



Analyst Day

December 3, 2019

Session 1





Building a Retail Bank with a Digital Edge

Analyst Day

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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, 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.



Macro economic trends



Widespread affluence

Share of affluent rising

- 16% in 2025 (8% in 2016)
- 318 centers – >20% share by 2025



Financialisation of savings

Growing ecosystems

- SIP monthly collection
 - ₹ 82.46 bn (Oct-19)
- NPS AUM (Oct-19)
 - ₹ 3,740.96 bn



Increase in digital

Internet users in India in 2018

- 566.0 mn users
 - 38% penetration
- Digital India – “Aadhaar” initiatives



Debt driven consumption growth

Fueled by urban elite

- Consumer spending to quadruple (3.6x – 2010 to 2020)



Indians making global imprints

Growing global remittances

- Inward- USD 78.80 bn (CY2018)
- Outward- USD 13.78 bn (FY2019)

Sources:

-Affluence Data: BCG CCI Proprietary Income & BCG Analysis

-Consumption Trends - Euromonitor, National Sample Survey Office; BCG Proprietary Research with 6,300 Consumers, BCG Analysis

-Digital Trend : Kantar IMRB ICUBE Report 2018

-NPS Trust Official Site - <http://www.npstrust.org.in/assets-under-management-and-subscribers>

-Inward remittance – World Bank report on Personal Remittances - <https://data.worldbank.org/indicator/BX.TRF.PWKR.CD.DT?locations=IN>

-LRS- RBI report on Outward remittance under LRS for resident Individuals- https://www.rbi.org.in/Scripts/BS_ViewBulletin.aspx



Customer traits

Three types of digital behaviour



Do-it-Yourself (DIYer)

- Digitally savvy- engages on digital platforms
- Remains up-to-date
- Confident- learns from experience



Validator

- Prefers assisted digital
- Seeks second opinion
- Skeptical- needs assistance
- Seeks better value



Delegator

- Prefers physical channels
- Lets expert take care of needs
- Also present in rural and semi-urban market



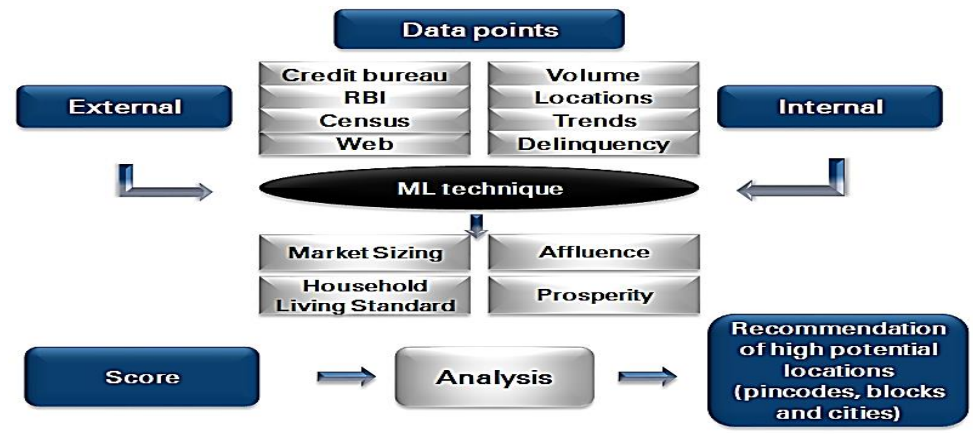
High Tech



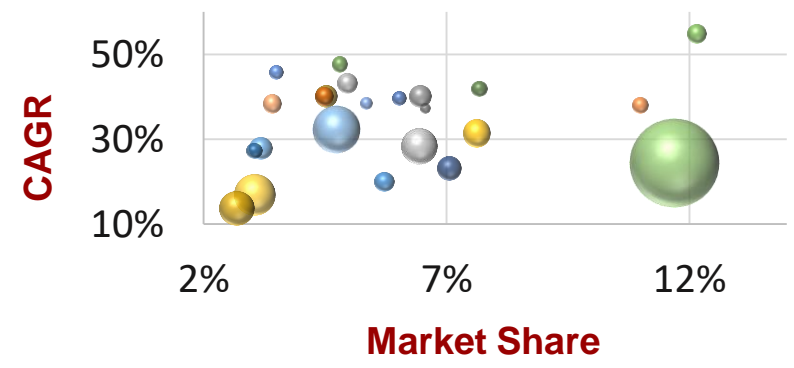
High Touch

Micro-market based strategy

Geospatial analytics for potential assessment



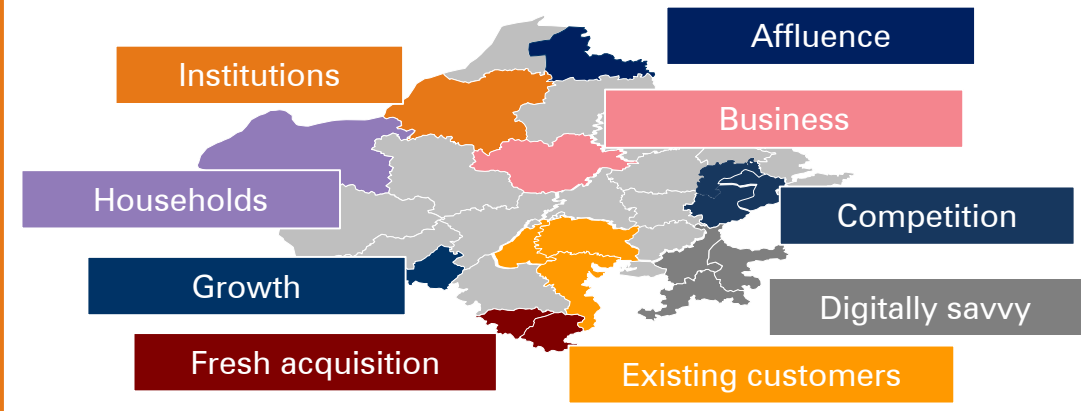
Market share analysis



Customer segment mapping

Customer Segments	City Catchments					
	1	2	3	4	5	6
SEZs - Salary						
NRI						
Financial districts						
Education institutes						
Mandi area						
Residential area						
Senior citizen						

City level scoping - A to I



SEZ: Special Economic Zone
All images are illustrative

Bringing the power of digital and technology to our customers



Building a digital bank: Save and Invest

Capture trends, traits & micro-markets



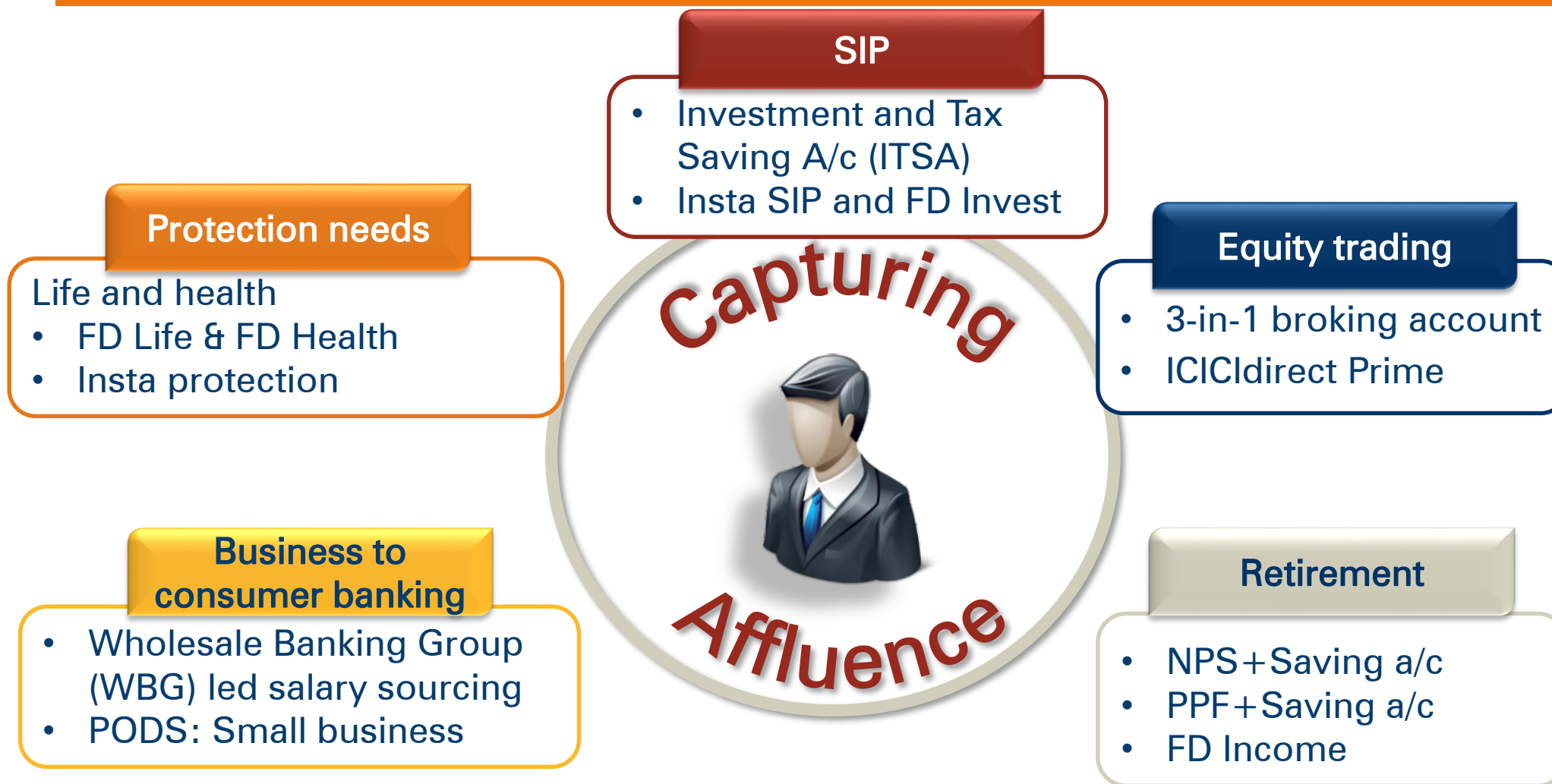
Create offerings based on ecosystems

Digital on-boarding and engagement

Expand distribution as per potential

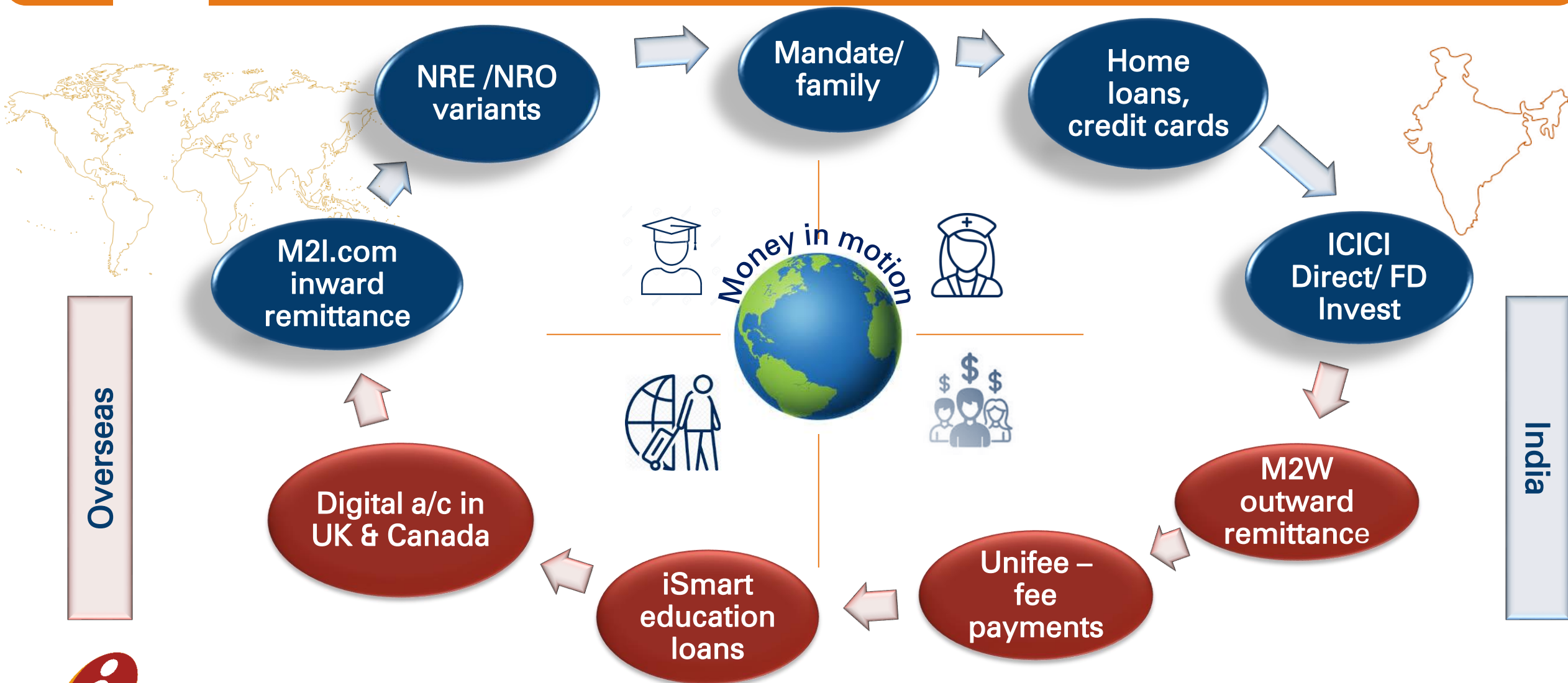
1a

Create offerings based on ecosystems



1b

Create offerings based on ecosystems- International



Leveraging presence in 14 overseas locations to drive synergies and scale



2a

Creating fully digital customer journeys

26% protection (term life) policies sold online in H1-2020

16% SIP initiated via digital medium in H1-2020

250+ DIY services available

Foreign exchange
Travel card issuance and real time reload

56% fixed deposits sourced via digital channels in H1-2020

Discover section

Spends one-view, Recommendations

Products

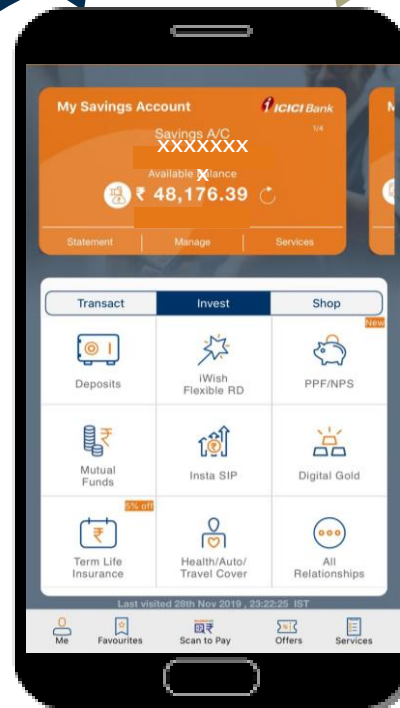
Insta SIP, NPS, FD online, Insta protection

Robo-advisory

Moneycoach platform

Notifications

Offers & deals for customers



Dealing with DIYers



High Tech

2b

Retail Internet Banking platform: n=1

300+ services available

Paperless insta FD

Personalised dashboard

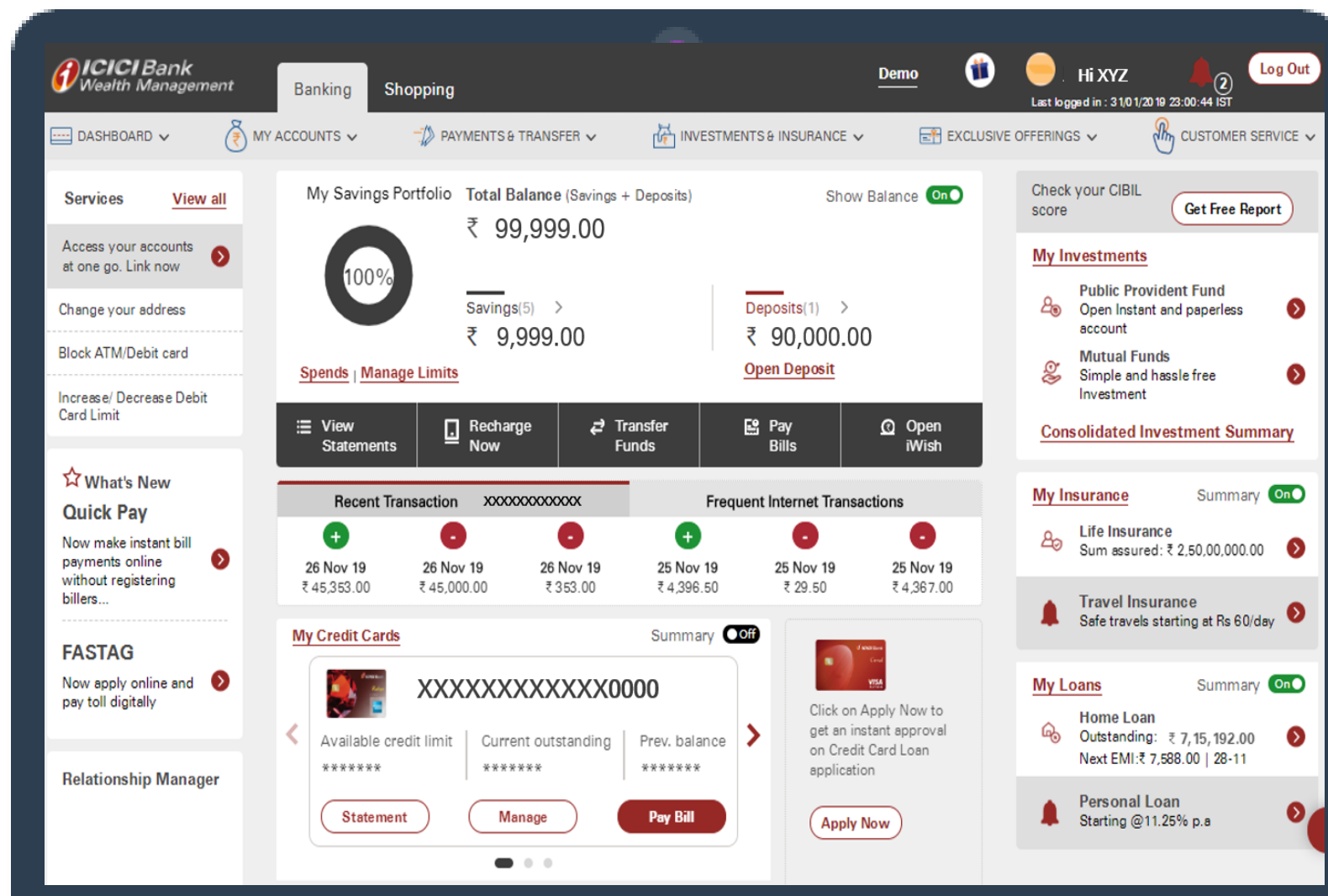
Pre-approved loan offers

Easy Login – OTP login

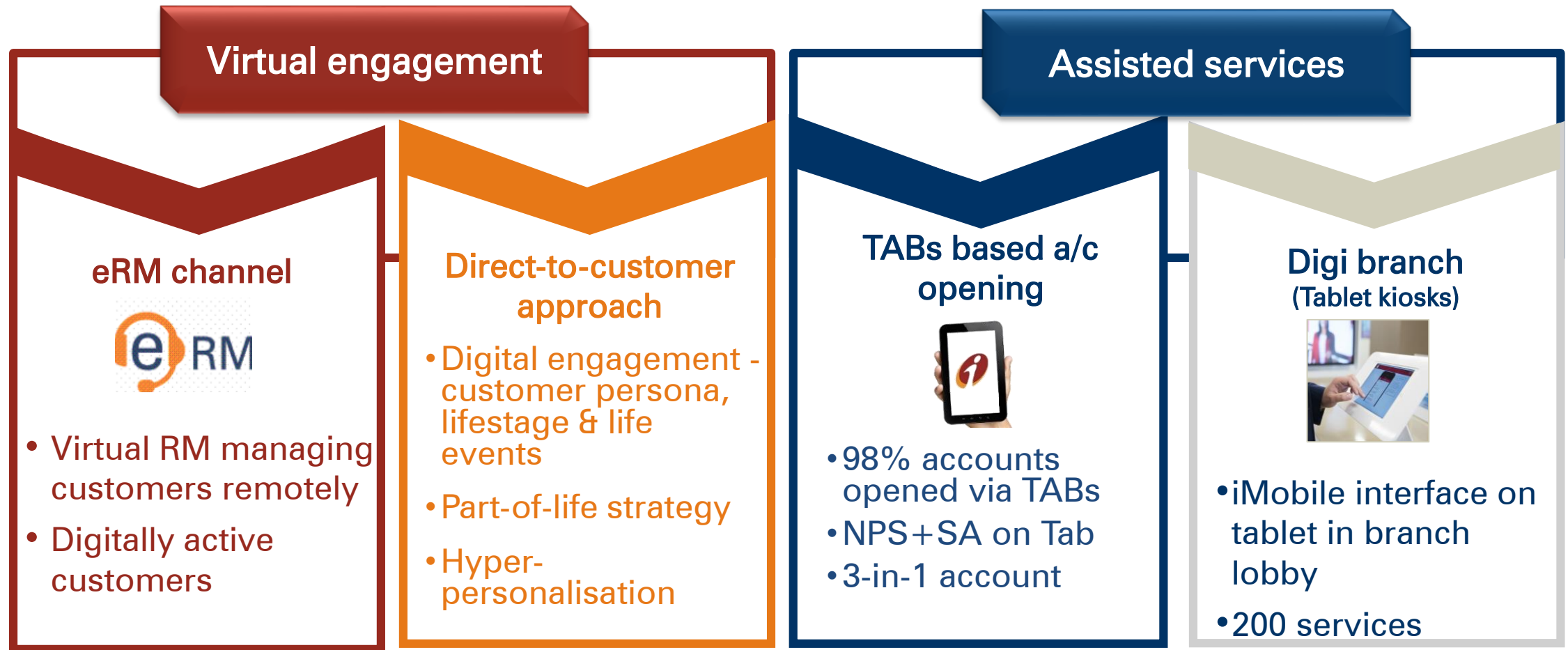
Notification center



High
Tech



2c Digital on-boarding and engagement



3

Expanding distribution – potential based

Increasing branch footprint

- New branches setup in potential catchments- 400 branches opened this year
- Digital branch formats

Strengthen relationship model

- Increase reach to affluent customers
- Increase in RMs- digitally active (TABs)



Specialised branches

- Multi-specialty branches- 138 branches
- Affinity based branches
- Focus in rural micro-markets

ATM as a branch

- Card-less withdrawals
- Cross-sell through ATMs



Deposit growth



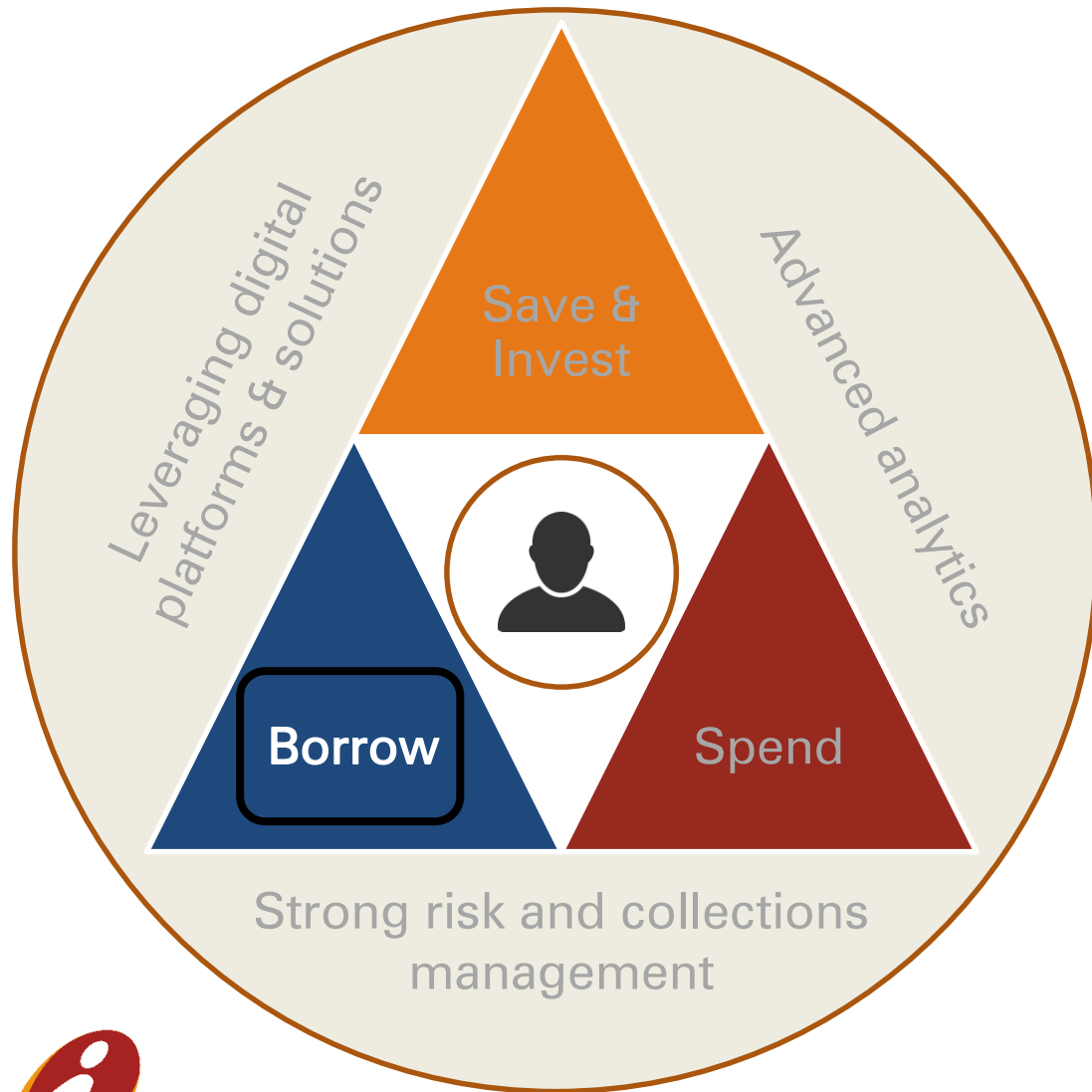
Net Promoter Score growth



H1-2019 H1-2020

High Touch

Building a digital bank: Secured loans



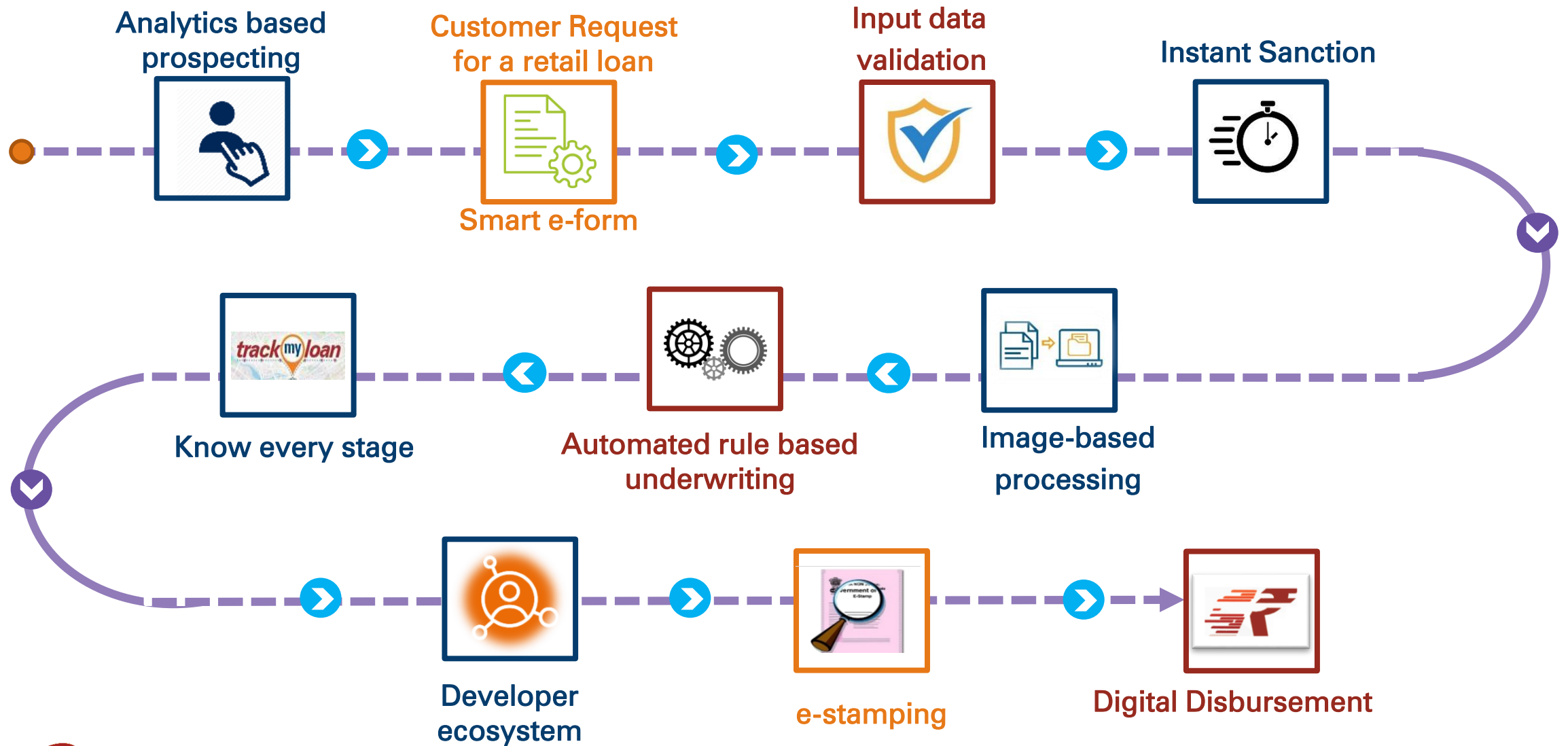
Simplifying customer buying process

Using power of digital to decongest loan process

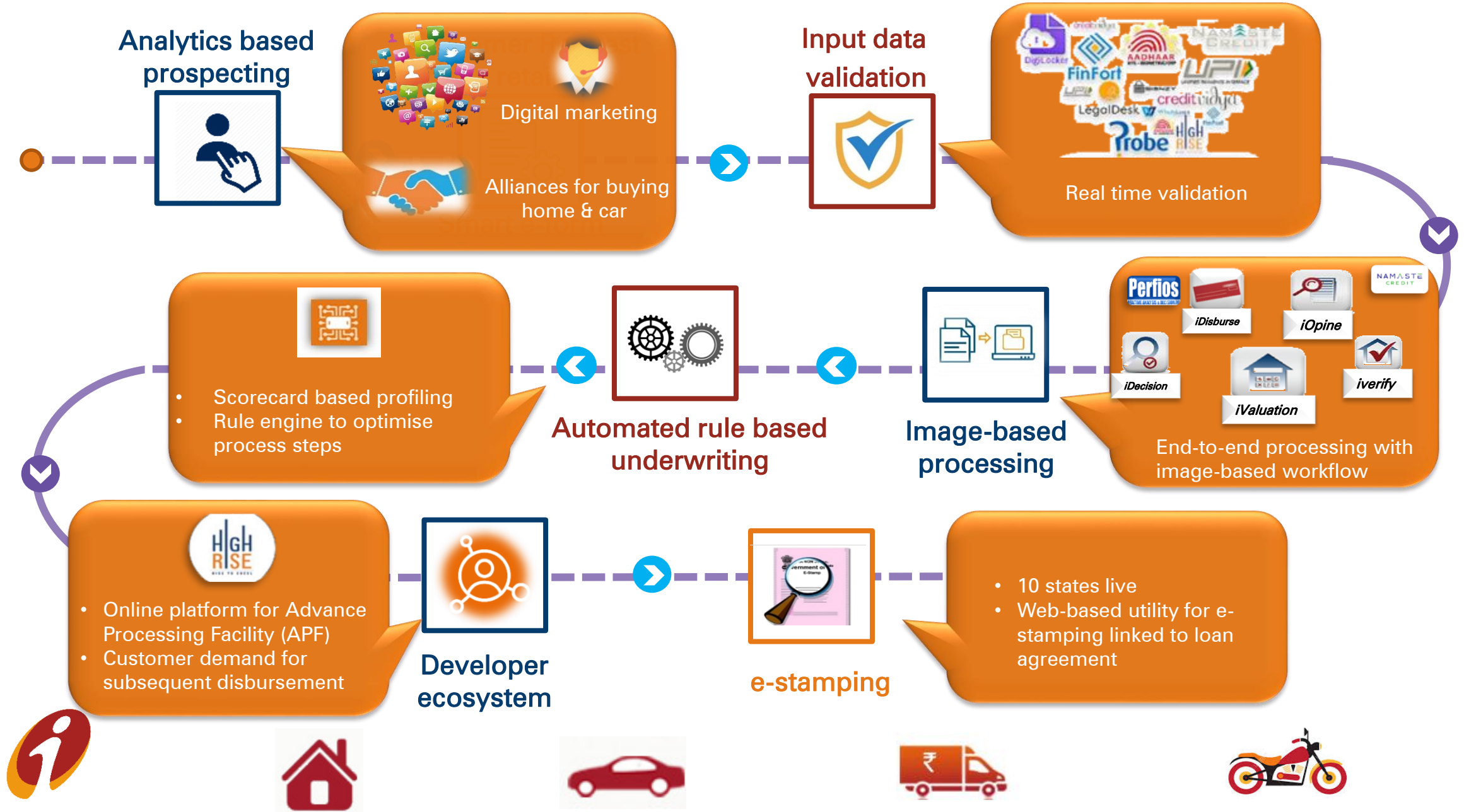
Rule based underwriting



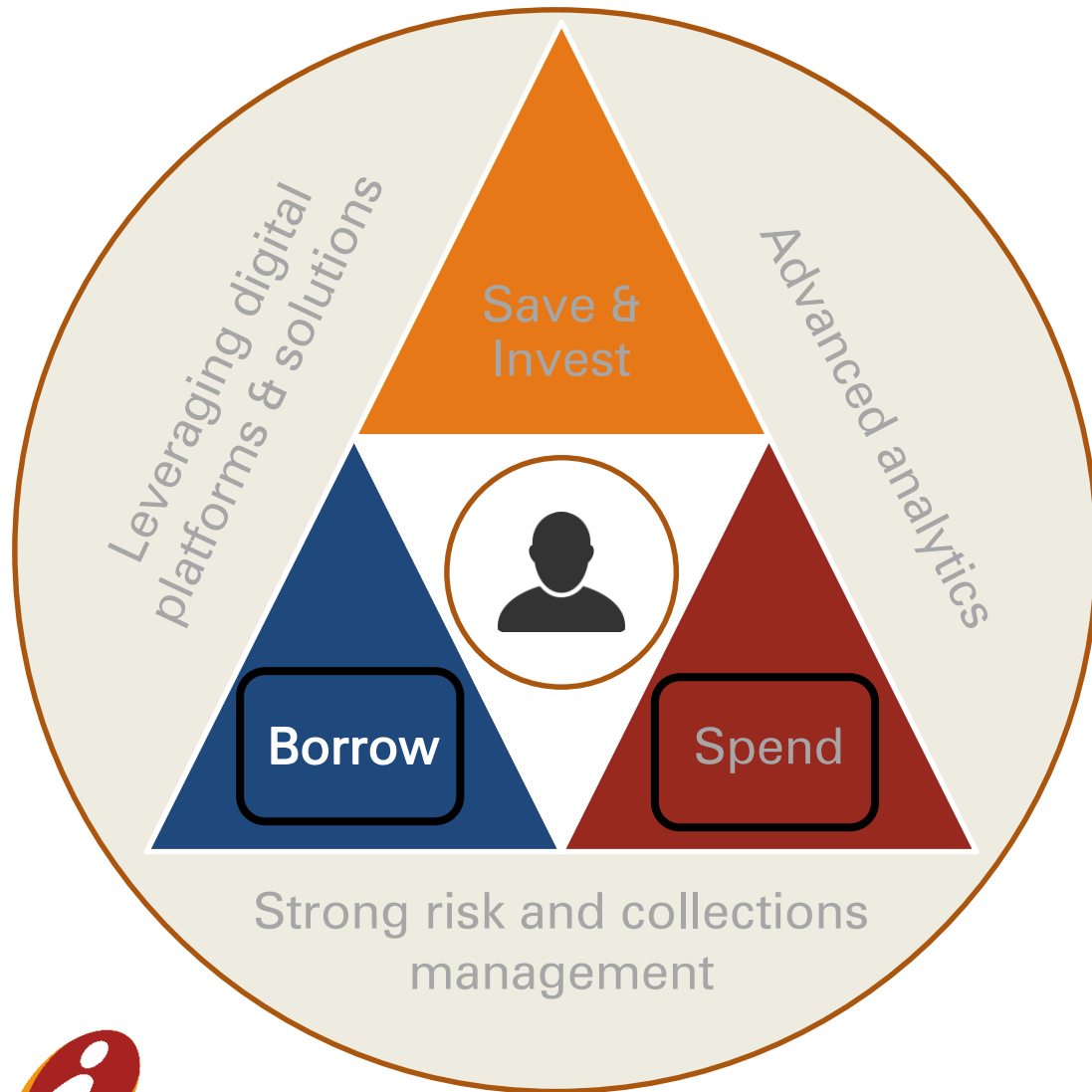
Secured loans sourcing: The digital journey



