

August 31, 2023

BSE Limited
1st Floor, Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai – 400001.
Scrip Code: 540065

National Stock Exchange of India Limited
'Exchange Plaza', C-1 Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai – 400051.
Scrip Symbol: RBLBANK

Sub: Intimation of schedule of Analyst/Investor Meet/Call pursuant to SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

This is further to our letter dated August 29, 2023, wherein we had given you an intimation of the Schedule of Analyst or Institutional Investor Meeting(s) with the Bank in terms of Regulation 30(6) read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

We wish to inform you that the Bank today physically participated in RBL Bank Investor Day – “Retail Deep Dive” with Several Funds/Investors and the Presentation which was made in the aforesaid Meet is enclosed herewith.

The aforesaid presentation is also being uploaded on the Bank’ website and can be accessed at the Weblink: <https://ir.rblbank.com/annual-report.aspx>.

Kindly take the same on record.

Thanking you.

Yours faithfully,

For **RBL Bank Limited**

Nishant Shirke
VP - Secretarial



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
Core outcomes	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
	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>
		<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

..And Our Aspirational Leap..



FY 23

FY 26

<p> NNPA 1.10% PCR 69% </p>	<p> Asset quality stress fully absorbed </p>		<p> 20%+ CAGR in advances </p>	<p> Building on existing “Core” Businesses and building scale in nascent verticals </p>
<p> CRAR 16.9 LCR : 126 % </p>	<p> Well capitalized to fund growth </p>		<p> 60-65% Retail mix </p>	<p> Focus on branch driven asset growth- Focal point of cross sell </p>
<p> 5+ senior hires <30% attrition </p>	<p> Attracting senior management talent; low attrition rates </p>		<p> Customer count - 26 mn </p>	<p> Building a data led omnichannel customer first approach </p>
<p> 1600+ touchpoints; </p>	<p> Leveraging points to drive granular liabilities </p>		<p> Responsible Banking </p>	<p> Strong regulatory and compliance culture </p>
<p> 20% share in incremental biz </p>	<p> New business showing green-shoots </p>		<p> HR Transformation </p>	<p> Being a relevant Employer for tomorrow’s workforce </p>
<p> Cost to Income at 68% </p>	<p> Operating investments largely made </p>		<p> Improved tech stack </p>	<p> Digital first solutioning </p>
<p> ROA 0.8% </p>	<p> Improving Profitability QoQ </p>		<p> Return Ratios </p>	<p> 1.4-1.5% RoA/13-15% RoE </p>

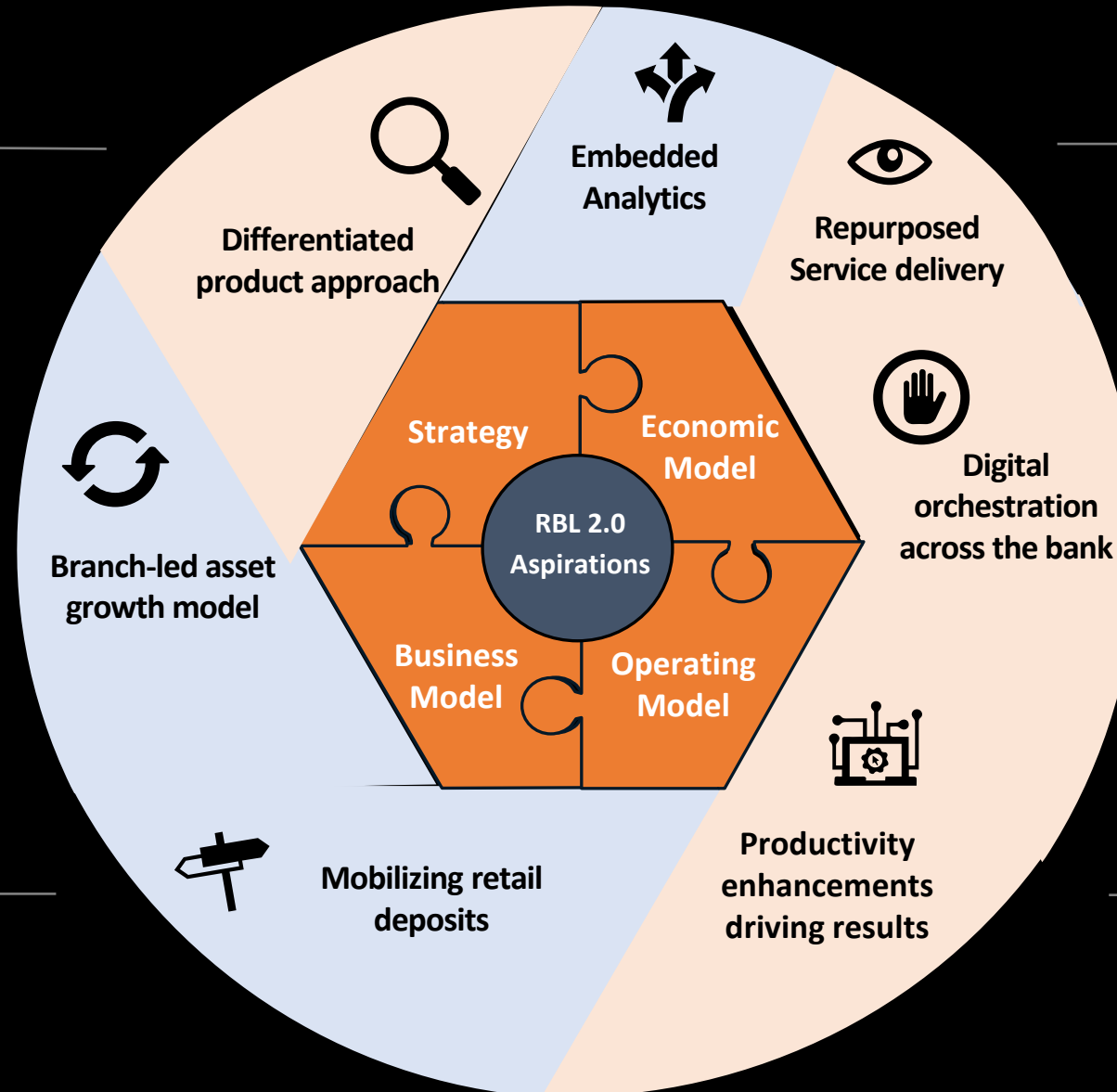
Our Vision For FY26



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



Advances & Deposits

1.4-1.5% RoA/
13-15% RoE



ROA/ROE

30%



Share of new business

50%+



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

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

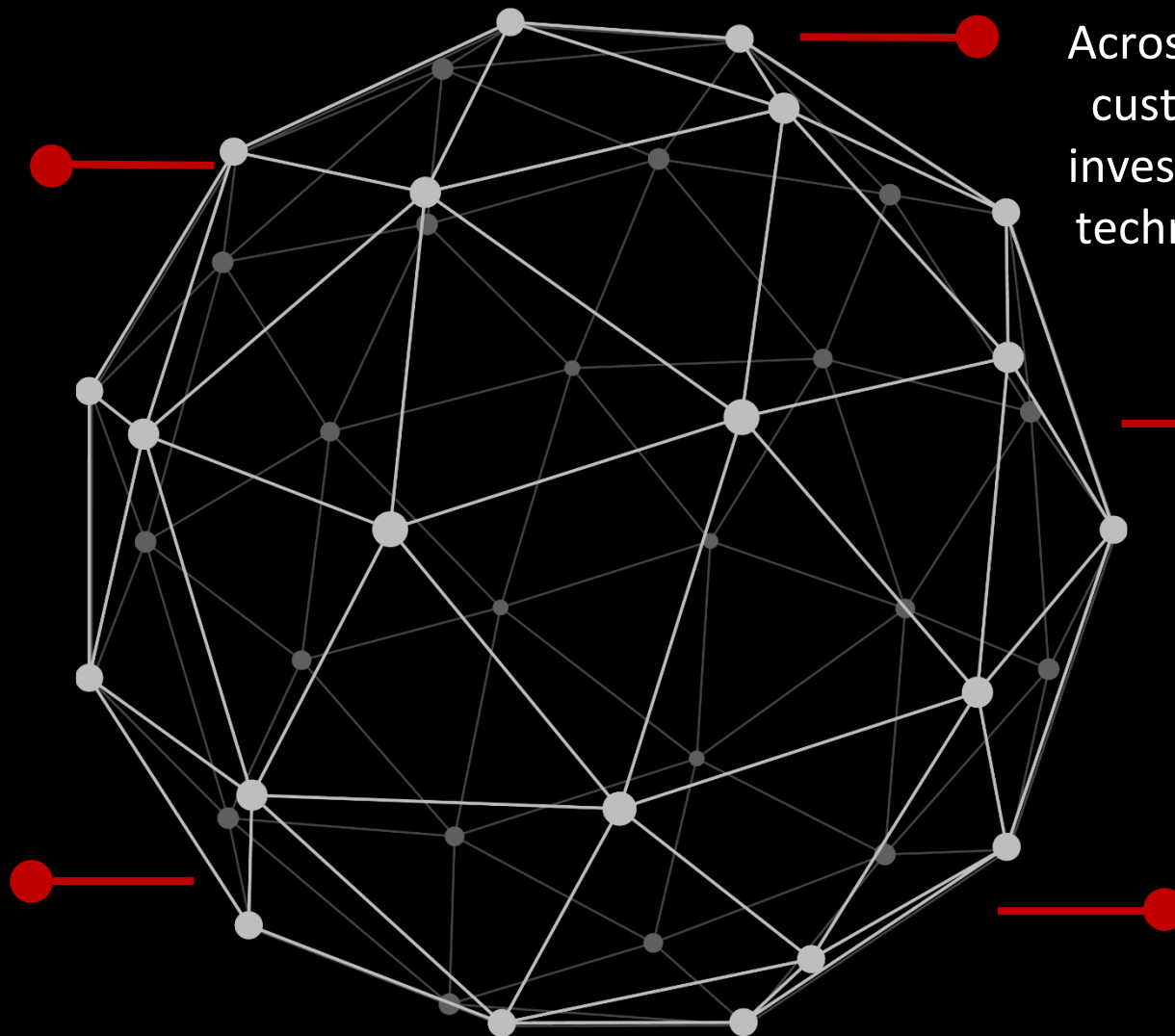
Across assets and liabilities to drive customer acquisition. Large scale investments in people, process and technology to help drive operating leverage

Customer approach

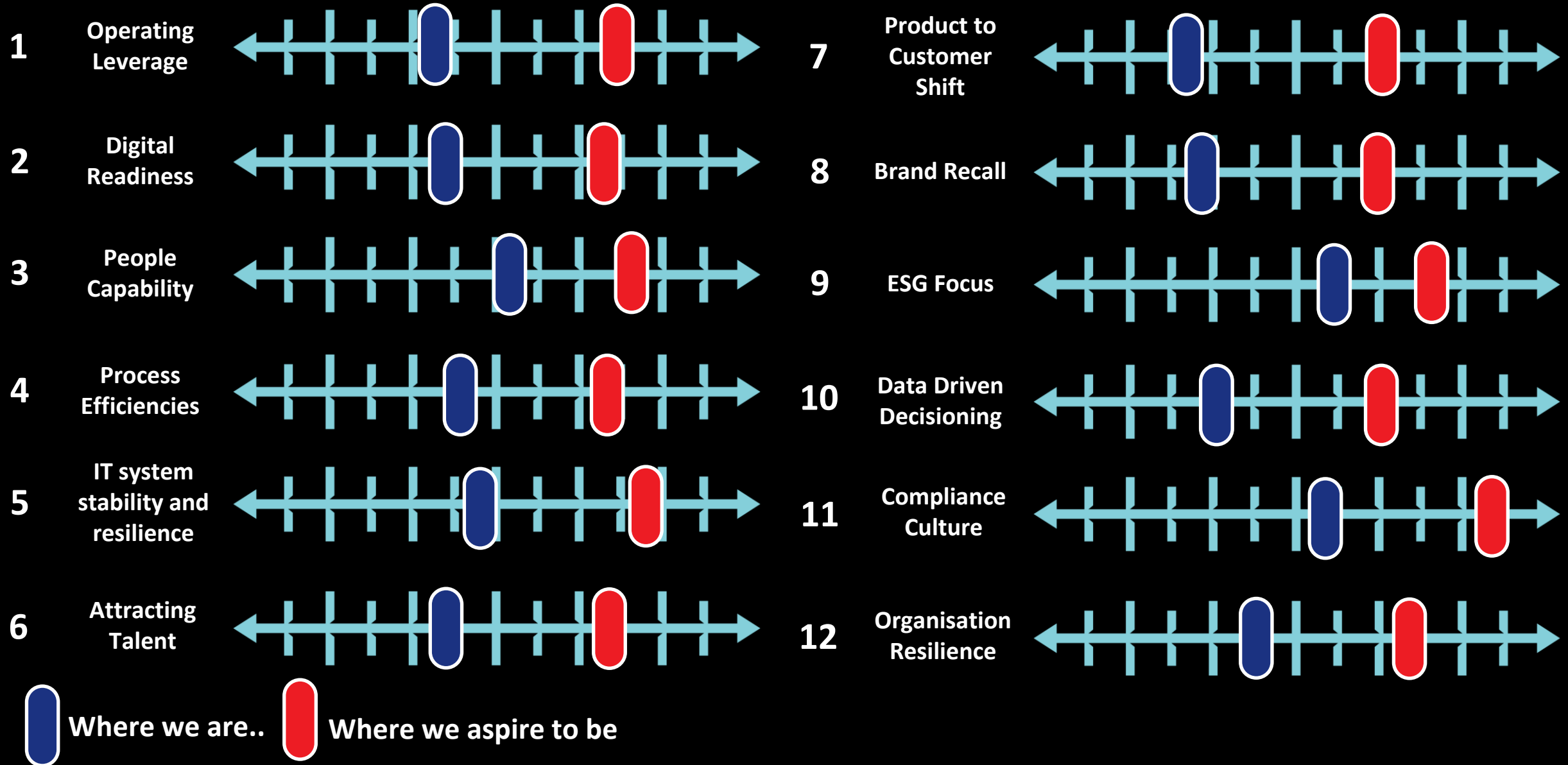
Each business now has a product and customer KRIs built into performance tracking

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

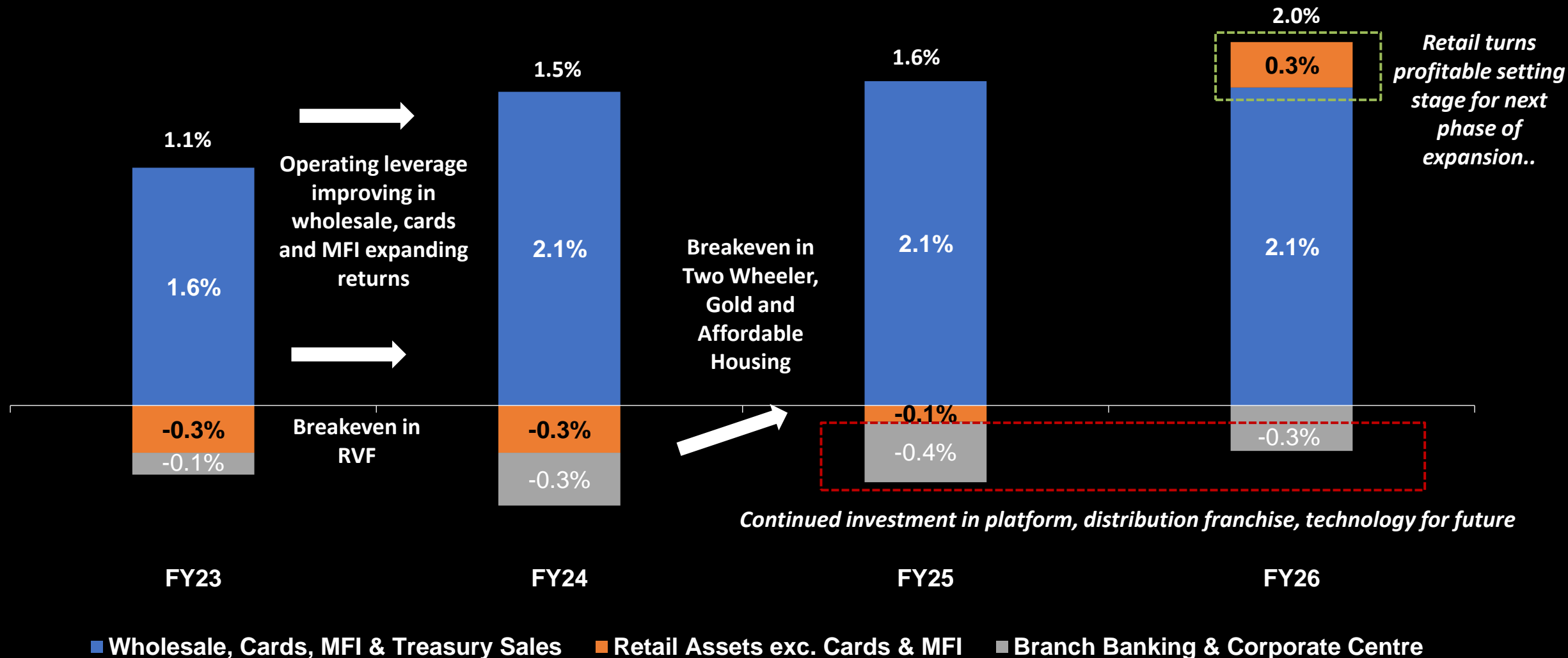


Physical/Faceless Interface for RM

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



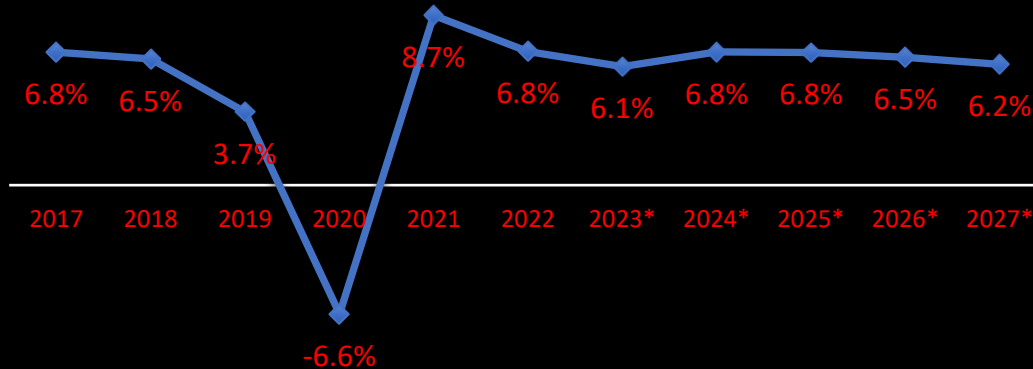
Our Credit Card Business

02

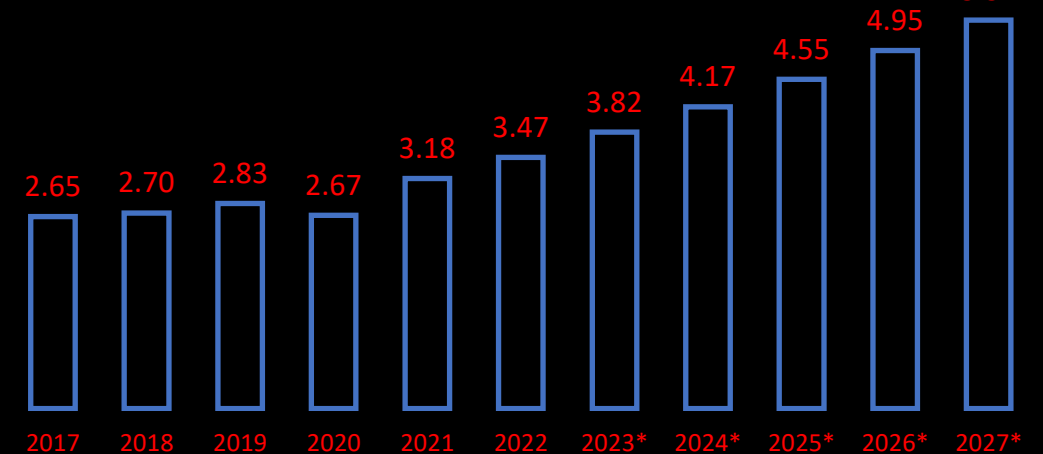
GDP Trends and Macro Environment in India



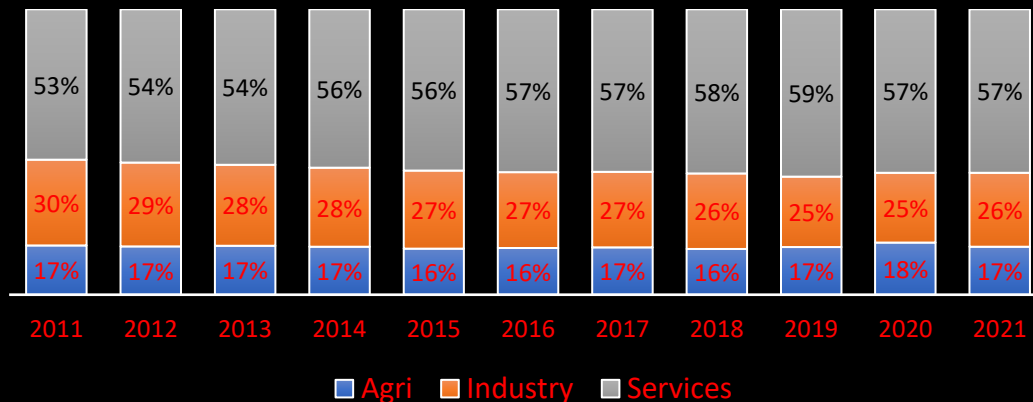
GDP growth rate



GDP (\$ Trillion)



