

Ref. No.CO:CS:RC:2025-26:231

November 14, 2025

BSE Limited  
P. J. Towers,  
Dalal Street,  
Fort, Mumbai - 400 001

National Stock Exchange of India Limited  
Exchange Plaza,  
Bandra – Kurla Complex, Bandra (East),  
Mumbai 400 051

**Scrip Code: 532772**

**NSE Symbol: DCBBANK**

Dear Sirs,

**Subject: Presentations for Institutional Investors/ Analysts Meet on November 14, 2025**

This has reference to our letter dated October 06, 2025, wherein it was informed that the Bank will be hosting an Institutional Investors/Analysts Meet on Friday, November 14, 2025 at 05.30 PM onwards at Sofitel, BKC, Mumbai.

In this regard and pursuant to Regulation 30 and other applicable provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the investor presentations pertaining to the Institutional Investors/ Analysts Meet.

The said presentations are also uploaded on the website of the Bank and can be accessed at [www.dcb.bank.in](http://www.dcb.bank.in).

This is for your information and appropriate dissemination.

Thanking you,  
**For DCB Bank Limited**

**Rubi Chaturvedi**  
**Company Secretary &**  
**Compliance Officer**

**Encl: As above**

A wide-angle photograph of an airport runway at sunset. The runway is dark asphalt with yellow center and edge lines, receding into the distance. The sky is a mix of deep blue and orange, with wispy clouds. In the far distance, a city skyline is visible on the horizon. The overall mood is one of anticipation and readiness.

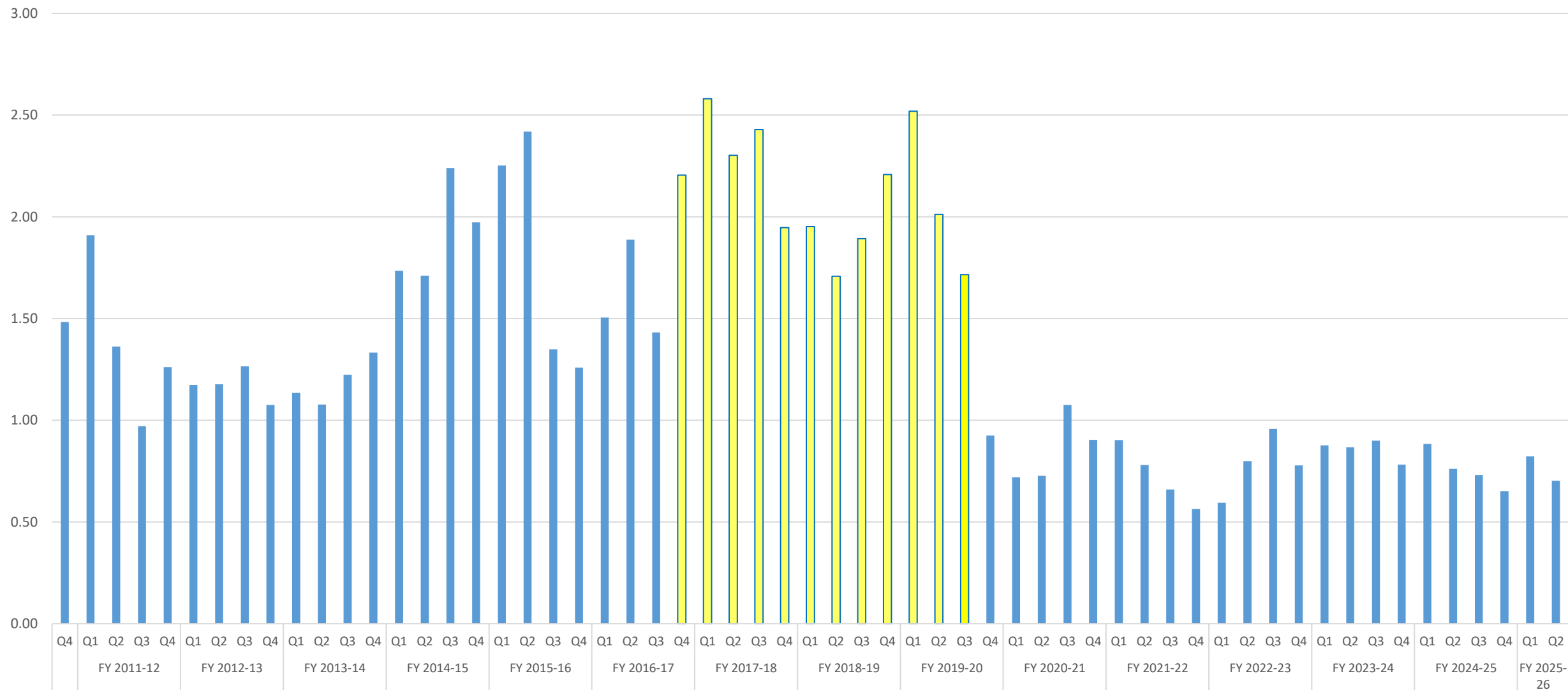
# READYING FOR TAKEOFF

*Investor Meet 14 November 2025*

*Presentation by Ravi Kumar, Chief Financial Officer*

# DCB Bank – Price to Book (P/BV) ratio for Last 15 years

**DCB BANK**



## Key Ratios - Average for 12 Quarters (Q4 FY16-17 to Q3 FY19-20)

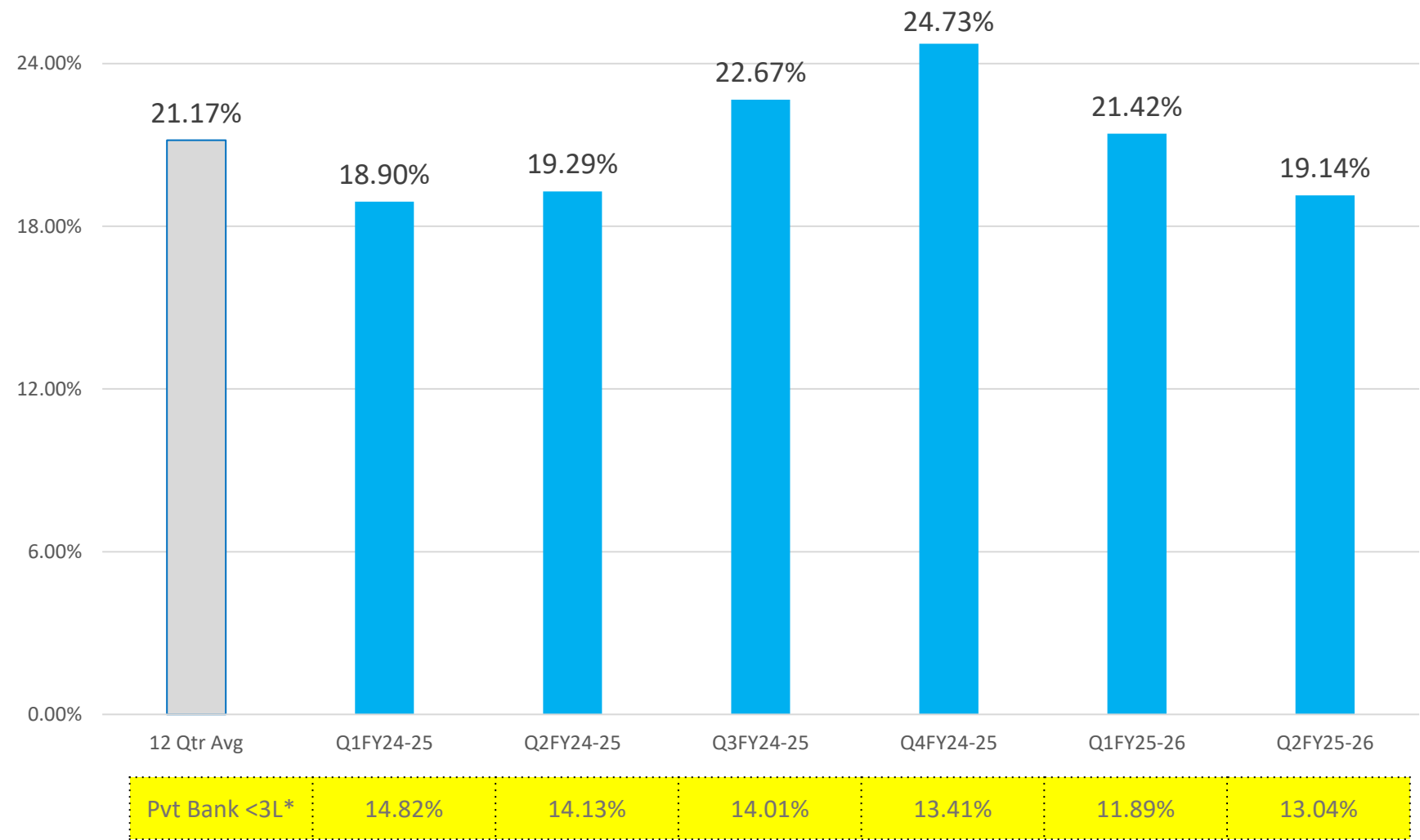
**DCB BANK**

Sr. No.	Parameters	Average for 12 Quarters
1	Growth - Advances	21.17%
2	Growth - Deposits	20.50%
3	Yield on Advances	11.46%
4	Cost of Deposits	6.63%
5	Net Interest Margin (NIM)	3.94%
6	Gross NPA	1.87%
7	Credit Cost	0.50%
8	Cost to Average Assets	2.72%
9	Operating Leverage	1.59x
10	Return on Average Assets (ROA)	0.96%
11	Return on Equity (ROE)	11.30%
12	Price to Book (P/BV)	2.12

