

Retail Deep Dive

AUGUST 2023

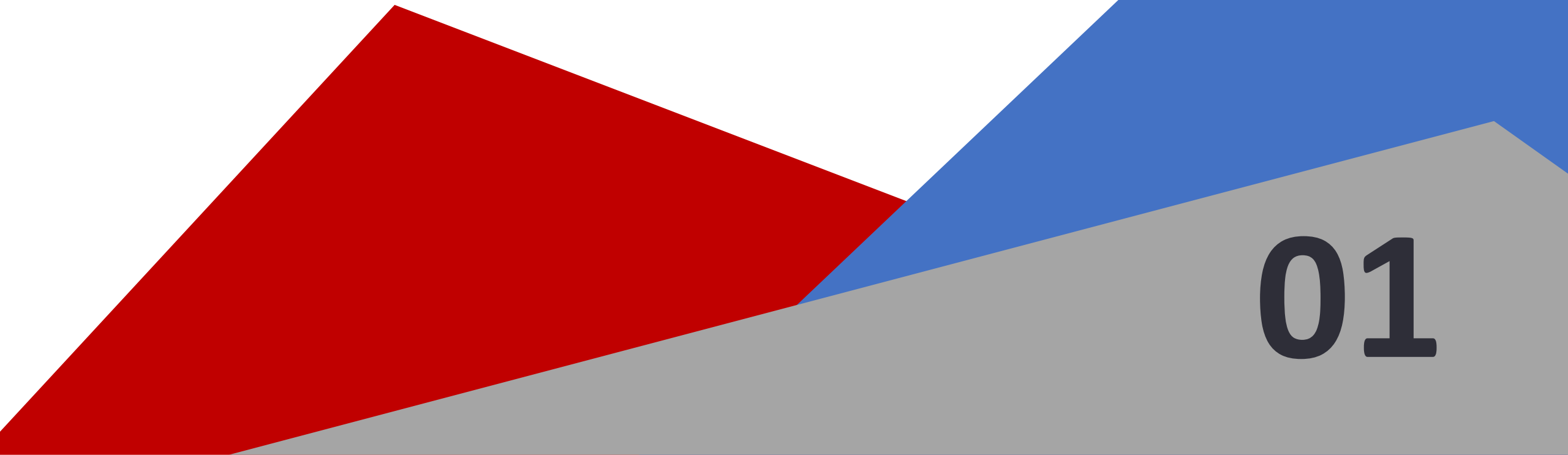


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Setting The Context



01

A Reflection of the Journey so Far..



	FY 11 to 19	FY 19-22	FY 23	FY 24-26
Key events	<ul style="list-style-type: none"> Initially Wholesale led, which funded expansion into new businesses through portfolio acquisitions and organic growth Phase of investment in bringing Bank into a modern avatar Technology upgradation, digital eco-system partnerships Network expansion across India 	<ul style="list-style-type: none"> Stress in select wholesale and thereafter COVID induced stress in retail Risk off leading to stagnant growth Retailisation of assets and liabilities to avoid stress events Seeds of new product verticals 	<ul style="list-style-type: none"> Year of consolidation focused on setting the platform right Granularizing deposits and building strong retail led asset side Continued Investments in people, process, technology and strengthening risk management and governance 	<ul style="list-style-type: none"> Shift from Product Focus approach to Customer Focus Increasing share of granular deposits and Retail and Small Business deposits Scale up on retail products launched in FY 23
Core outcomes	<ul style="list-style-type: none"> Smallest commercial bank in 2010, grew to become a mid-size player Achieved scale in Microfinance and Credit Cards Growth momentum driven by scale of advances Improving Profitability 	<ul style="list-style-type: none"> Measures for tightening risk management and credit discipline framework Absorbed asset quality stress Management level changes to bring stability in bank's functioning 	<ul style="list-style-type: none"> Consolidation across business verticals; greater focus on retailisation of franchise Stable management and motivated workforce Revamped credit underwriting, monitoring and risk management principles 	<ul style="list-style-type: none"> Predictability in return ratios; delivering consistently on commitments Cross-sell engine to complement efforts to expand customer base Customer centricity at fore
Measurables	<p>Amongst top 10 Credit Card issuers</p> <p>70% CAGR growth in PAT (2011-19)</p>	<p>Amongst Top 5 credit card issuers</p> <p>Branch expansion and granular deposit focus</p>	<p>Launched ~10 new retail products</p> <p>Advances growth ~16%, back to growth momentum</p>	<p>Maintain market positioning in credit cards</p> <p>Establish semi-urban/rural presence across multiple products</p>

..And Our Aspirational Leap..



FY 23

FY 26

NNPA 1.10%
PCR 69%

CRAR 16.9
LCR : 126 %

5+ senior hires
<30% attrition

1600+
touchpoints;

20% share in
incremental biz

Cost to Income
at 68%

ROA 0.8%

Asset quality stress fully absorbed

Well capitalized to fund growth

Attracting senior management talent;
low attrition rates

Leveraging points to drive granular liabilities

New business showing green-shoots

Operating investments largely made

Improving Profitability QoQ



20%+ CAGR in advances



60-65% Retail mix



Customer count - 26 mn



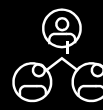
Responsible Banking



HR Transformation



Improved tech stack



Return Ratios

Building on existing "Core" Businesses and building scale in nascent verticals

Focus on branch driven asset growth- Focal point of cross sell

Building a data led omnichannel customer first approach

Strong regulatory and compliance culture

Being a relevant Employer for tomorrow's workforce

Digital first solutioning

1.4-1.5% RoA/13-15% RoE

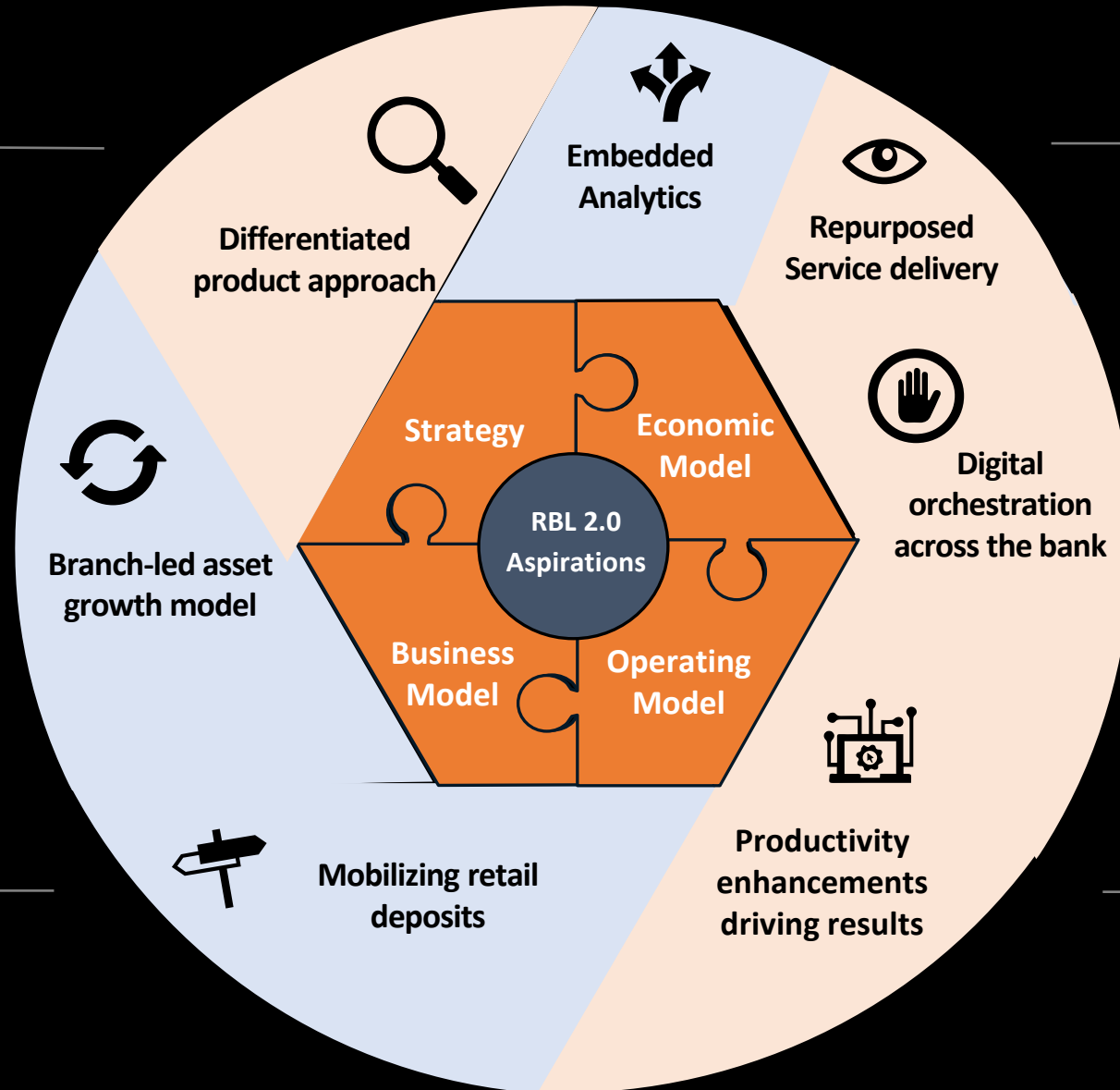
Our Vision For FY26



New products & channels driving diversification of business..

..while leveraging existing platform investments..

..with a focus to achieve scale sustainably..



..enabled by a setup to deliver personalized and convenient customer experience engine..

..with deepened technology stack and digital play..

..and an ecosystem creating future ready human capital..

..Driving Momentum in Execution



Setting the stage for an expanding growth horizon to FY 26

20%+ CAGR

**1.4-1.5% RoA/
13-15% RoE**

30%

50%+

~2600

Advances & Deposits | ROA/ROE | Share of new business | Granular Deposits | Touchpoints

Operating model alive to changing market needs and digital growth drivers



Product Suite	Vehicle Loans, MSME, Business Loans, Green Finance, Consumer Finance	Digital-first Product offering, UPI-based lending, Unified Trade Portal	Product innovation at the heart of everything we do
Our 'Bharat' Ambitions	Last-mile delivery through branches and BCs	Geography focused asset delivery platform	Service capabilities across social stratification
Future ready tech-stack	Full-fledged digital acquisition capabilities	Automated Processes	API-driven Architecture & Scalable Infrastructure
Reimagining our delivery model	Cross sell as a dedicated channel	Symbiotic Partnerships with fintech's and tech providers	DIY journeys, hub-and-spoke

Our Key Priorities In This Journey

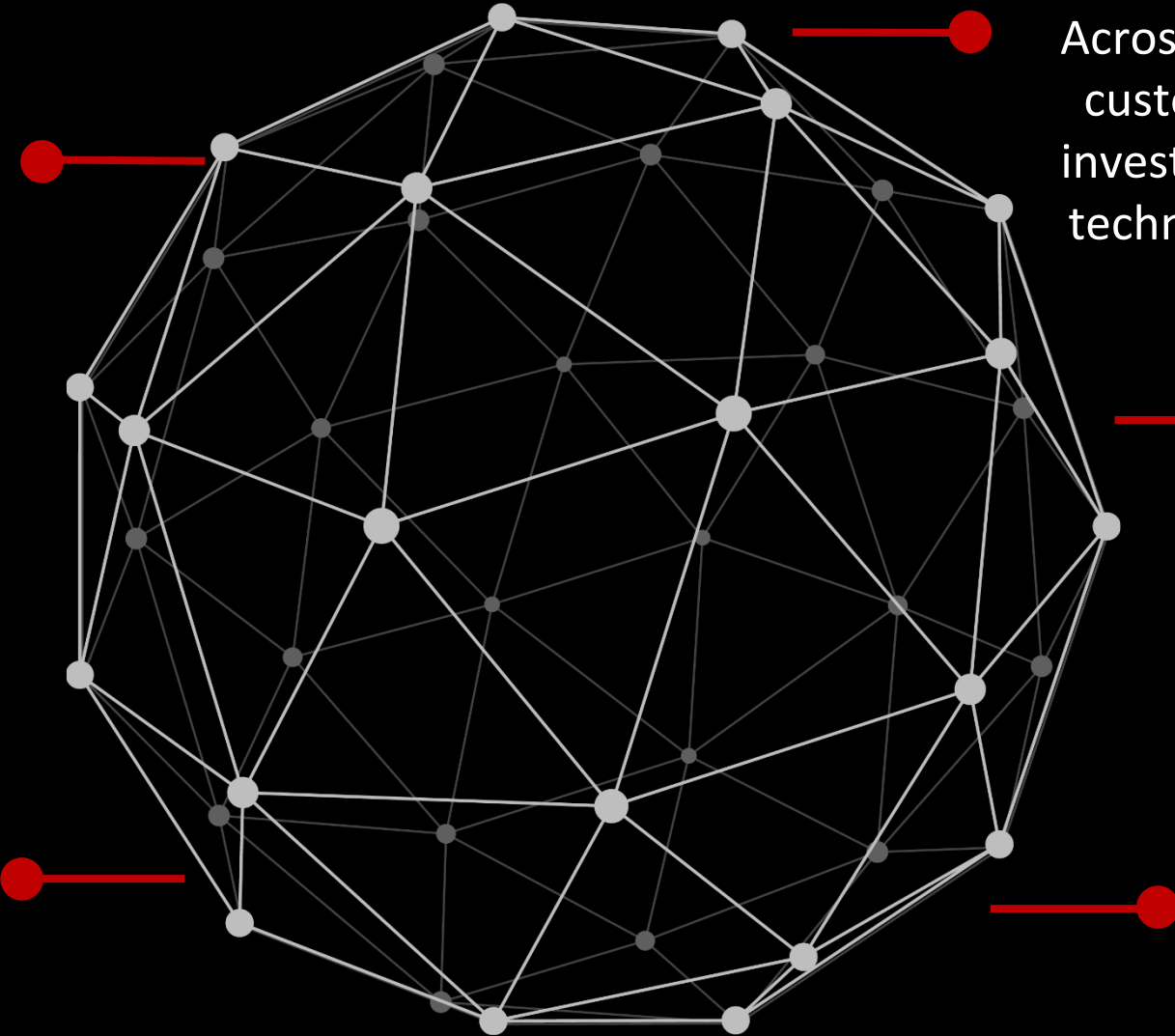


Scale with sustainability

Build robustness in our portfolio structure with each business contributing meaningfully to the balance sheet

More from each customer

Cross-sell not just as a large opportunity but an integral part of our investment payback..



Retail Focus

Across assets and liabilities to drive customer acquisition. Large scale investments in people, process and technology to help drive operating leverage

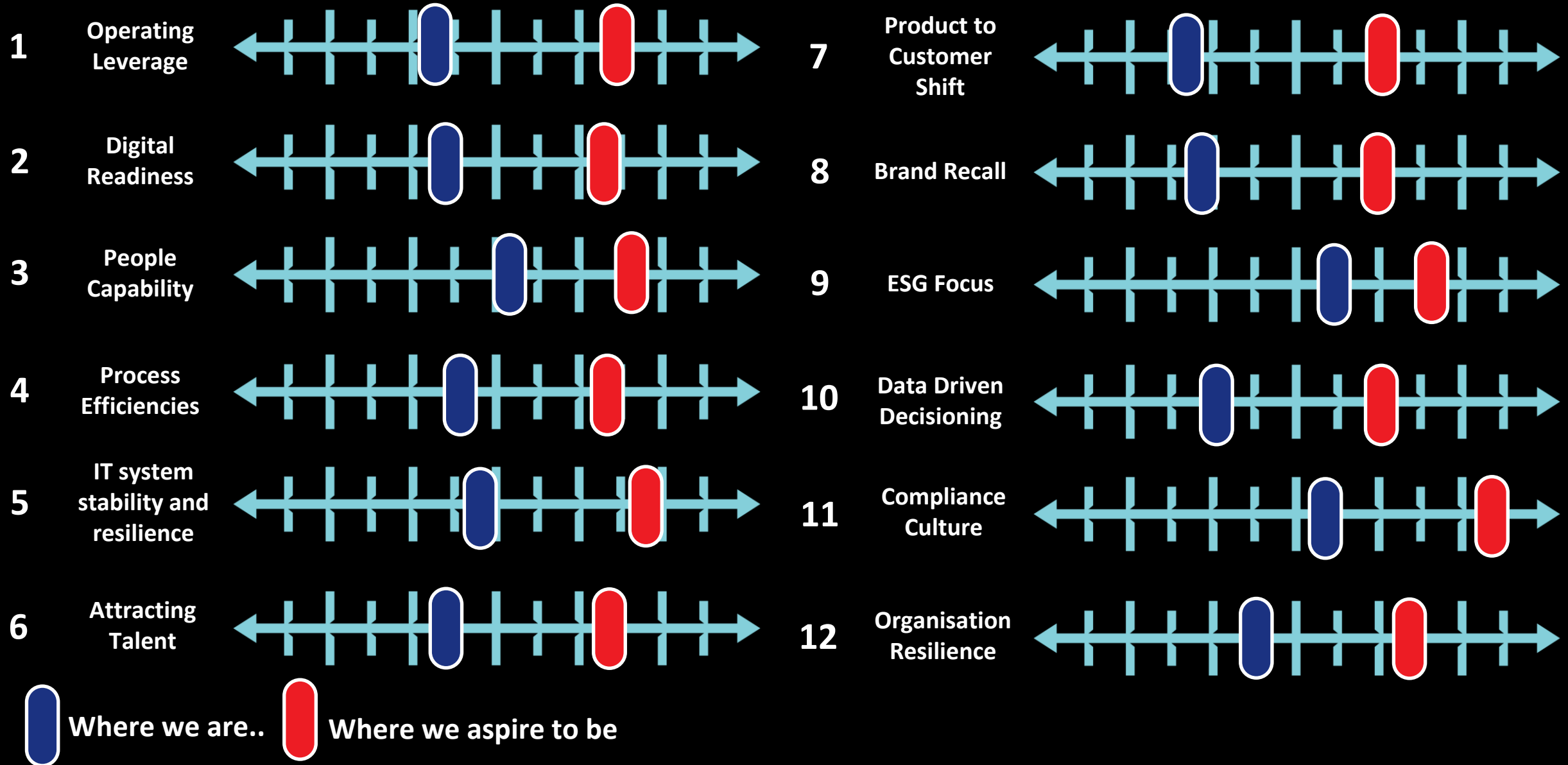
Customer approach

Each business now has a product and customer KRIs built into performance tracking

Our priorities

Build predictability in performance and create an engaged customer centric institution

Our Key Priorities In This Journey



Cross sell potential



Opportunity Layer

Off us Retail loans (Vol, Size)

HL – 0.3 Mn ,100K Cr
LAP -0.1 Mn,50K Cr
GL – 0.2 Mn , 6K Cr

2 W – 0.2 Mn , 50K Cr
PL – 1Mn , 35K Cr
Education -0.03Mn , 3K Cr

Existing Customer Universe

1.8 Mn Liability Customers

4.5 Mn Card Customers

3.5 Mn MFI Customers

7 mn Partner Base

Engagement Layer

~500 Branches

~1100 BC points

Unified Mobile App

2000+ Dealers

ATM, WhatsApp, Chatbot, SMS, Email, Web, Call Centre

Orchestration Layer

Demand Aggregation through our in-house Common Data Market

In-house CRM

One KYC

Simplified LOS

Account Aggregator

Fulfillment Layer

STP Journeys

BRE / Credit Assessment

Legal/Technical evaluation

Assisted Journeys

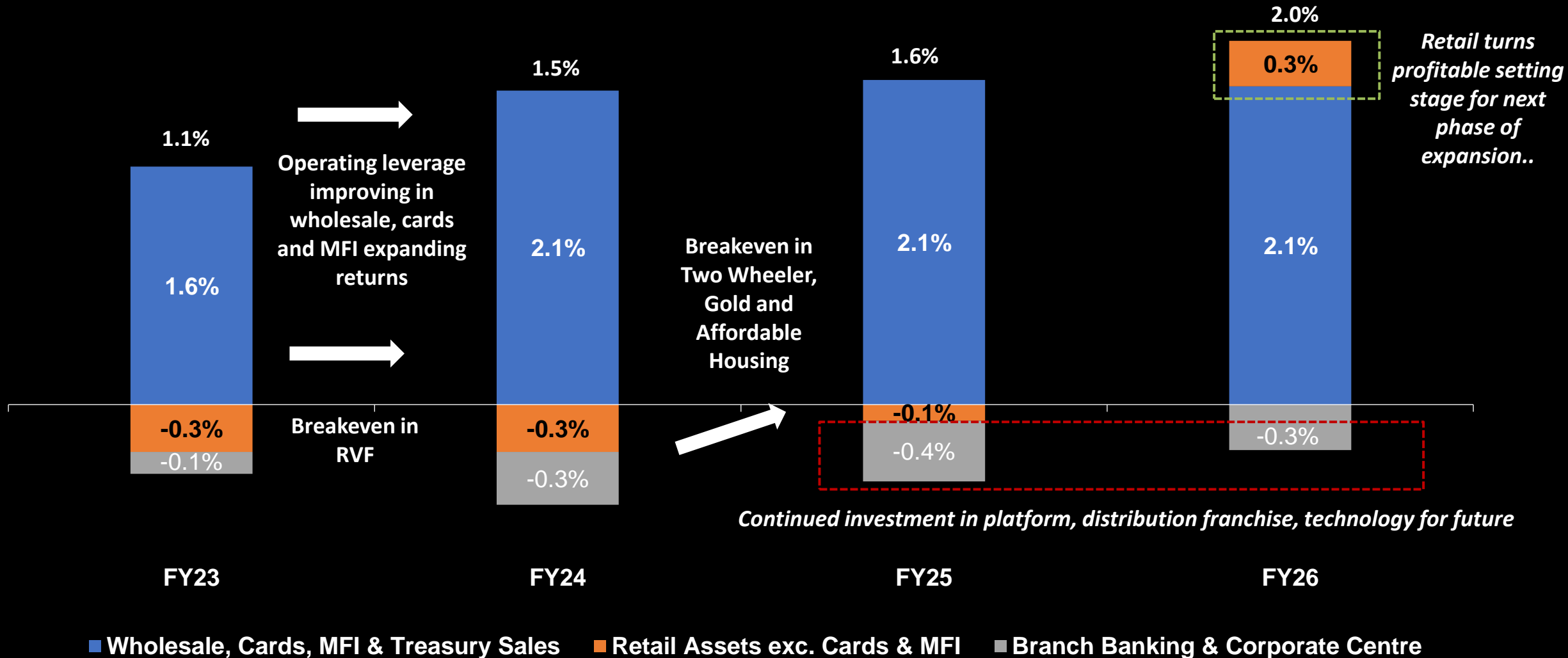


Physical/Faceless Interface for RM

Bridge To Achieving Our Financial Goals



Pre- Tax Return on Assets Bridge (As % of Total Assets of the Bank)



Note : The above figures are approximations basis internal allocations, methodology & FTP and are for providing an understanding of segment profitability



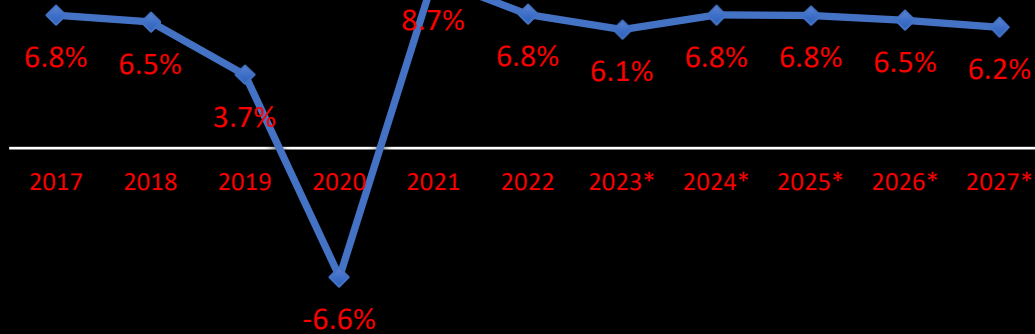
Our Credit Card Business

02

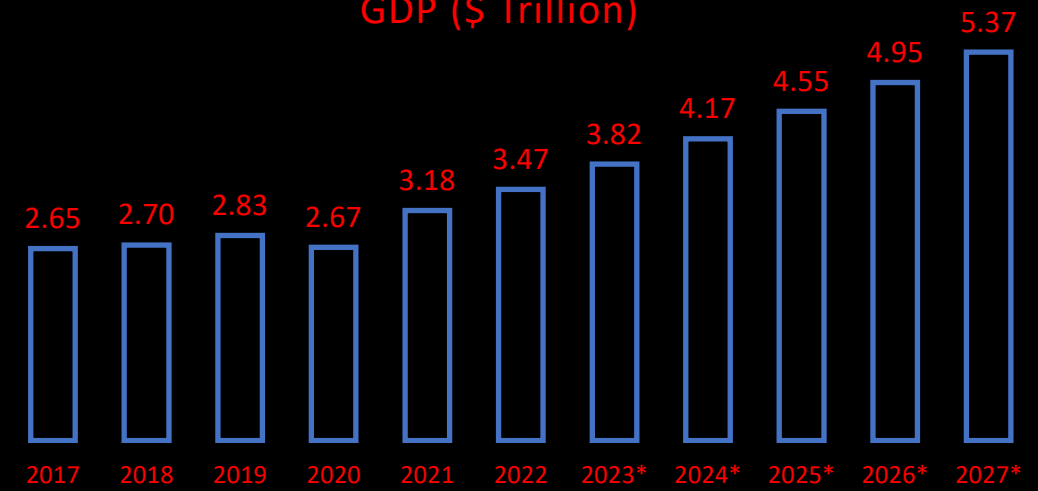
GDP Trends and Macro Environment in India



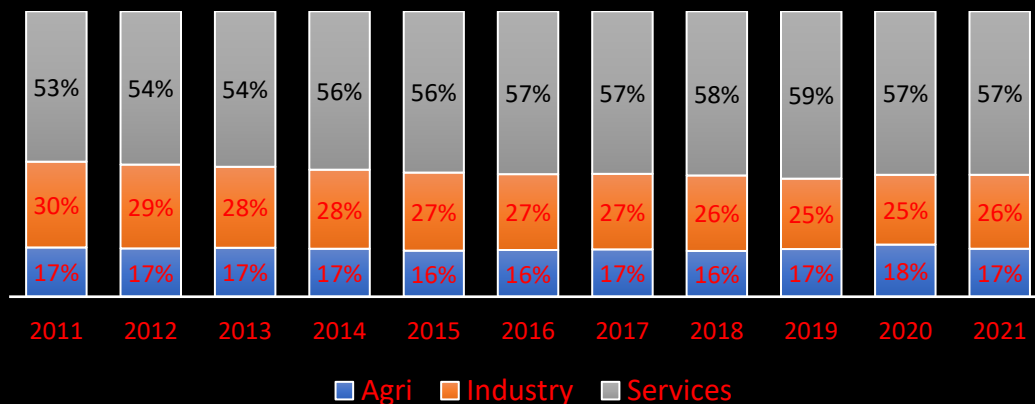
GDP growth rate



GDP (\$ Trillion)



