



# Investor Presentation Q3 FY 25

January 18, 2025



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ALL FIGURES IN THIS DOCUMENT ARE IN INR CRORE UNLESS MENTIONED OTHERWISE ; 1 CRORE = 10 MILLION

# Glossary and Key Notes

AEPS	Aadhaar Enabled Payment System	INR	Indian Rupee
Agri	Agribusiness Banking	IPO	Initial Public Offering
API	Application Programming Interface	MF	Mutual Funds
ATM	Automated Teller Machine	Mn	Million
BC	Business Correspondent	NFB	Non Fund Based
Bps	Basis Points	NIM	Net Interest Margin
BVPS	Book Value Per Share	NNPA	Net Non Performing Assets
C&IB	Corporate & Institutional Banking	NPA	Non Performing Assets
CAGR	Compounded Annual Growth Rate	PCR	Provision Coverage Ratio
CASA	Current Account and Savings Account	Q1	3 month period ended June 30( April 1 - June 30)
CB	Commercial Banking	Q2	3 month period ended September 30( July 1 - September 30)
CBDT	Central Board for Direct Taxes	Q3	3 month period ended December 31( October 1 - December 31)
CC	Credit Card	Q4	3 month period ended March 31(January 1 - March 31)
CEO	Chief Executive Officer	QoQ	Quarter on Quarter
CET1	Core Equity Tier 1	H1	6 month period ended September 30( April 1 - September 30)
Cr	Crore	9M	9 month period ended December 31( April 1 - December 31)
CRAR	Capital to Risk Weighted Assets Ratio	RBI	Reserve Bank of India
CSR	Corporate Social Responsibility	RoA	Return on Assets
FICC	Fixed Income, Currency and Commodity	RoE	Return on Equity
FPI	Foreign Portfolio Investor	RWA	Risk Weighted Assets
FY	12 month period ended March 31	SLR	Statutory Liquidity Ratio
GNPA	Gross Non Performing Assets	UPI	Unified Payments Interface
G-Sec	Government Securities	US	United States
GST	Goods and Services Tax	VCF	Venture Capital Funds
HUF	Hindu Undivided Family	YoY	Year on Year
RBL Finserve	RBL Finserve Ltd.	WCF	Working Capital Finance
RVF	Rural Vehicles Finance	JLG	Joint Liability Group
NM	Not Meaningful		



# Financial Results

# Highlights for the Q3 FY25

## Operating performance

- Net Interest Income (NII) for Q3 FY25 grew 3% YoY to Rs. 1,585 crore, NIM was 4.90%
- Other Income for Q3 FY25 grew 38% YoY to Rs. 1,073 crore
- Operating Profit for Q3 FY25 grew 30% YoY to Rs. 997 crore
- Net Profit was Rs. 33 crore for Q3 FY25 after additional provision on JLG loans

## Retail led loan growth

- Advances grew by 13% YoY to Rs. 90,412 crore
- Retail advances grew by 19% YoY to Rs.55,199 crore; Secured retail advances grew 38% YoY
- Wholesale advances grew by 5% to Rs.35,213 crore; Commercial Banking (Mid-corporates & SME) which remains our focus area in wholesale grew faster at 21% YoY

## Deposits growth led by Retail

- Overall deposits grew by 15% YoY to Rs. 1,06,753 crore; CASA deposits grew by 12% YoY to Rs. 35,022 crore; CASA ratio at 32.8%
- Granular Deposits (less than Rs. 3 crore) grew by 20% YoY to Rs.53,719 crore; accounts for 50.3% of total deposits
- CASA + TD < Rs. 3 crore at 64% of Total Deposits

## Healthy capital position

- Capital adequacy ratio & CET-1 as of 31<sup>st</sup> Dec 2024 (including 9M profits) was 15.4% & 13.7% vs 16.4% & 14.6% as of 31<sup>st</sup> Dec 2023

## Asset quality

- GNPA down 20 bps YoY to 2.92%, NNPA down 26 bps YoY to 0.53%
- Bank on prudent basis made additional provision of Rs. 414 crore on its JLG loans to take provision coverage on this portfolio to 85%; PCR including this was 82.17%; PCR incl. Technical Write-off was 93.46%
- Credit cost including above additional provision for Q3 FY25 was 139 bps

# Key Parameters

## Scale



Deposits up 15% YoY to  
Rs. 106,753 crore

Advances up 13% YoY to  
Rs. 90,412 crore

15.89 mn customers  
across segments

## Growth Drivers



Retail Assets up 19% YoY;  
Secured Retail up 38% YoY

Comm. Banking up 21%  
YoY

Granular Deposits up 20%  
YoY

## Balance Sheet



15.4% CRAR  
13.7% CET 1

Avg. LCR for Q3 FY25 at  
143%

PCR at 82.17%

## Presence



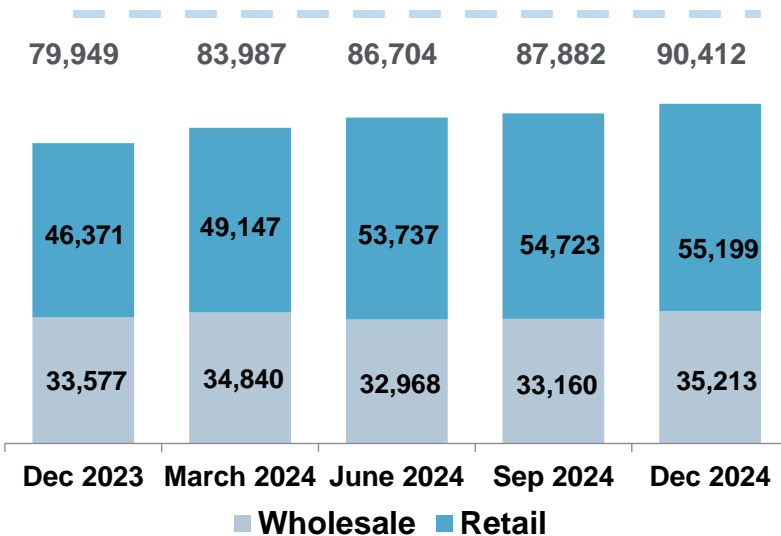
558 branches; 411 ATMs

~1450+ BC Branches

600+ districts, servicing  
18,000+ pincodes

# Important Metrics...

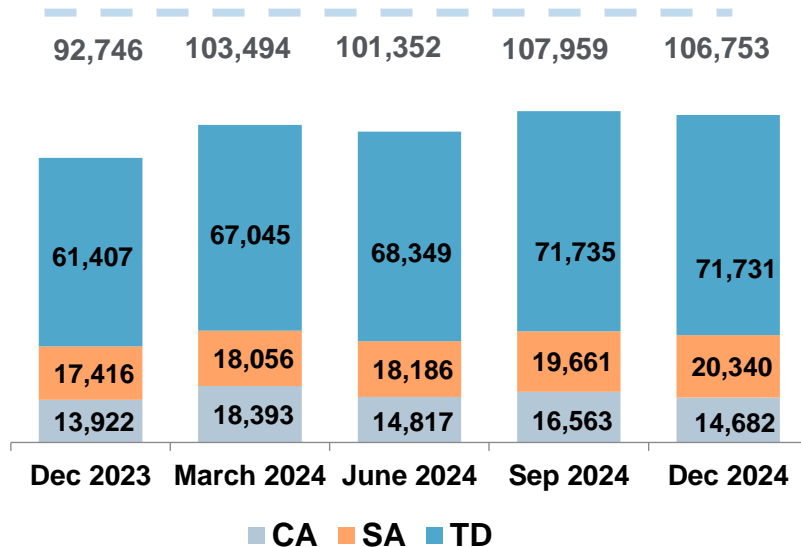
## Advances



- HL + Business Loans up by 32% YoY
- Rural Vehicle Finance up by 30% YoY
- Commercial Banking up by 21% YoY

Sustaining secured retail advances growth momentum; growth in wholesale with focus on commercial banking

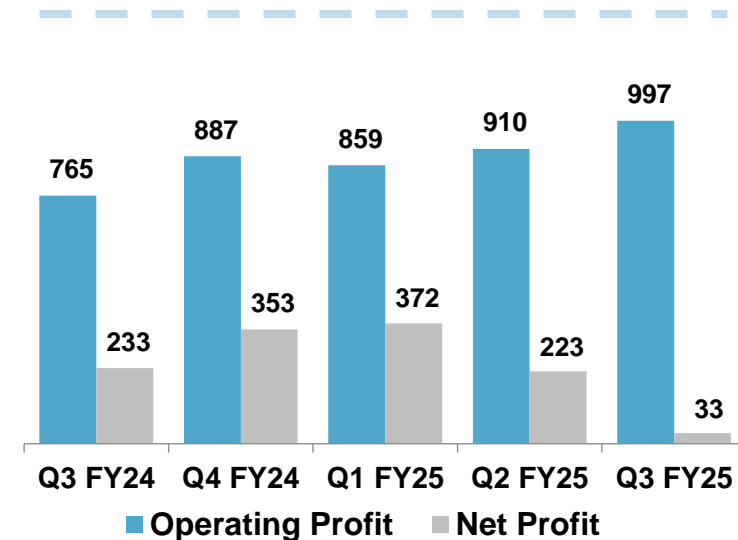
## Deposits



- CASA + TD < Rs. 3 crore at 64% of Total Deposits
- ~65%+ FDs opened and SA sourced digitally

Deposits Less than 3 crore growth was 20% YoY

## Profitability



- NII grew 3% YoY, NIM at 4.90%
- Core Fee Income up 19% YoY
- Operating Expenses up by 7% YoY

Operating Profit grew 30% YoY

# Key Ratios

Parameter	Q3 23	Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
Yield on Advances	12.8%	13.5%	13.9%	14.0%	14.0%	14.1%	14.2%	13.5%	13.3%
Cost of Deposits	5.5%	5.7%	6.1%	6.2%	6.3%	6.4%	6.5%	6.5%	6.6%
Cost of Funds	5.6%	5.8%	6.1%	6.3%	6.5%	6.5%	6.6%	6.6%	6.6%
Net Interest Margin	5.27%	5.62%	5.53%	5.54%	5.52%	5.45%	5.67%	5.04%	4.90%
Cost/Income	70.1%	70.8%	69.3%	66.5%	67.1%	64.2%	65.7%	64.2%	62.5%
Credit Cost (bps)#	39	29	39	90*	48	53	59	80	139**
RoA	0.78%	1.00%	1.01%	1.00%	0.75%	1.08%	1.14%	0.64%	0.09%
RoE	6.25%	8.11%	8.39%	8.38%	6.48%	9.73%	9.88%	5.76%	0.84%

\* Credit Cost for Q2 FY24 includes Contingency Buffer on Credit Cards + JLG + Personal Loans of 37bps

\*\* 49 bps on account of additional provision on JLG loans

# Credit Cost not annualized

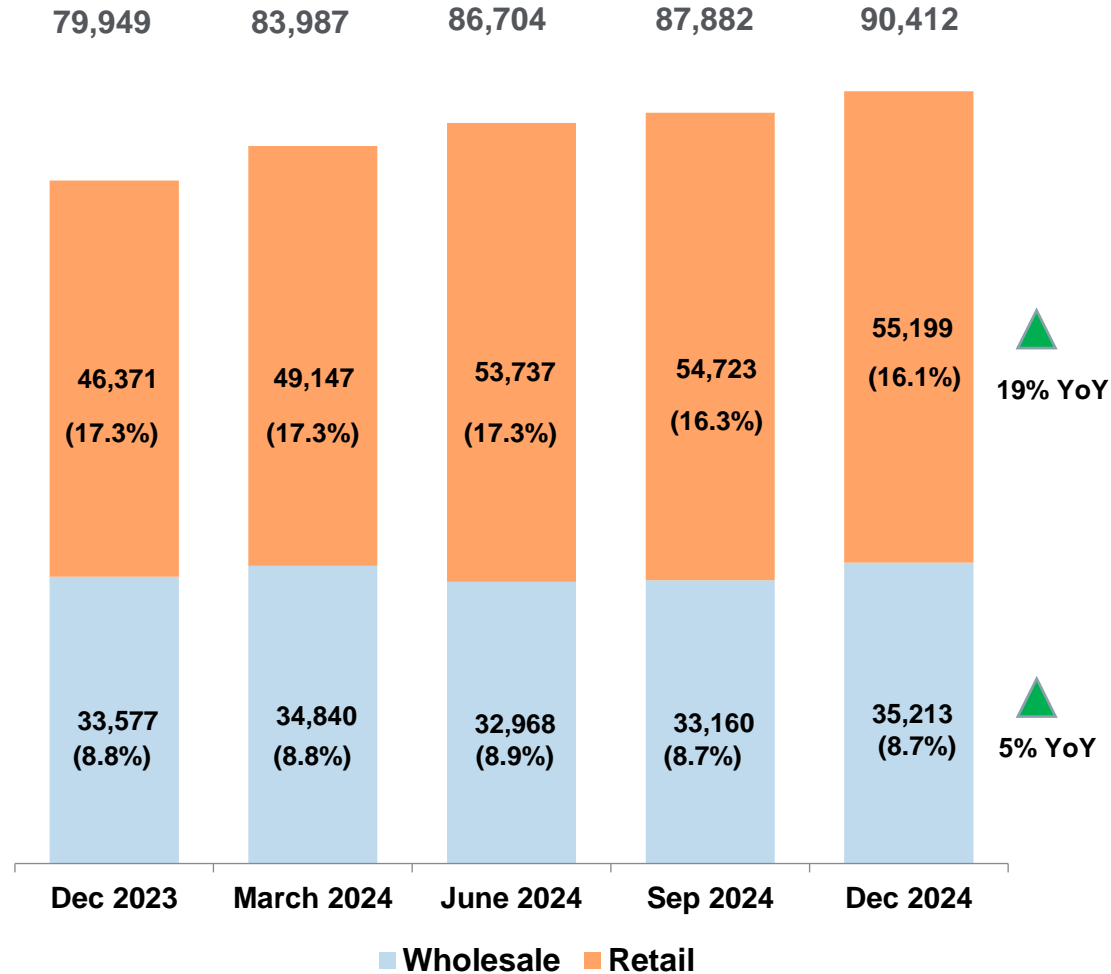


# Advances and Deposits

# Well Diversified Advances; Growth led by Retail & Commercial Banking

Strong growth in Retail Advances;  
Retail : Wholesale mix of 61:39

Net Funded Advances



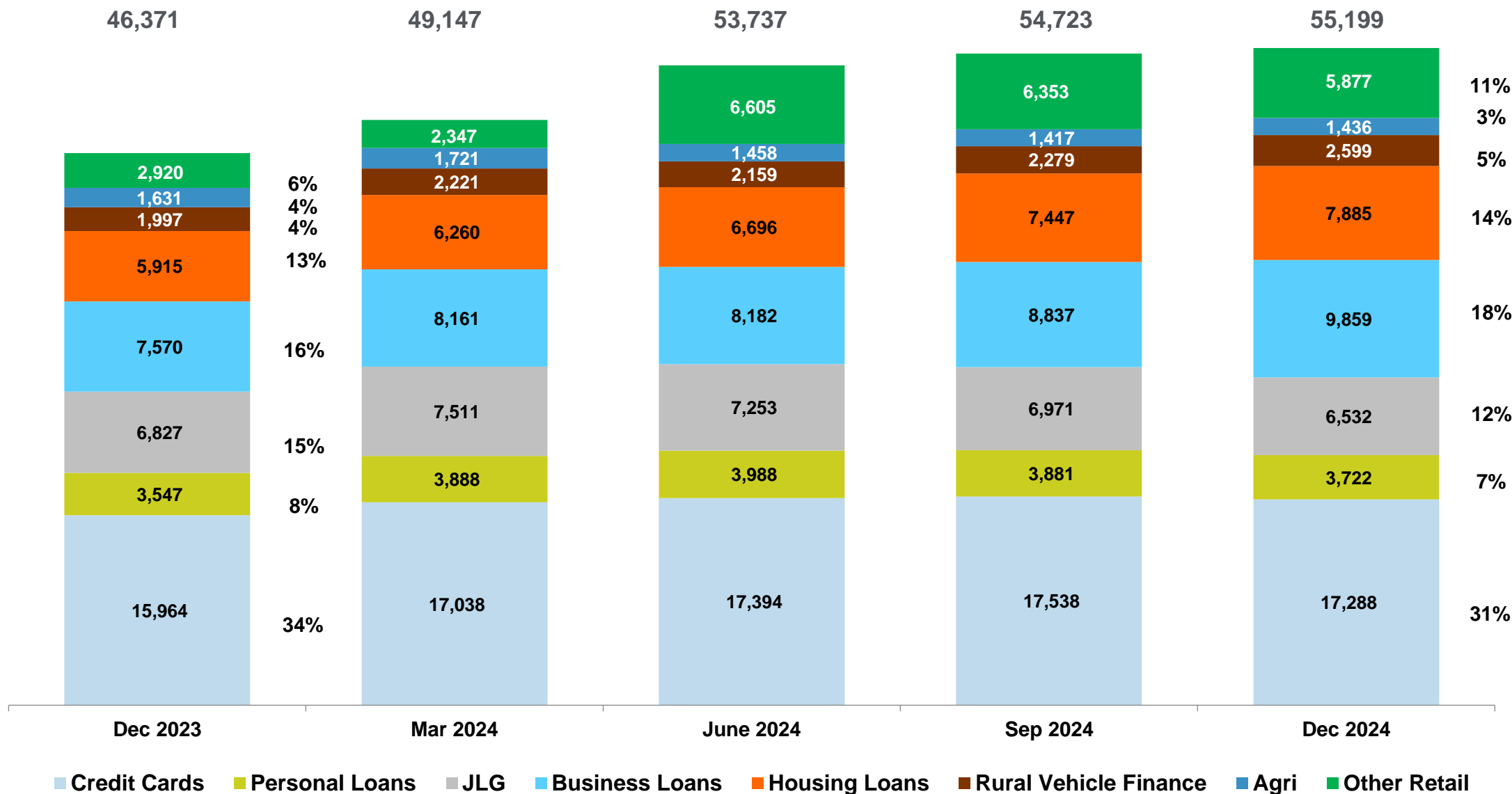
(Yields for the Quarter)

