IndusInd Bank – Investor Day

Presentation-2
Consumer Banking
Scaling a “DIFFERENTIATED” Retail Consumer Franchise
Our Core Beliefs

1. Experienced leadership team focused on sustainable business growth

Building blocks of a “differentiated” retail franchise

1. Distribution Expansion based on Micro Market Focused Approach
2. Segmented Strategy to build Domain Leadership
3. Robust client acquisition model across Omni channel, partnerships and alliances
4. Strong data intelligence-based RM architecture for client engagement
5. Calibrated growth strategy across retail assets & cards to deepen the client relationship
6. Customer responsive innovation as a differentiator in the marketplace
7. Creating right culture to provide world class client experience

The Way Ahead
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

**Dominant in Domains**

- Business Owner
- Affluent
- NR
- Home Markets

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

**Become a meaningful player in identified domains through differentiated value proposition**
Our core beliefs

**Data Intelligence**

- Raw Data
- Campaigns & Offers
- Analytical Assets
- Client 360

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

**Deep Play in Assets**

- Credit cards
- HL/Loan Against Property
- Agri Loans
- Personal Loans
- BBG

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

Strong Data intelligence to engage the “right client” with “right products” at the “right time”
Evolving Operating Environment and our Response / Performance

**Macro Developments**

- Retail Deposit Growth Muted
- Interest Rate Hikes (Retail)
- Strong Retail Assets Growth
- Improving Asset Quality

**Performance / Steps for H1 FY23**

- QoQ Retail growth jumped from 3% in Q1 FY23 to 4.7% in Q2 FY23; Q3 FY23 trending better than Q2 FY23

- Retail TD – we ramped up mobilization in Q4 FY22 itself for a head start before rates hardened in the market. Elongated tenure for peak rates, reduced gaps with larger peers. Retail SA rates rationalized in H1 FY23 over Q4 FY22

- Highest quarterly ENR growth in last 3 years, book grew 23% YoY. Highest quarterly disbursement in last 4 years, booking volumes increased by 58% YoY. Secured vs Unsecured disbursements @ 51:49

- 30+ Delq has seen 43% YoY reduction for Cards and ~50% lower for other retail products, delinquencies not only better than pre-covid levels, but also in-line with market as reported by credit bureaus
Our Retailization Journey so far…

We have shifted gears from FY20 onwards and have grown significantly faster than competition.

1. 1.8X Industry Growth
   IBL Deposits 2 Year CAGR

2. ~2X
   Retail CASA in 2 Years

3. ~2X
   Retail CASATD in 2 Years

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

IBL started accelerating on LCR with one of the best LCR growth per branch in FY 22.

Customer Acquisition value has grown 2X in last 2 years (FY22 over FY20).

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

LCR CAGR growth @ 35% between FY 19-22
HIGHEST AMONG PEERS
Morgan Stanley Report, 2022
Our Retailization Journey so far…

Retail ATS has improved and is now at par with peers however we are still low on Customers per branch

- Retail ATS per customer is in line with peers
- Client acquisition has accelerated over recent years

IBL Retail ATS per customer is in line with peers

Ramping up client to boost LCR deposits

No. of Customers (# Debit Card outstanding), indexed

Aspiration – Double client acquisition in the next 2 years

1. Retail ATS per customer is in line with peers
2. Accelerated client acquisition to boost LCR deposits
Building blocks of a “differentiated” retail customer franchise

Distribution Expansion based on Micro Market Focused Approach

Segmented Strategy to build Domain Leadership along with the introduction of “Community Banking”

Robust client acquisition model across Omni channel, partnerships, alliances & BU (CFD / BFIL)

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

Strong data intelligence-based RM architecture for client engagement

Customer responsive innovations as a differentiator in the marketplace

Creating people-first culture to provide world class client experience

IndusInd Bank
Distribution Expansion based on Micro Market Focused Approach

Unit profitability is the focus – non-negotiable

1. Understanding Market size & growth potential by analysing RBI & Bureau data (Retail Loan Book / Delinquency)
3. Playing the “Density Game” through Impact Ratio
   Understanding of Competitive Branch Density
4. Segmented Branch classification to ensure early break-even & unit profitability - SME, NR, Affluent, Residential Household

