



RANKS 2003-2002	BANK	SIZE AND STRENGTH			OPERATIONS						Fee Income/ Total Income (%)	QUALITY OF EARNINGS				PRODUCTIVITY			CAPITAL ADEQUACY		QUALITY OF ASSETS			TOTAL SCORE
		Deposits	Average Working Funds	Net Profit	Net Interest Income/ AWF (%)	Incremental Low Cost Deposits/ Incremental Deposits (%)	Cost To Income Ratio (%)	Cost Of Avg. Interest Bearing Funds (%)	ALM Score	Interest Spread/ AWF (%)		Operating Profit/AWF (%)	Return on Average Assets (%)	Provisions /Operating Profits (%)	Business/ Branch	Operating Profit/ Employee	Operating Profit/ Branch	Capital Adequacy Ratio (%)	Tier 1 Capital (%)	NPA*/Met Advances (%)	NPA Growth Rate (%)	Loan Loss Cover (%)		
1	HDFC Bank	22376.07 15	25757.22 14	387.60 14	3.2 20	51.6 15	45.4 21	5.4 3	5.00 1	13.6 8	2.7 13	2.8 27	1.4 10	45.6 11	143.84 7	0.15 7	3.08 6	11.12 38	9.49 19	0.4 4	1.6 7	83.8 2	4460	
2	Corporation Bank	21724.57 17	24344.09 17	416.00 11	3.3 18	45.5 23	35.6 8	6.1 13	5.00 1	8.7 29	2.4 20	3.5 9	1.7 8	51.2 15	49.26 15	0.08 12	1.25 11	18.50 2	17.30 2	1.8 13	1.6 9	67.8 7	4430	
3	Standard Chartered Bank	18002.52 21	24789.13 16	854.75 4	4.6 1	46.9 19	34.2 5	5.9 7	0.00 41	18.6 4	-0.02 47	4.5 1	3.4 1	23.3 2	439.54 4	0.33 2	17.15 3	10.56 45	6.81 39	0.3 3	2.7 24	57.0 13	4293	
4	State Bank of Patiala	17869.68 22	18725.28 24	322.02 17	4.2 3	25.2 35	34.8 7	6.0 9	2.50 17	9.2 24	3.1 5	3.9 3	1.7 9	56.5 27	38.39 23	0.06 16	1.00 15	13.57 15	10.39 15	1.5 10	2.0 12	69.9 5	4225	
5	The Jammu & Kashmir Bank	14674.90 28	15469.02 29	337.75 16	3.4 16	28.5 32	31.9 2	6.4 20	5.00 1	4.2 56	3.2 4	3.6 5	2.1 3	39.0 6	44.89 20	0.08 13	1.22 12	16.48 5	12.48 6	1.6 12	1.4 5	49.8 30	4143	
6	ABN-Amro Bank N.V	5022.30 45	8204.73 39	146.07 31	4.5 2	353.6 1	52.6 39	5.3 2	2.50 17	22.4 2	-0.3 49	3.6 7	1.7 6	5.1 1	662.71 2	0.21 5	20.97 2	12.57 23	10.67 12	1.5 11	3.1 29	52.1 21	3990	
7	Citibank NA	17742.50 23	22728.35 20	391.48 13	4.2 4	50.7 17	49.1 32	5.2 1	0.00 41	22.5 1	-0.6 51	3.8 4	1.7 7	54.9 23	1338.52 1	0.54 1	43.40 1	11.30 32	8.39 25	1.2 6	1.6 8	40.4 44	3978	
8	Oriental Bank of Commerce	29809.10 12	32500.86 10	456.95 9	3.7 8	102.4 4	33.4 4	7.0 32	0.00 41	4.8 52	2.7 11	3.6 6	1.4 11	60.7 36	44.99 19	0.09 11	1.18 13	14.04 9	10.72 11	1.4 9	4.6 47	80.3 4	3970	
9	Hongkong & Shanghai Banking Corp	12801.20 31	20024.31 23	150.34 30	3.0 29	124.0 3	56.7 45	5.5 4	2.50 17	20.0 3	-0.8 54	2.3 39	0.8 46	31.2 3	655.40 3	0.14 8	14.68 4	18.10 3	14.50 4	1.0 5	2.7 22	80.6 3	3833	
10	Andhra Bank	21061.84 18	22300.95 22	402.99 12	3.4 17	46.4 20	44.4 17	7.1 37	2.50 17	7.3 37	2.6 17	3.4 11	1.8 5	46.6 12	29.51 35	0.06 19	0.69 25	13.62 13	8.19 27	1.8 14	2.5 20	64.5 8	3828	
11	State Bank Of Indore	9216.81 33	9929.59 35	200.32 24	3.7 10	29.4 31	37.1 10	7.0 34	5.00 1	8.6 30	2.7 16	4.2 2	1.9 4	52.4 16	33.10 31	0.06 15	0.99 16	13.09 18	9.40 20	2.7 17	2.8 27	53.3 19	3740	
12	State Bank Of Hyderabad	20598.95 20	23208.16 19	301.40 20	3.2 19	27.9 33	37.3 11	6.9 28	5.00 1	10.1 17	2.1 29	3.3 12	1.2 20	60.2 35	33.08 32	0.06 21	0.85 20	14.91 7	9.84 18	3.3 19	3.2 30	57.4 12	3685	
