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## **Presentation Outline**

**Indian Economy & Banking Sector** 

**IDBI Bank—Overview & History** 

**Evaluation only.** 

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Recent Recognitions / Accomplishments / Initiatives

**The Way Forward** 



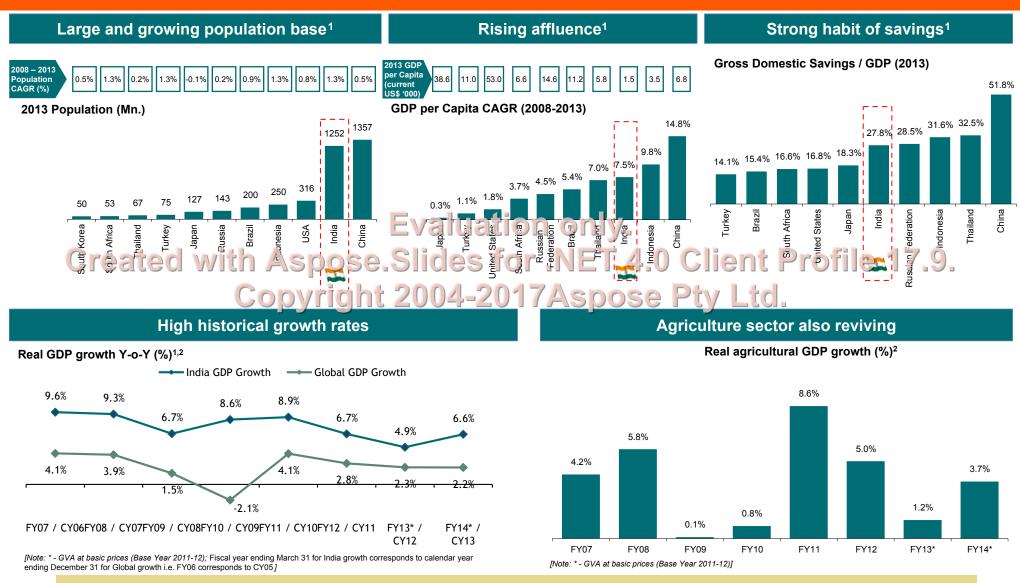
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## India Macroeconomic Overview

Strong Demographic Tailwinds Supporting Indian Growth Story

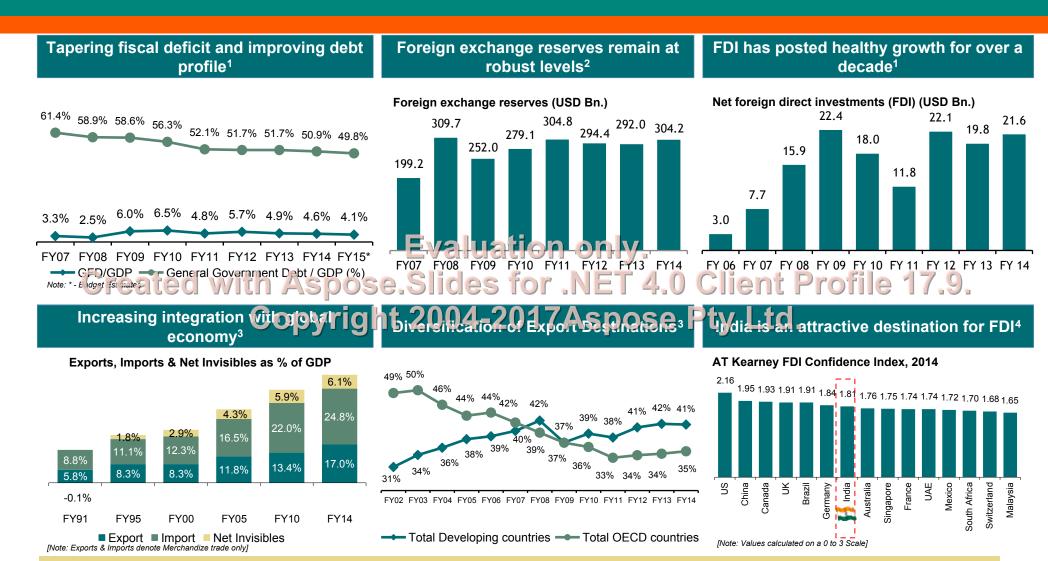


Rising affluence coupled with saving habit of Indians will support growth for banking sector



## India Macroeconomic Overview

Improving Debt Profile, Strong FDI Inflows And Healthy Foreign Exchange Reserves

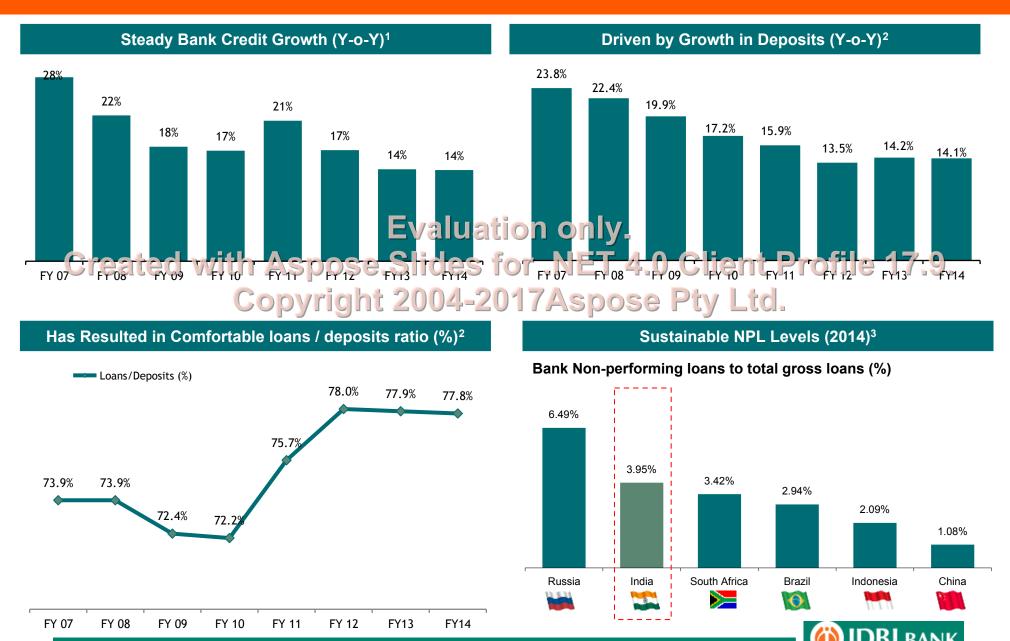


- While the fiscal deficit has been high historically, it has been tapering over the last two financial years and was contained at 4.6% of GDP in FY14. Fiscal Deficit is expected to be contained at 4.1% of GDP in FY15.
- 8<sup>th</sup>highest foreign exchange reserves among countries which underpins India's high liquidity ratio.<sup>5</sup>

