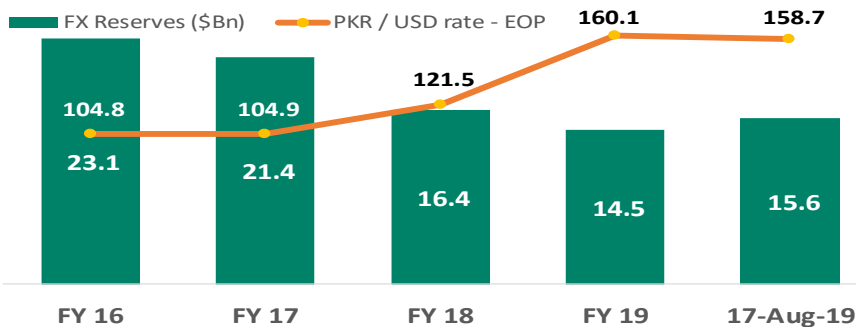


Doing First Class business in a First Class way

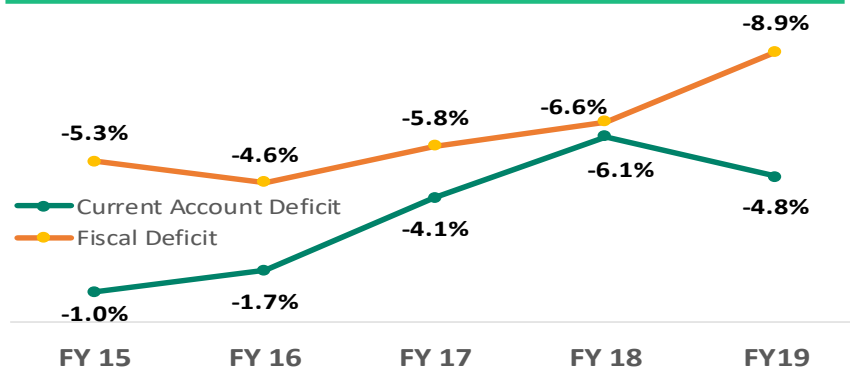
Pakistan Investment Conference 2019
4th - 6th September 2019



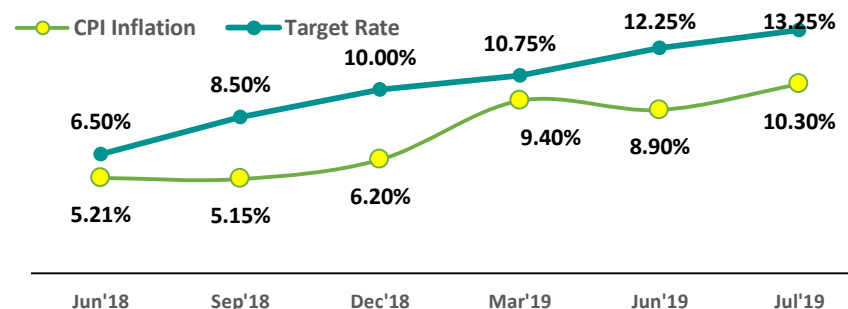
FX reserves / FX rate



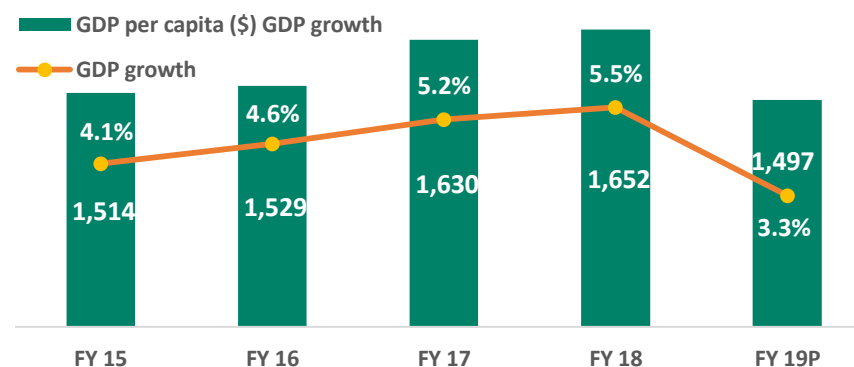
C/A & Fiscal Deficit



Policy rate / Inflation

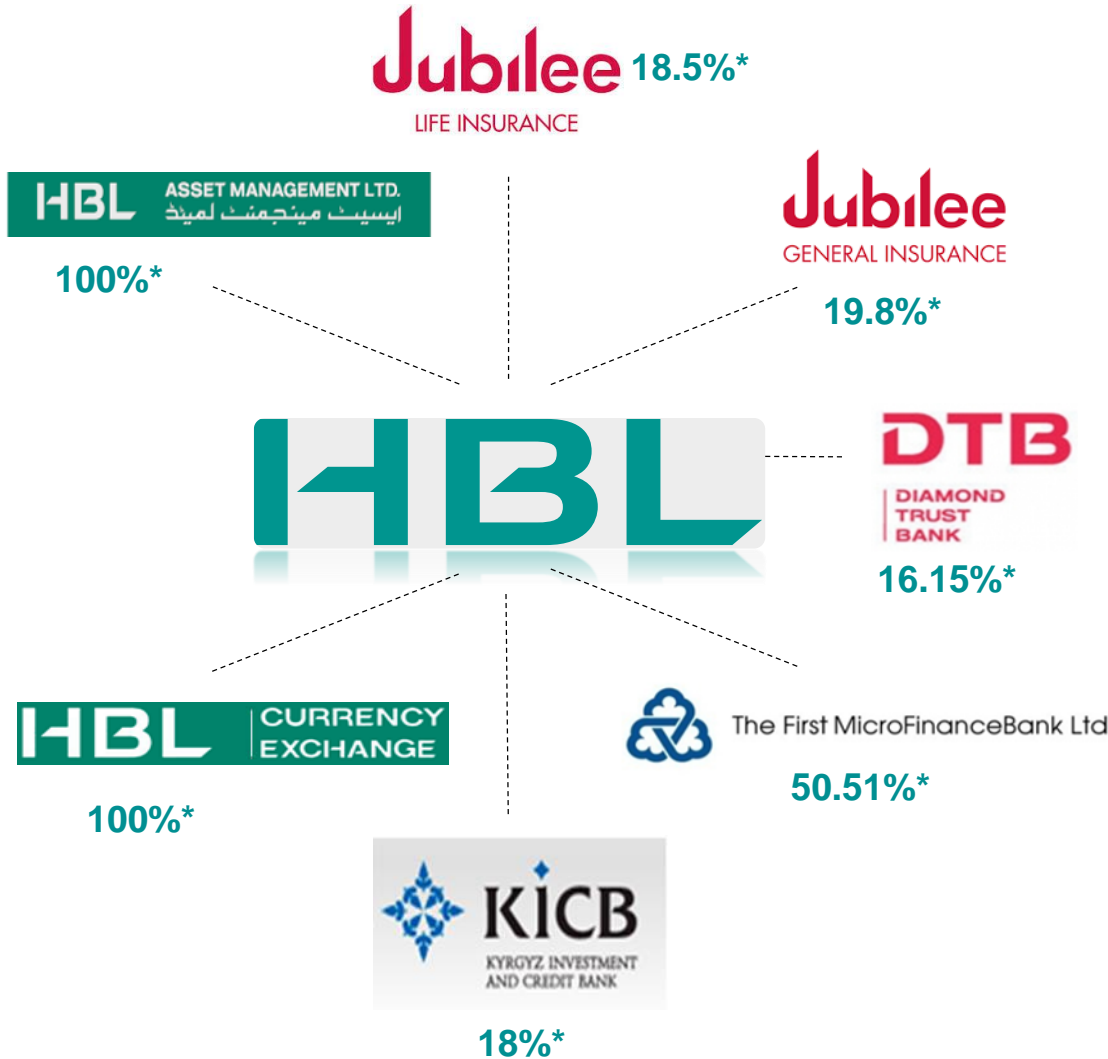


GDP per capita / GDP Growth

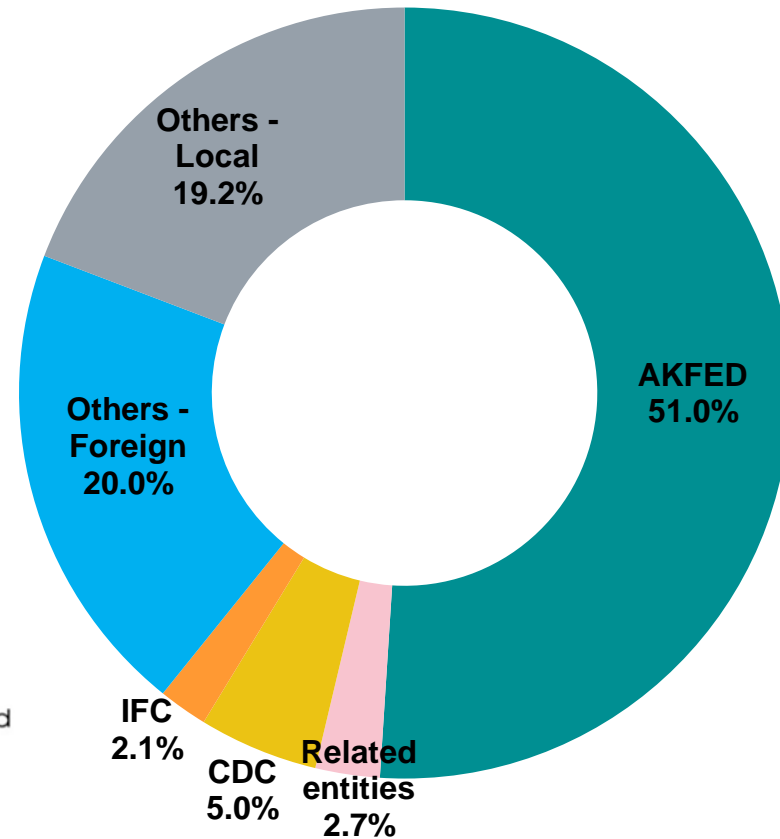


- Average inflation during FY'19 rose sharply to 7.3% vs 3.9% during FY'18. CPI in Jul'19 stood at 8.9%. The SBP expects inflation to range between 11% and 12% for FY'20.
- Exports for FY'19 receded by 2% in value, although they increased in quantum. With curtailment measures taking hold, imports declined by 7%. Consequently, the trade deficit during FY'19 narrowed by 11%. Steady growth in remittances (up ~10%) helped reduce the current account deficit (CAD) by 32% to 4.8% of GDP. A revival in exports during Jul'19 (up 11% YoY) contained the CAD to \$579M, compared to \$2.1b in Jul'18.
- Weak tax collection translated into a shortfall of PKR 321B in FY19. The fiscal deficit for FY'19 stood at 8.9% of GDP (vs a Budget of 5.1%).
- With the Balance of Payments under pressure, the Rupee has devalued by 33% since late 2017 – and 12% in 2019 alone.
- After approval of the USD 6B EFF IMF program, the 1st tranche of ~USD 1B was received in early Jul'19.
- The PSX index, marred by thin volumes, economic uncertainty and the implementation of stringent taxation measures in the FY20 Budget, continues its protracted decline and is currently around the 30K level, a decline of 19% during 2019.
- SBP's tightening stance continues in CY19 and the policy rate has been further adjusted upwards by 325bps to 13.25% during 7M'CY19. However the latest MPS is widely seen as signaling an end to the rate cycle barring exogenous shocks.

