



# Performance Analysis

Q3 FY 2020

Jan 24, 2020

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Except for the historical information contained herein, statements in this release which contain words or phrases such as “will”, “aim”, “will likely result”, “would”, “believe”, “may”, “expect”, “will continue”, “anticipate”, “estimate”, “intend”, “plan”, “contemplate”, “seek to”, “future”, “objective”, “goal”, “strategy”, “philosophy”, “project”, “should”, “will pursue” and similar expressions or variations of such expressions may constitute “forward-looking statements”. These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. These risks and uncertainties include, but are not limited to our ability to successfully implement our strategy, future levels of non-performing loans, our growth and expansion, the adequacy of our allowance for credit losses, our provisioning policies, technological changes, investment income, cash flow

projections, our exposure to market risks as well as other risks. Bank of Baroda undertakes no obligation to update the forward-looking statements to reflect events or circumstances after the date thereof.

**Note: All financial numbers in the presentation are from Audited Financials or Limited Reviewed financials or based on Management estimates.**

## Amalgamation

Bank has amalgamated with itself Vijaya Bank and Dena Bank w.e.f. April 1, 2019. Accordingly financials as on Dec 2018 are combined figures of three banks. The combined financials have been arrived at by aggregation of audited numbers and do not entail any adjustments

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# Major Highlights

# Major Highlights for Q3FY20

1

Operating Profit for Dec'19 increased to INR 4,958 crore registering Y-o-Y growth of 8.5%. Non-interest income increased by 28.0%. Fee income up by 10%. Net Loss of Rs 1,407 crore due to higher provisions.

2

Net Interest Margin (NIM) increased to 2.80% in Q3FY20 from 2.62% in Q3FY19 led by an increase in domestic margins to 2.88% in Q3FY20 from 2.72% in Q3FY19. Domestic cost of deposits in Dec'19 lower by 16bps sequentially at 5.25%.

3

Global advances increased by 2.69% led by retail loans at 15.3%. Within retail loans, home and auto loans grew by 10% and 43% respectively. Domestic CASA ratio at 38.8% compared with 37.9% in last quarter.

4

Gross NPA ratio at 10.43% as on December 31, 2019 against 10.25% in the last quarter. Net NPA ratio at 4.05% as against 3.91% in the last quarter. Absolute amount of GNPA was INR 73,140 crore.

5

PCR continues to be high. PCR including TWO at 77.77% and PCR excluding TWO at 63.76% as on December 30, 2019 compared with 77.88% and 64.42% respectively as on September 30, 2019.

6

Capital Adequacy Ratio of the Bank at 13.48% and CET-1 at 9.85% continues to be above regulatory norms. Consolidated Capital Adequacy Ratio higher at 13.98%. Rs 3397 crore raised through AT-1 Bonds in Q3FY20. Bank is adequately capitalized to grow.

7

Bank is working on realising revenue and cost synergies. Business strategy and processes of all the three amalgamating banks aligned. IT integration is in progress with roadmap of system integration in 2020.

# Snapshot as on Dec 31, 2019

## Results for Q3 FY 20

Performance Parameter	Amount in INR crore	Change % (YOY)
Total Deposits	8,96,162	1.10
Net Advances	6,54,465	2.69
Total Business	15,50,627	1.76
Total Assets	10,93,563	3.6
Operating Profit	4,958	8.5
Net Loss	-1,407	
Gross NPA	73,140	-1.6
Net NPA	26,504	-13.3

## Ratios for Q3 FY 20

Key Performance Ratio	(%)
Return on Assets (annualised)	-0.52
Capital Adequacy Ratio (Standalone) (Basel III, Tier 1: 11.45%)	13.48
Capital Adequacy Ratio (Consolidated) (Basel III, Tier 1: 12.00%)	13.98
Cost-Income Ratio	49.76
Gross NPA	10.43
Net NPA	4.05
Provision Coverage Ratio (Including TWO)	77.77
Provision Coverage Ratio (Excluding TWO)	63.76

# Progress in the quarter

Particulars (INR crore)	Sep 30, 2019	Dec 31, 2019
<b>Total Business</b>	<b>15,31,470</b>	<b>15,50,627</b>
<b>Total Deposits</b>	<b>8,94,130</b>	<b>8,96,162</b>
Domestic Deposits	7,83,492	7,82,070
<b>Total Advances</b>	<b>6,37,340</b>	<b>6,54,465</b>
Domestic Advances	5,33,174	5,44,726
<b>Domestic CASA ratio</b>	<b>37.88%</b>	<b>38.84%</b>
<b>Total Assets</b>	<b>10,72,753</b>	<b>10,93,563</b>
NIM	2.81	2.80
<b>Branches</b>	<b>9,449</b>	<b>9,470</b>
ATMs	13,153	13,161
<b>Customers (in crore)</b>	<b>13.0</b>	<b>13.1</b>
Employees	86,170	85,135

Particulars (INR crore)	Sep 30, 2019	Dec 31, 2019
<b>Gross NPA</b>	<b>69,969</b>	<b>73,140</b>
Net NPA	24,894	26,504
<b>Net NPA Ratio</b>	<b>3.91%</b>	<b>4.05%</b>
PCR (with TWO)	77.88%	77.77%
<b>PCR (without TWO)</b>	<b>64.42%</b>	<b>63.76%</b>

Particulars (%)	Sep 30, 2019	Dec 31, 2019
<b>Slippage Ratio</b>	3.95	6.78
Credit Cost	2.02	3.88
<b>Cost to income Ratio</b>	45.84	49.76
Cost of Deposits	5.02	4.86
<b>Yield on Advances</b>	8.15	7.94

# Business Performance



# Business Performance (1/2)

Terminal Figures

Particulars (INR crore)	Dec'18	Sep'19	Dec'19	YOY (%)
<b>Total Business</b>	<b>15,23,740</b>	<b>15,31,470</b>	<b>15,50,627</b>	<b>1.76</b>
Domestic Business	13,13,235	13,16,666	13,26,796	1.03
<b>Total Deposits</b>	<b>8,86,431</b>	<b>8,94,130</b>	<b>8,96,162</b>	<b>1.10</b>
Domestic Deposits	7,72,133	7,83,492	7,82,070	1.29
<b>CASA Deposits</b>	<b>2,94,422</b>	<b>3,12,022</b>	<b>3,20,264</b>	<b>8.78</b>
Domestic CASA Deposits	2,79,185	2,96,792	3,03,795	8.81
<b>Total Saving Deposits</b>	<b>2,37,768</b>	<b>2,54,537</b>	<b>2,58,838</b>	<b>8.86</b>
Domestic Saving Deposits	2,34,995	2,51,851	2,55,994	8.94
<b>Total Current Deposits</b>	<b>56,654</b>	<b>57,485</b>	<b>61,426</b>	<b>8.42</b>
Domestic Current Deposits	44,190	44,940	47,801	8.17
<b>Advances (Net)</b>	<b>637310</b>	<b>6,37,340</b>	<b>6,54,465</b>	<b>2.69</b>
Domestic Advances (Net)	5,41,103	5,33,174	5,44,726	0.67
<b>Domestic CASA(%)</b>	<b>36.16%</b>	<b>37.88%</b>	<b>38.84%</b>	
<b>Global CASA (%)</b>	<b>33.21%</b>	<b>34.90%</b>	<b>35.74%</b>	

# Business Performance (2/2)

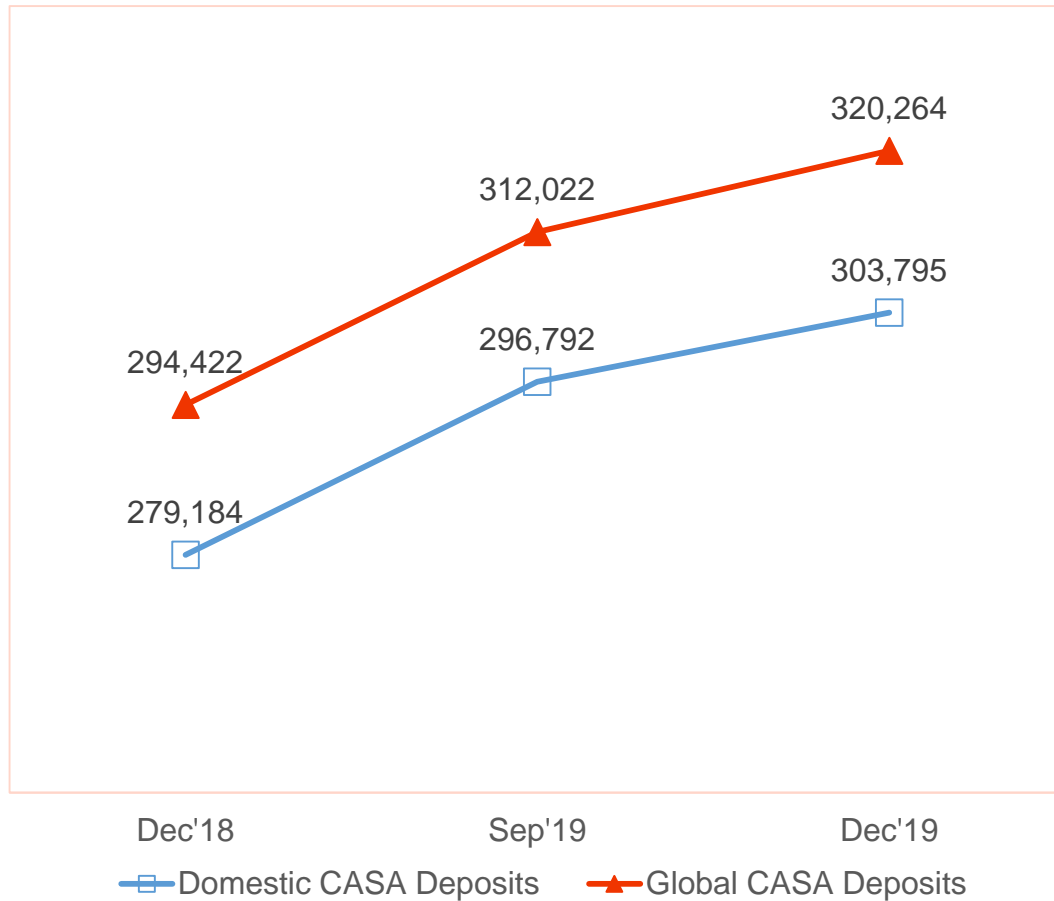
Average Figures\*

Particulars (INR crore)	Dec'18	Sep'19	Dec'19	YOY (%)
<b>Total Business</b>	<b>15,32,034</b>	<b>15,54,907</b>	<b>15,53,555</b>	<b>1.40</b>
Domestic Business	13,25,795	13,38,019	13,39,050	1.00
<b>Total Deposits</b>	<b>8,66,179</b>	<b>8,78,628</b>	<b>8,75,038</b>	<b>1.02</b>
Domestic Deposits	7,59,170	7,71,946	7,71,169	1.58
<b>CASA Deposits</b>	<b>2,84,775</b>	<b>3,00,313</b>	<b>3,07,982</b>	<b>8.15</b>
Domestic CASA Deposits	2,66,798	2,84,043	2,90,995	9.07
<b>Total Saving Deposits</b>	<b>2,35,264</b>	<b>2,47,477</b>	<b>2,53,679</b>	<b>7.83</b>
Domestic Saving Deposits	2,30,989	2,44,852	2,50,992	8.66
<b>Total Current Deposits</b>	<b>49,512</b>	<b>52,836</b>	<b>54,303</b>	<b>9.68</b>
Domestic Current Deposits	35,810	39,191	40,003	11.71
<b>Advances (Gross)</b>	<b>6,65,855</b>	<b>6,76,280</b>	<b>6,78,517</b>	<b>1.90</b>
Domestic Advances (Gross)	5,66,625	5,66,073	5,67,881	0.22
<b>Domestic CASA(%)</b>	<b>35.14%</b>	<b>36.80%</b>	<b>37.73%</b>	
<b>Global CASA (%)</b>	<b>32.88%</b>	<b>34.18%</b>	<b>35.20%</b>	

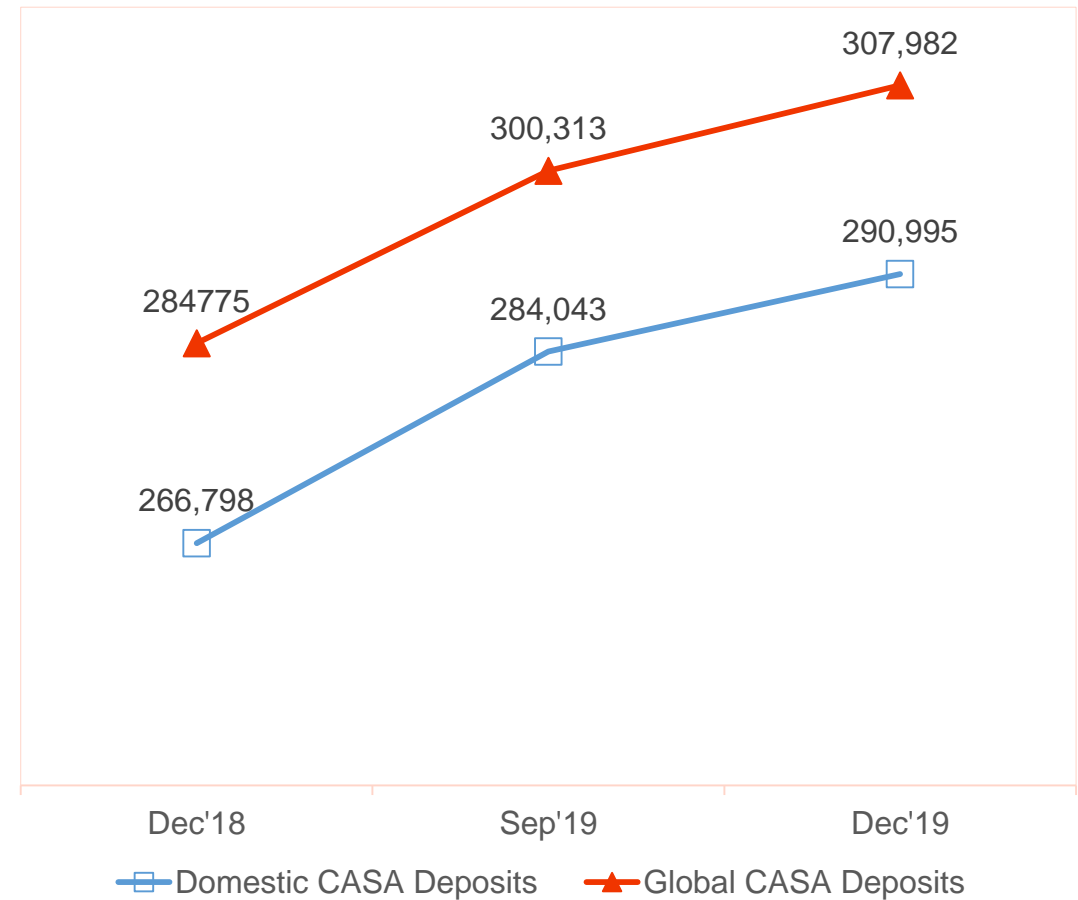
\* Average business data is based on daily averages for the respective quarter.

# Sustained CASA Growth

Terminal Figures

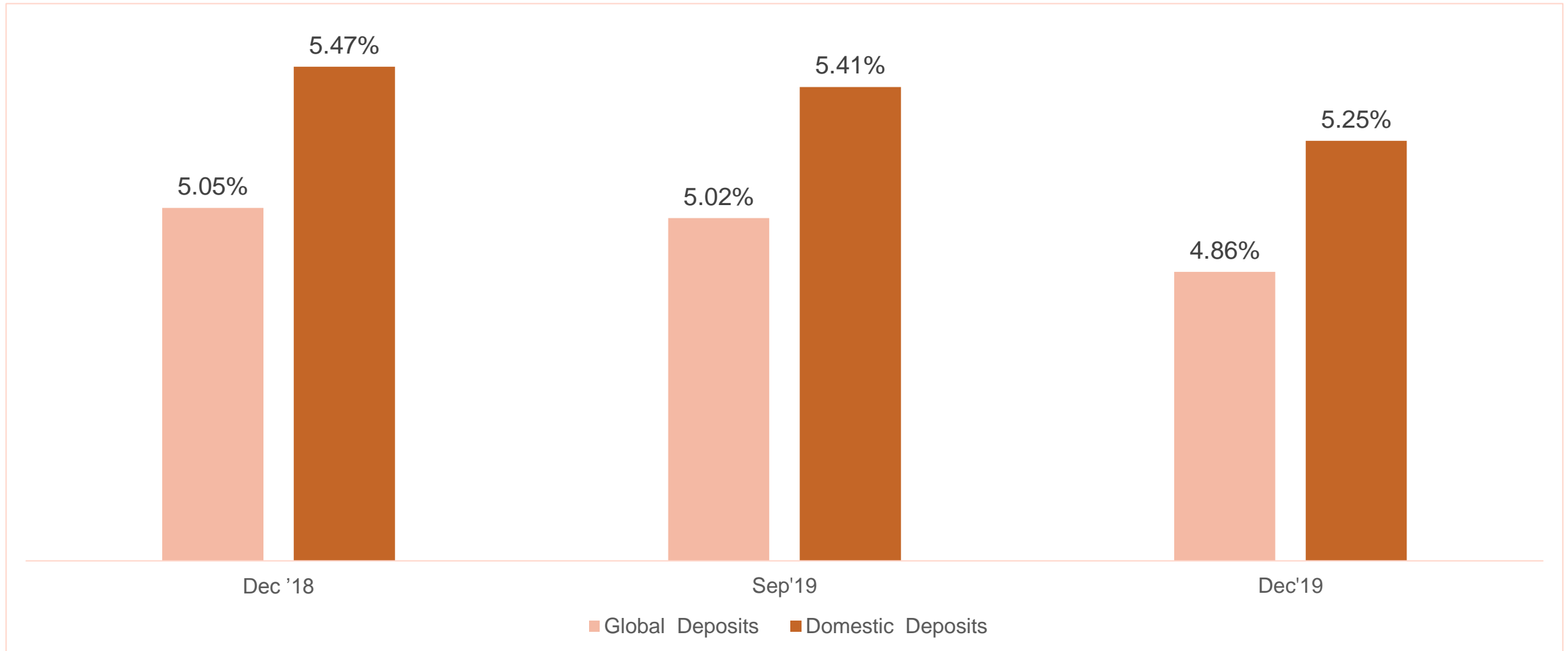


Average Figures\*



\* Average business data is based on daily averages for the respective quarter.

