



#FIBAC 2024
‘Banking for Viksit Bharat’
5th – 6th September 2024
Trident Hotel, Nariman Point, Mumbai

Programme

Day 1: 5th September 2024

10:30 a.m. – 11:30 a.m.	Inaugural Session Welcome address by Mr M V Rao, Chairman, IBA and MD & CEO, Central Bank of India Address by Dr Anish Shah, President, FICCI and Group CEO & MD, Mahindra Group Release of FIBAC 2024 report Theme Presentation by Mr Ruchin Goyal, MD & Senior Partner, BCG Inaugural address by Chief Guest Shri Shaktikanta Das, Governor, RBI Concluding remarks by Mr Sunil Mehta, Chief Executive, IBA Session to be moderated by Ms Jyoti Vij, Director General, FICCI
11:30 a.m. – 11:45 a.m.	Tea Break
11.45 a.m. – 12.10 noon	Inaugural Session Continued Welcome of Guest of Honour by Mr M V Rao, Chairman, IBA and MD & CEO, Central Bank of India Address by Dr Anish Shah, President, FICCI and Group CEO & MD, Mahindra Group Keynote address by Guest of Honour Shri M Nagaraju, Secretary, Department of Financial Services, Ministry of Finance, Government of India Thanks to Guest of Honour by Mr Sunil Mehta, Chief Executive, IBA
	Business Sessions
12:10 noon – 1:10 p.m. SESSION 1 Panel discussion	Business Session: Banking for Viksit Bharat India is gearing up for a venerable target to become a developed nation by 2047 –the 100th year of our independence. This would require consistent, sustainable economic growth. Financial sector will have to play a critical role in this journey by remaining growth-oriented, vigilant and resilient during the next two decades. India's financial system is currently the world's envy–Profitability, NPA levels and Capital adequacy are the best in over a decade. There is no better time than Now, to rethink and rebuild capabilities for Indian financial landscape. Any gap or inconsistent behavior of the financial system will be a set-back for India's 2047 ambitions. History around the world has shown us that any disruption in financial sector can have severe consequences for the country's economic growth trajectory. Several tectonic shifts are happening in the financial sector which will require revisiting existing models and capabilities. Household savings are passively shifting towards capital markets. Costs are rising despite digital penetration and will continue to rise as compliances and regulations increase. Banks are yet to fully exploit the current digital revolution, while new technologies start to emerge at scale.

	<p>In this regard, Indian financial sector needs to build multiple capabilities to thrive and become more resilient. Many functions and operating models will have to be rebuilt as regulation, competition and customer choices evolve rapidly – building muscle for customer service excellence while protecting customer data and privacy; improving the speed and access to cost-effective credit for un-banked and under-banked segments; and embedding predictive, preventive and response capabilities to manage traditional operations risk as well as new-age risks (cyber, digital, climate etc).</p> <p>Is the industry setting an ambitious agenda for the next 2 decades? What will the future of Indian Banking look like? How should we think of leveraging emerging AI and digital capabilities to make it work for Bharat? Will the financial sector pivot successfully to achieve the trifecta of serving customer needs, managing various types of risks and continue to drive profitable growth?</p> <p>Moderated by: Mr Ruchin Goyal, MD & Senior Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr M V Rao, Chairman, IBA, & MD & CEO, Central Bank of India • Mr C S Setty, Chairman, State Bank of India • Mr Debadatta Chand, MD & CEO, Bank of Baroda • Mr V Vaidyanathan, MD & CEO, IDFC First Bank • Ms Zarin Daruwala, Cluster CEO, India and South Asia Markets, Standard Chartered Bank • Mr Hitendra Dave, CEO, HSBC India <p>Q&A</p>
1:10 p.m. – 1:15 p.m.	Session Changeover
1:15 p.m. – 2:10 p.m. SESSION 2 Panel discussion	<p>Business Session: Future of household savings: Deposit mobilization for banks</p> <p>India is witnessing a significant shift from a savings-focused economy to an investment-driven one, transforming how households manage their finances. Retail customers are increasingly moving away from traditional bank deposits towards capital markets, with the proliferation of mobile banking apps, digital wallets, and online investment platforms. The dynamics of interest rates also play a crucial role. With traditional deposit returns remaining low, retail customers are seeking higher yields in the capital markets. With more funds moving into investments, banks may see a decline in traditional deposit inflows, which have been a primary source of low-cost funds.</p> <p>What changes can we expect in banks' liabilities mix because of this shift? How will the shift towards capital markets impact the overall profitability of the Indian banking sector?</p> <p>Moderated by: Ms Neha Gupta, MD & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Ashwini Kumar Tewari, MD (Corporate Banking and Subsidiaries), State Bank of India • Mr Prashant Kumar, MD & CEO, Yes Bank • Mr Ratan Kumar Kesh, MD & CEO (Interim), Bandhan Bank • Mr Pralay Mondal, MD & CEO, CSB • Ms Beena Vaheed, ED, Bank of Baroda • Mr Nilesh Shah, Group President & MD, Kotak Mahindra Asset Management <p>Q&A</p>
2:10 p.m. – 3:00 p.m.	Lunch
3:00 p.m. – 4:00 p.m. SESSION 3 Panel discussion	<p>Business Session: The decade of MSME: Will it become a reality?</p> <p>As India strides towards becoming a Viksit Bharat, the Micro, Small, and Medium Enterprises (MSME) sector is poised to play a pivotal role. Recognized as the backbone of the Indian economy, MSMEs make substantial contributions to employment, exports, and GDP. This sector presents banks with a significant opportunity to enhance both distribution and profitability by promoting MSME growth.</p>

