

# Investor Presentation Q4'FY25 29<sup>th</sup> April 2025



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Totals in some columns/ rows may not agree due to rounding off. Figures for the previous period/ year have been regrouped / restated wherever necessary to conform to current period's / year's presentation.

Note: All financial numbers in the presentation are from Audited Financials or Limited Reviewed financials or based on Management estimates. All figures in this presentation are in INR Crores unless mentioned otherwise.

# PAT at Rs 501 Crs post accelerated provisioning of Rs 305 Crs



Particulars	Q3 FY25	Q4 FY25	FY24	FY25
Regulatory Provision	81	76	606	448
Accelerated Provision	93	97	73	305
PBT	105	120	514	474
DTA	(5)	(4)	(155)	(28)
PAT	111	123	670	501
Adjusted PAT <sup>1</sup>	198	217	587	779
Adjusted RoA <sup>2</sup>	2.33%	2.47%	2.10%	2.31%
Adjusted RoE <sup>2</sup>	19.77%	21.43%	23.03%	19.38%

- Growth of 33% in Adjusted PAT<sup>1</sup> of FY25 vs FY24
- Carrying Rs. 305 Crs of accelerated provision to next year
- Book Value per Share (BVPS) improves to Rs. 392

# Secured Asset Performance makes MFI stress a bump in the road



- Advances<sup>1</sup> growth of 19% y-o-y v/s industry growth of ~11%; AUM at Rs. 29,545 Crs
- Secured growth rate of 40% with AUM of Rs. 20,633 Crs
- Unsecured degrowth by 11% with AUM of Rs. 8,912 Crs
- Secured book now @ 70% v/s 60% last year with overall Yields holding
- MFI book @ 30% v/s 40% last year and 28% MFI book covered under Guarantee program
- GNPA<sup>2</sup> / NNPA<sup>2</sup> at 2.5% / 0.9% with accelerated provision of Rs. 305 Crs made during FY25
- Gold and Two wheeler loans making positive contribution with next focus now on Used Cars and Supply Chain Financing

# Deposits momentum sustained in a difficult year



- Deposits growth of 29% y-o-y v/s industry growth of ~11%; Deposits at Rs. 29,120 Crs
- CASA growth of 18% y-o-y with book of Rs. 5,235 Crs
- Term Deposits growth of 32% y-o-y with book of Rs. 23,884 Crs
- CD ratio for FY25 at 93.3% v/s 102.4% for FY24; CD ratio at 82.9% including refinance
- LCR at 253% for Mar-25 v/s 391% for Mar-24
- Cost of deposits at 8.0% for FY25 vs 7.7% for FY24
- Expanded branch network in Andhra Pradesh during the year

# **Credit cost summary**



#### Reduced Credit cost due to improved recoveries

Particulars	Q3 FY25	Q4 FY25	FY24	FY25
Regulatory Provision	81	76	606	448
Accelerated Provision	93	97	73	305
Credit Cost	174	173	679	753
Less: Recoveries under Other Income	37	42	122	123
Less: Accelerated Provision	93	97	73	305
Net Credit Cost	44	34	484	325

GNPA Movement	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25
Opening GNPA Balance	494	646	755	758
Additions during the period <sup>1</sup>	305	412	437	469
Less: Recoveries & Write offs during the period	153	303	434	498
Closing GNPA Balance	646	755	758	729
GNPA <sup>2</sup>	2.51%	2.86%	2.71%	2.54%
NNPA <sup>2</sup>	0.95%	0.95%	0.91%	0.88%
PCR	62.70%	67.20%	66.90%	66.09%
PCR including technical write-offs	76.85%	78.44%	80.16%	80.23%

<sup>&</sup>lt;sup>1</sup>Additions/Reductions to GNPA presented for the quarter exclude any intra-quarter additions and reductions i.e., Loans which slipped into NPA during the quarter, and which got subsequently upgraded/written off within the same quarter are excluded. Also, NPA of Rs 21 Crores in Gold Loans portfolio in Q4 on account of technical issue is excluded from the additions I <sup>2</sup>Advances for the purpose of GNPA/NNPA calculation includes IBPC & Securitization Book and is calculated on Total NPA including Rs 21 Crores of Gold Loans NPA

# Cost to income and Cost of deposit have peaked



#### Cost to Income ratio at 61% inspite of MFI revenue headwinds

Particulars	FY 24	FY 25
Opex for the period	1,605	1,943
Total Business <sup>1</sup>	47,318	58,665
Cost to Income Ratio	57.4%	61.3%
Opex to Total Business (%)	3.39%	3.31%
Unsecured AUM	10,002	8,912

