



# **104<sup>TH</sup> ANNUAL GENERAL MEETING**

**ADDRESS BY CHAIRPERSON,  
SHRI. BISWAMOHAN MAHAPATRA**

**TUESDAY | AUGUST 26, 2025**

**Address by Chairperson Shri. Biswamohan Mahapatra, at the 104<sup>th</sup> Annual General Meeting of the shareholders of CSB Bank Ltd. at 11.00 a.m. on Tuesday, August 26, 2025, through Video Conferencing**

Dear Shareholders,

Very Good Morning to all of you.

It is both an honour and a privilege to address you for the first time as the Chairperson of CSB Bank, at a defining moment marked by continued steady performance and a year of institutional strengthening, especially infrastructure enhancement, aligned with our journey towards the 'SBS 2030 Strategy'—Sustain, Build, and Scale. This strategy aims to transform your Bank into a mid-sized, new-age bank with a national presence by 2030. We deeply appreciate your generous support, which has been instrumental in driving this consistent performance and progress, and in advancing us towards the goals outlined in the strategy. On behalf of the Board of Directors, I extend my sincere gratitude to each of you for taking time out of your busy schedules to join us for this meeting. I also warmly welcome all new shareholders who have joined us since the last Annual General Meeting held on August 23, 2024. We are currently in the advanced stage of the Build phase of strategy, marked by sustained transformation across multiple fronts, including a comprehensive overhaul of our technology stack, expansion of product portfolio, and significant enhancement of digital capabilities. In addition, we have expanded our physical presence, established strategic fintech partnerships, reinforced our liability franchise, streamlined core processes, and made notable strides in customer acquisition and operational resilience.

**Macroeconomic Insights**

The global economic landscape is undergoing a profound transformation, with traditional frameworks being redefined and a new global order still in flux. The recent escalation of tariff measures by the United States has created one of the most restrictive trade environments since the Great Depression, disrupting global trade flows and amplifying economic volatility. Amidst these global headwinds, India has demonstrated remarkable resilience, officially surpassing Japan to become the world's fourth-largest economy as of June 2025, with a projected GDP growth of 6.5% for FY 2024–25. India's diversified export base and robust domestic consumption have provided effective insulation from external shocks. As we move towards the centenary of independence, the nation has articulated a bold vision of becoming 'Viksit Bharat' a fully developed, self-reliant economy by 2047. This aspiration, though ambitious, is grounded in realism and supported by the collective potential of over 140 crore citizens.

The Indian banking sector delivered a stable performance in FY 2024–25, though a moderated credit growth of 12% year-on-year and deposit growth of approximately 10.2–10.3%. A structural shift towards term deposits was observed, driven by rising interest rates and customer preference for stable returns. The sector is undergoing a digital renaissance, with banks increasingly leveraging artificial intelligence, machine learning, and hyper-automation to enhance customer experience, operational efficiency, and risk management. Cybersecurity has emerged as a

strategic priority, supported by national policies and AI-powered threat detection systems. Reserve Bank of India adopted a calibrated monetary policy stance, reducing the repo rate by a cumulative 100 basis points during the year to support credit growth and economic momentum.

### **Year in Review**

FY 2024–25 marked a pivotal phase in our transformation journey. We successfully migrated to the Oracle Core Banking System, complemented by integrated surround systems, enabling scalable service delivery and data-driven decision-making. We expanded our branch and ATM network with the addition of 56 branches and 60 ATMs, bringing the total to 829 branches and 791 ATMs, thereby strengthening our pan-India presence. We adopted a strategic, forward-looking approach to asset quality, combining proactive risk management with conservative provisioning. Accelerated provisioning and contingency buffers were deliberate measures to enhance resilience, supported by timely adjustments to emerging risks to ensure portfolio stability.

