



December 4, 2021

BSE Limited  
Listing Department  
Phiroze Jeejeebhoy Towers  
Dalal Street  
Mumbai 400 001

National Stock Exchange of India Limited  
Listing Department  
Exchange Plaza, 5th floor  
Plot No. C/1, G Block  
Bandra-Kurla Complex  
Bandra (East)  
Mumbai 400 051

Dear Sir/Madam,

**Sub: Disclosure under Regulation 30 read with para A of Schedule III and Regulation 46 (2) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015**

Enclosed, please find the schedule of the Analyst Day (virtual) held on December 4, 2021. Presentations made to analysts during the meet are attached and are also available on the Bank's website [www.icicibank.com](http://www.icicibank.com).

You are requested to take note of above and arrange to bring it to the notice of all concerned.

Yours sincerely,  
**For ICICI Bank Limited**

**Ranganath Athreya**  
**Company Secretary**

Encl.: as above

**ICICI Bank Limited**  
ICICI Bank Towers  
Bandra-Kurla Complex  
Mumbai 400 051, India.

Tel.: (91-22) 2653 1414  
Fax: (91-22) 2653 1122  
Website [www.icicibank.com](http://www.icicibank.com)  
CIN.: L65190GJ1994PLC021012

Regd. Office: ICICI Bank Tower,  
Near Chakli Circle,  
Old Padra Road  
Vadodara 390007. India

**SCHEDULE**

**Analyst Day (virtual) held on December 4, 2021**

<b>Sr. No.</b>	<b>Attendees: Fund/firm</b>
1	Ambit Capital
2	Antique Capital
3	Anvil Broking
4	Arihant Capital
5	B&K Securities
6	BNP Paribas
7	BofA Securities
8	Centrum Broking
9	Citigroup Global Markets India Private Limited
10	CLSA Securities India
11	Credit Suisse
12	Daiwa Securities
13	Dalal & Broacha
14	DAM Capital
15	Dolat Capital
16	Edelweiss Securities Limited
17	Elara Capital
18	Emkay Global
19	Equirus Securities
20	Goldman Sachs India SPL
21	Haitong Securities
22	HDFC Securities
23	HSBC Securities and Capital Markets (India) Private Limited
24	ICICI Securities
25	IDBI Capital
26	IIFL Securities Limited
27	Investec
28	J.P.Morgan
29	Jefferies
30	JM Financial
31	Kotak Securities
32	Macquarie
33	Morgan Stanley
34	Motilal Oswal Securities
35	Nirmal Bang



<b>Sr. No.</b>	<b>Attendees: Fund/firm</b>
36	Nomura
37	Prabhudas Liladher
38	Sharekhan
39	Spark Capital
40	Systematix Shares
41	UBS
42	Yes Securities

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# 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](http://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

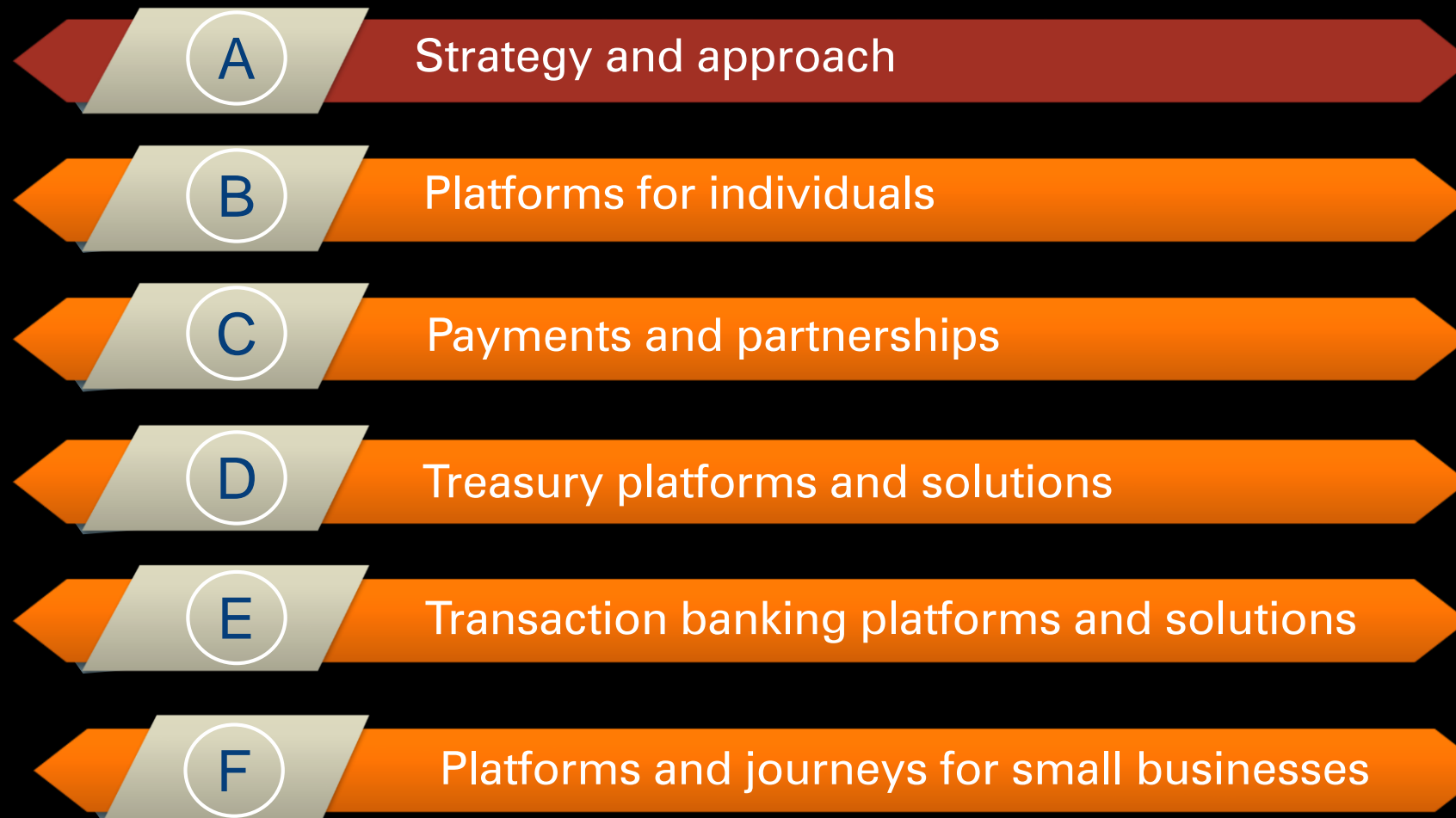


# Scaling up the franchise through platforms and solutions

-   Strategy and approach
-   Platforms for individuals
-   Payments and partnerships
-   Treasury platforms and solutions
-   Transaction banking platforms and solutions
-   Platforms and journeys for small businesses



# 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



eKYC



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

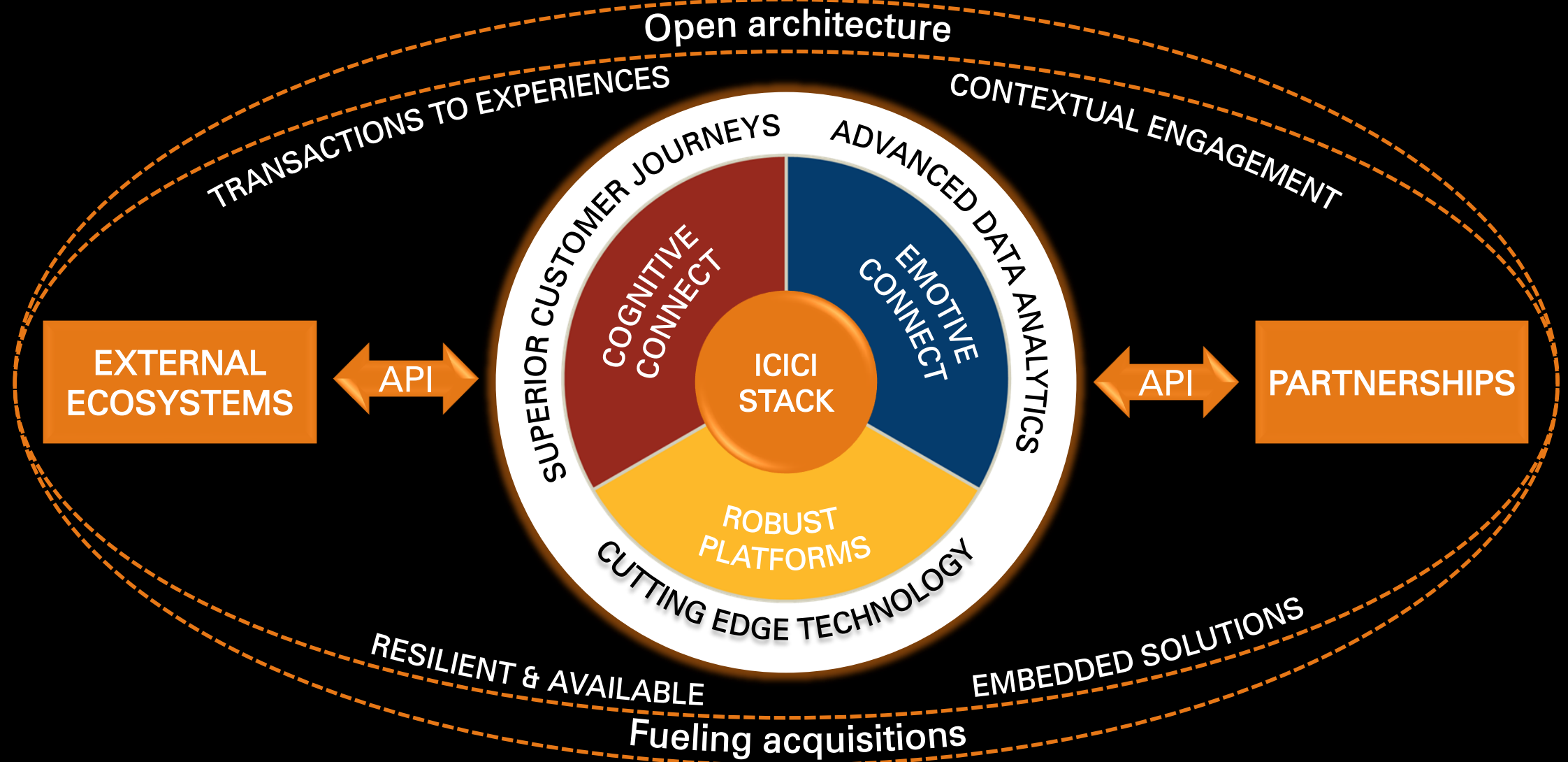
- Fair to Customer, Fair to Bank
- Focus on end-to-end customer needs
- 130+ fintech partnerships



# 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%<sup>2</sup>  
y-o-y ATS

60+ new  
DIY journeys<sup>3</sup>

150+ new  
iPlay videos<sup>3</sup>

51%<sup>4</sup> y-o-y  
throughput

- 74% customers are digitally active
  - 19 monthly mobile logins per user
- >90% of savings account transactions through digital channels<sup>1</sup>

2 of 3 customers are mobile first

Digital onboarding

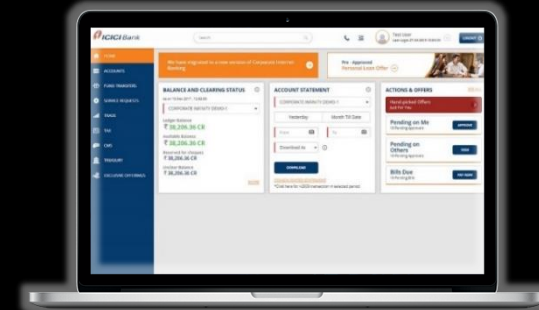
Frictionless journeys

Higher transaction size

Ecosystem banking

Improved engagement

## Corporate internet banking, InstaBIZ



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



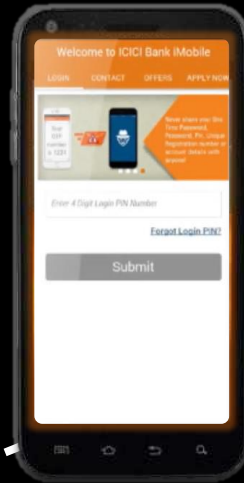
1. Includes internet, mobile, POS, touch banking, phone banking and debit cards e-commerce transactions in YTD Oct 2021  
2. Growth in average ticket size in Oct 2021 over Oct 2020 3. In last 12 months 4. Oct 2021 over Oct 2020

# 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

## Insta credit

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

## Building wealth

- ✓ Revamped mutual fund journey
- ✓ Instant NPS & PPF<sup>1</sup>
- ✓ Instant demat & trading account

## 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

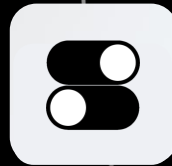
Tokenised cards<sup>1</sup>



Contactless payments



Interactive card controls



Essential daily spends



Link any bank's card



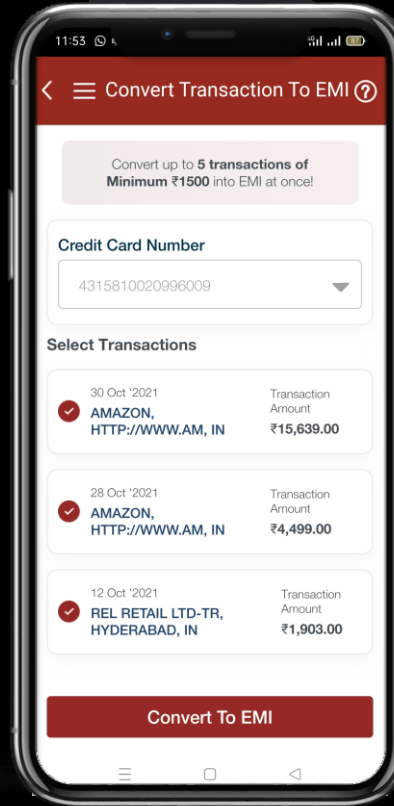
Manage spends & pay bills



Timely reminders



Instant payment confirmation



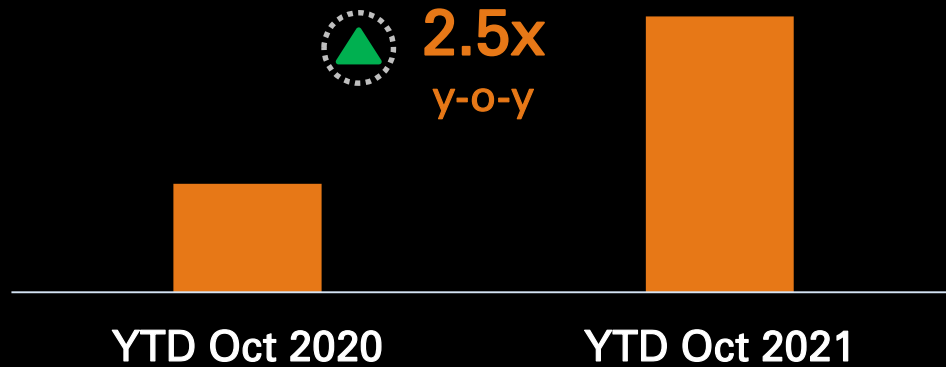
1. Available for VISA cards on android



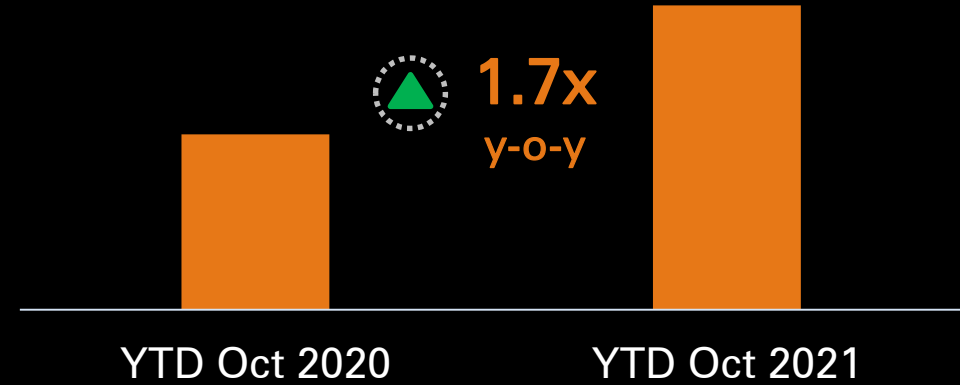
# Strong business growth

Digital sourcing – Growing insta loans

Home loans (value of approvals)



Personal loans disbursed (by value)



Auto loans disbursed (by value)



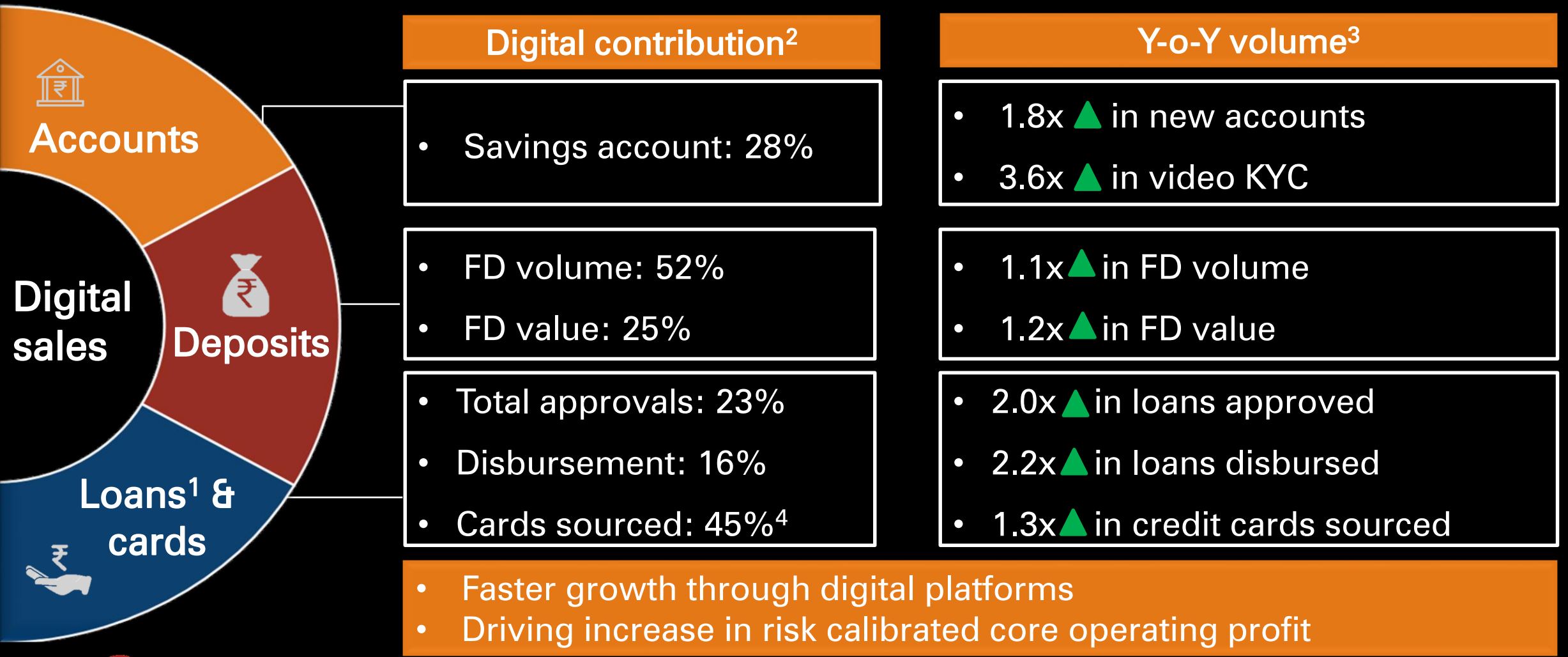
Overdraft on fixed deposits<sup>1</sup> (by value)



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



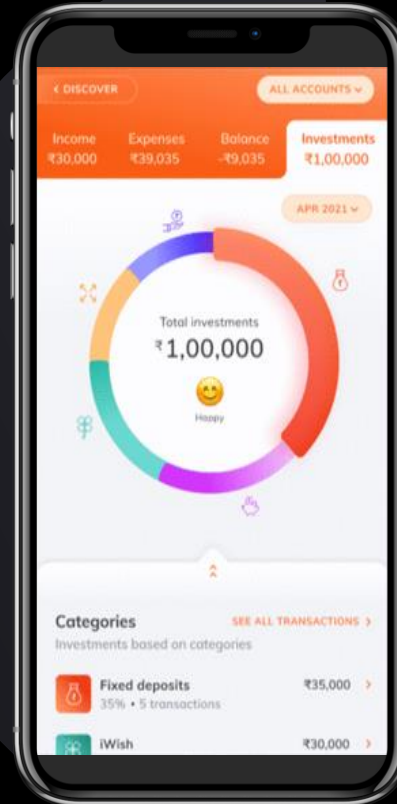
Spends analysis & track cashflows



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

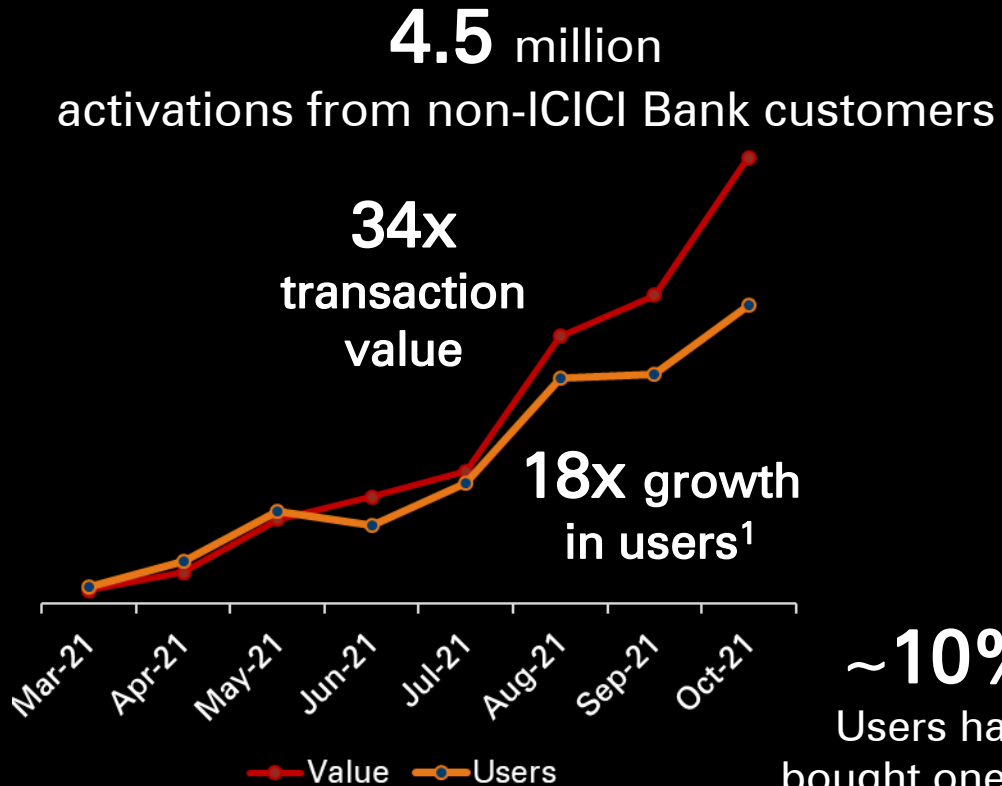


Periodically refreshed for frequent engagement



# iMobile Pay - New-to-Bank

Open architecture



-  Send money: Pay to Contact **Industry first**
-  Scan to Pay
-  Bill payments & recharges
-  Credit card
-  Car loan
-  Home loan
-  Personal loan



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 & FIU<sup>1</sup>



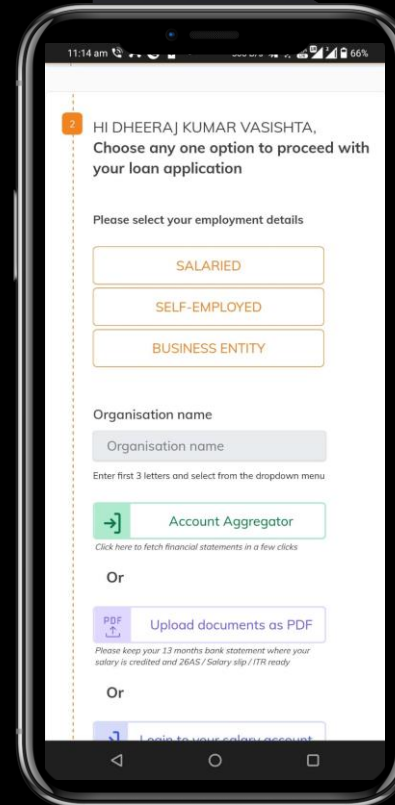
Plug-and-play model



Enabling quick & simple onboarding



Applicable for any credit product



1. Financial information provider and financial information user

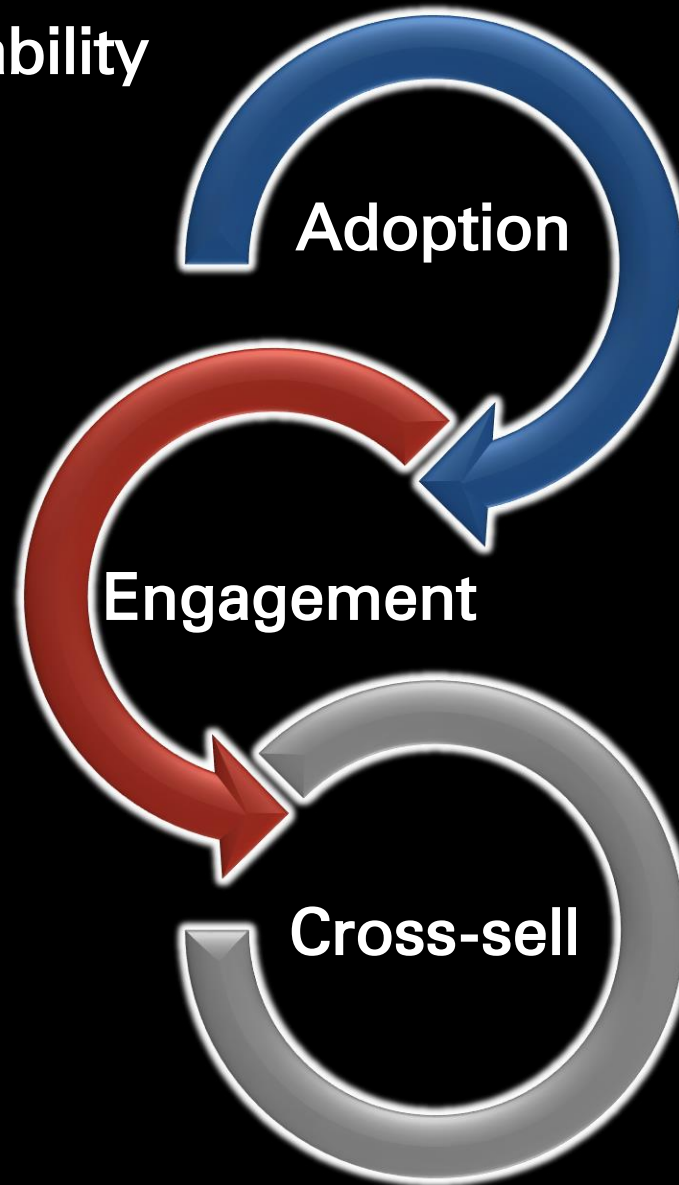
# Digital platforms

Driving growth | Driving profitability

Any customer & any bank

Daily use cases

INSTA journeys



Digital-first acquisitions

Simplified payments experience

Pre-approved customer base



# Scaling up the franchise through platforms and solutions

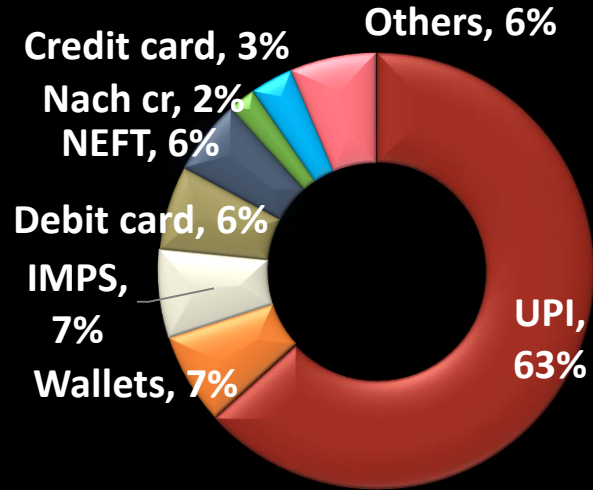


# Digital Payments – UPI PSP

Leading the digital payments wave

## Retail payments<sup>1</sup> (Market)

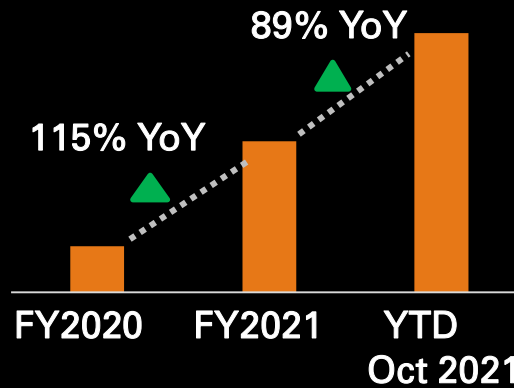
UPI volume: 5.7 bn (Sep 2021)



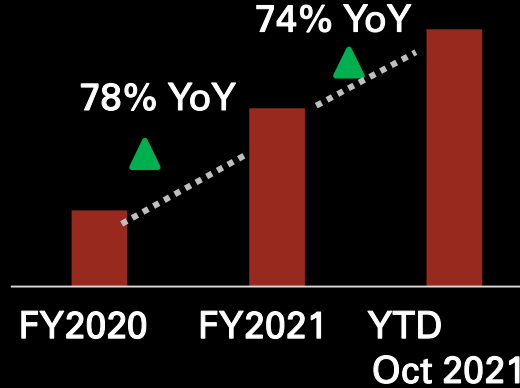
- Share of UPI up to 63% in Sep 2021 from 49% in Sep 2020

## Average monthly transactions count

### ICICI Bank - UPI



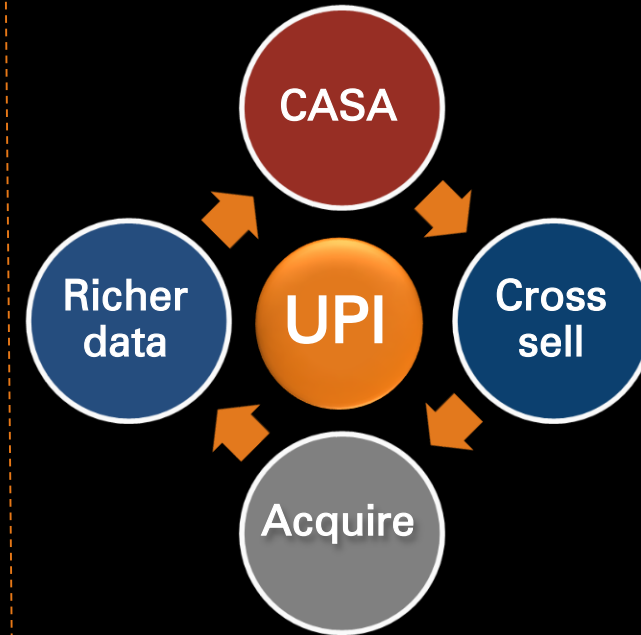
### UPI market



*Growing faster than the market*

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

## Approach



## Key clients



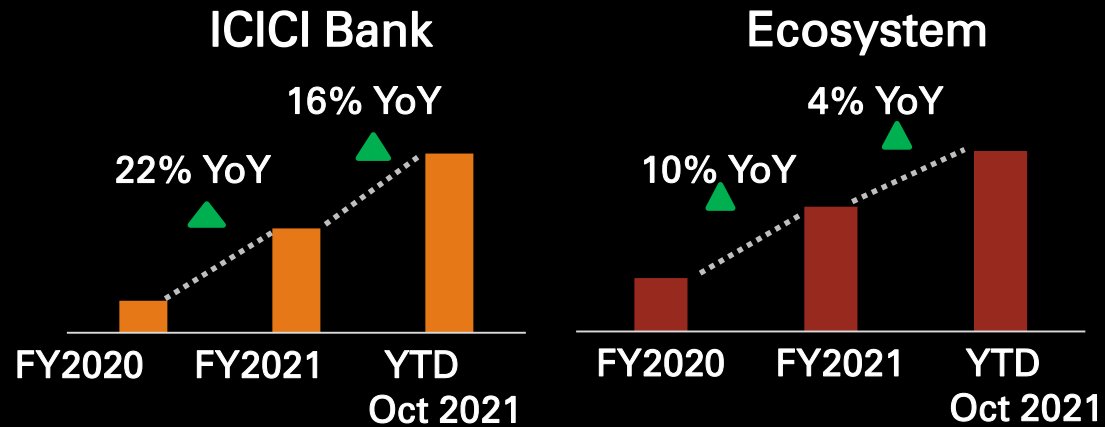
PSP: Payment service provider  
1. Source: RBI

▲ Represents growth in average monthly transactions count

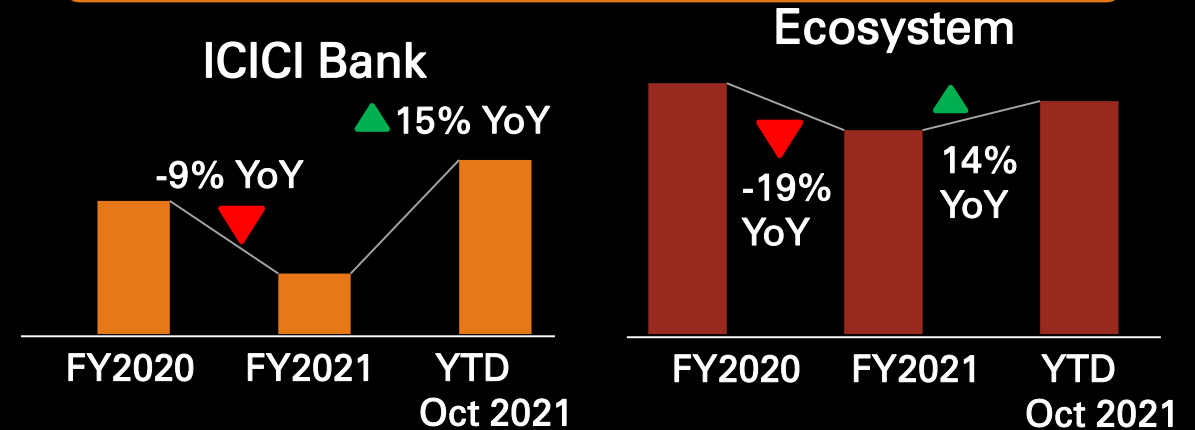


# Digital payments - NEFT & RTGS

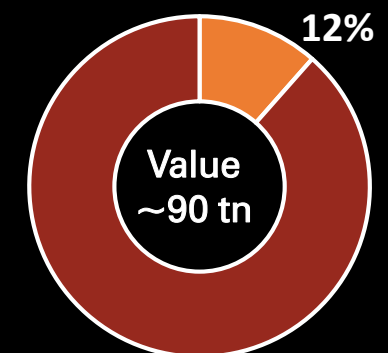
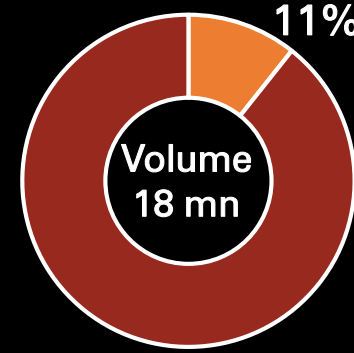
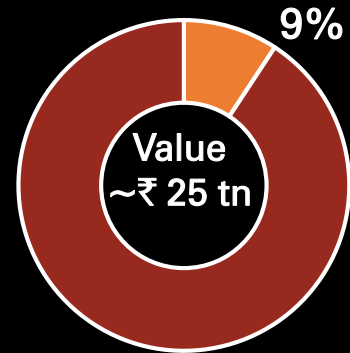
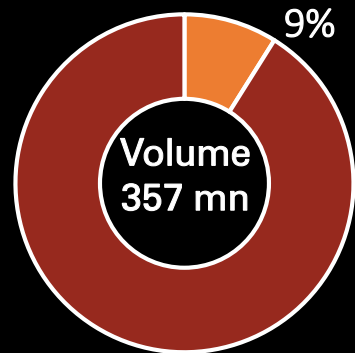
## NEFT<sup>1,2</sup>: average monthly transactions value



## RTGS<sup>1,2</sup>: Average monthly transactions value



## Market share of ICICI Bank (Oct 2021)



- Growing faster than ecosystem

- Leveraging higher adoption of digital channels

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

- Offering innovative payments solutions to ecosystem

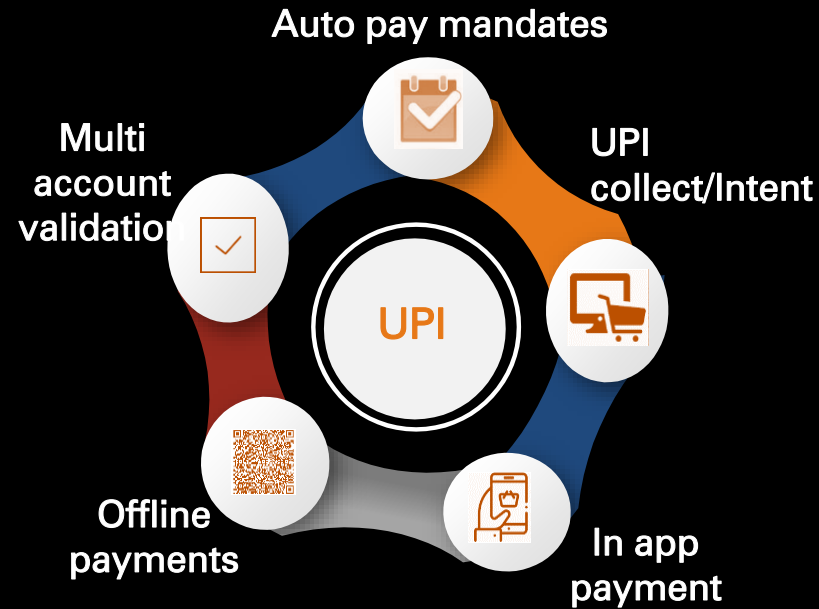


1. Represents outward transactions 2. Source: RBI

▲ Represents growth in average monthly transactions value

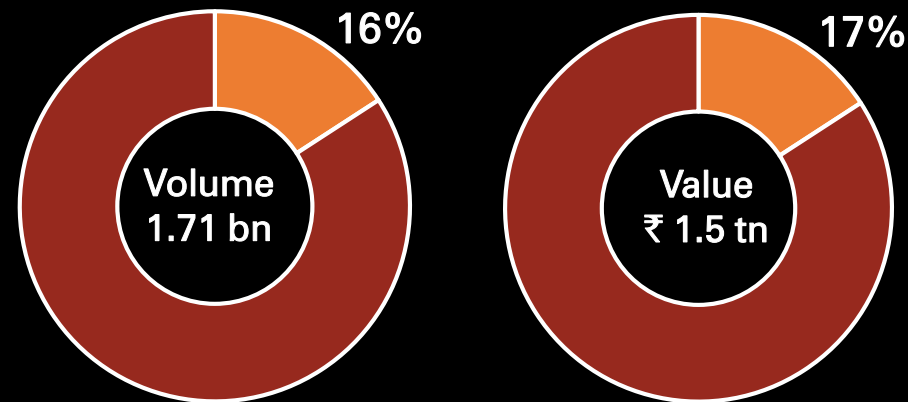
# Digital payments - UPI acquiring business

## Collection solutions



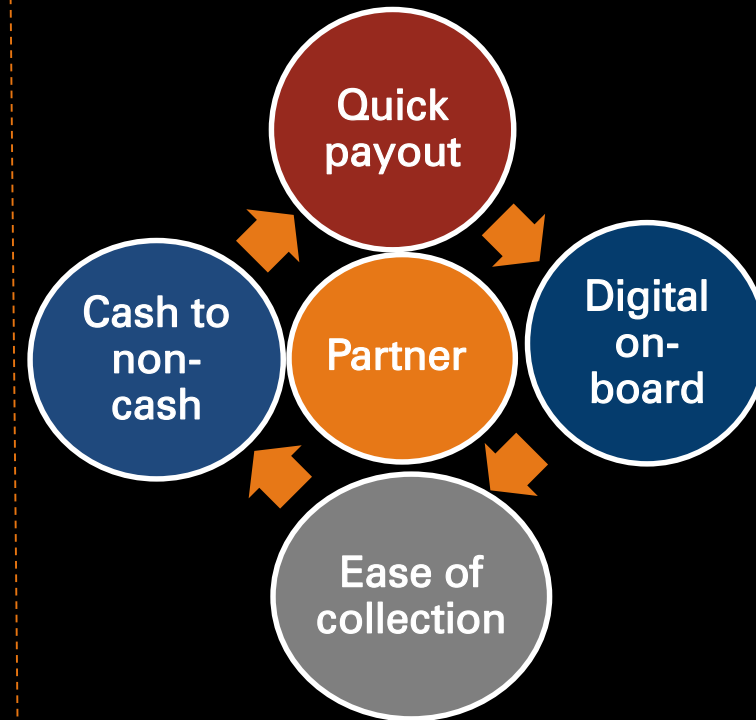
## Highlights

### Market share of ICICI Bank (Oct 2021)

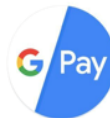


- 2x growth in value of UPI transactions in Oct 2021 over Mar 2021
- ₹ 250+ bn value of throughput in Oct 2021
- Gain of ~1% in market share (by value) from Mar 2021

