

# BANK AT A GLANCE

**₹408.88 billion**

Profit After Tax\*

**₹544.79 billion**

Profit Before Tax Excluding Treasury\*

**4.53%**

Net Interest Margin\*

**₹18,715.15 billion**

Standalone Total Assets

**₹11,844.06 billion**

Total Advances

**₹14,128.25 billion**

Total Deposits

**16.33%**

Capital Adequacy Ratio



## More than 30 million users on iMobile Pay

iMobile Pay, ICICI Bank's mobile banking application, has more than 30 million users. The total value of transactions done through this app stood at close to ₹11,000 billion in fiscal 2024.



## Over 4,600 APIs

The Bank has over 4,600 APIs to manage more than 160 million financial and non-financial transactions per day.



## 22% growth in volume of transactions on InstaBIZ

The volume of financial transactions on InstaBIZ, the Bank's one-stop solution for all banking needs of business banking customers, grew by 22% in fiscal 2024.



## 16 million cards in force

Over 16 million credit cards in force as at March 31, 2024. Overall credit card spends grew by 28% year-on-year in fiscal 2024.



## iLens platform for mortgages, enhanced to personal loan and education loan

iLens, ICICI Bank's lending solution, is an industry-first end-to-end digital lending platform covering the entire loan life cycle. It is a single interface that allows employees, third party agencies and sourcing channels to collaborate to facilitate faster turnaround of loan applications, greater transparency of loan status and an enriched customer experience. In addition to mortgages, the platform is now extended to personal and education loan offerings.



## Presence across the country

The Bank has a network of 6,523 business centres, 17,190 ATMs and Cash Recycling Machines, and 570 Insta Banking Kiosks across the country.



## Over 70% digital trade transactions

Of all the eligible trade transactions processed through the Bank, over 70% were done digitally.



## 35% of total energy consumed is from renewable sources

The share of renewable energy in total energy consumption from grid and on-site solar increased to 35% in fiscal 2024 as compared to 9% in the previous year.



## 34% y-o-y increase in UPI P2M transaction

The volume and value of UPI person-to-merchant (P2M) transactions increased by 34.4% and 76.4% respectively year-on-year in fiscal 2024.



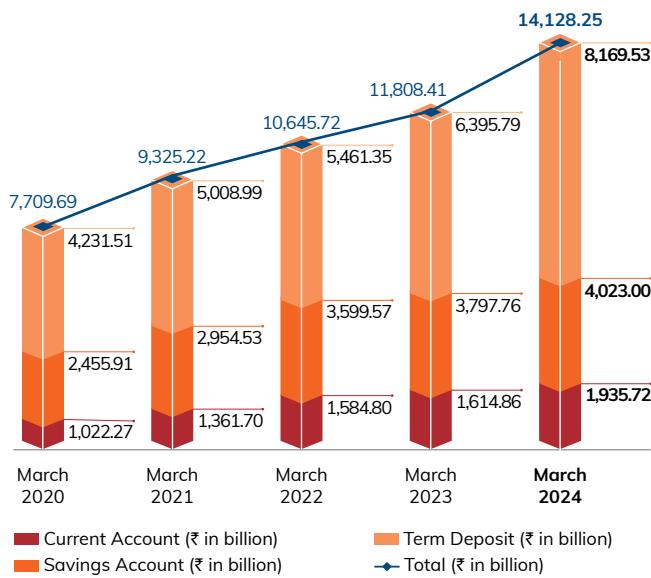
## ₹12 billion committed to Tata Memorial Centre

ICICI Bank has committed a contribution of ₹12 billion to Tata Memorial Centre. The money will be utilised for setting up cancer care facilities in Maharashtra, Punjab and Andhra Pradesh.

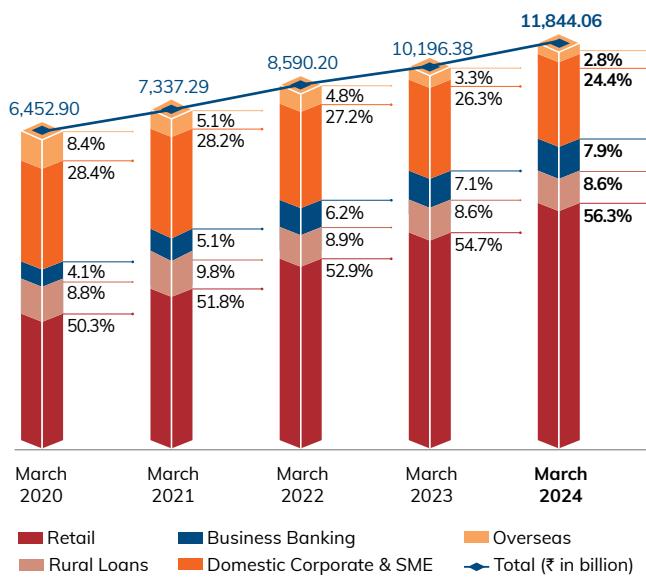
\*During fiscal 2024; others at March 31, 2024

# FINANCIAL HIGHLIGHTS

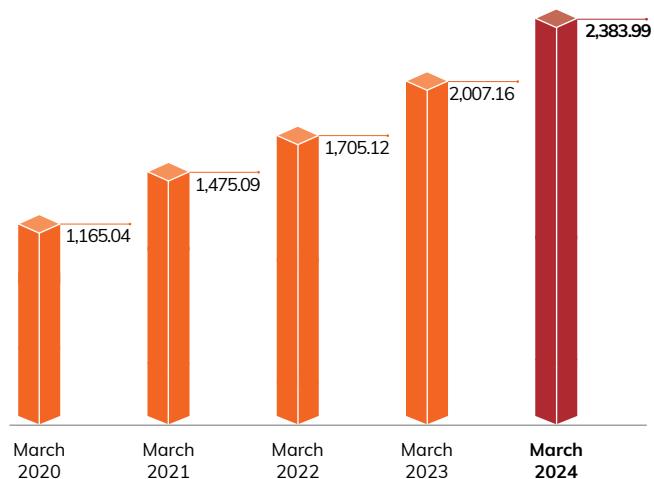
## TOTAL DEPOSITS



## TOTAL ADVANCES

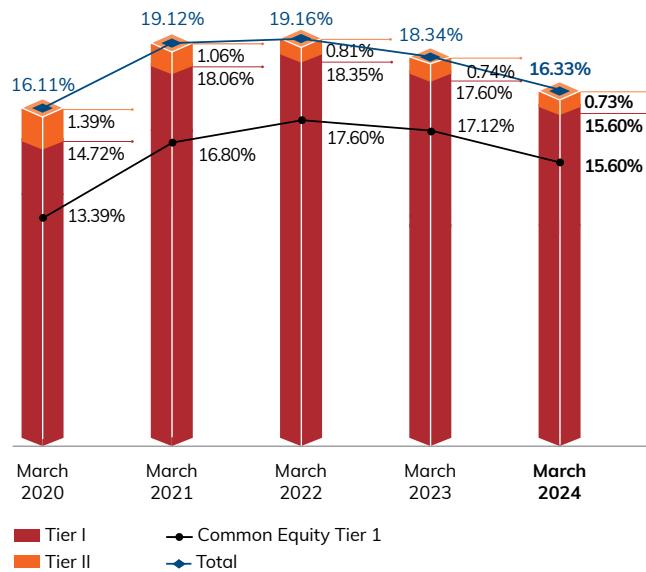


## NET WORTH



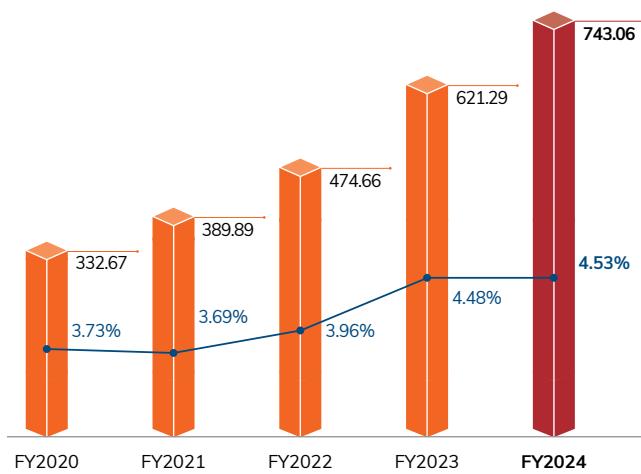
■ Net Worth (Equity Share Capital, Employees Stock Options Outstanding, Reserves and Surplus) (₹ in billion)

## CAPITAL ADEQUACY



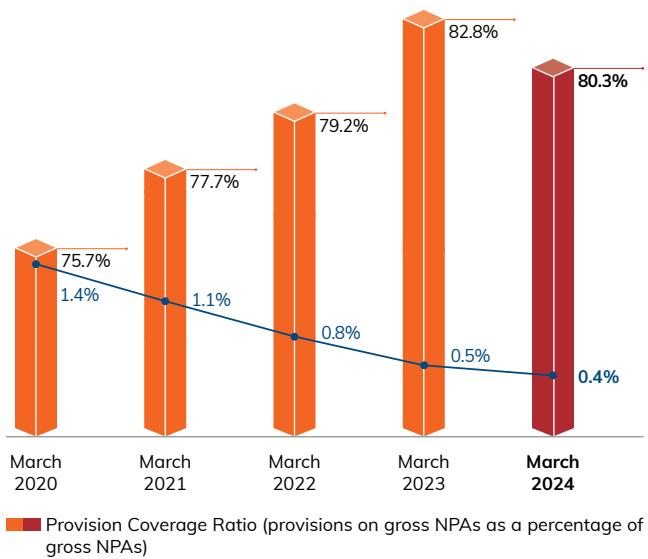
## FINANCIAL HIGHLIGHTS

## NII &amp; NIM

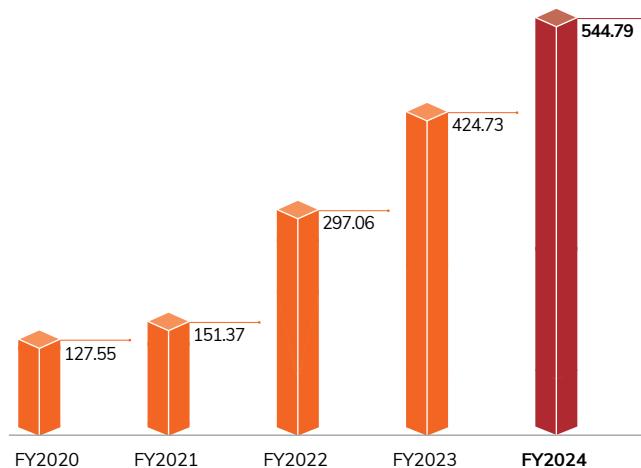


■ Net Interest Income (NII) (₹ in billion)  
● Net Interest Margin (NIM)

## PROVISION COVERAGE RATIO &amp; NET NPA RATIO

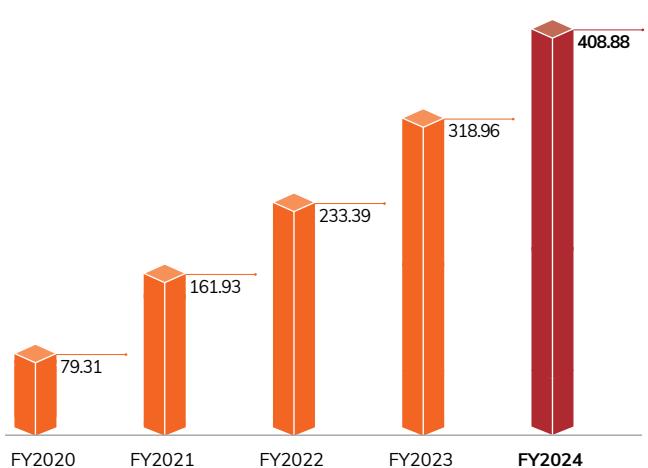


## PROFIT BEFORE TAX (EXCLUDING TREASURY INCOME)



■ Profit Before Tax (Excluding Treasury Income) (₹ in billion)

## STANDALONE NET PROFIT



■ Standalone Net Profit (₹ in billion)

# MESSAGE FROM THE CHAIRMAN

“

**During fiscal 2024, the Bank continued to focus on growth in risk-calibrated profits, pursuing opportunities across business segments and geographies, within the guardrails of risk and compliance. The growth in business was broad-based underpinned by the Bank's focus on micromarkets and ecosystems.**”

**Girish Chandra Chaturvedi**  
Chairman



The Indian economy continued to display resilience and growth in the year gone by. Industrial and services sector activity was strong on the back of domestic demand. Substantial public investment in infrastructure provided an impetus to growth. At the same time, the fiscal position continued to benefit from robust tax collections. The banking system has become significantly stronger in recent years and is well-placed to support the country's growth. The regulatory framework continued to evolve with a focus on high standards of compliance, operational resilience and a proactive approach towards addressing potential risks.

During fiscal 2024, the Bank continued to focus on growth in risk-calibrated profits, pursuing opportunities across business segments and geographies, within the guardrails of risk and compliance. The growth in business was broad-based underpinned by the Bank's focus on micromarkets and ecosystems. The Bank continued to enhance its liability franchise and focus on optimal asset-liability management. Enhancement of

delivery systems, with emphasis on resilience, efficiency and customer experience, continue to be focus areas for the Bank. The Bank's asset quality is healthy and capital levels are well above regulatory requirements. The strong balance sheet, well-recognised brand and extensive franchise provide the foundation for the Bank's growth in the coming years.

The Bank is taking several initiatives towards simplifying the banking experience for its customers. The Bank has adopted a customer-centric approach, with the prime objective of serving all their banking needs in a holistic manner. The principle of 'Fair to Customer, Fair to Bank' underpins our strategy, aiming to build trust with our customers for long-term value creation and thereby growing the Bank's share of the business opportunity. Integrity, transparency and fairness continue to be core to serving our customers and each employee is expected to uphold these values while representing the organisation.

## MESSAGE FROM THE CHAIRMAN

The rapid increase in adoption of digital modes of banking in recent years has significantly increased the requirements on operational resilience and effective management of the risks associated with technology in banking. The Bank continues to strengthen the technology infrastructure based on the key pillars of scalability, resilience and security. Information security is of paramount importance and is considered to be an integral part of our technology implementation. The Bank has taken a range of initiatives towards revamping digital platforms and enhancing its core applications to cater to higher business volumes. The Bank has laid strong emphasis on continuous strengthening of operational resilience for seamless delivery of services and customer delight.

During fiscal 2024, the Bank continued to make progress on its sustainability journey. The achievements in fiscal 2024 strengthened the Bank's commitment to environmental, social and governance (ESG) aspects of its business. The Bank achieved an increase in the proportion of renewable sources in its total energy consumption, resulting in a decline in Scope 2 emissions. The Bank has now set a target of becoming carbon neutral in Scope 1 and Scope 2 emissions by fiscal 2032. The Bank also continued to work towards integrating climate change related risks in its risk management. Building an understanding of sustainability and ESG among the employees is a key area of focus, with a view to embedding ESG in all relevant areas of the Bank's operations.

The Bank has devoted significant resources to Corporate Social Responsibility (CSR) activities. The CSR initiatives span the thematic areas of healthcare, environment, supporting livelihood and community development. These include both large-scale projects as well as granular initiatives under the thematic areas spread across the country. Sustainability and scalability of projects are key pillars. The Bank estimates that its CSR initiatives have benefited over 12 million people thus far.