# (ii) IDBI BANK

# India Banking Sector Overview

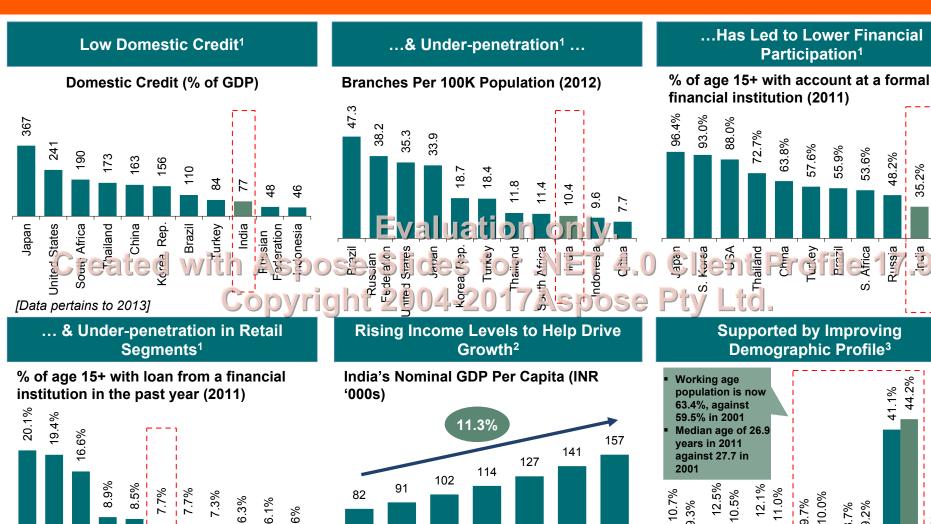
Indian Banking Sector has Remained Relatively Resilient in the Current Global Macroeconomic Environment



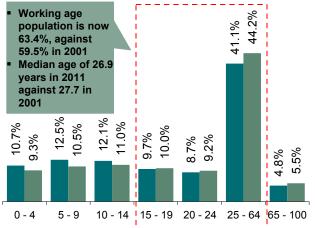
SOURCE:

## India Banking Sector Overview

Structural drivers in place



2012 2013P 2014P 2015P 2016P 2017P 2018P



In 2001 ■ In 2011

Africa

India

ndonesia

Russia

China Brazil Evaluation only.

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## Vision & Mission Statement

## "To be the Most Preferred and Trusted Bank Enhancing Value for all Stakeholders"

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**Mission Statement** 

Delighting customers with our excellent service & comprehensive suite of best-in-class financial solutions

Touching more people's lives with our expanding letal Pootpile while maintaining our excellence in corporate and infrastructure financing spose Sides for NET 4.0 Client Profile 17.9.

Continuing to act in an experience of the continuing the cole model for corporate governance

Deploying world class technology, systems and processes to improve business efficiency and exceed customers' expectations

Encouraging a positive, dynamic and performance-driven work culture to nurture employees, grow them and build a passionate and committed work force

**Expanding our global presence** 

Relentlessly striving to become a "Greener Bank"

# **Business Highlights**

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#### **India's Apex Development** Financial Institution

- IDBI played a critical role in India's industrial and economic progress and in building the financial architecture of the country
  - Catalyst for investments in industrial and infrastructure space

## Unique Positioning

- Well-established brand name in India (among top 50 brands)
- Fleet-footed bank riding on a state-of-the-art technology platform

## Busine Steate

- Consistently profitable since incertional only.
- Strong long-standing corporate banking relationships 4.0 Client Profile 17.9.
- Leader in project finance and infrastructure lending
- One of the larger in Jah Loans Book Runner in Zonzi POSE Pty Ltd.

#### **High Operational Efficiencies**

- High Productivity in terms of Cost-Efficiency and Business per Employee for FY13–14
- Average Age of Employees 33 years

#### **Technology Driven**

Best in class infrastructure and all branches on Core Banking System (CBS)

## **Efficient Operations**

• Centralized and automated architecture for back office operations, cheque clearing and loan sanctions resulting in low Cost-to-Income ratio

#### **Ratings**

At par with sovereign by Moody's (Baa3) and Fitch (BBB-)

# **History of IDBI Bank**

#### 1964 - 1993

- 1964 IDBI Bank's predecessor entity – IDBI, the DFI - set up by an Act of Parliament as a subsidiary of RBI
- IDBI had been a Policy Bank in the area of industrial financing and development
- 1976 Ownership transferred to the Government from the RBI
- 1980 and 1990s Played a pioneering role in setting up the financial architecture of the country, besides being a catalyst for investment in industrial and infrastructure sector

#### 1994 - 2002

- 1994 IDBI Act amended to permit private ownership up to 49.0%
- 1995 Domestic IPO, Government stake reduced to 72.0%
- Late 1990s parly 2000s Changing environment gave commercial banks greater business opportunities

## pyright 2004-20

#### 2003 - 2006

- 2003 IDBI Repeal Act passed for conversion into a banking company
- 2004 IDBI moved from its DFI status into a full-service commercial bank- named
   IDBI Ltd. along with mandate for development financing
- of IDBI Bank Ltd. with IDBI Ltd.
- 2006 Amalgamation of United Western Bank

### 2007 - 2014

- Complete networking (100.0% Core Banking)
- Organization structure redesigned on customer segmentation basis for better customer focus and effective business delivery
- 2008 Name changed to
- Jan 2010 Opened firstOverseas Branch atDIFC, Dubai
- Jan 2011 Merged its subsidiaries IDBI Home Finance and IDBI Gilts with itself.
- Oct 2011 Acquired additional 14.9% stake in IDBI Trusteeship Services; total holding 54.7%
- 2014 IDBI Bank celebrated its Golden Jubilee on July 1.



