



बैंक ऑफ़ बड़ौदा
Bank of Baroda

Bank of Baroda:
Stable Performance amid Uncertainties

Performance Analysis: Q2 & H1, 2014-15 (FY15)

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BOB's Results At A Glance



<i>Results for Q2, FY15</i>		
<i>Performance Parameter</i>	<i>Rs crore</i>	<i>Growth (y-o-y)</i>
Net Profit	1,104	-5.5
Operating Profit	2,403	13.1
Total Business	9,52,692	15.5
Total Deposits	5,66,926	16.9
Total Advances	3,85,766	13.5
Total Assets	6,59,763	17.2
Net Worth	37,612	9.5
Total Capital (Basel II)	45,802	12.7
Tier 1 Capital (Basel II)	34,167	10.7
Business per Employee	17.37	6.8

<i>Ratios for Q2, FY15</i>	
<i>Key Performance Ratio</i>	<i>(in %)</i>
Return on Average Assets	0.68
Return on Equity	11.74
Cost-Income Ratio	49.72
Capital Adequacy Ratio (Basel II, Tier 1: <u>9.47%</u>)	12.69
Capital Adequacy Ratio (Basel III, Tier 1: <u>9.26%</u>)	12.19
Provision Coverage Ratio	65.39
Gross NPA	3.32
Net NPA	1.74

BOB's Results At A Glance



Parameter	Q2, FY14	Q1, FY15	Q2, FY15
Net Interest Income	2,895	3,328	3,401
Fresh Slippages	1,863	1,881	1,758
Incremental Restructuring	1,637	986	1,175

Bank's Key Strategic Initiatives in H1, FY15



- **During H1, FY15, the Bank's term deposits with preferential rate of interest has declined** from Rs 11,792 cr at end-Mar, 2014 to **Rs 9,460 cr** at end-Sept, 2014; even the share of CDs to Term Deposits fell from 7.5% at end-Mar'14 to **1.9%** at end-Sept'14.
 - To give a boost to its Retail Business, **it launched loan campaigns in home/car/traders' loans, opened 15 new Retail Loan Factories (taking the network to 60)**, streamlined the schemes for housing/educational loans and strengthened its lending automation processing system (LAPS) for efficient processing of the proposals.
 - To promote the growth of its MSME loan-book, **it focused on micro/CGTMSE accounts and introduced area-specific schemes** for MSME units in the sectors like ceramic tiles, marbles, plastic, textiles, agro- based industries, automobile, RTO, minerals, brass, hosiery, tea processing, shoe-making, etc.
 - Strengthening of its **Credit Monitoring process thru' online monitoring** and improved system of "Early Detection of Stress Accounts" enabled the Bank to take timely follow-up actions and make strong gains in "Cash Recovery".
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Bank's Key Strategic Initiatives in H1, FY15



- It opened 147 new branches in its **Domestic Operations** and set up 771 new **ATMs** and 1,530 new **POS** machines (Point of Sale Machines) in H1, FY15. It also opened 6 new **e-Lobbies** during this period to offer 24*7 basic banking operations. In its overseas operations, it opened a new branch at **Meru** in its subsidiary in Kenya and **Mwanza** in its subsidiary in Tanzania.
 - During H1, FY15, it focused on **massive recruitment and talent acquisition** to take care of the HR gap and further strengthened its systems of training & skill development for the existing as well as new employees.
 - The Bank converted 22 more Metro and Urban branches into **Baroda Next** branches during H1, FY15 taking the total number of such high-tech branches to 1,457.
 - As on 30th Sept 2014, 18,599 villages were covered under the Bank's **Financial Inclusion** drive and the Bank set up 2,571 **Ultra Small Branches** across the country to support this initiative.
 - Under Prime Minister Jan Dhan Yojna (PMJDY), the Bank has opened 28.31 lakh accounts and issued 22.2 lakh RuPay cards.
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Bank of Baroda: Key Strengths



- Bank of Baroda is a 106 years old State-owned Bank with modern & contemporary personality, offering banking products and services to Large industrial, SME, retail & agricultural customers across the country.