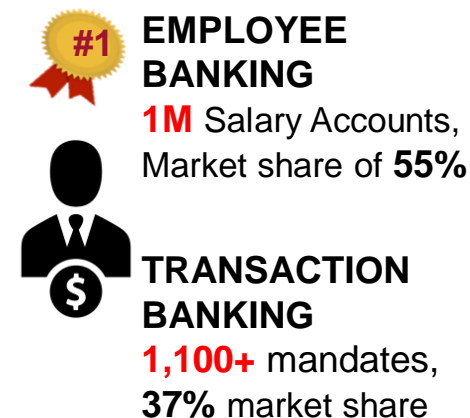
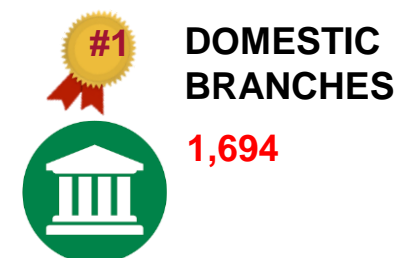
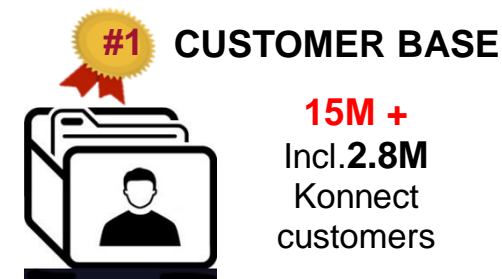
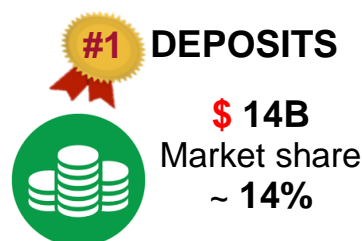
More than just a bank



Shareholding Pattern



* HBL holding



Major awards and accolades - 2019

EUROMONEY

Pakistan's Best Bank



Best Investment Bank
Best Sukuk Deal



Project Finance House of the Year
Utility deal of the Year
Power deal of the Year
Transport deal of the Year

ASIAMONEY

Best Domestic Bank
Best Corporate and Investment Bank
Best Bank for CSR



- Pakistan Domestic -
Cash Management Bank of the year
Trade Finance Bank of the year
Project Finance Bank of the year

THE ASIAN BANKER®
STRATEGIC BUSINESS INTELLIGENCE FOR THE FINANCIAL SERVICES COMMUNITY

Excellence in Retail Financial Services



Inclusion & Diversity Award

FinanceAsia

Best Investment Bank

HBL

Major Certifications



HBL is Pakistan's first bank to have its Business Continuity Management System (BCMS) certified as ISO 22301:2012 compliant



HBL is the only Bank in Pakistan to be ISO 27001 certified



HBL is the only bank in Pakistan to have achieved and maintained PCI DSS* certification, the security standard for the payment cards industry

*Payment Card Industry Data Security Standard

A Seasoned Board



Chairman



Sultan Ali Allana
Chairman

- Mr. Sultan Ali Allana has served as the Chairman of the Board of Directors of HBL since February 2004. He has over 33 years of experience in the financial and banking sector.
- Mr. Allana also serves on the Boards of The Aga Khan Fund for Economic Development S.A, AQA Holding S.p.A, Geasar S.p.A, Jubilee Holdings Limited (East Africa), Jubilee Life Insurance Company Limited, Industrial Promotion Services (Pakistan) Limited and Tourism Promotion Services (Pakistan) Limited.

President & CEO



Muhammad Aurangzeb
President & CEO

- Mr. Muhammad Aurangzeb joined HBL on April 30, 2018 as the President & CEO of HBL. He has done his Bachelors of Science in Economics and Masters in Business Administration from The Wharton School, University of Pennsylvania, USA. Mr. Aurangzeb possesses an overall banking experience of more than 30 years in both domestic and international locations.
- He has held senior positions in ABN AMRO Bank and Royal Bank of Scotland and was Chief Executive Officer – Global Corporate Bank, Asia Pacific at JP Morgan prior to joining HBL.

Directors



Shaffiq Dharamshi
Non-Executive Director

- Mr. Dharamshi joined the Board in 2015. He is a banker with over 25 years of banking experience in the Middle East and Africa.
- He also currently serves on the Boards of Diamond Trust Bank, Tanzania, Diamond Trust Bank, Uganda, Diamond Trust Bank, Kenya DCB Bank Limited, India, Kyrgyz Investment and Credit Bank, Kyrgyzstan and First Microfinance Bank, Tajikistan.



Moez Ahamed Jamal
Non-Executive Director

- Mr. Moez Ahamed Jamal has been on the Board of HBL since 2009. He has over 39 years of experience in the financial sector.
- He currently serves on the Boards of Diamond Trust Bank Kenya, Marcuard Family Office, Switzerland and Global Finanz Agency AG.

Directors



Sadia Khan
Non-Executive Director

- Ms. Sadia Khan joined in March 2018. She has pursued a versatile career path traversing investment banking, financial regulation, family businesses and entrepreneurship across three continents. With Masters degrees in Economics from both Cambridge University and Yale University and started her career at Lehman Brothers in New York.
- Since then she has worked with various international institutions and local regulatory authorities, including the Asian Development Bank in the Philippines, the Securities & Exchange Commission of Pakistan and the State Bank of Pakistan. Ms. Khan currently serves on the Boards of Engro Fertilizer and Pakistan Cables, Oil & Gas Development Company Limited and Siemens (Pakistan) Engineering Co. Ltd.



Salim Raza
Independent Director

- Mr. Salim Raza joined the Board in 2017. He has over 40 years of experience in the banking and financial sector. He has held various positions at Citibank NA in Pakistan and abroad and has also held the position of Governor of the State Bank of Pakistan.
- He currently serves on the Board of International Steels Limited and is an adjunct professor at the Institute of Business Administration (IBA), Karachi for Political Economy.



Dr Najeed Samie
Independent Director

- Dr. Najeed Samie was appointed to the Board in 2013. He has over 37 years of experience in the corporate and financial sector.
- He is currently the Managing Director of Roosevelt Hotel Corporation and is a Director of PIA Investments Limited and Minhal France, S.A, amongst other tourism related companies.



Agha Sher Shah
Independent Director

- Mr. Agha Sher Shah has been on the Board since 2013. He has over 26 years of experience in the financial sector.
- He is currently Chairman and Chief Executive of Bandhi Sugar Mills (Private) Limited. He is also Director of Attock Cement Pakistan Limited, Thatta Cement Company Limited, Bandhi Powergen (Private) Limited and Triton LPG (Private) Limited.

Committee	Chairman	Member	Secretary
Board Audit Committee	Dr. Najeeb Samie (Independent)	Mr. Moez Jamal Ms. Sadia Khan	Chief Internal Auditor
Board Risk Management Committee	Mr. Salim Raza (Independent)	Mr. Shaffiq Dharamshi Mr. Muhammad Aurangzeb	Chief Risk Officer
Board Human Resource & Remuneration Committee	Mr. Agha Sher Shah (Independent)	Mr. Sultan Ali Allana Mr. Shaffiq Dharamshi Ms. Sadia Khan	Chief Human Resources Officer
Board Compliance and Conduct Committee *	Mr. Moez Jamal	Ms. Sadia Khan Chief Operating Officer (Non-voting member)	Chief Compliance Officer
Board Development Finance Committee *	Mr. Salim Raza (Independent)	Mr. Sultan Ali Allana Mr. Muhammad Aurangzeb	Head Development Finance
Board IT Committee *	Mr. Salim Raza (Independent)	Mr. Agha Sher Shah Mr. Muhammad Aurangzeb	Chief Operating Officer
Board Oversight Committee – International Governance *	Mr. Sultan Allana	Dr. Najeeb Samie Mr. Muhammad Aurangzeb	Company Secretary
Board Oversight Committee – New York	Mr. Shaffiq Dharamshi	Dr. Najeeb Samie	Company Secretary

Most Board Committee Chairs are Independent Directors

An experienced Executive Committee

HBL

The senior team represents a good balance between continuity and fresh blood



Muhammad Aurangzeb
President & CEO
2 / 33 / 33 ⁽¹⁾ *

Front Office



Aamir Irshad
Head Branch Banking
16 / 29 / 32 ⁽¹⁾



Muhammad Afaq Khan
Head Islamic Banking
1 / 27 / 31 ⁽¹⁾ *



Aamir Kureshi
Head Consumer Banking
13 / 29 / 29 ⁽¹⁾



Faisal Lalani
Head International Banking
2 / 30 / 30 ⁽¹⁾ *



Farhan Talib
Head Corporate and
Investment Banking
10 / 22 / 22 ⁽¹⁾



Risha A. Mohyeddin
Global Treasurer
1 / 23 / 23 ⁽¹⁾ *



Khalid Mohsin Shaikh
Head Remedial & Structured
Credits
6 / 25 / 34 ⁽¹⁾

Business Support



Sagheer Mufti
Chief Operating Officer
2 / 37 / 37 ⁽¹⁾ *



Rizwan Haider
Chief Risk Officer
17 / 38 / 39 ⁽¹⁾



Rayomond Kotwal
Chief Financial Officer
5 / 21 / 32 ⁽¹⁾



Naeem Bashir Ahmed
Head Business
Transformation
1 / 18 / 33 ⁽¹⁾ *



Jamal Nasir
Chief Human Resources
Officer
5 / 21 / 31 ⁽¹⁾



Nauman Riaz
Chief Compliance Officer
3 / 25 / 25 ⁽¹⁾



Adnan Pasha Siddiqui
Chief of Staff
1 / 24 / 24 ⁽¹⁾ *



Amer Aziz
Head Development
Finance
1 / 33 / 33 ⁽¹⁾ *



Neelofar Hameed
Company Secretary
1 / 31 / 35 ⁽¹⁾ *

Reporting to Chairman / Board



Armughan Ahmed Kausar
Chief Internal Auditor
2 / 22 / 22 ⁽¹⁾ *

Reporting to BAC

(1) Number of Years in HBL / Years in
Financial Industry / Total Work Experience
* Joined in last 18-24 months

1

Commitment to deliver on P&L

- Sustainable revenue growth on the back of top league table positions
- Strict cost discipline including cost initiatives
- Optimal deployment of Balance Sheet, with enhanced focus on cross-sell
- Maintain high portfolio quality

2

Relentless focus on customer experience

- “Delighting our clients” has to become the rallying cry
- Mindset needs to get embedded into the DNA of the organization, front-to-back

3

People Agenda to be our top priority

- Culture Change – Increase investment in training and development
- Staff Engagement – Frequent interaction with teams across the network
- Succession Planning – Nurture and retain top talent and improve bench strength
- Gender Diversity – Make HBL the employer of choice for women, with greater participation at senior management level

4

Embedding Risk, Compliance and Control in our Business Principles

- Successful completion of Business Transformation Program - *Doing first class business in a first class way*
- Strengthening our first, second and third lines of defense across all disciplines

