

बैंक ऑफ इंडिया  
Bank of India



संदर्भ क्र. Ref. No.:HO:IRC:SVM:2023-24: 403

दिनांक Date: 13/11/2023

|  |  |
|--|--|
| <b>Scrip Code: BANKINDIA</b>   | <b>Scrip Code: 532149</b>  |
| The Vice President – Listing Department,<br>National Stock Exchange of India Ltd.,<br>Exchange Plaza,<br>Bandra Kurla Complex, Bandra East,<br>Mumbai 400 051. | The Vice-President – Listing Department,<br>BSE Ltd.,<br>25, P.J. Towers, Dalal Street,<br>Mumbai 400 001. |

प्रिय महोदय/महोदया Dear Sir / Madam,

**Sub: Disclosures pertaining to Non-deal Roadshows/  
Analyst/Institutional Investor Meet- Analyst Presentation**

We refer to our letter Ref. No.:HO:IRC:SVM:2023-24:399 dated 09.11.2023, wherein we informed that the Bank will be participating in Non-deal Roadshows and meeting prospective investors from 15.11.2023 onwards.

In this regard, the investor/analyst presentation is enclosed herewith.

The same is also being made available on our Bank's website at <https://www.bankofindia.co.in>.

भवदीय Yours faithfully,



(Rajesh V Upadhya)  
कंपनी सचिव Company Secretary

Classification: Public

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# Corporate Presentation

November  
2023



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# Bank of India - Overview

## Over 118 Years of Banking Experience and Legacy

- Led by an experienced Management and distinguished Board of Directors
- The Bank has over **118.2 million** diverse range of customers
- Global Business Mix of **INR 12.47 trillion** as on **30-09-2023**

## Strong and diversified Deposit Base

- Large Global Deposit base with focus on low cost deposits
- Comfortable CASA ratio and Retail TD in overall TD

## Fast improving digital footprint

- Presence across digital channels
- Increased adoption of digitization
- Launch of Omni Neo Bank Mobile App



## Diversified Asset Book with improving Risk Profile

- Focus on RAM and Mid Segment Advances
- Resolution/ Reducing NPAs and improving Provisioning
- Recovery in Written-off Accounts

## Physical Footprint across India and the World

- Presence in 28 states and 7 Union Territories across India
- Operates in 15 countries with branches in major financial centres

Glossary:  
CASA – Current Account & Savings Account;  
NPA – Non Performing Assets  
TD – Term Deposit  
RAM – Retail, Agriculture and MSME

## Overview

- Founded in 1906, rich legacy of over 118 years
- As of FY23, Bank of India is the 6<sup>th</sup> largest<sup>^</sup> Public Sector Bank’s in India by Gross Business Mix
- The Bank serves around 118.2 Million customers with its comprehensive products and services
- The Bank has domestic subsidiaries in the business of merchant banking, stock market/ demat services & mutual fund, and undertakes Insurance business through its joint venture Star Union Dai-ichi. In addition the Bank has 4 overseas subsidiaries in Tanzania, Uganda, New Zealand and Indonesia along with 1 JV in Zambia
- Pan India presence with 5,135 domestic branches including 2 Digital Banking Units and 8228 ATMs & CRM in India; and strong international presence with 22 foreign branches, 4 overseas subsidiaries (having 22 branches), 1 joint venture and 1 rep. office Spread across 5 continents and 15 countries
- The Government of India has 81.41% stake in the Bank and LIC with equity stake of 7.05% is second largest shareholder
- The Bank has paid dividend of 20% for FY22 and FY23, respectively.

All figs for H1FY24 / Sep’ 23

**Global Advances:**  
INR 5431.3 Bn

**Global Deposits:**  
INR 7037.5 Bn

**CASA:**  
43.13%

**Global NII:**  
INR 116.5 Bn

**Operating Profit:**  
INR 75.1 Bn

**PAT:**  
INR 30.1 Bn

**Global NIM:**  
3.05%  
(Domestic NIM: 3.42%)

**RAM + Govt. Guaranteed Adv.**  
64.46%

**GNPA | NNPA:**  
5.84% | 1.54%

**Provision Coverage Ratio:**  
89.58%


**CRAR\* | CET 1\***  
15.63% | 12.60%

**Book Value per share#:**  
INR 126.59

## Multiple Awards Won

  
**3rd rank under Digidhan Mission** setup by Meity for promotion of Digital Payments

  
**“3rd best performing bank in Agriculture Infrastructure Fund Scheme”** under Atmanirbhar Scheme

  
**“Best Innovative Bank – Winner” & “Best bank for Promoting Social Scheme – Runner up”** in “MSME Banking Excellence Award-2022” by CIMSME-New Delhi.

  
**“Best Fintech collaboration” and “Best IT risk and management”** (both Runner-up) at IBA’s 18th Annual Banking Technology Conference

  
**“Runners-Up Award”** in Finacle Innovation Awards 2021 from Infosys in Large Bank Segment for Category “COVID Response Innovation”

<sup>^</sup> based on Total Global Business Mix (total Gross Advances + Total Deposits)

\* Incl. CCB # Incl. DTA/ Revaluation Reserves; Source for awards - Annual Reports



## Domestic Long Term Ratings

| Rating Agency  | Ratings        |
|----------------|----------------|
| Infomeric      | AAA (Stable)   |
| CRISIL Ltd.    | AA+ (Stable)   |
| ICRA Ltd.      | AA+ (Stable)   |
| India Ratings  | AA+ (Stable)   |
| CARE Ratings   | AA+ (Stable)   |
| Acuite Ratings | AA+ (Positive) |

## Domestic Short Term Ratings

| Rating Agency | Ratings |
|---------------|---------|
| CRISIL Ltd.   | A1+     |

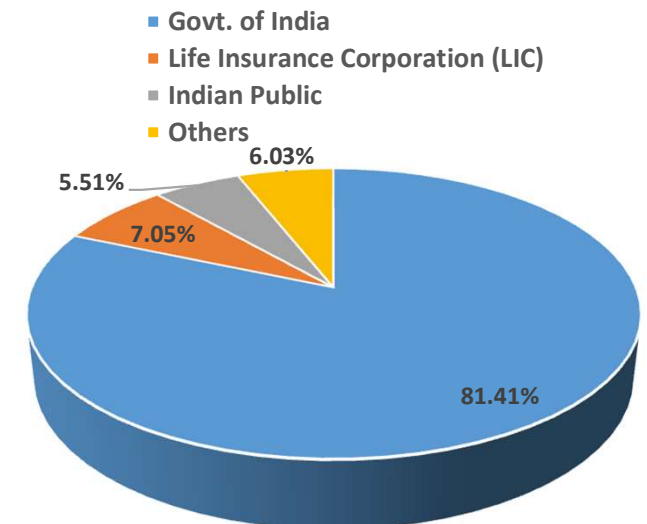
## Overseas Ratings

| Rating Agency | Ratings                           |
|---------------|-----------------------------------|
| Fitch Rating  | BBB- (Long) / F3 (Short) (Stable) |

## Shareholding Pattern

As on Sep' 23

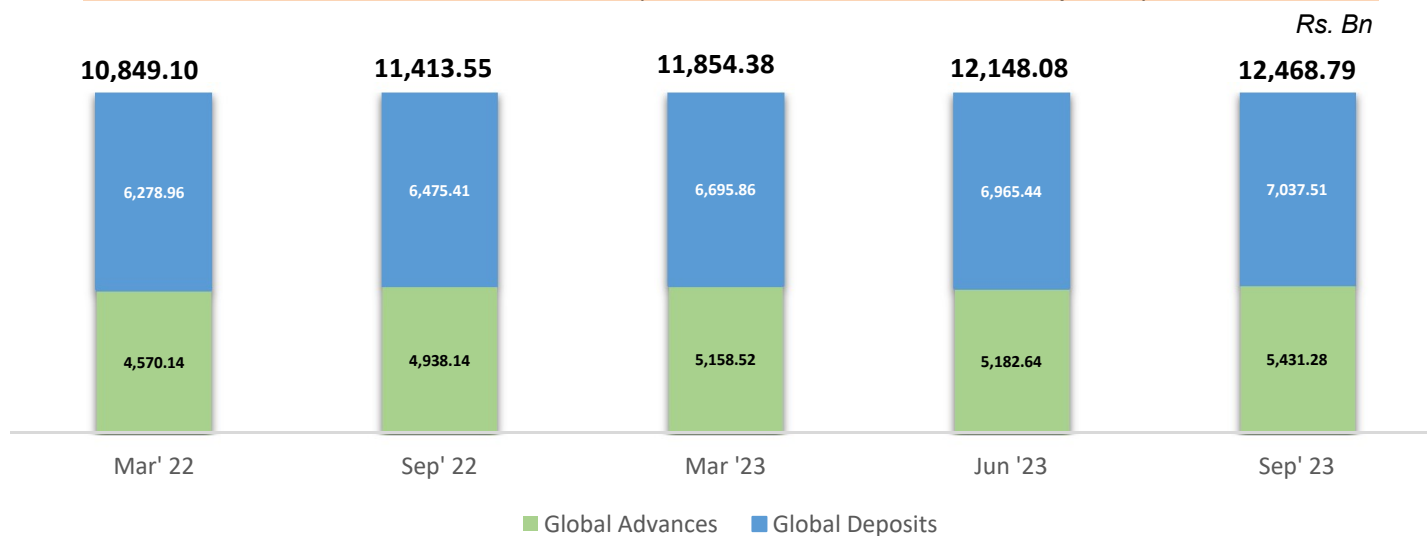
| Particulars                | Shareholding   |
|----------------------------|----------------|
| Government of India        | 81.41%         |
| Life Insurance Corporation | 7.05%          |
| Indian Public              | 5.51%          |
| Others                     | 6.03%          |
| <b>Total</b>               | <b>100.00%</b> |



