



Analyst day

December 4, 2021

Certain statements in this release relating to a future period of time (including inter alia concerning our future business plans or growth prospects) are forward-looking statements intended to qualify for the 'safe harbor' under applicable securities laws including the US Private Securities Litigation Reform Act of 1995. Such forward looking statements involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. These risks and uncertainties include, but are not limited to statutory and regulatory changes, international economic and business conditions, political or economic instability in the jurisdictions where we have operations, increase in non-performing loans, unanticipated changes in interest rates, foreign exchange rates, equity prices or other rates or prices, our growth and expansion in business, the adequacy of our allowance for credit losses, the actual growth in demand for banking products and services, investment income, cash flow projections, our exposure to market risks, changes in India's sovereign rating, and the impact of the Covid-19 pandemic which could result in fewer business opportunities, lower revenues, and an increase in the levels of non-performing assets and provisions, depending inter alia upon the period of time for which the pandemic extends, the remedial measures adopted by governments and central banks, and the sustenance of economic activity as well as other risks detailed in the reports filed by us with the United States Securities and Exchange Commission. Any forward-looking statements contained herein are based on assumptions that we believe to be reasonable as of the date of this release. ICICI Bank undertakes no obligation to update forward-looking statements to reflect events or circumstances after the date thereof. Additional risks that could affect our future operating results are more fully described in our filings with the United States Securities and Exchange Commission. These filings are available at www.sec.gov.



Sessions

-  A Scaling up the franchise through platforms and solutions
-  B Ecosystems
-  C Customer journeys
-  D Partnerships with startups for innovation
-  E Bank to BankTech
-  F ESG@ICICI Bank



Scaling up the franchise through platforms and solutions



Scaling up the franchise through platforms and solutions



Convergence of many factors driving change & growth



1. Rapid growth in digital payments

6.7 tn
in 2021



8.4 tn
in 2023

0.4 tn
by 2021



1 tn
by 2023

In USD



3. Connected ecosystem

Democratized payments

Digital identity

AA, Digital consent



2. Becoming data rich

417 mn Jan Dhan Accounts

1.28 bn Aadhaar enrolments

1.17 bn Phone numbers



AA: Account aggregator

Sources: statista.com, Credit Suisse report, datareportal.com, McKinsey report

Building Platforms & Journeys for Digital Banking

Customer 360

- Serving adjacent needs
- Creating positive network effects

Decongested processes

- Delete, Decongest, Digitize
- Using digital footprints to build profiles and improve processes

Customer segments

- Identifying segments, micro markets and ecosystems

Propositions

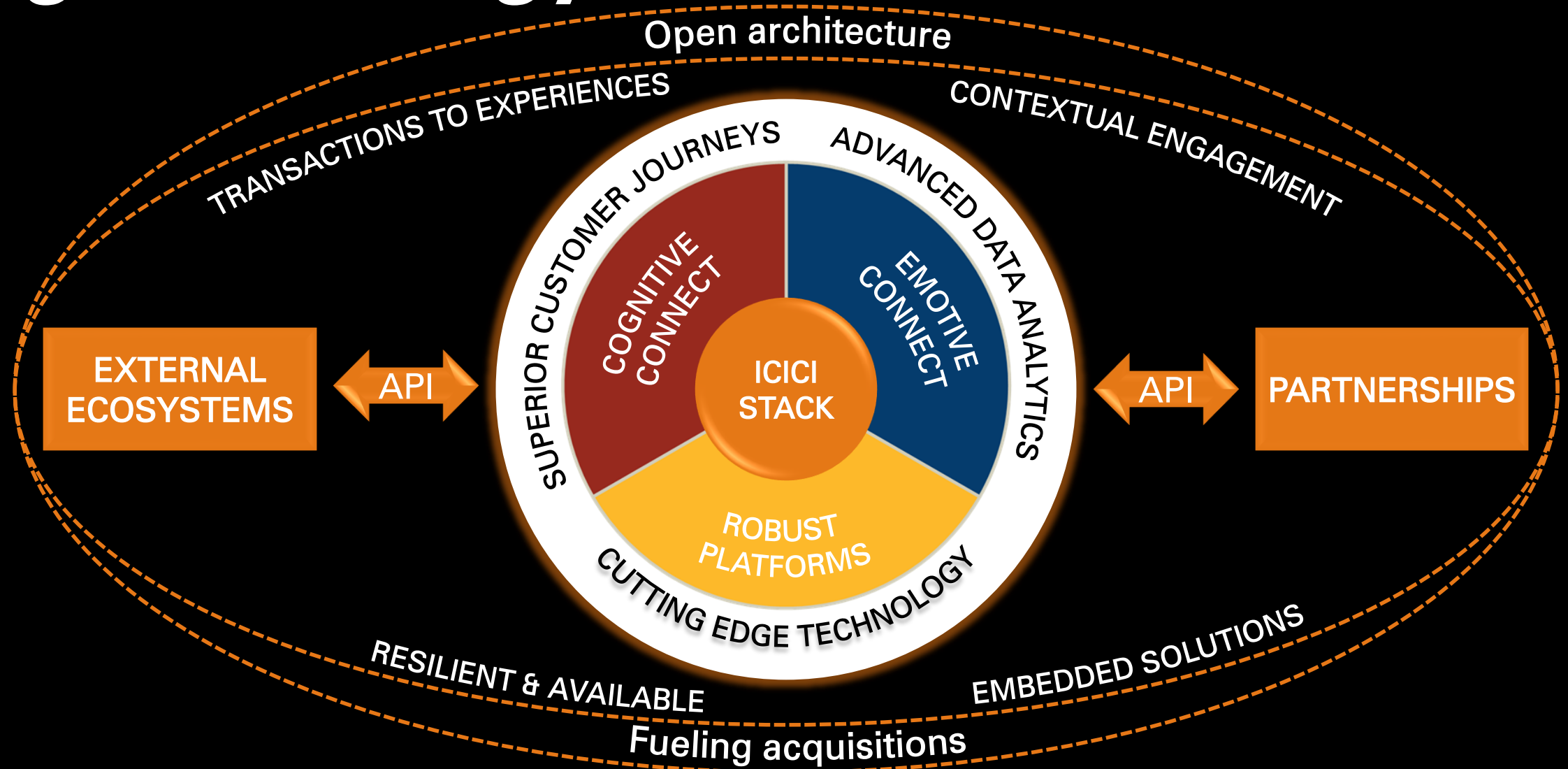
- Fair to Customer, Fair to Bank
- Focus on end-to-end customer needs
- 130+ fintech partnerships



Scaling up the franchise through platforms and solutions



Digital strategy



Built for All | Built for Scale

Robust platforms

Trustworthy, reliable & seamless platforms, delivering best in class customer experience

Retail internet banking, iMobile Pay



45%²
y-o-y ATS

60+ new
DIY journeys³

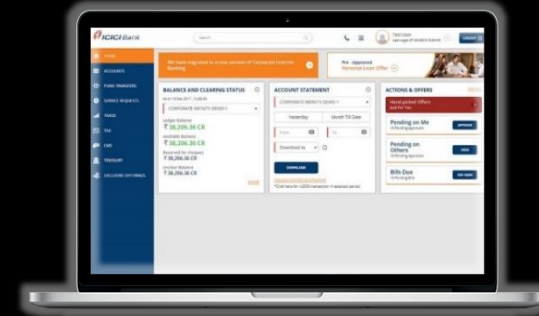
150+ new
iPlay videos³

51%⁴ y-o-y
throughput

- 74% customers are digitally active
 - 19 monthly mobile logins per user
- >90% of savings account transactions through digital channels¹

2 of 3 customers are mobile first

Corporate internet banking, InstaBIZ



- 74% customers are digitally active
 - 37 monthly mobile logins per user
- 1.4x growth in financial transactions

Digital
onboarding

Frictionless
journeys

Higher
transaction size

Ecosystem
banking

Improved
engagement



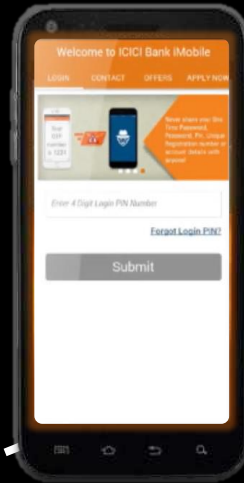
1. Includes internet, mobile, POS, touch banking, phone banking and debit cards e-commerce transactions in YTD Oct 2021
2. Growth in average ticket size in Oct 2021 over Oct 2020 3. In last 12 months 4. Oct 2021 over Oct 2020

Building India's First Truly Universal SuperApp

iMobile Pay



iMobile 1.0
India's First
Banking App



iMobile 2.0
One App
Strategy



One App for all banks | Seamless journeys
Hyper personalization

Cognitive needs

Intuitive journeys

Smarter payments

- ✓ FASTag auto recharge
- ✓ Pay to Contact
- ✓ Scan to Pay

Building wealth

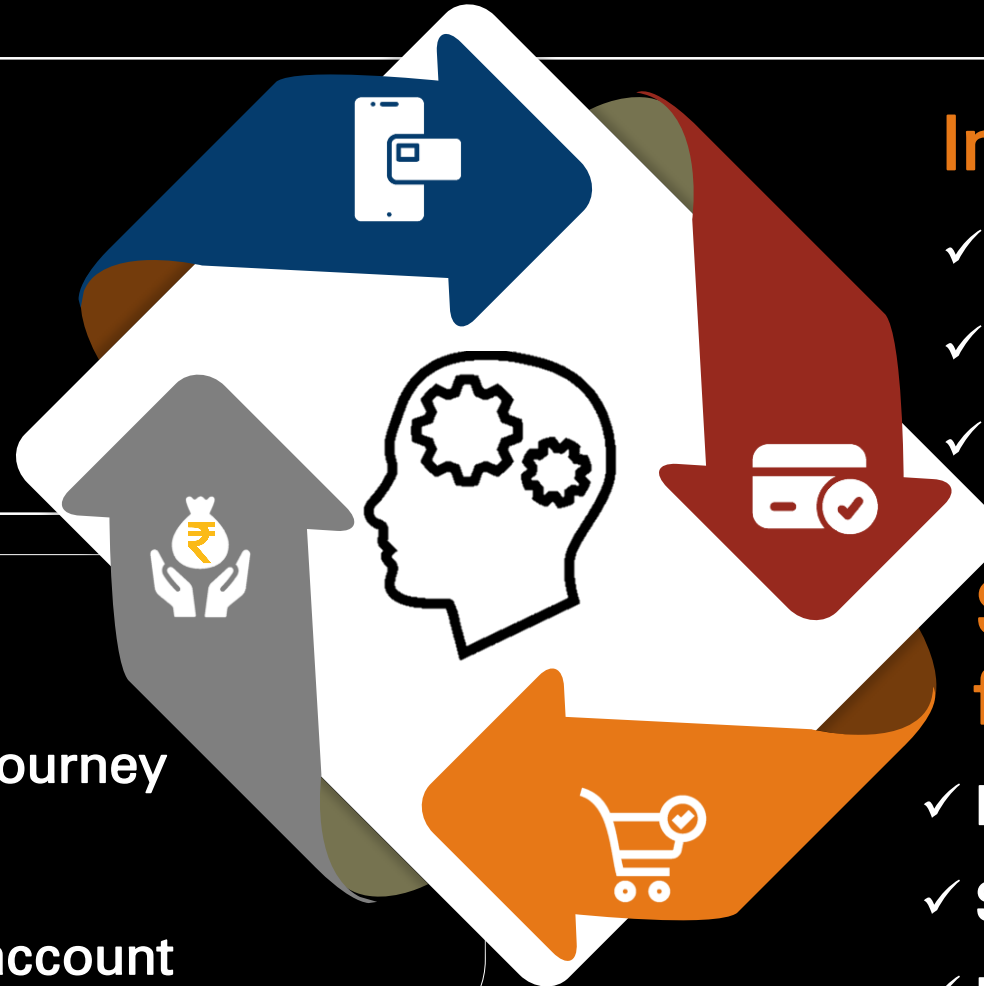
- ✓ Revamped mutual fund journey
- ✓ Instant NPS & PPF¹
- ✓ Instant demat & trading account

Insta credit

- ✓ EMI on credit card
- ✓ FD overdraft
- ✓ EMI on payment gateway

Simplifying business functions

- ✓ Bulk bill payments
- ✓ Super user controls
- ✓ Integrated merchant controls



Built for All | Built for Scale



1. National Pension scheme and public provident fund

Cognitive needs

Enabling seamless payments

Industry
first

Tap to Pay

Credit card Pay – All banks

Tokenised cards¹



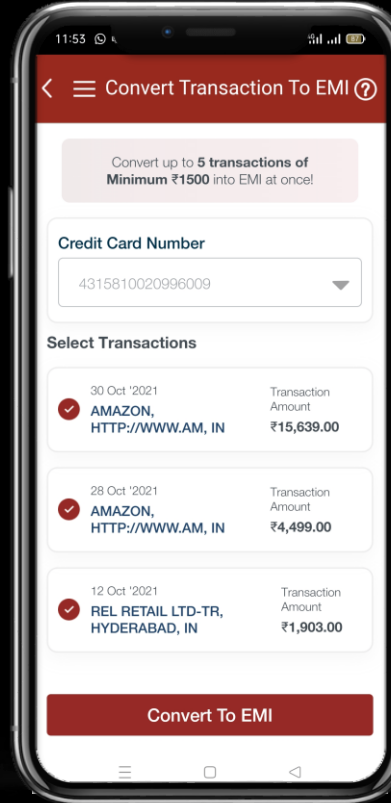
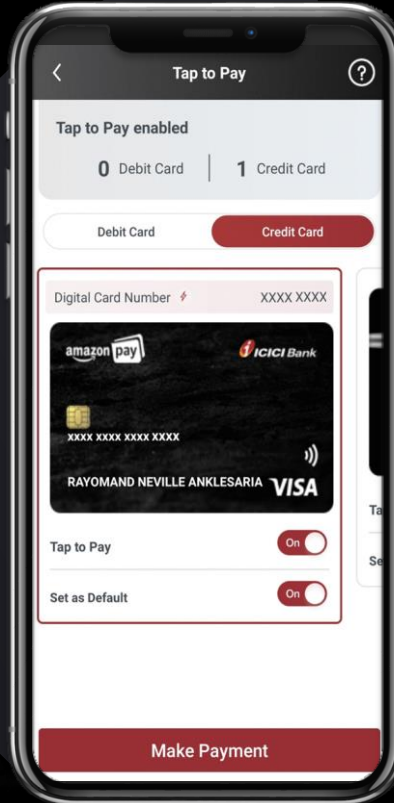
Contactless
payments



Interactive card
controls



Essential daily
spends



Link any bank's card



Manage spends &
pay bills



Timely
reminders



Instant payment
confirmation

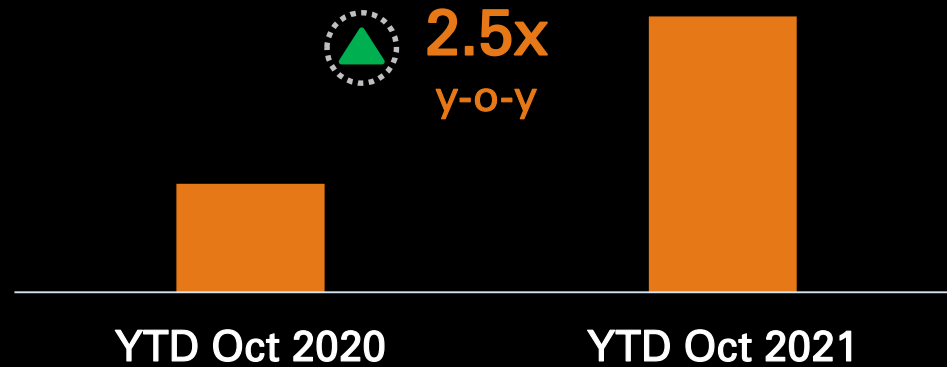


1. Available for VISA cards on android

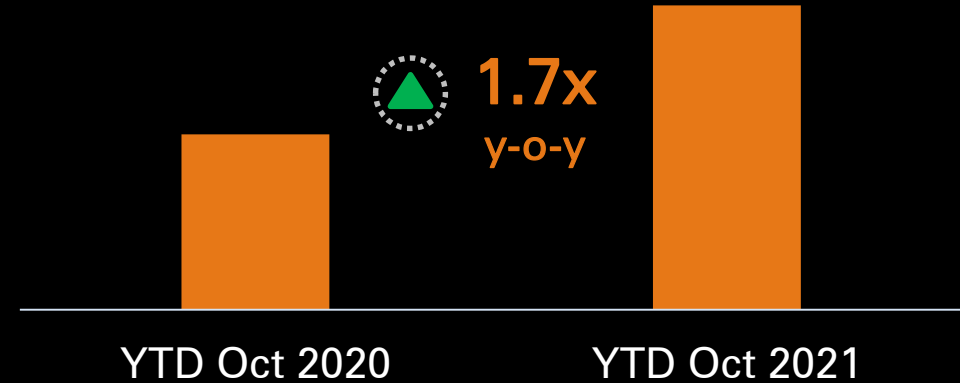
Strong business growth

Digital sourcing – Growing insta loans

Home loans (value of approvals)



Personal loans disbursed (by value)



Auto loans disbursed (by value)



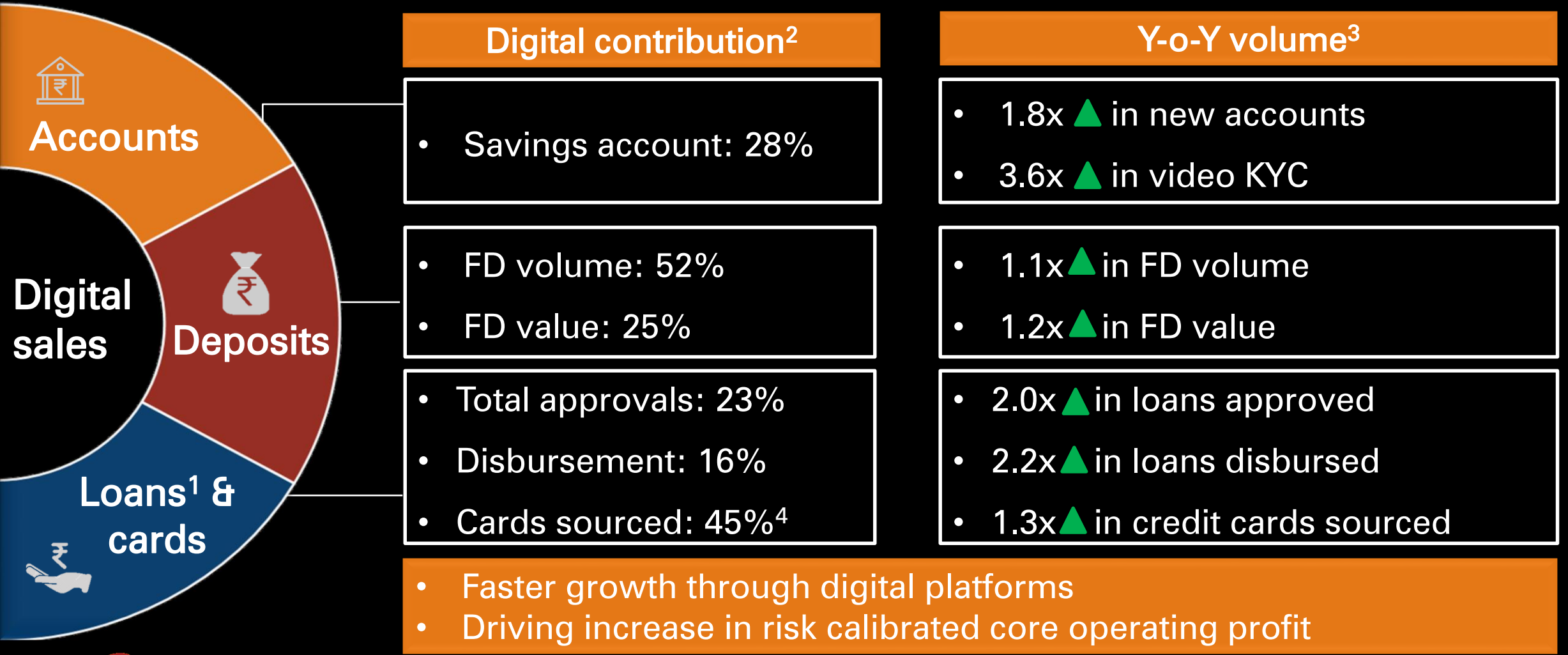
Overdraft on fixed deposits¹
(by value)



1. For individual customers

Growing digital business

Delivered by INSTA products



1. Includes home loans, auto loans, personal loans, gold loans

2. In Oct 2021 3. Oct 2021 over Oct 2020

4. Excludes Amazon Pay credit card which is sourced end-to-end digitally

Emotive connect

Personal finance management

Personalised financial recommendations



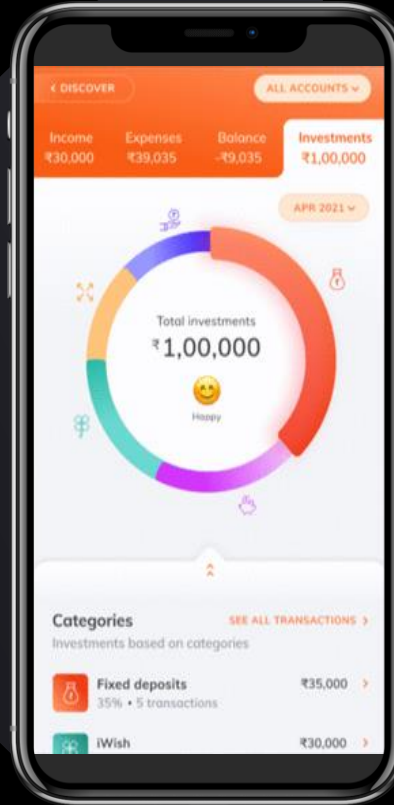
Spends analysis & track cashflows



Adaptive learning – configure your rules



Customised saving & investment nudges



iScore

Aspirational score (More than a credit score)



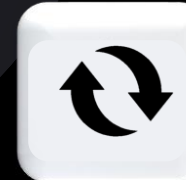
Calculated based on digital & financial footprint



iScore based offerings

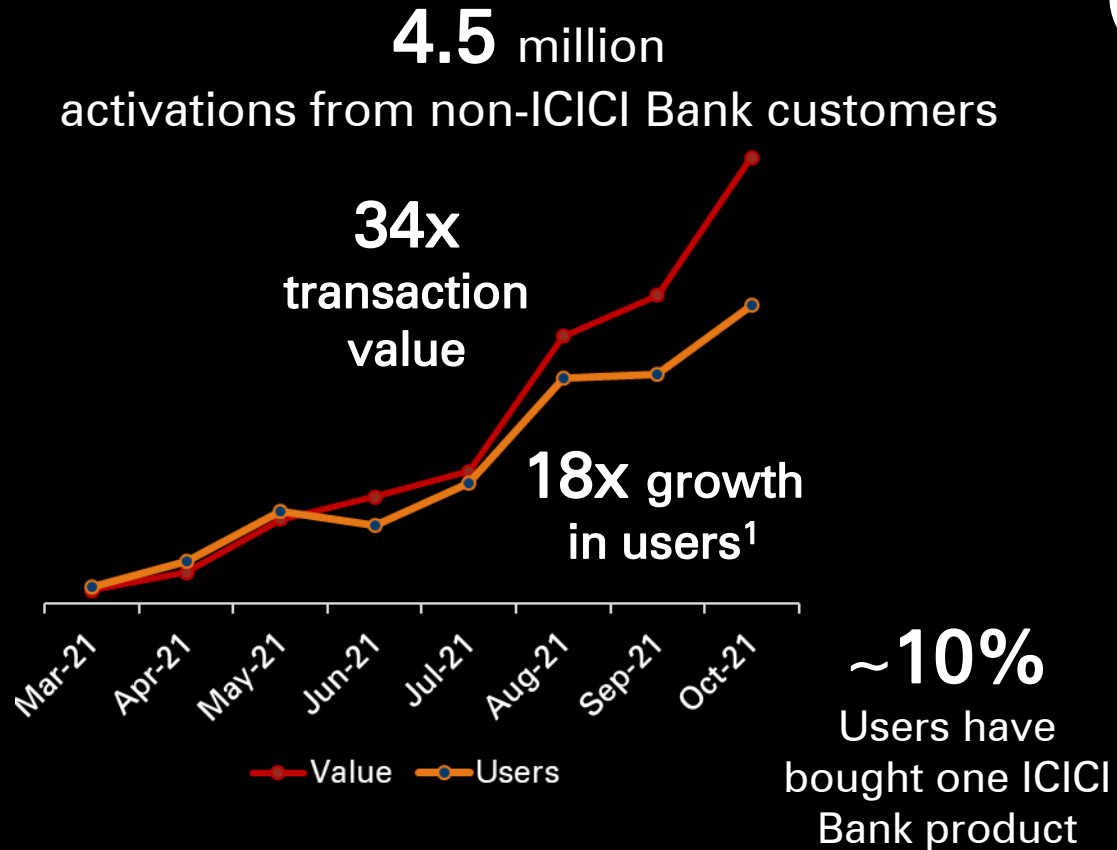


Periodically refreshed for frequent engagement



iMobile Pay - New-to-Bank

Open architecture



Building end-to-end digital journeys from ICICI Bank's digital platforms

1. Represents users who have done at least one financial transaction during the month

Leveraging ecosystem enablers

Video KYC

Powering NTB journeys across all products



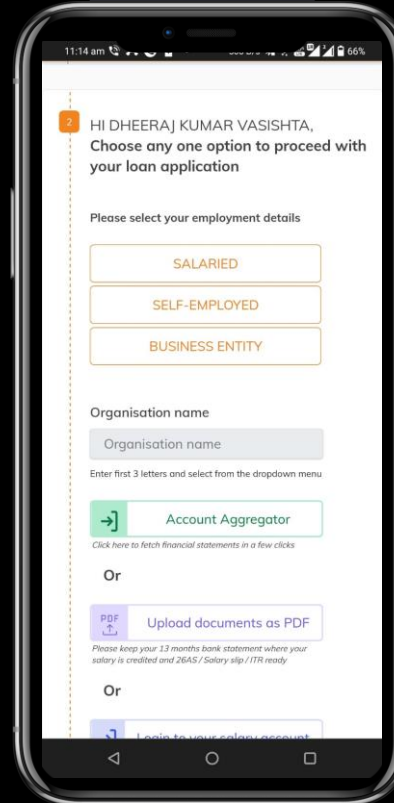
Modular connectivity



One KYC & reusability across assets



Improved reach to remote customers



Account aggregator



ICICI Bank to act as FIP & FIU¹



Plug-and-play model



Enabling quick & simple onboarding



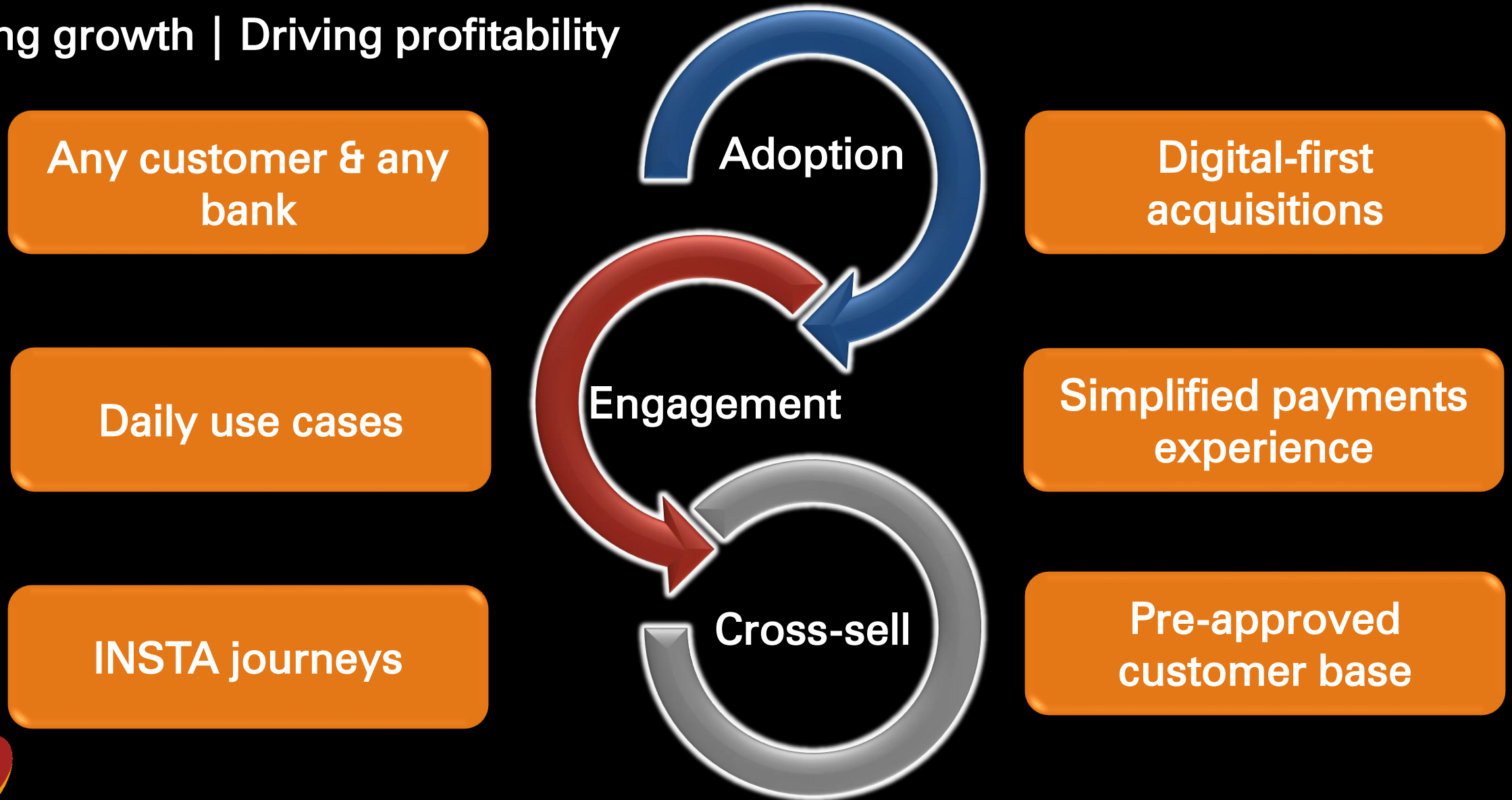
Applicable for any credit product



1. Financial information provider and financial information user

Digital platforms

Driving growth | Driving profitability



Scaling up the franchise through platforms and solutions

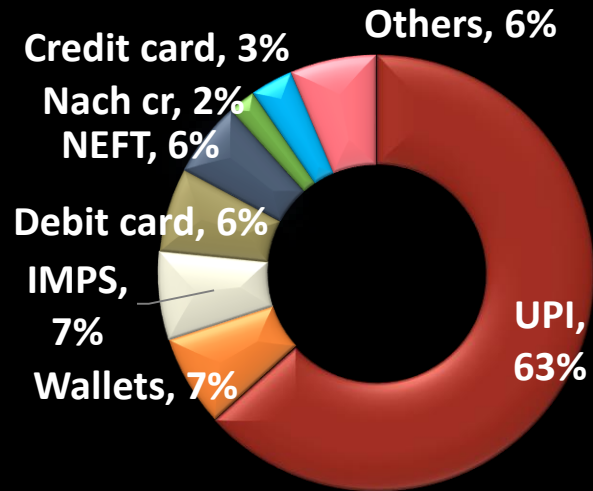


Digital Payments – UPI PSP

Leading the digital payments wave

Retail payments¹ (Market)

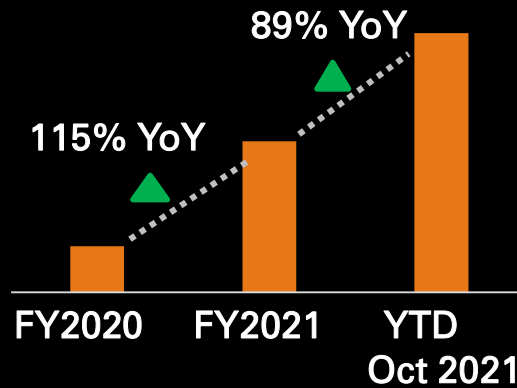
UPI volume: 5.7 bn (Sep 2021)



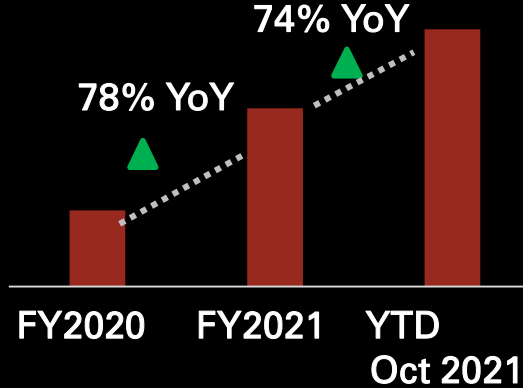
- Share of UPI up to 63% in Sep 2021 from 49% in Sep 2020

Average monthly transactions count

ICICI Bank - UPI



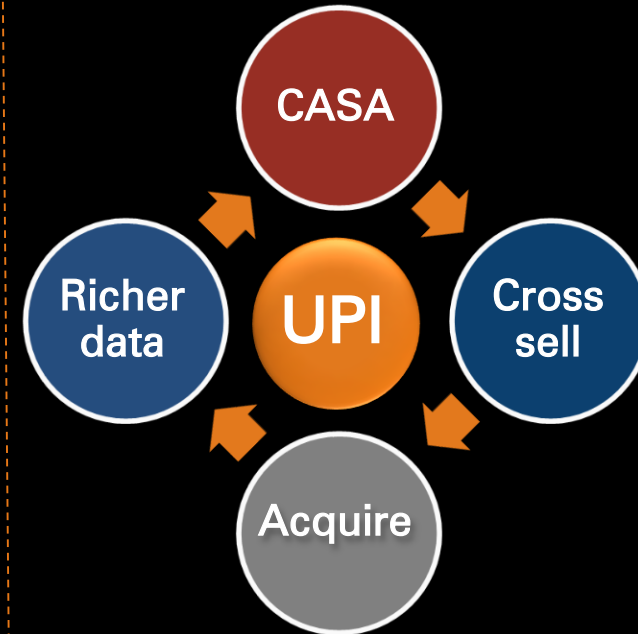
UPI market



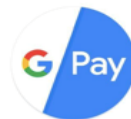
Growing faster than the market

- 12% market share by volume in Oct 2021 (+1% YoY)

Approach



Key clients



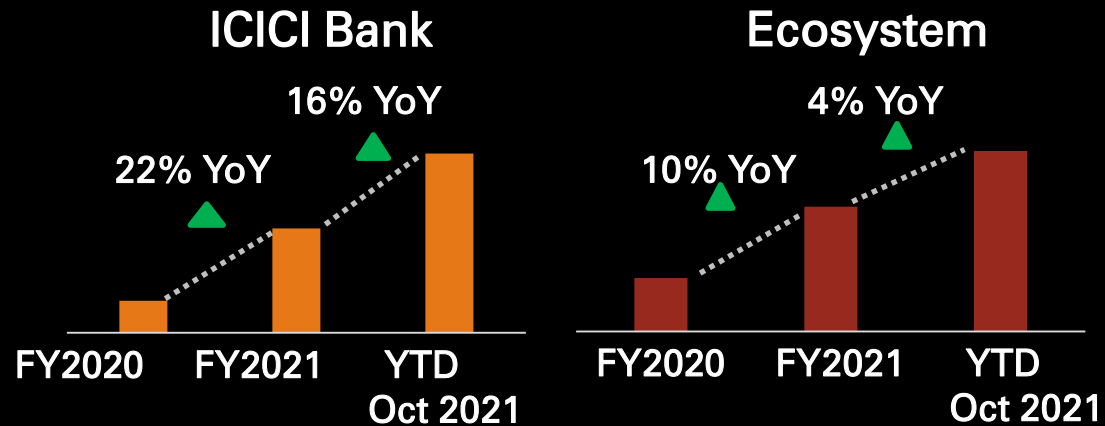
PSP: Payment service provider

1. Source: RBI

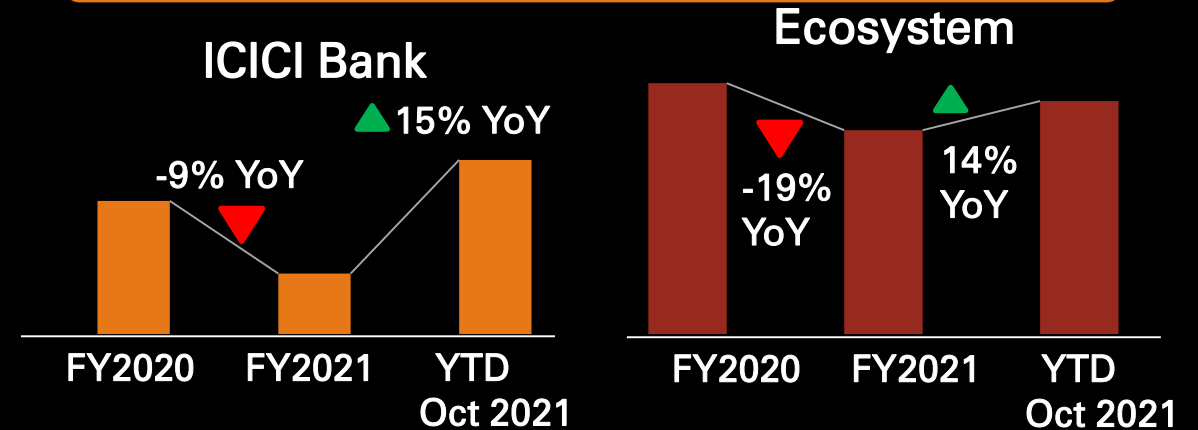
▲ Represents growth in average monthly transactions count

Digital payments - NEFT & RTGS

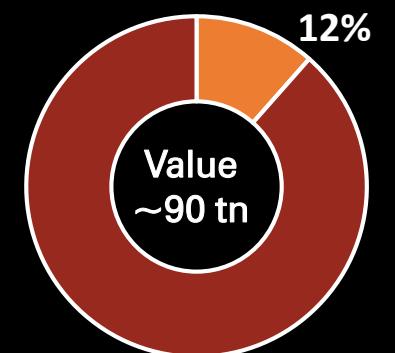
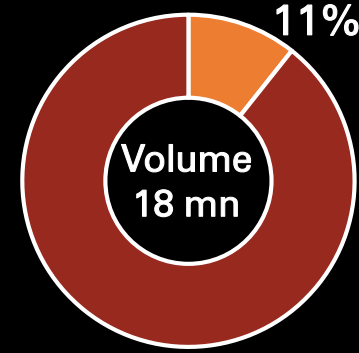
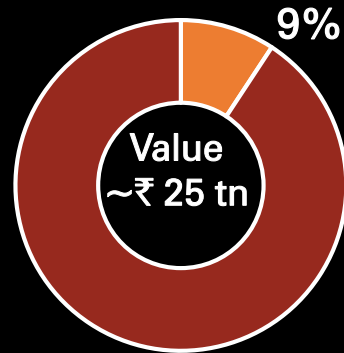
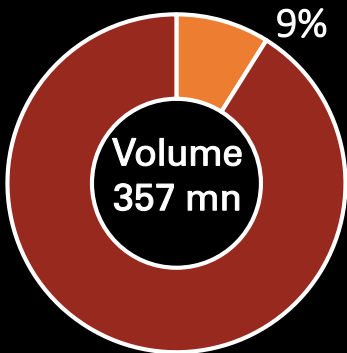
NEFT^{1,2}: average monthly transactions value



RTGS^{1,2}: Average monthly transactions value



Market share of ICICI Bank (Oct 2021)



- Growing faster than ecosystem

- ~1% YoY gain in market share (by value)

- Leveraging higher adoption of digital channels

- Offering innovative payments solutions to ecosystem

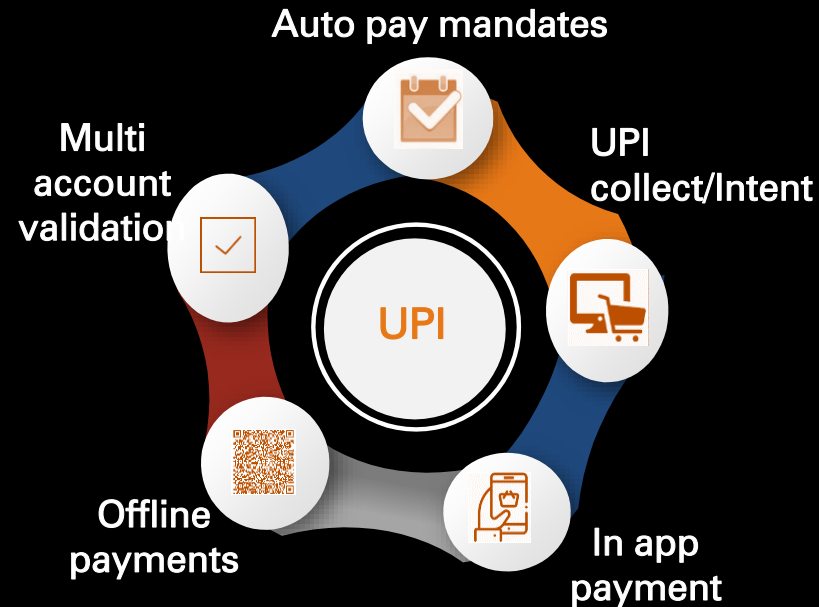


1. Represents outward transactions 2. Source: RBI

▲ Represents growth in average monthly transactions value

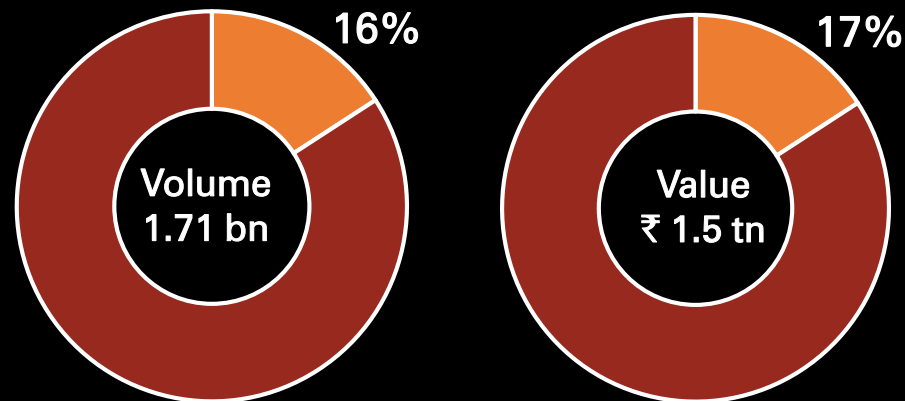
Digital payments - UPI acquiring business

Collection solutions



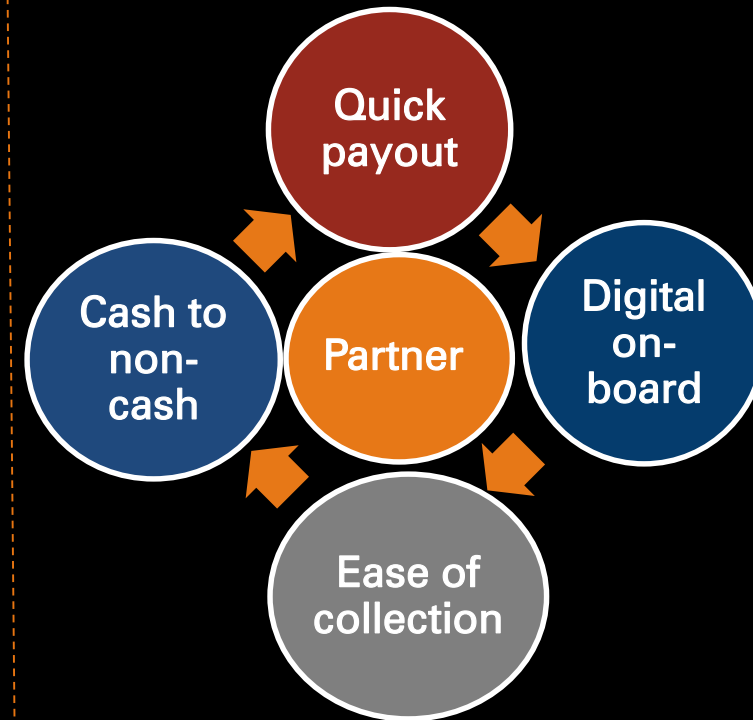
Highlights

Market share of ICICI Bank (Oct 2021)

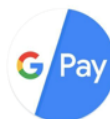


- 2x growth in value of UPI transactions in Oct 2021 over Mar 2021
- ₹ 250+ bn value of throughput in Oct 2021
- Gain of ~1% in market share (by value) from Mar 2021

Benefit



Key clients

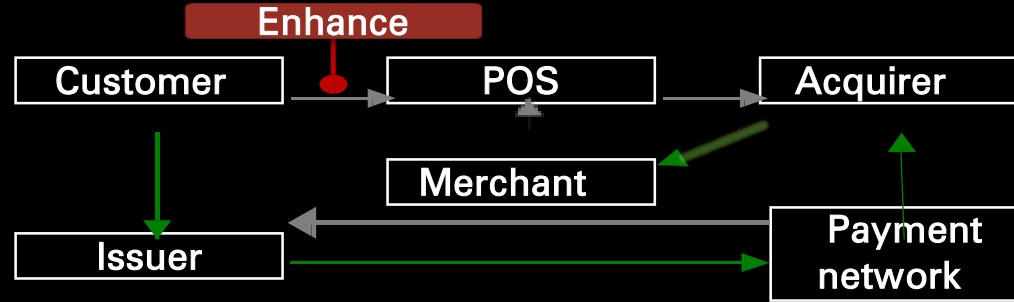


Payment & collection solutions

Mode

Open-loop mobile payment solutions

Architecture

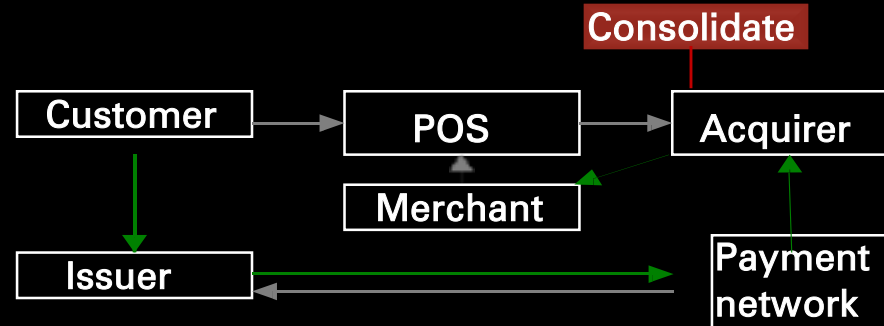


Platforms



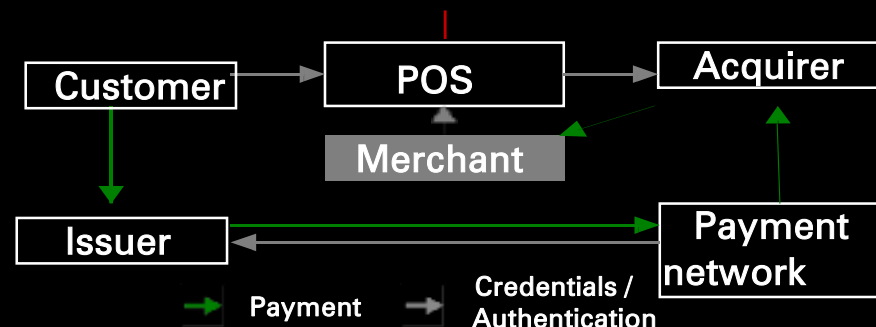
Credit cards
Debit cards
Net banking

Closed/semi-closed mobile payment solutions



Integrated merchant payment solution

Replace, complement or enhance



Digital Store Management



API enabling banking & payments



Reimagining payments and banking through API portal

- DIY platform
- Product journeys for easy understanding
- Reduced TAT in product design

Partner use cases

- Instant credit line for new to bank customer
- Dynamic VPA¹ solutions
- Composite API for payments



