

*Elevating excellence -  
year of execution*

*November 2023*



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# Agenda

**1** **Setting the context**

**2** **Retail asset expansion: Banking on growth**

**3** **Growing microfinance business**

**4** **Industry leading credit card business**

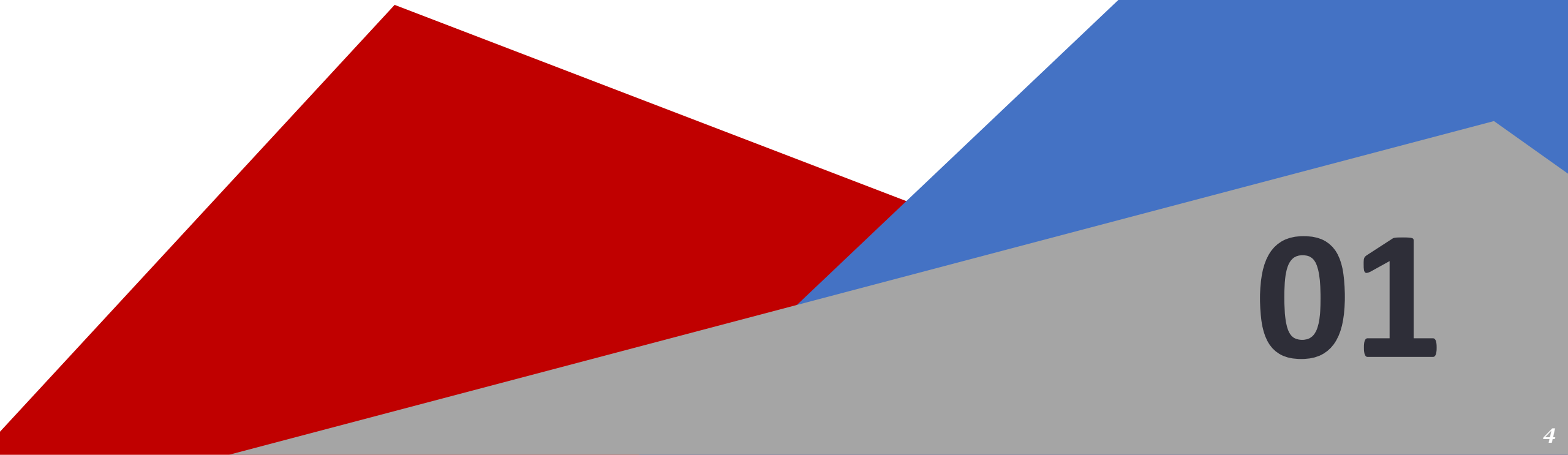
**5** **Diversified wholesale business**

**6** **Liability franchisee supporting asset growth aspirations**

**7** **Other areas supporting our growing business..**



Setting the context..



01

# A Reflection of our Journey so Far..



	FY 11 to 19	FY 19-22	FY 23	FY 24-26
Key events	<ul style="list-style-type: none"> <li>Wholesale led banking funding expansion into new businesses through business acquisitions and organic growth</li> <li>Phase of investments bringing a modern avatar</li> <li>Technology upgradation, digital eco-system partnerships</li> <li>Network expansion across India</li> </ul>	<ul style="list-style-type: none"> <li>Stress in select wholesale assets and thereafter COVID induced stress in retail</li> <li>Retailisation of assets and liabilities to avoid stress events</li> <li>Increased focus on bringing stability to the balance-sheet, conservative business approach; building capital buffers</li> </ul>	<ul style="list-style-type: none"> <li>Year of consolidation focused on setting the platform right</li> <li>Granularizing deposits and building strong retail asset franchise</li> <li>Continued Investments in people, process, technology and strengthening risk management and governance</li> </ul>	<ul style="list-style-type: none"> <li>Shift from Product Focus approach to Customer Focus</li> <li>Increasing share of granular deposits and Retail and Small Business deposits</li> <li>Scale up on retail products launched in FY 23</li> </ul>
Core outcomes	<ul style="list-style-type: none"> <li>Smallest commercial bank in 2010, grew to become a relevant mid-size player</li> <li>Achieved scale in Microfinance, Credit Cards and Wholesale business</li> <li>High growth momentum funded by wholesale deposits</li> </ul>	<ul style="list-style-type: none"> <li>Measures for tightening risk management and credit discipline framework</li> <li>Absorbed asset quality stress</li> <li>Management level changes to bring stability in bank's functioning</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation across business verticals; greater focus on retailisation of franchise</li> <li>Stable management and motivated workforce</li> <li>Revamped credit underwriting, monitoring and risk management principles</li> </ul>	<ul style="list-style-type: none"> <li>Predictability in return ratios; delivering consistently on commitments</li> <li>Cross-sell engine to complement efforts to expand customer base</li> <li>Customer centricity at fore</li> </ul>
Measurables	<p>Amongst top 10 Credit Card issuers in India</p> <p>50+% CAGR growth in advances &amp; liabilities; 70% PAT CAGR</p>	<p>Top 5 credit card issuers in India; Branch expansion and granular deposit focus increased</p>	<p>Launched new retail products; digital convergence across businesses</p> <p>Advances growth ~16%, back to growth momentum</p>	<p>Maintain market positioning in credit cards and microfinance</p> <p>Establish semi-urban/rural presence across multiple products</p>

# ..And Our Aspirational Leap..



## FY 23

## FY 26

NNPA 1.10%  
PCR 69%

Asset quality stress fully absorbed



20%+ CAGR in  
advances

Building on existing “Core” Businesses  
and building scale in nascent verticals

CRAR 16.9  
LCR : 126 %

Well capitalized to fund growth



60-65%  
Retail mix

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

5+ senior hires  
<30% attrition

Attracting senior management talent;  
low attrition rates



Customer  
count - 26 mn

Building a data led omnichannel  
customer first approach

1600+  
touchpoints

Leveraging points to drive granular liabilities



Responsible  
Banking

Strong regulatory and compliance  
culture

20% share in  
incremental biz

New business showing green-shoots



HR  
Transformation

Being a relevant Employer for  
tomorrow’s workforce

Cost to Income  
at 68%

Operating investments largely made

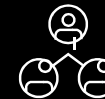


Improved tech  
stack

Digital first solutioning

ROA 0.8%

Improving Profitability QoQ



Return Ratios

1.4-1.5% RoA/14-15% RoE

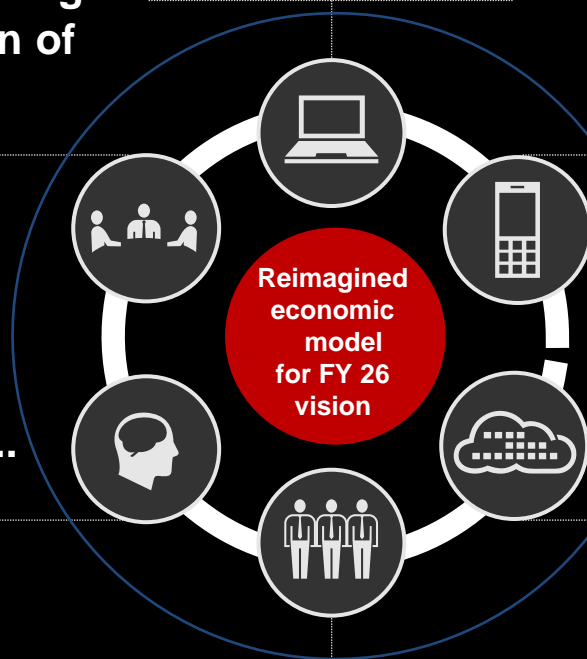
# Our Vision For FY26



New products & channels driving diversification of business..

..while leveraging existing platform investments..

..and expertise build over last decade..

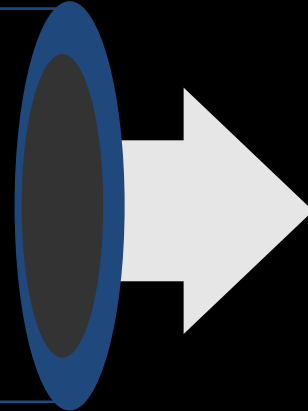


..with a focus to achieve scale sustainably..

..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..



## Commandments of our success..

-  Differentiated product approach
-  Branch-led asset growth model
-  Repurposed Service delivery
-  Digital orchestration
-  Productivity enhancements
-  Embedded analytics
-  Granularization of assets and liabilities

# ..Driving Momentum in Execution



Setting the stage for an expanding growth horizon to FY 26

20%+ CAGR



Advances & Deposits

1.4-1.5% RoA/  
14-15% RoE



ROA/ROE

30%



Share of new business

55%+



Granular Deposits

~2600



Touchpoints

Operating model alive to changing market needs and digital growth drivers



Product Suite	Vehicle Loans, MSME, Business Loans, Green Finance, Consumer Finance	Merchant acquisition, cross-border remittances, UPI, ONDC	Specialized products for niche markets – MNCs, Fintechs, Government agencies etc
“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 fintechs and tech providers	DIY journeys, hub-and-spoke

# Our Key Priorities In This Journey

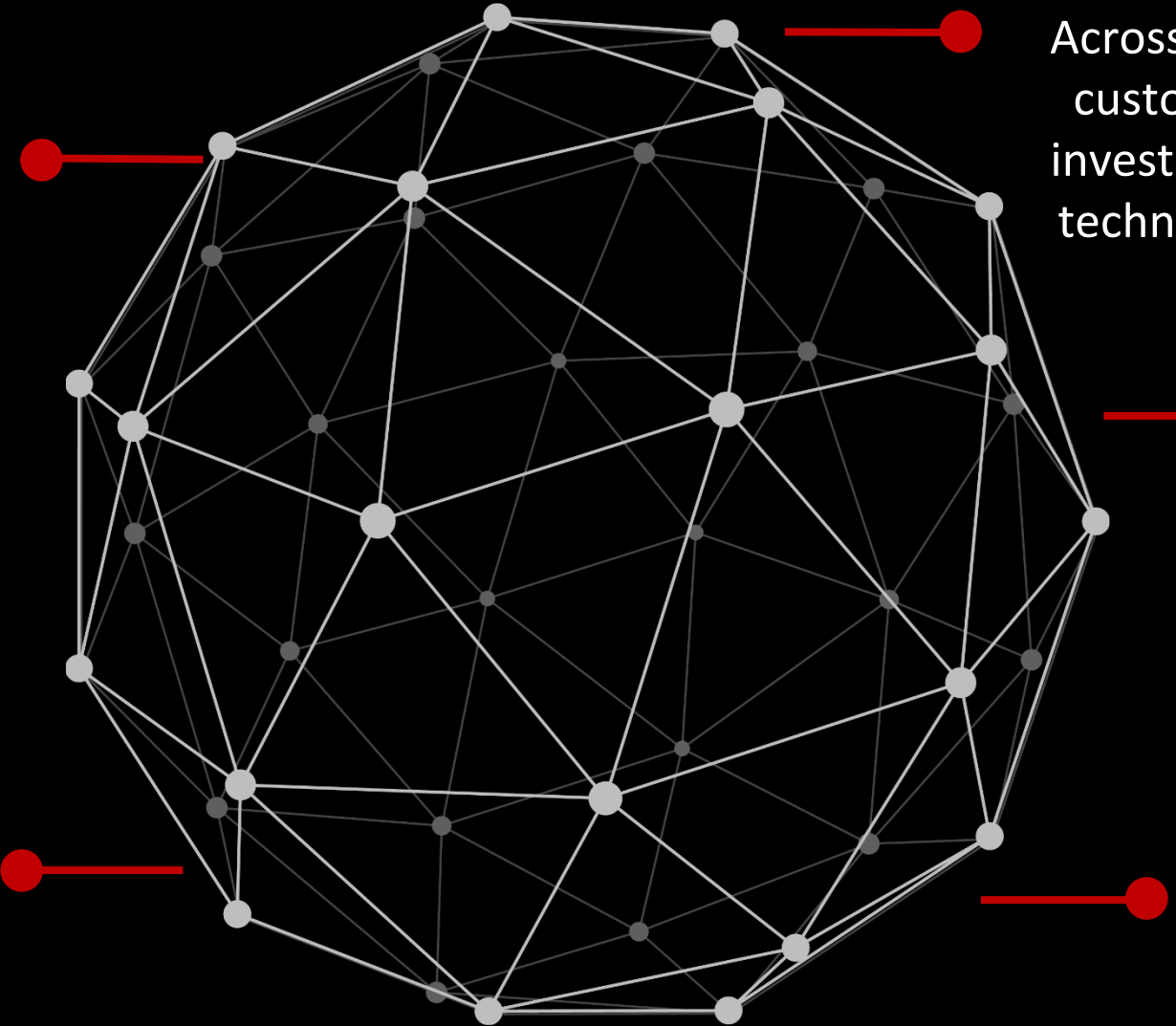


## Scale with sustainability

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

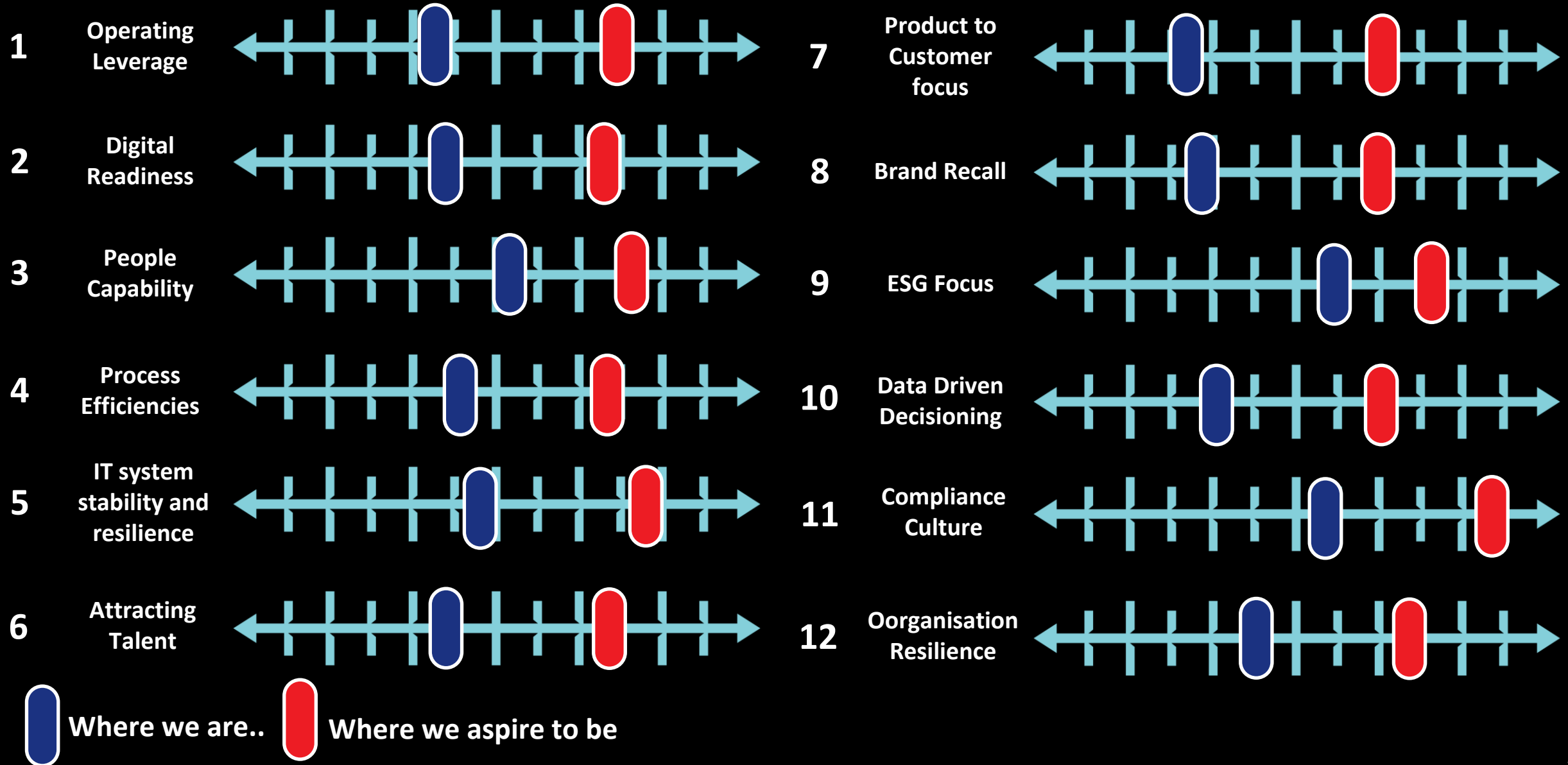
## Customer approach

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

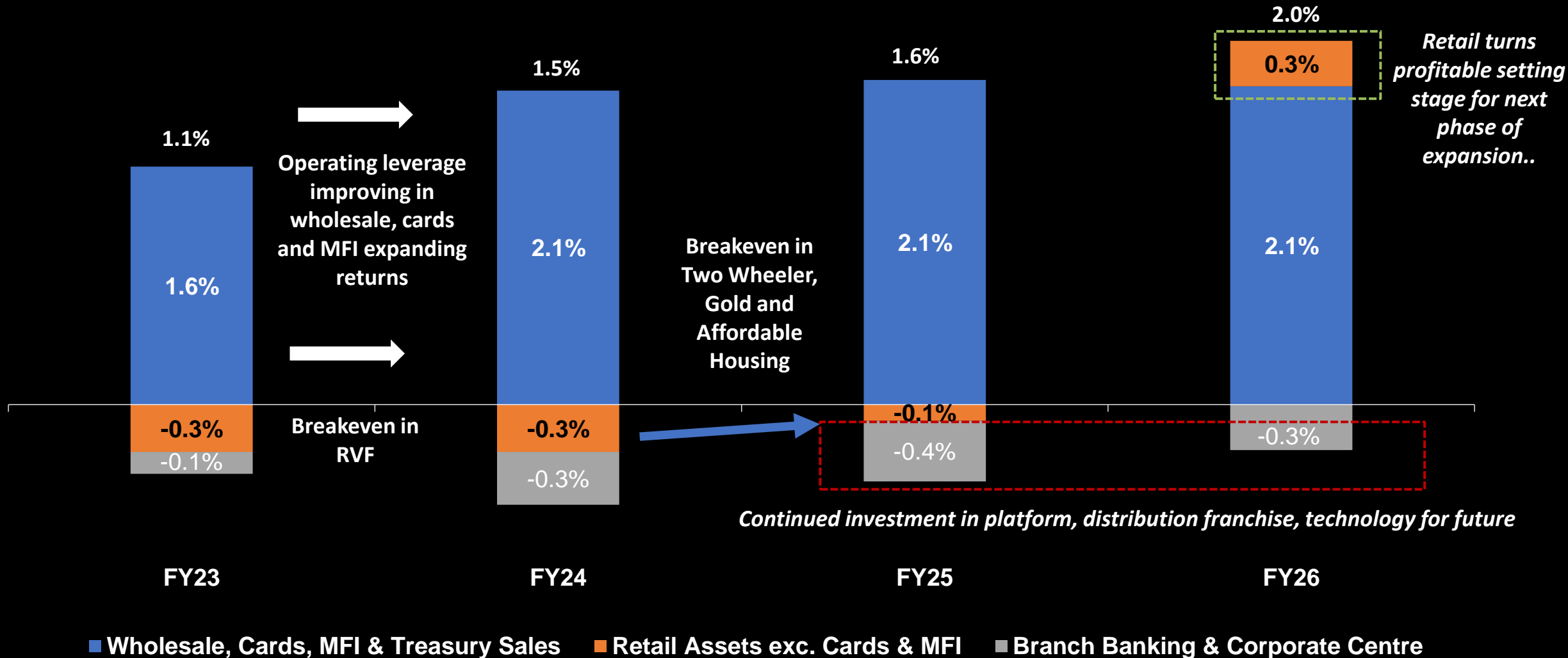
# Our Key Priorities In This Journey



# Bridge To Achieving Our Financial Goals



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



# Incremental Advances Funded Through Granular Retail Deposits



70,209

76,324

125,000+

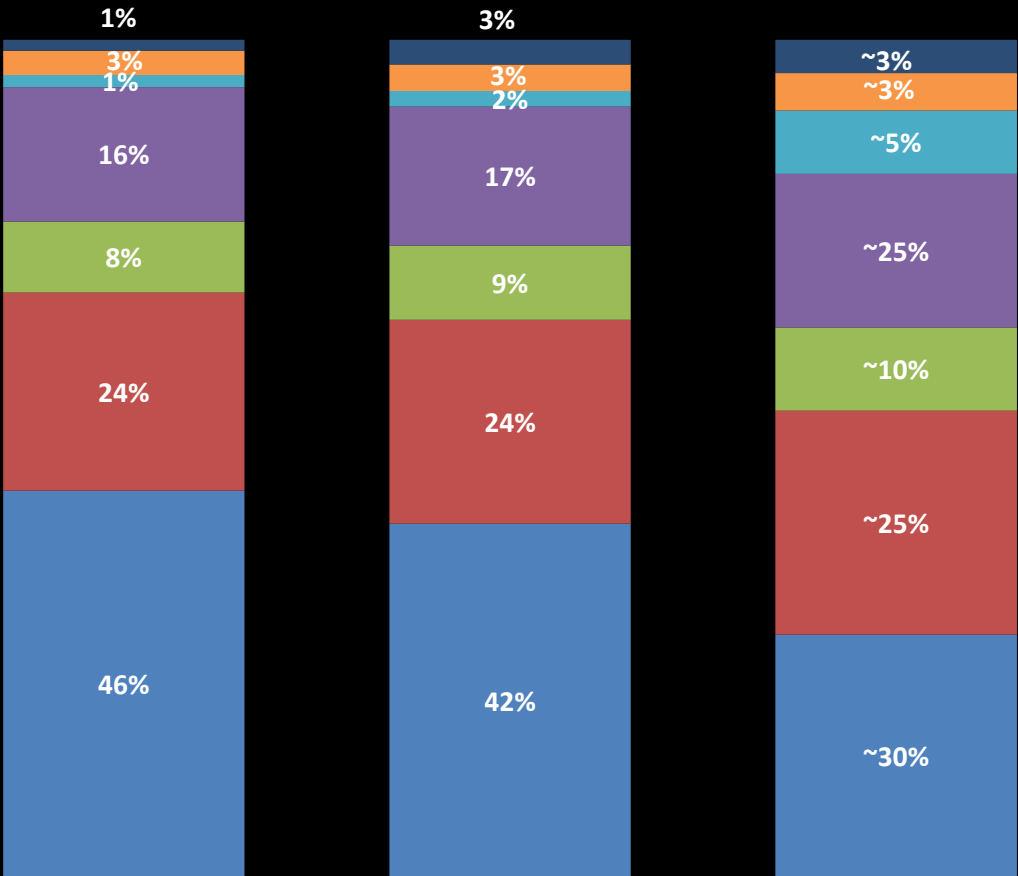
22%

84,887

89,780

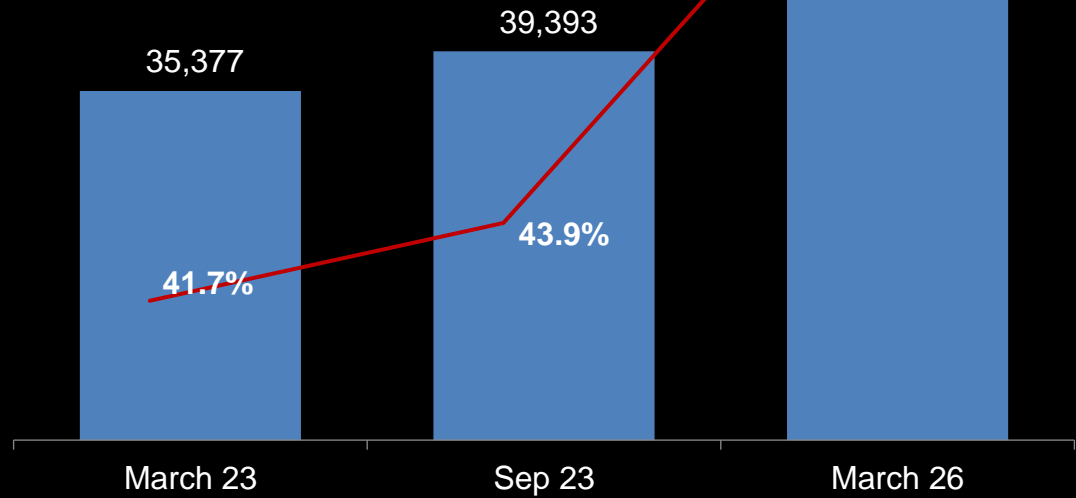
145,000+

20%



New Verticals

Existing Verticals

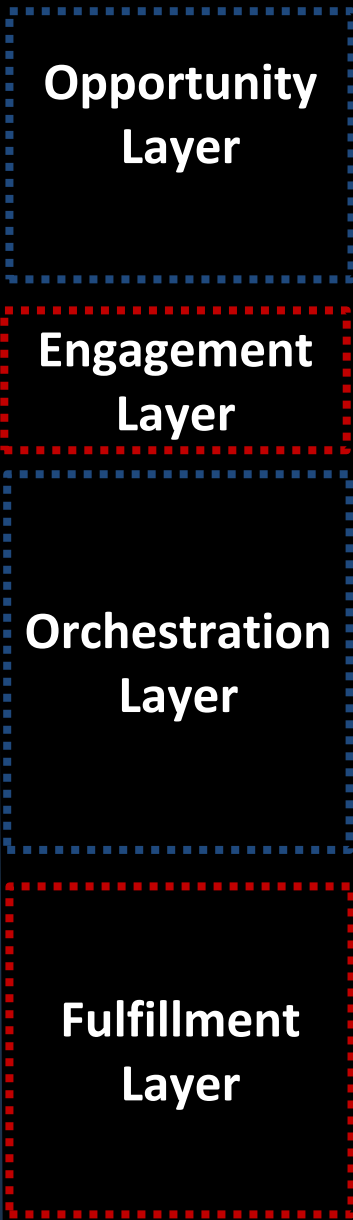


CAGR

Deposits < 2 crore

Total assets and liabilities

# Cross sell potential

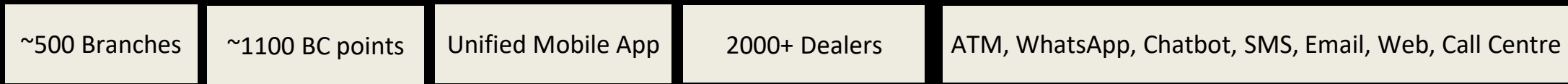


## Off us Retail loans (volume, size)

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 (approx.)