From both financial and operational perspectives, your Bank delivered a strong performance in FY 2024-25. Deposits increased to ₹36,861 crore, while gross advances reached ₹31,842 crore. Total income grew to ₹4,569 crore, driving operating profit to ₹910 crore and net profit to ₹594 crore. Despite a high interest rate environment, the Net Interest Margin (NIM) remained robust at 4.13%. Capital adequacy ratio stood at a healthy 22.46%, well above the regulatory requirements. Return on Assets (ROA) was 1.53%, and Return on Equity (ROE) stood at 15.44%. Asset quality remained stable, with Gross Non-Performing Assets (GNPA) at 1.57% and Net Non-Performing Assets (NNPA) at 0.52%.

### **ESG Priorities**

CSB Bank acknowledges the global climate emergency and is committed to supporting the transition to a low-carbon economy. Through a proactive ESG framework, your Bank is reducing its carbon footprint, promoting diversity and inclusion, and maintaining high ethical standards. Our lending decisions will be guided by robust environmental and social risk assessments, and we will prioritize clients and projects that align with global climate targets and sustainable development principles.

On the social front, your Bank reaffirmed its commitment by supporting underserved communities, with focused initiatives in education, healthcare, housing, sanitation and gender equality, aligned with its broader sustainability goals. A key initiative is 'Project Dialysis', in partnership with the Fairfax India Charitable Foundation Trust, which provides affordable dialysis services across India. Your Bank aims to drive inclusive development through dedicated CSR funding and long-term impact strategies.

Governance is the foundation of CSB Bank's resilience and long-term success. Our governance framework is anchored by a highly experienced Board of Directors and its specialized committees, ensuring rigorous oversight, transparency, and accountability at every level. This structure not

only safeguards compliance with regulatory standards but also reinforces ethical practices across the organization.

We remain committed to building trust through proactive engagement with stakeholders. By maintaining open communication, timely disclosures, and robust risk management, we foster confidence among investors, customers, and regulators alike. Our unwavering focus on integrity and responsible leadership continues to position your Bank as a trusted and forward-looking financial institution.

### **The Road Ahead**

As we enter the Scale phase in FY 2026–27, our focus will be on consolidating the gains achieved during the Build phase and positioning the Bank for accelerated growth. Our evolving business model is designed to deliver integrated, need-based solutions across the retail, MSME, and wholesale segments, enhancing customer experience and operational efficiency. With disciplined execution, strategic clarity, and a strong emphasis on profitability and shareholder value, we are confident in our ability to emerge as a respected mid-sized institution by 2030. We remain committed to building a future-ready workforce through structured talent development, leadership training, and skill enhancement initiatives, with special emphasis on compliance and regulatory capabilities to ensure confident and ethical execution of our strategic roadmap.

### **Together Towards SBS 2030**

As we reflect on our progress and the road ahead, I extend heartfelt gratitude to all who have been part of CSB Bank's journey—our investors, customers, associates, partners, and well-wishers. Your trust and support continue to inspire us to pursue excellence and deliver lasting value.

We are especially grateful to the Reserve Bank of India, the Securities and Exchange Board of India, the Ministry of Corporate Affairs, Stock Exchanges, and the Central and State Governments for their unwavering support and regulatory stewardship. Their guidance has played a pivotal role in enabling our progress and ensuring that we remain aligned with the highest standards of governance, compliance, and transparency.

A special thanks to our senior leadership team, led by Managing Director & CEO, Mr. Pralay Mondal. His strategic vision, relentless focus, and flawless execution have steered the Bank through a period of consistent success and transformation. Under his leadership, we have not only delivered strong and consistent financial performance but also laid the foundation for long-term institutional growth.

I would also like to extend my sincere appreciation to the entire CSB Bank team. Your passion, resilience, and pursuit of excellence have powered our progress, shaping a chapter defined by purpose, performance and pride.

As we step into the fag end of the Build phase to roll out the Scale phase, we do so with confidence and optimism, inspired by your belief in us and strengthened by the collective

efforts of all our stakeholders. Thank you for walking this path with us and for being an integral part of our journey towards becoming a respected mid-sized bank by 2030. Together, we will continue to build a legacy rooted in trust and ultimately creating enduring value for all the stakeholders.

Thanking you.

**Mumbai | August 26, 2025**

**Biswamohan Mahapatra**  
**Non-Executive Independent Chairperson**