



बैंक ऑफ़ बड़ौदा
Bank of Baroda

Bank of Baroda:

Sustaining performance amidst challenging times

Performance Analysis: 2014-15 (FY15)

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General Manager

May 11 , 2015

BOB's Results At A Glance



Results for Q4, FY15		
<i>Performance Parameter</i>	<i>Rs crore</i>	<i>Growth (y-o-y)</i>
Net Profit	598	-48.31
Operating Profit	2,694	4.42
Total Business	10,45,625	8.25
Total Deposits	6,17,560	8.55
Total Advances	4,28,065	7.82
Total Assets	7,14,989	8.41
Net Worth	36,895	11.48
Total Capital (Basel II)	51,116	10.72
Tier 1 Capital (Basel II)	38,856	13.59
Business per Employee	18.89	1.29%

Ratios for 2014-15 (FY15)	
<i>Key Performance Ratio</i>	<i>(in %)</i>
Return on Average Assets	0.49
Return on Equity	9.21
Cost-Income Ratio	43.63
Capital Adequacy Ratio (Basel II, Tier 1: 10.14%)	13.33
Capital Adequacy Ratio (Basel III, Tier 1: 9.87%)	12.60
Provision Coverage Ratio	64.99
Gross NPA	3.72
Net NPA	1.89

BOB's Results At A Glance



Parameter	Q1, FY15	Q2, FY15	Q3, FY15	Q4, FY15
Net Interest Income	3,328	3,401	3,286	3,172
Fresh Slippages	1,881	1,758	3,042	1,359
Incremental Restructuring	986	1,175	1,598	4,083

Bank's Key Strategic Initiatives in FY15



- During FY15, the Banks' **Bulk and High-Cost Deposit at Preferential Rate (above Rs 1 crore)** were lowered by **Rs 15,535 crore** at end-Mar, 2015 in the Bank's domestic business.
 - It significantly **strengthened its Credit Monitoring process and the system for "Early Detection of Stress Accounts"** to enable it to take suitable follow-up actions.
 - Furthermore, it also **strengthened its Retail/SME Loan Factory set up with marketing professionals**. As of 31st Mar, 2015, it had **60 RLFs & 54 SMELFs** operational across India. Its Central Sales Offices (CSOs) have been streamlined at the Zonal (or State) level to help create a "Sales and Service Culture" in the Bank. Three **Agri Loan Factories** were opened in Gujarat, Western UP and 'Bihar, Orissa & Jharkhand' zones of its operations.
 - It opened **351** new branches in its **Domestic Operations** and set up 1,776 new **ATMs** and 3,757 new **POS** machines (Point of Sale Machines) in FY15. It also opened 106 **e-Lobbies** during this period to offer 24*7 basic banking operations.
 - The Bank converted 33 more Metro and Urban branches into **Baroda Next** branches during FY15.
 - Its **Corporate Financial Service** branches and the newly created **Mid-Corporate branches** were strengthened significantly in FY15 to contribute to credit growth.
 - As on 31st Mar, 2015, 22,030 villages were covered under the Bank's **Financial Inclusion** drive. To cover these villages, Bank has engaged more than 8,700 Business Correspondents.
 - Under **Prime Minister Jan Dhan Yojna** (PMJDY), the Bank's share was at **5.7%** of the total accounts opened by all banks and share in deposits mobilized is **7.86%**.
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Bank of Baroda: Key Strengths