**How did we fare in the last 6 quarters?**

# Growth - Advances

DCB BANK



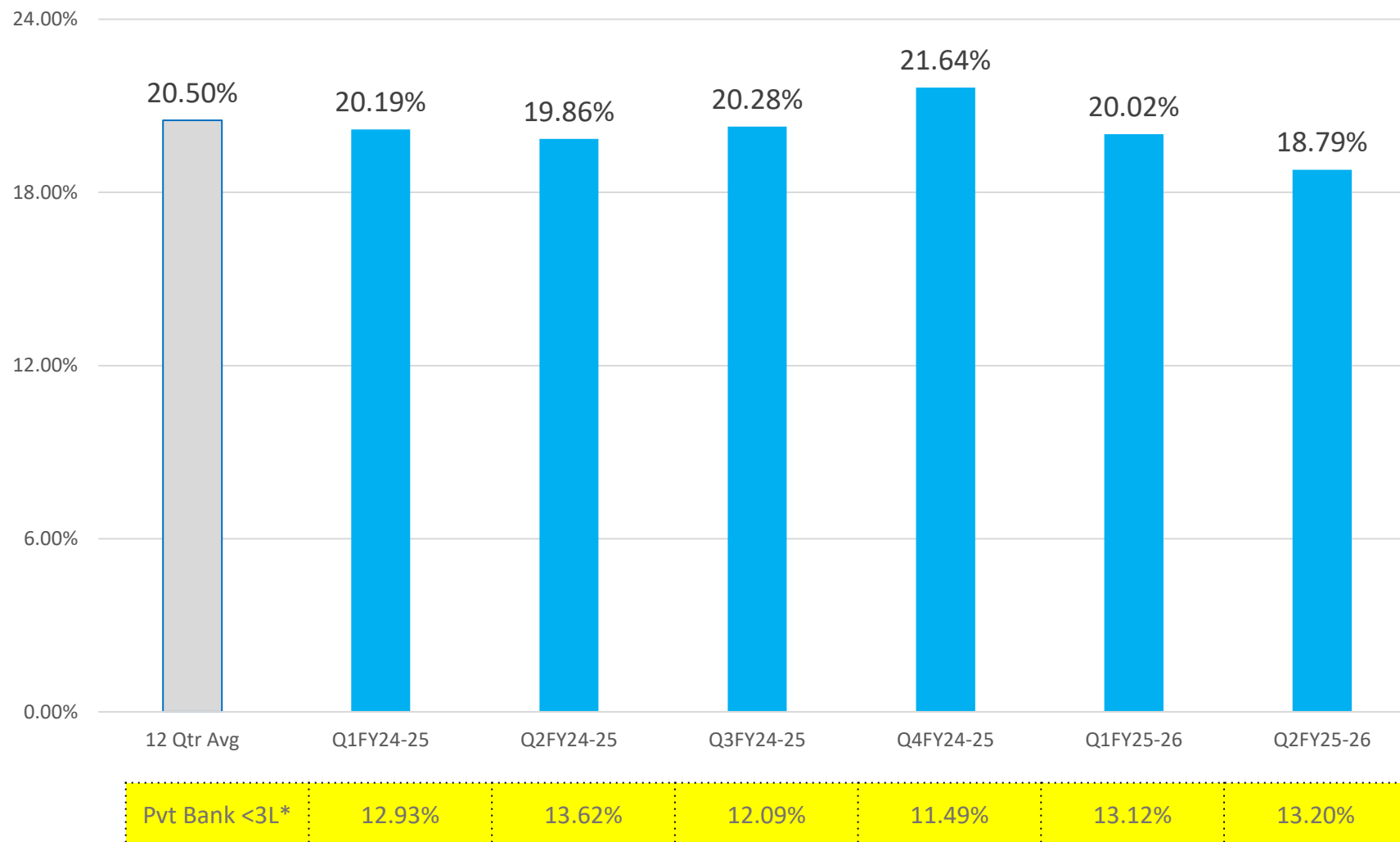
Advances growing consistently.

Average of 21.02%

\*Private Banks (excluding SFB) having less than 3 lakh crore Balance Sheet size, excluding DCB Bank

# Growth - Deposits

# DCB BANK



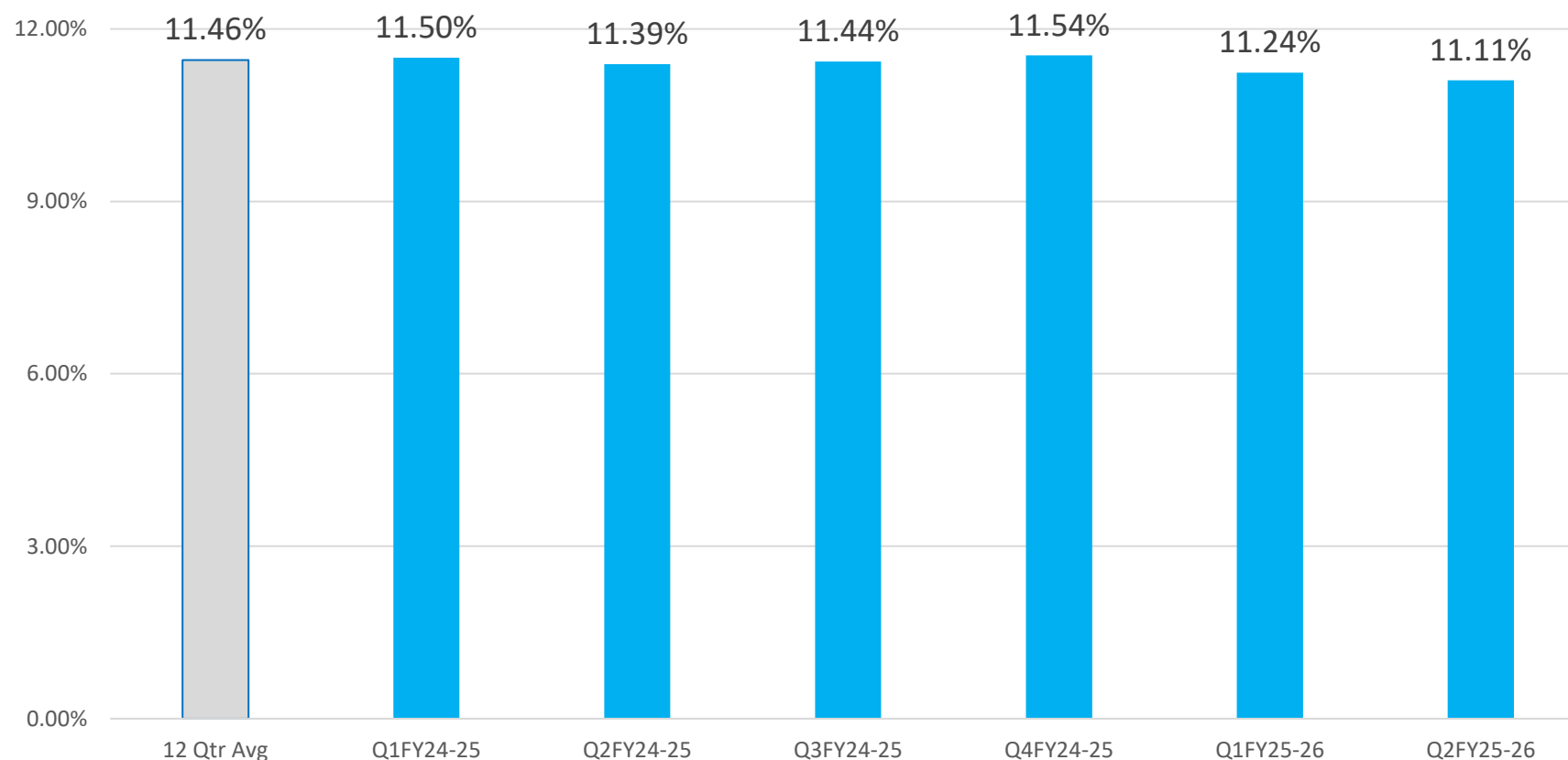
Deposits growing  
consistently

Average of 20.13%

\*Private Banks (excluding SFB) having less than 3 lakh crore Balance Sheet size, excluding DCB Bank

# Yield on Advances

# DCB BANK



Yield of about 11.47% for first four quarters

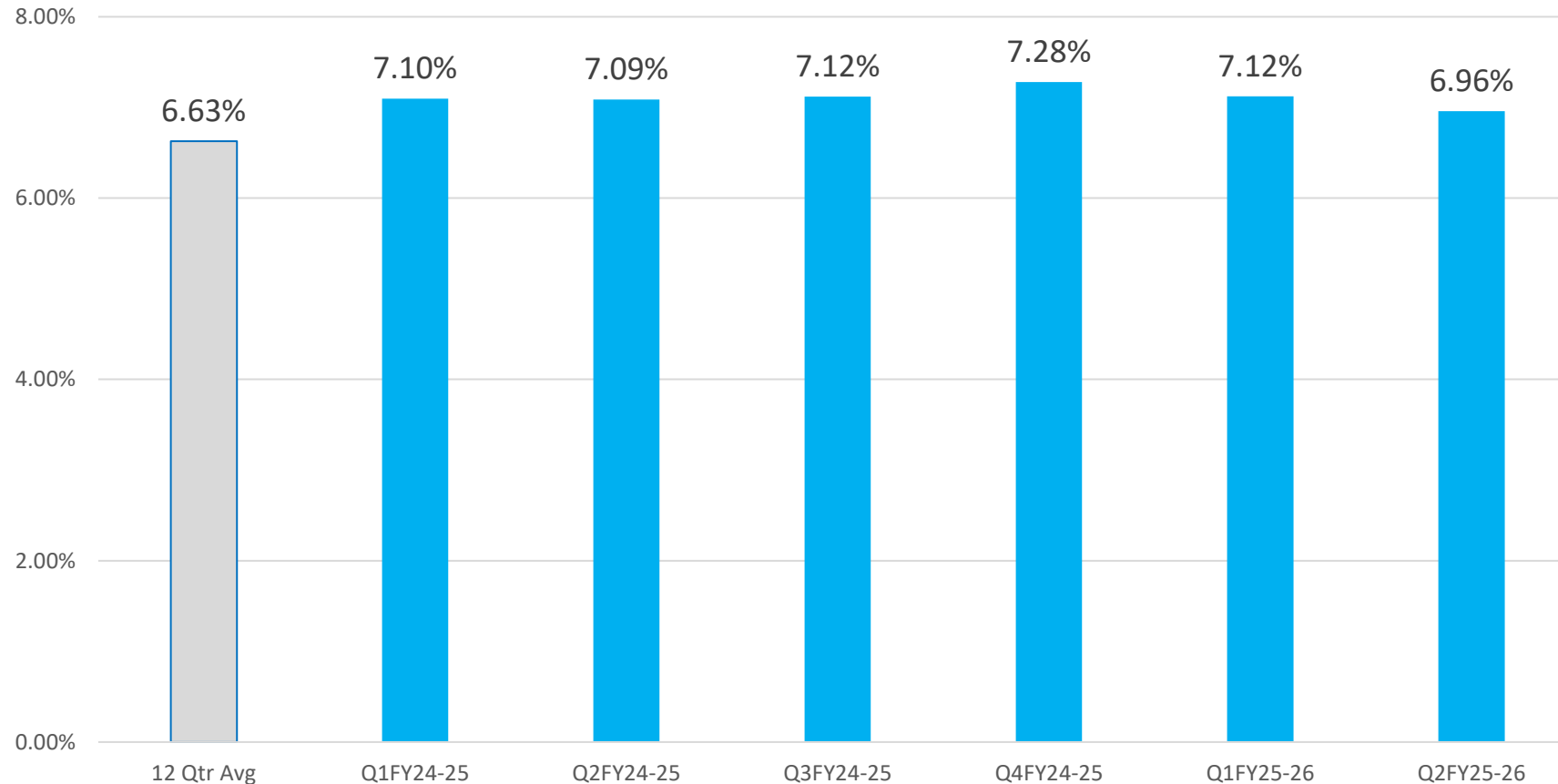
In FY25 Q1 and Q2, yield drop of 43bps against a 100bps repo rate cut