13	Canara Bank	72094.82 3	75096.16 3	1018.89 3	3.0 31	42.6 26	46.7 23	6.5 22	5.00 1	9.6 21	2.3 22	2.7 32	1.3 14	49.0 14	46.14 18	0.04 33	0.82 21	12.50 24	7.85 29	3.6 23	3.9 41	41.3 40	3625	
14	Bank Of Baroda	66366.38 4	71592.23 5	772.78 7	2.9 32	44.1 25	49.0 31	6.2 14	2.50 17	8.5 31	2.4 21	2.4 37	1.0 32	55.0 24	35.95 28	0.04 31	0.62 31	12.65 22	8.10 28	4.8 32	2.3 15	59.2 10	3460	
15	Punjab National Bank	75813.51 2	77027.60 3	842.20 6	4.1 5	60.9 9	47.0 24	6.2 16	0.00 41	7.1 40	3.3 3	3.0 18	1.1 31	63.7 38	25.80 41	0.04 35	0.52 38	12.02 27	7.11 36	3.8 25	4.7 49	69.3 6	3445	
16	The Karur Vysya Bank	5121.94 42	5574.75 43	124.97 32	3.0 28	19.3 40	34.5 6	7.0 33	0.00 41	10.0 18	2.7 14	3.5 8	2.2 2	36.7 5	37.81 25	0.07 14	0.92 18	17.01 4	14.89 3	4.2 26	2.8 26	45.6 35	3398	
17	United Bank of India	21031.29 19	23232.15 18	305.19 19	3.1 24	78.7 7	51.6 37	6.9 29	2.50 17	4.7 53	2.7 12	2.4 38	1.3 15	45.1 10	21.08 50	0.03 46	0.43 43	15.17 6	12.63 5	5.5 39	1.3 4	57.7 11	3328	
18	State Bank Of Bikaner & Jaipur	13233.63 29	15423.62 30	203.27 23	3.6 12	72.9 8	50.5 35	7.0 35	2.50 17	13.1 10	2.9 6	2.9 23	1.2 21	53.9 20	24.16 46	0.03 44	0.55 36	13.08 19	10.52 14	4.2 27	3.0 28	51.4 26	3323	
19	State Bank Of India	296123.28 1	350161.41 1	3105.00 1	2.8 35	46.3 21	50.5 34	7.2 42	5.00 1	10.6 15	2.0 33	2.2 44	0.9 41	60.1 34	46.66 17	0.04 39	0.86 19	13.50 16	8.81 22	4.5 31	3.9 42	54.2 17	3293	
20	ICICI Bank	48169.32 7	101472.12 2	1206.18 2	1.4 55	14.0 47	43.9 15	9.7 56	5.00 1	11.0 14	-0.2 48	2.5 33	1.1 24	53.1 18	213.33 6	0.24 4	5.71 5	11.10 39	7.05 37	5.3 38	2.7 23	43.8 36	3170	
21	Union Bank Of India	44748.61 8	46842.97 8	552.69 8	3.2 22	-3.0 53	43.9 14	6.6 25	2.50 17	6.8 43	2.3 23	2.8 26	1.2 23	57.6 31	34.34 29	0.05 24	0.65 28	12.41 25	6.86 38	4.9 34	3.4 35	47.5 32	3110	
22	Syndicate Bank	30660.54 11	32169.98 11	344.13 15	3.8 7	59.4 10	63.7 51	5.6 5	2.50 17	4.2 55	3.5 2	1.9 49	1.0 33	44.4 9	26.01 40	0.02 52	0.36 50	11.03 40	7.69 30	4.4 29	2.7 25	50.0 29	3108	
23	UTI Bank	16964.72 25	16843.92 28	192.18 26	1.9 50	40.2 27	44.1 16	7.4 44	5.00 1	8.8 25	1.3 39	2.4 36	1.1 25	53.1 19	112.76 9	0.18 6	2.14 9	10.90 41	6.44 45	2.3 15	1.7 10	29.2 50	3083	
24	State Bank Of Travancore	15926.28 27	16997.52 28	171.04 28	3.1 25	27.4 34	44.7 18	7.2 41	5.00 1	8.7 27	2.1 30	2.7 30	1.0 36	62.4 37	36.67 27	0.04 38	0.68 26	11.30 32	6.80 40	3.1 18	1.9 11	55.9 14	3080	
25	Bank Of India	64453.59 5	71315.65 6	851.01 5	2.9 34	12.2 48	44.8 19	5.9 8	0.00 41	9.7 19	2.0 32	2.8 24	1.2 22	58.1 32	40.91 21	0.05 27	0.79 22	12.02 27	7.56 31	5.6 40	3.4 34	37.4 47	3080	
26	Indian Overseas Bank	36698.60 9	38297.92 9	416.10 10	3.2 23	46.3 22	54.4 41	6.6 23	5.00 1	7.4 36	2.4 19	2.1 45	1.1 28	47.6 13	37.71 26	0.03 45	0.56 34	11.30 32	5.83 51	5.2 37	4.0 44	51.9 23	3078	
27	Vijaya Bank	17019.81 24	17395.20 25	196.56 25	3.7 9	30.8 30	56.3 43	6.4 18	0.00 41	6.0 46	2.5 18	2.5 35	1.1 27	54.5 22	29.33 36	0.04 41	0.51 39	12.66 21	7.42 33	2.6 16	2.4 18	59.3 9	3058	
28	Nainital Bank	668.72 55	703.11 55	7.58 52	4.0 6	49.3 18	65.1 53	6.1 11	2.50 17	4.3 54	3.7 1	1.6 52	1.1 30	34.5 4	14.22 55	0.02 55	0.20 56	20.93 1	19.31 1	-0.8 1	2.0 13	112.1 1	3023	

