

IndusInd Bank

July 27, 2022

The Asst. Vice President
Listing Department
National Stock Exchange of India Ltd.
Exchange Plaza, 5th Floor
Plot No. C/1, G Block
Bandra-Kurla Complex
Bandra (East), Mumbai – 400 051

The Deputy General Manager
Corporate Relationship Dept.
BSE Ltd.
1st Floor, New Trading Ring
Rotunda Building, P. J. Towers
Dalal Street, Fort,
Mumbai – 400 001

NSE Symbol: INDUSINDBK

BSE Scrip Code: 532187

Madam / Dear Sir,

Sub: Disclosure under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“the Listing Regulations”) by IndusInd Bank Limited (“the Bank”).

Pursuant to the applicable provisions of the Listing Regulations, please find below the schedule of analysts / institutional investors meet held on July 27, 2022.

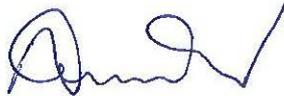
Date	Investor Event	Meeting Type	Place
July 27, 2022	Analyst Meet (Sell Side) hosted by the Bank (Refer Annexure-1 for participant list)	Group Meeting	Mumbai

The presentation of the above event is available on the Bank’s website. The link for the same is as under:

<https://www.indusind.com/in/en/investors/investor-landing/corporate-announcement.html>

This is for your information and appropriate dissemination

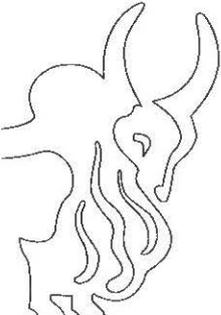
Yours faithfully,
For IndusInd Bank Limited



Anand Kumar Das
Deputy Company Secretary.

Solitaire Corporate Park Office: IndusInd Bank Limited, Building No.7, Solitaire Corporate Park
Andheri- Ghatkopar Link Road, Chakala Andheri E Mumbai - 400 093, India Tel: (0022) 66412405

Registered Office: 2401 Gen. Thimmayya Road, Pune 411 001, India
Tel.: (020) 2634 3201 Fax: (020) 2634 3241 Visit us at www.indusind.com
CIN: L65191PN1994PLC076333



IndusInd Bank

ANNEXURE-1

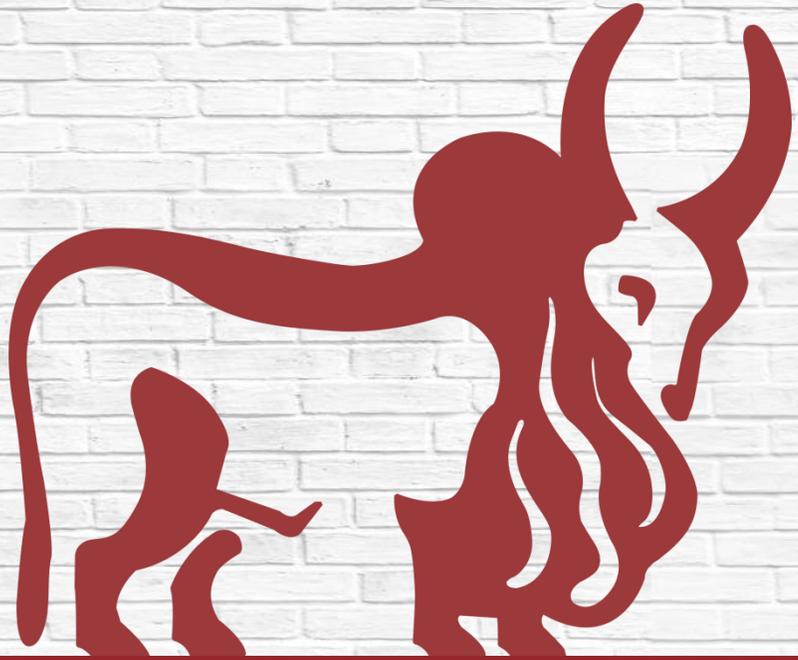
Sr. No.	Name of Institutional Investor(s) / Analyst(s)
1	Citigroup Global Markets India Private Limited
2	CLSA India
3	Credit Suisse Securities (India) Private Limited
4	Edelweiss Securities Limited
5	Emkay Global Financial Services Ltd
6	Equirus Securities (P) Limited
7	Haitong Securities India Private Limited
8	ICICI Securities Ltd
9	IIFL Securities Ltd
10	Investec Capital Services (India) Pvt. Ltd.
11	JM Financial Institutional Securities Ltd.
12	Kotak Securities Ltd
13	Macquarie Capital Securities (India) Private Ltd
14	Morgan Stanley India Company Pvt Ltd
15	Motilal Oswal Securities Ltd
16	Nirmal Bang
17	Nomura India
18	Phillip Capital (India) Private Limited
19	ShareKhan Limited
20	Spark Capital Advisors (India) Pvt Ltd
21	Systematix Shares and Stocks (India) Ltd
22	Ventura Securities Ltd
23	Ambit Capital Private Limited
24	Anand Rathi
25	Angel Broking
26	Antique Stock Broking Limited
27	Ashika Stock Broking Limited
28	Axis Capital Limited
29	Bank of America Merrill Lynch
30	Batlivala & Karani Securities India Pvt. Ltd.
31	BNP Paribas Equity Research
32	DAM Capital
33	Dolat Capital Market Pvt. Ltd.
34	Elara Capital Ltd
35	IIDFC Securities Ltd
36	HSBC Securities and Capital Markets (India) Private Limited
37	Jefferies India Private Ltd
38	JP Morgan India Pvt Ltd
39	Prabhudas Lilladher Pvt Ltd
40	Reliance Securities Ltd
41	Anvil Share & Stock Broking Pvt Ltd
42	SMC Global Securities Limited
43	UBS Securities India Private Ltd
44	Yes Securities (India) Ltd
45	Asian Markets Securities Pvt. Ltd.(AMSEC)

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Tel.: (020) 2634 3201 Fax: (020) 2634 3241 Visit us at www.indusind.com
CIN: L65191PN1994PLC076333



2



IndusInd Bank
– Analyst Day

27th July 2022

IndusInd Bank – Analyst Day

Presentation-1
Bank's Strategy



Presentation Path

1

Backdrop of the Bank's Strategy

2

Building Blocks in Place

3

Focused on Sustainable Growth



1

Backdrop of the Bank's Strategy

2

Building Blocks in Place

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Focused on Sustainable Growth



Management Beliefs Driving Our Strategy



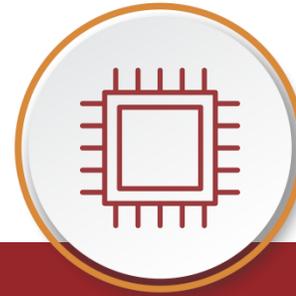
Business Philosophy

- Universal Banking Approach
- Domains Deliver Strong Risk Adjusted Returns



Approach towards Customers

- Branch and Digital to Co-exist and Complement Each Other
- Client Engagement as per Client's Convenience



Technology

- Infrastructure to Support Scale, Security and Reliability benchmarked to new age digital players
- Provide ability to deliver frictionless hyper personalized client experience



Governance

- Quality of Earning More Important than Quantity of Earnings
- Sustainability at the Core of Doing Business



IndusInd Bank: A Differentiated Franchise



Diversified
Loan Book **with Domain**
Expertise in Livelihood Loans



Robust
Liability Franchise



Strong
Product Groups



Disproportionately Large
Distribution Network with
Deep Rural Presence



Customer Centric
Future Ready Digital 2.0
Strategy



Experienced
Management Team



Our Core Executive Team



Mr. Sumant Kathpalia
Managing Director & CEO

Mr. Arun Khurana
Deputy CEO

Mr. S.V. Zaregaonkar
Chief Operating Officer (COO)

Mr. Sanjeev Anand
Head - Corporate, Commercial,
Rural & Inclusive Banking

Mr. Bijayananda Pattanayak
Head - Gems & Jewellery

Mr. A. G. Sriram
Head – Consumer Finance

Mr. Soumitra Sen
Head - Consumer Banking
& Marketing

Mr. J Sridharan
Executive Vice Chairman –
Bharat Financial Inclusion Ltd

Mr. Samir Dewan
Head - Affluent Banking
& International Business

Mr. Siddharth Banerjee
Head - Global Markets and FIG

Mr. Rana Vikram Anand
Head - Pan Bank Liability Group,
Customer Service & Synergy

Mr. Gobind Jain
Chief Financial Officer

Mr. Ramaswamy Meyyappan
Chief Risk Officer

Mr. Ramesh Ganesan
Head - Technology and Corporate &
Global Market Operation

Mr. Zubin Mody
Chief Human Resources Officer

Mr. Anil M. Rao
Head - Consumer Operations &
Solution Delivery

Mr. Anish Behl
Head – Wealth & Para Banking

Mrs. Charu Sachdeva Mathur
Head- Digital Banking & Strategy
(Existing Business)

Mr. S.V. Parthasarathy
Mentor - Consumer Finance

Ms. Roopa Satish
Head - Portfolio Management & CSR

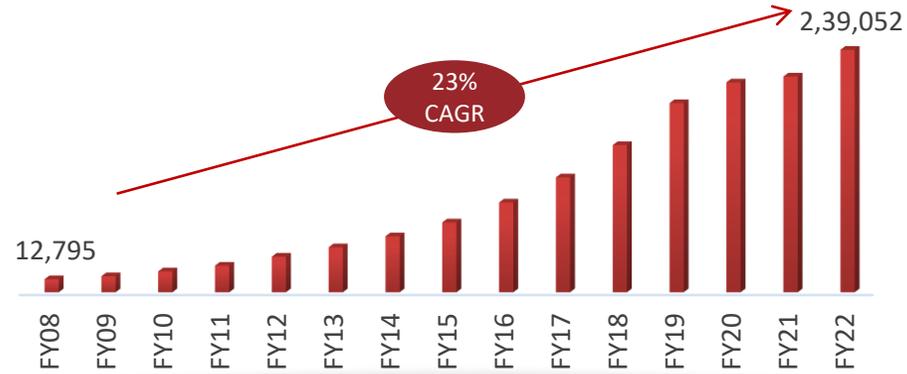
Mr. Murlidhar Lakhara
Chief Compliance Officer

Mr. Jyoti Prasad Ratho
Head - Inspection & Audit

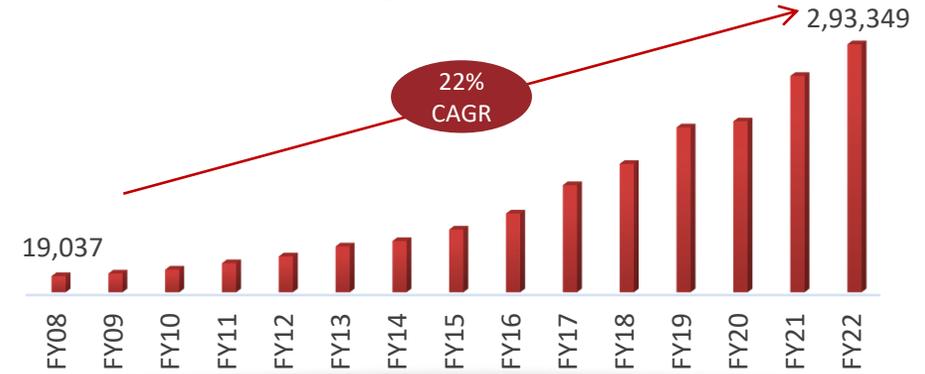


The Bank has Delivered Scale with Profitability over the Years

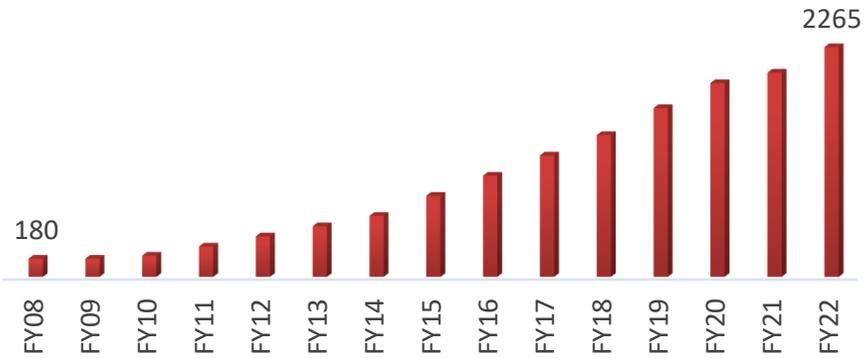
Loan Book (Rs.cr)



Deposits (Rs.cr)



Branches (#)



Employees (#)



The Bank, However, Faced a Few Internal and External Challenges During the Last 2 Years

Concerns on potential Corporate slippages and chunky exposures

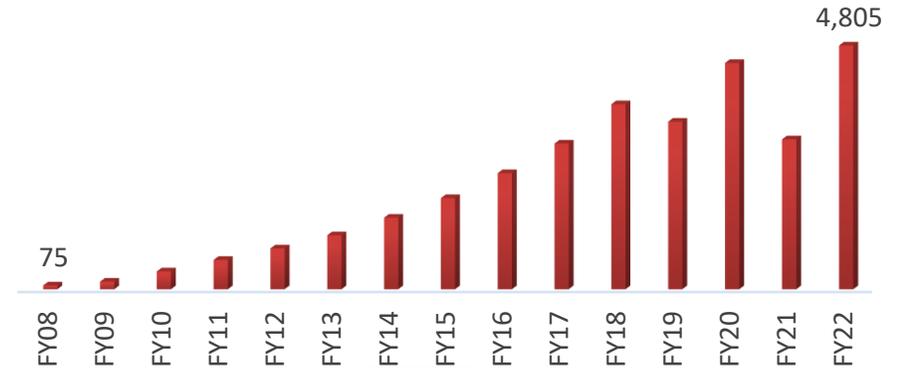
Government Deposit Outflows

Covid-19 outbreak and impact on 'high touch' businesses such as Vehicle Finance & MFI

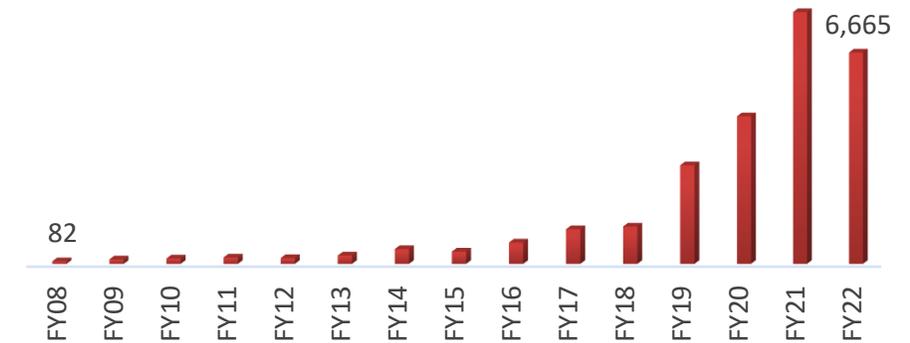
Adequacy of capital and provisions to see through volatility

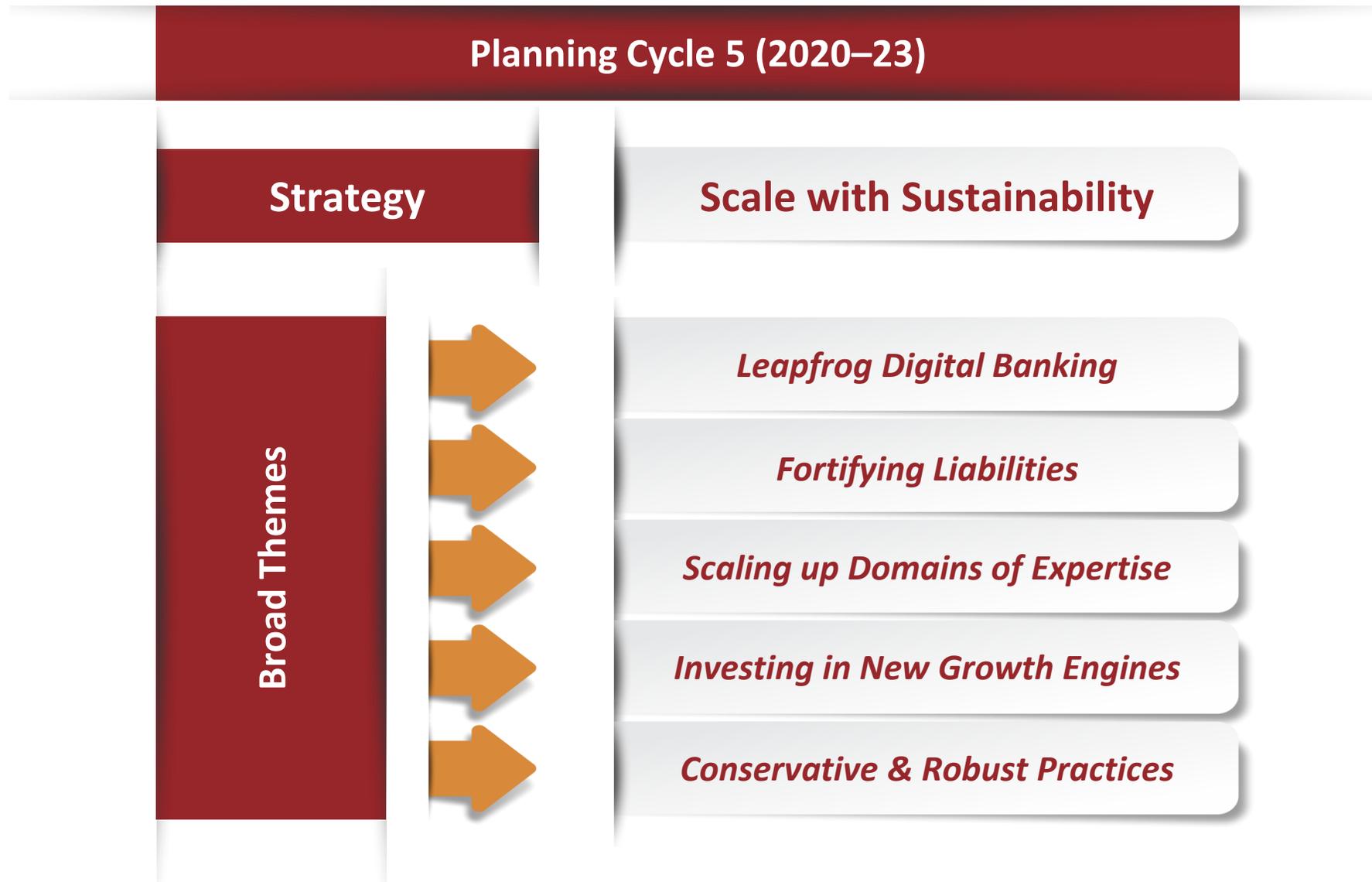
Management transition amidst these challenges

Profit After Tax (Rs.cr)

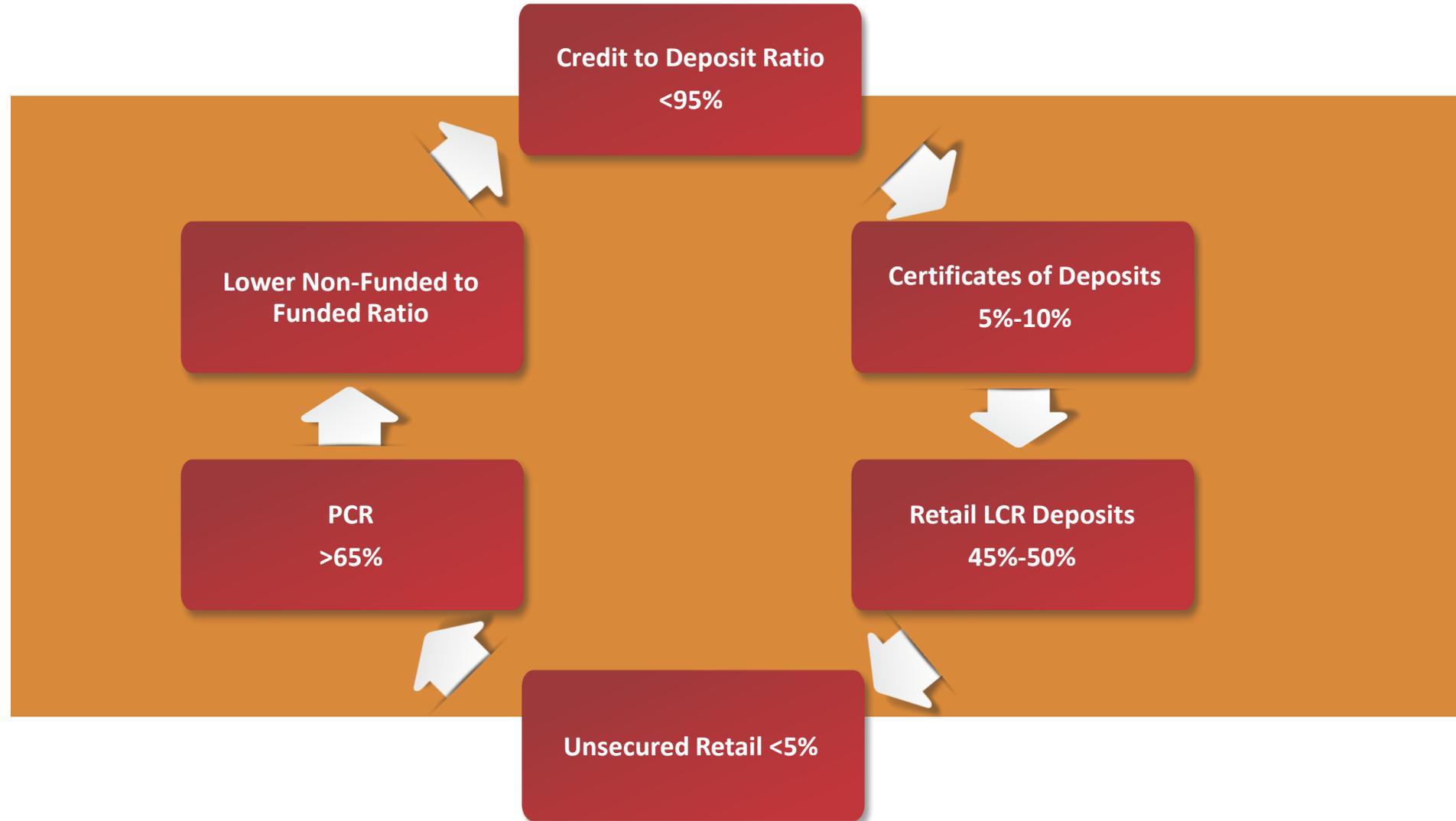


Provisions (Rs.cr)









Resulting in

Planning Cycle 5 (2020–23)



* For FY22-FY23



1

Backdrop of the Bank's Strategy

2

Building Blocks in Place

3

Focused on Sustainable Growth



Laying Foundation for Growth

1

Fortified Liability Franchise

2

Fine-tuned Corporate Bank Approach

3

Domains Outperformed Industry

4

Maintained Healthy Operating Margins & Improved Stressed Coverage

5

Continued Investment in Growth Boosters

6

Strengthened Leadership & Talent Base

7

Reinforced Risk Management Framework

8

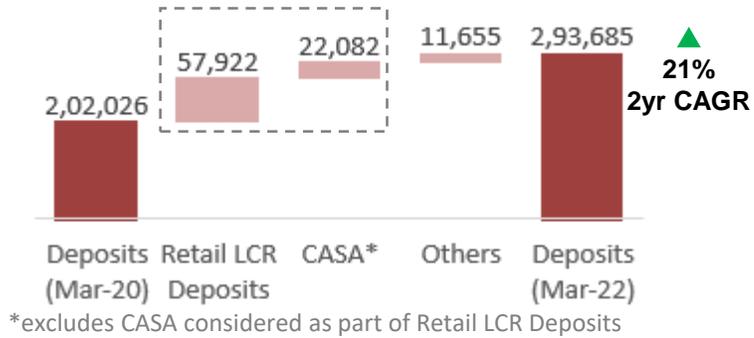
Bolstered Support Functions



Forfeited Liability Franchise with Focus on Retailisation of Deposits

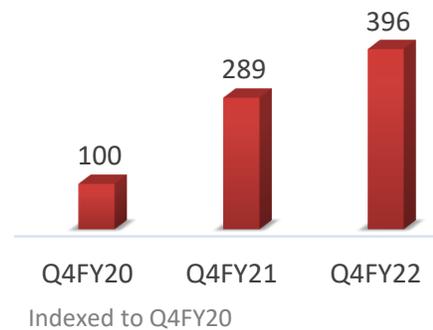
Robust Deposit Growth Driven by Retail & CASA

~87% of incremental deposits from retail & CASA (Rs.cr)



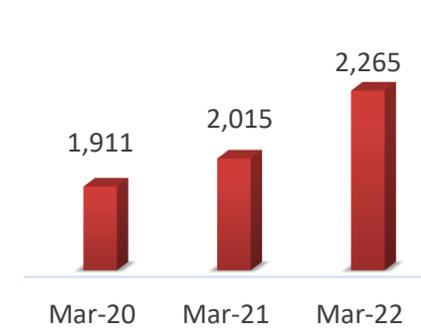
Ramped up Client Acquisition

NTB CASA & Retail TD Acquisition (#)

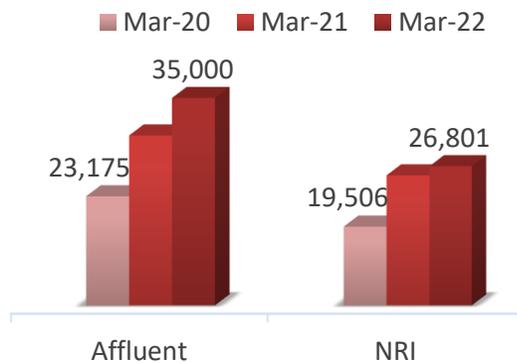


Continue Investment in Distribution Network

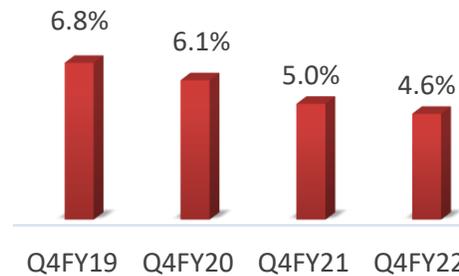
Narrowing Differential with Large Peers



Scaled up New Initiatives (Rs.cr)

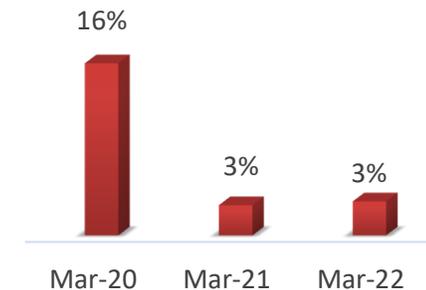


Cost of Deposits at Lowest Levels (%)



Reduced Dependency on Certificate of Deposits

CD % of Deposits



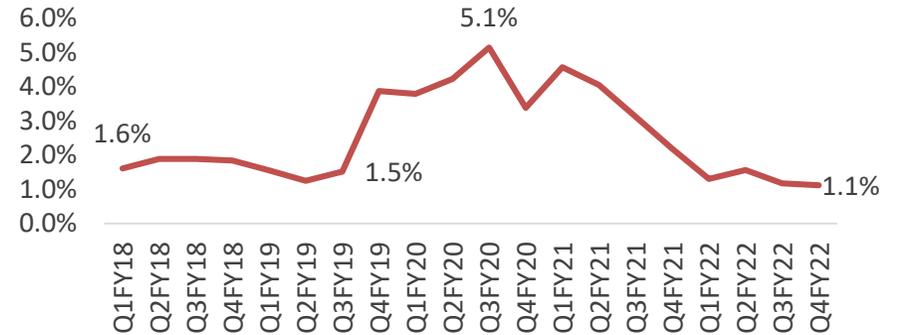
Fine Tuned Corporate Bank Franchise with Focus on Building Granular Low Risk Portfolio

- 1 Loan book orientation towards higher rated granular portfolio
- 2 Portfolio rebalancing done with significant reduction in chunky exposures
- 3 Building Specialization with re-orientation of coverage groups
- 4 Robust portfolio monitoring with focus on sharpening overall RORWA
- 5 Fee Income focused on annuity streams



Corporate Book: No New Surprises

Gross Corporate Slippages – Trailing 4 Quarters



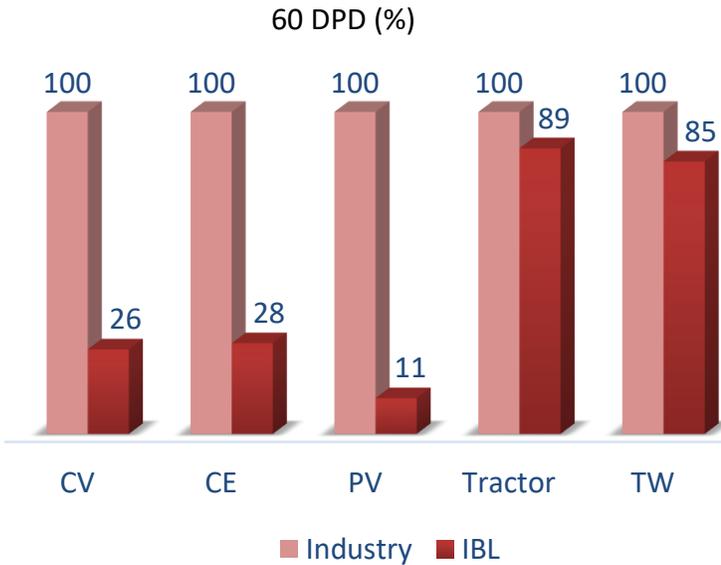
Steadily Pivoting towards Growth after Rebalancing

Corporate Loan Growth – YoY%



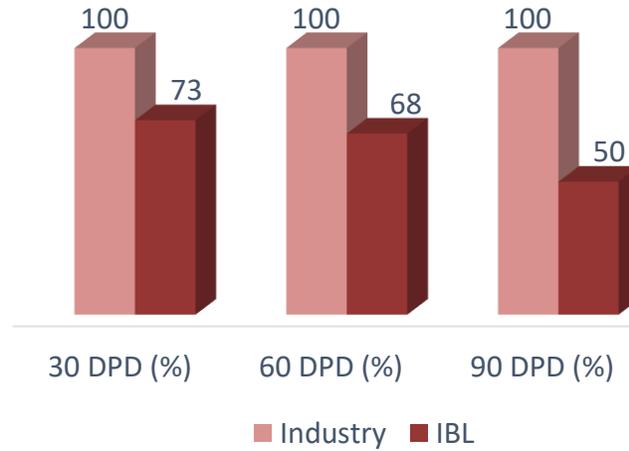
Domains Outperformed Industry Amidst Macro Challenges

Vehicle Finance



Indexed to 100

Micro Finance



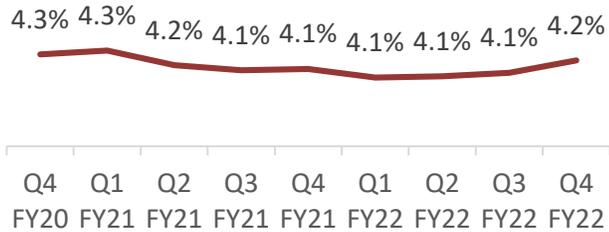
Indexed to 100

Gems & Jewellery

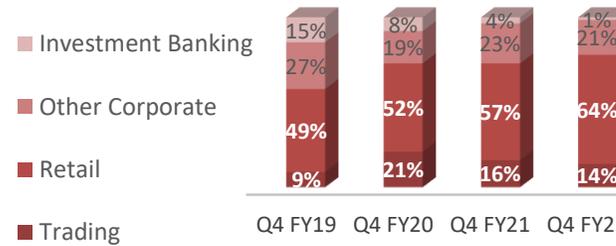
- No Restructuring
- No NPA
- No SMA2

Maintained Healthy Operating Margins & Improved Stressed Coverage

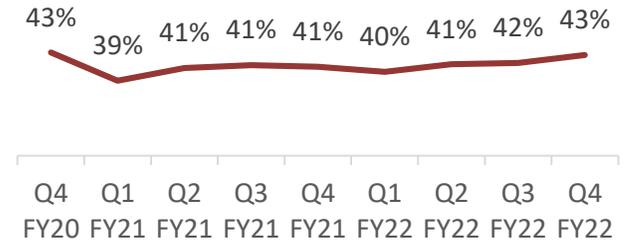
Stable NIMs Aided by CoD Reduction



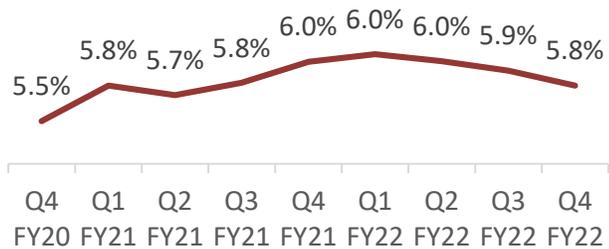
Granular Fee Mix



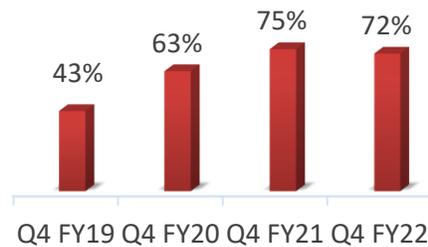
Range-bound Cost to Income Ratio



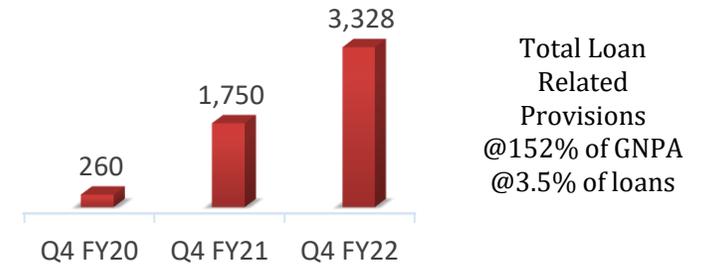
Maintained Amongst the Industry Best PPOP Margin



Healthy Provision Coverage Ratio



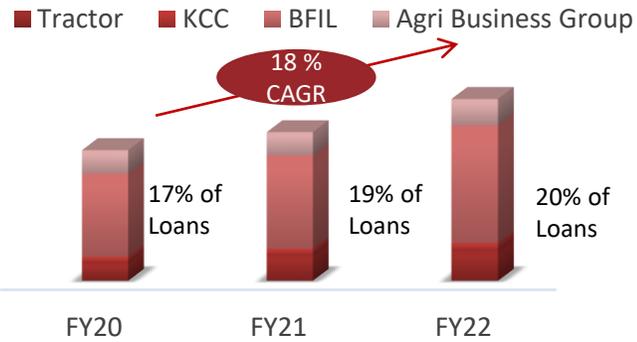
With Significant Contingent Provisions



Continue Investment in New Initiatives to Boost Growth

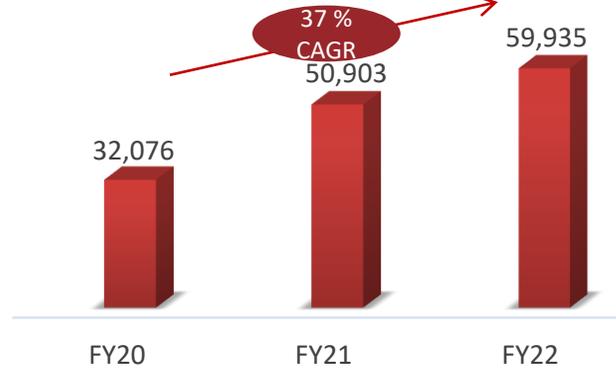
Holistic Rural Banking

Rural Focused Loans



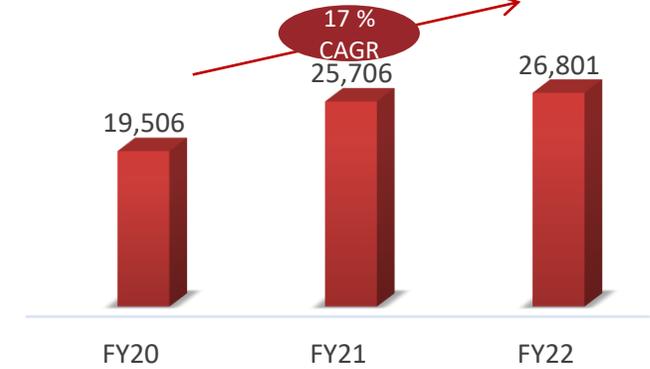
Affluent Banking

Net Relationship Value (Rs.cr)

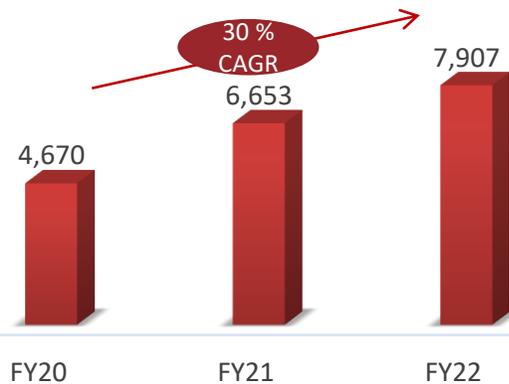


NRI Banking

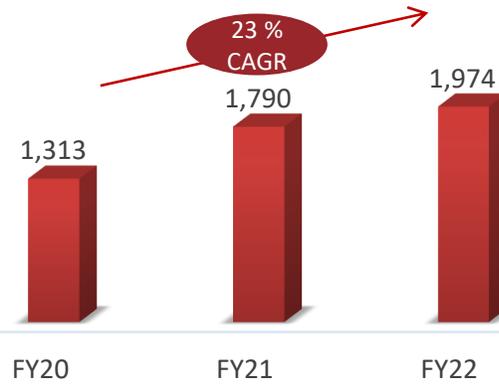
Deposits (Rs.cr)



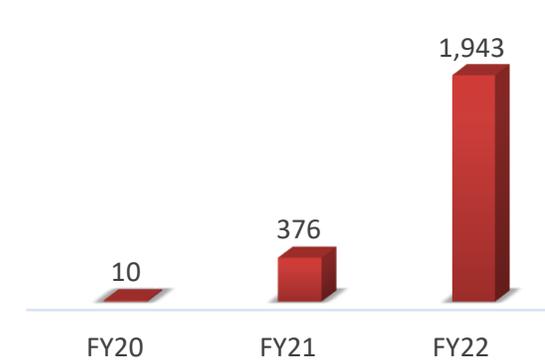
Tractor Finance (Rs cr)



Affordable Housing (Rs cr)



Merchant Advances – BFIL (Rs.cr)



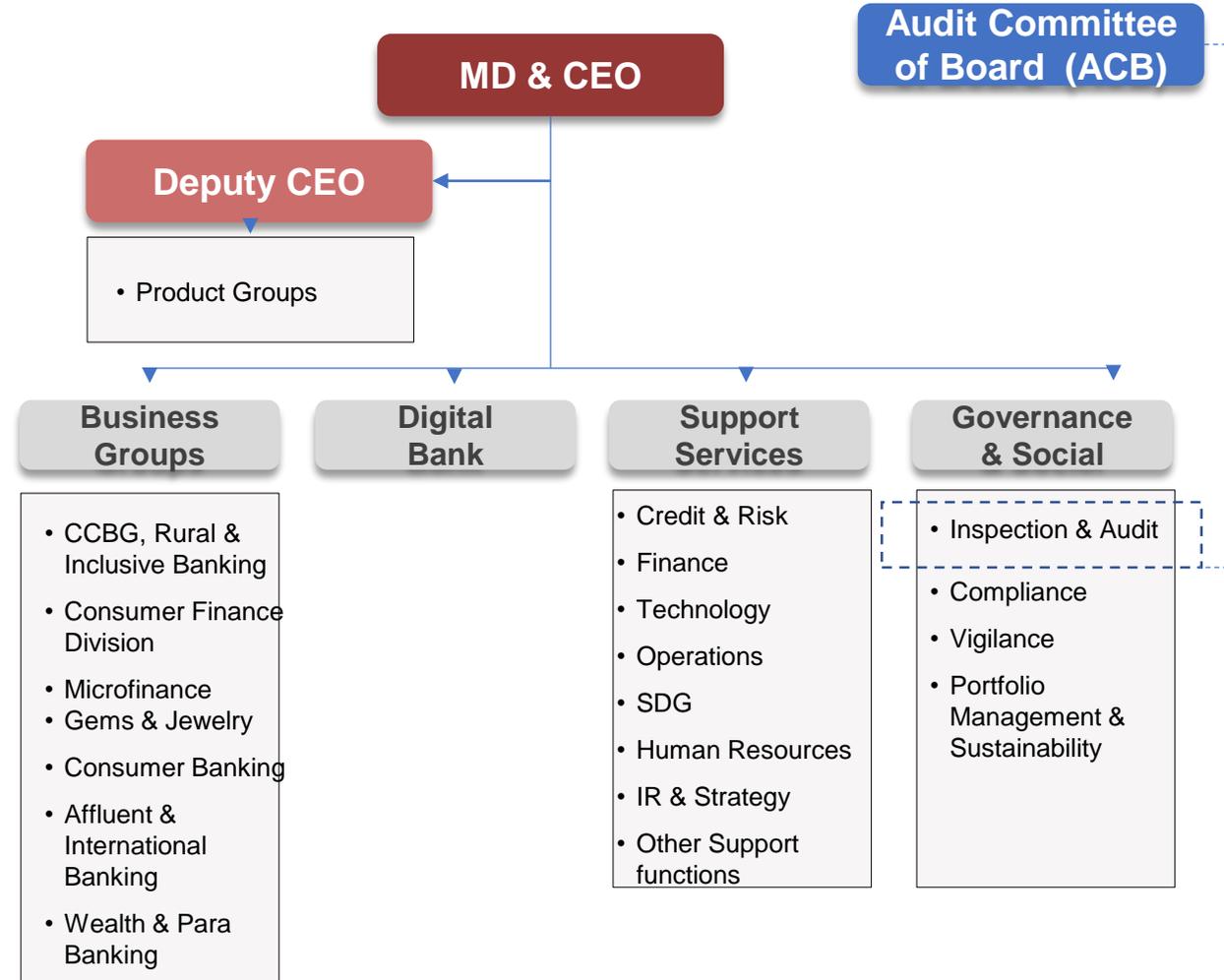
6

Strengthened Leadership and Talent Base

Continue to Strengthen Human Capital

- 1 Smooth succession planning across leadership positions
- 2 Reorganised Corporate Banking Unit with Lateral Hiring and Internal Reallocations
- 3 Carved out dedicated Digital Banking Unit with focus on attracting best talent
- 4 Fortified Assurance Functions
- 5 Strengthened Staff Accountability; Re-aligned with Compensation

Organisation Structure



Reinforced Risk Management Framework Incorporating Past Learnings & Evolving Macro Environment

1

Reduced corporate exposure Concentration; Increased focus on granular high rated working capital loans

2

Conservative Capping of Sensitive Sector Exposures; Tightened overall Concentration Exposure norms

3

Enhanced usage of Data for Risk analytics; Enriched Early Warning Signal (EWS) with AI based set of algorithms

4

Updated policies & risk models in line with evolving macro environment & learnings from past

5

Launched Digital Policy Management Module ensuring timely review & update of policies across the business units

IT Strategic Priorities Aligned to Bank's Strategic Objectives

Building Highly Scalable and Performance oriented environment

- Enhancing Core Banking System Architecture
- Hybrid Cloud & Infrastructure as a Service model
- On-Premise Software Defined Data Center
- Auto Scalable applications using modularization

Customer Experience is at Centerpiece of our initiatives

- Future ready enterprise solution CRM NEXT
- End-to-end paperless, presence-less, cashless real-time journeys for PL & CC (Straight-Through-Processing)
- Banking on WhatsApp & Alexa with Natural Language Processing

Top Class IT Security & Risk Management

- Embedded end-to-end security architecture
- Strict adherence with data related compliances & standards
- Holistic cyber security & threat detection
- Risk Engine using AI and machine learning techniques to profile the end user behavior

Enhancing Convenience via Product Innovation

- Unified Cash, Payment and Trade Portal
- Enterprise Payments Hub moving entire real time payments stack to a cloud based environment
- UPI based retail product offering
- Cloud based platform for simplified open banking
- First bank to be certified on Account Aggregator (AA)



Multiple HR Initiatives for Enhanced Employee Experience & Engagement

HR Mobile App: One Stop Solution for all Employee needs



Many questions
one
assistant

INTRODUCING **INDY**
A CHAMPION TO HELP YOU ANYWHERE, ANYTIME

IndusInd Bank
Digital. Connected. Personal.

Scan the QR code to download the app

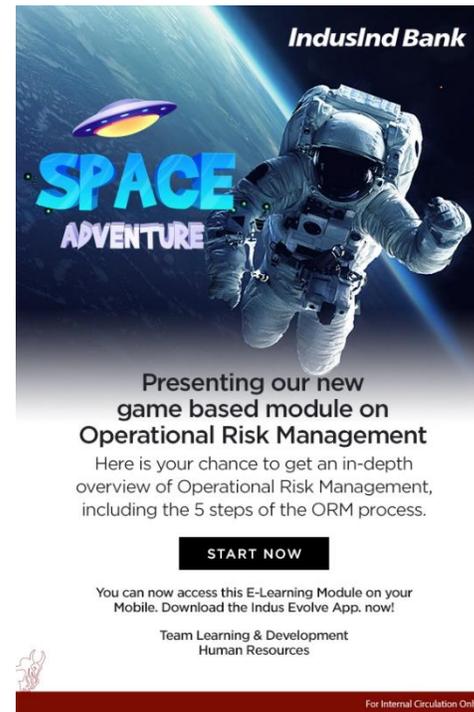
- Interactive platform to answer employee questions
- Enhanced employee experience
- Remote support: Anytime, Anywhere 24x7
- Fast & personalised response
- 1 Direct action from bot for leave, payslip, attendance regularization etc.
- 2 Raise Ticket for Service request
- 3 Track status of ticket
- 4 Natural Language Processing

Curated and Rolled out Multiple Activities and Programs for Women Employees under ELEVAT

ELEVATE



Gamified Learning Modules



IndusInd Bank

SPACE ADVENTURE

Presenting our new game based module on **Operational Risk Management**

Here is your chance to get an in-depth overview of Operational Risk Management, including the 5 steps of the ORM process.