## Benefit



## Key clients

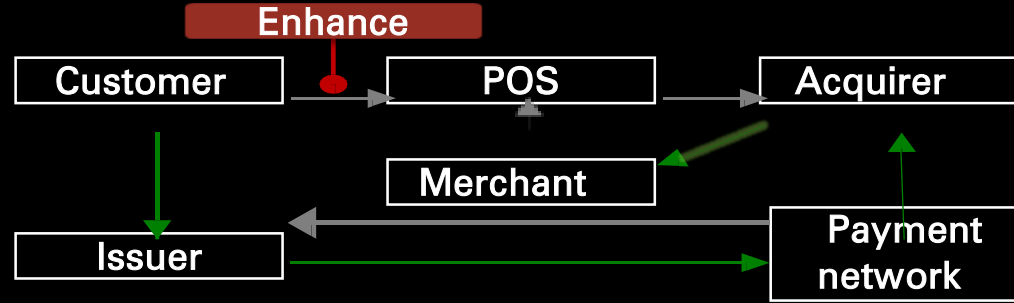


# Payment & collection solutions

## Mode

Open-loop mobile payment solutions

## Architecture

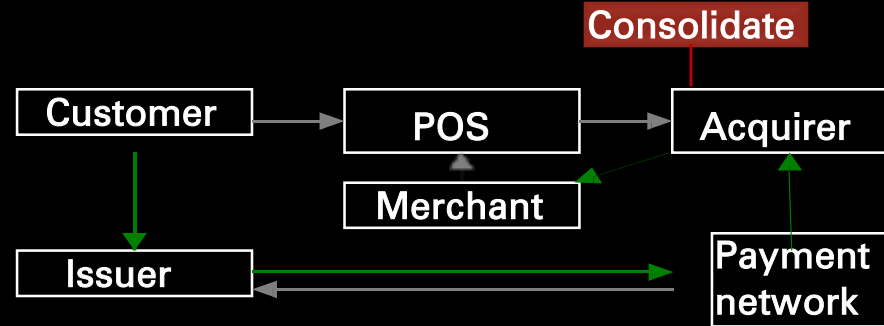


## Platforms



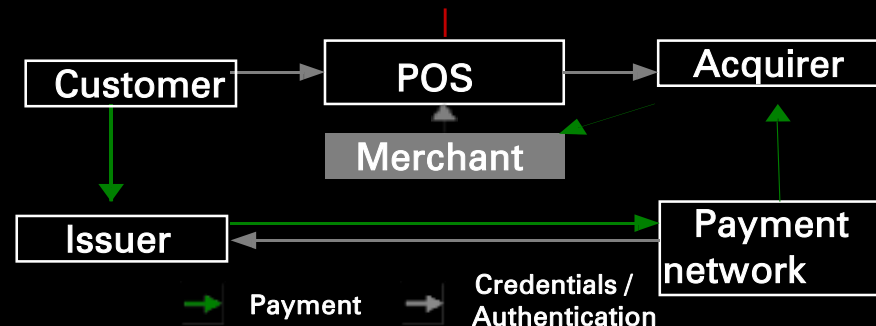
Credit cards  
Debit cards  
Net banking

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 VPA<sup>1</sup> solutions
- Composite API for payments



400+ APIs and 15 product journeys listed on the portal

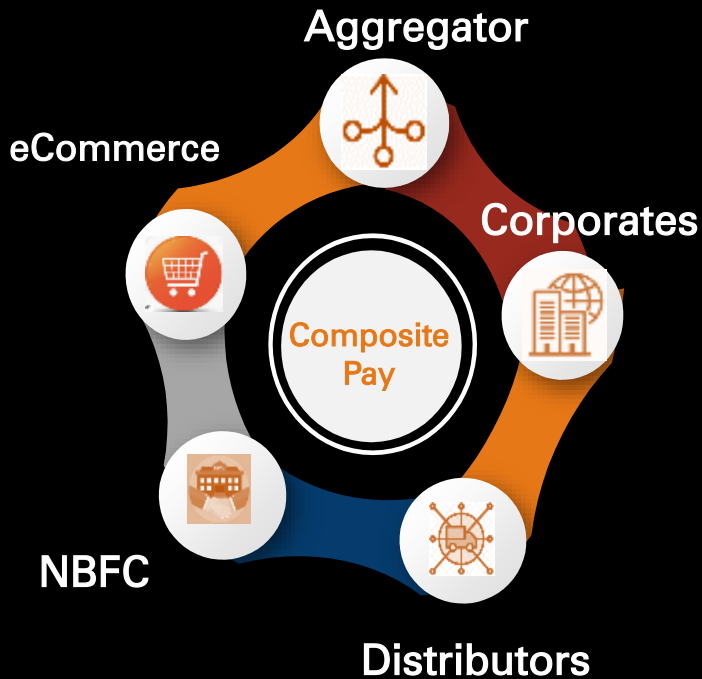


1. Virtual payment address

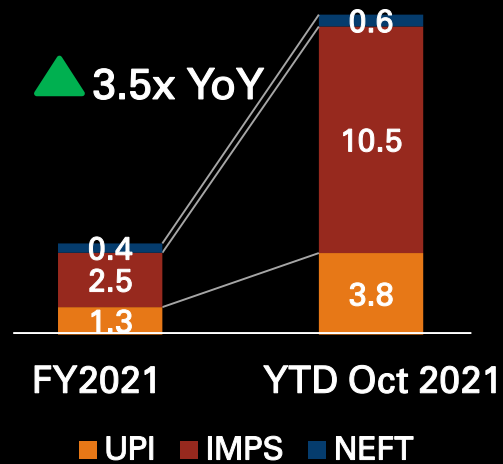
# Composite Pay

## API led Payment solution

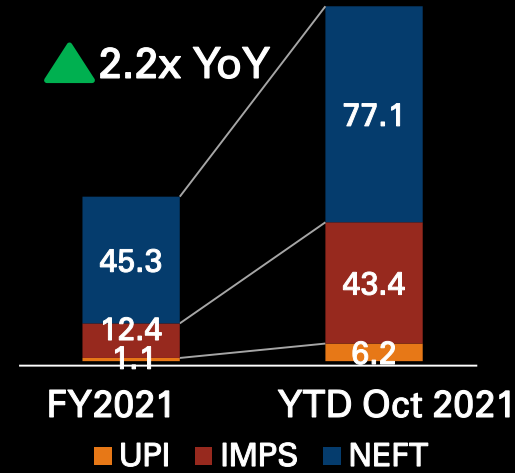
### Payout solutions



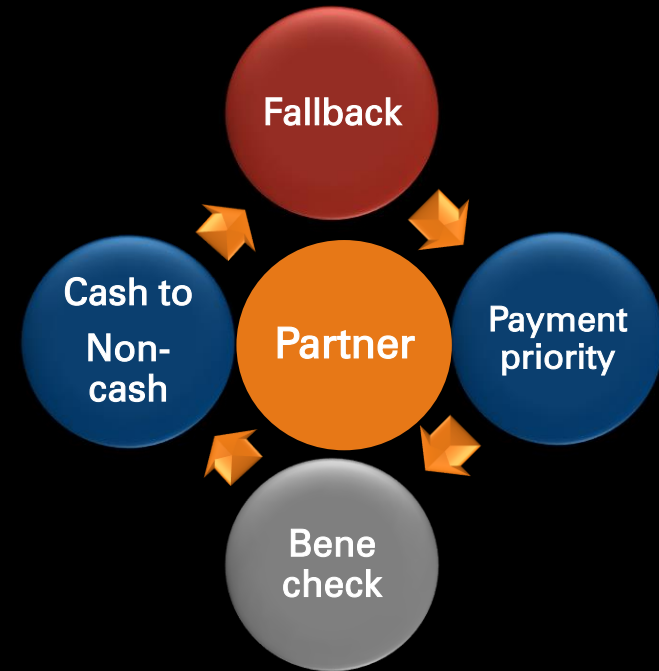
### Average monthly count (mn)



### Average monthly value (₹ bn)



### Benefit



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

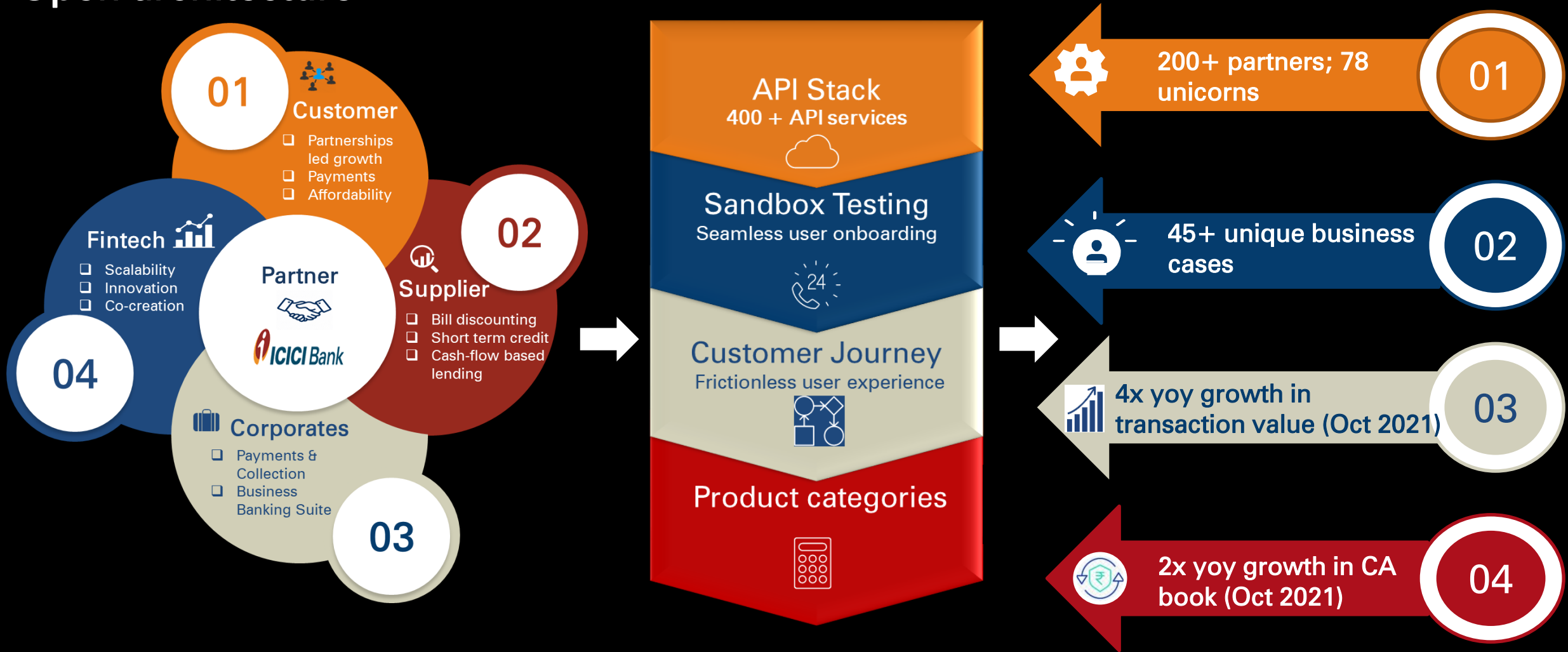
### Key clients



▲ Represents growth in average monthly count/value

# Digital partnerships & co-creation

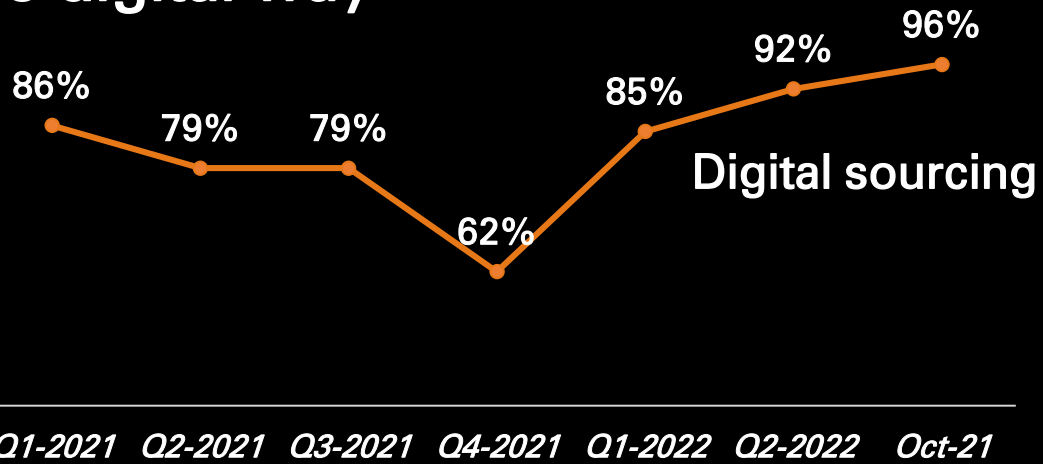
## Open architecture



360<sup>o</sup> banking | Supply chain solutions | Ecosystem engagement

# Credit cards acquisition

## The digital way



100%

Digital sourcing<sup>1</sup> starting Nov 1, 2021



Increased preapproved base using AI & ML

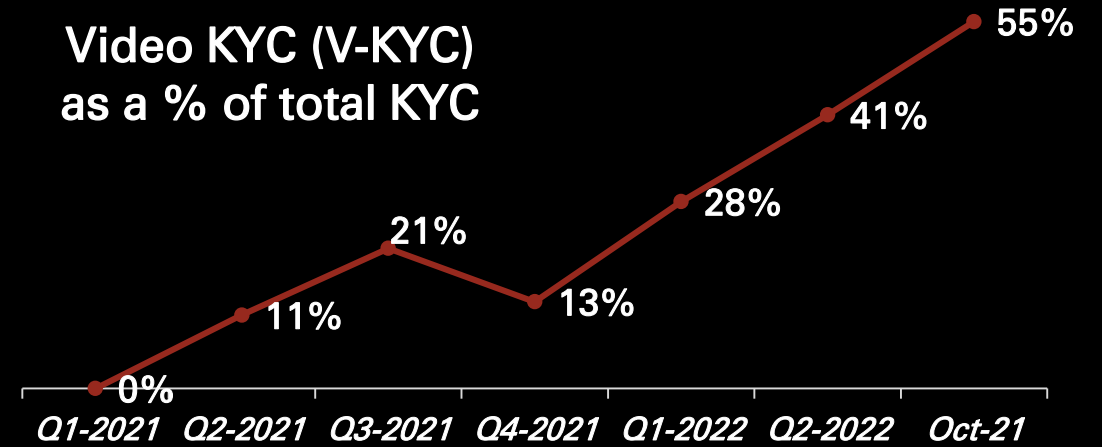


26%<sup>2</sup> customers given cards through insta flow



28%<sup>2</sup> NTB<sup>3</sup> customers given cards within 30 mins

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



1<sup>st</sup> Bank to start V-KYC for unsecured products



Consistent scale-up in acquisition via V-KYC



Wider location coverage for sourcing

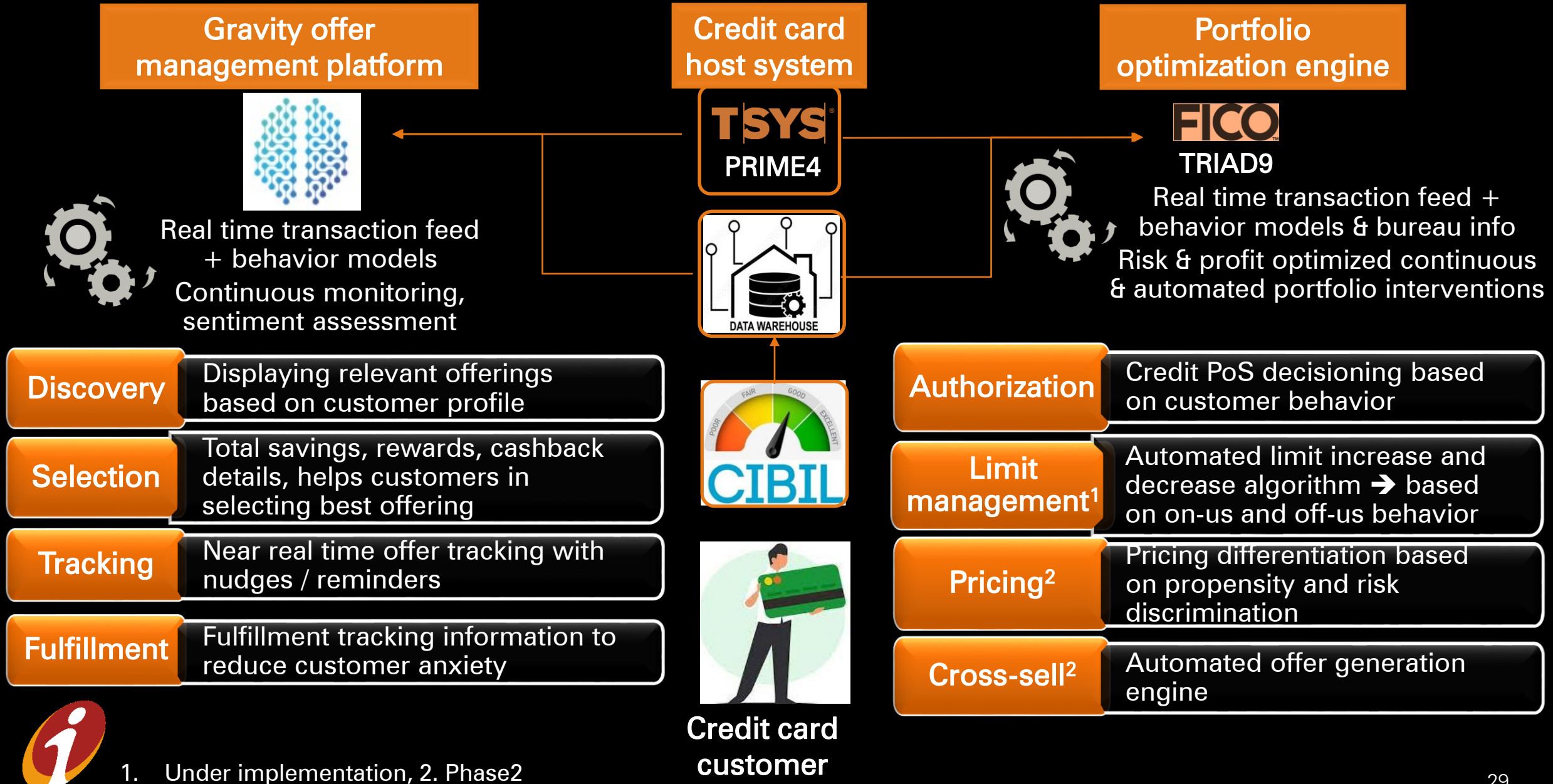


55%+ NTB<sup>3</sup> customers sourced through V-KYC



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

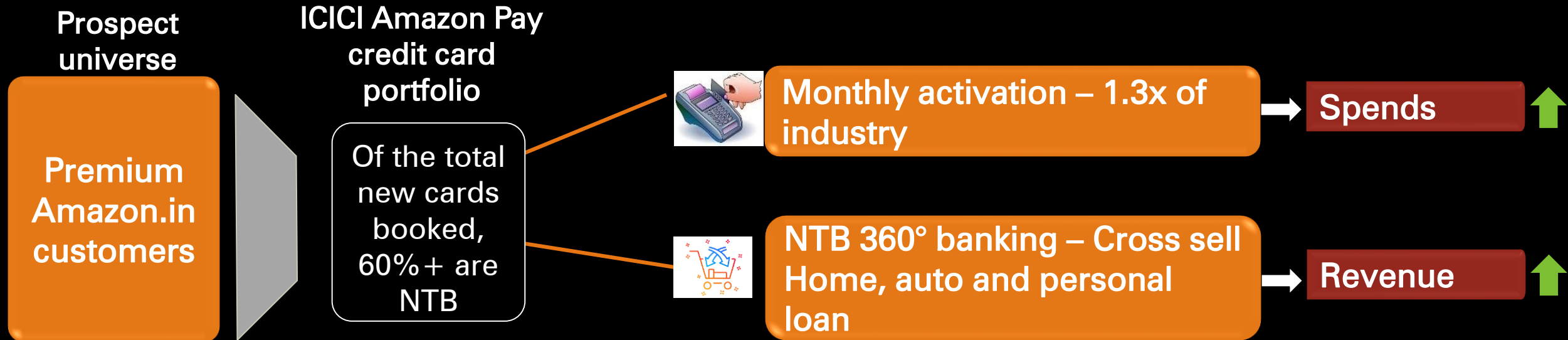
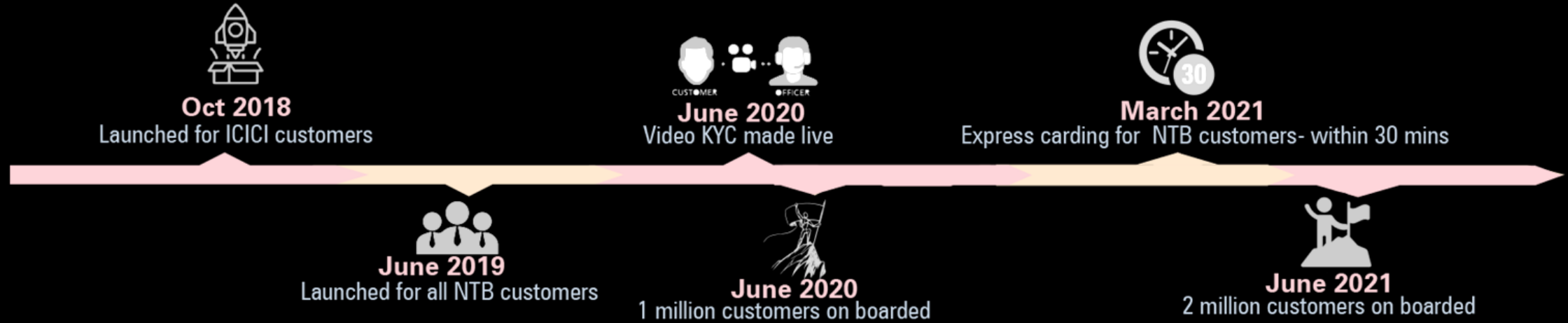
# Real time, contextual & automated portfolio management



1. Under implementation, 2. Phase2



# Amazon Pay ICICI Bank credit card journey



# Building commercial card solutions through partnerships

## Corporate T&E<sup>1</sup>

2X  
FY2019 YTD Oct 2021



- Accounting system
- Travel management
- Expense management

## Insurance automation

3X  
FY2019 YTD Oct 2021



- End-to-end integration
- Reconciliation
- Cashback

## Statutory payments

5X  
FY2019 YTD Oct 2021



- Industry 1<sup>st</sup> API based process
- GST & Other taxes
- Process streamlining

## Vendor payments

3X  
FY2019 YTD Oct 2021

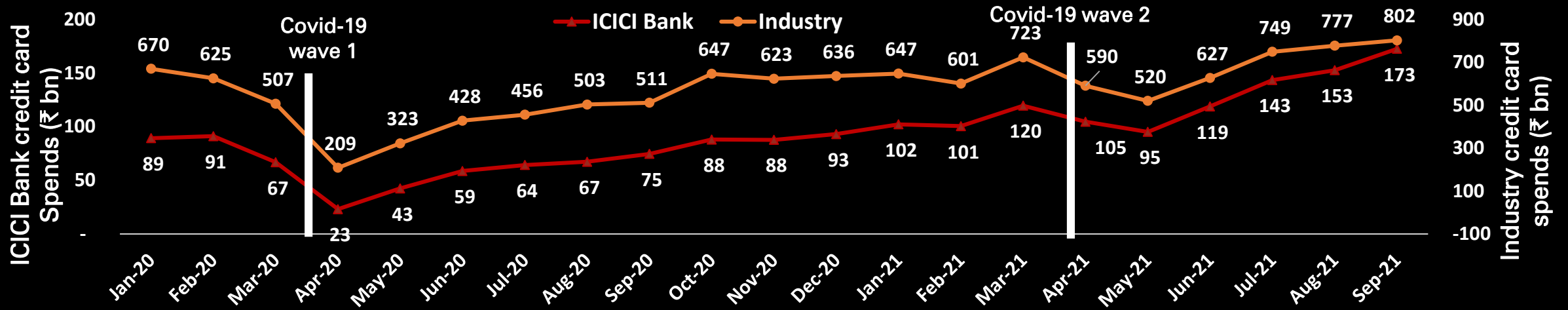


- Corporate portal
- Invoice discounting
- Ease of payment

Expense, control and convenience through commercial cards



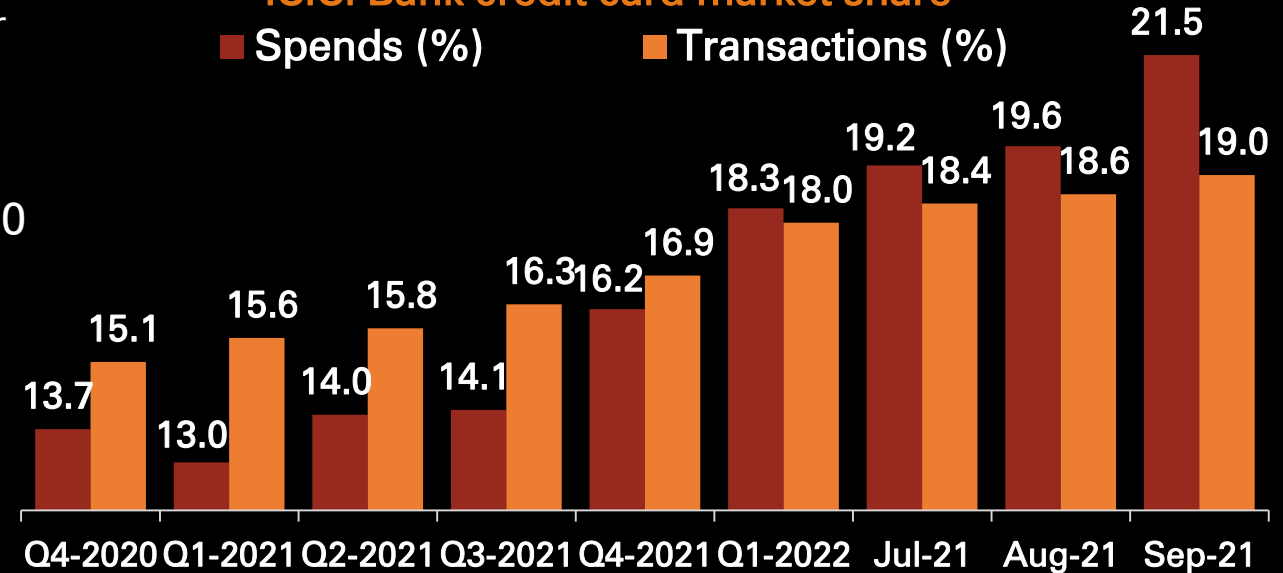
# Trajectory of credit card spends



- 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 share<sup>1</sup>

■ Spends (%)      ■ Transactions (%)



1. Source: RBI



# Leveraging alternate use case & digital partnerships

## Toll



## Fuel payment



## Parking payment



## Digital partnerships



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

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

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

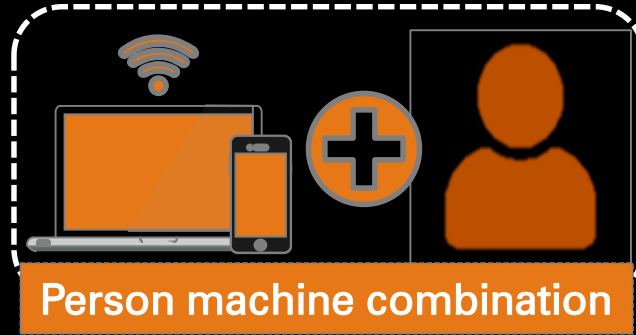
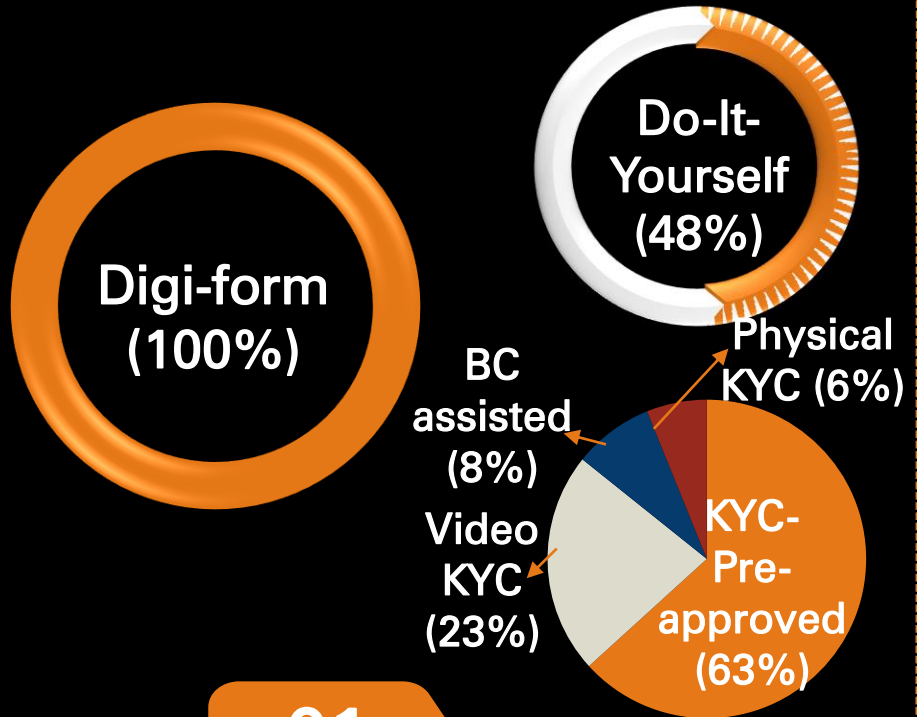
- ✓ Digital partnership led acquisition – Google & PhonePe live
- ✓ Only Bank to successfully integrate with marquee brands
- ✓ Fully digital journey



1. H1-2022 over H1-2021

# Personal loans

## Digitisation at every stage



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



**e-NACH setup %**



**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

NDF<sup>3</sup>

Bonds

Remittance

Forex Prepaid Card

Investment

Foreign Currency

Sovereign Gold Bond

## Key metrics



Volume<sup>1</sup> 51% ↑



Market share<sup>2</sup>  
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

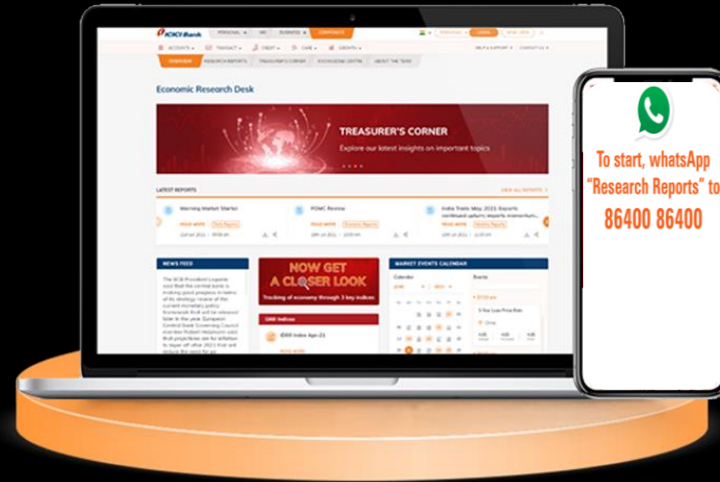


Available for customers and new to bank customers



Easy access on WhatsApp

## Economic Research Portal



## OUTCOMES



Comprehensive research coverage



Informed decision making



Personalized and targeted responses to queries



Moving from push based to pull based

## Digital onboarding for hedging customers

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



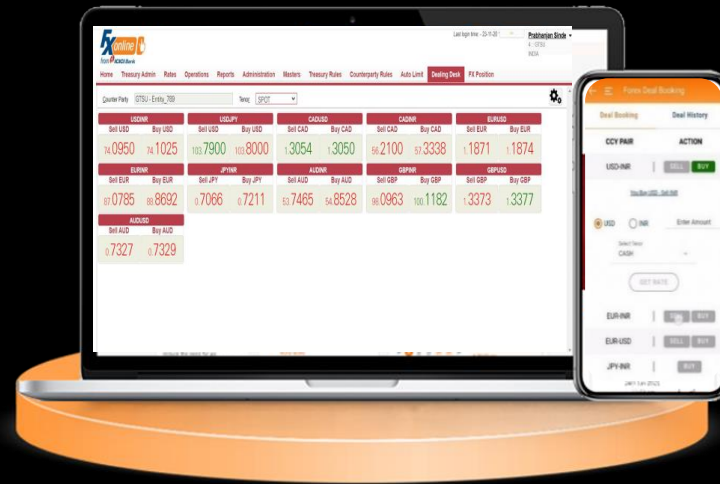
#### Forex on the Move

Deal booking on-the-go;  
Introduced forwards



#### Business FX

Seamless forex enabled international payments



### OUTCOMES



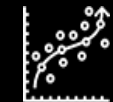
Integrated workflow



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



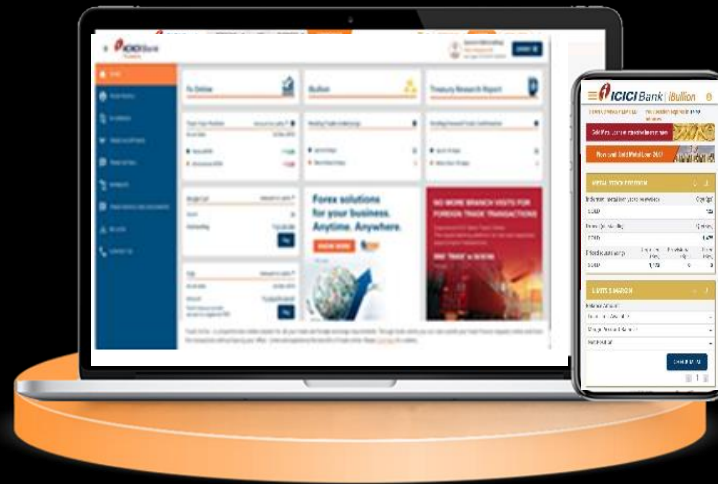
### iBullion

One view dashboard

Outstanding metal positions



Self-service module



## OUTCOMES



Quick access dashboard



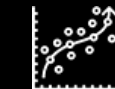
End-to-end workflow Management



Unified interface for customers & RMs



Enables cross sell of treasury products



Seamless navigation

Customer experience

Engage

Execute

Delight

Scalability

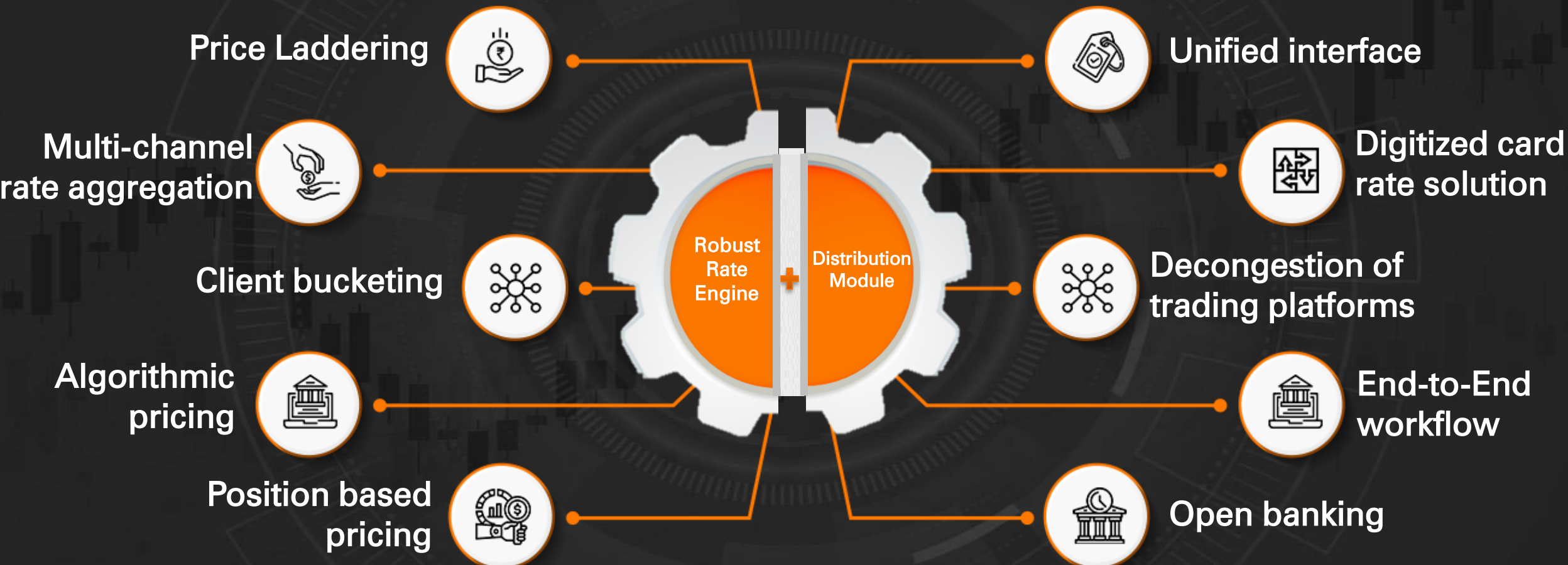
Pre trade

At trade

Post trade



# iFRA - Getting Future Ready



Murex - Leveraging for products & segments

iVisio - Centralized position management

Customer experience

Engage

Execute

Delight

Scalability

Pre trade

At trade

Post trade



# Partnering with our customers

## Customers



## Solutions



## Digital adoption<sup>1</sup>

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


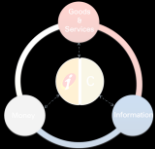






1. Of corporate transacting platforms; growth for H1-2022 over H1-2021

# Scaling up the franchise through platforms and solutions

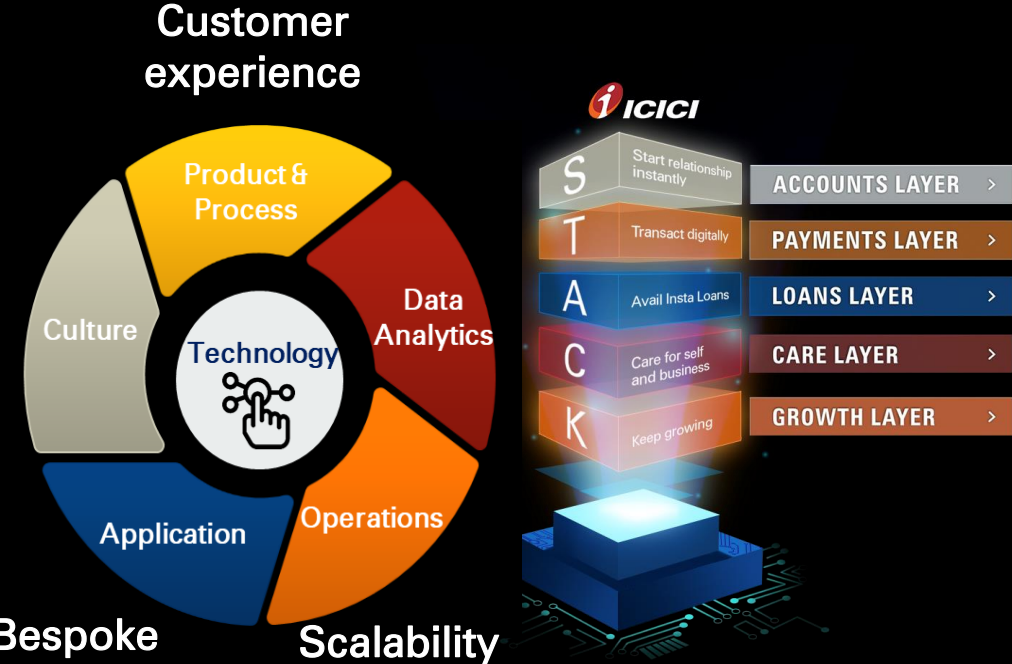
-   Strategy and approach
-   Platforms for individuals
-   Payments and partnerships
-   Treasury platforms and solutions
-   Transaction banking platforms and solutions
-   Platforms and journeys for small businesses



# Platforms for wholesale banking

 <p><b>Customers</b></p>	<p>Corporates   Capital Markets   Government   Financial Institutions   Small &amp; Medium Enterprises   International Businesses</p>
 <p><b>Problems we solve</b></p>	   <p>Credit &amp; liquidity management    Integration money, goods and info    Interest and FX management</p>
 <p><b>Strategic priorities</b></p>	<p>Omnichannel customer experience Capturing customer ecosystem opportunity Efficiency and scalability</p>
 <p><b>Enablers</b></p>	    <p>Distribution   Technology   Process   People</p>

## Platform view



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





# Multiple customer segments



## Industry solution

- NBFC
  - MNC
  - Manufacturing
  - Services
  - IT/ITES
  - Insurance
  - AIF<sup>1</sup>/Trusteeship
  - Retail
  - PSU
  - Mutual Fund
  - Capital Market
  - Fintech
  - Pharma
  - Financial Sponsors
- ...& many more