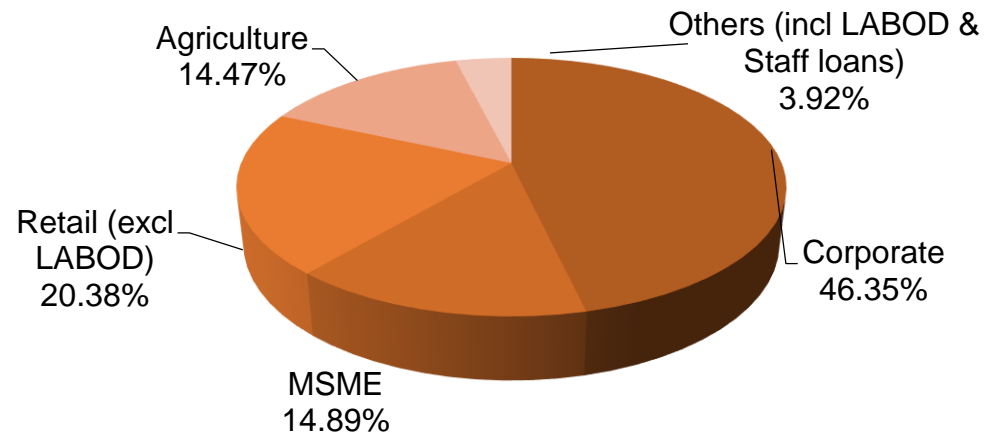
# Cost of Deposits



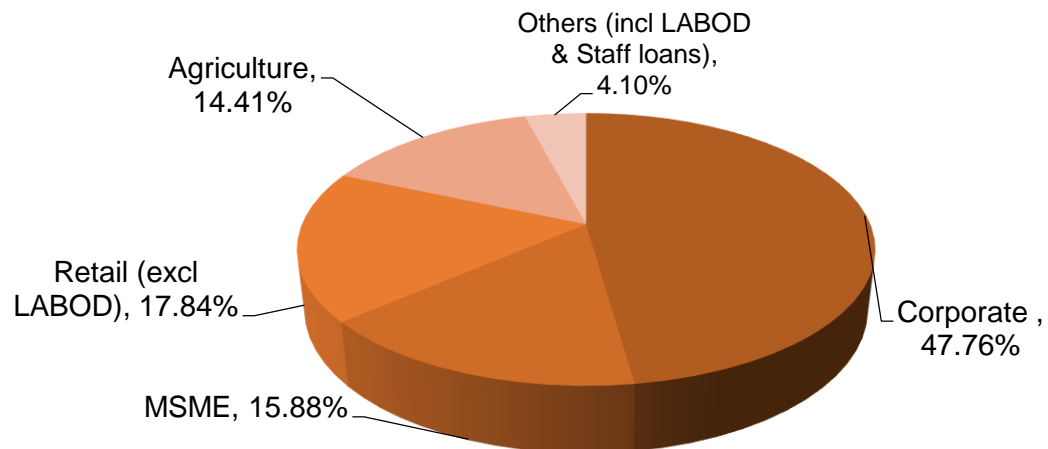
- **Cost of domestic deposits has gone down sequentially**

# Credit Portfolio- well diversified

## % share in Gross Domestic Credit in Dec' 19



## % share in Gross Domestic Credit in Dec' 18

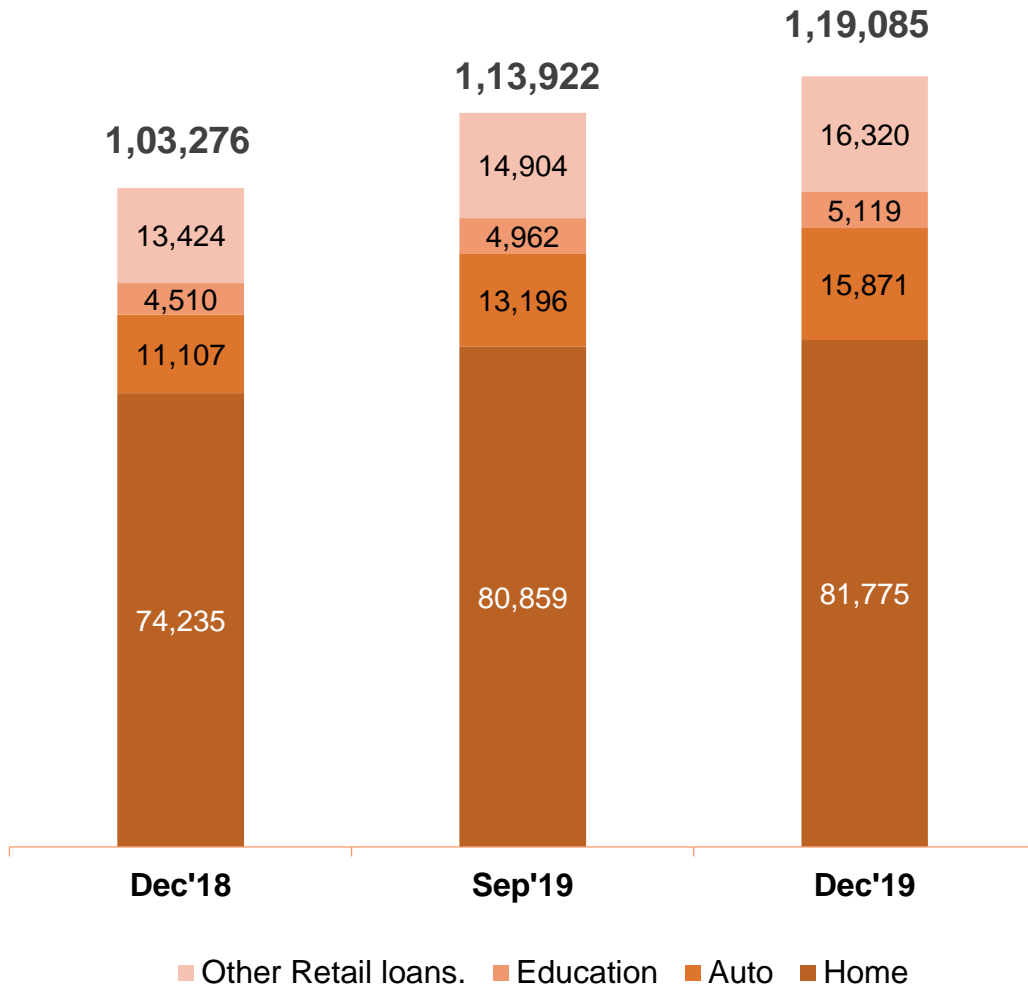


Particulars (INR crore)	Dec '18	Sep '19	Dec '19
Corporate	2,76,414	2,71,901	2,70,896
MSME	91,878	84,581	87,041
Retail (excl LABOD)	1,03,276	1,13,922	1,19,085
Agriculture	83,409	80,519	84,548
Others (incl LABOD & Staff loans)	23,715	21,069	22,896
<b>Gross Domestic Advances</b>	<b>5,78,692</b>	<b>5,71,991</b>	<b>5,84,466</b>

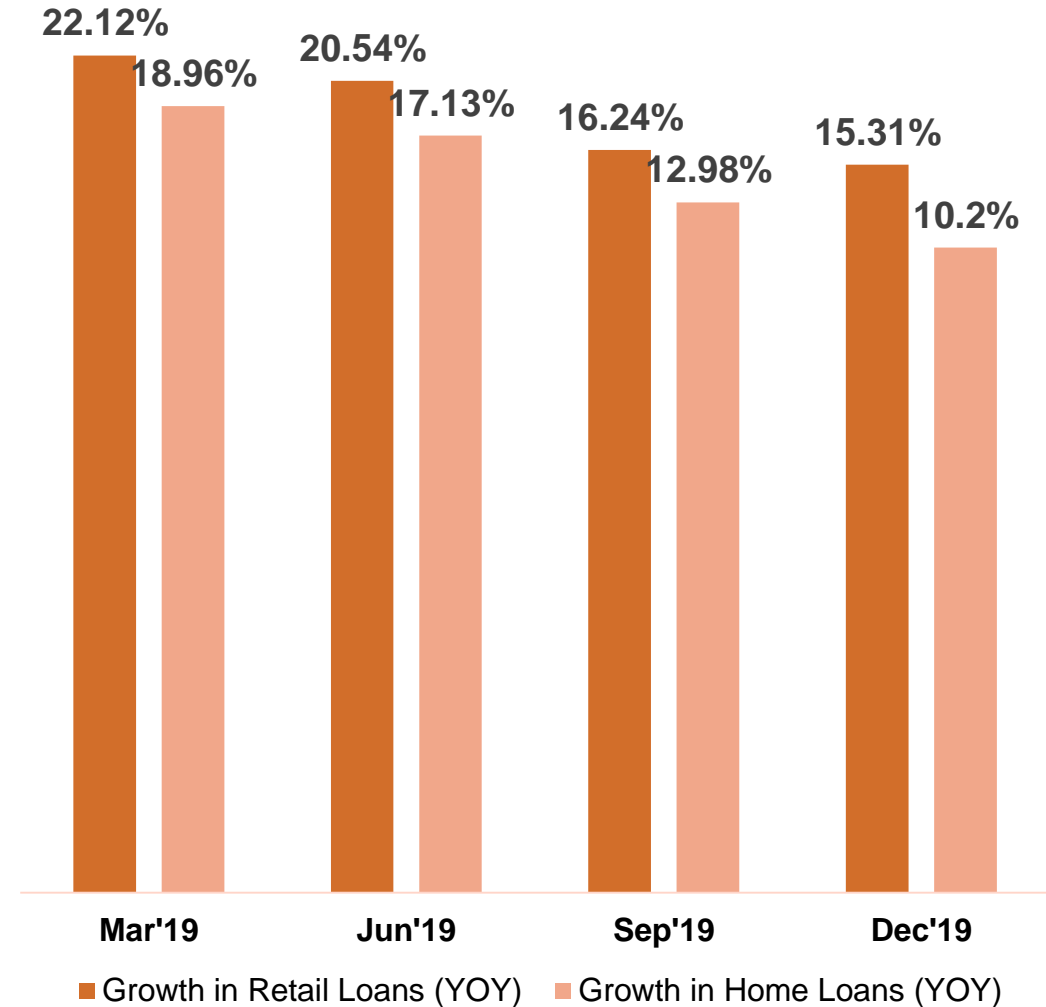
- LABOD – Loan Against Bank Own Deposit

# Steady Retail Loan Growth - Terminal

Retail Credit – By Segment (INR crore)

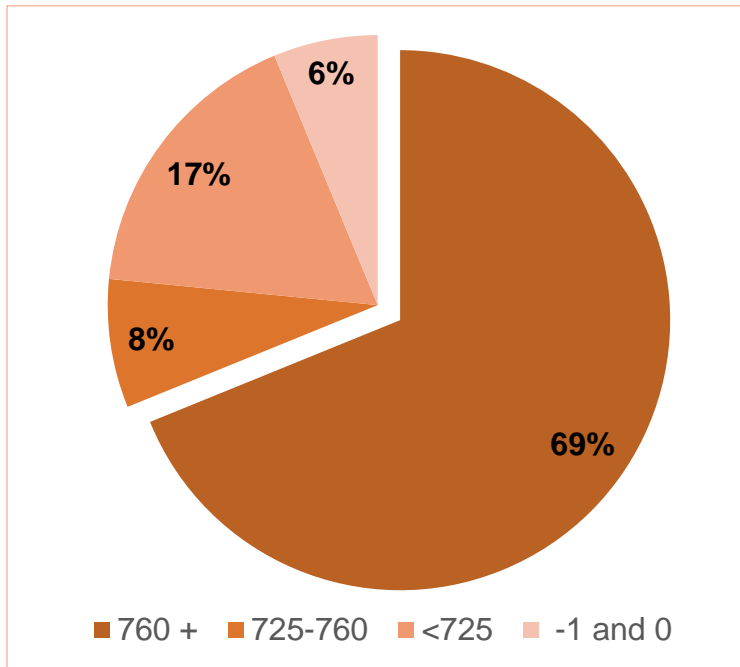


Percentage Growth in Retail and Home loans

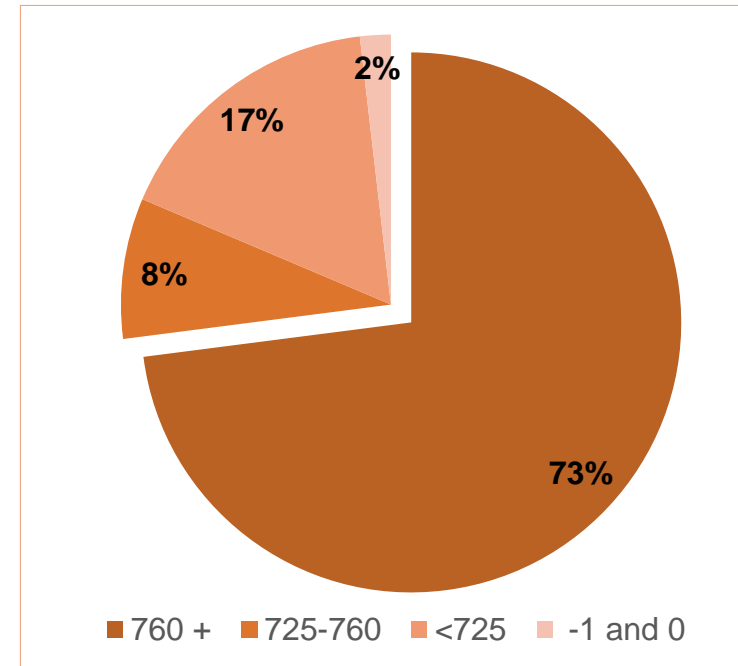


# Risk profile Retail- Post Amalgamation

As on 01.04.2019



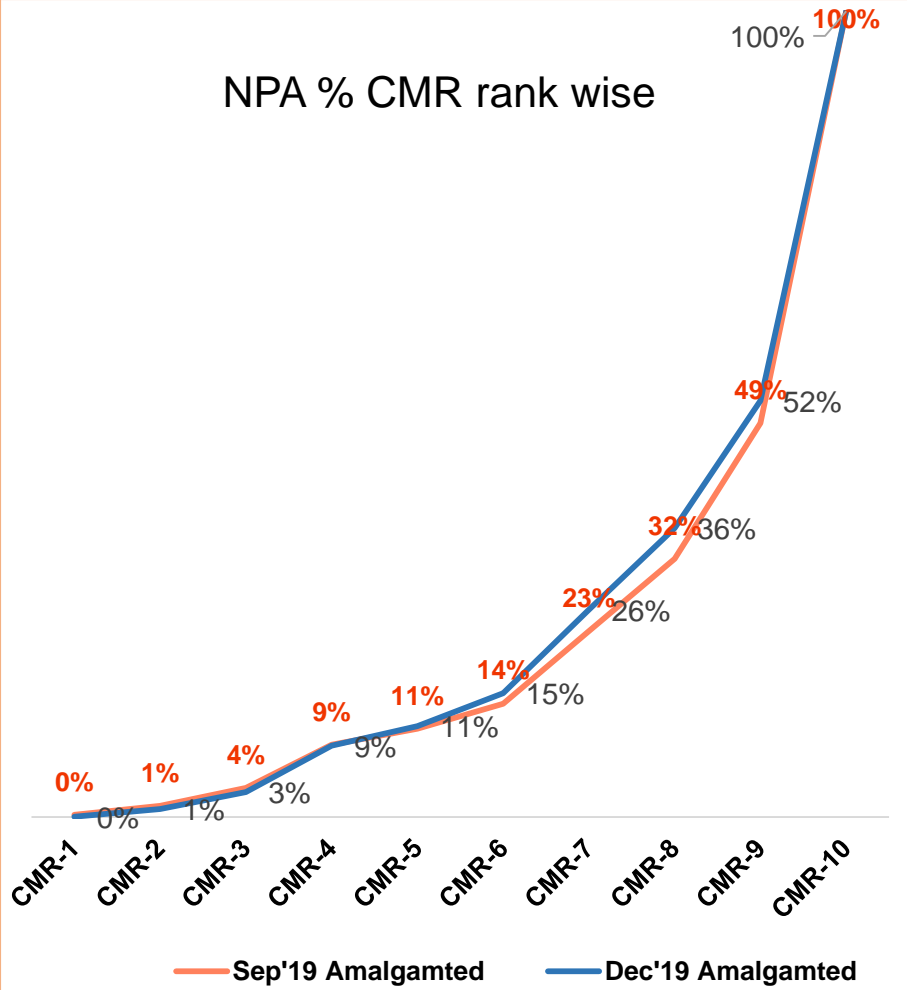
As on 31.12.2019



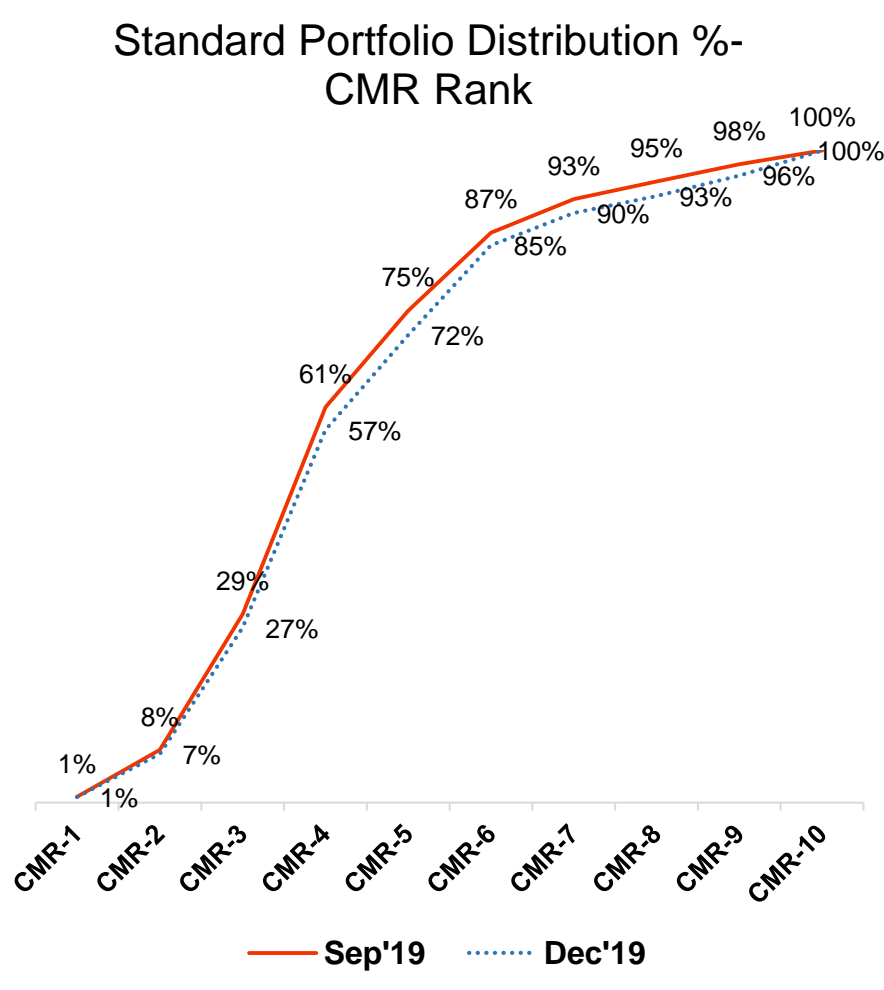
\*Based on Amt.