Share of GDP



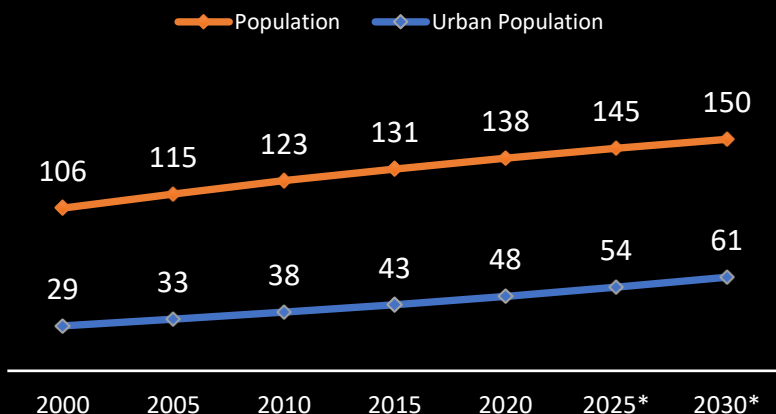
Insights

- 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

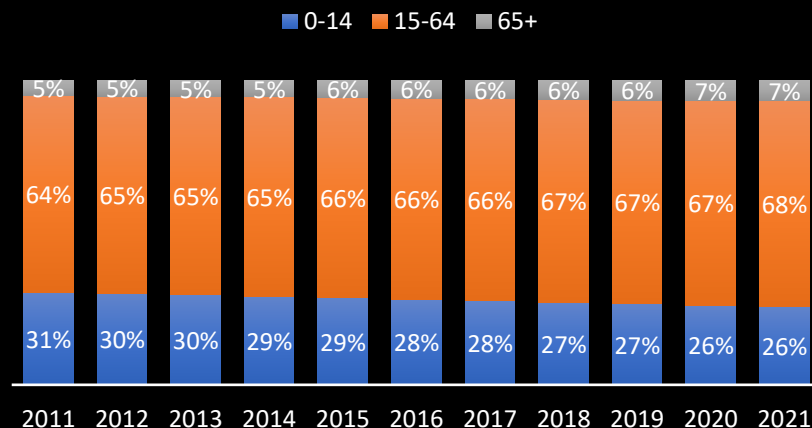


India's Population



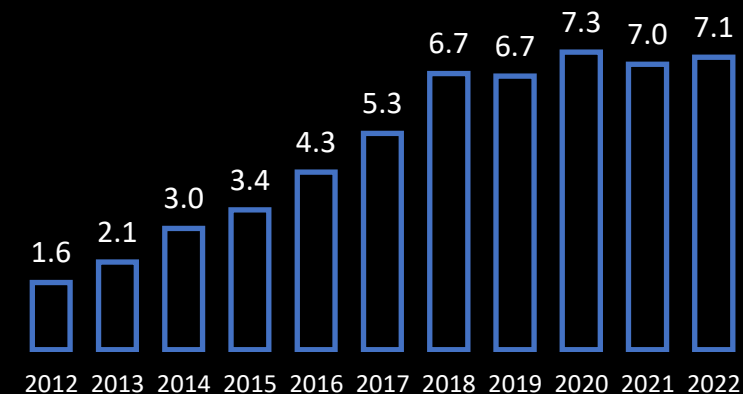
- Urbanization under progress at fast rate

Age Distribution



- India is a young country with very low old population

ITR filed

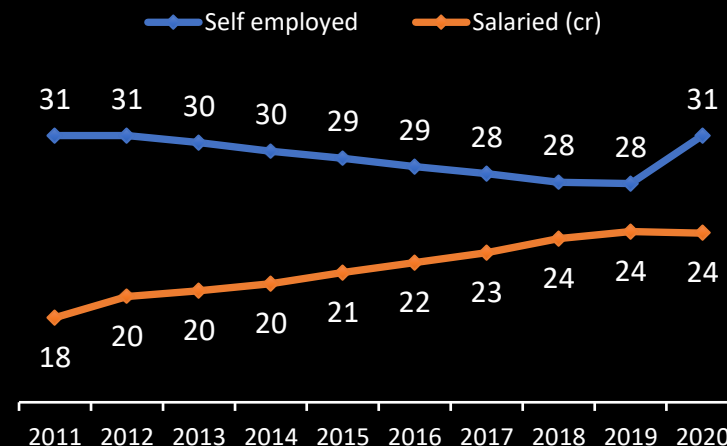


- 61 Cr individuals hold PAN Card

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

Key Consumer Trends – Google Search



People are choosing to act now, not later



Instant Delivery

+ 215%

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.



E waste Disposal

+ 110%

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%.



Buy Now Pay Later

+ 100%

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%.

Key Consumer Trends – Google Search



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



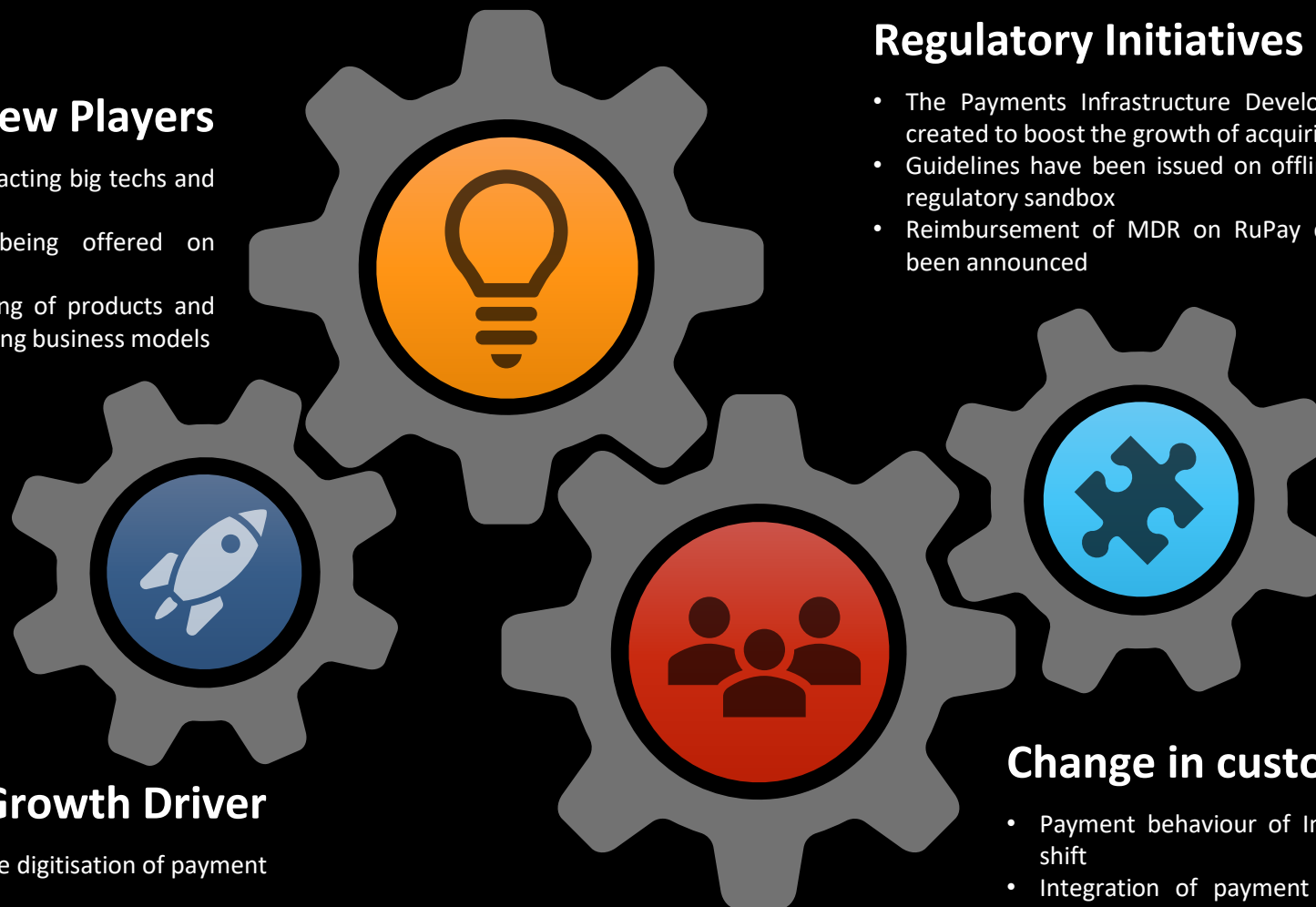
Technology as Growth Driver

- 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



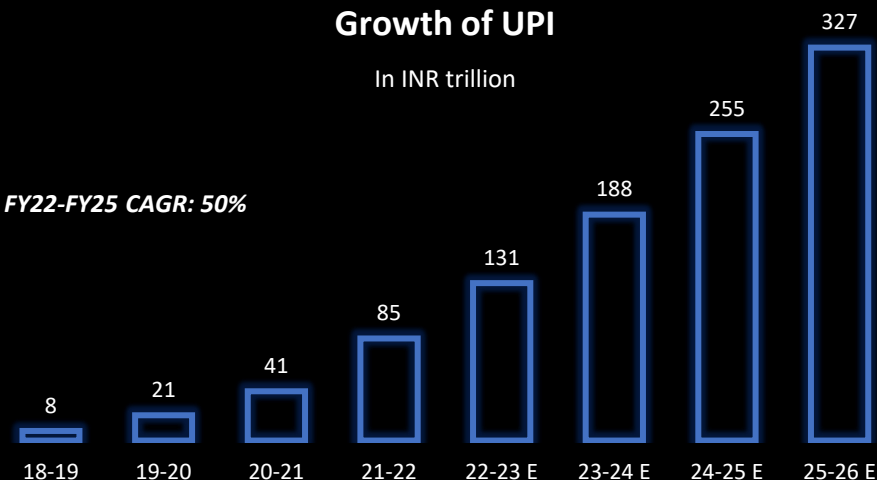
- Payment behaviour of Indian customers has seen a tectonic shift
- Integration of payment modes facilitated by FinTechs and PayTechs has led to ease of usage
- Redefined customer journeys are driving adoption both in the physical and e-commerce space



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.

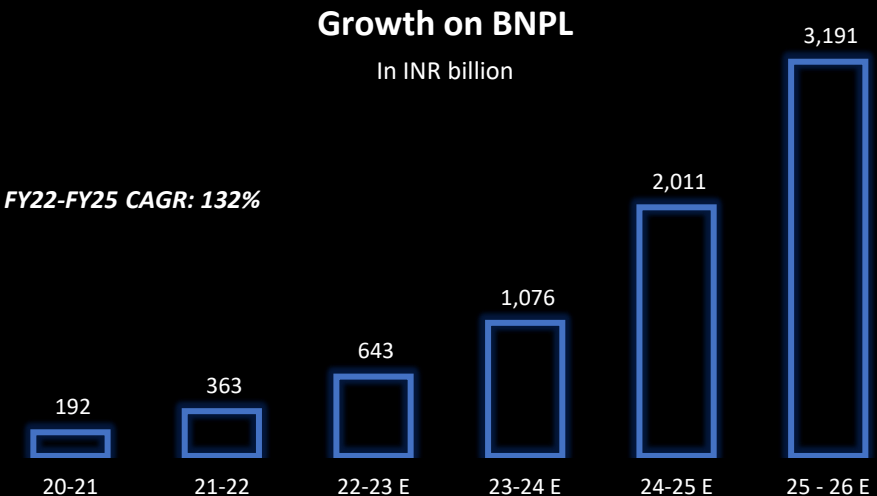
UPI is expected to grow phenomenally by FY 2026 as below -

- 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	Credit Card	Credit Card
Key Segments	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
Core Feature	No cost 3m EMI	No cost 3m EMI	5% cashback on Amazon purchases	5% cashback on Flipkart & Myntra
Fee	Lifetime Free	Lifetime Free	Lifetime Free	Rs 500/- (waived on spend milestone)
Cashback	1%-2%	1%	1%-5%	1.5% - 5%

Competitive SpaceMultiple Evolving Consumer Needs



Multiple Consumer Needs



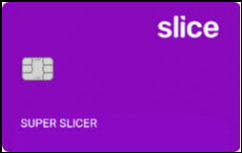
Category Competition



New Entrants



uni



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



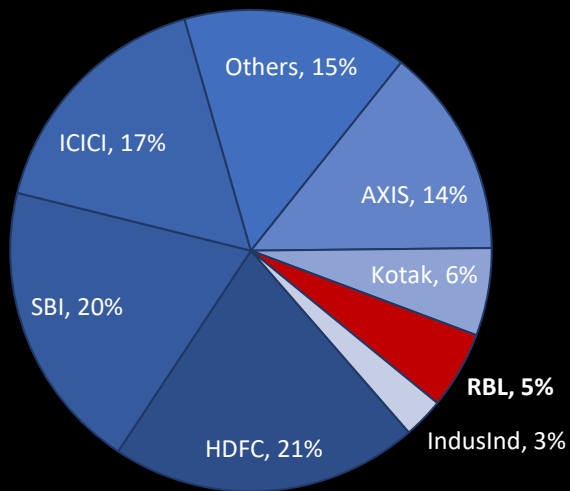
Products	% Trades	NTC	501-600	601-730	731-760	761-780	780+
Personal Loan	28%	0.04%	4%	43%	27%	18%	8%
Consumer Loan	15%	0.26%	2%	30%	34%	26%	9%
Credit Card	31%	0.11%	1%	22%	23%	26%	28%
Home Loan	7%	0.06%	3%	24%	21%	26%	26%
Auto Loan	5%	0.04%	2%	34%	29%	22%	13%
2W Loan	8%	0.14%	12%	44%	28%	13%	3%
Business 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

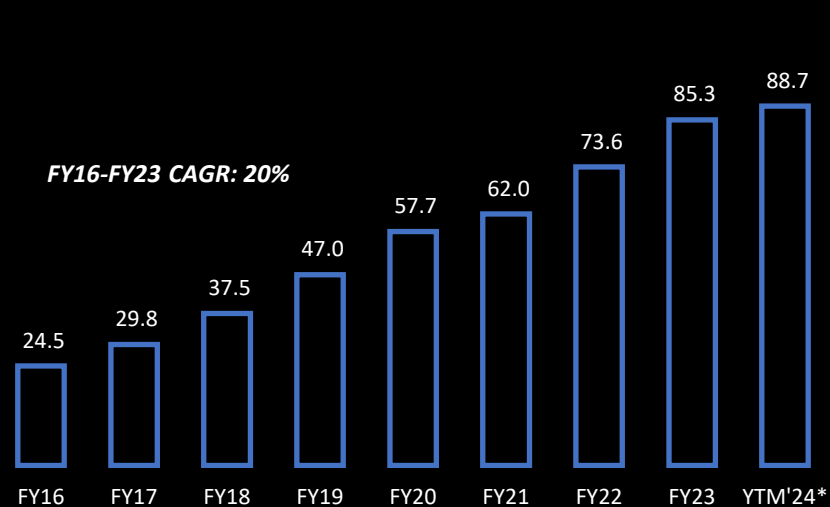
Credit Card Industry Share & Growth Trends – Jun'23



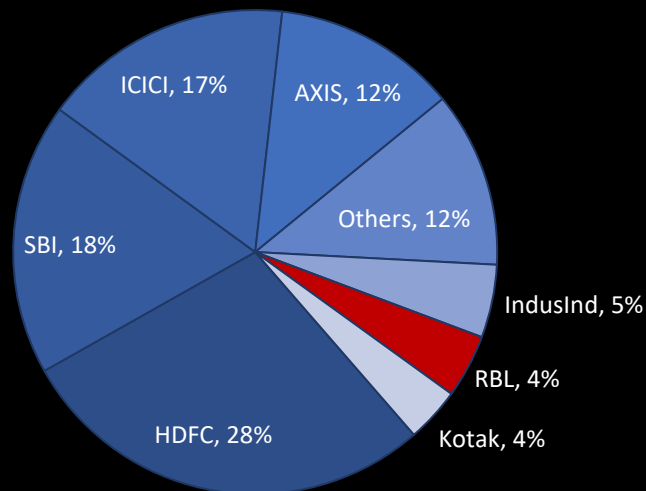
Cards (#)



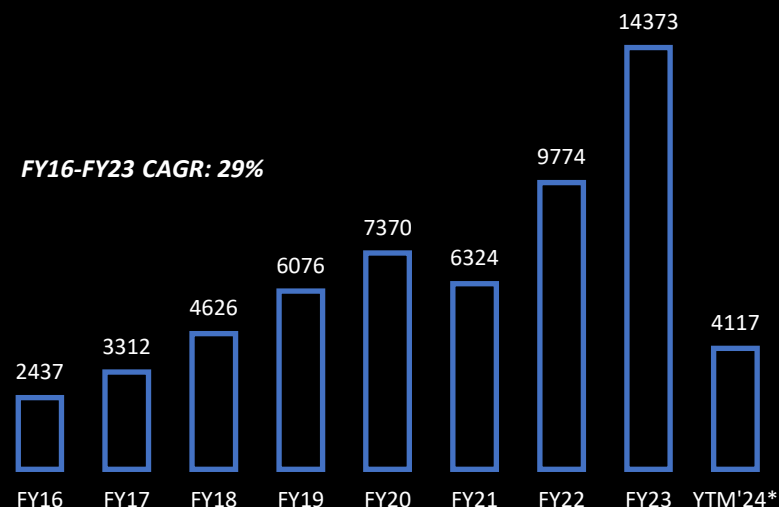
FY16-FY23 CAGR: 20%



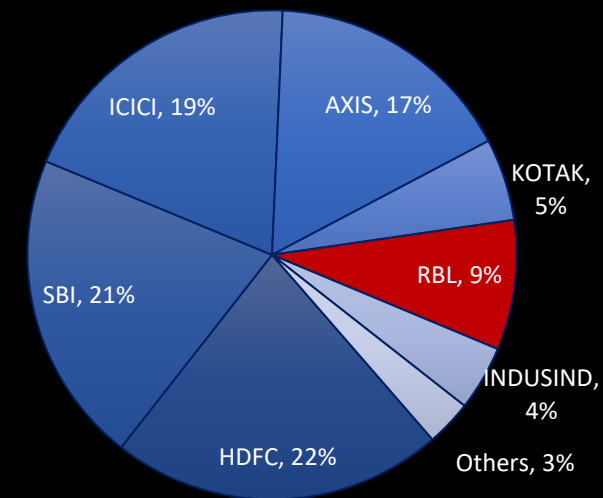
Spends (INR)



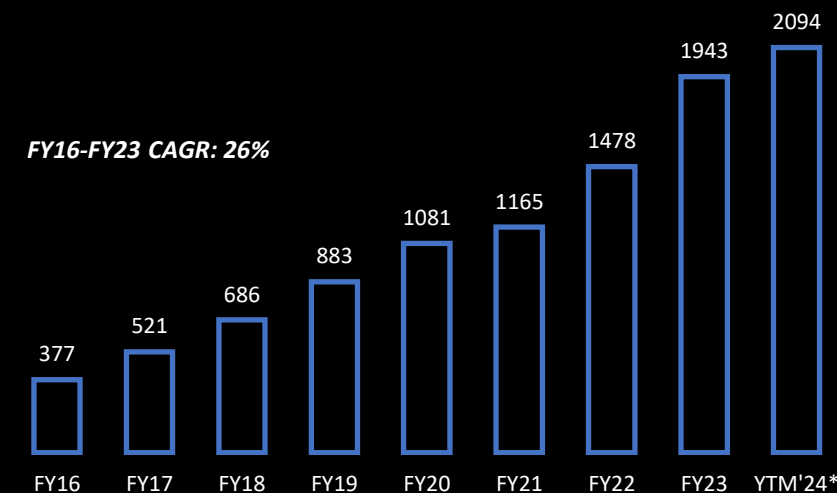
FY16-FY23 CAGR: 29%



Advances (INR)