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

Uninterrupted Record
in Profit-making and
Dividend Payment

Overseas Business
Operations extend across
24 countries
through 104 Offices

Modern & Contemporary
Personality

Pioneer in many
Customer-Centric
Initiatives

Strong Domestic
Presence through
5,190 brs & 8,030 ATMs

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



Capital Ratios
in excess of
Regulatory
Requirements

A well-accepted &
recognised Brand in
Indian banking industry

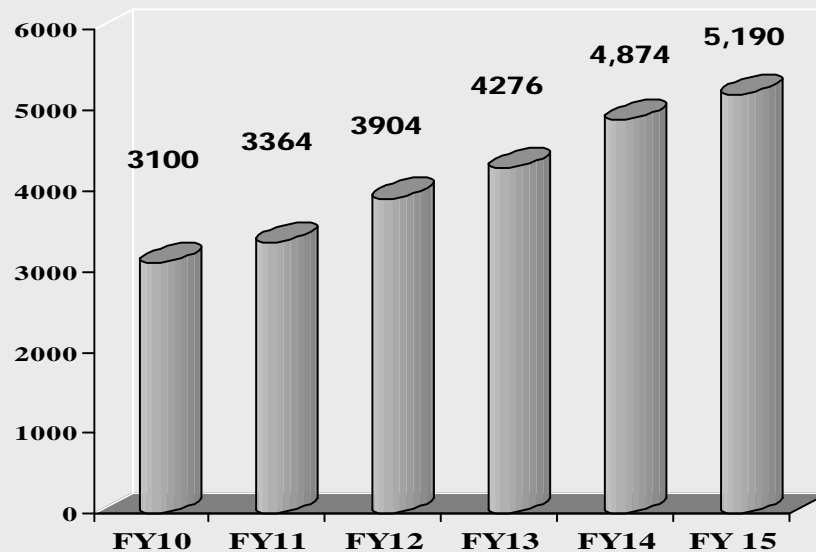
Relatively Strong Presence
in Progressive States like
Gujarat & Maharashtra

Globally Integrated
Advanced Technology
Platform

Domestic Branch Network (as on 31st Mar, 2015)



No. of Domestic Branches



- During FY10 to FY15, the Bank added 2,090 branches to its domestic network.

- During FY15, the Bank opened 351 new branches & merged 13 brs in its domestic operations.

- Out of the newly opened 351 brs during FY15, **98** belonged to 'metro & urban' areas; **113** to semi-urban areas & **140** to rural areas.

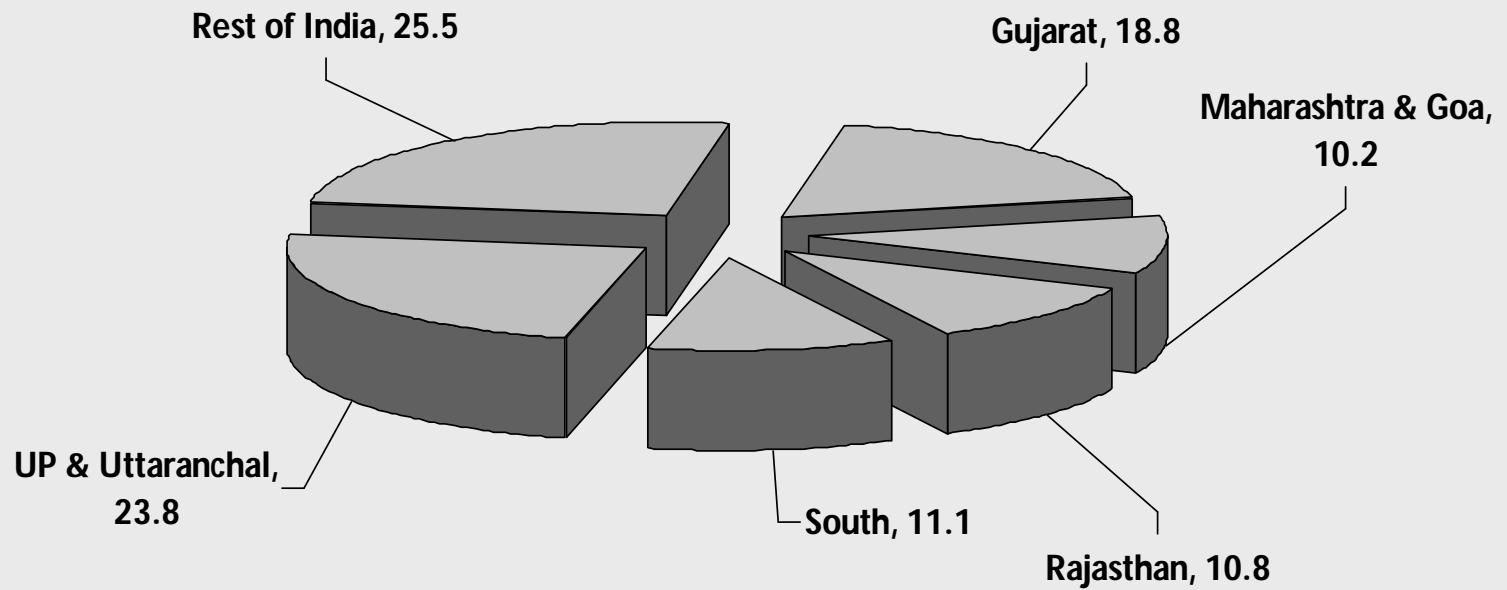
- The newly opened 351 brs in FY15 mainly were in Gujarat , U.P., Rajasthan, Punjab, Jharkhand, Haryana and M.P