Share of GDP



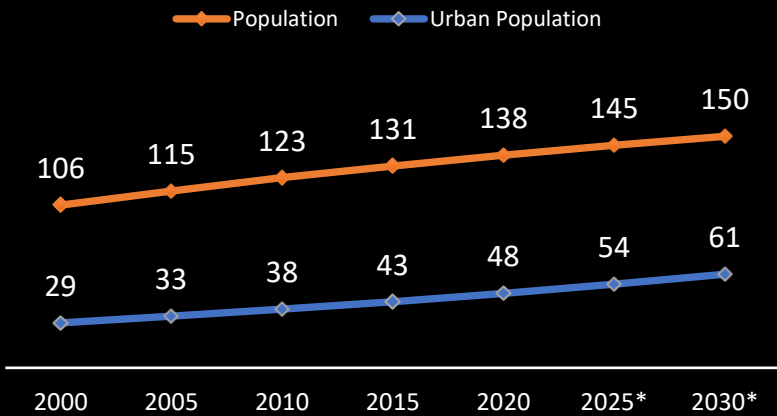
Insights

- India is a strong and resilient economy with fastest growth among major economies
- Growing discontent with China due to Covid-19
- India's growing influence in world politics
- Better relations with West and Russian counter-part
- Young population with access to better education
- Location of Indian subcontinent on world map

Socio-Economic Trends in India

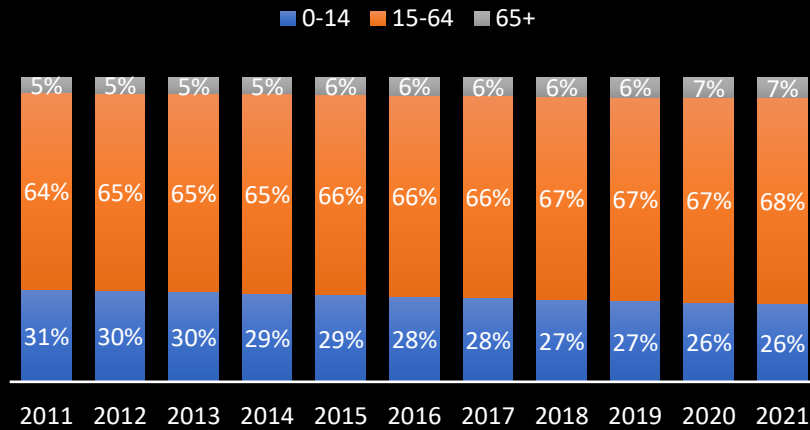


India's Population



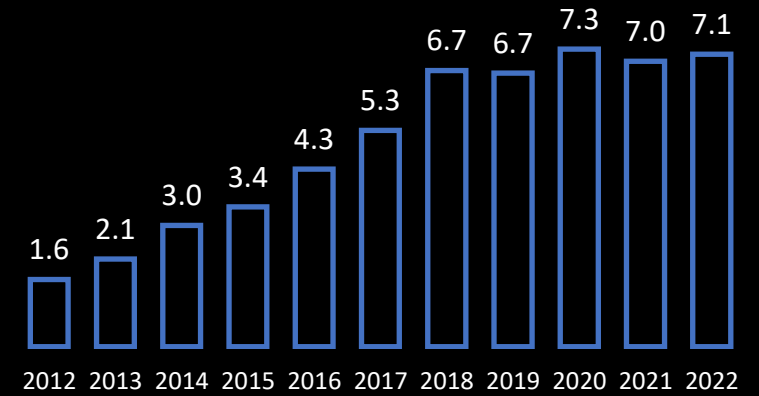
- Urbanization under progress at fast rate

Age Distribution



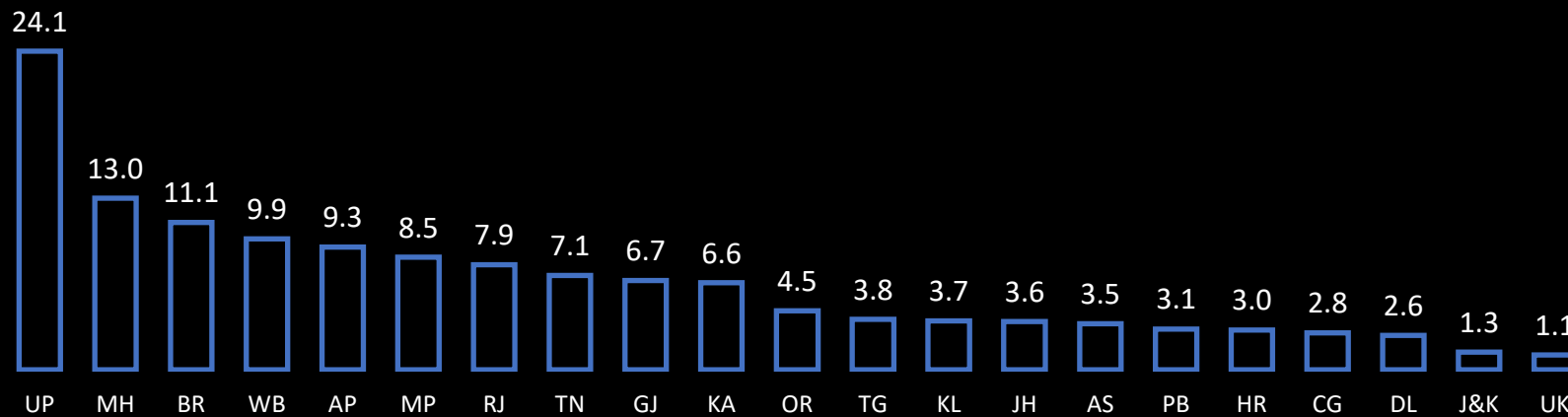
- India is a young country with very low old population

ITR filed

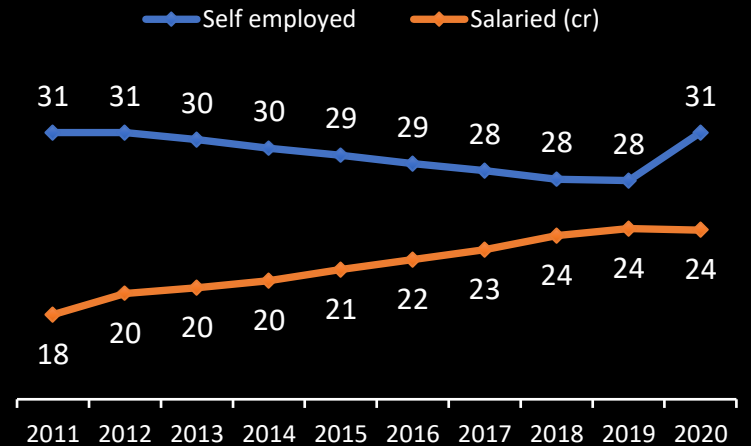


- 61 Cr individuals hold PAN Card

2022 Population



Salaried vs Self-Employed



Emerging Indian Consumer Themes



1

Economic optimism has almost remained constant despite inflationary headwinds

- Younger generation and vaccinated populated demonstrated higher optimism, at 73-75%
- Grocery spending witnesses stable patterns, while discretionary spending has increased since 2020



2

Out-of-home activities are back for in-store and social experience

- Out-of-home activities are steadily returning, with 70% of consumers engaging in modified behaviour
- Categories such as shopping, entertainment, travel, and social gathering are returning to normalcy



3

Digital and omnichannel are growing; relevance prevails

- Three in four consumers continue to leverage omnichannel for purchases
- Digital services (eg, grocery delivery, streaming, online learning, and payments) are becoming the norm



4

Loyalty shake-up continues; perceived value is king, followed by purpose

- Seven in ten consumers switched brands or retailers, with value as the top reason
- Other common reasons for retailer switch were quality and sustainability



5

Scrimping and splurging in light of disruptions

- More than 40% continue to splurge on entertainment at home, international flights, vitamins and supplements, and personal-care products
- Other categories, including consumer electronics, apparel, and groceries, are showing scrimping

People are choosing to act now, not later



+ 215%

Instant Delivery

Retail

The convenience of online shopping remains a priority for shoppers who've embraced digital-first lifestyles, but we're also seeing new developments. Alongside continued growth in search interest in "same day delivery" and "free delivery," which have risen by more than 35% and 15%, respectively, over the last two years, there has been a surge in search interest in "instant delivery," which has grown over 215% from 2021 to 2022. Consumers are no longer just looking for convenience now; they want to have products on hand immediately, especially during peak shopping moments such as the festive season.



+ 110%

E waste Disposal

Technology

Consumers are conscious of sustainability, and they're moving from awareness to action, following India's net zero carbon emissions pledge in 2021. For example, there's been a shift in search interest in "what is e-waste" to "e-waste disposal methods" quarter over quarter, with search interest in the latter growing over 110%.

At the same time, people are holding brands and the authorities accountable for sustainability efforts. For instance, search interest in "clean India," which is commonly associated with a country-wide campaign to improve waste management, has risen by over 80%.



+ 100%

Buy Now Pay Later

Finance

Rising cost of living has been top of mind for consumers, with search interest in "inflation" and "cost of living" each growing over 20%. Moreover, people are acting to ease their financial concerns, including through short-term financing options. Search interest in "buy now, pay later" has risen over 100%, and search interest in "pay later" has increased over 50%.

People are building their identities in the digital realm



+ 15%

Virtual Try On

Retail

Shoppers are forming their identities in the digital world through virtual shopping experiences, including those where they create augmented reality avatars to try on various kinds of products, such as clothing and footwear, without hassle. Search interest in “virtual try on” has grown over 15%.



+ 120%

Minecraft Skin

Technology

In the world of technology and gaming, where online personas are common, players continue to want to create unique identities. For instance, search interest in “minecraft skin” grew over 120% in the past year, as players of the popular game look for ways to customize their characters with downloadable outer coverings known as “skins.” Consumers are also looking to use 3D simulation technology to express who they are and what they like, with search interest in “simulator 3D” growing over 55%.



+ 70%

Best Stocks

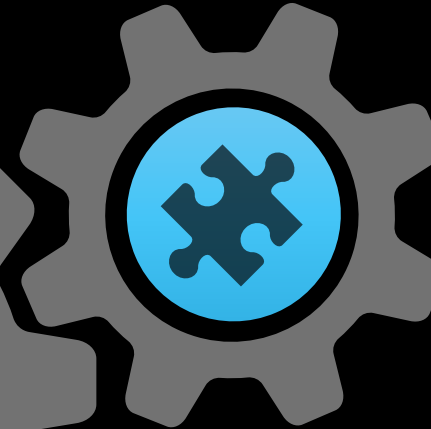
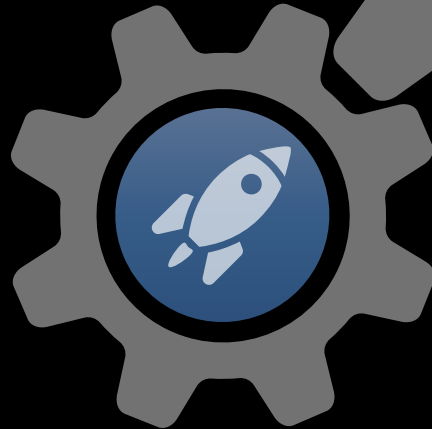
Finance

People in India are becoming avid online learners of finance and investing. Search interest in “best stocks” has grown over 70%, while search interest in “silver ETF” grew 8X from last year.



Entry Of New Players

- The digital payment space is attracting big techs and non-banking players
- Payment services are now being offered on messaging platforms
- Value-added services, cross-selling of products and overlay services are a few emerging business models



Regulatory Initiatives



- The Payments Infrastructure Development Fund (PIDF) has been created to boost the growth of acquiring infrastructure
- Guidelines have been issued on offline payments, tokenisation and regulatory sandbox
- Reimbursement of MDR on RuPay card and UPI transactions has been announced



Technology as Growth Driver

- Technology platforms are catalysing the digitisation of payment processes.
- Cloud hosting, open APIs, etc., are enabling players to provide platform as a service and launch new product offerings.
- Ecosystem-based platforms with embedded finance have emerged.

Change in customer behaviour



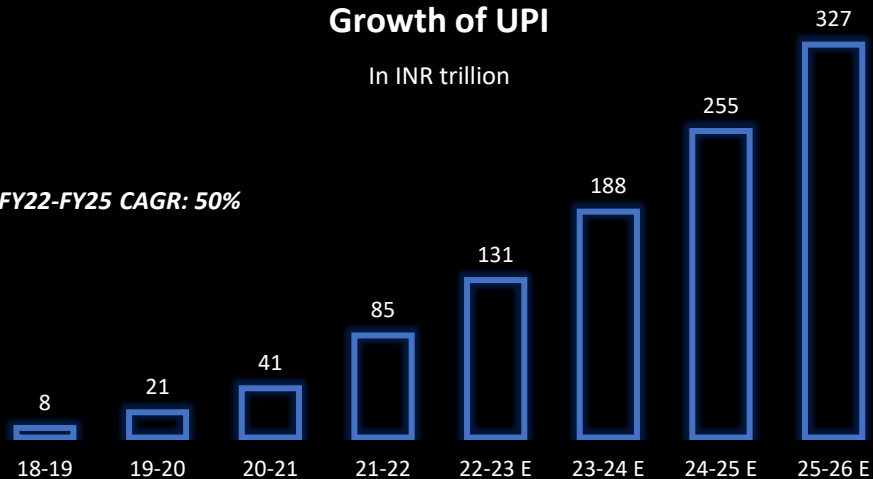
- Payment behaviour of Indian customers has seen a tectonic shift
- Integration of payment modes facilitated by FinTechs and PayTechs has led to ease of usage
- Redefined customer journeys are driving adoption both in the physical and e-commerce space



Growth of UPI

In INR trillion

FY22-FY25 CAGR: 50%



UPI has had a tremendous impact on the Indian payments landscape. Simple mobile-based accessibility, ease of use and changes in consumer behaviour due to the pandemic have led to a significant increase in UPI transactions.

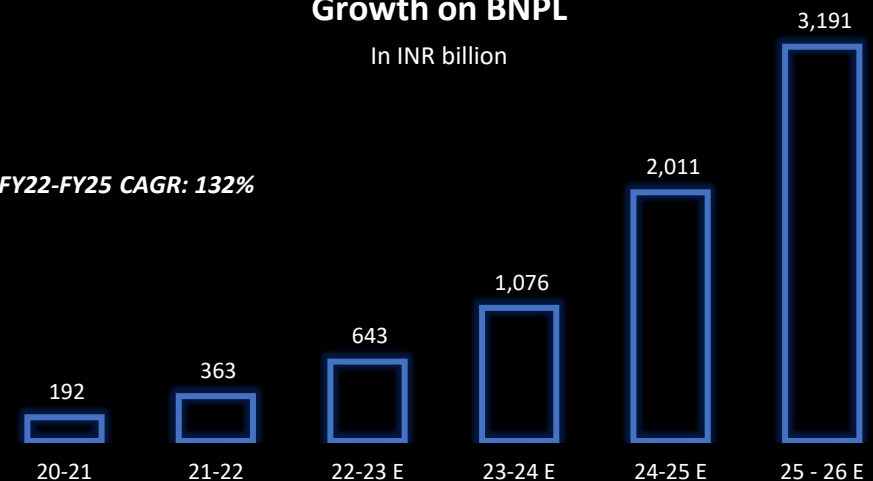
UPI is expected to grow phenomenally by FY 2026 as below -

- Expected to reach Rs 327 Trillion
- Transaction volume to surge to 169 billion at CAGR 50%

Growth on BNPL

In INR billion

FY22-FY25 CAGR: 132%



BNPL has seen tremendous growth across the world over the last few years. In India, it has emerged as one of the preferred modes of payment among millennials.

BNPL is expected to grow phenomenally by FY 2026 as below -

- Expected to reach Rs 1,391 billion
- Expected user base to reach upwards 15 mil
- Transaction volume to surge to 2 billion at CAGR 67%

Other Key Trends

- **BBPS** – It has contributed substantially to the overall growth of digital payments. Current BBPS value for FY 22-23 stands at Rs 1,230 billion and is expected to grow 4X to Rs 4,701 billion by FY 2025-26.
- **Cross border** - International payments act as a catalyst for cross-border trade and investments, and have played an important part in shaping up the Indian economy.. technological advancements are transforming cross border payments, inward remittance has a GAGR of 5% since 2016 and is expected to grow 150% by FY 2035-26.
- **Tokenisation** - Tokenization refers to replacement of sensitive data by surrogate value known as a token. Scope of tokenisation has been expanded with additional use cases like laptops, desktops, wearables (wristwatches, bands, etc.), internet of things (IoT). As the number and usage of wearable devices across segments increase, tokenisation will help propel small-value transactions for in-store and transit payments.
- **NETC** - With FASTag having been made compulsory for all four wheelers, NETC is also expected to grow exponentially in the coming years, especially with the opening up of new use cases like parking and fuel payments.



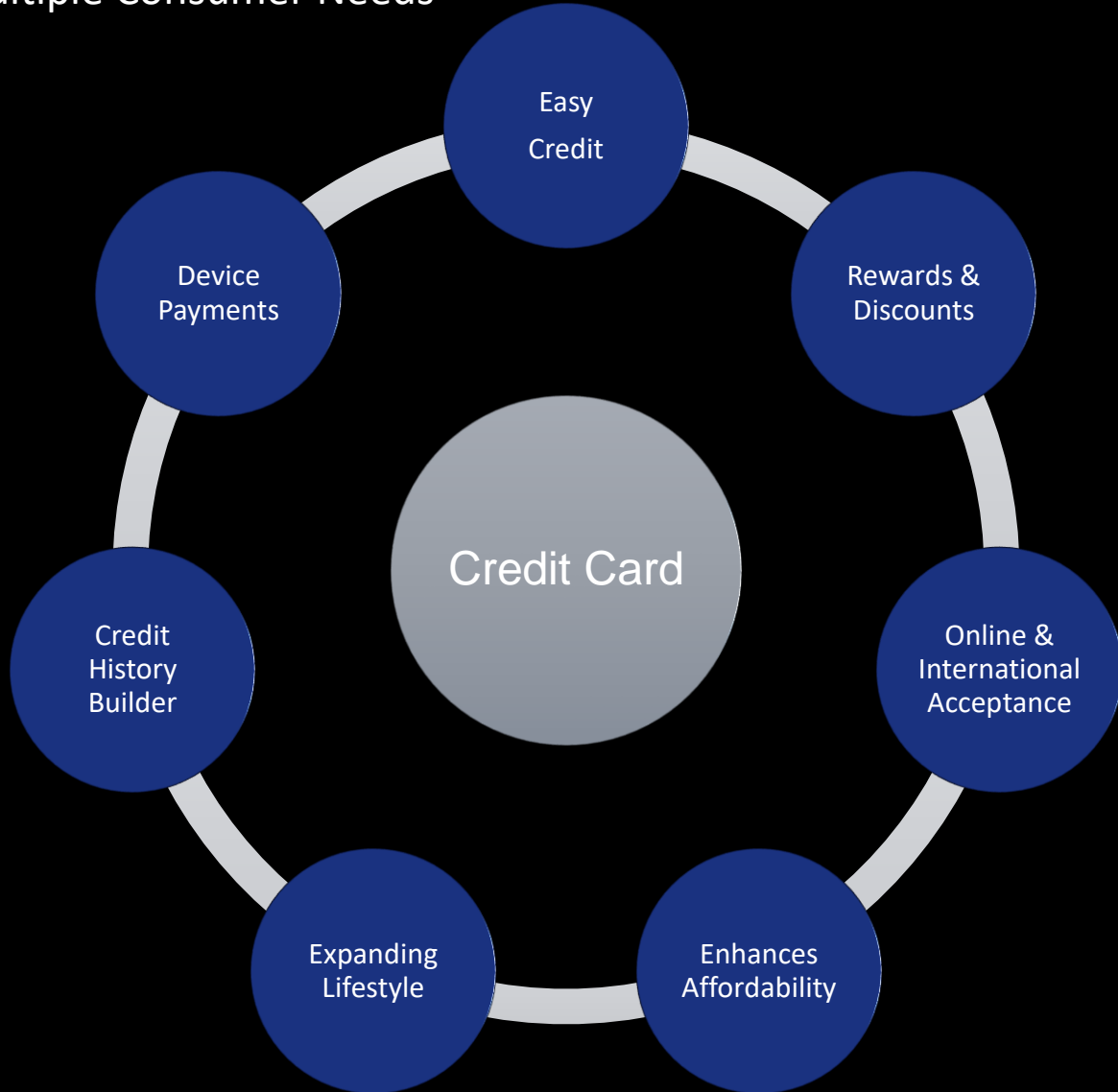
- 1 Tapping the Untapped**
Empowering and elevating the 'early' with focus on the 'young millennial' segment who could be a student/NTC/thin files-profiles which Banks typically don't underwrite.
- 2 In app sourcing | Zero Fee**
No annual or renewal charges; making it convenient & lucrative for early users to enroll for the card offering. App based sourcing and card management enable 360 ecosystem for the users
- 3 No interest EMI**
Card users can get up to 90 days of interest-free installments
- 4 Big co-brand partnerships**
With an extensive ETB base merged with a large E-com 'sticky' spender base has resulted in high volume issuances to the tune of 5 million (AMZ+FLP) in the last 3 years

	CARDS	SLICE	UNI	ICICI/AMAZON	AXIS/FLIPKART
Product Type	BNPL	BNPL	BNPL	Credit Card	Credit Card
Key Segments	Millennials/ NTC/ Thin File	Millennials/ NTC/ Thin File	Millennials/ NTC/ Thin File	Millennials/E-com spenders	Millennials/E-com spenders
Monthly Volume (~issuance)	2,00,000	10,000	1,00,000	1,00,000	1,00,000
Core Feature	No cost 3m EMI	No cost 3m EMI	5% cashback on Amazon purchases	5% cashback on Flipkart & Myntra	5% cashback on Flipkart & Myntra
Fee	Lifetime Free	Lifetime Free	Lifetime Free	Lifetime Free	Rs 500/- (waived on spend milestone)
Cashback	1%-2%	1%	1%-5%	1.5% - 5%	1.5% - 5%

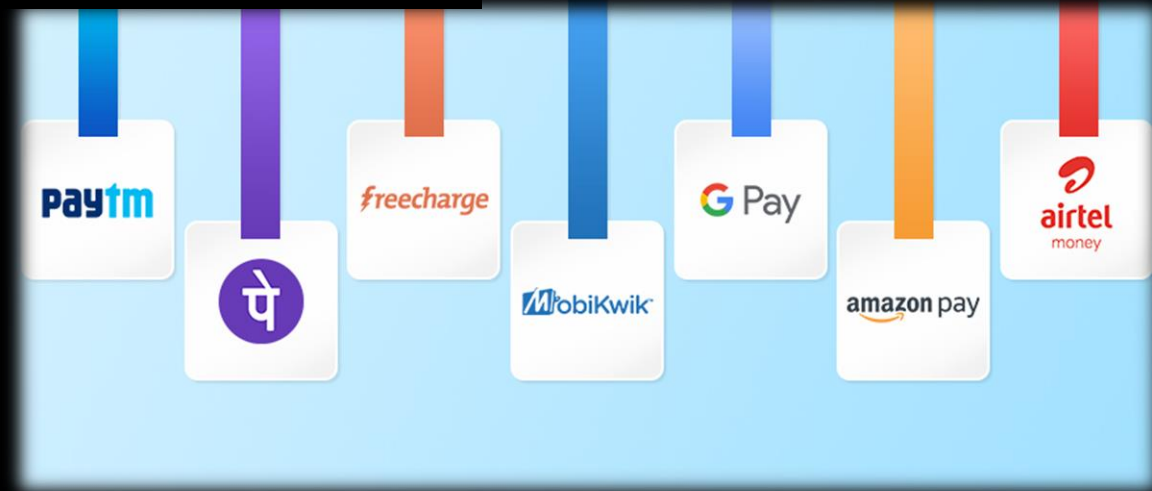
Competitive SpaceMultiple Evolving Consumer Needs



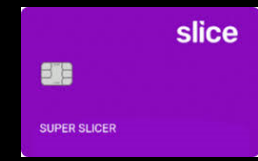
Multiple Consumer Needs



Category Competition



New Entrants



Lending Trends - Consumer Loan Funnel



Products	Demand Share	Disbursal Share	Acceptance Rate
Personal Loan	31%	50%	82%
Consumer Loan	25%	27%	57%
Credit Card	27%	13%	25%
Home Loan	3%	2%	26%
Auto Loan	4%	2%	22%
2W Loan	4%	4%	51%
Business Loan	4%	2%	22%
CV Loans	1%	1%	39%
Total	38,39,79,721	19,87,52,064	52%

Apr'22-Mar'23 Industry View (includes us); Credit Bureau data

Lending Trends - Segment Demand



Products	NTC	501-600	601-730	731-760	761-780	780+
Personal Loan	14%	3%	40%	28%	11%	4%
Consumer Loan	20%	3%	36%	27%	10%	3%
Credit Card	11%	2%	32%	31%	16%	7%
Home Loan	20%	1%	24%	23%	18%	15%
Auto Loan	17%	2%	35%	24%	14%	9%
2W Loan	31%	4%	34%	19%	8%	3%
Business Loan	15%	2%	36%	28%	12%	7%
CV Loans	20%	3%	41%	22%	10%	4%
Total	16%	2%	36%	28%	12%	5%

Apr'22-Mar'23 Industry View (includes us); Credit Bureau data

Lending Trends - Segment Disbursal



Products	NTC	501-600	601-730	731-760	761-780	780+
Personal Loan	5%	1%	43%	36%	12%	4%
Consumer Loan	13%	1%	24%	35%	21%	6%
Credit Card	10%	0%	18%	34%	25%	13%
Home Loan	9%	0%	20%	26%	22%	22%
Auto Loan	9%	1%	29%	28%	19%	14%
2W Loan	28%	2%	30%	24%	11%	4%
Business Loan	7%	1%	31%	33%	19%	8%
CV Loans	13%	1%	24%	35%	21%	6%
Total	9%	1%	33%	35%	16%	6%

Apr'22-Mar'23 Industry View (includes us); Credit Bureau data

Lending Trends - Portfolio Distribution



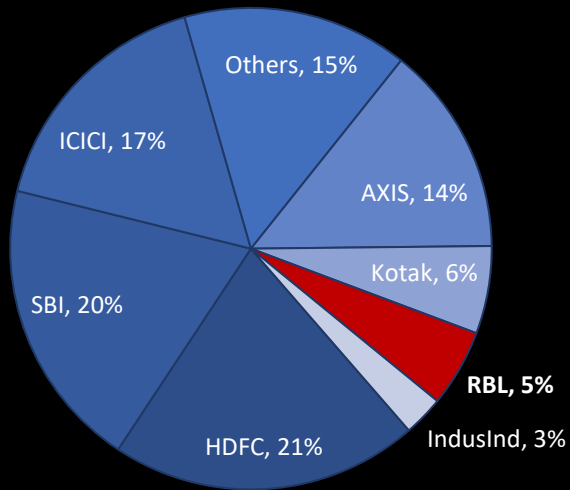
Products	% Trades	NTC	501-600	601-730	731-760	761-780	780+
Personal Loan	28%	0.04%	4%	43%	27%	18%	8%
Consumer Loan	15%	0.26%	2%	30%	34%	26%	9%
Credit Card	31%	0.11%	1%	22%	23%	26%	28%
Home Loan	7%	0.06%	3%	24%	21%	26%	26%
Auto Loan	5%	0.04%	2%	34%	29%	22%	13%
2W Loan	8%	0.14%	12%	44%	28%	13%	3%
Business Loan	3%	0.09%	12%	41%	27%	15%	5%
CV Loans	2%	0.04%	11%	54%	21%	10%	4%
Total	24,32,83,054	0.10%	4%	33%	26%	22%	15%