# MSME Portfolio CIBIL –CMR/CRIF Rank-wise

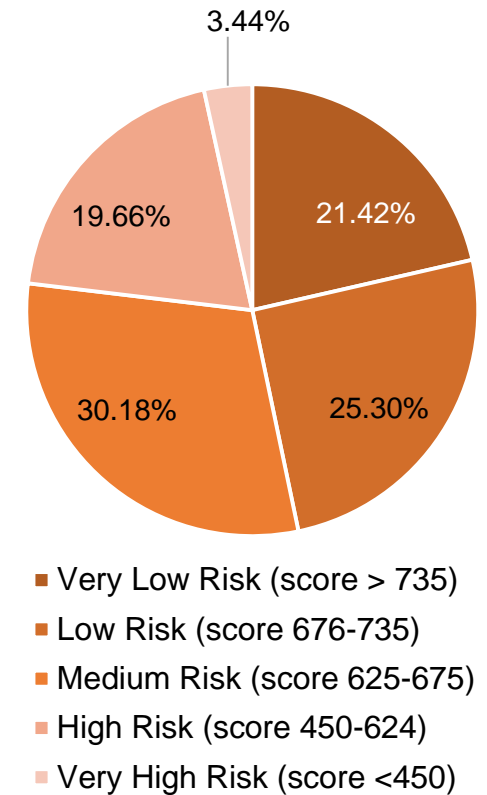
NPA % CMR rank wise



Standard Portfolio Distribution %- CMR Rank



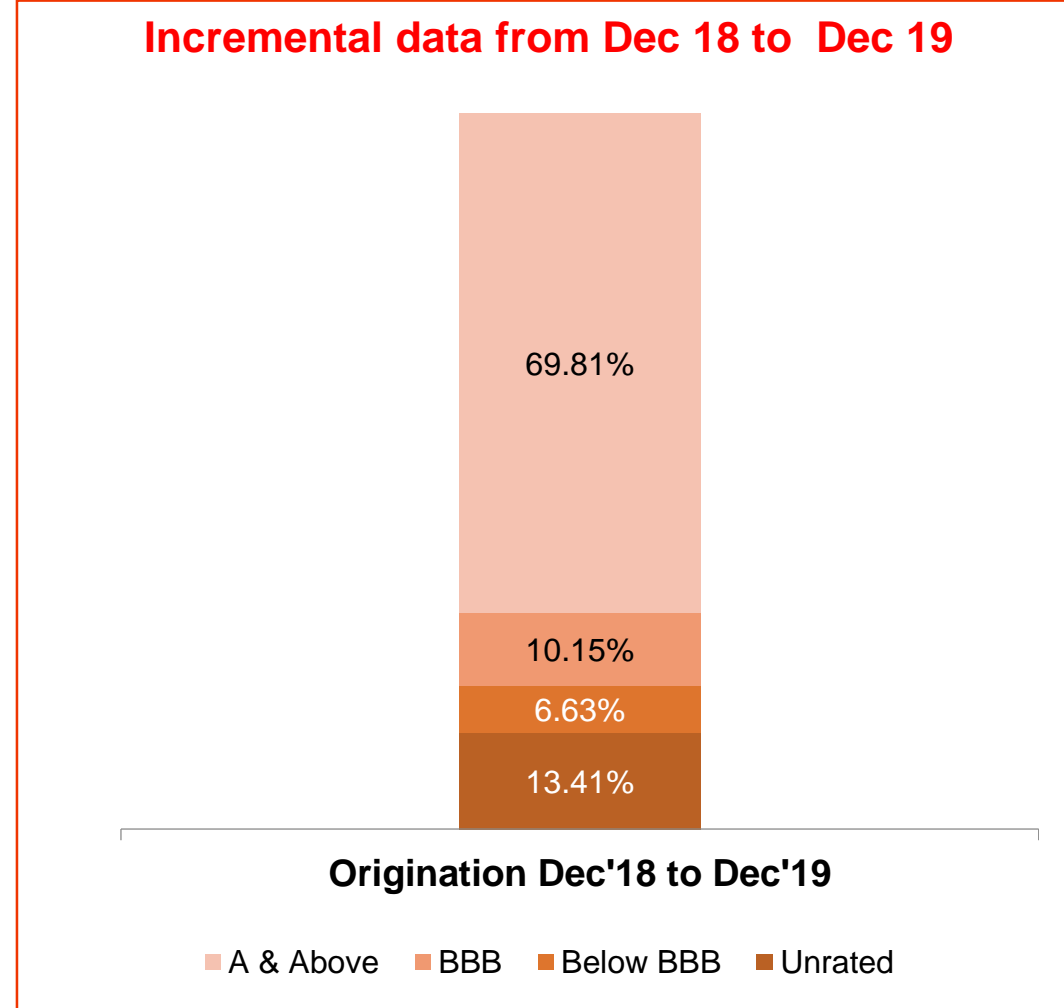
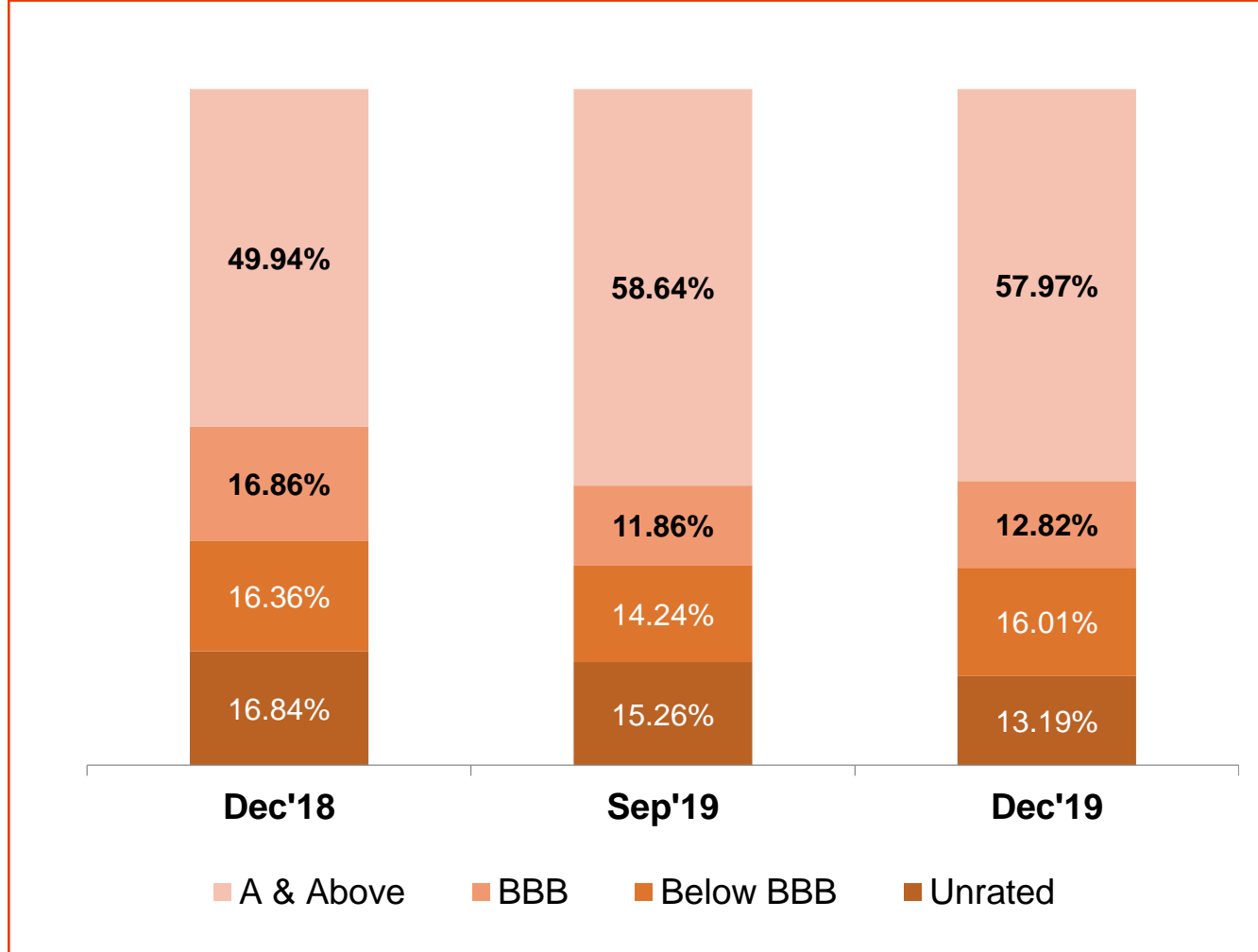
%share of Standard advances Graded as per CRIF rating



- CMR 1-5 for Amalgamated Entity decreased from 75.22% to 71.72% QoQ which shows increasing stress in the MSME sector as a whole.
- Standard Exposure in CMR 7-10 for the Amalgamated Entity is approximately Rs 5,400 Crore of which approx. Rs 1800 crore is in CMR 7.
- Very High Risk portfolio as per CRIF stands at 6.95%.

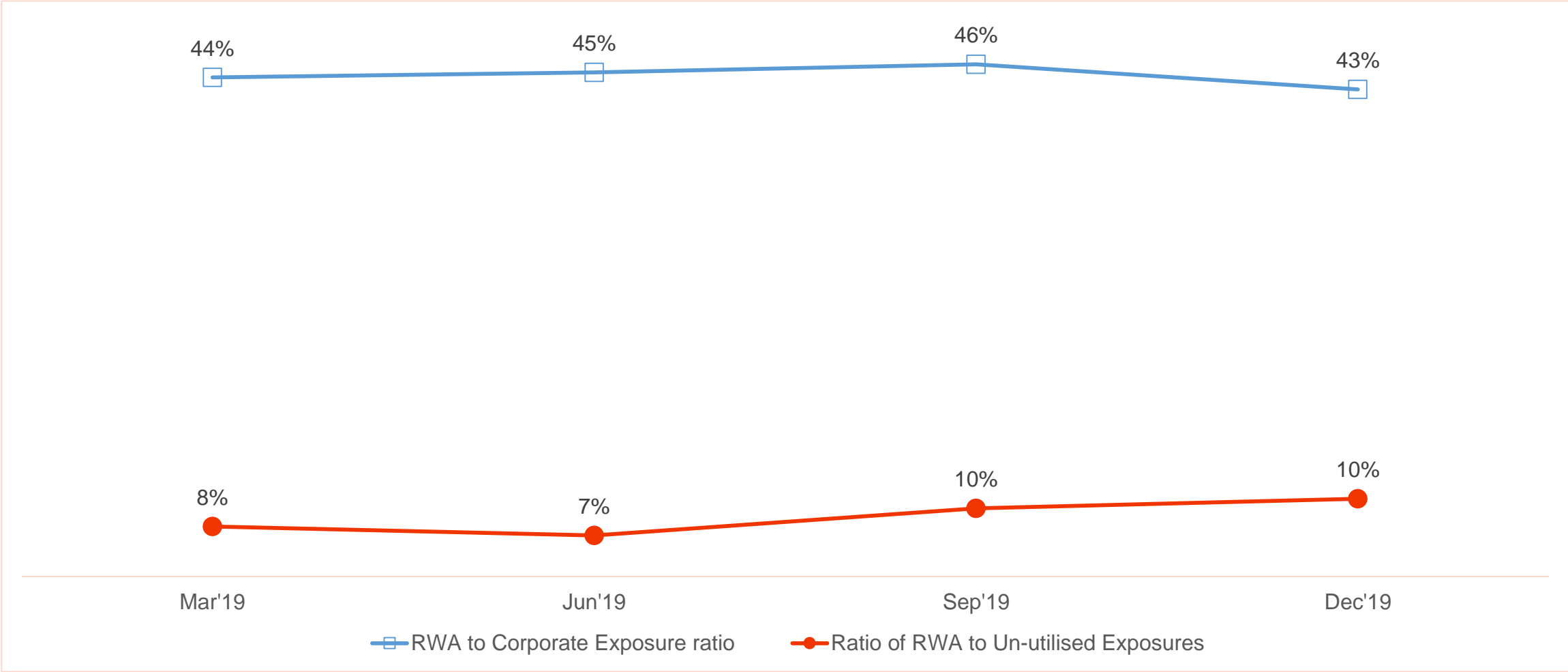


# Improving Rating Profile



\*External Rating Distribution of Domestic Advances above INR 5 Crore

# Capital optimization in Corporate Book



# Segment wise breakup and Ratings of NBFC exposure

## Segment wise breakup of NBFC exposure

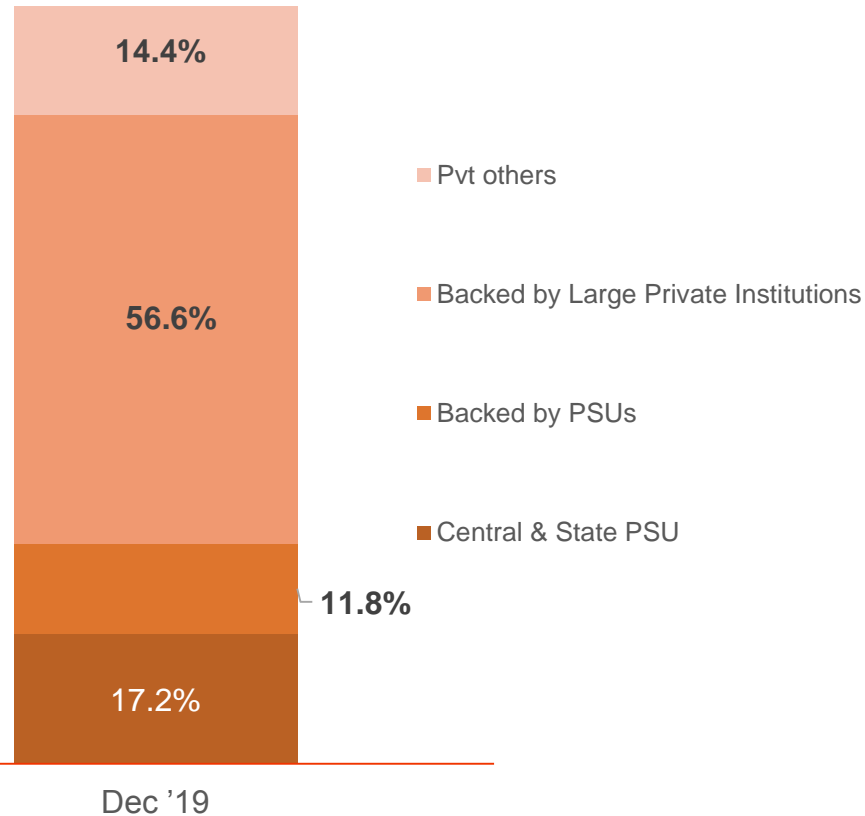
Particulars (INR crore)	Sep '19	Dec '19
Asset Finance Company (AFC)	13,830	14,792
Housing Finance Company (HFC)	30,183	32,108
Infrastructure Finance Company	3,039	2,731
NBFC - PSU	16,465	17,744
Micro Finance Institutions (MFI)	709	1,359
Others (Corporate Loan, Gold Loan, Education, Real Estate, Auto, SME, etc.)	36,876	34,377
<b>Total NBFC Exposure</b>	<b>1,01,103</b>	<b>1,03,110</b>

## Rating Profile of NBFCs

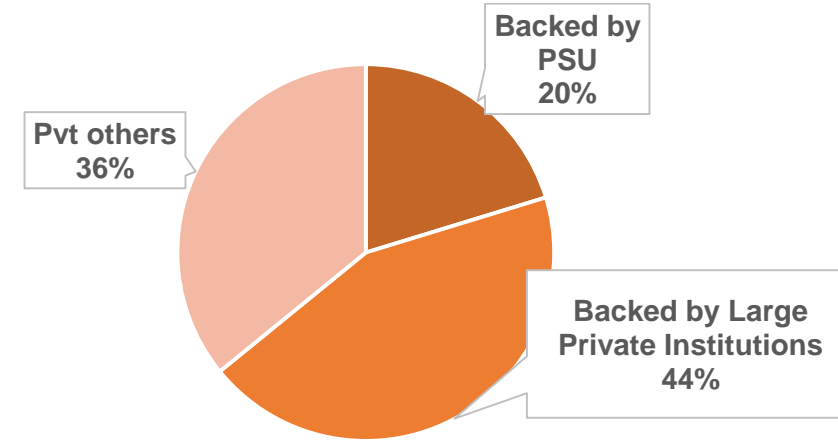
Particulars	Sep'19		Dec'19	
	Exposure (INR cr)	% Share	Exposure (INR cr)	% Share
AAA	42,838	42.4	46505	45.1%
AA	44,637	44.2	42141	40.9%
A	4,337	4.3	5780	5.6%
BBB	1,840	1.8	1422	1.4%
BB & below	7,451	7.4	7262	7.0%

# Segment wise breakup and Ratings of NBFC exposure

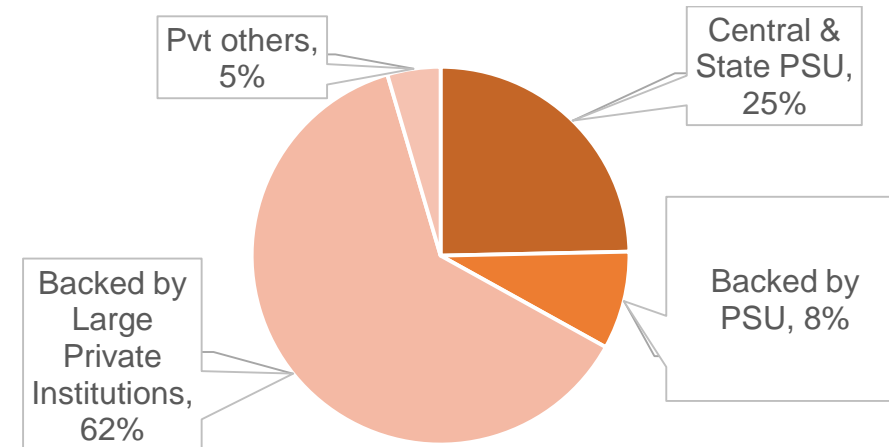
## NBFC exposure at Rs 1,03,110 crore



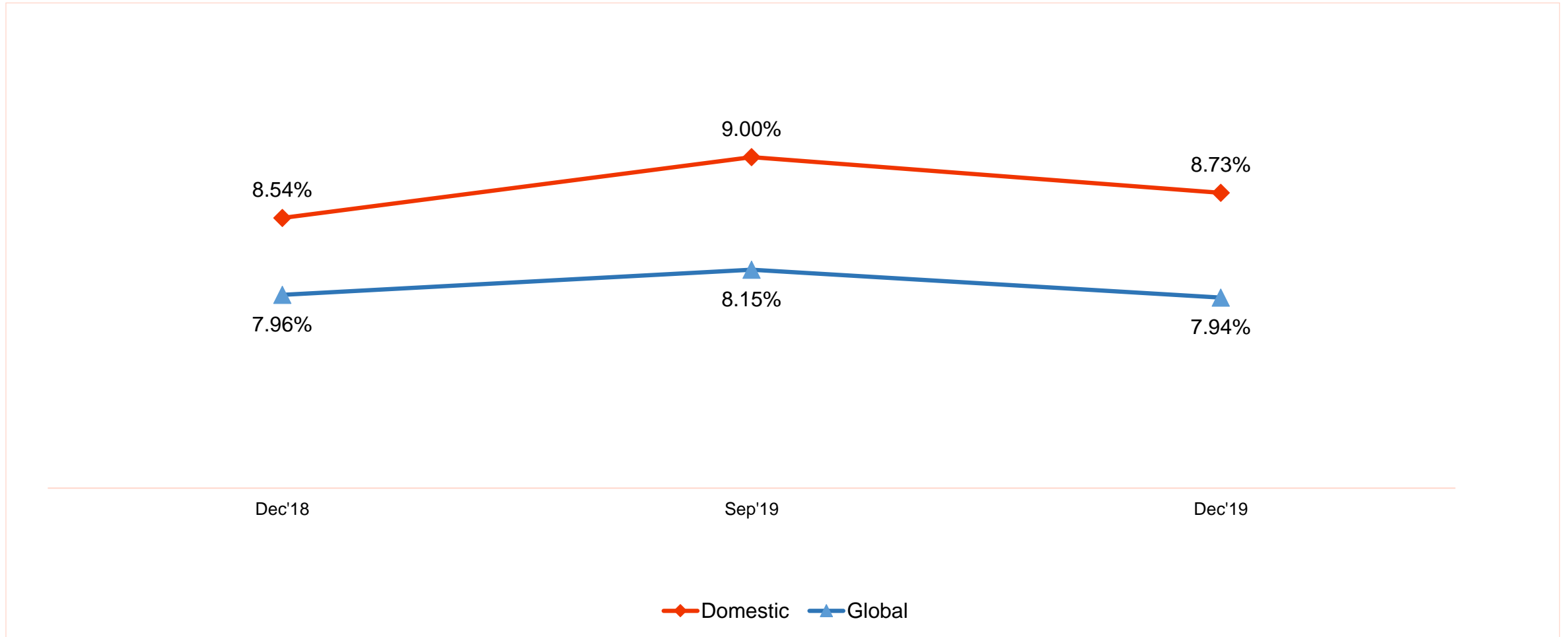
Share of Housing Finance Companies (HFCs)