START NOW

You can now access this E-Learning Module on your Mobile. Download the Indus Evolve App. now!

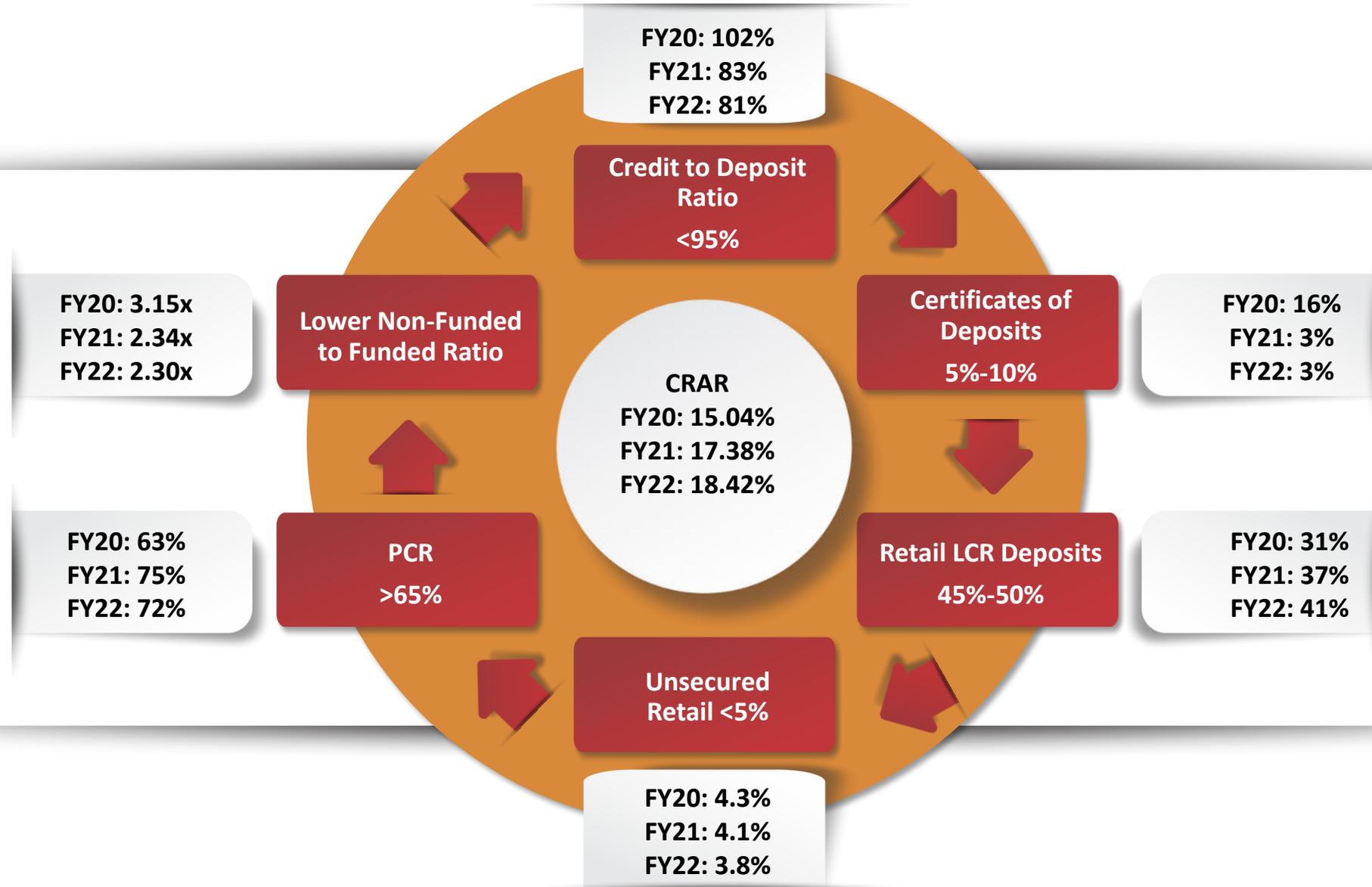
Team Learning & Development
Human Resources

For Internal Circulation Only.

AI based Chat Bot with 24x7 Support



Overall in Last 2 Years, We have moved towards Improving Sustainability of Organisation



1

Backdrop of the Bank's Strategy

2

Building Blocks in Place

3

Focused on Sustainable Growth



Themes for the Coming Years: Growth with Sustainability

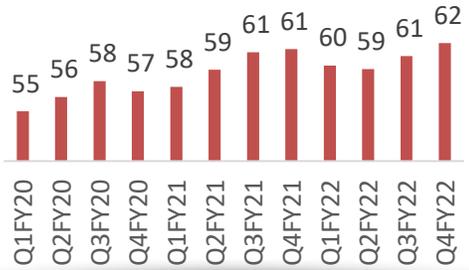


1

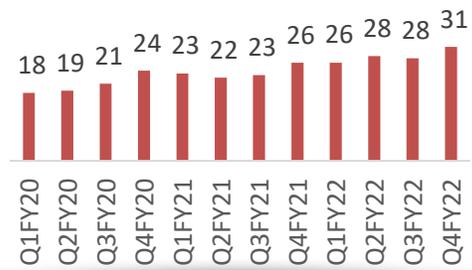
Acceleration in Loan Growth Led by Areas of Domain Expertise

Steadily Pivoting towards Loan Growth

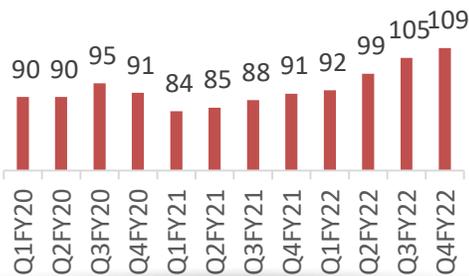
Vehicle Finance Loan Book (Rs.'000cr)



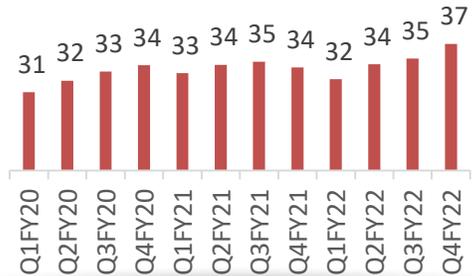
MFI Loan Book (Rs.'000cr)



Corporate Loan Book (Rs.'000cr)



Non-Vehicle Retail Loan Book (Rs.'000cr)



All Businesses are Poised for Loan Growth Acceleration

1

Domains Poised for Loan Growth with Cyclical Recovery

2

Growing Corporate Book under Revised Risk Framework

3

Scaling up Sub-scale Businesses

Deposit Mobilization to Continue Apace; Multiple Initiatives in Place

Multipronged Strategy in Place with Data Intelligence Driven Client Engagement Approach

Best-in-Class Experience at "PIONEER" Branches



Doorstop Banking with Bharat Money Stores across 7,000+ villages



1

Strengthening the Core Business

- Branch Network Expansion
- Market Share Gain in Home Markets
- SKY (Digital) Branches to boost productivity
- Leveraging Inter BU Synergies

2

Continue Scaling New Initiatives

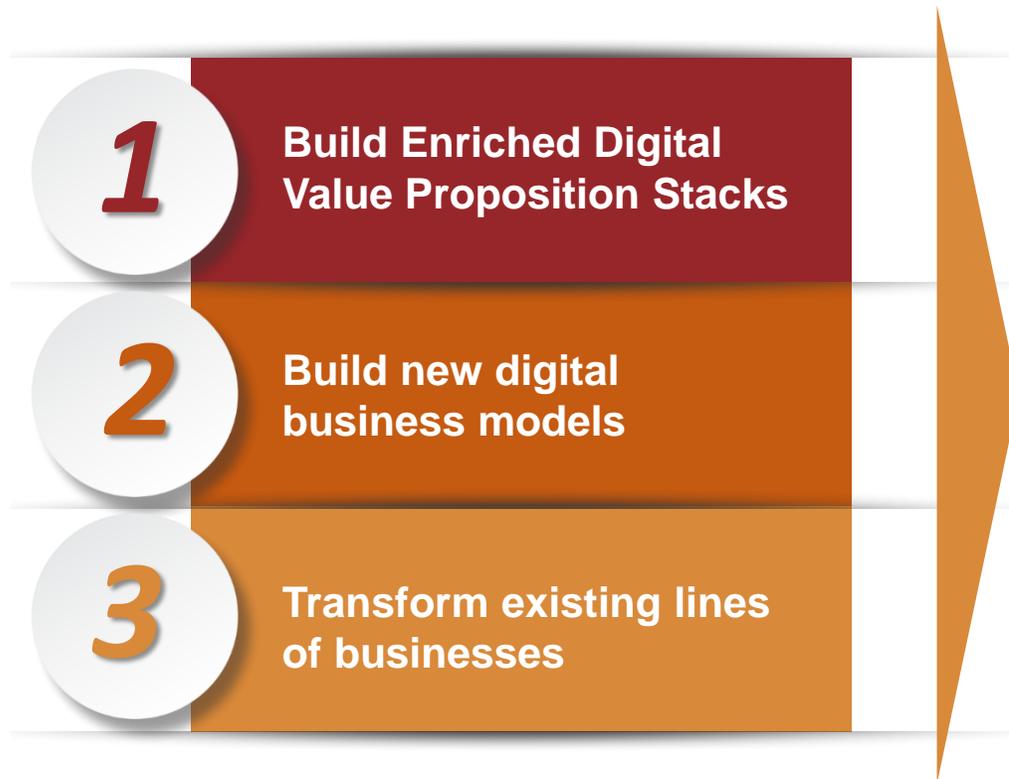
- Affluent Banking
- NRI Banking
- SME Banking/Business Owner Segment
- Rural Banking

3

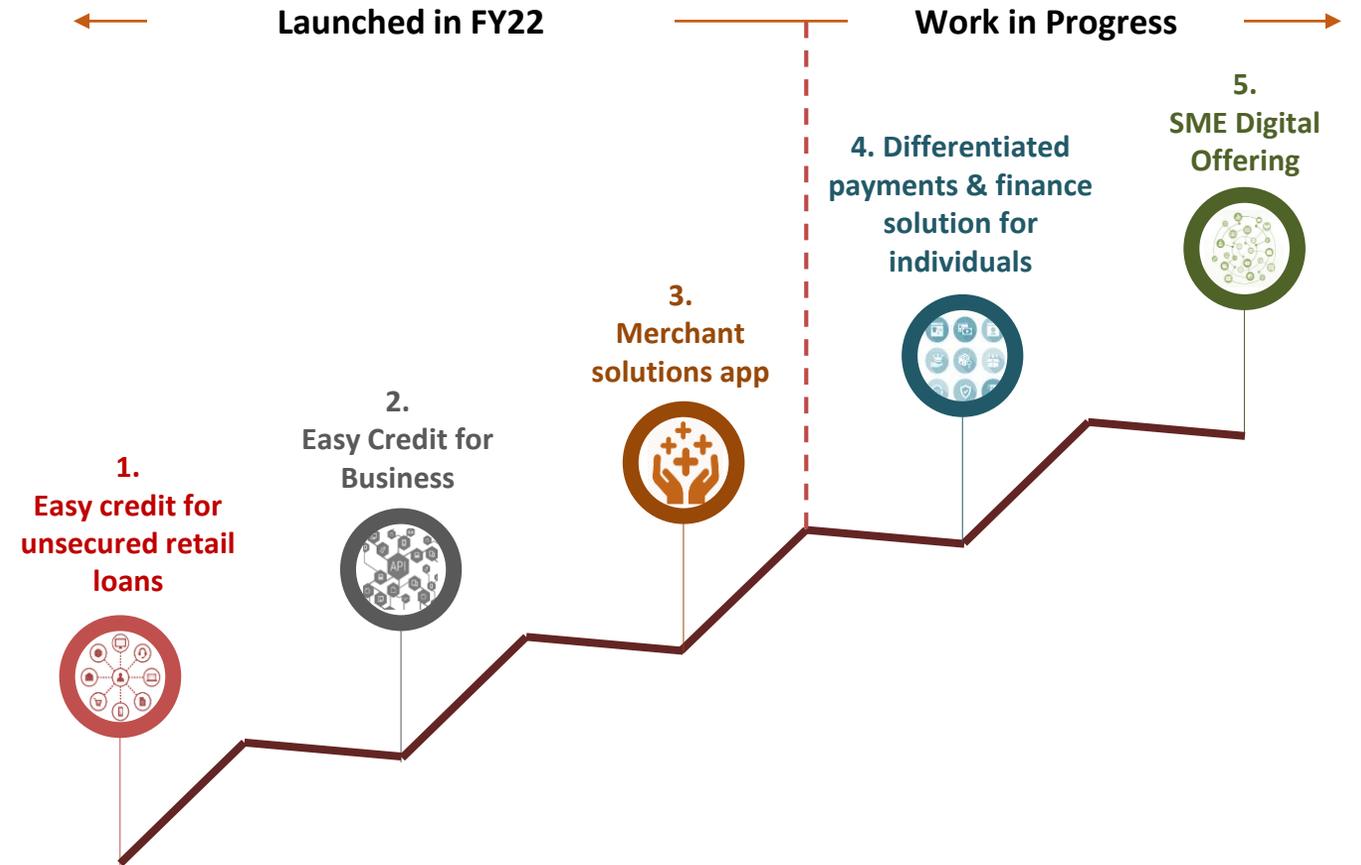
Invest to Boost Growth

- Merchant Acquisition (Digitally enabled offering for enterprise merchants)
- Agency Business
- Digital initiatives focused on individuals, SMEs etc.

Digital 2.0 Strategy to drive 3 main objectives across business lines



Continued Execution on Our Digital 2.0 Initiatives



Scaling-up New Growth Boosters

Scaling Up Existing Initiatives...

Affluent Banking

- Pioneer” offering well accepted in the market
- Product & customer segment expansion to boost growth

NRI Banking

- Ramping-up NR branches, international presence
- End to end digital offerings

Tractor Finance

- Continue dominance with market leadership
- New market expansion

Affordable Housing

- Leveraging vehicle finance distribution network
- Geography focused policies to capitalize on demand

MSME

- Full stack digital offerings across spectrum
- Launch of new product & programs for small businesses

Merchant Acquisition

- Diversifying BFIL asset Book
- Doorstep banking solutions micro retailers generating daily cash-flows

...Adding New Boosters

Home Loans

Investment Banking

Para Banking



Work



Work Environment

1. Recognition & Autonomy
2. Work environment – quality infrastructure
3. Continuous evaluation and feed-forward

Opportunities



Advancement

1. Continuous learning at work
2. Career development
3. Role advancement (horizontal / lateral)
4. Fast-track careers for Hi-PO's

Rewards



Pay & Benefits

1. Market-linked compensation
2. Increments and promotion : linked to role and job-size
3. Fair and Transparent
4. Timeliness

Culture



Affiliation

1. Pride & Trust
2. Collaboration & team spirit
3. Social responsibility
4. Open-door and meritocracy

WORC @ INDUSIND BANK

Sustainable Banking : Integrating ESG with Business, Risk & Operations

2022 Highlights

- Integration of ESG Risk with Credit Risk
- Launch of ESG Theme Products
 - Green Fixed Deposit
 - Risk Sharing with Multilateral Agencies
 - NR Home Coming with Akshay Patra Foundation
- GHG Intensity down from 3.8 to 3.1 MT of CO₂e / Rs crore revenue in 2 years
- Growth in Climate Finance book from 2.85% to 3.26 % of Bank's book*
- Only Indian Bank to be included in Dow Jones Sustainability Year Book
- Highest rating amongst Indian Banks in Refinitiv ESG Rankings

2023 New Initiatives

- Carbon Neutrality by 2032
- Embed ESG targets in KPIs of Top Management & Business Heads
- Launch ESG Theme Products
 - Women Entrepreneurship - Focus in Retail Banking
 - Finance for Water Sector - SME
 - EV Car Finance – Vehicle finance
- Diversity & Inclusion

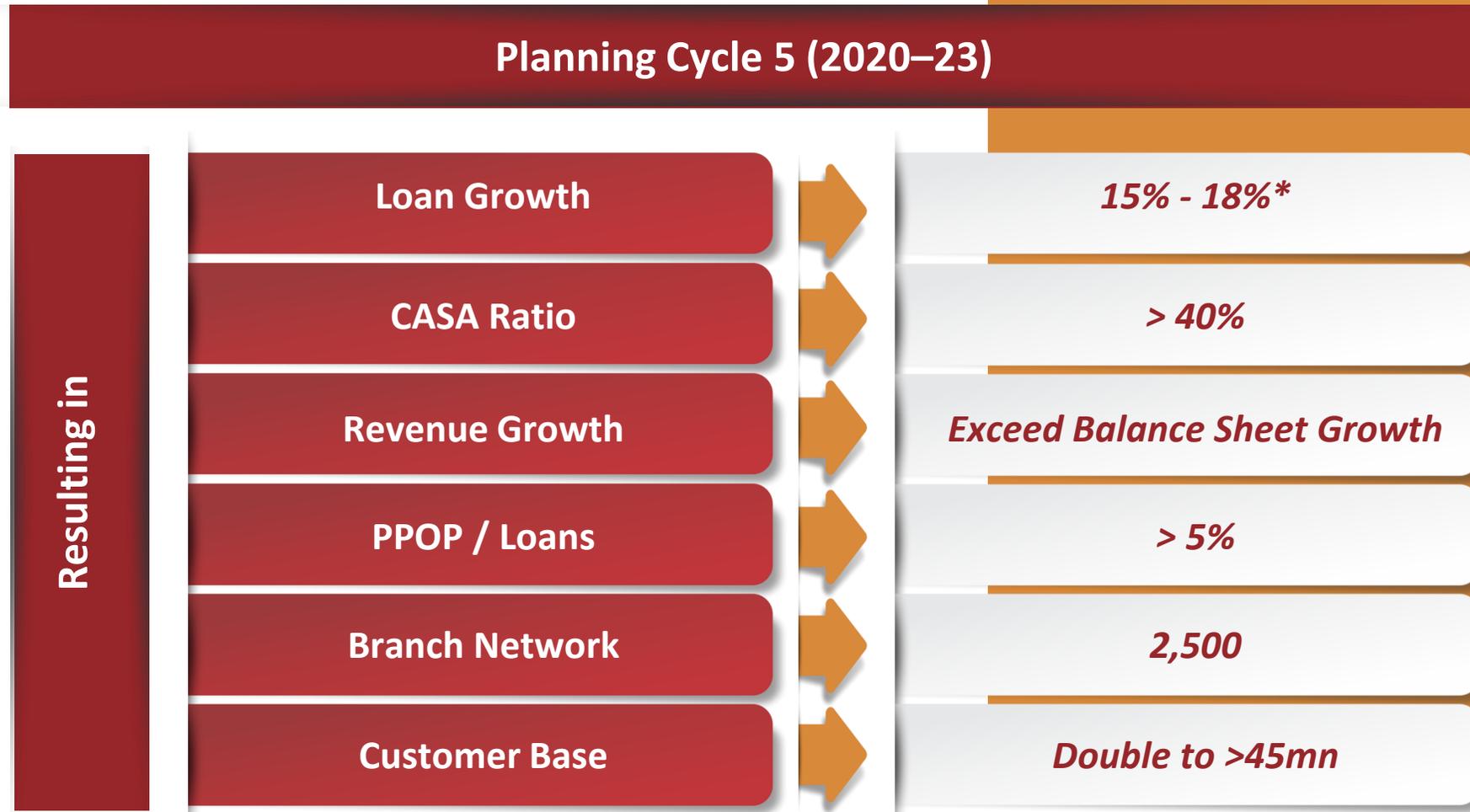
*Assurance Certification Underway

We are winning at What Really Matters

IndusInd Bank is proud to be the **'Best Bank for ESG – India'** at Asia Money Best Bank Awards



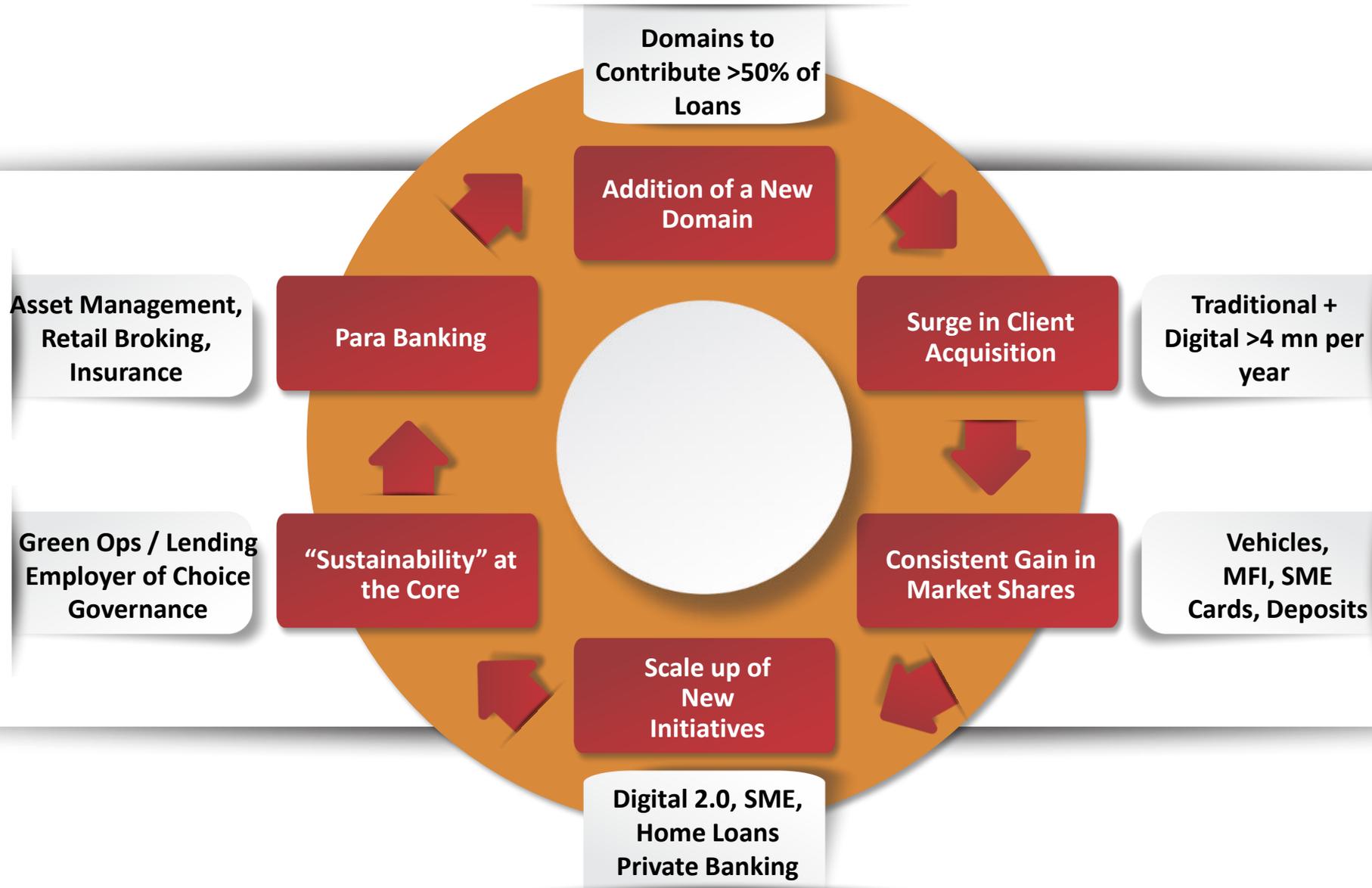
We are thus Committed to the PC-5 Ambitions



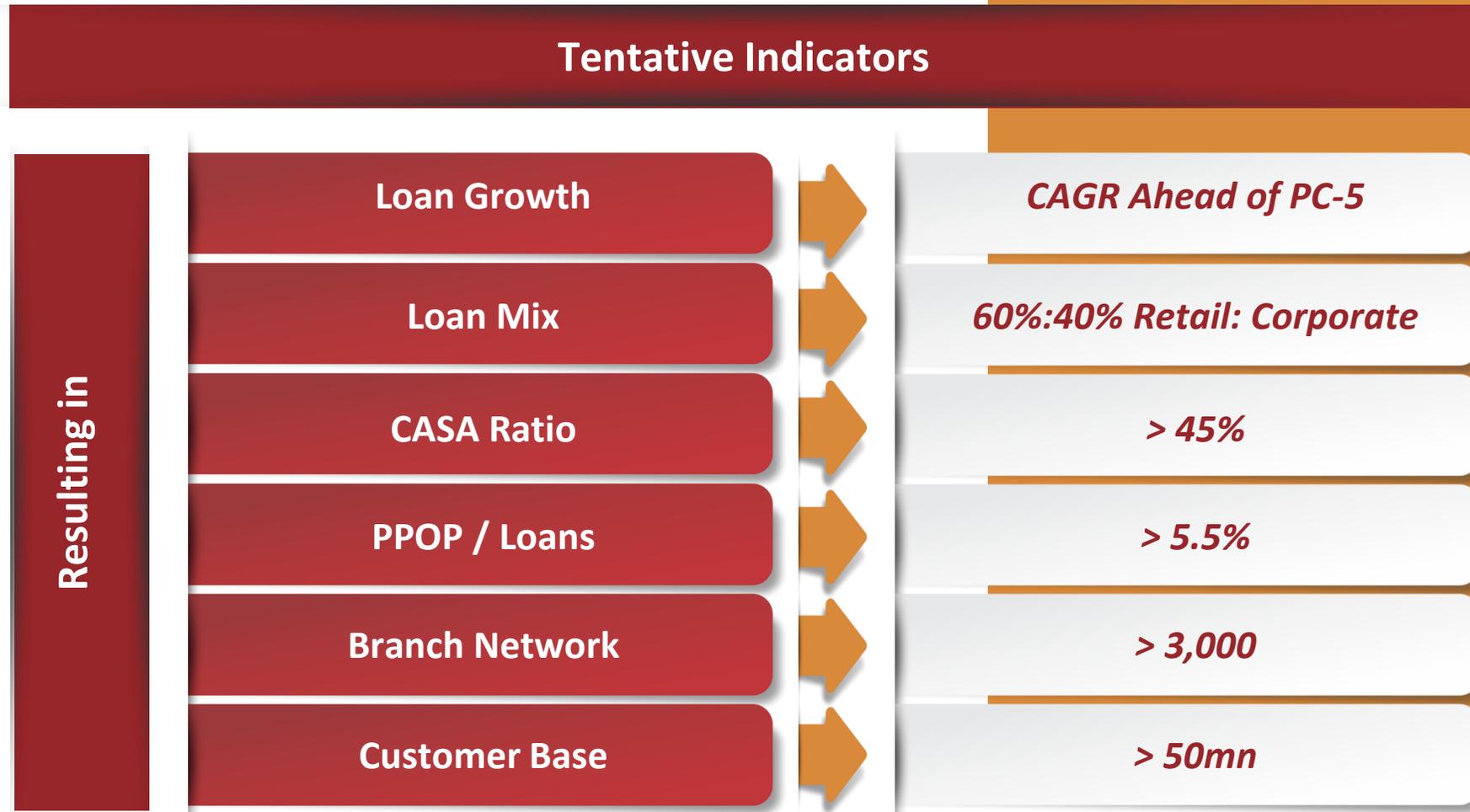
* For FY22-FY23



A Peep Into Potential "Planning Cycle 6"



A Peep Into Potential “Planning Cycle 6”



THANK YOU



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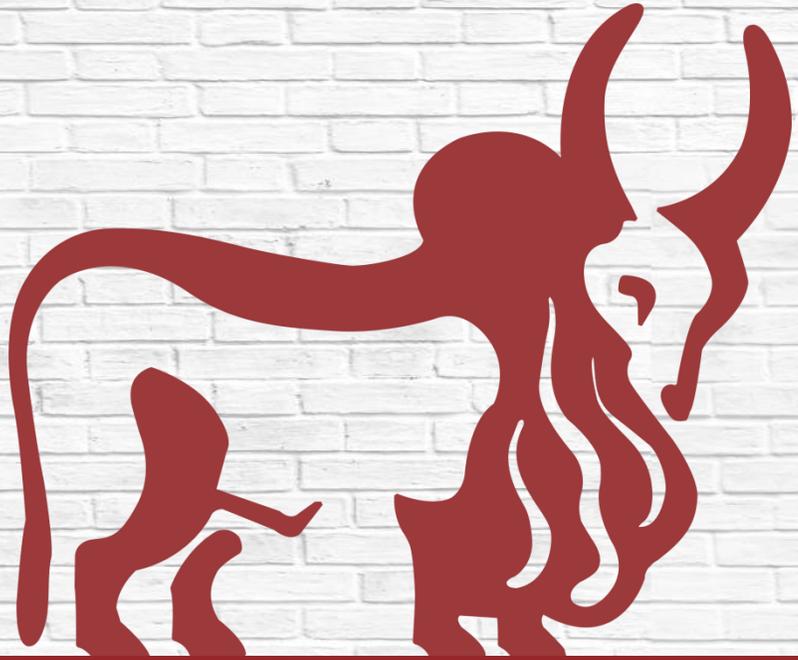
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IndusInd Bank
– Analyst Day

27th July 2022

IndusInd Bank – Analyst Day

Presentation-2
Vehicle Finance



Consumer Finance Division: Growth Story

- Inception of ALF to promote vehicle sales in 1985

- PAN India operations

- Entered CE financing

- Foray into non-AL vehicles & cars

- Commenced 2 wheelers in 2000 & 3 wheelers in 2004

- Merger with IndusInd Bank in 2004 as Consumer Finance Division

- Insurance cross -sell started in 2007

- Tractor funding initiated in 2014

- AHL added in 2018

- Scaled to 1218 locations Pan India

- Mobility driven sourcing & collections

1984 - 1990

1991 - 2000

2000-2010

2011 - NOW

CFD: The Gold Standard



VINTAGE

Seamless consistent operations over past 3 decades



NETWORK

Pan India branch network servicing 43,600 PIN codes



YIELD CONSCIOUS

Strong presence in high yielding tier II & III locations



PROCESSES

Best-in-class TAT across product segments



COLLECTIONS

Robust collection process & best-in-class collection efficiency



RELATIONSHIP

Excellent relationship with dealers across OEMs



STABLE MANPOWER

Experienced and committed manpower with minimal attrition



SERVICE

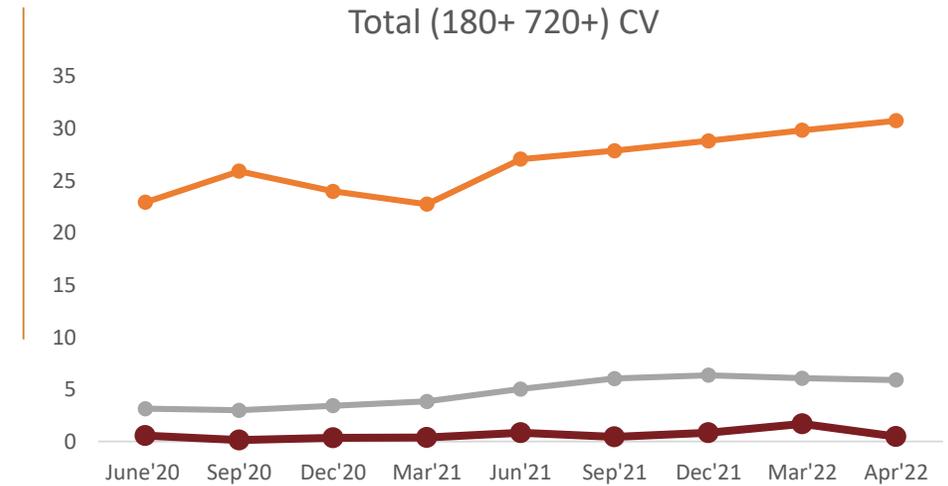
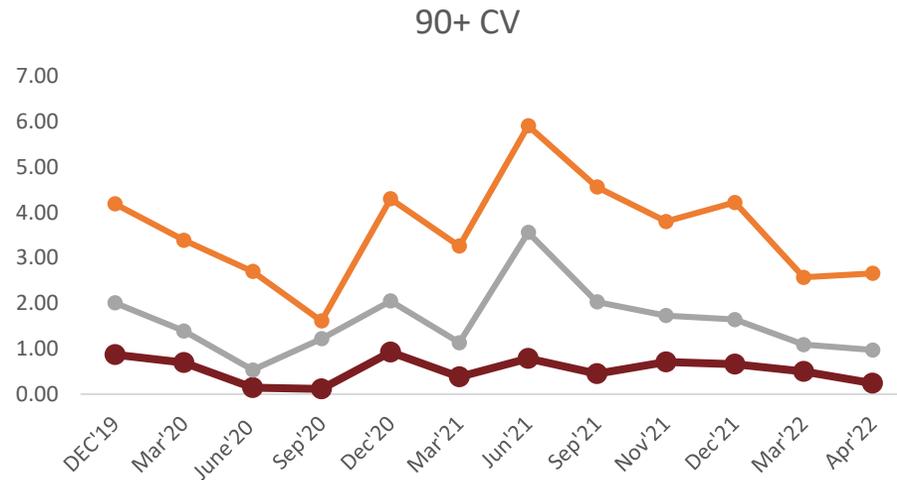
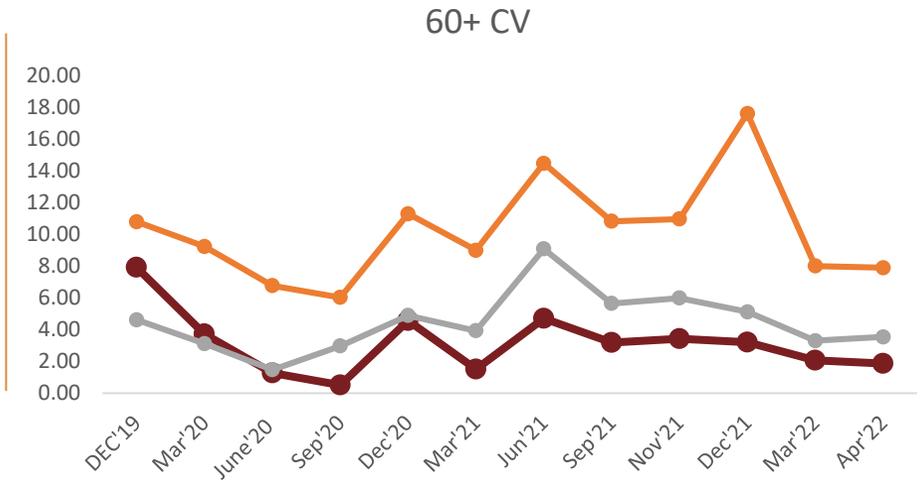
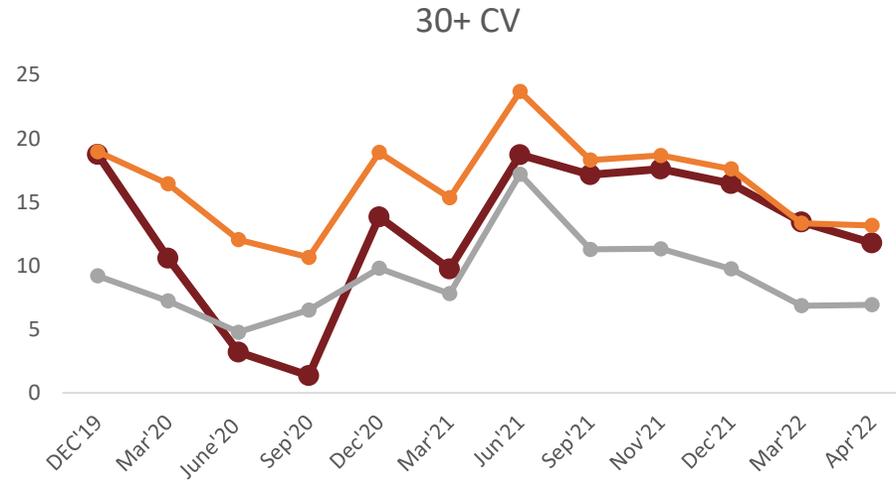
Branch Head owns customers & provides excellent end-to-end service



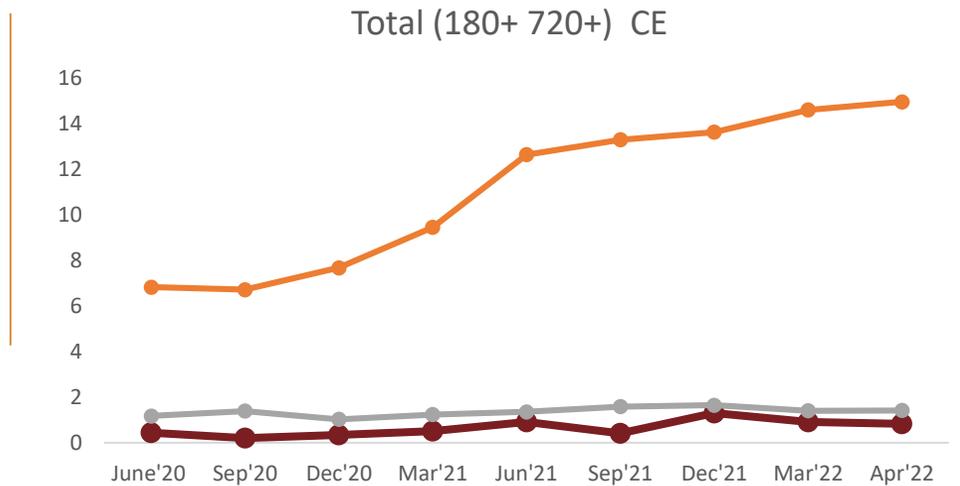
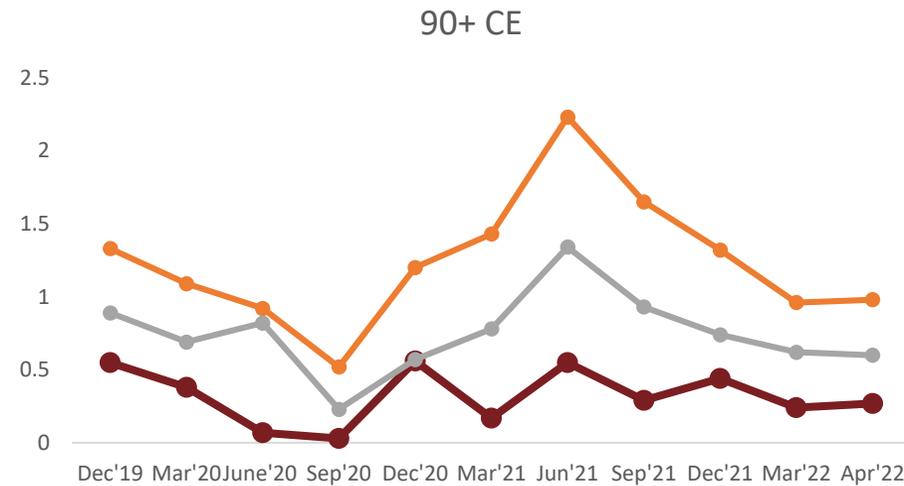
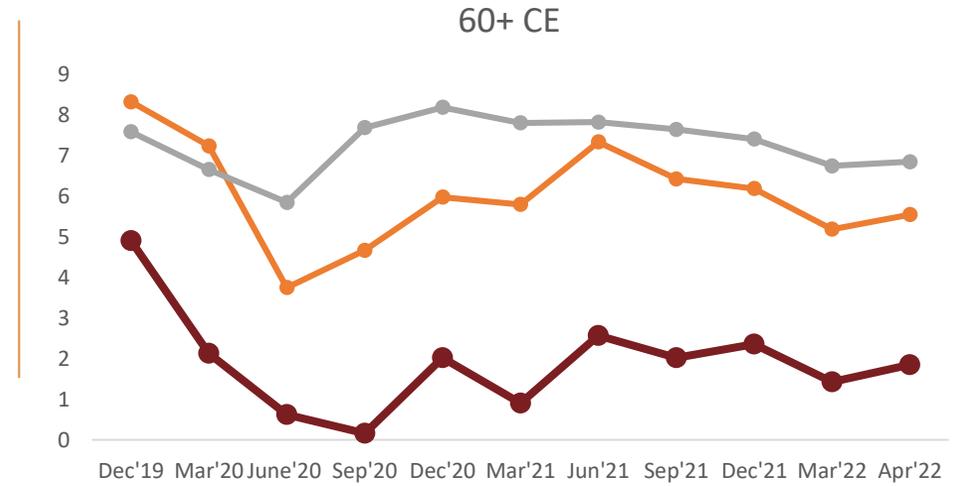
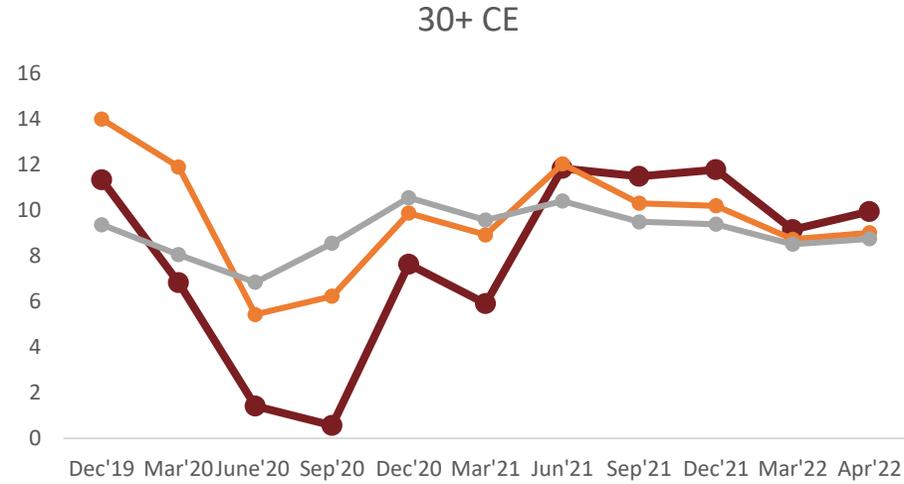
Position & Market Share

	MARKET POSITION	MARKET SHARE	POS (CR)
 Commercial Vehicle Loans	 #2	10%	₹17K
 Construction Equipment Loans	 #2	13%	₹9K
 Light Commercial Vehicle Loans	 #3	9%	₹7K
 Small Commercial Vehicle Loans	 #3	10%	₹3K
 Tractor & Farm Equipment Loans	 #4	9%	₹8K
 Two Wheeler Loans	 #4	6%	₹5K
 Passenger Vehicle Loans	 #7	4%	₹16K