The Board is committed to maintaining the highest standard of corporate governance and will continue to review and strengthen these practices. The Board continuously endeavours to strengthen various policies and frameworks, and maintain oversight over risk management, audit and compliance with the laws of

the land through its various Committees. The Board has laid strong emphasis on building an effective risk and compliance culture in the Bank. Ensuring organisational resilience and responsiveness to the evolving technological developments and cybersecurity are key focus areas. The Board will continue to maintain integrity, fairness and transparency in our engagement with all our stakeholders.

Looking ahead, while global geopolitical and economic conditions continue to remain uncertain, the prospects for the Indian economy are strong. The country's world-leading public digital infrastructure, its vast human capital, strong base of entrepreneurship, the manufacturing opportunity, infrastructure and industrial investment potential and the robust regulatory framework can support healthy growth for several years. The Bank is well-poised to focus on profitable business opportunities with a focus on operational resilience and balancing risks and rewards. We would like to thank all our stakeholders and look forward to your continued support.

As I demit office as the Chairman of the Board, I would like to thank my colleagues on the Board, the management team and all stakeholders for their support. The progress that the Bank has made on various fronts, strengthening its franchise and its balance sheet, is commendable. I am sure the Bank will build on this foundation to create sustainable value for its stakeholders. I take this opportunity to welcome Mr. P. K. Sinha as the new Chairman of the Board and wish him, the Board and the Bank all the very best in the years to come.

With best wishes,

**Girish Chandra Chaturvedi**  
Chairman

June 30, 2024

# CORPORATE INFORMATION

## BOARD MEMBERS



**Girish Chandra Chaturvedi**  
Non-Executive (part-time)  
Chairman\*



**Pradeep Kumar Sinha**  
Non-Executive (part-time)  
Chairman\*\*



**Neelam Dhawan**  
Independent Director



**Uday Chitale**  
Independent Director



**Radhakrishnan Nair**  
Independent Director



**Hari L. Mundra**  
Independent Director



**B. Sriram**  
Independent Director



**S. Madhavan**  
Independent Director



**Vibha Paul Rishi**  
Independent Director



**Rohit Bhasin**  
Independent Director\*\*\*



**Sandeep Bakhshi**  
Managing Director & CEO



**Sandeep Batra**  
Executive Director



**Rakesh Jha**  
Executive Director



**Ajay Kumar Gupta**  
Executive Director

## BOARD COMMITTEES

As on July 27, 2024

### Audit Committee

Uday Chitale (C)  
S. Madhavan  
Radhakrishnan Nair  
Rohit Bhasin

### Fraud Monitoring Committee

Radhakrishnan Nair (C)  
S. Madhavan  
Neelam Dhawan  
Sandeep Bakhshi  
Rakesh Jha

### Board Governance, Remuneration & Nomination Committee

Neelam Dhawan (C)  
Pradeep Kumar Sinha  
B. Sriram

### Information Technology Strategy Committee

B. Sriram (C)  
Neelam Dhawan  
Sandeep Batra  
Ajay Kumar Gupta

### Corporate Social Responsibility Committee

Pradeep Kumar Sinha (C)  
Radhakrishnan Nair  
Uday Chitale  
Vibha Paul Rishi  
Rakesh Jha

### Risk Committee

S. Madhavan (C)  
Pradeep Kumar Sinha  
Vibha Paul Rishi  
Rohit Bhasin  
Sandeep Batra

### Credit Committee

Sandeep Bakhshi (C)  
Hari L. Mundra  
B. Sriram  
Rakesh Jha

### Stakeholders Relationship Committee

Hari L. Mundra (C)  
Uday Chitale  
Sandeep Batra

### Customer Service Committee

Vibha Paul Rishi (C)  
Hari L. Mundra  
Sandeep Bakhshi  
Rakesh Jha

## KEY PERSONNEL

**Anindya Banerjee**  
Group Chief Financial Officer

**Prachiti Lalingkar**  
Company Secretary

\* Up to June 30, 2024

\*\* With effect from July 1, 2024

\*\*\* With effect from July 26, 2024

(C) Chairperson

# MESSAGE FROM THE WHOLETIME DIRECTORS



**Sandeep Bakhshi**  
Managing Director & CEO

Our priority is to simplify banking for our customers and deliver superior experience across all ecosystems, micromarkets and customer segments. Our 360° customer-centric service approach is anchored on core values of trust, integrity and transparency. We are making continuous efforts to strengthen our service digital capabilities and enhance our delivery systems underpinned by a focus on operational resilience. The Bank is committed to fostering a strong risk and compliance culture to ensure a balance of risk and rewards for delivering long-term sustainable outcomes.

We see exciting opportunities arising from the Indian economy and its global linkages and are committed to supporting this transformative journey. Driven by the principles of 'One Bank, One Team' along with 'Fair to Customer, Fair to Bank' and 'Return of Capital', our focus will be growing in a prudent and responsible manner. We remain committed to high standards of governance, and becoming a trusted financial partner for our customers while creating value for all stakeholders.



**Sandeep Batra**  
Executive Director

At ICICI Bank, our focus remains on risk-calibrated profitable growth by maintaining high standards of governance, deepening our coverage and enhancing our delivery capabilities. Furthermore, we continue to cultivate a culture where every employee serves customers with humility and upholds the values of brand ICICI. We aim to be a trusted financial services provider of choice for our customers and deliver consistent, predictable returns to our shareholders.

In fiscal 2024, we remained committed to integrating sustainable practices into the Bank's operations. Encouraged by our steady progress, we have set a target of becoming carbon neutral in Scope 1 and Scope 2 emissions by fiscal 2032. Our efforts through ICICI Foundation for Inclusive Growth, our CSR arm, in providing affordable healthcare, creating rural livelihoods, and supporting societal development have made a difference to over 12.8 million lives across the country to date.



**Rakesh Jha**  
Executive Director

We continue to strengthen our 360° customer-centric approach as 'One Bank, One Team', aiming to deliver value to our customers in line with our 'Fair to Customer, Fair to Bank' approach. Building trust-based long-term relationships with customers is core to our strategy for sustainable growth.

In fiscal 2024, we focussed on deepening our presence and harnessing business opportunities across ecosystems and micromarkets in a unified manner by leveraging our business centres, digital channels and partnerships. We have further empowered our frontline teams with enablers for enhancing customer engagement and providing seamless services. We continued to enhance our services and solutions such as onboarding new products on our iLens platform, enriching the export-import journey on Trade Online and technology integrations with customers to serve supply chain ecosystems. We believe our initiatives should be underpinned by simplicity and should enrich the customer experience.



**Ajay Kumar Gupta**  
Executive Director

Offering high-quality banking services with simplicity and reliability is our key priority as we seek to deliver customer delight while ensuring resiliency of our operations. We continue to focus on enhancing delivery systems and simplifying processes for better outcomes. The Bank's delivery framework endeavours to take complete ownership of the customer's needs, right from onboarding to fulfilling various transaction needs, through a frictionless journey. We continued our approach of onboarding right counterparties including our partners and service providers. We continue to review our credit policies and credit delivery for offering right product propositions to our customers and deliver in a seamless manner. By leveraging data analytics, public digital infrastructure and digital capabilities, we strive to provide customers with a transparent and best-in-class banking experience.

We have laid strong emphasis on continuously strengthening our operational resilience for seamless delivery of services to customers. As we continue to grow our business, we remain invested towards strengthening our delivery systems and technology platforms to sustain scalability, security and resilience.

# BUSINESS MODEL

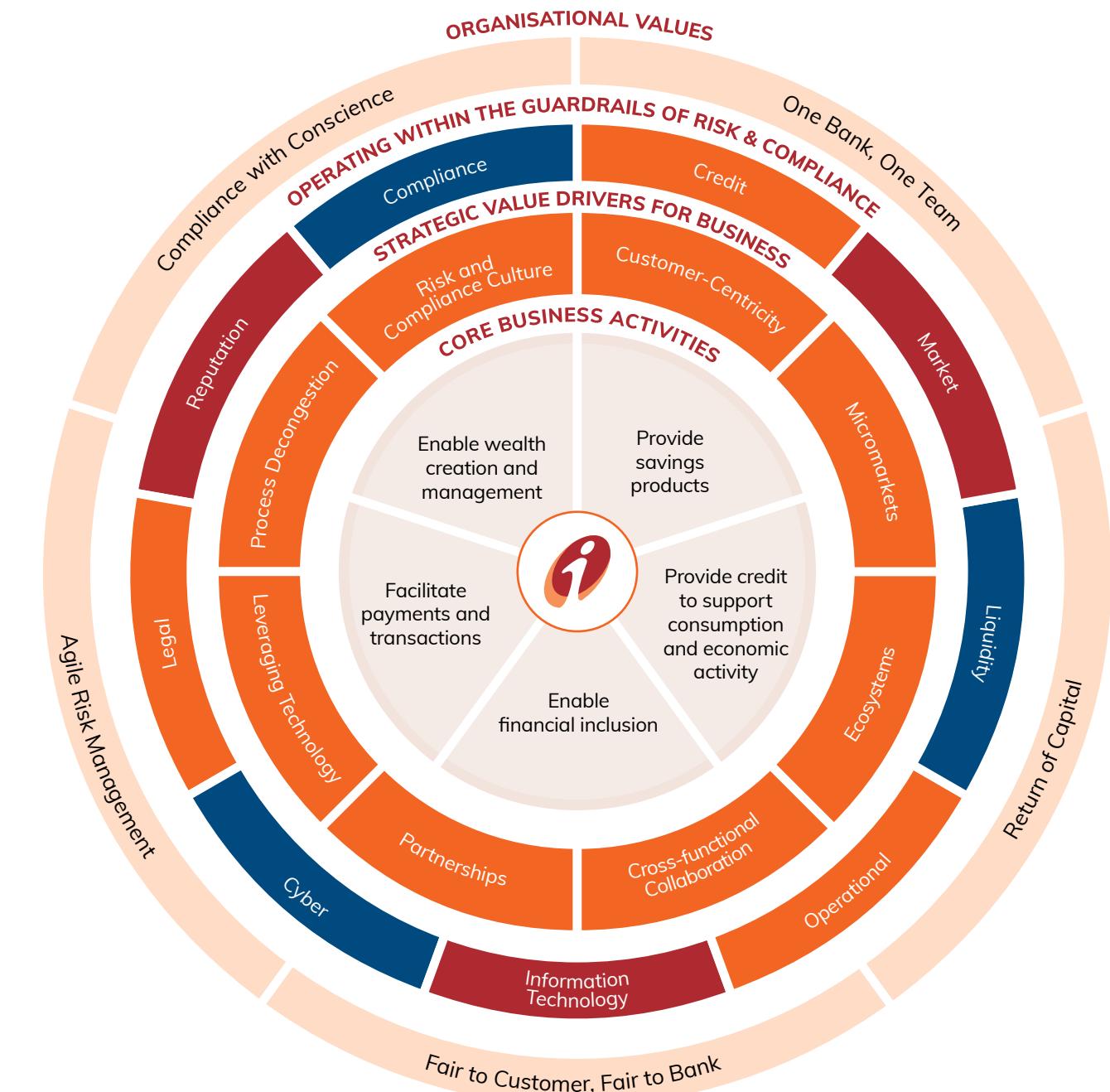
## BUSINESS MODEL



## MISSION

To grow our risk-calibrated core operating profit by:

- Delivering products and services that create value for customers
- Bringing together all our capabilities to seamlessly meet customer needs
- Conducting our business within well-defined risk tolerance levels



## BUSINESS MODEL

## BUSINESS MODEL

VALUE DRIVERS	OUTPUTS	OUTCOMES
 <b>FINANCIAL CAPITAL</b> <ul style="list-style-type: none"> <li>Ensure a resilient balance sheet and strong capital levels</li> <li>Maintain robust funding profile</li> <li>Continue to strengthen portfolio quality</li> <li>Create value for shareholders</li> </ul>	<b>Profit Before Tax Excluding Treasury:</b> <b>₹544.79 billion</b> in fiscal 2024	<b>FINANCIAL CAPITAL</b> <ul style="list-style-type: none"> <li>Profit before tax excluding treasury grew by 28.3% and profit after tax by 28.2% on y-o-y basis</li> <li>Granular portfolio mix with 67.7% of corporate loans to entities internally rated A and above</li> <li>Net NPA ratio decreased from 0.48% at March 31, 2023 to 0.42% at March 31, 2024</li> <li>Common Equity Tier 1 ratio of 15.60% at March 31, 2024</li> <li>Consolidated return on equity of 18.9% in fiscal 2024</li> </ul>
 <b>HUMAN CAPITAL</b> <ul style="list-style-type: none"> <li>Guided by 'One Bank, One Team'</li> <li>Enabling cross-functional collaboration</li> <li>Job rotation</li> <li>Continuous skill training and capability building</li> <li>Employee engagement</li> </ul>	<b>Profit After Tax:</b> <b>₹408.88 billion</b> in fiscal 2024	<b>HUMAN CAPITAL</b> <ul style="list-style-type: none"> <li>Frontline teams reorganised and empowered for enabling 360° customer engagement and leveraging local opportunities</li> <li>Women comprised 32% of total employees at March 31, 2024</li> <li>Average person learning days of 12 days in fiscal 2024</li> <li>Diversity, equity and inclusion policy and human rights policy established to promote a culture of no discrimination</li> <li>Strong industry-academia engagement to create bankers with diverse skills</li> </ul>
 <b>INTELLECTUAL CAPITAL</b> <ul style="list-style-type: none"> <li>Transforming Bank to Bank<sup>Tech</sup></li> <li>Early adoption of emerging technologies enabling innovation</li> <li>Partnership with fintechs</li> <li>Decongesting processes and improving customer experience</li> </ul>	<b>Loans and Advances:</b> <b>₹11,844.06 billion</b> at March 31, 2024	<b>INTELLECTUAL CAPITAL</b> <ul style="list-style-type: none"> <li>iLens platform for mortgages, enhanced to personal loan and education loan offerings during fiscal 2024</li> <li>Value proposition launched for cross-border trade solutions in fiscal 2024; over 20 industry-specific STACKS developed providing bespoke solutions to customers</li> <li>Around five million Amazon Pay credit cards issued till March 31, 2024</li> <li>More than 4,600 APIs of which 2,600 APIs for retail banking and 200 APIs for corporate banking; over 160 million financial and non-financial transactions per day</li> </ul>
 <b>MANUFACTURED CAPITAL</b> <ul style="list-style-type: none"> <li>A combination of physical and digital channels enabling seamless service delivery</li> <li>Strengthening digital capabilities for cost efficiency, process efficiency and enhancing customer experience</li> <li>Focus on cybersecurity, data privacy and operational resiliency</li> <li>Core and supporting IT systems that are responsive and scalable</li> </ul>	<b>Deposits:</b> <b>₹14,128.25 billion</b> at March 31, 2024	<b>MANUFACTURED CAPITAL</b> <ul style="list-style-type: none"> <li>Several initiatives taken towards enhancing delivery systems and simplifying processes with a focus on delivering customer delight</li> <li>Empowered business centres for enabling Customer 360°</li> <li>623 business centres added during the year</li> <li>13 exclusive business centres for ecosystem banking across Mumbai, National Capital Region (NCR) and Kolkata</li> <li>No material incidents of security breaches or data loss during fiscal 2024</li> </ul>
 <b>SOCIAL AND RELATIONSHIP CAPITAL</b> <ul style="list-style-type: none"> <li>Engagement with customers, society and other stakeholders</li> <li>Participating in development efforts through the ICICI Foundation for Inclusive Growth</li> <li>Empowering rural women entrepreneurs</li> <li>Financial inclusion</li> </ul>		<b>SOCIAL AND RELATIONSHIP CAPITAL</b> <ul style="list-style-type: none"> <li>The 'Orange Book' continuously educates customers about various topics such as power of compounding, tax saving, will writing, succession planning and emerging frauds</li> <li>Improvement in the Bank's Net Promoter Score continued across products and services</li> <li>₹5.19 billion spent towards corporate social responsibility initiatives; focussed on healthcare, environment and ecology, sustainable livelihood and societal development; 12.8 million beneficiaries through CSR initiatives till date</li> <li>Commitment of ₹12.00 billion to Tata Memorial Centre for expanding cancer care facilities at three locations</li> <li>Continuing support to self-help groups and promoting women entrepreneurship</li> <li>ISO 45001:2018 certification for Occupational Health and Safety Management at 18 large offices with total occupancy of more than 30,000 employees</li> </ul>
 <b>NATURAL CAPITAL</b> <ul style="list-style-type: none"> <li>Supporting environment-friendly projects, subject to appropriate risk-return assessment</li> <li>Efficient energy management in the Bank's operations</li> <li>Use of renewable energy</li> <li>Environment-friendly initiatives</li> </ul>		<b>NATURAL CAPITAL</b> <ul style="list-style-type: none"> <li>Outstanding portfolio of ₹685.28 billion towards sustainable sector, of which 28.3% was green financing to sectors like renewable energy, electric vehicles, green buildings and water and waste management at March 31, 2024</li> <li>32% of Bank's premises were Indian Green Building Council certified at March 31, 2024</li> <li>Proportion of renewable energy in total energy consumption from the grid and on-site solar increased to 35% in fiscal 2024 from 9% in fiscal 2023</li> </ul>