	<p>The challenges banks once faced in lending to MSMEs have notably diminished. The advent of UPI and QR payments has provided a comprehensive transaction footprint for MSMEs, while the implementation of GST has enriched data authenticity. Udyam has the capability to address the KYC problem of MSMEs, commercial bureaus can solve behavior history data while government guarantees schemes can help overcome their collateral challenges.</p> <p>However, despite these advancements, the MSME sector still has considerable untapped potential. What strategies must banks employ to fully harness this potential? What measures are necessary for banks to lend profitably to MSMEs?</p> <p>Moderated by: Mr Mayank Jha, MD & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr P R Rajagopal, ED, Bank of India • Dr Rajan Pental, ED, Yes Bank • Mr Rakesh Singh, MD & CEO, Aditya Birla Finance • Mr Ajay Kanwal, MD & CEO, Jana Small Finance Bank • Mr Sabyasachi Goswami, CEO, Perfios • Mr Bhavesh Jain, Chief Revenue Officer, TransUnion CIBIL <p>Q&A</p>
4.00 p.m. – 4:10 p.m.	Session Changeover
4:10 p.m. – 5:10 p.m. SESSION 4 Panel discussion	<p>Business Session: Risk & Compliance: Embracing for emerging risks and regulatory complexity</p> <p>The banking industry in India is navigating an increasingly complex landscape of emerging risks and regulatory requirements. As the financial sector evolves, banks must adopt proactive strategies to manage these challenges effectively.</p> <p>Today's banks face a higher complexity of risks, each demanding unique management strategies. Credit risk, driven by fluctuating economic conditions; Non-financial risks, including operational disruptions, compliance breaches, and reputational damage, can have severe impacts. Rise in opportunities for fraud with the increasing digital transactions and cybersecurity remain top priority as well. Climate change presents both physical risks to operations and regulatory risks as governments impose stricter environmental standards. Trade wars, political unrest, and international dynamics add further unpredictability. Cost of non-compliance is very high with financial penalties, reputation and potential business loss.</p> <p>How should banks augment their capabilities, toolkits and teams to comply and strengthen the risk & compliance functions? What roles can data analytics, AI and GenAI play in compliance and risk management?</p> <p>Moderated by: Mr Hardik Shah, MD & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Rana Ashutosh Kumar Singh, MD - Risk, Compliance, SARG, State Bank of India • Mr Rajiv Sabharwal, MD & CEO, TATA Capital • Mr Sudipta Roy, MD & CEO, L & T Finance • Mr Gaurav Gupta, CEO, QNB India • Mr Parag Bhise, Executive Director & CEO, Nucleus Software • Mr Jitesh Khaitan, Head – Risk Management Practice, SAS India <p>Q&A</p>
5:10 p.m. – 5:15 p.m.	Session Changeover
5:15 p.m. – 6:15 p.m.	Business Session: Reimagining HR: Unlocking productivity for the future

