



Enterprising bank. Enduring enterprise.

A progressing India is digitally advanced. The country is witnessing an accelerated pace of innovation and technology adoption. As the digital economy is thriving, SBI is also moving forward with its technological developments and growing its presence in multi-channel platforms, keeping itself ahead in the curve. We are committed towards transforming ourselves into a digitalised organisation, supported by technology enabled backend operations.

SBI intends to be a partner to a progressing India. We aim to continue helping our customers realise their aspirations, and make their day-to-day banking intuitive, easy, and secured. As the banker to every Indian, we will also continue to research and expand new ways to stay at the forefront of digital banking. With the evolution of time, we recognise the role played by technology to develop the society and make it more advanced. Therefore, we are unceasingly enhancing our digital banking efforts to deliver seamless services anytime and anywhere.

We believe that as a people's bank, we have a responsibility of catering to the smallest needs of customers who are located in different parts of the world. Our aim is to become a trusted and the most preferred banker to every Indian. We are already working closely with each of our retail, corporate and PSU customers. At every level, we will be innovative and proactive in finding workable solutions and remedies, for ringing in a better future.

Over the past few years, we have been doing many things to enhance our return on assets. At every turn, we have always looked to surpassing industry excellence standards, so that we can enhance the bank's lending performance, profitability, asset quality and the pace of capital generation.

As the oldest bank in India, SBI continues to pursue its ultimate goals of meeting the core operating profit targets for each business unit, and for improving its ROA on a constant basis. With every passing year, SBI

stands at the forefront of the banking industry and continues to be the most critical engine of India's growth and success. Going forward, we intend to be steadfast in our on-going journey towards strengthening our overall balance sheet, while being a compassionate banker.

Today, the world has come to a standstill due to the emergence of a global pandemic. However, governments across the world remain undeterred and committed. In these time of global solidarity, India too stands at a leading position supporting other countries while also courageously moving forward to heal herself. At times like this, the role we play for all our stakeholders is most crucial.

In our 214 years legacy of responsible banking, we have always been committed to help India run. As a leading financial institution to this country, we are determined to be a compassionate banker to every Indian. Our consistent goal is to offer uninterrupted banking solutions to our customers, clients, and colleagues, made possible by tens of thousands of amazing and dedicated SBI people around the world. Despite the multiple challenges of an unexpected disruption, they have tirelessly kept our services running, keeping the interests of our customers at the forefront.

It is our undeterred focus on innovation, customer service and value creation that makes SBI an **Enterprising Bank**. It is our time tested resilience as the leading bank in India that makes us an **Enduring Enterprise**.



To view Annual Report 2020 online, visit: <https://sbi.co.in>

We are continuously investing in building the bank of the future. The digital payments landscape in India is evolving at an accelerated rate, and we are playing an active role in transforming India through the digitalisation of the economy.



~46+ million
Total downloads of YONO

~21+ million
Total YONO registrations

29.42%
Market share in debit card spends

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Yono is an integrated proposition serving banking and beyond needs of the customer - with innovative banking offerings like YONO Cash, 40+ products across insurance and investments and lifestyle and shopping options from 80+ merchant partners
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Being increasingly digital plays a big part in helping us reduce our costs, which in turn improves our profitability matrix.
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Today, we have already garnered major market share across multiple digital channels. Our flagship all-encompassing digital platform, YONO, is testimony to our prowess in delivering cutting-edge digital services to millions of retail customers. They are increasingly choosing to bank with us online, and YONO is seamlessly connecting us with them. We are pleased to announce that by 31st March 2020, Yono set a new record with ~46+ million downloads and ~21+ million registered users. Yono is an integrated proposition serving banking and beyond needs of the customer - with innovative banking offerings like YONO Cash, 40+ products across insurance and investments and lifestyle and shopping options from 80+ merchant partners. To encourage wider adoption, we have also launched a mobile banking app for our retail customers, called 'YONO Lite'. To cater to our diverse customer base, the app is available in eight regional languages besides English. In addition to YONO, we have also set up 'SBI Anywhere Corporate', which is another banking app designed for delivering online transactions for proprietorship firms.

Furthermore, we have focused on shifting the usage of debit cards by customers, away from ATMs and more towards PoS terminals and e-Commerce websites. We have also launched various functionalities around debit cards, such as NCMC compliant RuPay Card, RuPay JCB (for international conveniences), usage of RuPay Card in Bhutan, and MasterCard World for premier customers. These initiatives have made us a market leader in terms of our share in total debit card spends, which is at a high of 29.42% for the financial year under review. With approximately 27.81 crore actively used debit cards as on 31st March 2020, we also continue to lead in debit card issuance in the country.