## Key Performance Highlights

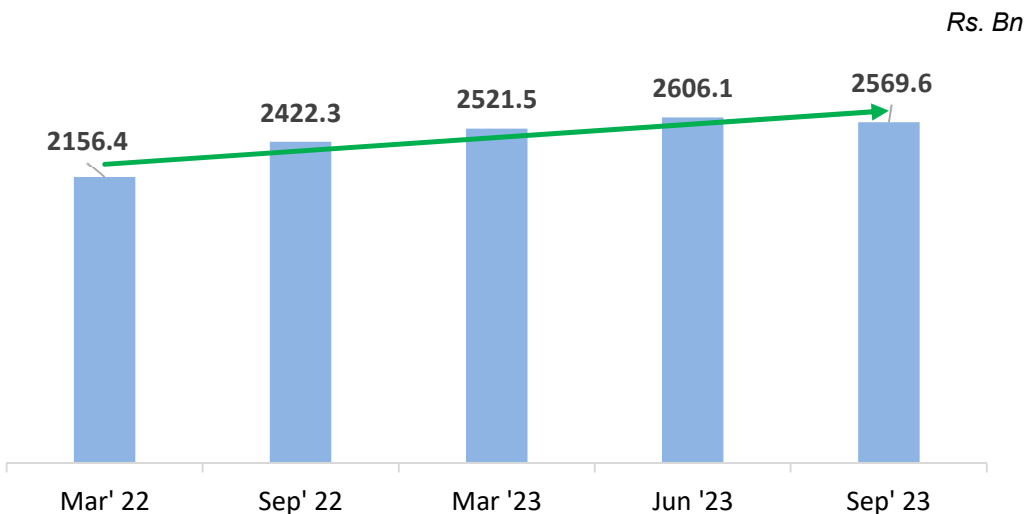
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## Growing Total Business (Global Advances + Global Deposits)



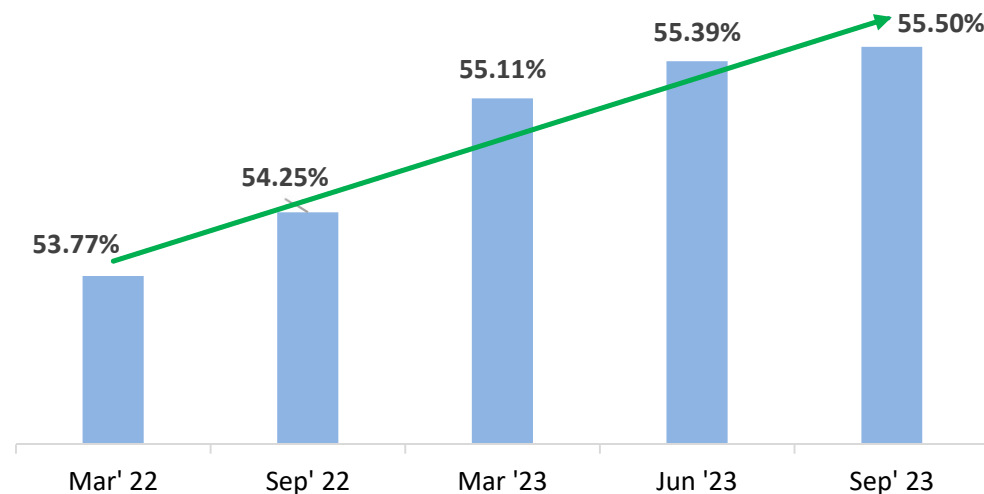
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## CASA



3

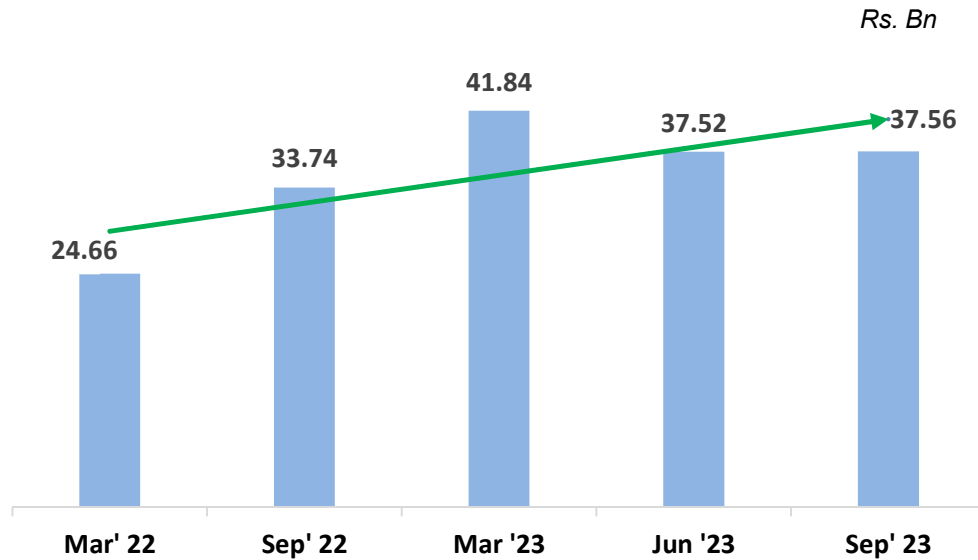
## Increasing RAM Advances (as % of domestic advances)



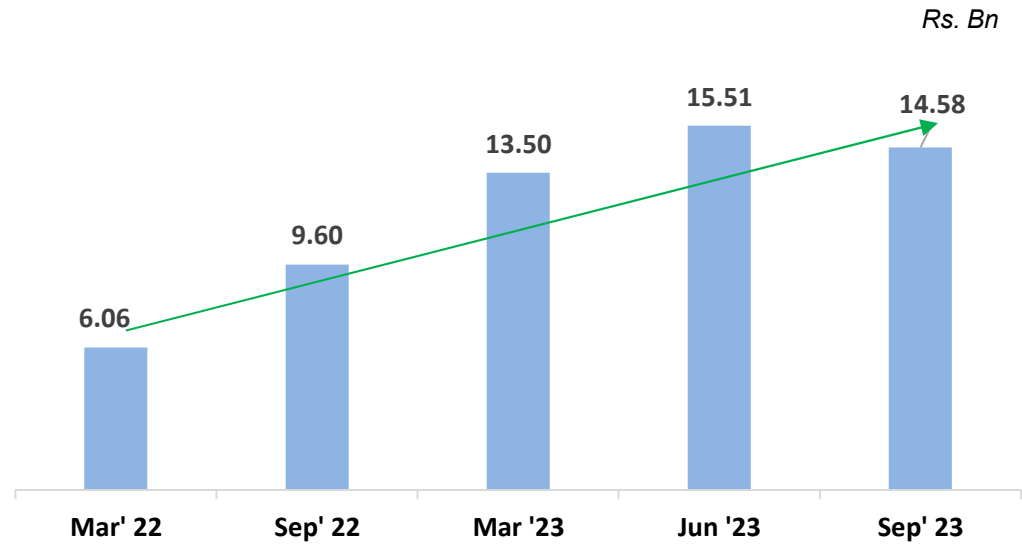
Glossary:  
ANBC - Adjusted Net Bank Credit; RAM - Retail, Agriculture and MSME

Source : Publicly available financials

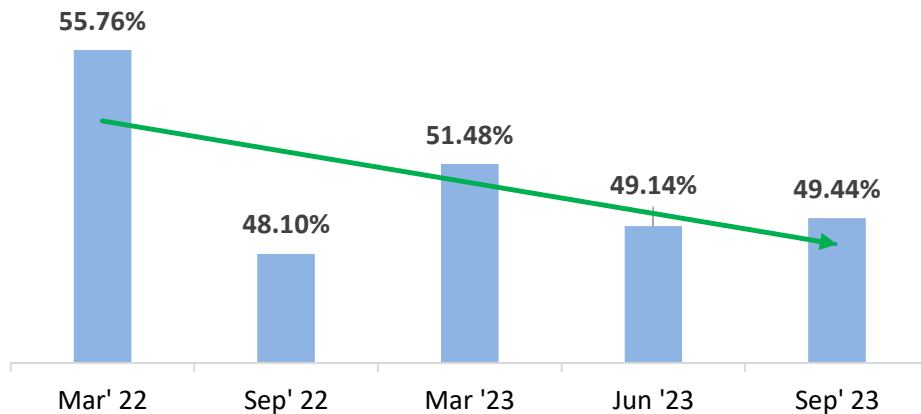
## 4 Consistent Operating Profit (Quarterly)



## 5 Increasing Profitability - Profit After Tax (PAT) (Quarterly)



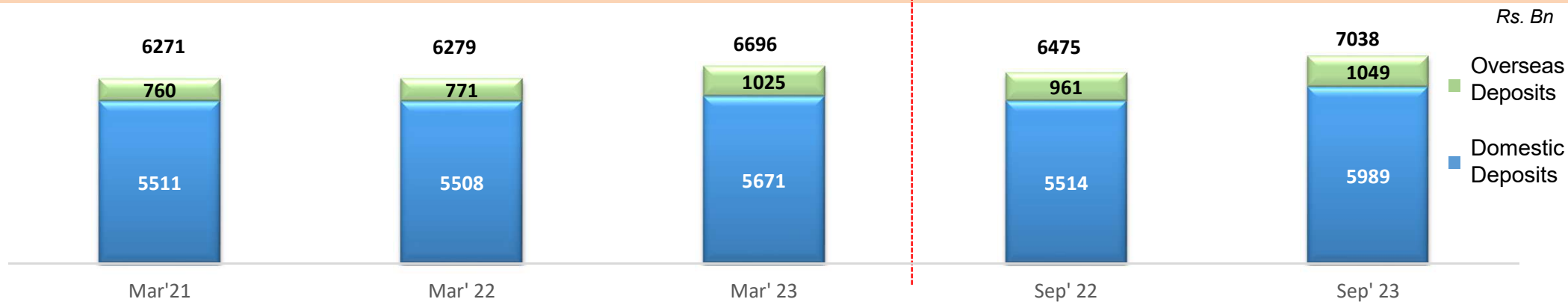
## 6 Reduction in Cost to Income Ratio (Quarterly)