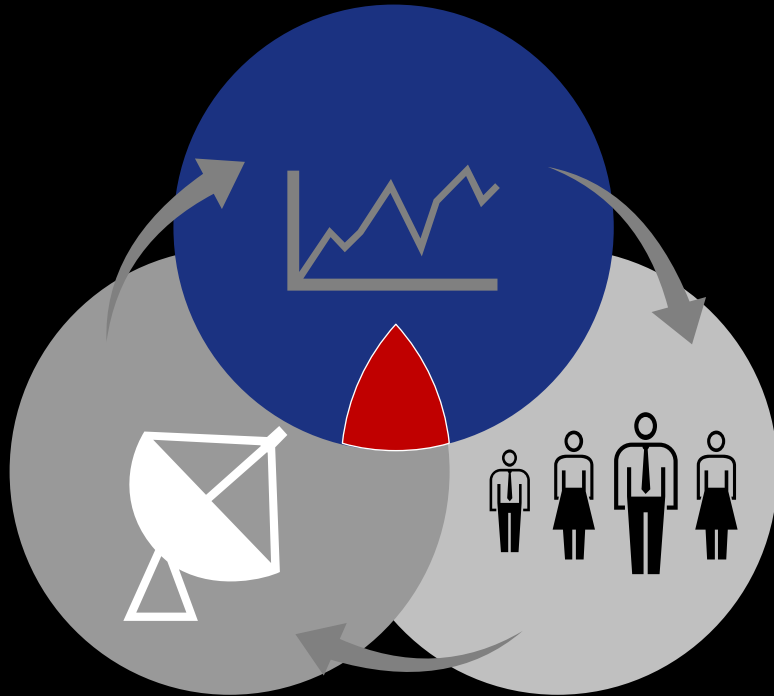
Physical/Faceless Interface for Sales RM through RM app



# Retail asset expansion: Banking on growth

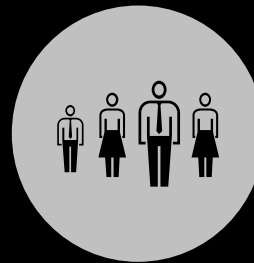


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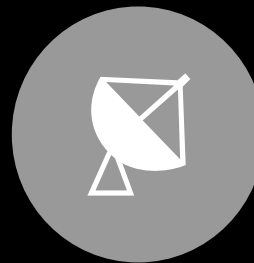
## Customer Focus

Leverage Existing Customer  
Live the value of “Apno Ka Bank”



## Better efficiency

Increase wallet share of customer  
Target Multi Product ownership for all customers



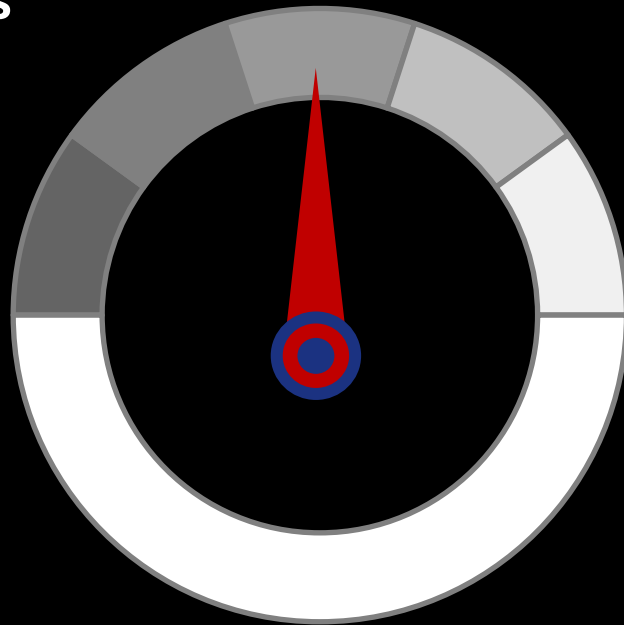
## Better Profitability

Improved Revenue per customer  
Lower cost of acquisition  
Higher ROA

# Shifting paradigms – embracing customer centric excellence



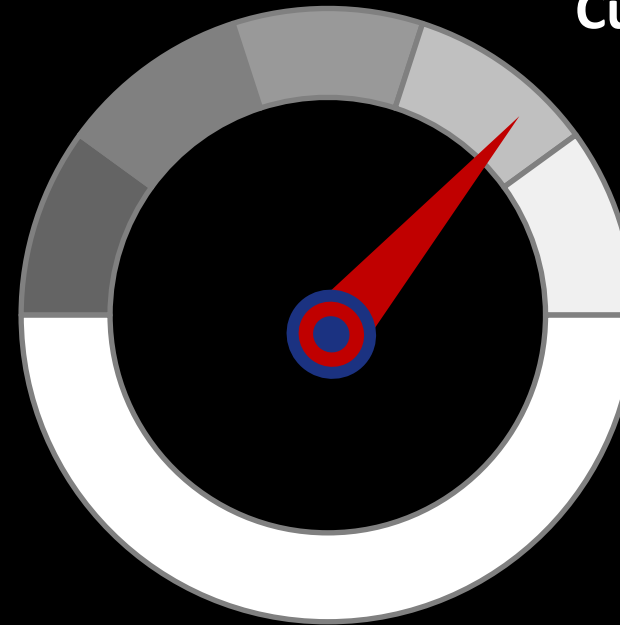
## Product Focus



- Focus on Individual Product Sale
- Physical Acquisition Model
- Product servicing of customer



## Customer focus



- Focus on Customer wallet share
- Phygital Acquisition Model
- Bank servicing of customer

*Shift to customer wallet share focus to improve unit economics, customer stickiness, personalized experiences ensuring lasting connections with our valued customers ..*

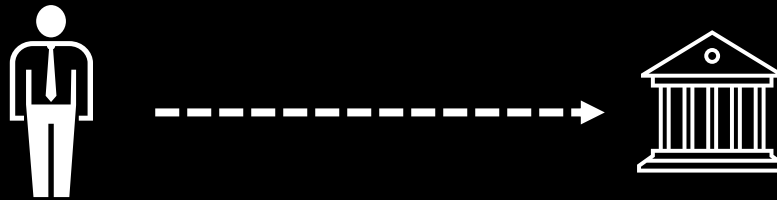
# An illustration of this shift..



## Product Focus

- Bank processes a home loan to the customer
- Bank reaches out to customer to offer other products of the bank

Customer approaches bank  
for a home loan



## Customer Focus

- Bank processes a home loan
- Simultaneous Bank offers him/her - a pre-approved consumer loan limit for his household expenses, opens a saving and investment a/c for his future needs

Customer perceives bank as  
product and service provider

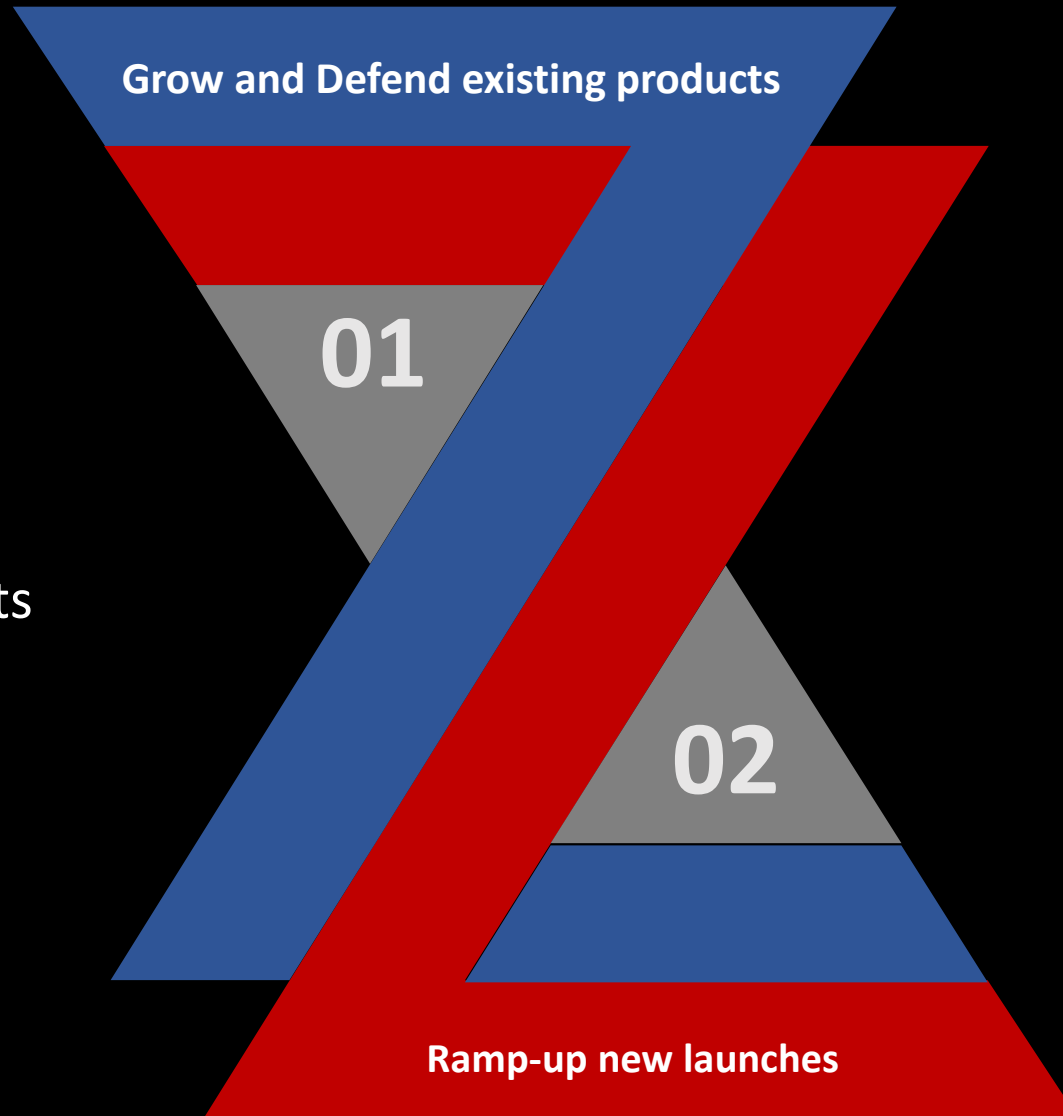
Customer perceives bank as a  
market place

*Our philosophy is pivoting consumer financial services from a product proposition to a **value proposition** leveraging key aspects of consumer expectations – Trust, Wellbeing and Key Life moments*

# Product focus spectrum..



- ❖ Business Loans including Working Capital
- ❖ Home Loans
- ❖ Rural Vehicle Finance
- ❖ Micro Finance
- ❖ Credit Cards
- ❖ Agri and allied products

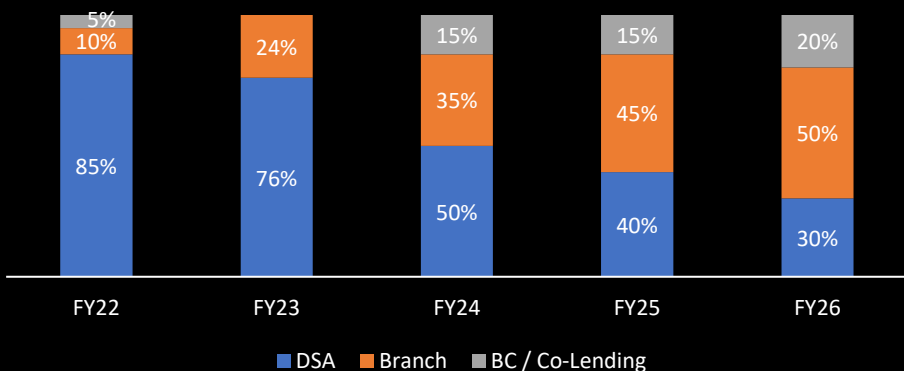


- ❖ Small / Micro business loans
- ❖ Affordable Housing
- ❖ Two Wheeler Loans
- ❖ Used Car Loans
- ❖ Gold Loan
- ❖ Education Loan

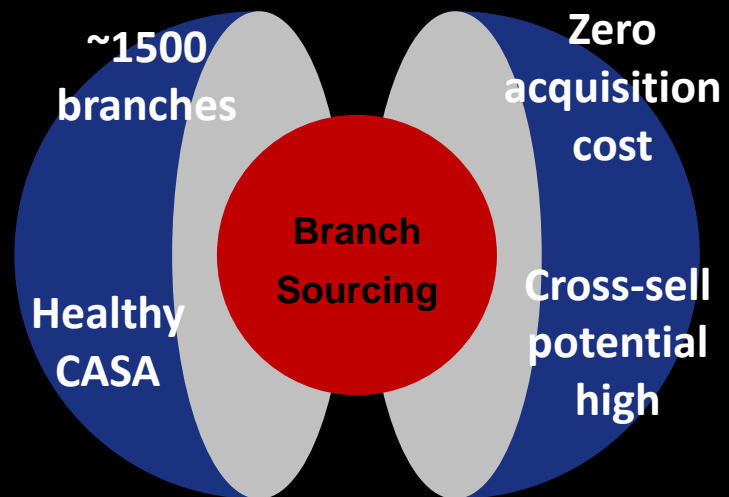
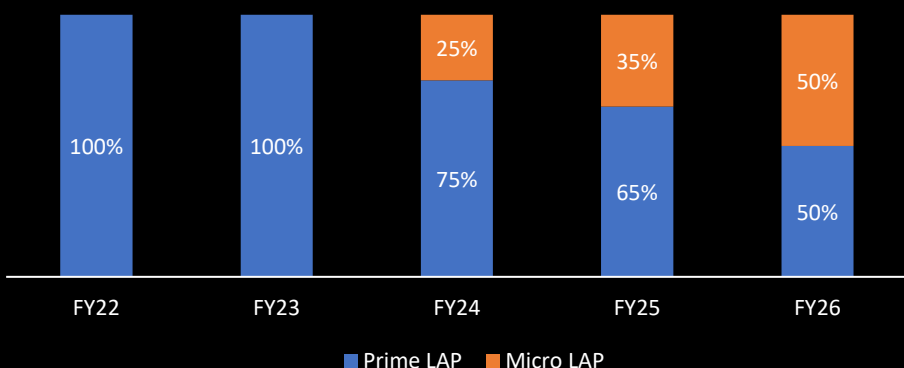
# Business loans – our playfield..



**Sourcing Mix**

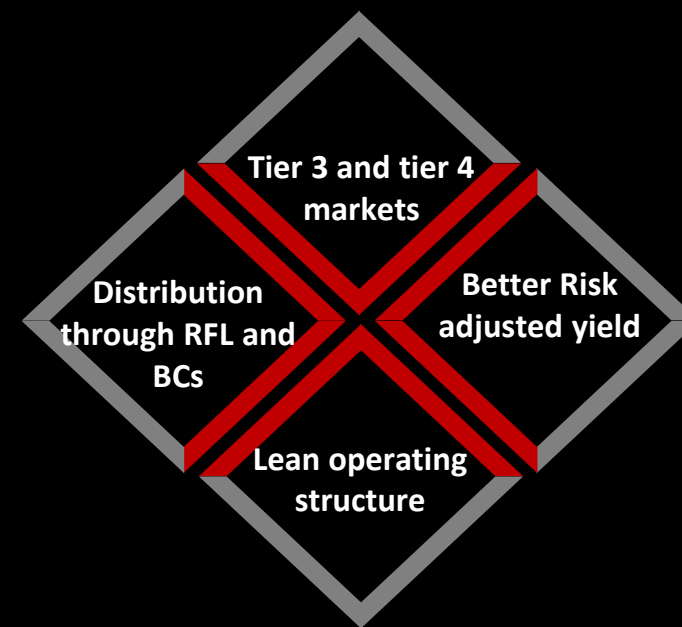


**Product Mix**



## Low cost strategy

- 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



## Micro LAP – New Product

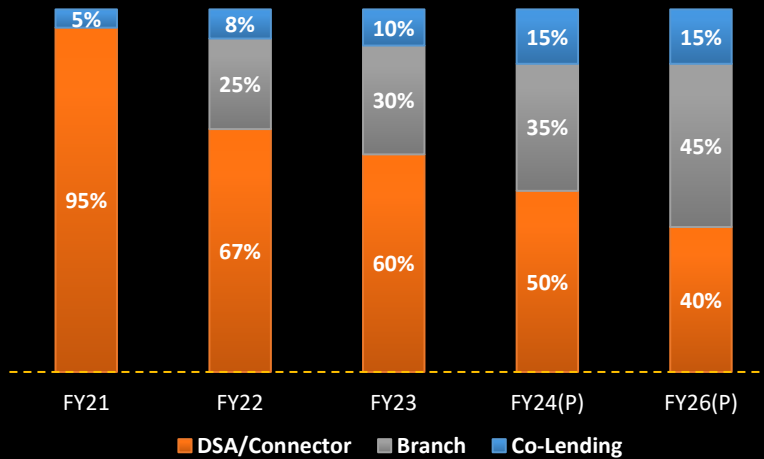
- Expand in tier 3 & 4 markets
- Leverage and cross through RBL Finserve network
- Create clusters for branch led cluster approach for working capital/NFB etc.

