#### September 2016

Strictly Private & Confidential

### **RBLBANK**

## **Investor Presentation**

Equity



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## Glossary and Key Notes

| AB    | Agribusiness Banking                      | NH    | National Highway             |
|-------|---|-------|------------------------------|
| ATM   | Automated Teller Machine                  | NIM   | Net Interest Margin          |
| BBB   | Branch and Business Banking               | NII   | Net Interest Income          |
| C&IB  | Corporate & Institutional Banking         | NPA   | Non-Performing Assets        |
| CAGR  | Compounded Annual Growth Rate             | NRI   | Non-Resident Indian          |
| CAR   | Capital Adequacy Ratio                    | PAT   | Profit After Tax             |
| CASA  | Current Account and Savings Account       | PSU   | Public Sector Undertakings   |
| СВ    | Commercial Banking                        | Pvt   | Private                      |
| Cos.  | Companies                                 | RHP   | Red Herring Prospectus       |
| CPI   | Consumer Price Index                      | RoA   | Return on Assets             |
| DB&FI | Development Banking & Financial Inclusion | RoE   | Return on Equity             |
| DCM   | Debt Capital Market                       | RB    | Retail Banking               |
| FDI   | Foreign Direct Investment                 | RBI   | Reserve Bank of India        |
| FII   | Foreign Institutional Investor            | RBL   | RBL Bank Limited             |
| Forex | Foreign Exchange                          | SME   | Small and Medium Enterprise  |
| FY    | Financial Year                            | T&FM  | Treasury & Financial Markets |
| GDP   | Gross Domestic Product                    | WPI   | Wholesale Price Index        |
| Ltd   | Limited                                   | у-о-у | Year-On-Year                 |
| MSME  | Micro, Small and Medium Enterprise        |       |                              |

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SA

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# **1. RBL Bank Snapshot**

Platinum

RBLBANK

MasterCar

DELIGHT

5346 7800 1234 5678 01/13 01/18

Freedom

TITANIUM

ANSHUL SHARMA

Equity



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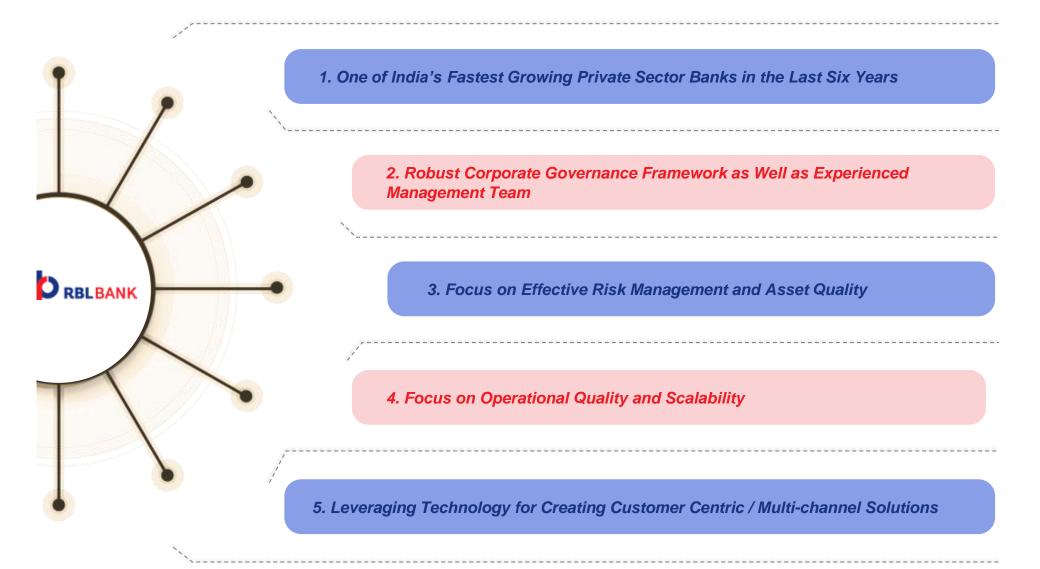
### Our Overview



Note: Exchange rate used in this presentation is US\$ 1 = INR 66. Figures and percentages have been rounded up. (1) NII refers to Interest Earned (-) Interest Expended; (2) As per RBI guidelines under Basel III.