#### CASA growth of 18% y-o-y while reducing cost of CASA

Particulars	FY 24	FY 25
Cost of CASA Deposits (%)	4.47%	4.36%
CASA (in Rs Crs)	4,447	5,235
CASA Ratio (%)	19.7%	18.0%
LCR (%)	391%	253%

# Q4 highlights - Growth in PBT with improvement in asset quality



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<b>Assets</b>	A	S	S	e	t	S
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#### Liabilities

#### **Asset Quality**

#### **Capital Quality**

#### **Return Ratios**

#### **P&L Metrics**

Rs. 29,545 Crs 5.6% Advances<sup>1</sup> Growth (q-o-q) **Rs. 29,120 Crs 12.6%**Deposits Growth
(q-o-q)

2.5% [2.7%] Gross NPA<sup>3</sup> Rs. 392 [Rs. 380] BVPS **1.4%** [1.3%] ROA

**Rs. 120 Crs** [105 Crs] PBT

70%
[68%]
Share of Secured
Advances<sup>1</sup>

58.8% [63.3%] Retail Deposits<sup>2</sup> **0.9%** [0.9%] Net NPA<sup>3</sup>

**20.7%** [18.4%] CRAR<sup>4</sup>

**12.3%** [11.4%] ROE

**Rs. 293 Crs** [279 Crs] PPOP

# FY25 highlights-CRAR improves to 20.7% after 19.4% Assets growth Jana Small



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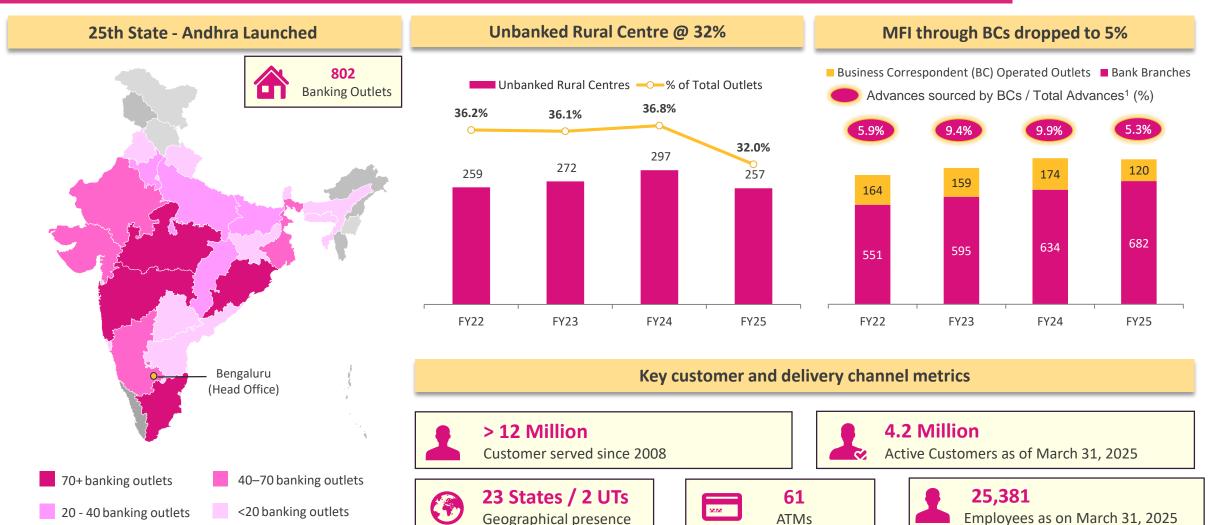
Assets	Liabilities	Asset Quality	Capital Quality	Return Ratios	P&L Metrics
<b>Rs. 29,545 Crs 19.4%</b> Advances <sup>1</sup> Growth (y-o-y)	<b>Rs. 29,120 Crs 29.0%</b> Deposits Growth (y-o-y)	<b>2.5%</b> [2.0%] Gross NPA <sup>3</sup>	<b>Rs. 392</b> [Rs. 342] BVPS	<b>1.5%</b> [2.4%] ROA	Rs. 474 Crs [514 Crs] PBT
<b>70%</b> [60%] Share of Secured Advances <sup>1</sup>	<b>58.8%</b> [63.9%] Retail Deposits <sup>2</sup>	<b>0.9%</b> [0.5%] Net NPA <sup>3</sup>	<b>20.7%</b> [20.3%] CRAR	<b>13.0%</b> [26.9%] ROE	Rs. 1,226 Crs [1,193 Crs] PPOP

ROA and ROE is after considering DTA of Rs. 28 crores in FY 25 and Rs. 155 crores in FY 24

# National franchise with strong brand recognition



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# Affordable Housing and Micro LAP @ 11,900 Crs; Every secured loan business showing tremendous performance