...integrating modular platforms to create bespoke industry solutions



1. Alternate Investment Fund

# Deploying modular platforms...

## Example 1 : Manufacturing conglomerate

## Example 2 : Real estate client

Client needs

- Decentralized setup
- Paperless & digital workflow post acquisition

- Update lending bank a/c with multiple remitters
- Distributed fund management

Solutions deployed




Trade transaction, information and notification



Simplified tool for LC advising



Virtual account collections with detail MIS



Auto creation of payment file



Trade digitization powered by blockchain



Embedded collection solutions



Payment solution with one-time authorisation



Single view for multiple accounts

...& many more

...& many more

Outcomes

2.4 x ↑

1.3 x ↑

₹ 1.00 bn ↑

CA AAB<sup>2</sup> growth<sup>3</sup>

Operating income<sup>3</sup>

CA AAB<sup>1</sup>



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

...to create & capture value

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



## Enriching online banking experience with a powerful tool

One stop platform - 225+ digital solutions

74%<sup>1</sup> customers are digitally active

48.4% growth in transaction value<sup>4</sup>

Market share in GST flows ~14.5%<sup>5</sup>

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 growth<sup>3</sup> in volume of transactions

Caters to domestic and cross border needs

Market share in trade flows<sup>6</sup> ~ 7.5%<sup>7</sup>

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



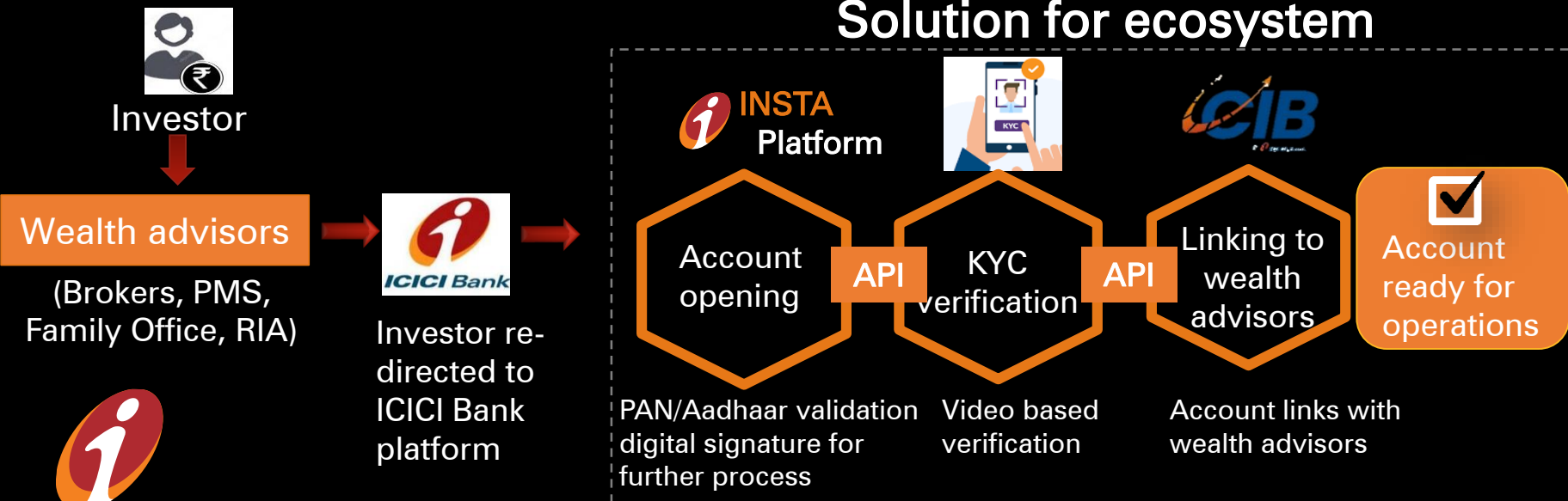
## Ecosystem challenges

- 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 growth<sup>1</sup>
  - 3.2x ↑ Accounts opened<sup>1</sup>
- Multiple wealth advisors onboarded

1. YTD Oct 2021 over YTD Oct 2020

# Architecting for future

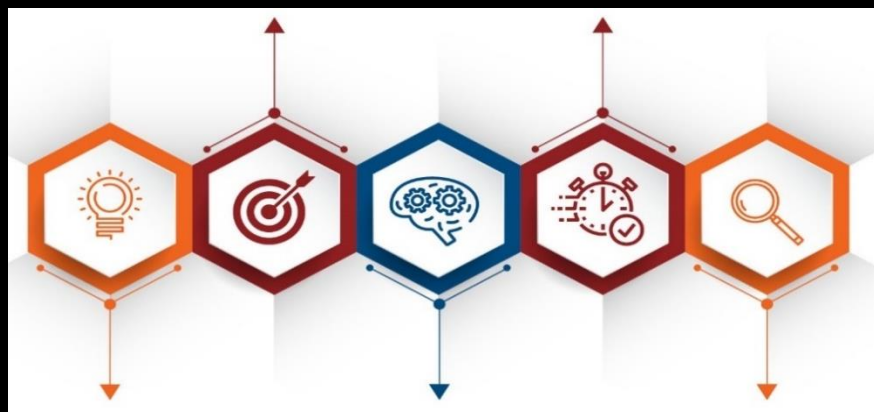
## Blockchain

NEW

eDS

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  
advised<sup>1</sup>

2.5x ↑

Volume of LCs  
advised<sup>1</sup>



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

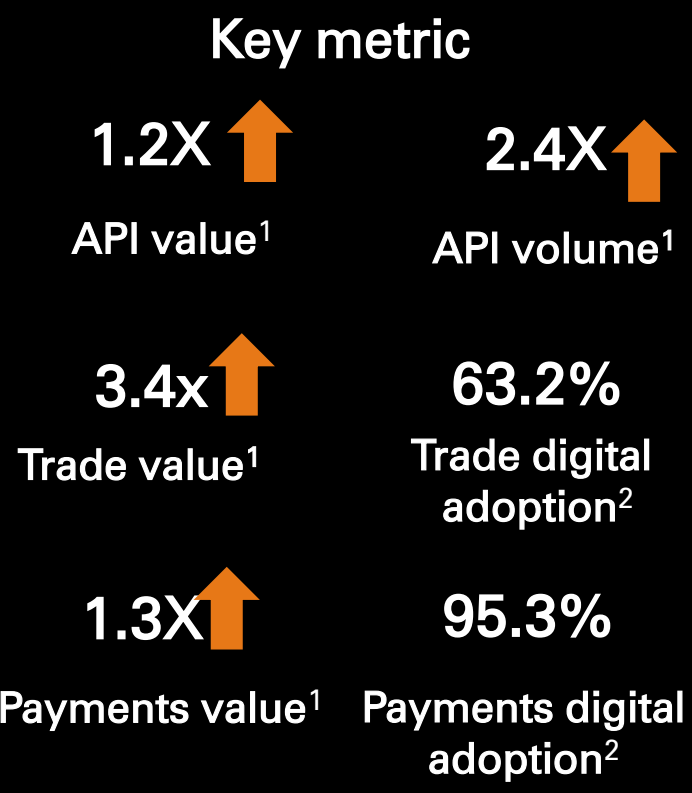
End-to-end digital  
logistics management

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

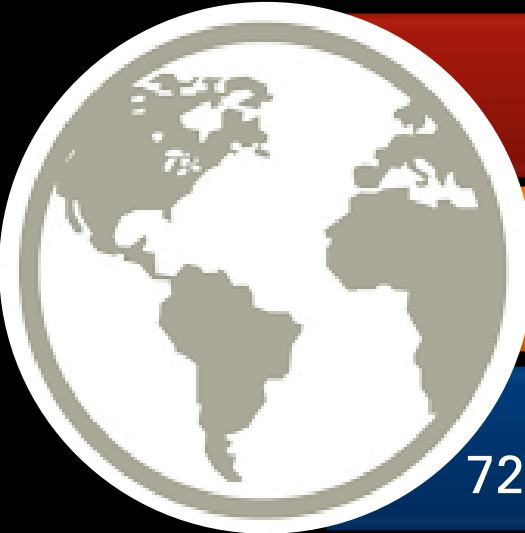
...to deliver risk calibrated core operating profit

# 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], EDPMS<sup>1</sup> IDPMS<sup>2</sup>*



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



**Shift towards open architecture & platformisation:** OCEN<sup>3</sup>, ONDC<sup>4</sup>, 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**

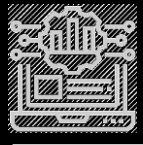
**Cross border**

**Merchant services**

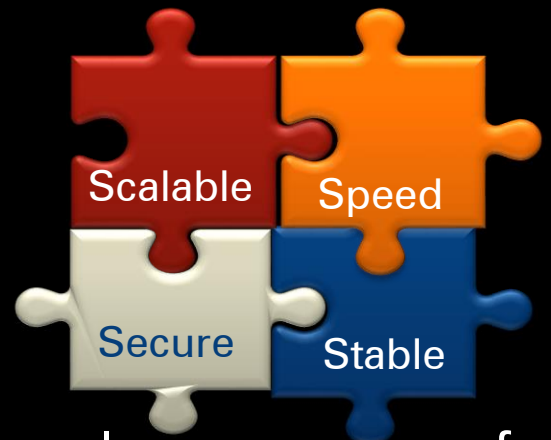
**Manage @ Business**

**Networking**

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



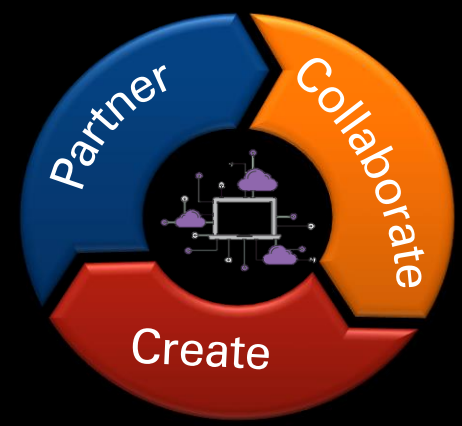
## Modular platforms



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



## BaaS<sup>1</sup>

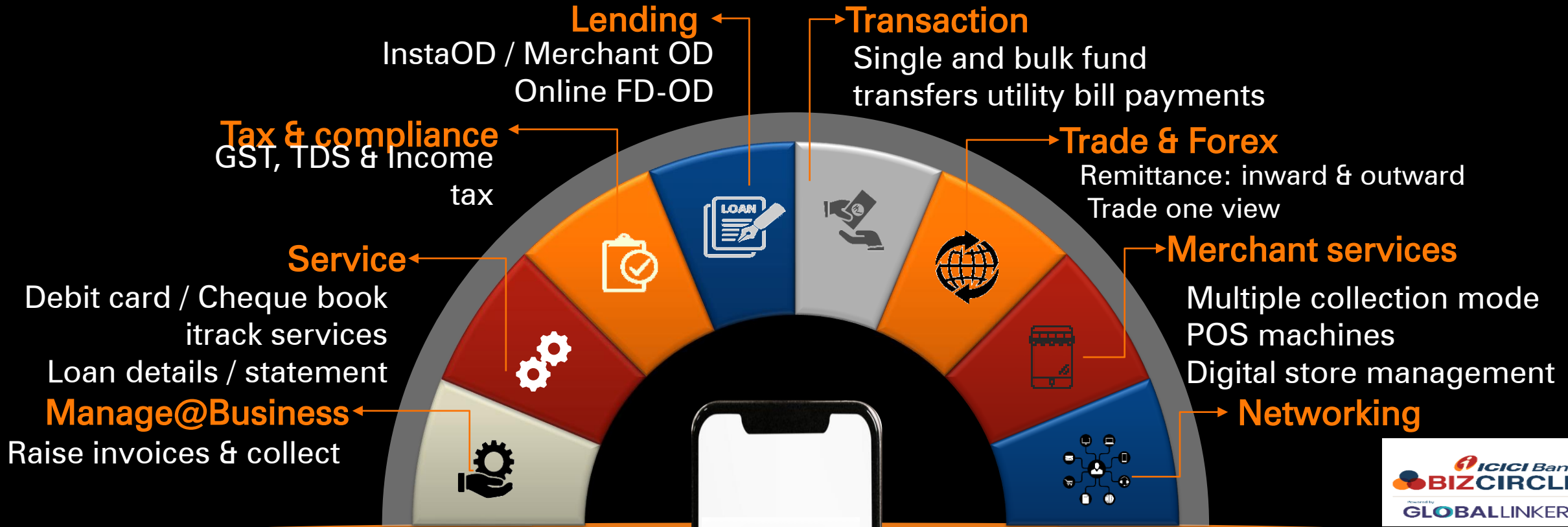


- Collaboration with Fintechs to deploy disruptive solutions
- API stack catering to core and adjunct needs
- Omni-channel experience



1. BaaS: Banking as a Service

# Universal App for small business



**Total active customers**  
**1 mn+**

**Payment on digital channel<sup>1</sup>**  
**90%**

**Growth in financial transactions<sup>2</sup>**  
**1.6x** ↑

**360° banking**  
↑ **0.2 mn+<sup>3</sup>**



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

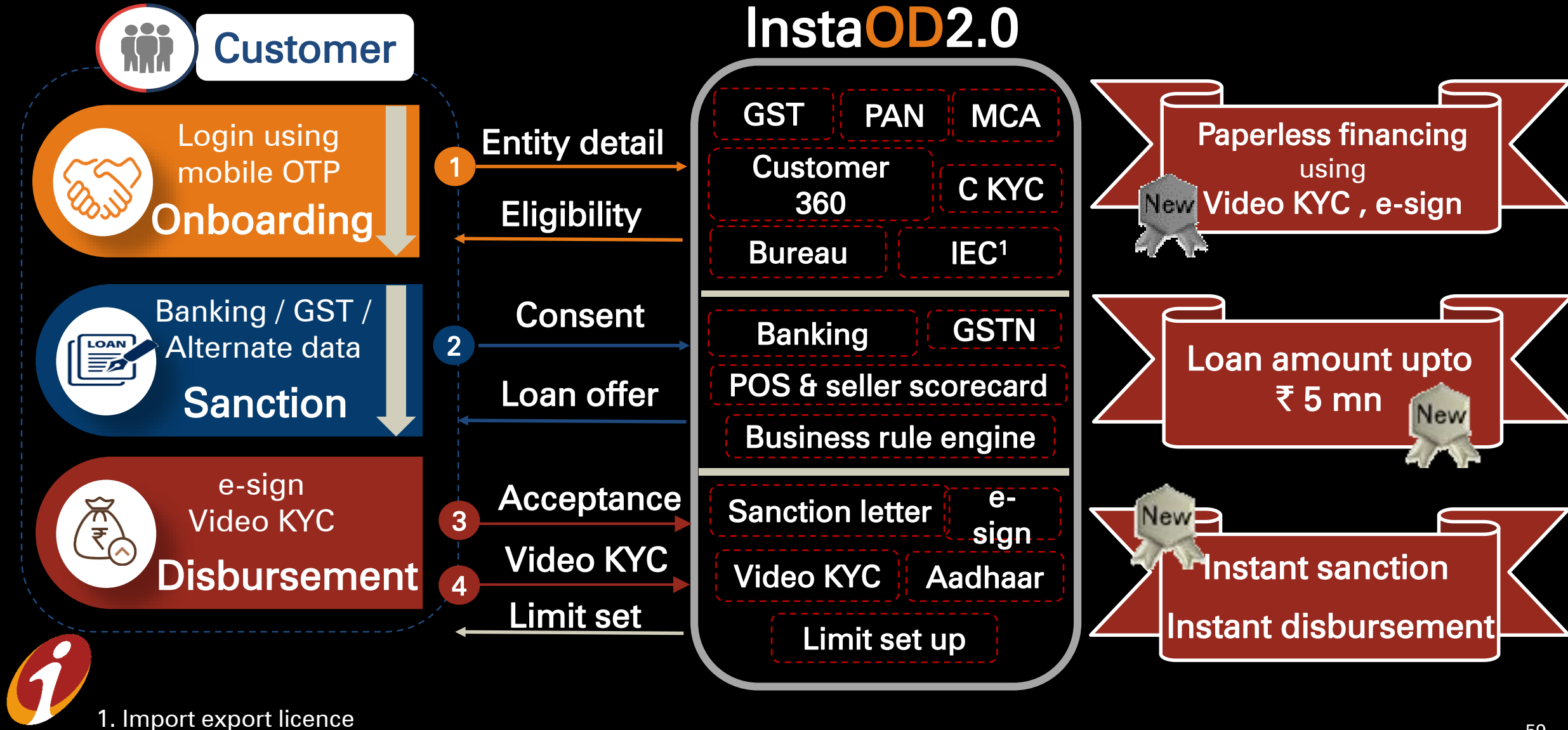
DIY journey

New customer

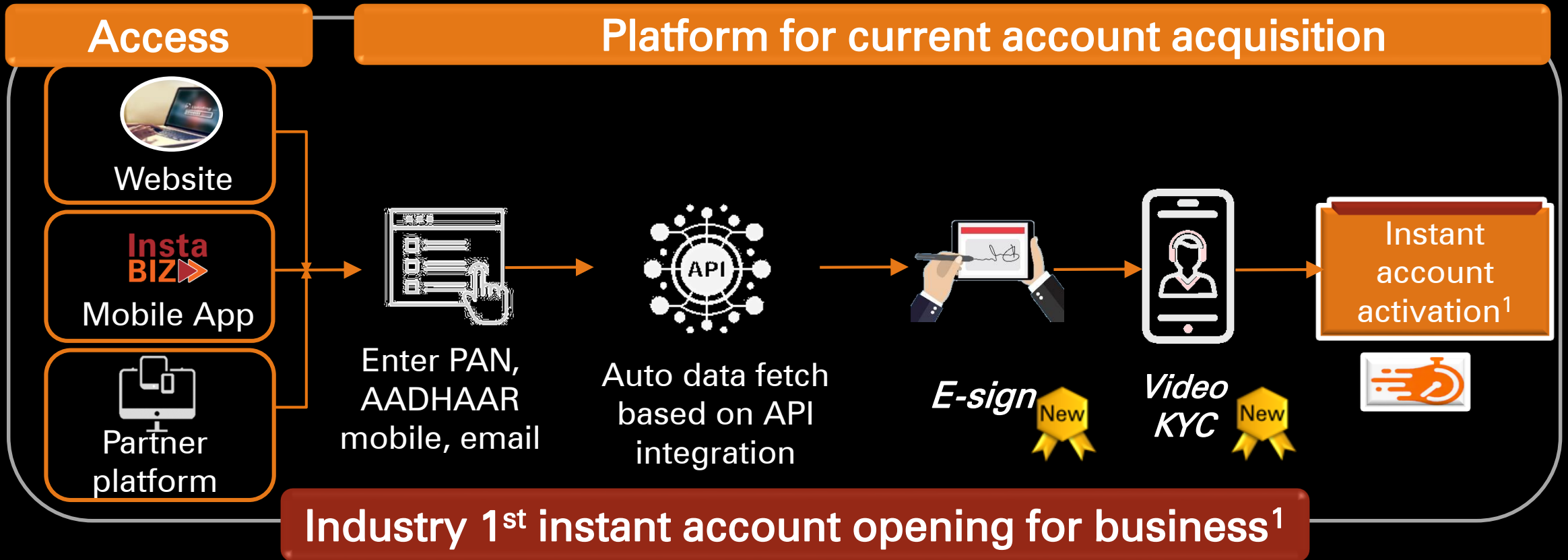
Unleashing higher growth opportunity



# InstaOD 2.0: DIY NTB customer journey



# InstaCA: DIY customer journey



## Key features

Instant fully operational CA (individual/sole proprietor<sup>2</sup>)  
 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



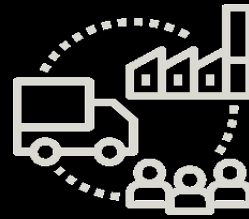
1. BOE : Bill of entry

# Supply chain finance



Open architecture

ERP integrated solution<sup>1</sup>



Plug & play solution



Seamless API integration



Real time status update across journey



Automated reconciliation of transaction

Algorithm driven credit sanction

## Benefits

## Impact



Renewal/  
Enhancement



Smart  
dashboard



Aadhaar based  
e-sign

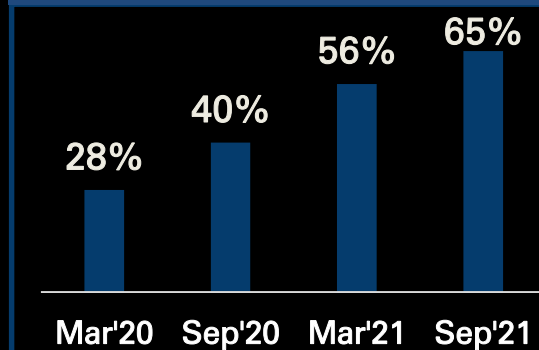


Companies  
onboarding



Building supply  
chain ecosystem

### Digital client onboarding



55% y-o-y<sup>2</sup> growth  
in number of  
corporate program

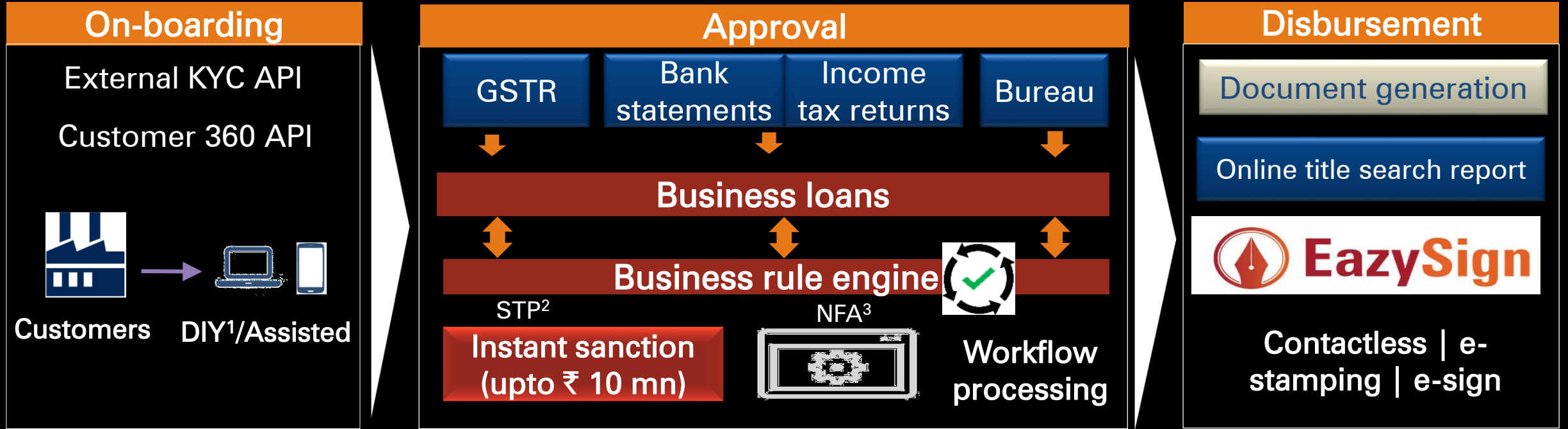
76% y-o-y<sup>2</sup> growth  
in outstanding loans<sup>3</sup>



1. In partnership with SAP Technologies/Arteria

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

# Unified lending journey



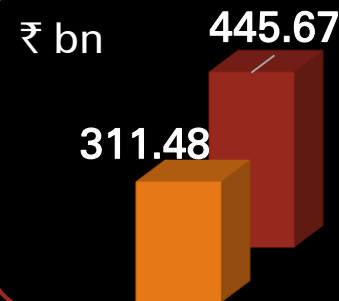
Pre-fill data using  
KYC API

Reduces turn around time

e-signature & e-stamping  
in a single flow

66% Self funding ratio at Sep 2021

72 NPS<sup>4</sup> 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 ~ PD<sup>1</sup>
- 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 & EWS<sup>3</sup>
- Online platform for TSR
- CAL<sup>2</sup> automation
- e-signing & e-stamping
- Web based data entry

## Impact

₹ bn 331.40

233.41

Sep 2021

Sep 2020

↑ 42% y-o-y  
in SME book

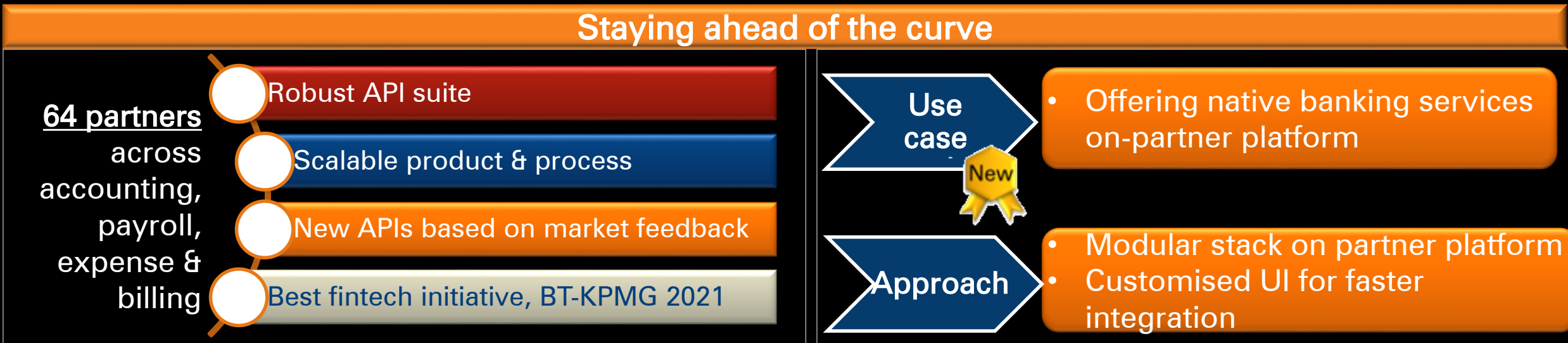
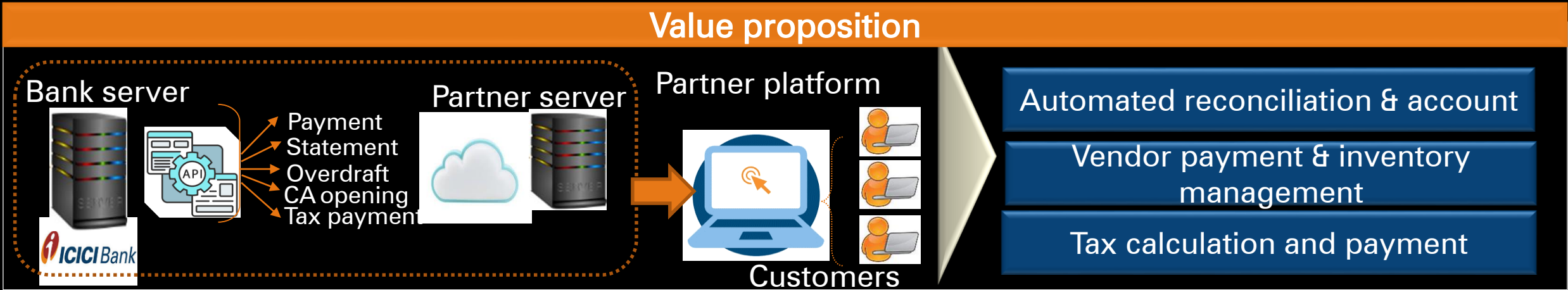
64% Self funding ratio at Sep 2021



1. PD: Probability of default

2. CAL: Credit Arrangement Letter 3. EWS: Early warning signal

# Connected banking



**136% CA AAB<sup>1</sup> growth<sup>2</sup>**



**77% increase** in monthly transacting customers



**2x+ growth** in throughput of transactions

1. Annual average balance book of active API customers 2. Oct 2021 over Oct 2020



# for desktop ERP platforms



New solution for 2 million+ SMEs

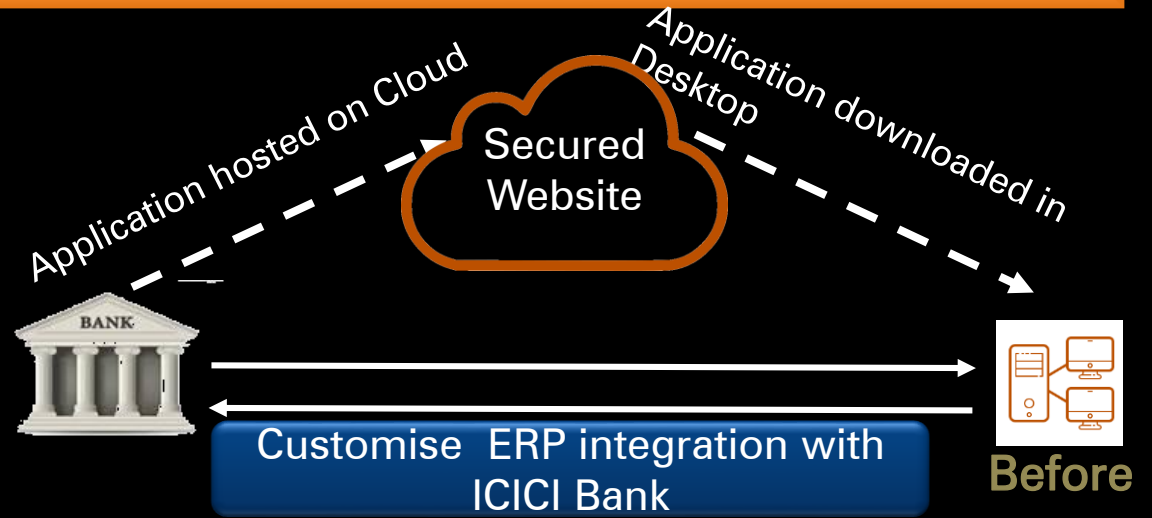
Industry first OTC API banking solution



~2.0 mn



~0.2 mn



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

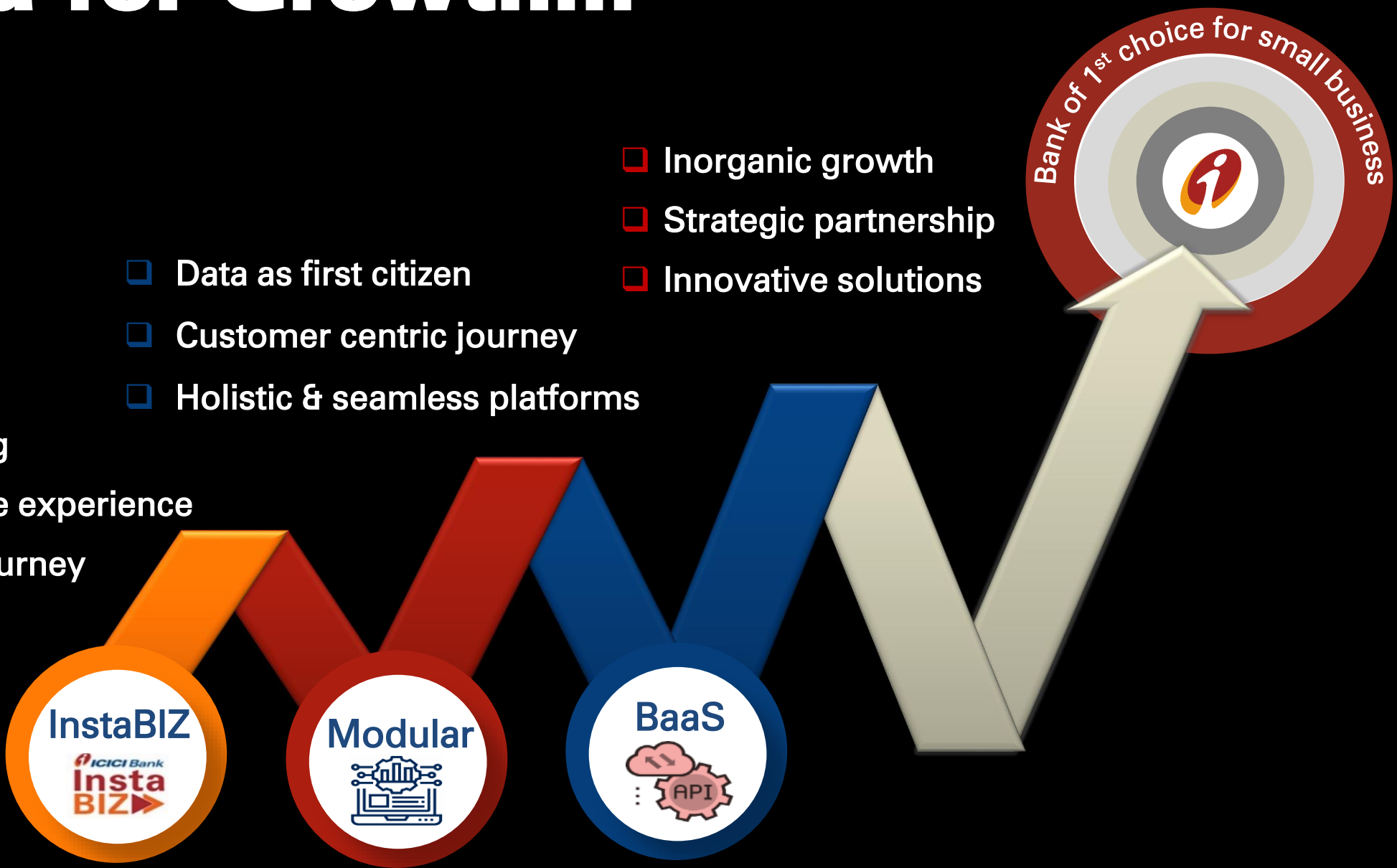
78% growth in CA AAB<sup>2</sup> in YTD Oct 2021



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

-   Ecosystem strategy for profitable growth
-   Corporate ecosystems
-   Merchant and e-commerce ecosystems
-   Ecosystem focused distribution





# Ecosystems

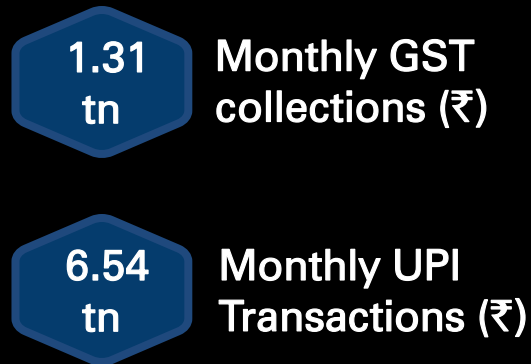
-   **A** Ecosystem strategy for profitable growth
-   **B** Corporate ecosystems
-   **C** Merchant and e-commerce ecosystems
-   **D** Ecosystem focused distribution



# Mega trends emerging in the macro environment...



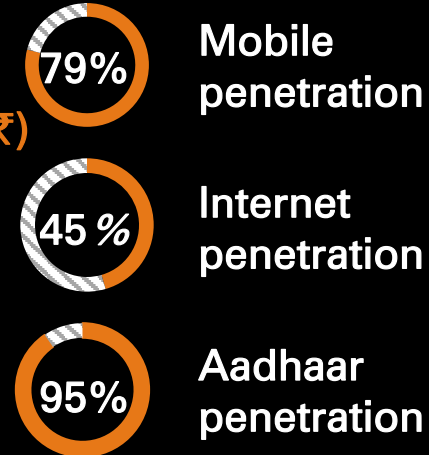
## Formalisation of economy



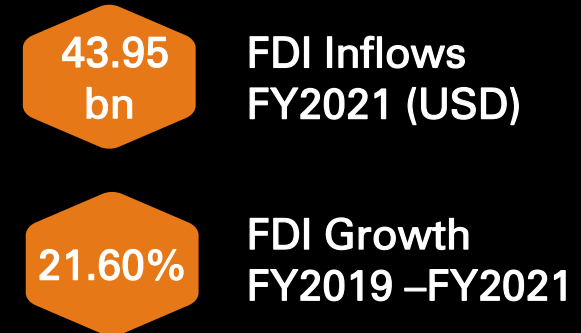
## Structural fiscal reforms



## Increased digital adoption



## Rising forex capital



Accompanied by behavioural changes post the pandemic



...evolving business landscape

# Changing customer behaviors & needs

Changing customer expectations...

Uncertainty

Rising acknowledgement - Stakeholders and Society

Complexity



Volatility

Expects partner to deliver solutions capturing entire stakeholders

Ambiguity



...to realign priorities

Reimagined approach...



