

**Investor  
Presentation  
Q1 FY2022-23**

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July 2022



**Bandhan  
Bank**

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**Key Highlights**



**Bandhan  
Bank**

# Key Highlights

## Bandhan Bank - Overview

- Housing Finance division has achieved its best ever growth of 27% YoY
- Retail division grew 62% YoY, Commercial Banking division grew 81% YoY
- Loan portfolio (on book + off book + TLTRO + PTC) for Q1 FY 22-23 grew 20% Y-o-Y
- Deposits grew by 20% Y-o-Y in Q1 FY 22-23; Retail Deposit to Total Deposit at 78.4%
- Gross NPA is at 7.3% & Net NPA is at 1.9% vs. 6.5% and 1.7% respectively in previous quarter
- Added 0.6 million Customer during the quarter with total customer base reaching to 26.9 million (EEB- 20.2 million, Non EEB – 6.7 million)
- Geographical diversification of EEB portfolio on track- West Bengal and Assam contribution is less than 50%, with West Bengal share at 40% and Assam share at 9% of EEB portfolio as on Q1 FY 2022-23

## Snapshot of operations Q1 FY 2022-23

**Total Deposits** ₹ 930.6 bn

**Total Loans and advances** ₹ 966.5 bn<sup>1</sup>

**Net Interest Margin (NIM)** 8.0%

**CASA Ratio** 43.2%

**ROAA (%)** 2.5%

**ROAE (%)** 20%



**34  
States & UTs**



**566  
Districts**



**1,190  
Branches**



**429  
ATMs**



**4,450  
Banking Units**



**61,247  
Employees**



**26.9mn  
Customers**



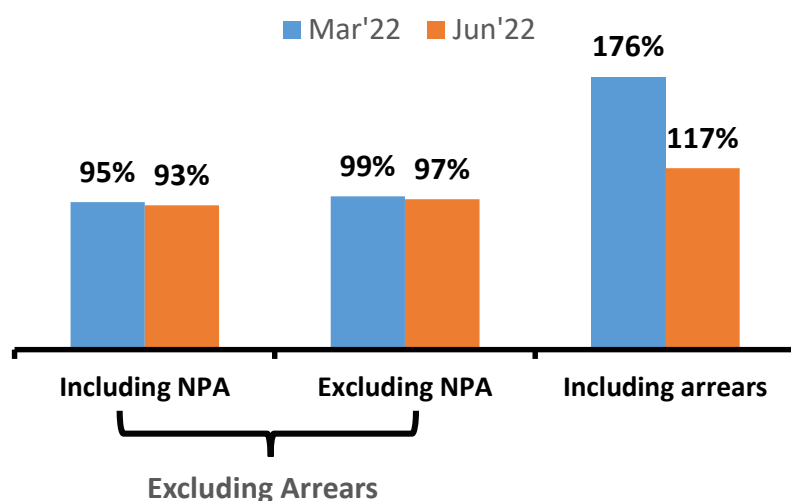
**44.4%  
EEB\* Group  
based loans**

1. On book + Off Book (including TLTRO ₹ 2.2 bn and PTC of ₹ 3.3 bn )  
\*Emerging Entrepreneurs Business (Erstwhile Micro Banking Unit)

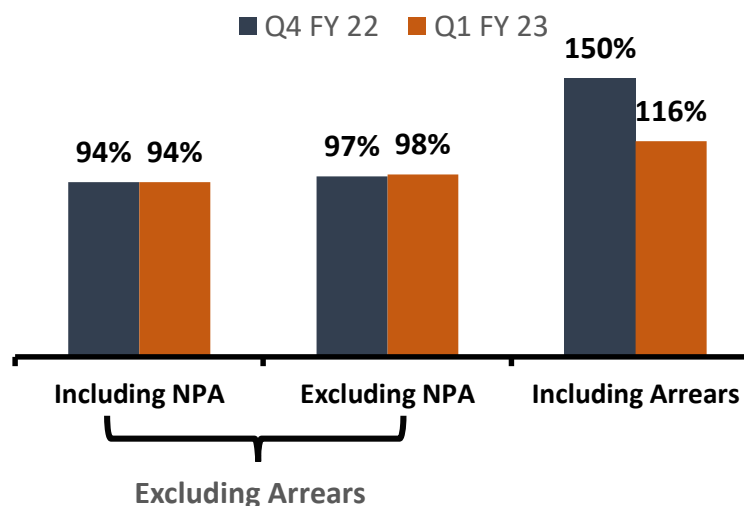
# EEB Collection Efficiency (Excluding Restructuring portfolio)



## Collection Efficiency for the month



## Collection Efficiency for the quarter



## Collection Efficiency of top states

States	For the month of Mar'22	For the month of Jun'22	For Q4 FY 22	For Q1 FY 23
West Bengal	99%	98%	97%	98%
Assam	98%	93%	93%	95%
Rest of India	99%	98%	97%	98%
<b>Total</b>	<b>99%</b>	<b>97%</b>	<b>97%</b>	<b>98%</b>

## Customer Paying Profile

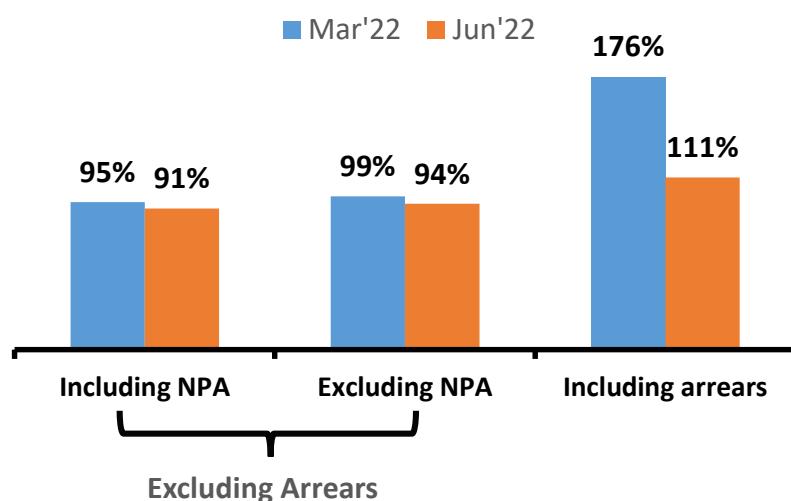
Category	For the month of Mar'22		For the month of Jun'22	
	Share of customers	Share of Receivables	Share of customers	Share of Receivables
Full Paying	93%	96%	90%	94%
Partial Paying	3%	3%	5%	5%
Non Paying	4%	1%	5%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Out of 2% drop in Collection efficiency, 1% is due to floods in Assam and 1% due to seasonality**

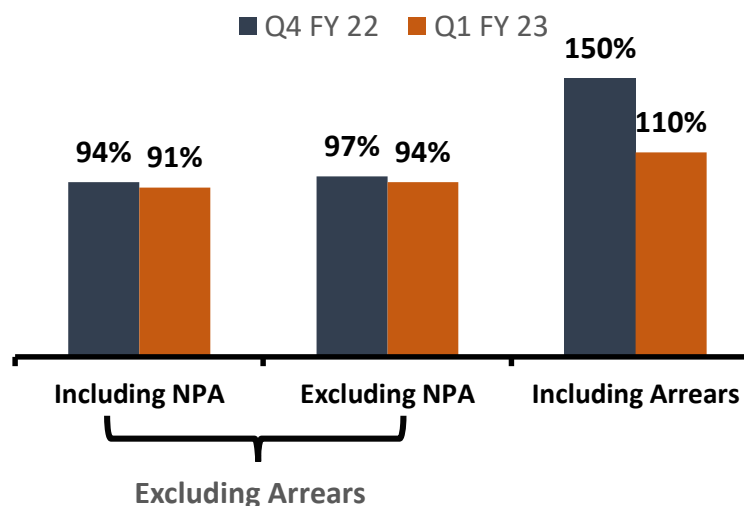
# EEB Collection Efficiency (Including Restructuring portfolio)



## Collection Efficiency for the month



## Collection Efficiency for the quarter



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Assam	98%	77%	93%	78%
Rest of India	99%	96%	97%	96%
<b>Total</b>	<b>99%</b>	<b>94%</b>	<b>97%</b>	<b>94%</b>

## Customer Paying Profile

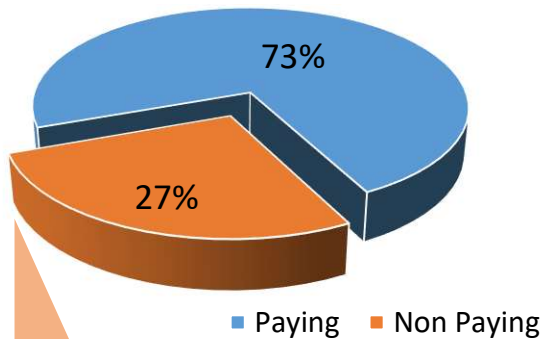
Category	For the month of Mar'22		For the month of Jun'22	
	Share of customers	Share of Receivables	Share of customers	Share of Receivables
Full Paying	93%	96%	87%	91%
Partial Paying	3%	3%	6%	6%
Non Paying	4%	1%	7%	3%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

*The drop in CE is largely due to restructured customers' demand and floods in Assam*

