

**Investor Presentation** 

#### **Presentation content**

➤ Planning Cycle 3 closure and summary performance

> Q4 FY-17 results

Planning Cycle 4 – summary, ambition and initiatives



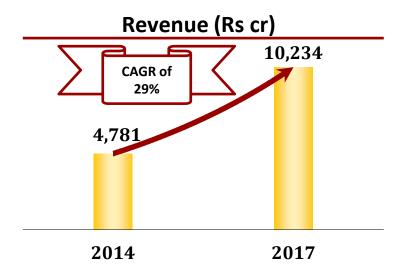
Q4 - FY17 marks the end of our 3-year Planning Cycle 3 (PC3) themed

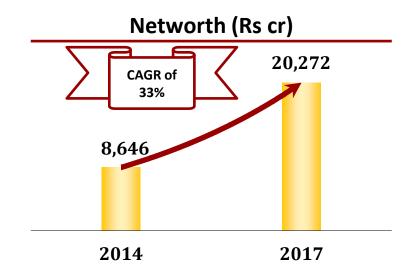
# "Market Share with Profitability"

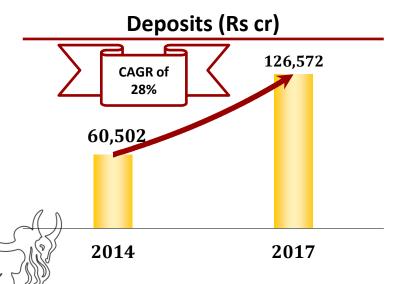
## to Double the Bank

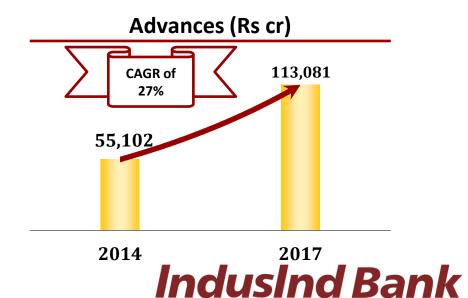


#### **Delivered Scale**

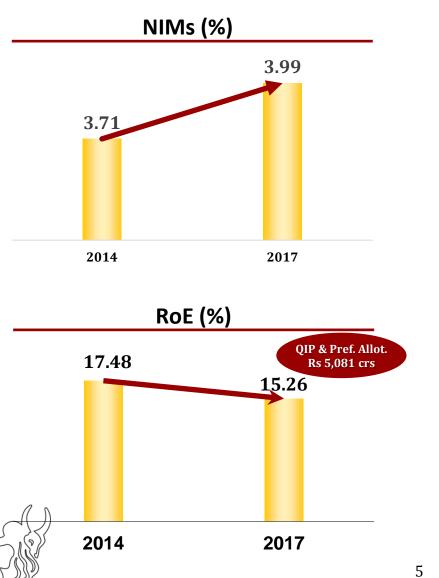


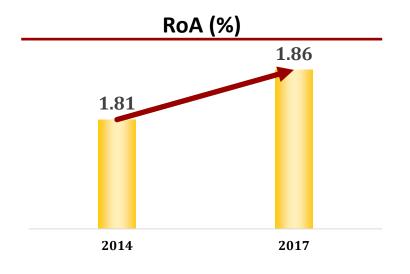


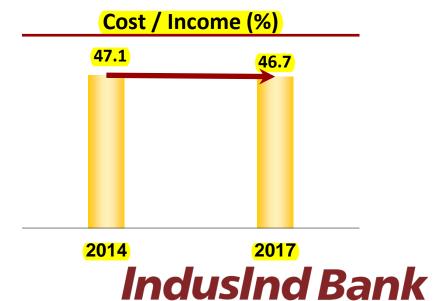




## **Delivered Profitability**

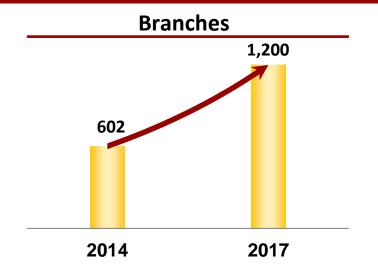




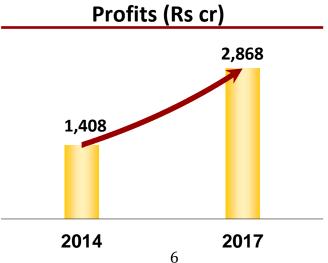


**Planning Cycle 3 (2014-17)** 

#### Doubled the Bank!









**IndusInd Bank** 

#### **Plan vs Outcome**

FY14-FY17 Outcome/CAGR

**Loan Growth** 25% - 30% 27% > 35% **CASA Ratio** 36.9% Resulting in **To Exceed Loan Growth** 29% **Fee Growth** To Double from 602 **Branch Network** 1,200 **To Double from 4.5mn Customer Base** 9.5mn



## **Key Achievements**

**4% NIM** 

Welcomed 10,000
Staff to IndusInd
Family

Acquisition of RBS' Diamond Financing Business

ISSL
Acquisition \* –
Capital Markets
Platform

Rs. 5,081cr Growth Capital

Tractor Finance Launch Responsive
Innovation e.g.
Fingerprint
Banking, Video
Branch