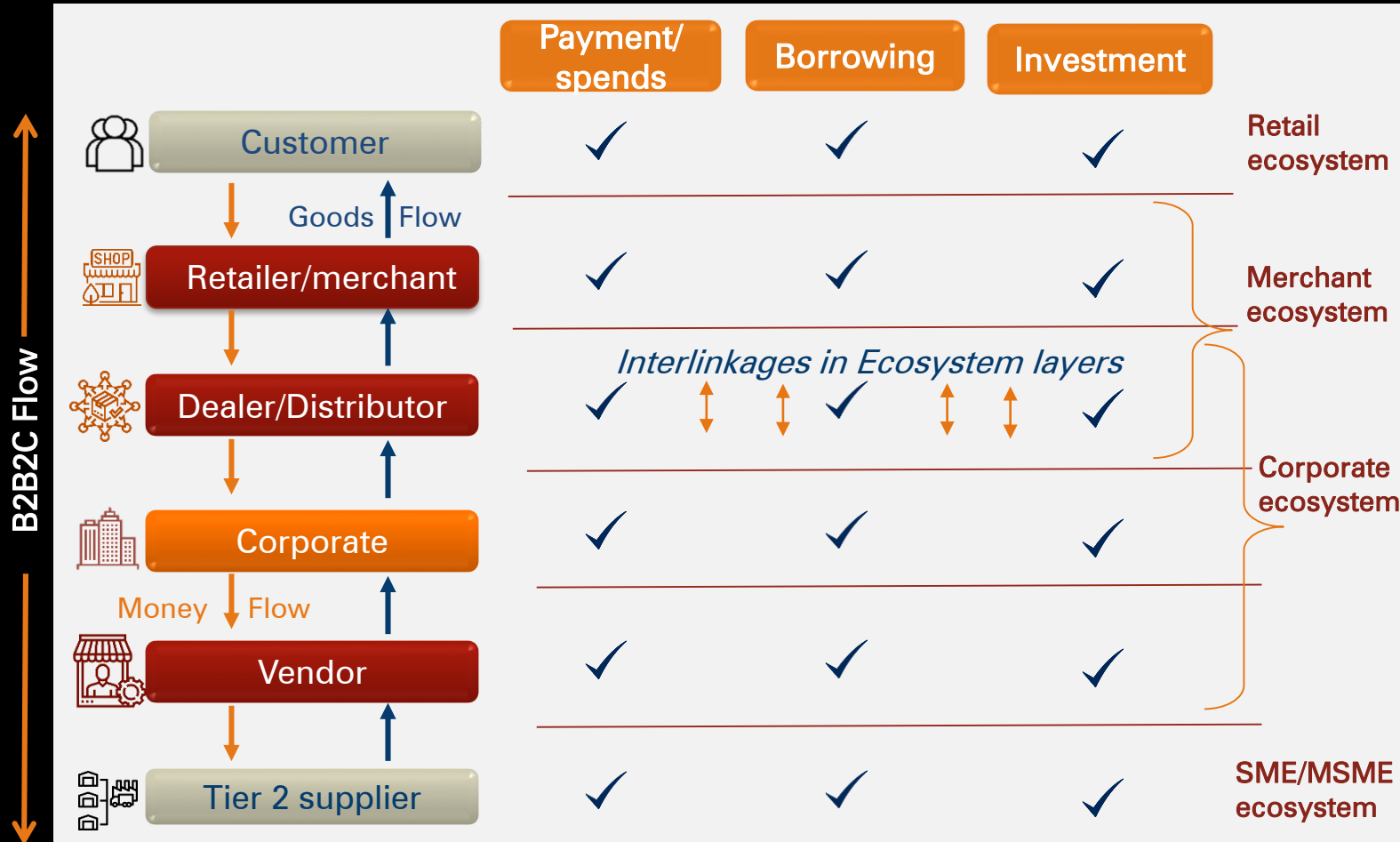
Banking as a service

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

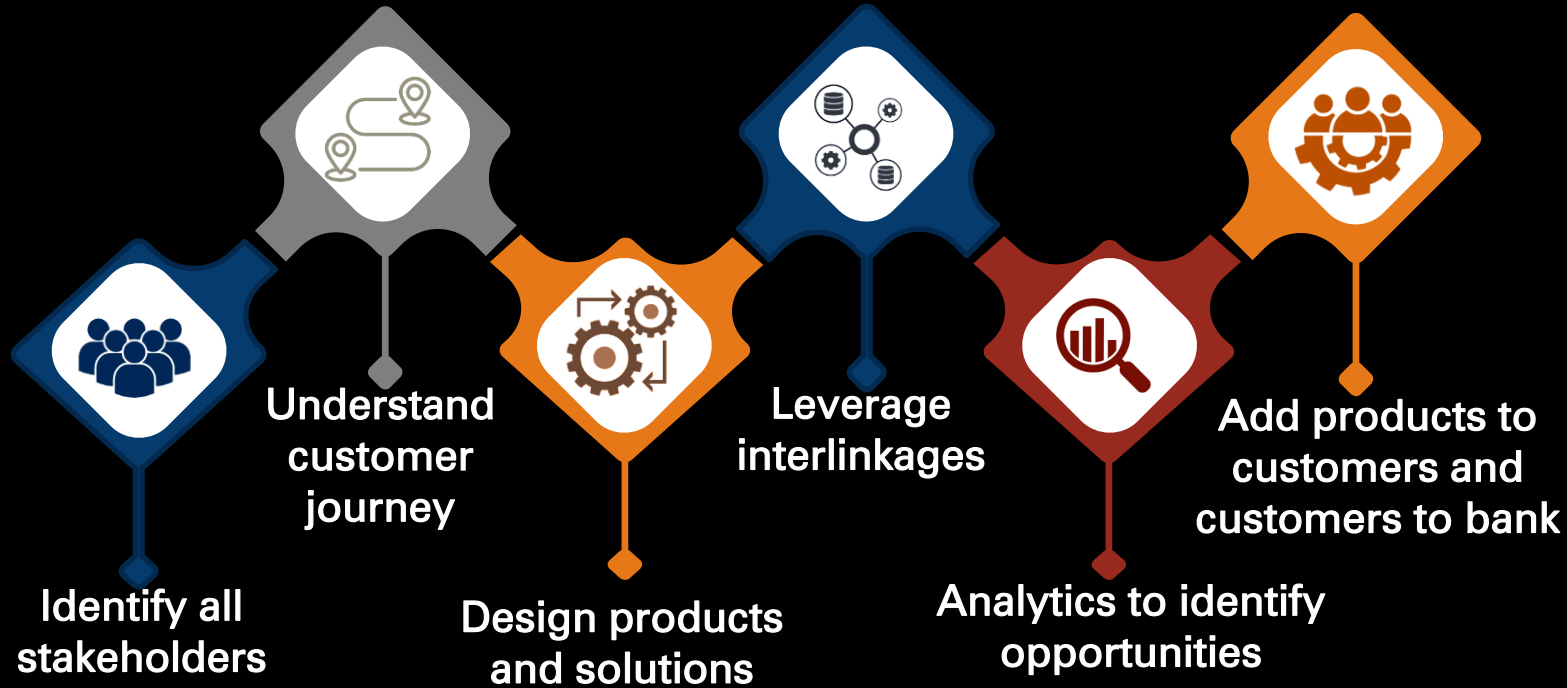


Capturing end to end opportunity in the value chain

# Ecosystems: Our approach

## Principles

-  Providing 360° solutions
-  One Bank One ROE
-  Fair to Bank  
Fair to Customer
-  Return of capital



## Execution Levers

### Product

- Modular solutions
- Customised Products

### Process

- Delete
- Decongest
- Digitise

3D's

### Distribution

- Platform based
- Agile solutions
- Open architecture



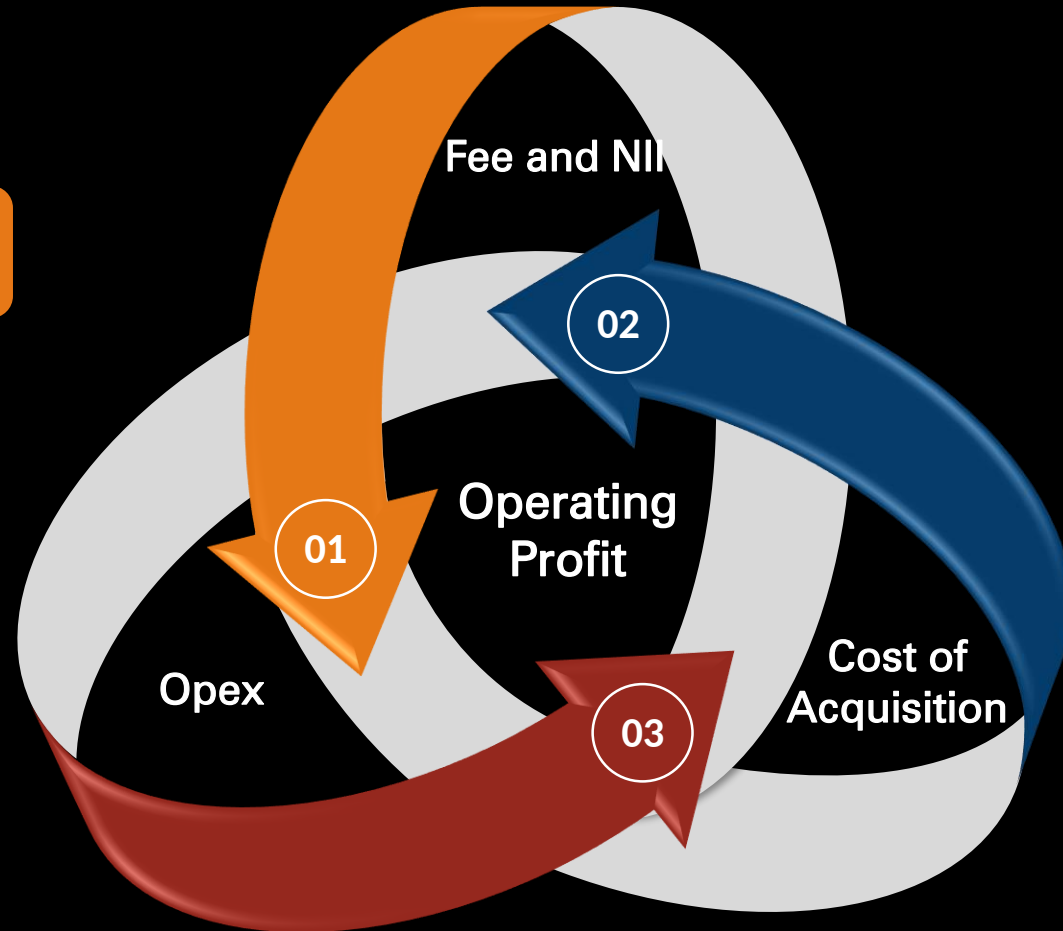
Provide seamless customer journeys aided by digital solutions

# 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

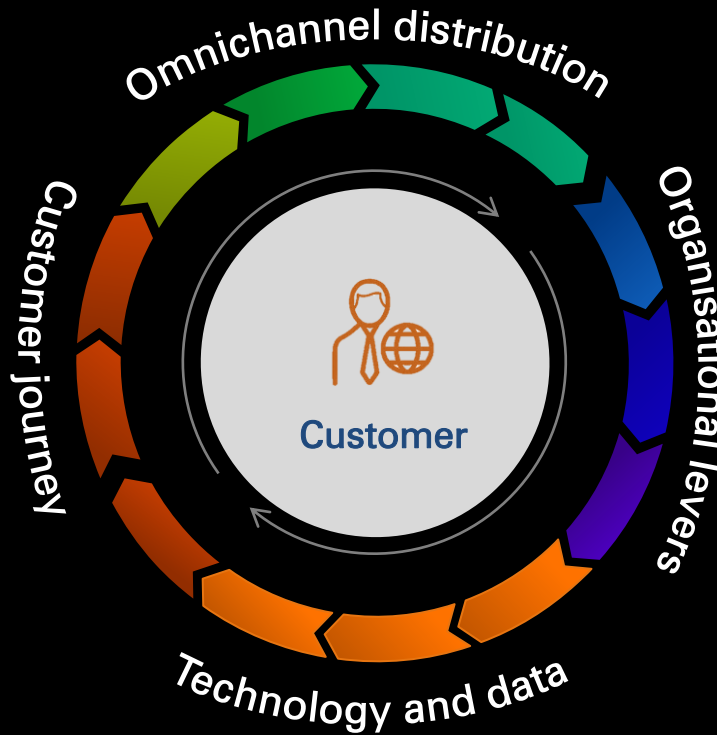
### Multiple Large Ecosystems...



...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

-   Ecosystem strategy for profitable growth
-   Corporate ecosystems
-   Merchant and e-commerce ecosystems
-   Ecosystem focused distribution



# 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%

## 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.<sup>1</sup>
  - Gross debt reduced by 8%
  - Net debt reduced by 30%
  - Net Debt/Equity: 0.19x
  - Net Debt/EBIDTA: 1.03x
- ❑ Improved profitability



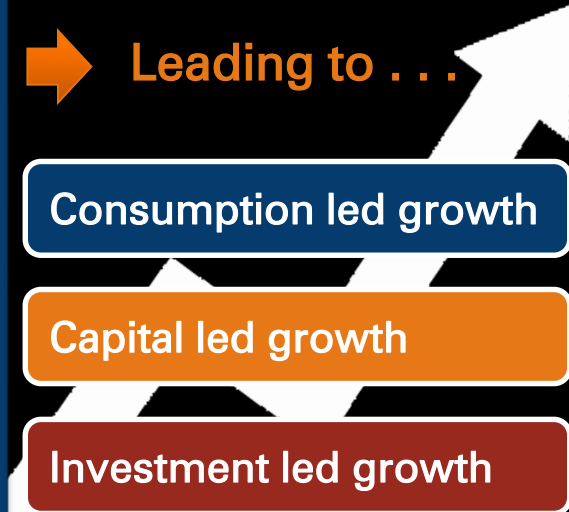
## Government support

- ❑ 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-2021<sup>2</sup>
- ❑ InvITs and platforms
- ❑ Robust capital markets
  - > 100 IPOs since Apr-2020<sup>3</sup>
  - > 100% rise in Market Cap since Mar-2020
- ❑ New infra fin. institutions



To play an important role in the global supply chain

2<sup>nd</sup> largest smartphone market

2<sup>nd</sup> largest steel producer

3<sup>rd</sup> largest electricity producer

5<sup>th</sup> largest automobile market

7<sup>th</sup> largest stock market



1. Capitaline database (FY2020 - FY2021)

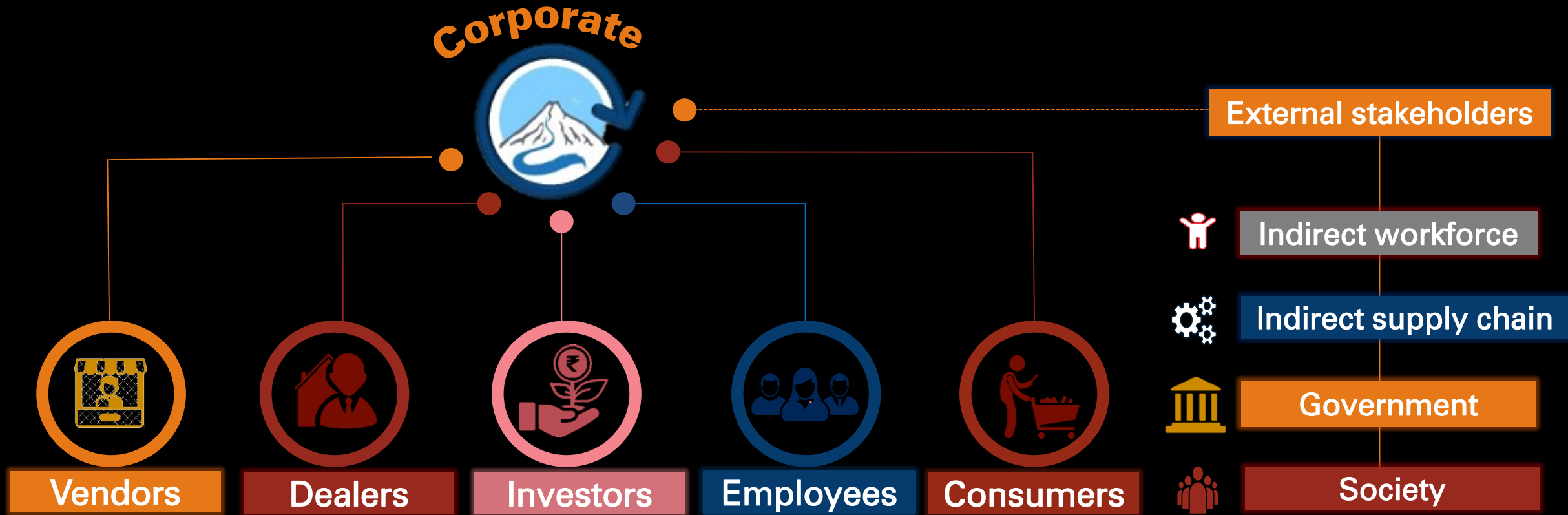
2. Equity inflows, Source: DPIIT website- Ministry of Commerce

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<sup>#</sup>

>84.0 mn salaried employees<sup>\*</sup>

>240,000 factories<sup>^</sup>

...increasing opportunity in the entire ecosystem

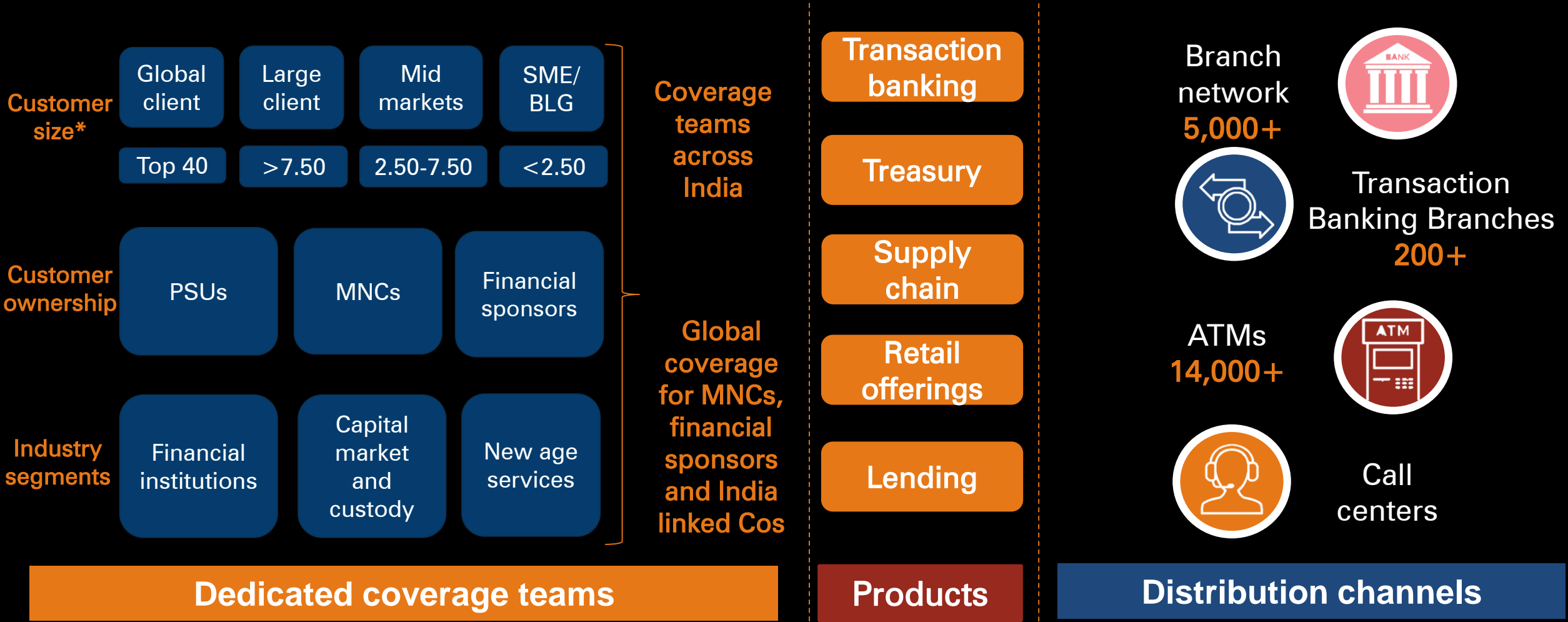


<sup>#</sup> MSME ministry annual report -2021

<sup>\*</sup>CMIE – September 2021

<sup>^</sup> 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...

In-house digitisation

- RM workbench
- CRM

- Trade online
- E-BG

- ICOS
- MARVEL

- Corpconnect
- Digilite

Driver



COVERAGE

PRODUCT

CREDIT

ECOSYSTEM

External partnerships



...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

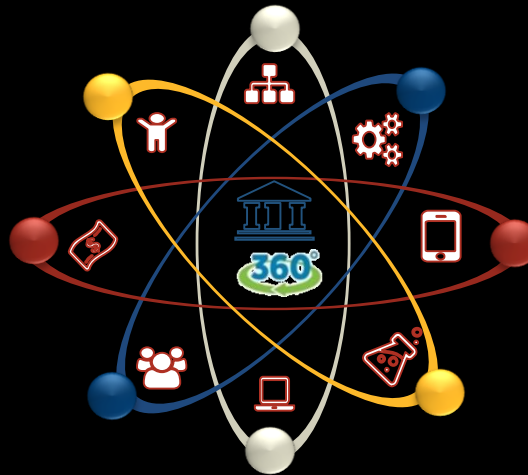
- Inter company flows
- Employee ecosystem
- Asset opportunities

## Dealers/logistics partners

- Current accounts
- Dealer financing
- Digital collection solutions

## Product

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



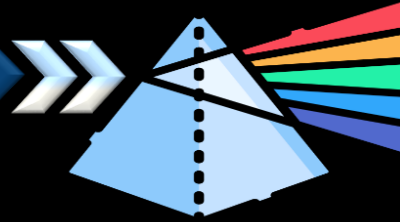
...offers multiple profit pools



# Approach - Identifying profit pools (1/2)

Profit and loss statement

Through the ICICI Bank lens

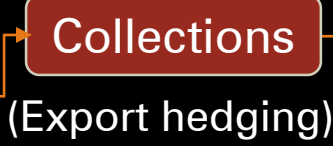


Vendor financing

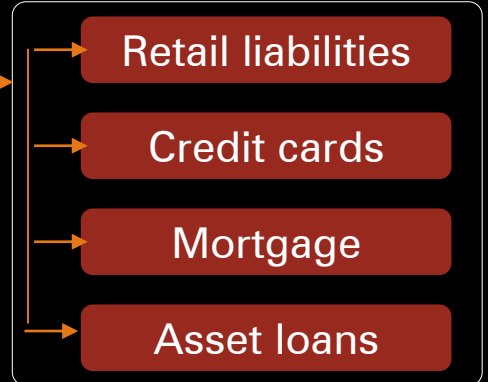


## Profit and Loss for the year ended March 31, 2021

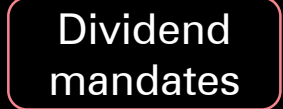
Particular	Amt.
Sales	25,000
Expenses	
COGS	15,000
Employee Exp.	2,500
D and A	3,000
Others	2,500
Total Expenses	23,000
PBT	2,000
Taxes Expenses	600
Net Profit	1,400



End consumer



Tax 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
<b>Total Liabilities and Equity</b>	<b>10,700</b>	<b>Total Assets</b>	<b>10,700</b>

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

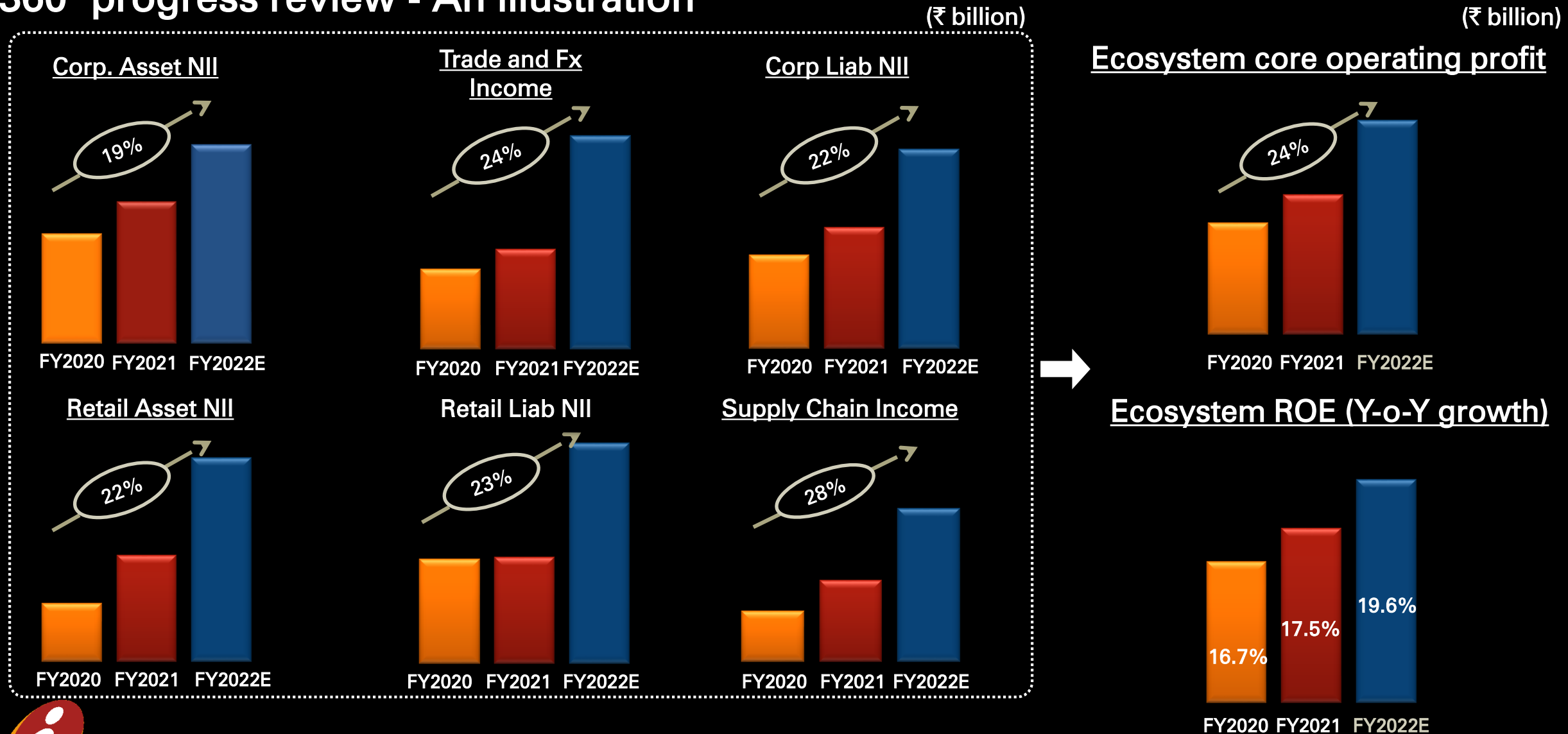
Factoring



Continuous endeavour to capture the entire ecosystem

# Corporate ecosystem

360° progress review - An illustration

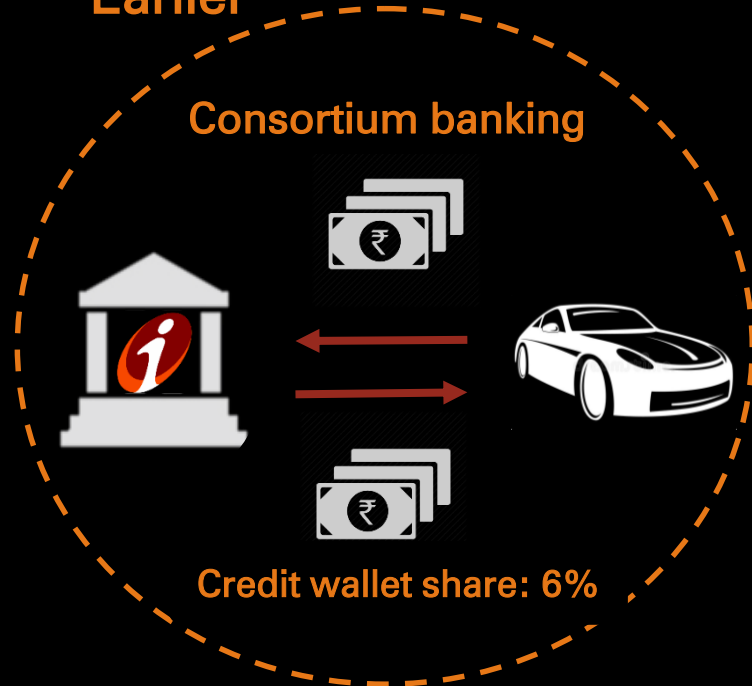


Periodic reviews ensure focus and growth

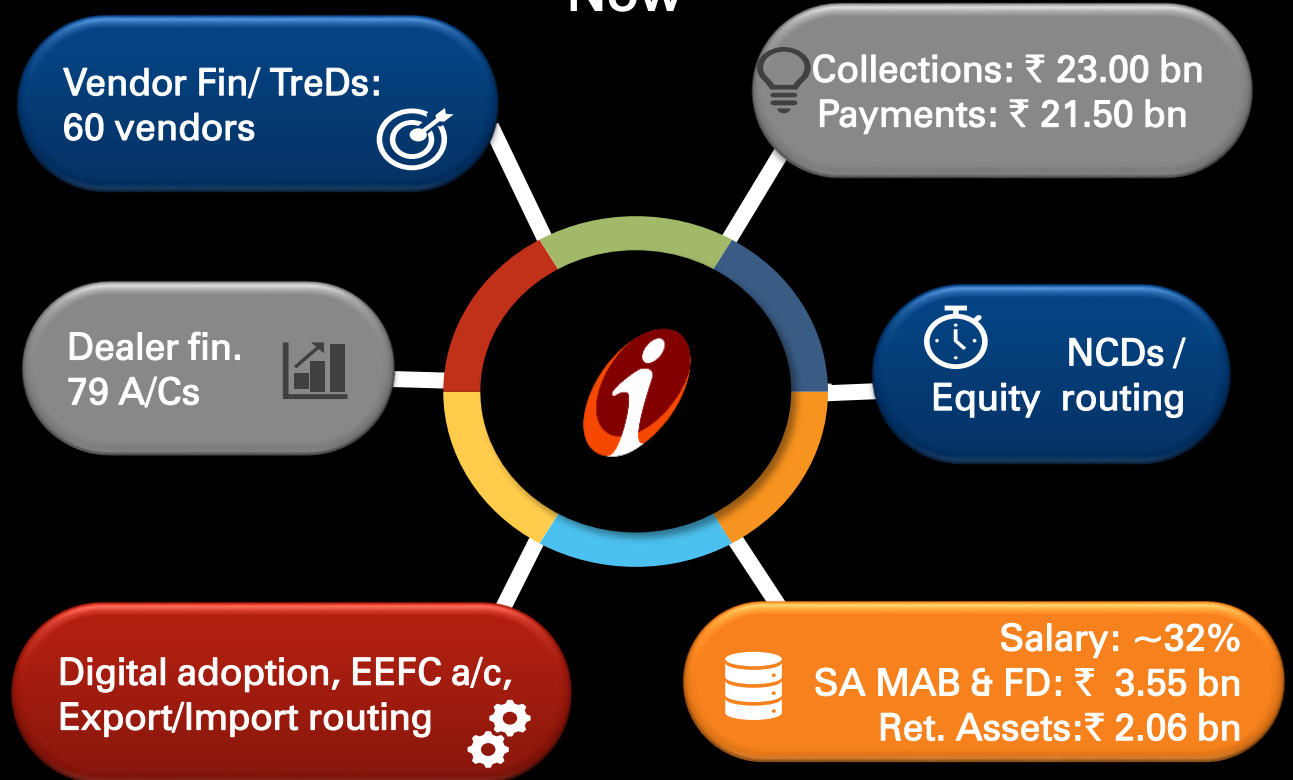
# 360° monitoring

Leading Auto player - An illustration

Earlier



Now



## FY2020 income and ROE

₹ 0.11 bn

11%

Corporate

₹ 0.19 bn

13%

Ecosystem

## FY2021 income and ROE

₹ 0.32 bn

20%

Corporate

₹ 0.45 bn

22%

Ecosystem

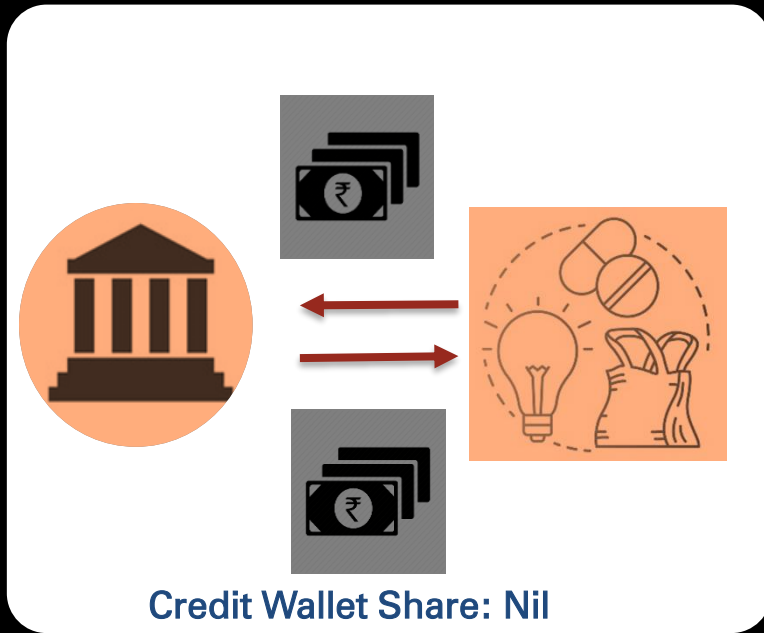


Note: Actual illustration of a leading automobile manufacturer

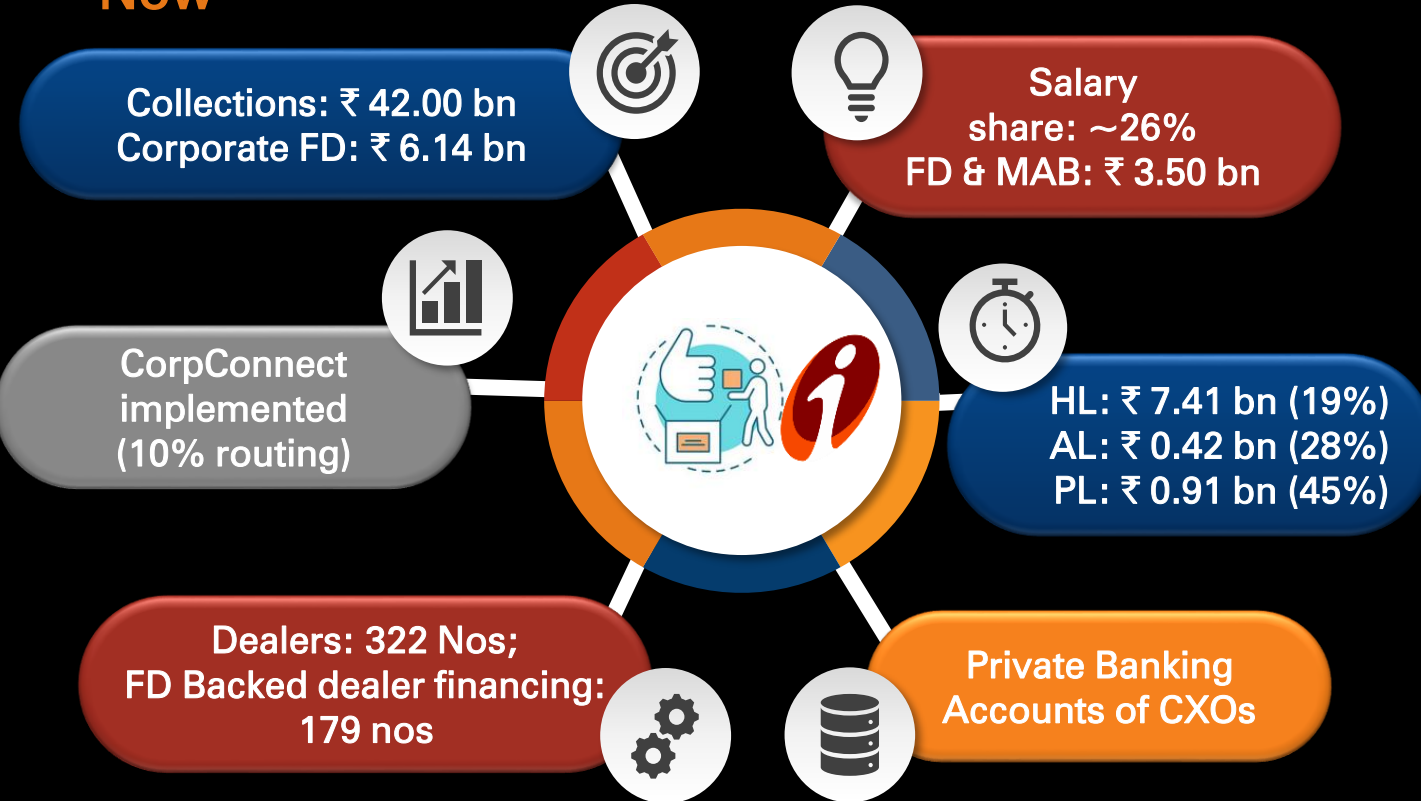
# 360° monitoring

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

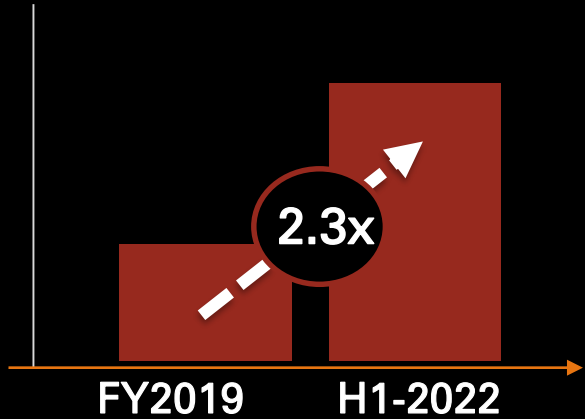


Note: Actual illustration of a Fortune 200 FMCG client

\* No corporate credit exposure, hence ROE is not computable

# In summary

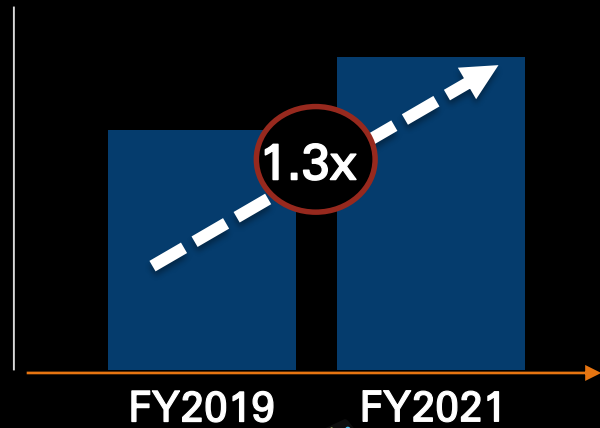
## Robust liability growth<sup>#</sup>



## Asset quality

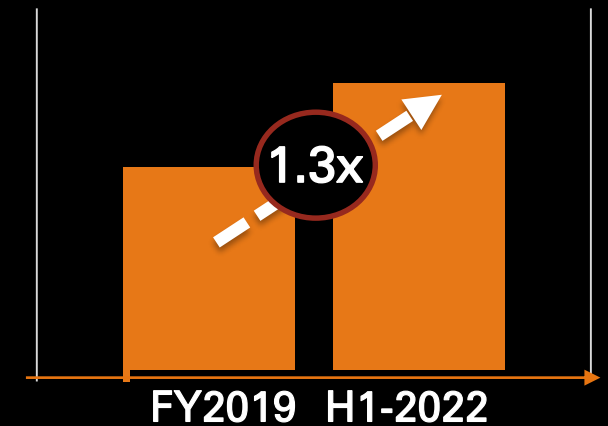
- More than 90% disbursements to corporates rated 'A- and above' internally in FY2021
- Exposure to top 20 borrowers: 10.5%<sup>1</sup>

## Operating profit<sup>^</sup>



360° Coverage

## Steady asset growth\*



## Ecosystem growth<sup>3</sup>

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

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



<sup>#</sup>Average WBG core CA and Term Deposits  
<sup>^</sup> Wholesale segment as per RBI reporting

<sup>\*</sup>Domestic WBG loan book

1. As at September 30, 2021

2. Retail portion of corporate ecosystem

3. Sep'2020 - Sep'2021

# Ecosystems

-   Ecosystem strategy for profitable growth
-   Corporate ecosystems
-   Merchant and ecommerce ecosystems
-   Ecosystem focused distribution





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



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

## Banking core operating profit opportunity<sup>1</sup>

### Integrated Relationship Value (~47%)

- Business banking
- Personal banking

### Issuing (~38%)

- Interchange
- Affordability solutions

### Acquiring (~15%)

- MDR
- Value adds



# 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



DIY<sup>1</sup> services

Avail loan



Merchant OD



Instant settlement

ePayLater

14 days interest free credit

Keep growing



Eazy online store



Loyalty program



DC/CC<sup>2</sup> 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



Create Awareness

Merchant loyalty

Digital reach and promo



Build Loyalty

Activate & Transact

R

Recognition

R

Rewards

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

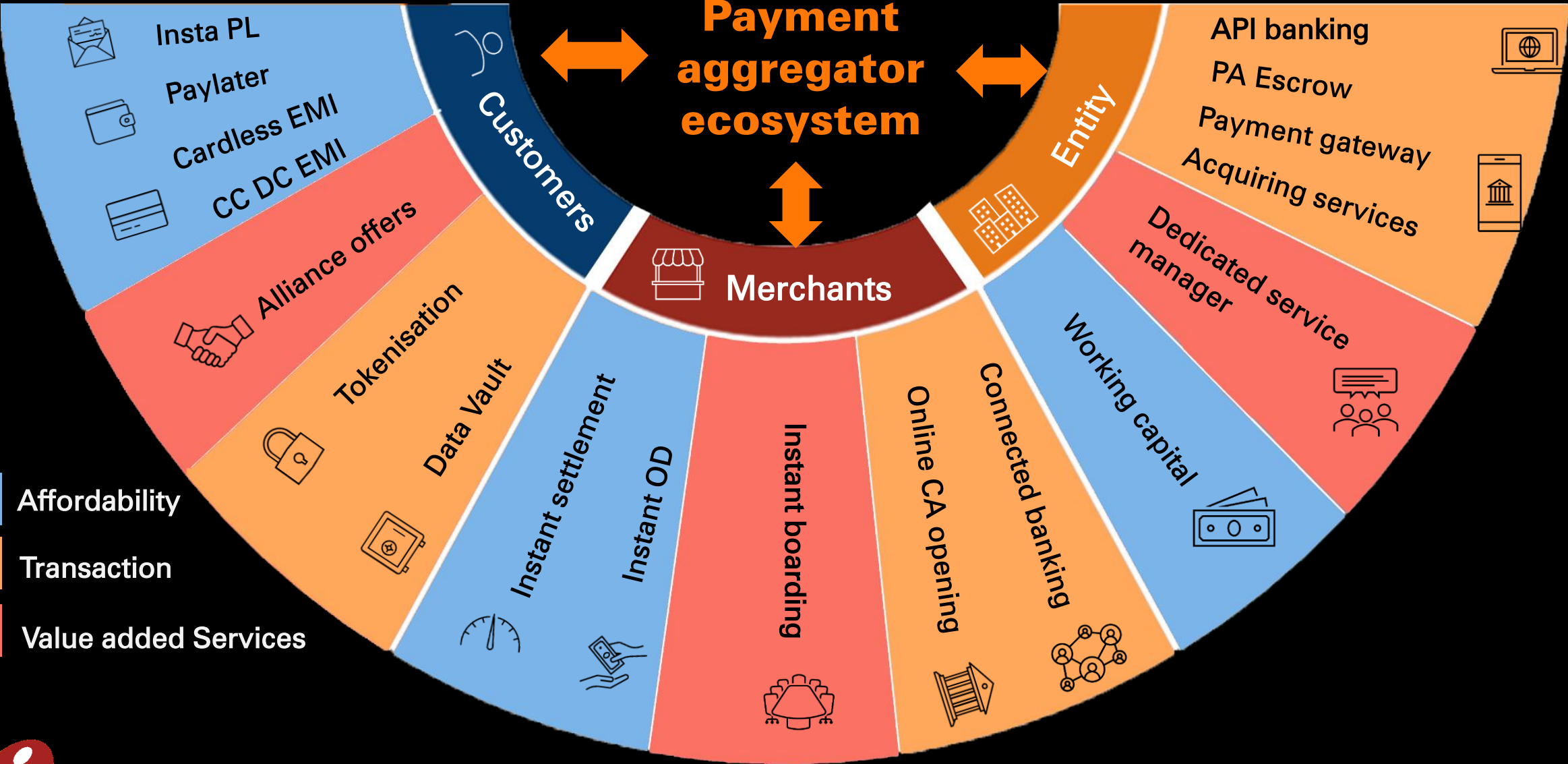
- Ads on Google Search, Facebook, GDN, Discovery and PhonePe



