



# Investor Presentation

1<sup>st</sup> Quarter/ FY 21

July 28, 2020



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**ALL FIGURES IN THIS DOCUMENT ARE IN INR CRORE UNLESS MENTIONED OTHERWISE ; 1 CRORE = 10 MILLION**

# Glossary and Key Notes

AEPS	Aadhaar Enabled Payment System	INR	Indian Rupee
Agri	Agribusiness Banking	IPO	Initial Public Offering
API	Application Programming Interface	LAP	Loan Against Property
ARC	Asset Reconstruction Company	MF	Mutual Funds
ATM	Automated Teller Machine	Mn	Million
BC	Business Correspondent	MSME	Micro, Small and Medium Enterprises
BIL	Business Installment Loan	NABARD	National Bank for Agriculture and Rural Development
Bps	Basis Points	NFB	Non Fund Based
BVPS	Book Value Per Share	NIM	Net Interest Margin
C&IB	Corporate & Institutional Banking	NNPA	Net Non Performing Assets
CAGR	Compounded Annual Growth Rate	NPA	Non Performing Assets
CASA	Current Account and Savings Account	PCR	Provision Coverage Ratio
CB	Commercial Banking	PIL	Personal Installment Loan
CBDT	Central Board for Direct Taxes	Q1	3 month period ended June 30( April 1 - June 30)
CC	Credit Card	Q2	3 month period ended September 30( July 1 - September 30)
CEO	Chief Executive Officer	Q3	3 month period ended December 31( October 1 - December 31)
CET1	Core Equity Tier 1	Q4	3 month period ended March 31(January 1 - March 31)
Cr	Crore	QoQ	Quarter on Quarter
CRAR	Capital to Risk Weighted Assets Ratio	H1	6 month period ended September 30( April 1 - September 30)
CSR	Corporate Social Responsibility	9M	9 month period ended December 31( April 1 - December 31)
DB & FI	Development Banking & Financial Inclusion	RBI	Reserve Bank of India
DBT	Direct Benefit Transfer	RoA	Return on Assets
FICC	Fixed Income, Currency and Commodity	RoE	Return on Equity
FPI	Foreign Portfolio Investor	RWA	Risk Weighted Assets
FY	12 month period ended March 31	SDR	Strategic Debt Restructuring
GNPA	Gross Non Performing Assets	SLR	Statutory Liquidity Ratio
G-Sec	Government Securities	UPI	Unified Payments Interface
GST	Goods and Services Tax	US	United States
HUF	Hindu Undivided Family	VCF	Venture Capital Funds
IFI	Institutional Financial Inclusion	YoY	Year on Year
RBL Finserve	RBL Finserve Ltd.		

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# Key Performance Highlights

# Q1 FY21 Financial Highlights

- ▶ **Total Revenue growth of 6% YoY in Q1 FY21**
- ▶ **NII grew 27% YoY in Q1 FY21; Other Income decreased 31% YoY in Q1FY21 primarily due to lower credit card fees and credit offtake**
- ▶ **NIM at 4.85% in Q1 FY21 vs. 4.31% in Q1 FY20 (4.93% in Q4 FY20)**
- ▶ **PPOP growth of 14% YoY in Q1 FY21 to Rs. 690 crore despite COVID affected quarter, reflecting the strength of the franchise**
- ▶ **Net Profit, Rs. 141 crore in Q1 FY21 ( Rs. 114 crore in Q4 FY20)**
- ▶ **Advances were flat YoY at Rs. 56,683 crore; Wholesale : Non – Wholesale mix at 47:53**
- ▶ **Deposit growth, 7% sequentially in Q1 FY21 (2% YoY growth) to Rs. 61,736 crore; LCR at 164% for the quarter; Surplus liquidity currently at Rs. 13,600 crore**
- ▶ **CASA grew sequentially and YoY to Rs 18,566 crore ; CASA Ratio crossed 30% in Q1FY21**
- ▶ **GNPA at 3.45% vs. 3.62% in Q4 FY20, NNPA at 1.65% vs. 2.05% in Q4 FY20**
- ▶ **PCR at 70.5% in Q1 FY21 vs. 64.0% in Q4 FY20 and 58.1% in Q3FY20**
- ▶ **Total customer base stable at 8.44 million**

# Q1 FY21 Highlights

		— YoY Growth —	— QoQ Growth —
<b>Net interest Income</b>	Rs. 1,041cr	27%	2%
<b>Core Fee Income</b>	Rs. 239cr	(42%)	(49%)
<b>Net Total Income</b>	Rs. 1,375cr	6%	(10%)
<b>Operating Profit</b>	Rs. 690cr	14%	(8%)
<b>Net Profit</b>	Rs. 141cr	(47%)	23%

# Q1 FY21 Highlights Contd....

— YoY Growth —

— QoQ Growth —

**Advances**

**Rs. 56,683cr**

**0%**

**(2%)**

**Wholesale  
Advances**

**Rs. 26,742cr**

**(18%)**

**(3%)**

**Non-Wholesale  
Advances**

**Rs. 29,941cr**

**24%**

**(2%)**

**Deposits**

**Rs. 61,736cr**

**2%**

**7%**

**CASA**

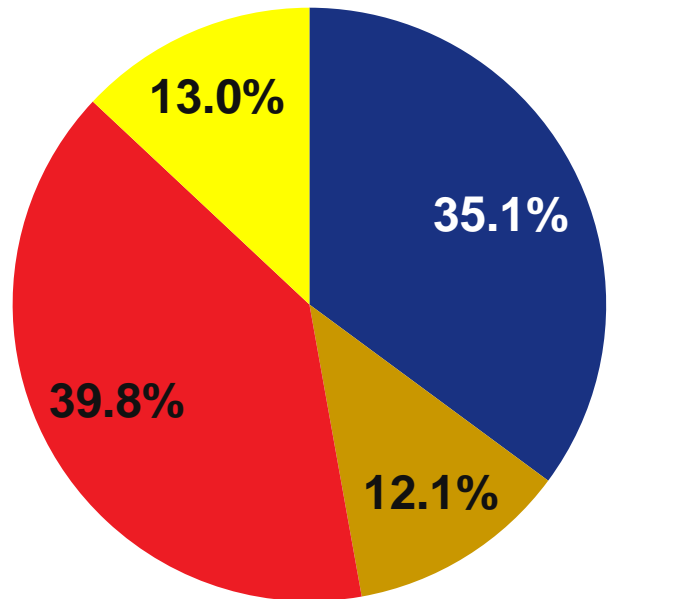
**Rs. 18,566cr**

**18%**

**8%**

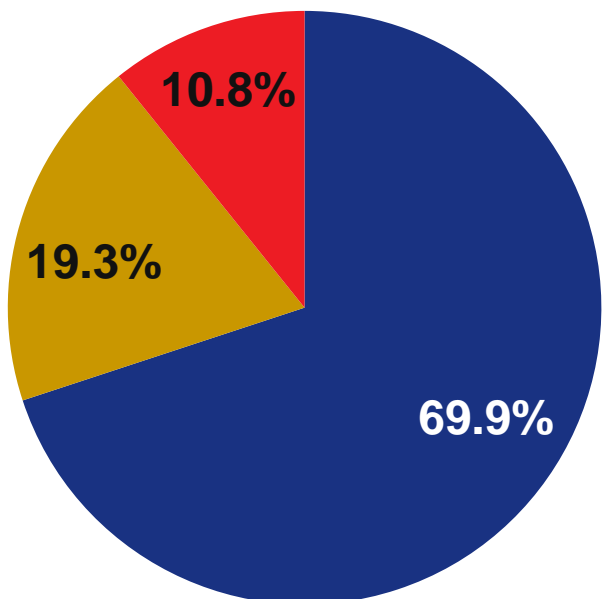
# Key Indicators – Business Breakup

— Advances by Segment (%) —



■ CIB   ■ CB   ■ Retail Assets   ■ DB&FI

— Deposit Breakup (%) —



■ Term Deposits   ■ Saving Deposits  
■ Current Deposits



# Financial Performance

# Strong PPOP Momentum Despite COVID Impact

Parameter	Q1 FY21	Q4 FY20	QoQ	Q1 FY20	YoY	FY20
Net Interest Income	1,041	1,021	2%	817	27%	3,630
Other Income	334	501	(33%)	481	(31%)	1,910
Net Total Income	1,375	1,522	(10%)	1,299	6%	5,540
Operating Profit	690	752	(8%)	603	14%	2,714
Net Profit	141	114	23%	267	(47%)	506

Parameter	Q1 FY21	Q4 FY20	Q1 FY20	FY20
Other Income/Total Income	24.2%	32.9%	37.1%	34.5%
Cost/Income	49.8%	50.6%	53.6%	51.0%
Net Interest Margin	4.9%	4.9%	4.3%	4.6%
Credit Cost/Advances (bps)*	91**	99**	35	339
RoA	0.60%	0.52%	1.31%	0.59%
RoE	5.24%	4.28%	13.78%	5.74%

• Not Annualized

\*\* Includes covid related provisions of 43 bps in Q1FY21 and 20 bps in Q4FY20

# Balance Sheet Parameters

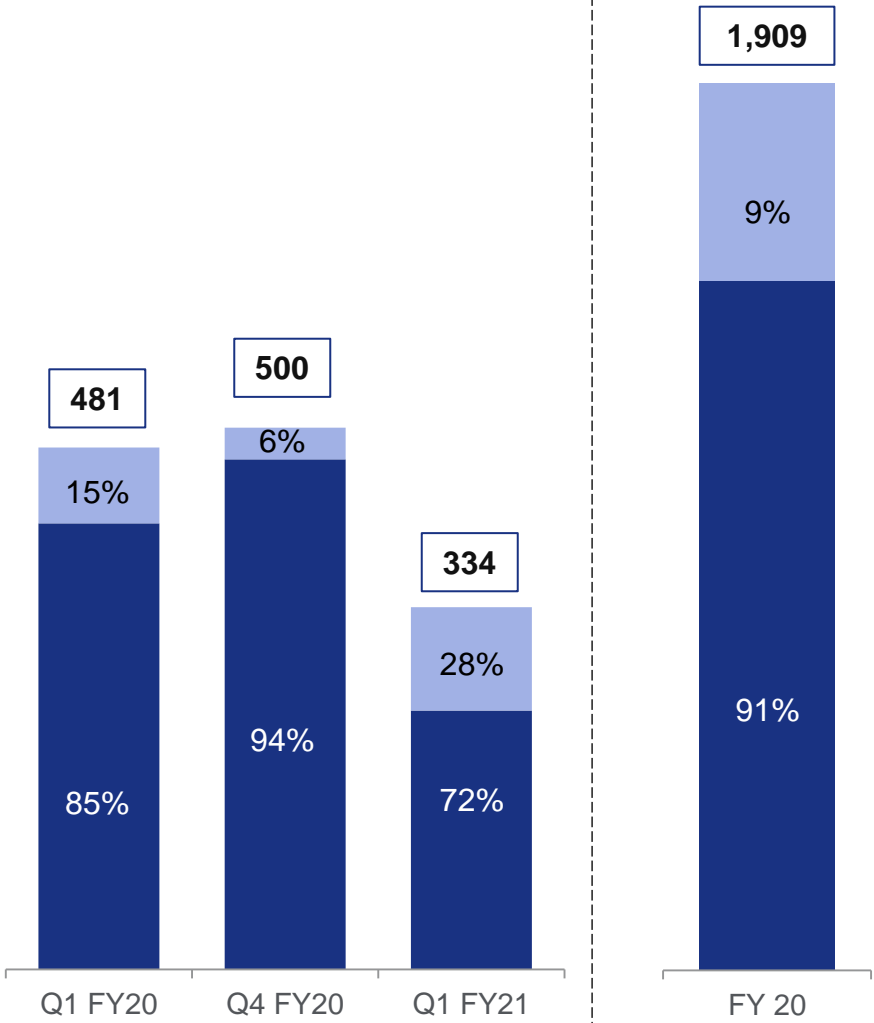
Parameter	June 30,2020	June 30,2019	YoY
Advances	56,683	56,837	0%
Deposits	61,736	60,811	2%
Investments	19,884	16,639	20%

Parameter	June 30,2020	March 31,2020	June 30,2019
CASA	30.1%	29.6%	25.8%
GNPA	3.45%	3.62%	1.38%
NNPA	1.65%	2.05%	0.65%
Net Stressed Assets	1.73%	2.13%	0.71%
PCR (incl. Technical Write-offs)	70.5%	64.0%	69.1%
CRAR	16.4%*	16.4%	12.4%*

\* including interim profits

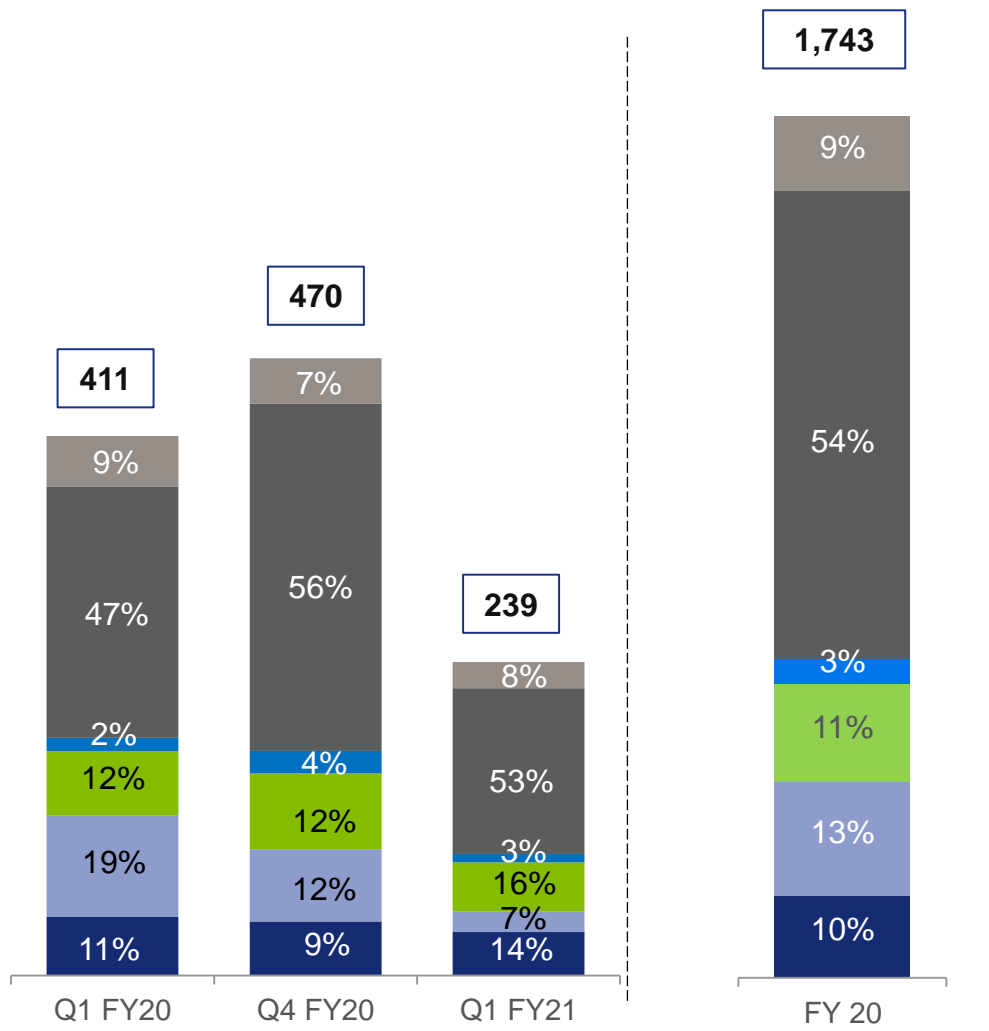
# Other Income Impacted by Lower Card Income and Processing Fees