- Around 36.84% of the Bank's network at the end of Mar, 2015 was situated in rural areas.

Regional Break-up of
Domestic Branches as on 31st Mar 2015

Metro	Urban	Semi-Urban	Rural
989	903	1386	1912

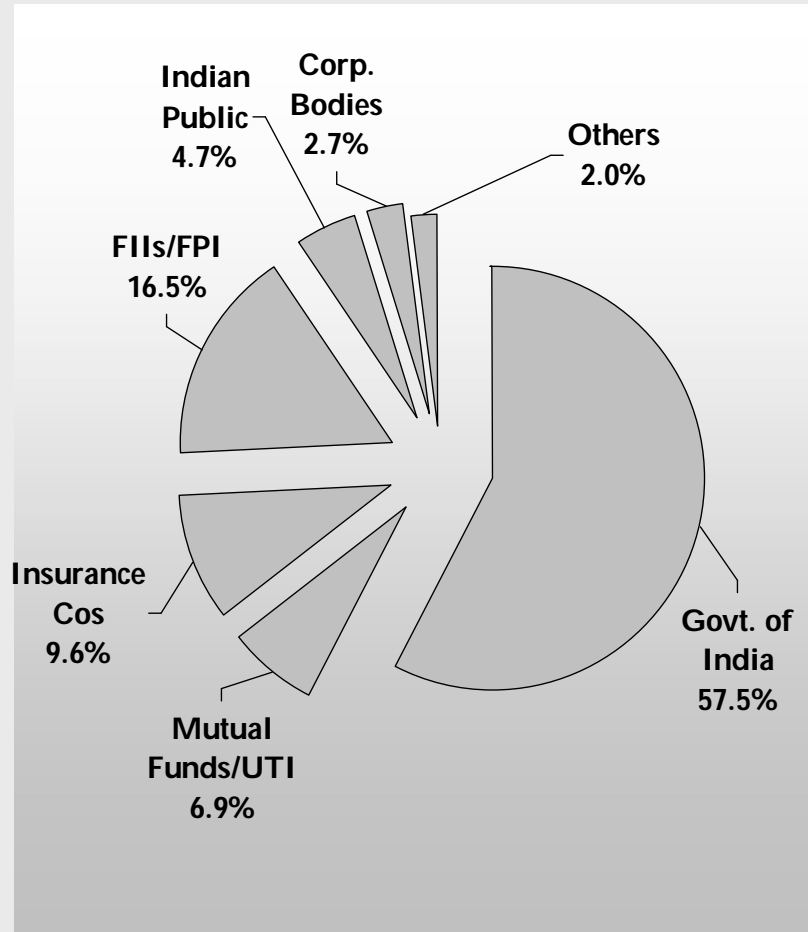
Concentration (%): Domestic Branch Network (As on 31st Mar, 2015)



Pattern of Shareholding: 31st Mar, 2015



As on 31st Mar, 2015



- Paid up Share Capital: Rs 443.56 crore
- Net worth: Rs 36,895 crore (up 11.48%, y-o-y)
- B. V. per share (vs. F. V. per share: Rs 2): Rs 166.83 (up 2.54%, y-o-y)
- Return on Equity: 9.21 % in FY15

