

October 30, 2023

**BSE Limited**

Dept of Corporate Services  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Fort,  
Mumbai 400 001  
Scrip Code: 500180

**National Stock Exchange of India Limited**

The Listing Department  
Exchange Plaza  
Bandra Kurla Complex,  
Mumbai 400 051  
Scrip Symbol: HDFCBANK

Dear Sir,

**Sub: Analyst / Institutional Investor Meetings under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

This is in connection to the intimation made on October 25, 2023 with regard to the Schedule of Analyst / Institutional Investor Meeting as mentioned below:

<b>Date</b>	<b>Investor / Event</b>	<b>Type of Meeting</b>	<b>Place</b>
October 30, 2023	HDFC Bank Day 2023 (Buy Side) hosted by HDFC Securities Limited	Group Meeting	Mumbai

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, we are enclosing the presentation made at the above meeting.

Please note that no unpublished price sensitive information was shared / discussed by the Bank in the said meeting.

This is for your information and appropriate dissemination.

Yours truly,

**For HDFC Bank Limited**

**Santosh Haldankar**  
Company Secretary

Encl: a/a

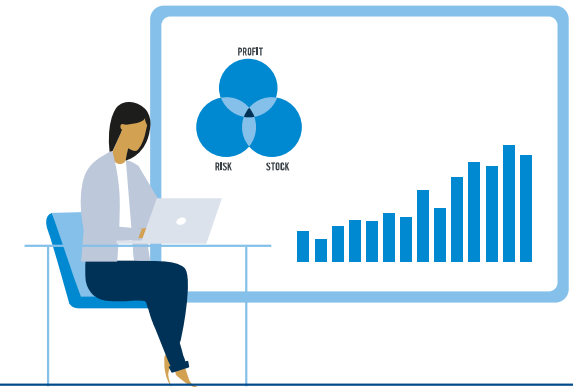


# HDFC Bank Day 2023

Buy Side

October 30, 2023

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# India provides opportunities

**Execution key to capture growth; risk management in place to efficiently deliver returns**

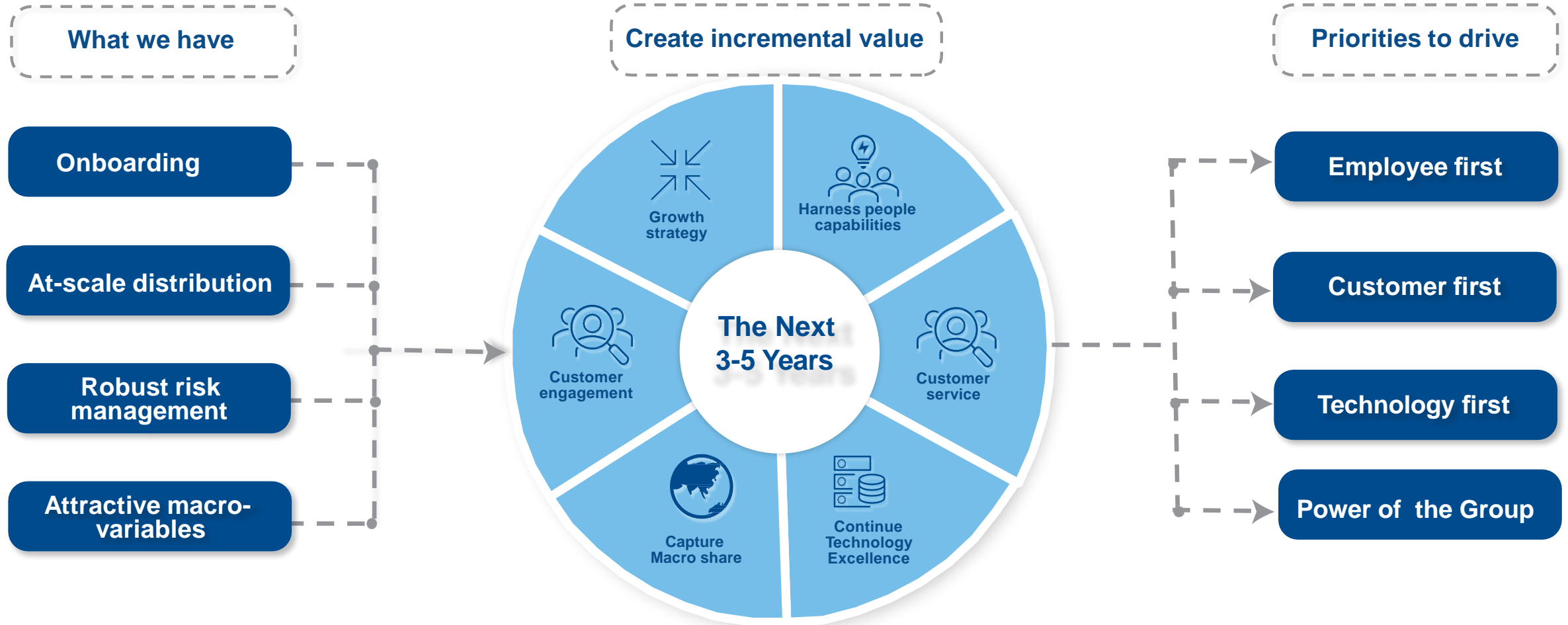
- Credit – under-served and under-penetrated
- Demographic advantage
  - over 50% population in the under 35 years age bracket
- GDP per capita picking-up – increasing affordability
  - US\$ 9,073 (PPP) in 2023 (1.7x from 10 years ago)
- Growing demand for consumer and financial products

# Leadership team

## Well poised for capturing growth opportunities

- Organisation structure renewed effective 1<sup>st</sup> Oct'23
- Leadership rotations every 3 to 5 years – provides resiliency in management
- Leadership depth – many levels below the senior leadership

# What we have – positioned to consistently create value



# Employee – Customer – Technology

## Employees

- ~200K empowered personnel
- Culture Elevation; fostering positive, respectful and a good working environment
- KPI for managers – nurturing, caring and hand-holding their teams
- Employee engagement score 83

## Customers

- 91 million customers – Sep'23; customers are the focal point and customer service our obsession
- Net Promoter Score\* of 54 (vis-à-vis 4-peer average of 45)
- 3 million unique customers of eHDFC seamlessly merged – unified view of relationship made available