# OUR BUSINESS STRATEGY

## Strengthening our operational resilience and enhancing delivery systems to achieve sustainable growth.

During fiscal 2024, the Bank continued to advance in terms of profitability, its franchise as well as building capabilities for sustainable and resilient growth. On the back of core principles of 'Return of Capital', 'Fair to Customer, Fair to Bank' and 'One Bank, One Team', the Bank has sought to maintain a strong culture while pursuing its business objectives. Emphasis was laid on deepening coverage and enhancing delivery capabilities while continuing the focus on appropriate risk and reward. The Bank's strategic objective of risk-calibrated growth in profit before tax excluding treasury continued to drive businesses, anchored by a 360° customer-centric approach and exploring opportunities across ecosystems and micromarkets. The Bank's profit before tax excluding treasury grew by 28.3% year-on-year during fiscal 2024 to ₹544.79 billion. The Bank saw broad-based loan growth across segments with a growth of 16.8% year-on-year in the domestic loan portfolio to ₹11,509.55 billion. The Bank continued to maintain its competitive advantage in cost of funds while enhancing the liability franchise and maintaining a stable and healthy funding profile. During fiscal 2024, the Bank continued to maintain a strong balance sheet with adequate liquidity, prudent provisioning and healthy capital adequacy.

Building trust with all stakeholders is critical to the Bank's strategic objectives. The Bank re-iterates its focus on a strong risk and compliance culture that underpins dealings with our customers. We believe in serving our customers with integrity and transparency while offering suitable banking solutions. At the same time, the approach of right counterparty selection has provided an impetus to resilient growth in business. Remaining agile and aligning the organisation structure to evolving opportunities has helped in better serving our customers and exploring the potential across micromarkets and ecosystems.

The Bank has laid strong emphasis on continuously strengthening its operational resilience for seamless delivery of services to customers. It is also evolving in line with the growing and emerging requirements of our customers. We continue to focus on simplifying banking services to deliver an improved customer experience and enhance advocacy. As we continue to enhance our digital capabilities, which are integral to our operations, we remain invested towards strengthening our delivery systems, technology platforms and cybersecurity to sustain scalability and resilience.

### Our efforts continue to be guided by our seven strategic value drivers and three key principles



Return of Capital

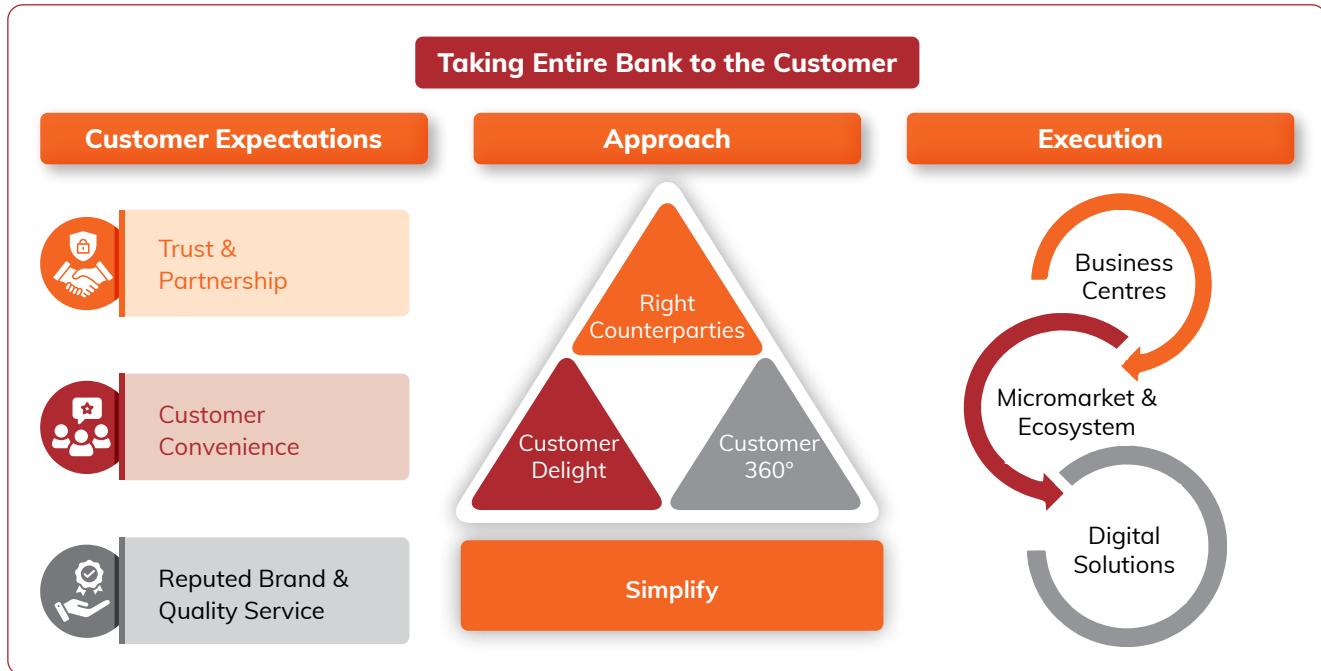
Fair to Customer, Fair to Bank

One Bank, One Team

Maximising Profit Before Tax<sup>1</sup>

<sup>1</sup> Excluding treasury

## OUR BUSINESS STRATEGY



### I. APPROACH TO CUSTOMERS

#### a. Focus on Customer 360°

Customer-centricity is core to our strategy in growing our business and delivering customer delight. We have sought to adopt a solution-oriented approach in meeting financial needs of a customer and designing solutions that are product and segment agnostic. We seek to take the entire bank to the customer and offer solutions that are holistic in nature and build trust that translates into a long-term relationship with our customers.

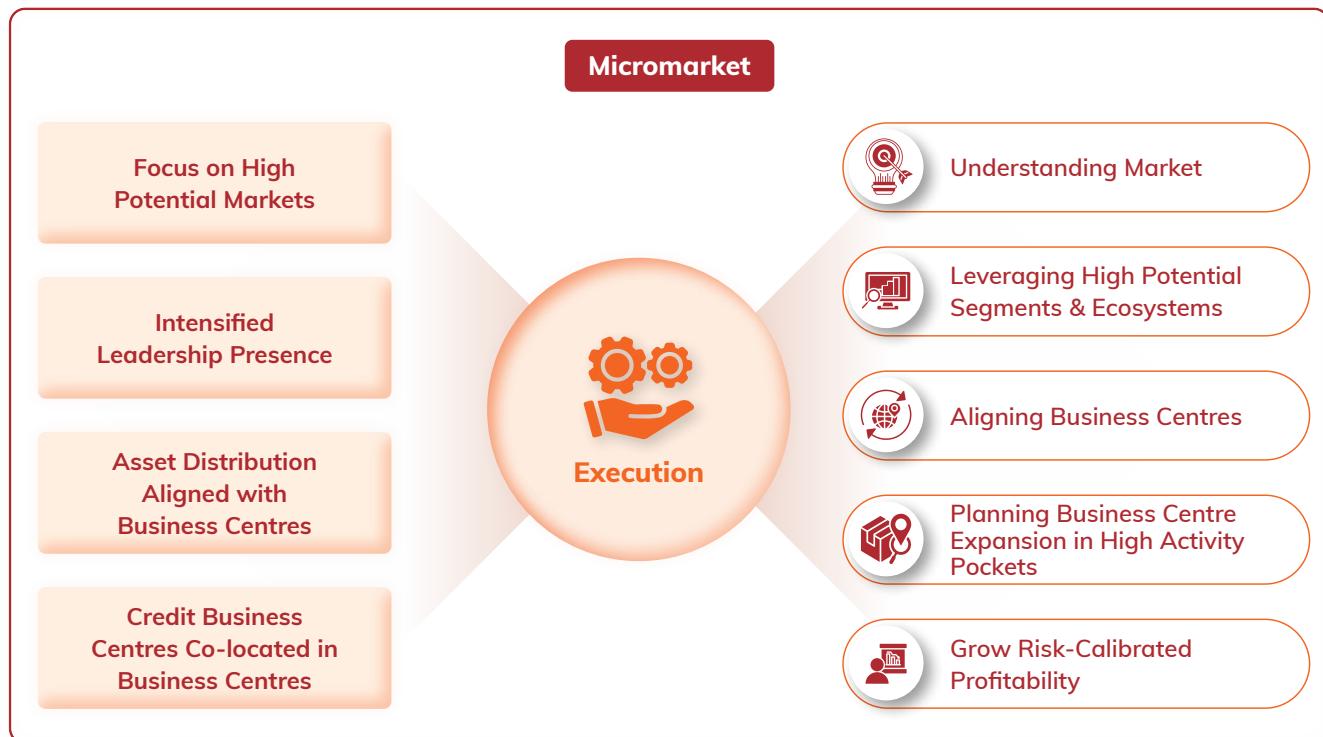
Delivering on the Customer 360° approach also requires enhancing delivery systems and simplifying processes for better outcomes. The Bank is continuously making efforts to streamline processes and leverage technology-based solutions for more meaningful customer engagement. Underscored by strong governance, controls and risk management, the endeavour of the Bank is to deliver products and services to customers in an appropriate manner. As part of our Customer 360° approach, the Bank continues to strengthen its franchise in terms of enabling constructive customer engagement, decision-making and accountability. This has led to transformation of branches into customer-oriented business centres.

The Bank's objective is to serve the entire value chain of corporate clients including their channel partners, dealers, vendors, employees and other stakeholders, by taking the full bank to the customer. The Bank's commitment is to deliver holistic solutions and provide seamless digital customer journeys.

#### b. Focus on Micromarkets

ICICI Bank continues to uphold its customer-centric ethos through an in-depth analysis of micromarkets, leveraging data analytics and market intelligence. This comprehensive understanding enables the Bank to deliver tailored solutions to customers across various segments, empowering frontline teams to devise localised strategies with tailored propositions. Micromarket insights allow the Bank to focus on aligned distribution and relevant delivery models. These insights are utilised in optimising business centre locations, ATM placements and build distribution networks to better align with customer needs and market dynamics thereby driving value creation through appropriate planning, resource allocation, channel alignment and marketing in every market the Bank serves.

## OUR BUSINESS STRATEGY



The localised branding, resourcing, capacity building and service offerings further enhance customer engagement and satisfaction, while focussed marketing campaigns cater to specific segments, complemented by alliances with relevant partners in each micromarket. Moreover, our commitment to innovation is exemplified through the implementation of Virtual Relationship Management (VRM), an AI-powered platform facilitating efficient and personalised customer interactions with the help of service and solution-based engagement. This cloud-based platform empowers our relationship managers to deliver meaningful solutions and services, thereby enriching customer experiences and helping to build robust relationships.

We have strategic digital tie-ups to empower our frontline teams with detailed local insights and structured catchment texture. Available at individual business centre level, the insights allow the teams to focus on the requirements of the catchment, develop localised strategies, allocate resources and provide customers with a personalised experience and relevant solutions.

The Bank continues to strengthen the organisational structure with 'State Business Heads' to capture the 360° opportunity in these geographies and 'City Business

Heads' covering the full spectrum of the ecosystem in cities with large concentrated market opportunities. Credit Business Centres (CBC) continue to be placed closer to important markets to facilitate faster processing and delivery.

The combination of micromarket insights and digitisation continues to drive growth and efficiency, enabling us to serve more customers effectively. As of March 31, 2024, ICICI Bank's network comprised 6,523 business centres.