## **Architect of Indian Financial Sector**

- Played a role in providing project finance over four decades—India's No.1 Developmental Financial Institution (DFI)
- Policy bank for the Government of India in the area of industrial and infrastructure development
- Institution builder
  - ▶ Two of the existing DFIs EXIM Bank and SIDBI were carved out of IDBI
  - ▶ IDBI Bank is a promoter of the following institutions





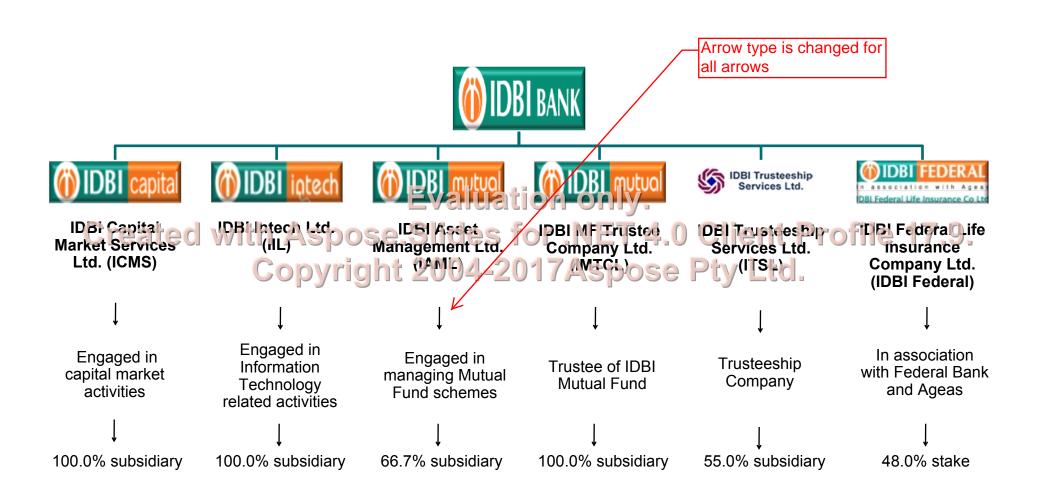








## **IDBI** Bank Group



# IDBI Bank: A Leading Banking Franchise

**Advances Mix [9M FY15]** [Rs. Billion] charts are missing Evaluation only. Created with Aspose. Slides for

Advances

**Deposits** 

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**Deposits Mix [9M FY15]** 

[Rs. Billion]

Potal Assets 4.0 Client Pro	file 7,7149.
Net Acorpose Pty Ltd.	3.3
Net Interest Margin	1.8%
Cost to Net Income Ratio	47.12%
CASA Ratio	21.9%
Gross NPA Ratio	5.9%
Net NPA Ratio	3.1%
CRAR - Tier 1 Capital (Basel III)	8.29%
Total CRAR ( Basel III)	12.2%

**Summary Financials** 

**9M FY15** 

(Rs. Billion)

1,973

2,332

645

[9M FY15: as on December 31 2014]

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Copyright But 17 Keyday estrated Highlights

# Unique Characteristics of IDBI Bank

#### **Evolution**

- Created and granted banking license in Sep 2004 under the IDBI Repeal Act
  - Other public sector banks nationalized in 1969 and 1980
- Only bank to be classified as "Other Public Sector Bank"
- The first PSU bank under Companies Act

#### **Superior IT Infrastructure**

- Superior IT infrastructure
- Fully integrated core banking solutions
- Consistently won awards for its superior IT infrastructure

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■ Customer-centric vertical Copyright 2004–201 organization structure for efficient credit delivery



- hairman & Managing Director of IDBI Bank ranked at par with Secretary. Government of India
  - Demonstrated Government support

#### **Developmental Role**

- IDBI continues to have mandated developmental role
- Government seeks IDBI's views on infrastructure
- Resultant positioning as a Policy Bank

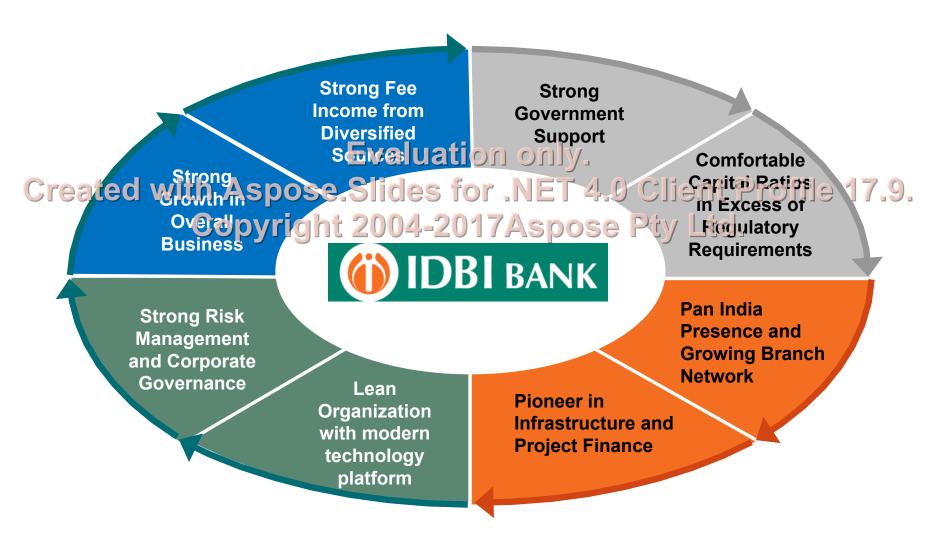
#### **Infrastructure and Project Finance Strengths**

- Core competencies in project financing, structuring, syndication and advisory
- Pioneer in infrastructure financing



# **Key Considerations**

IDBI Bank is a Top Tier Bank in India, Driven by its Continued Focus on Profitable Growth



