

# **Aiming at Balanced Growth**

May 2012

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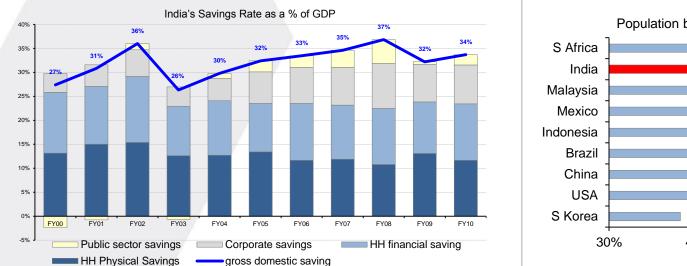
# Key Macro Trends

**Business Model & Strategy** 

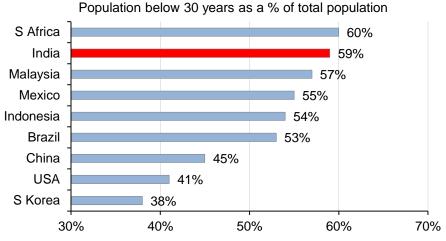
**Financial Snapshot** 



# **India Opportunity**

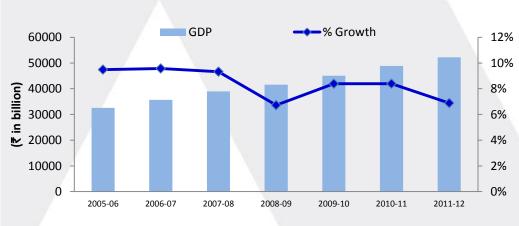


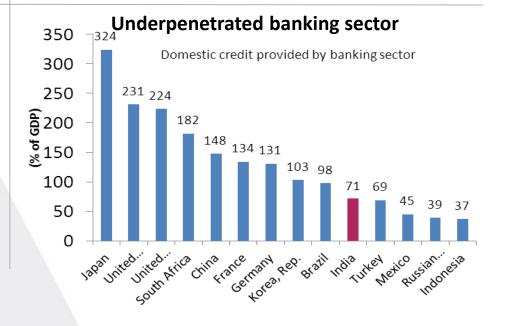
#### **Favourable demographics**



#### **Robust GDP growth**

**High Savings rate** 

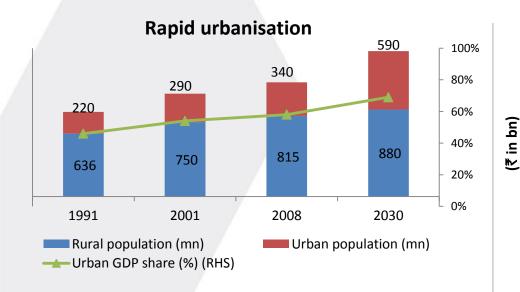




Source: IMF, RBI, Govt of India

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# **Key Opportunities for Banking Sector**

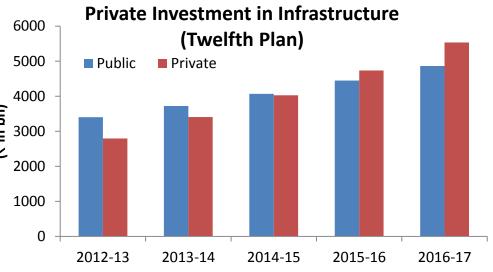


#### **Growing prosperity** Distribution of households (mn) by income categories HH income CAGR (%) 290 (₹ '000 per annum) 18 20 16% > 1000 221 13% 50 500 - 1000 22 9% 200 - 500 75 120 5%

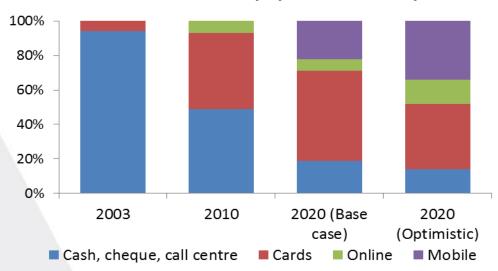
3%

82

2020 (F)



Transformation of payments landscape



S BANK

114

2010 (E)

90 - 200

< 90

Source: Planning Commission, NCAER, Indian Urbanization Econometric Model; Indian Banking 2020, Report by BCG in association with FICCI and IBA, Analyst and sector reports