□ Asset-Liability Management ♦ Non-Performing Assets
 Figures in bold in each cell are inter se ranks

Deposits, Average Working Funds, Net Profits, Business/Branch, Operating Profit/Employee and Operating Profit/Branch are in RS crore

* The 2001-02 rankings were published in the issue of BT dated December 22, 2002

N.R.: Not Ranked in 2002

▼ See How We Ranked The Banks



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		Deposits	Average Working Funds	Net Profit	Net Interest Income/ AWF (%)	Incremental Low Cost Deposits/ Incremental Deposits (%)	Cost To Income Ratio (%)	Cost Of Avg. Interest Bearing Funds (%)	ALM Score	Interest Spread/ AWF (%)		Operating Profit/ AWF (%)	Return on Average Assets (%)	Provisions / Operating Profits (%)	Business/ Branch	Operating Profit/ Employee	Operating Profit/ Branch	Capital Adequacy Ratio (%)	Tier 1 Capital (%)	NPA*/Net Advances (%)	NPA Growth Rate (%)	Loan Loss Cover (%)		
29	23	State Bank Of Saurashtra	9050.98 35	9918.93 37	92.55 37	3.2 21	12.0 49	46.4 22	6.8 27	0.00 41	9.2 23	2.7 9	2.9 22	0.9 39	67.7 44	31.99 34	0.04 36	0.69 24	13.68 12	11.66 9	3.5 22	1.4 6	53.7 18	2983
30	24	IDBI Bank	6032.30 41	7193.45 41	71.10 41	2.8 39	-39.4 55	56.3 44	6.1 10	0.00 41	15.7 5	2.7 10	2.2 42	1.0 35	55.6 26	102.81 10	0.11 10	1.65 10	9.56 53	5.96 49	1.2 7	0.7 3	55.0 15	2920
31	22	Bharat Overseas Bank	2149.09 51	2215.97 52	28.52 47	2.7 41	15.1 45	48.8 30	5.6 6	0.00 41	7.8 34	2.2 26	2.2 43	1.3 18	42.2 8	40.79 22	0.05 26	0.62 30	13.87 11	10.55 13	3.3 20	2.0 14	52.8 20	2833
32	40	State Bank Of Mysore	9013.12 36	10752.31 33	115.92 33	3.6 11	58.6 12	48.2 27	7.2 43	2.50 17	13.7 7	2.1 28	3.3 13	1.1 29	67.1 43	23.08 48	0.04 42	0.58 33	11.62 30	7.23 35	5.2 36	3.9 43	51.4 25	2760
33	35	Bank of Maharashtra	22175.76 16	22725.77 21	222.02 21	3.0 30	19.8 39	49.8 33	6.7 26	5.00 1	5.9 48	2.2 24	2.3 40	1.0 37	57.4 30	25.31 44	0.04 40	0.42 44	11.76 29	5.88 50	4.8 33	3.7 39	52.1 22	2618
34	37	The Federal Bank	10947.42 32	11059.38 32	105.01 36	3.1 27	14.4 46	38.7 12	7.6 49	2.50 17	6.9 42	1.5 36	3.2 16	0.9 38	70.1 47	143.84 7	0.06 22	3.08 6	11.23 36	6.65 41	5.0 35	2.5 19	41.7 39	2610
35	NR	IndusInd Bank	8597.87 37	9926.47 36	90.17 38	1.9 51	-20.9 54	26.7 1	6.2 15	2.50 17	5.8 49	-0.5 50	3.3 14	0.9 40	72.2 49	95.10 11	0.31 3	2.55 8	12.13 26	10.06 16	4.3 28	3.8 40	14.6 54	2513
36	44	Central Bank Of India	51165.13 6	53881.52 7	305.51 18	3.5 14	57.5 13	62.3 50	6.4 19	2.50 17	6.1 45	2.7 15	1.7 51	0.6 51	66.9 42	23.18 47	0.02 53	0.30 52	10.51 46	5.66 52	6.7 43	3.3 32	51.8 24	2500
37	30	City Union Bank	2317.38 50	2360.70 51	33.37 45	2.8 37	17.5 42	33.2 3	7.7 52	2.50 17	9.7 20	1.7 34	3.4 10	1.4 12	58.5 33	28.68 37	0.06 20	0.65 27	13.95 10	11.87 7	8.2 51	6.9 54	42.5 38	2458
38	26	Karnataka Bank	8291.73 38	8425.63 38	110.12 35	1.8 52	17.6 41	35.7 9	8.4 55	5.00 1	6.2 44	0.9 43	3.0 19	1.3 16	56.5 28	33.04 33	0.06 18	0.70 23	13.44 17	11.23 10	7.3 48	6.4 52	46.8 34	2438
39	42	The Bank of Rajasthan	5299.25 43	5302.11 45	68.42 42	3.4 15	15.8 44	51.6 38	6.3 17	0.00 41	7.1 41	2.8 8	2.8 25	1.3 19	54.0 21	20.61 52	0.04 43	0.44 40	11.29 35	8.92 21	6.8 44	2.3 16	43.3 37	2415
40	36	Development Credit Bank	3657.09 46	4199.51 46	34.54 43	1.7 53	-149.0 56	62.2 49	7.5 47	2.50 17	14.9 6	-0.7 53	1.4 53	0.8 42	42.2 7	85.13 13	0.04 30	0.95 17	10.08 50	6.63 42	1.2 8	0.0 1	50.2 28	2368