Share of NBFCs other than HFCs



# Yield on Advances

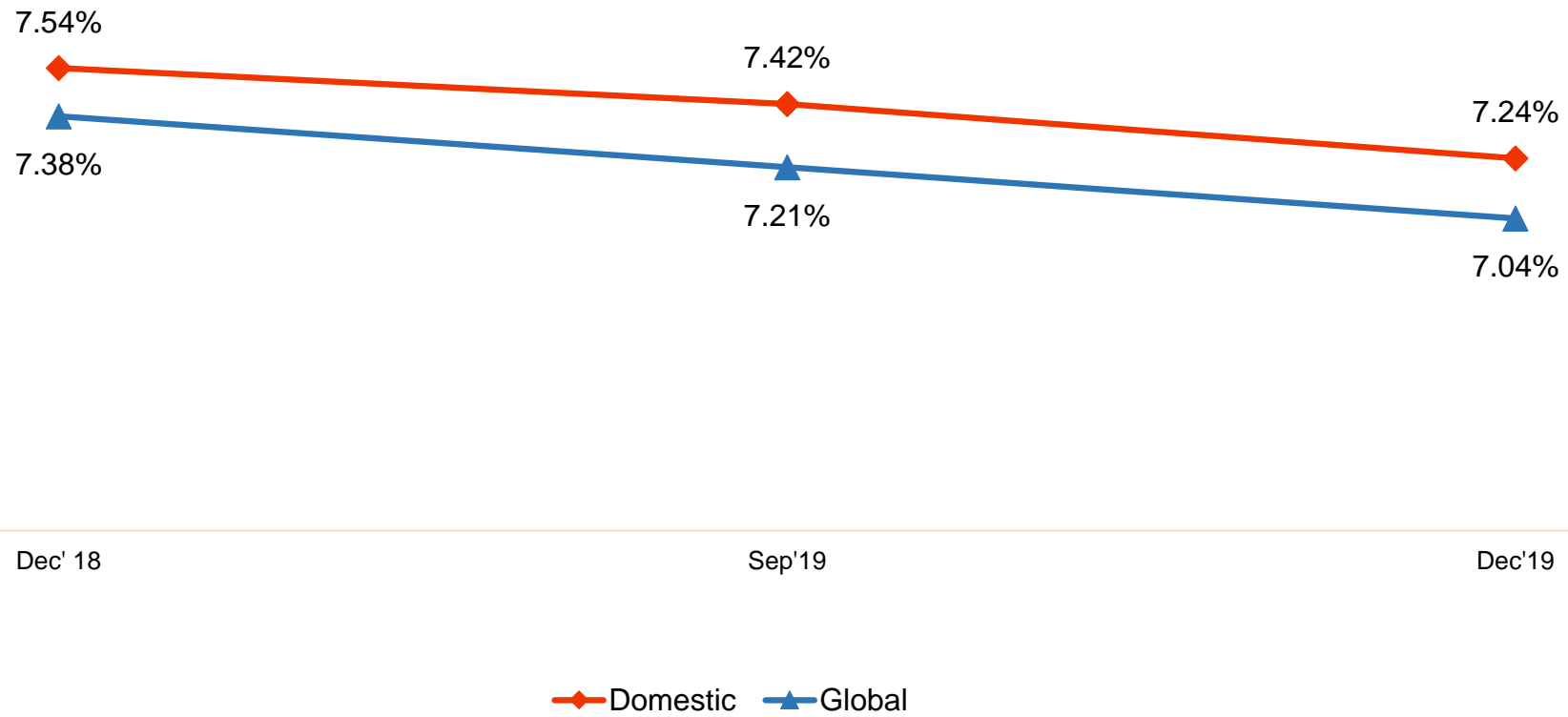


# Treasury operations

Particulars (INR crore)	Dec '18	Sep '19	Dec '19
<b>Domestic Investments</b>	<b>2,55,049</b>	<b>2,54,785</b>	<b>2,56,157</b>
of which SLR	2,19,072	2,10,304	2,12,059
Non SLR	35,977	44,481	44,098
Held To Maturity (HTM)	1,57,727	1,73,695	1,71,639
Available For Sale (AFS)	96,445	80,577	84,198
Held For trading (HFT)	877	513	320
<b>International Investments</b>	<b>11,546</b>	<b>12,206</b>	<b>12,176</b>
<b>Global Investments</b>	<b>2,66,595</b>	<b>2,66,991</b>	<b>2,65,802</b>

- Domestic investment book comprises of 67.01% in HTM; 32.87% in AFS and 0.12% in HFT.
- The percentage of SLR Securities to NDTL at Dec 31, 2019 was at 25.66%.
- As on Dec 31, 2019, the modified duration of AFS investments was 1.26, HTM securities was 4.98 & of Total investment was 3.84.

# Yield on Investment



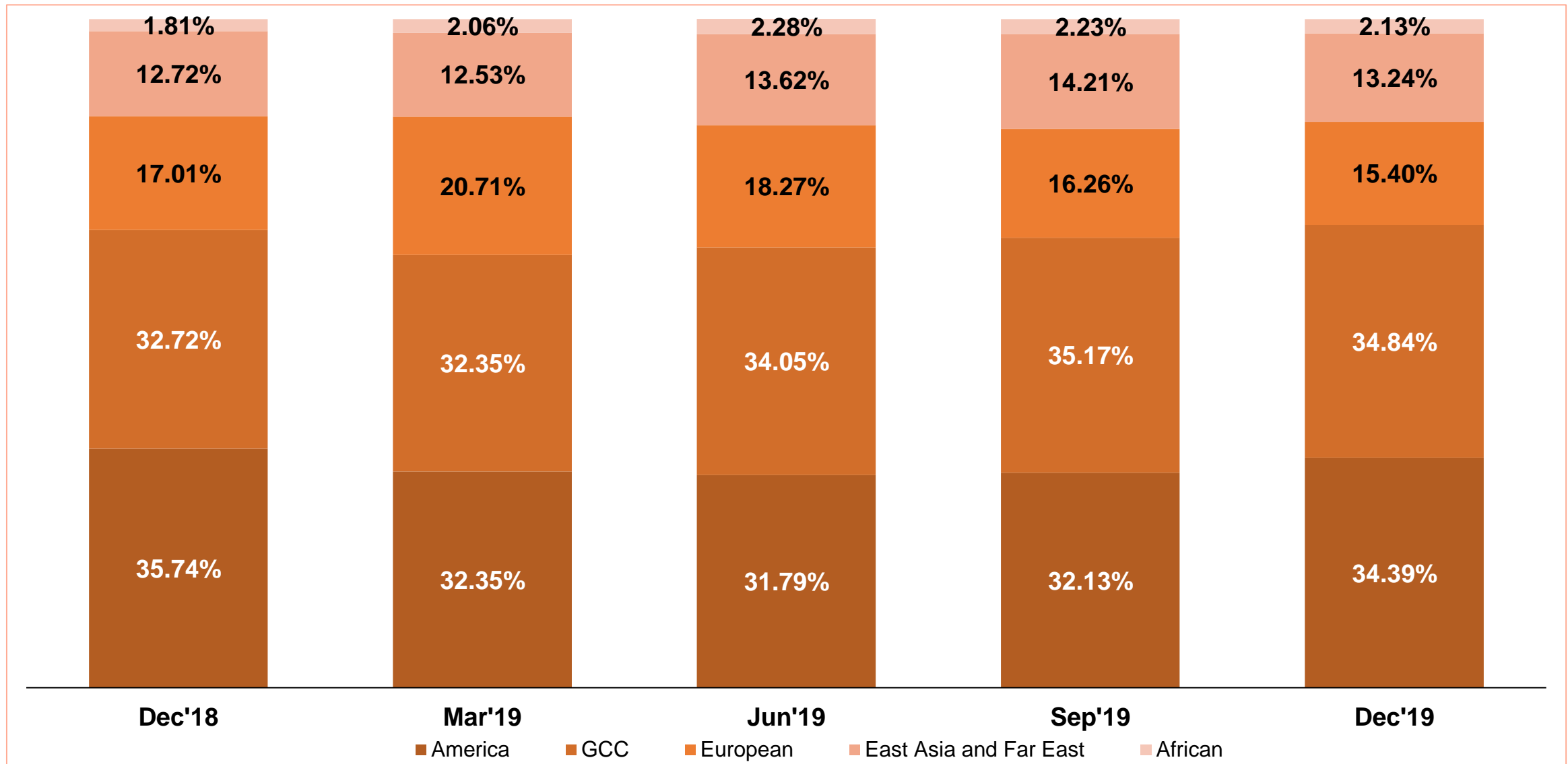
# Business Performance-International

Particulars (INR crore)	Dec'18	Sep'19	Dec'19	YOY (%)	QOQ (%)
<b>Terminal Figures</b>					
Total Business	210,505	214,804	2,23,831	6.33%	4.20%
Total Deposits	114,298	110,638	1,14,092	-0.18%	3.12%
CASA Deposits	15,237	15,231	16,469	8.08%	8.13%
Total Saving Deposits	2,773	2,686	2,844	2.55%	5.89%
Total Current Deposits	12,464	12,545	13,625	9.32%	8.61%
Advances (Net)	96,207	104,166	1,09,739	14.07%	5.35%
<b>Average Figures*</b>					
Total Business	206,239	216,888	214,505	4.01%	-1.10%
Total Deposits	107,009	106,681	103,869	-2.94%	-2.64%
CASA Deposits	17,977	16,270	16,987	-5.51%	4.41%
Total Saving Deposits	4,275	2,625	2,687	-37.15%	2.35%
Total Current Deposits	13,702	13,645	14,300	4.37%	4.80%
Advances (Gross)	99,230	110,207	110,636	11.49%	0.39%

\* Average business data is based on daily averages for the respective quarter.



# Cluster wise Business of Overseas branches



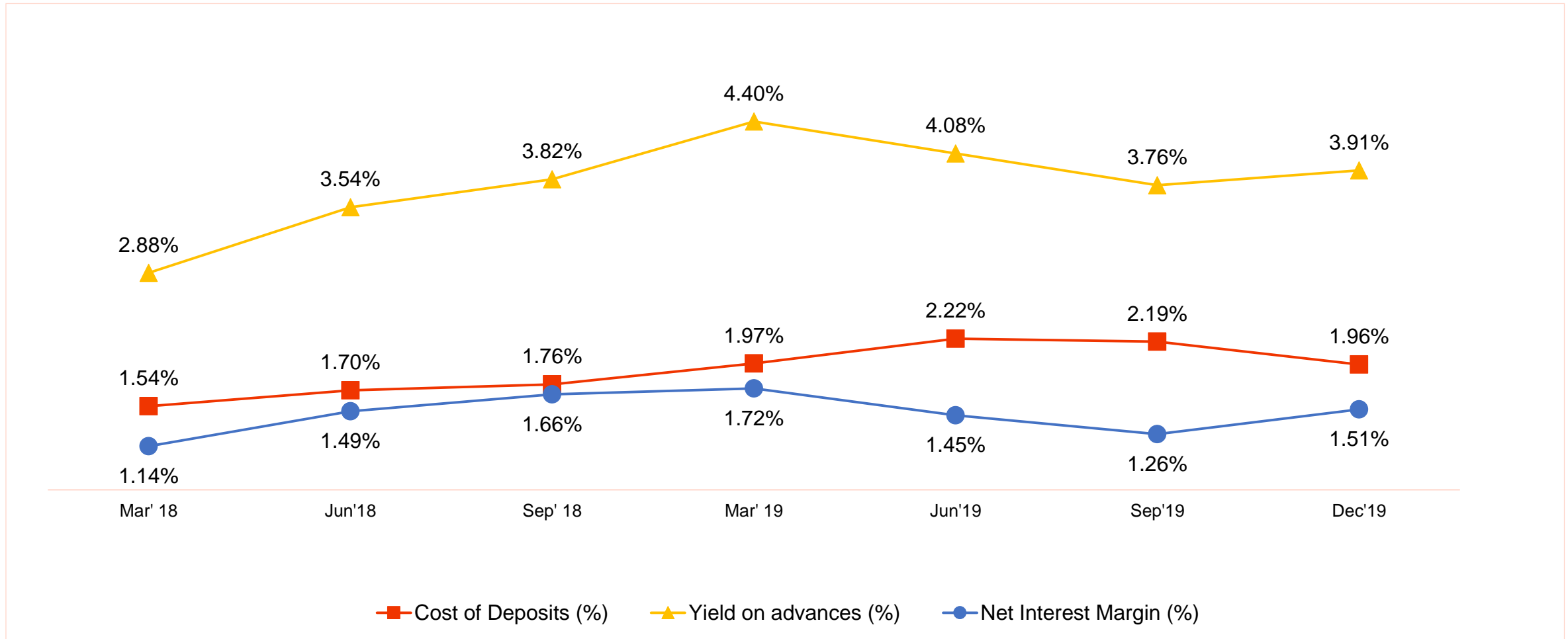
# Breakup of Advances -International

Particulars (INR Crores)	Dec'18	As % of Total Advances	Sep'19	As % of Total Advances	Dec'19	As % of Total Advances
Buyer's Credit	4,401	4.26%	1,488	1.34%	1,303	1.11%
New Trade Credit (Supplier's credit/ UPAS)	12,971	12.55%	17,289	15.52%	19,017	16.18%
BP / BD under LCs and Advances against SBLCs	10,376	10.04%	13,152	11.81%	10,540	8.97%
<b>Advances considered as exposure on Banks</b>	<b>27,748</b>	<b>26.84%</b>	<b>31,929</b>	<b>28.67%</b>	<b>30,860</b>	<b>26.26%</b>
External Commercial Borrowings (ECBs)	14,086	13.62%	15,126	13.58%	15,079	12.83%
Loans to India Related Companies (other than ECBs)	20,600	19.92%	20,066	18.01%	22,472	19.13%
Loans to Non Indian Entities	9,175	8.87%	8,729	7.84%	10,480	8.92%
Local Credit	31,784	30.74%	35,530	31.90%	38,616	32.86%
<b>Total Advances Portfolio</b>	<b>1,03,394</b>	<b>100.00%</b>	<b>1,11,380</b>	<b>100.00%</b>	<b>1,17,507</b>	<b>100.00%</b>

# Impact of Rationalisation of International Operations/ Subsidiarisation in UK and discontinuation of LOU in Buyers Credit

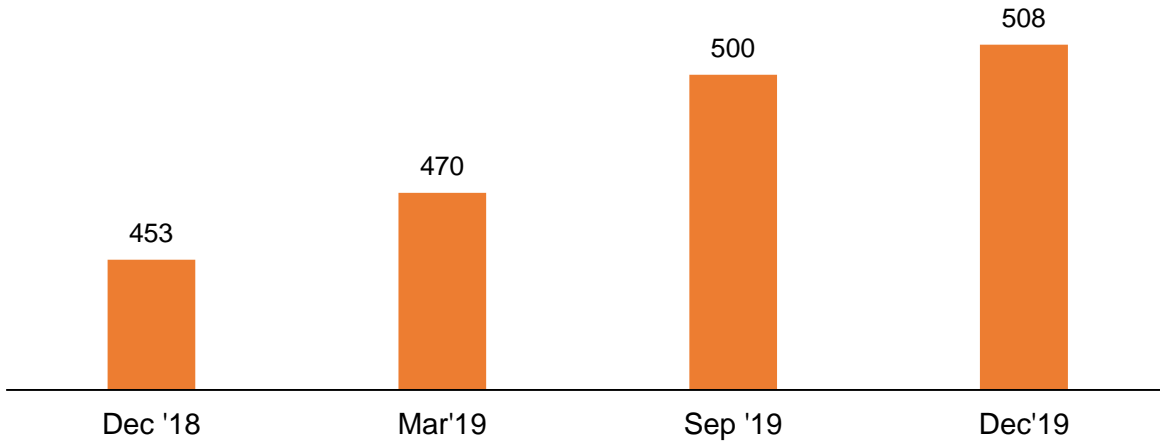
Amount of Decline in Business (INR crore)	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Total
<i>Exchange rate</i>	63.875	65.175	68.47	72.485	69.775	69.155	69.02	70.875	71.385	
1. Rationalization	6,309	3,381	3,225	3,607	477	0	528	0	556	18,083
2. Discontinuation of LOU	-	-	22,911	7,493	2,639	1,921	661	330	185	36,140
<b>Total (1+2)</b>	<b>6,309</b>	<b>3,381</b>	<b>26,136</b>	<b>11,100</b>	<b>3,116</b>	<b>1,921</b>	<b>1,189</b>	<b>330</b>	<b>741</b>	<b>54,223</b>
3. Subsidiarisation in UK	-	-	-	-	12,137	258	0	0	0	12,395
<b>Total (1+2+3)</b>	<b>6,309</b>	<b>3,381</b>	<b>26,136</b>	<b>11,100</b>	<b>15,253</b>	<b>2,179</b>	<b>1,189</b>	<b>330</b>	<b>741</b>	<b>66,618</b>

# Key Ratios - International Operations

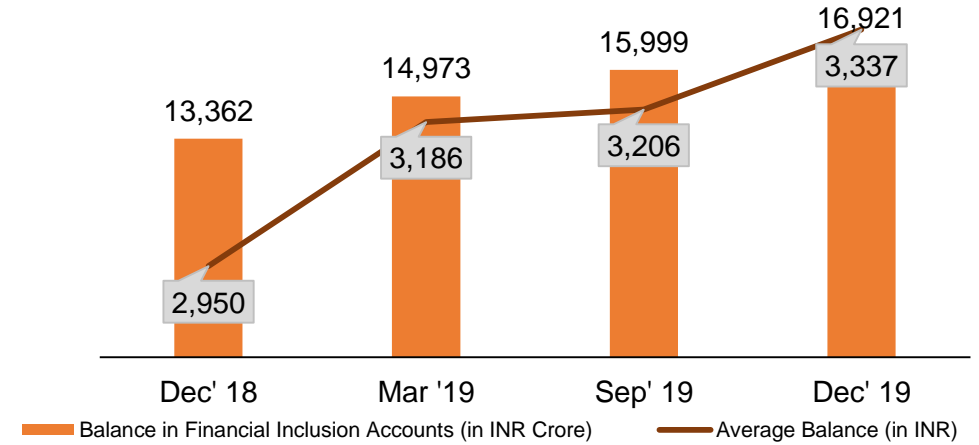


# Financial Inclusion (1/2)

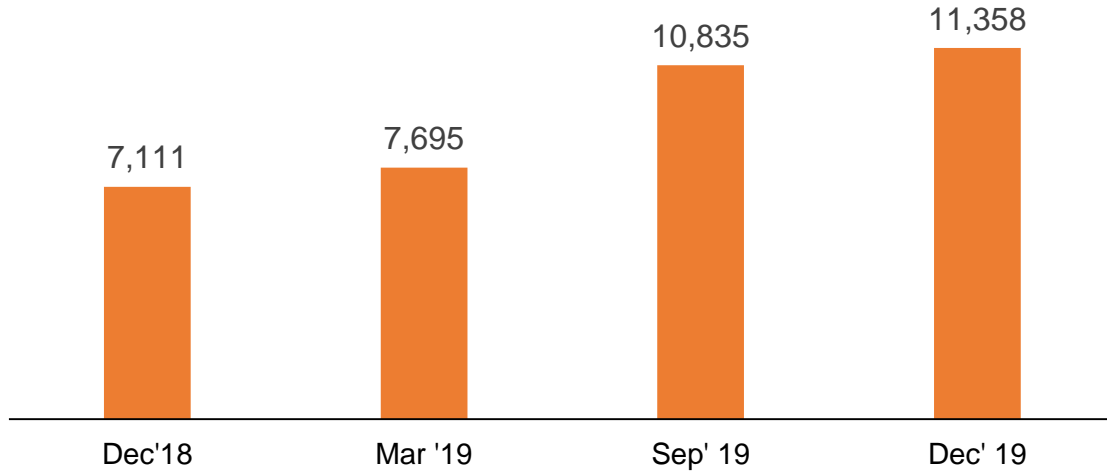
Total Financial Inclusion Accounts (in Lakh)



