UGRO Capital Limited

Building an Institution for MSME Lending

Data Tech Empowering

Small Businesses (MSME) Lending

Investor Presentation

(Q1’FY27) **August 2026**

NSE: UGROCAP | **BSE:** 511742

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INDIA BY MSME
DOUBLE ENGINE
KI RAFTAAR
UGRO
CAPITAL
Powered by our 300+ branches and technology-led partnerships, accelerating MSME growth across India.
EMERGING MARKETS
EMBEDDED FINANCE (GROX)
A HISTORIC FIRST
₹1,000+ CRORE
Highest Ever Monthly Disbursement
EMERGING MARKETS
Deepening MSME Relationships
Building Bharat, Branch by Branch
EMBEDDED FINANCE (GROX)
Digital Scale at Speed
Technology-led Growth
Together, We Are Building India's Most Trusted MSME Lending Platform.

Q1’FY27 reflection

PCPL Merger

Stock exchange approval for PCPL merger received in Q1’FY27. Application for NCLT approval has been filed

Reduction of Co-lending/DA income

Income from Co-lending and DA declined from INR 154.6 Cr in Q4’FY26 to INR 74.9 Cr in Q1’FY27 while maintaining similar PBT levels

Cost rationalization complete

Execution of cost rationalization due to strategic realignment is complete. The Opex for Q1’FY27 declined by ~INR 87 Cr compared to Q4’FY26

Steady increase in EM AUM

EM AUM increased from INR 3,581 Cr at Mar’26 to INR 3,896 Cr at Jun’26. Blended branch productivity at INR 0.62 Cr in Q1’FY27 compared to INR 0.48 Cr in FY26

Significant growth in GROx AUM

“MyShubhLife” rebranded as GROx. The AUM of GROx increased from INR 2,280 Cr as at Mar’26 to INR 3,003 Cr as at Jun’26. 60,000+ loans disbursed every month

Strong liquidity buffer

Strong liquidity buffer with cash and cash equivalents of INR 1,864 Cr as of Jun’26

Recap of Strategic Realignment announced on February 7, 2026

We announced the strategic realignment of our business on February 7, 2026, resetting our asset-sourcing strategy, re-base opex and strengthen the earnings profile, thereby delivering self-sustained profitability metrics

Sourcing strategy

Focus on high yield businesses
Ramping up high yielding Emerging Market and Embedded Finance

Exit low yield business
Exiting from Prime Market high ticket low yield business verticals (DSA Channel)

Quality of earnings

INR 220 Cr
Annualized cost take out leading to leaner opex base and better profitability

Co-lending/DA income
Lesser dependence on income from co-lending/ direct assignment thereby leading to predictable earnings quality

Capital implications

3.0%-3.5%
Targeted ROA of 3-3.5% by FY29

Quality of earnings
Improved quality of earnings leading to capital accretion and no requirement to raise equity.

Why the new UGRO is structurally better

The strategic realignment re-bases UGRO onto higher-yield lending, recurring income and a leaner cost base lifting long-term economics

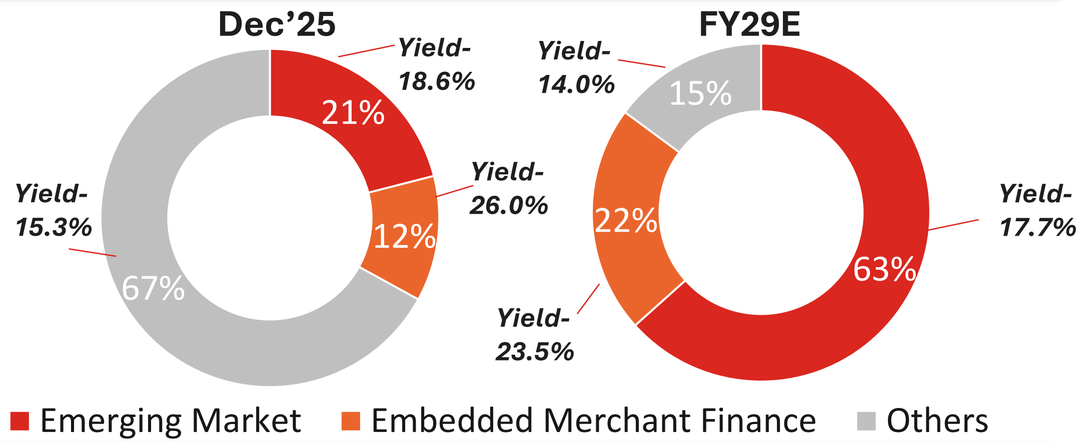
	Pre Strategic Realignment	Post Strategic Realignment
PORTFOLIO MIX	Combination of Lower-yield intermediated Prime business - Business Loans, Machinery, Prime LAP and higher yield Emerging Market LAP + Embedded Merchant Finance	**Higher-yield focus verticals - Emerging Market LAP + Embedded Merchant Finance** **Yield ~18–26%**
INCOME PROFILE	Dependent on upfront DA / Co-lending income - front-loaded and non-recurring	**Reducing mix of upfront income in the total income thereby leading to a more predictable earnings quality** **Income from DA/Co-lending = 14% of total income**
COST BASE	Heavier fixed cost base carrying the intermediated business cost with EM branch build-out	**Structurally leaner Opex model post Prime exit, Profectus acquisition and branch optimisation** **Q1’FY27 Opex at INR 118.5 Cr vs INR 205.3 Cr (Q4’FY26)**
RETURN ON ASSETS (ROA)	Lower and more volatile sustainable ROA	**Self-sustained, annuity-led returns targeting steady-state profitability** **Current ROA: 2.8%, Target ROA 3.0–3.5%**

Beyond safeguarding profitability, the realignment reshapes the Company's business mix toward structurally higher-yielding, more recurring, and more efficient economics, creating a stronger foundation for sustainable growth

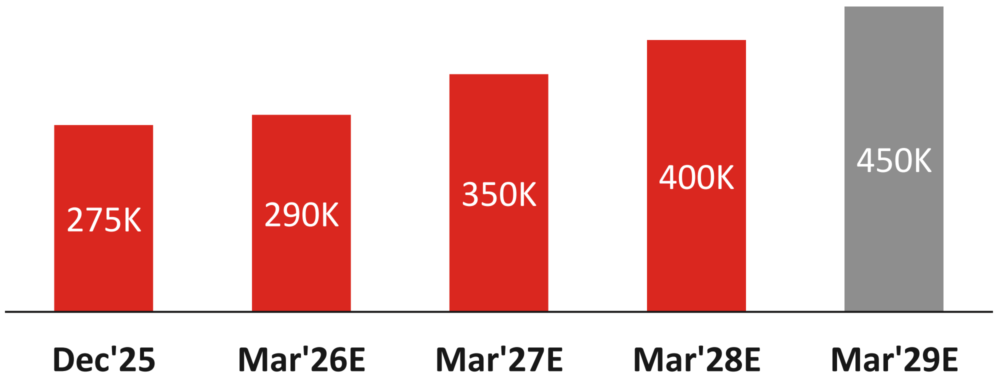
Strategic realignment execution

Our long-term goal as stated in our Strategic realignment presentation in Feb-26

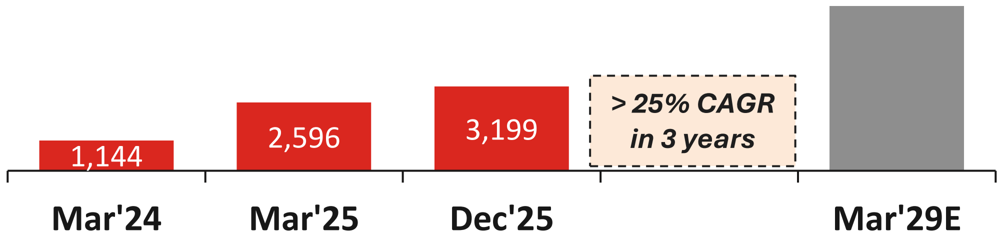
Portfolio mix



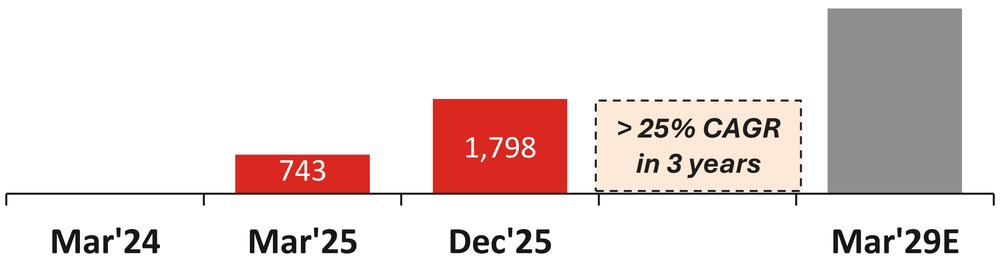
Number of active customers



Emerging Market LAP - AUM guidance



Embedded Merchant Finance - AUM guidance



Other than Emerging Market and Embedded Merchant Finance, Prime intermediated (now discontinued) portfolio is expected to rundown ~20% annually

During this period, Company would maintain healthy capital adequacy with no incremental capital required