Uninterrupted Record
in Profit-making and
Dividend Payment

Overseas Business
Operations extend across
24 countries
through 104 Offices

Modern & Contemporary
Personality

Pioneer in many
Customer-Centric
Initiatives

Strong Domestic
Presence through
4,989 brs & 7,025 ATMs

First PSB to receive & maintain
Corporate Governance
Rating (CGR-2)



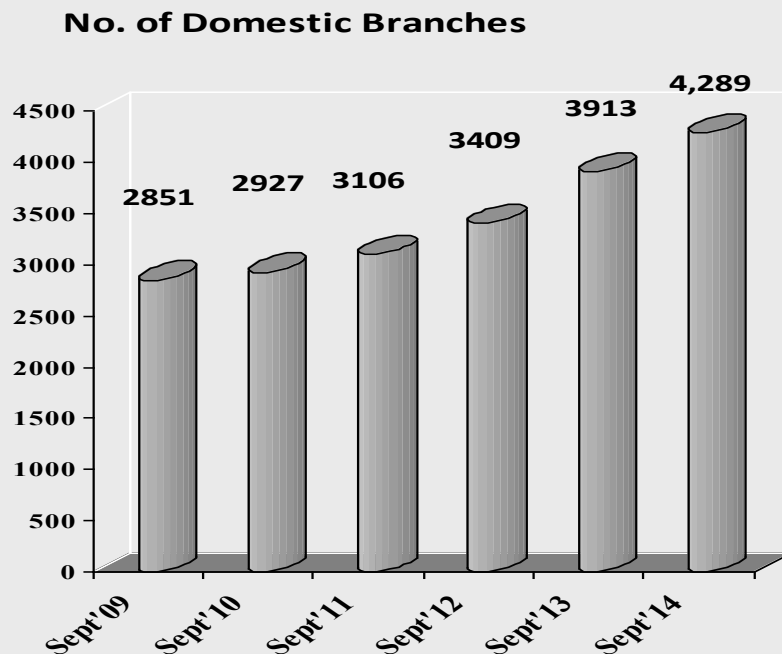
Capital Ratios
in excess of
Regulatory
Requirements

A well-accepted &
recognised Brand in
Indian banking industry

Relatively Strong Presence
in Progressive States like
Gujarat & Maharashtra

Globally Integrated
Advanced Technology
Platform

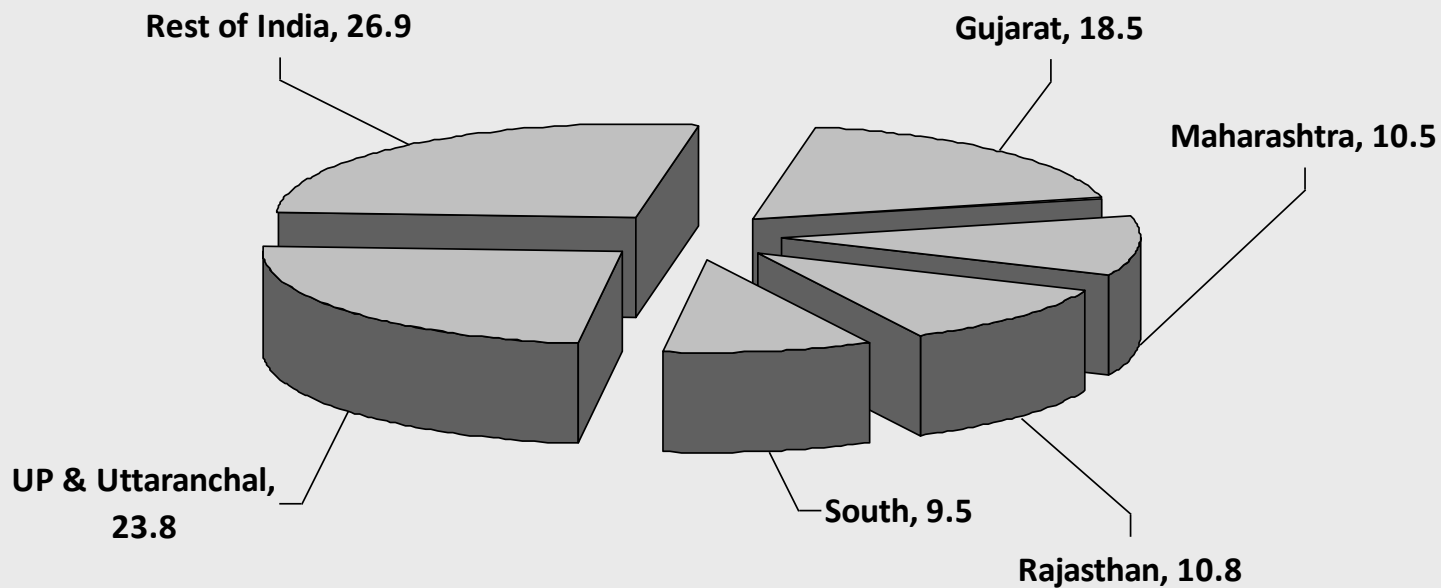
Domestic Branch Network (as on 30th Sept, 2014)