Mar'23 Industry View (includes us); Sources : Credit bureau

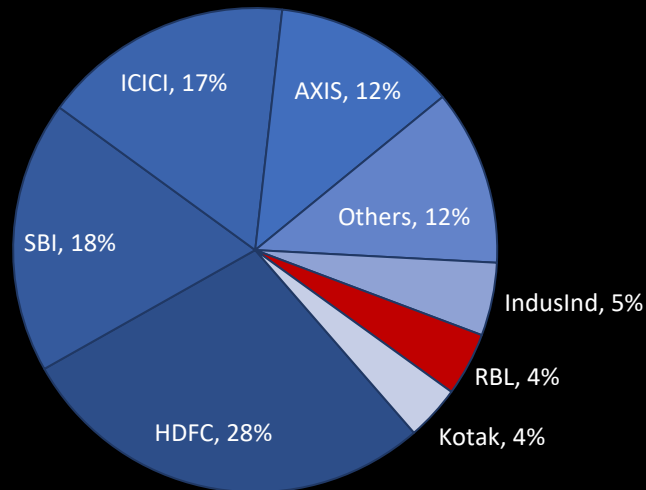
Credit Card Industry Share & Growth Trends – Jun'23



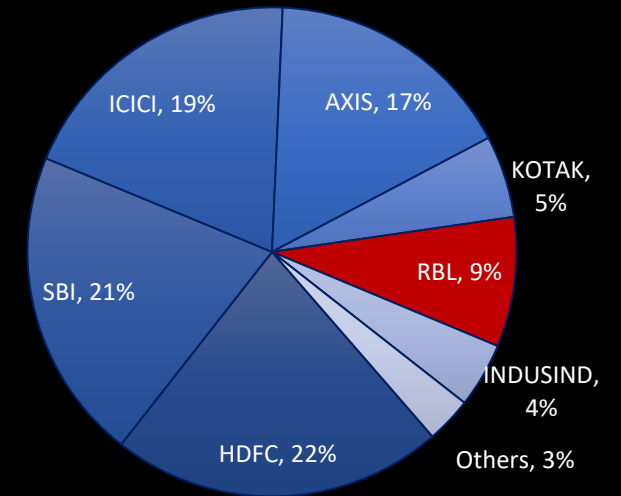
Cards (#)



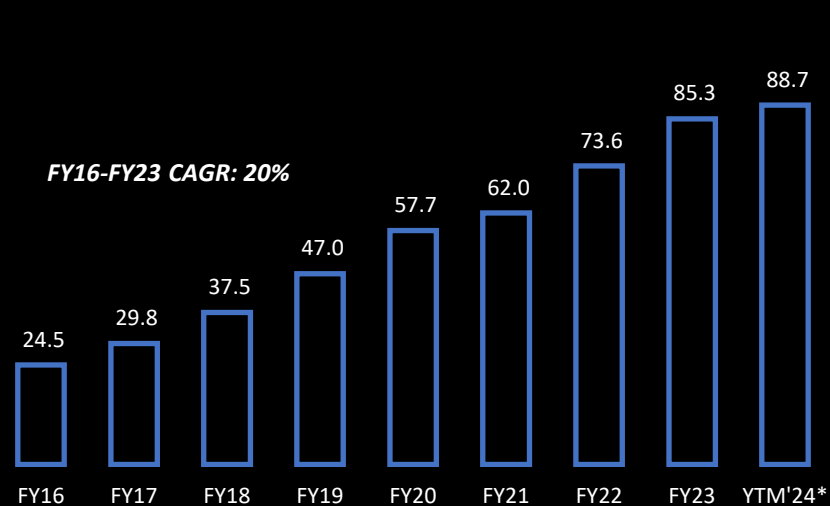
Spends (INR)



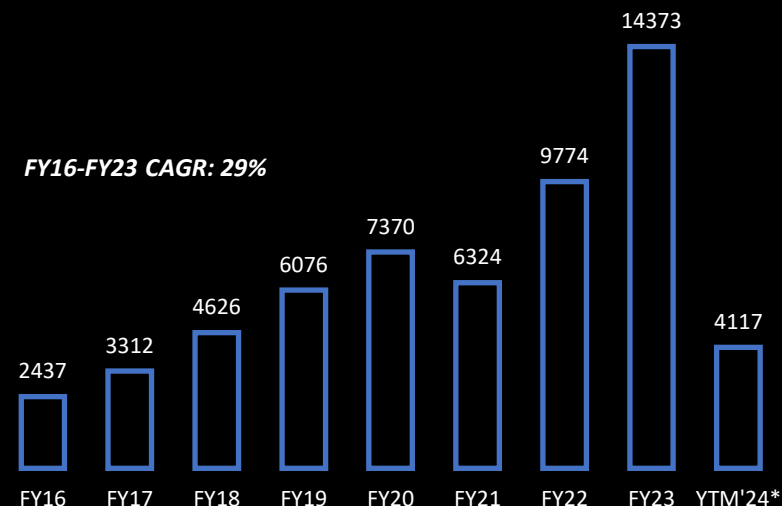
Advances (INR)



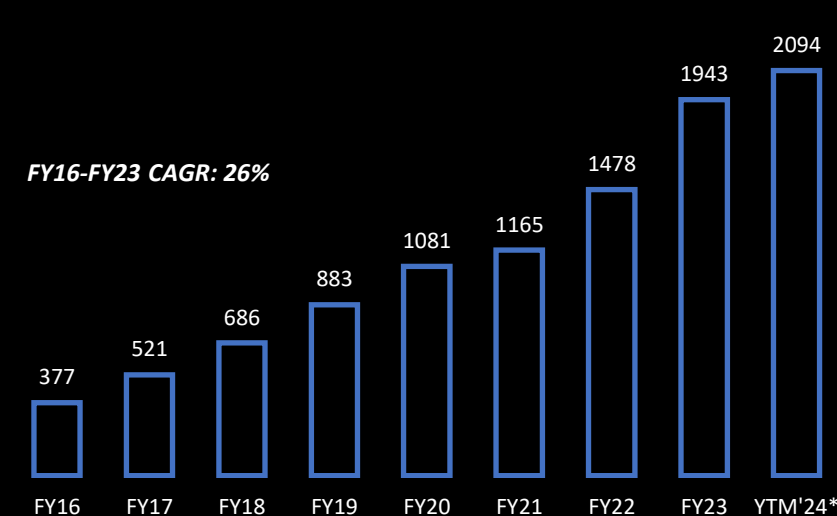
FY16-FY23 CAGR: 20%



FY16-FY23 CAGR: 29%



FY16-FY23 CAGR: 26%

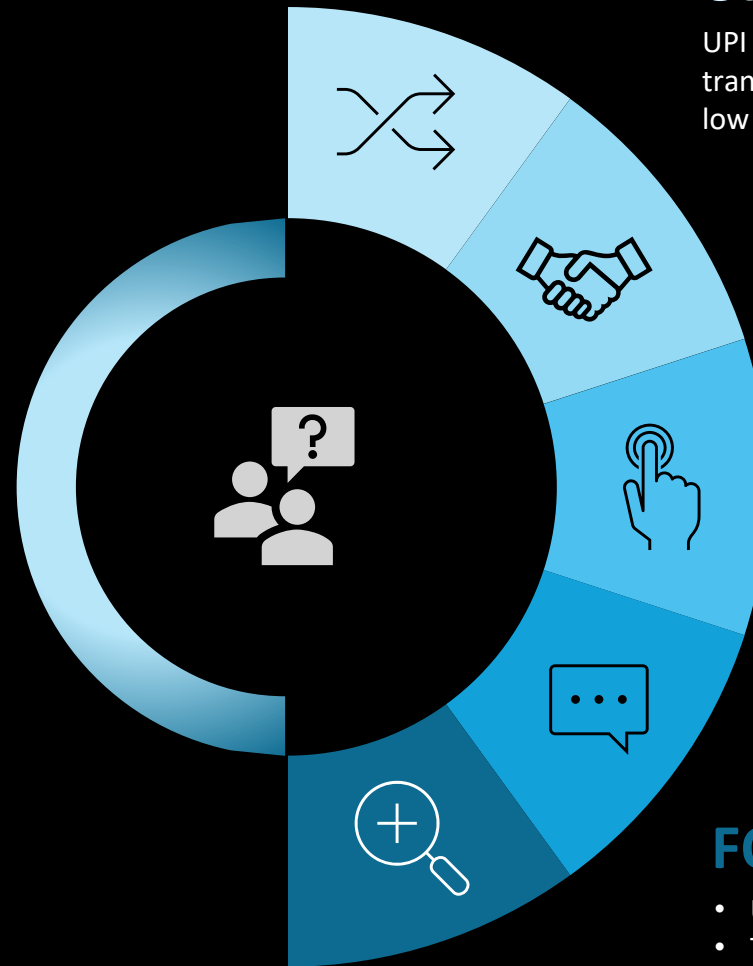


• Cards are in million, Spends and Advances are in Billion

• YTM'24 is till Jun'23

• Source: rbi.org,

Emerging Credit Card Industry Trends



UPI ON CREDIT CARD

UPI on RuPay Credit card has been launched. It will increase the ease on QR transactions on credit Card, which further will increase market penetration for low ticket transactions

TECHNOLOGY ENABLERS

Technology partners are improving technology stack across various areas such as customer onboarding, underwriting and card processing including virtual cards and instant issuance leading to better experience

HYPER PERSONALISATION

Customers now prefer curated experience; banks are using data analytics and artificial intelligence to personalized service offering

CORPORATE TAX

During Covid corporate card spends had reduced, considering travel was among the major use cases. Recently corporates have started using paying taxes using Corporate Credit Card which are driving credit card spends

FOCUS ON NEW SEGMENTS

- Under penetrated market | 3% population has credit card
- Tier ii and iii cities
- Self employed professionals
- Customers with income range of 2.5 Lacs to 5 Lacs
- Age brackets of 18-25 years, 55+ years segments

Our Journey So Far



> 2021

- Start of DST channel
- Focus on spends and activation post Covid
- Back to office with full strength
- Implementation of RBI master guidelines
- 4.5 million customers
- 6000 Cr monthly spends

2018-2019

- Focus on scaling sourcing and Acquisition
- Core system migration from HP to Fiserv
- RBL Mycard App 1.0 launch
- CRMNEXT launch
- 1 Million customers – July'18
- 2 million customers – July'19
- Book size of 5,000 Cr – Feb'19

3

2020 - 2021

- Consolidation of portfolio
- Credit interventions to mitigate loss
- Regulatory modifications
- Focus on governance
- Discontinuation of DSA sourcing
- Launch of cards on Visa platform
- Moratorium & restructuring
- 3 million customer base – Apr'21
- 10K book size – Jan'20
- RBL MyCard App 2.0 launch

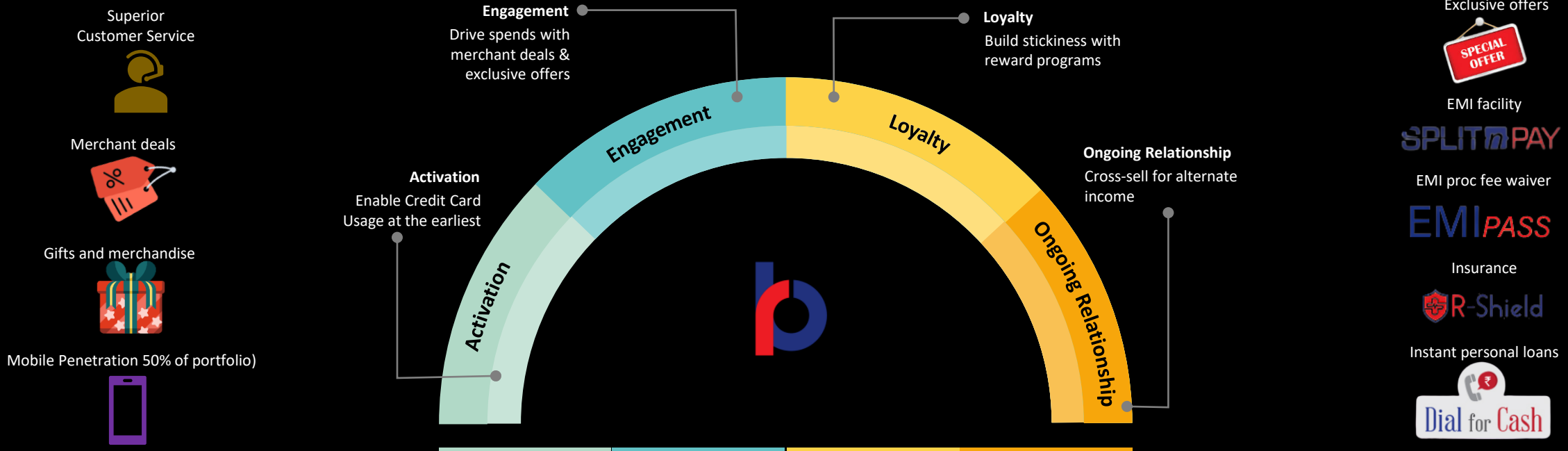
1

2014 - 2017

- Acquired RBS Portfolio
- Team and resources setup
- Ratnakar to RBL Bank Branding
- Invested in value proposition
- JMD office setup in 2016
- Launched Bajaj and Bookmyshow products

4

Customer Engagement



76%

New Customer activate in 90 days

72%

Ccustomer active in portfolio in last 120 day

85%

EMI booked through mobile app at no cost

86%

App Downloads

Strong engagement will lead to repeat users & higher revenue. Aim to be a leader in customer engagement in Cards Industry....



- Organic lead flow through digital channels
 - Automated decisioning
 - Instant on-boarding

- Collect dues digitally
- Digital SI setup
- Ready reckoners for customer guidance
- Continuous updates on defaults

- Service customers digitally
- Customer request onboarding through app/bot
- Instant customer-centric request decisioning

- View and service account related details digitally
- Card controls with user on handy app
- Offer fulfilment details & instant redemption through app
- Usage awareness /Fraud awareness

- New age marketing through WhatsApp, App, notification and BOTs
- Gamify and engage
- Account analyzer & derived offerings – upsell/upgrade or offers

- Generate revenue and cross-sell digital
- Acquisition, add-on requests through app



www.rblbank.com

Relative Strengths (1/2)



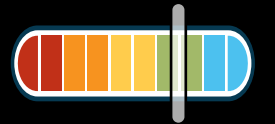
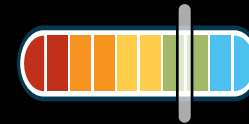
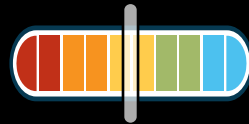
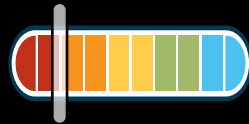
2014 - 2017

2018 - 2019

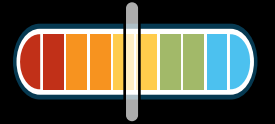
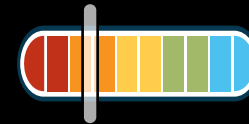
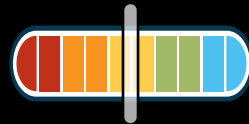
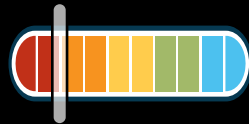
2020 - 2021

> 2021

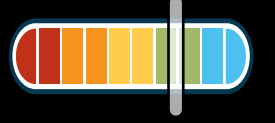
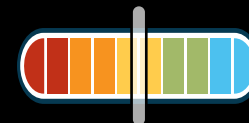
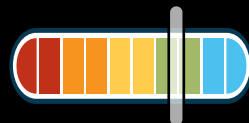
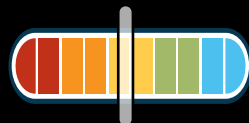
Brand Value



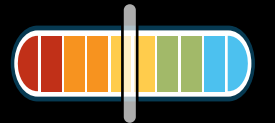
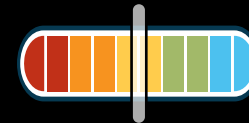
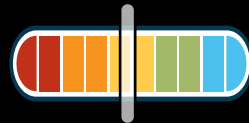
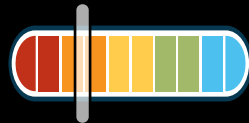
Distribution



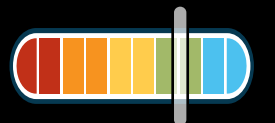
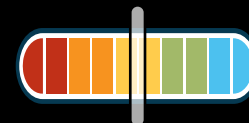
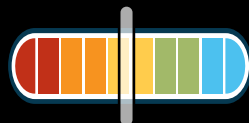
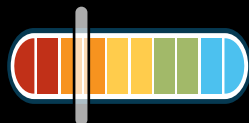
Product



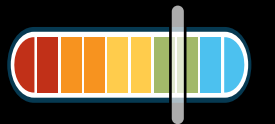
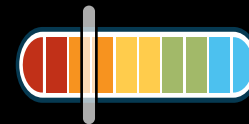
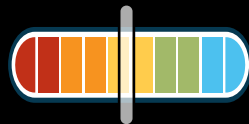
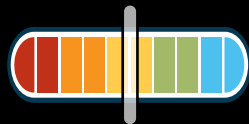
Service



Partnership



Technology



Relative Strengths (2/2)



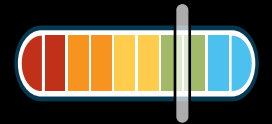
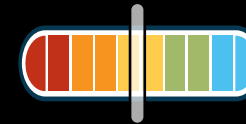
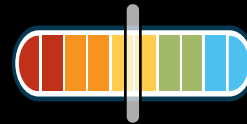
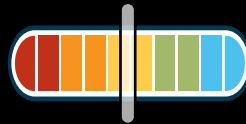
2014 - 2017

2018 - 2019

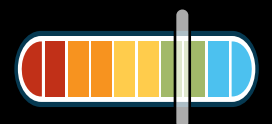
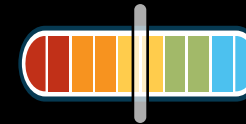
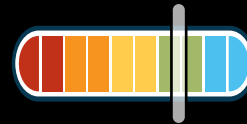
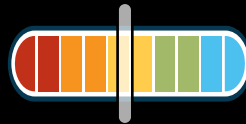
2020 - 2021

> 2021

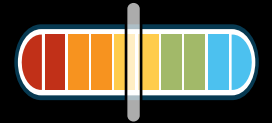
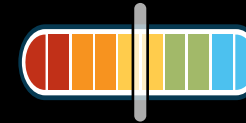
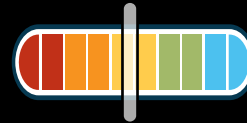
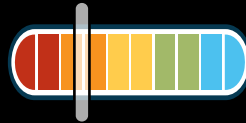
Collection



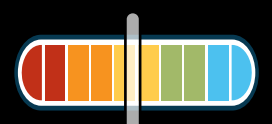
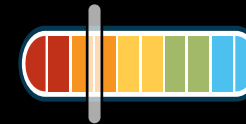
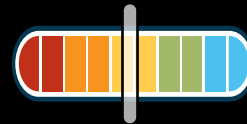
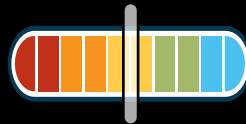
Customer engagement



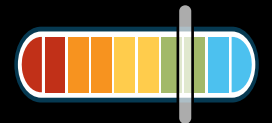
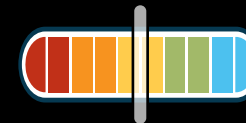
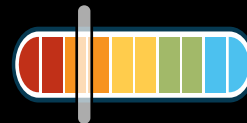
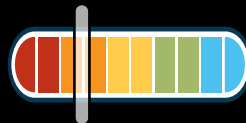
Digital servicing



Risk



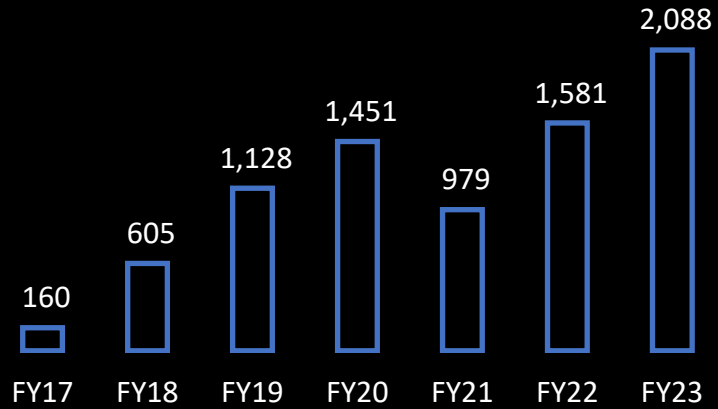
Audit & Governance



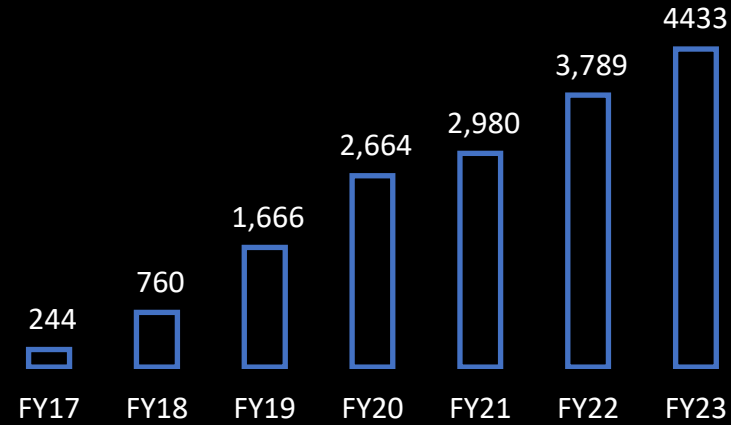
Credit Card Journey so far



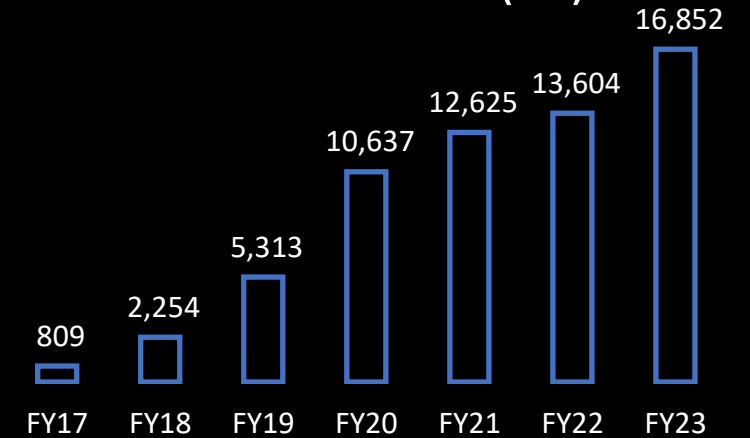
New Cards ('000s)



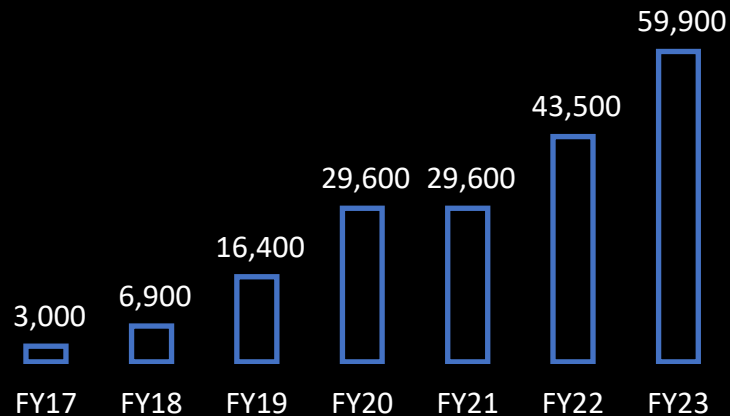
AIF ('000s)



Portfolio Size (Cr)



Spends (Cr)

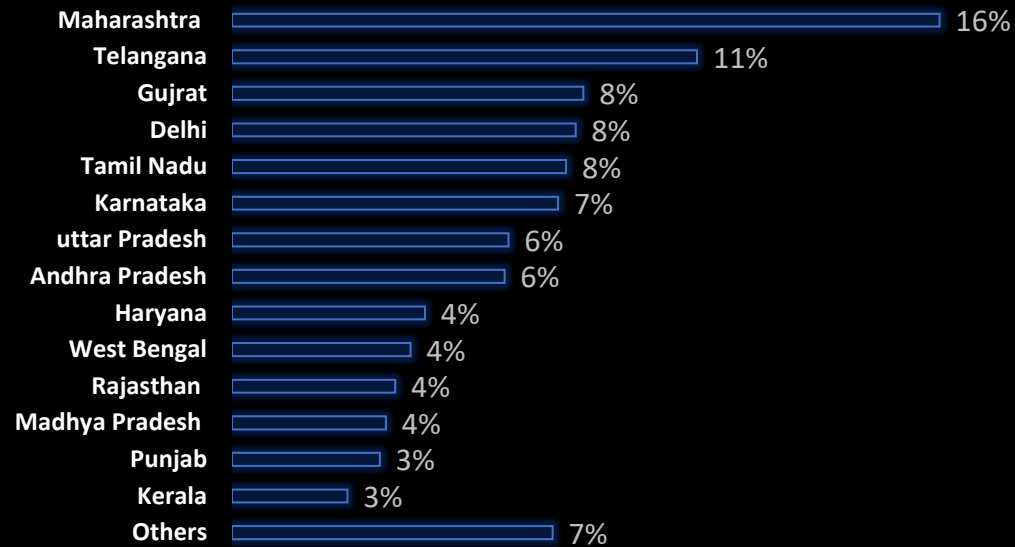


Spend Share	FY20	FY21	FY22	FY23
Daily Spends	69.7%	74.7%	77.4%	78.0%
Discr. Spends	18.7%	17.5%	15.8%	15.0%
Hotel, Travel & Cash	11.7%	7.8%	6.8%	7.2%