Every Branch carries a Business Case & path to Profitability in 9 - 12 Months... regimented monthly tracker monitors revenue vs cost
All Branches run under “Preferred Outlet” Model as part of our Branch Life Management Program

# of Branches

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>H1 FY23</th>
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<tbody>
<tr>
<td># of Branches</td>
<td>1200</td>
<td>1400</td>
<td>1665</td>
<td>1911</td>
<td>2015</td>
<td>2265</td>
<td>2320</td>
</tr>
</tbody>
</table>

200-250 Branch Expansions per Year
We continue to invest in brick & mortar footprint expansion...present across the length & breadth of the country

Our geographical reach... Bank Branch Network

### Large Distribution Infrastructure

<table>
<thead>
<tr>
<th>Branch Network</th>
<th>H1 FY-23</th>
<th>FY-22</th>
<th>FY-21</th>
<th>FY-20</th>
<th>FY-19</th>
<th>FY-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro</td>
<td>740</td>
<td>726</td>
<td>622</td>
<td>572</td>
<td>512</td>
<td>431</td>
</tr>
<tr>
<td>Urban</td>
<td>569</td>
<td>562</td>
<td>511</td>
<td>476</td>
<td>425</td>
<td>360</td>
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<tr>
<td>Semi-Urban</td>
<td>476</td>
<td>470</td>
<td>446</td>
<td>435</td>
<td>392</td>
<td>348</td>
</tr>
<tr>
<td>Rural / Banking Outlets</td>
<td>535</td>
<td>507</td>
<td>436</td>
<td>428</td>
<td>336</td>
<td>261</td>
</tr>
<tr>
<td><strong>Total Bank Branches</strong></td>
<td><strong>2320</strong></td>
<td><strong>2265</strong></td>
<td><strong>2,015</strong></td>
<td><strong>1,911</strong></td>
<td><strong>1,665</strong></td>
<td><strong>1,400</strong></td>
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<tr>
<td>ATM</td>
<td>2,807</td>
<td>2,767</td>
<td>2,872</td>
<td>2,760</td>
<td>2,545</td>
<td>2,203</td>
</tr>
<tr>
<td>BFIL Branches</td>
<td>2,978</td>
<td>2,795</td>
<td>2,289</td>
<td>2,071</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Distribution Network with Deep Rural Presence

- ~33 mn Customer Base
- ~1,33,000 Villages Covered
- 6103 Group Network
- 2,807 ATMs

### Balance Sheet & Fees contribution

- East 15%
- North 36%
- West 28%
- South 21%

<table>
<thead>
<tr>
<th>Region</th>
<th>Balance Sheet Contribution (%)</th>
<th>Fees Contribution (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>South</td>
<td>16%</td>
<td>17%</td>
</tr>
<tr>
<td>East</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>West</td>
<td>27%</td>
<td>35%</td>
</tr>
<tr>
<td>North</td>
<td>46%</td>
<td>35%</td>
</tr>
</tbody>
</table>
## Segment Need

### Affluent
- Personalized business solution
- Wealth Management
- Dedicated Coverage for quick resolution

### NRI
- FCNR account
- Remittance efficiency
- Digital Banking capability

### Business Owner
- Current A/c with Transaction Banking and Payment solutions
- Credit solutions
- Trade Forex structuring

### Salaried/ Household
- Savings Account with Debit Card
- Relationship based pricing for Microfinance/ Gold/ KCC Loans

### Rural
- Rural/Unbanked Branches
- Bharat Money Stores

## IBL USPs

### Distribution
- Business & Payment solutions
- IndusSmart - integrated wealth platform
- Zero cross-border markup
- Indulge, Heritage Credit Cards
- Pioneer lobbies in major cities
- 203 NRI focused Branches
- 288 SME focused Branches with Product Specialist BMs
- 300 Business Owner RM and Service Team
- 300 Business Owner RM and 24*7 service desk
- 30 Business Owner RM and Assets Desks

### Service / Relationship
- 150 Pioneer RM & Pioneer Service RMs
- 24*7 service desk
- 300 NR RM & Service Team
- 24*7 service desk
- 300 Business Owner RM
- Specialized Trade Service Team
- Assets Desks