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

Macro Environment: FY15



- **Underlying economic currents remained weak for India throughout FY15.**
 - **Official estimates place economic growth for FY15 at 7.4% as per revised and rebased estimates of GDP.**
 - **Agriculture growth is expected to be lower at 1.1% in FY15 due to deficit and uneven rains in kharif season and unseasonal rains in rabi season. A slowdown continued in the mining and manufacturing sectors during the year.**
 - **Services sector covering 60.0% of the economy is estimated to have grown by 10.6%.**
 - **Inflation slipped significantly during FY15 on the back of easing crude oil price. While WPI-based inflation dipped to -2.33% in March 2015, CPI-based inflation eased to 5.17% in March 2015.**
 - **With the easing of inflation , the RBI reduced the policy rate by 50 bps during FY 15.**
 - **However, despite growth concerns, there are some green shoots of growth visible.**
 - **There have been passage of coal mines bill and insurance bill. Also, there is some progress on passing of GST. The Government focused on fiscal consolidation and presented a investment oriented Union Budget for fiscal 2016**
 - **With improved business sentiments, Moody's upgraded India's sovereign rating outlook to "positive" from "stable" in April 2015.**
 - **Indian banking sector witnessed relatively lower business expansion with continued stresses on asset quality and restructured loan-books.**
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Business Expansion



Particular (Rs crore)	Mar'14	Dec'14	Mar'15	Y-O-Y (%)	Change Over Dec'14 (%)
Global Business	9,65,900	9,58,230	10,45,625	8.25	9.12
Domestic Business	6,51,223	6,43,380	7,06,148	8.43	9.76
Overseas Business	3,14,677	3,14,850	3,39,477	7.88	7.82
Global Deposits	5,68,894	5,64,600	6,17,560	8.55	9.38
Domestic Deposits	3,79,054	3,82,467	4,14,278	9.29	8.32
Overseas Deposits	1,89,840	1,82,133	2,03,282	7.08	11.61
Global CASA Deposits	1,46,488	1,49,141	1,62,969	11.25	9.27
Domestic CASA	1,20,381	1,24,013	1,36,752	13.60	10.27
Overseas CASA	26,107	25,128	26,217	0.42	4.33

• Share of **Domestic CASA in Total Deposits improved to 33.01%** at end-Mar, 2015 as against 31.76% at end –Mar, 2014.

Business Expansion



Particular (Rs crore)	Mar'14	Dec'14	Mar'15	Y-O-Y (%)	Change Over Dec'14 (%)
Global advances (Net)	3,97,006	3,93,631	4,28,065	7.82	8.74
Domestic Advances	2,72,169	2,60,913	2,91,870	7.24	11.86
Overseas Advances	1,24,837	1,32,717	1,36,195	9.10	2.59
Retail Credit					
Of which:	46,019	48,736	52,488	14.06	7.70
Home Loans	19,558	21,622	22,542	15.26	4.25
SME Credit	56,634	59,320	61,993	9.46	4.51
Farm Credit	28,432	35,335	37,403	31.55	5.85
Credit to Weaker Sections	20,599	22,810	22,510	9.28	-1.32

CASA Position



Particular (Rs crore)	Mar'14	Dec'14	Mar'15	Y-O-Y (%)	Change Over Dec'14 (%)
Global Saving Deposits	96,437	1,02,844	1,10,172	14.24	7.13
Domestic Savings Deposits	93,381	99,449	1,06,736	14.30	7.33
Overseas Savings Deposits	3,057	3,395	3,436	12.42	1.21
Global Current Deposits	50,050	46,297	52,797	5.49	14.04
Domestic Current Deposits	27,000	24,563	30,016	11.17	22.20
Overseas Current Deposits	23,051	21,734	22,781	-1.17	4.82

Bank's Profits & Its Key Components: Q4, FY14 & FY15



Particular (Rs crore)	Q4, FY14	Q4, FY15	YOY (%)
Interest Income	10,289	10,762	4.60
Interest Expenses	7,164	7,590	5.95
NII (Spread)	3,124	3,172	1.54
Other Income	1,326	1,295	-2.34
Staff Expenses	1,040	928	-10.77
Total Expenses	9,035	9,364	3.64
Operating Profit	2,580	2,694	4.42
Provisions	1,407	2,095	48.90
Net Profit	1,157	598	-48.31