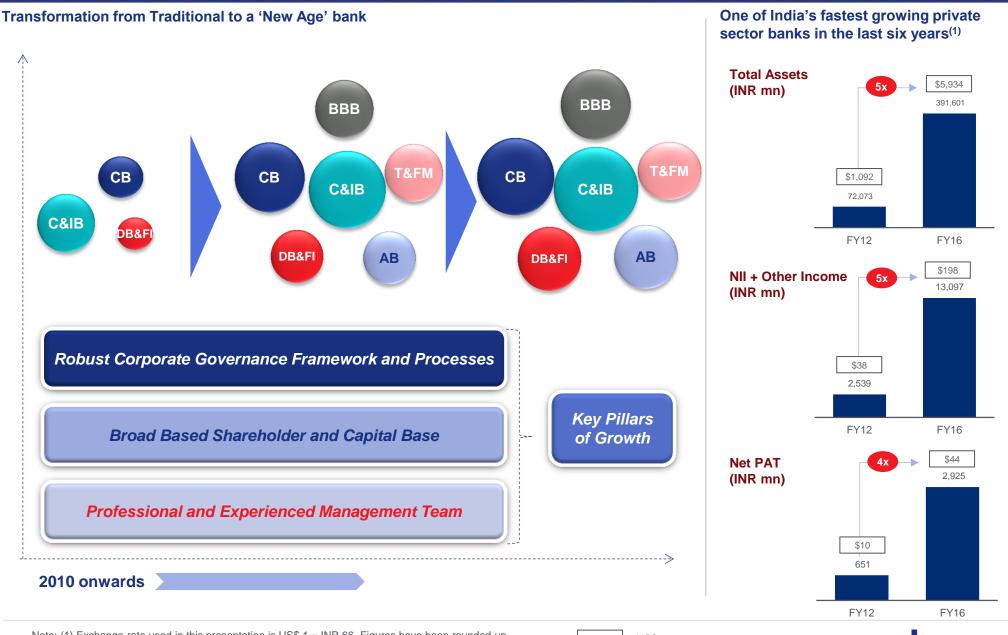
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## Key Investment Highlights





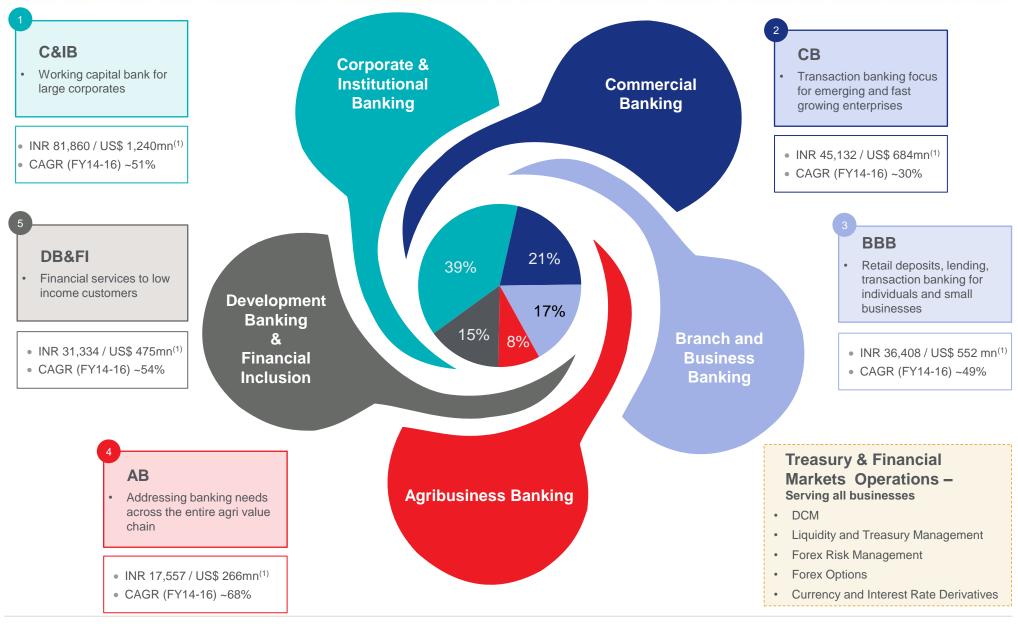
### Our Journey



Note: (1) Exchange rate used in this presentation is US\$ 1 = INR 66. Figures have been rounded up.