Regional Break-up of Domestic Branches as on 30 th Sept 2014			
Metro	Urban	Semi-Urban	Rural
969	866	1,321	1,833

- During past **five** years, the Bank added **1,960** branches to its domestic network.
- In H1, FY15, **22** service brs & **5** MICR brs were classified as offices instead of branches as per the new RBI guidelines and hence, they are not included in total no. of branches.
- During H1, FY15, the Bank opened **147** new brs & merged **five** brs in its domestic operations out of its plan to open 400 new brs in FY15.
- Out of the newly opened **147** brs during H1, FY15, **38** belonged to 'metro & urban' areas; 48 to semi-urban areas & **61** to rural areas.
- The newly opened **147** brs in H1, FY15 mainly belonged to U.P., Rajasthan, Haryana, Punjab & Gujarat.
- Around **36.74%** of the Bank's network at the end of Sept, 2014 was situated in rural areas.

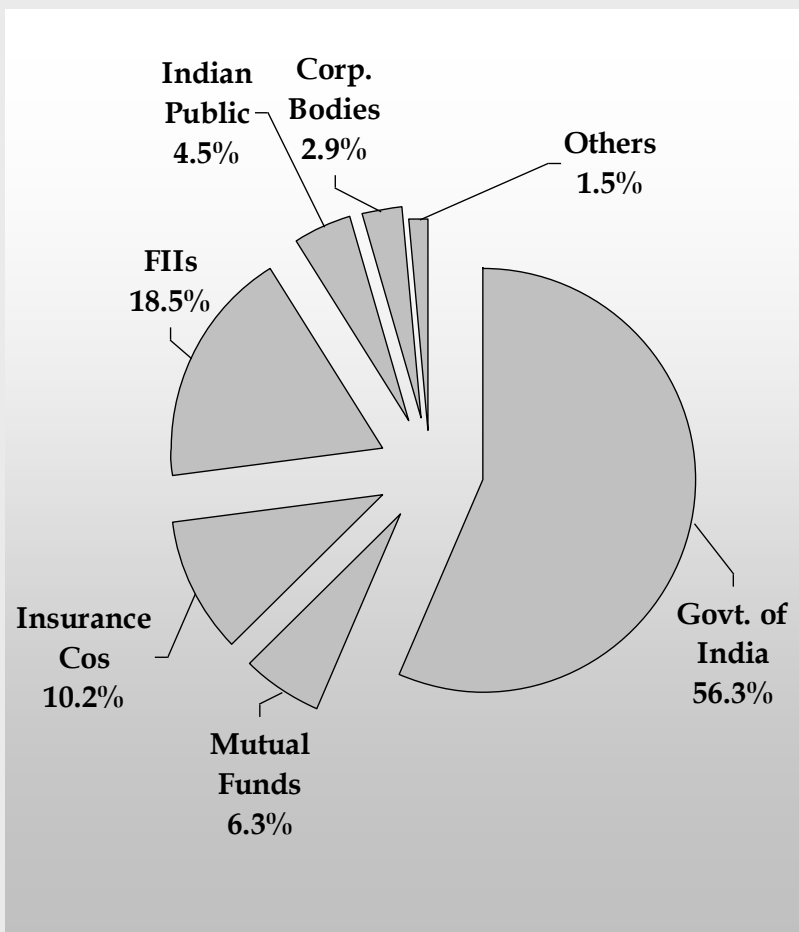
Concentration (%): Domestic Branch Network (As on 30th Sept, 2014)