# **Strong Government Support**

Shareholding as on December 31, 2014

#### Majority Government ownership

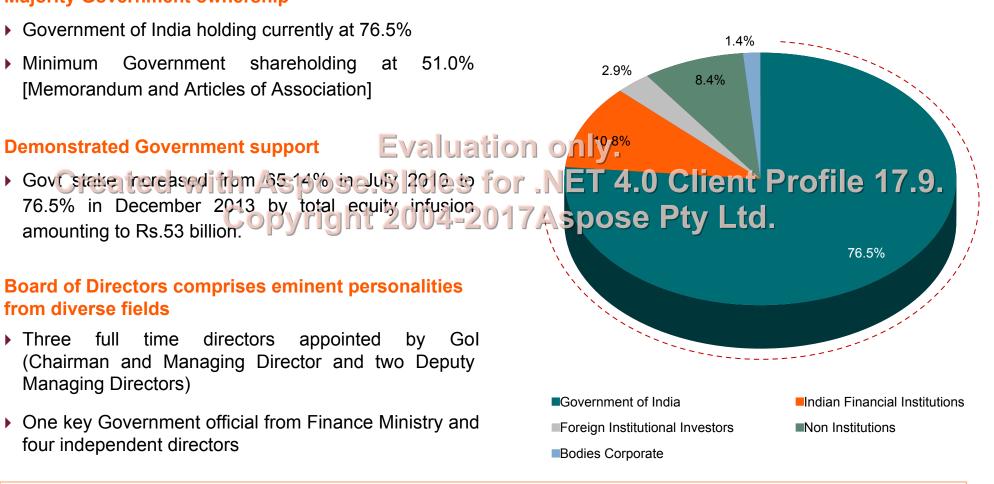
- Government of India holding currently at 76.5%
- at 51.0% Minimum Government shareholding [Memorandum and Articles of Association]

## Demonstrated Government support Evaluation only<sup>8%</sup>

76.5% in December 2013 by total equity infusion amounting to Rs.53 billion.

### Board of Directors comprises eminent personalities from diverse fields

- by Gol full time directors appointed Three (Chairman and Managing Director and two Deputy Managing Directors)
- One key Government official from Finance Ministry and four independent directors



Current shareholding pattern provides significant room for dilution and raising funds from market



# Pan India Network (As at end-December, 2014)

#### Reach

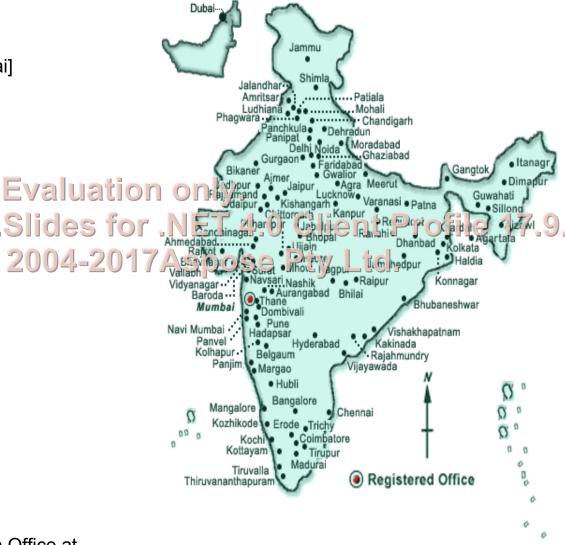
- ▶ 1,610 branches & 2,855 ATMs Pan India [plus one overseas branch at DIFC, Dubai]
- Presence in 1,173 locations
- Network of
  - 75 Retail Asset Centres
  - 21 Credit Processing Centres
  - > 6 PSG Processing Centres
  - > Coragional Processing Units ose. Slides for
  - 29 Central Clearing Unitsyright 2004-201
- 10 Currency chests across the country
- Internet banking
- 9 Regional and 1 central training college

## Large Customer Base

- Corporate customer base: 3,000+
- Retail customer base: 6.5 million+

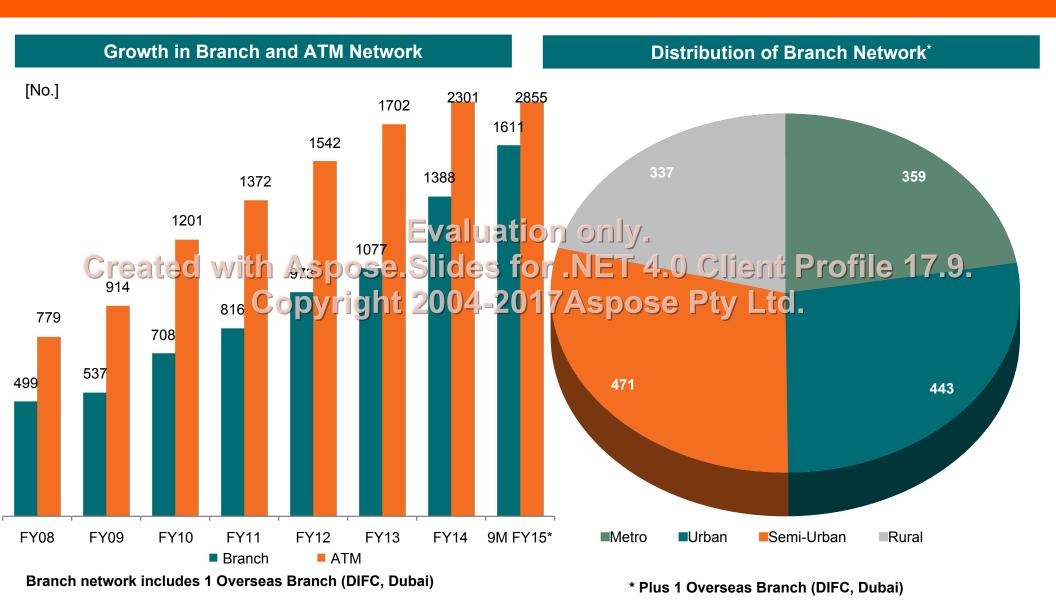
### Global expansion plans

- One overseas branch at DIFC, Dubai
- Initiated the process for setting up Branch Office at Singapore and Representative Office at Shanghai





# Continued Focus on expanding the Distribution Network



[\*- 9M FY15: as on December 31, 2014]

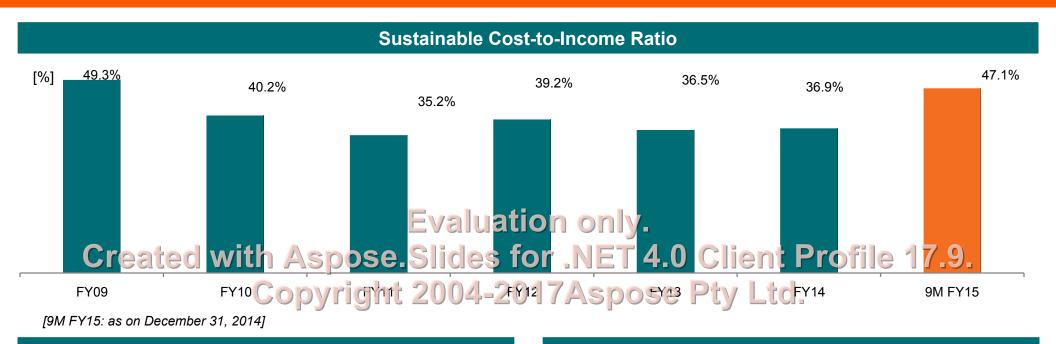
# Pioneer in Infrastructure & Project Finance