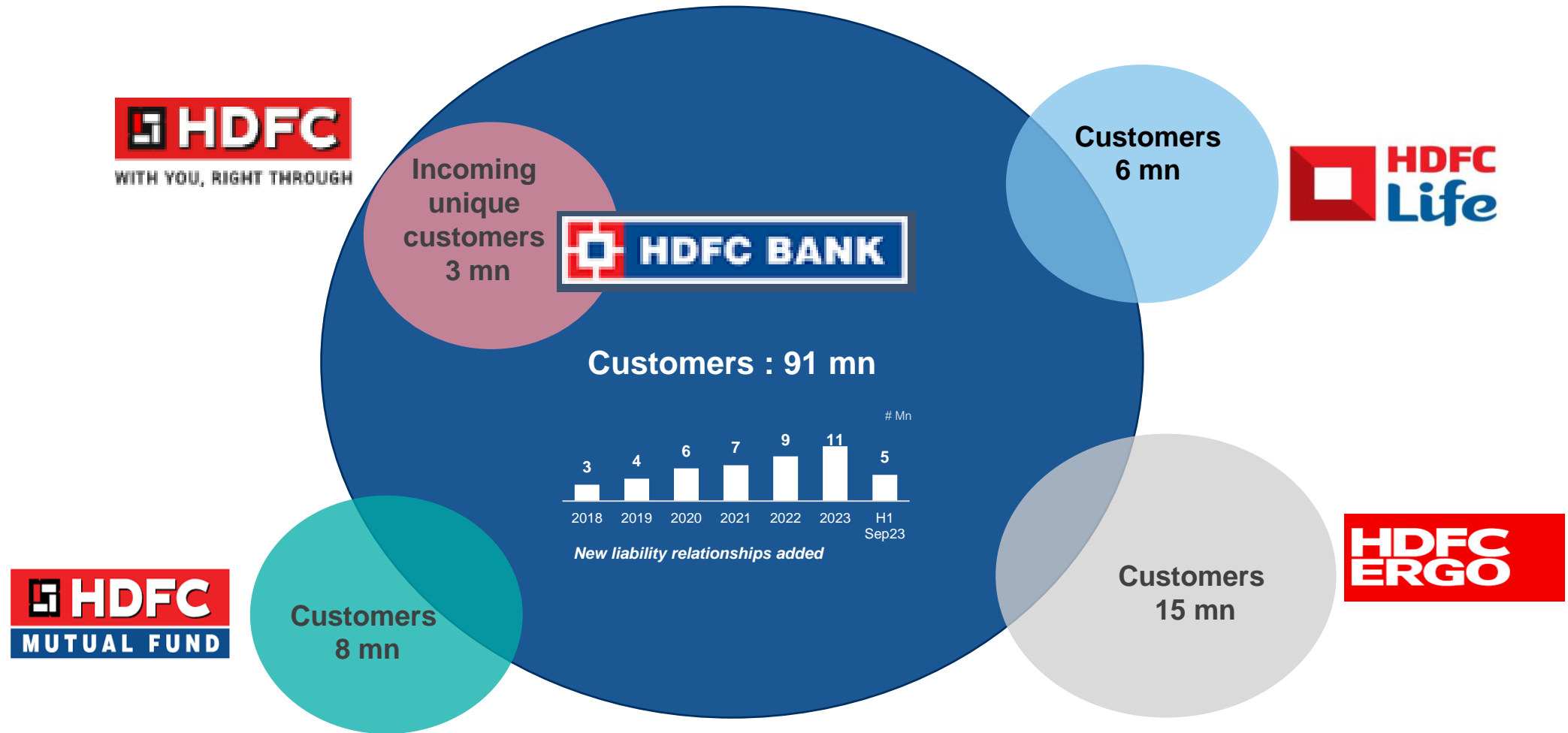
## Technology

- Technology investments driving growth and efficiencies
- 60+ million customers engage through digital channels per month
- Digital orchestration for bundled offerings progressing for launch
- Intuitive and user-friendly cloud native journeys to make the Bank ready for the next 100 million customers

**These will lead to sustainability of our growth**

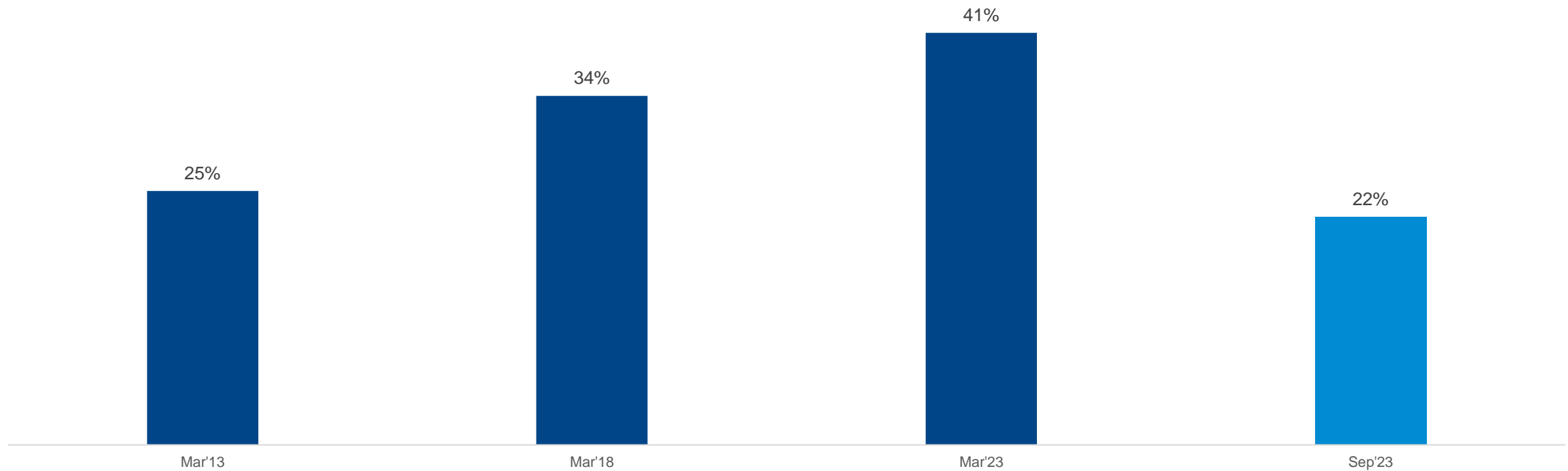
# Group customer experience, avenue to deepen relationship

Group companies to provide synergistic benefits and avenue for future growth



# Merger creating runway for growth in unsecured lending

% mix of personal loans and payment products in retail





## To summarise – outcome of driving our priorities

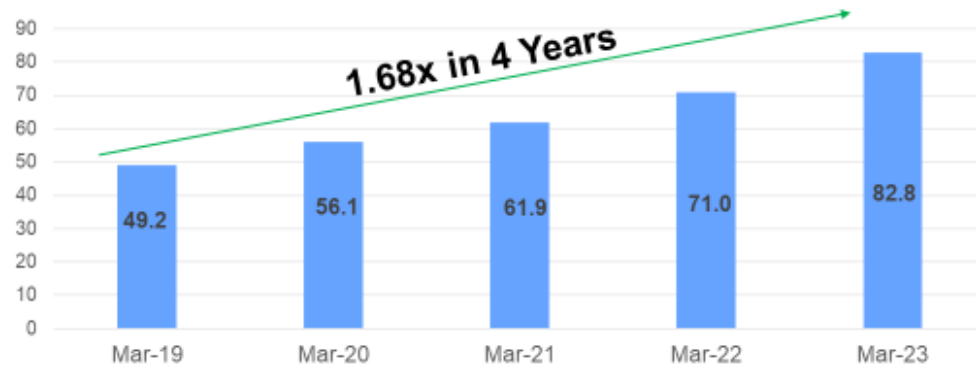
- Granular and sustainable retail funding
- Healthy mix of low-cost funds
- Asset mix shift towards retail
- Greater mobilisation through internal channels
- Credit deployment – in quality assets
- Home loans – step-up in activation of distribution network, partner channels and penetration into customer base
- Launch of digital orchestration for bundled offerings