41	39	UCO Bank	31343.39 10	32119.32 12	207.49 22	2.7 40	24.4 36	58.2 47	6.5 21	5.00 1	7.3 38	2.1 31	1.9 48	0.6 48	66.8 41	26.73 39	0.02 51	0.37 48	10.04 51	5.19 54	4.4 30	3.2 31	49.0 31	2358
42	NR	Indian Bank	27015.93 13	31695.87 13	188.83 27	2.6 43	55.4 14	56.1 42	6.6 24	2.50 17	8.1 33	2.1 27	1.9 50	0.6 50	68.0 46	28.18 38	0.03 49	0.43 42	10.85 42	7.51 32	12.0 56	2.5 21	9.5 55	2198
43	47	Allahabad Bank	25463.38 14	25573.18 15	165.99 29	3.6 13	50.8 16	64.0 52	6.9 30	0.00 41	5.7 50	2.8 7	2.0 47	0.6 47	67.8 45	19.36 53	0.03 50	0.27 54	11.15 37	6.35 47	7.1 45	4.4 46	51.2 27	2140
44	NR	Ratnakar Bank	642.30 56	681.80 56	9.61 51	2.9 33	4.8 51	48.5 29	7.2 40	2.50 17	5.1 51	2.2 25	3.0 20	1.3 13	52.4 17	13.13 56	0.04 37	0.28 53	14.05 8	11.76 8	7.4 49	3.4 36	41.0 41	2088
45	38	Lord Krishna Bank	1663.29 53	1762.13 54	23.05 49	1.5 54	9.4 50	45.2 20	8.1 53	2.50 17	8.7 28	1.1 41	2.9 21	1.3 17	55.1 25	25.72 42	0.05 23	0.54 37	12.82 20	10.03 17	6.3 42	3.4 33	31.3 49	2063
46	41	The South Indian Bank	6861.26 40	6972.83 40	72.33 40	2.5 44	20.6 37	39.6 13	7.4 45	2.50 17	5.9 47	1.2 40	3.1 17	1.0 34	66.6 40	25.70 43	0.06 17	0.55 35	10.75 43	7.28 34	6.0 41	3.6 38	37.7 46	2048
47	45	The Lakshmi Vilas Bank	2770.50 49	2966.01 50	34.16 44	2.3 47	35.6 28	47.5 25	7.6 48	0.00 41	10.5 16	1.4 37	2.7 29	1.1 26	57.3 29	20.72 51	0.04 34	0.37 46	11.35 31	8.39 25	7.1 46	2.3 17	40.6 42	2043
48	NR	Bank of Punjab	3589.60 47	4025.04 47	31.84 46	2.5 46	99.2 5	53.5 40	7.1 39	0.00 41	9.5 22	0.8 46	2.7 28	0.8 44	70.7 48	46.73 16	0.11 9	1.02 14	13.59 14	8.47 24	7.2 47	11.3 56	24.0 53	2040
49	43*	ING Vysya Bank	9186.62 34	10762.68 33	85.19 39	2.0 49	16.0 43	58.0 46	7.1 38	2.50 17	11.9 12	-1.0 55	2.2 41	0.8 43	64.3 39	37.85 24	0.05 29	0.64 29	9.81 52	6.63 42	3.5 21	3.5 37	2.7 56	2003
50	48	Global Trust Bank	6920.91 39	7279.32 40	-272.70 56	0.3 56	35.3 29	82.9 54	7.7 51	5.00 1	12.2 11	-3.9 56	0.5 55	-3.6 56	848.4 55	87.01 12	0.03 48	0.35 51	-	-	0.0 2	0.0 2	28.6 52	1893
51	46	Banque Nationale De Paris	1579.55 54	3147.41 49	-14.35 54	2.5 45	218.6 2	98.4 56	6.1 12	2.50 17	13.2 9	-0.6 52	0.1 56	-0.4 54	924.7 56	357.31 5	0.00 56	0.22 55	10.74 44	6.46 44	3.8 24	4.1 45	40.5 43	1868
52	53	Dena Bank	16491.26 26	18479.21 25	114.19 34	3.1 26	44.9 24	50.9 36	7.4 46	0.00 41	8.2 32	1.6 35	2.7 31	0.6 49	76.9 51	21.48 49	0.05 28	0.44 41	9.33 54	5.31 53	11.8 55	4.7 48	38.3 45	1723
53	50	The United Western Bank	5391.09 42	5501.28 44	27.50 48	2.2 48	19.9 38	47.6 26	7.1 36	5.00 1	8.8 26	0.8 45	2.5 34	0.5 52	80.1 52	34.32 30	0.04 32	0.60 32	10.17 49	6.40 46	9.5 52	5.8 51	33.2 48	1685
54	52	The Dhanalakshmi Bank	1837.89 52	1963.84 53	15.02 50	2.7 42	59.3 11	48.5 28	7.7 50	2.50 17	7.6 35	0.9 44	3.2 15	0.8 45	76.4 50	18.22 54	0.05 25	0.40 45	10.45 47	8.63 23	9.7 53	8.3 55	29.2 51	1575
55	51	Punjab & Sind Bank	13223.62 30	13567.36 31	4.43 53	2.8 36	93.5 6	59.5 48	7.0 31	0.00 41	7.2 39	1.1 42	2.1 46	0.0 53	98.4 53	24.69 45	0.03 47	0.37 47	10.43 48	6.11 48	10.9 54	6.4 53	46.9 33	1500
56	NR	Centurion Bank	2834.71 48	3635.34 48	-25.36 55	2.8 38	0.1 52	88.1 55	8.2 54	2.50 17	11.7 13	1.4 38	0.6 54	-0.7 55	216.9 54	62.30 14	0.02 54	0.36 49	3.02 55	1.07 55	7.9 50	5.4 50	54.4 16	1350