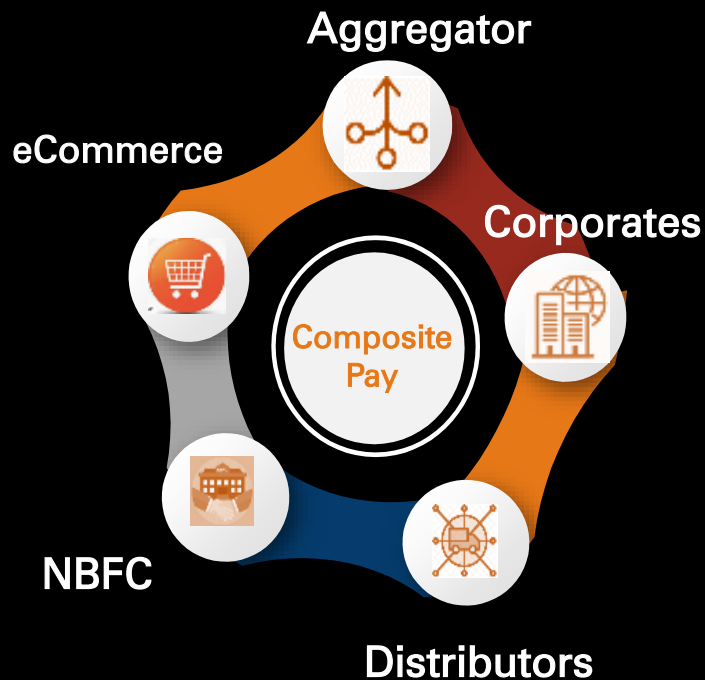
400+ APIs and 15 product journeys listed on the portal

1. Virtual payment address

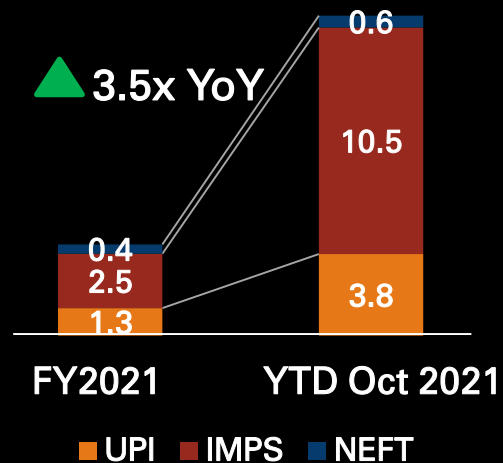
Composite Pay

API led Payment solution

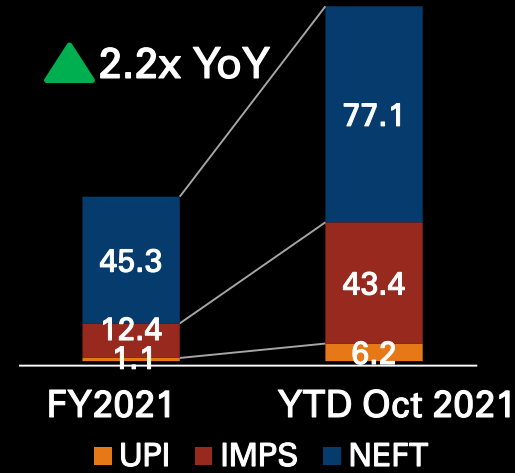
Payout solutions



Average monthly count (mn)

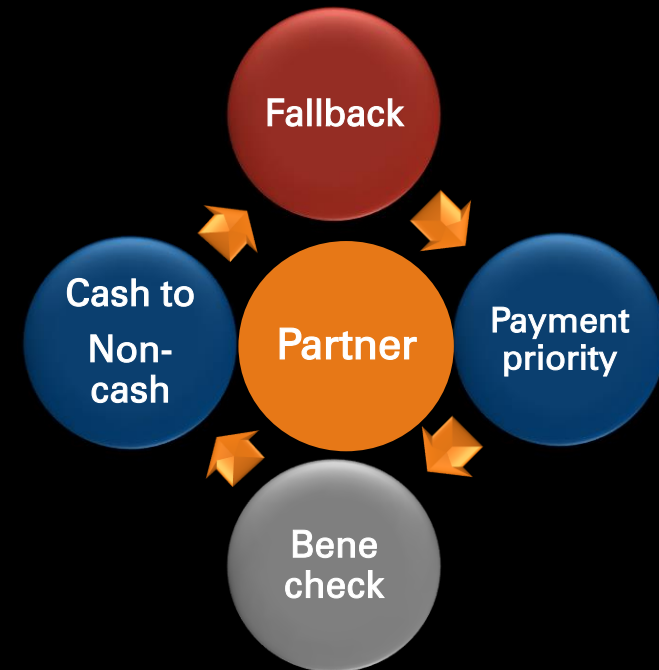


Average monthly value (₹ bn)



- One integration for all payment modes: UPI, IMPS, NEFT & RTGS
- 4x value throughput (Oct 2021 over Oct 2020)

Benefit



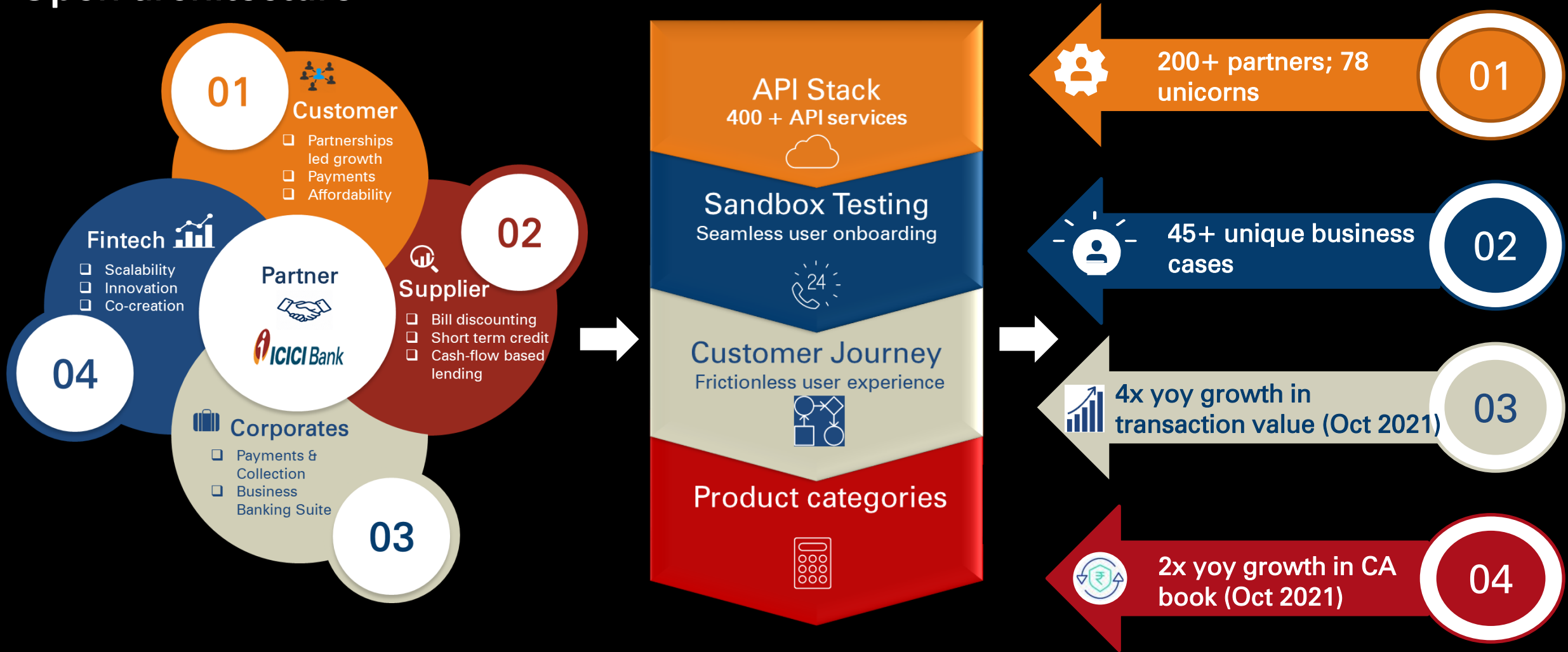
Key clients



▲ Represents growth in average monthly count/value

Digital partnerships & co-creation

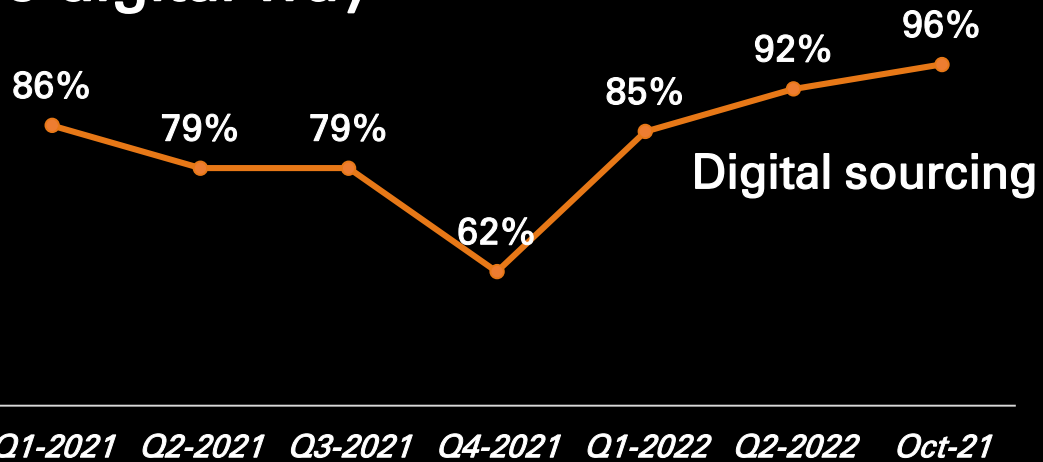
Open architecture



360° banking | Supply chain solutions | Ecosystem engagement

Credit cards acquisition

The digital way



100%

Digital sourcing¹ starting Nov 1, 2021



Increased preapproved base using AI & ML

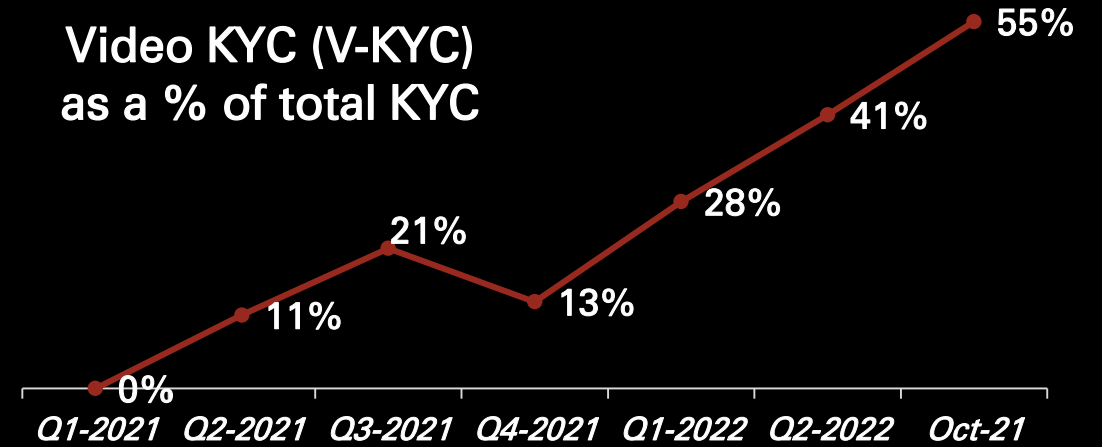


26%² customers given cards through insta flow



28%² NTB³ customers given cards within 30 mins

Video KYC (V-KYC) as a % of total KYC



1st Bank to start V-KYC for unsecured products



Consistent scale-up in acquisition via V-KYC



Wider location coverage for sourcing

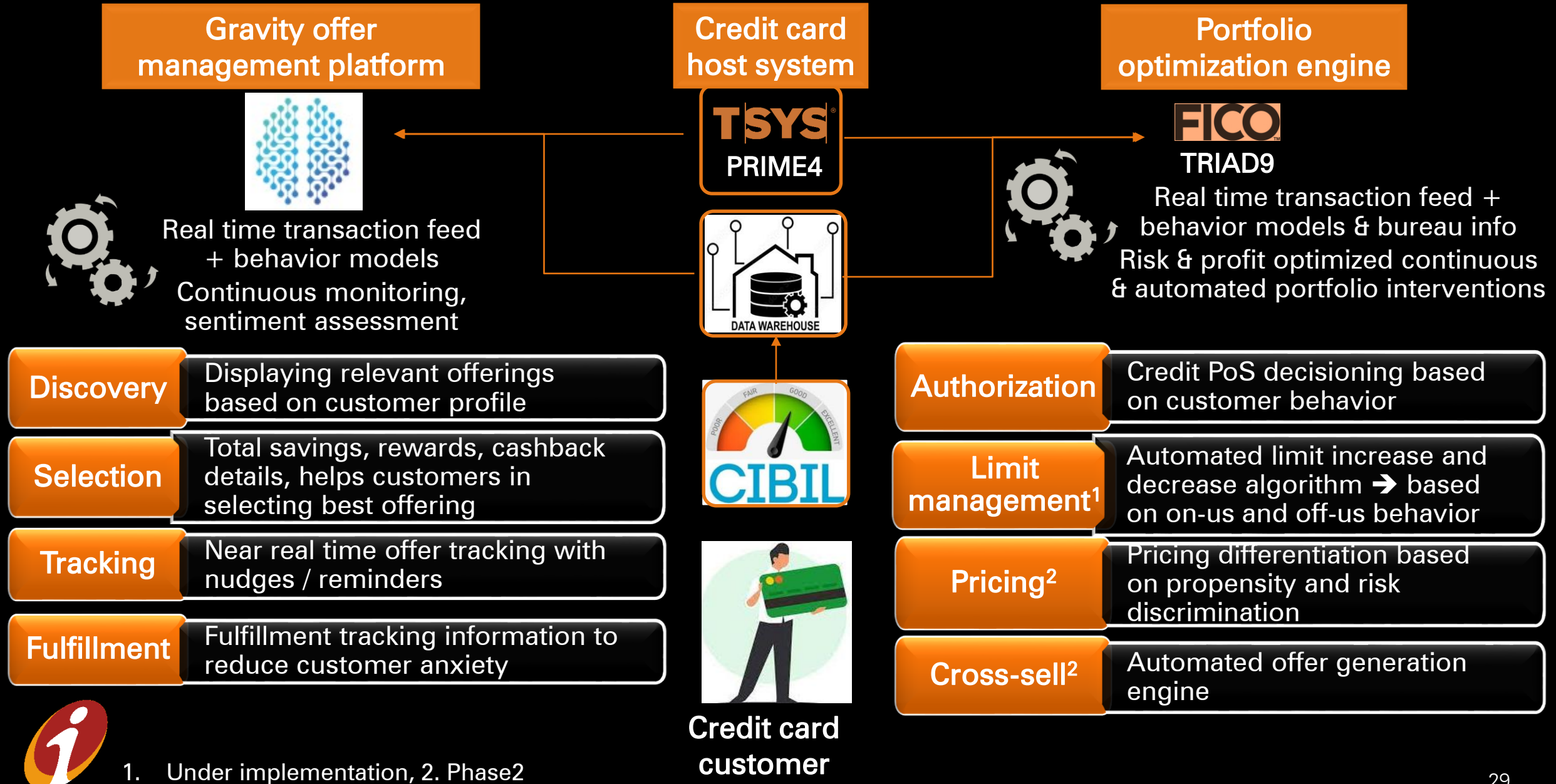


55%+ NTB³ customers sourced through V-KYC

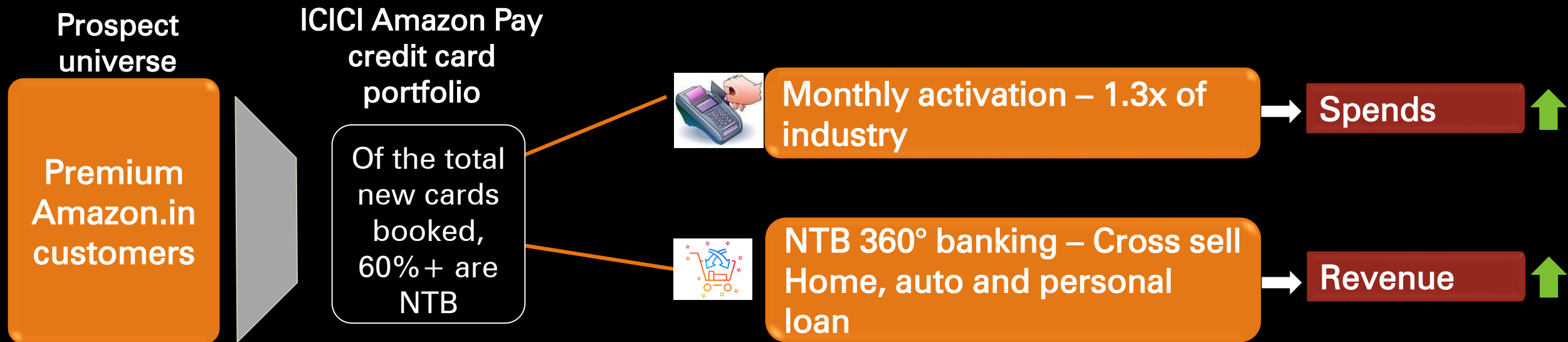
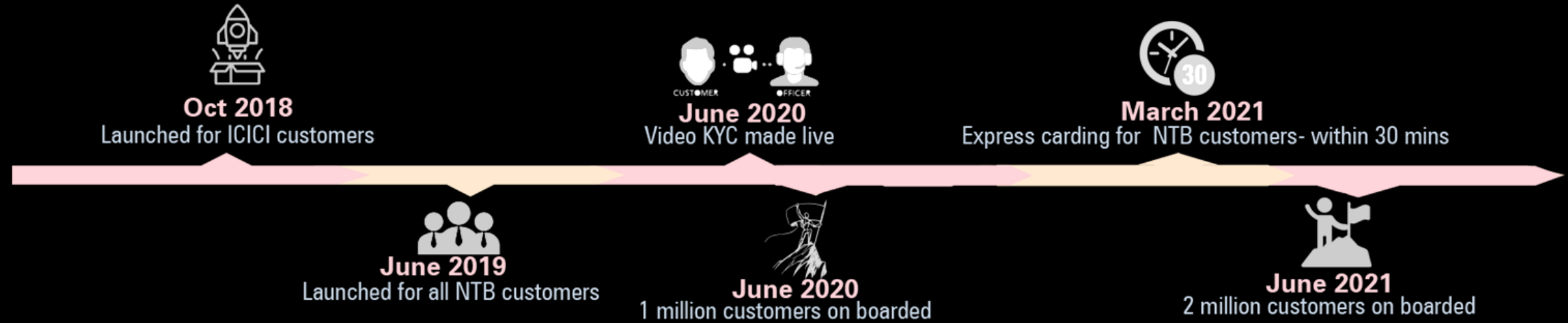


1. Includes insta (fully self-serviced) and digitally processed and physically assisted
2. For Oct 2021
3. NTB: New to Bank

Real time, contextual & automated portfolio management



Amazon Pay ICICI Bank credit card journey



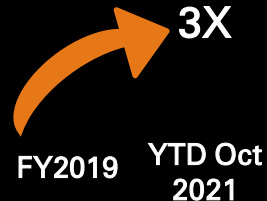
Building commercial card solutions through partnerships

Corporate T&E¹



- Accounting system
- Travel management
- Expense management

Insurance automation



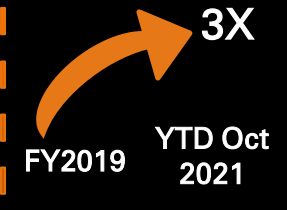
- End-to-end integration
- Reconciliation
- Cashback

Statutory payments



- Industry 1st API based process
- GST & Other taxes
- Process streamlining

Vendor payments



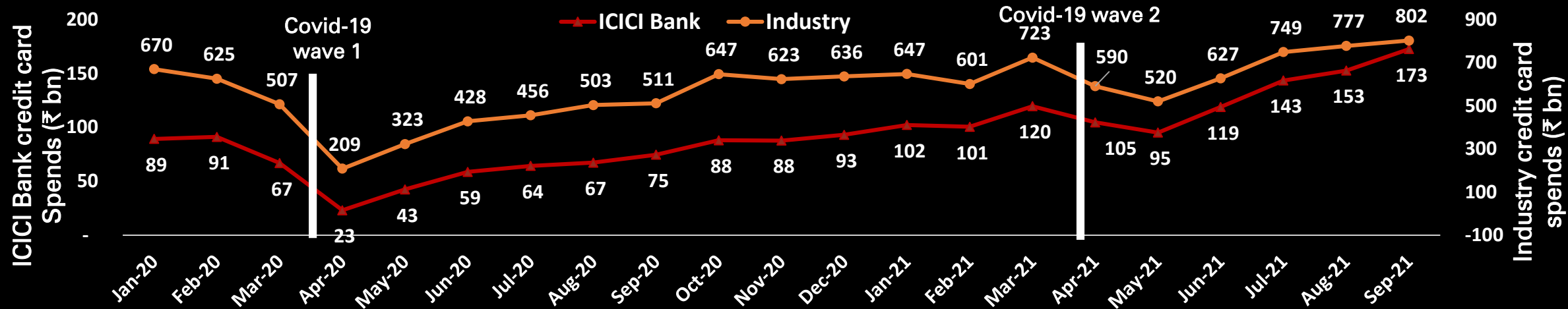
- Corporate portal
- Invoice discounting
- Ease of payment

Expense, control and convenience through commercial cards



1. Corporate travel and expense

Trajectory of credit card spends

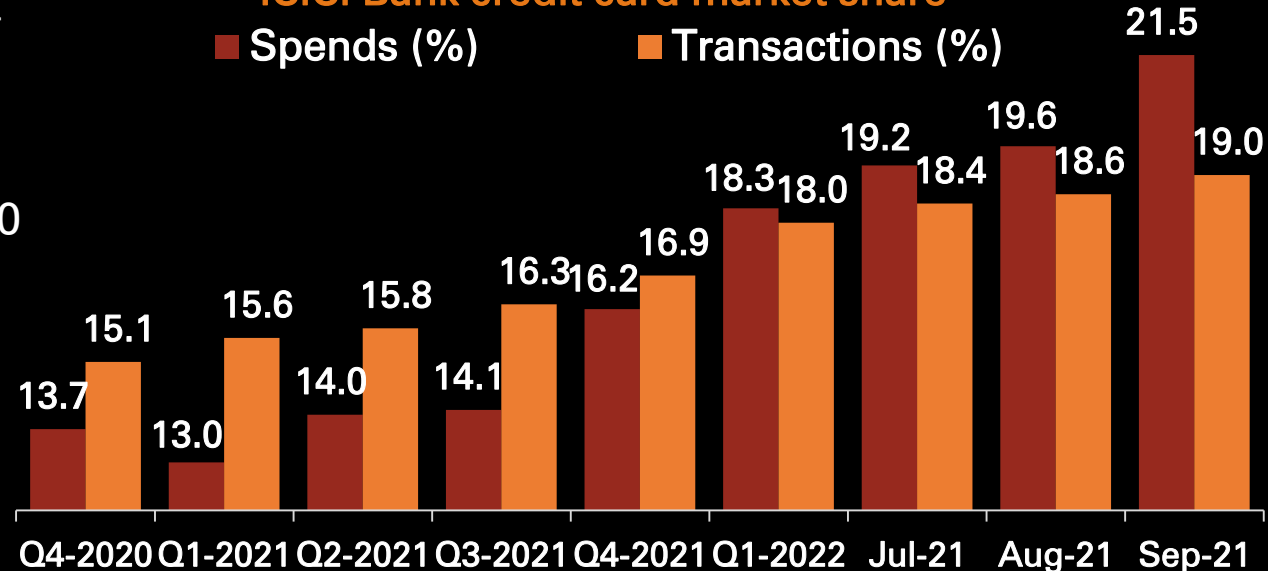


- Credit card industry has been growing consistently for the last few months
- Taking Jan 2020 as the pre-Covid-19 base, ICICI Bank credit card recovery was faster than industry (Dec 2020 compared to Mar 2021)
- Sep 2021 industry spends are 20% higher compared than pre Covid-19 levels; growth in spends for ICICI Bank credit card during the same period was 93%

ICICI Bank credit card market share¹

■ Spends (%)

■ Transactions (%)



1. Source: RBI



Leveraging alternate use case & digital partnerships

Toll



- ✓ Robust growth in all metrics
- ✓ Overall spends at 162% of pre-Covid benchmark
- ✓ Growth in spends: 90%¹
- ✓ Growth in sourcing: 292%¹

Fuel payment



- ✓ Fuel/CNG payments on FASTag LIVE at IOCL, HPCL & BPCL
- ✓ Seamless, touchless, cashless payment mode



Parking payment



- ✓ Pay for parking at Airports, Malls, SEZs, Hospitals & more
- ✓ Deployed for controlled access management at plants & offices



Digital partnerships



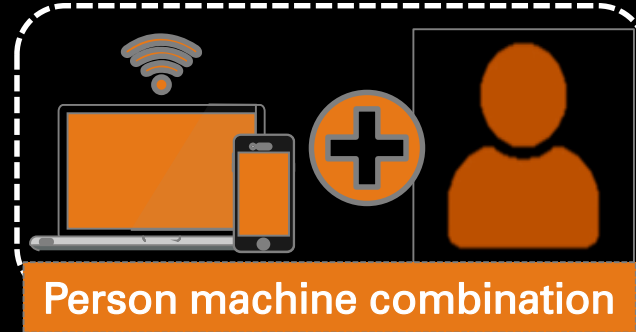
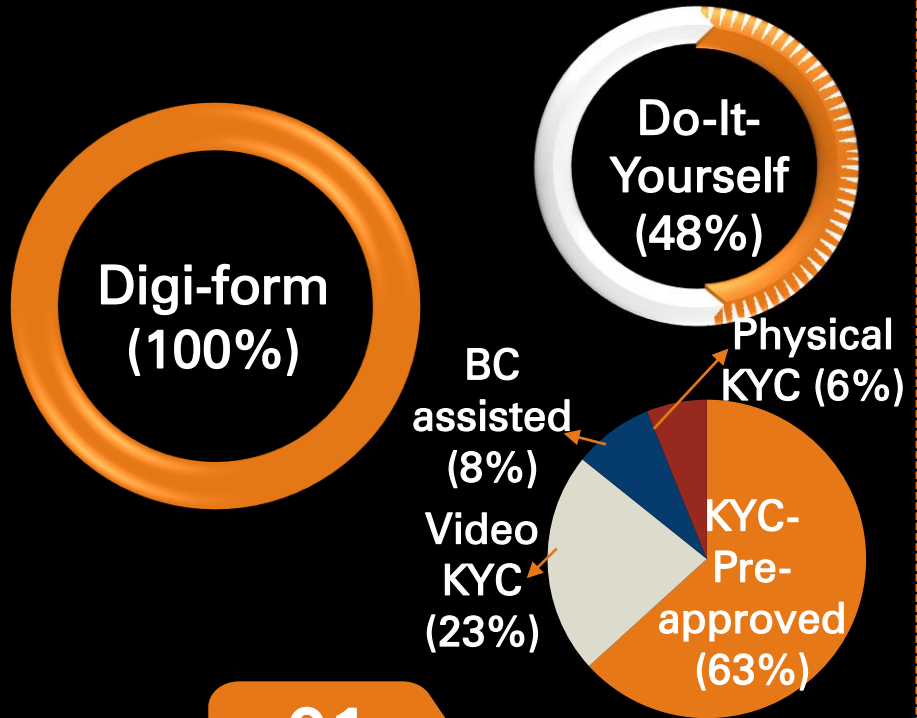
- ✓ Digital partnership led acquisition – Google & PhonePe live
- ✓ Only Bank to successfully integrate with marquee brands
- ✓ Fully digital journey



1. H1-2022 over H1-2021

Personal loans

Digitisation at every stage



Person machine combination

- Insta PL – 38%¹ cases
- Express approval in 30 minutes
- ETB customers – 73%¹
- Hard reject algorithm



53%

e-NACH setup %



56%

Swift disbursement%

01

Loan application login



- Seamless onboarding
- No contact digital documentation, KYC

02

Credit underwriting



- BRE and algorithms based underwriting with manual intervention

03

Swift disbursement



- Digital mandate payment setup
- E-agreement execution



1. For Oct 2021
BRE = Business Rule Engine

Scaling up the franchise through platforms and solutions



All encompassing product suite

Channels



CIB
&
InstaBIZ



RIB
&
iMobile
Pay

Phygital

Segment

Corporate
Large
Medium
MSME

Individual
Resident
Non-resident

Forex flows

Derivatives

Bullion

NDF³

Bonds

Remittance

Forex Prepaid Card

Investment

Foreign Currency

Sovereign Gold Bond

Key metrics



Volume¹ 51% ↑



Market share²
6.2% to 6.8% ↑



Prime league
table for bonds



3,300+ forex
branches



24X5
Availability



1. Volume of forex flows, growth in H1-2022 over H1-2021
2. Market share of forex flows from Q1-2021 to Q1-2022; source: RBI
3. Non-deliverable forward

Enhanced Customer Experience

Scalability with Suitability



Intelligence everywhere...

Value for customer

ATTRIBUTES



Expert insights based on detailed reports and market analysis



Latest news, market events calendar, videos, podcasts



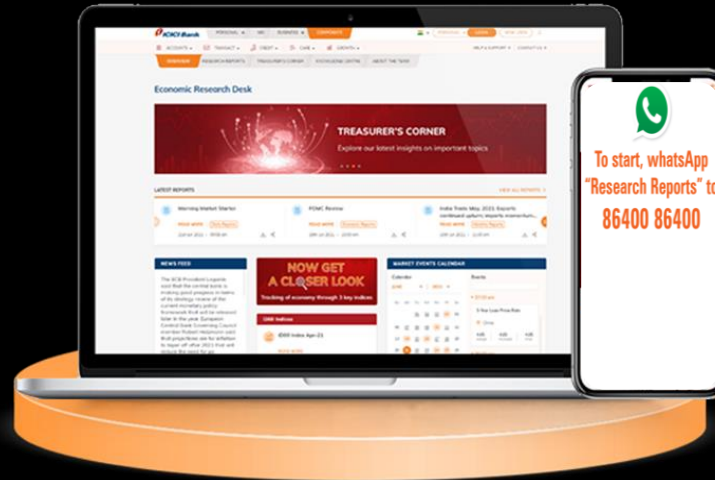
Available for customers and new to bank customers



Easy access on WhatsApp

Digital onboarding for hedging customers

Economic Research Portal



OUTCOMES



Comprehensive research coverage



Informed decision making



Personalized and targeted responses to queries



Moving from push based to pull based

Customer experience

Engage

Execute

Delight

Scalability

Pre trade

At trade

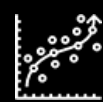
Post trade



Platforms: Technology meets business

Corporate

ATTRIBUTES



FXOnline
Live streaming rates



FX Markets
Single click execution for large corporates



Forex on the Move
Deal booking on-the-go;
Introduced forwards



Business FX
Seamless forex enabled international payments



OUTCOMES



Integrated workflow



Dedicated treasury access on InstaBIZ



Real-time deal booking



Speed with scale



Live position blotter



Auto SWIFT generation



Customer experience

Engage

Execute

Delight

Scalability

Pre trade

At trade

Post trade

Platforms: Technology meets business

Individual

ATTRIBUTES

Forex Prepaid Card

Online issuance with real time Reload and Refund

Money to World (M2W)

24x7 Overseas fund transfer offering 21 currencies

Money to India (M2I)

Send money from anywhere

Sovereign Gold Bond (SGB)

Alternative to investment in physical gold



OUTCOMES



Virtual card with manage control features



Insta forex retail platform for non-account holders



M2W coming soon on iMobile Pay



Stage wise tracking of funds sent to India



Enabling SGB on CIB & InstaBIZ

Customer experience

Engage

Execute

Delight

Scalability

Pre trade

At trade

Post trade



Digitally yours...

Banking at your doorstep

ATTRIBUTES



iTreasury

Covers entire trade life-cycle



Integration with deal booking platforms



Digitized document management



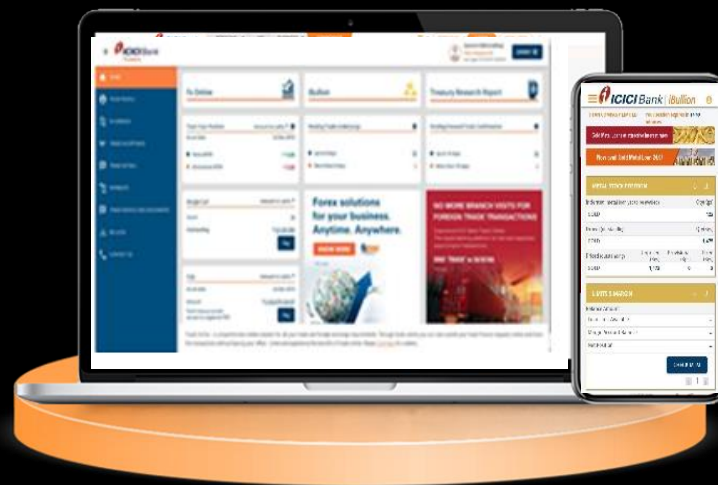
iBullion

One view dashboard

Outstanding metal positions



Self-service module



OUTCOMES



Quick access dashboard



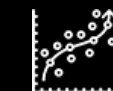
End-to-end workflow Management



Unified interface for customers & RMs



Enables cross sell of treasury products



Seamless navigation

Customer experience

Engage

Execute

Delight

Scalability

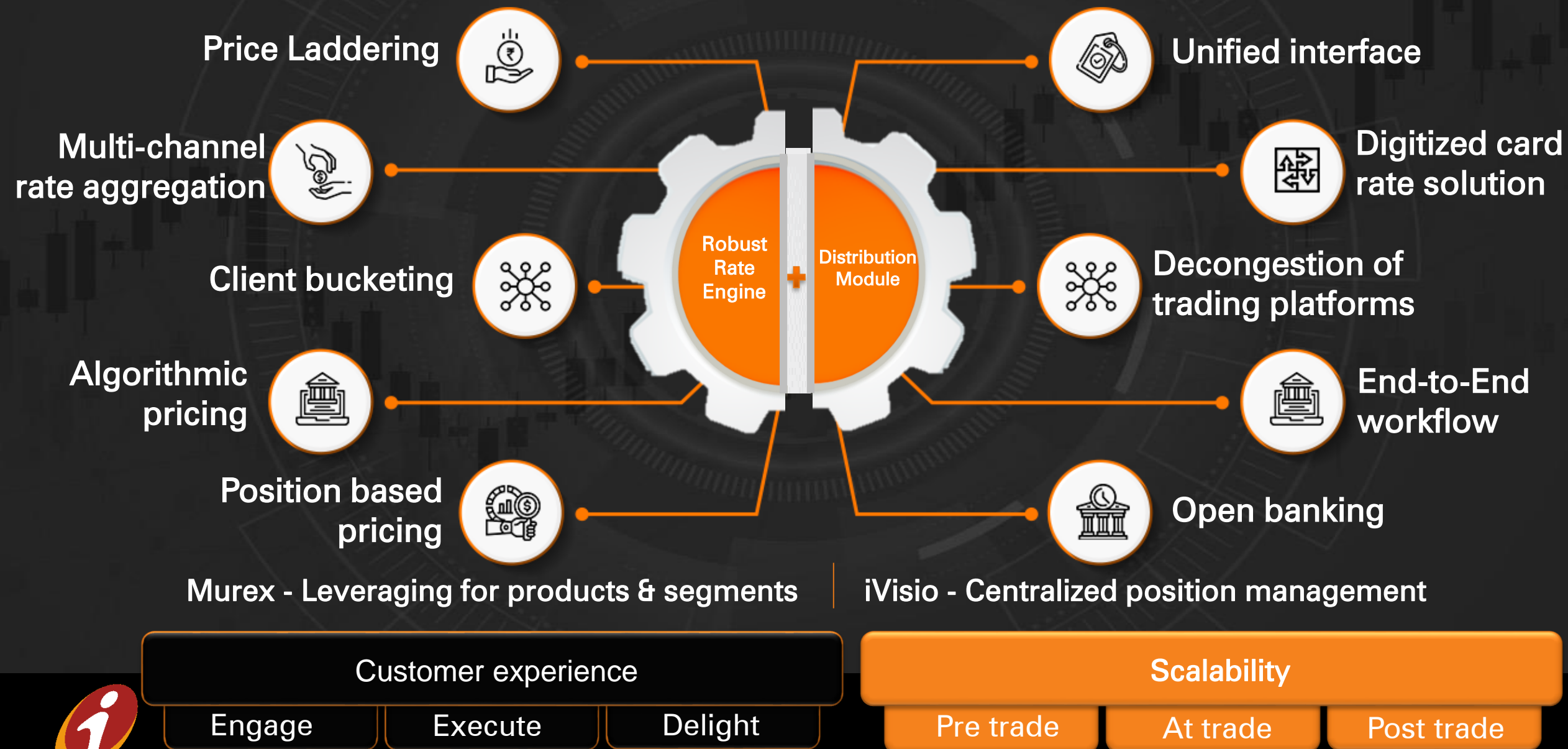
Pre trade

At trade

Post trade



iFRA - Getting Future Ready



Partnering with our customers

Customers



Solutions



Digital adoption¹

42% ↑

Volume

54% ↑

Transactions

41% ↑

Customers

80% ↑

FX income

Industry First

**iBullion
Platform**

**Forex on the
Move**

**Interbank
Swaption Trade**

**First to clear
NDF on LCH**

**SOFR ccy
Swap in India**



ADS: Automated Deal Slip
FLMS: Forex Liquidity Management System
SOFR: Secured Overnight Financing Rate

NDF: Non Deliverable Forward
LCH: London Clearing House

1. Of corporate transacting platforms; growth for H1-2022 over H1-2021

Scaling up the franchise through platforms and solutions



Platforms for wholesale banking



Customers

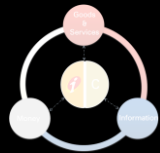
Corporates | Capital Markets | Government |
Financial Institutions | Small & Medium
Enterprises | International Businesses



Problems
we solve



Credit & liquidity
management



Integration money,
goods and info



Interest and FX
management



Strategic
priorities

Omnichannel customer experience
Capturing customer ecosystem opportunity
Efficiency and scalability



Enablers



Distribution



Technology



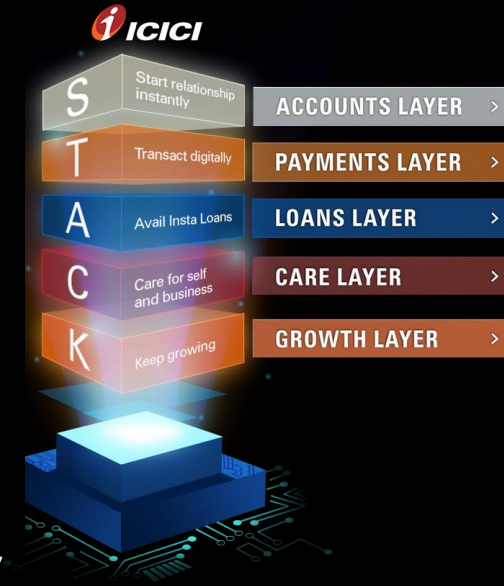
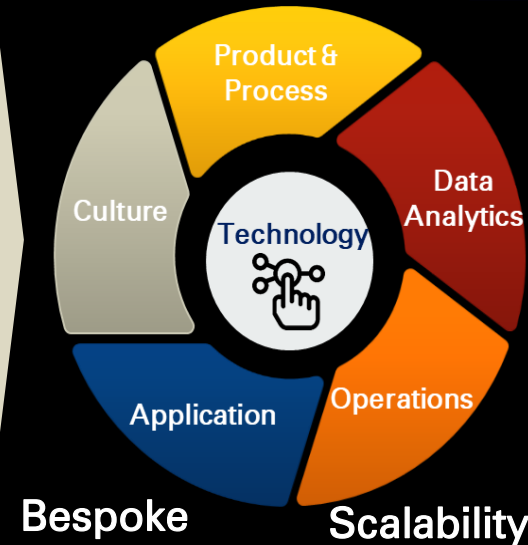
Process



People

Platform view

Customer
experience



**Robust core | Modular | Customization @
scale**



Multiple customer segments



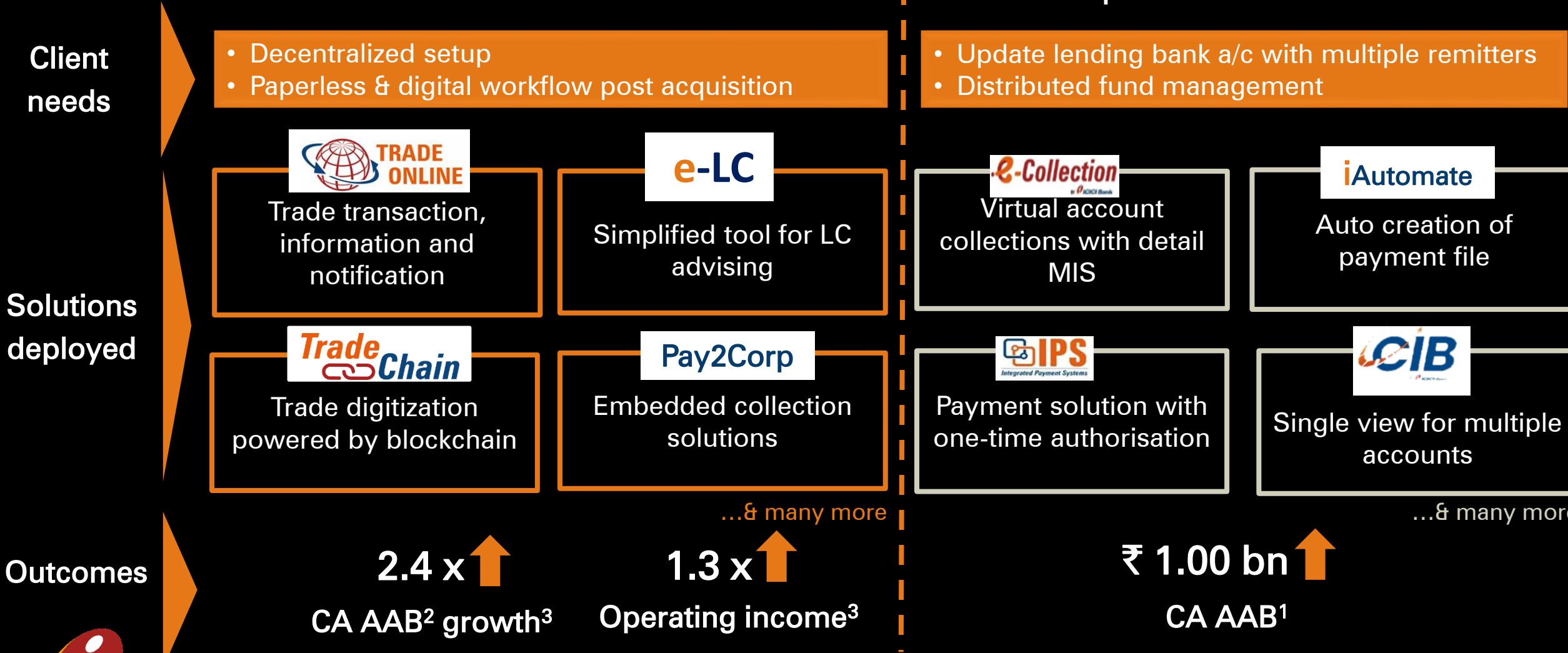
...integrating modular platforms to create bespoke industry solutions

1. Alternate Investment Fund

Deploying modular platforms...