FY 24, 25 and 26 are projections

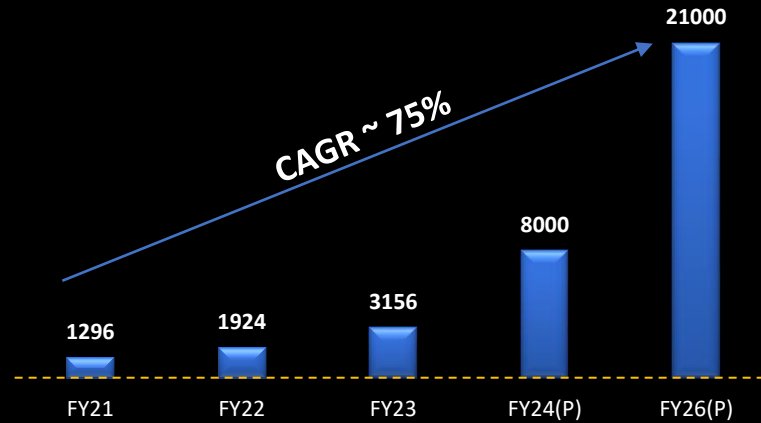
# Home Loans – Building Scale



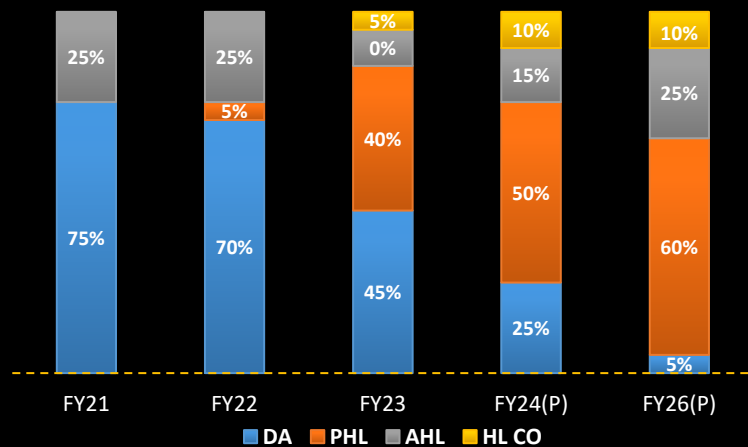
## Sourcing Mix



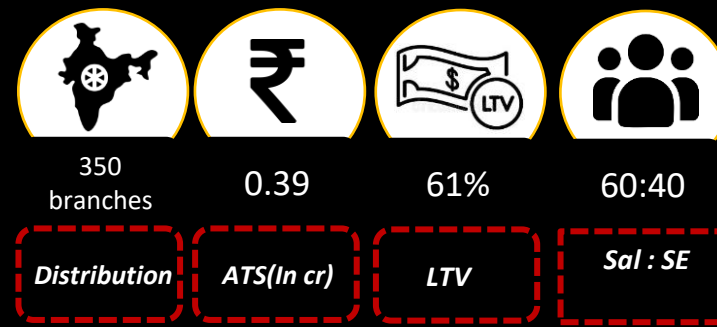
## Book Growth



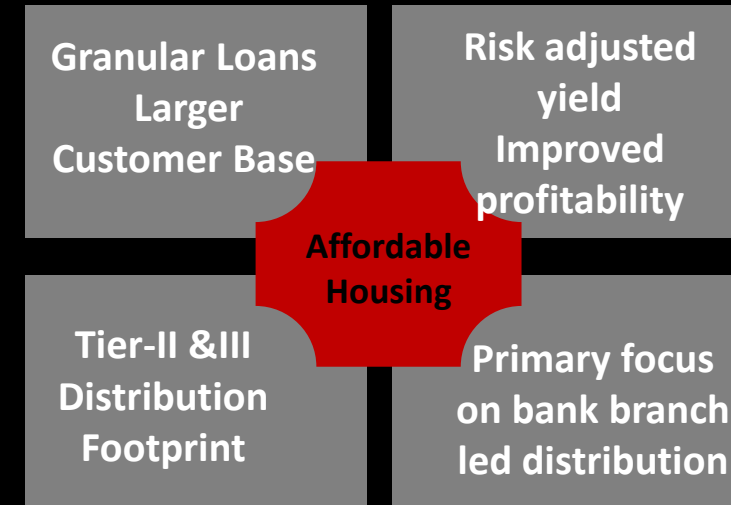
## Product Mix



## Business Metrics Snapshot

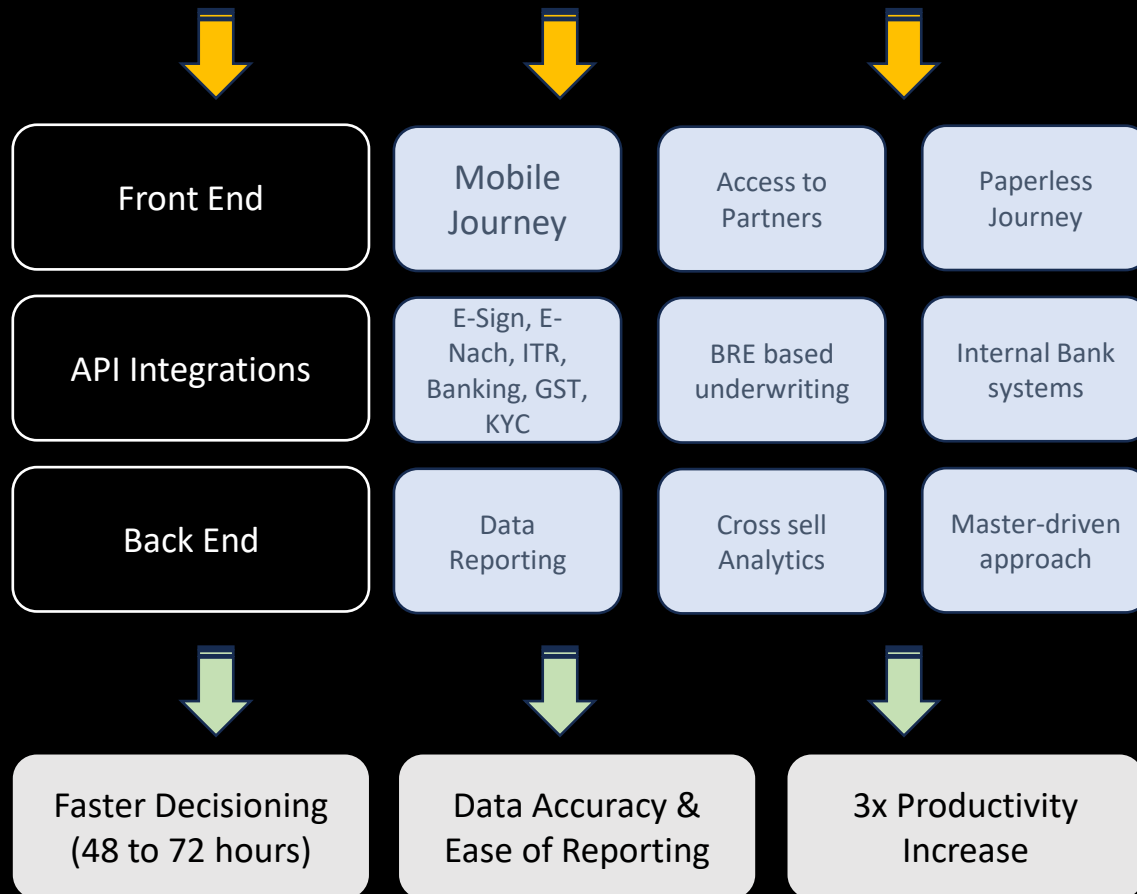


## Customer Growth Focus

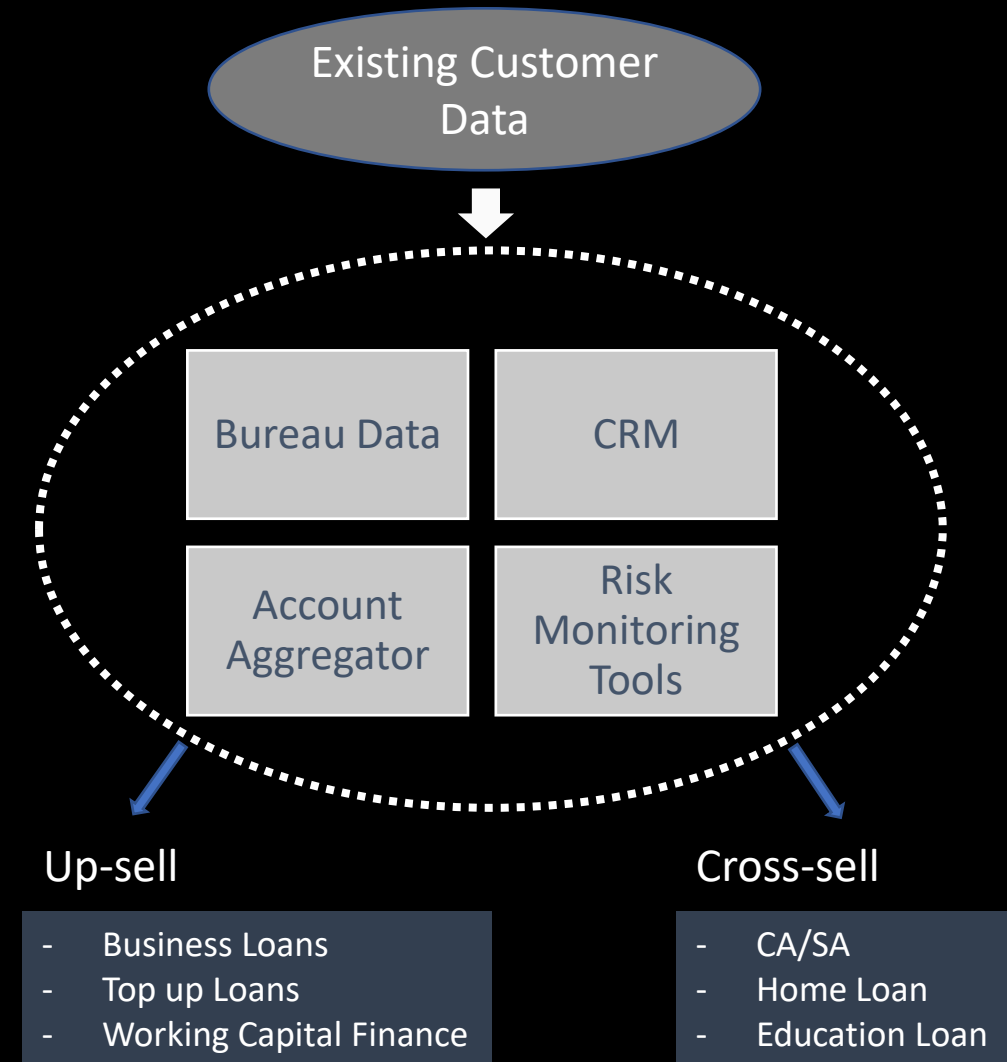


## Micro-market segmentations

## New Loan Origination System



## Use of Analytics for greater share of Customer Wallet



# Rural Vehicle Finance - Journey



## FY 2021

RVF Journey Started in Dec' 20  
28<sup>th</sup> Entrant into Tractor business  
Started with 3 States and 70 locations

## FY 2023

Added 1 State and increased reach to 400+ locations  
Reached 3% market share of New Tractor industry  
Improved our rank to 11th among all financiers

## FY 2026

Will Cover 14 States with over 700+ locations  
Target 7% market share  
Will aim to improve our rank and be in Top 5  
Improved Used Tractor Penetration

## FY 2022

Launched RVF Digital Journey  
Added 5 States and increased reach to 200+ locations  
Reached 1.5% market share of New Tractor  
Ranked 16th among all financiers

## FY 2024

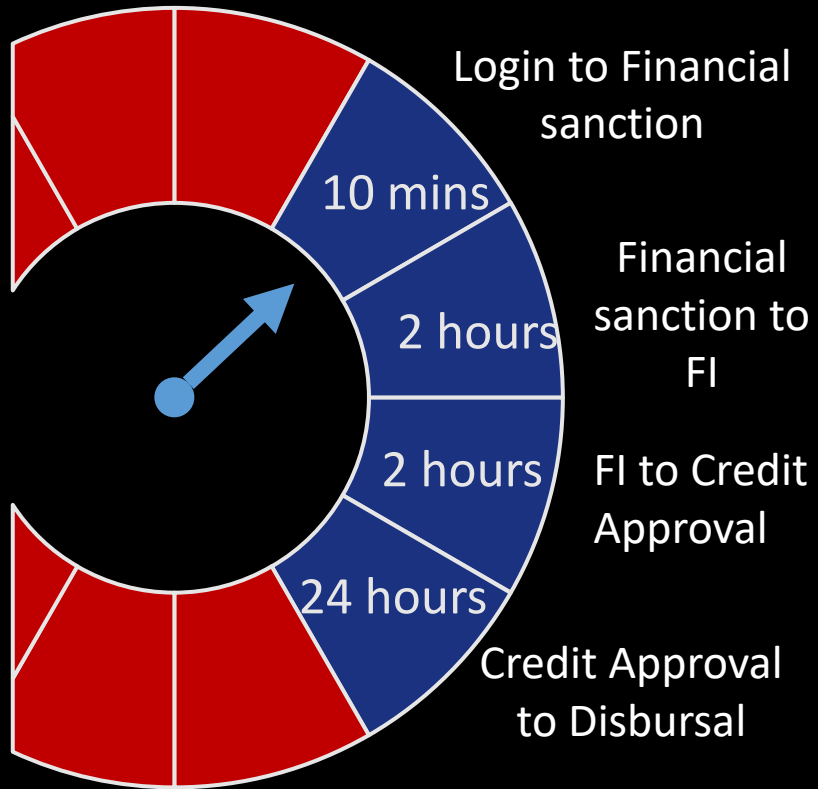
Added 3 States with increased reach of 500+ locations  
Target 4.5% market share  
Improved current ranking to 9 after Q 1  
Expand our focus on Used Tractor Business

# Success Story of RVF – Straight through digital process..



Best in class TAT in RVF; aim to replicate across all products..

## TAT as a Value Proposition



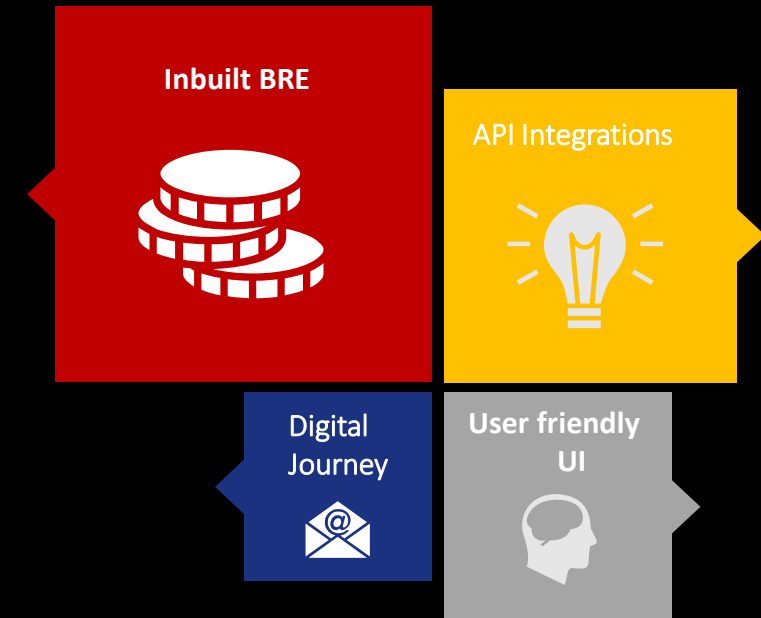
Enhanced Customer Experience

## Sourcing Analytics



Leading to improved Market Position

## Underwriting Analytics



Straight Through Processing

# 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

Credit Risk Monitoring

## 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.

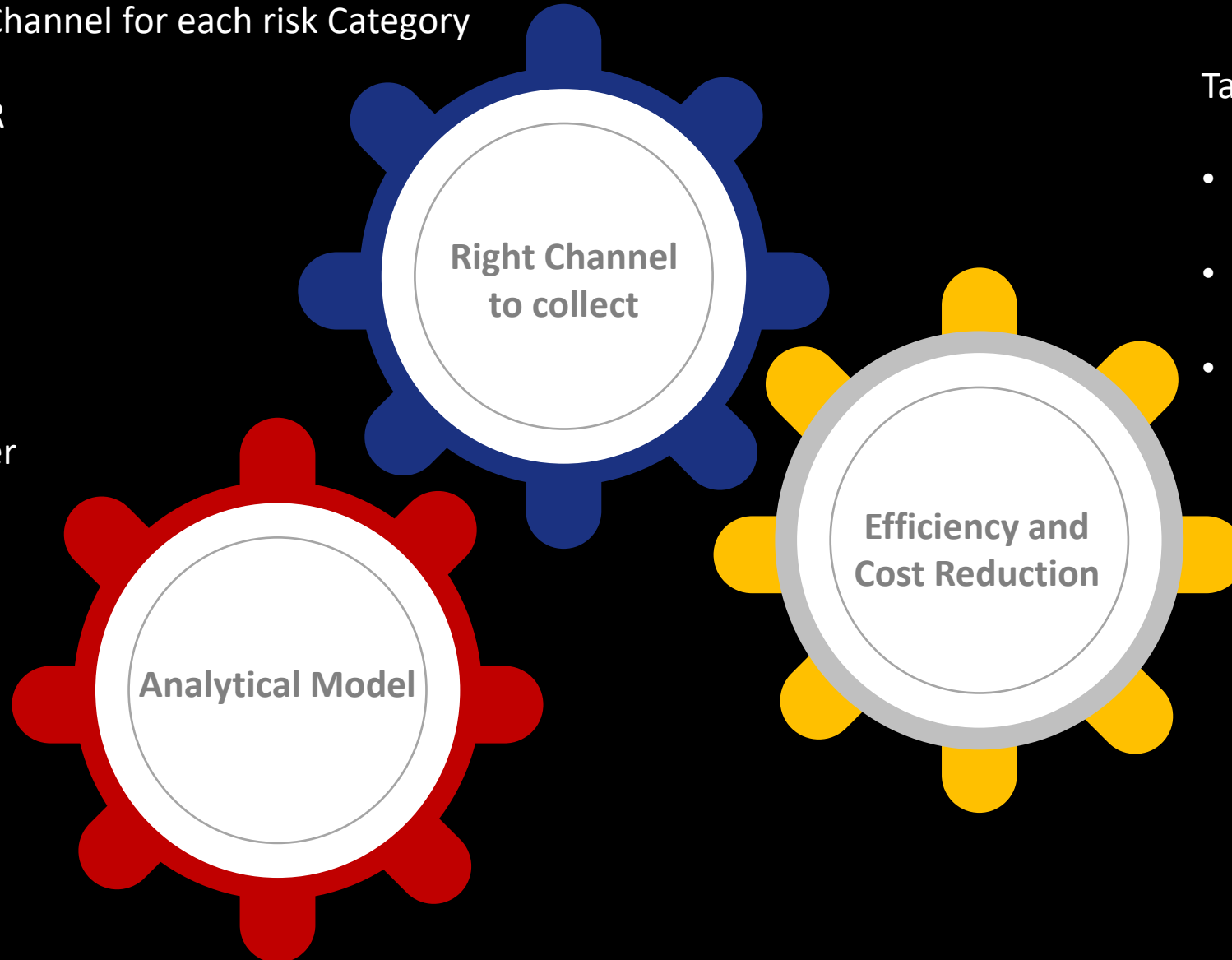
Early Warning signals, Risk Appetite threshold monitoring, Risk Segment Monitoring, Concentration risks

Execute the Right Channel for each risk Category

- Digital
- Tele calling / IVR
- Field Collection
- Legal Collection

Classify the Customer into Segments basis Propensity to pay :

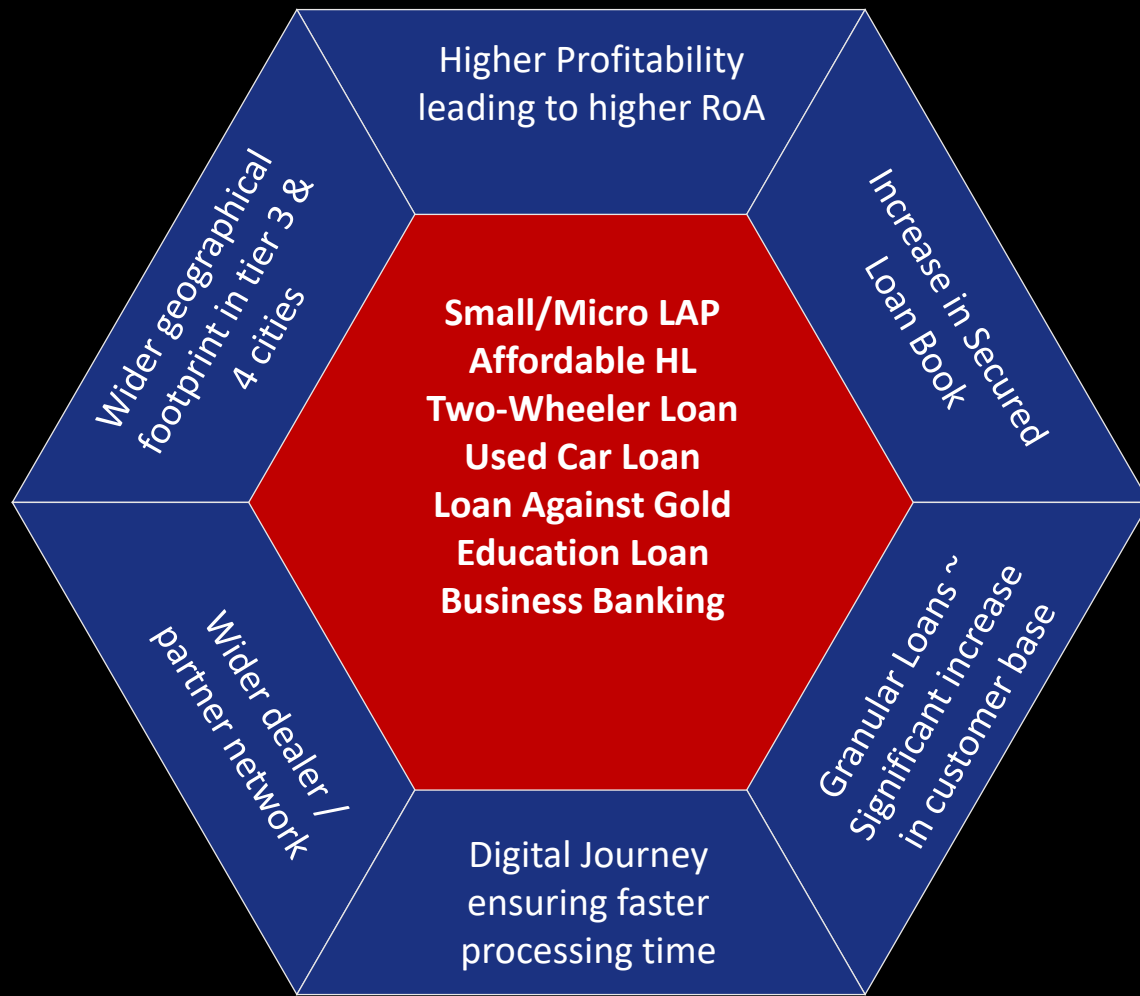
- Self Cure
- Low Risk
- Medium Risk
- High Risk



Targeted approach helps in

- Better Efficiency / Resolution Rates
- Better Customer Experience
- Cost Saves

# Impact of New Product Launches



	FY23	FY26	
Retail Disbursals	6,000 cr	24,000 cr	4x
Retail Book	12,900 cr	40,000 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**



# Growing microfinance business



03

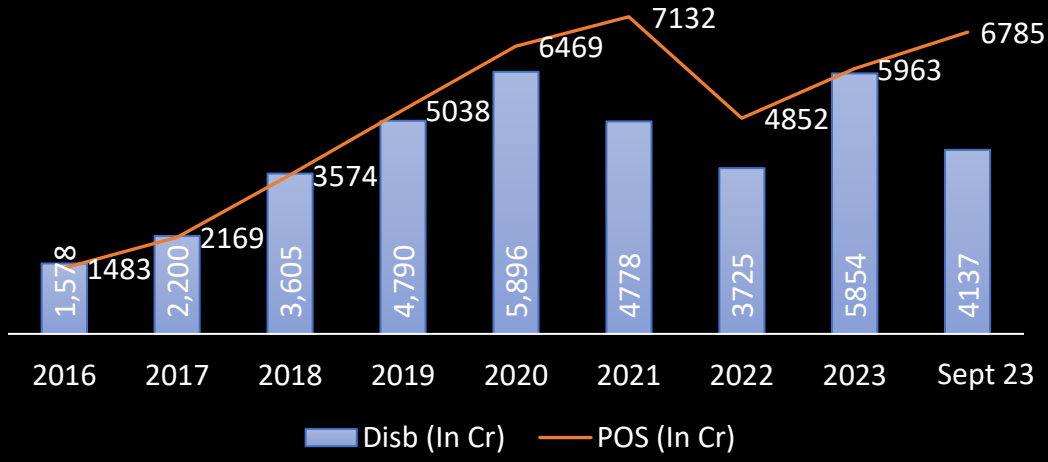


# Performance Trend



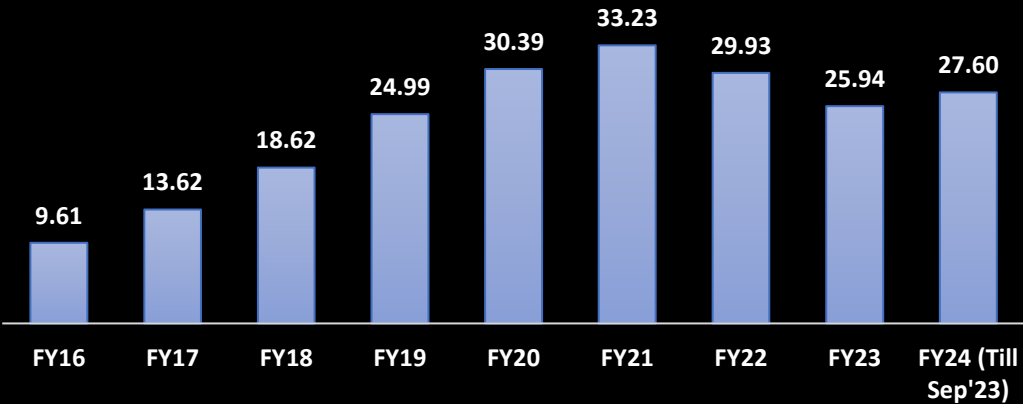
(FY 2024 – Disbursement achieved till Q2'FY24)