5

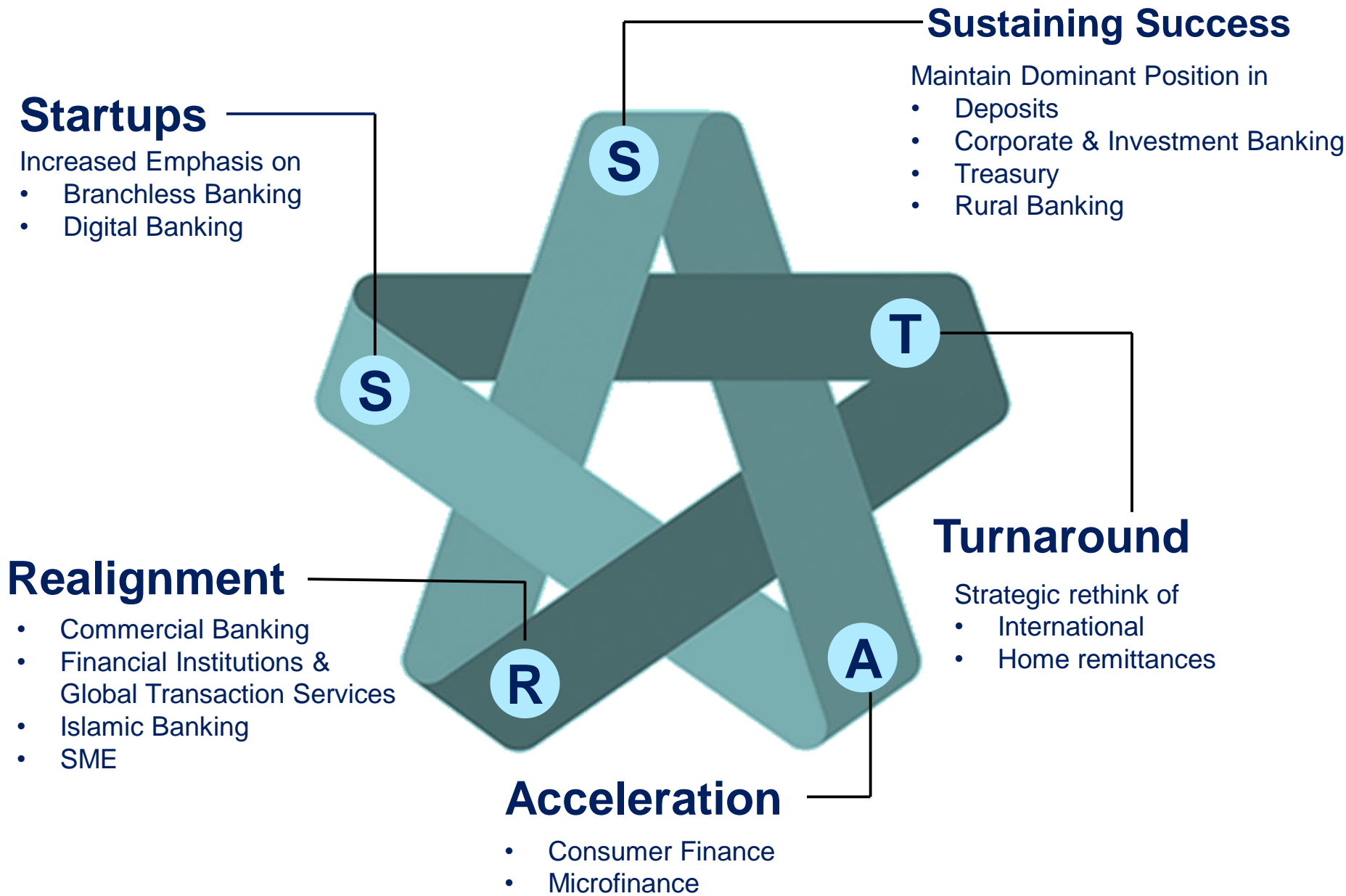
Making Innovation the Driving Force

- Proactively reinvent - *We are a technology company with a Banking License*
- Continuous process improvement – *good is never good enough*

6

Giving back to the Country and the Communities that we Serve

- Robust Development Finance agenda, driven by Board level Committee
- Strong CSR agenda backed by proactive employee volunteerism

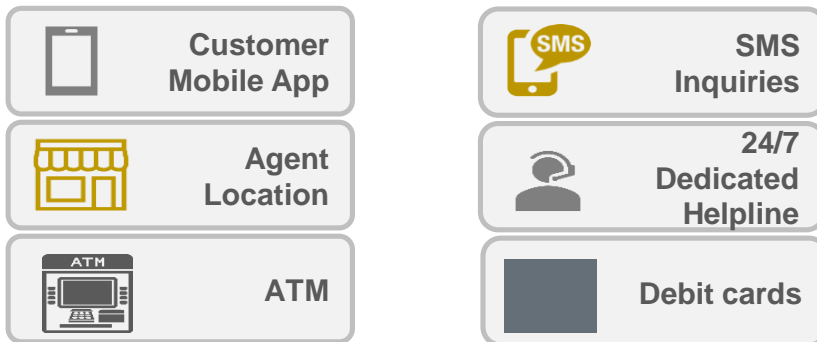


Key Initiatives Underway

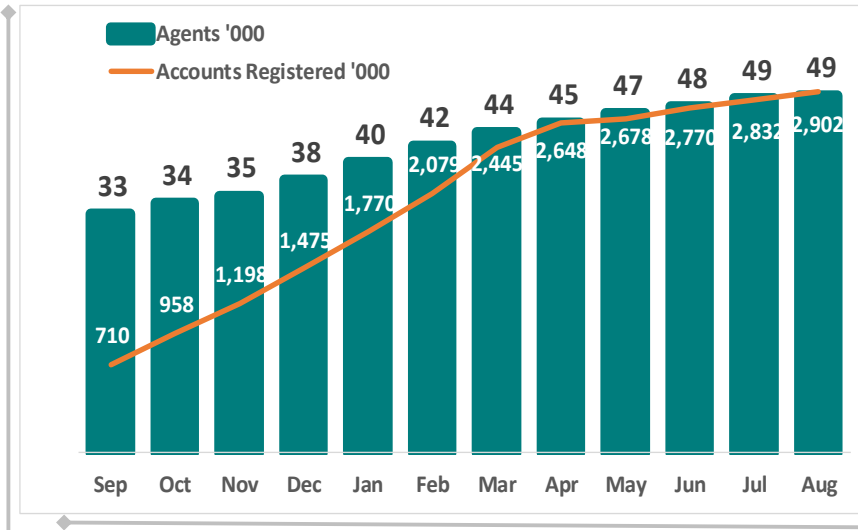
Business Model

- Leveraging Agents and Mobile for mass acquisition. Take banking closer to largely unbanked masses in environments more familiar to them.
- Launched in July 2018. 2.9 million new accounts as of now; 25% women.
- Real time sanctions screening and biometric authentication against GoP database.
- Enables large-scale G2P payments.
- In Aug 2019, 1.8 million transactions valued at Rs. 10.3 billion processed.
- Distribution network growing: Now at 49k agents

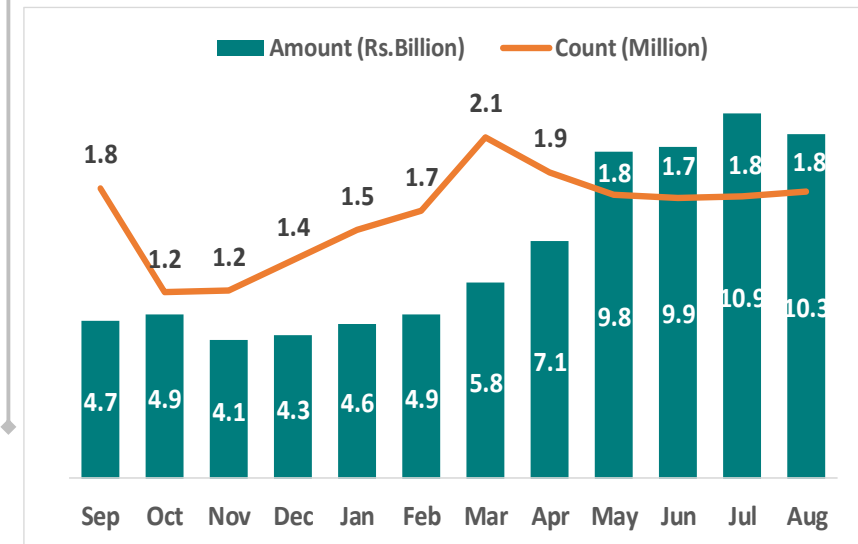
Channels



Customers / Agent network



Transactions – No. and Volume





Mobile & Internet Banking

- More than 1 million users for Mobile & Internet
- Average monthly transactions - Count: 11m, Value: Rs 21b
- 243 internet Merchants
- First bank to introduce mVISA QR payments in Pakistan
- Lifestyle app: Partnering with merchants to enable in-app shopping
- First in market to offer loan on Mobile. Over Rs 1.8b disbursed to date to more than 12,000 customers
- First credit card offer via Mobile app launched in Aug'19. Nearly 1,300 applications approved till date



Data

- HBL as a data company that leverages technology to deliver seamless customer solutions
- Governance structure established to manage end-to-end data acquisition, management, use and access
- Data lake being deployed
- Advanced analytics team trained on machine learning and AI developing algorithms. Initial use cases being analyzed for customer churn management and AML related Transaction Monitoring



Ecosystem Partnerships

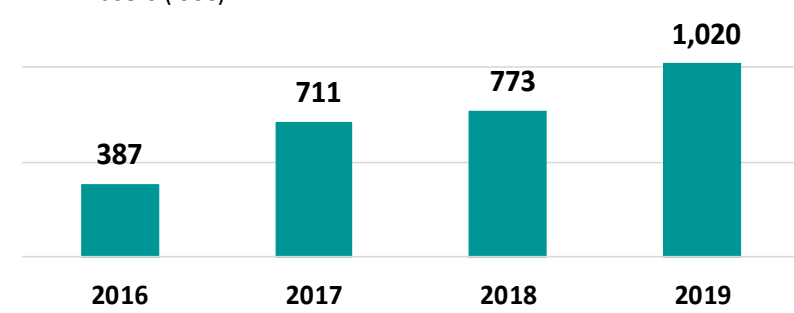
- Active engagement with startup community to identify potential partnerships
- 3 finalists from 2017 Innovation Challenge working with HBL



Open Application Program Interface (API)

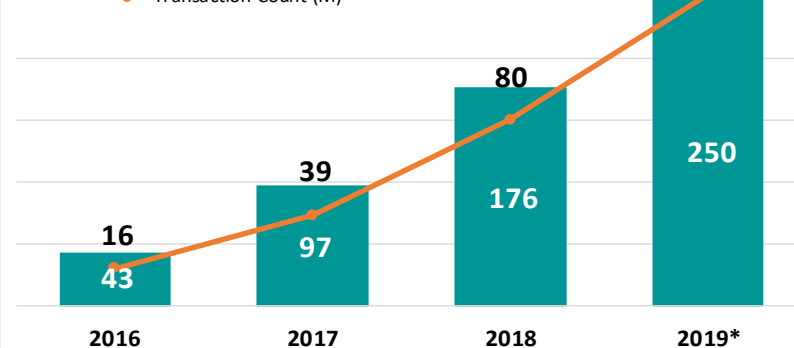
- API strategy finalized ; execution plan being developed
- 1st commercial bank to enable a payments API integrated with the biggest e-commerce website and a ticketing solution start up
- Work on developer portal initiated to enable easy consumption by ecosystem