Secured loans sourcing: The digital journey



Building a digital bank: Unsecured business



Digitising personal loans platform

Using payments technology to build partnerships

Using digital to provide convenience and empowerment

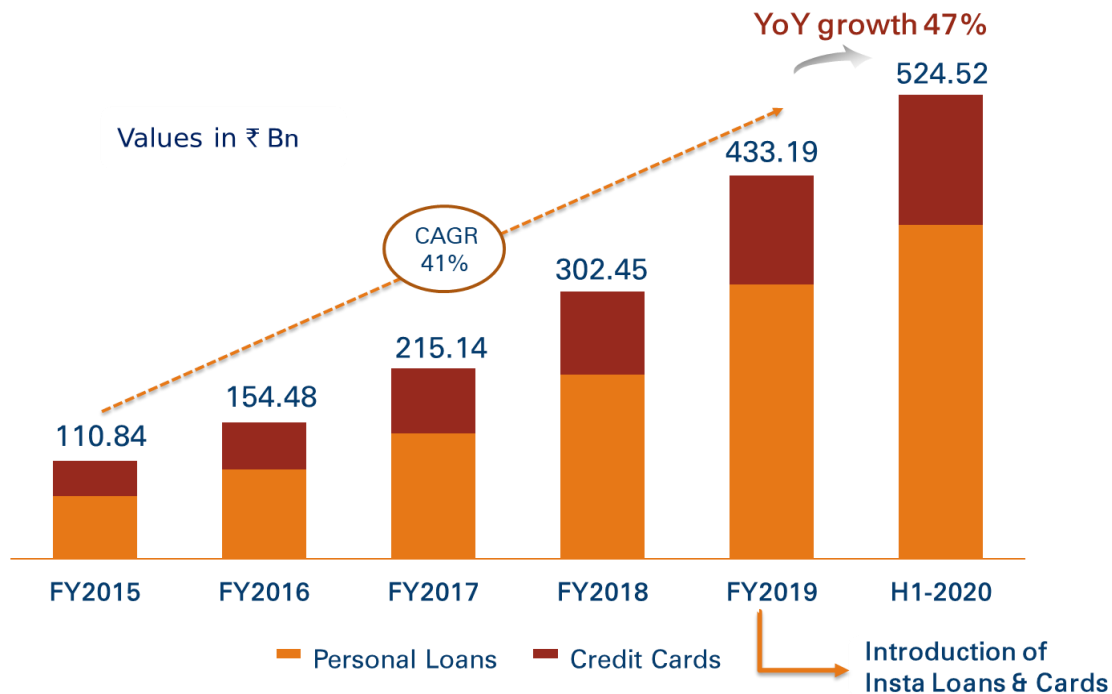


1

Sustained growth in unsecured business



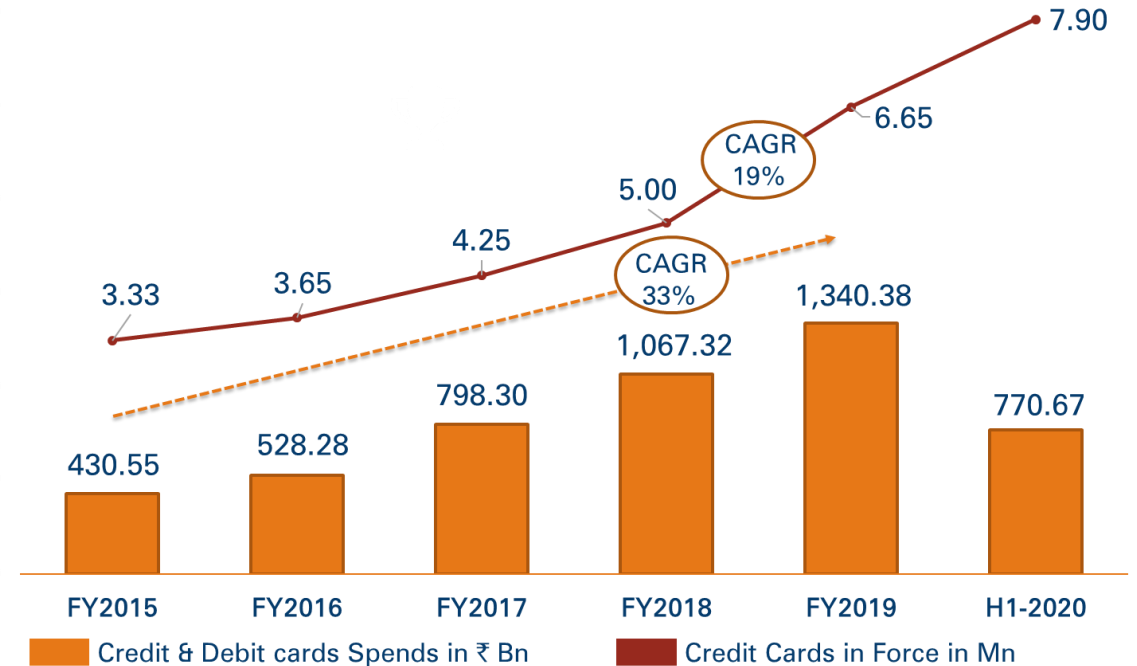
Unsecured assets book movement



Unsecured book growth at 41% CAGR



Cards - spends & CIF growth



Robust increase in spends & cards-in-force



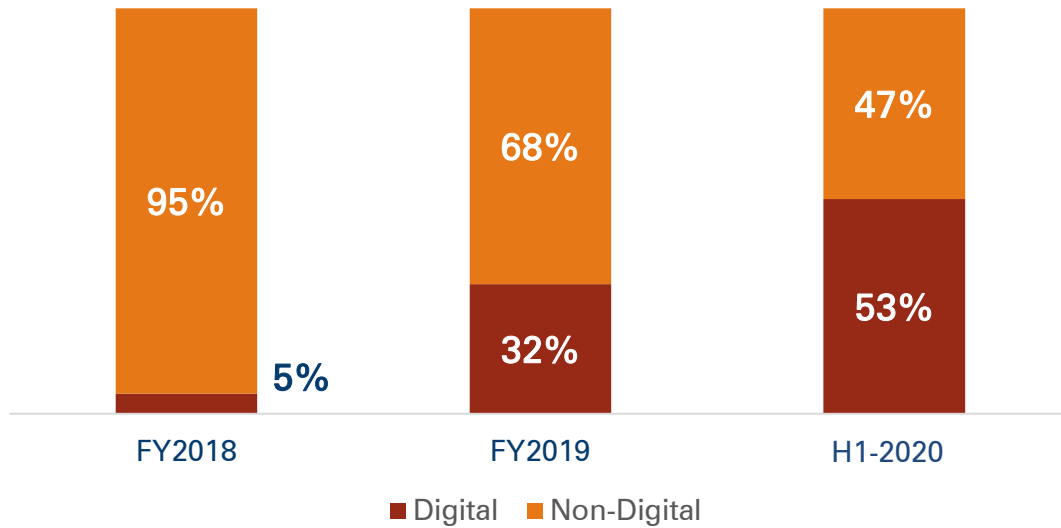
Growth in personal loans and credit cards driven by cross-sell to existing liability customers

2

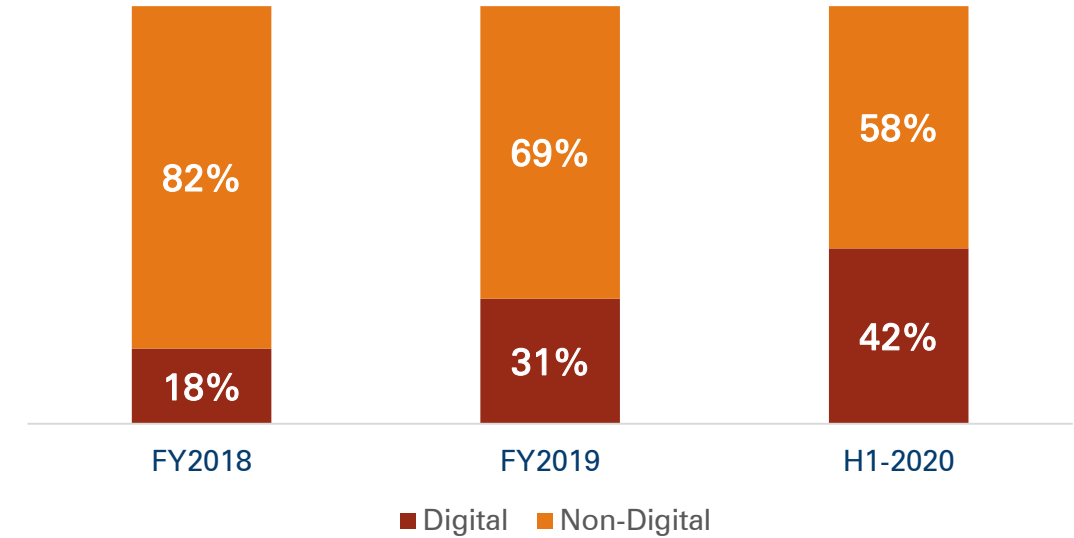
Share of digital sourcing: personal loans & cards



Personal loans



Credit cards



Cost of acquisition and delinquencies (90+) substantially lower



Percentage share based on count of customers. Digital includes insta and digitally sourced customers with physical KYC

3

Digitising personal loans platform for scale and speed



Instant personal loan disbursement in 3 sec for Pre-approved customers – Omni channel presence (Internet banking, iMobile, Branches)



Digital sourcing mobile application– Android based mobility solution MCAS for digital submission of KYC & Application form



Digital credit processing platform– web-based digital underwriting platform (RCAS) for processing of personal loan applications



Plug and play unsecured lending API bundle for integration with partners and fintechs – Google Pay, Bank Bazaar, ICICI Direct with more partners in pipeline



4

Using payments technology to build partnerships

Large co-brand partnerships based on deep integrations



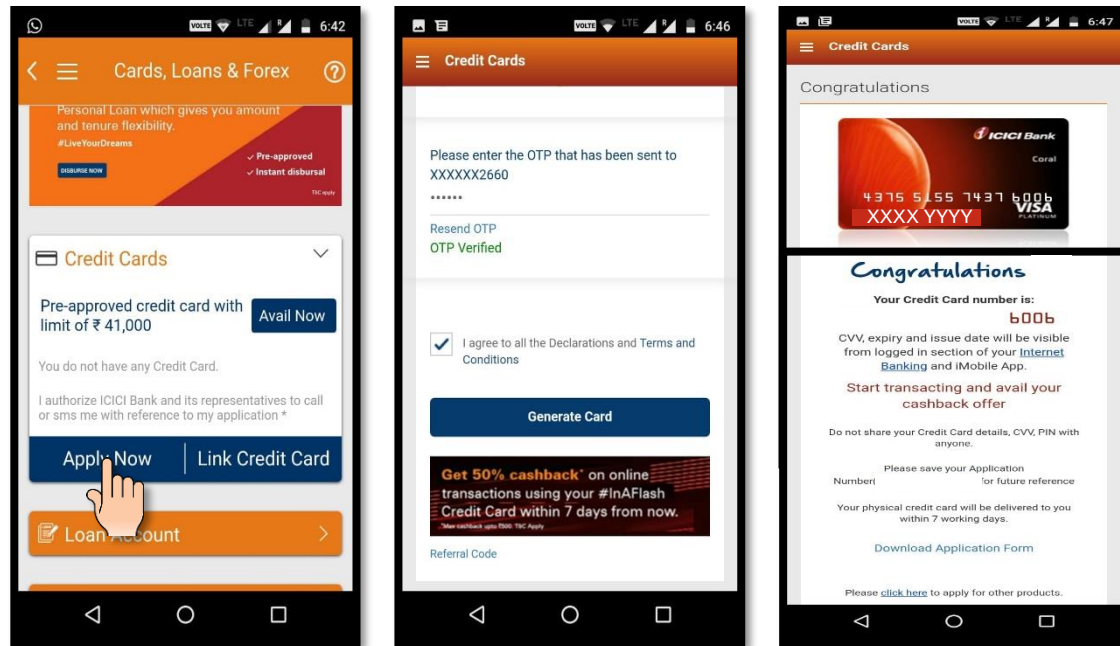
- Providing frictionless on-boarding experience with instant credit card generation
- Leveraging artificial intelligence & machine learning with partners to enhance customer experience

Market leadership in co-brand partnerships with best in class product propositions



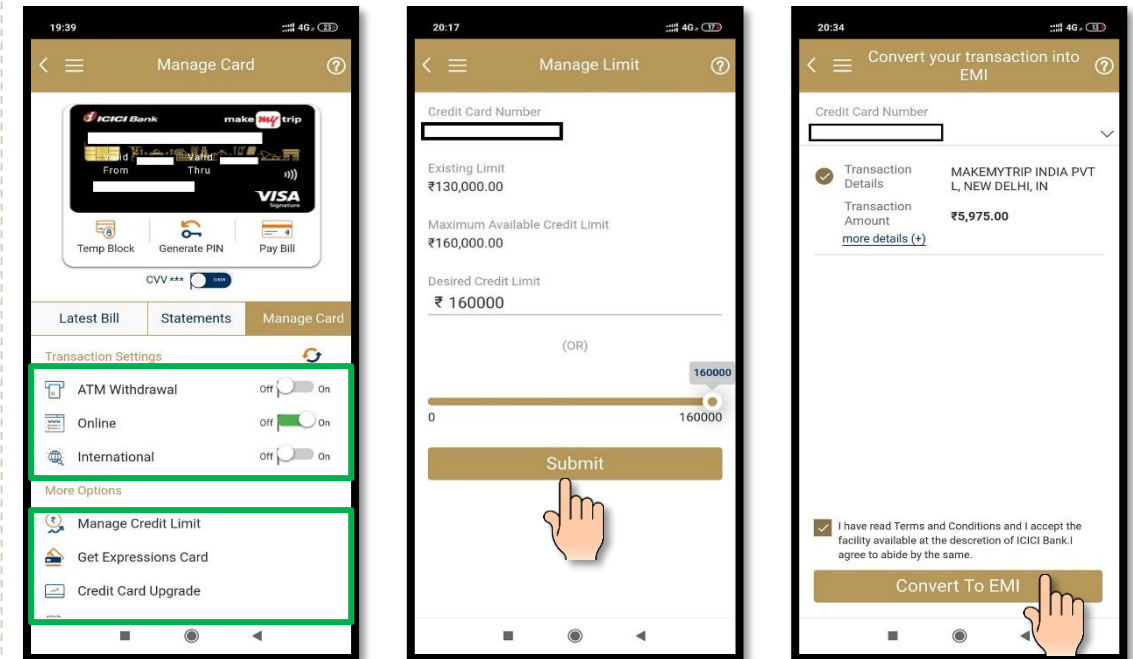
5 Using digital to provide convenience and empowerment

Instant issuance of credit cards



Credit cards issued are paperless, instant and ready to use cards

Complete control over card features using iMobile and internet banking



Real time in-app security and control features along with cross-sell & upsell opportunities





ICICI Bank conceptualised & operationalised FASTag, adopted by NPCI / Industry in 2016

Digital channels

Launch of issuance through iMobile, website & launch of eToll android app



State highway projects

Pioneer in FASTag program by on-boarding state highway projects to expand the FASTag footprint



Partner network

80,000+ fleet operators signed up. Over 1,600 auto dealers on-boarded



Additional use cases

Use cases like fuel, parking & port entry charges to increase relevance & engagement



Spends (₹ bn)

38%

28.40

39.30

FY2018

FY2019

Tag Issuance ('000)

83%

485

885

FY2018

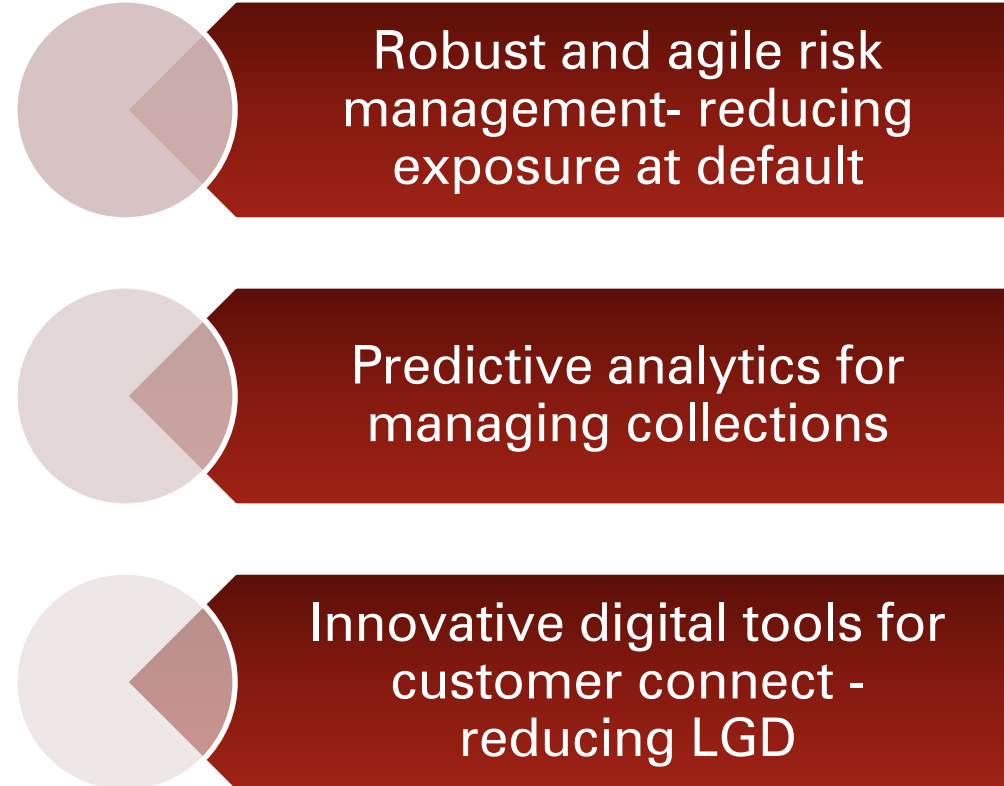
FY2019



Market leader with 50%+ market share

Mandatory FASTag from Dec 15, 2019 to increase throughput significantly

Building a digital bank: Risk management



1

Robust and agile risk management



Identifying target segments

- Multiple segmentation based on asset & liability relationships
- Customer centric focus with sharper offers
- Profile based segmentation overlay

Maximising the opportunity using all available information from the ecosystem



Designing the risk acceptance criteria

- Use of proprietary scorecards/ risk models
- Multi-dimensional credit filters using internal and external data
- Test and learn in a risk calibrated manner
- Experienced risk & credit teams

Optimised use of data driven models and expert judgement in underwriting



Continuous monitoring and refinement

- Continuous analysis of sourcing to identify early warning signals
 - Triggers at sub-segment and portfolio level
 - Hindsighting, process reviews & walkthroughs
 - Peer benchmarking

Near real time tracking with timely intervention at sub-segment level



2

Predictive analytics for proactive approach: future ready



2018

Pre-delinquency management: Identification & restriction of probable bounce customers

Onboarding

Demographic

Liability

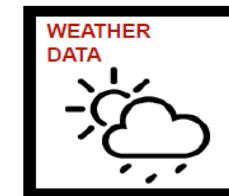
Asset

- 100+ variables across segments
- Risk categorisation in the form of high/medium/low risk with differential treatment plan
- ML based identification of high risk portfolio

80% bounce prediction



Building satellite database framework for rural portfolio



Harvest output & Yield → Risk segmentation



- Enabler for the team to reach the customer at the right time with right plan
 - Information flow through mobile application for better execution & monitoring
- ~75% portfolio coverage with 15% resolution improvement in last kharif crop cycle



3

Bringing innovative digital tools for customer connect



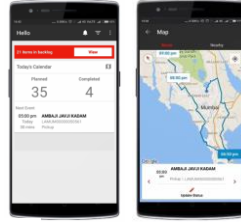
Uberisation of pick-up with real time allocation



Display of all agents



Display of accounts /agents within a defined radius



Mobile interface for best route

- Building geo tagging history
 - Using agent proximity to route pickups to the closest agent & improve turnaround time
 - Assisting agencies in optimising collection efforts
- ~5,000 users | Daily 1,00,000 kms of effort tracking



Go cashless & contactless

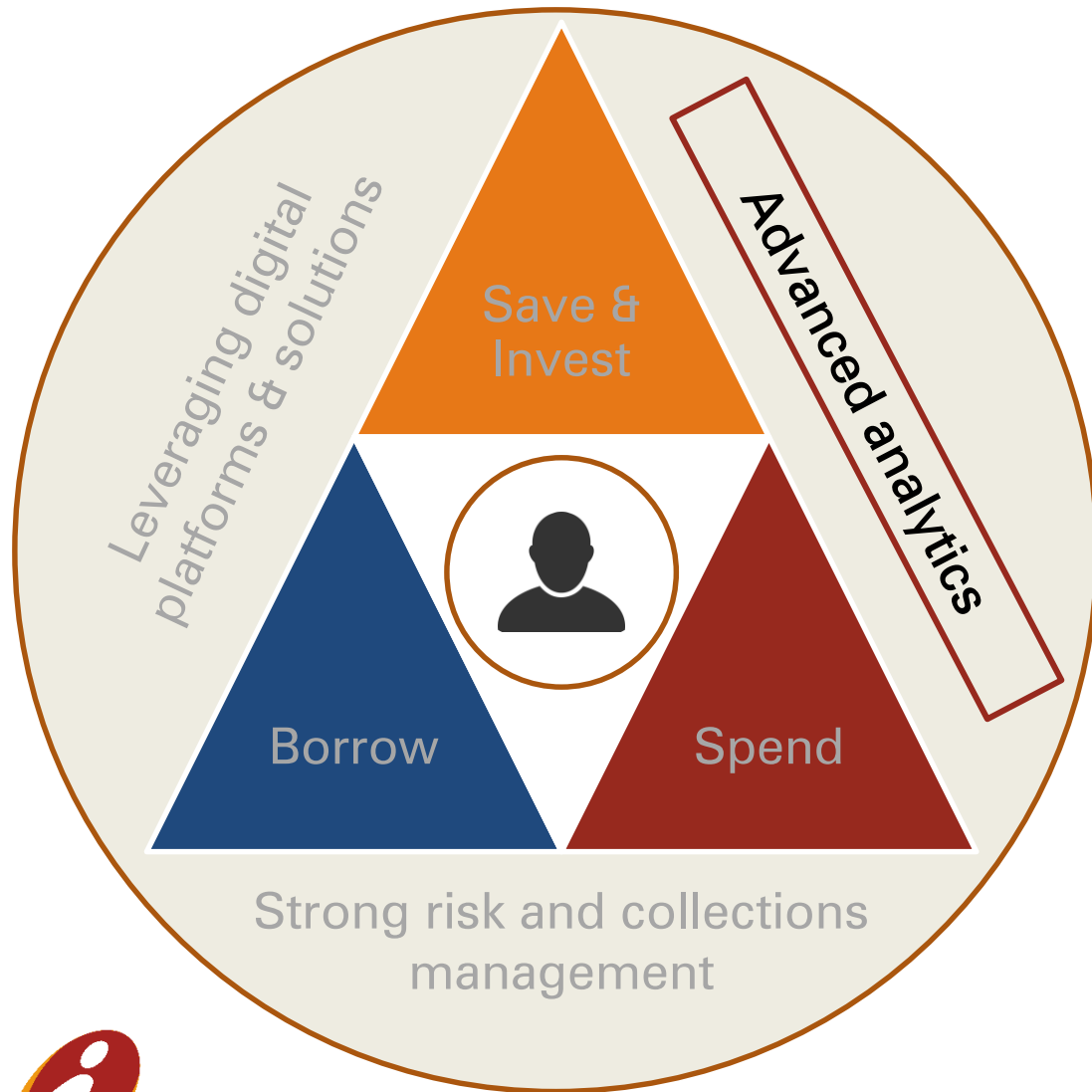


Bouquet of solutions

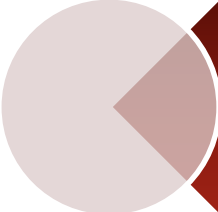
- Differential treatment for delegator, validator and DIYer
- 3-click payment solutions
- Real time settlement
- Contactless collection through non-intrusive channels

76% digital payments | UPI # 100,000+
100% paperless receipt

Building a digital bank: Data science and analytics



Building in-house advanced analytics capabilities



Maximising the value of internal and external data for the Bank



Building customer level models for optimised decision-making



1

Building in-house advanced analytics capabilities

Skilled workforce working on developing and deploying use cases

- Internal team working on data science and analytics problems across business and functional areas
- Strong hiring program from IITs, ISIs, DSE, IGIDR etc.
- Building models across structured and unstructured data in the Bank
- Significant adoption of open source tools and algorithms for model building

Agile team working across products to develop internal IP based on data

End-to-end stack for developing data use cases across products and functions

Data Science
Open source platforms



Data Engineering
Rule engines and deployment platforms



Data Analytics
Data warehousing and analytics



Constantly updated stack of platforms to build a strong pipeline of innovations



2

Maximising the value of internal and external data

Building models to enable cross sell and manage collections actions

Credit risk models

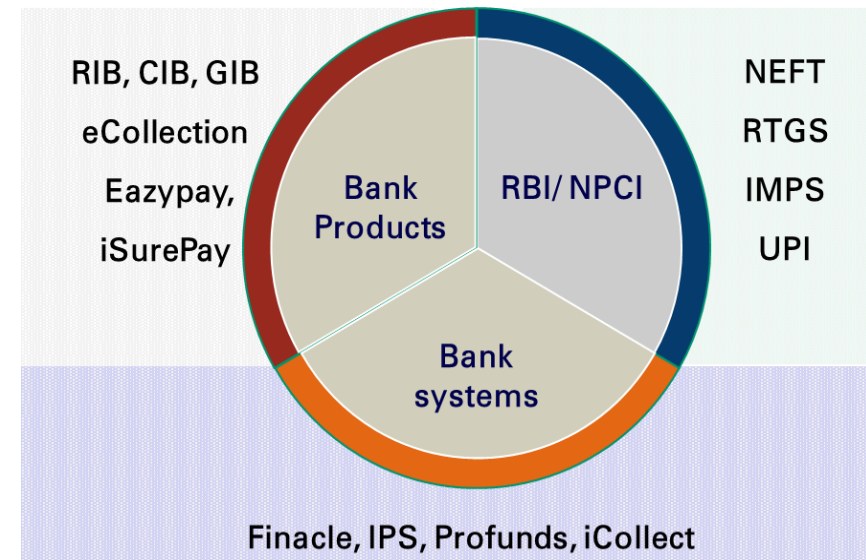
Income assessment models

Portfolio management models

- Logistic regression, machine learning, deep learning models for risk management
- Powering the Insta-propositions through both risk and marketing models
- Predicting cheque bounces, models on collections trails

Multiple risk models in place across the customer lifecycle to predict and manage risk

Using payments data to build use cases across risk management and marketing



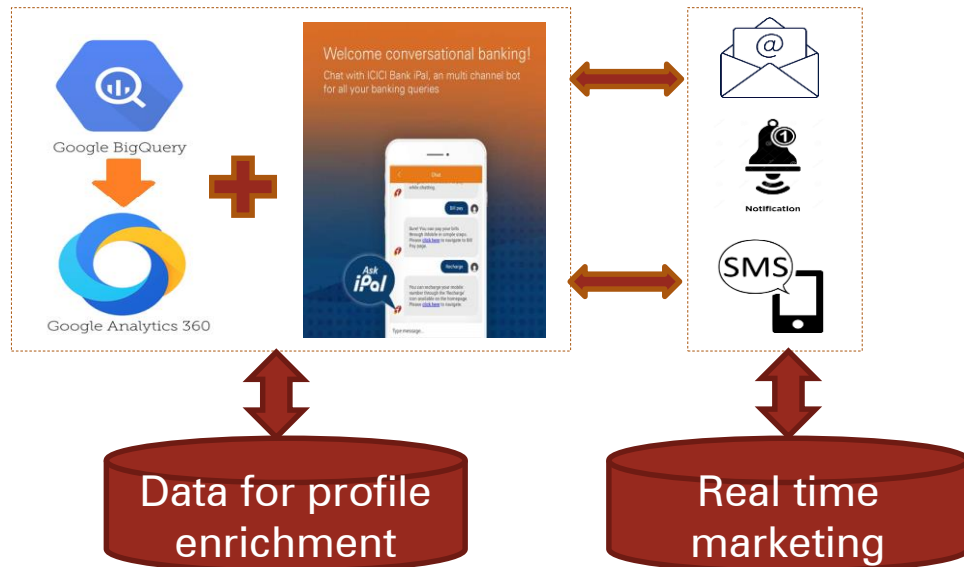
Use cases for capturing new lead generation and for credit risk models



3

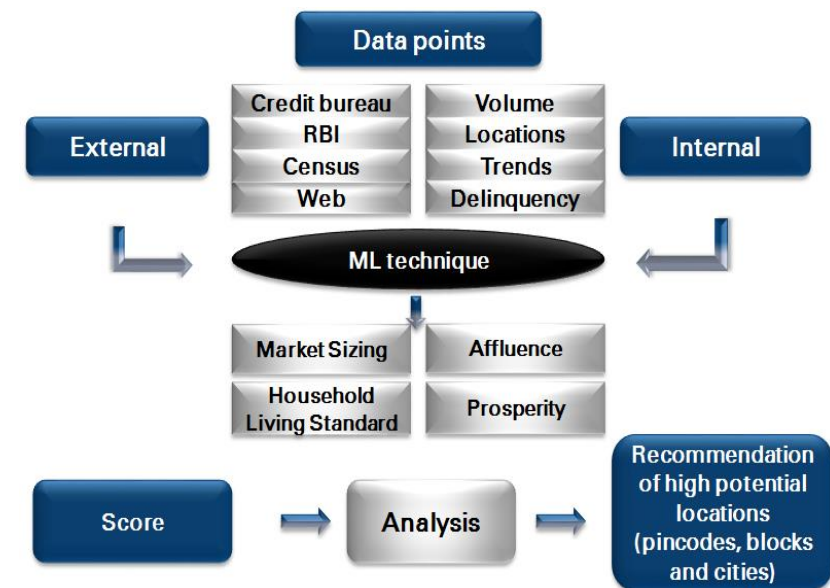
Maximising the value of internal and external data

Using logs to increase cross sell and improve user experience



Near real-time campaigns and on-going profiling based on user log data

Micro market, geospatial analytics for potential assessment



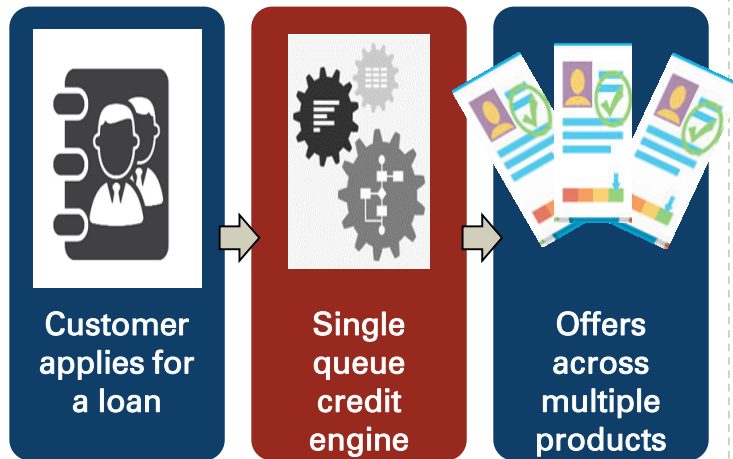
Geospatial analytics used for new branch set-up, people allocation decisions



4

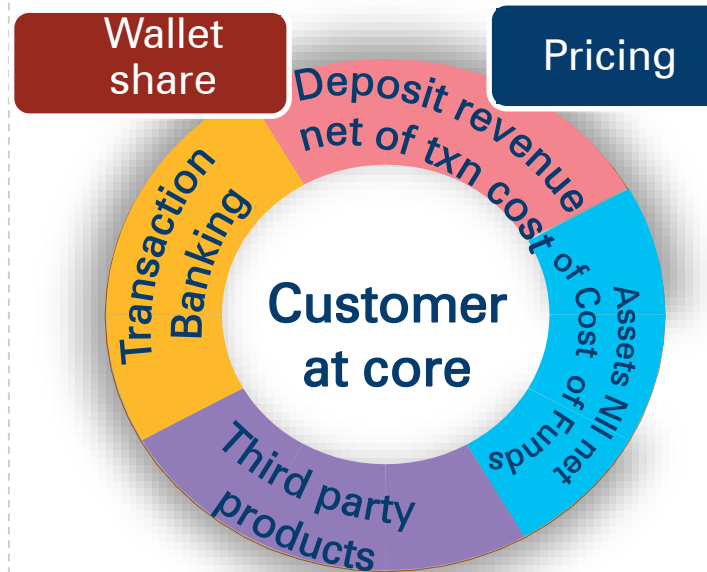
Building customer level models and frameworks

One queue for customers



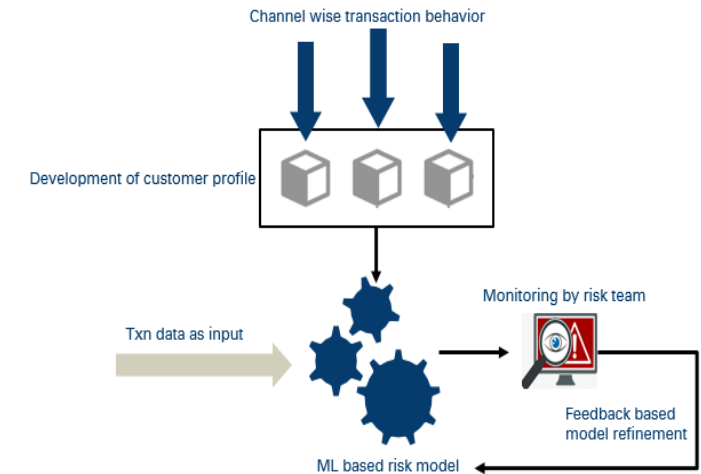
Single application form for customer to provide offers across products

Customer net revenue and marketing framework



Single view of the customer used across branch and digital channels

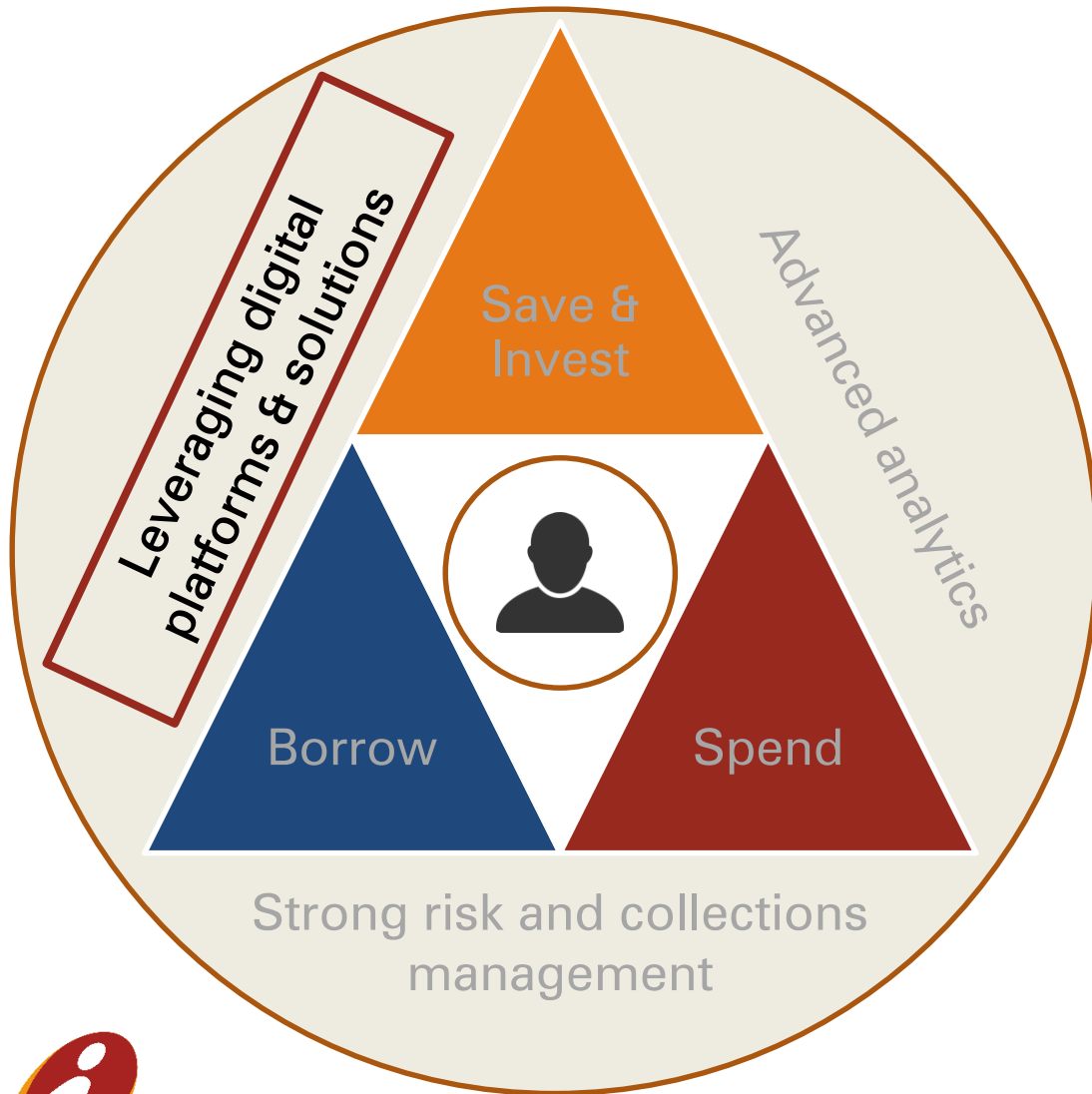
Transaction risk profile



Automated cheque clearing and risk monitoring process through algorithms and risk profiles of customers