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▼ See How We Ranked The Banks

The Best <= 5 Branches Banks 2003

Bank of America: Corporate banking is BoA's forte in India even as the bank is evolving, with the needs of clients who are going global

Vishwavir Ahuja, MD & Country Head (India), Bank of America NT & SA



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1	1	Deutsche Bank AG	1,945.07 2	5,451.65 1	170.63 1	2.84 18	20.21 10	32.10 6	3.87 6	5.00 1	34.01 4	-0.51 26	6.36 4	3.01 3	50.79 14	704.62 2	0.88 3	69.35 1	17.35 24	15.16 23	0.00 1	0.50 16	100.00 2	2325
2	NR	JP Morgan	185.68 14	495.80 15	19.06 5	4.38 10	65.96 6	34.40 8	2.80 5	2.50 14	24.52 6	4.31 6	6.44 3	3.84 1	-8.83 2	185.68 18	0.63 6	31.94 3	72.95 7	69.97 6	0.00 1	0.00 3	0.00 25	2315
3	4	Bank of America NT & SA	1,545.00 4	4,850.17 2	85.18 2	2.62 19	-23.75 24	35.67 12	5.50 12	5.00 1	15.69 14	2.48 9	2.74 17	1.71 10	2.38 5	965.06 1	0.51 8	26.58 5	21.08 19	13.65 26	0.05 10	0.24 15	94.87 6	2068
4	7	Mashreq Bank PSC	296.97 12	432.54 16	11.85 7	2.89 17	18.25 11	34.27 7	8.37 26	5.00 1	17.26 10	-0.20 21	3.31 12	2.69 5	17.31 8	49.86 24	0.80 5	7.17 14	39.38 10	37.42 10	0.00 1	0.00 3	100.00 1	2065
5	8	Barclays Bank PLC	107.75 21	726.20 9	29.18 3	1.15 28	7.98 14	18.74 1	5.03 9	2.50 14	62.76 1	-0.33 25	11.78 1	3.81 2	22.91 10	33.68 25	2.52 1	42.76 2	45.68 9	43.55 9	0.00 1	12.08 26	100.00 2	2063
6	2	The Bank of Tokyo-Mitsubishi	577.34 8	1,120.85 8	28.84 4	5.16 8	9.33 13	59.11 19	6.20 14	2.50 14	23.36 7	1.15 14	3.16 13	2.45 6	18.51 9	337.18 8	0.16 21	11.80 9	30.21 17	20.09 18	0.09 11	0.19 14	70.99 10	1968
7	NR	ChinaTrust Commerical Bank	65.21 23	124.04 24	2.72 15	7.18 4	-97.04 27	46.70 16	6.58 18	5.00 1	10.12 22	7.52 3	4.36 6	2.16 8	49.72 12	138.18 20	0.26 12	5.41 18	36.96 12	35.05 12	0.00 1	0.00 3	100.00 2	1908
8	5	Arab Bangladesh Bank	46.19 25	90.72 26	2.52 16	3.95 12	80.76 3	29.81 4	1.53 3	0.00 24	43.64 2	-0.31 24	5.35 5	2.78 4	5.57 6	29.68 26	0.19 16	4.85 20	105.64 4	104.63 4	1.50 14	0.00 3	66.67 11	1905
9	3	Cho Hung bank	55.81 24	133.36 23	3.77 12	8.20 2	-23.94 25	24.60 3	6.39 16	2.50 14	20.77 8	0.00 16	8.53 2	2.27 7	66.84 18	131.06 22	0.81 4	11.37 10	37.17 11	36.41 11	0.48 12	0.00 3	51.35 15	1843
10	14	Toronto Dominion Bank	0.00 29	53.26 28	0.79 21	8.60 1	0.00 18	48.76 17	0.00 1	2.50 14	0.45 30	8.56 2	4.28 7	1.48 12	7.02 7	0.00 30	0.46 10	2.28 25	324.62 2	323.44 2	0.00 1	0.00 3	0.00 25	1765