■ users ('000)



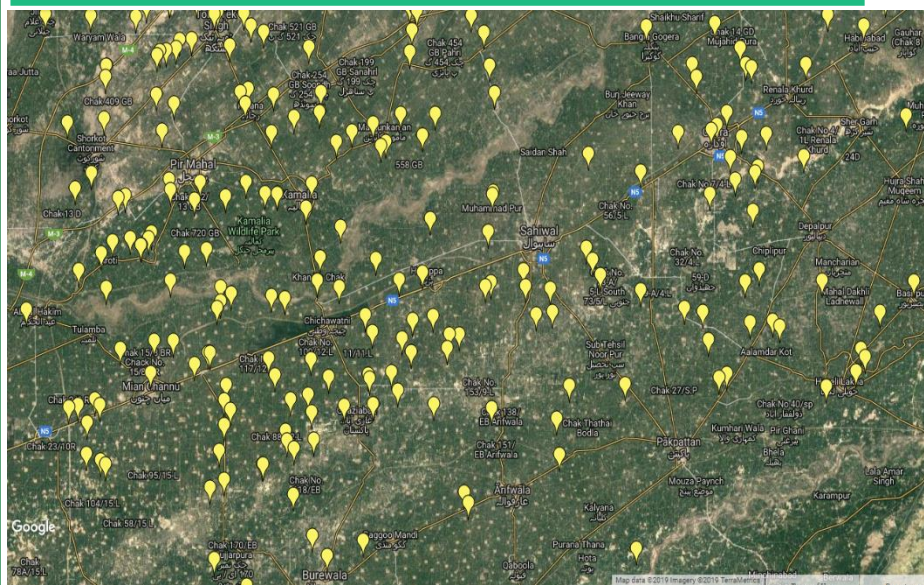
■ Transaction Value (Rs B)

— Transaction Count (M)



- Geotagging of farms
- Aerial view of farms to be accessed from Google Maps
- Image of farmer and farm to evaluate condition of agricultural lands
- Centralized storage of important data points along with time and date stamp
- HBL is the first bank in the industry to have integrated its system with Punjab Land Record Authority. Will enable on-line extraction of title documents to improve turnaround and risk management
- Voice of the Farmer – Focus group platform connecting HBL and the farmer

Geotagging of farms



Farmer and Farm image



Voice of the Farmer - Kisaan Ke Awaz



The largest Corporate & Investment Bank in the country with total credit exposure of over USD 6.5 Bn to over 600 corporate customers. At the forefront of all major transactions

Major Deals

Power Sector



K-Electric Limited

Financial Advisor,
Mandated Lead Arranger
& Equity Arranger

USD 1,700M

Project Finance
Advisory &
Arrangement
Ongoing



ThalNova Power Thar Limited

Financial Advisor & LCY
Mandated Lead
Arranger

USD 527 M

Project Finance Debt
Arrangement and
Financial Advisory
Ongoing



Pak Matiari Lahore Transmission Line Company (Pvt.) Ltd

Financial Advisor &
Mandated Lead Arranger

USD 1,700M

Project Finance
Advisory &
Arrangement
2019



Lucky Electric Power Limited

FCY Lead Arranger

USD 638M

Project Financing Debt
Arrangement
2018



Thar Energy Limited

Financial Advisor & LCY
Mandated Lead
Arranger

USD 520M

Project Finance Debt
Arrangement and
Financial Advisory
2018



Water and Power Development Authority

Shariah Structuring Agent
Lead Advisor & Arranger

USD 1,400M

Syndicated Term Finance
Facility
2017

Others



Mitchell's Fruit Farms Limited

Financial Advisor

Amount Undisclosed

Financial advisor for
equity arrangement to
a strategic investor

Ongoing



Panda Bond Issue

Joint Lead Manager

USD 1,000M

Inaugural Panda Bond
Issue by
Government of
Pakistan
Ongoing



Khyber Refinery Limited

LCY Mandated Lead
Arranger

USD 161.5 M

Project Financing Debt
Arrangement
Ongoing

Luna Pakistan (Private) Limited

Mandated Lead
Arrangers

USD 81 M

Shariah Complaint
Term Finance Facility
based on Istisna
2019



Pakistan National Shipping Corporation

Lead Advisor &
Arranger

USD 75.5M

Syndicated Term
Finance Facility
(Islamic/Conventional)
2018

Transaction and Employee Banking (TEB)



Digitization is the key!

Digitizing collections and payments by bringing clients to digital platform at both sending and receiving end via internet, mobile and branchless banking

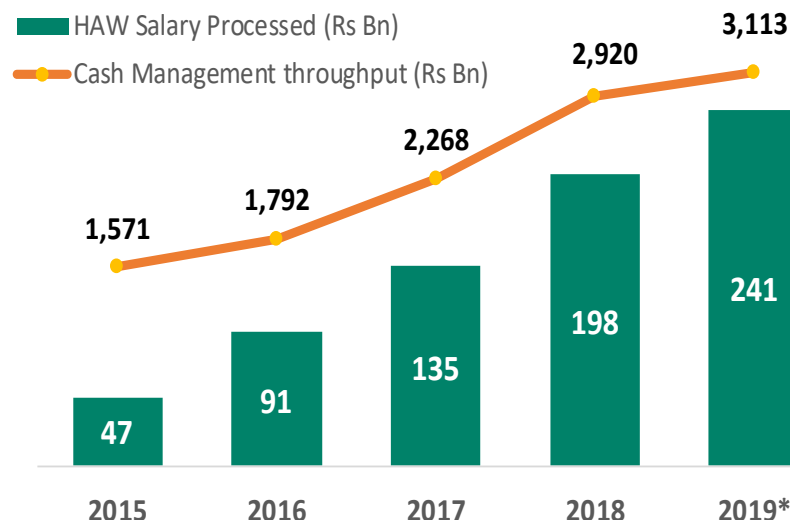
Provide customized solutions to educational institutions, digitize collections and payments

Capitalizing on the CPEC initiative, to penetrate CPEC corridor in underserved areas - KPK, Balochistan, Gilgit - Baltistan

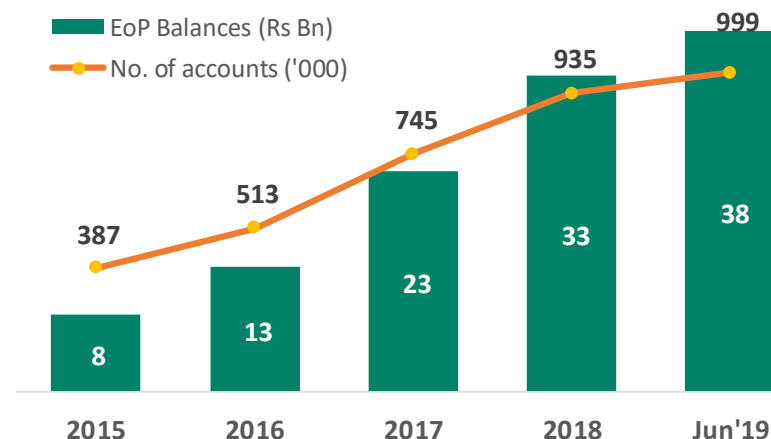
Financial inclusion via tapping the unbanked population through branchless banking

Digitizing the unstructured pension payments process

Throughput – Cash Management & HAW



HAW – 1.0 Million Salary Accounts



TEB Landscape

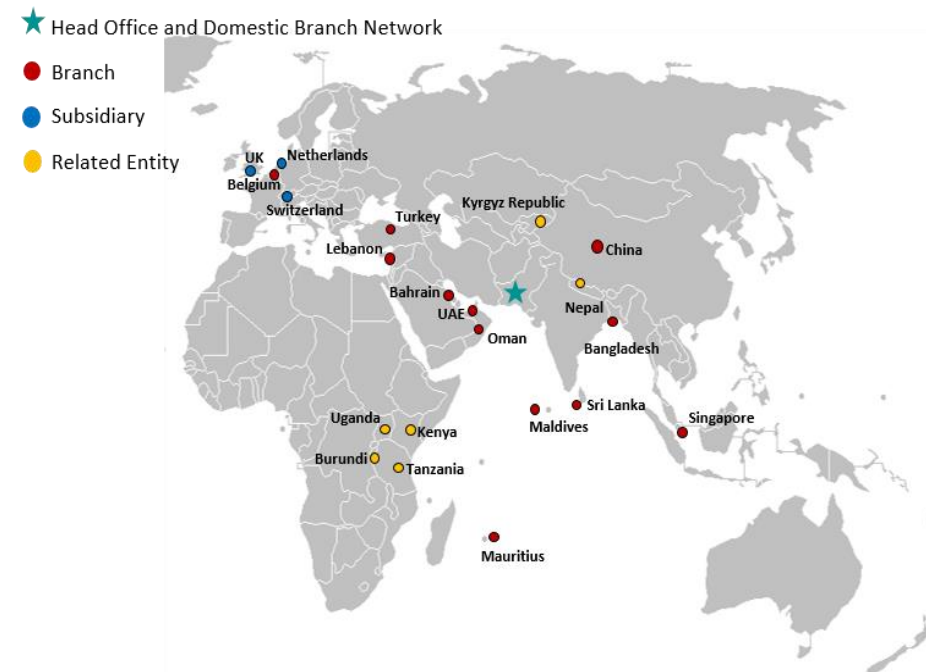
Cash Management:

- Collection mandates – 782 Active
- Payment mandates – 404 Active
- Market share – 37%

Employee Banking / HBL At Work (HAW)

- Total mandates – 1,410
- Market share – 55%

International Footprint



Strategic Focus

Economic currents moving eastwards - with China and the emergence of Central Asia
HBL footprint - opportunity to gain relevant share in these markets and flows between these corridors.