Building a digital bank: Digital platforms and solutions



Run

- Reliable, modern & secure platforms
- Seamless service- Improve process efficiency

Evolve

- Frictionless insta products
- Lifestyle banking
- Personalisation at scale
- Leveraging payments

Re-imagine

- API led solutions
 - Payments
 - Digital lending

1a

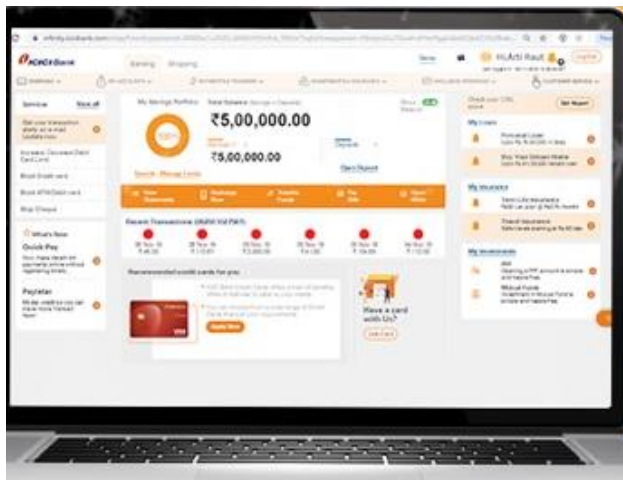
Run: Reliable, modern and secure platforms

Retail internet banking

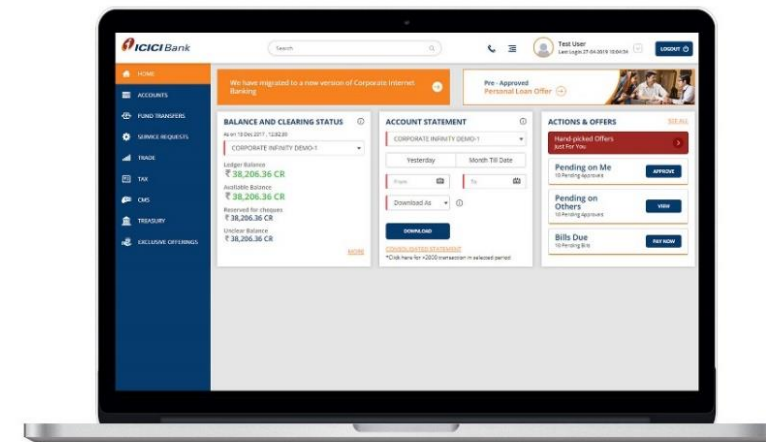
iMobile

Business banking

InstaBiz



- 65% accounts are digitally active
- 87% of saving account transactions are digital
- Wide range of higher engagement products
- 70% of incremental activations are mobile first



- 65% accounts are digitally active
- Robust workflow authorisations
- Best in class, convenient and secure platform
- Better customer engagement via cross sell

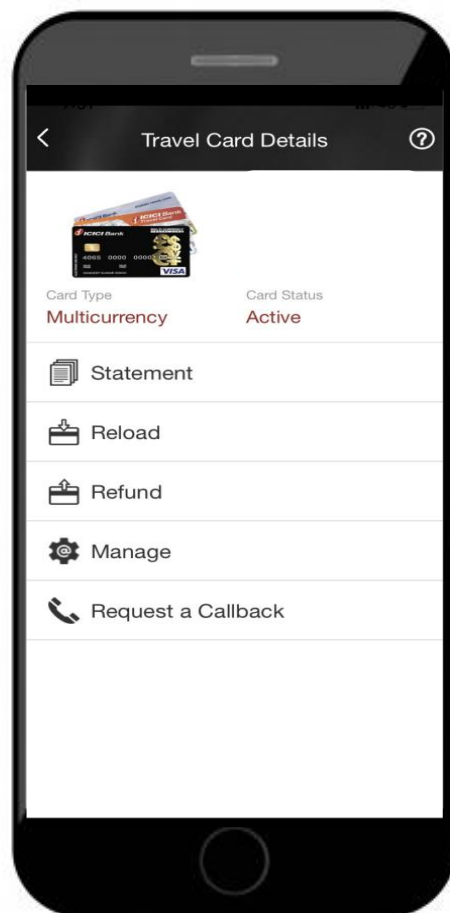
1c

Run: Seamless service and improve process efficiency

250+ DIY
services

Reload travel
card

Track loan
applications



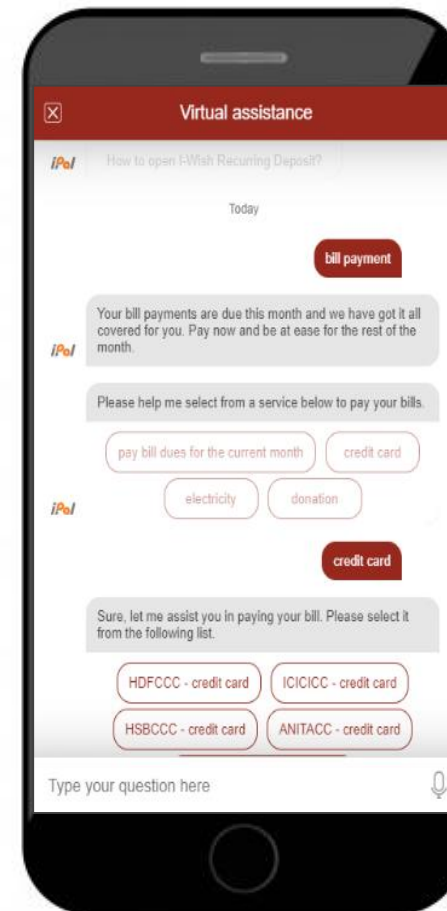
UX



NPS



Cost



iPal:
The learning
chatbot

Voice to text
enabled

Powered by AI

Continuous improvement in customer
experience via service digitisation

Addressing 3.4 mn queries monthly with 88%
success rate



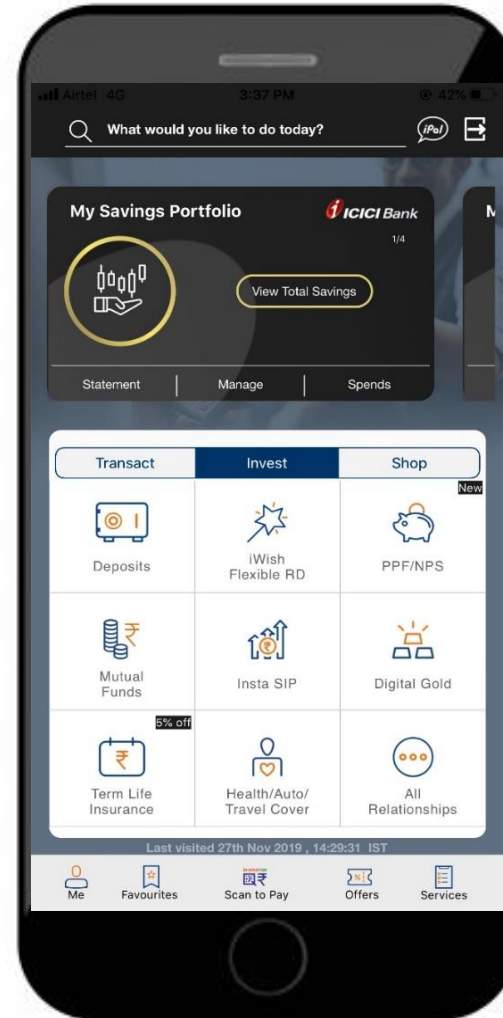
2a

Evolve: Friction-less insta products: 3*3 strategy

Insta investments

Sachetisation of banking:

- Small ticket insurance
- Insta fixed deposits
- Insta SIP with profile based recommendations
- iWish flexible RD
- Save the change



Insta loans

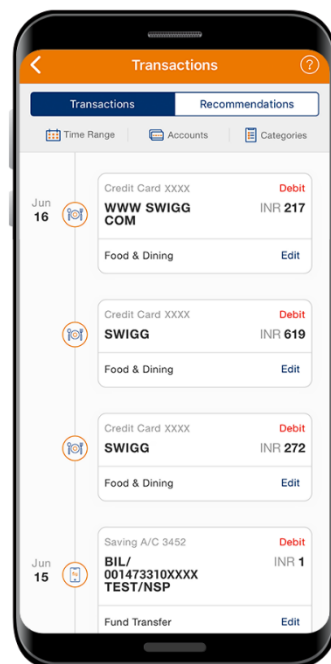
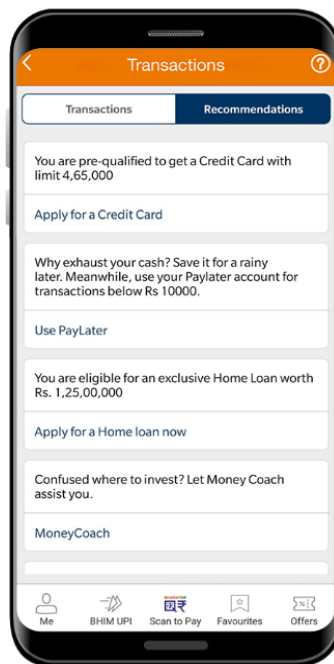
- Instant cards issuance
- More activation and spends
- First bank to sanction home loan digitally
- Instant approval for two wheeler and car loans
- Instant disbursement for personal loans



2b

Evolve: Personalisation at scale

iMobile Discover: Personalised recommendations for all banking needs

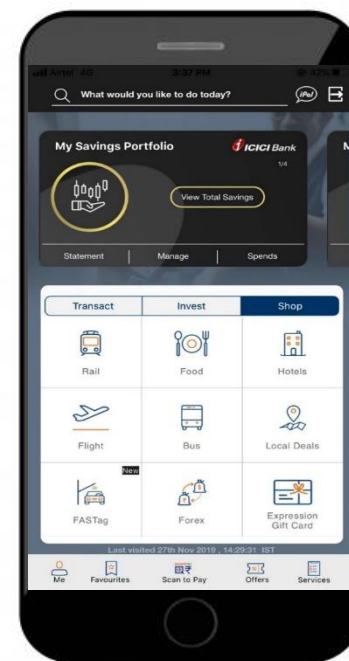


First of its kind spends categorisation; recommendations based on customer persona, machine learning



Lifestyle Banking:

Shop section for enhanced stickiness



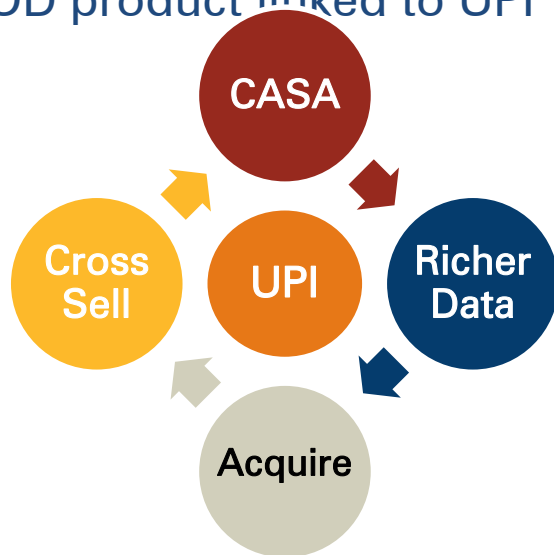
- Rail, bus, flight, food, hotels and deals services
- Offer tool tips to promote new services
- 2x improvement in login

0.6 mn products cross sold per month on digital channels

Leading the digital payment wave

Robust growth in UPI

- Significant acquirer in UPI ecosystem
- One of the first banks to go live on next gen UPI 2.0
- Unique OD product linked to UPI



Small credit line up to
₹ 20,000

Customer



- Instant, digital, small credit line
- Seamless checkout, easy repayment
- Multiple modes of access: UPI, offline scan to pay, Payment gateway, merchant integration, RIB, iMobile

Merchant



- Increased affordability
 - Credit to 'new to bank' customers using partner transaction based scorecard, bureau checks & CKYC
- ~ 0.6 mn user base, multiple partner integrations underway

3

Re-imagine: API led solutions



Re-imagining banking through API portal

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

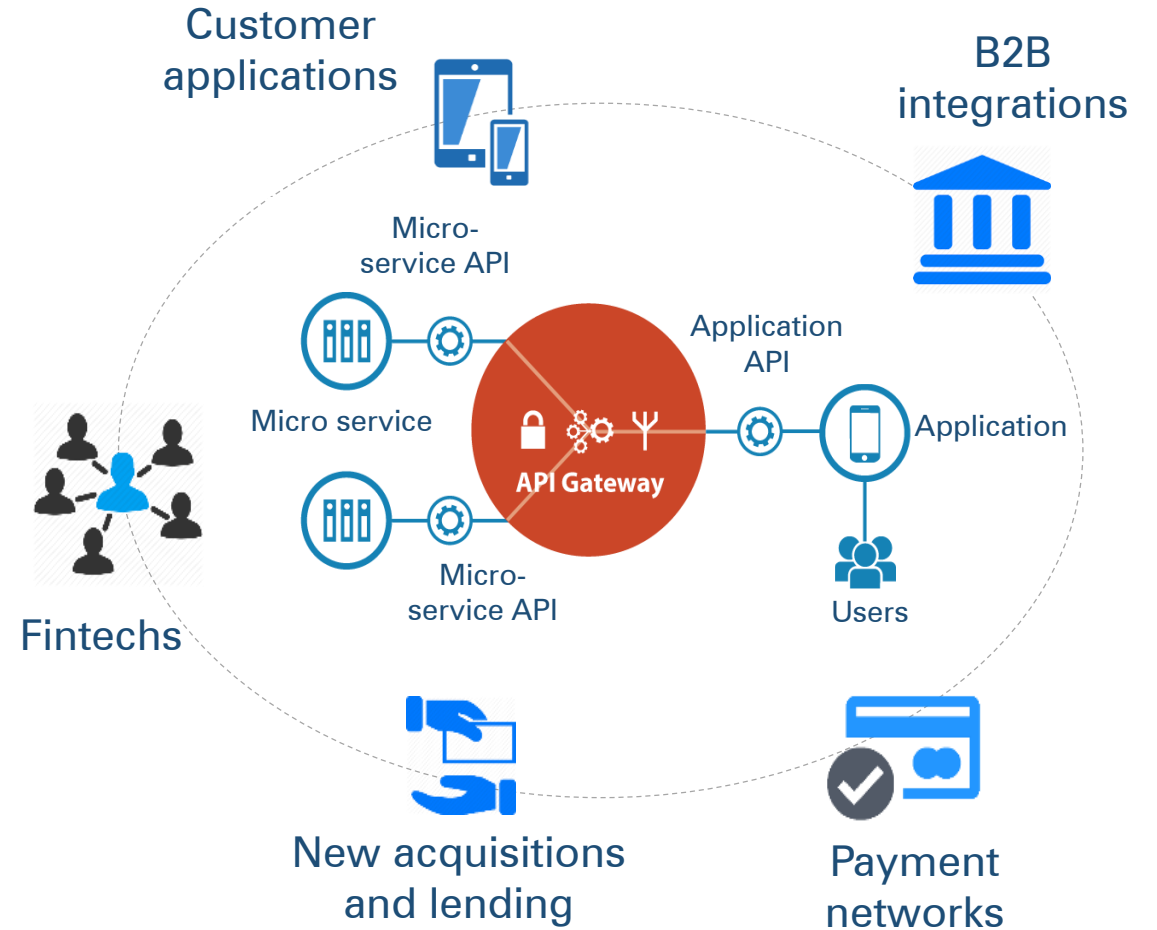
Partner use cases:



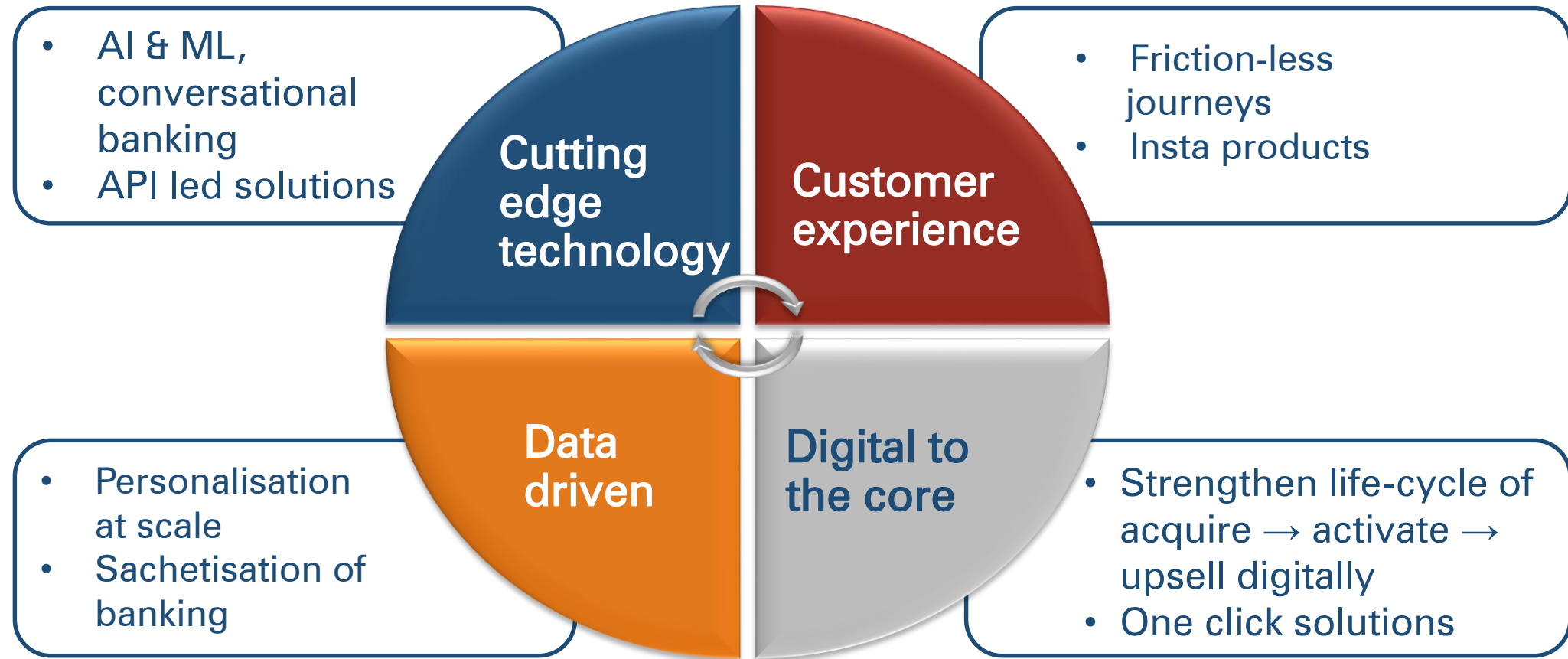
- Instant digital credit line for new to Bank
~10,000 loans approved
- Dynamic VPA solutions
- Composite API for payments



400+ APIs and 15 product journeys listed on portal



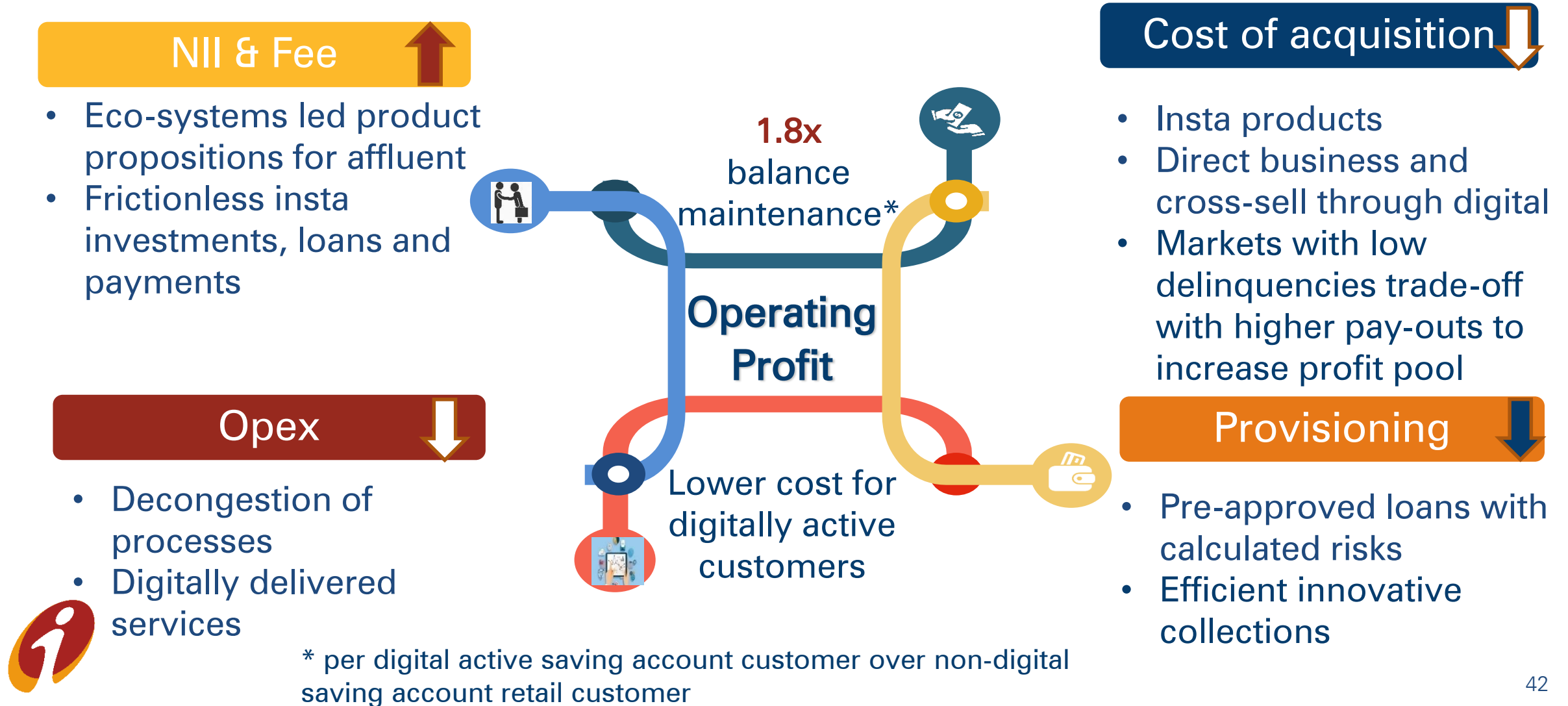
Re-imagine: Digital banking



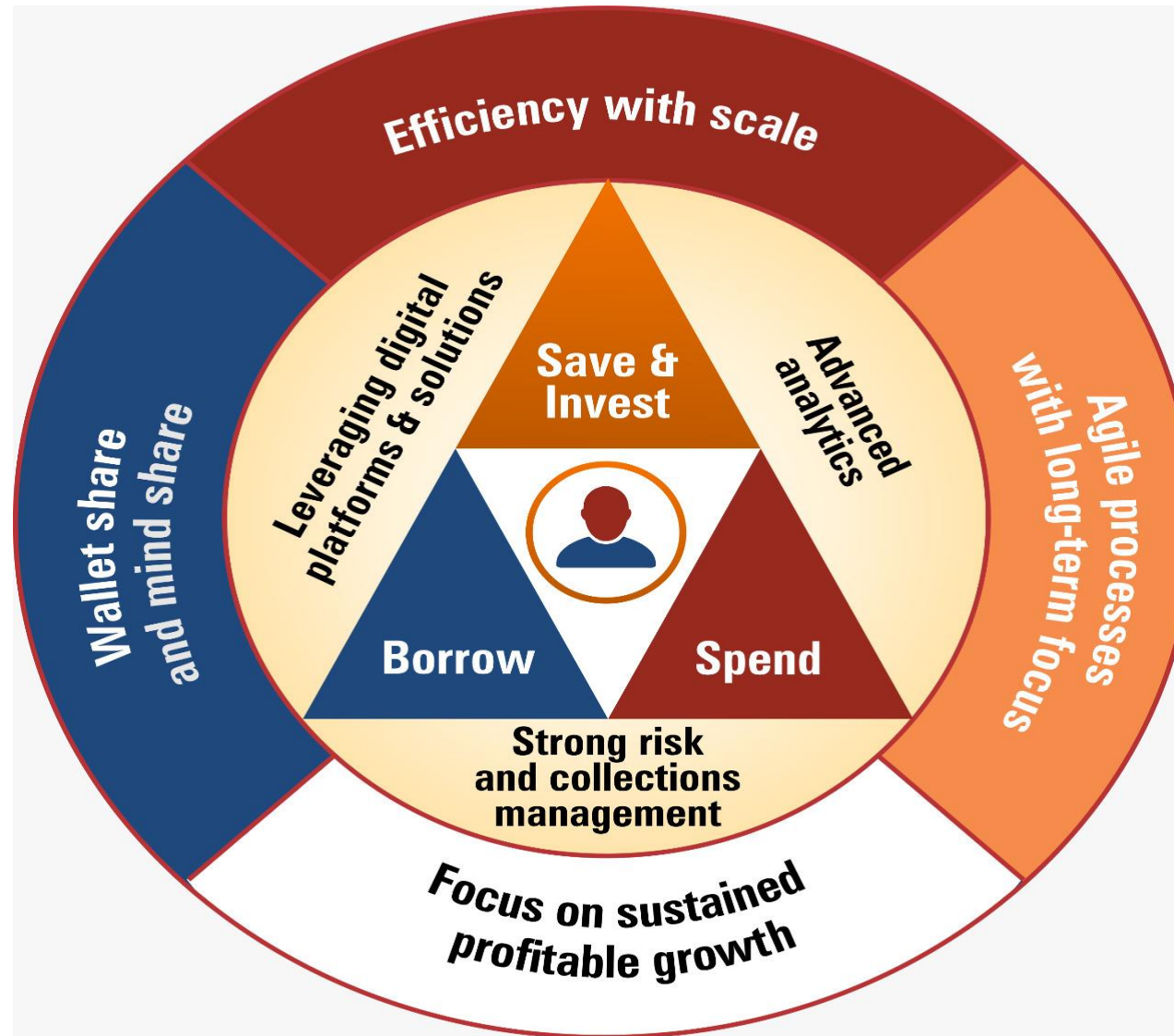
Ready for You, Ready for Tomorrow

Risk calibrated operating profit coupled with a digital edge

Intensified micro market based approach.....for increasing the profit pool by optimising provisioning and acquisition cost



Building a retail bank with a digital edge



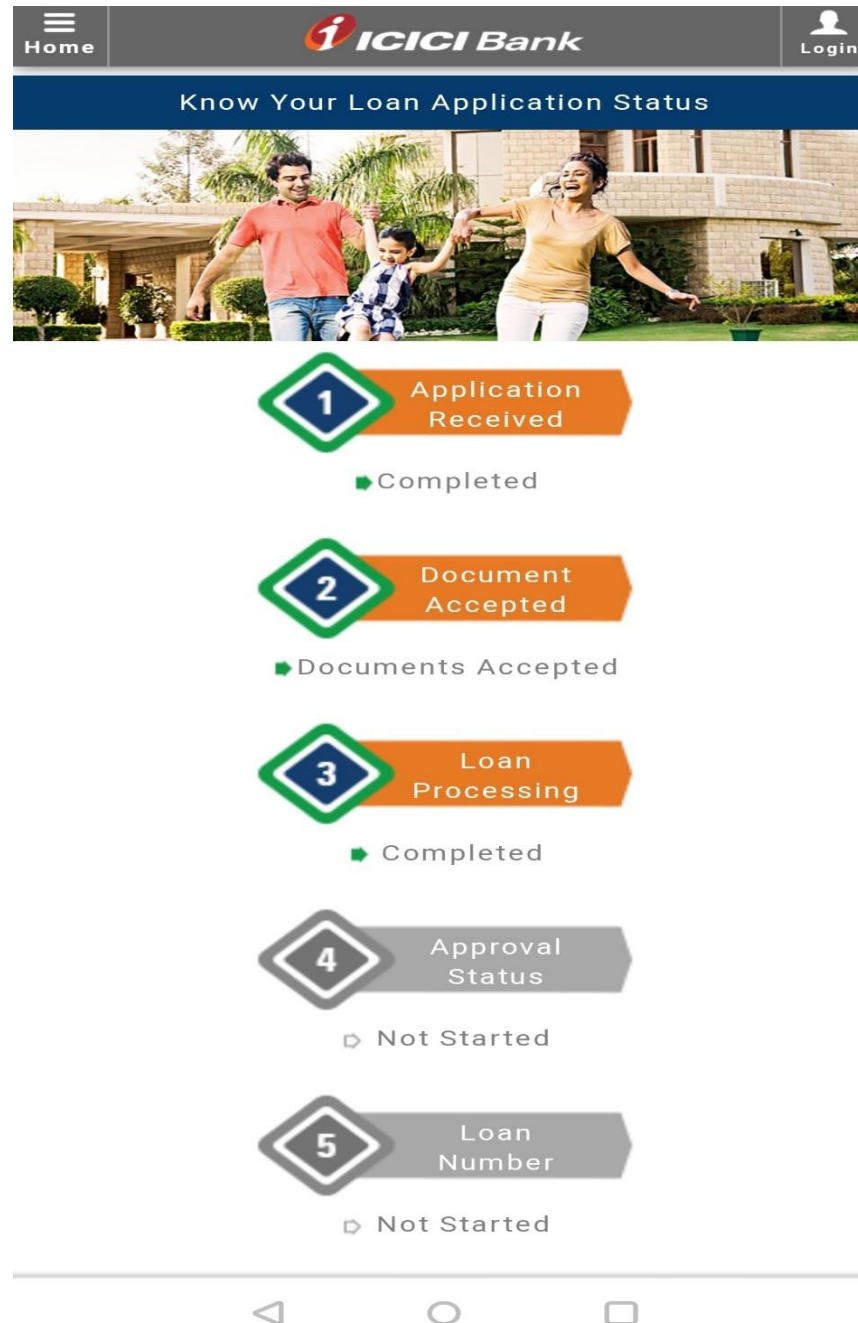


Thank you

Globally recognised leadership in Technology, Digital and Data*



* Awards in 2019, partial list.



85%
usage



Smart e-form

1:22 73%

Verify Customer

Existing customer

Provide any of the below details for pre-filled application and check special offers for you

ACCOUNT NUMBER ⓘ

LOAN ACCOUNT NUMBER ⓘ

PAN NUMBER ⓘ

CREDIT CARD NUMBER ⓘ

MOBILE NUMBER & DATE OF BIRTH ⓘ

PAN NUMBER*
XXXXXXXXXX

PROCEED

NEW CUSTOMER

Choose Verification ID

9:21 84%

Applicant Information

Customer Basic details

TITLE*
Mr. Mrs. Ms.

PAN*
XXXXXXXXXX

FIRST NAME*
XXXXXXXXXX

MIDDLE NAME

LAST NAME*
XXXXXXXXXX

DATE OF BIRTH*
XXXXXXXXXX

ISD*
+91

MOBILE NUMBER*

CITY*

EMAIL ID*

OFFICIAL EMAIL ID*

Basic detail : Mobile/DOB/PAN

11:38 77%

Applicant Information

Verify Details

Basic details

NAME OF CUSTOMER*
XXXXXXXXXX

DATE OF BIRTH
XXXXXXXXXX

PAN
XXXXXXXXXX

CITY*
XXXXXXXXXX

MOBILE NUMBER*
XXXXXXXXXX

EMAIL ID*
XXXXXXXXXX@abc.com

Is this your official email ID? NO

OFFICIAL EMAIL ID*

CURRENT ADDRESS*
XXXXX, XXXXXXXXXXXX, XXXXXX
XXXXX

Auto population of information



Instant sanction



ICICI Bank

About Us | Customer Care | Find ATM/Branch | LOG OUT

OVERVIEW | MY ACCOUNTS | PAYMENTS & TRANSFER | INVESTMENTS & INSURANCE | EXCLUSIVE OFFERINGS | CUSTOMER SERVICE

Congratulations!
You have a pre-approved home loan offer of amount upto 80 Lacs.

No Documentaion | Approval in 3 Clicks

Customize your offer

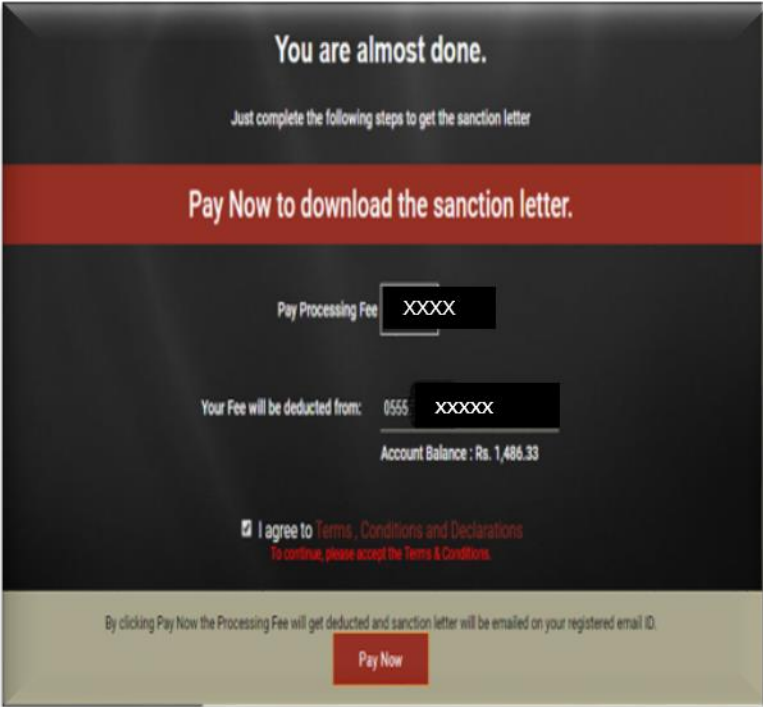
Amount: XX | Tenure: XX | Rate of Interest: XX | EMI Rs.: XX

Processing Fee: Rs. 10,000 | Exclusively for you!

Please fill-in the following details to proceed to sanction letter

Instant Sanction Letter

Select the offer



You are almost done.

Just complete the following steps to get the sanction letter

Pay Now to download the sanction letter.

Pay Processing Fee: XXXX

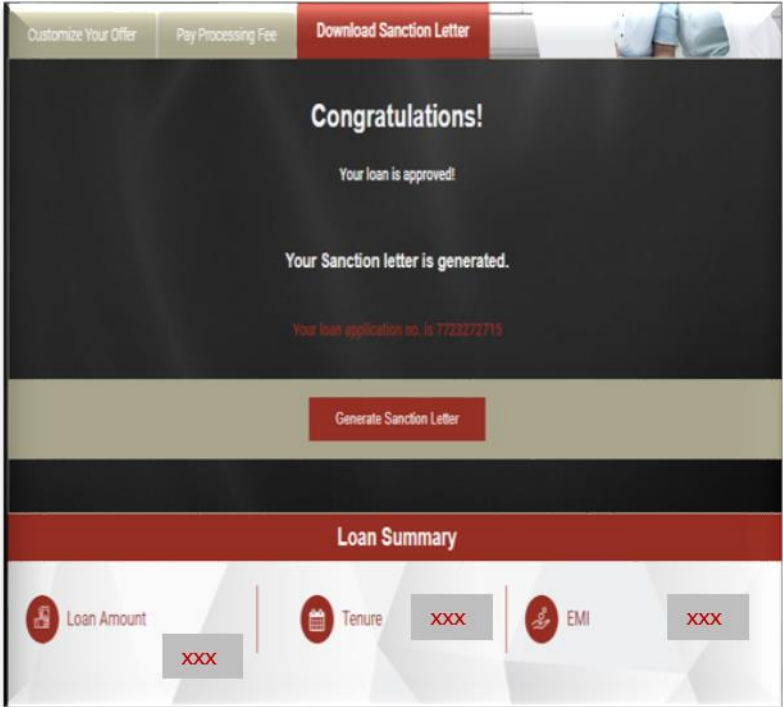
Your Fee will be deducted from: 0555 XXXXX
Account Balance : Rs. 1,486.33

☒ I agree to Terms, Conditions and Declarations
To continue, please accept the Terms & Conditions.

By clicking Pay Now the Processing Fee will get deducted and sanction letter will be emailed on your registered email ID.

Pay Now

Pay Processing Fee



Customize Your Offer | Pay Processing Fee | **Download Sanction Letter**

Congratulations!
Your loan is approved!
Your Sanction letter is generated.

Your loan application no. is 7723272715

Generate Sanction Letter

Loan Summary

Loan Amount: XXX | Tenure: XXX | EMI: XXX

Download Sanction Letter



Digital disbursement

←

Insta Top Up Loan

?

👏

Congratulations!

Avail Insta Top Up Loan on your Mortgage Loan in just 3 clicks

Loan Amount (₹)

XXXXXX

XXXX

Max : XX

Tenure

XXXXXX

XX

Max XXXX

Your Top up loan will be linked to your existing Mortgage Loan

LBXXXXXXXXXXXXXX

Your Customised Plan

Interest Rate	Processing Fee	EMI*
XX.XX%	XXXX	XXXX
Final Amount to be credited Rs XXXX		

*EMI amount may vary basis disbursement date and first EMI date. Rate of interest will remain same

←

Pre Confirmation

?