Example 1 : Manufacturing conglomerate

Example 2 : Real estate client



...to create & capture value



1. Q2-2022
2. Annual average balance
3. H1-2022 over H1-2021

Modular platforms for corporates...(1/2)



Enriching online banking experience with a powerful tool

One stop platform - 225+ digital solutions

74%¹ customers are digitally active

48.4% growth in transaction value⁴

Market share in GST flows ~14.5%⁵

Insta OD/FD in 3 simple steps – Select. Accept. Verify

DIY platform for product onboarding

 Tax APIs – GST & direct tax

Multiple biller registration

Transaction, information and notification

50+ products to meet customer needs on the go

1.7x growth³ in volume of transactions

Caters to domestic and cross border needs

Market share in trade flows⁶ ~ 7.5%⁷

Proactive ML based triggers to aid customers

Virtual in-app guidance

API enabled exports

Co-browsing

...delivering customer experience through convenience @ scale



1. Oct 2021 2. YTD Oct 2021 3. H1-2022 over H1-2021 4. Q2-2022 over Q2-2021; 5. H1-2022: 6. source: Ministry of Commerce & Industry, RBI 7. Q2-2022

Modular platforms for corporates...(2/2)



Build & run platform with enhanced AI & analytics capabilities



Client challenges

Manual requirement gathering

Co-ordination with multiple teams

Manual coding and development

Limitation on parallel API onboarding

No visibility to customer on integration



Platform offering



API across collection, payments & trade



Real time customer API designing



Codeless automated development



Automated live deployment



Multiple onboarding / nil wait time



85+



APAC region



...delivering customer experience through convenience @ scale

Example of an ecosystem-Capital market

Stakeholders



Ecosystem challenges

Fragmented process across parties

High TAT for end-to-end fulfillment

Document intensive

Digital onboarding solution

1

Complete digital onboarding platform

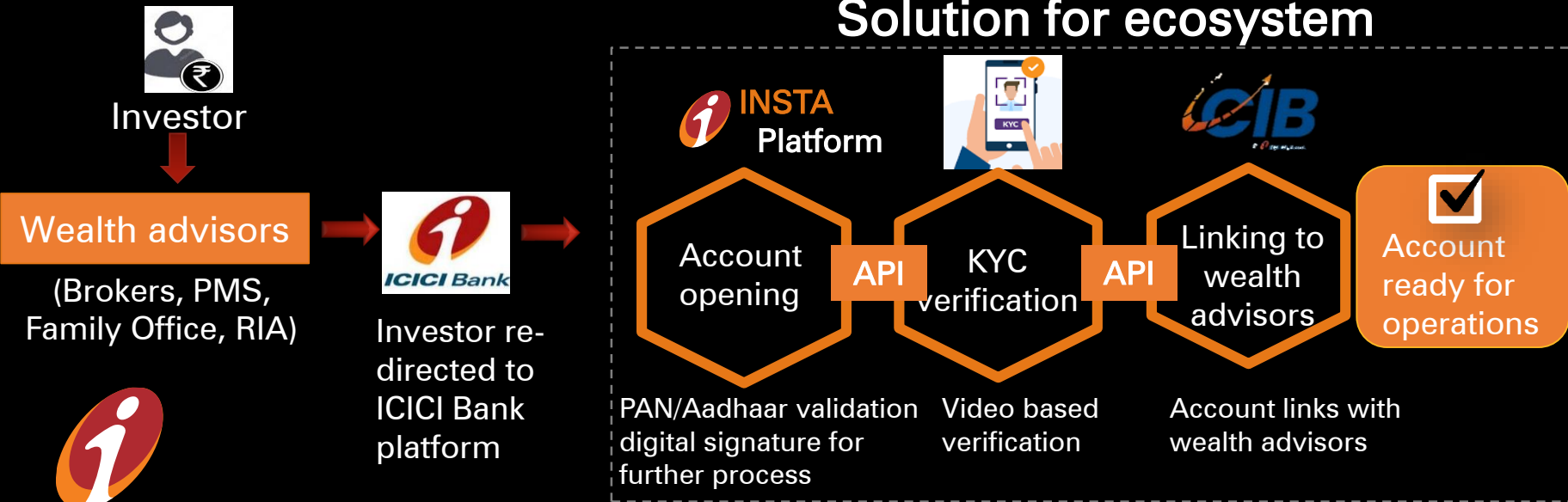
2

Digital interface for operational efficiency

3

Digital authorization

Solution for ecosystem



Outcome

4.1x ↑

Average CA balance growth¹

3.2x ↑

Accounts opened¹

Multiple wealth advisors onboarded

1. YTD Oct 2021 over YTD Oct 2020

Architecting for future

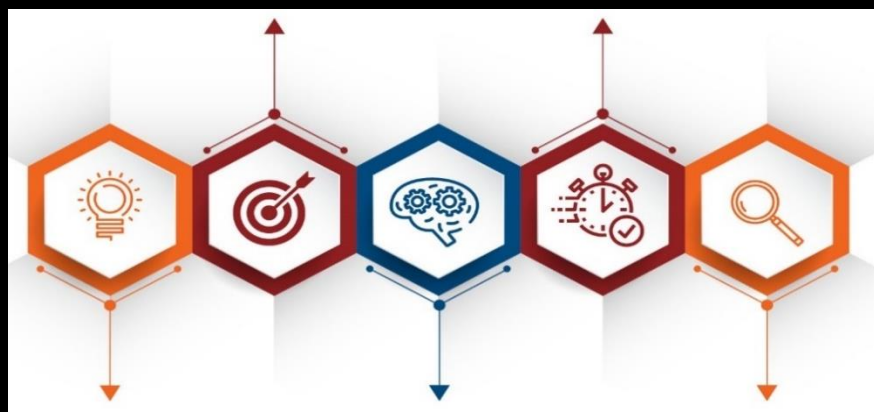
Blockchain

NEW



India's first blockchain based solution -
End-to-end digitization of inland trade

Pricing closure Digital presentation



Digital LC

Repository

Dashboard

Near real time trade
txn execution

Extensive control &
real time data access

4x ↑

Value of LCs
advised¹

2.5x ↑

Volume of LCs
advised¹



1. Q2-2022 over Q2-2021

Building for tomorrow



Digital Finance Supply Chain

A next –gen supply chain finance
solution for corporate ecosystem

Dynamic
discounting

Self-onboarding of
vendor/Dealer
through mobile app

Multiple mode
repayment

ERP integration
through ready to
use APIs



TradeEmerge

One stop platform for
complete trade lifecycle

Latest updates on
regulatory policies

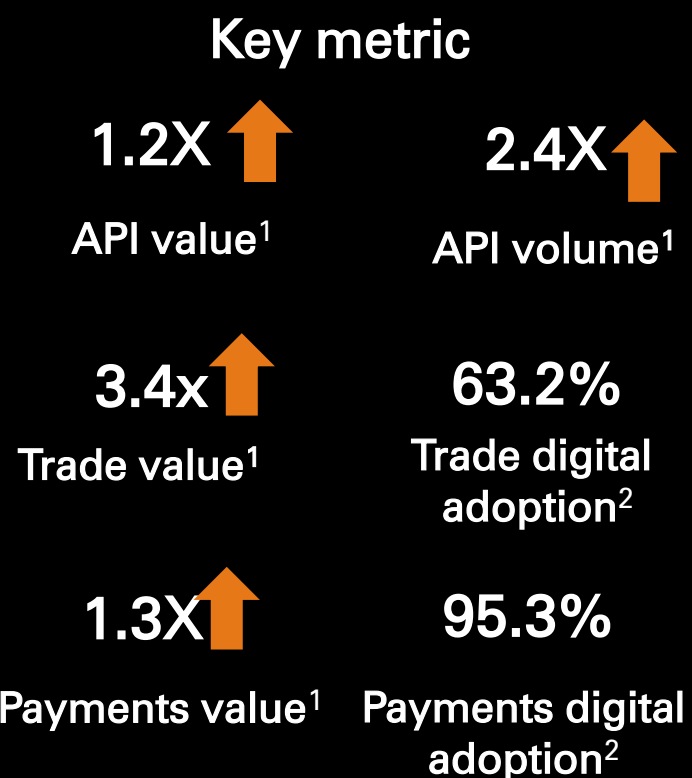
End-to-end digital
logistics management

Partner discovery
and verification

One platform for
customers and non
ICICI Bank customers

Platforms and industry solutions

Driving value



Customers as brand ambassador

Large Steel Conglomerate

"In ICICI Bank, we found the perfect partner for our entire ecosystem... "
- *Head Treasury & Banking*

Pharma Giant

"ICICI Bank has provided us customized solutions for our banking needs.."
- *Chief Financial Officer*

Bicycle Manufacturer

"ICICI Bank has truly transformed banking for us, our group companies & our entire ecosystem."
- *Director*


Awards

IDC 2021
Best in future of Trust, TradeChain

ABF 2021
Best domestic trade finance bank

ET BFSI 2021
Innovative Analytics Implementation Initiative

IBA 2021
Best payment initiative

 1. Q2-2022 over Q2-2021
2. H1-2022

...to deliver risk calibrated core operating profit

Scaling up the franchise through platforms and solutions



Market trends



SMB contributes 40% of GDP in emerging economies



103 Neo banks: 200+ deals between banks & fintech



SMB embracing digital-first
72% have increased online presence



Evolving digital public infrastructure:
Account aggregator, video KYC, e-franking, e-sign, forex on [phone icon], EDPMS¹ IDPMS²



Increased digitization by SMB:
Addition upto USD 216 bn to India's GDP by 2024



Shift towards open architecture & platformisation: OCEN³, ONDC⁴, National logistic portal



1. Export Data Processing & Monitoring System
2. Import Data Processing & Monitoring System
3. Open Credit Enablement Network

4. Open Network Digital Commerce

Source: Medici, CISCO digital index, Sales Force: SMB trends



Comprehensive platforms for small business

InstaBIZ Universal mobile App



Transaction

Lending

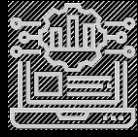
Cross border

Merchant services

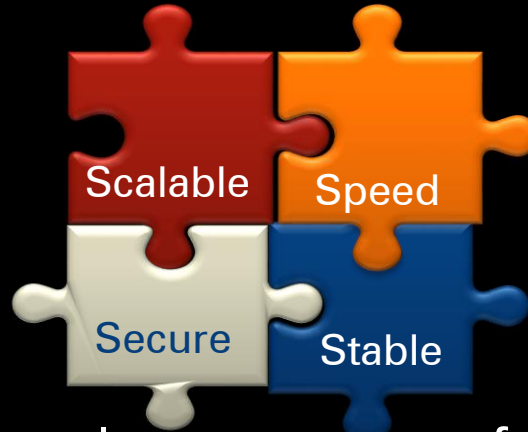
Manage @ Business

Networking

- 24x7, 360° banking
- Manage "Business on the Go"



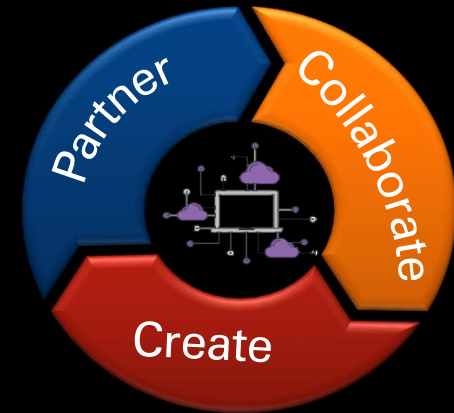
Modular platforms



- Seamless experience for specific segments
- Digitize & decongest process
- Leverage external & internal data markers



BaaS¹



- Collaboration with Fintechs to deploy disruptive solutions
- API stack catering to core and adjunct needs
- Omni-channel experience



1. BaaS: Banking as a Service

Universal App for small business



Total active customers

1 mn+

Payment on digital channel¹

90%

Growth in financial transactions²

1.6x ↑

360° banking

↑ 0.2 mn+³



1. InstaBIZ & corporate internet banking at Oct 2021

2. YTD Oct 2021 over YTD Oct 2020

3. Count of products sold across deposit, lending, trade and payments between Oct 2020 and Oct 2021

Case study

Problem

- Fund shortage in case of delayed payments
- Visit to branches for processing remittance
- Status update of transactions



Customer based out of Jhansi,
*Has both import and export business.
Majorly dealing in imports of chemicals
which is supplied to large corporates*

Solution offered

- Availed InstaOD of ₹ 5.0 million
- Settle inward remittances through InstaBIZ
- Process outward remittance through InstaBIZ

Benefits

Overdraft (OD) – Saves interest cost
Process trade transaction from office premise

I am using InstaBIZ for majority of my transaction through InstaBIZ which saves time for me. InstaOD helped in growth of my business



New to Bank journey: A preview

Extending InstaBIZ to New to Bank customer through DIY journey

Lending



Deposits



Merchant onboarding



Existing customer



DIY journey



New customer

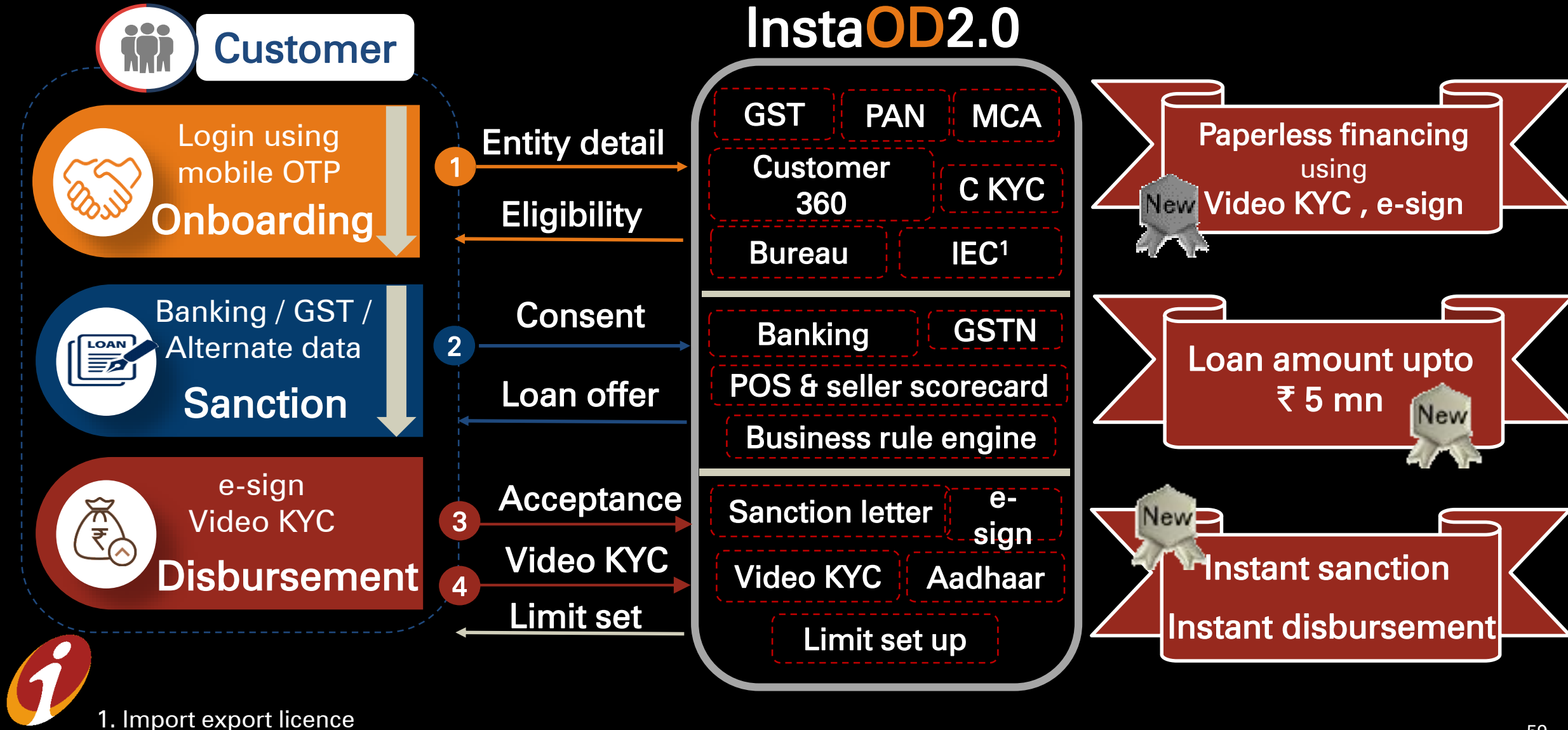


Unleashing higher growth opportunity

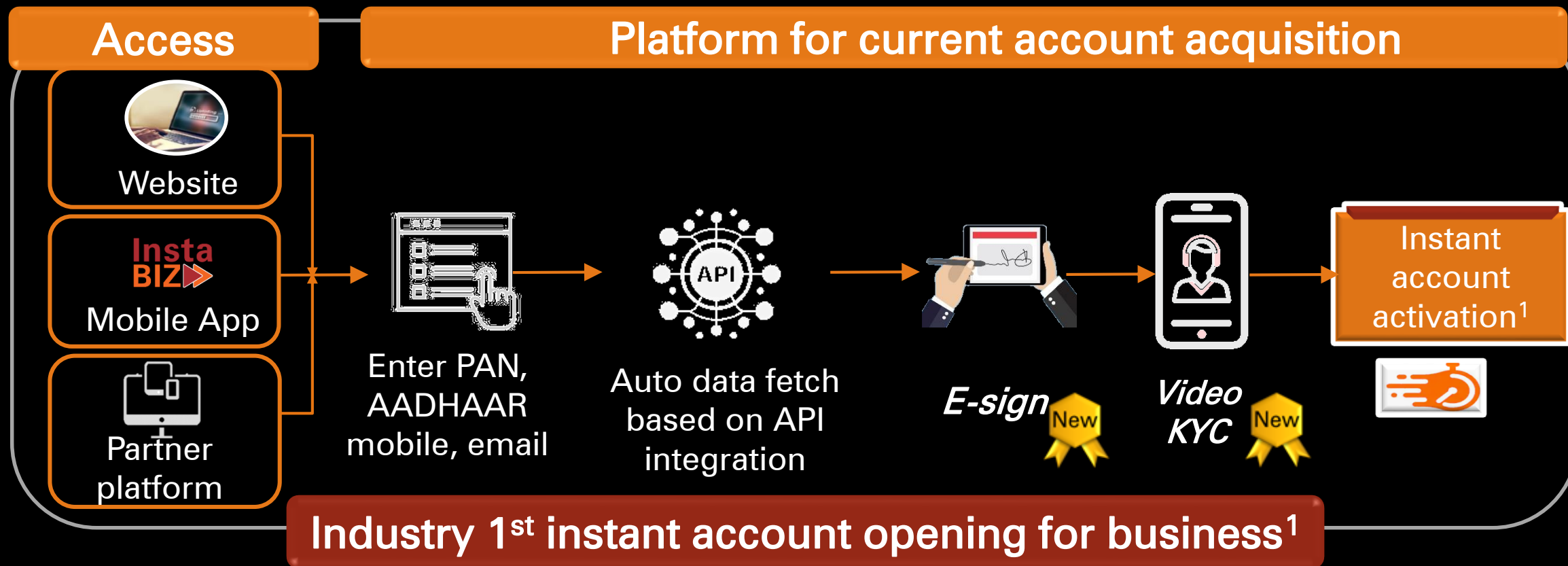


DIY: Do it yourself

InstaOD 2.0: DIY NTB customer journey



InstaCA: DIY customer journey



Key features

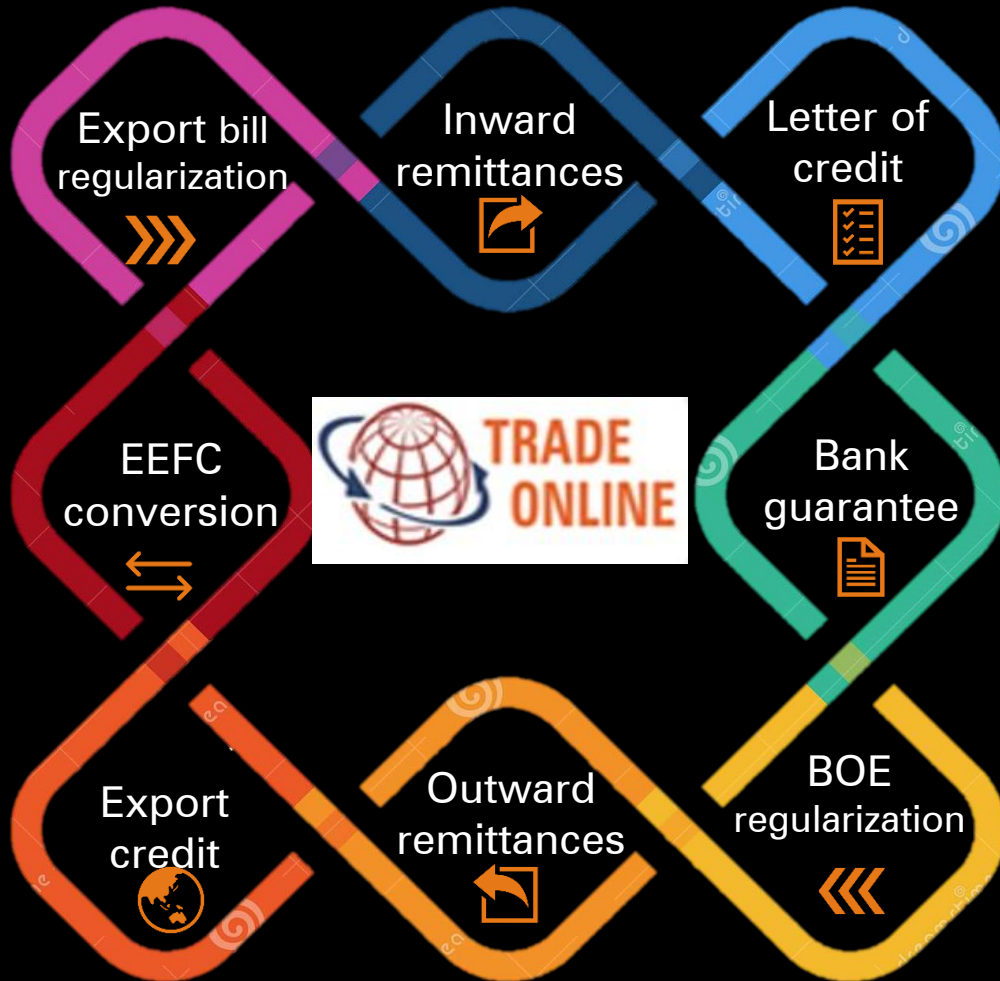
Instant fully operational CA (individual/sole proprietor²)
DIY journey with video KYC across all constitutions
KYC verification through API integration

1. Only for individual & sole proprietorship firm
2. Post successful completion of video KYC

Integrated with 48 partners



Trade Online: Simplifying trade



Comprehensive web based portal for trade

Real time transaction status

Single view trade dashboard

Digital onboarding

ENHANCEMENTS



Export bill realization



Foreign direct investment



Online advices & Swift

FRictionless CUSTOMER JOURNEYS



Smart tips



Co-browsing



63% Adoption



1.5x YoY **↑** in volume



1.3x YoY **↑** in customers

YoY : YTD Oct 2021 over YTD Oct 2020

Trade online: Customer journey

Import remittance



Import bill regularisation



Proposition

Track remittances

Schedule payments

Integrated and intelligent workflow

Bulk upload

Exception handling

Customer benefits

No branch visits

Transact paperless

Faster turnaround time

Audit trail



1. BOE : Bill of entry

Supply chain finance



Benefits



**Renewal/
Enhancement**



**Smart
dashboard**



**Aadhaar based
e-sign**



**Companies
onboarding**



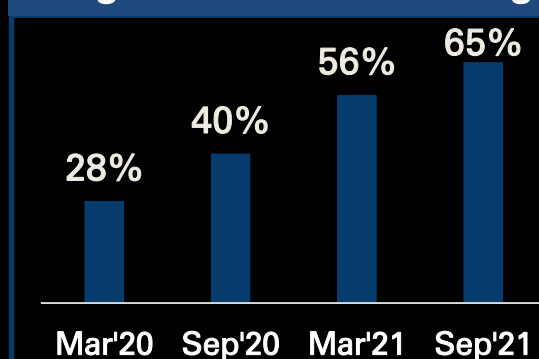
**Building supply
chain ecosystem**



1. In partnership with SAP Technologies/Arteria

Impact

Digital client onboarding



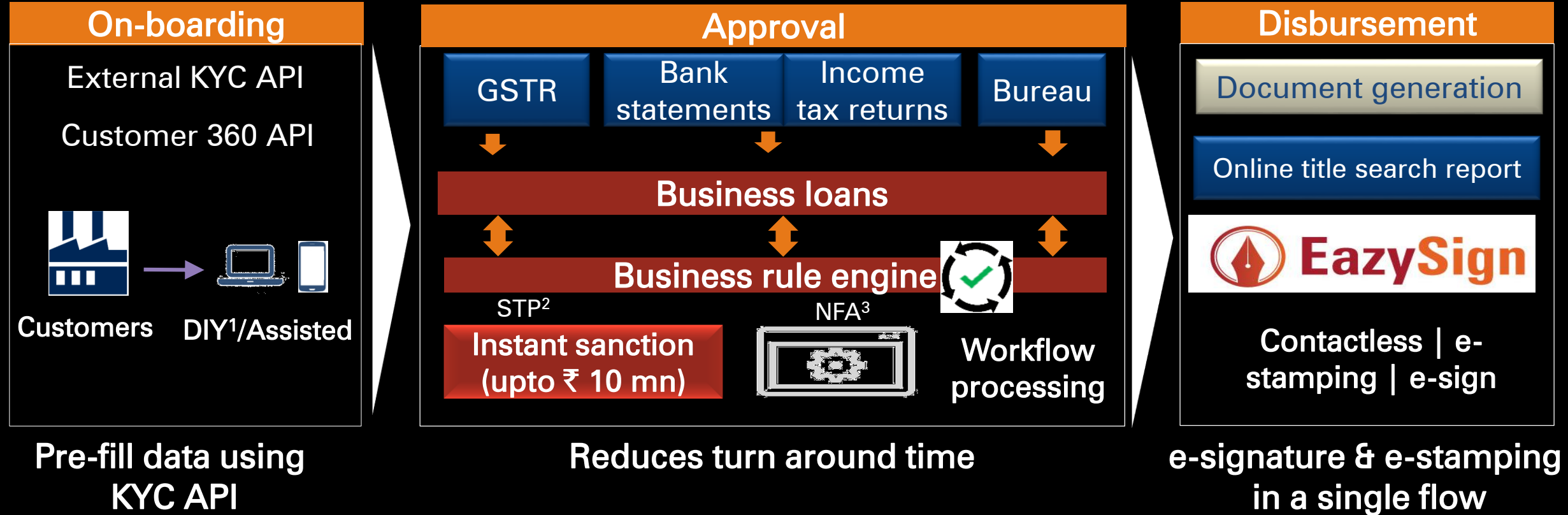
**55% y-o-y² growth
in number of
corporate program**

**76% y-o-y² growth
in outstanding loans³**

2. Sep 2021 over Sep 2020; 3. Includes dealers & vendors through supply chain finance

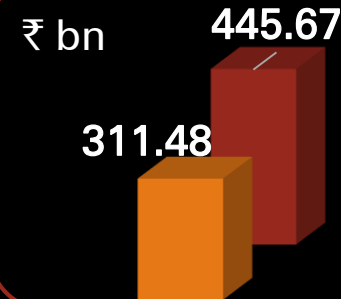
Unified lending journey

BIZ LOANS
Unified Lending Platform



66% Self funding ratio at Sep 2021

72 NPS⁴ for digitally processed cases



↑ **43% y-o-y**
in business banking book

Sep 2020 Sep 2021



1. DIY: Do it yourself 2. STP: Straight through processing 3. NFA: Non-financial authorisation 4. NPS: Net promoter score

Digital credit evaluation



Improved credit decision

Credit underwriting **model**

- **Single program** approach
- **Each** borrower **rated** ~ PD¹
- **Data driven** development
- Overlay of human **judgement**



Faster & predictable delivery

Credit underwriting **process**

- **Credit framework** for assessment
- Digitised & automated **data entry**
- Integration of **existing systems**
- **Prelim PD** for early decision

Workflow automation & digitisation

- **Digital doc. collection**
- **GST & ITR** inputs
- Auto-fill for **renewals**
- Automated **dedupes & EWS³**
- **Online platform** for TSR
- **CAL²** automation
- **e-signing & e-stamping**
- **Web based** data entry

Impact

₹ bn

Sep 2021

Sep 2020

233.41

331.40

42% y-o-y
in **SME book**

64% Self funding ratio at Sep 2021

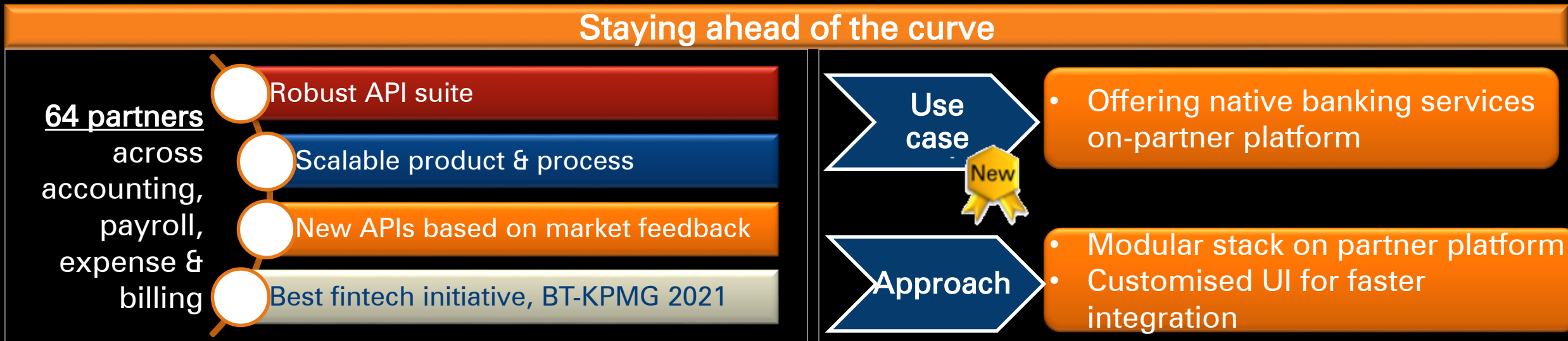
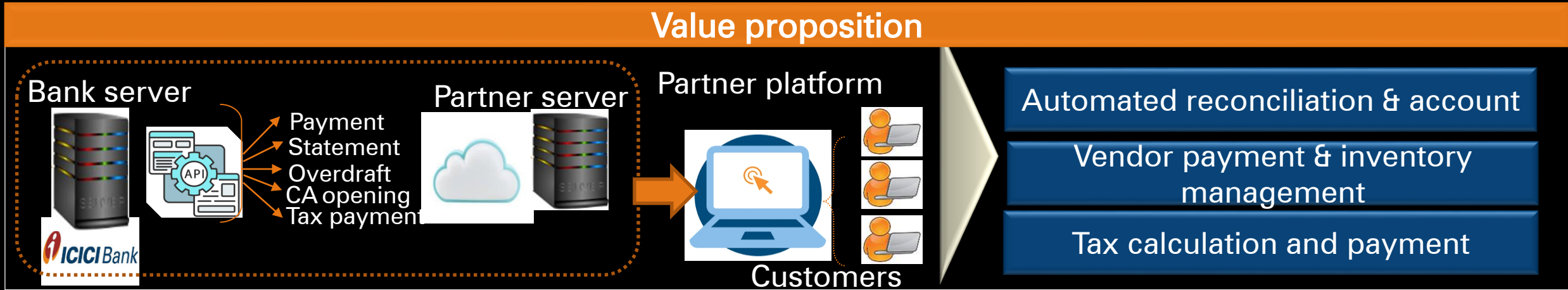


1. PD: Probability of default

2. CAL: Credit Arrangement Letter

3. EWS: Early warning signal

Connected banking



136% CA AAB¹ growth²



77% increase in monthly transacting customers



2x+ growth in throughput of transactions



for desktop ERP platforms



New solution for 2 million+ SMEs

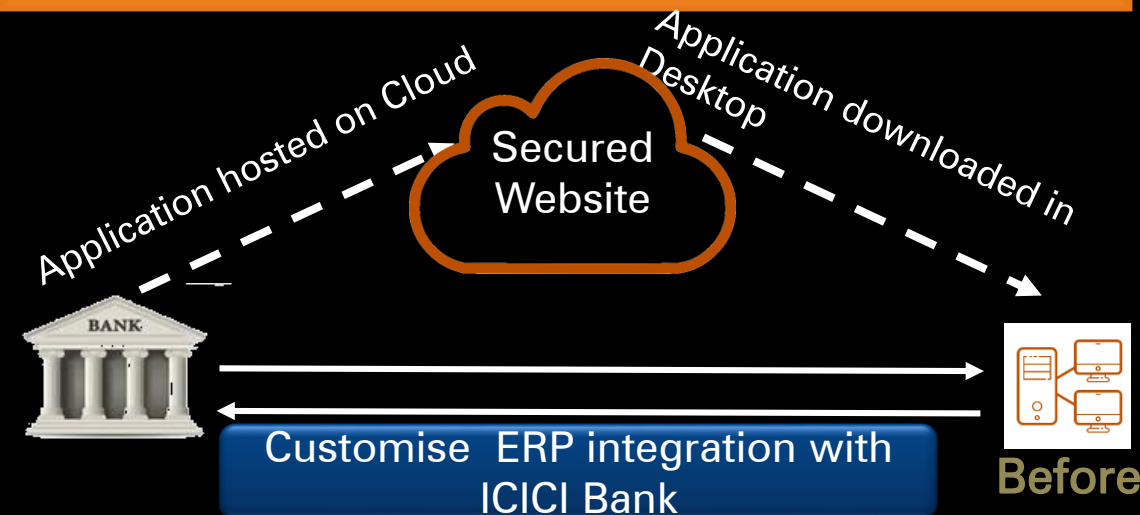


~2.0 mn



~0.2 mn

Industry first OTC API banking solution



Accounting & banking on single desktop platform

Seamless BRS & real time balances



Insta vouchers & direct payments



Plug & play integration



Value maximizer

1.3x↑ average monthly transaction value

78% growth in CA AAB² in YTD Oct 2021



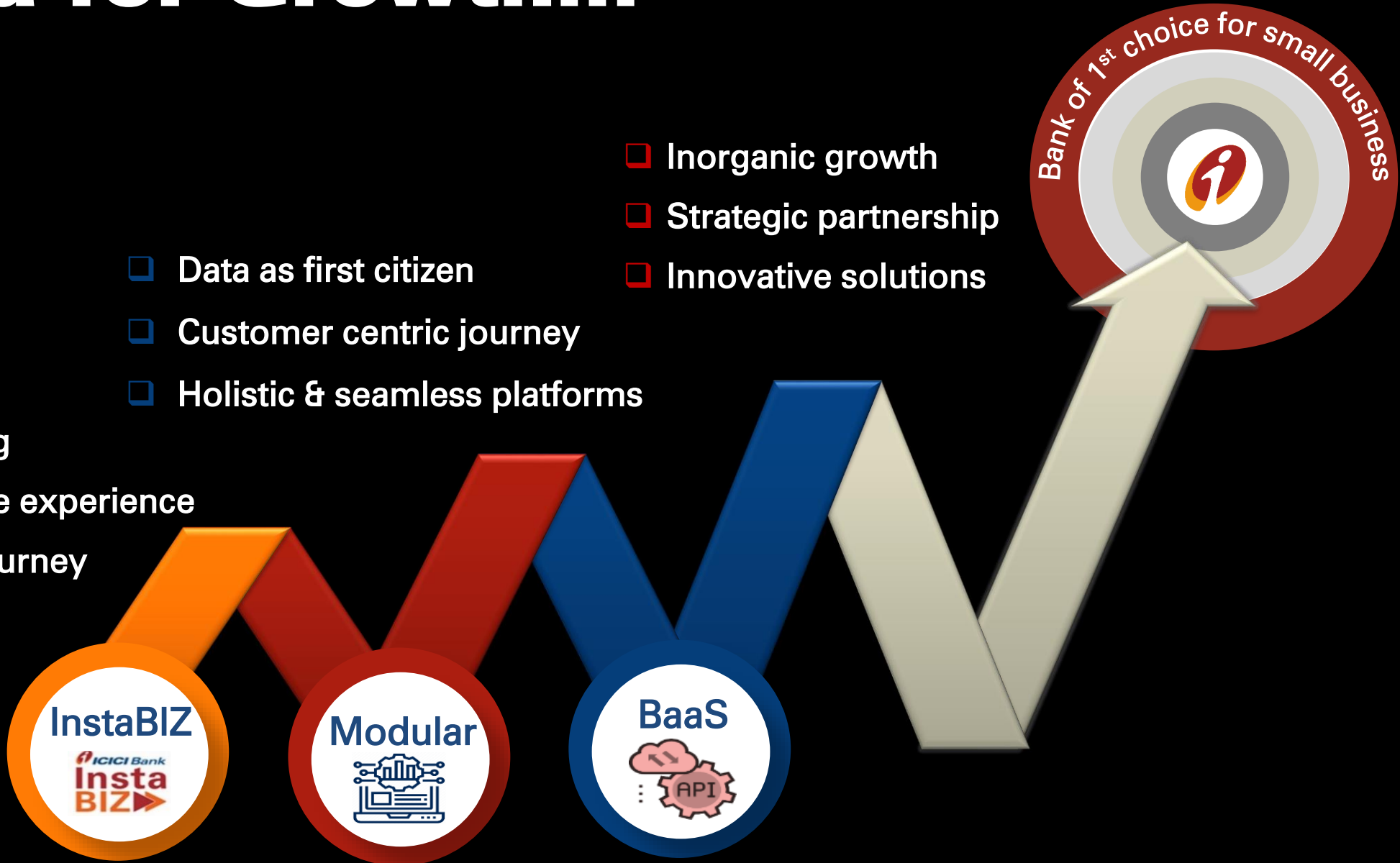
1: Annual average balance of active bank plugin customers

Poised for Growth...

- 360° banking
- Digital native experience
- NTB DIY[#] journey

- Data as first citizen
- Customer centric journey
- Holistic & seamless platforms

- Inorganic growth
- Strategic partnership
- Innovative solutions



NTB DIY: New-to-Bank Do it yourself

Ecosystems



Ecosystems



Mega trends emerging in the macro environment...



Formalisation of economy

1.31
tn

Monthly GST
collections (₹)

6.54
tn

Monthly UPI
Transactions (₹)



Structural fiscal reforms

6.00
tn

National Asset
Monetisation
FY2021 – FY2025 (₹)

5.50
tn

Government
Capex Spend
FY2022 (₹)

1.99
tn

PLI scheme for
13 sectors (₹)



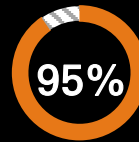
Increased digital adoption



Mobile
penetration



Internet
penetration



Aadhaar
penetration



Rising forex capital

43.95
bn

FDI Inflows
FY2021 (USD)

21.60%

FDI Growth
FY2019 –FY2021



Accompanied by behavioural changes post the pandemic



...evolving business landscape

Changing customer behaviors & needs

Changing customer expectations...

Uncertainty

Rising
acknowledgement
- Stakeholders
and Society

Complexity



Customer

Volatility

Expects partner to
deliver solutions
capturing entire
stakeholders

Ambiguity



...to realign priorities

Reimagined approach...



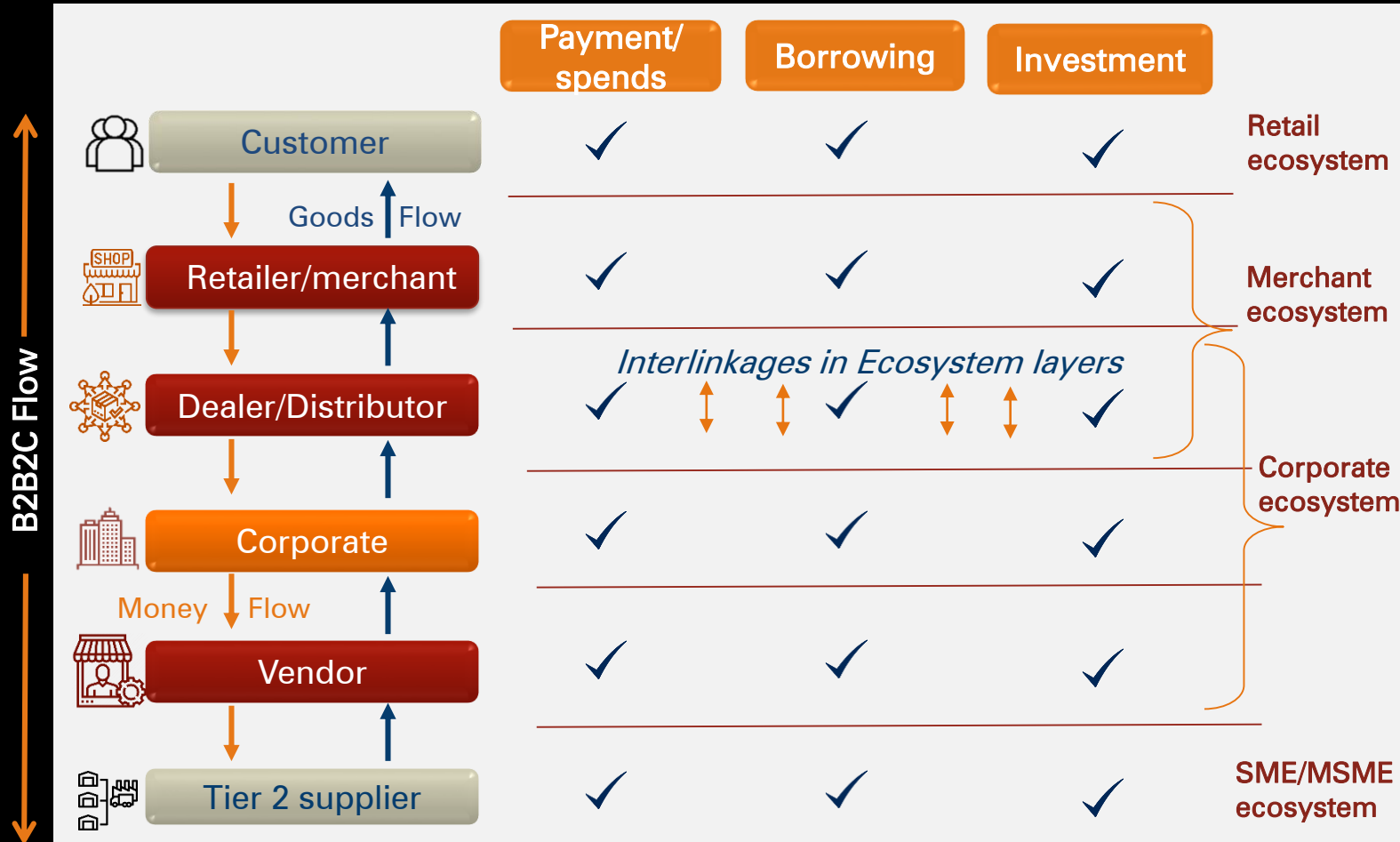
Banking as a service

Banking as a platform

...to capture ecosystem

Ecosystem perspective

Value generation in ecosystem



Dimensions of Ecosystem



Customer centric

Corporate, SME, merchant, retail etc.



Industry focused

E-commerce, Coal, Education, Healthcare etc.



Geography led

Ecosystem Hubs, City, Branch network

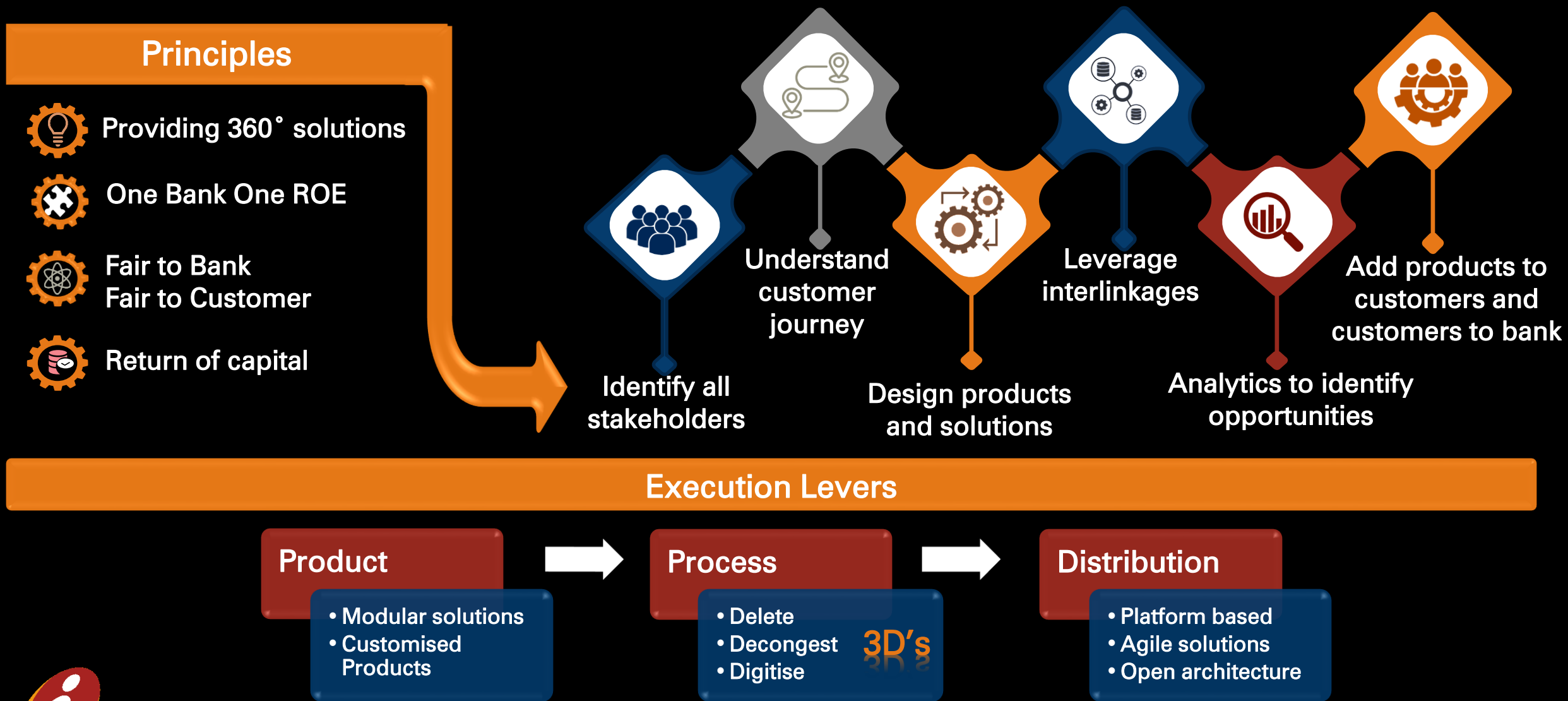


Delivering entire bank to the customer



Capturing end to end opportunity in the value chain

Ecosystems: Our approach



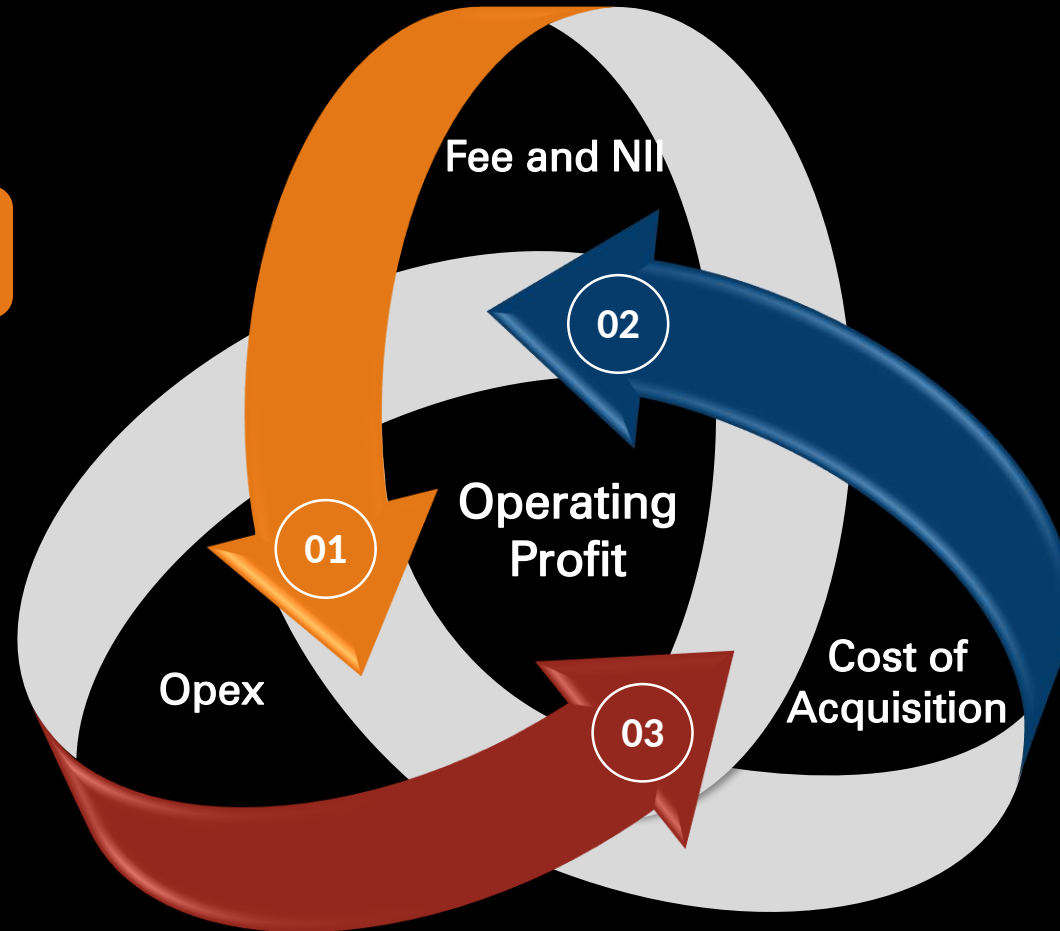
Provide seamless customer journeys aided by digital solutions

Maximising risk calibrated operating profit...

NII and Fee



- ❖ Ecosystem led product propositions
- ❖ Comprehensive offerings through STACK



Cost of acquisition



- ❖ Direct business and cross-sell through digital channels
- ❖ Network effect

Opex



- ❖ Decongestion of processes
- ❖ Digitally delivered services



... at an ecosystem level

Ecosystems - A few examples

Value Generation in...

Corporate ecosystem

Delivering value to corporate and its stakeholders by offering Phygital solutions

Merchant ecosystem

Harnessing the buoyancy in Indian retail spends by providing point product solutions for Merchants

Ecommerce ecosystem

Partnering the growth in Ecommerce with technology aided solutions

and many more...



delivered by...

Realigned Distribution...



Ecosystem hubs

- Multi Channel, Multi Segment, One Stop Integrated Banking Solution
- Operationalised in 11 Financial Centers in Mumbai and NCR



City business heads

- Focus on intra-connected City ecosystems
- Operationalised in 5 major metro cities



Pan-India branches

- 5200+ branches across locations offering customised 360° solutions at Unit level

Physical

Digital

Embedded



Platforms

- Delivered on agile and scalable architecture
- Encompasses Retail, Lending, Trade, Capital Market, FX and others



Partnerships

- Leveraging partner platforms for gaining untapped markets
- Synergising tech capabilities for reduced cost to market



Embedded banking

- Strong integration layer vide H2H and API framework
- Deep system integration with corporates and partners

....giving full choice to the customer

Bringing it all together

Ecosystem opportunity

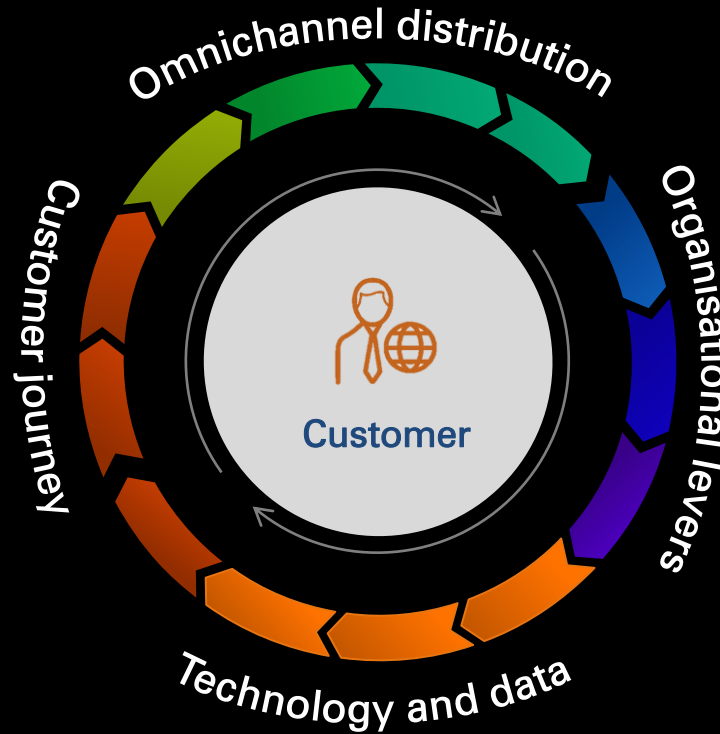
Multiple Large Ecosystems...



