

# The Best Banks 2007

Balance sheet size more than Rs 24,000 crore

RANKS	2007	2006*	BANKS	GROWTH								SIZE		QUALITY OF ASSETS			STRENGTH					QUALITY OF EARNINGS				CAPITAL ADEQUACY RATIO	TOTAL SCORE			
				Growth in Total Deposits (%)	Growth in Loans & Advances (%)	Growth in Fee Income (%)	Growth in Operating Profit (%)	Change in market share of Deposits (basis points)	Change in market share of CASA (basis points)	3-year CAGR of Total Deposits (%)	3-year CAGR of Loans and Advances (%)	3-year CAGR of Fee Income (%)	3-year CAGR of Operating Profit (%)	Deposits (Rs cr)	Operating Profit (Rs cr)	Balance Sheet Size (Rs cr)	Total NPA Growth Rate (%)	NPA Coverage (%)	Net NPA/ Net Advances (%)	Cost/ Income Ratio (%)	Cost/ Avg. Asset Ratio (%)	Operating Profit/ Employee (Rs cr)	Change in Return on Assets (basis points)	Increase in OPTI** (%)	Return on Assets (%)			Fee Income/ Total Income (%)	ROCE (%)	Net Interest Income/ AWF (basis points)
1	1		HDFC Bank	22.40 20	33.89 15	33.52 11	41.76 6	-0.0593 26	0.2869 3	30.96 5	38.31 7	63.31 3	40.66 3	68,297.94 11	2,805.00 5	91,235.61 10	1.90 29	69.15 12	0.43 6	46.32 12	2.94 32	0.13 7	0.0007 15	-5.57 21	1.25 5	16.60 4	19.46 13	0.05 5	13.08 7	2,513.05
2	5		HSBC	39.55 5	37.65 10	25.93 16	50.53 5	0.1323 7	-0.0727 26	28.87 6	33.95 9	40.29 11	35.53 4	34,824.65 25	1,922.39 11	54,987.15 20	2.20 32	75.04 8	0.43 5	45.18 8	3.43 34	0.29 3	0.0016 11	-0.18 14	1.54 2	21.62 2	16.38 21	0.06 1	11.06 32	2,283.93
3	7		Indian Overseas Bank	36.04 6	35.40 11	31.76 13	15.84 21	0.2021 6	0.0118 11	18.34 22	32.36 14	21.78 23	5.59 14	68,740.41 10	1,560.04 12	82,256.83 12	1.73 26	70.34 11	0.55 11	47.08 14	1.96 16	0.07 17	-0.0013 29	-7.85 25	1.19 7	8.16 25	27.31 1	0.04 6	13.27 5	2,276.74
4	16		ABN AMRO	34.85 9	21.99 32	35.40 9	75.05 1	0.0422 14	-0.0047 15	39.79 4	40.03 5	47.55 8	41.67 2	15,998.30 35	1,018.64 20	32,077.67 30	1.33 15	78.91 6	0.12 1	48.78 20	3.49 35	0.29 4	0.0017 9	14.99 3	1.20 6	19.18 3	21.63 8	0.05 4	11.34 29	2,253.30
5	4		Axis Bank	46.55 3	65.26 1	60.75 1	37.11 11	0.3169 4	0.4551 2	41.04 3	57.92 2	62.38 4	25.69 6	58,785.60 15	1,362.60 14	73,257.22 15	0.57 2	36.39 32	0.72 14	47.13 15	1.98 17	0.14 6	-0.0008 24	-10.94 29	0.90 18	14.85 6	21.04 10	0.03 30	11.57 25	2,244.19
6	3		Standard Chartered	20.08 25	25.03 29	52.22 3	35.70 14	-0.0548 24	-0.2240 33	19.65 17	23.06 32	243.84 1	19.30 8	34,174.04 26	2,337.95 8	58,853.18 18	1.61 21	29.97 34	1.43 30	37.46 1	2.67 31	0.32 2	0.0035 5	3.58 11	2.32 1	26.26 1	26.33 2	0.05 3	10.44 34	2,190.96
7	7		State Bank of Hyderabad	21.98 22	34.73 12	-6.03 34	36.15 13	-0.0415 22	-0.0805 27	19.60 19	33.50 12	19.83 29	-0.34 25	41,502.68 19	1,003.80 21	49,052.33 22	0.85 5	81.63 4	0.22 3	44.61 7	1.80 12	0.08 13	-0.0002 20	10.66 5	1.03 12	10.94 14	21.72 7	0.03 16	12.51 12	2,153.28
8	18		Union Bank of India	14.96 33	16.87 35	41.22 6	36.45 12	-0.2834 33	0.1058 6	18.99 21	28.47 25	50.98 6	10.50 11	85,180.22 7	2,000.83 10	1,02,677.88 8	1.30 13	67.44 13	0.96 20	42.45 5	1.54 5	0.07 14	0.0007 16	7.52 9	0.82 22	6.63 30	17.34 17	0.03 19	12.80 9	2,116.34