Portfolio:
Commercial Vehicle



Portfolio: Construction Equipment

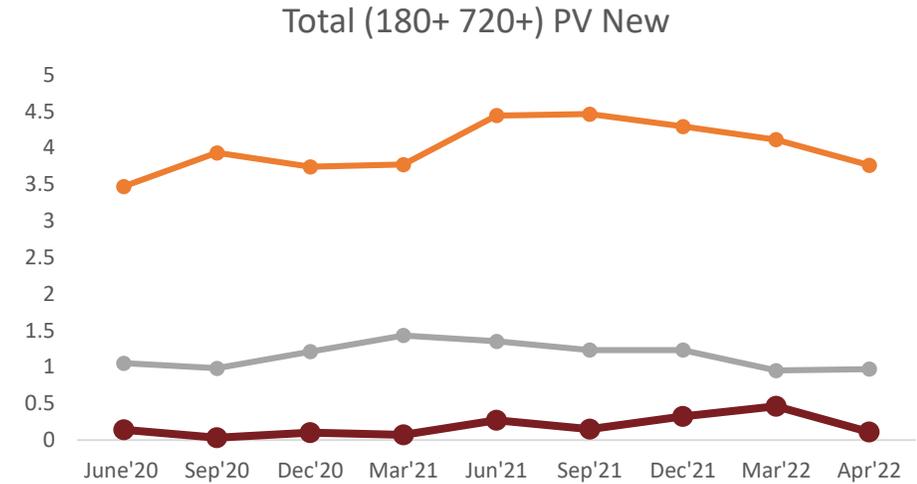
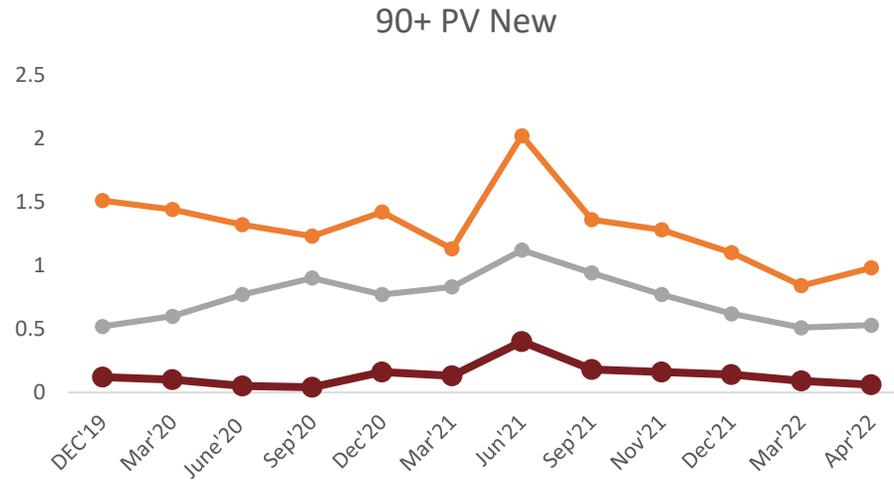
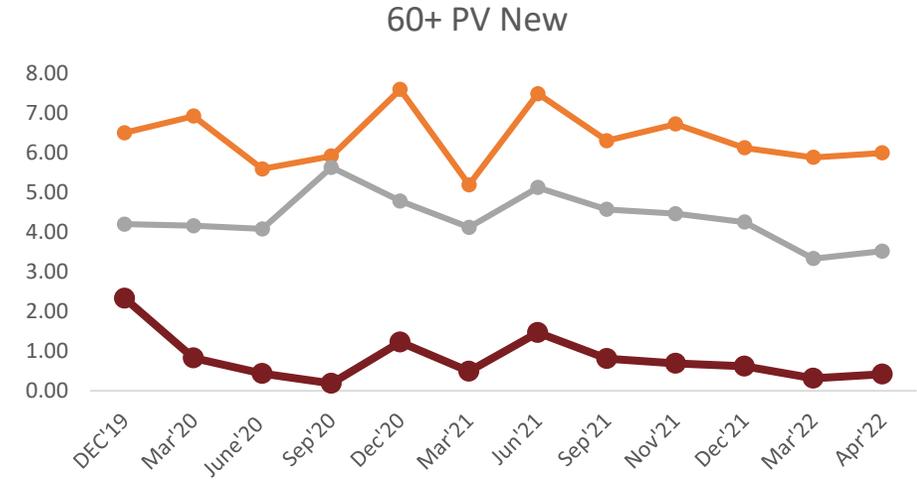
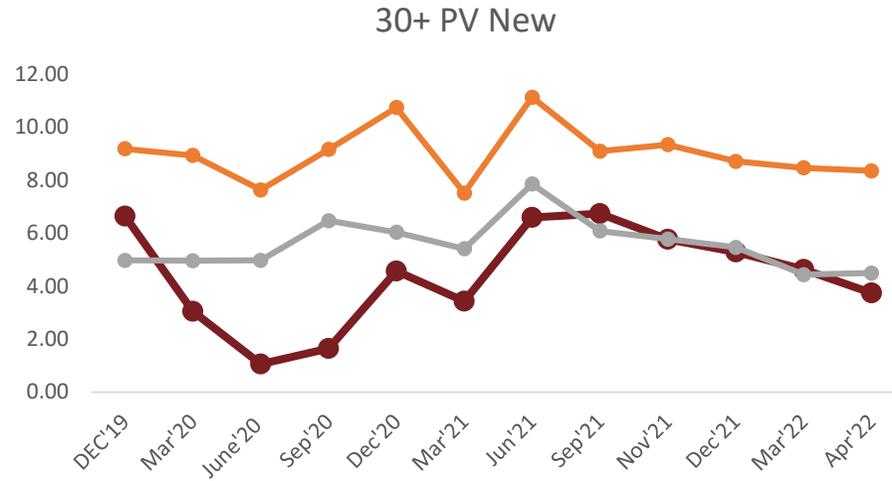


IBL Industry PG2

Source: Leading credit rating agency | Values as % of POS

IndusInd Bank

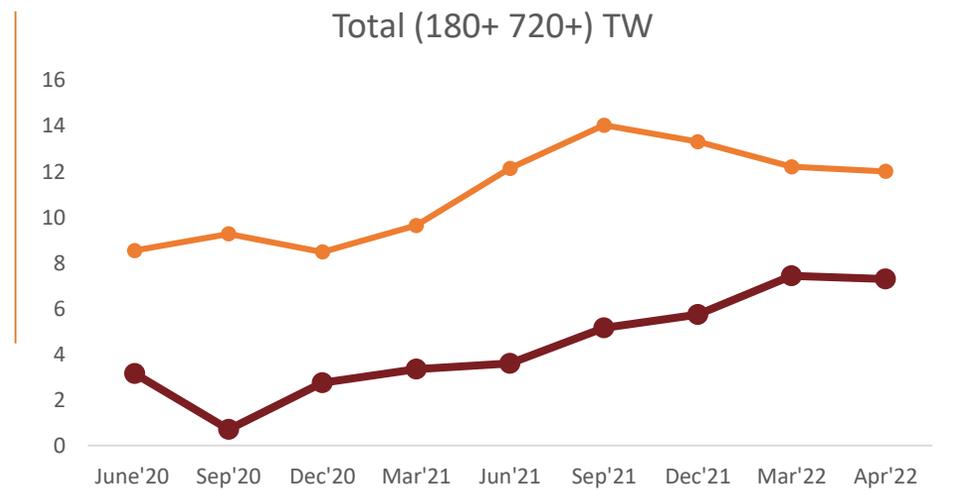
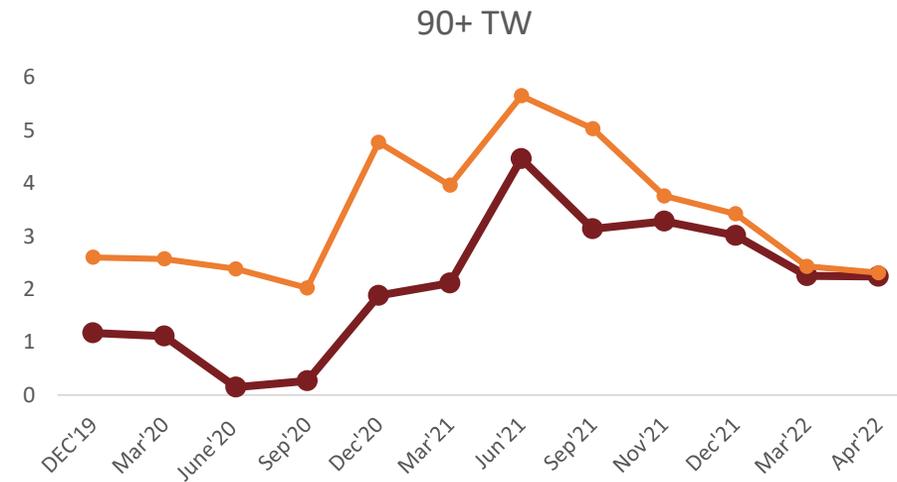
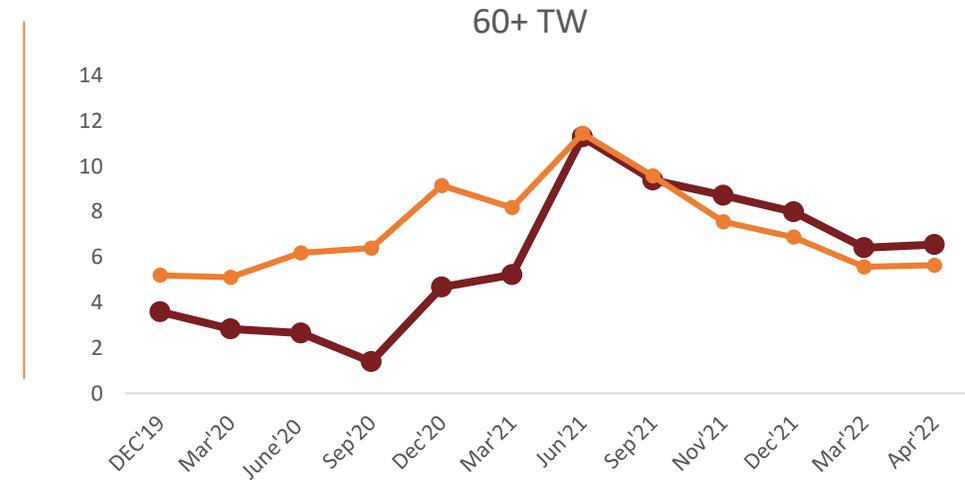
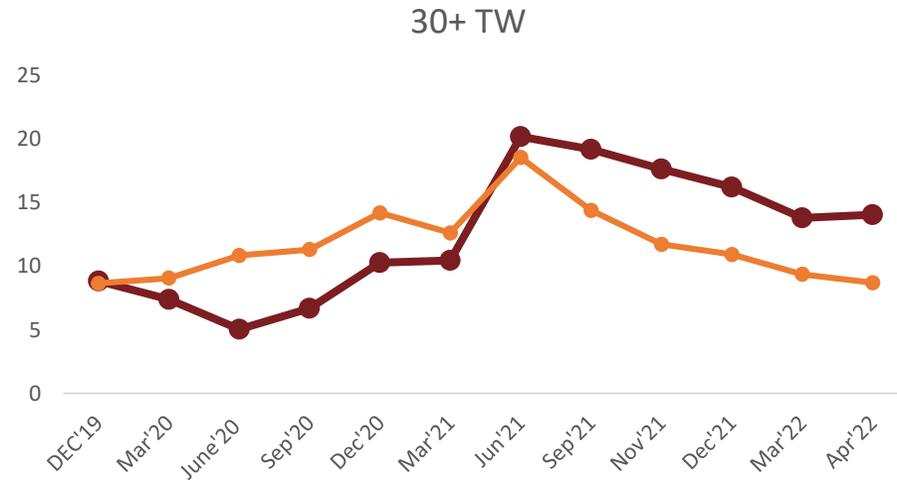
*Portfolio:
Passenger Vehicles*



IBL Industry PG2

Source: Leading credit rating agency | Values as % of POS

*Portfolio:
Two Wheelers*

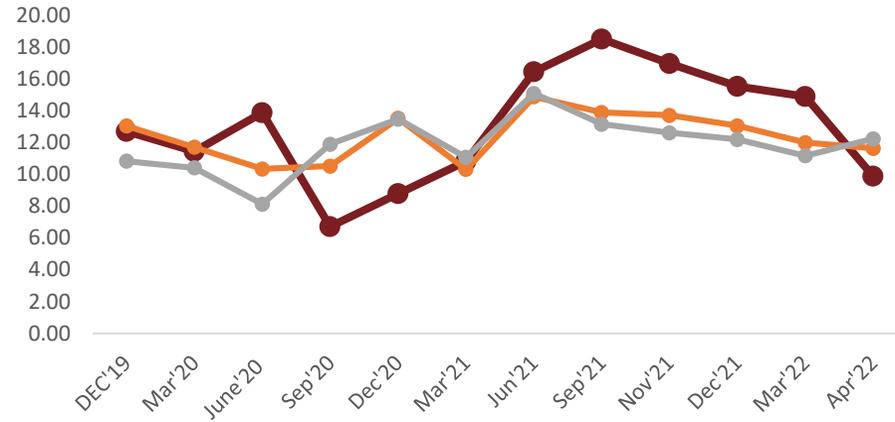


IBL Industry

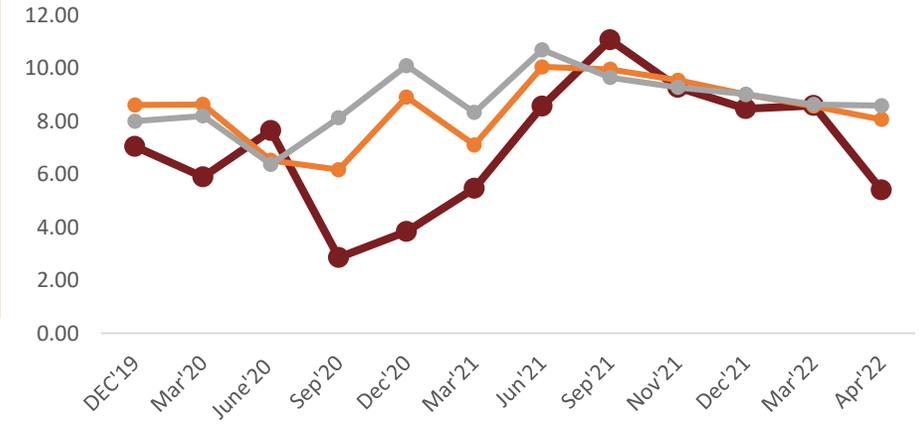
Source: Leading credit rating agency | Values as % of POS

*Portfolio:
Tractors and Farm
Equipment*

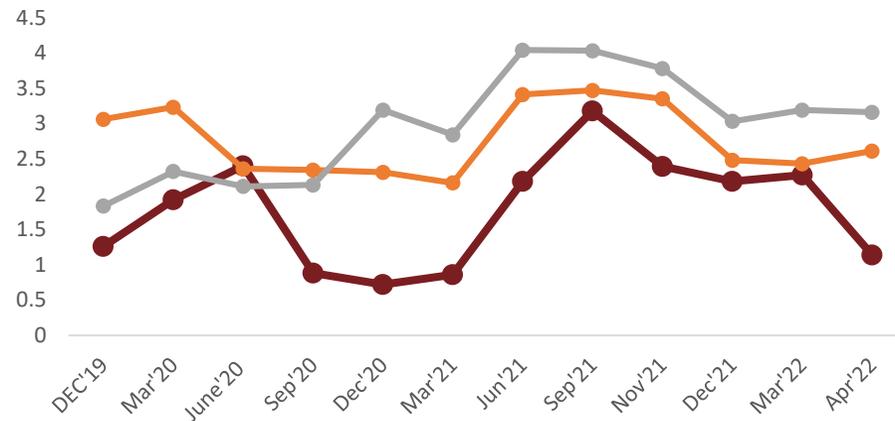
30+ Tractor



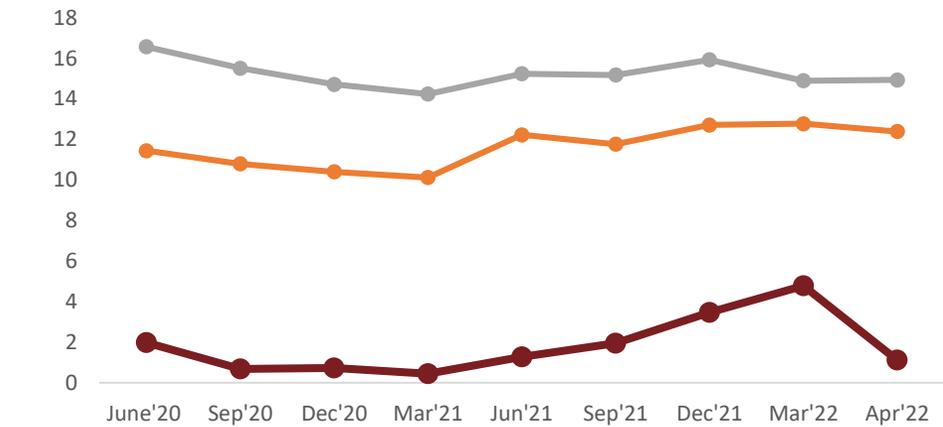
60+ Tractor



90+ Tractor



Total (180+ 720+) Tractor



IBL Industry PG2

Source: Leading credit rating agency | Values as % of POS

Focus Areas

01.

**Used Cars, CV
& Tractors**



Through tie-ups with online aggregators & offering dealer funding

02.

**New Light
Commercial
Vehicles**



Spin-off into a separate vertical



Focus Areas

03.

**Affordable
Home Loans**



Lentra LOS implementation and strong team structure

04.

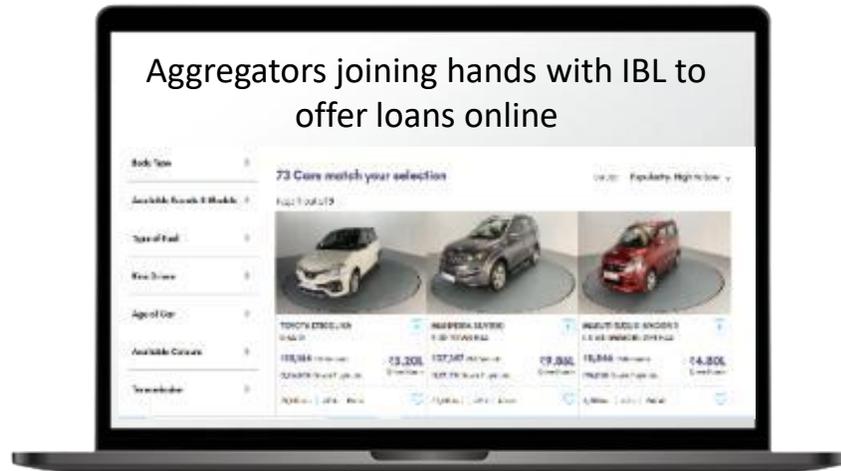
Tractors



Increased focus on high volume centers

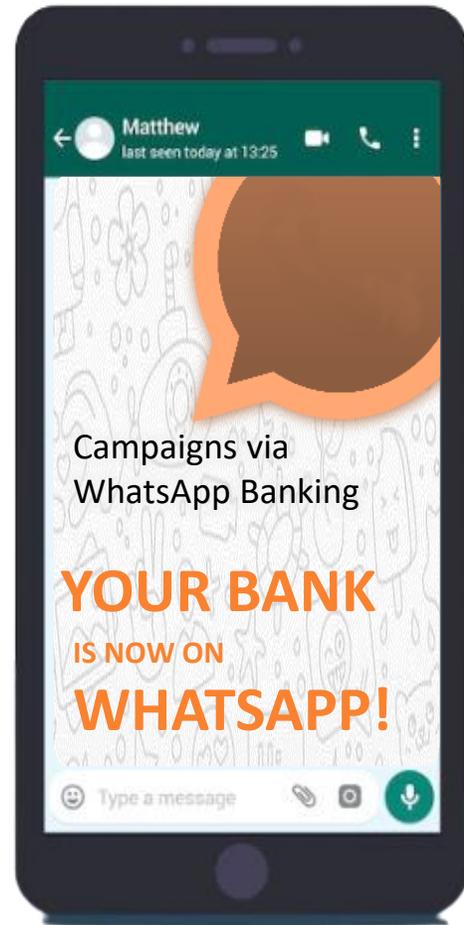


Leveraging Digital Campaigns



From better to the best!
Leveraging diverse tech to deliver a best-in-class loan approval time of just 15 minutes!

Leveraging Digital Campaigns



Service options on availed vehicle loans available 24x7 on IndusMobile

Indus Mobile
THE ALL IN ONE BANKING APP.



Pay EMI anytime via a host of online options



Market Outlook

MARKET UPDATE



35% Capex jump in Budget. Focus on construction & infrastructure development.

CRISIL's growth projection

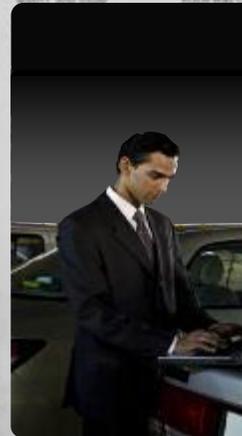


CE	CV	PV	TAFE
9-12%	13-19%	11-13%	1-2%

MARKET UPDATE



Commercial vehicle sales to pick up on sustained housing demand, rural and infrastructure activities



Young middle class, high income & aspirations drive retail demand. India tipped to lead mobility by 2030.



Many Dreams, One Destination.

Thank You



IndusInd Bank

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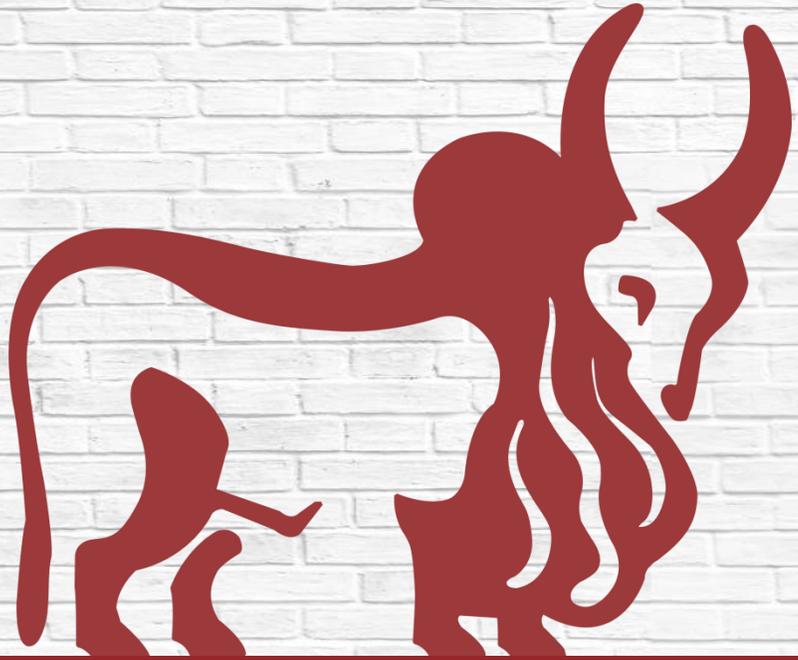
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IndusInd Bank
– Analyst Day

27th July 2022

IndusInd Bank – Analyst Day

Presentation-3
Microfinance/BFIL



Introducing Bharat Financial Inclusion

- Founded in 1997, over 24 years experience in serving the underserved
- Started as an NGO, we evolved into an NBFC and later became a part of IndusInd Bank in 2019
- We provide micro-loans and banking services to bottom-of-the-pyramid segment to help them improve their income levels

Our Ethos

- Responsible lending –
 - Customers
 - Investors
- Strong risk culture
- High social impact

Our Strengths

- Deep rural reach
- Clearly articulated processes
- Agile technology & digital infra
- Humane employee practices

We manage

Rs. 318 Bn
Assets

Rs. 15 Bn
Liability balances



Microfinance

Joint Liability Group (JLG) based lending model

IndusInd Bank

BHARAT  **SUPER SHOP**

Digitally powered by IndusInd Bank

Loans to merchants



Liability servicing point

We serve customers with high aspiration though low on literacy and moderate on tech quotient

Profile of Our Customers

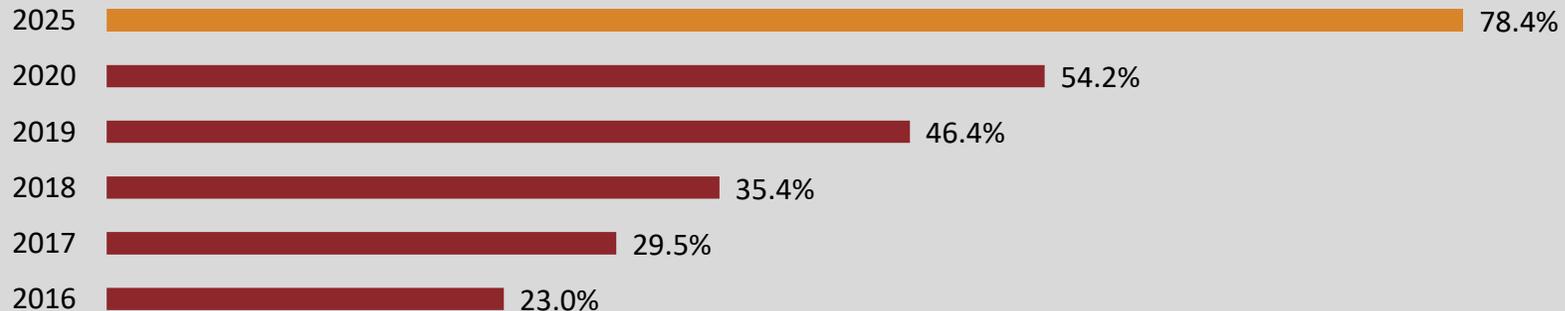
- Rural women entrepreneurs and nano-retailers high on aspiration though low on literacy levels
- Largely bottom-of-the-pyramid segment.
- We are the only financier for 56% of our customers

Where are our customers from?

- Predominantly rural base ~80%
- Spread across 23 states, 517 districts and 132000 villages
- Involved in Agri and allied activities, animal husbandry, handloom & handicrafts, rural trade etc.,

Leveraging the J-A-M Trinity

Smartphone penetration in India* (%)



*Source: Statista;



Highly phygital customer journey

Customer base that requires assisted banking services



Physical Sourcing

Physical sourcing of customers given the understanding of banking services is low



Phygital On-Boarding

Assisted on-boarding by feet-on-street given the low levels of literacy and willingness to adapt to technology



Phygital Servicing

Customers are serviced Phygitaly. Approximately 2m transactions are carried out seamlessly each day



Highly phygital customer journey

BFIL's unique capabilities to serve this customer base

A

AGILITY - Agile and flexible operations that can serve the last mile customer at their door-step

C

COST EFFICIENT OPERATIONS - One of the most cost-efficient operator in the industry

E

EXECUTION CAPABILITY - Can quickly convert plans into actual business opportunities





BHARAT
Financial Inclusion Ltd
Prayaas se pragati

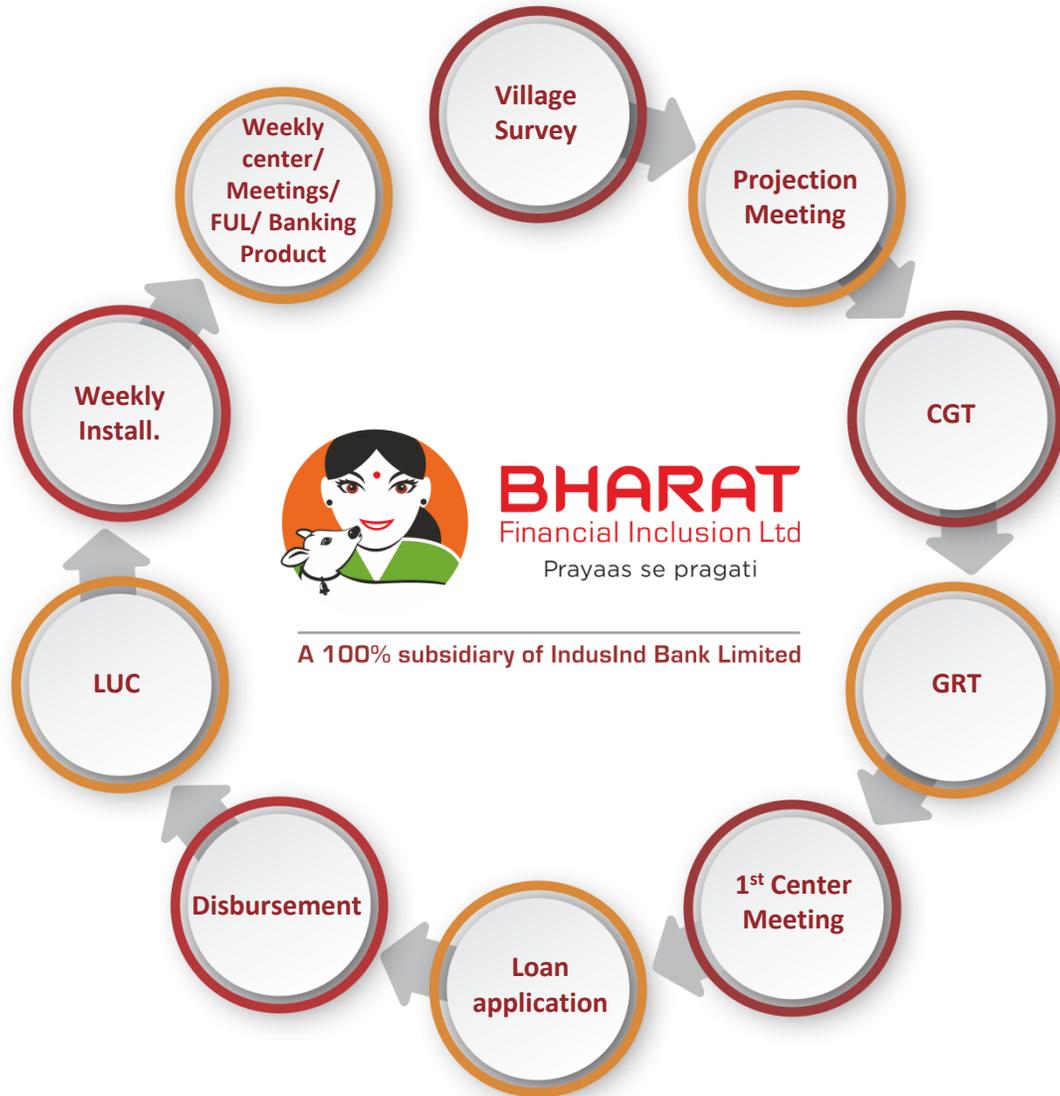
A 100% subsidiary of IndusInd Bank Limited

Microfinance



IndusInd Bank

High customer connect



Peer Group Lending

- Exclusive women borrowers
- Group selects members and underwrites loan
- Progressive loans - Ticket Size increases with customer vintage

Asset & Liability Solutions

- Core lending is for income generation activities
- Loan Utilization Checks done to ensure discipline
- Liability products (SB, RD,FD) being offered to promote savings

Repayment & Delivery Framework

- Small, weekly repayments mimic cash flows - and make it easy to "carry" if needed
- Product solution offered at the customers door-step

Process Orientation

- Intensive customer financial literacy training conducted periodically
- Rigorous employee training and process orientation

High customer connect

Center Meeting (Distribution Channel)

High Engagement
40 mins Avg. Center meeting;
Attendance compulsory



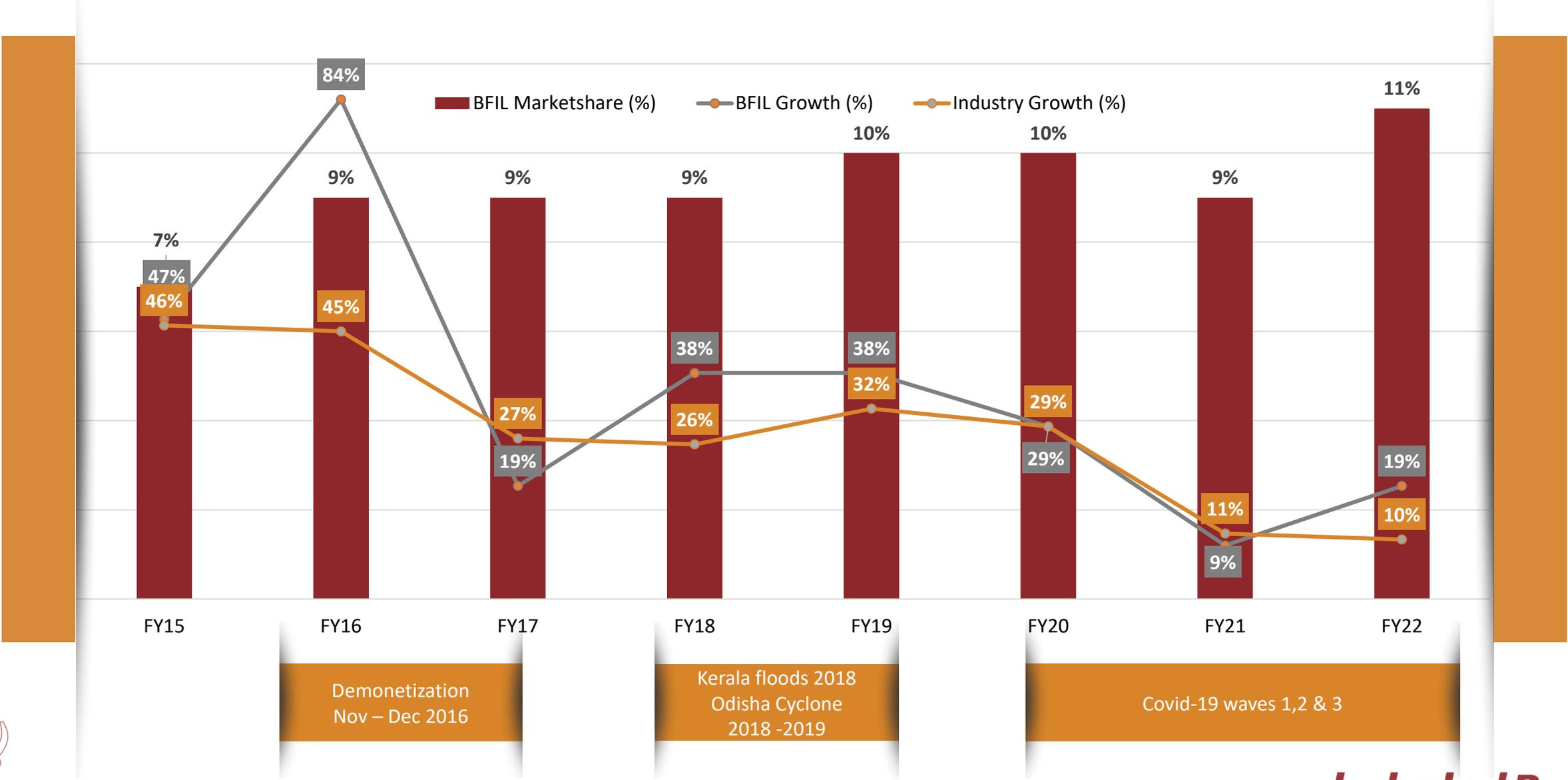
Center meeting days
Monday to Friday

Doorstep Delivery

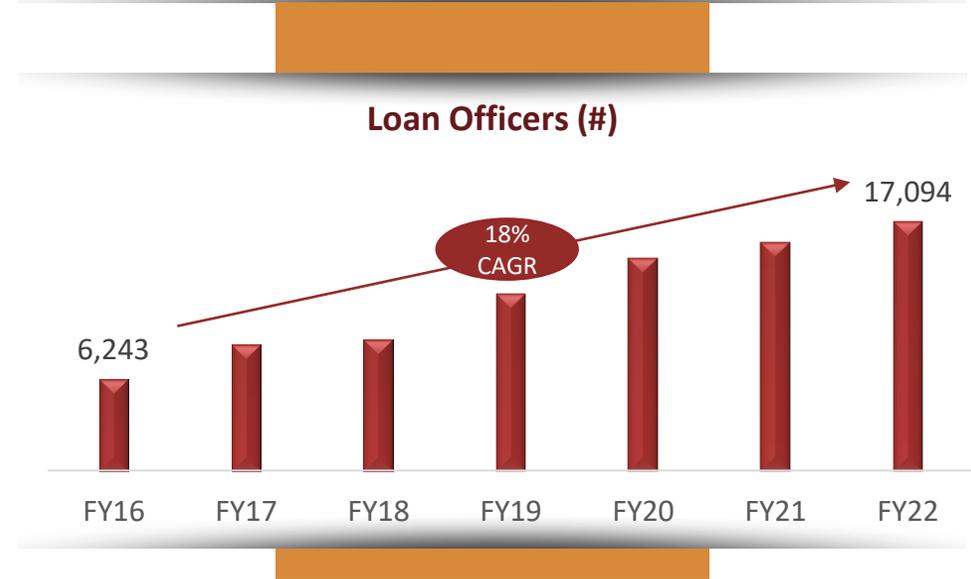
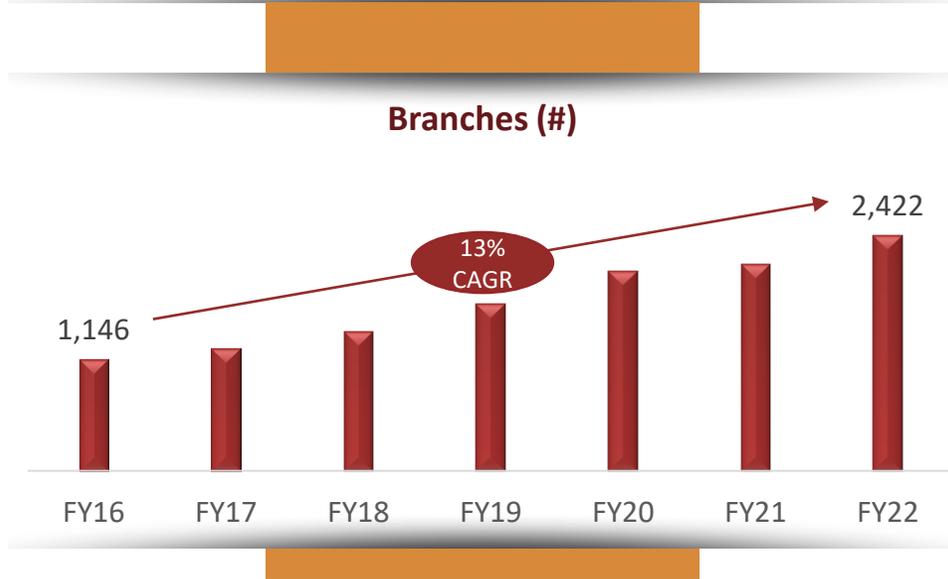
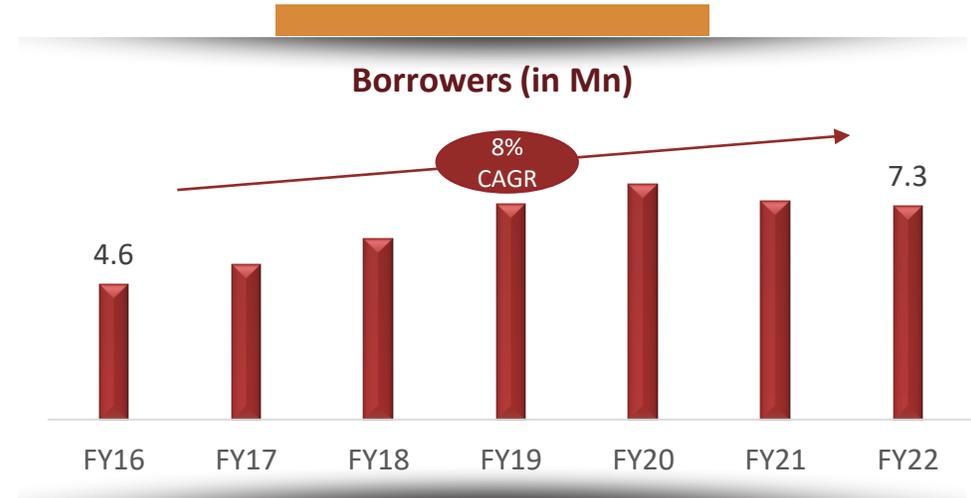
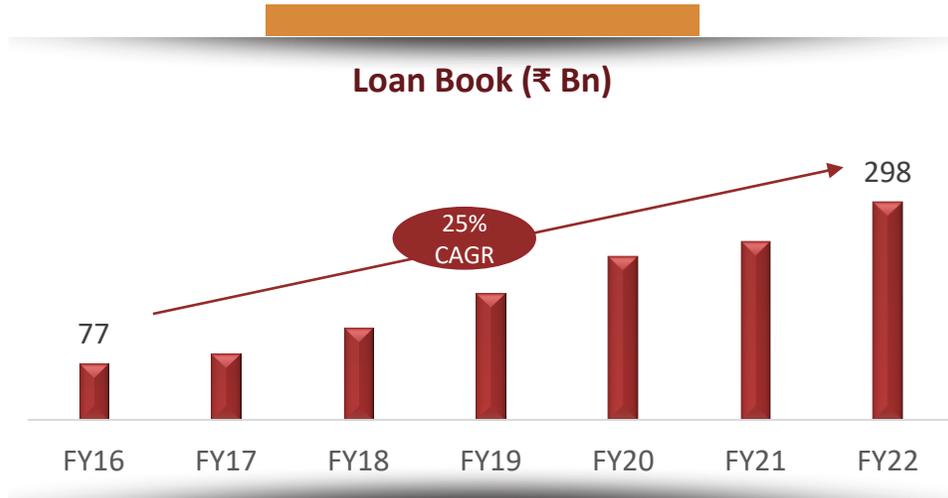
Financial services -
Microloans, Consumer Durable
loans & deposits



Sustained growth amidst macro shocks



Sustained growth amidst macro shocks





BHARAT
Financial Inclusion Ltd
Prayaas se pragati

A 100% subsidiary of IndusInd Bank Limited

Bharat Super Shop



IndusInd Bank

Giving wings to nano retailers – ~550,000 retailers across 300 towns

We lend to 38 identified trades

Opportunity Nano retailers who have no access to institutional credit

Identified trades 38 trades where risk is low; in Tier II & III cities

Growth Plans to grow the book ~2.5x in FY23

Services Offered

Doorstep Banking Zero Bal. Current Account | Recurring Deposit

Product Features Unsecured Business Loans | Tenure upto 104 Wks.

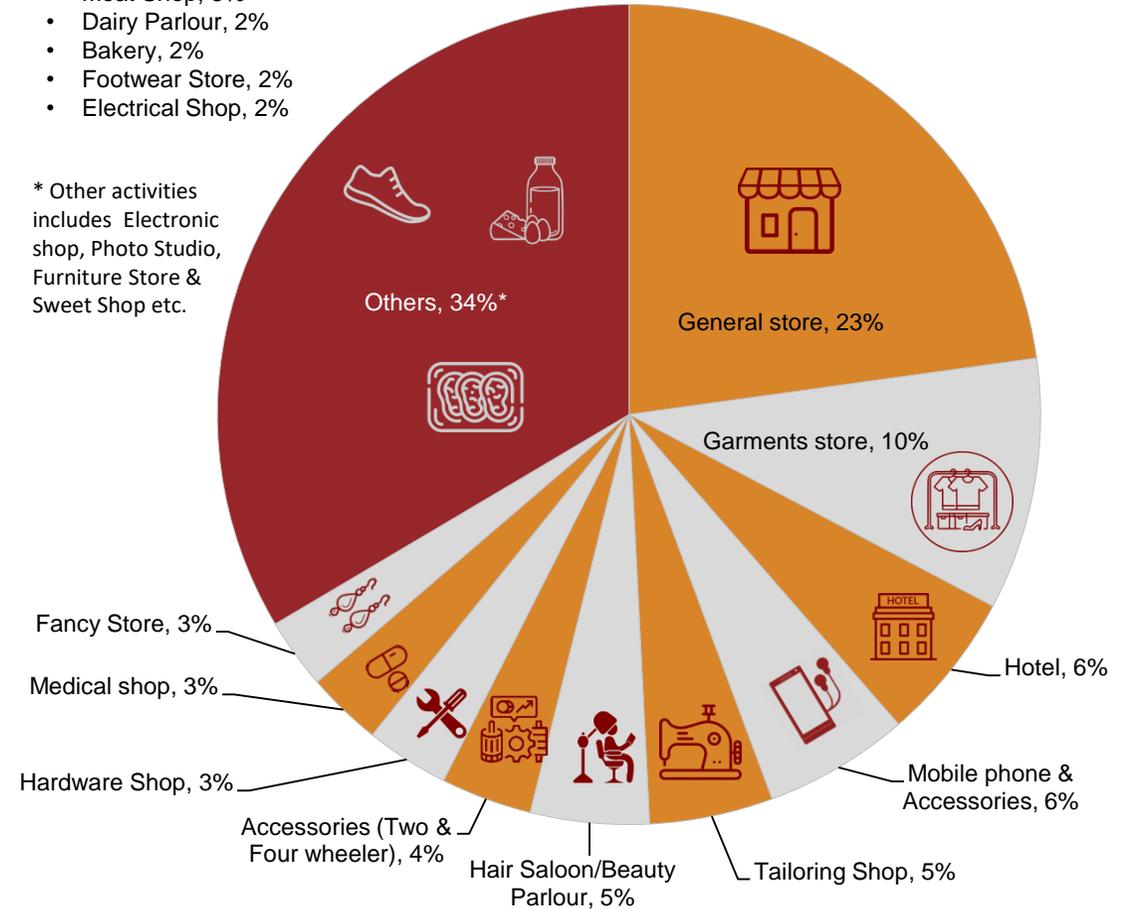
Payment solutions QR / UPI Handle

Retailers mix

Others

- Meat Shop, 3%
- Dairy Parlour, 2%
- Bakery, 2%
- Footwear Store, 2%
- Electrical Shop, 2%

* Other activities includes Electronic shop, Photo Studio, Furniture Store & Sweet Shop etc.



