



#FIBAC 2023
‘Winning in uncertain times’
22nd – 23rd November 2023
Trident Hotel, Nariman Point, Mumbai

Programme

Day 1: 22nd November 2023

10.30 a.m. – 11.30 a.m.	Inaugural Session Welcome Address by Mr A K Goel, Chairman, IBA Address by Mr Subhrakant Panda, President, FICCI Release of FIBAC 2023 report Brief remarks on banking trends by Mr Saurabh Tripathi, Global Leader, Financial Institutions Practice, BCG Inaugural address by Mr Shaktikanta Das, Governor, RBI Concluding remarks by Mr Sunil Mehta, Chief Executive, IBA Vote of Thanks by Mr Shailesh K Pathak, Secretary General, FICCI <i>Session to be moderated by Ms Jyoti Vij, Additional Director General, FICCI</i>
11.30 a.m. – 11.45 a.m.	Session Changeover
11.45 a.m. – 12.45 p.m. SESSION 1 Panel discussion	Winning in uncertain times Economies across the world are facing severe uncertainty and macro-economic volatility. The world is facing once-in-a-lifetime events – record inflation in developed markets, rewiring of global supply chains, armed conflict and geo-political turmoil, climate crisis & natural disasters, and many more challenges. Financial markets have seen an unprecedented speed of change and its collateral effects. Covid induced near-zero interest rate regime, liquidity fueled valuation race for Fintechs and many other asset classes, talent war in digital and tech, as well as proactive regulatory support from Central banks around the world. Fast forward to 2023 – interest rates have risen the fastest in past 40-50 years across the world, fintechs are seeing a prolonged funding winter, Big-Techs are laying off record number of employees, while Regulators are trying to contain the risks of a mini-crisis from the SVB-CS collapse. Technology disruption is rising exponentially with GenAI, cloud architecture etc. Amidst this, Indian financial industry continues to be the world’s envy! Record profitability, robust credit growth, strong asset quality and risk management practices. Is the Cinderella moment over? Are we nearing the peak of this cycle? How should industry navigate the economic and technological disruption and continue to win amidst these uncertain times? Moderated by: Mr Ruchin Goyal, Managing Director & Senior Partner, BCG

	<p>Panelists</p> <ul style="list-style-type: none"> • Mr AK Goel, Chairman IBA and MD & CEO, Punjab National Bank • Mr Dinesh Kumar Khara, Chairman, State Bank of India • Mr Amitabh Chaudhry, MD & CEO, Axis Bank • Mr Hitendra Dave, CEO, HSBC India • Mr V. Vaidyanathan, MD & CEO, IDFC First Bank <p>Q&A</p>
12.45 p.m. – 12:50 p.m.	Session Changeover
12:50 p.m. – 1.50 p.m. SESSION 2 Panel discussion	<p>Corporate Banking 2.0: Being value accretive in the new capex cycle</p> <p>Corporate India is undergoing a transformation. Their demands have changed, treasury functions have become more sophisticated and access to Capital Markets has increased significantly. Corporates have strengthened significantly in the past 5-7 years – higher profitability with de-leveraged balance sheets. India’s vision for Amrit Kaal has significant thrust on infrastructure development. This will require significant capex, new investment vehicles, and financing needs. As the interest rates rise globally, capital markets, which were once the preferred funding source are no longer finding favor with Corporates. Capacity utilization is back to pre-covid levels and there is significant push towards new private and public capex. What should the New Corporate Bank look like? Will Corporate banking be value accretive – on profitability and valuations? How should banks ensure better risk management in the new cycle?</p> <p>Moderated by: Ms Neha Gupta, Managing Director and Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Gaurav Gupta, CEO, India, Qatar National Bank • Mr Rajiv Anand, Deputy Managing Director, Axis Bank • Mr Ramasubramanian S, Executive Director, Union Bank of India • Mr KVS Manian, Country Head and Whole-Time Director, Kotak Mahindra Bank • Mr Manish Jain, Country Head – Wholesale Banking, Yes Bank • Ms Ankur Khurana, MD & Co-Head - Corporate, Commercial & Institutional Banking (CCIB), Standard Chartered India <p>Q&A</p>
1.50 p.m. – 2.45 p.m.	Lunch
2:45 p.m. – 3:45 p.m. SESSION 3 Panel discussion	<p>SME lending: Next frontier of growth – but can it scale to potential?</p> <p>MSMEs are the missing middle for the Indian economy and it is the largest unbanked and under-banked segment. Providing products specially tailored to solve the problem of this segment will unlock the next paradigm for limitless growth opportunities. GST, digital payments are few enablers driving rapid formalization of MSMEs. Although volumes are growing slowly, most banks are not reaching their full potential. Many still use old business models and rely on legacy processes. There is no one-size-fits-all approach to suit every bank and market, but banks that rethink their SME-lending businesses can increase their market share and promote profitable growth. Different segments need to be catered holistically – entrepreneurs, greenfield units, professionals, women borrowers, rural-centric and many more. End-to-end digitization of processes across the value chain will play a crucial role in achieving efficiency and optimal costs. Using advanced analytics and purpose-built processes and infrastructure, banks can make decisions instantly and create STP journeys. Is this the MSME moment for the industry, similar to the Retail growth story of the last 20 years? Or will challenges with MSME lending continue to remain?</p> <p>Moderated by: Mr Hardik Shah, Managing Director & Partner, BCG</p>