9	2		ICICI Bank	39.63 4	34.00 14	33.80 10	51.07 4	0.8805 1	0.5971 1	50.14 2	46.66 3	44.91 9	35.29 5	2,30,510.19 2	5,874.41 2	3,44,658.11 2	1.26 12	50.50 23	1.02 21	53.25 30	2.24 27	0.18 5	-0.0011 28	-3.44 18	0.90 17	16.04 5	13.17 30	0.02 34	11.69 22	2,114.44
10	20		Indian Bank	15.40 32	29.24 22	-61.67 35	52.03 3	-0.1494 31	-0.0121 16	15.65 30	27.18 27	-12.02 35	19.18 9	47,090.91 16	1,358.59 15	56,148.65 19	0.67 3	50.47 24	0.35 4	47.85 17	2.40 28	0.07 18	0.0029 6	15.97 2	1.35 4	2.95 35	24.00 4	0.04 9	14.14 1	2,083.33
11	12		Federal Bank	20.73 24	26.95 26	24.79 18	35.56 15	-0.0301 19	0.0161 9	17.00 26	24.61 31	29.24 13	11.96 10	21,584.44 33	612.98 32	25,089.93 34	1.37 17	83.74 3	0.44 7	39.85 2	1.78 11	0.09 10	0.0008 14	6.53 10	1.17 8	10.39 18	21.27 9	0.03 15	13.44 4	2,052.53
12	6		Corporation Bank	28.84 13	24.99 30	16.72 25	19.55 20	0.0436 13	0.1105 5	22.24 11	29.19 22	24.89 17	7.92 12	42,356.89 18	1,140.03 18	52,720.64 21	1.00 8	75.70 7	0.47 9	41.35 4	1.72 8	0.10 9	-0.0008 26	-7.26 23	1.02 13	11.35 13	15.02 26	0.03 18	12.76 10	2,020.18
13	11		Oriental Bank of Commerce	27.49 15	31.45 16	44.78 5	8.78 27	0.0414 15	0.0014 13	21.51 14	30.90 17	51.47 5	-5.43 31	63,995.97 13	1,296.69 16	73,936.27 14	0.98 7	84.22 2	0.49 10	43.49 6	1.50 4	0.09 11	-0.0024 35	-11.89 30	1.12 10	6.84 29	15.35 25	0.03 32	12.51 12	1,977.86
14	10		Citibank N.A.	35.70 8	34.37 13	0.75 31	38.26 9	0.1081 8	-0.1045 29	22.78 10	29.14 23	8.31 33	20.92 7	37,875.00 22	2,180.45 9	66,358.34 17	0.73 4	36.58 31	1.02 22	45.94 10	3.31 33	0.42 1	-0.0020 34	-0.88 16	1.36 3	10.87 15	16.44 19	0.06 2	11.06 32	1,924.61
15	24		Bank of India	27.63 14	30.32 18	24.26 19	40.78 8	0.0823 10	-0.0273 22	19.08 20	22.81 33	22.16 22	2.23 17	1,19,881.74 6	2,394.99 7	1,41,636.99 6	1.26 11	64.48 16	0.74 15	52.13 28	2.05 20	0.06 25	0.0017 10	7.62 8	0.79 25	10.25 19	20.65 11	0.03 26	11.58 24	1,903.29
16	19		Andhra Bank	22.20 21	26.19 27	22.11 20	32.54 16	-0.0386 21	-0.0253 21	21.80 13	29.35 21	21.08 26	0.04 22	41,454.02 20	931.24 23	47,541.00 23	0.97 6	86.52 1	0.17 2	50.05 22	2.12 23	0.07 16	-0.0006 23	8.04 7	1.13 9	11.38 12	17.78 16	0.03 11	11.33 30	1,887.28
17	21		Syndicate Bank	46.64 2	41.69 4	12.20 27	37.16 10	0.4255 2	-0.0126 18	15.86 29	20.64 35	44.13 10	-2.31 27	78,633.57 9	1,382.55 13	89,277.36 11	1.68 25	72.81 10	0.76 17	50.06 23	1.84 14	0.06 26	-0.0008 25	-4.99 20	0.80 23	6.99 28	22.18 6	0.03 24	11.74 21	1,828.73
18	22		Bank of Baroda	33.37 11	39.57 7	28.40 15	25.95 18	0.2818 5	-0.0575 25	19.63 18	32.93 13	22.72 21	-0.95 26	1,24,915.98 5	2,415.01 6	1,43,146.17 5	1.08 9	47.39 28	0.60 13	51.30 25	1.98 18	0.06 19	-0.0001 19	-0.84 15	0.72 28	9.26 21	12.45 32	0.03 20	11.80 19	1,813.36
19	31		State Bank of Bikaner & Jaipur	31.29 12	29.13 23	36.18 8	41.20 7	0.0485 12	-0.0831 28	22.11 12	33.66 11	20.57 28	-0.11 23	28,480.49 29	679.20 29	34,507.48 29	1.34 16	51.68 22	1.09 26	52.57 29	2.43 29	0.05 28	0.0036 4	9.01 6	0.89 19	14.61 7	19.99 12	0.04 7	12.89 8	1,782.04
20	13		Punjab National Bank	16.86 30	29.44 20	24.84 17	10.75 25	-0.3736 34	-0.4849 35	16.74 27	26.94 28	23.66 19	1.16 19	1,39,859.67 4	3,230.65 3	1,62,422.50 4	2.41 34	67.25 14	0.75 16	50.73 24	2.16 25	0.06 27	-0.0004 22	-4.41 19	0.95 15	9.19 23	15.55 23	0.04 8	12.29 16	1,752.13

