1 3.3 Scope 16 "At each stage the deliverables for subsequent stages will be mutually decided based on bank's evolving strategy". We need to have the details of the products to be launched and the services we need to integrate with in the banks existing core system.

The bank aims to become the bank of choice for India's underserved middle class and small businesses across the country starting with our home state of Uttarakhand. The bidder to make suitable assumptions on the products to be launched keeping in mind, the bank's desire to build India's first digital bank. A new core banking system will have to be implemented by the selected bidder. There will be existing services like payments services which will need to be integrated with the new core banking.

2 3.3 Scope 17 It has been indicated under scope that the final offering / version is expected to cover a range of products offered and / or distributed by the bank including assets, liabilities, payment and wealth. We need clarity on the specific products the bank is looking to launch with these categories. We also need to understand the priority of the same. Please refer to response to question 1.

Refer scope in section 3.1 for guidance on channels.

3 3.3 Scope 17 For each product we need to have the details of the channels to be built, points of integration into core systems to estimate this as a fixed price. Since these details are not available can we define some boundary conditions like number of screens (web/mobile), number of services, number of channel integrations, number of core system integrations etc. so that we can estimate for a fixed price.

Please refer to the response to question 1.

4 3.3 Scope - Post Launch Services 17 What business trading services are expected in the post launch phase?

Bidder to recommend.

5 3.3 Scope - Post Launch Services 17 What scope of digital marketing services is expected as a part of the post launch phase?

Please refer to response to question 1.

6 3.3 Scope - Post Launch Services 17 What is the scope for analytics in the post launch phase?

Bidder to recommend.

7 3.3 Scope - Post Launch Services 17 How many social media sites would the bank want to listen? Do they have a initial list of sites or do they want us to identify the list of sites?

Bidder to recommend.

8 3.3 Scope - Table 1 - Activities under scope 18 What is the core banking system? Can we assume that bank will expose the services from core banking to the digital layer, required for the aunch of the digital bank.

Core Banking will be Oracle version 10.x. Bidder to recommend the services required for integration with CBS.

9 3.3 Scope - Table 1 - Activities under scope 18 What is the scope of content services required by the bank? We need to define the number of pages, creative, micro sites, videos, email text, digital brochure and if something else needed.

Bidder to recommend.

10 3.3 Scope - Table 1 - Activities under scope 18 To estimate for the content website, we need details on the number of page templates, components, workflows.

Bidder to recommend.

11 3.3 Scope - Table 1 - Activities under scope 18 For user experience and visual design, we need to define the number of screens expected as the boundary condition for fixed price.

Bidder to recommend.

12 3.3 Scope - Table 1 - Activities under scope 18 Need details on number of integration with the core systems and the route of integration (IBS, Web services).

Bidder to recommend.

13 3.3 Scope - Table 1 - Activities under scope 18 Core systems customization and implementation – Can you please detail the scope for the core systems customization and implementation?

Bidder to recommend.

14 3.3 Scope - Table 1 - Activities under scope 18 Under “System integration and application development including mobility”, many systems like CRM, UMS, Core banking, Mobility has been listed. As UMS and core banking are legacy, would the bank be providing the APIs to integrate into them. For the other systems in the digital layer does the bank has a preference of technology suite or is it up to the vendor to choose the stack?

Please refer to response to question 1 and scope on page 18 of the rfp. For other systems bidder to make appropriate assumptions aligned to the business and marketing plan.

15 3.3 Scope - Table 1 - Activities under scope 18 Will bank expose all the services required to build the digital services?

Please refer to page 18 on System Integration and application development.

16 3.3 Scope - Table 1 - Activities under scope 18 Approach and methodology including the go to market roadmap for the end to end digital venture setup – This is in the scope as well as the evaluation criterion section. To do this we need to have meetings with the key stakeholders that as would allow us to come up with an initial POV.

Please refer to response to question 1.

17 3.8 Technical Proposal evaluation criteria 22 Is bank interested in moving to big data?

Bidder to recommend.

22 General 21 General Query: What are current data volumes and data formats like structured,unstructured. Please provide break up of data volume data format wise.

This is a new venture set up hence current volumetrics not relevant.

23 General 21 General Query: Is bank having any preferred technology stack/vendor?

Apart from Core Banking, bidder may recommend rest of the technology stack as per guidelines in the rfp.

24 General 21 General Query: Is bank using web channel open to its customers?

Please refer to response to question 1 and scope.

25 General 21 General Query: Could you please list out your existing source systems which will be integrated to drive the Digital Venture setup program.

Please refer to response to question 1 and rfp scope.

26 General 21 General Query: Is the bank open to implement open source technologies for their program?

Yes.

27 General 21 General Query: How many users are anticipated to use the Digital platform ?

Bidder to recommend.