High engagement and high recall capability building program

Increasing all-round visibility enabling easy selling across the Bank

# Partnership with payment aggregators



- Affordability
- Transaction
- Value added Services

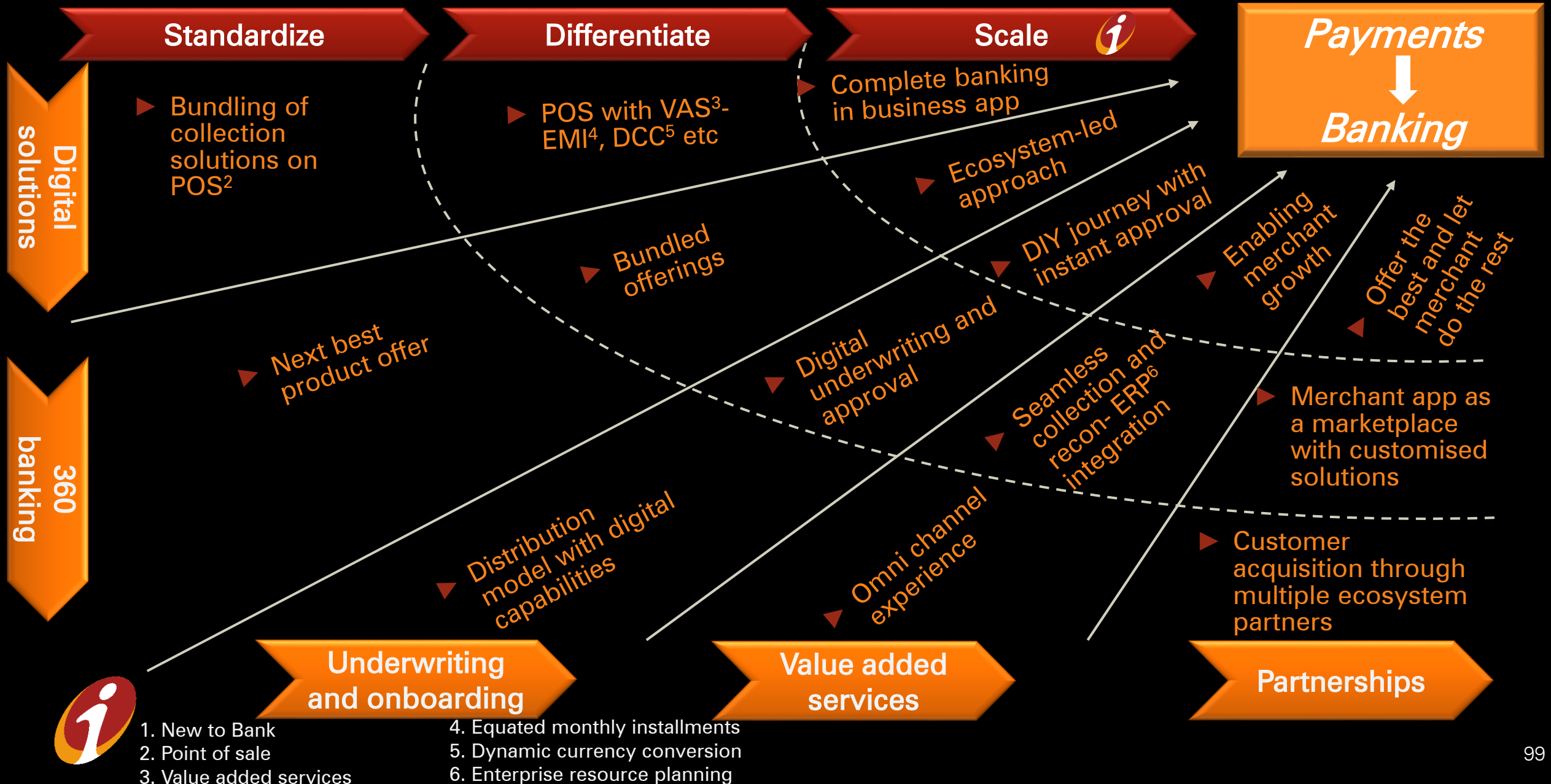


Enhance core operating profit:  
Relationship approach

Customer 360

Embedding  
Bank products

# Introducing eazypay for NTB<sup>1</sup> merchants



# Super merchant STACK 2.0

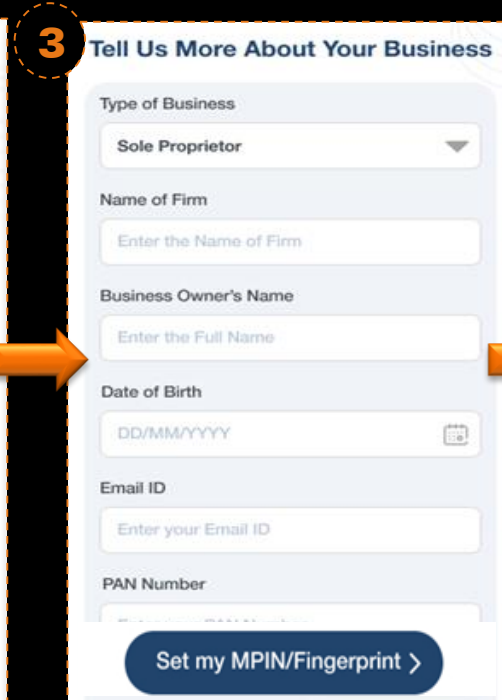
1<sup>st</sup> Bank to offer DIY Merchant acquiring for other bank A/C holder



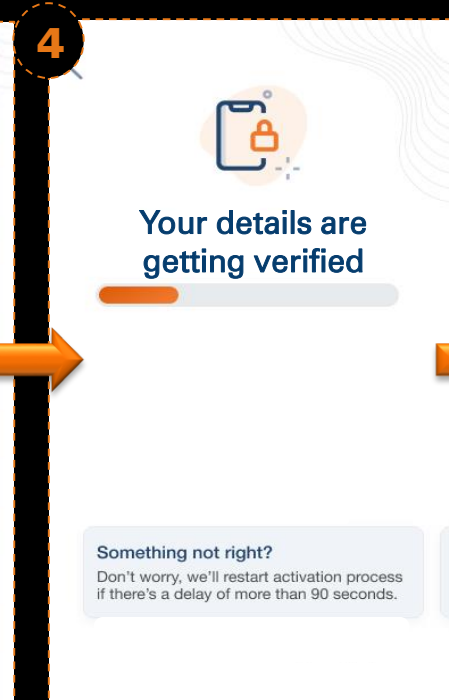
Download InstaBiz



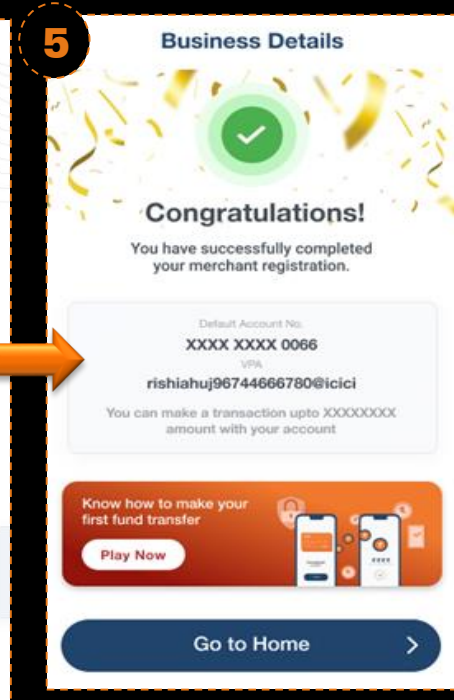
Select bank A/C



Input details



Digital validation

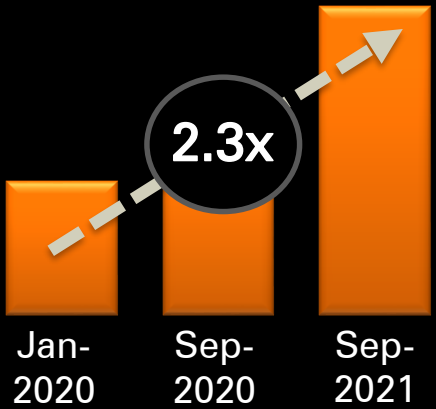


Instant activation<sup>100</sup>

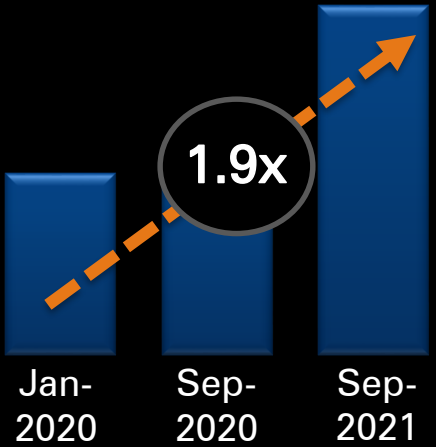


# Business impact

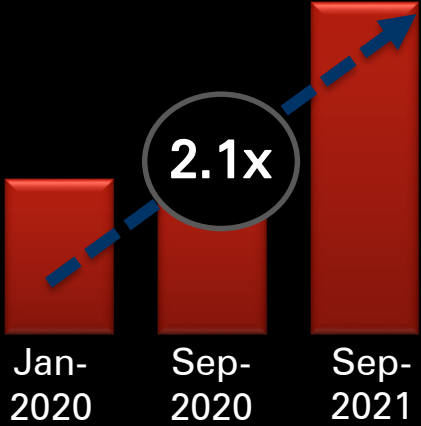
Monthly active merchants



Monthly acquiring volumes



Deposits growth (CA MAB<sup>1</sup>)



~15.0% market share of merchant acquiring across all modes<sup>2</sup> 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



**ATOM**  
an NTT DATA Company

**Paytm**

**PhonePe**

**Razorpay**

**PayU**

**Pay**

**Pine Labs**

**BharatPe**

## Payment Aggregators



**EaseMyTrip.com**

**make my trip**

**redBus**

**goibibo**

**OYO**

**yatra**

## Online travel platforms



**amazon**

**Flipkart**

**meesho**

**Quikr**

**firstcry.com**

**INFRA.MARKET**

**paytm mall**

**₹**

## Marketplaces



**BYJU'S**

**Niyo**

**OPEN**

**SWIGGY**

**of business**

**OLA**

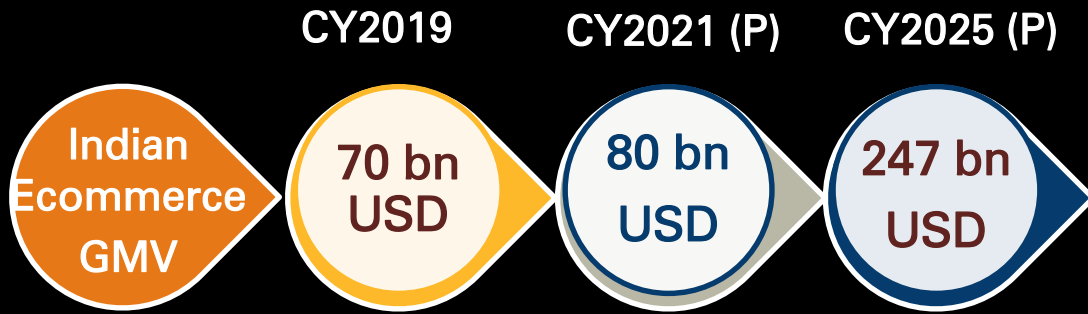
**Rupeek**

**zomato**

## Service platforms

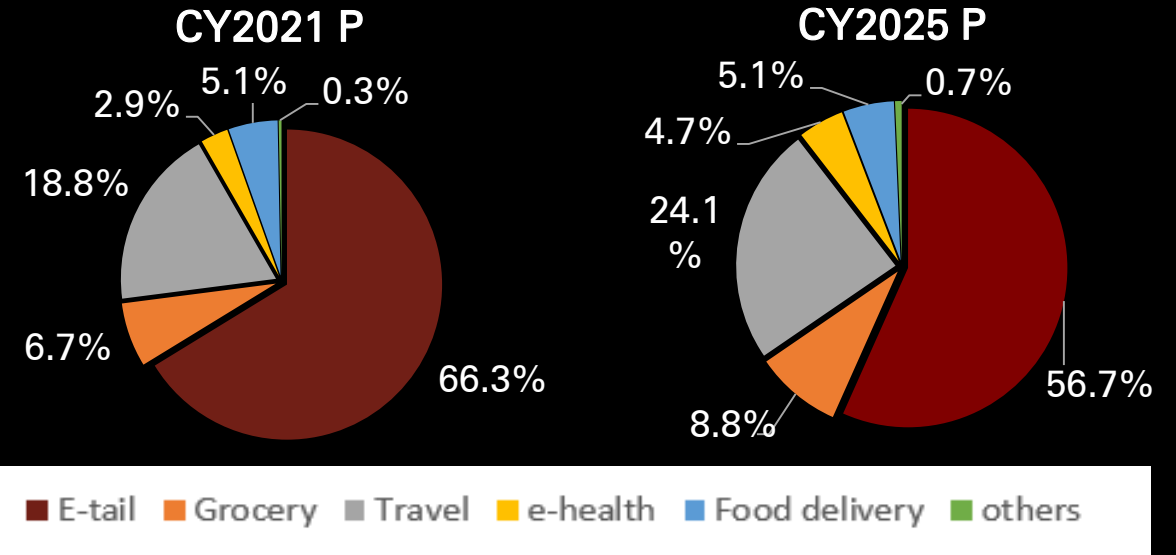


# Opportunity



- 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

## E-Commerce sectoral breakup



## Growth driver for consumer internet market

(in mn)	CY2021(P) <sup>1</sup>	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%

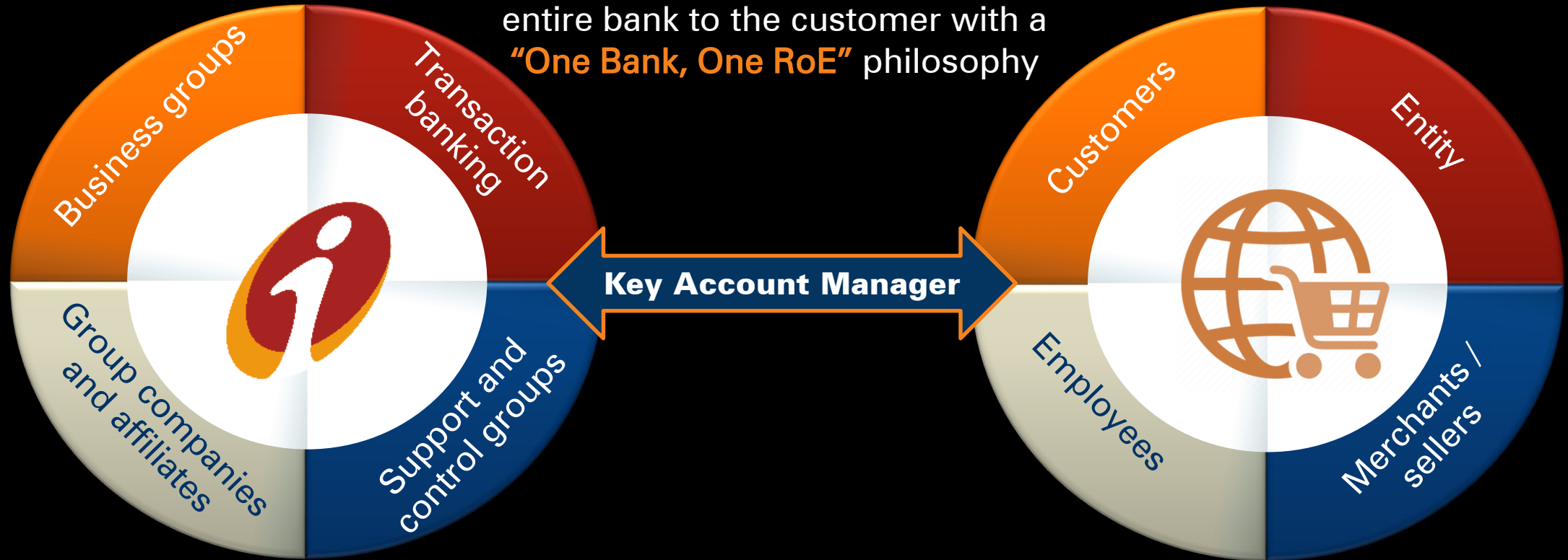


1. Projected based on Redseer estimated CAGR for period CY2025 over CY2020  
Source: Redseer report, IBEF, Bain and Co report, Inc42.com, Entrackr.com

# 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 TPS<sup>1</sup>
- 💡 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



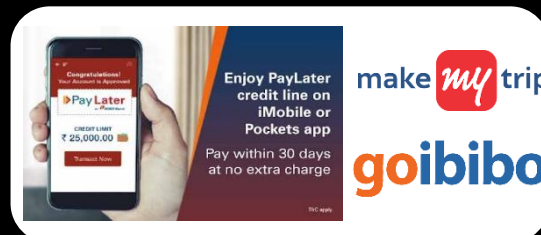
- ⚠️ Increasing access and reach of FASTag services
- 💡 Order, track & recharge ICICI Bank FASTag on GPay & PhonePe

## Prepaid Cards



- ⚠️ Digital Salary disbursement solution for MSME employers
- 💡 'ICICI Bank Niy Bharat Payroll Card'

## Paylater



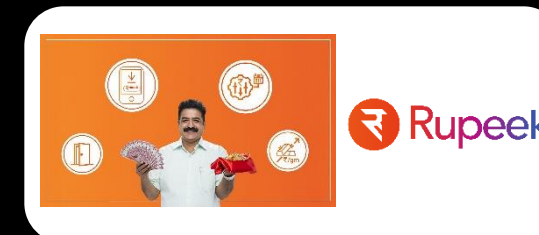
- ⚠️ Quick and easy credit for common customers
- 💡 Integration of ICICI Bank PayLater solution at checkout

## Co-Branded Cards



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

## Gold Loan

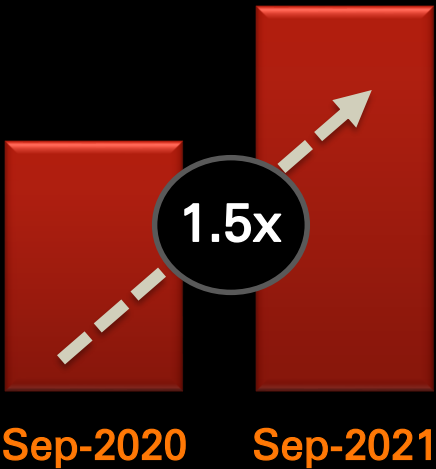


- 💡 Instant gold loans at best rates
- ⚡ 7.9X YoY growth in loan disbursement as on H1-2022

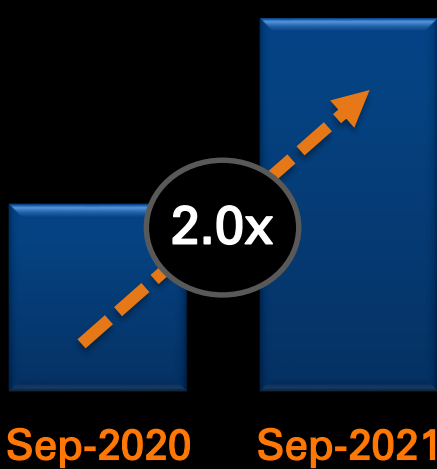


# Business impact

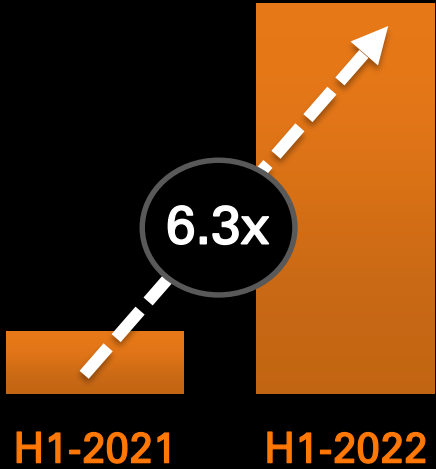
## Portfolio throughput



## Deposit book (AAB<sup>1</sup>)



## Funding inflows<sup>2</sup>



“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

-   **A** Ecosystem strategy for profitable growth
-   **B** Corporate ecosystems
-   **C** Merchant and e-commerce ecosystems
-   **D** Ecosystem focused distribution





# 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



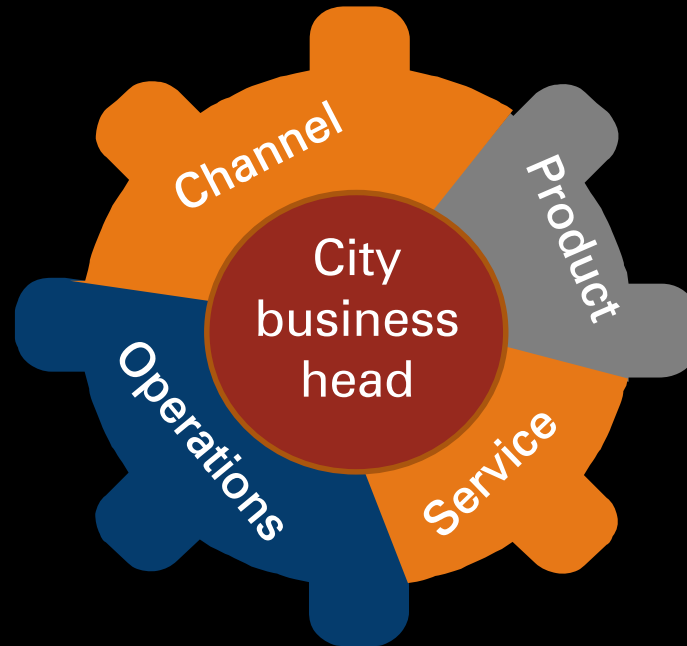
# Physical distribution

Different structure in micro-markets

Ecosystem hubs in mega cities – Mumbai and NCR

City business heads

Pan India – Branch network

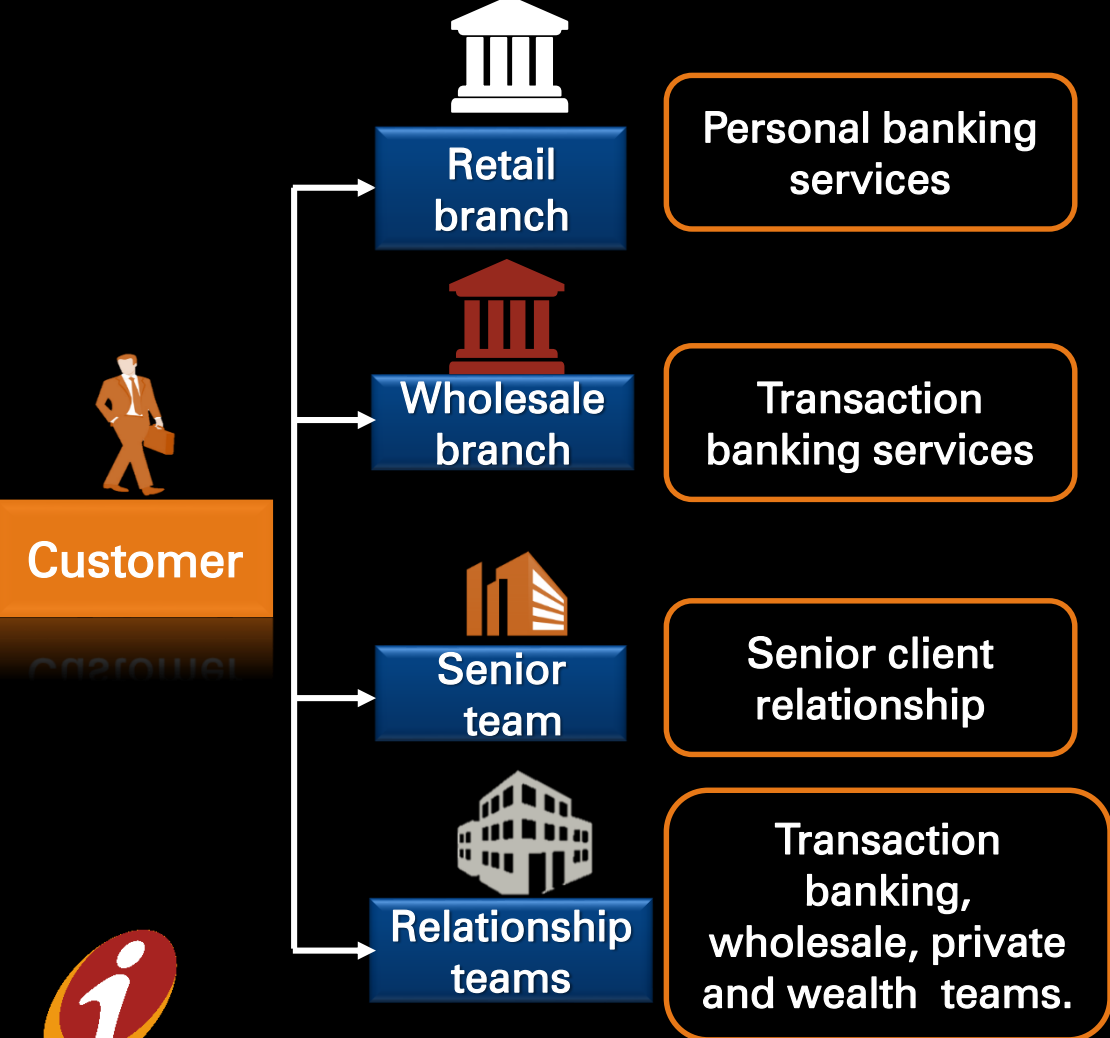


...catering to diverse needs of multiple ecosystems

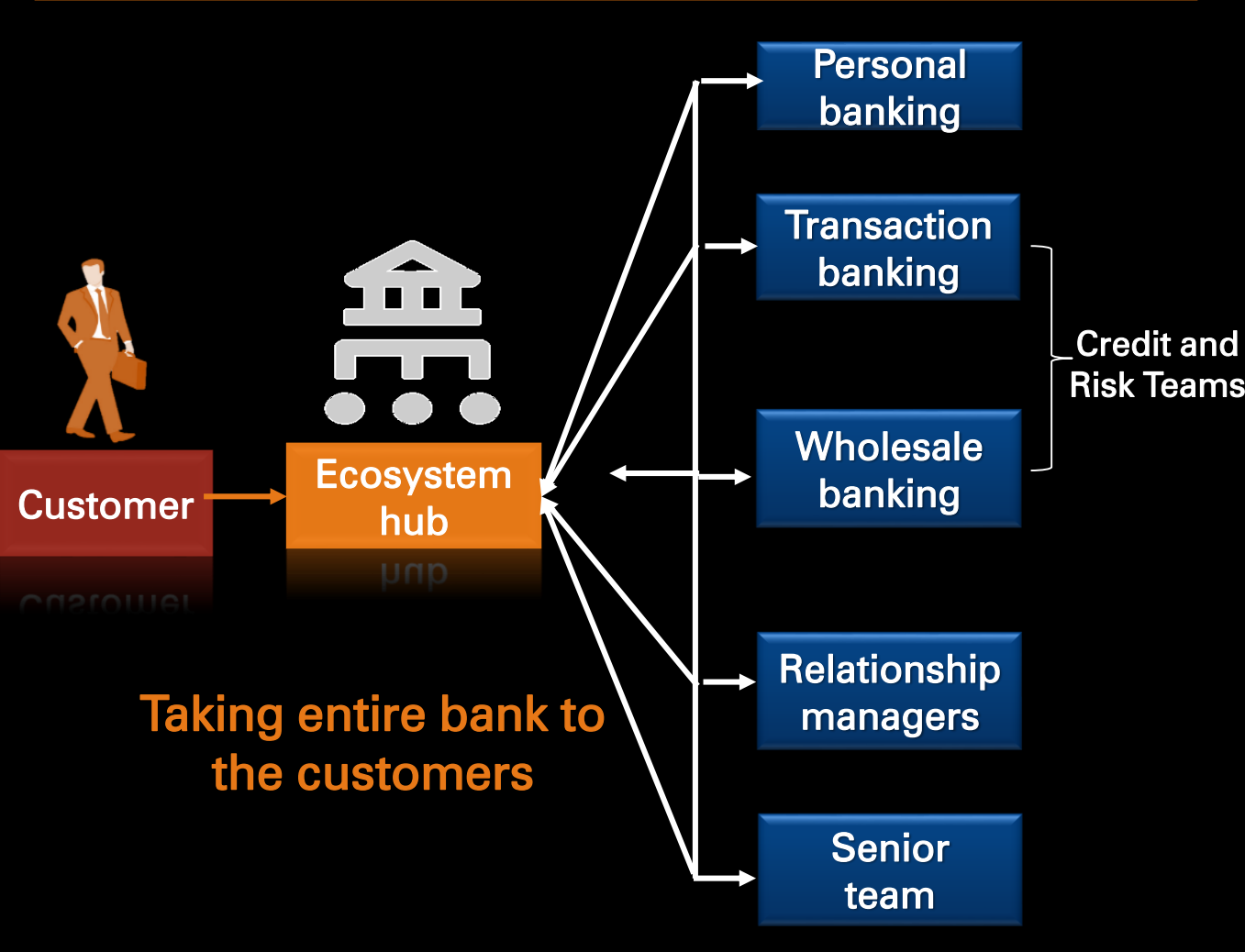
# Ecosystem hub

Single touch point

Earlier journey – Multiple touch points



Simpler journey – Ecosystem hub, single touch point



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 branches<sup>1</sup>



## Our approach



Capture micro-market opportunities

Deepening customer coverage

Synergy across businesses

Cover full spectrum of ecosystems

Common agenda – client fulfilment

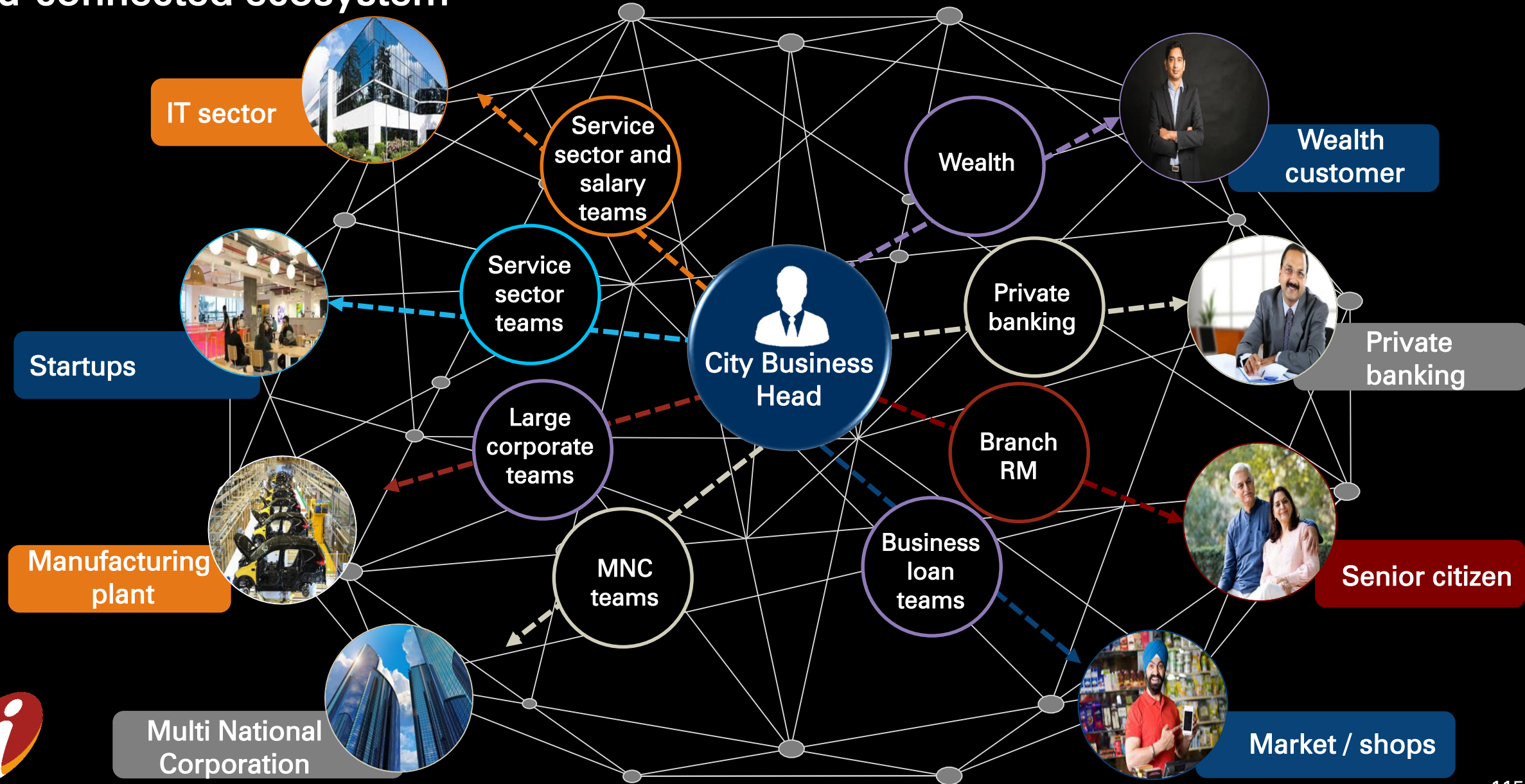


City business head oversees the micro-market with teams across segments

1. At November 30, 2021

# Bengaluru City

Intra-connected ecosystem



# Physical distribution channels

Branch & non branch

Branch network – 5,200+ branches<sup>1</sup>

3,200+

Retail  
branches



1,700+

Rural  
branches



200+

Transaction  
banking



80+

Captive  
branches



39

International  
branches



20+

Manufacturing  
plant - branches



Non branch network



E-Lobby



14,000+ ATMs<sup>1</sup>



Call centre



Micro-market aligned distribution channels

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

# Digital channels for DIY journeys

EazyPay

iMobile Pay

WhatsApp banking

UPI- Pay to Contact



InstaBiz

Trade emerge

Insta BIZ



Internet banking

Connected banking

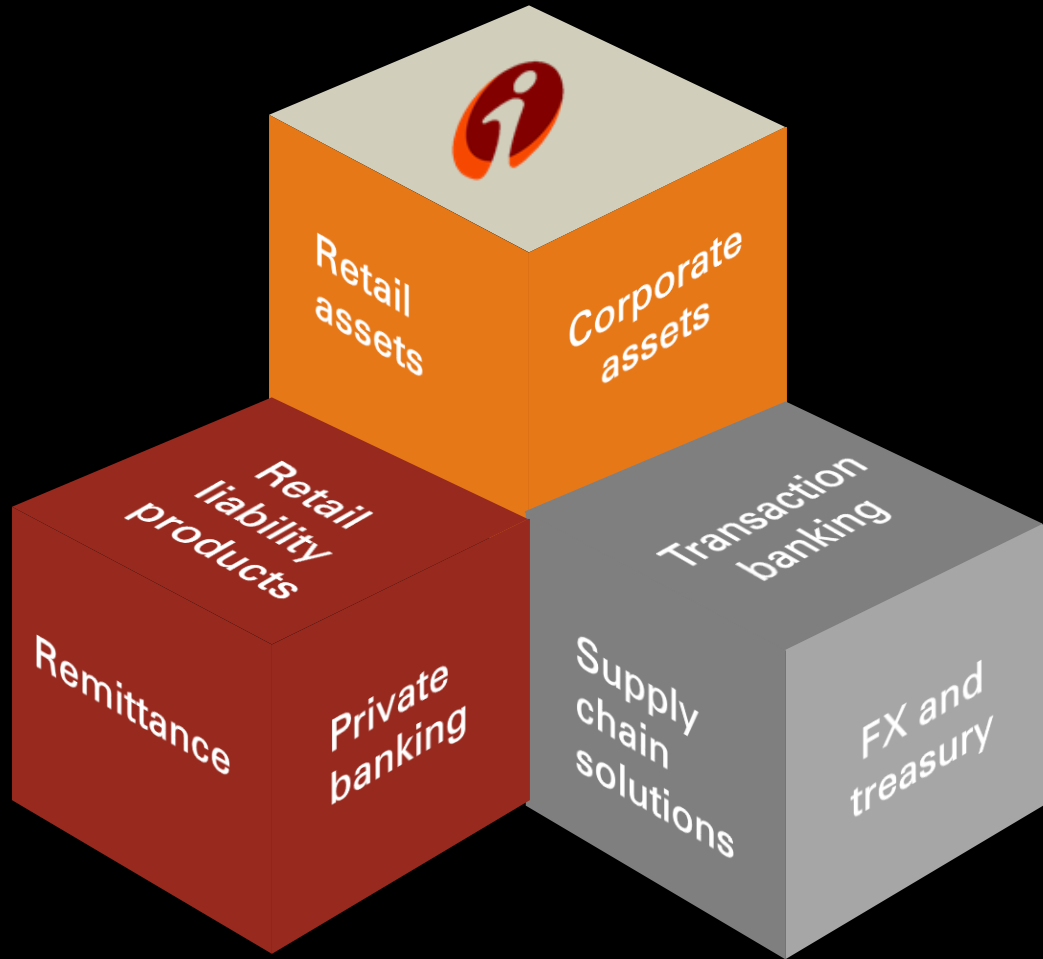


Comprehensive digital solution catering all ecosystems and customer segments



# 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

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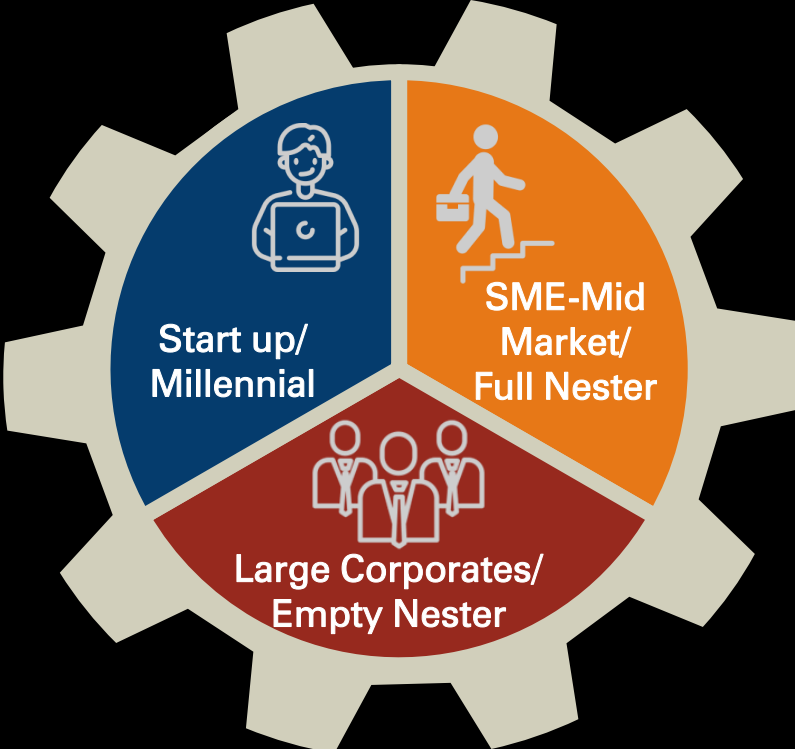
Unified customer journeys-savings & investments

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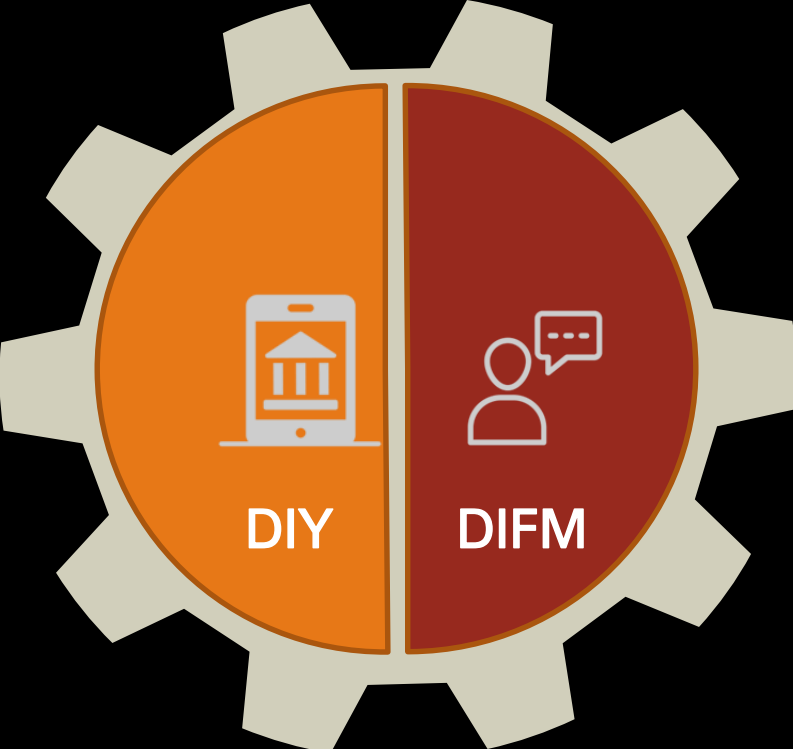
Digital journeys for corporates and approach to corporate credit