NPA: Non-Performing Assets CAGR: Compounded Annual Growth Rate

Figures in bold in each cell are *inter se* ranks  
\*\*OPTI: Operating Profit/ Net Income AWF: Average Working Fund ROCE: Return on Capital Employed CASA: Current Account Savings Account

\* The 2006 rankings were published in the issue of *Business Today* dated February 25, 2007  
Note: Indian Bank - for ranking purposes, we have taken out the miscellaneous income figure of Rs 547 crore from fee income but have taken it as a part of operating profit

See How We Ranked the Banks



RANKS 2007	2006*	BANKS	GROWTH										SIZE		QUALITY OF ASSETS			STRENGTH					QUALITY OF EARNINGS				CAPITAL ADEQUACY RATIO	TOTAL SCORE	
			Growth in Total Deposits (%)	Growth in Loans & Advances (%)	Growth in Fee Income (%)	Growth in Operating Profit (%)	Change in market share of deposits (basis points)	Change in market share of CASA (basis points)	3-year CAGR of Total Deposits (%)	3-year CAGR of Loans and Advances (%)	3-year CAGR of Fee Income (%)	3-year CAGR of Operating Profit (%)	Deposits (Rs cr)	Operating Profit (Rs cr)	Balance Sheet Size (Rs cr)	Total NPA Growth Rate (%)	NPA Coverage (%)	Net NPA/Net Advances (%)	Cost/Income Ratio (%)	Cost/Avg. Asset Ratio (%)	Operating Profit/Employee (Rs cr)	Change in Return on Assets (basis points)	Increase in OPTI** (%)	Return on Assets (%)	Fee Income/Total Income (%)	ROCE (%)			Net Interest Income/AWF (basis points)
21	15	IDBI Bank	66.74 1	18.45 33	-2.51 32	13.21 23	0.4004 3	0.1985 4	62.80 1	103.63 1	48.43 7	47.12 1	43,354.04 17	906.65 24	1,03,839.33 7	1.62 22	41.40 30	1.16 28	46.20 11	0.81 1	0.12 8	-0.0003 21	2.28 12	0.61 32	6.47 31	8.59 35	0.01 35	13.73 2	1,737.38
22	9	Allahabad Bank	22.77 19	41.66 5	-6.01 33	7.38 30	-0.0449 23	0.0092 12	23.68 9	39.10 6	20.68 27	7.87 13	59,543.66 14	1,099.91 19	67,663.74 16	1.62 23	57.01 20	1.07 24	48.29 18	1.67 6	0.05 29	-0.0017 31	-13.25 31	1.11 11	6.09 33	18.49 15	0.03 25	12.52 11	1,711.35
23	14	Canara Bank	21.90 23	24.02 31	8.91 29	14.22 22	-0.1460 30	-0.1116 30	18.14 24	27.40 26	19.59 30	0.62 20	1,42,381.45 3	2,912.47 4	1,65,961.05 3	1.43 18	29.85 35	0.94 19	46.83 13	1.72 7	0.06 20	-0.0016 30	-10.63 28	0.86 21	8.92 24	16.25 22	0.03 27	13.50 3	1,699.58
24	NA	State Bank of Mysore	34.54 10	40.08 6	20.80 22	7.70 29	0.0564 11	0.0168 8	25.72 7	37.70 8	24.35 18	3.53 16	22,022.35 32	471.58 34	26,842.65 33	0.00 1	79.84 5	0.45 8	54.38 32	2.43 30	0.05 31	-0.0019 33	-14.80 33	0.93 16	13.32 9	24.00 3	0.03 13	11.47 28	1,662.93
25	25	State Bank of Travancore	19.19 27	31.38 17	33.17 12	5.44 33	-0.0587 25	-0.0573 24	16.25 28	30.58 18	27.81 14	0.46 21	30,984.01 28	710.48 27	37,993.13 28	1.13 10	48.53 26	1.08 25	47.59 16	1.85 15	0.06 23	0.0005 17	-8.53 27	0.86 20	10.79 16	22.26 5	0.04 10	11.68 23	1,639.65
26	28	Vijaya Bank	35.71 7	45.36 2	17.16 24	9.95 26	0.1075 9	0.0010 14	21.40 15	29.92 20	67.61 2	-7.01 33	37,604.50 23	696.02 28	42,357.49 25	1.95 30	73.44 9	0.59 12	48.32 19	1.76 10	0.06 22	0.0038 2	-7.88 26	0.78 26	7.45 26	18.58 14	0.03 23	11.21 31	1,629.36
27	34	Bank of Maharashtra	26.07 17	39.16 8	57.51 2	67.96 2	0.0080 17	0.1031 7	8.65 35	25.01 29	27.51 15	-3.22 28	33,919.34 27	613.20 31	39,009.48 27	1.57 20	63.41 17	1.21 29	54.89 33	2.12 24	0.04 32	0.0053 1	42.07 1	0.70 29	9.55 20	16.41 20	0.03 14	12.06 17	1,556.28
28	26	Jammu and Kashmir Bank	7.28 35	17.93 34	13.50 26	29.42 17	-0.1568 32	-0.0162 19	10.52 34	22.53 34	23.36 20	-4.02 30	25,194.29 31	555.61 33	28,646.53 32	1.73 27	61.21 18	1.13 27	40.13 3	1.35 2	0.08 12	0.0029 7	14.18 4	0.96 14	6.24 32	14.42 27	0.03 28	13.24 6	1,450.89
29	17	State Bank of India	14.60 34	28.85 24	6.67 30	-11.50 35	-1.5053 35	-0.2571 34	10.98 33	28.78 24	15.02 32	1.53 18	4,35,521.09 1	9,999.94 1	5,66,565.24 1	1.66 24	47.41 27	1.56 32	54.18 31	2.23 26	0.05 30	-0.0009 27	-15.11 34	0.80 24	13.03 10	15.41 24	0.03 12	12.34 15	1,445.13
30	23	State Bank of Patiala	16.00 31	29.71 19	48.81 4	7.78 28	-0.1161 28	-0.1161 31	20.36 16	30.03 19	21.08 25	-7.71 34	39,183.62 21	789.13 25	47,460.70 24	1.33 14	54.54 21	0.83 18	45.49 9	1.49 3	0.07 15	-0.0019 32	-13.69 32	0.55 33	10.47 17	11.05 34	0.03 31	12.38 14	1,362.77
31	29	United Bank of India	27.07 16	42.74 3	17.45 23	11.69 24	0.0196 16	-0.0424 23	17.76 25	40.65 4	25.96 16	5.45 15	37,166.66 24	719.10 26	42,309.74 26	2.16 31	59.24 19	1.50 31	51.98 27	2.06 21	0.04 33	0.0002 18	-1.54 17	0.63 31	9.20 22	12.60 31	0.03 17	12.02 18	1,344.41
32	27	State Bank of Indore	19.90 26	29.26 21	28.98 14	-0.07 34	-0.0332 20	-0.0248 20	24.23 8	33.82 10	21.33 24	-9.93 35	19,976.48 34	388.96 35	24,526.79 35	1.57 19	41.62 29	1.04 23	51.31 26	1.81 13	0.06 24	0.0010 13	-18.54 35	0.77 27	11.42 11	17.31 18	0.03 29	11.77 20	1,213.66
33	30	Dena Bank	17.22 29	28.61 25	39.67 7	5.83 32	-0.0706 27	0.0137 10	14.70 31	24.82 30	34.78 12	-3.66 29	27,689.91 30	635.37 30	31,450.65 31	3.28 35	50.05 25	1.99 34	49.04 21	2.11 22	0.06 21	0.0037 3	-7.28 24	0.64 30	13.94 8	14.22 28	0.03 22	11.52 27	1,152.59
34	33	Central Bank of India	24.51 18	38.18 9	11.78 28	5.95 31	-0.0187 18	-0.1978 32	13.97 32	31.45 16	3.00 34	-6.10 32	82,776.28 8	1,265.72 17	93,008.08 9	1.81 28	64.81 15	1.70 33	57.10 35	2.01 19	0.03 35	0.0019 8	-6.58 22	0.54 34	5.68 34	13.77 29	0.03 21	10.40 35	1,134.52
35	32	UCO Bank	18.91 28	25.71 28	21.06 21	23.91 19	-0.1286 29	-0.0122 17	18.23 23	31.58 15	18.02 31	-0.13 24	64,860.01 12	944.76 22	74,863.89 13	2.38 33	31.55 33	2.14 35	55.80 34	1.74 9	0.04 34	0.0010 12	1.72 13	0.42 35	7.23 27	12.34 33	0.03 33	11.56 26	1,099.21

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\* The 2006 rankings were published in the issue of Business Today dated February 25, 2007

▼ See How We Ranked the Banks

## How We Ranked the Banks

AS IN THE RECENT YEARS, THE BT-KPMG survey methodology has been modified to address some of the questions that came from the banking community. We also met up with a few of the financial sector regulators, who gave invaluable inputs towards making this survey more holistic in form and content.