Global Markets Revenues >\$500mn

MFI Business Expansion Branch
Geographic
Segmentation

Mobile

**Banking** 

IndusInd For Sports

**GIFT City Branch** 

Launch of
Suite of Nonvehicle Retail
Products

PC 3 Credit
Cost <60 bps
IndusInd Bank

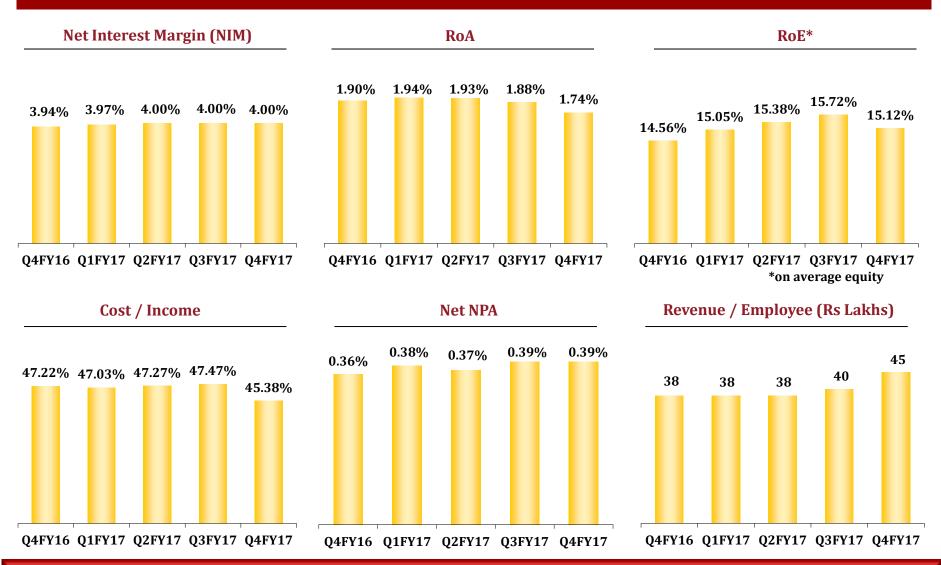
## **Q4-FY17 Results**



- A quarter of solid core business performance
- Persistent uptrend in Net Interest Income; Y-o-Y up by 31% and Q-o-Q up by 6%
- Core Fee growth 29% Y-o-Y and 13% Q-o-Q; Non-Interest Income to Revenue back to 42%
- Y-o-Y PAT growth up by 21%
- NIM Y-o-Y up by 6 bps to 4.00% as compared to 3.94% in Q4-FY16
- Deposit and CASA growth above industry 36% and 43% Y-o-Y respectively
- Credit growth above industry 28% Y-o-Y
- ➤ Net NPA at 0.39%; Credit cost 23 bps for quarter and 62 bps for full year
- Opened 125 branches in Q4; Network 1,200 branches and 1,988 ATMs per plan



#### **How We Measure Up On Key Metrics**



Consistent delivery of strong operating performance





#### **Ratings**

- CRISIL AA + for Infra Bonds program
- CRISIL AA for Additional Tier I Bonds program
- CRISIL A1+ for certificate of deposit program
- IND AA+ for Senior bonds program by India Ratings and Research
- IND AA for Additional Tier I Bonds program by India Ratings and Research
- IND A1+ for Short Term Debt Instruments by India Ratings and Research



## **Financial Performance**

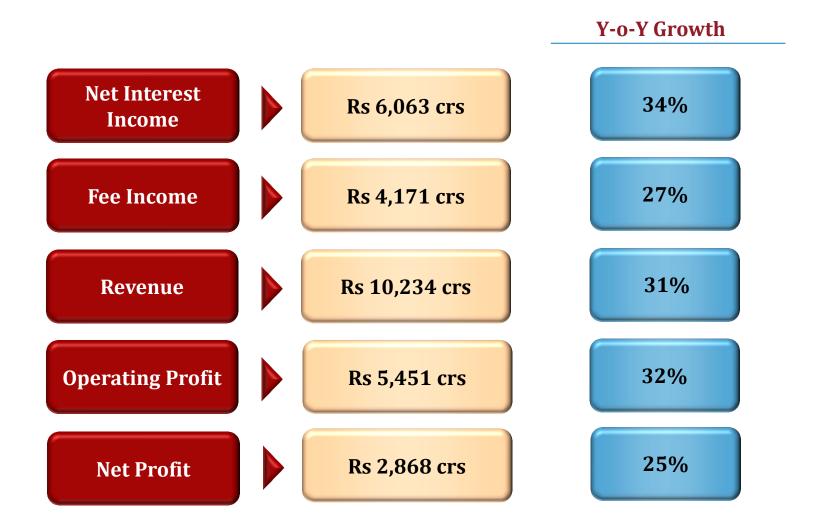


#### **Steady Headline Numbers for Q4-FY17**





#### **Steady Headline Numbers for FY 2016-17**





#### **Top line momentum**



#### **Balance Sheet**

(Rs Crs)