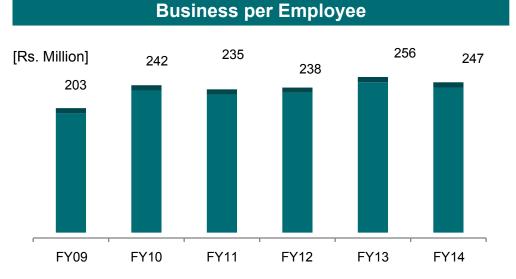
## Strong Core Competencies in Infrastructure, Project Financing and Loan Syndication

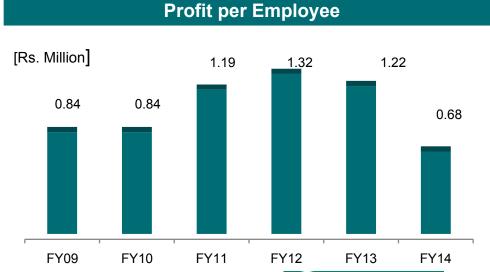
- Strong appraisal and loan syndication skills
  - > Pioneer in Infrastructure financing
  - > Foremost in financing PPP projects in almost every infrastructure sector
- Long standing relationship with all large/redianterior at each of the complex of th
  - Exercise over 6,000 Accisionations entering a spectrum of sectors entering 17.9.
- Completed debt syndication of about Rs. 2,643 billion (AUSD @21 billion) till end December 31, 2014
- Mandates under debt syndication aggregating Rs. 121.58 billion (~ USD 1.9 ¹ billion) for infrastructure projects during 2014–15
- Committed Exposure of over Rs.1,091.80 billion (~USD 17 billion) to infrastructure projects (as on December 31, 2014)
- Member of advisory groups set up by Government of India and industry bodies for infrastructure projects
- IDBI Bank is among the Top 10 India Loan Book Runner & Loans Mandated Arranger



# Lean Organization & High Employee Productivity







# Strong Risk Management & Corporate Governance

## **Corporate Governance**

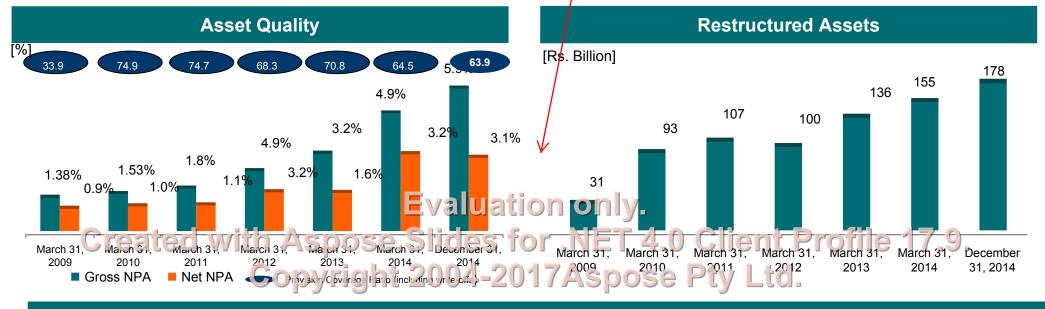
- Executive Committee of the Board approves credit over a threshold limit
- Other Board Committees include Audit, Risk, Stakeholders'
   Relationship, Customer Service, Fraud Monitoring, Information
   Technology Renuneration
   Fecovery Review
   Business Review
   Committee etc.
- Broad-based decision making process through Internal Committees
  - Credit Committee, Investment Committee, ALCO & Risk
     Committee set up as independent committees with appropriate
     Delegation of Powers
- Compliant with regulations of Reserve Bank of India, Securities & Exchange Board of India & Stock Exchanges

## **Risk Management Function**

- Risk Management Committee of the Board supervises
   Board-defined risk philosophy & policies
- Credit risk managed & monitored by
  - In-house rating models
  - Committee based loan approvals
  - Exposure limits
- Asset liability and market risk managed by
  - ▶ Laid down risk philosophy, risk policy & risk tolerance limits in terms of gap positions, based on impact on NII & EVE
  - Trading risk policies & limits defined & monitored
- Currently developing an integrated enterprise-wide risk management framework
- Bank has complied with Basel III norms pertaining to LCR

# **Asset Quality**

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## **Sector-wise Restructured Assets (Top 10)**

[Rs. Million]					
S. No.	Sector	Restructured Assets	S. No.	Sector	Restructured Assets
1	Infrastructure (others)	36,440	7	Telecommunications	9,150
2	Electricity Generation	18,140	8	Ship Building	5,460
3	Electrical Machinery	13,720	9	Iron and Steel	4,630
4	Textiles	12,930	10	Hotel	3,750
5	Metal Industry	12,190		Others	26,260
6	Air Transport	11,850		Total	154,520

As on March 31, 2014

# Capital Ratios well above Regulatory Requirements and ongoing Government support



- \*As per Basel III guidelines
- Minimum Capital Adequacy Ratios required by the Reserve Bank of India: 9.0%
   Total CRAR and 6.0% Tier I CRAR
- As per Basel III norms, Total CRAR as on December 31, 2014 was 12.2% (Tier I 8.3% and Tier II 3.9%)
- Bank issued Basel III compliant Additional Tier I bonds of Rs.25 billion during FY 2014-15

## **Ongoing support from Gol**

- FY 2013-14 Increased stake to 76.5% through infusion of fresh equity to the extent of Rs 18 billion
- FY 2012-13 Increased stake to 71.72% through infusion of fresh equity capital to the extent of Rs 5,550 million during FY 2012-13
  - FY 2011-12 increased stake to 70.52% through infusion of fresh equit 700 pital to the extent of Rs. 8,100 million and conversion of Tier I Bonds of Rs. 21,305 million into equity during FY 2011-12
- FY 2010-11 Increased stake to 65.13% through infusion of fresh equity to the extent of Rs 31,190 million