The changes in the survey methodology have been in the grouping of banks

based on the size of their balance sheets as well as the parameters used. We have grouped the banks into four main categories as against three categories in the previous years. This was done with a view to give due recognition to the fact that the industry has grown at a certain base level.

On the parameters, in addition to an analysis of the performance for the last

financial year, we decided to gauge the performance over last four years.

**The Data:** The data for the study was based on the published annual reports of banks and RBI reports. All the figures used were as reported for the financial year 2006-07, 2005-06, 2004-05 and 2003-04.

**The Universe:** The ranking covers 77 scheduled commercial banks that had

provided their annual reports at the time of conducting the study.

- Some banks have been excluded from the study.
- Sangli Bank has been excluded from the survey on account of its merger with ICICI Bank which came into effect on January 22, 2007.
- Bharat Overseas Bank and Lord Krishna Bank have also been excluded from the study due to their acquisition by Indian Overseas Bank and Federal Bank,

respectively. Bank of Ceylon been excluded due to non-availability of data.

- In the case of YES Bank, we have taken 2-Year CAGR instead of 3-Year CAGR (in case of Growth Parameters) as the bank commenced activities in India only in November 2004.
- In certain foreign banks, due to zero NPAs, the NPA coverage has been graded at 100 per cent thereby according them the highest rank in this category
- For the purposes of computing 3-

Year CAGR for JPMorgan Chase Bank, the initial value has been taken as one despite the bank having nil loans and advances in 2003-04.

### The Ranking Parameters:

The BT-KPMG ranking study consists of three broad categories:

- Growth
- Size
- Strength

These were further subdivided into 26 parameters as explained below:

## bt best banks

### Growth

- Growth in Deposits: From 2005-06 to 2006-07.
- Growth in Loans and Advances: From 2005-06 to 2006-07.
- Growth in Fee Income: Growth in Fee Income (Income from Commissions, Exchange, Brokerage + Miscellaneous Income) from 2005-06 to 2006-07.
- Growth in Operating Profit: From 2005-06 to 2006-07.
- Absolute increase in market share of Deposits: Basis points increase in market share of deposits (market share-total deposits of all banks forming a part of the survey) from 2005-06 to 2006-07.
- Absolute increase in market share of CASA: Basis points increase in market share of CASA (market share-total CASA of all banks forming a part of the survey) from 2005-06 to 2006-07. CASA-Current Account Savings Account.

There were other 3-year growth parameters such as deposits, loans & advances, and operating profit that were considered.

### STRENGTH

#### Quality of Assets

- Total NPA Growth Ratio: Additions to Gross Non-Performing Assets during the year expressed as percentage of the average net advances.
- NPA coverage: NPA Provisions as at year end expressed as a percentage of Gross NPA at year-end.
- Net NPAs/ Net Advances: The Gross NPAs net of provisions expressed as a percentage of net advances.

#### Productivity and Efficiency

- Cost to income ratio: Operating expenditure expressed as a percentage of operating income.
- Cost to average asset ratio: Operating expenditure expressed as a percentage of average assets.
- Operating profit per employee: Operating profit divided by the total number of employees.
- Absolute increase in return on assets: Basis points increase in return on assets (net profit over total assets) from 2005-06 to 2006-07.
- Percentage increase in ratio of Operating Profit to Total Income: Growth

in ratio of operating profit to total income from 2005-06 to 2006-07.

#### Quality of Earnings

- Return on Assets: The ratio of net profit to total assets for the FY 2006-07.
- Fee Income to Total Income: Fee income includes commission, exchange brokerage, plus profit on exchange and miscellaneous income, expressed as a percentage of total income.
- Return on Capital Employed: Reported net profit divided by the average net worth of the bank.
- Net Interest Income to Average working funds: Interest earnings as a percentage of AWF (total average assets of the bank less average of other liabilities).

#### Capital Adequacy

- Capital Adequacy: The capital-to-risk weighted assets ratio, as published by the bank for 2006-07.

#### The Process

The banks were grouped into sets based on their balance sheet size and number of branches in order to create a comparable pool. Each set has been ranked independently. There are four sets of banks:

- Set A - 35 Banks with balance sheet (b/s) size > Rs 24,000 crore
- Set B - 19 Banks with b/s size <= Rs 24,000 crore and branches > 10
- Set C1 - 9 Banks with b/s size >= Rs 3,000 crore and branches <= 10

- Set C2 - 14 Banks with b/s size < Rs 3,000 crore and branches <= 10

**Rank:** The composite rank for each bank was arrived at by combining its ranks on each of the 26 parameters, using a weight for each parameter. To compute a bank's total score, it was assigned a score for each of the 26 parameters, based on its ranks on the parameter. For example, a bank in "Set A" with a rank of 1 earned a score of 35 (as there are 35 banks in the comparison set), a rank of 2 earned a score of 34 and so on, down to the rank of 35, which earned a score of 1. The score under each parameter was then multiplied by the weightage assigned to that parameter. The results were aggregated to compute each bank's total score, which gave us the final ranks.

#### The KPMG Team comprised:

Sanjay Aggarwal, Head - Financial Services; Ravi Trivedy, Executive Director, Advisory Services; Manoj Kumar Vijai, Executive Director, Audit; Apurva Mehta, Associate Director, Advisory Services; Amit Wagh, Associate Director, Advisory Services; Divya Arora, Executive, Financial Services; Nishita Jain, Analyst, Financial Services; Parvez Lalani, Analyst, Markets Group; Tarini Fernandes, Analyst, Markets Group; Enrica Colaco, Analyst, Markets Group.