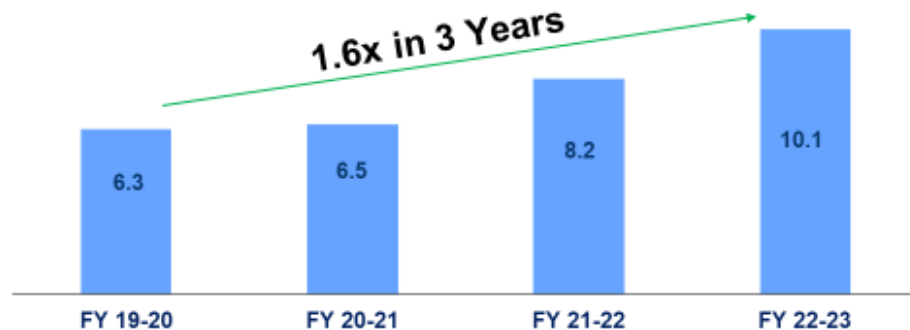
# Branch Banking

# Building a Strong Customer Franchise

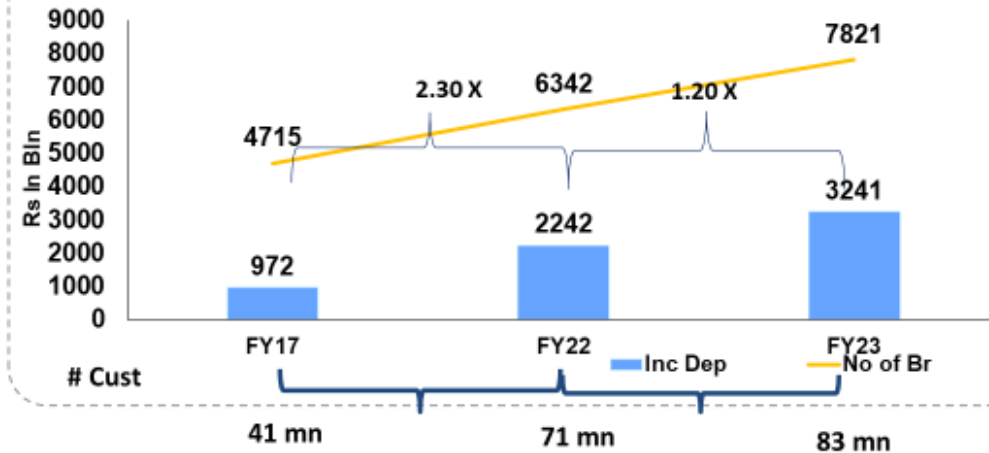
## LTD Unique Customer Trends (mn)



## New Customer Acquisition Trends ( mn )



## Distribution Expansion- Incremental Deposit Growth Trends



- ~4.83 Million CASA accounts acquired in H1 FY 23-24
- Retail Deposit Growth ~ 24.0% YoY
- Retail deposits mix of more than 80% in overall
- Distribution expansion accelerated new Customer Addition ( Doubled in five years).
- Higher new Customer Addition acts as a catalyst to Deposit Growth ( with new branches contribution increasing year on year)

## • Retail Banking Metamorphosis

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**Distribution** : Brick & Mortar

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**Distribution Format** : Standard Branch – Only headcount variable format

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**Customer Engagement** : Inbound Traffic Led & Some Outbound

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**Customer Conversations** : Transaction led & Box Pushing

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**Service Processes** : Paper Based

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**Sales and Service Focus** : Primary focus on business outcome

**Distribution** : Phygital ( Digital + Human)

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**Distribution Format** : Multiformat Standard based on Distbn. planning tool, Smart Banking Lobby, Digital Banking Unit, Banking Correspondents.

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**Customer Engagement** – Structured : Inbound + Outbound + Virtual

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**Customer Conversations** : AI Analytics led need based Financial Conversations

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**Service Processes** : Digital Journeys led – 20 Physical Journeys made STP – 40 WIP

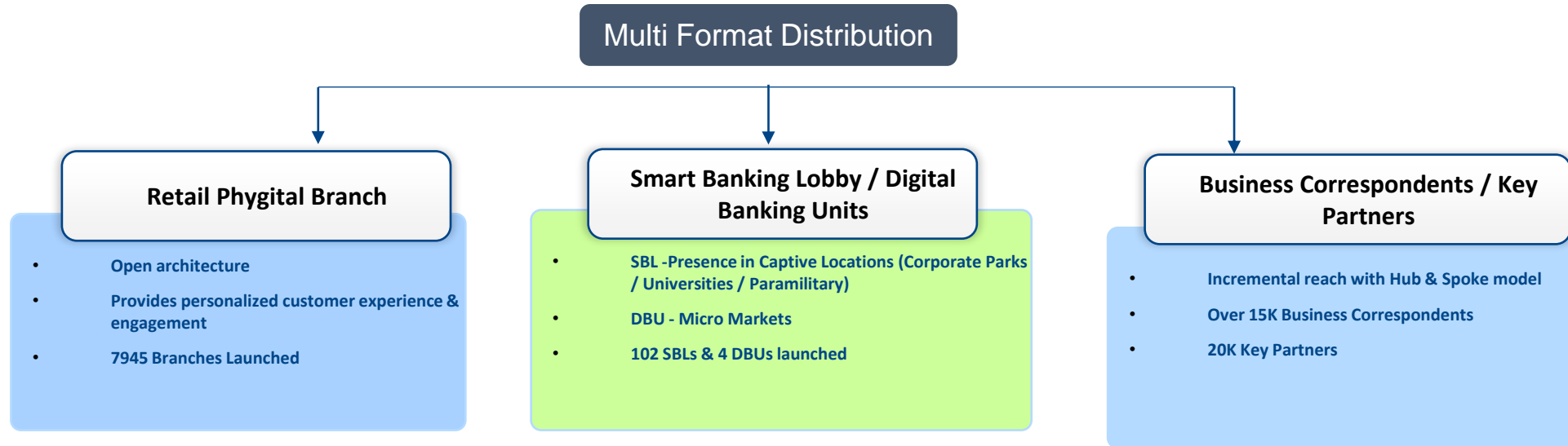
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**Service First Culture** : Great Customer Experience in every interaction leading to Sales

# • Evolving Paradigms - Retail Banking Imperatives

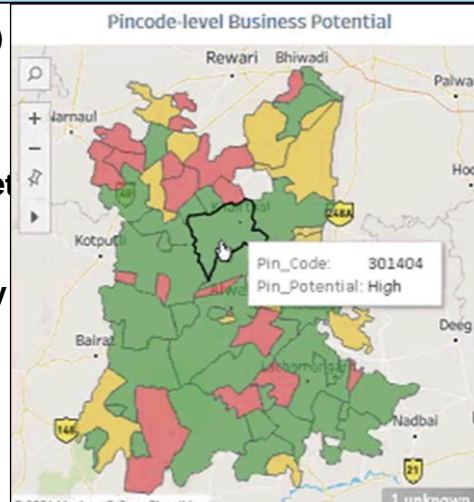


# Multi - Format Distribution



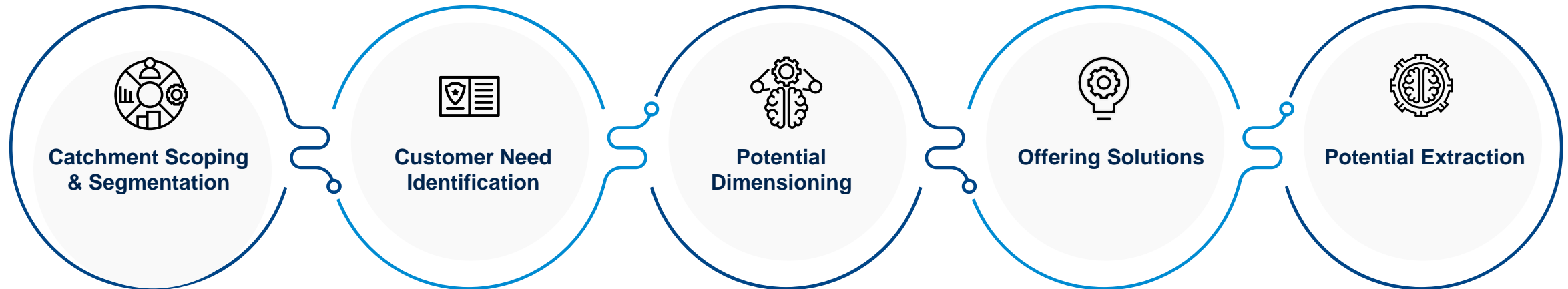
## Identification through granular Micro market approach