Other Income



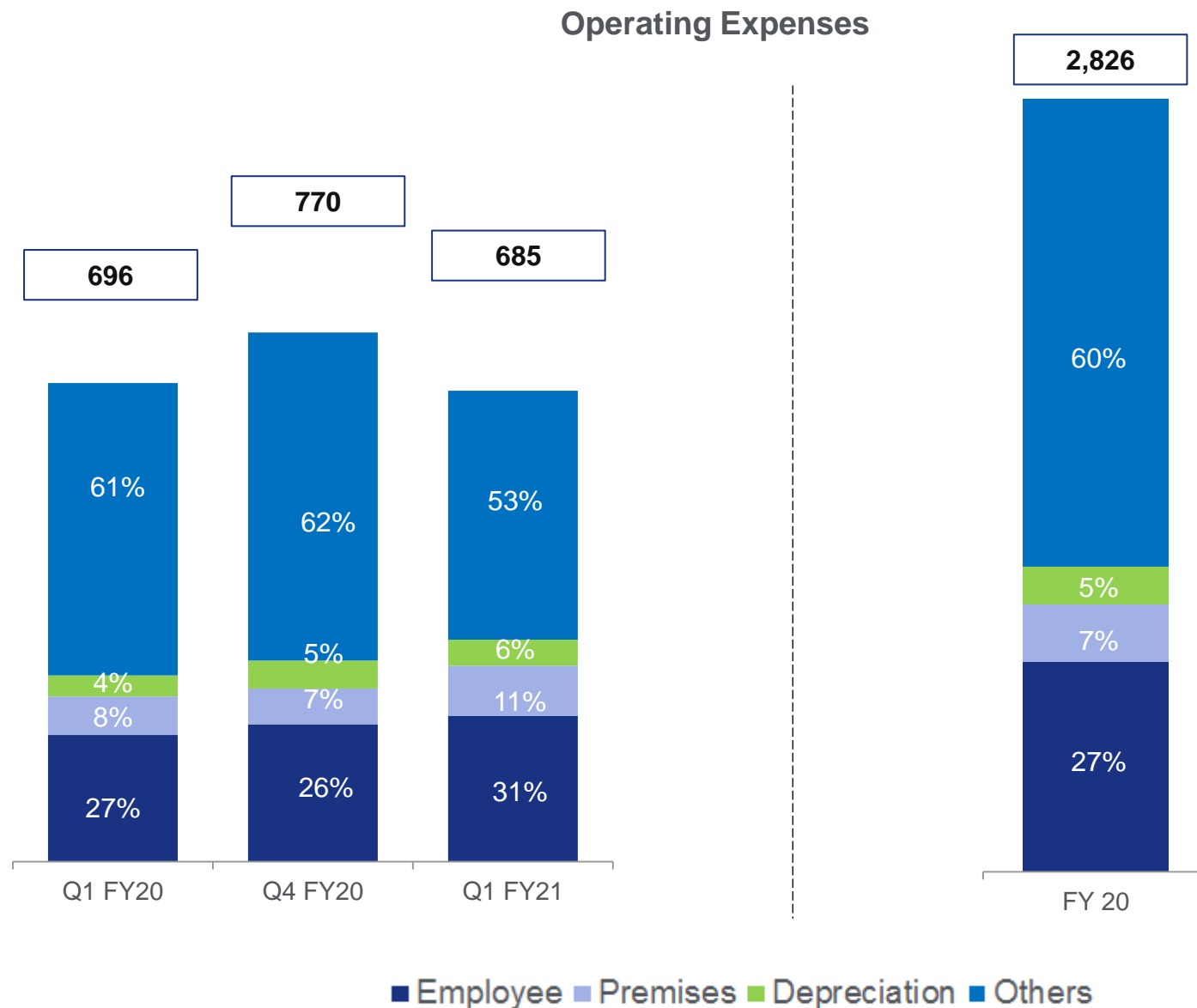
■ Trading - FICC ■ Core Fees

Core Fee Income Breakup



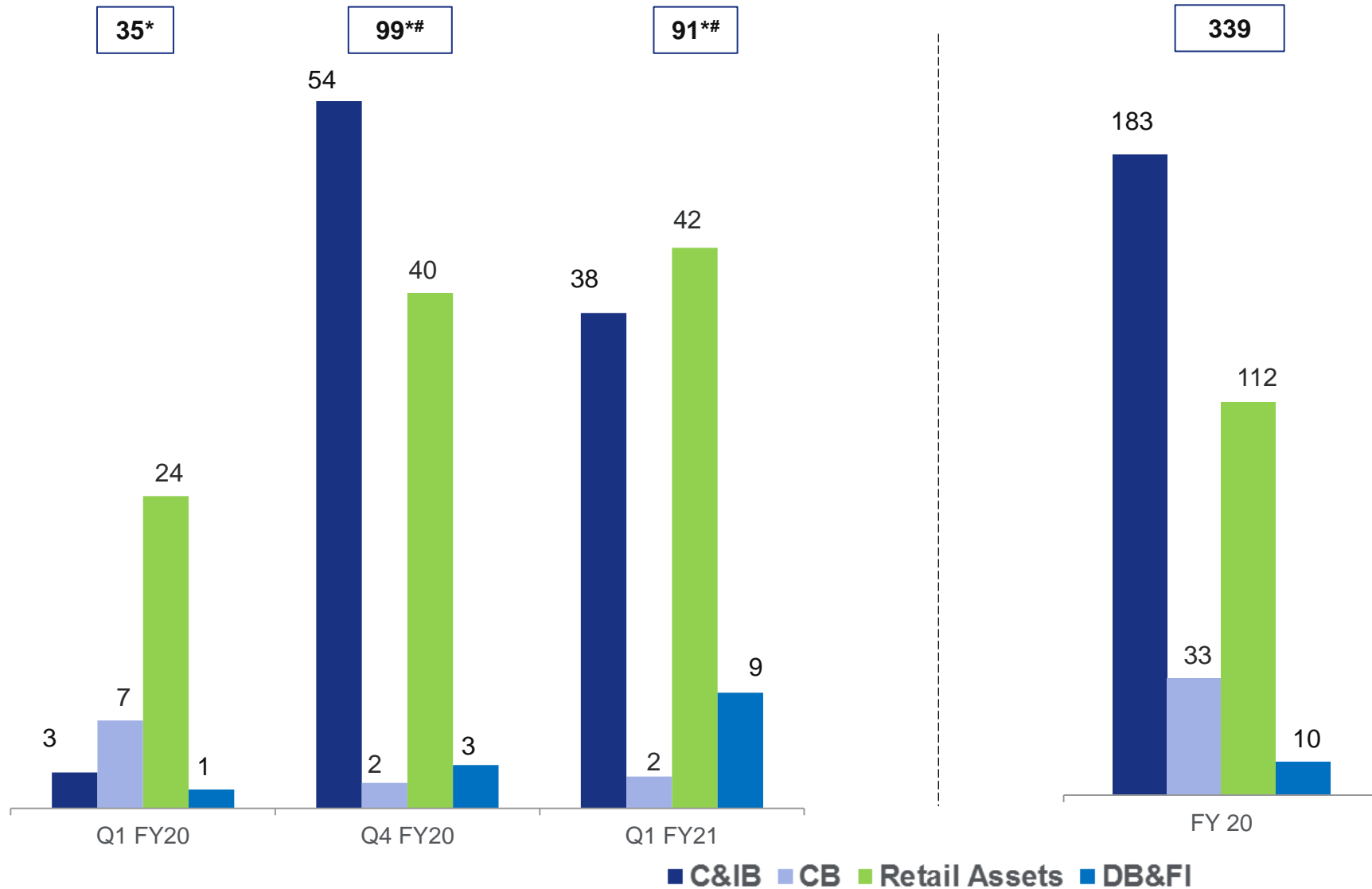
■ FX ■ Processing Fee ■ Gen. Banking  
 ■ Distribution ■ Credit Cards ■ Trade and Others

# Operating Costs Lower QoQ and Flat YoY



# Credit Costs in Q1 to Increase PCR and Provisions Buffers

Net Credit Cost by Business (bps)

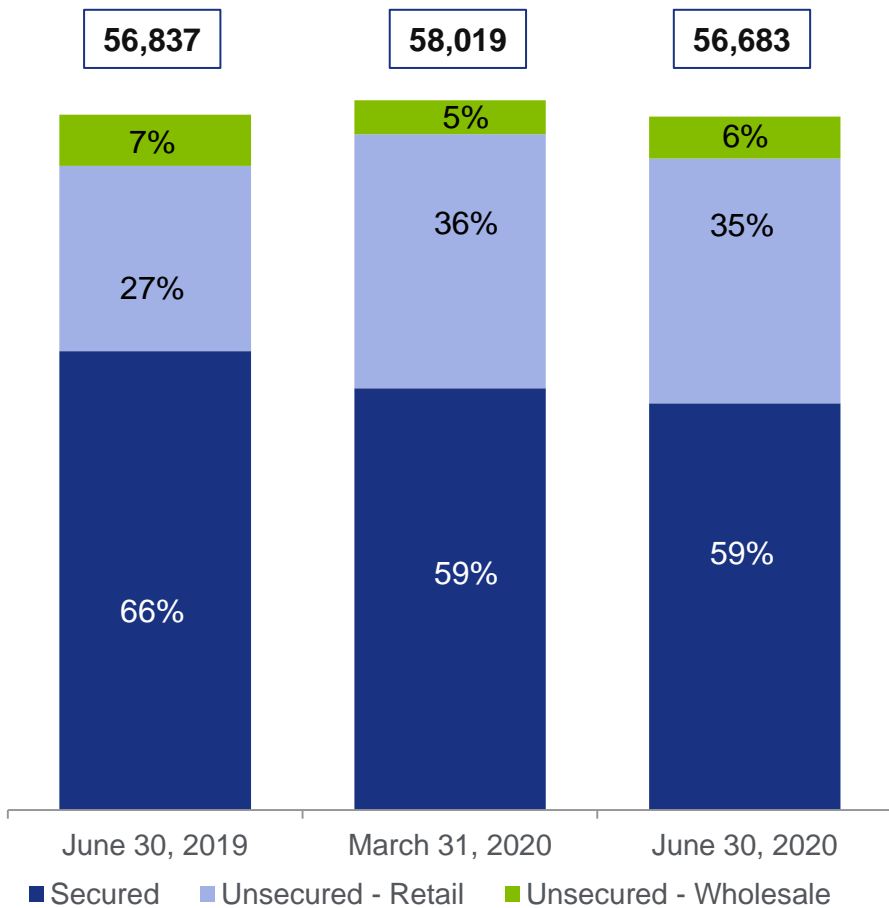


# Changing Advances Mix and Improving Yields Helping NIMs

	June 30,2020	June 30,2019	YoY	Yield Q1 FY 21	Proportion
<b>C&amp;IB</b>	<b>19,906</b>	<b>24,042</b>	<b>(17%)</b>	<b>8.5%</b> <b>(9.5%)</b>	<b>47%</b>
<i>IFI</i>	<i>1,443</i>	<i>1,696</i>	<i>(15%)</i>		
<b>CB</b>	<b>6,837</b>	<b>8,733</b>	<b>(22%)</b>		
<b>Wholesale</b>	<b>26,742</b>	<b>32,774</b>	<b>(18%)</b>	<b>17.0%</b> <b>(15.5%)</b>	<b>53%</b>
<b>Retail Assets</b>	<b>22,562</b>	<b>18,025</b>	<b>25%</b>		
<i>LAP</i>	<i>7,627</i>	<i>6,945</i>	<i>10%</i>		
<i>Credit Cards</i>	<i>10,289</i>	<i>6,653</i>	<i>55%</i>		
<i>Retail Agri</i>	<i>1,136</i>	<i>1,157</i>	<i>(2%)</i>		
<i>BIL</i>	<i>1,613</i>	<i>1,504</i>	<i>7%</i>		
<i>Others</i>	<i>1,897</i>	<i>1,766</i>	<i>7%</i>		
<b>DB &amp; FI</b>	<b>7,379</b>	<b>6,038</b>	<b>22%</b>		
<i>Micro-banking</i>	<i>6,117</i>	<i>4,969</i>	<i>23%</i>		
<i>MSME</i>	<i>1,262</i>	<i>1,068</i>	<i>18%</i>		
<b>Non-Wholesale</b>	<b>29,941</b>	<b>24,062</b>	<b>24%</b>		
<b>Total</b>	<b>56,683</b>	<b>56,837</b>	<b>0%</b>	Q1 FY20 yields in brackets	