Pattern of Shareholding: 30th Sept, 2014



As on 30th Sept, 2014



- **Share Capital:** Rs 430.68 crore
- **Net worth:** Rs 37,612 crore (up 9.5%, y-o-y)
- **B. V. per share (vs. F. V. per share: Rs 10):** Rs 875.9 (up 7.4%, y-o-y)
- **Return on Equity:** 13.11% in H1, FY15

- **BOB is a Part of the following Indexes**
BSE 100, BSE 200, BSE 500 & Bankex
Nifty, BankNifty, CNX 100, CNX 200, CNX 500
- **BOB's Share is also listed on BSE and NSE in the 'Future and Options' segment.**

Macro Environment: H1, FY15



- **Real Sector weaknesses continued** during Apr-Sept, 2014 as –
 - **Rainfall this year was deficient & unevenly distributed** and hence official estimates place the output of kharif grain 7.0% lower than the previous year's 129 mt. This is likely to get translated into agricultural growth of just 2.0% for FY15.
 - **Core or infrastructural industrial production growth slowed to 4.0%** during Apr-Sept, 2014 versus 5.0% in Apr-Sept, 2013.
 - **Industrial production growth was also weak at 2.8%** in Apr-Aug, 2014 with capital goods growth at 4.3% and consumer goods growth at -4.9%.
 - According to the latest ASSOCHAM Report, amidst persisting weaknesses in the economy, **job generation in India Inc saw a sharp drop** of over 19.9% during July-September, 2014 over the previous 3-month period.
 - **Headline exports growth has slowed** sharply from near double-digit level in the May-July period to a range of 2.5%-2.7% over Aug-September, 2014 due to global growth jitters and over-valuation of rupee in REER terms.
 - **India's fiscal deficit in H1, FY15 reached nearly 83.0% of its full-year target** primarily on account of slow growth in tax collections caused by weak economic growth.
 - **Growth in non-food bank credit plunged to 8.6% in Sept, 2014** – the lowest growth since 2001 as compared to a growth of 18.2% in Sept, 2013.
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Business Expansion



Particular (Rs crore)	Sept'13	Mar'14	Sept'14	Y-O-Y (%)	Change Over Mar'14 (%)
Global Business	8,24,786	9,65,900	9,52,692	15.5	-1.4
Domestic Business	5,60,396	6,51,223	6,38,453	13.9	-2.0
Overseas Business	2,64,390	3,14,677	3,14,239	18.9	-0.1
Global Deposits	4,84,931	5,68,894	5,66,926	16.9	-0.3
Domestic Deposits	3,29,550	3,79,054	3,79,663	15.2	0.2
Overseas Deposits	1,55,381	1,89,840	1,87,263	20.5	-1.4
Global CASA Deposits	1,27,708	1,46,488	148029	15.9	1.1
Domestic CASA	1,07,599	1,20,381	1,21,079	12.5	0.6
Overseas CASA	20,110	26,107	26,949	34.0	3.2

•Share of **Domestic CASA in Total Deposits** well-protected at **31.89%** at end-Sept, 2014.

Business Expansion



Particular (Rs crore)	Sept'13	Mar'14	Sept'14	Y-O-Y (%)	Change Over Mar'14 (%)
Global advances (Net)	339855	3,97,006	3,85,766	13.5	-2.8
Domestic Advances	230846	2,72,169	2,58,789	12.1	-4.9
Overseas Advances	109009	1,24,837	1,26,977	16.5	1.7
Retail Credit Of which:	40,915	46,019	47,379	15.8	3.0
Home Loans	17,403	19,558	20,909	20.1	6.9
SME Credit	51,913	56,634	58,899	13.5	4.0
Farm Credit	26,101	31,672	33,539	28.5	5.9
Credit to Weaker Sections	16,578	20,599	21,842	31.8	6.0

CASA Position



Particular (Rs crore)	Sept'13	Mar'14	Sept'14	Y-O-Y (%)	Change Over Mar'14 (%)
Global Saving Deposits	88,335	96,437	1,00,542	13.8	4.3
Domestic Savings Deposits	85,555	93,381	97,244	13.7	4.1
Overseas Savings Deposits	2,780	3,057	3,297	18.6	7.9
Global Current Deposits	39,373	50,050	47,487	20.6	-5.1
Domestic Current Deposits	22,044	27,000	23,835	8.1	-11.7
Overseas Current Deposits	17,329	23,051	23,652	36.5	2.6