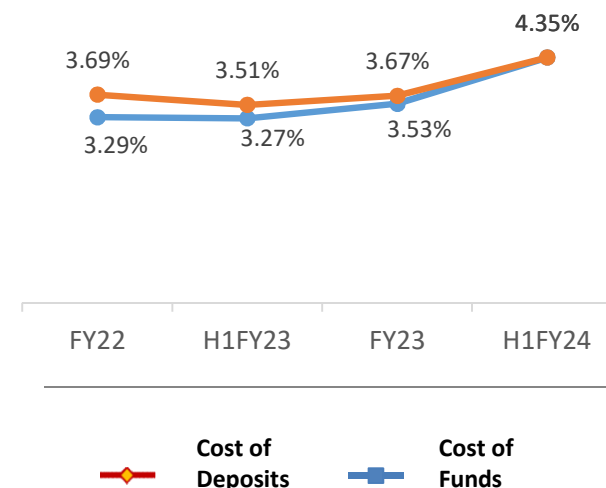
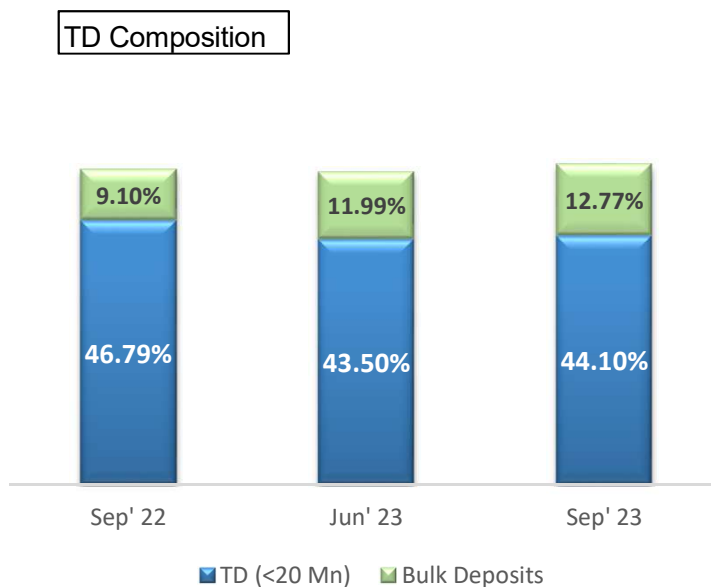
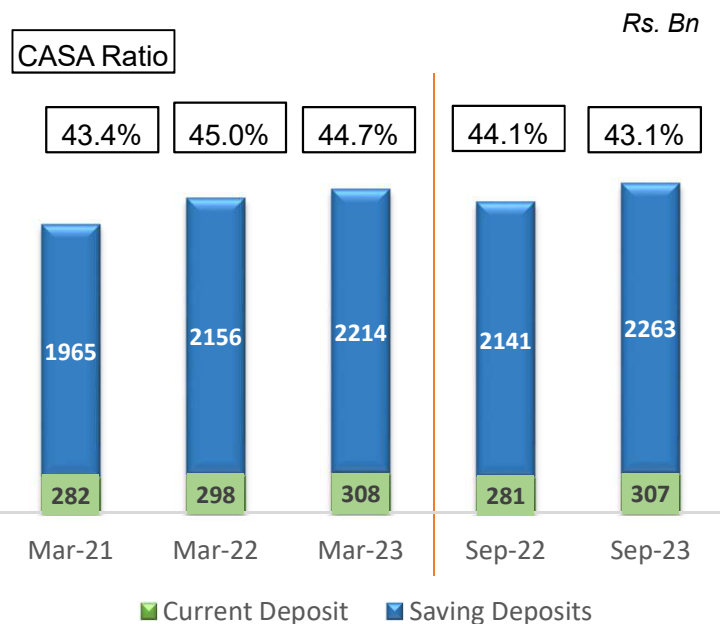
## 7 Key Financial Ratios

| Particulars                | Mar'22 | Mar'23 | Q2FY24 | H1FY24 |
|----------------------------|--------|--------|--------|--------|
| Net Interest Income Margin | 2.36%  | 3.01%  | 3.08%  | 3.05%  |
| Domestic NIM               | 2.61%  | 3.43%  | 3.47%  | 3.42%  |
| Overseas NIM               | 0.96%  | 1.07%  | 1.22 % | 1.29%  |
| Credit to Deposit Ratio    | 72.78% | 77.04% | 77.18% | 77.18% |
| RoA                        | 0.43%  | 0.49%  | 0.67%  | 0.68%  |
| RoE                        | 10.55% | 10.31% | 12.64% | 13.72% |

## Growing Deposit Base

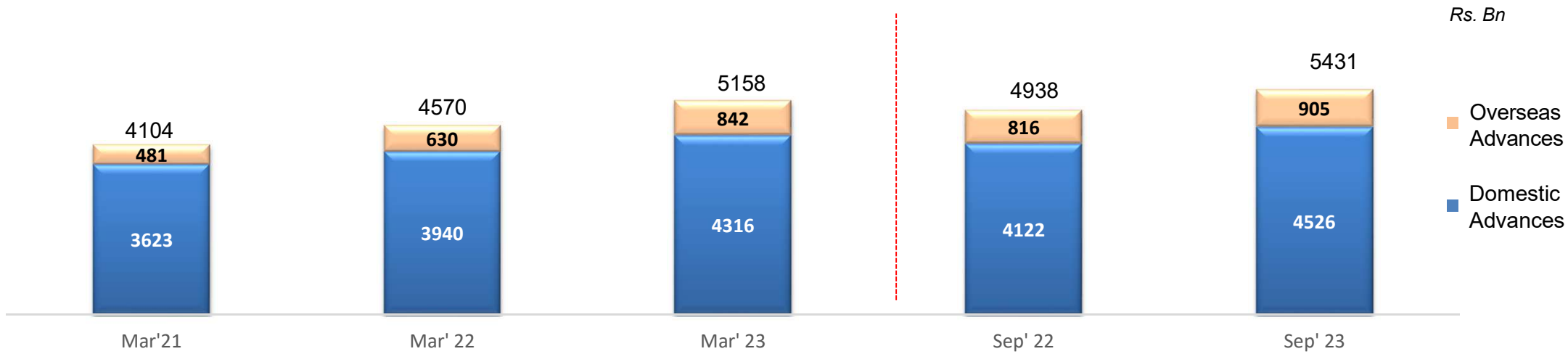


## Key Parameters of the Deposit Book

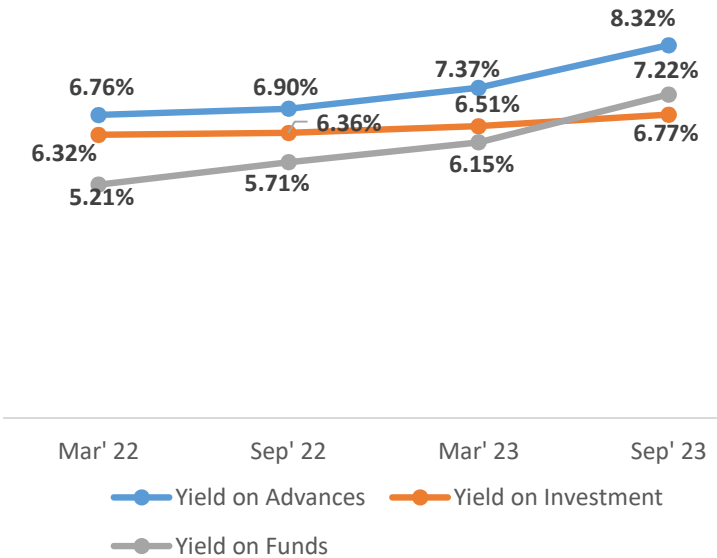
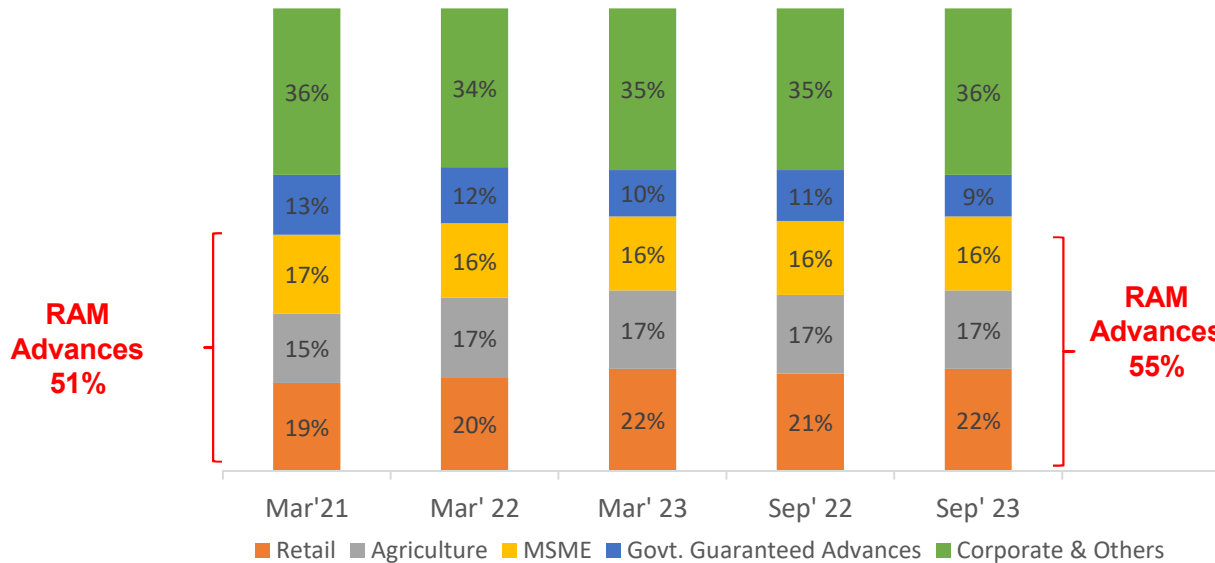