Your Customised Plan

[View Loan Details](#)

Interest Rate	Processing Fee
XX.XX%	XXXX
EMI*	Final Facility Amount
Rs XXXX	Rs XXXX

*EMI amount may vary basis disbursement date and first EMI date. Rate of interest will remain same

Savings Account to be credited

XXXXXXXXXXXXXXXXXX

Email Id

XXXXXXXXXXXXXXXXXX

Are you a director/relative of director of ICIC Bank or any other Bank or are you a senior officer/relative of a senior officer at ICICI Bank?

☒ No ☐ Yes

Referral Code

Enter Referral Code

Terms & Conditions

☒ I hereby give my voluntary consent in sending my Aadhaar Number (linked to my existing bank account) to the new loan being availed by me.

☒ I have read the [agreement documents](#). I also agree to all the Declaration and [Terms & Conditions](#)

←

≡

Receipt

?

✓

Congratulations!

Your Loan Application Number XXXX has been processed successfully

Your Account Number

SBA - XXXXXXXXX

has been credited with loan amount of

₹ XXXXX

Check Balance

3 Click Disbursement Process

Confirmation

Disbursement



Session 2





Business Banking

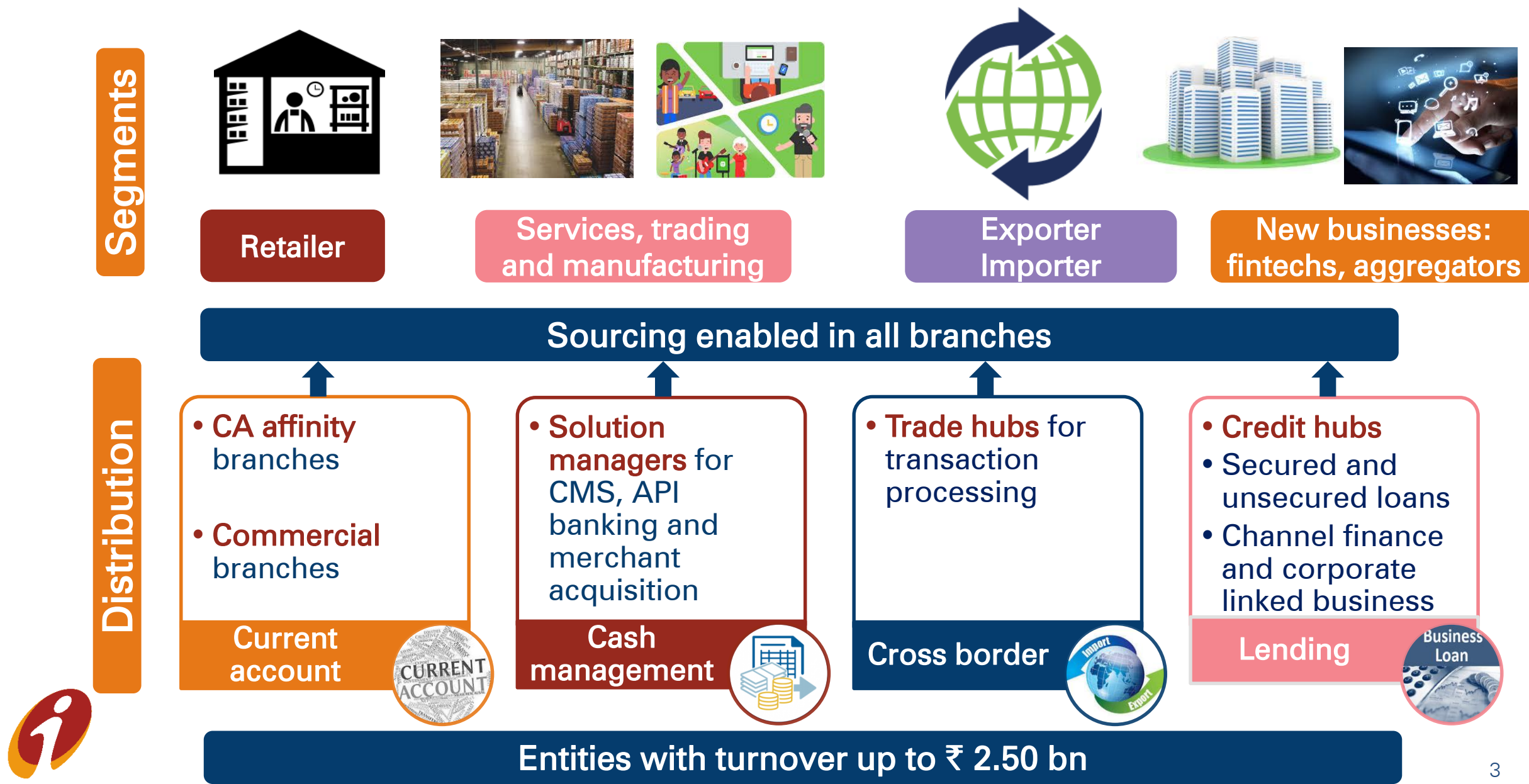
Analyst Day

December 3, 2019

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Business banking



Business banking opportunity

Market Opportunity



~ 63 mn¹
MSME units at
March 31, 2018



₹ 11.80 tn¹ CA market
at March 31, 2019



Private banks' market share up
from 30% at March 31, 2015
to 41% at March 31, 2019¹



MSME credit to
entities at ₹ 15.10 tn¹
at March 31, 2019



Room for
growth

Emerging customer needs...



Digital customised offerings

Networking

Timely access to capital

Advisory

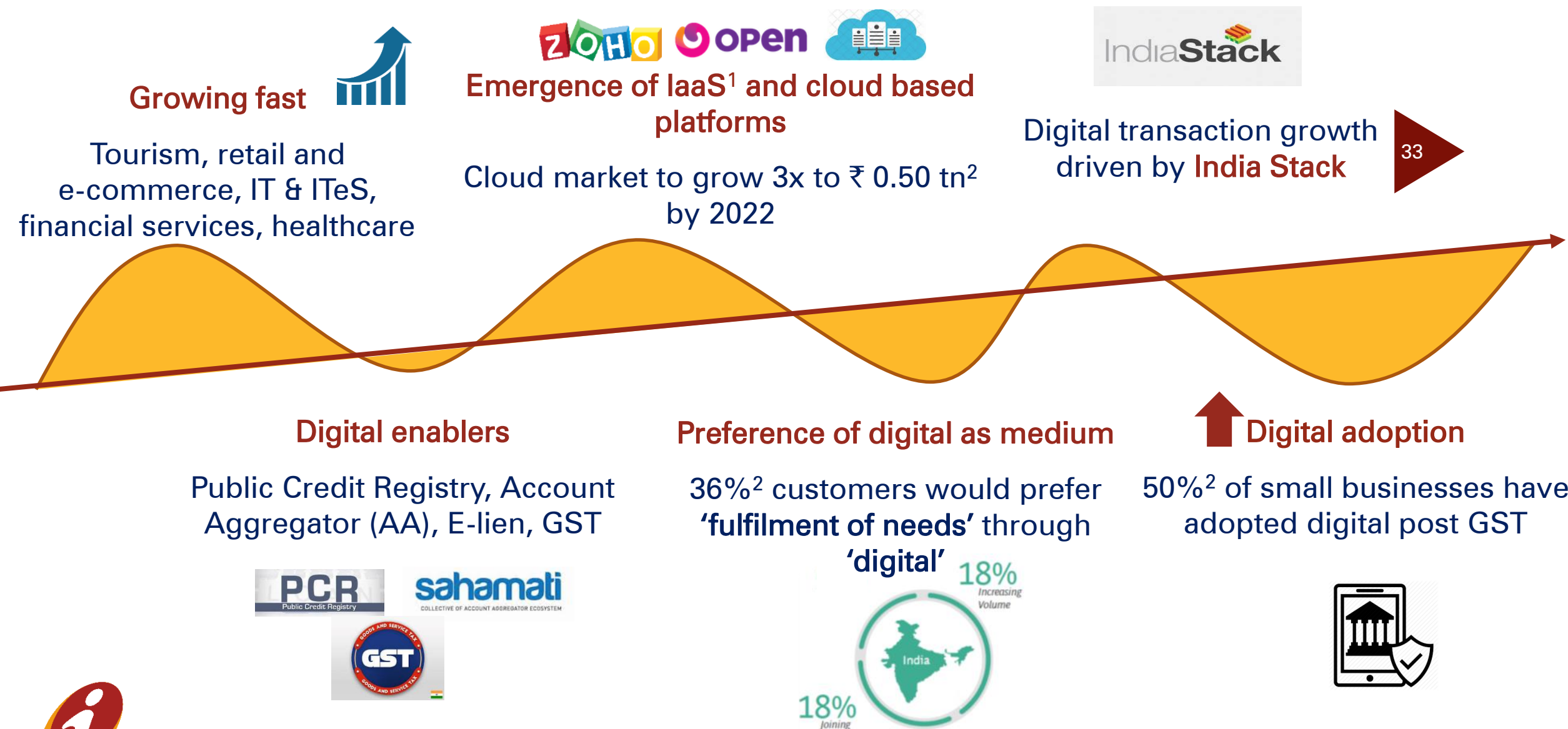
Transaction convenience

Turn around time

... substantial market gaps exist



Emerging trends



1. IaaS: Infrastructure as a Service
2. Sources: NASSCOM, FIBAC report

Execution strategy



Segmentation

- **Micro market** based
- Customer **profile and risk** categorisation



Distribution

- **CA affinity based** infrastructure and distribution
- **Skill and capacity** building



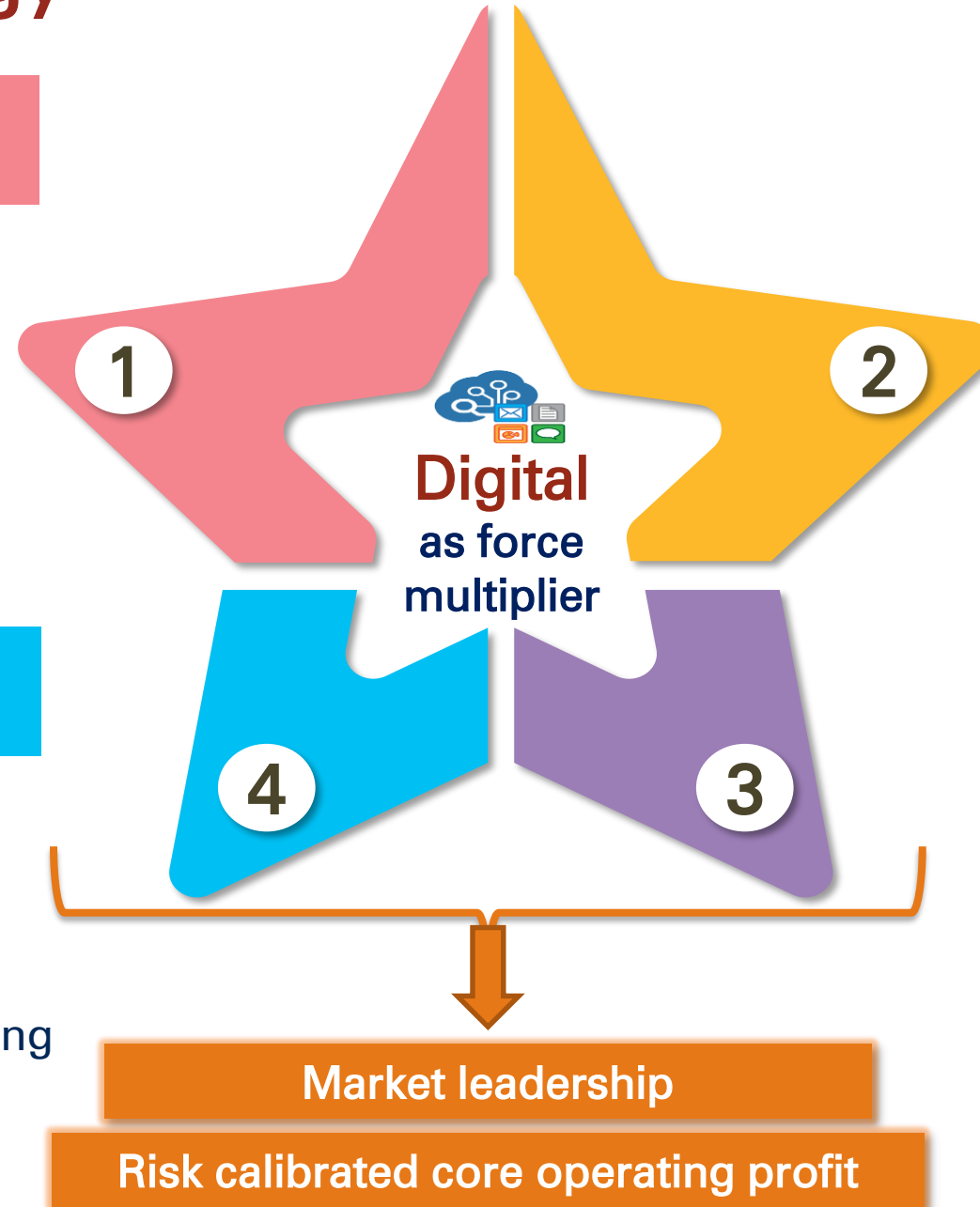
Product

- **Industry specific** customised solutions
- Market, customer and employee insights based **product innovation**

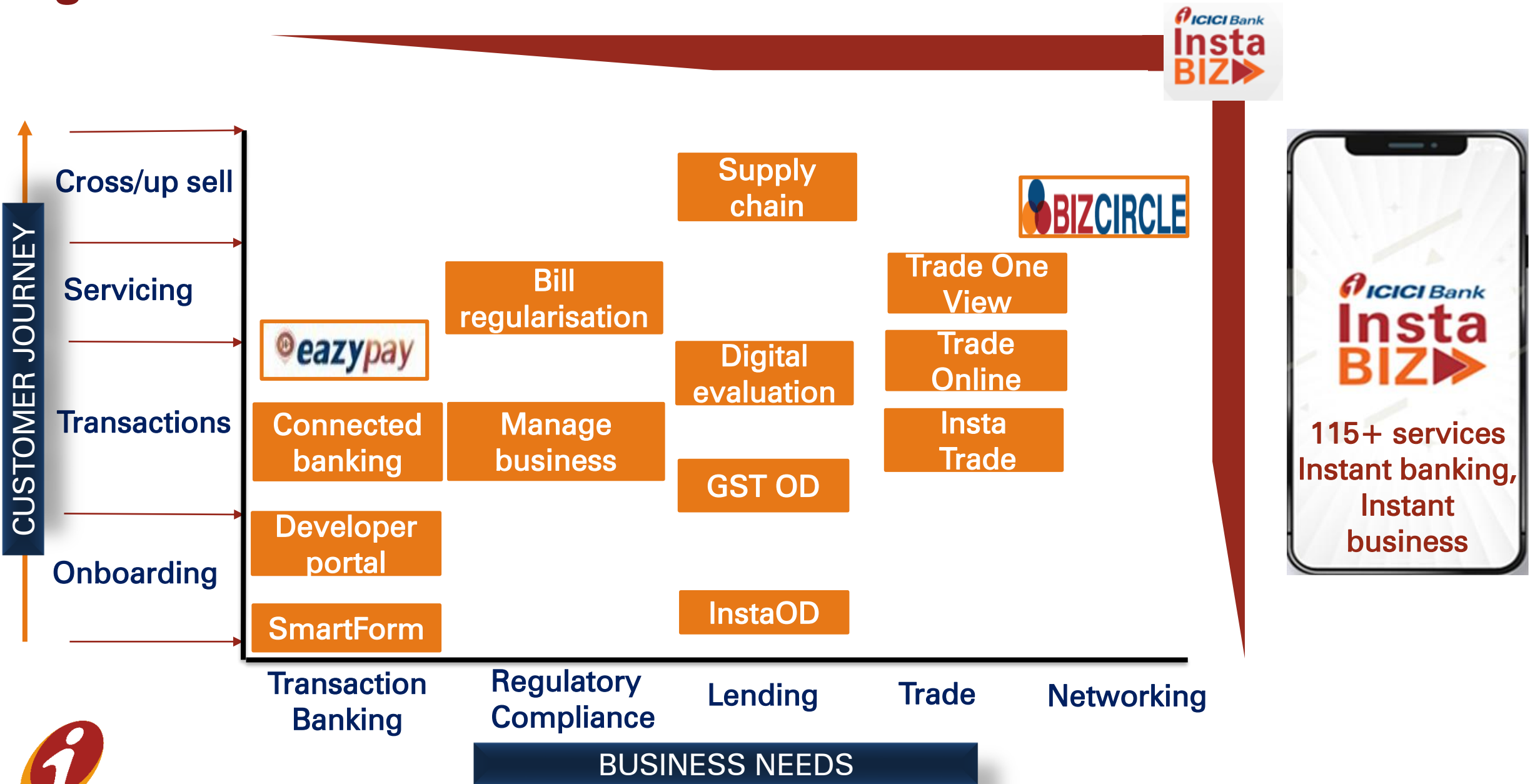


Partnership

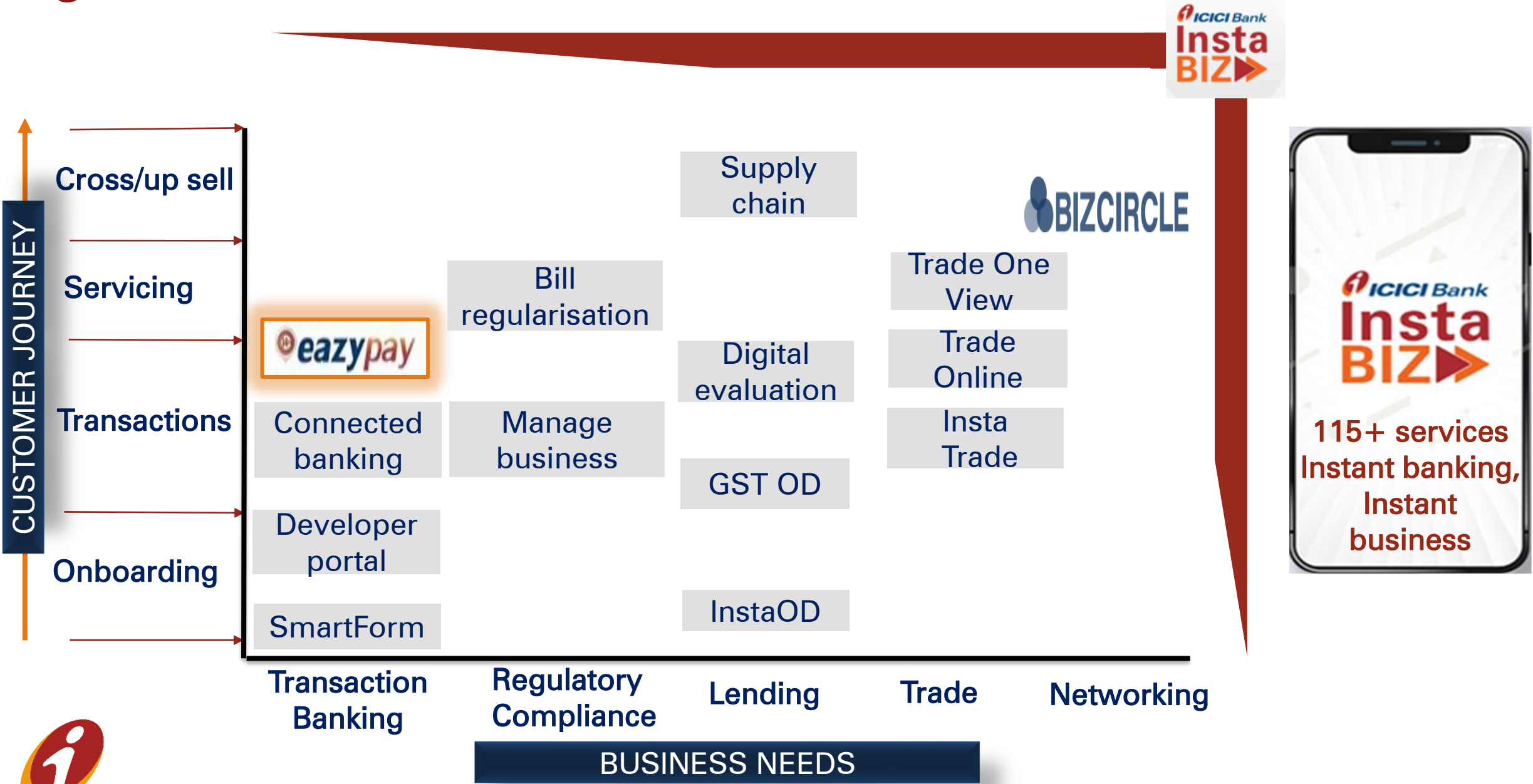
- **Collaboration** with fintechs: on-boarding, payments, lending, cross border
- **Ecosystem led approach** to capture money-in-motion



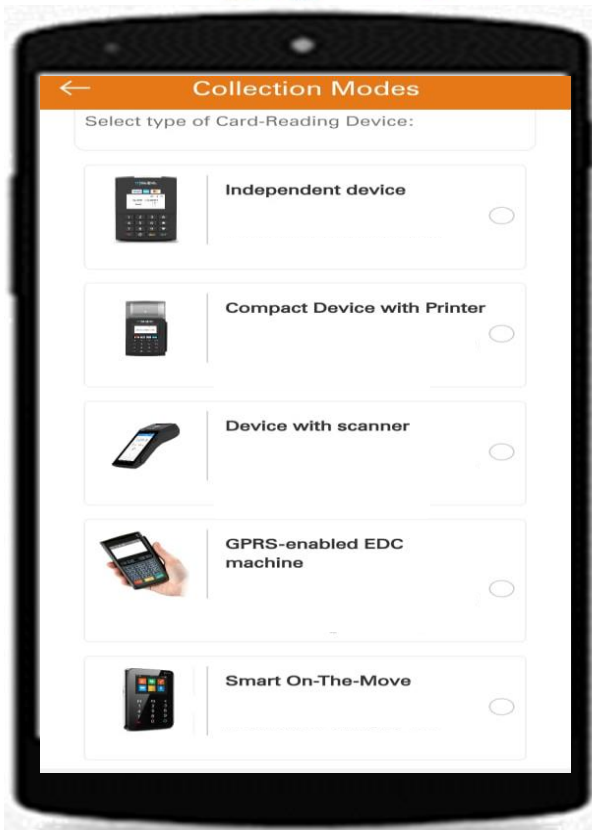
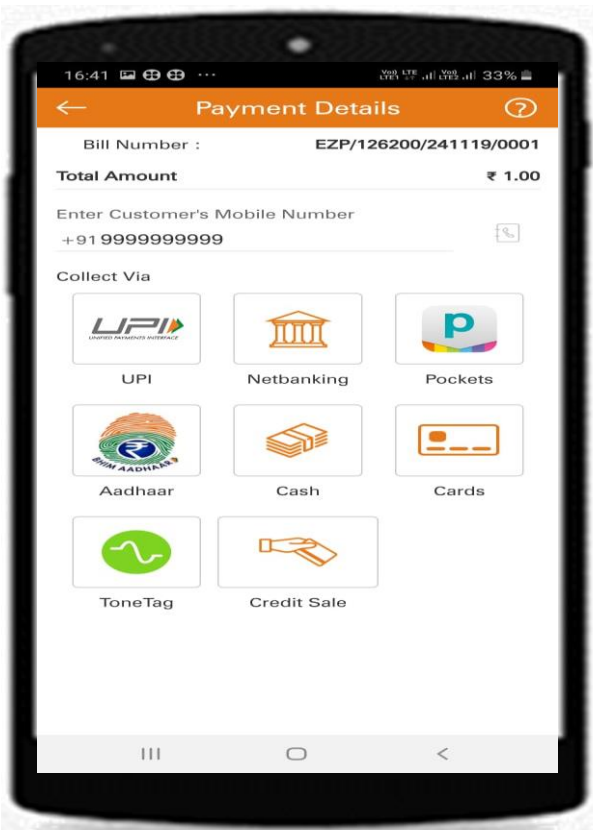
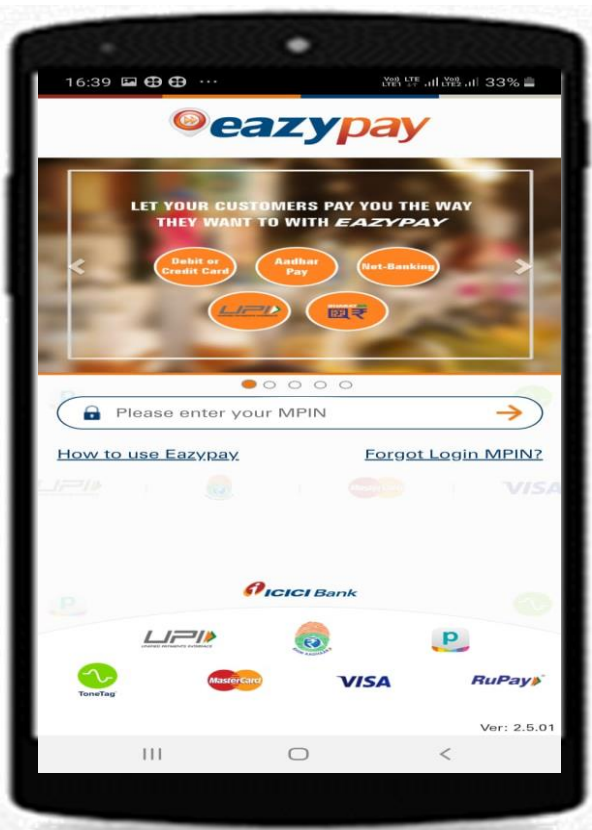
Digital as medium to build customer value



Digital as medium to build customer value



Eazypay: multi-modal collections platform



CASA



Higher average balances



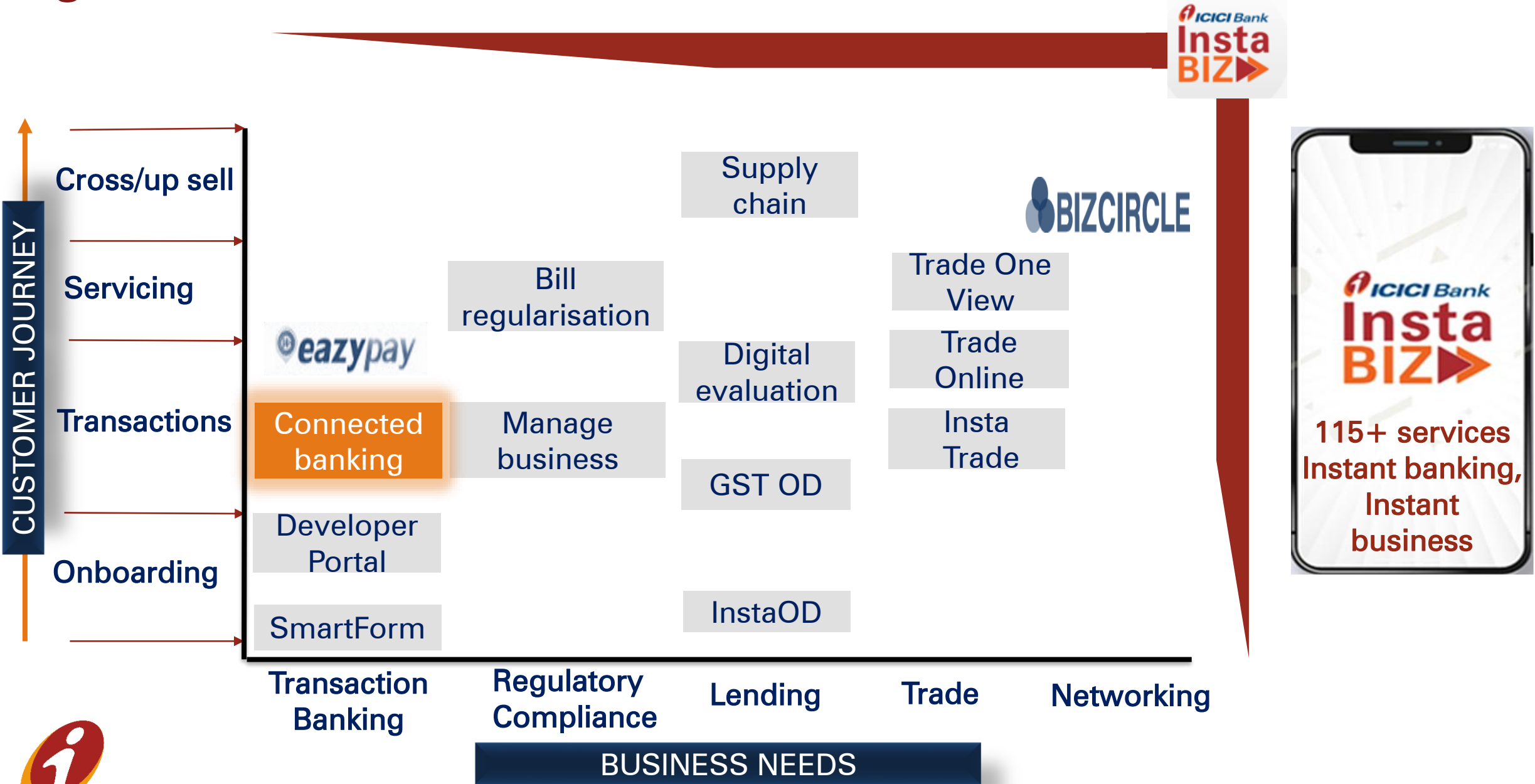
Digital payments
awards 2019 MeiTY¹



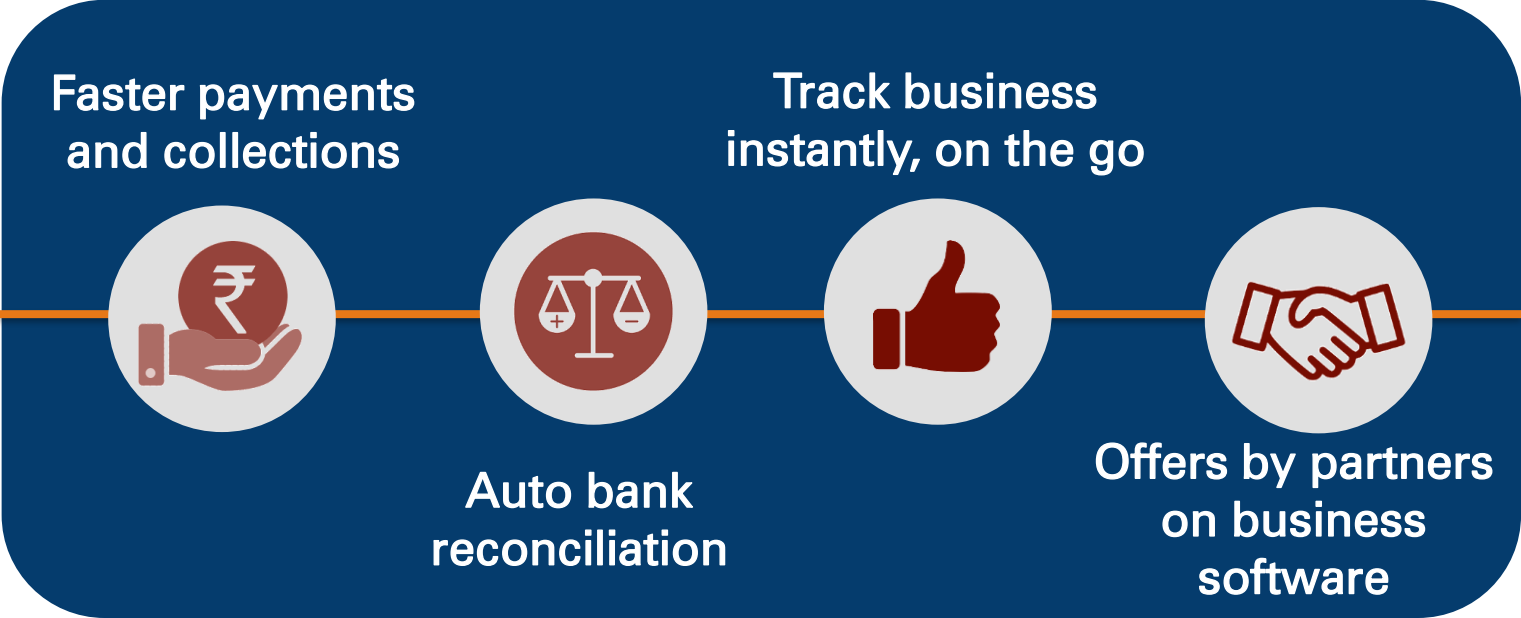
Best payment
solution NPCI² and
IBA³ (2018)









1. MeiTY: Ministry of Electronics and Information Technology
2. NPCI: National Payments Corporation of India
3. IBA: Indian Banks' Association

Digital as medium to build customer value



Connected banking



Software Partners Category	Partners
Accounting  	19
Payroll  	8
Expense 	1
Purchase Order Management 	2
Transaction Banking 	5
Fast Tag SI 	1
Total	36

Opportunity

CASA



Emergence of cloud based accounting platforms



Higher balances



Most innovative API banking
IBS Intelligence Global
Fintech 2019



Best API initiative by Asian
Banker 2019



Customer experience



Pain area



Agni Sharman; founder and owner of Sharman Cabs in Chennai

- ✓ Manual process to make large number of payments
- ✓ Error prone manual reconciliation taking three days every month



Solution

- ✓ Instantly connected ICICI Bank account in Zoho Books
- ✓ One click, multiple payments with auto reconciliation

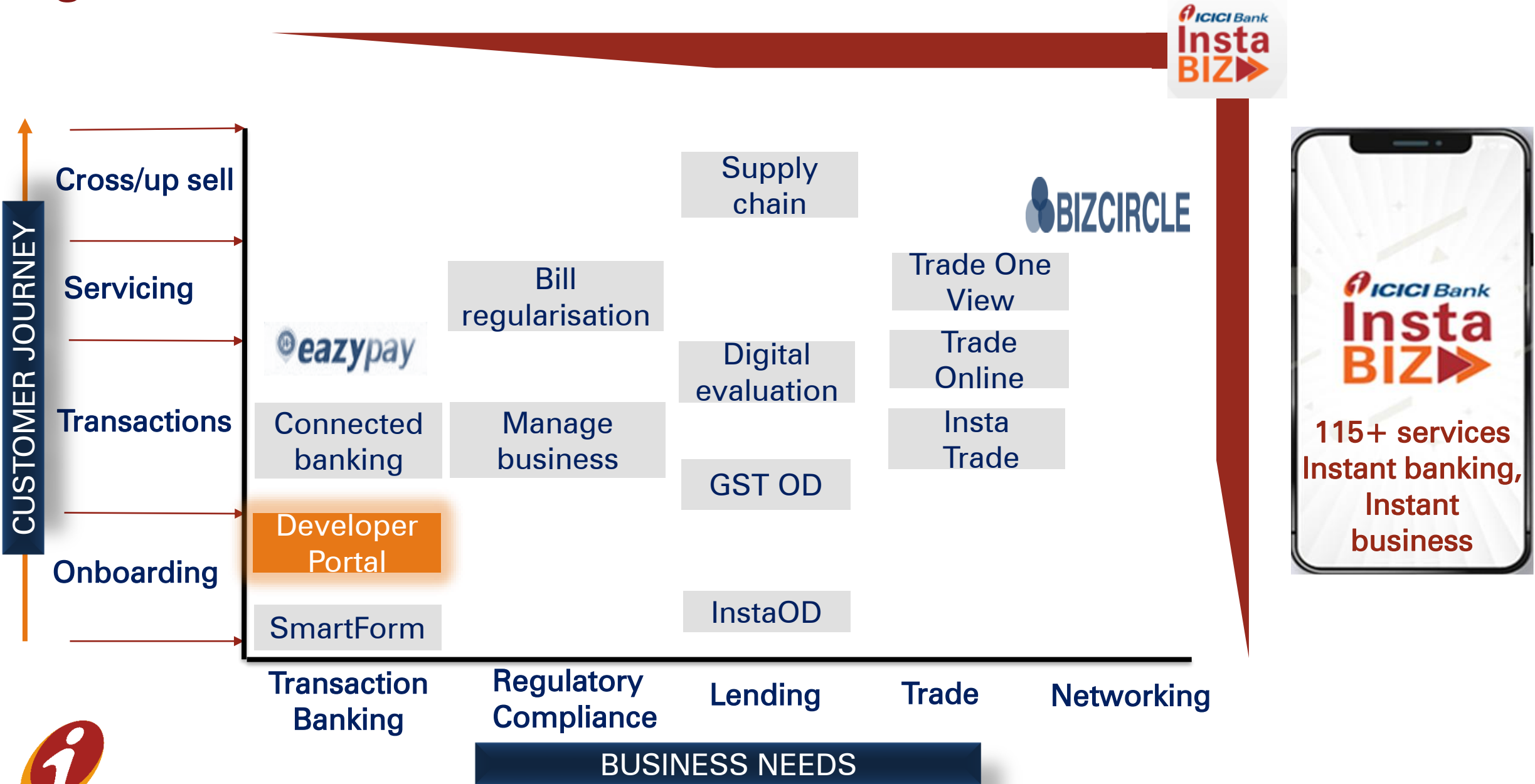
Integration of ICICI Bank with Zoho Books has considerably saved time, money and manpower. Earlier I had to sit for three days for it, but now my accountant manages it in a single click and I am assured of error free auto reconciliation