...and many more

...offering large Profit Pools

Execution lever



Outcomes

01

Leveraging Interlinkages in Ecosystem

02

Lowering cost of acquisition

03

Capturing customer 360°



Delivering entire bank to the customer
Maximising risk adjusted PPop

Ecosystems



Resilience of the Indian economy

Macro-indicators pointing to growth momentum

Indicators (FY2020 to FY2022)	Aug - Oct
GST bill collection	26.0%
E-way bills	32.3%
PMI - Manufacturing	5.5%
PMI - Services	13.3%
Railway freight	21.9%
Merchandise export	28.7%
Power consumption	11.8%

Capacity utilisation rates picking up

Particular	FY2021	Q1-2022	Q2-2022
Aluminum	89%	96%	96%
Petroleum refining	89%	92%	90%
Power	55%	59%	57%
Steel	72%	78%	82%
Textiles	62%	77%	85%



Source: Internal Research

Inclusive growth across the industry

Sectors	Indicator (FY2022 vs FY2020)	FY2020	FY2021	H1-2022
Steel	Top 5 companies	83%	81%	87%
	Rest of industry	71%	63%	72%
Cement	Top 5 companies	72%	71%	74%
	Rest of industry	65%	53%	62%
Power	Top 5 companies	67%	65%	66%
	Rest of industry	50%	49%	54%

Fastest-growing trillion-dollar economy ↑

Peak power demand: All time high ↑

GST collections: All time high ↑

All major indicators on the rise, fueled by increasing economic activity

Corporate India has emerged stronger...



Massive deleveraging

- ❑ For top 820 listed cos.¹
 - Gross debt reduced by 8%
 - Net debt reduced by 30%
 - Net Debt/Equity: 0.19x
 - Net Debt/EBIDTA: 1.03x
- ❑ Improved profitability



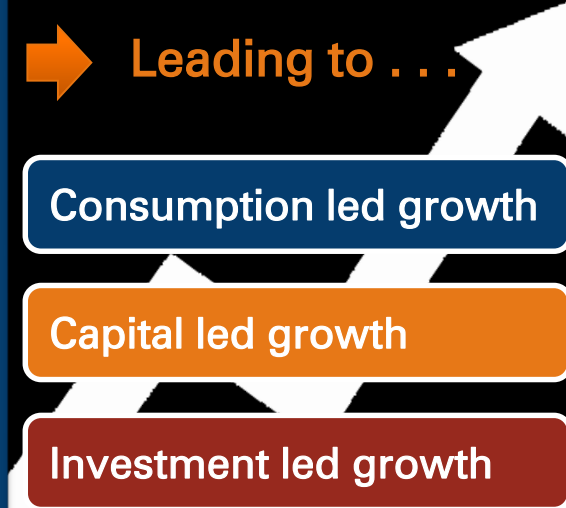
Government support

- ❑ Pragmatic RBI Monetary policy
- ❑ National infrastructure pipeline
- ❑ PLI schemes across 13 key sectors
- ❑ Reduced corporate taxes
- ❑ Dedicated freight corridors



Large capital pool

- ❑ FDI of USD 77.00 bn from Apr-2020 to Jun-2021²
- ❑ InvITs and platforms
- ❑ Robust capital markets
 - > 100 IPOs since Apr-2020³
 - > 100% rise in Market Cap since Mar-2020
- ❑ New infra fin. institutions



To play an important role in the global supply chain

2nd largest smartphone market

2nd largest steel producer

3rd largest electricity producer

5th largest automobile market

7th largest stock market



1. Capitaline database (FY2020 - FY2021)

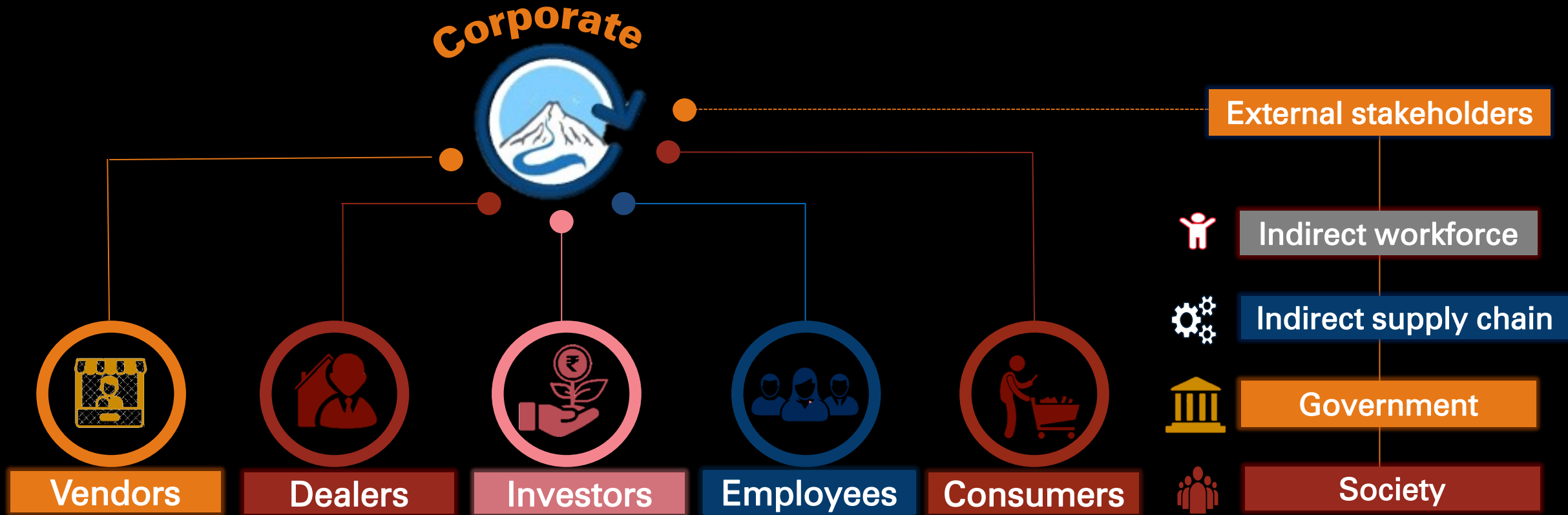
2. Equity inflows, Source: DPIIT website- Ministry of Commerce

3. BSE Public issue

...leading to revival of the next capex cycle

Corporate growth

Benefiting multiple stakeholders



>63.0 mn MSMEs employing
>110.0 mn people[#]

>84.0 mn salaried employees^{*}

>240,000 factories[^]

...increasing opportunity in the entire ecosystem

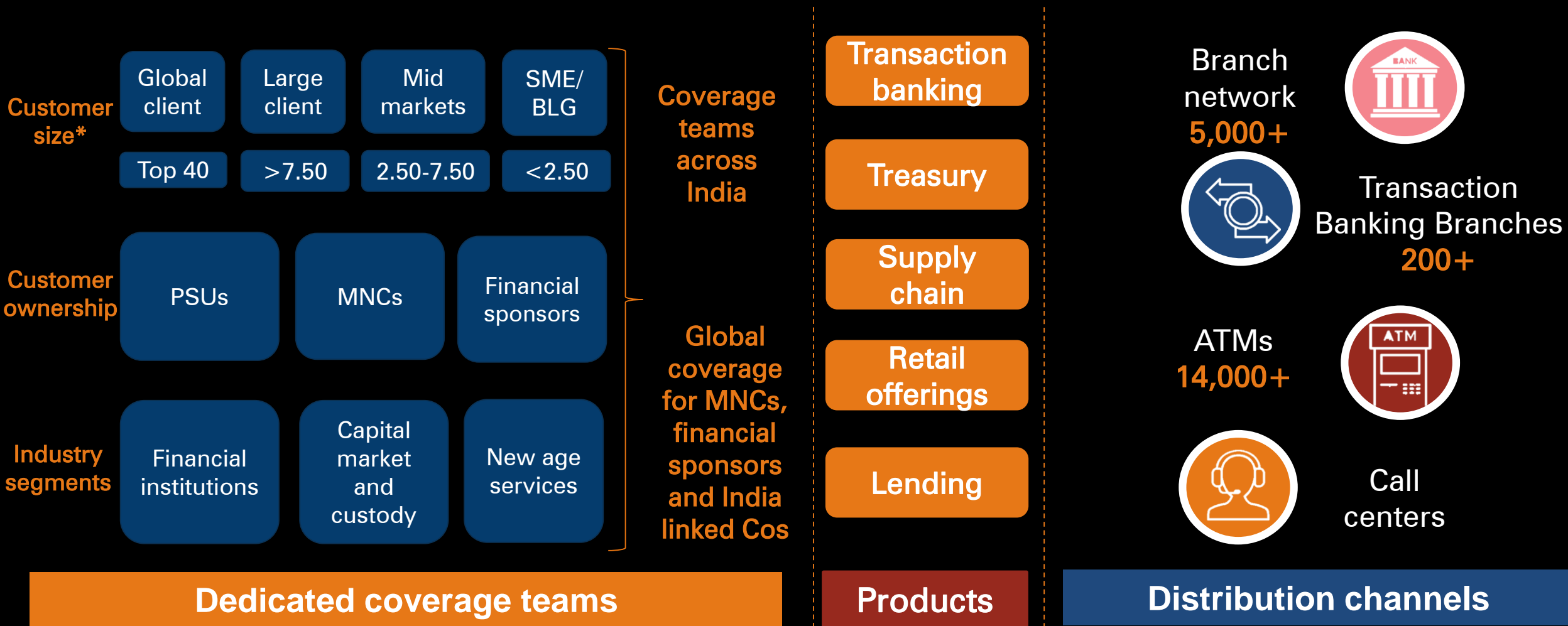


[#] MSME ministry annual report -2021

^{*}CMIE – September 2021

[^] CEIC data - 2019

Organised to serve the entire ecosystem



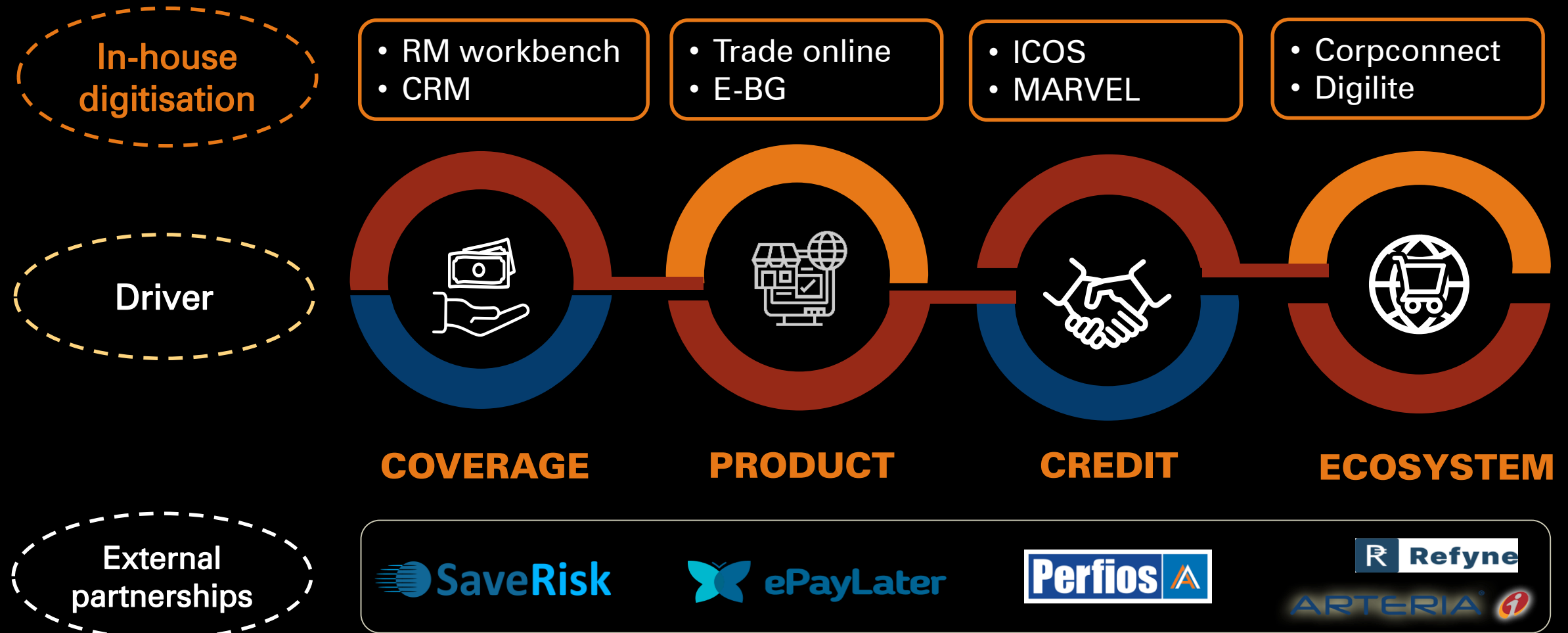
*Turnover in ₹ bn



Integrated ecosystems provide low cost customer acquisition opportunities

Branch and ATM data for Nov-2021

Aided by partnerships & technology...



...delivering bespoke ecosystem solutions

360° ecosystem - Opportunity landscape

End consumers/buyers

- Consumer lending
- Connected banking – Retail offerings
- Saving Accounts, cards, wallets

Investors

- Financial sponsors coverage
- Capital accounts transaction advisory
- Forex and hedging

Founders and employees

- Salary solutions
- Retail assets and liabilities
- Private wealth management

Platform

- API integrations
- Collection solutions
- Payment gateway

Suppliers/ vendors

- Current accounts
- Vendor financing
- Forex and trade products

Group companies

- Inter company flows
- Employee ecosystem
- Asset opportunities

Dealers/logistics partners

- Current accounts
- Dealer financing
- Digital collection solutions

Product

- Co-creation and co-branding
- Marketing alliances
- Strategic investments



...offers multiple profit pools



Approach - Identifying profit pools (1/2)

Profit and loss statement

Through the ICICI Bank lens

Vendor financing

Payments

Letter of credit

Trade finance

Import hedging

Profit and Loss for the year ended March 31, 2021

Particular	Amt.
Sales	25,000
Expenses	
COGS	15,000
Employee Exp.	2,500
D and A	3,000
Others	2,500
Total Expenses	23,000
PBT	2,000
Taxes Expenses	600
Net Profit	1,400

Collections

(Export hedging)

Dealer financing

End consumer

Salary mandates

Retail liabilities

Credit cards

Mortgage

Asset loans

Tax mandates

Dividend mandates

Continuous endeavour to capture end to end flows and opportunities



Approach - Identifying profit pools (2/2)

Balance sheet

Through the ICICI Bank lens

Balance Sheet as at March 31, 2021			
Particular	Amount	Particular	Amount
Reserve and Surplus	5,000	Non current assets	4,700
Non current liabilities	4,000	Fixed Assets	4,000
Borrowing	3,000	Others	2,700
Other liabilities	1,000	Current Asset	3,000
Current Liabilities	1,700	Trade receivables	800
Working Capital	1000	Inventory	1,000
Creditors	600	Cash and Bank	1,400
Other liabilities	100	Balance	
		Investments	800
Total Liabilities and Equity	10,700	Total Assets	10,700

Capital raising

Sponsor banking

Rupee and FC Loans, NCDs

Cash credit, overdraft, other short term loans, CPs
(Forex hedging)

Reverse factoring

Payable financing

(Forex hedging)

Capex LCs

Fixed deposits

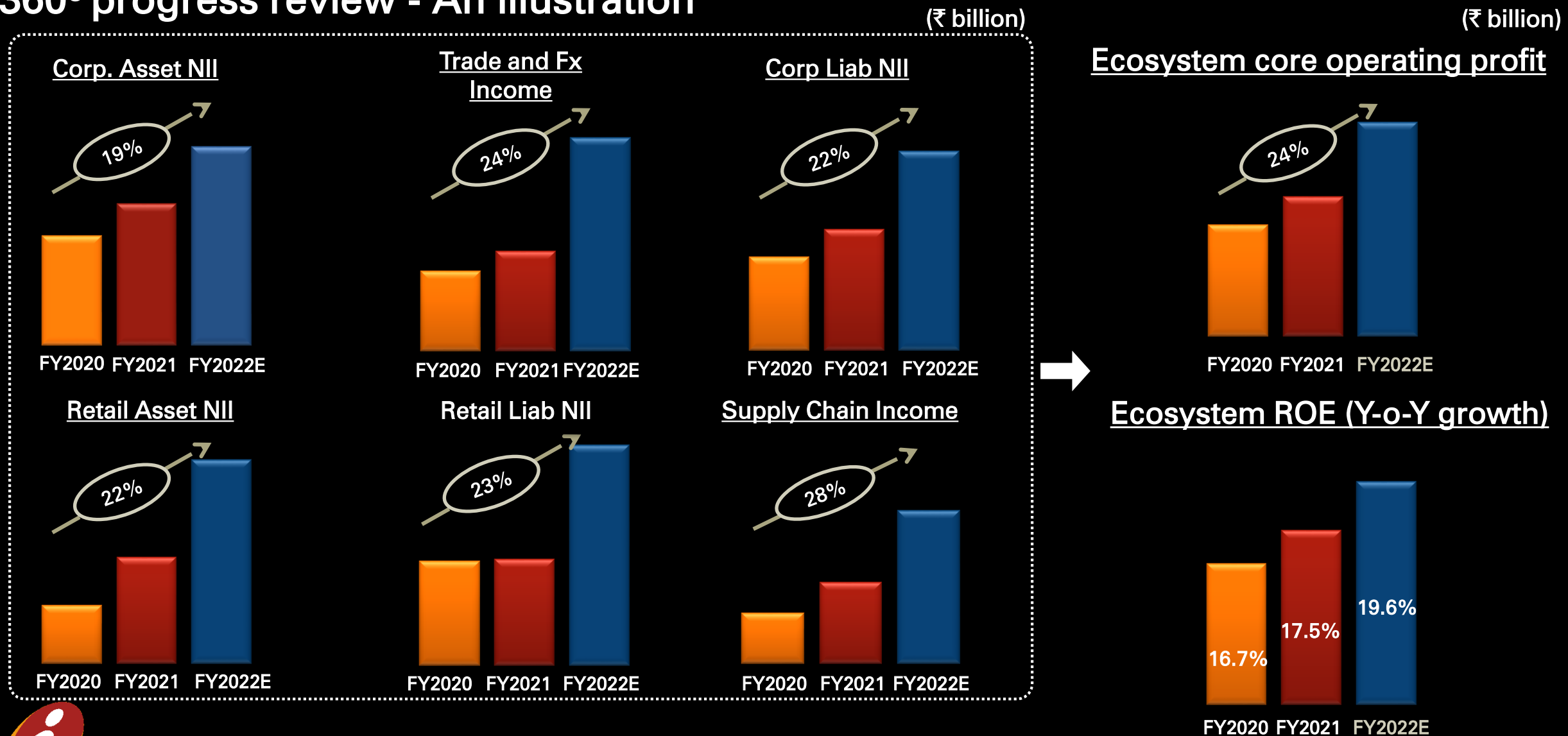
Factoring



Continuous endeavour to capture the entire ecosystem

Corporate ecosystem

360° progress review - An illustration

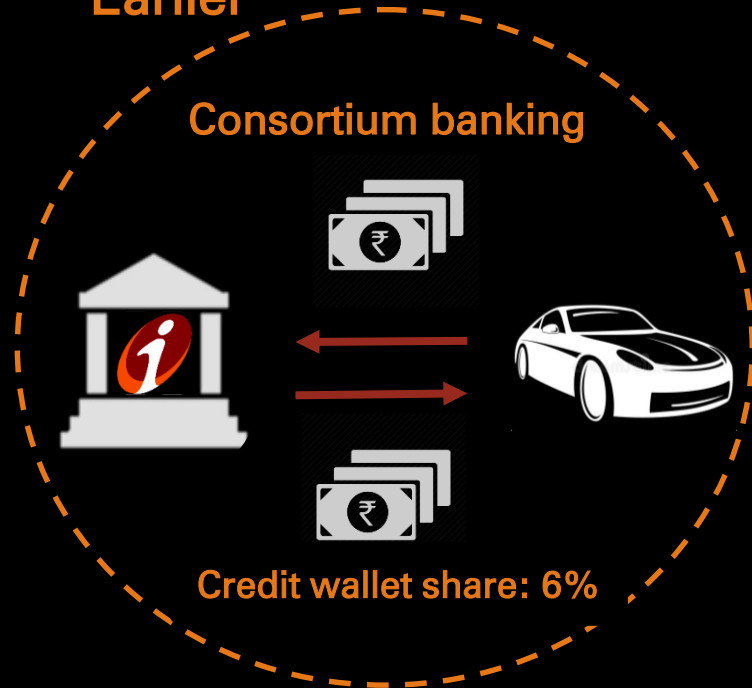


Periodic reviews ensure focus and growth

360° monitoring

Leading Auto player - An illustration

Earlier



FY2020 income and ROE

₹ 0.11 bn

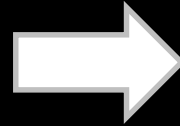
11%

₹ 0.19 bn

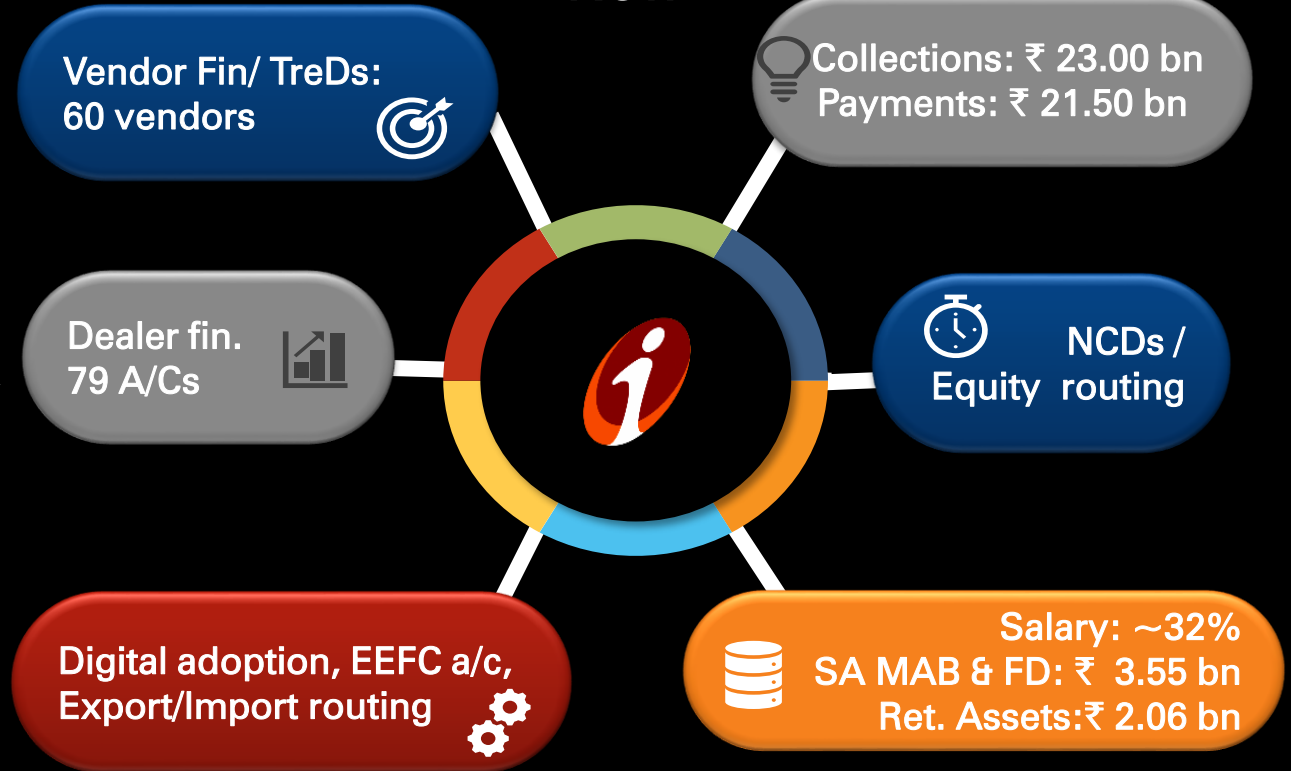
13%

Corporate

Ecosystem



Now



FY2021 income and ROE

₹ 0.32 bn

20%

₹ 0.45 bn

22%

Corporate

Ecosystem

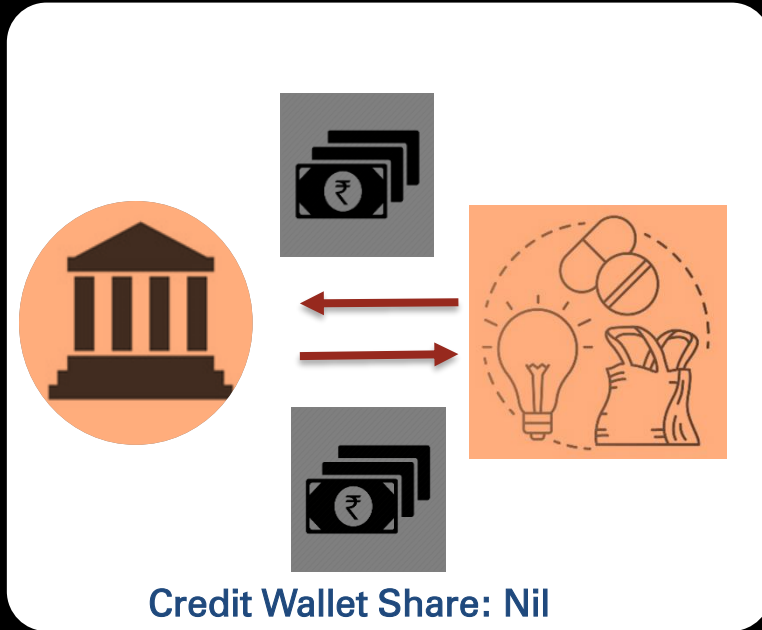


Note: Actual illustration of a leading automobile manufacturer

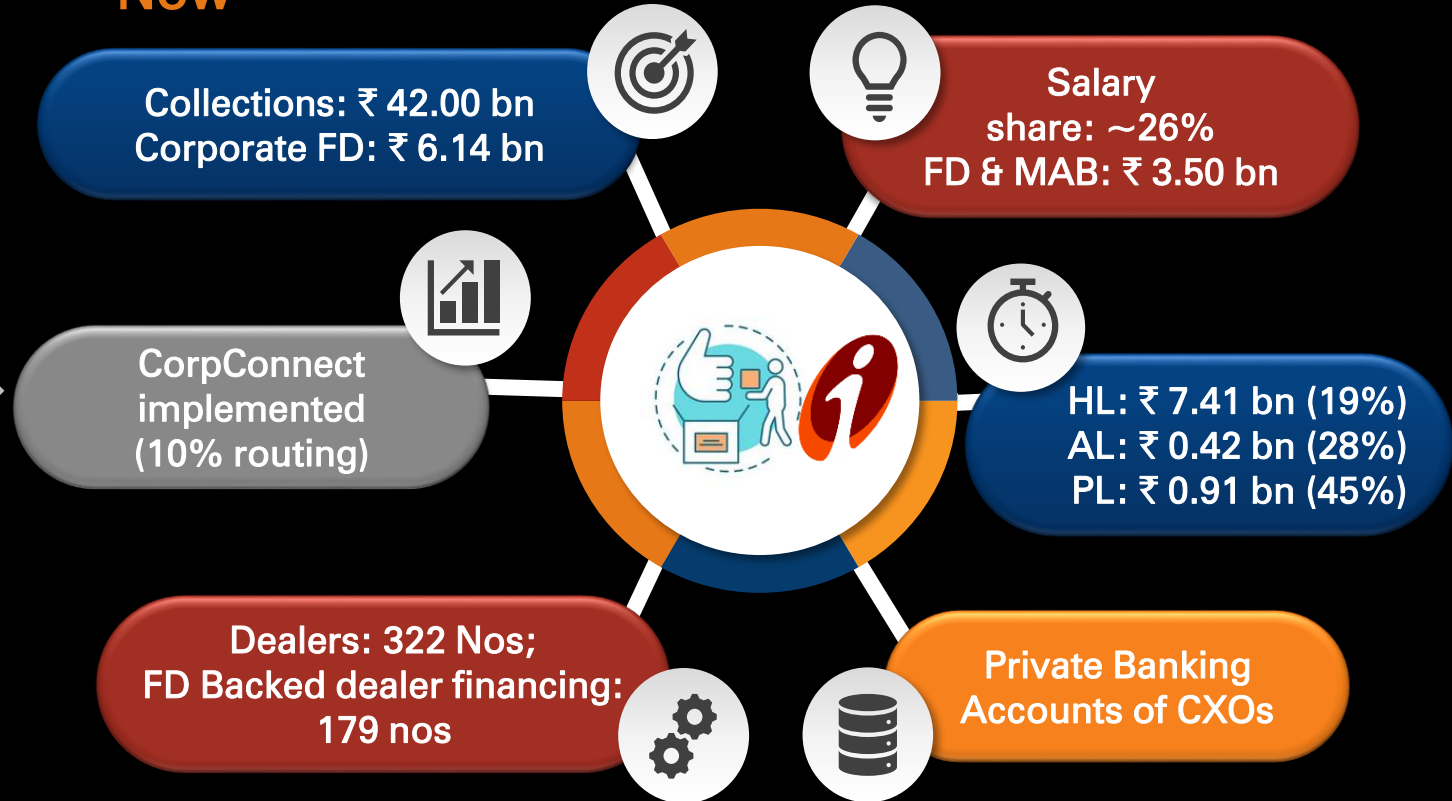
360° monitoring

Leading FMCG player: An illustration

Earlier



Now



FY2019 income and ROE

₹ 0.01 bn

NA*

₹ 0.07 bn

25%

Corporate

Ecosystem

FY2021 income and ROE

₹ 0.02 bn

NA*

₹ 0.17 bn

34%

Corporate

Ecosystem

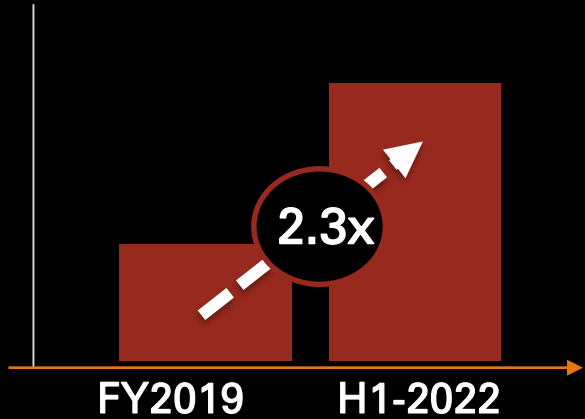


Note: Actual illustration of a Fortune 200 FMCG client

* No corporate credit exposure, hence ROE is not computable

In summary

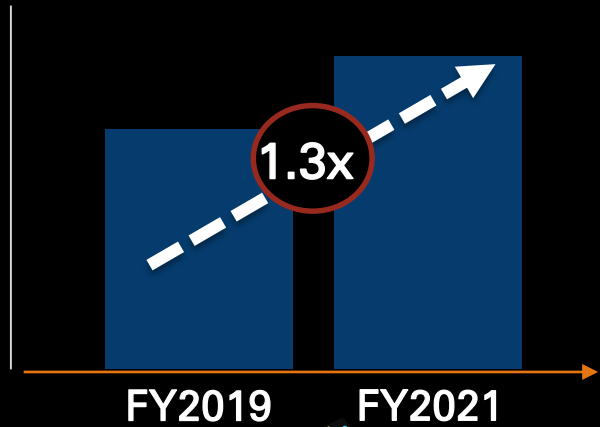
Robust liability growth[#]



Asset quality

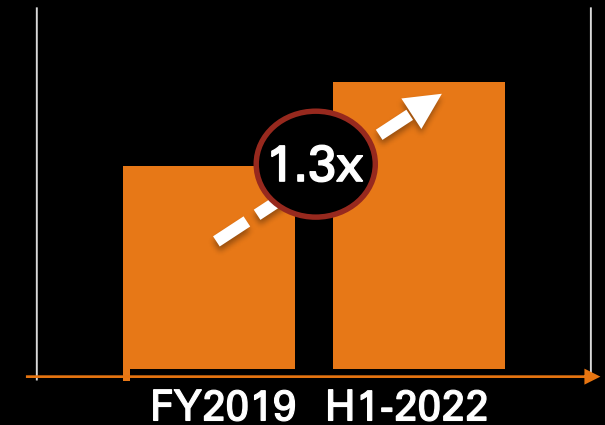
- More than 90% disbursements to corporates rated 'A- and above' internally in FY2021
- Exposure to top 20 borrowers: 10.5%¹

Operating profit[^]



360° Coverage

Steady asset growth^{*}



Ecosystem growth³

- Dealer/vendor finance: 85% ↑
- Ecosystem liability: 16%² ↑
- Ecosystem asset: 35%² ↑



...focus on maximising core operating profit from corporate ecosystem

[#]Average WBG core CA and Term Deposits

[^] Wholesale segment as per RBI reporting

^{*}Domestic WBG loan book

1. As at September 30, 2021

2. Retail portion of corporate ecosystem

3. Sep'2020 - Sep'2021

Ecosystems



Merchant ecosystem



Opportunity



Total merchant digital spends

₹ 21.39 tn FY2021 | 78.5% Y-o-Y H1-2022 ↑

Of which UPI P2M

₹ 6.22 tn | 194.3% ↑

Of which Credit Cards

₹ 6.31 tn | 67.4% ↑

Of which Debit Cards

₹ 6.56 tn | 26.0% ↑



- **Retail market** at ₹ 60.75 tn in CY2021; Estimated at ₹ 105.53 tn by CY2026

- **UPI P2M** now single largest payment mode accelerated by ease of onboarding, low adoption cost



- **Growing popularity of affordability solutions** – Expected to grow ten-fold by CY2026
- **Credit Cards** outpacing Debit Card spends; share at 56.4% in Sep-2021 against 48.3% in Sep-2020



- **Consolidation of Payment industry** – PAPG regulations, Card tokenization and storage

- **Opportunity for Fintechs** - Direct settlement, increased PPI wallet limits



Banking core operating profit opportunity¹

Integrated Relationship Value (~47%)

- Business banking
- Personal banking

Issuing (~38%)

- Interchange
- Affordability solutions

Acquiring (~15%)

- MDR
- Value adds

1. Operating profit opportunity for Sep-2021
Source: RBI, NPCI, Reuters report, IBEF, Internal Estimates

Merchant ecosystem

01





Form factor

- Point of sale
- Payment gateway 
- QR 

02




Mode

- Credit Cards 
- Debit Cards
- UPI P2M 
- Net banking and wallets

03




Access

- Direct engagement
- Payment Aggregator (PA) 

04



Segment

- Mass retail
- High street retail
- Online 



Fast Moving

Source: RBI, NPCI, Internal estimates

Execution strategy



Super merchant STACK



All-in-one proposition: Onboarding, transaction, credit, servicing and more

Start
relationship



Super Merchant A/C

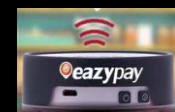


Instant onboarding



Separate view
on InstaBiz

Transact
digitally



eazysound



Tap on Phone



DIY¹ services

Avail
loan



Merchant OD



Instant settlement

ePayLater

14 days interest
free credit

Keep
growing



Eazy online store



Loyalty program



DC/CC² EMI



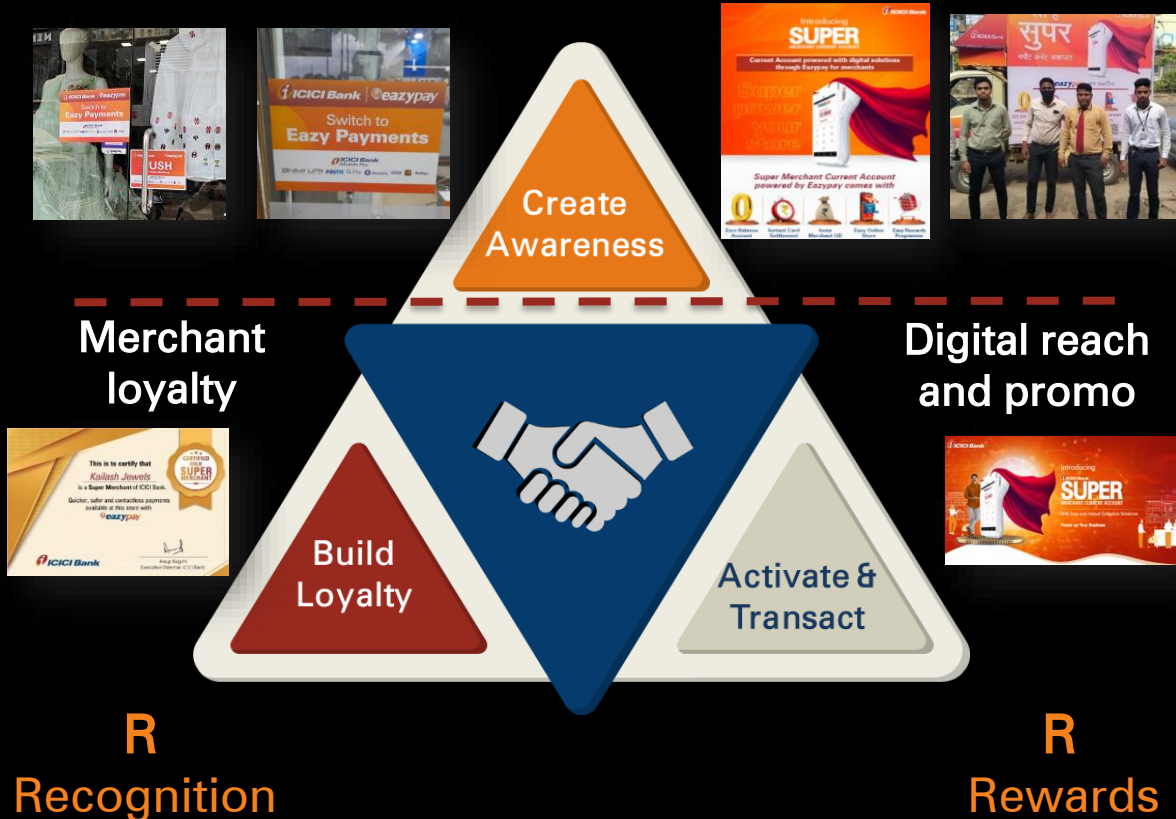
1. Do it Yourself
2. Debit Card/Credit Card

People and promotion

Key Micromarkets | Capture Opportunities | Last Mile Delivery

Store
visibility

Communication
and activation



TV and digital video

- TV ads across regional news channels, Hotstar (IPL) and YouTube

Print

- Print ads in leading regional newspapers across key markets

Digital

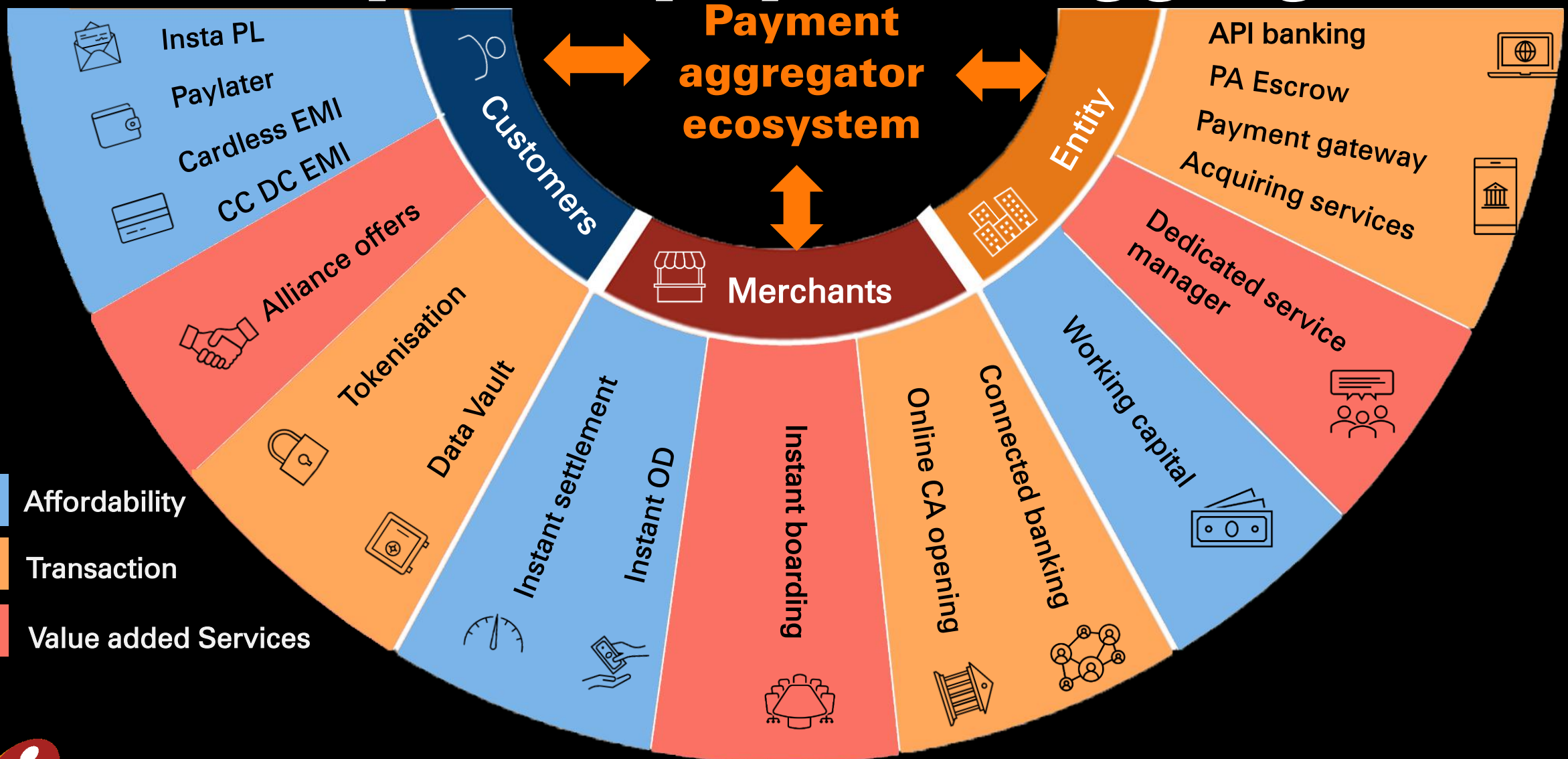
- Ads on Google Search, Facebook, GDN, Discovery and PhonePe



High engagement and high recall capability building program

Increasing all-round visibility enabling easy selling across the Bank

Partnership with payment aggregators

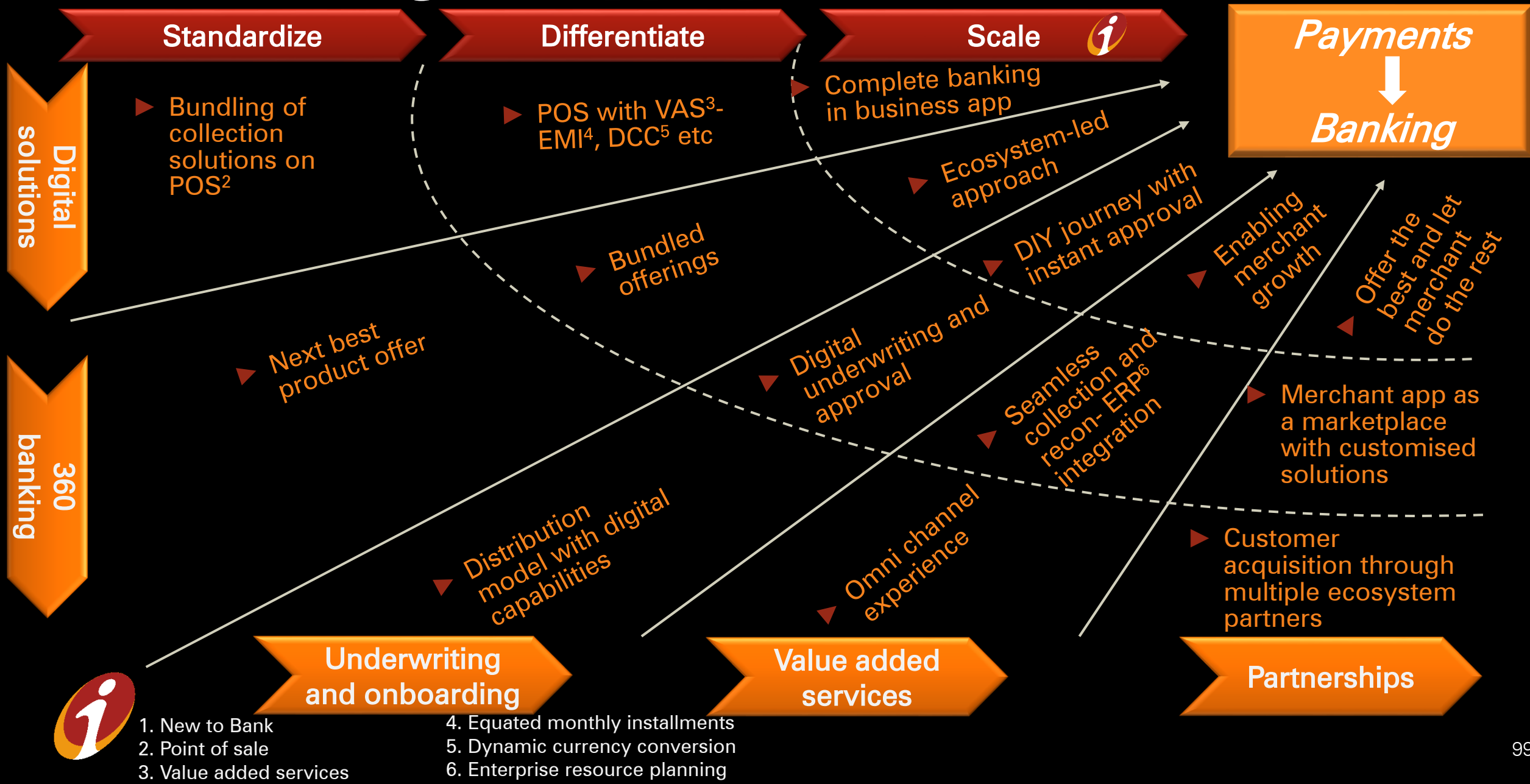


Enhance core operating profit:
Relationship approach

Customer 360

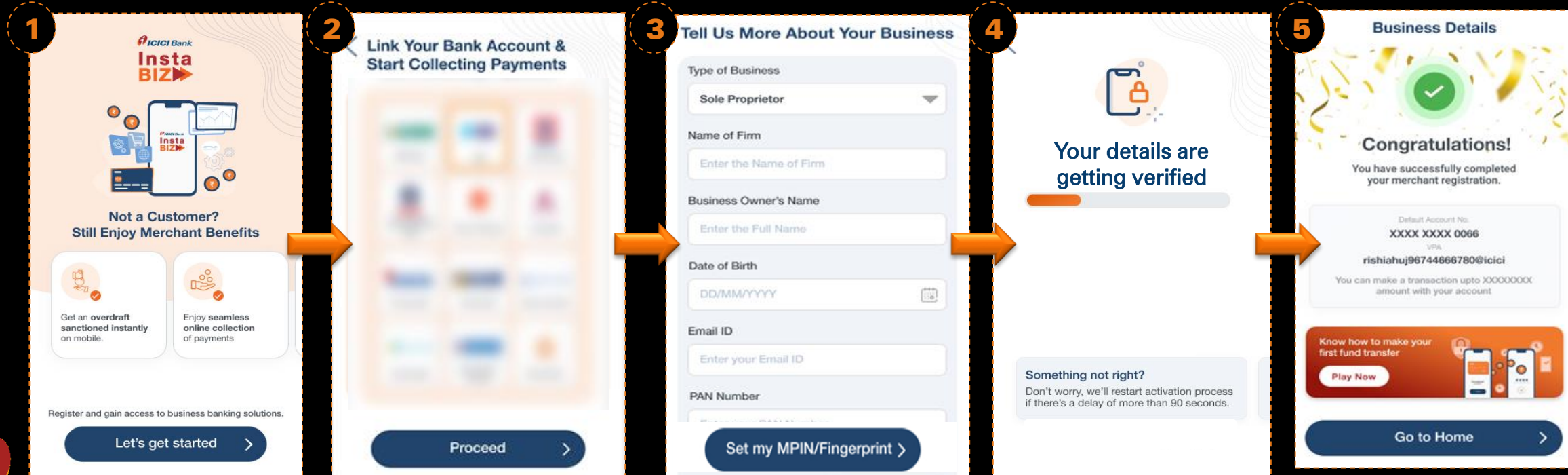
Embedding
Bank products

Introducing eazypay for NTB¹ merchants



Super merchant STACK 2.0

1st Bank to offer DIY Merchant acquiring for other bank A/C holder



Download InstaBiz

Select bank A/C

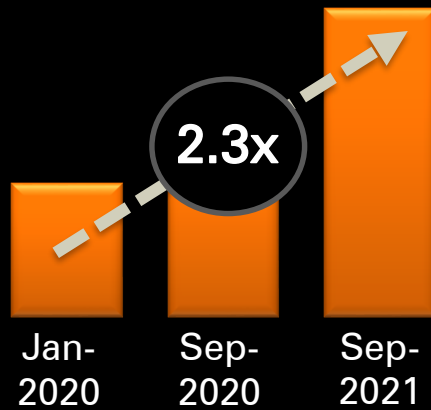
Input details

Digital validation

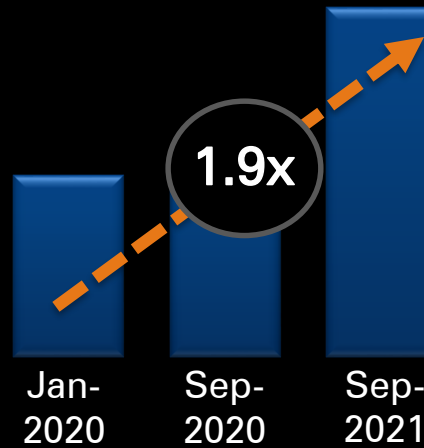
Instant activation

Business impact

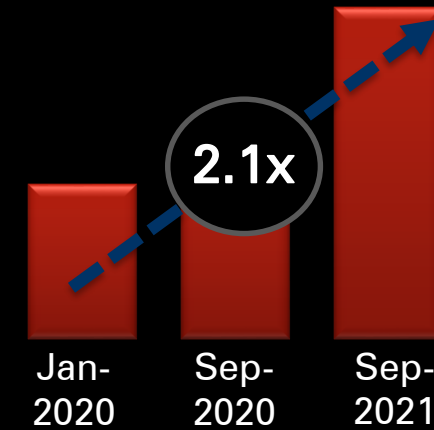
Monthly active
merchants



Monthly acquiring
volumes



Deposits growth (CA
MAB¹)