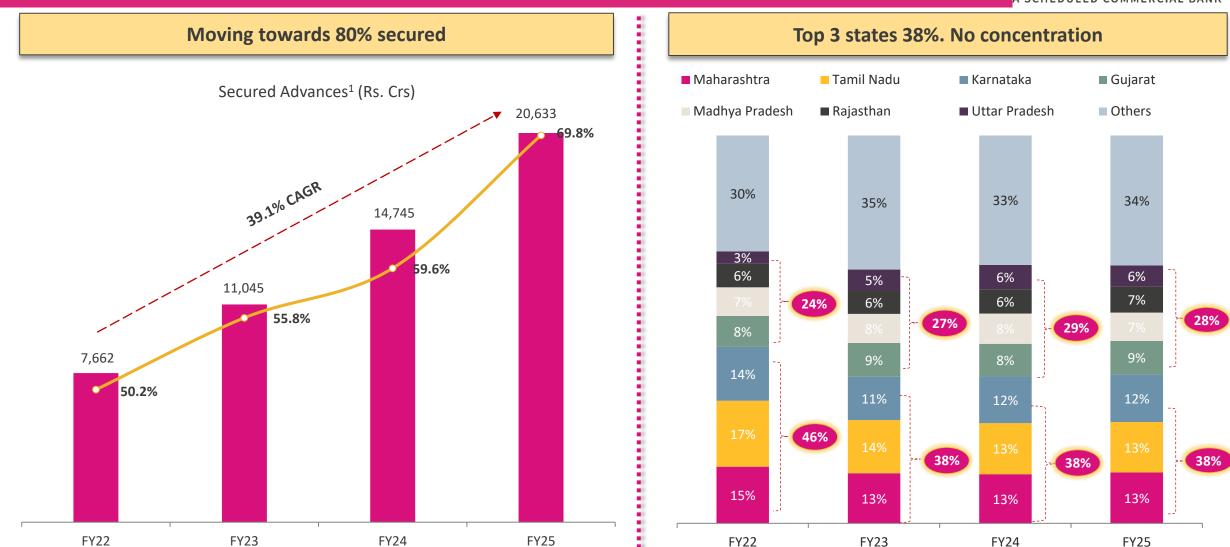
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	ory of Advance <sup>1</sup> March 31, 2025)	AUM	Average Tenure (Months)	Average Ticket Size (Rs. Mn) <sup>2</sup>	Advances <sup>1</sup> Growth y-o-y	Advances <sup>1</sup> Growth q-o-q	GNPA <sup>3</sup>	NNPA <sup>3</sup>	LTV <sup>4</sup>
	Affordable Housing	6,136	213	1.10	37.8%	10.0%	1.4%	0.7%	50.0%
	Micro LAP	5,764	136	0.63	21.6%	6.4%	2.6%	1.1%	35.8%
	MSME Loans	4,283	138	5.45	29.1%	10.0%	2.3%	0.9%	45.5%
red	Term Loans To NBFCs	1,629	26	172.18	50.5%	(0.8%)	0.0%	0.0%	NA
Secured	Two-wheeler Loans	1,002	28	0.06	105.5%	18.2%	3.0%	1.2%	NA
	Gold Loans	980	5	0.07	237.6%	64.8%	2.7%	2.2%	60.2%
	Loan against FD	840	NM	NM	123.5%	(24.5%)	0.0%	0.0%	NA
	Total Secured Advances	20,633			39.9%	8.1%	1.9%	0.9%	
l	Insecured Advances	8,912	25	0.04	(10.9%)	0.2%	4.0%	0.9%	NA

## Secured loan on track to 80% with geographic diversification maintained



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# MFI – Disbursals improved in Q4 with 28% book under Guarantee Program