As a % of Gross Domestic Deposit

## Growing Advances



**Gradually shifting the mix towards RAM Advances and de-growth of rate sensitive Government Guaranteed Advances**  
*(Sectoral mix of Domestic Advances)*

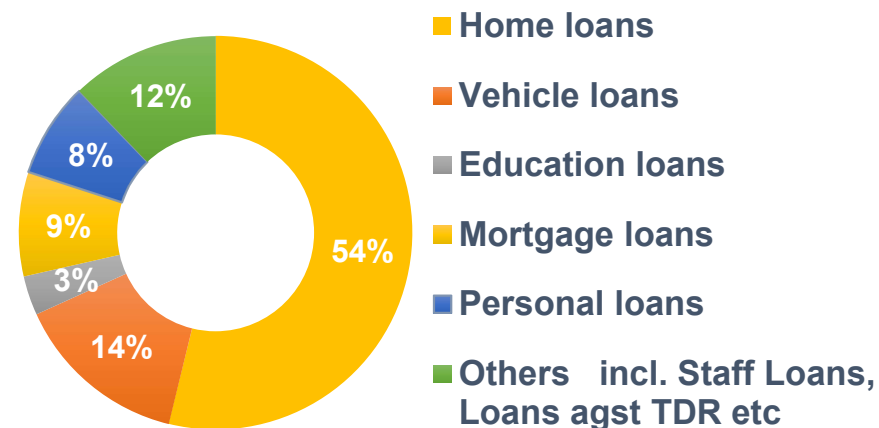


(INR Bn)

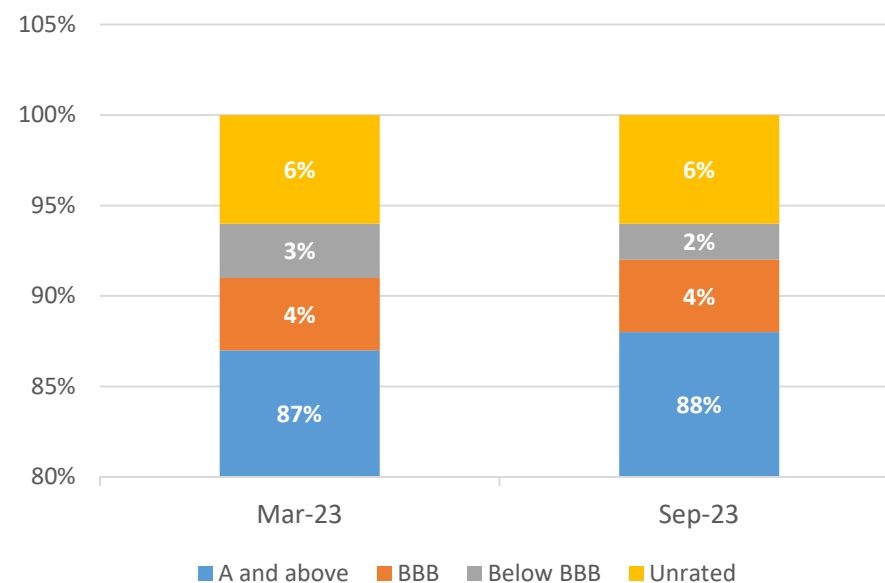
## Corporate Advances are diversified across sectors

| Sector  | Mar' 21 | Mar' 22 | Mar' 23 | Sep' 23 | % of domestic advances |
|---|---------|---------|---------|---------|------------------------|
| Infrastructure                                | 586.9   | 655.5   | 651.8   | 653.7   | 14.4                   |
| Basic Metal & Metal products                  | 143.9   | 108.5   | 145.2   | 158.0   | 3.5                    |
| Textiles                                      | 79.0    | 73.9    | 72.6    | 64.7    | 1.4                    |
| Gems & Jewellery                              | 39.4    | 41.3    | 39.8    | 36.1    | 0.8                    |
| Chemicals & Chemical products                 | 50.4    | 57.8    | 62.3    | 67.3    | 1.5                    |
| Vehicles, vehicle parts & Transport equipment | 32.0    | 28.6    | 27.6    | 23.8    | 0.5                    |
| Rubber, Plastic & their products              | 18.3    | 31.7    | 31.3    | 32.6    | 0.7                    |
| Construction                                  | 46.2    | 39.3    | 38.6    | 42.1    | 0.9                    |
| Real Estate, comprising -                     | 774.9   | 763.0   | 897.3   | 878.4   | 19.4                   |
| - Residential Mortgages                       | 462.6   | 509.9   | 591.0   | 616.3   | 13.6                   |
| - CRE   | 36.22   | 15.9    | 30.6    | 19.4    | 0.4                    |
| - HFC   | 276.1   | 237.3   | 277.8   | 242.6   | 5.4                    |
| NBFC (excl. HFC)                              | 323.3   | 356.2   | 347.7   | 338.1   | 7.5                    |

## Retail Loan Portfolio as on 30-09-2023



## Improvement in Rating Profile\*



\* for total rated portfolio;