Q1’FY27: Strategic realignment scorecard

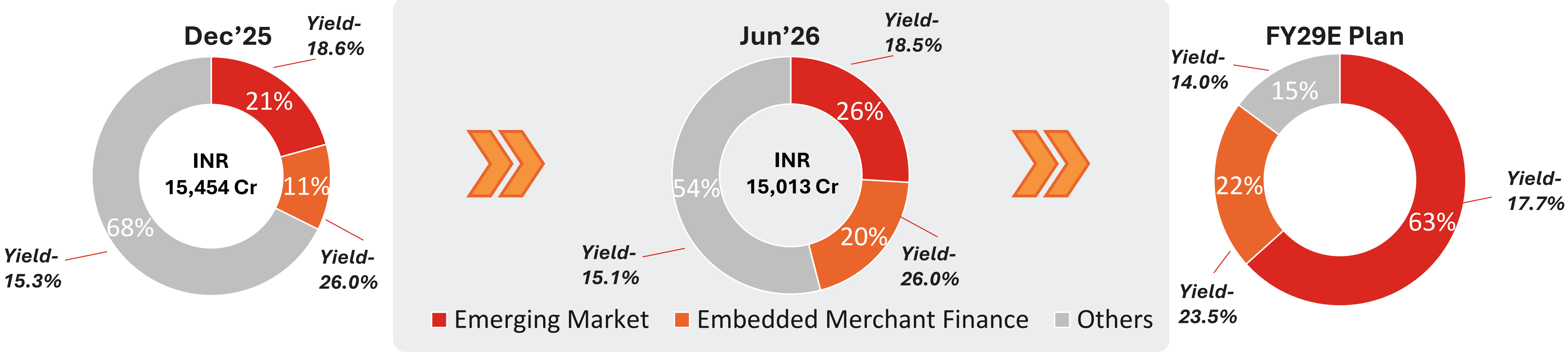
We are on track/ ahead on the five measurable outcomes that we had announced in Feb-26

Feb-26 Commitment	FY29 Target	Q1’FY27 Delivery	Status
Shift portfolio to high-yield focus verticals *EM LAP + Embedded Merchant Finance*	**85% of AUM** by FY29	Focus products mix increased from 32% as of Dec-25 to 46% as of Jun’26	AHEAD OF PLAN
Take out annualized cost *Sales, credit, branches, other*	**INR 220 Cr** annualized run-rate	Quarterly Opex reduced from INR 205.3 Cr in Q4’FY26 to INR 118.5 Cr in Q1’FY27; in line with planned FY27 Opex guidance of INR 490+ Cr	ACHIEVED
Run down Prime Intermediated portfolio *Business Loans, Machinery, Prime LAP*	**15-20% p.a.** rundown pace	Rundown of the Prime Intermediated portfolio was at 14% Q-o-Q in Q1’FY27; the current portfolio mix is at 54%	AHEAD OF PLAN
No incremental equity for 3 years *Self-funding via annuity cash ROA*	**No dilution** through FY29	CAR maintained at 21.0% (Jun-26) vs 21.2% (Mar’26); Net worth INR 2,976 Cr; leverage 3.6x	ON TRACK
Transition to annuity-led ROA *Away from upfront DA/Co-lending income*	**3.0-3.5%** steady-state ROA	Q1’FY27 ROA at 2.8%; ROE at 9.2% - indicating the trajectory to achieve our steady state FY29 ROA target	ON TRACK

Management remains confident of achieving the strategic objectives within the defined timelines

Increasing Mix of Focused products, in line with Strategic realignment

Gradual shift in Portfolio mix towards High Yield focused products



Focused Products: Emerging Market LAP AUM increased from INR 3,199 Cr as at Dec'25 to **INR 3,896 Cr** as at Jun'26 and Embedded Merchant Finance AUM increased from INR 1,798 Cr as at Dec'25 to **INR 3,003 Cr** as at Jun'26; Focused products mix at **46%** as of Jun'26

De-focused product AUM has reduced from INR 10,458 Cr as at Dec'25 to **INR 8,114 Cr** as at Jun'26; AUM mix at **54%** as of Jun'26

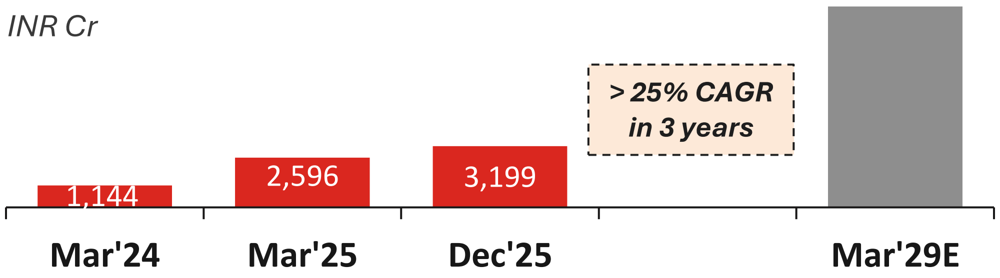
Focused products AUM mix

32% → 46%

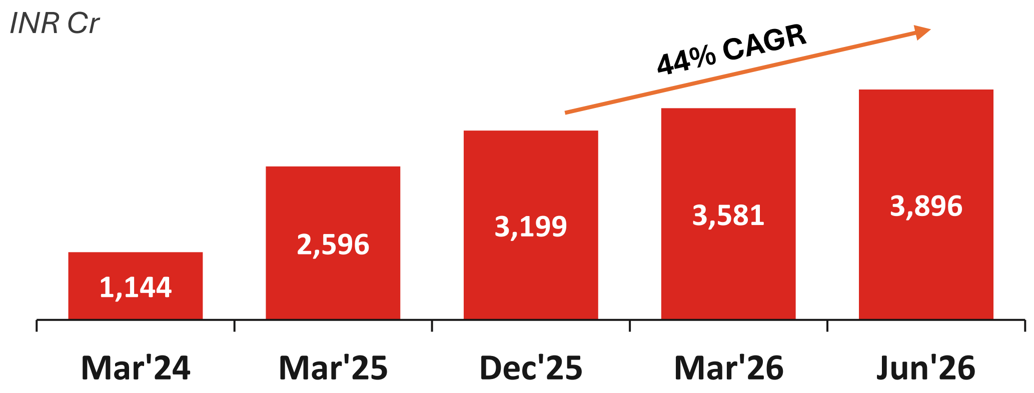
Dec'25 Jun'26

Steady AUM growth in the Emerging Market vertical

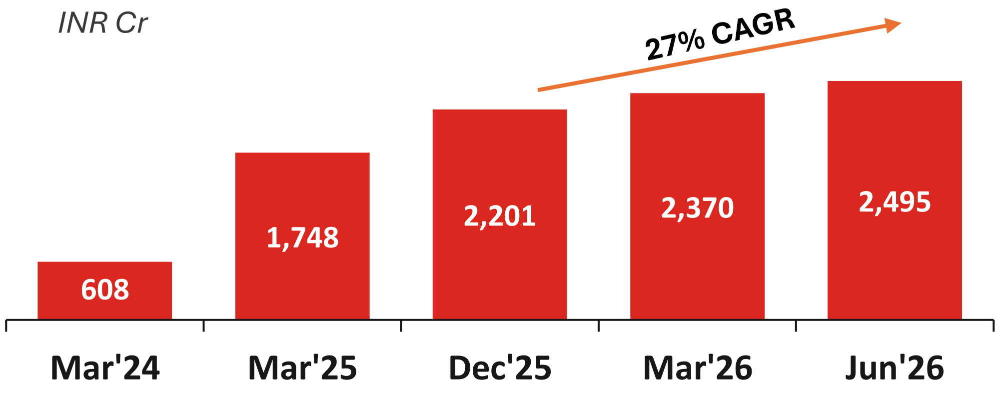
Emerging Market LAP AUM guidance (Dec’25)



AUM - Actual performance (Jun’26)



On books POS - Actual performance (Jun’26)

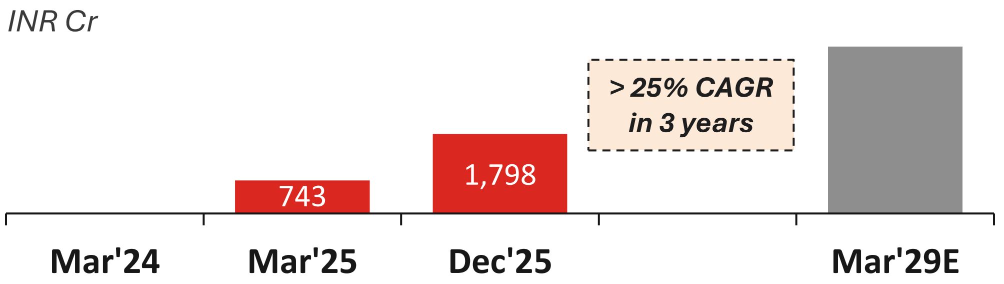


Growth in AUM contributed by disbursement of INR 592 Cr with blended branch productivity of INR 0.62 lacs in Q1’FY27; productivity expected to move towards INR 0.80 lacs with growing vintage of branch network

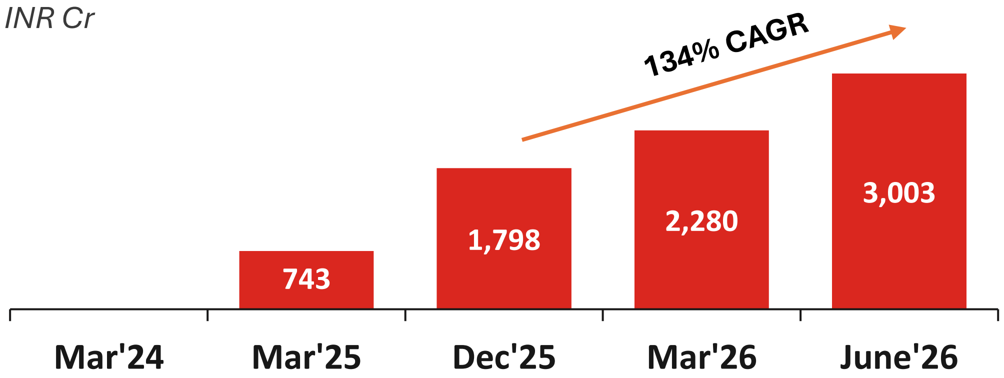
Embedded Merchant Finance: AUM growth well ahead of plan