11	17	Credit Lyonnais	994.39 6	1,400.17 6	8.56 8	1.32 27	10.30 12	64.14 22	9.52 28	5.00 1	26.42 5	1.46 12	1.46 23	0.61 17	0.00 3	205.29 16	0.20 15	5.13 19	20.90 20	13.00 27	3.59 15	0.00 3	48.70 17	1705
12	18	OUFJ Bank (FUJI)	115.27 20	346.58 19	1.11 18	3.50 13	-12.85 20	39.80 14	5.05 10	5.00 1	15.95 12	-0.26 22	2.61 18	0.32 18	84.94 24	287.80 10	0.25 13	9.03 11	67.68 8	67.07 7	8.60 17	-0.06 2	0.00 25	1625
13	11	The Bank of Nova Scotia	1,449.48 5	2,550.58 4	18.13 6	2.60 20	5.28 15	29.83 5	6.96 20	0.00 24	12.90 16	0.00 16	2.92 15	0.69 16	40.86 11	506.51 3	0.40 11	14.87 8	13.38 28	12.84 28	8.64 18	7.12 21	23.68 21	1618
14	19	Krung Thai	16.03 27	48.87 29	-0.41 25	7.43 3	67.54 5	60.98 20	1.88 4	5.00 1	4.93 28	0.00 16	3.09 14	-0.82 25	127.15 26	27.70 27	0.14 23	1.51 27	119.80 3	118.43 3	0.00 1	0.00 3	0.00 25	1555
15	NR	Antwerp Diamond Bank NV	36.98 26	122.10 25	0.90 20	6.83 5	89.26 2	70.41 25	8.42 27	2.50 14	6.70 25	0.00 16	2.22 21	0.73 15	66.79 17	212.94 14	0.16 20	2.71 24	92.69 6	62.65 8	0.00 1	0.00 3	0.00 25	1533
16	10	American Express Bank	2,387.92 1	3,192.49 3	-28.43 29	3.40 16	-62.86 26	65.27 23	7.39 22	5.00 1	35.66 3	3.21 8	3.35 11	-0.85 26	87.61 25	469.71 5	0.08 25	21.36 6	10.93 29	10.53 29	8.69 19	21.21 28	60.21 12	1468
17	12	Bank of Bahrain and Kuwait B.S.C	476.20 10	680.13 10	7.32 9	1.75 26	29.95 8	43.37 15	7.67 24	5.00 1	12.39 18	-0.79 28	2.27 20	1.06 14	52.53 15	365.78 7	0.17 18	7.71 13	17.19 25	16.02 22	11.26 22	5.07 19	21.09 22	1448
18	6	Development Bank of Singapore	124.03 19	425.73 17	6.74 10	4.31 11	-99.66 28	34.73 10	4.99 8	2.50 14	12.44 17	-0.60 27	3.50 10	1.55 11	54.83 16	232.32 13	0.62 7	14.92 7	15.98 26	15.03 24	10.37 21	10.54 24	20.89 23	1428
19	25	Societe Generale	127.91 18	557.71 14	-8.84 27	1.98 24	195.30 1	83.81 27	4.76 7	0.00 24	16.77 11	1.98 11	0.58 27	-1.59 28	140.37 27	107.24 23	0.06 27	1.61 26	32.63 14	31.19 14	0.00 1	3.76 17	100.00 2	1415
20	9	State Bank of Mauritius	156.40 16	393.48 18	4.20 11	2.55 21	22.94 9	22.68 2	5.40 11	0.00 24	8.45 24	-0.18 20	4.20 8	1.07 13	74.59 21	134.88 21	0.46 9	5.51 17	31.74 16	31.13 15	18.41 23	10.40 23	0.00 25	1410

□ Asset-Liability Management ◆ Non-Performing Assets
Figures in bold in each cell are inter se ranks

Deposits, Average Working Funds, Net Profits, Business/Branch, Operating Profit/Employee and Operating Profit/Branch are in Rs crore