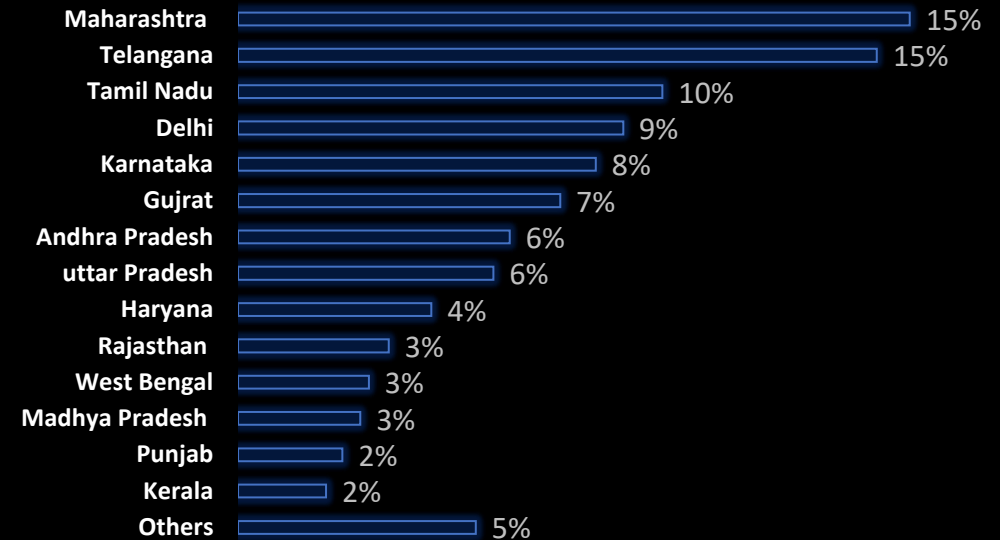
Portfolio Texture – Geography Mix



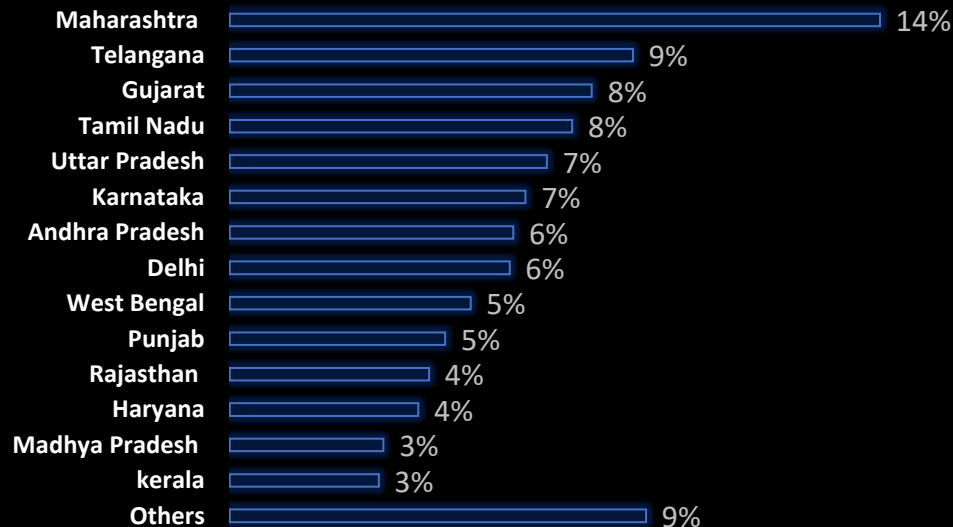
AIF Mix



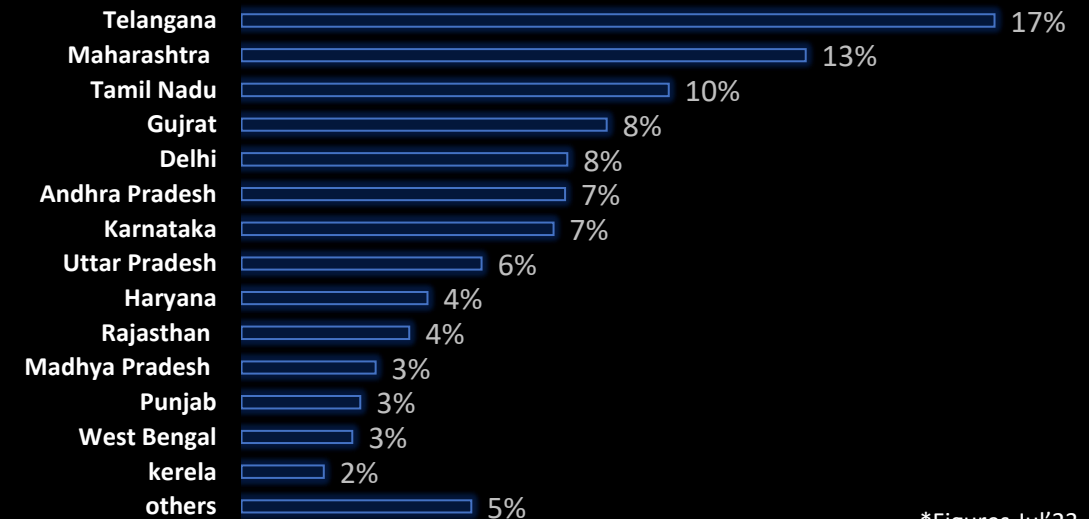
Advances Mix



NCA Mix



Spend Mix



*Figures Jul'23

Industry vs RBL Performance



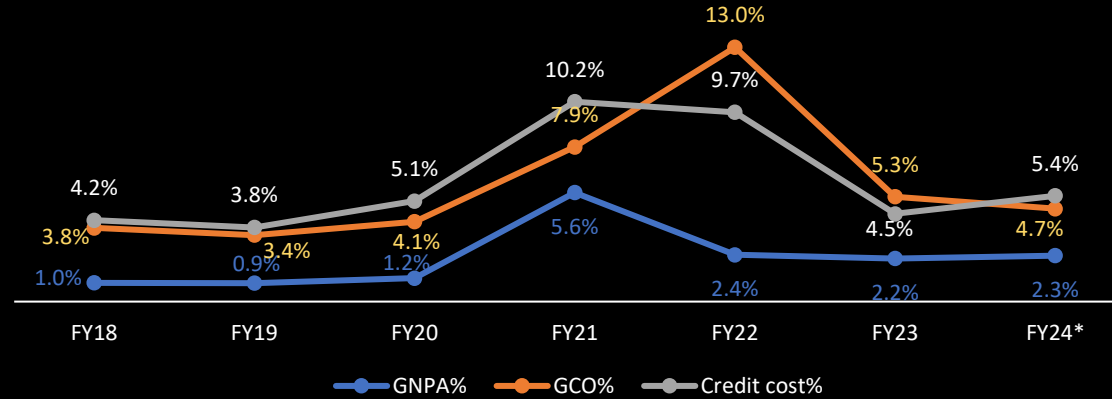
6MOB \$30+ Rates – Originations (Credit Cards)

	Oct'21	Nov'21	Dec'21	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22
Industry	2.4%	2.6%	3.0%	3.2%	3.5%	4.0%	4.0%	4.5%	5.2%	5.5%	5.2%	5.3%
RBL	1.1%	1.9%	1.6%	1.8%	1.7%	1.9%	1.6%	1.9%	2.0%	1.7%	1.4%	1.6%

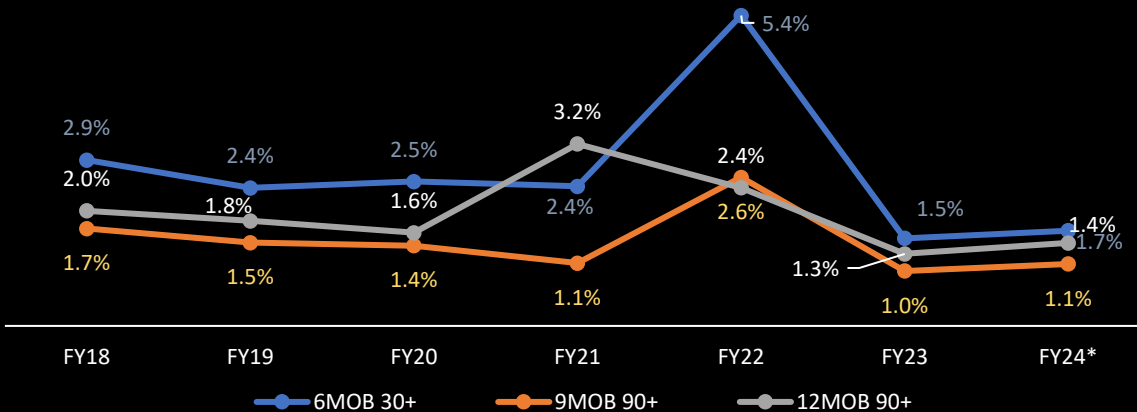
Co-incident \$90+ Rates (excluding 180+)

	Sep'21	Sep'22	Mar'23
Industry	2.7%	2.5%	3.1%
RBL	3.1%	1.8%	1.6%

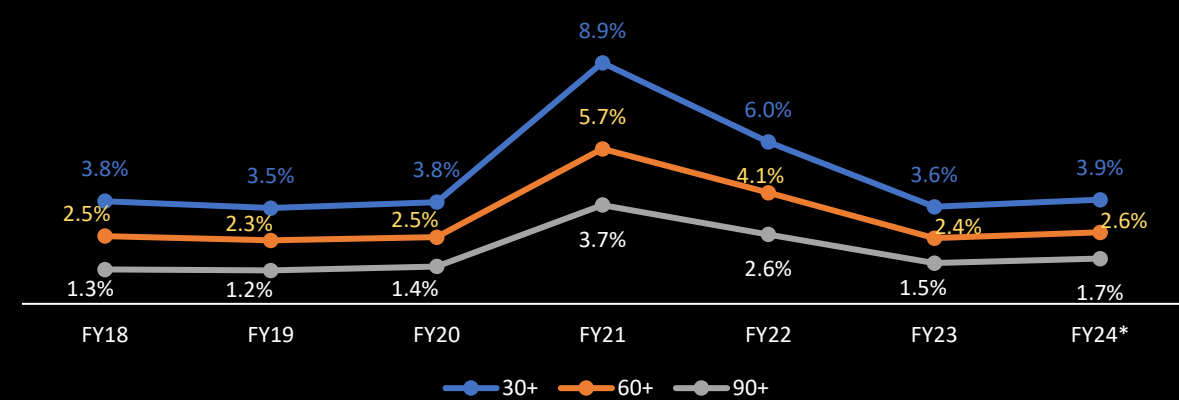
GNPA, GCO & Credit Cost



RBL 6MOB 30+, 9MOB 90+ & 12MOB 90+



RBL 30+, 60+, 90+



* FY24 consists of Q1 only

*As % of Bucket Curbal

Credit Cards only. Includes all Delinquencies (i.e., includes 180dpd+) **35**

Business Segments



New to Credit

Prime Credit



Digital Savings A/C

- Offer to everyone who applies for a lending product (co-origination)
- Acquisition channel for secured cards (non-bureau tested)
- Cross-sell to existing CC base



BNPL

- ACQUISITION FUNNEL CREATOR
- Onboard customers with low limits / checkout @ ecomm
- Decision basis alternate data
- Start credit journey
- Upsell to unsecured products: Credit Card & Personal Loan



Credit Card

CORE PRODUCT PROGRAM

- Multi-channel acquisition:
 - BNPL
 - Co-brand
 - Branch channel
 - Existing to bank
 - DST
 - Store-fronts
 - NBFCs
 - Banking Co-brands
 - Aggregators

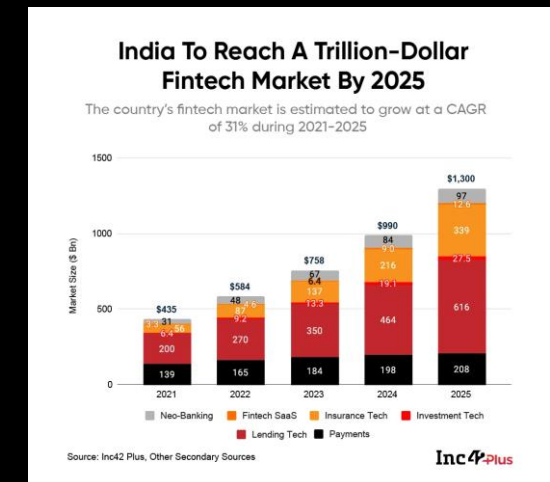
- Innovation is form factor: Digital CARD, Instant Issuance & Usage
- Partner Ready Plug & Play integration kits (Onboarding & Account Management) 45-60 days from Day-1 to Go-Live



Personal Loan

MORE REVENUE PER CUSTOMER

- Quick disbursement
- Customer friendly digital journey
- Paperless process via decision basis existing customer profile



Customer Personas & Segmentation



ENTRY STAGE/MILLENIAL



"Dream Big but start Small"

Anirudh R | 25, Bangalore
Analyst/Techie at MNC

Instant Gratification

Dedicated App

Online spender

Key Information

- Age: 25-39
- City: Tier 1,2
- Annual Income: 10-20 LPA
- Investments: FD, PF, Stocks
- Financial Literacy: Low-Medium
- Preferred Spend Instrument: UPI>Cash>Credit Card

Lifestyle & Aspirations

- Follows pop-culture
- Tech-geek
- UPI is the new cash mode for them
- Buys at entry points
- Looks for cashbacks & discounts
- Do-it-yourself nature
- Influencer susceptibility syndrome

Preferred Brands

Netflix | Cred | Amazon | Spotify | Social | BookMyShow | Airbnb

MASS/MASS AFFLUENT



"Every penny counts"

Rahul Gupta | 35, Agra
Manager at Retail Conglomerate

Value Seeker

Rewards

Credit need

Key Information

- Age: 25+
- City: Tier 1,2 & 3
- Annual Income: 6-30 LPA
- Investments: FD, PF, Gold, Property
- Financial Literacy: Medium-High
- Preferred Spend Instrument: Cash>UPI>Debit Card>Credit Card

Lifestyle & Aspirations

- Routine life
- Local Shopping
- Primary spends: Grocery, Fuel, Utilities
- Risk averse and calculative spends
- Decisions basis annual savings

Preferred Brands

DMart | PhonePe | Samsung | Bata | Dominos | Amul

NICHE

"Match my vibe"



Kavya Sen
38, Udaipur
Writer/Blogger

Serial Shopper



Jay Singh
42, Delhi
VP at NBFC

Traveller

Key Information

- Age: 30+
- City: Tier 1,2 & 3
- Annual Income: 20 LPA+
- Investments: FD, RD
- Financial Literacy: Low-Medium
- Preferred Spend Instrument: UPI/Debit Card/ Credit Card

Lifestyle & Aspirations

- Regular shopper
- High Social Media Influence
- Goes out often to cafes & pubs
- Savings for travel
- Domestic Travel frequently
- Explore different eateries

Preferred Brands

Amazon | Zara | Nykka | Chroma | MMT | ITC | IRCTC | Indigo | Lounge

PREMIUM



"Time is everything"

Rajeev Malhotra | 50, Mumbai
CXO/Head at Fortune 500

High POS spends

Dedicated RM

Exclusive

Key Information

- Age: 45+
- City: Tier 1
- Annual Income: 40 LPA+
- Investments: Multi Investments
- Financial Literacy: High
- Preferred Spend Instrument: Credit Card> NetBanking

Lifestyle & Aspirations

- Extremely busy schedule
- Eats in expensive restaurants
- Luxury shopping
- Exclusive Club members
- Travels frequently, both domestic & int
- Enable financial tools for family & children
- Seeks one-of-a-kind experience/features

Preferred Brands

MontBlanc | Taj | Apple | Louis Vuitton | BMW | Golf Clubs | Emirates

Business Segment | Where we will Play (1/2)



Segment
Persona &
Needs



Marketplaces
for customer
engagement



Offerings that
resonates
with segment



How we will
connect with
customers



RBL Cards
catering the
segment

PREMIUM

Persona: Premium/Affluent/HNI

Needs: Dedicated Assistance | Exclusivity | Wealth Management | Luxury Lifestyle | International Travel

- | | |
|--|---|
| <ul style="list-style-type: none"> Private Clubs: Wealth Mgmt. Firms: Professional Network: High-end Real State Agencies: Luxury Retail Stores: Private Banking: Luxury Events: | <ul style="list-style-type: none"> Quorum, Golf/Race clubs Aditya Birla WM NASSCOM Lodha Group Gucci/BMW stores HNI/NRI Banking JLF/Indian Derby |
|--|---|

- | | |
|---|---|
| <ul style="list-style-type: none"> Metal card Exclusive Memberships Dedicated Card Assistant | <ul style="list-style-type: none"> Golf & Travel Benefits Luxury Shopping offers Dining & Hotel privileges |
|---|---|

- | | |
|---|---|
| <ul style="list-style-type: none"> Banking Relationship HNI Trained Direct Agents in events/clubs | <ul style="list-style-type: none"> Dealings with Agencies, Stores, Organizers etc. |
|---|---|



Insignia
Fee: Lifetime Free

MILLENNIAL

Persona: Entry Stage Millennial

Needs: Pop-culture enthusiasts | Tech-Savvy | Instant Gratification | Experience seekers | Social conscious

- | | |
|--|--|
| <ul style="list-style-type: none"> Social Media: Online Marketplace: Internet: Banking Application: Fintech Applications: Corporate Parks: | <ul style="list-style-type: none"> Instagram Influencer/Linkedin Amazon/Dunzo Digital Advertising For existing Bank customers MoneyTap CyberHub, Hiranandani |
|--|--|

- | | |
|--|---|
| <ul style="list-style-type: none"> Movie offers OTT Subscriptions Shopping vouchers | <ul style="list-style-type: none"> Instant Cashbacks An all-App experience Online shopping rewards |
|--|---|

- | | |
|--|---|
| <ul style="list-style-type: none"> Bank Website/Digital App Social Media Platforms | <ul style="list-style-type: none"> Affiliate Marketing Chatbots |
|--|---|



Monthly Treats
Fee: Rs. 75 per month



Cookies
Fee: Rs. 100 per month

MASS/MASS AFFLUENT

Persona: Mass/Mass-Affluent

Needs: Everyday shopping offers | Credit building | Value Driven | Budget conscious | Wide Acceptance

- | | |
|---|---|
| <ul style="list-style-type: none"> Malls/Hypermarts: Bank's Branches: Banks existing customers: Corporate Parks: Social Media: Online Marketplaces: Mass Events: | <ul style="list-style-type: none"> Ambience/Dmart Bank Physical Branch CASA/Loan CyberHub Facebook/YouTube Amazon/Flipkart Music fests/ Flea Markets |
|---|---|

- | | |
|---|--|
| <ul style="list-style-type: none"> Movie offers Add-on Card Lifetime Free membership fee | <ul style="list-style-type: none"> Rewards points Low Interest Rate Daily shopping, commute, grocery offers |
|---|--|

- | | |
|---|--|
| <ul style="list-style-type: none"> Direct Selling Team Bank Website Storefront Channel | <ul style="list-style-type: none"> Bank Branch Channels Cross-sell to Bank customers |
|---|--|



Platinum Delight
Fee: Rs. 1000



Platinum Maxima Plus



Shoprite
Fee: Rs. 500



Icon
Fee: Rs. 5000

Business Segment | Where we will Play (2/2)



NICHE: TRAVELLER

FINTECH

CONSUMER CO-BRAND

PSU/NBFC/SMALL BANKS



Segment Persona & Needs

Persona: Traveller (Need-based)

Needs: Travel (Hotel/Flight) offers | Eateries exploration | Lounge Access | Travel Assistance | Travel Planning

Persona: Entry Stage Millennial

Needs: Tech-Savvy | Value Seekers | Financial Advice | Easy process checkout | Instant Gratification

Persona: Mass/Mass Affluent

Needs: Everyday shopping offers | Credit building | Value Driven | Budget conscious | Security Features

Persona: Mass/Mass Affluent

Needs: Everyday shopping offers | Credit building | Value Driven | Budget conscious | Brand Agnostic



Marketplaces for customer engagement

- Online Travel Agency: *MakemyTrip, Airbnb*
- Airports/Stations: *Delhi T3/Mumbai T2*
- Social Media: *Instagram*
- Hotels around tourist spots/Airports: *Taj Santacruz, Roseate House, City Palace Jaipur, Mehrauli Delhi*
- Tourist Spots (around eateries, shops etc.):

- Online Marketplace Startups/Fintechs: *MoneyTap*
- Online Forums: *Finovate, Reddit etc.*

- Brick & Mortar Marketplace: *Reliance Retail*
- Ecommerce Website: *Amazon*

- Partner Channels :
 - Physical Branches
 - Partner Website
 - Partner Mobile App
 - Partner Franchisee/Retails Spaces
- Bandhan Bank, Navi Finserv, Shriram Financing*



Offerings that resonates with segment

- Airmiles offers
- Lounge Accesses
- Fuel Surcharge Waiver
- Travel Insurance
- Flight/Train/Bus Tickets Discounts

- Instant Decisioning
- Instant Cashbacks
- Balance Transfers
- Credit Score checks
- Online shopping rewards

- Online Shopping offer
- Lifetime Free membership
- Bonus Rewards
- Offline Shopping discounts

- Lifetime Free membership
- Movie offers
- Low Interest Rate
- Rewards points
- Daily shopping, commute, grocery offers



How we will Connect with customers

- Direct Selling Team
- Dealings with Agencies, Stores, Organizers
- Affiliate Marketing
- Storefront Agents
- Co-brand partners

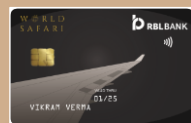
- Co-brand Card Partnership with Fintech/Startup
- Digital Acquisition Partnership with Fintech/Startup

- Co-brand Card Partnership with consumer co-brand partner
- Acquisition Partnership with giant retail conglomerates

- Co-brand Card Partnership with Small Banks/NBFCs
- Acquisition Partnership with Small Banks/NBFCs



RBL Cards catering the segment



World Safari
Fee: Rs. 3000



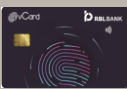
BB Savemax
Fee: Rs.0 & 1499



PB Duet
Fee: Rs. 0 & 1499



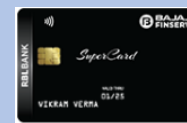
MoneyTap
Fee: Rs. 500 & Rs. 3000



Vcard
Fee: Rs. 499



LazyPay
Fee: Lifetime Free



BFL Supercards
Fee: multiple cards



BMS Play
Fee: Rs. 500





Segment-wise Technology Tailwinds Ahead (1/2)



PREMIUM

MILLENNIAL

MASS/MASS AFFLUENT

Acquisition

- Seamless application processing
- Preapproved Applications
- Instant Onboarding
- Digital Referral Programme

- Instant Online Application
- Bulk Invite/Referral Campaign
- Digital Marketing
- OCR Models for Text Extraction
- Low credit limit instant checkout

- Instant Online Application
- Ready app stack for application sourcing
- Instant Onboarding
- OCR Models for Text Extraction

Activation and Engagement

- Request Placements through Dedicated RM
- Special Seasonal Offers & Instant Redemption
- Wealth Management Tools

- Virtual First / Only Virtual Card
- Personalized Offers Page
- Gamify and engage
- Engagement through WhatsApp/bots
- STPL/EMI on transaction cross-sell
- UPI on credit cards

- Virtual First / Only Virtual Card
- Gamify and Engage
- Engagement through WhatsApp/bots
- STPL/ EMI on transaction cross-sell
- UPI on credit cards

Account Management

- Dedicated Relationship Manager
- Customized credit limits
- Enhanced Fraud Protection
- Customizable Reports

- Spend Wise Models
- Personalized Offers Page
- Upgrade/credit limit Rules
- CIBIL Scorecard view/update

- Spend Wise Personalized Offers & credit limit Upgrade
- CIBIL Scorecard view/update
- Communications: MyCard Messages/ push notifications

Retention

- Models: Personalized Offers
- RM Feedback system
- Rewards Notifications & Roadmap
- Early Dissatisfaction Discovery

- Models: Personalized Offers
- Web/App Feedback Feature

- Models: Personalized Offers,
- Web/App Feedback Feature
- Winback Cancelled Customers

Service

- Communications: Proactive RM
- App-based Call / Schedule Callback
- Priority Assistance & Deviations
- Agent empowerment through all info availability on CRM

- Automation: Chatbot, FAQs
- App-based Call / Service Chat/ Schedule Callback
- Agent empowerment through all info availability on CRM

- Omnichannel CRM Integration
- Automation: Chatbot, FAQs
- App-based Call / Service Chat/ Schedule
- Agent empowerment through all info availability on CRM

Collections

- Digital collect requests
- Digital SI setup/ E-mandates
- Customer guidance
- Comms: Continuous updates

- Automated Reminders
- Digital SI setup/E-mandates
- Varied modes of digital payments

- Automated Reminders
- Digital SI Setup/E-mandate
- Varied modes of digital payments
- Increase cash collection points through tie-ups

Segment-wise Technology Tailwinds Ahead (2/2)



NICHE: TRAVELLER

FINTECH

CONSUMER CO-BRAND

PSU/NBFC/SMALL BANKS



Acquisition

- Seamless Online Application
- Effective Digital Marketing conversion
- Application @ checkout on travel websites
- Instant Onboarding

- Instant Online Application
- Historical Bureau Data API for Preapproval Processing
- Referral Traffic Monitoring
- Instant Onboarding

- Open Banking: API for Online Application
- Referral Traffic Monitoring
- Digital Marketing
- Instant Onboarding

- Partner Lead Generation App
- Digital Marketing / OCR Models for Text Extraction.
- Historical Bureau Data for Preapproval Processing



Activation and Engagement

- Virtual First / Only Virtual Card
- Travel Planners
- Engagement through Whatsapp/bots
- Insurance cross-sell

- Virtual First / Only Virtual Card
- Travel and Accommodation Offers
- Incremental Spends Model
- Credit Score visibility

- Virtual First / Only Virtual Card
- Incremental Spends Model
- Cobrand Joining Offers API

- Virtual First / Only Virtual Card
- Incremental Spends Model
- Open Banking APIs for integration



Account Management

- Spend Wise Models and limit Increase
- Rewards, History and Redemption
- Travel App Offers Integration
- Vacation Planner vs Savings
- Specialized Fraud Protection Unit & immediate assistance on MyCard

- Spend Wise Models and Line Increase
- Travel App Offers Integration
- Vacation Planner for Milestone

- Spend Wise Model
- Standard Scalable Open Banking APIs

- Spend Wise personalized Offers & Upgrade/CLI
- CIBIL Scorecard view/update
- Communications: MyCard Messages



Retention

- Models: Personalized Offers,
- Web/App Feedback Feature
- Win back Cancelled Customers

- Models: Personalized Offers,
- Web/App Feedback Feature
- Winback Cancelled Customers

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Service

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- Automation: Chatbot, FAQs
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- Automation: Chatbot, FAQs
- Appbased Call / Service Chat/ Schedule Callback

- Omnichannel CRM Integration.
- Automation: Chatbot, FAQs
- Appbased Call / Service Chat/ Schedule



Collections

- Automated Reminders
- Preapproved Repayment plan
- Digital SI setup/E-mandates

- Automated Reminders
- Preapproved Payment plan

- Automated Reminders
- Preapproved Payment plan

- Automated Reminders
- Preapproved Payment plan

FY 2026 goals

New Card Acquisitions ~ 90 lakhs

Equal to life to date

Accounts in force ~83 lacs

2X of life to date

Advances at ~ INR 33,000 Cr

2X of FY 23

Spends at ~ 3 Lakh Cr

1.5X of life to date

Customers at ~90 lakhs



❖ **Sharper customer segmentation**

❖ **Deepening marketplace engagement**

❖ **Customer relevant offerings**



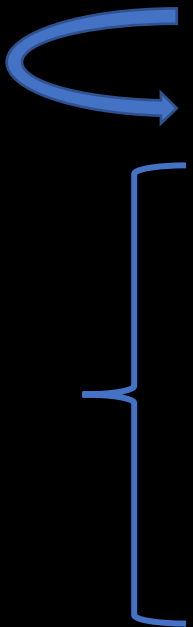
❖ **Digital Convergence**

Franchise for Cross-sell



	# Card Customers	% Population
Feb'23 AIF Cards Base	~40,00,000	100%
3+ MOB	35,00,000	89.1%
No Historical Delinquency (off-us)	31,00,000	79.8%
CIBIL > 730	27,00,000	69.2%