	Q4FY17	Q4FY16	Y-o-Y (	<b>%</b> )	Q3FY17	Q-o-Q	(%)
Capital & Liabilities							
Capital	598	595	1%	<b>↑</b>	597	-	<b>^</b>
Reserves and Surplus	20,048	17,101	17%	<b>↑</b>	19,286	4%	<b>^</b>
Deposits	1,26,572	93,000	36%	<b>↑</b>	1,19,218	6%	<b>^</b>
Borrowings	22,454	24,996*	(10%)	Ψ	20,303	11%	<b>^</b>
Other Liabilities and Provisions	8,976	7,205	25%	<b>^</b>	7,698	17%	<b>^</b>
Total	1,78,648	1,42,897	25%	<b>↑</b>	1,67,102	7%	<b>^</b>
Assets							
Cash and Balances with RBI	7,749	4,521	71%	<b>↑</b>	5,141	51%	<b>^</b>
Balances with Banks	10,879	5,591	95%	<b>↑</b>	12,999	(16%)	Ψ
Investments	36,702	34,054*	8%	<b>↑</b>	35,274	4%	<b>↑</b>
Advances	1,13,081	88,419	28%	<b>^</b>	1,02,770	10%	<b>^</b>
Fixed Assets	1,335	1,255	6%	<b>↑</b>	1,307	2%	<b>↑</b>
Other Assets	8,902	9,057	(2%)	Ψ	9,611	(7%)	Ψ
Total	1,78,648	1,42,897	25%	<b>↑</b>	1,67,102	7%	<b>^</b>
Business (Advances + Deposit)	2,39,653	1,81,419	32%	<b>^</b>	2,21,988	8%	<b>^</b>

\*In terms of RBI guidelines Repo / Reverse Repo under LAF is regrouped.

#### **Profit and Loss Account - Q4FY17**

(Rs Crs)

	Q4FY17	Q4FY16	Y-o-Y (%)	Q3FY17	Q-o-Q (%)
Net Interest Income	1,667	1,268	31%	1,578	6% ♠
Other Income	1,211	913	33%	1,017	19% <b>↑</b>
<b>Total Income</b>	2,879	2,181	32%	2,595	11% 🛧
Operating Expenses	1,307	1,030	27%	1,232	6% ↑
Operating Profit	1,572	1,151	37% <b>↑</b>	1,363	15% <b>↑</b>
Provisions & Contingencies	430*	214	101%	217	98% 🛧
Profit before Tax	1,142	937	22%	1,146	- 4
Provision for Tax	390	317	23%	396	- 4
Profit after Tax	752	620	21%	751	- 1

<sup>\*</sup>Includes a one-off provision of Rs 122.00 crs against a large corporate account classified as 'Standard Advance' pursuant to specific RBI advice in this regard. The Bank's exposure which is due for repayment in June 2017 relates to a bridge loan for a Merger & Acquisition transaction in cement industry.



#### **Profit and Loss Account - FY 2016-17**

(Rs Crs)

	2016-17	2015-16	Y-o-Y (%)		
Net Interest Income	6,063	4,517	34% ♠		
Other Income	4,171	3,297	27%		
Total Income	10,234	7,814	31%		
Operating Expenses	4,783	3,672	30% ♠		
Operating Profit	5,451	4,141	32%		
Provisions & Contingencies	1,091*	672	62% <b>↑</b>		
Profit before Tax	4,360	3,469	26%		
Provision for Tax	1,492	1,183	26%		
Profit after Tax	2,868	2,286	25% ♠		

<sup>\*</sup>Includes a one-off provision of Rs 122.00 crs against a large corporate account classified as 'Standard Advance' pursuant to specific RBI advice in this regard. The Bank's exposure which is due for repayment in June 2017 relates to a bridge loan for a Merger & Acquisition transaction in cement industry.



#### **Key Financial Indicators**

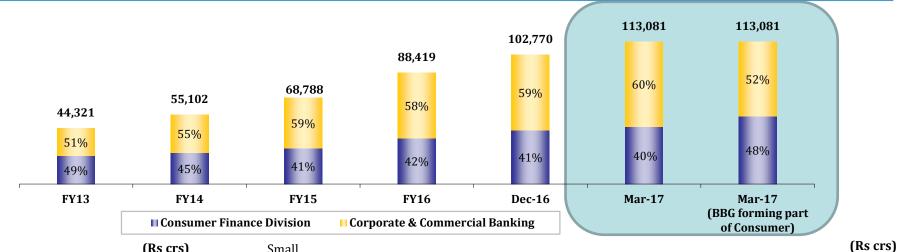
	Q4FY17	Q4FY16	Q3FY17
Return on Assets	1.74%	1.90%	1.88%
ROE (On average equity)	15.12%	14.56%	15.72%
Cost / Income Ratio	45.38%	47.22%	47.47%
Net Interest Margin	4.00%	3.94%	4.00%
Net NPA	0.39%	0.36%	0.39%
EPS (annualized, Rs. per share)	50.28	41.72	50.28
Capital + Reserves (Excl. Revaluation Reserve)	20,272	17,315	19,507



# IndusInd Bank

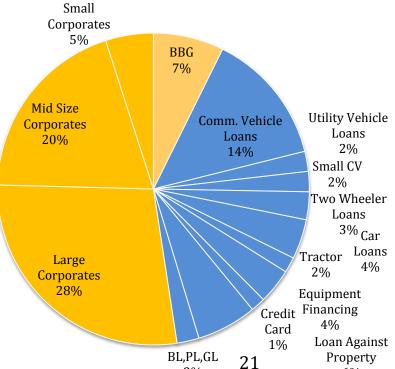
#### **Well Diversified Loan Book**





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Corporate Banking	Mar-17	
Large Corporates	31,477	28%
Mid size Corporates	22,203	20%
Small Corporates*	13,872	12%
Total Advances	67,552	60%