Giving wings to nano retailers – ~550,000 retailers across 300 towns

We lend to micro-retailers in Tier II & Tier III cities (300+)



Medical Store



Tailoring Shop



Kirana Store



Fancy Store



Garment Retailer



Footwear Retailer



Scaling up FY2020 – FY2022

Scale FY2022

- Locations 306 | Branches 382
- Retailers - ~5.5 lakh | Active Borrowers 3.2 lakh
- No. of loans disbursed 6.2 lakh | Amount disbursed Rs. 3,252 cr.
- Advances Rs. 1,943 cr | Liability Bal. Rs. 487 cr

Stable Credit costs

- 99% paying customers
- 0.6% GNPA
- Managed Covid events with <1.5% credit cost

The book is maturing

- Completed 4 loan cycles

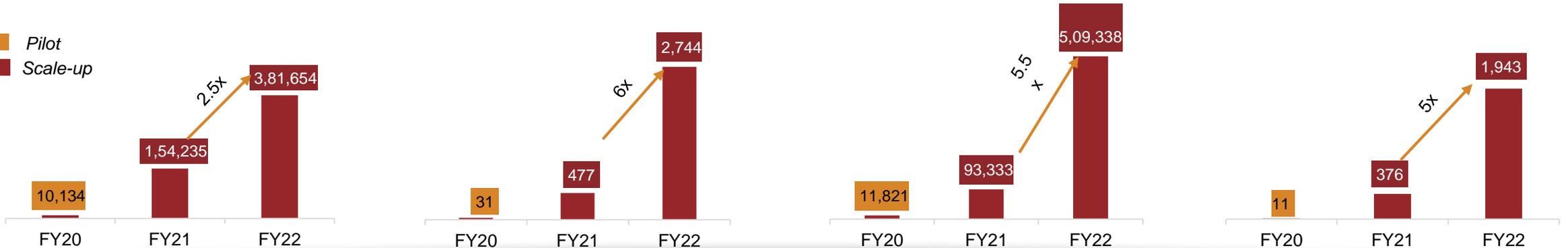
Customer Acquisition (A/Cs opened)

Amount Disbursed (Rs. Cr)

No. of loans disbursed

Advances ENR (Rs. Cr)

■ Pilot
■ Scale-up





BHARAT
Financial Inclusion Ltd
Prayaas se pragati

A 100% subsidiary of IndusInd Bank Limited

Bharat Money Store



IndusInd Bank

Solving the last mile question



(Rural IndusInd Customers & walk-in clients)

Travels



5 - 8 Kms & invests upto 2 hours for cash deposit and withdrawal at Bank / ATM



2 - 5 kms, spending upto 1 hour for electricity bill payment



1 - 5 kms to Municipality office for water bill payment spending up to 30 minutes



1 - 5 km and spending up to 30 minutes to visit electronics store for DTH / mobile recharge



<0.5 km, investing up to 15 minutes to visit Kirana store for ration items



Online shopping, only 5% customer reported access to this



STORE



Deposit & Withdrawal Point



Bill Payment & Recharges



Allied & OTC Financial Services



Assisted E-Commerce



BMS 1.0 since 2017

FY18

Enrolled Merchants:
244

Active BMS: 156

Transaction value
(₹ Cr): 1.6

Services offered

- AEPS

FY19

Enrolled BMS Merchants: 1,376

Active BMS: 1,070

Transaction value
(₹ Cr): 56.8

Services offered

- AEPS
- Utility Bill payments

FY20

Enrolled BMS Merchants: 23,286

Active BMS: 13,953

Transaction value
(₹ Cr): 1,531

Services offered

- AEPS
- Utilities BBPS
- mPoS

FY21

Enrolled BMS Merchants: 51,379

Active BMS: 23,600

Transaction value
(₹ Cr): 2,245

Services offered

- AEPS
- Utilities BBPS
- mPoS

FY22

Enrolled BMS Merchants: 86,027

Active BMS: 46,976

Transaction value
(₹ Cr): 4,060

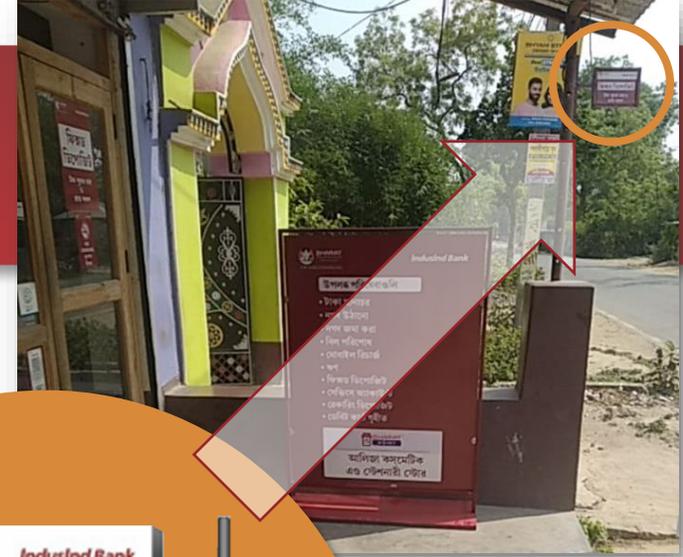
Services offered

- AEPS
- Utilities BBPS
- mPoS
- Tata Power
- Open market Savings, FD/RD Ac Savings A/c: 2,35,532
- FDs: 10,841
- RDs: 18830



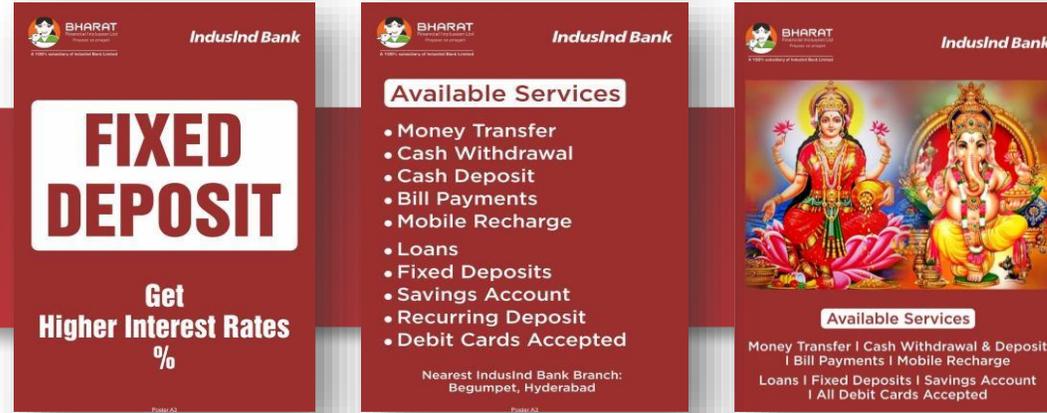
BMS 2.0 – Strong rural branding focus

Flanges & Standee at the main entrance



BMS 2.0 – Strong rural branding focus

Posters on the glass



IndusInd Bank's rural touch points, highly visible

BHARAT MONEY STORE

BMS 1.0



Current Account
Welcome Kit with
Debit card



Store Display

- BC Certificate
- Display Boards



Transactions
Deposit, Withdrawal,
IMPS, Bill Payment



BMS 2.0



Current Account
Balances enhanced
with QR code



Transactions
Deposit, Withdrawal,
IMPS, Bill Payment



IndusInd Bank
Branding sharper
focus



Merchant Loan
RD based 1st Cycle Loan,
Non-RD Based Loan



Liability Services
SA, RD & FD Account
opening



Plan & Roadmap



mATM Transactions
Cash Withdraw
Balance Enquiry



Domestic Money
Transfer (DMT)



MPOS Card
withdrawal



A strong risk culture



A strong risk culture

Credit Risk

- Stringent Credit norms in comparison to Industry to mitigate risk of unsecured lending
 - Number of Other Lenders
 - Existing customer ≤ 2
 - New Customers ≤ 1
 - Client exposure
 - Existing platinum center customer ≤ 1.25 L
 - Other Existing Customers ≤ 1.0 L
 - New Customers ≤ 80 K
 - High customer connect through weekly repayment (100% weekly vs 35% weekly Industry)
- Geographical Concentration Norms –
 - 5 categories of states with differential norms based on Asset Quality, Market Size, Growth Potential & Competition Parameters (*Ranging from 0.5 % to 16%*)
 - District level cap – 2%
- Risk based Segmentation
 - Customer/ village level segmentation based on repayment behaviour to mitigate risk of defaults
 - Disbursement Restriction in branches with performance below set threshold levels

Operational Risk

- JLG continues to mitigate risk for micro-credit portfolio.
- Savings & extended banking services to strengthen client relationship
- Robust Consumer Grievance redressal mechanism
- Fraud & Transaction Monitoring
- Branch risk assessment to identify specific branch-level parameters
- New Products & Services –
 - Scale subject to satisfactory performance of controlled pilots
 - Customized process controls
- Incident Reporting
- Alert system for Key exceptions

Data led insights

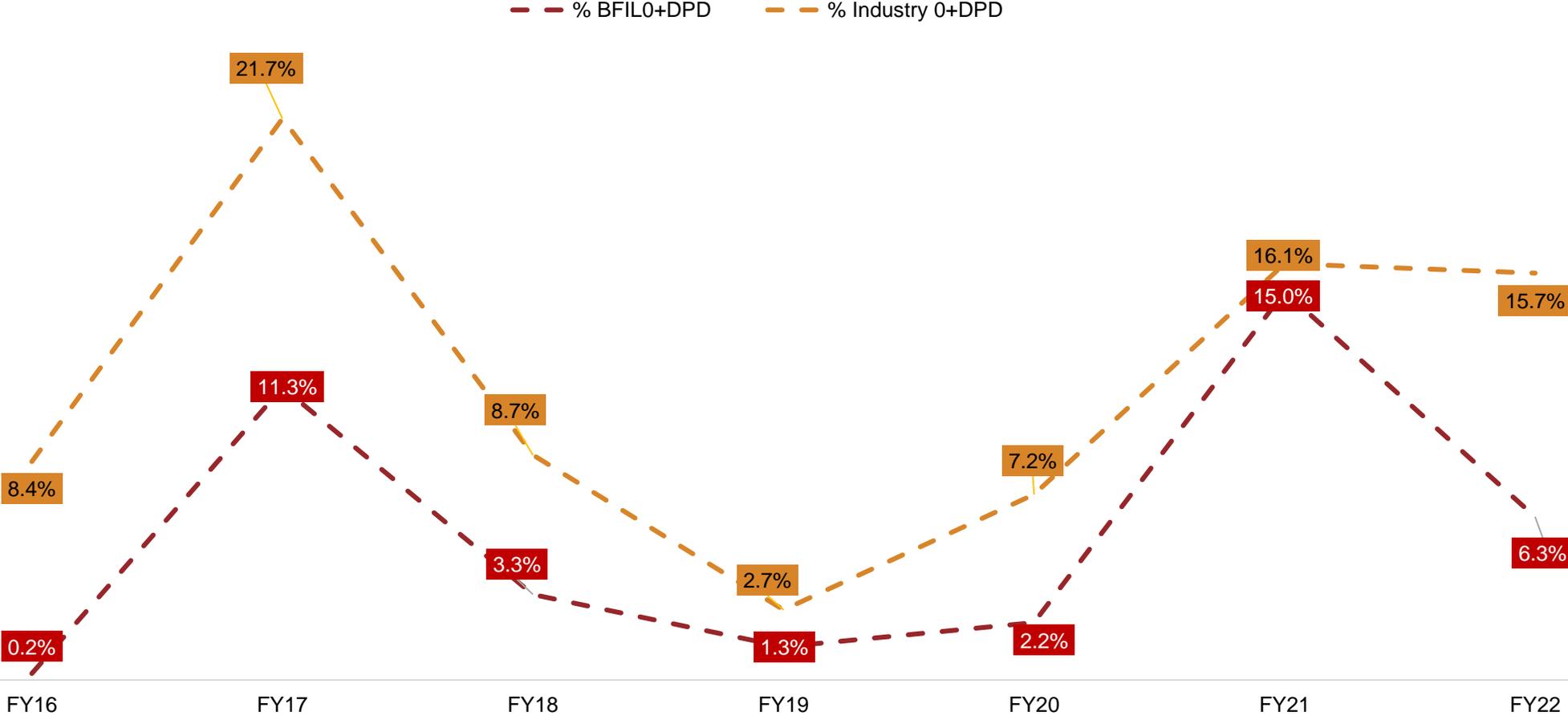
- **Customer Risk Profiling**
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 - Macro – sectoral trends
 - Micro – at pincode level
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- New Product development
- Continuous enhancement in Credit criteria
- Growth Market identification
- Early warning signals
- Comparison with industry on KPIs



Delinquency trend – BFIL vs. Industry



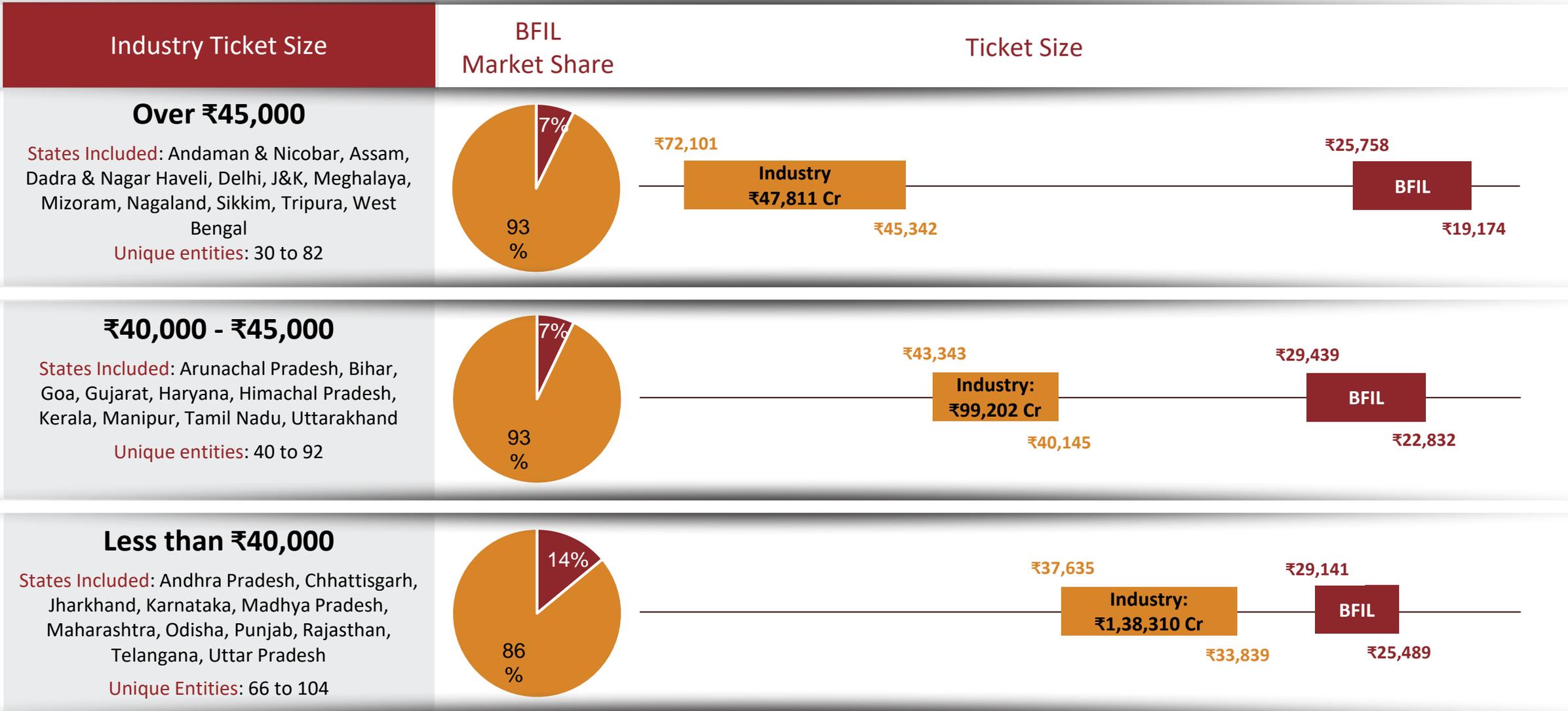
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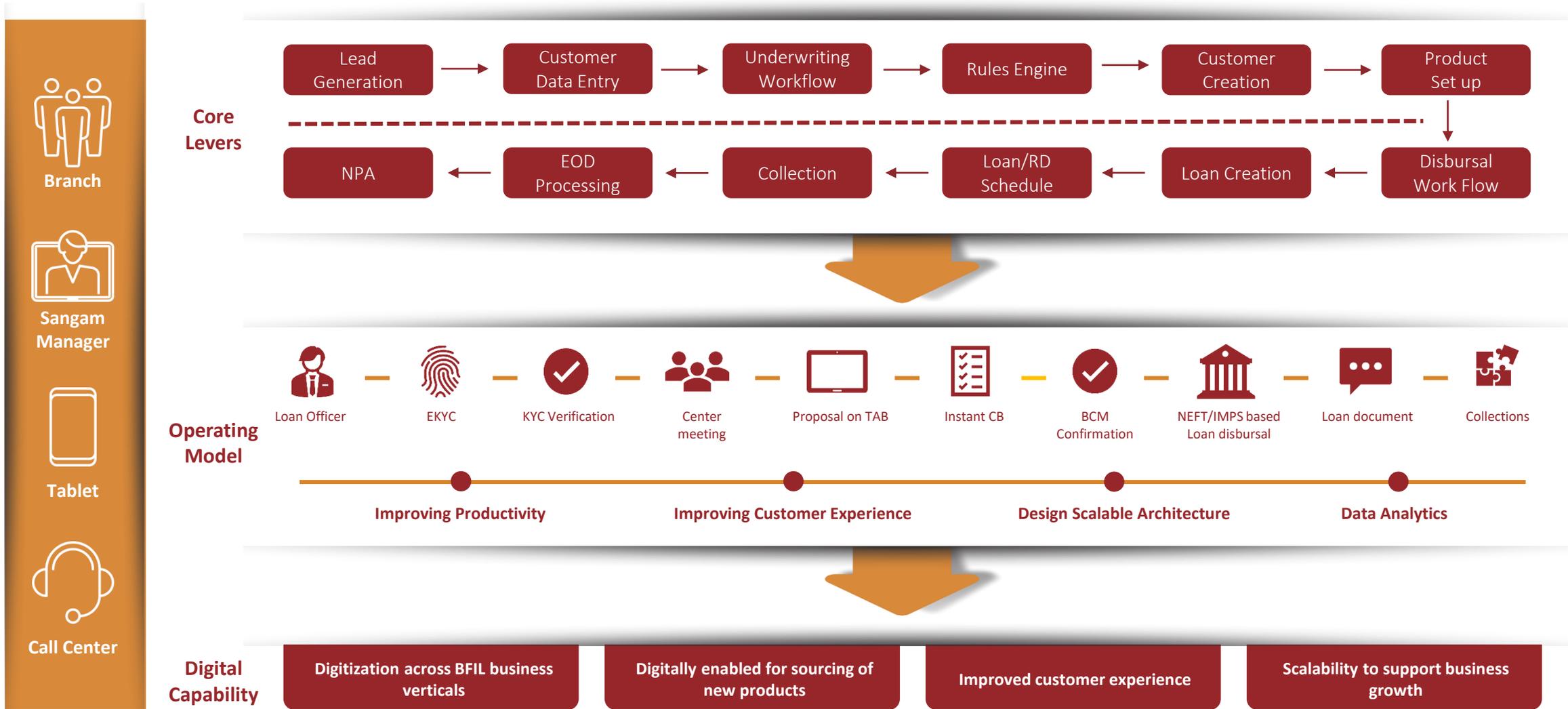
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Agile Technology



Agile technology, capability to handle large volumes



Branch



Sangam Manager



Tablet



Call Center



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Employer of Choice



IndusInd Bank

Strong foundation of People – Culture - Performance

Very high degree of internal talent sourcing

- For the field staff, talent is hired ONLY at the Sangam Manager (entry) Level. Internal talent development process ensures growth for the next 5 levels till GM.
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Internal Audit

– Ensuring process controls



Internal Audit – Critical role in ensuring process control

Strength

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- All branches are inspected monthly based on a 4-tier grading system
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- Customer profiling
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Towards becoming a Micro-banker



IndusInd Bank

Towards becoming a Micro-banker from a Micro-lender

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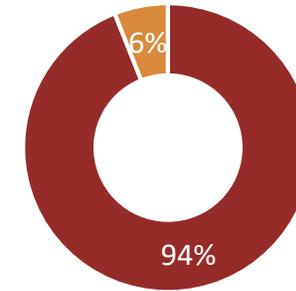
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Two wheelers and other consumer durable loans in deep rural geographies

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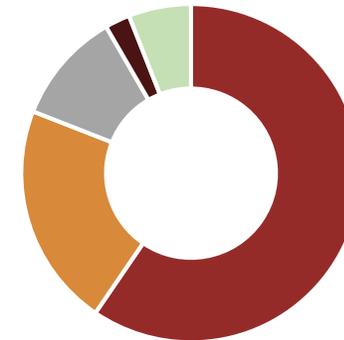


JLG Loans

Loans to Merchants

Individual Loans

Our FY26 Ambition



Two Wheeler Loans

Affordable LAP



Sambhav Hai!

It's possible!



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IndusInd Bank

IndusInd Bank



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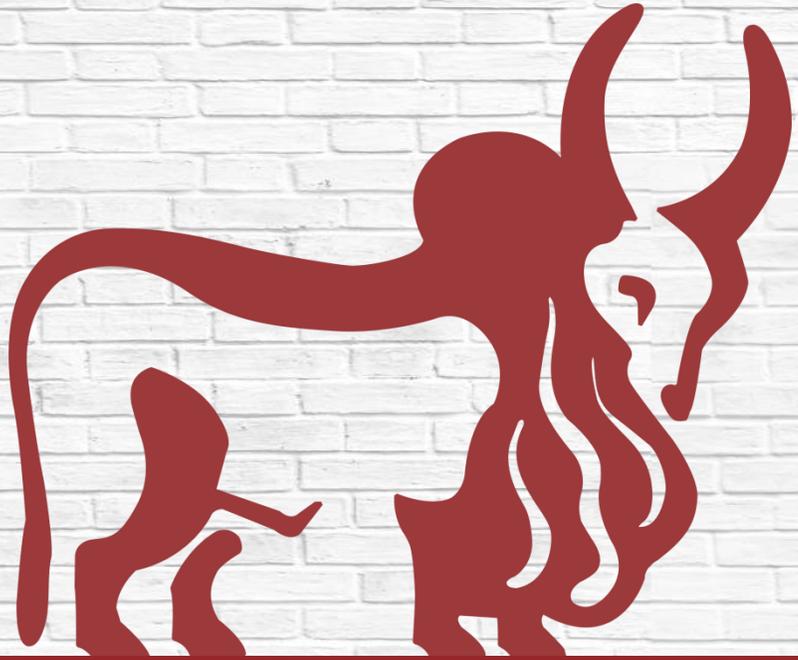
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Figures for the previous period / year have been regrouped wherever necessary to conform to the current period's / year's presentation. Total in some columns / rows may not agree due to rounding off.

Note: All financial numbers in the presentation are from Audited Financials or Limited Reviewed financials or based on Management estimates.





IndusInd Bank
– Analyst Day

27th July 2022

IndusInd Bank – Analyst Day

Presentation-3
Microfinance/BFIL



Introducing Bharat Financial Inclusion

- Founded in 1997, over 24 years experience in serving the underserved
- Started as an NGO, we evolved into an NBFC and later became a part of IndusInd Bank in 2019
- We provide micro-loans and banking services to bottom-of-the-pyramid segment to help them improve their income levels

Our Ethos

- Responsible lending –
 - Customers
 - Investors
- Strong risk culture
- High social impact

Our Strengths

- Deep rural reach
- Clearly articulated processes
- Agile technology & digital infra
- Humane employee practices

We manage

Rs. 318 Bn
Assets

Rs. 15 Bn
Liability balances



Microfinance

Joint Liability Group (JLG) based lending model

IndusInd Bank

BHARAT  **SUPER SHOP**

Digitally powered by IndusInd Bank

Loans to merchants



Liability servicing point

We serve customers with high aspiration though low on literacy and moderate on tech quotient

Profile of Our Customers

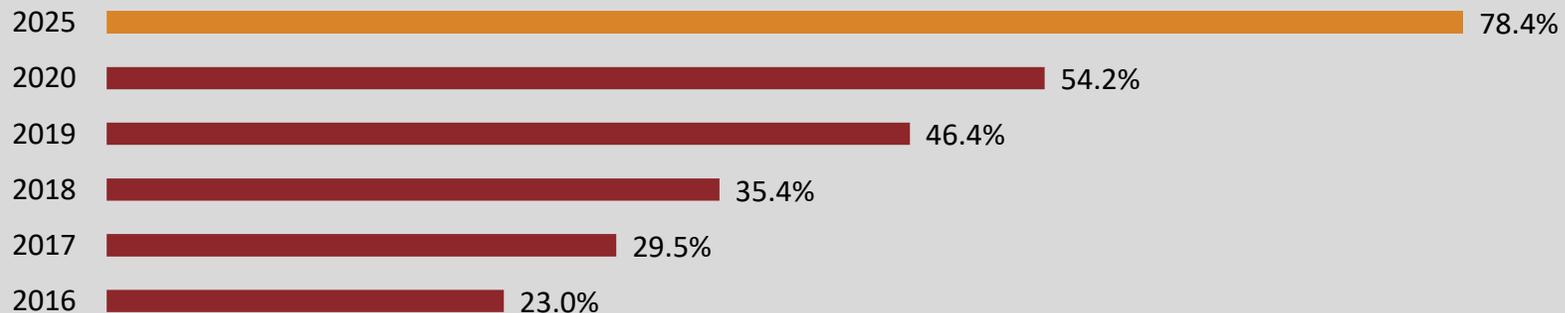
- Rural women entrepreneurs and nano-retailers high on aspiration though low on literacy levels
- Largely bottom-of-the-pyramid segment.
- We are the only financier for 56% of our customers

Where are our customers from?

- Predominantly rural base ~80%
- Spread across 23 states, 517 districts and 132000 villages
- Involved in Agri and allied activities, animal husbandry, handloom & handicrafts, rural trade etc.,

Leveraging the J-A-M Trinity

Smartphone penetration in India* (%)



*Source: Statista;



Highly phygital customer journey

Customer base that requires assisted banking services



Physical Sourcing

Physical sourcing of customers given the understanding of banking services is low



Phygital On-Boarding

Assisted on-boarding by feet-on-street given the low levels of literacy and willingness to adapt to technology



Phygital Servicing

Customers are serviced Phygitaly. Approximately 2m transactions are carried out seamlessly each day



Highly phygital customer journey

BFIL's unique capabilities to serve this customer base

A

AGILITY - Agile and flexible operations that can serve the last mile customer at their door-step

C

COST EFFICIENT OPERATIONS - One of the most cost-efficient operator in the industry

E

EXECUTION CAPABILITY - Can quickly convert plans into actual business opportunities

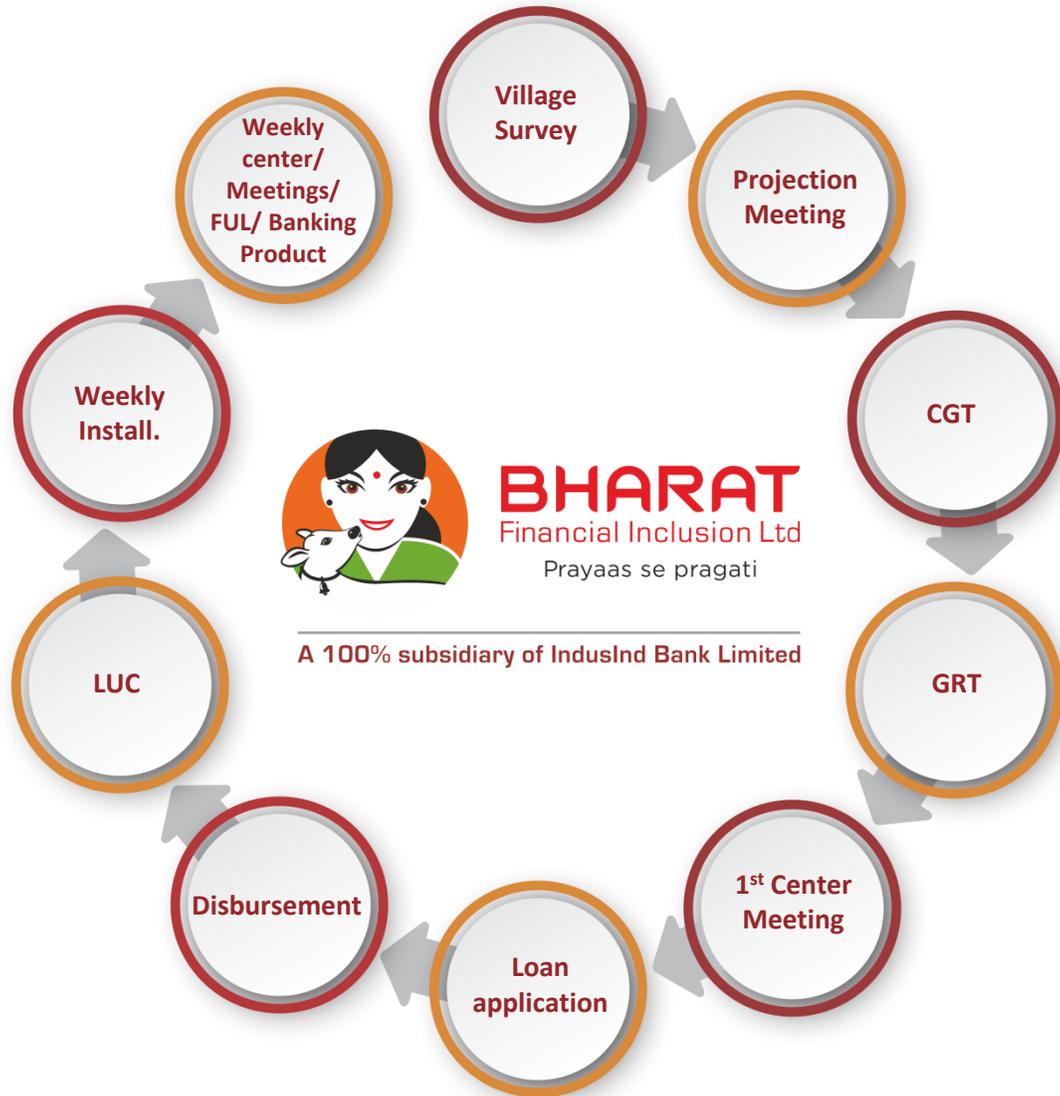




Microfinance



High customer connect



Peer Group Lending

- Exclusive women borrowers
- Group selects members and underwrites loan
- Progressive loans - Ticket Size increases with customer vintage

Asset & Liability Solutions

- Core lending is for income generation activities
- Loan Utilization Checks done to ensure discipline
- Liability products (SB, RD,FD) being offered to promote savings

Repayment & Delivery Framework

- Small, weekly repayments mimic cash flows - and make it easy to "carry" if needed
- Product solution offered at the customers door-step

Process Orientation

- Intensive customer financial literacy training conducted periodically
- Rigorous employee training and process orientation

High customer connect

Center Meeting (Distribution Channel)

High Engagement
40 mins Avg. Center meeting;
Attendance compulsory



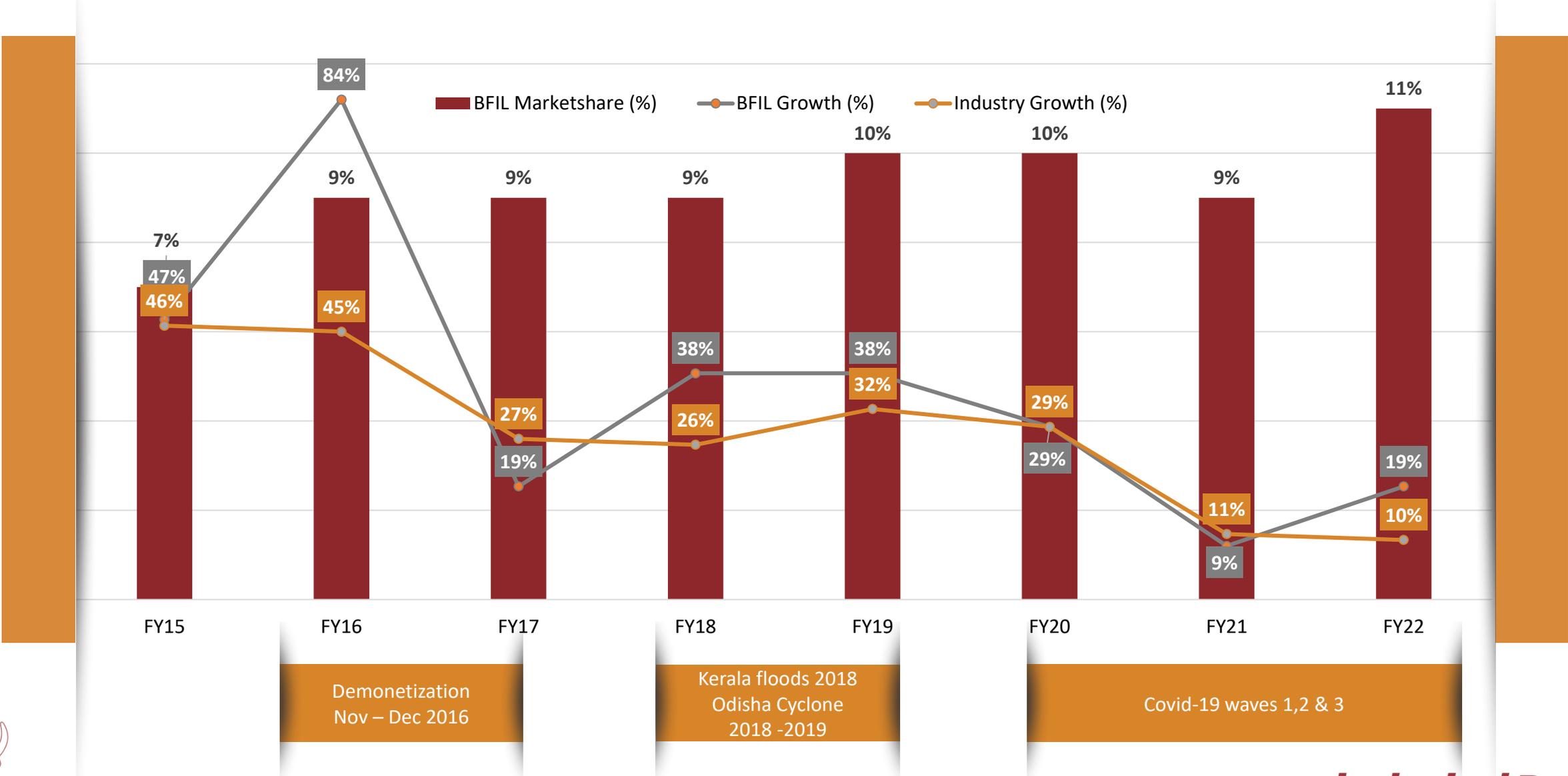
Center meeting days
Monday to Friday

Doorstep Delivery

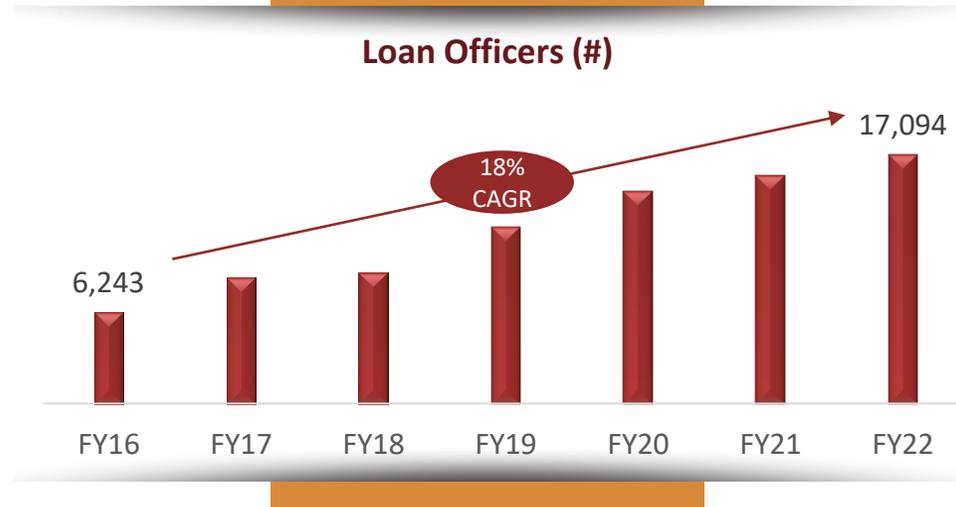
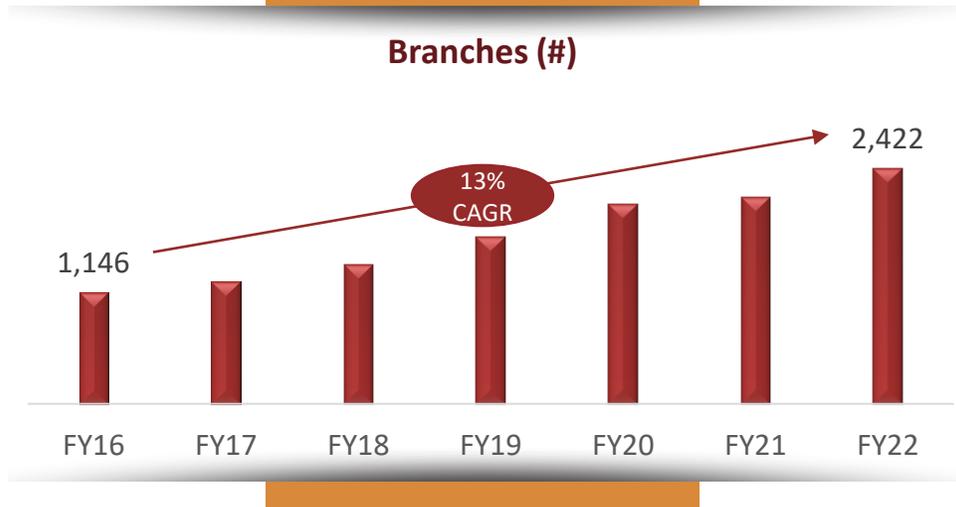
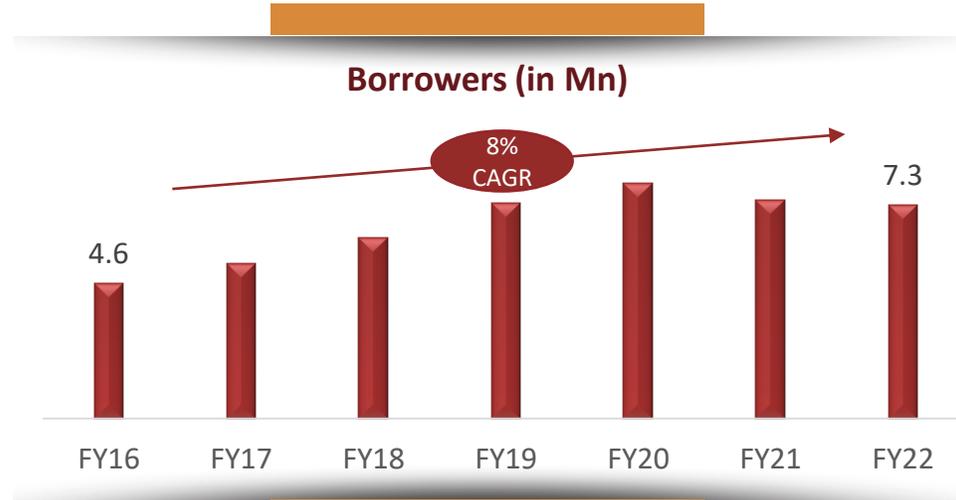
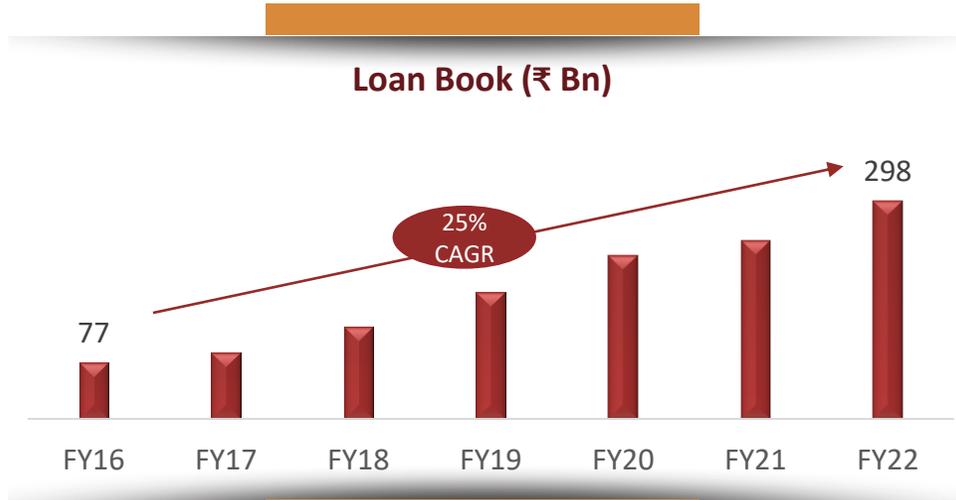
Financial services -
Microloans, Consumer Durable
loans & deposits



Sustained growth amidst macro shocks



Sustained growth amidst macro shocks





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Bharat Super Shop



IndusInd Bank

Giving wings to nano retailers – ~550,000 retailers across 300 towns

We lend to 38 identified trades

Opportunity Nano retailers who have no access to institutional credit

Identified trades 38 trades where risk is low; in Tier II & III cities

Growth Plans to grow the book ~2.5x in FY23

Services Offered

Doorstep Banking Zero Bal. Current Account | Recurring Deposit

Product Features Unsecured Business Loans | Tenure upto 104 Wks.

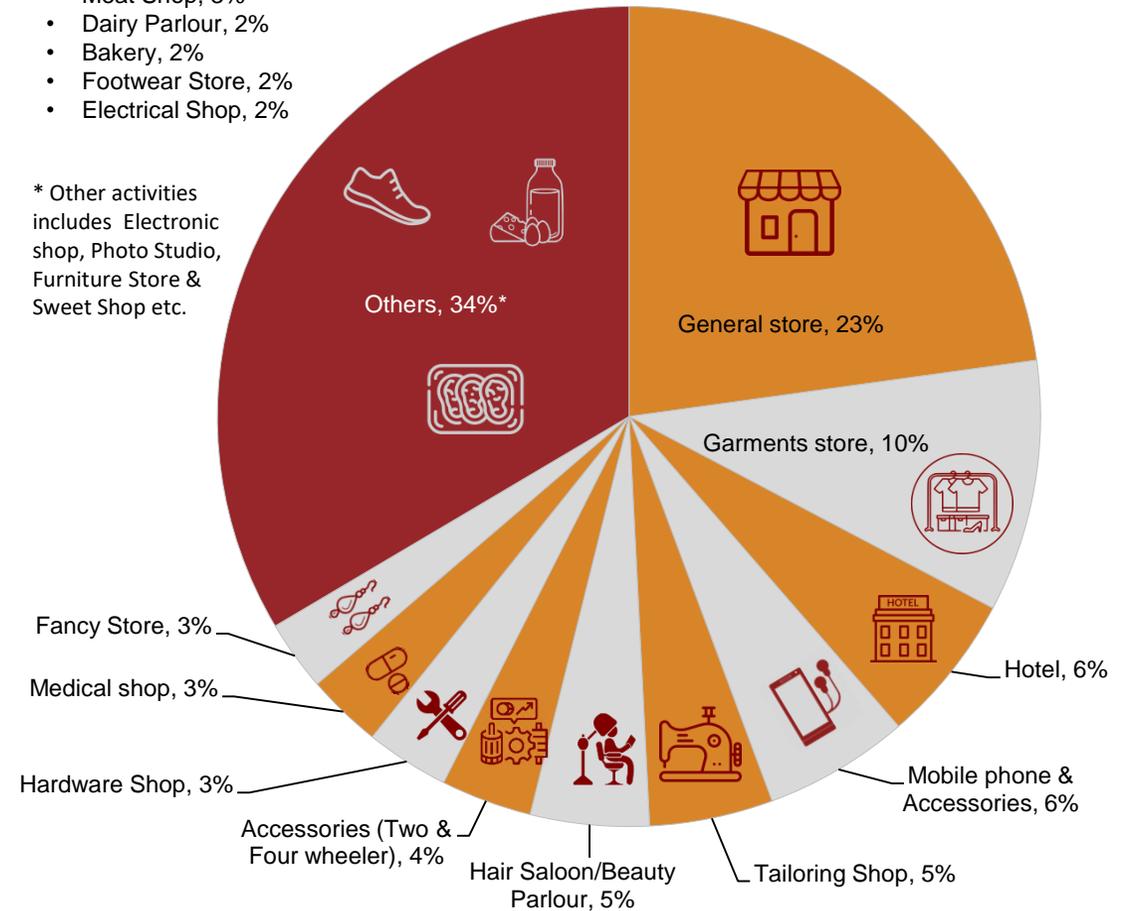
Payment solutions QR / UPI Handle

Retailers mix

Others

- Meat Shop, 3%
- Dairy Parlour, 2%
- Bakery, 2%
- Footwear Store, 2%
- Electrical Shop, 2%

* Other activities includes Electronic shop, Photo Studio, Furniture Store & Sweet Shop etc.