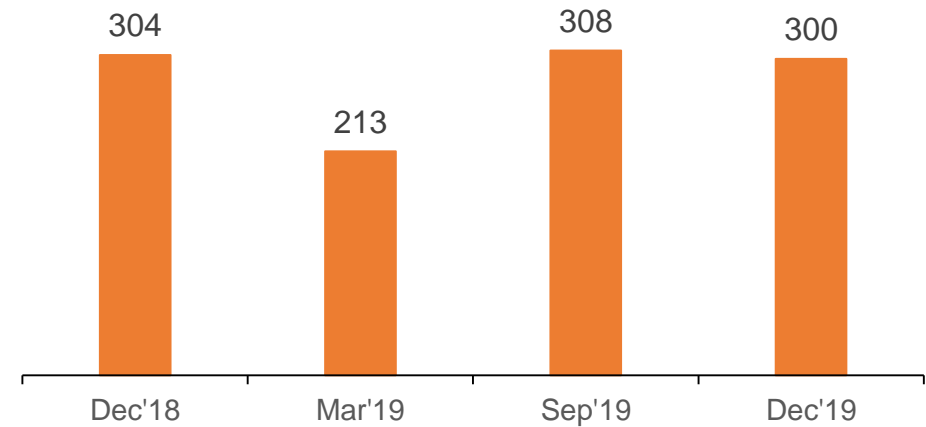
Balance/ Average Balance in Financial Inclusion accounts



Transactions – By Amount (in INR crore)

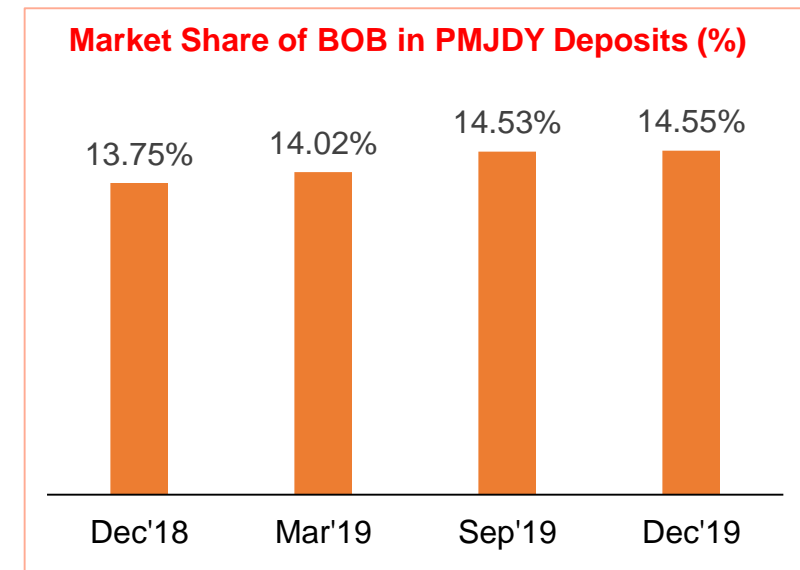
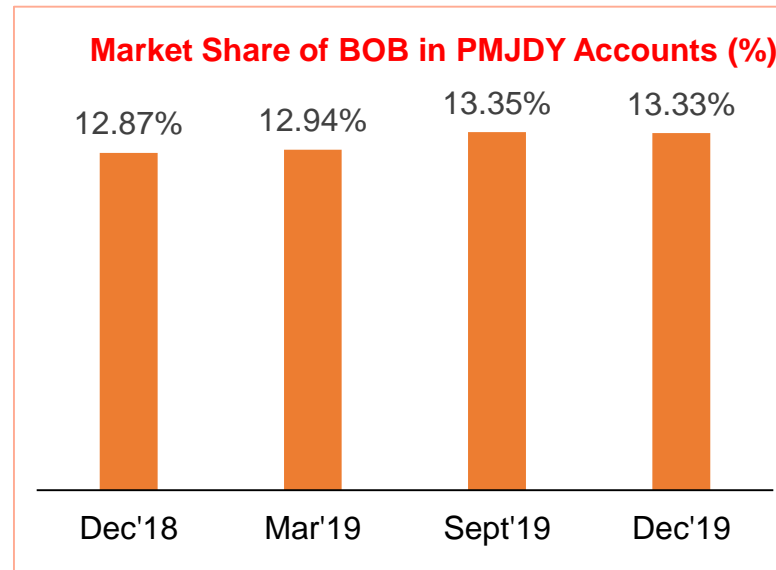
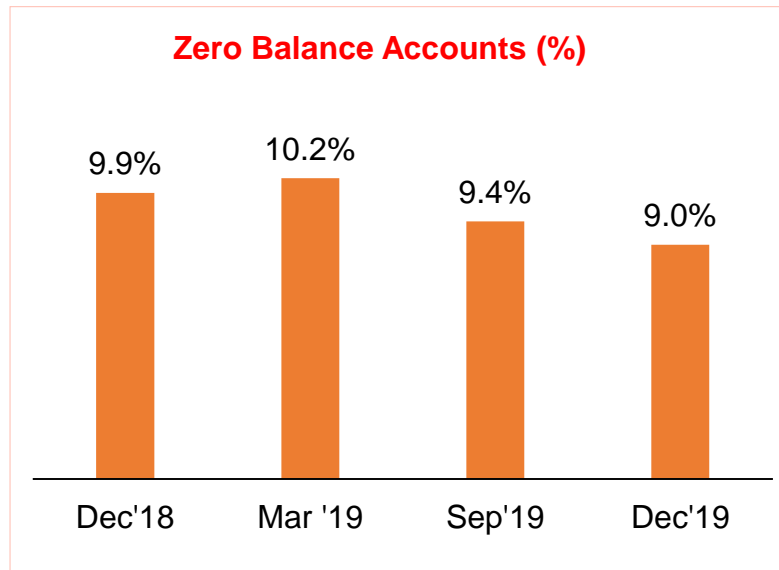


No of Transactions Through Business Correspondents (in lakhs)



## Social Security Schemes

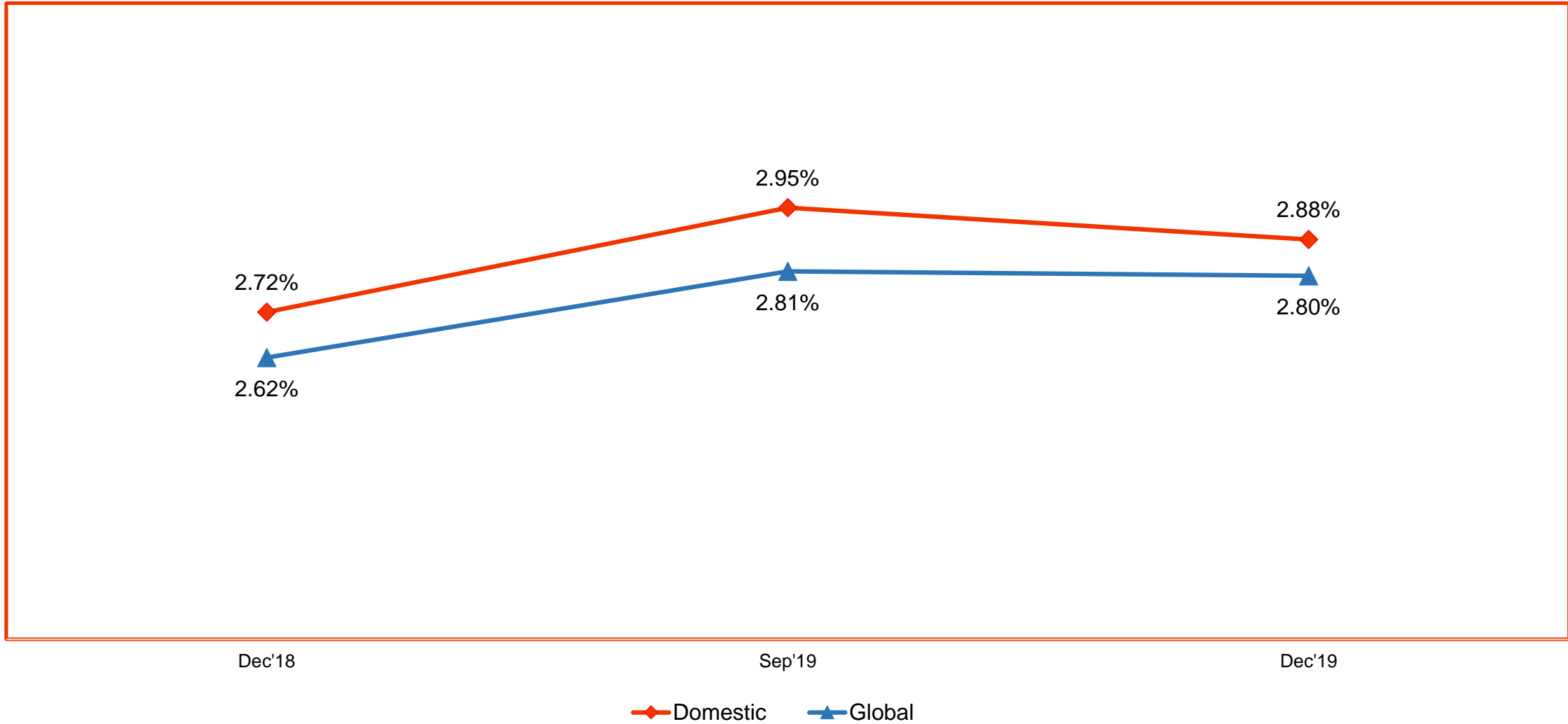
Particulars (in Lakh)	Enrolment up to		
	Dec '18	Sep '19	Dec '19
Pradhan Mantri Suraksha Bima Yojana	119.43	148.66	157.72
Pradhan Mantri Jeevan Jyoti Bima Yojana	33.44	42.72	44.78
Atal Pension Yojana	12.94	17.74	19.19



In Q3FY20, the Bank's 87 FLC centres across the country conducted 2856 meetings/camps to educate 1,24,407 people. Further, Our 64 RSETIs have trained 13213 youth through 476 training programmes during the quarter.

# Financial Performance

# Net Interest Margin (%)





# Customer Revenues & Operating Performance

Particulars (INR crore)	Q3 FY 19	Q2 FY 20	Q3 FY 20	YOY (%)
Interest Income	18,821	19,274	19,067	1.3
Interest Expenses	12,282	12,246	11,939	-2.8
<b>Net Interest Income (NII)</b>	<b>6,539</b>	<b>7,028</b>	<b>7,128</b>	<b>9.0</b>
Customer Fee Income	1253	1,253	1380	10.1
<b>Customer Revenue (NII + Customer Fee Income)</b>	<b>7,792</b>	<b>8,281</b>	<b>8,508</b>	<b>9.2</b>
Other non interest Income	866	1,571	1295	49.5
Non-Customer Interest Income	23		67	191.3
<b>Operating Income (Customer Revenue + Other Income+ Non-Customer Interest Income)</b>	<b>8,681</b>	<b>9,852</b>	<b>9,870</b>	<b>13.7</b>
Operating Expenses	4,111	4,516	4,912	19.5
<b>Operating Profit</b>	<b>4,569</b>	<b>5,336</b>	<b>4,958</b>	<b>8.5</b>
Cost to Income Ratio (%)	47.36	45.84	49.76	

# Interest Income & Expenses

Particulars (INR crore)	Q3 FY 19	Q2 FY 20	Q3 FY 20	YOY (%)
Interest on advances	13,299	13,891	13,583	2.1
Interest on investments	4,787	4,419	4,569	-4.6
Other Interest income	734	965	915	24.7
<b>Total Interest Income</b>	<b>18,821</b>	<b>19,274</b>	<b>19,067</b>	<b>1.3</b>
Interest on Deposits	11,020	11,111	10,725	-2.7
Interest on borrowings	798	623	714	-10.5
Other Interest paid	463	513	500	8.0
<b>Total Interest Expenses</b>	<b>12,282</b>	<b>12,246</b>	<b>11,939</b>	<b>-2.8</b>

# Non-Interest Income

Particulars (INR crore)	Q3 FY 19	Q2 FY 20	Q3 FY 20	YOY (%)
Commission, Exchange, Brokerage	566	608	652	15.2
Incidental Charges	203	231	284	39.9
Other Miscellaneous Income	368	292	321	-12.8
Customer Forex Income	118	121	123	4.2
<b>Total Fee Income</b>	<b>1,253</b>	<b>1,253</b>	<b>1,380</b>	<b>10.1</b>
Forex Income	85	132	91	7.1
Dividend Income	23	32	24	4.3
Trading Gains – Profit from Sale of Investments	464	942	596	28.4
Recovery from TWO	293	465	584	99.3
<b>Other Non-Interest Income</b>	<b>866</b>	<b>1571</b>	<b>1295</b>	<b>49.5</b>
<b>Non-Customer Interest Income</b>	<b>23</b>	<b>-</b>	<b>67</b>	<b>191.3</b>
<b>Total Non-Interest Income</b>	<b>2,142</b>	<b>2,824</b>	<b>2,741</b>	<b>28.0</b>

# Operating Expenses

Particulars (INR crore)	Q3 FY 19	Q2 FY 20	Q3 FY 20	YOY (%)
<b>Employee Cost</b>	<b>2,070</b>	<b>2,281</b>	<b>2,594</b>	<b>25.3</b>
<i>of which:</i> Salaries	1,632	1,735	2,023	24.0
Provisions for employees	438	547	571	30.4
<b>Other Operating Expenses</b>	<b>2,041</b>	<b>2,234</b>	<b>2,318</b>	<b>13.6</b>
<i>of which :</i>				
Rent, Taxes and Lighting	366	399	373	1.9
Printing and Stationery	26	27	30	15.4
Depreciation	256	399	423	65.2
Law charges	58	40	33	-43.1
Postage, Telegrams, Telephone etc	32	43	51	59.4
Repairs and Maintenance	254	267	296	16.5
Insurance	224	235	227	1.3
NFS charges/Fees	96	98	105	9.4
Sundry charges	342	182	158	-53.8
Other Expenditure	388	544	622	60.3
<b>Operating Expenses</b>	<b>4,111</b>	<b>4,516</b>	<b>4,912</b>	<b>19.5</b>

Of the Total operating expenses, an amount of Rs 269 crore is on account of ESPS scheme (one-time). Excluding this, the increase in operating expenses is 12.9%.

# Profit Position

Particulars (INR crore)	Q3 FY 19	Q2 FY 20	Q3 FY 20	YOY (%)
<b>Operating Profit</b>	<b>4,569</b>	<b>5,336</b>	<b>4,958</b>	<b>8.5</b>
<b>Total Provisions</b>	<b>4,133</b>	<b>4,599</b>	<b>6,365</b>	<b>54.0</b>
of which Provision for NPA & Bad Debts Written-off	4,505	3,425	6,621	47.0
Provision for Standard Advances	-47	294	217	-561.7
Provision for Depreciation on Investment	-805	272	2	-100.2
Other Provisions	181	218	315	74.0
Tax Provisions	299	390	-790	-364.2
<b>Net Profit</b>	<b>436</b>	<b>737</b>	<b>-1407</b>	<b>-</b>

- **Provision made in for accounts under NCLT 1 & 2 list is INR 46 crore during Q3 FY 20.**

# Asset Quality

# Movement in NPAs

Particulars (INR crore)	Q3 FY19	Q4 FY 19	Q1 FY 20	Q2 FY 20	Q3 FY 20
A. Opening Balance	78,818	74,322	69,924	69,714	69,969
B. Additions	6,229	7,305	6,624	7,259	11,820
Out of which, Fresh Slippages	5,354	6,554	5,583	6,001	10,387
C. Reductions	10,725	11,703	6,834	7,004	8,649
<i>Recovery</i>	2,941	2,488	1,544	2,099	2,095
<i>Upgradation</i>	1,092	1,492	684	1,550	1,096
<i>Write-Offs</i>	6,355	7,652	4,532	3,355	5,459
<i>Other Adjustments</i>	337	70	74	0	0
<b><i>Closing Balance</i></b>	<b>74,322</b>	<b>69,924</b>	<b>69,714</b>	<b>69,969</b>	<b>73,140</b>
Recovery in TWO*	292	363	203	465	584
<b>Slippage Ratio(%)</b>	<b>3.65</b>	<b>4.94</b>	<b>3.56</b>	<b>3.95</b>	<b>6.78</b>
<b>Credit cost(%)</b>	<b>2.64</b>	<b>8.13</b>	<b>1.81</b>	<b>2.02</b>	<b>3.88</b>

Of the total fresh slippages of Rs 10,387 crore, Rs 4,509 crore is on account of RBI divergence

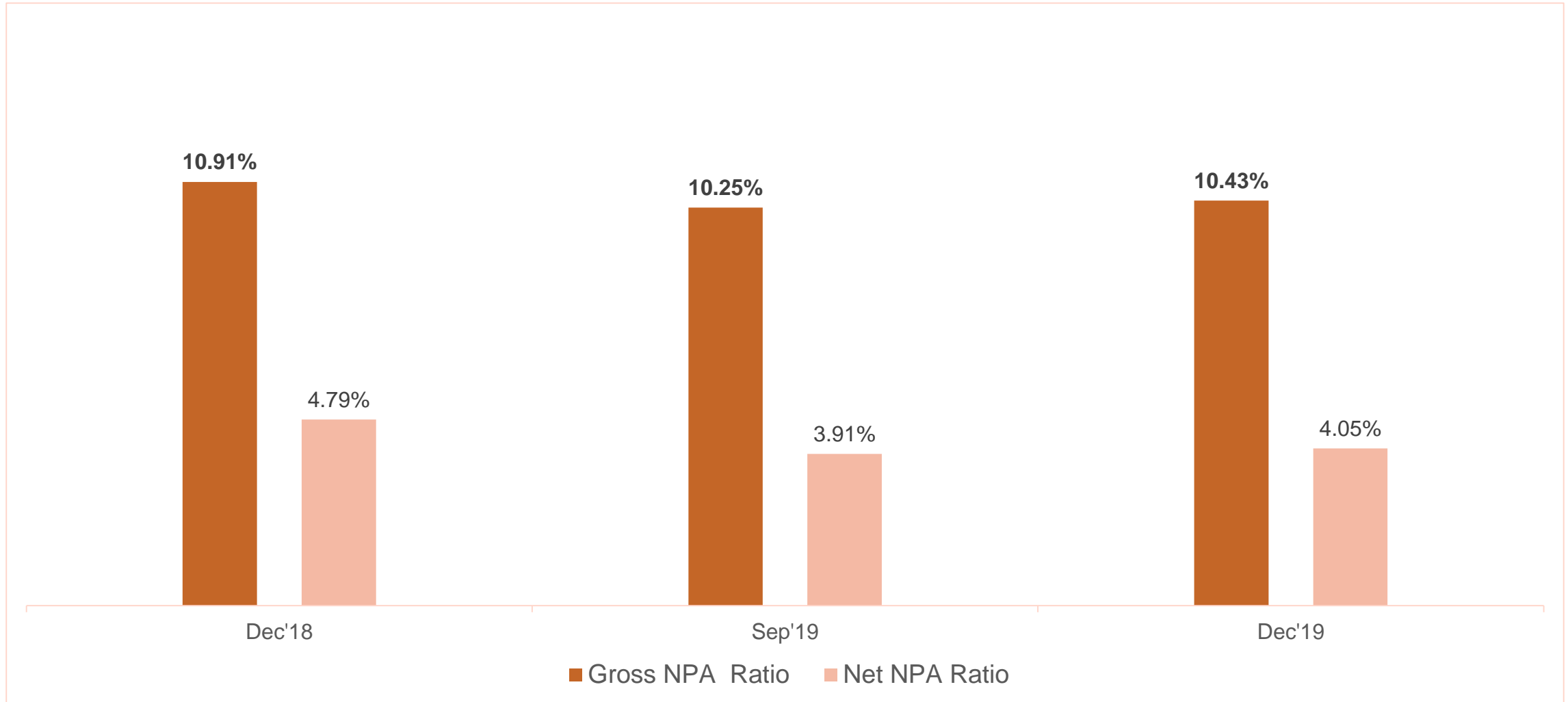
\* Technical Write off accounts

# Provision Coverage Ratio

Particulars	Dec'18	Sep'19	Dec'19
Gross Advances (INR crore)	6,81,367	6,82,669	7,01,266
Gross NPA (INR crore)	74,322	69,969	73,140
Outstanding Provisions on NPAs/ Eligible deductions (INR crore)	43,754	45,075	46,636
Net NPA (INR crore)	30,568	24,894	26,504
Gross NPA Ratio (%)	10.91	10.25	10.43
Net NPA Ratio (%)	4.79	3.91	4.05
<b>Provision Coverage Ratio (Including Technical Write off accounts) (%)</b>	<b>70.72</b>	<b>77.88</b>	<b>77.77</b>
<b>Provision Coverage Ratio (Excluding Technical Write off accounts) (%)</b>	<b>58.87</b>	<b>64.42</b>	<b>63.76</b>