Bank's Profits & Its Key Components: Q2, FY14 & FY15



Particular (Rs crore)	Q2, FY14	Q2, FY15	YOY (%)
Interest Income	9,473.45	10,825.67	14.3
Interest Expenses	6,578.66	7,424.56	12.9
NII (Spread)	2,894.79	3,401.11	17.5
Other Income	973.86	991.65	1.8
Staff Expenses	1,030.15	1,107.83	7.5
Total Expenses	8,322.73	9,414.39	13.1
Operating Profit	2,124.58	2,402.93	13.1
Provisions	940.93	1,298.71	38.0
Net Profit	1,168.10	1,104.22	-5.5

Deposit & Loan Costs: Q2,FY14 to Q2,FY15



Particular (in %)	Q2, FY14	Q3, FY14	Q4, FY14	Q1, FY15	Q2, FY15
Global Cost of Deposits	5.41	5.24	5.27	5.19	5.18
Domestic Cost of Deposits	7.29	7.10	7.18	7.13	7.23
Overseas Cost of Deposits	1.15	1.10	1.08	1.10	1.06
Global Yield on Advances	8.34	8.30	8.16	8.31	8.36
Domestic Yield on Advances	11.07	10.97	10.97	11.06	11.17
Overseas Yield on Advances	2.78	2.74	2.56	2.63	2.53

Investment Yields & NIMs: Q2,FY14 to Q2,FY15



Particular (in %)	Q2, FY14	Q3, FY14	Q4, FY14	Q1, FY15	Q2, FY15
Global Yield on Investment	7.74	7.78	7.81	7.91	8.00
Domestic Yield on Investment	7.90	7.98	7.99	8.09	8.19
Overseas Yield on Investment	4.19	3.62	4.00	4.12	4.26
Global NIM	2.32	2.37	2.29	2.35	2.40
Domestic NIM	2.85	2.95	2.84	2.94	3.02
Overseas NIM	1.19	1.18	1.09	1.18	1.16

Non-Interest income: Q2 of FY14 & FY15



(Rs crore)	Q2, FY14	Q2, FY15	% Change (Y-O-Y)
Commission, Exchange, Brokerage	382.00	332.75	-12.9
Incidental Charges	104.27	104.08	-0.2
Other Miscellaneous Income	81.94	92.59	13.0
Total Fee-Based Income	568.21	529.42	-6.8
Trading Gains	118.17	178.95	51.4
FX Profits (Treasury)	256.81	252.47	-1.7
Recovery from PWO	30.67	30.81	0.5
Total Non-Interest Income	973.86	991.65	1.8

Non-Interest income: H1 of FY14 & FY15



(Rs crore)	H1, FY14	H1, FY15	% Change (Y-O-Y)
Commission, Exchange, Brokerage	696.74	680.01	-2.4
Incidental Charges	188.17	175.85	-6.5
Other Miscellaneous Income	135.29	156.85	15.9
Total Fee-Based Income	1,020.20	1,012.70	-0.7
Trading Gains	527.42	403.12	-23.6
FX Profits (Treasury)	509.17	508.54	-0.1
Recovery from PWO	147.62	91.82	-37.8
Total Non-Interest Income	2,204.41	2,016.19	-8.5

Provisions & Contingencies: Q2 of FY14 & FY15



(Rs crore)	Q2, FY14	Q2, FY15	% Change
Provision for NPA & Bad Debts Written-off	838.22	584.25	-30.3
Provision for Depreciation on Investment	-93.34	181.80	-294.8
Provision for Standard Advances	89.10	12.66	-85.8
Other Provisions (including Provision for staff welfare)	26.85	109.34	307.2
Tax Provisions	80.10	410.67	412.7
Total Provisions	940.93	1,298.71	38.0

Provisions & Contingencies: H1 of FY14 & FY15



(Rs crore)	H1, FY14	H1, FY15	% Change
Provision for NPA & Bad Debts Written-off	1,511.71	1,356.05	-10.3
Provision for Depreciation on Investment	24.99	-137.09	-648.6
Provision for Standard Advances	316.96	92.56	-70.8
Other Provisions (including Provision for staff welfare)	25.03	103.23	312.4
Tax Provisions	330.44	1,001.68	203.1
Total Provisions	2,209.13	2,416.43	9.4