# EEB NPA and Restructured customer payment pattern analysis for Q1 FY 23



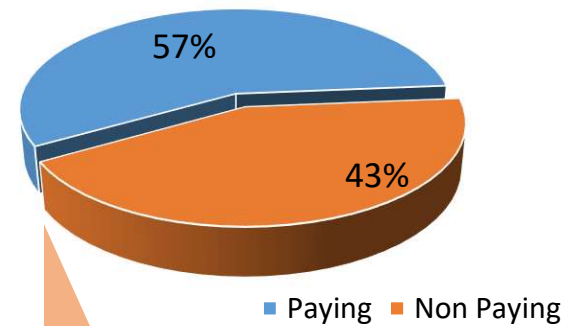
## NPA customers payment pattern



States	Share of non paying customers
Assam	20%
Rest of India	80%
<b>Total</b>	<b>100%</b>

*Majority of NPA customers continue to pay*

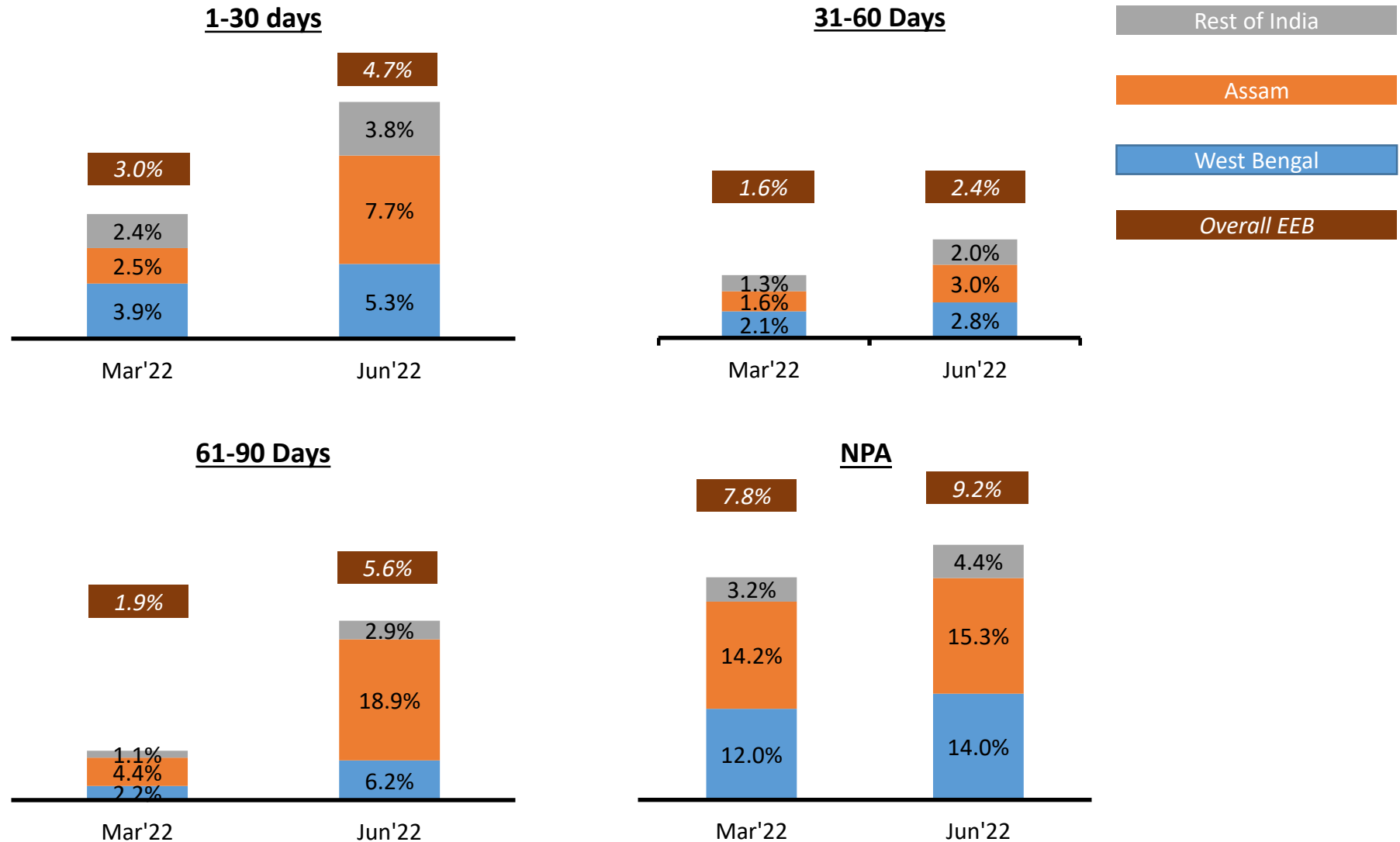
## Restructured customers payment pattern



States	Share of non paying customers
Assam	38%
Rest of India	62%
<b>Total</b>	<b>100%</b>

*More than 50% of the customers have paid in Q1*

# EEB DPD movement (Including Restructuring portfolio)



**Increase in DPD positions is largely due to restructured customers' demand and floods in Assam which is expected to normalize in coming quarters**

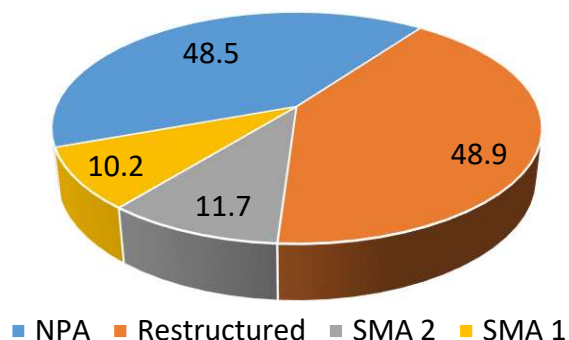


# EEB stress pool coverage analysis



All amount in ₹ Bn.

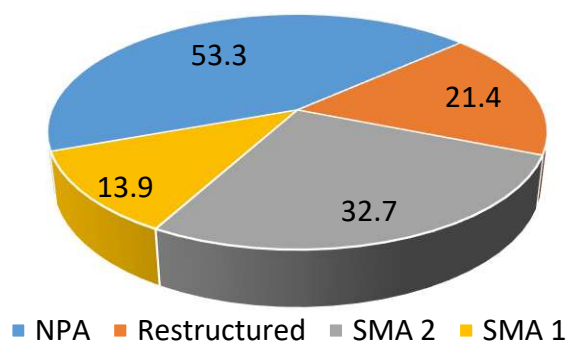
EEB Stress Pool - ₹ 119 Bn.



**Mar'22**

Coverage	Amount
Provision	69.7
Estimated recovery till 30 <sup>th</sup> Sep 2022	25
CGFMU recovery	25
Assam Relief Scheme*	Xx
<b>Total</b>	<b>119.7</b>

EEB Stress Pool - ₹ 121 Bn.



**Jun'22**

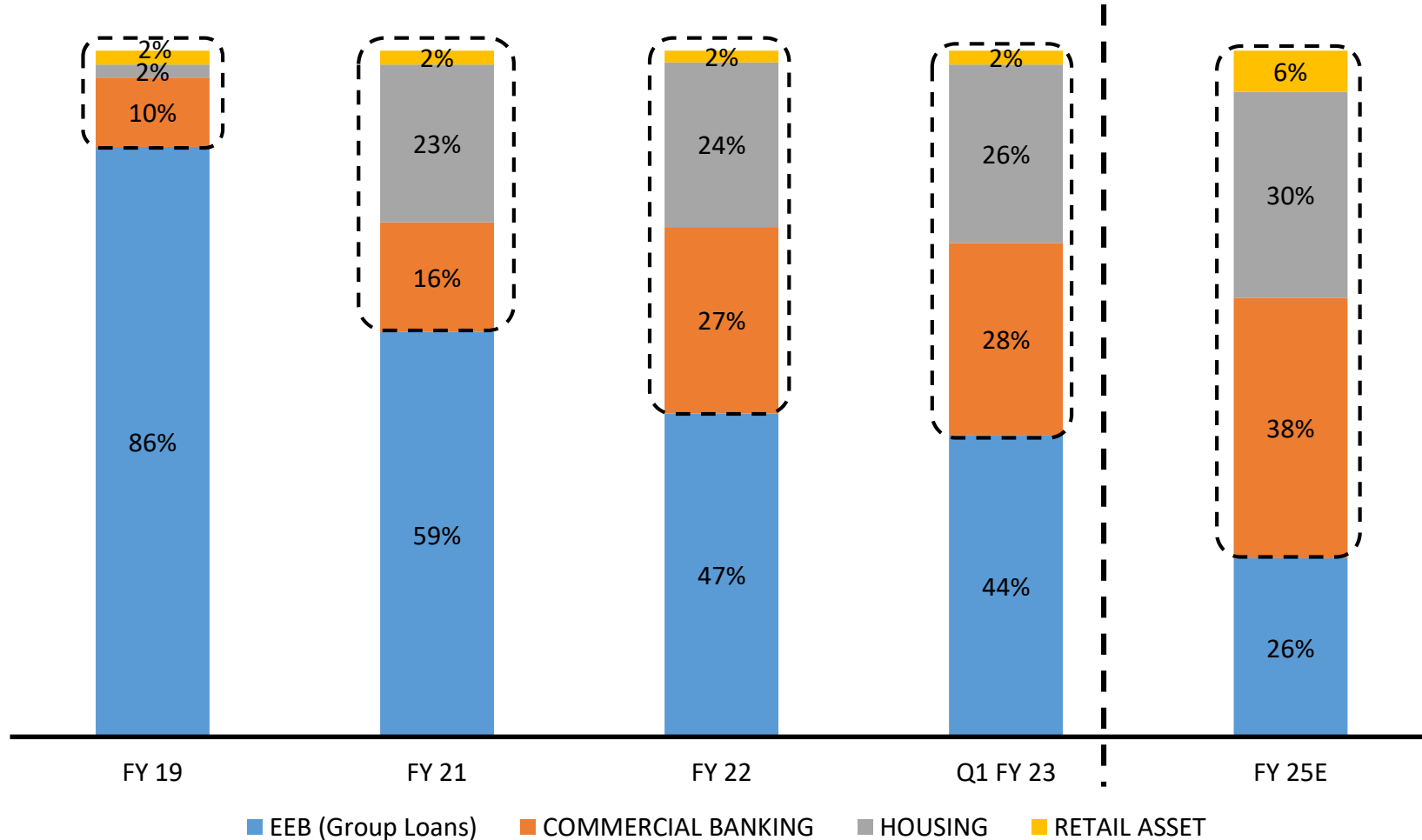
Coverage	Amount
Provision	76.0
Estimated recovery till 31 <sup>st</sup> Dec 2022	25
CGFMU recovery	25
Assam Relief Scheme*	Xx
<b>Total</b>	<b>126.0</b>