In sync with the focus of the Government of India to create a 'less-cash' economy, we have expanded our digital footprint across the country. To this end, we have tied-up with significant corporate and Government departments to migrate their operations from cash to the digital mode. We have also embarked on a digital journey for the sale of third-party products.

The advent of digitalisation has strengthened need-based selling and improved the stickiness of our customers. In the case of SBIMF and SBI Life, 100% and 98% of the sales, respectively, are carried out digitally.

As a bank focused on optimising returns, SBI strives to make its business more resilient, better controlled, and more profitable. Being increasingly digital plays a big part in helping us reduce our costs, which in turn creates the financial capacity to improve our profitability matrix. We endeavour to accelerate our digital journey even more and continue to play a leading role in capturing innovations and scaling their adoption for millions of customers and clients.

THE LEADING DIGITAL BANK: TECHNOLOGY

SBI is leading the digital transformation drive to serve an increasingly digital India

 Basic Banking facilities	 One view Dashboard of all your transactions	 Shopping through 80+ E-comm & Merchant stores	 Membership shopping Discounts & Privileges	 Transfer through UPI Payment	 Link & Manage all your SBI relationships	 Buy Insurance & MF
 Get Loans and Credit Cards	 Analyse your spending	 4 Click Personal Loans up to ₹ 8 lakh	 Book new Car under special deals	 Book your hotel stay for a vacation	 Automated help answered by an SIA Bot	 YONO available Globally

At State Bank of India, we place our customers at the centre of everything we do. We do this by listening to them attentively, and by customising our products and services to address their ever-evolving needs. With a preeminent leadership position in the marketplace, we are continuously investing and innovating to keep raising the bar in customer service and experience.

LEADERSHIP IN SERVING CUSTOMERS:

SERVING

raising the bar in customer service and experience

We serve a diverse variety of customers that come in all shapes and sizes. At one end of the spectrum, we serve small and large global customers, across the entire spectrum of their banking requirements. At the other end of spectrum, we serve agricultural and small & medium-sized businesses throughout India, by providing them with financing options and necessary solutions to thrive. In between, we serve the fast-growing middle-class population of India for a variety of their individual financial needs.

The dynamic customer preferences, especially of the younger population, coupled with an increased focus on enhanced customer convenience, are transforming the retail banking landscape. The retail and digital banking group is our largest business vertical constituting 94.31% of our total Domestic Deposits and 58.14% of total Domestic Advances, as on 31st March 2020. We have continued to lead the market in the home loans segment by registering a market share of 30.80% amongst all the ASCBs. Besides this, we have launched multiple new

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Over recent years, we have launched numerous digital initiatives that have redefined our customers' banking experience. Today, we have a well-placed multi-channel delivery model, which offers our customers a wide choice in how they can carry out their transactions, at any time and any place.

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activities, such as the introduction of a consolidated processing fee for our home loan customers and digitalised vendor verification module, which should help us in faster verification. All our endeavours are directed towards making State Bank of India the 'Choice of Customers' for home loan products, with an emphasis on sustainable growth. Today, we have 36 lakh satisfied home loan customers, and adding many more each day.

We continue to be at the forefront in the digital banking domain with a steady stream of technology-driven innovations. Over the last couple of years, we have launched numerous digital initiatives that have redefined our customers' banking experience. Today, we have a well-placed multi-channel delivery model, which offers our customers a wide choice in how they can carry out their transactions, at any time and any place. In FY2020, we increased our offerings across multiple channels – digital, mobile, ATM, internet, social media and our branches, to ensure the seamless delivery of our products and services.

When it comes to Agri financing, State Bank of India is a pioneer and market leader. From 'Farm to Plate', we have a solution to match any financing need within the entire value chain of the agricultural economy. Similarly, we view Small and Medium Enterprises (SMEs), as a critical segment of our business, considering their contribution to India's GDP and the role they play in the development

of the economy. To help sustain India's transformation, we have established the highest number of touchpoints across the country within the industry, in terms of our own branch network and through other third party channels. To enhance the ease of doing business for SMEs, we have initiated a new delivery model by establishing Asset Management Teams (AMTs), so that we may be able to maintain an end-to-end relationship with customers taking loans under ₹50 lakh. By strengthening and improving the quality of workforce in this area, we have significantly improved our service level to SMEs.