Without compromising asset quality; GNPA at 2.1% as at Jun'26

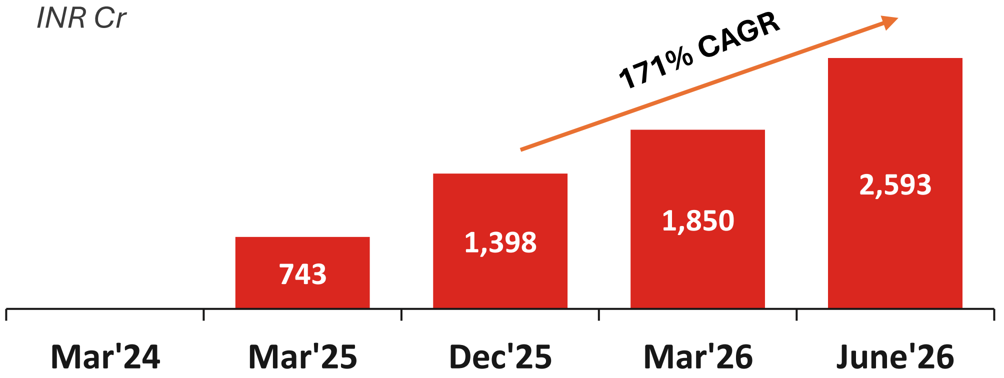
Embedded finance AUM guidance (Dec'25)



AUM - Actual performance (Jun'26)



On books POS - Actual performance (Jun'26)



A higher-yield, tech-led book scaling ahead of plan thereby reinforcing the shift toward structurally better earnings

Quarter performance

Performance snapshot for Q1’FY27

PBT	Portfolio Yield	Cost of Borrowings
INR 61.5 Cr	**18.1%**	**10.14%**
YoY **+28%** / QoQ **-14%**	YoY **69 bps** / QoQ **63 bps**	YoY **-41 bps** / QoQ **-2 bps**
	Mix shift to EM + Embedded Merchant Finance	

EM Branches	AUM	Net Disbursement[(1)]
317	**INR 15,013 Cr**	**INR 2,551 Cr**
Mar’26: **317** / Jun’25: **286**	YoY **+24%** / QoQ **-2%**	YoY **+59%** / QoQ **+19%**
Build-out phase complete		

GNPA (AUM)	Pre-Tax RoA[(2) (4)]	RoE[(3) (4)]
2.6%	**2.6%**	**9.2%**
Mar’26: **2.5%** / Jun’25: **2.5%**	YoY **-19 bps** / QoQ **-37 bps**	YoY **255 bps** / QoQ **211 bps**
NNPA (AUM): 1.9%		

(1) Net Disbursement = Gross Disbursements - Repayment received in Supply Chain Financing during the period ;
(2) On Average On-books AUM; (3) Excluding equity component of CCDs; (4) Annualised

Quarterly Financial Statements and ROA Tree

Income Statement (INR Cr)	Q1'FY27	Q4'FY26	Q-o-Q	Q1'FY26	Y-o-Y
Interest Income	363.0	415.2	(13%)	304.2	19%
Income on Co-Lending / Direct Assignment	74.9	154.6	(52%)	90.8	(18%)
Other Income	96.8	61.9	56%	26.8	261%
Total Income	**534.7**	**631.7**	**(15%)**	**421.8**	**27%**
Finance Cost	289.0	283.7	2%	205.4	41%
Net Total Income	**245.7**	**348.0**	**(29%)**	**216.4**	**13%**
Employee Cost	47.8	79.9	(40%)	60.9	(22%)
Other Expenses	70.7	100.0	(29%)	59.7	18%
Exit Cost	-	25.4	-	-	-
Total Opex	**118.5**	**205.3**	**(42%)**	**120.6**	**(2%)**
PPOP	**127.2**	**142.8**	**(11%)**	**95.8**	**33%**
Credit Cost	65.6	71.6	(8%)	47.7	38%
PBT	**61.5**	**71.2**	**(14%)**	**48.2**	**28%**
Tax	(6.3)	20.1	-	14.0	-
PAT	**67.9**	**51.1**	**33%**	**34.1**	**99%**

ROA Tree	Q1'FY27[3]	Q4'FY26[3]
As a % of Avg On Book AUM		
Total Income	22.4%	26.1%
Finance Cost	12.1%	11.7%
Net Total Income	10.3%	14.4%
Opex	5.0%	8.5%
Credit cost	2.8%	3.0%
PBT	2.6%	2.9%
PAT/ ROA	2.8%	2.1%
Leverage	3.6x	3.7x
RoE[2] [3]	9.2%	7.1%

Tax expense for Q1'FY27 is negative as the Company transitioned to new tax regime effective FY27, lowering the marginal tax rate to 25.17% and delivering a one-time tax windfall through reversal of Deferred Tax Liability

Note: (1) Q1'FY27 and Q4'FY26 reflects data on consolidated basis and Q1'FY26 reflects data on standalone basis; (2) Excluding Equity component of CCDs; (3) Annualised

The P&L reset is now complete, self-sustained run-rate have begun

Cost rationalization has fully absorbed the step-down in DA / co-lending income; self sustained ROA at 2.8%

INCOME ON CO LENDING / DA NORMALISED

Co-lending / DA income (Q4'FY26 → Q1'FY27)

INR 154.6 Cr → INR 74.9 Cr

- INR 79.7 Cr upfront income

more than offset by

STRUCTURAL COST TAKEN OUT

Total operating expenses (Q4'FY26 → Q1'FY27)

INR 205.3 Cr → INR 118.5 Cr

– INR 86.8 Cr of cost

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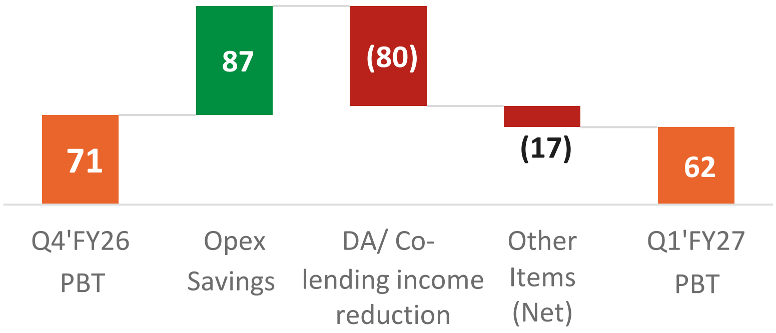
PBT flow from Q4'FY26 to Q1'FY27 (INR Cr)



1

Cost rationalisation complete

Opex reset to ~INR 118.5 Cr/quarter (~INR 474 Cr annualised vs guidance of INR 490+ Cr). The heavy lifting on cost is behind us; this is the run-rate base.

2

Higher-yield book compounding

Emerging Market LAP + Embedded Merchant Finance building at ~76% CAGR, with credit cost held in control at 1.7% of AUM.

3

Low-yield book running off

Prime intermediated portfolio winding down ~45% CAGR. by design, steadily lifting the blended portfolio yield.

4

ROA & ROE inflecting - self sustained

ROA 2.8% heading to the 3.0-3.5% target and ROE 9.2% rising; funded internally at 21.0% CAR without incremental equity.

From here, rising annuity interest income on a fixed cost base converts portfolio growth into higher ROA and ROE; without raising further capital

Focused verticals performance

Two focused verticals anchoring the mix shift

Emerging Market LAP and Embedded Merchant Finance now form 46% of AUM (Jun'26) - both higher-yield, both at 2.1% GNPA

Emerging Market LAP

Small-ticket, collateral-backed loans to MSMEs in Tier-2 cities & beyond

INR 3,896 Cr
AUM, Jun'26 · +9% QoQ

~18.5%
Portfolio yield

2.1%
GNPA, Jun'26

INR 592 Cr
Q1'FY27 disbursement

317 / 13
Branches / States - built out

INR 0.81 Cr
Mature branch/mo productivity (blended INR 0.62 Cr)

Embedded Merchant Finance (GROx)

Tech-led, fully-automated merchant lending on the GROx platform (ex-MyShubhLife)

INR 3,003 Cr
AUM, Jun'26 · +32% QoQ

~26%
Portfolio yield

2.1%
GNPA, Jun'26

INR 1,853 Cr
Q1'FY27 disbursement

~3.4 Lakh
Active customers, Jun'26

4x
AUM growth in 5 quarters

Higher-yielding growth across both verticals, coupled with GNPA of 2.1%, is driving a mix shift toward a more recurring, higher-return portfolio

Emerging Market LAP: product offering

Small-ticket, collateral-backed loan against property to MSMEs in Tier-2 cities and beyond, for working capital and business expansion

Key commercial parameters

Loan size **INR 7.5 - 50 Lakh**	Average ticket size **INR 17 - 19 Lakh**
Tenor **12 - 180 months (common ~120)**	Portfolio yield **~18% micro / 14–15% high-ticket**
LTV **Up to 75%**	DSCR **> 1.2**
Processing fee **2.0 - 2.5%**	Insurance premium **2.5 - 3.0%**