\* Amount can't be ascertained today

**Bank on track to achieve the diversification goal as envisaged in the strategy plan for FY 25**



**Diversification Target as per strategy Plan**



**Business &  
Financial  
Overview**

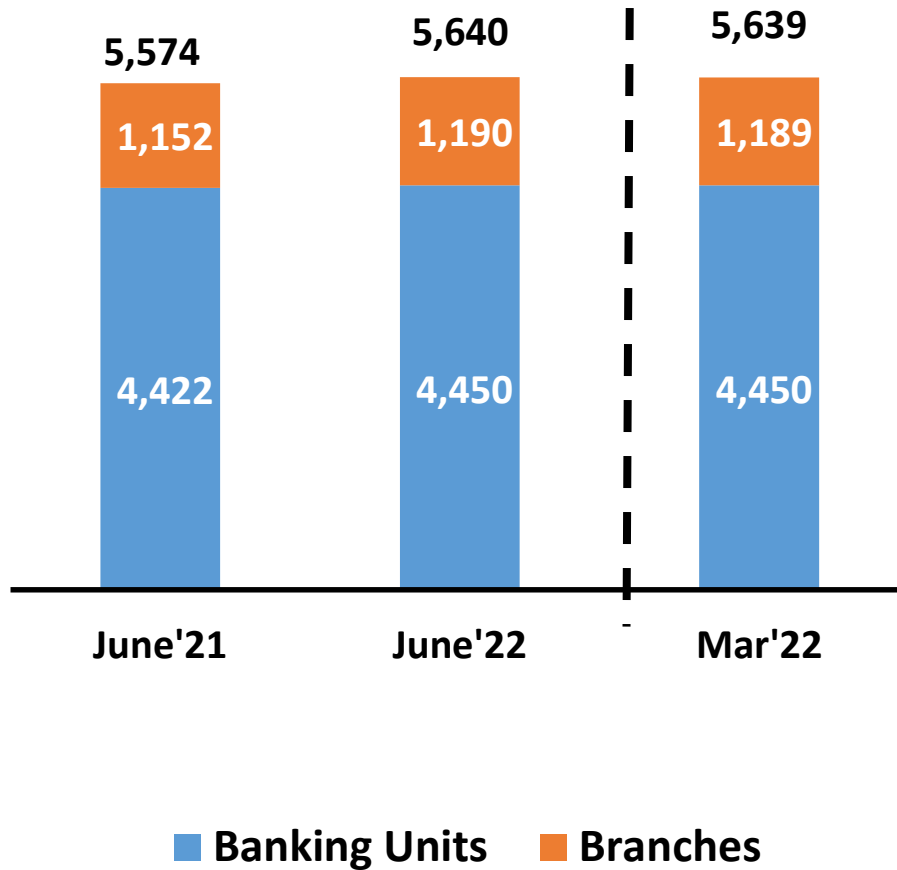


**Bandhan  
Bank**

# Geographical Distribution

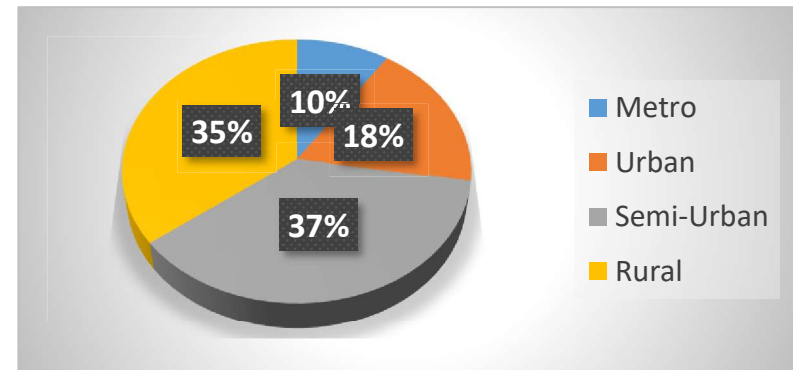


## Banking Outlets



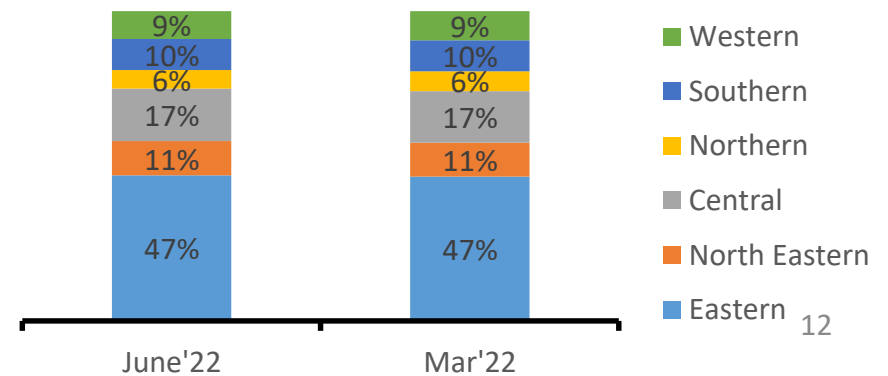
*Focus on serving the rural & underbanked population*

Banking Outlets as on 30th June 2022\*



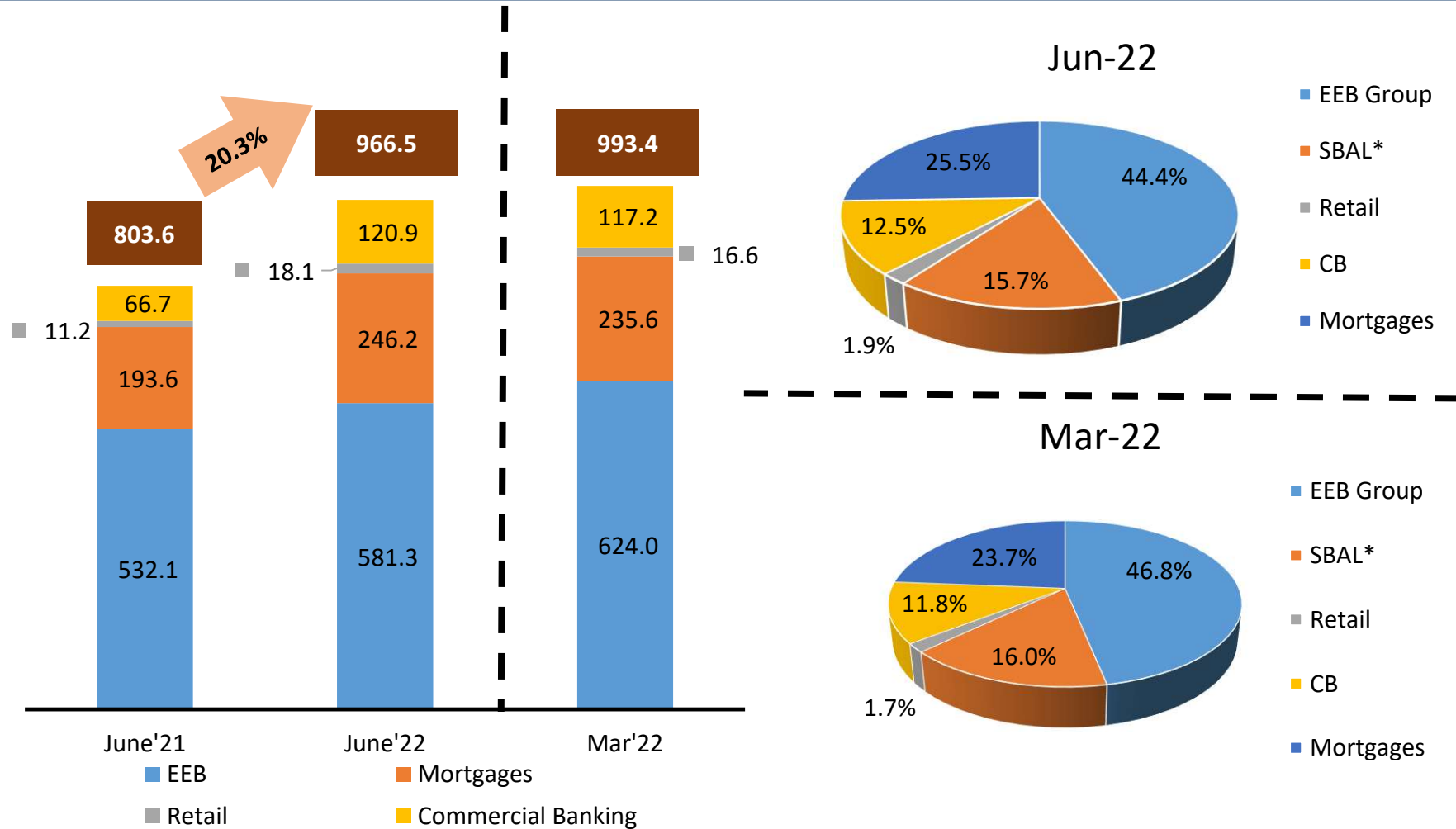
\*Basis original classification at the time of opening