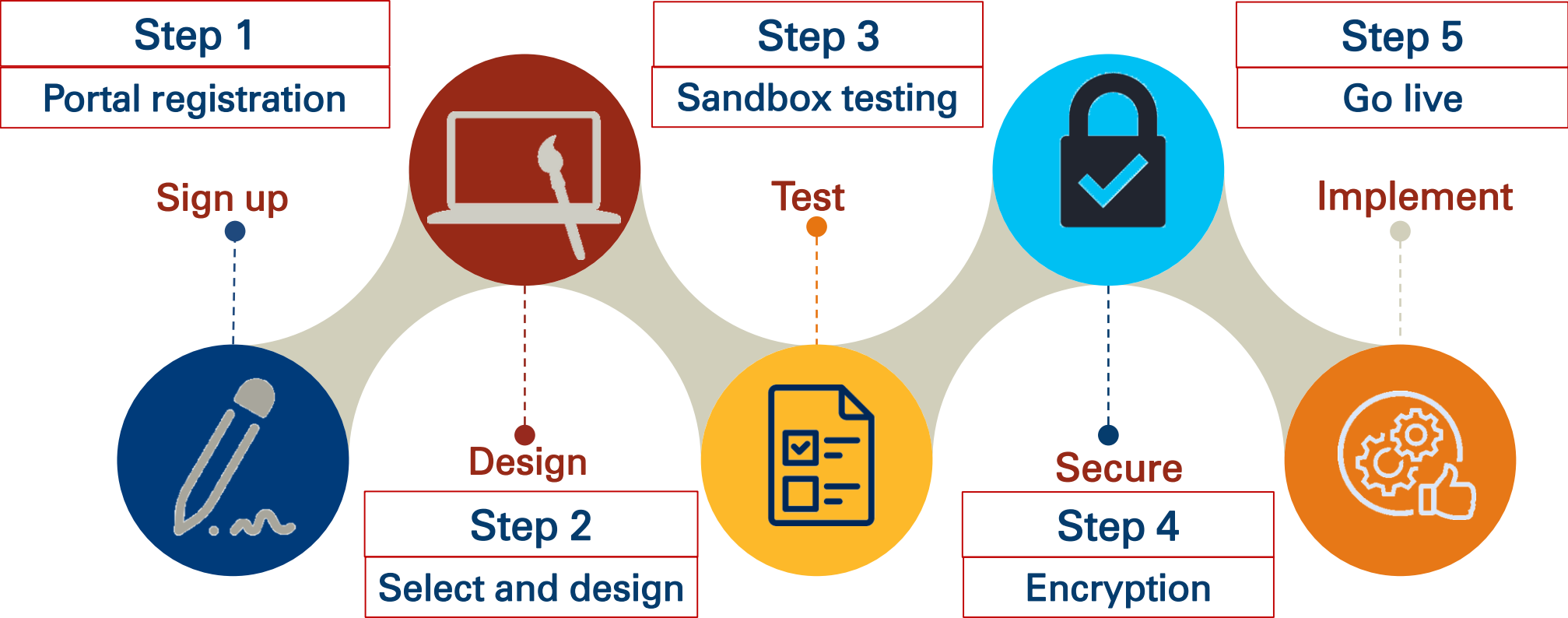
Customer reaction



Digital as medium to build customer value



Developer portal for API



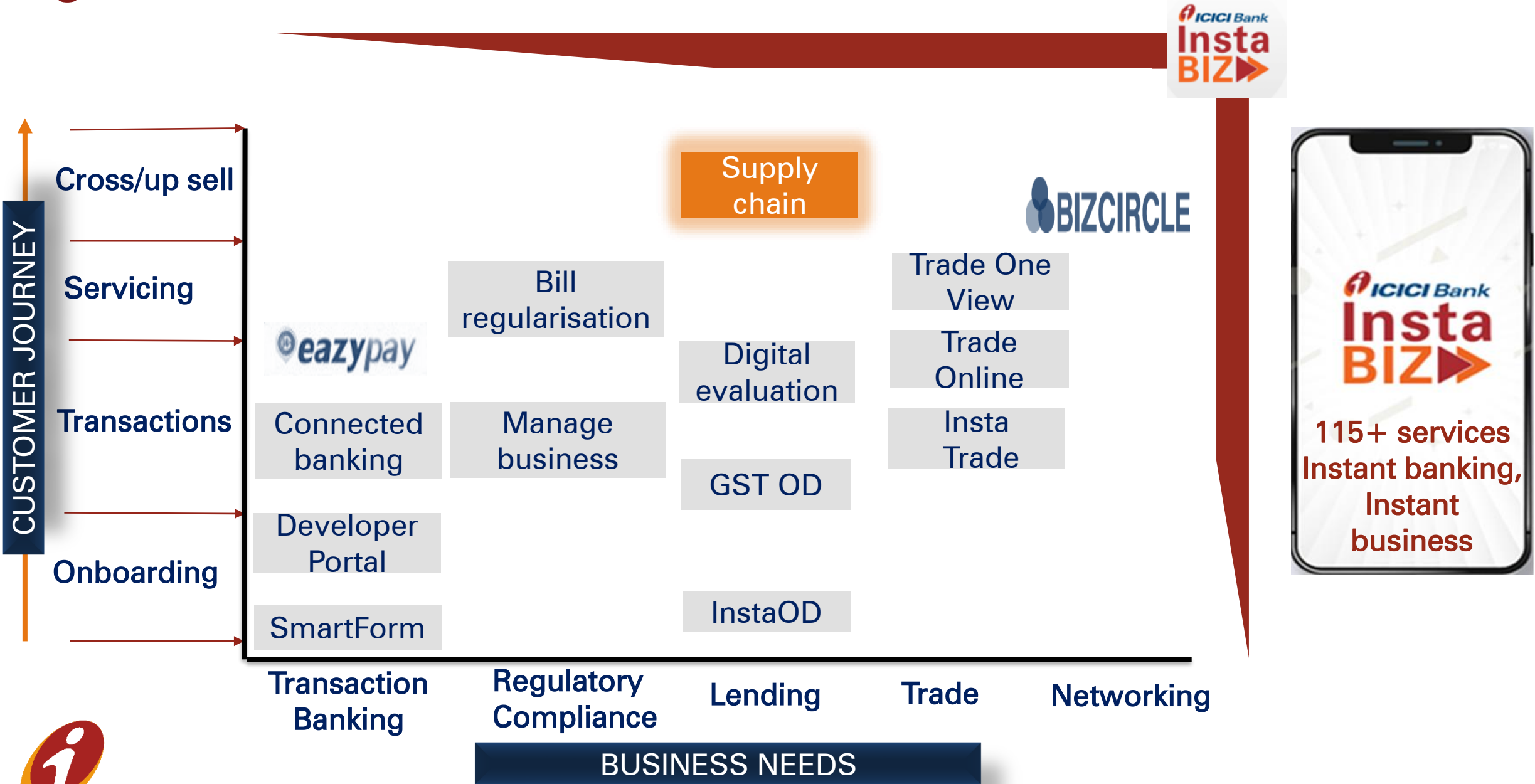
Opportunity



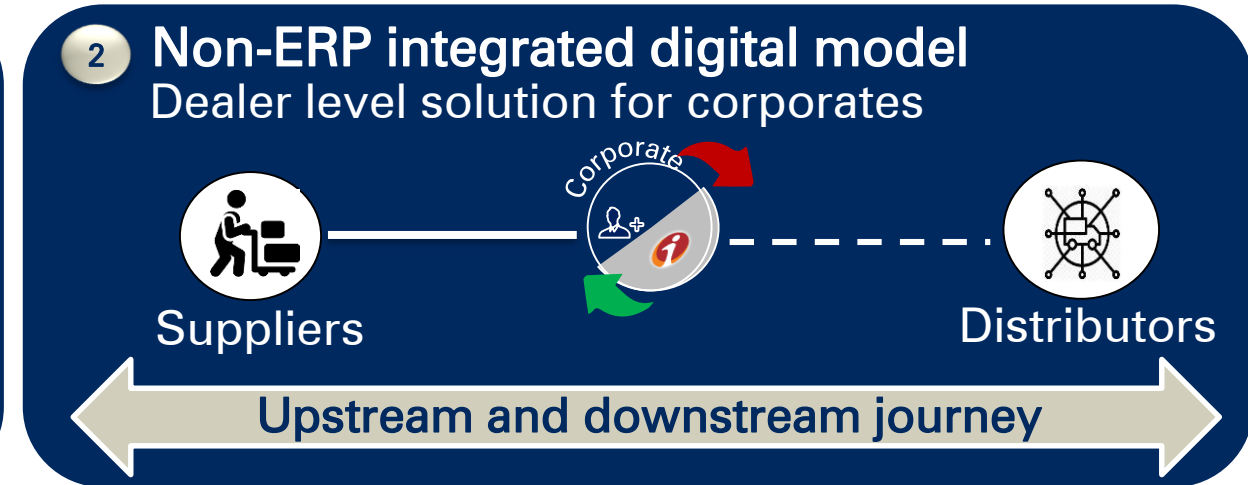
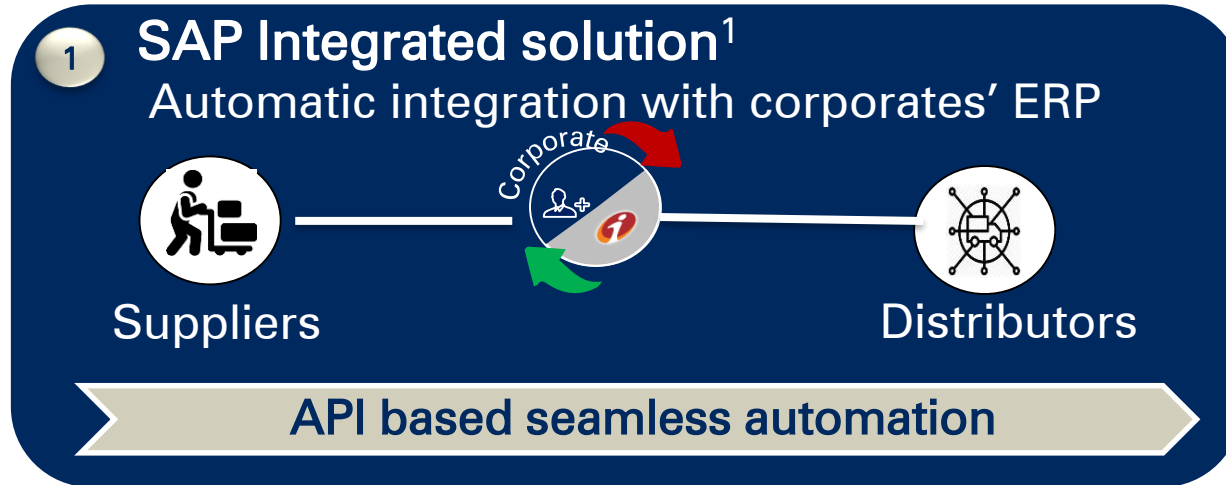
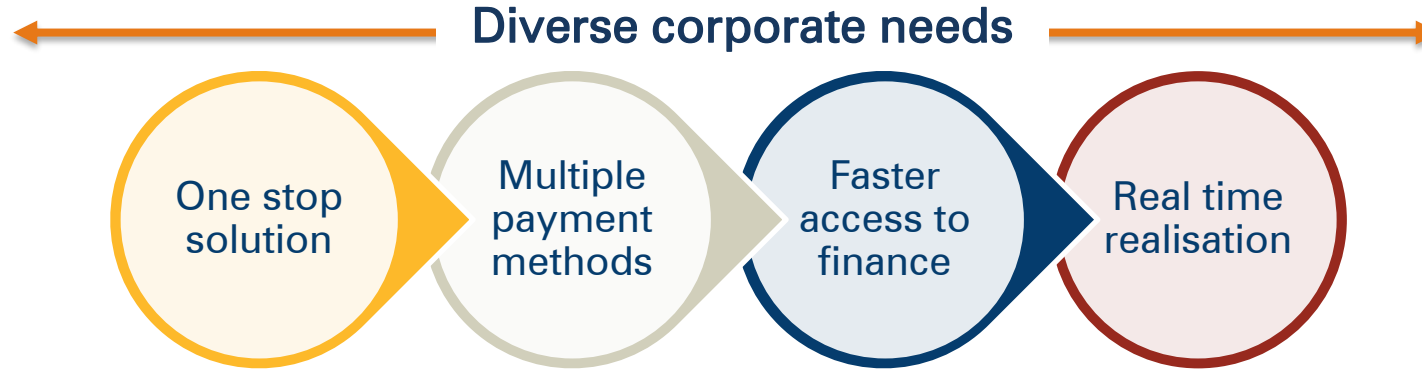
Growth in cloud market and adoption by MSMEs



Digital as medium to build customer value



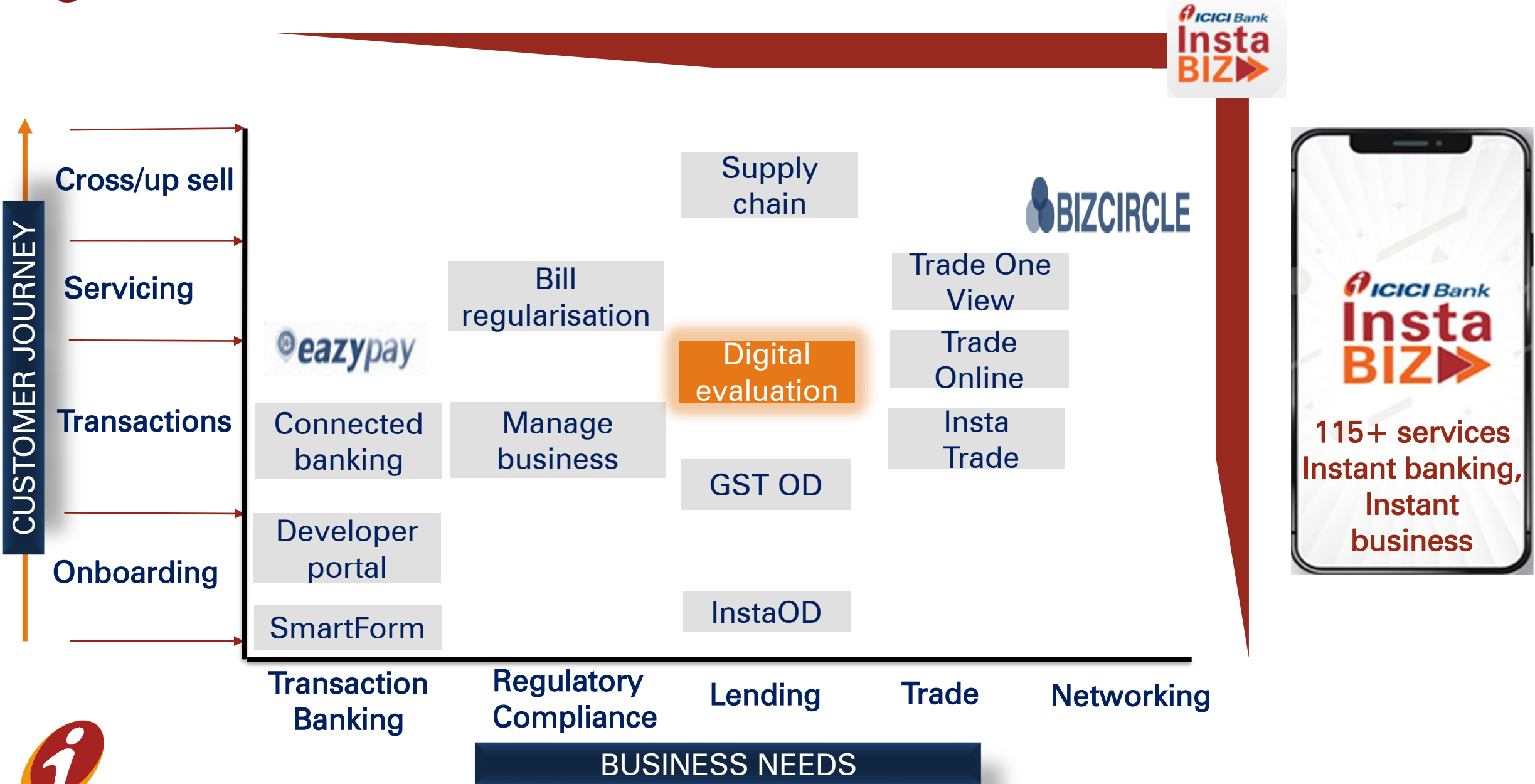
Supply chain solutions



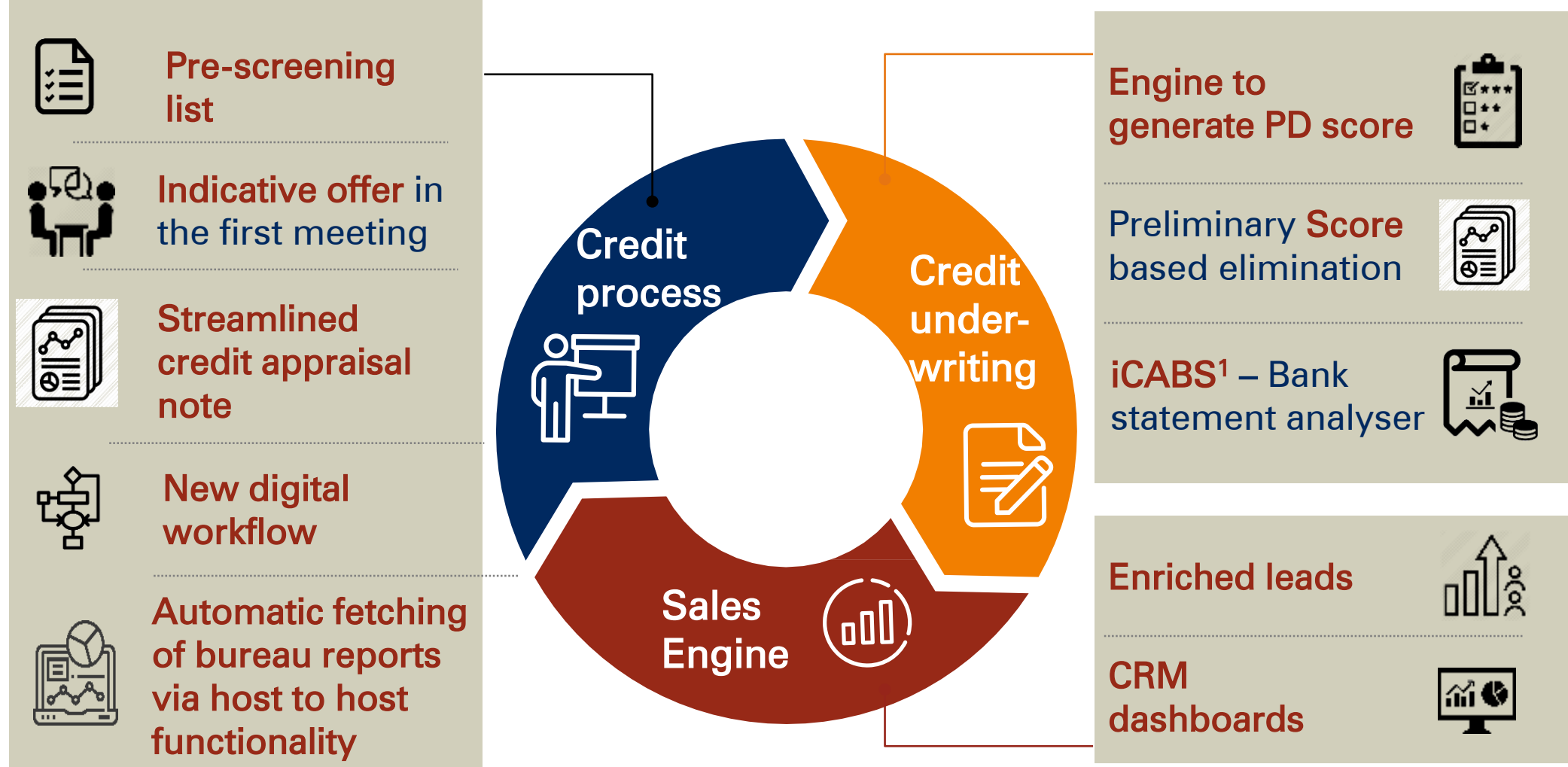
Value delivered to corporate



Digital as medium to build customer value



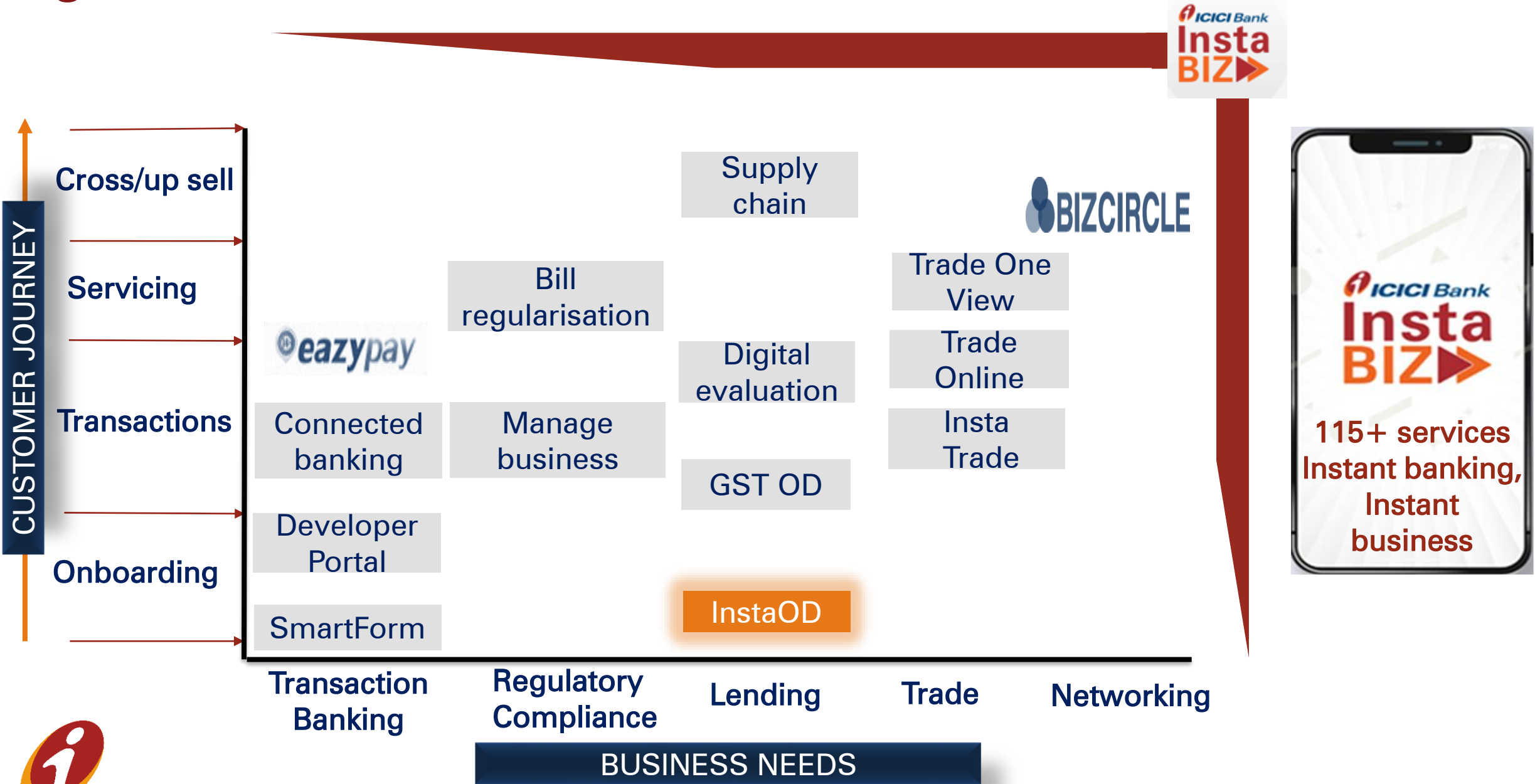
Transformation of SME underwriting process



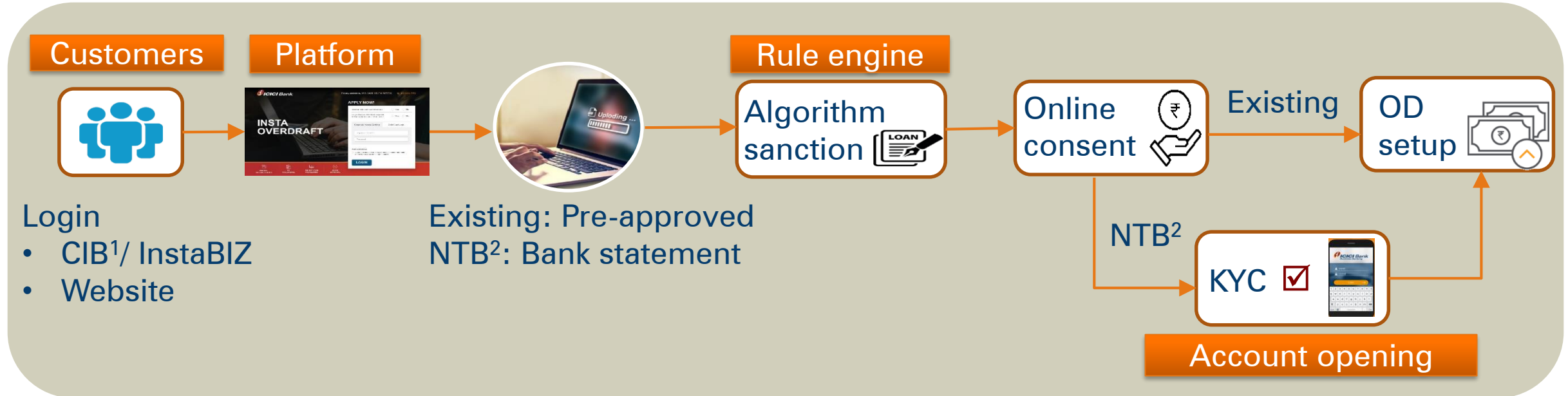
Higher sales velocity | Lower & predictable TAT | Improved credit decision

1. iCABS: ICICI Customer Assessment Bank Statement tools

Digital as medium to build customer value



InstaOD...loan in 3 clicks



Digital credit innovation awards 2018 at The Asset Digital Awards 2018



1. CIB: Corporate Internet Banking
2. NTB: New to Bank

Customer experience



Pain area



Solution



Akhilesh Kumar, Partner
of Dream Homes at
Delhi

- ✓ Shortage of funds due to sudden spike in business orders

- ✓ Simple 3 clicks loan
- ✓ Quick and easy disbursal
- ✓ Pay interest only on amount used

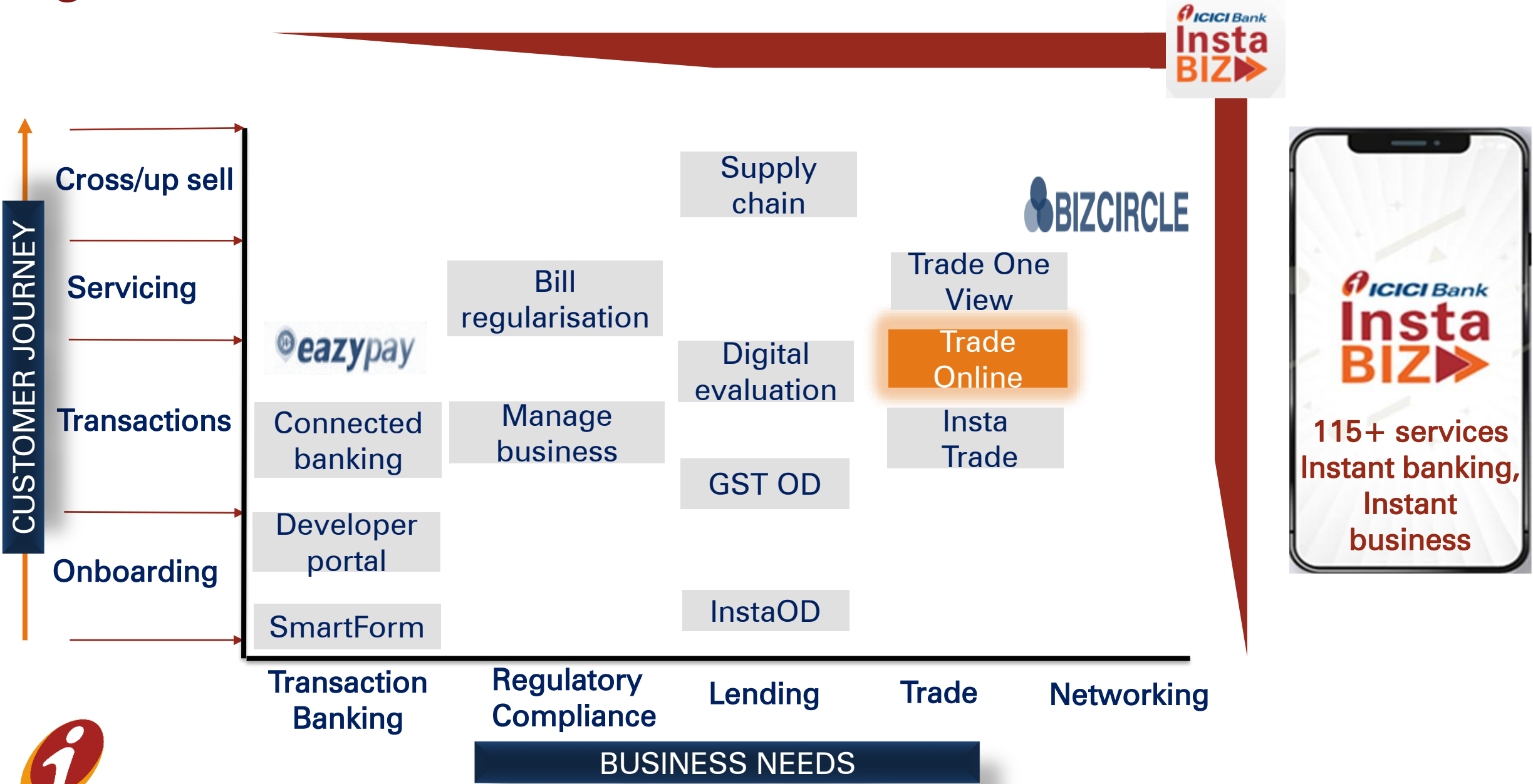
This loan helped me to grow my business. Earlier I had faced many problems like labour payments and payment to suppliers. Once I got InstaOD, it helped me grow my company and I got rid of all the problems.



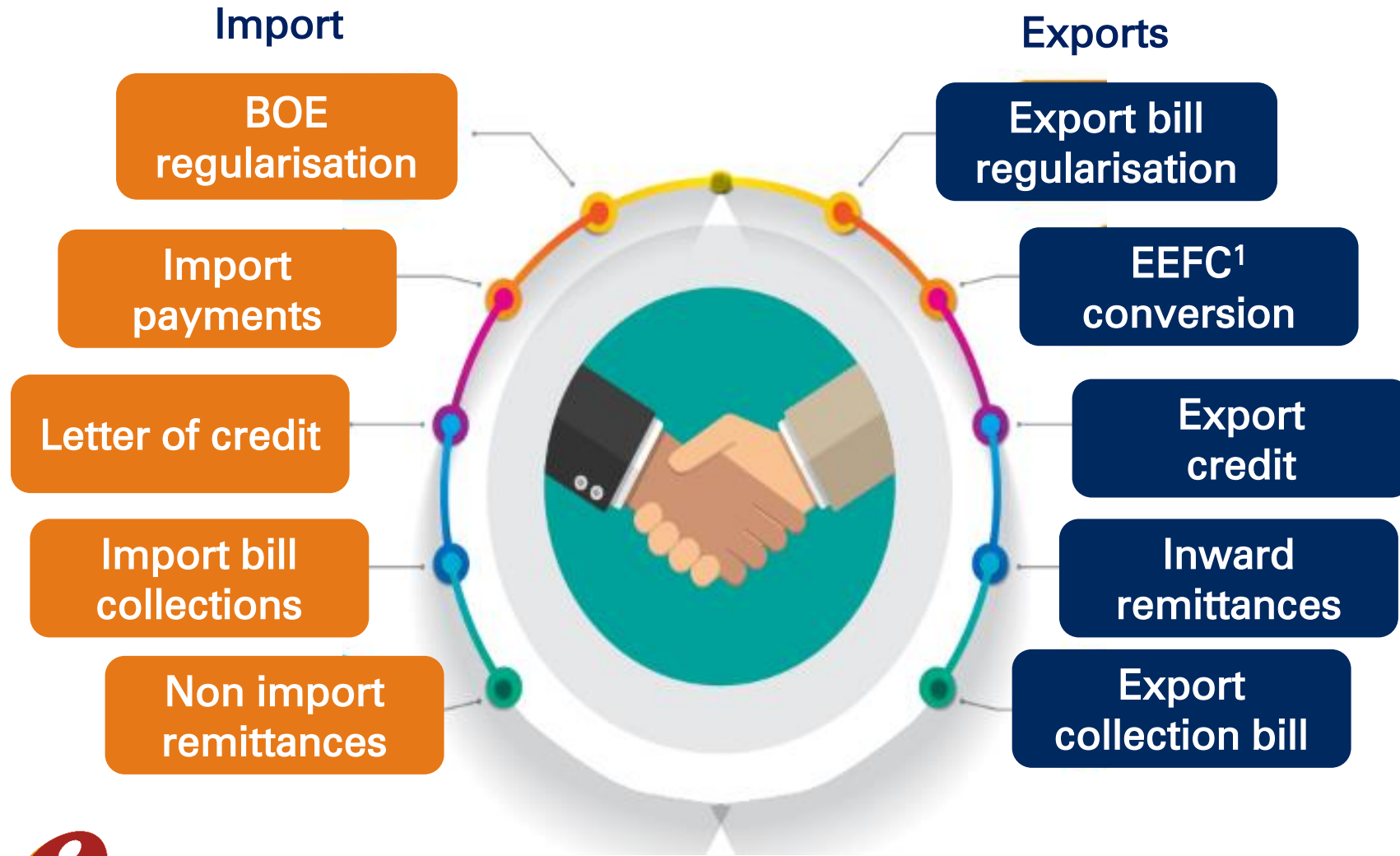
Customer reaction



Digital as medium to build customer value



Trade Online



Customer experience



Pain area



Solution



Pragnesh Thakkar,
Finance Head,
Oxygen Healthcare
Research Pvt td

- ✓ Printing documents and sending office staff to branch which is located far from office premise

- ✓ Activated Trade Online platform
- ✓ Paperless transaction
- ✓ Convenience of doing transaction from office without visiting branch

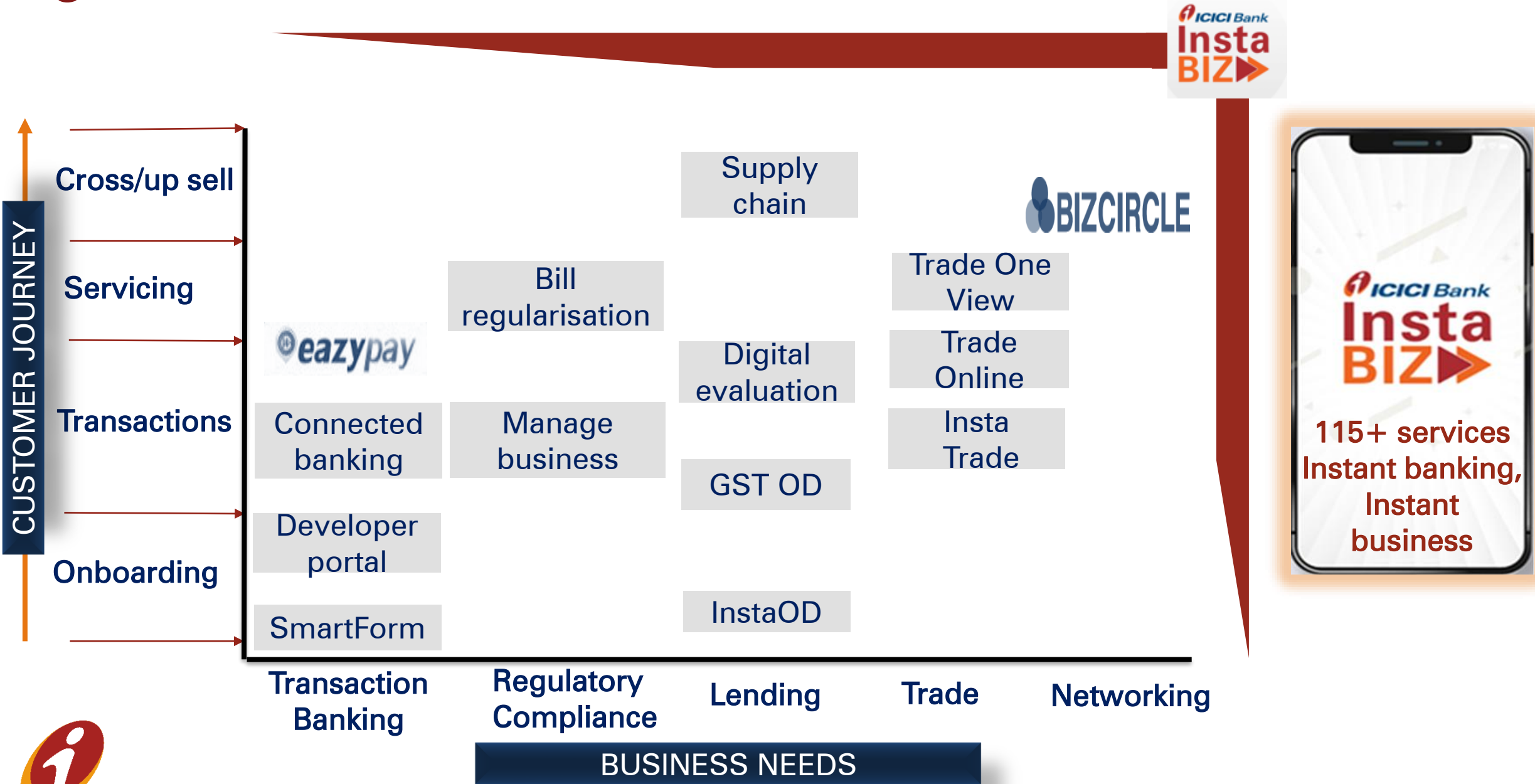
Our office is located in an industrial premise around 20 kms away from the branch. Earlier we used to send documents with our office staff which was time consuming. We started Trade Online for outward payment and are enjoying this service very much as it is saving time and also helping in reducing paper work.