AUM- Jun'26

INR 3,896 Cr

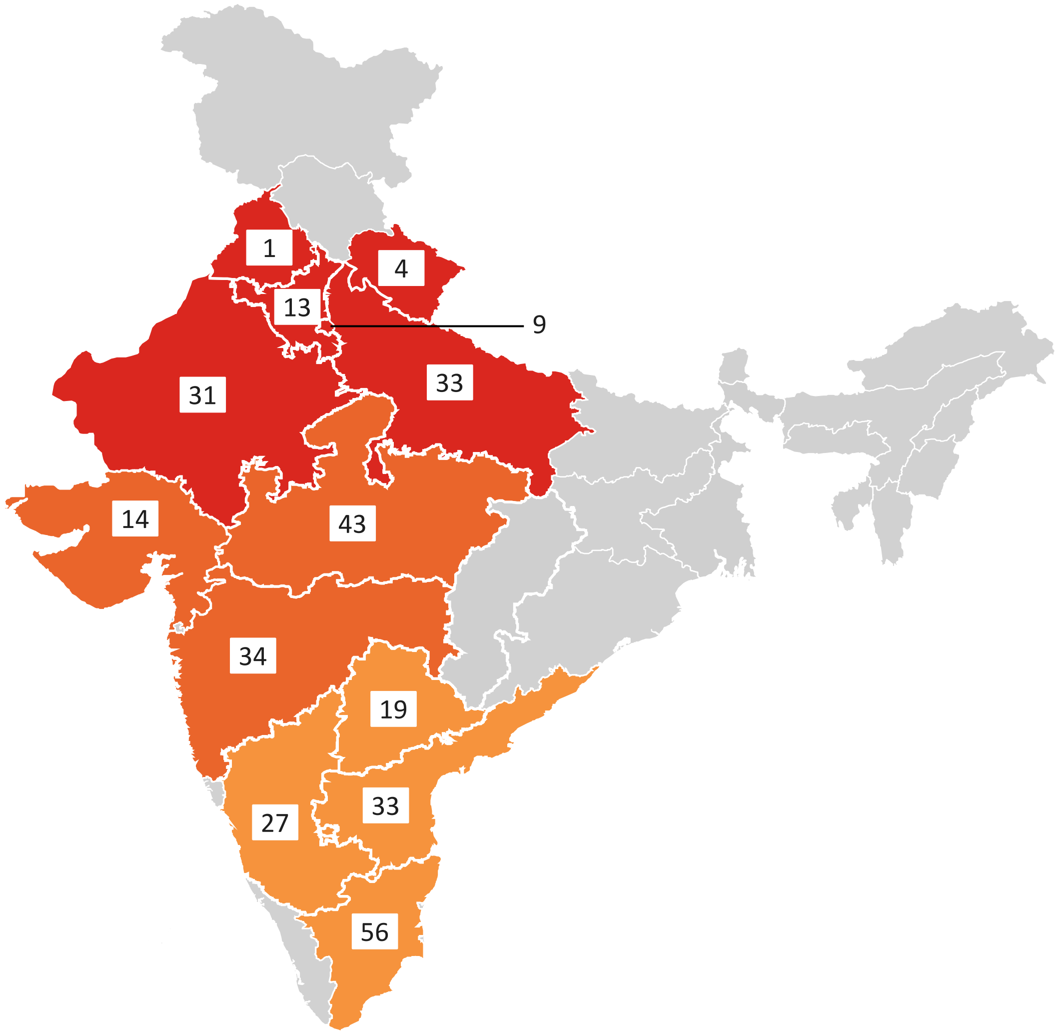
Disbursement-Q1'FY27

INR 592 Cr
at a blended branch productivity of INR 0.62 Cr

EM Workforce

2,500+
as of Jun'26

EM - PAN India Presence completely built out with no further Opex

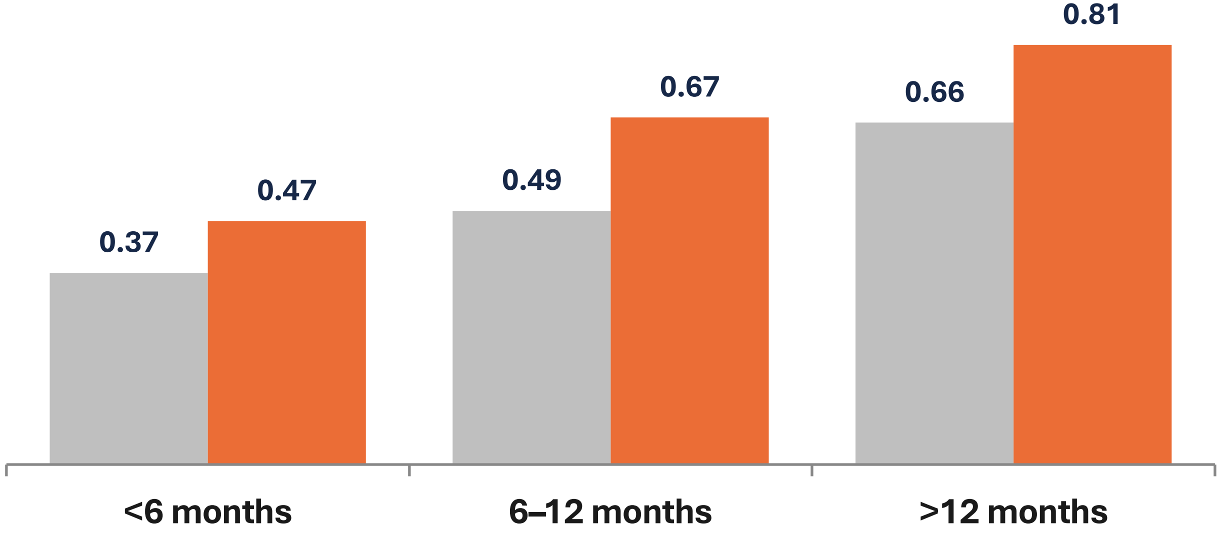


State	# of branches
Uttar Pradesh	33
Rajasthan	31
Haryana	13
Delhi & Others	9
Uttarakhand	4
Punjab	1
North	**91**
Tamil Nadu *(Including Puducherry)*	56
Andhra Pradesh	33
Karnataka	27
Telangana	19
South	**135**
Madhya Pradesh	43
Maharashtra	34
Gujarat	14
West	**91**
Total	**317**

Emerging Market: Productivity inflection has begun

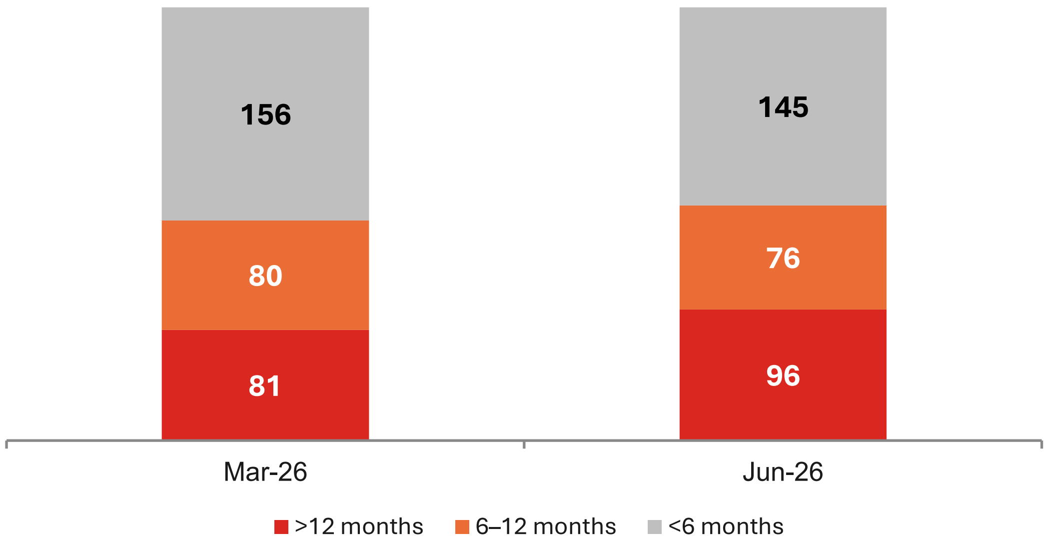
Mature branches producing INR 0.81 Cr/month disbursement and 145 sub-6-month branches are queued behind them

Monthly Disbursement per Branch (INR Cr)



Branch cohort migration

Mar'26 → Jun'26 (3 months)



Management target: INR 0.80-0.85 Cr/month (blended) and INR 0.17 Cr/month (FOS) over next 12 months

+15 branches

>12m cohort grew from 81 to 96 in one quarter

INR 0.80 Cr/month

Target branch productivity - near 12-month target

145 branches

Sub-6-month cohort - next leg of annuity runway

Embedded Merchant Financing Journey

01
Potential borrower Applies via Partner mobile App

02
Partner interacts with GroX through APIs

03
Fully- Automated BRE
1. Standard policy
2. Policy customisation to Co-lending NBFC

04
Documentation on Partner mobile App & Grox APIs
1. KYC *
2. Consent, KFS & Agreement
3. eNach / UPI Autopay
4. Pennydrop

