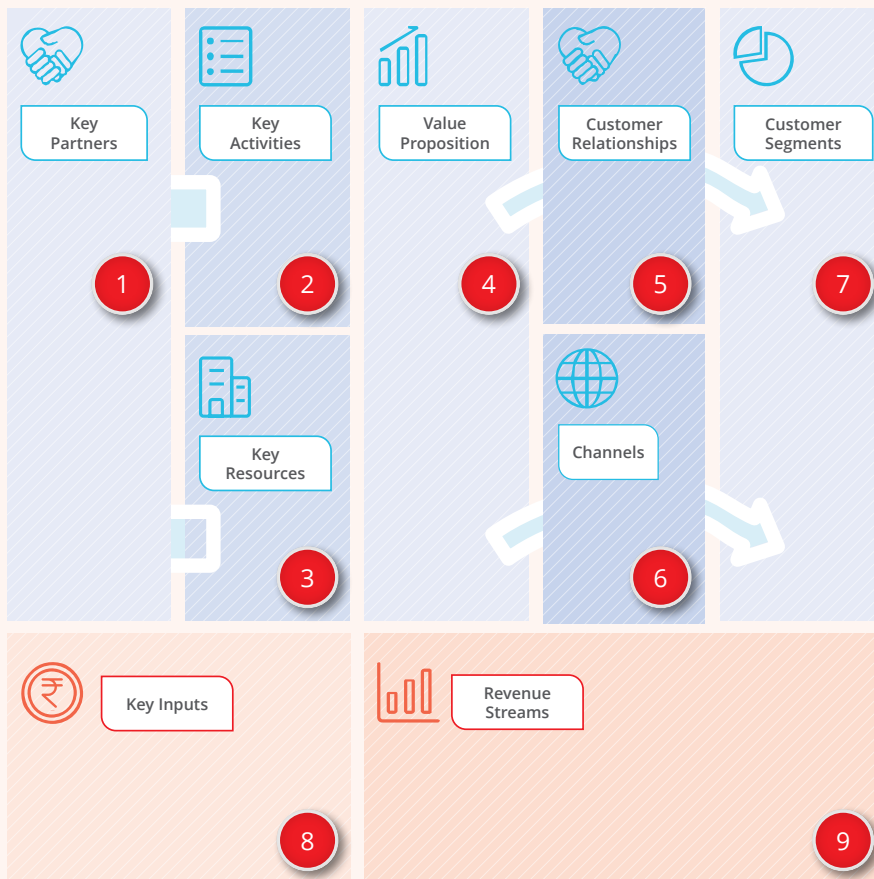


The Strategic Framework:

Union Bank's Business Model Canvas

As Union Bank of India, a public sector bank, we elegantly balance our commercial objectives with social and sustainable aspirations. Here is a glimpse into our business model using the standard Business Model Canvas developed by Alexander Osterwalder and Yves Pigneur. As an agile bank, this framework is dynamic and continually adapts to regulatory, economic, and technological changes.










Our business model is built on a foundation of strategic partnerships with the Government of India and other key stakeholders, including banks, financial institutions, fintech companies, and non-banking financial companies (NBFCs). We focus on key activities such as accepting deposits and providing loans across diverse sectors, strongly emphasising green financing, financial inclusion and digital innovation. Our resources include financial assets like deposits and investments, a skilled workforce, and an extensive network of branches and ATMs. Our value proposition lies in our broad physical and digital presence, ensuring accessibility and trust for a wide range of customers. We maintain strong customer relationships through personal assistance and digital platforms, and we serve a variety of customer segments, from retail to corporate clients. We manage our operations efficiently, keeping costs in check while adhering to regulatory requirements and focusing on risk management. Our revenue streams are diversified, encompassing interest income, fees, commissions, and investment returns. This comprehensive approach ensures we meet our strategic priorities of advancing digital excellence and sustainability, ultimately empowering our customers, and contributing to economic growth.



At UBI, we elegantly balance our commercial objectives with social and sustainable aspirations, leveraging strategic partnerships to drive innovation and financial inclusion.

For more on this, read the chapter on Social and Relationship Capital on Page 148