Giving wings to nano retailers – ~550,000 retailers across 300 towns

We lend to micro-retailers in Tier II & Tier III cities (300+)



Medical Store



Tailoring Shop



Kirana Store



Fancy Store



Garment Retailer



Footwear Retailer



Scaling up FY2020 – FY2022

Scale FY2022

- Locations 306 | Branches 382
- Retailers - ~5.5 lakh | Active Borrowers 3.2 lakh
- No. of loans disbursed 6.2 lakh | Amount disbursed Rs. 3,252 cr.
- Advances Rs. 1,943 cr | Liability Bal. Rs. 487 cr

Stable Credit costs

- 99% paying customers
- 0.6% GNPA
- Managed Covid events with <1.5% credit cost

The book is maturing

- Completed 4 loan cycles

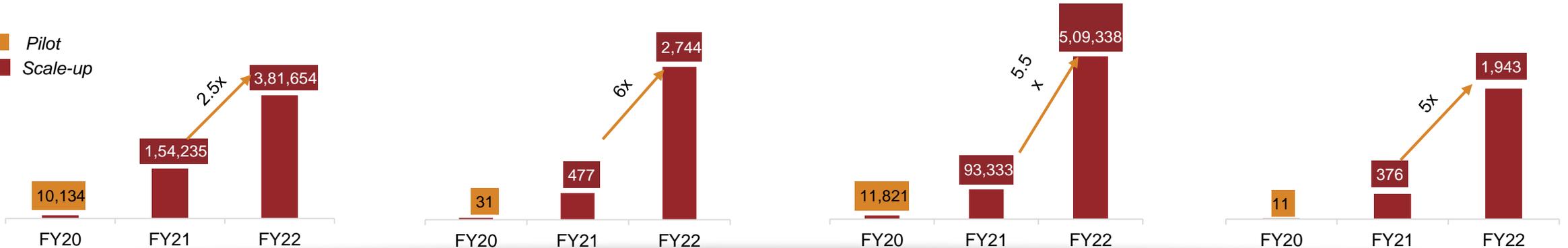
Customer Acquisition (A/Cs opened)

Amount Disbursed (Rs. Cr)

No. of loans disbursed

Advances ENR (Rs. Cr)

■ Pilot
■ Scale-up





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Bharat Money Store



IndusInd Bank

Solving the last mile question



(Rural IndusInd Customers & walk-in clients)

Travels



5 - 8 Kms & invests upto 2 hours for cash deposit and withdrawal at Bank / ATM



2 - 5 kms, spending upto 1 hour for electricity bill payment



1 - 5 kms to Municipality office for water bill payment spending up to 30 minutes



1 - 5 km and spending up to 30 minutes to visit electronics store for DTH / mobile recharge



<0.5 km, investing up to 15 minutes to visit Kirana store for ration items



Online shopping, only 5% customer reported access to this



STORE



Deposit & Withdrawal Point



Bill Payment & Recharges



Allied & OTC Financial Services



Assisted E-Commerce



BMS 1.0 since 2017

FY18

Enrolled Merchants:
244

Active BMS: 156

Transaction value
(₹ Cr): 1.6

Services offered

- AEPS

FY19

Enrolled BMS Merchants: 1,376

Active BMS: 1,070

Transaction value
(₹ Cr): 56.8

Services offered

- AEPS
- Utility Bill payments

FY20

Enrolled BMS Merchants: 23,286

Active BMS: 13,953

Transaction value
(₹ Cr): 1,531

Services offered

- AEPS
- Utilities BBPS
- mPoS

FY21

Enrolled BMS Merchants: 51,379

Active BMS: 23,600

Transaction value
(₹ Cr): 2,245

Services offered

- AEPS
- Utilities BBPS
- mPoS

FY22

Enrolled BMS Merchants: 86,027

Active BMS: 46,976

Transaction value
(₹ Cr): 4,060

Services offered

- AEPS
- Utilities BBPS
- mPoS
- Tata Power
- Open market Savings, FD/RD Ac Savings A/c: 2,35,532
- FDs: 10,841
- RDs: 18830



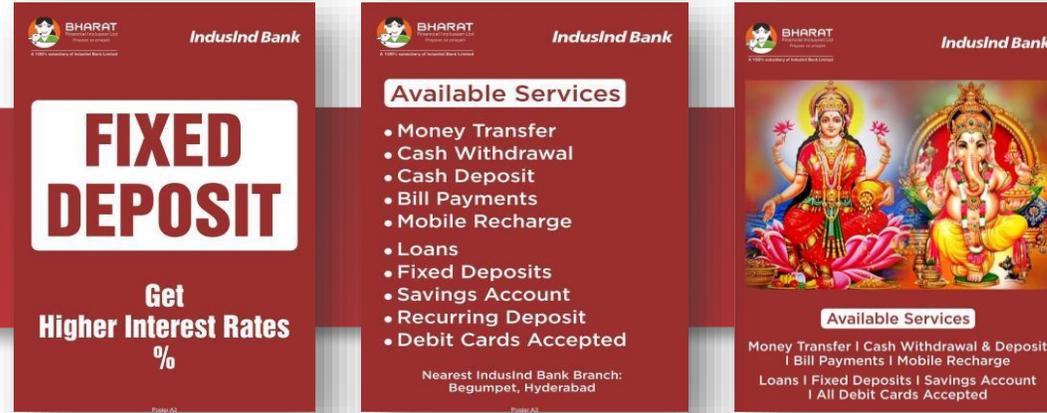
BMS 2.0 – Strong rural branding focus

Flanges & Standee at the main entrance



BMS 2.0 – Strong rural branding focus

Posters on the glass



IndusInd Bank's rural touch points, highly visible

BHARAT MONEY STORE

BMS 1.0



Current Account
Welcome Kit with
Debit card



Store Display

- BC Certificate
- Display Boards



Transactions
Deposit, Withdrawal,
IMPS, Bill Payment



BMS 2.0



Current Account
Balances enhanced
with QR code



Transactions
Deposit, Withdrawal,
IMPS, Bill Payment



IndusInd Bank
Branding sharper
focus



Merchant Loan
RD based 1st Cycle Loan,
Non-RD Based Loan



Liability Services
SA, RD & FD Account
opening



Plan & Roadmap



mATM Transactions
Cash Withdraw
Balance Enquiry



Domestic Money
Transfer (DMT)



MPOS Card
withdrawal



A strong risk culture



A strong risk culture

Credit Risk

- Stringent Credit norms in comparison to Industry to mitigate risk of unsecured lending
 - Number of Other Lenders
 - Existing customer ≤ 2
 - New Customers ≤ 1
 - Client exposure
 - Existing platinum center customer ≤ 1.25 L
 - Other Existing Customers ≤ 1.0 L
 - New Customers ≤ 80 K
 - High customer connect through weekly repayment (100% weekly vs 35% weekly Industry)
- Geographical Concentration Norms –
 - 5 categories of states with differential norms based on Asset Quality, Market Size, Growth Potential & Competition Parameters (*Ranging from 0.5 % to 16%*)
 - District level cap – 2%
- Risk based Segmentation
 - Customer/ village level segmentation based on repayment behaviour to mitigate risk of defaults
 - Disbursement Restriction in branches with performance below set threshold levels

Operational Risk

- JLG continues to mitigate risk for micro-credit portfolio.
- Savings & extended banking services to strengthen client relationship
- Robust Consumer Grievance redressal mechanism
- Fraud & Transaction Monitoring
- Branch risk assessment to identify specific branch-level parameters
- New Products & Services –
 - Scale subject to satisfactory performance of controlled pilots
 - Customized process controls
- Incident Reporting
- Alert system for Key exceptions

Data led insights

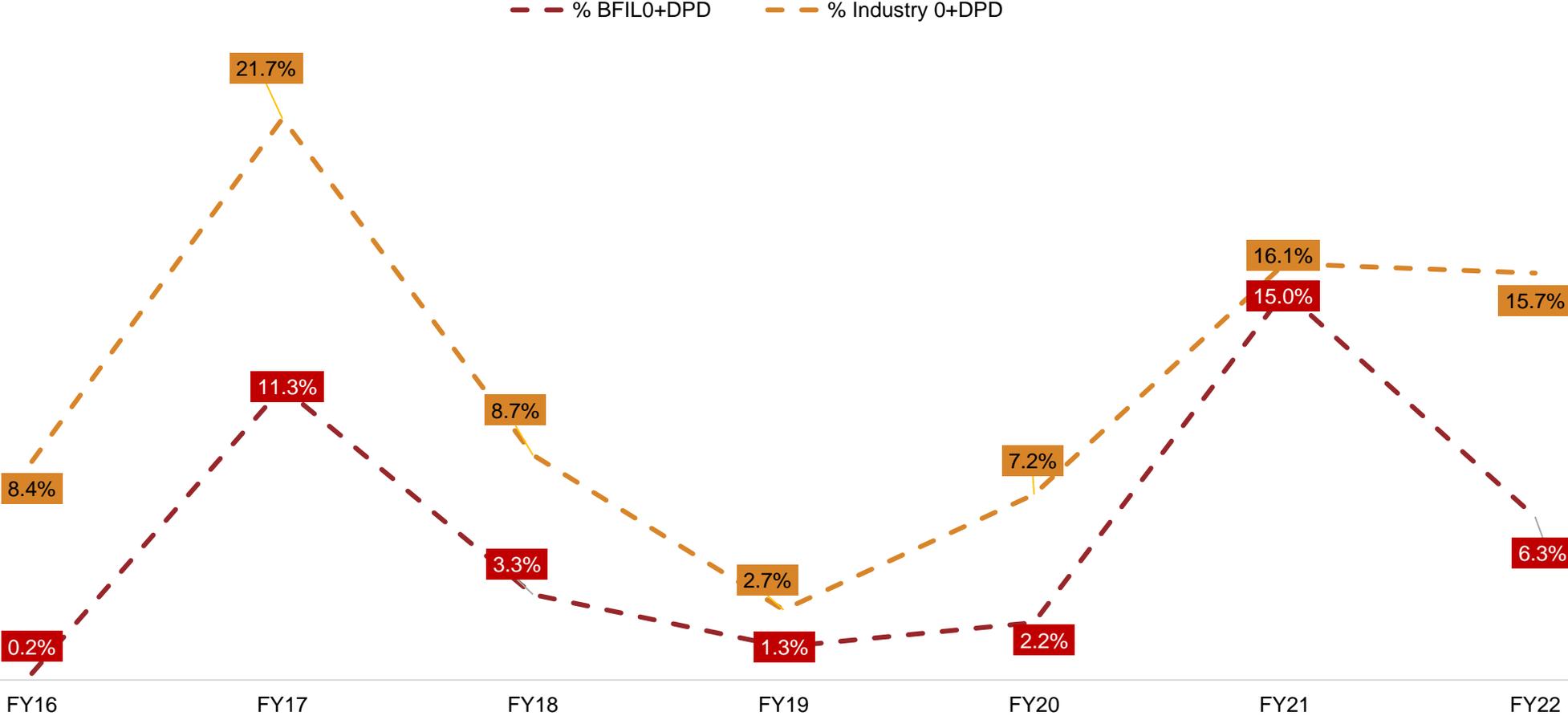
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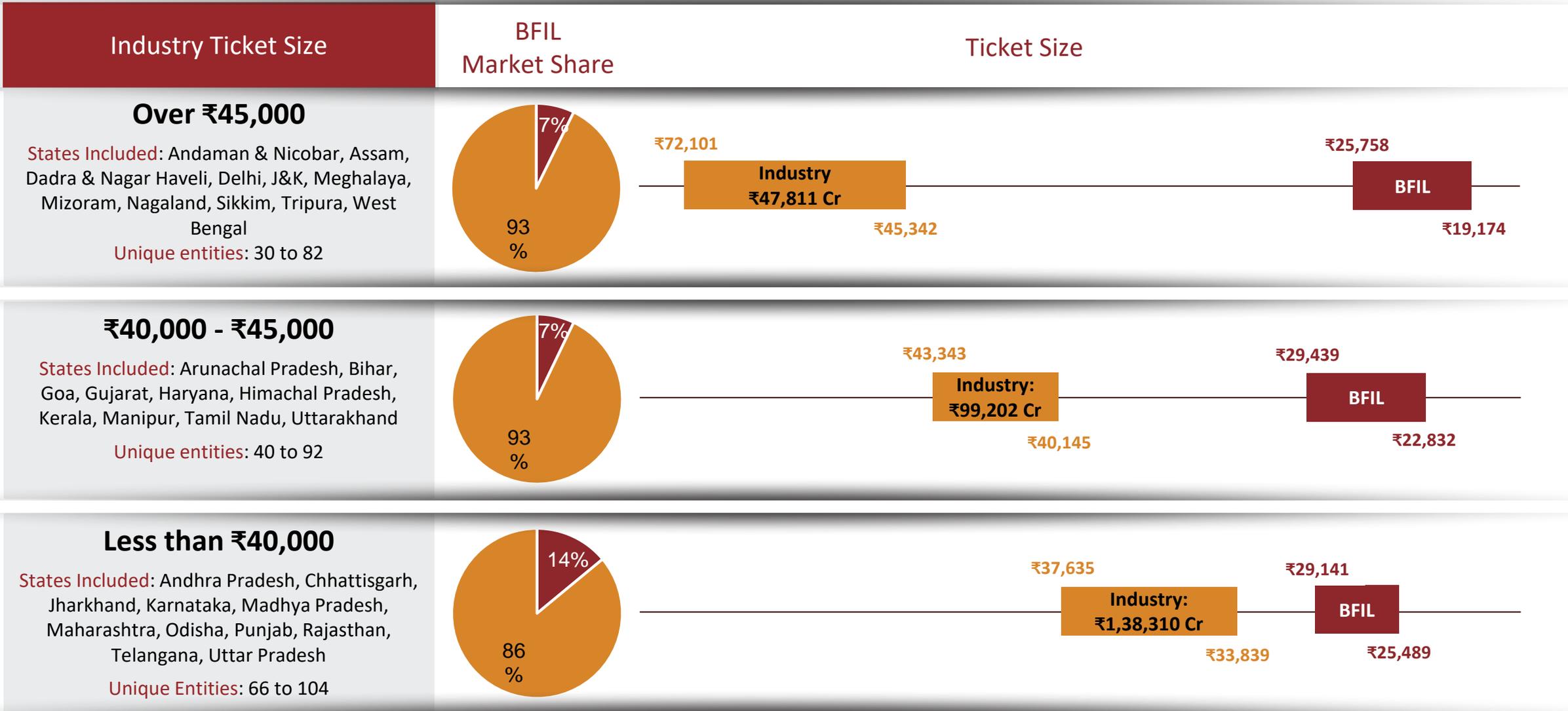
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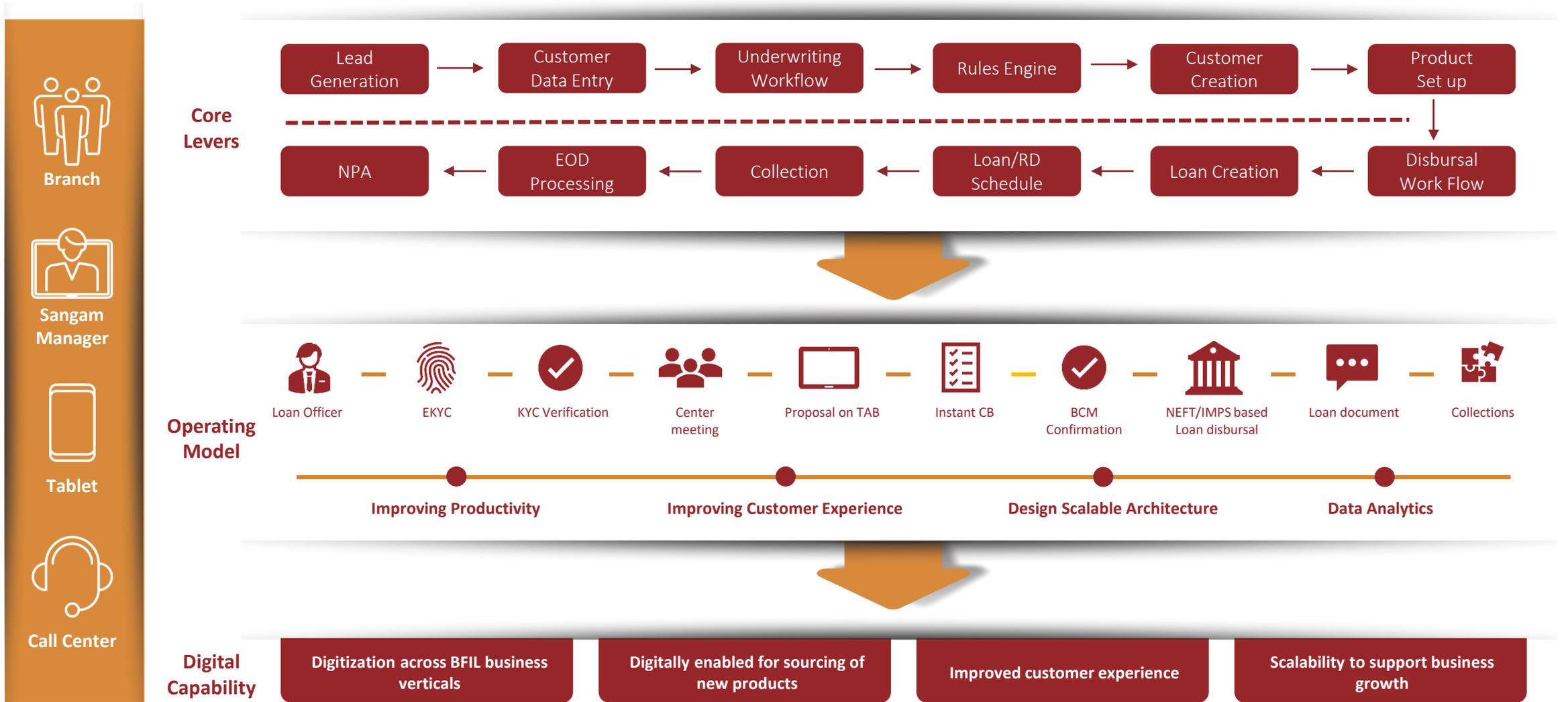
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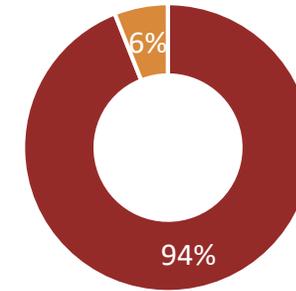
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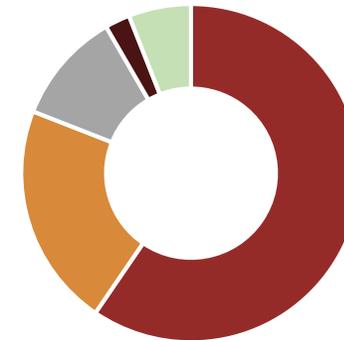


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Affordable LAP



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IndusInd Bank



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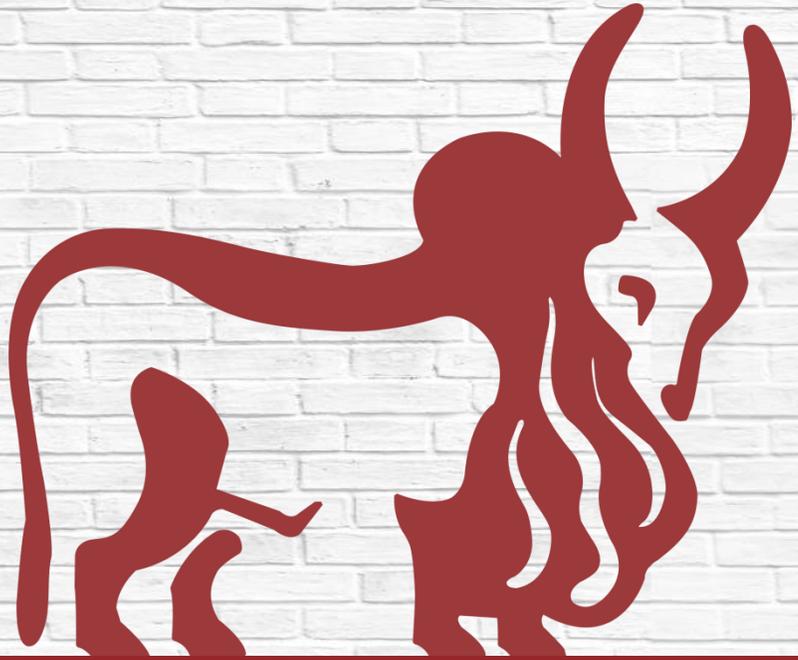
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IndusInd Bank
– Analyst Day

27th July 2022

IndusInd Bank – Analyst Day

Presentation-4
Consumer Banking



Scaling a
“DIFFERENTIATED”
Retail Consumer Franchise



Our core beliefs

Phygital Model



From physical branch to mobile, from savings to payments to loans.. From RM to VRM to AI led engagement.. We are present across multiple touch points to best engage with our customers

Phygital will exist as most cost-effective model across customer lifecycle

Dominant in Domains

Business Owner

Affluent **PIONEER**
the lost art of wealth management

IndusInd NRI BANKING SERVICES **NR**

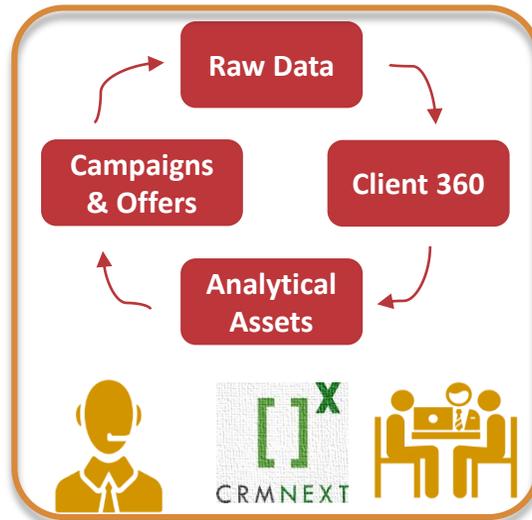
Home Markets

Become a meaningful player in identified domains through differentiated value proposition



Our core beliefs

Data Intelligence



Enabling RM, VRM Sales and Service Architecture with crucial & timely data insights for superior customer experience and delights

Strong Data intelligence to engage the “right client” with “right products” at the “right time”

Deep Play in Assets



Assets penetration to deepen the relationship and increase longevity of the client with the bank

Building blocks of a "differentiated" retail customer franchise



Distribution Expansion based on Micro Market Focused Approach

Business Owner



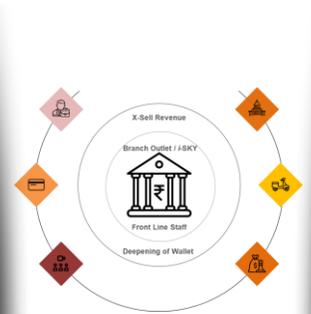
PIONEER
Retail and wealth management

IndusInd NRI

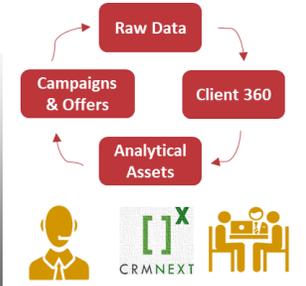
Home Markets



Segmented Strategy to build Domain Leadership



Robust client acquisition model across Omni channel, partnerships and alliances



Strong data intelligence-based RM architecture for client engagement

Credit cards

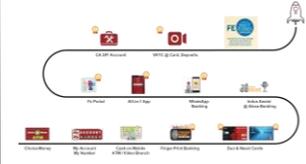
Loan Against Property

Agri Loans

Personal Loans

BBG

Calibrated growth strategy across retail assets & credit cards to deepen the client relationship further



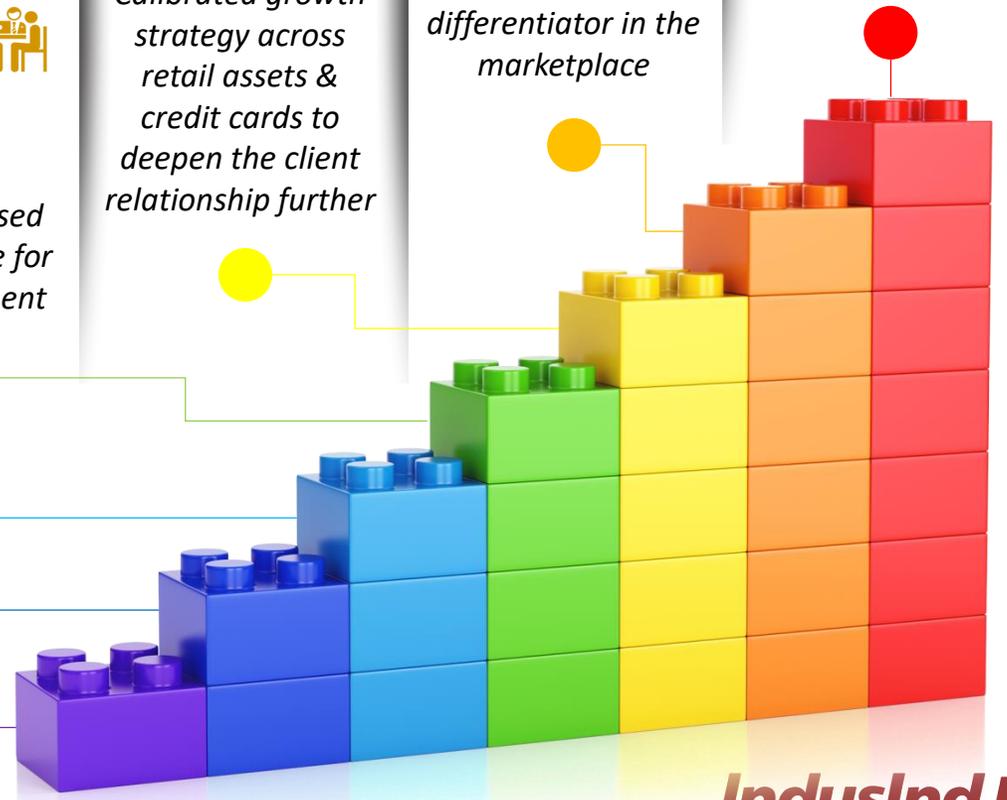
Customer responsive innovations as a differentiator in the marketplace



Customer First

Learn the art of communicating assertively with a service attitude.

Creating people-first culture to provide world class client experience



Highlights



1.8X Industry Growth

IBL Deposits 2 Year CAGR

~2X

Retail CASA in 2 Years

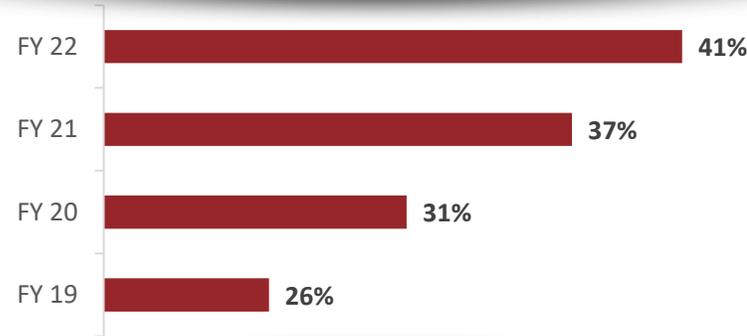
~2X

Retail CASATD in 2 Years

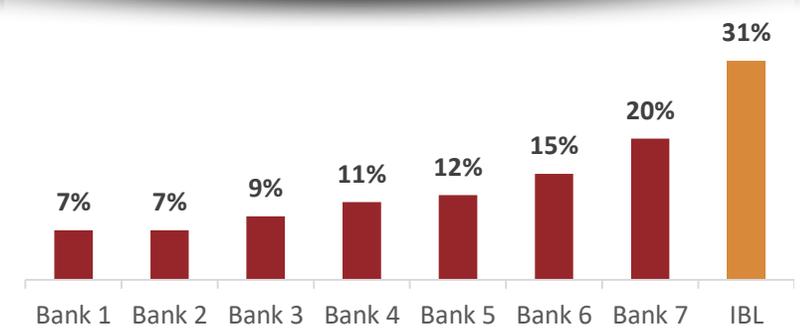
...As a consequence, Retail Liabilities Franchise has improved significantly

Growing faster than competition

Bank's Retailization focus has yielded results with LCR now at 41% of overall deposits

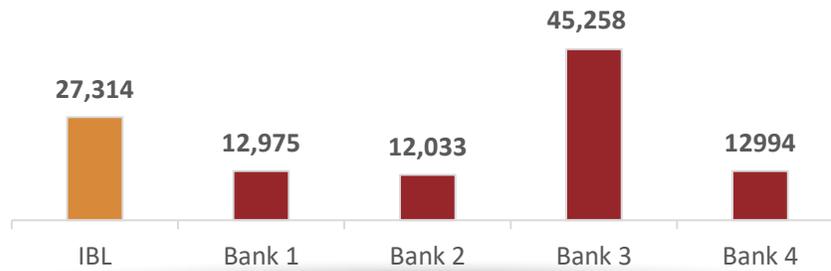


IBL leading amongst all peers with % change in LCR highest at 31% (FY22 vs FY21)



Best in Class Retail Deposits (LCR) Growth - IBL accelerated much faster than peers on LCR

LCR Retail Growth FY22 (ANR)



1

Customer Acquisition value has grown 2X in last 2 years

2

Our overall Retail Book ATS per customer @ 1.7L is amongst the best in class (Q4 FY22)

3

Cost of Deposits has declined in-line with market – 220 bps drop over Q4 FY19

4

Digital Payments throughput at par with peers @ INR 35K per customer per month

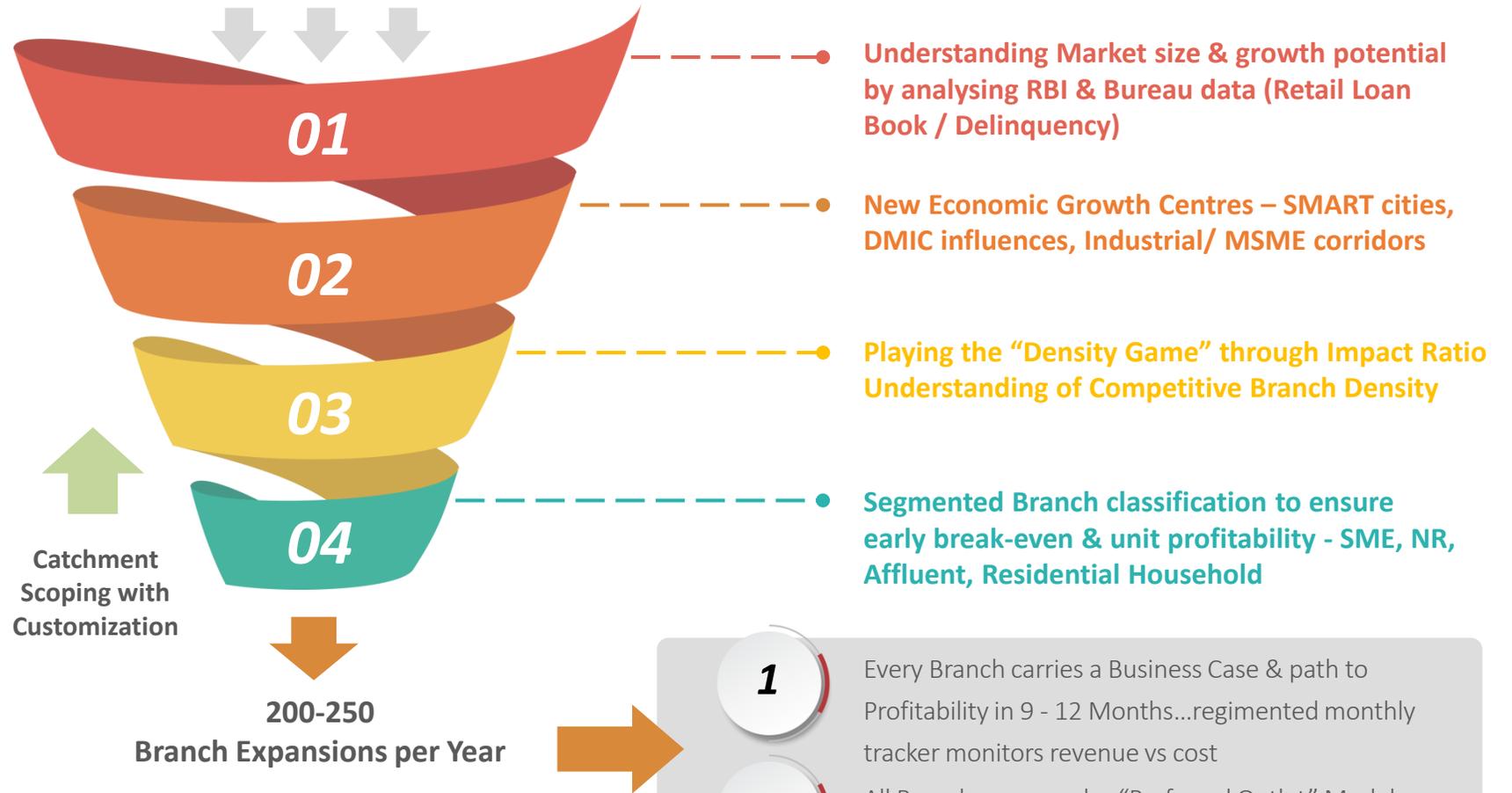


LCR CAGR growth @ 35% between FY 19-22 HIGHEST AMONG PEERS
Morgan Stanley Report, 2022

#1

Distribution Expansion based on Micro Market Focused Approach

Unit profitability is the focus – non-negotiable



of Branches

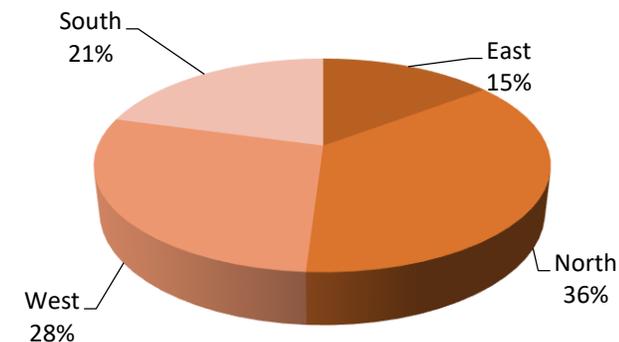


We continue to invest in brick & mortar footprint expansion...present across the length & breath of the country

Large Distribution Infrastructure

Branch Network	FY-22	FY-21	FY-20	FY-19	FY-18
Metro	726	622	572	512	431
Urban	562	511	476	425	360
Semi-Urban	470	446	435	392	348
Rural / Banking Outlets	507	436	428	336	261
Total Bank Branches	2265*	2,015	1,911	1,665	1,400
ATM	2,767	2,872	2,760	2,545	2,203
BFIL Branches	2,795	2,289	2,071	-	-

Our geographical reach... Bank Branch Network



Distribution Network with Deep Rural Presence



~32 mn
Customer Base



~1,32,000
Villages Covered

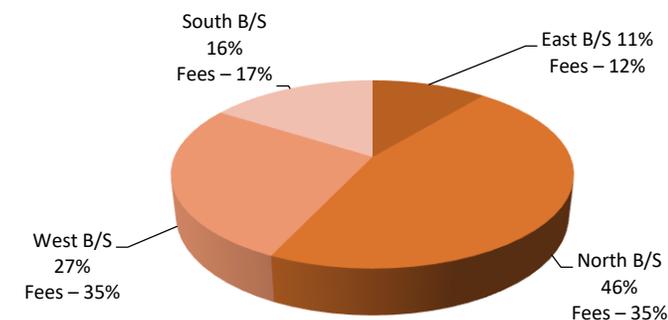


5000+
Branches/Outlets



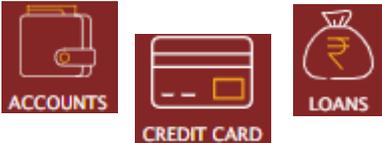
2,767
ATMs

Balance Sheet & Fees contribution



*Includes 208 specialized branches and 222 banking outlets

Segmented Strategy to maximize revenue output and create domain expertise

	Affluent Domain	NRI Domain	Business Owner Domain	Salaried/ Household	Rural
Segment Need	<ul style="list-style-type: none"> Personalized business solution Wealth Management Dedicated Coverage for quick resolution 	<ul style="list-style-type: none"> FCNR account Remittance efficiency Digital Banking capability 	<ul style="list-style-type: none"> Current A/c with Banking and Payment solutions Credit solutions Trade Forex 		
IBL USPs	<ul style="list-style-type: none"> Business & Payment solutions IndusSmart - integrated wealth platform Zero cross-border markup Indulge, Heritage Credit Cards 	<ul style="list-style-type: none"> Video Branch International UPI RTFX Platform B2C Tie Ups Better interest rates and structured product offering 	<ul style="list-style-type: none"> Industry specific offerings Dynamic cash deposit limits Business Loan/ Loan Against Card Receivables 	<ul style="list-style-type: none"> Indus Partner Savings Account Indus Exclusive Savings Account 	<ul style="list-style-type: none"> Savings Account with Debit Card Relationship based pricing for Microfinance/ Gold/ KCC Loans
Distribution	<ul style="list-style-type: none"> Pioneer lobbies in major cities 	<ul style="list-style-type: none"> 203 NRI focused Branches 	<ul style="list-style-type: none"> 288 SME focused Branches with Product Specialist BMs 	<ul style="list-style-type: none"> 2265 Pan India Branches 2767 ATMs Our existing Corporate Banking/ Govt relationships 	<ul style="list-style-type: none"> RuSu Branches Bharat Money Stores
Service / Relationship	<ul style="list-style-type: none"> 150 Pioneer RMs & Pioneer Service RMs 24*7 service desk 	<ul style="list-style-type: none"> 300 NR RM & Service Team 24*7 service desk 	<ul style="list-style-type: none"> 300 Business Owner RMs Specialized Trade Service Team Assets Desks 	<ul style="list-style-type: none"> Dedicated Branch staff Virtual Engagement/ Relationship Managers 	<ul style="list-style-type: none"> Sangam Manager Model Service cum Sales Branch staff
Digital Capability	<ul style="list-style-type: none"> Customized Mobile App 	<ul style="list-style-type: none"> Virtual Service Desk with 24x7 Video Branch 	<ul style="list-style-type: none"> Online CA opening (DIY) for Individual & Sole Proprietorships 	<ul style="list-style-type: none"> Digital banking Mobile App/ UPI App DIY account opening 	<ul style="list-style-type: none"> BC Model Easy to use Mobile Banking app





PIONEER
the lost art of wealth management

PIONEER - Our Flagship Brand

Built on foundation of Trust and Transparency to cater to **"THE SWEET SPOT"**

Segmented Strategy to build Domain Leadership

Affluent Business – Unique Positioning to deliver with disciplined & relentless execution

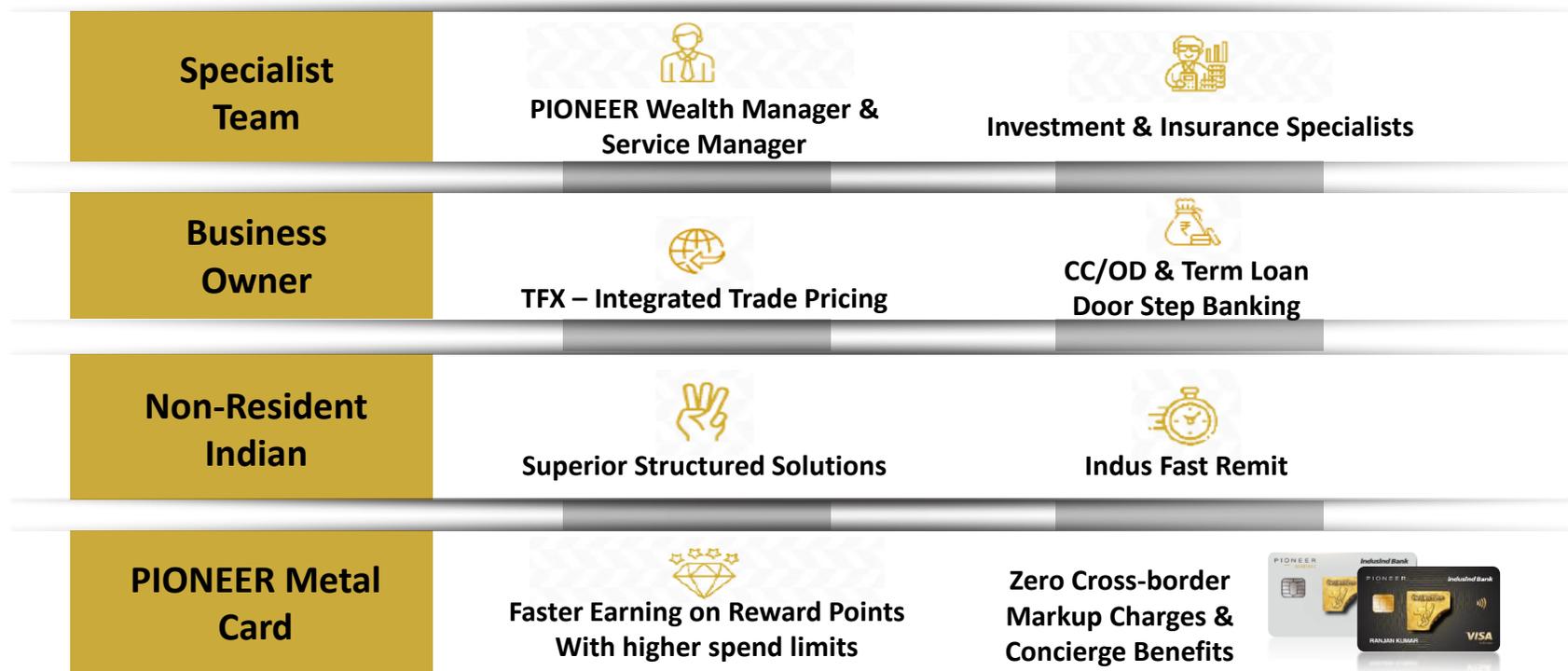
Unique Pioneer Offerings driving Customer Convenience

Universal Banking with focus on Business Owner Segment

Superior Customer Experience

Customer Oriented and Capable Team

Category	Ultra HNIs	Super HNIs	HNIs	Affluent	Emerging Affluent	Mass Affluent	Mass
# of Adults	~2200	11300	2.5L	30L	70L	2.8Cr	78Cr
Investable Surplus (USD)	>50Mn	10 – 50 Mn	1Mn – 10 Mn	0.1 – 1 Mn	0.01 – 0.1 Mn	0.01 – 0.03 Mn	< 0.01 Mn



IndusInd Bank

Affluent Strategy –

Leverage PIONEER Brand to Double the Business and Be Amongst Top 5 Banks in Affluent Segment

SCALE

- Grow market share in **Home Markets**
- Launch **Private Banking**
- Expand IB & grow “Gift City”

STRONG DOMAIN EXPERTISE

- **Strong Capabilities in Business**
Owner and NR Segments
- **PIONEER Cross-sell** on SME, BBG, G&J & CCBG Relationships

SEAMLESS DELIVERY

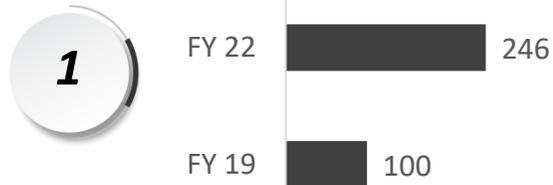
- **Priority Processing**
- **Integrated Wealth Platform**
- Digital touch points - Indus SMART, Indus NET, Reach US
- **PIONEER Mobile App**

SUPERIOR SERVICE

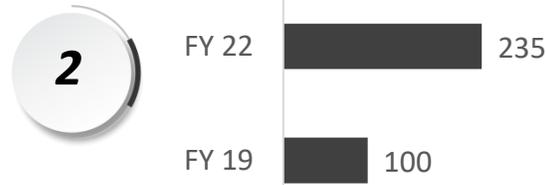
- **Dedicated SRM** for servicing
- **Customer Scorecard** to improve Engagement and Stickiness

Focused on taking Affluent Experience to next level

NRV growth at 35% CAGR



Liabilities growth at 33% CAGR



Double NRV & Clients by 2024

Operating @ Efficiency of 19%

NR Highlights



22%

Of Bank's LCR Book is NR Segment

8.86%

Of total NR Industry Balance Sheet Growth
12.5k of 1.40 lacs between FY19-22

20%

Outward Remittances
Market Share (Retail)

Segmented Strategy to build Domain Leadership

NRI Segment – Focus on gaining market share by leveraging digital channels, partnerships & i-SKY

NR Focused Branch Strategy



- 203 dedicated NRI focused branches
- Dedicated NR Acquisition / Servicing & Relationships Team
- Capture the local eco-system of the NRI

24x7 Coverage & Service



24X7 365 Days

- State of the Art Digital Online account opening platform
- Dedicated 24x7 NR Virtual Service & RMs with video branch capability

Strategic Partnerships to provide Experiences



- Forge alliances with Banks / Global Wealth Management Co.
- Leverage Gift City Proposition

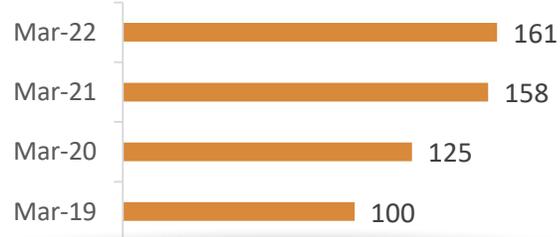
UPI / Mobile led X-Border Payments



- First Indian Bank to partner with NPCI for offering Cross Border Remittances via UPI
- 24x7 Outward FX Payments

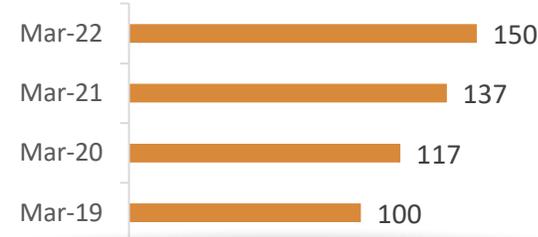
1

NR Deposits Market Share



2

NR Clients



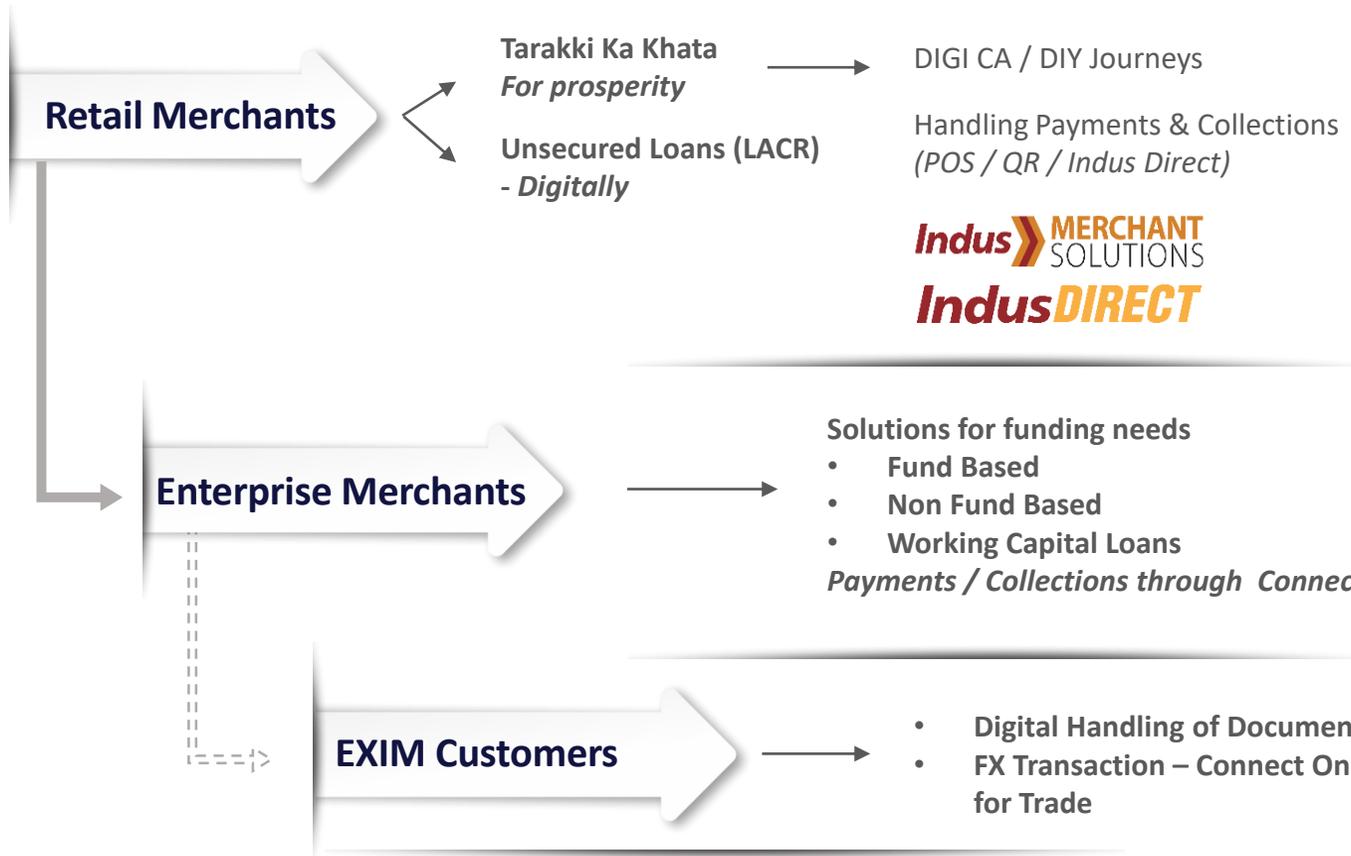
Aspiration - Market Share of 3.25%+ by FY 23

IndusInd Bank

Comprehensive Solutions for all merchant types

Segmented Strategy to build Domain Leadership

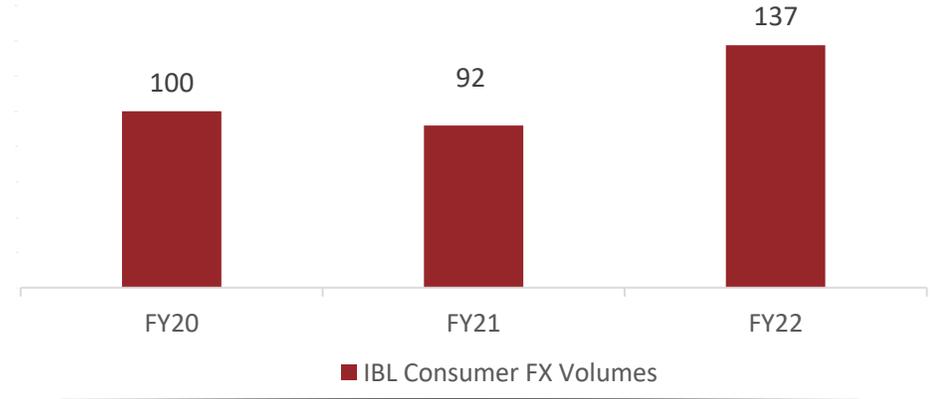
Business Owner Segment – building a strong ecosystem for client acquisition and engagement by creating differentiations through innovations across customer journeys



CONNECT online



Aspiration – FX market share to reach 1.75%+ by FY 23



Home Markets →



17 Cities
Geographical Spread

19%
Of the Branch Network

36%
Of Consumer Deposits

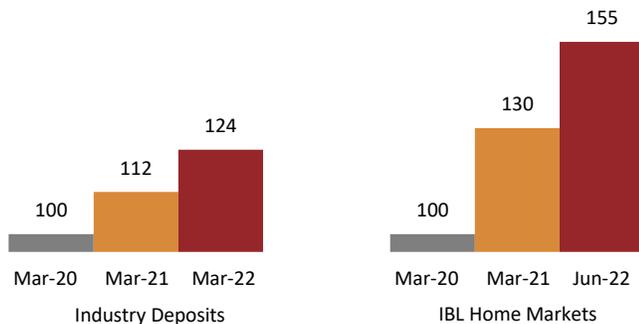
27%
Of Consumer Fees

Home Markets

Playing the density game through identified markets to gain disproportionately high liabilities market share

Universal product offering and build scale

IBL Home market strategy yielding results with strong growth ...