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### **Key Business Segments**



Note: Exchange rate used is US\$ 1 = INR 66. Figures and percentages have been rounded up. (1) All figures under the respective business segments represent Net Advances as on March 31, 2016 while the pie-chart at the centre represents business segment-wise composition of Total Net Advances as on March 31, 2016.



### **Robust Multi-Channel Distribution System**

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#### **Growing Branch Network (FY16) Expansion Focused** AMMU AND Around NH-8 and NH-4 (ASHA) Well diversified branch presence across metros, Belt<sup>(1)</sup> urban, semi-urban and rural areas **Branches** DITABANHAN kistan 197 branches and 362 ATMs as of March 31, 2016 across 16 Indian states & union territories M Bhutan Lucknow EGHALAYA Bangladest HARKHAND Cost-effective micro-payment and branchless Myann (Burm banking solution **Business** Exclusive partnership agreements to originate client business - loans, savings accounts, insurance etc. **Correspondents** Bay of Bengal Provides last mile delivery of products and services in rural India through transaction points Man data @2016 Gnonia Mana GiSrael OR Branch Mix (FY16)\* No. of Branches 197 Mobile banking, internet banking and phone Semi -Metro Urban banking/IVR 29% 32% 183 **Digital Banking** Other Initiatives • 172 Introduced micro-ATMs e-KYC services on pilot basis Urban 16% Rural **FY14 FY15 FY16** 23%

**Customer Touch-points** 

Note: (\*) Figures and percentages have been rounded up. (1) "NH-8 Belt" is a national highway which connects Delhi to Mumbai via Gujarat and Rajasthan and the "NH-4 Belt" is a national highway connecting Mumbai to Chennai along Maharashtra, Karnataka and Tamil Nadu. Expansion is focused on covering states with high per-capita income and key economic centers.



### Our Strategy: Focused Differentiation

Become a "Bank of Choice" by Building Relationships Through Trust and Respect of Our Customers

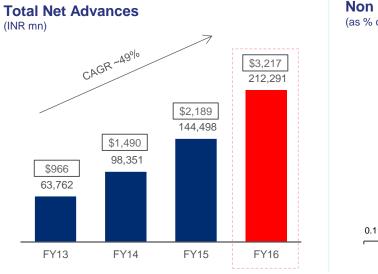
**Client Segment Strategy + Growing and Leveraging on Distribution Network** 

| Client Relationships<br>& Offerings  | Targeted Presence   | Build Human Capital   | Brand Development  |
|--|---|---|--|
| Customer-centric and<br>relationship approach<br>+<br>Provide comprehensive suite<br>of products and increase<br>cross sell<br>+<br>Responsive and customer<br>need based service<br>approach<br>+<br>Increase contribution of non-<br>interest income | Leverage existing<br>infrastructure<br>+<br>Expand into select promising<br>areas<br>+<br>Build on a variety of<br>distribution channels<br>+<br>Enter into strategic<br>partnerships | Retain and develop talent<br>+<br>Incentivize and reward<br>superior performance<br>+<br>Create long-term ownership<br>and commitment | Nurture a strong and trusted<br>brand<br>+<br>Focus on <b>rebranding</b><br><b>initiatives</b><br>+<br>Use a unique position by<br>combining <b>innovation</b> and<br>long-operating history |

**Differentiating Strategies** 

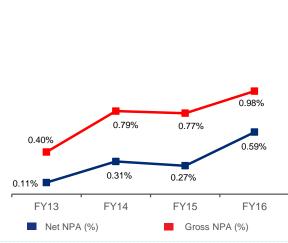


### Growth Across Segments



#### **Non Performing Assets**

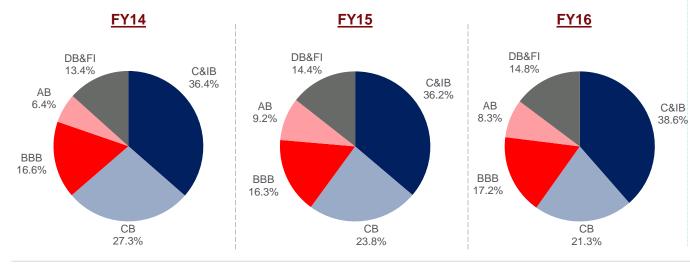
(as % of Total Advances)