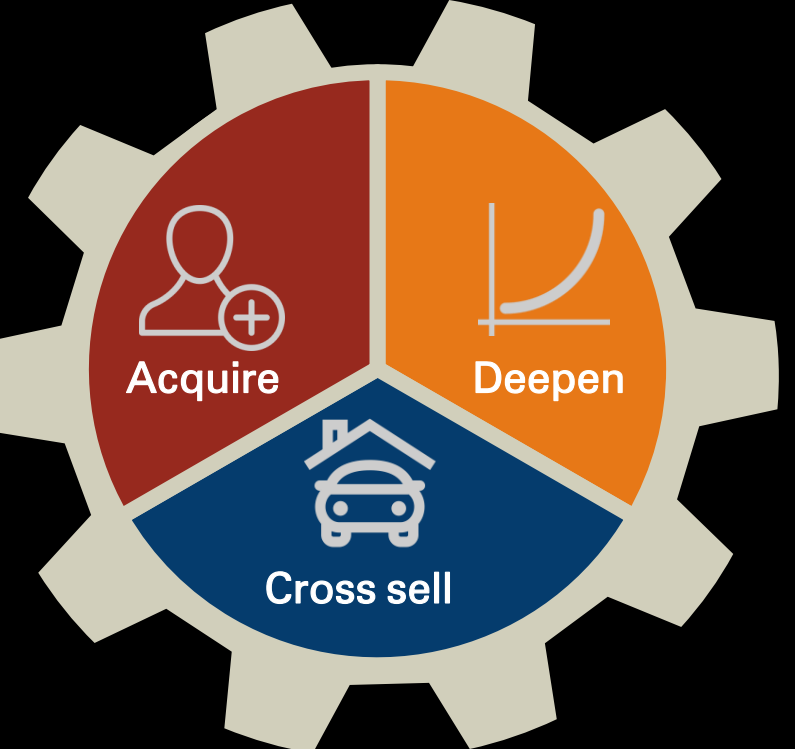
# Customer Journeys



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

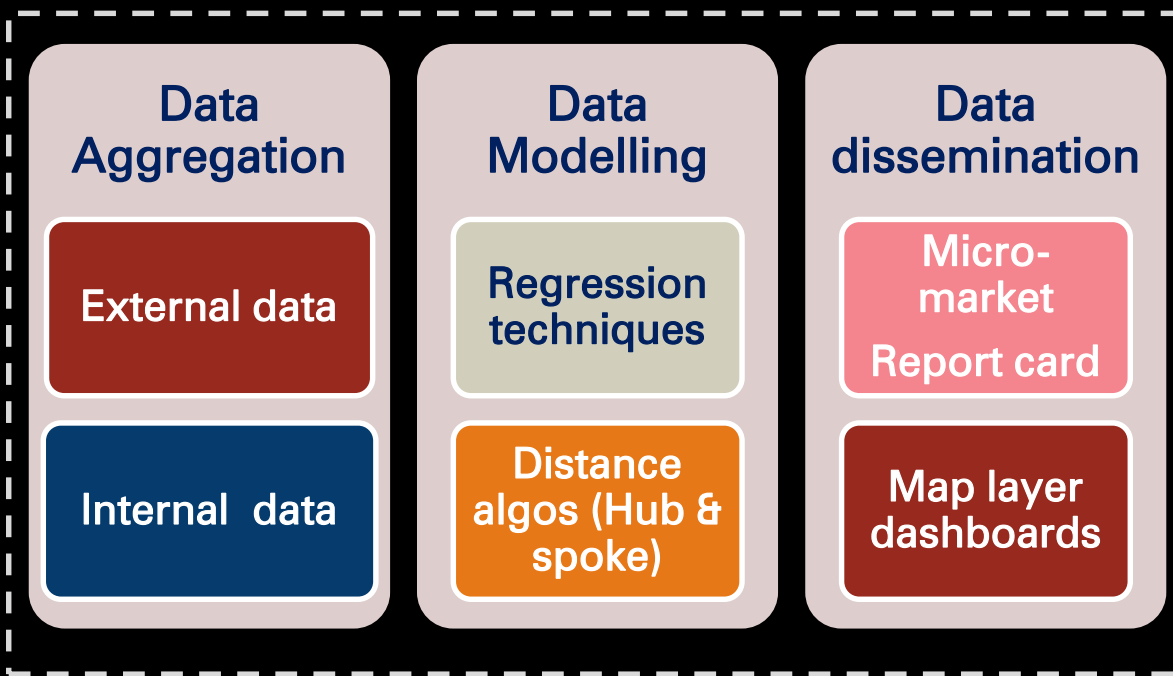


Using internal and external data to maximise ecosystem opportunity

# Customer acquisition

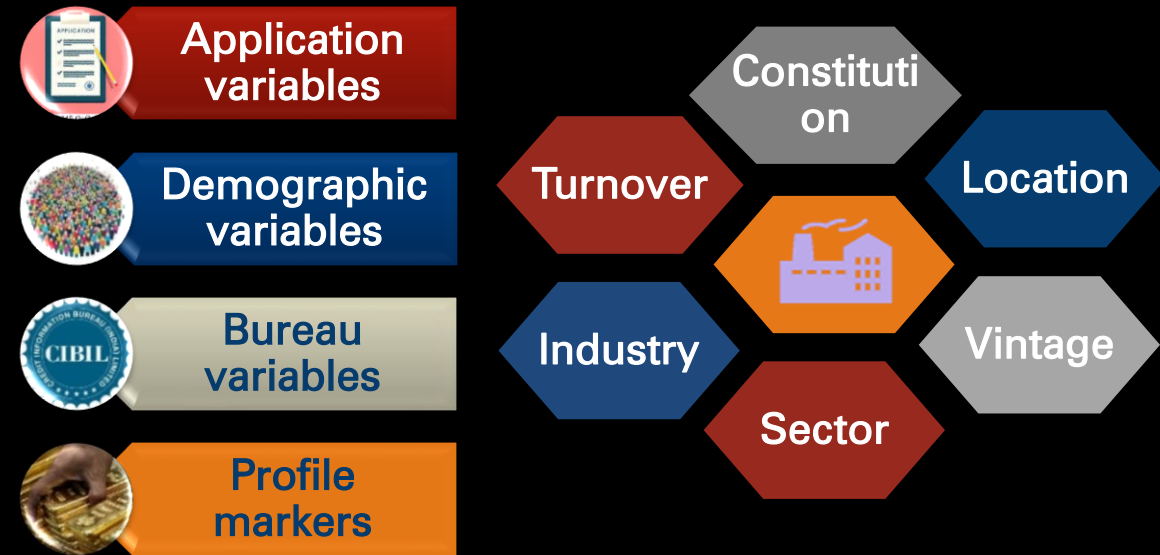
From potential to conversion

## 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

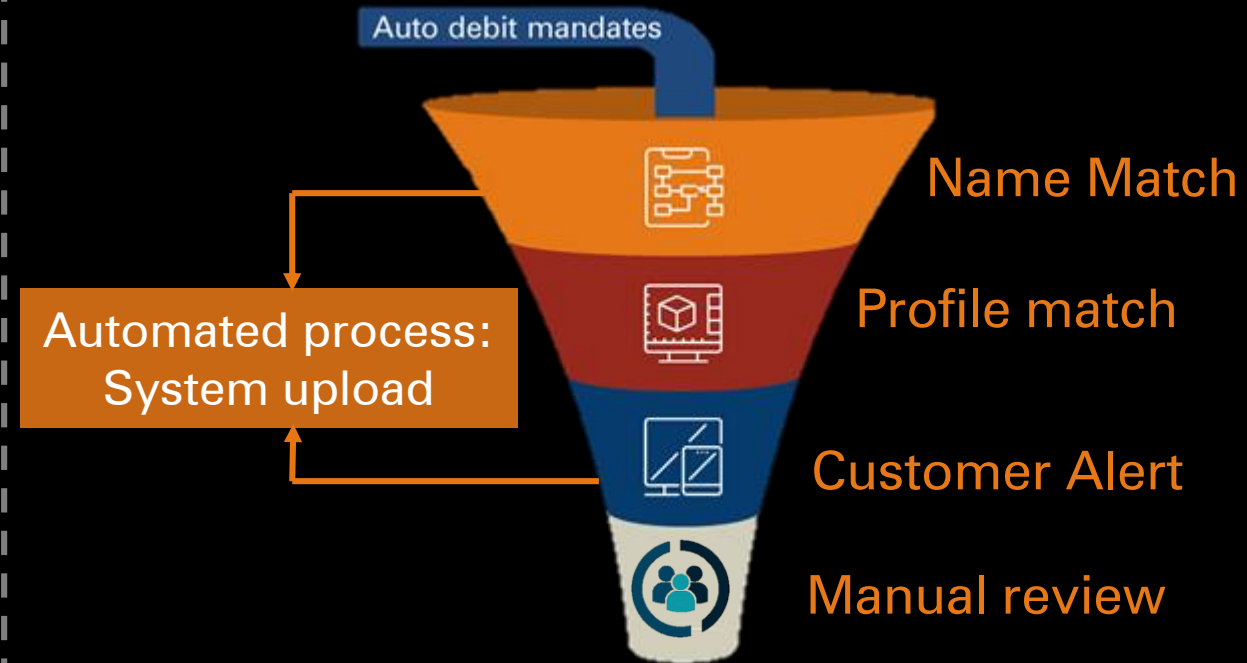
## iGenome based personalisation on digital channels

- 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

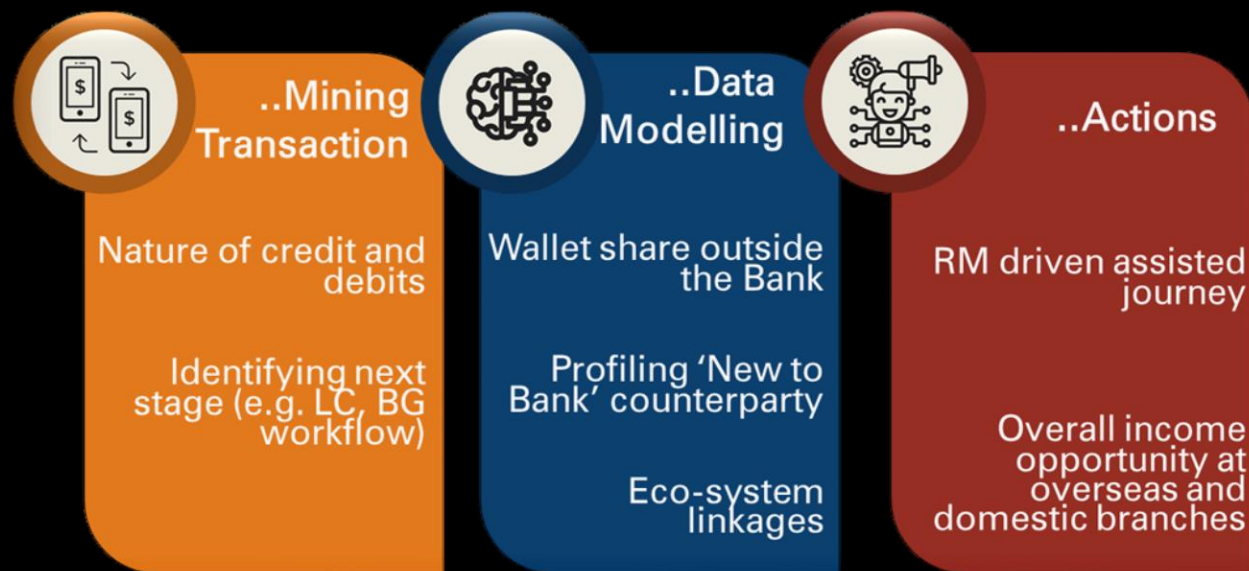


Mandate registration TAT reduced from current 4 days to 1 day i.e. 75% reduction

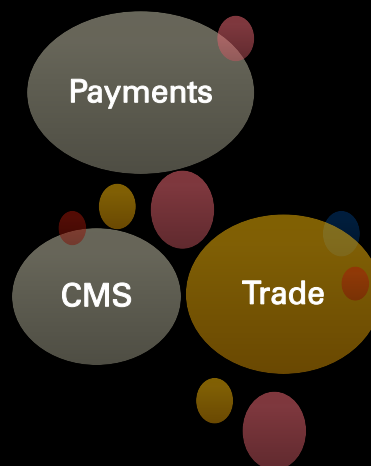
# Deepening relationships

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

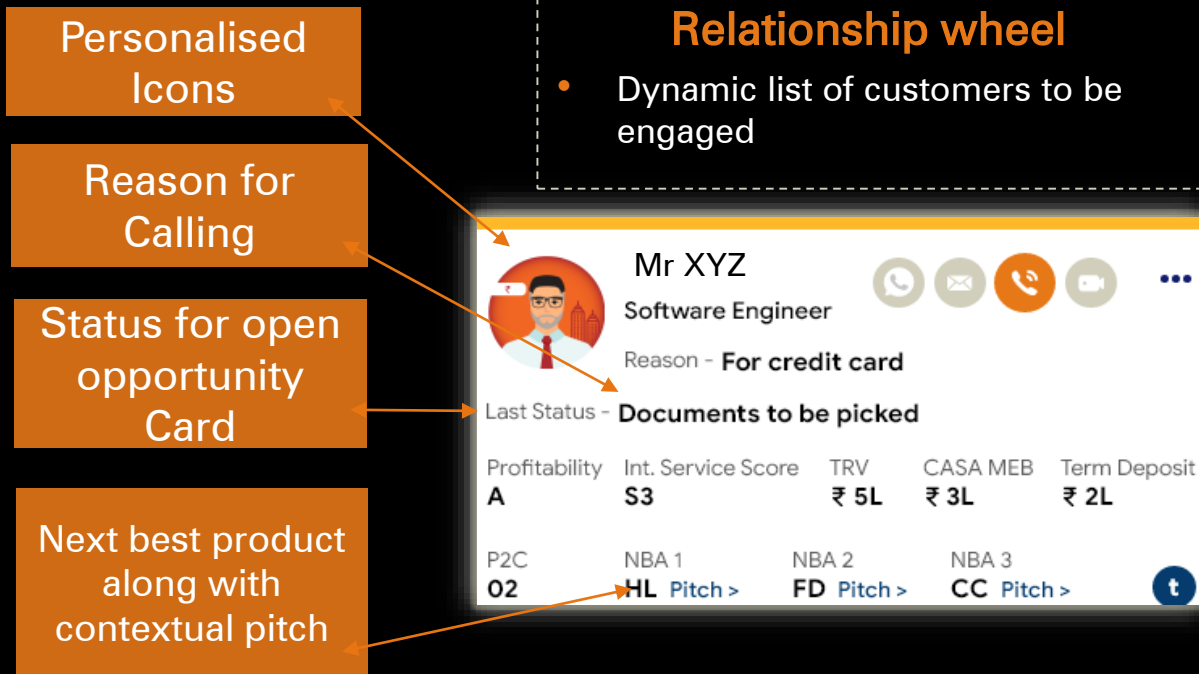
Products/solutions	Percentage uptake		
	High	Medium	Low
Corporate internet banking	22.6%	13.2%	0.7%
Tax payments	10.9%	9.8%	4.0%



# 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

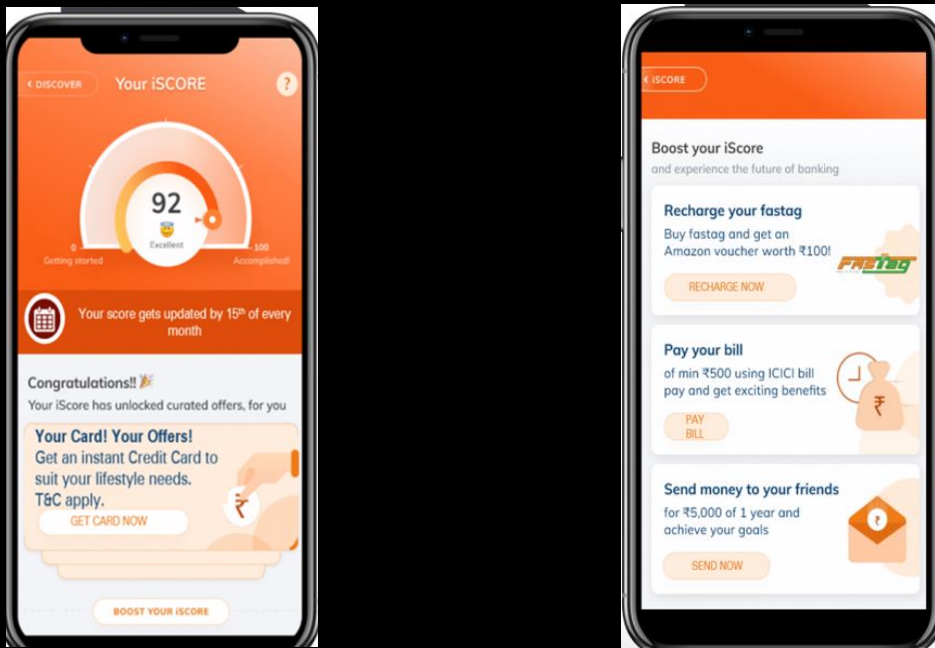


In-house analytics capability for voice analytics on cloud

# Risk management

Credit scores for customers & partners

**iScore**: Enabling credit by invitation for assets growth



Transaction based scores

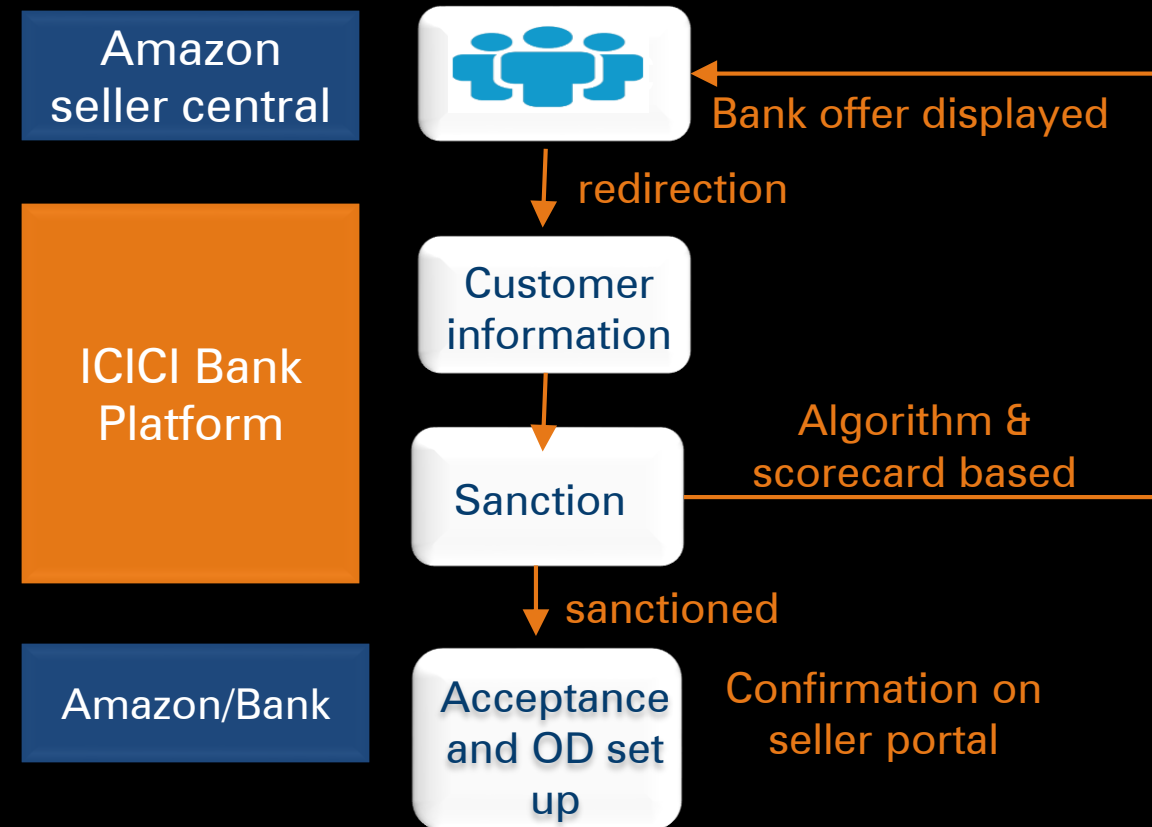
Behavior based scores

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

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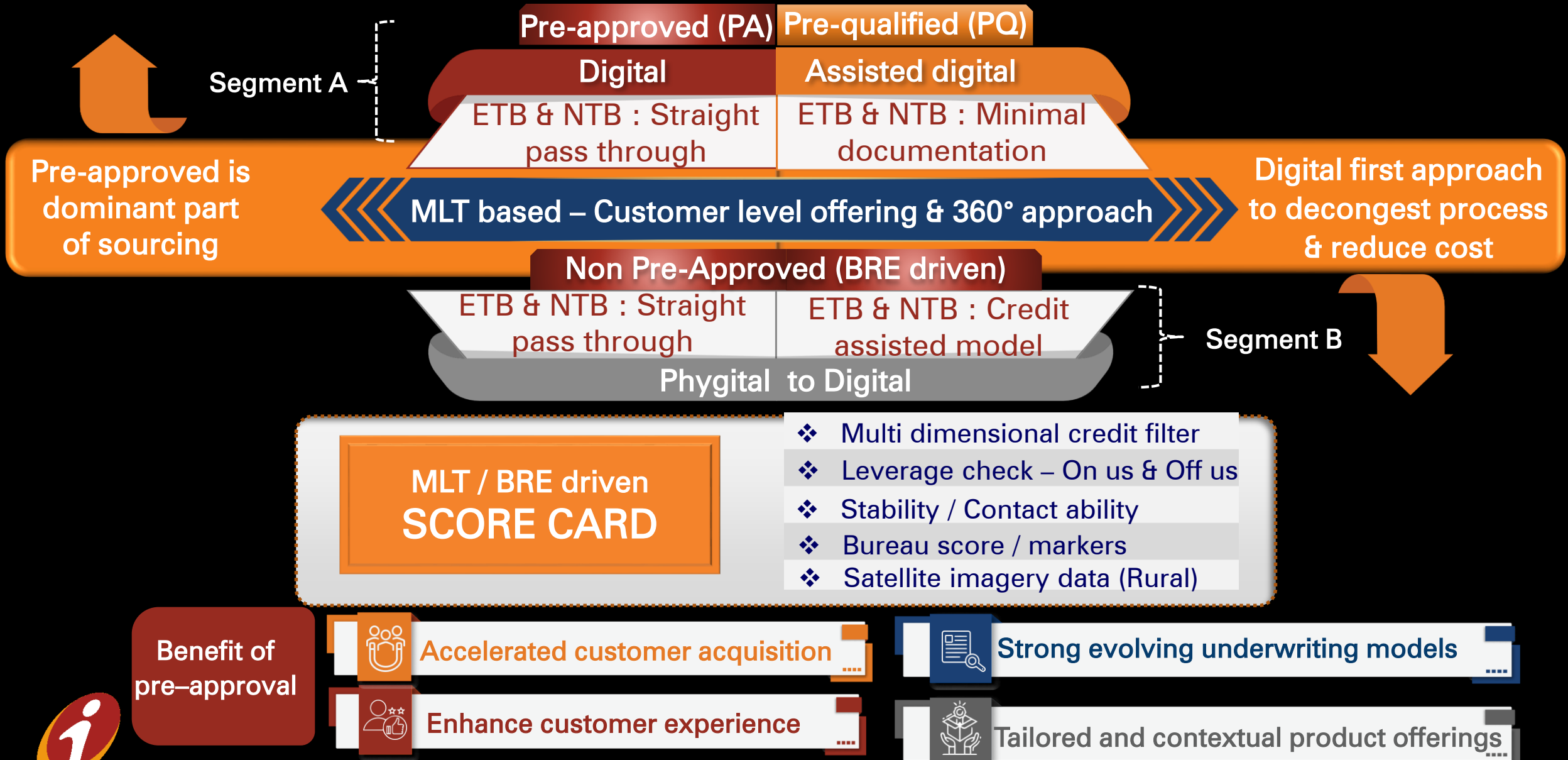
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Digital journeys for corporates and approach to corporate credit

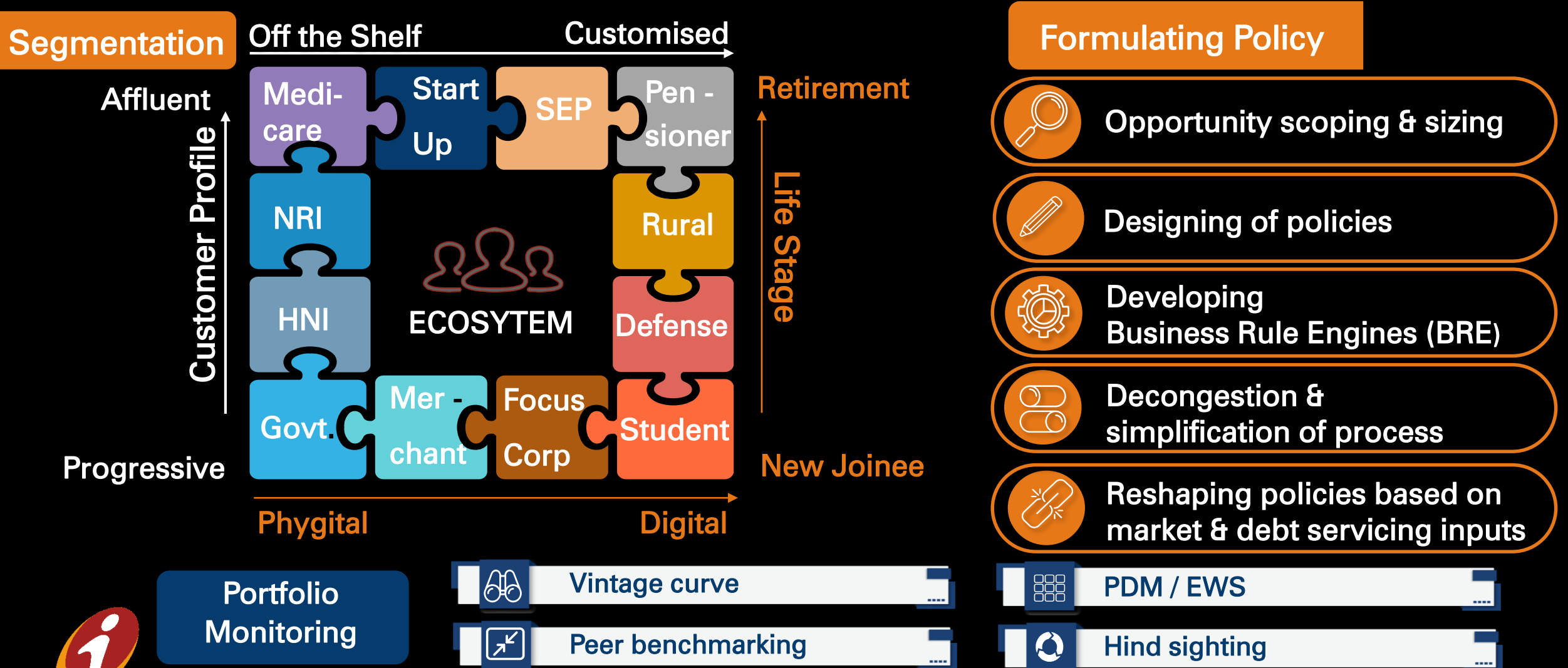


# Retail credit: Approach



# 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

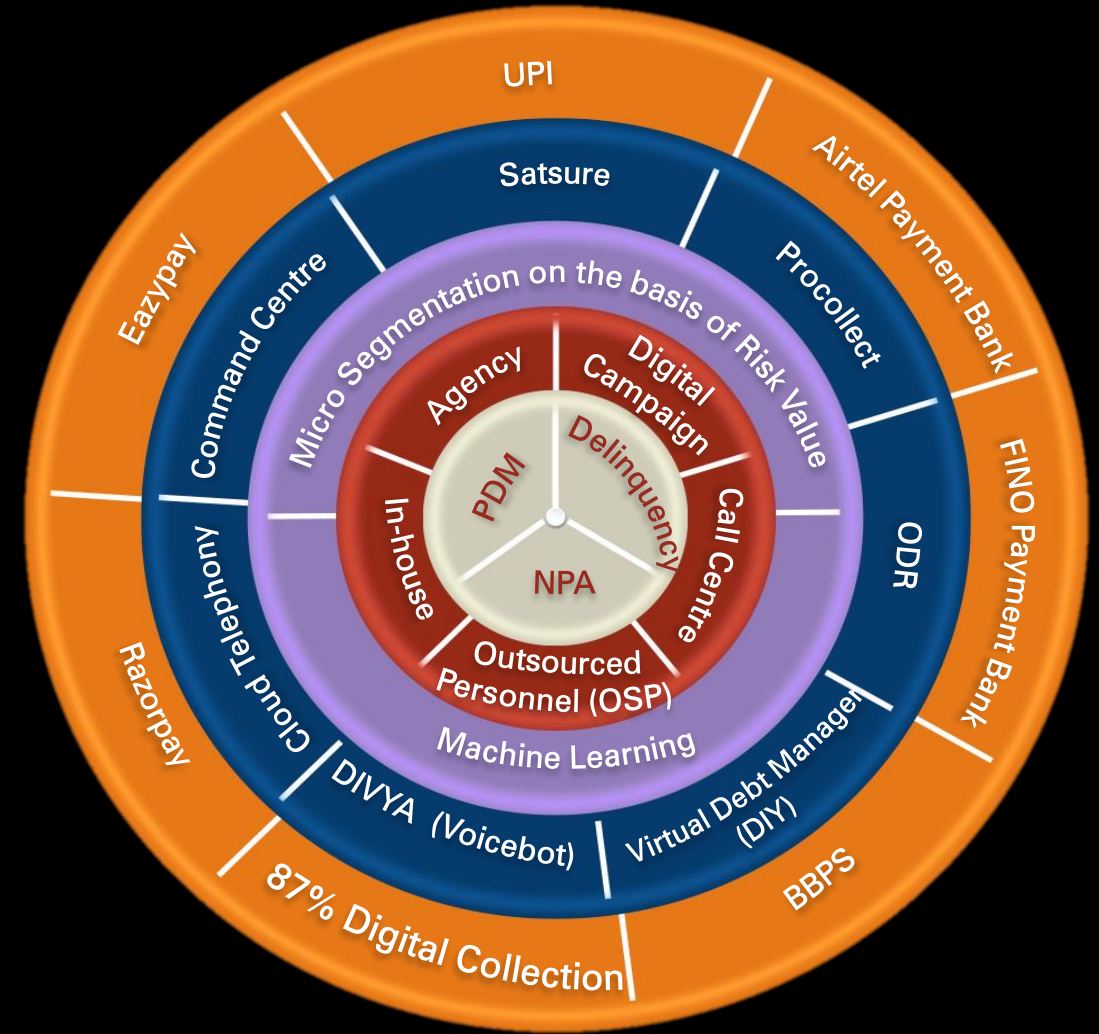
 Integration of credit policy and debt servicing






 Protection of economic value

...with objective to support business growth & profitability



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



 Segment
  Channel
  Technology Layer  
 Data Science Layer
  Digital Layer

# Retail debt servicing

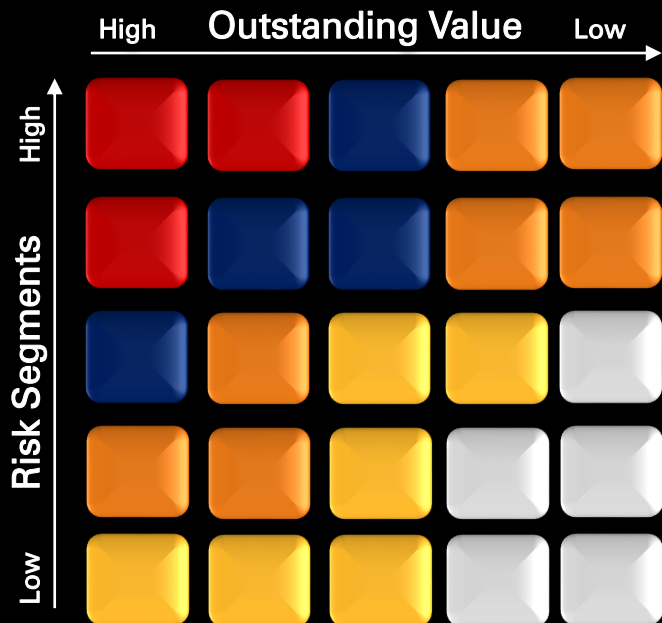
Micro segmentation & data science

## 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%**

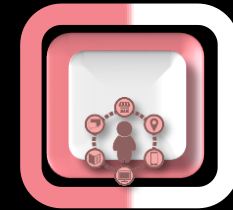
Bounce Coverage  
**80%**

## 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 1/5<sup>th</sup> 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



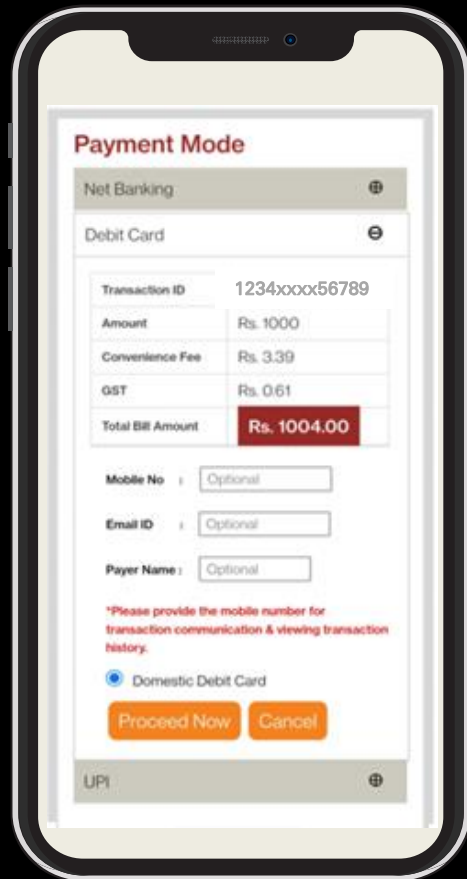
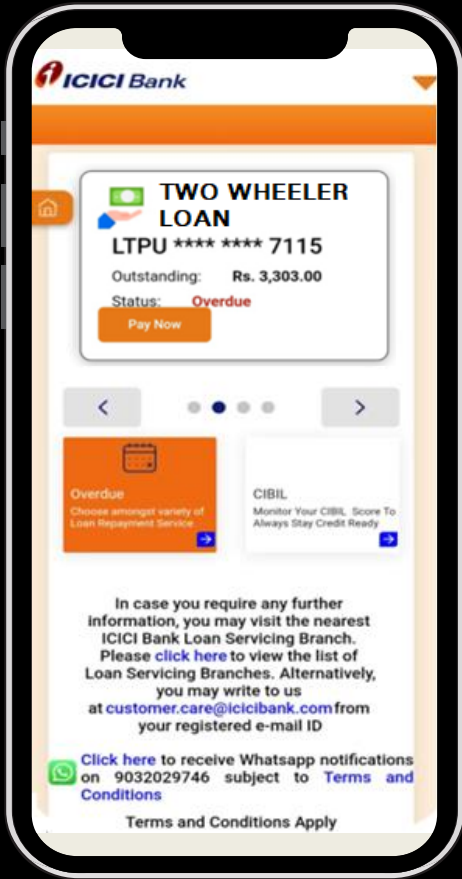
Post COVID19 markers added for higher precision



PDM campaigns largely run on intelligent digital channels

# Retail debt servicing approach

## Virtual Debt Manager



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

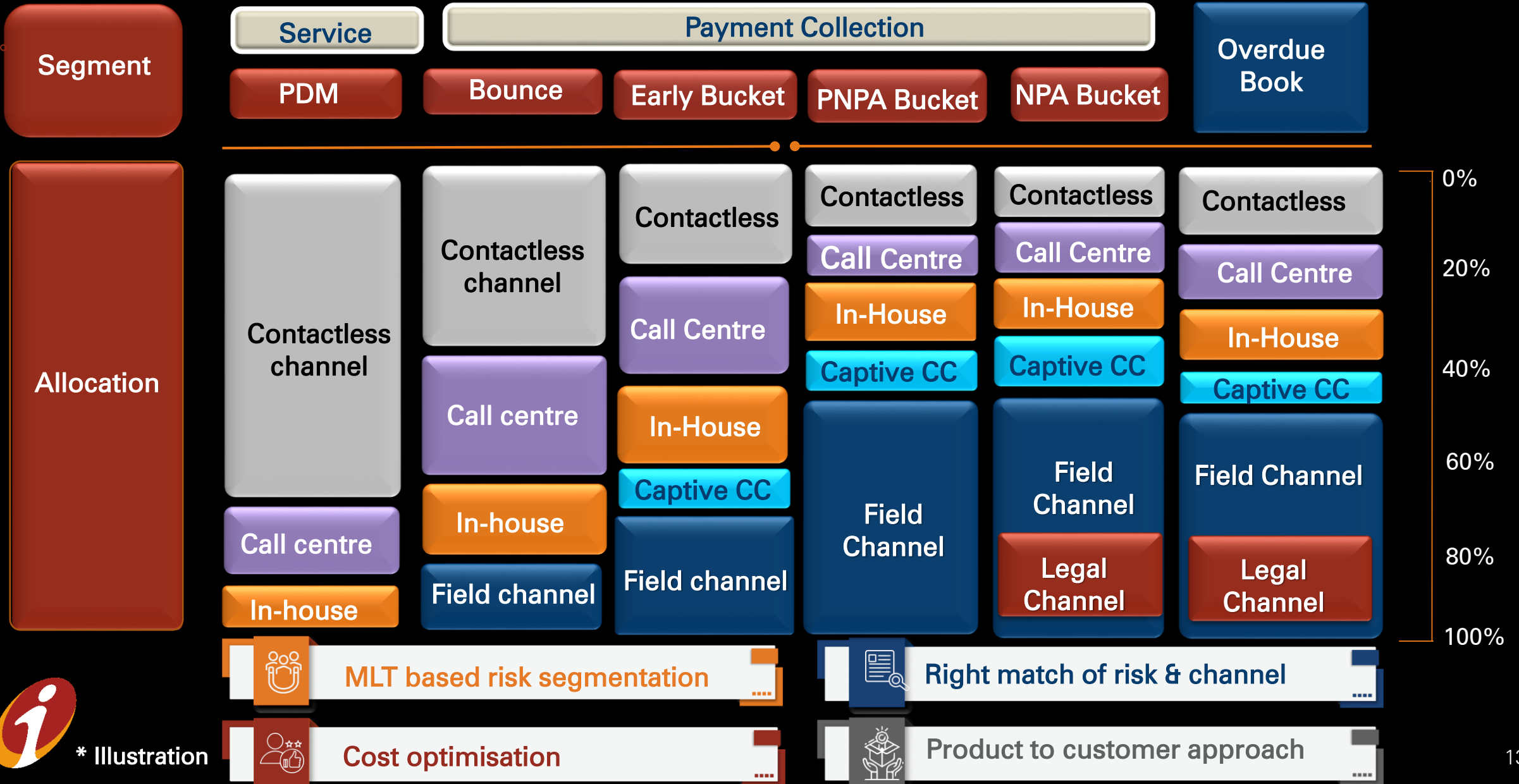


**In early stage delinquency, contactless collection is ~ 30%**  
**Virtual Debt Manager (DIY) to fuel the next leap**

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



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# 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/manufacturer 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

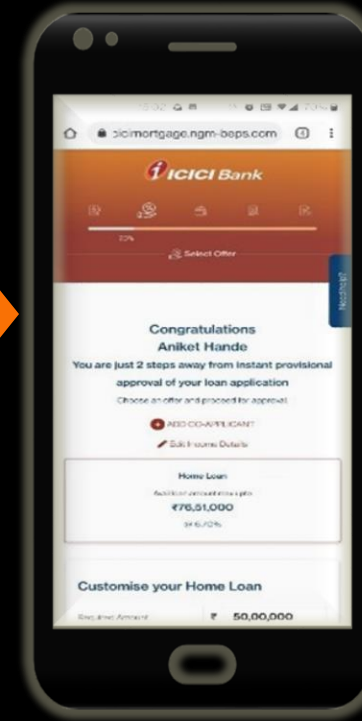
- ✓ Simplified 4 step journey
- ✓ Contactless & frictionless sourcing
- ✓ Auto fetch details
- ✓ Instant fee payment
- ✓ Instant sanction/offer generation
- ✓ Assistance on demand
- ✓ Resume journey feature



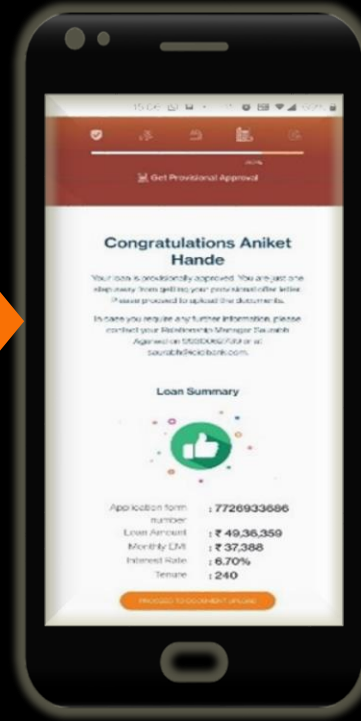
Step 1: Apply  
for loan



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

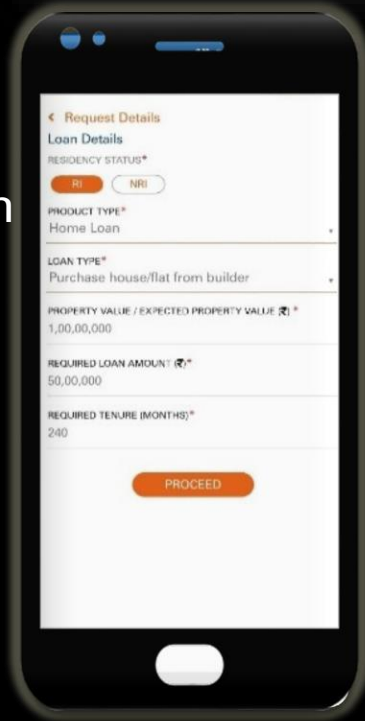
**iLens**

 **6,000+**  
Active Users

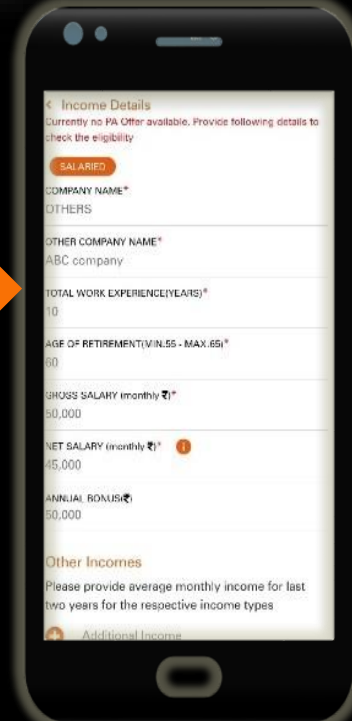


- Assisted sourcing app (DIFM)