05
LMS & Loan Lifecycle
1. Loans booked on GroX LMS
2. LMS licensed to UGRO & Co-lender under TSP

06
GroX platform to disburse into borrowers verified Bank A/c realtime 24/7 - Disbursement Escrow

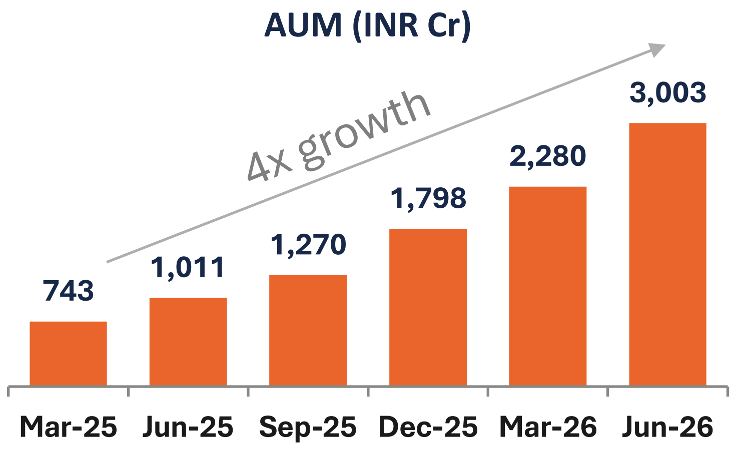
07
Repayments through combination of:
1. UPI Autopay/E NACH - Primary
2. Payment Gateway Links - On Request

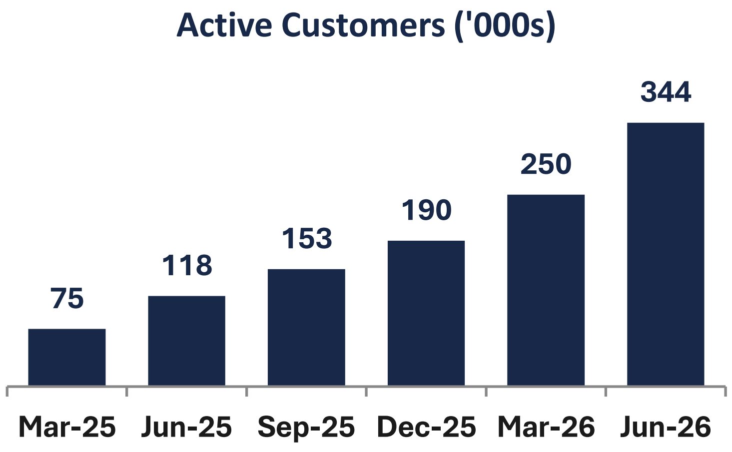
08
Robust in-house LMS supporting large-scale repayment processing (2L+ transactions daily)

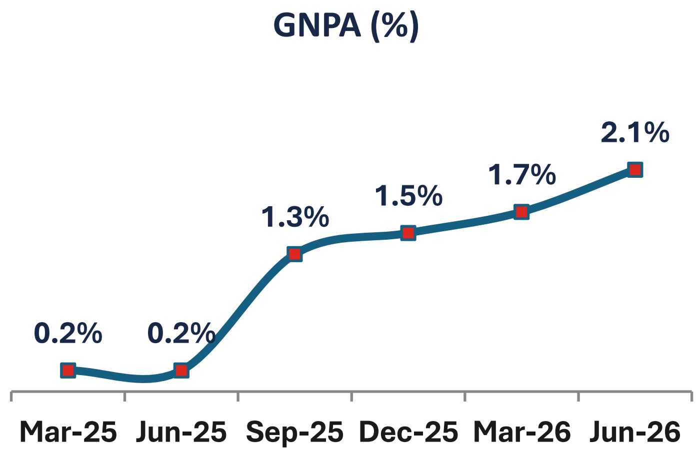
*Performed by UGRO as originating NBFC, facilitated by Partner & GroX under LSP & TSP arrangement

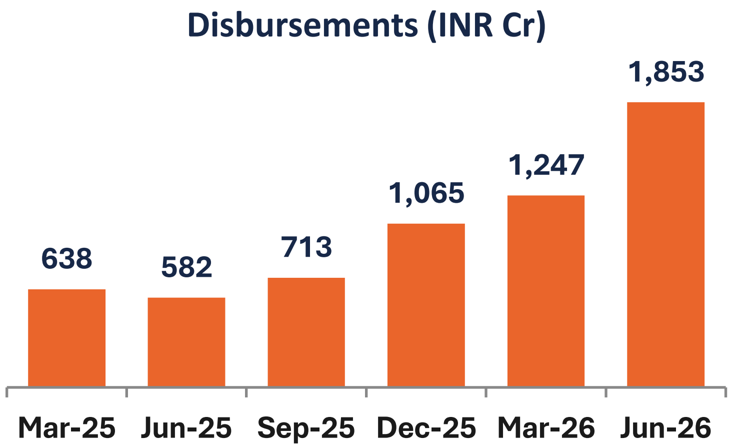
Embedded Merchant Lending through digitally scalable GROx platform

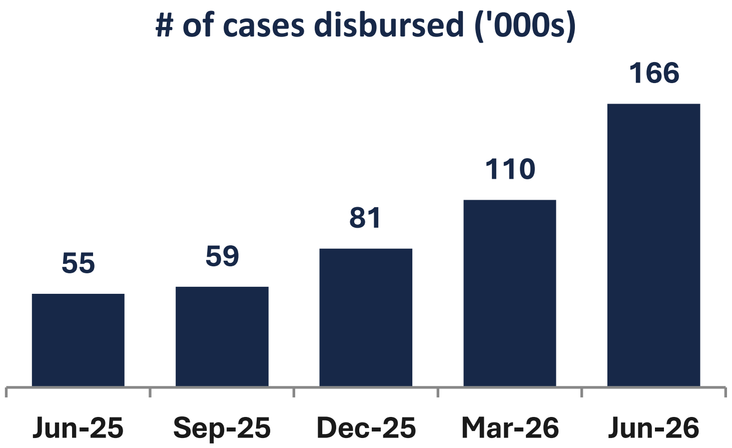
INR 3,003 Cr AUM across ~344k active customers; 4x growth in 5 quarters while maintaining asset quality











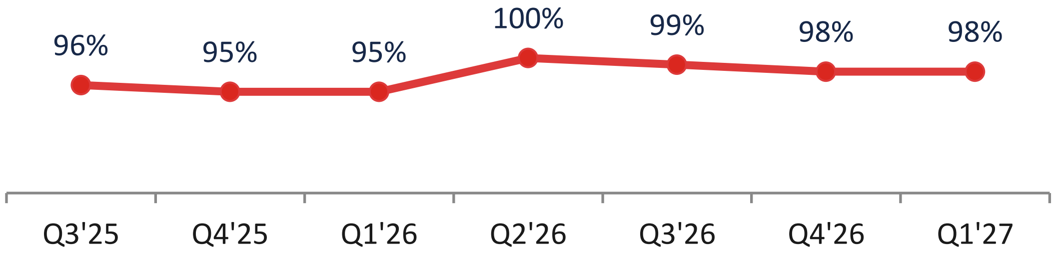
Significant growth in monthly # of cases disbursed in last 4-5 months; the run rate is expected to continue at similar levels in this financial year

Asset Quality & Collections

Asset quality & collections

Stable portfolio quality through transition; 98% collection efficiency in Q1'FY27

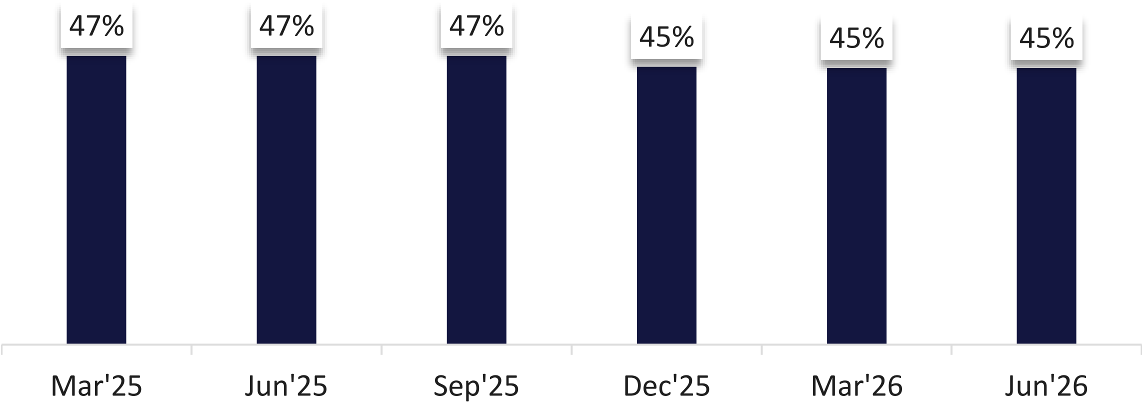
Collection Efficiency (%) - Total collections / current month demand



ECL Data (Jun'26)

(INR Cr)	Loan Exposure	Loan Exposure (%)
Stage 1	13,883	92.5%
Stage 2	733	4.9%
Stage 3	397	2.6%
Total	**15,013**	**100.0%**

Adequate Provision Coverage Ratio



Product wise GNPA

Product Category	AUM (INR Cr)	GNPA (%)	Remarks
Emerging Market *(Small ticket LAP)*	3,896	2.1%	*Vintage impact; within lifetime expected losses*
Embedded Merchant finance	3,003	2.1%	*Within lifetime expected losses*
Other defocused products	8,114	3.1%	*Impact of AUM rundown*
AUM	**15,013**	**2.6%**	

Emerging Market collections: Four lines of defence

A large, in-house, on-ground workforce spanning every stage of delinquency- with ~99% of collections digital

1st Line of Defence
Strategy and Analytics

In-house

Strategy, analytics & early-warning desk

- Manages cases up to ~5 days past due
- Early-warning analytics; data-driven case allocation
- Tech-enabled, multi-channel digital engagement

Prevent delinquency escalation

2nd Line of Defence
Call Centre

50+

Tele-calling workstations

- Centralised outbound, supervised by UGRO
- Bounce management, PTP, EMI & charge collection
- Autodial-led structured follow-up

Consistent outbound resolution

3rd Line of Defence
Field Collections

500+

Field collection officers

- On-ground recovery across all products
- Geo-tagged visits with real-time tracking
- 6-level national hierarchy (CO to CRO)

Local presence, higher conversion

4th Line of Defence
Litigation

35-40

In-house litigation specialists

- Legal action on high-risk / long-pending cases
- Documentation, filing & litigation monitoring
- Structured chain to National Litigation Head

Enforce recovery on the tail

A large, in-house collections workforce across all four lines of defence is already in place to support Emerging Market growth

GROx collections: a tech-led, self-securing model

Daily settlement reconciliation

95% of the repayments currently on daily EDI repayment. API-driven fund reconciliation handled by in-house tech infrastructure.