 One of India's fastest growing private sector banks in the last six years

 As part of growth strategy, diversifying and expanding product range to BBB, AB and DB&FI

Segment Composition of Net Advances



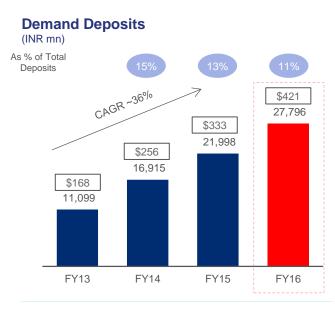
 Focus on effective risk management has led us to maintain asset quality amidst challenging macro environment

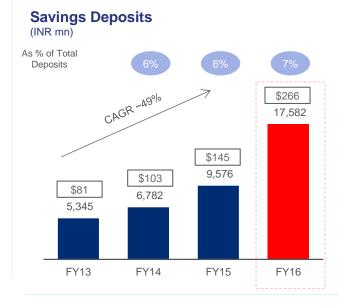
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US\$ mn

#### Note: Exchange rate used is US\$ 1 = INR 66. Figures and percentages have been rounded up.

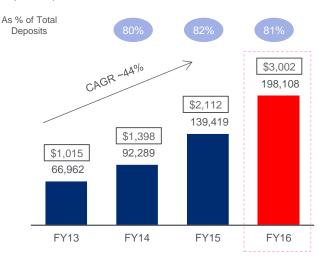
### Improving Liability Profile with Strong Growth in CASA



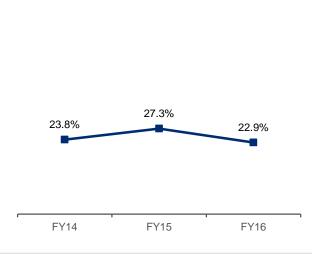


 Achieving a strong and lasting CASA base is one of the core objectives

Term Deposits (INR mn)



Top 20 Depositors as a % of Total Deposits  ${}_{(\%)}^{(\%)}$ 



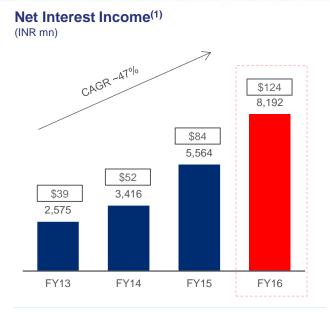
 With RBI's deregulation of savings bank deposit rates, higher savings rates have been offered, which has helped improve traction of new savings account openings

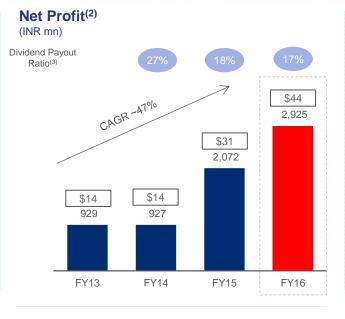
US\$ mn



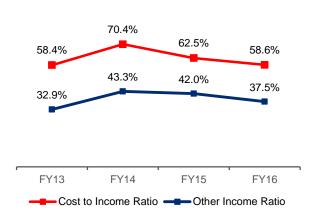
Note: Exchange rate used is US\$ 1 = INR 66. Figures and percentages have been rounded up.

### Strong Operating Performance with Growth in Other Income

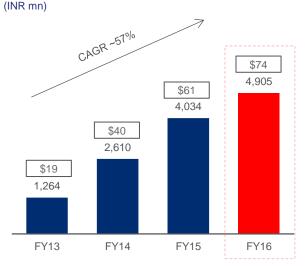




### Cost to Income Ratio and Other Income to Total Net Income Ratio<sup>(4)</sup>

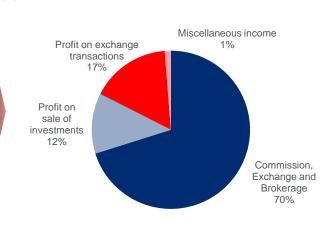


**Other Income** 



Other Income Components (FY16)