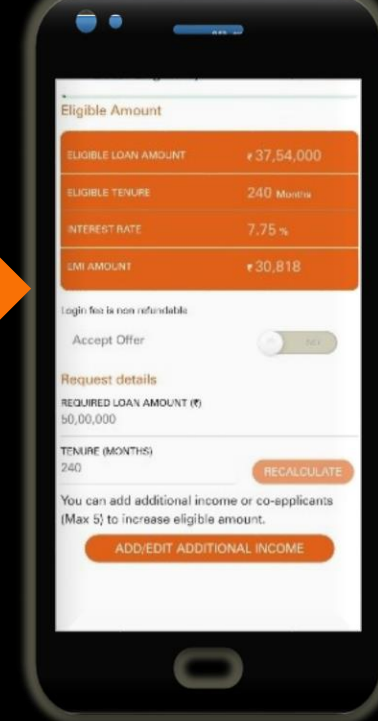
- ✓ Paperless sourcing
- ✓ Digital fee & document collection
- ✓ Digital income fetch
- ✓ Automated digital application form
- ✓ Digital query resolution
- ✓ Comprehensive product coverage
- ✓ ETB/NTB, RI/NRI & Salaried/Self-employed



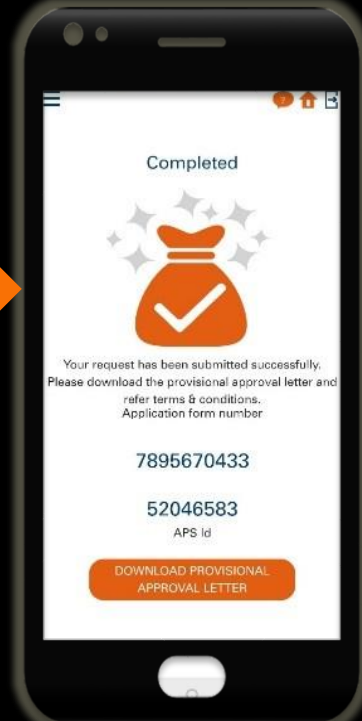
Step 1:  
Capture basic details



Step 2: Fetch Information



Step 3:  
Get eligibility



Step 4:  
Complete application

**Simple & user friendly journey**



 Enhanced customer experience



Operational efficiency

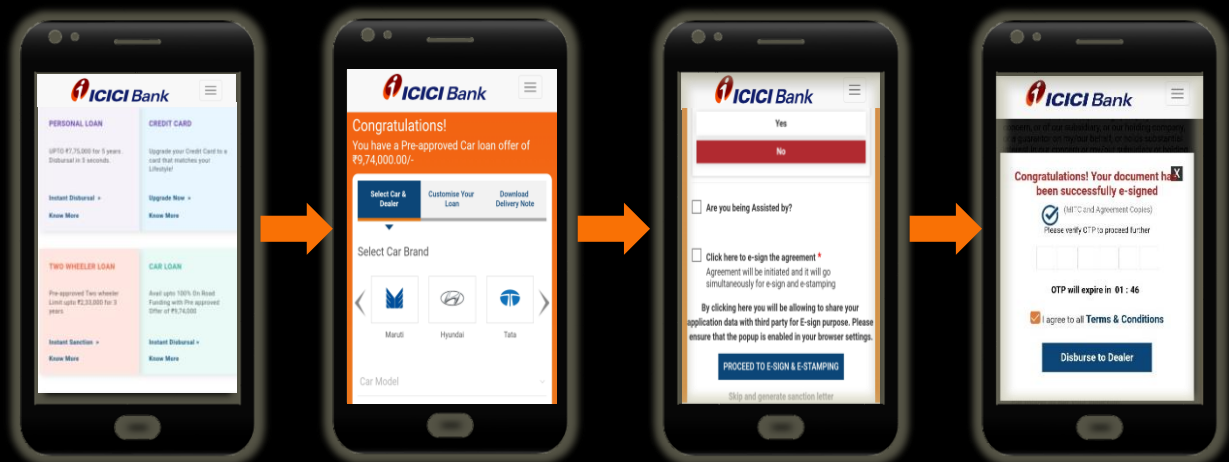


Robust risk management framework

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

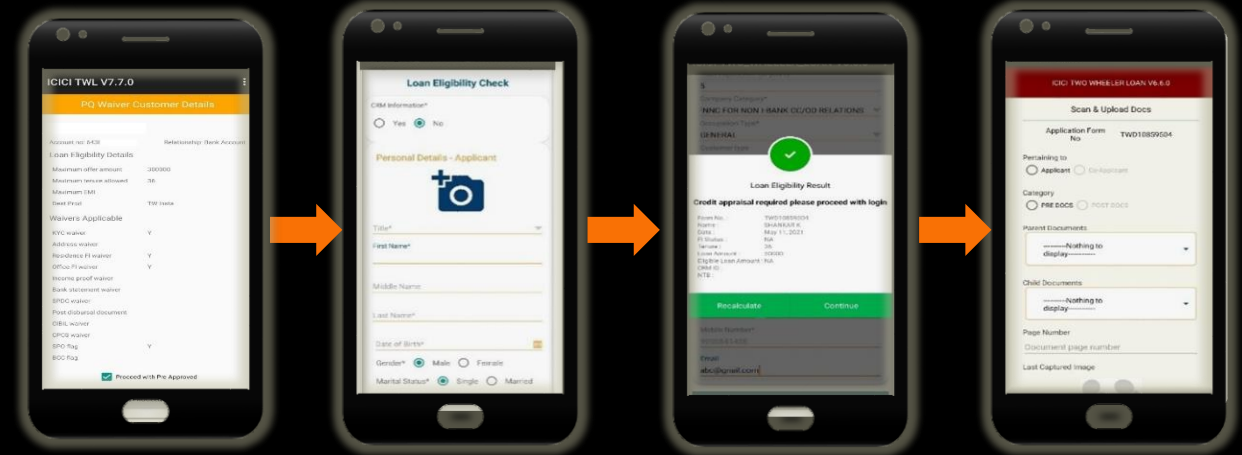


3 mn + customers - offers available

## 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



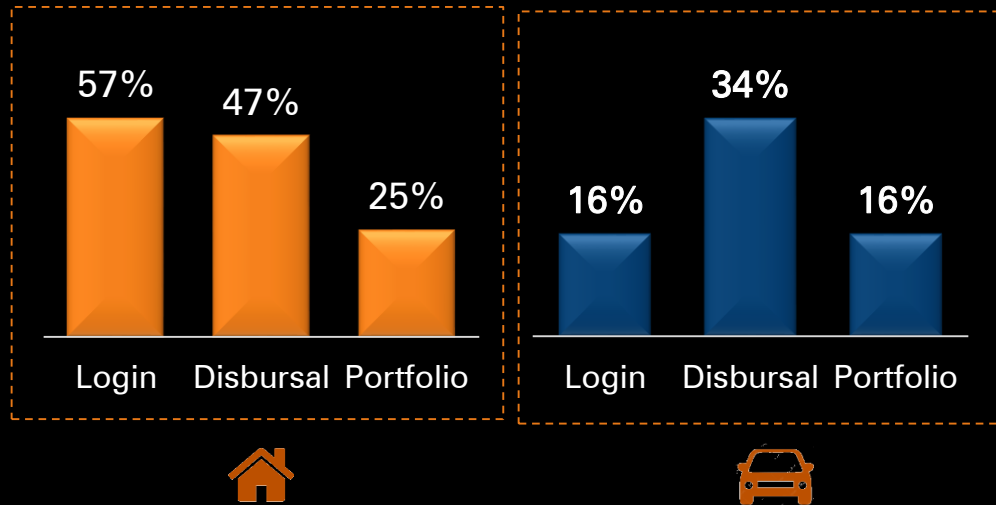
Loan performance

## 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

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# 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

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DATA ENRICHMENT  
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SEAMLESS DELIVERY  
Enterprise Owned Interaction

VRM

# 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



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SEAMLESS DELIVERY  
Enterprise Owned Interaction

VRM



CRM – Customer Relationship Management

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VRM – Virtual Relationship Management



# 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

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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

# 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

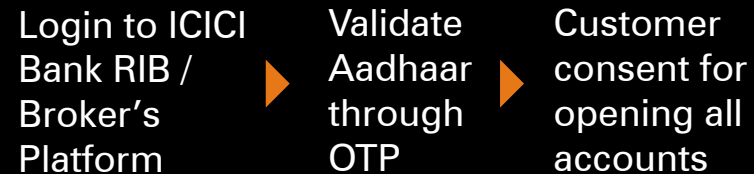
STACK  
Growth Layer



## 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



**Platform Agnostic**  
**Open Architecture**  
**Digital Journey**



### Curated Solutions for Existing Customers

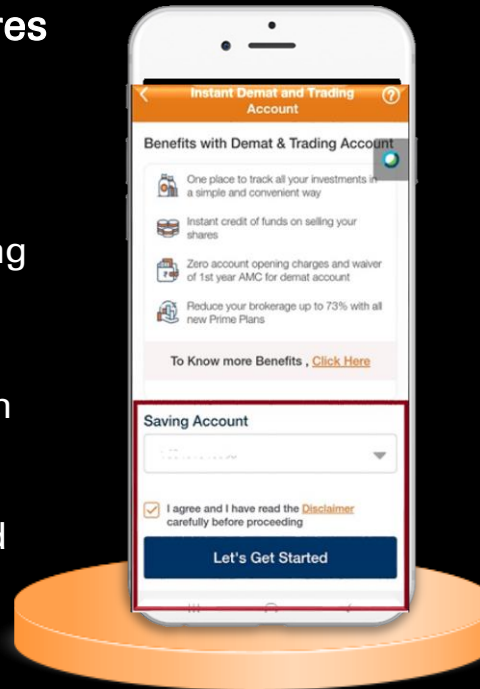
#### Salient Features

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

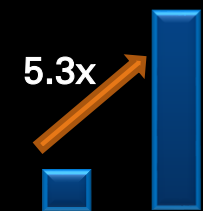
### Performance Indicators

**Overall Numbers**  
Oct, FY22 over FY21



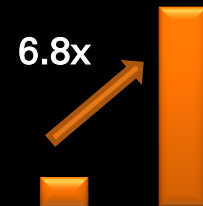
**Digital Penetration**

~ 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 NPS<sup>1</sup> & APY<sup>2</sup>

STACK  
Care Layer



## Digital Retirement Products

#1

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

90%+

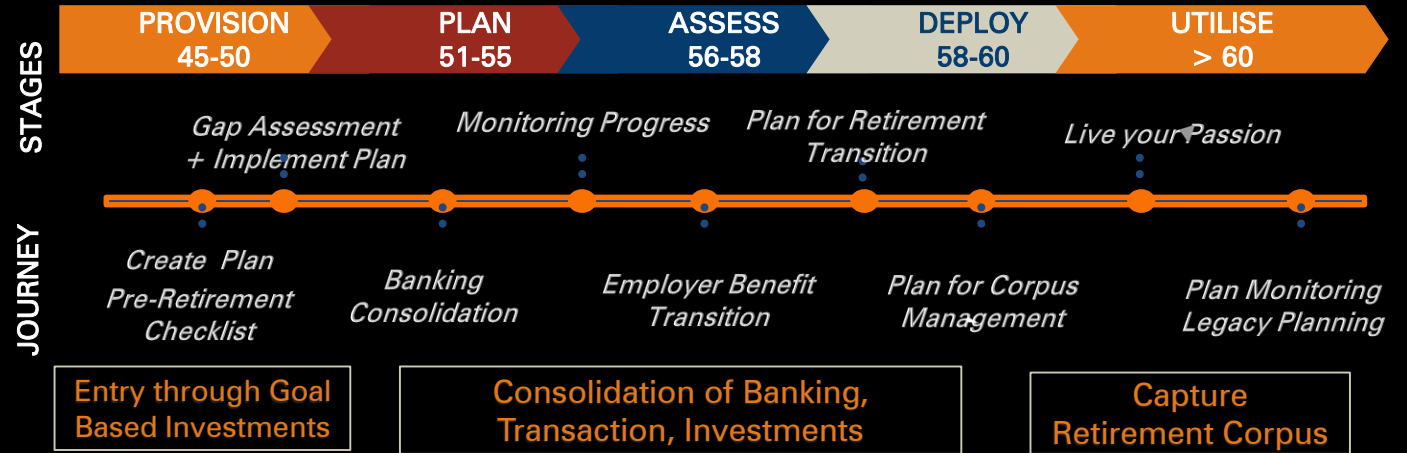
Digital customer subscription for PPF and NPS solutions

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

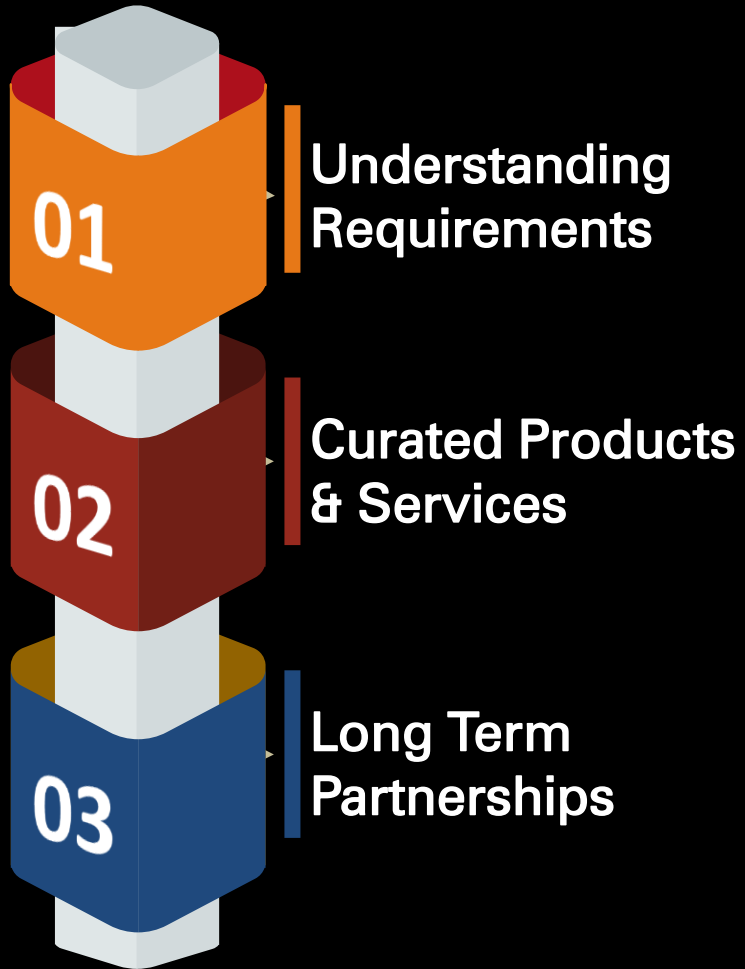
E

Digital journeys for corporates and approach to corporate credit



# Customer Journey - Our philosophy

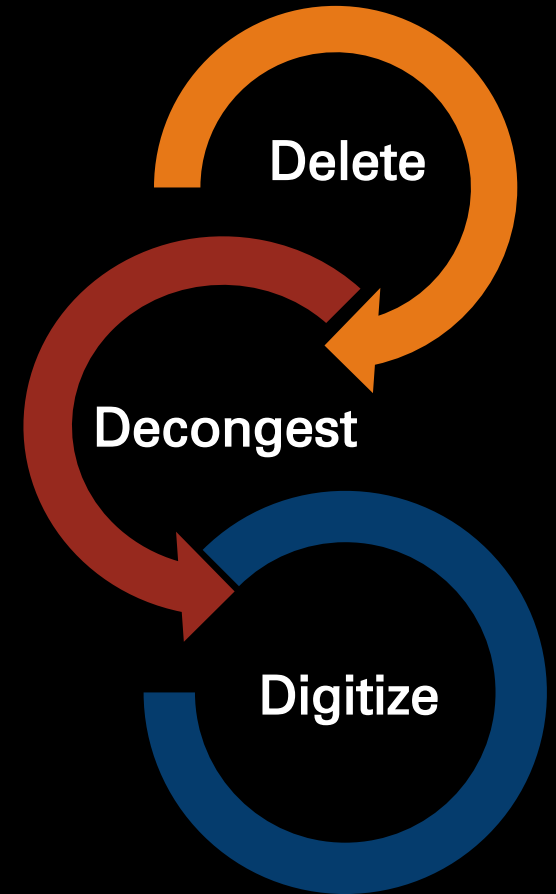
## Approach



## Principles



## Processes



Focus on execution & seamless delivery

# Expanding canvas of corporate India

## Universe



63.0 mn MSMEs<sup>1</sup>



1.4 mn active corporates<sup>2</sup>



7,500+ listed companies<sup>3</sup>

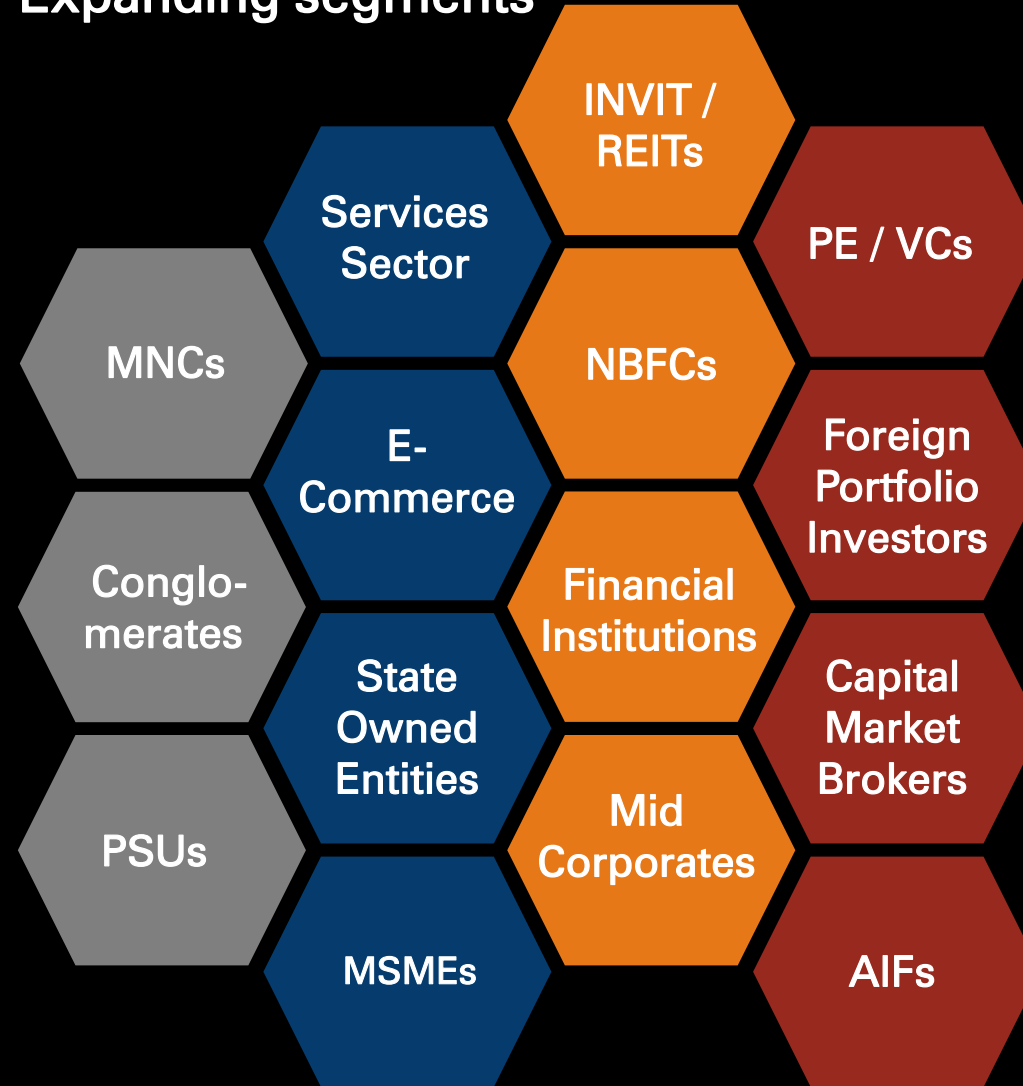


750+ Funds



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*



**S** Start relationship instantly

**T** Transact digitally

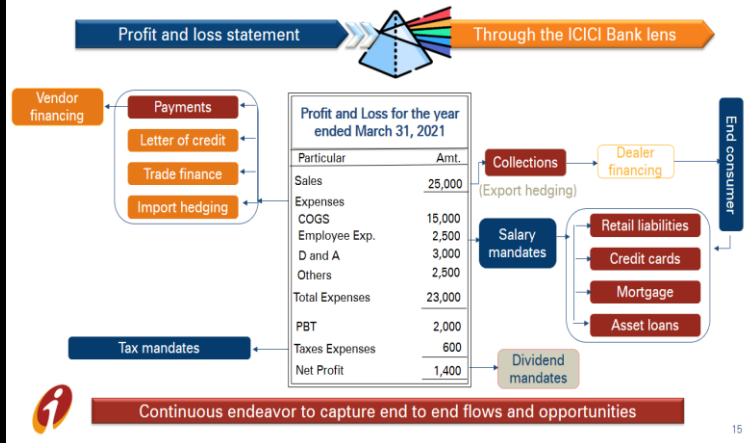
**A** Avail Credit

**C** Care for self and business

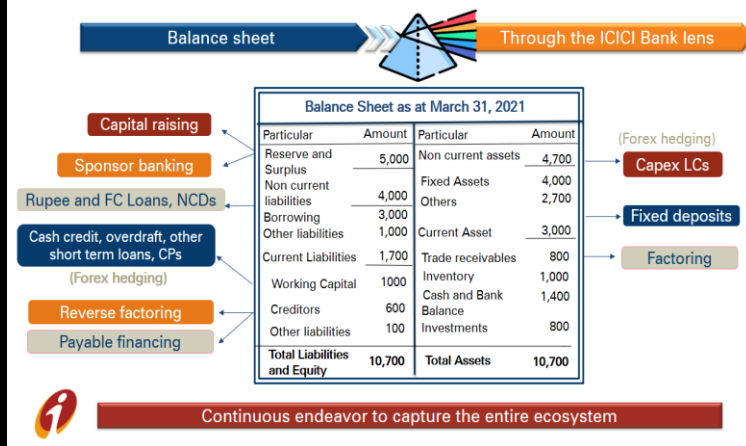
**K** Keep growing

# 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



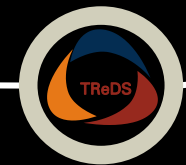
FX Online: Real time forex deals



CP Online: Fund raising platform



Digilite/Corp Connect: channel financing



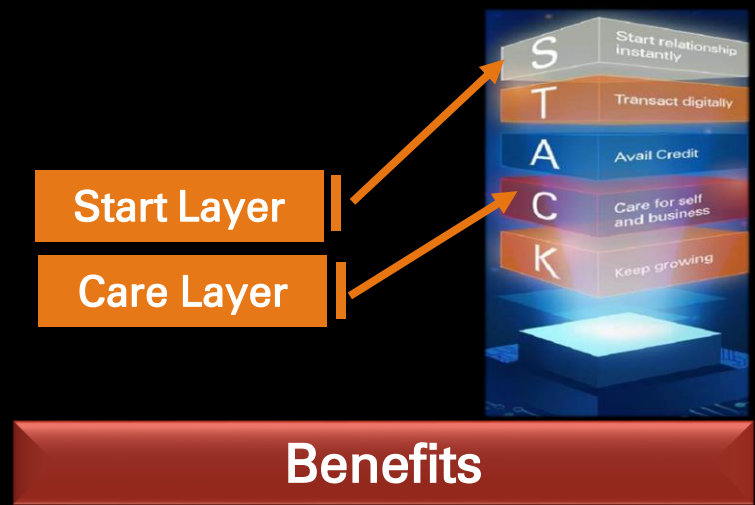
eDS: Online bill discounting

...creating growth momentum

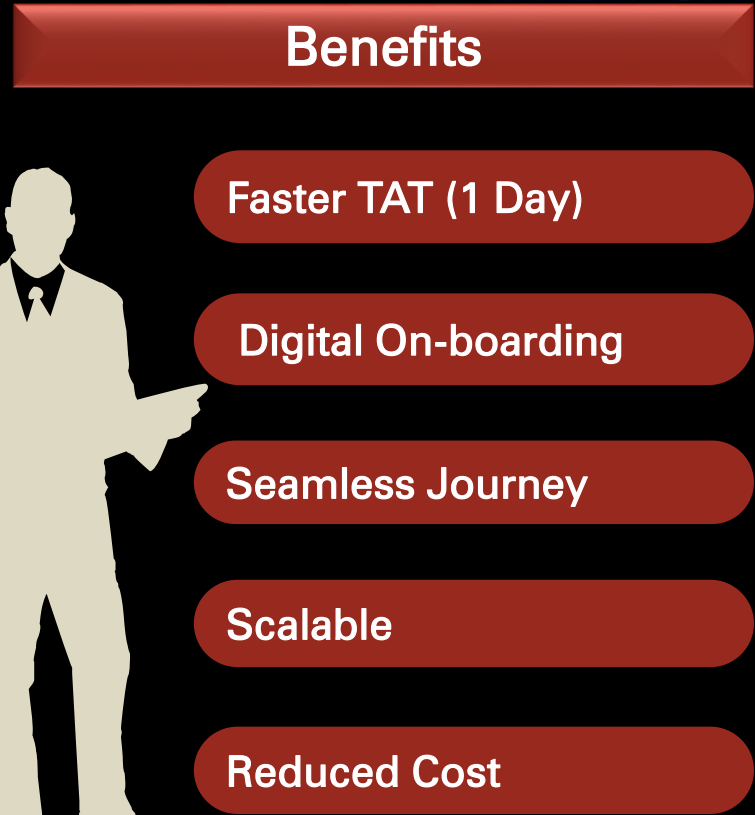
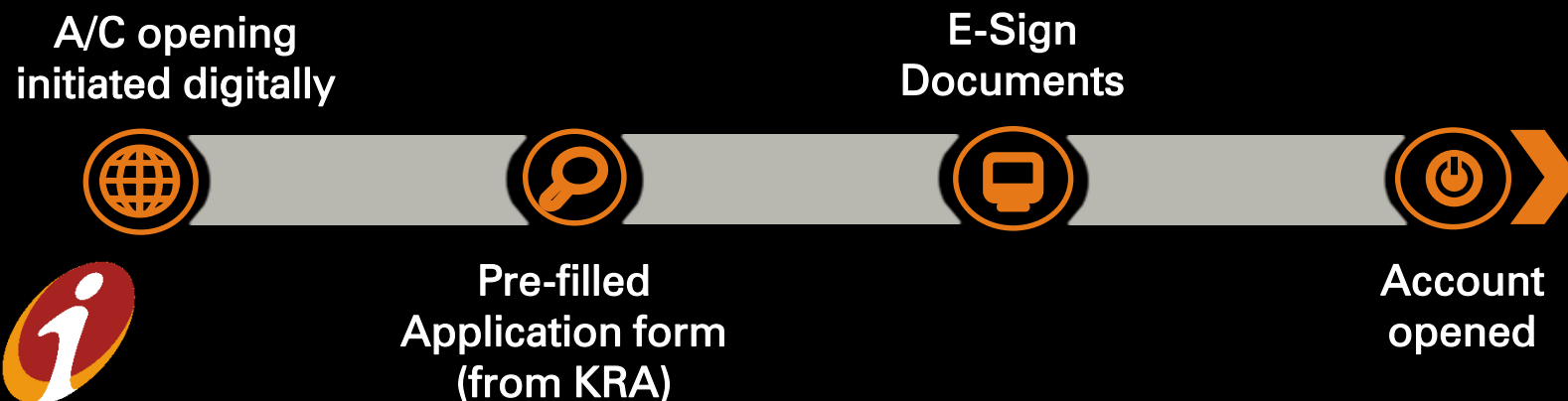


# Digital Solutions

## Assisting clients in Customer Acquisition

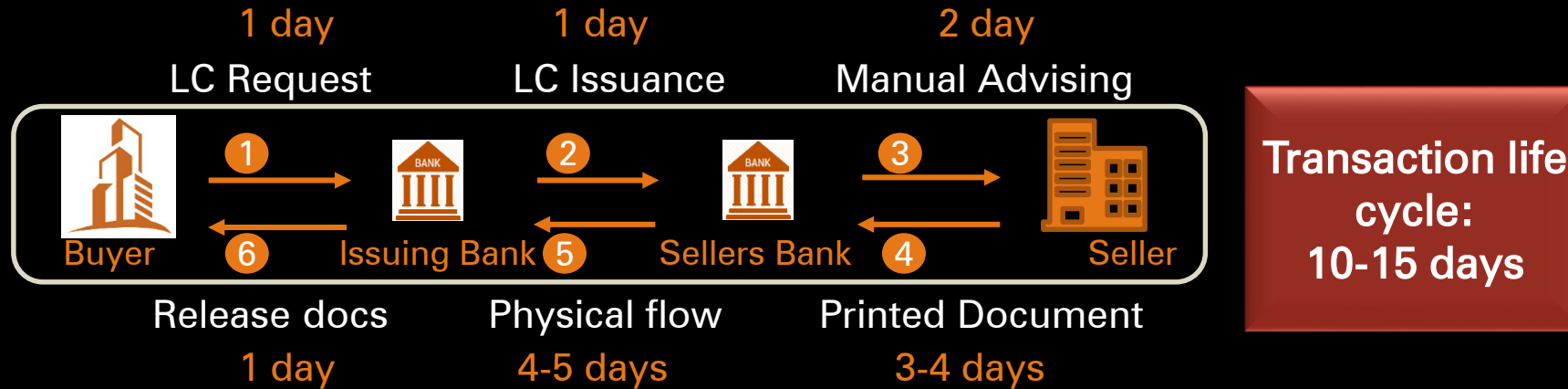


### Solution

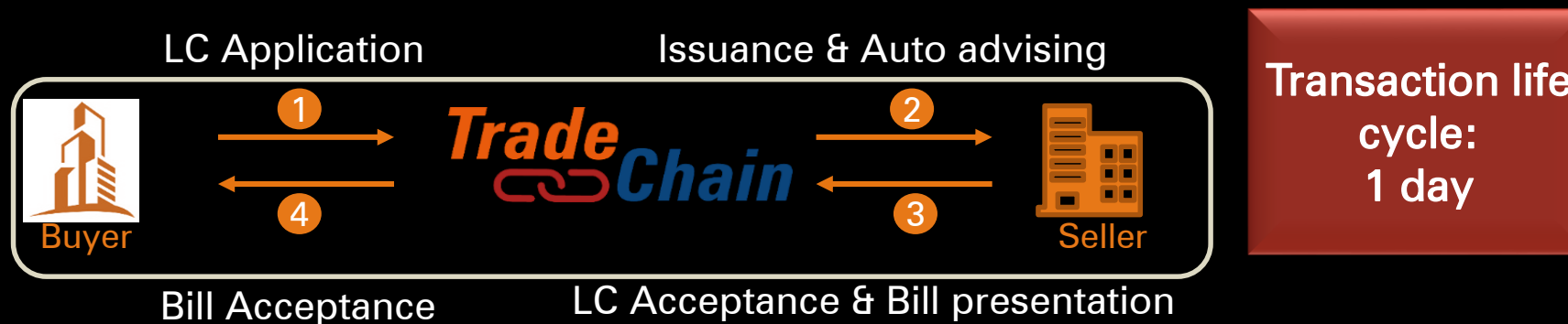


# Simplified trade journey...

## Offline transaction



## Transaction on Trade Chain



## Customer delight

Paperless trade Transaction

Near real time trade execution

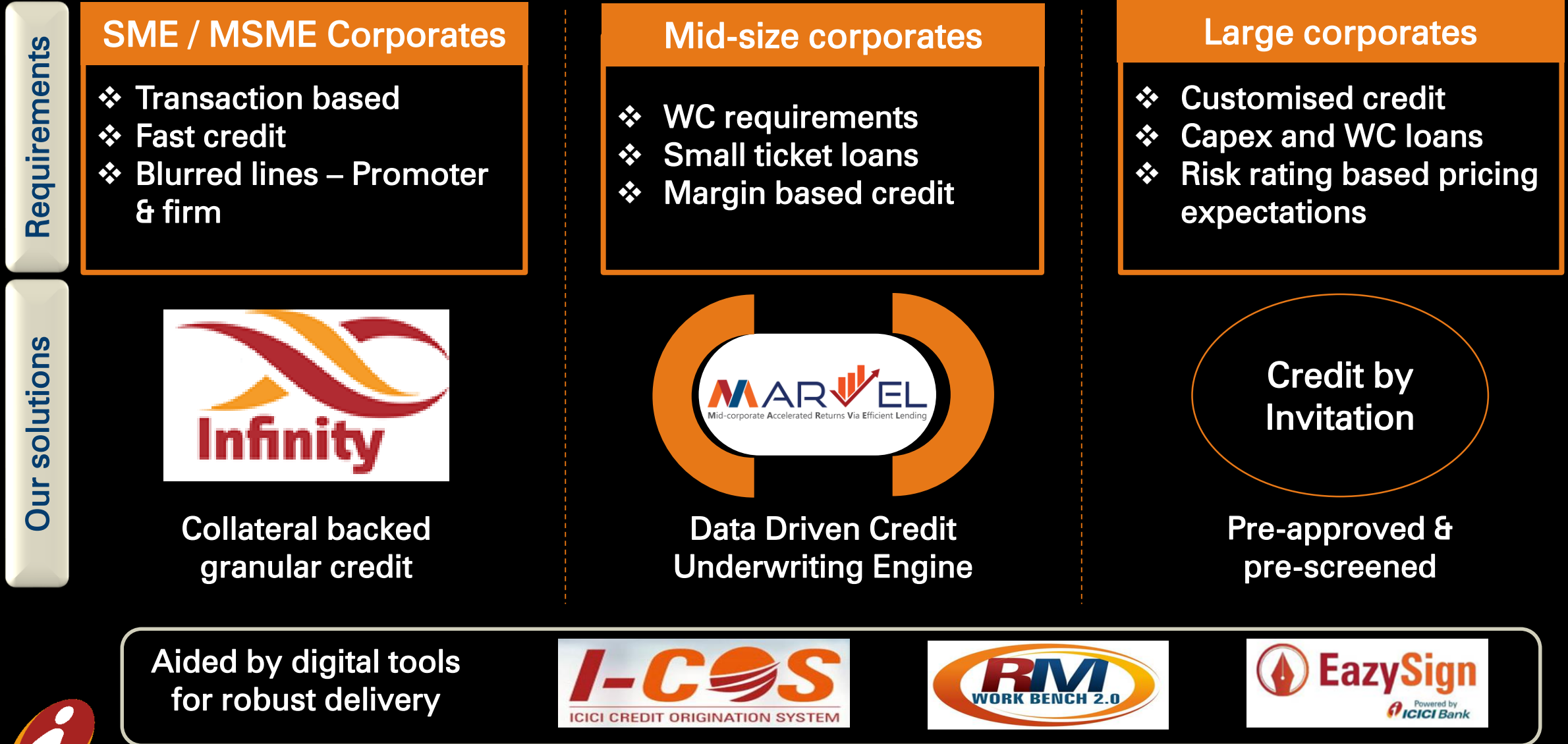
Faster access to funds - reduced WC cycle

Extensive control & real time data access

...delivering value through reimagined processes



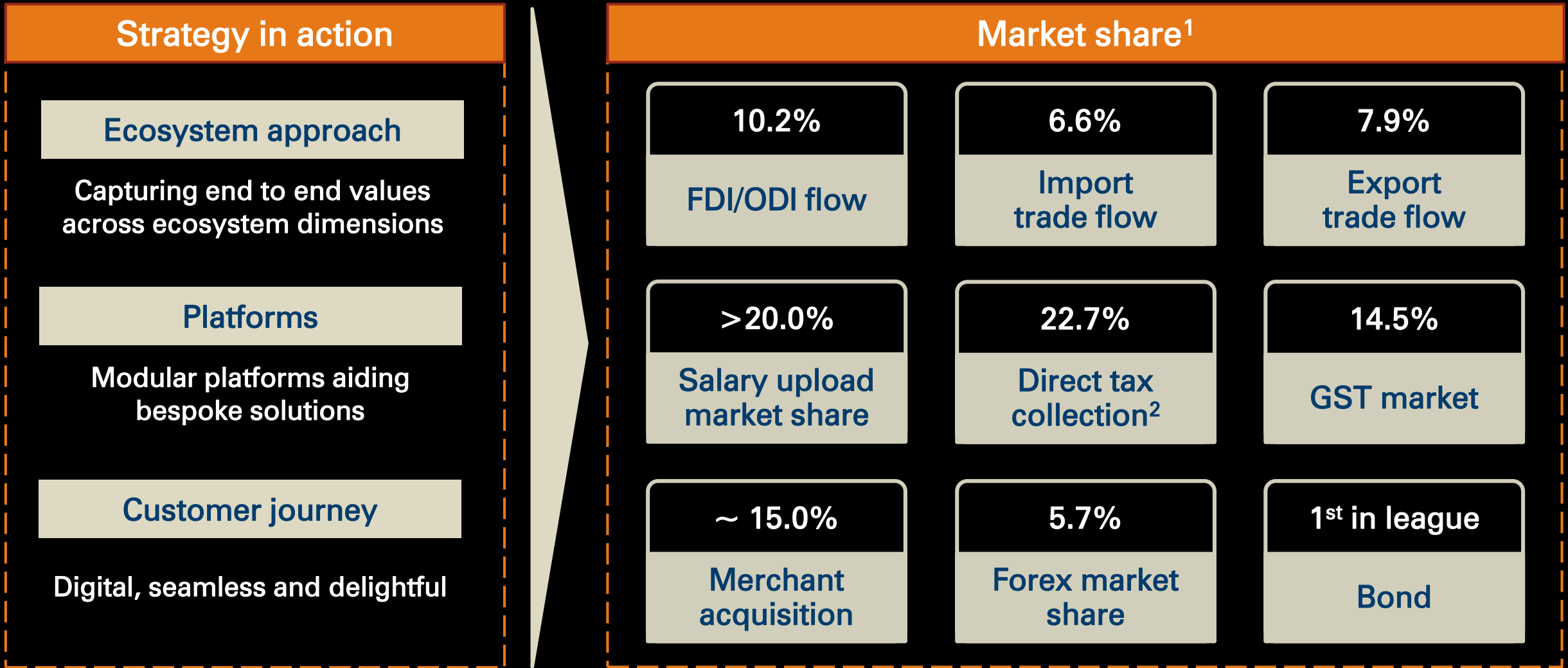
# Reinventing the credit journey...