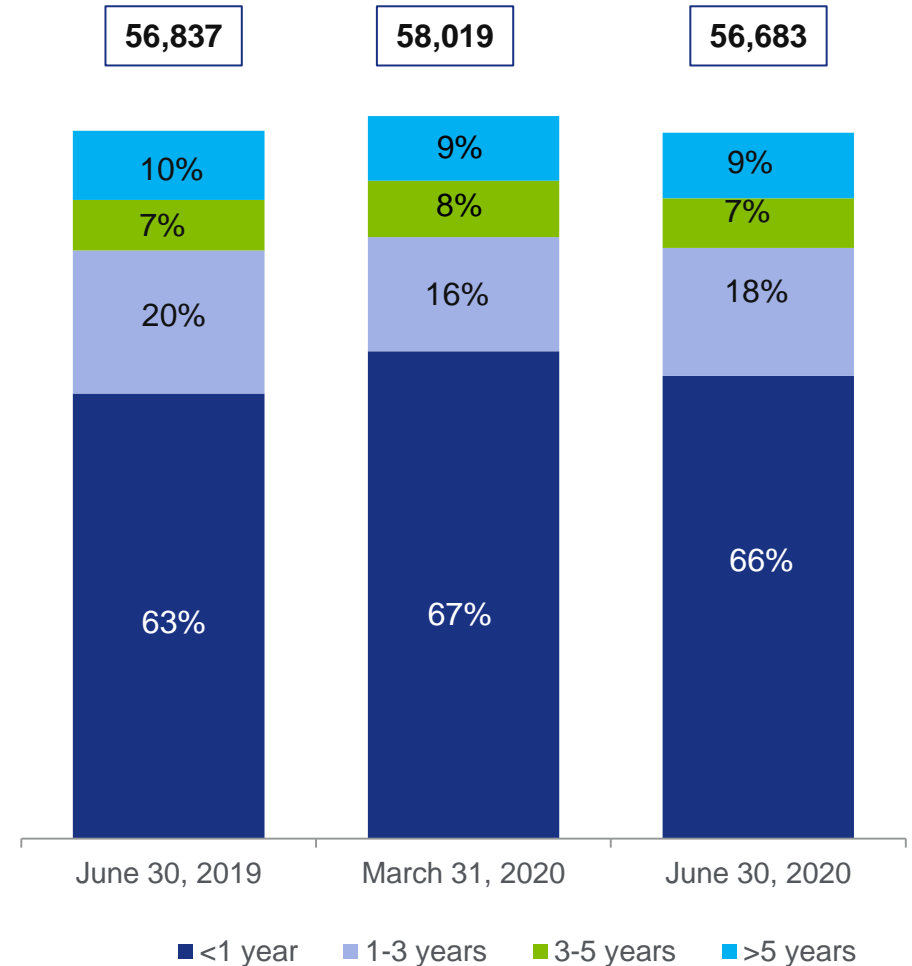
# Diversified Loan Portfolio

## Break up of advances - Secured/Unsecured



Secured includes security under perfection

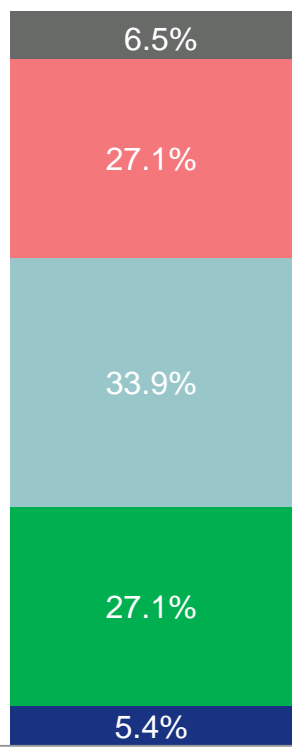
## Tenor of Advances



# Borrowers' External Rating Profile – Based on Total Exposure

June 30, 2019

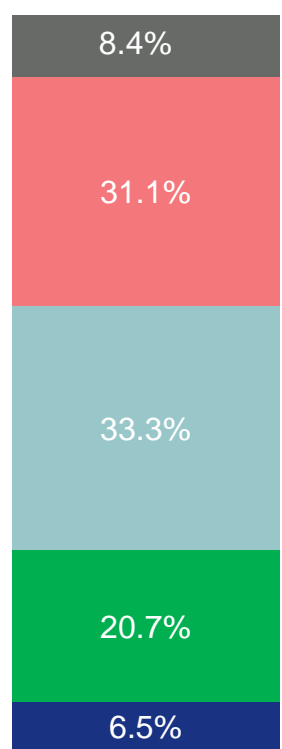
61,938



External Ratings

March 31, 2020

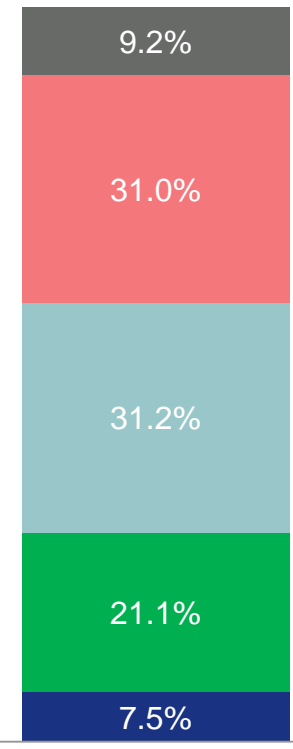
56,163



External Ratings

June 30, 2020

53,392



External Ratings

Based on Facility rating

Based on Facility rating

17.9%

19.1%

3.0%

3.4%

- AAA
- A-, A, A+
- BB+ & Below

- AA-, AA, AA+
- BBB-, BBB, BBB+

\* Based on standard exposures; Unrated external ratings are mapped basis internal ratings

## BBB Rated Exposure

- **Fully Secured, granular portfolio both in terms of size and sectoral exposure**
  - **Highest sectoral exposure of 2.0%**
  - **360 customers with average exposure of Rs. 31 crore**
  - **Highest single exposure is Rs. 264 crore, fully secured**
- **Ratings for more than 70% of the exposure has been unchanged for the last 1-2 years**

## BB and below Rated Exposure

- **Portfolio almost fully secured and granular both in terms of size and sectoral exposure**
  - **315 total customers with an average of Rs. 13 crore**
  - **Approx.50% of the exposure has a facility rating better than investment grade**
  - **Largest exposure of Rs. 300 crore, fully secured, reduced from Rs. 350 crore in last quarter and consistently being pared down**
  - **In addition, one additional large exposure approx. Rs. 250 crore , fully secured ; 3 accounts between Rs. 100 crore - Rs. 150 crore, of which only one account is non-fund exposure**

# Diversified Industry Mix

## Top 10 Industry\*

Industry	Outstanding FB+NFB Exposure	FB-NFB Split	% of Outstanding FB+NFB Exposure
NBFC (ex. HFC & DFI)	4,605	99:1	6.3%
Construction	3,235	32:68	4.4%
Engineering	2,277	37:63	3.1%
Retail/ Distribution	2,126	72:28	2.9%
Real Estate	2,072	91:9	2.8%
Power	1,959	59:41	2.7%
Professional Services	1,779	84:16	2.4%
Metals	1,669	71:29	2.3%
Pharma	1,513	74:26	2.1%
Logistic Services	1,255	69:31	1.7%

\* As of June 30, 2020 based on actual outstanding

## Non Fund Based Book

Particulars	June 30, 2020	June 30, 2019	March 31, 2020
Guarantees	11,471	12,246	11,133
Letter of Credit, Acceptances, Endorsements and other Obligations	3,991	5,727	4,926

# Asset Quality – Strengthened PCR In the Quarter

	Quarter Ended			— Gross NPA by business segment —			
	June 30,2020	March 31,2020	June 30,2019	Business segment	June 30,2020	March 31,2020	June 30,2019
Movement of Gross NPAs				C&IB	1,452.2	1,469.7	139.5
Opening Balance	2,137	2,010	755	% of total advances	2.51%	2.49%	0.24%
(+) Additions during the period	5	709	225	CB	87.4	88.2	242.1
(-) Upgrade	3	53	8	% of total advances	0.15%	0.15%	0.42%
(-) Recoveries	40	179	36	Retail Assets	350.1	466.9	347.7
(-) Write Offs	106	350	147	% of total advances	0.61%	0.79%	0.61%
Closing Balance	1,992	2,137	789	DB&FI	102.5	111.6	59.9
Gross NPA (%)	3.45%	3.62%	1.38%	% of total advances	0.18%	0.19%	0.10%
Net NPA	933	1,189	372	<b>Total</b>	1,992.1	2,136.5	789.2
Net NPA (%)	1.65%	2.05%	0.65%	<b>Total (%)</b>	3.45%	3.62%	1.38%
Provisioning Coverage Ratio (PCR) (%)	70.46%	64.04%	69.13%				
Slippage Ratio	0.01%	1.19%	0.41%				
Restructured %	0.08%	0.08%	0.06%				
Net Stressed Assets%	1.73%	2.13%	0.71%				

• There are Nil Security Receipts

# Capital Adequacy - Well Capitalized

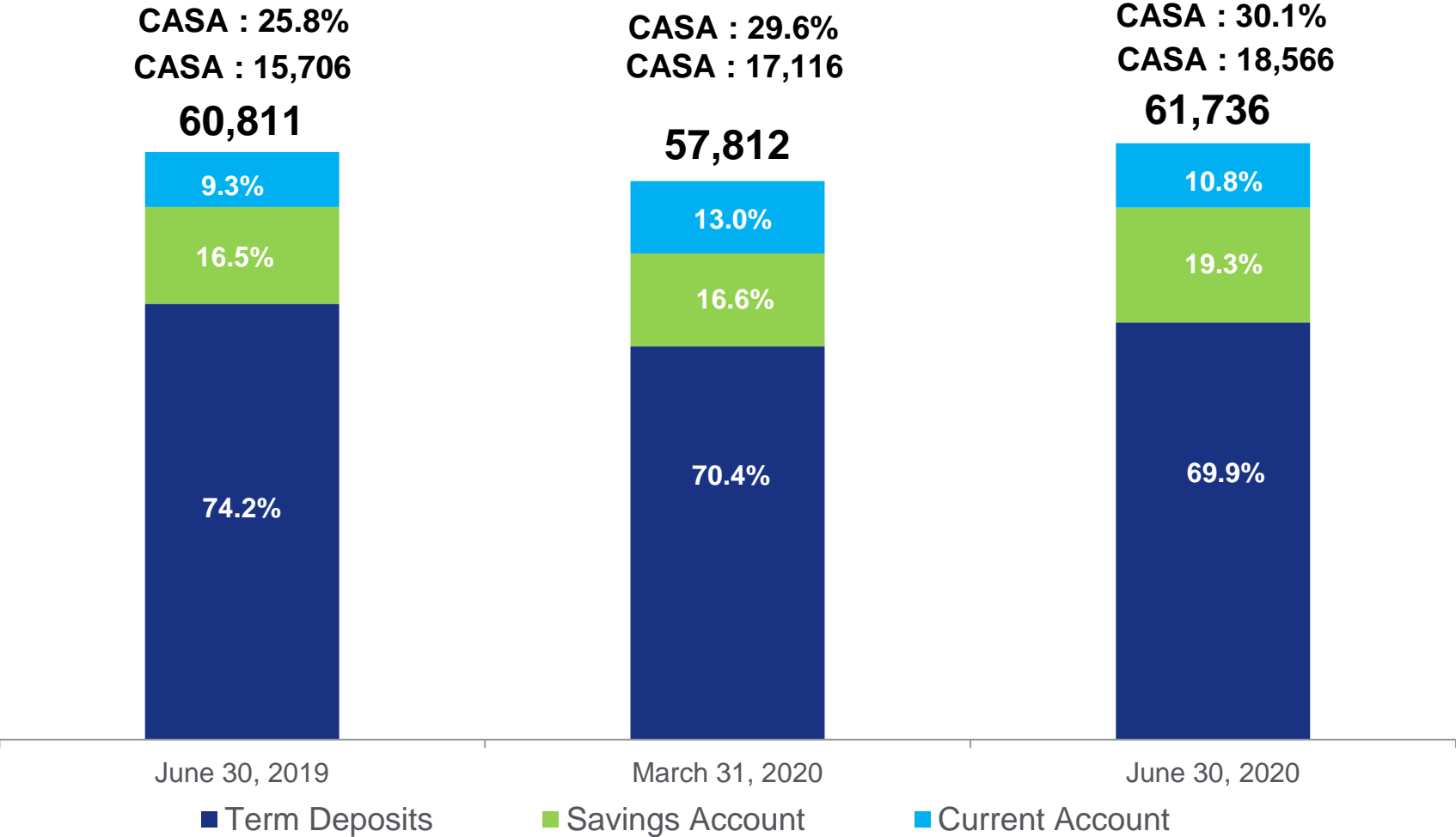
Particulars	June 30, 2020	June 30, 2019	March 31, 2020
Tier 1 Capital Funds*	10,407	7,443	10,324
Tier 2 Capital Funds	821	719	751
<b>Total Capital Funds</b>	<b>11,228</b>	<b>8,162</b>	<b>11,075</b>
<b>Total RWA</b>	<b>68,671**</b>	<b>65,740</b>	<b>67,326</b>
Tier 1 CRAR*	15.2%	11.3%	15.3%
<b>Total CRAR*</b>	<b>16.4%</b>	<b>12.4%</b>	<b>16.4%</b>
RWA/Total Assets	74.3%	78.2%	75.7%

• CRAR and Tier 1 Capital Funds for interim financial periods has been computed after adding interim profit for better comparison

\*\* Increase QoQ primarily due to operational risk RWA increase of approx. Rs. 2,200 crore in Q1FY21

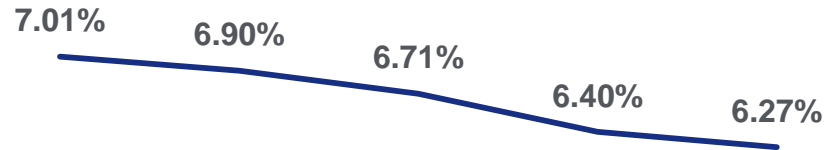
# CASA Continues Strong Growth; Total Deposits Grew 7% Sequentially

18% YoY growth in CASA, 8% QoQ ; Total deposits grew by 2% YoY, 7% sequentially



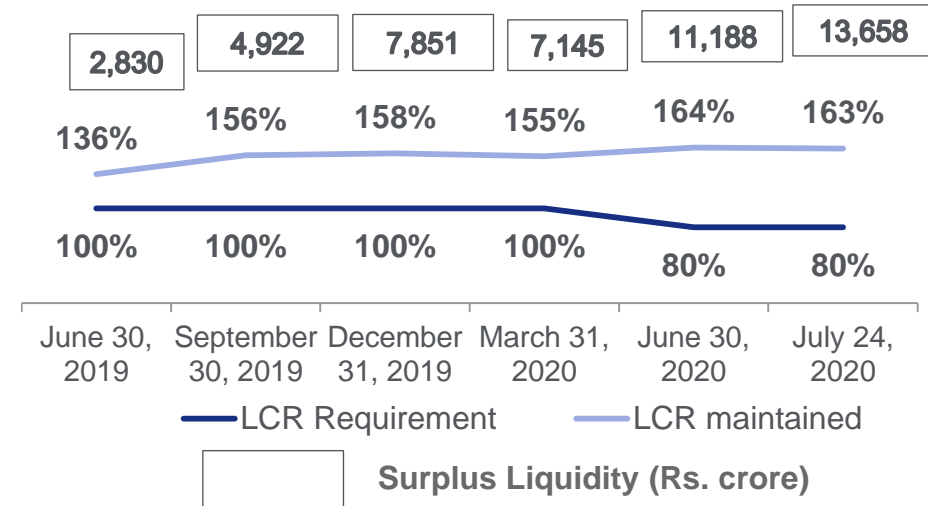
# Deposits and Liquidity – Some Recent Trends

## Cost of Deposits – Decreasing Trend



June 30, 2019    September 30, 2019    December 31, 2019    March 31, 2020    June 30, 2020

## Maintaining Surplus Liquidity



June 30, 2019    September 30, 2019    December 31, 2019    March 31, 2020    June 30, 2020    July 24, 2020

— LCR Requirement    — LCR maintained  
 Surplus Liquidity (Rs. crore)

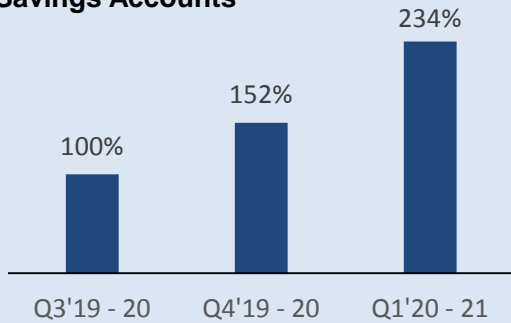
- **Deposits traction regains momentum in Q1**
  - Total deposits have increased 7% sequentially in Q1 FY21 to Rs. 61,736 crore as of 30<sup>th</sup> June 2020, CASA deposits grew by 8% sequentially
  - Average CASA was 29.3% for Q1 FY21 vs 26.4% for Q4 FY20 & 23.2% for Q1 FY20
- Absolute Retail Deposits (as per LCR definition) increased by Rs. 1,000 crore sequentially in Q1 FY21. Average Retail Deposits is 31% of total deposits for Q1 FY21.
- CASA plus Retail TDs has increased marginally to 60% of total deposits as of 30<sup>th</sup> June 2020 vs. 59% as of 31<sup>st</sup> March 2020 & 53% as of 30<sup>th</sup> June 2019
- Low dependence on Certificate of Deposits; Approx. 1.2% of total deposits as of 30<sup>th</sup> June 2020 vs. 4% as of 31<sup>st</sup> March 2020 vs. 5% as of 30<sup>st</sup> June 2019

\* Retail TDs defined as term deposits which are less than Rs. 5 crore

# Contactless Banking

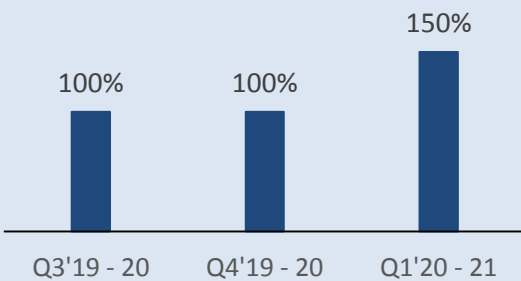
## Digital Acquisition (Incremental Growth Rate)

### Savings Accounts



58% Accounts are opened digitally in Q1 FY'21

### Term Deposits



1 of every 3 products sold, are sold digitally

## Digital Servicing



Mobile Banking



WhatsApp Banking



RBL Cares  
ChatBot

77%

YOY increase in  
Mobank  
registration

40%

Of our customers  
transact through  
Whatsapp

5.5 mio queries  
answered..