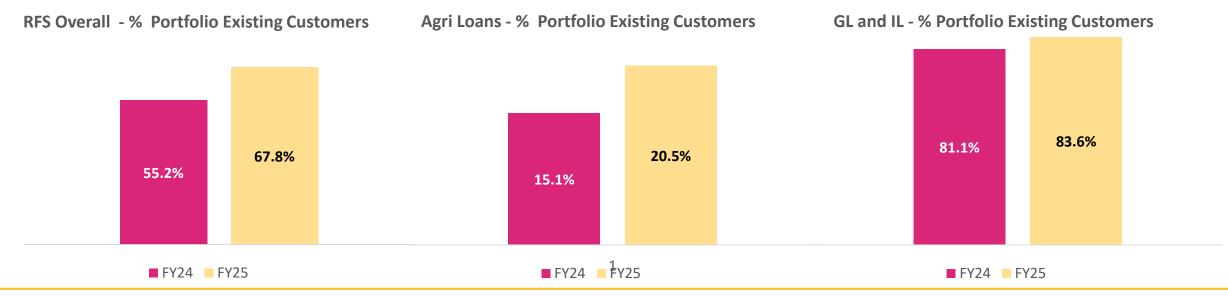


Product Wise Advances <sup>1</sup>	Mar-25	Digital Payment	ATS <sup>2</sup>	y-o-y Growth	q-o-q Growth	GNPA <sup>3</sup>	NNPA <sup>3</sup>	PCR
Individual Loan	5,210	45.6%	51,153	(1.4%)	1.7%	1.1%	0.4%	66.4%
- Agri	1,549	33.7%	49,672	42.8%	(1.7%)	0.8%	0.0%	100.0%
- Non Agri	3,661	50.6%	51,806	(12.8%)	3.2%	1.2%	0.5%	56.5%
BC Book	1,566	43.7%	27,503	(36.0%)	(4.7%)	12.7%	2.5%	82.0%
Agri Group	1,225	10.2%	26,828	(31.6%)	(14.0%)	7.5%	2.0%	74.9%
Group Loans	912	22.9%	36,146	89.0%	28.6%	0.7%	0.0%	100.0%
Total Unsecured	8,912	35.0%	38,806	(10.9%)	0.2%	4.0%	0.9%	78.0%

# MFI business – Safety in existing customers and IL book @ 63%



Product	Jana Loan Cycle 1	Jana Loan Cycle 2	Jana Loan Cycle 3	Jana Loan Cycle 4+
Agri	1,772	409	37	11
GL	993	62	19	12
IL	104	2,239	1,372	1,883
Overall	2,869	2,710	1,428	1,906





## **Bring Your Bank Home**





#### 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



#### 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

#### Gold Loan

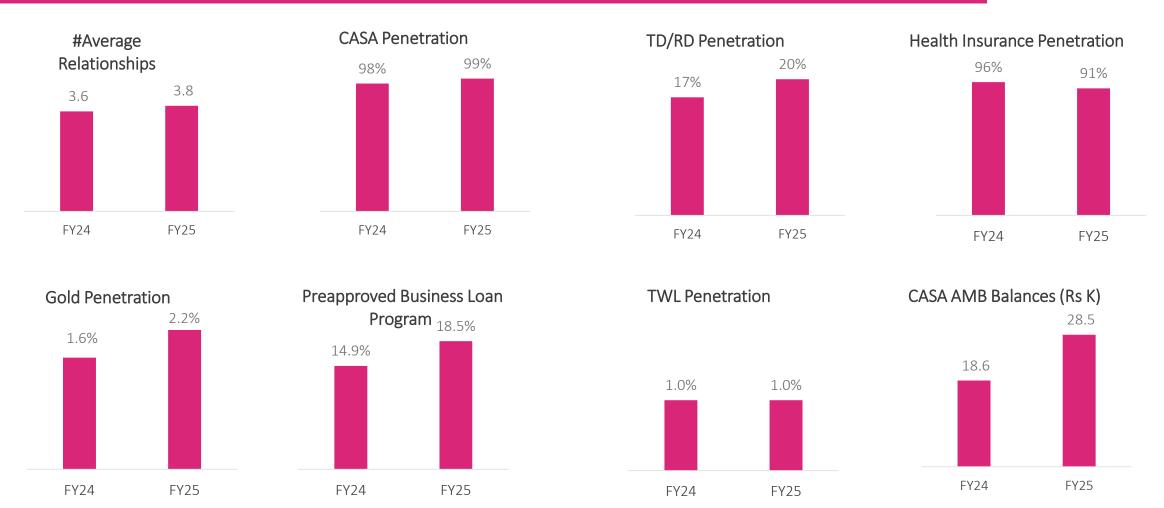
- Zero Processing Fees
- Quick Disbursement in 30 minutes

#### 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.

# Anchor Bank approach has strong customer buy in





#Average Relationship including Property insurance and Life insurance is at 6.1 and 5.8 for FY25 and FY24 respectively