(%)



 Rising share of Non-interest Income with growth in Fee-based income

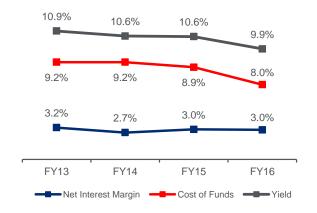
US\$ mn

Note: Exchange rate used is US\$ 1 = INR 66. Figures and percentages have been rounded up. (1) Net interest income refers to difference between interest earned and interest expended. (2) Net profit for FY14 has been impacted by a one-off charge of Rs. 619.4mn relating to acquisition of certain businesses of RBS. (3) Dividend payout ratio excludes corporate dividend tax. (4) Other Income to Total Income ratio has been calculated as Other Income / (Net Interest Income + Other Income).



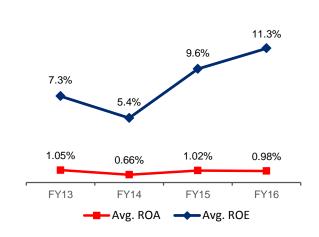
### **Key Operating Parameters**

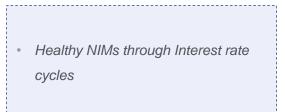
Yield<sup>(1)</sup>, Cost of Funds and NIM (%)



### Return on Equity<sup>(2)</sup> and Return on Assets<sup>(3)</sup>

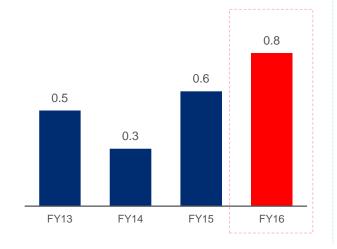
(%)



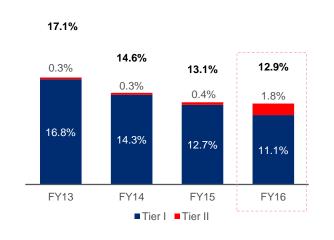


**Profit per Employee** 

(INR mn)



### Capital Adequacy Ratio<sup>(4)</sup>

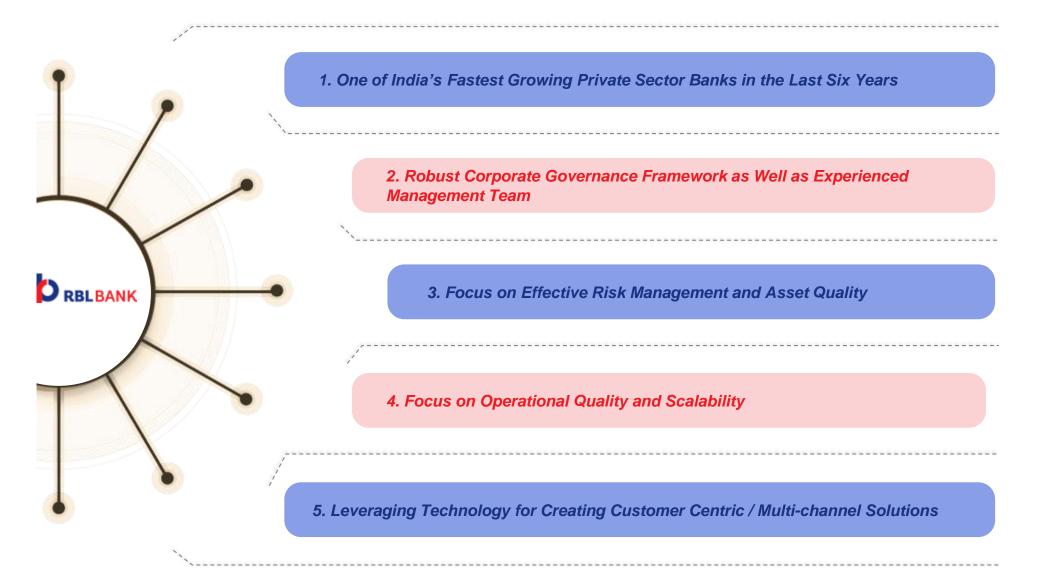


 Comfortable capital adequacy position, above regulatory requirements

Note: Figures and percentages have been rounded up. (1) Yield is based on average interest earning assets. (2) ROE calculated as net profit to average shareholders' equity. Average shareholders' equity refers to average of month end balances of Share capital and reserves. Return on Equity for FY14 has been impacted by a one-off charge of Rs. 619.4mn relating to acquisition of certain businesses of RBS. (3) Calculated as net profit to average assets. (4) Capital adequacy ratio for FY14-FY16 is reported as per Basel III framework while FY13 is reported as per Basel II framework.