At-least 2 full months of card engagement
 No off-us 30+ in last 6 months
 (strong off-us payment behavior)
 High CIBIL Score



	% Population
At-Least 1 Home Loan or LAP Trade	26%
At-Least 1 Auto Loan Trade	14%
At-Least 1 Personal Loan Trade	65%
At-Least 1 Two-Wheeler Loan Trade	13%

Opportunity to bring Home/Property Loan in-house

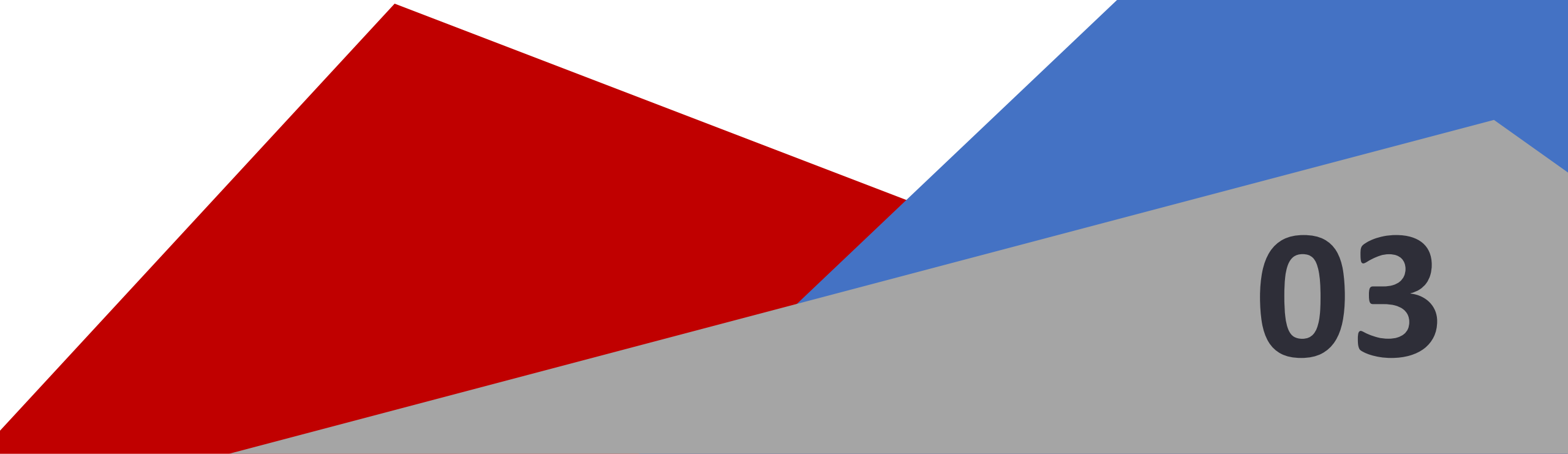
Opportunity to bring Auto Loan in-house

Opportunity to cross-sell Personal Loan

Opportunity to cross-sell 2-Wheeler Loan



Our Microfinance Business

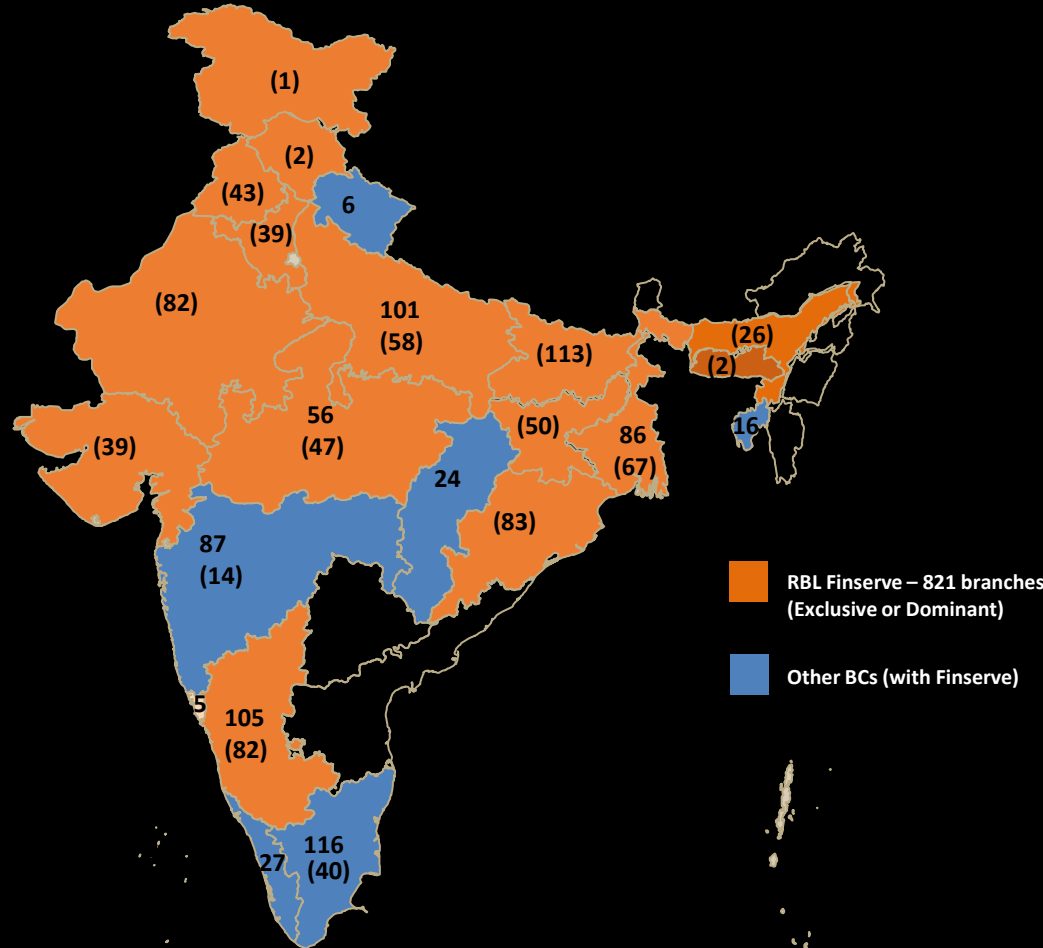


03

Microfinance Distribution Network



STATES & UTs:	23 States
DISTRICT:	405
Villages	110000+



Active Clients:	27.60 lakhs active loan clients
Portfolio:	6517 Cr as of June'23; ~90% through RFL
Branch:	1112 BC Branches 821 RFL branches

60% Outreach – villages & towns Pan India

2% Market Share of Pan India Microfinance book

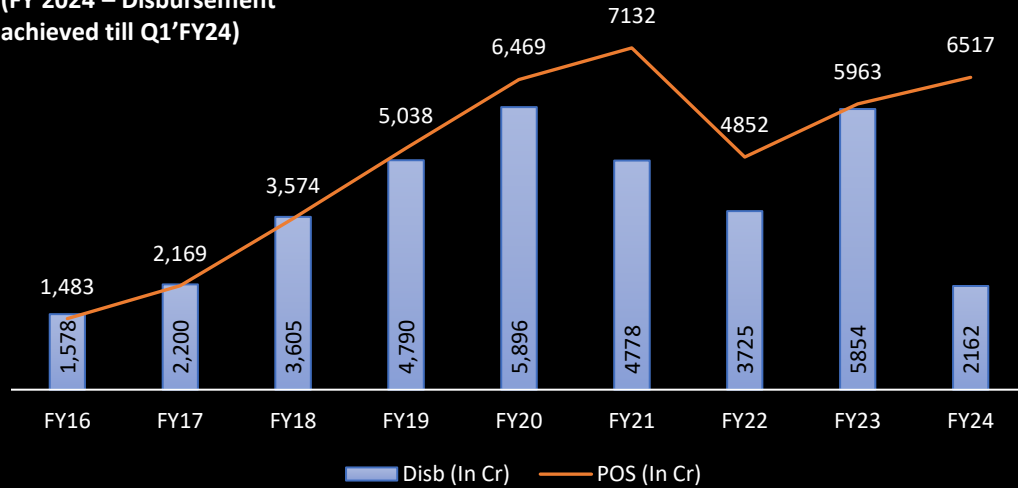
298 Banking Outlets Pan India

Performance Trend



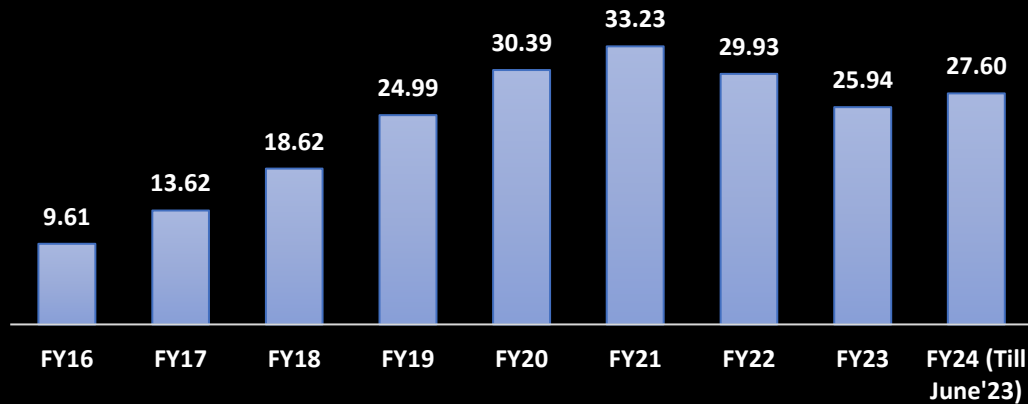
Disbursement Vs. POS

(FY 2024 – Disbursement achieved till Q1'FY24)

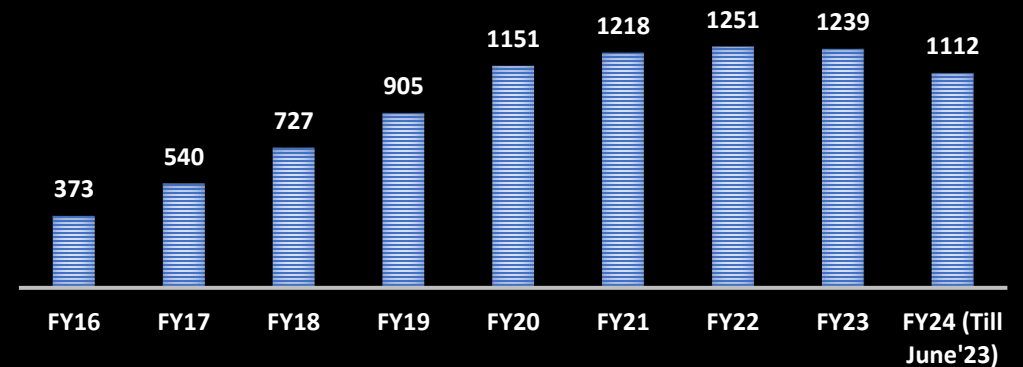


- Conscious slow down due external factors (COVID) during FY 21 – FY22.
- Ready to capitalize on current macro economic growth phase
- Started FY24 with strong disbursement momentum
- Focus is to increase productive branch outlets while expanding branch presence Total branches by end of FY26 1600+

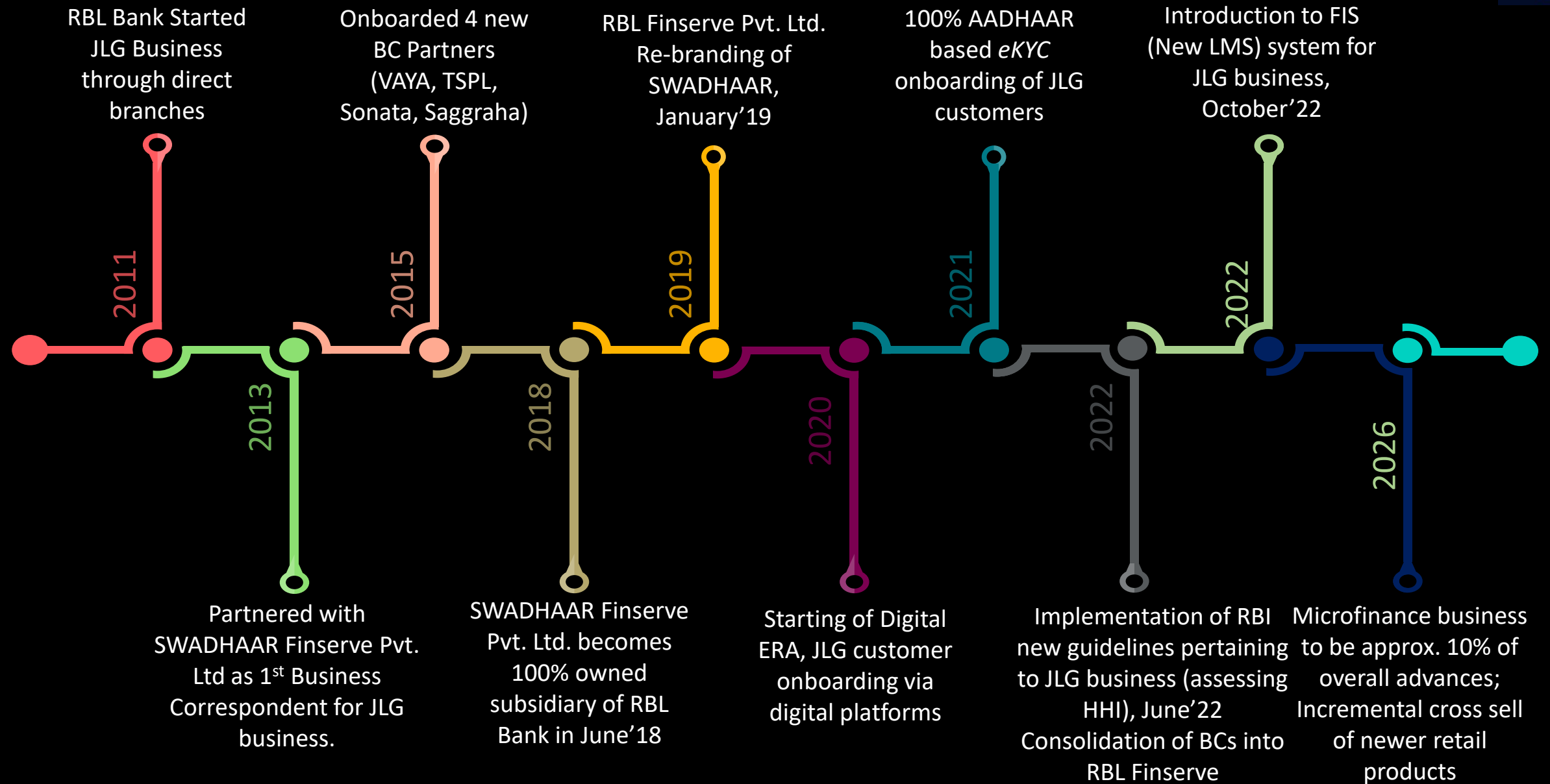
Active Loan Client Base (In Lakhs)



BRANCHES



Journey of MFI Business in RBL Bank



Process & Business Controls – Among The Best In Industry



KNOW YOUR CUSTOMER



- eKYC – Biometric customer authentication – No Ghost Customers
- Secondary KYC - Strengthen Credit underwriting
- OTP verified mobile number – Better customer connect

DISBURSEMENT



- 100% loan disbursement in Bank Account
- Penny Drop validation & Name Match for 100% Bank accounts

BUSINESS RULE ENGINE



- Real Time Credit Underwriting
- Business Rule Engine (BRE): Customized credit parameters basis state, branch & products
- Inhouse developed Score card assessment to further strengthen credit underwriting

DOCUMENT DIGITIZATION



- Digitally acknowledged Disbursement Documents – No paperwork, better track & retrieval

HOUSE VERIFICATION



- Digital House Verification process capturing geo coordinates & house image.

E-RECEIPTING



- Immediate & real time e-receipting of EMI collections
- Transparency in transaction
- Control on cash collection related fraud risk

CUSTOMER DEDUPE



- Customer De-dupe ensures control of disbursement to unique clients Only
- Extremely Critical in MFI segment from risk perspective

RISK MANAGEMENT

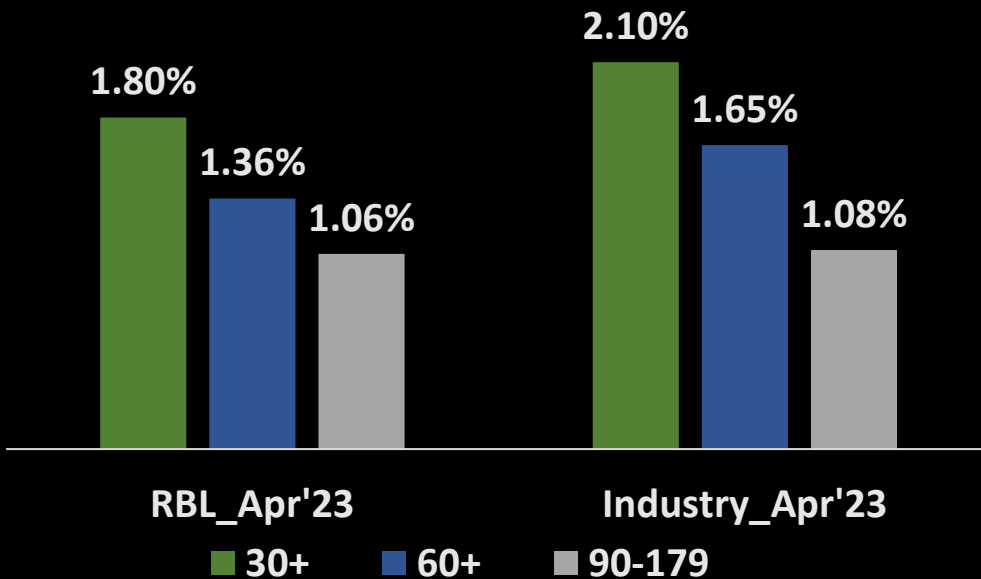


- Robust framework on risk management
- Well defined model to track state, district & branch level risk parameters
- Pre-emptive risk mitigation framework



ROBUST RISK CONTROLS

Microfinance PAR – RBL* vs Peer/Industry



Risk Appetite Thresholds

- Defined threshold of exposure at state, district, branch level;
- Inhouse developed scorecard for assessment of customer profile



Monitoring of leading indicators

- Early Indicator of Stress identification through collection efficiency, flow rates
- Analytics driven collection strategies (high-touch/low touch) based on leading indicator outcome
- Regular Onus & Off us performance analysis
- Diligent monitoring of quick mortality cases



Behavioral Footprint Analysis

- Rigorous review mechanism in place to conduct regular reviews at branch, state, region and corporate level to ensure proper monitoring and action



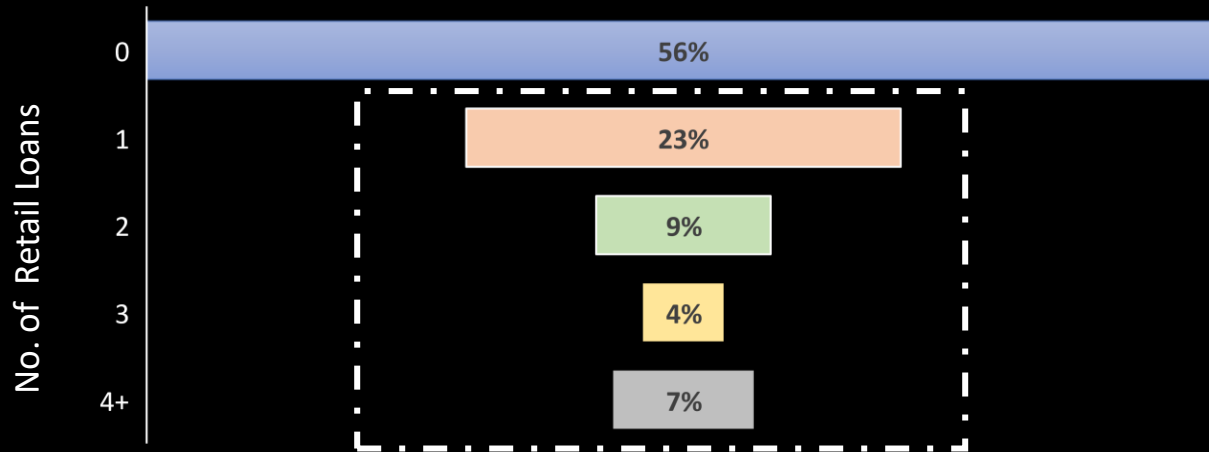
Monitoring Feedback Loop

- On ground portfolio monitoring/ trigger-based monitoring by an independent risk monitoring team
- Origination and underwriting parameters are continuously watched and improved based on the dashboard results

Cross Sell Opportunities - Retail Loans to Microfinance customers





RETAIL PENETRATION FOR MICROFINANCE HOUSEHOLDS





No. of retail tradelines	Business Loan (BL)	Vehicle Loan (VL)	Consumer Durable	Subtotal
1	~22%	~29%	~16%	~67%
2	~21%	~22%	~18%	~61%
3	~18%	~18%	~20%	~56%
4+	~10%	~9%	~18%	~37%
Grand Total	~16%	~17%	~18%	~50%

*Penetration data is on sample data of ~ 2.5 lakh households

- 

• 44% of sample households already have atleast 1 retail loan
- 

• Of this, more than half have one of Business Loan, Vehicle Loan or Consumer Durable
- 

• BL/VL are a natural progression for a household already utilizing microfinance loan used for income generation
- 

• As the 56% households graduate, there exists a clear opportunity to harvest the economic and demographic potential



LEVERAGING THE MFI BRANCH NETWORK – MULTI PRODUCT DISTRIBUTION

RFL BEING THE LARGEST PARTNER & BANK SUBSIDIARY TO LEAD THIS



Branch Network & Feet On Street

- 1100+ BC Branches
- 9000+ Feet on street



Business Volume

- ~3million customer base
- 2.5 million loan disbursement annually
- ~ 1 million Hospicash insurance enrollment expected FY24



Product Basket

- Readily available product like AHL, MSME, Tractor, TW, Gold/Car Loans
- Existing product execution capabilities & underwriting capability
- Non JLG product to be extended through BC distribution network



Rural Domain Expertise

- MFI BC Channels has deep business understanding of rural geographies & rural customer base
- Expertise to handle collections in the target segment
- Existing infra highly cost effective & capability to expand fast



Robust Tech Platform

- Clear understanding of “Hi-Tech, Hi-Touch” approach that works in the segment
- Agile tech platform to accommodate processing of multiple product

Identified Asset Products for Cross-Sell



Two-Wheeler loan



Used Car Loan



Rural Vehicle Loan



Affordable Housing



MSME Loan



Gold Loan



Specialized Business Line –
To focus and drive productivity



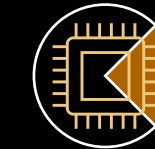
Customer Base –
Upsell to current customer base
(household) as well as NTB



Geographical Radius –
Coverage of 40 to 50 km from existing
premise



Customized Product –
Taking shortest possible route of need
based product.



Technology –
Agile technology & API based integration
to make loan journeys simpler & faster



Nuanced risk management –
Capitalizing on high touch customer
connect to minimize credit risk.