# CD ratio at 93.3% and 82.9% including refinance

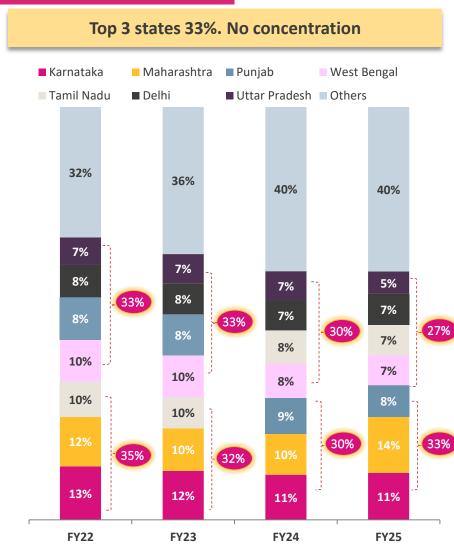


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Particulars	Mar-25	Dec-24	Mar-24	q-o-q (%)	у-о-у (%)
CASA	5,235	4,768	4,447	9.8%	17.7%
TD	23,884	21,097	18,124	13.2%	31.8%
Total Deposits	29,120	25,865	22,571	12.6%	29.0%

Particulars	FY25	Q4 FY25	Q3 FY25	FY24	Q4 FY24
CASA Ratio	18.0%	18.0%	18.4%	19.7%	19.7%
Cost of Funds	8.1%	8.0%	8.0%	7.7%	7.8%

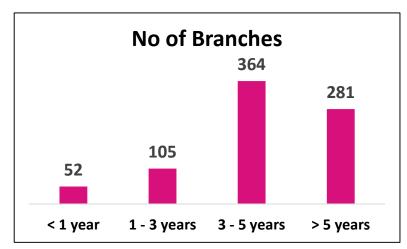
- Credit to Deposits ratio reducing from **102.4**% in Mar-24 to **93.3**% in Mar-25 as the deposits have grown faster than advances.
- Credit to Deposits ratio (reducing refinance from Advances) at 82.9%.
- **Non-callable** forms **65**% of Bulk Deposit and **77.8**% of Bulk Deposits are contracted at <u>1 year and above</u>.
- 89.9% of Retail deposits are contracted at 1 year and above.
- LCR at 253% as of Mar-25

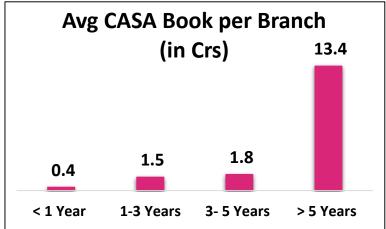


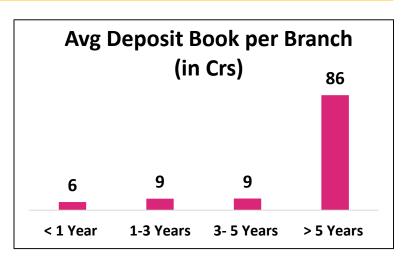
## **Deposits – Underserved on Service and Price**

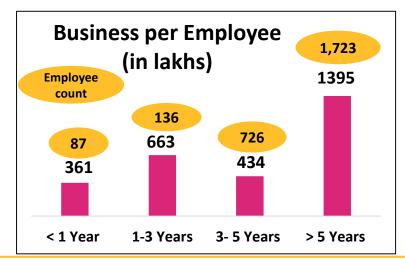


Optimize Distribution network – Mobilize Low-cost, stable retail deposits. Build momentum on CASA acquisitions









- ☐ The bank added 52 branches during the year of which 28 were added during Q4.
- ☐ Senior citizen savings bank product Legend, NRI, Exclusive and Premier programs continue to lead in our new customer acquisition and CASA/term deposit buildup.
- The per employee productivity for liabilities business continues to improve at approximately 11 Crs per staff.