Wholesale INR yields of 9.3% for Q3 FY25

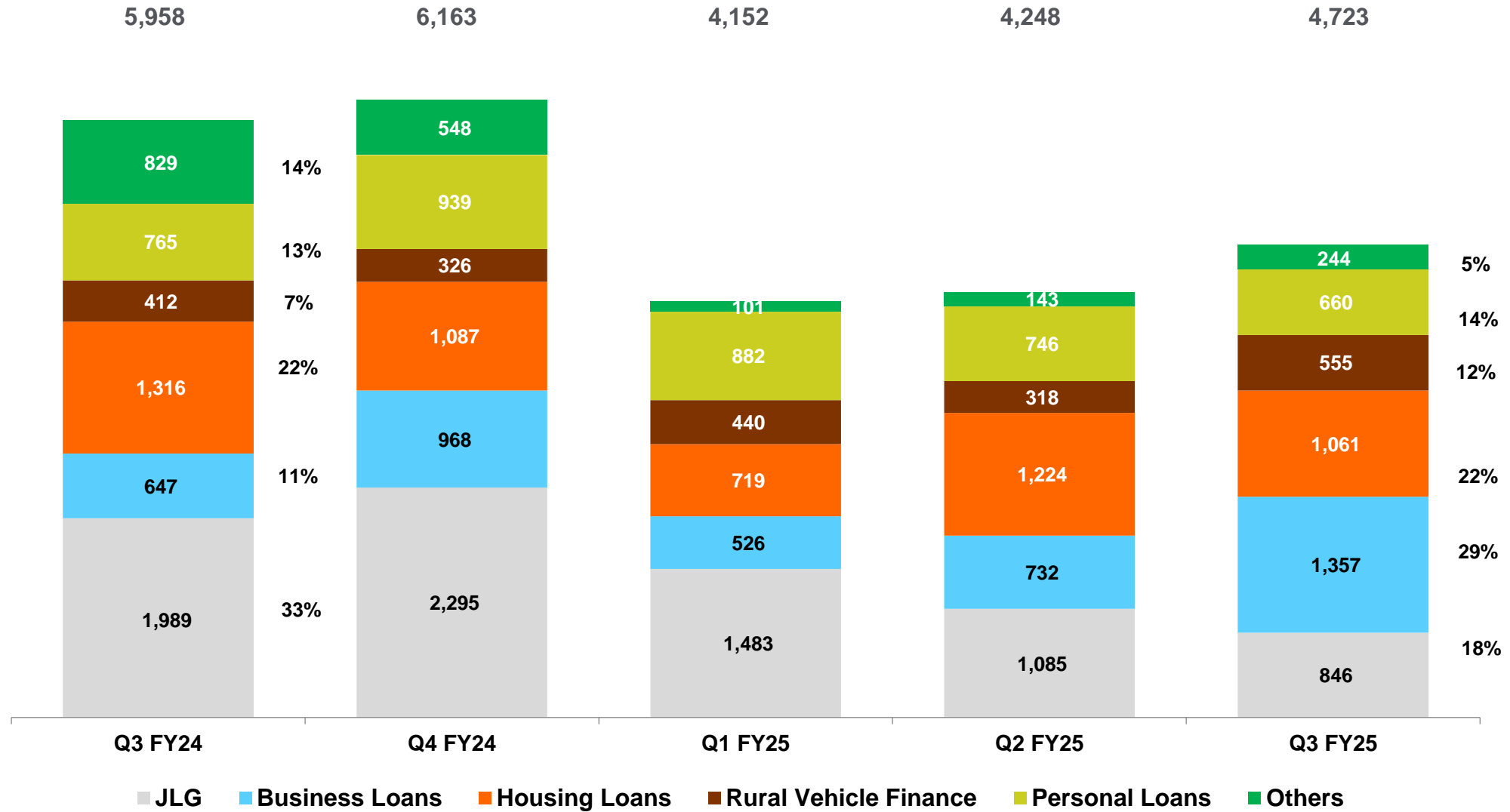
With focus on growing secured retail assets and commercial banking

	Dec 2024	Dec 2023	YoY	Sep 2024	QoQ
Corporate Banking	24,428	24,666	(1%)	23,395	4%
Commercial Banking (Mid-corporates & SME)	10,785	8,912	21%	9,765	10%
Wholesale	35,213	33,577	5%	33,160	6%
Credit Cards	17,288	15,964	8%	17,538	(1%)
Personal Loans	3,722	3,547	5%	3,881	(4%)
JLG	6,532	6,827	(4%)	6,971	(6%)
Business Loans	9,859	7,570	30%	8,837	12%
Housing Loans	7,885	5,915	33%	7,447	6%
Rural Vehicle Finance	2,599	1,997	30%	2,279	14%
Others incl. Gold Loans, OD etc	5,877	2,920	101%	6,353	(7%)
Retail Agri	1,436	1,631	(12%)	1,417	1%
<b>Retail</b>	<b>55,199</b>	<b>46,371</b>	<b>19%</b>	<b>54,723</b>	<b>1%</b>
<b>Total</b>	<b>90,412</b>	<b>79,949</b>	<b>13%</b>	<b>87,882</b>	<b>3%</b>

# Retail Advances grew 19% YoY

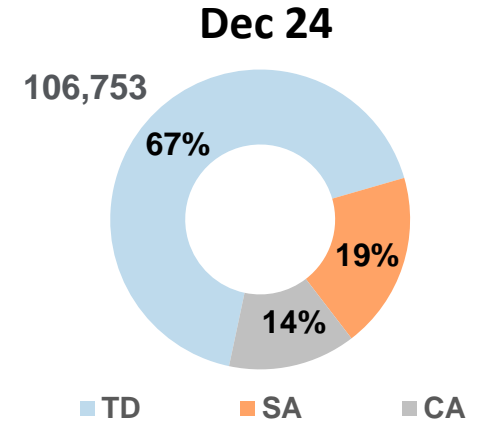
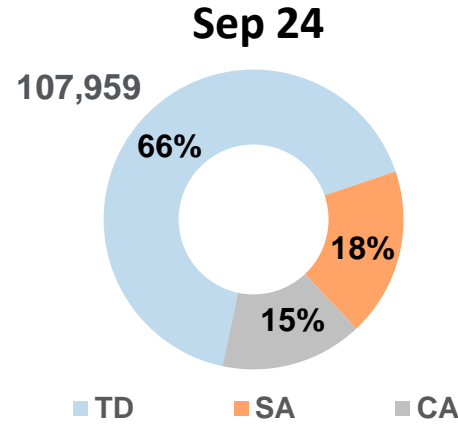
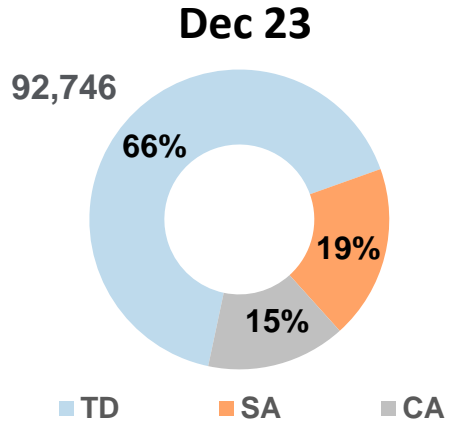


# Retail Disbursement (Excl. Cards); Increased focus to grow secured retail assets

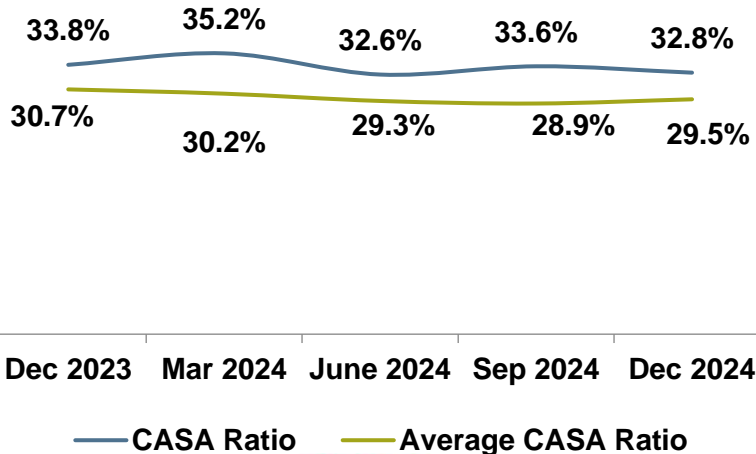


# Deposits growth led by granular deposits; Accounting for > 50% of total deposits

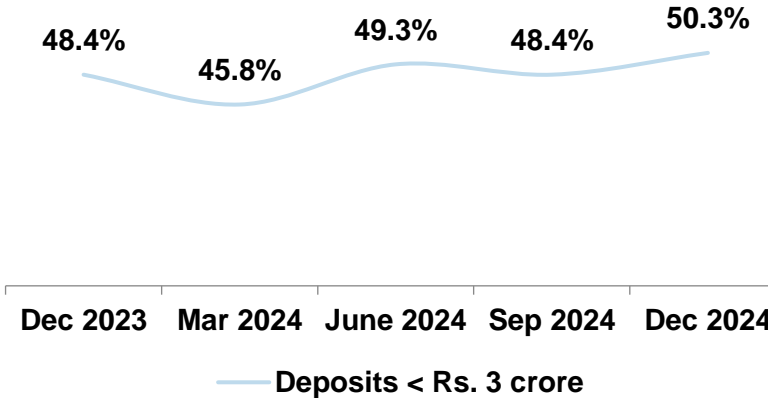
**Total deposits grew by 15% YoY; CASA Ratio at 32.8%**