Contents

## Key Macro Trends

Business Model & Strategy

**Financial Snapshot** 



# **Axis Bank Overview**

#### India's 3rd Largest Private Sector Bank

- Assets of over ₹ 2,856 bn, Net Worth of ₹ 218 bn
- Assets and Net Profits 5 year CAGR of ~31% and ~45%
- CAR of 13.66% with Tier I at 9.45% as on 31<sup>st</sup> Mar, 2012
- 8000+ corporate clients, ~12 mn Saving Accounts
- 1,622 branches in India with Overseas presence in UK, UAE, Hong Kong, Singapore, Shanghai and Colombo

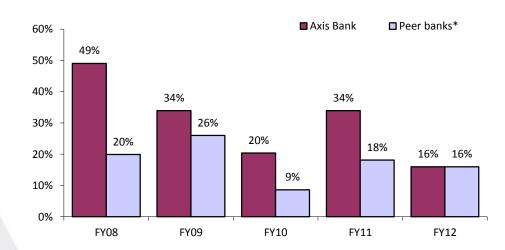
Widely held and professionally managed Bank

	AXIS	Peer Banks			
Business Indicators		Avg.	Min	Max	
Business Size (₹ bn)	3,899	8,468	4,421	19,373	
Tier-1 capital	9.5%	10.8%	9.3%	12.7%	
RoA	1.7%	1.3%	0.9%	1.8%	
RoE	21.2%	16.1%	11.1%	19.0%	
Net NPA	0.25%	0.94%	0.20%	1.82	

#### 70% Axis Bank Peer banks\* 62% 60% 50% 37% 36% 40% 28% 26% 30% 23% 23% 19% 20% 20% 12% 10% 0% FY08 FY09 FY10 FY11 FY12

**Deposit Growth (%)** 

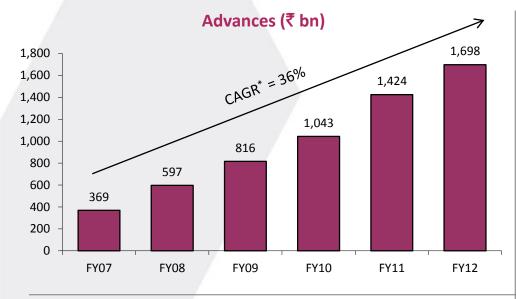
#### Advances growth (%)

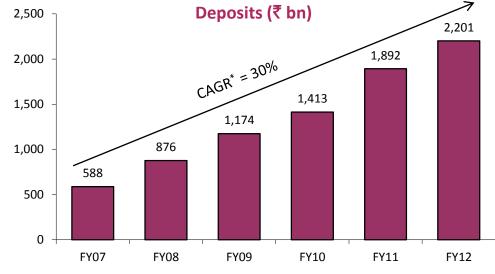




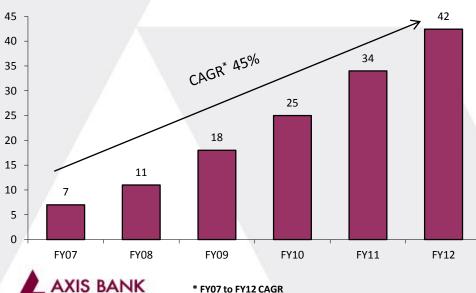
Peer banks : BOB, HDFC Bank, ICICI, PNB and SBI Source: Capitaline, Company results \* Weighted average based on BS size

# **Consistent Growth Across Business Indicators**





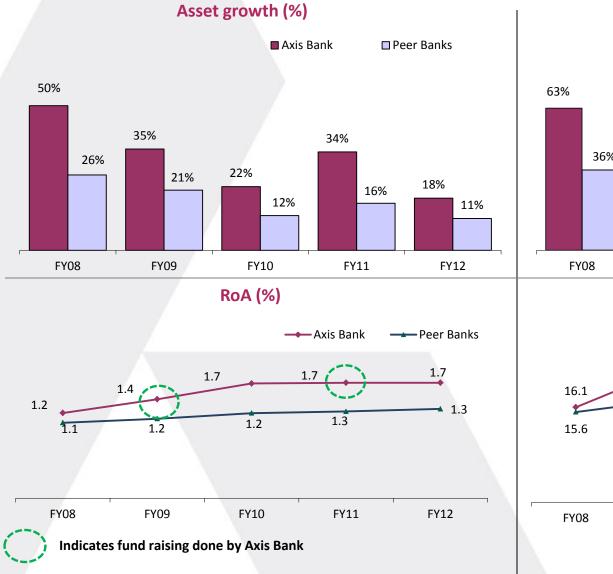
#### Net Profits (₹ bn)