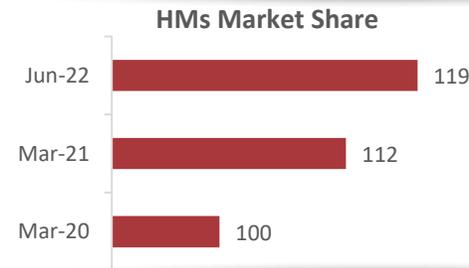


For IBL Consumer Bank, Home Markets Deposits grew the fastest across markets ...



Home Market Key Focus Areas

1. Strategic Tie-ups
2. Market specific plan for client acquisition
3. Drive Merchant Business to acquire retail business owner
4. Capture government money in motion ecosystem



Aspiration – Have ~25 HMs by FY23
Market Share – To Grow to 5% by FY24 from current 4%

Note - Fees & Deposits contribution / Branch Network basis Q1 FY23



#3

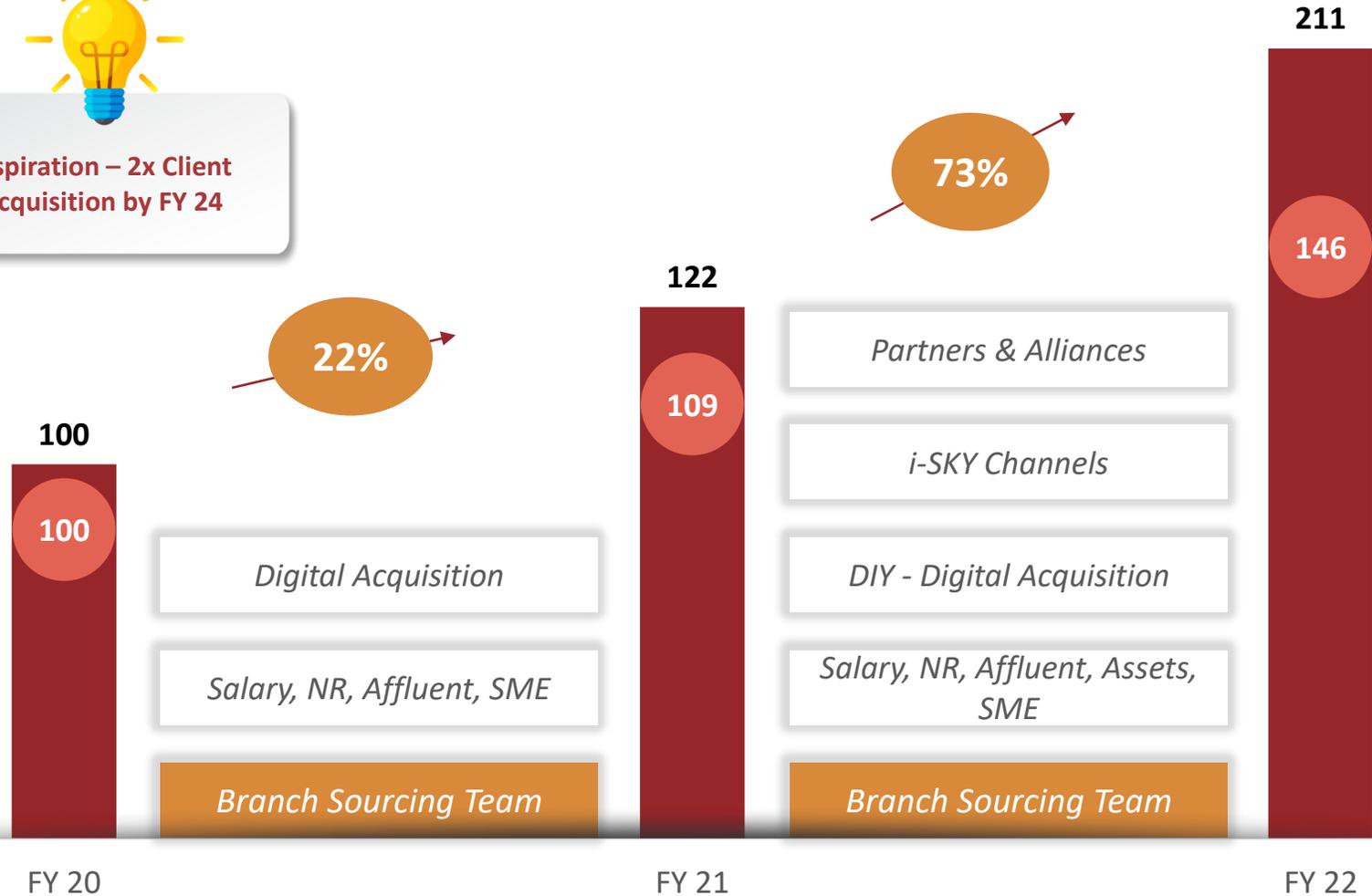
Robust Client Acquisition Model across Omni-Channel, Partnerships & Alliances

Scale numbers with an eye on quality

Omni channel, partnerships and alliances fueling the client acquisition...



Aspiration – 2x Client acquisition by FY 24



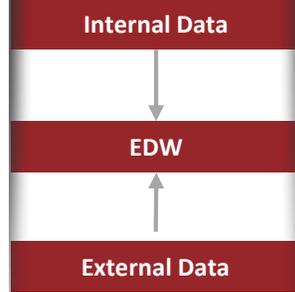
■ CASA Acquisition Value ● NTBs

#4

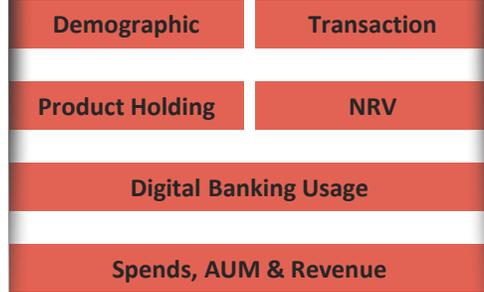
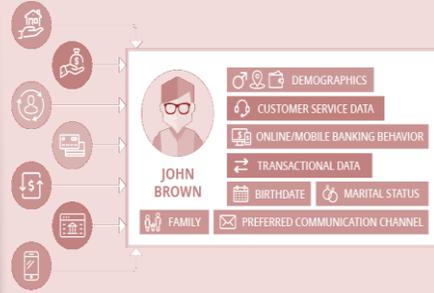
Strong data intelligence-based relationship management architecture for client engagement

Leveraging Data Intelligence to Engage Clients with Hyper Personalized D2C Campaigns & Offers

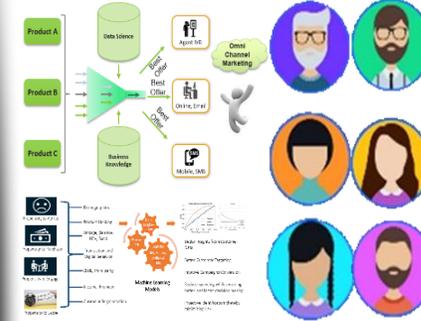
Raw Data



Client 360



Analytical Assets



Campaigns & Offers



15% YoY growth in 2 years on Retail Savings book Deepening

95% of FDs booked Digitally

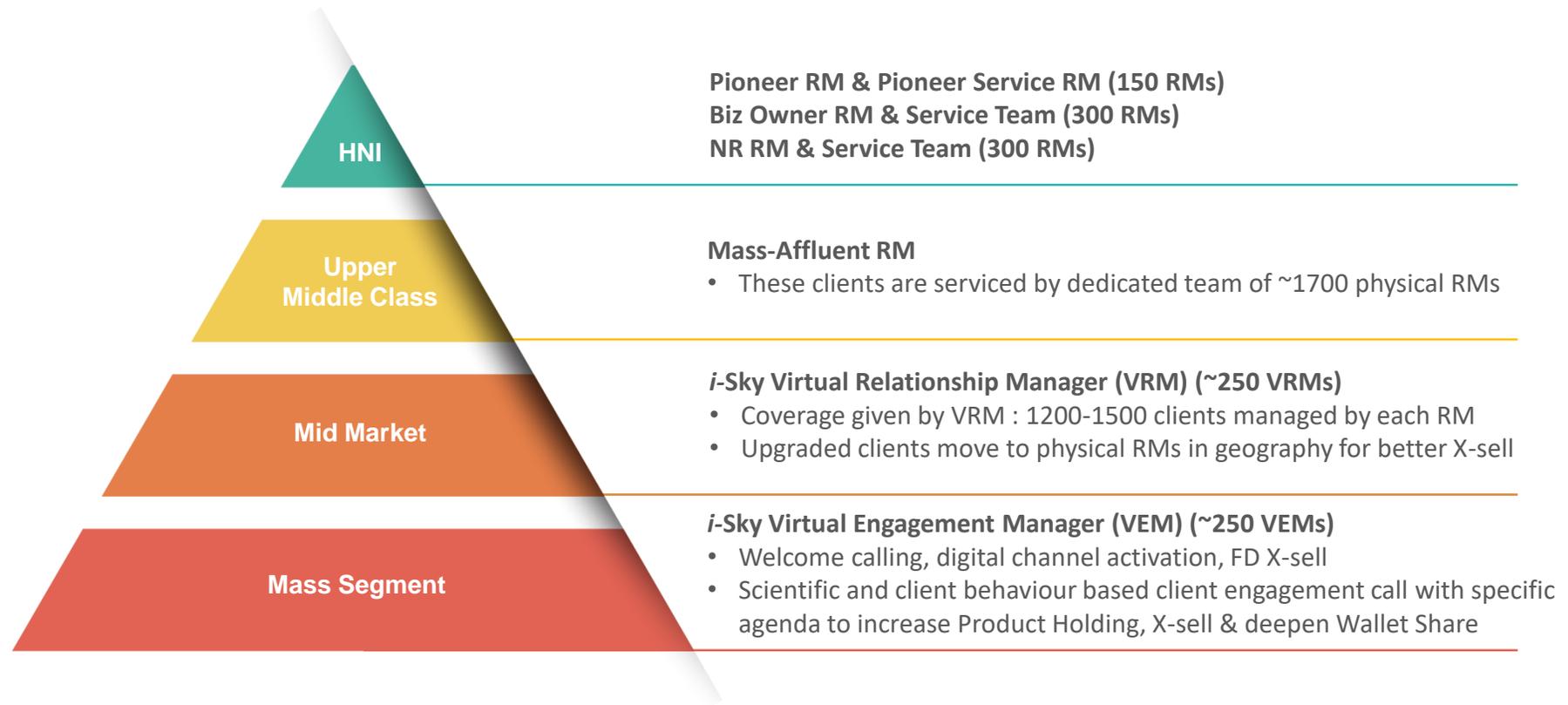
20%+ Credit Card portfolio loans booked Digitally Unassisted

35%+ Personal preapproved loans booked via campaign leads

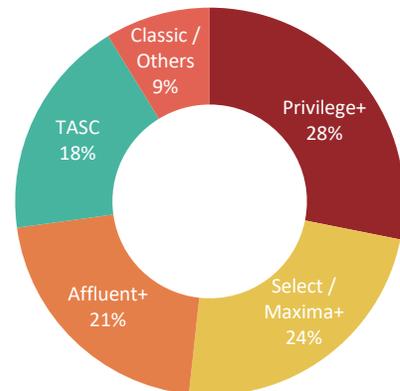
2X+ Service requests from Mobile vs contact Centre for Liabilities

Strong data intelligence-based architecture for better productivity

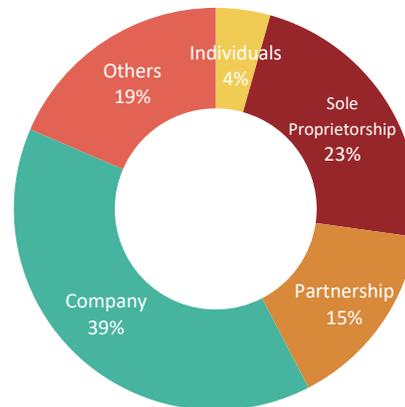
RM Architecture - Client Life cycle management through a mix of i-Sky and physical RMs to optimize efficiency



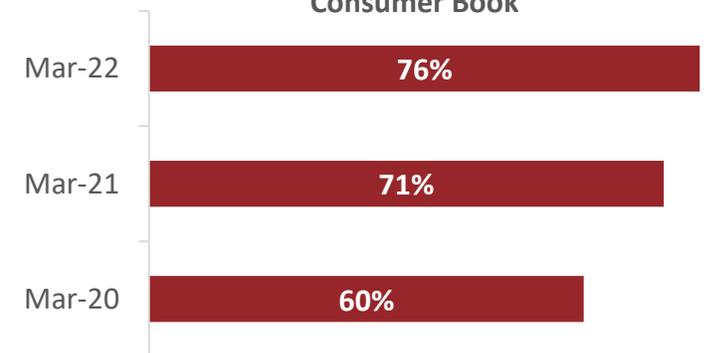
SA Retail Book, Value (Cr)



CA Retail Book, Value (Cr)



RM Managed Clients as % of Total Consumer Book



#5

Calibrated growth strategy across Retail Assets & Credit Cards to deepen the existing client relationships and bring new clients to the Bank's fold



1

Scaling up Branch & In-House Channel

- Asset Servicing Branch distribution expected to increase by 20-30% in terms of geography coverage
- Sourcing through low cost channels, with focus on Digital to improve CoA

2

Strategic Partnerships & Co-Lending

ZipLoan
GROW WITH US

Alternate lending to scale-up SME loans

- Entering into Co-lending arrangements with leading FinTechs/NBFCs, Partnering with digital players to scale up customer acquisition

3

Leveraging Data Analytics



- Tapping Cross sell opportunity enabling mining of both ETB/ NTB data
- CIBIL trigger-based calling for retention efforts and top-up opportunity in LAP portfolio
- AI / ML led analytics to help grow Verified Income programs

4

Digital Journeys for Better Experience

Jocata
Platform for SME lending – ETB & NTB

Indus easyCREDIT

- Enhanced digital solutions to improve efficiency & productivity;
- To improve analytics and get better throughput in x-sell
- Pioneers with End to End DIY Digital Journey Launched in 2022 for Cards and PL

Product for every customer segment

Calibrated growth strategy across Retail Assets & Credit cards to deepen the client relationship further

Offering wide range of products & channels to serve all strata of customer segment



Loan Against Property



Home Loan

Upcoming Product



Business Loan



Loan against Card Receivables



Vehicle Finance



Gold Loan



Personal Loan



Business Banking



Micro Finance



Agri Loans

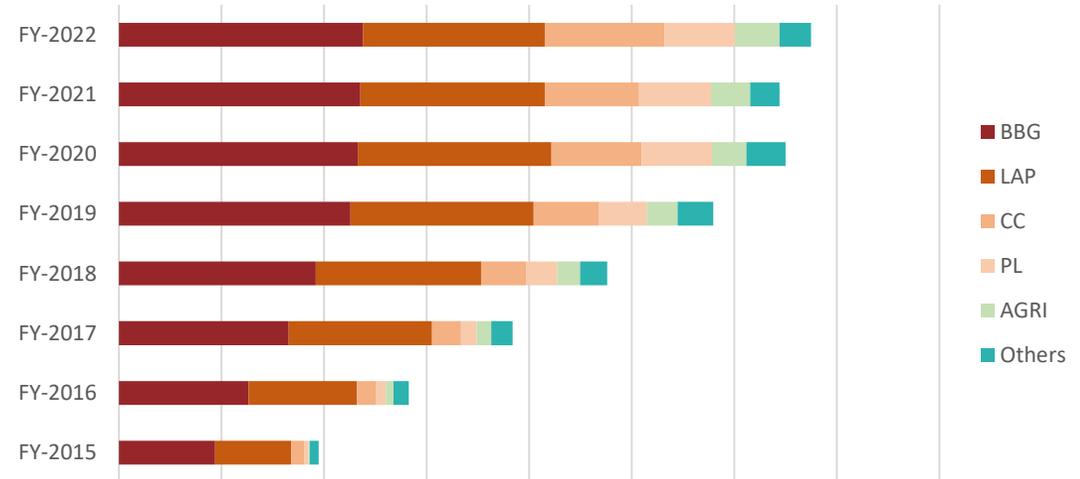


Retail Loans Performance Highlights

Calibrated growth strategy across Retail Assets & Credit cards to deepen the client relationship further

With an eye on maintaining yields, optimizing growths between secured & unsecured assets, while keeping quality of the book intact

Retail Assets



Over the years, we have achieved balanced growth, Improving Yields and Portfolio Mix in Calibrated Manner...

Retail Assets & Credit Cards book has grown at CAGR of 19%+ in last 7 years



Credit Cards In Force has crossed 2 million mark in Q1 FY23. Next million in next 12 months.



Aggressive Branch Channel contribution to contain CoA & deepen Client Wallet share



Strategic partnerships and co-lending to boost Assets Sales



Cards for every customer segment...an important Brand builder for the Bank

Calibrated growth strategy across Retail Assets & Credit cards to deepen the client relationship further

Playing the innovation & uniqueness platform to build our Credit Card Brand franchise



- First Battery Powered Credit Card with flexibility to convert transactions to EMI & Redeem rewards instantly
- India's first 2 EMV cum chip Debit-cum-Credit Card for CASA clients

Dining Card

New Launch

- Co-brand with Easy Diner launched in Q2 FY'23
- True Dining Card proposition to capture the dining space

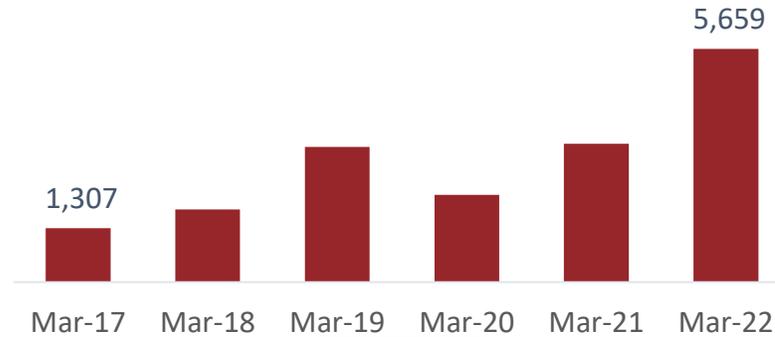


'Alliances led Acquisition' will lead the surge, leveraging digital application platform to maximize distribution

Building on domain expertise in Credit Cards...

5-year CAGR higher than Industry across key metrics and increased market share in the growing payments landscape

Spends (INR Cr.)



Spends 5 Year CAGR → IBL – 34% | Industry – 26%

Spends Market Share %



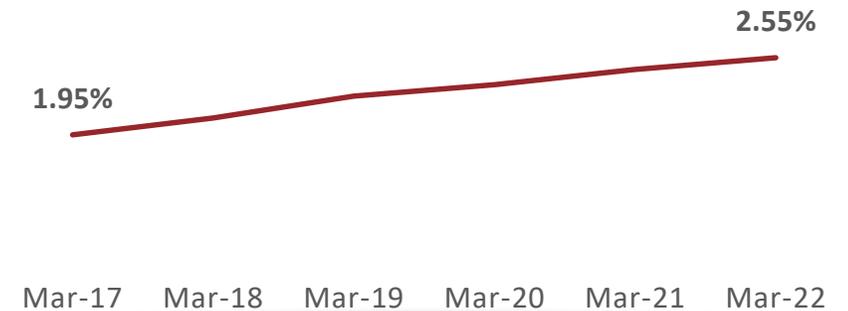
Spends Per Card at INR 30,000 is 2X of Industry SPC

CIF (Cards In Force)



CIF 5 Year CAGR → IBL – 26% | Industry – 20%

CIF Market Share %



Milestone of 2 Million Credit Cards achieved in Jun'22

Customers perform 50 Lacs+ Transactions on IBL Cards in a month = 115 Approved Transactions on IBL Cards every minute !



2 million Cards in 11 years, incremental 1 Million in next 12 Months

Business Banking - over years, have built a well-distributed book & post COVID, growth momentum is back

7500+
Asset Clients

 130+ cities
Geographical Spread

 700+ branches
Branch Coverage

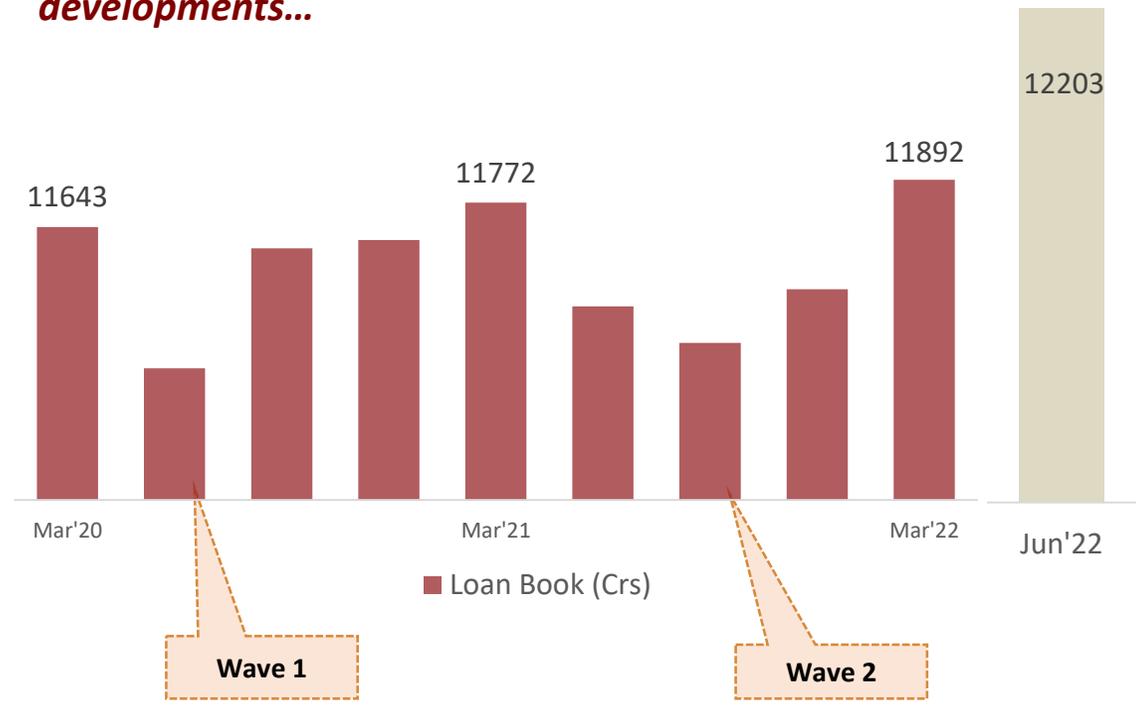
Segment has huge opportunity for building granular & profitable franchise...

MSME sector – back bone of Indian economy with strong government support to the sector with underpenetrated credit growth

...was severely impacted by COVID albeit steadily bouncing back

With major shut down across MSME industries, there was stretched liquidity with 30+ debtor days, however Government Schemes provided much needed liquidity support

Our loan book mirrored the market developments...



With our strategic enablers in place, Business Banking is poised for the next growth spurt

and as we step into FY23, with strategic focus on....

1

Digitization

Invest in Digital Capabilities to deliver growth and seamless client experience



2

Branch coverage model to enhance distribution

In line with the growth strategy for expanding outreach

3

Leveraging Synergy for increasing wallet penetration

Client servicing Unification – 1 IndusInd

4

Active Portfolio Management

Digital Early Warning System and proactive portfolio management

.....we expect our asset book to grow by 30%+

IndusInd Bank



Continue "Customer Responsive Innovations" to create differentiators in the market



CA DIY Account



VKYC @ Card, Deposits



Account Aggregator Service



Fx Portal



All-in-1 App



WhatsApp Banking



Indus Assist @ Alexa Banking



24x7 Video Branch



Choice Money



My Account My Number



Cash on Mobile ATM / Video Branch



Finger Print Banking



Duo & Nexxt Cards

 Industry First



...and even though we keep a low profile, recognitions through various awards & accolades follow

IndusInd Bank ranks #1 across Banks in the latest **GoI MeITY's Digital Payments Rankings FY22**



Indus Merchant Solutions awarded **Outstanding Digital CX – SME Payments** in the recently concluded Digital CX Awards 2022 held by Digital Banker

#1

#4

Financial Express
Best Bank Award for
Best Savings Product
For FY 21



Easycredit recognized as the **"Best New Product Launch of the Year – Loans"** by the Digital Banker at the Global Retail Banking Innovation Awards

#2

#5

Finacle Innovation Awards 2021 (Nov)
IndusInd Bank was the winner in the following categories – **COVID Response Innovation (Easy Credit) & Ecosystem-led Innovation (Account Aggregator)**



IndusInd Bank is awarded with the Global VMware **Customer Excellence Award** for improved Customer Experience (Oct 21)

#3

#6

IndusInd Bank has been awarded with the **Utkarsh Puraskar of DigiDhan Award 2020-21** for achieving highest % of digital payment transactions (Category: Large & Medium Pvt. Sectors Bank)



IndusInd Bank

#7

Creating the right people-first culture to provide world class client experience

Robust framework for Business Etiquettes in place to create a "Customer First Culture"

Consumer Bank's "Bible" - Commitment & Discipline to-dos

COMMITTED TO PERFORM WITH INTEGRITY
Branch Banking Team

PRINCIPLES OF BUSINESS
Consumer Banking

SIGN OFF PLEDGE

CUSTOMER COMMUNICATION

CUSTOMER HANDLING AT BRANCHES

SIGN OFF PLEDGE

Leaders' Connect

THOUGHTS

"We see our customers as invited guests to a party, and we are the hosts. It's our job to make the customer experience a little bit better."

Happy Clients, Happy Us!

THOUGHTS

"Always aim at perfection, for only then will you achieve excellence."

Happy Clients, Happy Us!

THOUGHTS

"A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption on our work, he is the purpose of it. He is not an outsider on our business, he is part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so."

Happy Clients, Happy Us!

Customer X-Files

PUTTING THE CUSTOMER FIRST, ALWAYS.

Inculcating Customer First Attitude

Customer First

is not just a buzzword, it is about listening to them, understanding their needs and creating a lifetime value through excellent service.

Learn the art of communicating assertively with a service attitude.

Demonstrate and model assertive behaviour for a service outcome.

Gain self-awareness of your attitude & behaviour patterns.

Develop a positive, proactive response to difficult behaviours or situations.

Exhibit confidence in your ability to address challenging situations.

Start Now

Reinforcing & Rewarding Right Behaviour

Service Story - Branch: Adyar, Region: South 2
Name: Manjuka Gopalan - Designation: SDR

Issue: Account Opening and Fixed deposit Booking

Customer Details: B. Venkaramani

Case Details: Fixed deposit Booking and savings Account

Impact: Customer is very delighted with service by the staff and opened an account along with fixed deposit for Rs. 20 Lakhs with us. The customer appreciated Manjuka for the service rendered by her and also, that she was giving her the best service when compared to other banks.

THOUGHTS

LIVE

Ongoing process re-engineering for ease of doing business and achieve extraordinary results

Best in Class CRM & Allied Technology, Phygital Branches for a Superior Customer Experience

Redefined top 10 Consumer Bank Journeys by leveraging SEFT for seamless client journeys

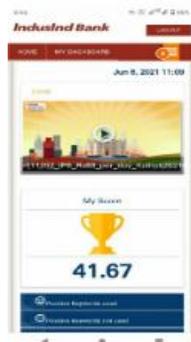


Digital Account Opening:

Mobile App based account opening for seamless & instant AC opening



Data & Technology based Engagement:



- Customised Automated Video Pitch through CRM
- Data Science based Coverage Model & Campaigns



Consumer Bank Digital Journeys

- 1 Savings Account Opening
- 2 Current Account Opening
- 3 Fixed Deposit
- 4 Complaints
- 5 Branch Servicing & Transactions
- 6 Wealth
- 7 LAP
- 8 Personal Loan
- 9 Credit Card
- 10 Forex Card

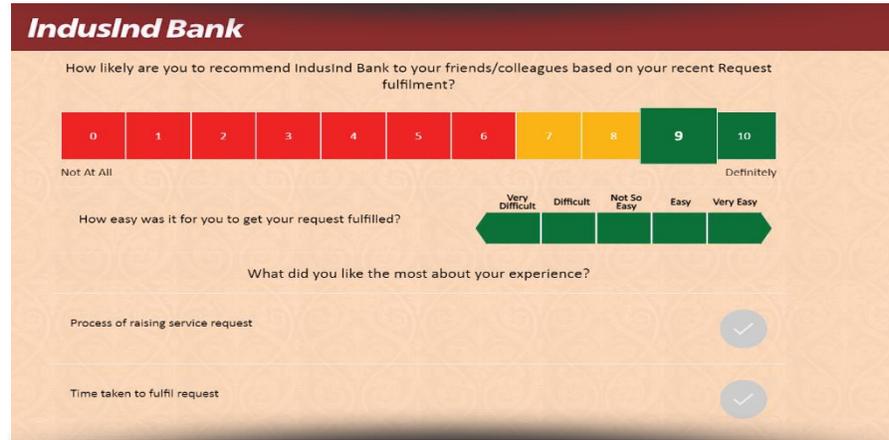
Key Impact on CX Metrics

Metric	Status
Digital Non-salary a/c	85%
Digital Salary A/C	98%
SA Opening TAT (days)	<2 days
Salary AC Opening TAT(Days)	< 1 day
Complaints to active base	0.03%
% of SR resolved <24 hours	90%
% of SR resolved in <3 days	97%
Clients enabled online investment (by volumes)	98%



Better customer experience decisions with root-cause analysis

VOC Feedback and Complaint Management



* Daily NPS & CES was launched in Jun'22 and has replaced Daily CSAT

1. Voice of Customer :
Listening to the customer starts from asking two simple questions on Advocacy & Effort

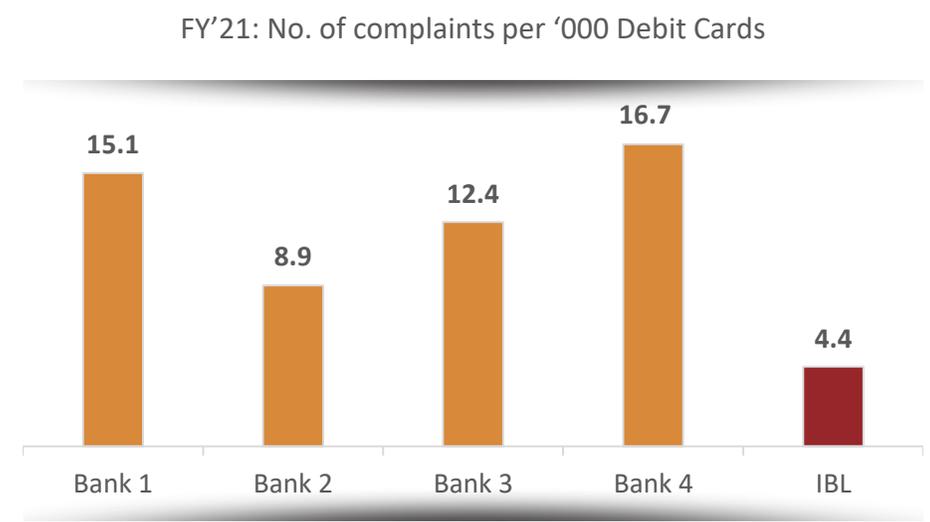
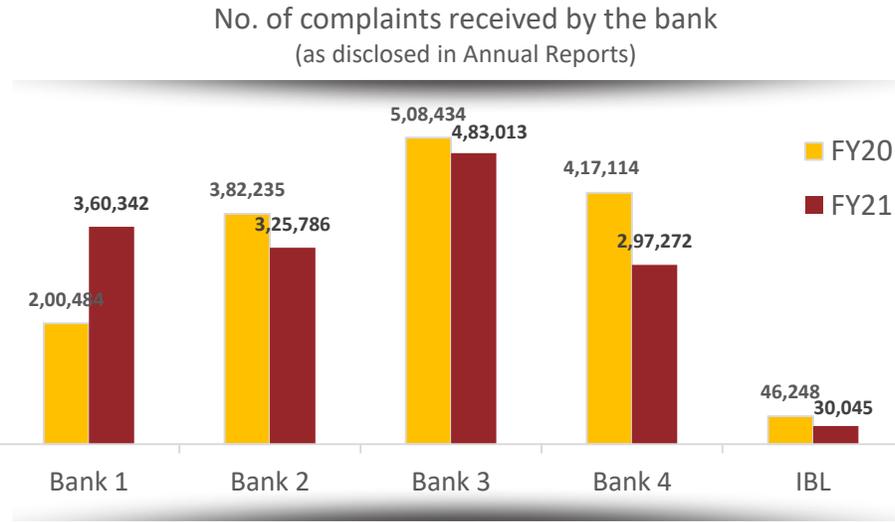
2. Detractor Engagement & Service Recovery:
Detractors are called and for greater understanding & resolution

4. Root Cause Analysis & Process Reengineering:
RCA of customer feedback is done and process reengineering initiated for eliminating issues upfront

3. Branch Feedback:
Customer Feedback is discussed by Client Experience Group at Branch Level for improvement. Score impacts Staff Scorecard & Branch Scorecard



As a consequence, IndusInd has the lowest complaints per customer among peer banks...



Debit Cards o/s as of Mar'21 Reported to RBI Chosen as closest indicator to total customer base of the bank

Scientific process for Staff Assessment

**Creating the right
people-first culture**

**Build a healthy
“Culture” based on
transparency, well
articulated KPIs, open
communication &
feedbacking**

Quantitative – (55-40%)	Branch Managers	RH / ZHs
Liabilities / Assets / Fees / NTBs	✓	✓
Franchise Development	✓	✓
Quantitative – (45-60%)		
BSOS Score <i>(Service, Branch Audit & Compliance)</i>	✓	✓
Resource Management/ Attrition	✓	✓
Employee Training & Certifications	✓	✓
Customer Complaints	✓	✓

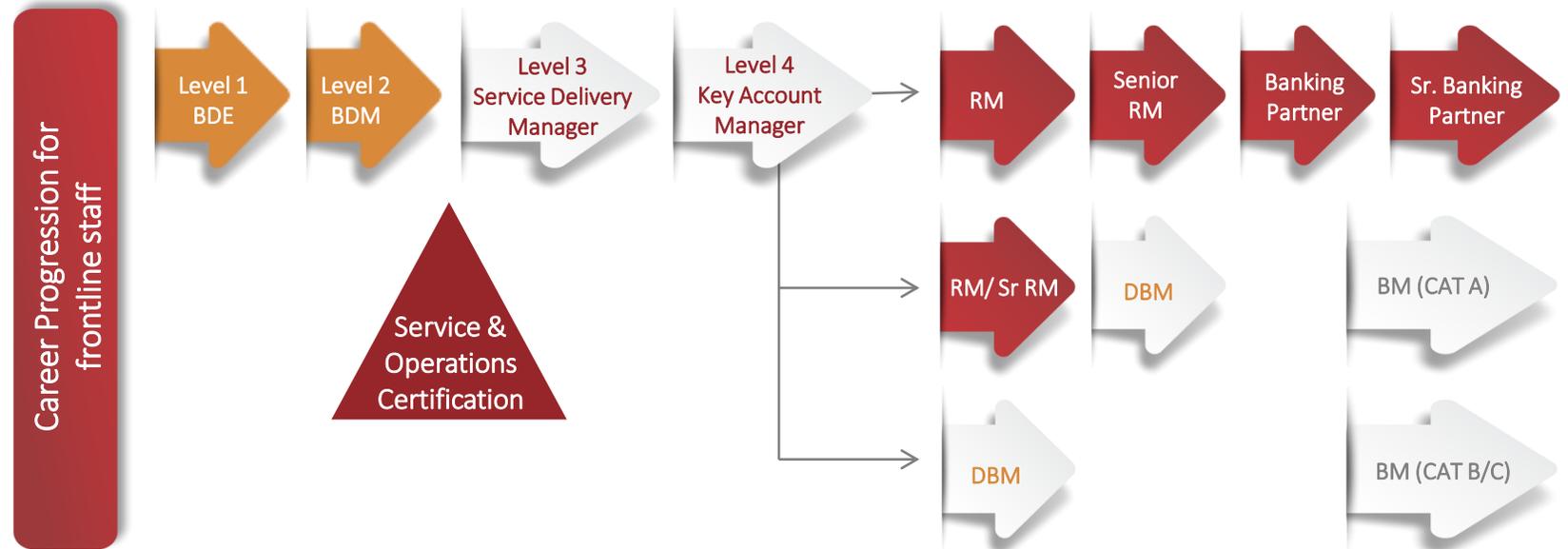
Scientifically crafted Monthly Balance Score Card (BSC) decides the appraisal / career growth of all staff - It covers parameter from business to Audit / Compliance till employee training/attrition level



Continuum – the scientific process for staff career progression

Career path framework based on performance & defined competencies

Without a clear map, employees get lost. And when they get lost, they might as well leave...defined the pathway



Special Focus given to Compliance / Performance (as per BSC) along with superior services / responsibility towards Customers

Continuum Program fueled internal accelerated career growth while keeping staff costs under control - BSC, Liability growth, Staff Accountability & Compliance are critical gate condition for Career Progression



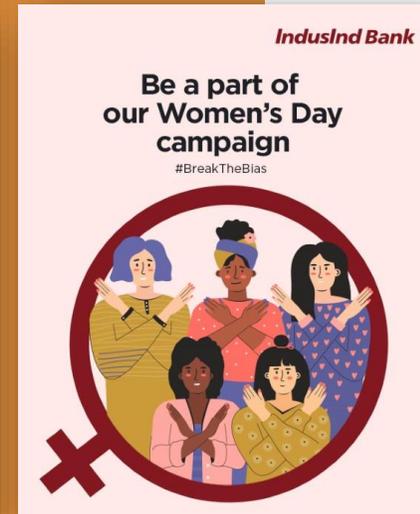
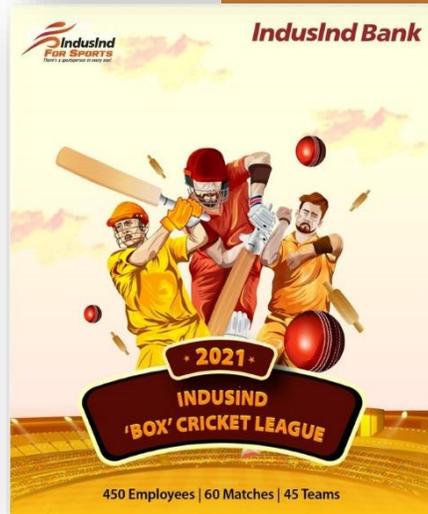
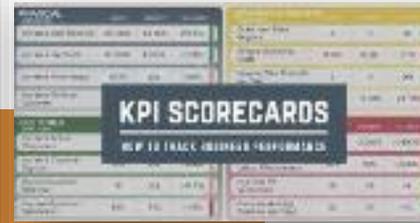
....as a result, front-line attrition rate has come down by 20-30% across job families, mid-management by 50%



Building the Next-Gen People Leaders - Rewards & Recognitions

Have the right employee rewards & recognition program to award a diverse workforce

Happy Employees provide the best Customer Experience



Consumer Bank – the way ahead

- 1 Leveraging Digitization** → Doubling client acquisition by FY 24
- 2 Focus on Domains** → Focused Segments (NR / Affluent) to grow at 2x of IBL Growth & Home markets to reach to 5% Market share by FY 24
- 3 Retailization of Deposits** → LCR book as % of deposits to reach 45%+ by FY 24
- 4 Assets Book Growth** → Retail Assets to grow by 2x of Industry Growth with improvement in Quality in next 2 years



THANK YOU



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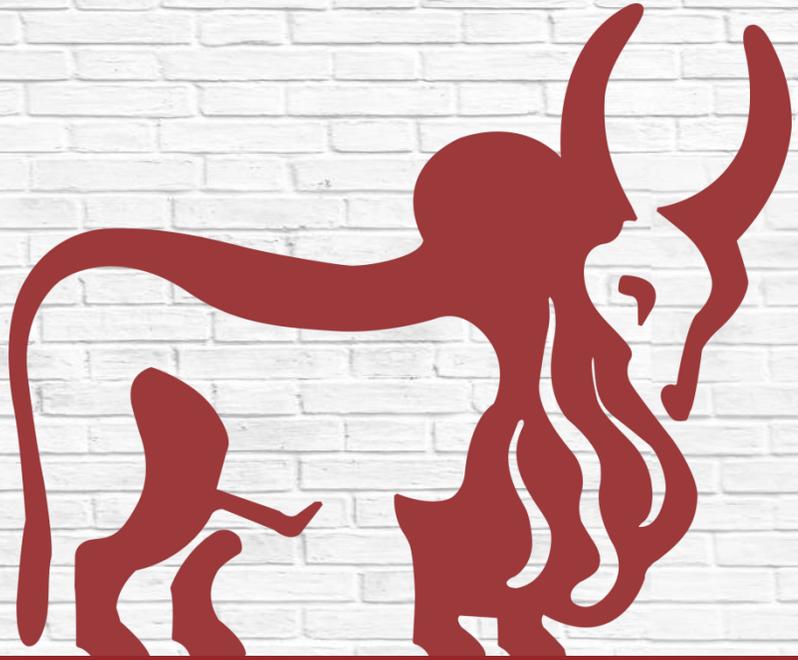
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IndusInd Bank
– Analyst Day