1. Population - Size & Affluence (per capita)
2. RBI Deposits & Advances Size - Prioritization unpenetrated locations having >250Cr deposit size to gain market share
3. Bureau Data : Asset Quality (Delinquency Level)
4. Google - Places of Interest (Commercial establishments/ Educational institutes / Hospitals etc)



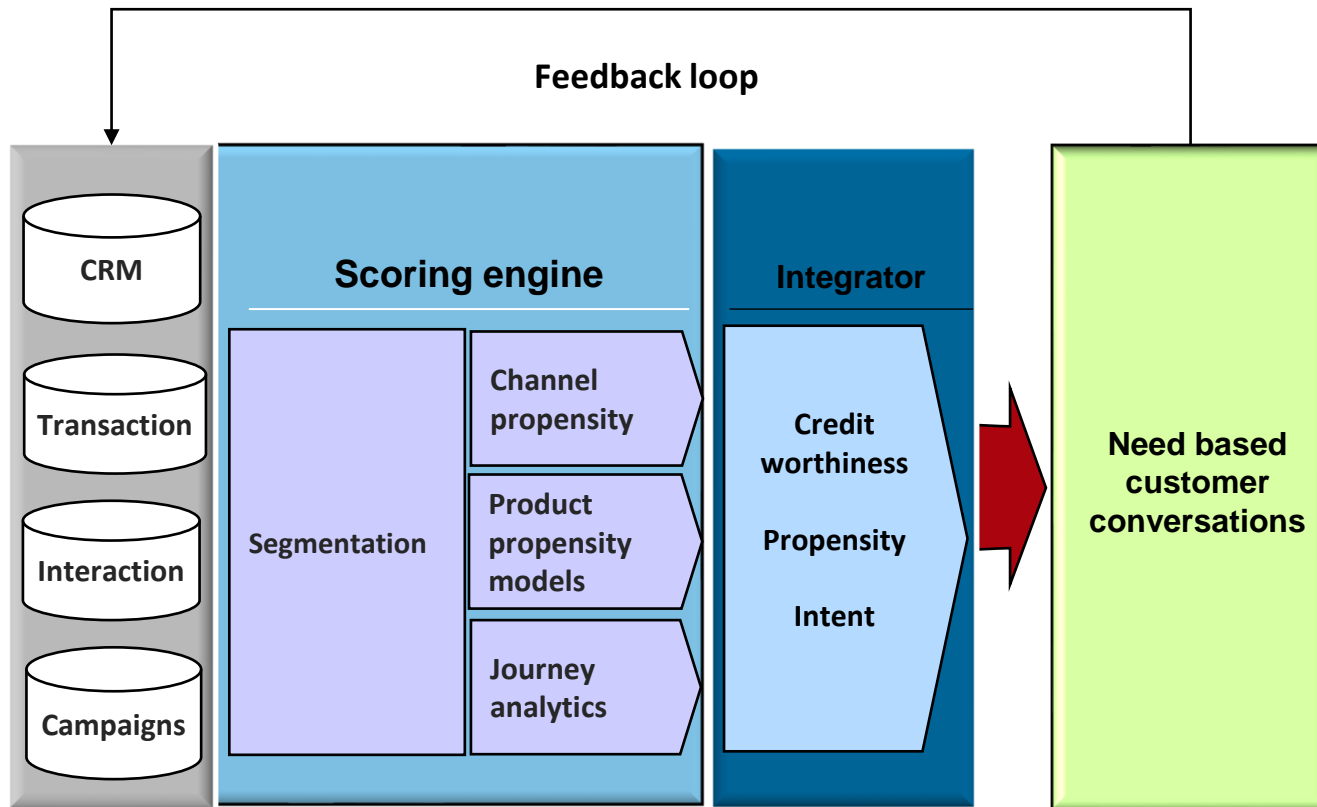
- Multi-variate model leading to more accurate identification of high potential markets
- 20% expansion in Medium potential pin codes by overlaying future/new developments
- 80% of expansion in high potential pin codes
- Distribution penetration – 719 Districts | 3,836 Cities & Towns | 18243 ATMs | 2353 cash Recycler machines

# • Catchment Scoping and Acquisition



- The process of scoping and dimensioning has been migrated to CRM platform
- Ensures better conversion efficiency and no transmission loss of prospects data

# • Customer Lifecycle Management enabled through Analytics



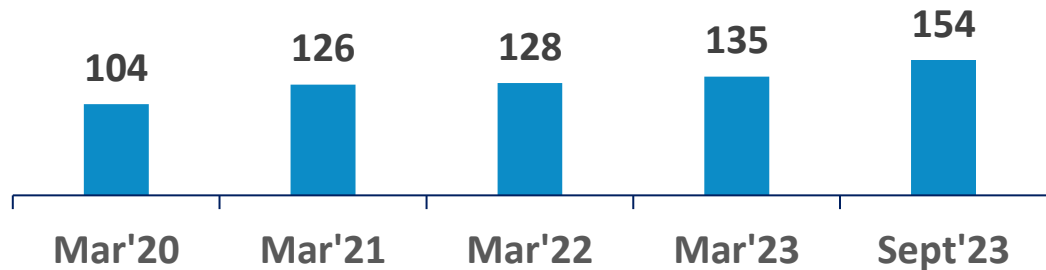
- Improved conversion rates by ~29% of BAU
- Next Best Action database Conversion 3.6X BAU

- Robust feedback loops :**  
Digital footprint and RM interactions incorporated for the first time
- Product intent :**  
Multi-way prioritization of intent – updated daily with feedback
- Prioritization :**  
Robust arbitration logic to prioritize products for each customer
- Productivity :**  
Sharper recommendations and detailed narratives
- Frequent updates:**  
Weekly/daily execution versus Monthly execution

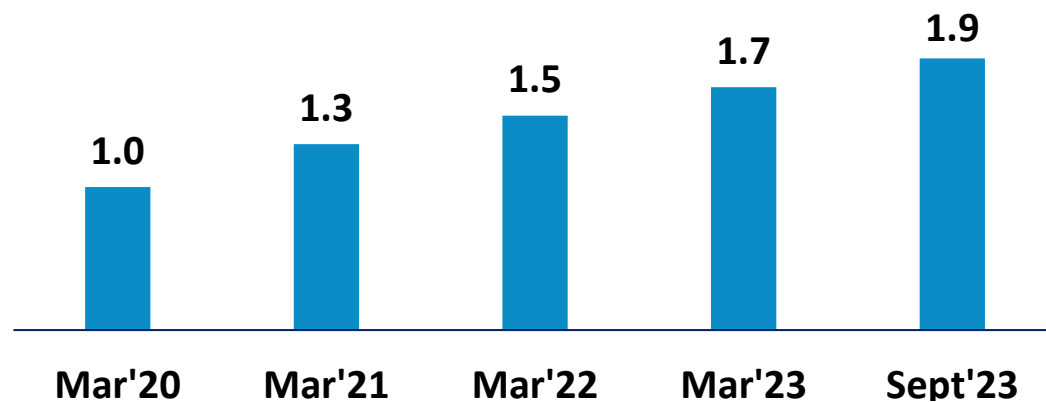


# • Relationship Management Architecture

# HNW Customers (Lakh)



Managed Liability Book Growth (Lakh Crores)