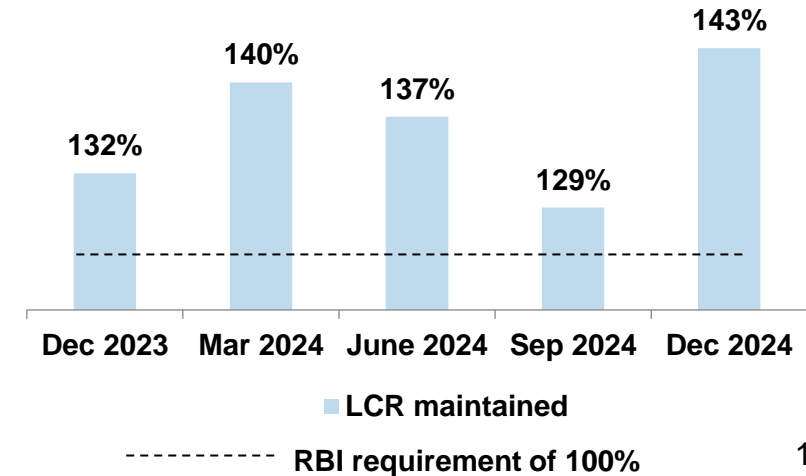
## CASA Ratios



## Deposits < Rs. 3 crore

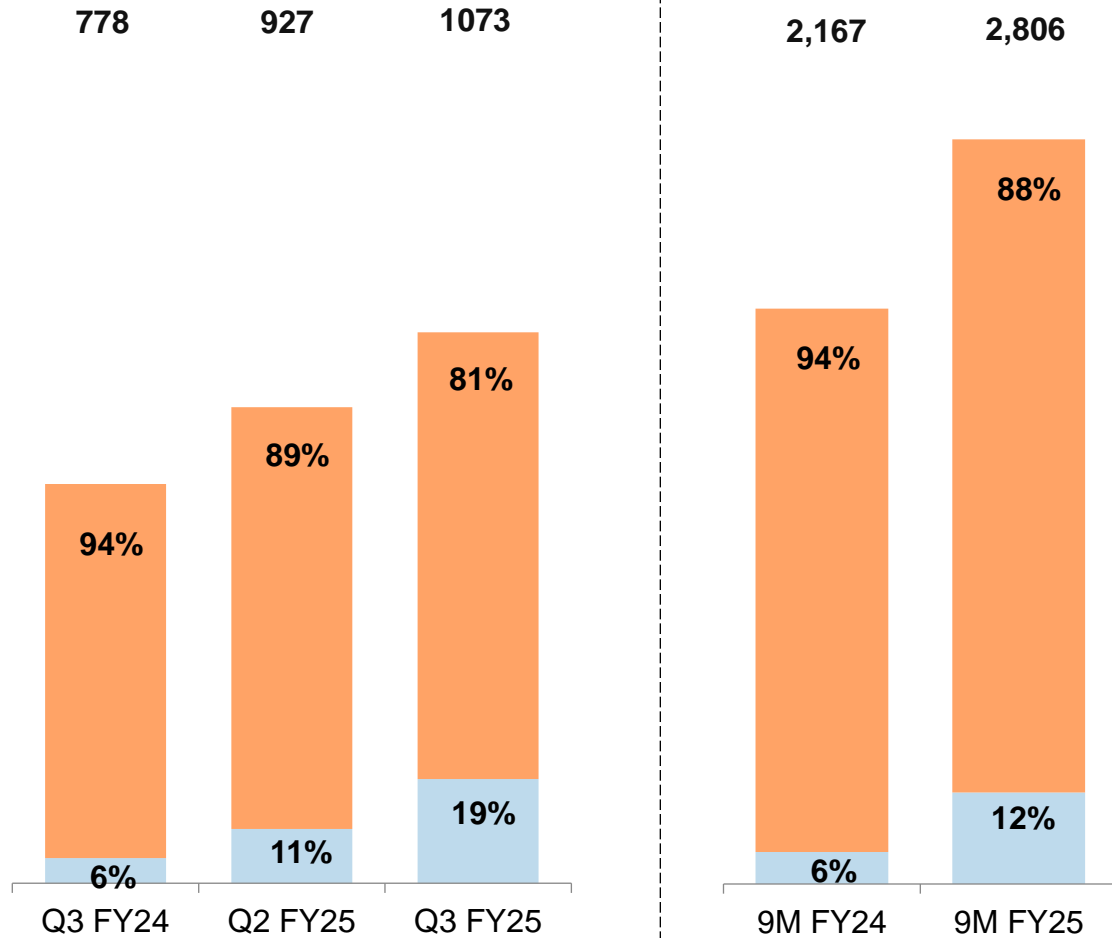


## LCR Position



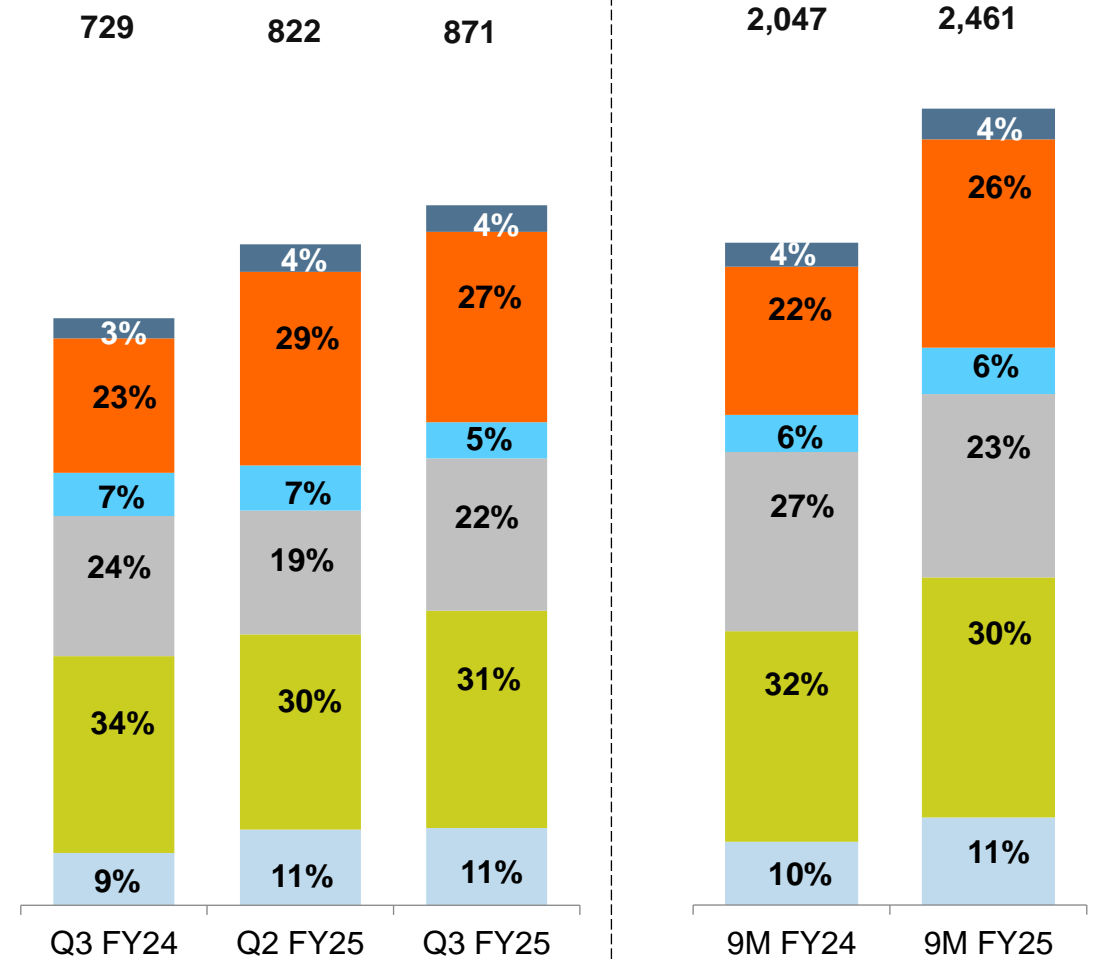
# Strong Core Fee Growth

## Other Income



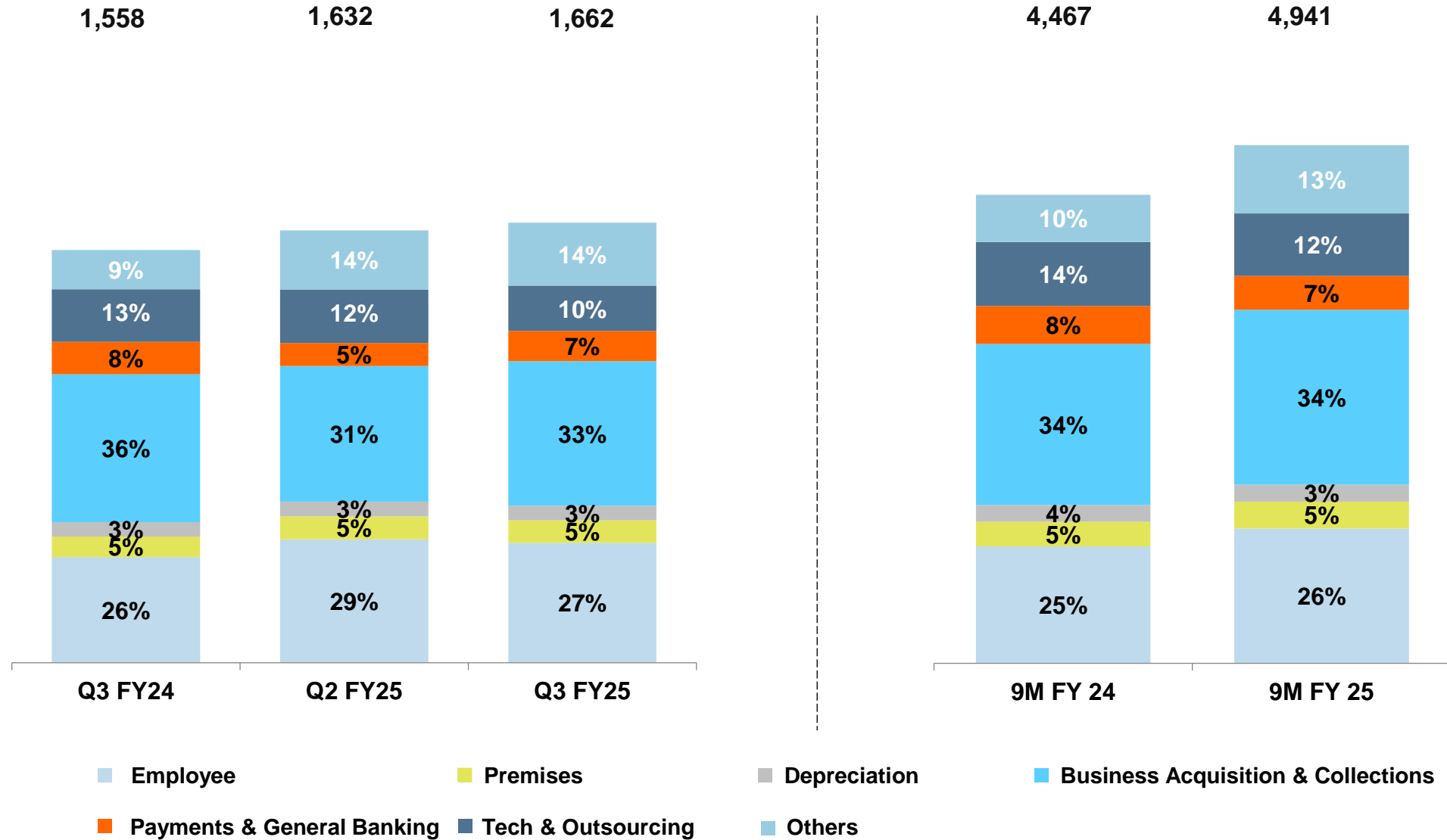
Trading - FICC Core Fees

## Core Fee Income Breakup



FX Processing Fees General Banking  
 Distribution Payments Related Trade and Others

# Operating Expenses Up 7% YoY

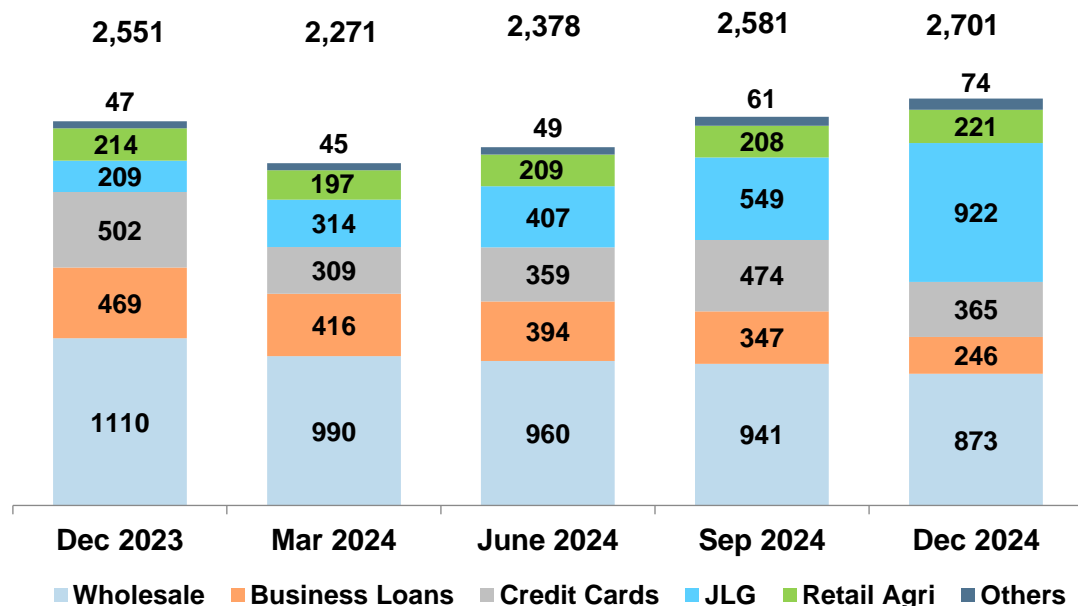


# Asset Quality Snapshot

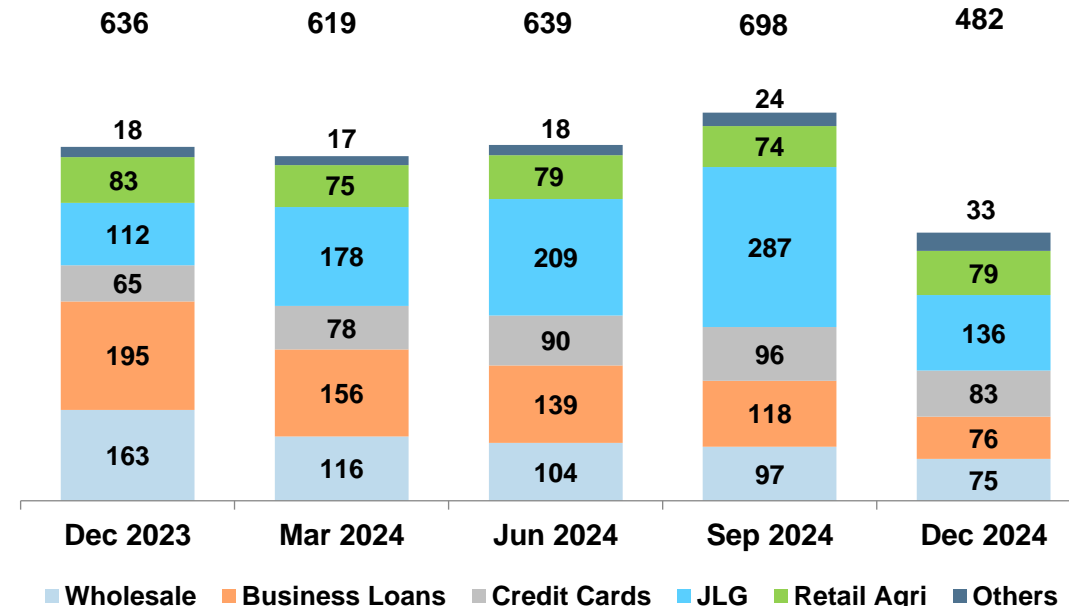
	Quarter Ended				
	Dec 2023	Mar 2024	June 2024	Sep 2024	Dec 2024

Opening Balance	2,441	2,551	2,271	2,378	2,581
(+) Additions during the period	666	680	720	1,026	1,309
(-) Upgrade	100	91	66	101	109
(-) Recoveries	100	148	126	108	148
(-) Write Offs	356	721	420	613	932
Closing Balance	2,551	2,271	2,378	2,581	2,701