~15.0% market share of merchant acquiring across all modes² in Sep-2021



1. Current account monthly average balance

2. Credit Cards and Debit Cards (RBI), UPI P2M (NPCI), Net banking e-commerce spends (Internal estimates)

Note: Growth comparisons against Jan-2020 (Pre-pandemic)

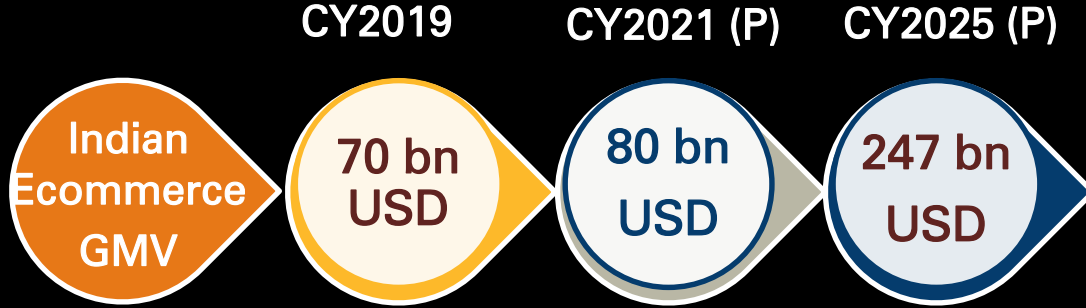
E-commerce ecosystem



Customer segments



Opportunity

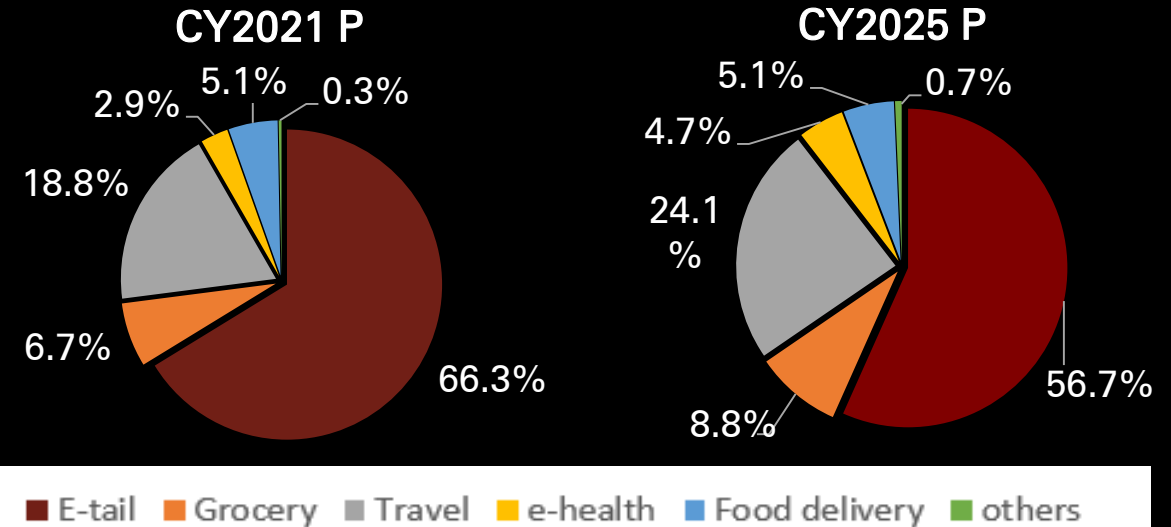


- Contribution of e-Commerce to GDP is expected to increase from **3.0% in FY2021** to **5.9% in FY2025**
- E-tail + e-grocery** contribution to retail is estimated to reach **12.9%** in CY2025 from 7.2% in CY2021
- Grocery** contribution to retail estimated at **68%** in CY2021; **E-grocery** penetration at **1.0%**
- Mobile phone** online sales at **45.0%** in CY2021; **Online fashion** penetration at **15.0%**
- Startup Funding **YTD Oct-2021** at **26.30 bn USD** against 11.30 bn USD in FY2020
- 41 new unicorns** in YTD **Nov-2021** against **11** in CY2020



1. Projected based on Redseer estimated CAGR for period CY2025 over CY2020
Source: Redseer report, IBEF, Bain and Co report, Inc42.com, Entrackr.com

E-Commerce sectoral breakup



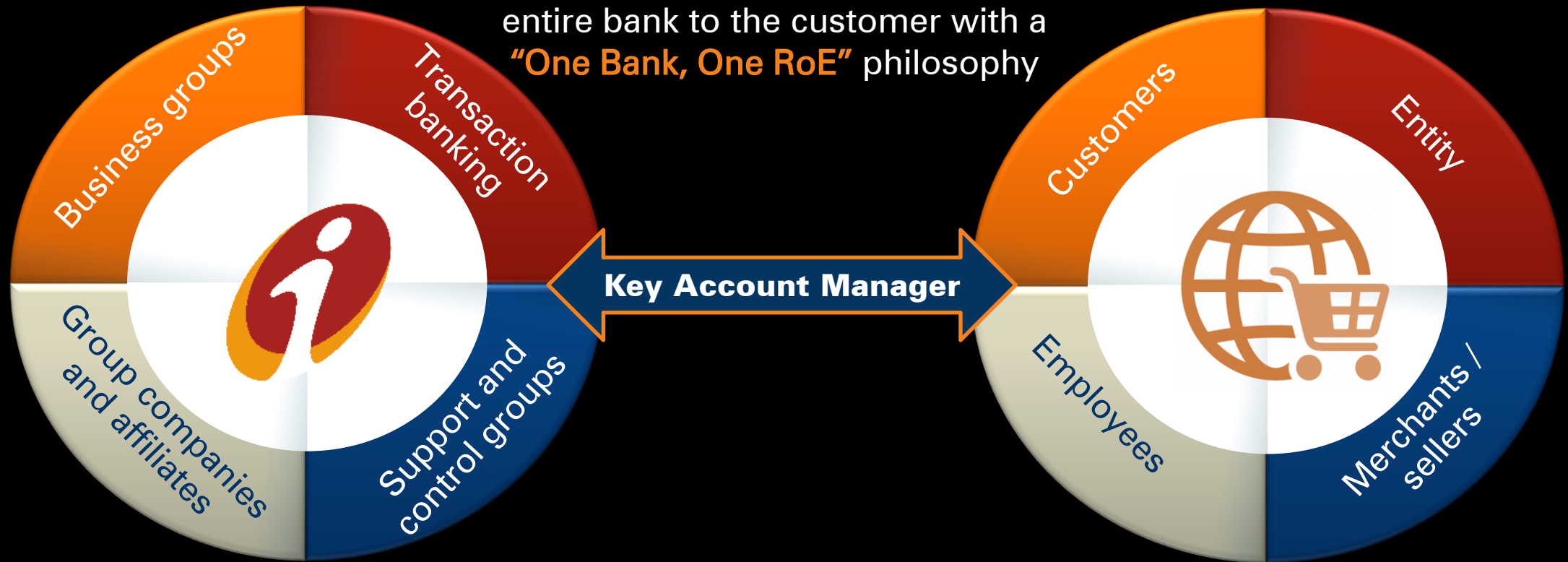
Growth driver for consumer internet market

(in mn)	CY2021(P) ¹	CY2025(P)	CAGR
Access to internet	759.0	1,000.0	7.2%
Online service users	372.0	750.0	19.2%
Online shoppers	210.0	400.0	17.5%

ICICI Bank approach

Dedicated ICICI ecosystem layer

Synergizing internally to present entire bank to the customer with a **"One Bank, One RoE"** philosophy



Bespoke strategy providing customized 360° solutions across the **Customer ecosystem**

Embedding Bank's products and solutions across partners to co-create value propositions



Entity and merchant solutions

OD for sellers

NEW



amazon.com

Flipkart



- ! Digital and easy access to credit for sellers
- 💡 Instant, digital and scorecard led program

Composite API



Cashfree Payments

RazorpayX

- ! Customized payout service with high TPS¹
- 💡 Composite API with multi mode payment functionality

Eazypay platinum



Pine Labs

- 💡 Best in class value adds for ICICI Bank merchants
- ⚡ 3.7X increase in monthly spends in Sep-2021 over Mar-2021

Working capital



PayU

- ! Funds required for managing working capital gap
- 💡 Innovative self liquidating cash credit facility

GIFT city

NEW



meesho

- ! Low risk treasury management of foreign investment
- 💡 Foreign currency FD through GIFT city route

IPO

NEW



policybazaar.com

zomato

- ! Single channel - Bank / capital market services
- 💡 Single point contact through the e-commerce team



1. TPS: Transactions per second

Customer solutions

Wallet



- 💡 Instant refunds, fast and easy payments
- ⚡ ~ 3.8 mn wallets activated till date

FASTag



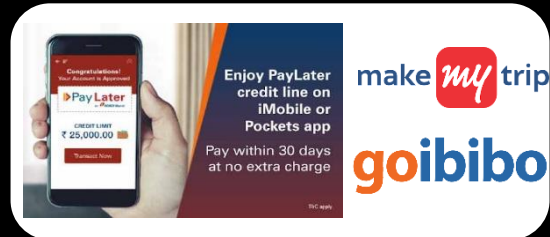
- ❗ Increasing access and reach of FASTag services
- 💡 Order, track & recharge ICICI Bank FASTag on GPay & PhonePe

Prepaid Cards



- ❗ Digital Salary disbursement solution for MSME employers
- 💡 'ICICI Bank Niyo Bharat Payroll Card'

Paylater



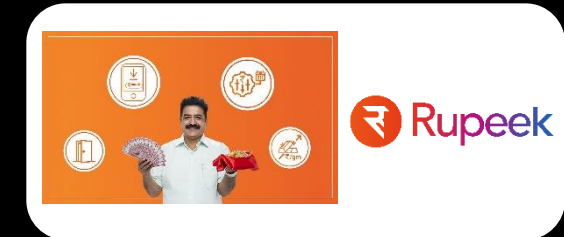
- ❗ Quick and easy credit for common customers
- 💡 Integration of ICICI Bank PayLater solution at checkout

Co-Branded Cards



- 💡 AI / ML based Frictionless onboarding and Instant card
- ⚡ 2 mn+ Amazon Pay and 0.5 mn+ MakeMyTrip cards issued

Gold Loan



- 💡 Instant gold loans at best rates
- ⚡ 7.9X YoY growth in loan disbursement as on H1-2022

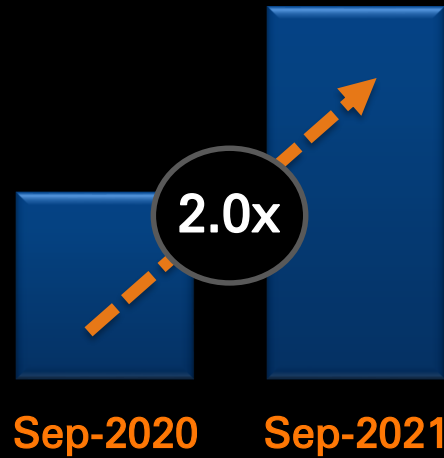


Business impact

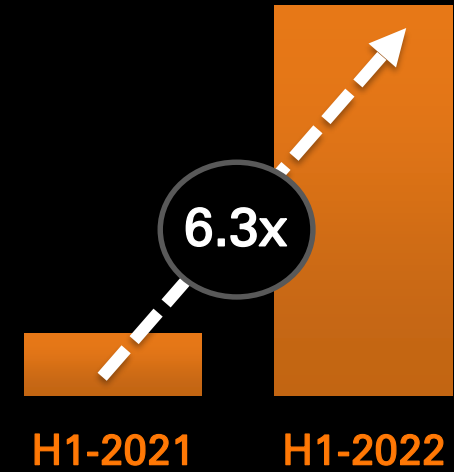
Portfolio throughput



Deposit book (AAB¹)



Funding inflows²



“Delivering value across the ecosystem and driving profitability of the Bank”



1. Annual average balance of current account and term deposit
2. Funds received by e-commerce companies and routed through ICICI Bank

Ecosystems



Our philosophy

Delivering entire bank to the customer

Client centric

Building the distribution model
with client at the core

Product agnostic

Adopting a solution oriented
approach



Segment agnostic

Right solution for customer not
dependent on team / segment

Micro-market focussed

Aligned to the texture of the
catchment

Omni-channel experience on digital and physical channels



Proximity to client

Faster execution

Superior service

360° coverage

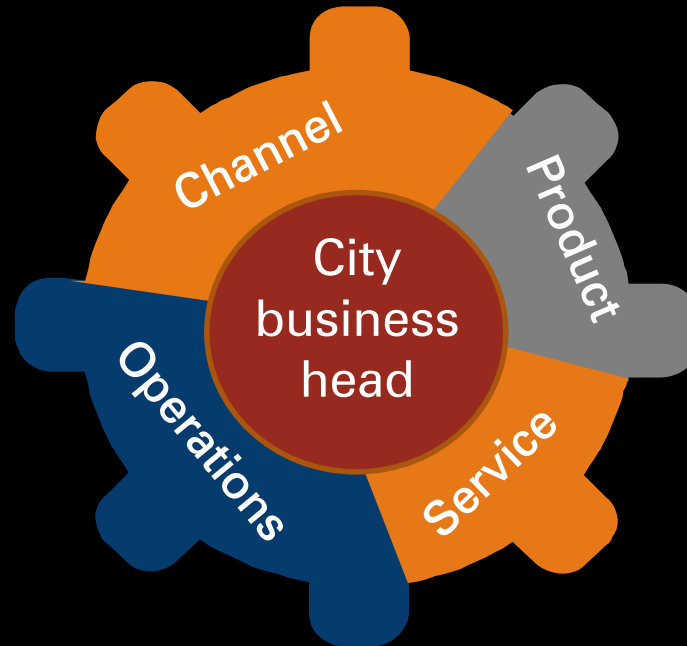
Physical distribution

Different structure in micro-markets

Ecosystem hubs in mega cities – Mumbai and NCR

City business heads

Pan India – Branch network



Retail branches

Transaction banking

Rural branches

Branches in plants

International branches

Branches in corporates / institutions

Select branches focused on providing specialised services

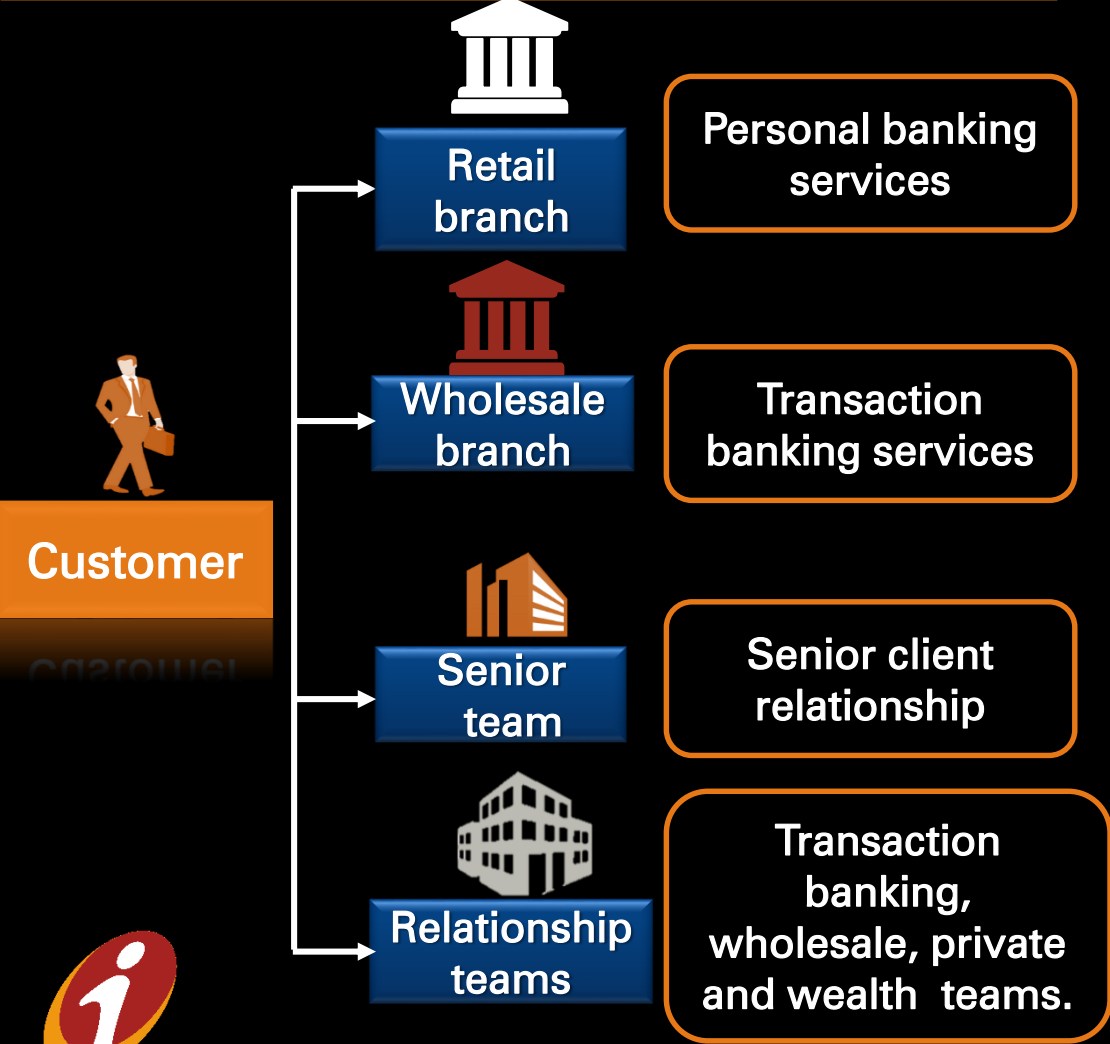


...catering to diverse needs of multiple ecosystems

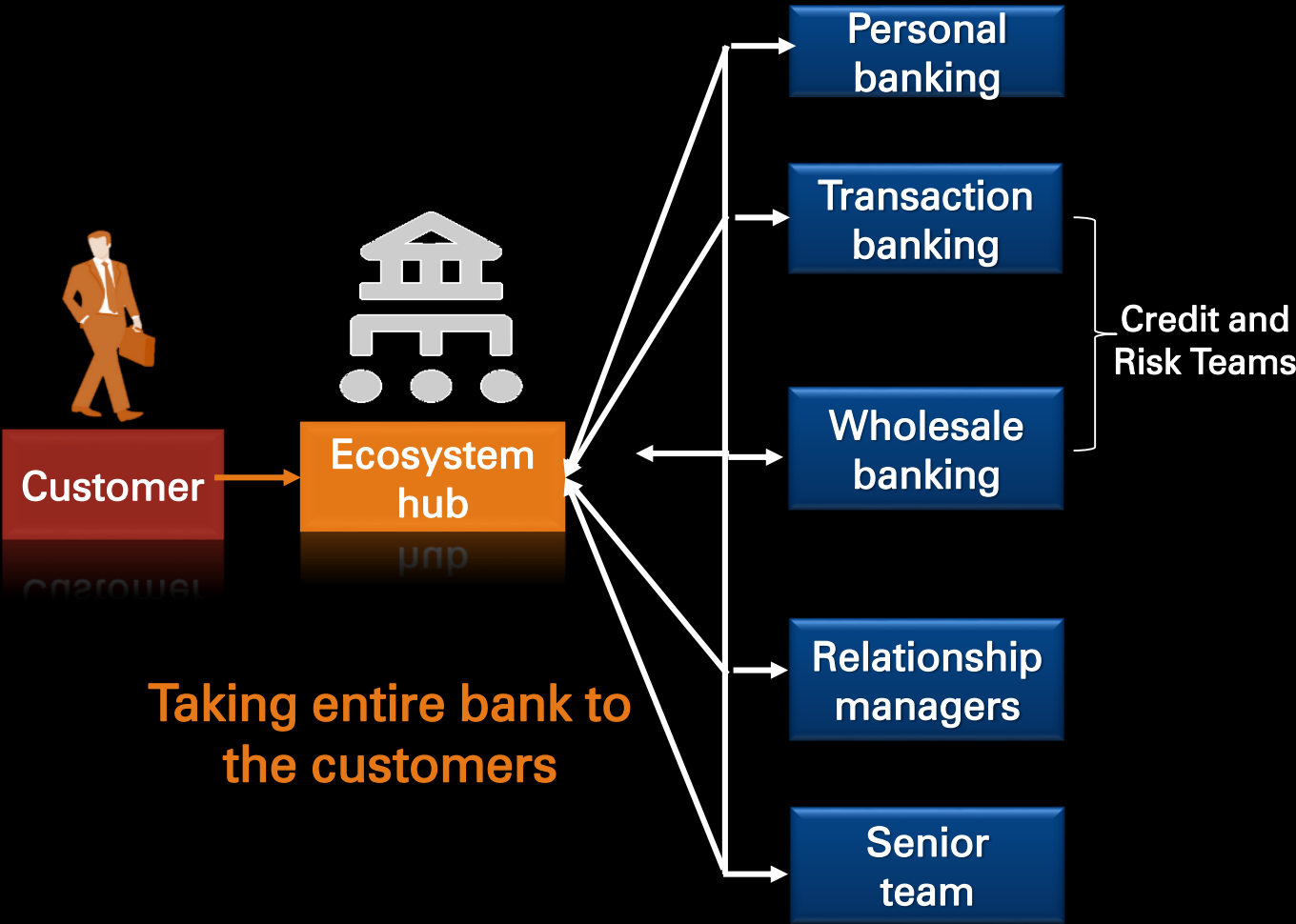
Ecosystem hub

Single touch point

Earlier journey – Multiple touch points



Simpler journey – Ecosystem hub, single touch point



Taking entire bank to the customers

Seamless customer journey @ ecosystem hub



Ecosystem hub

A New Beginning...

Corporate
↕
Retail

Personal banking relationship of top management & promoters

Access to employee ecosystem

Deeper penetration in liability pool of corporate e.g. PF trust, CSR account

Funding to dealers & vendors

Retail forex transaction for senior management

Retail
↕
Corporate

Escrow account services to retail current account customers

Corporate banking offerings to salary thick corporates

Complex trade transaction solution

Line of credit to startups & MNCs

Leveraging promoter / senior management relationship for business banking



Metro cities - City business heads

Bengaluru city - An Illustration

Dominant sectors

- ❖ Information technology
- ❖ Startups / fin-techs
- ❖ Biotech
- ❖ Aerospace
- ❖ Auto ancillary
- ❖ Precision and heavy engineering



172 branches¹



Our approach



Capture micro-market opportunities

Deepening customer coverage

Synergy across businesses

Cover full spectrum of ecosystems

Common agenda – client fulfilment

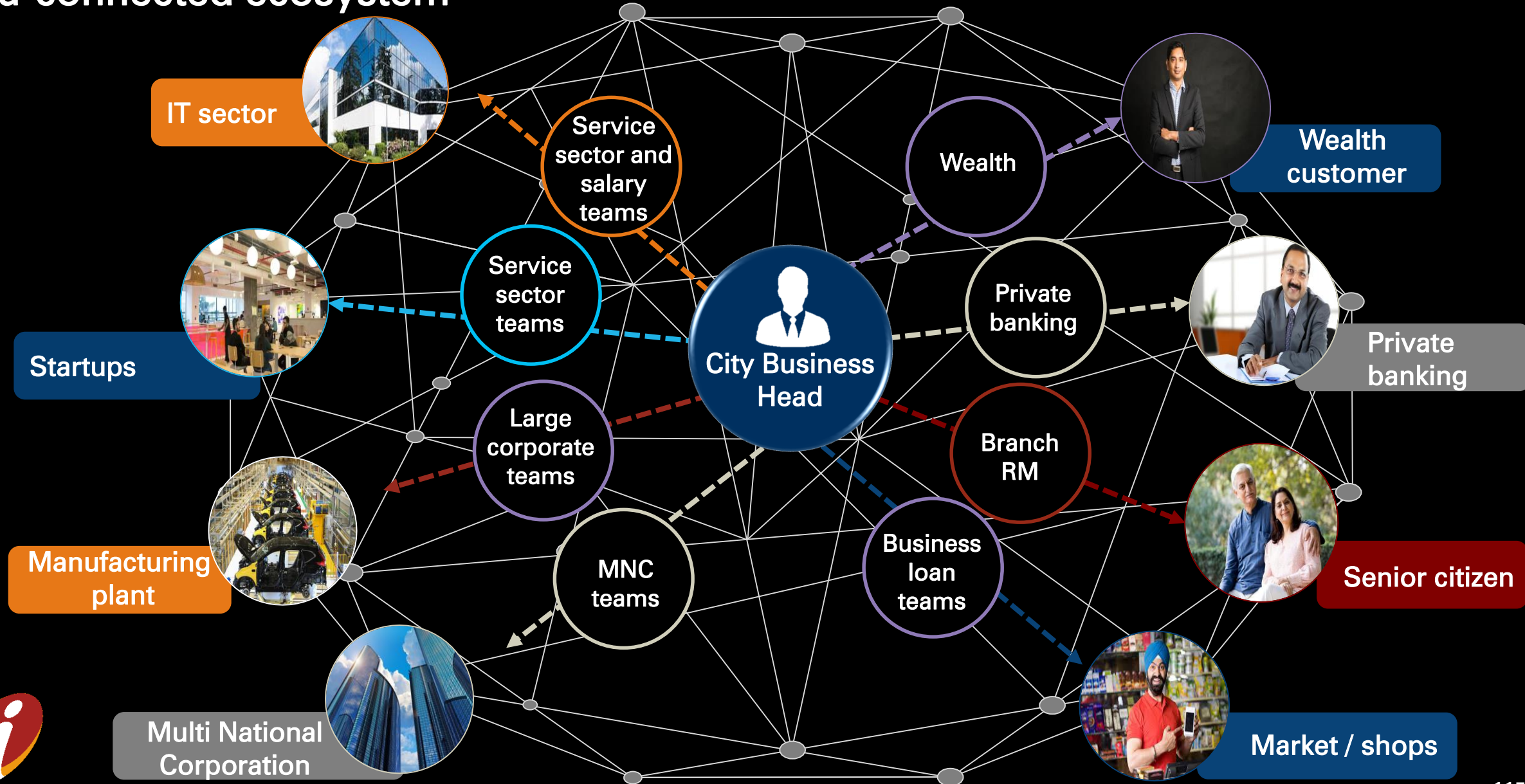


City business head oversees the micro-market with teams across segments

1. At November 30, 2021

Bengaluru City

Intra-connected ecosystem



Physical distribution channels

Branch & non branch

Branch network – 5,200+ branches¹

Non branch network

3,200+

Retail
branches



1,700+

Rural
branches



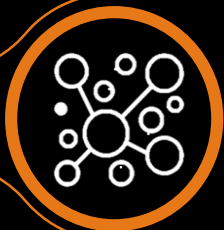
200+

Transaction
banking



80+

Captive
branches



39

International
branches



20+

Manufacturing
plant - branches



E-Lobby



14,000+ ATMs¹



Call centre



Micro-market aligned distribution channels

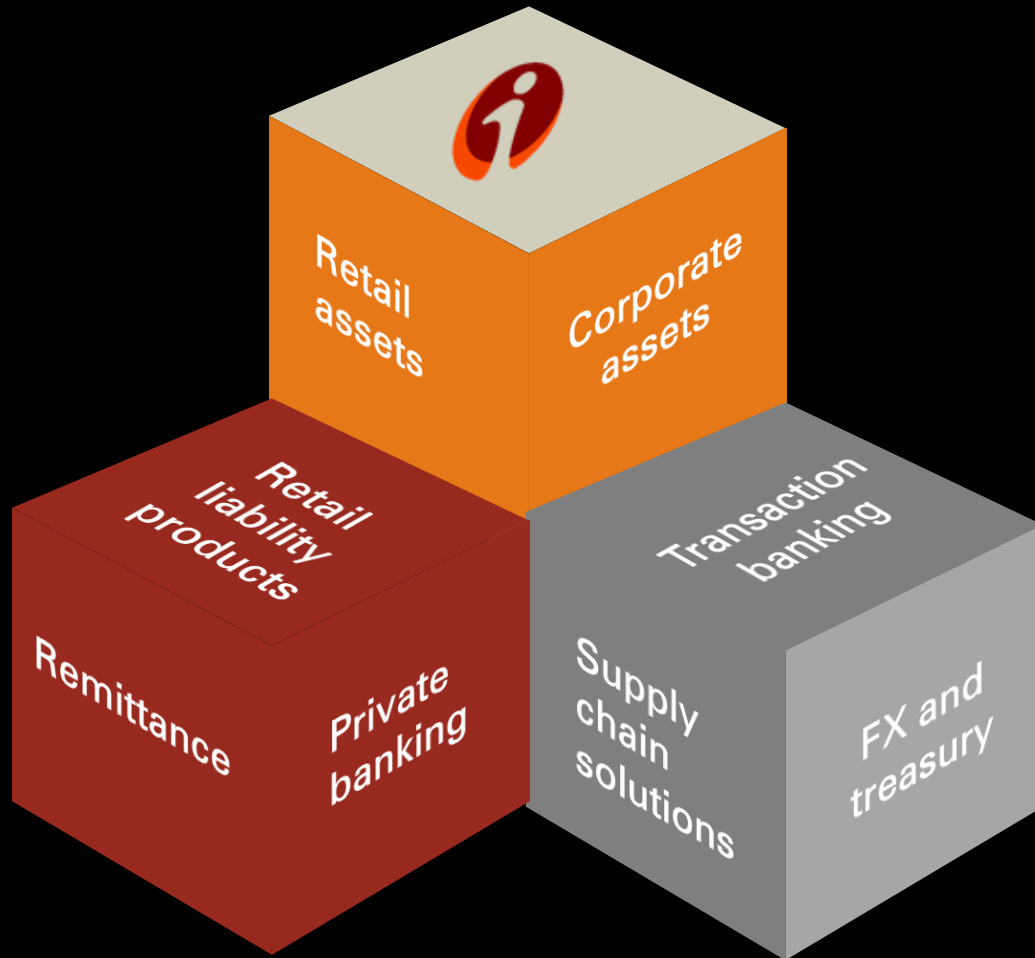
1. Branch and ATM Data as on November 30, 2021

Digital channels for DIY journeys



In summary

Delivering complete solutions to ecosystems



360° coverage



Taking entire bank to the customers



Superior service delivery



Compounded and annuity Growth

Wallet share

Profits



Adding customers to the Bank and products to customers

Customer journeys

A

Using analytics to power customer journeys

B

Approach to retail credit and collections

C

Unified customer journeys-loans

D

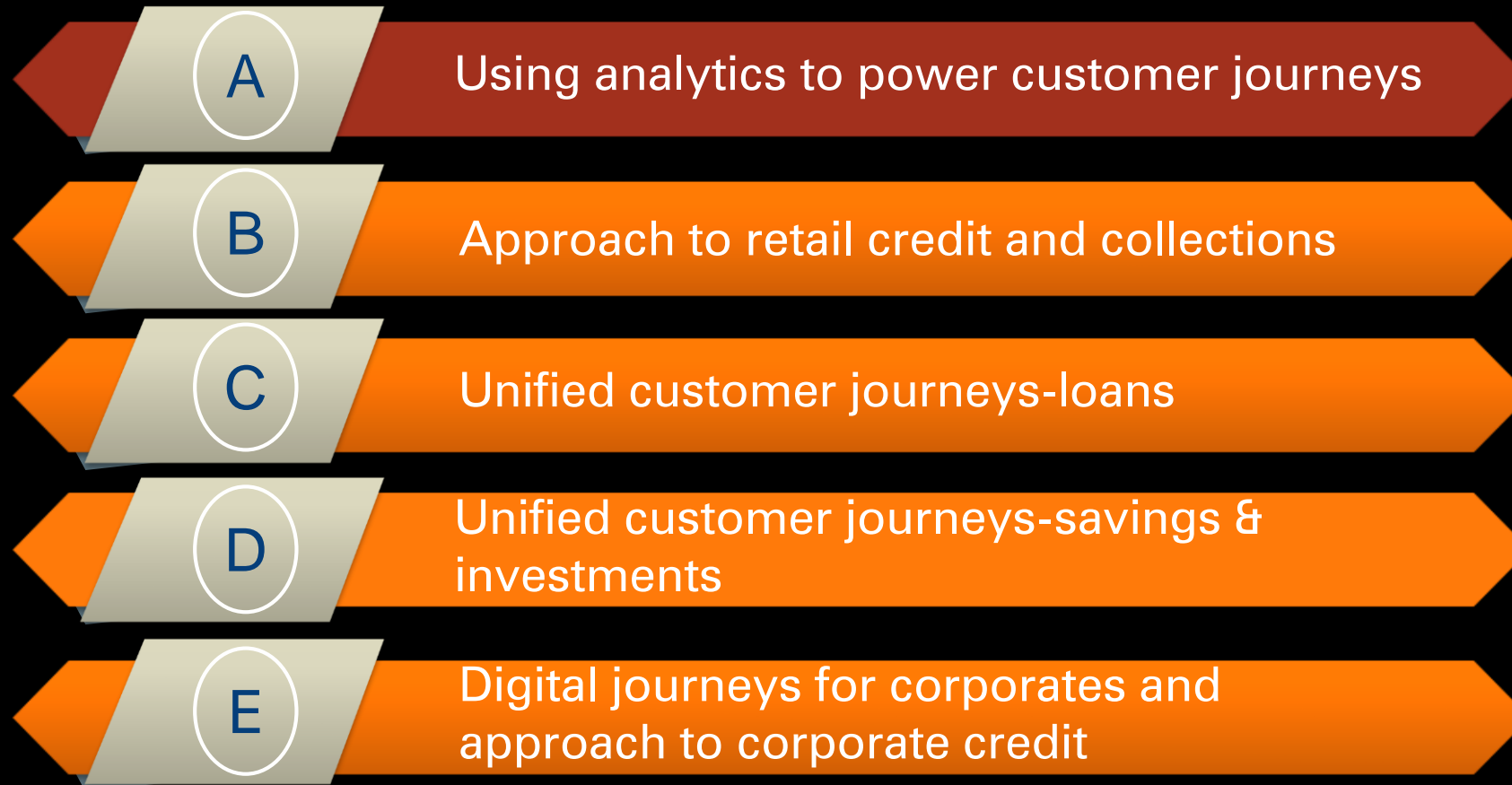
Unified customer journeys-savings & investments

E

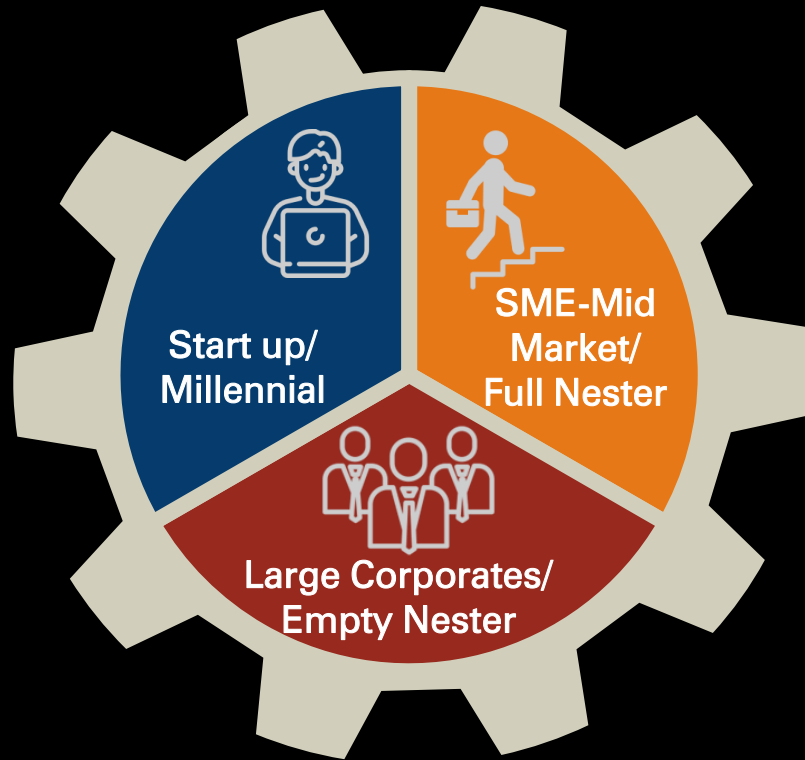
Digital journeys for corporates and approach to corporate credit



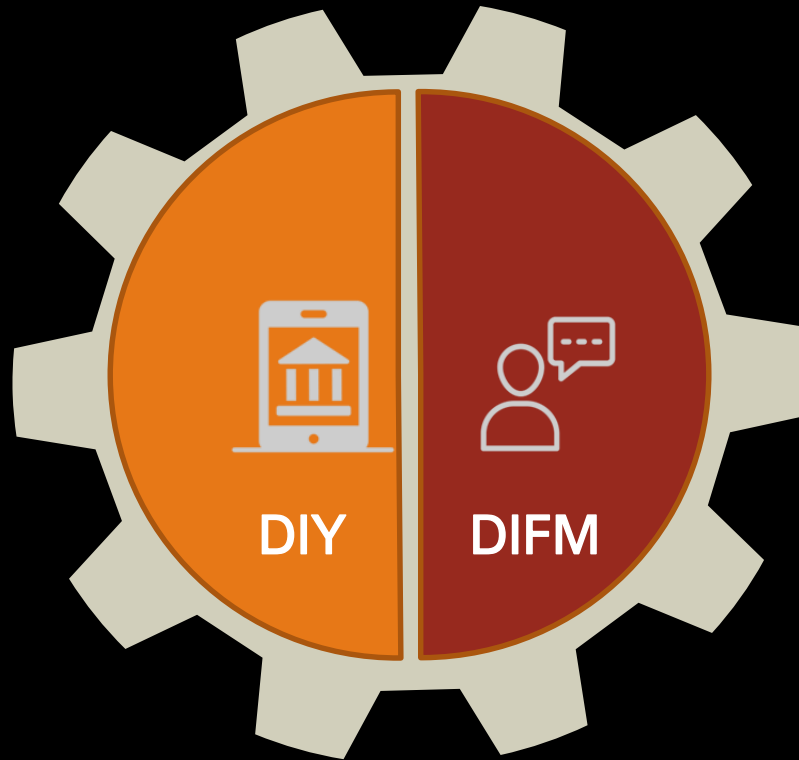
Customer journeys



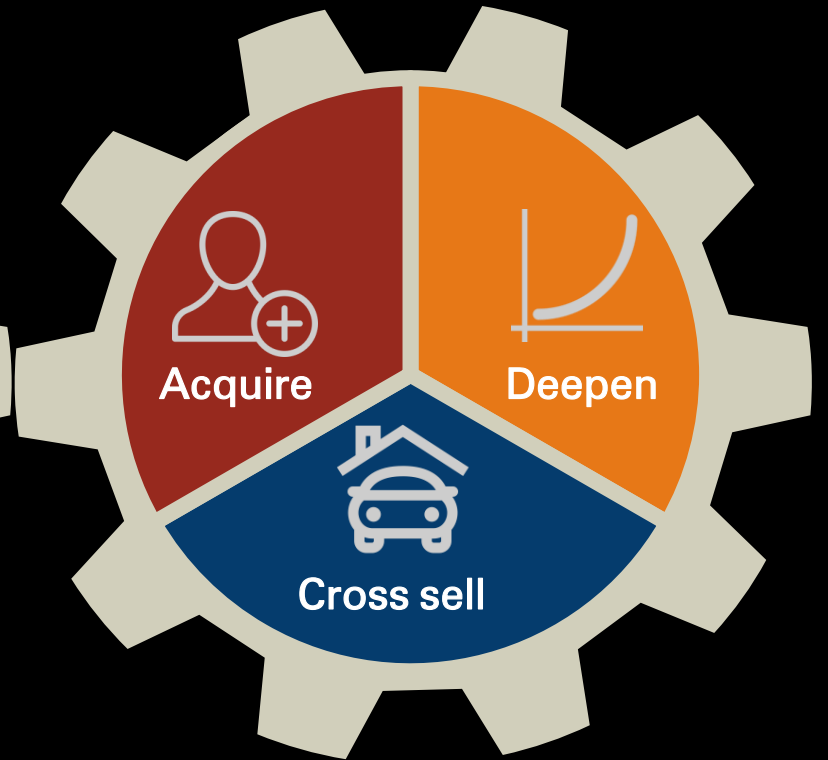
Customer Journeys



Customer life-stage



Customer preferences



Relationship stage

Customer 360° Focus

Data driven

Strong risk
management and debt
servicing framework

End-to-end, intuitive
journeys



DIY = Do it yourself, DIFM = Do it for me

Using data to maximise core operating profit



Integrating data across internal and external platforms to build use cases that improve sales and customer service, strengthen risk management

Building strong capabilities

Data & Analytics

Advanced technology deployed to achieve business objectives

Data Ingestion



Data Warehousing & storage



Data processing & Models



Data services & deployment



Building internal data capabilities for agility

Implemented

Under Implementation



Creating data driven use cases across customer lifecycle

Data driven use cases for customer journeys

1. Acquisition



Micro Markets



Data driven leads



Product Selection

2. Deepening relationship



One View



N=1



Decongest Processes

4. Risk management

iScore

Scores for customers



Credit by invitation



Continuous monitoring

3. Cross sell



Enabling RMs



Digital Cross Sell



Speech Analytics

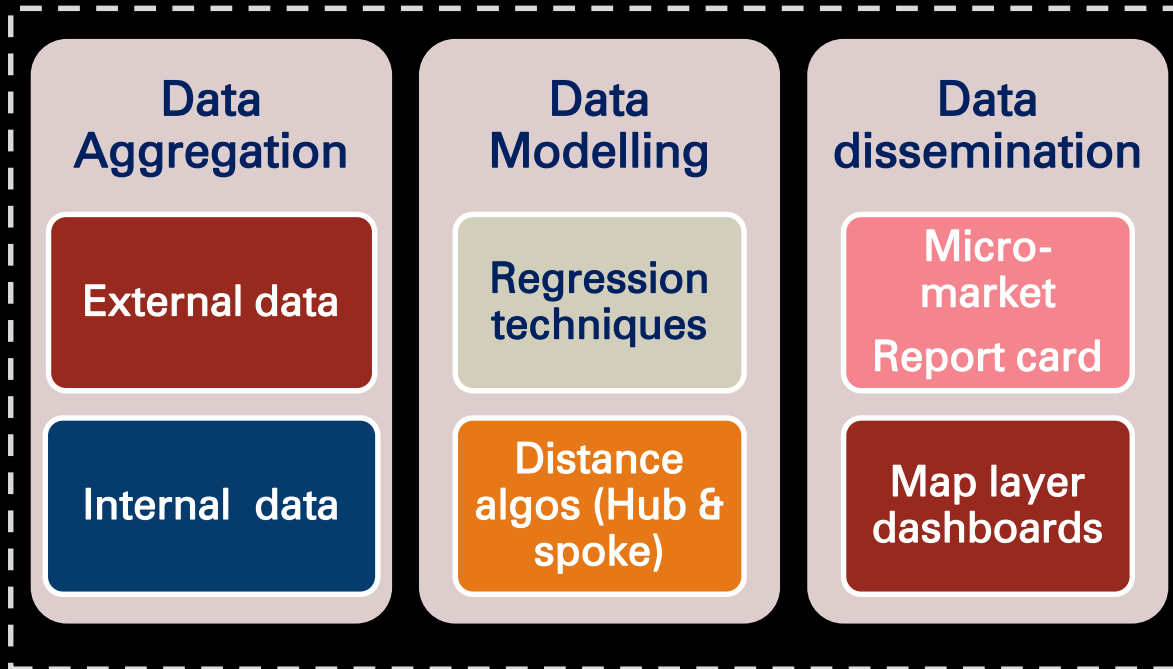


Using internal and external data to maximise ecosystem opportunity

Customer acquisition

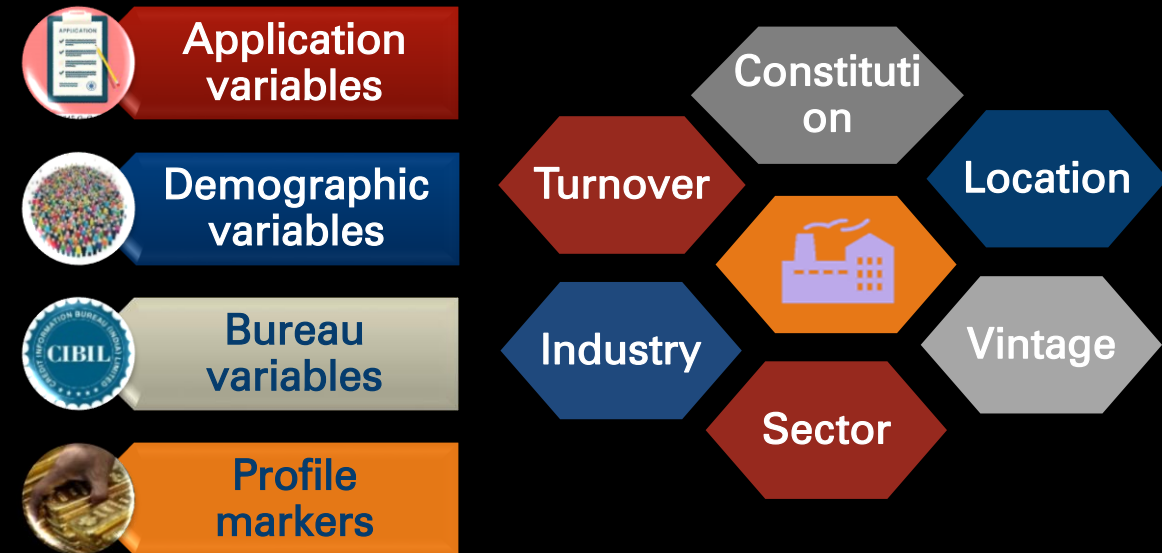
From potential to conversion

Internal and external data markers for micromarket strategy



iGenome based acquisition

Acquisition model for self-employed customers

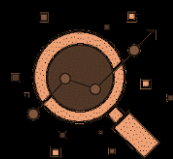


Machine learning based scorecard enhanced with real time bureau inputs for identifying right product fitment at the time of sourcing