*Diversifying presence with non-east increasing over 50% now*



# Asset Book Mix

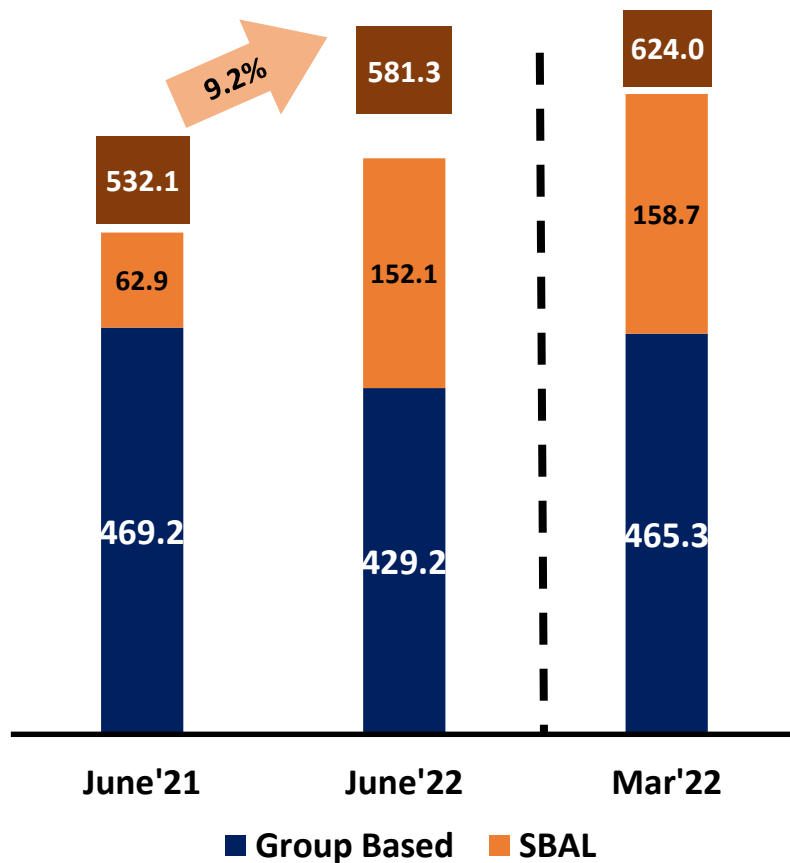
## Total Advances (₹ in Billion)



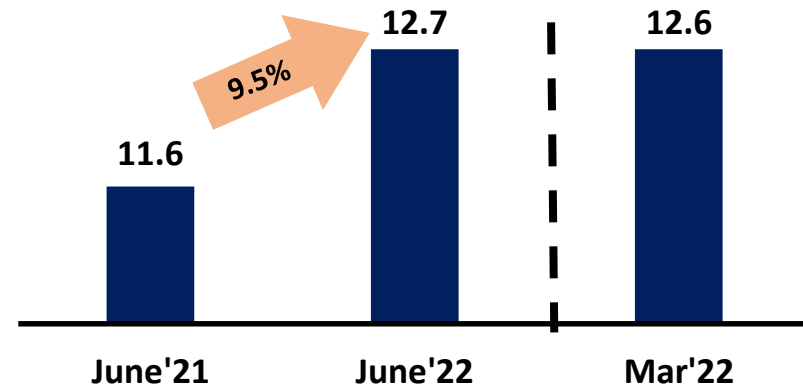
\* Small Business and Agri Loans (Individual)

# Emerging Entrepreneurs Business

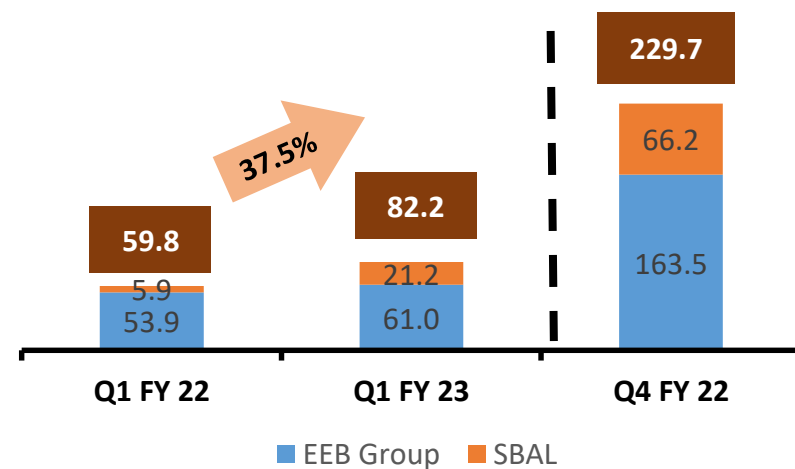
**Emerging Entrepreneurs Asset Growth  
(₹ in Billion)**



**Number of Active Borrowers (Mn)**

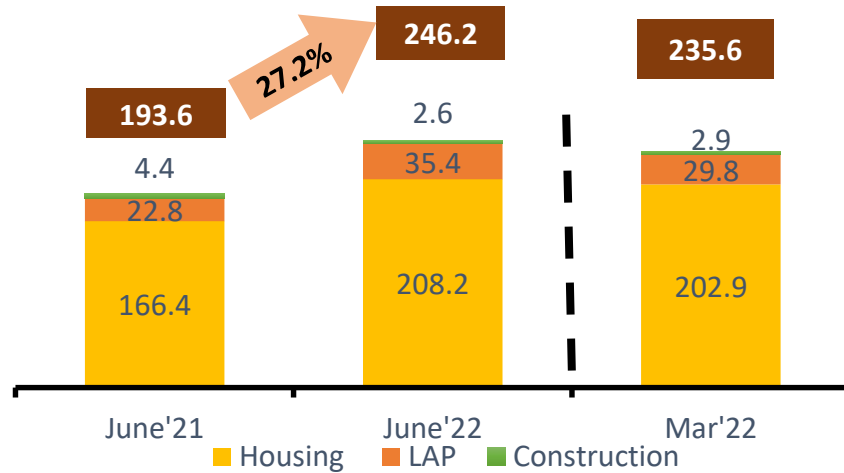


**EEB Loan Disbursement (₹ in Billion)**

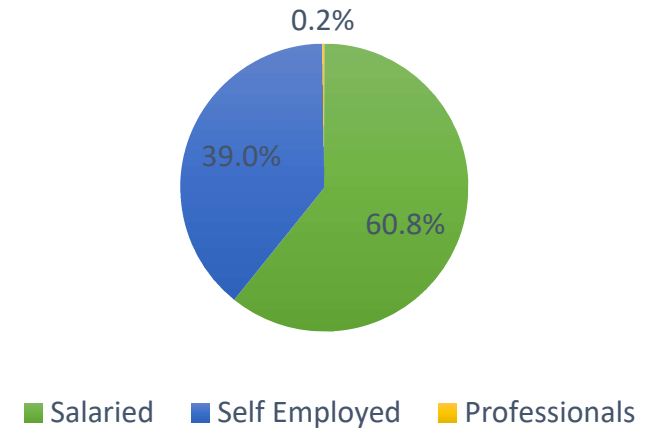


# Housing Finance

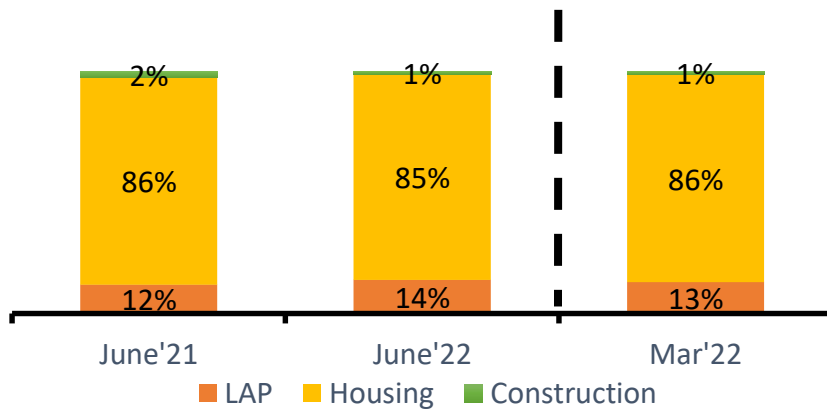
## Housing Asset Bifurcation (₹ in Billion)