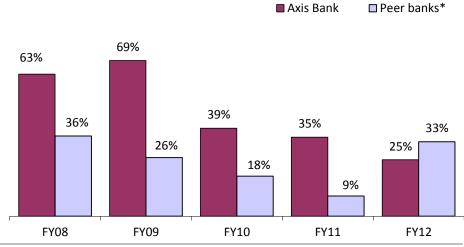


#### **Growing Pan India Presence**

Particulars	FY07	FY08	FY09	FY10	FY11	FY12
Branches + Ext. counters	544	644	792	983	1,390	1,622
ATMs	2,341	2,764	3,595	4,293	6,270	9,924
Centers Covered	332	405	515	643	921	1,050

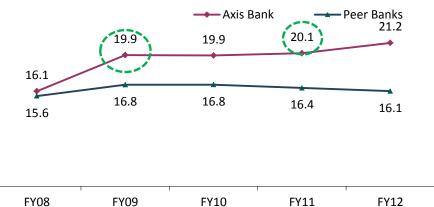
# **Superior Track Record of Growth and Profitability**





PAT growth (%)

**RoE (%)** 



Source : Capitaline

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Peer banks : BOB, HDFC Bank, ICICI, PNB and SBI \* Weighted average based on BS size

# **Evolution of Axis Bank's Business Model**

#### Phase 3: FY 10 onward

- Predictable, consistent profitable growth
  - Reduced risk concentration
  - Increase share of customer wallet
    - Improve operating leverage
      - Above industry growth

#### Phase 2: FY 04 – 09

- Developed CASA franchise
- Fee income diversity in revenue
  - Period of very high growth in business and network

#### Phase 1: upto FY 03

- Corporate lender
- Corporate deposits
  - Slow growth

Particulars	FY03	FY 09	FY 12
Balance sheet size (₹ bn)	196	1,477	2,856
CASA as % of total deposits	23%	43%	42%
PAT (₹ bn)	1.9	18.2	42.4



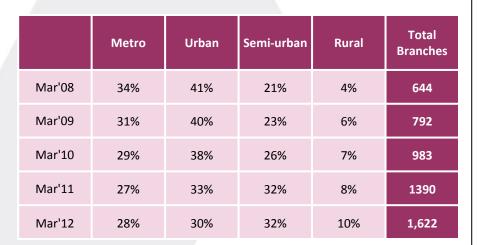
**Business Strategy Along Four Key Themes** Leveraging Domestic Growth Opportunities

Continue to build and strengthen *Retail Banking* franchise Leverage strengths in Corporate Banking & Infrastructure linked Financial services

Build a full-service offering to SME customers Capture end-to-end opportunities in *Payments* across customer segments