3D format is missing in all charts and issues with number position

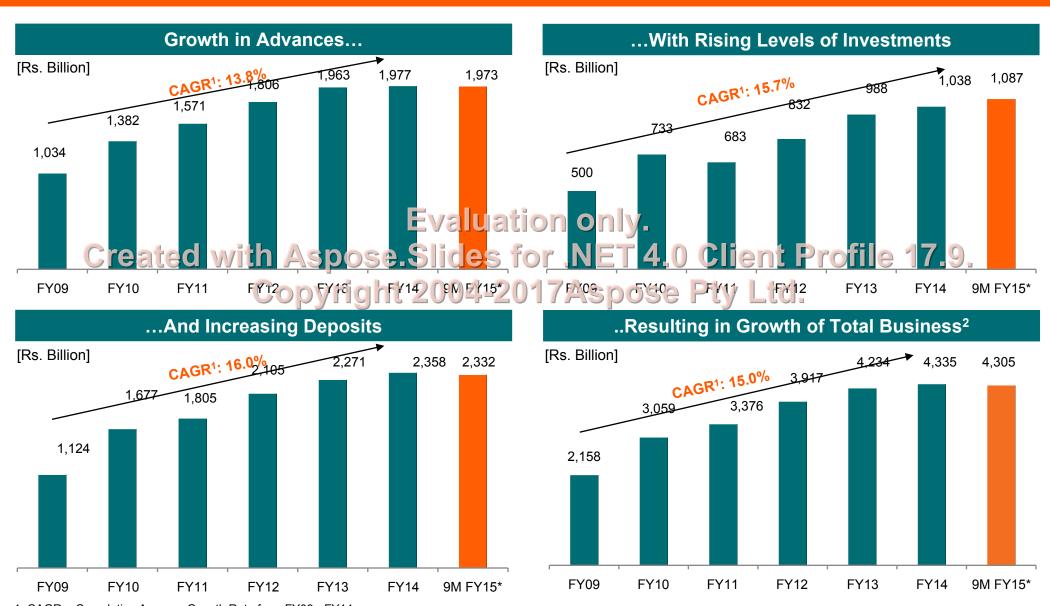


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# Steady Growth in Overall Business

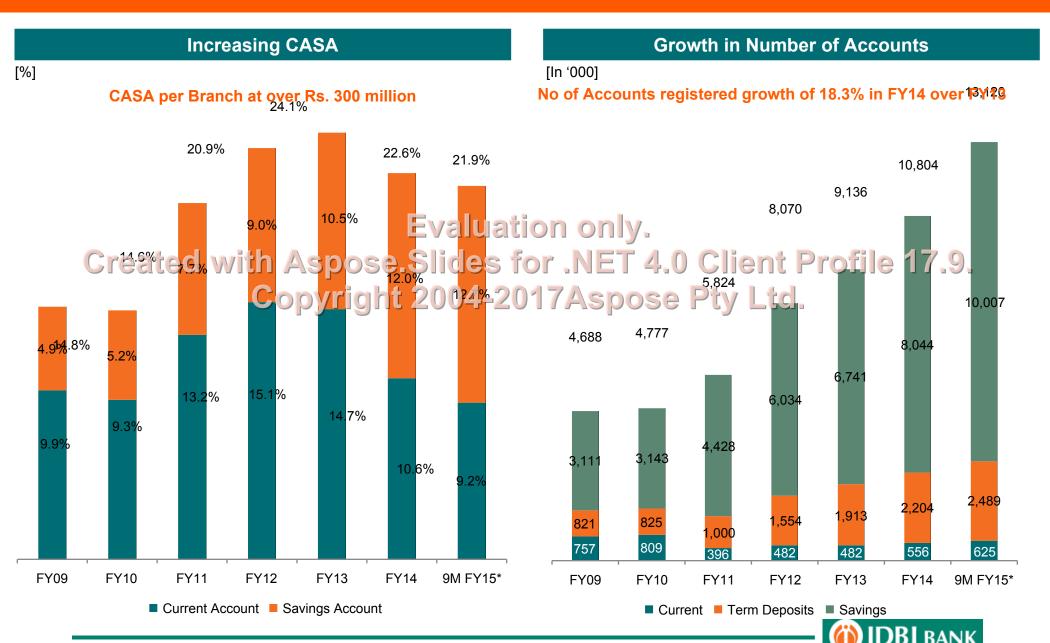


<sup>1.</sup> CAGR = Cumulative Average Growth Rate from FY09 - FY14.

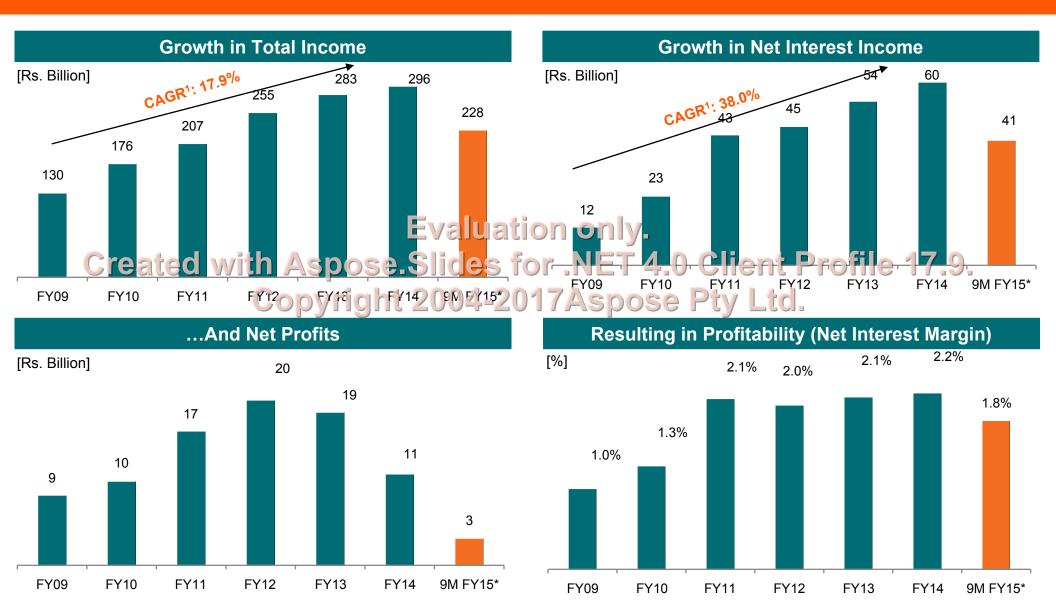


<sup>2.</sup> Total Business = Total Advances + Total Deposits.