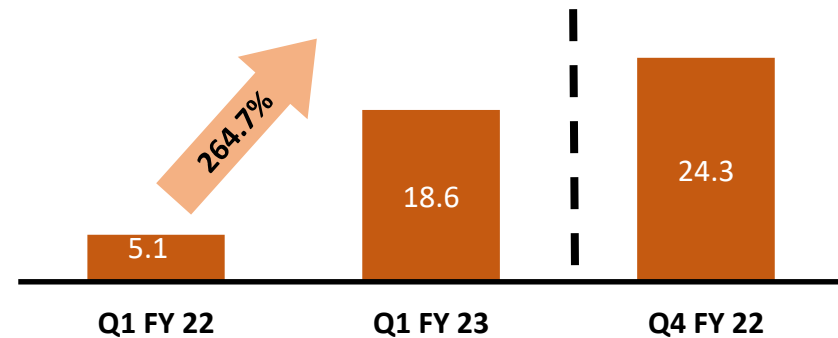
## Borrowers Bifurcation – June'22



## Housing Asset Segment wise (in %)



## Housing Asset Disbursements (₹ in Billion)

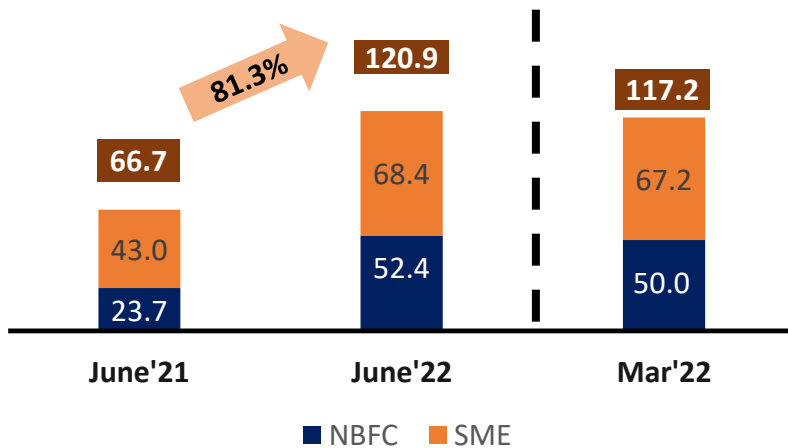


IBPC purchase is excluded from disbursement for all reported quarters

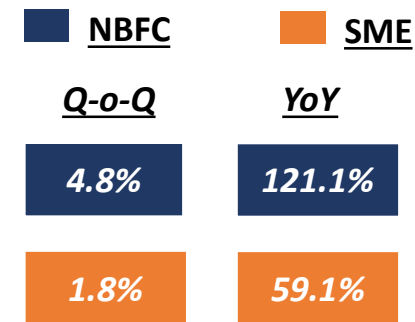
# Commercial Banking (CB) & Retail Assets



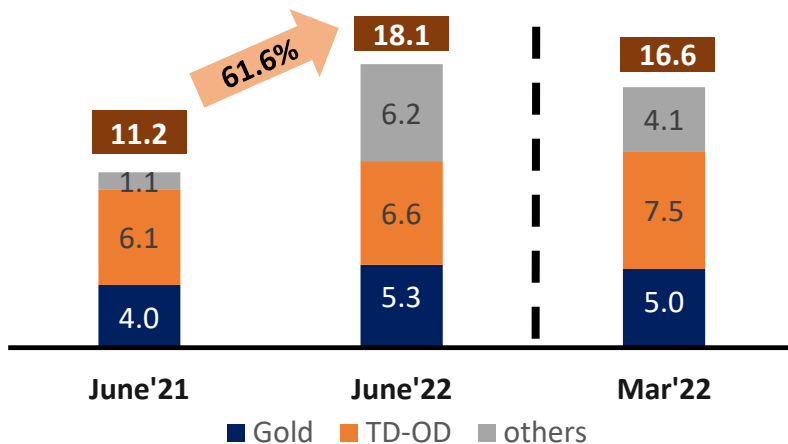
## Product wise CB Assets (₹ in Billion)



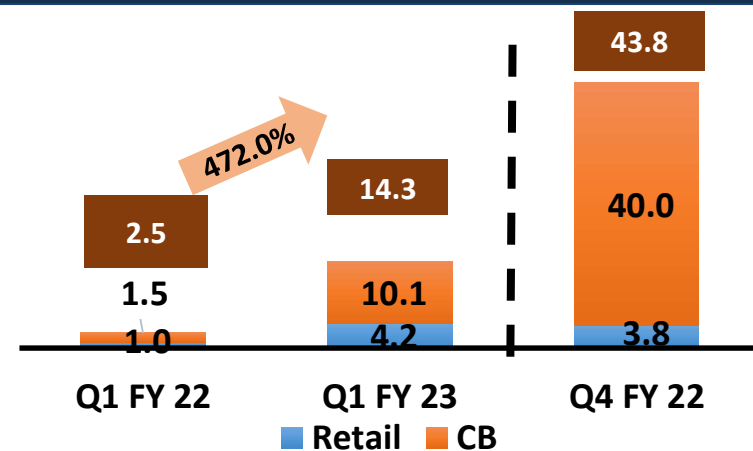
## CB segment wise Growth



## Product wise Retail Assets (₹ in Billion)



## CB & Retail Disbursements# – (₹ in Billion)

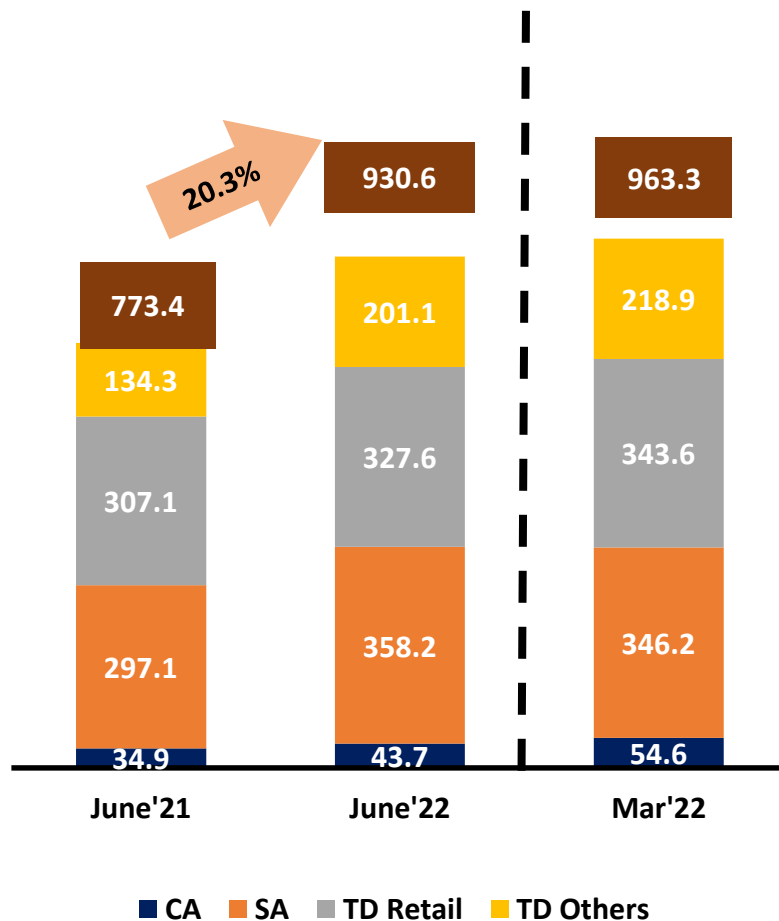


# Term Loan disbursements Only



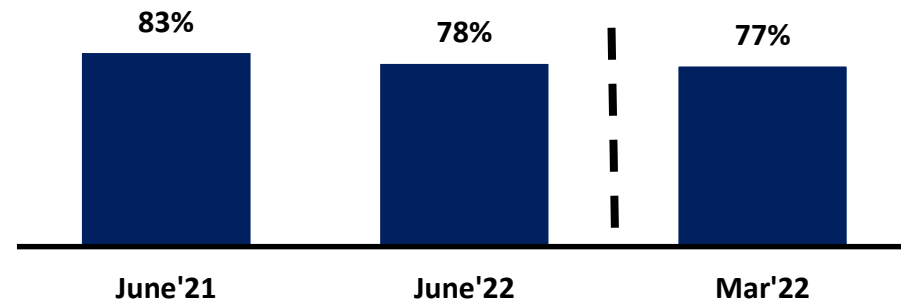
# Liabilities Profile

## Deposits Growth (₹ in Billion)

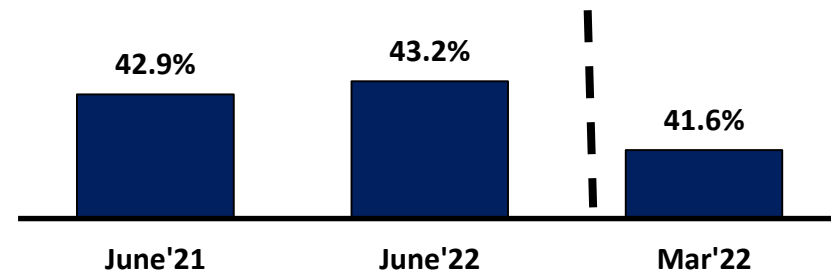


EEB deposits contribute to 3.9% of Total deposit as on Jun'22

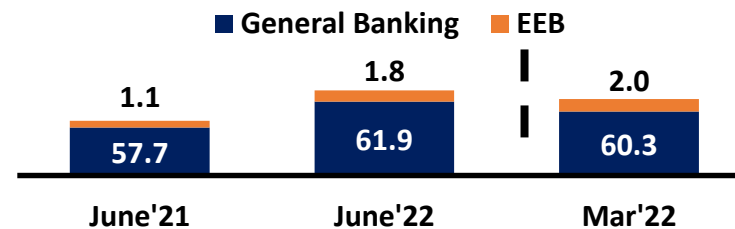
## Retail to Total Deposits (%)