### ICICI Bank's Network at March 31, 2024:

**6,523**

Business Centres

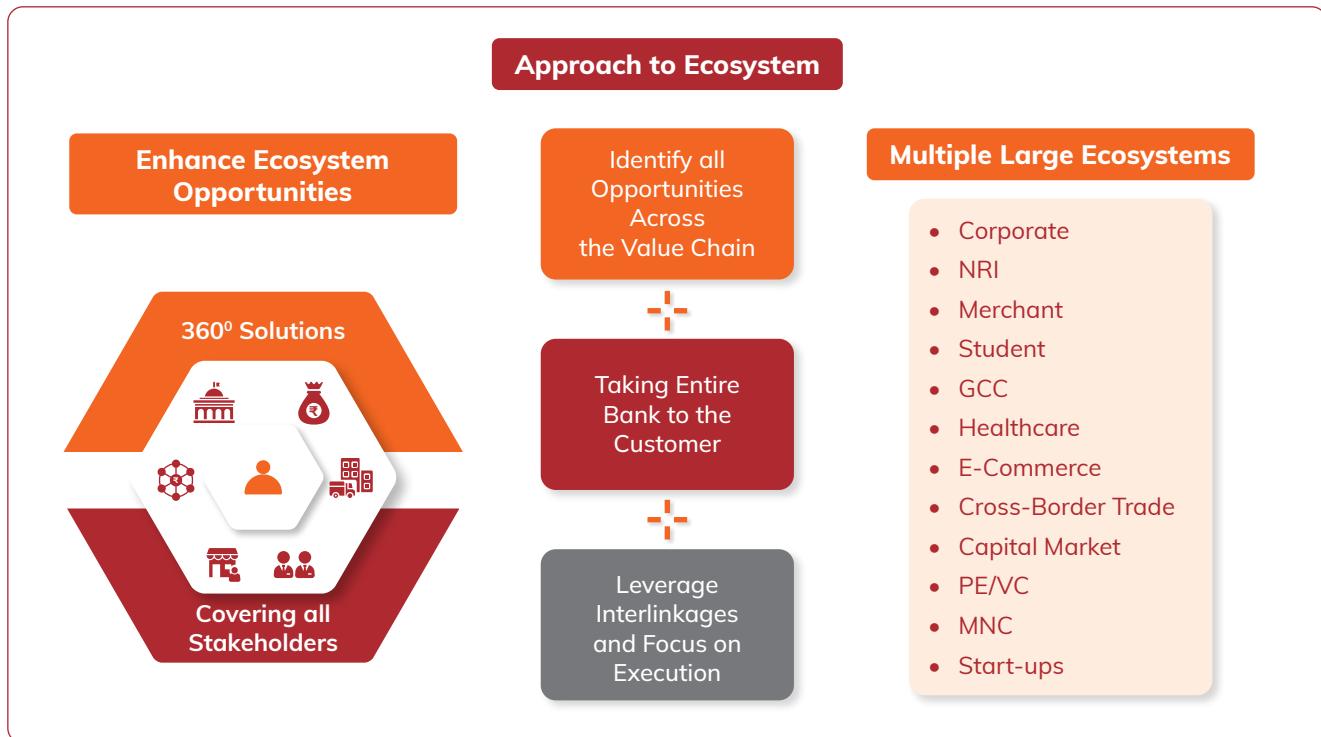
**17,190**

ATMs/Cash Recycling Machines

**570**

Insta Banking Kiosks

## OUR BUSINESS STRATEGY



### c. Focus on Ecosystems

In line with the objective of creating customer-oriented ecosystems, the Bank has developed sector-specific solutions. These solutions focus on understanding industry and sector nuances and addressing specific requirements, which help to support businesses at every step of their journey. It provides comprehensive digital solutions for cash management, cross-border/domestic trade and supply chain finance as well as for their employees. These solutions cater to broking, custodian services, real estate, education, FMCG, healthcare, hospitality, NBFC, pharmaceutical and retail sectors among others.

The Bank is focussing on enhancing the cross-border trade ecosystem through various initiatives. It leverages the power of digitisation to enable decongestion and simplification of customer journeys. The Bank captures the end-to-end customer transaction lifecycle and through AI-driven trade rules, provides cross-selling opportunities at different stages of trade transaction within the Bank and across. The entire proposition is powered by technology solutions built on strong infrastructure and in a secure environment. These solutions consist of services such as Instant

Export Packing Credit (InstaEPC), trade accounts (Exchange Earners' Foreign Currency Account and One Globe Trade Account), paperless export & import solutions i.e. e-Docs, i-Docs and e-Softex, foreign exchange solutions, digital letter of credit facility, electronic bill of lading (e-BL) and Trade Online i-BOE.

The Bank has broadened its digital payment solutions to capture opportunities presented by the fast-growing merchant ecosystem, thereby facilitating seamless transactions across various payment platforms. Strategic partnerships with leading payment partners have further expanded the Bank's merchants' market reach. Additionally, the focus is on enabling the merchants with relevant payment solutions fostering their digital transformation.

As of March 31, 2024, the Bank had 13 exclusive business centres for ecosystem banking across Mumbai, National Capital Region (NCR) and Kolkata. These ecosystem business centres are full-service centres that house multi-functional teams with expertise required to meet the needs of corporate customers and bringing the entire bouquet of services of the Bank to these corporates and their ecosystems.

## OUR BUSINESS STRATEGY

### d. Collaborations and Partnerships

Collaborating within and outside the organisation and building partnerships across the value chain is a key focus area. Partnerships with technology companies and platforms with large customer bases and operational excellence offer unique opportunities for growth and enhancing service delivery and customer experience in a safe banking environment.

The Bank has key partnerships with Amazon, MakeMyTrip and Emirates to offer co-branded credit cards. Amazon Pay credit cards continued to see healthy traction with over four million credit cards issued till March 31, 2024. The Bank aims to provide 360° solutions to the new-to-bank customers that have been acquired through Amazon Pay credit cards. The growth in credit card transactions was driven by higher activation rate through digital onboarding of customers, acquiring progressive profile customers and automated and effective portfolio management.

The Bank has not only pioneered the usage of FASTag for payments at various national and state highways, toll plazas but also expanded use cases to parking payments at airports, ports, malls, temples, hospitals, hill stations, forest and border check posts across the country. The Bank continues to grow in value of UPI acquiring transactions by growing faster than the ecosystem.

Over the recent years, we have witnessed the emergence of a vibrant startup ecosystem that leverages technology to simplify payment processes and lending, among other

financial services. ICICI Bank is committed to harnessing these emerging technologies to add value in four key areas: generating new revenue streams, enhancing cost efficiency within existing systems and processes, managing our risk portfolio more effectively, and elevating the overall customer experience. In order to achieve these goals, the Bank is actively building a comprehensive ecosystem through strategic partnerships with startups.

The Bank focusses on innovation anchored partnerships in the early/growth stage startup ecosystem that align with the Bank's digital roadmap and possesses the potential to address developments in the financial services space effectively. As a part of this process, we also make equity investments in select startups. To foster these relationships, we initiate a comprehensive engagement plan, ensuring that the ideas, products, and services offered by these startups align with the Bank's core values, identify measurable goals and set timelines. The key to successful and timely engagement lies in fostering internal connections that amplify synergy.

Partnerships with start-ups help enable quicker adoption of new-age technologies at scale such as Artificial Intelligence and Machine Learning, blockchain, computer vision, cloud computing and more. Our collaborations with startups span various business verticals and domains, encompassing retail banking, Non-resident Indian (NRI) banking, corporate banking, treasury solutions, customer service, internal risk management and compliance/legal management. In this context, the Bank has adopted a technology-based approach that enables it to respond to the changing dynamics in an agile and responsive manner.

- The value of credit card transactions in fiscal 2024 was **1.3 times** the value in fiscal 2023.
- A leader in FASTag with a market share of about **28%** in fiscal 2024.

## OUR BUSINESS STRATEGY

### II. APPROACH TO DIGITAL, TECHNOLOGY AND PROCESSES

#### a. Digital Platforms and Solutions



ICICI Bank's digital transformation journey involves integrating digital technologies and platforms to enhance customer experience. Providing a diverse range of services like mobile banking, internet banking, UPI payments, and digital wallets, the strategy emphasises accessibility and security for all users. This inclusive approach underscores the Bank's dedication to offering convenient and secure banking solutions for everyone utilising the Bank's platforms. The open architecture platforms have enabled the Bank to extend banking services to non-ICICI Bank account holders. Digital channels continue to account for over 90% of financial and non-financial transactions.

#### iMobile Pay: One App Strategy

ICICI Bank's iMobile Pay app strategy focusses on delivering a seamless, secure, and personalised banking experience. The app prioritises accessibility with a user-friendly interface for easy navigation and access to a wide range of banking services including account management, fund transfers, bill payments, and

investments. The app also embraces innovation by integrating emerging technologies like AI-powered chatbots for customer support and biometric authentication for login. The coverage of iMobile Pay app has expanded to standalone loan customers, credit card customers and non-ICICI Bank account holders. Video KYC continues to empower retail customers to complete 'Know Your Customer' (KYC) process through video interaction within a few minutes. Video KYC is live for 22 products, and is also available for re-KYC.

Security is paramount and it is ensured through advanced encryption, multi-factor authentication and other enhanced security measures such as limit on number of payee addition, customised transaction limits for internet banking and additional factor of grid card authentication. The Bank has also implemented an Enterprise Fraud Risk Management (EFRM) solution, a real-time transaction monitoring system which identifies transactions anomalies based on customer behaviour patterns and variety of data attributes. For the transactions qualifying the risk rule condition, an alert is generated which either

- The volume of UPI person-to-merchant (P2M) transactions increased by **34.4%** year-on-year in fiscal 2024 and the value of these transactions was **1.76** times the value in fiscal 2023.
- The Bank's market share in value of UPI P2M transactions is about **19.3%** in fiscal 2024.

## OUR BUSINESS STRATEGY



declines the transaction or challenges customers with step up authentication or customer is called for transaction confirmation through interactive voice response call.

The iMobile Pay app's addition of 'My Investment Portfolio' features a dedicated section offering ICICI Bank customers a unified view of their investments. Furthermore, the introduction of iFinance (powered by account aggregator) presents a comprehensive solution, accessible to all users across the Bank's digital platforms, enabling a consolidated view of all bank

accounts. The addition of UPI for NRIs and smart scan capabilities simplifies transactions, complemented by its extensive range of 400+ services, with the unique voice search that makes navigation across these services quick and convenient. This holistic approach redefines digital banking standards, fostering deeper user engagement and loyalty. These advancements reflect ICICI Bank's commitment to ensuring a seamless and convenient personalised banking experience for its customers that evolves with growing needs in the digital era.

## OUR BUSINESS STRATEGY

### iLens

iLens - ICICI Bank's Lending Solution, is an integrated loan processing platform for retail loans. It is an industry-first end-to-end digital lending platform covering the entire loan life cycle, starting from onboarding to disbursement with the objective of providing superior transaction experience and enhanced operational efficiency.

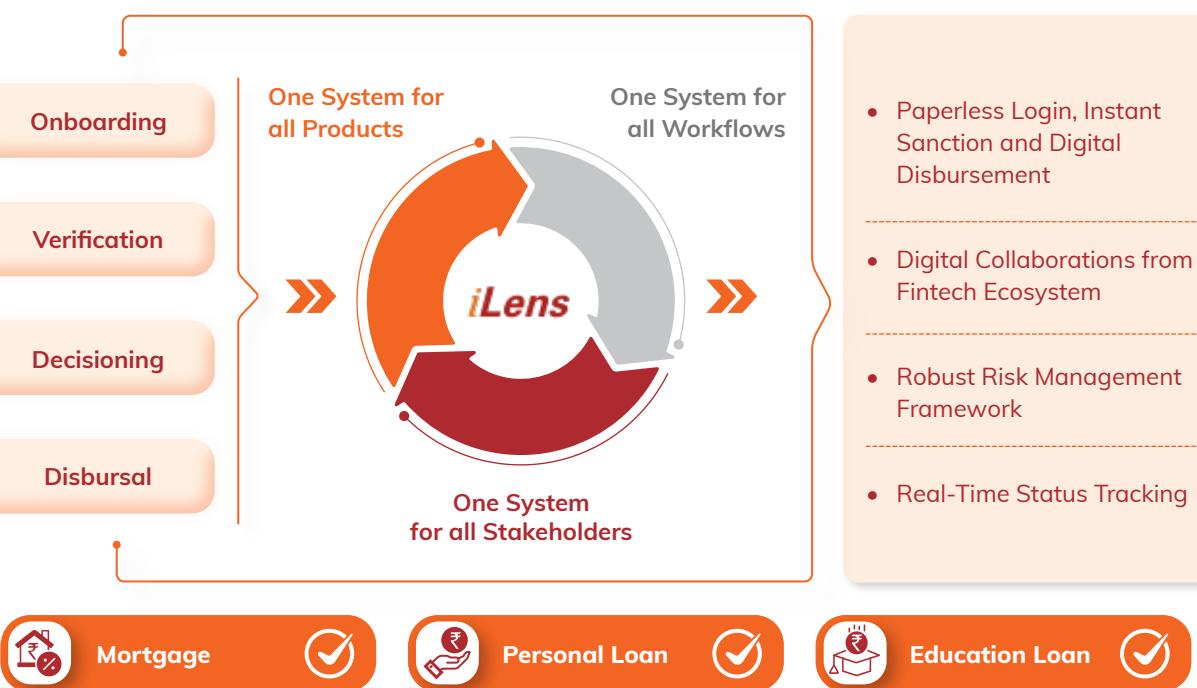
It is a future-ready solution which harnesses digital collaborations with the fintech ecosystem. It is cloud native, device responsive and has micro services enabled open architecture which not only allows flexibility to integrate with multiple internal and external systems through APIs, but also facilitates faster time to market and adaptability.

In addition to mortgage which was introduced in fiscal 2023, product enhancements to iLens platform were made during fiscal 2024 to include personal loan and education loan. This is expected to further enable

the Bank to provide enhanced customer experience and increase its ability to capture the entire Customer 360° ecosystem in a simplified, frictionless and digital manner, thereby creating value for the customers and the Bank.

iLens acts as a common interface across all users required in a retail loan journey. It has an inbuilt customer interface 'TrackMyLoan' through which the customers can track real-time status of their loan application, submit documents, respond to queries and access various communications and documents like sanction letter and fees acknowledgement. It offers a wide range of digital solutions like instant approval for products to existing as well as new-to-bank customers, digital disbursements (e-sign and e-stamp) and digital KYC verifications. Besides catering to digital loan applications, it also caters to 'phygital' and physical loan applications. It is enabled with an in-house robust rule engine facilitating efficient decisioning and standard implementation of various policy, process and regulatory norms.

### iLens - Digital Platform for Retail Lending Products



## OUR BUSINESS STRATEGY

### InstaBIZ: All-in-One App for Business Banking

InstaBIZ is a one-stop solution for all banking needs of business banking customers. Our 'All-in-One Business Banking' app provides all services to help the customers with their daily business needs. Customers can apply for loans, avail instant overdraft, open a current account, manage export-import transactions, get merchant banking solutions, make instant bill and tax payments, and do a lot more with the business banking app on the go.

The Bank strives towards continuous improvement by actively seeking and incorporating customer feedback into developing new & enhanced features to provide better customer experience through simplified journeys and intuitive UI/UX.

### Digital Platforms and Solutions for Corporate Customers

ICICI Bank's digital offerings for large corporates and their ecosystems include digital platforms for domestic

and international trade, and industry-specific solutions across the value chain. The Bank has created several industry-specific STACKs, which provide bespoke and purpose-based digital solutions to corporate clients and their ecosystems. The four main pillars of ICICI STACK for corporates include digital banking solutions for companies; digital banking services for channel partners, dealers and vendors; digital banking services for employees; and curated services for senior client personnel. The Bank is investing in areas that are critical for delivering enhanced customer experiences, boosting productivity, improving operational efficiency and creating simplified customer journeys.

The Bank commenced its journey to digitise the end-to-end Bank Guarantee (BG) issuance process across all touchpoints, from receiving a request to processing and delivery, providing an uninterrupted digital experience to the customers. Trade Online, the flagship platform for trade transactions, provides a digital channel to place BG requests online. The Bank has enhanced its BG offering by introducing Smart BG Assist, a first-of-its-kind solution, that makes the BG text creation process seamless by

### InstaBIZ: Business Banking App

**All Services at One Place**

**iFinance**

**CIBIL Report**

**FXOnline**

## OUR BUSINESS STRATEGY

empowering the customers with a Do-it-yourself (DIY) experience, providing real-time feedback. Smart BG Assist is enabled across channels and business centres. The Bank has enabled digital execution of BGs using e-stamping and e-signing solutions, through empanelled agencies, that make BGs paperless and help in their digital transmission. The Bank also provides a digital repository of BGs for the beneficiaries on Trade Online which helps them in managing their incoming BGs. The entire process is crafted in a manner that provides operational efficiency to all the stakeholders.