High Tech – High
Touch Model for
Rural Segment

Assisted journey
& doorstep
delivery –
extremely
important factor
for this segment

Existing well
defined loan
journeys to
ensure excellent
customer
experience

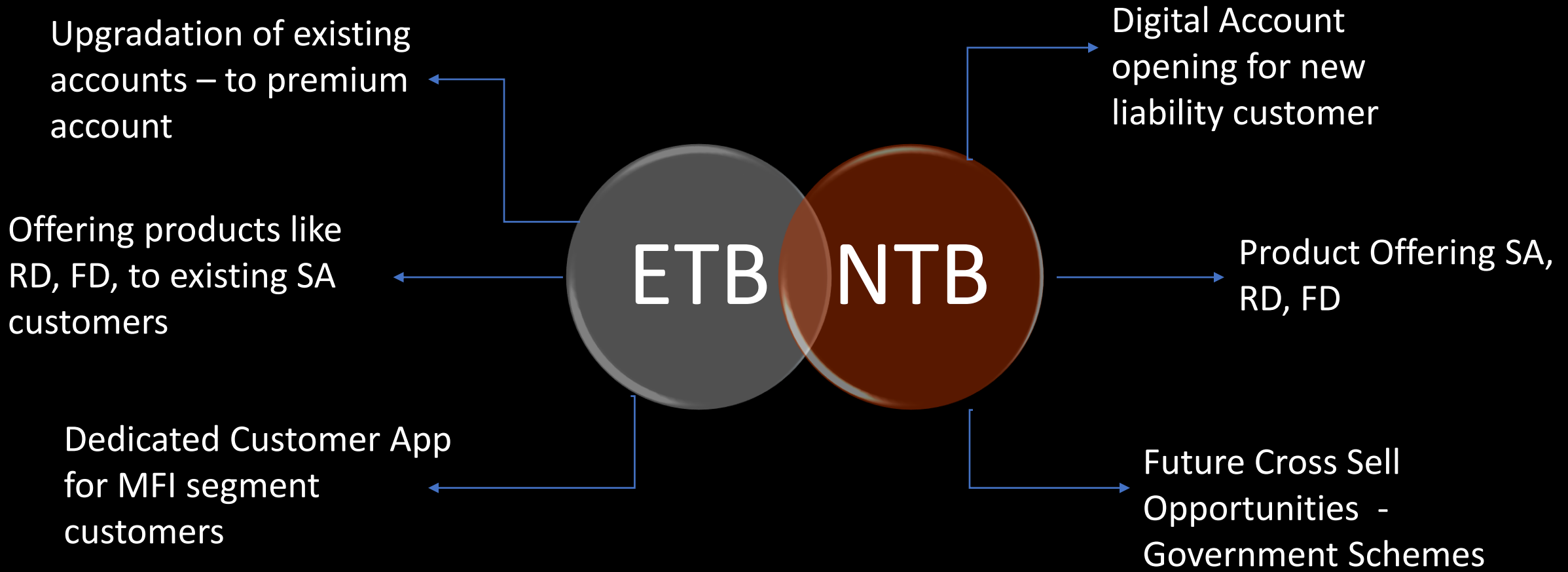
Collection
through NACH –
also existing feet
on street
provides
additional
support

Multiproduct – Customer Journey



	TWO-WHEELER/CAR	RURAL VEHICLE FINANCE	AFFORDABLE HOUSING	MSME/GOLD
Target Segment	Existing Customer Household + Village Ecosystem	Farming leads during center meetings	Existing + Graduated Customers	New to Bank/Graduated Customers/Existing Customer Households
Sourcing Strategy	Leads from existing field staff	Leads from existing field staff	Dedicated Workforce to source customers	Dedicated Workforce to source customers
Under-writing	Rule Engine Based	Rule Engine Based	Physical + Rule Based Underwriting	Physical + Rule Based Underwriting
Collection	NACH based	NACH based	NACH based	NACH based
TIMELINE	H2 FY24	H1 FY24	H2 FY24	H2 FY24

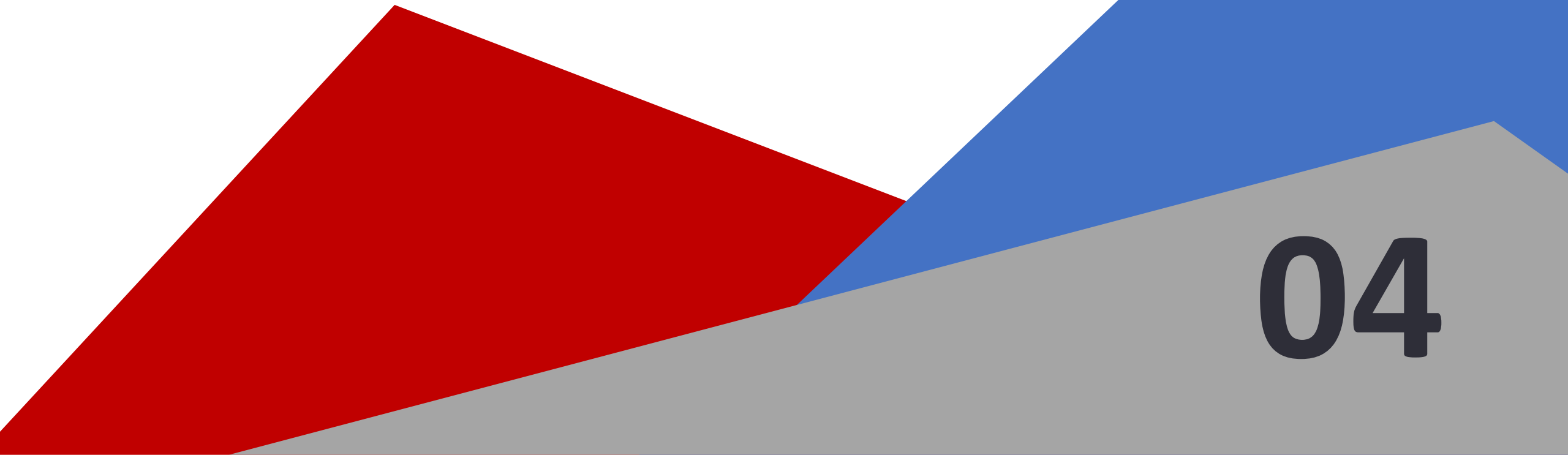
Liabilities Desk – Garnering Granular Deposits Through Digitized BC Channel



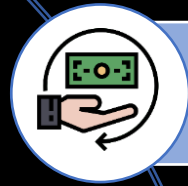
BC Branch to have dedicated Liabilities Officer	Simple & Standard Products for the Segment	Mobile App based – Assisted Onboarding	Covering deep rural geographies not covered by Bank Branch
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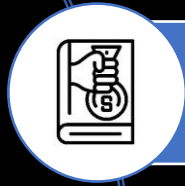
Our Growing Retail Assets Business



04



Objective



Approach Change



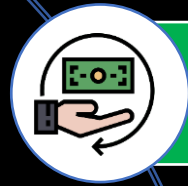
Retail Strategy



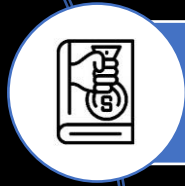
Credit Monitoring



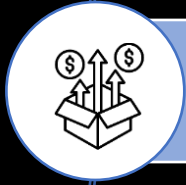
Collections



Objective



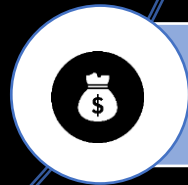
Approach Change



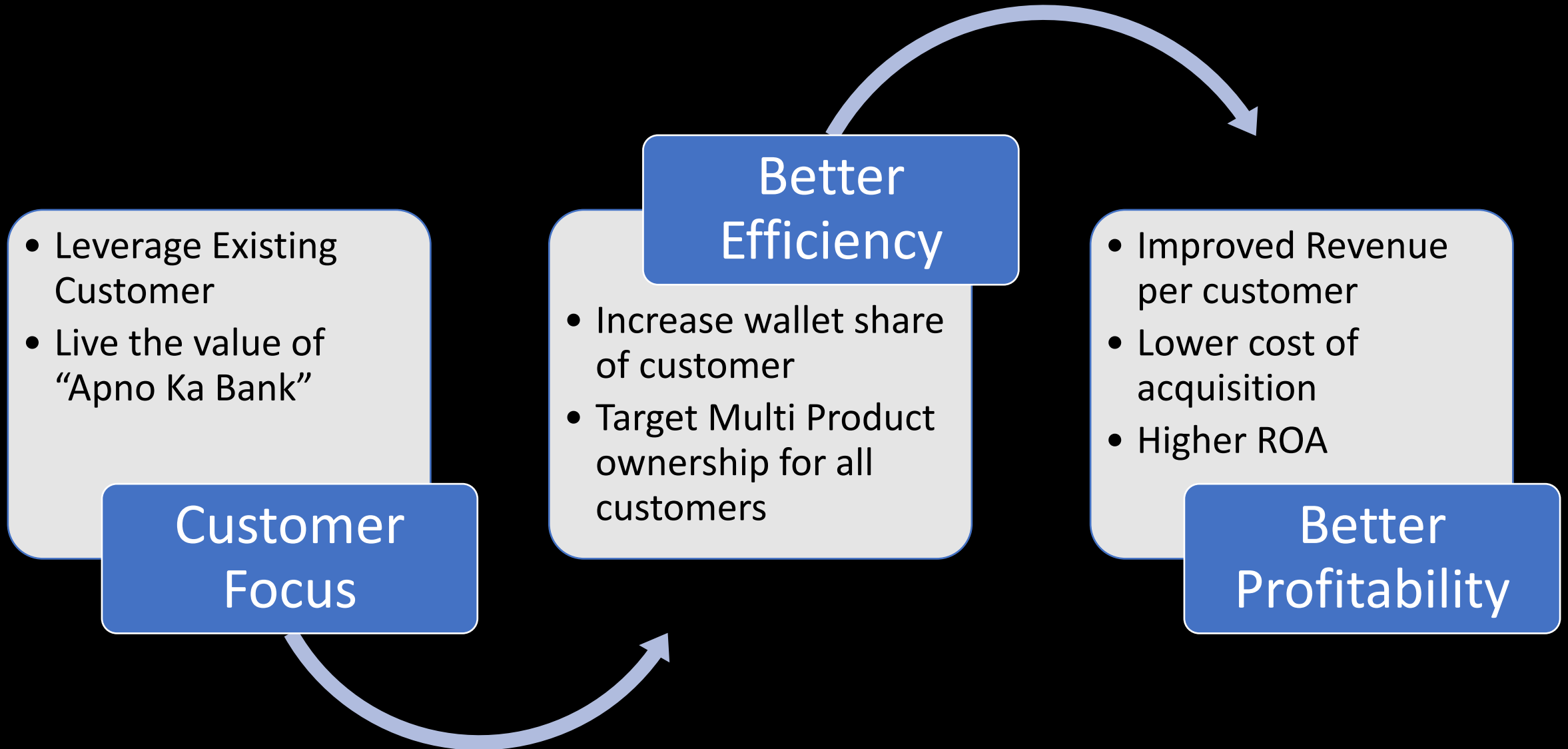
Retail Strategy



Credit Monitoring

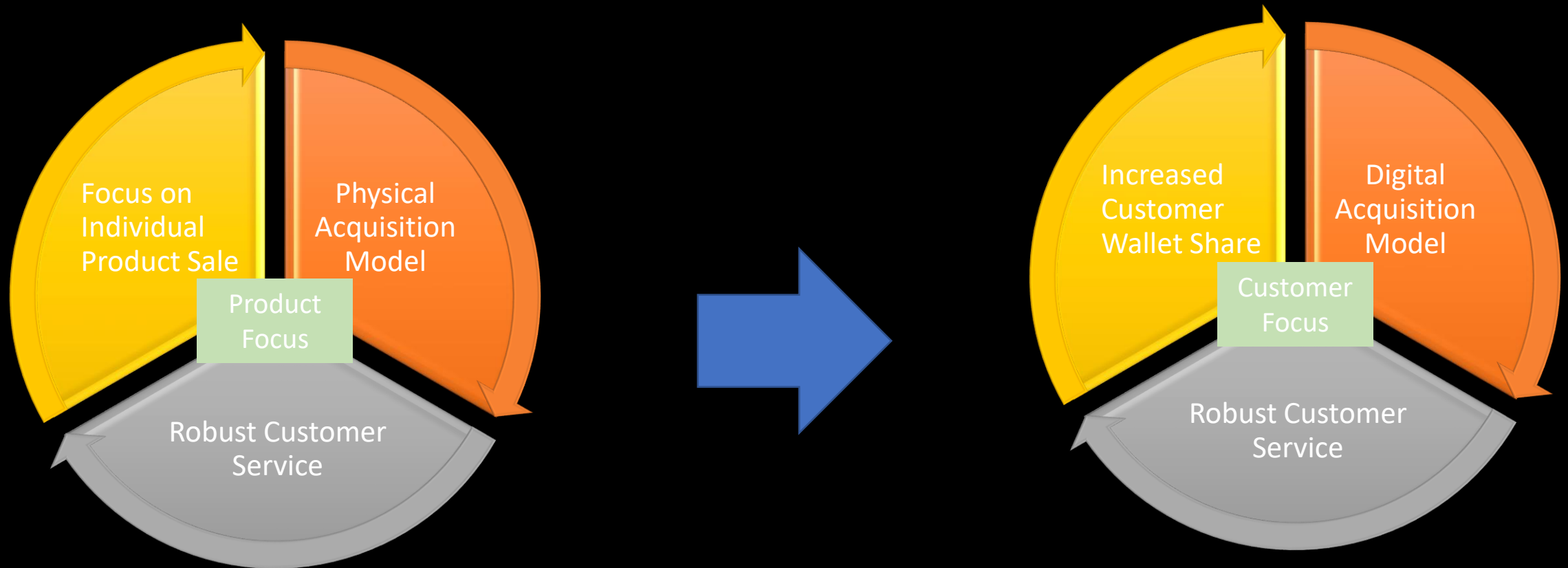


Collections





Product Focus To Customer Focus



Shift to customer wallet share focus to improve unit economics, customer stickiness ..

Salaried Customer – an illustration



 SA

 Credit Card

 Personal Loan

 TW / Car Loan

 Housing Loan

 Education Loan

 Gold Loan

Product Focus Approach

- Customer Applies for a Home Loan
- His application is processed and Home Loan is sanctioned
- Cross sell is incidental
- Profitability tracked at product level

Customer Focus Approach

- Customer applies for a Home Loan
- His application is processed and Home Loan is sanctioned
- He gets a pre approved Credit Card
- Savings account is opened for the customer for disbursement of HL and repayment is taken from his RBL account



Grow

- Business Loans including Working Capital
- Home Loans
- Rural Vehicle Finance
- Micro Finance
- Credit Cards
- Agri

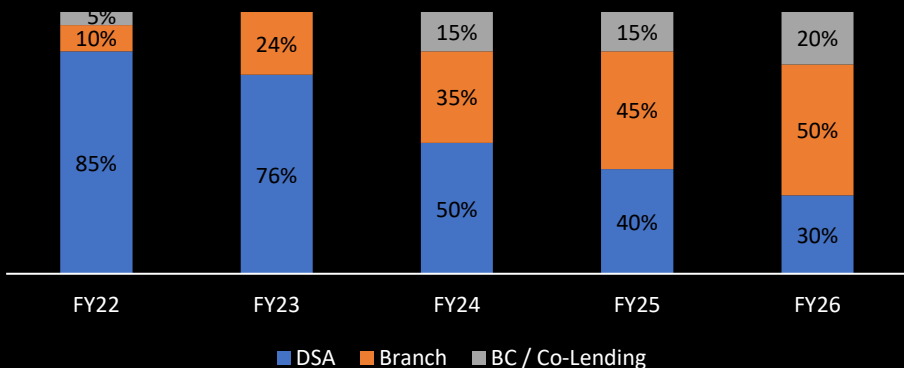
New Launches

- Small / Micro business loans
- Affordable Housing
- Two Wheeler Loans
- Used Car Loans
- Gold Loan
- Education Loan

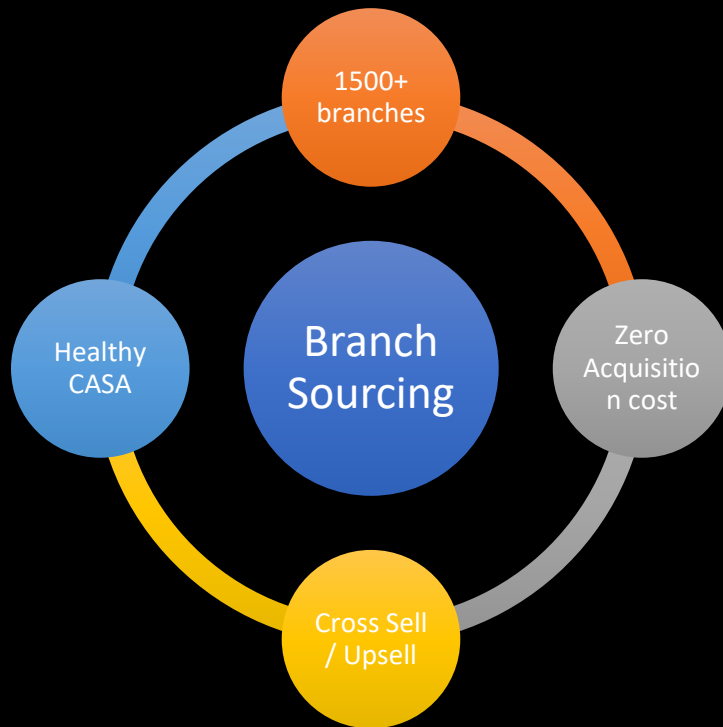
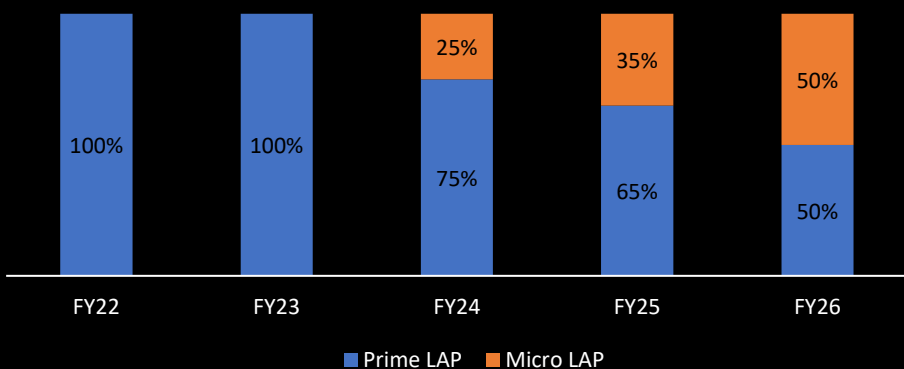
Business Loans – Channels & Distribution



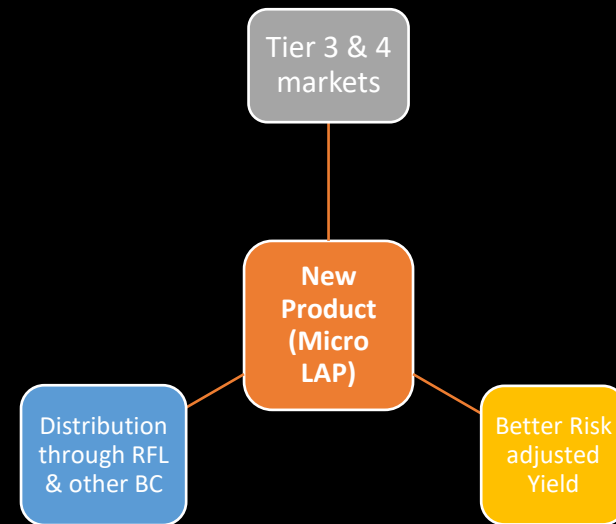
Sourcing Mix



Product Mix



- Data Analytics on existing base
- Cross Sell / Upsell Campaigns
- Loan Repayment from RBL CASA A/c
- Primary Banker to customer
- Ensure customer stickiness
- Increase customer wallet share

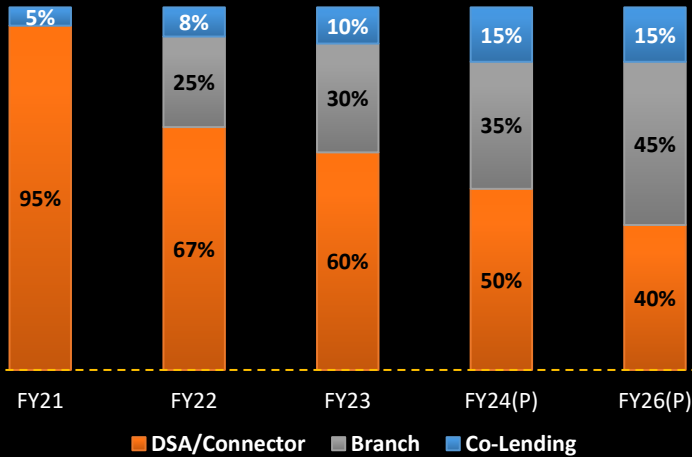


- Expand in tier 3 & 4 markets
- Leverage and cross through RBL Finserve network
- Create clusters for branch led cluster approach for working capital/NFB etc.