Customer reaction



Digital as medium to build customer value



InstaBIZ: Instant banking, Instant business



Online account opening



Instant overdraft



Seamless vendor payments and auto bank reconciliation



Easy collection via multiple modes

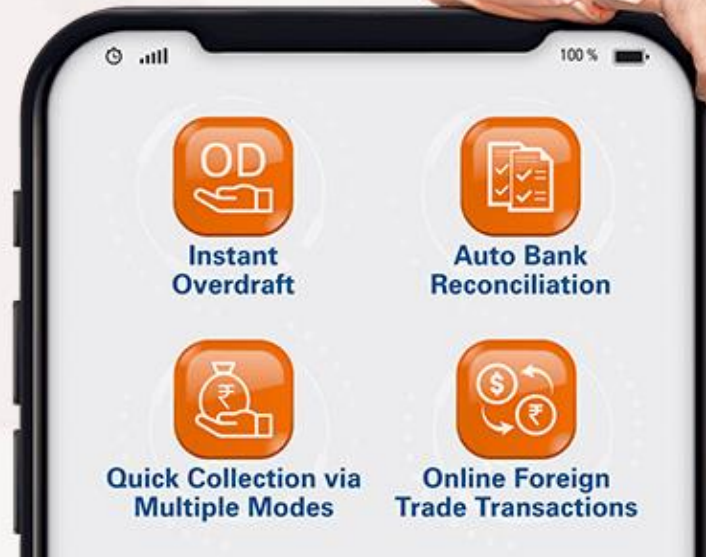


Online foreign trade transactions

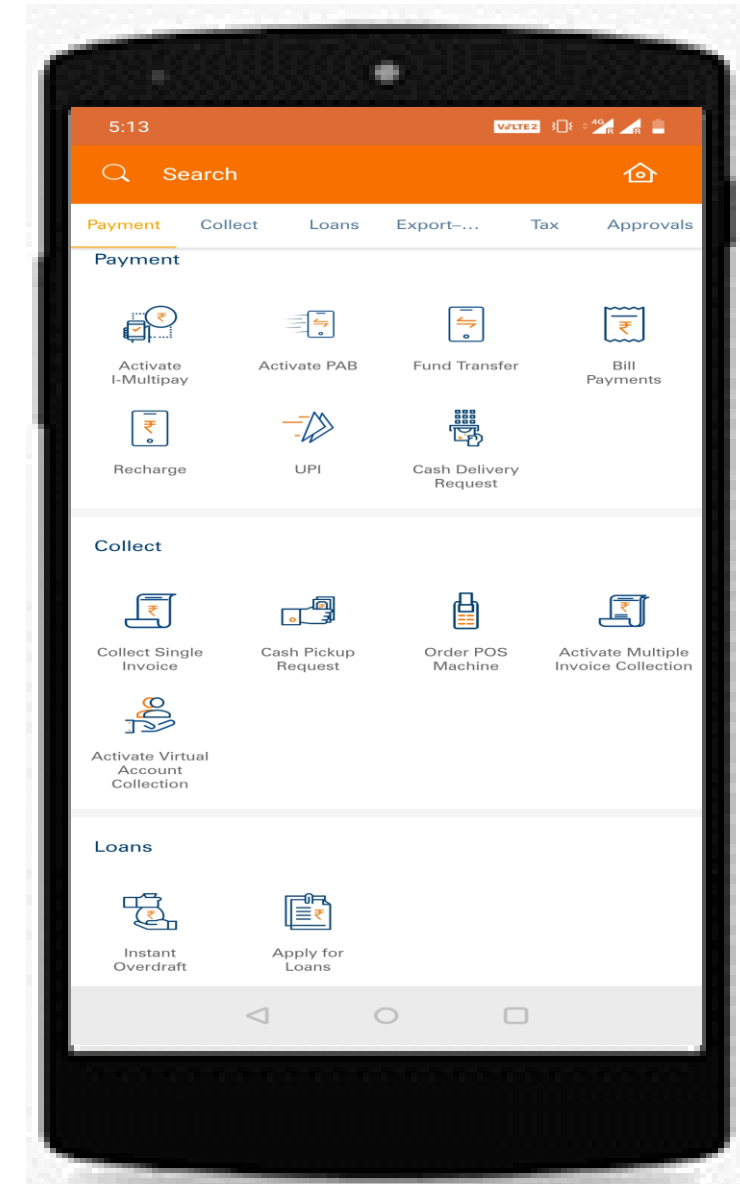
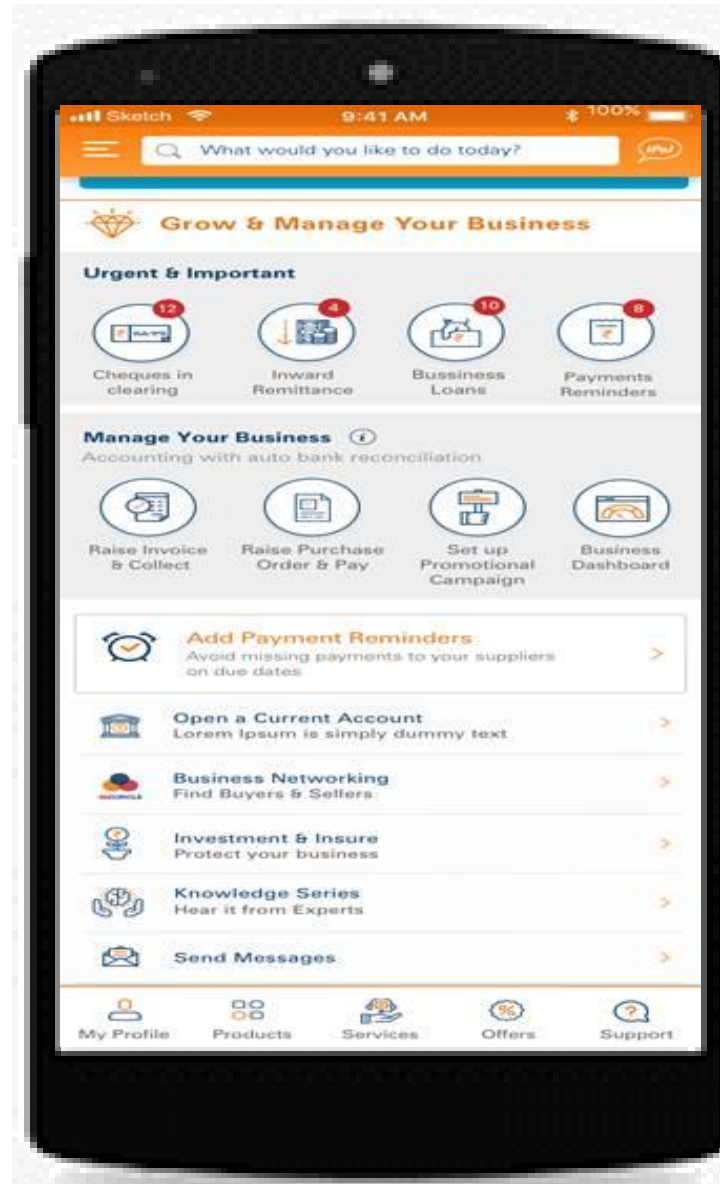
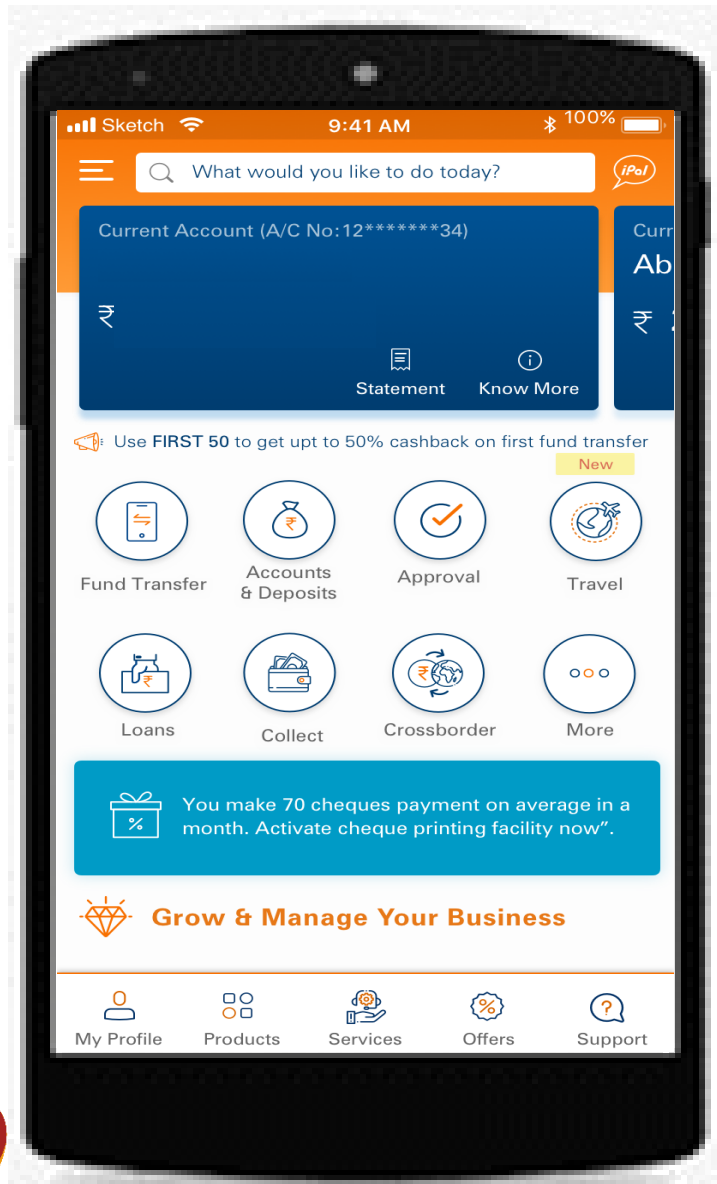


1 banking app.
115 business banking services.

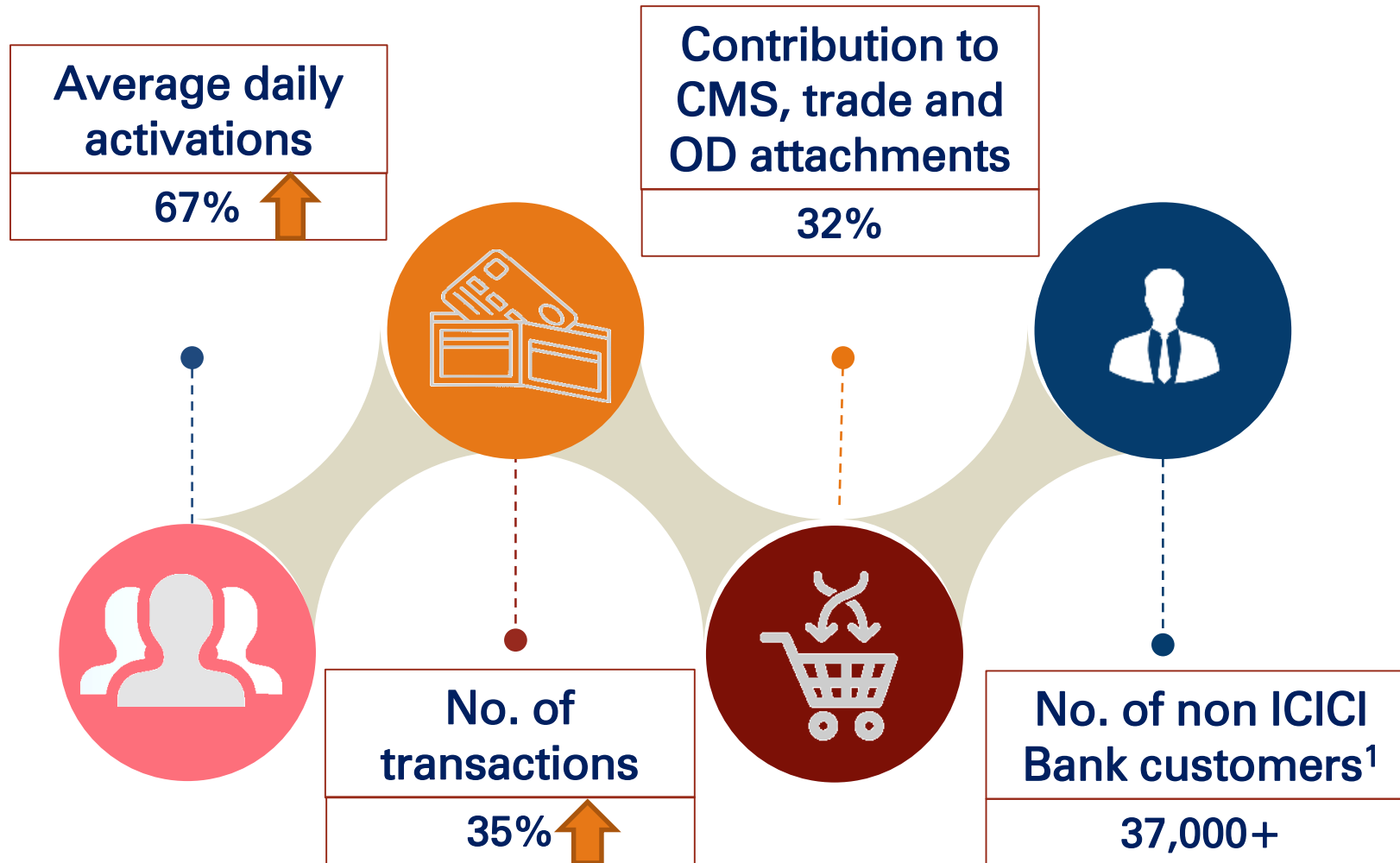
Introducing **ICICI Bank InstaBIZ app.**
Instant Banking. Instant Business.



InstaBIZ: App screens



First 100 days post launch...



1. Non-ICICI Bank account holders can register digitally and instantly open CA digitally, get instant unsecured OD, collect payments and access business networking platform

Customer experience



Pain area



Solution



- ✓ Signing multiple cheques
- ✓ Chasing accountant for status
- ✓ Delayed inward remittances settlement
- ✓ Sending office boy to track critical information



- ✓ Activated InstaBIZ for complete banking on the go

Praful Shah; Director,
M/S Nutron
Pharmaceuticals Pvt Ltd

InstaBIZ practically has everything that a small business would need to manage its business and banking requirements. It not only saves time but also gives full control on business and cash flows. Its a full bank branch in my pocket to fulfill all needs as and when required



Customer reaction

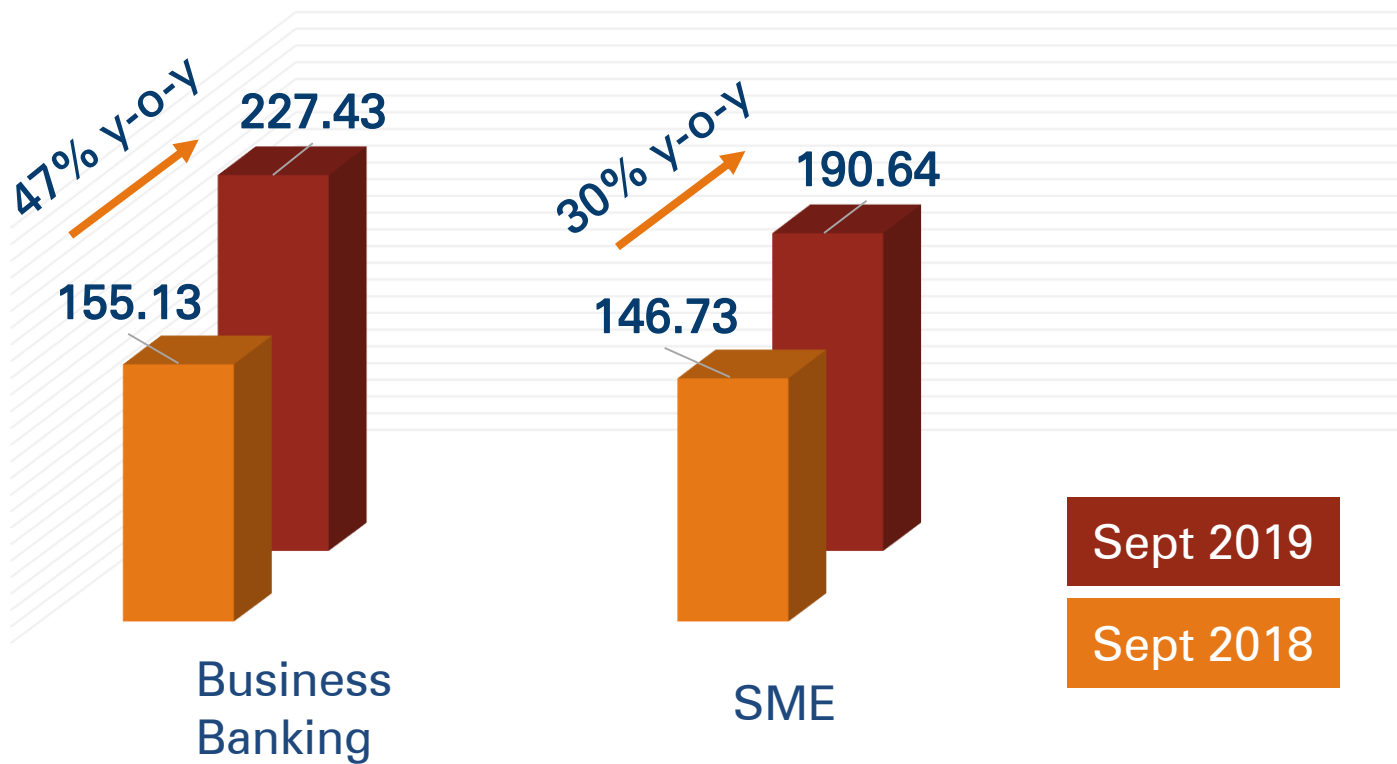




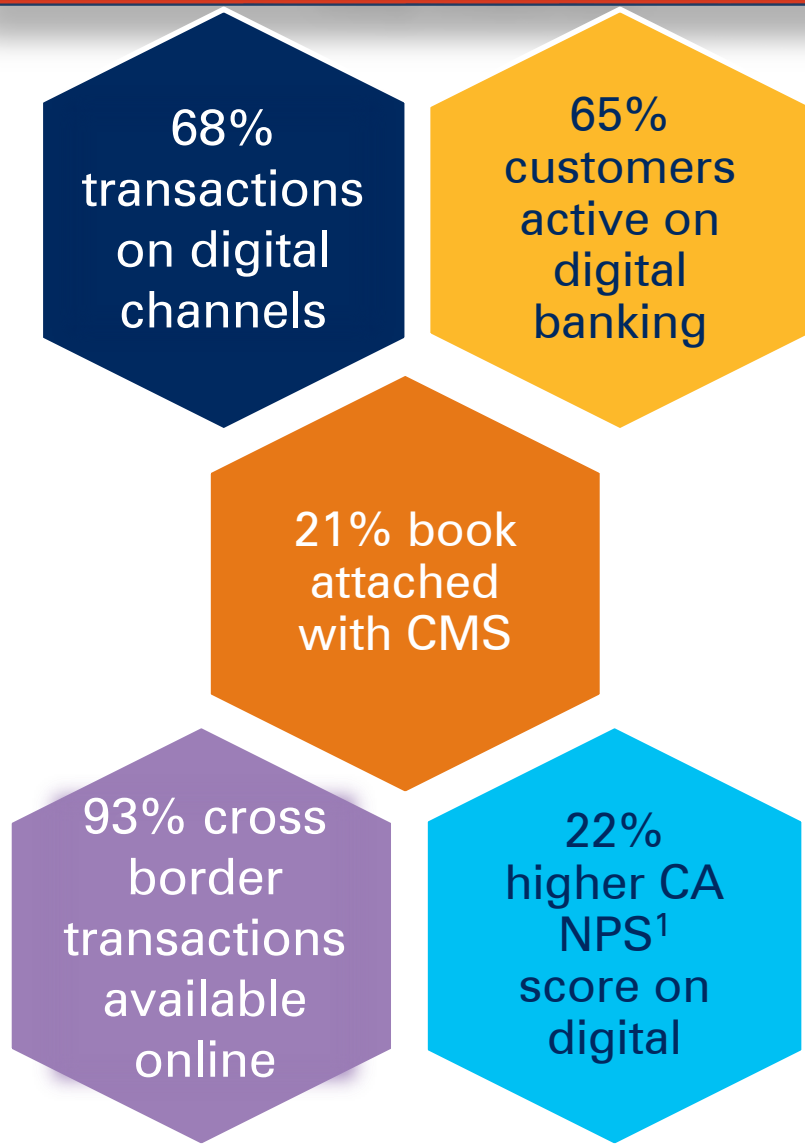
Business highlights

Business highlights

Loans outstanding (₹ billion)



Key metrics



1. Net Promoter Score



Thank you

Session 3





Startup engagement & partnership

Analyst Day

December 3, 2019

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Vision

Platform to 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 & experimentation



Build a culture of innovation

Focus areas

Lending

Payments

Investment advisory

Enablers

Risk

Drivers for growth



Create new business opportunities



Increase efficiency



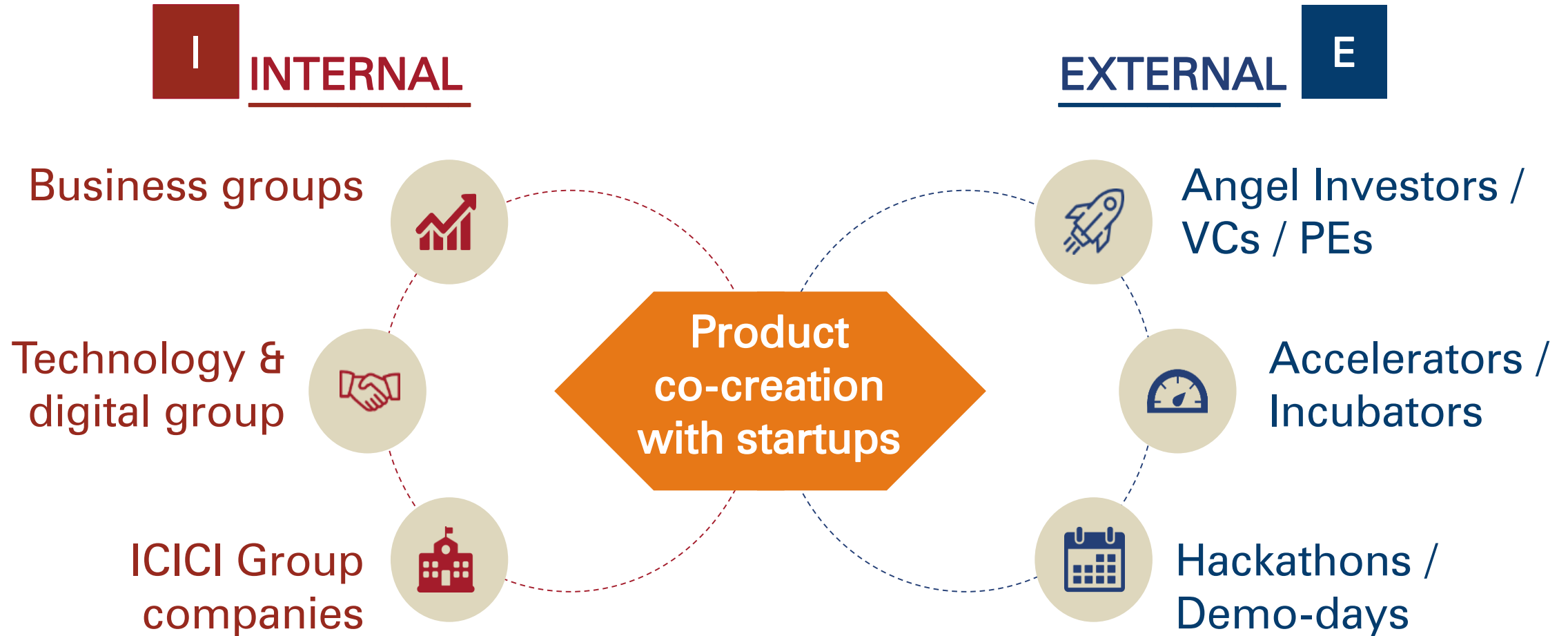
Enhance customer experience



Risk mitigation



Working model



Startup engagement



**Innovation
projects**



Initiatives





Investments

- 1 Intersection of startups, business groups and technology groups
- 2 Equity investment into high growth and disruptive Fintech startups
- 3 Active engagement with startups having MVP solutions
- 4 Experiment with internal team of techno-preneurs



Product co-creation & partnership

Customer experience 	Signzy	Digital KYC & contracting: Smart Form & SAP integrated solution
	FTL Tech	Compare & Buy, Compare & Fly on iMobile and internet banking
	AllinCall	<ul style="list-style-type: none">• Voice banking on Alexa/Google Home¹• Chatbot: internet banking, HR• Voice bot: ICICI Careers, Money2India


Payments 	Fingpay	AEPS ² based biometric payments promoting financial inclusion
	Minkasu	Frictionless payments without OTP/password



1. Pilot in progress
2. Aadhaar Enabled Payment System

Product co-creation & partnership

Neo banking 	Open	Neo bank for SMEs with accounting automation and invoicing
	Wizely	Contextual nudges to drive customer acquisition: iWish and savings accounts
	FactoHR	Payroll solution for SME customers

Data analytics 	Karza Tech	GST analytics, Digital GST OD
	SatSure	Satellite data analytics for agri business: Sat Farm



Digital loans

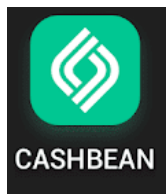


Direct lending /
co-origination

LENDINGKART

PayU

of Business



Ecosystem products:
digital GST OD



INSTANT
SANCTION



WITHOUT
FINANCIALS

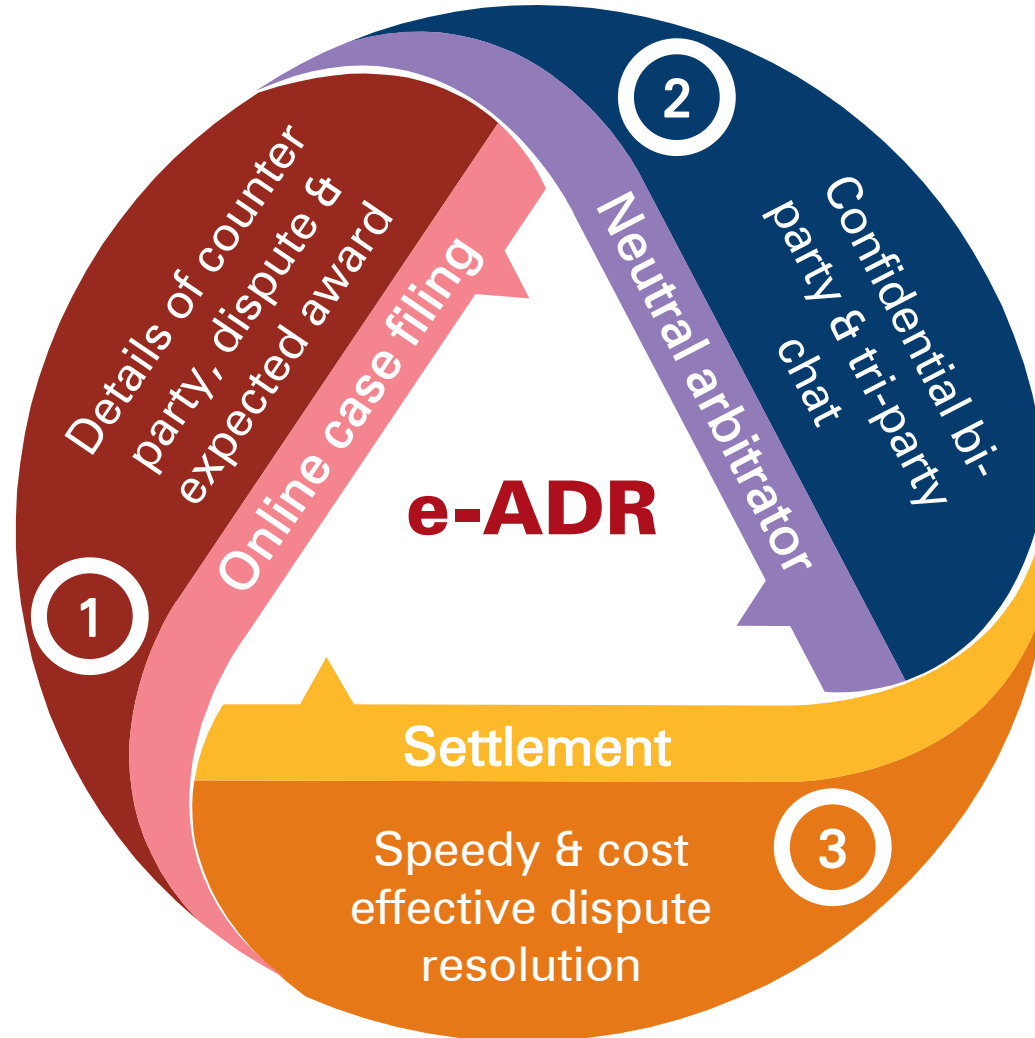


Auto tech:
retail & inventory financing/
co-origination



Initiatives: e-Alternate Dispute Resolution platform

An independent technology-driven institution that will enable large volumes of dispute resolution through e-arbitration



Use-cases



Digital offerings



Unsecured retail assets



Secured retail assets



Retail liabilities



Customer grievances



Initiatives



Thematic Demo Days

Theme based bi-monthly event for startups to showcase product demos

- Cyber security
- Prop Tech
- RegTech
- Legal Tech
- Payments
- Digital lending
- Artificial intelligence
- What's next in fintech



ICICI Appathon

Virtual hackathon for developers, startups, techno-preneurs, students and employees

- 4,000+ participants from across the globe
- 100+ APIs from ICICI Bank along with Experian, VISA & NPCI



ICICI Accelerator



Sandbox environment with micro-services



Mentoring by ICICI Bank leadership team



APIs from ICICI Bank and Group Companies



Cloud credits by technology partners



Events, workshops and learning sessions by industry partners



Startups cohort



Investments

Fingpay

Digital biometric payment solution that enables payments through AEPS

TrueBalance

Mobile app for digital utility payments and small ticket loans

RemitGuru

White-labeled remittance solution platform for banks & remittance license holders



KrazyBee

Mobile app for small ticket short term credit to salaried segment

Arteria

Supply chain solution & payment services to OEMs

Open

Neo bank for SMEs with accounting automation & invoicing

ePayLater

Offers a Buy Now Pay Later service to individuals & businesses





Thank you

Session 4





Wholesale & Transaction banking

Analyst Day

December 3, 2019

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Maximising risk calibrated core operating profit...

P

**Portfolio
Quality**

Return of Capital



Focus on existing portfolio to reduce concentration & stress



Originating high quality assets



Continuous monitoring & portfolio management

E

**Earning
Quality**

Return on Capital



Ecosystem banking



Transaction banking



Focus on non-credit income

...by leveraging technology & analytics



The diagram features a large orange diamond on the left containing the text 'Increasing risk calibrated core operating profit'. To its right is a grey gear icon inside a circle. Two curved lines extend from the top and bottom of this circle towards the diamond. Further to the right is a horizontal grey bar containing the text 'Origination and monitoring'.

**Increasing
risk calibrated
core operating profit**

Origination and monitoring



Emerging trends



Consolidation
in banking
relationships

Pricing no
longer the
only driver

- Increased preference for trusted banks given volatile business environment
- Gradual shift towards banks offering comprehensive ecosystem solutions
- Corporates prefer to have smaller consortium

Customer priorities:

- Reliability
- Relationship and service
- Pricing (a lesser differentiator)



Emerging trends



Evolving requirement of various customer segments

- Financial sponsors
- New age businesses
- MNCs
- PSUs
- Financial services
- IT & ITES

- Digitisation provides huge data for analytics
- Corporates partnering banks with:
 - Cutting edge customized solutions
 - Use of technology for their channel partners



Aligned our structure...



...for wider coverage



Strengthened credit framework



Asset
origination

Focus on return of capital

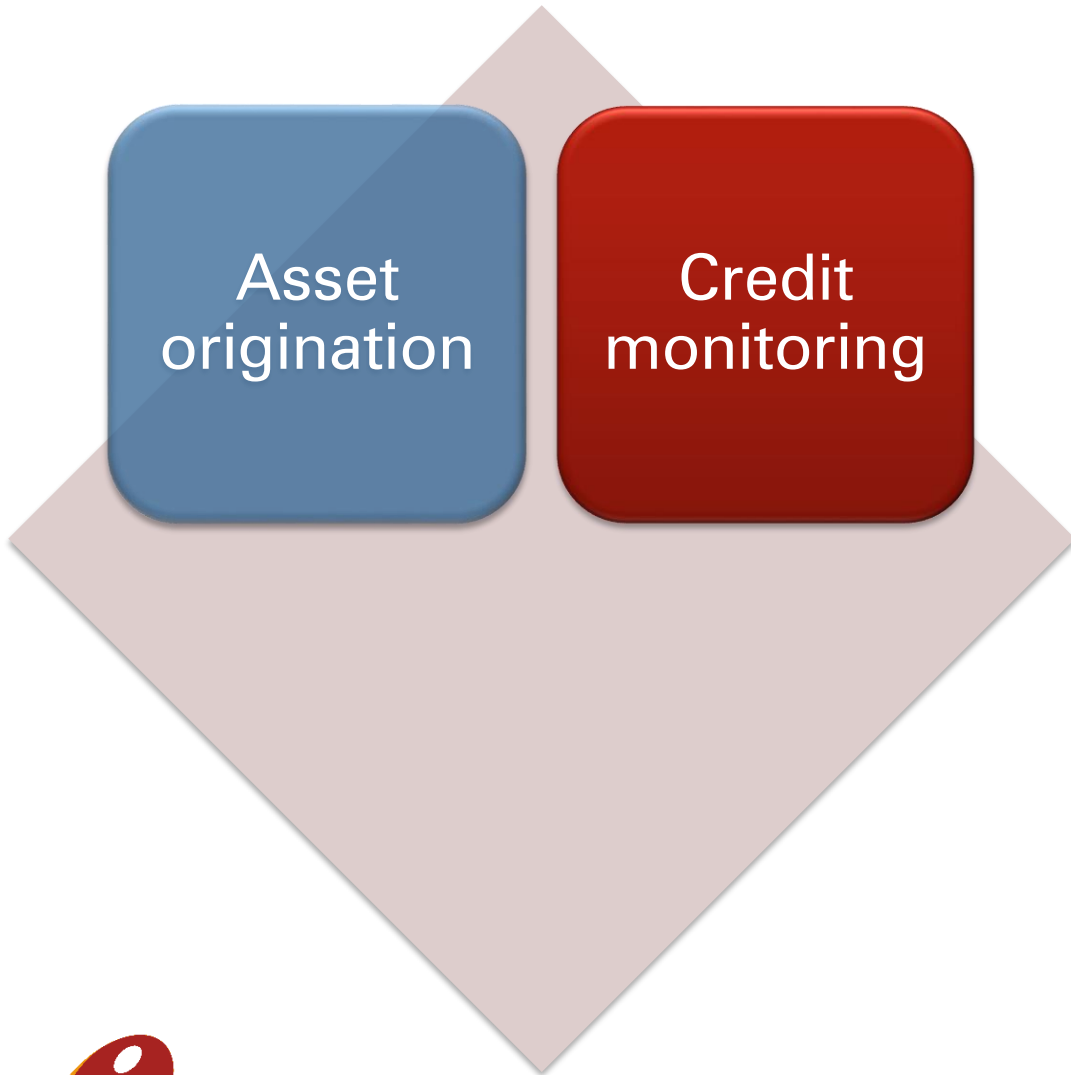
- ERM¹ framework: hard exposure limits/threshold based on turnover, track record and rating
- Emphasis on shorter & medium term loans
- Seeking non credit business at the time of asset origination
- Comprehensive checks using analytics before sanction/disbursement

89.5% of the disbursements to corporates rated A- and above²



1. ERM: Enterprise Risk Management
2. For H1-2020; domestic and international corporate portfolio (based on internal ratings)

Strengthened credit framework



Independent team for
monitoring & analysis

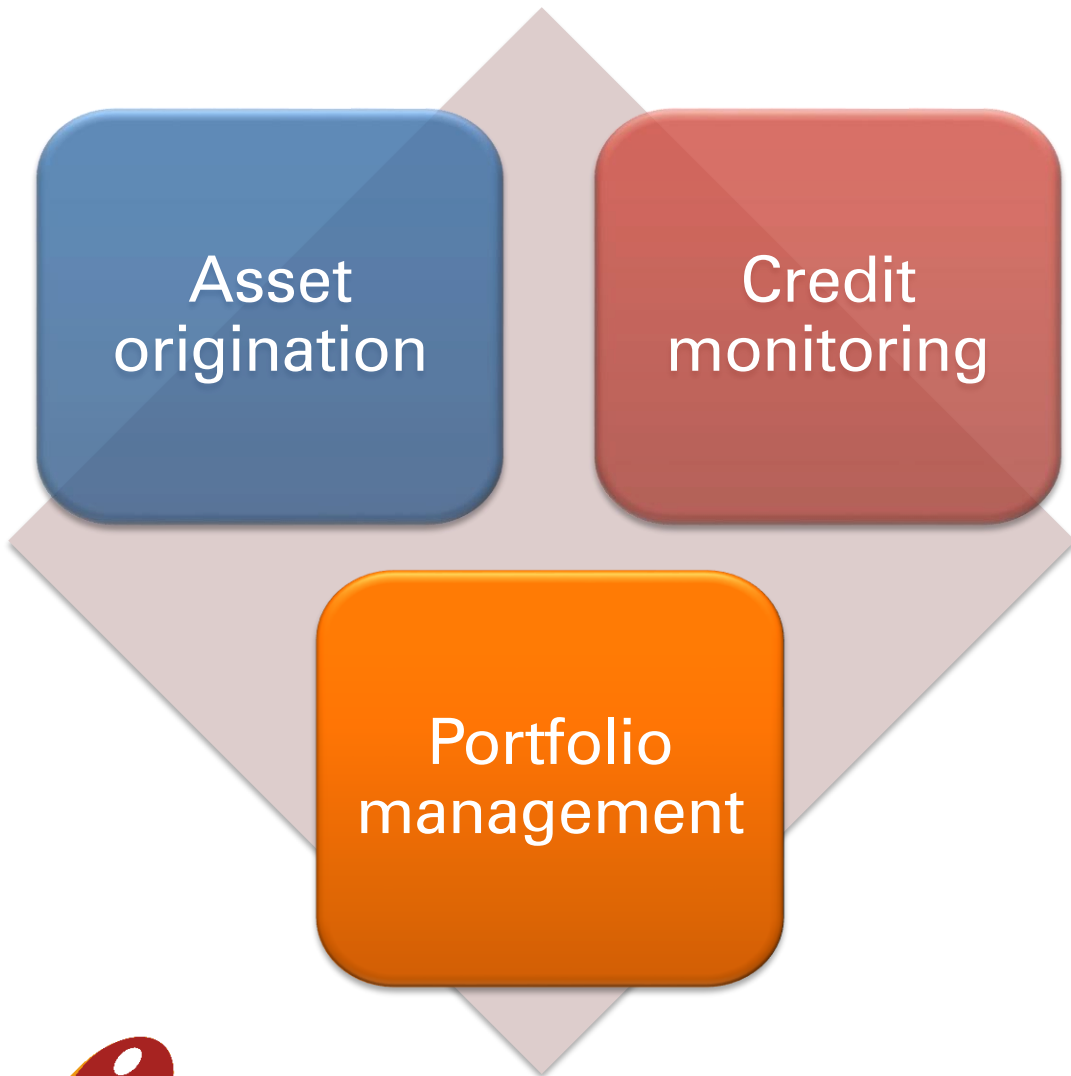
- Periodic monitoring correlating multiple variables
 - Transaction data
 - Financial & other data
 - External data
- Defined logic for early warning signals



Credit monitoring...