FY16-FY23 CAGR: 26%

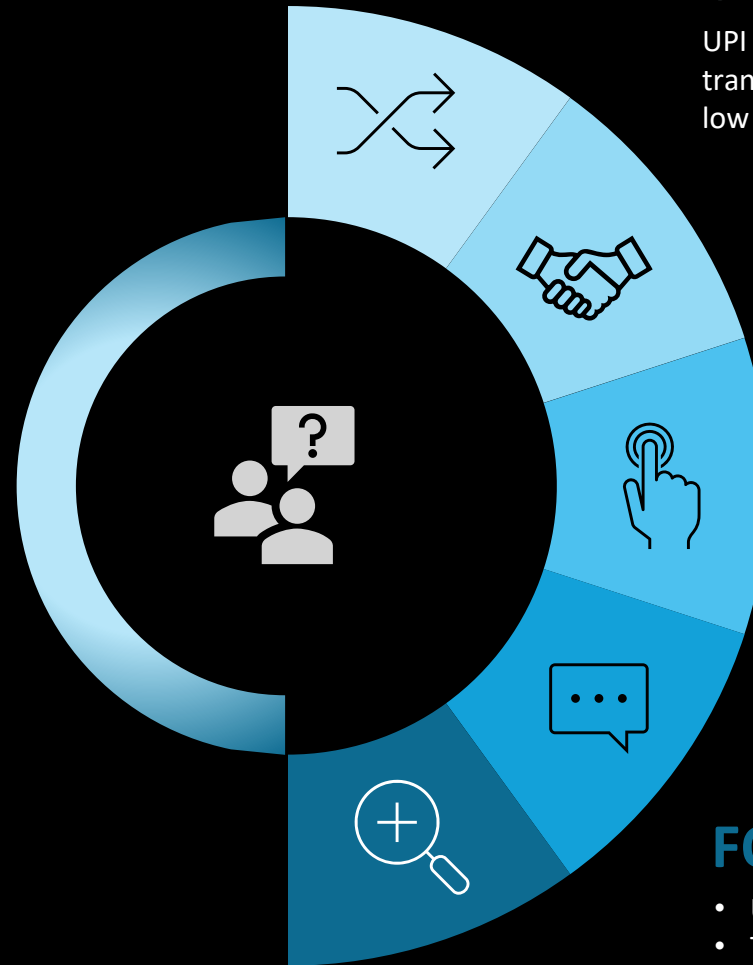


• Cards are in million, Spends and Advances are in Billion

• 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

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

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

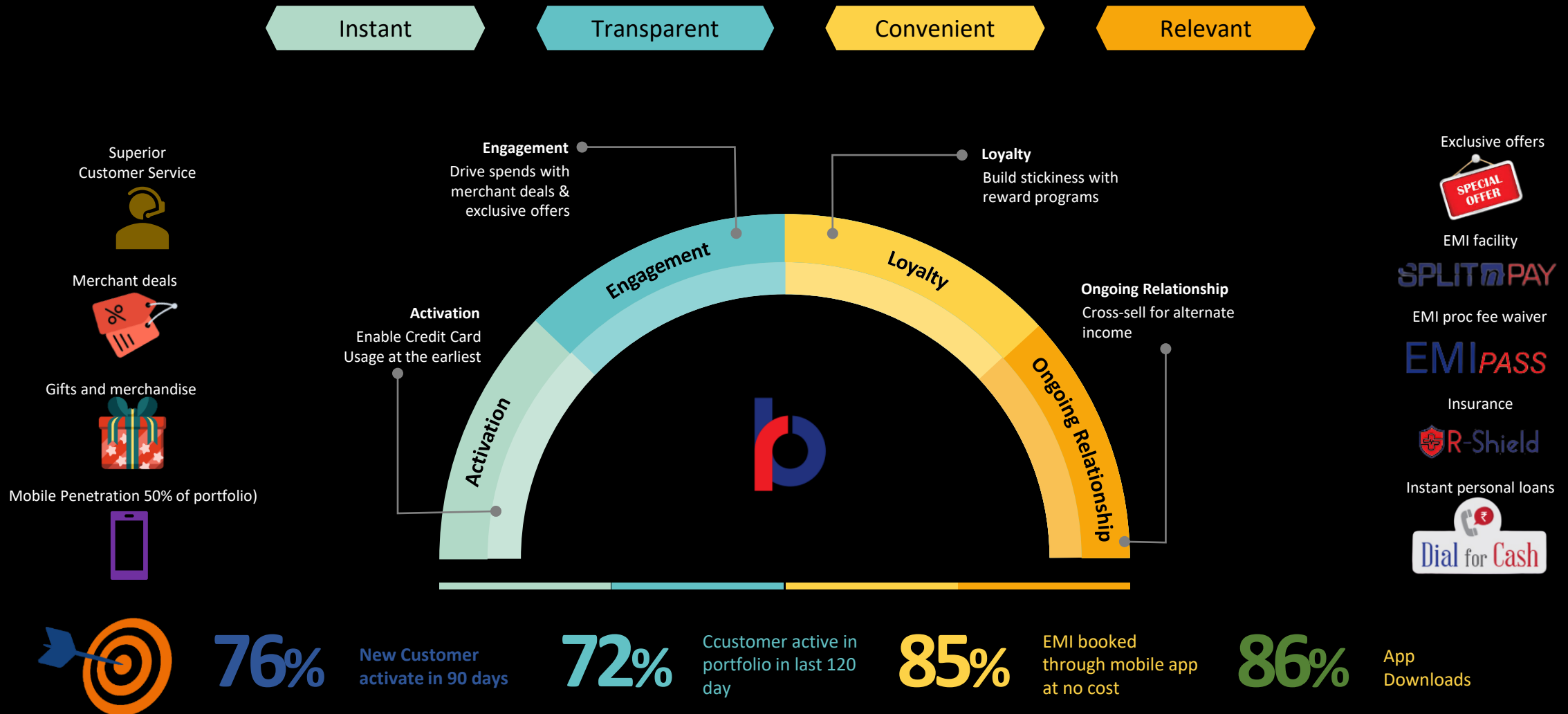
4

3

2

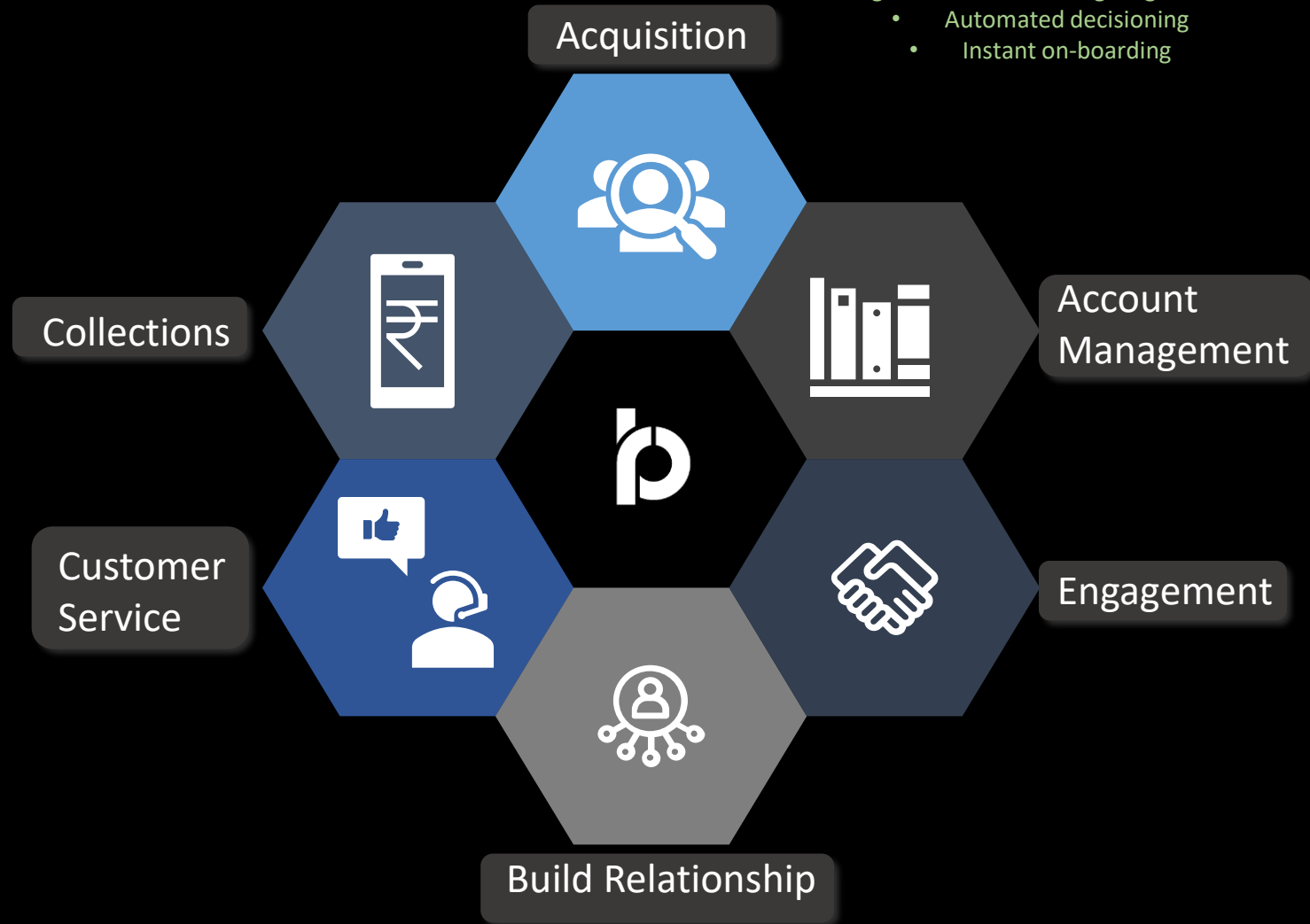
1

Customer Engagement



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

Relative Strengths (1/2)



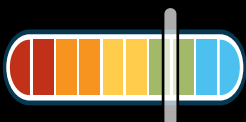
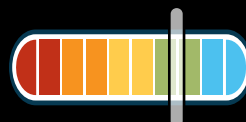
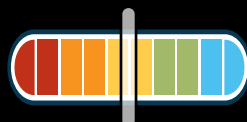
2014 - 2017

2018 - 2019

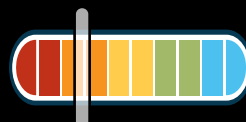
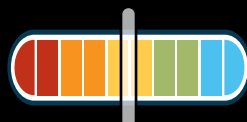
2020 - 2021

> 2021

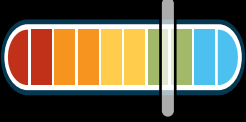
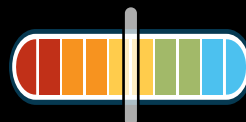
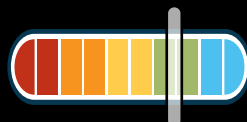
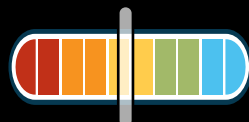
Brand Value



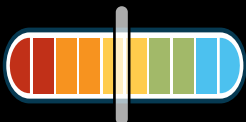
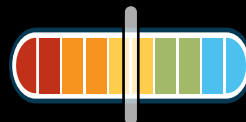
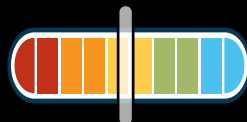
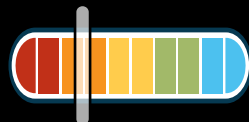
Distribution



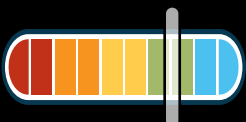
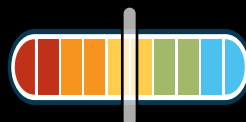
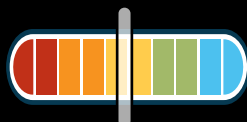
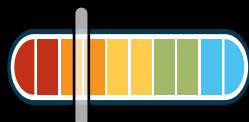
Product



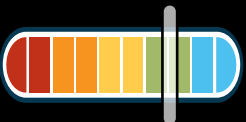
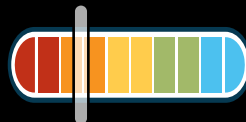
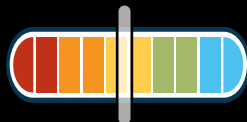
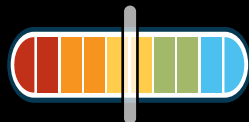
Service



Partnership



Technology



Relative Strengths (2/2)



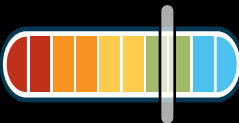
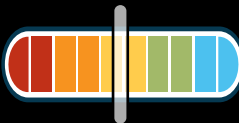
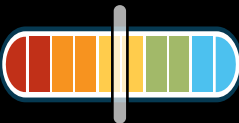
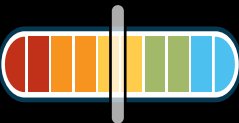
2014 - 2017

2018 - 2019

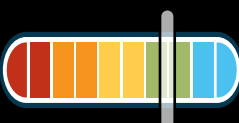
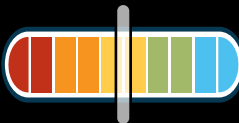
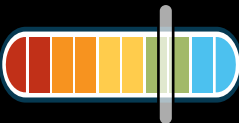
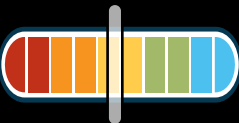
2020 - 2021

> 2021

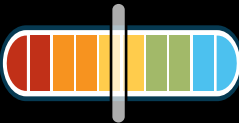
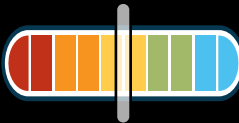
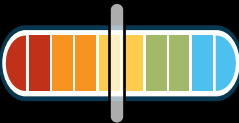
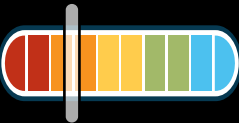
Collection



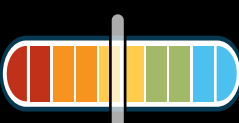
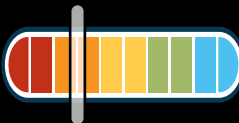
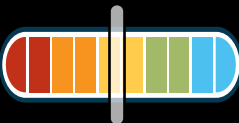
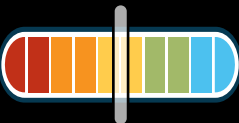
Customer engagement



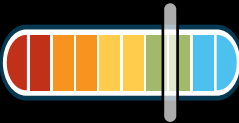
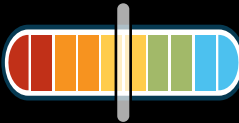
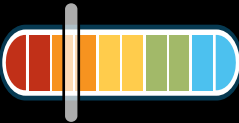
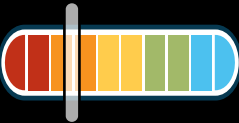
Digital servicing



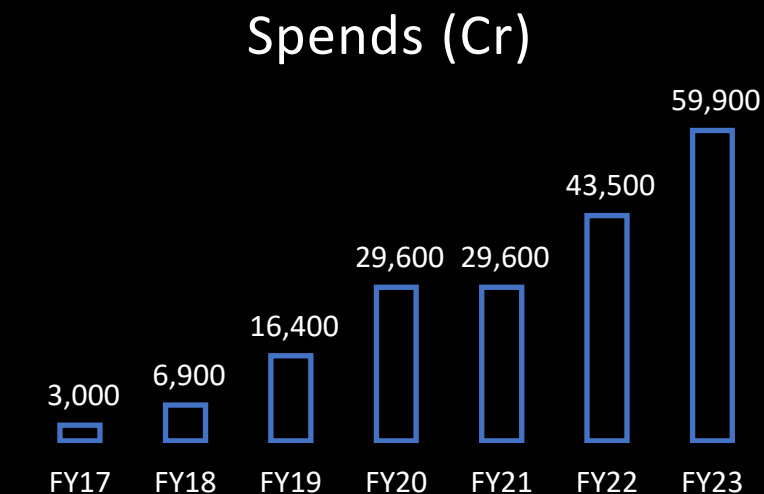
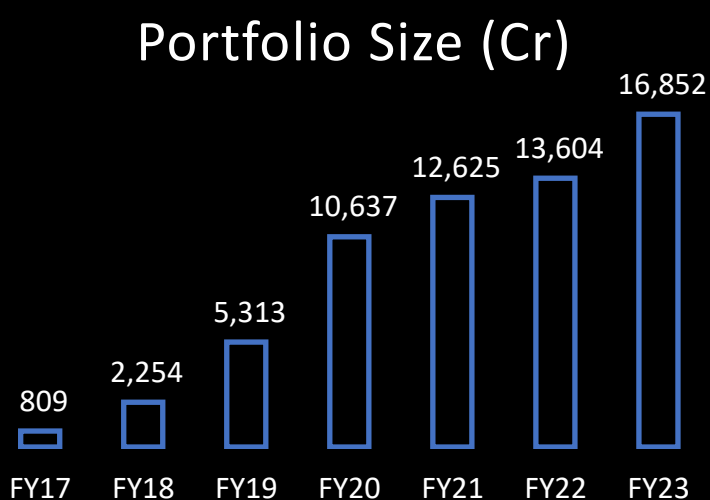
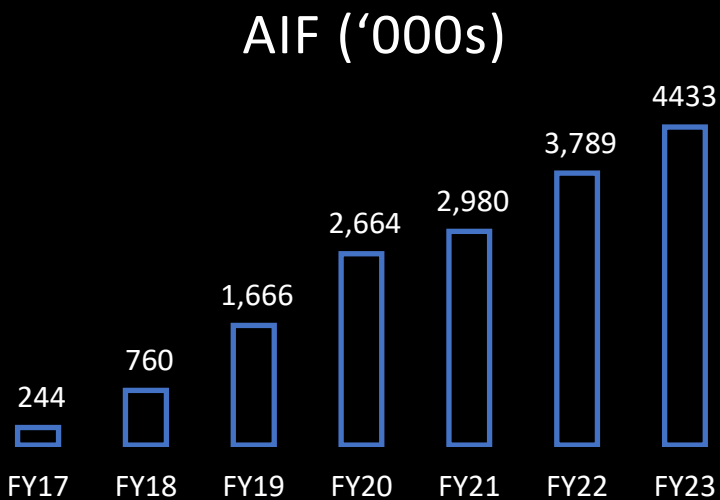
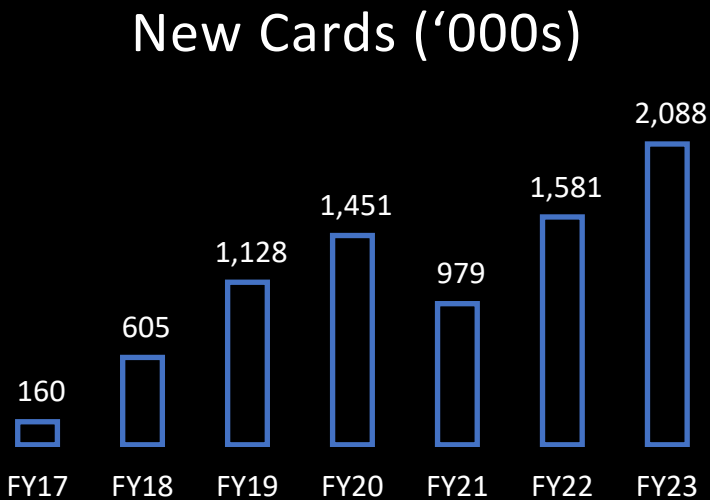
Risk



Audit & Governance



Credit Card Journey so far

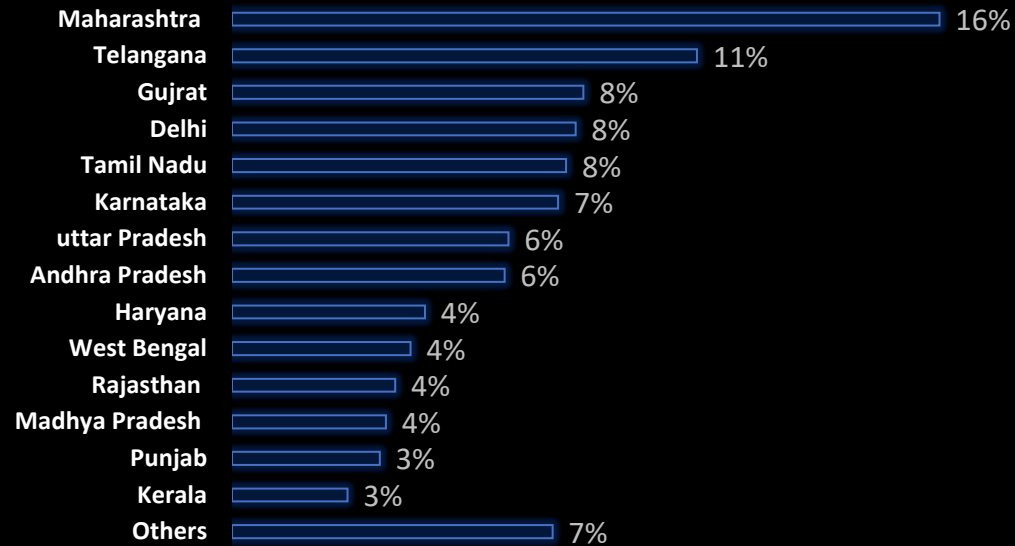


Spend Share	FY20	FY21	FY22	FY23
Daily Spends	69.7%	74.7%	77.4%	78.0%
Discr. Spends	18.7%	17.5%	15.8%	15.0%
Hotel, Travel & Cash	11.7%	7.8%	6.8%	7.2%