95%  
accuracy

eASBA

Account Statement

FD/RD

Invest in Sovereign Gold Bonds

Upgrade Debit card

Transaction alerts

Submit 15GH

Service requests

Bill pay

Manage Debit cards

Overdraft on FD

Open Savings account

Insurance

Investments

Covers more than 50+ service requests

## Contactless offering



### Video KYC

State of new customer on boarding portal followed by Video KYC



### Virtual Debit card

Gets issued with account opening. Can be used for ecommerce transactions



### Cardless withdrawal at ATM

Enabled cash withdrawal through IMT across 40,000 ATMs across geographies



### Scan & Pay

Our mobile app has the Bharat QR reader to enable scan & pay transactions at POS terminals.

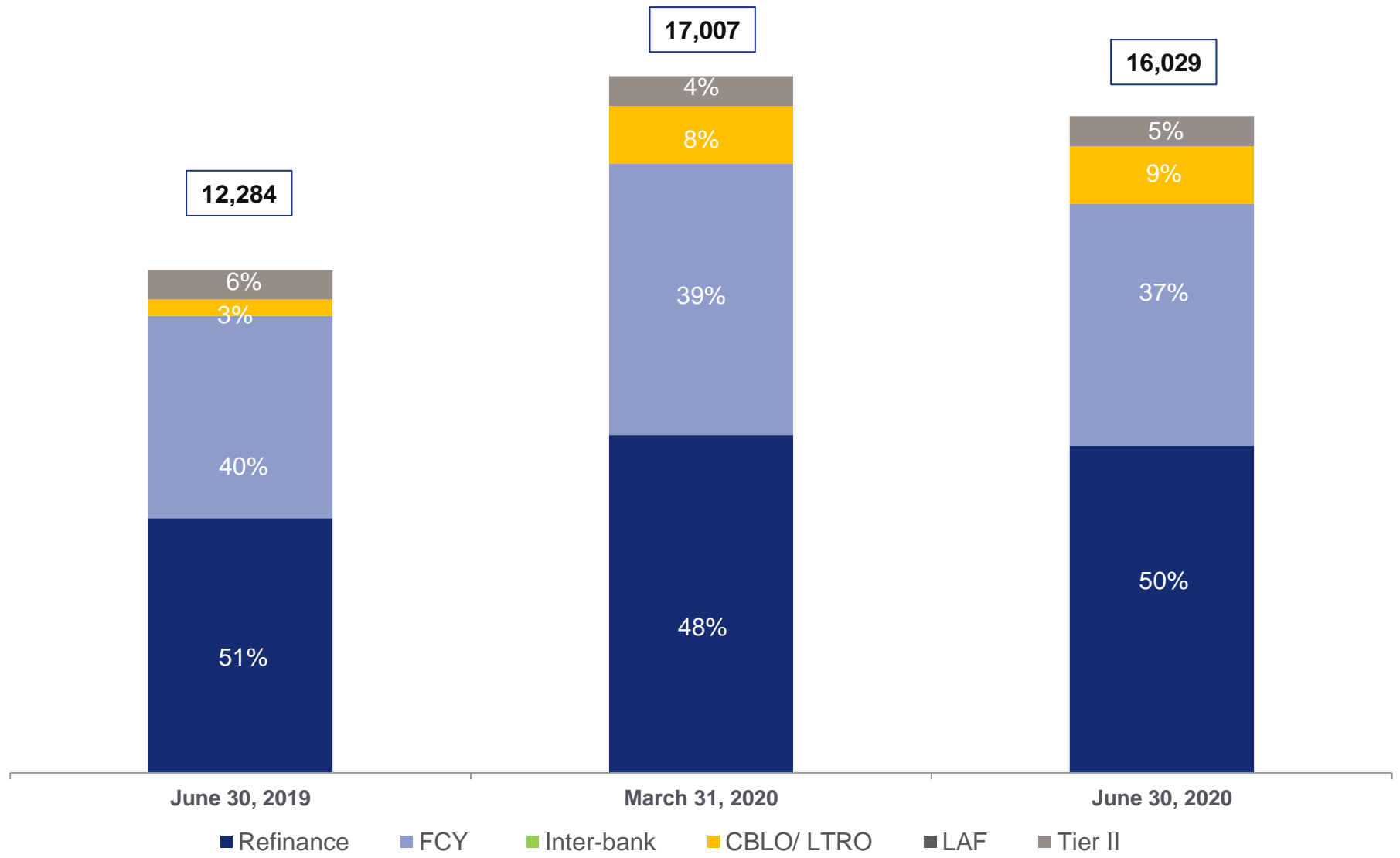


### Virtual Relationship Managers

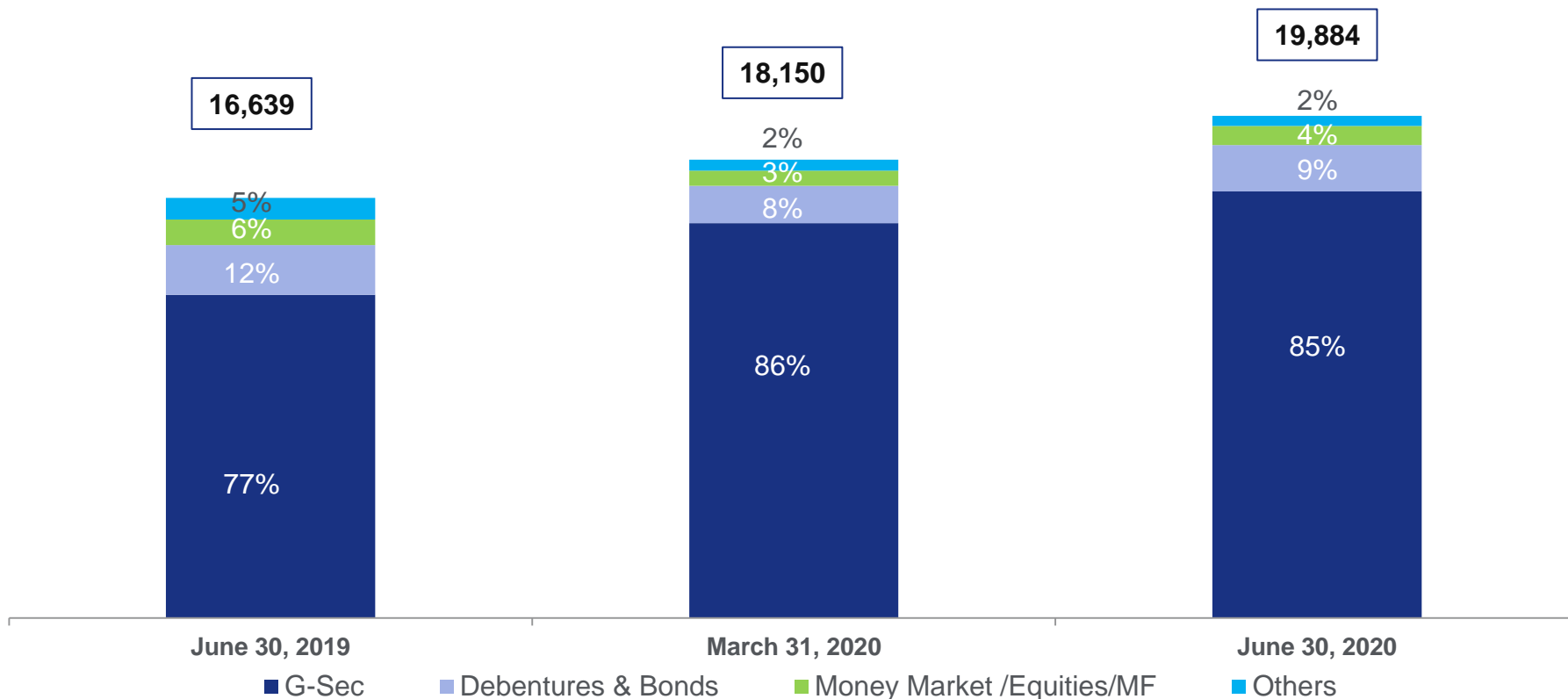
Relationship managers on phone manage customer requirements in banking and other financial products

# Diversified Borrowing Streams

## Borrowing Breakup



## Investment Breakup



## Yield

Yield	Q1 FY21	Q4 FY20	Q1 FY20	FY20
Total Investments	6.9%	6.8%	7.6%	7.3%
SLR	6.9%	7.1%	7.8%	7.3%
Non SLR	8.4%	8.3%	8.6%	8.7%

# NIM Improvement Helped by Higher Yields due to Changing Mix

## Pre-IPO

	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
Yield on Advances	10.9%	12.6%	13.1%	12.9%	12.3%	11.7%
Cost of Funds	5.8%	8.3%	9.6%	9.4%	8.4%	7.6%
Cost of Deposits	5.8%	8.1%	8.9%	8.8%	8.3%	7.7%

## Post Listing Performance

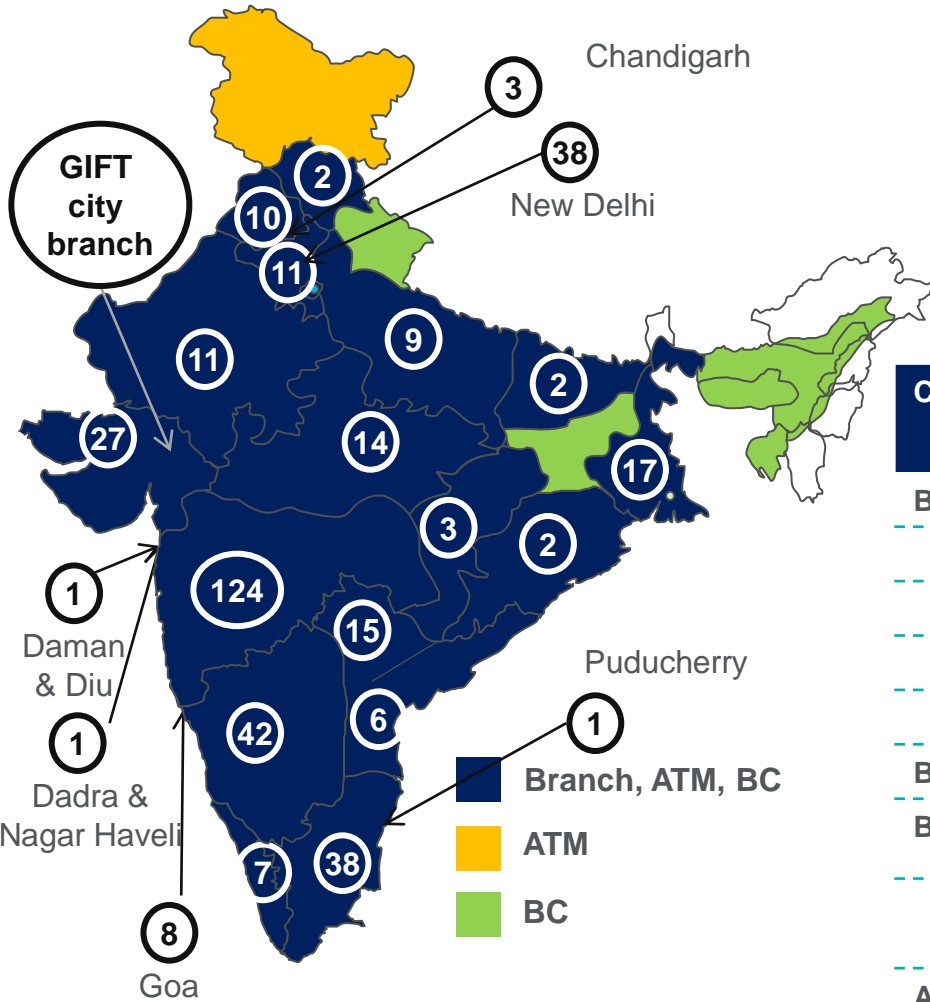
	FY17	FY18	FY19	Q1FY20	Q2FY20	Q3FY20	Q4FY20	Q1FY21
Yield on Advances	11.1%	10.5%	11.2%	12.0%	12.1%	12.3%	12.5%	13.0%
Cost of Funds	7.0%	6.3%	6.6%	6.8%	6.8%	6.6%	6.4%	6.1%
Cost of Deposits	7.1%	6.5%	6.8%	7.0%	6.9%	6.7%	6.4%	6.3%



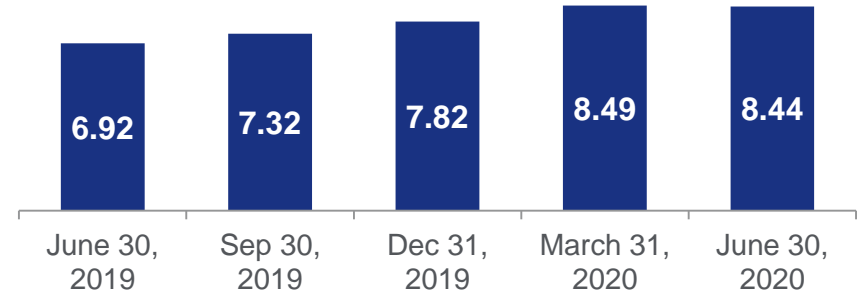
# Distribution Network

# Our Growing, Multi-Layered Distribution Network

## Locations



## Customers (Mn.)



## Channel Breakup

Channels	Number of transaction points		
	June 30, 2020	March 31, 2020	June 30, 2019
<b>Branches</b>	392	386	332
<i>Metro</i>	203	197	148
<i>Urban</i>	57	57	55
<i>Semi-urban</i>	76	76	75
<i>Rural</i>	56	56	54
<b>Banking Outlets (BOs)</b>	263	263	228
<b>BC Branches (incl. BOs)</b>	1,221	1,245	1,013
<i>Of which RBL Finserve</i>	661	651	458
<b>ATMs</b>	389	389	376

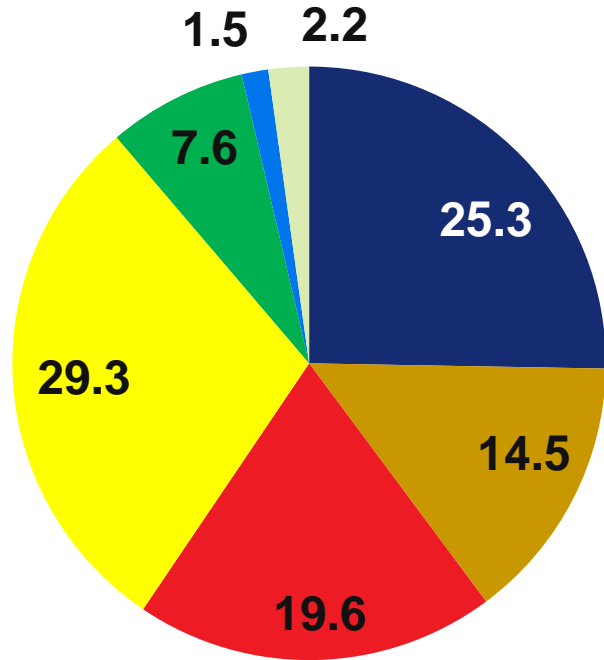
Figures in circles refer to number of branches in given state/union territory