## GNPA Position

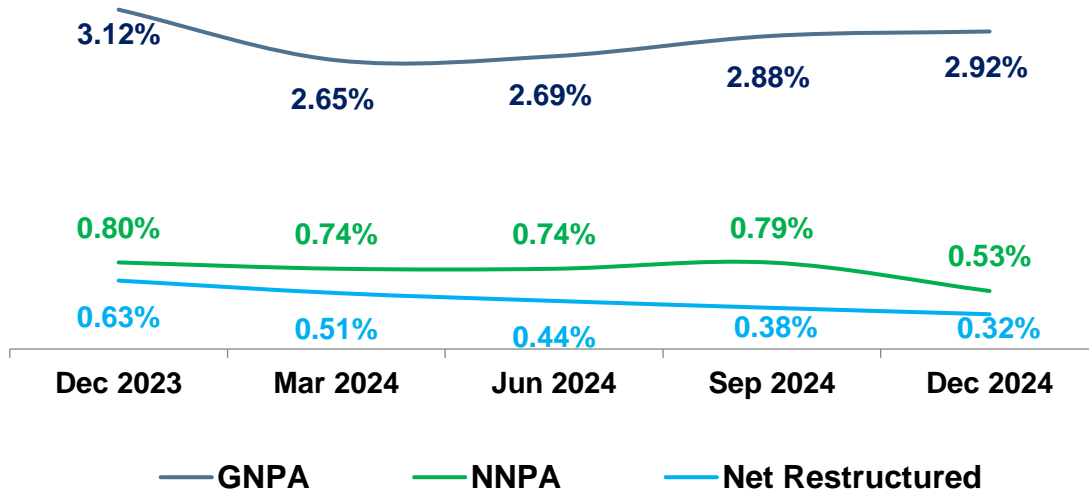


## NNPA Position

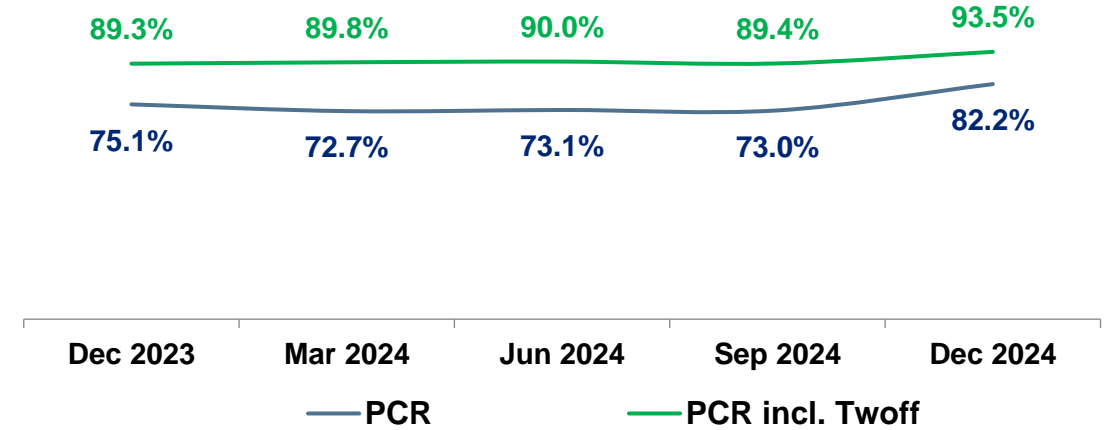


# Asset Quality Trend

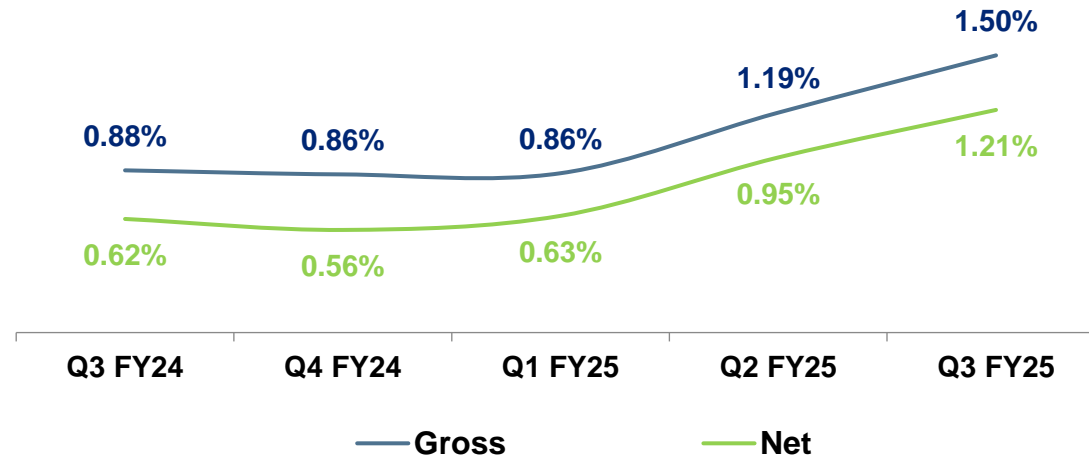
## NPA Position



## PCR

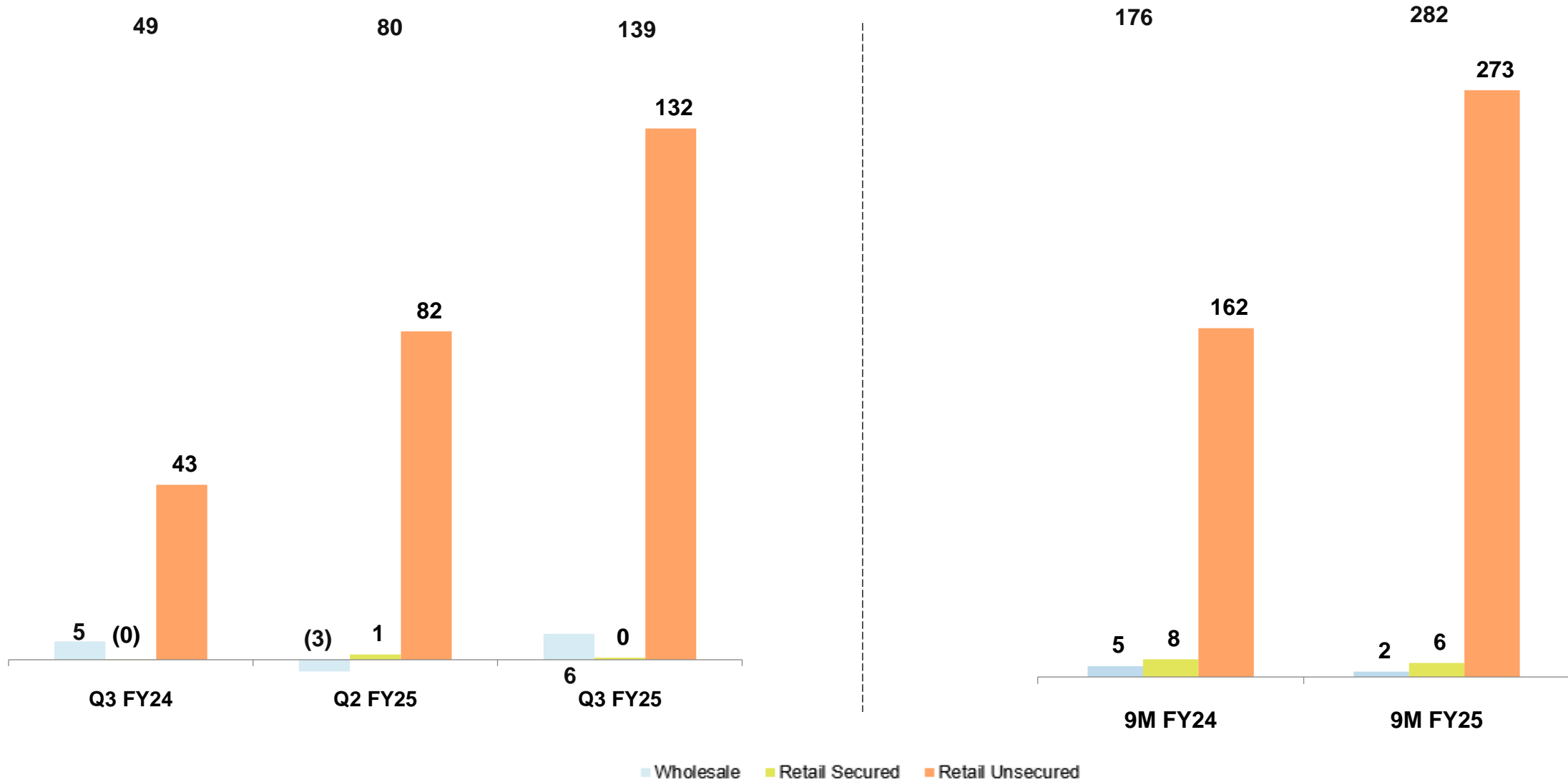


## Slippages\*

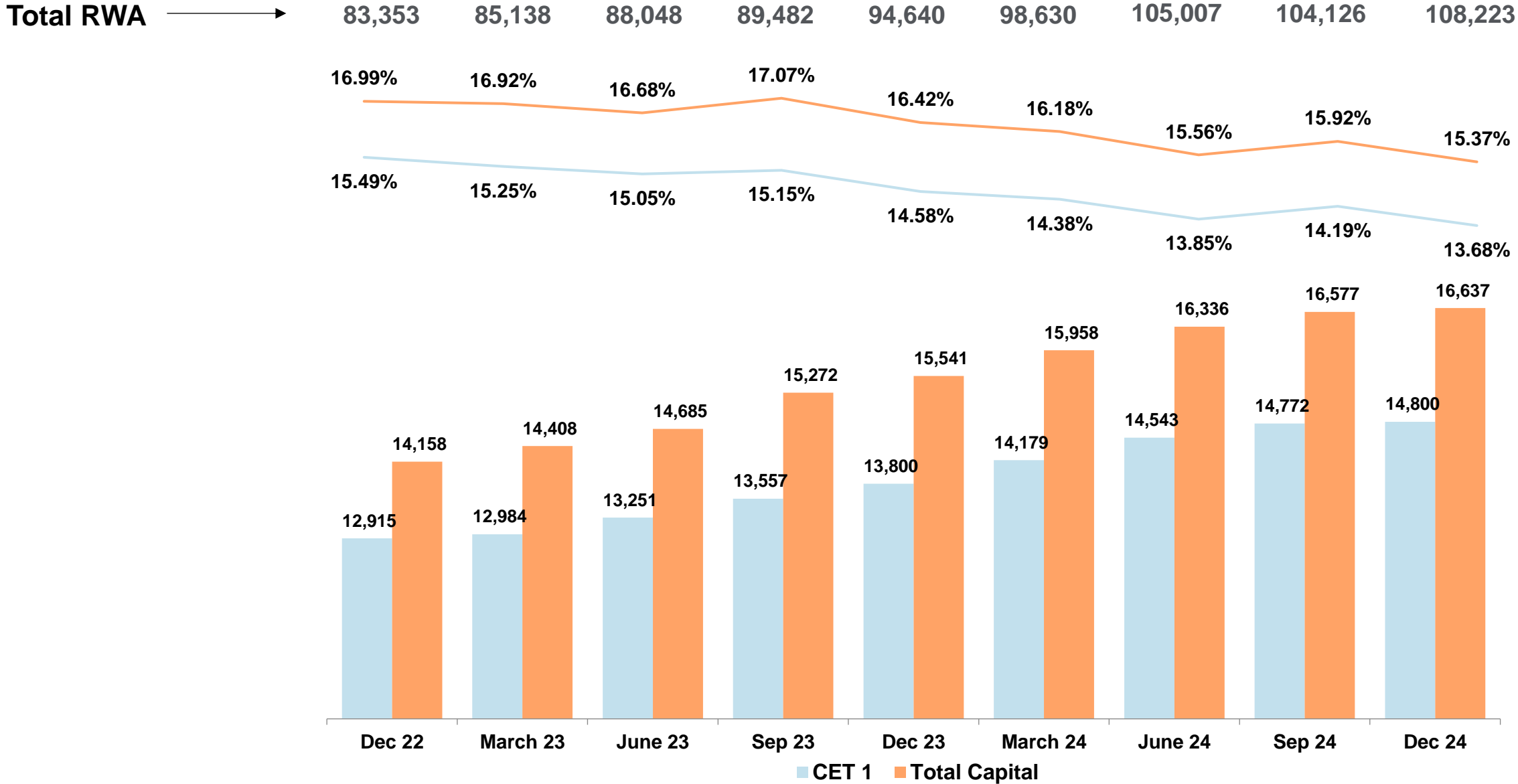


# Credit Costs Trend

## Net Credit Cost by Business (bps)\*

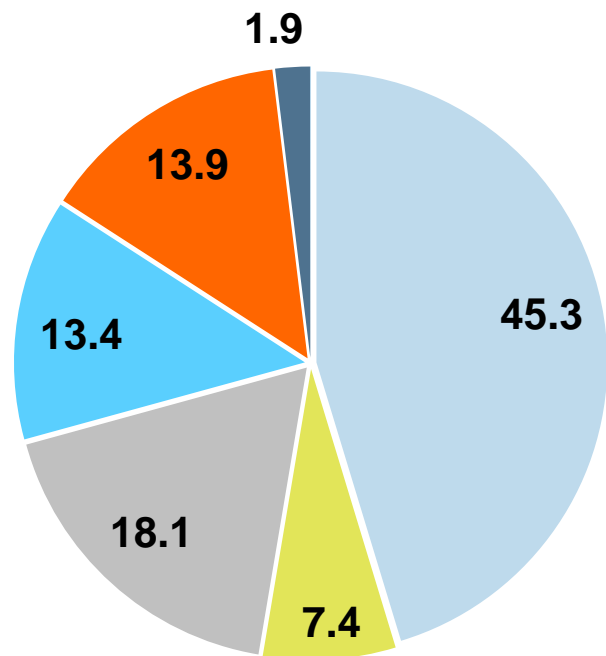


# Adequately Capitalised



# Diversified Shareholding & Strong Rating Profile

— Shareholding by category (%) —



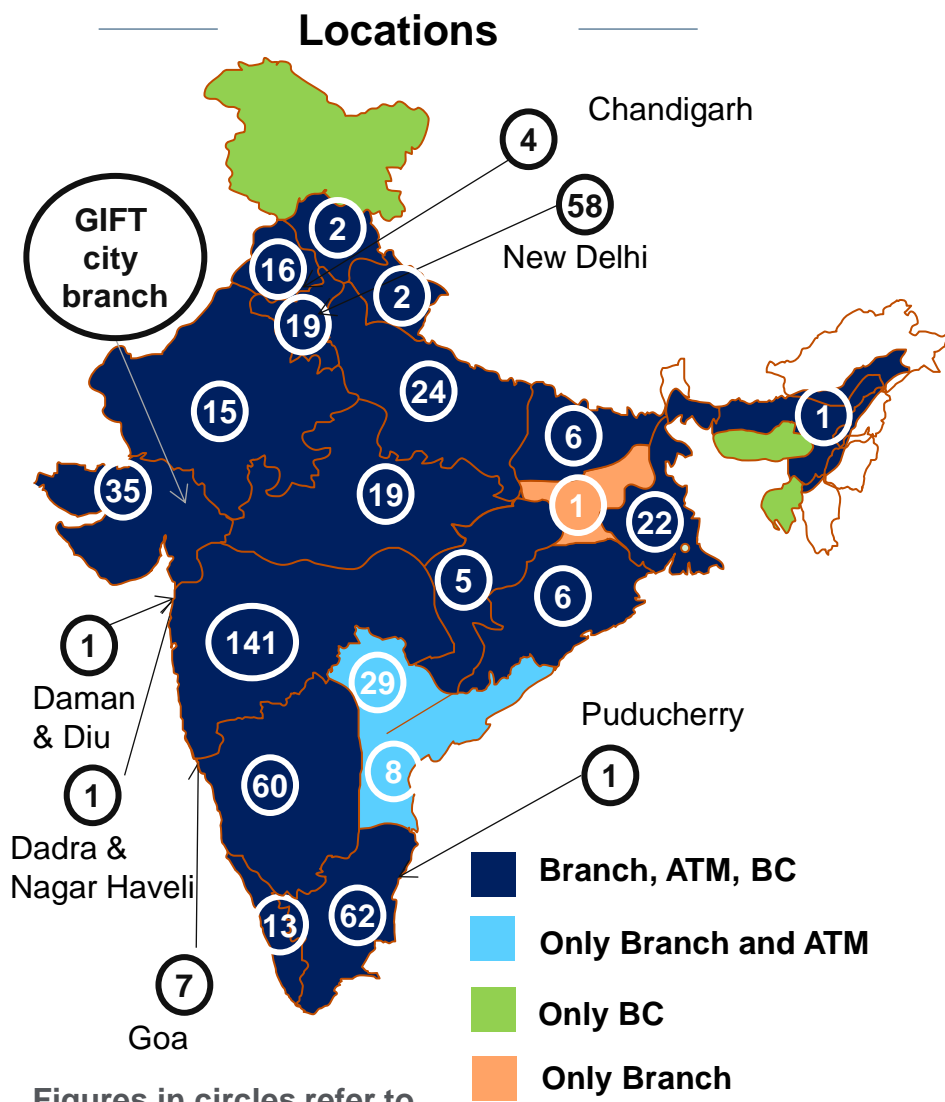
- Individual/HUFs
- Foreign Corporates
- VCF/MF/Pension Funds/Insurance
- FPI
- Body Corporates
- NRIs

Total Foreign holding – 22.7%.  
Approved limit – 74%

— Ratings —

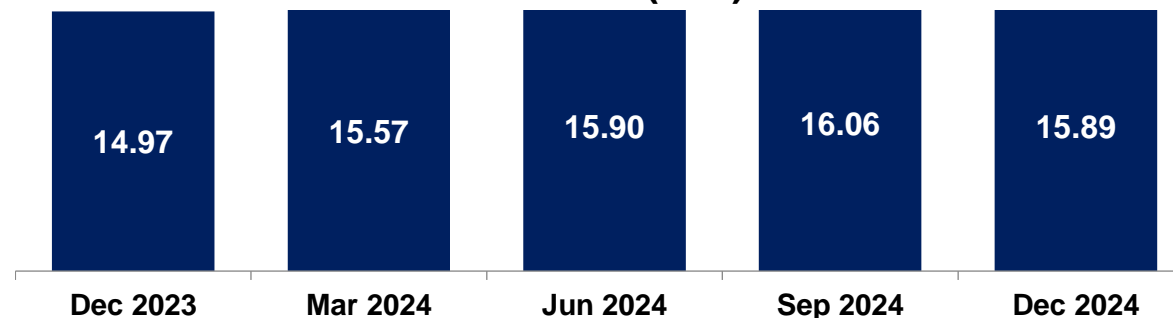
Instrument	Rating
Basel III compliant Tier II bonds	ICRA AA- (Stable) (Re-affirmed dated Aug 13, 2024)
Certificate of Deposits	CARE AA- (Stable) (Re-affirmed dated Sept 30, 2024)
Fixed deposit programme	ICRA A1+ (Re-affirmed dated Aug 13, 2024)
Short term fixed deposit programme	CARE A1+ (Re-affirmed dated Sept 30, 2024)
	ICRA AA- (Stable) (Re-affirmed dated Aug 13, 2024)
	ICRA A1+ (Re-affirmed dated Aug 13, 2024)

# Our Growing, Multi-Layered Distribution Network



Figures in circles refer to number of branches in given state/union territory

## Customers (Mn.)

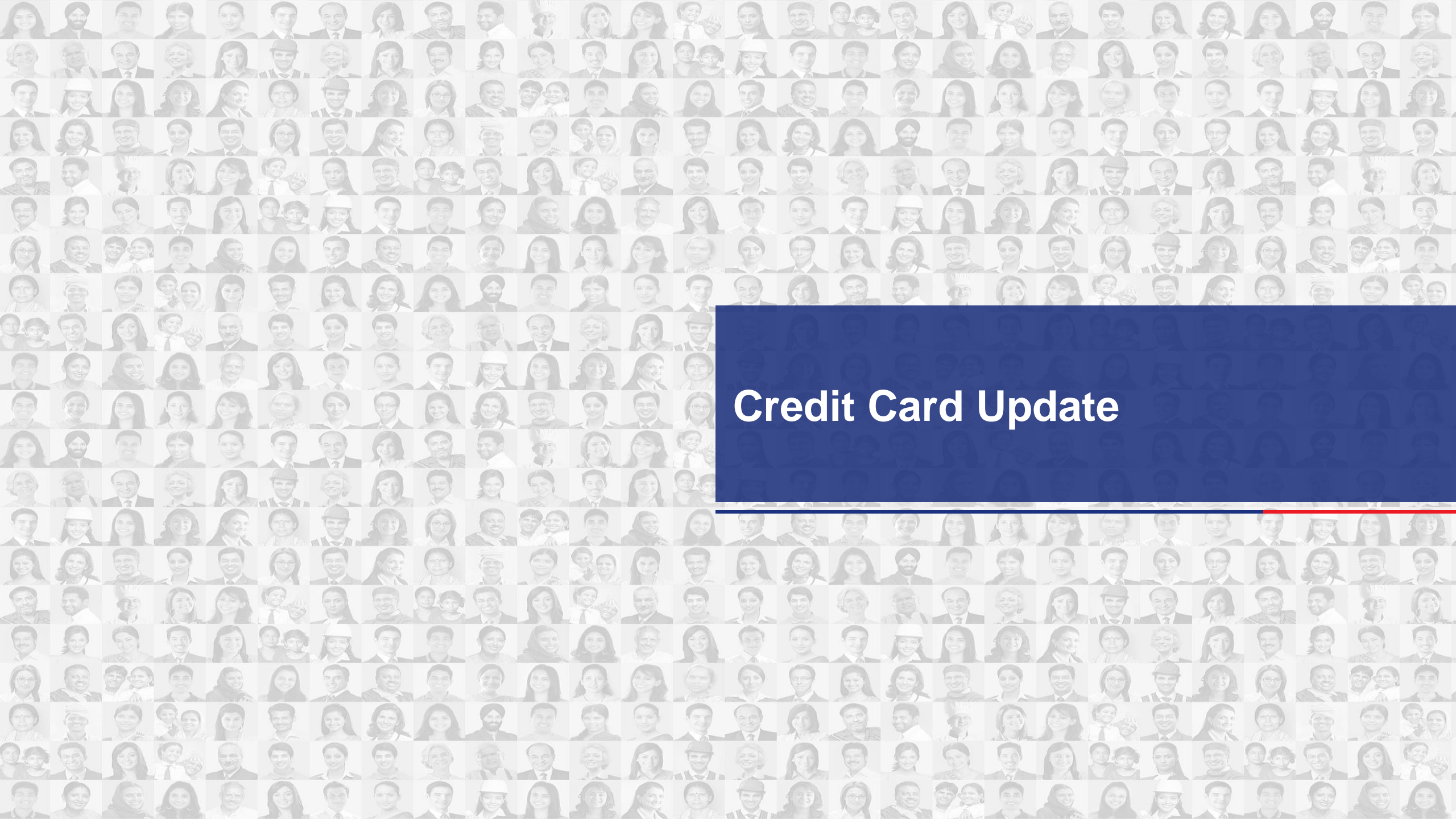


## Channel Breakup

Channels	Number of transaction points		
	Dec 2023	Sep 2024	Dec 2024
<b>Total Touchpoints</b>	1,755	1,882	2,010
<b>Branches</b>	538	550	558
<i>Metro (incl. GIFT branch)</i>	310	315	321
<i>Urban</i>	90	98	100
<i>Semi-urban</i>	72	72	72
<i>Rural</i>	66	65	65
<b>Banking Outlets (BOs)</b>	290	297	297
<b>BC Branches (incl. BOs)</b>	1,217	1,332	1,453
<i>Of which RBL Finserve</i>	897	1,024	1,145
<b>ATMs</b>	388	406	411