28 General 21 General Query: Is there any existing technology architecture of bank which can be leveraged to the new program? If yes, please list out the applications and systems including databases

Please refer to response to question 1.

29 General 21 General Query: What are the current administrative overheads which has become bottleneck to achieve more analytics output?

None.

30 General 21 General Query: What is the bank’s point of view on current data maturity in terms of handling future opportunities like big bits, offered services, data priorities etc which are being targeted?

Bidder to recommend.

31 General 21 General Query: Is the bank’s point of view on current data maturity in terms of handling future opportunities like big bits, offered services, data priorities etc which are being targeted?

Please refer to response to question 22.
| Page 11| 2.11 - Eligibility Criteria | Approximate how many Customer Analytics use cases will be targeted in 2017 and 2018? Does he bank has any vision on how many of these will be complex, medium or simple? | Bidder to recommend. |
| 13 | General | General Query | Any Non-Functional requirements like model precision, accuracy percentage etc? | Bidder to recommend. |
| 14 | 1.3 Scope | 10 | System Integration and Application Development including Mobility - Regulatory Reporting, Risk and Fraud, Treasury – “Which are the key products/solutions used in each of these areas and what is the kind of digital enablement or integration required in these areas considering they are not directly exposed to customers and are more of mid-office and back-office processes? | Please refer to response to question 23. |
| 15 | 1.3 Scope | 10 | Air Fraud, are there suitable solutions deployed at the bank to detect, prevent and manage mitigation of online channel fraud? If so, can details of these solutions be made available? | Please refer to response to question 23. |
| 16 | 1.3 Scope | 20 | Analytics - Monitoring | How is most of the reporting handled currently – manual or semi automated? Is the bank considering a reporting solution for churning out all standard plus any ad hoc reports? | Bidder to recommend. |
| 17 | 1.3 Scope | 20 | Analytics - Monitoring | Assuming the bank’s risk models are compliant with Basel II and the bank is looking to move to internal models from standardized in the long term, is the bank also looking to implement Basel II? Does the bank also considering consulting expertise for developing or refining the risk models for new and evolving regulatory mandates? | No |
| 18 | Partnering Capabilities | Annexure 3 | As mentioned in the annexure 3, for certain capabilities partnership is allowed. We need clarification whether only single entity can participate or JI/consortium is allowed. We also request you to clarify the weightage given for these skills in technical evaluation. | Please refer to section 4.4. The bidder may subcontract a part of the scope however consortium is not permitted. |
| 19 | Eligibility Criteria | | The Bidder should be a profit making entity over the past three years in India. We suggest considering bidders’ global financial performance as against India operations. This will allow global players in India to participate. | Requirement to remain unchanged. |
| 40 | Technical proposal evaluation | | Well rounded experience, especially key personnel on projects of similar scale and the width and depth of skills and experience in the core team working on this venture will be evaluated by the bank under this criteria. Can the Bank clarify exactly how many people they require in the core team for design and implementation phases and the qualifications expected? | Bidder to recommend. |
| 41 | Subcontracting | | Whether it is required to list the subcontracting agency in the tender response. | Yes, please refer to page 33. |
| 43 | Core banking solutions Loan processing solutions | | Request you to provide information on which solutions Bank currently uses for 1. Core Banking Solutions 2. Loan process solutions 3. Analysis solutions 4. Marketing solutions. This information will help us identify the best advisor for the core team to be deployed. | Please refer to response to question 23. |
| 44 | RFP Issuance Date August 3, 2017 (Thursday) Last Date of Written request for Clarifications Before the Pre-bid Meeting - August 7, 2017 (Monday) | 2 | Time provided for RFP of such a large scope is too short. We request you to extend the date of submission of queries by 1 week | Requirement to remain unchanged. |
| 45 | Last Date of Submission of RFP Response (Closing Date) - August 23, 2017 (Wednesday) 4:00 PM | 2 | It is practically not possible to put such a large & complex proposal together in such a short time. We request you to extend the date of submission by 8 weeks | Bank to consider and notify. |
| 46 | | | The Bidder along with firm(s) associated with the Bidder for the purpose of this RFP should have capabilities in all of the following areas specified below: 1. Business Consulting 2. Technology Consulting (Strategy, Enterprise Architecture, Core systems selection, Application / Infrastructure Consulting, setting up a project management office) 3. Brand Design 4. Digital Marketing and Content Creation 5. System Integration and Application Development 6. User Experience and Visual Design 7. Analytics 8. Mobility | Requirement to remain unchanged. |
| 47 | | | System Integration and Application Development including Mobility - Design and implementation would span all key components for Bank except enterprise applications like HRMIS and would include: Customer Experience Platform across channels including Web, Mobile, Distributed, BC etc. with appropriate Content Management System OMS, and Workflow Enablers Data, Analytics and MIS self service tool Customer Relationship Management Customer Servicing solution Loan Origination and Loan Management Systems Core Banking Implementation Service oriented platform with appropriate interfacing capabilities with traditional and FinTech partners Regulatory Reporting, Risk and Fraud Financial Accounting Treasury Budgeting, Planning, Profitability External Integration like API, Aadhar etc. | Each of function / requirement mentioned need detailed elaboration. Each line item would require a separate product. Solution cannot be prepared through single statements. Please refer to response to questions 1 and 22. |
| 48 | | | Please refer to response to question 23. |
| 49 | | | Please refer to response to question 23. | Yes, Profit Before Tax |
2.11 - Eligibility Criteria