Early-warning systems

Real-time merchant payment tracking, transaction trends (sales volume, QR usage, activity). Structured touchpoints triggered by in-house model.

3-tier collections

Interventions are determined based on the risk category and EWS, ranging from digital nudges, SMS / WhatsApp notifications, and IVR to tele-calling, field visits, and legal action.

Risk-calibrated escalation - collections intensity rises with DPD bucket and risk band

Digital nudges | + SMS & WhatsApp | + Tele-calling / IVR | + Field visit | + Legal

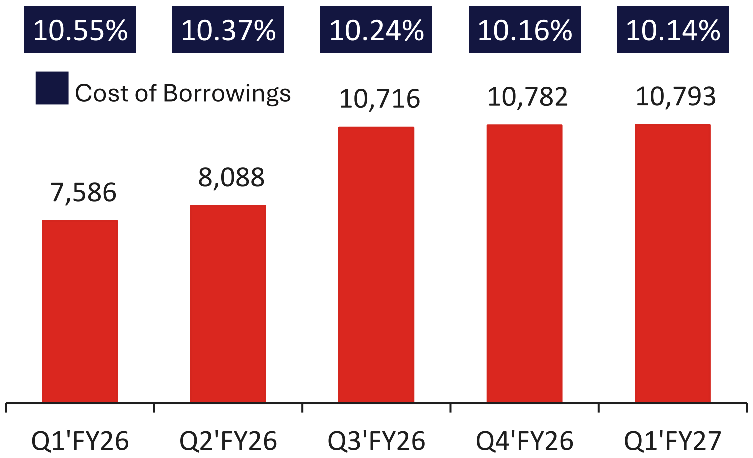
	1 DPD	2–3	4–7	8–30	31–60	61–90	90+ DPD
Low risk	Digital	Digital	Digital	Tele/IVR	**Field**	**Legal**	**Legal**
Medium risk	Digital	SMS·WA	Tele/IVR	**Field**	**Field**	**Legal**	**Legal**
High risk	Digital	Tele/IVR	Tele/IVR	**Field**	**Field**	**Legal**	**Legal**

A digitally scalable collections engine, powered by repayment-at-source and a risk-calibrated escalation ladder, keeps credit costs contained while supporting growth in the focused vertical

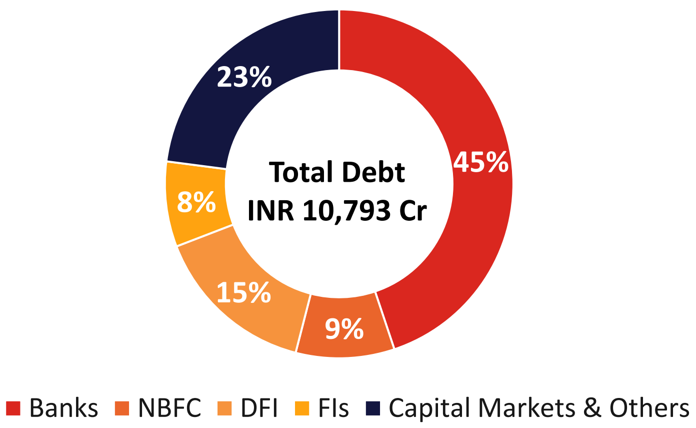
Liability

Diversified Lender base and continued build-out of liability book

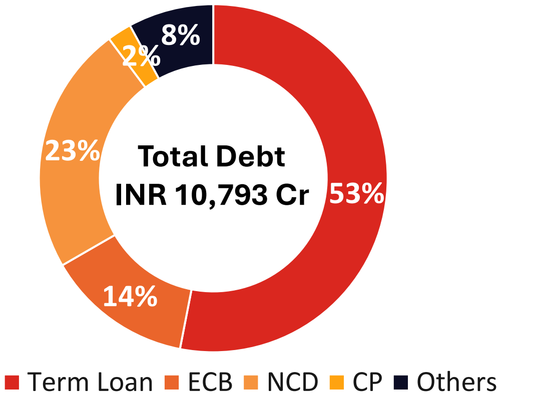
Total Debt (INR Cr) and Cost of borrowings



Liability mix by lender profile



Liability mix by product



(Others includes CCD, Sub-debt, CC/OD & Securitization)

Our liability sanctions have been raised from a diverse set of lenders

Public Sector Banks and Institutions

SBI, Bank of Maharashtra, UCO Bank, Canara Bank, Union Bank of India, Central Bank of India, Indian Overseas Bank, IREDA, Indian Bank, IDBI Bank, sidbi

Private Sector Banks

IDFC FIRST Bank, Karnataka Bank, KVB, RBL BANK, Bandhan Bank, ESAF Small Finance Bank, UNITY Small Finance Bank, Jana Small Finance Bank

DFIs

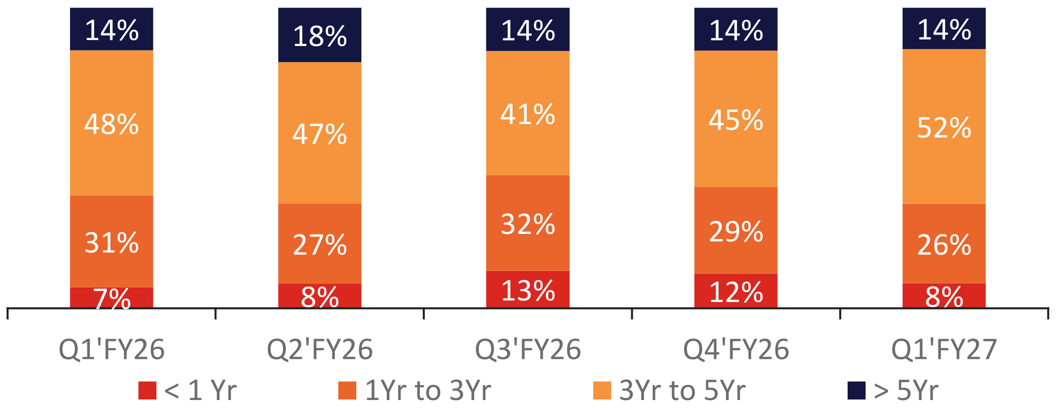
ADB, FMO, BlueOrchard Impact Investment Managers, Triple Jump, HNB, BIB Fair Banking, SEYLAN, responsAbility, EQ, Calvert, WaterEquity, Enabling Qapital

NBFCs

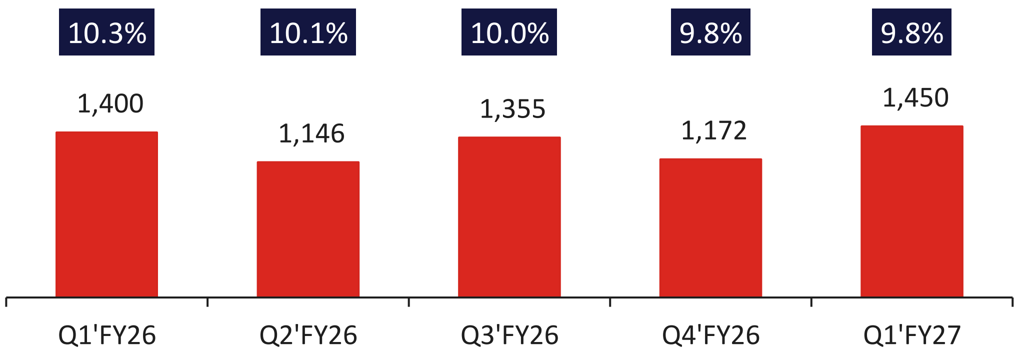
Poonawalla Fincorp, MAS Financial Services Ltd, TATA CAPITAL, LIC HFL LIC Housing Finance Ltd, vivriti capital, Hinduja Leyland Finance, Credit Saison