We aim to be:

- In the top 5 foreign banks for trade volumes between China & Central Asia, the GCC, Turkey and South Asia.
- No.1 bank for Pakistan Inbound and Outbound flows from these corridors / markets

Strategy

Follow domestic clients internationally and vice versa

Corporate, Trade Finance and Financial Institutions (FI)

- Upgrade global trade finance capability
- Embed Belt and Road initiative to capture GCC and SAARC flows to and from Pakistan, China and Central Asia
- Focus on trade and working capital needs; build cross-sell of deposits and treasury products
- Grow FI as a global business with strong sell-side offering

Liabilities and Remittances

- Build liabilities to stabilize balance sheet
- Enhance customer experience through digital roll-out
- Recapture lost space in remittances and become go-to Bank for non-resident Pakistanis

People

- Increase indigenization, improve diversity

Right-size core locations, exit non-core

Internal Initiatives

- Diversity Council set-up with cross functional members
- Champions identified to drive the diversity agenda
- HBL 'Beacon'- engagement sessions with female colleagues sharing their journey to success
- HBL 'Elevate' - leadership training for high potential women
- HBL 'Falak' - mentoring program for women seniors
- Continuing mandatory Anti-Harassment e-Learning; clear communication on Zero tolerance
- Piloting part-time & flexible-time options
- Gender sensitization training for all employees pan Pakistan

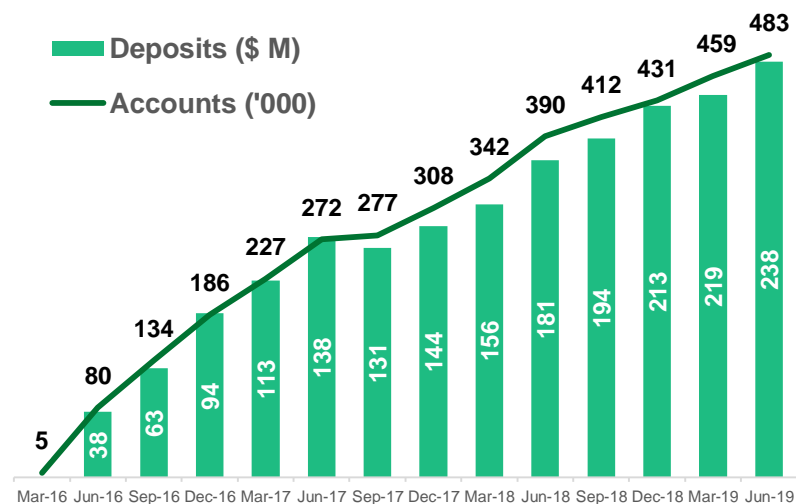
External Focus

- Batch hiring of all women software developers and IT interns
- Key sponsors for women-centric business and technology conferences
- Campus Drives with senior HBL women presenters, Career Fairs to increase female intake

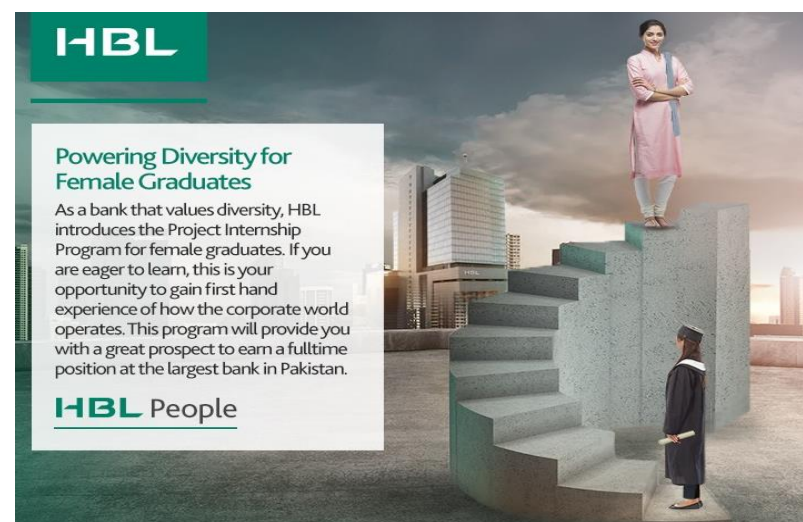
Diversity initiatives recognized externally

- Employer of choice award for gender balance from IFC and Pakistan Banking Council (PBC)
- Case study by IFC on HBL's Anti Harassment program.
- IFC / PBC partnering with HBL on peer learning for family friendly workplaces
- CFA Institute award for Gender Diversity.

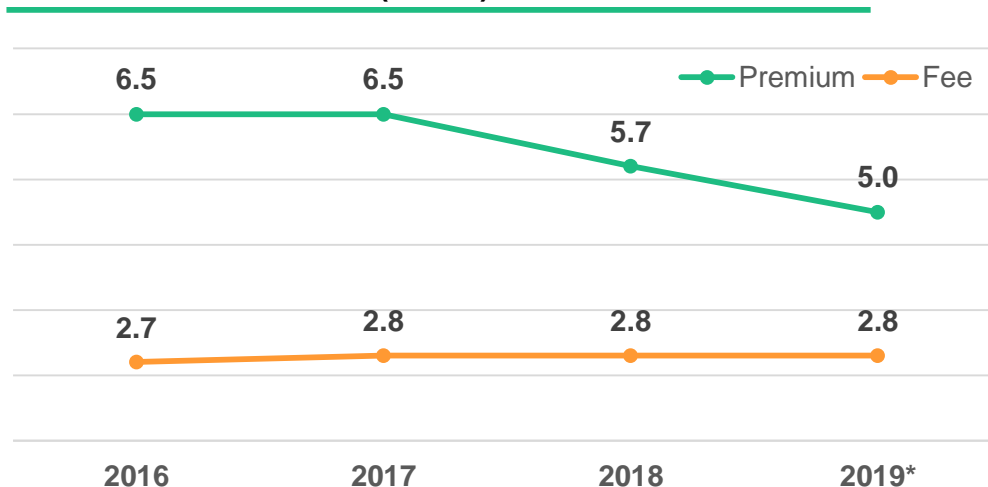
HBL Nisa – Banking platform for women



Target to get to 20% women employees by 2020 vs. 16.4% today



Premium and Revenues (Rs Bn)



* June 2019 numbers have been annualized

Business Summary – Lifetime to date

Total Premium sold	Rs 34.5B
No. of Policies	600,000+, 30% women
Persistency	3 Years at over 83%
Insurance Partners	Jubilee Life, EFU Life, Jubilee General

The advertisement features a smiling family (mother, father, and two children) in the foreground. The background is a soft-focus indoor setting. The HBL logo and 'HABIB BANK' text are at the top. The 'Jubilee LIFE INSURANCE' logo is prominently displayed in a red box. At the bottom, the text 'For a secure tomorrow' and 'Hifazat' are shown.

The programme ensures that HBL is able to implement and instill global practices across its business & control processes



Achieving
**Gold
Standards**



Doing
business the
right way



Creating
sustainability



Instilling
cultural
change



Governance: Enforcement of new & enhanced controls ensuring a robust governance framework, which is 'fit for purpose' and 'future proof'



Processes: Significant enhancement in customer on-boarding and related processes (end to end) ensuring a robust control framework for safeguarding HBL against Financial Crime related risks



People: Upscaling our people via continuous training and development as well as consistent communication towards reinforcing transformation initiatives



Technology: Upgrading technology for Sanctions and Transaction Monitoring ensuring AML/CFT and Sanctions risks are appropriately managed

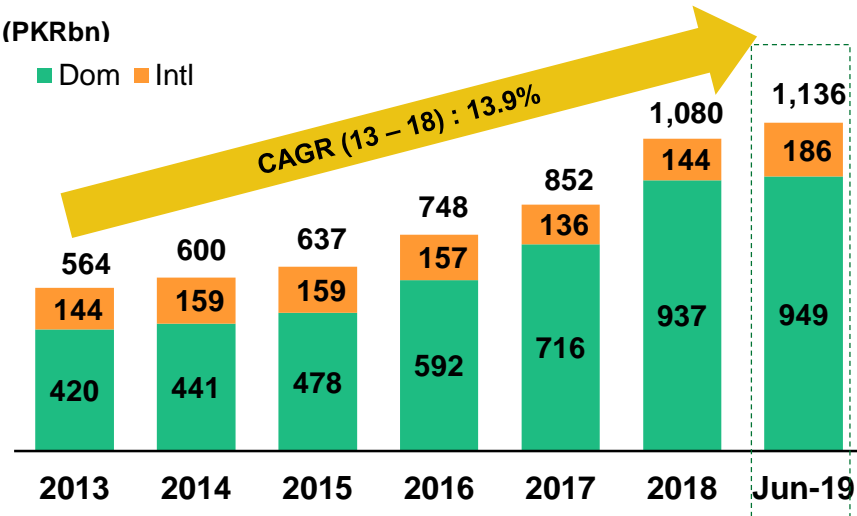
Key Achievements

- Conducted comprehensive gap analysis - mapped to distinct workstreams
- Established monitoring mechanism for tracking and escalation
- Established real-time customer risk rating
- Rationalized sanctions screening watchlists
- Launched KYC e-learning module
- Revamped compliance training
- Started sustainability initiatives for branch network
- Upgraded Transaction Monitoring / Sanctions Screening / Core Banking systems
- Integrated Trade Finance platform with core banking system

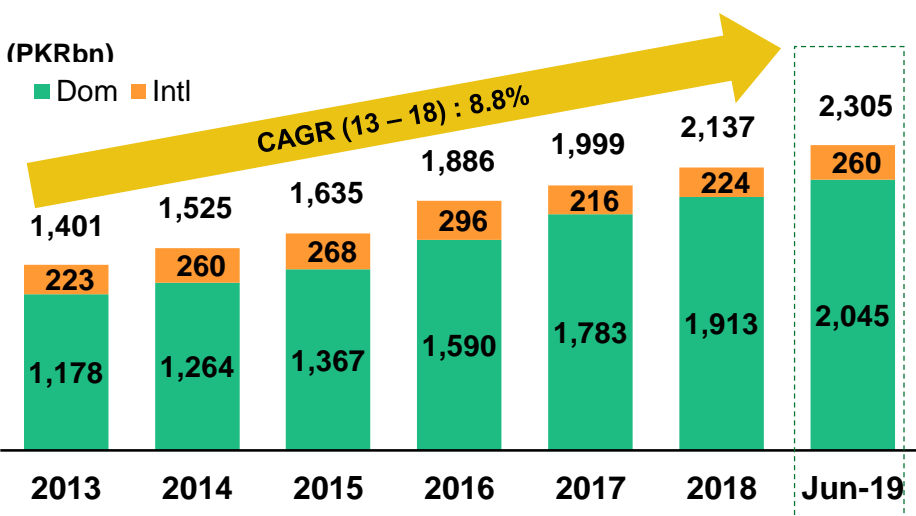
The Bank's **Committed, visible & interactive** leadership ensures new ways of undertaking business (transformation) is embedded throughout the organization; becoming the part of **HBL's DNA**