## Disbursement v/s POS

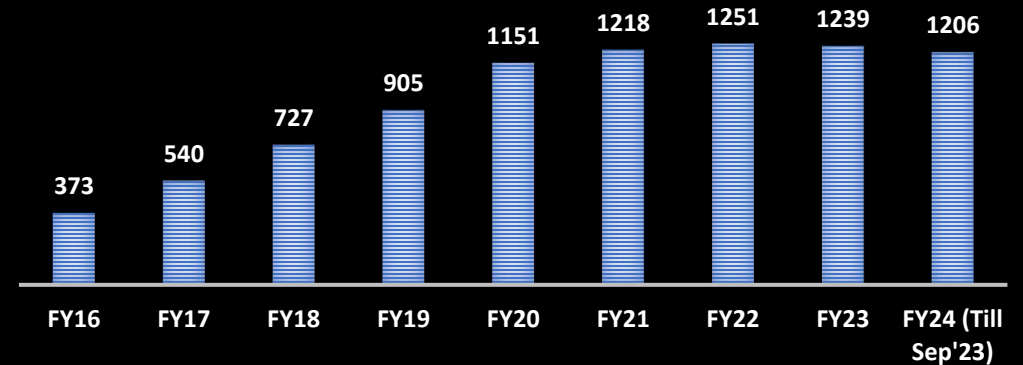


- Conscious slow down due external factors (COVID) during FY 21 – FY22.
- Ready to capitalize on current macro economic growth phase
- Started FY24 with strong disbursement momentum
- Focus is to increase productive branch outlets while expanding branch presence Total branches by end of FY26 1600+

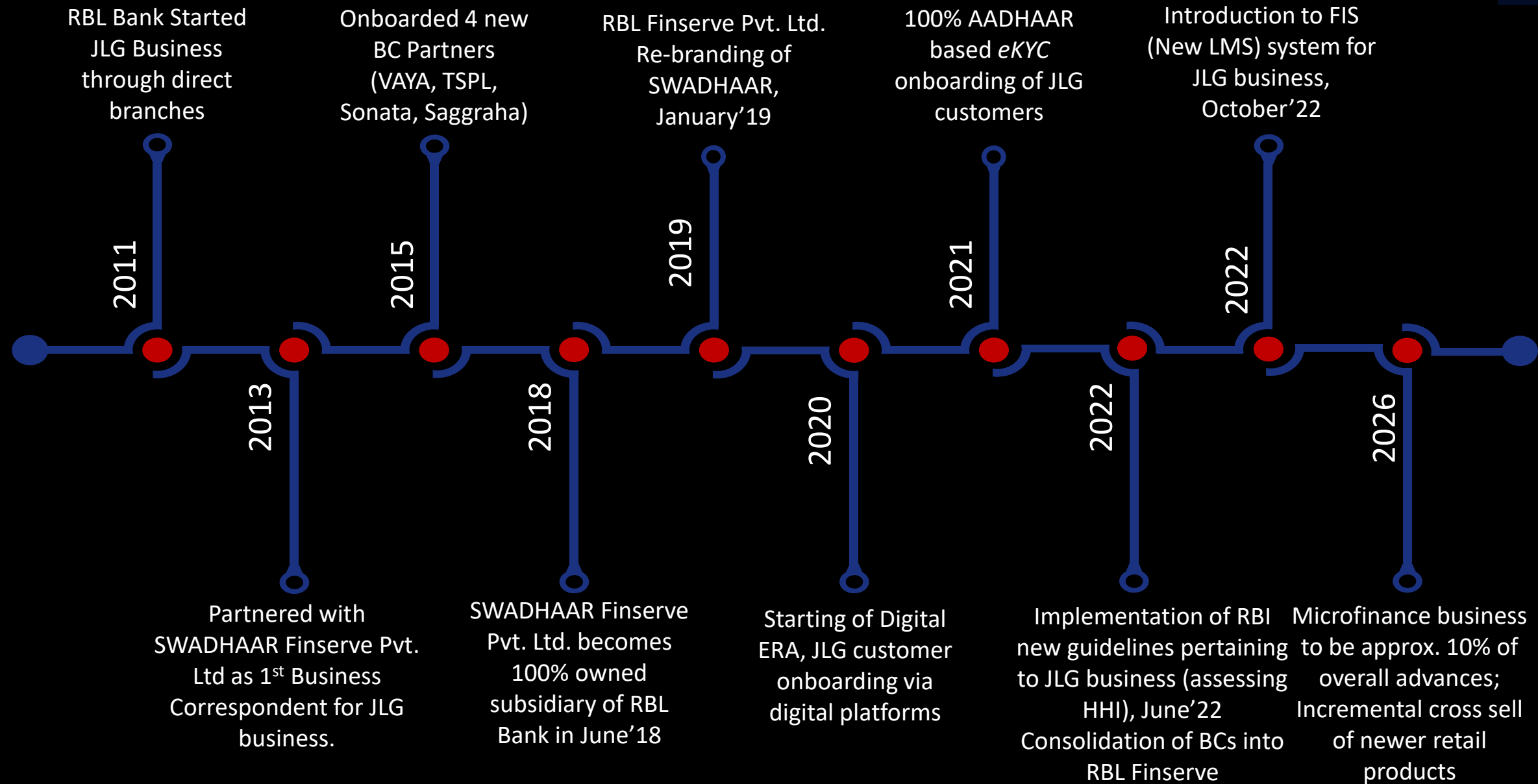
## Active Loan Client Base (In Lakhs)



## 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

## 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

## HOUSE VERIFICATION



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

## CUSTOMER DEDUPE



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

## DISBURSEMENT



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

## DOCUMENT DIGITIZATION



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

## E-RECEIPTING



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

## RISK MANAGEMENT

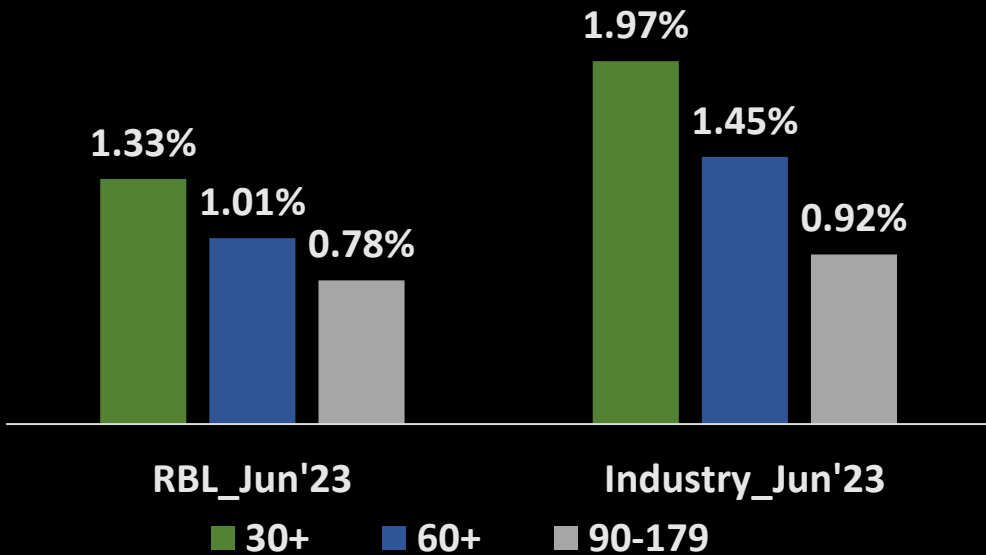


- Robust framework on risk management
- Well defined model to track state, district & branch level risk parameters
- Pre-emptive risk mitigation framework



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



**Behavioral Footprint Analysis**

- 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

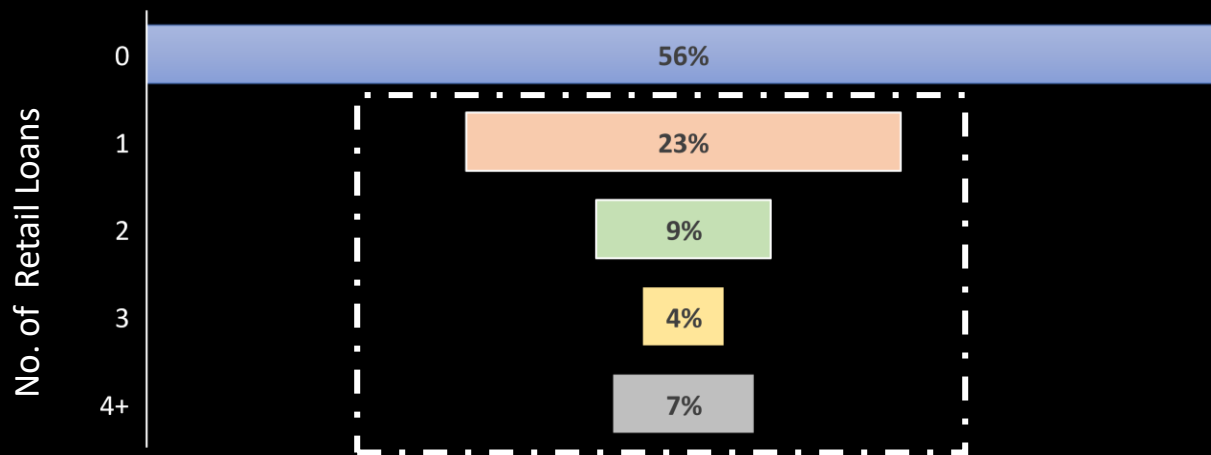


**Monitoring Feedback Loop**


# Cross Sell Opportunities - Retail Loans to Microfinance customers





## RETAIL PENETRATION FOR MICROFINANCE HOUSEHOLDS

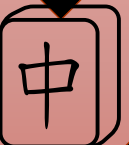


No. of retail tradelines	Business Loan (BL)	Vehicle Loan (VL)	Consumer Durable	Subtotal
1	~22%	~29%	~16%	~67%
2	~21%	~22%	~18%	~61%
3	~18%	~18%	~20%	~56%
4+	~10%	~9%	~18%	~37%
Grand Total	~16%	~17%	~18%	~50%

- 

• 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

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



## Branch Network & Feet On Street

- 1100+ BC Branches
- 9000+ Feet on street

**LEVERAGING THE MFI BRANCH NETWORK – MULTI PRODUCT DISTRIBUTION**

**RFL BEING THE LARGEST PARTNER & BANK SUBSIDIARY TO LEAD THIS**



## 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

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

1

Specialized Business Line – To focus and drive productivity

2

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

3

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

4

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

5

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

6

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

# 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

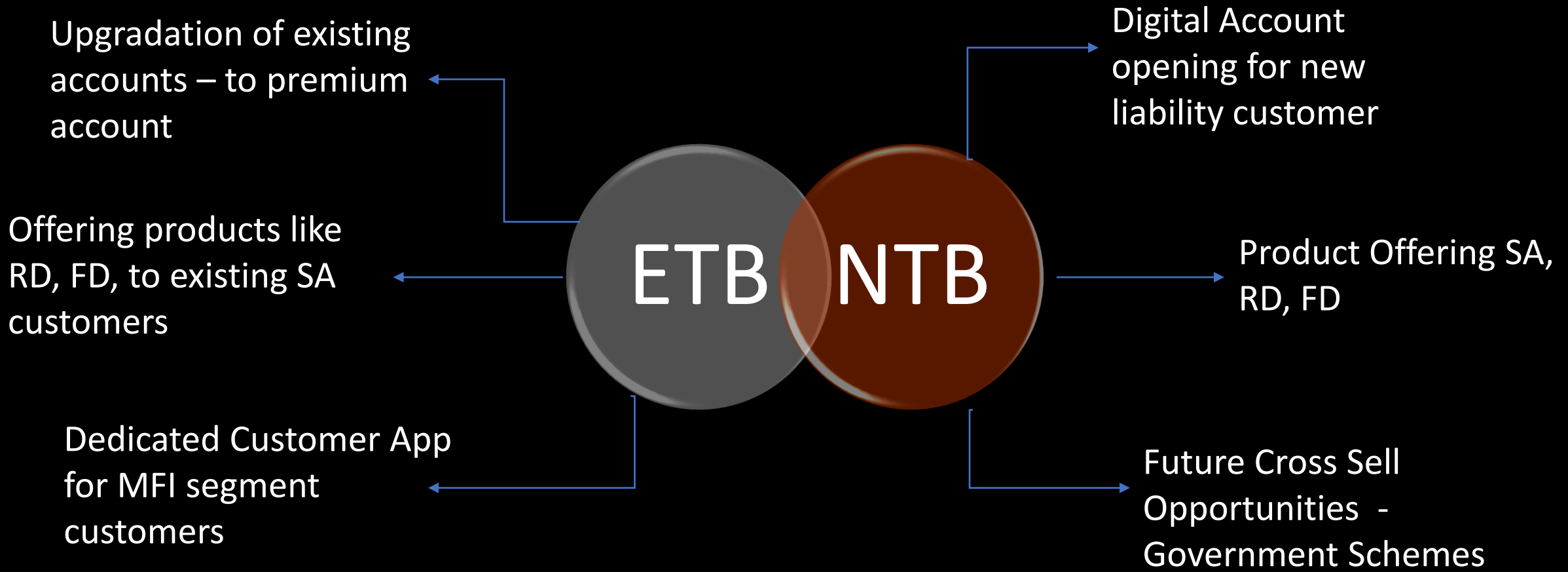
H2 FY24

Live

H2 FY24

H2 FY24

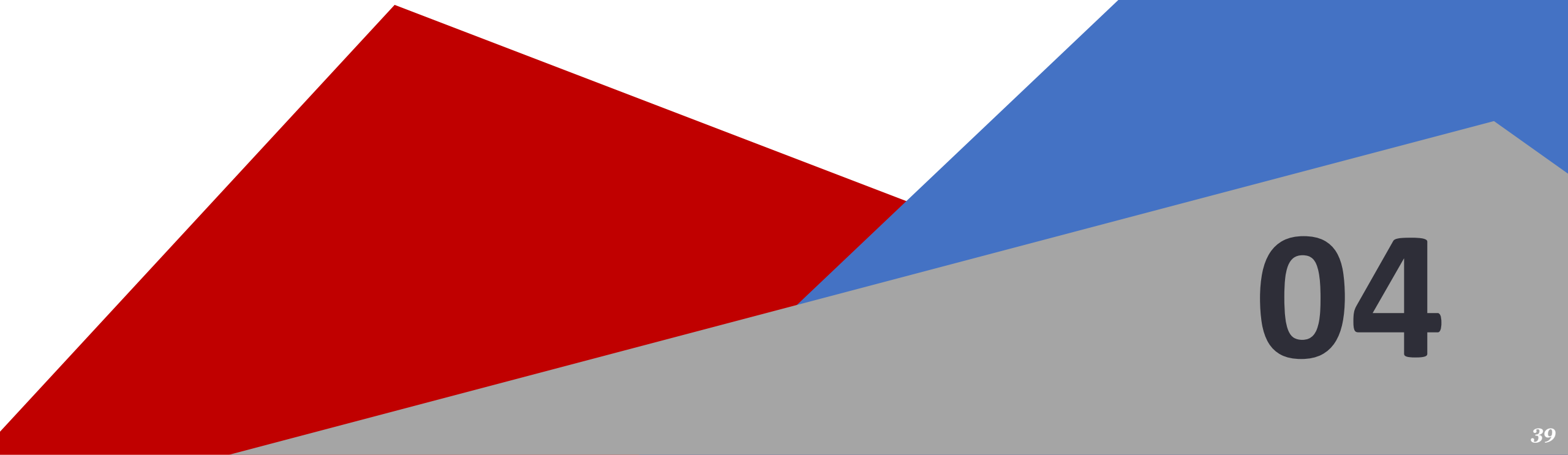
# Liabilities Desk – Garnering Granular Deposits Through Digitized BC Channel



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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**Industry leading credit card business**

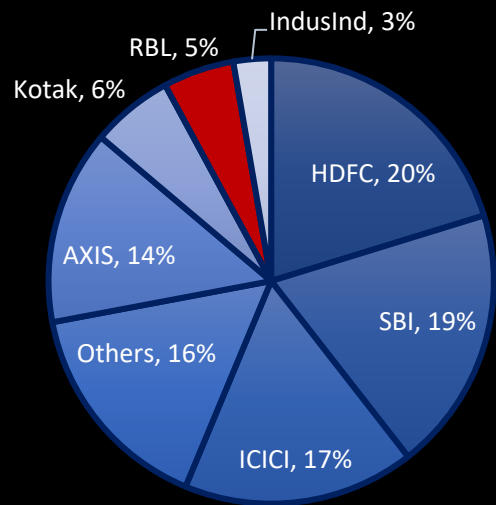


**04**

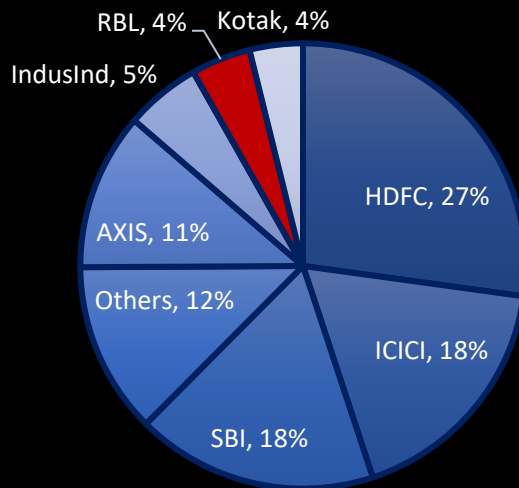
# Credit Card Industry Share & Growth Trends – Sep'23



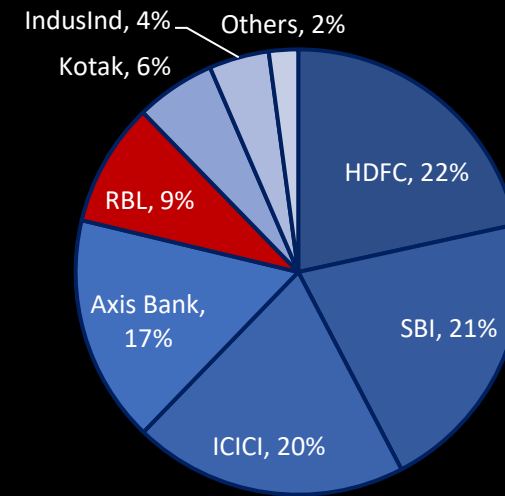
### Cards (#)



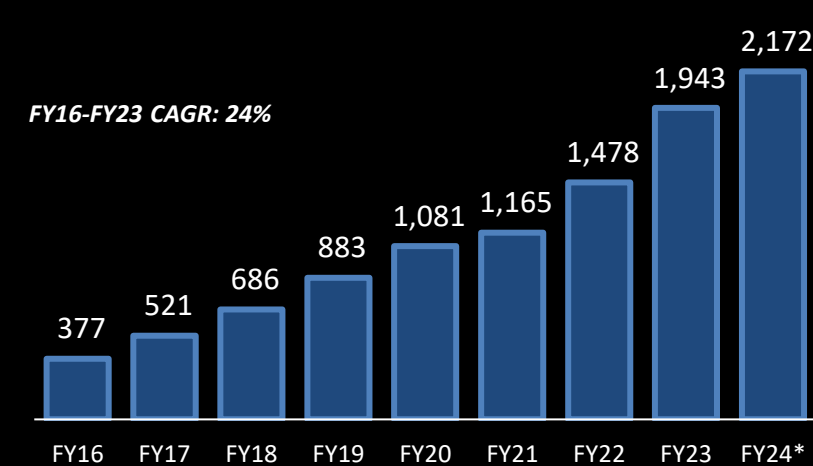
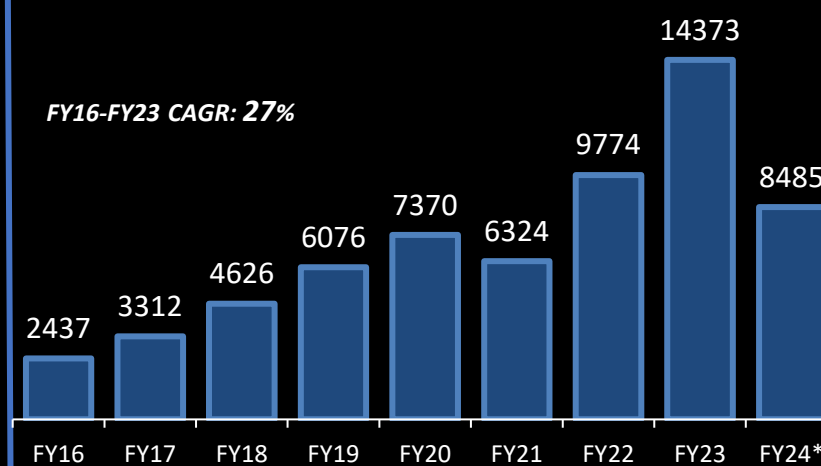
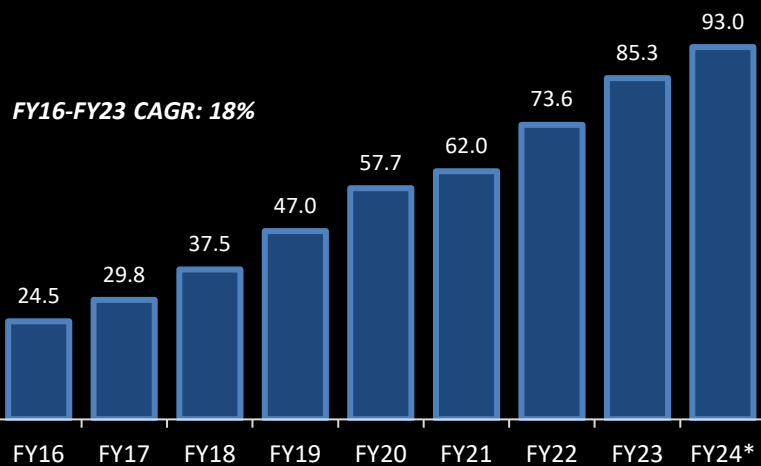
### Spends (INR)