### Digital Capability
- Customized Mobile App
- Virtual Service Desk with 24x7 Video Branch
- Online CA opening (DIY) for Individual & Sole Proprietorships
- Mobile App
- DIY opening
- Analytics driven customer banding

## Home Markets, Developed Markets & Community Banking
Segmented Strategy to build Domain Leadership

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

NR Deposits Market Share

<table>
<thead>
<tr>
<th>Month</th>
<th>Market Share</th>
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<tbody>
<tr>
<td>Mar-19</td>
<td>100</td>
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<tr>
<td>Mar-20</td>
<td>125</td>
</tr>
<tr>
<td>Mar-21</td>
<td>158</td>
</tr>
<tr>
<td>Mar-22</td>
<td>161</td>
</tr>
</tbody>
</table>

NR Clients

<table>
<thead>
<tr>
<th>Month</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar-19</td>
<td>100</td>
</tr>
<tr>
<td>Mar-20</td>
<td>117</td>
</tr>
<tr>
<td>Mar-21</td>
<td>137</td>
</tr>
<tr>
<td>Mar-22</td>
<td>150</td>
</tr>
</tbody>
</table>

22% Of Bank’s LCR Book is NR Segment

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

8.86% 20% Outward Remittances Market Share (Retail LRS)

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

- 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

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 LRS)

Aspiration - Market Share of 3%+ by FY 23
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

- **Retail Merchants**
  - Tarakki Ka Khata For prosperity
  - Unsecured Loans (LACR) - Digitally
  - DIGI CA / DIY Journeys
  - Handling Payments & Collections (POS / QR / Indus Direct)

- **Enterprise Merchants**
  - Solutions for funding needs
    - Fund Based
    - Non Fund Based
    - Working Capital Loans
  - Payments / Collections through Connect Online

- **EXIM Customers**
  - Digital Handling of Documents
  - FX Transaction – Connect Online for Trade

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

**Graph**

- FY20: 100
- FY21: 92
- FY22: 137

- IBL Consumer FX Volumes
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
Initiatives to Scale-up Government Business by following eco system route to capture “money in motion”

Replicating success in Haryana and another 2 states by creating “Home states @ Government Banking” by capturing all districts, be a lead banker to the govt and leveraging BFIL – BMS footprint for last mile offering

Government Banking Home States

Capture the “money in motion” by opening the scheme accounts starting with Central Mandate to District to Panchayats to the last mile, Farmers

Uttarkhand Panchayati Raj scheme : 1200-1500 Cr “granularisation of government business”
Community Banking focus through Sunrise sectors... One Bank solution driven approach!

**Economic factors supporting Sunrise segments**

**Value Creation** -

- **Tap into Eco-system**
  Build structures to capture *Money in motion*

- **Develop capabilities**
  Identify and align our core value proposition to the segment needs

- **Ownership**
  Establish connectivity and collaboration with the DMUs

- **Disrupting disruption**
  Use Technology & Digital Transformation to offer solutions

- **Business Architecture**
  Equip with intelligent marketing capabilities to capture money trails

**Focused Sunrise: Ecosystem approach - 10K Opportunity**

1. **Information Technology**
   - Indian IT/ITES market is projected to reach USD 350 Bn by 2025

2. **E-Commerce**
   - Indian E-Commerce market is expected to reach USD 111 Bn by 2024

3. **Logistics**
   - Indian logistics market is expected to grow at a CAGR of 10.7% between 2020-24

4. **Education**
   - Indian Education market is expected to amount to ~ USD 225 Bn by 2025

5. **Healthcare**
   - Indian Healthcare market is expected to amount to ~ USD 52 Bn by 2025
Diamond Bank – one Community Banking that we have started…. the roadmap

IBL is market leader and has strong relationships & well entrenched

G&J sector contributes 7% to the India’s GDP and employees 5 mn people

CAPTURE THE EPI-CENTRES

Strong IBL Branch presence in –
• Mumbai – SEEPZ & SEZ, Bharat Diamond Bourse
• Surat (Home Market - 24 branches) – Surat Diamond Bourse