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



Particular (Rs crore)	FY14	FY15	YOY (%)
Interest Income	38,940	42,964	10.33
Interest Expenses	26,974	29,776	10.39
NII (Spread)	11,965	13,187	10.21
Other Income	4,463	4,402	-1.37
Staff Expenses	4,140	4,261	2.92
Total Expenses	34,049	37,450	9.99
Operating Profit	9,353	9,915	6.01
Provisions	4,750	6,517	37.20
Net Profit	4,541	3,398	-25.16

Deposit & Loan Costs: Q4, FY14 to Q4, FY15



Particular (in %)	Q4, FY14	Q1, FY15	Q2, FY15	Q3, FY15	Q4, FY15
Global Cost of Deposits	5.27	5.19	5.18	5.18	5.18
Domestic Cost of Deposits	7.18	7.13	7.23	7.12	7.10
Overseas Cost of Deposits	1.08	1.10	1.06	1.02	0.97
Global Yield on Advances	8.16	8.31	8.36	8.09	7.68
Domestic Yield on Advances	10.97	11.06	11.17	11.01	10.56
Overseas Yield on Advances	2.56	2.63	2.53	2.35	2.16

Deposit & Loan Costs: FY14 & FY15



Particular (in %)	FY14	FY15
Global Cost of Deposits	5.38	5.18
Domestic Cost of Deposits	7.20	7.15
Overseas Cost of Deposits	1.14	1.04
Global Yield on Advances	8.32	8.11
Domestic Yield on Advances	11.05	10.95
Overseas Yield on Advances	2.73	2.41

Investment Yields & NIMs: Q4,FY14 to Q4,FY15



Particular (in %)	Q4, FY14	Q1, FY15	Q2, FY15	Q3, FY15	Q4, FY15
Global Yield on Investment	7.81	7.91	8.00	7.94	7.89
Domestic Yield on Investment	7.99	8.09	8.19	8.13	8.07
Overseas Yield on Investment	4.00	4.12	4.26	4.22	4.37
Global NIM	2.29	2.35	2.40	2.20	2.17
Domestic NIM	2.84	2.94	3.02	2.92	2.76
Overseas NIM	1.09	1.18	1.16	0.93	0.96

Investment Yields & NIMs: FY14 & FY15



Particular (in %)	FY14	FY15
Global Yield on Investment	7.78	7.94
Domestic Yield on Investment	7.95	8.12
Overseas Yield on Investment	4.03	4.25
Global NIM	2.36	2.31
Domestic NIM	2.87	2.91
Overseas NIM	1.20	1.09

Non-Interest income: Q4 of FY14 & FY15



(Rs crore)	Q4, FY14	Q4, FY15	% Change (Y-O-Y)
Commission, Exchange, Brokerage	419.24	428.79	2.28
Incidental Charges	112.46	99.80	-11.26
Other Miscellaneous Income	69.89	101.40	45.09
Total Fee-Based Income	601.59	630.04	4.73
Trading Gains	89.30	360.34	303.52
FX Profits (Treasury)	269.35	244.44	-9.52
Recovery from PWO	366.01	60.62	-83.44
Total Non-Interest Income	1,326.26	1,295.45	-2.32

Non-Interest income: FY14 & FY15



(Rs crore)	FY14	FY15	% Change (Y-O-Y)
Commission, Exchange, Brokerage	1,437.39	1,482.04	3.11
Incidental Charges	388.03	354.17	-8.73
Other Miscellaneous Income	291.13	364.28	25.13
Total Fee-Based Income	2,116.55	2200.50	3.97
Trading Gains	743.80	1,007.02	35.39
FX Profits (Treasury)	1,039.06	1,005.43	-3.19
Recovery from PWO	563.33	188.54	-66.53
Total Non-Interest Income	4,462.74	4,402.00	-1.36