### Advances (INR)



Sep'23 Mix



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

• YTM'24 is till Sep'23

• Source: rbi.org,



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

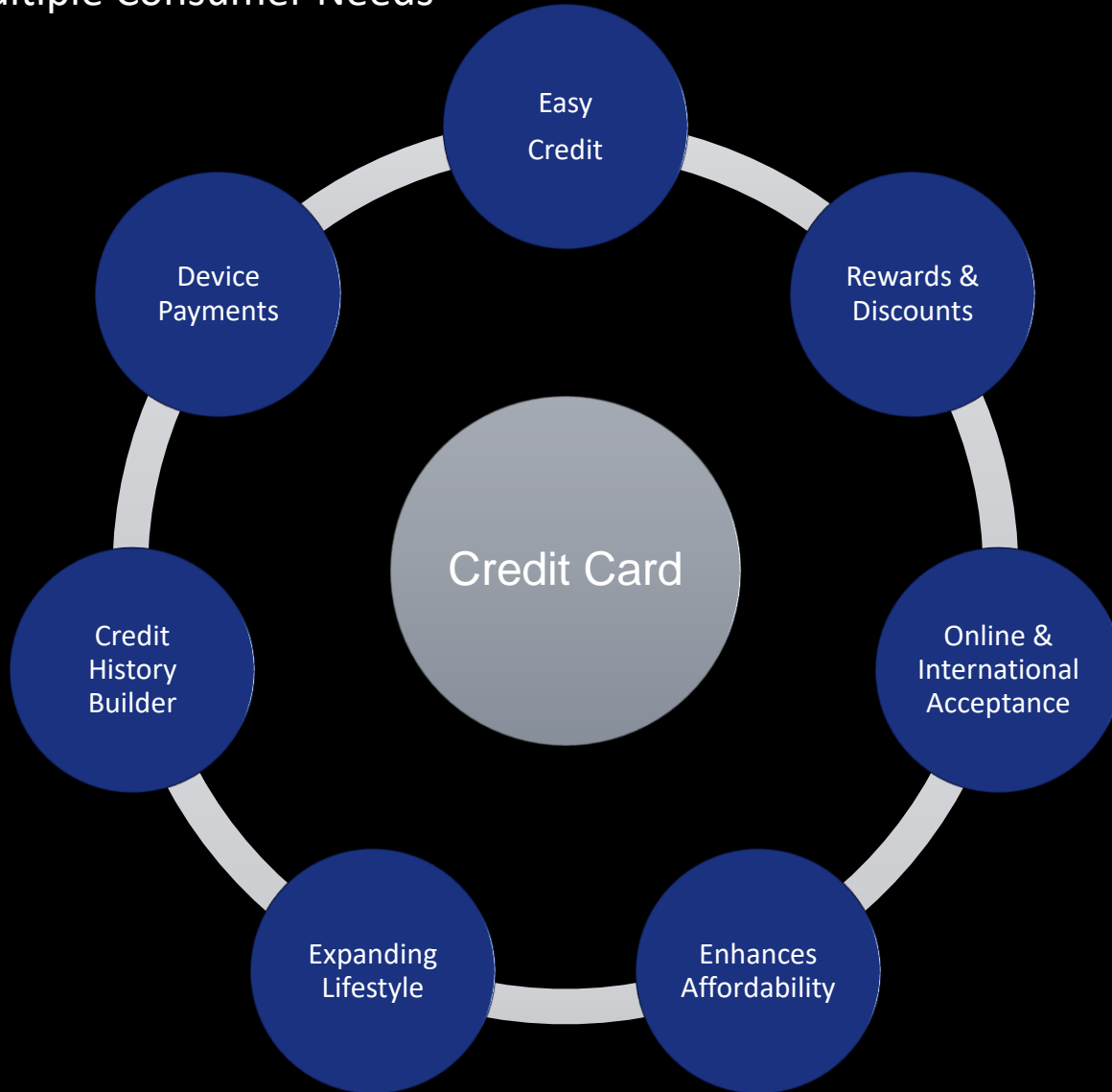
With an extensive ETB base merged with a large E-com 'sticky' spender base has resulted in high volume issuances to the tune of 5 million (AMZ+FLP) in the last 3 years

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

# Competitive Space .....Multiple Evolving Consumer Needs



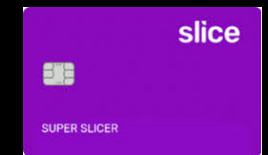
## Multiple Consumer Needs



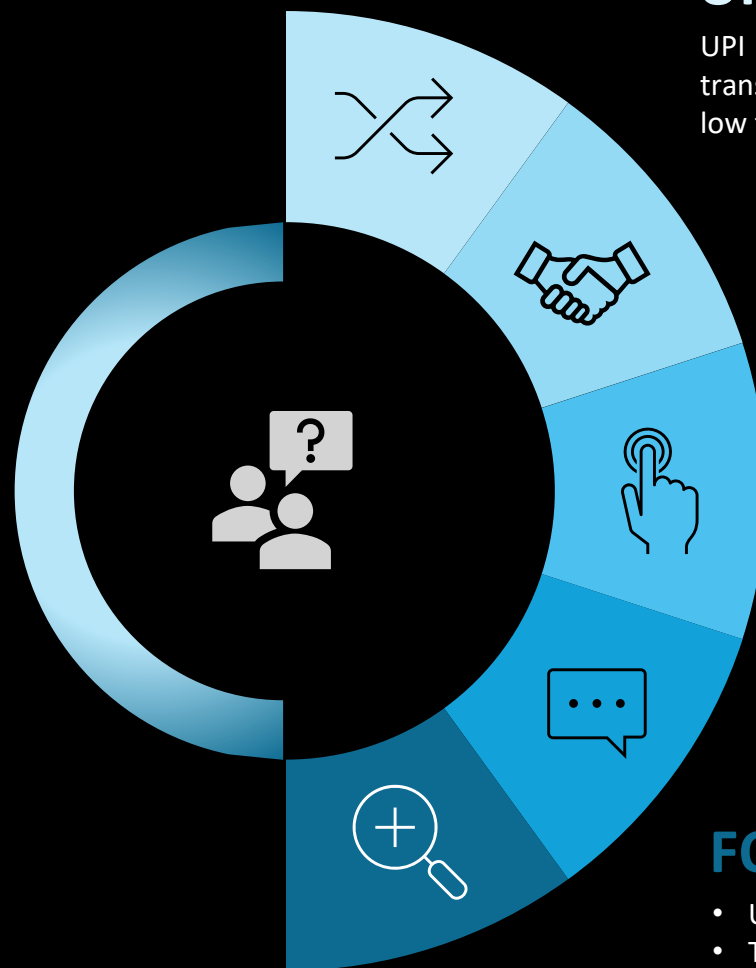
## Category Competition



## New Entrants



## 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

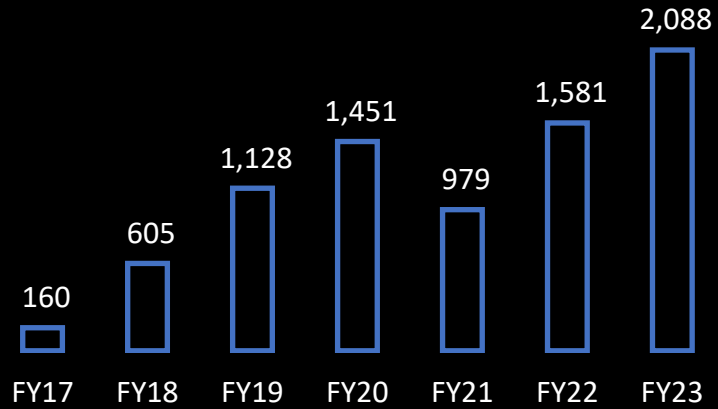
- Acquired RBS Portfolio
- Team and resources setup
- Ratnakar to RBL Bank Branding
- Invested in value proposition
- JMD office setup in 2016
- Launched Bajaj and Bookmyshow products

4

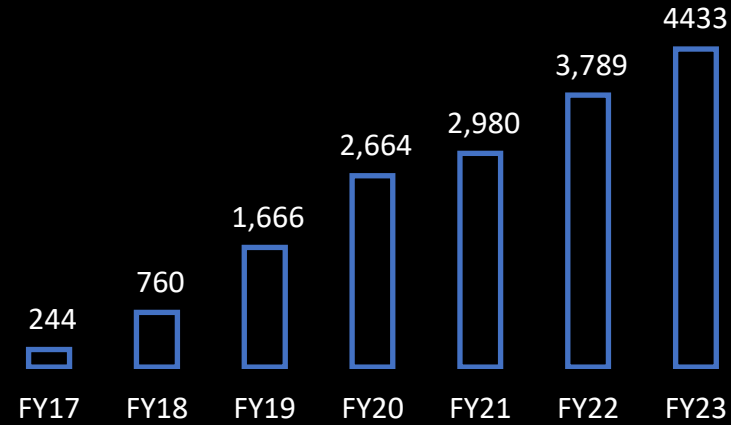
# Our Journey so far contd.



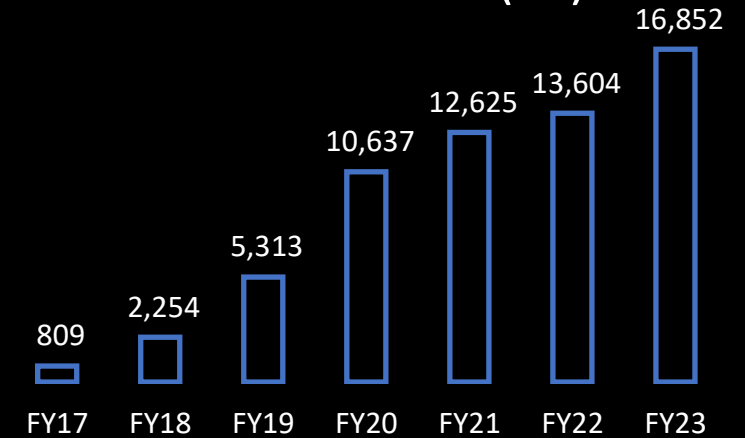
### New Cards ('000s)



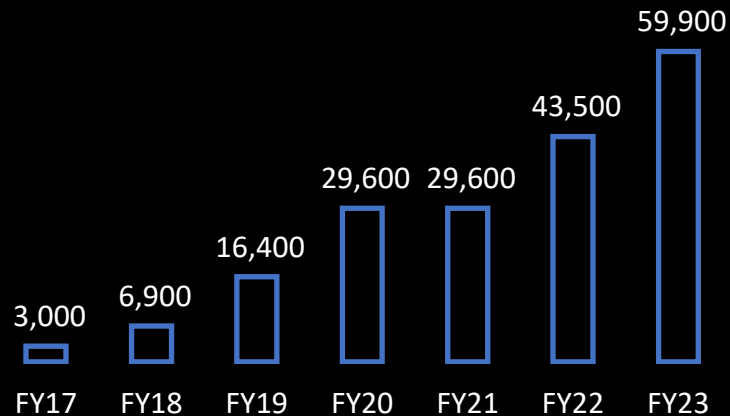
### AIF ('000s)



### Portfolio Size (Cr)

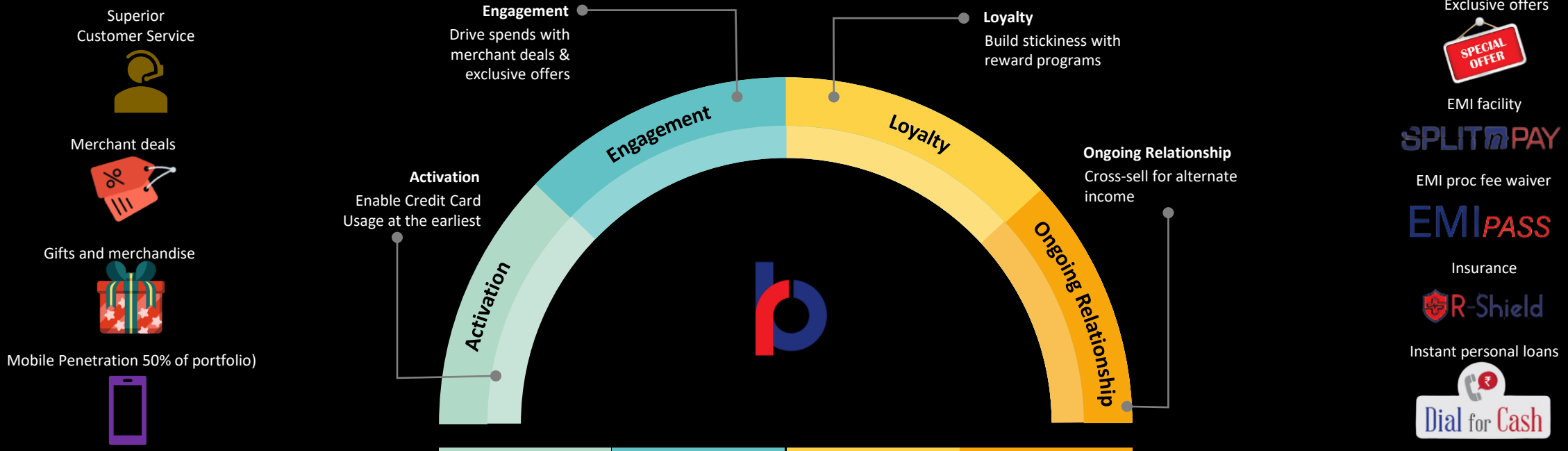


### Spends (Cr)



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%

# 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](http://www.rblbank.com)

## New to Credit

## Prime Credit



### Digital Savings A/C

### Credit on UPI

### Credit Card

### Personal Loan

- 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

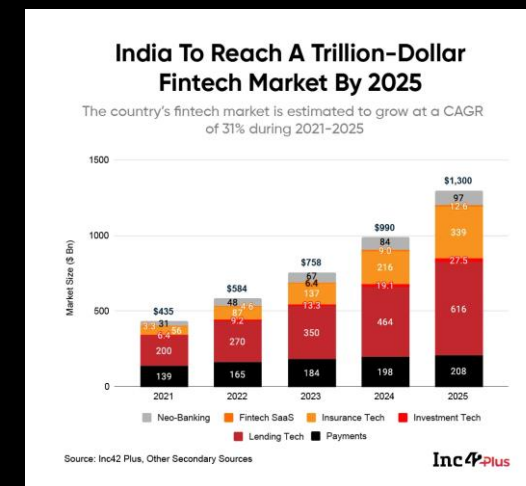
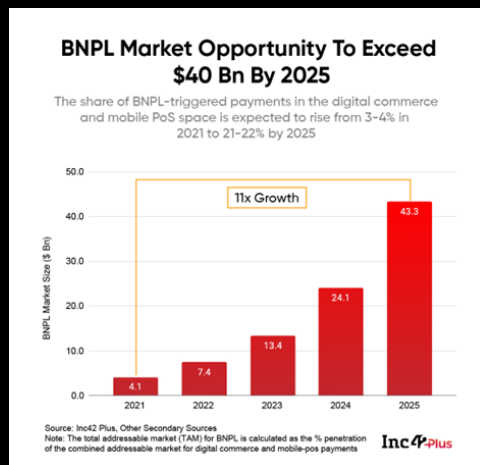
- ACQUISITION FUNNEL CREATOR
- Onboard customers with low limits / checkout @ ecomm
- Decision basis alternate data
- Start credit journey
- Upsell to unsecured products: Credit Card & Personal Loan

### CORE PRODUCT PROGRAM

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

### MORE REVENUE PER CUSTOMER

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



# Our relative strengths (1/2)



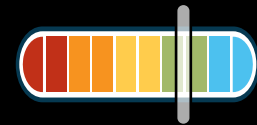
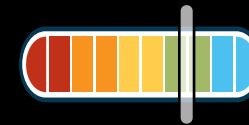
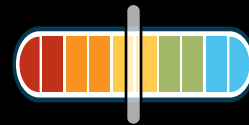
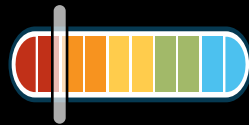
2014 - 2017

2018 - 2019

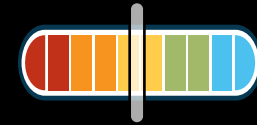
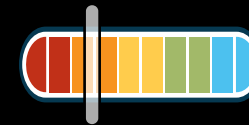
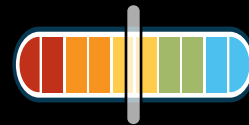
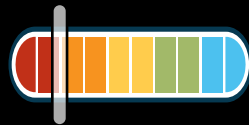
2020 - 2021

> 2021

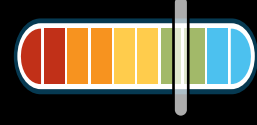
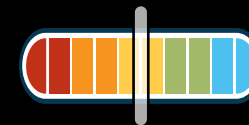
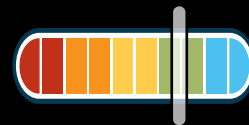
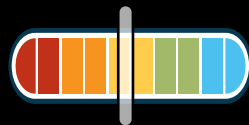
Brand Value



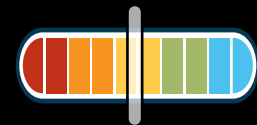
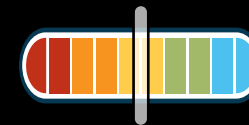
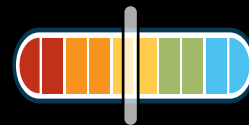
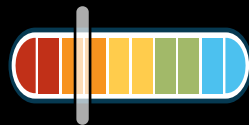
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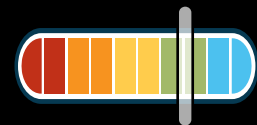
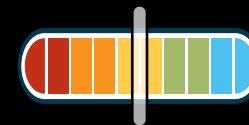
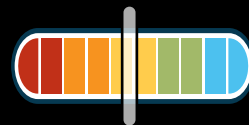
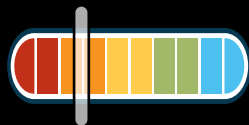
Product



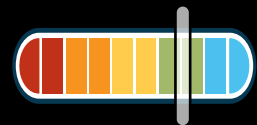
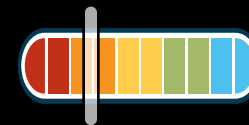
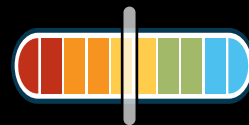
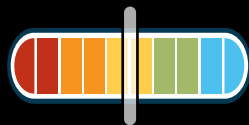
Service



Partnership



Technology



# Our relative strengths (2/2)



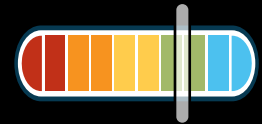
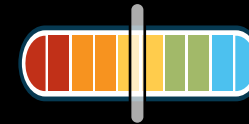
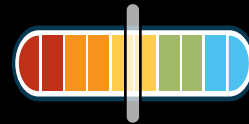
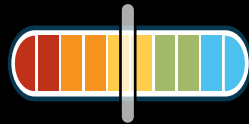
2014 - 2017

2018 - 2019

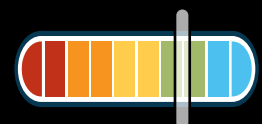
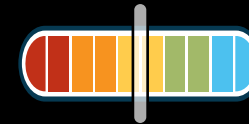
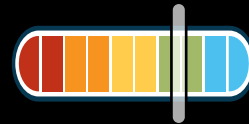
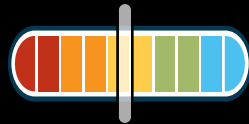
2020 - 2021

> 2021

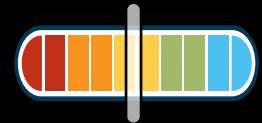
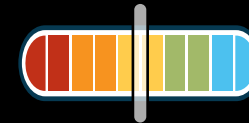
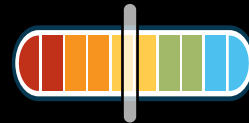
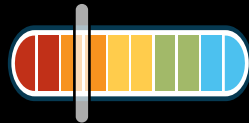
Collection



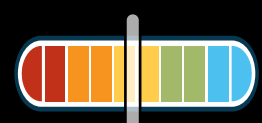
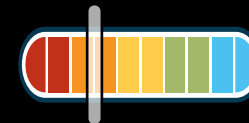
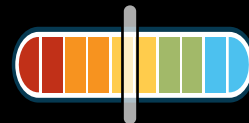
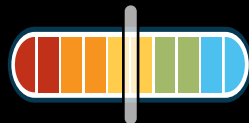
Customer engagement



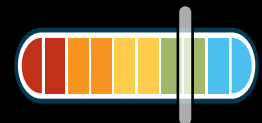
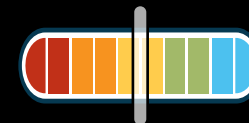
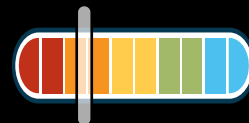
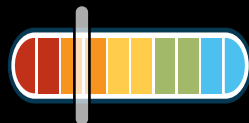
Digital servicing



Risk



Audit & Governance



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

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

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



*Insignia*  
Fee: Lifetime Free

## MILLENNIAL

**Persona:** Entry Stage Millennial

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

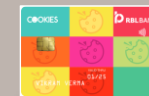
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|--|--|
| <ul style="list-style-type: none"> <li>Social Media:</li> <li>Online Marketplace:</li> <li>Internet:</li> <li>Banking Application:</li> <li>Fintech Applications:</li> <li>Corporate Parks:</li> </ul> | <ul style="list-style-type: none"> <li>Instagram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

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

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



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

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

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



*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*
- Tourist Spots (around eateries, shops etc.): *City Palace Jaipur, Mehrauli Delhi*

- 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

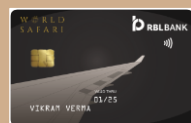
- Co-brand Card Partnership with Fintech/Startup
- Digital Acquisition Partnership with Fintech/Startup