# Strong product offering complemented by a Pan-India distribution channel...

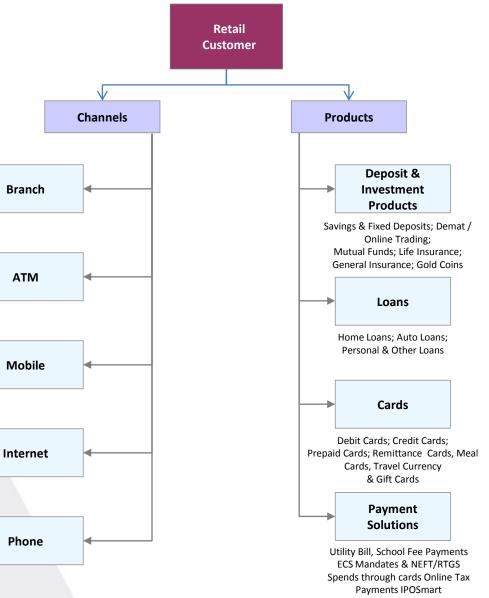


#### **Branches & Extension counters**

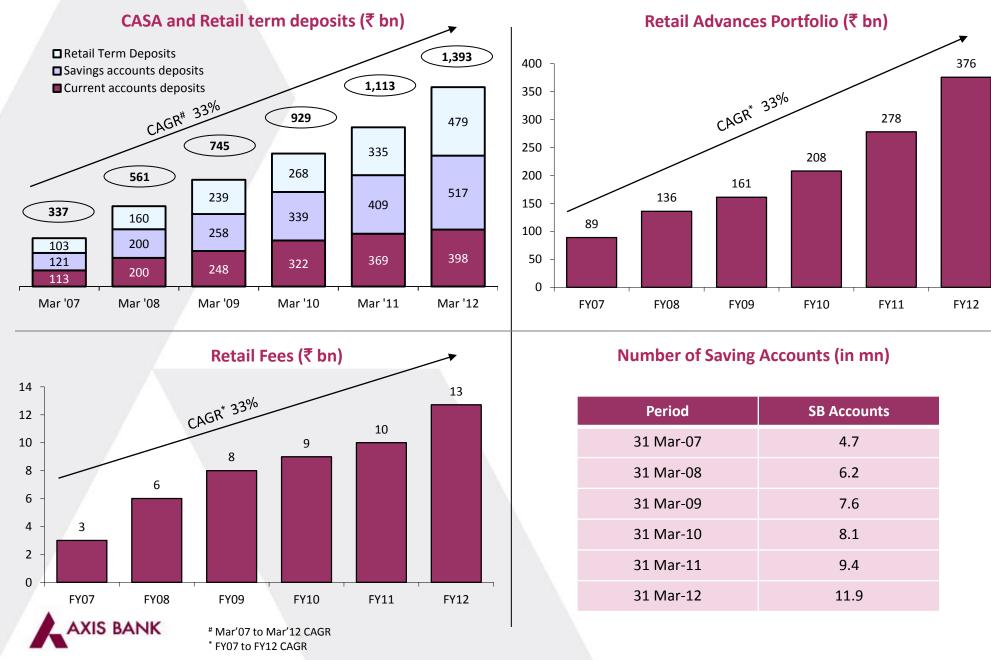
#### **Increasing Presence - Centers covered**



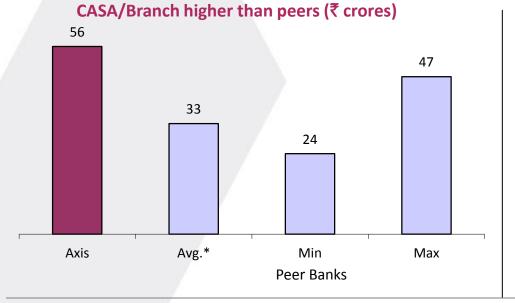
Multi-channel Pan-India Presence with a Full Suite of Products



# ...culminating in a strong retail franchise



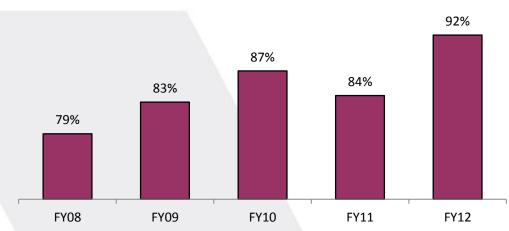
# **Stable retail funding mix & thrust on secured retail assets**



As on	CASA as % of Total Deposits	CA as % of CASA Deposits	CASA + Retail Term Deposits*
FY07	40%	48%	57%
FY08	46%	50%	64%
FY09	43%	49%	63%
FY10	47%	49%	66%
FY11	41%	47%	59%
FY12	42%	43%	63%
*Retail Term Deposits are defined as term deposits up to ₹ 5 crores			

**Composition of deposits** 

#### Secured Retail Advances as % of Total Retail Advances



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\* Weighted average based on BS size Peer banks : BOB, HDFC Bank, ICICI, PNB and SBI Source: Company results