### Key Investment Highlights - Recap







# Appendix

RBLBANK Platinum RBLBANK DELIGHT 50 RELBANK Freedom 8 SA RBLB UM ANK TITANIUM Ť. 5346 7800 1234 5678 MasterCar ANSHUL SHARMA

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Real Estate

2

GOLD ETFS

Innovation



Platinum

RELBANK

MasterCar

DELIGHT

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Freedom

TITANIUM

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## A. Financials

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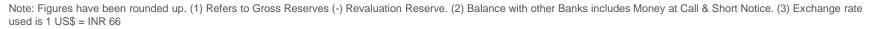
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### **Balance Sheet**

|  |         | Financial Year | Ending March 31, |         |         | Financial Year E | nding March 31, |         | CAGR    |
|--|---------|----------------|------------------|---------|---------|------------------|-----------------|---------|---------|
|  | 2013    | 2014           | 2015             | 2016    | 2013    | 2014             | 2015            | 2016    | FY13-16 |
| Liabilities                              |         | (INI           | R mn)            |         |         |                  | (US\$ mn)       |         | %       |
| Share Capital                            | 2,529   | 2,720          | 2,935            | 3,247   | 38.3    | 41.2             | 44.5            | 49.2    | 8.7%    |
| Share Application<br>Money               | -       | 1,295          | -                | -       | -       | 19.6             | -               | -       |         |
| Reserves <sup>(1)</sup>                  | 13,527  | 16,122         | 19,360           | 26,635  | 205.0   | 244.3            | 293.3           | 403.6   | 25.3%   |
| Deposits                                 | 83,405  | 115,986        | 170,993          | 243,487 | 1,263.7 | 1,757.4          | 2,590.8         | 3,689.2 | 42.9%   |
| Borrowings                               | 27,374  | 38,955         | 69,627           | 105,362 | 414.8   | 590.2            | 1,055.0         | 1,596.4 | 56.7%   |
| Other Liabilities                        | 2,788   | 6,893          | 8,121            | 12,870  | 42.2    | 104.4            | 123.0           | 195.0   | 66.5%   |
| Total                                    | 129,623 | 181,971        | 271,036          | 391,601 | 1,964.0 | 2,757.1          | 4,106.6         | 5,933.3 | 44.6%   |
| <u>Assets</u>                            |         |                |                  |         |         |                  |                 |         |         |
| Cash and Balances with RBI               | 2,908   | 9,807          | 14,557           | 13,397  | 44.1    | 148.6            | 220.6           | 203.0   | 66.4%   |
| Balances with other Banks <sup>(2)</sup> | 3,977   | 2,115          | 7,147            | 11,102  | 60.3    | 32.0             | 108.3           | 168.2   | 40.8%   |
| Investments (Net)                        | 55,160  | 64,770         | 97,923           | 144,360 | 835.8   | 981.4            | 1,483.7         | 2,187.3 | 37.8%   |
| Advances (Net)                           | 63,762  | 98,350         | 144,498          | 212,291 | 966.1   | 1,490.2          | 2,189.4         | 3,216.5 | 49.3%   |
| Fixed and Other Assets                   | 3,815   | 6,929          | 6,912            | 10,451  | 57.8    | 105.0            | 104.7           | 158.3   | 39.9%   |
| Total                                    | 129,623 | 181,971        | 271,036          | 391,601 | 1,964.0 | 2,757.1          | 4,106.6         | 5,933.3 | 44.6%   |