Deepening relationships

Personalisation & decongestion

iGenome based personalisation on digital channels



- Discover 2.0: Improved PFM: Upcoming Txns, Personal finance nudges

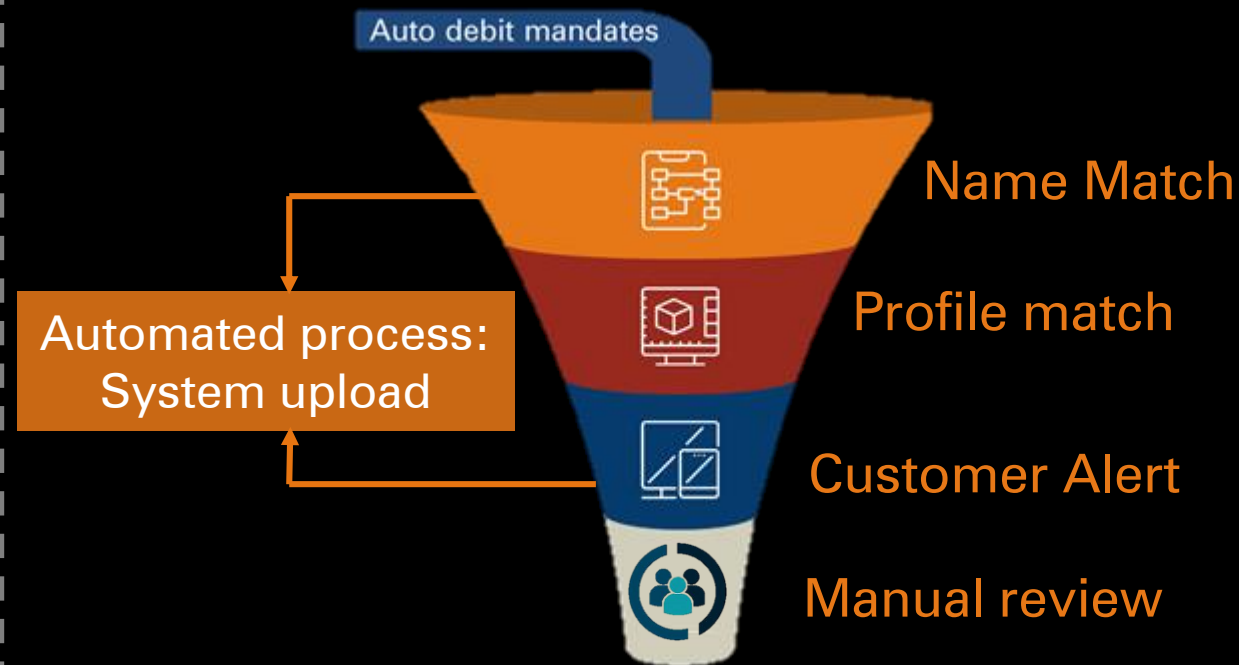
- Added 50+ triggers
- 10 DL/ML models developed



50+ products/services rendered across channels



NACH auto debit registration: auto decision enabler

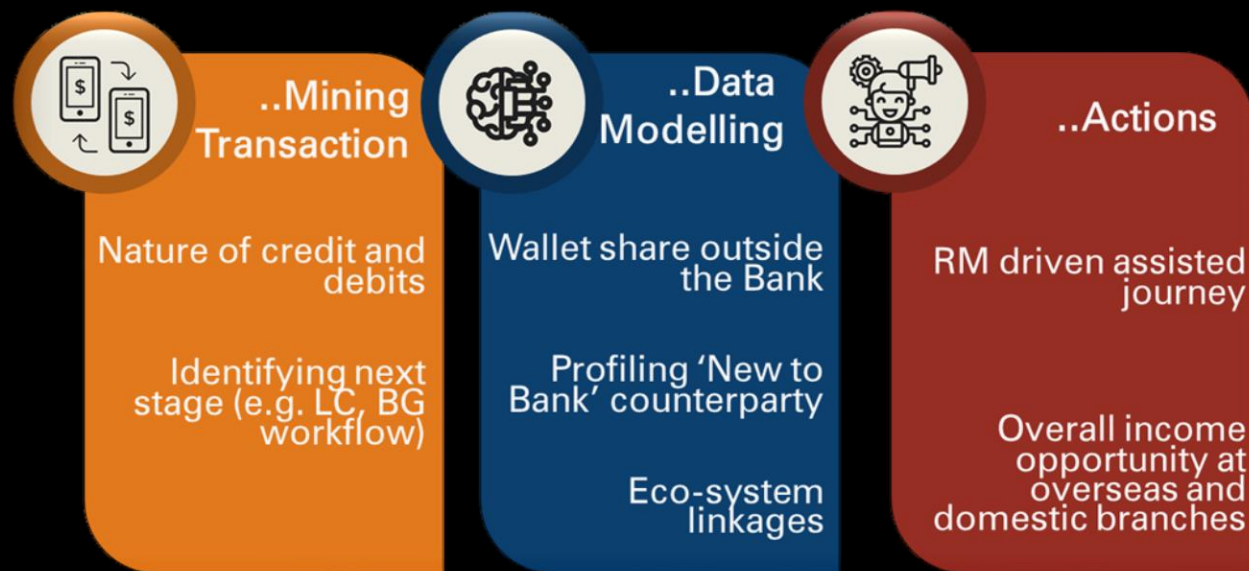


Mandate registration TAT reduced from current 4 days to 1 day i.e. 75% reduction

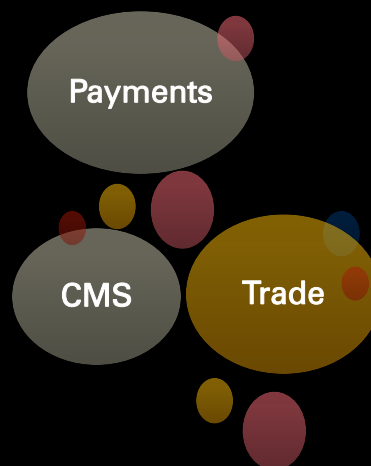
Deepening relationships

Identifying possibilities and prioritising them

Corporate BRE: Triggers to identify service & cross-sell/upsell opportunities



Business opportunity from next best product recommendation



Data incorporated from multiple sources :

Payments, CMS, Trade, Liability etc

Clustering based on client characteristics

Next Best Product recommendation

Validation results

Strong models enabling recommendations

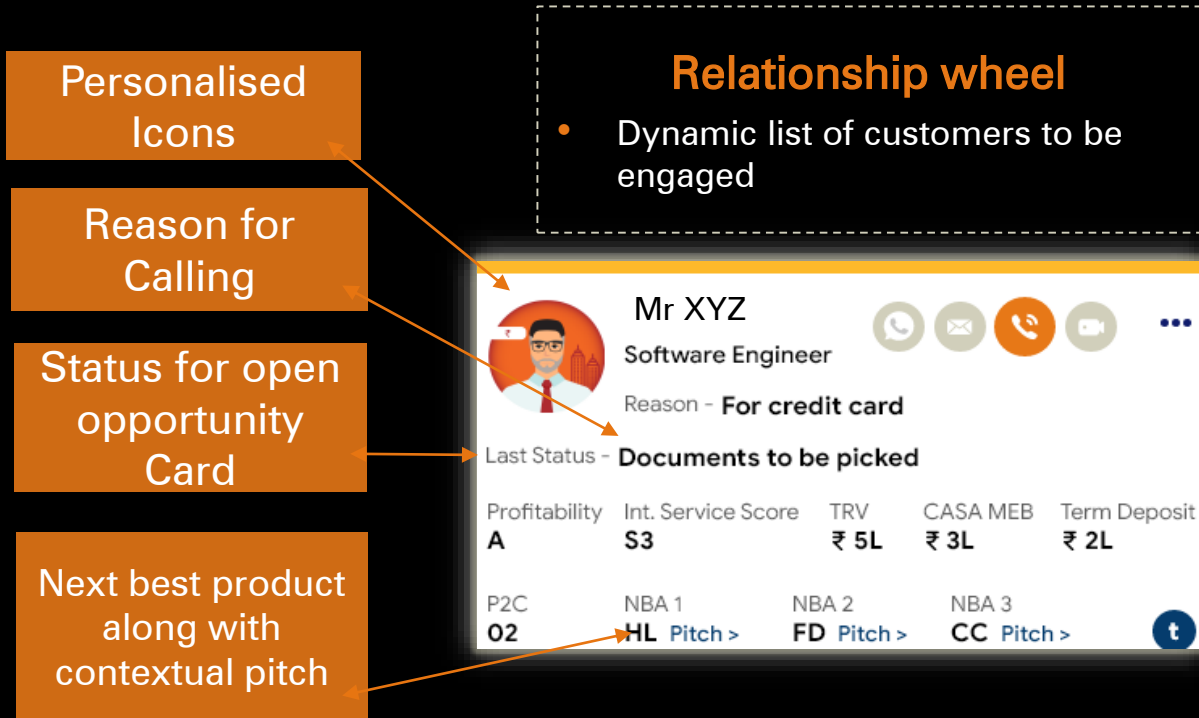
Products/solutions	Percentage uptake		
	High	Medium	Low
Corporate internet banking	22.6%	13.2%	0.7%
Tax payments	10.9%	9.8%	4.0%



Cross sell

Refinement of recommendations & last mile execution

Enabling CRM platform through insights



9,000 RMs are using platform to connect with customers by making 0.5 mn calls monthly



Voice analytics for continuous learning

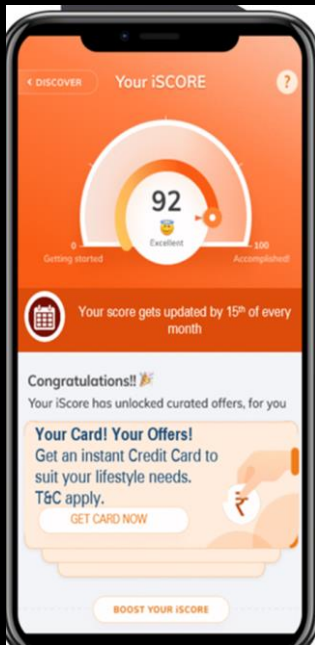


In-house analytics capability for voice analytics on cloud

Risk management

Credit scores for customers & partners

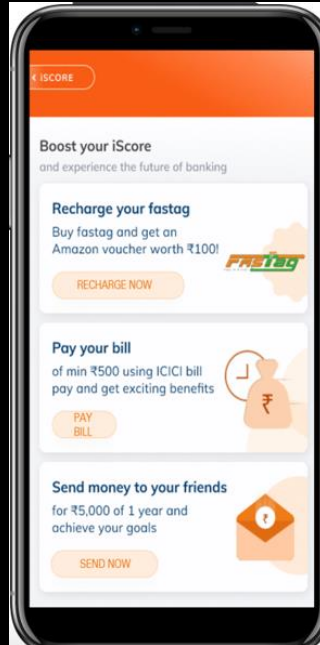
iScore : Enabling credit by invitation
for assets growth



Transaction
based scores

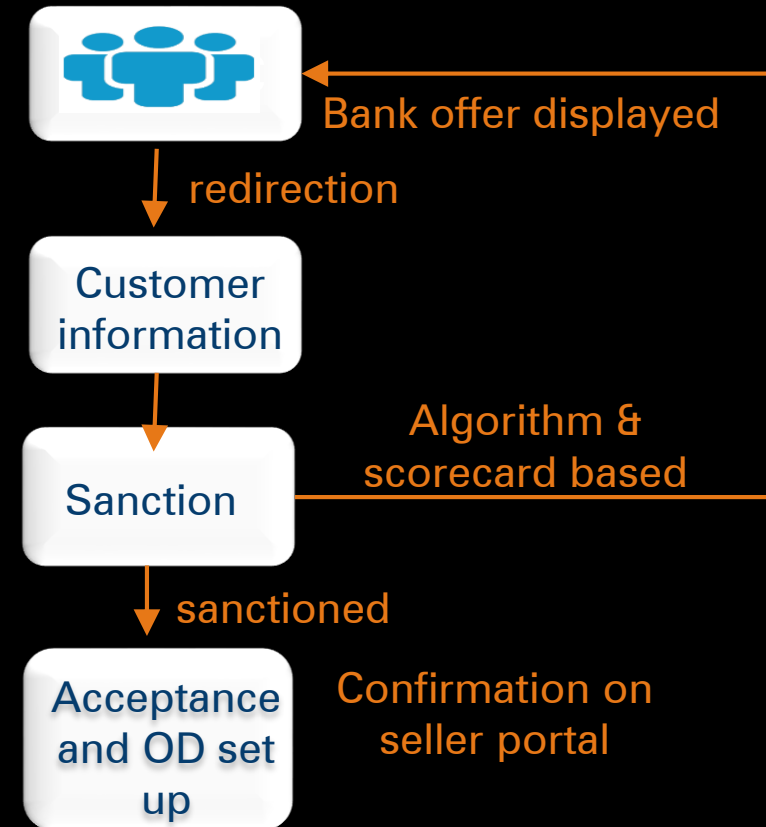
Behavior
based scores

Application
scores



Customer facing iScore built for
iMobile Pay

Merchant credit on the fly



Summary

Building future ready capabilities

Advanced technology deployed to achieve business objectives



Building internal data capabilities for agility



Delivering use cases on data

Data driven use cases for customer journeys



Using internal and external data to maximize ecosystem opportunity

Maximising core operating profit using data



Customer journeys

A

Using analytics to power customer journeys

B

Approach to retail credit and collections

C

Unified customer journeys-loans

D

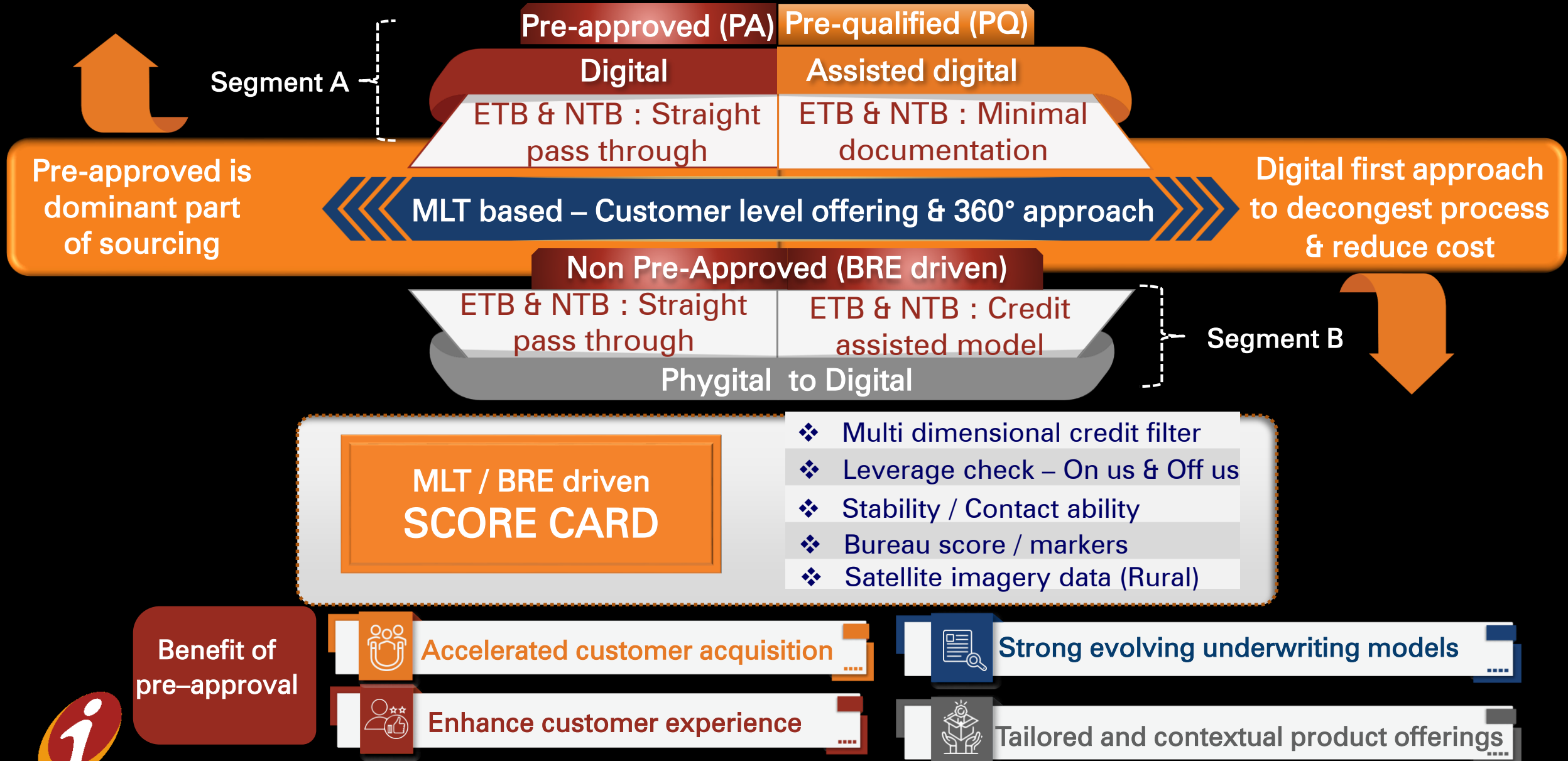
Unified customer journeys-savings & investments

E

Digital journeys for corporates and approach to corporate credit

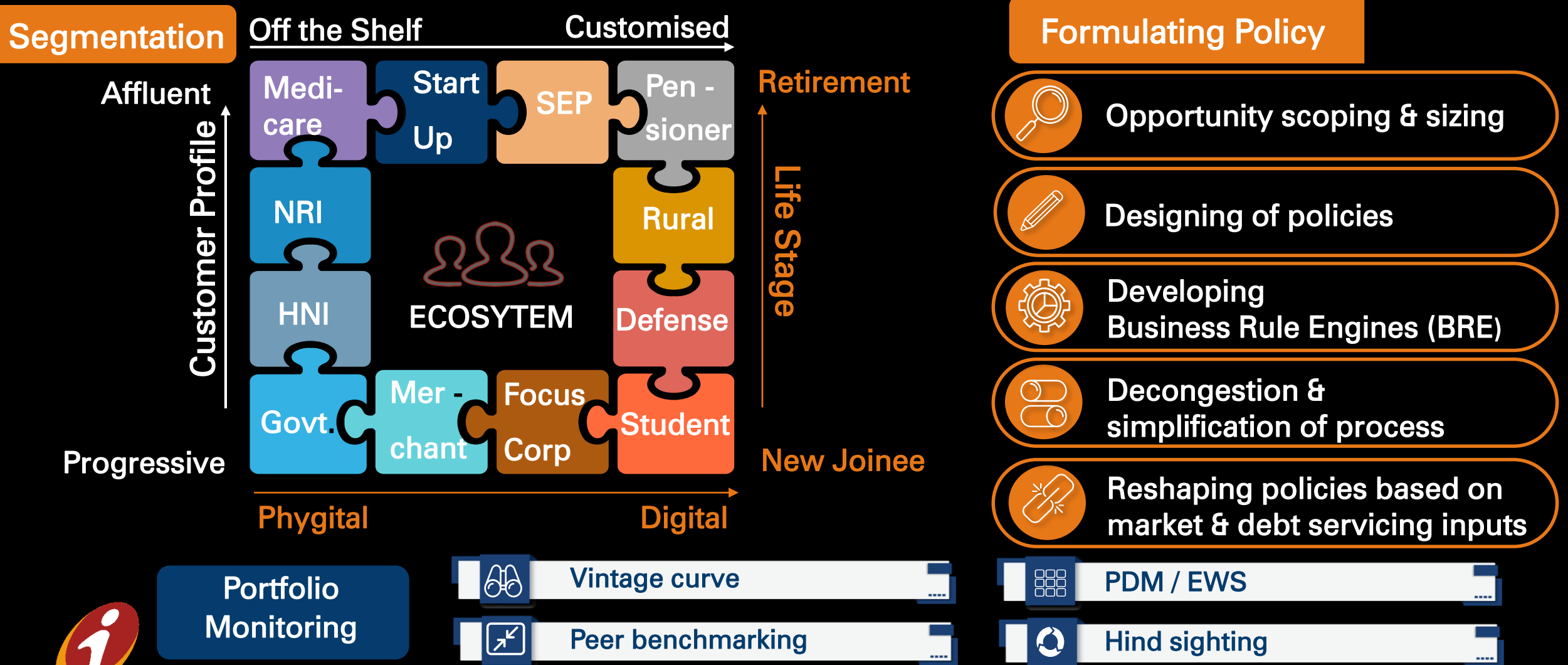


Retail credit: Approach



Retail credit

Customer segmentation & policy formulation




SEP = Self Employed Professional, PDM = Pre-Delinquency Management, EWS= Early Warning Signals

Retail debt servicing: Approach

Key tenets of approach

 Coverage across Retail business banking & rural

 Proactive & handholding approach to collection

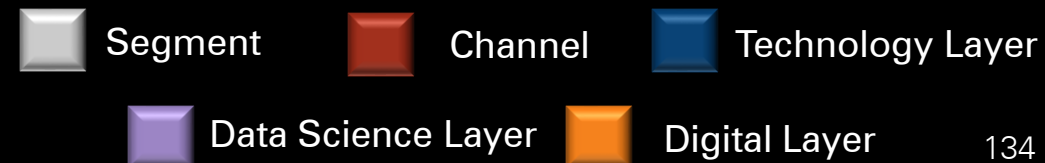
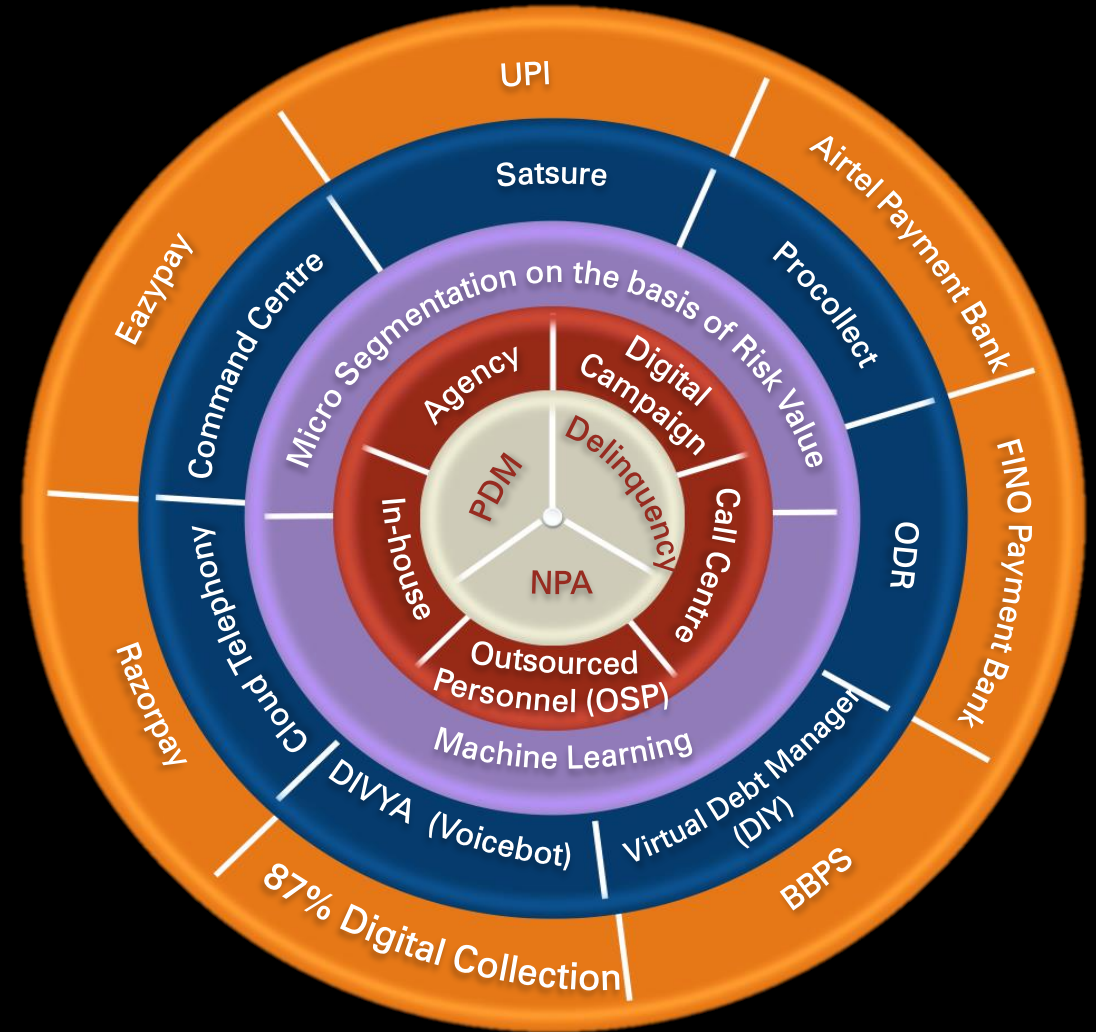
 Integration of credit policy and debt servicing

 Protection of economic value

...with objective to support business growth & profitability



Asian Banking & Finance award 2021
COVID management initiative of the year



Retail debt servicing

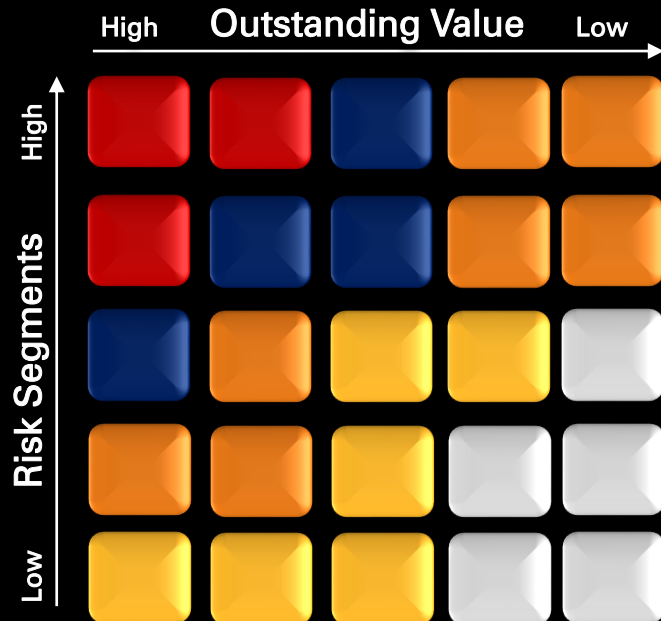
Micro segmentation & data science

Pre-Delinquency Management (PDM)

- ❖ MLT based risk segmentation on 100+ variables
- ❖ Multi-channel engagement strategy
- ❖ Micro segmentation & distinct treatment

3R Execution Strategy

Right Customers | Right Channel | Right Time



Book Coverage
20%

Bounce Coverage
80%



Post COVID19 markers added for higher precision



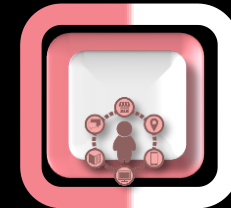
PDM campaigns largely run on intelligent digital channels

Early Default Management



Machine Learning

Based continuous evolving risk segmentation model built with multiple variables



Digital Campaigns

Designed with multi channels & multi linguistic engagement strategy inclined to pay dues digitally



Artificial Intelligence

Enabled with cognitive analytics to maximise reach via effective channel & optimise efficiencies



Smart
Voice Call / Bot



Personalised
SMS & Email



iMobile
Notification



WhatsApp
Notifications



Bounced cases resolved at 1/5th of the Call Center cost

Q3-
2021
17.9%

Q4-
2021
23.8%

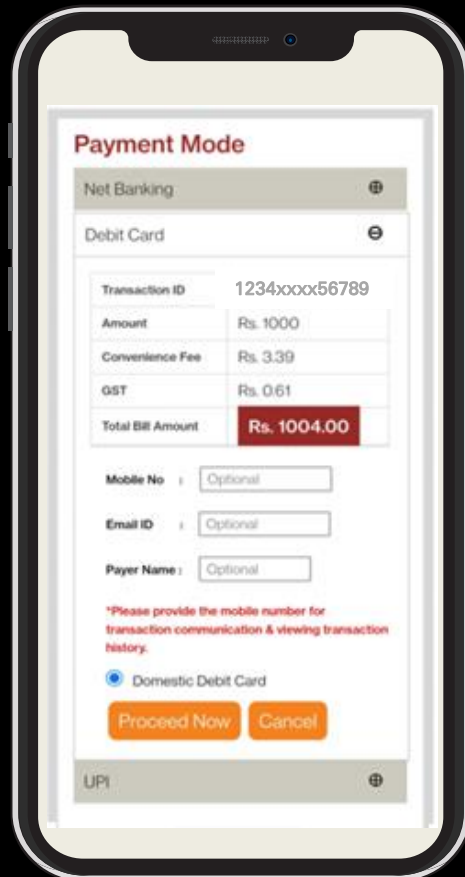
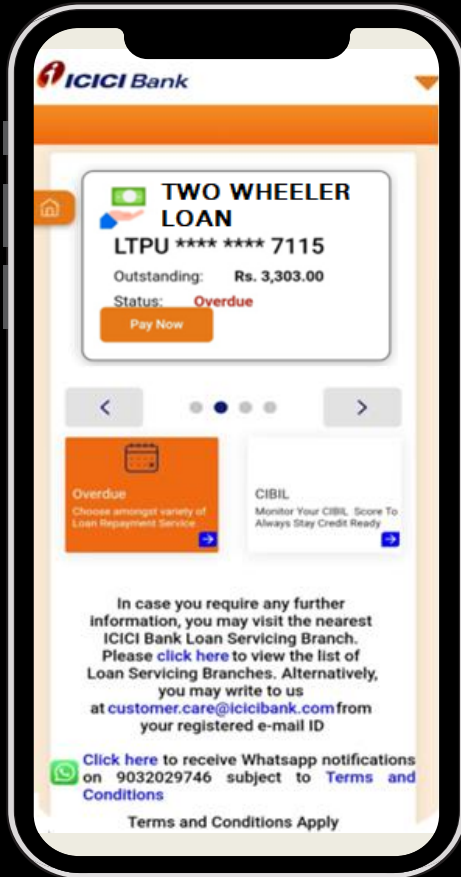
Q1-
2022
27.5%

Q2-
2022
28.7%

Bounce cases (by count) in retail EMI products and credit cards resolved 135 using IntelliCollect

Retail debt servicing approach

Virtual Debt Manager



Easy Login One View of delinquent a/c WhatsApp Consent Payment options

Credit bureau score, Credit Information Report (CIR) & Score simulator powered by TU CIBIL

Journey envisaged

Real time pre-qualified (PQ) settlement

“Call service manager” functionality

ODR registration, legal bot & query resolution

Market place enabler to dispose assets



One view of delinquent a/cs



Multiple payment options



CIBIL score & Score simulator

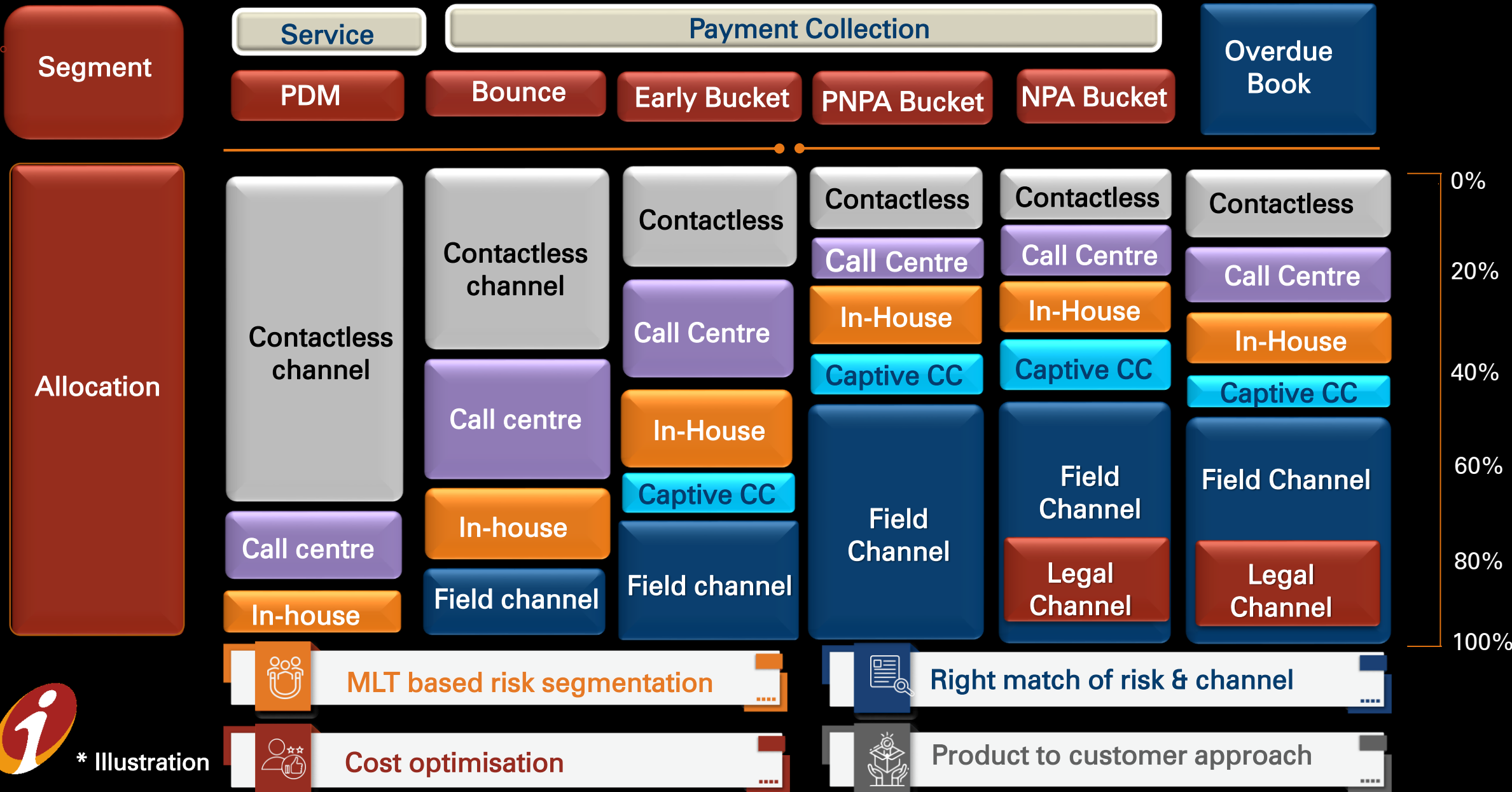


In early stage delinquency, contactless collection is ~ 30%
Virtual Debt Manager (DIY) to fuel the next leap

ODR = Online Dispute Resolution, DIY = Do it yourself

Retail debt servicing

Channel orchestration & risk*



* Illustration

Retail debt servicing

Technology & digital enablement

Command center

- Uberisation of collection
- Real time monitoring of collection effort
- Mobile interface for agents to navigate best route
- 10% increase in productivity



SatFarm

- MLT based model ~ Satellite Imaging and pattern recognition
- 3R Strategy: Right Customer | Right Time | Right Plans
- Portfolio Coverage | 75% - Performance Upside | 15%



Online dispute resolution



- Enabled for various Unsecured products
- 14,000 disputes referred to ODR Institution, SAMA for resolution in time bound manner
- Legal cost & velocity re-defined

DIVYA : Interactive voice bot



- PDM & balance to EMI bot
- GL & Retail loan restructuring
- PQ settlement bot

Digital payment solution



87%

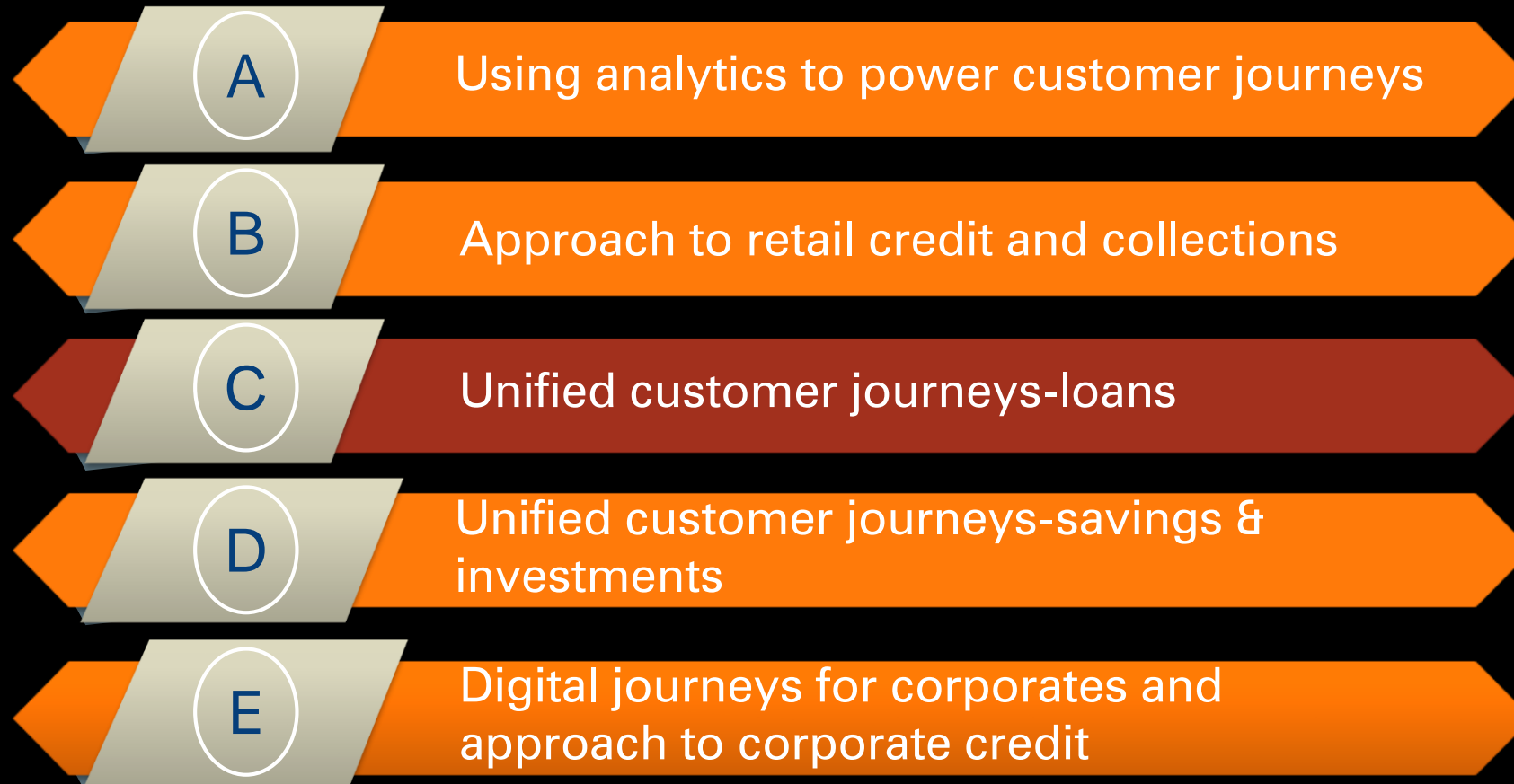
Payment collected through DIGITAL mode of payment

~ 30 Digital Partnerships built for adopting best practices across industry



ODR = Online Dispute Resolution, GL = Gold Loan, PQ = Pre-Qualified, MLT = Machine Learning Tool

Customer journeys



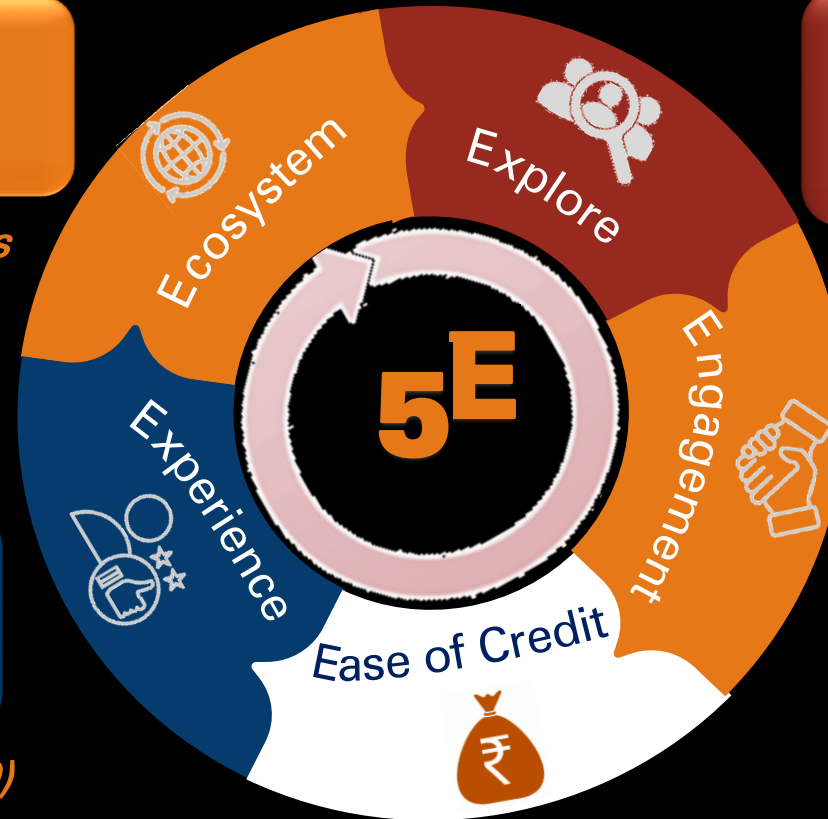
Digital transformation

- ✓ Builder & dealer partnership
- ✓ Direct disbursement facility
- ✓ Capture customer 360

*40,000 + approved projects
4,000+ dealer tie up*

- ✓ Seamless and transparent
- ✓ Real time application tracking
- ✓ Assistance on demand

30% digital traffic growth (Q-o-Q)



- ✓ Propensity based campaigns
- ✓ Approved projects/manufacture offer
- ✓ Digital partnership with aggregators & builders

10 mn+ monthly campaign



- ✓ DIY (Self) & DIFM (assisted) journeys
- ✓ Application form generated digitally
- ✓ Digital payment & document fetch

500,000+ monthly digital footprint

- ✓ Instant sanction & top up disbursal
- ✓ Business rule engine for offer generation
- ✓ Leverage on tie-ups with Fintechs

*10 mn+ PA offers
API integrations*



Enhanced customer experience



Operational efficiency



Robust risk management framework

DIY = Do it yourself, DIFM = Do it for me, PA = Pre-approved

Digital Mobility Solutions - Mortgages

iLens (ICICI Bank Lending Solution) - Future Ready Lending Platform

iLens

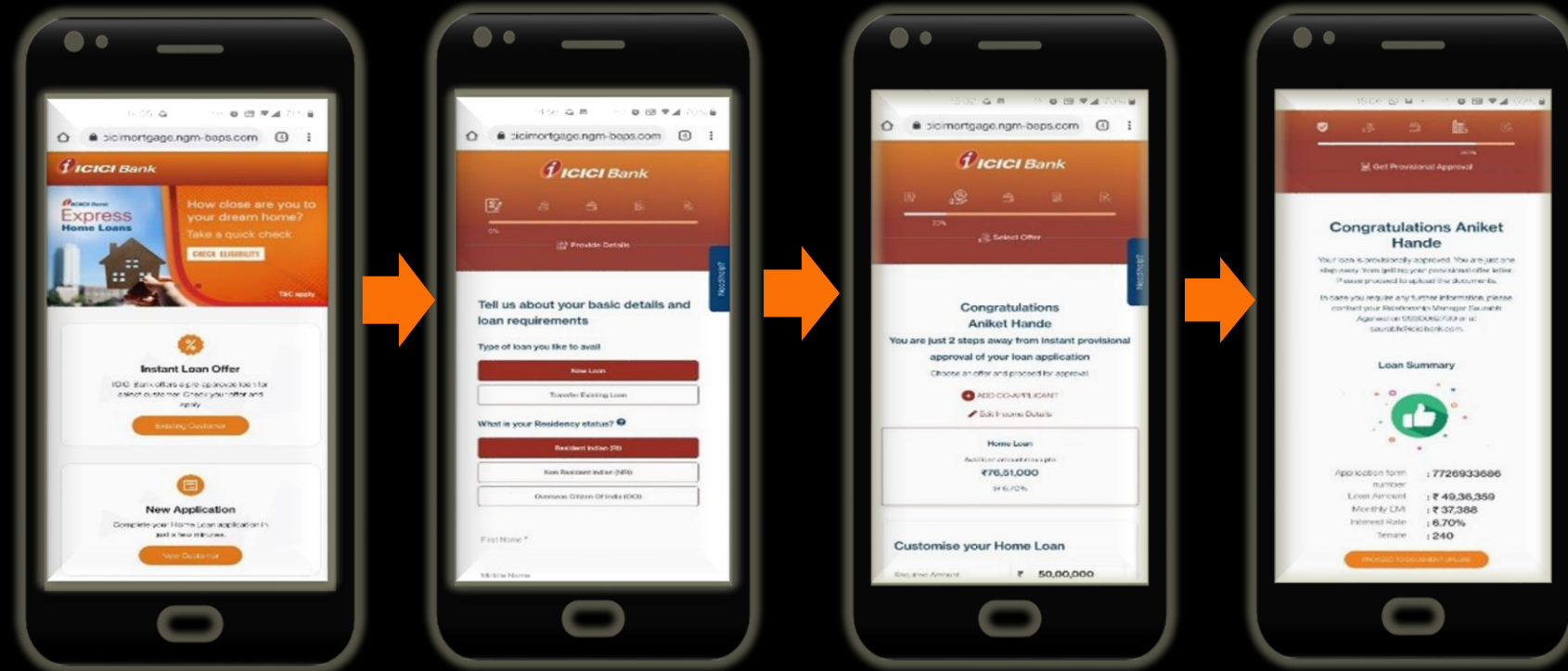


300,000+
Monthly Traffic



- Customer journey DIY

- ✓ Simplified 4 step journey
- ✓ Contactless & frictionless sourcing
- ✓ Auto fetch details
- ✓ Instant fee payment
- ✓ Instant sanction/offer generation
- ✓ Assistance on demand
- ✓ Resume journey feature



Step 1: Apply
for loan

Step 2:
Auto populate
details

Step 3:
Get instant
offer

Step 4: Generate
sanction/offer
letter

Customers can apply from comfort of their home – Anytime, Anywhere



Enhanced customer experience



Operational efficiency



Robust risk management framework

DIY = Do it yourself

Digital Mobility Solutions - Mortgages

iLens (ICICI Bank Lending Solution) - Future ready lending platform

iLens



6,000+
Active Users



iHomeLoans

- Assisted sourcing app (DIFM)

- ✓ Paperless sourcing
- ✓ Digital fee & document collection
- ✓ Digital income fetch
- ✓ Automated digital application form
- ✓ Digital query resolution
- ✓ Comprehensive product coverage
- ✓ ETB/NTB, RI/NRI & Salaried/Self-employed