	<p>Panelists</p> <ul style="list-style-type: none"> • Mr Sivasubramanian Ramann, Chairman & Managing Director, SIDBI • Mr P R Seshadri, MD & CEO, South Indian Bank • Mr Ashok Chandra, ED, Canara Bank • Mr Rajiv Sabharwal, Managing Director & CEO, Tata Capital • Mr Dinanath Dubhashi, MD & CEO, L&T Finance • Mr Rajan Pental, ED, Yes Bank • Mr Sundeep Mohindru, CEO, M1Xchange <p>Q&A</p>
3:55 p.m. – 4:10 p.m.	Tea / Coffee Break
4:10 p.m. – 5:10 p.m. SESSION 4 Panel discussion	<p>Risk & Compliance: Navigating the increased regulatory and uncertain environment</p> <p>Covid has been a black swan-even event. Energy crisis and surging prices is also a black swan event impacting Europe and the world. Bank collapse in a matter of 48 hours due to liquidity flight is another black swan event. The frequency and scale of these events is rising at a phenomenal rate. Regulators are trying to keep pace with it. Banks are struggling to keep pace with the shocks from these events, while managing compliance with the increased regulatory scrutiny on their operations. Are we going to see a period of increased regulatory capital buffers to manage external shocks? Are we entering a period of profit squeeze as cost of regulation and compliance increases? How should Banks navigate these uncertain times?</p> <p>Moderated by: Mr Abhinav Bansal, Managing Director & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Ashwini Kumar Tewari, MD, Risk Compliance and SARG, State Bank of India • Mr R Subramaniakumar, MD & CEO, RBL Bank • Ms S Srimathy, ED, Indian Overseas Bank • Mr Ashutosh Choudhury, ED, Indian Bank <p>Q&A</p>
5:10 p.m. – 5:15 p.m.	Session Changeover
5:15 p.m. – 6:15 p.m. SESSION 5 Panel discussion	<p>HR and Talent: How Indian banking needs to upskill, reskill and retain employees to fuel the next wave of growth?</p> <p>In today's rapidly evolving landscape underscored by the emergence of generative AI, the Indian banking sector finds itself at a critical juncture. As technology advances and customer expectations shift, banks need to continuously reimagine to stay ahead. Banks will need to invest in upskilling and reskilling talent to ensure they are agile, adaptable, innovative, and future-ready. This will ensure higher success of strategic transformations, while creating a thriving and engaged workforce that fuels innovation, productivity, and competitive advantage.</p> <p>Achieving a skilled workforce requires discussion over three questions - How do banks upskill & reskill their employees effectively – especially for rapidly emerging technologies like AI? How to drive diversity and inclusion agenda across the workforce? What levers can create a culture of continuous learning? How do they ensure retention of employees to maintain institutional knowledge?</p> <p>Moderated by: Mr Varun Kejriwal, Managing Director & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Dr N Kamakodi, MD & CEO, City Union Bank