Our customers' faith and trust in the SBI franchise is fundamental to growing the scope of our relationship with each customer. As a banking powerhouse, we understand the value of cross-selling and gaining a larger wallet-share of our existing customer base. Our customers also benefit by having greater access to a myriad of financial solutions under our roof. Through our vast branch network, spread across the length and breadth of the country, they can access multiple financial solutions, such as Mutual Funds, General Insurance, Life Insurance, Credit Cards, National Pension System and Demat Accounts.

To ensure uninterrupted service and convenience, we have established an online Complaint Management System (CMS), where our customers can lodge their complaints, feedback and suggestions online through our website, www.sbi.co.in. In addition

to this, our contact centres operate 24*7*365 in different geographical areas, servicing our customers in Hindi, English and ten other major regional languages. We have also established an internal contact centre with our staff for escalating any issue beyond the purview of our regular contact centres, to ensure a better customer experience.

Not resting on our laurels, we aim to keep improving our inquiry and complaints resolution workflow. We are continuously identifying and addressing the root causes of customer concerns and keep investing to improve the quality of our services. We also intend to explore and pursue new ways of working, in order to meet our customers' evolving needs.

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At the other end of spectrum, we serve agricultural and small & medium-sized businesses throughout India, by providing them with financing options and necessary solutions to thrive.

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₹4.56 lakh crore

Home Loans Portfolio
of your Bank

36 lakh

Satisfied Home
Loan Customers

FY2020 will be remembered as successful year of delivering quality secular growth across all our businesses, while crossing the inflection point of delivering a strong transformation story that has defined your Bank.

It will also be remembered for our progress on enhancing the Bank's lending performance, profitability, asset quality and the pace of capital generation. Despite tough market conditions, the Bank has gained market share across its entire product line, a testimony to its strong standing within the industry. At the same time, we are constantly recalibrating our lending strategy to bolster the quality of our loan book. Consequently, we are building a strong reputation for running a high calibre business and taking leadership positions in many of our businesses.

This outcome has been the culmination of many years' efforts on improving our credit processes and establishing strong filters for accumulating quality loan mandates and building a robust and growing retail business. Your Bank has made remarkable strides in its capabilities and growth in adoption of digitisation across its operations. While we continued to roll out of several IT initiatives and pathbreaking B2C platforms to become an endemic part of digital India, we also enhanced our branch reach and experience to serve India's urban and rural population. Today, these transformative initiatives have made SBI highly competitive and relevant to its diverse base of customers. With this backdrop, we are now ideally positioned for delivering superior value creation through sustainable growth. Going forward, we are placing great importance to our financial inclusion initiatives, that will drive future growth and value creation opportunities for the Bank.

Meanwhile, we continue to take several accounts towards positive resolutions of our stressed assets, with many cases approaching the end of their resolution funnel. On the liabilities

management side, we strengthened our strong deposits franchise as a reliable liabilities foundation to fund credit growth, while maintaining a prudent treasury operation. During the latter part FY2020, we successfully unlocked value through our IPO listing of our subsidiary SBI Card, which received an overwhelming response from the capital market, with a subscription of over 26 times. The successful IPO of this entity is a testimony to your Bank's ability to spawn and nurture businesses that become leaders in their domain areas. The Company is the second largest credit card issuer in India, with a customer base of over 10 million.

FY2020 was another year of the significant strengthening of our sizeable balance sheet and creating value for our shareowners. Today, we remain well structured, on the back of a strong capital and leadership position, towards a journey of steadily improving ROE and ROA. Going into FY2021 and beyond, your Bank remains a resilient institution with more than adequate reserves and surplus. Despite the Covid-19 disruption to the global economy, we are confident of showing our durability and coming out stronger at the other end of this momentous economic and lifestyle re-set, brought upon us by COVID-19.

The Bank is deeply committed to contributing to society at large. We will continue to serve as a trusted partner to all our stakeholders by responsibly providing financial services that enables growth and economic progress for people of all income groups.

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For the moment, we are squarely focused on working closely with all our stakeholders to play our part in helping India and its peoples to regain its pole position as the world's fastest growing large economy. We intend to deliver on this by being an empathetic bank that is sensitive to the human side of a challenging economic climate. By continuing to be a caring banker to every Indian.

7.74%

Return on Equity as on 31st March, 2020



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RESPONSIBLE TO OUR SHAREHOLDERS:

RESPONSIBLE

improving returns by attaining market leadership across multiple businesses

As India's premier bank, we believe in leading by example in having a positive impact on society at large. We believe in being a strong enabler for uplifting the underserved population, so that they too can be beneficiaries of a modernising and progressing nation. Amongst the most critical indicators of development and well-being of any society is the extent to which 'Financial Inclusion' exists within an economy. As "the Banker to every Indian", we see this to be a defining purpose by which we conduct ourselves.