## CASA (%)



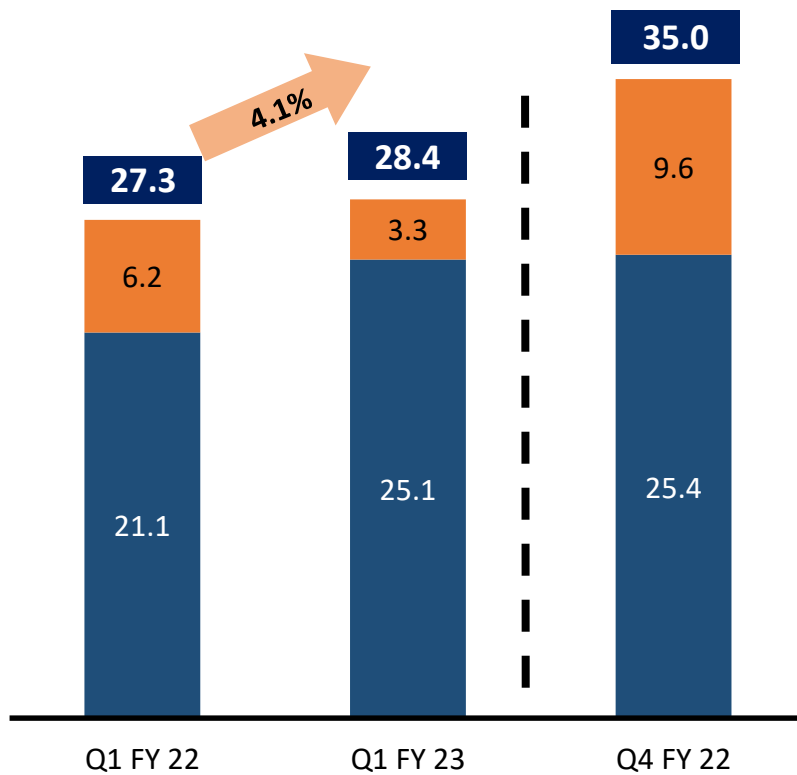
## Average SA Balance Per Customer (₹ in 000')



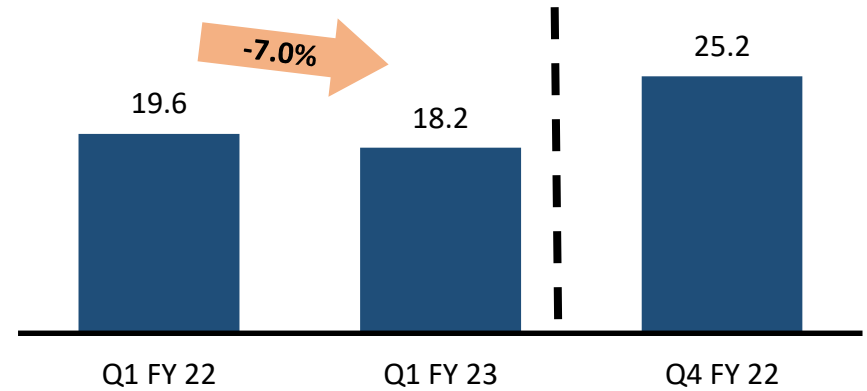
# Financial Performance

## Total income (₹ in Billion)

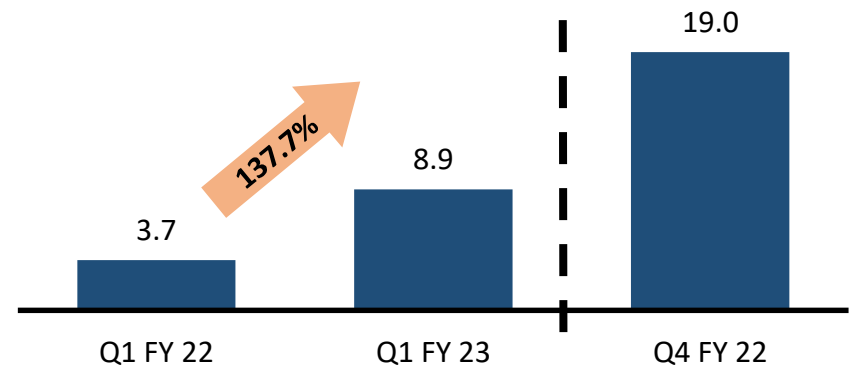
Net interest Income    Other Income    Total Income



## Operating Profit (₹ in Billion)



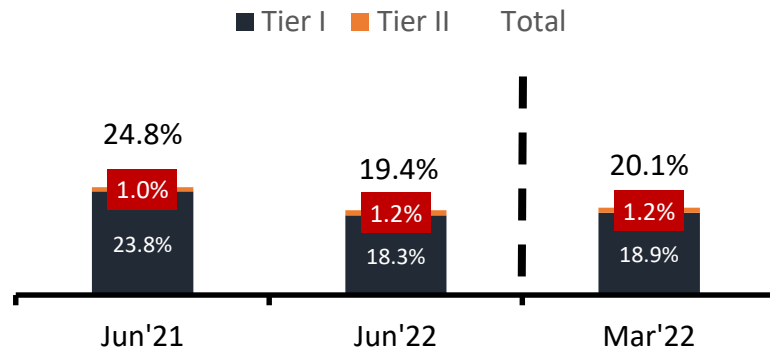
## PAT (₹ in Billion)



# Financial Performance

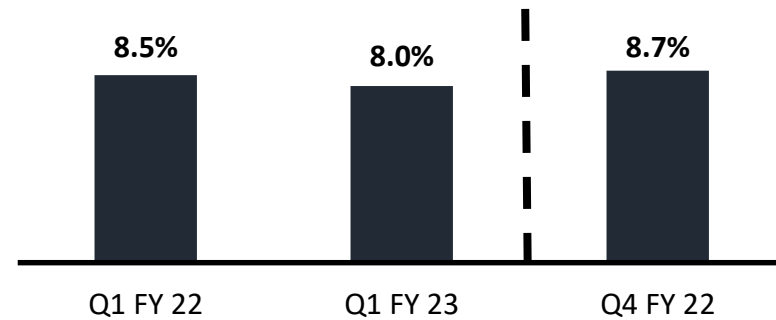


## Capital Adequacy Ratio (CRAR)

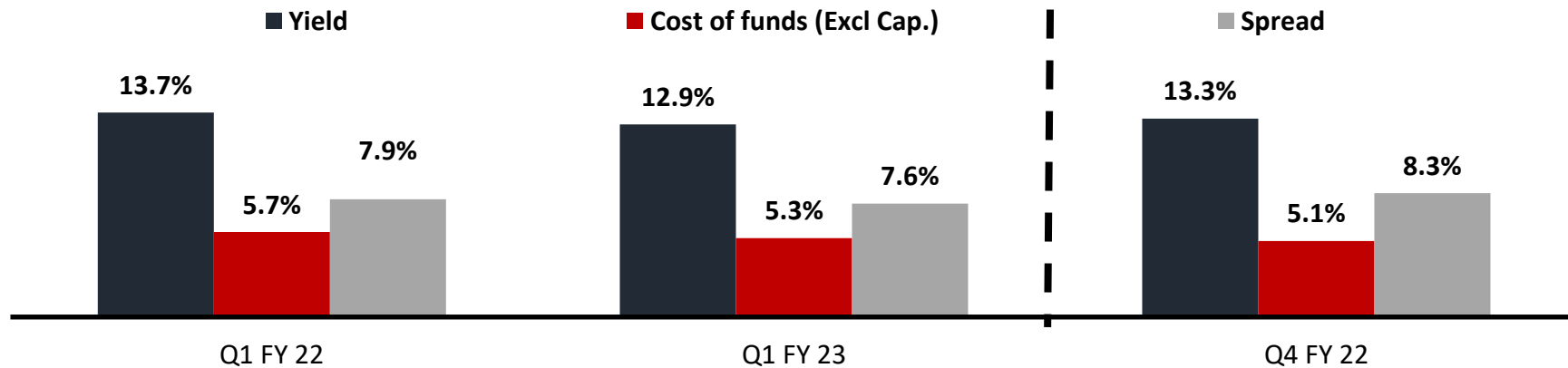


CRAR including Profits of Q1 FY 23 stands at 20.4% as at Jun'22

## NIM (Annualized)



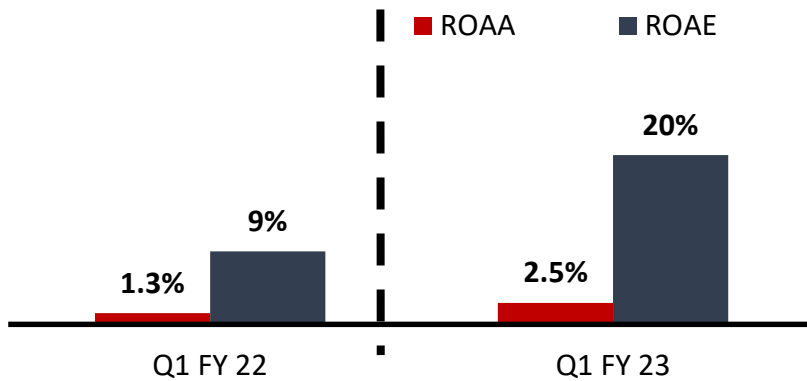
## Spread (Annualized)