**From Back to Front:** (Left to Right) Amit Wagh, Apurva Mehta, Tarini Fernandes, Parvez Lalani. (Middle row, Left to Right) Ravi Trivedy, Enrica Colaco, Naresh Makhijani, Akeel Master. (Foreground, Left to Right) Nishita Jain, Manoj Kumar Vijai, Divya Arora

NISHIKANT GAMRE



RANKS 2007	RANKS 2006*	BANKS	GROWTH									SIZE			QUALITY OF ASSETS			STRENGTH					CAPITAL ADEQUACY RATIO	TOTAL SCORE						
			Growth in Total Deposits (%)	Growth in Loans & Advances (%)	Growth in Fee Income (%)	Growth in Operating Profit (%)	Change in market share of deposits (basis points)	Change in market share of CASA (basis points)	3-year CAGR of Total Deposits (%)	3-year CAGR of Loans and Advances (%)	3-year CAGR of Fee Income (%)	3-year CAGR of Operating Profit (%)	Deposits (Rs cr)	Operating Profit (Rs cr)	Balance Sheet Size (Rs cr)	Total NPA Growth Rate (%)	NPA Coverage (%)	Net NPA/Net Advances (%)	Cost/Income Ratio (%)	Cost/Avg. Asset Ratio (%)	Operating Profit/Employee (Rs cr)	Change in Return on Assets (basis points)			Increase in OPTI** (%)	Return on Assets (%)	Fee Income/Total Income (%)	ROCE (%)	Net Interest Income/ AWF (basis points)	
1	7	Punjab & Sind Bank	14.15 16	28.88 10	111.09 2	58.23 10	-0.0699 18	-0.1628 19	12.30 15	24.86 9	35.26 6	46.71 3	19,318.76 1	472.44 1		21,963.03 1	0.73 4	72.39 7	0.66 5	52.54 7	2.55 12	0.05 10	0.0043 4	17.38 9	1.00 6	11.16 9	16.64 3	0.04 5	12.88 7	1,355.26
2	NA	YES Bank	182.45 1	161.30 1	226.71 1	74.02 6	0.1698 1	0.0107 7	252.11 1	187.50 1	327.73 1	1,300.00 1	8,220.39 11	172.43 11		11,103.45 10	0.00 1	100.00 2	0.00 1	52.88 8	2.54 11	0.07 4	-0.0048 19	-35.50 19	0.85 8	20.08 2	13.88 9	0.02 18	13.60 4	1,289.54
3	3	Karur Vysya Bank	23.27 8	26.73 11	25.49 15	19.74 14	-0.0056 9	0.0181 6	16.47 6	20.51 13	18.05 12	8.46 7	9,340.29 10	273.78 4		11,079.01 11	0.84 5	75.95 5	0.23 3	41.28 4	1.92 7	0.08 2	-0.0006 14	-6.37 13	1.44 2	10.81 10	16.54 4	0.04 8	14.51 3	1,257.71
4	16	Bank of Rajasthan	21.65 10	40.32 5	26.55 13	877.83 1	-0.0119 11	-0.0418 17	13.46 13	32.87 5	26.32 8	1.16 11	10,815.92 9	191.80 10		12,096.98 9	0.57 3	77.48 4	0.24 4	56.66 9	2.28 10	0.05 11	0.0076 2	556.08 1	0.91 7	10.11 12	27.29 1	0.03 13	11.32 13	1,220.95
5	8	City Union Bank	33.59 5	30.58 8	60.88 4	20.45 13	0.0109 5	0.0191 5	18.19 5	29.11 6	21.89 10	3.73 8	4,699.33 15	131.48 13		5,363.01 14	1.33 7	55.31 12	1.09 10	40.66 3	1.90 5	0.07 5	-0.0003 13	-2.95 12	1.34 3	11.49 8	22.03 2	0.04 6	12.58 9	1,214.16
6	4	Centurion Bank of Punjab	58.13 3	71.75 3	80.10 3	144.44 3	0.1147 2	0.0251 3	69.94 2	93.19 2	106.82 3	181.02 2	14,863.72 5	269.20 5		18,482.78 6	1.86 14	53.63 13	1.31 12	72.39 17	4.73 19	0.05 12	0.0043 3	48.56 5	0.66 11	22.95 1	10.60 12	0.04 4	11.05 15	1,207.91
7	2	Kotak Bank	67.53 2	72.08 2	53.95 5	54.73 11	0.1030 3	0.1548 1	35.12 3	73.35 3	194.59 2	37.07 4	11,000.09 8	325.81 3		19,915.42 3	3.26 19	21.89 17	1.98 18	65.28 12	4.07 18	0.06 8	-0.0045 18	-11.48 15	0.71 10	16.97 4	11.37 11	0.05 1	13.46 5	1,156.10
8	9	Nainital Bank	31.61 6	31.75 6	50.28 6	37.54 12	0.0026 7	0.0009 11	24.96 4	50.01 4	37.01 5	22.97 5	1,480.64 18	38.36 18		1,707.08 18	1.45 9	150.06 1	0.00 1	46.89 6	2.24 9	0.06 9	0.0012 10	12.90 10	1.04 5	7.25 16	14.95 7	0.05 2	12.89 6	1,151.53
9	6	Tamilnad Mercantile Bank	15.70 13	29.44 9	25.92 14	18.99 15	-0.0185 13	-0.0069 14	10.98 16	24.17 10	11.68 16	10.82 6	6,019.88 12	231.20 8		7,086.93 12	2.04 16	77.93 3	0.98 9	38.94 1	2.24 8	0.10 1	-0.0017 17	3.39 11	1.49 1	9.85 13	14.94 8	0.05 3	16.77 2	1,140.26
10	5	Karnataka Bank	6.00 18	22.60 13	38.42 7	8.62 16	-0.0947 19	0.0012 9	14.27 9	26.96 8	19.62 11	2.64 9	14,037.44 6	356.59 2		16,222.52 7	1.50 10	66.39 9	1.21 11	39.98 2	1.52 1	0.08 3	-0.0009 15	-10.03 14	1.09 4	7.20 17	15.07 6	0.03 15	11.03 16	1,098.08
11	11	South Indian Bank	27.78 7	24.31 12	15.53 16	61.02 9	0.0089 6	-0.0062 12	13.91 11	23.57 11	24.95 9	1.34 10	12,239.21 7	251.82 6		13,652.58 8	2.02 15	72.37 8	0.98 8	46.50 5	1.79 3	0.07 7	0.0029 6	24.31 8	0.76 9	6.97 18	15.26 5	0.03 12	11.08 14	1,092.40
12	10	State Bank of Saurashtra	14.19 15	31.25 7	36.59 10	-9.80 18	-0.0569 17	-0.0693 18	13.98 10	28.35 7	9.48 18	-18.09 17	15,804.88 3	248.81 7		18,846.83 5	0.52 2	36.66 16	0.70 6	56.72 10	1.84 4	0.03 15	0.0010 12	-20.38 16	0.46 13	9.51 14	8.66 13	0.03 16	12.78 8	912.64
13	14	ING Vysya Bank	15.62 14	17.05 16	38.02 9	125.78 4	-0.0477 16	0.0202 4	13.74 12	19.34 14	11.54 17	-4.32 12	15,418.59 4	229.32 9		19,286.29 4	1.84 13	0.00 19	0.95 7	68.86 15	2.81 15	0.04 13	0.0041 5	92.65 3	0.46 14	13.64 6	8.38 15	0.03 10	10.56 17	895.64
14	12	IndusInd Bank	17.58 11	19.05 15	33.00 11	-8.39 17	-0.0428 15	0.0356 2	16.36 7	12.37 18	35.03 7	-27.20 19	17,644.80 2	171.58 12		20,927.14 2	2.33 17	20.13 18	2.47 19	66.72 13	1.78 2	0.07 6	0.0012 11	-27.68 17	0.33 16	15.72 5	7.10 16	0.02 19	12.54 10	808.46
15	15	Dhanalakshmi Bank	21.92 9	15.38 17	26.75 12	67.26 8	-0.0031 8	0.0010 10	12.73 14	17.34 15	44.30 4	-16.74 16	3,087.96 17	38.64 17		3,447.95 17	1.54 11	65.83 11	1.75 15	69.43 16	2.79 14	0.03 16	0.0013 9	40.39 6	0.47 12	11.77 7	11.46 10	0.03 11	9.77 18	735.96
16	21	Development Credit Bank	41.33 4	42.37 4	38.31 8	304.70 2	0.0186 4	0.0069 8	-0.44 19	2.91 19	17.26 13	-9.30 14	4,415.20 16	40.26 16		5,262.36 16	1.54 12	66.11 10	1.64 14	81.01 19	3.82 17	0.02 18	0.0242 1	254.83 2	0.14 19	17.59 3	2.99 18	0.03 14	11.34 12	728.34
17	13	Lakshmi Vilas Bank	15.76 12	22.35 14	-5.65 18	84.36 5	-0.0153 12	-0.0078 15	15.06 8	21.01 12	12.60 15	-6.84 13	5,019.87 13	73.58 14		5,826.78 13	2.42 18	50.67 14	1.58 13	58.15 11	1.90 6	0.04 14	-0.0015 16	38.56 7	0.30 17	10.24 11	5.12 17	0.03 17	12.43 11	684.95
18	19	Catholic Syrian Bank	10.72 17	11.79 18	-10.46 19	69.37 7	-0.0232 14	-0.0097 16	6.96 18	16.65 16	16.54 14	-20.20 18	4,748.60 14	62.65 15		5,300.62 15	1.33 8	49.67 15	1.98 17	68.68 14	2.73 13	0.02 17	0.0023 7	52.10 4	0.36 15	8.12 15	8.57 14	0.03 9	9.58 19	598.45
19	18	Ratnakar Bank	0.25 19	8.09 19	6.36 17	-26.55 19	-0.0081 10	-0.0065 13	7.01 17	15.31 17	5.90 19	-11.77 15	876.39 19	9.54 19		1,146.63 19	1.10 6	73.19 6	1.92 16	77.12 18	3.03 16	0.02 19	0.0020 8	-33.11 18	0.26 18	5.21 19	2.37 19	0.04 7	34.34 1	456.07