Strengthened credit framework

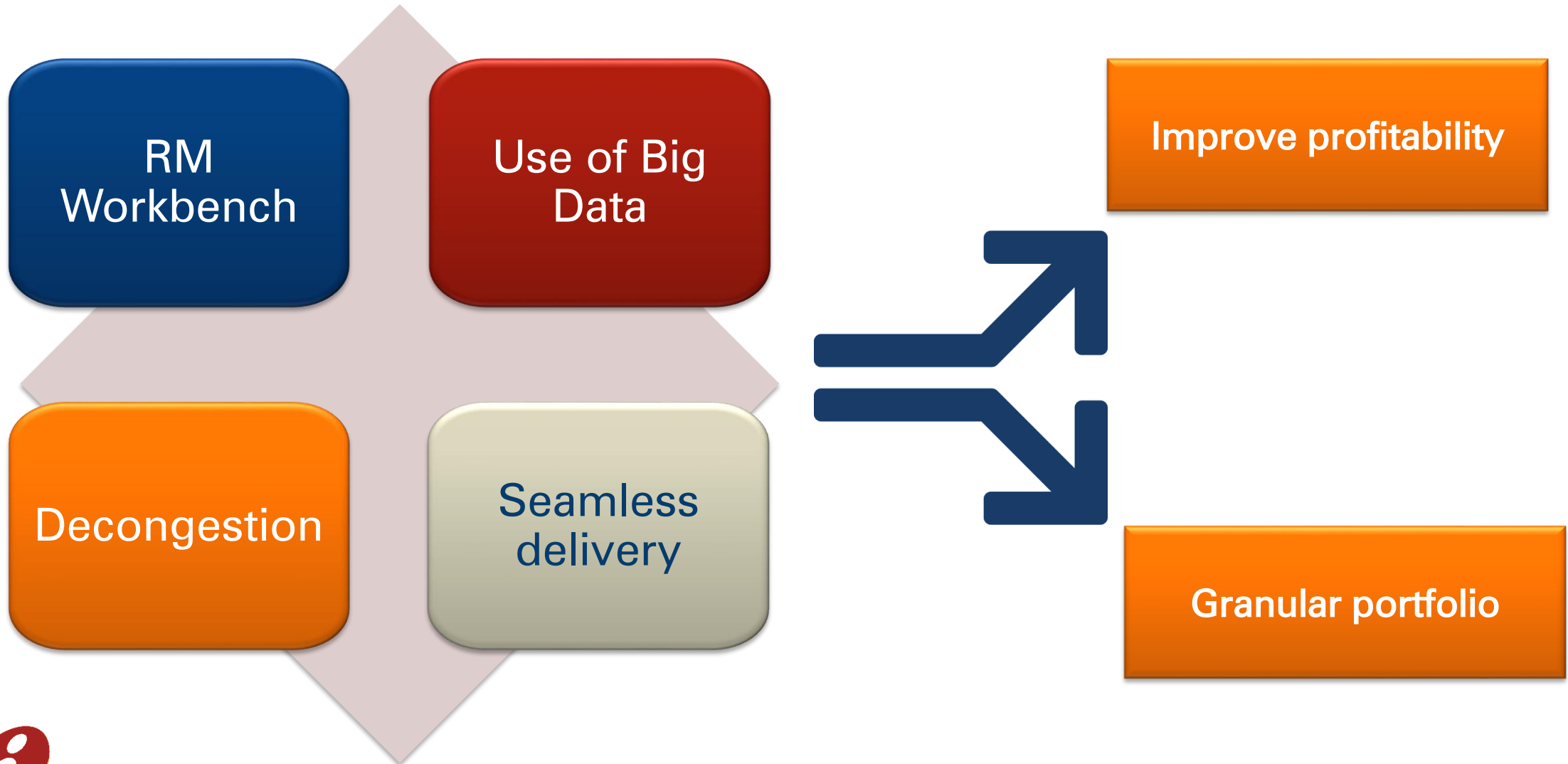


Independent team for
portfolio management

- Regular review of portfolio characteristics (viz. rating, concentration, tenor, wallet share etc.)
- Exposure management through upfront syndication/ sell-down/ wind-down
- Recalibration of product mix
- Optimising risk-reward on a continuous basis



Digitisation and analytics





RM's assistant

'Mobile app' & web versions for all RMs



Complete client overview



Account plan for every client



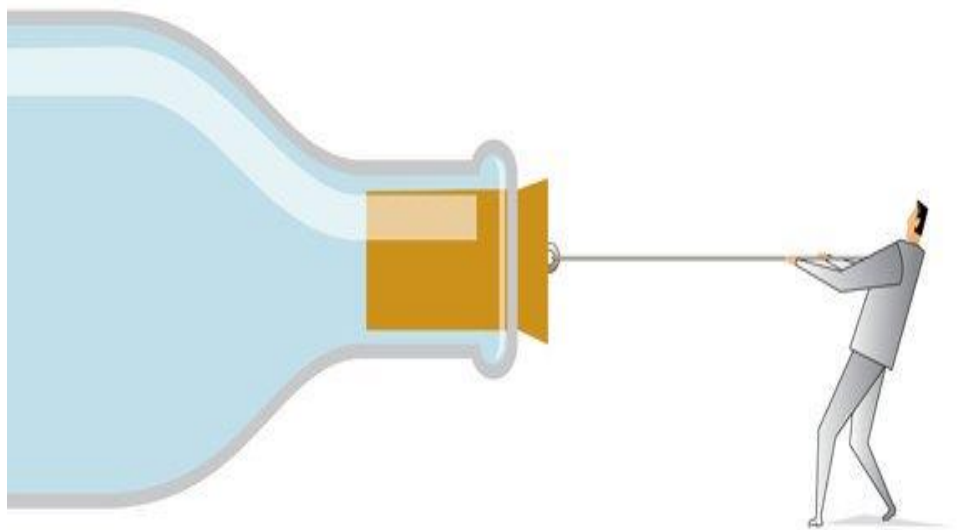
Ecosystem opportunity



Digital repository



Leveraging analytics for...



...decongestion...

Program
sanctions

Higher
delegation

Sectoral
winners

Pre-approved
limits

Simplified
appraisal notes

Digital lending
module

...and seamless delivery



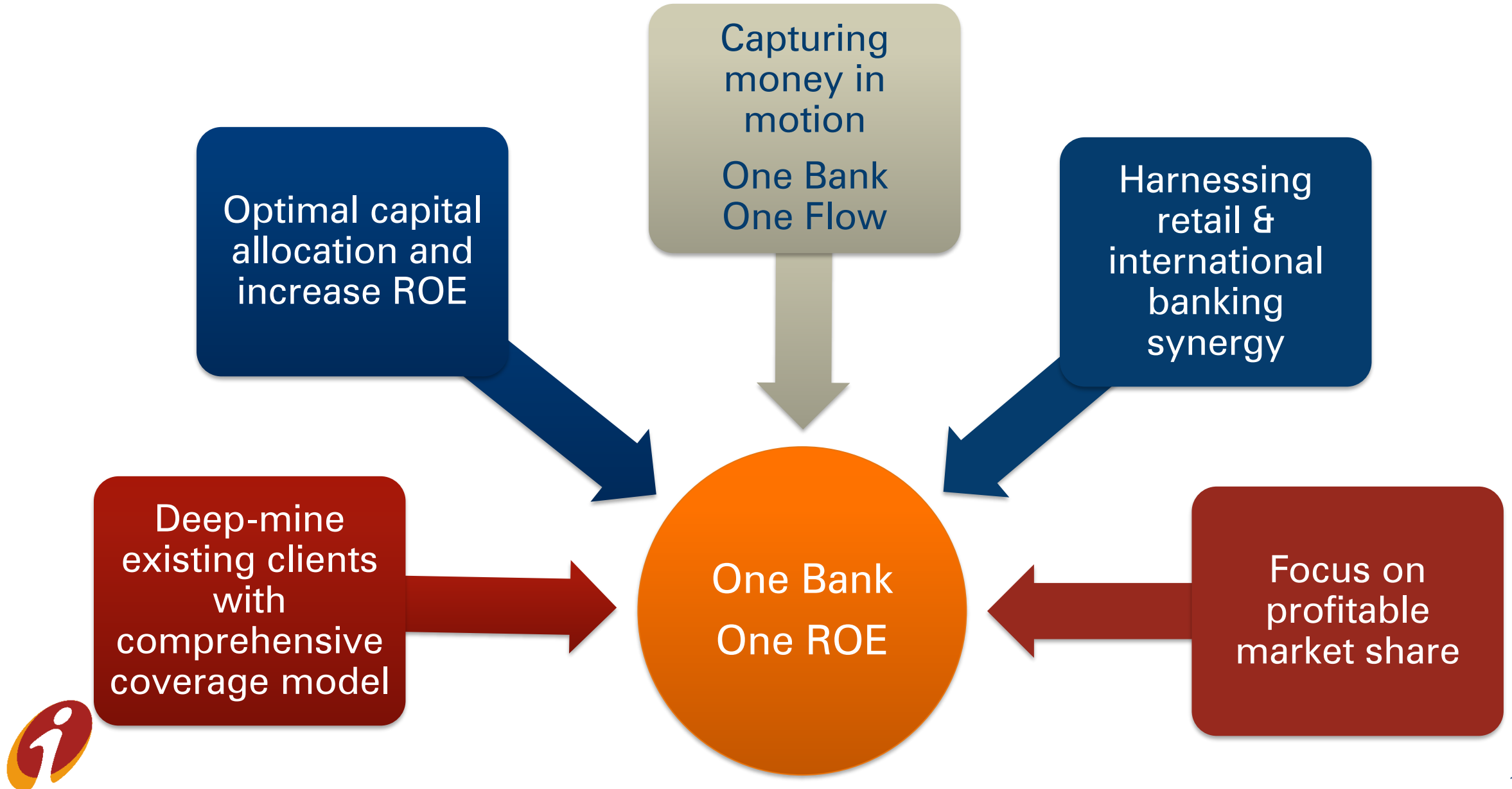
**Increasing
risk calibrated
core operating profit**



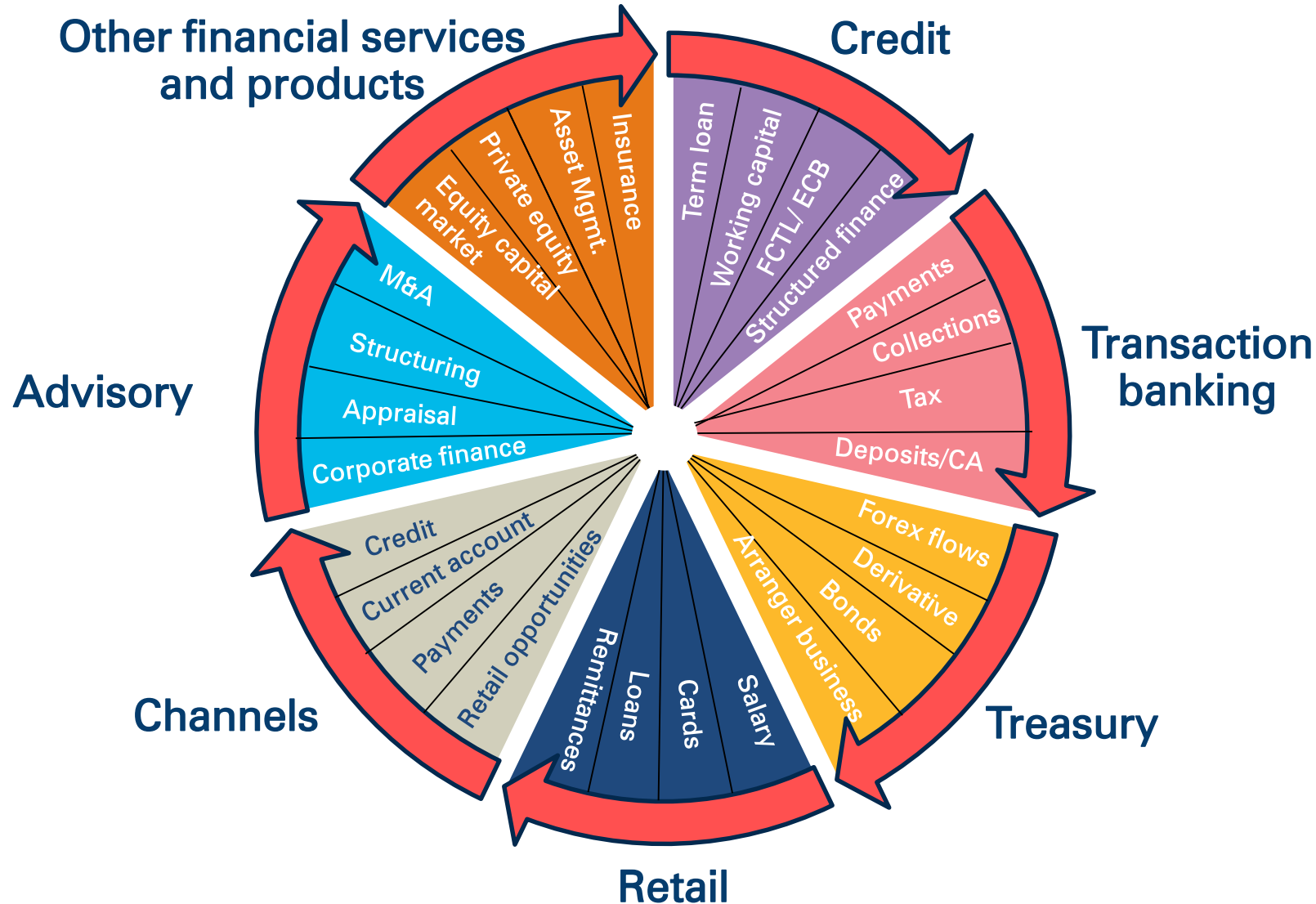
Corporate ecosystem banking



Corporate ecosystem banking

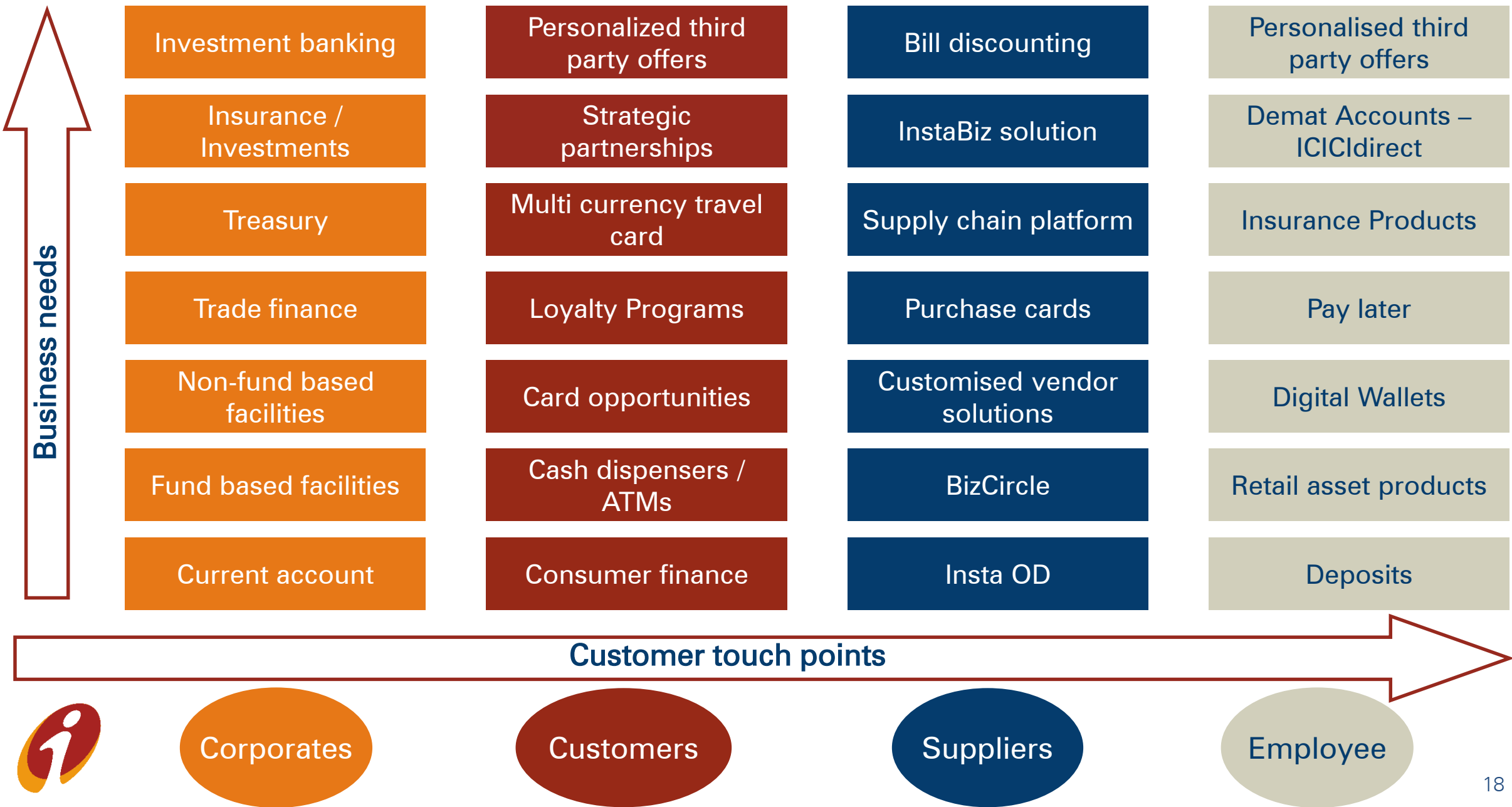


Capturing entire corporate ecosystem opportunity...



...to maximise core operating profit with partnerships & collaboration

Complete product suite for corporate ecosystem



Aligned the corporate structure...

Wholesale
banking
relationship

Retail
distribution &
product suite



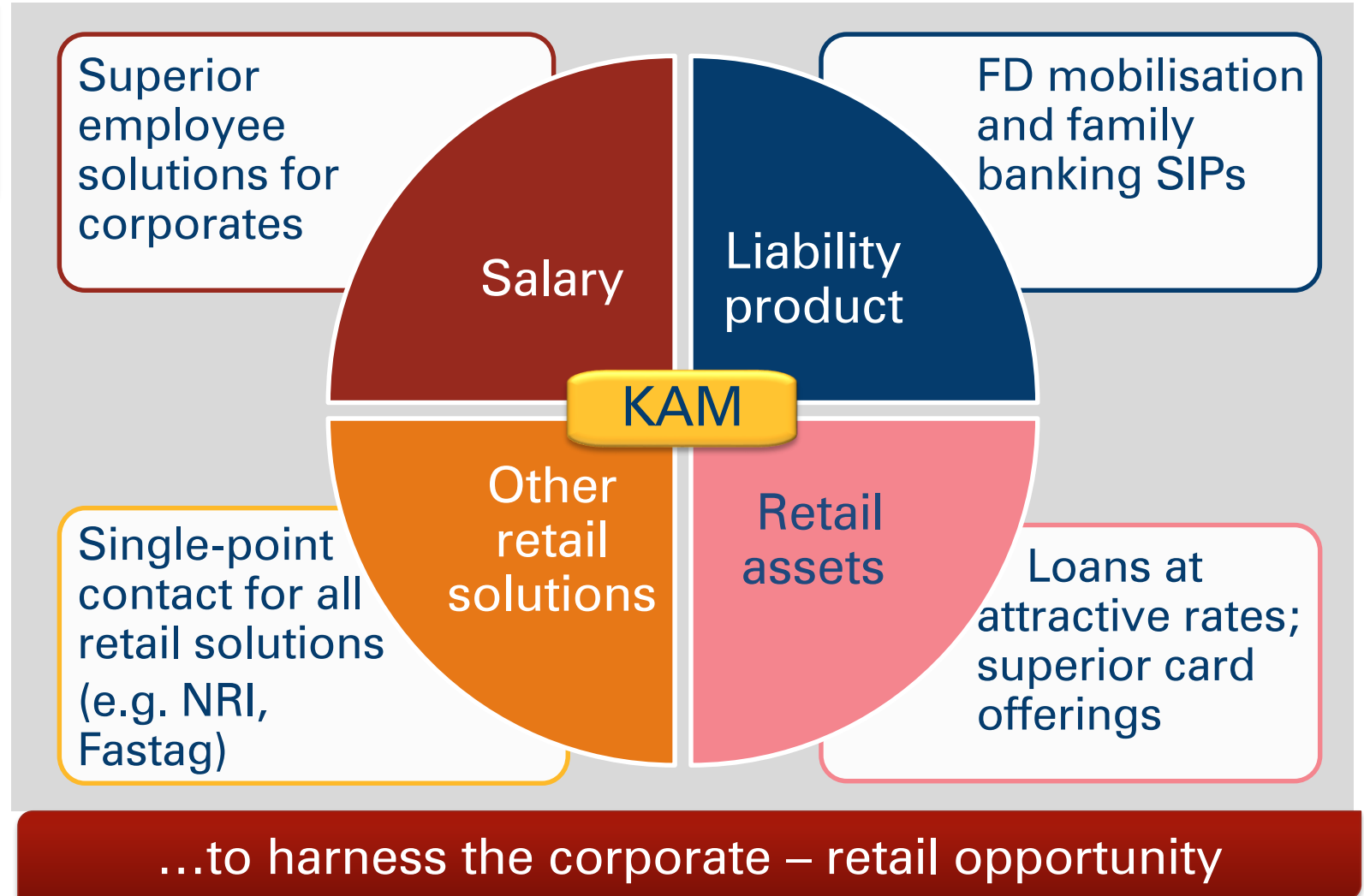
Business
banking
(channel
knowledge)

Geographical
overseas
footprint

Unique & relevant
proposition



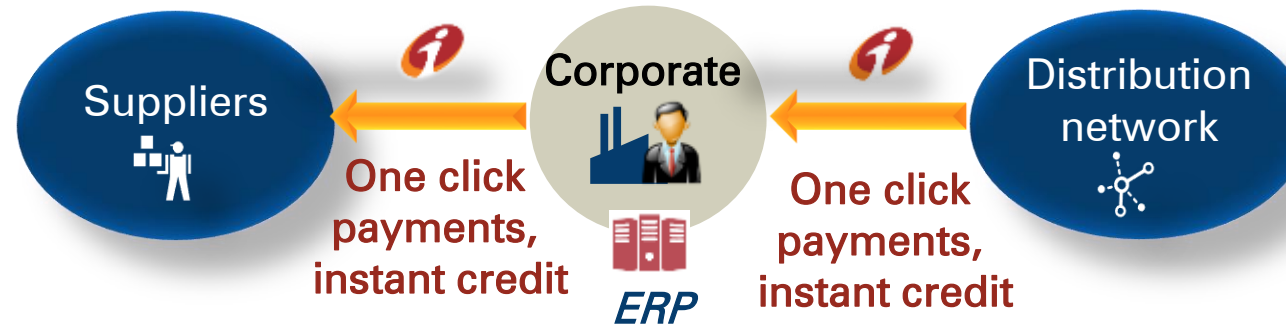
KAM: Key Account Manager



Harnessing the channel opportunity



Real time digital platform that extends power of ERP across dealers and suppliers and provides integrated payments and channel financing



Interact and transact digitally with your suppliers and dealers



Integrate with ERP to ensure automation of transaction updates



Instant payments & collections with zero reconciliation



Instant financing solutions for your channel partners

Offering asset, liabilities, trade and retail solutions to every dealer/vendor of the corporate

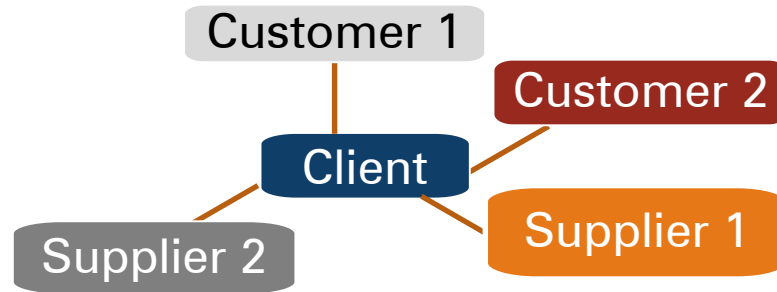


Use of analytics for Money in motion: One Bank - One Flow

Leveraging transactional data

1

Identifying client-wise customer and supplier network



Using analytics to track and capture all cash flows of the ecosystem

Analytics driven pre-approved sanctions to vendors

2

Capturing corporate to retail cash flows through enhanced salary and retail asset offerings

3

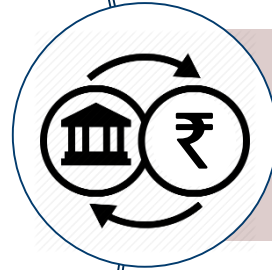
Capturing cross border opportunities

Analysing data of importers to route overseas exporters' fund flow into ICICI international geographies

Results in stickiness & enhanced float



**Increasing
risk calibrated
core operating profit**



Transaction banking (TxB)



An overview

Product suite

Procure 2 Pay

Order 2 Cash

Cash management

- Payments/Collection
- Accounts & Deposits
- Security/Custody services
- Supply chain financing

Trade finance

- Letter of Credit
- Bank Guarantee
- Factoring services
- Working capital finance
- Foreign Exchange

Coverage

Corporates

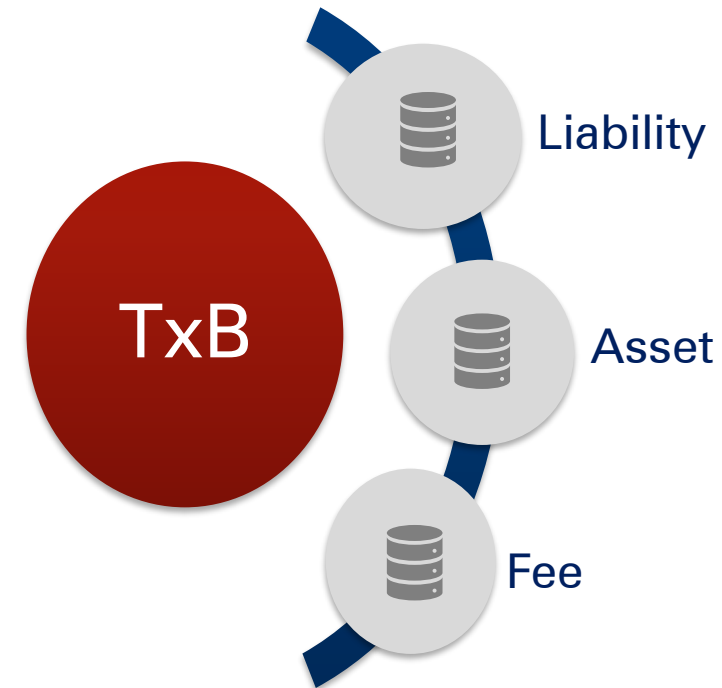
Small & medium enterprises

Government enterprises

Financial Institutions

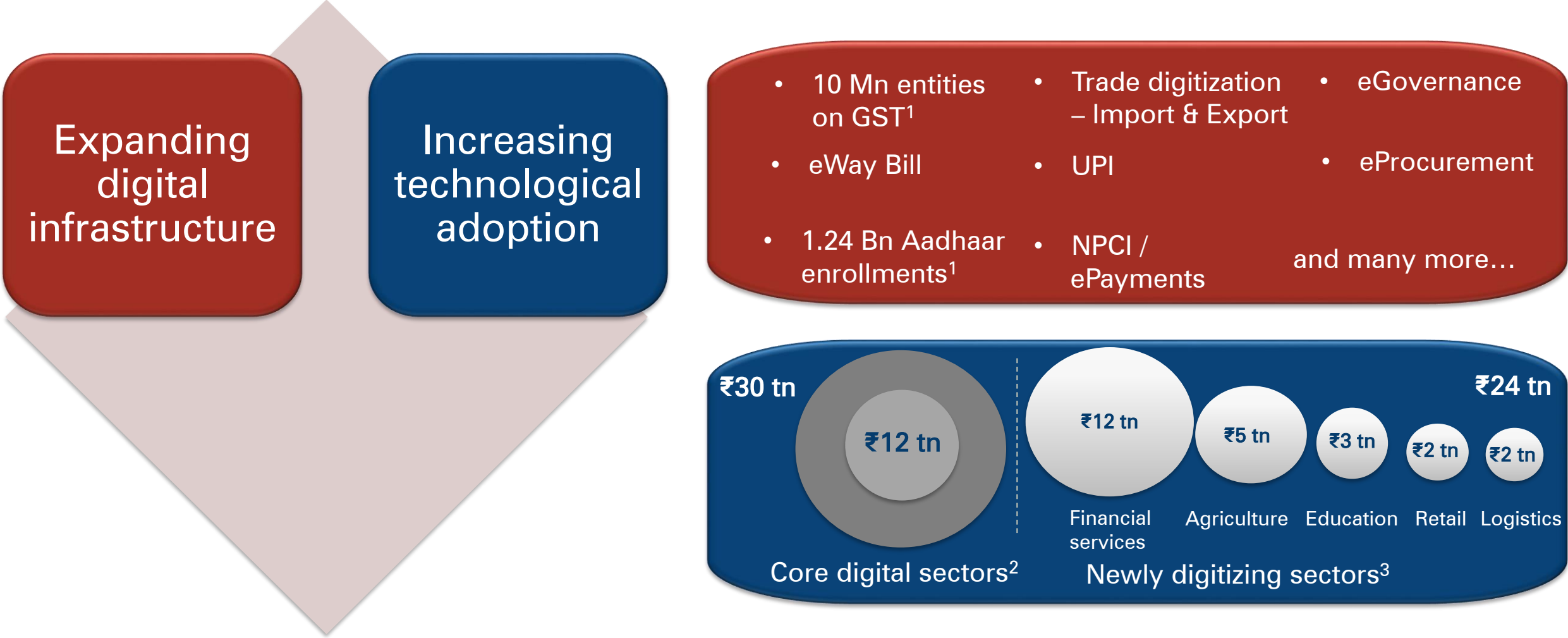
International branches & subsidiaries

Income streams



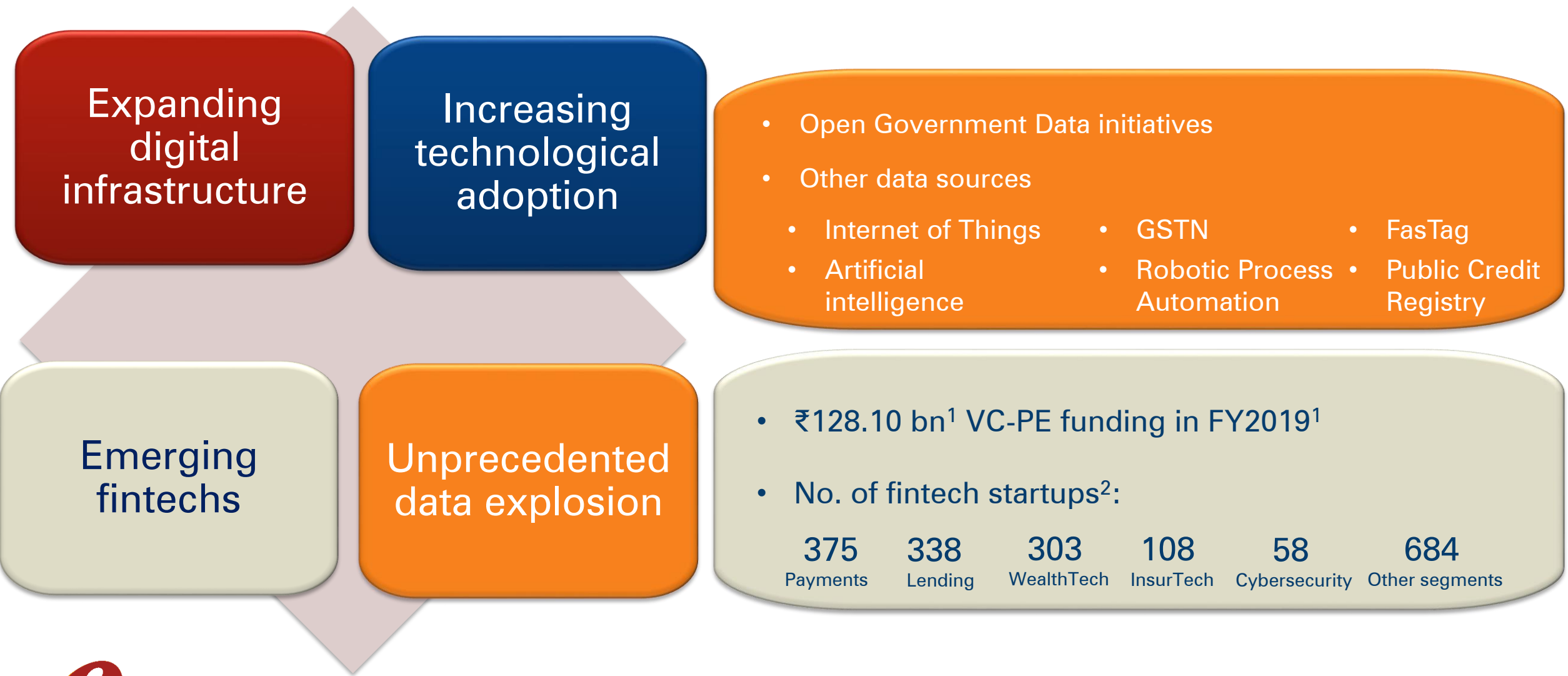
Delivering stable & granular revenue through multi product suite

Emerging trends



1. Source – GST Portal, UIDAI, McKinsey Digital India report; estimated contribution of sectors in 2025
2. Core digitising– IT, BPM, Digital communication, Electronics manufacturing
3. Newly digitising – Agriculture, Education, Energy, Financial services etc.

Emerging trends



A huge growth potential...