\*Includes Business Banking Rs. 8,273 crs managed by Consumer Banking



2%

Consumer Finance	Mar-17	
Comm. Vehicle Loans	15,606	13%
Utility Vehicle Loans	2,342	2%
Small CV	2,374	2%
Two Wheeler Loans	3,262	3%
Car Loans	4,665	4%
Tractor	1,813	2%
Equipment Financing	4,120	4%
Credit Card	1,704	2%
Loan Against Property	7,051	6%
BL, PL, GL, Others	2,592	2%

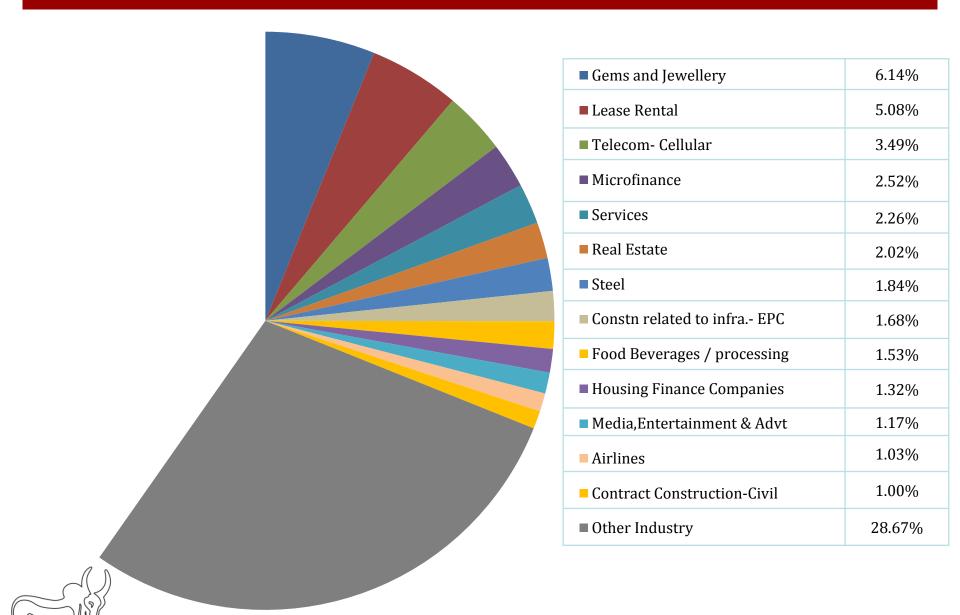


45,529

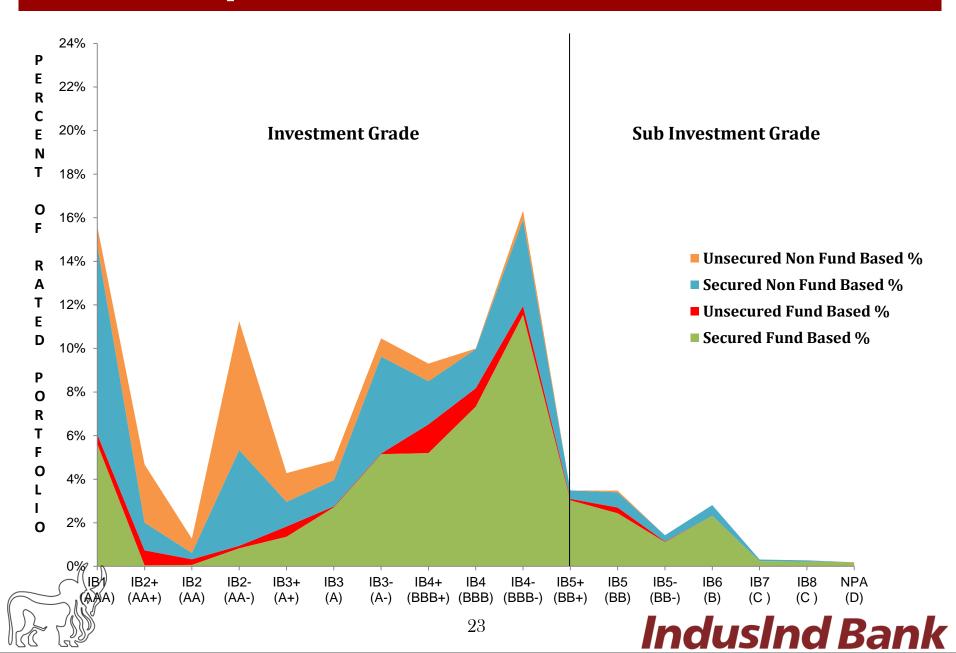
**Total Advances** 

6%

#### **Diversified Corporate Loan Book**



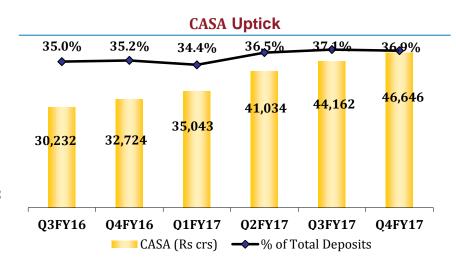
#### **Well Rated Corporate Portfolio**



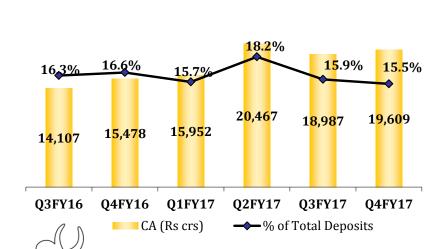
#### **Improving CASA profile**

#### **Building CASA traction**

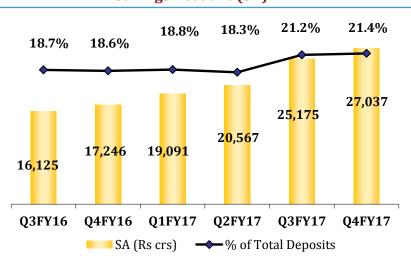
- Expanding branch network
- Focus on target market segments
  - Government business
  - Capital market flows
  - > Key Non Resident markets
  - ➤ Self employed and Emerging Corporate businesses
  - > Transaction Banking and CMS Mandates
- Differentiated service propositions



#### **Current Account (CA)**



#### Savings Account (SA)





#### **Other Income**

(Rs Crs)

	Q4FY17	Q4FY16	Y-o-Y (	%)	Q3FY17	Q-o-Q (	%)
Core Fee	996	774	29%	<b>↑</b>	885	13%	<b>↑</b>
Securities/MM/FX Trading/Others	215	139	55%	<b>↑</b>	132	63%	<b>↑</b>
Total	1,211	913	33%	<b>↑</b>	1,017	19%	<b>↑</b>



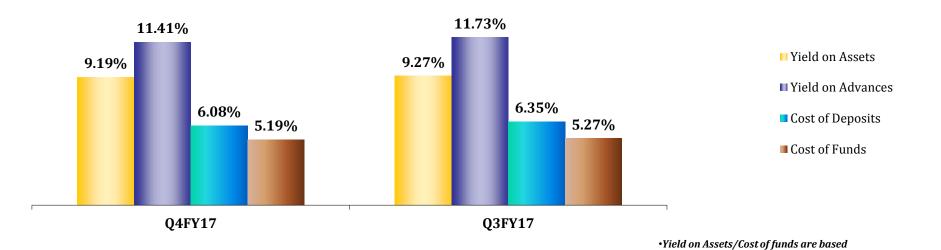
#### **Diverse Revenues from Core Fee Income**

(Rs crs)