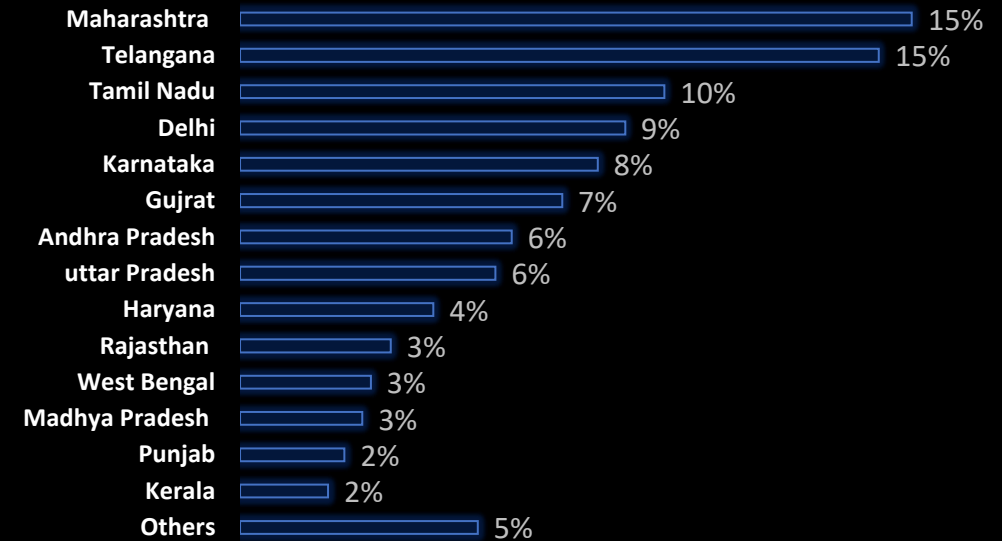
Portfolio Texture – Geography Mix



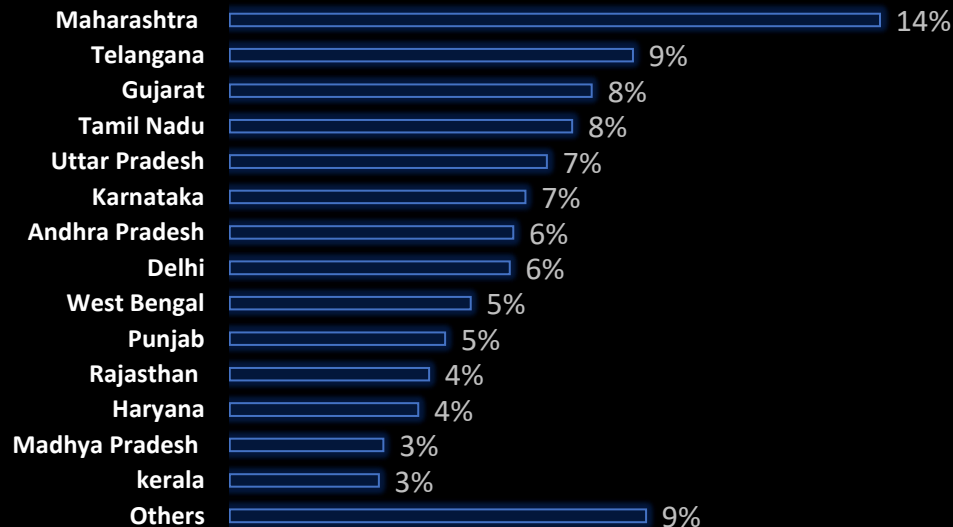
AIF Mix



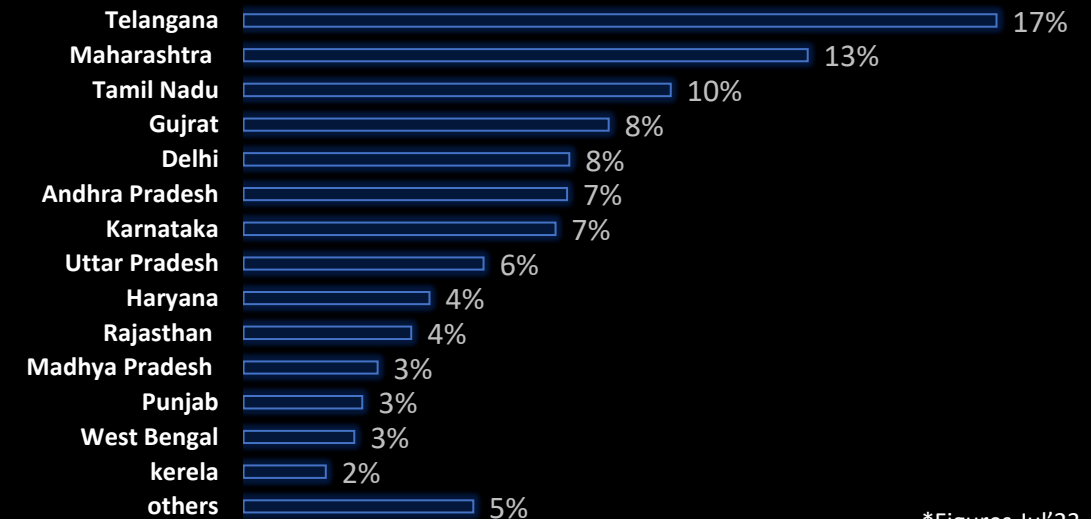
Advances Mix



NCA Mix



Spend Mix



*Figures Jul'23

Industry vs RBL Performance



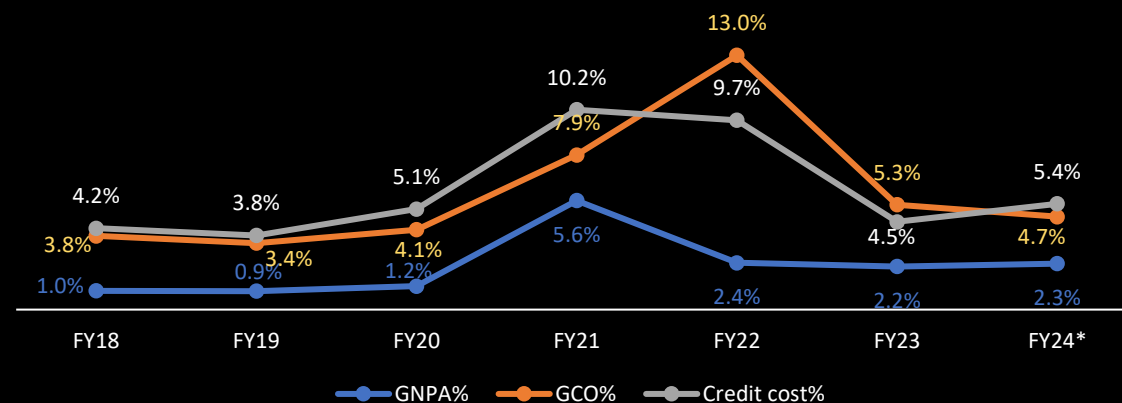
6MOB \$30+ Rates – Originations (Credit Cards)

	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%

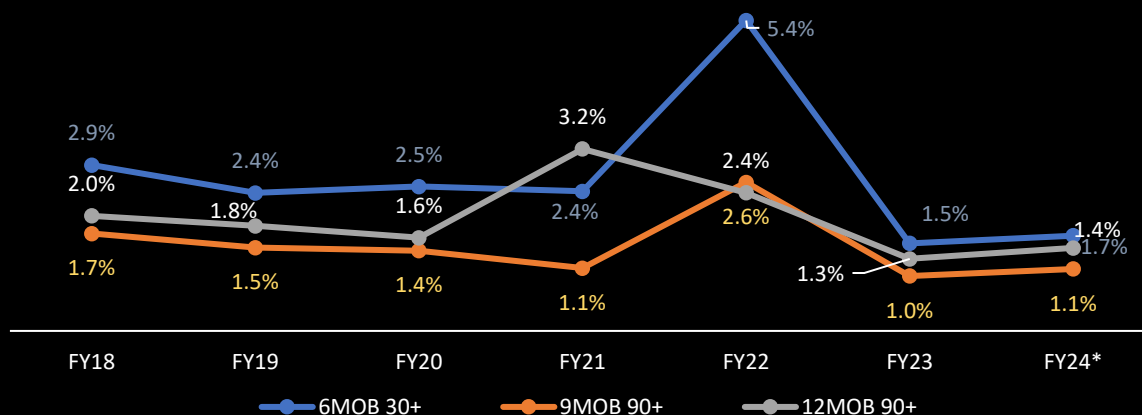
Co-incidental \$90+ Rates (excluding 180+)

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

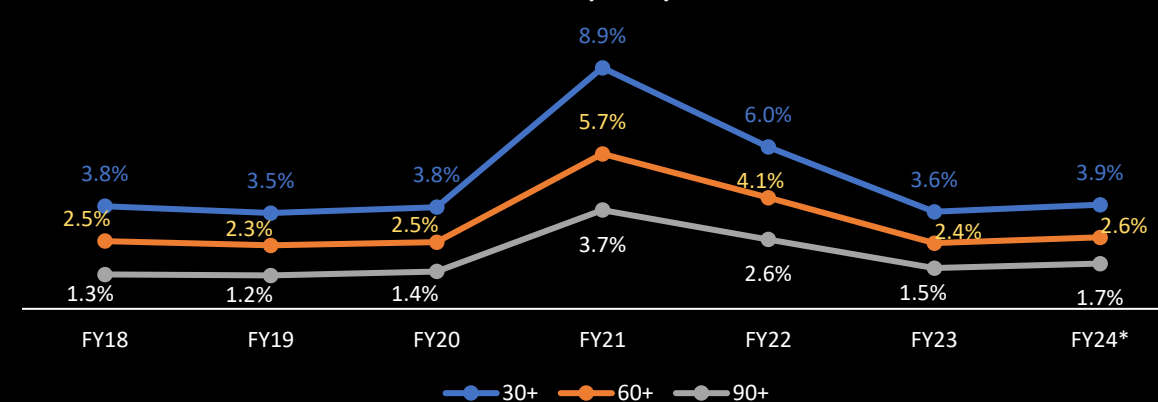
GNPA, GCO & Credit Cost



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+)

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

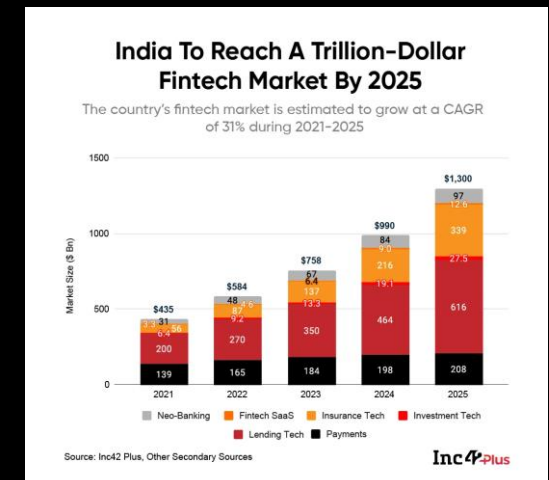
- Innovation is form factor: Digital CARD, Instant Issuance & Usage
- Partner Ready Plug & Play integration kits (Onboarding & Account Management) 45-60 days from Day-1 to Go-Live



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 | • Buys at entry points |
| • Tech-geek | • Looks for cashbacks & discounts |
| • UPI is the new cash mode for them | • 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 | • Risk averse and calculative spends |
| • Local Shopping | • Decisions basis annual savings |
| • Primary spends: Grocery, Fuel, Utilities | |

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

Preferred Brands

Amazon | Zara | MMT | ITC | IRCTC |
Nykaa | Chroma | 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 | • Travels frequently, both domestic & int |
| • Eats in expensive restaurants | • Enable financial tools for family & children |
| • Luxury shopping | • Seeks one-of-a-kind experience/features |
| • Exclusive Club members | |

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

- **Private Clubs:** *Quorum, Golf/Race clubs*
- **Wealth Mgmt. Firms:** *Aditya Birla WM*
- **Professional Network:** *NASSCOM*
- **High-end Real State Agencies:** *Lodha Group*
- **Luxury Retail Stores:** *Gucci/BMW stores*
- **Private Banking:** *HNI/NRI Banking*
- **Luxury Events:** *JLF/Indian Derby*

- Metal card
- Exclusive Memberships
- Dedicated Card Assistant
- Golf & Travel Benefits
- Luxury Shopping offers
- Dining & Hotel privileges

- Banking Relationship
- HNI Trained Direct Agents in events/clubs
- Dealings with Agencies, Stores, Organizers etc.



Insignia
Fee: Lifetime Free

MILLENIAL

Persona: Entry Stage Millennial

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

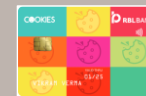
- **Social Media:** *Instagram Influencer/Linkedin*
- **Online Marketplace:** *Amazon/Dunzo*
- **Internet:** *Digital Advertising*
- **Banking Application:** *For existing Bank customers*
- **Fintech Applications:** *MoneyTap*
- **Corporate Parks:** *CyberHub, Hiranandani*

- Movie offers
- OTT Subscriptions
- Shopping vouchers
- Instant Cashbacks
- An all-App experience
- Online shopping rewards

- Bank Website/Digital App
- Social Media Platforms
- 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

- **Malls/Hypermarts:** *Ambience/Dmart*
- **Bank's Branches:** *Bank Physical Branch*
- **Banks existing customers:** *CASA/Loan*
- **Corporate Parks:** *CyberHub*
- **Social Media:** *Facebook/Youtube*
- **Online Marketplaces:** *Amazon/Flipkart*
- **Mass Events:** *Music fests/ Flea Markets*

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

- Direct Selling Team
- Bank Website
- Storefront Channel
- 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*
- 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

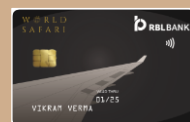
- Co-brand Card Partnership with Fintech/Startup
- Digital Acquisition Partnership with Fintech/Startup

- 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



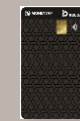
World Safari
Fee: Rs. 3000



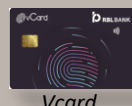
BB Savemax
Fee: Rs.0 & 1499



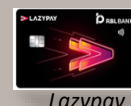
PB Duet
Fee: Rs. 0 & 1499



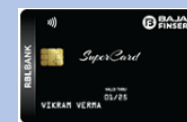
MoneyTap
Fee: Rs. 500 & Rs. 3000



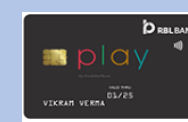
Vcard
Fee: Rs. 499



Lazypay
Fee: Lifetime Free

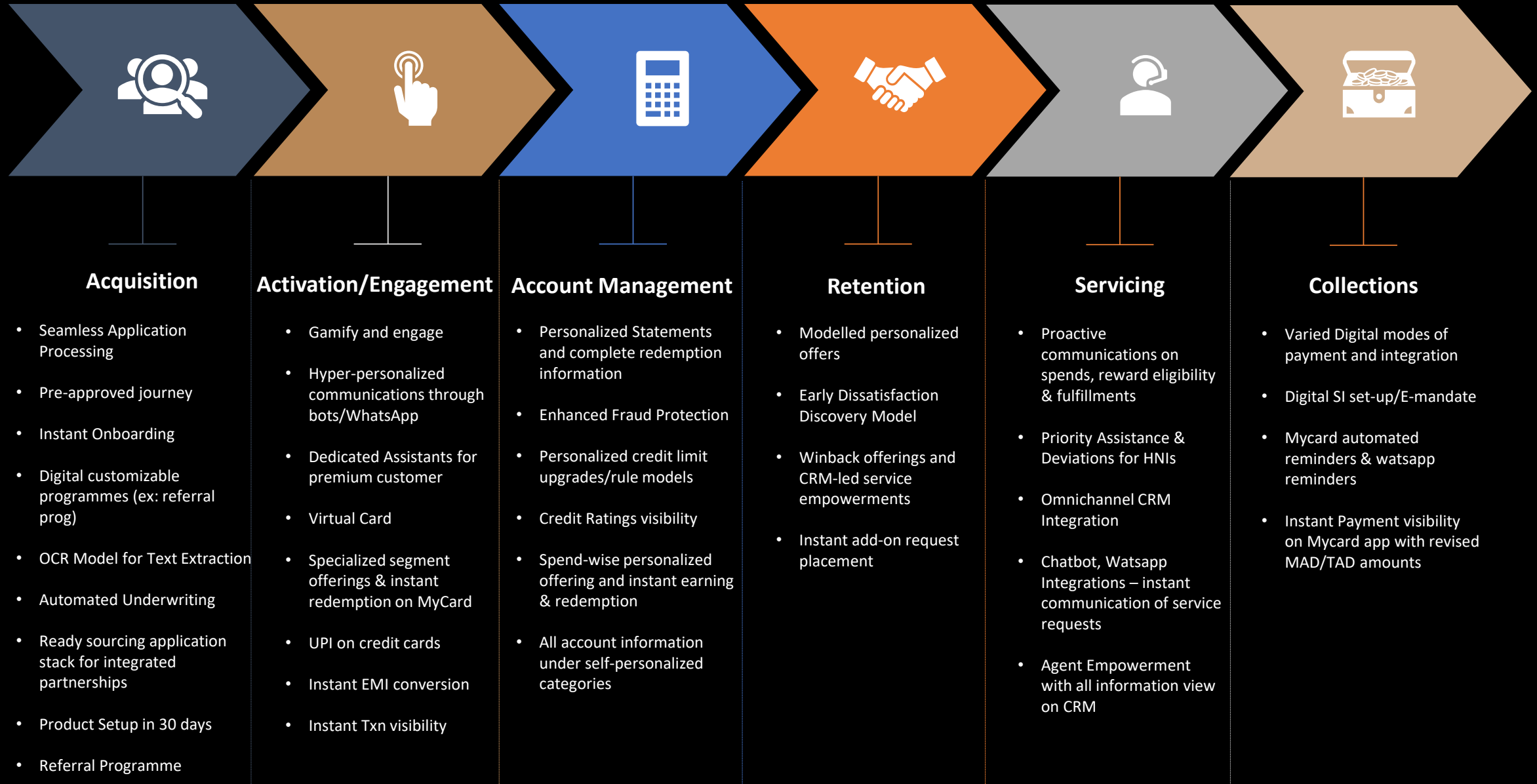


BFL Supercards
Fee: multiple cards



BMS Play
Fee: Rs. 500





Segment-wise Technology Tailwinds Ahead (1/2)



Acquisition

PREMIUM

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

MILLENNIAL

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

MASS/MASS AFFLUENT

- 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	<ul style="list-style-type: none"> Seamless Online Application Effective Digital Marketing conversion Application @ checkout on travel websites Instant Onboarding 	<ul style="list-style-type: none"> Instant Online Application Historical Bureau Data API for Preapproval Processing Referral Traffic Monitoring Instant Onboarding 	<ul style="list-style-type: none"> Open Banking: API for Online Application Referral Traffic Monitoring Digital Marketing Instant Onboarding 	<ul style="list-style-type: none"> Partner Lead Generation App Digital Marketing / OCR Models for Text Extraction. Historical Bureau Data for Preapproval Processing
 Activation and Engagement	<ul style="list-style-type: none"> Virtual First / Only Virtual Card Travel Planners Engagement through Whatsapp/bots Insurance cross-sell 	<ul style="list-style-type: none"> Virtual First / Only Virtual Card Travel and Accommodation Offers Incremental Spends Model Credit Score visibility 	<ul style="list-style-type: none"> Virtual First / Only Virtual Card Incremental Spends Model Cobrand Joining Offers API 	<ul style="list-style-type: none"> Virtual First / Only Virtual Card Incremental Spends Model Open Banking APIs for integration
 Account Management	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Spend Wise Models and Line Increase Travel App Offers Integration Vacation Planner for Milestone 	<ul style="list-style-type: none"> Spend Wise Model Standard Scalable Open Banking APIs 	<ul style="list-style-type: none"> Spend Wise personalized Offers & Upgrade/CLI CIBIL Scorecard view/update Communications: MyCard Messages
 Retention	<ul style="list-style-type: none"> Models: Personalized Offers, Web/App Feedback Feature Win back Cancelled Customers 	<ul style="list-style-type: none"> Models: Personalized Offers, Web/App Feedback Feature Winback Cancelled Customers 	<ul style="list-style-type: none"> Models: Personalized Offers Web/App Feedback Feature 	<ul style="list-style-type: none"> Models: Personalized Offers, Web/App Feedback Feature Winback Cancelled Customers
 Service	<ul style="list-style-type: none"> Automation: Chatbot, FAQs App-based Call / Service Chat/ Schedule Callback Agent empowerment through all info availability on CRM 	<ul style="list-style-type: none"> Automation: Chatbot, FAQs Appbased Call / Service Chat/ Schedule Callback 	<ul style="list-style-type: none"> Automation: Chatbot, FAQs Appbased Call / Service Chat/ Schedule Callback 	<ul style="list-style-type: none"> Omnichannel CRM Integration. Automation: Chatbot, FAQs Appbased Call / Service Chat/ Schedule
 Collections	<ul style="list-style-type: none"> Automated Reminders Preapproved Repayment plan Digital SI setup/E-mandates 	<ul style="list-style-type: none"> Automated Reminders Preapproved Payment plan 	<ul style="list-style-type: none"> Automated Reminders Preapproved Payment plan 	<ul style="list-style-type: none"> Automated Reminders Preapproved Payment plan

Scale Update



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

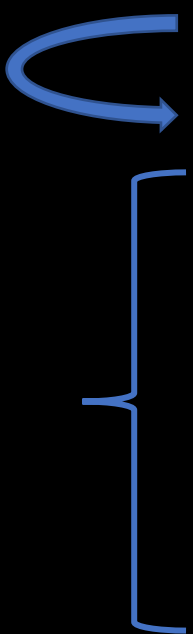


	# Card Customers	% Population
Feb'23 AIF Cards Base	~40,00,000	100%
3+ MOB	35,00,000	89.1%
No Historical Delinquency (off-us)	31,00,000	79.8%
CIBIL > 730	27,00,000	69.2%

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:

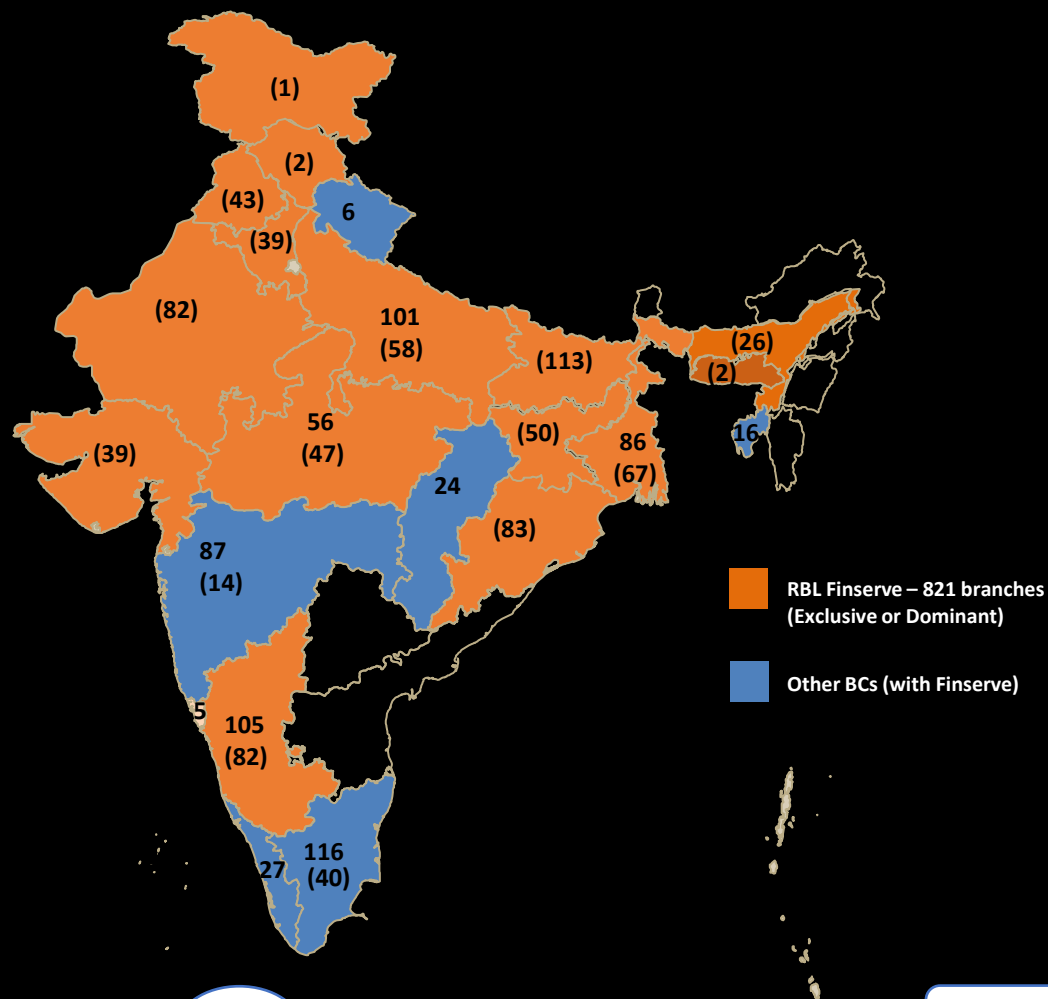
23 States

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

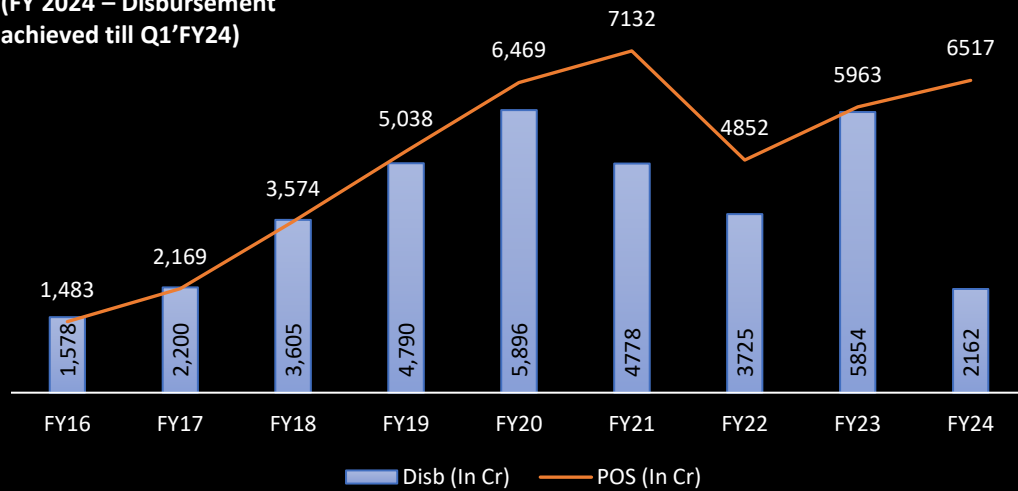
*All nos. as of 30 June' 2023

Performance Trend



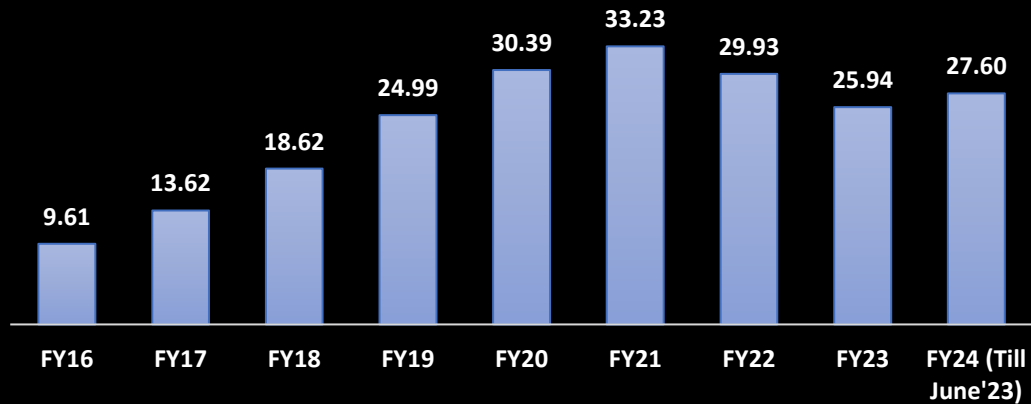
Disbursement Vs. POS

(FY 2024 – Disbursement achieved till Q1'FY24)

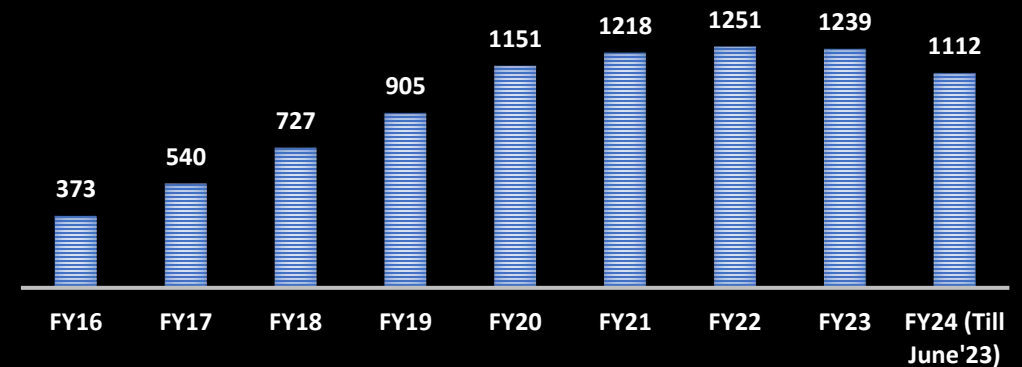


- Conscious slow down due external factors (COVID) during FY 21 – FY22.
- Ready to capitalize on current macro economic growth phase
- Started FY24 with strong disbursement momentum
- Focus is to increase productive branch outlets while expanding branch presence Total branches by end of FY26 1600+

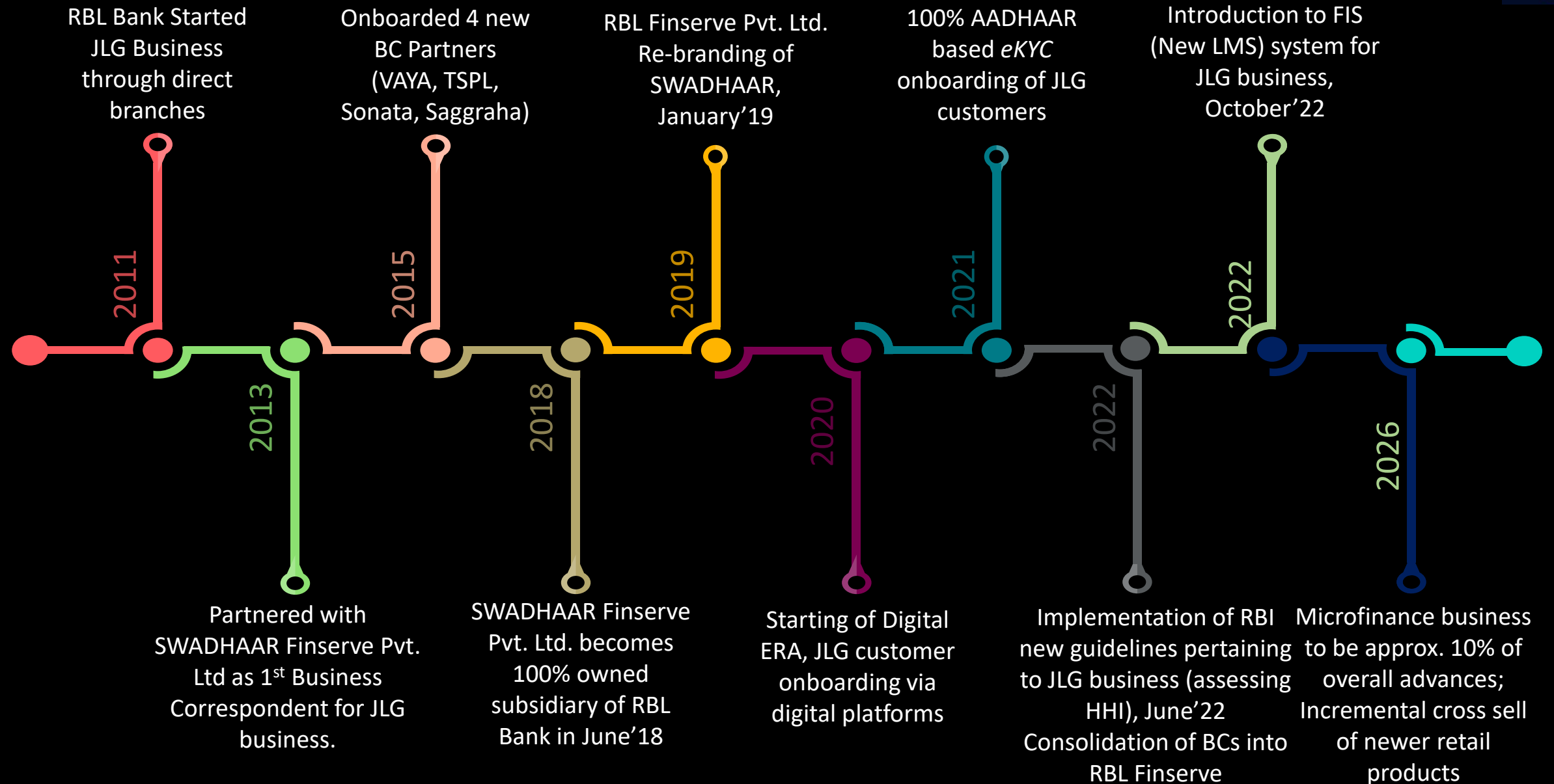
Active Loan Client Base (In Lakhs)



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

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

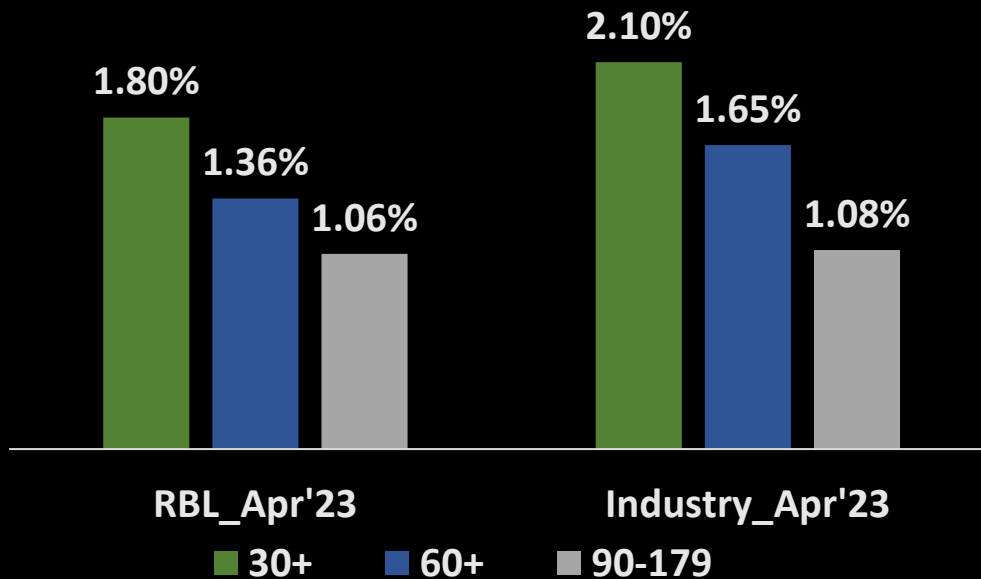


- Robust framework on risk management
- Well defined model to track state, district & branch level risk parameters
- Pre-emptive risk mitigation framework



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



Monitoring Feedback Loop

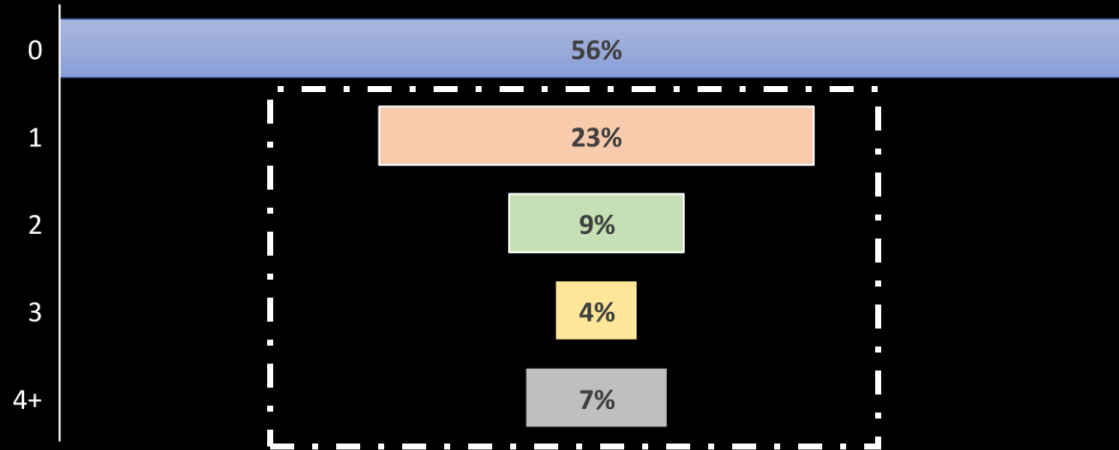
- On ground portfolio monitoring/ trigger-based monitoring by an independent risk monitoring team
- Origination and underwriting parameters are continuously watched and improved based on the dashboard results

Cross Sell Opportunities - Retail Loans to Microfinance customers



RETAIL PENETRATION FOR MICROFINANCE HOUSEHOLDS

No. of Retail Loans



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



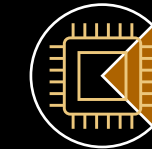
Customer Base –
Upsell to current customer base
(household) as well as NTB