- 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



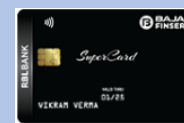
*MoneyTap*  
Fee: Rs. 500 & Rs. 3000



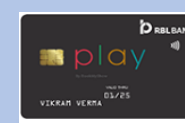
*Vcard*  
Fee: Rs. 499



*LazyPay*  
Fee: Lifetime Free



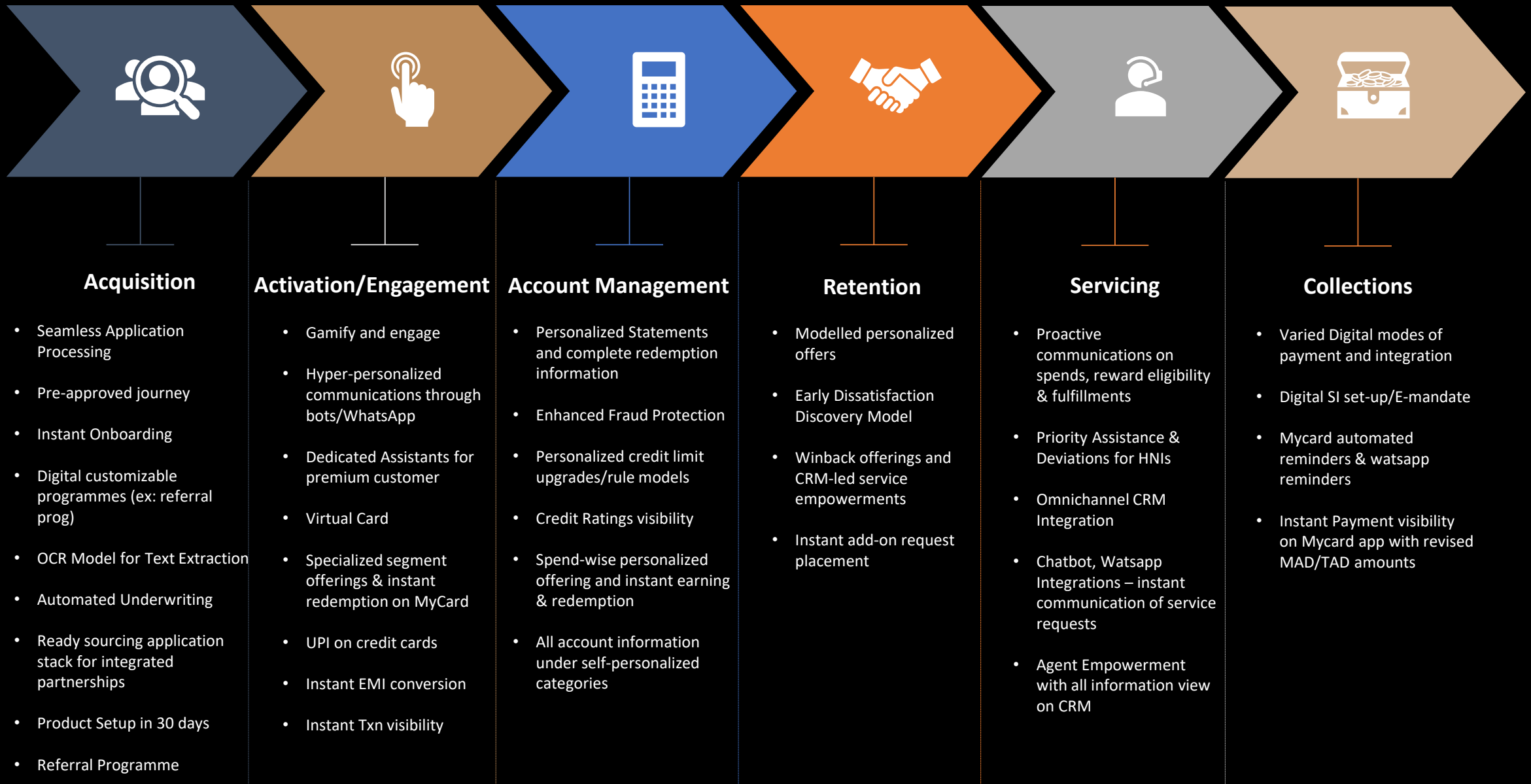
*BFL Supercards*  
Fee: multiple cards



*BMS Play*  
Fee: Rs. 500



# Digital landscape where we operate..



# 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

- Models: Personalized Offers
- Web/App Feedback Feature

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



### Service

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

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

- 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

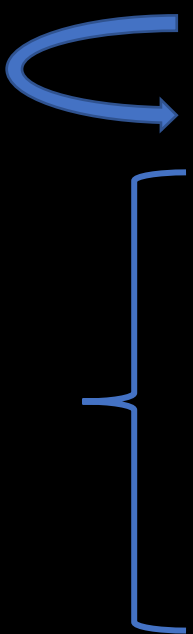


	# Card Customers	% Population
Feb'23 AIF Cards Base	~40,00,000	100%
3+ MOB	35,00,000	89.1%
No Historical Delinquency (off-us)	31,00,000	79.8%
CIBIL > 730	27,00,000	69.2%

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*

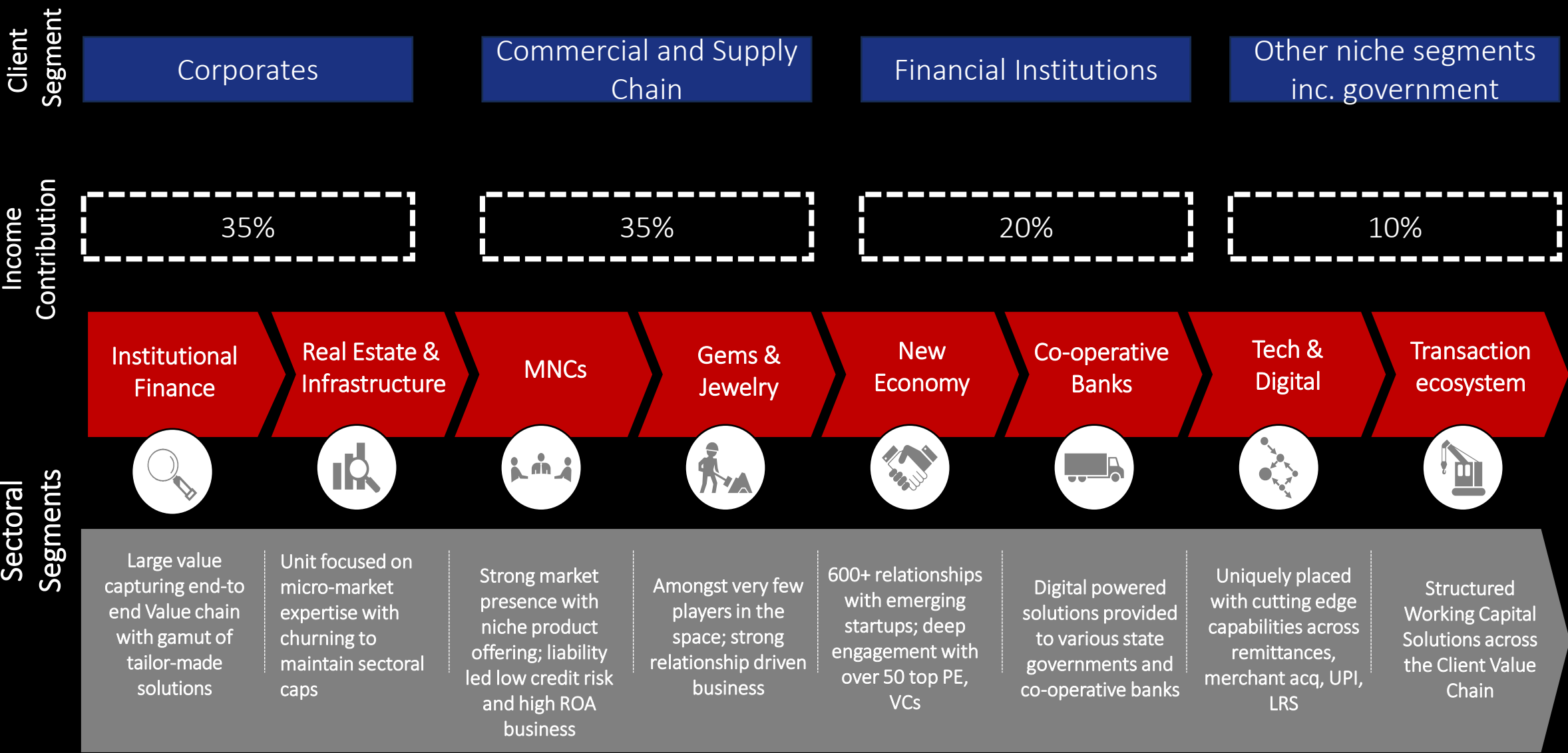


# Diversified wholesale banking business



05

# Our wholesale banking landscape



# Coverage across unit ecosystem..



Strengthen the core by opting new age business models

Playing in the niche through evolving business offerings

- TRADE ECOSPACE**
- Cash management
  - Term & Working capital
  - Supply Chain
  - Forex & risk mgmt.
  - Trade finance

- PAYMENTS**
- Remittances
  - Escrow services
  - Merchant Acquisition
  - Cloud enabled payments
  - LRS
  - Cross border



84% book A-and grade



300+ coverage team



1000+ transaction banking mandates across bank implemented in FY 23



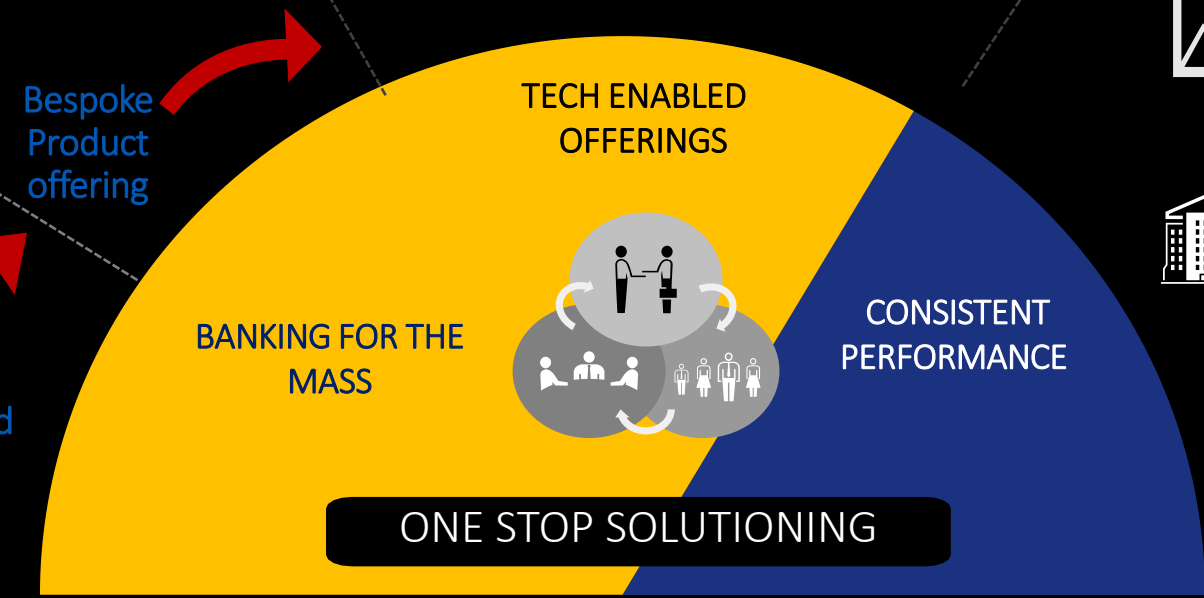
~500 New wholesale banking relationships in FY 23



100% of the wholesale business is self funded



20+ State government relationships



Bespoke Product offering

Well integrated client and product units

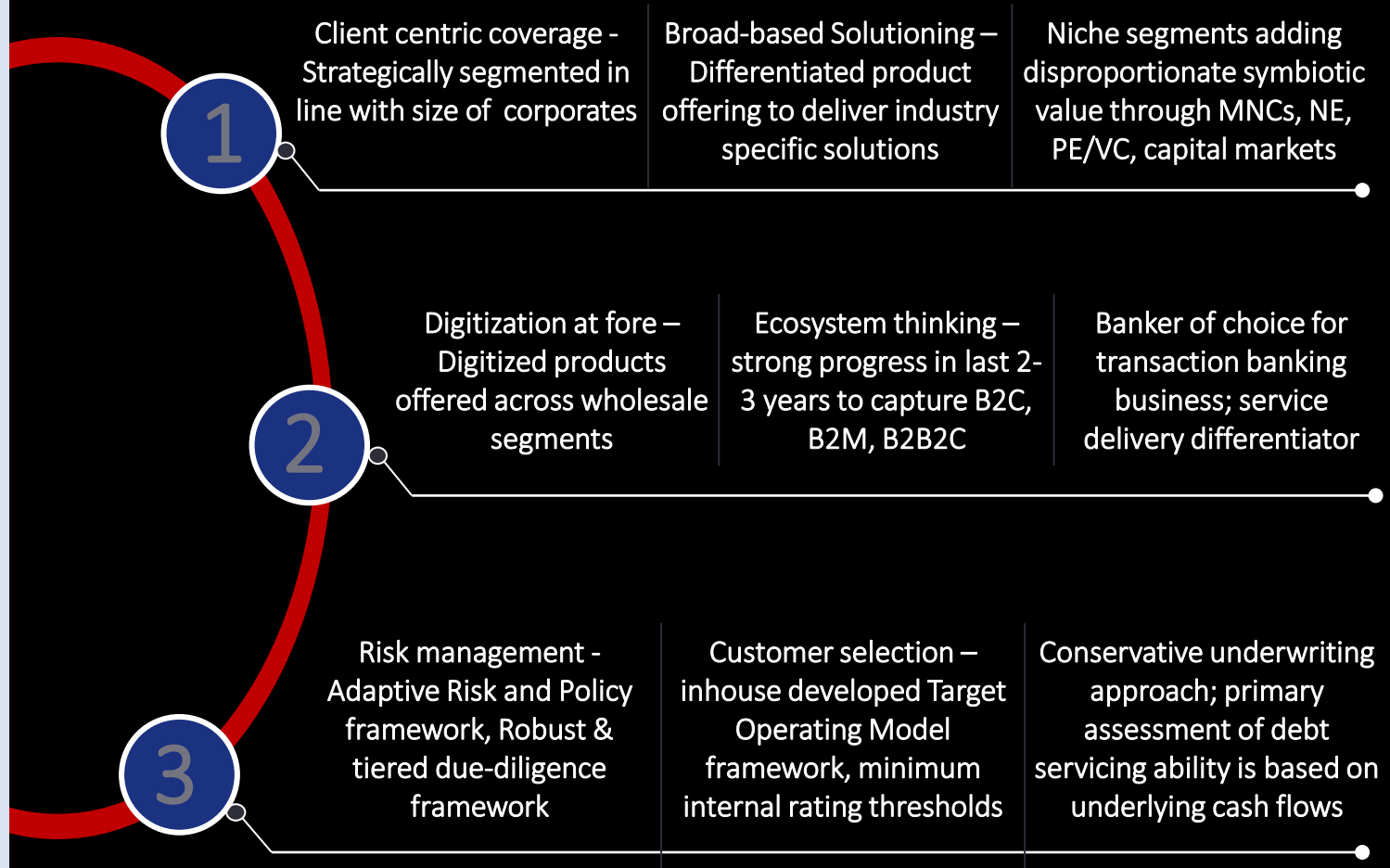
- TRADITIONAL DEBT**
- Balance sheet lending
  - Project financing
  - Structured Finance
  - Project financing
  - Debt capital markets

# Wholesale franchise built on a grounds-up scalable model



## What will propel us in the next 2-3 years?

- Commercial Banking growing 20% YoY; strong pipeline for next 3-4 years; competitive advantage in specific clusters
- SCF business to grow at a CAGR of 20% in next 2 years
- Strong leadership team, deep bench strength driving productivity across wholesale business
- Robust risk management framework and huge cross-sell potential; this will be aided by low opex ratio, better margins and larger market share



*While our prime focus is retail, our prowess in wholesale banking paints a testament of our versatility*

# Safeguarding growth through proactive risk management



Implementation of robust Early Warning Signals (EWS) framework; Systems for taking timely remedial action

**A**

Monitoring

**B**

Stress identification

Strengthen Credit Quality assurance through dedicated stress identification team and tools

Tighter policy norms pertaining to complex & structured transactions to address inherent risks in the transactions

**C**

Policy

**D**

Sectoral cap

Conservative Capping of Sensitive Sector Exposures; stress testing at regular intervals

Well-defined credit underwriting norms with enhanced risk management framework

**E**

Underwriting

**F**

Business Model

Re-orientation of business model to focus on granular acquisitions on both asset and liability side

Digital channels and tools to address the rapidly evolving market dynamics and emerging risks

**G**

Digitally enabled

**H**

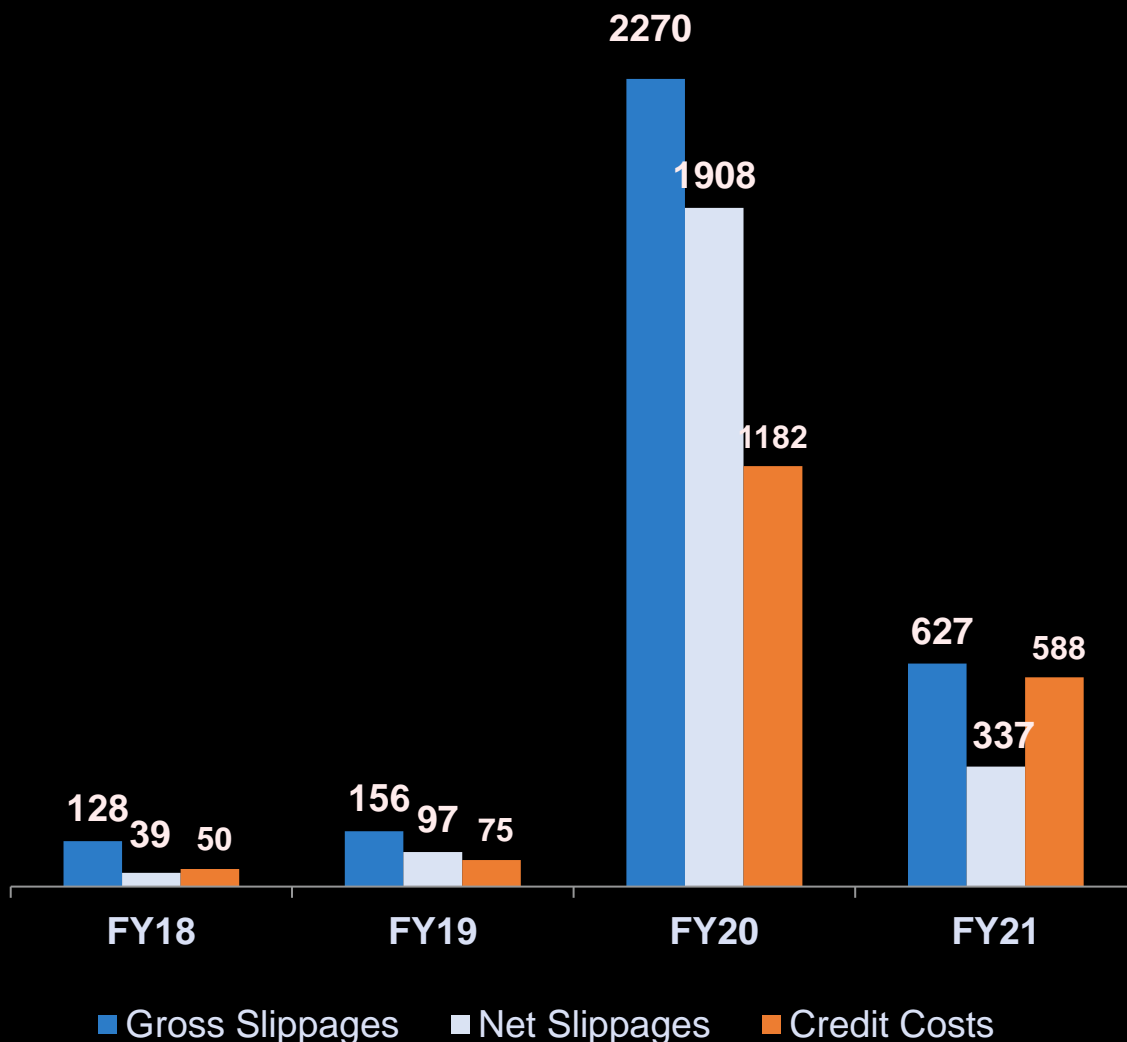
Internal Reviews

Enhancing rigor and frequency of internal reviews across Business & Credit

# Our Wholesale Book Saw Asset Quality Challenges in FY20



Slippages and Credit Costs



## Learnings from our experience

- ✓ Concentration among customers built up over previous years
- ✓ Delay in identifying early warning signals and taking corrective action
- ✓ Lending to Holdco with limited access to funding

## Implementing the Changes

- ✓ Implementation of new “Target Operating Model”
- ✓ Rationalisation of exposures
- ✓ Granularity in new client onboarding
- ✓ Improving the risk rating of the portfolio

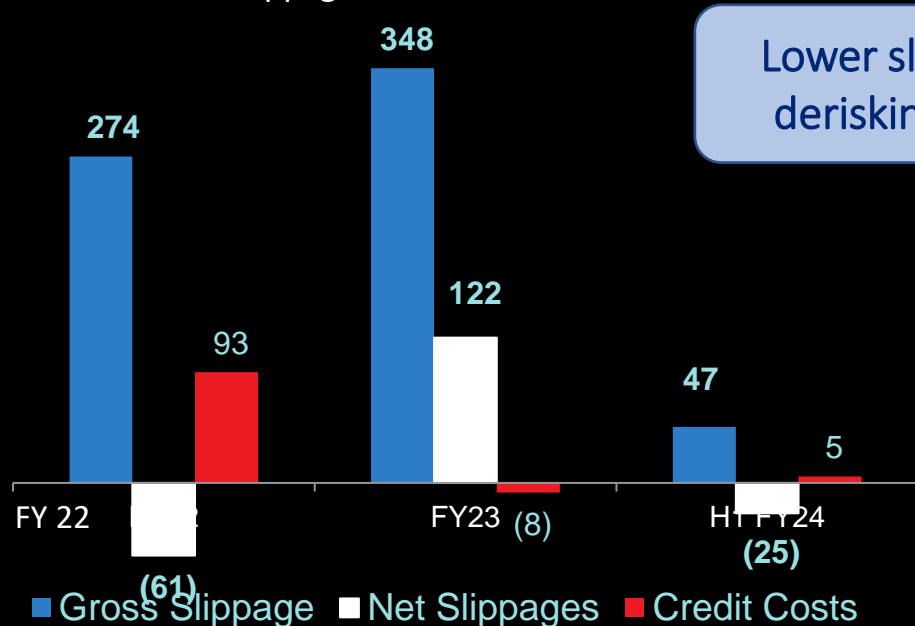
## Improving Underwriting & Risk Management

- ✓ Tightening of concentration exposure norms
- ✓ Implementation of robust EWS Systems
- ✓ Strengthen credit quality monitoring
- ✓ Rating led exposure framework & frequent internal rating review