	Q4FY17	Q4FY16	Y-o-Y(%	ó)	Q3FY17	Q-o-Q(°	%)
Trade and Remittances	121	97	25%	<b>↑</b>	106	14%	<b>↑</b>
Foreign Exchange Income	170	140	21%	<b>↑</b>	179	(5%)	Ψ
Distribution Fees (Insurance, MF, Cards)	241	138	74%	<b>↑</b>	181	33%	<b>↑</b>
General Banking Fees	63	48	31%	<b>↑</b>	64	(1%)	Ψ
Loan Processing fees	243	228	6%	<b>↑</b>	195	25%	<b>↑</b>
Investment Banking	159	122	30%	<b>↑</b>	160	(1%)	Ψ
<b>Total Core Fee Income</b>	996	774	29%	<b>↑</b>	885	13%	<b>↑</b>



#### **Yield / Cost Movement**



**Segment-wise Yield** 

	Q4FY	17	Q3FY17			
	Outstanding (Rs crs)	Yield (%)	Outstanding (Rs crs)	Yield (%)		
Corporate Bank	67,552	9.10%	59,905	9.76%		
Consumer Finance	45,529	14.49%	42,865	14.53%		
Total	1,13,081	11.41%	1,02,770	11.73%		



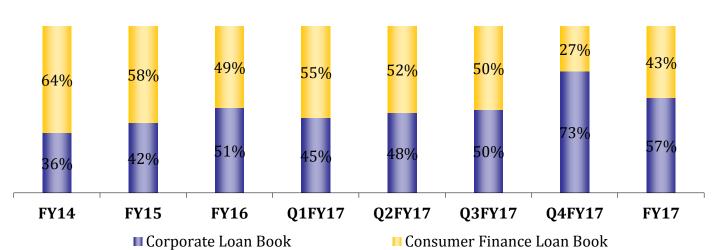


on Total Assets/Liabilities

#### **Credit Cost**

(Rs crs)

	FY14	FY15	FY16	Q1FY17	Q2FY17	Q3FY17	Q4FY17	FY17
Corporate Bank	94	144	258	65	74	76	187	401
Consumer Finance	170	195	244	80	78.	76	69	303
<b>Gross Credit Costs</b>	264	339	502	144	152	152	256	704
Gross Credit Costs (Basis Points on Advances)	48	49	57	15	15	15	23	62
Net Credit Cost	228	323	468	139	143	141	249	672
Net Credit Costs (Basis Points on Advances)	41	48	53	15	14	14	22	59
PCR	70%	63%	59%	59%	59%	59%	58%	58%





Consumer Finance Loan Book

IndusInd Bank

#### **Loan Portfolio - Movement in NPA and Restructured Advances**

(Rs crs)