# Shareholding Pattern & Ratings

# Diversified Shareholding & Strong Rating Profile

— Shareholding by category (%) —



- Individual/HUFs
- Foreign Corporates
- VCF/MF/Pension Funds/Insurance
- FPI
- Body Coporates
- NRIs
- Others

Total Foreign holding – 45.3%.  
Approved limit – 74%

## Ratings

Instrument	Rating
Basel III compliant Tier II bonds	ICRA AA- hyb (Stable) (Re-affirmed dated Jan 10, 2020)
	CARE AA- (Stable) (Re-affirmed dated Oct 3, 2019)
Certificate of Deposits	ICRA A1+ (Re-affirmed dated Jan 10, 2020)
Medium term fixed deposit programme	ICRA MAA (Stable) (Re-affirmed dated Jan 10, 2020)
Short term fixed deposit programme	ICRA A1+ (Re-affirmed dated Jan 10, 2020)

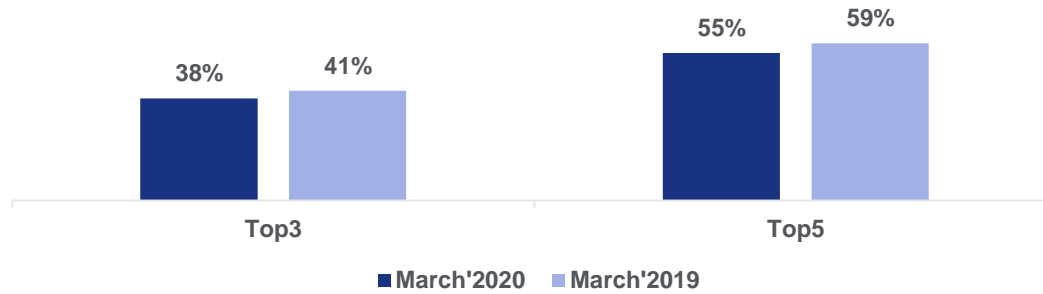


# Micro-Banking Update

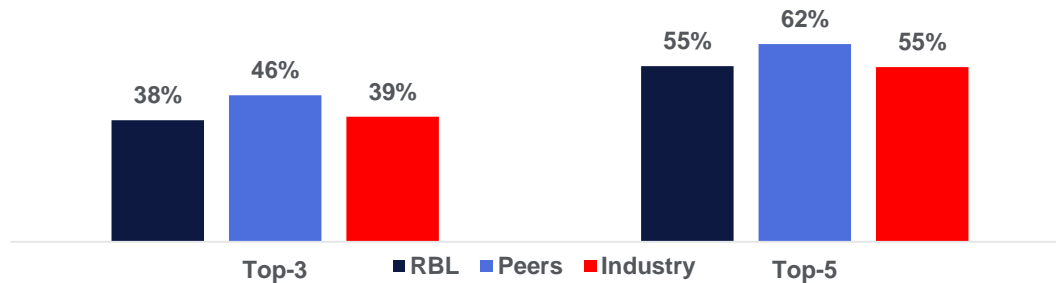


# Micro-banking - Portfolio Concentration reducing in top 3 / 5 states

RBL Portfolio- Top 3 & Top5 state concentration reducing



Industry Comparison- Top-3&Top-5 State Concentration

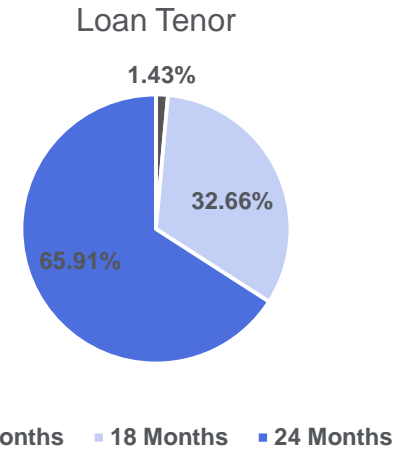
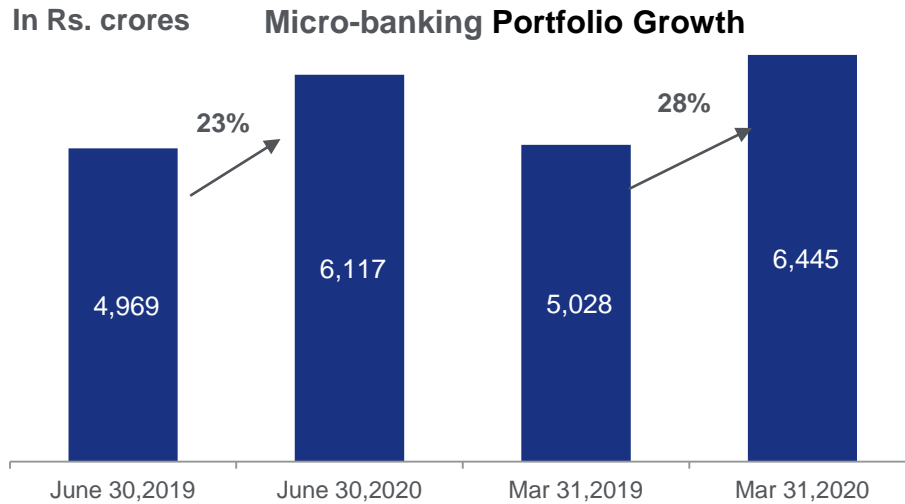


State Name	% of Portfolio Jun'20	% of Portfolio Mar'20
Bihar	14.6%	14.7%
Tamil Nadu	13.7%	13.4%
Maharashtra	10.8%	10.7%
Karnataka	8.8%	8.8%
West Bengal	8.7%	8.5%
Rajasthan	7.1%	7.3%
Odisha	6.2%	6.2%
Madhya Pradesh	4.9%	4.9%
Punjab	4.5%	4.6%
Haryana	3.7%	3.9%
Uttar Pradesh	3.4%	3.4%
Gujarat	3.1%	3.1%
Assam	2.8%	2.8%
Jharkhand	2.1%	2.1%
Chhattisgarh	1.7%	1.7%
Kerala	1.5%	1.5%
Uttarakhand	0.8%	0.8%
Goa	0.6%	0.6%
Tripura	0.5%	0.5%
Puducherry	0.5%	0.4%
Meghalaya	0.1%	0.1%
Grand Total	100.0%	100.0%

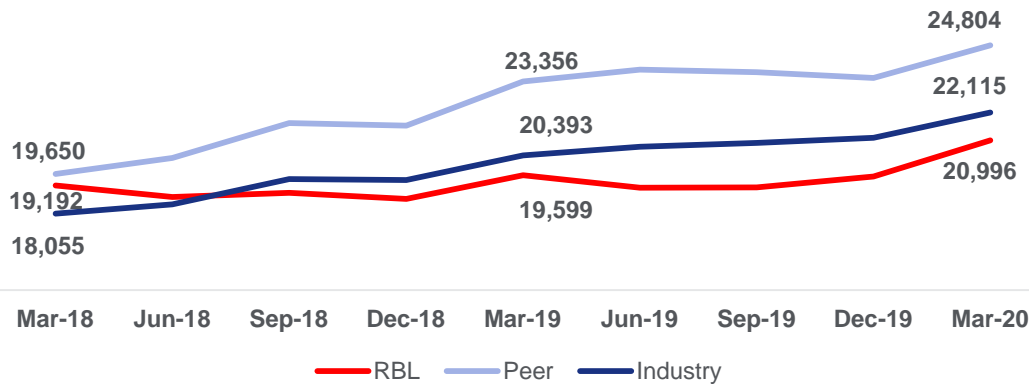
- Geographical diversification and state / district caps ensure lower geographical concentration than Peers
- State concentration cap of 15%
- District cap – 2%
  - 97% districts (363 districts) have < 1% contribution
  - 10 districts have between 1 to 1.5% contribution and only 2 districts have over 1.5%

# Portfolio growth driven by new customers, ticket size growth moderate

2.9 Mn active loan accounts

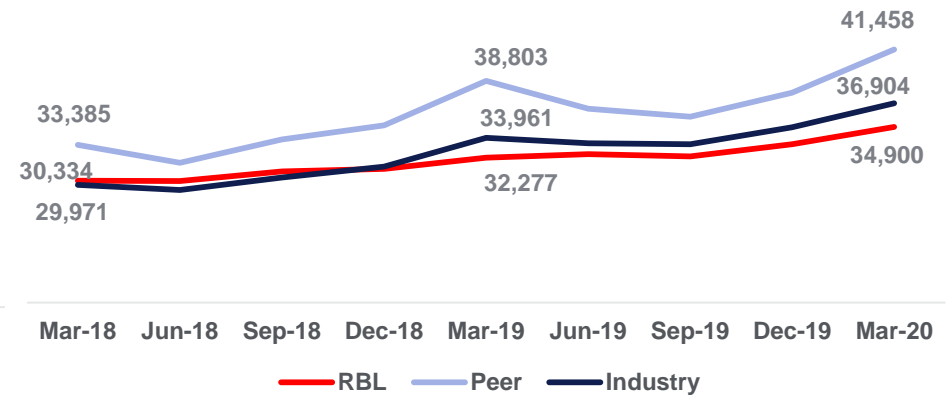


**Average OS Balance**

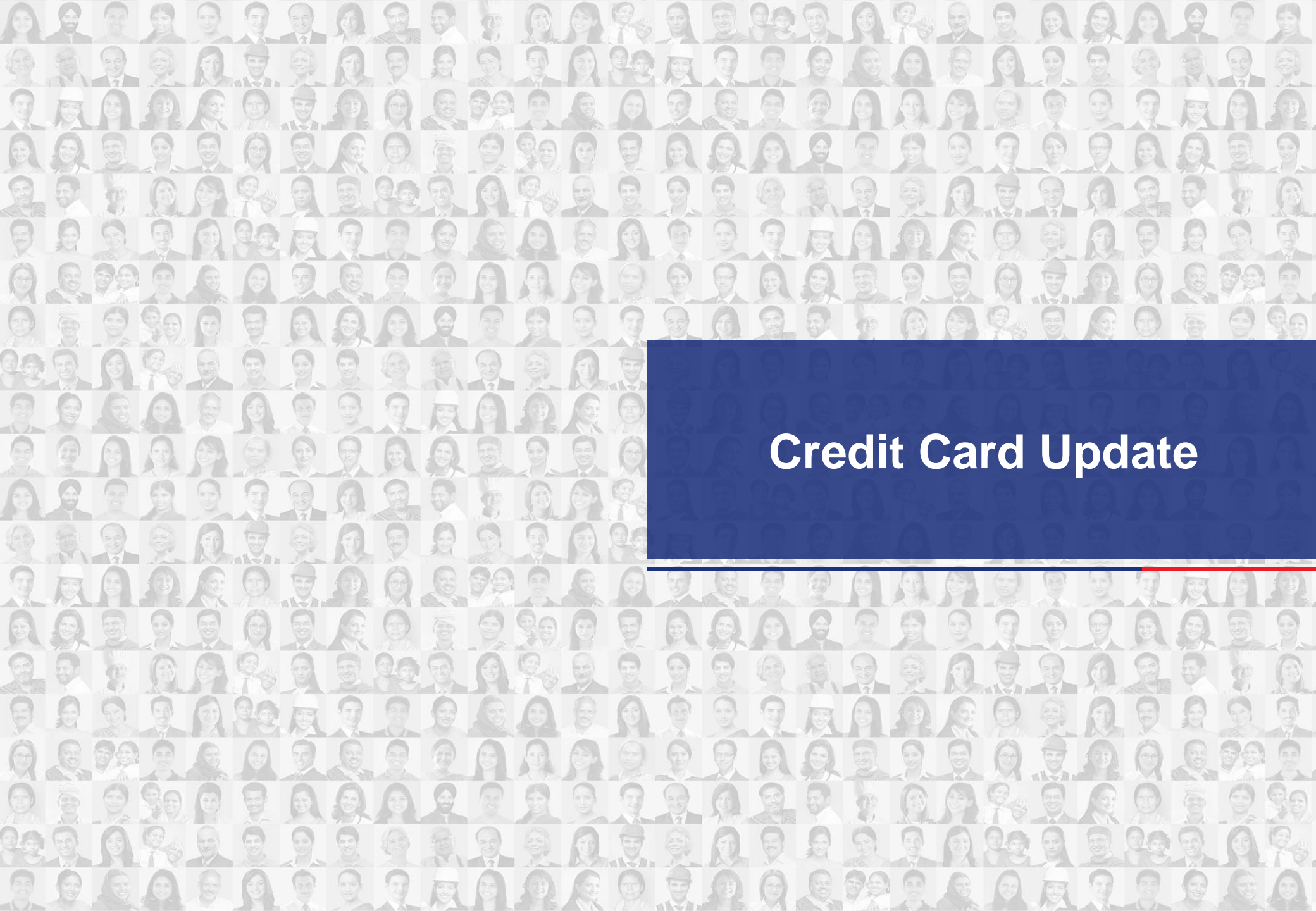


**Average outstanding per customer lower than industry and peers**

**Average Ticket Size (ATS) of new loans**



**Moderate increase in ticket size @ 8% p.a**

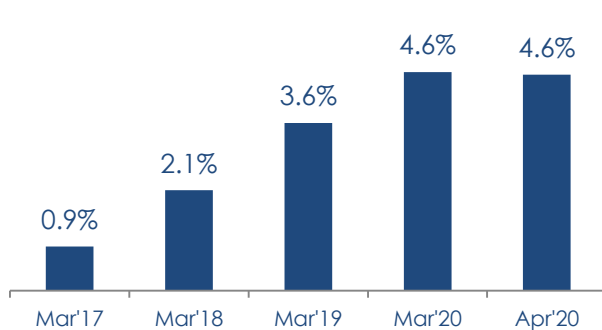


# Credit Card Update

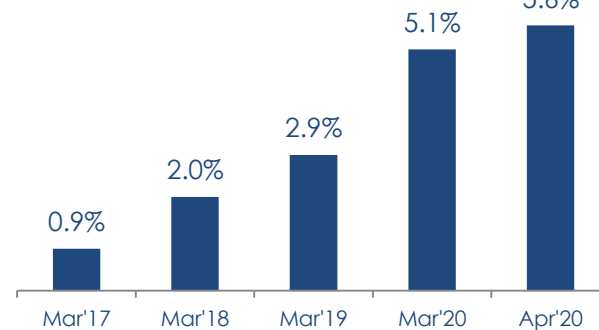
# Credit Cards - Growth & Market Share

	April '19		April '20	
	RBL	Industry	RBL	Industry
CIF	1.8 M	47.9 M	2.6 M ▲ 48%	57.4 M ▲ 20%
Spends	1,870 Cr	58,051 Cr	1,183 Cr ▼ 37%	21,017 Cr ▼ 64%
Advances	5,918 Cr	92,500 Cr	10,052 Cr ▲ 70%	96,978 Cr ▲ 5%