Business Model Canvas Number	Explanation	GRI Alignment	UNSDG Alignment	UBI's Strategic Pillars (see chapter on Strategic Priorities on page 40)
Key Partners 	<p>As a public sector bank, our partnership with the Government of India is fundamental. We also work closely with other banks and financial institutions for interbank transactions and loan syndications. Our collaborations with fintech companies enable us to innovate and enhance our digital services. Additionally, we maintain strategic partnerships with non-banking financial companies (NBFCs) and a network of Business Correspondents to extend credit. Our initiatives include leveraging advanced technologies such as blockchain, AI, and machine learning to optimise processes and improve customer experiences. We have also established significant international operations, including branches in Dubai, Sydney, and London, along with a joint venture in Malaysia, further expanding our global reach and capabilities.</p> <p><i>For more on this, read the chapter on Social and Relationship Capital on Page 148.</i></p>	GRI 203	 	Strengthening Partnerships and Alliances
Key Activities 	<p>We accept deposits from our retail clients, corporate clients, PSU clients, and government bodies. We provide loans to diverse sectors, including retail, agriculture, MSMEs, and large corporates, focusing on financial inclusion, women empowerment, and priority sectors. Digital innovation is central to our operations, offering easy banking access to customers and promoting financial inclusion. Additionally, we cater to high-net-worth clients and retail investors' investment and wealth management needs. During FY2024, we saw significant retail advances, agriculture lending, and MSME support growth, reinforcing our commitment to diverse financial services and inclusive banking practices.</p> <p><i>For more on this, read the chapter on Financial Capital on Page 88.</i></p>	GRI 201, GRI 203		Achieving Operational Excellence
Key Resources 	<p>Our financial resources encompass deposits, investments, and capital reserves. Our skilled workforce is crucial in managing various banking operations and providing excellent customer service. We also rely on our physical resources, including an extensive network of 8,464 branches (58% in rural and semi-urban areas), 8,982 ATMs, and 7 Digital Banking Units (DBUs). Additionally, our brand and reputation as one of India's largest, most trusted public sector banks are invaluable. We leverage advanced technologies, such as AI, machine learning, and a comprehensive IT infrastructure, to enhance our service delivery and operational efficiency.</p> <p><i>For more on this, read the chapter on Manufactured Capital on Page 68.</i></p>	GRI 201		Achieving Operational Excellence

The Strategic Framework:



Our diverse product and service portfolio, combined with a robust physical and digital presence, ensures accessibility and trust for a wide range of customers, promoting financial stability and growth.






For more on this, read the chapter on *Intellectual Capital* on [Page 100](#).

Business Model Canvas Number	Explanation	GRI Alignment	UNSDG Alignment	UBI's Strategic Pillars (see chapter on Strategic Priorities on page 40)
Value Proposition 	<p>We offer accessibility through our broad physical presence and digital platforms. We provide a sense of security and trust by being government-backed and regulated. Our diverse product and service portfolio caters to a wide range of customers. Upholding our social objectives, we prioritise sector lending, financial inclusion initiatives, and sustainability. Our innovative banking solutions, such as specialised savings accounts for women, pensioners, and young professionals, exemplify our commitment to meeting the unique needs of our customers and enhancing financial inclusion.</p> <p><i>For more on this, read the chapter on Intellectual Capital on Page 100.</i></p>	GRI 203, GRI 302, GRI 305, GRI 418		Enhancing Customer-Centric Innovations
Customer Relationships 	<p>We maintain personal assistance through our branch banking. We provide self-service and automated services through our digital platforms and ATMs. Our commitment to community development shines through our social outreach programs, priority sector lending, and CSR activities. We engage with our customers through various channels, including social media, to enhance customer support and gather feedback for continuous improvement.</p> <p><i>For more on this, read the chapter on Social and Relationship Capital on Page 148.</i></p>	GRI 203, GRI 418		Enhancing Customer-Centric Innovations
Channels 	<p>Our branch network is vital for providing face-to-face banking services. We also serve customers via digital platforms, including mobile and online banking, as well as UPI. Our vast ATM network facilitates cash withdrawals, deposits, and other services. Additionally, we operate 7 Digital Banking Units (DBUs) and have implemented advanced digital contact centre capabilities to ensure seamless service delivery across multiple channels.</p> <p><i>For more on this, read the chapter on Manufactured Capital on Page 68.</i></p>	GRI 203		Levelling Up Distribution Channels



For more on this, read the chapter on Financial Capital on Page 88.

Union Bank of India’s commitment to advancing digital excellence and sustainability empowers our customers and contributes to economic growth through innovative banking solutions and inclusive practices.

Business Model Canvas Number	Explanation	GRI Alignment	UNSDG Alignment	UBI's Strategic Pillars (see chapter on Strategic Priorities on page 40)
<p>Customer Segments</p> 	<p>Our clientele spans from retail customers who engage us for savings, current accounts, loans, and more, to corporate clients seeking working capital, term loans, trade finance, and other services. We also manage government funds, tax collection, and disbursement. Furthermore, we extend our services to MSMEs and agricultural customers through lending and other banking facilities, supporting their growth and financial needs.</p> <p><i>For more on this, read the chapter on Social and Relationship Capital on Page 148.</i></p>	GRI 201, GRI 203		Embracing Financial Inclusion
<p>Key Inputs</p> 	<p>Our operational costs comprise employee salaries, branch maintenance, IT infrastructure, and cybersecurity maintenance. We also maintain regulatory costs and comply with banking and financial regulations. Risk costs in the form of provisions for bad loans and write-offs are also part of our expenditure. Continuous investment in technology and training ensures we maintain high service standards and operational efficiency.</p> <p><i>For more on this, read the chapters on Human Capital on Page 160; and on Intellectual Capital on Page 100.</i></p>	GRI 201, GRI 203, GRI 404, GRI 418, GRI 419		Achieving Operational Excellence
<p>Revenue Streams</p> 	<p>We earn interest income from various types of lending. We also generate revenues from fees and commissions obtained from services such as wealth management, card services, remittances, and more. Our investment income arises from treasury operations. New product launches and tailored financial solutions also contribute to diversified revenue streams, enhancing our financial stability and growth.</p> <p><i>For more on this, read the chapter on Financial Capital on Page 88.</i></p>	GRI 201, GRI 203, GRI 302, GRI 305		Flexing Balance Sheets