# NPA Ratios

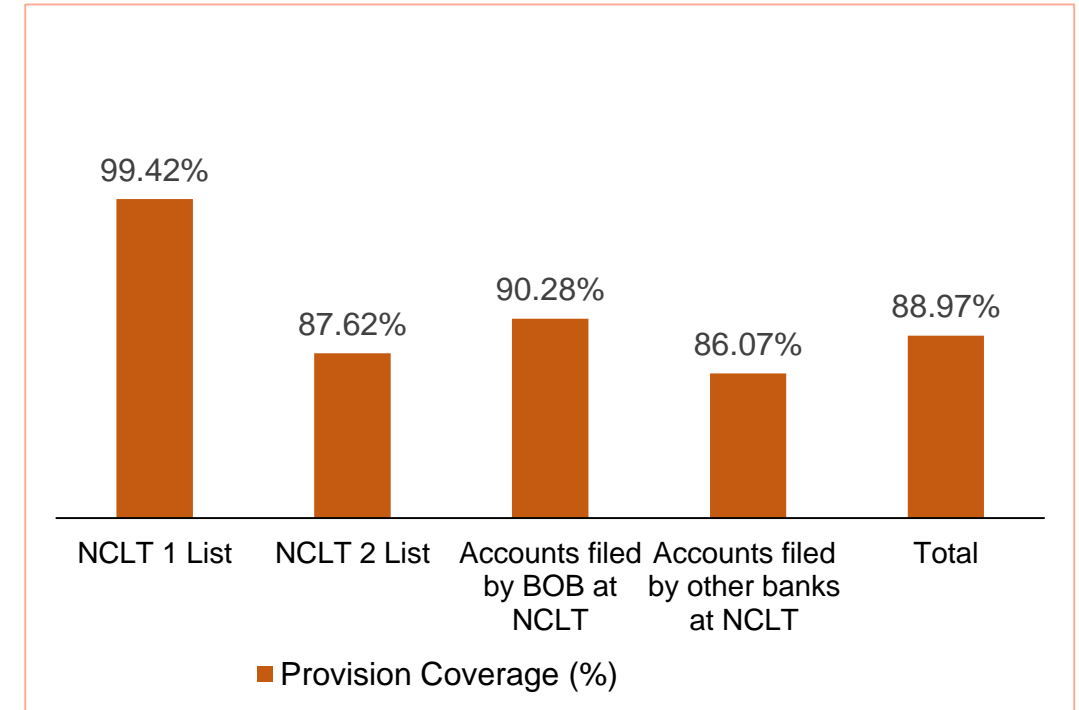
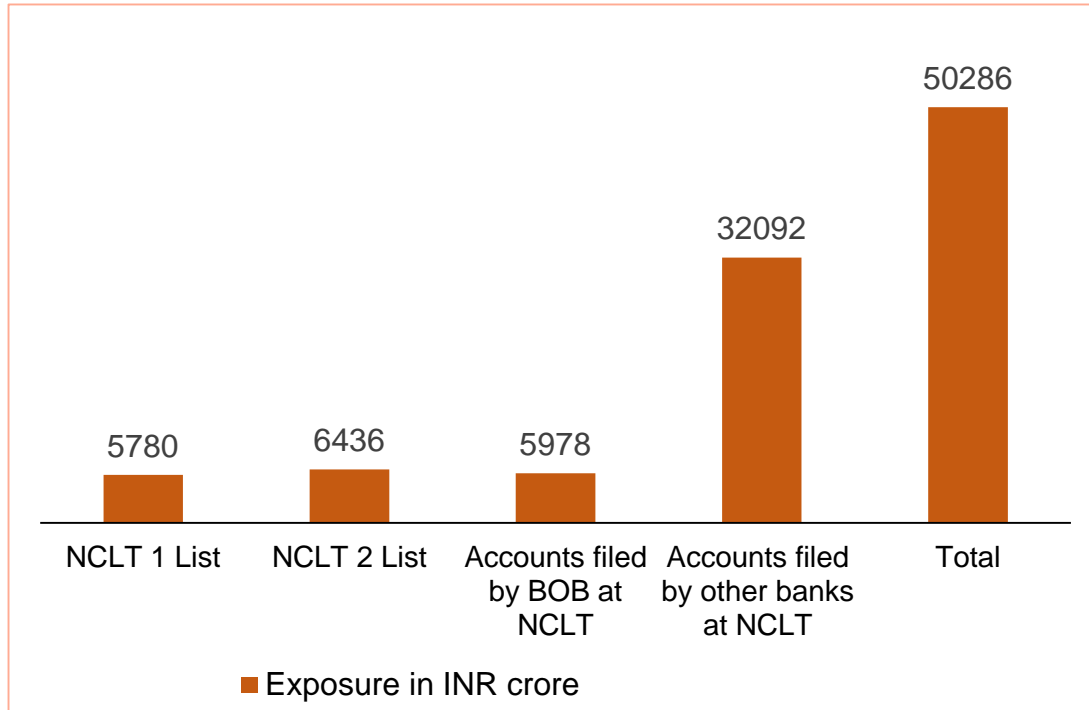


# Sectoral & Industry wise Contribution of NPAs

Particulars (INR crore)	Dec '18	Sep '19	Dec '19
Corporate	43,944	38,947	38,349
MSME	10,545	10,973	11,130
Retail	2,337	2,358	2,586
Agriculture	9,128	9,503	9,282
Others	541	565	1,263
<b>Total Domestic</b>	<b>66,546</b>	<b>62,346</b>	<b>62,610</b>
International	7,776	7,623	10,530
<b>Global</b>	<b>74,322</b>	<b>69,969</b>	<b>73,140</b>

Industry (INR crore)	Dec '18	Sep '19	Dec '19
Infrastructure of which	12,842	11,876	11,892
1. Power	4,883	4,151	3,545
2. Telecom	4,423	4,215	4,135
3. Roads & Ports	2,406	2,409	2,317
4. Other Infrastructure	1,130	1,101	1,895
Basic Metals & Metal Industry of which	7,694	6,373	5,834
1. Iron & Steel		5,648	
Textiles	6,861	4,825	5,131
Petroleum & Petrochemicals	3,924	30	4,625
All Engineering	48	47	31
Food Processing	5,123	1,964	5,166
Chemicals and Chemical Products	2,384	637	2,079
Trade	861	1,627	732

# Exposure to NCLT accounts

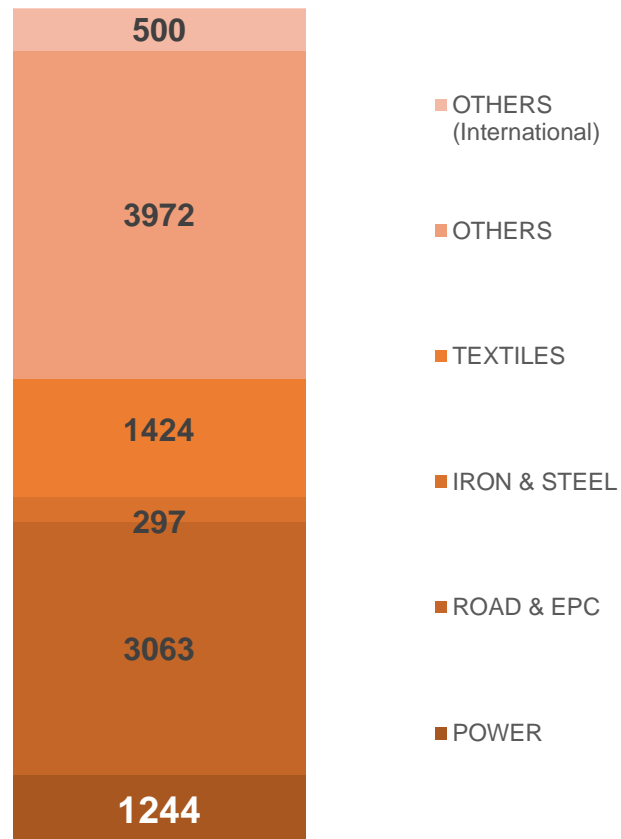


- Additional Provision made for RBI-1 and RBI-2 lists of RBI is INR 46 Crore in Q3 FY 20.
- Bank is having 88.97% PCR in NCLT accounts of amalgamated entity.

# Asset Quality – Watch list

10,500

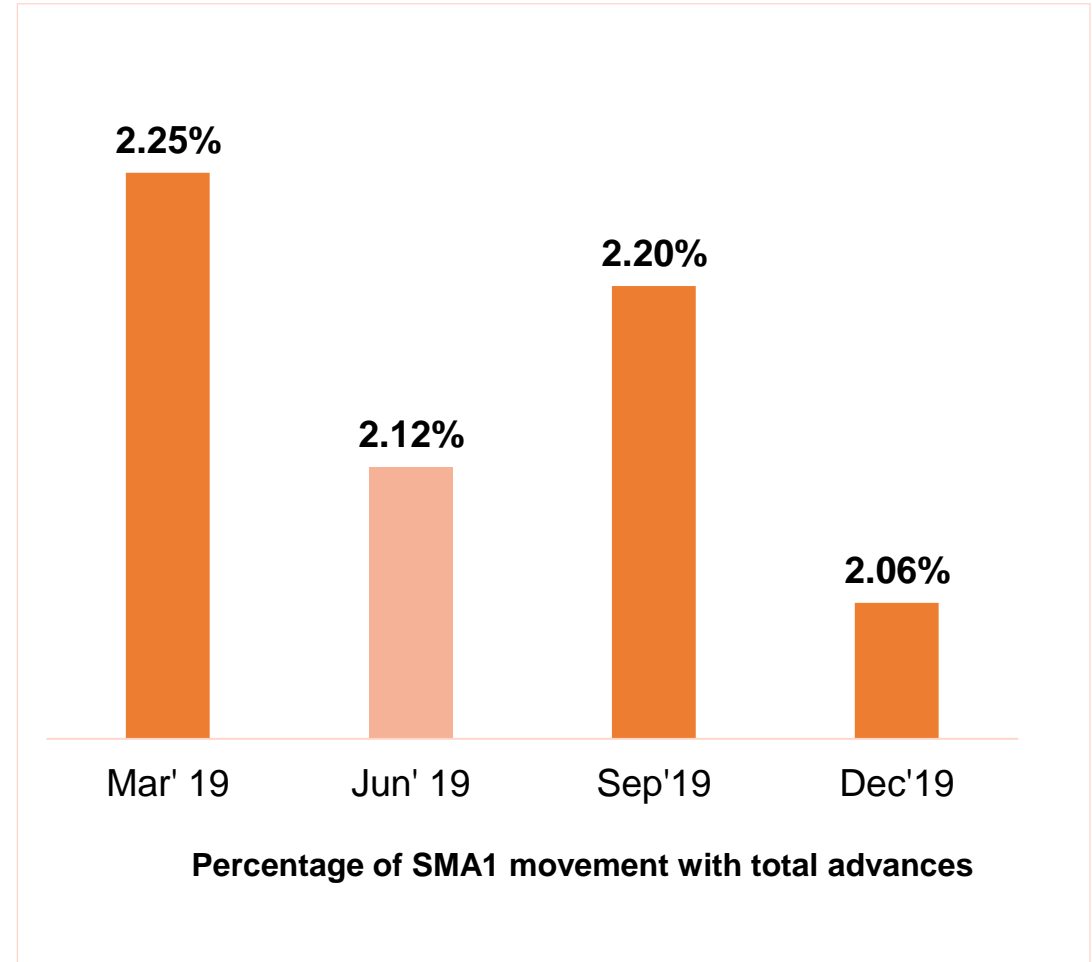
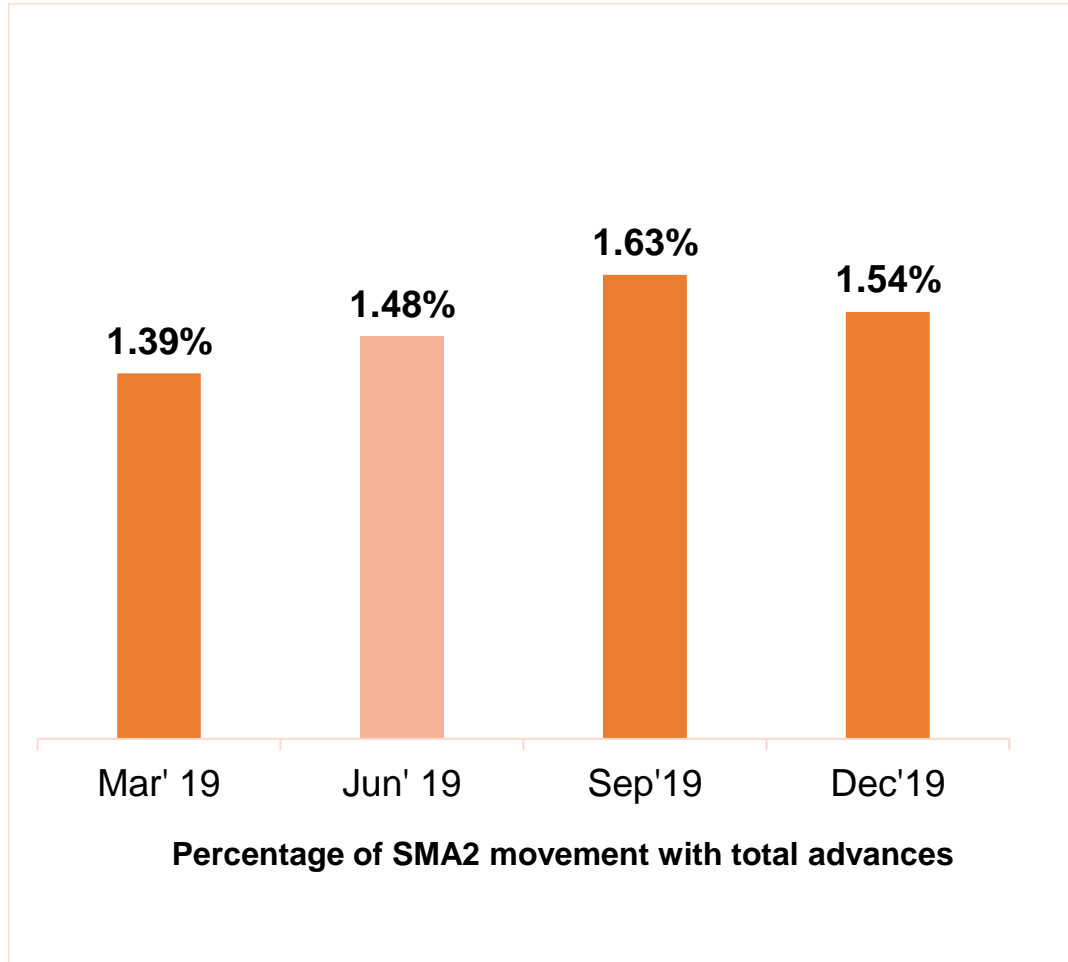
INR in crore



Watch list as on December 31, 2019

- All stressed accounts under SMA included in the watch list.
- 85% slippage in December 2019 quarter was from watch-list of September 2019 of Amalgamated Book.