Supply chain financing is an increased requirement from corporate clients for bringing in efficiency and scale within their supply chain ecosystem. The Bank's wide range of supply chain and structured trade products offer a one-stop solution to corporate clients and their supply chain partners, helping in optimising their working capital financing needs and thereby increasing efficiencies in their ecosystem. These supply chain solutions are offered digitally through various secured platforms namely OneSCF, Financial Supply Chain Management (FSCM), CorpConnect and DigitalLite, wherein corporates can seamlessly manage their supply chain requirements of payments, collections, data reconciliation and customised dashboards in a paperless environment.

### Digital Solutions for Non-Resident Indians

Non-Resident Indians (NRI) banking continues to be a key growth driver for the Bank's international banking business. The focus continues to be on improving customer experience through enhanced service architecture, value propositions and seamless processes, with the objective of capturing Customer 360° and market share.

The Bank was amongst the first few to launch UPI facility for NRI customers. Currently this facility is available in ten countries – Australia, Canada, Hong Kong, Oman, Qatar, Saudi Arabia, Singapore, UAE, UK and USA. In addition, the welcome kit to on-board new customers on product and service offerings is now digital to add to the green initiatives. Simplified servicing at contact centres through voice biometrics eliminates the need for subsequent authentication.

Facilitating frictionless cross-border remittance solutions has been the core strategy in re-designing the Bank's solutions for both inward and outward remittance needs of NRIs and resident Indians. On Money2India-US, the remittances platform has been upgraded and integrated for increasing the instant account verification of remitters. For inward remittances, the Bank continues to focus on partnerships with other banks and exchange houses as well as, synergies with the channel teams to enhance offline remittance flows and service.

On retail outward remittances, focus continues on leveraging iMobile Pay channel for existing and new customers. As an industry-first initiative, full value transfers (Guaranteed Delivery Product) have been enabled for all retail outward remittances in USD and GBP currencies facilitating the beneficiaries to get full value for their underlying remittance transaction. Automation of final credit confirmation to remitters through an SMS based on the SWIFT Global Payments Innovation (SWIFT GPI) integration has also been implemented.

### b. Transforming into Bank<sup>Tech</sup>

In fiscal 2024, the Bank to Bank<sup>Tech</sup> journey has progressed with increased focus on technology platforms, embedded banking, cloud adoption, data platform and analytics. The Bank's efforts continue to be guided by the three pillars of scalability, resilience and security across technology solutions.

As a part of the Bank's technology strategy, the Bank has created an enterprise architecture framework across digital platforms, data and analytics, micro services-based architecture, cloud computing, cognitive intelligence and other emerging technologies. Each facet of the architecture considers basic foundational elements of scalability, modularity, agility, availability and resilience besides being cloud native and digitally native.

The Bank has also been reviewing the Generative AI framework and solutions for possible integration with applications currently used. The Bank has done an assessment of the opportunities and risks arising out of the Generative AI tools and models with initial focus towards creating internal tools to assist employees to serve customers better.

## OUR BUSINESS STRATEGY

The Bank has more than 4,600 APIs, of which close to 1,800 APIs are consumed internally for communication across applications. The Bank has about 2,600 APIs for Retail banking and about 200 APIs for Corporate banking. The Bank has been managing more than 160 million financial and non-financial transactions per day.

The Bank has expanded its data centres across regions and is moving towards enabling Availability Zones across application clusters. The Bank has been investing in observability platforms which are critical towards ensuring preventive and proactive responses across application and infrastructure landscape.

**Over 2,600**

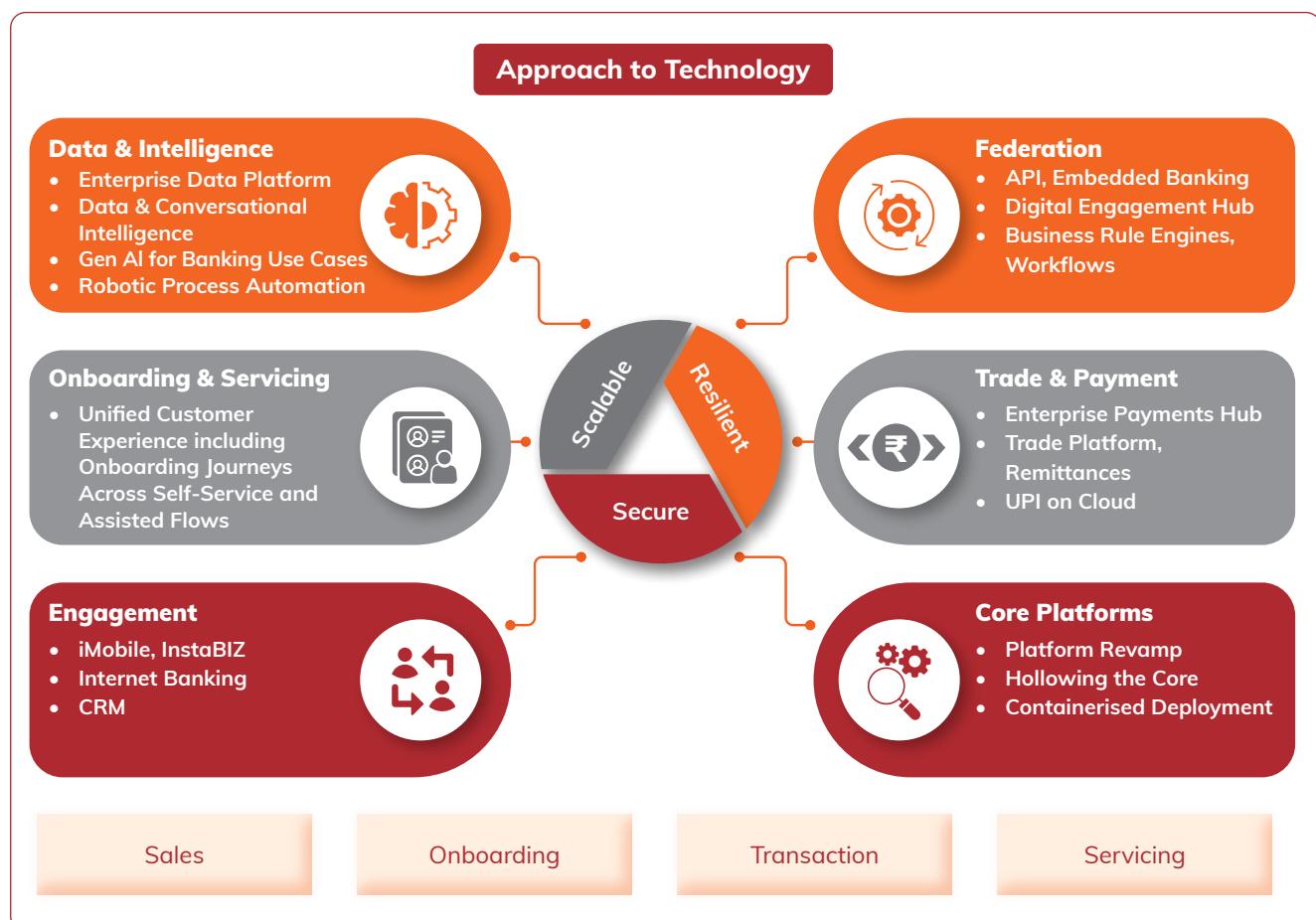
APIs for Retail Banking

**Over 200**

APIs for Corporate Banking

**Over 160 million**

Financial and Non-Financial Transactions Per Day



## OUR BUSINESS STRATEGY

The fast-moving technology landscape along with various channels of interaction also means increased focus on information security across various aspects of technology beginning from data centre to the cloud to the entire technology supply chain. The Bank has adopted an integrated security architecture based on zero trust principles across data centre and cloud implementations.

### c. Building Efficiencies and Flexibility

The Bank leverages technology to automate and redesign processes, building end-to-end digital journeys, removing redundancies and using public digital infrastructure (PDI) to strengthen operational resilience and deliver seamless customer service.

In the fiscal year 2024, the Bank focussed on better customer engagement and relationship building at business centres by consolidating their operational activities and releasing their capacity through OpsServe initiative. The Bank has also initiated programs like UDAAN for NRI, senior citizen campaign for reaching out to customers proactively for timely servicing.

The Bank is leveraging the changing technological landscape and the power of subtraction to give a Customer 360° product onboarding experience to customers with initiatives such as One KYC, savings account with home loan, co-branded cards with minimum data and documentation. The Bank has also focussed on rationalising variants and removing complexity for its Business Banking Customers through end-to-end unified and automated disbursement journeys which has resulted in leaner processes and reduced turnaround time.

The Bank focusses on simplification of processes and building digital journeys to create faster and seamless delivery of services to its customers. The Bank has upgraded to a single enterprise-level Customer Relationship Management (CRM) platform with enhanced capabilities for all servicing needs of the customers.

## III. APPROACH TO CULTURE

### a. One Bank, One Team

The core principle of 'One Bank, One Team' underscores the Bank's endeavour to harness business opportunities across ecosystems and micromarkets. Employees

are equipped with requisite knowledge and skills to serve customers in line with 'One Bank, One Team'. Emphasising teamwork and collaboration to provide comprehensive financial solutions to customers, is reflected in the compensation to employees with performance bonuses tied to the overall Bank's performance. Further, the Bank has restructured teams internally to better support its Customer 360° strategy by deepening leadership presence in key markets. Through job rotation, employees gain broader exposure to banking products and are encouraged to identify opportunities for Customer 360° within the guardrails of risks and compliance.

 For more details kindly refer [page 52](#)

### b. Fair to Customer, Fair to Bank

The principle of 'Fair to Customer, Fair to Bank' emphasises the need to deliver fair value to customers while creating value for shareholders, which would guide the Bank's operations. The Bank seeks to sell products and offer services which meet societal needs and are in the interest of our customers. The Bank also strives to enable its employees to keep delivering a seamless customer experience.

 For more details kindly refer [page 32](#)

### c. Risk and Compliance Culture

ICICI Bank recognises the importance of establishing an effective framework and supporting processes so that all employees seek to exhibit values aligned to the risk and compliance culture policy. The aim is to uphold a strong risk and compliance culture throughout the Bank. The Risk and Compliance Culture Policy establishes the guiding principles and the framework for implementation of the same.

The effective implementation of the policy includes a governance framework with roles and responsibilities of the Board, MD & CEO and Executive Directors and the Risk and Compliance Culture Council. The Council undertakes the periodic review on status of implementation of the policy and updates are provided to the Board on an annual basis.

 For more details kindly refer [page 30](#)

## OUR BUSINESS STRATEGY

### KEY AREAS OF BUSINESS

#### Retail and Rural Banking

The retail business continued to be a key driver of growth in fiscal 2024, as we pursued a strategy of building a diversified and granular loan portfolio. The Bank's retail portfolio grew by 19.4% year-on-year to ₹6,662.61 billion at March 31, 2024. Retail loans accounted for 54.9% of total loans, and including non-fund based outstanding, the share was 46.8% in the total portfolio. The Bank has undertaken several initiatives to offer a convenient and frictionless experience to customers by digitising the entire underwriting process, with instant loan approvals.

In order to capture the growing opportunities in rural market, the Bank has merged retail and rural business groups within one structure which reflects the Bank's increasing focus towards rural India. The Bank's rural portfolio grew by 17.2% year-on-year to ₹1,024.46 billion at March 31, 2024, accounting to 8.4% of the total portfolio. The Bank offers a diverse set of products catering to end-to-end needs in the value chain. The Bank also provides consumption loans for low-income customers. Financial solutions are offered to micro-finance institutions, Self-Help Groups (SHGs), co-operatives constituted by farmers and corporations and Small and Medium Enterprises (SMEs) engaged in agriculture-linked businesses.



The Bank offers financial solutions to micro-finance institutions, Self-Help Groups (SHGs), co-operatives constituted by farmers and corporations and Small and Medium Enterprises (SMEs) engaged in agriculture-linked businesses.

The Bank's strategy to serve the rural segment of the economy is based on the integrated nature of the rural ecosystem. The Bank has identified four main ecosystems in the rural market to enrich the banking experience for its habitants. These ecosystems include farmers, dealers, self-employed, and micro-entrepreneurs. The farmer ecosystem includes participants like agriculturists, seed producers, agri-input dealers, warehouses, agri-equipment dealers, commodity traders and agri processors. Products offered include working capital loans through the Kisan Credit Card (KCC) and gold loans and term loans for farm equipment, and farm development. The dealer ecosystem comprises dealers/distributors of farm equipment, and various inputs and ancillary suppliers related to rural economy. The self-employed ecosystem comprises rural entrepreneurs who are engaged in trading and manufacturing activities based out of commercial and industrial areas in the rural market dealing with both agri & non-agri related products. The micro-entrepreneurs lending space includes women from the lower-income strata of the population, non-government organisations and other institutions working at the grassroots level in the rural economy. The operational structure and offerings put the Bank in a unique position to leverage opportunities in different ecosystems within the rural markets.

The Bank's reach in rural areas comprises a network of branches, ATMs, field staff and business correspondents providing last-mile access in remote areas. Of the Bank's network of 6,523 business centres, 50.7% are in rural and semi-urban areas. Including the Business Correspondent Agent network, the Bank covers over 9,940 rural locations. There were over 4,600 ATMs at semi-urban and rural centres at March 31, 2024 having a proportion of 27% out of the total number of ATMs pan India.

#### Small and Medium Enterprises and Business Banking

The Small and Medium Enterprises (SME) and Business Banking portfolio comprises exposures to companies with a turnover of up to ₹2.50 billion. The SME and Business Banking portfolio grew by 27.4% to ₹1,533.23 billion at March 31, 2024, accounting for 12.7% of the overall portfolio.

## OUR BUSINESS STRATEGY



The Bank devised comprehensive digital solutions & platforms which are also fulfilled through Do-it-Yourself (DIY) and Do-It-for-Me (DIFM) through our business centres, InstaBIZ mobile apps and the Bank's website and partner websites.

The growth in the portfolio was driven by the Bank's approach of catering to 360° needs of customers across business life cycle ranging from onboarding, payment & collection, cross-borders, account reconciliation besides working capital requirements. Envisaging these customer requirements, the Bank devised comprehensive digital solutions & platforms which are also fulfilled through Do-it-Yourself (DIY) and Do-It-for-Me (DIFM) through our business centres, InstaBIZ mobile apps and the Bank's website and partner websites. In addition, a dedicated Relationship Manager completes the Bank's approach to providing full 360° solutions to its customers.

The Bank's focus in these businesses continues to be on parameterised and programme-based lending, which is granular and well-collateralised. The Bank has devised an integrated underwriting approach which is scorecard driven. Leveraging digital tools and data analytics, the Bank has built a couple of scorecards namely Unicore and Infinity, which cater across customers, turnover ranges and loan ticket size. A combination of qualitative and quantitative assessment tools is utilised to arrive at the final credit decision. Additionally, to cater specifically to the micro segment, the Bank has

put in place a surrogate programme-based underwriting process on documents such as bank statement and Goods and Services Tax (GST) returns for credit assessment.

The Bank maintains a robust risk management framework to manage the SME and business banking portfolio. The Bank constantly monitors and analyses the portfolio to detect stress, thus enabling the Bank to take early action and ensuring healthy portfolio quality. The Bank has further strengthened its underwriting process by integrating various digital tools like bank statement analyser, automatic fetching of bureau reports and enhanced business rule engine to generate probability of default scores for score-based analysis.