Bank's Domestic Treasury Highlights: Q2, FY15



- **Treasury Income** stood at the level of Rs 431.42 crore in Q2, FY15 and provided good support to **Non-Interest Income generation**.
 - However, **heightened volatility in capital markets** increased the Bank's **provisions against depreciation in investments** by more than Rs 275 crore on y-o-y basis in Q2, FY15.
 - As on 30th Sept, 2014, the share of **SLR Securities** in Total Investment was 82.82%.
 - The Bank had 82.91% of SLR Securities in **HTM** and 16.75% in **AFS** at end-Sept, 2014.
 - The Bank shifted **SLR securities** worth Rs 3,593.02 cr from **HTM** to **AFS** portfolio on 5th June, 2014, when the 10-year G-sec yield was at 8.71%.
 - The **per cent of SLR to NDTL** at end-Sept, 2014 was at 26.19%.
 - As on 30th Sept, 2014, the **modified duration** of **AFS** investments was 3.12% & that of **HTM** securities was 5.77%.
 - Total size of Bank's **Domestic Investment Book** as on 30th Sept, 2014 stood at Rs 1,25,036 crore.
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Highlights of Overseas Business: Q2, FY15



- During Q2, FY15, the Bank's "**Overseas Business**" contributed **32.98%** to its **Total Business**, **24.94%** to **Gross Profit** and **23.81%** to **Core Fee-based income** (i.e., Commission, Exchanges, Brokerage, etc.)
- Out of the Total Overseas Loan-book, **48.51%** was **Buyers' Credit/BP/BD**; **27.68%** was in **Syndicated Loans/ECBs** (mostly to Indian corporates) and **23.81%** was in **Local Credit**. The Bank's exposure to **non-India related companies** is around **29.48%** of its overseas loan-book as on 30th Sept, 2014.
- While the GNPA (%) in domestic operations was at **4.32%**, it was **1.25** for overseas operations as on 30th Sept, 2014.
- The **Cost-Income Ratio** in Overseas operations was more favourable at **18.79%** in Q2, FY15 versus **50.65%** in Domestic operations.
- In Q2, FY15, the **NIM** (as % of interest-earning assets) in Overseas operations stood at **1.16%**; **Gross Profit to Avg. Working Funds** ratio at **1.01%** and **Return on Equity** at **15.94%**.
- The Outstanding balance of restructured loans in overseas operations as on 30th Sept, 2014 was at **Rs 3,463 crore**, out of which the **Standard restructured loans** were at **Rs 2,739 crore**.
 - The Bank restructured **two** accounts in its overseas operations in Q2, FY15 worth **Rs 250.54 crore**.
- During H1, FY15, **the Bank opened two branches in its Overseas Subsidiaries** located in Kenya and Tanzania.

NPA Movement (Gross): H1, FY15



Particular	(Rs crore)
A. Opening Balance	11,875.90
B. Additions during H1, FY15	3,874.57
Out of which, Fresh Slippages	3,638.11
C. Reduction during H1, FY15	2,692.90
Recovery	840.59
Upgradation	976.64
Write-Offs	866.62
Other Adjustments	9.05
NPA as on 30 th Sept, 2014	13,057.57
Recovery in PWO in H1, FY15	91.82

• **Bank's PCR stood at 65.39% on 30th Sept, 2014 – relatively higher in the large PSU banking segment.**

Sector-wise Gross NPA [Sequential Movement]



Sector	GNPA (%) Sept, 2013	GNPA (%) Dec, 2013	GNPA (%) Mar, 2014	GNPA (%) Jun, 2014	GNPA (%) Sept, 2014
Agriculture	5.76	5.77	5.35	5.98	5.72
Large & Medium Industries	5.56	6.03	5.05	5.35	6.13
Retail	2.52	2.11	1.96	2.29	2.15
Housing	1.91	1.47	1.45	1.47	1.43
MSME	4.63	4.95	4.93	5.87	6.32
Overseas Operations	1.77	1.75	1.58	1.18	1.25

Restructured Accounts (Domestic)