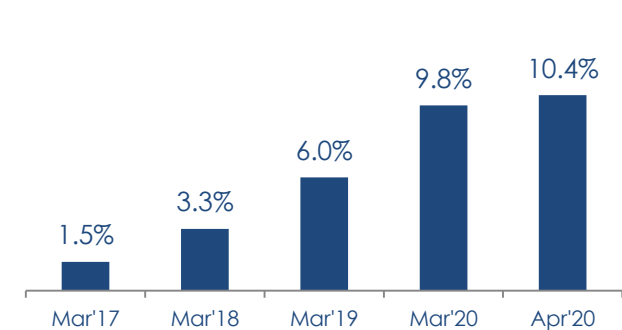
Market Share – Cards (#)



Market Share - Spends

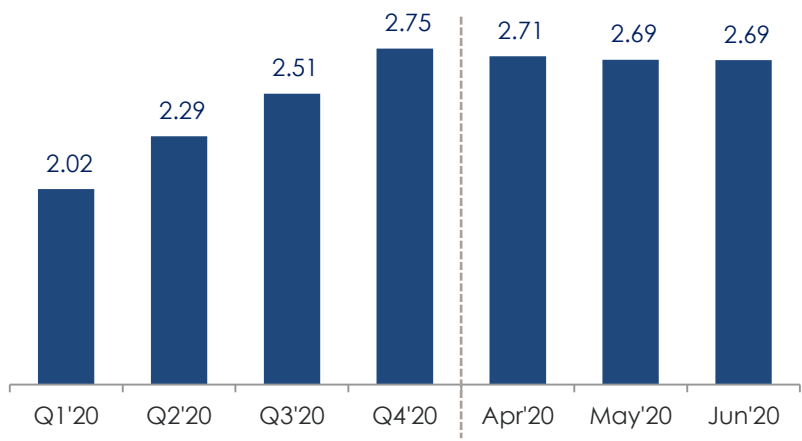


Market Share - Advances

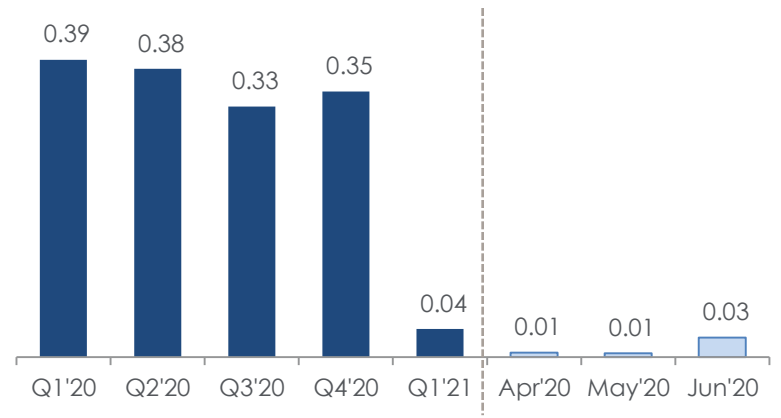


# Credit Cards - Portfolio Trends

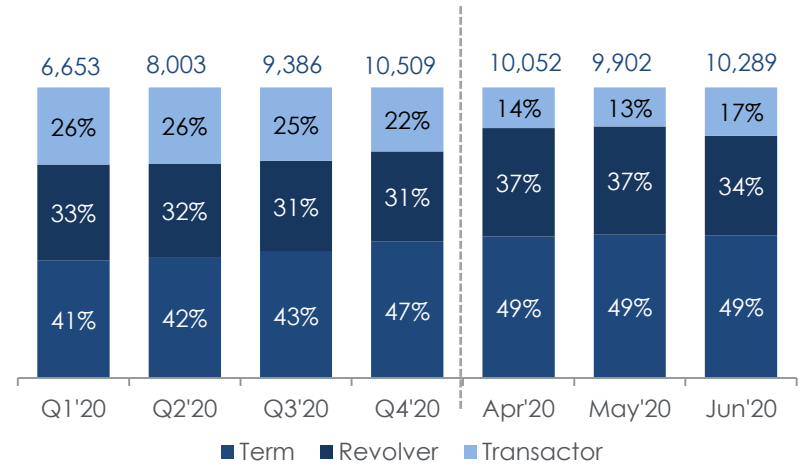
Cards in Force (Million)



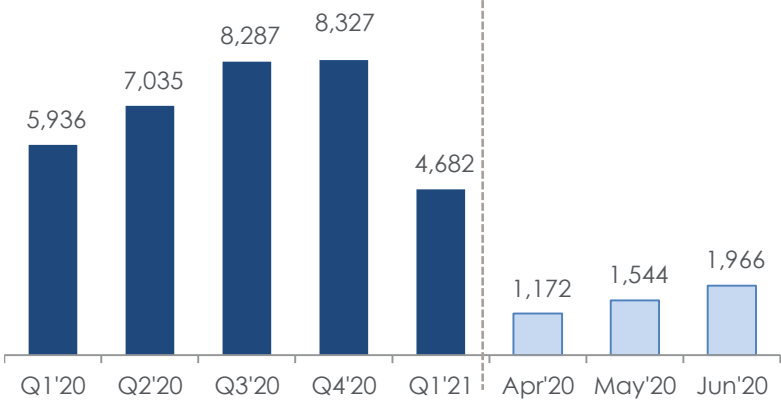
Card Additions (Million)



Advances Breakup (Cr.)

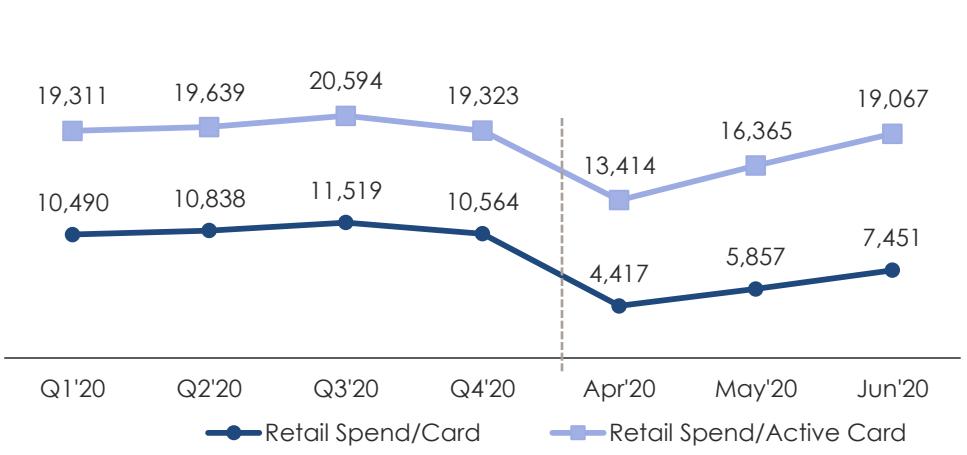


Total Spends (Cr.)

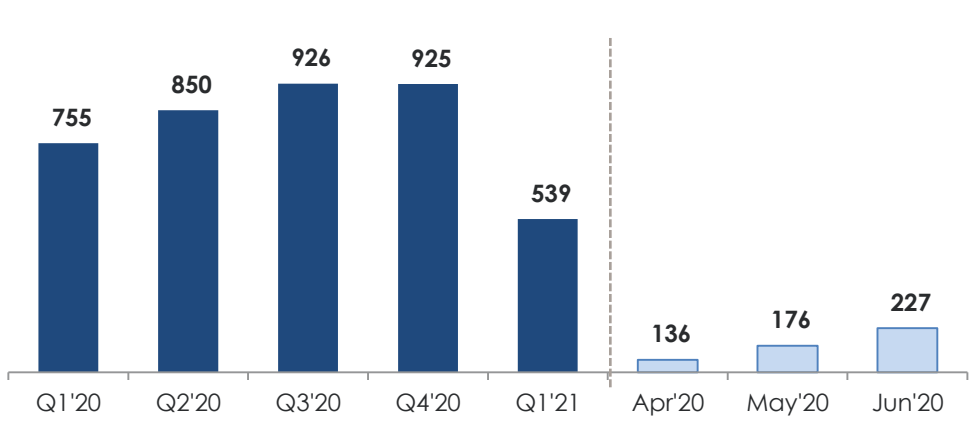


# Credit Cards - Portfolio Trends

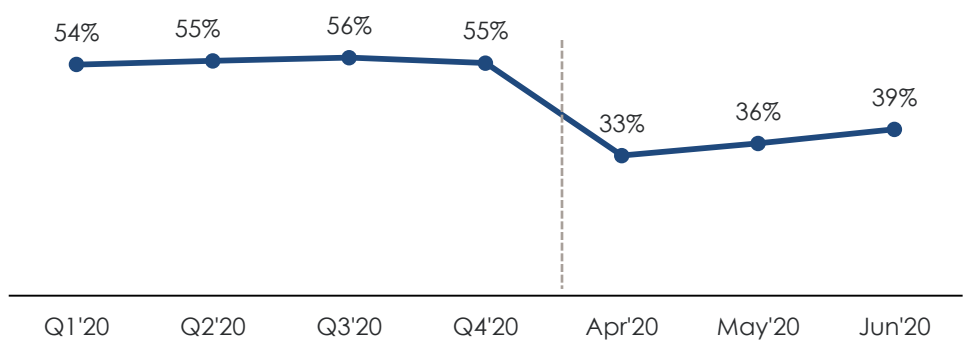
Retail Spend / Card



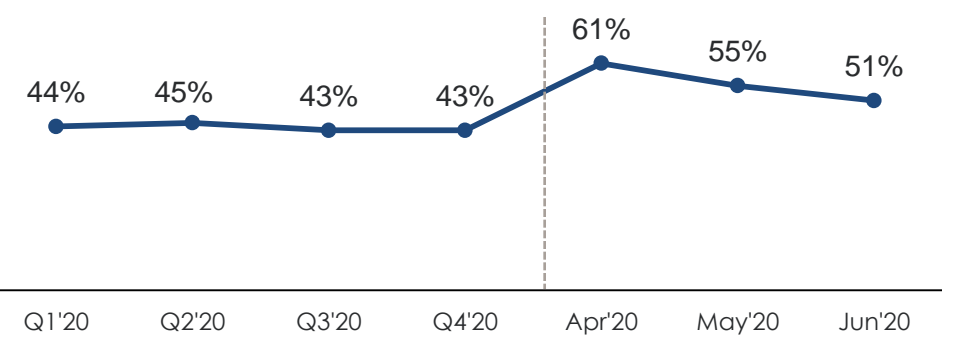
Consumer Loans ('000)



30 Day Retail Active



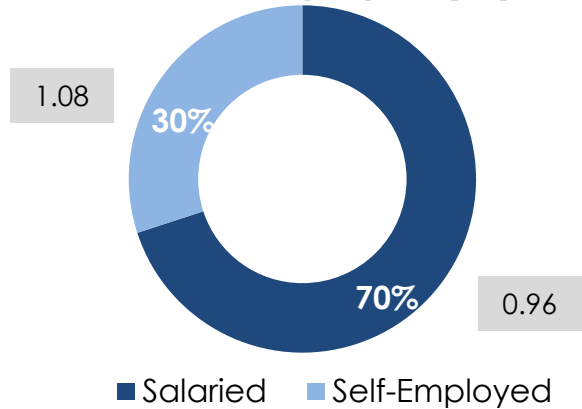
E-com Spend Share



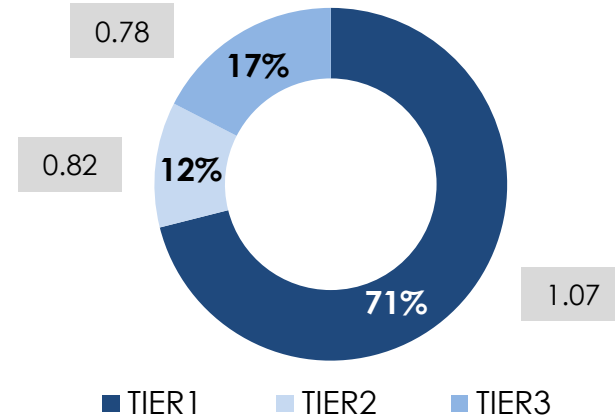
Ecom share up. Retail spend / active card at Q4, FY20 levels. Active rate adjusted for Morat is around 5% lower – increasing every month.

# Credit Cards – Customer Segment insights

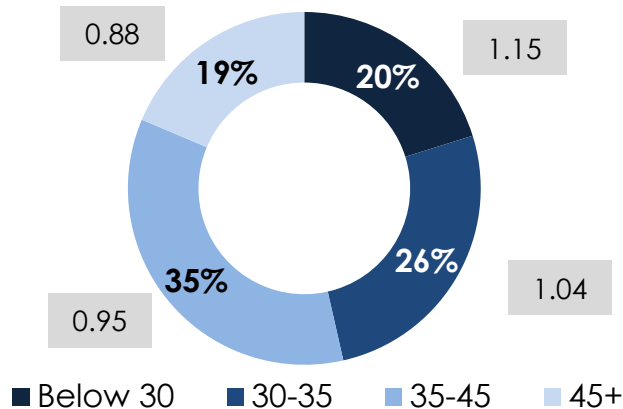
Salaried : Self Employed (SE) mix



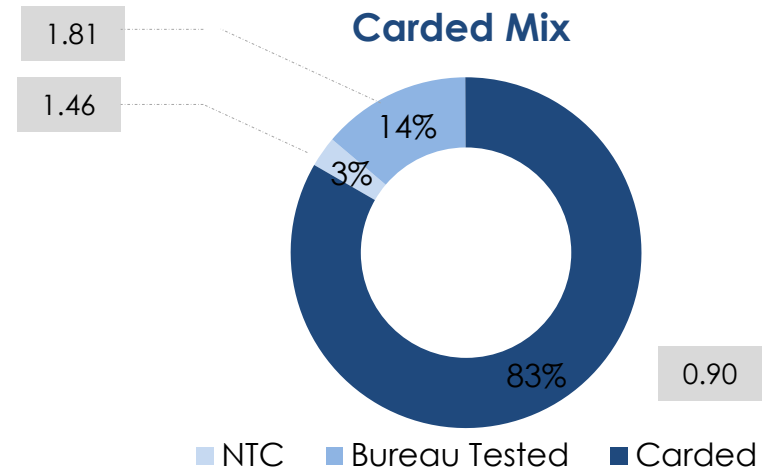
City Tier mix



Age Group mix

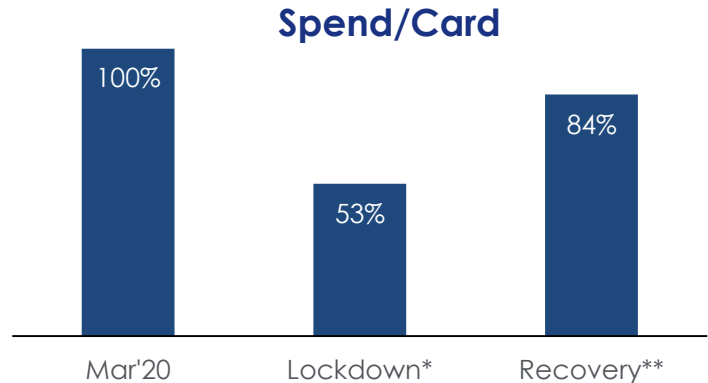
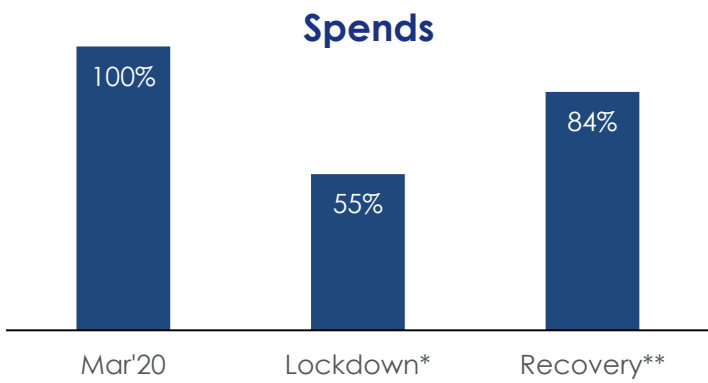