- **Largest Relationship Management Programme in Industry :**
  - 15.40 Mn Customers covered under Managed Programme
  - 6.00 Mn Branch Managed and 9.4 Million Virtually Managed
- **Largest Liability Book for any Managed Programme in Industry : 1.9 X Growth in 3.5 Years.**
- **Infiniti** - New Managed Programme launched for Ultra HNI with 5 CR+ Total Relationship Value (TRV), lifestyle benefits Taj Epicure Membership, Golf Classes, Infinia Metal Credit Card + Infiniti Debit Card
- **Vishesh** : Curated Propositions designed to cater to specific needs of Bharat ( Semi Urban-Rural) :
  - Gold Loan valuation, Waiver on Loan processing fee Farm, inputs / Agri tech services, Complimentary health cover
  - 100K+ Customers shall be onboarded this year
- **Service First** :  
Customer interactions and conversations mandatorily start with Service related recommendations as a part of Service Next best action

# Customer Insight based Propositions



1st Super Premium Senior Citizen A/c in Industry

**Customer Insight :** Protection Against Frauds, Assistance in Healthcare & Emergencies

**Proposition :** Cyber Insurance, Tie up with Samarth Elder Care Programme, Apollo Pharmacy / Netmeds Vouchers

**Business Impact :** ATS 11X of SB Regular Account



Super Premium Savings Account

**Customer Insight :** Lifestyle focused

**Proposition :** Taj Epicure membership, Myntra Voucher

**Business Impact :** ATS 13X of SB Regular Account



1st Super Premium Minor Account in Industry

**Customer Insight :** Need the BEST for my children

**Proposition :** Tie up with Jamboree Education, Hamley, Firstcry, Netmeds

**Business Impact :** ATS 3.5X of Kids Account



Personalized Account Number

**Customer Insight :** Customized Account Number

**Proposition :** Create Account Number of Own Choice

**Business Impact :** ATS 6.6 Lakhs 13X of Normal SB.  
About to touch 1 mn acquisition



1st in Industry - Dual Benefits of FD + Health Insurance – Hospi Cash

**Customer Insight :** Safety

**Proposition :** Health Insurance + Hospi Cash

**Business Impact :** ATS – 7.41 Lakhs



## Switch 2 Save & Insure

Differentiated Benefits under Employee Banking Proposition

**Customer Insight :** Employee Segmentation led Curated Approach

**Proposition –** Lifestyle Benefits & Hospi Cash

**Business Impact :** 15.4 Lakh Incremental Salary Accounts

High Value Saving Account Variants are contributing to 7% Numbers but 65% AMB Value. Hence More High Variant are being launched.

## • **Building Digital and Paperless Retail Experience**

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### **Digital penetration :**

**Savings Ac 87% | Salary Ac 60% | Fixed Deposit 67% | D Mat Ac 91% |  
Insta CA Ac 69%**

### **Insta Service Journeys :**

**18 Live Journeys | 15 Work in Progress  
2 mn Instructions processed**

### **Xpressway :**

**One destination for Personalized Customer Offer, services & festive discounts.  
Intelligence to identify ETB & NTB customer , Employee Specific QR**

### **RM Dashboard for Portfolio Customer CQR :**

**RMs can track the CQR of portfolio customers  
This will help creating meaningful interaction and helping the client**

# • Leveraging post Merger Synergies



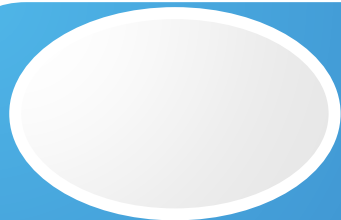
**Significant Headroom for Mortgage Penetration in existing Customer base. 90% unpenetrated customer base**



**65% of HDFC's existing borrowers not banking with HDFC Bank – Great opportunity for Deposits / X Sell / Upsell.**



**Extensive distribution footprint of merged entity to accelerate mortgage growth. ~1500 + origination and fulfilment centres**



**Improved mortgage penetration in newly acquired base of ~10 Mn Customers per annum**



# Retail Mortgages

# Home Loan Strategy



- 1 Higher Sales Turnover
- 2 Large CASA Opportunity
- 3 Build on Distribution Strength
- 4 Build on Process Reengineering & Digital
- 5 ROA Accretive
- 6 Summary


# Higher Sales Turnover

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- ◆ Significant higher business from the Branch network
- ◆ Significant business growth from Open market distribution which includes physical & digital.
- ◆ Uptake in disbursements through Builder distribution



# Large CASA Opportunity

 Savings Account Opportunity for all incremental Home Loan customers (~65%-70% are NTB) which will act as an enabler for:

- ✓ Platform to Cross sell minimum **9** products in customer journey... we expect substantial cross sell happening in 1<sup>st</sup> year of disbursal of respective customer.
- ✓ Acting as **PRIMARY Banker** for every customer leading to ROBUST CASA
- ✓ Increased customer stickiness leading to improved Portfolio retention.
- ✓ Best in class portfolio quality






## Bouquet of Products

- Savings Account
- Family Accounts
- Wealth Products
- General Insurance
- Life Insurance
- Personal Loans
- Refurbishment Loans
- Credit Cards
- Consumer Durable Loans



# Build on Distribution Strength

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-  Capitalising on Enhanced network in Tier 2 and Tier 3+ locations.
-  Leveraging on already LAP operational geographies.
-  ~90% branches are activated for lead generation, which will substantially improve each quarter.
-  Strengthening open market lead generation process and working on Digital Home Loan product.
-  Through 3X faster TAT... We are creating first right to refusal... leading to better credit.

# Build on Process Reengineering & Digital

-  **3X Faster Turn Around Time**  
Improvement in Turn Around Time (TAT) which results into Customer Satisfaction & Improves Employee Productivity
  
-  **Credit Buying Analytics with Digital**
  - ✓ Analyses Transaction Pattern of Customers to offer Product Suite pertinent to him/her
  - ✓ Creating a huge pre-approved databases... which creates higher multiplier for branches for closure.
  
-  **Relationship Management & Digital Offerings**  
Retaining service centre model with improved processing abilities over the next 90 days. We will utilize the resources for cross sell eventually developing to Relationship Managers.

# ROA Accretive



Every housing loan creates opportunity for minimum **9** other products – Customer Savings Account, Family Savings Account, General Insurance, life Insurance, Credit Card, Consumer Durable Loans, Wealth Products, Refurbishment Loan and other Retail Lending products.



Negligible Acquisition cost since all products will be cross sold digitally & by Mortgages resources.



Liability accounts for incremental loans with initial payments close to EMI amount, leading to higher balances coupled with cross sell & engagement will make us **PRIMARY BANKERS**.



EMIs from CASA and higher engagement leads to higher Portfolio Stickiness and Lower Delinquencies.

# Summary

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**Better Quality  
Portfolio**

◆ Clear Notch higher sales turnover Post Merger

**Sensible  
Pricing**

◆ Maintaining clear notch higher growth over peers Quarter on Quarter

**Balanced  
Growth**

◆ Offering 9 Bouquet of Products seamlessly through digital platforms... for revenue + engagement.

**Best in Class  
TAT**

◆ Increasing Customer Stickiness

◆ CASA Penetration leading to lower delinquency and higher portfolio retention

◆ Working on Digital Home loan product for best in class turn around time.