Going forward, product mix is expected to enhance yields



# Cost of Deposits

# DCB BANK

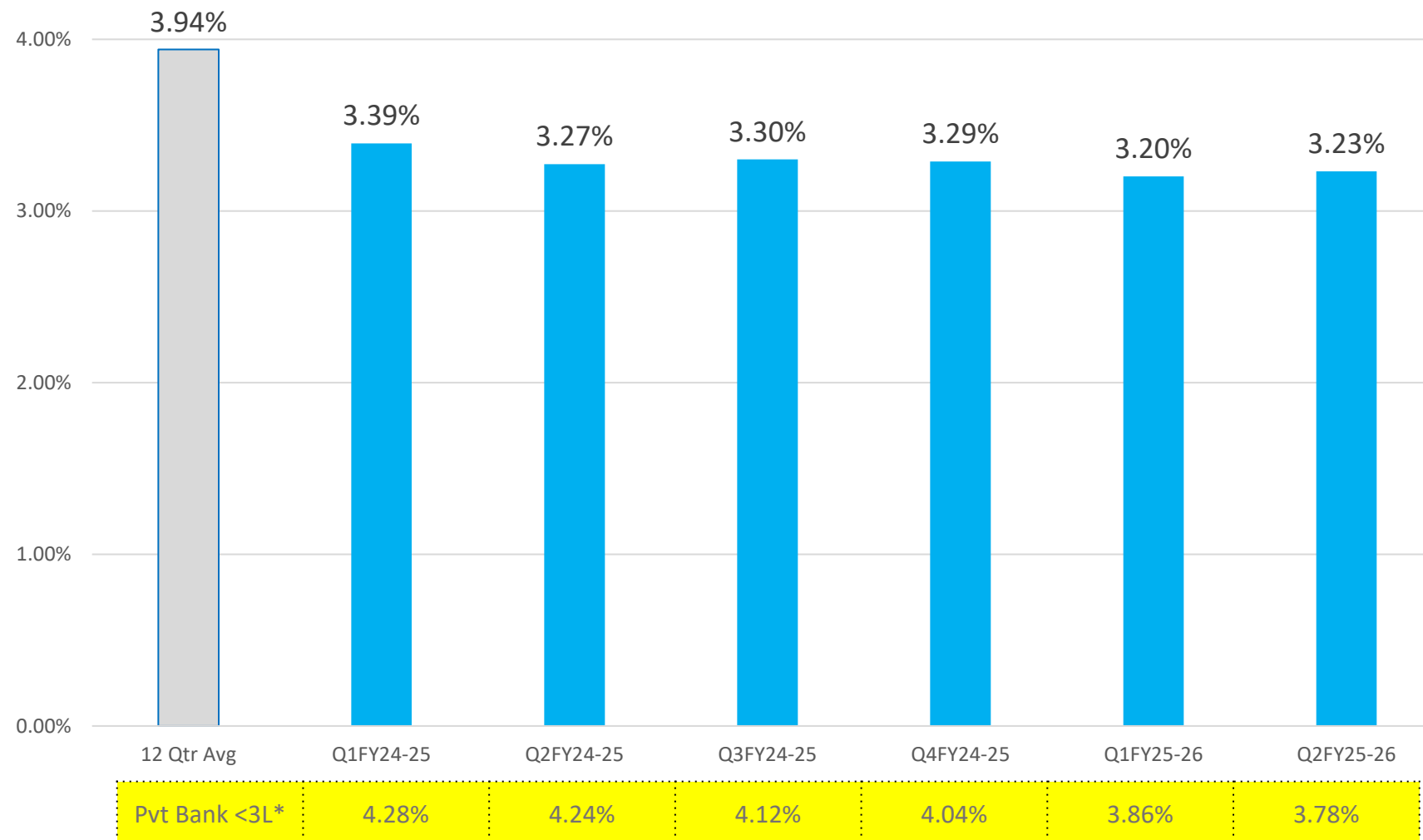


Declining trend in cost of deposits

Re-pricing benefit to play out fully in further 3-4 more quarters

# Net Interest Margin (NIM)

# DCB BANK



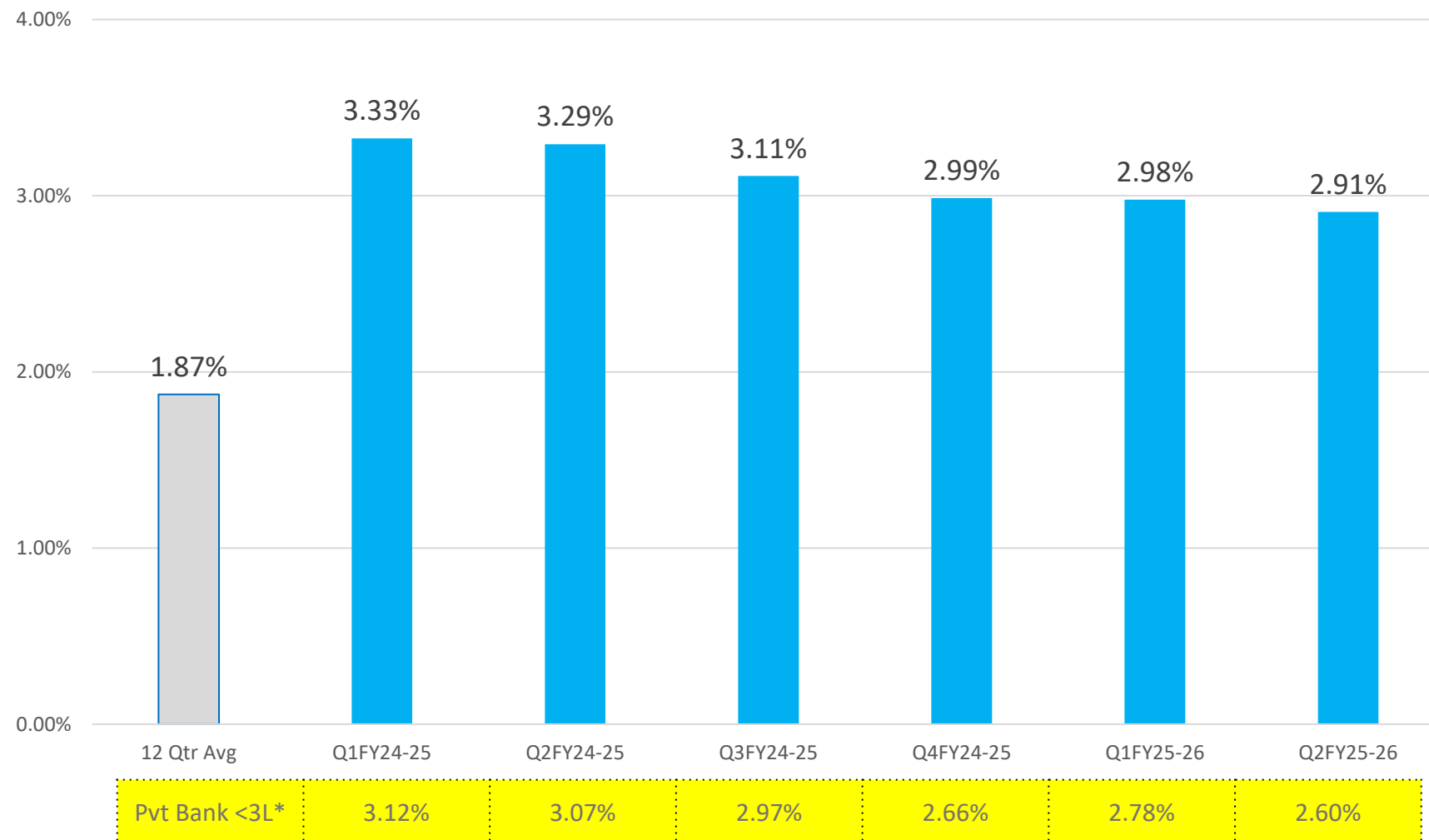
Reduction in Cost of deposit is key driver to improve NIM

We expect to reach 3.30% to 3.40% as the deposit repricing unfolds over the next 3-4 quarters

\*Private Banks (excluding SFB) having less than 3 lakh crore Balance Sheet size, excluding DCB Bank