NPA: Non-Performing Assets CAGR: Compounded Annual Growth Rate Figures in bold in each cell are *inter se* ranks  
 \*\*OPTI: Operating Profit/ Net Income AWF: Average Working Fund ROCE: Return on Capital Employed CASA: Current Account Savings Account

\* The 2006 rankings were published in the issue of Business Today dated February 25, 2007  
 Note: In the case of YES Bank we have taken 2-year CAGR instead of 3-year CAGR (in case of Growth Parameters) as the bank commenced activities in India only since November 2004 and thus has not been in operation for four years in order for us to assess their 3-year CAGR  
 See How We Ranked the Banks



# The Best Banks 2007

Balance sheet  $\geq$  Rs 3,000 crore, Branches  $\leq$  10

RANKS	BANKS	GROWTH										SIZE		QUALITY OF ASSETS			STRENGTH					CAPITAL ADEQUACY RATIO	TOTAL SCORE					
		Growth in Total Deposits (%)	Growth in Loans & Advances (%)	Growth in Fee Income (%)	Growth in Operating Profit (%)	Change in market share of deposits (basis points)	Change in market share of CASA (basis points)	3-year CAGR of Total Deposits (%)	3-year CAGR of Loans and Advances (%)	3-year CAGR of Fee Income (%)	3-year CAGR of Operating Profit (%)	Deposits (Rs cr)	Operating Profit (Rs cr)	Balance Sheet Size (Rs cr)	Total NPA Growth Rate (%)	NPA Coverage (%)	Net NPA/ Net Advances (%)	Cost/Income Ratio (%)	Cost/Avg. Asset Ratio (%)	Operating Profit/Employee (Rs cr)	Change in Return on Assets (basis points)			Increase in OPTI** (%)	Return on Assets (%)	Fee Income/Total Income (%)	ROCE (%)	Net Interest Income/AWF (basis points)
1	DBS Bank	164.16 2	37.92 4	262.31 1	226.75 1	0.0749 1	0.0051 3	116.99 2	124.47 4	144.60 1	133.11 2	3,836.22 2	150.74 6	6,071.36 4	0.00 1	100.00 1	0.00 1	32.96 4	1.60 3	0.81 4	0.0072 3	1.82 5	1.22 9	7.45 8	8.99 8	0.03 5	29.24 1	603.39
2	JPMorgan Chase Bank	-8.74 8	956.51 2	148.76 2	91.05 2	-0.0231 8	0.0339 2	62.03 3	828.00 1	96.41 2	114.23 3	1,666.55 7	253.25 3	6,236.58 3	14.12 9	71.86 8	2.17 9	21.79 1	1.55 2	1.95 1	-0.0082 7	-4.04 7	1.71 5	28.57 3	12.16 4	0.03 6	16.14 3	583.20
3	Bank of America N.A.	29.05 5	-13.44 8	-7.88 9	23.69 8	0.0030 5	-0.0224 8	19.59 5	-1.58 9	12.67 8	43.60 5	2,717.97 3	354.04 2	6,317.55 2	0.00 1	100.00 1	0.00 1	28.31 3	2.28 4	1.25 3	0.0067 4	0.12 6	3.10 1	12.18 6	11.64 6	0.05 1	13.33 6	574.70
4	Scotia Bank	-15.79 9	21.66 6	7.58 7	73.27 5	-0.0359 9	-0.0010 5	5.39 8	13.71 7	5.62 9	25.37 6	1,982.93 6	119.94 9	4,406.02 5	0.00 1	100.00 1	0.00 1	24.96 2	0.98 1	0.61 6	0.0087 2	18.96 3	1.72 4	8.61 7	16.64 1	0.02 9	23.26 2	538.07
5	Calyon Bank	108.25 3	-0.84 7	5.09 8	82.73 3	0.0115 4	-0.0034 6	15.77 6	177.78 3	44.34 4	430.00 1	774.74 9	145.40 7	3,308.11 8	0.00 1	100.00 1	0.00 1	35.22 5	3.05 5	1.33 2	-0.0135 8	35.37 1	2.71 3	5.08 9	11.98 5	0.03 7	15.10 4	515.07
6	Deutsche Bank A.G.	59.33 4	91.54 3	34.12 3	27.54 7	0.0554 2	0.1337 1	40.20 4	33.08 5	53.42 3	-6.43 9	6,978.38 1	413.91 1	17,715.07 1	0.12 7	96.21 6	0.01 7	64.27 8	5.00 7	0.40 8	0.0019 5	-9.06 8	1.23 8	20.96 4	13.42 2	0.04 3	10.62 9	506.08
7	Barclays Bank PLC	179.98 1	3889.13 1	26.19 4	-29.12 9	0.0207 3	0.0000 4	124.29 1	307.09 2	35.23 6	10.21 8	1,010.07 8	155.64 5	3,123.37 9	0.00 1	100.00 1	0.00 1	45.16 6	5.12 8	0.62 5	-0.0358 9	-40.15 9	2.92 2	68.72 1	6.57 9	0.03 8	13.68 5	471.70
8	BNP Paribas	13.56 7	26.32 5	18.72 5	75.52 4	-0.0080 7	-0.0055 7	6.49 7	21.21 6	39.25 5	57.64 4	2,097.90 5	138.23 8	4,206.84 6	0.00 6	81.71 7	0.00 1	48.34 7	3.26 6	0.42 7	0.0100 1	18.11 4	1.51 6	14.25 5	10.24 7	0.04 2	10.76 8	450.13
9	American Express Bank	17.88 6	-21.02 9	11.63 6	51.41 6	-0.0062 6	-0.0240 9	-1.51 9	8.06 8	17.28 7	17.43 7	2,664.10 4	162.45 4	4,043.66 7	1.22 8	43.10 9	0.77 8	67.63 9	8.82 9	0.08 9	-0.0017 6	27.46 2	1.28 7	44.66 2	12.29 3	0.03 4	13.00 7	377.76