### Wholesale Banking

The Bank's wholesale banking customers include large private sector business houses and companies, banks and financial institutions, public sector undertakings and central and state government entities. The Bank's wholesale banking portfolio grew by 10.0% year-on-year to ₹2,582.79 billion at March 31, 2024, accounting for 21.3% of the total portfolio. The Bank also has a strong

## OUR BUSINESS STRATEGY

franchise among Multi-National Corporations (MNCs), real estate companies, IT & ITeS and new-age services companies, along with the financial sponsors space with special focus on private equity funds and their investee companies. Additionally, the Bank also caters to the requirements of the capital market participants and custody service providers through digital solutions improving their operational efficiency.

The Bank's approach has been to deepen partnership with its clients and provide support to clients through their entire life cycle. The Bank caters to various needs of the clients across trade, treasury, bonds and commercial papers through its comprehensive and technologically advanced delivery platforms while also catering to the needs of their supply chain network.

The Bank aims to become a business partner to its clients instead of merely being a capital provider. With the client at the centre, all teams across the Bank are well-aligned to offer the entire Bank's offerings to wholesale clients and their ecosystems. This has not only made client servicing more effective, but also helped in deepening the Bank's relations in high-value

retail accounts of senior client personnel and employees through a suite of retail products like salary, private and wealth banking, home loans, personal loans and vehicle loans.

Supply chain financing is an integral part of the corporate ecosystem and solutions like CorpConnect and DigitalLite enable corporates to seamlessly manage supply chain financing, payments, collection and reconciliation requirements of their dealers and vendors in a convenient and paperless process. These solutions also automatically assess the eligibility of the client's dealers and vendors for credit through a business rule engine, GST returns, intelligent algorithm with automated bureau checks and dedupe checks.

The Bank has extensively leveraged analytics to monitor transactions and the portfolio quality. While new credit is extended in a granular manner to well-established and well-rated business groups, data analytics is used for portfolio monitoring and identification of early warning signals in the existing portfolio. This has led to enhancement of the overall quality of the corporate portfolio.



Our solutions like CorpConnect and DigitalLite enable corporates to seamlessly manage supply chain financing, payments, collection and reconciliation requirements in a convenient and paperless manner.

## OUR BUSINESS STRATEGY



The Bank's international franchise focusses on four strategic pillars, namely the NRI ecosystem comprising deposits, remittances, investments and loan products.

### International Business

ICICI Bank's international presence consists of business centres in six overseas locations and representative offices in ten locations outside India. The Bank's overseas book was ₹334.51 billion at March 31, 2024, accounting for 2.8% of the total portfolio. The Bank has an IFSC Banking Unit (IBU) in GIFT City Gujarat, an Offshore Banking Unit (OBU) in Mumbai, and wholly-owned subsidiaries in the United Kingdom (UK) and Canada.

The Bank's international franchise focusses on four strategic pillars, namely the NRI ecosystem comprising deposits, remittances, investments and loan products; the MNC ecosystem comprising both foreign MNCs investing in India and Indian MNCs for their foreign currency and other requirements outside India, as well as Global Capability Centres (GCC), which are back-offices of MNCs created to serve the world; trade ecosystem, comprising primarily India-linked trade transactions which are self-liquidating in nature; and funds ecosystem, to capture fund flows into India through the Foreign Portfolio Investment (FPI) and Foreign Direct Investment (FDI) route.

The IBU in GIFT City endeavours to capture global banking requirements of the Bank's client base in India to enhance the Customer 360° banking experience. IBU business centre complements the Bank's domestic business by providing foreign currency banking solutions

across corporate banking, funds, wealth management and global markets business. ICICI Bank is a settlement banker to all three exchanges in GIFT City – NSE IFSC, India International Exchange (INX) and The India International Bullion Exchange (IIBX). The Bank has also obtained clearing, custody and depository participant licence. The Bank has cleared the maiden transaction in bullion (gold & silver) on IIBX platform. We have expanded the retail offerings by introducing four new currencies for opening savings accounts and term deposits, bringing the total to eight currencies: USD, GBP, EURO, CAD, SGD, AED, AUD, and JPY. On the product front, there has been continuous development over the past year like initial launch of retail internet banking for GIFT City customers and simplification of account opening form.

### Government Banking

Government is transitioning towards efficient financial management and transparency in transactions through digitisation and direct benefit transfer (DBT). ICICI Bank has been providing a range of banking services to government departments and their ecosystem through a network of physical and digital channels.

The Bank offers its government customers integrated and plug-n-play digital solutions, to assist them in effective delivery of services to stakeholders including citizens. The Bank is assisting state-level agencies and last-mile implementing agencies for adoption of Single Nodal Agency (SNA) payment model and DBT payments for management of Government of India scheme funds.

ICICI Bank's digital platforms provide simple online tax payment options to customers. The Bank is assisting the government for collection of central taxes, state taxes, customs duty, GST payments through authorised business centres and digital platforms. The Bank has also integrated its payment services with the e-governance initiative of government like Government e-Marketplace (GeM), e-tendering and e-treasury.

# OUR VALUES

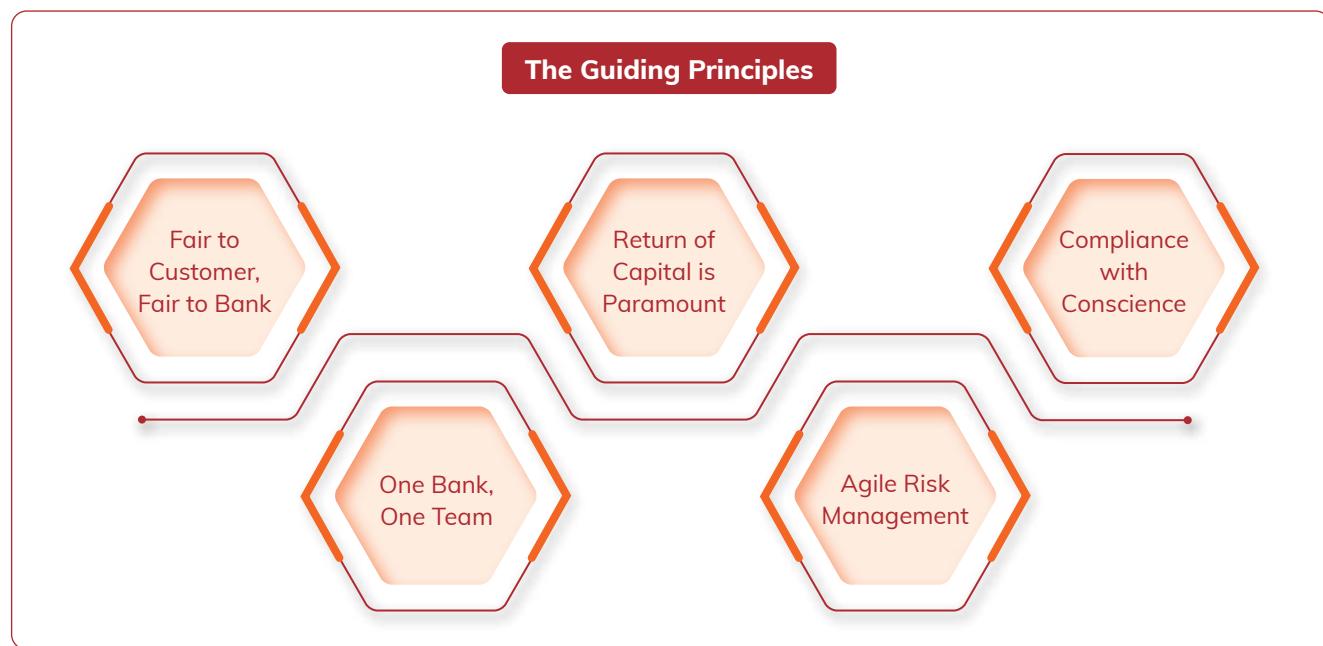
The Bank lays strong emphasis on risk and compliance and creating awareness among employees on the core values and desired behaviour. Employees are expected to act in accordance with the highest professional and ethical standards.

ICICI Bank continuously endeavours to strengthen its culture and encourage adoption of values and code of conduct amongst employees and doing business in a fair and transparent manner. Every action is aimed at benefiting the customer and the Bank. The Bank continuously strives to embed relevant principles and communicate the organisation's culture on an ongoing basis. In fiscal 2022, the Bank introduced the Risk and Compliance Culture Policy, enumerating the guiding principles for strengthening the risk and compliance culture, recognising the importance of establishing effective frameworks and supporting processes that encourage employees to exhibit the desired ethos of the Bank.

The Risk and Compliance Culture Policy outlines the guiding principles and key aspects for their effective implementation of these principles.

The effective implementation of the policy includes a governance framework that defines the roles and responsibilities of the Board, MD & CEO, Executive Directors, and the Risk and Compliance Culture Council. Consistent and continuous communication of these principles during employee interactions is an effective mechanism for embedding these core values. All employees are encouraged to align with these guiding principles in their activities. Additionally, business compliance officers are appointed within functional teams to strengthen compliance practices.

The Bank is committed to acting professionally and fairly in all its dealings. The ICICI Group Code of Business Conduct and Ethics provides the values, principles and standards that should guide the decisions and actions of the Bank employees. This Code is also the Bank's commitment to its stakeholders for adhering to the highest ethical standards and dealing with integrity.



## OUR VALUES

### Standards of the Group Code of Business Conduct and Ethics

- Conflict of Interest
- Privacy/Confidentiality
- Anti-Bribery and Anti-Corruption/Gifts and Entertainment
- Personal Investment
- Accuracy of Company Records and Reporting
- Know-Your-Customer/Anti-Money Laundering and Combating Financing of Terrorism
- Protecting ICICI Group's Assets
- Workplace Responsibilities and Social Media

The Bank has a zero tolerance approach to bribery and corruption. The Bank has a well-defined Anti-Bribery and Anti-Corruption policy articulating the obligations of employees in these matters.

The Bank has a Board-approved Group Know Your Customer (KYC), Anti-Money Laundering (AML) and Combating Financing of Terrorism (CFT) Policy. The policy lays down a risk-based approach in implementing the AML framework. AML standards of the Bank are mainly based on two pillars, namely, Know-Your-Customer (KYC) and monitoring/reporting of suspicious transactions (MSTR). The policy also requires monitoring of transactions on pre-defined rules as per the regulatory guidelines and any suspicious transactions found are required to be reported to the concerned authorities. The Bank through name screening procedure ensures that the identity of the customer does not match with any person with known criminal background or with sanction/banned entities. For the purpose of avoiding proliferation financing/terrorism financing, the Bank maintains lists of individuals or entities issued by Reserve Bank of India, United Nations Security Council, other regulatory and enforcement agencies, legislation and internal lists as the Bank may decide from time to time. Further, while handling cross-border transactions, the Bank carries out screening of names/parties involved

in a transaction against sanctions lists as mentioned above and other negative lists, as applicable at that point of time.

The Bank continuously focusses on effectiveness of financial controls and assesses compliance with all relevant regulatory requirements. Key policies of the Bank are reviewed and enhanced to ensure relevance, adherence to regulations and adoption of best practices on an ongoing basis. The Board-approved Group Compliance Policy lays down the compliance framework with emphasis on ensuring that products, customer offerings and activities conform to rules and regulations and adheres to the Bank's ethos of 'Fair to Customer, Fair to Bank'.

The Bank undertakes periodic training sessions and sends information e-mailers, as part of knowledge-enhancement and awareness, to employees. The frequency of messages is high for areas like fraud risk management, data privacy, cybersecurity, compliance policies, conflict of interest, sexual harassment, etc. The Bank is committed to constantly reviewing its governance practices and frameworks, with the objective of staying updated and responsive to the dynamic and evolving landscape and acting in the best interest of all stakeholders.

# FAIR TO CUSTOMER, FAIR TO BANK

**The Bank continues to deepen its engagement with customers and further simplify delivery processes and digital platforms, with a sharp focus on enhancing efficiency and resilience.**

In fiscal 2024, the Bank continued to lay emphasis on delivering customer delight, providing frictionless interactions, offering intuitive digital interfaces and enhancing customer advocacy by continuously decongesting processes, digitising and re-imagining customer journeys. We are harnessing new-age technologies and platforms to enable us to serve our customers with simplicity. The philosophy of 'Fair to Customer, Fair to Bank' and the culture to serve the end-to-end needs of customers continued to drive

mutually beneficial customer relationships and build trust in our brand.

Deepening our engagements with customers to understand their expectations and the insights gathered from proactive product and process walkthroughs, Net Promoter Score (NPS), Voice of Customer (VOCs), customer complaints and Root Cause Analysis (RCAs) helped in implementing various customer service initiatives.



The philosophy of 'Fair to Customer, Fair to Bank' and the culture to serve the end-to-end needs of customers continued to drive mutually beneficial customer relationships and build trust in our brand.

## FAIR TO CUSTOMER, FAIR TO BANK

Some of the key initiatives which were implemented for enhancing service delivery and customer experience were:

### ENHANCING AND DECONGESTING THE CUSTOMER ONBOARDING EXPERIENCE

The onboarding experience was further decongested by enhancing Customer 360°, to ensure that no additional KYC documents have to be submitted when an existing customer avails a new product from the Bank and the existing data and documents with the Bank are processed. Customer 360° was enhanced to cover loans (home loans, personal loan, auto loan), credit cards, standalone Fixed Deposits (FD) and NRI products.

### VOICE CHANNELS- ENHANCEMENTS IN SERVICE DELIVERY

At the Bank's Voice Channels that handle around five million engagements every month, the focus was on service improvement and seamlessly managing the increase in the customer base. To further enhance the service experience, various interventions were implemented including:

#### Virtual Hold

To enable a smooth customer experience of connecting to the Voice Relationship Manager (RM), a new feature Virtual Hold was introduced. Once a call is in queue and the expected wait time is longer than the defined threshold, a prompt is played on the IVR, where the customer has the option to receive a call back while retaining the sequence number in the queue.

#### V-Serv Plus

This is designed to manage customer queries that may require expert intervention and a Subject Matter Expert guides the RM and provides end-to-end resolution.

#### Voice Biometric

This enables a customer's voice print to be enrolled for verification. Instead of entering authentication details, the customer's voice is enrolled and utilised for authenticating future calls.

### Enhancing Digital Adoption

For customers calling the Voice channel for availing a service, the Voice RM has an option to send a WhatsApp notification to the customer on a real-time basis. This helps customers to experience the digital journey and adopt the same for future service needs.

### NEW DIGITAL EXPERIENCES

Our digital channels bring together innovation, security and resilience while delivering customer delight across journeys and we continually look to enhance our digital journeys.

- Features on our digital channels were enhanced to enable UPI payments for NRI customers through iMobile Pay.
- End-to-end digital issuance and set-up has been enabled for credit cards for both existing and new customers with the verification of identity, employment and income being done by leveraging Video KYC and account aggregator.
- Various enhancements were introduced in the iMobile Pay journey for fixed deposits such as identifying senior citizens and displaying interest rates accordingly, instant FD creation in one click, multiple FD creation in the same session and FD for non-ICICI Bank customers.
- Digital home loan application and disbursement has been enabled to offer rapid approval by leveraging an account aggregator and online rule engine for verification of identity, income and employment. Customers can also open a new disbursement request and track their home loan disbursement directly through iMobile Pay and retail internet banking under the loans section.