27th July 2022

IndusInd Bank – Analyst Day

Presentation-5
Corporate Banking



Presentation Outline



Corporate & Commercial Banking Franchise



Fine-tuning corporate bank approach



Future in focus



Presentation Outline



Corporate & Commercial Banking Franchise



Fine-tuning corporate bank approach



Future in focus



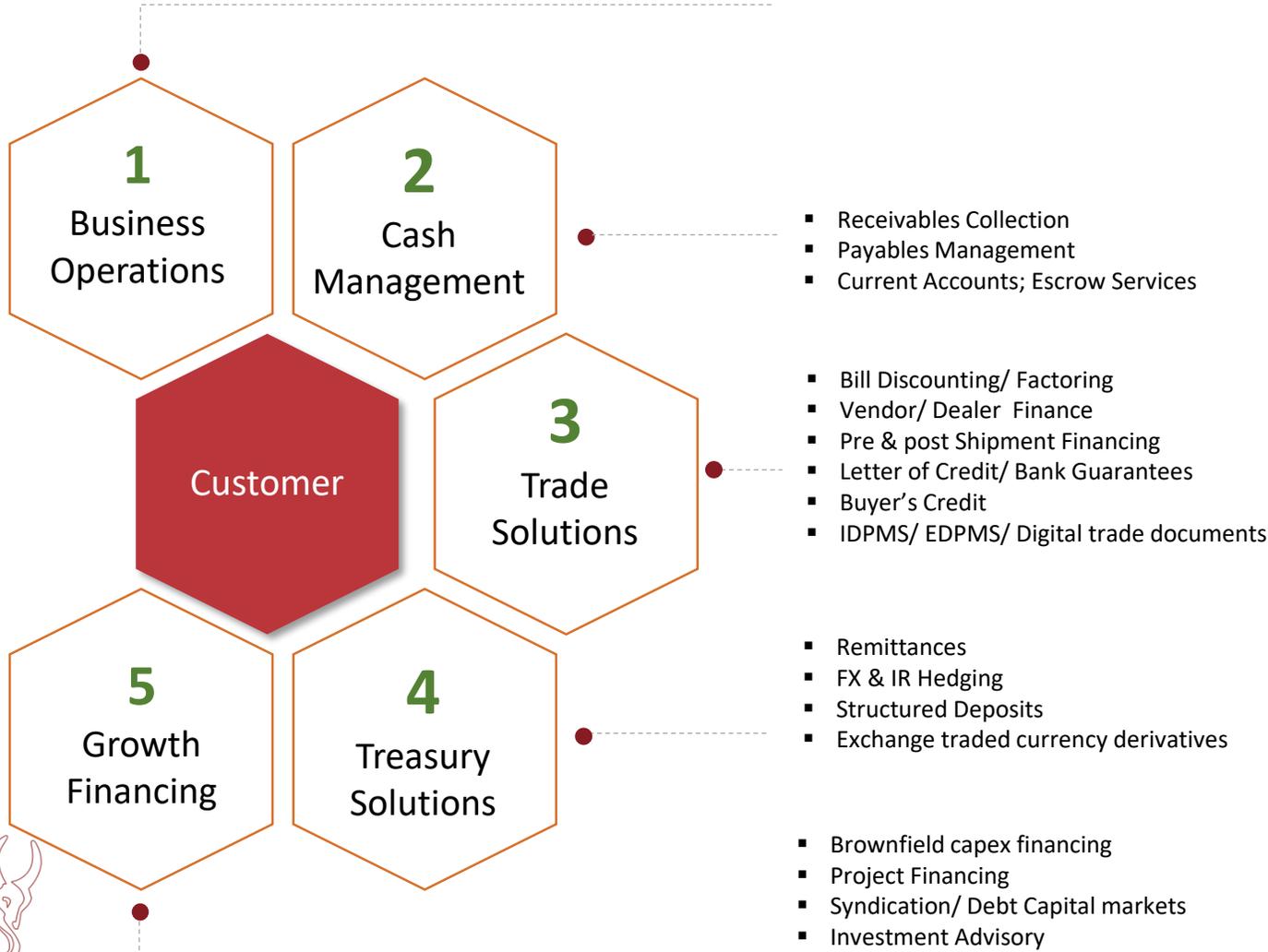
Catering to the all-encompassing corporate landscape

 **5000+**
Asset Clients

 **500+**
Coverage
team strength

 Large & Mid corporates
coverage from
15+ cities

 Small Corporates
coverage from
60+ cities

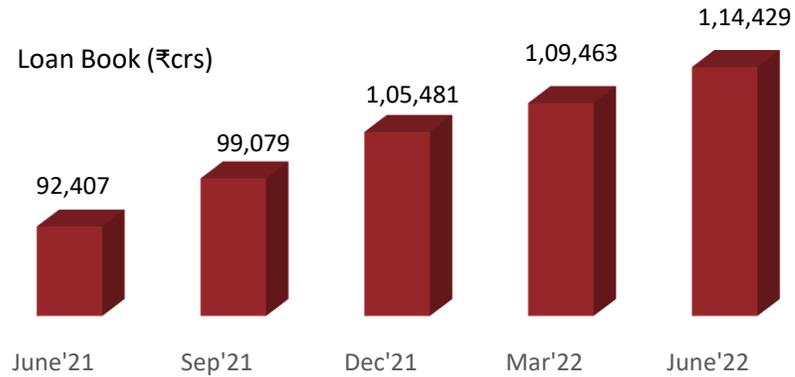


Corporate entities from turnover 150 crs and above –
includes SMEs, Mid Corporates, Large corporates, Conglomerates, PSUs, MNCs

Across 100+ Industries and sub-industries
with dedicated coverage of identified specialized verticals

Pan-India geographical coverage *across all regions with industry specific cluster coverage; International Entities through GIFT City*

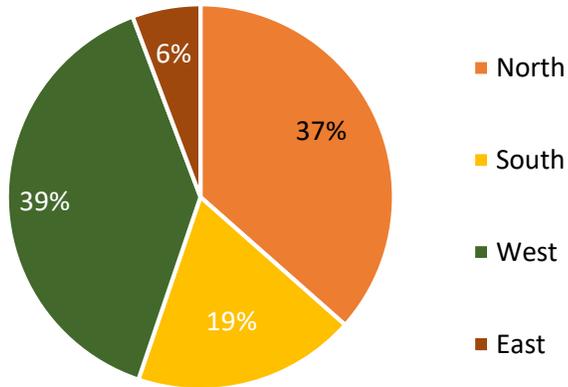
Well Diversified Book



	(₹crs)	%
Large Corporates	62,322 crs	55%
Mid Corporates	42,210 crs	37%
Small Corporates	9,897 crs	8%

Book by Region

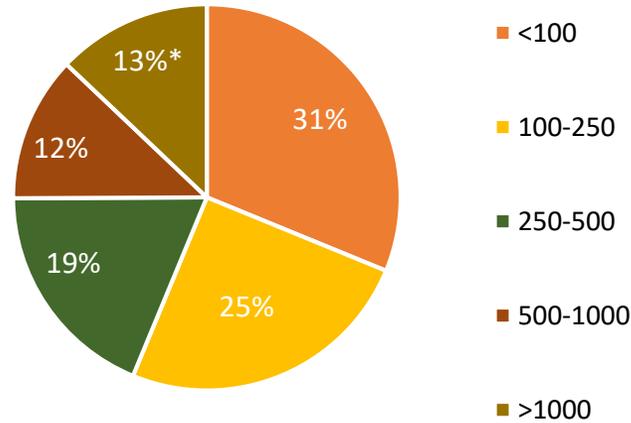
Jun-22



Book by Ticket Size

Jun-22

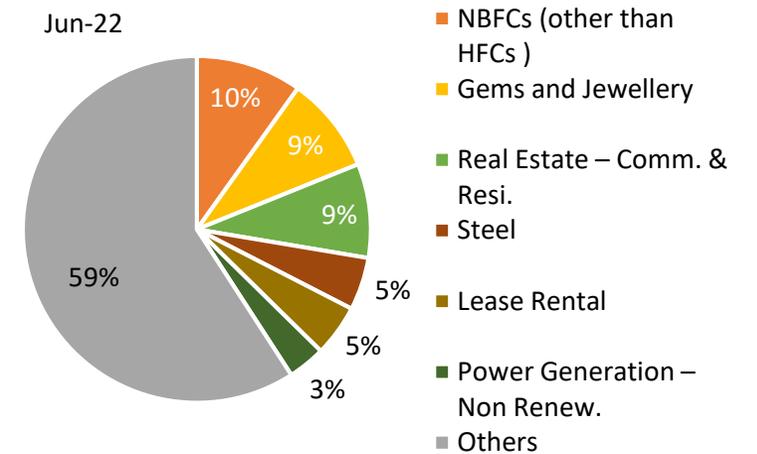
(₹crs)



*92% AA & above; 8% A rated

Book by Industry

Jun-22



Franchise strength – built on a client-centric and holistic business model

Risk Management

Adaptive Risk and Policy framework for:

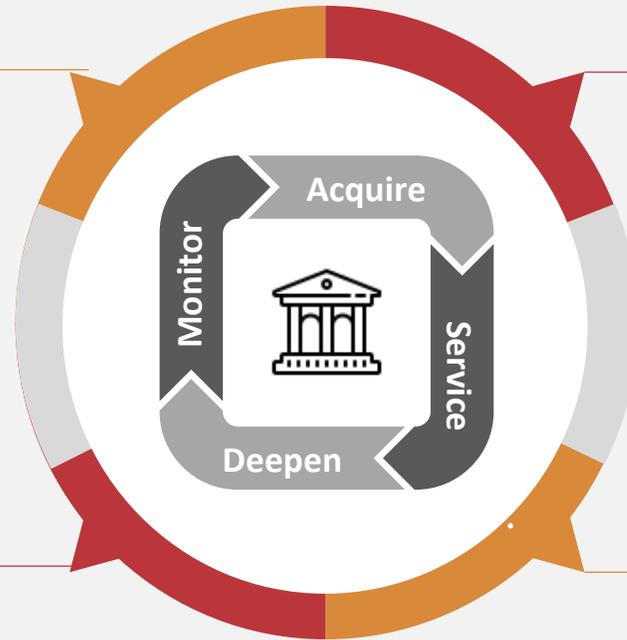
- Robust & tiered due-diligence framework
- Early identification and mitigation of Risks
- Continuous monitoring

04

Client-centric Coverage

01

- Strategically segmented in line with size of corporates
- Specialized coverage for identified industries



Digitization & Analytics

- Digitized customer journeys (Front to backend) for enhancing client experience
- Productivity enhancement using Analytics
- Robust Risk Management

03

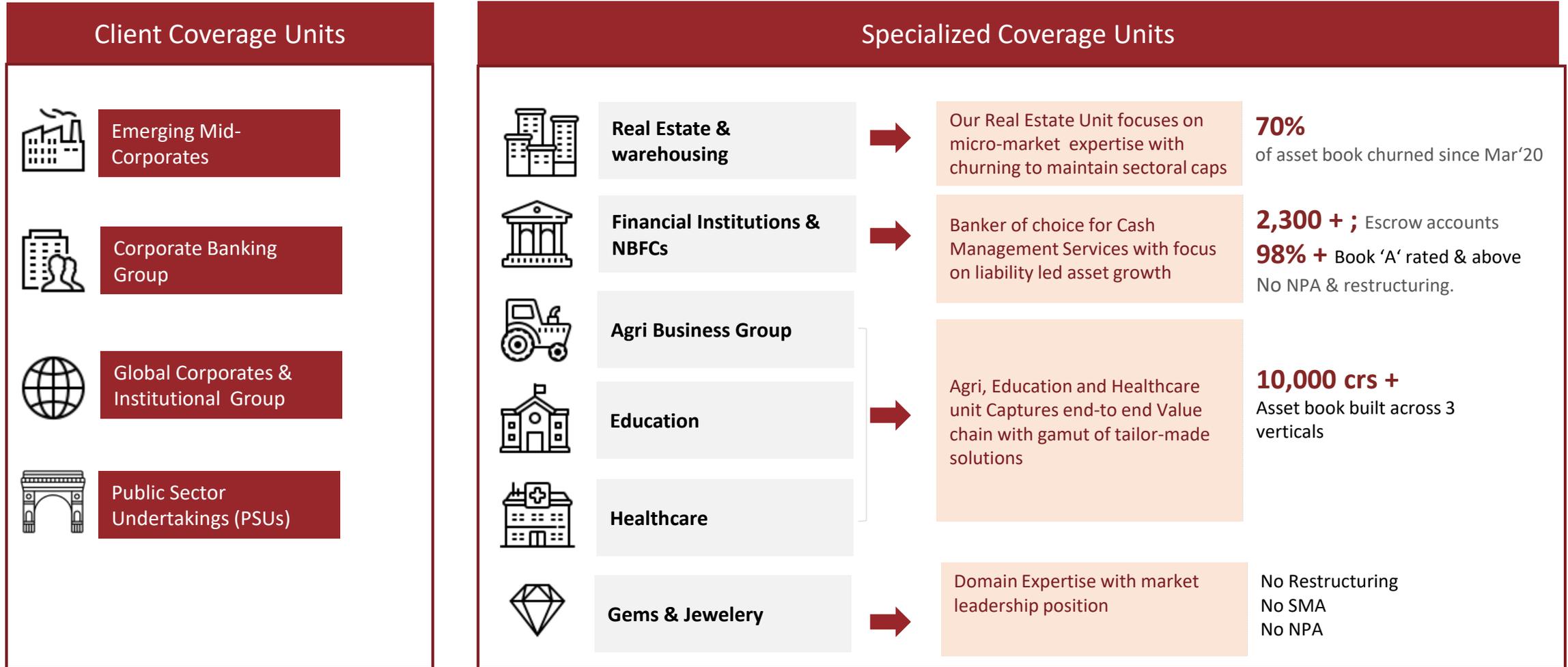
Broad based, differentiated Product solutions

02

- Differentiated product capabilities to deliver client & industry specific integrated solutions
- Broad base capabilities and continuous innovation



01 Comprehensive coverage to provide best in class client service



Note: All data as of Mar-22

02 Our differentiated product capabilities

Trade

Well-diversified book across fund & non-fund products.

Higher impetus on working capital related trade products

Dominant position in niche offering – Handled 40% India's urea import through LCs)

100%+ y-o-y volume growth in digital transactions across all corporates

Global Market Solutions

Dominant Market Maker in MIFOR / Currency Swaps/ OIS / FX Options

Among the top 5 market makers in MIFOR and OIS

25% CAGR in Fixed Income, FX, Commodities, Equities, & FX Derivatives business across trading & client segments.

Cash Management Solutions

Market Firsts / USPs –

- First Bank to launch Digital Payments for Escrows
- First Bank to go live on BBPS for NBFCs

- 700+ mandates implemented across 550+ clients in FY22
- 30%+ growth in cash throughput value.

Supply Chain Financing

- 43% CAGR in last 2 years
- Well diversified portfolio across industries – Auto: Non-Auto @ 35:65
- Launched industry-leading digital portal with real-time capabilities
- Awarded as Invoice Finance Provider of the Year & Best Supply Chain Solutions, India



Transaction Banking Fees
@ 60%+ of total fees



Liability book growth 25%+
Self Funding improved 10pps



Transaction Banking Product Penetration
@72%+ across client coverage units



Digital transacting corporate clients
Quadrupled in last year



02 Our differentiated product capabilities

Debt Capital Markets

~44,000 crs

of assets sold till date across 160+ deals

- Improved League Table Position from **6th in CY16 to 2nd in CY21**
- Maintained position in **Top 5** in League Table since 2017



CY21 League Table Position – IBL ranked 2nd in Deal Volume & Count by Refinitiv

Project Financing

41 projects | 14k+crs

Underwritten under renewable energy sector



90%

Book underwritten churned

13 projects | ~7.5kcrs

Underwritten under Roads and Highways sector



82%

Book underwritten churned

- Bank Offers entire lifecycle financing for all kind of renewable projects



1st Bank to structure HAM and Road Invit financing in India

Lenders	Market Share	Volume (₹ Cr.)	Rank (Volume)	Deals	Rank (Deal Count)
SBI	70.22%	66,319	1	13	1
IndusInd Bank	7.37%	6,980	2	9	2=
Standard Chartered	4.71%	4,518	3	5	5
L&T Financial Services	2.78%	2,641	4	9	2=
ICICI Bank	2.74%	2,583	5	8	4
Deutsche Bank/ JP Morgan	2.51%	2,416	6=	1	8=
Axis Bank	1.35%	1,280	8	4	6

03 End- to-End digital enablement for Corporate Banking

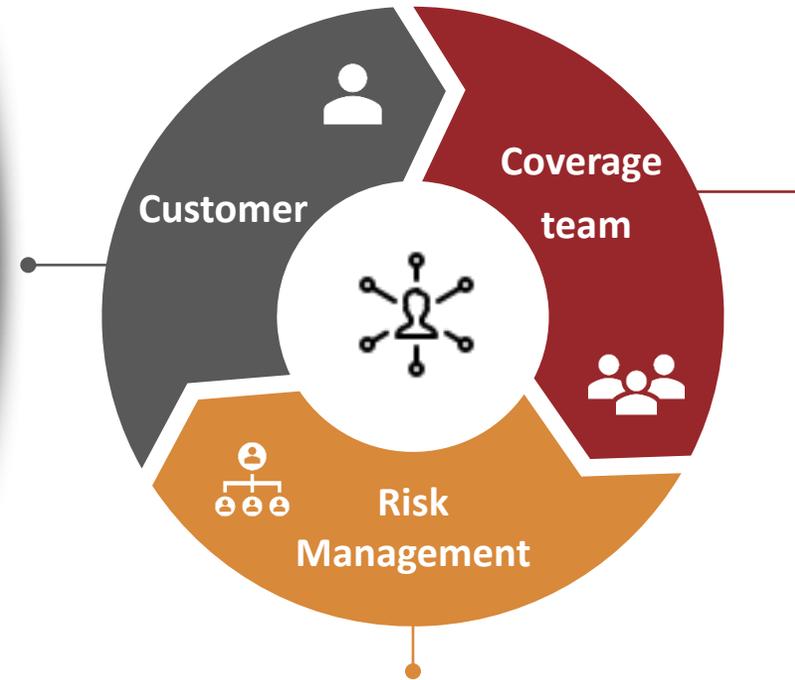
Digital channels and tools to address the rapidly evolving demands and expectations of our corporate clients across products and services.

IndusDIRECT
CORPORATE MOBILE BANKING APP

Indus
earlyCREDIT

Indus
SPEED REMIT

INDUS
COLLECT



Interactive Dashboards

Sales enablement tools enabling Teams to focus their efforts on prospects and clients with the highest value in terms of returns

- ▶ KPI Management
- ▶ Portfolio Management

Client one View

Differentiating insights which are tailored to the specific needs of an individual prospect or client.

- ▶ Share of Wallet – Asset, CA, CMS, Fx etc.
- ▶ Pricing Analytics
- ▶ Self Transfer

Early Warning System

Real-time data analytics with Risk triggers

- ▶ Internal + External Data Points
- ▶ 130+ Triggers
- ▶ Automated Alerts

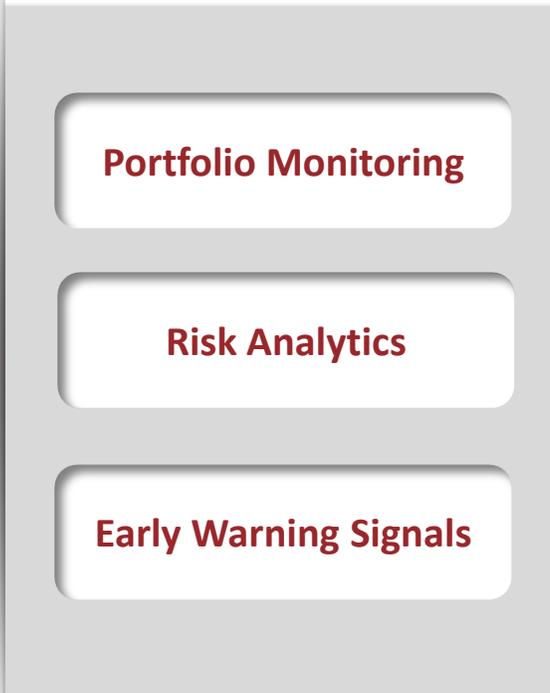
04 Comprehensive Risk Management Framework – with multiple layers of defense

Underwriting aligned towards granular, secured, shorter duration loans from high rated customers

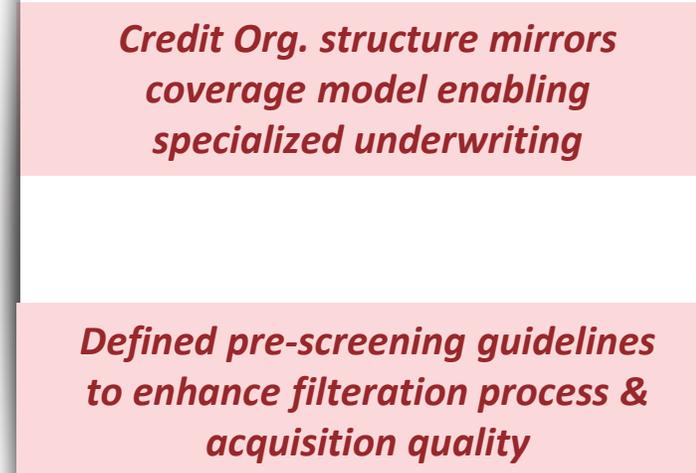
Robust Credit Framework..



..with continuous monitoring



.. and right support & interventions



Presentation Outline



Corporate & Commercial Banking Franchise



Fine-tuning corporate bank approach



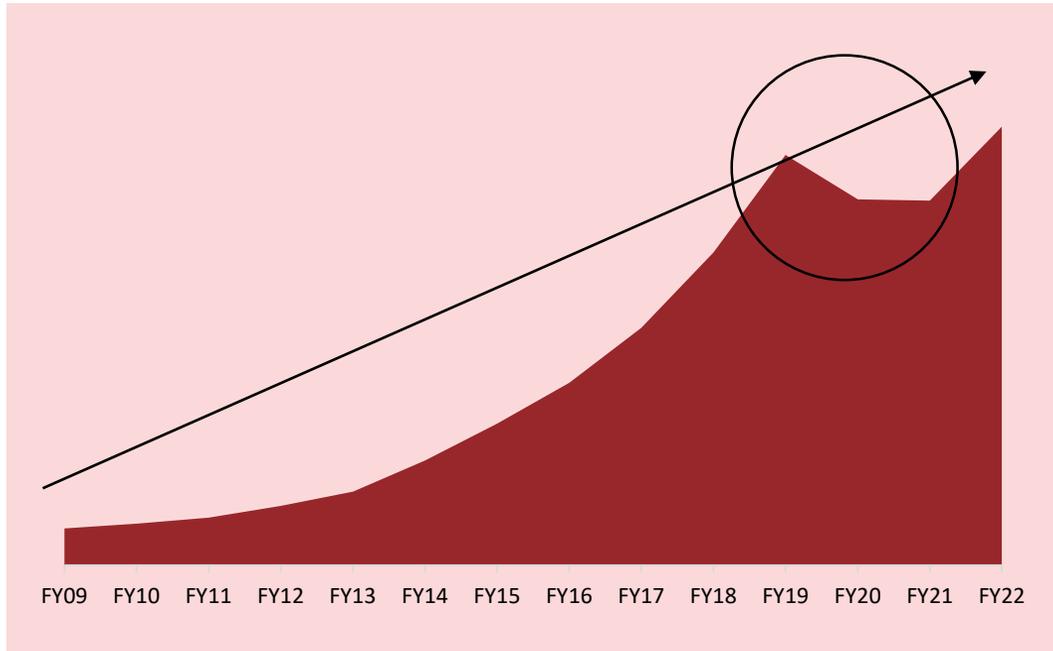
Future in focus



The precursor to our current Business Strategy

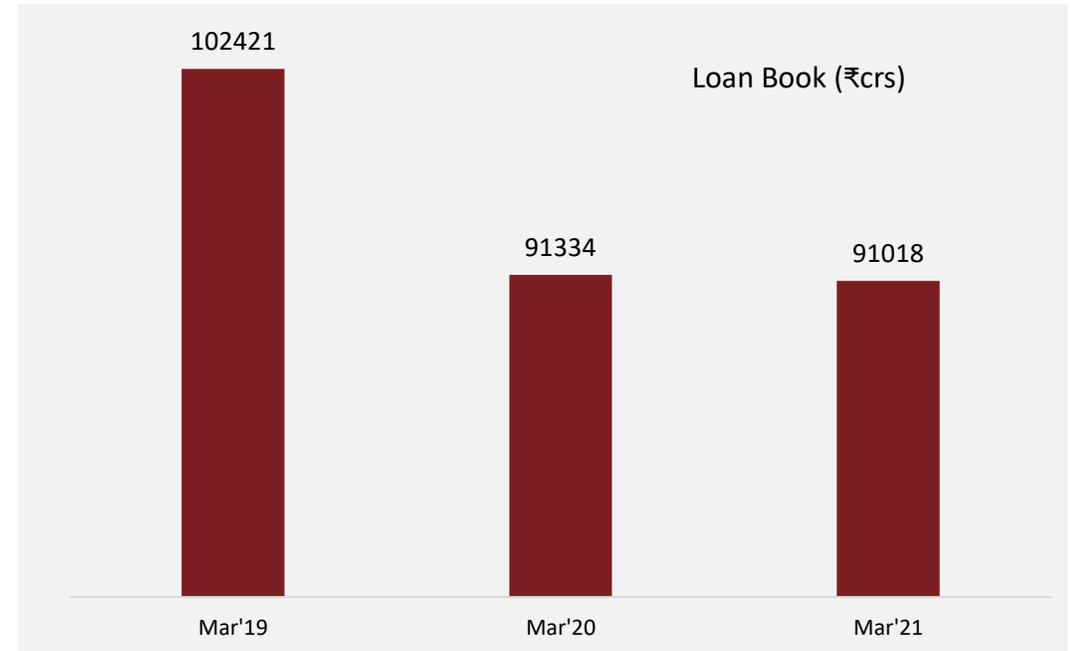
01

We had consistent loan growth journey ...



02

... except for FY19-21



The precursor to our current Business Strategy

03

Key learnings from our experience

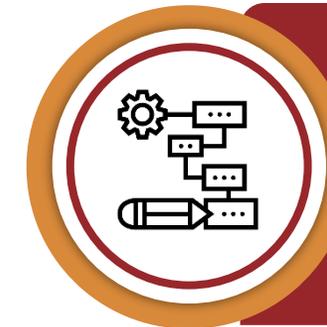
- ✓ Customer concentration built up over the period
- ✓ Reliance on bulky fee income
- ✓ Deals pertaining to holding company with limited cashflow support
- ✓ Limited focus on building liability franchise
- ✓ Sub-optimal coverage structure especially in small businesses
- ✓ Under penetration in top conglomerates
- ✓ Delayed identification of risk triggers

04

Implementing the learnings while navigating COVID



Tighter & well-defined credit underwriting norms with enhanced risk management framework



Re-orientation of business model to focus on granular acquisition

Implementing the learnings – ‘Fine-tuning the Corporate Bank approach’

A Tighter credit underwriting norms & enhancing risk management framework

Policy & Thresholds

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

Introduction of pre-screening process with defined go/no go criteria

Rationalization of Single Borrower limit linked to Internal Rating; Correlated with Net Profits & much below RBI prescribed norms

Conservative Capping of Sensitive Sector Exposures ; Tightening of Concentration Exposure norms



Proactive Portfolio Monitoring

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

Group Borrower exposures strategies basis Strength & Standing of Group

Strengthen Credit Quality Assurance Unit to enhance stress identification

Enhancing rigor and frequency of internal reviews across Business & Credit



Implementing the learnings – ‘Fine-tuning the Corporate Bank approach’

B

Re-orientation of business model to focus on granular acquisition

Key principles

- Carving a dedicated unit for Strategic groups, Global corporates to provide a differentiated coverage & delivery
- Optimization of industry verticals in line with market; Continued focus on specialized verticals for active portfolio management
- Dedicated coverage of emerging mid-corporates

Client Coverage Units

Sharper focus	Sharper focus	Scale-up
Global Corporates & Institutional Group	Corporate Banking Group	Emerging Mid-corporates
PSUs (Public Sector Undertakings)		

Specialized Coverage Units

Consolidation	Maintain Leadership
Real Estate & warehousing	Gems & Jewelry
Financial Services Group	Healthcare
Education	Scale-up Agri Business Group

Product Units

Scale-up	Re-newed
Supply Chain Financing	Investment Advisory & DCM
Selective Focus Project Finance	Trade, CMS, Cash
Structured Finance	FX, Derivatives
	Digital



How our strategy has played so far

Focused approach on acquisition across high rated asset has resulted in



84% of new disbursement pertaining to A rated and more across Large & Mid corporates in FY22*



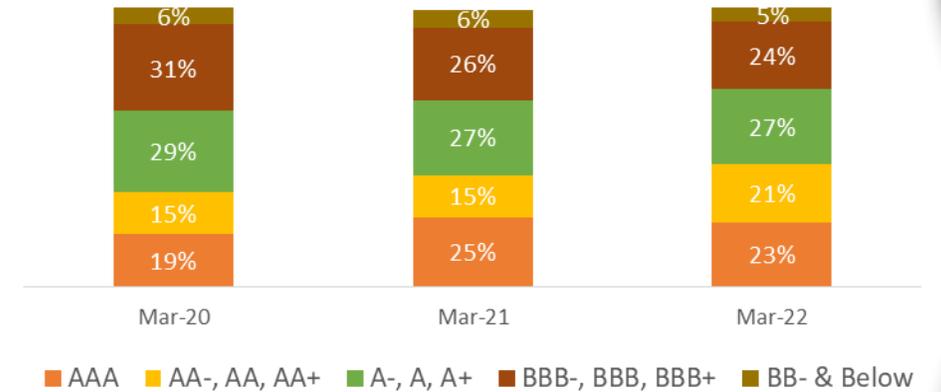
Relatively higher rating onboarding in high ticket size
 For TS > 100 crs, 80% + portfolio rated A & above

Risk Density of Corporate book improved 5pps

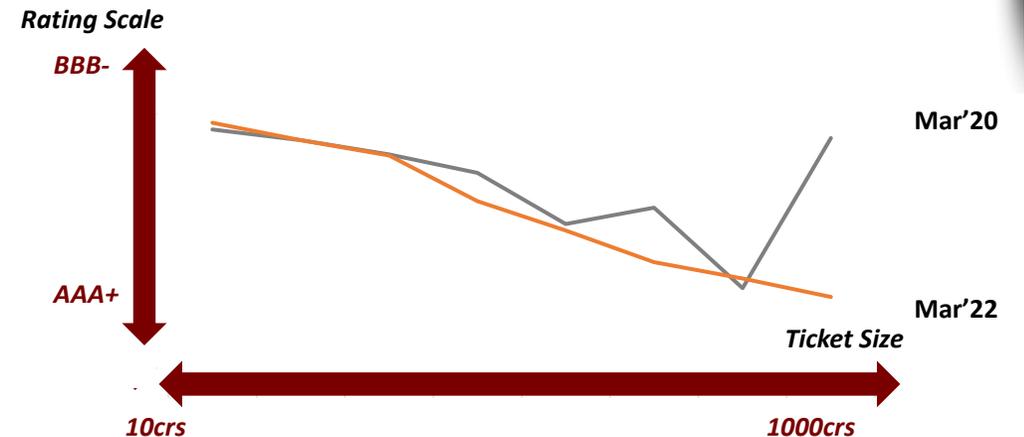
*Excluding Real Estate

Includes Fund-based and Non-Fund based book for corporates

Improvement in rating profile of the book# ...



...focus on balance between rating profile & Ticket size



How our strategy has played so far

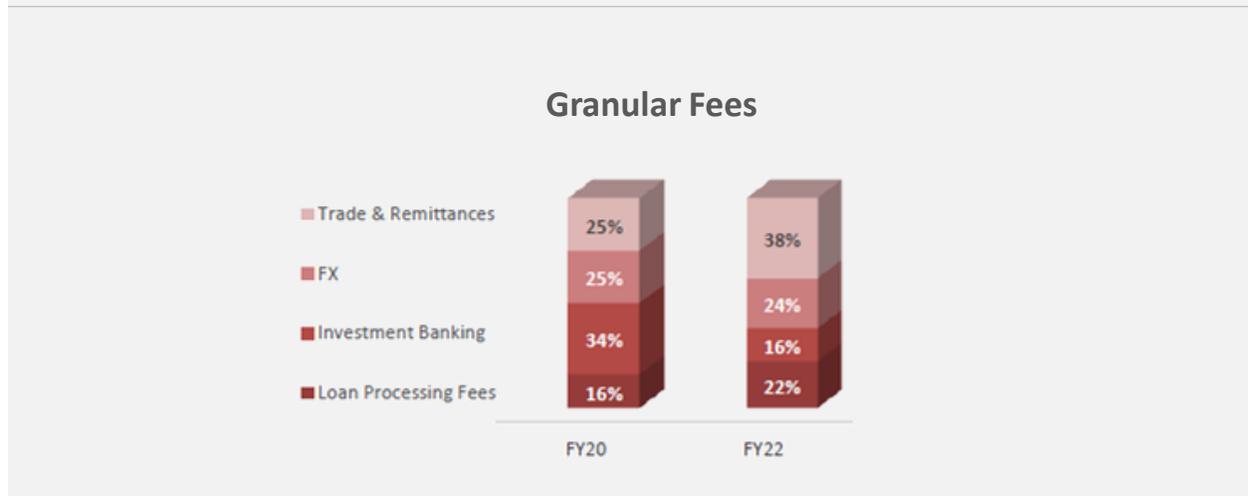
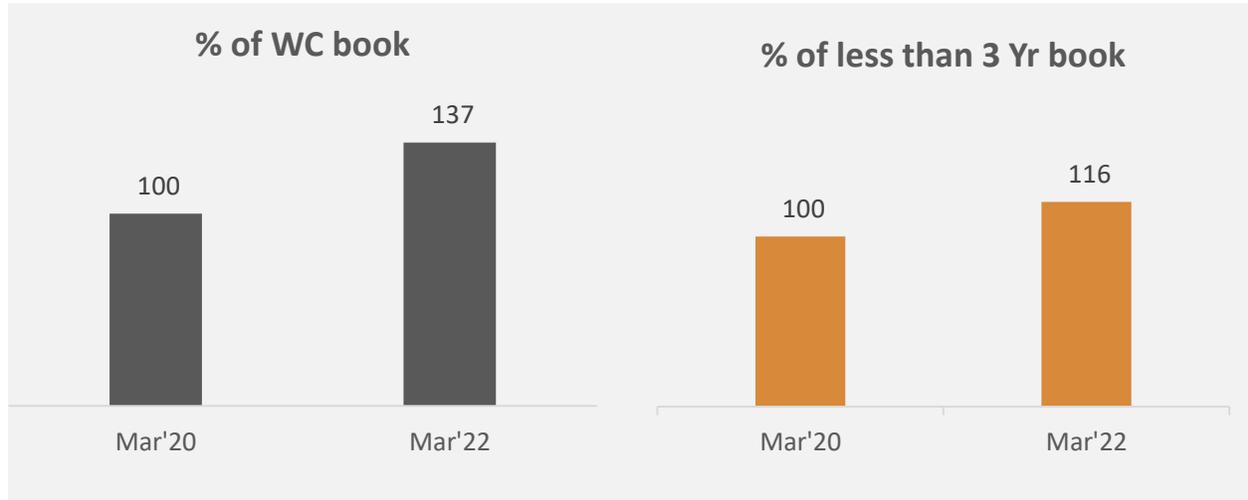
Re-orientation of coverage models have enabled higher annuity profile of the book....



+900 bps increase in % share of working capital disbursements

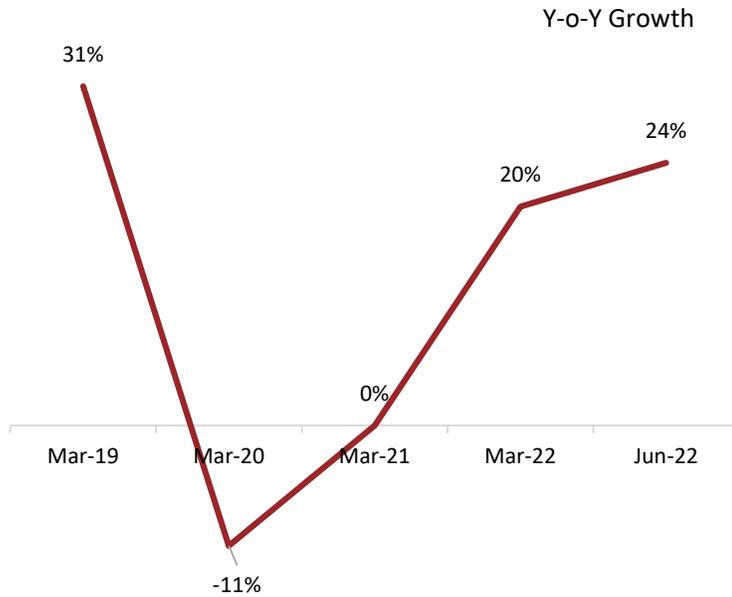


Steady increase in share of transaction banking income

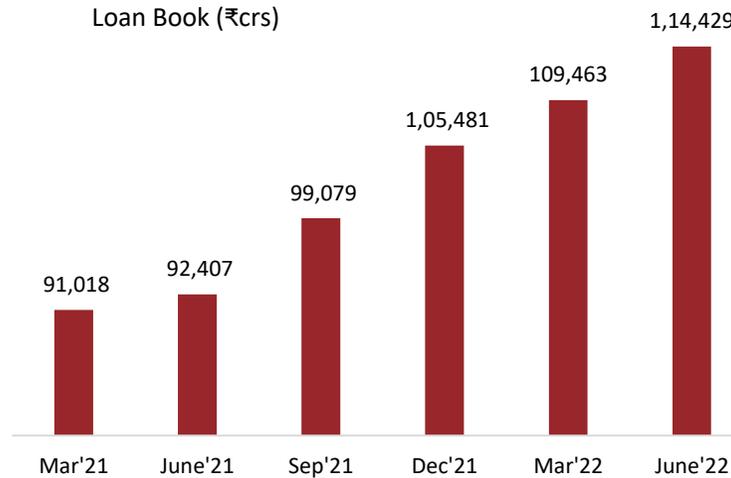


How our strategy has played so far

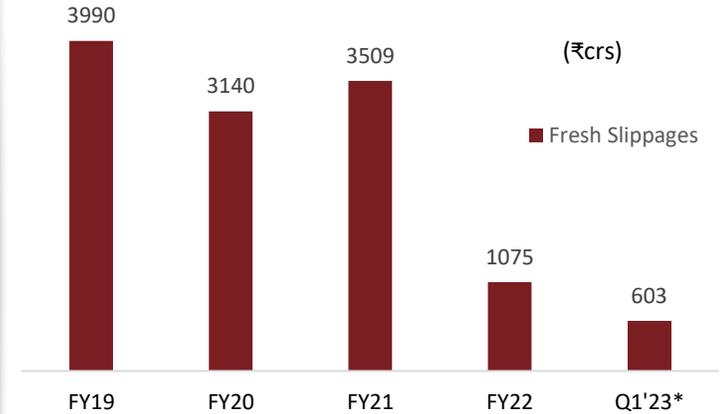
Corporate loan growth is back on track...



... as evidenced by Q-o-Q book growth...



Slippages stabilized over last 12-18 months



*Of this, 272 crs from Standard book.