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

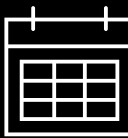


 Target Segment

 Sourcing Strategy

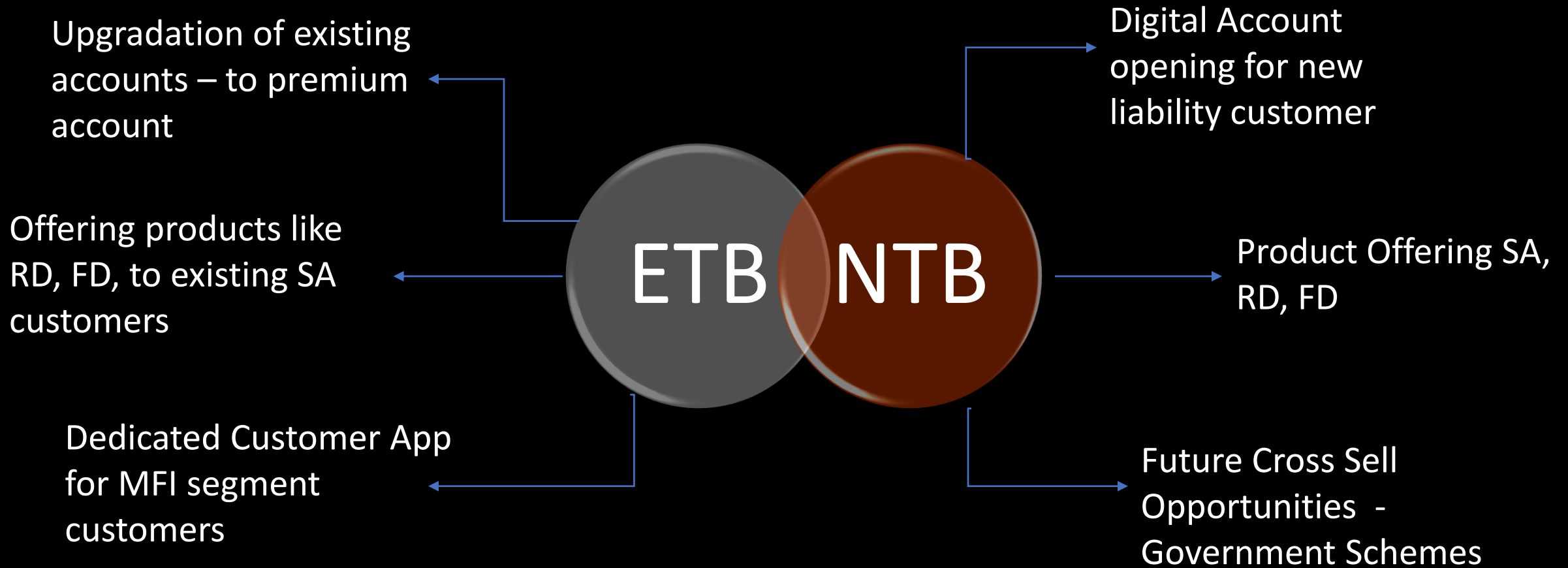
 Under-writing

 Collection

 TIMELINE

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

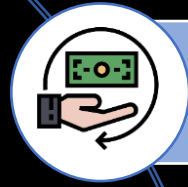
Mobile App based – Assisted Onboarding

Covering deep rural geographies not covered by Bank Branch



Our Growing Retail Assets Business

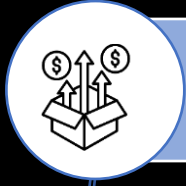
04



Objective



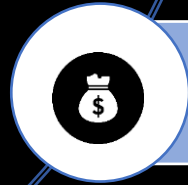
Approach Change



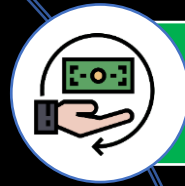
Retail Strategy



Credit Monitoring



Collections



Objective



Approach Change



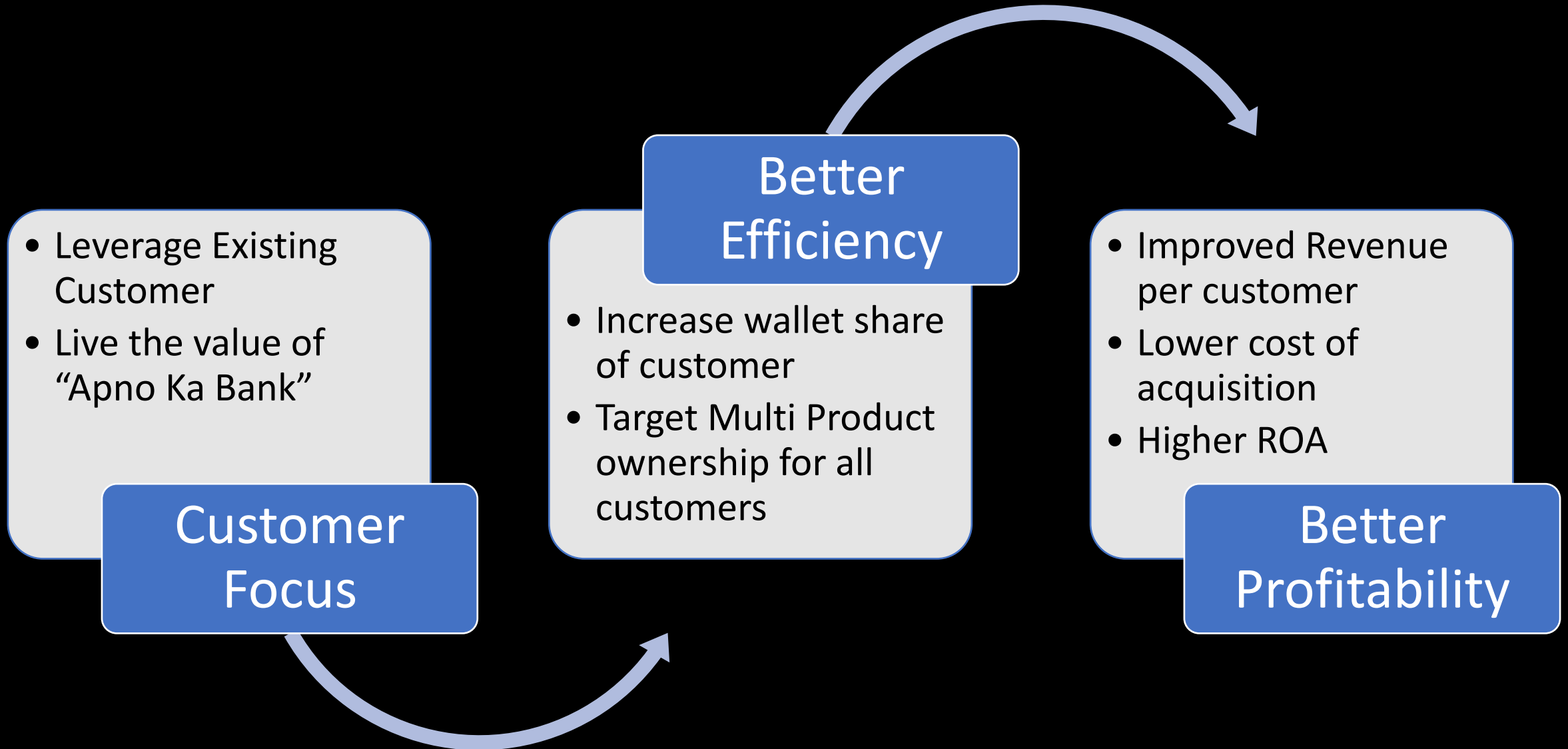
Retail Strategy



Credit Monitoring

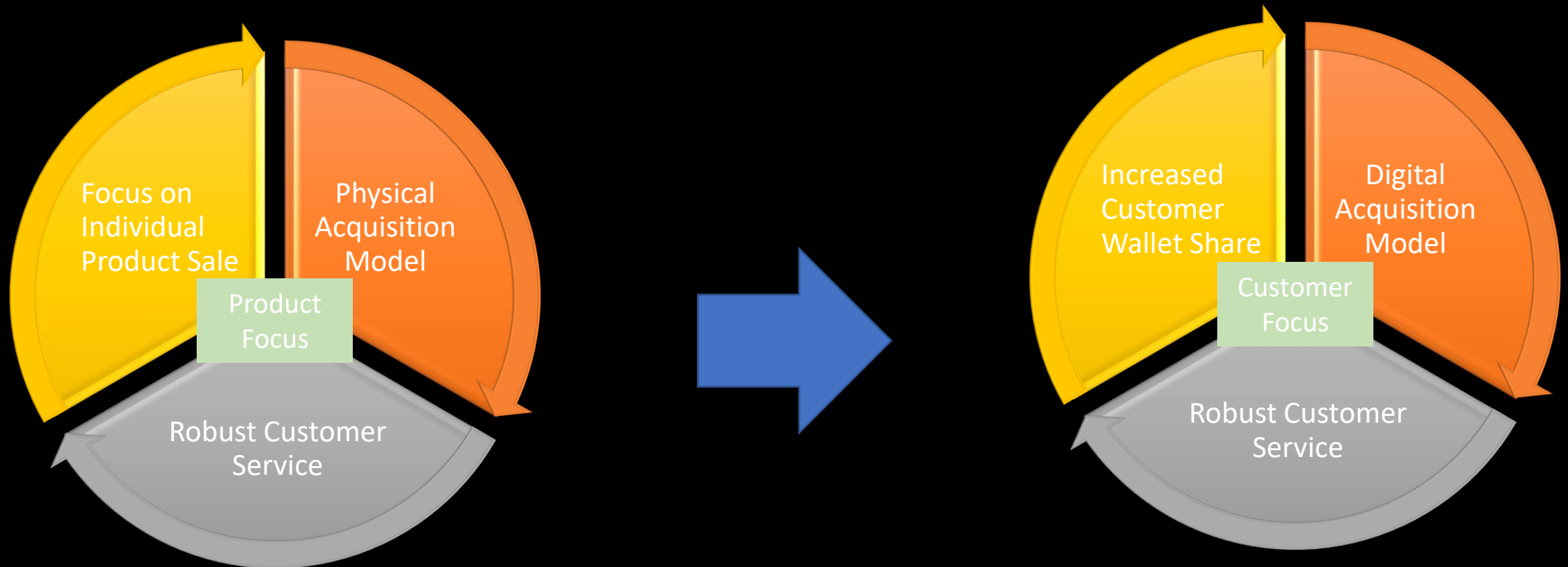


Collections



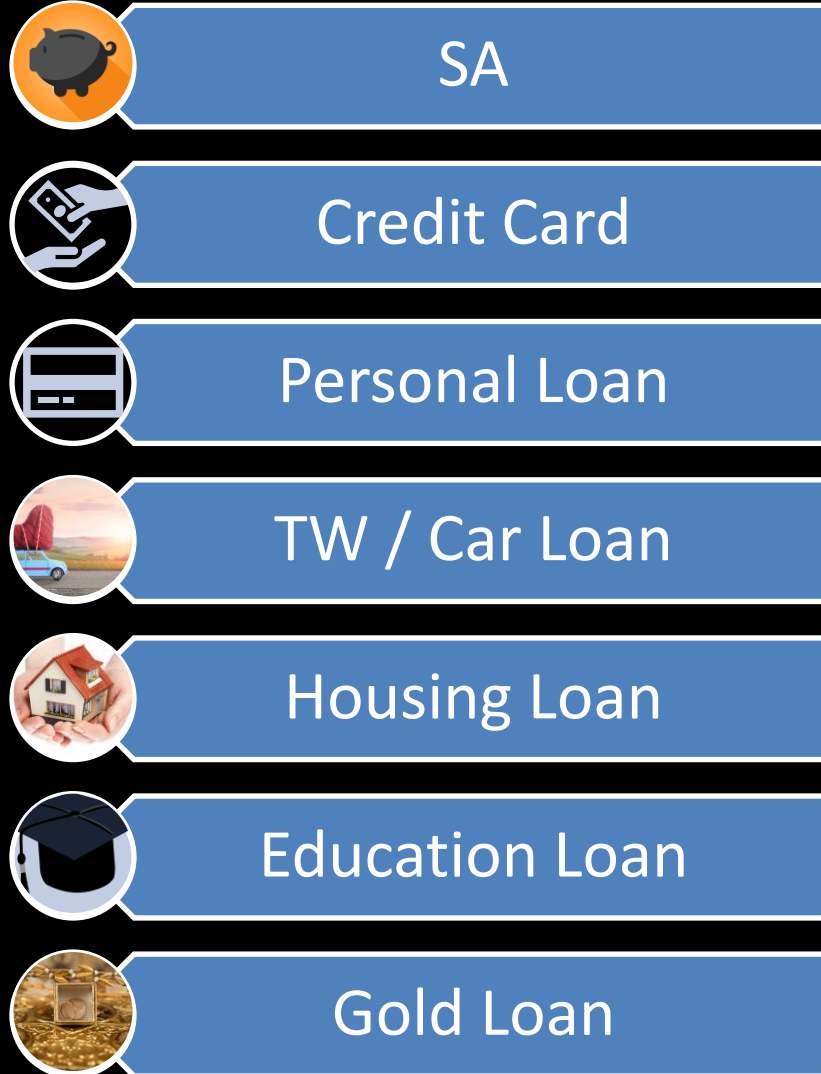


Product Focus To Customer Focus



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

Salaried Customer – an illustration



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 disbursal of HL and repayment is taken from his RBL account



Product focus areas..



Grow

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

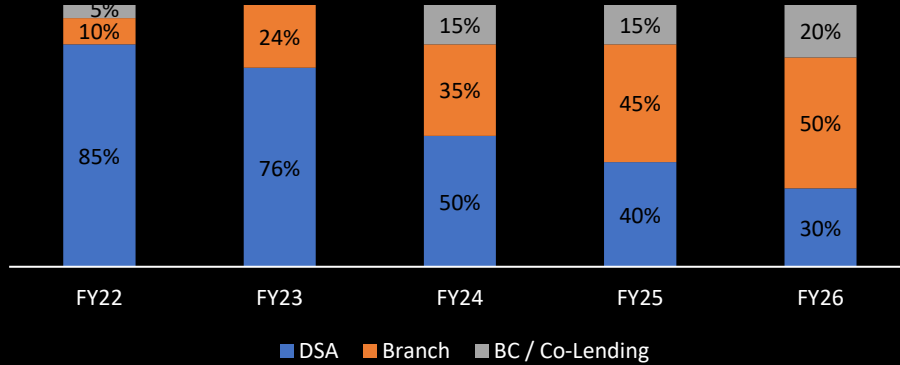
New Launches

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

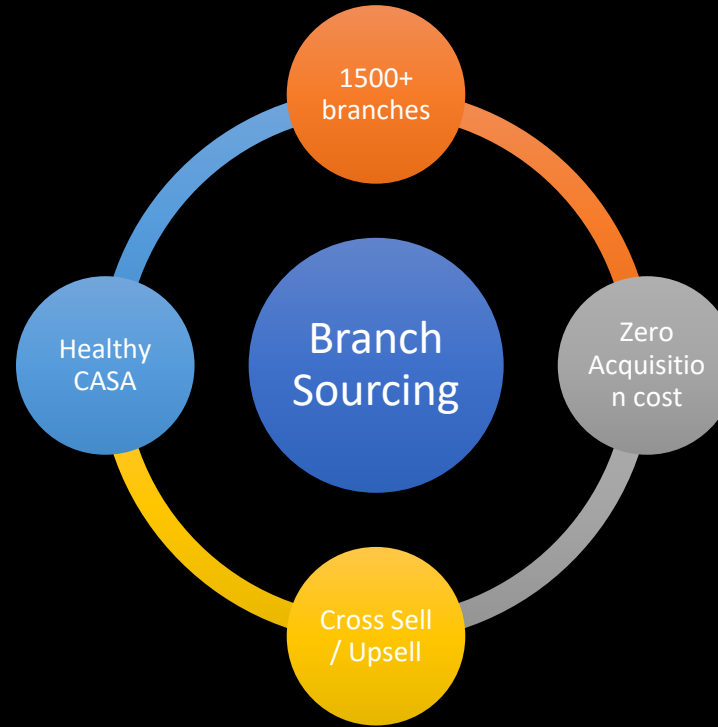
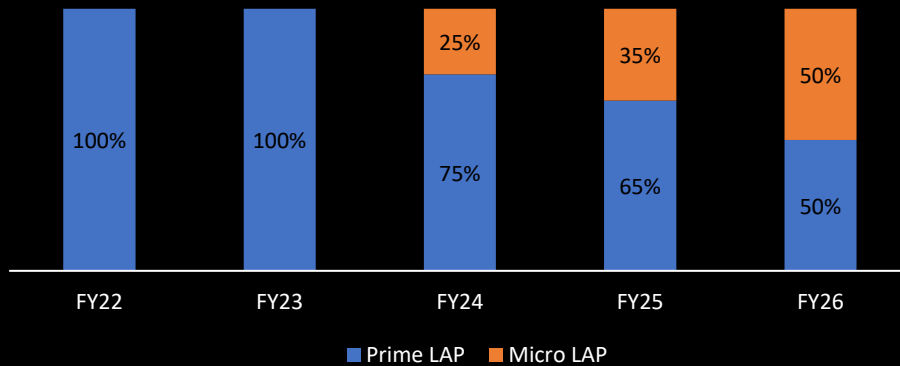
Business Loans – Channels & Distribution



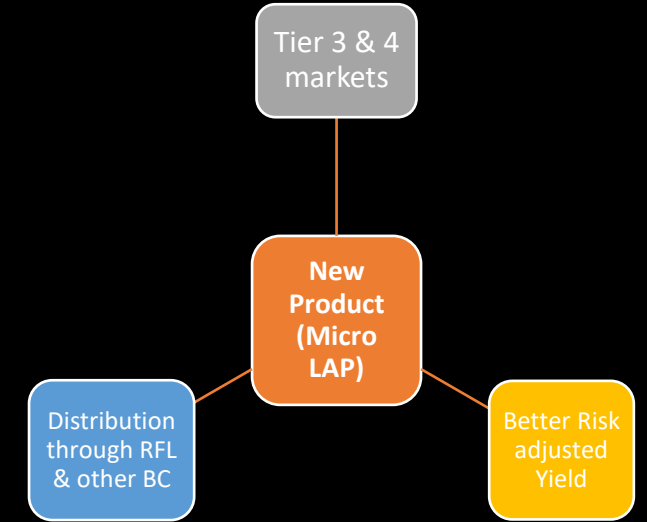
Sourcing Mix



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

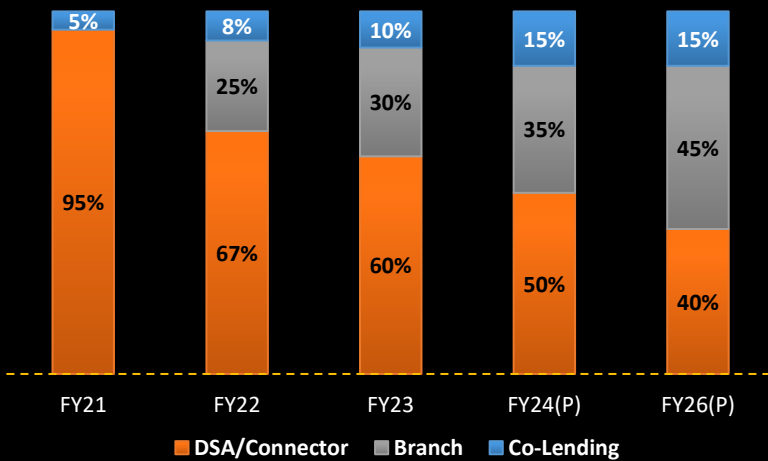


- Expand in tier 3 & 4 markets
- Leverage and cross through RBL Finserve network
- Create clusters for branch led cluster approach for working capital/NFB etc.

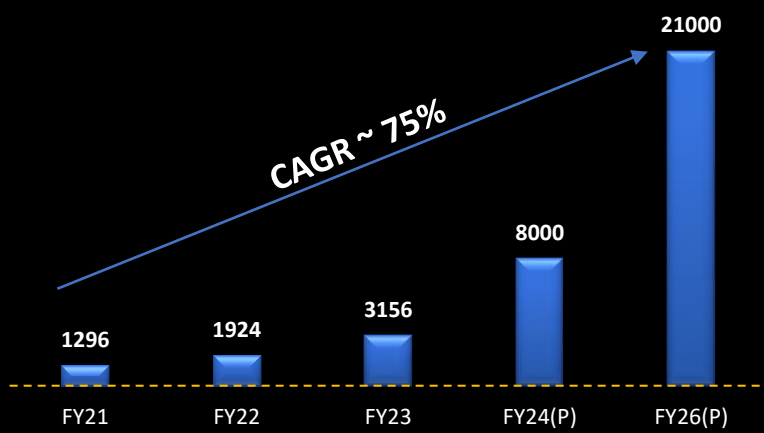
Home Loans – Building Scale



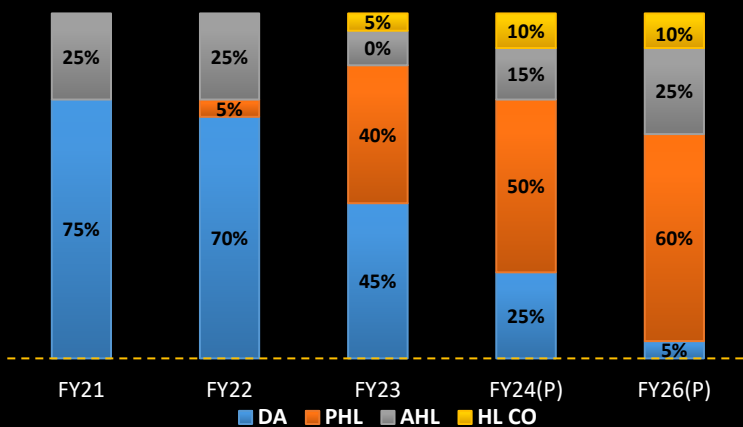
Sourcing Mix



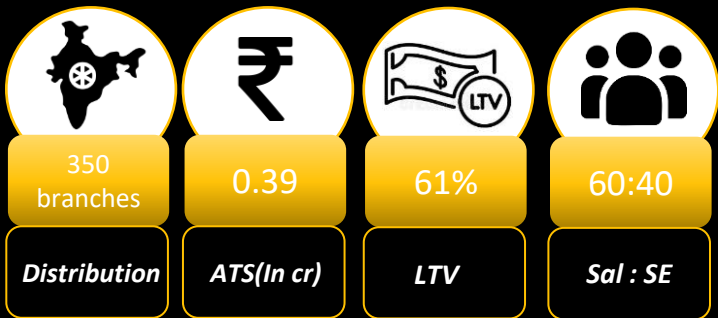
Book Growth



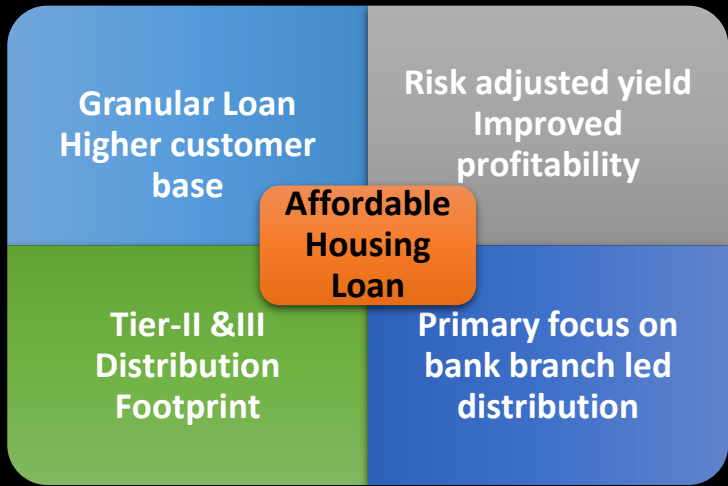
Product Mix



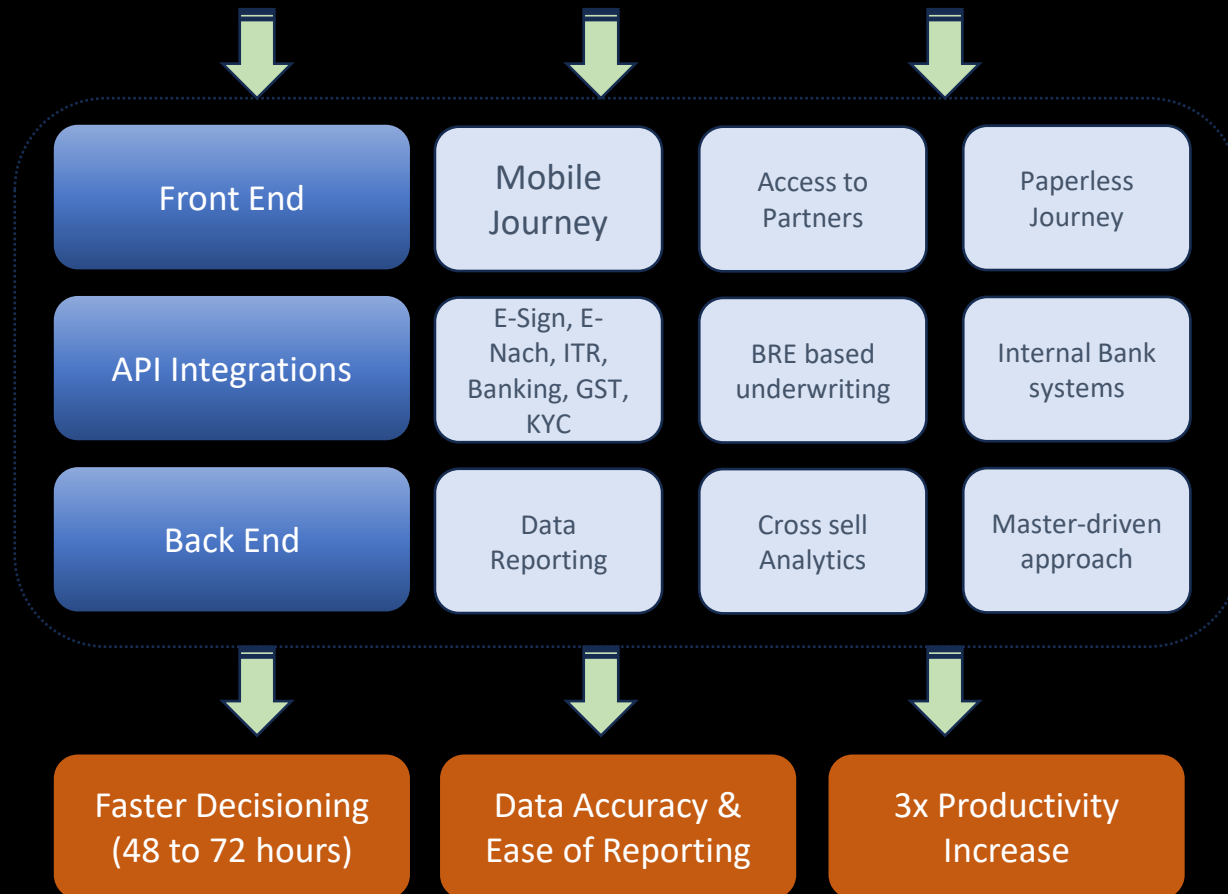
Business Metrics Snapshot



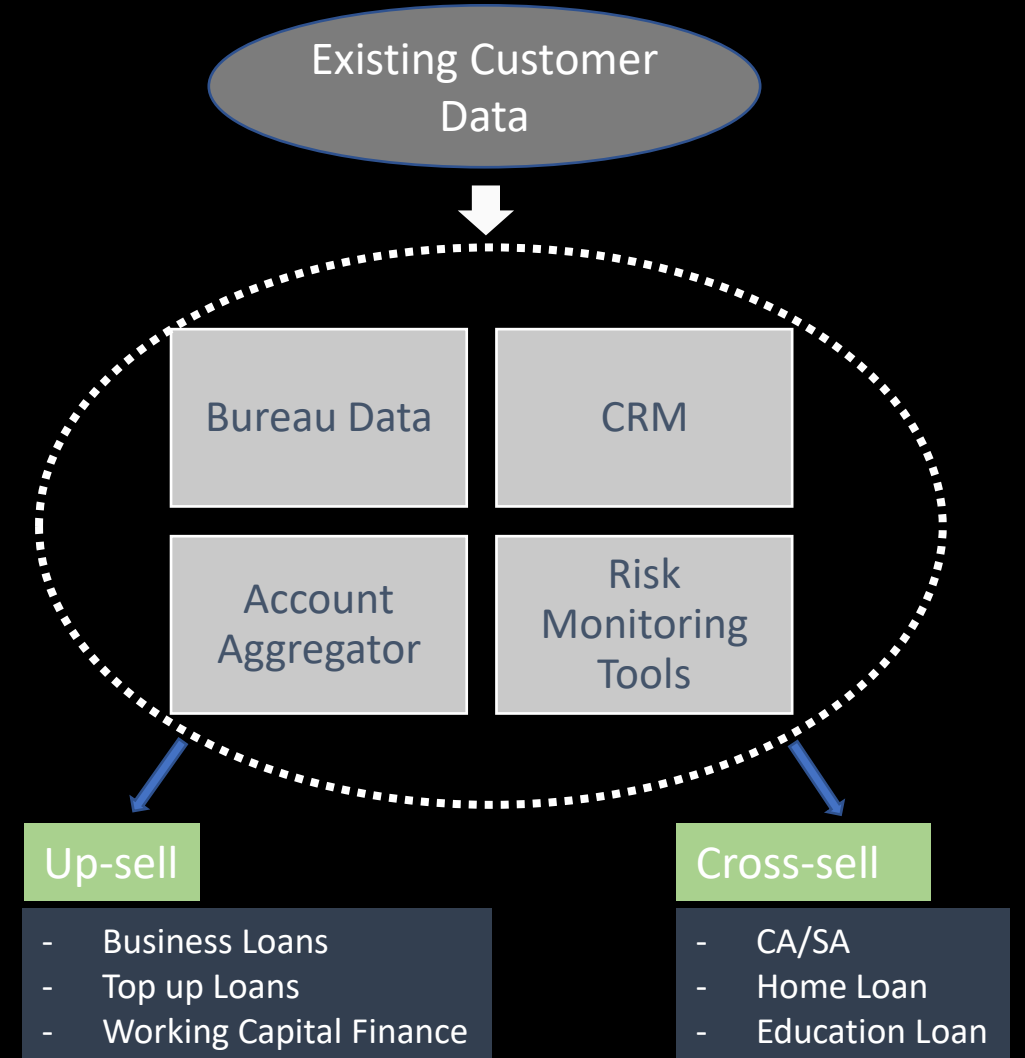
Grow Product Focus



New Loan Origination System



Use of Analytics for greater share of Customer Wallet



Rural Vehicle Finance - Journey



FY 2021

RVF Journey Started
in Dec' 20

28th 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 – 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