# **Recognition for High Quality Customer Service**

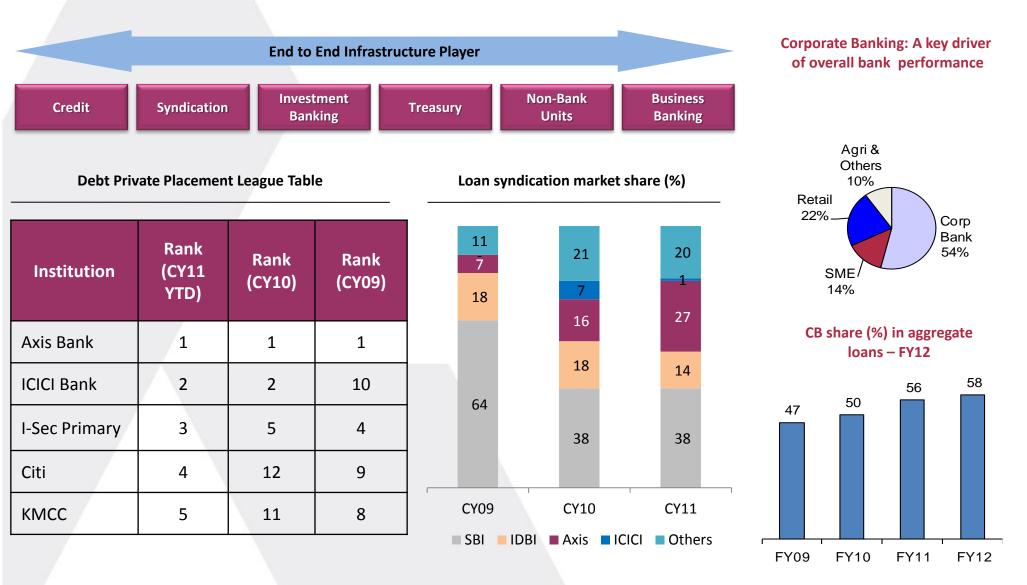
#### Hindustan Times – MARS Banking Satisfaction study 2010



This independent survey covered 18 Cities and 9,486 bank account holders across India

XIS BANK

# **Corporate Bank : Originate and Distribute Model**



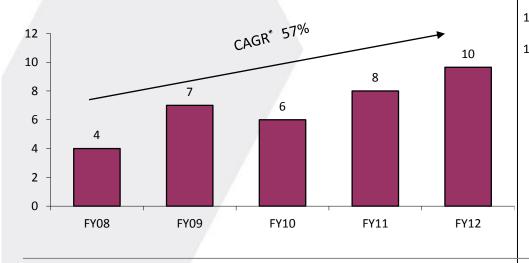
CB share (%) in fees – FY'12

Source: Research Reports, Company Results

Source: Bloomberg

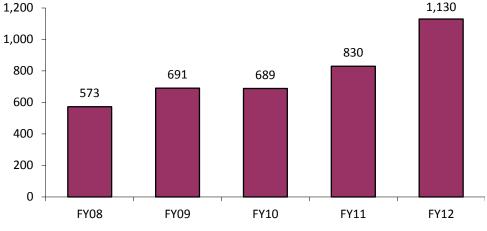


### **Strong Treasury enhancing Syndication capabilities**



#### Treasury & Cap Markets Fees (₹ bn)

#### Placement & Syndications (₹ bn) (Debentures / Bonds)



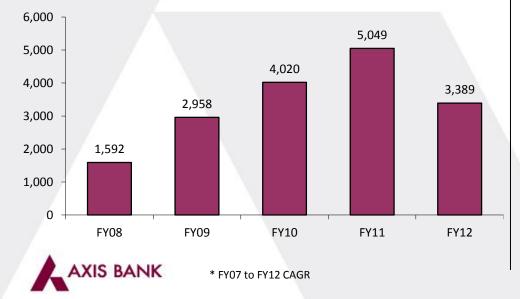
#### **Placement & Syndications (Debentures / Bonds)**

- A dominant player in placement and syndication of debt issues
- Ranked No.1 Debt Arranger by Bloomberg for CY 2011

#### **Recent Awards:**

- Banker Magazine: Bank of the year India; 2011
- Asia Money: Best Domestic Debt House India; 2011
- Euromoney: Best Debt House India; 2011
- Finance Asia: Best Bond House India; 2011





# **Full-service Offering to SME Customers**

#### Lending

- Diversified portfolio across 3 segments: Medium Enterprises Group, Small Enterprises Group and Supply Chain Finance
- Driven through 32 SME centres, with dedicated teams for sales and credit
- Risk management
  - Qualitative Credit Assessment in addition to rating
  - Exit/Watch list category
  - Collection managers