SERVING COMMUNITIES: **CARING** navigating India's Financial Inclusion Agenda

Towards this end, our framework of touchpoints through our branches, digital banking channels and a network of business correspondents, serve as the basic foundation on which we are expanding our financial inclusion initiatives. To achieve inclusive development and growth, we have thoughtfully curated policies and leveraged technology to expand our financial services to the doorsteps of India's vast unbanked population. Through a multi-pronged approach, we aim to bring them under the ambit of the formal banking system.

We not only intend to offer convenient banking solutions to every person in the country but also impart adequate financial literacy. To achieve this, we have actively established 341 Financial Literacy Centres (FLCs) across the country. As of FY2020, these FLCs have conducted 29,995 financial literacy camps across India

recording total participation of 16.82 lakh people. As a part of the pilot project implemented by RBI, we have placed 15 such centres for Financial Literacy at the block level, 5 each in the state of Maharashtra, Chhattisgarh and Telangana in association with NGOs identified by RBI.

We are also a recognised RSETI agent, encouraging social change through rural employment and wealth creation. We have so far founded 152 RSETIs, spreading across 26 states and three union territories. Till the 31st of March, 2020, we have successfully trained 93,009 candidates through our extensive network. During the year under review, SBI was adjudged the 'Best Performing Bank' in delivering on the implementation of the RSETI initiative by the Ministry of Rural Development (MoRD) on 19th December 2019.

At State Bank of India, we maintain our long-term vision to ensure that financial inclusion permeates within the country. It is our pride to realise that while we make our journey ahead a rewarding one in terms of value and wealth creation, we are doing so by fostering the development of India's people and its economy.



₹2,27,469 crore

Transaction amount
recorded by our BC channel

12.05 crore

PMJDY accounts
opened by SBI

11.28 crore

RuPay Debit Cards
issued to customers

61,102

Operational Business
Correspondents of SBI

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*During the year under review,
SBI was adjudged the 'Best
Performing Bank' in delivering on
the implementation of the RSETI
initiative by the Ministry of Rural
Development (MoRD)*

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Our people are the drivers and enablers of all our accomplishments. Maintaining strong and healthy relations with our employees is fundamental to our success. As our most valuable capital, we nurture and invest in our people so that they can develop and grow in tandem with the objectives of your Bank.

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OUR INTELLECTUAL CAPITAL: OUR PEOPLE

influencing a performance-driven culture

We believe that people with different perspectives and life experiences make our organisation even more powerful. To this purpose, we are ensuring that our employees operate in a diverse and inclusive environment in their workplace. We believe that the culture at SBI is developed and shaped by our several employees across the globe, who serve our customers with a unified purpose.

We aim to attract, develop and retain the best people in our organisation. Towards this end, we have established a dynamic Career Development System that helps to generate improved transparency, inclusiveness, responsibility and effectiveness in our process. The system has proved to be highly effective in ensuring a credible data-backed performance evaluation process. It has also resulted in aligning individuals more precisely to our organisational goals. We have also implemented a mid-year online feedback mechanism to drive the performance review process. In addition to this, we have a Succession Planning policy for

the senior leadership position to maintain a smooth transition at all prominent executive-level positions.

At State Bank of India, engaging and interacting with our employees is fundamental to our long-term growth and development. Hence, we take many measures to proactively engage with our employees. Firstly, we have established ‘Sanjeevani’, which is a helpline for redressal of staff grievances. It also extends counsellor support, which is a measure to enhance employee morale. Secondly, we have conducted the most extensive employee engagement initiative ‘Abhivyakti’, to determine the factors that motivate employees to deliver their best performance, and also the ones that hinder their productivity. The initiative recorded participation of 1,91,881 employees, making ‘Abhivyakti’ the largest ever engagement program conducted in any organisation in India.

For several years now, we have recognised the importance of measuring progress around our

gender diversity agenda. We continue our efforts to advance women in our workplace. As of today, 25.28% of our total workforce are women.

As we move forward, our focus remains on enabling an engaging work environment that will encourage long-term retention and contribution.

We believe that the seamless contributions of our people drive our growth. Going forward, we plan to keep investing in them in making the State Bank of India an excellent place to work.



2,49,448

Total workforce

25.28%

Women employees

2,00,000

Employees trained annually

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