	<ul style="list-style-type: none"> • Mr P R Rajagopal, ED, Bank of India • Mr Pralay Mondal, MD & CEO, Catholic Syrian Bank • Mr Rajeev Ahuja, ED, RBL Bank • Mr Inderjit Camotra, MD & CEO, Unity Small Finance Bank • Mr Kadambelil Paul Thomas, MD & CEO, ESAF Small Finance Bank <p>Q&A</p>
6.15 pm onwards	Networking Reception

Day 2: 23rd November 2023

<p>9.45 a.m. – 10:45 a.m.</p> <p>SESSION 6 Panel discussion</p>	<p>Fintechs: Strengthening governance, economics, and scalability</p> <p>With the tremendous growth in technology and number of Fintechs, customer ecosystems are growing rapidly which is changing the role of Banks. On one hand, Fintechs have the advantage of having lower costs, better products suite, agile operating model and presence in ecosystems where customers are present, on the other hand, they have had challenges to achieve profitable economics, drive scale and having robust governance mechanisms in place. The funding winter has changed this narrative. What is the path ahead for fintechs – balancing innovation vs. scalable, profitable business model? Will the gaps between traditional players and fintechs be bridged?</p> <p>Moderated by: Ms Neetu Chitkara, Managing Director & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Debashish Purohit, Co-Head & MD, Investment Banking, Bank of America • Mr Anubrata Biswas, MD and CEO, Airtel Payments Bank • Mr M N Srinivasu, Co-founder, Bill Desk • Mr Sabyasachi Goswami, CEO, Perfios • Mr Adhil Shetty, Founder & CEO, Bank Bazaar • Mr Parag Bhise, CEO and Executive Director, Nucleus Software <p>Q&A</p>
<p>10.45 a.m. – 11:10 a.m.</p>	<p>Tea/Coffee Break</p>
<p>11.10 a.m. – 12.10 p.m.</p> <p>SESSION 7 Panel discussion</p>	<p>Resilient tech backbone: Steering technology transitions while managing risks</p> <p>Banks have to become more agile and nimble. Competition is increasing on multiple fronts including Fintechs, BigTechs. Legacy IT architecture is not geared for this agility. Cloud adoption is costly, challenging and requires a multi-year transformation. This is further complicated with information security and privacy, more so with the increasing frequency and pervasiveness of fraud and cyber-security breaches. How should banks think about creating a resilient technology stack that is fit-for-purpose – scalable, secure, and agile? To what extent should Banks think about a deep surgery on their legacy stack vs. incremental enhancements?</p> <p>Moderated by: Mr V Vipin, Managing Director & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr C S Setty, MD, State Bank of India • Mr Milind Nagnur, Chief Technology Officer, Kotak Mahindra Bank • Mr Ramgopal Subramani, Chief Strategy Officer, Perfios • Mr Keshri Asthana, CTO, Government Business, Microsoft India • Mr Bikram Singh, Head – Credit Services and Strategic Initiatives, Experian India <p>Q&A</p>
<p>12.10 p.m. – 12.15 p.m.</p>	<p>Session Changeover</p>
<p>12.15 p.m. – 1.15 p.m.</p> <p>SESSION 8 Panel discussion</p>	<p>CBDC Odyssey: Pioneering public infrastructure</p> <p>As India treads the path towards digital evolution and inclusion, Central Bank Digital Currency (CBDC) is the new pivot in India's financial infrastructure. There are many potential use cases and benefits – monetary policy transmission, revolutionizing payments, increasing financial inclusion, reducing cost of currency management and more. Various economies are undertaking experiments at different scale – retail vs. wholesale, closed vs. inter-operable. India's advent could help us stay at the edge of path-breaking innovation. However, challenges remain: technological adaptations, cyber-</p>