# Retail Assets

- 
- Retail Assets Strategy
  - Business Growth Programs
  - Merger Synergies
  - Portfolio Quality

# Strategy



## Industry First Digital Offerings

- **Pioneers** in Indigenous Digital Products & Processes.
- First in the industry for creating digital platforms & credit mindset
  - 10 Sec PL & BL for New to Bank open Market (2023)
  - Digi Life – Loan Against HDFC Life Insurance Policy (2023)
  - Xpress Car Loans (2022)
- Continue to **Innovate & Enhance** digital offerings to onboard customers in seamless manner



## Pristine Portfolio Quality and Risk based pricing

- Lowest delinquencies in the Industry
- Highest salience of customers with high bureau scores
- Risk based pricing models



## Merger Synergies and Focus on internal Customer Franchise

- Capitalize on opportunities arising out of the merger
- Leveraging on growing distribution and customer base for sourcing



# Retail Assets Business Growth Programs

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- Digital unassisted New to Bank
- 8000+ Branches across 3700+ cities and growing
- 20+ million salaried customers across Corporates and Government segments
- Leveraging Analytics for scoring and targeting high propensity customers
  - “Next Best Action” propensity predictions
  - Digital outreach and onboarding
- Tailor-made offerings for SURU markets
- Penetrating Merchant base through Vypaar platform



# Xpress Loans Journeys: Unsecured Loans

- 10 second loans - New To Bank customers
- End to End Digital Journey
- Digital verification of Employment and Business in the journey
- Superior customer experience

## Key Capabilities



Algo-based loan decision in **10Seconds**



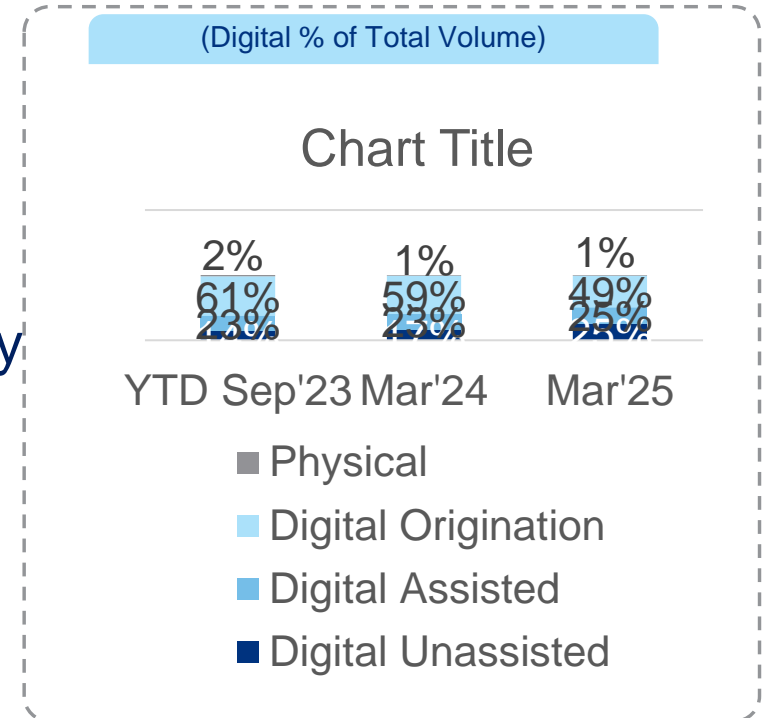
Video KYC in **5 mins**



Income Verification in **2 mins** powered by Account aggregator



Zero Touch Processing



**99% Business Originated Digitally**

**Focus on Digital Unassisted Business to attain cost advantage**



# Changing the way consumers buy cars

- Targeting Existing and New to Bank Customers
- End to End Digital
- Integration with leading OEM portals



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## What's New



Zero paper; zero touch processing in **30 mins**



Video KYC in **5 mins**



Bank statement through account aggregator in **2 mins**



In principle approval in **5 mins**; and same day disbursal

## Coming Soon



Digital **Income Tax** Analyser for higher approval rate



Journey for **Joint Applicant** to address 23% additional consumer segments



Next Step Integration with **Leading OEM Portal**

## **XPRESS TWO WHEELER LOAN**

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- **95%** of Loans moved to Xpress Two-Wheeler Loan with best in Industry TAT
  - Approval in 2 Minutes & Disbursal in 1 Hour
- **90%** Straight Through Processing
  - Manual underwriting has moved to proprietary algo based model

### **Digital Capabilities**

- Digital Partnerships in pipeline with OEM's
- E2E unassisted consumer journey for New to Bank Customers

**Impact:** Incremental growth and gaining profitable market share gain

# DiGiLife - Financial Solution against HDFC Life Insurance Policies

- Funding against Insurance Policies issued by HDFC Life
- Seamless Journey within minutes
- Opportunity - 8 lac customer base

Launched for Select customers from September 2023




## What's New



Reduction in TAT from 7days to a single day



End to End Digital Assignment



Speedy ,Safe and Transparent digital Processing



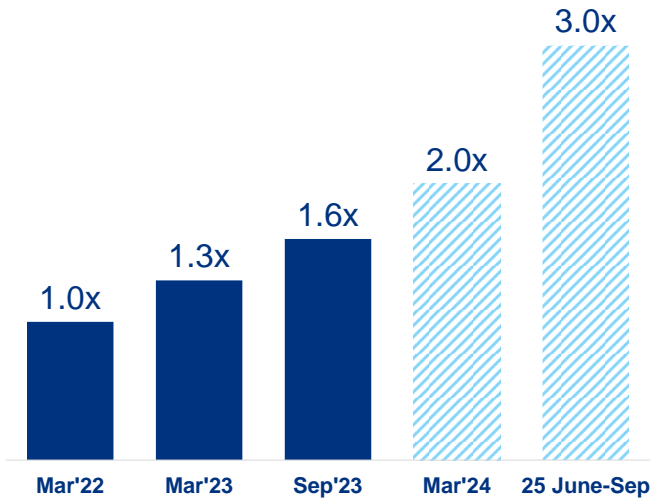
Limited documentation  
(Regulatory Declaration)

# Gold Loan

## Distribution Strategy

- With incremental distribution, Gold Loan is now available in ~ 4.5k branches.
- Increased opportunity to bring back internal customers from competition.
- Increased reach to untapped segment especially small and marginal farmers in Semi urban and Rural Area.
- 41% portfolio growth year on year.
- Aiming for 2X portfolio growth by Mar 24 & 3X portfolio growth July 25

## Growth



Indexed Mar'22 Portfolio to 1 for Relative Reference



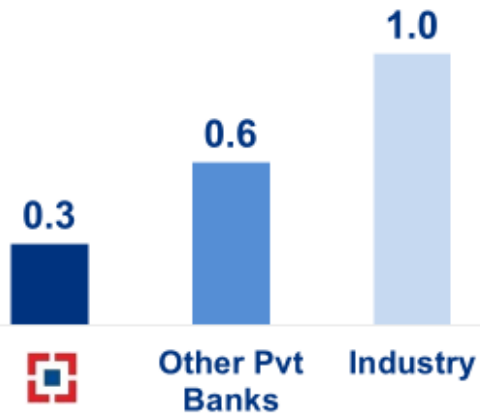
## Merger Synergies

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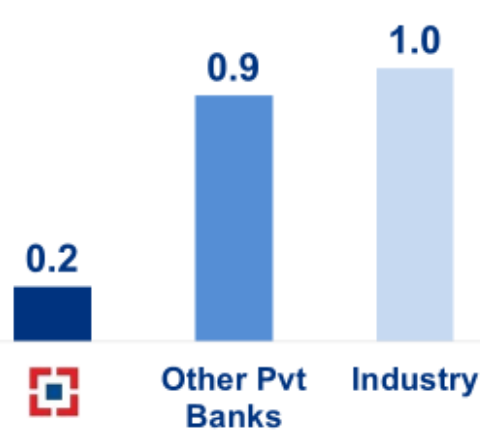
- eHDFC Ltd customers with significant New to Bank
- Opportunity to X-sell Retail Asset products through NTB customers
- Offers for propositions :
  - Pre-Approved Auto Loans
  - Pre-Approved / Pre-Qualified Personal Loan
  - Extending to rest RA businesses basis propensity
- X-sell Synergies with other group companies