Step 1:
Capture basic
details



Step 2: Fetch
Information



Step 3:
Get eligibility



Step 4:
Complete
application

Simple & user friendly journey



Enhanced customer experience



Operational efficiency

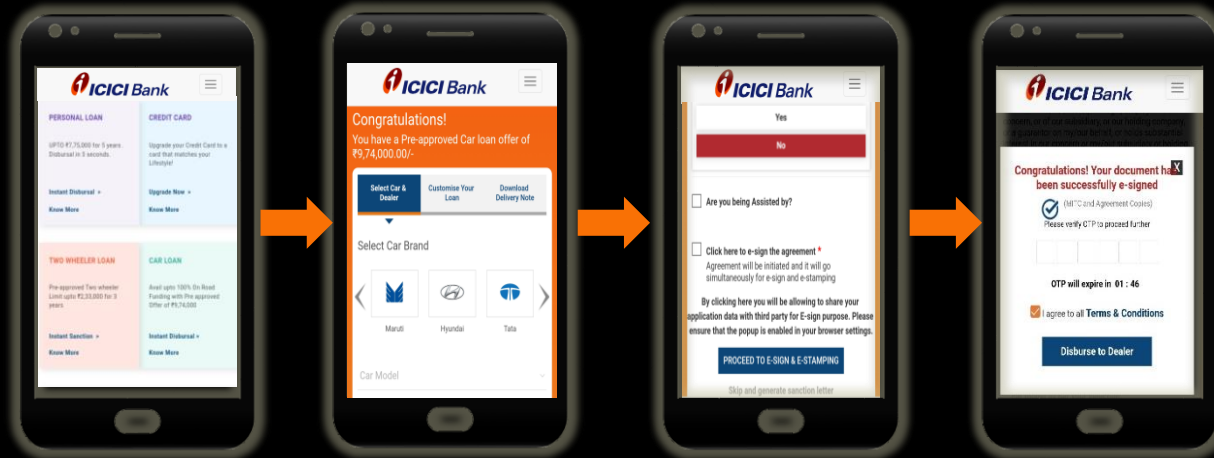


Robust risk management framework

DIFM= Do it for me, ETB= existing to bank, NTB= new to bank, RI= resident Indian, NRI= non-resident Indian

Digital mobility solutions - Wheels

Instant car loan disbursement



View offer on RIB

Capture loan & vehicle details

E-Sign loan agreement

Disbursement

- ✓ Industry first end-to-end digital journey
- ✓ Instant disbursement to dealer
- ✓ Available for PA customer
- ✓ E-sign loan agreement
- ✓ Generation of online delivery order
- ✓ Seamless customer journey



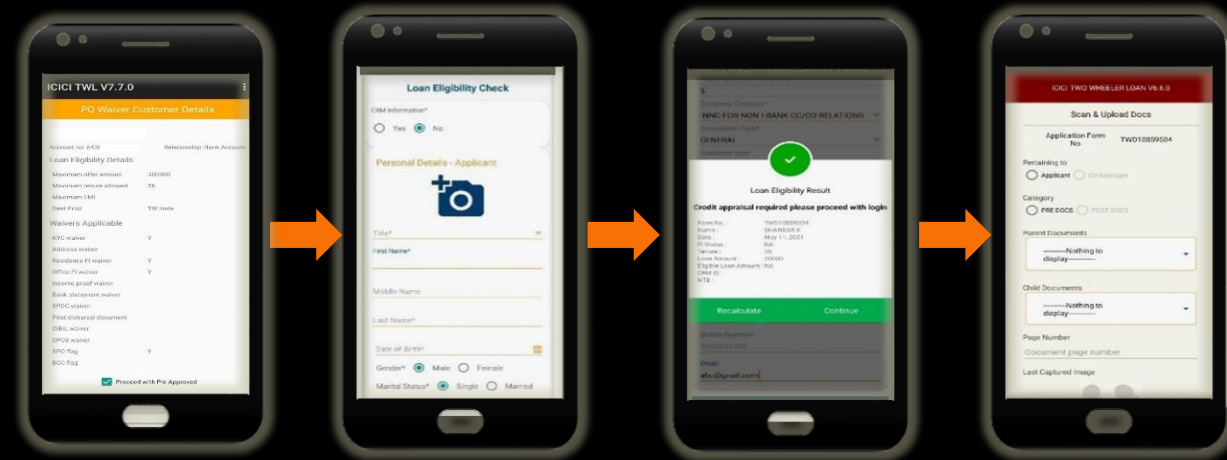
3 mn + customers - offers available

Two wheeler loan – Onboarding mobility solution



100%
Digital Application
70%
STP processing

- ✓ End-to-end digital journey
- ✓ Instant approval
- ✓ On the fly verifications
- ✓ Rule engine driven decisioning
- ✓ Auto fetch customer details



Check Offer

Enter/Fetch Basic Details

Get instant eligibility

Upload documents



Enhanced customer experience

PA= Pre-approved



Operational efficiency



Robust risk management framework

Trends & performance



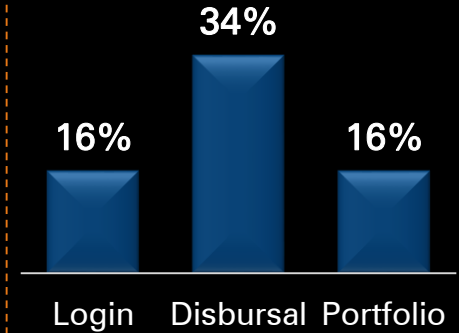
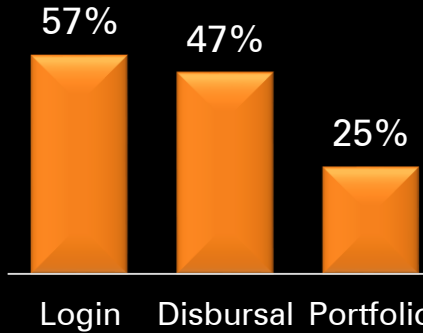
Loan performance

Growth Q2-2022 over Q2-2021

	Total	Digital
Login#	34%	114%
Disbursement*	45%	93%

Digital application penetration# –
72% in mortgage & 82% in new car loans

Growth Q2-2022 over Q2-2021 (Product)



Maximising opportunity

Liability active (Portfolio)#



75%



60%

Liability active (Incremental)#

90%

70%



3 or more
products per
customer#



64%



60%



Enhanced customer experience



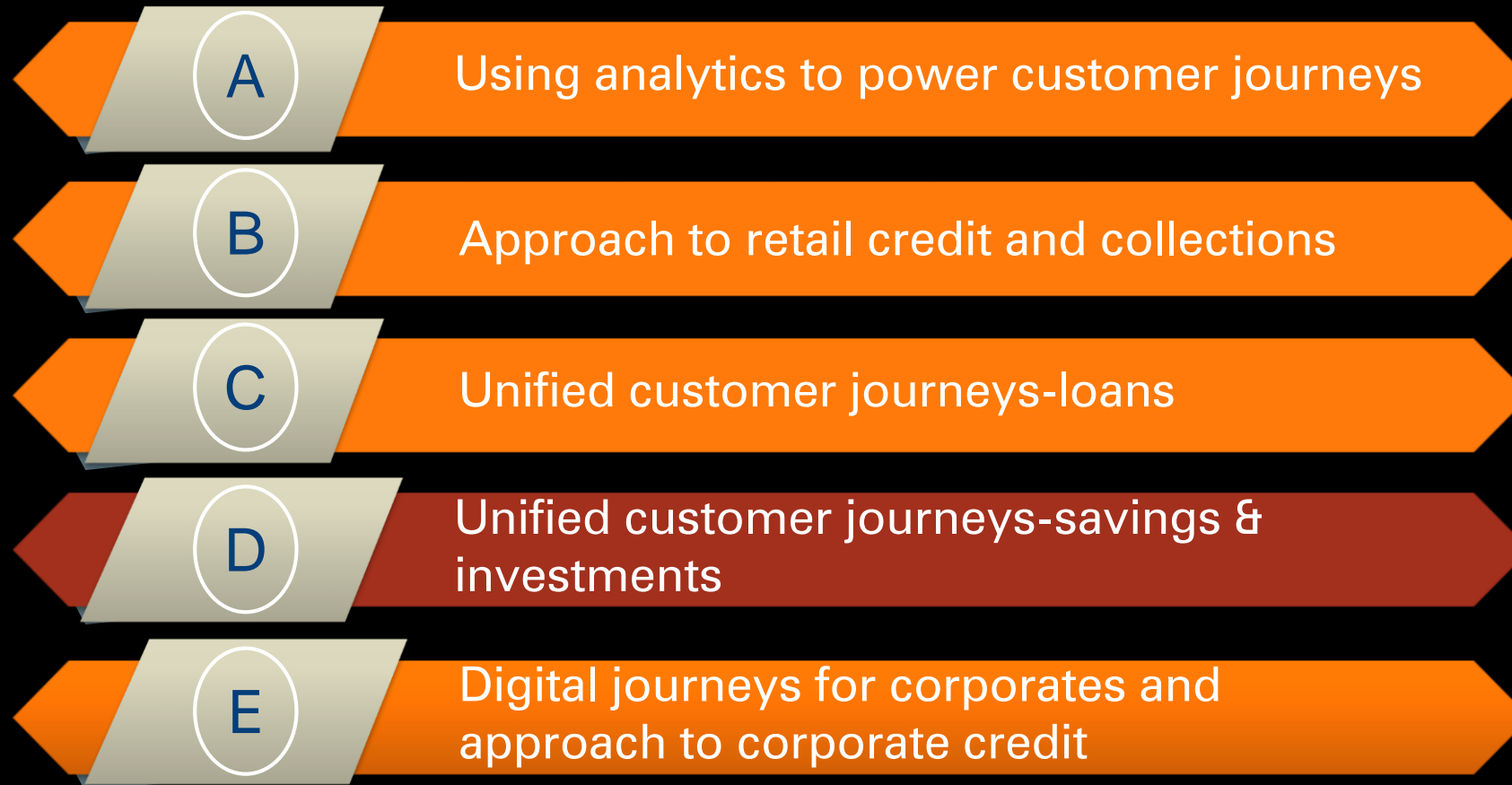
Operational efficiency



Robust risk management framework

* - On value # - On count

Customer journeys



Unified Customer Journeys

Contextual - Seamless - Agile - Omnichannel

1. Environment Influencing Behavior



Macro-economic Trends



Thriving Ecosystems



Changing Consumer Paradigms



Digital Explosion

CUSTOMER
CONTEXT

3. Cornerstones for Unified Customer Journey



Positive Disposition



Mind Share



Wallet Share



Market Share



PPOP

2. Data & Delivery Platform

LEVERAGE DATA
360 Customer Profile

iCRM

DATA ENRICHMENT
Dynamic Repository

CCP

SEAMLESS DELIVERY
Enterprise Owned Interaction

VRM



CRM – Customer Relationship Management

CCP – Customer Conversation Platform

VRM – Virtual Relationship Management

Unified Customer Journeys

Contextual - Seamless - Agile - Omnichannel

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Digital Explosion

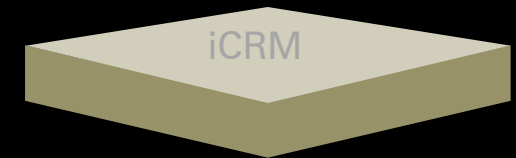
CUSTOMER
CONTEXT

3. Cornerstones for Unified Customer Journey

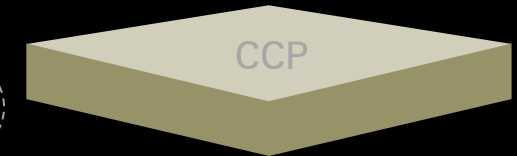


2. Data & Delivery Platform

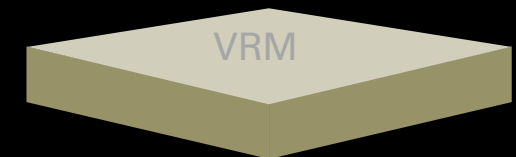
LEVERAGE DATA
360 Customer Profile



DATA ENRICHMENT
Dynamic Repository



SEAMLESS DELIVERY
Enterprise Owned Interaction



CRM – Customer Relationship Management

CCP – Customer Conversation Platform

VRM – Virtual Relationship Management

What customer wants?

Rajat Nair

47 yrs, Bengaluru

Vice President, FutureData LLP

Homemaker wife, Son (17yrs), Daughter (12 yrs)

Avid Biker, Whitefield Harley Club

Supports Rural Artisans

Trusted long term financial partner

Frictionless banking experience

Deep understanding & personalised solutioning

Anytime, anywhere access

Power of choice



Persona → Context → Solutions



Unified Customer Journeys

Contextual - Seamless - Agile - Omnichannel

1. Environment Influencing Behavior



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Platform Framework

for seamless customer delivery

iCRM

Insights Repository & Omni-Channel Delivery

- Unified platform for integrated Sales & Service
- Harness data & analytics to present Next Best Action
- Comprehensive Customer 360 view to provide need based solutions

CCP

Guided Conversations → Higher Conversions

- Emphasis on online journeys & facilitates offline channels; DIFM, DIWM
- Various conversation flows dynamically rendered
- Intelligent and dynamic conversation selection, product solutioning

VRM

Bank at the fingertips – Anytime, Anywhere

- Multiple access points : voice, video, chat, co-browsing, digital journeys
- Continuity of service with consistent quality
- Contextual and hyper-personalised offers, highly relevant to customers

PERSONA
INSIGHTS



CUSTOMER
CORPORATE
MEMORY



ENTERPRISE
OWNED
ENGAGEMENT



CRM – Customer Relationship Management

CCP – Customer Conversation Platform

VRM – Virtual Relationship Management

INNUMERABLE CUSTOMER JOURNEYS

Unified Customer Journeys

Contextual - Seamless - Agile - Omnichannel

1. Environment Influencing Behavior



Macro-economic Trends



Thriving Ecosystems



Changing Consumer Paradigms



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360 Customer Profile

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DATA ENRICHMENT
Dynamic Repository

CCP

SEAMLESS DELIVERY
Enterprise Owned Interaction

VRM



CRM – Customer Relationship Management

CCP – Customer Conversation Platform

VRM – Virtual Relationship Management

The Orange Book - Platform for creating Positive Disposition



Rajat's Work from Home Dilemma

Keen to upgrade to a bigger and spacious home for self & family, evaluating various options

The dilemma : Rent Vs Owned Home

Nuggets of wisdom

- ❑ Insights on risks & returns of various asset classes
- ❑ Lucidly explains about Home Loans, Direct Equity, Gold, IPO, etc
- ❑ Advises on aligning investment plan with life goals & milestones

Full spectrum personal financial advisory

- Highly relevant, topical financial advice
- Easy-to-understand, contextual life-event based analogies
- Relevant propositions, guidance for making informed decisions
- Serves with humility, positions Bank as a long term trusted partner

Positive Disposition leads to Unified Customer Journeys (Eg: 3-in-1, Retirement)

3-in-1 Unified Customer Journey

Retail participation in Capital Market @ 45%. Mutual Fund AUM @ ₹ 37.33 Tn

STACK
Growth Layer



Context: Rajat's son's admission to Foreign University

Rajat needs to plan for his college fee & living expenses for next 4 years. Current market condition offers favorable investment options

NTB Journey for 3-in-1 Account

Login to ICICI Bank RIB / Broker's Platform → Validate Aadhaar through OTP → Customer consent for opening all accounts

Platform Agnostic Open Architecture Digital Journey

3-in-1 Account opened ← Video KYC ← T&C acceptance

Curated Solutions for Existing Customers

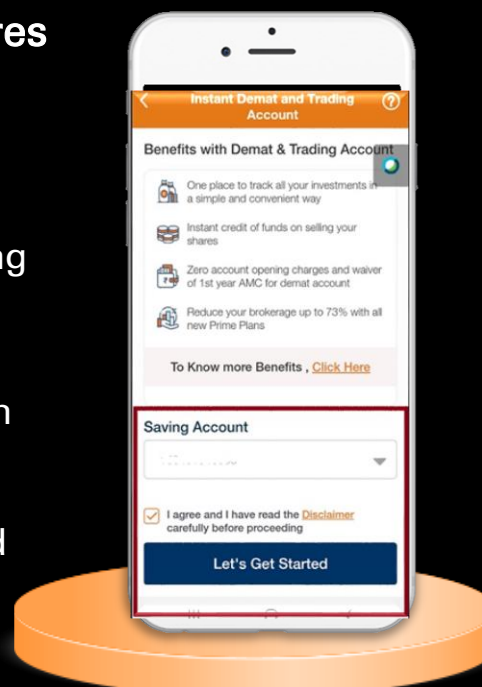
Salient Features

End-to-end digital journey

Account opening in three clicks

Auto Population of Data

For Existing and New to Bank



Services offered

3in1 Account opening digitally

Instant start of relationship

Curated One click portfolios

Invest in IPO

Performance Indicators

Overall Numbers
Oct, FY22 over FY21



Digital Penetration
~ 40,000 Accounts opened on Digital Channels



Account Behaviour
MAB growth in Trading Accounts vs Savings Account



Full spectrum of financial & investment products delivered end-to-end digitally

Accelerated digital propensity across entire spectrum of banking transactions



* As on Oct 31, 2021, MAB: Monthly average balance

Source: AMFI MF AUM as on Oct 31, 2021

Retirement Journey

Retirees to be 19% of population by 2050. Growing share of NPS¹ & APY²

STACK
Care Layer



Digital Retirement Products

#1

Private Sector Bank driving NPS enrollments (10% Market Share)

90%+

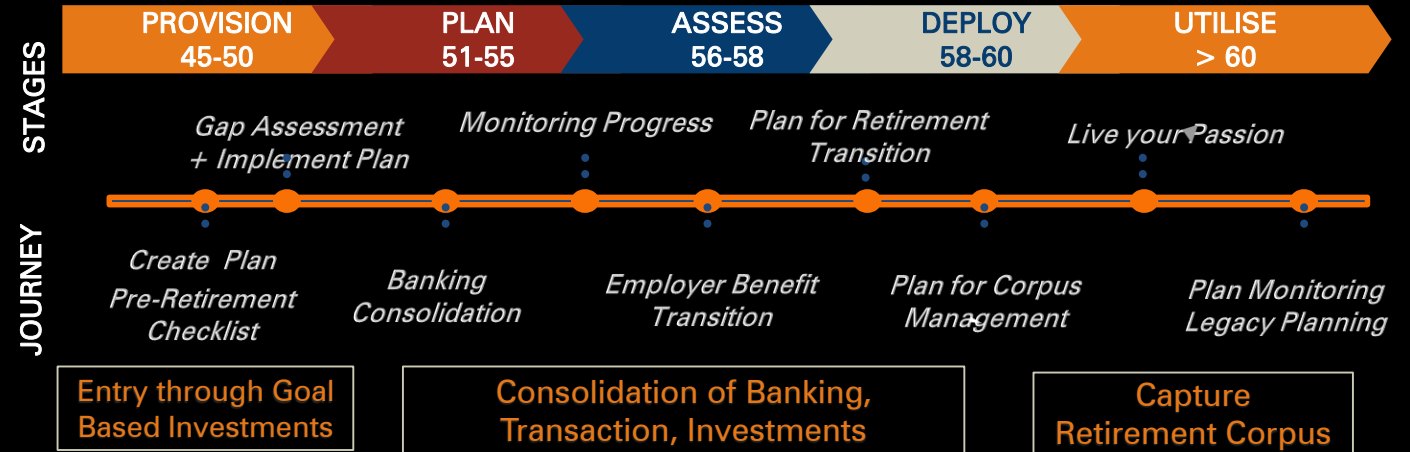
Digital customer subscription for PPF and NPS solutions

10L

Customers serviced for NPS and PPF solutions

RAJAT's JOURNEY

Golden Years Program



PLATFORM DELIVERY

AWARENESS & EDUCATION

INTUITIVE & GUIDED JOURNEYS

COMPREHENSIVE SOLUTION SUITE

EXPERT CURATED SOLUTIONS

DIGITAL & DIFM CAPABILITY

Sustained long term engagement on digital platform for execution of retirement plan

Orchestrated journeys for every context: Intuitive, Personalised, Digitally



Customer journeys

A

Using analytics to power customer journeys

B

Approach to retail credit and collections

C

Unified customer journeys-loans

D

Unified customer journeys-savings & investments

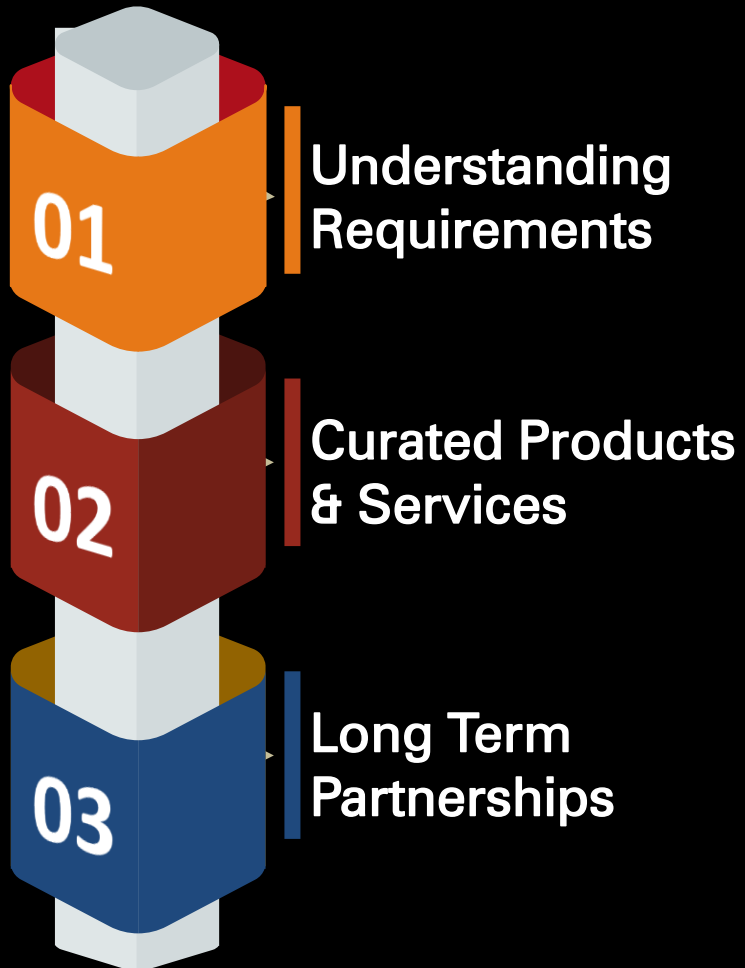
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Digital journeys for corporates and approach to corporate credit



Customer Journey - Our philosophy

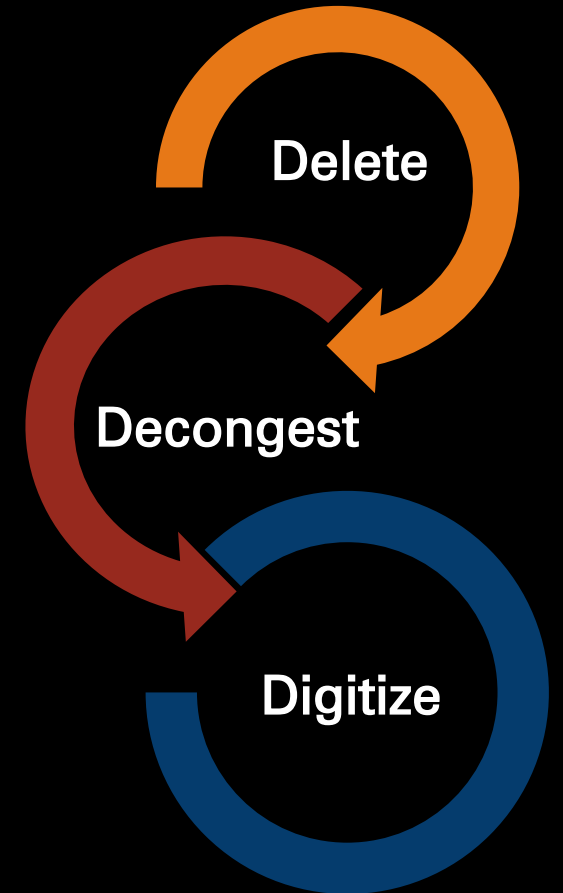
Approach



Principles



Processes



Focus on execution & seamless delivery

Expanding canvas of corporate India

Universe



63.0 mn MSMEs¹



1.4 mn active corporates²



7,500+ listed companies³

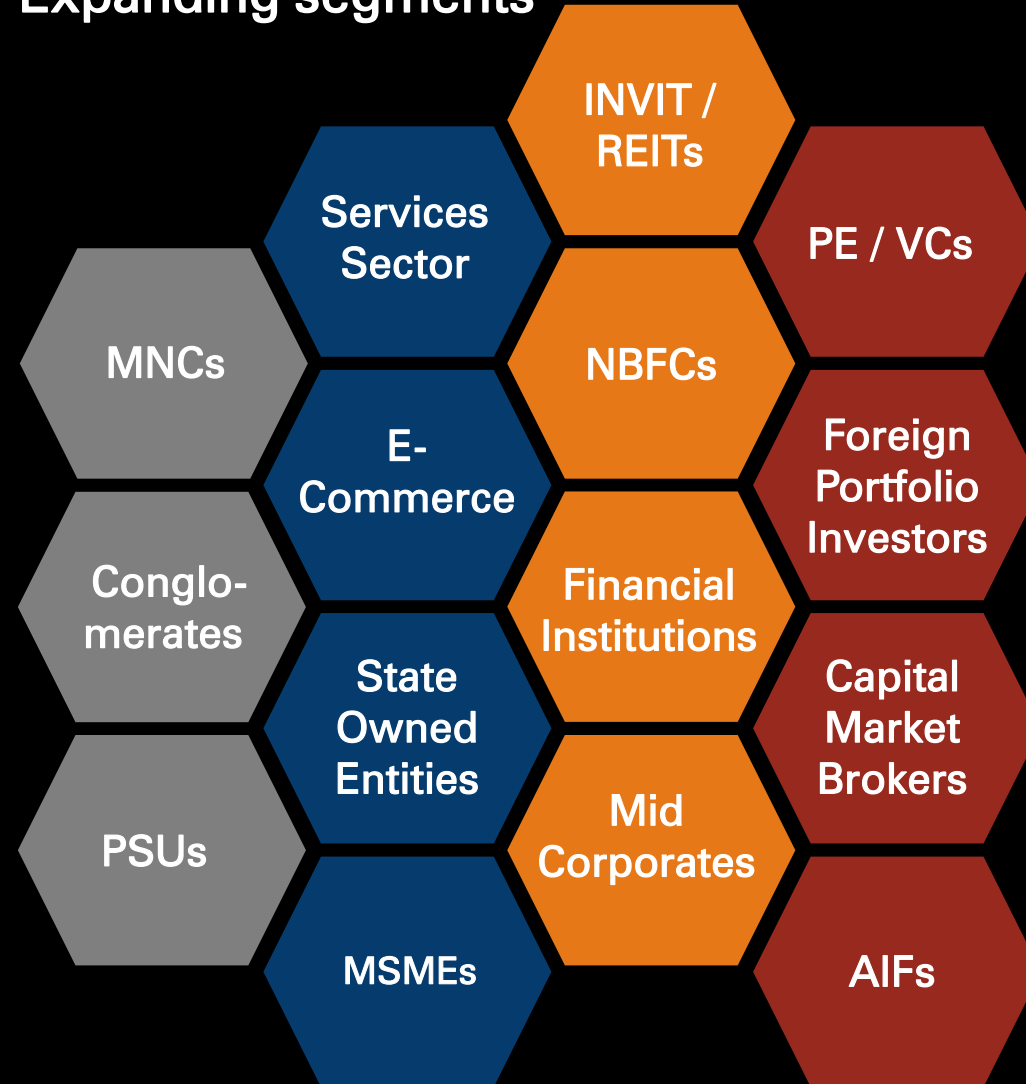


750+ Funds



1. Data as at October 31, 2021 Source: 2. Source: MSME Ministry, Government of India; 3. Source: Ministry of Corporate Affairs and BSE

Expanding segments



Varied segments



Distinct characteristics



Diverse needs



Different journeys

Our approach



Bespoke solutions
for each segment

What customers want?

Trust and partnership

Business understanding

Solutions for entire ecosystem

Clarity and speed

Rapid Digitisation

Mr. Nitin D. Parekh

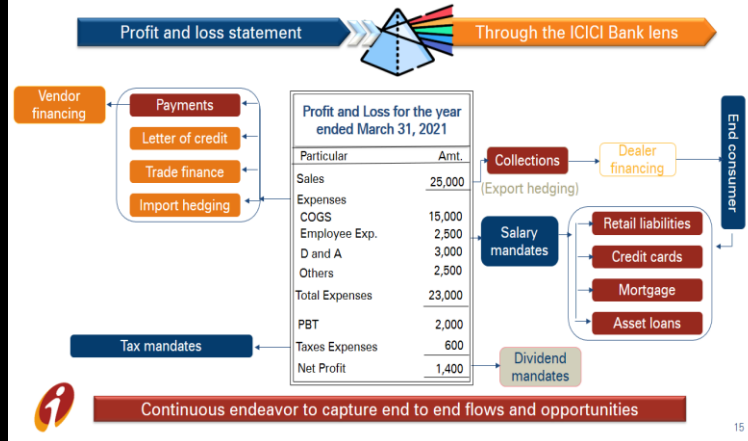
CFO, Cadila Healthcare Ltd

*Best CFO Large Enterprise,
Business World 2021*

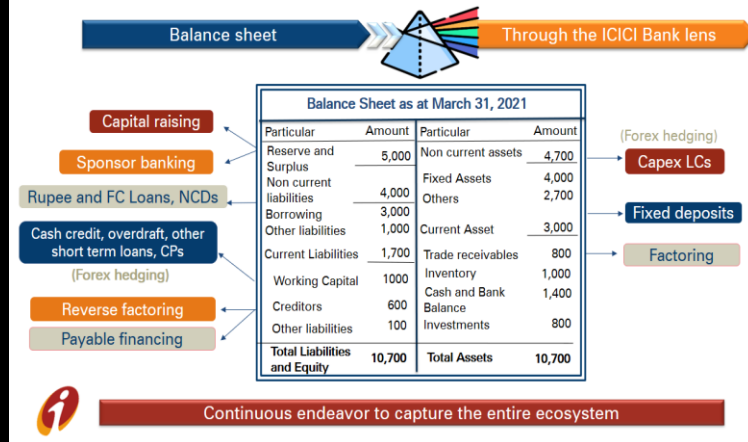


Digitised corporate journey...

Our approach: Identifying profit pools (1/2)



Our approach: Identifying profit pools (2/2)



Credit process



Eazy Sign: Online document execution



CIB/API/H2H payment & collection



Trade Online: eBG, eLC



Seamless Execution

Speed

Simplicity



FX Online: Real time forex deals



CP Online: Fund raising platform



Digilite/Corp Connect: channel financing



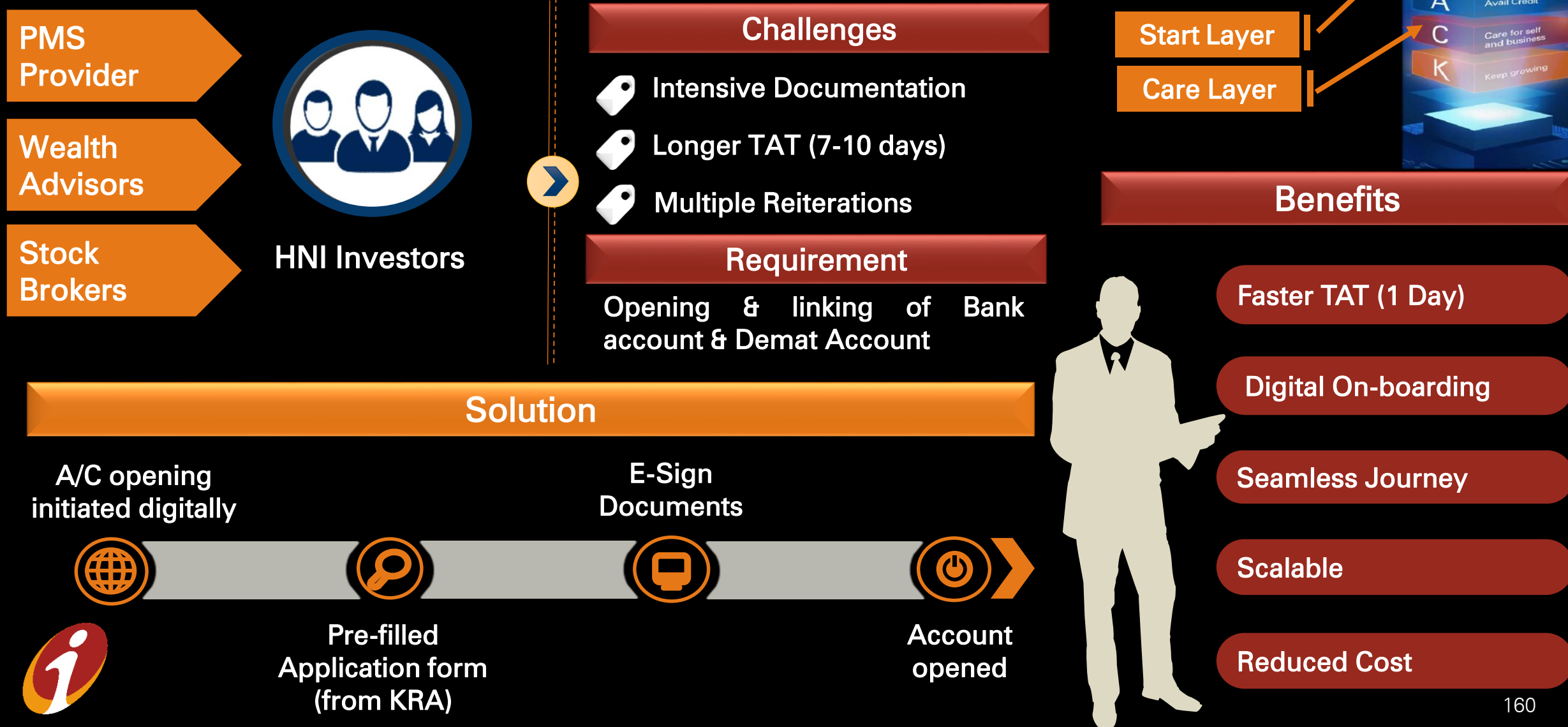
eDS: Online bill discounting

...creating growth momentum



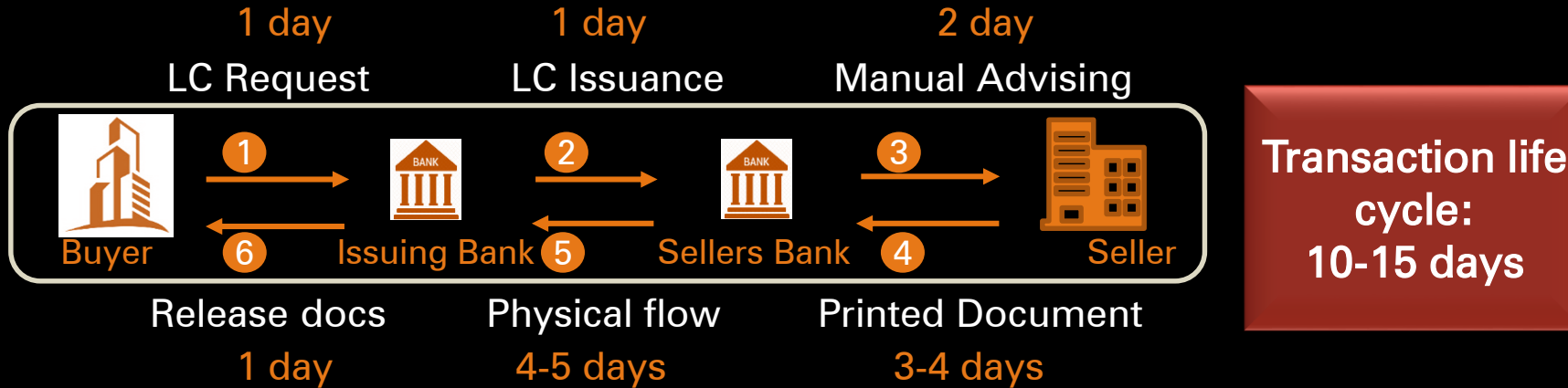
Digital Solutions

Assisting clients in Customer Acquisition

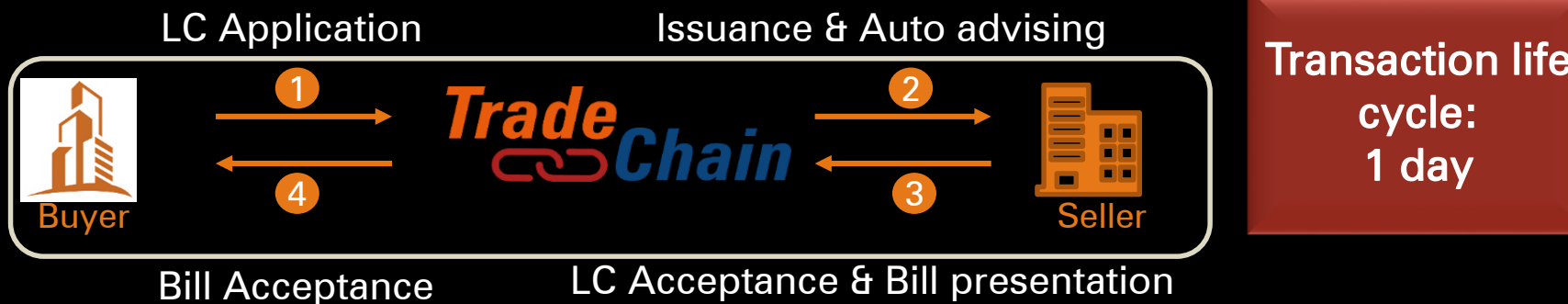


Simplified trade journey...

Offline transaction



Transaction on Trade Chain



Customer delight

Paperless trade Transaction

Near real time trade execution

Faster access to funds - reduced WC cycle

Extensive control & real time data access



WC: Working capital

...delivering value through reimagined processes

Reinventing the credit journey...

Requirements

SME / MSME Corporates

- ❖ Transaction based
- ❖ Fast credit
- ❖ Blurred lines – Promoter & firm

Our solutions



Collateral backed granular credit

Mid-size corporates

- ❖ WC requirements
- ❖ Small ticket loans
- ❖ Margin based credit



Data Driven Credit Underwriting Engine

Large corporates

- ❖ Customised credit
- ❖ Capex and WC loans
- ❖ Risk rating based pricing expectations

Credit by Invitation

Pre-approved & pre-screened

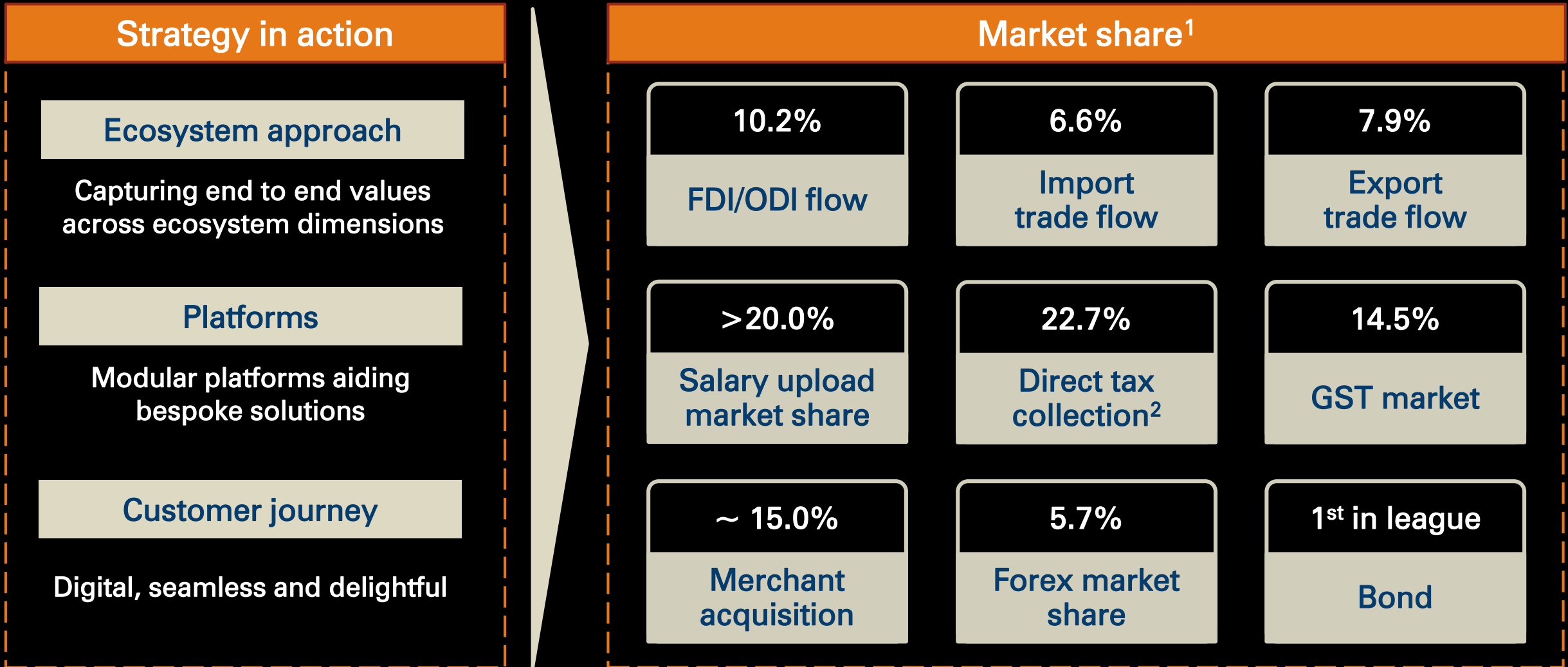
Aided by digital tools for robust delivery



WC: Working capital

...for seamless onboarding of customers

Focus on execution...