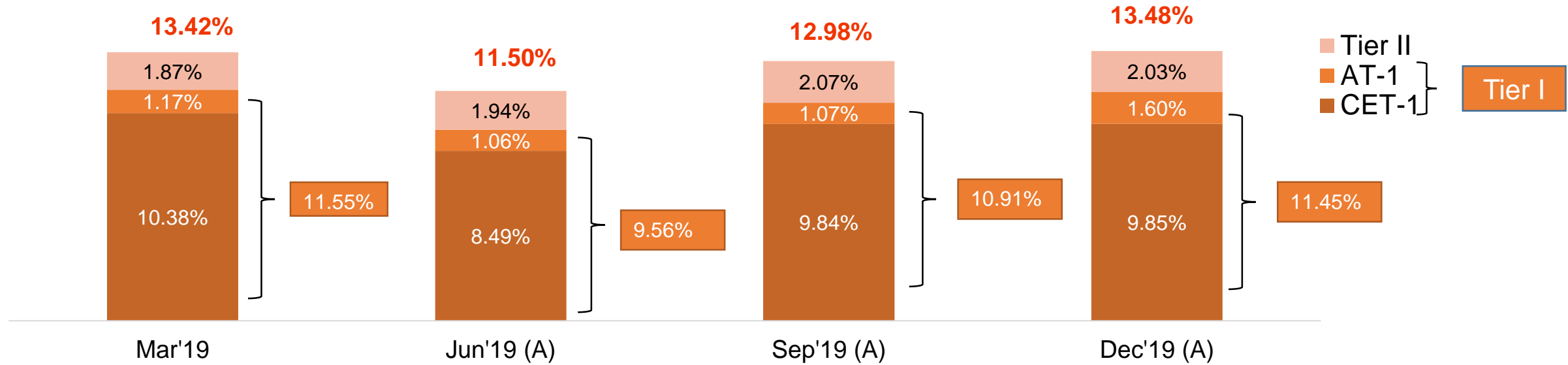
# Movement of portfolio under SMA



- **The SMA data shown is for global advance portfolio**

# Capital Adequacy & Shareholding

# Capital Adequacy

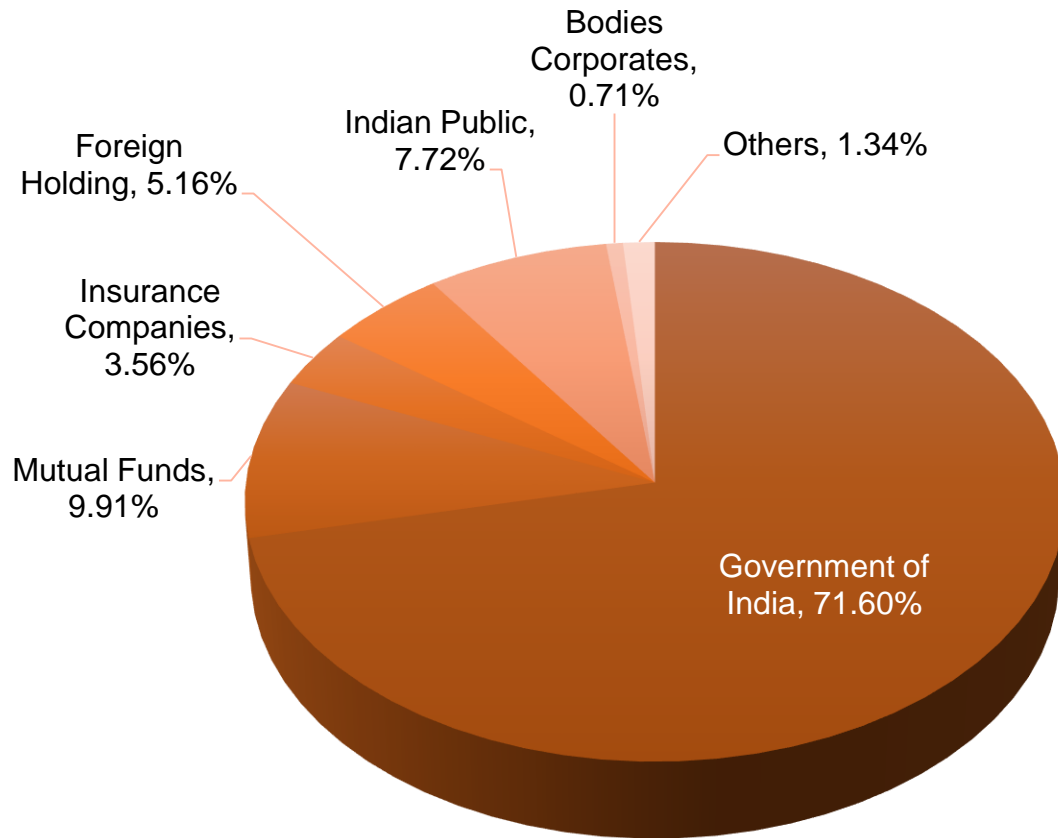


Particulars (INR crore)	Dec '18	Sep '19(A)	Dec '19(A)
Common Equity Tier I Capital (CET 1)	35,830	56,489	56,979
Tier I Capital	40,839	62,612	66,226
Tier II Capital	7,523	11,905	11,780
<b>Total Capital</b>	<b>48,362</b>	<b>74,517</b>	<b>78,007</b>

- Capital Adequacy of the Bank continues to be above regulatory norms.
- Consolidated Capital Adequacy as on Dec 31,2019 is 13.98%.
- Rs 3397 crore raised through AT-1 Bonds in Q3FY20

A stands for amalgamated entity

# Shareholding Pattern as on December 31, 2019



As on December 31, 2019

- **Share Capital:** INR 924.11 crore.

- Equity shares of Bank of Baroda are part of the following Indices:
  - BSE 100, BSE 200, BSE 500 & Bankex  
BankNifty, Nifty 100, Nifty 200, Nifty 500
  - Shares of Bank of Baroda are also listed on BSE and NSE in the 'Future and Options' segment



# Integration

# Integration update

Corporate and common NPA accounts (>1 Cr) migrated to Bank of Baroda

2500+ ATMs from eVB and eDB migrated to Bank of Baroda

Branches linked to centralized processing center for Retail & MSME lending

Wealth management, CMS, pre-approved loans and other superior products rolled out to eVB, eDB customers

No major customer grievances related to integration reported

Significant progress made on network optimisation

Excess manpower, released due to amalgamation, deployed in sales

First phase of premises divestiture completed, second phase planned for Q4

Preparation for branch migration initiated

Contact center consolidation initiated

## IT integration update

CBS migration preparation in full swing

Payment system integration in progress

BOB Loan origination system rolled out to eVB,  
eDB branches

IP address harmonization across branches in  
progress

## HR integration update

Promotion process for the amalgamated entity  
started

New HRMS system finalized, development  
started

Independent employee feedback continues to  
suggest smooth amalgamation process

First list of international posting for employees  
announced post amalgamation

# Strengths & Initiatives

# Key Strengths

**Strong domestic presence** through 9,470 branches & 13,161 ATMs and Cash Recyclers supported by self-service channels



A well recognized brand in the Indian Banking Industry with **strong retail franchise**



**Subsidiaries and JVs cover the entire Financial Spectrum** - Insurance, Asset Management, Capital Markets



**Customer base** of ~131 million



**Deep Financial Inclusion Coverage** – 50.8 million accounts, with a total deposits of INR 16,921 crore and average balance of INR 3,337



**Well distributed branch network** with 31% coverage in Rural, 27% in Semi-urban, 23% Metro and 20% Urban



**Global presence across 100 overseas offices** spanning 21 countries



Pioneer in many **customer centric** initiatives



**Capital Adequacy Ratio** of 13.48% which is above the regulatory requirements

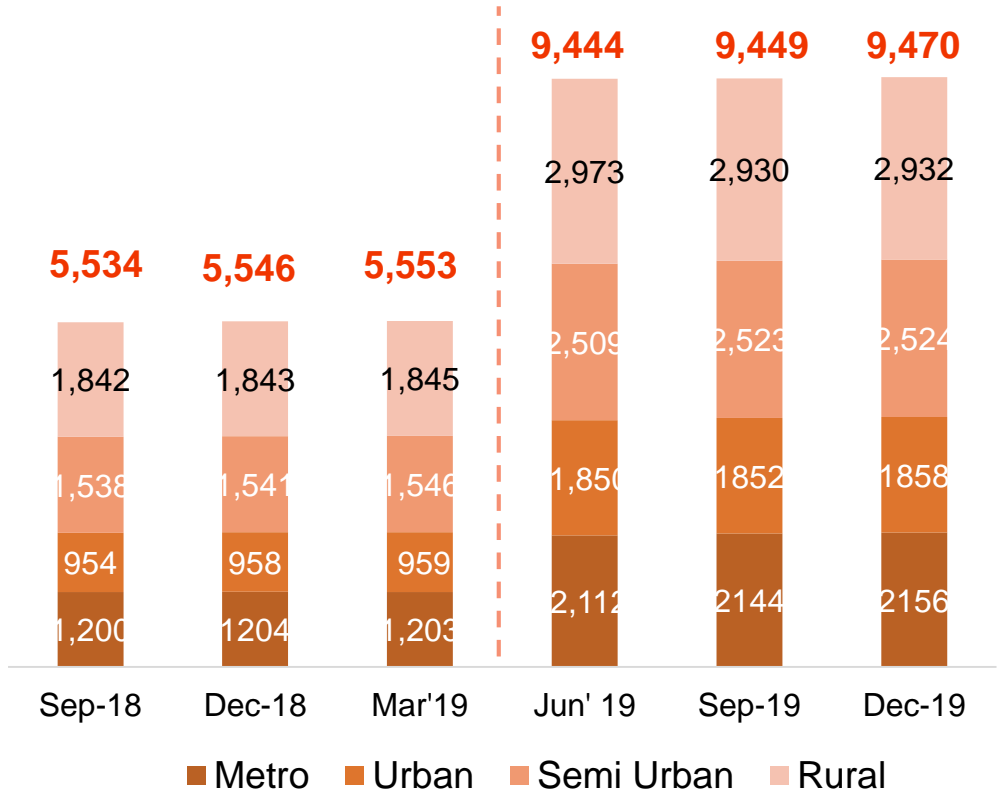


**Committed Workforce** of 85,135

**Established on July 20, 1908, Bank of Baroda is a 112 year old Bank with 71.60% stake held by the Government of India.**

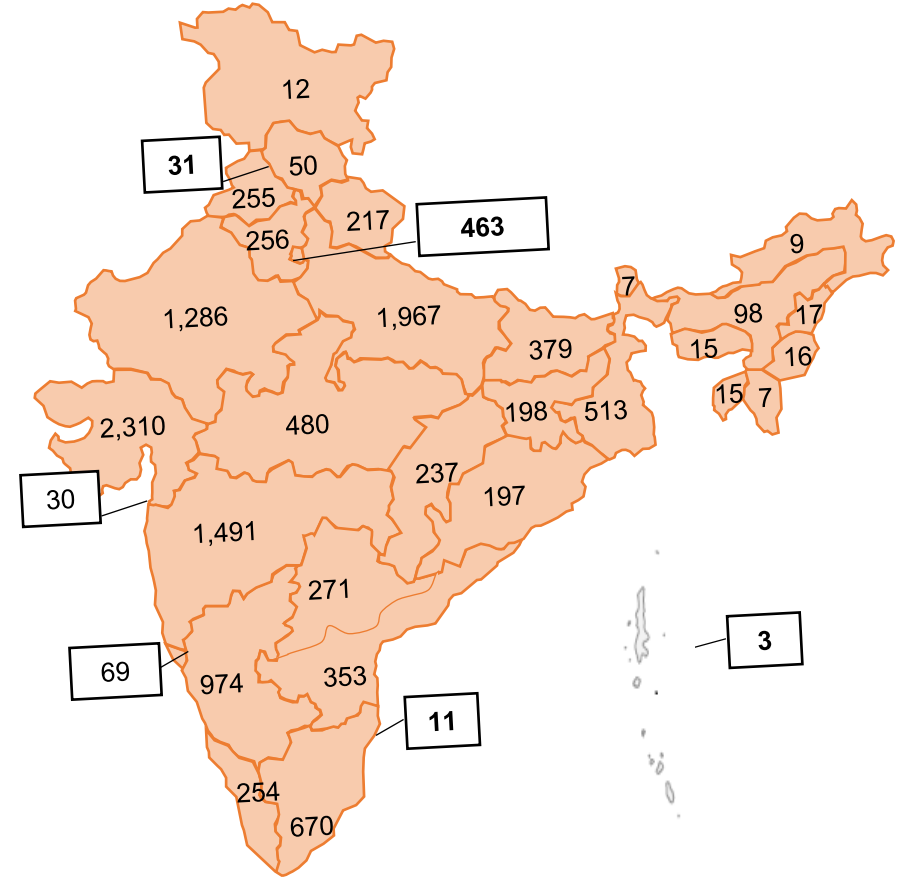
# Pan India Presence

## Domestic Branch Network



Bank had 1,252 e-lobbies, with 24\*7 facilities for cash withdrawal, cash deposit, cheque deposit, passbook printing and internet banking, including express e-lobbies as on 31<sup>st</sup> Dec 2019.

## ATM Network



**\*Total : 13,161 ATMs and Cash Recyclers**

# International Presence spanning 100 overseas offices across 21 countries

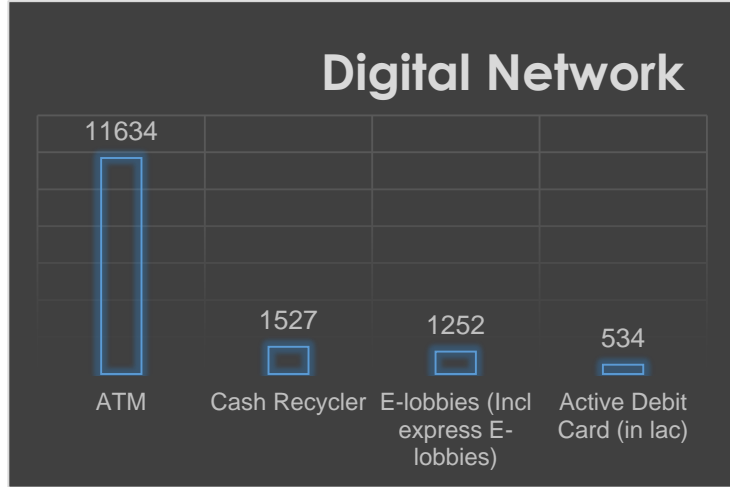


## Color Codes

- Wholesale business
- Full Banking Centres
- Offshore Banking Units
- Joint Venture
- Associate

- 46 Branches in 14 countries (Including 1 off-shore International Banking Unit (IBU) at Gift city, Gandhinagar, Gujarat, India).
- 8 Subsidiaries having 54 Branches; 1 Joint Venture, 1 Associate with 30 branches.
- Bank is in final stage of sale of equity stake in its subsidiary Bank of Baroda (Trinidad & Tobago) Ltd.

# Digital Footprint



**21%**  
POS/ECOM  
(YOY growth)



**185%**  
UPI Outward txns  
(YOY growth)



**29X**  
FASTag txns  
(YOY growth)



**61%**  
Mobile Banking (F+NF)  
(YOY growth)

## Recent Initiatives

- BBPS facility is now available through BC points.
- Launch of new version of Bhim Baroda Pay UPI (2.0).
- Baroda Connect is now available in 12 language.
- Bank has been awarded with Global Service Quality Award 2018 for “Lowest gross fraud issuer” by Visa.
- Set Debit PIN ( Green PIN) through Mobile Banking Application
- Register and fund transfer to Sukanya Samridhi account through Mobile application
- Apply locker through application ( EASE Requirement) also through Mobile Banking

F and NF stands for non financial and F- financial transactions

## Recent Product Suite



BHIM Baroda  
Aadhaar Pay



BHARAT  
BILLPAY



Multi Function Kiosk



Co Branded  
Debit Card



Account Opening Kiosk



Digital Portable Branch





# Social Media Footprints

Facebook



01.01.2016

14.45+ Lac  
Followers

Twitter



01.01.2016

88,800+  
Followers

YouTube



01.04.2016

38,400+  
Subscribers

Instagram



20.07.2017

1,13,000+  
Followers

LinkedIn



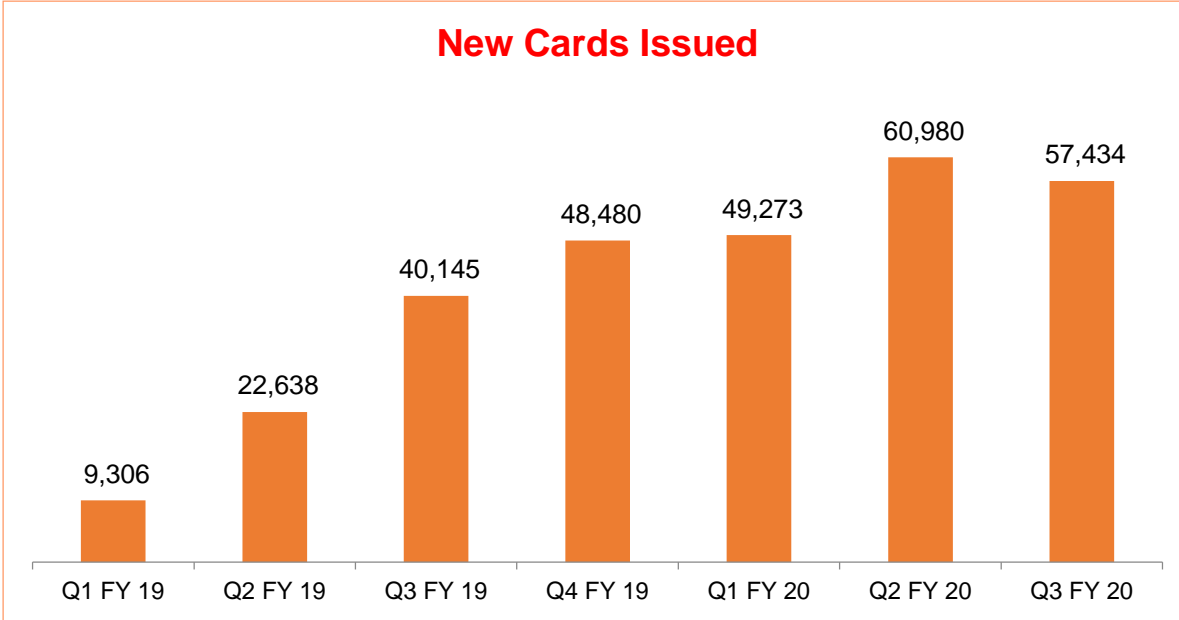
01.01.2018

69,700+  
Followers

Data as on 22.01.2020

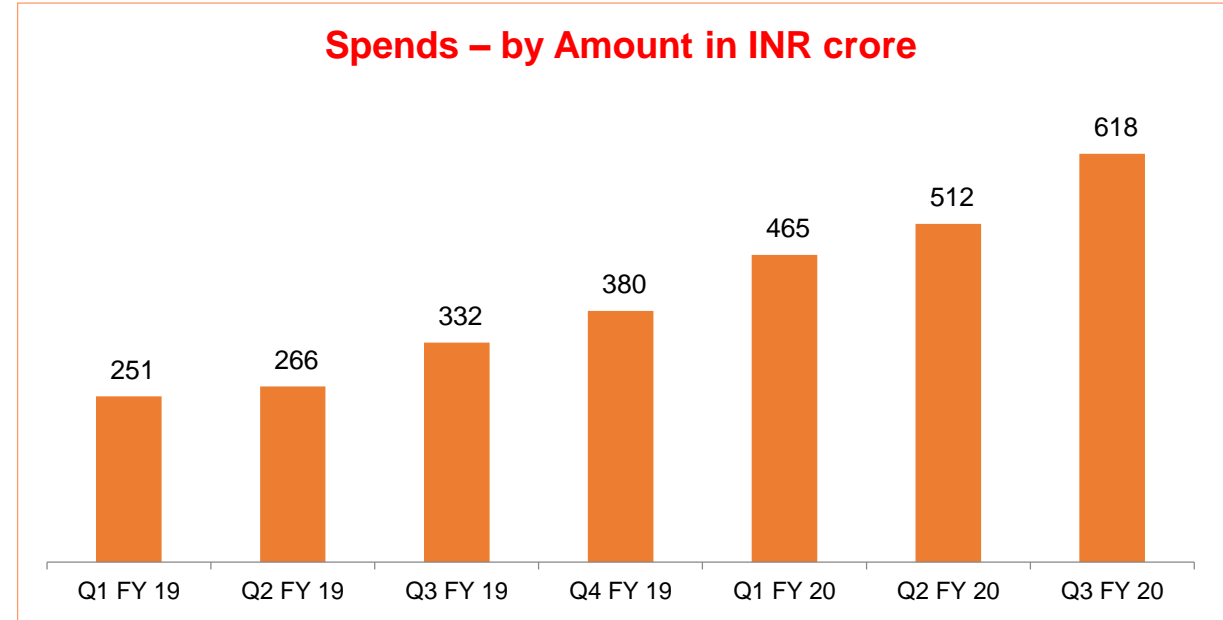
# Credit cards-Growing Momentum: New Issuance & Spends

**New Cards Issued**



- New cards issuance grew by 43% from Q3 FY 19 to Q3 FY 20
- As of Q3 FY 20, we continue to be the 10<sup>th</sup> largest issuer in terms of incremental monthly Credit Card issuance