# Gross NPA

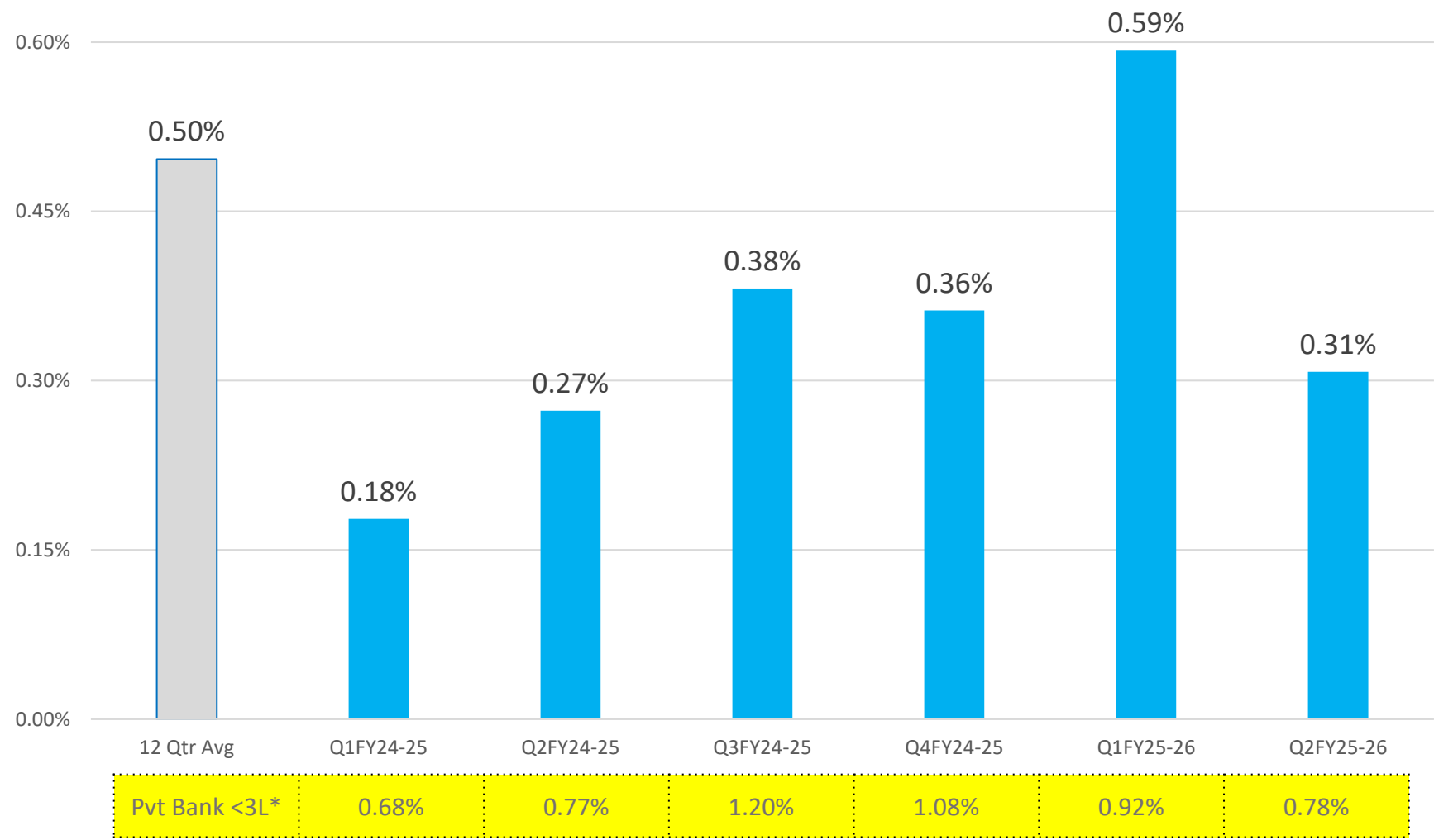
# DCB BANK



Marginally improving trend line Q-o-Q

Management actions underway to improve collections / recoveries and others

\*Private Banks (excluding SFB) having less than 3 lakh crore Balance Sheet size, excluding DCB Bank



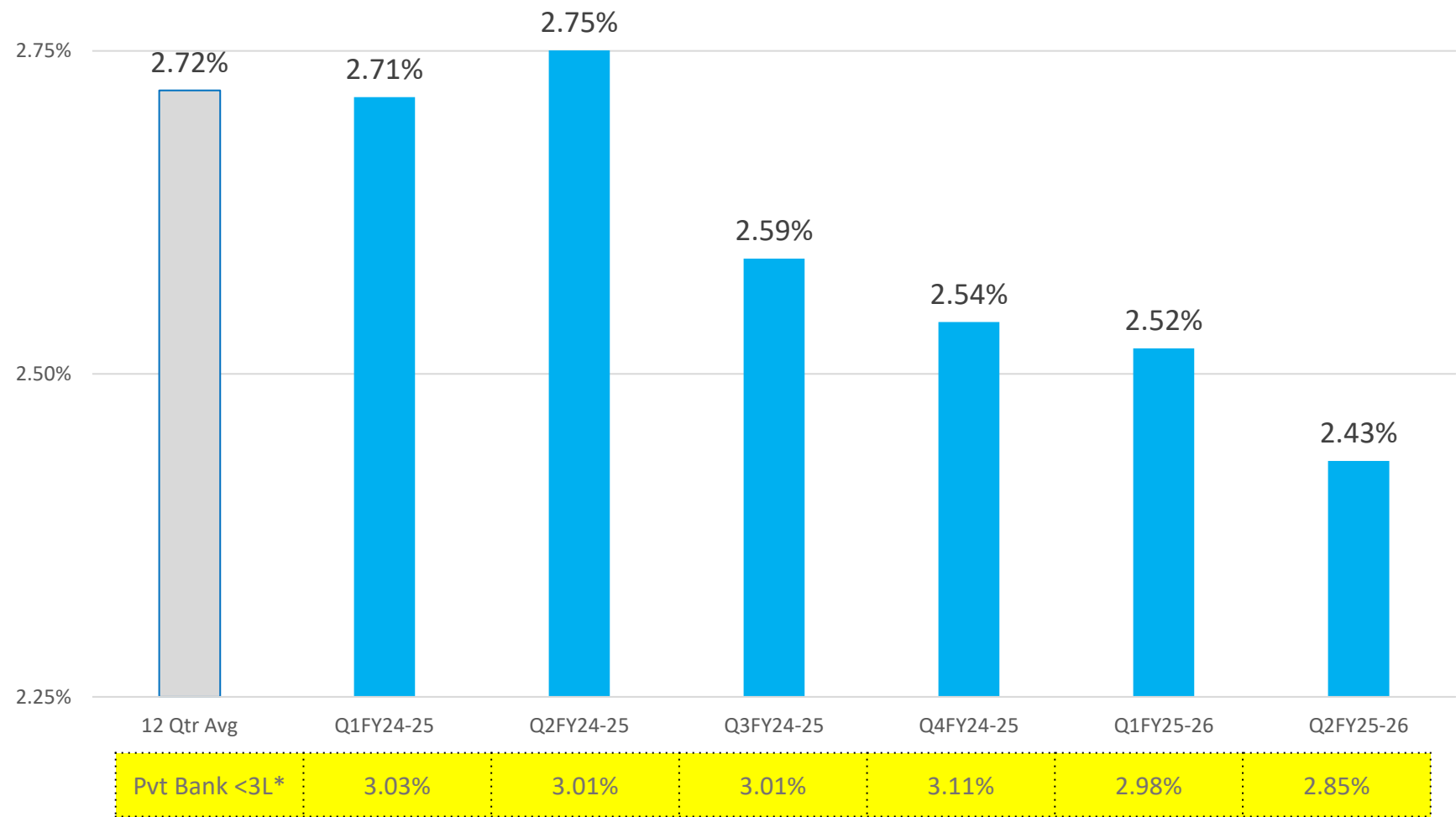
Credit cost has been consistently below 40bps

Q1 FY2025-26 includes an one-time provision of 21bps for MFI / Unsecured DA

\*Private Banks (excluding SFB) having less than 3 lakh crore Balance Sheet size, excluding DCB Bank

# Cost to Average Assets

DCB BANK



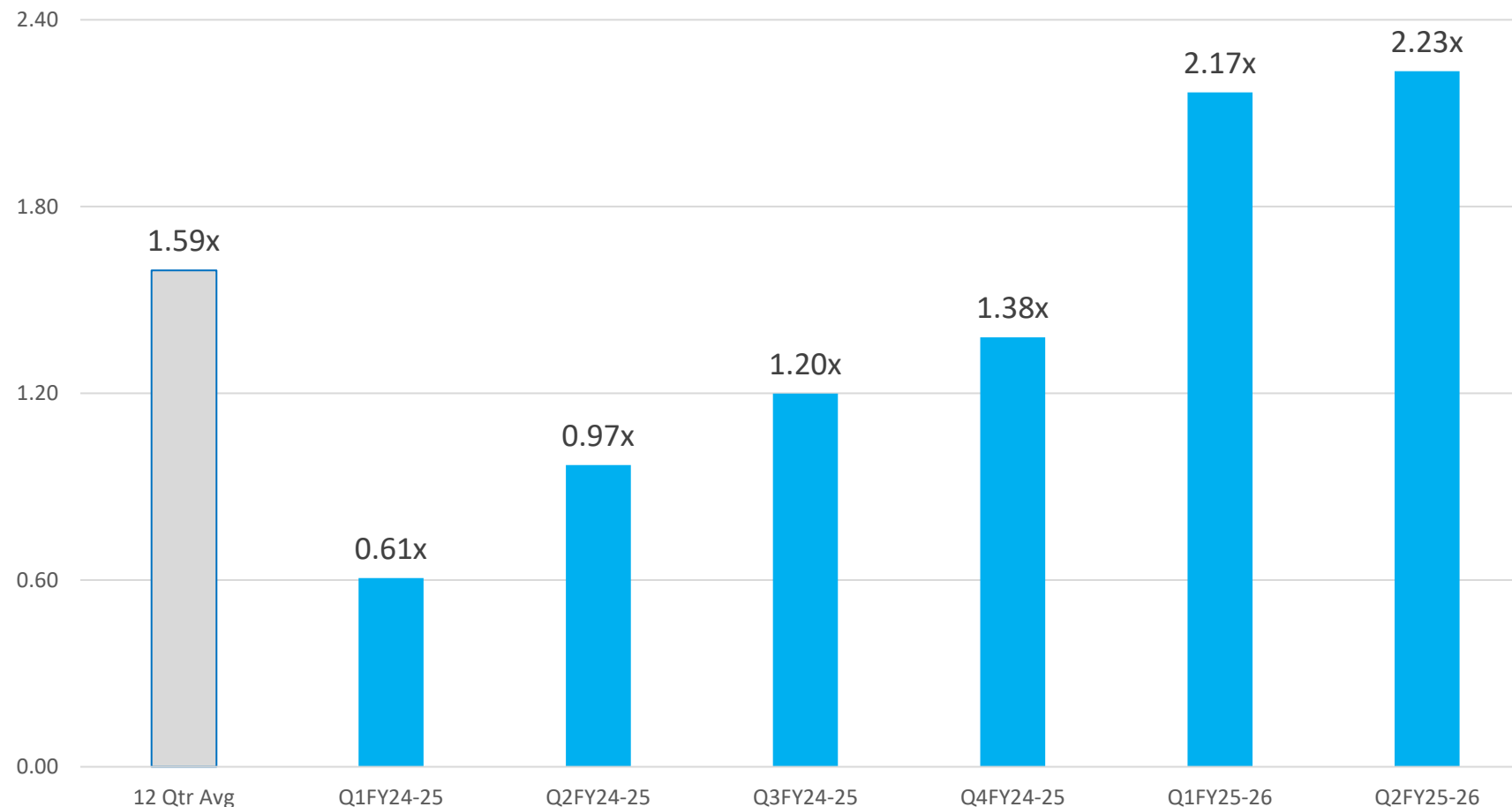
Significant improvement  
in cost to average assets