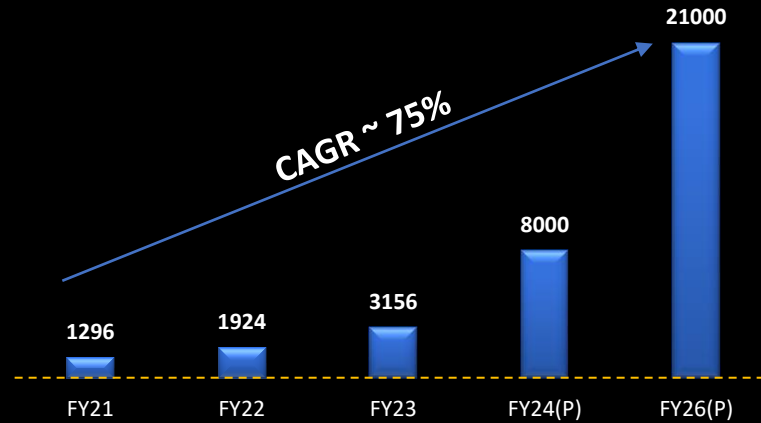
Home Loans – Building Scale



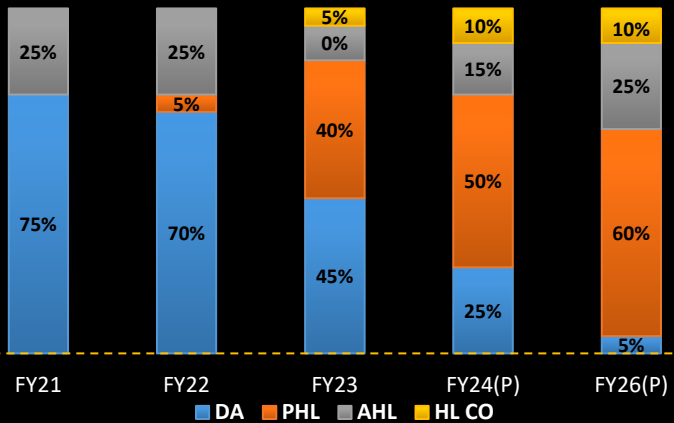
Sourcing Mix



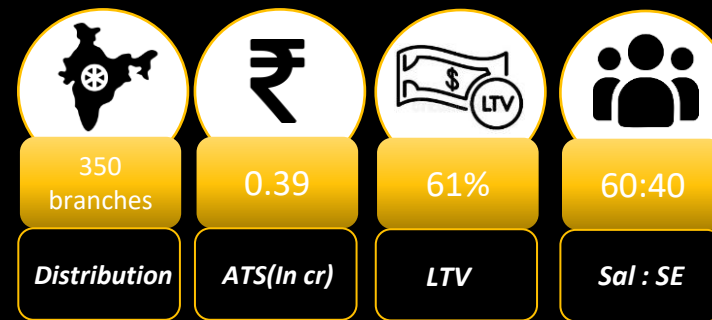
Book Growth



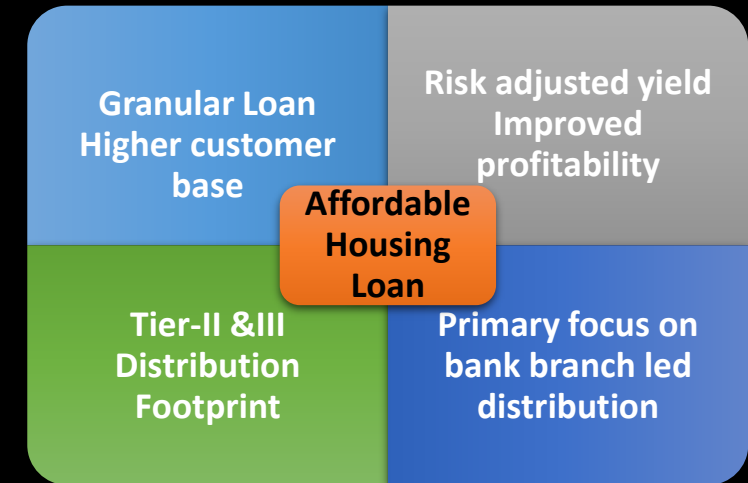
Product Mix



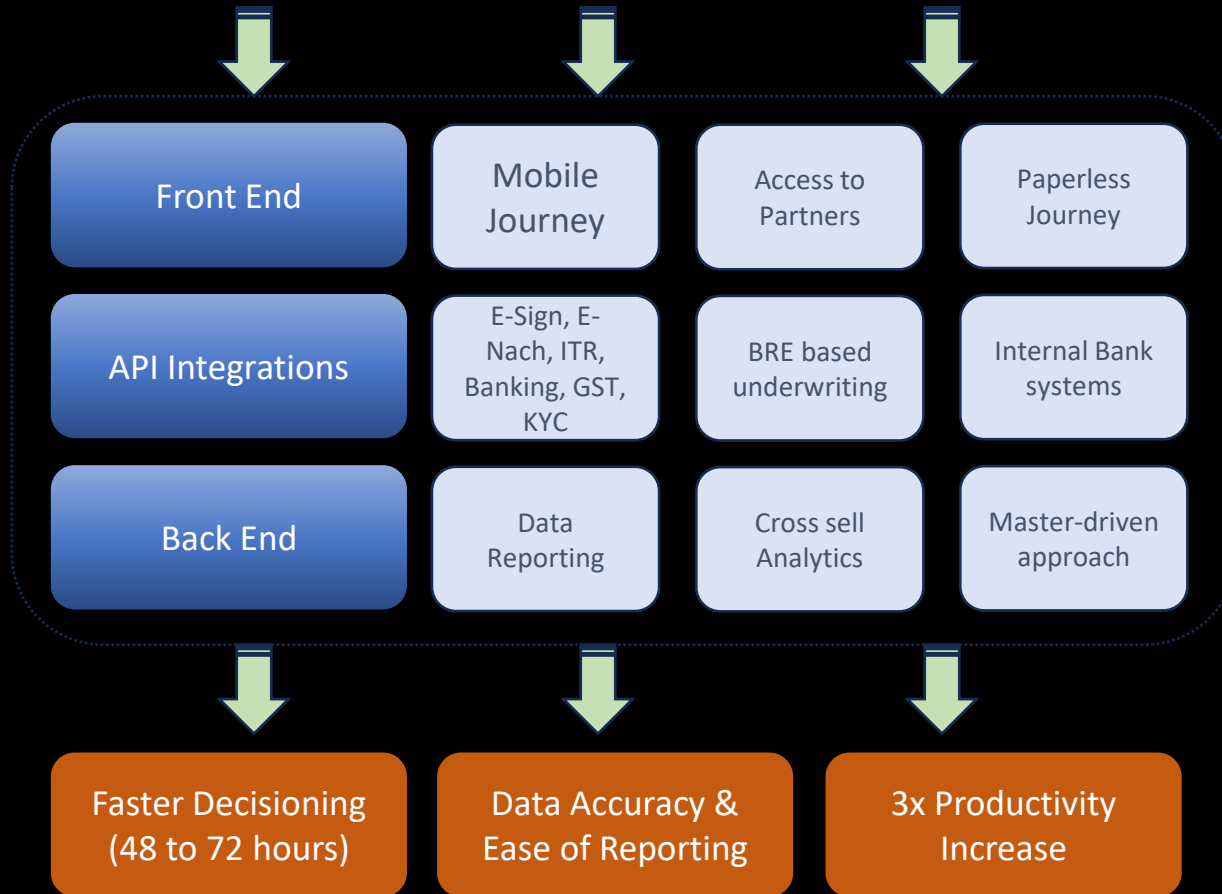
Business Metrics Snapshot



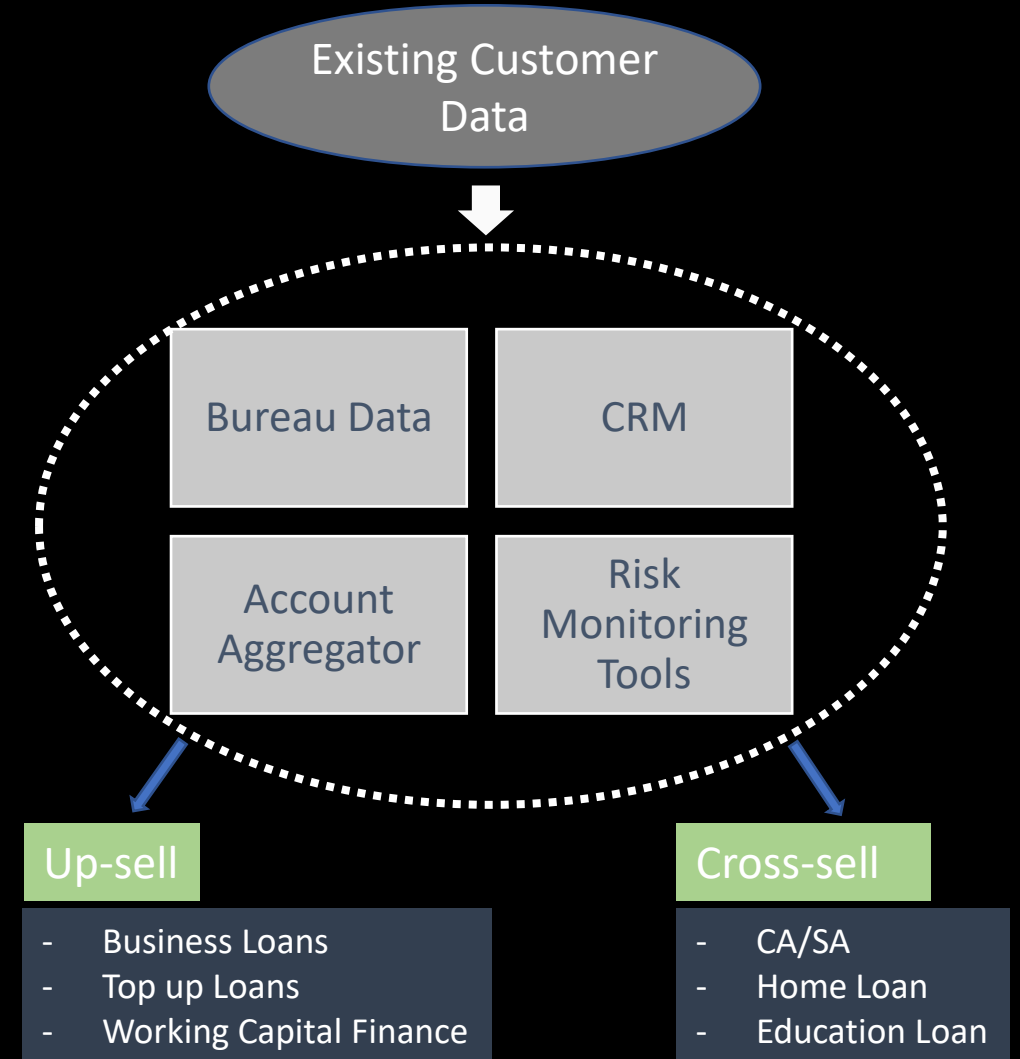
Grow Product Focus



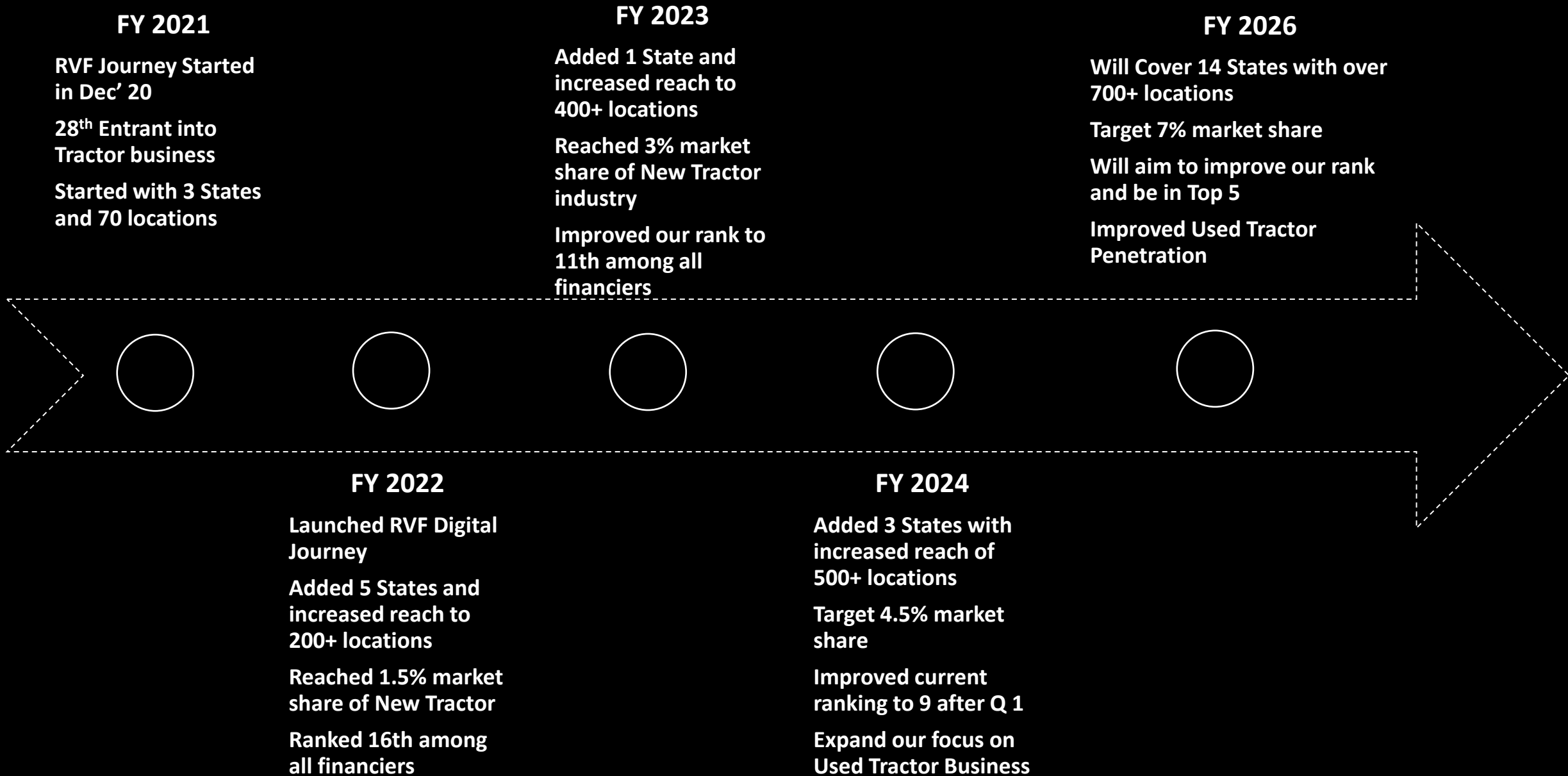
New Loan Origination System



Use of Analytics for greater share of Customer Wallet



Rural Vehicle Finance - Journey



Success Story of RVF – STP Digital Process



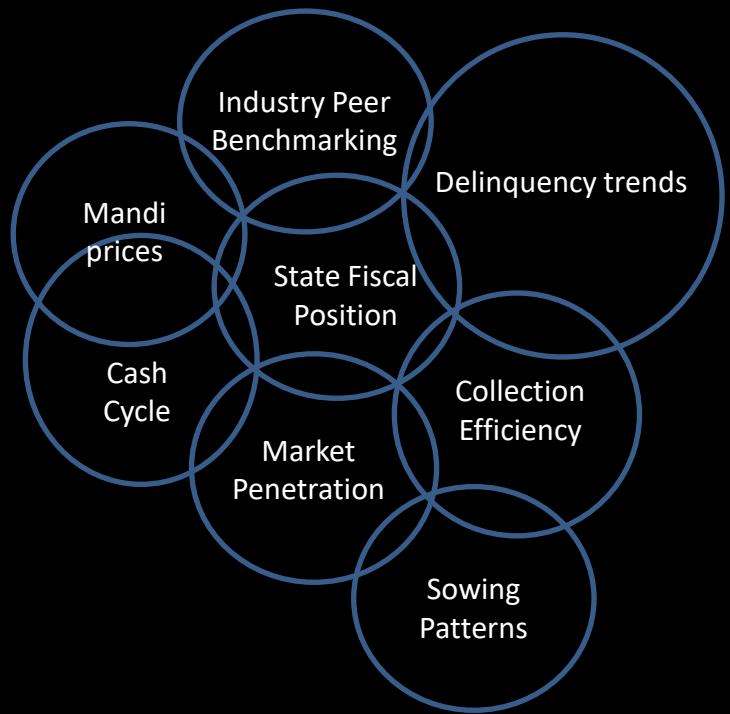
Best in class TAT in RVF. Aim to replicate in other retail products.

TAT as a Value Proposition

Login to Financial sanction	10 mins
Financial sanction to FI	2 hrs
FI to Credit Approval	2 hrs
Credit Approval to Disbursal	24 hrs

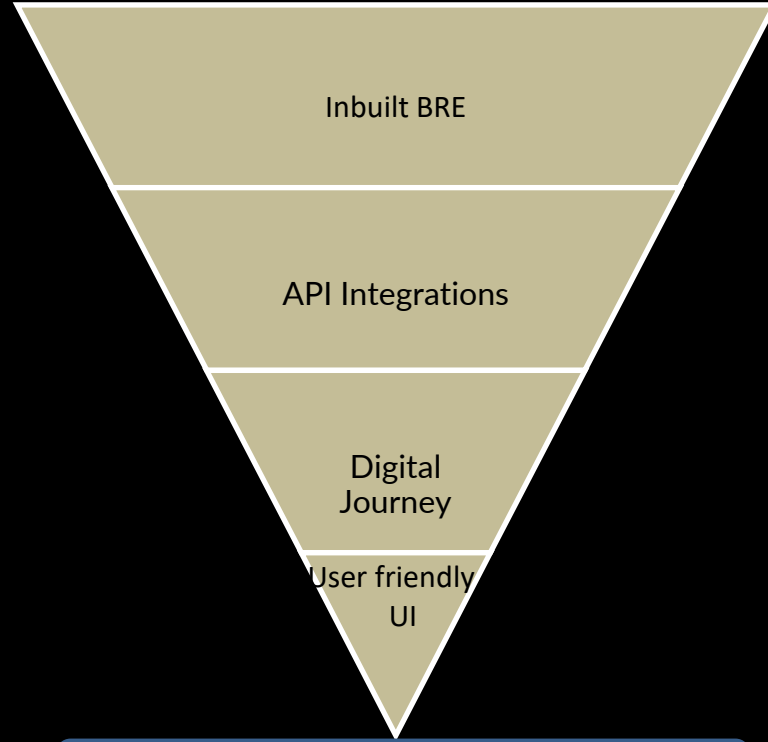
Enhanced Customer Experience

Sourcing Analytics



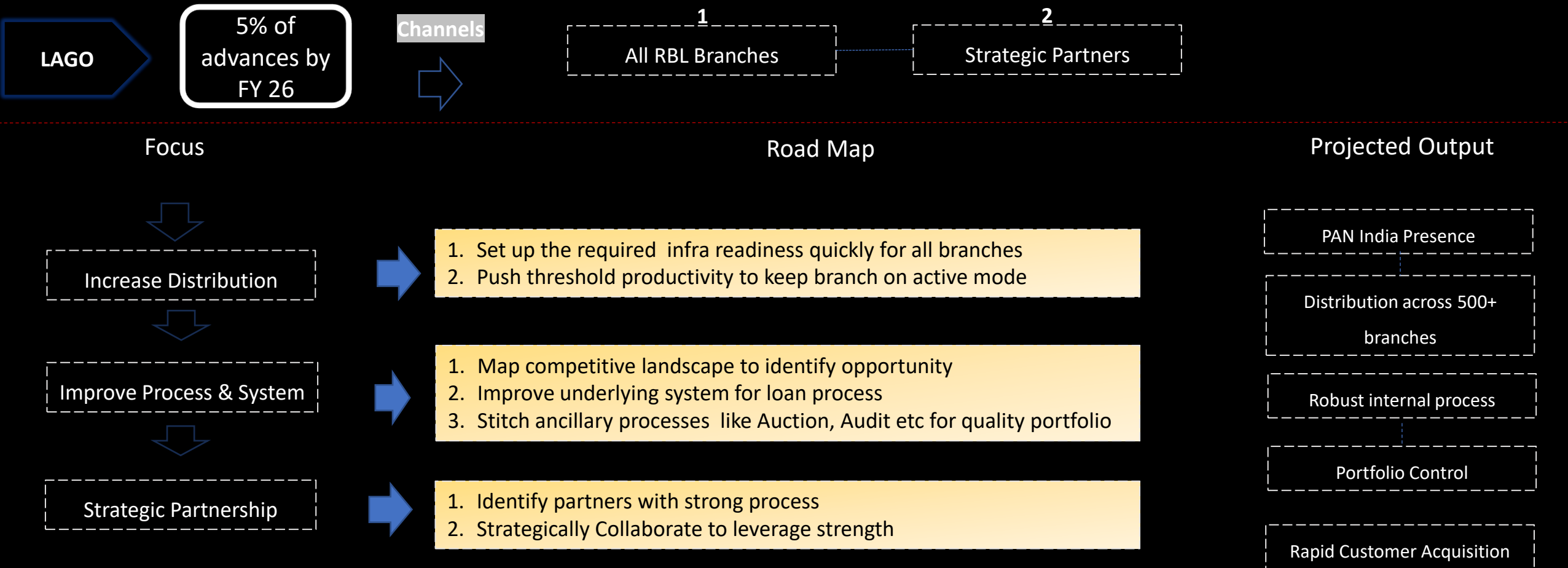
Leading to improved Market Position

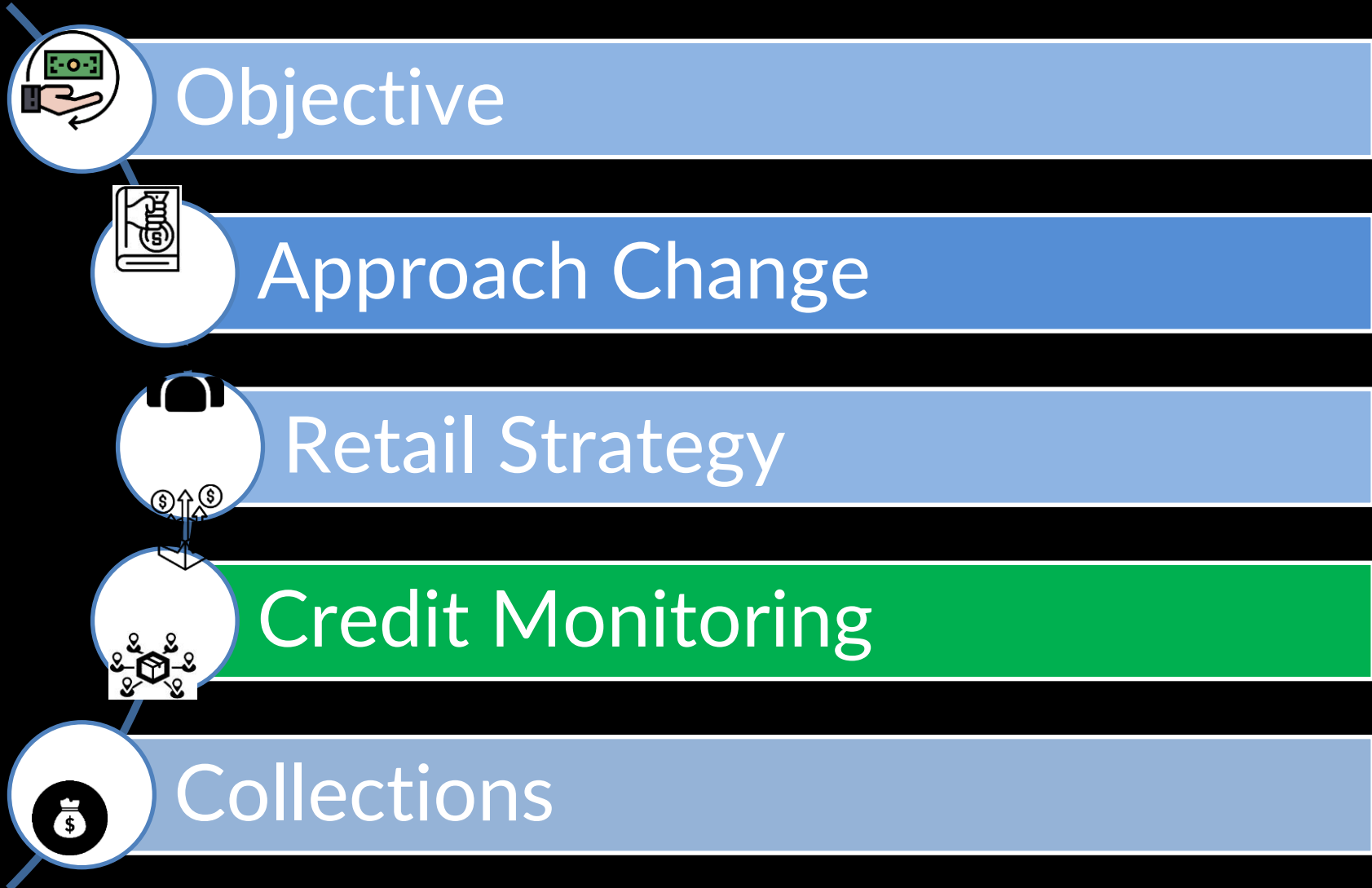
Underwriting Analytics



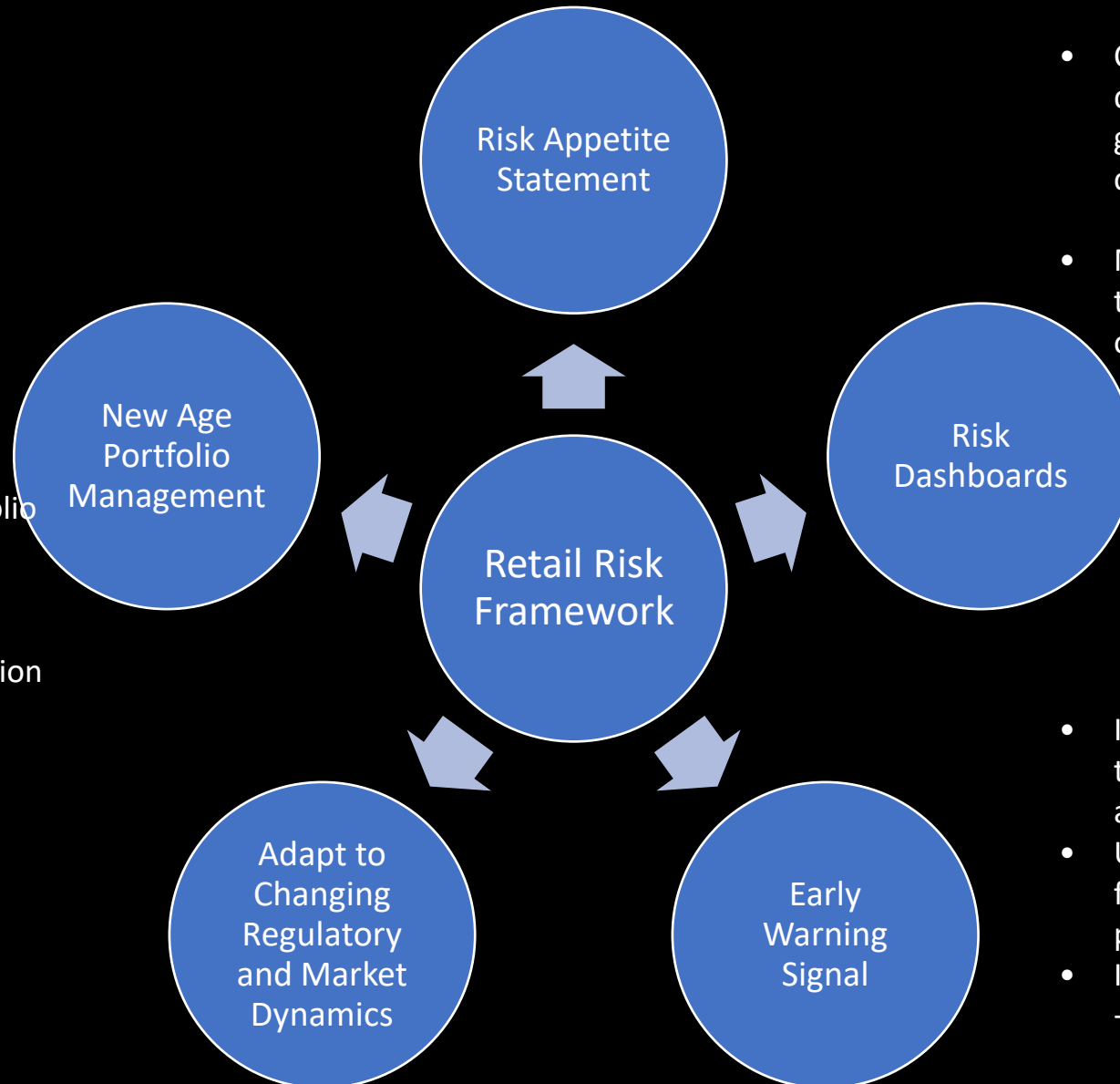
Straight Through Processing

Loan Against Gold – Using RBL/RFL Network to Grow





Retail risk framework



- Early Indicator of Stress identification through - Bounce Rates, 6 MOB 30 plus, early mortality, 12 MOB 90 Plus, roll rate analysis etc
- Analytics driven collection strategies (high-touch/low touch) based on leading indicator outcome
- Customer group, segmental and portfolio level monitoring
- Monitoring portfolio based on LTV, Collateral Type, Bureau Score
- Segmentation Score to facilitate retention and collections strategy

- Clearly defined threshold of risks are defined for each portfolio, segment, geography; regular review and internal calibration of risk thresholds
- Monthly reviews at various level across the bank and business strategies pivoted on a real-time basis
- In-house EWS framework (more than 200 triggers), use of partnership platforms for additional triggers
- Usage of Bureau data up to PIN code level for geographical expansions & periodic portfolio scrub to monitor portfolio health
- Internal & external credit markers; generic + trigger based action matrix

Acquisition

Monitoring to be focused on through the door acquisition quality (Policy parameters of the customer are monitored to align operating guidelines for that product).

Disbursement Trends across customer segments, detection of early vintages delinquency/mortality and to fine-tune operating guidelines/BREs accordingly.

Partnerships

For all Tie-ups, Bought portfolio, Digital Partners, Business correspondents specific monitoring mechanisms have been put in place. Co-lending relationships and Direct Assignment with different partners are separately tracked. Performance of assignment portfolio across different lender categories, bureau performance, and actions taken for future deals, BC wise MFI performance report.

Collection Metrics

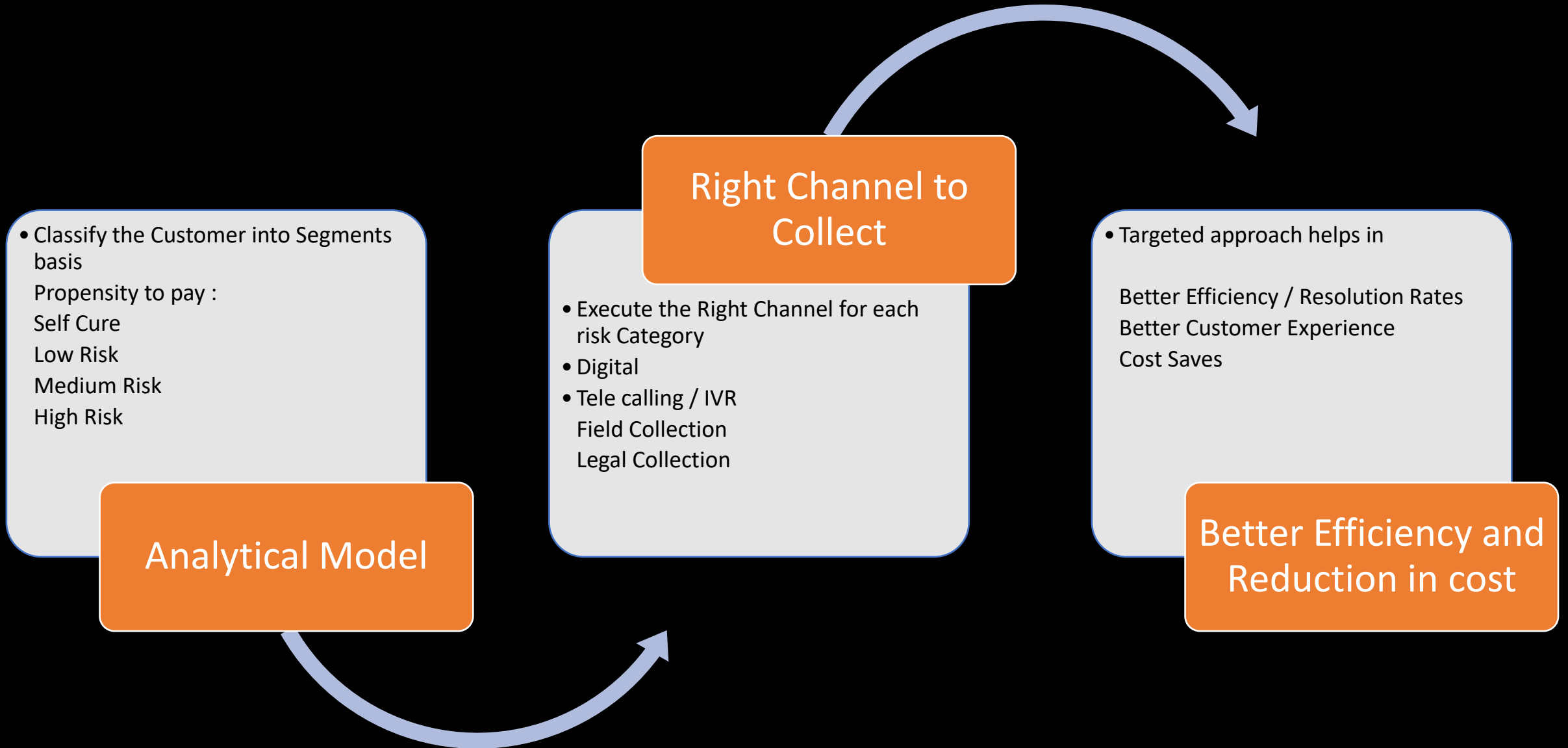
Resolution Rates, Flow Rates & Early Warning signals are being generated to monitor the slippages
Segment wise monitoring of delinquency parameters
Collection Efficiency, OTS trend, Recovery Trends, Slippages

Portfolio Monitoring

Portfolio is monitored at various segment levels to identify any pocket of opportunity/stress. Feedback is provided to relevant teams.

Early Warning signals, Risk Appetite threshold monitoring, Risk Segment Monitoring, Concentration risks





Impact of New Product Launches

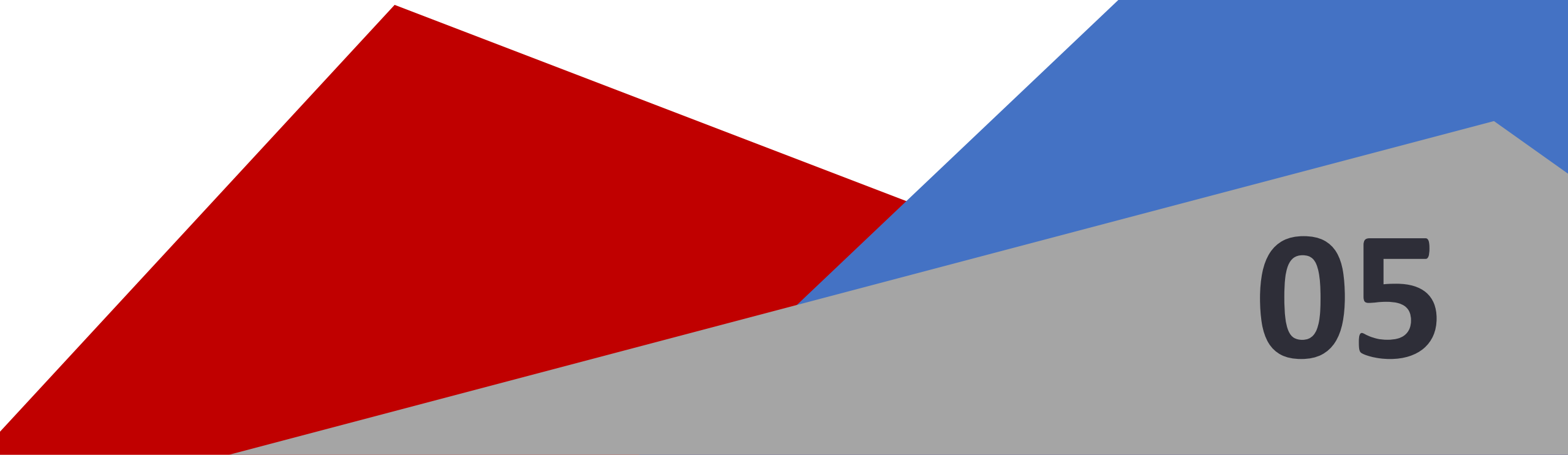


	FY23	FY26	
Retail Disbursals	6000 cr	24000 cr	4x
Retail Book	12900 cr	40000 cr	3x
No of Products	8	16	2x
Branches	300	1500	5x
Customer Base	0.14 mn	1 mn	7x

New Products to fuel retail growth



Retail Liabilities Business



05



FY'2018

~50%

BBB Contribution to Overall deposits

~6L

Customer Base of BBB

44%

Small ticket Deposits

~80 Crs.