NPA: Non-Performing Assets CAGR: Compounded annual growth rate  
\*\*OPTI: Operating Profit / Net Income AWF: Average Working Fund

Figures in bold in each cell are *inter se* ranks  
ROCE: Return on Capital Employed CASA: Current Account Savings Account

Note: We have not included last year's rank as we have created new clusters for this category  
\* The 2006 rankings were published in the issue of *Business Today* dated February 25, 2007

▼ See How We Ranked the Banks



# The Best Banks 2007

Balance sheet < Rs 3,000 crore, Branches <= 10

RANKS	BANKS	GROWTH										SIZE		QUALITY OF ASSETS			STRENGTH					QUALITY OF EARNINGS				CAPITAL ADEQUACY RATIO	TOTAL SCORE	
		Growth in Total Deposits (%)	Growth in Loans & Advances (%)	Growth in Fee Income (%)	Growth in Operating Profit (%)	Change in market share of deposits (basis points)	Change in market share of CASA (basis points)	3-year CAGR of Total Deposits (%)	3-year CAGR of Loans and Advances (%)	3-year CAGR Of Fee Income (%)	3-year CAGR of Operating Profit (%)	Deposits (Rs cr)	Operating Profit (Rs cr)	Balance Sheet Size (Rs cr)	Total NPA Growth Rate (%)	NPA Coverage (%)	Net NPA/ Net Advances (%)	Cost/Income Ratio (%)	Cost/Avg. Asset Ratio (%)	Operating Profit/Employee (Rs cr)	Change in Return on Assets (basis points)	Increase in OPTI** (%)	Return on Assets (%)	Fee Income/Total Income (%)	ROCE (%)			Net Interest Income/ AWF (basis points)
1	Bank of Tokyo-Mitsubishi UFI	22.47 6	53.71 3	21.96 7	101.96 5	-0.0008 10	0.0031 2	18.39 5	54.89 1	55.07 3	-2.99 9	960.49 2	87.20 1	2,404.04 2	0.00 10	85.40 14	0.07 11	32.37 2	1.94 6	0.61 2	0.0209 3	31.72 6	2.11 4	15.48 6	8.19 2	0.04 5	30.71 10	1,006.58
2	Mizuho Corporate Bank	90.66 1	95.58 1	35.54 5	125.57 4	0.0033 1	0.0050 1	72.14 1	52.24 2	63.87 2	43.44 2	261.41 6	25.62 3	933.97 3	0.00 1	100.00 1	0.00 1	40.09 6	2.32 8	0.31 8	0.0041 6	23.79 7	1.30 8	12.69 8	3.23 11	0.04 6	34.40 8	981.28
3	Bank Internasional Indonesia	-26.84 14	-90.84 14	302.10 1	364.35 1	-0.0003 8	-0.0003 8	-5.13 9	-42.51 13	279.77 1	361.55 1	11.02 14	4.92 11	106.29 12	0.00 1	100.00 1	0.00 1	34.78 3	2.34 9	0.41 6	0.0570 1	141.75 4	4.72 2	49.01 1	6.65 5	0.03 7	141.24 1	952.70
4	Antwerp Diamond Bank N.V.	1.38 11	-11.17 11	-4.63 11	37.84 9	-0.0005 9	-0.0007 9	6.61 7	8.02 8	38.17 7	16.82 5	53.85 10	18.32 4	620.34 6	0.00 1	100.00 1	0.00 1	24.03 1	0.91 1	0.96 1	0.0049 5	18.99 8	1.70 5	13.28 7	7.48 4	0.03 8	46.48 6	941.89
5	Mashreqbank PSC	64.24 2	6.81 7	26.77 6	91.54 6	0.0003 5	-0.0001 6	-49.85 14	23.46 7	47.15 6	13.27 8	35.22 12	9.21 8	110.44 11	0.00 1	100.00 10	0.00 10	38.08 5	5.69 13	0.58 3	0.0515 2	236.40 2	9.37 1	43.20 3	15.28 1	0.07 1	97.06 4	936.83
6	Societe Generale	19.61 7	42.10 5	68.12 4	25.09 10	0.0013 3	-0.4200 14	39.83 4	31.09 6	48.92 5	31.10 4	1,127.78 1	43.20 2	2,863.62 1	0.00 1	100.00 1	0.00 1	52.93 10	2.08 7	0.38 7	-0.0018 9	-30.05 12	0.77 11	25.78 4	6.44 6	0.02 11	31.82 9	891.52
7	Shinhan Bank	39.00 4	49.62 4	-17.09 13	40.08 8	0.0008 4	-0.0031 13	51.66 2	45.04 3	-16.38 11	14.62 6	207.73 8	13.12 5	540.11 7	0.00 1	100.00 1	0.00 1	40.27 7	1.89 5	0.55 4	-0.0024 11	6.86 9	1.10 10	6.93 11	3.53 9	0.05 4	89.27 5	829.96
8	State Bank of Mauritius	-19.90 13	-40.34 12	233.99 2	-1.82 11	-0.0044 14	-0.0002 7	5.63 8	-19.98 12	21.65 8	-19.82 13	211.78 7	11.68 6	514.21 8	0.00 1	100.00 1	0.00 1	35.44 4	1.33 2	0.42 5	0.0086 4	-4.99 10	1.53 7	9.54 10	5.49 7	0.03 10	38.99 7	801.13