32bps reduction from  
peak of 2.75% in Q2  
FY2024-25

\*Private Banks (excluding SFB) having less than 3 lakh crore Balance Sheet size, excluding DCB Bank

# Operating Leverage

## DCB BANK

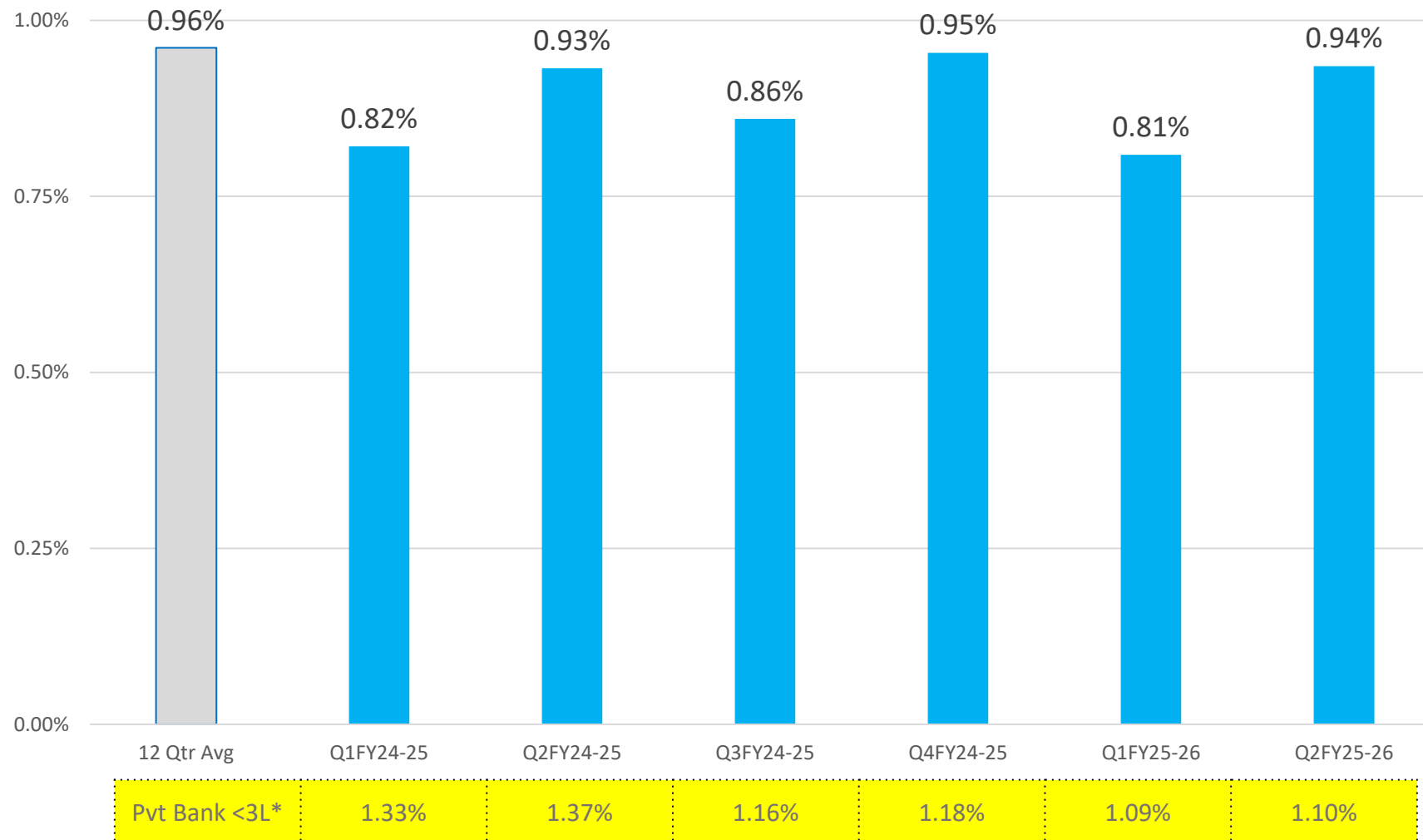


Rate of growth of  
Operating income to rate  
of growth of operating  
expense

Operational efficiency  
increasing consistently

# Return on Average Assets (ROA)

## DCB BANK



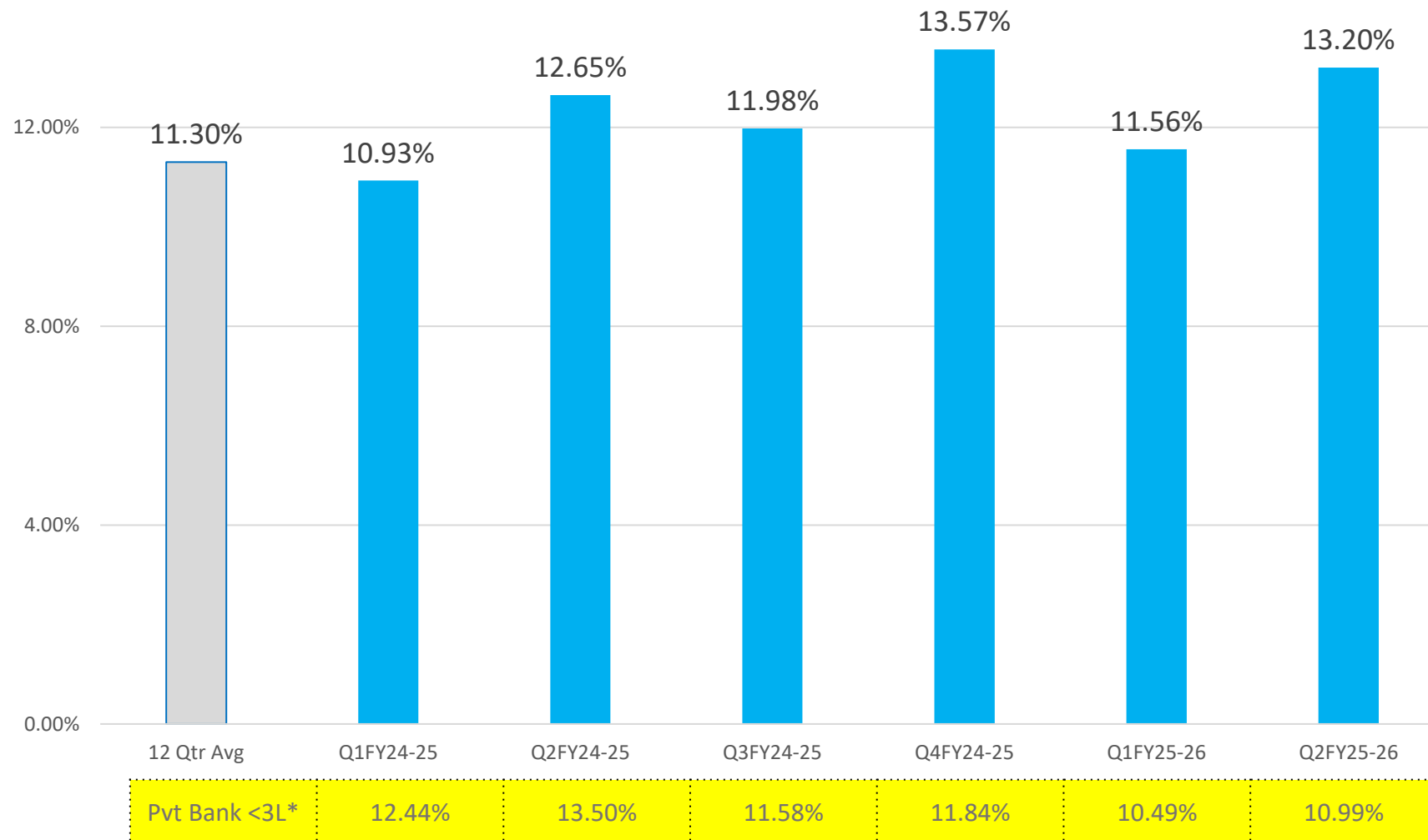
Improvements in ROA will be result of

- Benefits flowing from reduction in Cost of deposit
- Continued focus / tight leash on operating costs
- Controlled credit costs

\*Private Banks (excluding SFB) having less than 3 lakh crore Balance Sheet size, excluding DCB Bank

# Return on Equity (ROE)

# DCB BANK



In Earnings call on 17<sup>th</sup> October 2025 MD&CEO has guided

**FY 26-27 – 13.5% and  
FY 27-28 – 14.5%**

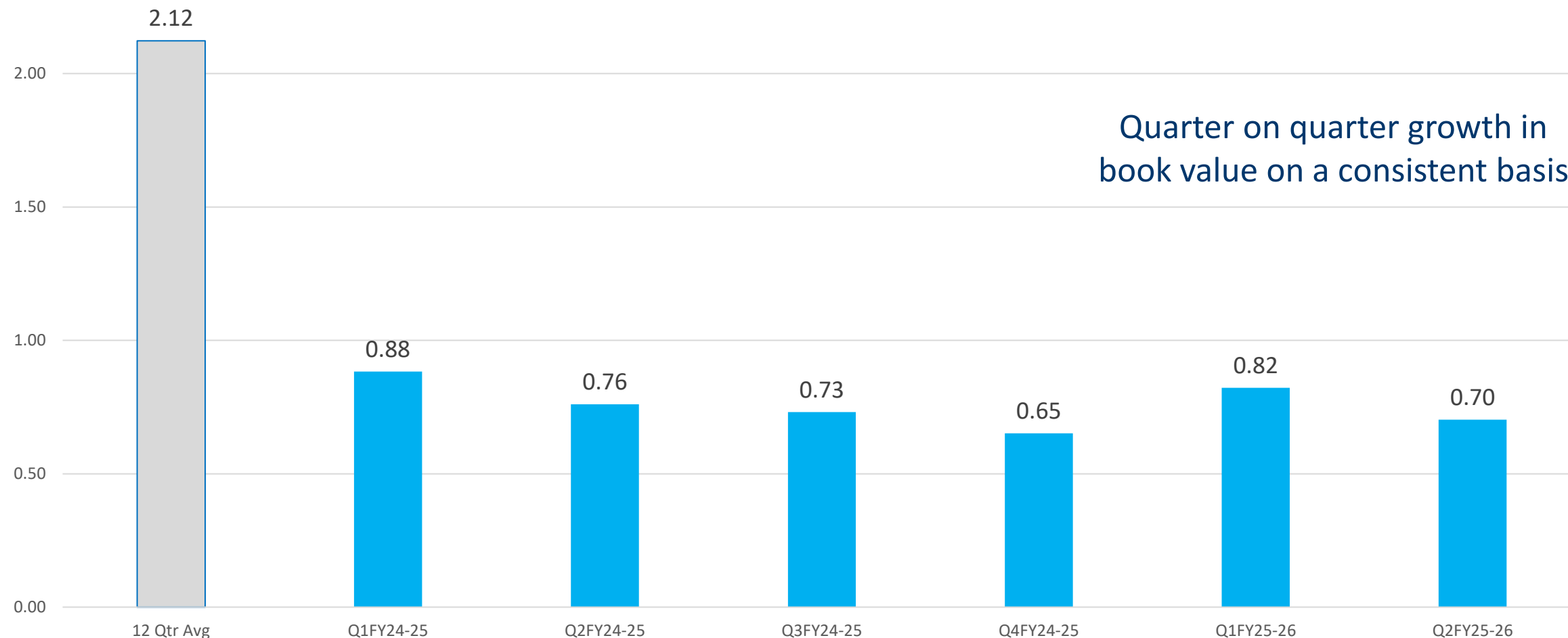
(without considering any additional capital that may be raised during this period)