# Outcomes of the Model Change – Lower Slippages, Granular Exposures & Improved Rating Profile

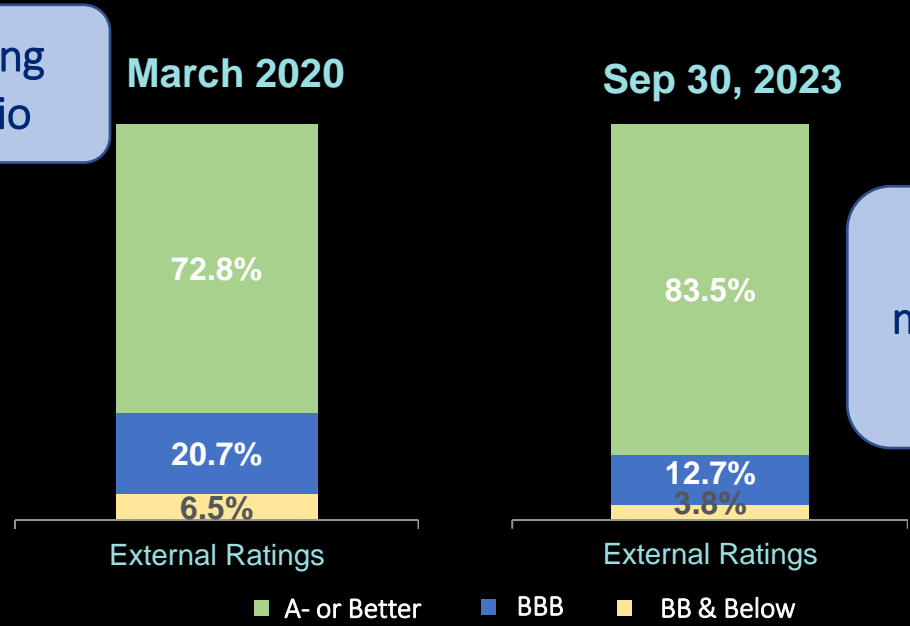


Net Slippages and Credit Costs



Lower slippages reflecting derisking in the portfolio

Rating Profile



Consistently moving up the rating curve

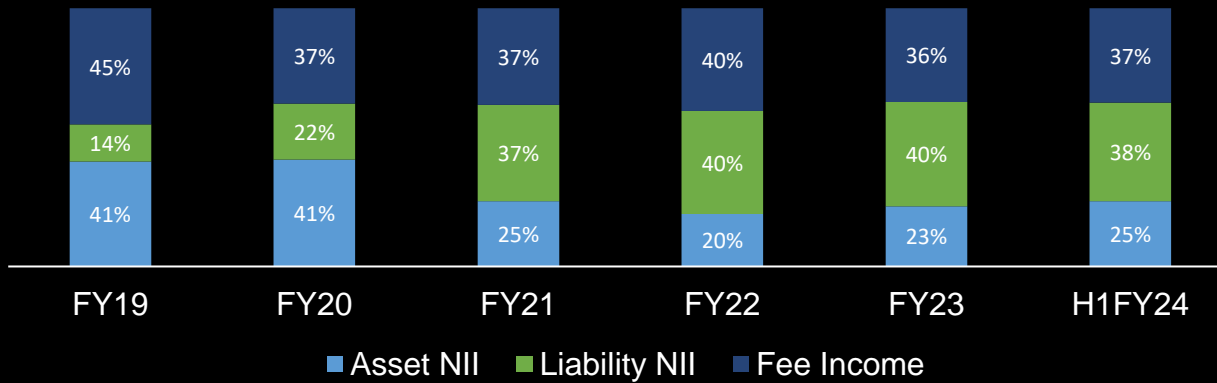
Diversified Industry Exposure (top 20)

Sectors	% O/S	Sectors	% O/S
NBFC	4.1%	REAL ESTATE	1.4%
POWER	3.9%	MFI	1.4%
CONSTRUCTION	3.3%	HOUSING FINANCE CO	1.3%
TRADE/ DISTRIBUTORS	3.0%	GEMS & JEWELLERY	1.2%
BANKS	2.4%	FINANCIAL SERVICES	1.2%
ENGINEERING	2.3%	SERVICES	1.1%
PHARMA	2.0%	CHEMICALS	1.1%
AUTO	1.8%	PROFESSIONAL SERVICES	1.1%
METALS	1.7%	FOOD PROCESSING	1.1%
CEMENT	1.5%	FERTILIZER	1.0%

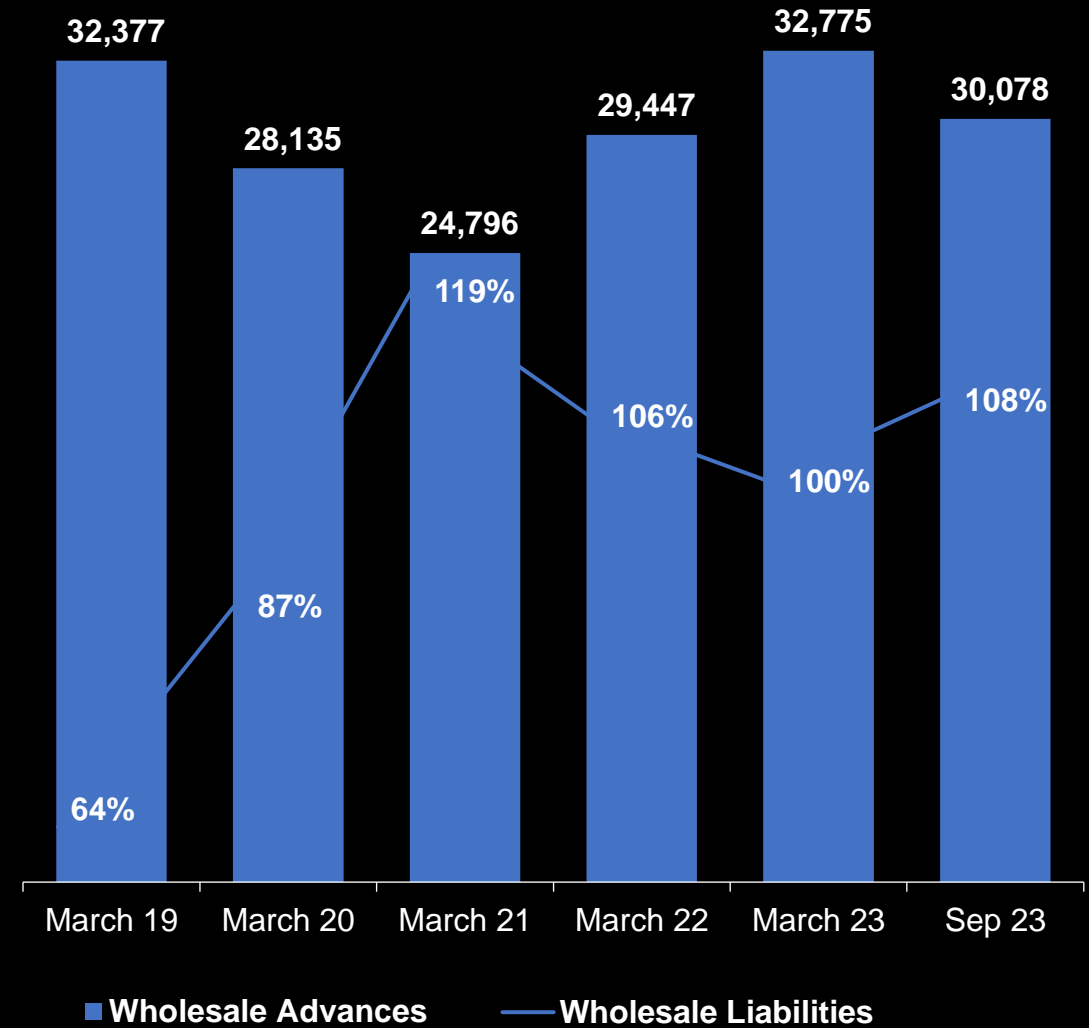
# Focus on granularity of business yielding early wins..



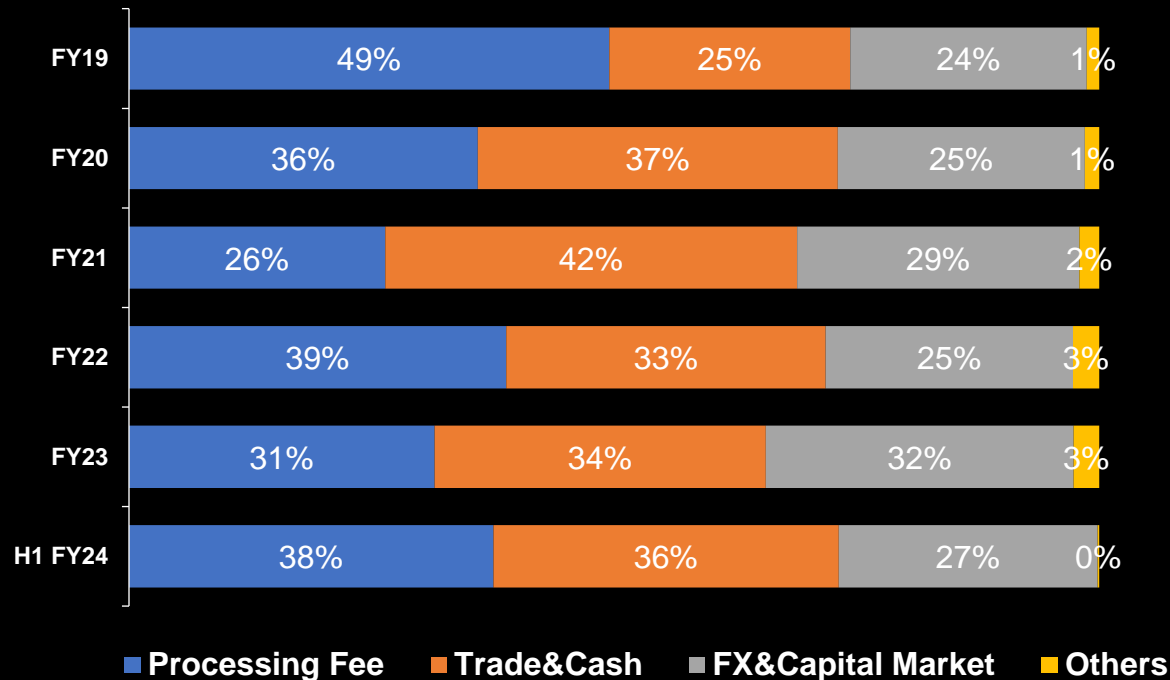
### Increasing share of liability and fee



### Self-funded Wholesale advances



### Fee growth led by transaction flows





# Liability franchisee supporting asset growth aspirations

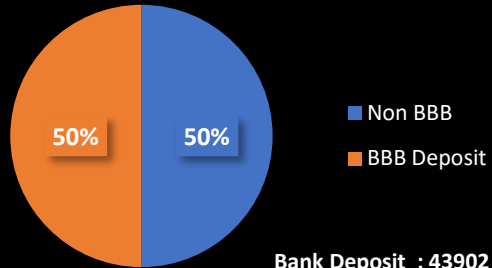
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# Sustainable & Granular Growth...



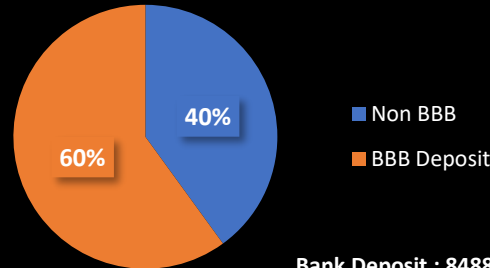
**FY'2018**



Bank Deposit : 43902

Branches: 265

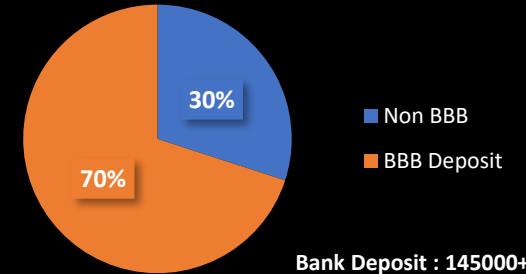
**FY'2023**



Bank Deposit : 84887

Branches: 516

**FY'2026**



Bank Deposit : 145000+

Branches: 740

**6L**

Customer Base of BBB

**44%**

BBB- Individual Deposits  
< 2Cr.

BBB- 80 Crs.

Bank- 166 Crs.

Deposit Per Branch

**17L**

Customer Base of BBB

**52%**

BBB- Individual Deposits  
< 2Cr.

BBB- 100 Crs.

Bank- 165 Crs.

Deposit Per Branch

**34L**

Customer Base of BBB

**70%**

BBB- Individual Deposits  
< 2Cr.

BBB- 150 Crs.

Bank- 203 Crs.

Deposit Per Branch

Improving productivity in sales roles; up by 1.7X in last 5 years

65% of branch banking book actively managed by RMs

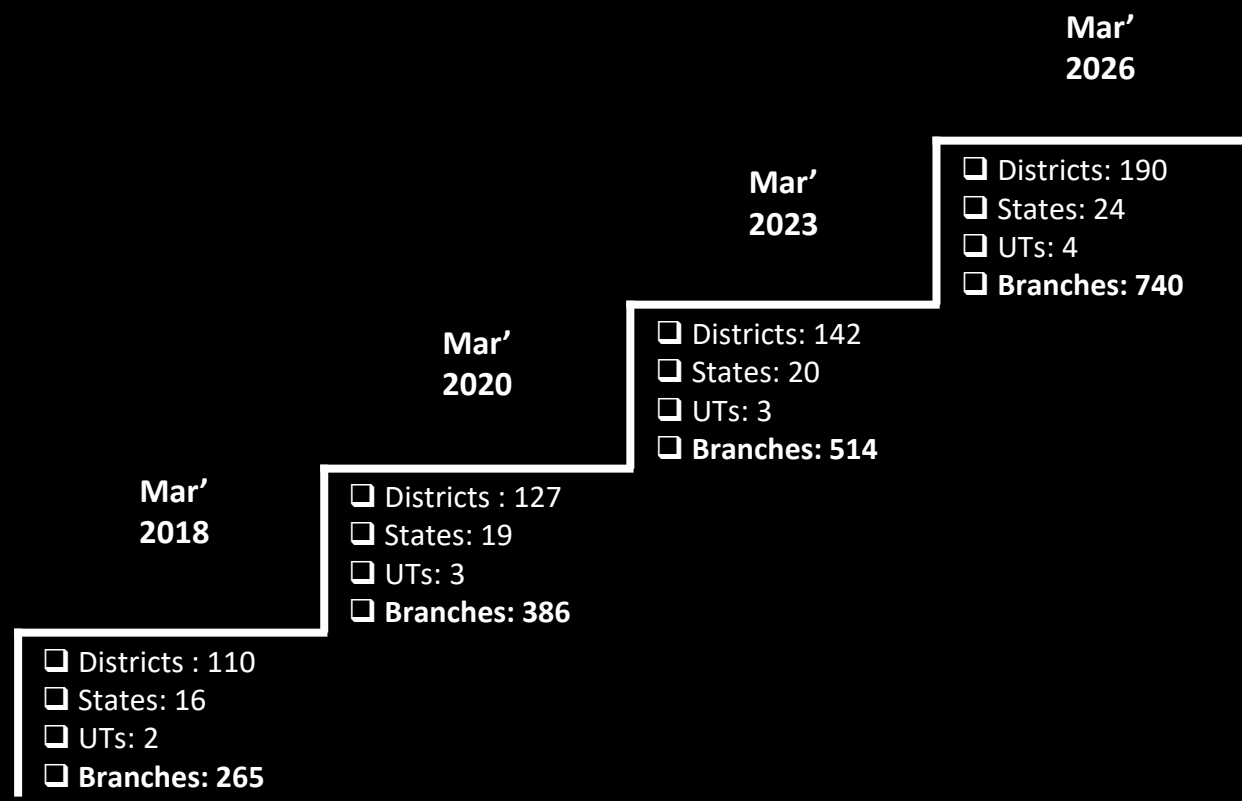
Granular deposit(< 2 Cr) bank level at ~44% (H1FY24)  
Aspirational target - 55% FY 26

45% network in last 5 years; new segments and products introduced

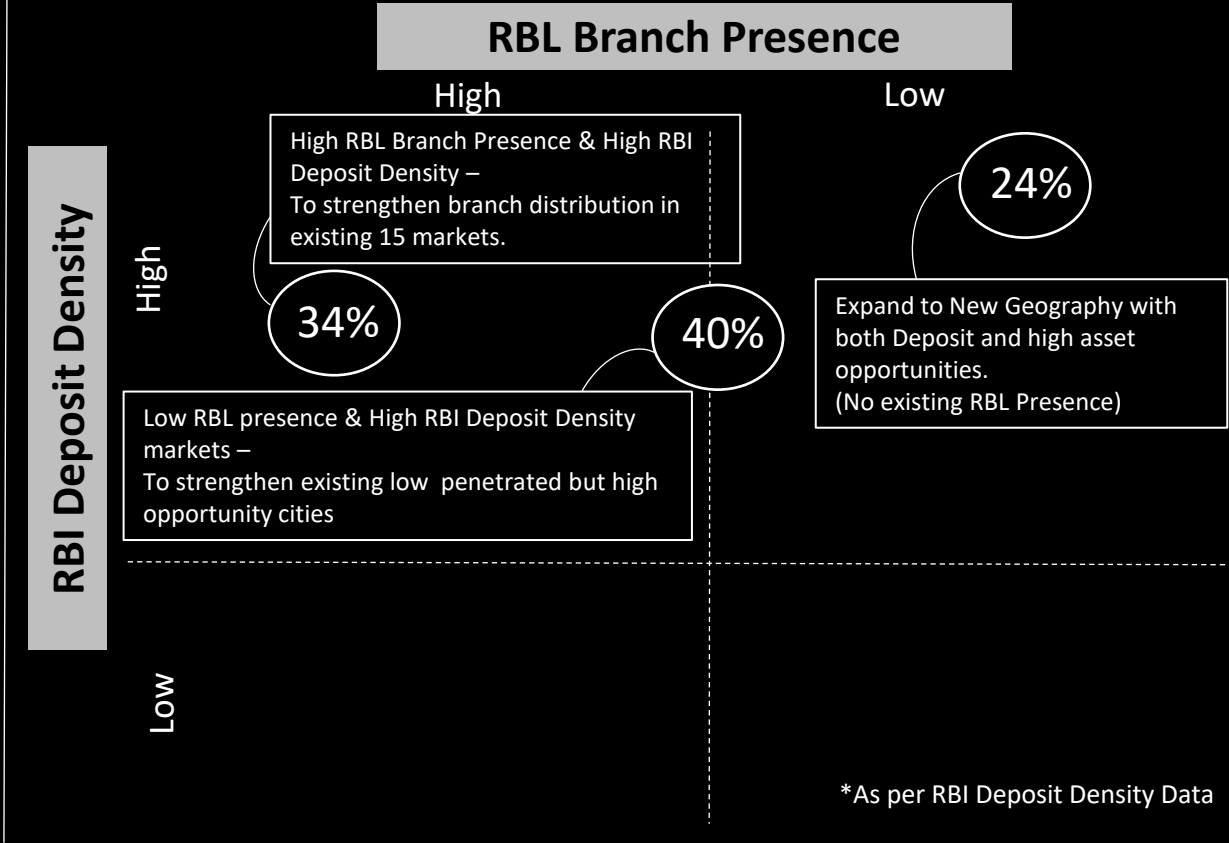
# Expansion Of Bank's Distribution



## Our Branch Growth



## Our Branch Expansion Strategy



### New locations

Currently in 142 districts; plan to expand to 190 districts

### Cost Model

Grow small format branches; focus on low opex model

### Metro-urban mix

Plan cover all top 100 deposit districts in india across metro, urban and rural

### Growth Plan

Expand to new geographies and continue to densify high deposit districts

# Expansion of RBL Bank's Distribution



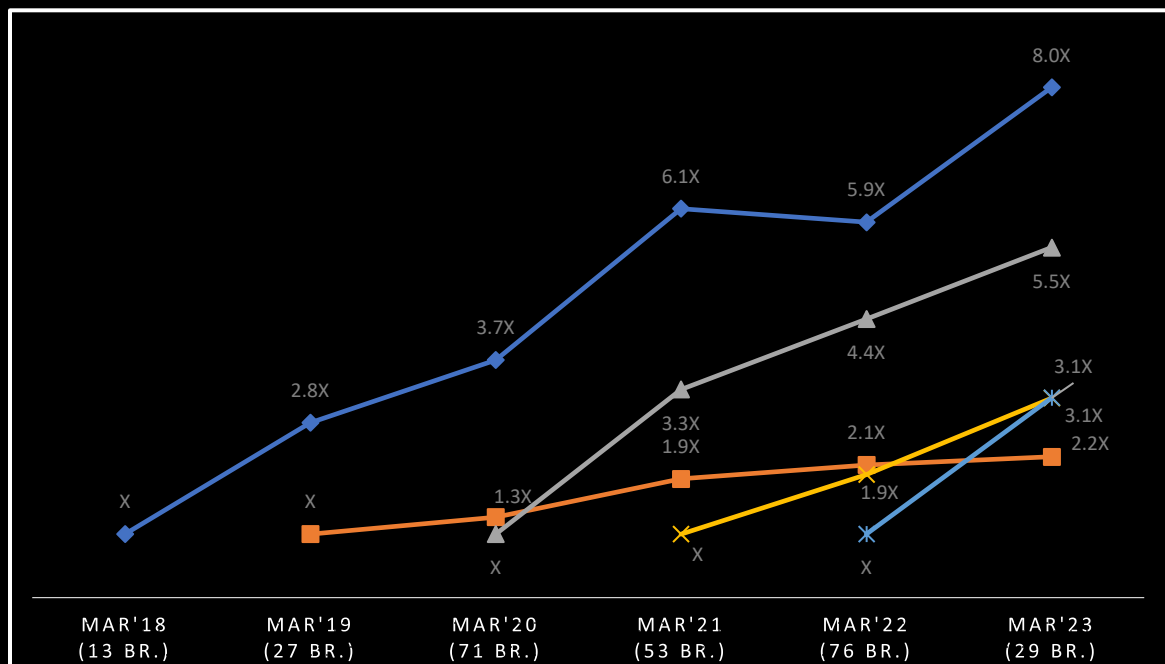
## Deposit Density (FY'23)

<b>Metro &amp; Urban</b>	<b>74%</b> Industry	<b>88%</b> RBL Bank	<b>Semi Urban &amp; Rural</b>	<b>26%</b> Industry	<b>12%</b> RBL Bank
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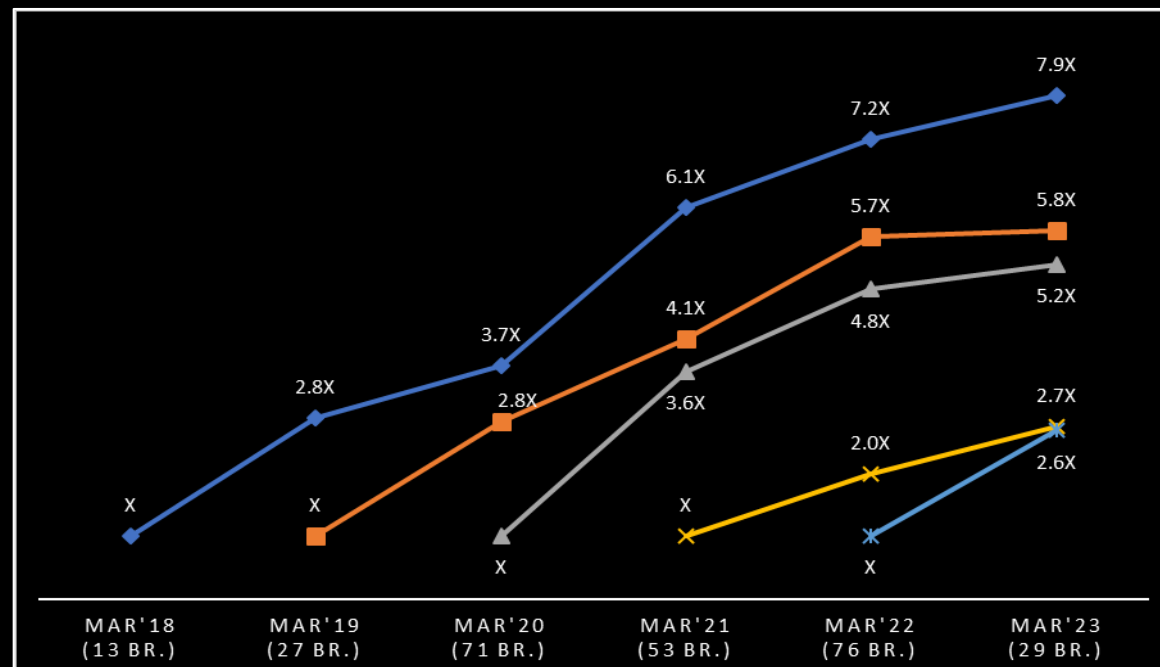
## RBL Metro & Urban Branch Distribution