Financial Performance

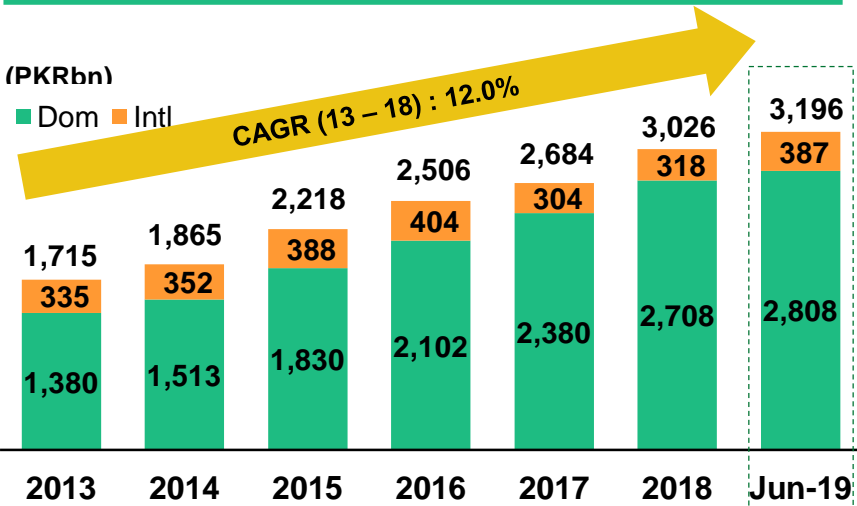
Net Advances – Crossed PKR 1 Trillion



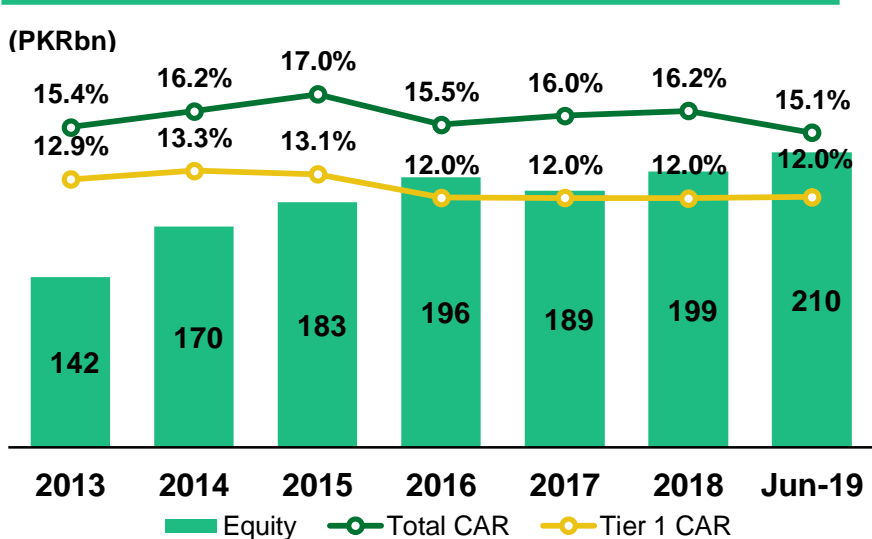
Deposits – Crossed PKR 2 Trillion



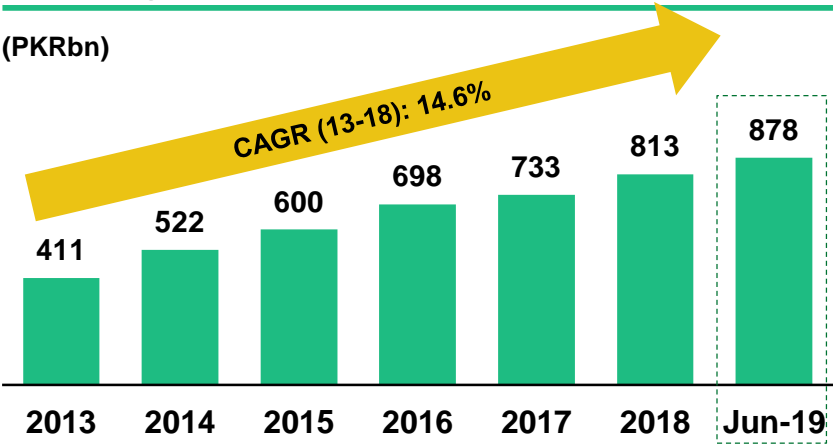
Total Assets – Crossed PKR 3 Trillion



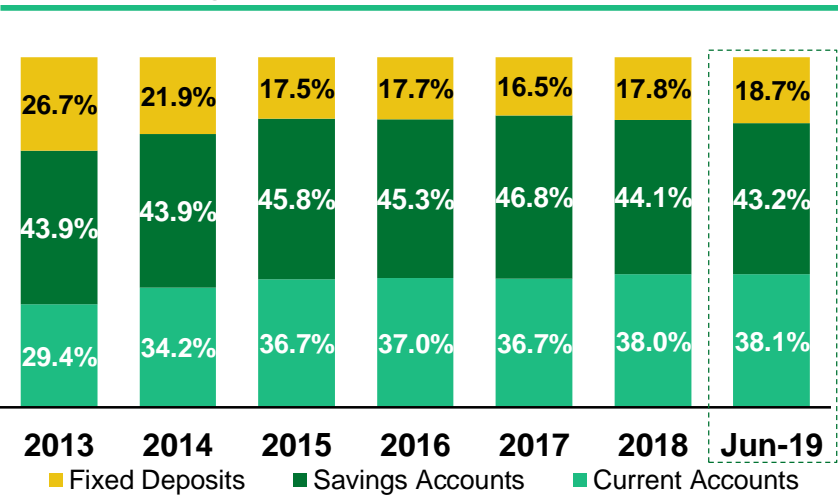
Capital and CAR



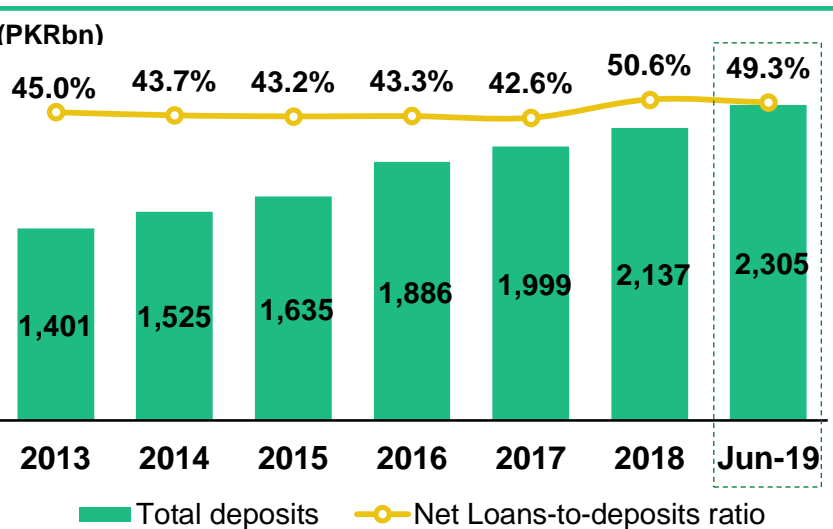
Robust growth in current deposits...



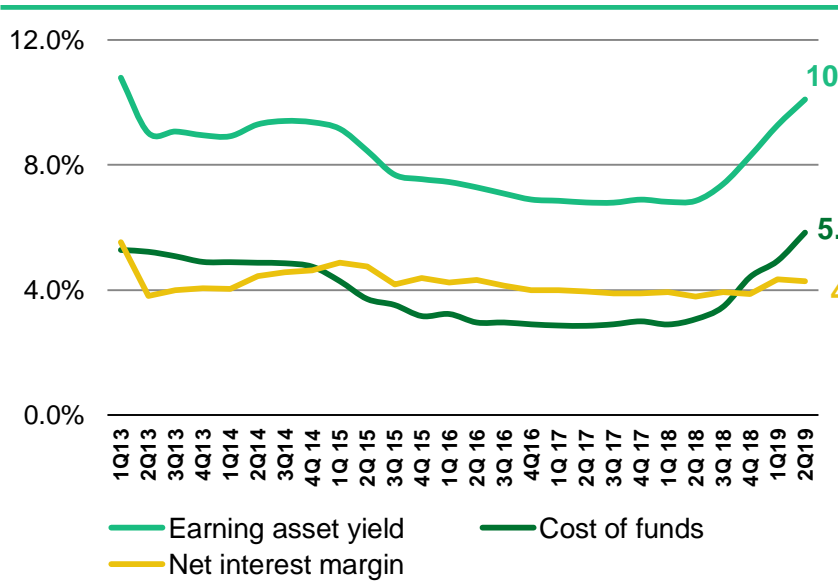
... Improving Deposit mix



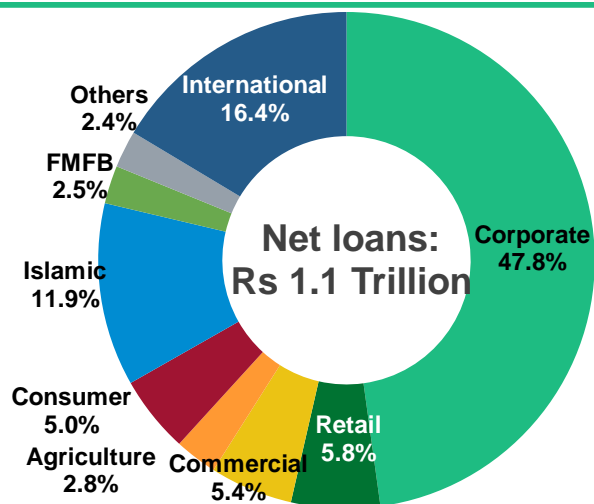
Deployment now skewing to lending



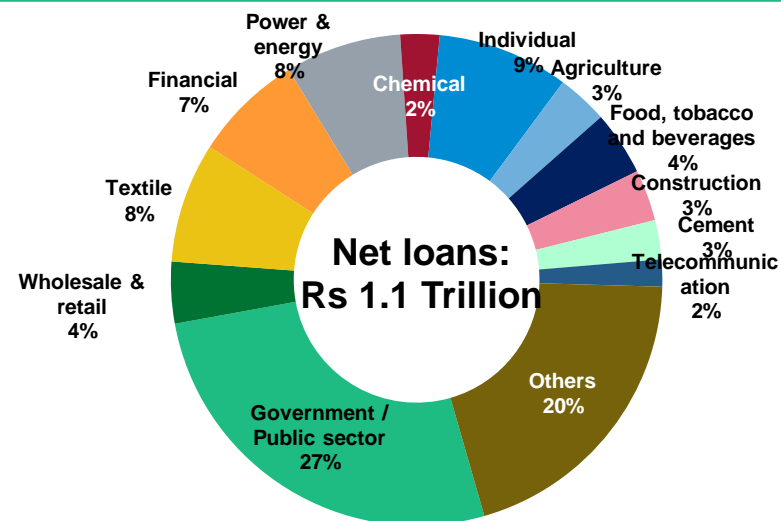
Net interest margin



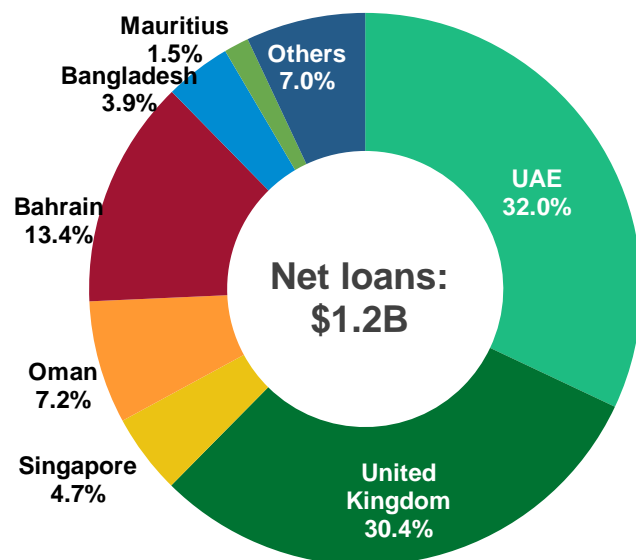
Loan portfolio composition by line of business



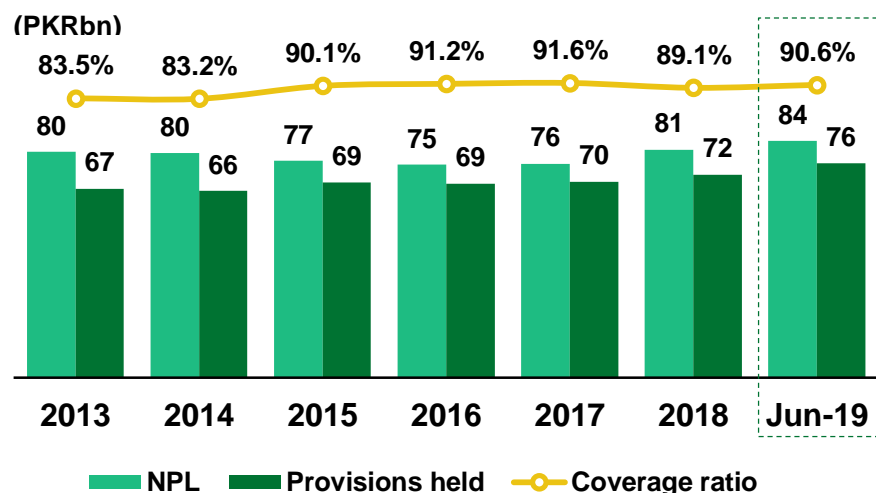
Loan portfolio composition by industry segments