# Business Segment Update



# Credit Card Update

# Growth & Market Share

Source RBI Data

	Nov'23		Nov'24	
	RBL	Industry	RBL	Industry
<b>CIF</b>	4.94 M	96.00 M	5.11 M ▲ 3%	107.24 M ▲ 12%
<b>Spends*</b>	6,803 Cr	1,61,035 Cr	6,803 Cr ▲ 0%	1,69,705 Cr ▲ 5%
<b>Advances</b>	16,324Cr	2,44,668 Cr	17,493Cr <sup>#</sup> ▲ 7%	2,88,997 Cr ▲ 18%

## Business Volumes

New A/cs  
Q3 FY25 2.6 lacs  
▼ 55 % YoY  
▼ 29 % QoQ

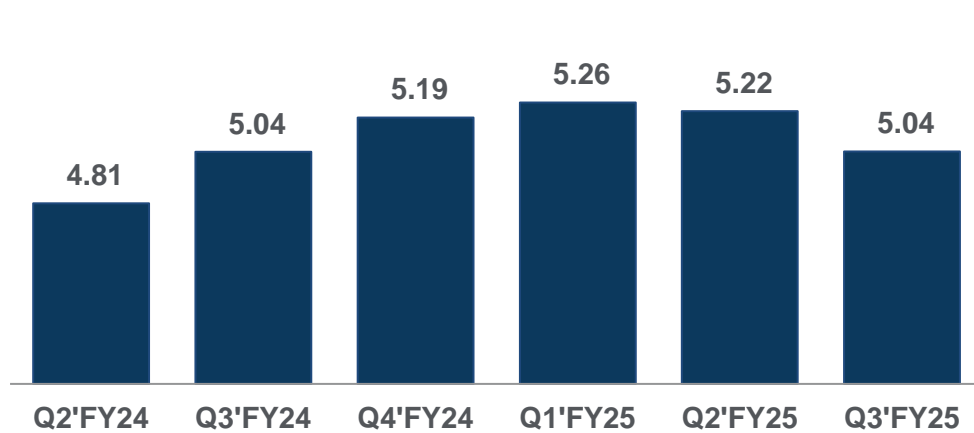
CIF -  
Dec 24 50.38 lacs  
▲ 0% YoY  
▼ 3% QoQ

Spends for  
Q3 FY25 ₹ 22,174 Cr  
▲ 5 % YoY  
▲ 1 % QoQ

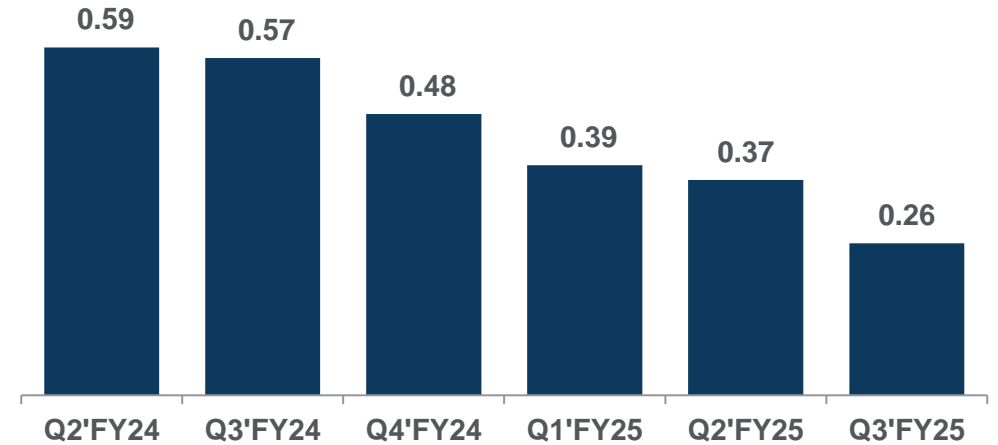
Receivables  
- Dec 24 ₹ 17,236 Cr  
▲ 6 % YoY  
▼ 1% QoQ

# Portfolio Trends

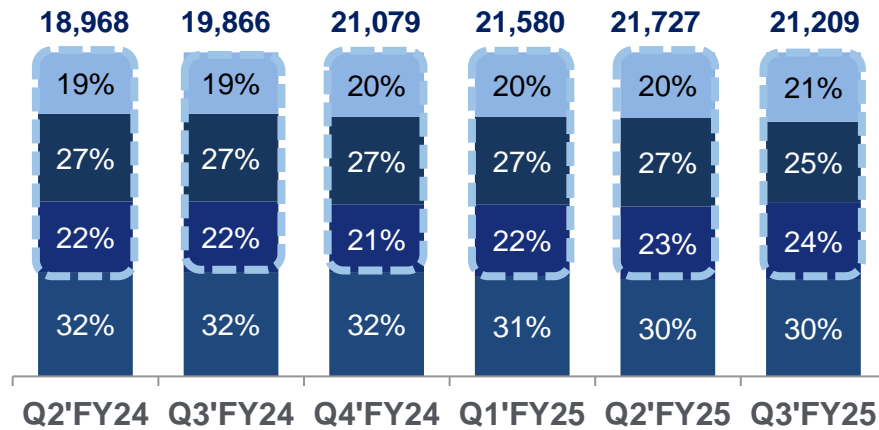
Cards in Force (Million)



Acquisition (Million)

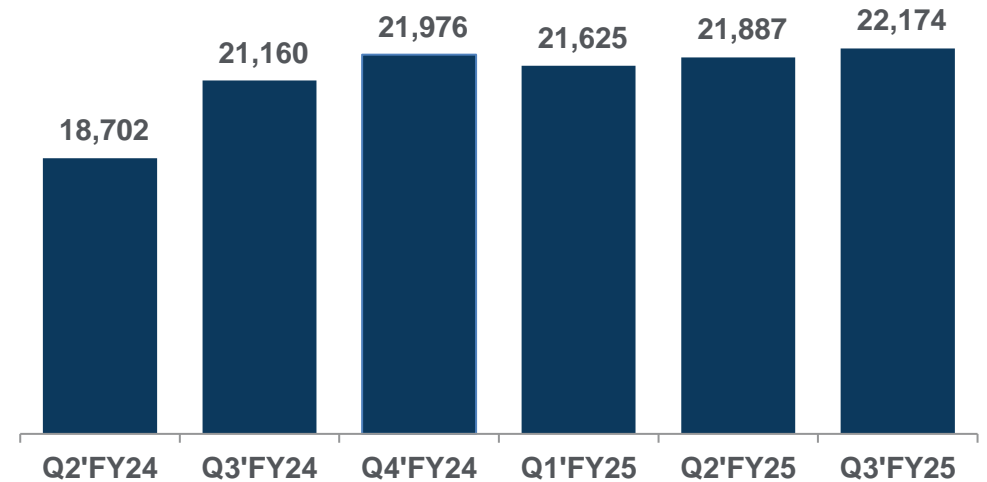


Gross Advances Breakup (Cr.)



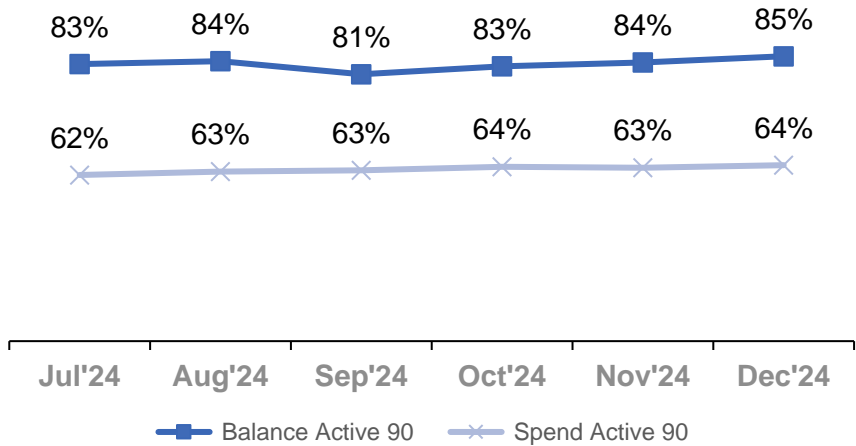
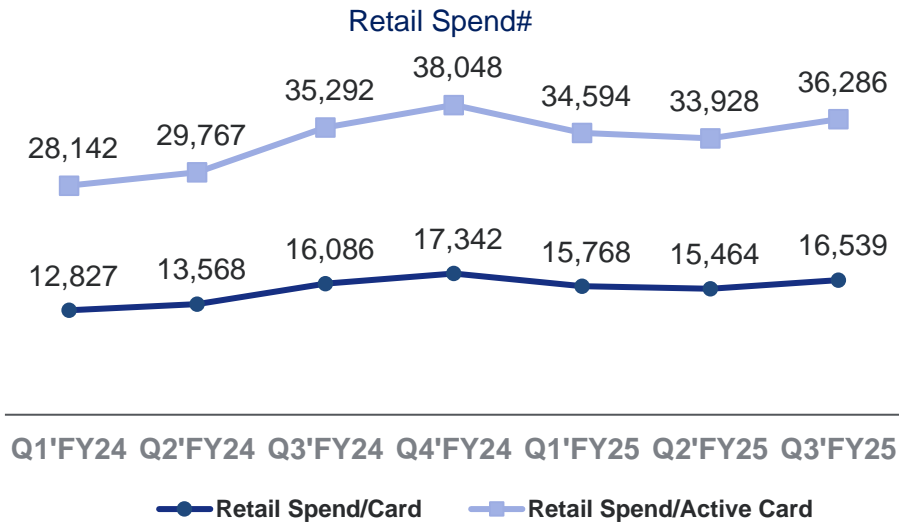
■ Transactor ■ Revolver ■ EMI ■ PL on Cards

Total Spends (Cr.)



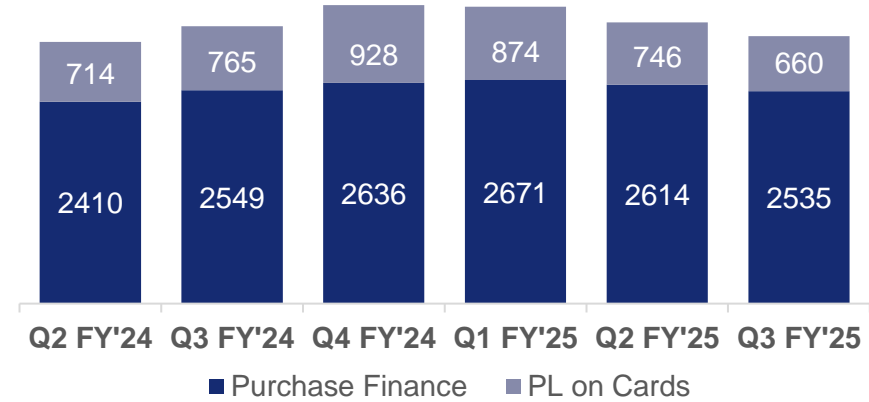
Interest Earning Receivables

# Portfolio Trends contd.

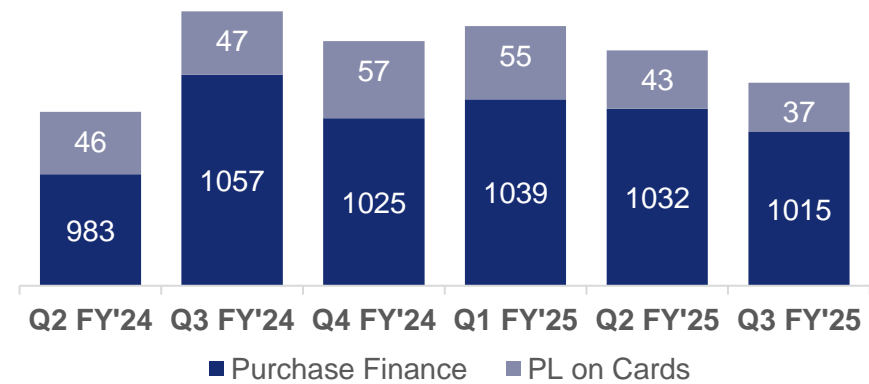


## Consumer Loans

Amount (Cr)



Count ('000)

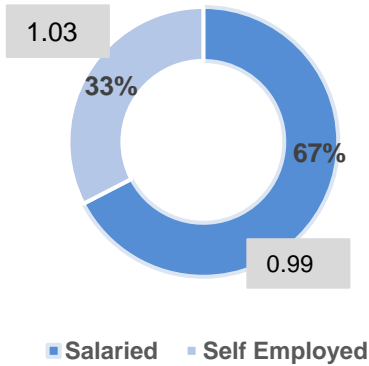


**Retail spends Increased YoY and QoQ**

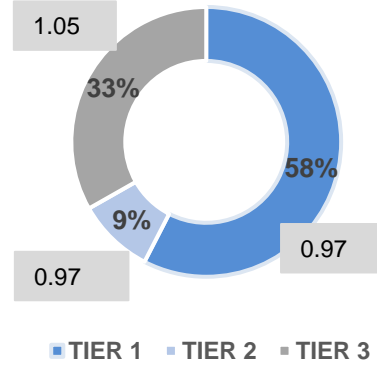
# Customer Segment insights (\$)

Cards-in-Force As on 31st Dec 2024

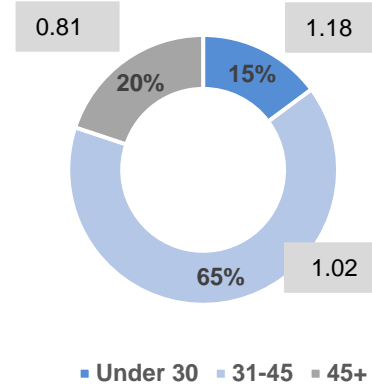
Salaried : Self Employed (SE) mix



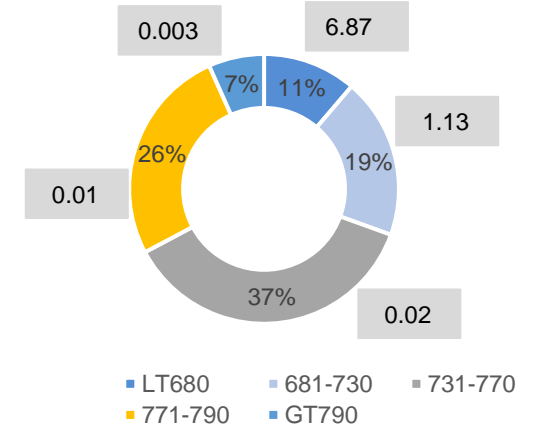
City Tier Mix



Age Group Mix

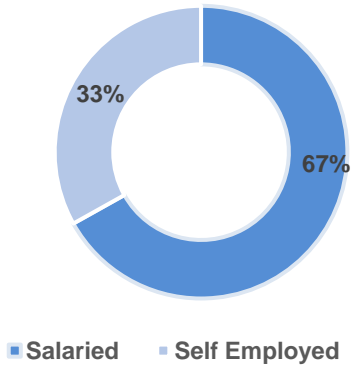


CIBIL

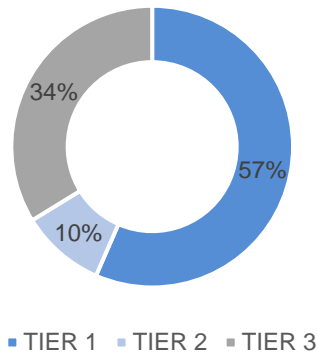


New Sourcing For Q3 FY25

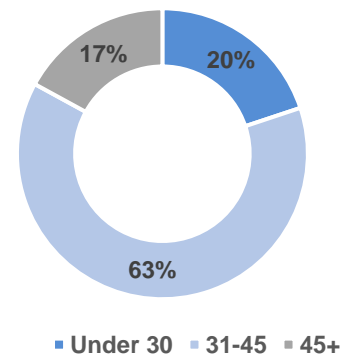
Salaried : Self Employed (SE) mix



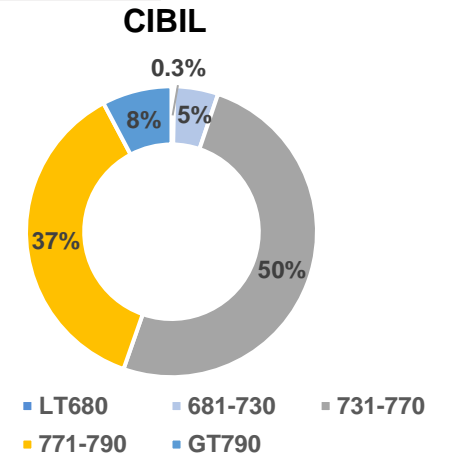
City Tier Mix



Age Group Mix



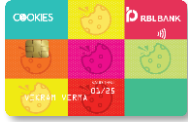
Indexed 90+



Diversified exposure, expansion outside Tier-1 cities.