Provisions & Contingencies: Q4 of FY14 & FY15



(Rs crore)	Q4, FY14	Q4, FY15	% Change
Provision for NPA & Bad Debts Written-off	637.42	1,491.40	133.97
Provision for Depreciation on Investment	293.40	37.90	-87.08
Provision for Standard Advances	191.27	314.53	64.44
Other Provisions (including Provision for staff welfare)	31.05	-26.43	-185.12
Tax Provisions	253.59	277.68	9.50
Total Provisions	1,406.73	2,095.17	48.94

Provisions & Contingencies: FY14 & FY15



(Rs crore)	FY14	FY15	% Change
Provision for NPA & Bad Debts Written-off	2,967.72	3,997.71	34.71
Provision for Depreciation on Investment	198.59	-149.36	-175.21
Provision for Standard Advances	535.04	548.12	2.44
Other Provisions (including Provision for staff welfare)	92.36	98.02	6.13
Tax Provisions	956.23	2,022.17	111.47
Total Provisions	4,749.94	6,516.66	37.19

Bank's Domestic Treasury Highlights: Q4 & Full year FY15



- **Trading Gains** improved from **Rs 732 crore** in FY14 to **Rs 1,009 crore** in FY15 reflecting growth of **37.84%**. Despite heightened volatility in financial markets, trading gains remained healthy on y-o-y basis.
 - **The FX Profits** of **Rs. 857.14 crore** was booked in the FY15 and provided good support to Non-Interest Income generation.
 - As of 31st Mar , 2015, the share of SLR Securities in Total Investment was **81.19%**.
 - The Bank had **74.97%** of SLR Securities in HTM and **23.72%** in AFS at end-Mar 2015.
 - The Bank shifted **SLR securities** worth **Rs 3,593.02 crore (Face Value: Rs 3,645.45 crore)** from HTM to AFS in the First quarter of the Year 2014-15.
 - The per cent of SLR to DTL at end-Mar, 2015 was at **24.43 %**.
 - As on 31st Mar, 2015, the modified duration of AFS investments was **3.01** & that of HTM securities was **5.42**.
 - Total size of Bank's Domestic Investment Book as on 31st Mar, 2015 stood at **Rs 1,16,446 crore**.
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Highlights of Overseas Business: Q4 & Full Year FY15



- During FY15, the Bank's "**Overseas Business**" contributed 32.47% to its **Total Business**, 22.98% to **Gross Profit** and 28.60% to **Core Fee-based income** (i.e., Commission, Exchanges, brokerage, etc.)
 - Out of the Total Overseas Loan-book, **53.1%** was **Buyers' Credit/BP/BD**; 23.0% was in **Syndicated Loans/ECBs** (mostly to Indian corporates) and 23.9% was in **Local Credit**. The Bank's exposure to **non-India related companies** is around 27.4% of its overseas loan-book as on 31st Mar, 2015.
 - While the GNPA (%) in domestic operations was at 4.64%, it was **1.70%** for overseas operations as on 31st Mar, 2015.
 - The **Cost-Income Ratio** in Overseas operations was more favourable at 20.18% in FY15 versus -48.17% in Domestic operations.
 - In FY15, the **NIM** (as % of interest-earning assets) in Overseas operations stood at 1.09%; **Gross Profit to Avg. Working Funds** ratio at **0.98%**
 - The Outstanding balance of restructured loans in overseas operations as on 31st Mar, 2015 was at **Rs 3,268.70 crore**, out of which the **Standard restructured loans** were at **Rs 2,486.25 crore**.
 - During FY15, **the Bank opened 2 new branches in its Overseas Subsidiaries in Meru, Kenya and Mwanza, Tanzania.**
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NPA Movement (Gross): FY15



Particular	(Rs crore)
A. Opening Balance	11,875.90
B. Additions during FY15	8,515.34
Out of which, Fresh Slippages	8,038.94
C. Reduction during FY15	
Recovery	1,492.81
Upgradation	1,058.43
PWO & WO	1,563.49
Other Adjustments	15.07
NPA as on 31st Mar, 2015	16,261.44
Recovery in PWO in FY15	188.54

- The Bank's PCR was at **64.99% in Q4** of FY15 as against 65.45% in Q4 of FY14.