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

Deposit Per Branch Trend - Metro & Urban



CASA Per Branch Trend - Metro & Urban

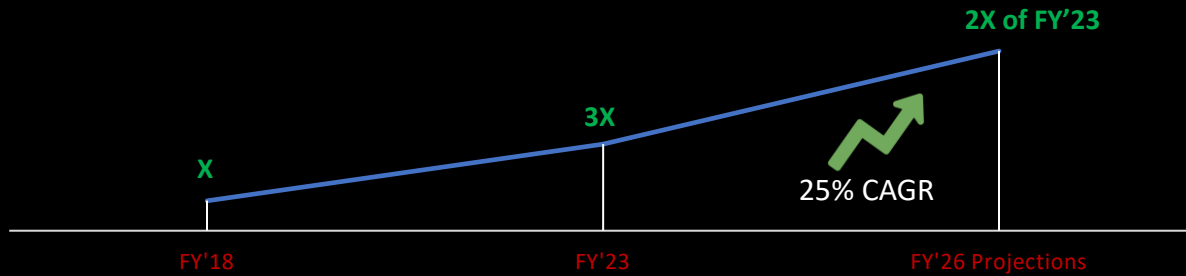


- ✓ Fund 20-22% deposit growth by continuously adding distribution to metro, urban markets
- ✓ Urban and metro CASA addition 4-45x of semi urban and rural markets for past few years
- ✓ Deposit continues to grow with addition to vintage of the branch
- ✓ Favourable vintage classification of Metro and urban branches; largely added in last 5 years and will support high deposit accretion

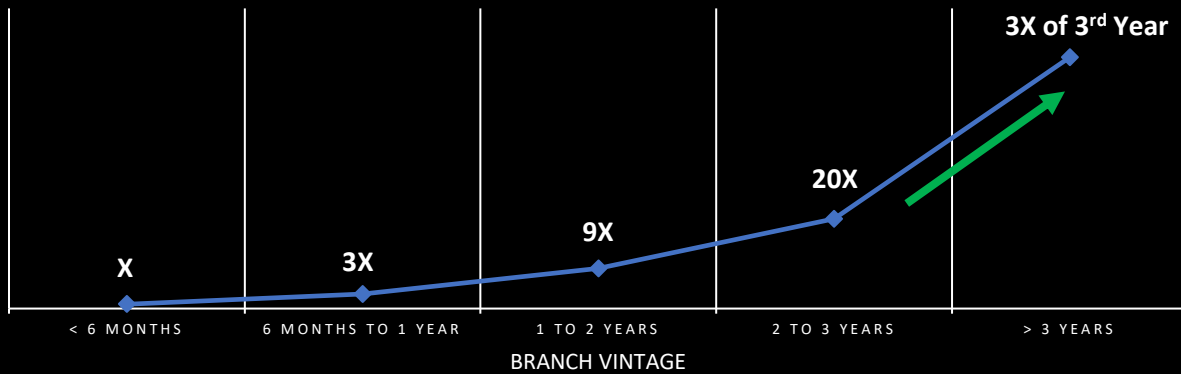
# Branch Led Fee Income Growth – Metro / Urban Branches



OVERALL FEE INCOME

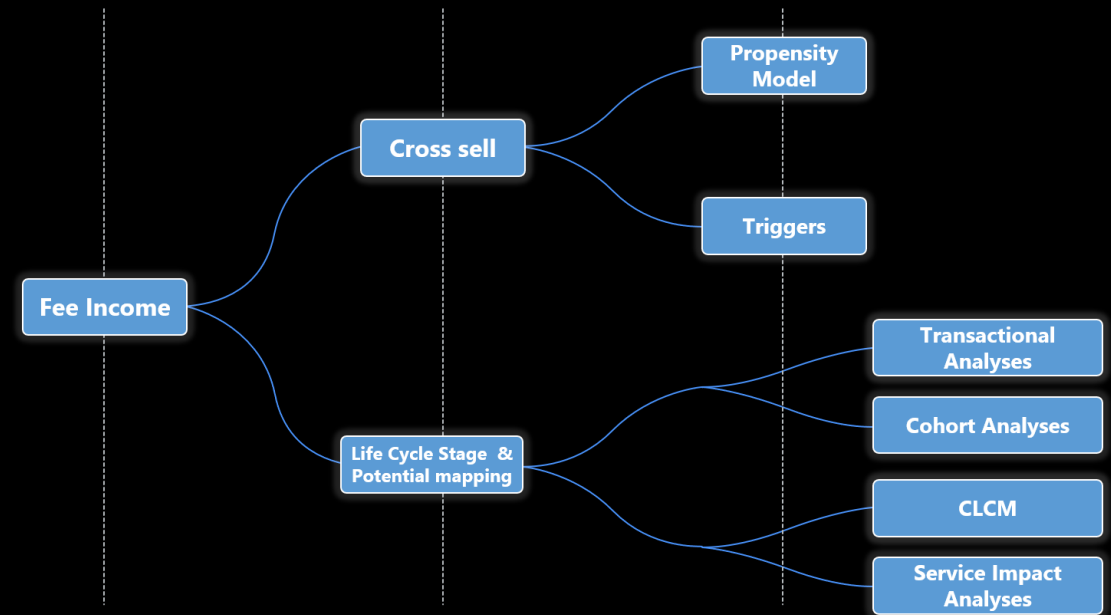


MONTHLY AVG. FEE INCOME PER BRANCH METRO & URBAN



## 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

# Unique segment-client convergence landscape..



As on Sept 23

Managed Segments



32%

Dedicated RMs and Service Managers  
Benefits for family members and referrals



12%

Specialized services – investments, insurance, forex, trade, lending



21%

Privilege and rewards; lower product charges  
Elevated and personalized banking experience

**Segment program aims to provide a customized, consultative and personalized approach to each customer while high focus client segments cut across the customer requirements**

High Client Segmentss

**1 Senior Citizens**

Complimentary banking services including Door Step Banking for senior citizens  
Personalised RM for special banking needs; family accounts

**2 TASC**

Structured Solutions, Payment gateways, CMS related value added products  
ERP solutions for educational institutions

**3 Co-operative Banks**

CMS / API solutions , Sub membership offering for UPI, IMPS and other services, tech-enabled remittances

**4 Diplomats**

Unique Segmented offering for Embassy and Diplomats; Lifecycle management approach for better wallet share  
Award winning mobile banking app for Diplomats

**5 NRI**

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

**6 Startup-club**

Proposition for Start Up Ecosystem; State of the art Tech solutions through API stacks; support through Incubators and accelerators

## 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

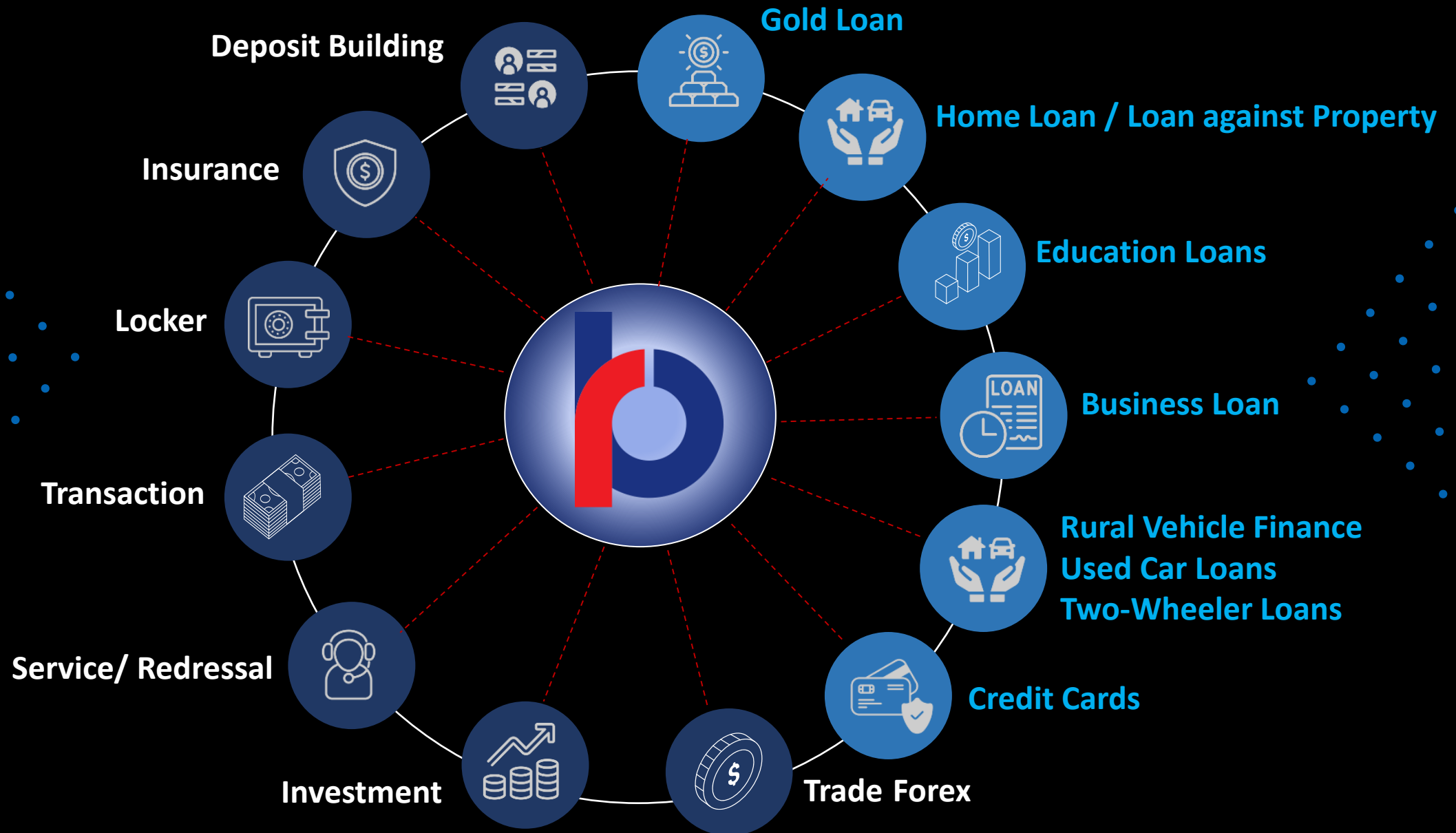
SFTP

Virtual Accounts

Payment & Collection API

Escrow/ Nodal Current Account

# Enhanced branch offering – Universal Bank Branch





**Digital Txn. (Vol.)**

**55 M**

Previous: 38.8 M | % YoY Change: + 42 %

**UPI (Vol.)**

**127 M**

Previous: 48 M | % YoY Change: + 165 %

**Online FD %**

**68 %**

**Online SIPs**

**80 %**

**eASBA %**

**97 %**

**Digital SGB**

**91 %**

Numbers as on Sept'23

**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 EMI's
- 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



Interest Rate Up to **7.5% p.a.**

### One time Fee, Phir sab Free

- FREE CIBIL report
- Unlimited transactions
- FREE Cyber Cover upto ₹ 1 Lakh

FREE Vouchers worth ₹ 1500/-

Scan QR to Open GO Account

\*Annual Renewal fee will be waived off on spends of ₹ 1 Lakh or above using GO Debit card in the previous year

\*Terms & conditions apply

## Subscription based Savings Account - RBL Go Account

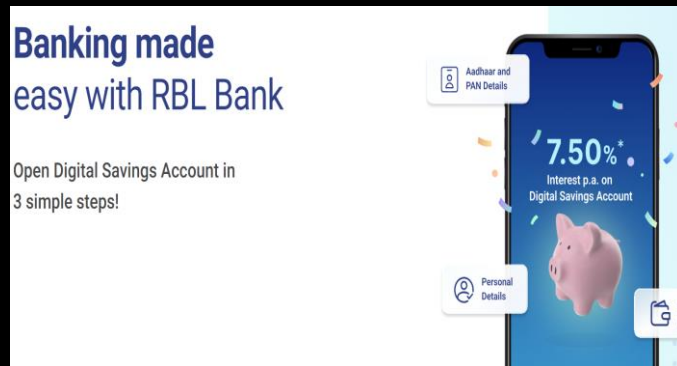


### Be Financially Independent!

Open Woman's First Savings Account in minutes with RBL Bank and start your Savings journey

Protect Invest Grow

## Flagship Women's Digital Account



### Banking made easy with RBL Bank

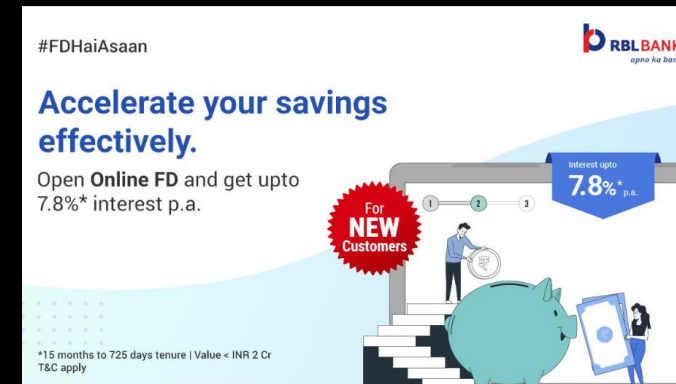
Open Digital Savings Account in 3 simple steps!

7.50%\* Interest p.a. on Digital Savings Account

Aadhaar and PAN Details

Personal Details

## Digital Saving Account - RBL Abacus Account



#FDHaiAsaan

### Accelerate your savings effectively.

Open Online FD and get upto 7.8%\* interest p.a.

Interest upto **7.8%\* p.a.**

For NEW Customers

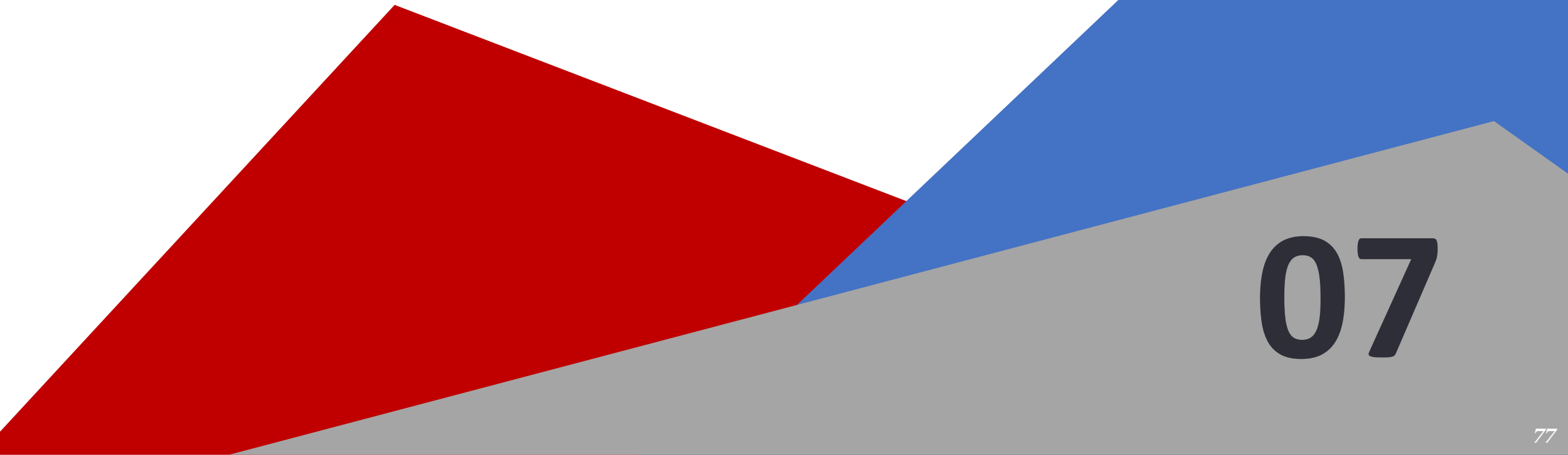
\*15 months to 725 days tenure | Value < INR 2 Cr  
T&C apply

## Digital Fixed Deposits

- ❑ 55% of our customer acquisition has moved digitally, this number will reach 85% to 90% in next couple of quarters
- ❑ Paperless journeys, digital onboarding, enhanced customer experience & simplified process – The Future of Banking



**Other areas supporting our growing business..**



**07**

*Sustainability continues to be at the core of what we do and make it an integral part of our business practices, including Risk Management practices..*

○ Policy stipulation for managing Bank's own E&S footprint, E&S footprint and impact of lending, investments and adopting financial Inclusion and literacy



○ Bank rated 60+ score (out of 100) by CRISIL and REFINITIV in ESG performance, disclosures and quantitative progress.



○ "Saksham" (Dec 2013) and "Unnati" (launched in April 2018); 3,348 women trained this FY till August 2033 under our partnered NGO in Madhya Pradesh.



○ Recently adopted a Coal Policy to cap investment in coal based thermal power generation to 2.5% of gross exposure up to FY 2026-27 and then reduce to zero by FY 2034



○ The overall women representation in the bank employees is at 25%+ (full time and partner agencies)



1

- Ensuring suitable corporate governance practices
- Management of Environmental & Social (E&S) risk associated with transactions
- Ensuring a diverse and inclusive workplace
- Managing climate change impacts

2

- Climate smart loans
- Sustainable agricultural loans
- Strong micro banking portfolio aimed at hitherto unbanked women
- Financial literacy activities to empower women with financial knowledge
- Funding Sustainable Agricultural Practices and Business

3

- Energy efficiency in offices and branches
- Green Building Certified offices
- Switch to renewable energy and solar rooftops

# CSR @ RBL.. Community as a cause..



## SECTORAL (WHAT)



Continue investing in H.E.LO. – Health, Education & Livelihood Opportunities.

Balance portfolio mix, with 5-10% towards expenses

H



E



LO



## SPATIAL (WHERE)



### Geographical Expansion

- Continue in current locations until projects attain sustainability
- Start scoping projects in Northeast & Govt's Priority Districts/ Niti Aayog's recommendation

RBL Bank Branch mapped with project location

Enhance Employee involvement & Volunteering matching business needs

## SEGMENTATION (WHO)



### Deeper granularity in beneficiary groups

Continue with current beneficiary segmentation i.e., urban and rural across H.E.LO. with underlining focus on **'Empowerment of Women'**

Build pipeline of work on further segmentation for specific CSR outcomes. Focus on : **'Empowerment of Marginalized Groups'**

Eg. Sanitation workers – SC Tribal people – PwDs

## SUPPORT (HOW)



Grant funding / Board management / Advisory support / Capex & Opex funding

Lending Bank's expertise for NGO's organisational development

Provide mentoring and capacity building support to non-profit organization

## SYNERGY (WHY)



### Branding, Partnerships, ESG & Government alignment

- Power of Aggregation & engaging with top tier organisations in CSR
- Conveying CSR story with Apno Ka Bank ethos
- UMEED 1000 Cyclothon
- Monetized value of volunteering hours
- ESG mapping to SDGs & CSR.

*Invest into technology for data assimilation and maintaining CSR records; RFL continues to remain important driver of CSR for our bank*

17 Sustainable Development Goals (SDGs) co-relating to CSR activities as per the regulation

H.E.LO strategy of the Bank

Environmental, Social, and Governance (ESG) Framework issued by SEBI co-relate to CSR activities as per the regulation

## Merchant Acquisition and Payments

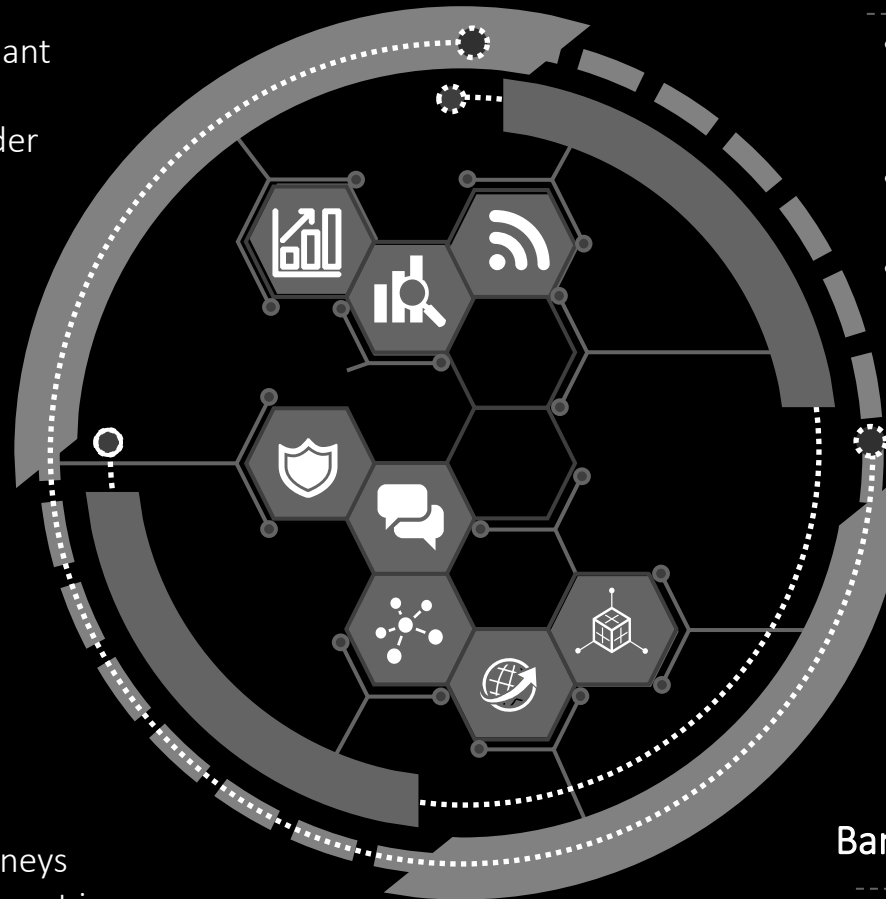
- Leading player in UPI offering; large merchant ecosystem for payments business; acquisition, settlement, escrow, cross-border
- Horizontal payments stack and partner alliances - Merchant Acq. Ecom, Pos, UPI Collections & Payments via APIs etc.

## Customer Experience

- Developed an inhouse unified identify platform to ease customer onboarding
- Mobile SuperApp in advanced stages of development
- Whatsapp banking live for major bank services

## Digital Journey

- Customer onboarding and fulfillment journeys developed for majority liability products; asset journey at various stages
- In-house digital collection platform and product-bundling view improving customer delivery



## Government initiatives

- Exclusive mandate to issue National Mobility Cards in Bangalore Metro; in discussion with 3 other metro lines in India
- Amongst first few participants in the ONDC network
- Account aggregator, OCEN ecosystem participation for enhanced customer experience

## Industry leading product innovation hub

- One of the first banks to offer API banking providing democratization of banking.
- Launched connected banking for SMEs and MMEs
- Pioneered high TPS payment solutions

## Banking as a Service

Large BAAS service platform across remittances, Fx, API, prepaid etc – 460 MN transactions processed in FY 23, ~ INR 3600 Bn value, 4.5L Daily API call, 500+ partners

Thank you!