\*Private Banks (excluding SFB) having less than 3 lakh crore Balance Sheet size, excluding DCB Bank



# Price to Book (P/BV)

# DCB BANK



Book Value	156.19	161.30	165.56	171.96	176.59	180.41
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# Some Highlights of last 6 quarters

**DCB BANK**

- Consistent growth of over 18%, Balance Sheet Size crossed milestone of ₹ 75,000 crores in Q4 FY 25 and is ₹ 78,890 crores as at Q2 FY26.
- Consistent increase in core fee income. Highest Fee income growth in last 16 years (58% YOY) in FY25.
- Step by step reduction in Cost to Average Assets ratio.
- NIM bottomed out, expecting an uptick from now.
- Credit cost consistently below 40bps.
- Highest Business Per Employee in last 16 years.
- Highest full year Return on Equity (ROE) in the last 10 years.
- Highest EPS in last 16 years.
- Most efficient capital utilisation in last 10 years.

# Summary of how we fared in last 6 quarters...

# DCB BANK

Sr. No.	Parameters	Average for 12 Quarters (Q4 FY16-17 to Q3 FY 19-20)	Average of last 6 quarters (Q1 FY24-25 to Q2 FY25-26)	
1	Growth - Advances	21.17%	21.02%	👍
2	Growth - Deposits	20.50%	20.13%	👍
3	Yield on Advances	11.46%	11.37%	👍
4	Cost of Deposits	6.63%	7.11%	🔄
5	Net Interest Margin (NIM)	3.94%	3.28%	🔄
6	Gross NPA	1.87%	3.10%	🔄
7	Credit Cost	0.50%	0.35%	👍
8	Cost to Average Assets	2.72%	2.59%	👍
9	Operating Leverage	1.59x	1.43x	👍
10	Return on Average Assets (ROA)	0.96%	0.89%	🔄
11	Return on Equity (ROE)	11.30%	12.32%	👍
12	Price to Book (P/BV)	2.12	0.76	

A wide-angle photograph of an airport runway at sunset. The runway is dark asphalt with a white center line and yellow edge lines. The sky is a mix of deep blue and orange, with wispy clouds. In the distance, a city skyline is visible on the horizon. The perspective is from the tail end of the runway, looking forward.

# READYING FOR TAKEOFF

*Thank you*



A wide-angle photograph of an airport runway at dusk. The runway is dark asphalt with a white center line and yellow edge lines. The sky is a mix of deep blue and orange from the setting sun, with wispy clouds. In the distance, a city skyline is visible on the horizon. The overall mood is serene and anticipatory.

# READYING FOR TAKEOFF

*Investor Meet 14 November 2025*  
*Presentation by Praveen Kutty, MD&CEO*

## What remains constant ?

**DCB BANK**

Secured = Lower Loss Given Default

Granular = Higher Stickiness

Geographically Diversified = Low Regional Concentration

Self Employed Franchise = Large, Underserved & Resilient

What have we been up to?

**DCB BANK**



## Calm Transitions – No News Is Good News

CFO - Internal

MD & CEO - Internal

ED - Internal

CRO - Internal

Head HR - Internal

Chief Internal Auditor - Internal



## The Sourcing Mix

Altered the BL/HL Ratio

Ramped Up Gold Loan Through Branches

Expanded Secured School Finance

Tractor Fills Up The MFI vacuum

Leveraged Partnerships

Direct over DSA

## Toning Up; Shedding fat

Improving Productivity, Reducing Non-Performers

Building Deposits, Decreasing Cost Of Deposits (COD)

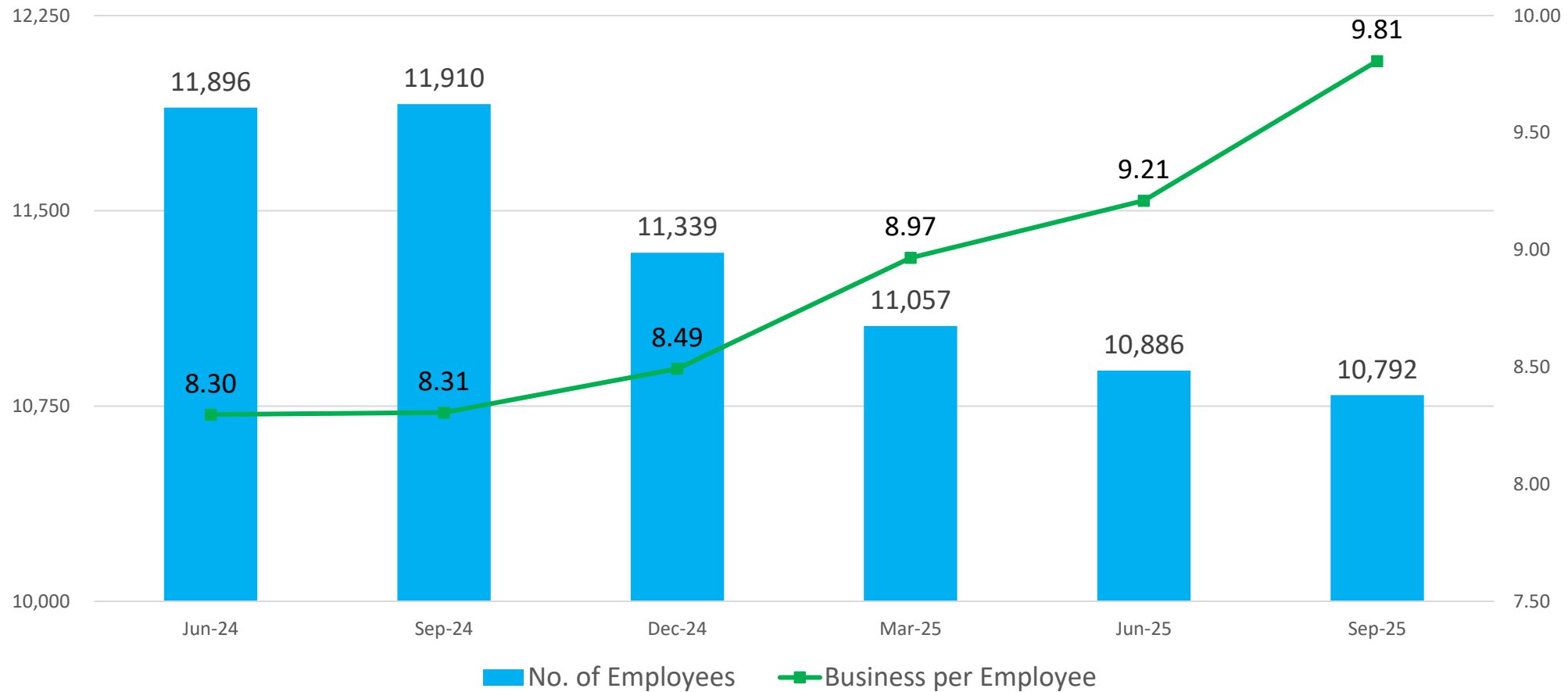
Relying on Technology, Controlling Costs

Expanding Assets, Conserving Capital

# What has changed ?

DCB BANK

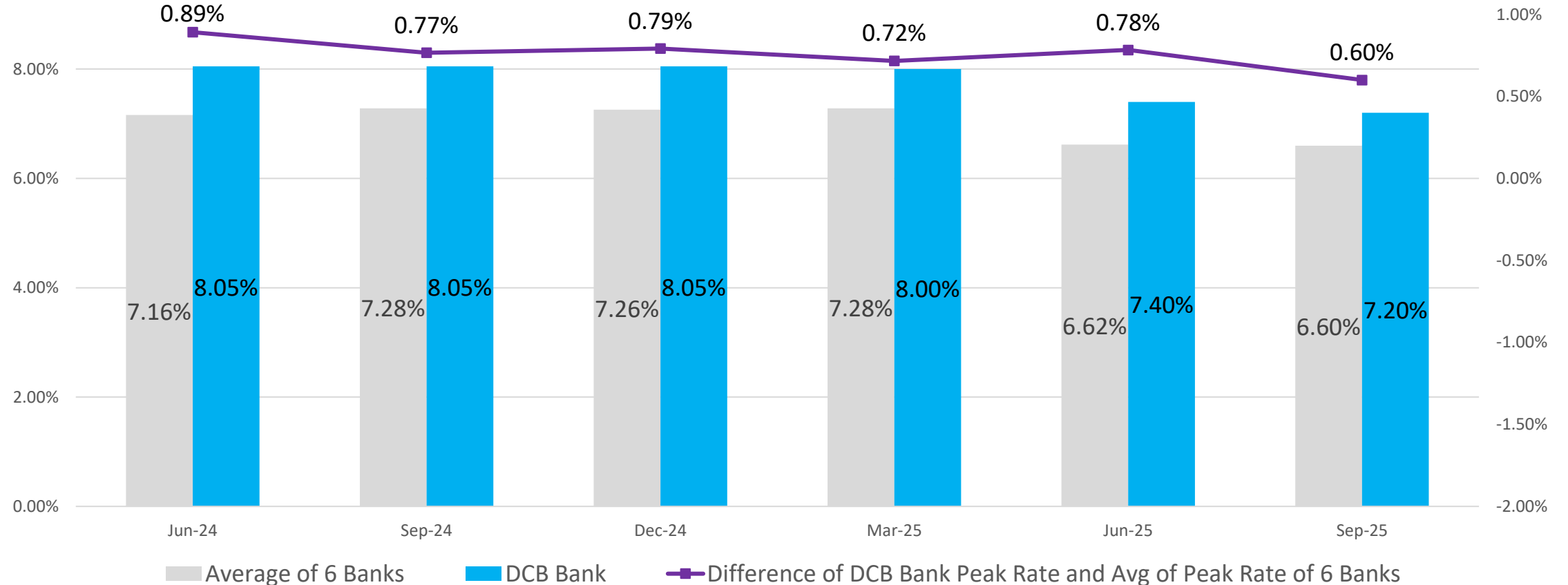
## Improving Productivity, Reducing Non-Performers