...& delivering growth in risk calibrated core operating profit



1. Data for period H1-2022 2. For period from April 01, 2021 to September 22, 2021. Source : GOI, RBI, Prime League Table, Internal Data

Partnerships with startups for innovation



Startup engagement

Collaborate and co-create innovative products with startups to drive transformation aligned with ICICI Bank's digital roadmap



Encourage employee innovation at edges



Enhance risk taking ability and experimentation



Build a culture of innovation

Focus areas

Payments

Lending

Customer experience

Risk management

Enablers

Drivers for growth



Create new business opportunities



Increase efficiency



Customer delight



Risk mitigation



Payments

Connected banking for
schools and parents



Vanghee

Automated customs duty
payments and reconciliation

**My
Classboard**



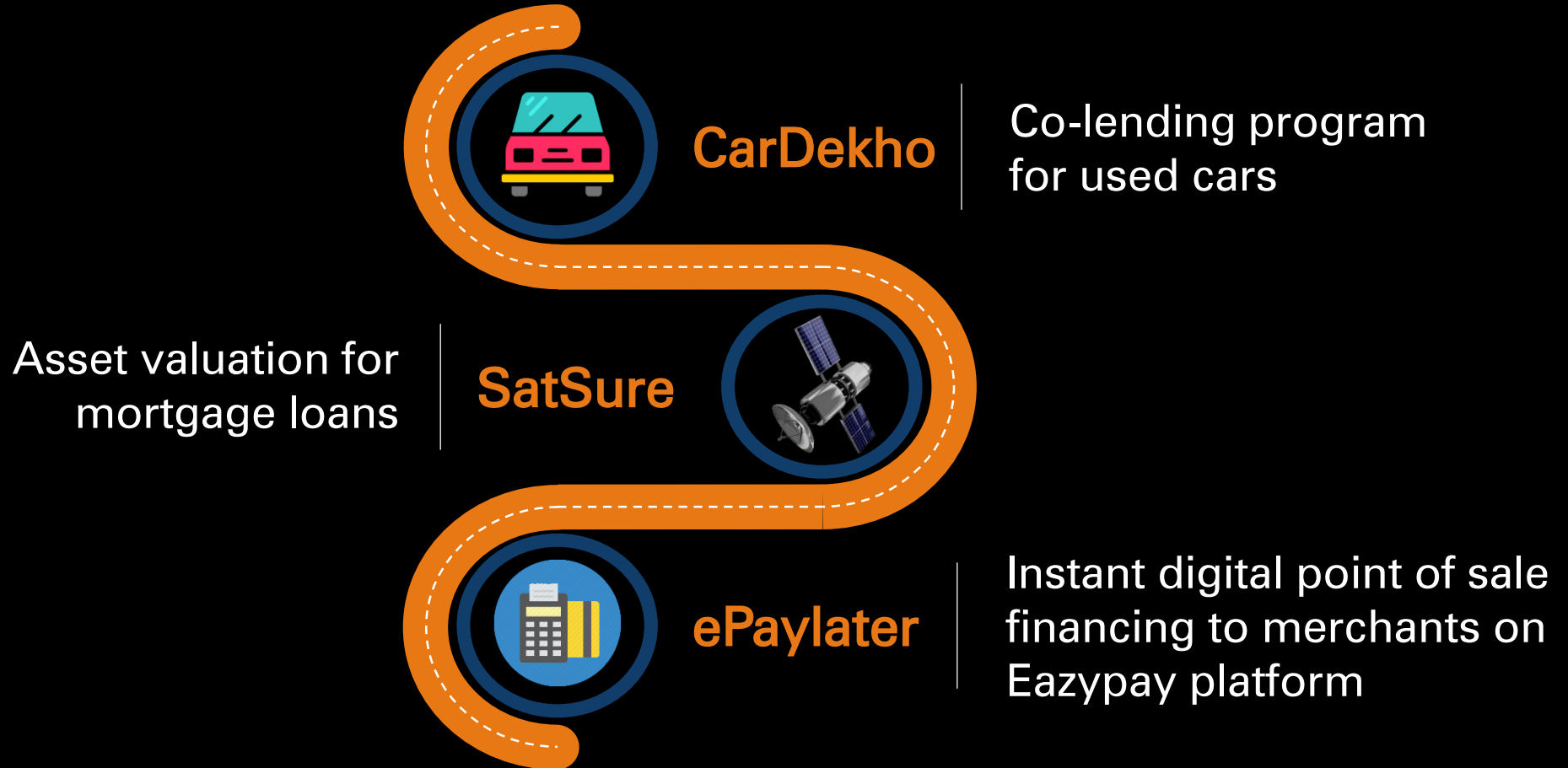
Fingpay

Enabling easier payment
solutions for rural
population using AEPS rails
and UPI on IVR



AEPS-Aadhaar Enabled Payment System
UPI- Unified Payments Interface
IVR- Interactive Voice Response

Lending



Customer experience

Modular video KYC solution implemented for multiple products

WorkApps



Cogno AI



Co-browsing for customer onboarding and chatbot platform for customer query resolution

Skit.ai

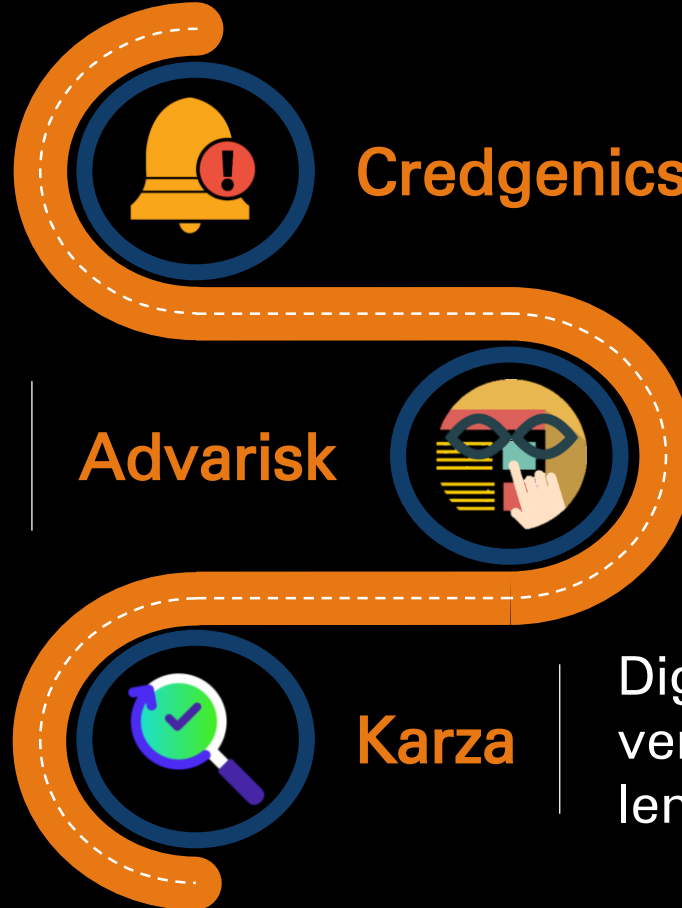


Multi-lingual voicebot for simplifying customer interaction over IVR



Risk management

Fraud detection, prevention,
monitoring and recovery
leveraging data &
proprietary algorithms



Debt resolution
platform for end-to-end
collections automation

Digitisation of customer
verification for enabling
lending decision



Platform / Enablers

Platform for financial supply
chain management



Numadic

FASTag end-to-end
consumer application
management

Canopi



FeetPort

Comprehensive Mobile App
for branch managers



Initiatives

ICICI Appathon

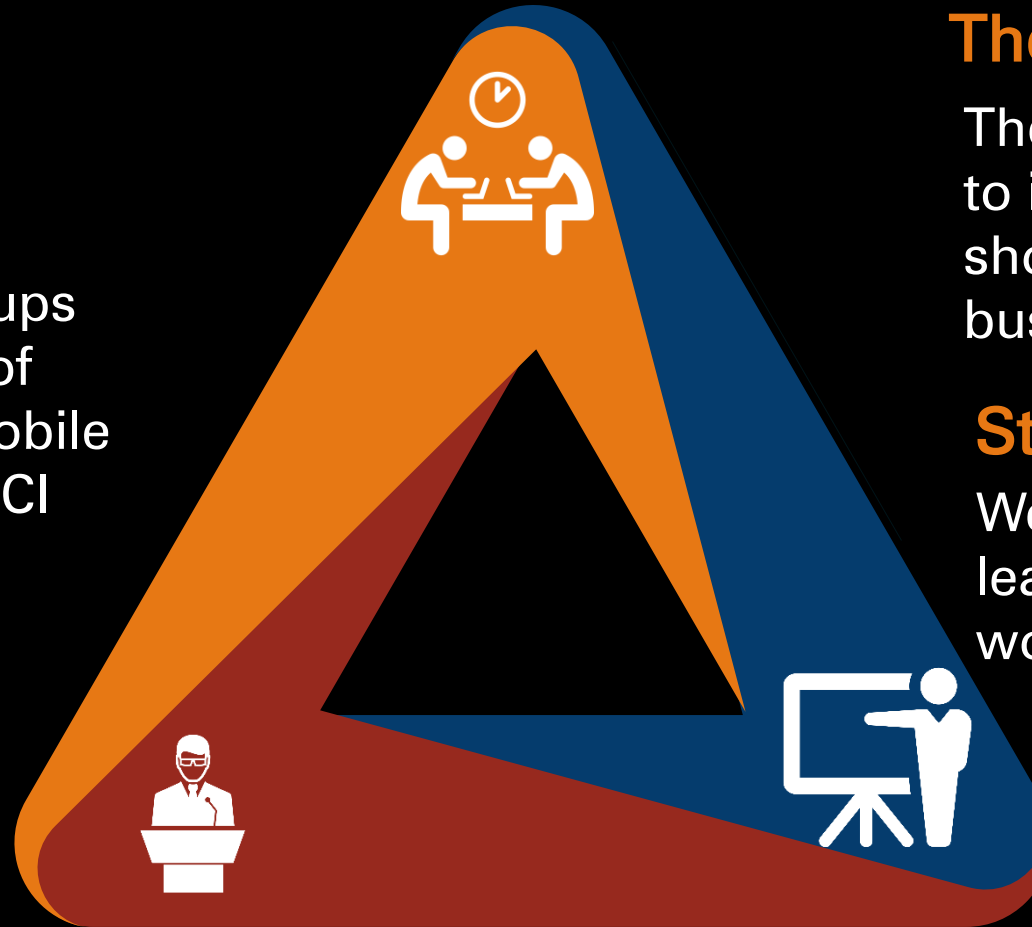
Virtual hackathon for startups to create next generation of banking apps on web & mobile using APIs available on ICICI Bank developer portal

Thematic Demo Days

Theme based bi-monthly event to invite MVP startups & showcase demonstrations to business leaders

StartUp Success Mantra

Webinars series for startups with leading experts from corporate world



Incubator & Accelerator

Industry partnership with leading academic institutes and regulator driven incubator and accelerator



MVP- Minimum Viable Product

Investments

Fingpay	Digital biometric payment solution that enables payments through AEPS	MyClassBoard	School ERP system & online marketplace for student needs
Arteria	Supply Chain Payment solution & payment services to OEMs	ePayLater	Offers a Buy Now Pay Later service to individuals & businesses
Fable Fintech	White-labeled remittance solution platform for banks and institutions	Faircent	P2P platform that provides borrowers access to capital through registered lenders
TrueBalance	Mobile app for digital utility payments and small ticket loans	Vanghee	Banking Platform for Small and Medium Enterprises, Cheque, Payment, Instant Pay
Open	Platform for SMEs to automate and track their finances	KrazyBee	Mobile app for small ticket short term credit to salaried segment
CarDekho	Used / New car segment ecosystem	AdvaRisk	Platform for financial institutions for fraud detection, monitoring and recovery
Credgenics	Debt resolution platform for collections automation	IBBIC	A joint initiative of banks for exploring, building and implementing Distributed Ledger Technology solutions for the Indian financial services sector
CityCash	Platform for small service professionals to setup online presence		



Bank to *Bank*^{Tech}

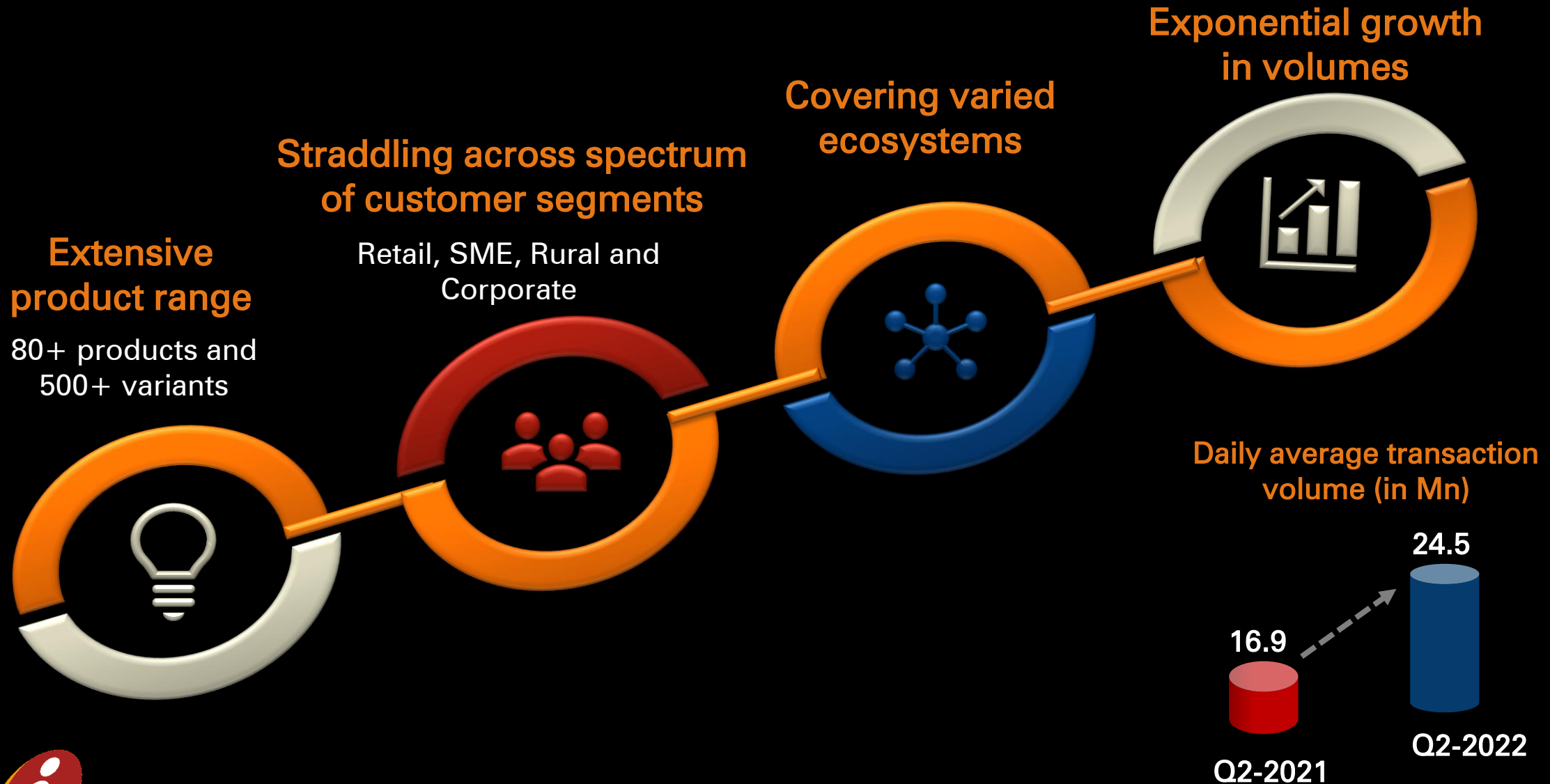


Strategy for value creation



ENABLING CORE OPERATING PROFIT GROWTH

Complexities for a *BankTech*



....while delivering profitable growth

Process, people & platform imperatives



Bank of tech
platforms



Embedded
banking



Cloud
adoption



Data
platforms
and analytics



Capability
building



Reimagining and decongesting
processes across DIY¹, DIFM²
and Traditional

Secure, stable and resilient
system architecture



Bank of tech platforms



Acquisition

Onboarding

Transaction

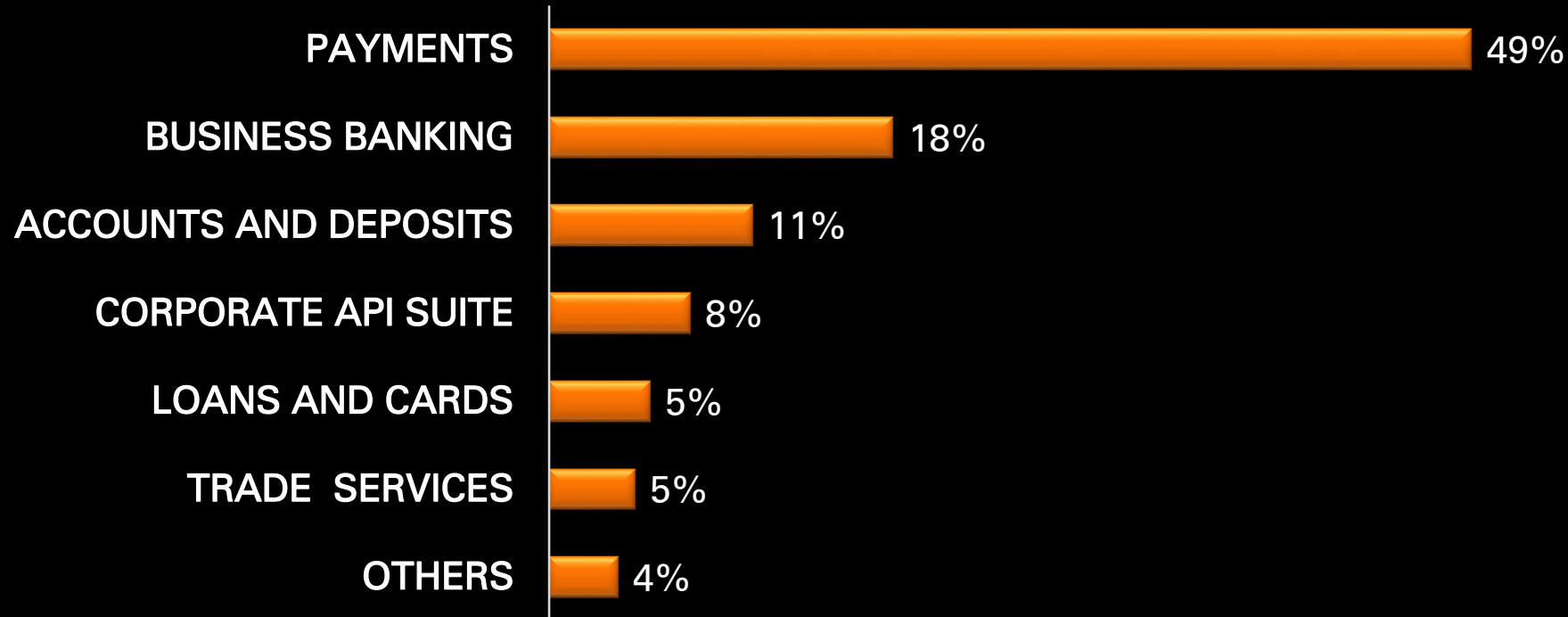
Servicing

Embedded banking - API stack



Retail banking: 600+ Corporate banking: 85+

~97.5 mn transactions per day



Figures as of October 31, 2021

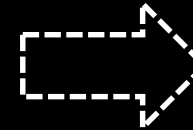
Embedded banking



Services exposed over
the internet



Consumed by
customer system



Delightful customer
experience



Direct integration with
customer's system



Real-time status update
and reconciliation



Bank visit not required for
transaction processing

Customer segments

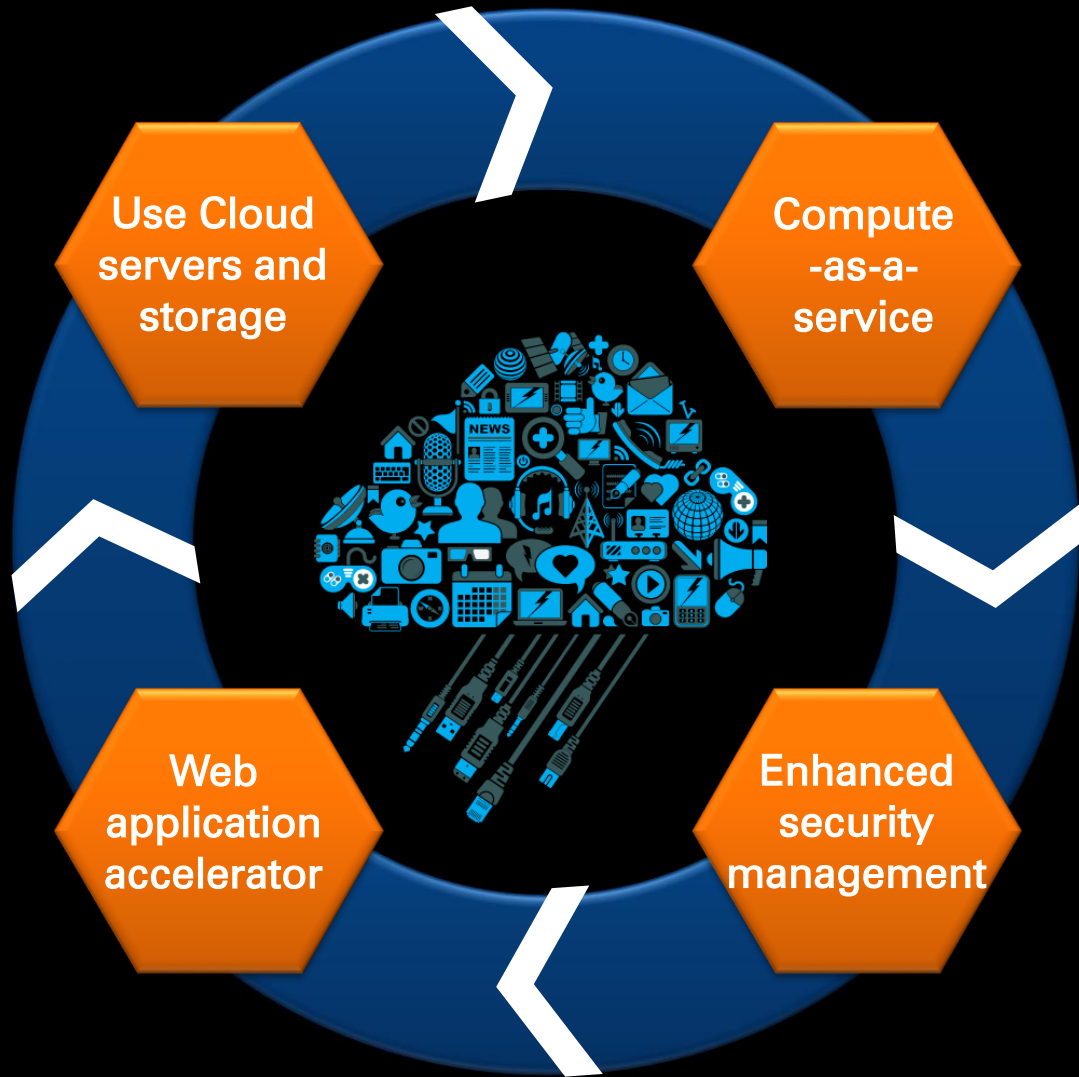
Retail

Small and Medium
Business

Corporate /
Transaction banking



Cloud adoption strategy



Customer facing systems



New implementations: On Cloud



Existing: Migrate to Cloud over time

Internal systems



Workflow systems: Migrate to Cloud and consolidate



Core systems: Watch the space and get Cloud ready



Ability to scale

Opportunity to experiment

Stability and consistency

Data platforms & analytics

1

Data supply chain

Leverage Cloud data platform capabilities for efficient data supply chain

2

Analytics architecture

Deliver analytics and AI/ML use cases

3

Enable on the fly personalisation

Empower users with custom analytics

Cloud based architecture

- Large volume data handling
- Single source of truth
- End to end digitised journey
- Strong data governance

Speed to insights

- Hyper-personalised
- Data democratisation
- Near real-time campaign management
- AI assisted sales and service



Reimagined data architecture

Existing architecture

+

Data platform

=

Reimagined architecture

Channels

API layer

Product-centric services and processes

Core systems



Data platform

- Capture data in real-time from core systems, allowing Bank to unlock data
- Enable development of APIs and channel integrations

Customers

API layer

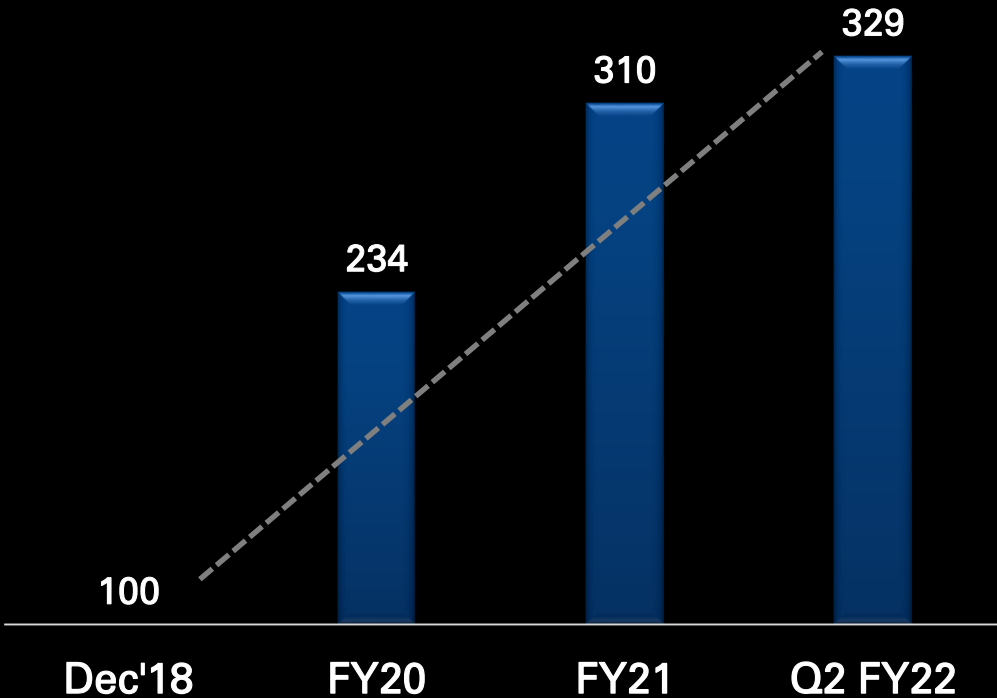
Platforms

Data



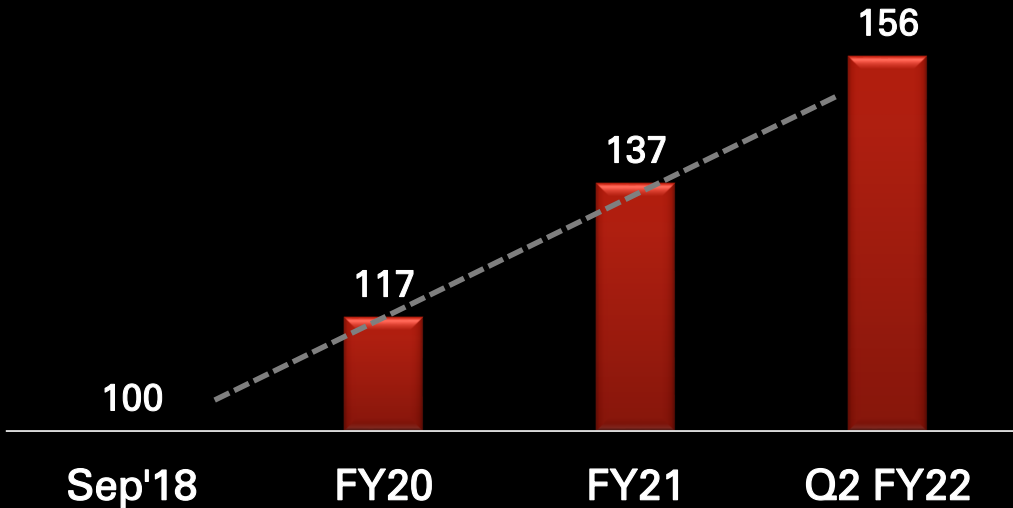
Net Promoter Score (NPS) journey

Bank Onboarding - NPS



Initiation Month Dec'18 indexed to 100

Bank Channel - NPS



Sep'18 indexed to 100



Products Covered: Savings Account, Current Account, Credit Card, Personal Loan, Mortgage, Business Lending, NRI

Capability building - Digital Academy

TECHNOLOGY

6 domains

- Information & Cyber Security
- API & Micro-services
- Cloud Computing
- Software Engineering
- Project Management
- Data Engineering

DATA SCIENCES

3 domains

- Data Science for Practitioners
- Functional Data Sciences Program
- Advanced Data Sciences Program

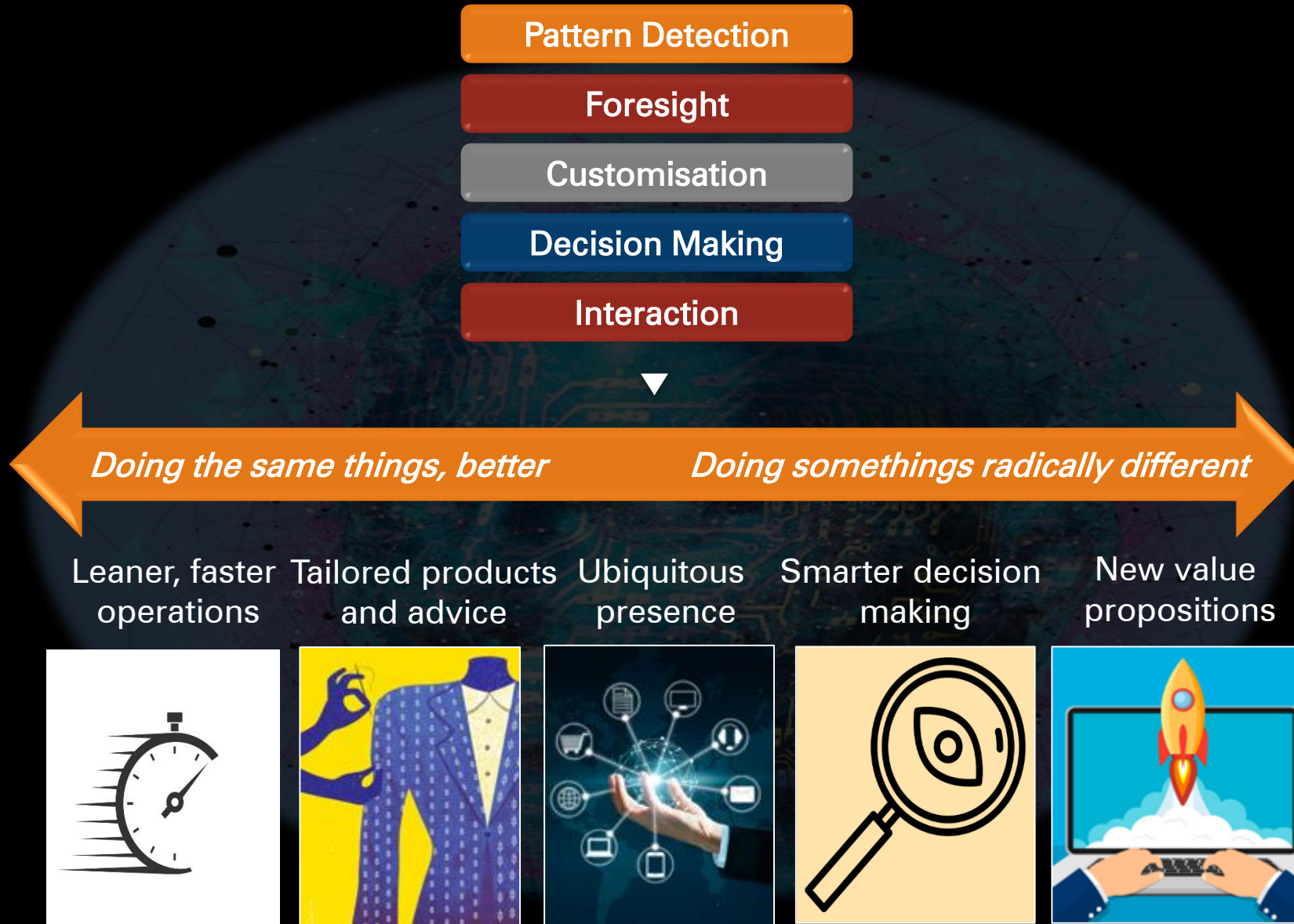
DESIGN

2 domains

- UI/UX Training
- Design Thinking



The *BankTech* architecture edge



ESG@ICICI Bank



ESG at ICICI Bank

Purpose

Building a sustainable and responsible business and making a positive impact on the economy, society and the environment



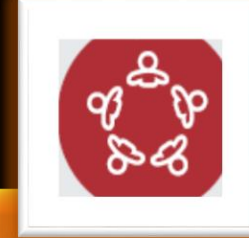
Promoting
Inclusive
Growth



Social
Responsibility



Environmental
Sustainability



Corporate
Governance

The Bank has a Board-approved Environment, Social and Governance Framework integrating our various policies and approaches towards ESG



Urban livelihoods



ICICI Academy for Skills set up in October 2013
28 skill training centres across 21 states & UTs

- Providing industry-relevant, job-oriented vocational training free of cost
- Training offered in 11 technical and three non-technical skills
- Courses accredited by the National Skills Development Corporation of India (NSDC)
- ICICI Foundation has tied up with large corporates as knowledge partners to co-create courses
- Placement assistance provided to all successful trainees
- Post onset of Covid-19, new models of training developed like phygital skilling involving online and physical training and a hub & spoke model

~169,000 youth trained; over **40%** were women



UTs: Union Territories



Impact assessment: urban livelihoods



Impact assessment undertaken in FY2021: high social return on investment (SROI)

- Every rupee spent generated a social value of ₹ 8.69 (in a Covid-19 impacted scenario) and ₹ 10.67 (in a business as usual scenario)
- Key impact of the programme:
 - A high placement ratio with 97% of the candidates receiving placement offer letters
 - 84% of the trainees are part of the active workforce and 16% are pursuing advanced courses
 - 85% of employers surveyed found trainees to have sound knowledge



SROI: A method to quantify benefits including social impact

Rural livelihoods



Catalysing rural growth through value chain development & entrepreneurship

Opportunities Framework



Over **2,000** villages covered under the programme
Over **~340,000** beneficiaries of whom **60%** are women

Rural livelihoods

Identifying clusters of villages for creating locally relevant livelihood opportunities



Addressing shortages

Addressing surplus



Oilseed value chain



SHG members making paneer



Testing of fish feed, monitoring growth



Java Plum (Jamun) processing



Rural Self-Employment Training



Two residential centres and 18 satellite centres of ICICI RSETIs in Udaipur and Jodhpur

ICICI Foundation managing these centres on behalf of ICICI Bank since 2011

- Skill training provided in locally relevant skills like dairy farming, vermicomposting, mobile phone repair, electrical appliance repair, masonry, sand stone cutting and tailoring
- Following the onset of the pandemic, trainees at ICICI RSETI helped in manufacture of PPE kits and face masks, which were donated to local district officials for use at government hospitals

~122,000 trained till date at the ICICI RSETIs with 58% being women

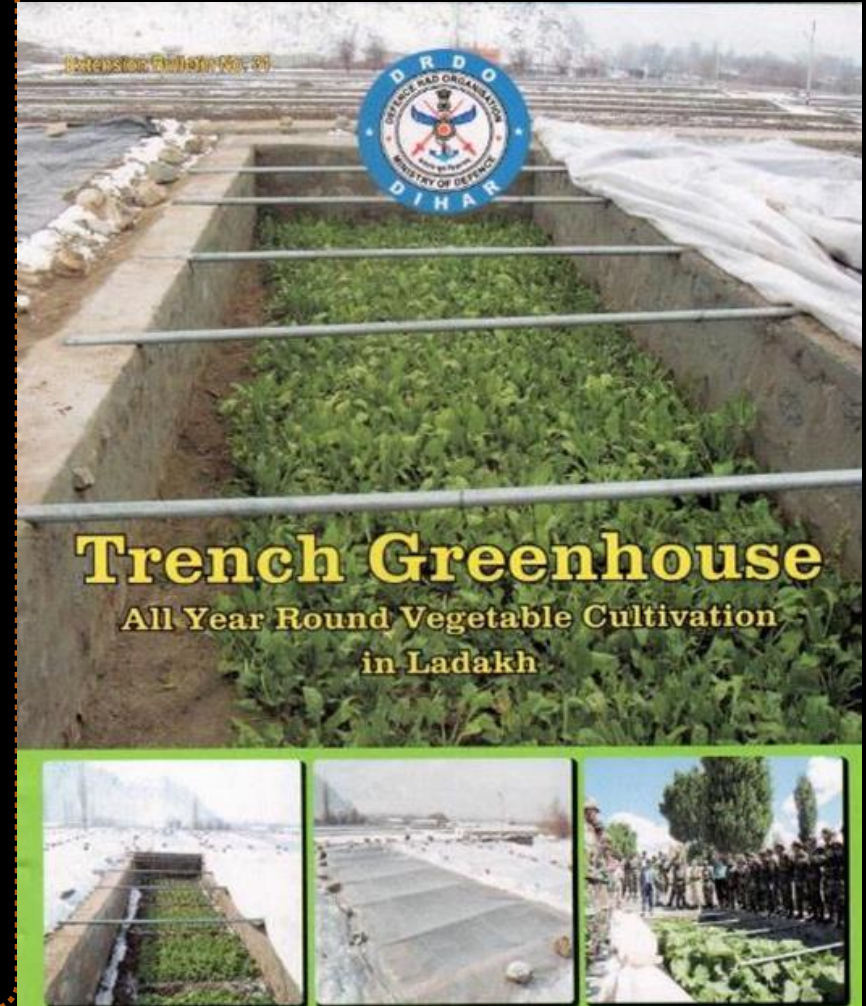
Till October 2021, ICICI Foundation had trained over 630,000 people through its various skill development initiatives



Social projects



- Projects in the **Himalayan belt** in areas like horticulture, fisheries, dairy and projects in the **North-East region** in developing value chains like bamboo value chain
- **Alternate livelihood** for people dependent on forests
 - Livelihood project for Tharu tribe in Valmiki Forest Reserve
 - Lac cultivation for tribals in Jharkhand
 - Snow leopard friendly Ladakh pashmina
- Supporting **healthcare** through government and non-governmental hospitals by providing facilities for dialysis, cancer and cardiac care
- Projects in 39 **Aspirational Districts** from inputs stage to commodity production to value addition to market linkages



Response to the pandemic



Supply of essential materials and equipment and supporting health infrastructure

- ICICI Group pledged ₹ 1.00 billion towards relief efforts in FY2021

Focus on long-term strengthening of health infrastructure

- Contributed oxygen plants and concentrators, ambulances, ventilators
- Outreach included remote hospitals in tribal areas and Himalayan belt
- Incorporated livelihood training on maintenance of oxygen plants and concentrators



Oxygen plant donated to a hospital in Pune

Covid-19 relief efforts in **30** states and union territories covering over **550** districts



Social Responsibility



Focussed on value creation for all stakeholders including employees, customers & society at large

Employees

- Employee policies focussed on training and career growth, building leadership capabilities and providing a safe and healthy workplace
- ICICI Bank is an equal opportunity employer and committed to policies of no-discrimination
- Enabling policies for employees to meet their life-stage needs

Customers

- Our philosophy of “Fair to Customer, Fair to Bank” aims to ensure fair treatment and no mis-selling
- Continuous efforts to create value through our products and services and improve customer experiences
- Policies for customer complaint redressal and ethical and transparent engagement with customers

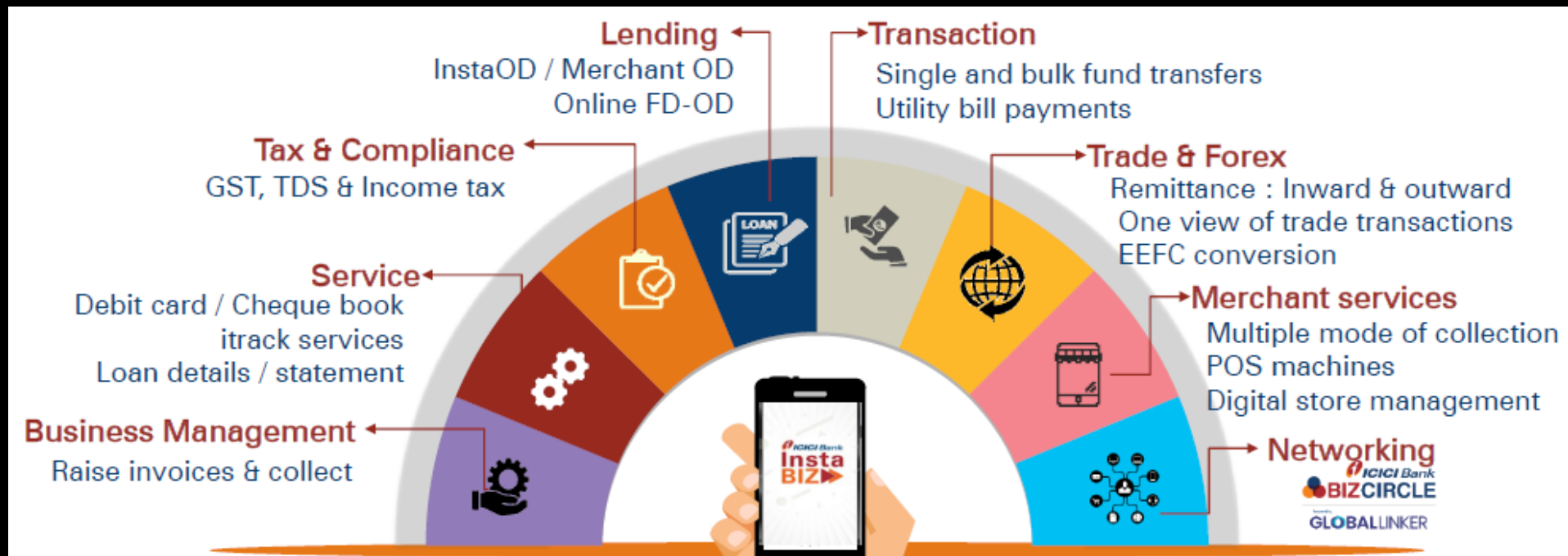


Social Responsibility



Creating an enabling environment for small businesses through digital initiatives and improving access to finance

- The Bank has launched several digital products and services for smooth on-boarding, seamless access to products and services and simpler transaction experience
- This has created opportunities for merchants, micro and small businesses to avail instant credit and value added services



Social Responsibility



Financial inclusion in rural areas including supporting women entrepreneurship

- 21 million Basic Savings Bank Deposit Accounts (BSBDA) under financial inclusion
- Promoting digital access to financial services; benefits of these efforts proved invaluable during the pandemic
- Promoting women entrepreneurship through lending to women-centric organisations like Self-Help Groups
 - Around eight million women have been assisted
- **500,000** digital touch points and branches covering **62,000** villages



Rural, Business Banking and SME lending together constituted 19.4% of the total portfolio at September 30, 2021

Impact assessment: Financial inclusion



100%

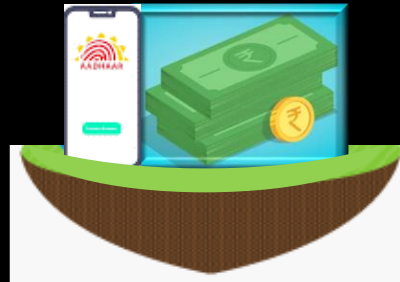
Respondents have improved access to banking at village level



Improved access to formal banking

Over **95%**

Respondents have improved access to direct benefit transfers



Improved access to Direct Benefit Transfers

Over **90%**

Respondents have increased savings



Increased savings due to formal banking



Managing environmental footprint



The Bank actively pursues opportunities to adopt new technologies and energy efficient practices

- 53 premises spread over 2.6 million square feet were green certified, including ‘Platinum’ rating, by the Indian Green Building Council (IGBC)
- IGBC green building features ensured at all new offices and branches opened
- Use renewable energy sources wherever feasible; total onsite and contracted off-site renewable energy capacity of 12.1 MWp
- Per capita water consumption at large offices lower than prescribed benchmark

- **Internet of Things** based remote management of energy consumption being implemented at branches
- Addition to onsite renewable capacity; total onsite capacity of **3.1 MWp**
- **Vendor engagement** to build awareness on environmental factors
- Comprehensive assessment of **Scope 1 & Scope 2** emissions undertaken through an external agency

tCO ₂	FY2019	FY2020	FY2021
Emissions Intensity (per employee)	1.65	1.45	1.36

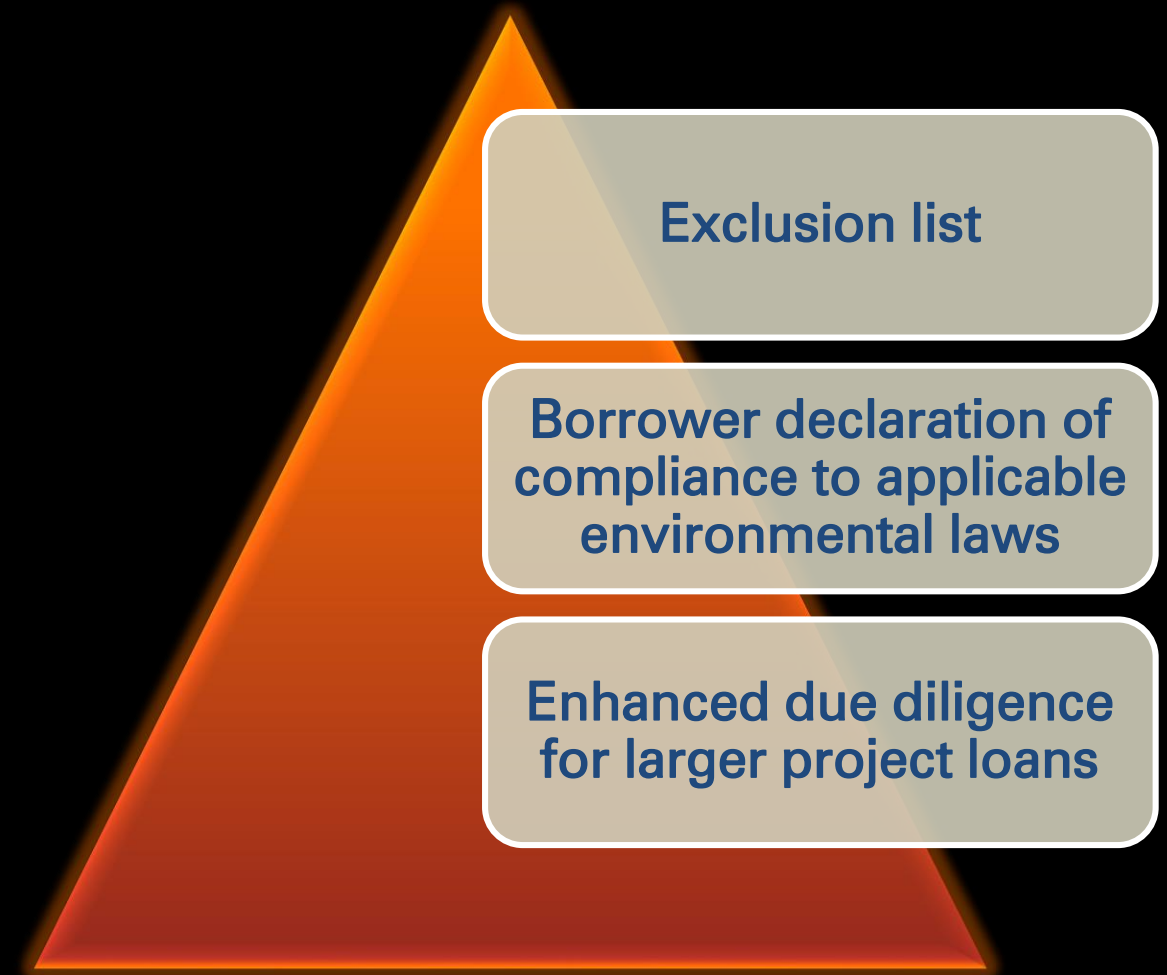


Financing with a focus on sustainability



Elements of Social and Environmental Management framework

- Supporting capacity creation in environment-friendly sectors subject to appropriate assessment of risk and returns
- Screening of new projects for financing above a specified threshold under the Social and Environmental Management Framework as part of the overall credit appraisal process

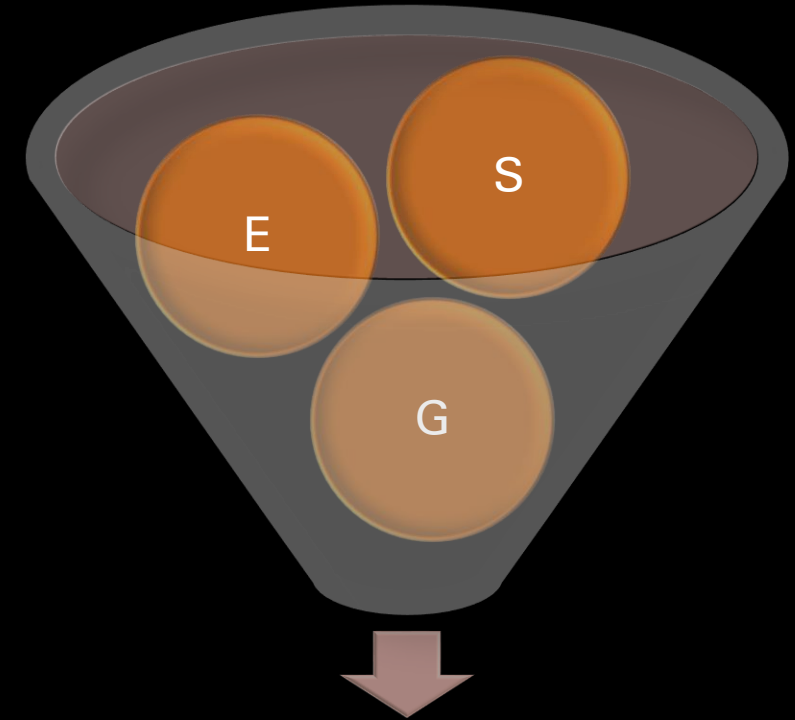


ESG in risk assessment



Further strengthening of ESG risk assessment and lending to sustainable sectors

- ESG ratings of borrowers by external agencies being tracked
 - Environment: Energy use, water and waste management, climate change and related statutes
 - Social: Labour relations, workforce diversity and product quality
 - Governance: Compliance, business ethics, controls and procedures



Working towards incorporation of ESG aspects in risk assessment



Environmental projects under CSR



Watershed and grassland devp.



Over 1.0 million trees planted



Rain water Harvesting

Projects undertaken in areas like climate smart agriculture, livelihood through afforestation, water harvesting, watershed management, crop substitution from high water consuming crops, promoting sustainable agricultural practices



**Climate
smart
agriculture
project**

3,500 farmers
trained across
several states
covered **7,600**
acres of farmland

**Rain water
harvesting**

In **300** rural
schools across
several states
in FY2021;
expanded to
more schools

**Tree
plantation**

Over 1.0 million
trees planted in
last three years;
3.5 lakh native
trees planted in
FY2021

Corporate Governance



Being responsible and transparent in our business, and continuously striving to create value for all stakeholders

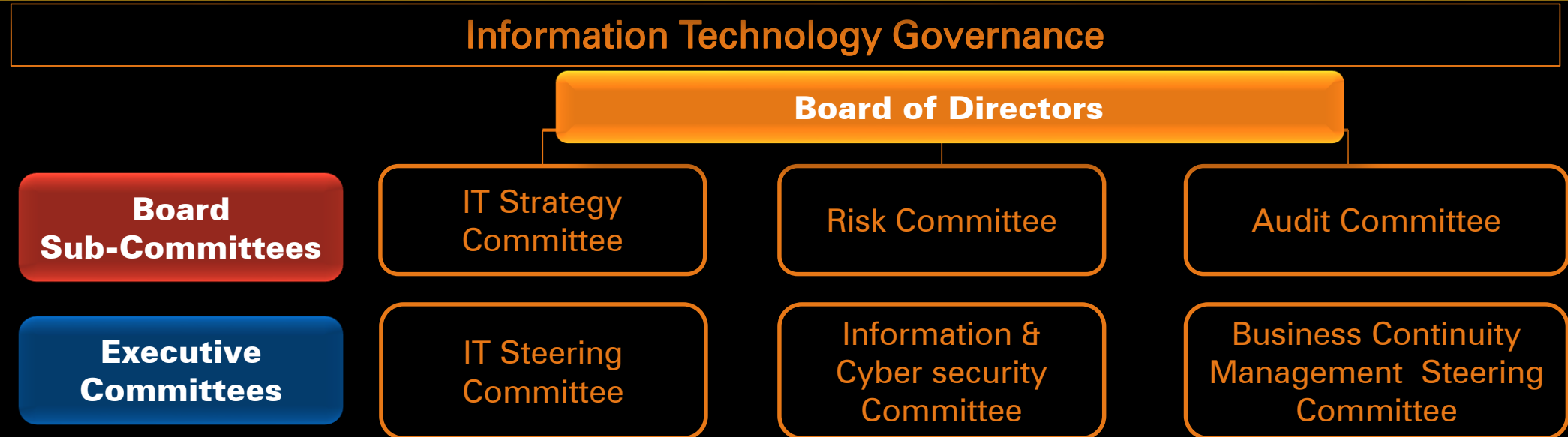
- Corporate governance based on an effective independent Board, the separation of the Board's supervisory role from the executive management and the constitution of Board Committees to oversee critical areas
- Diverse Board structure: two-thirds independent directors and 25% women directors
- The ICICI Group Code of Business Conduct and Ethics for all employees, officers and Directors
- Zero tolerance approach towards bribery and corruption
- Compensation driven by meritocracy within the framework of prudent risk management



Managing Cybersecurity & Privacy



Confidentiality, Integrity and Availability (CIA) core to the information security framework



- The Bank has a 24x7 Security Operation Centre (SoC) for monitoring and surveillance of IT systems
- Data Leakage/ Loss Prevention (DLP) system in place with data protection rules for sensitive data exposure from the Bank's endpoints, emails and web gateways
- The Bank is committed to protecting the privacy of individuals and comply with applicable laws across jurisdictions where it has a presence



ESG disclosures by ICICI Bank



Integrated Report
FY2020 and FY2021



ESG Report
FY2020 and FY2021



The Bank has adopted Integrated Reporting (IR) based on the principles of the International Integrated Reporting Framework developed by IIRC since FY2019 and released its first ESG report in FY2020





Thank you