FAMILY COMMUNITY BANK

• Major diamond factory workers come from Kathiawad & Saurashtra
• Strong network of 18 branches in these centres – will double the network by FY24
• Adopt the villages & become community bankers to workers’ family

HOW WE GAIN AS A BANK

• Increase in Salary account base
• Allied ancillary business like Ceramics, real estate etc. Lending Opportunity
• Capture new relationships - Family trusts of diamond promoters i.e. education/healthcare

START WITH THE DMUs and follow the trail

• Offer Pioneer proposition to the OPTDs & ensure wealth management for domestic & off-shore wealth
• Branded Diamond Salary A/cs for the staff enveloped with salary OD & all retail assets – CC, PL, 2/4-wheeler
• Small biz loans for related businesses/suppliers

ONE BANK approach to capture the full eco-system
Omni channel, partnerships and alliances fueling the client acquisition

Thrust on Leveraging Assets base & Launch of digital proposition (INDIE) will lead to 2x New client acquisition

Addressing the issue of Low Customers / Branch

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

Scale numbers with an eye on quality

Aspiration – 2x Client acquisition by FY 24

Leveraging Assets Base (BFIL, CFD, CC, PL, BBG)

Launch of INDIE

Partners & Alliances

i-SKY Channels

DIY - Digital Acquisition

Salary, NR, Affluent, SME

Branch Sourcing Team

FY 20

100

Digital Acquisition

Salary, NR, Affluent, SME

Branch Sourcing Team

FY 21

122

Partners & Alliances

i-SKY Channels

DIY - Digital Acquisition

Salary, NR, Affluent, SME

Branch Sourcing Team

FY 22

211

FY 24 (F)

370

280

CASA Acquisition Value

New Client Acquisition
Strong data intelligence-based relationship management architecture for client engagement

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

- Raw Data
  - Internal Data
    - EDW
  - External Data

- Client 360
  - Demographic
  - Transaction
  - Product Holding
  - NRV
  - Digital Banking Usage
  - Spends, AUM & Revenue

- Analytical Assets
  - Personas – Customer Segmentation
  - Propensity Models – Who to Target
  - NBO – What to Offer
  - Habitual AI – Building Txn Habits

- Campaigns & Offers
  - Acquisition | Onboarding | Activation
  - Deepen | Cross sell | Upgrade | Retain
  - Temporal | Trigger | Realtime
  - Thematic | Contextual | Goal based

- Technology Stack
  - Azure
  - CRMNext
  - SAS
  - Python
  - Unica
  - MoEngage

- Key Results
  - 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**

- **Pioneer RM & Pioneer Service RM (150 RMs)**
- **Biz Owner RM & Service Team (300 RMs)**
- **NR RM & Service Team (300 RMs)**

**Mass-Affluent RM**
- These clients are serviced by dedicated team of ~1700 physical RMs

**i-Sky Virtual Relationship Manager (VRM) (~250 VRMs)**
- Coverage given by VRM: 1200-1500 clients managed by each RM
- Upgraded clients move to physical RMs in geography for better X-sell

**i-Sky Virtual Engagement Manager (VEM) (~250 VEMs)**
- Welcome calling, digital channel activation, FD X-sell
- Scientific and client behaviour based client engagement call with specific agenda to increase Product Holding, X-sell & deepen Wallet Share

**SA Retail Book, Value (Cr)**

**CA Retail Book, Value (Cr)**

**RM Managed Clients as % of Total Consumer Book**
- Mar-22: 76%
- Mar-21: 71%
- Mar-20: 60%
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**
   - 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**
   - 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

Alternate lending to scale-up SME loans
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
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

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 21% in last 7.5 years

Credit Cards In Force reached close to 2 million mark in Q2 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

Chart is indexed to 100. CC stands for Consumer Credit Cards
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

- **Indulge Visa Infinite**
- **Heritage World Elite**
- **Celesta Amex**

- **Pinnacle E-com rewards**
- **Legend Weekend Rewards**
- **Iconia Dual Credit Cards**

- **Nexxt Button Card**
- **DUO Debit/Credit**
- **Vistara Metal Card**
- **Intermiles Card**

- **Platinum Credit Card**
- **Platinum Aura/ Edge Credit Card**
- **Government Credit Card**

- **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**

‘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

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

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...