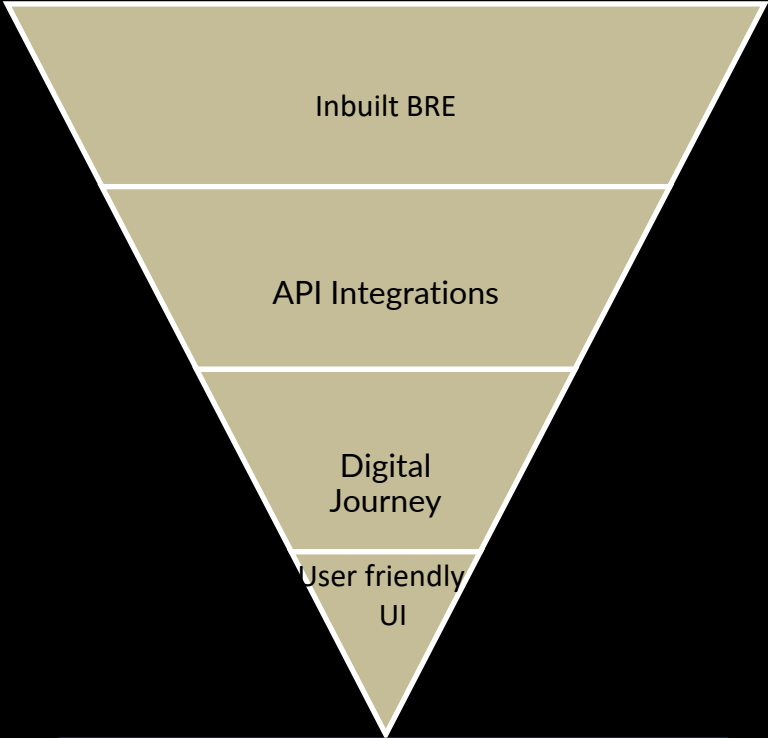
Enhanced Customer Experience

Sourcing Analytics



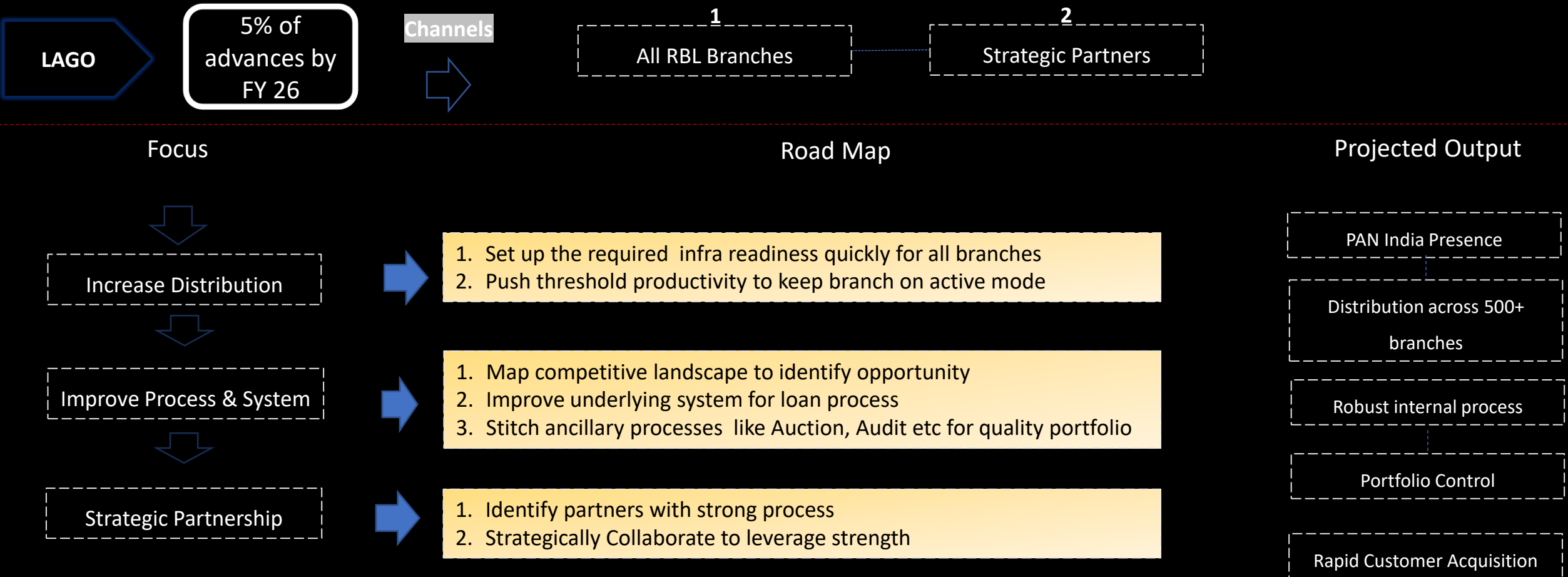
Leading to improved Market Position

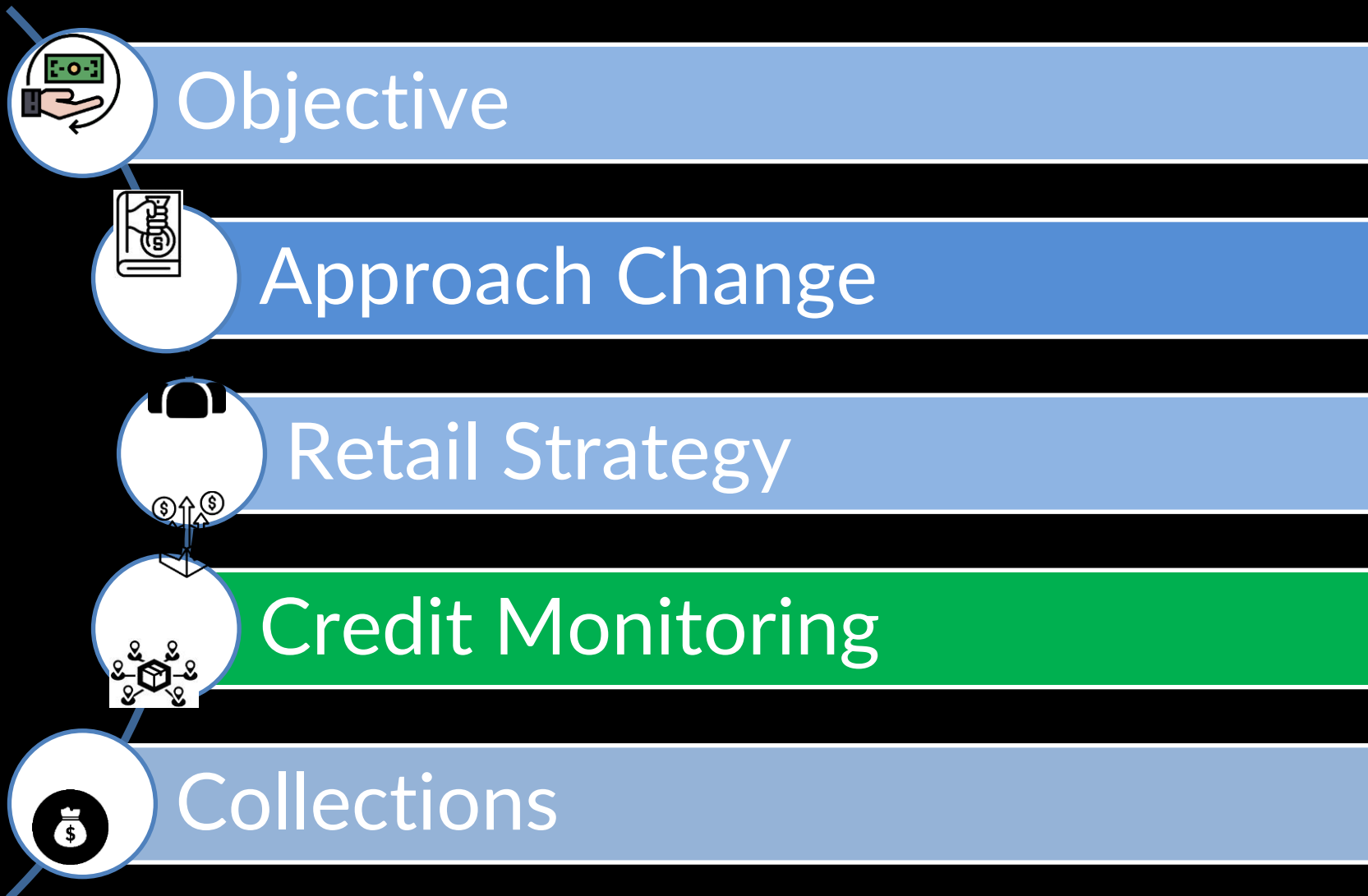
Underwriting Analytics



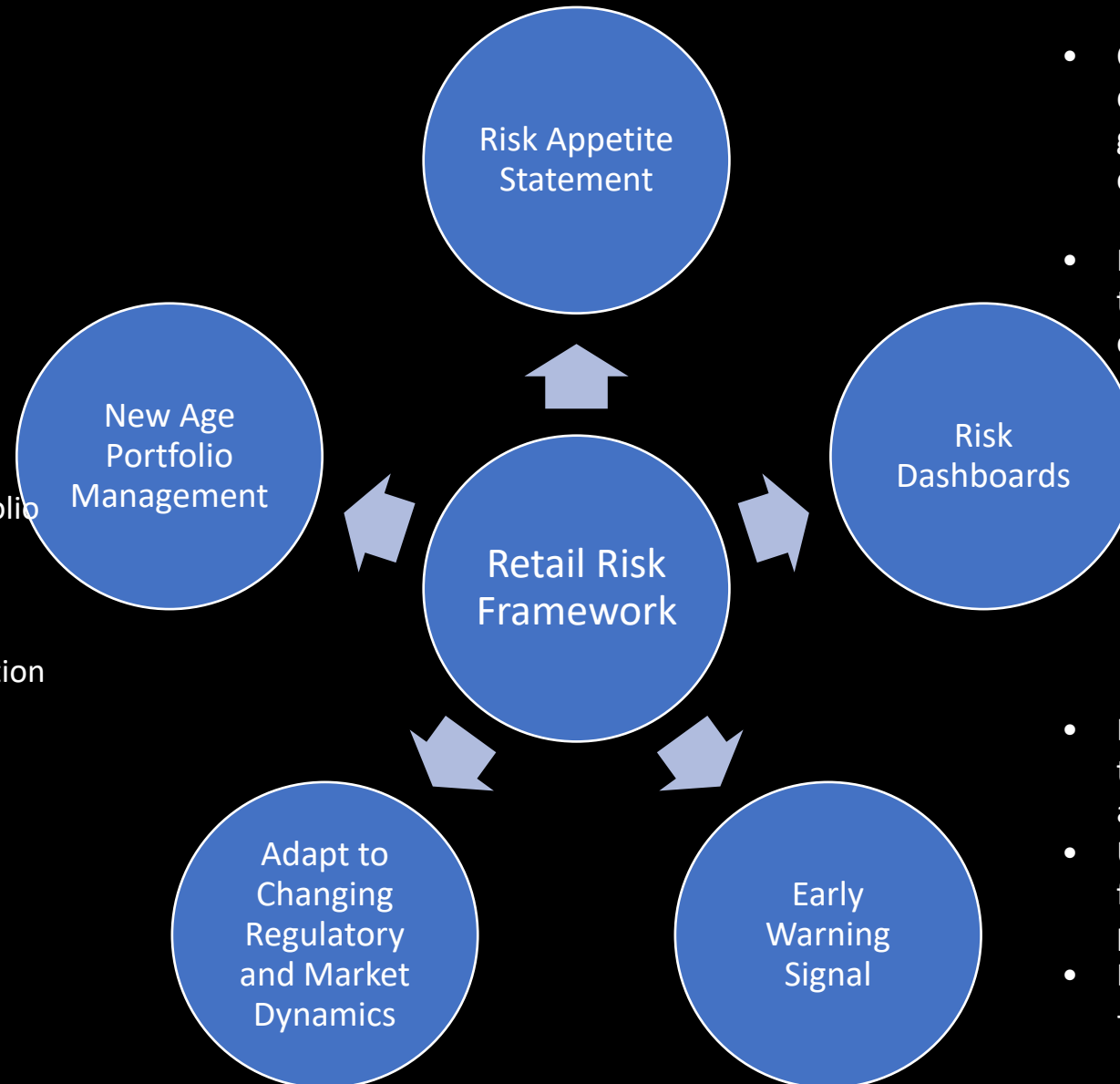
Straight Through Processing

Loan Against Gold – Using RBL/RFL Network to Grow





Retail risk framework



- 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

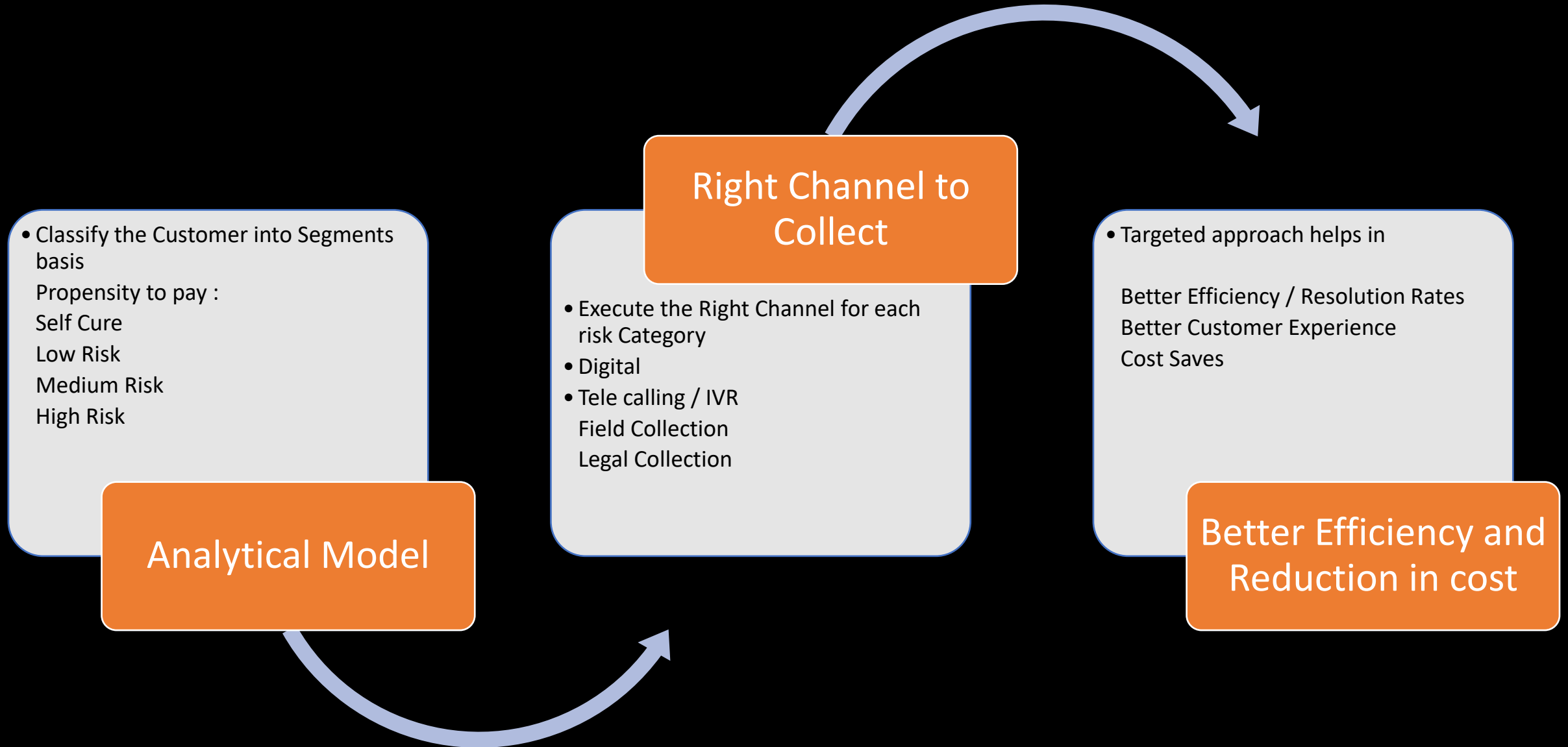
Collection Efficiency, OTS trend, Recovery Trends, Slippages

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





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

Sustainable & Granular Growth...



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.