		Q4FY17		Q3FY17		
	Corporate	Consumer	Total	Corporate	Consumer	Total
Opening Balance	473	498	971*	424	475	899*
Additions	457	177	634	111	170	281
Deductions	386	164	550	62	147	209
Gross NPA	544	511	1,055	473	498	971*
Net NPA			439			401
% of Gross NPA			0.93%			0.94%
% of Net NPA			0.39%			0.39%
Provision Coverage Ratio (PCR)			58%			59%
Restructured Advances			0.37%			0.41%



<sup>\*</sup>After sale to ARC Rs. 190 crs (Rs. 21 crs)

**IndusInd Bank** 

#### **NPA Composition – Consumer Finance**

(Rs crs)

Q4-FY17	Com. Vehicle	Utility	Const. Equip.	Small CV	TW	Cars	LAP/HL/ PL	Tractor	Cards	Total
Gross NPA	151	26	49	22	117	31	85	7	23	511
Gross NPA %	0.97%	1.12%	1.18%	0.90%	3.52%	0.66%	0.87%	0.37%	1.34%	1.12%

Q3-FY17	Com. Vehicle	Utility	Const. Equip.	Small CV	TW	Cars	LAP/HL/ PL	Tractor	Cards	Total
Gross NPA	149	24	48	20	122	34	71	5	25	498
Gross NPA %	1.02%	1.07%	1.24%	0.83%	3.60%	0.75%	0.81%	0.28%	1.62%	1.16%



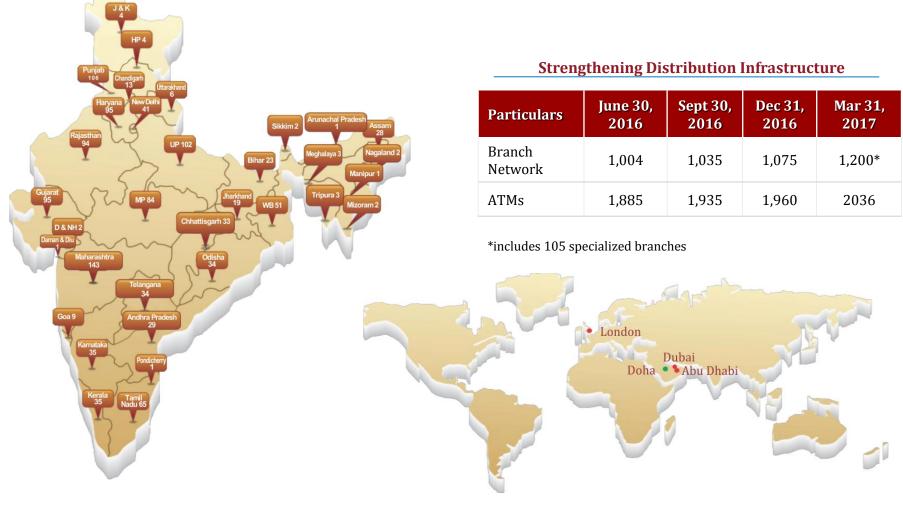


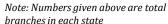
#### **CRAR**

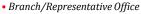
(Rs Crs)

	31 Mar 17	31 Dec 16	
	Basel – III	Basel – III	
Credit Risk, CVA and UFCE	1,22,036	1,14,872	
Market Risk	6,669	5,442	
Operational Risk	14,824	11,466	
Total Risk Weighted Assets	1,43,529	1,31,780	
Core Equity Tier 1 Capital Funds	20,125	19,430	
Additional Tier 1 Capital Funds	1,000		
Tier 2 Capital Funds	842	751	
Total Capital Funds	21,967	20,181	
CRAR	15.31%	15.31%	
CET1	14.02%	14.74%	
Tier 1	14.72%	14.74%	
Tier 2	0.59%	0.57%	