# **Expanding Digital Footprint**



# Digital Channels



## **Key Highlights**

4.2 Continued to be the top rated banking apps

63% y-o-y Growth - Txn Volume

19% y-o-y Growth - MB Registration

64% y-o-y Growth - MB Txn Volume

y-o-y Growth - MB Txn Value

# Digital Highlights

#### **Jana Digitization**

90% + Digital Uptake

98 % 99%

Banking transactions Loans are Digitally are Digital processed

99%

Sales force use TAB/Mobile

#### **Merchant QR**

24,521 QR Codes Installed across merchants for FY25

#### **Digital Adoption**



82%

y-o-y UPI in-app transactions value



27%

y-o-y growth in NACH transactions



87% of customers carded during FY25.72% of customer base carded

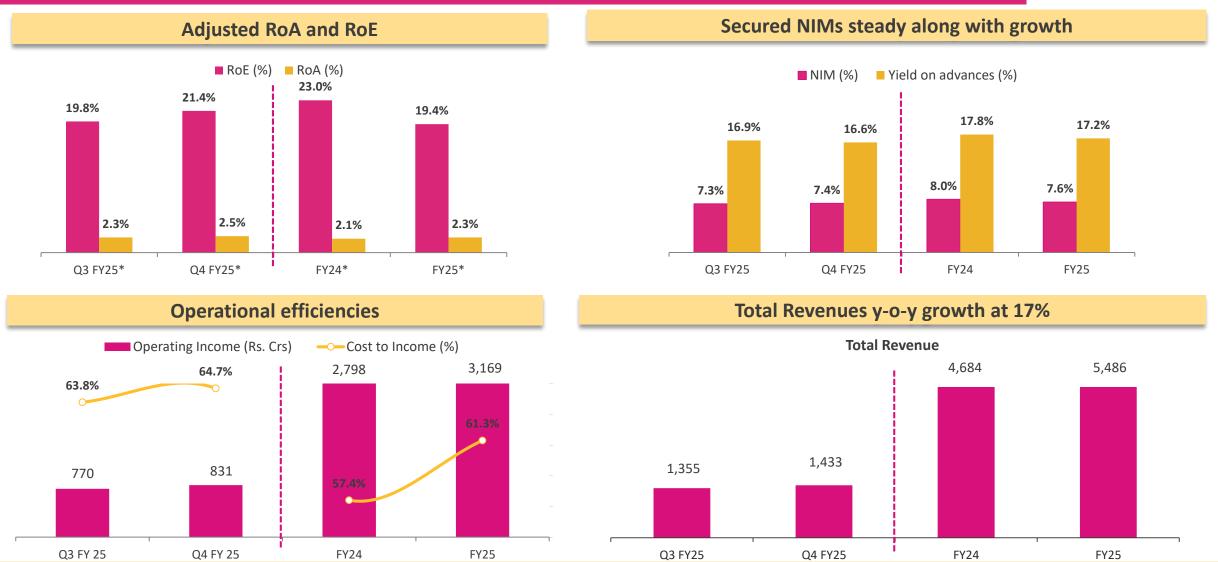
40%



# FY25 RoA at 2.3% without accelerated provisioning impact of Rs. 305 crs Jana Small



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<sup>\*</sup>RoA and RoE are computed after adding back accelerated provision and removing DTA impact for the respective periods | Reported RoA and RoE for FY 25 are 1.5% and 13.0% respectively| Reported RoA and RoE for Q4 FY 25 are 1.4% and 12.3% respectively

# **Strong PCR across all businesses**



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#### **GNPA and NNPA returning to Pre-COVID levels**

Restructured	Portfolio	@ 0.2% of AUM	

Particulars	Secured	Unsecured	ВС	Total
Gross NPA <sup>1</sup>	375	155	198	729
Net NPA	176	42	36	254
LTV	43.3%			
Gross NPA <sup>2</sup> %	1.9%	2.1%	12.7%	2.5%
Net NPA <sup>2</sup> %	0.9%	0.6%	2.5%	0.9%
PCR %	55.5%	72.8%	82.0%	66.1%
PCR % (incl tech write-off)	69.5%	91.3%	84.0%	80.2%

Particulars	Mar-25
Group Loans	3
Agricultural and allied Loans	0
Individual and Micro Business loans	0
Total Unsecured Book	3
MSE (Micro & Small Enterprise Loans)	50
Affordable Housing	7
Micro LAP	8
Total Secured Book	65
Total Book	68
% of AUM	0.2%

# P&L Statement – Q4 PBT improves by 14% Q-o-Q



Particulars	Q3 FY25	Q4 FY25	FY 24	FY 25
Interest Income	1,177	1,199	4,014	4,710
Interest Expense	585	602	1,886	2,317
Net Interest Income	593	597	2,128	2,393
Other Income	177	234	670	776
Operating Income	770	831	2,798	3,169
Operating Expenses	491	538	1,605	1,943
Operating Margin	279	293	1,193	1,226
Provisions and Contingencies	174	173	679	753
Profit Before Tax	105	120	514	474
Taxes	(5)	(4)	(155)	(28)
Profit After Tax	111	123	670	501

#### **Break-up of Other Income for FY25:**

Other Income includes:

- Commission, exchange and brokerage –
   Rs. 553 crores [Rs. 486 crores]:
  - Processing Fee Rs. 248 crs [Rs. 245 crs]
  - Insurance commission Rs. 128 crs [Rs. 111 crs]
  - Other fees Rs. 177 crs [Rs. 130 crs]
- Miscellaneous Income Rs. 200 crores [Rs. 175 crores]:
  - Income from sale of PSLC Rs. 72 crs [Rs. 52 crs]
  - Recoveries Rs. 124 crs [Rs. 122 crs]