Wave 1
Wave 2

11643 11772 11892
Mar’20 Mar’21 Mar’22

12512
Sep’22

700+ branches
Branch Coverage

150+ cities
Geographical Spread

7500+
# Asset Clients

Segment has huge opportunity for building granular & profitable franchise...
With our strategic enablers in place, Business Banking is poised for the next growth spurt

Going ahead, 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%+
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
- 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

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

Indus Credit recognized as the “Best New Product Launch of the Year – Loans” by the Digital Banker at the Global Retail Banking Innovation Awards

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

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 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)
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

Inculcating Customer First Attitude

Leaders’ Connect

Reinforcing & Rewarding Right Behaviour
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

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

Key Impact on CX Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Non-salary a/c</td>
<td>87%</td>
</tr>
<tr>
<td>Digital Salary A/C</td>
<td>98%</td>
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<tr>
<td>SA Opening TAT(Days)</td>
<td>&lt;2 days</td>
</tr>
<tr>
<td>Salary AC Opening TAT(Days)</td>
<td>&lt; 1 day</td>
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<tr>
<td>Complaints to active base</td>
<td>0.03%</td>
</tr>
<tr>
<td>% of SR resolved &lt;24 hours</td>
<td>90%</td>
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<tr>
<td>% of SR resolved in &lt;3 days</td>
<td>97%</td>
</tr>
<tr>
<td>Clients enabled online investment (by volumes)</td>
<td>98%</td>
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</table>
Better customer experience decisions with root-cause analysis

VOC Feedback and Complaint Management

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

No. of complaints received by the bank
(as disclosed in Annual Reports)

<table>
<thead>
<tr>
<th>Bank</th>
<th>FY20</th>
<th>FY21</th>
</tr>
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<tbody>
<tr>
<td>Bank 1</td>
<td>3,60,342</td>
<td>2,00,468</td>
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<td>Bank 2</td>
<td>3,82,235</td>
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<td>IBL</td>
<td>46,248</td>
<td>30,045</td>
</tr>
</tbody>
</table>

FY’21: No. of complaints per ‘000 Debit Cards

<table>
<thead>
<tr>
<th>Bank</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank 1</td>
<td>15.1</td>
</tr>
<tr>
<td>Bank 2</td>
<td>8.9</td>
</tr>
<tr>
<td>Bank 3</td>
<td>12.4</td>
</tr>
<tr>
<td>Bank 4</td>
<td>16.7</td>
</tr>
<tr>
<td>IBL</td>
<td>4.4</td>
</tr>
</tbody>
</table>

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

* 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

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

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

* Daily NPS & CES was launched in Jun’22 and has replaced Daily CSAT
What does our clients say about us....”Voice of Customer”

The “client litmus” test helps us to build credibility & reliability

Client testimonial says it all....

“Great on Technology, Service, efficiency & beyond Business. Impressed with the smart team and proactive approach”

https://youtu.be/yffvvJZBNQ

Arvind Bali | CEO TSSC | Gurgaon

“Impressed with efficiency, professionalism, polite staff & spread of the branch network”

https://youtu.be/SA6fdOt0ESY

Zahid Khan | Proprietor | MN Exports
Creating the right people-first culture

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

**Scientific process for Staff Assessment**

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

*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*
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

Continuum – the scientific process for staff career progression

Career Progression for frontline staff

Level 1
BDE

Level 2
BDM

Level 3
Service Delivery Manager

Level 4
Key Account Manager

Level 2
BDM

Level 4
Key Account Manager

RM

Senior RM

Banking Partner

Sr. Banking Partner

BM (CAT B/C)

BM (CAT A)

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 FY24

2. Focus on Domains
   - Focused Segments (NRI) to grow at 2x of IBL Growth & Home markets to reach to 5% market share by FY24

3. Retailization of Deposits
   - LCR book as % of deposits to reach ~45%+ by FY24

4. Assets Book Growth
   - Retail Assets to grow by 2x of Industry Growth with further improvement in Quality
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