#### **Distribution Expansion to Drive Growth**





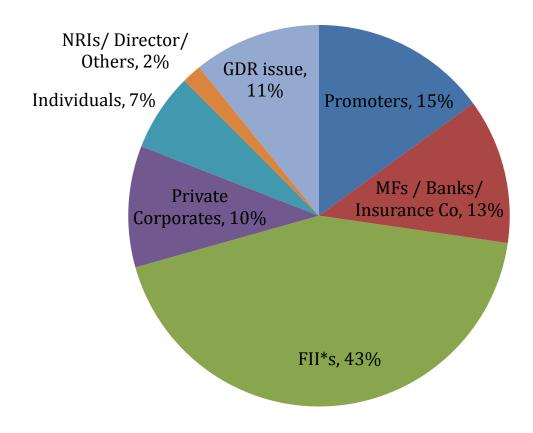


<sup>·</sup> Strategic Alliance



#### **Shareholding Pattern**

March 31, 2017



\*includes FPIs





# **Planning Cycle 4 (PC4) 2017-20**



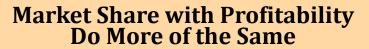
**Broad Themes** 

#### **Strategy**

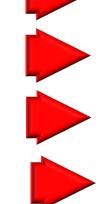








Digitize to Differentiate, Diversify and Create Domain Leadership



**Financing Livelihoods** 

**Finding Customers from Within** 

**Reengineering Our Businesses** 

**Sustainable Banking** 





### **Strategic Themes**

Rebalancing of Loan Book

Rural
Banking and
Microfinance

Internal Collaboration and Cross Sell

**Sustainability** 

Focus on Productivity

Enriching Client Experience

Digitization of Businesses

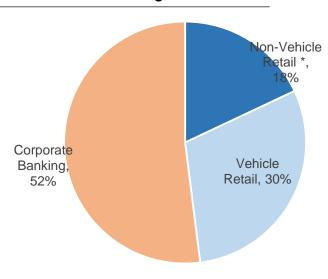


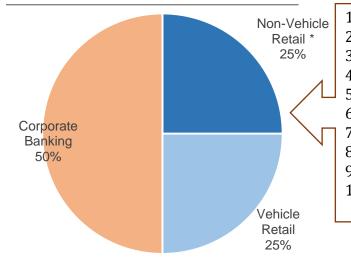
**IndusInd Bank** 

## **Theme 1: Rebalancing of Loan Book**

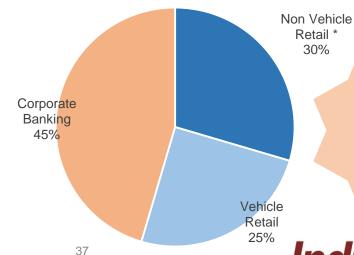
Loan Mix - Q4 FY17

### **Loan Mix - 2020 Ambition**





- Loan Against Property
- **Business Banking**
- **Credit Cards**
- Personal Loans
- **Commercial Cards** 5.
- Loan Against Shares
- **Rural Loans**
- Gold Loans
- **Business Loans**
- 10. Loan Against Card Receivables



Higher yield retail book supports margins and improves **RORWA** 

\* Includes Business Banking

\*\* Includes Business Banking + MFI



# **Theme 2: Rural Banking and Microfinance**

# Inclusive Banking Group

- Microfinance lending via Business Correspondents
- Lending to Microfinance NBFC MFIs
- Portfolio assignments and securitization

### **Agri Business Group**

- Agriculture value chain
- Commodity financing
- Corporate Agri-finance

### **Rural Branches**

- Savings Accounts, PMJDY
- Loan Against Rural Property
- Vehicle Finance Loans
- · Remittances, DBT
- Insurance

Rural Banking Vertical



Rural Banking to contribute >10% of Bank's Profits!





# **Theme 3: Digital Strategy**

- An integrated Digital Strategy to extract significant value via:
- 1. Agility & Innovation as Service Differentiator
- 2. Operating Efficiency in Front & Back Office
- 3. Evolution to Online and Digital Channels
- 4. Partnering with the Digital Ecosystems
- 5. Improved Decision Making & Analytics Restroy Rectrody
- 6. Transformation to Digital Offerings
- 7. Re-skilling Staff on Digital Technologies

Personalization Mana

Digital to be 14% of Profits by 2020!





through Pathershire

### Theme 4: Internal Collaboration & Cross Sell

Large & Growing Customer Base, Now Over 9.5mn!

Vehicle Customers (Stock >3mn; Flow >1mn)

Microfinance Customers (Stock >1.2mn Flow >0.5mn) Retail Liabilities Customers (Stock >5.5mn Flow >1mn)

### **Key Products:**

- ✓ Vehicle loans
- ✓ Loan Against Property
- ✓ Kisan Credit Cards
- ✓ Personal Loans
- ✓ Savings Account
- ✓ Micro-insurance
- ✓ Remittances

Inter BU
Collaboration to be
6x of Current Run
Rate!

**IndusInd Bank** 

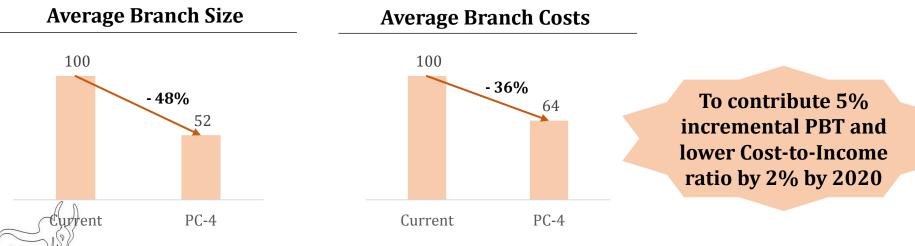


**Planning Cycle 4 (2017-20)** 

# **Theme 5: Focus on Productivity**

- Rapidly changing retail banking industry with evolving customer preferences
- Declining physical transaction volume and prodigious growth in mobile usage
- Future branch expansion will reflect this with leaner structures supported by digital delivery
- 12 productivity initiatives selected for implementation during PC4. Initiatives largely focus on branch banking, channel optimisation & organizational design

Example of current and proposed branch layout on Productivity (excluding rural) as below:



### **Theme 6: Customer Experience A Key Differentiator**

### **Key Customer Experience Drivers**

- Customer deepening due to better needs assessment and servicing
- Wider client coverage from client engagement managers (under CEM model)
- More financially active clients because of wider client coverage
- **Lower customer attrition** because of higher customer satisfaction levels
- Better customer engagement due to operational efficiencies
- Increased cross-sell & up-sell due to higher customer engagement & satisfaction
- Higher ease of doing business from client-centric process
- Improved sales productivity due to digitally enabled frontline services

Generates incremental CASA of Rs. 10,000cr by 2020





# **Theme 7: Sustainable Banking**

# **Regulatory Compliance**

- ✓ Operational Compliance
- ✓ Market Risk Management
- ✓ Liquidity Management
- ✓ AT-1 Capital Issuance
- ✓ IT & Information Security
- Reputation RiskManagement
- Strategic RiskManagement