International advances composition by location



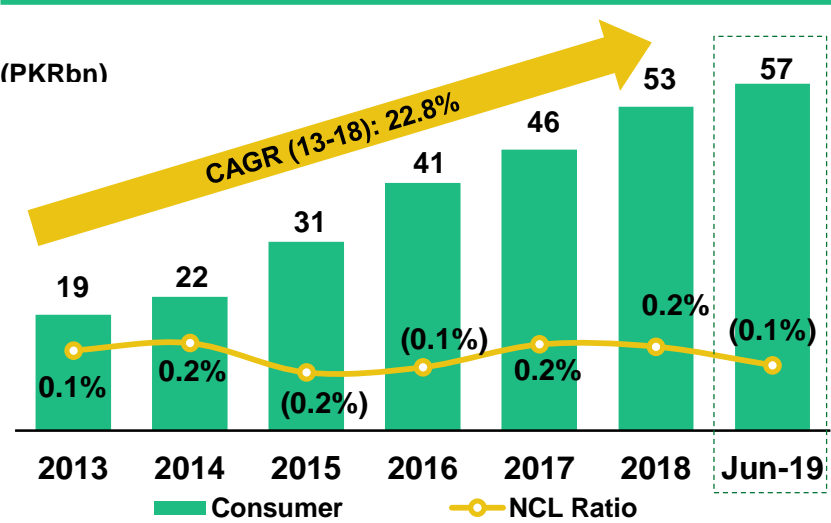
Conservative risk management



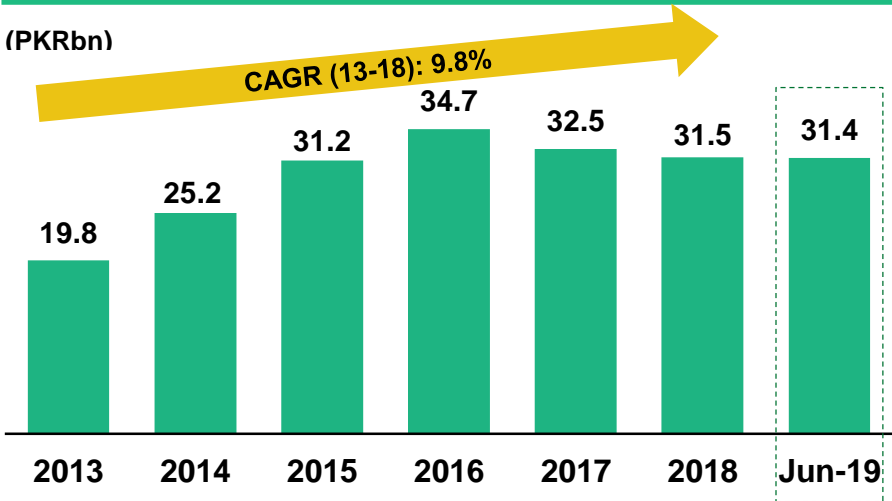
Strategic initiatives to continue driving growth & inclusion



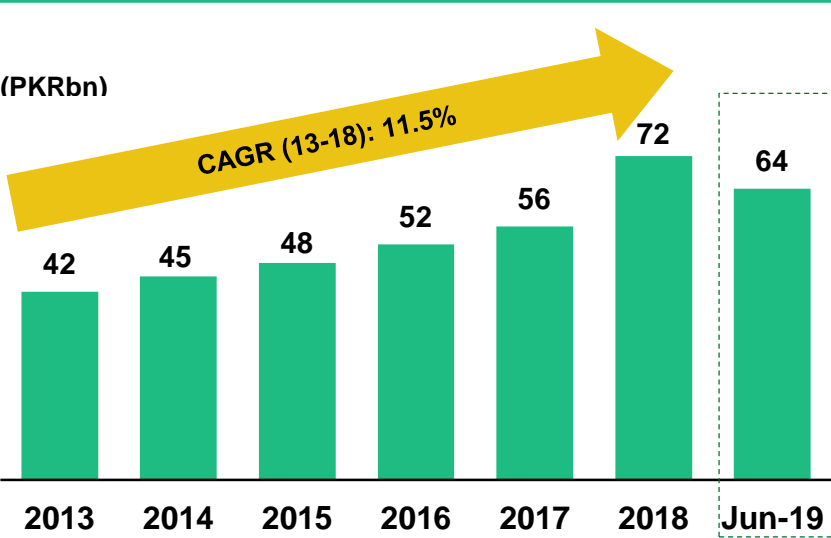
Growth in Consumer Lending



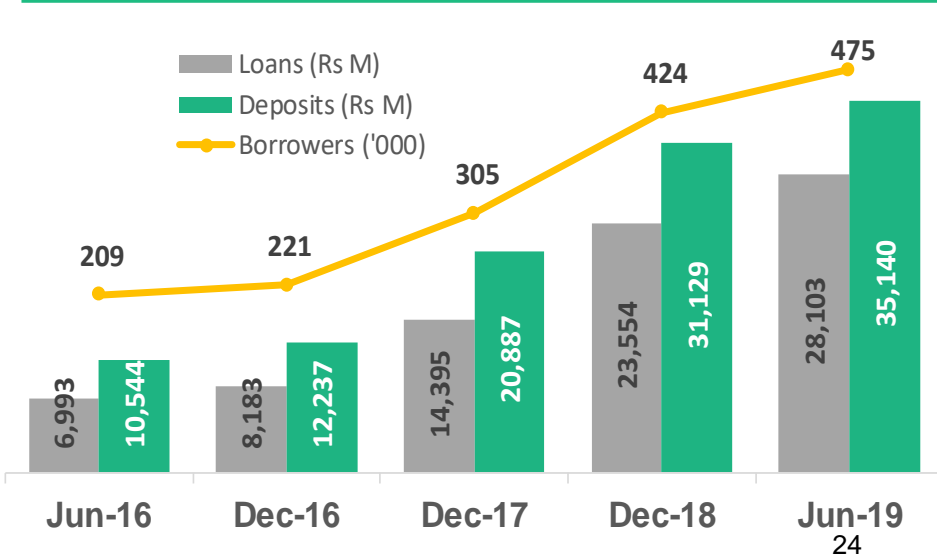
Agriculture Financing – Leadership in a challenging market



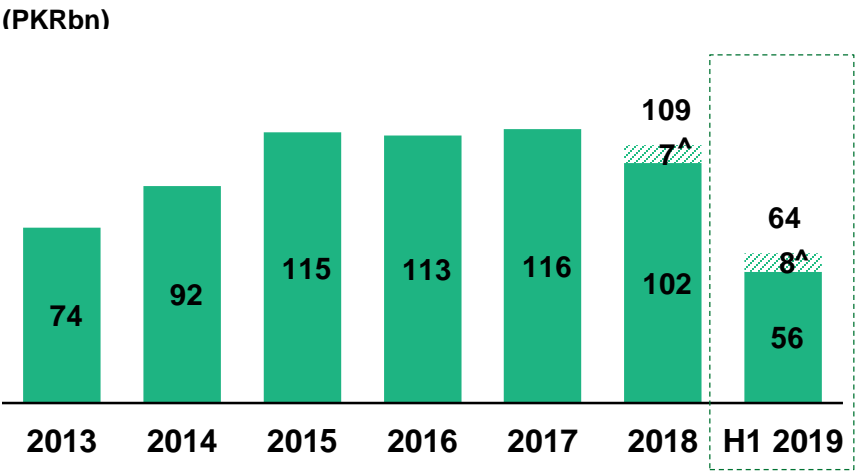
SME Portfolio



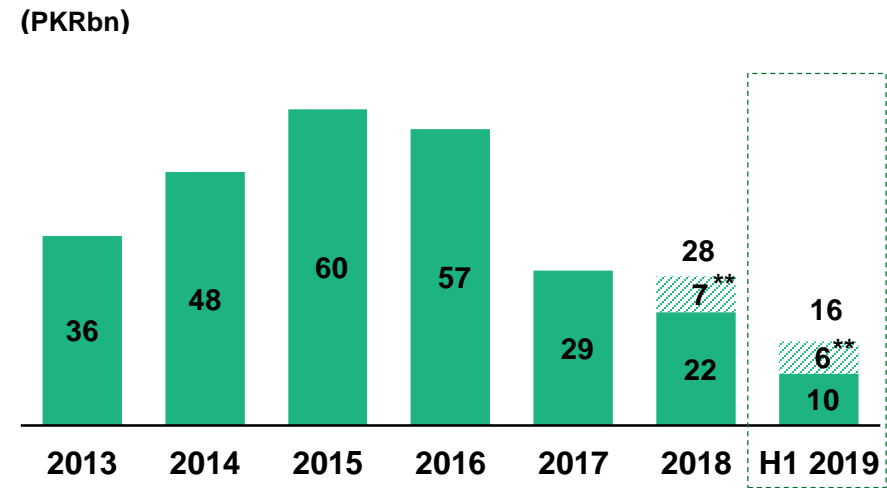
The First MicroFinanceBank (>3x growth since acquisition)