### SERVICE ENABLERS FOR EMPLOYEES

To facilitate seamless servicing at the business centres, the Bank's endeavour is to decongest and simplify processes and customer journeys to enable the frontline staff to deliver enhanced customer engagement. For this, various enablers were implemented at the business

## FAIR TO CUSTOMER, FAIR TO BANK

centres, such as DigiServe, where operations staff is available on-site for processing transactions at high footfall business centres, enabling 100+ services in BOTM (Branch on the Move), simplification of key processes such as minor to major conversion and re-KYC and mobile number updation for NRI customers.

Enablers were also introduced for better handling of issues that cause emotional anxiety for customers such as deceased claim. This includes a dedicated helpline, reference grid for identifying right documents to be communicated to the customer among others. Credit card services at business centres were enhanced, with 30+ credit card services being enabled, including change in address, limit enhancement, activation of auto debit, etc. Loan and demat servicing were also enhanced across business centres. During fiscal 2024, the Bank saw a sustained improvement in the Net Promoter Score (NPS), reflecting customer value creation and advocacy.

### CUSTOMER SERVICE AND GRIEVANCE REDRESSAL

The Bank monitors key customer service metrics and complaints through a well-defined framework. The Customer Service Committee of the Board and the Standing Committee on customer service convene on a regular basis to deliberate on customer service and the initiatives undertaken by the Bank for enhancing the same.

The Bank complies with the 'Customer Rights Policy' which enshrines the basic rights of customers. These rights include Right to Fair Treatment; Right to Transparency, Fair and Honest Dealing; Right to Suitability; Right to Privacy; Right to Grievance Redress and Compensation. These policies are available on the Bank's website.

The Bank aims to treat its customers fairly and provide transparency across its offerings. Continuous customer education efforts are made to enable customers to make informed choices regarding banking products and services. The Bank also seeks to ensure that the products offered are based on an assessment of the customer's financial needs.

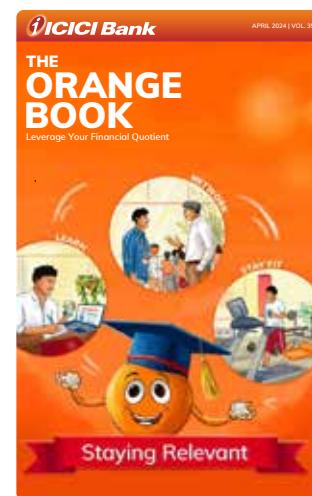
The Bank has a well-defined and comprehensive grievance redressal mechanism, to provide resolution to customers with clear turnaround times. The Bank offers

multiple channels to customers to register complaints including the business centres, voice and digital channels. All complaints received by the Bank are recorded in a Customer Relationship Management (CRM) system and tracked for end-to-end resolution. The Bank has an escalation matrix built in the CRM system to ensure that customer requirements are appropriately addressed within stipulated timelines. Detailed Root Cause Analysis (RCAs) of the issues highlighted in customer feedback, complaints, etc. are conducted. and insights from the same are implemented to improve the products and processes and enhance the services of the Bank.

Further, as recommended by the Reserve Bank of India, the Bank has appointed senior retired bankers as Internal Ombudsmen of the Bank. The Customer Service Committee of the Board, the Standing Committee on Customer Service and the business centre level Customer Service Committees monitor customer service at different levels.

### CUSTOMER ENGAGEMENT BEYOND BANKING

Recognising customers' need to understand personal finance better, the Bank launched a unique digital initiative 'The Orange Book' in fiscal 2022. This is a monthly e-magazine that educates customers about



The Orange Book is a monthly e-magazine that educates customers about personal finance in a simple and easy-to-understand manner.

## FAIR TO CUSTOMER, FAIR TO BANK

personal finance in a simple, easy-to-understand manner using contextual examples, infographics and interactive games & puzzles, and helps them to take better financial decisions. The Orange Book has covered an array of financial topics from inception till date, including fundamentals like power of compounding and emergency fund to goal-based investing, tax saving and importance of nomination, will writing and succession planning. The Orange Book also continuously educates customers about how to protect themselves from emerging frauds. This initiative has been well-received by customers.

## DATA PROTECTION AND PRIVACY

ICICI Bank is committed to protecting the privacy of individuals whose personal data it holds, and processing such personal data in a way that is consistent with applicable laws. It is important for employees and businesses to protect customer data and follow the applicable privacy laws in India and overseas locations to ensure safety and security of data. We believe that the data privacy framework should be aligned to the evolving regulatory changes and digital transformation.

The Bank has a presence in several jurisdictions outside India including Hong Kong, Singapore, United States, United Kingdom, Canada, China, Dubai International Financial Centre and Bahrain. The Bank is committed to ensuring compliance with applicable laws across these jurisdictions. It has an integrated and centralised strategy for achieving data privacy compliance across all jurisdictions. A set of principles have been defined with respect to handling customer data. There is a mechanism in place, which is accessible to all employees in the Bank, for reporting any form of personal data incident. The Personal Data Incident Handling Forum (PDIHF) comprises the Data Protection Officer (DPO) and senior members from the Information Security Group, Operational Risk Management Group, Fraud Management Group, Human Resources Management Group, Compliance Group and Legal Group. Any kind of personal data related incidents reported through the service request undergoes detailed investigation and a report is presented to PDIHF at monthly intervals.

As per the Personal Data Protection Standard of the Bank, it ensures that all personal data it processes is

kept secure using appropriate technical and organisational measures including necessary policies, processes and controls which includes physical access control, encryption, data protection impact assessment and providing training to the Bank's employees. The Bank periodically updates the Personal Data Protection Standard to cover the personal data protection regulatory requirements as applicable to the Bank in India and its overseas offices to reflect the changes in data protection laws and regulations.

Privacy regulations require the personal data of customers to be protected throughout the entire life cycle. Accordingly, the Bank has undertaken several comprehensive measures such as categorising all personal data and sensitive personal data as 'Confidential Information', keeping record of all its processing activities, entering into non-disclosure and confidentiality agreements with employees and third parties who are privy to personal data of the customers and providing customers the option to exercise various rights which they enjoy under applicable data protection regulations and incident handling procedures.

There are e-learning modules specifically on the concept of personal data and its protection to build awareness among employees. Periodic trainings are provided and various data privacy awareness initiatives are taken up by the Data Privacy team for employees to help them get an overview of data privacy and its importance in day-to-day work. Periodic mailers are also sent to the employees to create awareness about data privacy.

The Bank has established a strong governance framework for data privacy management. The Bank's Data Protection Officer (DPO) oversees all privacy related developments for the Bank as a data processor for international banking business and as a data controller/data fiduciary for its banking activities in India. The Bank has designated data protection managers/representatives from each business function and at each overseas location to ensure the proper implementation of the privacy standard.

A Privacy Steering Committee, oversees various privacy related initiatives. Further, the Bank's Code of Business Conduct and Ethics includes guidelines on customer privacy and confidentiality of data.

# RISK GOVERNANCE FRAMEWORK

The Bank is committed to achieve responsible and sustainable growth, underpinned by our core values of Return of Capital, Agile Risk Management and Compliance with Conscience.

As a financial intermediary, the Bank is exposed to various risks, primarily credit risk, market risk, liquidity risk, operational risk, technology risk, cyber risk, compliance risk, legal risk and reputation risk. The Bank is committed to managing material risks and participating in opportunities as part of the strategic approach of risk-calibrated growth in profit before tax excluding treasury.

The Board of Directors of the Bank has oversight of all risks in the Bank with specific Committees of the Board constituted to facilitate focussed oversight. Most Committees are chaired by Independent Directors and there is adequate representation of Independent Directors on each of these Committees. The Board has framed specific mandate for each of these Committees. The proceedings and the decision taken by these Committees are reported to the Board. The policies approved by the Board of Directors or Committees of the Board, from time to time constitute the governing framework within which business activities are undertaken.

Several groups and sub-groups have been constituted to facilitate independent evaluation, monitoring and reporting of risks. These groups function independently of the business groups.

The Risk Management Group is further organised into the Credit Risk Management Group, Market Risk Management Group, Operational Risk Management Group and Information Security Group. The Group is headed by the Chief Risk Officer who reports to the Risk Committee of the Board of Directors. The Bank also has a Financial Crime Prevention Group (FCPG) to oversee/handle fraud prevention, detection, investigation, monitoring, reporting and creating awareness about fraud risk management.

The roles of specific committees of the Board constituted to facilitate focussed oversight of various risks are:

- **Credit Committee:** Approval of credit proposals as per the authorisation approved by the Board and review of developments in key industrial sectors, non-performing loans, accounts under watch, incremental sanctions, non-fund based exposures, unsecured portfolio, capital market exposures, commercial real estate exposures, retail exposures etc.
- **Audit Committee:** Provides direction to the audit function and monitors the quality of internal and statutory audit; responsibilities include examining the financial statements and auditors' report and overseeing the financial reporting process to ensure fairness, sufficiency and credibility of financial statements.
- **Information Technology Strategy Committee:** Approve strategy for IT and policy documents, ensure that the IT strategy is aligned with business strategy, review performance with reference to IT & IS Key Risk Indicators (KRIs) and conduct periodic review of KRIs to ensure coverage of IT & IS risks, ensure proper balance of IT investments for sustaining the Bank's growth, oversee the aggregate funding of IT at Bank-level, ascertain if the management has resources to ensure the proper management of IT risks, review contribution of IT to business, oversee the activities of Digital Council, review technology from a future readiness perspective, overseeing key projects progress and critical IT systems performance including review of IT capacity requirements and adequacy and effectiveness of Business Continuity Management and Disaster Recovery, review of special IT initiatives, review cyber risk, consider the RBI

## RISK GOVERNANCE FRAMEWORK

inspection report/directives received from time to time by the Bank in the areas of information technology and cybersecurity and to review the compliance of various actionables arising out of such reports/directives as may be deemed necessary from time to time and review deployment of skilled resources within Technology and Information Security function so as to ensure effective and efficient deliveries.

- Risk Committee:** Review risk management policies pertaining to credit, market, liquidity, operational, outsourcing, reputation risks, business continuity plan and disaster recovery plan. The functions of the Committee also include setting limits for industry or country, review the Bank's Enterprise Risk Management Framework, Risk Appetite Framework, Stress Testing Framework, Internal Capital Adequacy Assessment Process and Framework for Capital Allocation. In addition, the Risk Committee reviews the Basel Framework, risk dashboard covering various risks, outsourcing activities. The Committee also reviews the cybersecurity risk assessment. The Bank has put in place an Enterprise Risk Management (ERM) and Risk Appetite Framework (RAF) that articulates the risk appetite and drills the same down into a limit framework for various risk categories under which various business lines operate. In addition to the ERM and RAF, portfolio reviews are carried out and presented to the Credit and Risk Committees as per the approved calendar of reviews. As part of the reviews, the prevalent trends across various economic indicators and their impact on the Bank's portfolio are presented to the Risk Committee. Industry analysis are also carried out and outcomes are presented to the Credit Committee for review and guidance.

The Internal Capital Adequacy Assessment Process (ICAAP) encompasses capital planning for a four-year time horizon, assessment of material risks and the relationship between risk and capital. Stress testing, which is a key aspect of the ICAAP and the risk management framework, provides an insight on the impact of extreme but plausible scenarios on the Bank's risk profile and capital position.

The Reputation Management Forum, comprising Executive Directors and leadership members, oversees reputation risk assessment at the Bank. The Forum has adopted a

### Independent Groups for Monitoring Risks

- Risk Management Group
- Compliance Group
- Internal Audit Group
- Financial Crime Prevention and Reputation Risk Management Group

framework for conducting periodic reviews and ensuring adequate processes and systems to identify, assess and mitigate reputation related risks. The risk and control assessment is presented to the Board Risk Committee on a quarterly basis.

The Internal Audit Group, being the third line of defence, provides independent assurance that the aforesaid independent groups monitoring the risks in the Bank, are operating in line with policies, regulations and internal standards defined for management of the various risks in the Bank.

The Compliance Group, headed by the Group Chief Compliance Officer, oversees regulatory compliance of the Bank, both at the policy and procedures level and at the level of implementation by the respective groups. The Group has unrestricted access to information within the Bank to assess compliance with the regulatory guidelines.

The Compliance Group and the Internal Audit Group report to the Audit Committee of the Board of Directors. The Risk Management, Compliance and Internal Audit Groups have administrative reporting to the Executive Director responsible for Corporate Centre.

With increasing digitisation, ensuring effective management and governance of data has become a critical business enabler. To further strengthen data quality, data standardisation and governance around data, a Chief Data Officer (CDO) was appointed in fiscal 2023. The role of the CDO includes creating the governance and processes around data generation and processing and compliance with regulations for customer data captured by the Bank. The CDO is also responsible for implementation of the Bank's Data Governance Policy.

## RISK GOVERNANCE FRAMEWORK

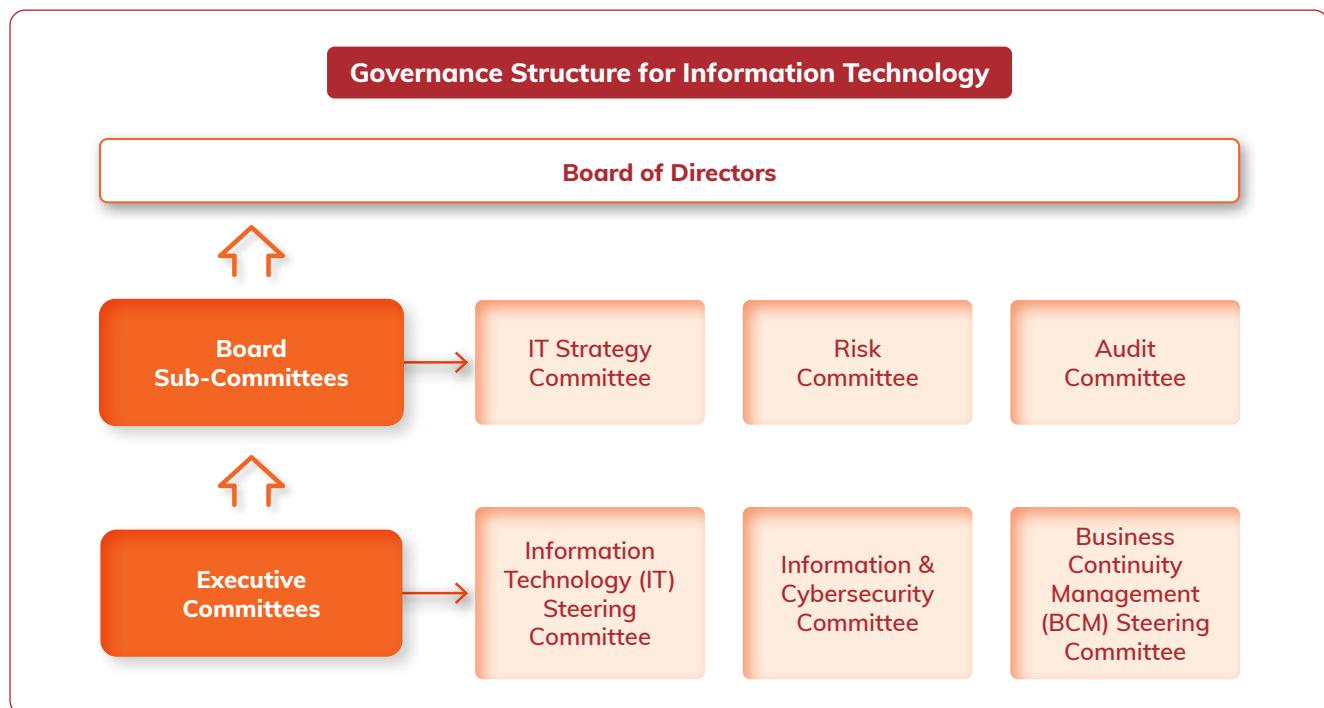
### CYBERSECURITY GOVERNANCE

Cyber risk management forms an integral part of the Bank's enterprise risk management framework. The Bank is committed and working towards aligning itself with the changing threat landscape and has a dedicated team for cyber/information risk management.