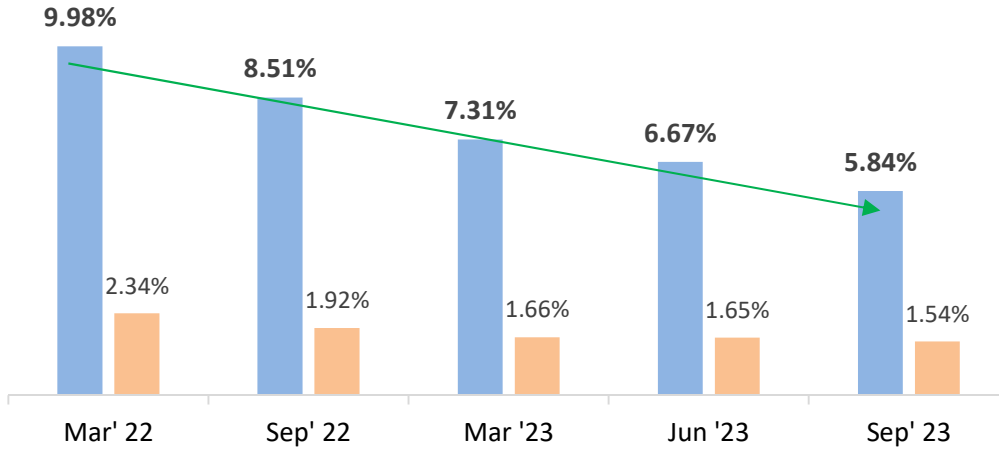
## Asset Quality



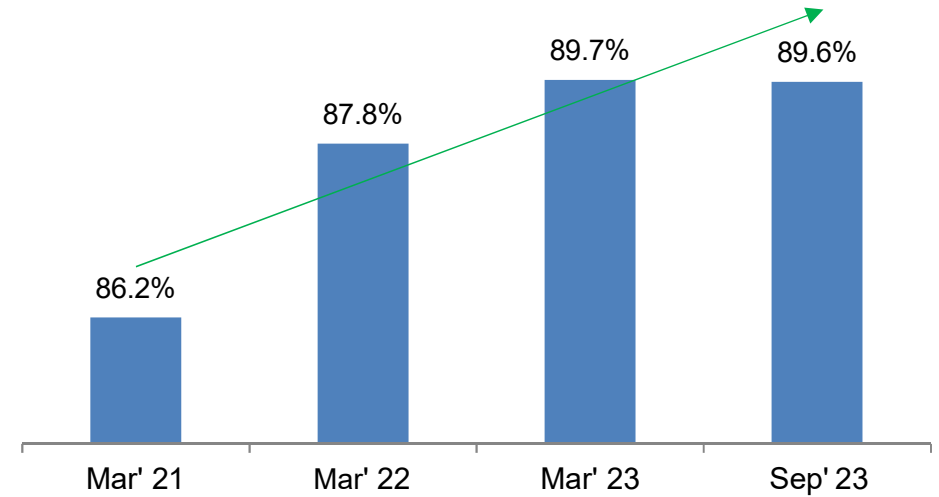
## Consistent Reduction in NPAs

IRAC Automation has been completed

■ Gross NPA ■ Net NPA

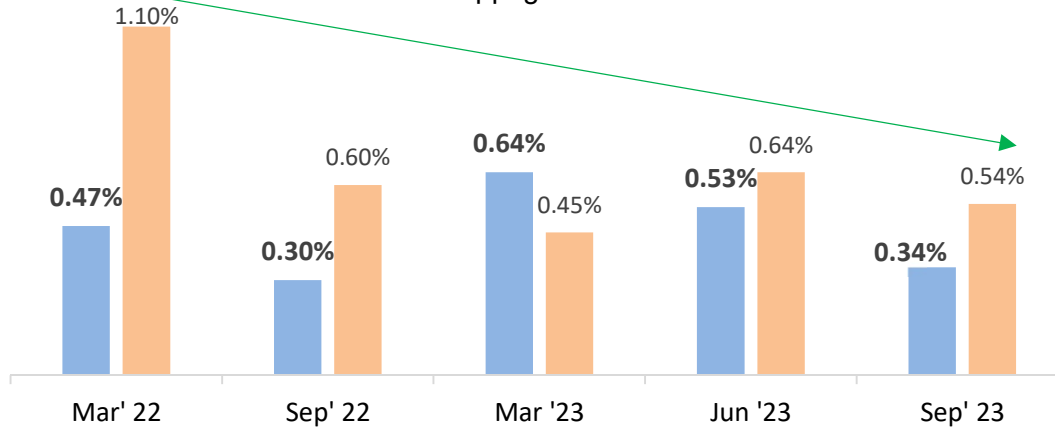


## Consistent increase in PCR



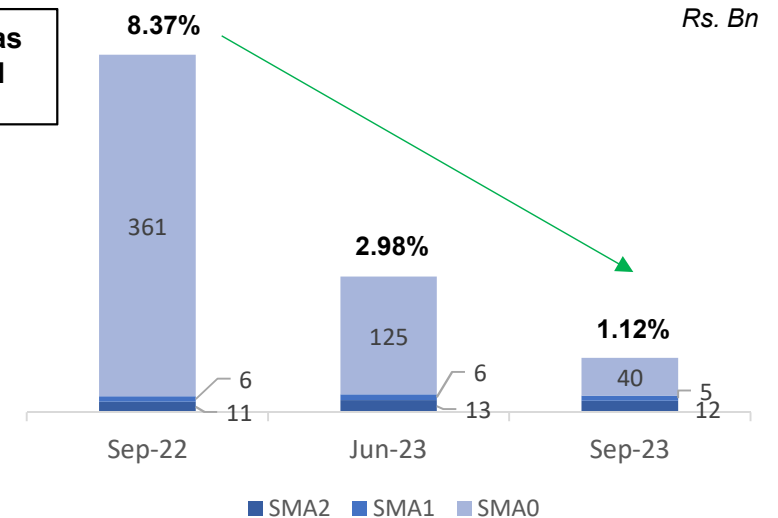
## Falling slippages have resulted in reduction in credit cost (Quarterly)

■ Credit Cost ■ Slippage Ratio



## SMA position is also rapidly improving (Rs. 50 Mn and above)

SMA Portfolio as % to Standard Advances



Glossary: PCR - Provision Coverage Ratio; SMA - Special Mention Accounts

## Break up of NPAs segment wise (as % of Segment-wise Advances)

|                  | 30-09-22 | 31-03-23 | 30-06-23 | 30-09-23 |
|------------------|----------|----------|----------|----------|
| <b>Retail</b>    | 2.3%     | 2.2%     | 2.4%     | 2.3%     |
| <b>Agri</b>      | 12.5%    | 13.0%    | 13.1%    | 12.6%    |
| <b>MSME</b>      | 15.0%    | 14.4%    | 14.2%    | 14.0%    |
| <b>Corporate</b> | 7.8%     | 6.5%     | 4.8%     | 4.5%     |
| <b>Overseas</b>  | 8.2%     | 4.1%     | 4.0%     | 0.4%     |

## Restructuring done under Resolution Framework

(In INR Bn)

|                               | Implemented (As on Sep' 23) |
|-------------------------------|-----------------------------|
| Resolution Framework 1.0      | 11.8                        |
| Resolution Framework 2.0      | 59.6                        |
| One time Restructuring (OTR)  | 22.3                        |
| <b>Total</b>                  | <b>93.7</b>                 |
| <b>As % of Gross advances</b> | <b>1.72%</b>                |
| <b>Provision Amount</b>       | <b>8.2</b>                  |

## Movement Of NPA – Trending Downwards

(INR Bn)

| Sl. | Parameters                                | FY21  | FY22  | FY23  | H1FY24 |
|-----|---|-------|-------|-------|--------|
| 1   | Gross NPAs at the beginning of the period | 615.5 | 565.4 | 456.1 | 376.9  |
| 2   | - Cash Recovery                           | 41.9  | 67.1  | 60.3  | 25.8   |
| 3   | - Up-gradation                            | 6.4   | 27.3  | 12.0  | 8.8    |
| 4   | - Write Off                               | 87.3  | 103.2 | 86.6  | 67.1   |
| 5   | Total Reduction (2+3+4)                   | 135.6 | 197.6 | 158.9 | 101.7  |
| 6   | Addition : Slippages                      | 85.4  | 88.3  | 79.7  | 42.0   |
| 7   | Gross NPAs at end of the period           | 565.4 | 456.1 | 376.9 | 317.2  |
| 8   | Net NPAs                                  | 122.6 | 98.5  | 80.5  | 79.8   |

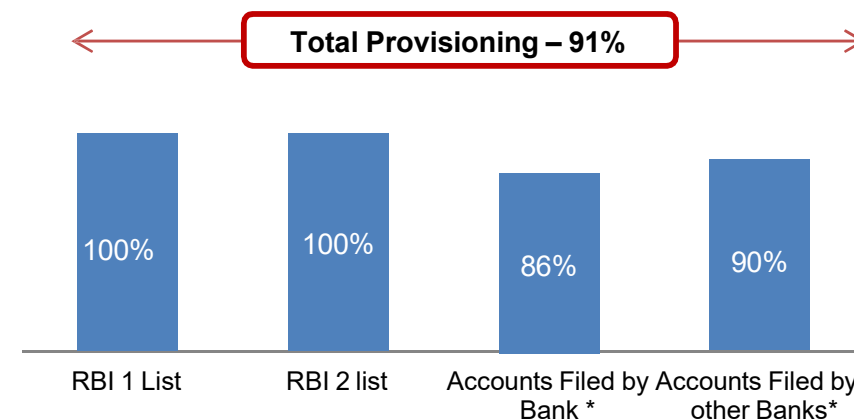
## Strong execution seen towards reduction in NPAs

Rs. Bn



## Adequate Provisioning for NCLT Accounts

% provision held ( As on Sept'23)



\* Including cases filed but pending to be admitted by NCTL

# International Business Overview

| Categories                          | No of Foreign Offices |
|-------------------------------------|-----------------------|
| Overseas Branches (21)              | 21                    |
| Overseas Subsidiaries (4)           | 22                    |
| Overseas Joint Ventures (1)         | 1                     |
| Representative Offices              | 1                     |
| IFSC Banking Unit (IBU) – GIFT      | 1                     |
| <b>Total No. of Foreign Offices</b> | <b>46</b>             |

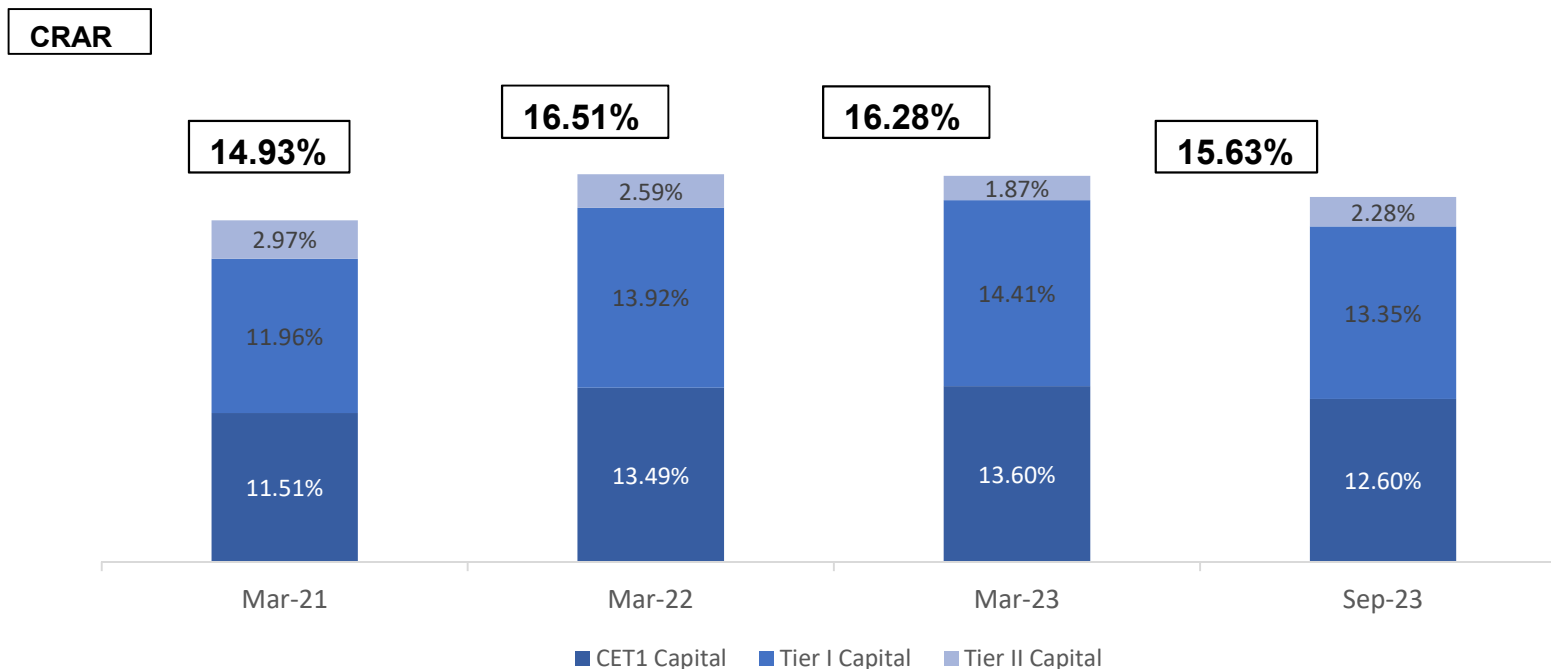
(Amounts in INR Bn)

| Parameters       | 30-09-2022 | 30-06-2023 | 30-09-2023 |
|------------------|------------|------------|------------|
| Deposits         | 961.40     | 1070.27    | 1049.01    |
| Advances         | 815.82     | 850.18     | 904.87     |
| Business Mix     | 1777.22    | 1920.45    | 1953.88    |
| Total Income     | 7.90       | 16.65      | 18.22      |
| Operating Profit | 1.28       | 3.13       | 2.81       |
| Net Profit       | 0.65       | 2.81       | 1.55       |
| Gross NPA        | 66.55      | 33.70      | 33.44      |
| Net NPA          | 1.65       | 0.46       | 0.97       |

Key Highlights of Overseas Presence: Spread across 5 continents and 15 countries. Major Global Business Centers are US (New York, SF), London, Paris, Antwerp, Tokyo, Singapore, Dubai and Hong Kong.