Carded Mix



**Bias towards safer segments – lower delinquencies than industry**

# COVID -19 | Spend Impact & Recovery



**Spends dropped to 55% levels in Apr & May. Have recovered to 84% of March levels in July (78% in Jun)**

\*Lockdown : Apr & May'20      \*\* Recovery : Jul'20 1<sup>st</sup> half

## RBL Bank vs. Industry Comparison<sup>#</sup>

	Q4 FY20 YOY			Apr'20 YOY		
	RBL	Industry	Top 5	RBL	Industry	Top 5
<b>Cards (#)</b>	<b>60%</b>	<b>23%</b>	<b>22%</b>	<b>48%</b>	<b>20%</b>	<b>19%</b>
<b>Spends</b>	<b>76%</b>	<b>12%</b>	<b>16%</b>	<b>-37%</b>	<b>-64%</b>	<b>-63%</b>
<b>Spends/Card</b>	<b>7%</b>	<b>-10%</b>	<b>-6%</b>	<b>-57%</b>	<b>-70%</b>	<b>-69%</b>

- Q-o-Q Cards growth higher than competition
- YOY Drop in Spends , Spend/Card in April'20 lower than Industry

<sup>#</sup> Source RBI Data

# COVID -19 | Spend category Impact

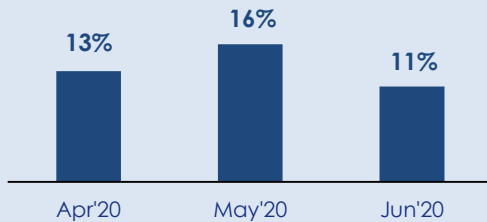
Spend Type	Categories	Mar'20 Spend Mix (Online Share in brackets)	Lockdown* Spend vs Mar'20 (Online Share)	Recovery Ph.** Spend vs Mar'20 (Online Share)
Daily	Grocery/Stores, Telecom, Utility, Education, Health & Insurance, Wallet Load, Fuel & Cab	78% (51%)	58% (61%) ▼	85% (57%) ▼
Discretionary	Lifestyle & Apparel, Dining & Food Delivery, Entertainment, Durables	17% (16%)	42% (33%) ▼	93% (35%) ▼
Travel & Cash	Hotel, Travel Agency, Airlines, Railway, Cash	5% (54%)	15% (93%) ▼	33% (77%) ▼
Total		100% (45%)	53% (58%) ▼	84% (53%) ▼

\* Lockdown :Apr & May'20 ; \*\* Recover: July 1<sup>st</sup> Half;  
Online spend share in ( )

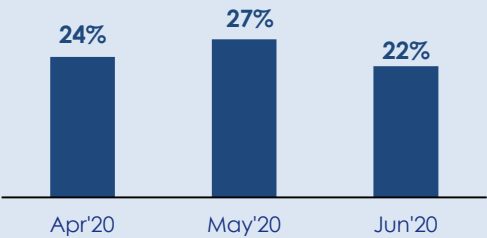
- Travel & Cash, the worst impacted by COVID-19, is only 6% of total pre-COVID spend mix. This will take longest to recover. However, not much impact in total spend recovery.
- Online Spend share which increased from 45% to 58% in lockdown phase is currently at 53%. Expected to remain higher as more spends go digital.
- Daily Spends at 84% of Mar'20 levels (Fuel and Cab recovery still lower) whereas Discretionary Spends are at 93% levels (Dining and food delivery is lower). Likely to improve in coming months.

# COVID -19 Impact, Response & Transformation

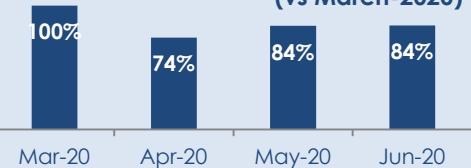
Customers under Moratorium (lacs)



Value under Moratorium (Cr)



Payment % on due date (vs March-2020)



Collection capacity

- Tele-Calling: 1.6x (1,250 vs 790)
- Field Force: 1.5x (3,500 vs 2,375)



## Touch-Free Sourcing

Touch-free based on E-KYC / video KYC & geo-tag based residence verification



## Digital Card

Real time card boarding with instant Digital Card – ready for transaction! All within 5 minutes of customer application.



## No contact delivery of card

No contact delivery by courier. Customer needs to just give the delivery OTP.

## Digital First Approach

Launched



MyCard 2.0



WhatsApp Banking



RBL Cares Chat bot



## Moratorium

- Extended moratorium to all customers including suo moto moratorium
- Customers in moratorium reduced in Morat 2.0

## Risk Mitigation



- Tightened application scorecards further
- Behavioral scorecards enhanced through alternative data and new variables – better prediction of risk in this environment



## Services

- Implemented Work From Home solution for customer service executives
- Achieved pre-COVID level productivity

## IT & InfoSec



- Introduced digital self-service channels such as chat-bots, WhatsApp & mobile app
- Enhanced CRM with STP capability for instant service & information



## Collections

- Work from home for 100% workforce
- Multi channel approach: utilizing digital channels to reach customers
- Service led approach : Educating customers about moratorium

# Launched 'My Card 2.0' Mobile App



## Account Management

- Spend Analyzer
- View milestones
- Create profile
- View Savings and benefits
- View Digital Card
- Change PIN
- View Subscriptions
- Card Switch on/off



## Offers and Rewards

- Real time offers
- Segmented offers
- Geo Location based offers
- Value proposition
- No Cost EMI offer
- Online offers
- POS offers
- Exclusive deals
- Contextual Marketing

1.8m Downloads

70% Of the total portfolio



## Value Added Services

- Book instant Loan
- Book a Balance Transfer
- Buy Insurance
- Instant EMI conversion
- Utility Bill payments



## Services

- Chat bot
- Raise requests
- View and track requests
- Update demographic details
- Upload documents
- Reminders
- Rate the app

80% EMI loans On App



## Open Savings A/c

- Open digital Savings account
- View your savings a/c



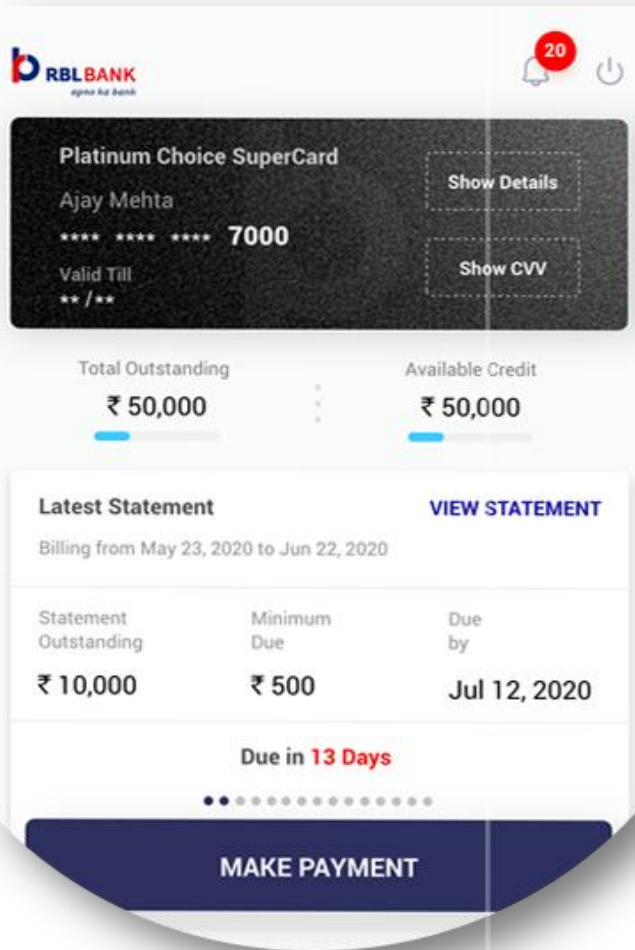
## Notifications

- Card Payment reminders
- Near By offers
- Bill payment reminders
- Important updates