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



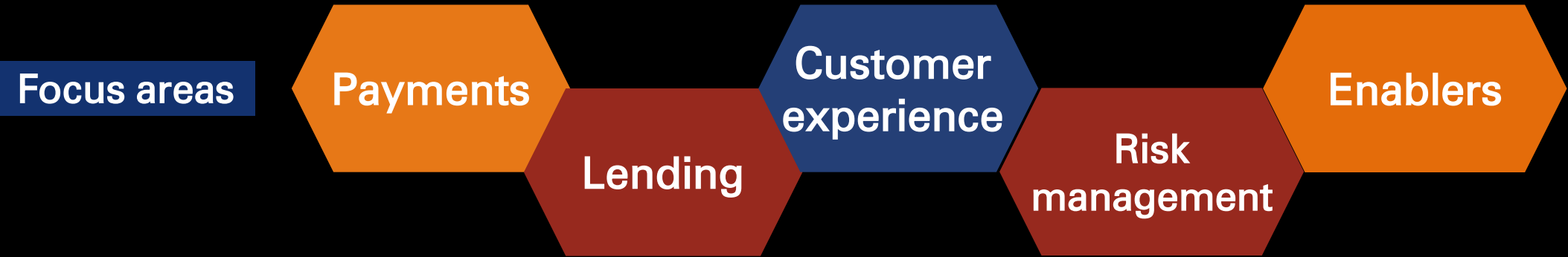
Encourage employee innovation at edges



Enhance risk taking ability and experimentation



Build a culture of innovation



## 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**



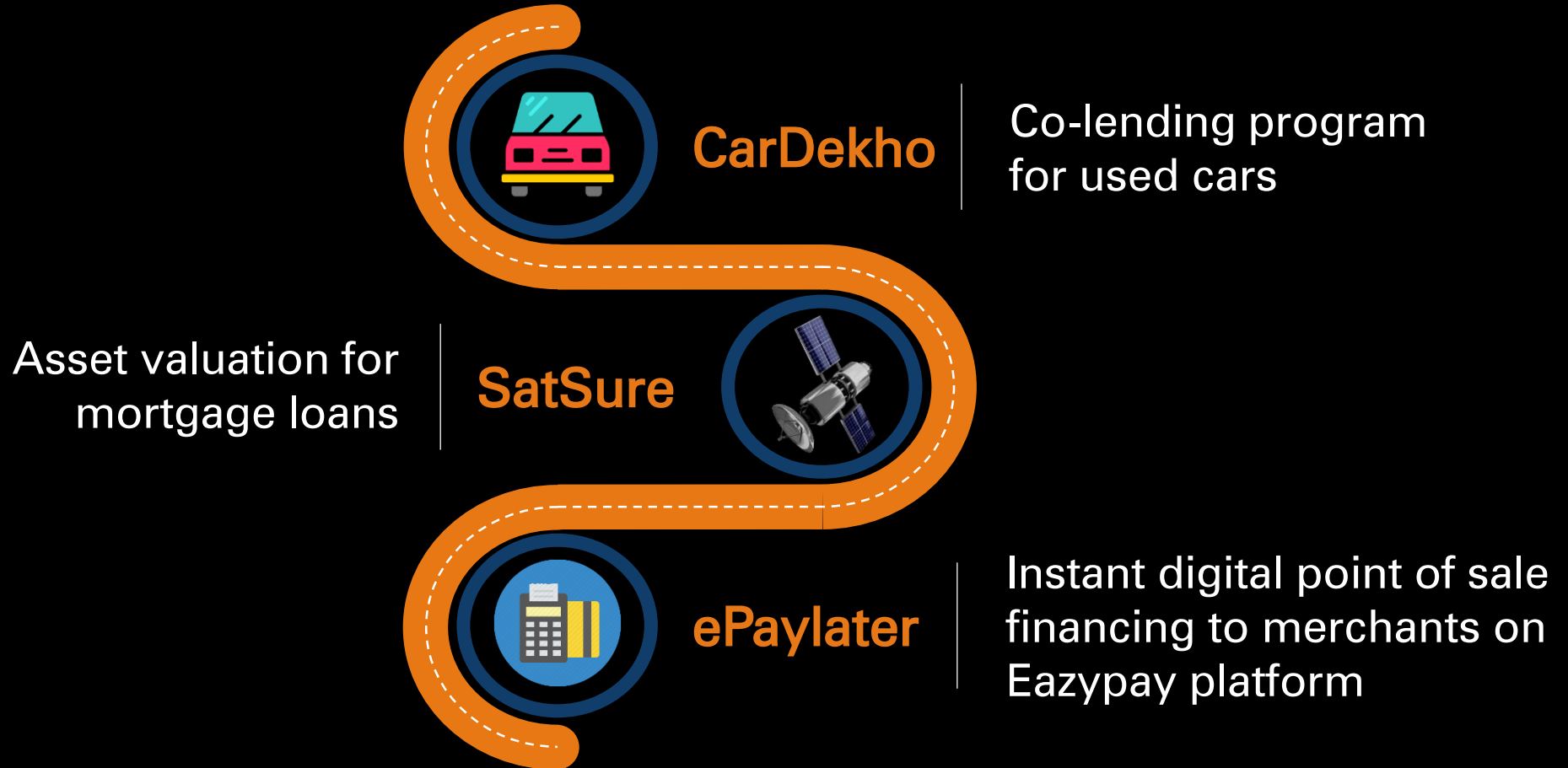
**Fingpay**

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

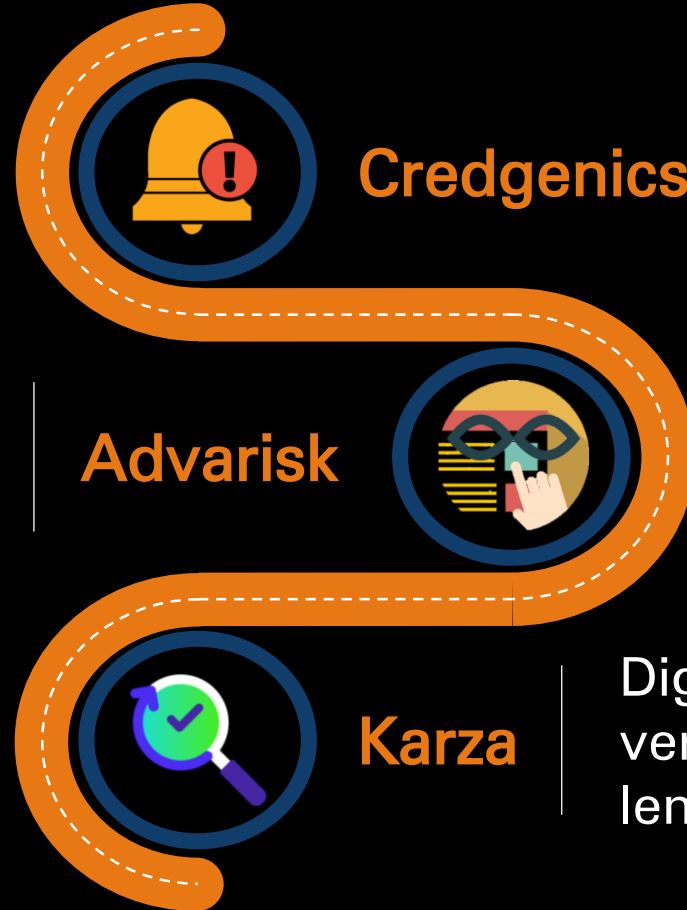
# Lending





# Risk management

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



**Advarisk**

**Credgenics**

**Karza**

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



FASTag end-to-end consumer application management

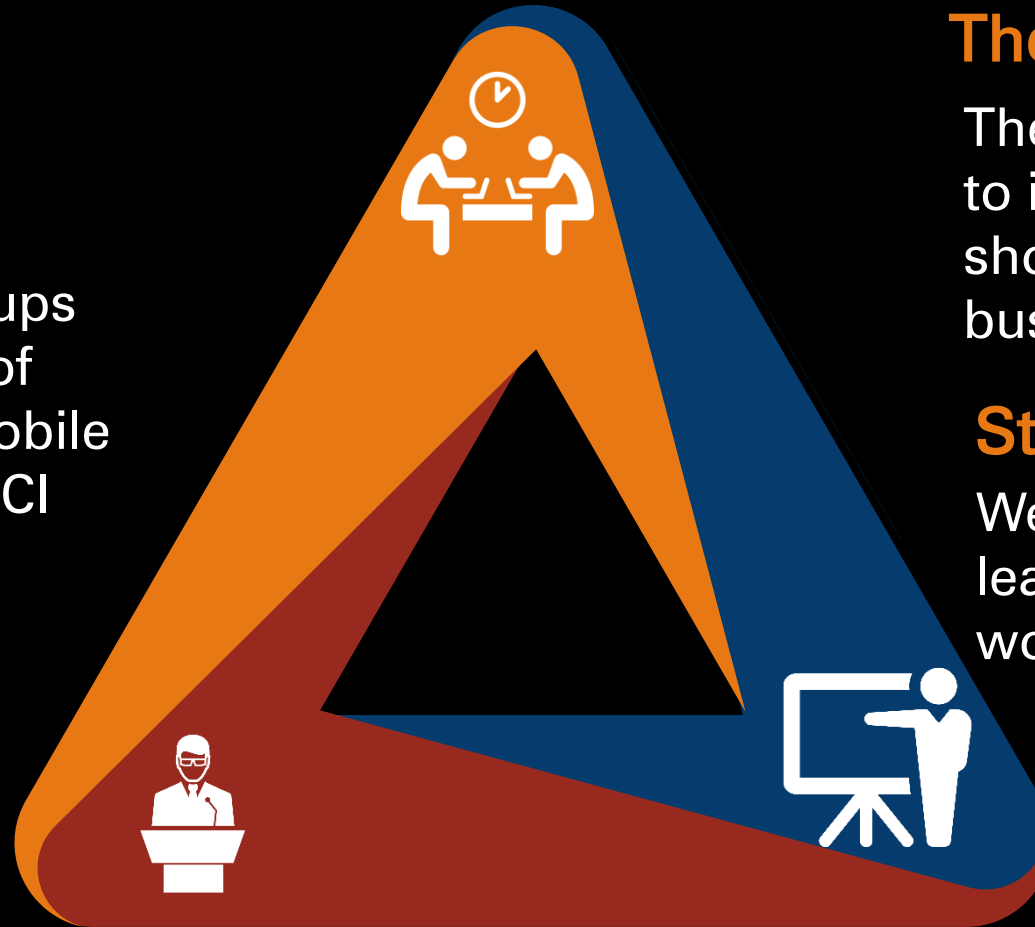
Comprehensive Mobile App for branch managers



# 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



# Investments

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

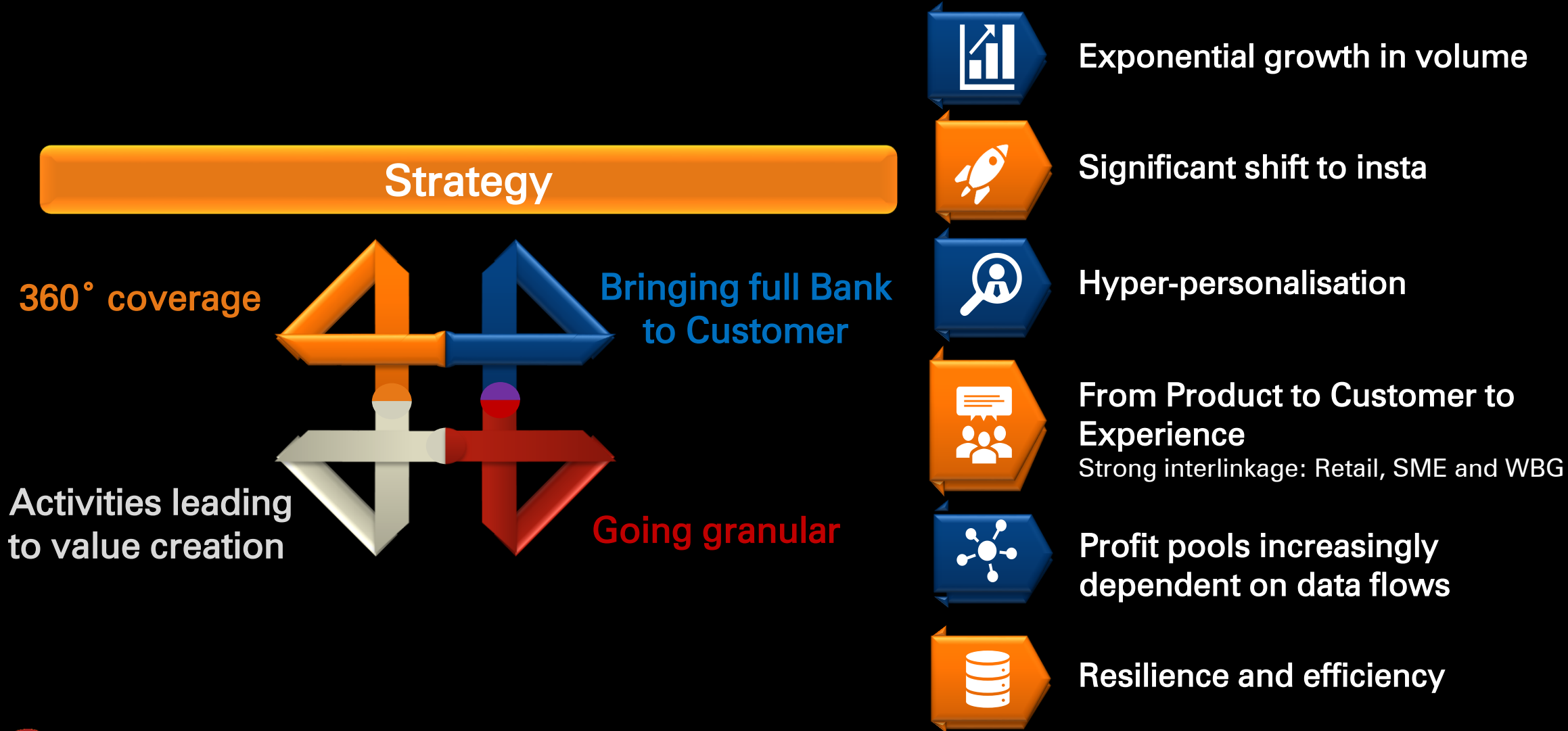


Bank to *Bank*<sup>Tech</sup>



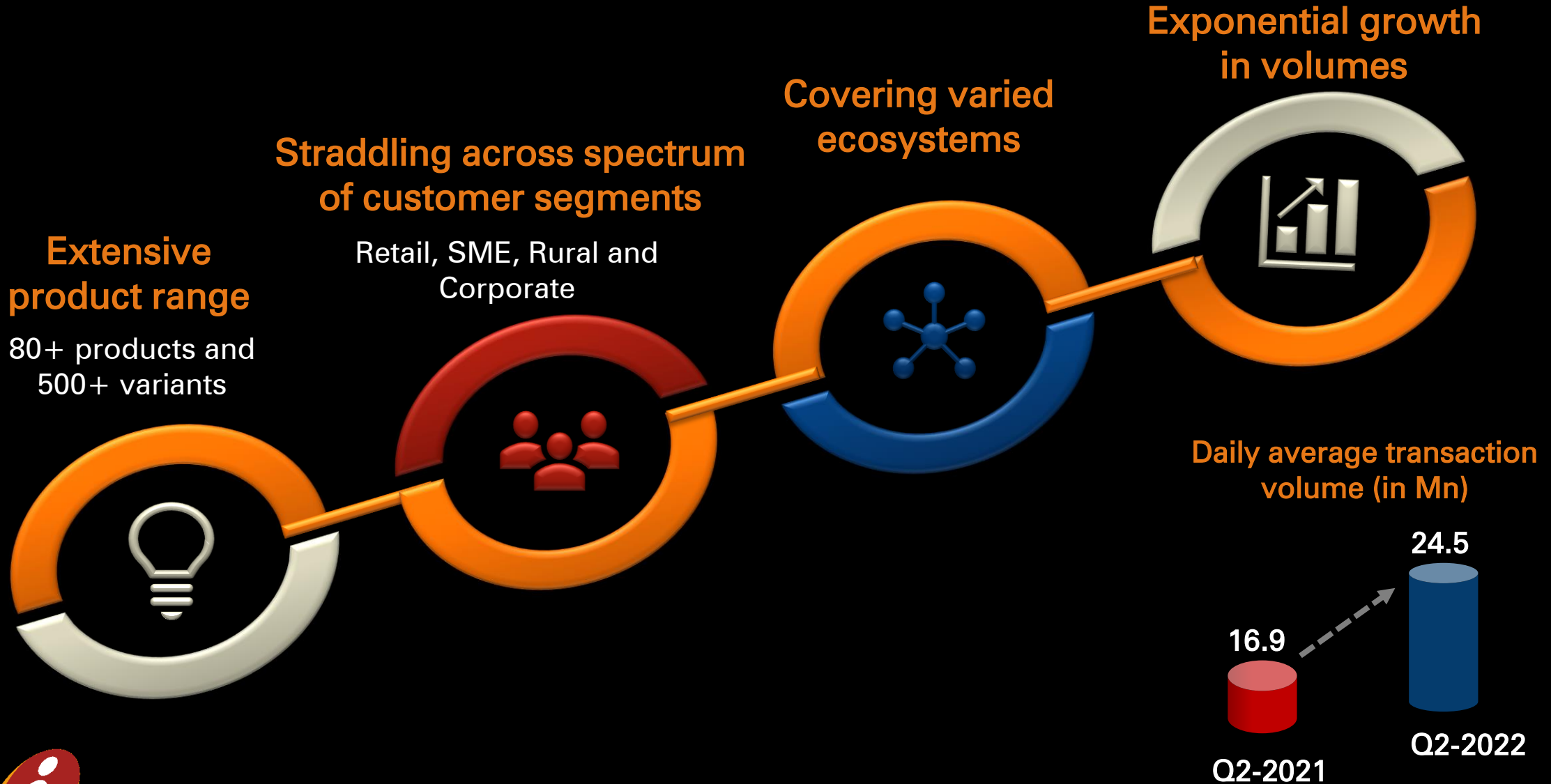


# Strategy for value creation



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 DIY<sup>1</sup>, DIFM<sup>2</sup>  
and Traditional

Secure, stable and resilient  
system architecture



# Bank of tech platforms

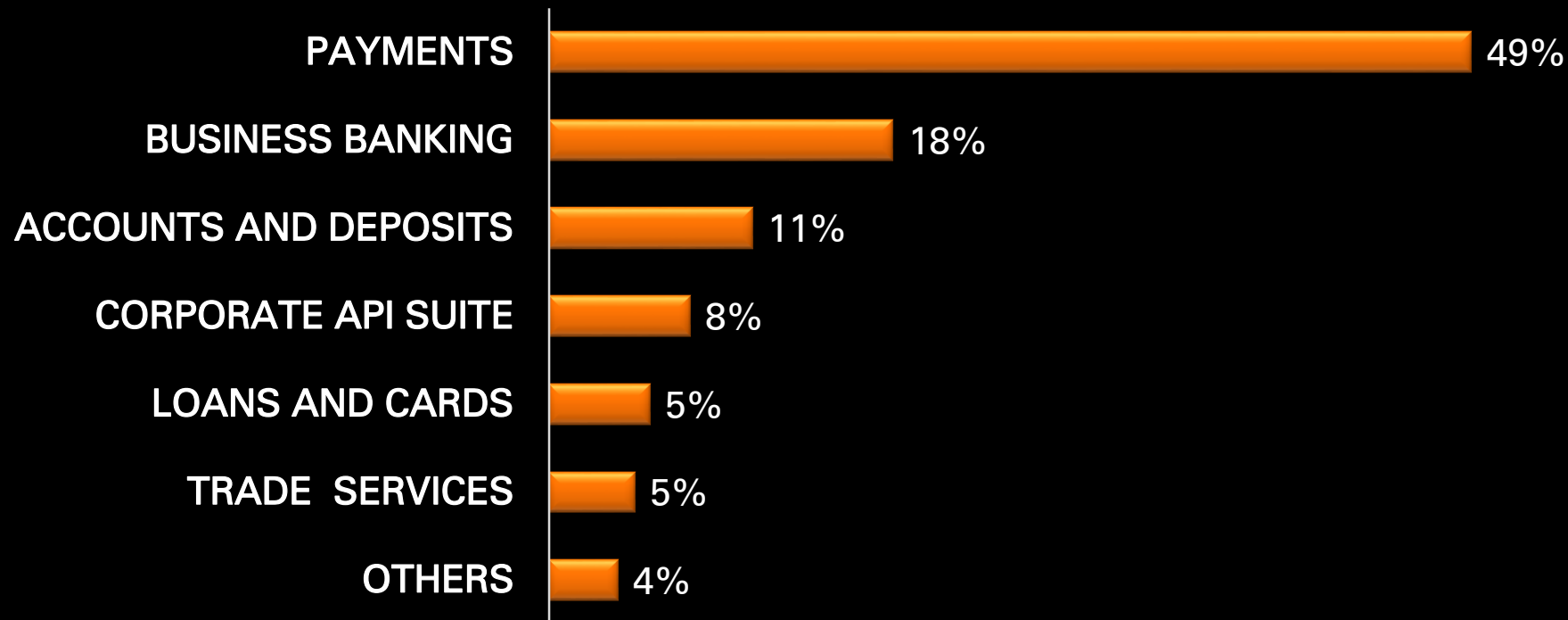


# Embedded banking - API stack



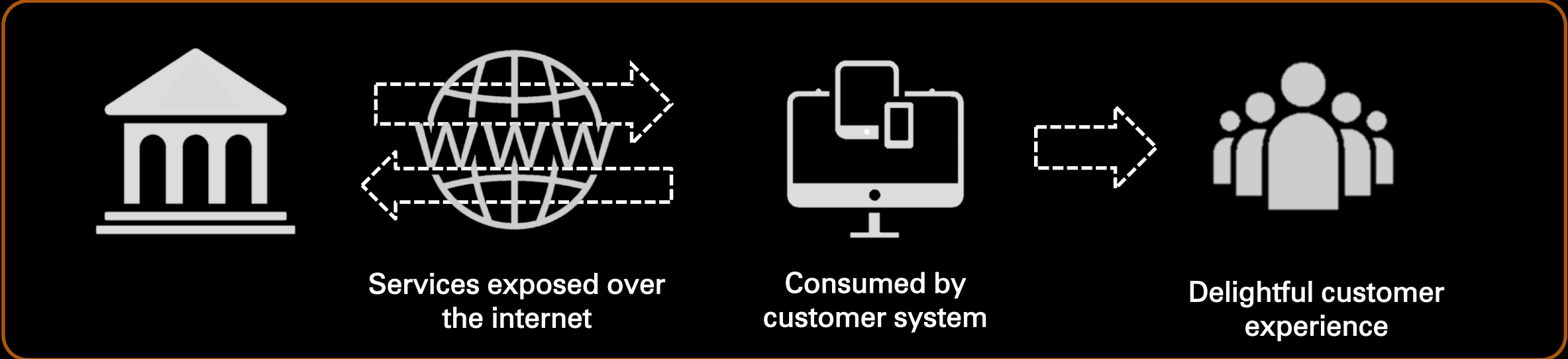
Retail banking: 600+    Corporate banking: 85+

~97.5 mn transactions per day



Figures as of October 31, 2021

# Embedded banking



Direct integration with customer's system



Real-time status update and reconciliation



Bank visit not required for transaction processing

## Customer segments

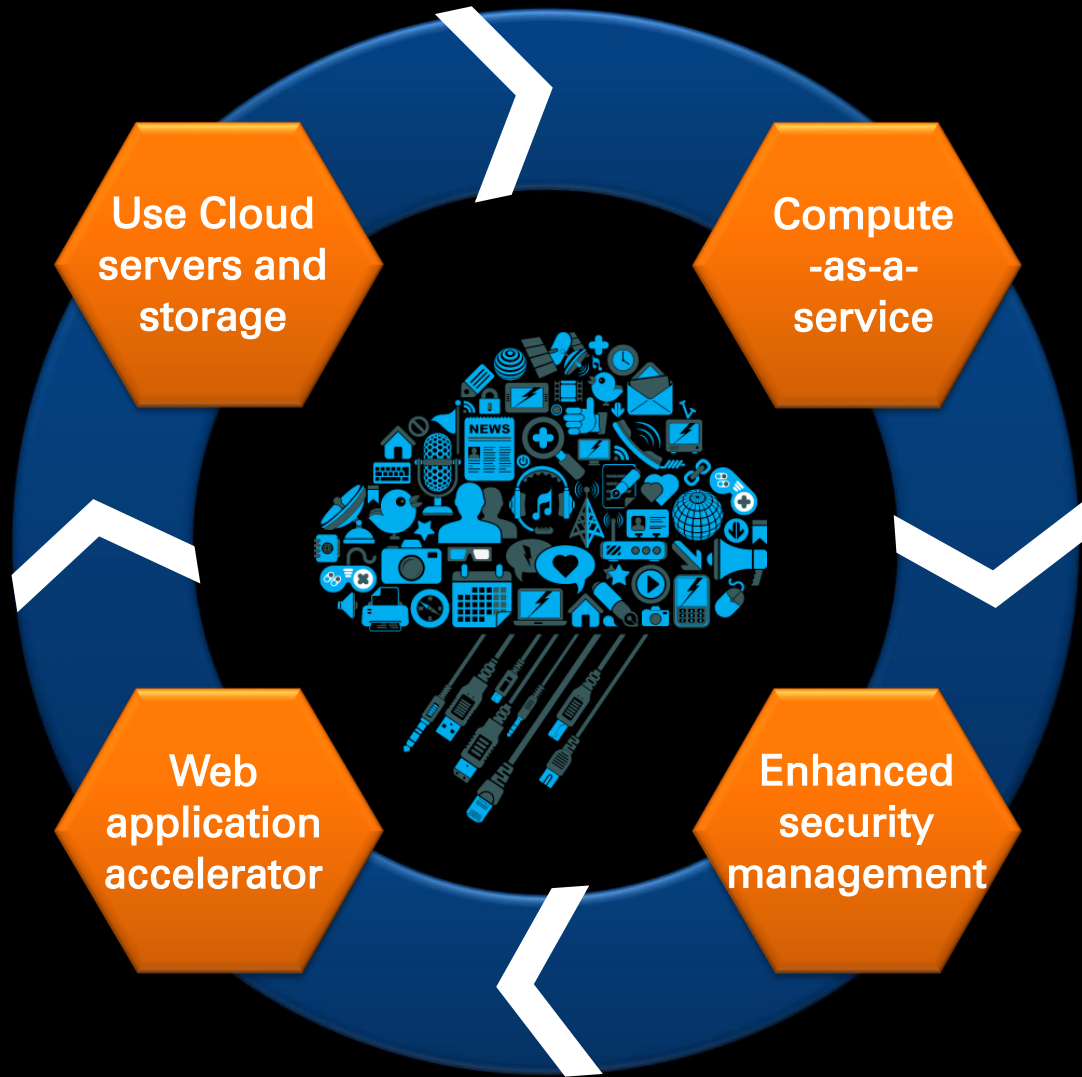
Retail

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

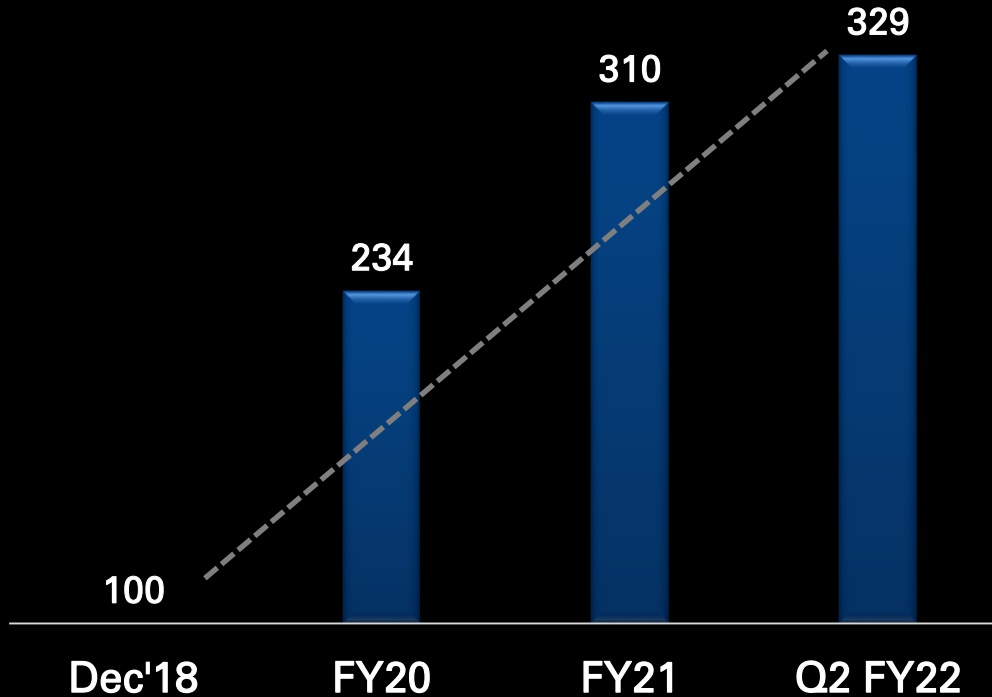
Platforms

Data



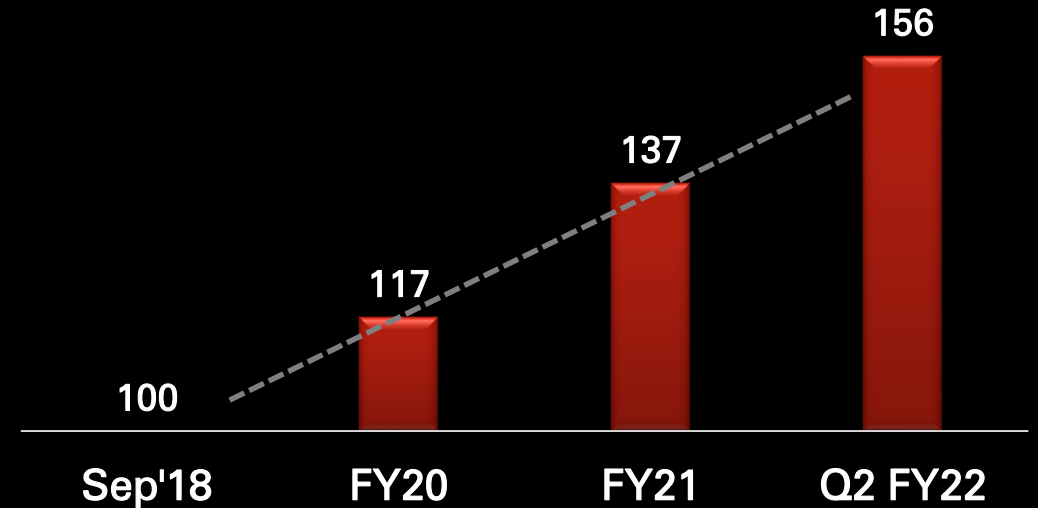
# Net Promoter Score (NPS) journey

## 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

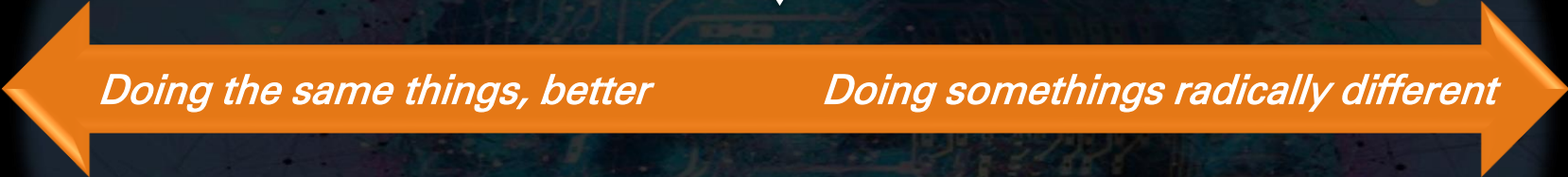
2 domains

- UI/UX Training
- Design Thinking

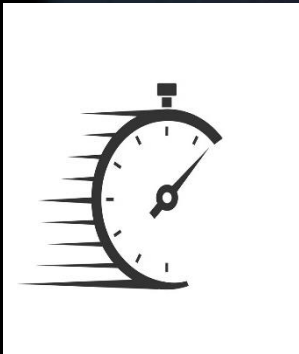


# The *BankTech* architecture edge

- Pattern Detection
- Foresight
- Customisation
- Decision Making
- Interaction



Leaner, faster operations



Tailored products and advice



Ubiquitous presence



Smarter decision making



New value propositions



# 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

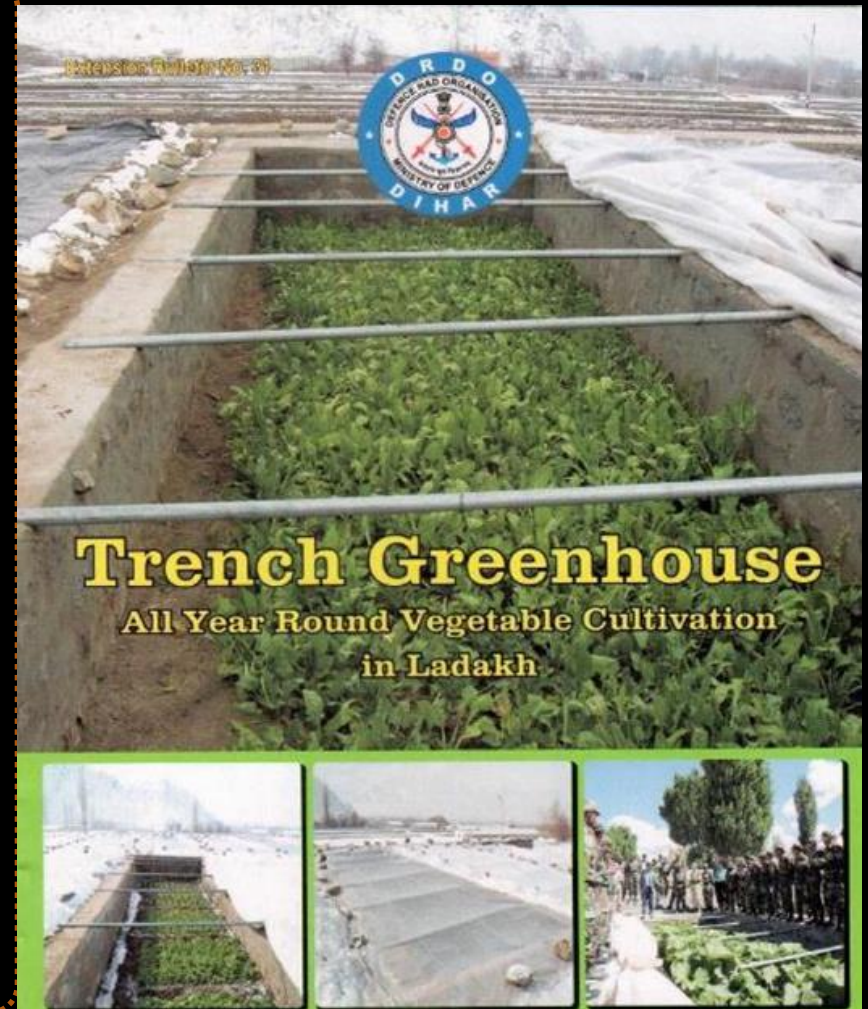
*Till October 2021, ICICI Foundation had trained over 630,000 people through its various skill development initiatives*



# 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

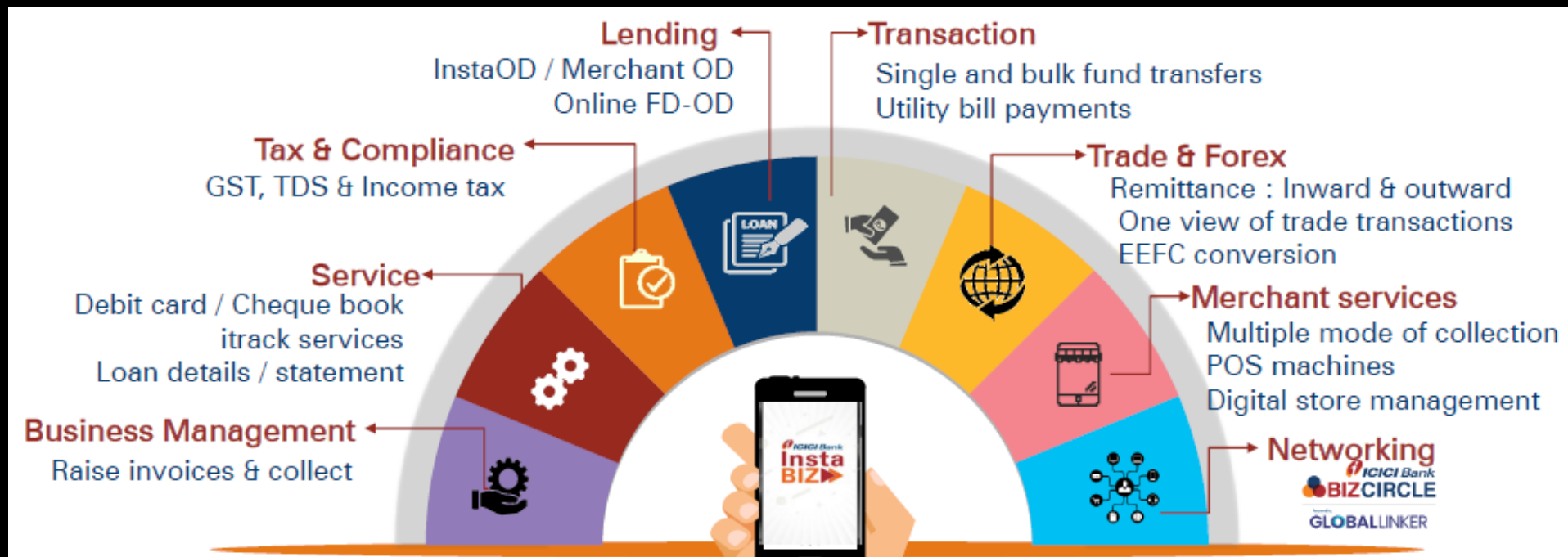


# Social Responsibility



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 <sub>2</sub>	FY2019	FY2020	FY2021
Emissions Intensity (per employee)	1.65	1.45	1.36

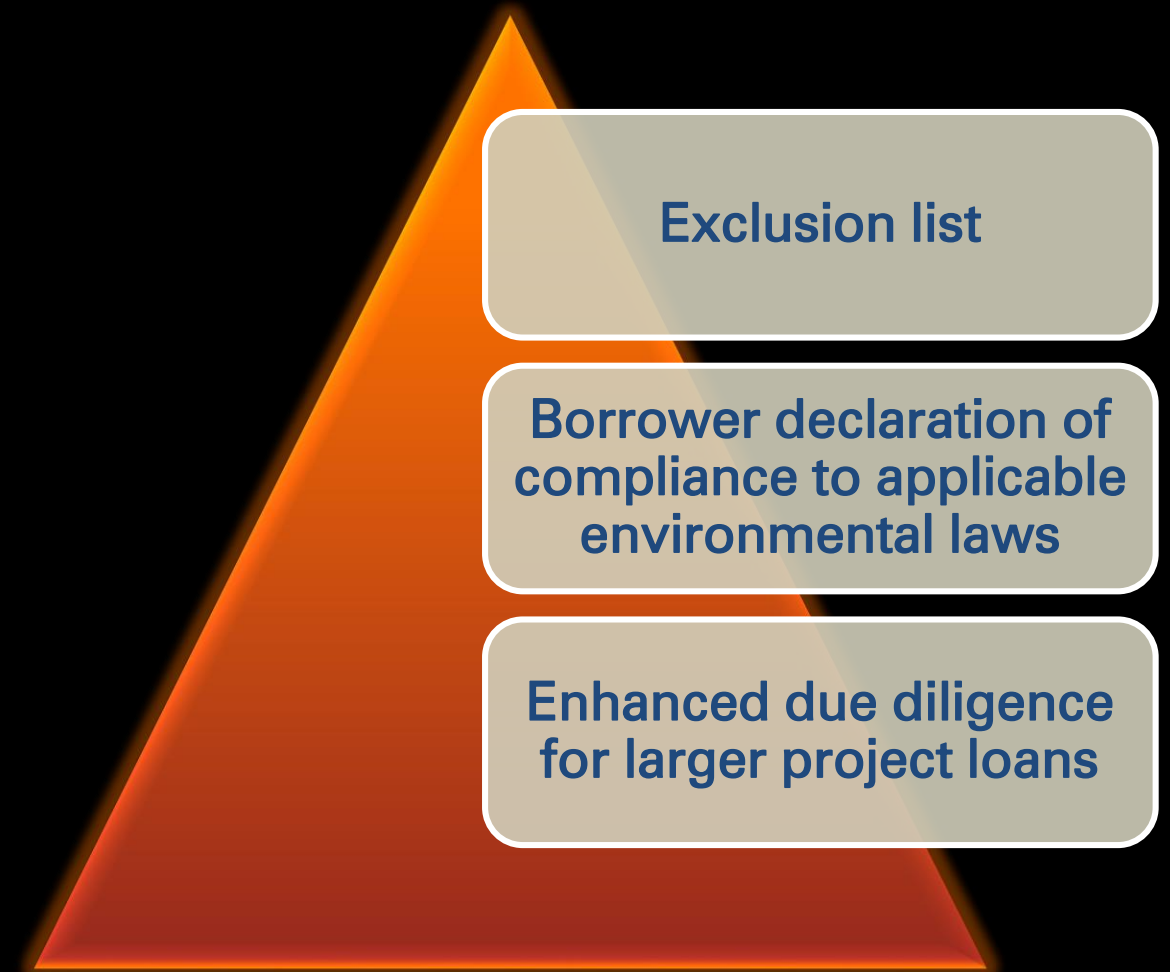


# Financing with a focus on sustainability



## 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

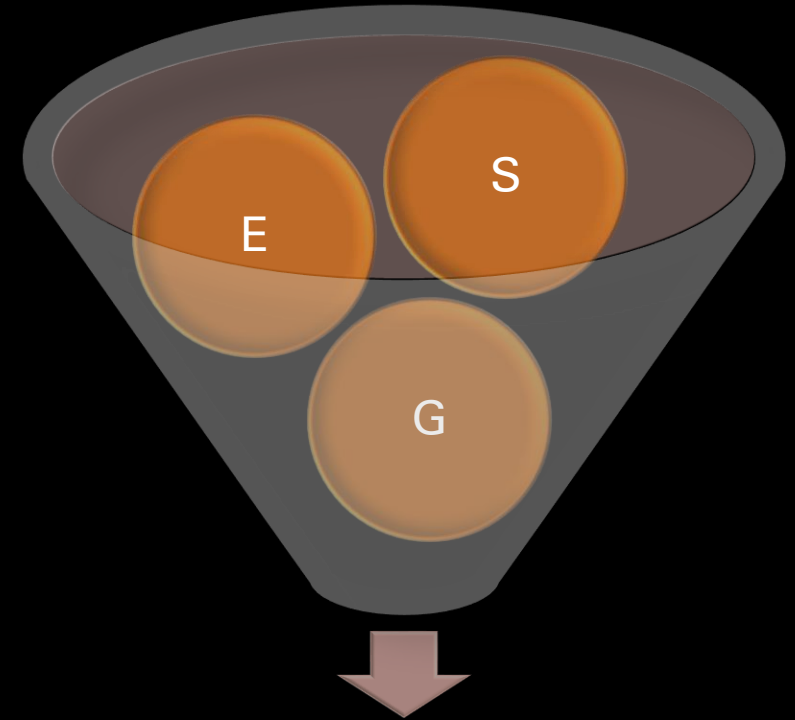


# ESG in risk assessment



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



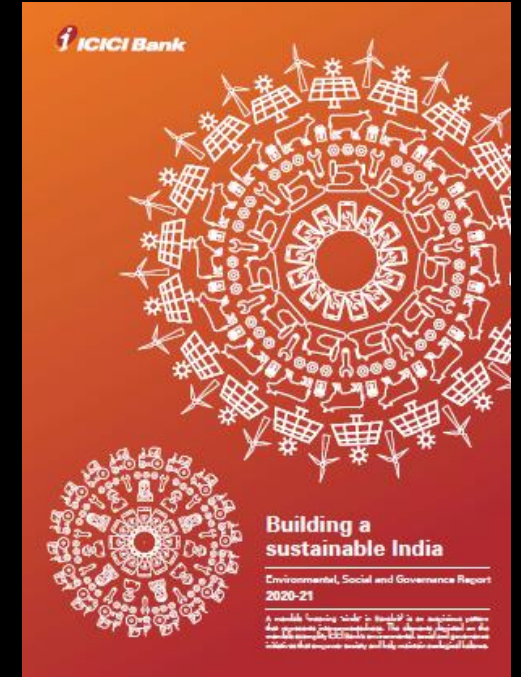
# ESG disclosures by ICICI Bank



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**