* The 2001-02 rankings were published in the issue of BT dated December 22, 2002

N.R.: Not Ranked in 2002

▼ See How We Ranked The Banks

The Best ≤ 5 Branches Banks 2003

RANKS 2003-2002	BANK	SIZE AND STRENGTH			OPERATIONS					Fee Income/ Total Income (%)	QUALITY OF EARNINGS				PRODUCTIVITY			CAPITAL ADEQUACY		QUALITY OF ASSETS			TOTAL SCORE
		Deposits	Average Working Funds	Net Profit	Net Interest Income/ AWF (%)	Incremental Low Cost Deposits/ Incremental Deposits (%)	Cost To Income Ratio (%)	Cost Of Avg. Interest Bearing Funds (%)	ALM Score		Interest Spread/AWF (%)	Operating Profit/AWF (%)	Return on Average Assets (%)	Provisions /Operating Profits (%)	Business/ Branch	Operating Profit/ Employee	Operating Profit/ Branch	Capital Adequacy Ratio (%)	Tier 1 Capital (%)	NPA*/Net Advances (%)	NPA Growth Rate (%)	Loan Loss Cover (%)	
21 16	Abu Dhabi Commercial	1,768.64 3	1,873.94 5	3,17 14	0.88 29	36.68 7	53.28 18	9.67 29	5.00 1	5.32 26	0.55 15	0.70 26	0.17 22	72.08 20	433.20 6	0.17 19	6.59 15	9.64 30	9.04 30	9.67 20	9.04 22	49.61 16	1345
22 23	Sumitomo Mistui Banking Corp.	166.83 15	668.31 11	-45.58 30	5.17	-18.09 22	34.61 9	6.45 17	0.00 24	11.00 20	-3.93 29	4.18 9	-6.50 30	263.02 30	476.71 4	1.64 2	27.96 4	35.49 13	27.73 16	20.21 24	29.61 29	74.05 9	1325
23 22	OCBC	0.00 29	37.47 30	-0.09 24	5.66 6	68.75 4	108.76 28	0.00 1	0.00 24	10.14 21	5.66 4	-0.51 28	-0.23 24	0.00 3	2.99 29	-0.06 28	-0.19 28	385.49 1	384.84 1	100.00 30	0.00 3	11.80 24	1318
24 NR	Credit Agricole	682.08 7	1,188.01 13	3.57 13	1.91 25	-108.33 29	61.38 21	5.65 13	2.50 14	4.77 29	1.40 13	1.03 25	0.30 19	70.61 19	284.72 11	0.24 14	6.09 16	20.04 22	18.94 20	21.95 26	4.34 18	58.83 13	1290
25 NR	Oman International Bank	356.66 11	611.77 13	-10.45 28	-1.61 30	4.19 17	7090.91 30	8.02 25	5.00 1	15.92 13	9.66 1	-1.26 29	-1.70 29	-35.89 1	191.29 17	-0.20 30	-3.85 30	14.62 27	14.18 25	42.13 28	-12.75 1	93.24 8	1273
26 15	Bank Muscat SOAG	202.74 13	232.49 21	0.39 23	4.76 9	4.78 16	75.36 26	7.56 23	2.50 14	12.16 19	3.61 7	1.54 22	0.17 23	74.65 22	265.03 12	0.06 26	3.59 23	20.10 21	19.86 19	7.12 16	11.47 25	34.73 20	1230
27 NR	SBI Commercial and Intl Bank	494.35 9	639.54 12	-8.55 26	1.98 23	-1.01 19	35.07 11	6.63 19	5.00 1	5.08 27	-3.98 30	2.56 19	-1.32 27	152.23 30	309.75 9	0.15 12	8.18 12	21.19 18	20.18 17	20.85 25	5.68 20	57.81 14	1225
28 24	Mizoho Corporate Bank	142.86 17	332.45 20	0.95 19	2.50 22	-20.91 23	68.38 24	7.02 21	0.00 24	15.63 15	-0.27 23	1.15 24	0.28 20	75.13 23	209.27 15	0.10 24	3.82 22	18.50 23	18.19 21	0.76 13	0.00 3	94.36 7	1220
29 13	Bank of Ceylon	85.34 22	160.42 22	0.49 22	3.42 15	-119.35 30	37.48 13	6.32 15	2.50 14	9.17 23	2.01 10	2.88 16	0.28 21	49.78 13	165.00 19	0.17 17	4.62 21	32.29 15	31.92 13	25.98 27	12.28 27	37.83 19	1190
30 20	Bank International Indonesia	8.94 28	83.57 27	1.79 14	3.48 14	-18.01 21	167.84 29	10.97 30	5.00 1	17.53 9	4.46 5	-3.00 30	2.10 9	171.31 29	25.36 28	-0.17 29	-2.51 29	103.98 5	103.78 5	89.51 29	134.14 30	42.21 18	1075

□ Asset-Liability Management ◆ Non-Performing Assets
Figures in bold in each cell are inter se ranks

Deposits, Average Working Funds, Net Profits, Business/Branch, Operating Profit/Employee and Operating Profit/Branch are in RS crore

* The 2001-02 rankings were published in the issue of BT dated December 22, 2002

N.R.: Not Ranked in 2002

▼ See How We Ranked The Banks

How We Ranked The Banks

The background: The Best Banks 2003 scoreboard was compiled by *Business Today* on the basis of a methodology and calculations vetted by assurance, tax and advisory services firm KPMG. The KPMG team was led by Narayan Seshadri, Managing Director, and S. Mahesh, Associate Director of Business Advisory Services.