SESSION 5 Panel discussion	<p>As the Indian banking sector faces a rapidly evolving landscape driven by shifting customer demands, increasing competition, rising regulatory & compliance requirements and emerging technologies, reimagining HR is critical to improve talent vitality & productivity.</p> <p>The role of HR in banking will need to transform from a traditional support function to a strategic business enabler. Modern HR functions must activate employee skill build-up across traditional and emerging areas such as AI & gen-AI, advanced analytics, and risk management, transform employee journeys & interactions through AI and digital, improve talent engagement & retention and implement new-age, integrated & data-driven PMS solutions. Through digital & data, HR will need to play a new role in delivering analytics & AI-led targeted performance insights to support higher business growth as well as create an agile, adaptable and future-ready workforce.</p> <p>How can banks ride this new wave of HR to stay ahead of peers while also maximizing reach and impact? How can banks unlock the next frontier of productivity through targeted upskilling, performance interventions & continuous learning?</p> <p>Moderated by: Mr Varun Kejriwal, MD & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Rajneesh Karnatak, MD & CEO, Bank of India • Mr N Kamakodi, MD & CEO, City Union Bank • Mr R Subramaniakumar, MD & CEO, RBL Bank • Mr Kalyan Kumar, ED, Punjab National Bank • Mr Govind Singh, MD & CEO, Utkarsh Small Finance Bank • Mr Inderjit Camotra, MD & CEO, Unity Small Finance Bank <p>Q&A</p>
6:15 pm onwards	Networking Reception

* Invited

Day 2: 6th September 2024

<p>9:45 a.m. – 10:45 a.m.</p> <p>SESSION 6 Panel discussion</p>	<p>Business Session: Fintech evolution: Balancing innovation & Risk management</p> <p>The fintech sector in India has undergone a dramatic transformation over the past five years. Initially marked by agility and cutting-edge technological capabilities, fintech companies rapidly emerged as disruptors in the financial services industry. Their innovative solutions revolutionized how financial transactions were conducted, yet profitability remained elusive for many.</p> <p>Today, these fintechs continue their pursuit of profitability amidst unprecedented growth. However, this growth comes with increased scrutiny and the need to comply with stringent regulations. As these companies navigate the complexities of risk management and regulatory adherence, a pivotal question arises: How will they balance the innovation agenda with the need to ensure compliance? Can collaboration with established banks provide the stability and compliance expertise necessary to sustain innovation while managing risk?</p> <p>Moderated by: Mr Vivek Mandhata, MD & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Anubrata Biswas, MD and CEO, Airtel Payments Bank • Mr Rajeev Ahuja, ED, RBL Bank • Mr M N Srinivasu, Co-founder, Billdesk • Ms Noopur Chaturvedi, CEO, NPCI Bharat BillPay • Mr Adhil Shetty, Founder and CEO, Bankbazaar • Mr B Krishna Chaitanya, Head - Products, Perfios <p>Q&A</p>
<p>10:45 a.m. – 11:00 a.m.</p>	<p>Session Changeover</p>
<p>11:00 a.m. – 12:00 noon</p> <p>SESSION 7 Panel discussion</p>	<p>Business Session: Power of Tech & GenAI: Building a resilient backbone</p> <p>Despite advancements, many banks remain heavily reliant on legacy architecture and although banks have spent significantly in technology, but much of this spend has focused on "Run the bank" over "Change the bank". This set-up may bring in complications while attempting the integration of cutting-edge technologies like GenAI.</p> <p>GenAI, which was merely under exploration last year, has now matured to a stage where it can be deployed at scale. This swift progression presents both opportunities and challenges for the banking sector. Solutions like AI co-pilots, AI assistants, and internal search navigators are already being implemented to enhance productivity and decision-making. What can banks do to make the bold step towards advanced technologies integration? Is the right investment going into the right areas of development? Where do Indian banks stand in terms of deploying these advanced AI solutions? Do they have the right infrastructure and prioritized GenAI use cases in place?</p> <p>Moderated by: Mr Ashish Garg, MD & Senior Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Sanjay V Mudaliar, ED, Bank of Baroda • Mr Balaji Rajagopalan, CTO, State Bank of India • Mr E. Ratan Kumar, General Manager IT - Digital Business Transformation, Central Bank of India • Mr Kiran Shetty, CEO & Regional Head, India & South Asia, Swift India • Mr Pankaj Jathar, CEO, NIIT • Mr Pinaki Halder, CIO, Bandhan Bank <p>Q&A</p>
<p>12:00 noon – 12:05 p.m.</p>	<p>Session Changeover</p>