# Balance Sheet – Surplus liquidity at 2,816 Crs and refinance tenor increased to ~5.6 years



Particulars	March 31, 2024	December 31, 2024	March 31, 2025
CAPITAL AND LIABILITIES			
Capital	105	105	105
Reserves & surplus	3,473	3,877	4,013
Deposits	22,571	25,865	29,120
Borrowings	5,211	3,972	3,867
Other liabilities and provisions	1,350	1,232	1,359
TOTAL	32,710	35,051	38,464
ASSETS			
Cash and balances with RBI	1,026	1,293	2,816
Balances with banks	1,027	68	1,643
Investments	6,738	6,320	5,945
Advances	23,111	26,514	27,155
Fixed assets	142	153	153
Other assets	666	703	751
TOTAL	32,710	35,051	38,464

#### **Borrowings:**

Borrowings includes

- Refinance Rs. 3,018 crores
- Tier-2 capital Rs. 350 crores
- Others incl call Rs. 499 crores

Fresh borrowings from NHB & SIDBI during the quarter amounting to Rs. 150 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

### **Guidance for FY 2027**



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
~18-20%



PAT Growth

~30%



ROA

1.6% - 2.0%



ROE

15% - 18%

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

# **Experienced and professional management and Board**



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

Name & Desig	nation	Past Experience	Name & Designation		Past Experience
	Ramalingam Ramaseshan Part-Time Chairman and Independent Director	National Commodity and Derivative Exchange Ltd.		Ajay Kanwal Managing Director & Chief Executive Officer	Standard Chartered Bank     CitiBank
	<b>Dr. Subhash C Khuntia</b> Independent Director	Former IRDAI Chairman     Various Departments in     Government of India		Krishnan Subramania Raman* Executive Director, Chief Credit and Collections Officer	Standard Chartered Bank     Mashreq Bank PSC
	Chitra Talwar Non-Executive Independent Director	Britannia Industries     PepsiCo		Ramesh Ramanathan Non-Executive Non-Independent Director	Citibank
	Kumbla Srinivas Nayak Non-Executive Independent Director	<ul><li>Standard Chartered Bank</li><li>Idenfo Ltd.</li></ul>		Rahul Khosla Non-Executive Non-Independent Director	Max Group     Visa International Service     Association
	Pammi Vijaya Kumar Non-Executive Independent Director	Reserve Bank of India		Mr. Dinesh C Patwari Non-Executive Independent Director	Income Tax Department     of India

<sup>\*</sup>Mr. KS Raman will hold the position of Head-RFS from 1st May 2025.

# **Experienced and professional management and Board**



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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
Abhilash Sandur Chief Financial Officer	Kotak Mahindra     Bank     Bharti Axa General     Insurance Co. Ltd.	Sudhir Madhavan (Resigned) Head of Retail Financial Services	<ul><li> HDFC Bank</li><li> Bajaj Finance</li><li> Citibank</li></ul>	Sumit Aggarwal Head – MSE, Supply Chain and Financial Institutions	Emirates NBD     Standard Chartered     Bank
Amit Raj Bakshi Chief Human Resource Officer	<ul><li>JP Morgan &amp; Chase</li><li>Serco BPO</li><li>Telenor India</li><li>DBS Bank</li></ul>	Satish Ramachandran Chief Risk Officer	<ul><li>Citibank NA</li><li>Standard Chartered Bank</li><li>Fullerton India</li></ul>	Shrinivas Murty J President and Head –	HDFC Bank     ICICI Bank     Ujjivan Small Finance
Pradeep Rebello Head – Two Wheeler Finance	<ul><li>HDFC Bank</li><li>ICICI Bank</li><li>Tata Capital</li><li>IDFC First Bank</li></ul>	Ashish Gopal Saxena Chief Information and Digital Officer	<ul> <li>UGRO Capital Ltd</li> <li>AU Small Finance Bank</li> <li>Max Life Insurance</li> </ul>	Branch Banking and Marketing  Ganesh Nagarajan Chief Operation Officer	Bank      Yes Bank     Equitas Small Finance
Lakshmi R N Company Secretary and Compliance Officer	ING Vysya Bank     Firstapex Software     Technologies Pvt Ltd     Kirloskar Multimedia	Chitra Menon Chief Compliance Officer	ICICI Bank     HDFC Bank	Chief Operating Officer	Bank  • Kotak Mahindra Bank  • IDBI Bank
Rincoo Ji Vachha Head - Affordable and Micro Housing Loans	ICICI Bank     CRISIL	Gopal Tripathi Head of Treasury and Capital Markets	<ul><li>State Bank of India</li><li>HDFC Bank</li><li>Bank of India</li></ul>	Mahalingam Ramachandran Head of Internal Audit	HDFC Bank

# CSR led by employees with direct community interaction



#### 56 CSR Projects undertaken across 16 states during current year



#### Promoting education

- Study desks & Benches
- Computers
- School toilet renovation
- Fans and lights for schools
- Solar water heaters for Hostels