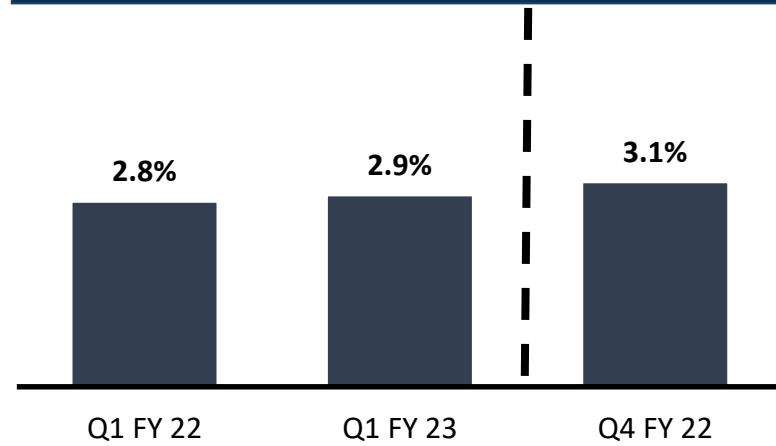
# Financial Performance



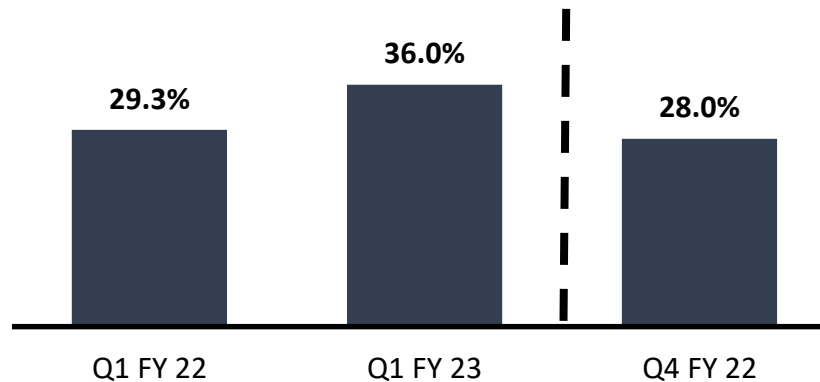
## ROAA & ROAE (Annualized)



## Operating expenses to Average Assets (Annualized)

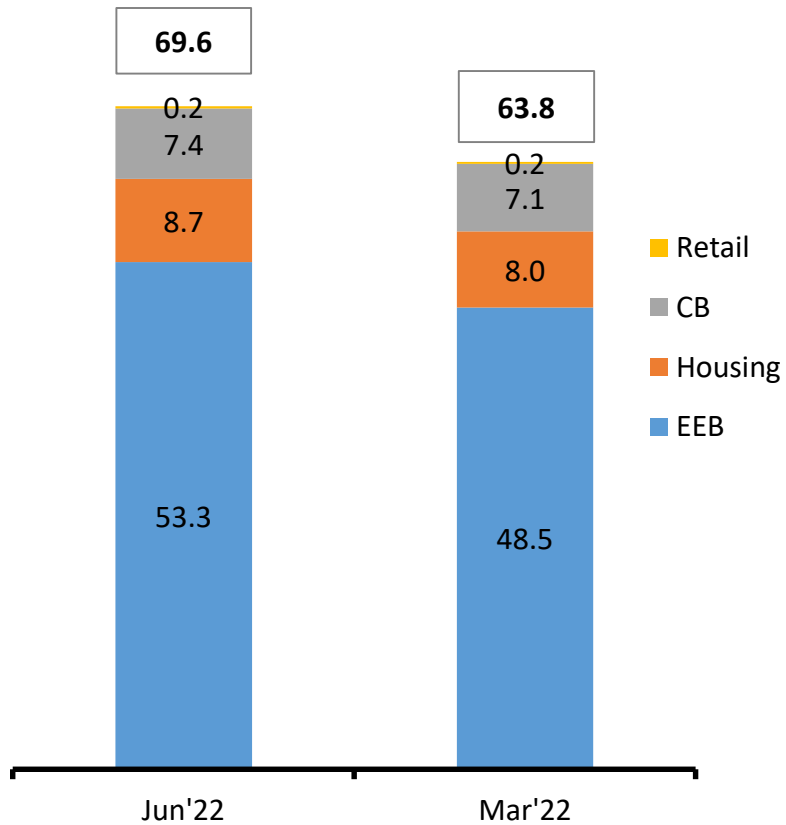


## Cost to Income Ratio

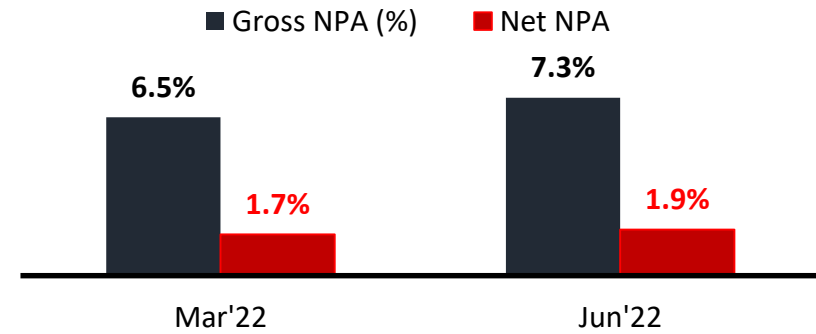


# Financial Performance

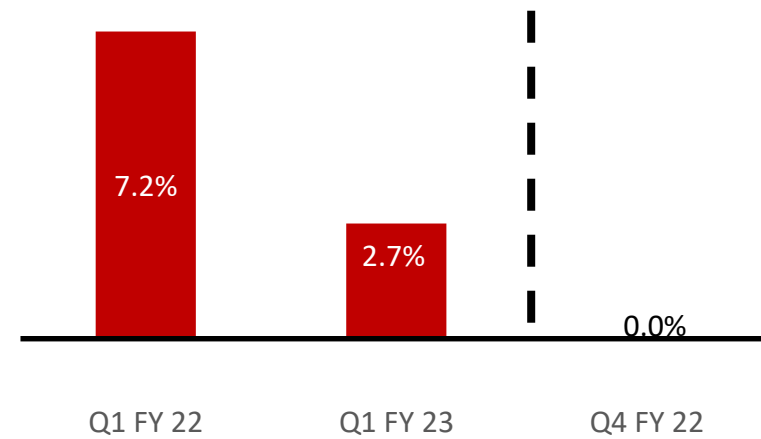
## Segmental GNPA movement - (₹ in Billion)



## Gross NPA and Net NPA



## Credit Cost



# Profit & Loss Statement (IN ₹ Bn.)



Particulars	Q1 FY 23	Q4 FY 22	QoQ%	Q1 FY 22	YoY%
Interest Income	40.55	38.72	4.73%	34.1	18.91%
Interest expenses	15.41	13.32	15.69%	12.96	18.91%
<b>Net Int. Income (NII)</b>	<b>25.14</b>	<b>25.4</b>	<b>-1.02%</b>	<b>21.14</b>	<b>18.92%</b>
Non Interest Income	3.3	9.64	-65.77%	6.17	-46.51%
<b>Total Income</b>	<b>28.44</b>	<b>35.04</b>	<b>-18.84%</b>	<b>27.31</b>	<b>4.14%</b>
Operating Expenses	10.23	9.83	4.07%	7.74	32.19%
<b>Operating Profit</b>	<b>18.21</b>	<b>25.21</b>	<b>-27.77%</b>	<b>19.57</b>	<b>-6.95%</b>
<b>Provision (Std. + NPA)</b>	6.42	0.05	12,740.00%	14.61	-56.05%
<b>Profit before tax</b>	<b>11.79</b>	<b>25.16</b>	<b>-53.14%</b>	<b>4.96</b>	<b>137.60%</b>
Tax	2.92	6.14	-52.44%	1.23	137.15%
<b>Profit after tax</b>	<b>8.87</b>	<b>19.02</b>	<b>-53.36%</b>	<b>3.73</b>	<b>137.75%</b>

# Balance Sheet (IN ₹Billion)



Particulars	As at	As at	% Change
	30 <sup>th</sup> Jun 2022	31 <sup>st</sup> Mar 2022	
<b>Capital &amp; Liabilities</b>			
Capital	16.11	16.11	0.00%
Reserves & Surplus	166.59	157.70	5.64%
<b>Shareholder Funds</b>	<b>182.70</b>	<b>173.81</b>	<b>5.11%</b>
Deposits	930.57	963.31	-3.40%
Borrowings	245.44	199.21	23.21%
Other liabilities and provisions	53.64	52.34	2.48%
<b>Total</b>	<b>1,412.35</b>	<b>1,388.67</b>	<b>1.71%</b>
<b>Assets</b>			
Cash and balances with Reserve Bank of India	73.92	49.43	49.54%
Balance with Banks and Money at call and short notice	16.00	43.79	-63.46%
Investments	322.04	290.79	10.75%
Advances	908.83	939.75	-3.29%
Fixed Assets	5.97	5.88	1.53%
Other Assets	85.59	59.03	44.99%
<b>Total</b>	<b>1,412.35</b>	<b>1,388.67</b>	<b>1.71%</b>

# Credit Rating



Rating of Bank's Financial Securities			
Instrument	Rating	Rating Agency	Amount (₹ in Billion)
Non-Convertible Debenture #	[ICRA]AA (Negative)	ICRA	15.60**
	CRISIL AA/Negative	CRISIL	
Term Loans From Bank	[ICRA]AA (Negative)	ICRA	0.80
Certificate of Deposit	CRISIL A1+	CRISIL	60.00*
	[ICRA] A1+	ICRA	

\*Rating of ICRA is for ₹ 30 bn only

\*\*Rating of ICRA is for ₹ 1.96 bn only

#erstwhile GRUH Finance Limited transferred to Bandhan Bank Ltd.