# What has changed ?

DCB BANK

## Building Deposits, Decreasing COD

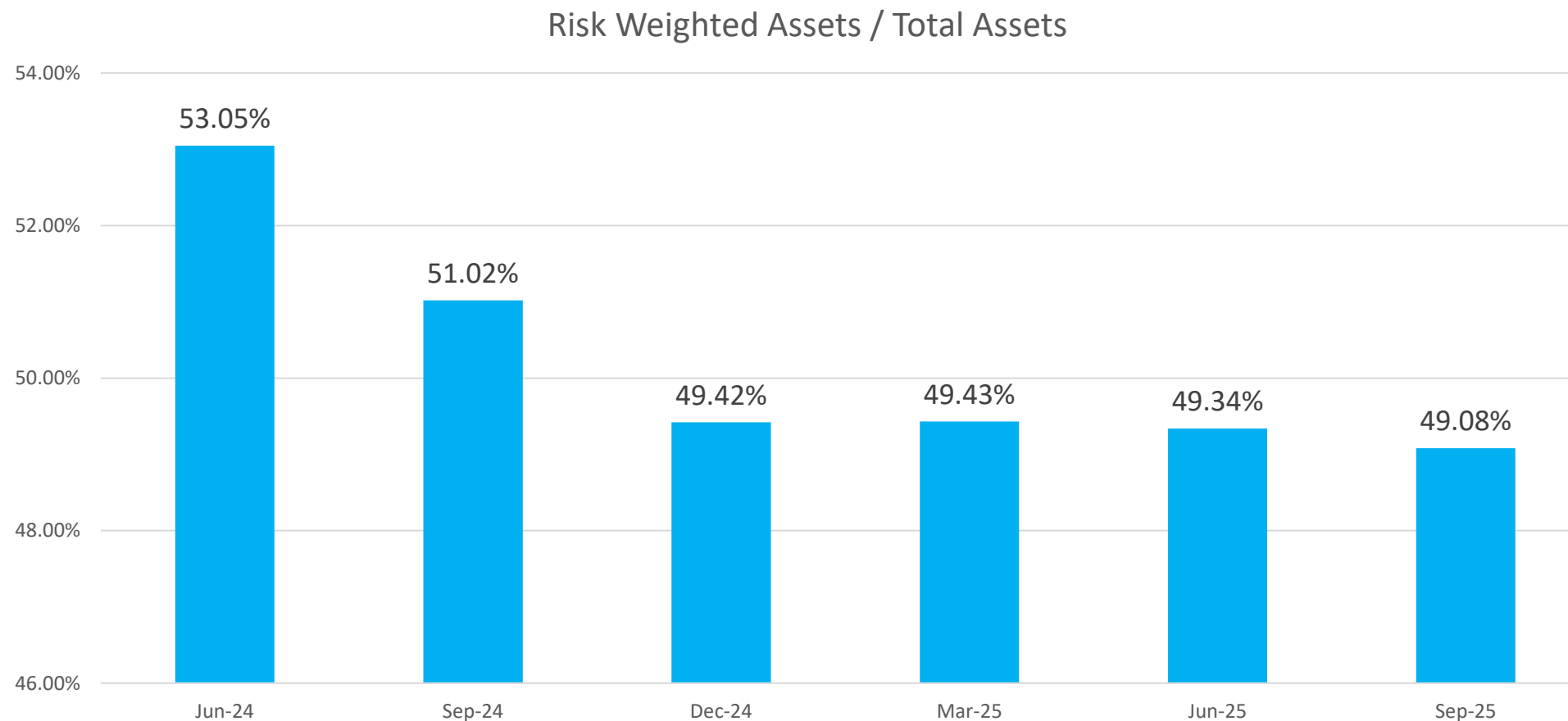


Comparison - Average Peak Retail Rate of Biggest Three PSU Banks & Pvt Sector Banks vis a vis DCB Bank

## Relying on Technology, Controlling Costs

- **Gradatim system** – Gold loan onboarding from 150 minutes to 30 minutes
- **CUBE** – No paper, no courier, no delay, no error, account opening.
- **Niyox customer onboarding** – Obtain arguably the best card for FX transactions from anywhere in India.
- **Co-lending with CLM1 or CLM2** – Seamless and integrated co-lending disbursal channel.
- **DCB My documents** – Repository of customer documents available digitally anytime. No paper, No courier, No delay.
- **UPI** – Leaderboard status on UPI products and performance
- **Vendor Communication System ( VCS)** – Completely digitized communication for Field Investigation, Legal, valuation etc.
- **Secured Credit Card** – Complete paperless and digital journey from issuance, to manage and servicing.
- **DATT tool** – Automated testing tool for faster launch of technology products
- **eBG** – Electronic Bank Guarantee. Complete digital journey.
- **Data Lake & Analytics** – 190 Live dashboards for better and efficient operations
- **Microfinance** – End to end digital customer onboarding.

## Expanding Assets, Conserving Capital



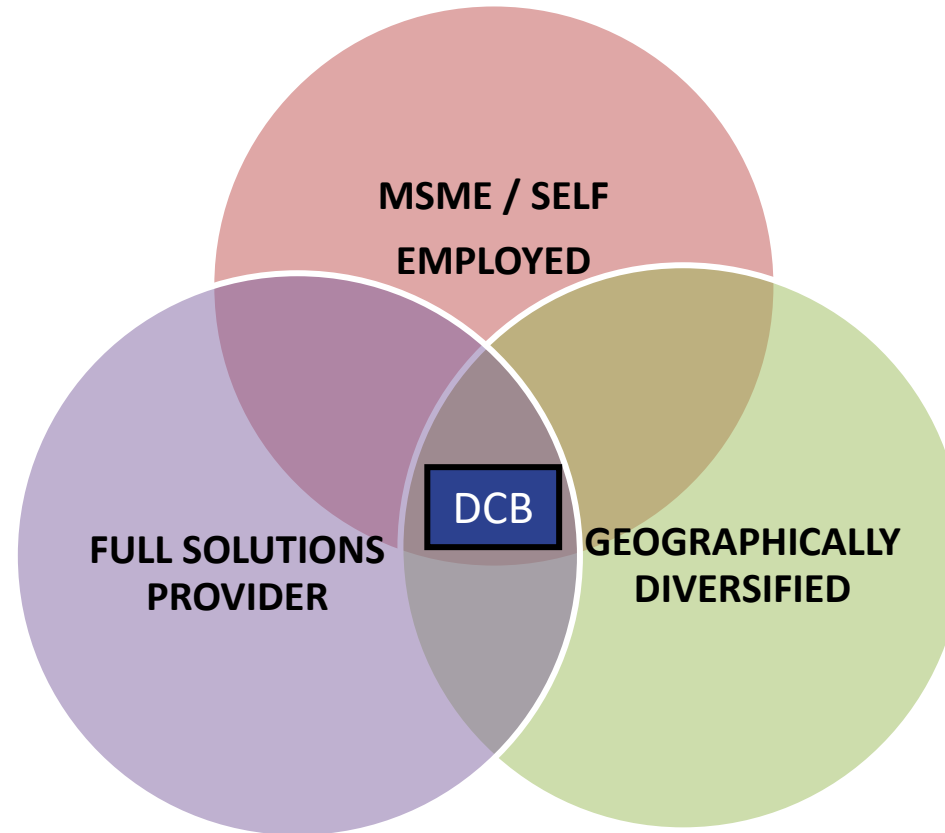
A silhouette of a person stands on a grassy hill at night, reaching their right arm up towards a bright star in a dark, star-filled sky. The person is looking up at the star. The sky is filled with many smaller stars, and there are some clouds visible near the horizon. The overall mood is one of aspiration and wonder.

# REACHING FOR THE STARS

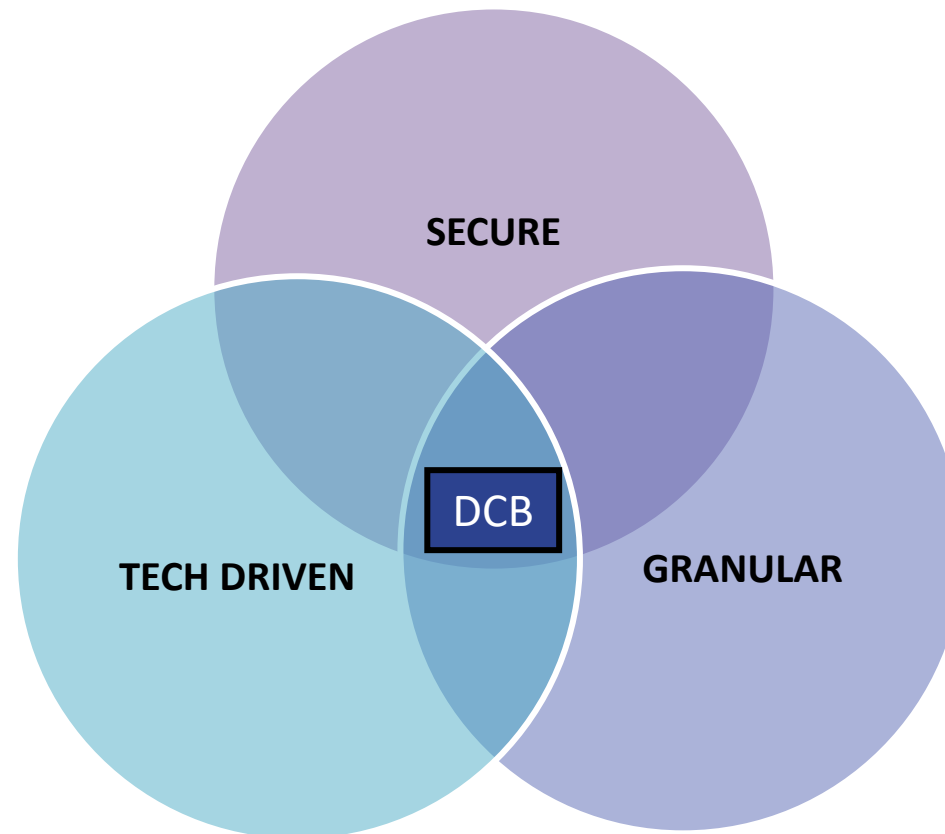
We have the opportunity to scale up into an organisation, which provides timely, tailormade solutions that meet all the financial needs of the self employed businessmen in every neighbourhood where we operate.