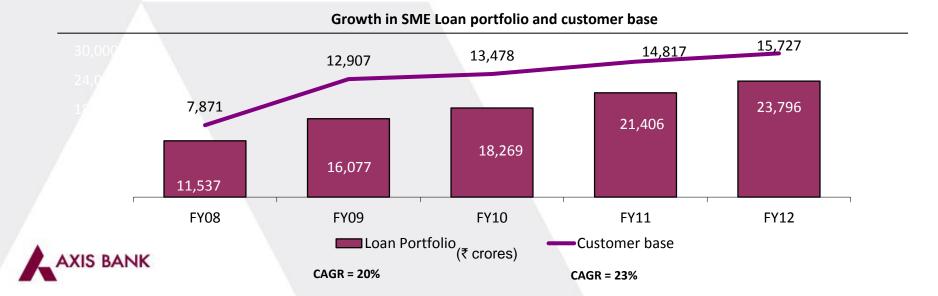
SME franchise

#### **Other Offerings**

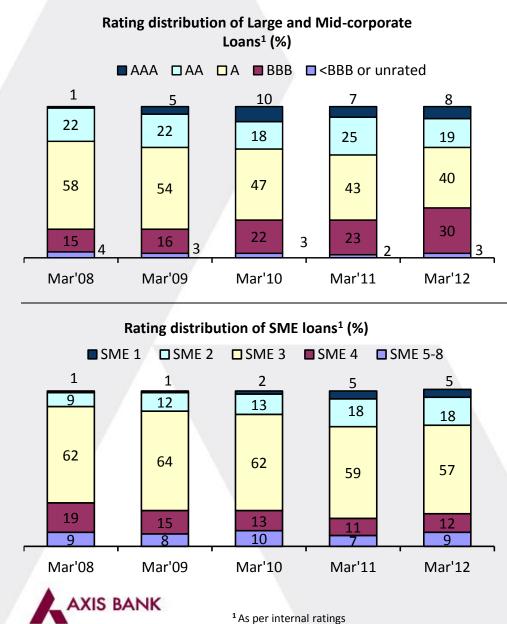
- Commercial banking products
  - Current accounts, forex, trade services
- Retail banking solutions
  - Salary account products, Wealth & Priority Banking services, Insurance
  - Advisory services

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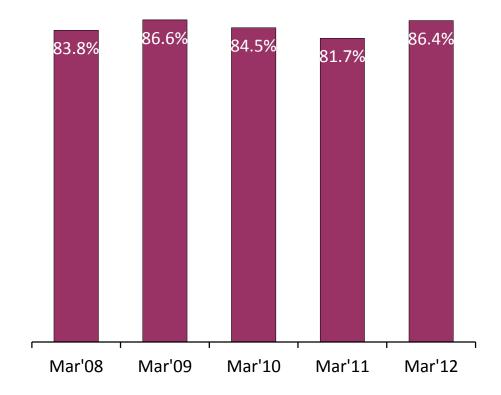
 Financial advisory, private equity, M&A and capital market solutions



# **Credit Profile**



#### Secured loans as a % of Total Aggregate Loans



# Payments Solutions Across Government, Corporate and Business Segments





- Leading player in Electronic Benefit Transfer (EBT) through Smart Cards under IT Enabled FI Model
- Leading Bank in G2B e-Governance initiatives

- Amongst select set of Indian banks offering host-to-host transactional banking facility
- Amongst leading Banks in electronic payments



- Leading bank in Merchant Acquiring Business with installed base of more than 2 lac EDC Machines
- Synergies with current account franchise



**Continue to** 

capture end to

end payment

opportunities

customer

segments

across different

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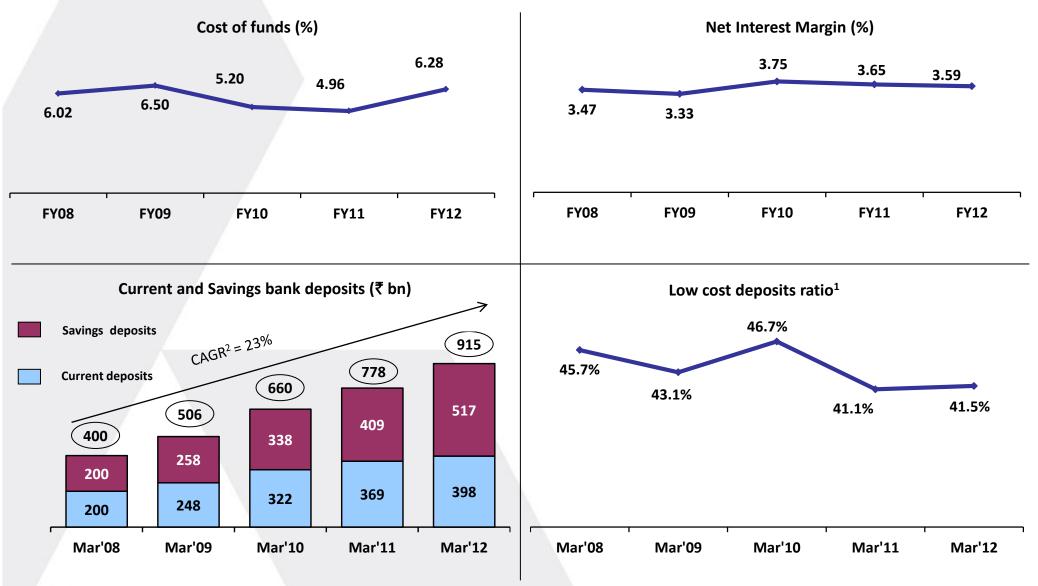
## Key Macro Trends