## Capital Adequacy

# Capital Adequacy Ratio



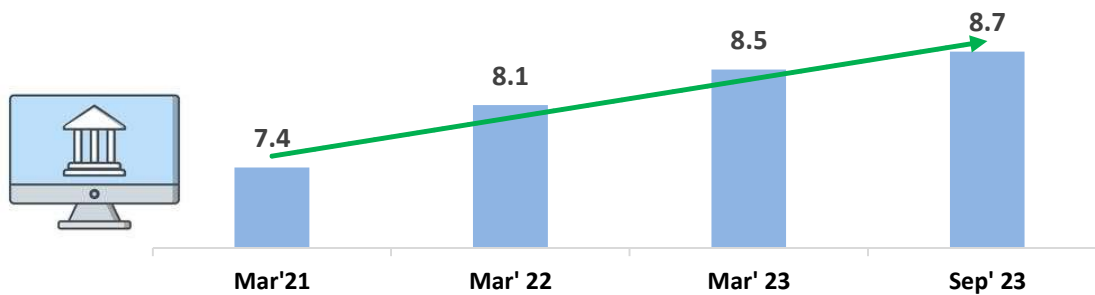
(INR Bn)

| Particulars                         | Mar' 2021     | Mar' 2022     | Mar' 2023     | Sep' 2023     |
|-------------------------------------|---------------|---------------|---------------|---------------|
| <b>Capital Adequacy - Basel III</b> |               |               |               |               |
| CET1 Capital                        | 346.9         | 426.9         | 482.3         | 478.2         |
| Tier I Capital                      | 360.4         | 440.5         | 510.8         | 506.7         |
| Tier II Capital                     | 89.5          | 82.1          | 66.4          | 86.3          |
| <b>Total Capital (CRAR)</b>         | <b>449.9</b>  | <b>522.5</b>  | <b>577.3</b>  | <b>593.1</b>  |
| Total Assets                        | 7258.6        | 7346.1        | 8155.6        | 8530.3        |
| <b>Risk Weighted Assets</b>         | <b>3013.1</b> | <b>3163.9</b> | <b>3545.3</b> | <b>3795.0</b> |

Digital Banking, ESG, Network, Management  
Team, etc.



## Internet Banking Users (Mn)



## Strong Suite of Digital Products

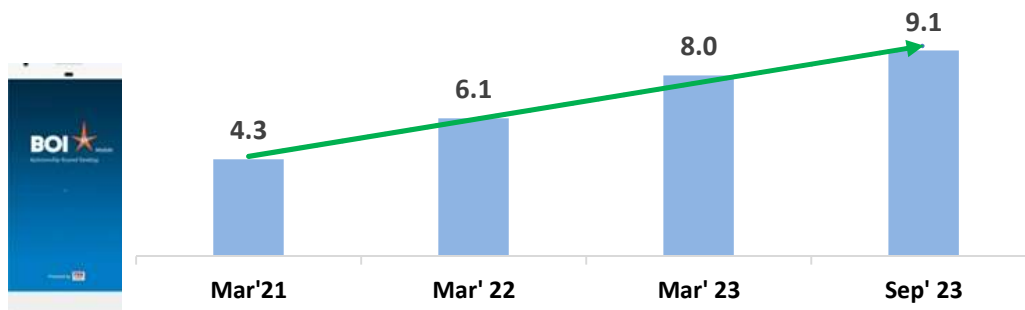
As on Sep'23



> 17 Mn Users

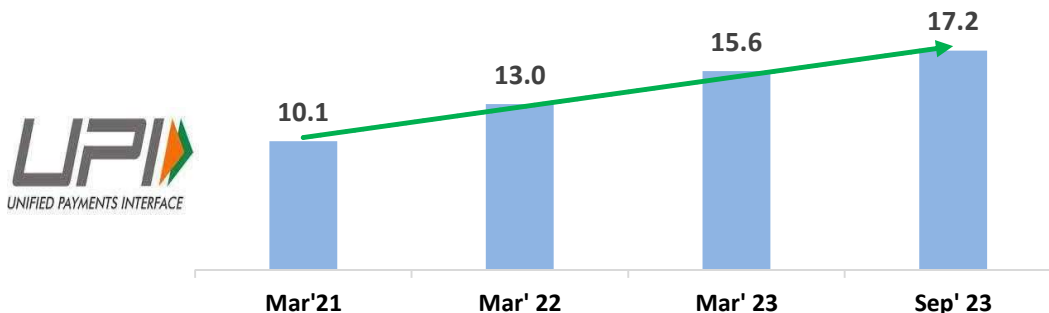
> 46 Mn Debit Cards

## Mobile Users (Mn)



## Digital Initiatives

## Unified Payments Interface (UPI) Users (Mn)



- ❖ Bank has inaugurated **two Digital Banking Units in East Singhbhum district of Jharkhand State and Khurda District of Odisha State.**
- ❖ Activation of Growth Centers through Business Correspondents (BCs) called **“Star Points”** for expanding bank’s outreach.
- ❖ Bank had announced FY2022-23 as the **year of digitalization.**
- ❖ Bank has launched BOI BIZ Pay app.
- ❖ Bank has enabled Branch Journey & Web Journey for Savings account opening.
- ❖ Bank has completed **“Technical Integration for lead segregation”** sourced by –housing.com, cardekho.com, 4BNetwork and CIBIL triggers.
- ❖ Bank has launched **“Supply Chain Finance solution customer portal”** to increase business through Channel Financing.

\*Source : RBI for Debt Card & PoS data

As on March'23

**15mn**

15 Million UPI  
Users

**439mn**

Avg. UPI Monthly  
Financial Transactions

**0.57%**

Yearly Avg.  
UPI Debit TD

**0.40%**

Yearly Avg.  
UPI Credit TD

**8.7mn**

IB Retail + Corp  
Users

**24mn**

IB Txns. In FY 22-  
23

**8mn**

MB Users

**7.5mn**

MB Txns in FY 22-  
23

**62.5mn**

RTGS, NEFT Txns  
in FY 22-23

**5 lac**

SWIFT Txns  
in FY 22-23

**6.8mn**

IMPS Txns in  
FY 22-23

## Digital Banking



**BOI MOBILE OMNI NEO BANK:** An Omni channel digital banking platform



**RuPay Select :** A new Credit Card variant under RuPay Scheme

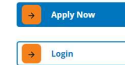


**UPI Lite X (Offline - using NFC):** A new variant of UPI Lite for transacting in offline mode with “on device wallet”



**BOI EarthSmart Debit Card :** Our revolutionary line of recycled plastic debit cards

Know More About  
**CREDIT CARDS**



**Credit Card through e-Platform:** Credit Card can be on-boarded through Branch and Web channel



**UPI Based Cash Withdrawal through ATM:** Facilitate Bank’s customers who are live on UPI, to withdraw cash from any participating Banks’ ATMs without using their card.

## ESG



### Environment

- During the quarter ending Q2FY24, Bank has discounted 7149 Bills on TreDS platform with outstanding balance amounting to ₹ 24 Bn.
- The new corporate building at BKC is Gold Certified by Indian Green Building Council (IGBC).
- Bank has recently launched line of 100% recycled plastic debit card branded as BOI Earthsmart Debit Card to reduce plastic waste in Banking.
- Under CSR, Bank has given Financial Assistance for plantation of 5700 trees which are planted across 27,000 sq. ft. for creation of Ram Van near Bhopal.