Expanding
digital
infrastructure

Increasing
technological
adoption

Emerging
fintechs

Unprecedented
data explosion



Disruption in conventional banking



Dramatic change in customer
expectations



Competition from non-banking
players – agile alternatives
available



Unlocking value by extracting
granular information in the financial
ecosystem



...TxB leading the change in the B2B digital world

Our foundation for value creation



1

Platforms

Best-in-class digital platforms for domestic & international trade



2

Industry ecosystems

Industry-specific solutions across value chain



3

Partnerships

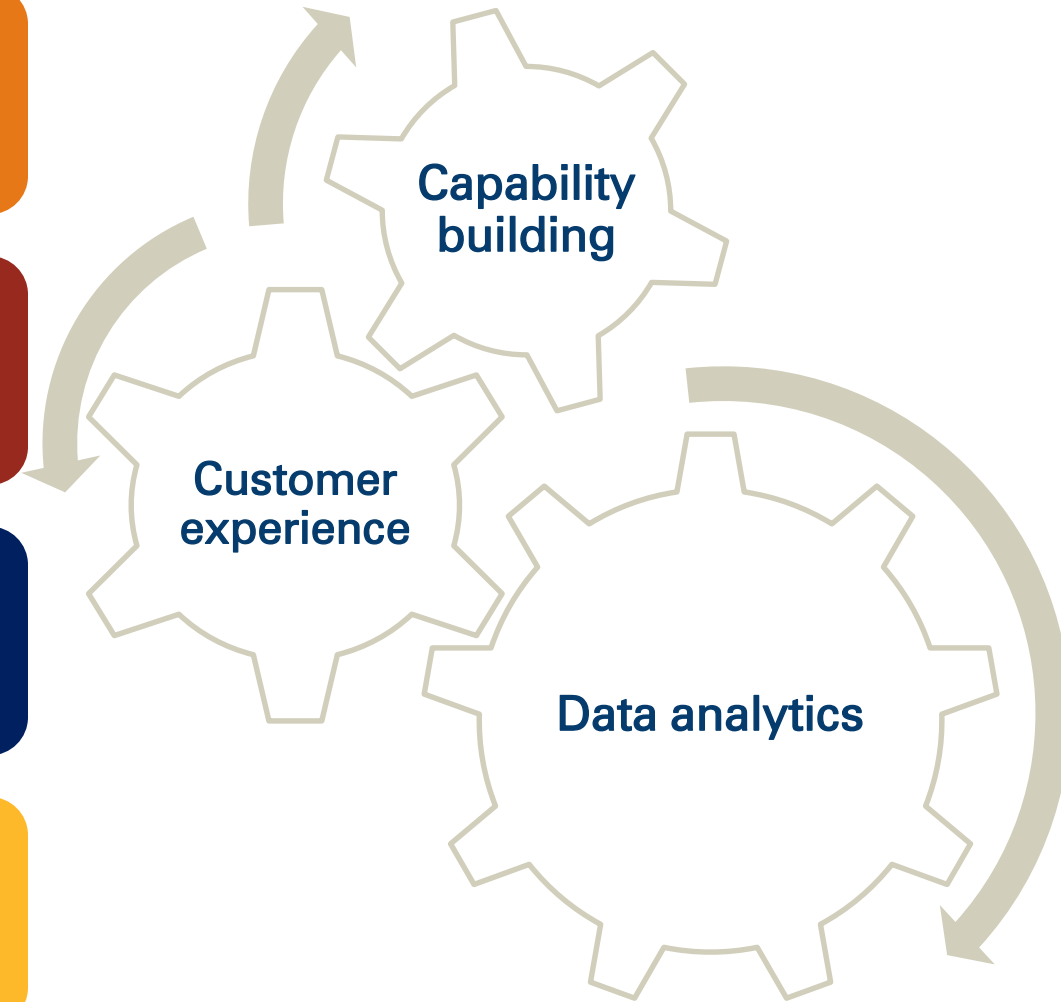
Embracing collaboration and enabling agility



4

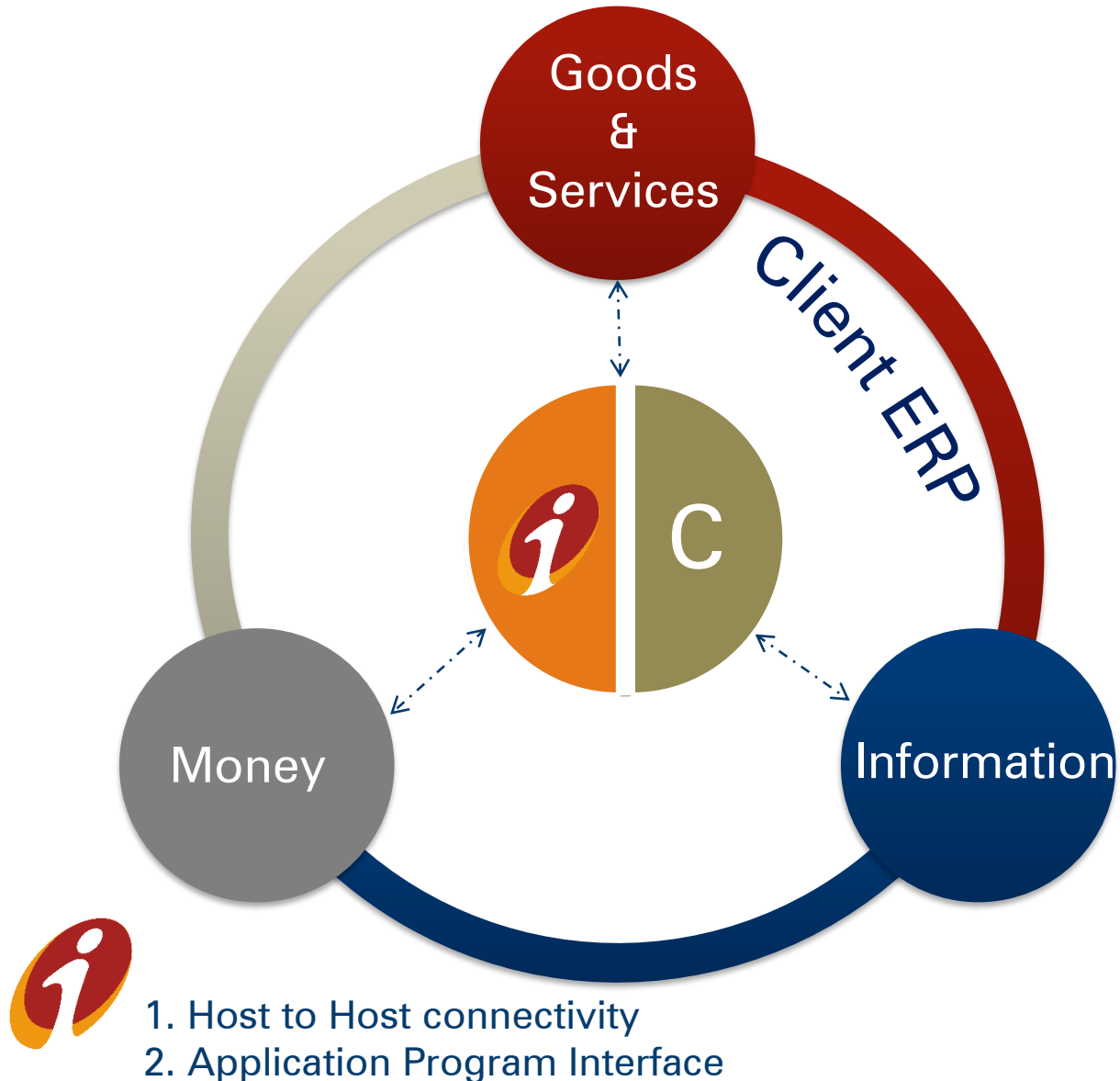
Connected enterprise

New age platforms for the hyper connected world



01

Platforms...transforming B2B from physical to digital



25+ platforms delivered

Agile & scalable architecture

Modularity facilitating customisation

Strong integration layer (H2H² / API³)

1 Industry first platform for digitizing software exports

e-SOFTEX for IT/ITeS

- Digital & paperless process for export settlement
- Real time seamless integration with RBI systems and client ERP⁴
- Instant credit of export proceeds

6

of top 10 IT/ITES
on-boarded ¹

10%

India's IT/ITES exports
processed ²

2 Revolutionary, first to market, platform to digitize procurement

eTendering

- Auto reconciliation & real time status to tender portal
- API based system integrations
- Seamless integration with complex procurement workflows

4,000
+

Active units

0.5
mn

Number of
tenders FY2019

3 An integrated & paperless next-gen platform for all corporate banking needs

Corporate Internet Banking

- Real time dashboard and customizable widgets
- End-to-end processing of trade transactions
- One stop solution for single / bulk payments & collections

0.84
mn

CIB customer
base

198
tn

Value of
payments txns.
FY2019 (₹)

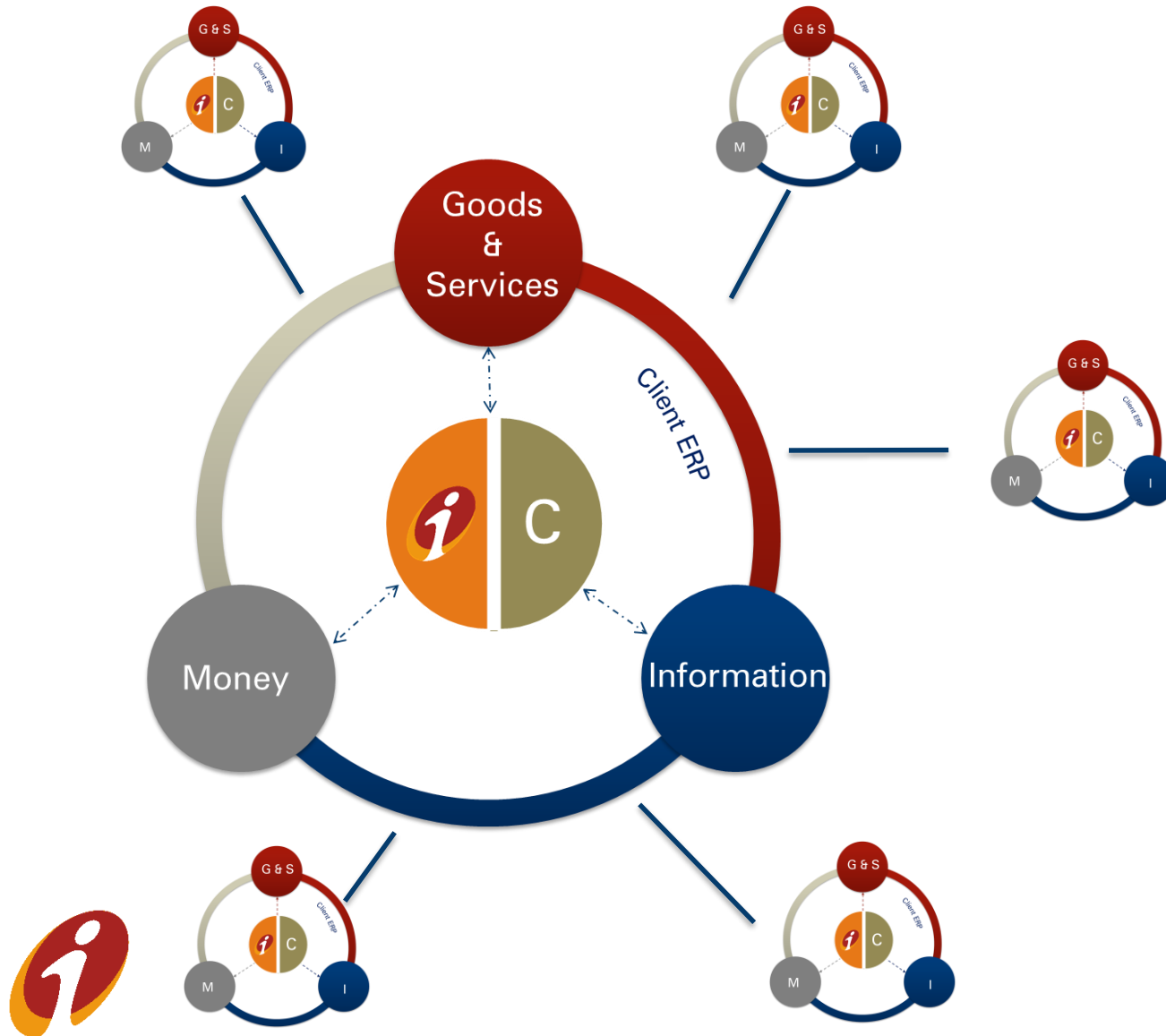


1. Based on market capitalisation as at Dec 2, 2019

2. NASSCOM

02

Industry ecosystems...connecting the B2B world



From product centric to customer centric

Robust technology solutions catering to new digitising sectors

Shaping industry platforms & value chains

Deep system integration with corporates & partners

1 End-to-end digitization of commodity board auctions

Digi Commodity

- Real time payment confirmation via API based alerts
- Digital collection of auction proceeds & auto reconciliation of outstanding invoices
- Deal wise settlement across multiple stakeholders

8k

Stakeholders onboard80
bnValue of txns.
in FY2019 (₹)

2 Tailor made solution for digitizing ports infrastructure

Ports

- Recognised by Ministry of Shipping as the trusted bank for port community receivables
- Partnership with ports; API integration with Port Communication System (PCS 1x)
- Real time tracking & status of payments

60%

Govt. ports
covered

6,000

Stakeholders in
port ecosystem

Data flows >> Acquire >> Cross-sell / Up-sell >> Reduced OPEX

03



03

Partnerships – case studies

1 State of the art multi modal solution for G2C & B2C services

Digitising citizen services

- Strategic cornerstone of Digital India programme
- Banker to multiple service delivery networks
- Single URL³ integration with real time transaction status

8
mn

Avg. monthly
transactions

0.38
mn

User base



1. IMARC market research report
2. ERP – Enterprise Resource Planning
3. URL – Uniform Resource Locator

2 Cloud-based solutions for dairy ecosystem

Dairy ERP integration

- API integration with Dairy ERP³ for multiple collection modes
- End-to-end digital platform for indenting, procuring and payment
- Joint strategy to capture maximum dairy market

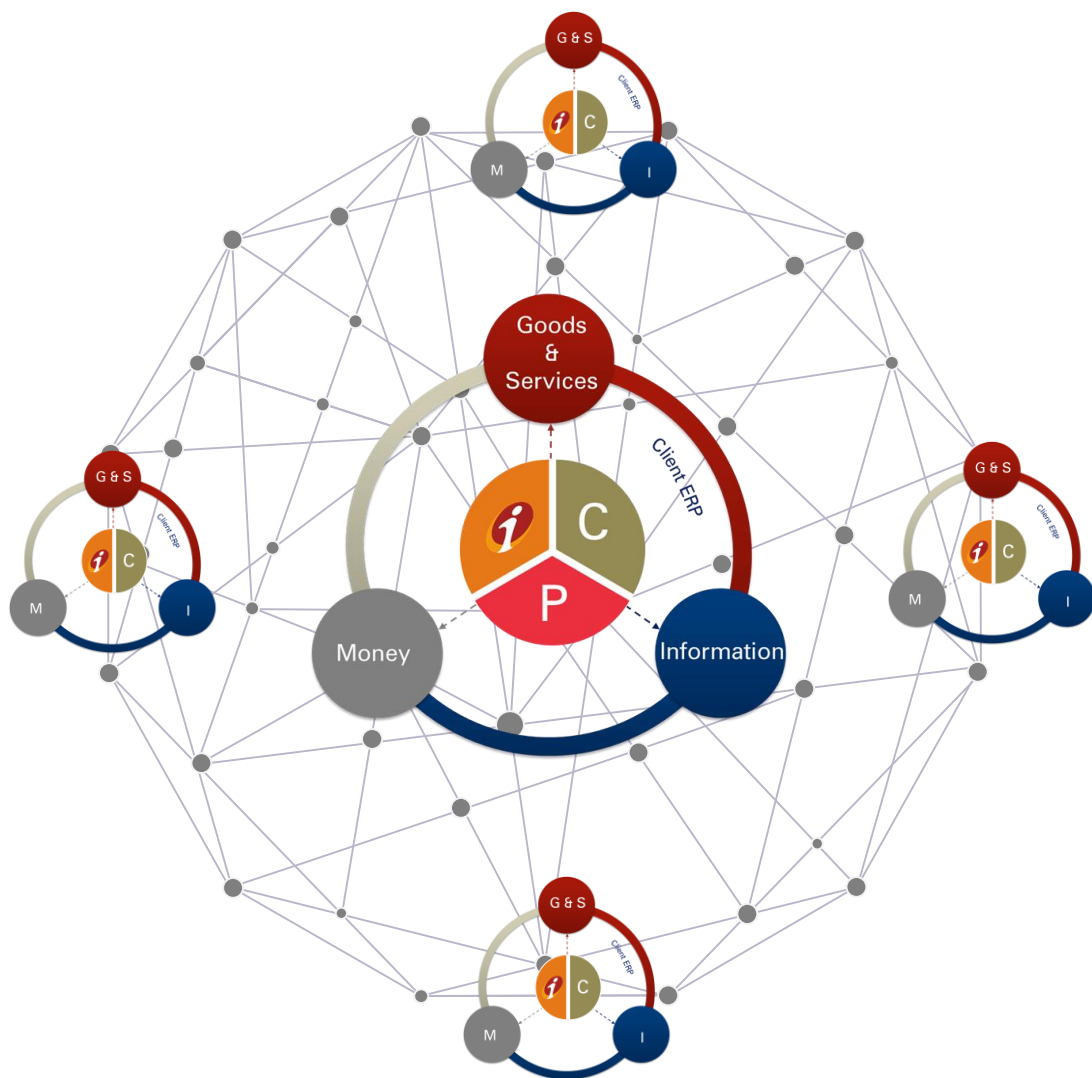
9
tn

Dairy market
in FY2018² (₹)

22
tn

Market Size
FY2024² (E) (₹)

Connected enterprise...new age platform for the hyper-connected world



Delivering next gen banking solutions through open banking APIs & blockchain

First to market products – iXpress Connect & Connected banking

Harnessing best of both worlds – robustness of legacy systems & agility of digital platforms

Building new business streams in a secure, agile and future-proof method



04

Connected enterprise - case studies

1

Reimagining domestic & cross border trade on Blockchain**Blockchain**

- India's 1st e-presentation made under an e-UCP backed LC through blockchain
- Robust security framework with access control for transaction verification
- Incorporation of new entity in collaboration with Indian and foreign banks underway

360

Clients
on-boarded

~50
bn

LC
transactions (₹)



1. iXpress Connect – Launching soon..

2

A “self-build & run” platform with enhanced AI & analytics capabilities**iXpress Connect¹**

- Fast integration of inbound/outbound customer APIs to drive business
- Choose, configure & test APIs on the fly
- Partnering with IBM to develop a one of a kind connected platform

24
hrs

Integration
TAT–
25 days to 24
hrs

1st

In APAC
region

Tech enabled service delivery

01

Platforms

02

Industry
ecosystems

03

Partnerships

04

Connected
enterprise



18/6 Operations

- Dynamic work at home through facial recognition
- Dedicated shifts with extended system support
- Analytics based scrutiny and validation



New age technology

- Robotics: 1,100+ robots used for processing 1.5 Mn transactions per day
- AI & Machine Learning: 20+ implementations
- Chatbots for quick query resolution



Neo trade systems

- Fully integrated platform for domestic and international trade
- Self-guiding system with inbuilt regulatory and financial validations



Digital onboarding

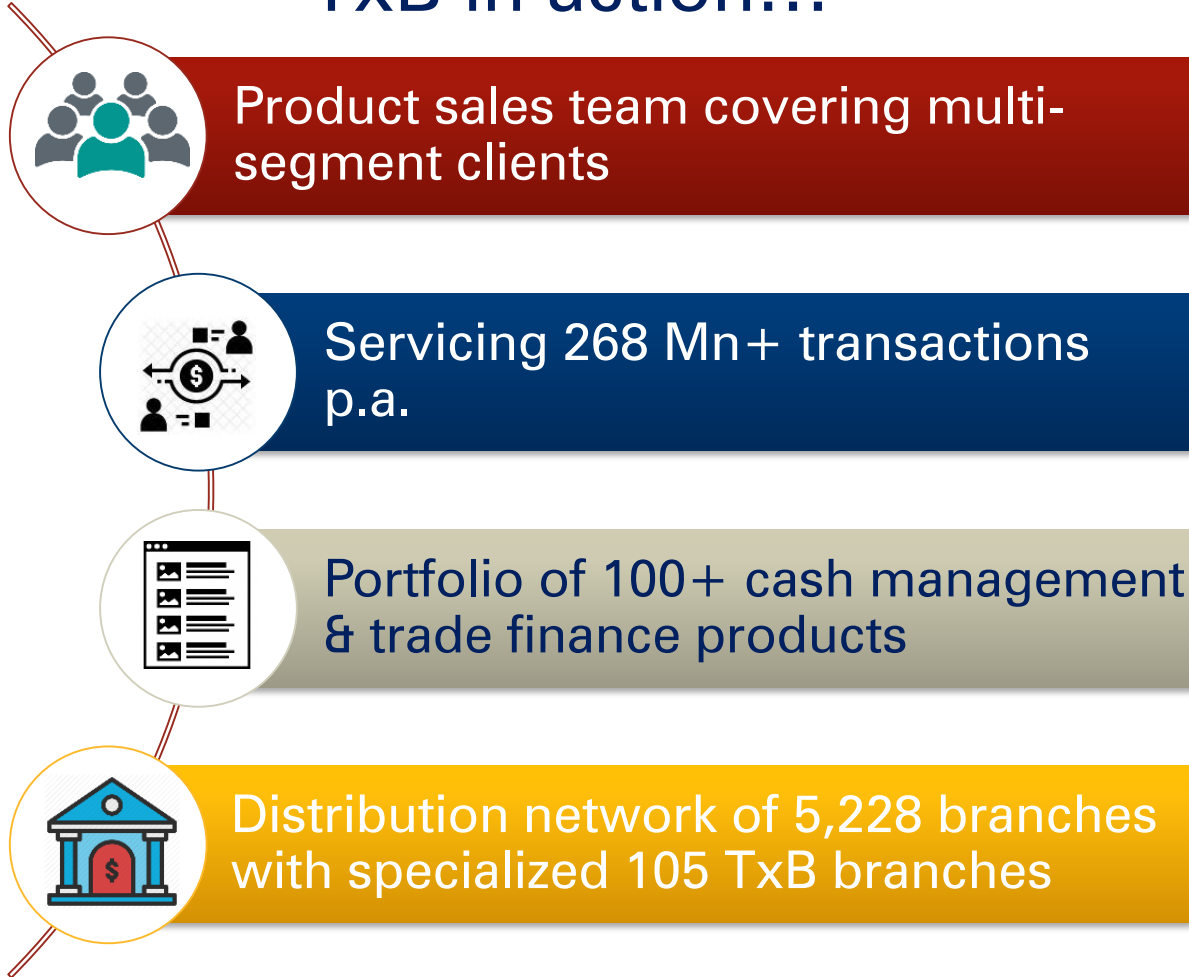
- QR code based cash collection
- OTP based debit mandate registration
- Digital onboarding of CMS products

Customer
centricity

Operating
efficiency

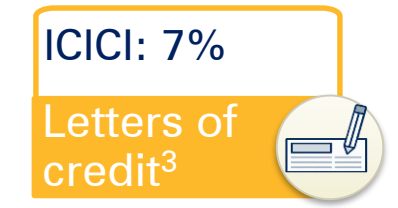
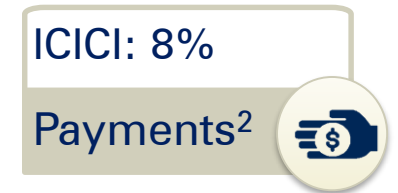
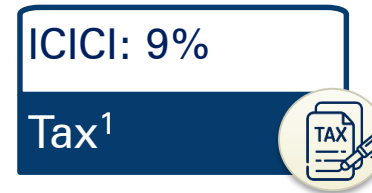
TxB franchise delivery

TxB in action...



1. Includes direct tax and GST
2. Data from RBI on outward NEFT and RTGS
3. RBI

Capturing profitable market share...



In summary...



Strengthening credit framework with adoption of technology to ensure return of capital



Pursuing corporate ecosystem banking to enhance RoE



TxB – leading the change in the B2B landscape

Driving sustainable and risk calibrated core operating profit





Thank you

Session 5





Reimagining customer life cycle - Operations & technology

Analyst Day

December 3, 2019

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, 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.



Reimagining customer life-cycle



Onboarding

Digital & frictionless



Transaction processing

Faster, first-time-right & volume agnostic



Servicing

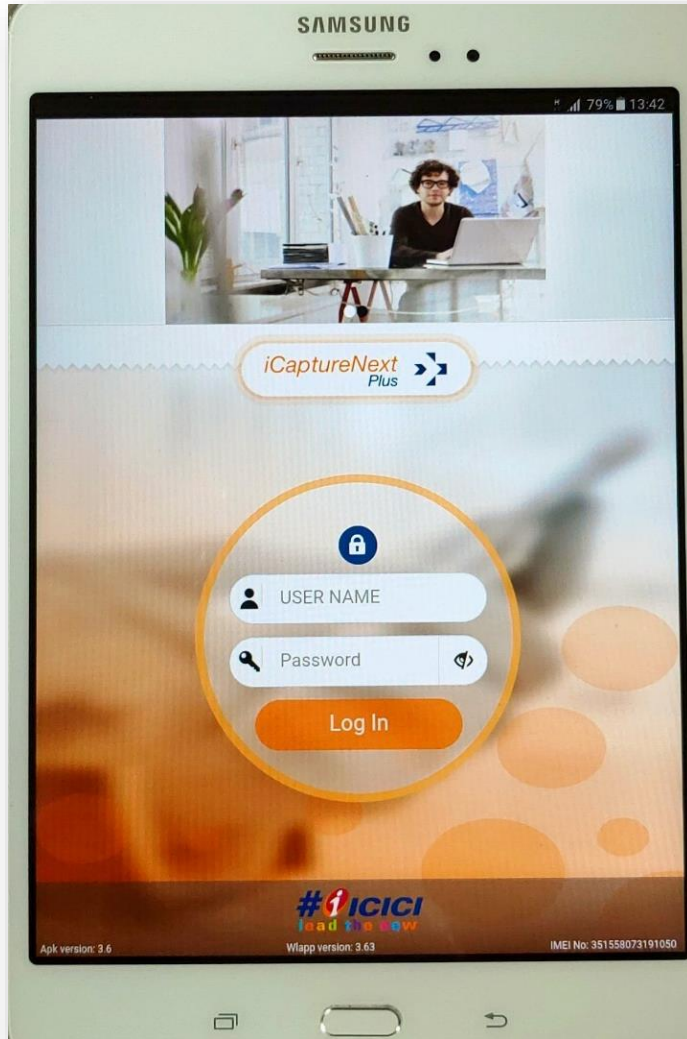
Decongested & seamless



Deliverable management

Eliminate, economise & enhance speed

Digital & frictionless onboarding



Tab-based sales

- Minimal data entry
- Eliminate branch level verification
- Decongest documentation & approvals

Customer 360

- Prefilled forms & single KYC repository

Image & OCR based document verification & processing

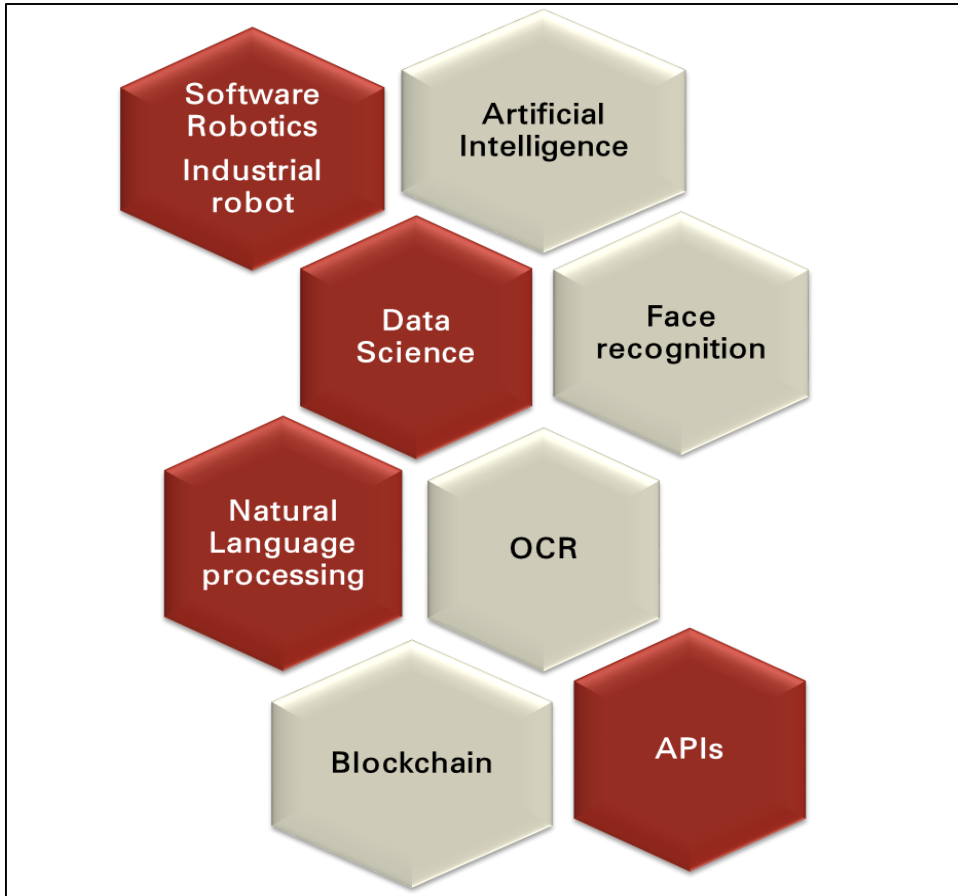
- API based a/c activation

Online dashboard of application journey



OCR: Optical character recognition

Transaction processing & servicing experience



Faster, first time right and volume agnostic



Round the clock processing & extended cut-offs

- Work-from-home using face recognition
- Balance centralisation and decentralisation

Paperless processing

- Image based processing and OCR
- AI & data science based transaction scrutiny

Eliminate rework & decongest channels

- Direct ops to customer engagement
- Deliver first, process later

Reduce customer & bank effort

- Chat & Voice bots, voice authentication
- APIs to minimise data entry/ validation

The e-com way: journey towards no ops

- Enabling end-to-end digital fulfilment
- Economise physical deliverables

Next-gen technology adoption

1,150+ Robotic process automations
14 Industrial robots at currency chests

AI, Data Science, NLP

- 9 Chat and Voice bots - 85% customer queries handled online
- 11 major AI/ data science based processing
- 50% of cheque clearing processed using data science

Biometric authentication

- Continuous face recognition @ Work From Home : ~8% of operations employees
- Voice based authentication @ Phone banking

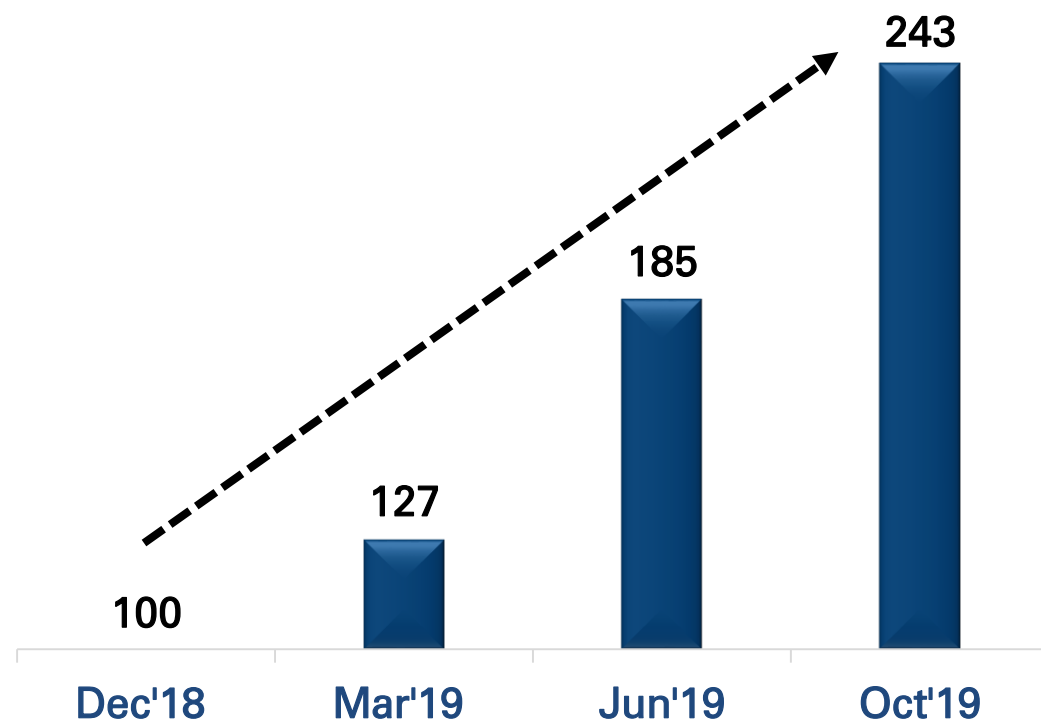
Blockchain

- Cross-border remittances and trade transaction processing



Net Promoter Score (NPS) Journey

Bank onboarding NPS



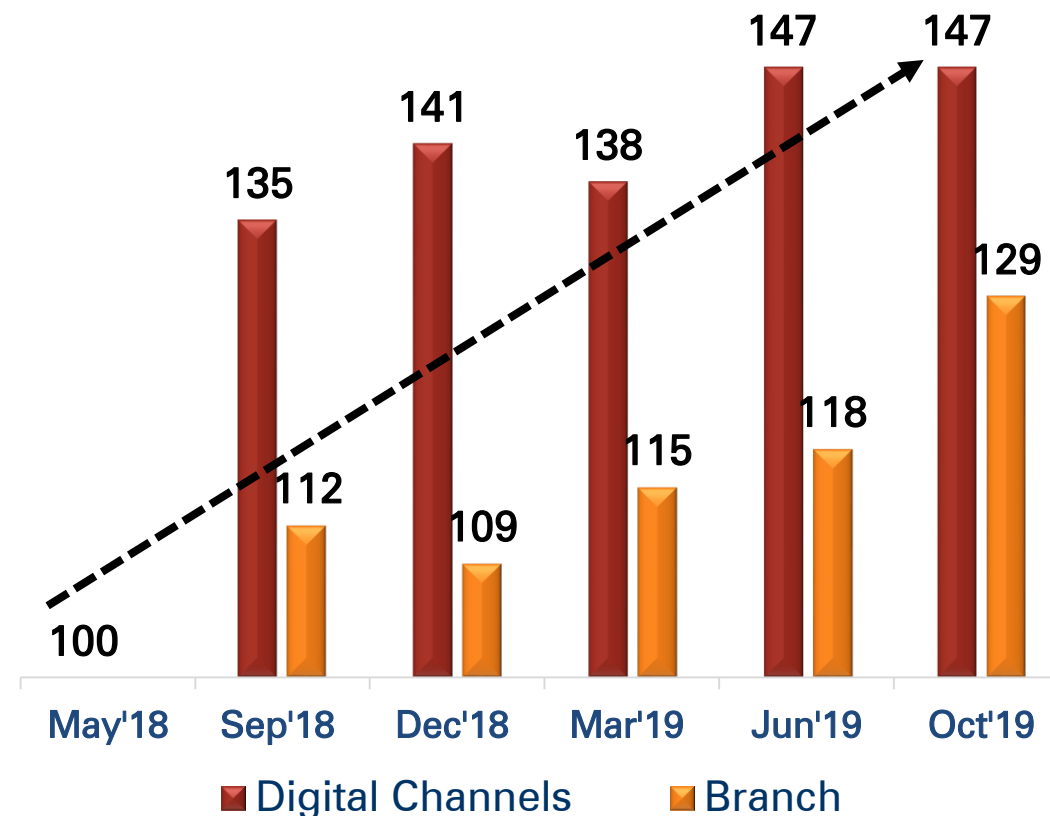
Insta significantly higher (Insta PL – 140 indexed over non-Insta, Insta OD – 109 over non-Insta)



Initiation Month Dec'18 indexed to 100

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

Bank channel NPS



Initiation month May'18 indexed to 100

Digital Channels : Retail Internet Banking, Corporate Internet Banking, iMobile, InstaBIZ

IT 'the enabler' - 4S



1

Scalability



2

Speed



3

Security

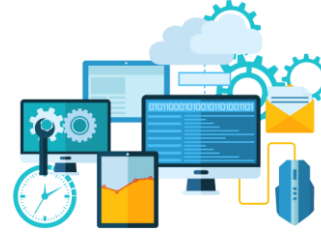


4

Stability



Scalability



Deliver to scale

Future ready
architecture

**Evolve to
deliver**

Uberisation of
services

**'Run'
efficiently**

Automate &
modernise IT

**Scalable
infrastructure**

Secure &
scalable
infrastructure



Speed



Agile delivery

Product squads



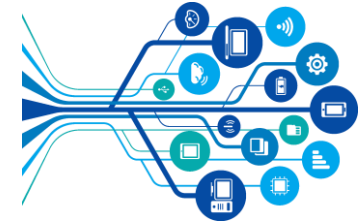
3-D

**Delete,
decongest &
digitise**



**Connected
banking**

**Reusable
components**



**Cloud
Ready**

**On-demand
infrastructure**



Information security



Embedded security

Security at the core of development



Segmentation

Least trust approach



Analytics

Pattern/
machine
learning based
threat
detection



NextGen SOC

Orchestration
and automation



Stability





Thank you