### **Environmental**

### **Social**

Projects	Initiatives
Environment	Afforestation Projects with Satpuda Foundation and CERE. Financing Renewable Energy Products.
Rural Development	Water Rejuvenation Project at Satara. Micro credit for weaker sections & priority sectors.
Healthcare & Development	Skill Development of Drug Rehabilitated youth, Support to Cancer Affected Children
Internal Dimension	Energy Conservation, Green IT, Solar ATMs, Green Champions Programme, LEEDS Certified buildings
Education & Sports.	Legal Literacy Programme for Women, Education through Arts with Nalandaway Foundation, Young India Fellowship. Cricket for the Blind, Para Champions.
Community Welfare	Support towards Education, Healthcare facilities for marginalized, Flood relief, educating children on Indian Arts & Culture, Provision of critical care Ambulance

### Governance

- ✓ Board Level CSR
  Committee
- ✓ 6 Years of Sustainability
  Reporting
- Participation in CDP, DJSISurveys
- Environmental LendingPolicy
- ✓ Integrated Financial
  Reporting

Good Ecology is Good Economics

**IndusInd Bank** 

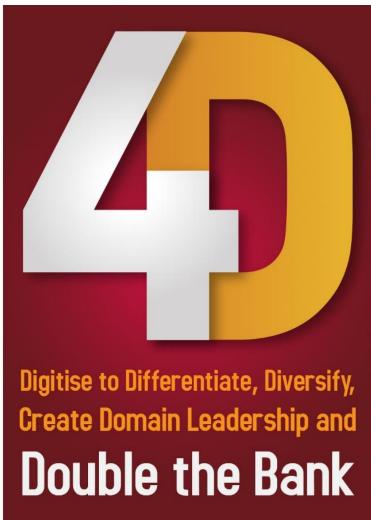
http://www.indusind.com/content/csr-home.html

### **Pillars of Growth**

**Loan Growth** 25% - 30% 40% **CASA Ratio** Resulting in **Exceed Balance Sheet Revenue Growth** Growth **RoRWA** > 2.4%**Branch Network** 2,000 Double to >20mn **Customer Base** 



### **Ambition**



# 4D To Double the Bank in terms of

- Clients
- > Loans
- > Profits



# **Accolades and New Initiatives**





IndusInd Bank's **#Jeetkahalla** campaign **won 3 PR** awards at Annual Adverting Awards (The Abbys) at the Goa Fest 2017.

Silver in 'Sponsorship' Category

Awarded for efficiently creating awareness, which helped enhance the Bank's image in the Corporate sector

Bronze in 'Integrated Campaign Led by PR' Category Awarded for seamlessly integrating different elements of advertising to communicate the brand message

Bronze in 'Corporate' Category

Awarded for enhancing corporate image without

advertising any product attributes







IndusInd Bank won three awards at **IBA Banking Technology Conference**, **Expo & Awards 2017**.

#### Winner

- Best Technology Bank
   Runner Up
- Best IT Risk and Cyber Security Initiative
- Best Payment Initiatives



IndusInd Bank awarded as the '1st Winner of Overall Excellence in Category of Best Bank Financing the Industry (Highest Limits Sanctioned)' at India Gem and Jewellery Awards 2015-16







IndusInd Bank awarded as 'Runner Up' in 4 Categories at **National Payments Excellence Awards 2016** in Small Banks Category

- Excellent Performance in AEPS
- Excellent Performance in CTS
- Excellent Performance in NACH
- Excellent Performance in NFS ATM Network







IndusInd Bank awarded with 'Outstanding Achievement in Practicing Excellent Workplace Culture in Health & Safety, Evolving Safe Work Practices in Operations' at Energy and Environment Foundation Global Safety Awards 2017





# IndusInd Bank bags two awards at ABP News BFSI Awards 2017

- Best Bank in Private Sector
- Best CSR Practices under Banking Category







Mr. Romesh Sobti awarded as 'The Best CEO (BFSI)' at the **Business Today Best CEO Awards 2016.** 



IndusInd Bank features among Forbes' Super 50 Companies in India.





IndusInd Bank has been ranked No. 12 in the prestigious 'Brandz Top 50 Most Valuable Indian Brands 2016' as adjudged by Kantar Millward Brown and WPP with a brand value of \$1.80bn - a growth of 18% from last year.



IndusInd Bank was recognized as a 'Symbol of Excellence' in the Banking category, at **Economic Times Best BFSI Brands 2016.** 





IndusInd Bank: winner of Celent Model Bank 2017 Award for **Fraud Management and Cybersecurity** 



### The World Champions Programme - Cricket for the Blind

# #TheOtherMenInBlue

### CAMPAIGN PERFORMANCE Jan 31 to Feb 13, 2017



Overall
53M Impressions
3M Video Views
7L Clicks

Website

1.3L visits

1.02L unique users

### **HIGH IMPACT**

- **SportsKeeda** Over delivered by 56%. **5.3M** Impressions
- TOI Native road block over delivered by 54%. 3M Impressions
- Event Ad to encourage people to attend the match. Reached 1L+. 500+ showed interest to attend
  - Trended **THRICE**. **19K mentions** | **6.5K participants** | **20k+ Tweets** PMO India, Ravindra Jadeja, Abhishek Singhvi, Naveen Patnaik tweeted about the campaign



# Thank you





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