~66% of the borrowings now beyond three years and at competitive rates

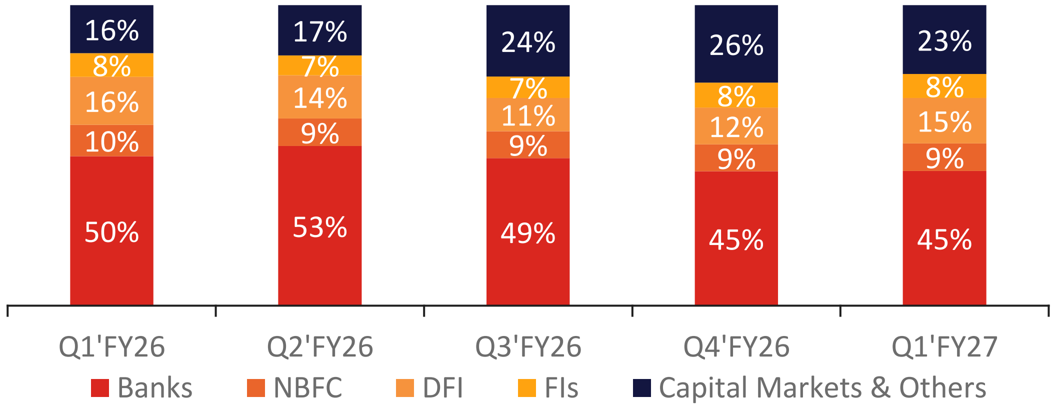
Liability mix by Tenure



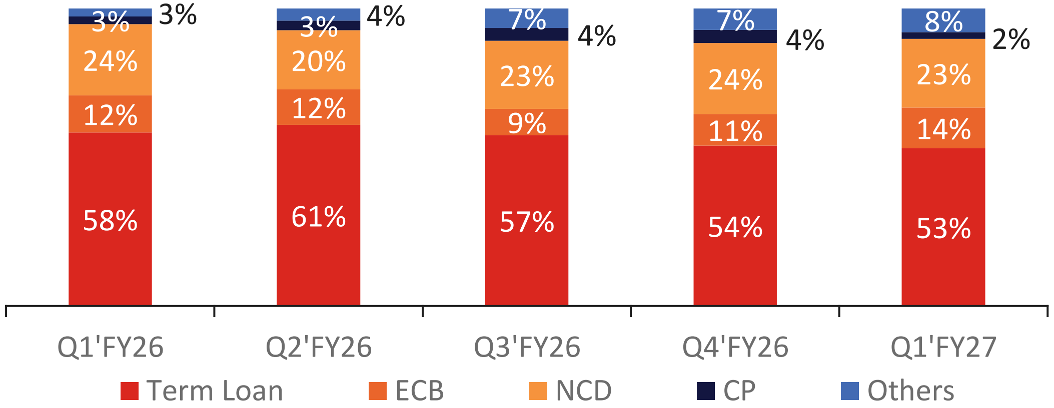
Cost of incremental borrowings (long term)



Liability mix by lender profile



Liability mix by product

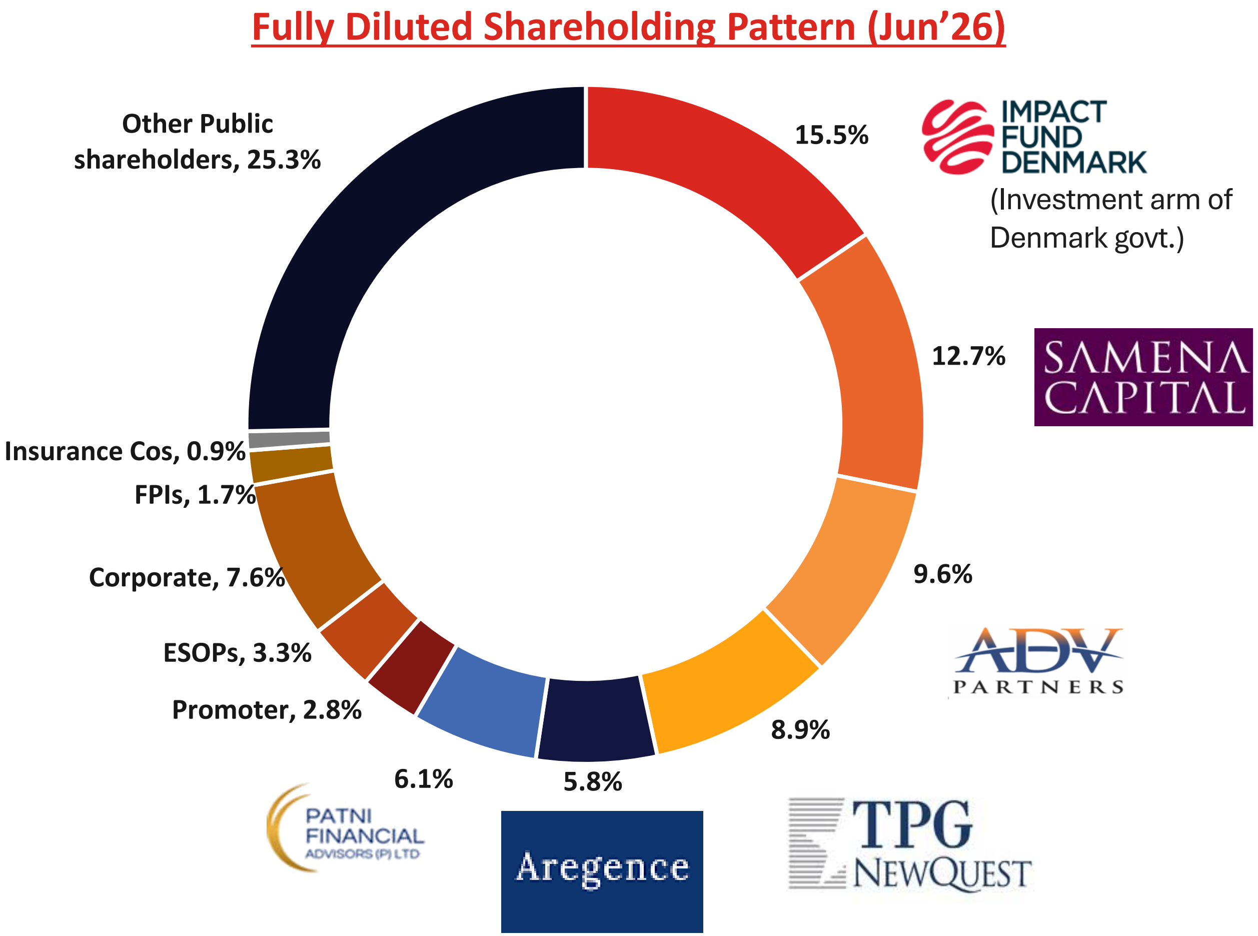


A predominantly long-term, well-diversified liability book underpins a resilient asset-liability profile and materially mitigates refinancing risk as the business grows

Note: Data on consolidated basis from Q3’FY26 onwards

Shareholding, Board, and Management

Institutionally Owned: Majority held by Institutional Investors



Promoter and Management to potentially own approx. 9.6 Mn shares on a fully diluted basis; vesting conditions are tenure linked over period of 3 years from grant date, thereby aligning management's goals towards company's performance and ultimately shareholder returns

We are Independently supervised by eminent Board of Directors

Non-Executive Chairman

Satyananda Mishra
Chairman, Corporate Social Responsibility Committee
Ex-Chairman- MCX, Ex-CIC, GOI,
Ex-Director - SIDBI

Independent Directors

S. Karuppasamy
Ex-Executive Director, RBI

Committee Chairman
IT Strategy,
Compliance & Customer Service

Karnam Sekar
Ex - MD & CEO of Indian Overseas Bank

Committee Chairman
Risk Management

Hemant Bhargava
Ex-Chairman in charge and MD of LIC

Committee Chairman
Audit

Rajeev K. Agarwal
Ex-Whole Time Member, SEBI

Committee Chairman
Nomination & Remuneration, Stakeholder Relationship, Securities allotment and Transfer committee

Tabassum Inamdar
Ex Goldman Sachs,
UBS Securities,
Kotak Securities

Nominee / Shareholder Directors

Ramanathan Subramanian Arun Kumar
Partner and COO at ADV

Rohit Goyal (IFU Nominee)
VP at IFU

Shachindra Nath - Founder & Managing Director
25+ Years of diversified financial services experience across asset management, lending, capital markets & insurance

With strong corporate governance framework enshrined in the Articles

- High degree of **regulatory oversight and transparency**
- An institution created with **a long-term view**, designed for continued operational efficiency
- Access to **permanent capital**

- **Reputed Audit Firm** to be appointed as the statutory auditors
- **G.P. Kapadia & Co.** is the **statutory auditor**

- Any proposed loan >**1% of net worth or to a related party** to require unanimous approval of ALCO and the Board
- Board approved **multi-layer credit authority delegation**
- **Removal of key management (including CRO, CFO)** to require 3/4th board approval
- Any significant action by the Company to need **3/4th approval of the Board**

- **Independent directors** to comprise majority for perpetuity
- Any shareholder holding **>10% to qualify for a board seat**
- Key committees to be headed by an independent member with required credentials
- **The majority of the NRC, ALCO and Audit Committees** to comprise of **independent directors**

Special Resolution of Shareholders required for effecting any changes to the AoA; Promoters/Management do not have unfettered rights to divert business strategy

Professionally Managed: Leadership has 200+ years of cumulative experience

Shachindra Nath
Founder & Managing Director
25+ Years of Experience

Anuj Pandey
Chief Executive Officer
25+ Years of Experience

Shilpa Bhatter
Chief Financial Officer
19+ Years of Experience

Sameer Nanda
Chief Revenue Officer
25+ Years of Experience

Irem Sayeed
Chief Risk Officer
20+ Years of Experience

Rajni Khurana
Chief People Officer
~25 Years of Experience

Sunil Lotke
Chief Legal & Compliance Officer
23+ Years of Experience

Satyabrata Mohapatra
Chief Operating Officer
25+ Years of Experience

Rahul Sekar
Chief Technology and Product Officer
18+ Years of Experience

Focused Vertical: Customer Segments & Sourcing Strategy

Emerging Market Loan: Small-ticket LAP to MSMEs in Tier II and beyond locations

Providing loan against property to MSMEs in highly underserved and underpenetrated Tier-2 cities and beyond

