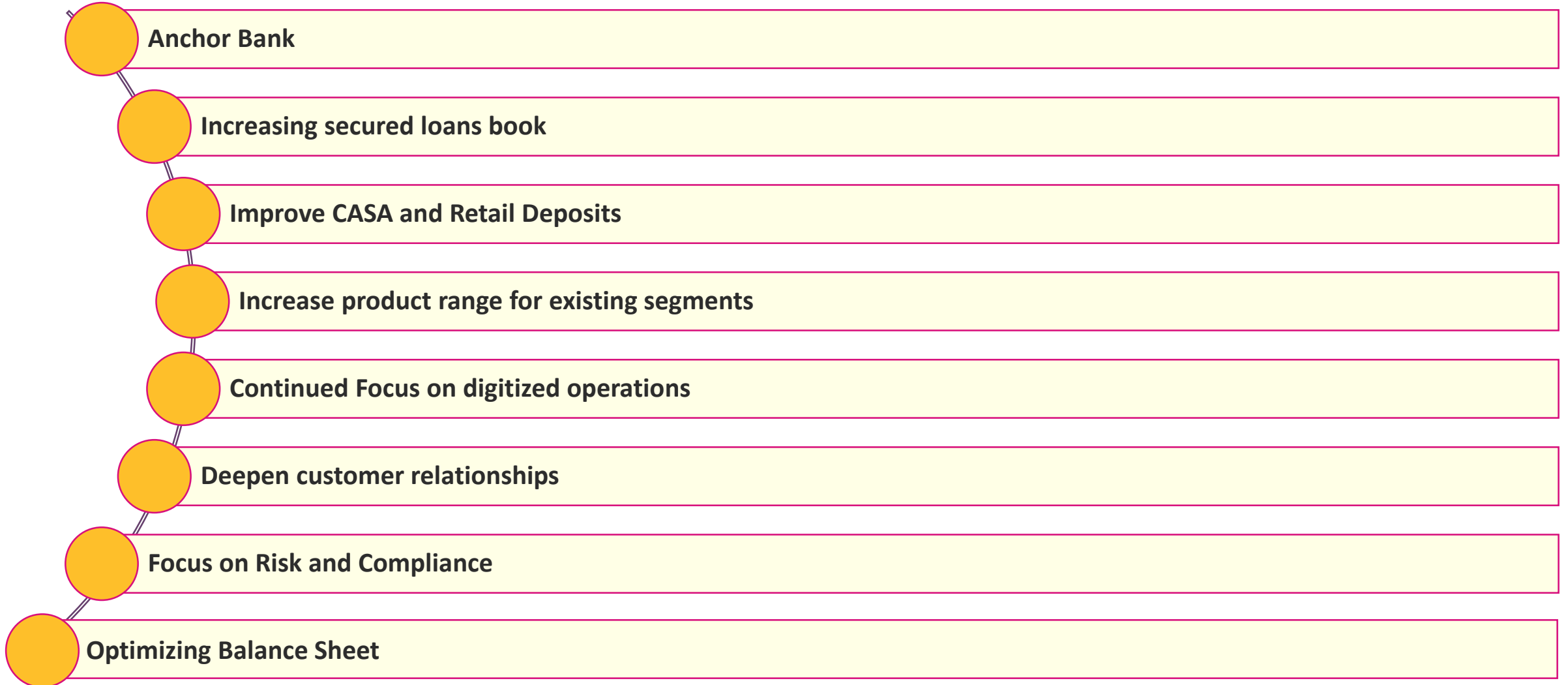
4th largest Small Finance Bank in India in terms of AUM and deposit size as at September 30, 2023	Serving <b>underbanked and underserved</b> customers for over <b>16 years</b>	Focusing on a <b>customer centric</b> approach to make Jana a ' <b>one stop shop</b> ' for customers	Focus on <b>diversifying</b> advances by accelerating the <b>secured loans book</b>	Focused on <b>MSME and Supply chain</b> with a secured/end use mindset	<b>Strong technology base</b> with increasing digitization at the core	Access to <b>low-cost diversified retail deposit</b> base	Strong emphasis on <b>good corporate governance</b>
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# Our Strength



# Our Strategies





# Jana Small Finance Bank

A SCHEDULED COMMERCIAL BANK

# Thank You

## DTA of Rs. 740 crores till FY 2027 can be utilized

Particulars	As reported	Excluding DTA	Excluding DTA and Applying Tax
PBT	249	249	249
DTA	19	-	-
Provision for Tax	-	-	62
PAT	267	249	187
ROA	1.6%	1.5%	1.1%
ROE	14.5%	13.5%	10.1%

- Balance DTA of Rs. 740 crores not yet recognized. The amount is available for set off against Profits till 31<sup>st</sup> Mar 2027
- Net DTA of Rs. 19 crores recognized during the H1 FY 25

# Abbreviations

Abbreviation	Expansion	Abbreviation	Expansion
CASA	Current Account and Savings Account	AUM	Assets Under Management
CRAR	Capital-to-Risk Weighted Asset Ratio	NBFC	Non-Banking Financial Company
GNPA	Gross Non-Performing Assets	MFI	Micro Finance institution
NNPA	Net Non-Performing Assets	FD	Fixed Deposits
PCR	Provisional Coverage Ratio	UPI	Unified Payments Interface
RoE	Return on Equity	API	Application Programming Interface
RoA	Return on Assets	NII	Net Interest Income
NIM	Net Interest Margin	SFB	Small Finance Bank
MSME	Micro, small and medium enterprises	AEPS	Aadhaar Enabled Payment System
KYC	Know Your Customer	LAP	Loan Against Property
NACH	National Automated Clearing House	OEM	Original Equipment Manufacturer
BC	Business Correspondents	ML	Machine Learning
LTV	Loan to Value	TASC	Trusts, associations, societies, clubs and NGOs
AML	Anti Money Laundering	ALCO	Asset liability management committee
YoY	Year-on-year	CAGR	Compounded Annual Growth Rate



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