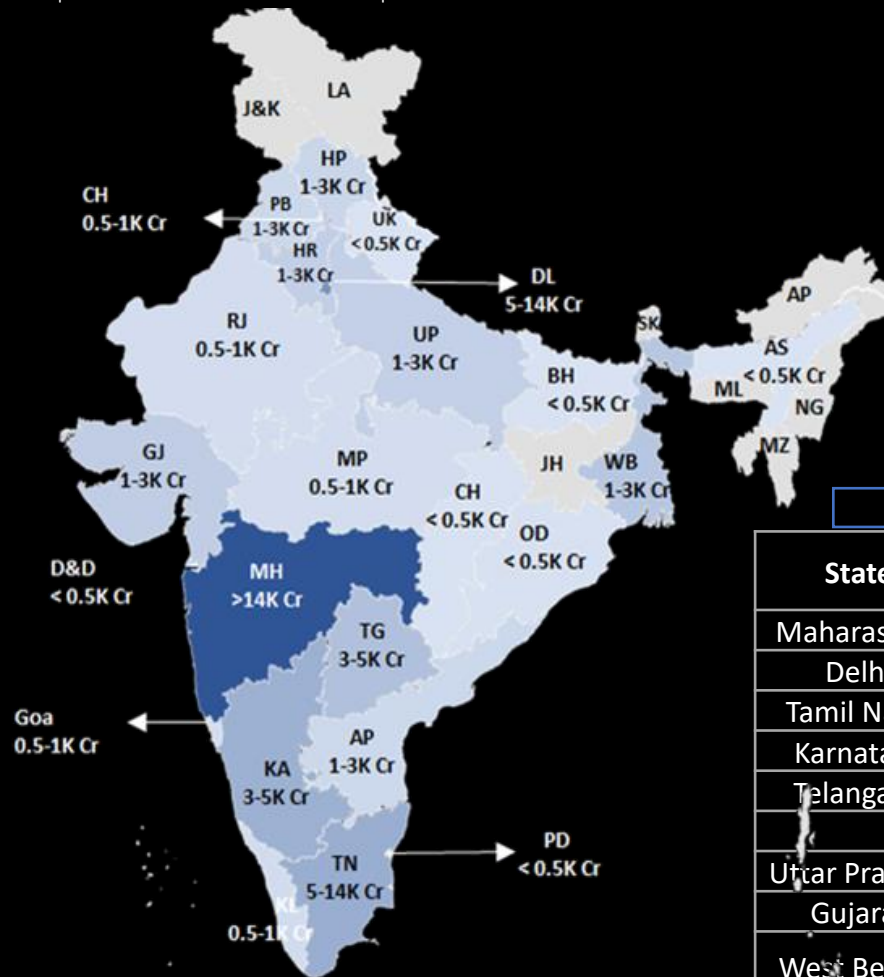
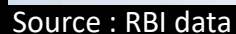
Deposit Per
Branch

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



519 Branches

Statewise Deposit Contribution			
State	Industry Contribution	BBB Contribution	RBL No of branches
Maharashtra	21%	28%	138
Delhi	9%	15%	56
Tamil Nadu	6%	11%	56
Karnataka	8%	11%	58
Telangana	4%	6%	23
*Growth & Expansion Opportunities			
Uttar Pradesh	8%	4%	24
Gujarat	5%	4%	16
West Bengal	5%	5%	22

Replicate India deposit footprint through expansion in high deposit cities within large states and expand presence in other large states

Expansion of RBL Bank's Distribution

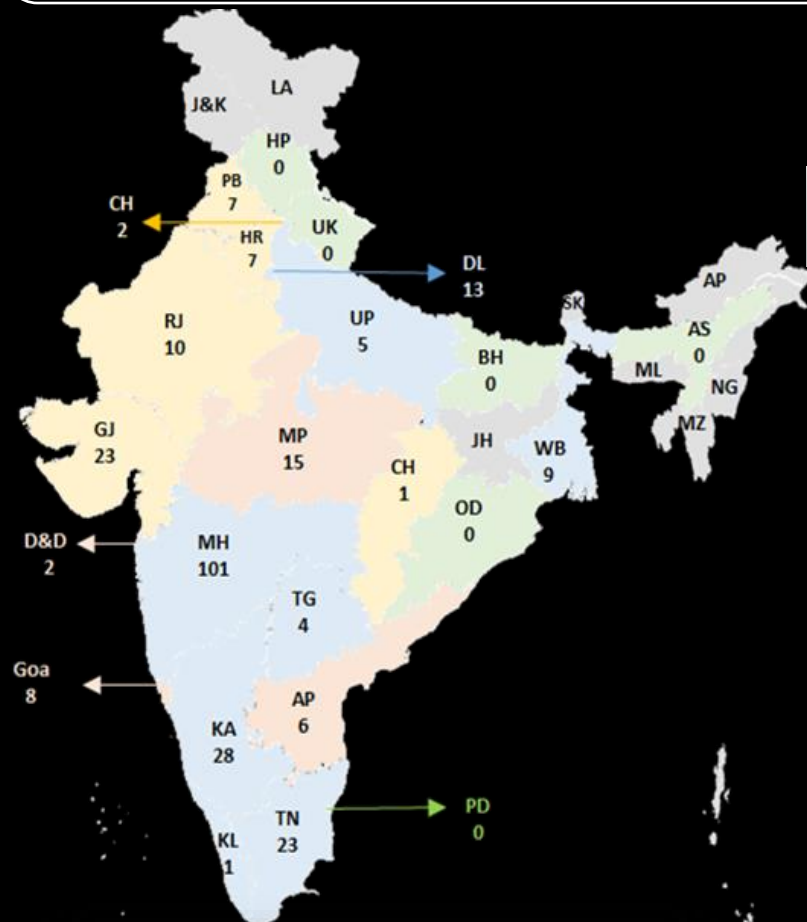


Deposit Density (FY'23)

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

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%



Mar'18

Branch Deposits
~₹ 20,000 Cr.

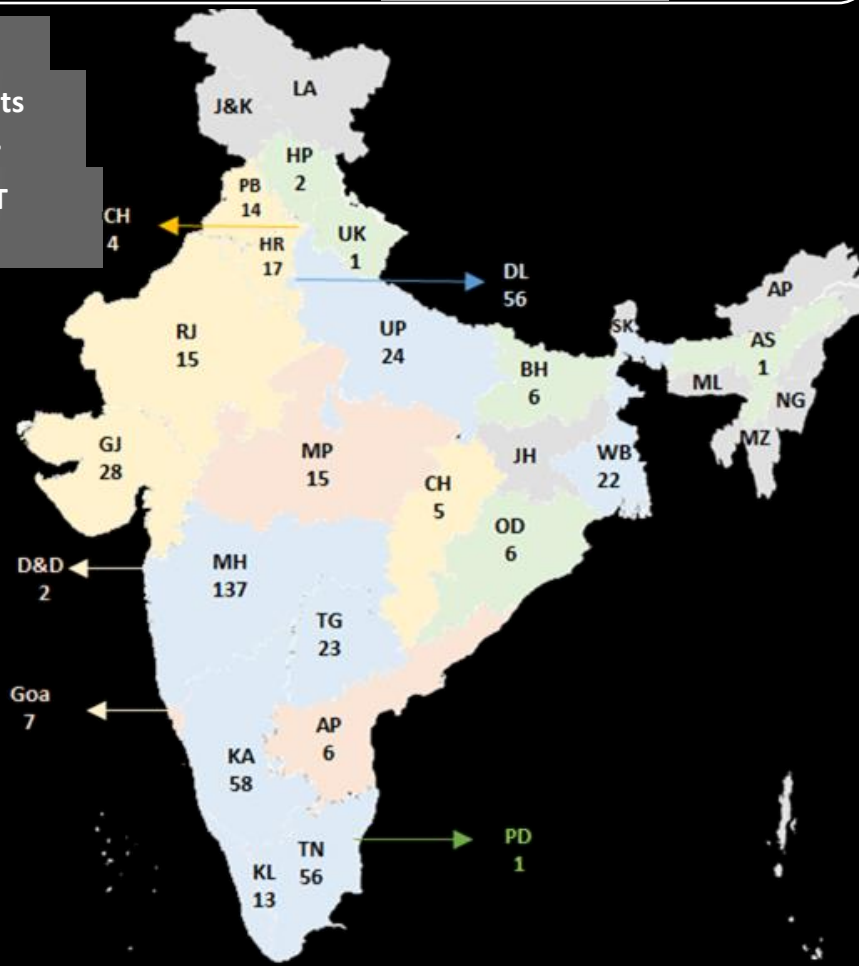
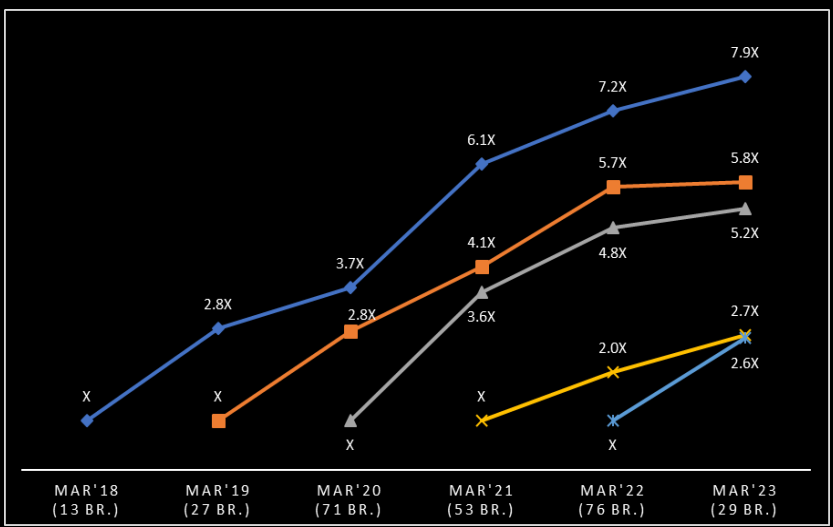
18 States & UT
265 Branches

Jun'23

Branch Deposits
~₹ 52,000 Cr.

25 States & UT
519 Branches

CASA Per Branch Trend Metro & Urban

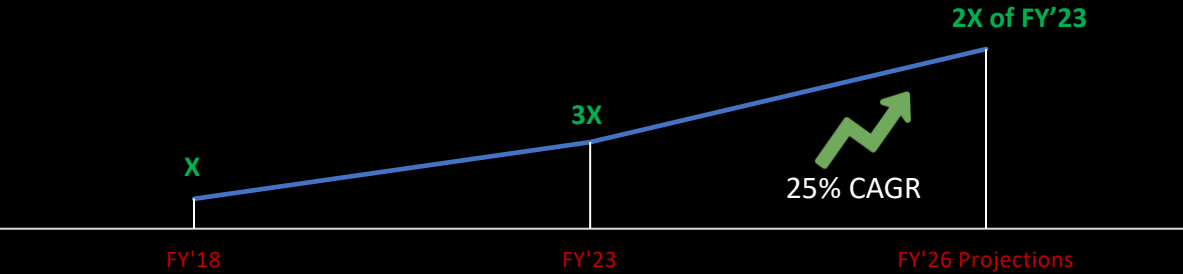


High Growth Moderate Growth No Growth Newly Entered

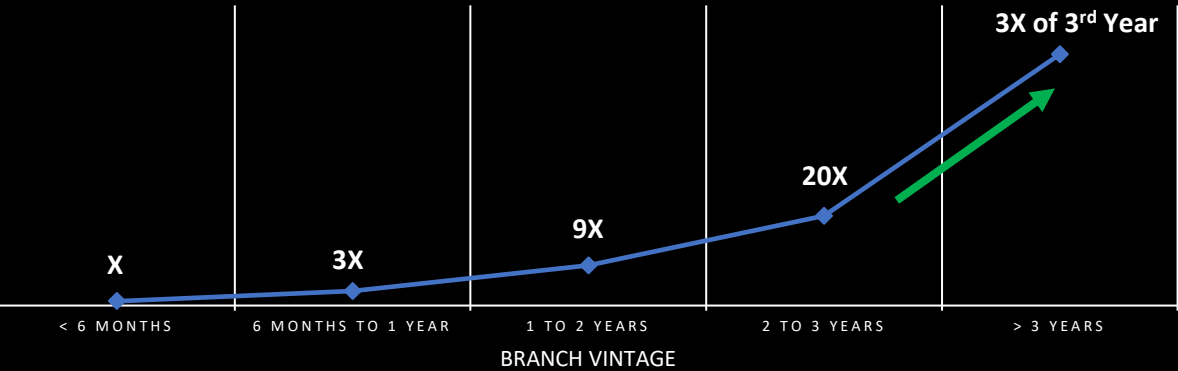
Branch Led Fee Income Growth – Metro / Urban Branches



OVERALL FEE INCOME

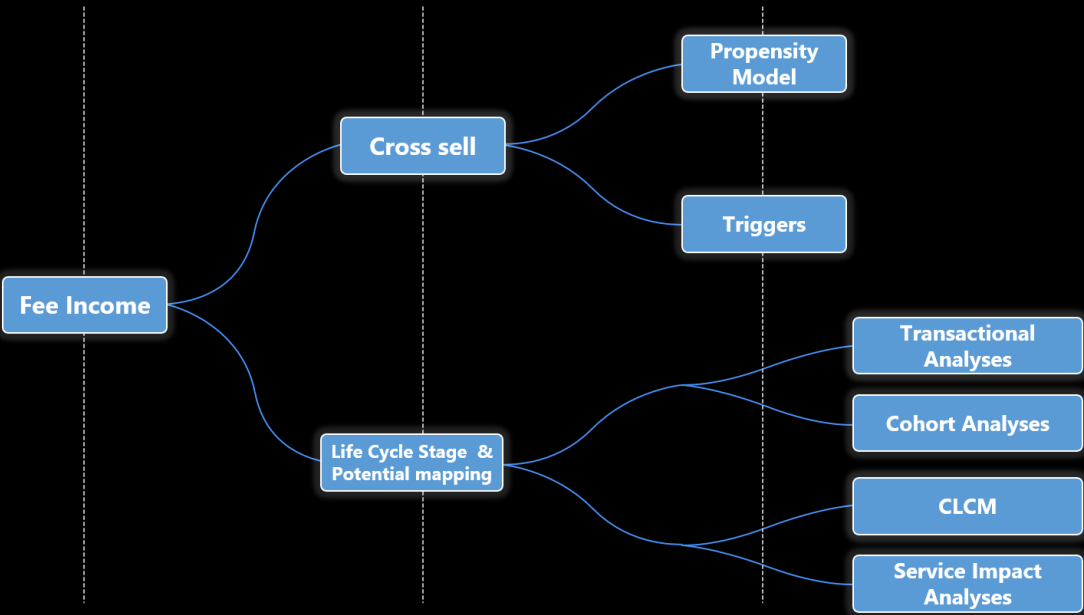


MONTHLY AVG. FEE INCOME PER BRANCH
METRO & URBAN



Hyper persona based targeting using Analytics

Focus on Fee Income Via Personlisation



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

Increased Focus Towards Customer Centricity –Managed Books

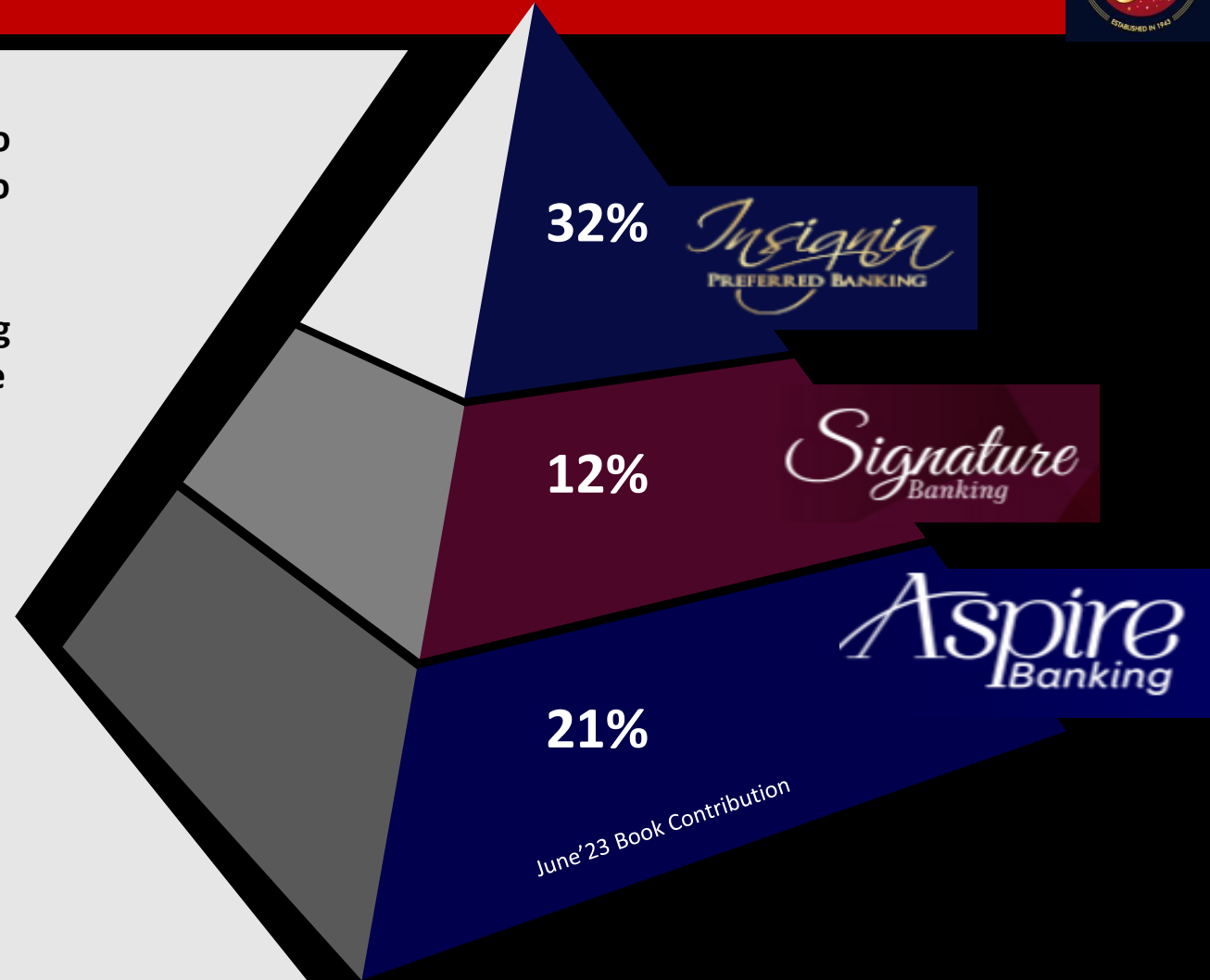


RBL Bank's Preferred banking i.e segment program aims to provide a customized, consultative and personalized approach to each customer.

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

Current account approach



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

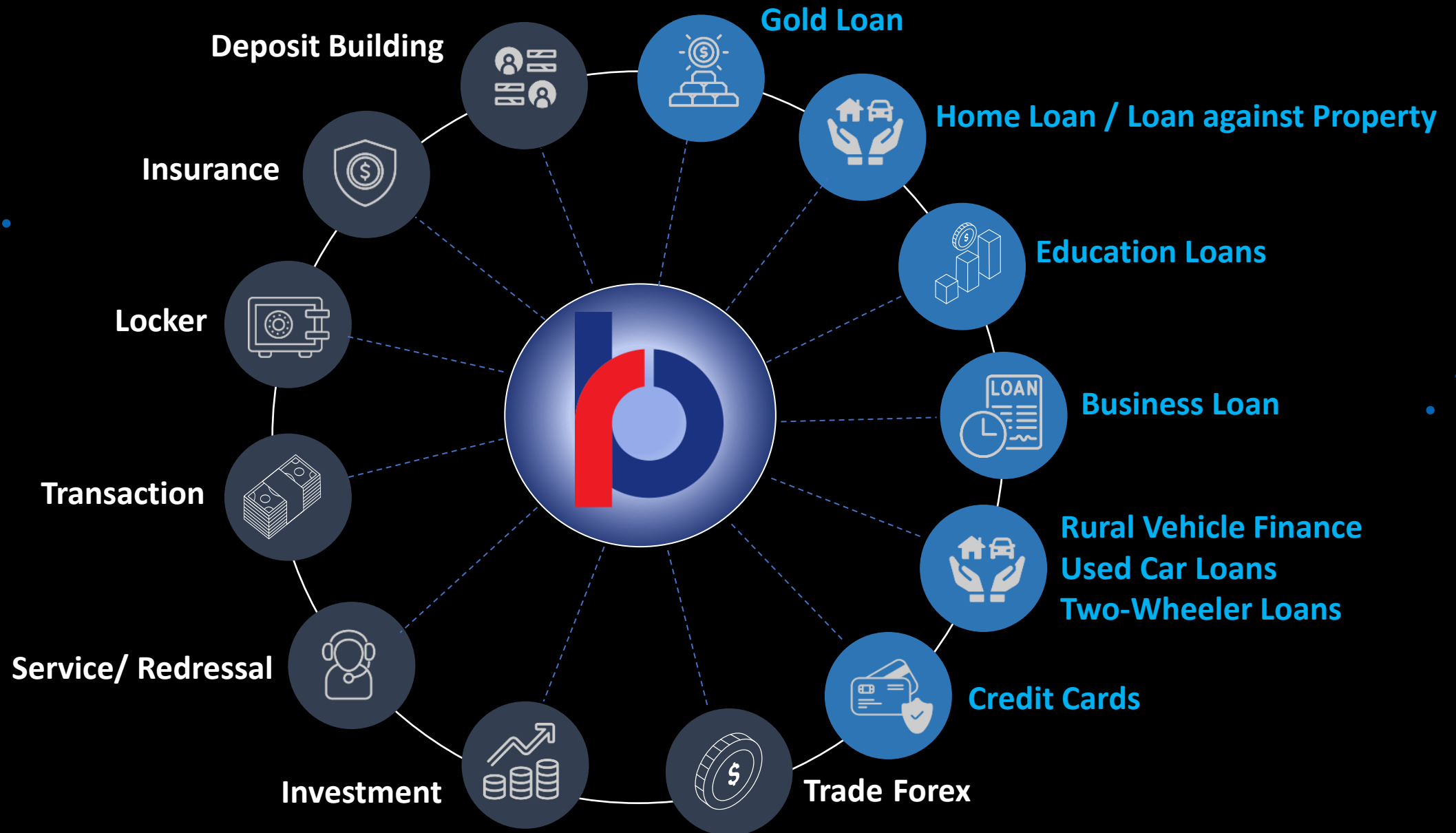
SFTP

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



The image shows a screenshot of the RBL Bank mobile app interface. At the top, the RBL Bank logo is displayed. Below it, there is an illustration of a woman holding a smartphone, with a large green fingerprint icon above her. A text box prompts the user to 'ENTER AADHAAR NO' and shows a partially filled field with '87** ***'. Below the illustration, the text 'Enter your 12 digit Aadhaar Number' is displayed. A text input field contains the number 'AQXPD7739E'. Below the input field, there is a green checkmark icon and the text 'By continuing, you agree to all the terms and conditions'. At the bottom, there is a large grey button labeled 'Continue'.

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

Digital Acquisition and Servicing



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



MyCard

Users
38.65L

Active
92%

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



Net Banking

Users
4.48L

😊
61%

😐
24%

😞
15%

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



WhatsApp Banking

Conversations
~ 2 M

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



SMS Banking

Queries
~ 11 M

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



Chatbot

Users
0.96L

Queries
~ 2.8 M

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

Thank You!