<p>12:05 p.m. – 1:05 p.m.</p> <p>SESSION 8 Panel discussion</p>	<p>Business Session: Collections effectiveness: Navigating technology, regulations and customer experience</p> <p>Indian banking is probably at the bottom of a benign credit cycle and effective collections capability is crucial. Traditional people-led collections are becoming unsustainable with the rise in small ticket loans and increasing costs. Advanced technologies like AI, advanced analytics, and Gen AI can revolutionize collections by predicting delinquency, personalizing communication, and streamlining processes. With evolving regulations aimed at protecting consumer rights, financial institutions must navigate a complex legal landscape to ensure compliance. The analytics & tech driven collections will ensure more adherence to regulators and strike the right balance between assertive collections efforts and maintaining positive customer relationships ensure more customer satisfaction.</p> <p>How ready is the industry to effectively handle the challenges going forward? How should lenders maintain collections outcomes and efficiency while managing compliance?</p> <p>Moderated by: Mr Abhinav Bansal, MD & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr P R Seshadri, MD & CEO, South Indian Bank • Mr Binod Kumar, ED, Punjab National Bank • Mr Rajeeva, ED, Punjab and Sind Bank • Mr Umesh Revankar, Executive Vice Chairman, Shriram Finance • Mr Sudipto Nag, President – Retail Portfolio Management Group, Axis Bank • Mr Pankaj Sharma, Chief Strategy and Transformation Officer, Yes Bank <p>Q&A</p>
<p>1:05 p.m. – 2:00 p.m.</p>	<p>Lunch</p>
<p>2:00 p.m. – 3:00 p.m.</p> <p>SESSION 9 Panel discussion</p>	<p>Business Session: Climate risk: Can the banking industry prepare for the risks and regulations?</p> <p>India, as a nation, and various sectors in the economy are increasingly focusing on climate risk, recognizing the urgent need to integrate climate considerations into strategies. Banks must adapt to these evolving risks to safeguard their assets and ensure sustainable growth.</p> <p>While some of the larger banks may possess the capabilities to build climate risk strategies, the industry needs to augment capacity in entirety. Is the time ripe to think about climate utility for the banking industry? Will the success of Bureau, Payments, Asset management utilities provide the right markings for success?</p> <p>Moderated by: Ms Neetu Chitkara, MD & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Shaji K V, Chairman, NABARD • Mr Madhav Nair, Country Head & CEO, Bank of Bahrain and Kuwait • Mr Rajiv Anand, DMD, Axis Bank • Mr Sanjay Gurjar, Co-Head, Banking and Coverage, India & South Asia, Standard Chartered Bank • Dr Umamaheshwaran Rajasekar, Advisor, Urban Resilience, Coalition for Disaster Resilient Infrastructure (CDRI) <p>Q&A</p>
<p>3:00 p.m. – 3:10 p.m.</p>	<p>Session Changeover</p>
<p>3:10 p.m. – 4:10 p.m.</p> <p>SESSION 10 Panel discussion</p>	<p>Valedictory Session: Emerging Financial Institutions landscape to serve banking for Viksit Bharat</p> <p>By 2047, India's financial sector is expected to be a cornerstone of its developed economy with widespread financial inclusion at the grassroots level. Banking is expected to be revolutionized with cutting-edge technologies. Sustainability and climate resilience will become more integral - Green finance and sustainable investment practices to drive economic growth while addressing environmental concerns. Regulatory frameworks will evolve to support innovation while protecting consumer interests and ensuring financial</p>

	<p>stability. More partnerships are expected between banks and fintech driving innovation led growth</p> <p>What are the most significant barriers to achieving comprehensive financial inclusion in India? How can emerging AI and digital capabilities be leveraged for Bharat? Will the financial sector succeed in serving customer needs, managing risks, and driving profitable growth?</p> <p>Moderated by: Mr Aniruddha Marathe, MD & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr M V Rao, Chairman, IBA, & MD & CEO, Central Bank of India • Mr Rajkiran Rai G, MD, NaBFID • Mr Sunil Mehta, Chief Executive, IBA • Mr Rakesh Sharma, MD & CEO, IDBI Bank • Ms Harsha Bangari, MD, India EXIM Bank <p>Q&A</p>
4:10 p.m. – 4:15 p.m.	Session Changeover
4:15 p.m. – 4:30 p.m.	Vote of Thanks by Mr Sunil Mehta, Chief Executive, IBA