Sector-wise Gross NPA [Sequential Movement]



Sector	Gross NPA (%) End-June, 2014	Gross NPA (%) End-Sept, 2014	Gross NPA (%) End-Dec, 2014	Gross NPA (%) End-Mar, 2015
Agriculture	5.98	5.72	5.74	5.30
Large & Medium Industries	5.35	6.13	6.83	7.02
Retail	2.29	2.15	2.24	2.57
Housing	1.47	1.43	1.46	1.43
MSE	5.87	6.32	7.11	7.13
Overseas Operations	1.18	1.25	1.81	1.70

Restructured Accounts (Domestic)



Year	Outstanding as on 31 st March, 2015 (Rs crore)					
	Standard Category		NPA Category		Grand total	
	No. of A/Cs	Amount	No of A/Cs	Amount	No of A/Cs	Amount
Up to 2008	92	611.62	96	6.82	188	618.44
2008-09	3,672	532.87	2,776	210.10	6,448	742.97
2009-10	1,870	1,324.56	1,187	410.44	3,057	1,735.00
2010-11	382	1,706.38	289	192.53	671	1,898.91
2011-12	1,107	2,850.62	475	625.25	1,582	3,475.87
2012-13	7,976	6,166.95	2,786	1,999.86	10,762	8,166.81
2013-14	16,124	6,615.37	4,408	1,256.35	20,532	8,567.71
2014-15	15,650	8,187.00	1,125	280.13	16,775	7,771.14
Total	46,873	27,995.37	13,142	4,981.48	60,015	32,976.85
Less standard restructured accounts that ceased to attract higher provisions and/or additional risk weight at end of FY15	6,930	4,674.01			6,930	4,674.01
TOTAL	39,943	23,321.36	13,142	4,981.48	53,085	28,302.84

Restructured Accounts



• *Globally Restructuring is as follows:*

Quarter	Domestic		International		Total	
	A/cs	Amount	A/cs	Amount	A/cs	Amount
Q4-2014-15	6,704	4,018.75	4	64.78	6,708	4,083.53
Q3- 2014-15	2,278	1,528.88	6	69.54	2,284	1,598.42
Q2-2014-15	4,264	924.56	2	250.54	4,266	1,175.10
Q1-2014-15	3,758	948.23	3	37.84	3,761	986.07
FY2014-15	16,773	7,420.42	15	422.70	16,788	7,843.12
FY 2013-14		6,397.00		356.00		6,753.00

• The provision on account of diminution in fair value for Q4 FY15 is Rs 200.35 crore (as against Rs 65.55 crore in Q3, Rs 44.37 crore in Q2, and Rs 25.74 crore in Q1) and Rs 314.74 crore during the FY 15 as against Rs 255 crore in the FY14.

• Globally Restructured Standard Advances stood at Rs.25,905.82 crore is 6.15 % of total Standard Advances out of which Restructured Standard Advances of Domestic Operations is Rs. 23,321.36 crore (8.16% of Domestic Standard Advances).

• Globally Restructured assets of Rs.884.84 crore slipped to NPA during Q4 FY15 quarter. Out of the above, domestically restructured assets of Rs 876.53 crore slipped to NPA and international restructured assets slipped to NPA is Rs. 8.31 crore in Q4 FY15. For FY15, the restructured accounts slipped to NPA is Rs.2,612.22 crore of which domestically restructured assets of Rs 2,335.56 crore slipped to NPA and international restructured assets slipped to NPA is Rs. 276.66 crore.

• Out of the domestic restructured assets slipped to NPA, CDR assets were of Rs 418.95 crore during Q4, FY15 and Rs 820.39 crore during FY 15.