### **Income Statement**

|   |          | Financial Year I | Ending March 31, |          |        | Financial Year Er | nding March 31, |         | CAGR    |
|---|----------|------------------|------------------|----------|--------|-------------------|-----------------|---------|---------|
|   | 2013     | 2014             | 2015             | 2016     | 2013   | 2014              | 2015            | 2016    | FY13-16 |
| Income Statement  | (INR mn) |                  |                  |          |        |                   | (US\$ mn)       |         | %       |
| <u>meenie etatemenia</u>  |          |                  |                  |          |        |                   |                 |         |         |
| Interest Earned (A)   | 8,793    | 13,516           | 19,531           | 27,443   | 133.2  | 204.8             | 295.9           | 415.8   | 46.1%   |
| Interest Expense (B)  | (6,218)  | (10,100)         | (13,967)         | (19,251) | (94.2) | (153.0)           | (211.6)         | (291.7) | 45.7%   |
| Net Interest Income<br>(A-B) = (C)                                | 2,575    | 3,416            | 5,564            | 8,192    | 39.0   | 51.8              | 84.3            | 124.1   | 47.1%   |
| Other Income (D)  | 1,264    | 2,610            | 4,034            | 4,905    | 19.2   | 39.5              | 61.1            | 74.3    | 57.1%   |
| Net Total Income (C+D)  | 3,839    | 6,026            | 9,598            | 13,097   | 58.2   | 91.3              | 145.4           | 198.4   | 50.5%   |
|   |          |                  |                  |          |        |                   |                 |         |         |
| Operating Expenses  | 2,244    | 4,239            | 5,997            | 7,673    | 34.0   | 64.2              | 90.9            | 116.3   | 50.7%   |
| Operating Profit  | 1,596    | 1,787            | 3,601            | 5,424    | 24.2   | 27.1              | 54.6            | 82.2    | 50.3%   |
| Provisions &<br>Contingencies<br>(excluding Provision for<br>Tax) | 226      | 462              | 602              | 1,144    | 3.4    | 7.0               | 9.1             | 17.3    | 71.7%   |
| Profit Before Tax   | 1,370    | 1,325            | 2,999            | 4,280    | 20.8   | 20.1              | 45.4            | 64.8    | 46.2%   |
| Total Tax Provision   | 442      | 398              | 928              | 1,355    | 6.7    | 6.0               | 14.1            | 20.5    | 45.3%   |
| ΡΑΤ   | 929      | 927              | 2,072            | 2,925    | 14.1   | 14.0              | 31.4            | 44.3    | 46.6%   |



### **Key Financial Metrics**

|                               |       | 1     |       |
|-------------------------------|-------|-------|-------|
| Key Financial Metrics         | FY14  | FY15  | FY16  |
| CASA Ratio (%) <sup>(1)</sup> | 20.4% | 18.5% | 18.6% |
| Gross NPA (%)                 | 0.8%  | 0.8%  | 1.0%  |
| Net NPA (%)                   | 0.3%  | 0.3%  | 0.6%  |
| EPS                           | 3.61  | 7.00  | 9.43  |
| RoA (%)                       | 0.7%  | 1.0%  | 1.0%  |
| RoE (%)                       | 5.4%  | 9.6%  | 11.3% |
| Cost to income Ratio (%) (2)  | 70.4% | 62.5% | 58.6% |
| NIMs (%)                      | 2.7%  | 3.0%  | 3.0%  |
| Tier 1 (%)                    | 14.3% | 12.7% | 11.1% |
| CAR (%) <sup>(3)</sup>        | 14.6% | 13.1% | 12.9% |

Note: Figures and Percentages have been rounded up. (1) CASA Ratio is determined as the sum of demand deposits and saving deposits divided by total deposits. (2) Cost to Income Ratio is computed as the percentage of operating expenses to net total income which is defined as the sum of interest income and other income less interest expense. (3) CAR for Fiscal 2014, 2015 and 2016 is computed as per Basel III framework



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# **B. Board & Management Team**

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### Professional and Experienced Leadership Team

#### **Board of Directors**



#### Mr. Vishwavir Ahuja

Managing Director and CEO Previously, Managing Director & Country Executive Officer of Bank of America for Indian Sub-continent



#### Mr. Narayan Ramchandran

Non-Independent Director and Part-Time Chairman Previously, CEO and Country Head of Morgan Stanley, India



#### Mr. Girish Godbole

Independent Director



#### Mr. Jairaj Purandare

Independent Director Previously, Regional Managing Partner of PWC



#### Mr. Prakash Chandra

Additional Director <sup>(1)</sup> Previously, Chairman of Central Board of Direct Taxes (CBDT)