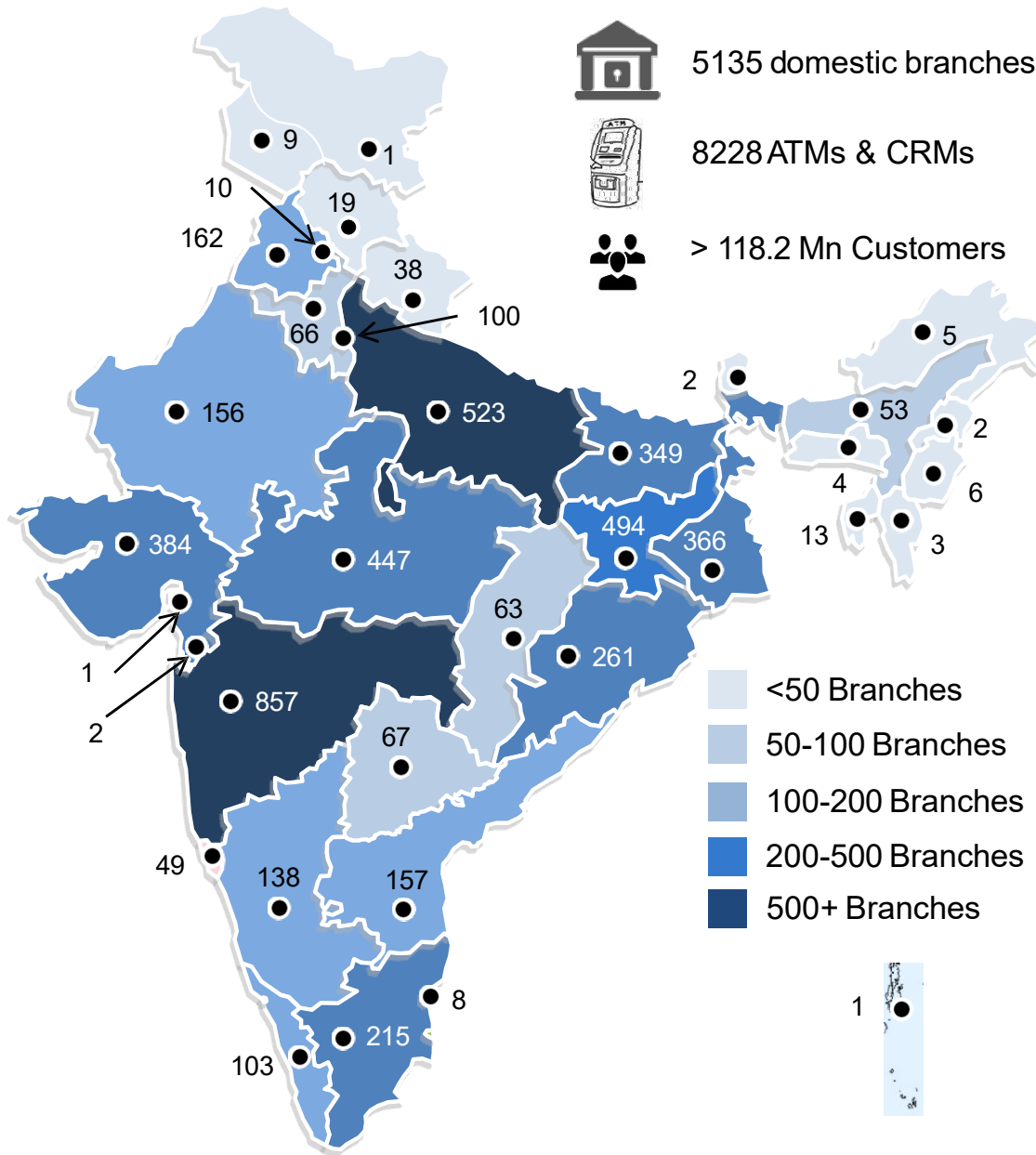
### Social

- Bank has financed 43672 SHG's through credit linkage with total sanction limit of ₹ 26 Bn during Q2FY24 and total outstanding to SHG's is ₹ 82 Bn as on Q2 FY24.
- During the quarter Bank has financed 98,777 street vendor under the PM SVANidhi Scheme, increasing the total beneficiaries to 4,61,189 with credit outstanding of ₹ 2 Bn as on Q2FY24.
- Bank has implemented Diversity, Equity and Inclusion (DEI) policy for empowerment of employees to promote gender diversity.



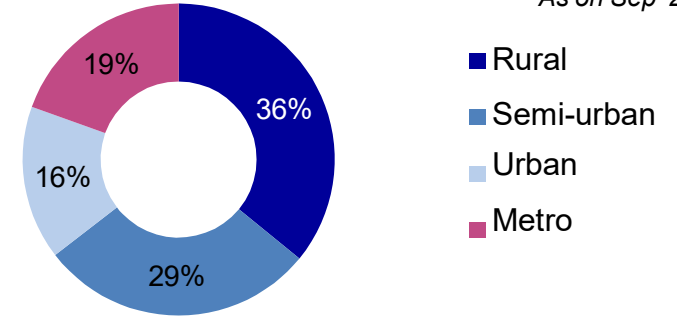
### Governance

- Bank is having Board Approved ESG policy in place.
- Bank is committed to prudent Corporate Governance practices based on transparency, professionalism and accountability.
- ESG metrics are converted into 26 tangible actionable and mapped across 15 stakeholder departments, to improve Banks performance on ESG Metrics.
- Capacity Building on ESG and Climate Risk has been emphasised by the Bank, across the levels.
- Bank is having Whistle Blower Policy in place.



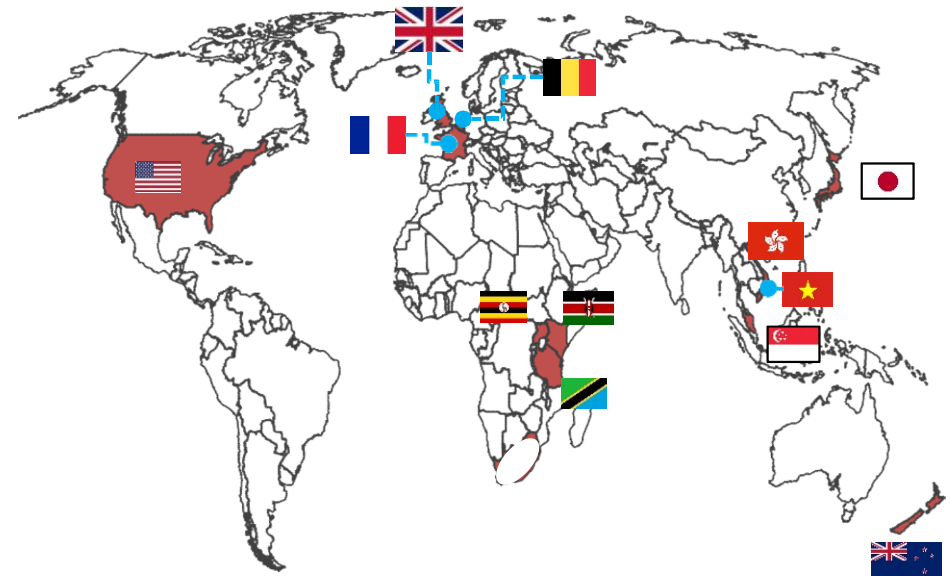
## Strong focus on under banked areas – Rural & Semi Urban

As on Sep' 23



## Strong Global Presence

Bank of India has presence in major global financial centres such as New York, London, Paris, Singapore & Hong Kong



# Experienced Management Team



**Shri Rajneesh Karnatak**  
*(MD and CEO)*

- Designated as Managing Director and CEO of the Bank on April 29, 2023
- Having 29 years of Banking Experience, he has served as CGM in Punjab National Bank and as ED in Union Bank of India in the past



**Shri P R Rajagopal**  
*(Executive Director)*

- Appointed as Executive Director of the Bank on March 18, 2020
- In the past, has served as General Manager of Union Bank of India and Executive Director of Allahabad Bank.



**Shri Swarup Dasgupta**  
*(Executive Director)*

- Appointed as Executive Director of the Bank on March 10, 2021
- Handled managerial positions in the Bank both at corporate office and at field level



**Shri M Karthikeyan**  
*(Executive Director)*

- Appointed as Executive Director of the Bank on March 10, 2021
- In the past, has served as a General Manager of Indian Bank



**Mr. Subrat Kumar**  
*(Executive Director)*

- Appointed as Executive Director of the Bank on November 21, 2022
- In the past, has served as Chief General Manager of Bank of Baroda



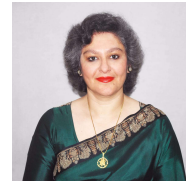
**Dr. Bhushan Kumar Sinha** *(GOI Nominee Director)*

- Appointed as a Non-Executive Nominee Director of the Bank on April 04, 2022
- Posted as Joint Secretary in the Department of financial Services, Ministry of finance, Govt. of India



**Shri Ashok Narain** *(RBI Nominee Director)*

- Appointed as a Non-Executive Nominee Director of the Bank on July 14, 2023
- Retired as Chief General Manager, Department of Supervision, Reserve Bank of India in 2022 after 33 years



**Ms. Veni Thapar**  
*(Shareholder Director)*

- Elected as Shareholder Director of the Bank for a term of 3 years w.e.f. December 4, 2021
- Chartered Accountant and Cost Accountant



**Shri Munish Kumar Ralhan** *(Part Time Non-Official Director)*

- Appointed as Government Nominee Director of the Bank on March 21, 2022
- Practicing advocate in Punjab and Haryana High Court and Subordinate Courts



**Shri V V Shenoy**  
*(Shareholder Director)*

- Elected as Shareholder Director of the Bank for a term of 3 years w.e.f. November 29, 2022
- Having 38 years of Banking Experience

## Subsidiaries, Joint Venture, Associates & RRBs

**As on 30.09.2023**

**(Amt. in INR Billion)**

| Subsidiary/ Joint Venture        | Capital | Deposits | Advances | Business Mix | Interest Income | Operating Profit | Net Profit |
|----------------------------------|---------|----------|----------|--------------|-----------------|------------------|------------|
| Bank of India (New Zealand) Ltd. | 2.47    | 4.30     | 6.99     | 11.28        | 0.27            | 0.13             | 0.09       |
| Bank of India (Tanzania) Ltd.    | 1.33    | 5.04     | 3.49     | 8.54         | 0.13            | 0.07             | 0.04       |
| Bank of India (Uganda) Ltd.      | 2.65    | 6.53     | 4.00     | 10.54        | 0.56            | 0.11             | 0.05       |
| PT Bank of Indonesia, TBK        | 18.10   | 14.74    | 20.02    | 34.77        | 1.37            | 0.22             | 0.17       |
| Indo Zambia Bank (JV)*           | 8.38    | 41.46    | 18.98    | 60.44        | 5.37            | 2.79             | 1.74       |