# Segments and Credit Cards

## Millennial Segment



Cookies  
Monthly Fee: INR 100

## Mass Affluent Segment



Platinum Maxima Plus  
Annual Fee: INR 2,500

## Mass Segment



Shoprite  
Annual Fee: INR 500



Platinum Delight  
Annual Fee: INR 1,000

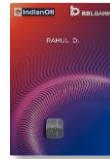


World Safari  
Annual Fee: INR 3,000



Icon  
Annual Fee: INR 5,000

## Co-Branded Segment



Indian Oil XTRA  
Annual Fee: INR 1,500



Indian Oil  
Annual Fee: INR 500



IRCTC  
Annual Fee: INR 500



DMI Finance  
Annual Fee: INR 499



TVS Credit Gold  
Annual Fee: INR 1,500



TVS Credit  
Annual Fee: INR 500



Patanjali Swarn  
Annual Fee: INR 499



Patanjali Vishisht  
Annual Fee: INR 1,499



BookMyShow Play  
Annual Fee: INR 500



PaisaBazaar Duet+  
Annual Fee: INR 1,499



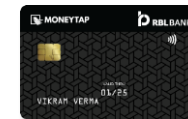
PaisaBazaar Duet  
Annual Fee: LTF



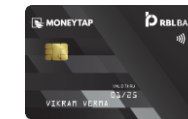
BankBazaar Save Max  
Annual Fee: LTF



BankBazaar Save Max Pro  
Annual Fee: INR 1,499



MoneyTap  
Annual Fee: INR 500



MoneyTap Black  
Annual Fee: INR 3,000

## Affluent Segment



Insignia  
Annual Fee: INR 7,000

# Co-Brand Partnership Update

## Fintech



NEW



SalarySe

NEW



## Consumer




## NBFC




NEW



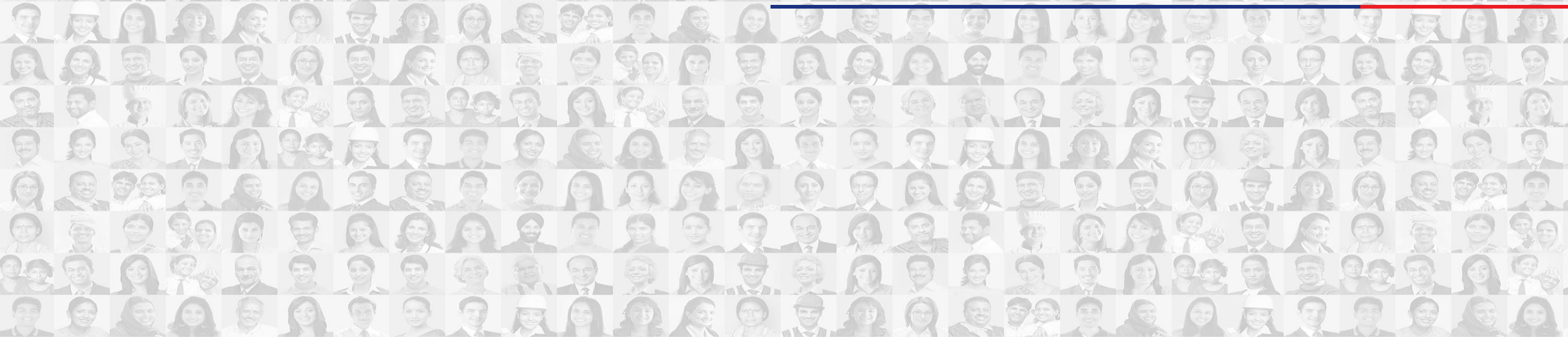
mahindra FINANCE

 Live for sourcing

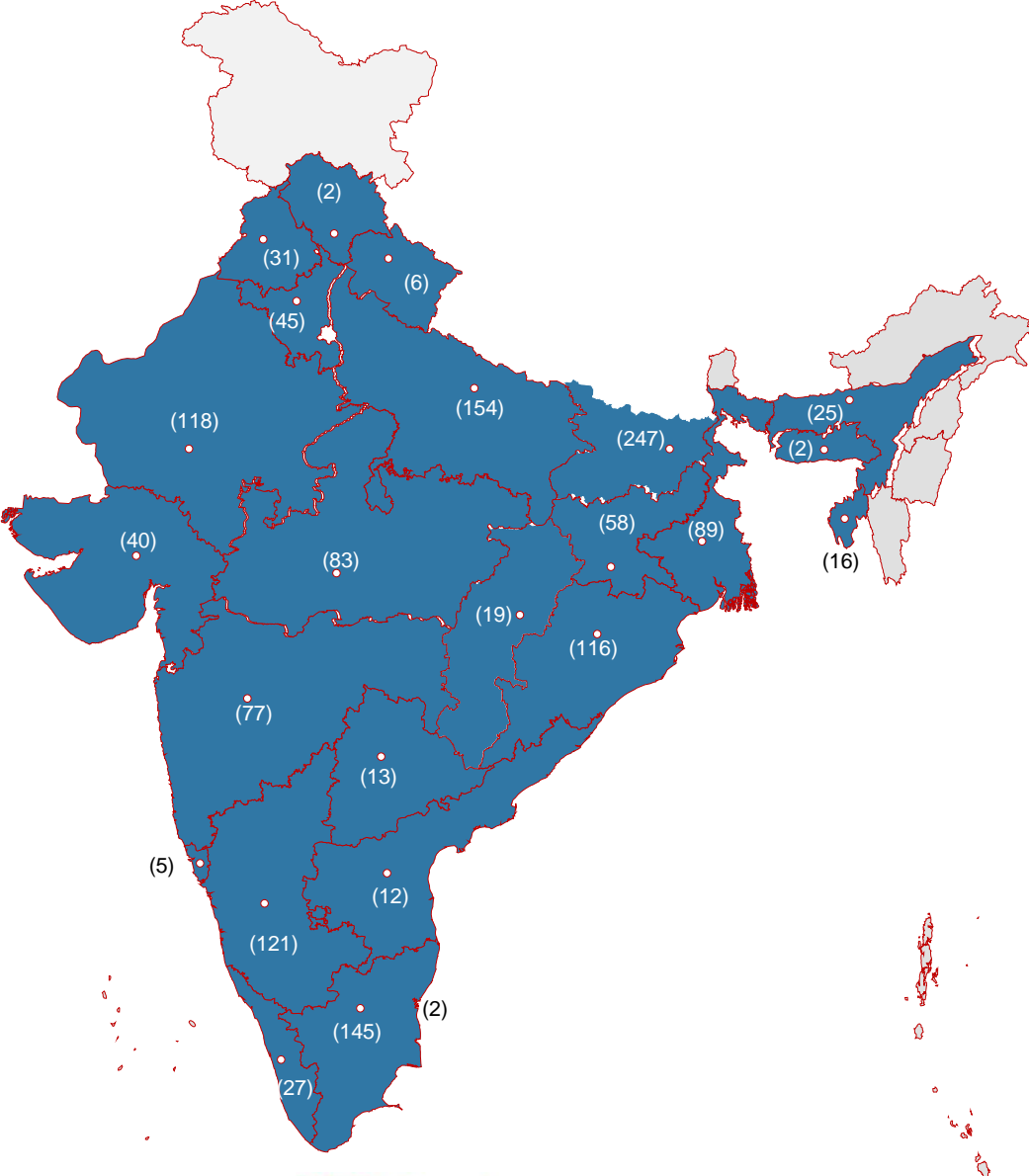
 To be launched



# JLG Update



# Distribution Network



**23**  
States and **1** UT



**420**  
Districts

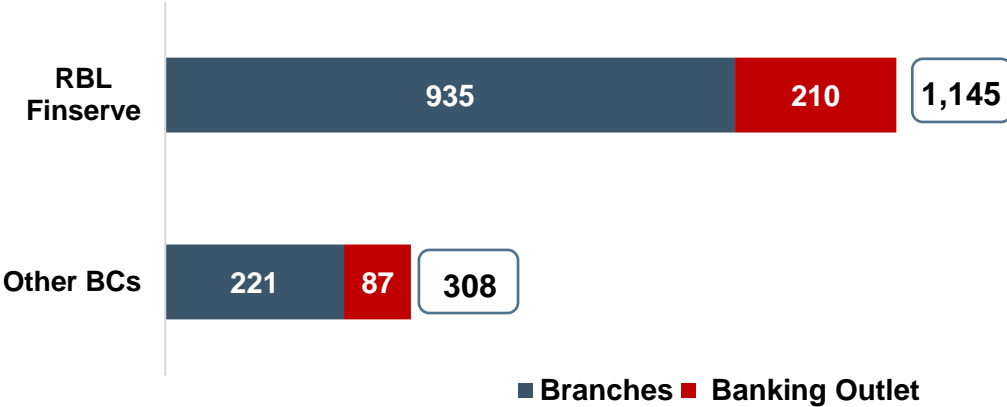


**1,10,000 +**  
Villages



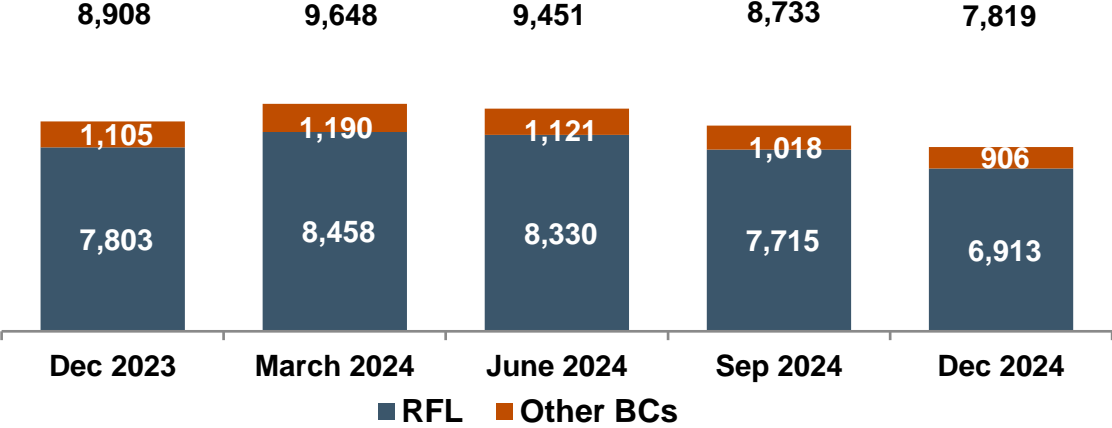
## JLG Branches Network

1,453

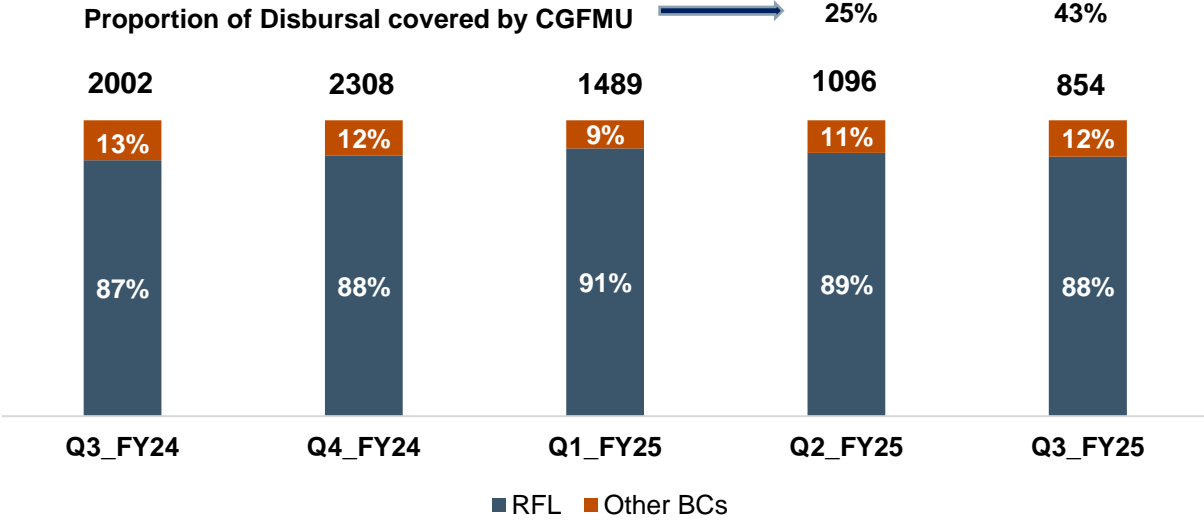


# Portfolio Update

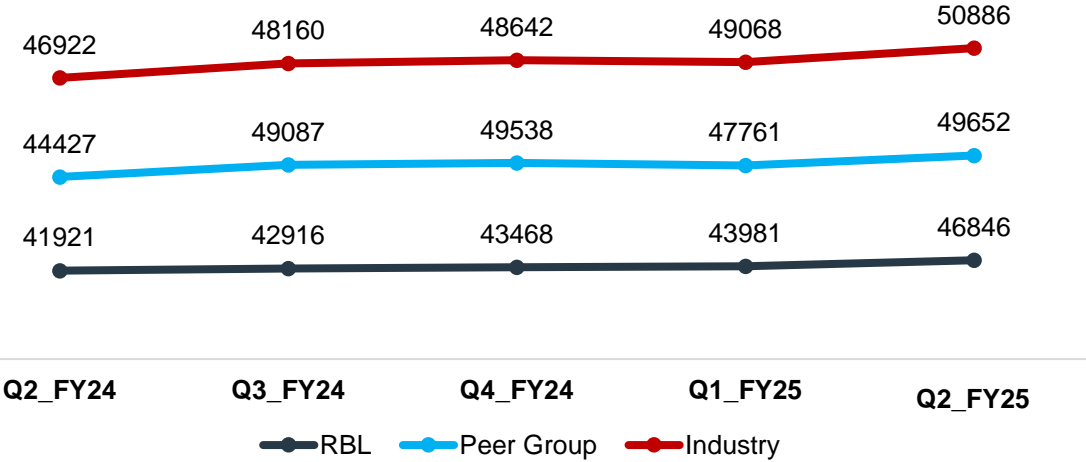
**AUM**



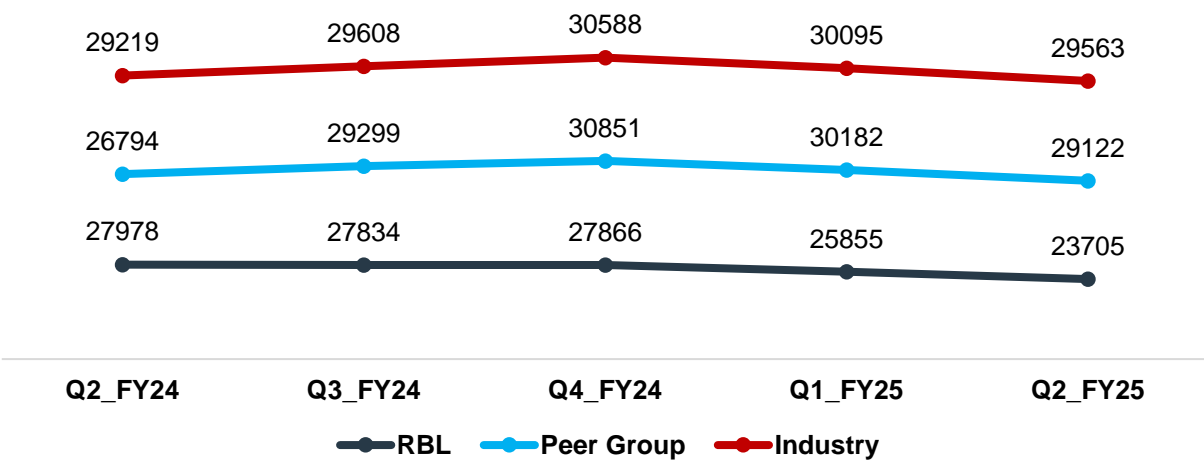
**Disbursements**



**Average Ticket Size - Disbursement**



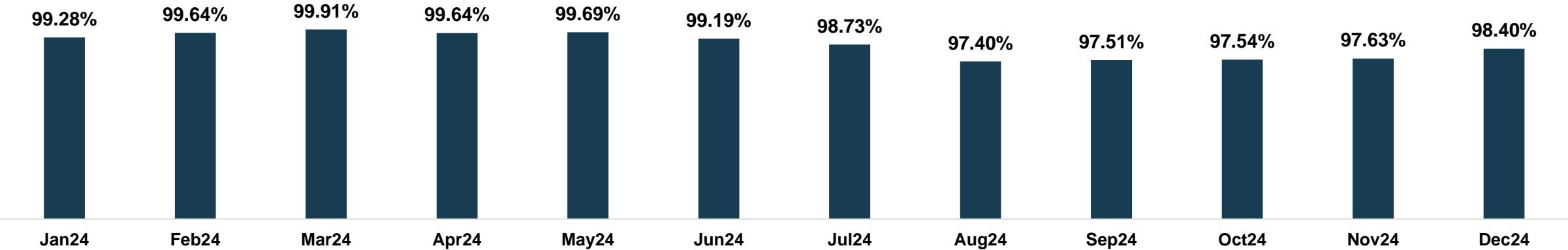
**Average Ticket Size - Portfolio Outstanding**