Deposit Per Branch

FY'2023

~60%

BBB Contribution to Overall deposits

~17L

Customer Base of BBB

52%

Small ticket Deposits.

~100 Crs.

Deposit Per Branch

FY'2026

~70%

BBB Contribution to Overall deposits

~34L

Customer Base of BBB

65%

Individual Deposits < 2Crs.

~150 Crs.

Deposit Per Branch

Journey So far :

- Last few years focused on granularity and making the deposits more sustainable
- Significant progress on improving productivity of sales roles; increased by 1.7X in last 5 years
- New Segments and products introduced
- 65% of branch banking book actively managed

Our Journey From hereon :

- Adding 50 to 75 branches per annum to organically grow the deposits . Expand and densify distribution reach
- Retooling processes to increase productivity and improve client experience
- Scale alternate channels for inorganic growth B2B2C
- Grow small format branches in periphery of metro & urban cities to align with Retail asset strategy

Expansion of RBL Bank's Distribution

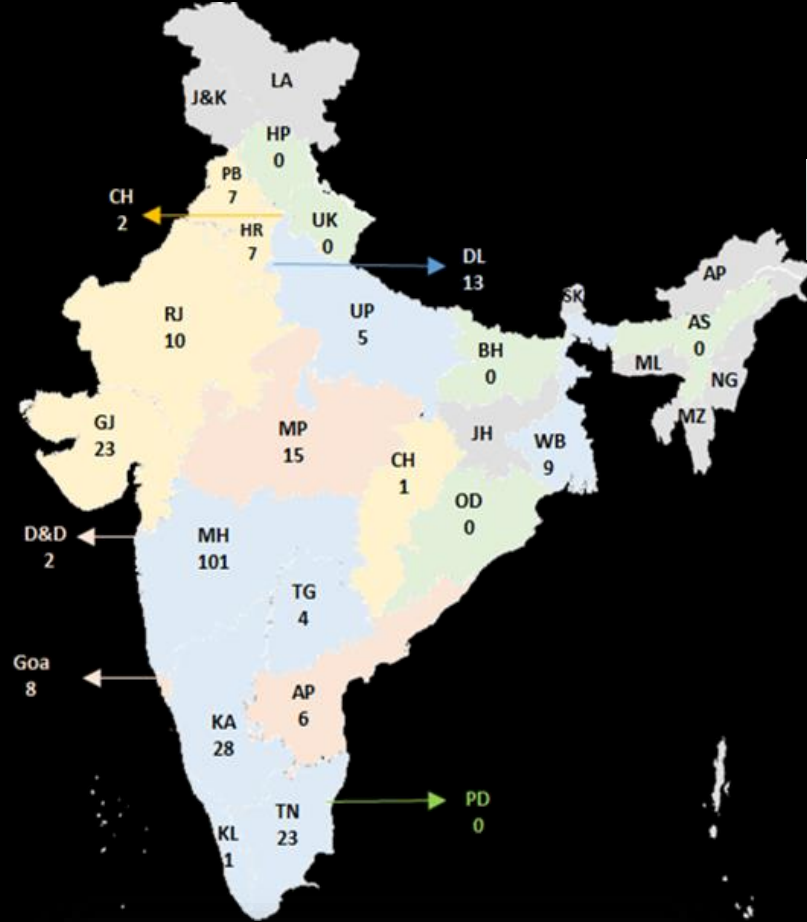


Deposit Density (FY'23)

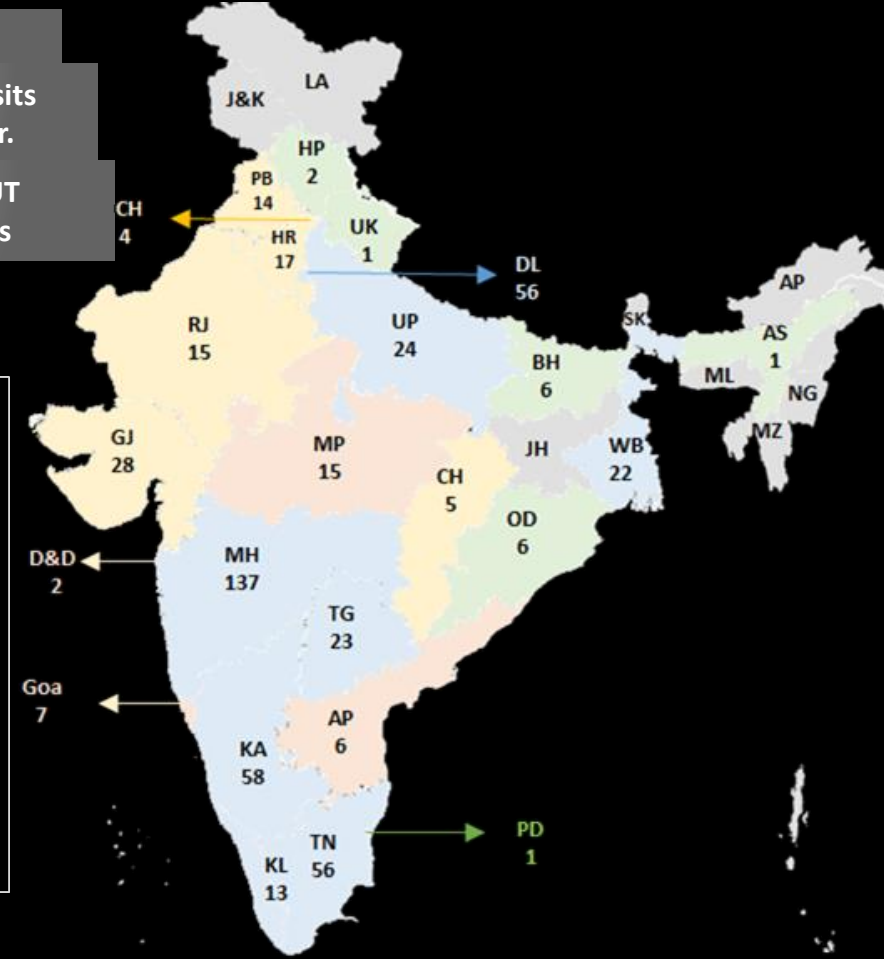
Metro & Urban	74% Industry	88% RBL Bank	Semi Urban & Rural	26% Industry	12% RBL Bank
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RBL Metro & Urban Branch Distribution

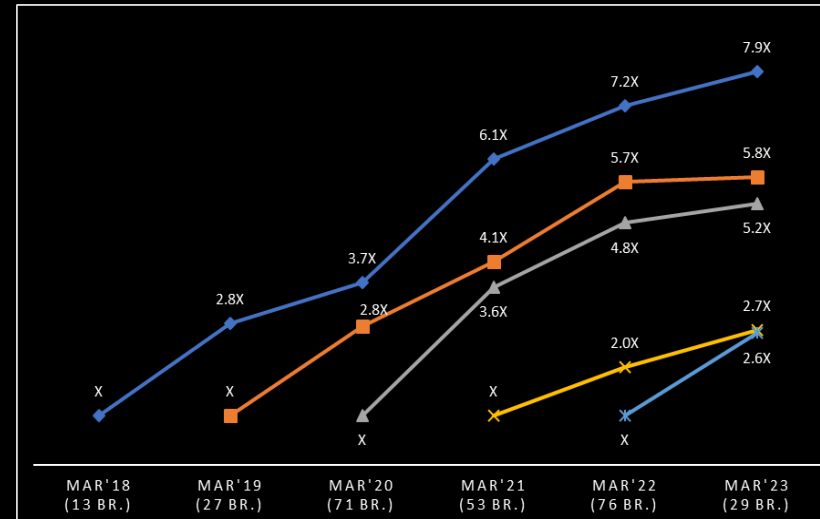
Branch Vintage	< 6 M	6 M to 1 Y	1 to 3 Y	>3 Y
Metro & Urban	4%	4%	35%	57%



Jun'23
Branch Deposits ~₹ 52,000 Cr.
25 States & UT
519 Branches



CASA Per Branch Trend Metro & Urban



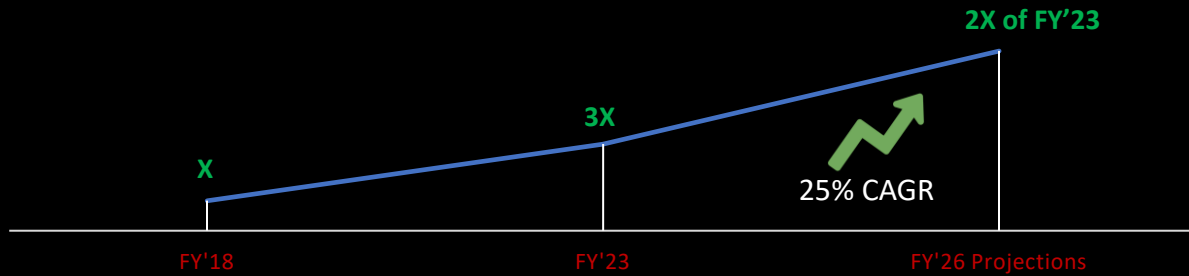
High Growth Moderate Growth No Growth Newly Entered

CASA growth to be led by improving vintage of metro and urban branches and network effect

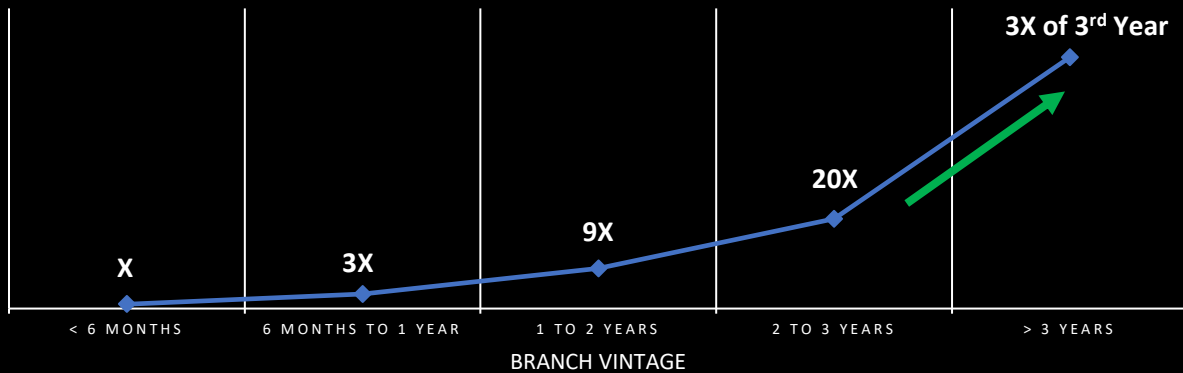
Branch Led Fee Income Growth – Metro / Urban Branches



OVERALL FEE INCOME

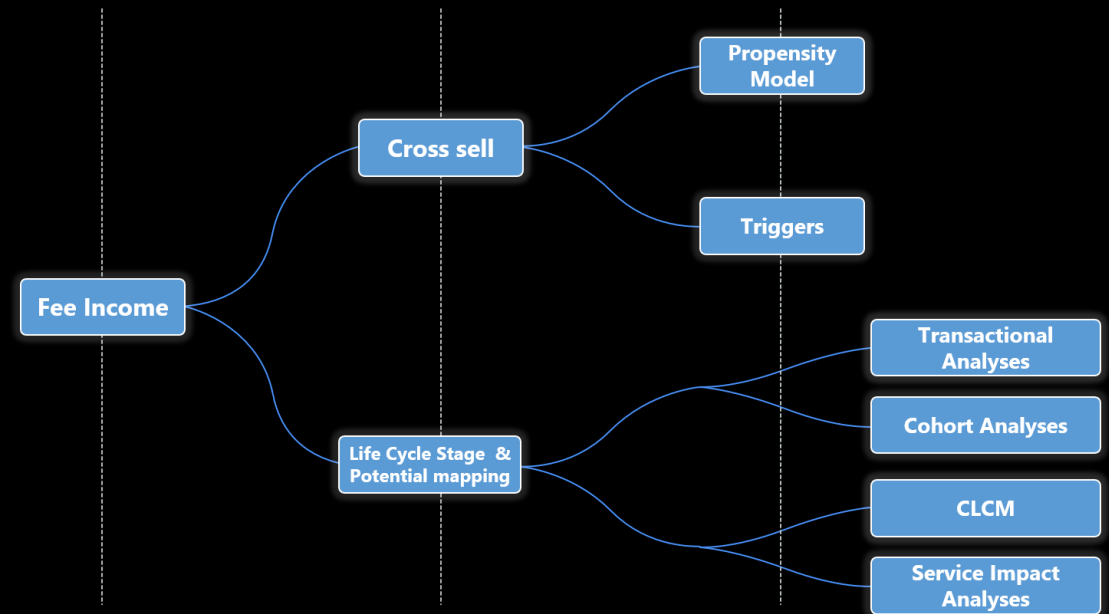


MONTHLY AVG. FEE INCOME PER BRANCH METRO & URBAN



Hyper persona based targeting using Analytics

Focus on Fee Income Via Personalisation



Continuous opportunity to increase same shop growth basis vintage and classification of existing branches

Increased Focus Towards Customer Centricity –Managed Books

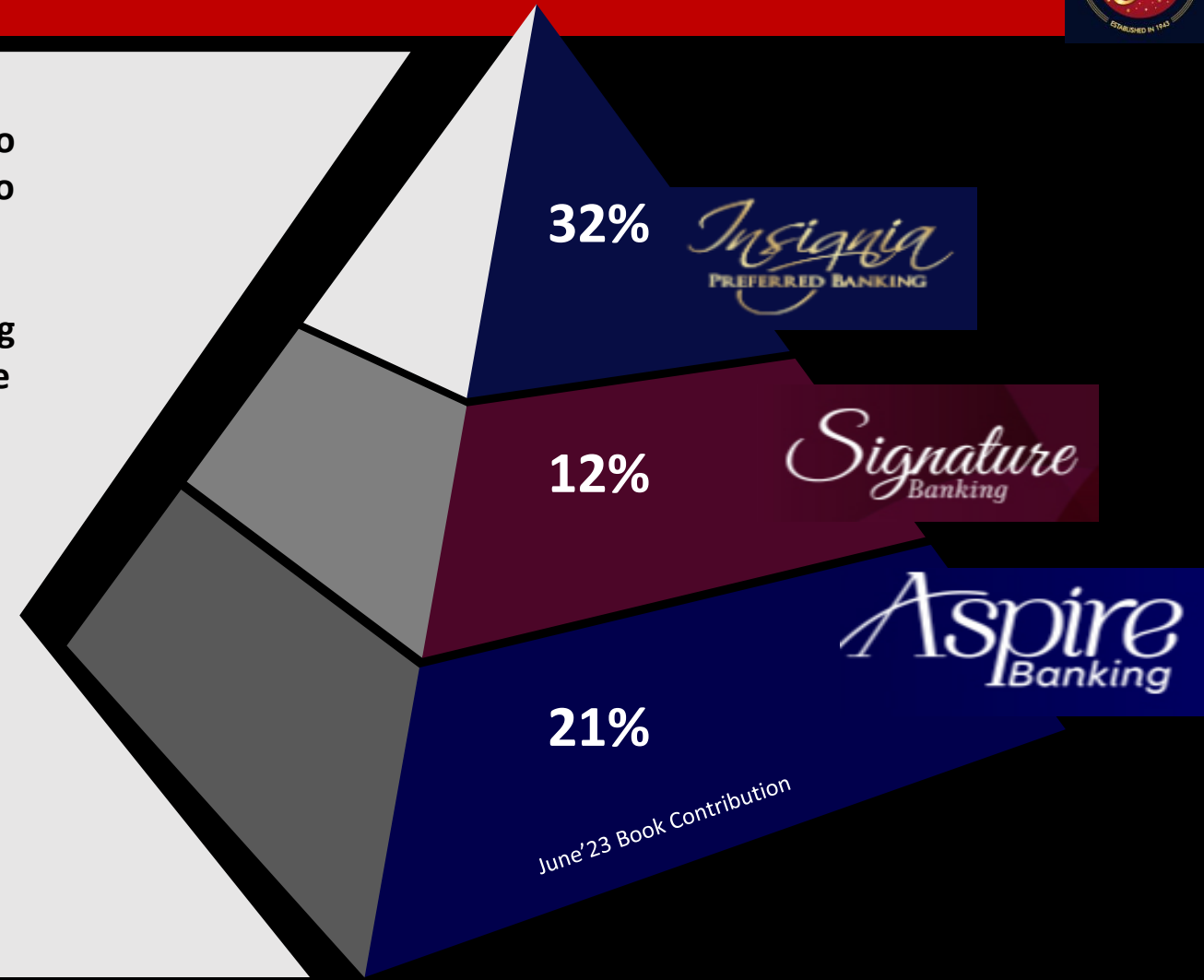


RBL Bank's Preferred banking i.e segment program aims to provide a customized, consultative and personalized approach to each customer.

The segment program delivers a rich and elevated banking experience through its 3 segments i.e- Insignia, Signature & Aspire

Key Features of RBL's Segment Program

- Dedicated, qualified, experienced Relationship Manager & Service manager
- Team of product specialists who provide expert advice across Investments, Insurance, Trade & forex, Cash Management and Lending products
- Preferential Pricing & minimal processing fee for Asset products
- Bouquet of Benefits and rewards on segment Debit & Credit cards
- Benefits & privileges of segment to family members



Adding Virtual RM to non-managed / high potential customers
Large part of our CASA A/c is managed by experienced RMs

High Impact areas..



NRI

USP:

- Competitive interest on Savings & Fixed Deposit
- Enhanced digital service architecture
- 24X7 banking program through X'perience Center



TASC

USP:

- Structured Solutions
- Payment gateway & other CMS related value-added services
- ERP based solutions for educational institutes



Co-op Banks

USP:

- CMS / API solutions
- Sub membership offering
- UPI collect



Diplomats

USP:

- Unique Segmented offering for Embassy and Diplomats
- Lifecycle management approach for better wallet share
- Exclusive door-step banking services
- Award winning mobile banking app for Diplomats



India Startup Club

USP:

- Proposition for Start Up Ecosystem
- State of the art Tech solutions through API stacks
- Unique Corporate Salary solution
- Co-Workspaces tie ups through OYO
- Cloud services through Amazon Web Services
- Support through Incubators and accelerators

Dedicated Relationship Managers & Service Teams

Catchment Specific Action Plans

High Value Mobilizers

RERA, Capital Account Transactions, Religious Trusts, Companies under Liquidation, Share Application for Start ups., Law Firms/ Consultancy

Mid Value Opportunities

IT ITES, WCF based relationships, Retail Chains, Housing Societies, Account Customizations (No lien, Cash, Outward clearing,)

Granular Business Opportunities

POS, LACR, SBL, Referral Models, Branch Catchment Approachment

Strategic Approach

Enablers

Fund Transfer- NEFT/RTGS/IMPS

Trade & Forex Services

Working Capital Finance

Payment Gateway & POS

Doorstep Banking

POS/ QR Collection

Bill & Tax Payments

NACH/ E-NACH

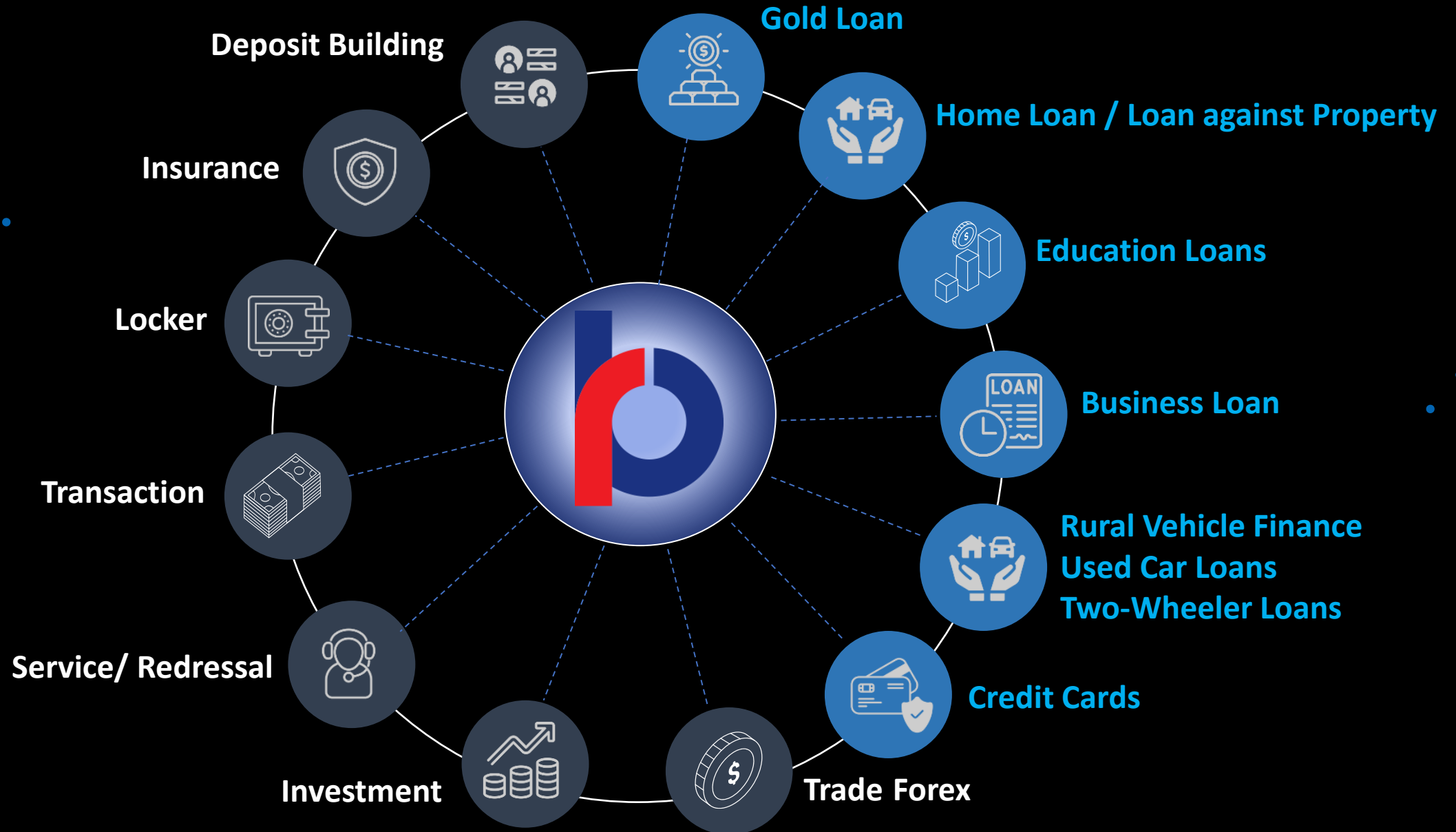
SFTP

Virtual Accounts

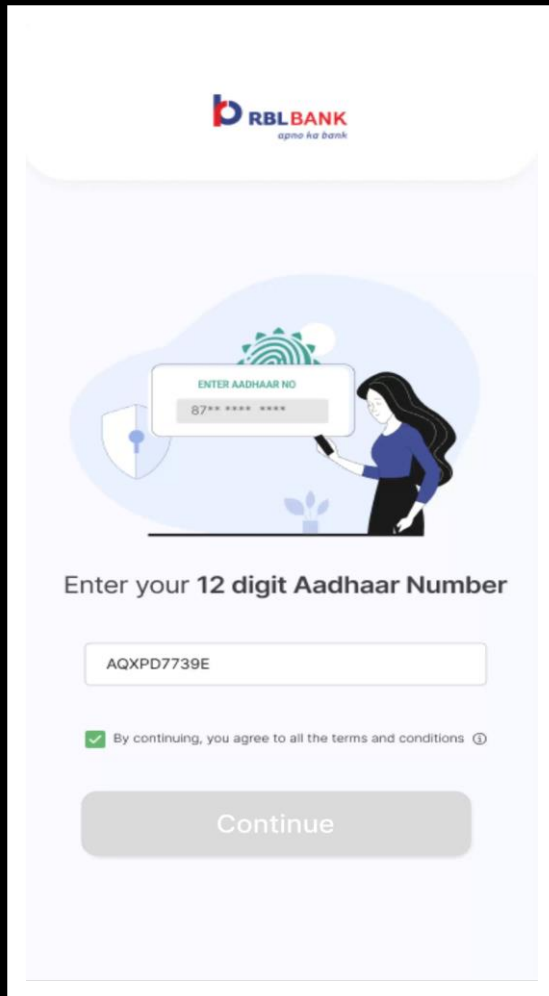
Payment & Collection API

Escrow/ Nodal Current Account

Our Branch Offerings - From a liability franchise to a universal branch



Get Started with Digital Banking – 3 step process




Play Video demonstrating 3 step journey

Open Digital Account on your platform in 3 simple steps

- 1 Scan QR code**
Customer will be *redirected* to landing page to begin their journey
- 2 Complete KYC**
Post redirection, customer choose FD/ SA and provides **Aadhar and PAN** details along with personal details and complete **Video KYC** process
- 3 Fund FD | Account**
Customer can **fund FD/SA via UPI** and access through Mobile Banking Application of the Bank

Ways of Acquiring



Conventional Banking



**TAB Banking/
BYOD**



**DIY Banking/
Digital Account**

- Digital Standalone FD
- Savings Account

Mobile Banking

Users
11.01L

92% Android users
★★★★★

- Segmented approach
- 60+ products & services
- 77% penetration into base

Net Banking

Users
4.48L

😊 61% 😐 24% ☹️ 15%

- Omni Channel with Mobile app
- Behaviour based Risk management
- Integrated portal for corporates

SMS Banking

Queries
~ 11 M

- 21 services (primarily queries)
- Financial Inclusion
- Services accessible across country without Internet connectivity

MyCard

Users
38.65L

Active
92%

- Converting credit card transactions into EMIs
- Collaboration with multiple vendors
- 83% regular users

WhatsApp Banking

Conversations
~ 2 M

- 10 services (primarily queries)
- Express channel
- 40% penetration into base

Chatbot

Users
0.96L

Queries
~ 2.8 M

- 98% accuracy
- 1.95 mins chat duration
- Available on all channels



Thank You!