# Steady Growth in Overall Business (contd.)



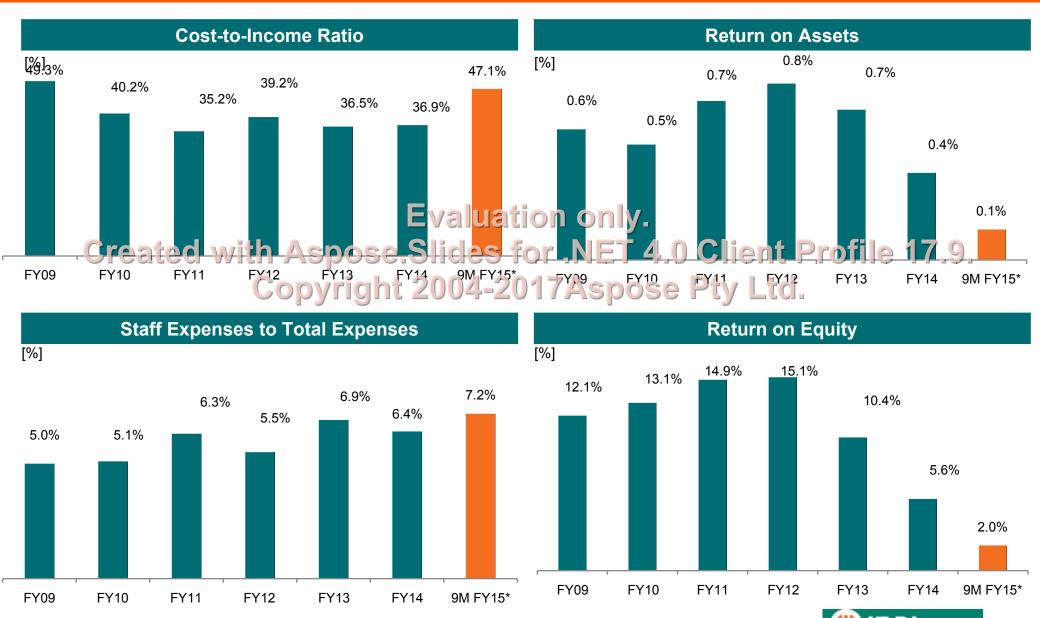
## Other Performance Indicators



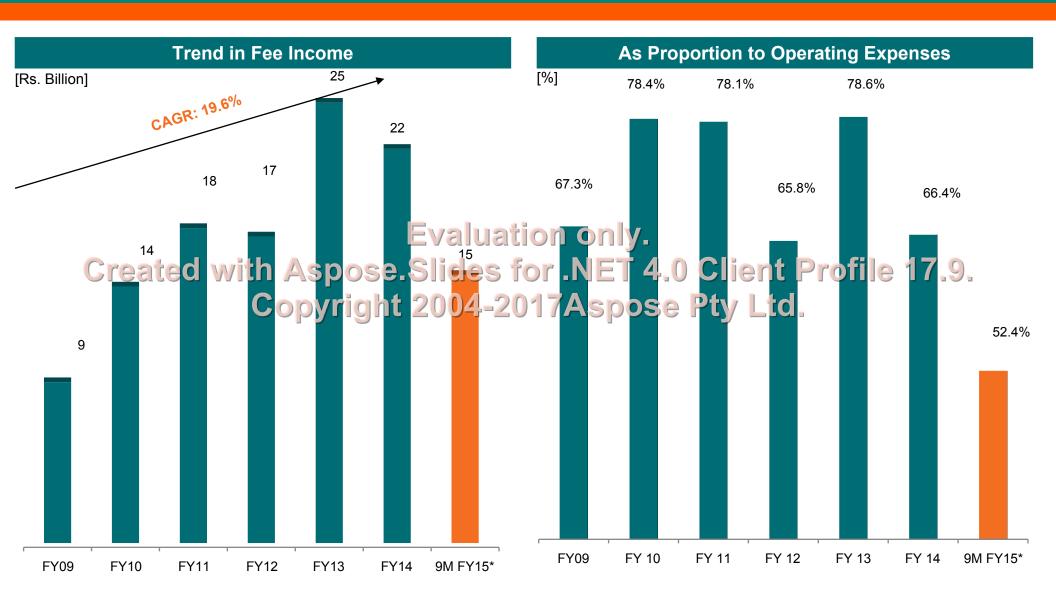
- CAGR = Cumulative Average Growth Rate from FY09 FY14.
- .. Total Income = Interest Income + Other Income



# Other Performance Indicators (contd.)



## Fee Income from Diversified Sources



1. CAGR=Cumulative Average Growth Rate-FY09-FY14.

# **Key Financial Highlights**

		Vov. 5	inanaiala				
		Key F	inancials				
[Rs. Billion]	FY09	FY10	FY11	FY12	FY13	FY14	CAGR
Advances	1,034	1,382	1,571	1,806	1,963	1,977	13.8%
Deposits	1,124	1,677	1,805	2,105	2,271	2,358	16.0%
Total Business	2,158	3,059	3,376	3,917	4,234	4,335	15.0%
Borrowings	444	477	516	535	658	601	6.2%
Total Assets	1,724	2,336	2,534	2,903	3,228	3,290	13.8%
Net Profit	8.6	Eva upar	tion of	20.3	18.8	11.2	5.4%
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[%]	FYO			Y11	FY12	FY13	FY14
Net Interest Margin	Copyrig 4.0.	% <b>2004-2</b>	1.3%	2.1%	2.0%	2.1%	2.2%
CASA Patio	1/1 0	0/_					