\*Source for Peer Group & Industry : Equifax Data as of Sep'24  
Peers Group: two large banks, two SFB's and two prominent MFI's

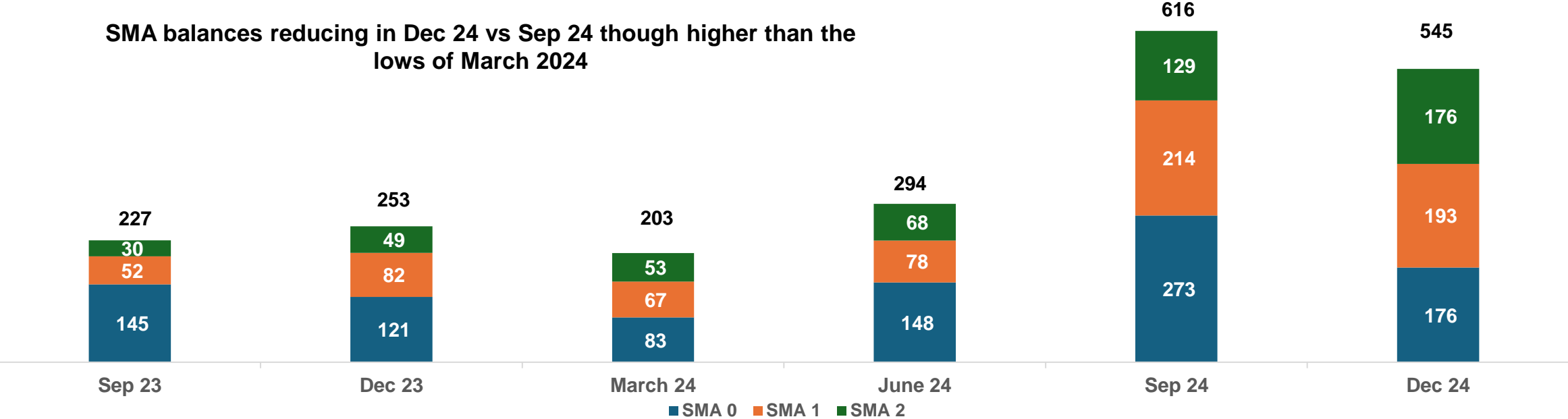
# Improving Collection Efficiency & Reducing SMA Balances

MoM Collection Efficiency (%)



SMA Bucket (Rs. Cr.)

SMA balances reducing in Dec 24 vs Sep 24 though higher than the lows of March 2024

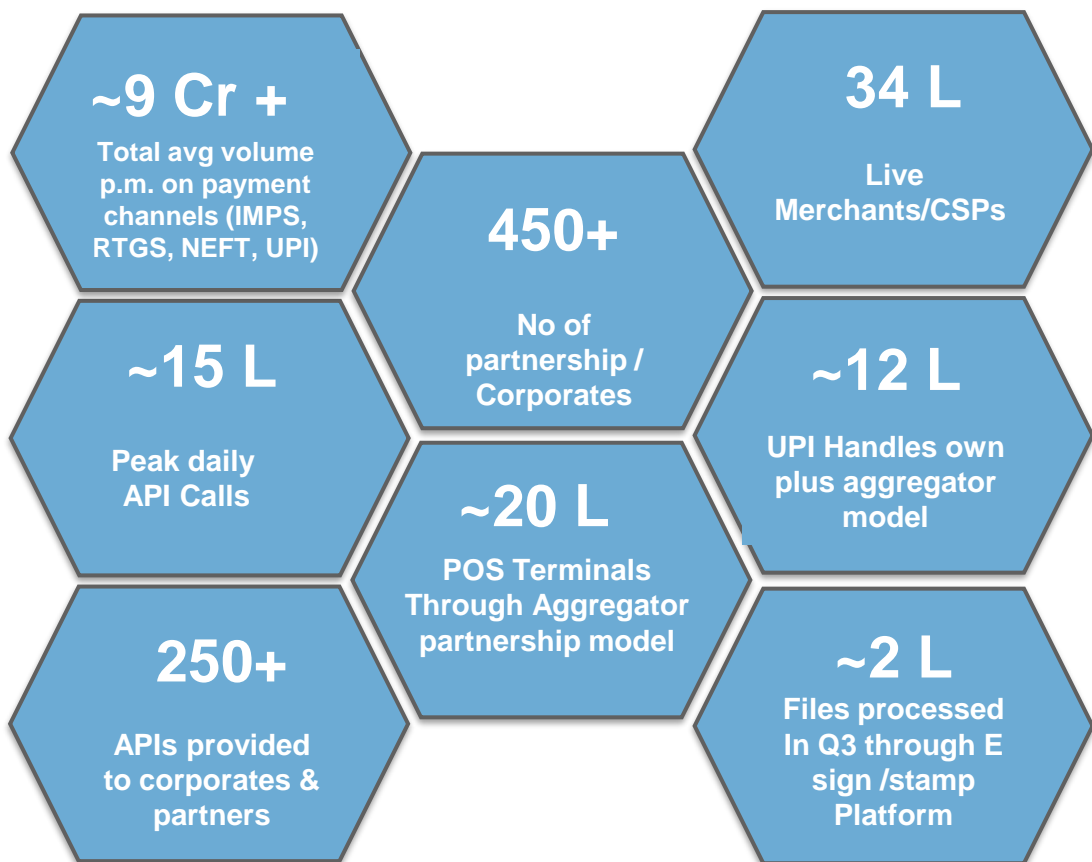




# Digital Banking Update

# Our digital capabilities.. built to scale...

A unified digital platform offering - B2C, B2B, B2BC platform catering to customers across segments..



B2B

## Leverage our strong API capabilities

- Payments platform for INR, Fx, RDA
- Escrow services (PA, PPI, Managed)
- UPI Global
- PA-CB Cross Border Imports

Intermediary relationships across (Payment Aggregation, PPI, Forex inwards (RDA) and Outwards (LRS))

B2B  
2C

## Multi-pronged delivery leveraging our partnership base

- Corporate Program for NCMC.
- On-boarded as settlement bank for ONDC Network Participants
- Multiple partnerships on merchant acquiring (E.com, State Boards etc)

Open & Connected Banking solutions, Co-branding, Third party service providers

B2C

## Augmenting Digital services across channels

- Digital onboarding, servicing & implementation
- Engagement platform across lifecycle
- Live on Rupay CC, account aggregator
- Live on NeSL DDE Platform for MFI

Digital/DIY Journeys across liability and asset portfolios, Whatsapp banking

# Curated & Expansive Digital Interface

## Retail Internet Banking

Revamped, Simplified and Futuristic Net Banking Service

**RBL Buddy Your friend on the field** - WhatsApp based knowledge BOT enhanced for ready reference of RMs

**'Quick Services' on Website** – Links for 24 Services now on a single page

**Whatsapp Banking** – Convenient, secure inquiry & transacting Banking Channel

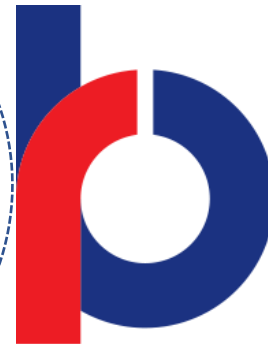
**RBL MoBank, MyCard, Diplomat** Mobile Banking Apps – Being enhanced continuously with additional features

**SMS Banking**  
Convenient, mass banking

**IVR Banking** -  
Customer Service, Voice bot



**Retail Individuals**



## Corporate & MSME Banking

Revamped, Simplified and Futuristic Online & Mobility Service

**MSMEs & Corporate**

**Prepaid Instrument (PPI)** -  
Transit, Wallet tie-ups



**API**



## Merchant Collection

PG, POS, QR Code (UPI / CBDC), Cash & Cheque Solutions for Merchants and Retailers for Digital Collections

## Partnership Banking

Digital Onboarding, Account management and value-added services through partnerships to MSMEs and Corporates

## Connected Banking (BaaS)

Dedicated programme for Connected Banking with leading fintechs through our API platform

## API Banking (BaaS)

Expansive and growing API Banking Services for New Age Businesses

**RBL BizBank App & Corporate Internet Banking**  
Digital Banking Applications

# Continuous enhancements across digital channels...



Re-KYC journey on Retail Internet Banking for Customers without any demographic change



'NPS' as a Biller on MoBank & Internet Banking



FD booking on Corporate Internet Banking for GIFT City customers



'Positive Pay' service available for corporate clients on BizBank (Corporate banking mobile app)



~69% of Total Mutual Fund SIPs on Online Channels



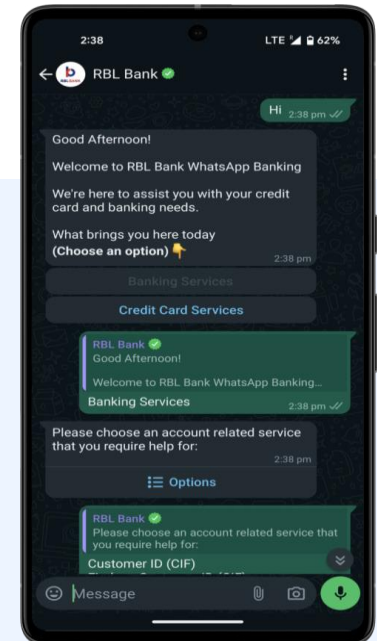
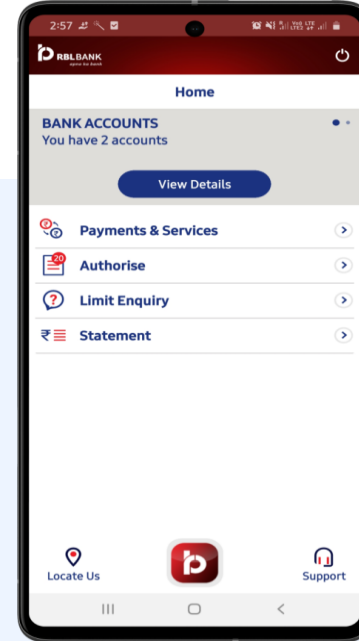
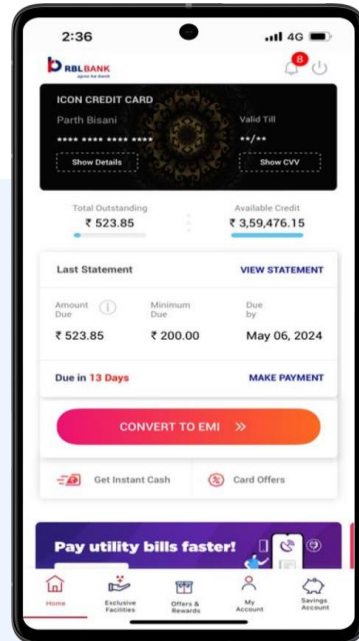
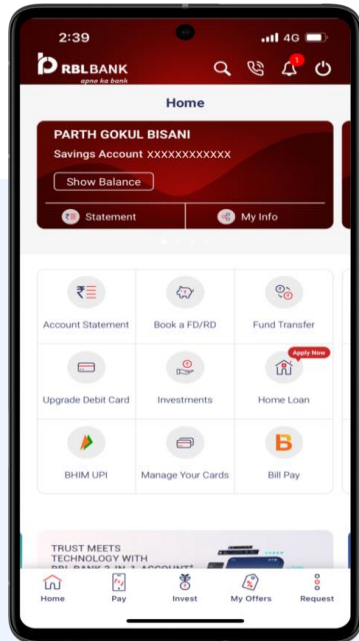
>65+% FDs being booked digitally

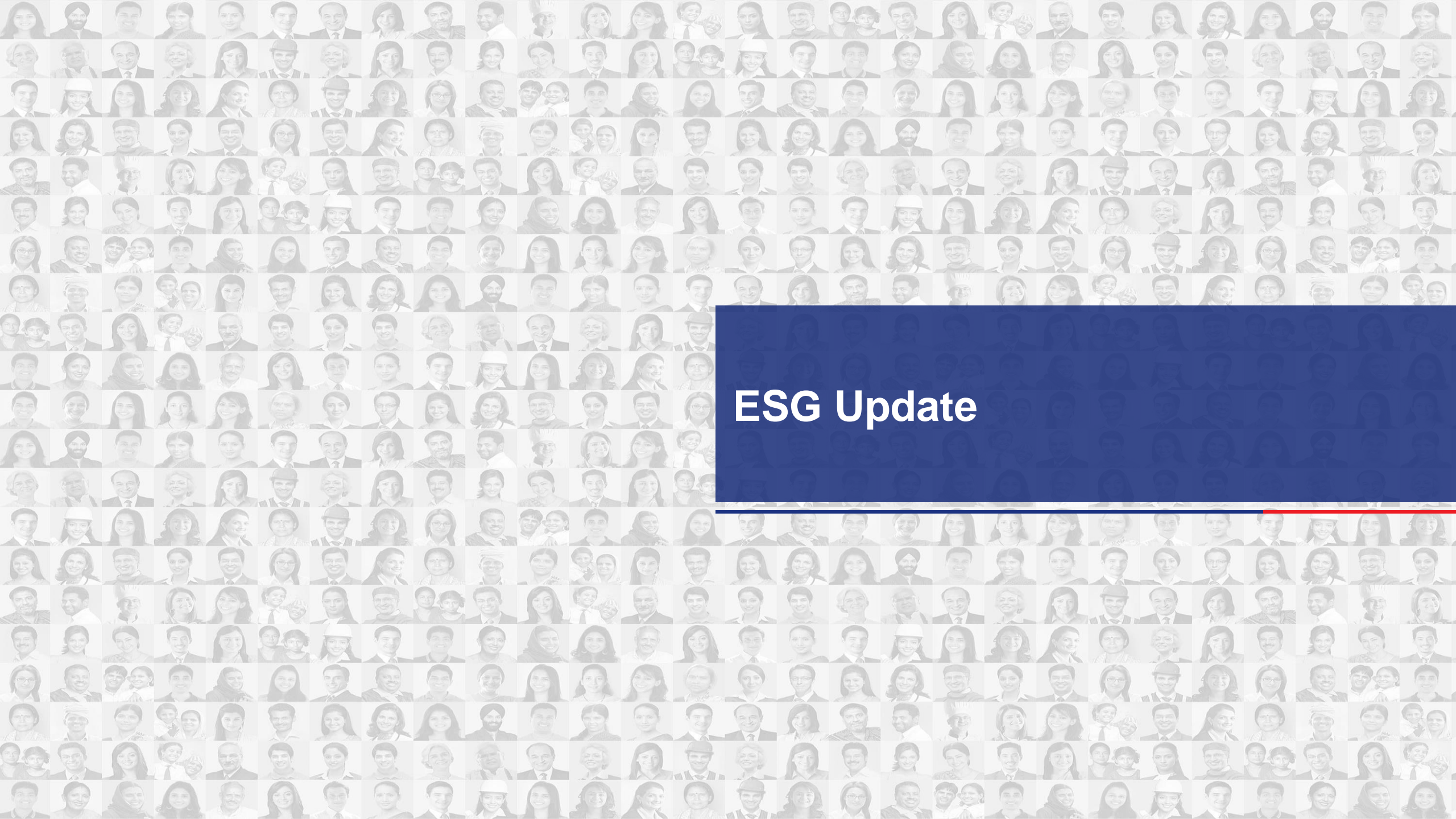


Alerting the BizBank Users before the Beneficiary addition about the Suspicious Beneficiary categories.