	<p>security, and user privacy to name a few. As we gaze into the future of digital banking, we must ask: How ready are we for this transition?</p> <p>Moderated by: Mr Yashraj Erande, Managing Director & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Joydeep Dutta Roy, ED, Bank of Baroda • Mr Balaji Rajagopalan, CTO, State Bank of India • Mr E Ratan Kumar, General Manager (IT), Central Bank of India • Mr Avinash Raghavendra, President and CIO, Axis Bank • Mr Ajay Rajan, Country Head – Digital Transformation and Transaction Banking, Yes Bank <p>Q&A</p>
1.15 p.m. – 2.15 p.m.	Lunch
2.15 p.m. – 3.15 p.m. SESSION 9 Panel discussion	<p>Climate Risk & ESG: Fortifying investments and portfolios against future risks</p> <p>Climate change is accelerating at a rapid pace. Investors, Corporates & Government are doubling down on action agenda. For Financial institutions, the impact and downside from climate transition risks is outsized. We need to navigate this strategically and mitigate the economic disruption. Regulatory framework for ESG is taking shape and gaining momentum. Several challenges remain – addressing them will enable the expansion of this nascent market. As a developing economy, what should be our path towards climate transition and what role can banks and FIs play in shaping this transition with minimal risks?</p> <p>Moderated by: Mr Anirban M, Managing Director & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Shaji K V, Chairman, NABARD • Mr Sunil T S Nair, CGM, Department of Regulation, Reserve Bank of India • Mr Binod Kumar, ED, Punjab National Bank • Ms Richa Arora, Managing Partner & CEO ESG Solutions, ECube Investment Advisors <p>Q&A</p>
3.15 p.m. – 3.20 p.m.	Session Changeover
3.20 p.m. – 4.15 p.m. SESSION 10 Panel discussion	<p>GenAI: Scalable opportunities for Banks and FIs</p> <p>Generative AI (GenAI) has garnered significant interest in a short timeframe – by corporates, policy makers and customers across sectors. The pace of evolution of use cases is significantly faster than earlier trends - ChatGPT reached 1M users in 5 days. What are the key use cases that can benefit the overall financial system in better serving customers while managing risks? What investments and capabilities would be needed? How can policymakers help shape the future of GenAI in India?</p> <p>Moderated by: Mr Nipun Kalra, Managing Director & Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Yusuf Roopawalla, CTO, Bank of India • Mr Ramesh Lakshminarayanan, CIO and Group Head – IT, HDFC Bank • Mr Pankaj Sharma, Chief Strategy and Digital Transformation Officer, Yes Bank • Mr Ravi Pichan, CIO, RBL Bank • Mr Bhavesh Jain, CRO, TransUnion CIBIL • Mr Vijosh Ammayath, Director and Tech Strategist, BFSI, Microsoft India

	Q&A
4.15 p.m. – 4.30 p.m.	Session Changeover
4.30 p.m. – 4.55 p.m.	Special Address: Mr M. Rajeshwar Rao, Deputy Governor, Reserve Bank of India
4.55 p.m. – 5.00 p.m.	Session Changeover
5.00 p.m. – 6.00 p.m. SESSION 11 Panel discussion	<p>Valedictory panel: Emerging Financial Institutions landscape to serve Atma-Nirbhar India</p> <p>India is on a high growth trajectory, projected to become a \$5 Tn economy before the end of this decade. There is strong push from the Govt. towards infra building. PLI and global supply chains are driving private capex. Climate transition will require \$1Tn in financing over the next few years. In addition, customer demographic is changing rapidly – higher affluence, high consumption, digitally savvy etc. Add to that, many digital ecosystem enablers are being built at scale – UPI, OCEN, ONDC, Digital Rupee and many more. Could these unlock India’s higher growth potential? What will be the emerging FI landscape to serve an Atmanirbhar Bharat?</p> <p>Moderated by: Mr Ashish Garg, Managing Director & Senior Partner, BCG</p> <p>Panelists</p> <ul style="list-style-type: none"> • Mr Sameer Shukla, Joint Secretary, Department of Financial Services, Ministry of Finance, Government of India • Mr Rajkiran Rai G, MD, NaBFID • Mr Sunil Mehta, Chief Executive, IBA • Mr Debadatta Chand, MD & CEO, Bank of Baroda <p>Q&A</p>
6.00 p.m. – 6.05 p.m.	Session Changeover
6.05 p.m. – 6.15 p.m.	Vote of Thanks by Mr Sunil Mehta, Chief Executive, IBA