Sectoral Deployment of Credit at end-Mar, 2015



Sector	% share in Gross Domestic Credit
Agriculture	10.86
Retail	14.07
SME	17.27
Large Corporate	52.23
Misc. including Trade	5.57
Total	100.0%

Technology Initiatives in FY15



• Under various alternate delivery channels (like ATM, Internet Banking, Mobile Banking etc) the Bank undertook various measures for enhancing customer satisfaction. The important among them are as follows :

- Cash Recyclers integration with ATM Switch and CBS are implemented
 - Multi function Kiosks with functionalities of Cheque Deposit, Internet Banking portal access and Branch/ATM locator are implemented
 - Visa Debit card for UAE, BSP (Bank South Pacific) Interchange Implementation for Fiji, Chip Based Card Implementation in India, Oman and Mauritius
 - Account Balance through Missed Call.
 - Integration with PAYTM in E-Banking.
 - eCommerce transactions by Debit Card and PIN for IRCTC
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Bank's BPR Project – New Initiatives in FY15



- **Project Navnirmaan has altogether -18- initiatives covering both business process re-engineering and organizational re-structuring, aimed at transforming the Bank's branches into the "Sales and Service Centers" through Centralization to make possible sustained growth in sales, superior customer experience and alternate channel migration.**
 - **The important initiatives as on 31.03.2015 were:**
 - **Baroda-Next Branch- So far -1468-Metro/Urban branches have been rolled out as Baroda Next branches.**
 - **City Back Office (CBO) ,Clearing operations under CTS have been centralized for branches (linked to CBO). Currently 85 CBOs are operational throughout the country.**
 - **Total -13- Regional Back Office (RBO) operational. Altogether -5051- branches are linked for CASA opening and -5051-branches linked for PCB (Personalized Cheque Book) issuance.**
 - **E- Lobby: Bank has started -150- independent E-Lobbies in different Zones..**
 - **Personalized passbook printers installed in -2300- branches.**
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New Recruitment in FY15



Category	Proposed Recruitment for the year	Joining Status (01-04-2014 to 31.03.2015)
Total New Hiring for FY15	7600	5766
Of which:		
A. Total No. of Officers	3800	3172
a) Probationary Officers	2360	2040
b) Specialist Officers	600	362
c) Baroda Manipal Trainees	840	770
d) Campus Recruitment	-	-
B. Total No. of Clerks	3800	2594
No. of Officers & Clerks superannuated in FY14-15		Officers - 834
		Clerks - 780
		Total - 1614

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



HR Initiatives Undertaken

Among various HR Initiatives undertaken, the following are notable:

- a) A structured six-month long On-Boarding Programme for new officers put in place.**
 - b) Focussed Talent Management programme and succession planning exercise conducted.**
 - c) Centralisation of various HR activities undertaken by creating an HR Shared services CPC (Central Processing Cell) at Baroda, which has brought about efficiencies in HR working and freed up HR time at Regions / Zones for more developmental work.**
 - d) Various IT tools developed and implemented**
 - Online Performance management system for officers**
 - Online benefit / claims module for employees**
 - Postings Tool to facilitate the postings process**
 - Manpower Planning Tool - to scientifically assess the manpower requirement of branches / units**
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Bank's Forward Guidance



- Indian economy is expected to recover gradually in FY16, supported by political stability & enabling policy framework, increased reform momentum, mixed global economic growth and relatively lower crude oil prices.
 - This augurs well for the banking business. Also comfortable liquidity position and RBI's focused inflation targeting could help further. With a broad based macro recovery and increasing pace of reforms should see a gradual reduction in the banking industry's stressed assets.
 - The Bank aspires to grow with cautious optimism and would concentrate on improving its domestic NIM to 3.0% through further rebalancing of loan-book; bringing the ROAA close to 1.0% by further improving the CASA share and improving the yield on advances on the back of likely improvement in economic prospects.
 - On the qualitative side, the Bank's endeavours at BPR, Capacity Building, Technology Up-gradation, Talent Management & Training, Marketing, etc. would continue with full vigour.
 - The Bank is continuously evolving its Strategic Focus to cope with changing environment.
 - We at Bank of Baroda see our sustainable performance as a source of competitive advantage in the years ahead. We are committed to protect our Leadership Position in the market.
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Thank you