#### **Rural development projects**

- Roof top Solar Power Plant
- Water Pump for drinking water

#### Safe drinking Water

- Water filters
- RO water plants

#### Promoting health care including preventive health care and sanitation

- Ultrasonography Machine
- HPLC Analyser
- Matrix Blood Gas Analyser
- ELISA Reader & Washer
- Ventilator
- Wheelchairs
- E-Cart for patients
- Cataract eye operation to 100 poor beneficiaries

- CRRT machine
- High Speed Drill)
- Haemodialysis machine
- Ophthalmological Van
- X-Ray Machine
- Ambulance
- Dental Laser Machine
- Medical beds

#### Ensuring environmental sustainability and ecological balance

- Automatic Cloth Bags Vending Machine
- Solar Panel
- Waste Collection vehicle
- Dry Leaf Composts bin for Public and Residential spaces

#### **Poverty and malnutrition**

• Food distribution van for mid-day meals

# Excellence being recognized – FY 25









Leader in digital transformational strategy By BFSI Leadership



by Chambers of Commerce

Best Small Finance Bank, India,

Best performance on profitability (Runners-up)

Best Performance on Asset Quality

Best Performance on Risk Management

**Emerging Asian Banking Awards** 



WOW Workplace 2025 BFSI Award by Jombay

# Jana Small Finance Bank

A SCHEDULED COMMERCIAL BANK

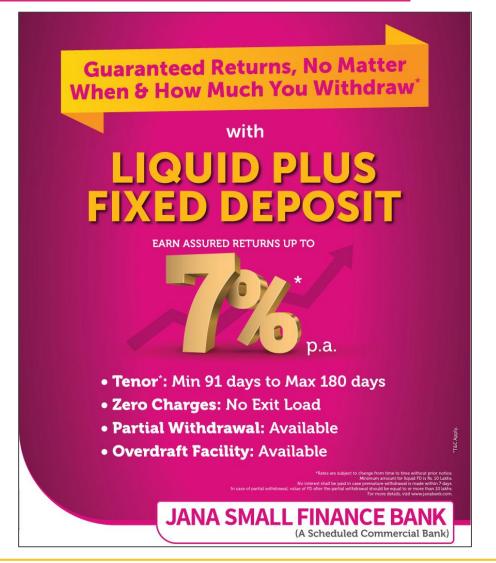
# **Thank You**

# **Innovative Product offerings**



A SCHEDULED COMMERCIAL BANK



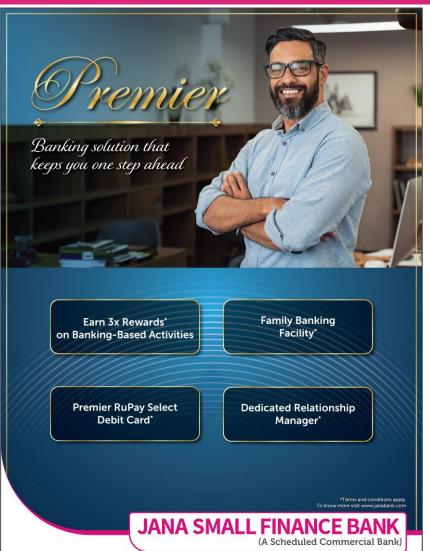


# **Best-in-class segment offerings**

# Jana Small Finance Bank

A SCHEDULED COMMERCIAL BANK







# **Abbreviations**



Abbreviation	Expansion	Abbreviation	Expansion
AUM	Advances Under Management	MFI	Micro Finance Institution
ВС	Business Correspondents	MSME	Micro, Small and Medium Enterprises
CAGR	Compounded Annual Growth Rate	NACH	National Automated Clearing House
CASA	Current Account and Savings Account	NBFC	Non-Banking Financial Company
CGFMU	Credit Guarantee Fund for Micro Units	NII	Net Interest Income
CGTMSE	Credit Guarantee Trust Fund for Micro and Small Enterprises	NIM	Net Interest Margin
CRAR	Capital-to-Risk Weighted Asset Ratio	NNPA	Net Non-Performing Assets
DTA	Deferred Tax Assets	PAT	Profit After Tax
FD	Fixed Deposits	PCR	Provision Coverage Ratio
GNPA	Gross Non-Performing Assets	PPOP	Pre Provisioning Operating Profit
IBPC	Inter Bank Participation Certificate	q-o-q	Quarter-on-Quarter
NIM	Net Interest Margin	RoA	Return on Assets
LAP	Loan Against Property	RoE	Return on Equity
LCR	Liquidity Coverage Ratio	SFB	Small Finance Bank
LTV	Loan to Value	у-о-у	Year-on-Year