Presentation Outline



Corporate & Commercial Banking Franchise



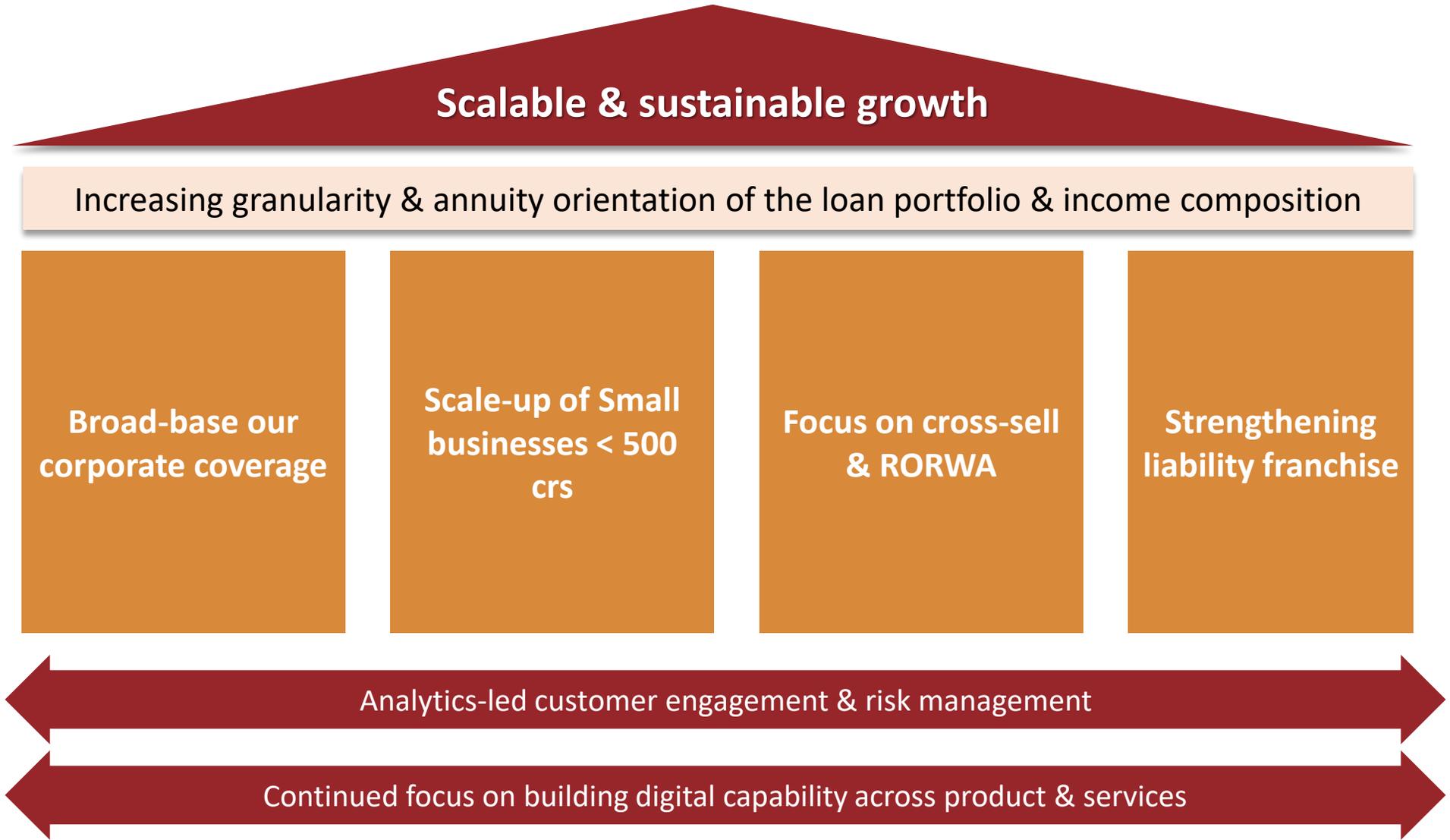
Fine-tuning corporate bank approach



Future in focus



Priority for the future is *'Scalable & Sustainable growth'* with identified growth levers



With building blocks in place, we aim for 'Scalable & Sustainable Growth' going forward



30 - 35%
Small Businesses



15 - 20%
Client Coverage
Group



10-15%
Specialized
Verticals

**Taking the
loan book
growth to
15-20%
y-o-y...**

**... and steadily increasing
the share of Small & Mid
corporates**

Large Corporates

50-52%

Mid Corporates

38-40%

Small Corporates

10-12%

1

...improving risk density with high quality onboarding, minimizing credit costs

2

...increasing returns with diversification of fee income through cross-sell & transaction banking

3

...lowering cost of funds through granular liability franchise



THANK YOU



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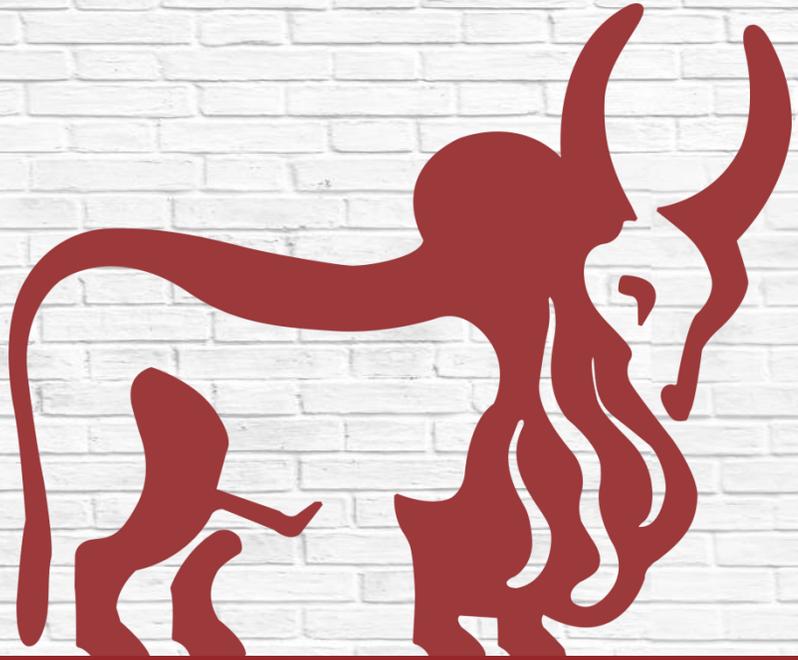
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IndusInd Bank
– Analyst Day

27th July 2022

IndusInd Bank – Analyst Day

Presentation-6
Digital Banking



5 Key Imperatives of Digital Strategy at IndusInd to drive 3 primary Business Objectives

Human Centred Design Principles – To Drive Differentiated Customer Experience, to build & scale Do It Yourself models

Embedded Finance (BaaS) models in collaboration with ecosystem players an opportunity*

Highly Modular, Available, Scalable, Secure by Design

Personalization and Decisioning driven by Data & Analytics - a key differentiator

Digital Centre of Excellence – a new age organization with relevant skills to drive agility

Drive Better Customer Experience & Engagement



*Daily / Monthly
Active users*



*Customer
Rating*



*Customer
retention*



*Transactions
per client*

Transform existing lines of businesses



*Straight Through
Processing %*



*Cost of
processing*



*Turnaround
time*



*Employee
Productivity*

Build new DIY and BaaS** led business models*



*% of digital
business*



*Cost of
acquisition*



*Number of
clients*



*Balance
Sheet*

*DIY = Do It Yourself ; **BaaS = Banking as a Service

Digital Sourcing % continues to grow and digital unassisted* business models gaining momentum



70,000+ Clients on-boarded using **VKYC** every month

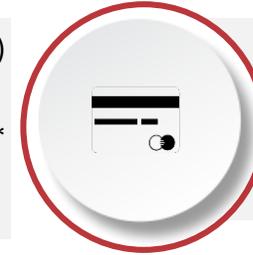
Live across Savings, Personal Loans, Credit Cards and Current Account



96% of **deposits** (savings and fixed deposit) opened digitally

30% of savings accounts **digitally unassisted***

42% of fixed deposits **digitally unassisted***



90% of **Cards** sourced digitally

Scaling up **digitally unassisted*** model with easycredit



54% of **personal loans** opened digitally

Scaling up **digitally unassisted*** model with easycredit



98% of **mutual funds** sourced digitally

100% of **life insurance** sourced digitally

85% of **non life insurance** sourced digitally



70% of **current accounts** opened digitally



40% of **MSME** loans (exposure upto 2 cr) originated digitally



57% of **Retail Forex** digital via indusforex



33% of **NR business** originated digitally



Digital Engagement with clients continues to grow: Mobile transactions up 2X YoY, 92% of Bank's transactions digital

Indus Mobile

The All In One Banking App

More than 150 services offered on the app

Open an account & manage deposits

Manage loans from the app

Manage Payments – Scan & Pay, UPI, Bill Payments

Invest and Manage Portfolio

Manage debit & credit cards

All account management services

Coming Soon

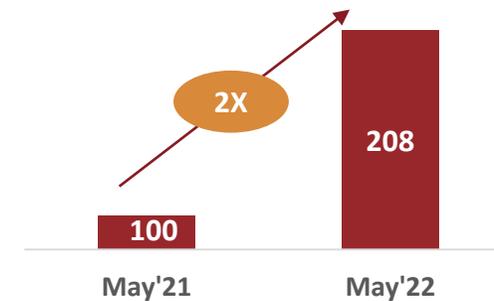
Real time event based, context specific client engagement capability

Coming Soon

Revamped payment capability

Mobile transactions up 2X YoY

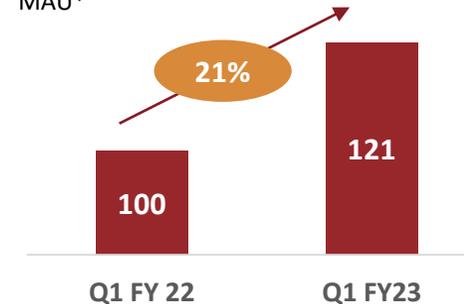
Indexed mobile transaction volumes



Source: RBI

Active users up 21% YoY

MAU*



92% of Bank's **transactions** are **digital**

70% of Bank's **service requests*** **processed** straight through **digitally** via channels as self service

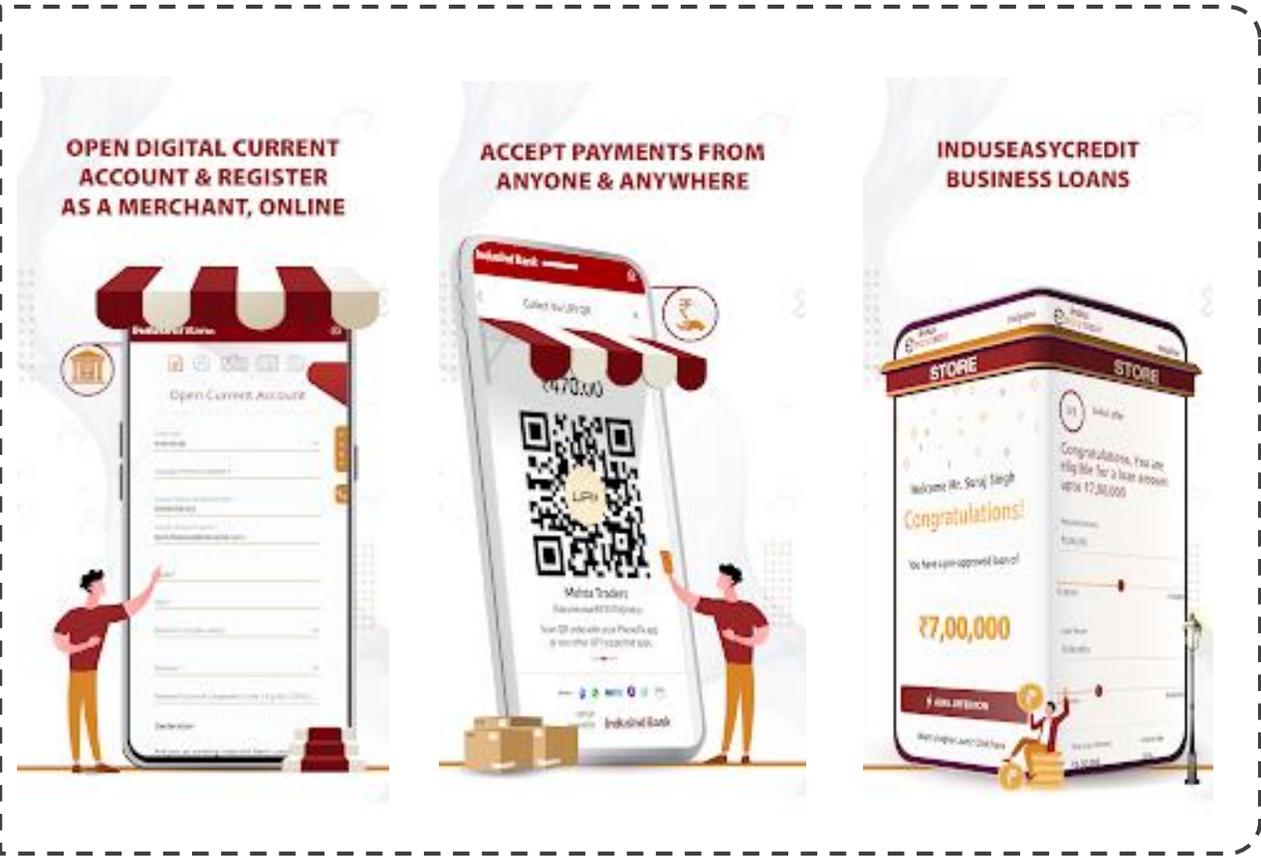
Comprehensive suite of **50+ services**



5.1 Mn registered users

IndusInd Bank

An integrated stack for retailers to manage and grow their business better garnered 80,000+ users within first few months of launch & growing



Banking

Open a current account | Make payments | Manage deposits | Statements | Service Requests | ...



Payment

Select your POS plan | E-sign MSA | Accept payments via QR, POS, PG | Maintain Digital 'Khata' & send reminders | Track sales and settlements | ...



Lending

Pre-approved collateral free small ticket loans | Loan against receivables or advance settlement | ...

Coming Soon



Multi Lingual Support

Coming Soon

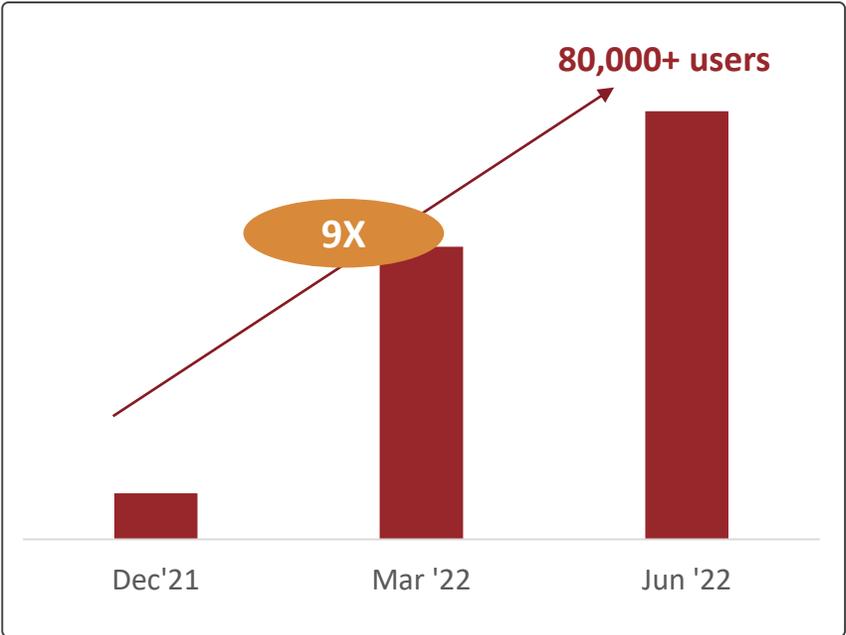


VKYC Enabled Current Account in <30 min
Bill payments & more ..

An integrated stack for retailers to manage and grow their business better garnered 80,000+ users within first few months of launch & growing

80,000+ users within first few months of launch

Every 2nd user on the app is a new customer



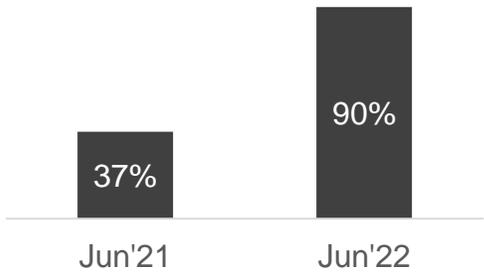


Driving Customer Experience, Business Transformation and Direct To Client / BaaS led Business Models with IndusEasyCredit

A case study in enabling holistic transformation of credit cards business model

- Omni Channel
- Digital Authentication leveraging "India Stack"
- Real Time Decisioning
- Integrated with Enterprise Data Warehouse - BRE test & learn
- Integrated with 'Mar Tech' Stack
- Open Banking Ready / API led, cloud native

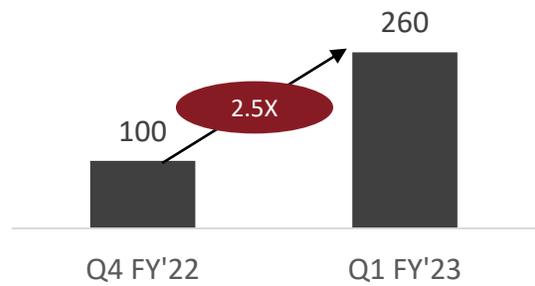
90% of cards business is now digital



~40% increase in sales productivity



2.5X growth in offline Partner led volumes post platform adoption



Processing cost per unit lower by 60-70%



TAT to Decision
Instant

STP%
15-20%

Created Direct Digital model of sourcing

Activated new sales force on cards – 25% of users never sold a card end to end before

Integrating with 10+ digital partners through API stack

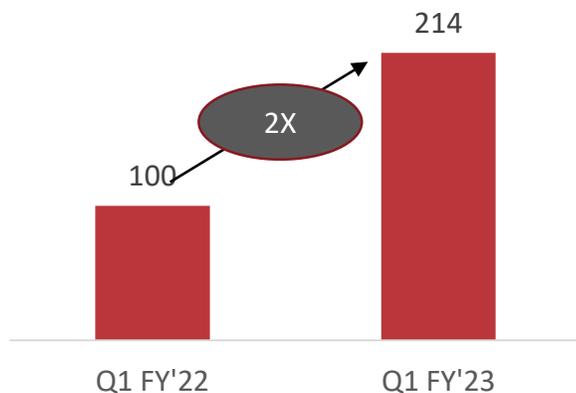
STP % implies end to end until card setup in 3-5 min with no Field Verification / Underwriting



Scaling up “Do It Yourself” led business models

Savings Account

Indexed DIY Volume – Savings Account



AUM per client

30,000

Income per client as a % of AUM

1.9%

CAC* as a % of AUM

0.9%

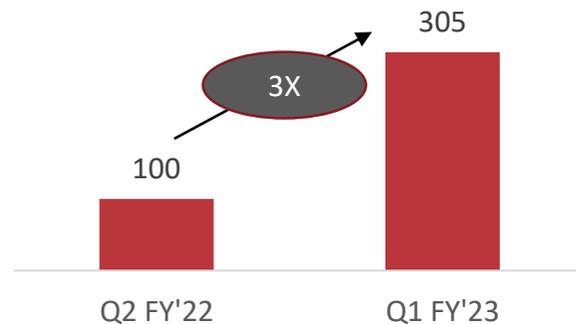
% contribution to business

30%

Personal Loans



Indexed DIY Volume – Personal Loans



Portfolio Yield



175 bps

Cost of processing



60%

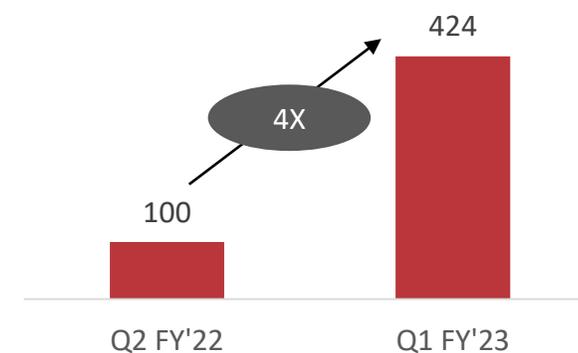
Operating Income per client



Credit Cards



Indexed DIY Volume – Credit Cards

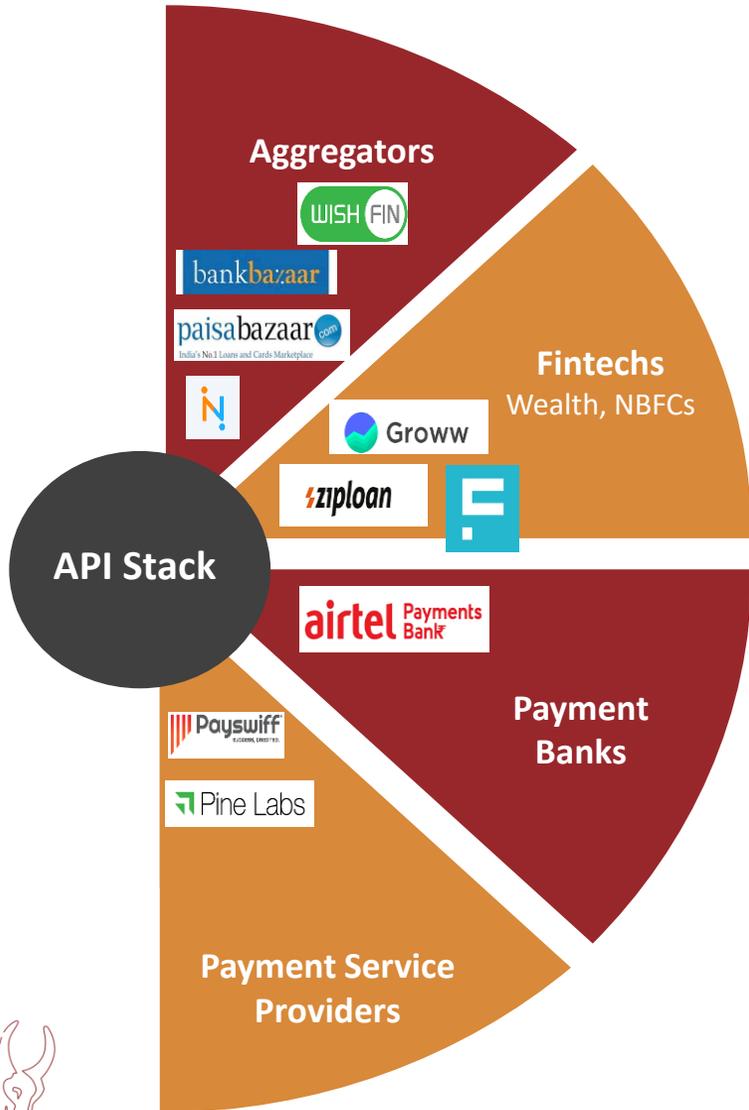


Limit per card



12%

Building partnership led business models leveraging the API nativeness of the platforms



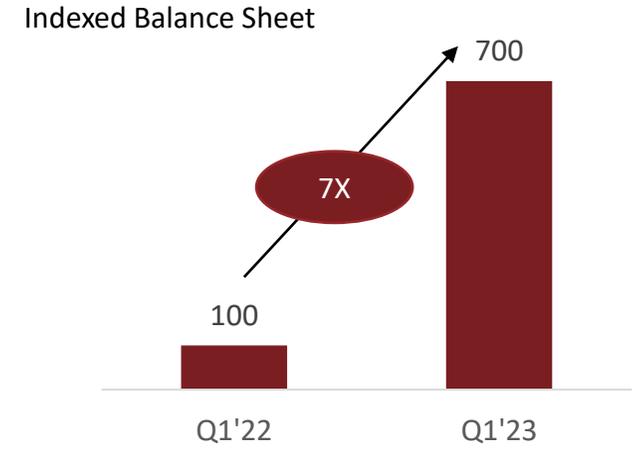
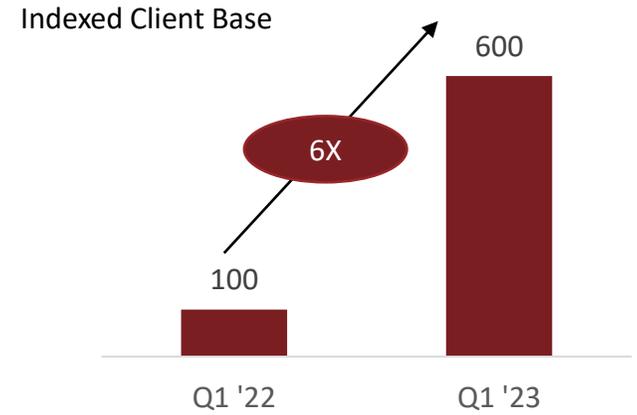
Partnership Objectives

Co-create new products

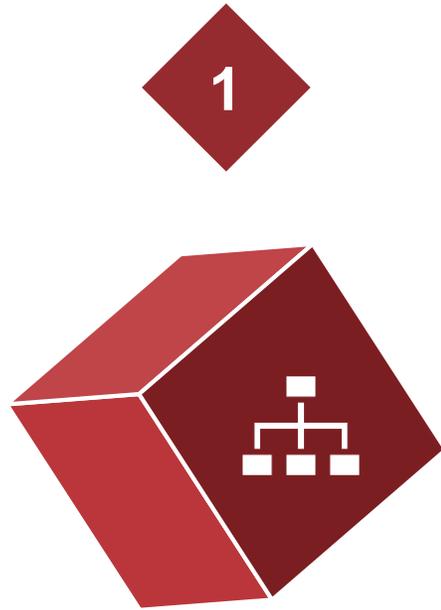
Acquire new clients at scale

Offer enriched value propositions to clients

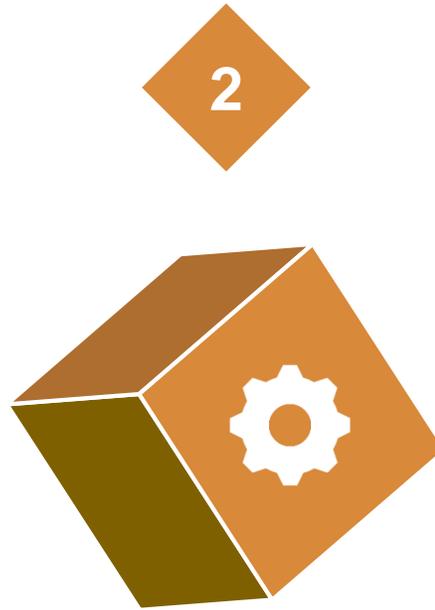
Partnership led business scaling up well



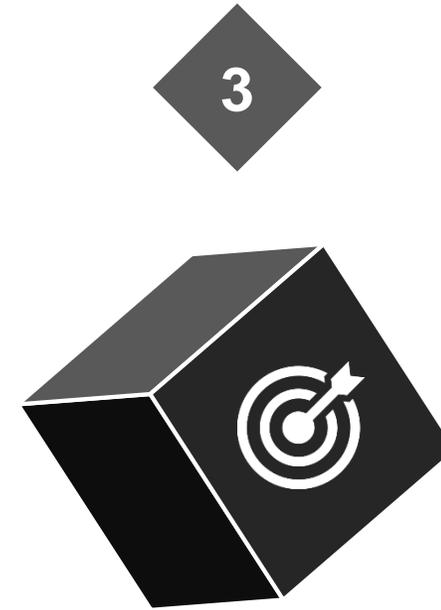
3 Key building blocks to the Digital Strategy



***Highly Scalable,
Resilient, Secure
by Design***



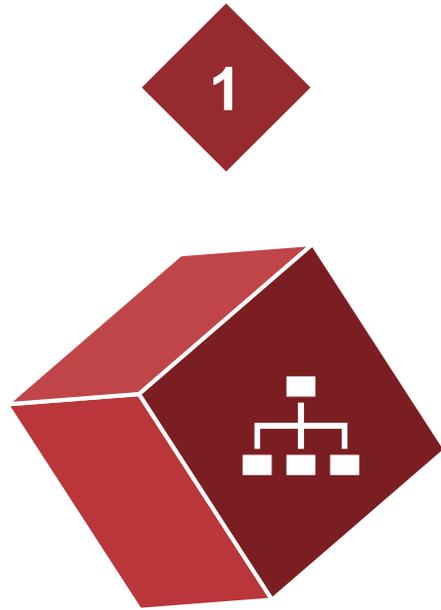
***Data & Analytics
led Personalised
Engagement and
Client Lifetime
Value***



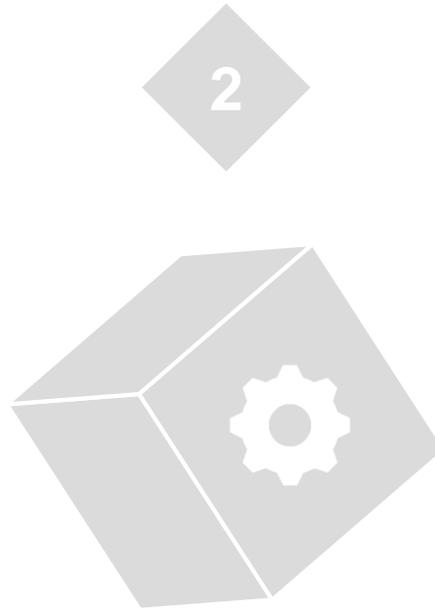
***An Integrated
Centre of
Excellence with
new age skills to
drive desired
agility***



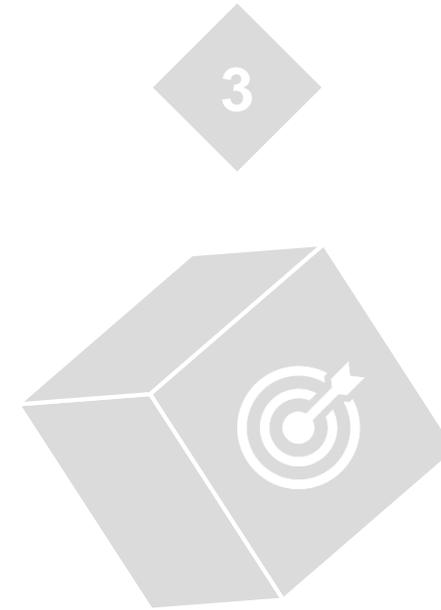
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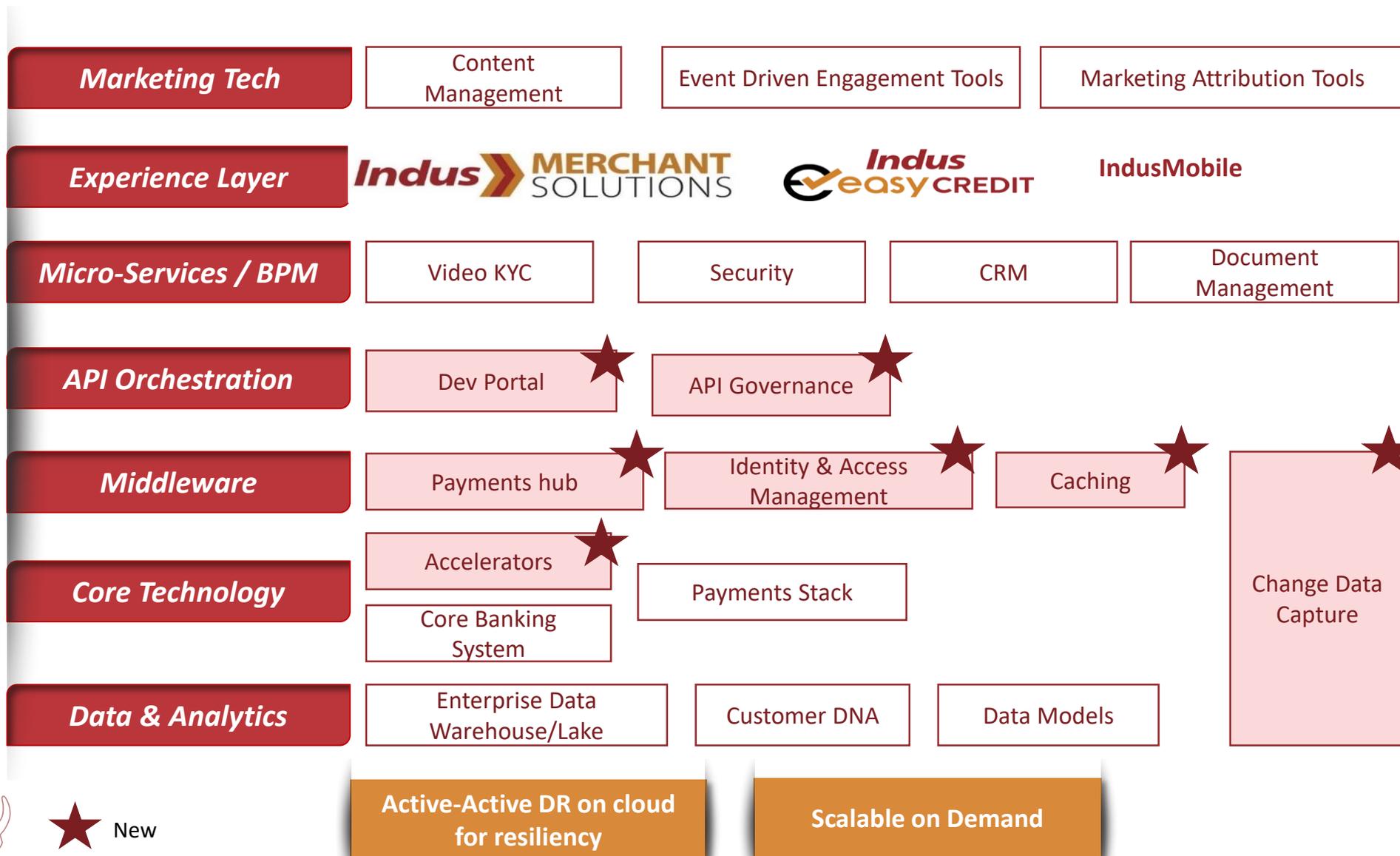
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led Personalised
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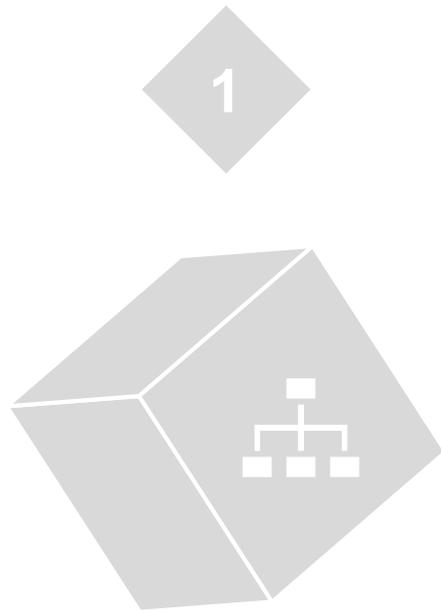


Creating future ready, resilient, scalable technology architecture

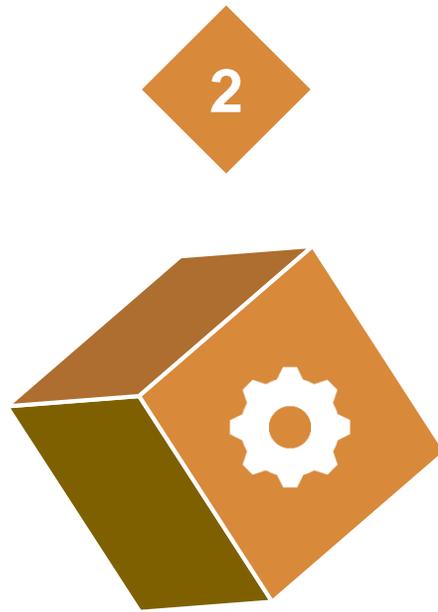


- Agile campaign execution capabilities
- Personalization basis user behavior
- Cloud Native
- Micro-Services based
- API ready
- Highly available and scalable on demand
- API orchestration via cloudpak to ensure scalability & resilience
- “Hollowing” the core
- Accelerators, caching on cloud to drive performance on experience layer
- Moving to new age composable, cloud native payment stacks
- Storage on cloud
- Moving towards compute on cloud

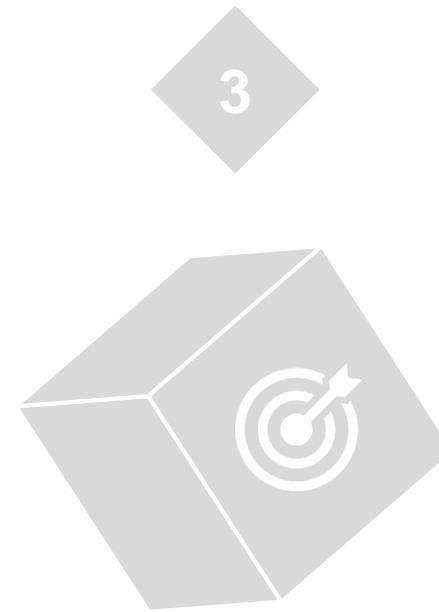
3 Key building blocks to the Digital Strategy



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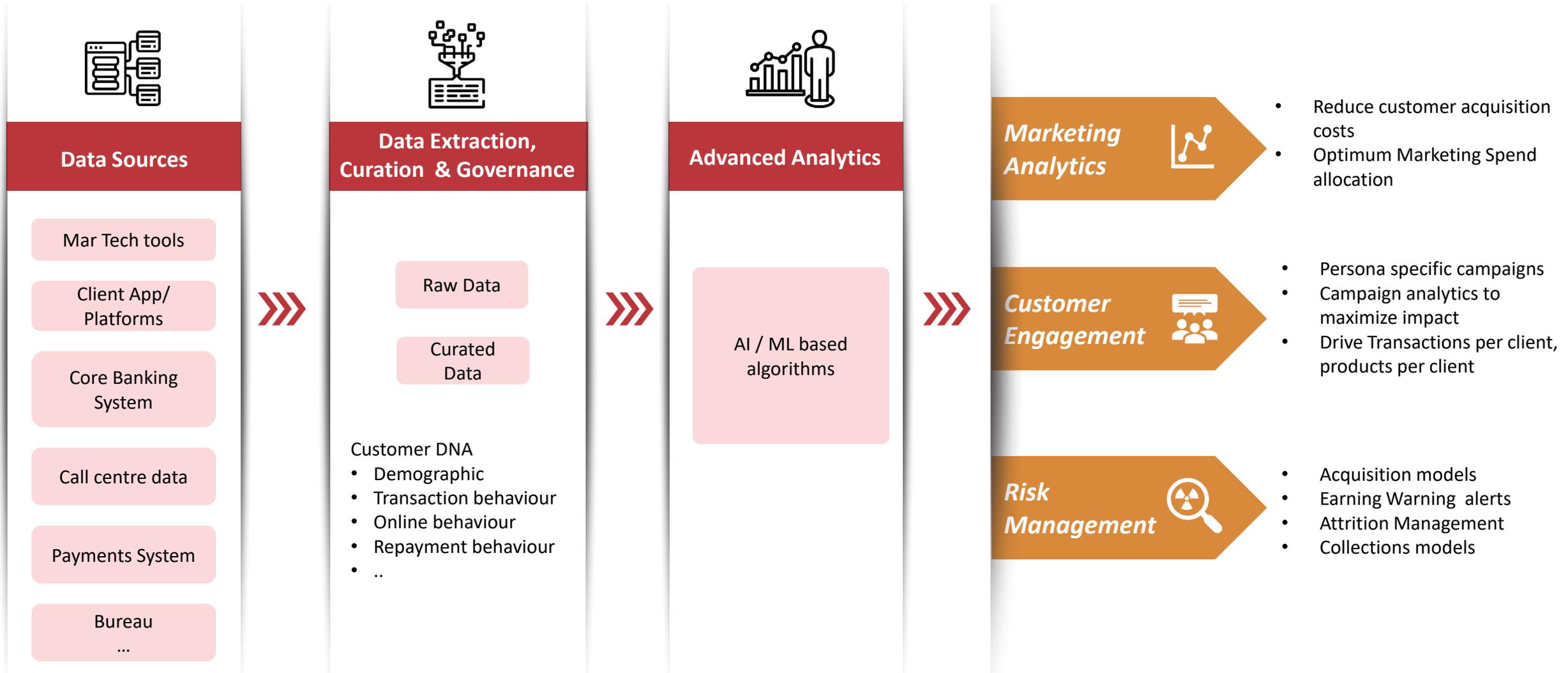
*Data & Analytics
led Personalised
Engagement and
Client Lifetime
Value*



*An Integrated
Centre of
Excellence with
new age skills to
drive desired
agility*



A strong foundation of data and analytics at the heart of creating business impact

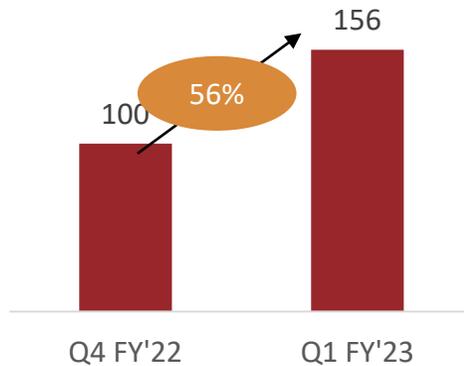


A strong foundation of data and analytics at the heart of creating business impact

Illustrative Impact

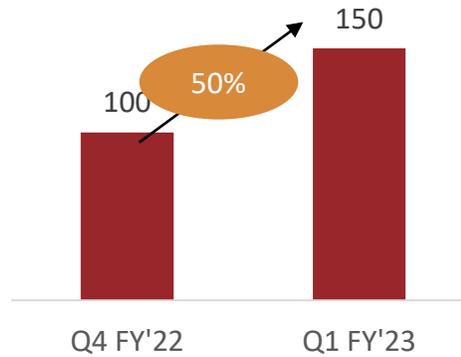
56% increase in transactions of cohorts with low transaction intensity

56% increase in transaction intensity



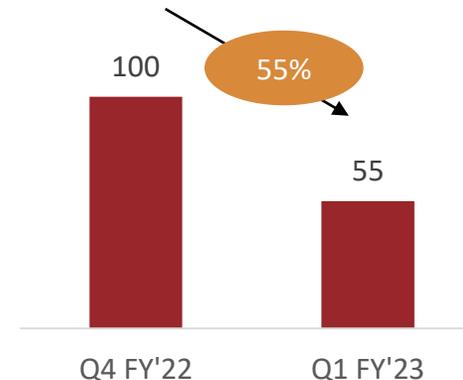
50% Increase in personal loans pre-approved

50% increase in pre-approved personal loans



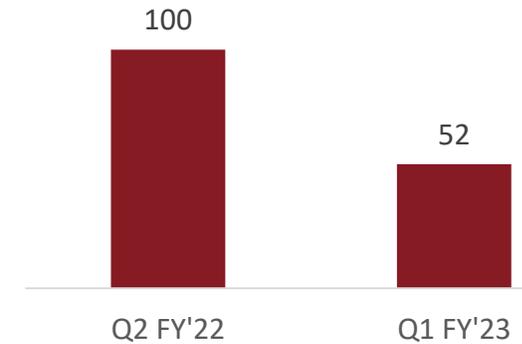
45% reduction in early delinquency metrics in cards

45% reduction on early delinquency in cards



50% reduction in customer acquisition costs in DIY cards

Indexed CAC – DIY Credit Cards



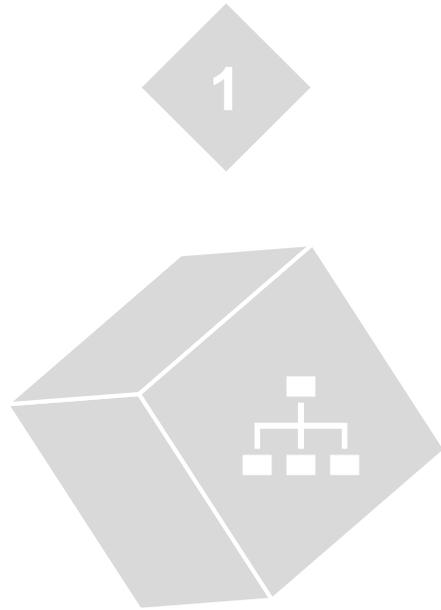
Advanced machine learning based algorithms power instant decisioning across products on easycredit

Customer Engagement Impact

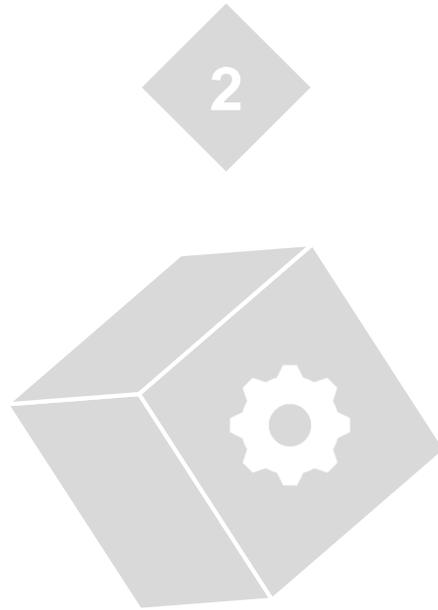
Risk Analytics Impact

Marketing Analytics Impact

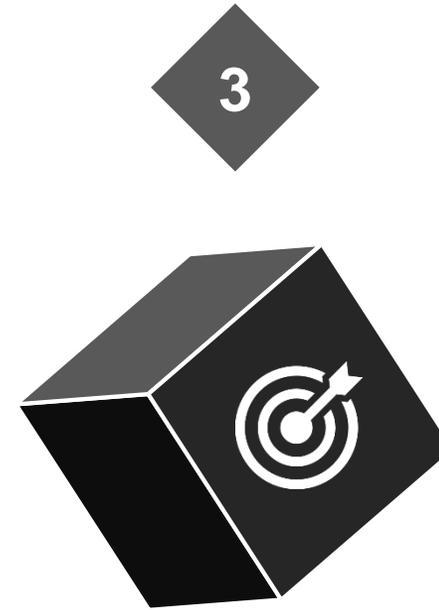
3 Key building blocks to the Digital Strategy



*Highly Scalable,
Resilient, Secure
by Design*



*Data & Analytics
led Personalised
Engagement and
Client Lifetime
Value*



*An Integrated
Centre of
Excellence with
new age skills to
drive desired
agility*



An integrated team of 300+ created as *IndusInd Digital Centre of Excellence* – Powering Business Impact and Value Creation

Decision Science & Analytics

Campaign Analytics
Segmentation
Risk Analytics

Inside Sales

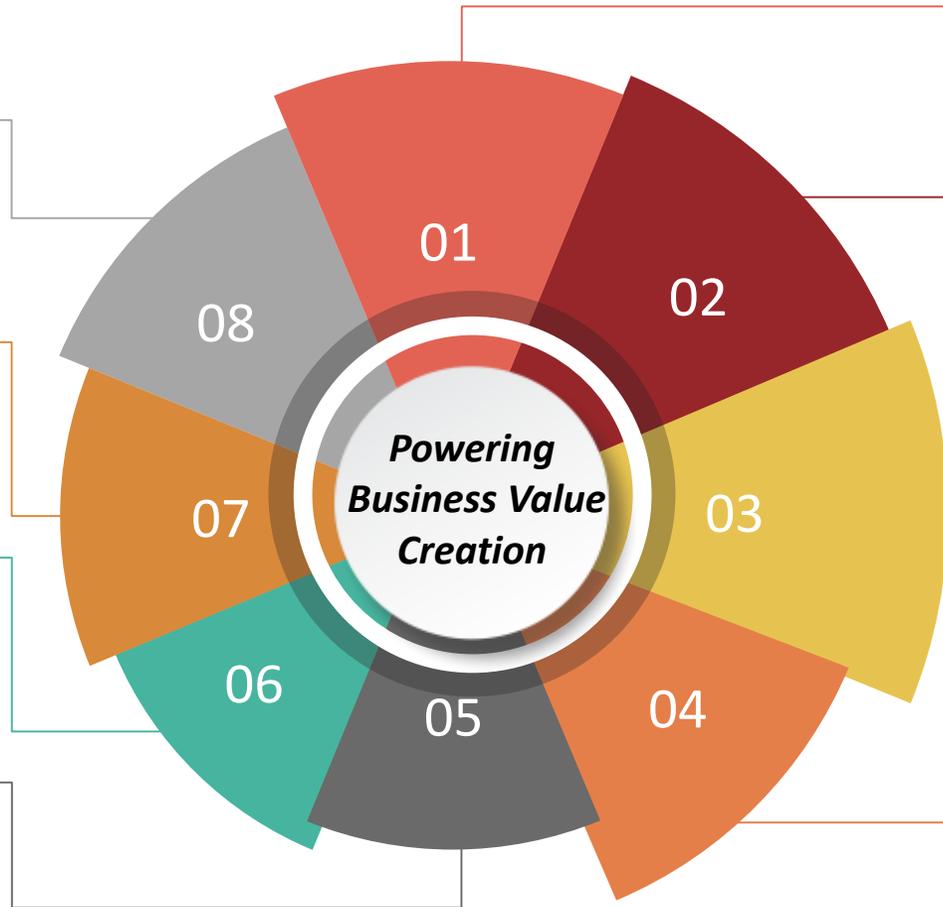
Drop off handling
Co-browsing

Content

SEO
Content Writers
Creative Managers

Growth

Product Marketing Managers
Campaign Managers



Product Vision

Customer Need Gap Analysis
Human Centered Design

UI/UX Research & Design

Wireframes
Usability testing

Engineering

Solution Design
Quality Engineering
Agile Formats of Delivery
DevSecOps
CI / CD Pipeline

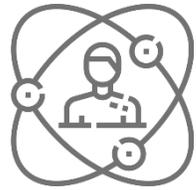
Digital Marketing

Bring 'relevant' audience to platforms
Optimize CAC
A/B Tests



A Peek Into the Future

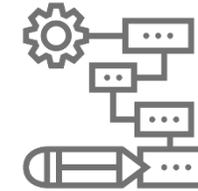
There is a fundamental shift in the way consumers consume financial products



***Convenient,
Intuitive,
Personalized
Experience***



***Digital Ecosystems
with embedded
financial products***



***New tech led Business
Models driving
Disruptive innovation
in products & services***



Key Themes for the Future

**Business Model will Evolve:
From Tech Enabled to Tech Driven**

**60-70% of new client acquisition will
be tech driven**

30-40%



From

60-70%



To

**Plan to acquire 8-10 mn clients
digitally over next 3 years across
Individual and MSME**

**Further build capabilities in Data &
Analytics to create differentiation**

From

To

Persona
Specific



Hyper
Personalization

Storage on
cloud



Compute on
cloud

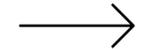
Largely
structured



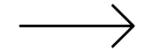
Unstructured
(speech,
images, etc)

**In-house capabilities in new age
skills will mature to drive the shift
to being tech driven**

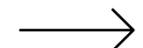
Product Design



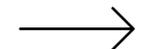
UI //UX Research



Engineering



Digital Marketing



Growth



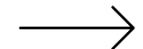
Content



TeleSales



Decision Science



Data Engineering



IndusInd Bank



THANK YOU



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