Page 11
Are consortiums or partnerships allowed? In that case, what is the criteria to be met by the primer bidder, and partner respectively?

Please refer to response to question 16.

3. Scope

Page 16
Is the list of tech components (e.g., CRM, LoS, core banking, mobility, etc.) exhaustive?

Page 18 mentions the list of minimum requirements however the bidder can recommend additional components in line with the bidding's proposed solution.

5. Scope

Page 18
Is there any penalty associated with SLA breach - please specify.

Bidder to recommend.

7. Eligibility criteria

Page 18
Is the list of tech components (e.g., CRM, LoS, core banking, mobility, etc.) exhaustive?

Yes, please refer to page 18.

13. Scope

Page 18
Does the RFP include Software and hardware procurement? Please refer to page 11 scope.

Bidder to recommend.

3.3 Scope

Page 16
Is the list of tech components (e.g., CRM, LoS, core banking, mobility, etc.) exhaustive?

Bidder to recommend.

4.1 Scope

Page 16
Will the existing customer of the Bank need to transact on the digital Bank for their account operations?

No.

5.3 Scope

Page 16
Will client be responsible for adhering to local data protection laws per the digital bank's data governance framework?

Yes.

3.3 Scope

Pg No 16
Will existing customer of the Bank be required to transact on the digital bank for their account operations?

No.

3. Scope

Page No 16
Is the list of tech components (e.g., CRM, LoS, core banking, mobility, etc.) exhaustive?

Not for the purpose of this rfp.

5. Scope

Page 18
What will be operating model of the project after 18 months? - Managed services / BOT (Build, Operate and Transfer).

Bidder to recommend.

3.3 Scope

Pg No 16
Is the list of tech components (e.g., CRM, LoS, core banking, mobility, etc.) exhaustive?

Bidder to recommend.

1.3 - Scope

Page 16
Provide some example of "outdoor" in statement "Be armchair free including web, mobile, handheld devices, outdoor, digital and social media"

Bidder to recommend.

5.3 Scope

Page 18
The list of tech components (e.g., CRM, LoS, core banking, mobility, etc.) illustrative or exhaustive?

Yes.

7. Eligibility criteria

Page 22
Please confirm if Brand Design is to be executed by the selected bidder and such services period in commercial?

Yes.

7. Eligibility criteria

Page 22
Please confirm if Brand Design is to be executed by the selected bidder and such services period in commercial?

Yes.

7. Eligibility criteria

Page 22
Please confirm if Branch Design is to be executed in scope?

No.

7.1 - Eligibility criteria

Page 20
Is the list of tech components (e.g., CRM, LoS, core banking, mobility, etc.) exhaustive?

Bidder to recommend.

7.1 - Eligibility criteria

Page 20
Is the list of tech components (e.g., CRM, LoS, core banking, mobility, etc.) exhaustive?

Bidder to recommend.

7.1 - Eligibility criteria

Page 20
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Bidder to recommend.

7.1 - Eligibility criteria

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Bidder to recommend.

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Page 20
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7.1 - Eligibility criteria

Page 20
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Bidder to recommend.

7.1 - Eligibility criteria

Page 20
Is the list of tech components (e.g., CRM, LoS, core banking, mobility, etc.) exhaustive?

Bidder to recommend.
<table>
<thead>
<tr>
<th>Page</th>
<th>Scope</th>
<th>Details</th>
<th>Response</th>
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<tr>
<td>85</td>
<td>Page 17</td>
<td>We understand Bank will provide DDC and DRC for the Core Banking solution. For other business solutions, if implemented on-premise, Bank will provide the DC.</td>
<td>Yes</td>
</tr>
<tr>
<td>86</td>
<td>Page 17/18</td>
<td>Bank will provide system monitoring tools, and selected bidder will implement the same. If Bank is in possession of such tools, if yes, please provide details around the product so that appropriate implementation effort can be estimated.</td>
<td>Yes, Bank will provide basis bidders' recommendation</td>
</tr>
<tr>
<td>87</td>
<td>Page 2</td>
<td>We request Bank to extend the submission timeline to Sep. 15, 2017.</td>
<td>Bank to consider and notify.</td>
</tr>
</tbody>
</table>