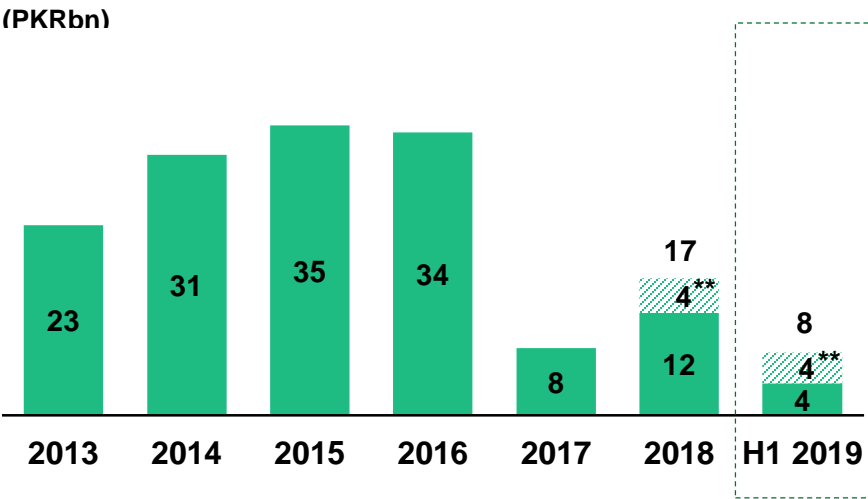
Total Revenue



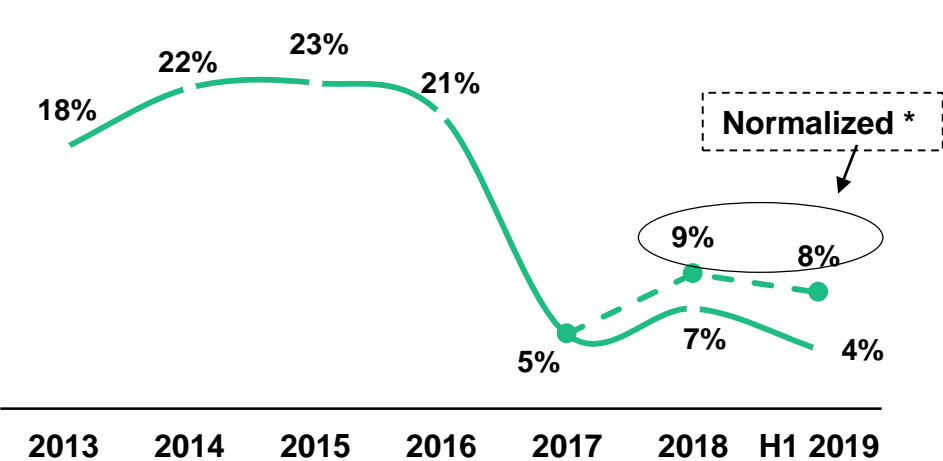
Profit before tax



Profit after tax



Return on Equity



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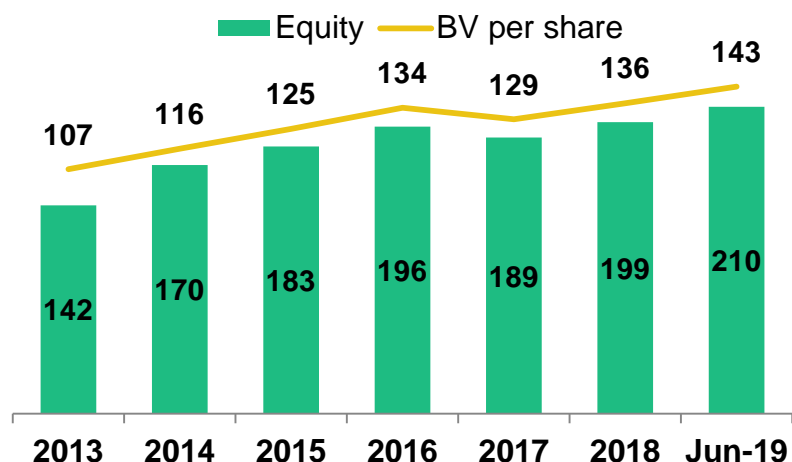
*

Shaded portion represents the impact of revaluation loss on open position and impairment reversal netted off against realized capital loss

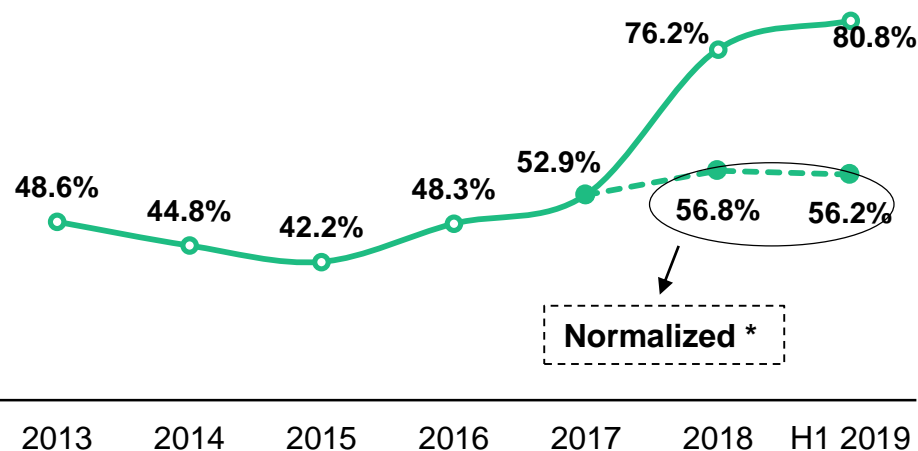
Shaded portion represents the impact of revaluation loss on open position

Normalized for revaluation loss on open position

Book Value Per Share

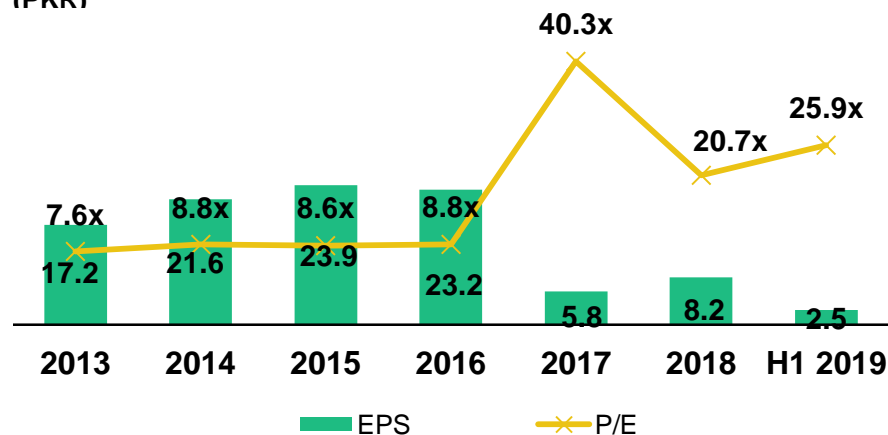


Cost to income ratio



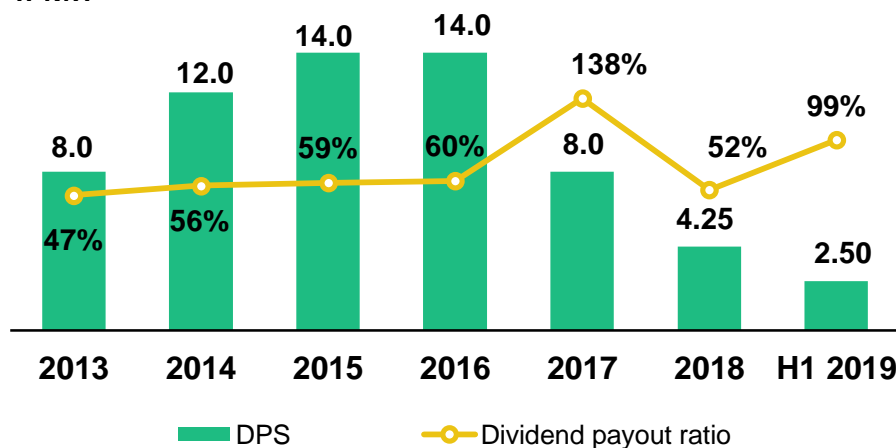
Earnings

(PKR)



Dividend payout

(PKR)



* Normalized for 1) Revaluation loss on open position 2) Impairment reversal netted off against realized capital loss 3) New York costs 4) Business Transformation consultancy costs

Appendix

PKR Bn	2013	2014	2015	2016	2017	2018	Jun-19
Assets							
Cash & Bank Balances	193	203	208	284	287	322	422
Lendings to financial institutions	35	34	18	34	34	51	71
Investments	826	923	1,271	1,344	1,375	1,390	1,351
Advances	564	600	637	749	852	1,080	1,136
Others	97	105	84	96	149	182	216
Total Assets	1,715	1,865	2,218	2,507	2,696	3,026	3,196
Liabilities							
Bills payable	19	22	28	31	34	42	39
Borrowings	108	103	314	333	398	523	491
Deposits and other accounts	1,401	1,525	1,635	1,886	1,999	2,137	2,305
Subordinated loan	3	-	10	10	10	10	18
Other liabilities	42	45	48	51	67	114	133
Total Liabilities	1,573	1,695	2,036	2,311	2,507	2,827	2,986
Equity	142	170	183	196	189	199	210
Total Liabilities + Equity	1,715	1,865	2,218	2,507	2,696	3,026	3,196

PKR Mn	2013	2014	2015	2016	2017	2018	H1 2019
Interest Income	120,605	137,416	141,101	141,089	148,010	165,283	111,090
Interest Expensed	65,207	68,833	62,933	59,138	66,177	83,606	63,387
Net Interest Income	55,397	68,583	78,169	81,951	81,833	81,677	47,703
Fee and commission income	11,686	14,025	17,194	19,026	19,519	18,024	10,677
Dividends / Capital Gains	3,060	2,359	12,603	6,616	8,984	2,016	(1,799)
Share of profit from associates	1,785	3,267	3,399	3,768	2,052	2,723	1,328
FX Income	1,574	2,847	2,749	1,399	3,880	4,437	4,417
Reval. loss on open position	-	-	-	-	(1,127)	(6,835)	(6,049)
Other income	836	926	639	625	808	(471)	(621)
Non Fund Income	18,941	23,425	36,584	31,435	34,116	19,894	7,953
Gross Revenue	74,339	92,008	114,753	113,387	115,949	101,571	55,657
Administrative expenses	36,110	41,254	48,400	54,790	61,300	77,380	44,968
Other expenses	744	973	1,312	1,180	1,071	(2,403)	284
Total Expenses	36,854	42,227	49,713	55,970	62,371	74,978	45,252
Operating profit	37,485	49,781	65,040	57,417	53,578	26,593	10,405
Provisions - net	1,351	1,531	4,754	892	374	5,009	511
Profit before extraordinary item	36,133	48,250	60,286	56,525	53,204	21,585	9,894
Extra ordinary / unusual item	-	-	-	-	23,717	-	-
Profit before tax	36,133	48,250	60,286	56,525	29,487	21,585	9,894
Taxation	13,106	16,768	25,185	22,319	20,639	9,144	5,966
Profit after tax	23,027	31,483	35,102	34,206	8,848	12,441	3,927

	2013	2014	2015	2016	2017	2018	Jun 2019
Profitability							
Return on average assets (RoA)	1.4%	1.8%	1.7%	1.4%	0.3%	0.6%*	0.5%*
Return on shareholders' equity (RoE)	16.8%	20.2%	19.9%	18.1%	5.2%	9.4%*	8.1%*
Cost : Income ratio	48.6%	44.8%	42.2%	48.3%	52.9%	76.2%	80.8%
NFI : Gross revenue	25.5%	25.5%	31.9%	27.7%	29.4%	19.6%	14.3%
Asset Quality & Liquidity							
Gross Advances to deposits ratio	45.0%	43.7%	43.2%	43.3%	46.1%	53.9%	52.6%
CA %	29.4%	34.2%	36.7%	37.0%	36.7%	38.0%	38.1%
CASA %	73.3%	78.1%	82.5%	82.3%	83.5%	82.2%	81.3%
NPLs to Gross Advances	12.7%	11.9%	10.9%	9.2%	8.2%	7.0%	6.9%
Coverage - Specific	80.8%	79.9%	85.8%	86.4%	87.6%	84.7%	86.1%
Coverage - Total	83.5%	83.2%	90.1%	91.2%	91.6%	89.1%	90.6%
Capital Adequacy							
Tier I CAR	12.9%	13.3%	13.1%	12.0%	12.0%	12.0%	12.0%
Total CAR	15.4%	16.2%	17.0%	15.5%	16.0%	16.2%	15.1%
Industry Share							
Deposits	15.1%	14.8%	14.1%	14.1%	14.3%	13.9%	13.8%
Advances	10.7%	11.0%	10.7%	11.3%	11.6%	12.2%	12.0%

* Normalized for revaluation loss on open position