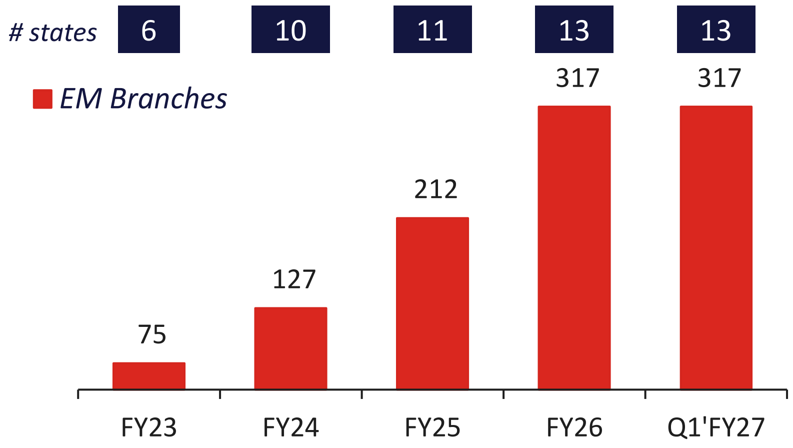
Product Description	Product Commercials	Borrower Profile	Applicant Profile	Specific Underwriting
Collateral backed business loans in Tier 2 cities and beyond for working capital requirements or business expansion[1]	**~18 % / 14 - 15%** Portfolio Yield for Micro product / High Ticket secured	**Business vintage of 3+ years** operating as SENP, LLPs, Pvt. Ltd., and trusts in manufacturing or services or trading[2] segment	✓ **Resident Indian** aged 23-70 yrs ✓ Must reside in UGRO-approved locations[4]	**LTV up to 75%** and **DSCR[5] > 1.2**
INR 7.5 - 50L range of loan size **INR 17 - 19L** average ticket size	**2.0 - 2.5%** Processing fees	**Annual Customer Turnover < INR 3 Cr**	✓ **Co-applicant** is mandatory ✓ **PAN and Aadhar** for all applicants/ co-applicants is mandatory	**Collateral property** must be located in a UGRO-approved location[4]
12-180 months range of tenor **~120 months** most common maturity	**2.5 - 3.0%** Insurance premium	**CMR Score[3] =<7**	**CIBIL Score[3] > 650**	**No EMI bounces** in last 6 months and **no 30+ DPD** in last 12 months

Notes:
1. Cannot be used for personal property purchase
2. Operating in all sectors except a defined list of negative profiles of business such as liquor manufacturers, paan shops, coal traders etc, dairy business capped at INR 15L
3. CIBIL - Credit Information Bureau (India) Limited, CMR - CIBIL MSME Rank
4. Geographical limits of 75 Kms from Telangana, Tamil Nadu, Rajasthan & Karnataka or 50km from MP, Maharashtra, Haryana, Gujarat & Delhi; all new locations to be 50km of a UGRO branch
5. DSCR: Annual Net Income/(Existing EMI obligations + Proposed EMI obligations)

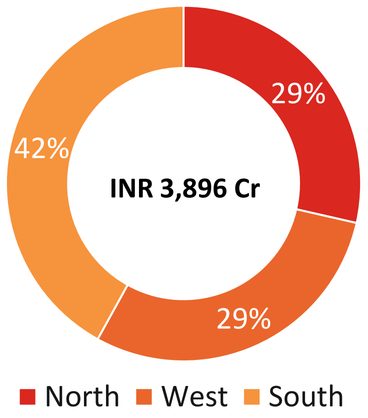
Emerging Market Loan: Scaling through PAN-India branches ecosystem

Strong on-ground sourcing and distribution through 1,700+ sales executives operating through 317 branches

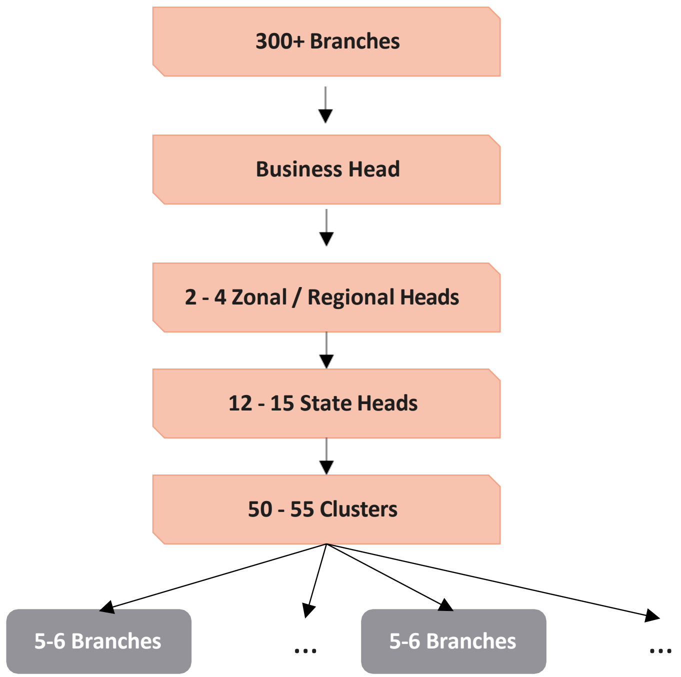
Rapidly increasing on-ground footprint



AUM - by geography



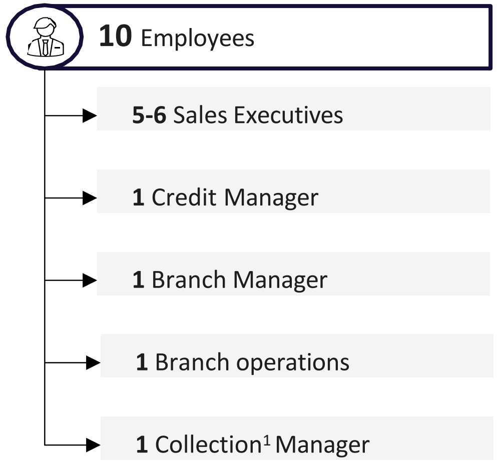
Emerging market branches operate on a cluster-based approach...



50-75km

Distribution coverage span of each branch

..where each branch follows a set template



Note 1: Onboarded once a certain sizable AUM is reached

GROx: Automated end-to-end underwriting process, backed by robust tech engine

ML-driven decision engines, dynamic limits and fraud detections

Extremely rich merchant data…

Automated integrated & data sharing with partner platform

Location | Revenue | Gross Merchandise Value | Cash flow | Sales refund

+

CIBIL score + Bureau report

…analysed through proprietary LOS / LMS[1]…

Bureau

Enquiries, Accounts, Repayment behaviour, leverage

Platform

Date of Birth, Pincode, TPV, vintage, loan segment, Lat-Long

Transactional

GMV Transactions [monthly / daily], Active days, Partner rating

Overall Risk Band Predictor

Auto approved: R1, R2

R3

Auto reject: R4, R5

…providing faster and reliable decision making

- Fully tech-backed decision making with no manual intervention
- Strict underwriting profiles with c.40% approval rate of R1 to R3 bands
- Loan approval within minutes of merchant application submission

Contextual Products

✓ Specific products curated to solve multiple use cases through EDI, EWI, Credit Lines

Deep Data Science

✓ Consume contextual data & build customized credit model for specific partners based on TPV & GMV

Custom in-house tech

✓ Custom built **LMS & LOS**. Well documented **APIs** & quick integration for seamless embedded & customer journey

ESG

Driving Inclusive and Responsible Value Creation

Weaving ESG into Business

Strengthening ESG Ecosystem

1. Newly developed ESMS with updated ESG Policy,
2. ESG Committee formation charter, stakeholder engagement framework and mapping of customer sector specific ESG Risks

Enhanced ESG Risk Tracking

1. Enhanced ESG Risk tracking mechanism – expanded the scope to MyShubhLife customers
2. Tailor-made ESG Scorecard to cater specific requirements of Emerging Market Portfolio

Digital Forms for ESG survey

Implemented digital ESG Survey forms for ease of completion and digitized dashboard readiness

ESG Trainings

1. Detailed ESG Training organized separately for senior leaders and Credit Managers from all products
2. ESG component added in the induction training content

Health & Safety Practices

1. Newly developed UGRO's Health& Safety Policy
2. Development of Health, Safety & Environment (HSE) checklist for branch inspections
3. HSE inspection carried out for 8 branches and corrective actions taken

KYC – Supportive platform for PWDs

1. Integration of Person with Disability (PwDs) customers requirements in on-boarding journey
2. Dedicated hotline and email for PwD customers
3. Developed PwD awareness training module for UGRO employees

UGRO has a strong foundation of ESG practices

E Environmental

~55%[1]
Of borrowers adopted clean or energy efficient practices

~45%
Borrowers practice active waste reduction

5.61 Lakhs+
Outreach footprint via UGRO Impact Sparks knowledge series

~95%[1]
Borrowers follow at least one environmental practice; ~8% use solar power

S Social

~70%
Of AUM covers Female borrowers who are owner/co-owner

44%
Women representation in UGRO's senior management

14%[1]
Increments in borrowers' Income post UGRO loan

~ 77%[1]
of surveyed borrowers are first-generation entrepreneurs

G Governance

ESG
Committee Formulation – reporting to RMC

Board seats by
10%+
stake PE shareholders

Strict exclusion list of sectors & ESG Srisk Scorecard for lending high risk[2]

~40%[1]
run >25% of daily transactions digitally (financial transparency)

Note:
1. Based on Monthly sample based ESG Surveys for borrowers
2. High risk sector includes weaponry, munitions, tobacco, involved in child or forced labour, radioactive materials

THANK YOU

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