**Business Model** 

# Financial Snapshot



# **Margins Driven by Low Cost Deposits**



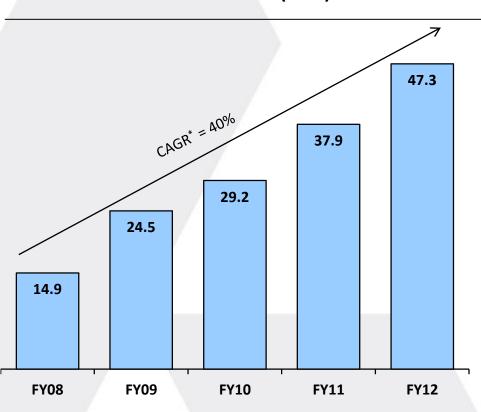


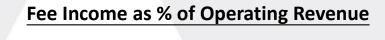
<sup>1</sup> Defined as the ratio of Current and Savings bank deposits to Total deposits

<sup>2</sup> Mar'08 to Mar'12 CAGR

# **Diversified Fee Income Franchise**

Fee income (₹ bn)

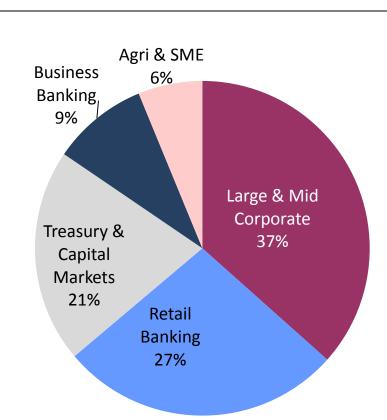




**34.1% 37.2% 32.7% 33.9% 35.2%** 



\* FY07 to FY12 CAGR Note: Previous year's figures have been restated where required



Fee profile (FY12)

# **Industry-wise Distribution**

		Outstanding as on 31 <sup>st</sup> Mar 2012 (%) <sup>&amp;</sup>			
Rank	Sectors	Total	Fund-based	Non-fund based	
1.	Financial Companies**	11.16	12.72	8.10	
2.	Power Generation	10.30	4.66	21.42	
3.	Infrastructure Construction*	8.79	6.80	12.71	
4.	Engineering & Electronics	6.24	3.35	11.94	
5.	Metal & Metal Products	5.80	4.27	8.81	
6.	Trade	3.76	3.24	4.78	
7.	Food Processing	3.36	4.05	2.01	
8.	Chemicals	2.67	1.80	4.38	
9.	Shipping & Logistics	2.31	2.48	1.96	
10.	Real estate	2.26	3.22	0.38	

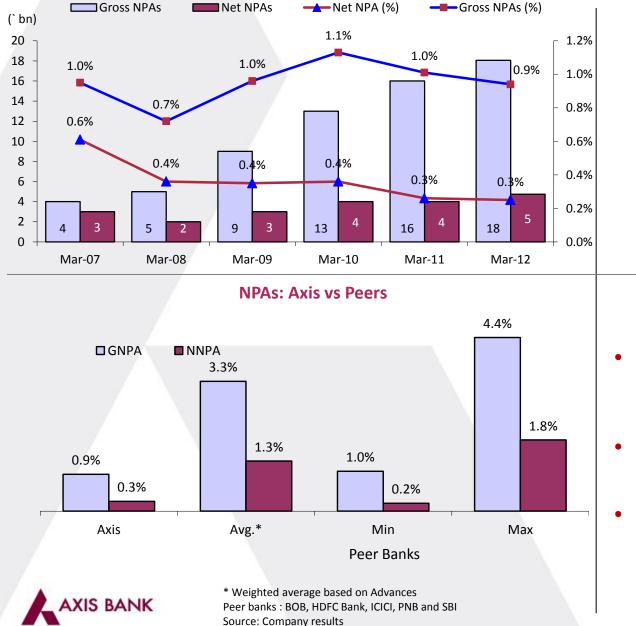
<sup>&</sup> Percentages stated above are on the total fund and non-fund based outstanding across all loan segments