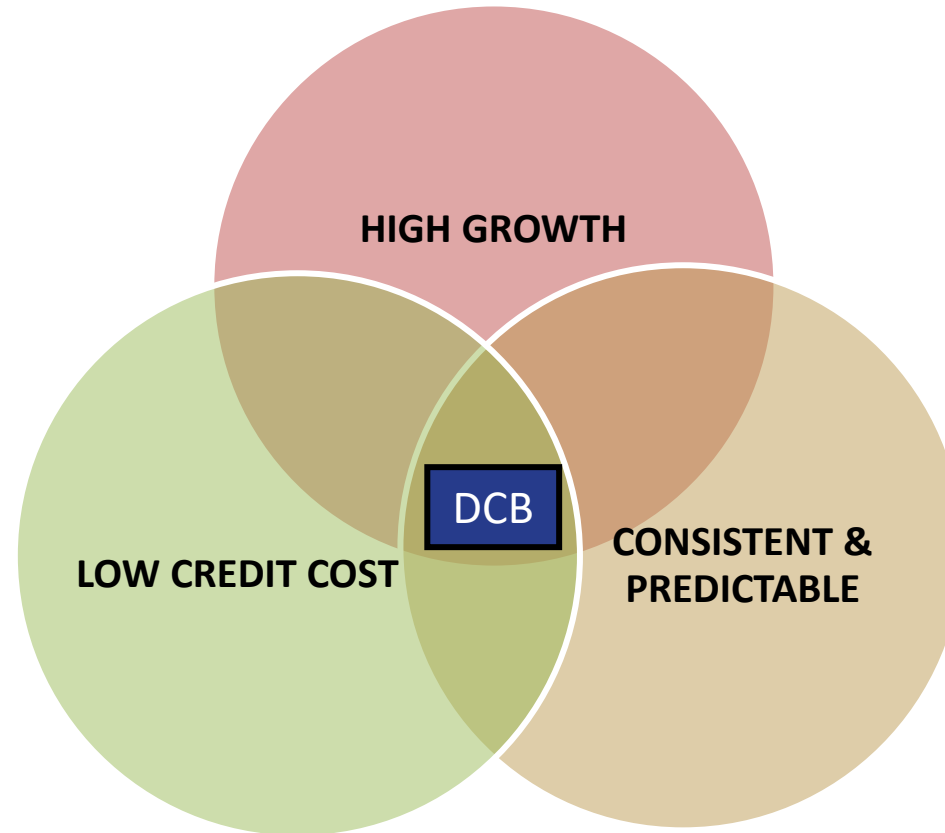
## The Canvas On Which We Operate



## The Core Of Who We Are



## The Culture We Are Building



The Treasure Within.....

**DCB BANK**



**76% of Customers....have only 1 product with the Bank**



For every

1 DCB Bank Gold Loan...

1 DCB Bank Home Loan...

1 DCB Bank Business Loan...

1 DCB Bank Overdraft Loan...

There are DCB Bank customers with:

1.7 Gold Loans outside DCB Bank

3.3 Home Loans outside DCB Bank

1.7 Business Loans outside DCB Bank

0.9 Overdraft Loans outside DCB Bank

- ❑ Data Source – Bureau Scrub after May 2025 repository
- ❑ Ratio is customer with active product offus to active customer on us for that product

### Savings A/c Only Customer Base

- Low balance low bureau score, a gold mine for gold loan
- Low balance low bureau score, right fit for secured card
- Low balance high bureau score, apt for TD
- UPI – Chasing the flow for getting the float

Opportunity disguised as deadwood

## Did you know ?

10.1% of all Indian Debit Card international spends in June 2025 happened through DCB Bank NiYo cards.

2.1% of all Indian (Debit +Credit+Prepaid) Card international spends in June 2025 happened through DCB Bank NiYo cards.



DCB Bank NiYo customers – Half a million base.

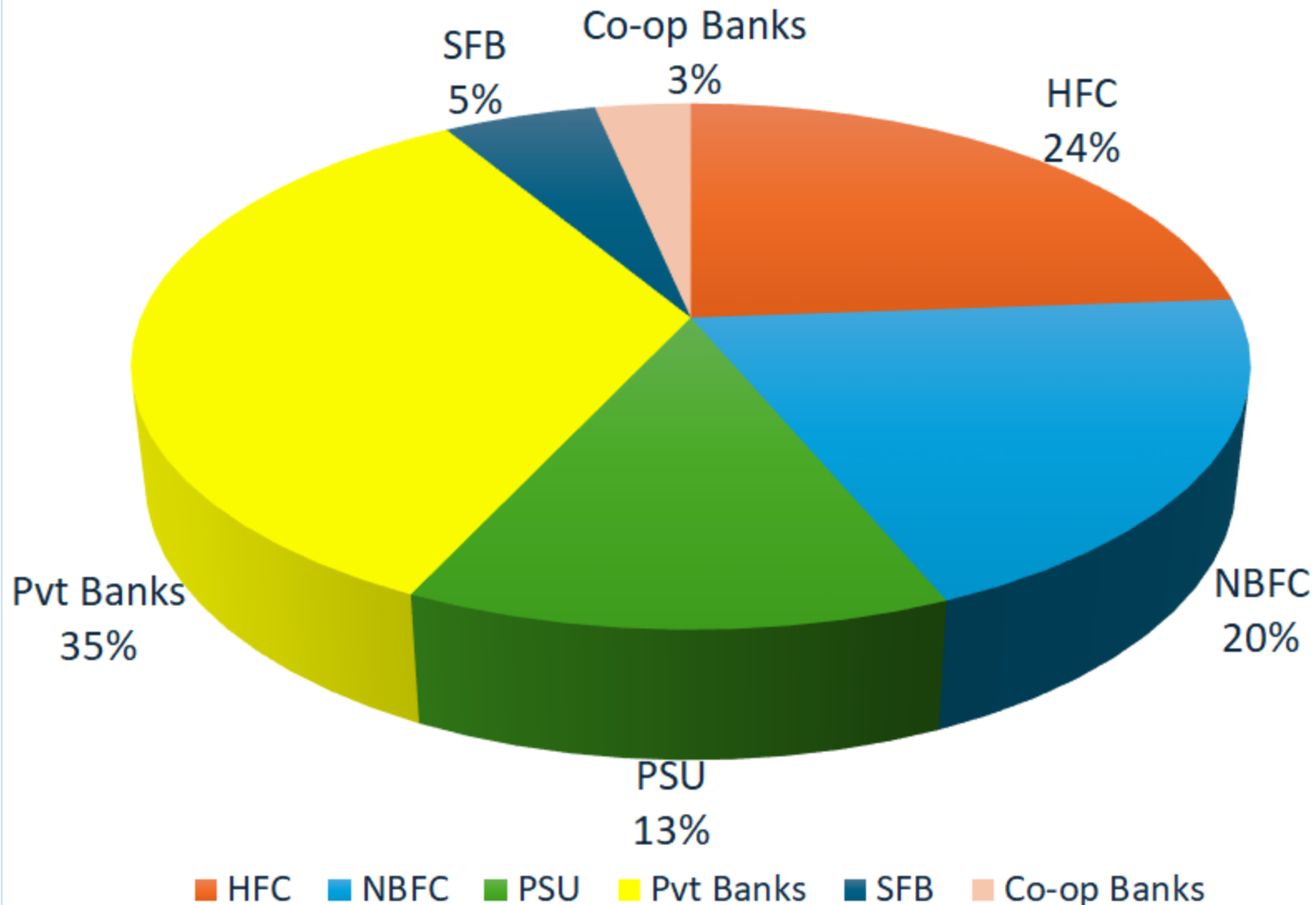
27% of DCB NiYo customers who have used the card abroad, keep less than ₹1,000 in their savings accounts with DCB Bank

From a “Service Provider” to a “Full Fledged Banker”

## Shift from “Lender” to “Banker”

# DCB BANK

March 2025 - LAP % (Balance Transfer Out)



From one time use to multi use.

- Lender to Banker – Capturing the fund flow.
- Meet Surplus, Deficit, Risk Protection & Trade needs.
- Sustainable fee income.
- Lesser run offs
- In built early warning system
- Better retention

Play to your strengths – Building moats

## **1. Unified Cross-Sell Engine**

Centralized intelligence layer driving next-best-product recommendations across all customer touchpoints

## **2. Product Literacy Uplift for RMs**

Comprehensive training program building confidence and capability for in depth conversations with customers across products

## **3. Digital-First Activation Flows**

Seamless journeys that minimize friction

## **4. Analytics Led Funnels**

Intelligent routing based on credit profiles to optimize lending conversion rates

## **5. Wallet-Linked RM Scorecard**

Performance metrics aligned to customer wallet in addition to the new acquisition volume

## **6. Governance – Tone at the Top**

Intensive and Continuous drive to ensure ownership and velocity

**3 – 10 Cr SME Segment**

**Fully Secured**

**Sole Banking**

**Transitioning from “Lender” to “Banker”**

- **Unchanged foundations**
- **Continued discipline on Costs, Credit Provisions & Capital**
- **Thrust areas – Employee Productivity & Tech Adoption**
- **Business Horizontal to supplement Business Verticals**
- **Leverage moats**
- **Continued focus on inorganic opportunities**
- **Fill segment gaps**

Adherence to core foundations AND annual growth of 18-20%, while remaining adequately capitalised between 15.50% to 17.00%

• Net Interest Income to Average Assets	—	3.15% to 3.20%
• Fee Income to Average Assets	—	1.00% to 1.05%
• Cost to Average Assets	—	2.45% to 2.50%
• Credit Cost to Average Assets	—	0.40% to 0.45%
• Return on Assets	—	0.92% to 1.00%
• Return on Equity*	—	13.50% to 14.50%

\*without considering any additional capital that may be raised during this period.

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# REACHING FOR THE STARS