**Spends – by Amount in INR crore**

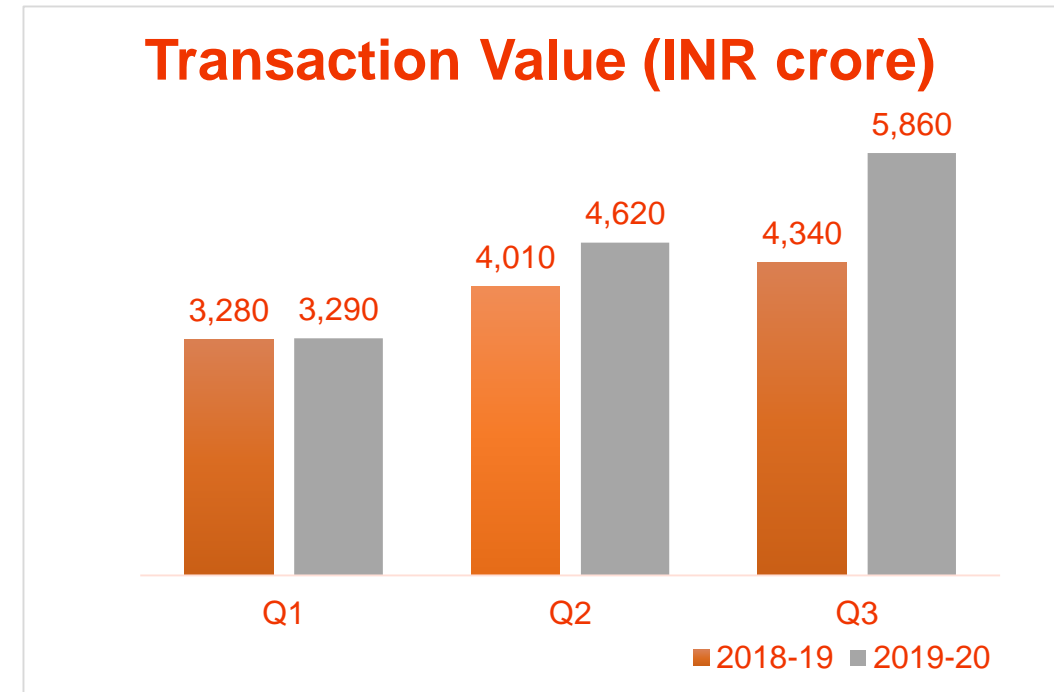
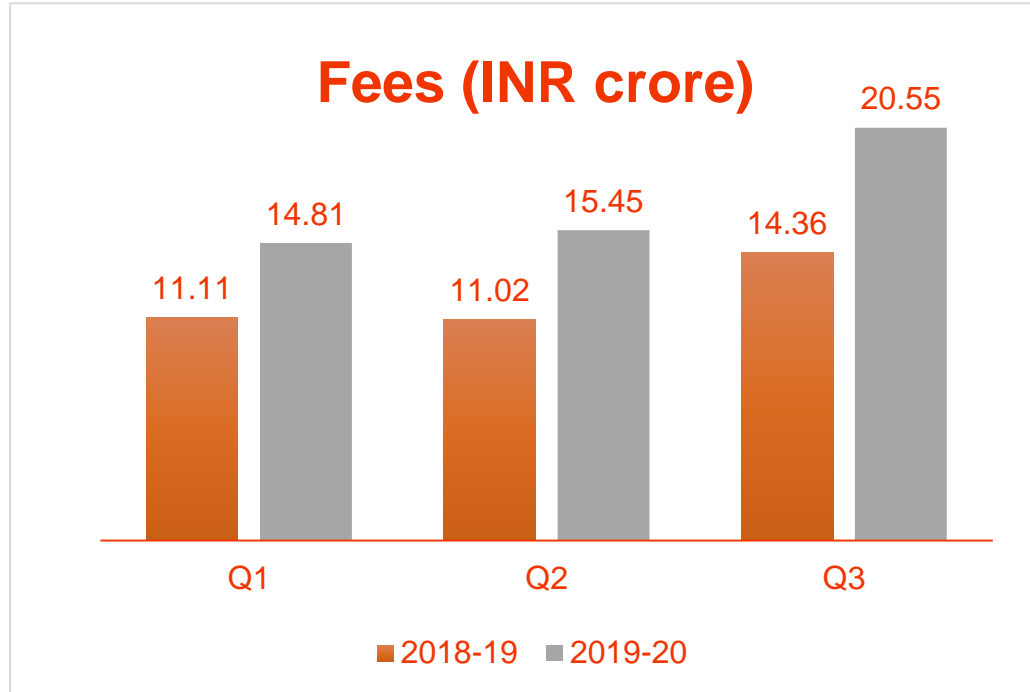


- Q3 FY 20 spends grew by 86% compared to Q3 FY 19

## Key marketing partnerships

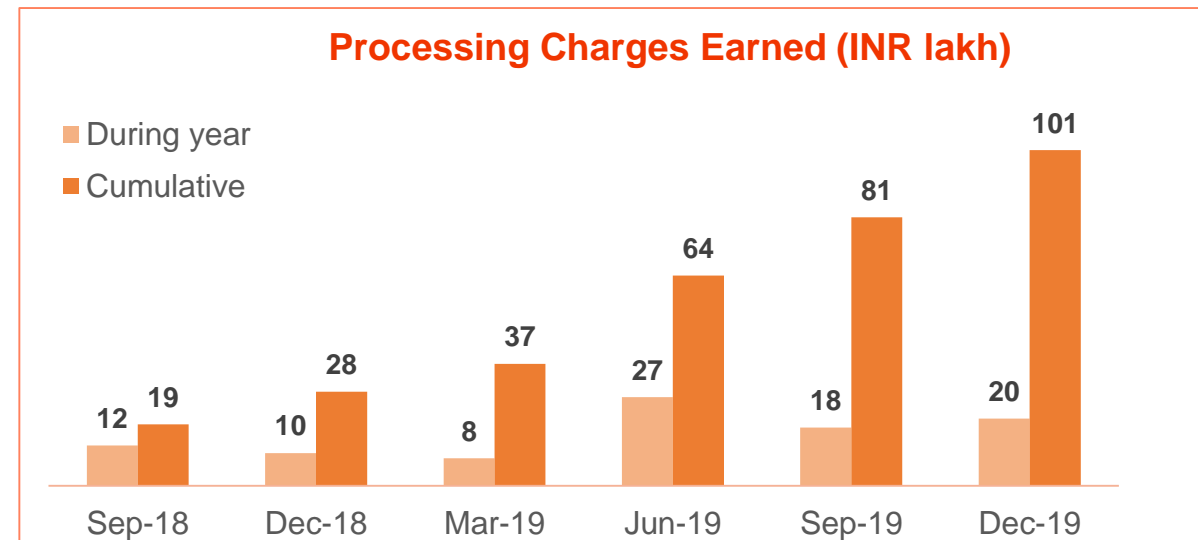
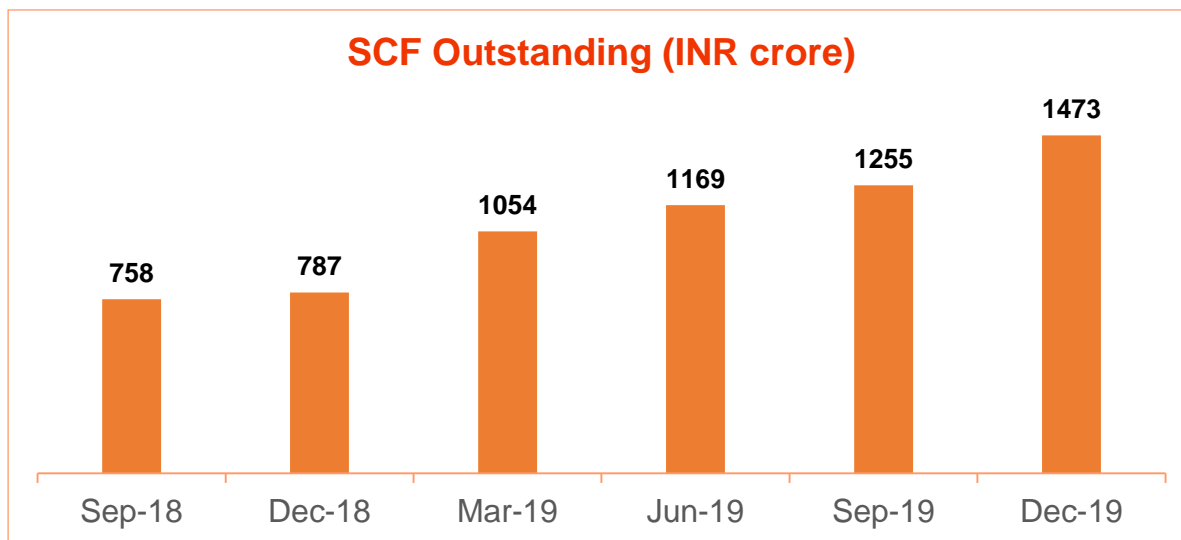
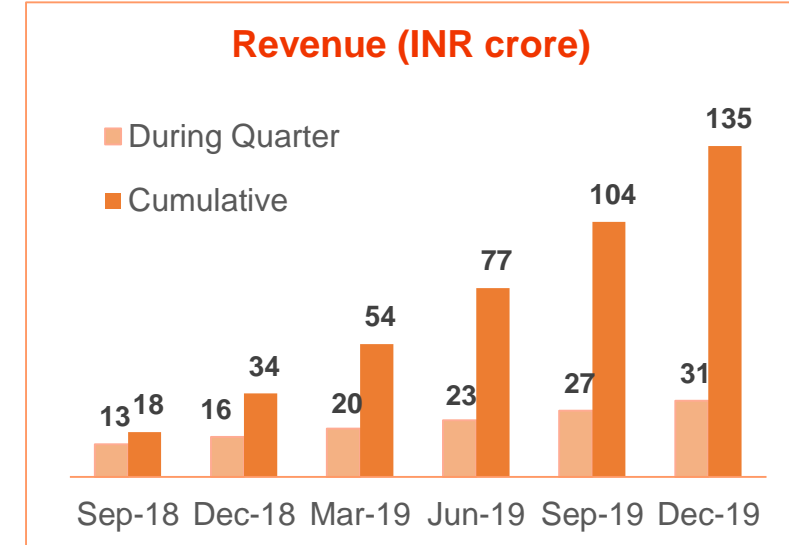
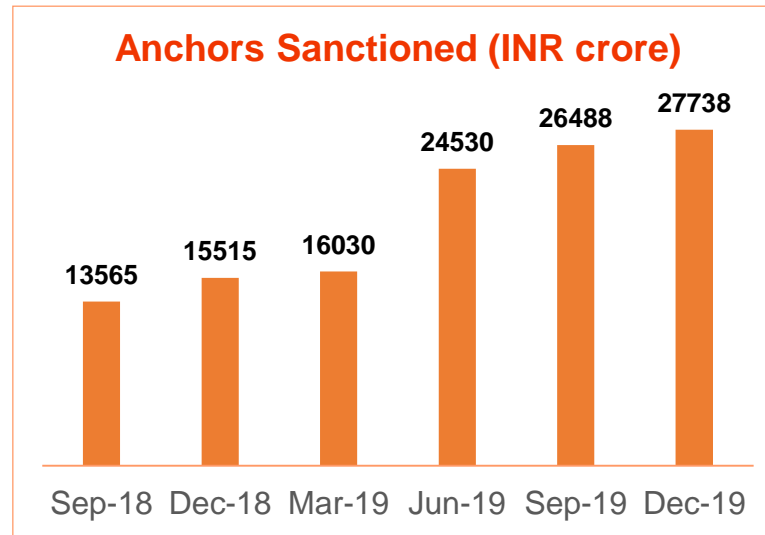
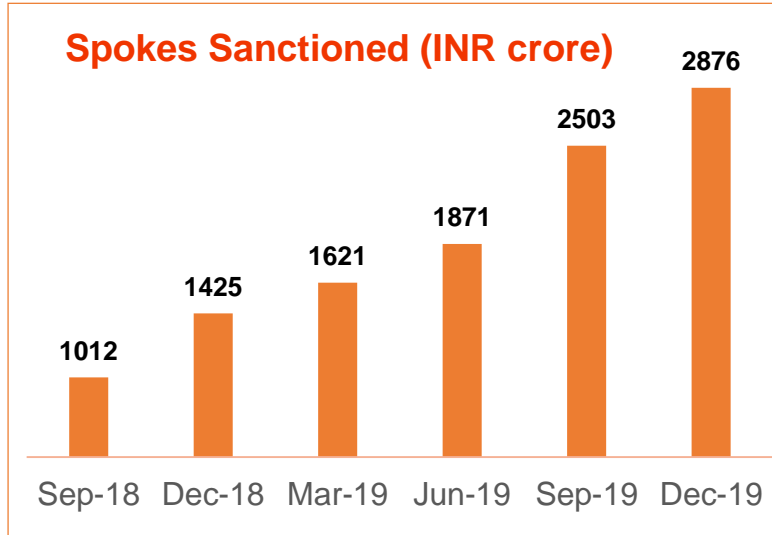


# Baroda DigiNext Cash Management



- Fee income in 9MFY20 was Rs. 50.81 crore as against Rs. 36.49 crore in 9MFY19.
- 35% growth in CASA and short-term deposits maintained by Cash Management customers aggregated to Rs 5,860 crore in Q3FY20.
- Strong new business growth continues with 354 new accounts on-boarded on Baroda DigiNext during the quarter. Total customer base has increased to 2,137 accounts in Q3FY20.
- Monthly volumes have increased to 35 Lakh transactions amounting to cash-flows of Rs. 7,811 crore in Dec'19.

# Supply Chain Finance Accelerating Business Momentum



# New Fintech Initiatives

## Start-up Banking

Dedicated Start-Up Branches

Customized Banking Products

Relationship Managers

### Start-Up Product Suite



Current Account



Start-Up Finance



Credit Card



Payment Gateway



Corp. Salary A/c

### Alliance Partners



Microsoft



### Start-up Branches Status

No of Start-up Branches	A/c Opened	Credit Cards
15	261	14

## Retail

### On The Fly - Digital EMI Product



Launched on 04.12.2019, in tie-up with Pine labs Pvt. Ltd.



Enable pre-approved customers for transactions from Rs. 5,000/- to Rs. 50,000/- into easy EMIs.



Market Opportunity:

- 4 Cr Credit Card vs 99 Cr Debit Card holders
- Retail Sales: Rs.2,30,000 Cr
- Consumer Durable Finance: Rs.50,000 Cr



To tap 5% market share in Consumer Durable Finance (Rs 2,500 Cr)



Brands Live: 48

## MSME



psbloansin 59 minutes.com



Disbursement of the 1<sup>st</sup> loan on the platform.



1<sup>st</sup> Bank to disburse 1000 retail loans



Top Rank on Happiness Index carried out by platform



1<sup>st</sup> Bank to host limits upto Rs.200 lakhs.

Top Rank on Happiness Index carried out by platform

1<sup>st</sup> Bank to host limits upto Rs.200 lakhs.



# Key Updates – Shared Services

eVB customer calls are now handled by Bank of Baroda contact centres. Account opening for eDB and Trade & Forex Operations for both eDB & eVB have been completely centralized at Gift City/ Bangalore. Pension operations shall be migrated for eDB & eVB by March 2020.

Agriculture Operations for amalgamated entity has been centralized for all branches at Gift City. This has contributed to cost optimization and enhanced customer experience.

The centralized shared services has been focusing on 24/7 Operations, cross-selling in trade and forex transactions through back-end set-up and prompt issue resolution which leads to retention of customers. Also, through 50 – 55% improvement in productivity.

Through centralization, it is estimated that in FY20 there would be INR 150 crore absolute cost saving and INR 700 crore+ of incremental sales.

All operational units under BGSS has been ISO certified following the successful completion of third phase.

Shared Services has deployed automated tracking & monitoring solution for effective reconciliation for Trade transactions.

Following the 2<sup>nd</sup> phase of centralisation, the Bank branches can focus on core sales, services and decision activities.

# Consolidated Financials

# Subsidiaries, Joint Ventures and Associates

Domestic Subsidiaries, Joint Ventures and Associates	Proportion of Ownership
<b>Subsidiaries</b>	
BOB Financial Solutions Limited	100.00%
BOB Capital Markets Limited	100.00%
Baroda Global Shared Services Limited	100.00%
Baroda Sun Technologies Limited.	100.00%
Baroda Asset Management India Limited	100.00%
Baroda Trustee India Private Limited	100.00%
Nainital Bank Limited	98.57%
<b>Joint Ventures</b>	
India First Life Insurance Company Limited	44.00%
India Infradebt Limited	40.99%
<b>Regional Rural Banks</b>	
Baroda Uttar Pradesh Gramin Bank	35.00%
Baroda Rajasthan Gramin Bank	35.00%
Baroda Gujarat Gramin Bank	35.00%

International Subsidiaries, Joint Ventures and Associates	Proportion of Ownership
<b>Subsidiaries</b>	
Bank of Baroda (Botswana) Limited	100.00%
Bank of Baroda (Kenya) Limited	86.70%
Bank of Baroda (Uganda) Limited	80.00%
Bank of Baroda (Guyana) Inc	100.00%
Bank of Baroda (New Zealand) Limited	100.00%
Bank of Baroda (Tanzania) Limited	100.00%
Bank of Baroda (Trinidad & Tobago) Limited	100.00%
Bank of Baroda (UK) Limited	100.00%
<b>Joint Venture</b>	
India International Bank (Malaysia), Berhad	40.00%
<b>Associate</b>	
Indo-Zambia Bank Limited	20.00%
<b>Overseas Non-Banking Subsidiary</b>	
BOB (UK) Limited	100.00%



# Balance Sheet – Consolidated

Particulars (INR crore)	Dec '18	Sep '19	Dec '19
<b>CAPITAL &amp; LIABILITIES</b>			
Capital	530	771	925
Share Application Money Pending Allotment		7,000	
Reserves & Surplus	48,646	67,406	74,481
Minority Interest	331	354	361
Deposits	6,36,766	9,21,999	9,23,426
Borrowings	70,401	78,699	93,310
Other Liabilities & Provisions	31,222	36,602	44,254
<b>TOTAL</b>	<b>7,87,896</b>	<b>11,12,831</b>	<b>11,36,758</b>
<b>ASSETS</b>			
Cash and Balances with RBI	26,271	41,958	38,173
Balances with Banks	64,876	79,170	85,598
Investments	1,96,880	2,78,428	2,80,945
Loans & Advances	4,64,203	6,52,638	6,69,639
Fixed Assets	5,449	9,764	9,369
Other Assets	29,993	50,649	52,810
Goodwill on Consolidation	224	224	224
<b>TOTAL</b>	<b>7,87,896</b>	<b>11,12,831</b>	<b>11,36,758</b>

# Capital Adequacy - Consolidated

Key ratios (Consolidated)	Dec '18	Sep'19	Dec'19
Common Equity Tier I Capital (CET 1) (INR crore)	42,026	61,354	62,468
Tier I (INR crore)	47,035	67,476	71,715
Tier II (INR crore)	7,446	12,070	11,808
Total Capital (INR crore)	54,481	79,546	83,523
CET 1 Ratio (%)	9.74%	10.38%	10.45%
Tier I Ratio (%)	10.90%	11.41%	12.00%
Tier II Ratio (%)	1.72%	2.04%	1.98%
<b>Capital Adequacy Ratio (%) - Basel-III</b>	<b>12.62%</b>	<b>13.45%</b>	<b>13.98%</b>

# Awards and Accolades



**Shri O K Kaul (GM-CC, Mktg., PR & Wealth Management) was conferred with “Most Influential Global Marketing Leaders Award”, by World Marketing Congress, at Taj Lands End Hotel, on 25.11.2019**



**Bank secured 1<sup>st</sup> Position and was awarded “Top Performer in New Accounts Opened under PSU Bank Category”, at NSDL Star Performer Awards 2019, at Taj Lands End, Mumbai, on 04.01.2020**

# Awards and Accolades



**Bank was awarded the ‘Global – Lowest Gross Fraud (Issuer)’  
by Visa at the Global Service Quality Awards 2018.**

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# Thank You