# Portfolio Quality

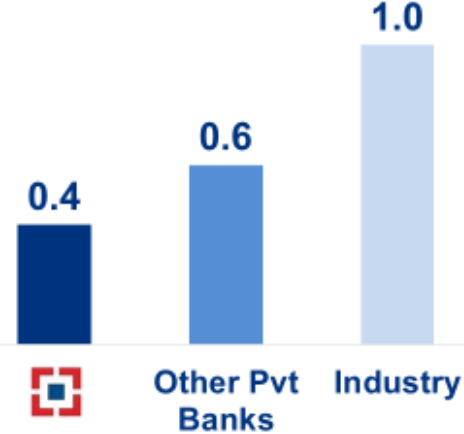
**Personal Loan (90+)**  
Jun'23



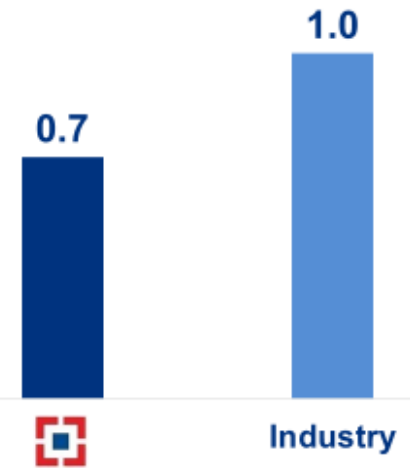
**Business Loan (90+)**  
Jun'23



**Auto Loan (90+)**  
Jun'23



**Two-Wheeler Loan (90+)**  
Jun'23



Lowest Delinquency levels in the Industry



Significant Salience from customers with high bureau scores



Risk based Pricing model in place

Indexed Industry to 1 for Relative reference

HDFC Bank Day 2023

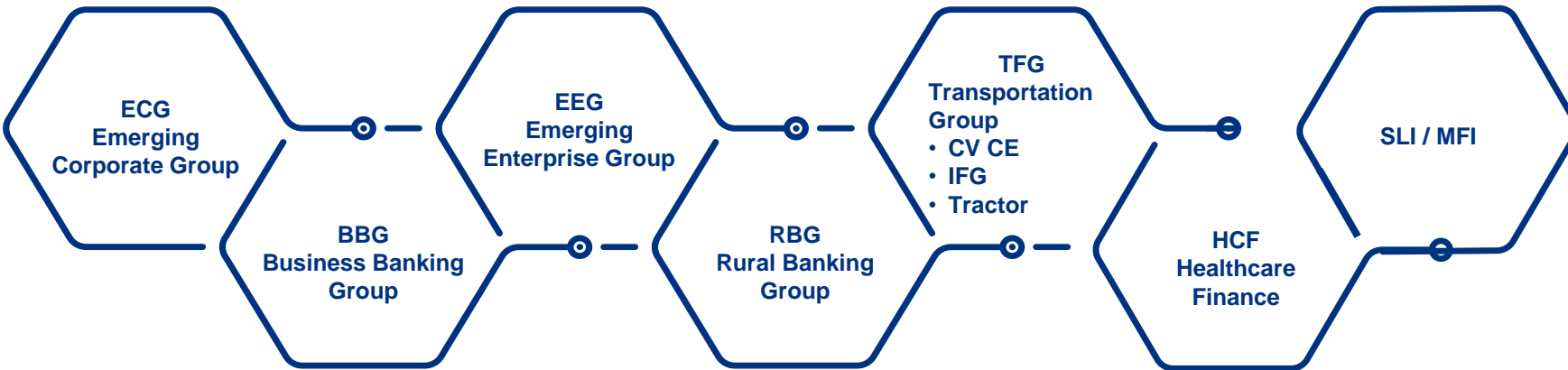
Source: Bureau  
Period: June 2023



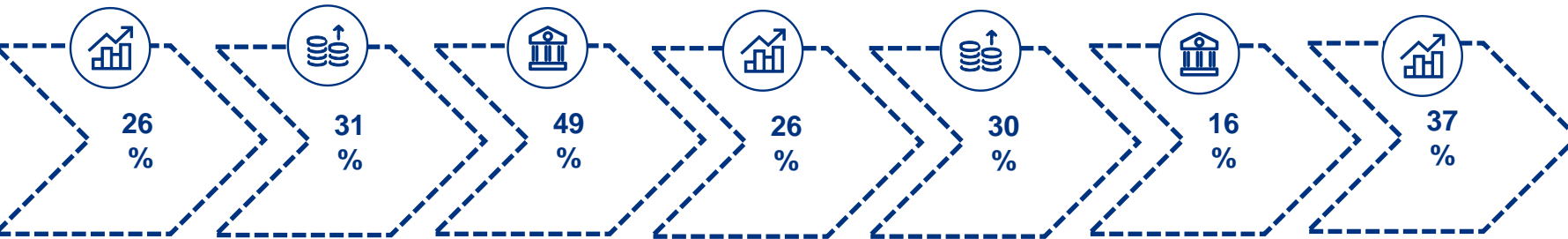
# Commercial and Rural Banking



# Commercial and Rural Banking



### Assets 2 Year CAGR



CRB was formed on 1<sup>st</sup> May 2021 ; CRB Advances are ~30% of the banks Advances

Business Metrics – 2Q FY'24	
Asset Growth	~30%
Pre-tax ROA	~3%
PSL	~78%
Self Funding	~100%
Gross NPA	~1.6%