B119		1 2017/				
Net Interest Margin	<b>COPYTIGH</b> <sub>1.0</sub> % <b>ZUU</b> <sup>2</sup>	1.3%	POSE PT 2.1%	2.0%	2.1%	2.2%
CASA Ratio	14.8%	14.6%	20.9%	24.1%	25.1%	22.6%
Cost Income Ratio	49.3%	40.2%	35.2%	39.2%	36.5%	36.9%
Staff Expenses to Total Income	4.4%	4.3%	5.1%	4.7%	5.6%	5.2%
Staff Expenses to Total Expense	s 5.0%	5.1%	6.3%	5.5%	6.9%	6.4%
Tier-1 CAR <sup>1</sup>	6.8%	6.2%	8.0%	8.4%	7.7%	7.8%2
Total CAR <sup>1</sup>	11.6%	11.3%	13.6%	14.6%	13.1%	11.7%²
Gross NPA Ratio	1.4%	1.5%	1.8%	2.5%	3.2%	4.9%
Net NPA Ratio	0.9%	1.0%	1.1%	1.6%	1.6%	2.5%
Return on Assets	0.6%	0.5%	0.7%	0.8%	0.7%	0.4%
Return on Equity	12.1%	13.1%	14.9%	15.1%	10.4%	5.6%

<sup>1.</sup> As per Basel II 2. As per Basel III

# **Key Financial Highlights (Contd.)**

[Rs. Bn]	April – December 2013	April – December 2014
Total Assets	2,923	3,314
Advances	1,785	1,973
Deposits Evaluation of	1,939	2,332
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Net Interest Margin	2.16%	1.83%
CRAR - Tier-I (As per Basel III)	7.85%	7.40%
CRAR - Total (As per Basel III)	12.71%	12.23%
Gross NPAs	5.44%	5.94%
Net NPAs	2.93%	3.05%
Provision Coverage Ratio	63.62%	63.92%

# Recent Recognitions / Accomplishments

- IDBI Bank has garnered several awards and accolades from various quarters in the recent past, of which few are listed below:
  - Was adjudged **Best Bank among large banks**, in terms of efficiency and productivity, in **Business Today's "Best Banks" issue** (December 2013)
  - Ranked at 37th position among the Top 50 brands in the country across sectors as per recent Interbrand rankings
  - Ranked at **39th position** among the **Top 50 Most Valuable Indian Brands** across different sectors and recognized as the '**Youngest Brand**' amongst the Top 50 Brands in the first ever edition of **WPP's Brandz Report**
  - ▶ Brand value score registered a robust growth of 79% in 2015 from the previous year as per the Brand Finance Banking 500 report; global ranking improved from 351st to 255th position and the Indian ranking improved from 11th to 9th position
  - Ranked 64th position (in terms of trust in the brand) among the top (up by 21 places from 2014 levels) by Brand Trust Report (BTR) 2015.
  - Won **SKOCH Order of Merit 2014** for 'Corporate Social Responsibility Ladakh Project', 'Customer Service Customer Value Management Project' and 'Financial Inclusion UIDAI Project'.
  - Won Lokmat BFSI Awards 2014 for 'Best Corporate Social Responsibility Practices'.
  - Won Responsibile Eusiness Awards 201 Funder the category Bost in-class Corporate Social Responsibility Practices. 10116 17.9
  - Received the Golden Peacocl Avard for CEP for 2013 under the Banking (PSU) category.
  - Won the 3<sup>rd</sup> Annual Greentech CSR Award 2013 in the highest Platinum category.
  - Conferred award for 'Best Corporate Social Responsibility Practices' in the Banking Category at the BFSI Awards 2014.
  - Received Silver award at the PRCI Corporate Collateral Awards 2014 for 'Taru Zameen Par' film on CSR.
  - Recognised for two projects under 'Environmental Development' at the ADFIAP Awards 2014.
  - ▶ Won awards in five categories in the IBA Banking Technology Awards 2012-13.
  - Awarded the 'Best Bank Jury Award' for technical and operational excellence at the 9<sup>th</sup> National Financial Switch (NFS) user meet organised by the National Payments Corporation of India (NPCI).
  - Won the Skoch Renaissance Award 2013 under ICT Category for its e-SBTR (Electronic Secure Bank and Treasury Receipt) project.
  - Won the Finnoviti 2013 Award for IDBI Samriddhi Portal.
  - Adjudged winner of the Financial Inclusion and Payment Systems (FIPS) 2013 Award under the Financial Inclusion Category.
  - Won in the Human Capital Development Category for 'Leveraging Human Capital to Deliver Customer Delight and Impact Overall Growth' at **ADFIAP**Development Awards 2013.
  - Conferred Star Performance Award 2014 in demat account opening under PSU-Bank Category by NSDL at its 29th DP Conference.
  - Awarded the third prize in **Raibhasha Shield** (Year 2012- 13) organised by **RBI** in Region 'B' category for excellent performance in Hindi Implementation.



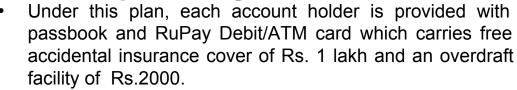
## World's Largest Financial Inclusion Initiative

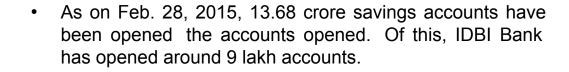


Pradhan Mantri Jan Dhan Yojana (PMJDY) is the biggest financial inclusion initiative in the world announced by the Hon'ble Prime Minister on 15th August 2014 and launched across the country.

PMJDY targets households in rural and urban areas and mandates opening Basic Savings Bank Deposit Accounts and promote mancial literacy to about 7.5 crore account

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## Green Initiative



- Bank endeavors to to complement Government of India's policies, initiatives and targets set for sustainable economic development and environment protection.
- Bank in association with multilateral and other international agencies like World Bank, ADB and USAID has successfully completed projects worth USD 400 million for a consisting climate change since early 1990s.
  - Presently, Bank is presently implementation of three projects.
- Early is also initiating measures on the "Green Building" and "Energy Saving Measures" in its owned building premises as well as its residential colonies.
- Bank's own building at Bandra-Kurla Complex at Mumbai has been awarded LEED INDIA "GOLD" Rating by Indian Green Building Council.
- Bank is one of the key players in funding green energy projects in India and going forward, Bank is exploring possibility of issuing Green Bonds.

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# The Way Forward

## "To be the Most Preferred and Trusted Bank Enhancing Value for all Stakeholders"

## Overall objectives

Product innovation and continued thrust on improving customer service bringing about "Customer Delight"

Expanding presence by opening more branches and other delivery channels

Enlarging depositors base and agoressively raise more OASA deposits

Improving profitability parameters of the Bank including NIMs, ROA & ROE

Focus on increasing short-term working capital financing, retail and MSME Lending

Leverage core competency in infrastructure financing

Generating adequate fee-based income to meet operating expenses

Containing NPAs and focusing on faster recovery from written-off cases



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