\* Financing of projects (roads, ports, airports etc)

\*\* Includes Housing Finance Companies and other NBFCs



# **Superior Risk Management and Strong Asset Quality**

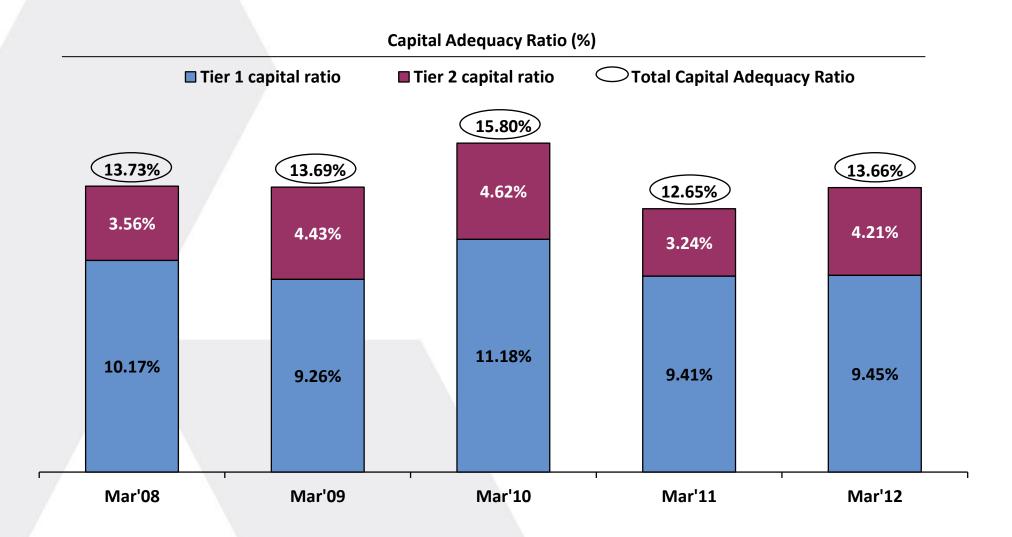


Net NPA as at year-end		
FY08	0.36%	
FY09	0.35%	
FY10	0.36%	
FY11	0.26%	
FY12	0.25%	

#### **Restructured Assets**

- Cumulative Restructured Assets: ₹ 31 bn (1.6% of gross customer assets) as on 31<sup>st</sup> Mar 2012 vs. ₹ 19 bn as on 31<sup>st</sup> Mar 2011
- Restructured assets of ₹ 13 bn added during FY12
- Loans amounting to ₹ 11.2 bn have a 2 years track-record of repayment

# **Capital Strength**





# **Summary**

Combining growth & profitability

Aimi

balanced growth

- Gained market share and maintained above industry profitability
- Diversified revenue streams
- Strong retail deposit franchise
- Robust asset quality

	<ul> <li>Continue to build on key strengths of the franchise</li> </ul>
ng for	Louise of sustainer relationships with a complete r

- Leverage customer relationships with a complete product portfolio
- Pursue growth opportunities in key businesses



# Safe Harbor

Except for the historical information contained herein, statements in this release which contain words or phrases such as "will", "aim", "will likely result", "would", "believe", "may", "expect", "will continue", "anticipate", "estimate", "intend", "plan", "contemplate", "seek to", "future", "objective", "goal", "strategy", "philosophy", "project", "should", "will pursue" and similar expressions or variations of such expressions may constitute "forward-looking statements". These forwardlooking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. These risks and uncertainties include, but are not limited to our ability to successfully implement our strategy, future levels of non-performing loans, our growth and expansion, the adequacy of our allowance for credit losses, our provisioning policies, technological changes, investment income, cash flow projections, our exposure to market risks as well as other risks. Axis Bank Limited undertakes no obligation to update forward-looking statements to reflect events or circumstances after the date thereof.



# **Thank You**