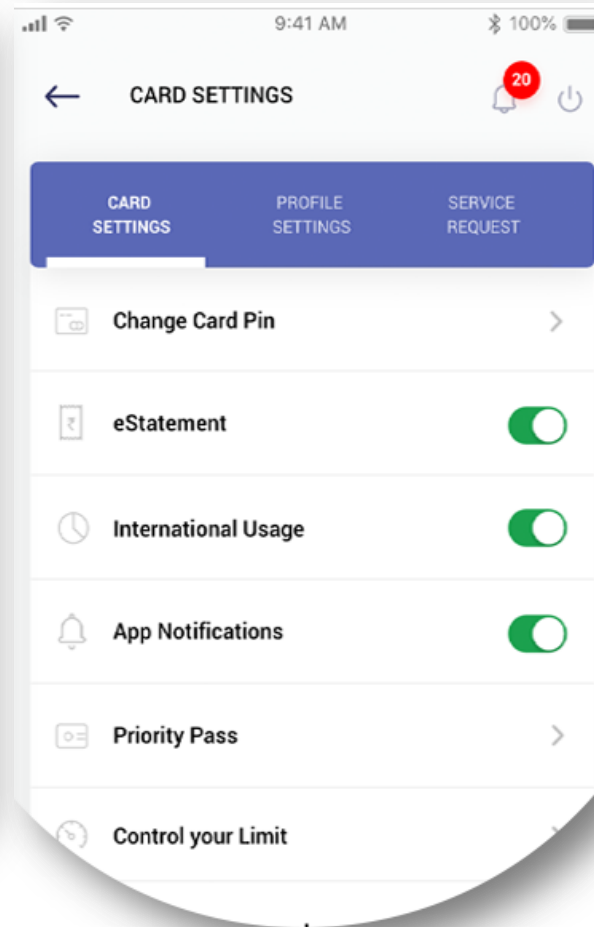
75% active In last 45 days

# Capabilities

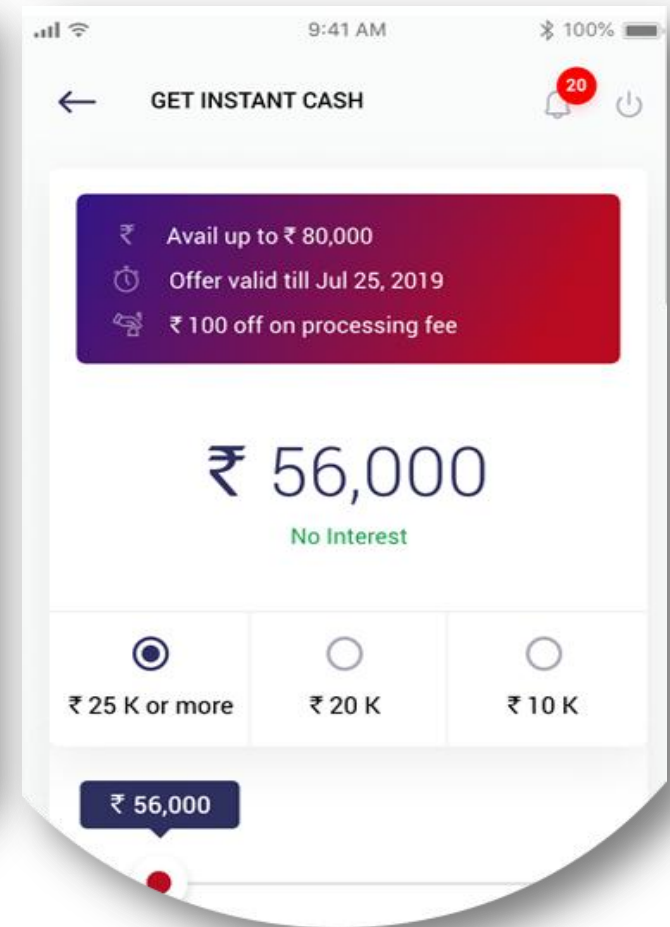
## Instant Digital Card



## Card & Credit Limit Control

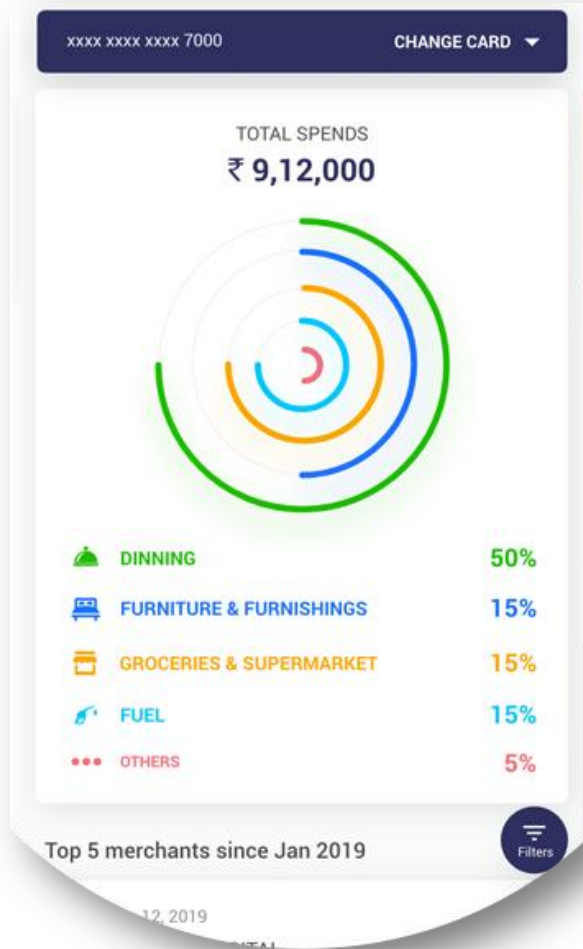


## Instant Cash Loan



# Capabilities

## Real Time Spend Analyzer



## Near-by Offers & Rewards

9:41 AM 100%

OFFERS & REWARDS 20

xxxx xxxx xxxx 7000 CHANGE CARD

OFFERS REWARDS SAVINGS

Up to **5% Cashback**

**0% Interest EMI**  
on 6,9,12 months tenures

SONY

KNOW MORE

GREAT DEALS Explore our partner offers

0% EMI and more Available at 1000+ Brands

## Savings & Benefits

9:41 AM 100%

OFFERS & REWARDS 20

xxxx xxxx xxxx 7000 CHANGE CARD

OFFERS REWARDS SAVINGS

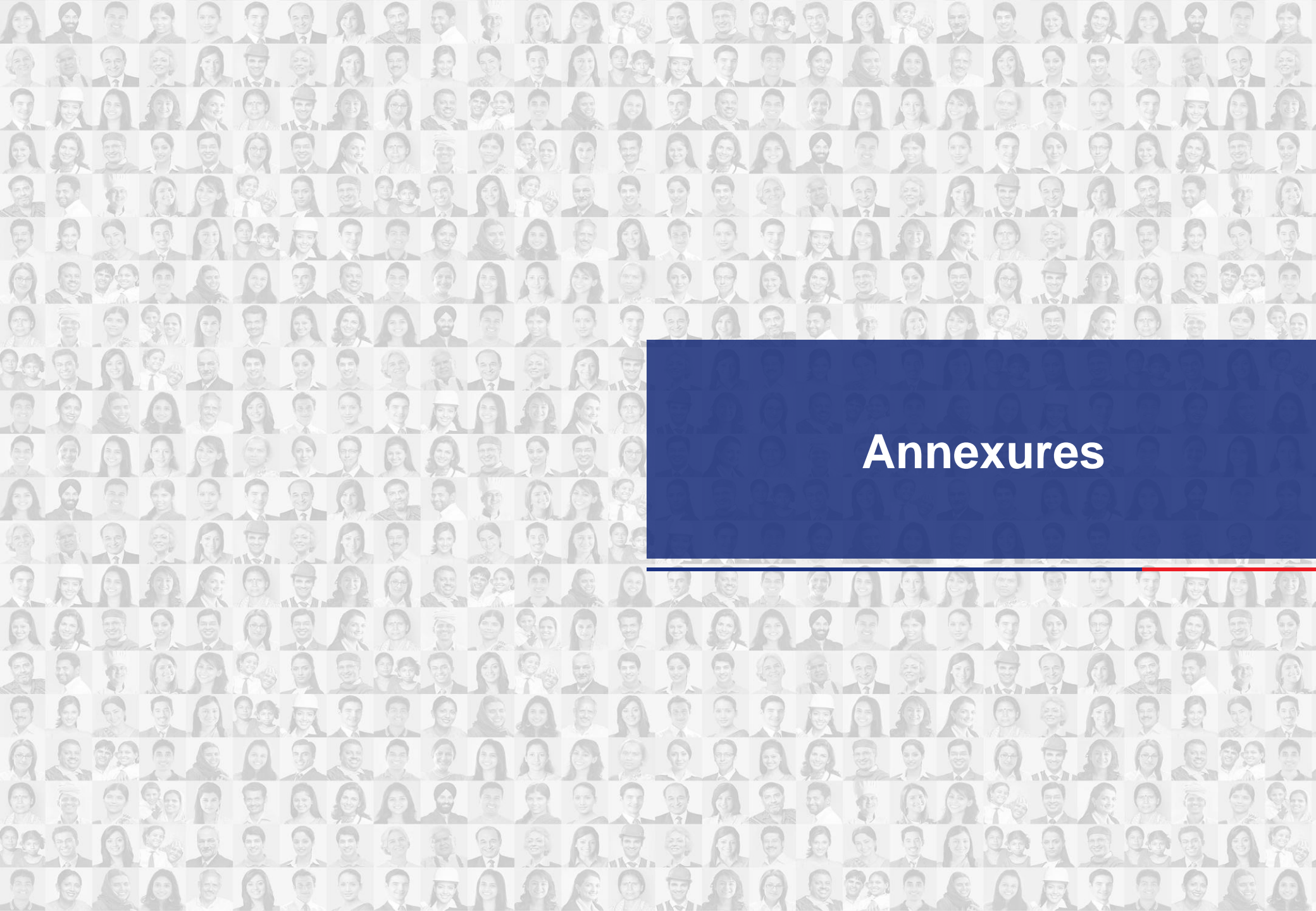
SAVINGS & BENEFITS ON YOUR CARD

MONTHLY ANNUALLY

TOTAL SAVINGS  
₹ 27,000

Total Savings = Fuel Surcharge + Cashback + Vouchers

Fuel Surcharge	₹ 12,000
Cashback	₹ 10,000
Vouchers	



# Annexures

# Response to the COVID Pandemic

## Community As the Cause

- **NES Pune & SHG West Bengal Govt:** 60k masks made for BCs & employees by women entrepreneurs from Natarajan Education Society (NES), trained virtually – supported by RBL Bank as well as 10k masks produced by SHG West Bengal Govt
- Launched **Virtual Volunteering** programmes for employees to support partner NGOs. Generated 1200 volunteering hours in the last 30 days.
- **Campaign Gratitude** - Collaborated with Campaign Gratitude for supporting Concern India Foundation, Aajeevika Bureau towards COVID-19 program
- Rolled out **Payroll Giving programme** to support the distressed Migrant Labor Community to help Aajeevika Bureau

## Business Continuity

- The bank has ensured uninterrupted service & customer support
  - 95% of branches were operating, with all safety protocols, during the lockdown
  - 94% of ATMs were up and running during these challenging times
  - Whatsapp banking was launched for wide range of services and instant updates to the customer
  - Digital & Contactless Video KYC was launched for customers

## Technology Enablement

- Agile Information Technology enabled work from home capability
  - VPN capability ramped up and added virtual boxes, scaling up from 500 to 3500
  - Virtual Desktop Infrastructure was extended to non-hardened laptops/BYOD machines
  - Access to critical applications was enabled on VPN without compromising security
  - Prioritizing employee safety, large offices operated at 25% capacity and 75% in WFH model ensured seamless delivery

# Board of Directors



**Mr. Vishwavir Ahuja**

*Managing Director and CEO*

*Previously, Managing Director & Country Executive Officer of Bank of America for Indian Sub-continent*



**Mr. Rajeev Ahuja**

*Executive Director*

*Previously, associated with Citibank India, Bank of America, India and Bankers Trust Company*



**Mr. Vijay Mahajan**

*Non-Executive Director*

*Previously, Founder of Basix Social Enterprise Group*



**Ms. Ranjana Agarwal**

*Additional Independent Director*

*Founder and managing partner of Vaish & Associates, Chartered Accountants and has over 30 years of experience*



**Mr. Prakash Chandra**

*Non – Executive Part Time Chairman*

*Previously, Chairman of Central Board of Direct Taxes (CBDT)*



**Mr. Sivanandhan Dhanushkodi**

*Independent Director*

*Currently, Part-Time Security Advisor to RBI*

*Previously, Director General of Police, Maharashtra*



**Mr. Ishan Raina**

*Independent Director*

*Previously, Founder of Out of Home (OOH) India, Associated with J. Walter Thompson (JWT) and Lintas Advertising*



**Ms. Veena Mankar**

*Non-Independent Director*

*Currently, Chairman of RBL Finserve Ltd. Previously, Founder of Swadhaar Finserve Pvt. Ltd. And Swadhaar FinAccess*

# Professional and Experienced Leadership Team



**Mr. Vishwavir Ahuja**

*Managing Director and CEO*

*Managing Director & Country Executive Officer of Bank of America for Indian Sub-continent from 2007-2009*

(38)



**Mr. Rajeev Ahuja**

*Executive Director*

*Previously, associated with Citibank India, Bank of America, India and Bankers Trust Company*

(34)



**Mr. R. Gurumurthy**

*Head – Risk & Governance*

*Previously, associated with Standard Chartered Bank, Bank of America, Credit Lyonnais and State Bank of India with leadership roles in India and Asia-Pacific region*

(35)



**Mr. Andrew Gracias**

*Head - Financial Markets*

*Previously, associated with Bank of America and UBS*

(25)



**Mr. Brijesh Mehra**

*Head – Corporate, Institutional & Transaction Banking*

*Previously, Country Manager, Royal Bank of Scotland N.V. and prior to that associated with Grindlays Bank Public Limited Company*

(34)



**Mr. Jaideep Iyer**

*Head - Strategy*

*Previously, Group President and Deputy CFO – Yes Bank*

(22)



**Mr. Harjeet Toor**

*Head - Retail, Inclusion and Rural Business*

*Previously, associated with Bank of America, ABN AMRO Bank and Fullerton India Credit Company*

(26)



**Ms. Shanta Vallury Gandhi**

*Head - HR, CSR & Internal Branding*

*Previously, Vice President of Acquisitions and Partnerships Division in American Express Bank Ltd (Gurgaon)*

(28)



**Mr. Surinder Chawla**

*Head – Geography, Branch and Business Banking*

*Previously, associated with Standard Chartered Bank, ABN Amro Bank and HDFC Bank*

(28)



**Mr. Sankarson Banerjee**

*Chief Information Officer*

*Previously, Chief Technology Officer, National Stock Exchange*

(23)

Figures in brackets are years of work experience in financial services

# Professional and Experienced Leadership Team (Contd.)



**Mr. Deepak Kumar**  
*Chief Risk Officer*

*Previously, associated with State Bank of India and member of RBI committees*

**(37)**



**Mr. Pankaj Sharma**  
*Chief Operations Officer*

*Previously, Head Retail Operations, Axis Bank*

**(20)**



**Mr. Sanker Parameswaran**  
*Head - Legal*

*Previously, associated with ICICI Bank, Indian Hotels, Amway India*

**(35)**



**Mr. Bhavtaran Singh (Sunny) Uberai**  
*Head – Client Services*

*Previously, associated with ABN Amro Bank and Arete Financial Partners, Singapore*

**(35)**

Figures in brackets are years of work experience in financial services

# Profit & Loss Statement

Particulars	Q1 FY21	Q1 FY20	Q4 FY20	FY20
<b>Income</b>				
Interest Earned	2,235	2,023	2,208	8,514
Interest Expended	1,194	1,205	1,187	4,885
<b>Net Interest Income</b>	<b>1,041</b>	<b>817</b>	<b>1,021</b>	<b>3,630</b>
Other Income	334	481	501	1,910
<b>Total Income</b>	<b>1,375</b>	<b>1,299</b>	<b>1,522</b>	<b>5,540</b>
<b>Expenditure</b>				
<b>Operating Expenses</b>	<b>685</b>	<b>696</b>	<b>770</b>	<b>2,826</b>
Employee Cost	212	185	200	768
Premises Cost	73	56	52	210
Depreciation	38	31	41	138
Other Operating Expenses	362	425	477	1,709
<b>Operating Profit</b>	<b>690</b>	<b>603</b>	<b>752</b>	<b>2,714</b>
<b>Provisions</b>	<b>500</b>	<b>197</b>	<b>601</b>	<b>1,962</b>
On advances	514	201	588	1,965
On others	(14)	(4)	14	(4)
<b>Profit Before Tax</b>	<b>190</b>	<b>406</b>	<b>151</b>	<b>753</b>
<b>Tax</b>	<b>48</b>	<b>139</b>	<b>36</b>	<b>247</b>
<b>Profit After Tax</b>	<b>141</b>	<b>267</b>	<b>114</b>	<b>506</b>

# Balance Sheet Statement

Particulars	June 30, 2020	March 31, 2020	June 30, 2019
<b><u>Liabilities</u></b>			
Capital	509	509	428
Reserves and Surplus	10,216	10,074	7,409
Deposits	61,736	57,812	60,811
Borrowings	16,029	17,007	12,284
Other Liabilities	3,956	3,576	3,139
<b>Total</b>	<b>92,445</b>	<b>88,978</b>	<b>84,072</b>
<b><u>Assets</u></b>			
Cash & Balances with RBI	9,301	6,415	3,374
Balances with other banks	2,335	2,442	4,327
Investments (Net)	19,884	18,150	16,639
Advances (Net)	56,683	58,019	56,837
Fixed and Other Assets	4,242	3,952	2,896
<b>Total</b>	<b>92,445</b>	<b>88,978</b>	<b>84,072</b>

# Consolidated Profit & Loss Statement

Particulars	Q1 FY21	Q1 FY20	Q4 FY20	FY20
<b><u>Income</u></b>				
Interest Earned	2,322	2,083	2,281	8,779
Interest Expended	1,194	1,205	1,187	4,885
<b>Net Interest Income</b>	<b>1,128</b>	<b>878</b>	<b>1,094</b>	<b>3,894</b>
<b>Other Income</b>	<b>333</b>	<b>484</b>	<b>502</b>	<b>1,918</b>
<b>Total Income</b>	<b>1,461</b>	<b>1,362</b>	<b>1,596</b>	<b>5,812</b>
<b><u>Expenditure</u></b>				
<b>Operating Expenses</b>	<b>758</b>	<b>760</b>	<b>843</b>	<b>3,103</b>
Employee Cost	269	227	257	968
Premises Cost	77	59	56	225
Depreciation	40	32	43	146
Other Operating Expenses	372	442	487	1,765
<b>Operating Profit</b>	<b>703</b>	<b>601</b>	<b>752</b>	<b>2,709</b>
<b>Provisions</b>	<b>500</b>	<b>197</b>	<b>601</b>	<b>1,962</b>
On advances	514	201	588	1,965
On others	(14)	(4)	13	(4)
<b>Profit Before Tax</b>	<b>203</b>	<b>404</b>	<b>151</b>	<b>747</b>
<b>Tax</b>	<b>48</b>	<b>139</b>	<b>36</b>	<b>247</b>
<b>Profit After Tax</b>	<b>154</b>	<b>265</b>	<b>115</b>	<b>500</b>

# Consolidated Balance Sheet Statement

Particulars	June 30, 2020	March 31, 2020	June 30, 2019
<b><u>Liabilities</u></b>			
Capital	509	509	428
Reserves and Surplus	10,211	10,056	7,395
Deposits	61,711	57,812	60,807
Borrowings	16,029	17,007	12,285
Other Liabilities	3,962	3,600	3,166
<b>Total</b>	<b>92,422</b>	<b>88,983</b>	<b>84,081</b>
<b><u>Assets</u></b>			
Goodwill on Consolidation	41	41	41
Cash & Balances with RBI	9,302	6,416	3,374
Balances with other banks	2,336	2,443	4,336
Investments (Net)	19,739	18,055	16,543
Advances (Net)	56,683	58,006	56,837
Fixed and Other Assets	4,321	4,024	2,950
<b>Total</b>	<b>92,422</b>	<b>88,983</b>	<b>84,081</b>

# Our Recent History

Particulars	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY19	FY20	Q1 FY21
Net Worth	1,075	1,131	1,594	2,012	2,224	2,960	4,242	6,544	7,336	10,290	10,334
Deposits	2,042	4,739	8,341	11,599	17,099	24,349	34,588	43,902	58,394	57,812	61,736
Advances (Net)	1,905	4,132	6,376	9,835	14,450	21,229	29,449	40,268	54,308	58,019	56,683
Investments (Net)	892	2,334	5,571	6,518	9,792	14,436	13,482	15,448	16,840	18,150	19,884
Net Profit	12	66	92	93	207	292	446	635	867	506	141
CRAR (%)	56.4	23.2	17.1	14.6	13.1	12.9	13.7	15.3	13.5	16.4	16.4
Gross NPA (%)	1.12	0.80	0.40	0.79	0.77	0.98	1.20	1.4	1.38	3.62	3.45
Net NPA (%)	0.36	0.20	0.11	0.31	0.27	0.59	0.64	0.78	0.69	2.05	1.65
Business per employee	4.4	6.7	7.9	7.7	9.1	11.8	13.1	15.9	19.3	16.0	16.2
No. of employees	907	1,328	1,859	2,798	3,465	3,872	4,902	5,300	5,843	7,221	7,303
Return on Assets (%)	0.53	1.33	1.05	0.66	1.02	0.98	1.08	1.21	1.27	0.59	0.60
Return on Equity (%)	1.7	5.9	6.73	5.44	9.58	11.32	11.67	10.95	12.15	5.74	5.24

# Thank you

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