9	Arab Bangladesh Bank	16.32 8	-2.44 10	15.99 8	-8.87 12	-0.0001 7	0.0001 5	-7.28 11	41.12 4	5.53 10	-3.78 10	24.66 13	4.68 12	71.40 14	0.00 1	100.00 1	0.00 1	47.12 8	6.00 14	0.17 11	-0.0093 13	-24.19 11	3.33 3	45.01 2	5.18 8	0.06 2	100.37 3	734.33
10	Krung Thai Bank	49.39 3	-0.72 9	-94.95 14	-60.91 13	0.0003 6	0.0004 4	43.95 3	-12.31 10	19.32 9	40.48 3	49.22 11	2.63 13	93.80 13	0.00 1	100.00 1	0.00 1	50.13 9	3.09 12	0.24 10	-0.0385 14	-34.44 13	1.54 6	4.81 12	3.36 10	0.06 3	121.73 2	664.77
11	Abu Dhabi Commercial Bank	3.30 10	71.52 2	80.95 3	178.70 3	-0.0037 13	-0.0013 11	-36.10 13	6.68 9	52.42 4	-7.33 11	473.79 4	10.91 7	793.13 4	1.26 13	96.78 12	0.63 14	63.39 13	2.55 11	0.27 9	-0.0042 12	434.19 1	0.24 12	24.36 5	2.50 12	0.02 13	27.66 11	608.57
12	SBI Commercial & Inter. Bank	29.01 5	29.85 6	3.28 10	-69.08 14	0.0015 2	0.0014 3	9.33 6	39.82 5	-53.76 14	-38.01 14	487.86 3	6.19 10	667.70 5	0.26 11	94.54 13	0.19 13	60.27 11	1.57 4	0.06 13	0.0004 8	-62.32 14	1.13 9	4.16 13	7.72 3	0.02 12	20.93 13	590.15
13	Bank of Bahrain & Kuwait B.S.C	11.46 9	1.14 8	-12.02 12	218.54 2	-0.0017 11	-0.0026 12	-5.61 10	-17.44 11	-17.02 12	-8.61 12	364.29 5	6.47 9	469.77 9	1.08 12	99.47 11	0.12 12	62.37 12	2.34 10	0.09 12	-0.0022 10	210.12 3	-1.73 14	9.91 9	-9.24 14	0.03 9	22.00 12	476.26
14	Oman International Bank S.A.O.G	-4.20 12	-77.03 13	14.73 9	59.08 7	-0.0022 12	-0.0011 10	-12.17 12	-53.34 14	-21.03 13	13.32 7	194.05 9	-1.29 14	395.20 10	358.43 14	100.00 1	0.00 1	128.72 14	1.41 3	-0.05 14	0.0027 7	61.73 5	-0.62 13	4.16 14	-1.51 13	0.01 14	10.99 14	444.26

NPA: Non-Performing Assets CAGR: Compounded Annual Growth Rate Figures in bold in each cell are inter se ranks  
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\* The 2006 rankings were published in the issue of Business Today dated February 25, 2007  
 Note: We have not included last year's rank as we have created new clusters for this category

▼ See How We Ranked the Banks

**THE BEST AND THE BIGGEST**  
 The Top 10 Big Banks by some key parameters.

### BY BALANCE SHEET SIZE

State Bank of India	5,66,565.24
ICICI Bank	3,44,658.11
Canara Bank	1,65,961.05
Punjab National Bank	1,62,422.50
Bank of Baroda	1,43,146.17
Bank of India	1,41,636.99
IDBI Bank	1,03,839.33
Union Bank of India	1,02,677.88
Central Bank of India	93,008.08
HDFC Bank	91,235.61

Figures in Rs crore

### BY OPERATING PROFIT

State Bank of India	9,999.94
ICICI Bank	5,874.41
Punjab National Bank	3,230.65
Canara Bank	2,912.47
HDFC Bank	2,805.00
Bank of Baroda	2,415.01
Bank of India	2,394.99
Standard Chartered	2,337.95
Citibank N.A.	2,180.45
Union Bank of India	2,000.83

Figures in Rs crore

### BY GROWTH IN OPERATING PROFIT

ABN AMRO	75.05
Bank of Maharashtra	67.96
Indian Bank	52.03
ICICI Bank	51.07
HSBC	50.53
HDFC Bank	41.76
State Bank of Bikaner and Jaipur	41.20
Bank of India	40.78
Citibank N.A.	38.26
Syndicate Bank	37.16

Figures in per cent

### BY CHANGE IN MKT SHARE OF CASA

ICICI Bank	0.5971
Axis Bank	0.4551
HDFC Bank	0.2869
IDBI Bank	0.1985
Corporation Bank	0.1105
Union Bank of India	0.1058
Bank of Maharashtra	0.1031
State Bank of Mysore	0.0168
Federal Bank	0.0161
Dena Bank	0.0137

Figures in basis points

### BY OPERATING PROFIT/EMPLOYEE

Citibank N.A.	0.42
Standard Chartered	0.32
HSBC	0.29
ABN AMRO	0.29
ICICI Bank	0.18
Axis Bank	0.14
HDFC Bank	0.13
IDBI Bank	0.12
Corporation Bank	0.10
Federal Bank	0.09

Figures in Rs crore