#### Mr. Ishan Raina

Additional Director (1)

Previously, Founder of Out of Home (OOH) India, Associated with JWT and Lintas Advertising



#### Mr. Palepu Sudhir Rao

Independent Director

Currently, Associated with a Number of Corporates including Aditya Birla Money Ltd and Radhakrishna Foodland Pvt Ltd



### Ms. Rama Bijapurkar Independent Director Wide Experience in Market Research, Market Strategy and Management Consulting



Mr. Sivanandhan Dhanushkodi Independent Director Currently, Part-Time Security Advisor to RBI Previously, Director General of Police, Maharashtra



#### Mr. Vimal Bhandari Independent Director

Mr. Rajesh Kumar

Currently, Managing Director and CEO of Indostar Capital Finance

# 6

RBI - Additional Director Currently, General Manager of the Human Resources Department with Reserve Bank of India



Note: (1) Proposed to be appointed as an Independent Director at the ensuing AGM.

## Professional and Experienced Leadership Team (Cont'd)

#### **Experienced and Professional Management Team**



#### Mr. Vishwavir Ahuja

Managing Director and CEO Previously, Managing Director & Country Executive Officer of Bank of America for Indian Sub-continent



#### Mr. Rajeev Ahuja

Head—Strategy, Retail, Transaction Banking and Financial Inclusion Previously, associated with Citibank India, Bank of America, India and Bankers Trust Company



#### Mr. Naresh Karia

Chief Financial Officer Previously, Country Controller of Citibank N.A., India



#### Mr. Amareesh Gulati

Head - Transaction Banking and Payment Services Previously, associated with DCM Toyota Limited and ANZ Grindlays Bank



#### Mr. Harjeet Toor

Business Head - Retail Assets, MSME, Credit Cards and Micro Banking

Previously, associated with Bank of America, ABN AMRO Bank and Fullerton India Credit Company



#### Mr. R. Gurumurthy

Head – Risk and Governance

Previously, associated with Standard Chartered Bank, Bank of America, Credit Lyonnais and State Bank of India



#### Mr. Brijesh Mehra

Head – Corporate and Institutional Banking and Transaction Banking

Previously, associated with Royal Bank of Scotland N.V. and Grindlays Bank Public Limited Company



#### Mr. Sandeep Thapliyal

Head - Commercial Banking

Previously, Managing Director of Investment Banking at Religare Capital Markets



### Mr. Andrew Gracias Head - Financial Markets

Previously, associated with Bank of America and UBS



Mr. Manoj Rawat Head - Agri Business Previously, associated with NABARD and Fullerton India



## Professional and Experienced Leadership Team (Cont'd)

#### Experienced and Professional Management Team (Cont'd)



#### Mr. Surinder Chawla

Head – Geography, Business and Branch Banking Previously, associated with Standard Chartered Bank, ABN Amro Bank and HDFC Bank



Ms. Shanta Vallury

Head- Human resources, Learning and Development, Internal Branding and CSR

Previously, Vice President of Acquisitions and Partnerships Division in American Express Bank Ltd (Gurgaon)



#### Mr. Rajeev Dewal

Head - Legal Holds Bachelor's Degree in Science and Law from University of Bombay and Certified Associate of the Indian Institute of Bankers



#### Mr. Satish Dhawan

Chief Infrastructure and Administration Officer Previously, Chief Executive Officer of DCM Estates

#### Mr. Vinay Tripathi

Company Secretary and Compliance Officer Previously, associated with L&T Finance Company Limited, Yes Bank Limited and CMC Limited



#### Mr. Rana Vikram Anand

Head – Segments and Products, Business and Branch Banking Previously, associated with Royal Bank of Scotland



#### Mr. Bhavtaran Singh (Sunny) Uberai

Chief of Staff and Head - Change Management and Service Delivery Previously, associated with ABN Amro Bank and Arete Financial Partners, Singapore



### Mr. Joginder Singh Rana

Head - Chief Operations Officer

Previously, Asia Head of Citibank - Enterprise Risk Management for Consumer Bank Divisions; Director Of Citigroup Wealth Advisors India Pvt Ltd



#### Mr. Sanjay Sharma

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