The data: The data for the study was based on the published annual reports of banks. All the figures used were for the year ended March 31, 2003.

The universe: The ranking covers 86 scheduled commercial banks that had provided their annual reports for the financial year ended March 31, 2003, at the time of conducting the study. The annual reports of the following banks were not available:

- Private banks: Tamilnad Mercantile Bank, The Catholic Syrian Bank and Nedungadi Bank

- Foreign Banks: Taib Bank

In addition to the above

- ING Bank has not been included in the study, as consequent to the ING Group increasing its stake in Vysya Bank and ING Bank's management deciding to close its operations in India and surrendering its banking license.

- Kotak Mahindra has not been included in this year's study, as it commenced its banking operations during the end of FY 2002-03.

The ranking process: To provide a comprehensive picture, with emphasis on the quality of earnings, operations and the asset book, the BT-KPMG study has organised the parameters for this year's analysis into six key categories

- Size,
- Operations,
- Earnings quality,
- Productivity,
- Capital Adequacy and
- Asset quality.

We have retained the parameters or ratios of our previous year's study. The distribution of weights to the above has changed to provide more emphasis on operations, asset and quality of earnings, with some of the measures used in the previous year being given reduced importance.

We have grouped banks separately to compare them on the basis of their points of presence and business volumes. Accordingly, the study has grouped banks with five or less branches with a view to providing a comparable pool of banks in terms of point of presence and

business volumes. Thus, there is one set of rankings for 56 banks and one for the 30 banks with five or less branches.

The ranking: The composite rank for each bank was arrived at by combining its ranks on each of the 21 parameters, using a weight for each parameter.

The computation: Each of the above 21 parameters was assigned a score based on the rank obtained by a bank on these individual parameters. In the section with more than five branches, a rank of 1 in a parameter earned a score of 56, a rank of 2 earned a score of 55 and so on, down to the rank of 56 which earned a score of 1. For instance, since the HDFC Bank's rank under the deposit parameter is 14, it earned a score of 43 on that parameter. The score under each parameter was then multiplied by the weightage assigned to that parameter. Thus the HDFC Bank's score of 43 under Net Profit was multiplied by 5—the assigned weightage—to arrive at a score of 215. The results were aggregated to compute each bank's total score, on the basis of which the final ranks were assigned.

How To Read The Scoreboard

Rank: The composite rank of a bank was calculated using BT-KPMG's

methodology. The performance of each bank in 2002-2003 on each of the 21 parameters has also been presented.

Size:

- **Deposits:** Total deposits as on March 31, 2003.

- **Average working funds (awf):** Total liabilities of the bank averaged over 2001-02 and 2002-03.

- **Net profit:** Net profit for the year 2002-2003.

Operations:

- **Net interest income/Average working funds:** Interest earnings expressed as a percentage of average working funds.

- **Incremental low-cost deposits/incremental deposits:** Incremental savings and current deposits from public expressed as a percentage of increase in total deposits.

- **Cost to income ratio:** Operating expenditure expressed as a percentage of operating income which is net interest income plus other income.

- **Cost of average interest bearing funds:** The interest expended as a percentage of average interest bearing liabilities (deposits plus borrowings).

- **Asset-Liability Management (ALM) score:** Asset-liability management mismatch within 15 per cent for the first two time-periods. If the mismatch is within good

practice norms, bank gets 5, if it falls within the norm in one period, then 2.5 or else zero.

- **Fee income/total income:** Fee income includes commission, exchange brokerage plus profit on exchange and miscellaneous income, expressed as a percentage of total income.

Quality Of Earnings

- **Interest spread/Average working funds:** The difference between the interest earned by the bank and the interest paid by it, adjusted by provisions as applicable, expressed as a percentage of the average working funds.

- **Operating profits/Average working funds:** The different between operating income and operating expenses, as expressed as a percentage of the average working funds.

- **Return on average assets:** The ratio of net profit to average total assets.

- **Provisions/Operating profits:** The ratio of provisions for the year expressed as a percentage of operating profits.

Productivity

- **Business/Branch:** Advances plus deposits as on March 31, 2003, divided by the number of bank's branches in the country.

- **Operating profits/employee:** Operating profits divided by the total number of the bank's employees.

- **Operating profits/branch:** Operating profits divided by the number of branches.

Capital Adequacy

- **Capital Adequacy:** The capital-to-risk weighted assets ratio, as published by the bank and submitted to the Reserve Bank Of India for 2002-03.

- **Tier I capital:** The ratio of equity and statutory reserves to risk-weighted assets as published by the bank and submitted to RBI for 2002-03.

Quality Of Assets

- **Net non-performing assets/net advances:** The sum of substandard, doubtful and loss on loans net of provisions made for such loans, expressed as a percentage of net advances.

- **Non-performing assets growth rate:** The incremental gross non-performing assets expressed as a percentage of gross advances for the previous year minus gross non-performing assets for the previous year.

- **Loan loss cover:** The provisions for non-performing assets expressed as a percentage of non-performing assets. ■