# Our Board & Management



**Bandhan**  
Bank

# Experienced and professional team...



## Management Team



**Chandra Shekhar Ghosh**  
**MD & CEO**

- Founder of BFSL, has 30 years of experience in the field of microfinance and development
- Awarded 'Entrepreneur of the Year' by Forbes and ET in 2014



**Arvind Singla**  
**Head-Operations & Technology**

- 26+ years experience in banking Industry and IT Sector .
- Previously worked as Director and Head, Consumer Operations for Citi Bank.



**Sunil Samdani**  
**Chief Financial Officer**

- 23+ years of experience in financial industry
- Previously served as Head of Business Analytics and Strategy at Development Credit Bank and as CFO at Karvy



**Santanu Banerjee**  
**Head, HR**

- 27+ years of experience in the field of banking and finance
- Previously worked as Head of HR Business Relationship at Axis bank



**Kamal Batra**  
**Head - Assets**

- 25+ years of experience in banking industry
- Previously served as Executive Vice President and Head, Business Banking and Secured Assets at IndusInd Bank



**Biswajit Das**  
**Chief Risk Officer**

- 28 years of experience in banking industry
- Previously served as Head-RBS and regulatory reporting at ICICI Bank



**Siddhartha Sanyal**  
**Chief Economist and Head Research**

- 21+ years of experience in the field of Macro Economic
- Previously served as Director and Chief India Economist at Barclays Bank PLC.



**Sudheer Reddy Govula**  
**Chief Compliance Officer**

- 26+ years experience in banking industry.
- Previously served as Senior Vice President – Compliance at HDFC Bank Ltd.



**Satyajit Ghosh**  
**Incharge-Emerging Entrepreneurs Business**

- 26+ years of experience in the field of microfinance industry.
- Previously served as Area Manager at V.W.S India.



**Sujoy Roy**  
**Head - Branch Banking**

- 22+ years experience in banking Industry.
- Previously worked as leadership roles in Retail Liabilities, Branch Banking and Channels at Axis Bank.

# Experienced and professional team...



## Management Team



**Indranil Banerjee**

**Company Secretary**

- 20+ years experience in financial industry
- Previously served as Company Secretary at Energy Development Company



**Suresh Srinivasan Iyer**

**Head-Housing Finance**

- 23+ years experience in financial industry.
- Previously served as critical role in creating and managing the affordable housing portfolio at GRUH Finance Limited.



**P Ramaswamy**

**Chief of Internal Vigilance**

- 29+ years of experience in banking industry.
- Previously served as Head – Fraud Risk Management at Equitas Small Finance Bank.



**Ravi Lahoti**

**Chief Audit Executive**

- 17+ years of experience in banking industry.
- Previously worked as Principal Officer & Head of Anti Money Laundering at HDFC Bank



**Arvind Kanagasabai**

**Head, Treasury**

- 30+ years of experience at a PSU Bank
- Previously served as CFO at SBI DFHI Limited, Mumbai



**Ronti Kar**

**Chief Information Officer**

- 27+ years of experience in IT Sector.
- Previously served as Project Manager at Cognizant Technology Solution



**Nand Kumar Singh**

**Head - Banking Operations & Customer Service**

- 26+ years of experience in banking industry
- Previously served as Retail Banking Head, Patna Circle, at Axis Bank.



**Manoj Kumar Mauni**

**Chief Technology Officer**

- 27+ years of experience in the field of Banking, Insurance, shipping and Financial Sector.
- Previously served as Executive Vice President – IT at Kotak Mahindra Bank.



**Jagannadha Rao Suvvari**

**Head - Legal**

- 25+ years of experience in financial industry
- Previously served as Vice President - 2 – Legal at IndusInd Bank Ltd.

# ... backed by a strong independent Board



## Board of Directors



**Dr. Anup Kumar Sinha**

*Non-executive (Independent) Chairman*

- Economist with Ph.D from University of Southern California, served as Professor of Economics at IIM Calcutta for 25 years
- He has also served on the Board of NABARD.



**Chandra Shekhar Ghosh**

*MD & CEO*

- Has more than 30 years of experience in microfinance & development terrain
- Awarded 'Outstanding Leadership Award' by Dhaka University



**Dr. A S Ramasastry**

*Independent Director*

- Former Director of Institute for Development & Research of Banking Technology (IDRBT);
- Prior to IDRBT, he was the CGM-in-charge of Department of IT at RBI



**Dr. Aparajita Mitra**

*Additional Director (Independent)*

- Doctorate in Agriculture, having extensive experience and expertise of more than three decades in the field of agricultural sciences



**Divya Krishnan**

*Additional Non Executive Director (Nominee of NOFHC)*

- A finance and investment banking professional
- Former Chief Investment Officer and Head of Investment at SBI Mutual Fund.



**Dr. Holger Dirk Michaelis**

*Nominee Director*

- Significant experience in private equity and as strategic advisor to financial services companies
- Currently, he is working with GIC



**N V P Tendulkar**

*Independent Director*

- Significant experience in finance, accounts, IT and management
- Former Whole time Director – Finance, Hewlett Packard (India)



**Philip Mathew**

*Additional Director (Independent)*

- HR practitioner with almost 30 years of work experience, with career journey through the entire landscape of HR with significant depth
- Served as Chief People Officer of HDFC Bank till 2018



**Santanu Mukherjee**

*Independent Director*

- Significant experience in banking, finance, treasury operations, risk management, etc at various capacities in SBI Group
- Former MD of State Bank of Hyderabad



**Subrata Dutta Gupta**

*Independent Director*

- Significant experience in Asset-based Financing including mortgage finance in Asia
- Retired as the Principal Financial Officer from IFC



**Suhail Chander**

*Independent Director*

- He is a veteran banker with 37 years of rich experience in Banking Operations, Trade Finance, Retail and Wholesale Banking.
- Retired as the Head of Corporate and Institutional Banking at IndusInd Bank in 2020



**T. S. Raji Gain**

*Independent Director*

- Significant experience in the field of agricultural and rural development, Previously, she has worked with BIRD
- Former, CCM & State in Charge – MP, NABARD



**Vijay N Bhatt**

*Independent Director*

- Significant experience in accounting, audit and assurance
- Former Sr. Independent Director of BSR & Co., Chartered Accountants

# Awards and accolades



## Businessworld Magna Awards 2019

At Magna Awards 2019 organised by Businessworld, Bandhan Bank won two awards.

1. **Best Bank**
2. **Fastest Growing Bank**

Mr. Ghosh also won the 'Banker of the Year' award.



## Banker of the Year by Business Standard

Mr. Chandra Shekhar Ghosh, Managing Director and Chief Executive Officer was declared as the Business Standard 'Banker of the Year' for 2018-19 on November 14, 2019.



## The Economic Times ET Bengal Corporate Awards

Bandhan recognised as the 'Fastest Growing Company', and also received the award for 'Excellence in Business Performance' in the category of companies with turnover of Rs.3,000 crore.



## Emerging Company of the Year by Economic Times

Bandhan Bank recognized as the Emerging Company of the Year by Economic Times Awards for Corporate Excellence, 2019.

# Awards and accolades



## Dun & Bradstreet Corporate Awards 2021

Dun & Bradstreet honoured the torchbearers among Indian corporates at its annual 'Corporate Awards 2021' held on July 16, 2021.

The awards were virtually presented across 30+ categories.

Bandhan Bank was recognised in the category of **Best Growth Performance Bank -2021**.



# Awards and accolades



## Forbes Worlds Best Banks 2022

Bandhan Bank featured in Forbes World Best Bank's list for the year 2022. Market research was conducted by leading firm 'Statista'.



## e4m Pride of India Brands 2022

Bandhan Bank received Pride of India Brands awards organized by Exchange for Media, the awards were recognised and celebrated for setting new standards of innovation and excellence in their products, processes and marketing practices.



# Awards and accolades



## FE Pillar of BFSI Industry

Mr. Chandra Shekhar Ghosh, Managing Director & Chief Executive Officer, was awarded with the prestigious title 'FE Pillar of the BFSI Industry' on June 17, 2022 at the first chapter of FE Modern BFSI Summit.

The award recognises his exemplary contribution made to the BFSI sector that has inspired many and helped ensure resilience across the industry.





Thank You

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**Bandhan**  
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