*\* Provisional Data as on HY ended Sep 23*



As on 30.09.2023

(Amt. in INR Billion)

| S No.                           | Name of the Company                       | Nature of Business                                | Book Value | Percentage Holding |
|---------------------------------|---|---|------------|--------------------|
| <b>Subsidiaries - Domestic</b>  |   |   |            |                    |
| 1                               | BOI Merchant Bankers Ltd.                 | Merchant Banking Company                          | 0.10       | 100.00             |
| 2                               | BOI Shareholding Ltd.                     | Depository Participant activities for NSDL & CDSL | 0.067      | 100.00             |
| 3                               | Bank of India Investment Bankers Pvt Ltd. | Mutual Fund Managers Company                      | 0.79       | 100.00             |
| 4                               | Bank of India Trustee Services Pvt Ltd.   | Trustee Service to Mutual Fund Company            | 0.0000021  | 100.00             |
| <b>Associate Domestic</b>       |   |   |            |                    |
| 5                               | STCI Finance Ltd.                         | NBFC  | 1.30       | 29.96              |
| 6                               | ASREC (India) Ltd.                        | Asset Reconstruction Company                      | 0.276      | 26.02              |
| <b>Joint Venture – Domestic</b> |   |   |            |                    |
| 7                               | Star Union Dai-ichi Life Ins. Co. Ltd.    | Life Insurance Company                            | 1.329      | 28.96              |

As on 30.09.2023

(Amt. in INR Billion)

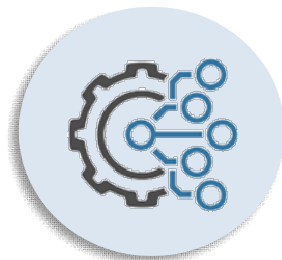
| S No. | Name of the Company          | Area of Operation | Business Mix | Profit |
|-------|------------------------------|-------------------|--------------|--------|
| 1     | Aryavart Bank                | Uttar Pradesh     | 554.81       | 0.10   |
| 2     | Madhya Pradesh Gramin Bank   | Madhya Pradesh    | 314.41       | 1.51   |
| 3     | Vidharbha Konkan Gramin Bank | Maharashtra       | 93.33        | 0.20   |

# **Way Forward & Growth Strategies**



## Targeted growth in business

- Specialized Mid Segment Branches to tap the new Mid Segment Borrowers along with focused attention on Retail, MSME and Agriculture advances.
- Collaboration with NBFCS for Co-origination and Co-Lending
- Supply Chain Finance and Online FX Solution
- Focus on Govt. Business



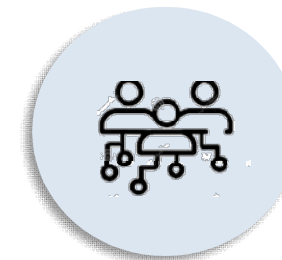
## Digital Transformation

- Setting up Digital Lending Ecosystem & End to End digitalization of products.
- Data analytics for lead generation.
- Partnership with fintechs.
- Document Management Service introduced for optimizing internal processes.
- Omni Neo Bank Mobile App for onboarding customers.



## Risk Management

- Tech-driven Credit Monitoring System for tracking of 'Early Warning Signals' implemented.
- "Enterprise wide Fraud Risk Management" framework for real-time fraud monitoring is in place.
- Dedicated centres formed in each Zone for Recovery and Credit Monitoring / Trigger management.
- Zonal Collection Centres & Digital Collection Tools are in place.



## HR & Leadership Management

- Promote effective HR practices to improve productivity and enhance employee engagement
- Detailed assessment, automation and objectivity APAR
- HR Transformation process undertaken for Talent Management and Leadership Development.



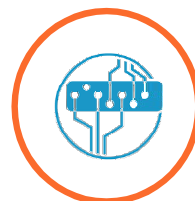
**Expand the Bank's Retail, Agriculture and MSME (RAM) lending profile through Digital Lending Ecosystem by leveraging its customer base**



**Continue to contain funding cost by sourcing low cost deposits such as CASA and targeting Retail Term Deposits**



**Focus on Zonal Collection Centres and Digital Collection Tools to improve asset quality and containing NPA levels as well as targeting Recovery in Written-off Accounts**



**Leverage technology to increase cross selling opportunities, reduce cost and enhance customer experience**



**Improving our Risk Management Systems to ensure long-term sustainability of our business**

# Annexures

# Profit & Loss Statement



(Amt. in INR Billion)

|                         | FY21  | FY22   | FY23   | Q1FY24 | Q2FY24 |
|-------------------------|-------|--------|--------|--------|--------|
| Interest Income         | 406.0 | 380.76 | 476.48 | 143.59 | 149.71 |
| Interest Expense        | 263.3 | 240.13 | 273.73 | 84.44  | 92.31  |
| Net Interest Income     | 142.7 | 140.63 | 202.75 | 59.15  | 57.40  |
| Non Interest Income     | 74.4  | 78.79  | 71.00  | 14.62  | 16.88  |
| Operating Income        | 217.1 | 219.42 | 273.75 | 73.77  | 74.28  |
| Operating Expense       | 108.4 | 119.54 | 139.82 | 36.25  | 36.72  |
| <b>Operating Profit</b> | 108.7 | 99.88  | 133.93 | 37.52  | 37.56  |
| Total Provisions        | 76.4  | 44.22  | 71.63  | 8.24   | 8.18   |
| Profit Before Tax       | 32.4  | 55.67  | 62.29  | 29.28  | 29.37  |
| Tax Provisions          | 10.8  | 21.62  | 22.06  | 13.77  | 14.79  |
| <b>Profit After Tax</b> | 21.6  | 34.05  | 40.23  | 15.51  | 14.58  |

# Non Interest Income



(Amt. in INR Billion)

|   | FY21        | FY22         | FY23         | Q1FY24       | Q2FY24       |
|---|-------------|--------------|--------------|--------------|--------------|
| Commission/Exchange & Brokerage                 | 11.1        | 11.98        | 13.68        | 3.55         | 4.83         |
| Profit from Sale and Revaluation of Investments | 19.48       | 14.07        | 18.36        | 2.97         | 0.81         |
| Profit from Exchange Transactions               | 18.9        | 25.60        | 10.04        | 1.83         | 1.08         |
| Recovery in W/o accounts                        | 5.3         | 10.97        | 12.07        | 1.83         | 5.60         |
| Other Non Interest Income                       | 13.7        | 16.16        | 16.85        | 4.45         | 4.56         |
| <b>Total Non- Interest Income</b>               | <b>74.4</b> | <b>78.79</b> | <b>71.00</b> | <b>14.62</b> | <b>16.88</b> |



# Balance Sheet



(Amt. in INR Billion)

|   | FY21          | FY22           | FY23           | H1FY24         |
|---|---------------|----------------|----------------|----------------|
| <b>CAPITAL &amp; LIABILITIES</b>                      |               |                |                |                |
| Capital   | 32.8          | 41.04          | 41.04          | 41.04          |
| Reserves & Surplus                                    | 424.1         | 510.27         | 548.66         | 567.92         |
| Share Application Money                               | 30.0          | -              | -              | -              |
| Deposits  | 6271.1        | 6278.96        | 6695.86        | 7037.51        |
| Borrowings  | 324.6         | 267.60         | 649.79         | 653.60         |
| Other Liabilities & Provisions                        | 175.9         | 248.26         | 220.20         | 230.21         |
| <b>Total</b>  | <b>7258.6</b> | <b>7346.14</b> | <b>8155.56</b> | <b>8530.28</b> |
| <b>ASSETS</b>   |               |                |                |                |
| Cash and Balances with RBI                            | 607.0         | 402.81         | 440.35         | 404.97         |
| Balances with bank and money at call and short notice | 658.8         | 512.77         | 403.61         | 421.90         |
| Investments   | 1872.5        | 1744.48        | 2043.98        | 2118.48        |
| Advances  | 3656.9        | 4208.42        | 4859.00        | 5190.89        |
| Fixed Assets  | 89.1          | 97.75          | 99.61          | 101.20         |
| Other Assets  | 374.2         | 379.91         | 309.02         | 292.84         |
| <b>Total</b>  | <b>7258.6</b> | <b>7346.14</b> | <b>8155.56</b> | <b>8530.28</b> |

(Amt. in INR Billion)

| Book Value Per Share |  |               |
|----------------------|--|---------------|
| Sr.No.               | Particulars  | Sep' 23       |
| A                    | Share Capital  | 41.04         |
| B                    | Share Application Money Pending allotment                      | 0.0           |
| C                    | Reserves & Surplus (excluding Revaluation Reserve & FCTR)      | -             |
| i)                   | Statutory Reserve  | 94.86         |
| ii)                  | Capital Reserve  | 33.52         |
| iii)                 | Revenue & Other Reserve  | 88.17         |
| iv)                  | Special Reserve  | 26.20         |
| v)                   | Share Premium Account  | 162.54        |
| vi)                  | Investment Fluctuation Reserve                                 | 10.79         |
| vii)                 | Investment Reserve Account                                     | 3.81          |
| viii)                | Profit & Loss Account  | 58.51         |
|                      | <b>Total C</b>   | <b>478.41</b> |
| <b>D</b>             | <b>Total Capital (A+B+C)</b>                                   | <b>519.45</b> |
| E                    | Less : Miscellaneous expenditure to the extent not written off | -             |
| i)                   | Deferred Tax Assets  | 36.01         |
| ii)                  | Unamortized Software Expenses not Written off                  | 2.33          |
| iii)                 | Unamortized Family Pension Expenses not Written off            | 1.02          |
| iv)                  | Fair Valuation of ZCB  | 15.22         |
| <b>F</b>             | <b>Total Deductions</b>  | <b>54.59</b>  |
| <b>G</b>             | <b>Net Worth (D-F)</b>   | <b>464.86</b> |
|                      | <b>No. of Equity Shares (in Crore)</b>                         | <b>410.36</b> |
|                      | <b>Book Value per Share (in Rs.)</b>                           | <b>126.59</b> |

Thank you