FD booking on WhatsApp Banking Channel





# ESG Update

# ESG @ RBL - grow sustainably..

*Sustainability continues to be at the core of what we do and make it an integral part of our business practices, including Risk Management practices*

- Policy stipulation for managing Bank's own E&S footprint, and impact of lending as per IFC Performance Standards
- Bank is rated 60+ score (out of 100) by CRISIL and REFINITIV in ESG performance, disclosures and quantitative progress
- CDP Climate Change 2023, Bank has received a 'B-', higher than the Global and regional average of C
- Climate risk management: Thresholds are defined to contain exposure to "high carbon emitting" industries (wef July 2023)
- Voluntary target and plan to achieve Carbon Neutrality (within own operations) by FY 35
- Adopted Coal Policy to cap financing in coal based thermal power generation to reduce to zero by FY 2034
- The overall women representation in the bank is at 25%+



1

2

3

## Financial literacy:

- Bank runs flagship 'Saksham' program with NGO partners
- The program creates awareness on savings, budgeting, safety, responsible borrowings etc.
- 100% of the beneficiaries under this program are women residing in rural locations
- Adoption of digital literacy as cornerstone of our financial literacy programmes

## Sustainable Finance & financial inclusion products

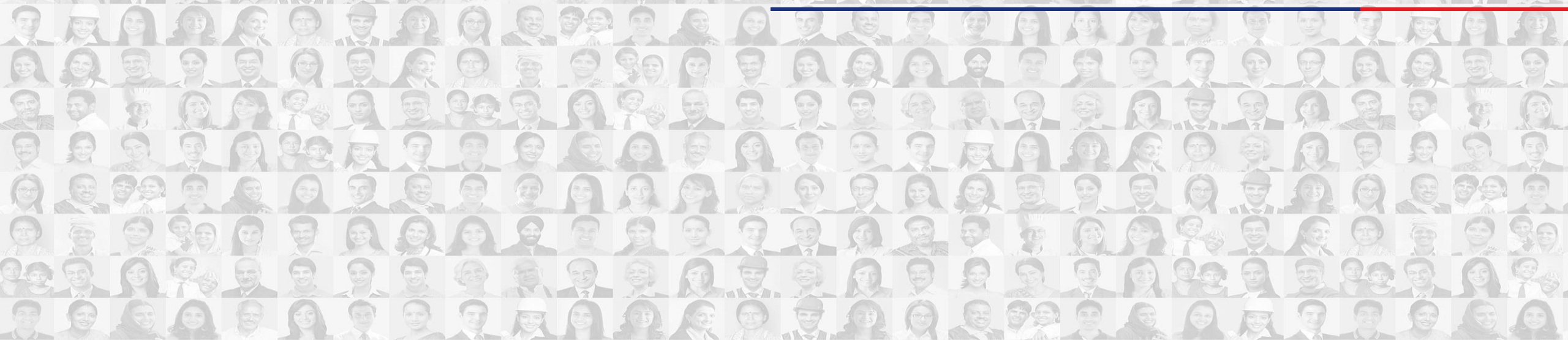
- Climate smart loans for renewables, waste energy projects
- Strong micro banking presence hitherto unbanked women
- Funding Sustainable Agricultural Practices and Business
- Enhancing rural financial inclusion through tractor and farm equipment financing

## Corporate Social Responsibility

- Asia Money recognized RBL as India's best bank for CSR 2023
- Bank has funded projects across 3 thematic areas, namely 3 projects in **Health**, 4 projects in **Education** and 2 projects in **Livelihoods Opportunities (H.E.L.O. acronym)**
- More than 25000+ lives touched during 9M FY 25



# Annexures



# Experienced Board of Directors



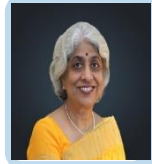
**Mr. Chandan Sinha**

*Non-Executive Independent Director (Part Time Chairman)  
Previously, Executive Director, RBI. Career – Central Banker for 35 years*



**Mr. Rajeev Ahuja**

*Executive Director  
Previously, associated with Citibank India, Bank of America, India and Bankers Trust Company*



**Ms. Veena Mankar**

*Non-Executive Non-Independent Director  
Previously, Chairperson of RBL Finserve Ltd, Founder of Swadhaar Finserve Pvt. Ltd. And Swadhaar FinAccess*



**Dr. Somnath Ghosh**

*Non-Executive Independent Director  
Retired Professor and Founding Dean (Academics) from Indian Institute of Management Kashipur*



**Mr. Gopal Jain**

*Non-Executive Non-Independent Director  
Managing Partner and Founder of Gaja Capital, Founded Gaja Capital in 2004*



**Mr. Soma Sankara Prasad**

*Additional Non-Executive Independent Director  
Previously, Managing Director & CEO of UCO Bank, Associated with State Bank of India for more than three decades*



**Mr. R Subramaniakumar**

*Managing Director and CEO  
A veteran banker with 40 years of experience; Previously, associated with PNB, Indian Bank and Indian Overseas Bank*



**Ms. Ranjana Agarwal**

*Non-Executive Independent Director  
Founder and managing partner of Vaish & Associates, Chartered Accountants*



**Mr. Manjeev Singh Puri**

*Non-Executive Independent Director  
Former Indian Diplomat, former Ambassador to the European Union, Belgium, Luxembourg, Nepal and United Nations*



**Mr. Murali Ramakrishnan**

*Non-Executive Independent Director  
Previously, Managing Director & CEO of South Indian Bank, Associated with ICICI Bank Limited for more than two decades*



**Dr. Sivakumar Gopalan**

*Non-Executive Independent Director  
Faculty of the Department of Computer Science and Engineering, IIT Bombay, since 1991*

# Leadership – Core Management Team



**Mr. R Subramaniakumar**  
*Managing Director and CEO*  
*A veteran banker with 40 years of experience; Previously, associated with PNB, Indian Bank and Indian Overseas Bank*  
**(42)**



**Mr. Rajeev Ahuja**  
*Executive Director*  
*Previously, associated with Citibank India, Bank of America, India and Bankers Trust Company*  
**(37)**



**Mr. Jaideep Iyer**  
*Head - Strategy*  
*Previously, Group President and Deputy CFO – Yes Bank*  
**(27)**



**Mr. Deepak Gaddhyan**  
*Head – Branch & Business Banking*  
*Previously, associated with ICICI Bank, Yes Bank*  
**(30)**



**Mr. Deepak Kumar**  
*Chief Risk Officer*  
*Previously, associated with State Bank of India and member of RBI committees*  
**(39)**



**Mr. Alok Rastogi**  
*Head - Corporate Centre*  
*Previously, associated with Yes Bank, CRISIL and Citi Bank*  
**(29)**



**Mr. R. Rajagopalan**  
*Head – Internal Audit*  
*Previously, associated with HDFC Bank, Kotak Mahindra Bank*  
**(32)**



**Mr. Bharat Rungta**  
*Head - Wholesale Bank*  
*Previously, associated with Yes Bank, Standard Chartered Bank & ICICI Bank Limited*  
**(26)**



**Mr. Vishal Kukreja**  
*Head - Human Resources*  
*Previously, associated with HDFC Bank and Kotak Mahindra Bank*  
**(23)**



**Mr. Prakash Gupta**  
*Chief Compliance Officer*  
*Previously, associated with Barclays, Credit-Suisse and Rabobank*  
**(28)**

Figures in brackets are years of total work experience

# Leadership – Core Management Team (Contd.)



**Mr. Ravi Pichan**

*Chief Information Officer*

*Previously, associated with Larsen & Toubro Infotech, Capgemini, Barclays & Bank of America*

**(30)**



**Mr. Kamal Sabhlok**

*Head – Secured Retail & Microfinance Business, Credit Cards Collection*

*Previously, associated with Standard Chartered Bank, Barclays Finance, Diageo, United Breweries*

**(25)**



**Mr. Anshul Chandak**

*Head - Treasury*

*Previously associated with HDFC Bank, Kotak Mahindra Bank & Dhanlaxmi Bank.*

**(18)**



**Mr. Kingshuk Guha**

*Managing Director & CEO, RBL Finserve*

*Previously, associated with ABN Amro, RBS, Tata Tele Services, Fullerton India*

**(32)**



**Mr. Abhijit Somvanshi**

*Head - Marketing, Communications & Customer Service*

*Previously, associated with ICICI Bank, IL&FS, HSBC, and the Daiwa Group*

**(24)**



**Mr. Buvanesh Tharashankar**

*Chief Financial Officer*

*Previously, associated with Jana Small Finance Bank and Citi Bank*

**(29)**



**Mr. Bikram Yadav**

*Head – Credit Cards*

*Previously, associated with GE Capital, India*

**(22)**

**Figures in brackets are years of total work experience**

# Profit & Loss Statement

Particulars	Q3 FY25	Q3 FY24	Q2 FY25	9M FY 25	9M FY 24
<b><u>Income</u></b>					
Interest Earned	3,536	3,191	3,531	10,563	9,055
Interest Expended	1,951	1,646	1,916	5,663	4,612
Net Interest Income	<b>1,585</b>	<b>1,546</b>	<b>1,615</b>	<b>4,900</b>	<b>4,443</b>
Other Income	<b>1,073</b>	<b>778</b>	<b>927</b>	<b>2,806</b>	<b>2,167</b>
Total Income	<b>2,658</b>	<b>2,323</b>	<b>2,542</b>	<b>7,706</b>	<b>6,610</b>
<b><u>Expenditure</u></b>					
Operating Expenses	<b>1,662</b>	<b>1,558</b>	<b>1,632</b>	<b>4,941</b>	<b>4,467</b>
Employee Cost	453	399	465	1,286	1,115
Other Operating Expenses	1,209	1,159	1,167	3,654	3,352
Operating Profit	<b>997</b>	<b>765</b>	<b>910</b>	<b>2,766</b>	<b>2,144</b>
Provisions	<b>1,189</b>	<b>458</b>	<b>618</b>	<b>2,174</b>	<b>1,365</b>
On advances	1,178	470	662	2,302	1,351
On others	11	(11)	(44)	(128)	14
Profit Before Tax	<b>(192)</b>	<b>307</b>	<b>292</b>	<b>592</b>	<b>779</b>
Tax	<b>(225)</b>	<b>74</b>	<b>69</b>	<b>(35)</b>	<b>(36)</b>
Profit After Tax	<b>33</b>	<b>233</b>	<b>223</b>	<b>627</b>	<b>815</b>

# Balance Sheet

Particulars	Dec 2024	Sep 2024	Dec 2023
<b><u>Liabilities</u></b>			
Capital	608	608	603
Reserves and Surplus	14,908	14,859	13,789
Deposits	1,06,753	1,07,959	92,746
Borrowings	12,791	14,679	14,800
Other Liabilities	5,840	5,782	5,209
<b>Total</b>	<b>1,40,900</b>	<b>1,43,885</b>	<b>1,27,146</b>
<b><u>Assets</u></b>			
Cash & Balances with RBI	9,282	12,634	7,537
Balances with other banks	2,333	2,768	1,681
Investments (Net)	29,542	30,373	27,852
Advances (Net)	90,412	87,882	79,949
Fixed and Other Assets	9,331	10,228	10,127
<b>Total</b>	<b>1,40,900</b>	<b>1,43,885</b>	<b>1,27,146</b>

# Consolidated Profit & Loss Statement

Particulars	Q3 FY25	Q3 FY24	Q2 FY25	9M FY 25	9M FY 24
<b><u>Income</u></b>					
Interest Earned	3,537	3,191	3,531	10,565	9,055
Interest Expended	1,951	1,645	1,916	5,664	4,611
Net Interest Income	<b>1,585</b>	<b>1,547</b>	<b>1,615</b>	<b>4,901</b>	<b>4,444</b>
Other Income	1,074	777	928	2,777	2,184
Total Income	<b>2,659</b>	<b>2,324</b>	<b>2,543</b>	<b>7,678</b>	<b>6,628</b>
<b><u>Expenditure</u></b>					
Operating Expenses	<b>1,648</b>	<b>1,546</b>	<b>1,620</b>	<b>4,902</b>	<b>4,400</b>
Employee Cost	569	489	567	1,605	1,378
Other Operating Expenses	1,079	1,057	1,053	3,297	3,022
Operating Profit	<b>1,011</b>	<b>778</b>	<b>923</b>	<b>2,776</b>	<b>2,227</b>
Provisions	<b>1,189</b>	<b>458</b>	<b>618</b>	<b>2,174</b>	<b>1,365</b>
On advances	1,178	470	662	2,302	1,351
On others	11	(11)	(44)	(128)	14
Profit Before Tax	<b>(177)</b>	<b>320</b>	<b>304</b>	<b>602</b>	<b>863</b>
Tax	<b>(225)</b>	<b>75</b>	<b>73</b>	<b>(28)</b>	<b>(33)</b>
Profit After Tax	<b>47</b>	<b>245</b>	<b>232</b>	<b>630</b>	<b>895</b>

# Consolidated Balance Sheet

Particulars	Dec 2024	Sep 2024	Dec 2023
<b><u>Liabilities</u></b>			
Capital	608	608	603
Reserves and Surplus	14,952	14,888	13,818
Deposits	1,06,746	1,07,952	92,683
Borrowings	12,793	14,680	14,801
Other Liabilities	5,832	5,776	5,211
<b>Total</b>	<b>1,40,931</b>	<b>1,43,904</b>	<b>1,27,116</b>
<b><u>Assets</u></b>			
Goodwill on Consolidation	41	41	41
Cash & Balances with RBI	9,282	12,634	7,537
Balances with other banks	2,340	2,775	1,689
Investments (Net)	29,448	30,271	27,707
Advances (Net)	90,412	87,882	79,949
Fixed and Other Assets	9,409	10,301	10,194
<b>Total</b>	<b>1,40,931</b>	<b>1,43,904</b>	<b>1,27,116</b>

# Historical Performance

Particulars	FY 14	FY 15	FY 16	FY 17	FY 18	FY19	FY20	FY21	FY22	FY23	FY24	9MFY25
Net Worth	2,012	2,224	2,960	4,242	6,544	7,336	10,290	12,254	12,006	12,996	14,206	14,795
Deposits	11,599	17,099	24,349	34,588	43,902	58,394	57,812	73,121	79,007	84,887	103,494	1,06,753
Advances (Net)	9,835	14,450	21,229	29,449	40,268	54,308	58,019	58,623	60,022	70,209	83,987	90,412
Investments (Net)	6,518	9,792	14,436	13,482	15,448	16,840	18,150	23,230	22,274	28,875	29,576	29,542
Net Profit	93	207	292	446	635	867	506	508	(75)	883	1,168	627
CRAR (%)	14.6	13.1	12.9	13.7	15.3	13.5	16.4	17.5	16.8	16.9	16.2	15.4
Gross NPA (%)	0.79	0.77	0.98	1.20	1.4	1.38	3.62	4.34	4.40	3.37	2.65	2.92
Net NPA (%)	0.31	0.27	0.59	0.64	0.78	0.69	2.05	2.12	1.34	1.10	0.74	0.53
Business per employee	7.7	9.1	11.8	13.1	15.9	19.3	16.0	16.9	15.0	14.1	15.0	13.40
No. of employees	2,798	3,465	3,872	4,902	5,300	5,843	7,221	7,816	9,257	11,032	12,473	14,715
Return on Assets (%)	0.66	1.02	0.98	1.08	1.21	1.27	0.59	0.54	(0.07)	0.83	0.96	0.61
Return on Equity (%)	5.44	9.58	11.32	11.67	10.95	12.15	5.74	4.35	(0.60)	6.69	8.25	5.44
BVPS	71.3	75.77	91.17	113.07	193.82	200.56	214.28	159.72	200.27	216.76	234.77	243.44*

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# Thank you