Year	Outstanding as on 30 th Sept, 2014 (Rs crore)					
	Standard Category		NPA Category		Grand total	
	No. of A/Cs	Amount	No of A/Cs	Amount	No of A/Cs	Amount
Up to 2008	104	612.66	114	6.83	218	619.49
2008-09	4,276	672.16	3,794	108.95	8,070	781.11
2009-10	2,065	1,365.05	1,562	263.62	3,627	1,628.67
2010-11	415	1,593.87	367	80.75	782	1,674.62
2011-12	1,268	3,924.36	559	739.72	1,827	4,664.08
2012-13	10,078	7,126.14	2,924	1,358.32	13,002	8,484.46
2013-14	20,240	6,673.52	4,422	1,077.03	24,662	7,750.55
2014-15 (so far)	7,924	1,806.10	689	58.32	8,613	1864.42
Total	46,370	23,773.86	14,431	3,693.54	60,801	27,467.40
Less standard restructured accounts that ceased to attract higher provisions and/or additional risk weight at end of Q2, FY15	4,360	4,096.11			4,360	4,096.11
TOTAL	42,010	19,677.75	14,431	3,693.54	56,441	23,371.29

Restructured Accounts



- In its **global operations**, the Bank **restructured loans** to the tune of **Rs 1,175 cr** (4,266 accounts) in Q2, FY15 versus Rs 986 cr (3,761 accounts) in Q1, FY15; (Rs 1,157 crore (6,556 accounts) in Q4, FY14 and Rs 1,637 cr (13,827 accounts) in Q2, FY14.
 - Within this, **domestic restructuring** was **Rs 925 crore** (4,264 accounts) in Q2, FY15 versus Rs 948 cr (3,758 accounts) in Q1, FY15.
- **Global restructuring has shown a consistent decelerating trend** with just a modest increase in Q2, FY15 as per the Bank's guidance.
- **Provision for Diminution in Fair Value** for Q2, FY15 was **Rs 44.37 crore**.
- Globally, **Restructured Standard Advances** (at Rs 22,417 crore) stood at **5.89%** of Total Standard Advances.
 - This ratio works out to **7.75%** for **Domestic Restructured Standard Advances** (at Rs 19,678 crore).
- Globally, **restructured assets worth Rs 710 crore slipped to NPA during Q2, FY15;** Rs 489 crore in Q1, FY15 and Rs 1,199 crore in H1, FY15.
- Out of the restructured assets that slipped to NPA, **CDR Assets** are worth **Rs 375 crore** during Q2, FY15 and **Rs 426 crore** during H1, FY15.

Sectoral Deployment of Credit at end-Sept, 2014



Sector	% share in Gross Domestic Credit
Agriculture	11.5
Retail	17.9
SME	22.2
Large & Medium	28.4
Misc. including Trade	20.0
Total	100.0%

Technology Initiatives in Q2, FY15



• Under various alternate delivery channels (like ATM, Internet Banking, Mobile Banking etc) the Bank had the following value additions during Q2, FY15.

e-Banking & ATM

- **IMPS Foreign Inward remittance** effected.
 - **Electricity Bill Payment** for Gujarat Urja Vikas Limited is implemented through ATM.
 - Generation of Maharashtra **Virtual Treasury Scrolls** in XML format as specified by e-Kuber portal through e-banking.
 - **Integration with Citrus** payment solution provider in E-Banking
 - **Integration with PAYTM** in E-Banking
 - **E-Commerce transactions** by Debit Card and PIN for IRCTC
 - **Online view facility** through Internet Banking portal to link and view PPF account. Facility for crediting to PPF account is under progress
 - **E-Banking of Guyana and T&T** has been made live
 - Implemented **Tamil Nadu Prohibition and Excise Tax**
 - **Bi-Lingual Baroda Connect** (All the static pages on Baroda Connect can be seen either in English or Hindi).
 - **Online user registration** through e-banking via IPG and Base 24 switch.
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Technology Initiatives in Q2, FY15



Mobile Banking/IMPS Enhancement

- **MInfobook** UAT completed
- **Account Balance** through Missed Call
- **NUUP** (National Unified USSD platform) is implemented

SMS Banking

- Sending **SMS alerts** on hot listing of **debit card**
 - **SMS Alerts implemented** in **Kenya Territory** and testing for **Botswana, Uganda** has been completed
 - Implementation of **SMS Alerts on submission of 15G/15H forms.**
 - **SMS** for transaction declined at **NPCI ATM/POS** due to insufficient funds has been implemented
 - **SMS Greetings on Birthday.**
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Other IT initiatives implemented in Q2, FY15