# Market Position

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**ECG # 1**

**MSME # 1**

**CV CE # 1**

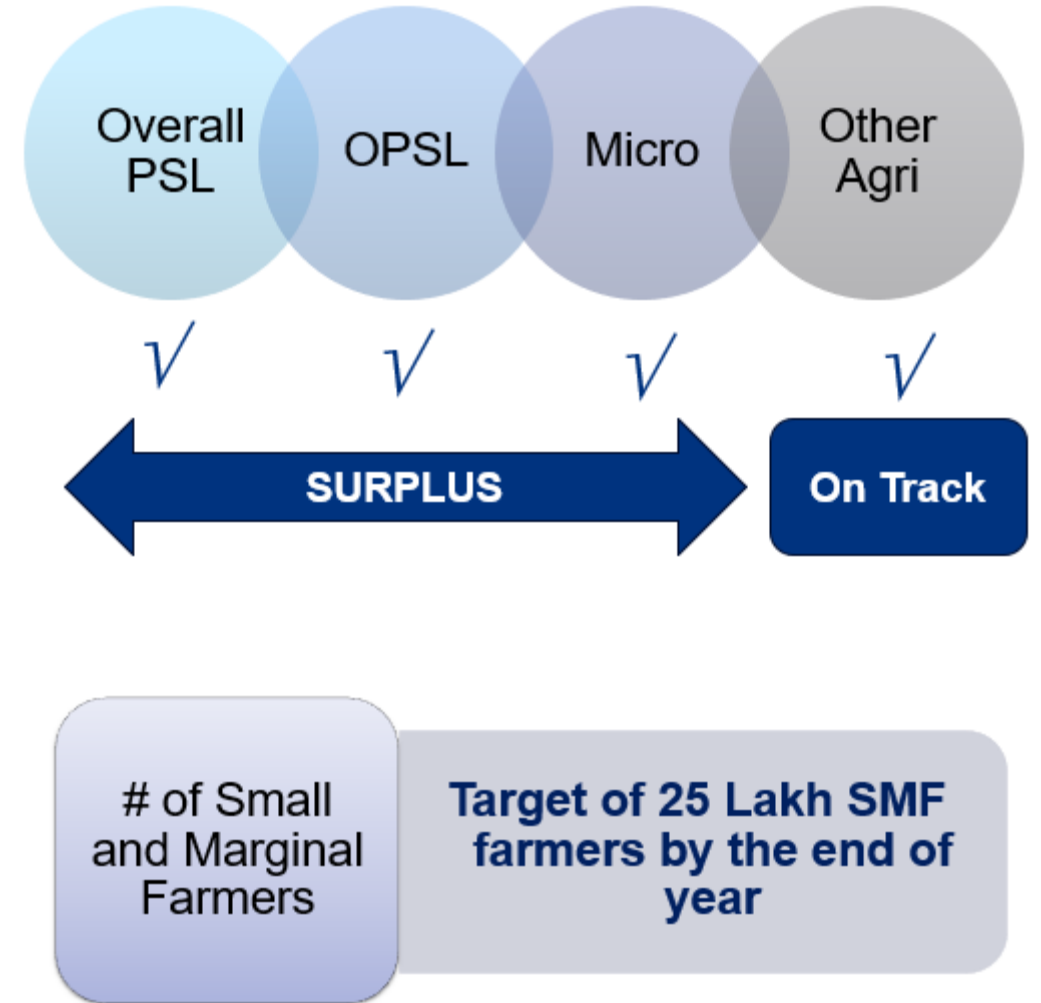
**HCF # 1**

**KCC # 4**

**SLI # 5**

# Priority Sector Lending

PSL At Bank Level				
PSL Category	Core PSL			Total PSL
Overall PSL	46.8%			56.1%
OPSL	26.7%	} Surplus by 15.6%		27.1%
Micro	11.0%			10.9%
Other Agri	7.1%	} Short by 8.8%		9.9%
SMF	2.1%			8.2%



# CRB Assets Growth

## Clockwork Growth



CRB average growth rate for FY '20 and FY '21 was 15%

## Portfolio Quality - GNPA

Sept '23	
CRB	1.61%
CRB Ex Agri	1.13%

## PSL book on ANBC

Sept '23
78%

₹ 1.66 Lakh crores Assets Added in the period Sept'23 over Sept'22

# CRB Strategy

## 1 + 1 Strategy

Plan to Add # of Customers in FY'24

H1 Progress on # customer Addition

1 + 1 Strategy to add # NTB customers

Progress at 1.09x

## Q2 Customer Outreach

11 Major NTB Abhiyaan's conducted across all segments in 1100 locations

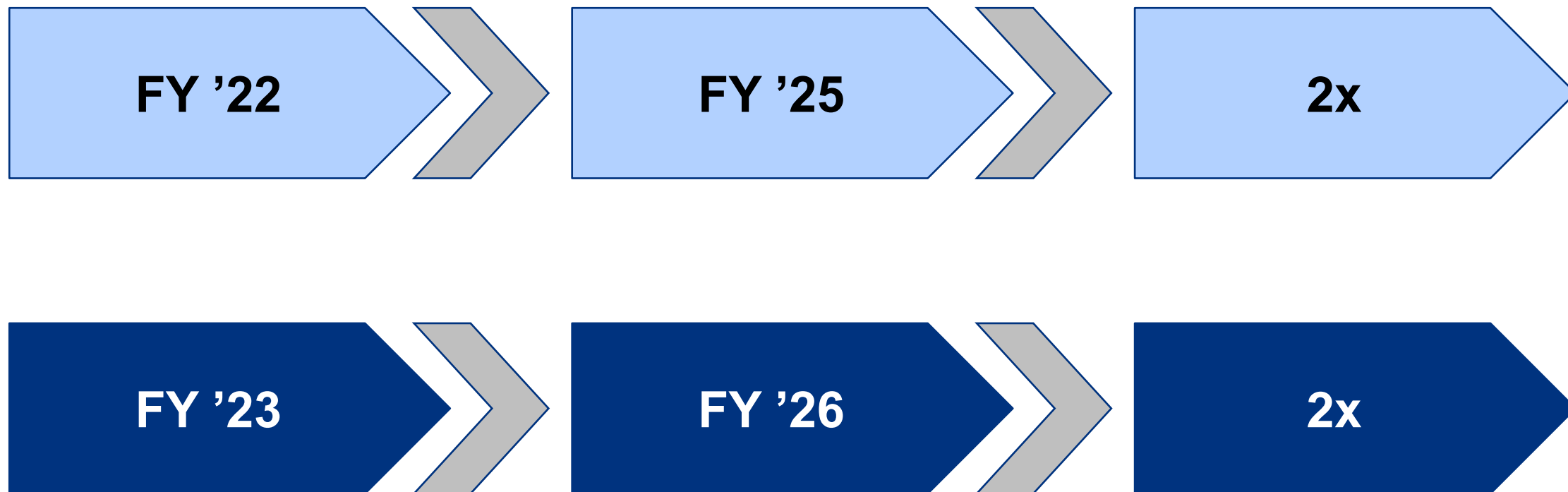
1.15 lakh customers met

31,091 potential customers identified

81k crores of business potential

# Conclusion

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# SAFE HARBOUR STATEMENT

Certain statements are included in this release which contain words or phrases, such as 'will', 'aim', 'will likely result', 'believe', 'expect', 'will continue', 'anticipate', 'estimate', 'intend', 'plan', 'contemplate', 'seek to', 'future', 'objective', 'goal', 'project', 'should', 'will pursue' and similar expressions or variations of these expressions, that are 'forward-looking statements'. Actual results may differ materially from those suggested by the forward-looking statements due to certain risks or uncertainties associated with our expectations with respect to, but not limited to, our ability to implement our strategy successfully, the market acceptance of and demand for various banking services, future levels of our non-performing loans, our growth and expansion, the adequacy of our allowance for credit and investment losses, technological changes, volatility in investment income, our ability to market new products, cash flow projections, the outcome of any legal, tax or regulatory

proceedings in India and in other jurisdictions we are or become a party to, the future impact of new accounting standards, our ability to pay dividends, the impact of changes in banking regulations and other regulatory changes on us in India and other jurisdictions, our ability to roll over our short-term funding sources and our exposure to market and operational risks.

By their nature, certain of the market risk disclosures are only estimates and could be materially different from what may actually occur in the future.

As a result, actual future gains, losses or impact on net income could materially differ from those that have been estimated. In addition, other factors that could cause actual results to differ materially from those estimated by the forward-looking statements contained in this document include, but are not limited to: general economic

and political conditions, instability or uncertainty in India and other countries which have an impact on our business activities or investments caused by any factor, including terrorist attack in India, the United States or elsewhere, anti-terrorist or other attacks by the United States, a United States-led coalition or any other country, tensions between India and Pakistan related to the Kashmir region or between India and China, military armament or social unrest in any part of India, the monetary and interest rate policies of the Government of India, natural calamities, inflation, deflation, unanticipated turbulence in interest rates, foreign exchange rates, equity prices or other rates or prices, the performance of the financial markets in India and globally, changes in Indian and foreign laws and regulations, including tax, accounting and banking regulations, changes in competition and the pricing environment in India, and regional or general changes in asset valuations.