- MGPSY (**Mahatma Gandhi Pravasi Suraksha Yojna**) has been re-developed and implemented.
 - **Dash Board has been developed for RTGS** to monitor the status of RTGS/NEFT messages
 - **Decentralization of Inward Clearing** was implemented for western grid in 5 hubs i.e. Ahmedabad, Baroda, Surat, Pune, Bhopal.
 - **Web-based Software** for creating security profile of the branch/offices
 - **Web-based software for verification of digitally signed files** uploaded by branches and converting them to CMS readable format for onward processing in CMS.
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Bank's BPR Project – New Initiatives in Q2, FY15



•The Bank's BPR Project or Navnirmaan has altogether 18 initiatives covering both business process re-engineering and organizational re-structuring, aimed at transforming the Bank's branches into the "Sales and Service Centres" through centralization to make possible a sustained growth in sales, superior customer experience and alternate channel migration.

•The important initiatives during H1, FY15 are –

- **Baroda-Next Branch-** So far 1,457 Metro/Urban branches have been rolled out as Baroda Next branches.
 - **City Back Office (CBO):** Clearing operations have been centralized for all branches
 - Currently , 85 CBOs are operational throughout the country.
 - **Regional Back Office (RBO):** One RBO was added at Hyderabad.
 - Total RBOs at present are 13.
 - Altogether 4,691 branches are linked for CASA opening and 4,706 branches linked for PCB (Personalized Cheque Book) issuance.
 - **E- Lobby:** Bank has started 51 independent E-Lobbies in different Zones.
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New Recruitment in H1, FY15



Category	Proposed Recruitment for the year	Joining Status (01-04-2014 to 30.09.2014)
Total New Hiring for FY15	7600	5187
Of which:		
A. Total No. of Officers	3800	2603
a) Probationary Officers	2360	2030
b) Specialist Officers	600	360
c) Baroda Manipal Trainees	840	213
d) Campus Recruitment	-	-
B. Total No. of Clerks	3800	2584
No. of Officers & Clerks superannuating in FY14-15		Officers - 834
		Clerks - 780
		Total - 1614

Baroda Manipal School of Banking, an innovative & new channel of resourcing of trained manpower for the Bank, is fully operational, and is continuously providing trained resources to the Bank every quarter.

Among various HR Initiatives undertaken, the following are noteworthy.

- a) **A Structured Six-monthly On-Boarding Programme** for new officers has been put in place.
 - b) Development of **Focussed Talent Management Programme & Succession Planning Exercise**
 - c) **Centralisation of various HR activities** is achieved by creating an HR Shared services CPC (Central Processing Cell) at Baroda, which has brought about efficiencies in HR working and freed up HR time at Regions/Zones for more developmental work.
 - d) Various **IT tools** developed and implemented.
 - **Online Performance Management** system for officers
 - **Online benefits/claims** module for employees
 - **Postings Tool** to facilitate the postings process
 - **Manpower Planning Tool-** to scientifically assess the manpower requirement of branches and units.
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Bank's Forward Guidance



- Some positive signs of economic revival seen in Q1, FY15 could not sustain in Q2, FY15.
- While inflation trajectory has been moderating thanks to significant easing in global commodity prices and better management of food grains, all real sector indicators like industrial production, exports, non food credit off-take weakened in Q2, FY15 partly due to domestic policy concerns and partly due to global growth jitters.
- RBI remains committed to the glide path suggested by its Committee on Monetary Policy Framework.
- India's growth is likely to stabilise around 5.0%-5.2% in FY15 rather than 5.6% plus predicted earlier.
- Against this backdrop, the Bank would like to stay cautiously optimistic and focus more on bottomline and capital conservation rather than topline expansion.
- The Bank is continuously evolving its Strategic Focus to cope with changing circumstances.
 - In the year FY14, it succeeded in giving retail orientation to its business; further strengthening its liability franchise and bringing down incremental slippages & restructuring pains.
 - In H1, FY15, it implemented Course Correction to stay in tune with economic reality.
 - The Bank's core strengths – Conservative Balance-sheet and International Operations have positioned it better to grasp strategic opportunities.

Thank you.