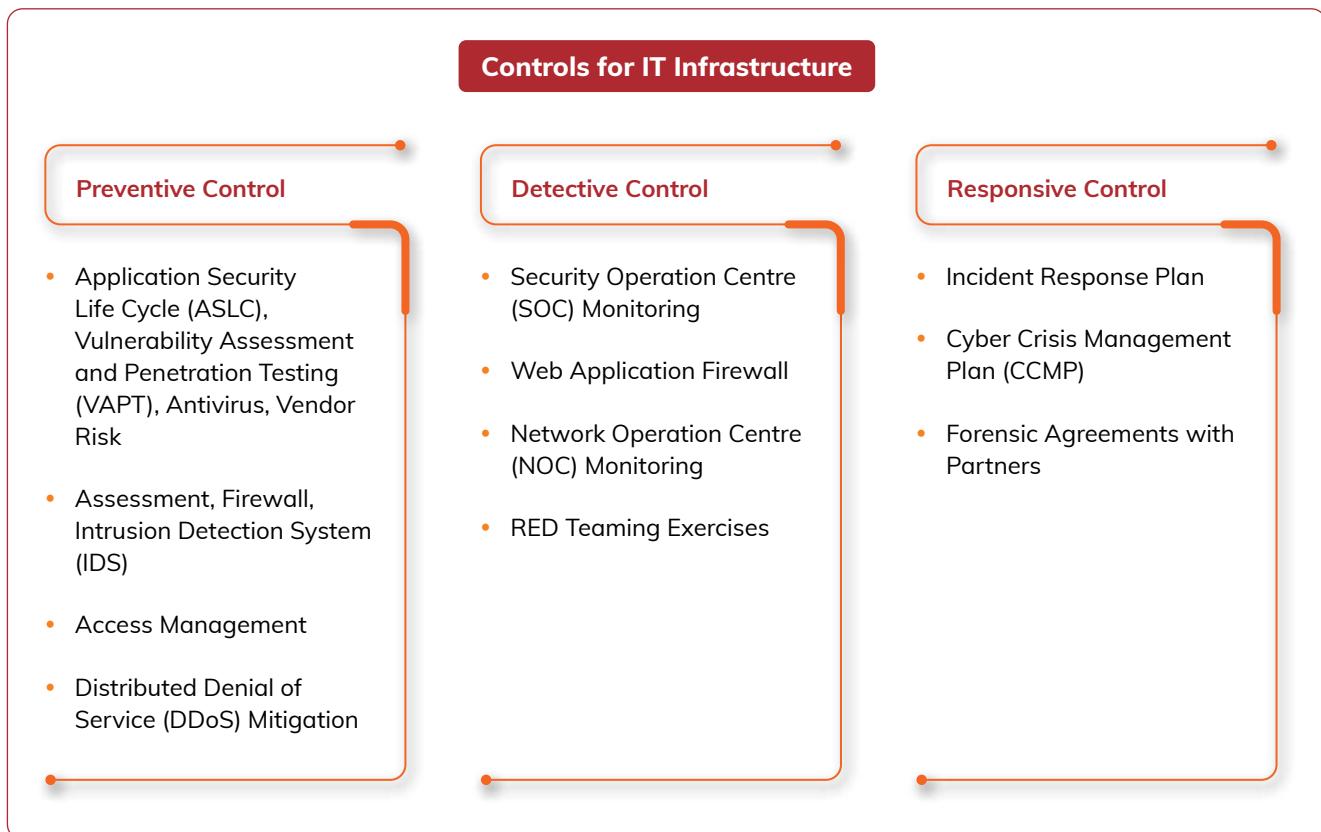
Our cybersecurity governance encompasses management oversight at various levels with the ultimate responsibility assumed by the Board of Directors. Regular updates are provided by the Information Security Group (ISG) of the Bank.

The Executive Committees have diverse cross-functional members and well-defined terms of reference. Proceedings of these Committees are reported to the IT Strategy Committee. Additionally, the Bank has multiple Key Risk Indicators (KRIs) /dashboard to review system stability, continuity and availability and network uptime. The Bank also has a well-defined Information Security Policy, Cyber Security Policy and Information Security Standards and Procedures. These policies have been

designed by drawing from several standards and regulations including the RBI Cyber Security Framework, National Critical Information Infrastructure Protection Centre (NCIIPC) Guidelines for Protection, Federal Financial Institutions Examination Council (FFIEC) Cybersecurity Assessment Tool, the SEBI Cyber Security and Resilience Framework for Stock Brokers/Depository participants, IRDA Guidelines on Information and Cyber Security for insurers, Unusual Cyber Security Incidents framework. The Bank has also incorporated industry best practices such as the National Institute of Standards and Technology (NIST) and the regulatory requirements of some other jurisdictions in which the Bank operates. Further, periodic internal and external audits are undertaken and inputs from these assessments are incorporated. The Bank has a 24x7 Security Operation Centre for monitoring and surveillance of information technology systems. Considering the criticality and vitality of data protection, we have deployed a Data Leakage/Loss Prevention system with data protection rules for sensitive data exposure from the Bank's endpoints, emails, and web gateways. The Bank's Data Centre and Security Operations Centre are ISO 27001 certified.



## RISK GOVERNANCE FRAMEWORK



## PARTICIPATION IN EXTERNAL CYBERATTACK SIMULATIONS

The Bank conducts and participates in several cybersecurity attack simulation drills such as spear phishing drills on employees, Distributed Denial of Service (DDoS) attack drills for Internet Service Providers (ISPs), social engineering-based attacks on data centre staff to gain physical access etc. Business continuity and recovery drills are conducted to assess the Bank's ability and readiness to combat disasters, to ensure continuity of critical business processes at an acceptable level and limit the impact of the disaster on people, processes and infrastructure. The Bank periodically conducts cyber maturity assessments through a third-party, which is a comprehensive risk assessment of the cybersecurity posture of the Bank.

The Bank believes in providing services to its customers in the safest and in a secure manner, keeping in mind that protection of data of its customers is as important

as providing quality banking services across the spectrum. The Bank also undertakes campaigns to create awareness among customers on security aspects while banking through digital channels.

In view of rapid digitisation and growing cyber threats it is very critical to respond quickly and effectively when security incidents occur. The Bank has a dedicated Cybersecurity Incident Response Team (CSIRT) to respond security incidents following a well documented Incident Response Plan. Further, the Bank has a Disaster Recovery (DR) plan to ensure continuity of critical services to customers and availability of identified critical systems during significant disruptions. In the event of a disaster, the Bank endeavours to resume business and operations to an acceptable level as per the Recovery Time Objectives (RTOs) for the application. The efficacy of the DR plan is established through periodic DR drills.

There were no material incidents of security breaches or data loss during fiscal 2024.

## RISK GOVERNANCE FRAMEWORK

### ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

During fiscal 2024, the Bank's focus was on strengthening its sustainability practices and integrating ESG principles in its operations and strategy. Managing the Bank's environmental impact and effective governance practices were key drivers of various initiatives undertaken during the year. The ESG Steering Committee, comprising functional heads across the Bank, continued to provide guidance and oversight on the ESG-related action plan for the year. The Risk Committee and the Board reviewed material ESG matters during fiscal 2024, and were provided updates on progress made on various ESG-related initiatives at the Bank. The Board-approved ESG Policy was reviewed and updated largely to reflect the progress made by the Bank during the year.

### ESG RATINGS

The ESG practices of the Bank are evaluated by external rating agencies like Sustainalytics and MSCI. The improvement in the Bank's ESG ratings is evidence of the progress being made across various areas. The ESG score by Sustainalytics improved from 23.9 to 22.5 within the Medium Risk category during fiscal 2024. MSCI rating is maintained at A during the year. The rating from CDP Worldwide is at C, which is the same as the Asian regional average.



## RISK GOVERNANCE FRAMEWORK

### ESG-related Developments During Fiscal 2024

- The Bank significantly increased the proportion of renewable energy in its total energy consumption from grid and on-site solar from 9% in fiscal 2023 to 35% in fiscal 2024. This was enabled through the procurement of green tariff power for the Bank's facilities in Maharashtra and in Hyderabad.
- The Bank's total Scope 1 and 2 emissions declined by 15.7%, driven by a reduction in Scope 2 emissions by 19.7% during fiscal 2024.
- Evaluation of the Bank's Scope 3 emissions in own operations was expanded to include the upstream categories of capital goods and employee commuting, apart from business travel.
- Better identification and management of risks relating to climate and ESG was an ongoing effort at the Bank, which involved sectoral analysis of hard-to-abate sectors to transition risks, and expanding the ESG risk assessment tool to more sectors.
- Several communications relating to well-being were disseminated to employees through a dedicated portal, which included videos and webinars focussing on areas like health and fitness. The portal is also an avenue for employee volunteering in CSR activities.
- Initiation of better monitoring and measurement of water and waste management efforts resulted in the BKC Service Centre (Corporate Office) getting a rating of 'Net Zero Waste' in the category of 'Net Zero Waste to Landfill (Operations)' by the Indian Green Building Council.
- A dedicated section on ESG was introduced on the Bank's website to improve disclosures on our sustainability journey.
- Continuous engagement with internal stakeholders to build awareness and create capabilities.
- The Bank has initiated efforts to strengthen the governance on ESG data collation and reporting.

The Bank is committed to minimising the environmental impact of its operations and business. **The Bank has set a target to become carbon neutral in its Scope 1 and Scope 2 emissions by fiscal 2032.**

 More details are available in the Bank's ESG Report and Business Responsibility and Sustainability Report (BRSR) for fiscal 2024 on the Bank's website.

# RESPONDING TO RISKS AND OPPORTUNITIES

**The Bank recognises the importance of adopting a rigorous approach to understanding and responding to risks and opportunities that enables long-term value creation for all stakeholders.**

The Bank has a robust process to identify and monitor risks and respond appropriately. The Bank continuously reviews and enhances the methods for identification and assessment of risks, and sets appropriate metrics and controls, and mitigants for managing significant risks.

In fiscal 2024, the Bank continued to monitor the risks it is exposed to, including economic, credit, market, liquidity and operational risks. Apart from these traditional risks, the Bank is also cognisant of emerging new-age risks due to climate change. The Bank has initiated steps to embed climate risk assessment and climate risk management as part of the Bank's risk management framework. A dedicated team within the Risk Management Group has been set up for evaluating climate-related financial risks.

The Bank has formulated a Climate Risk Management Framework (CRMF) for integration of climate risk into overall risk management framework and it guides on identifying and assessing the impact of both physical and transitional risks on the lending portfolio. The framework will undergo periodic reviews to ensure alignment with available regulatory climate risk guidance, reflecting the evolving understanding and assessment of climate risk. The Bank has also been participating in policymaking by providing inputs and supporting the regulator in assessing impact of climate change risks on specific sectors.

Risk Type	Key Risks	Our Response
 <b>Economic Risk</b>	Volatile economic environment driven by rising inflation, global monetary policy stance and geopolitical tensions.	Continuously monitored developments in the global and Indian economy, including country risk and sector-specific risks and responded accordingly.
 <b>Credit Risk</b>	Uncertainties pertaining to elevated geopolitical risks, continuing high interest rates for longer periods and weak global growth outlook across the world posed challenges for customers.	Ensured effective risk management across business segments, strengthened by ongoing reviews for early identification and stress testing; the Bank maintained strong capital and liquidity positions, which were significantly above regulatory requirements.
 <b>Market and Liquidity Risk</b>	Challenges posed by tightening monetary policy, withdrawal of liquidity by the central bank and exchange rate movements.	Comprehensive policies and periodic reviews at the level of Board and committees; strategic priority towards asset liability management and strengthening the Bank's liability franchise.

## RESPONDING TO RISKS AND OPPORTUNITIES

Risk Type	Key Risks	Our Response
 <b>Operational Risk</b>	A disruption on account of information technology failures, internal/external frauds, execution/delivery process errors, model errors or third-party dependencies.	Effective risk management policies in the area of operational risk, information technology risk, third-party dependencies, model risk along with regular review and reporting/analysis of loss incidents. The Bank continues to focus on simplifying processes and platforms to minimise operational risk.
 <b>Cyber Risk</b>	Growing threat of cyberattacks combined with increasing digitisation of banking products and services could expose the Bank to security risks. The Bank also leverages partnerships with third parties and these could also be a source for information security risks.	Investing on building resilience and effectively respond to cyberattacks; the Bank has laid significant focus on data privacy and data loss prevention mechanisms. There were no material incidents of security breaches or data loss during fiscal 2024.
 <b>Technology Risk</b>	The growing customer dependence on digital transactions and the rising volumes of such transactions requires banks to focus on the resilience, availability, scalability and security of our systems. Misalignment between business and IT strategies is a risk.	The Bank is proactively investing in technology and improving its response to changing technological dynamics. The cross-functional governance framework and Board-level oversight ensures that information technology strategy is aligned with the business strategy with appropriate policies and control frameworks. The Bank has also been reviewing the opportunities and risks arising out of Generative AI framework and solutions for possible integration with applications currently used. The Bank's IT systems were stable and largely uninterrupted during fiscal 2024.
 <b>Employee Risk</b>	Retention of employees and ability to attract and motivate talented professionals is critical for the successful implementation of the Bank's strategy and competing effectively.	Provide opportunity for job rotation and enhance career growth and development; employee well-being and upskilling are key priorities.
 <b>Compliance Risk</b>	As a domestic systemically important bank (D-SIB), compliance with regulations and preparedness to evolving regulatory landscape is a key priority for the Bank.	The Bank has established well-articulated policies and controls to ensure compliance with laws and regulations. Continuous evaluation and updating the policies and processes is done to remain relevant and compliant. A strong compliance culture driven by the Bank's leadership is enabling timely action.

# MATERIALITY ASSESSMENT

To determine the most material topics, a materiality assessment exercise was conducted by the Bank to identify key material topics for our stakeholders and business.

Our latest materiality assessment was carried out in fiscal 2022. The five-step approach for assessing material issues involved:



## Stakeholder Identification

Process for capturing internal and external perspectives by identifying key internal and external stakeholders by mapping their interests and role for the organisation



## Identifying the Universe of Relevant ESG Topics

List of 23 topics identified based on discussions with internal stakeholders, peer review and benchmarking, sector research, media reports and secondary sources



## Stakeholder Consultation

Developed a survey for capturing responses from diverse stakeholders



## Data Collection and Analytics

Analysed the data and level of priority of every material topic for every stakeholder

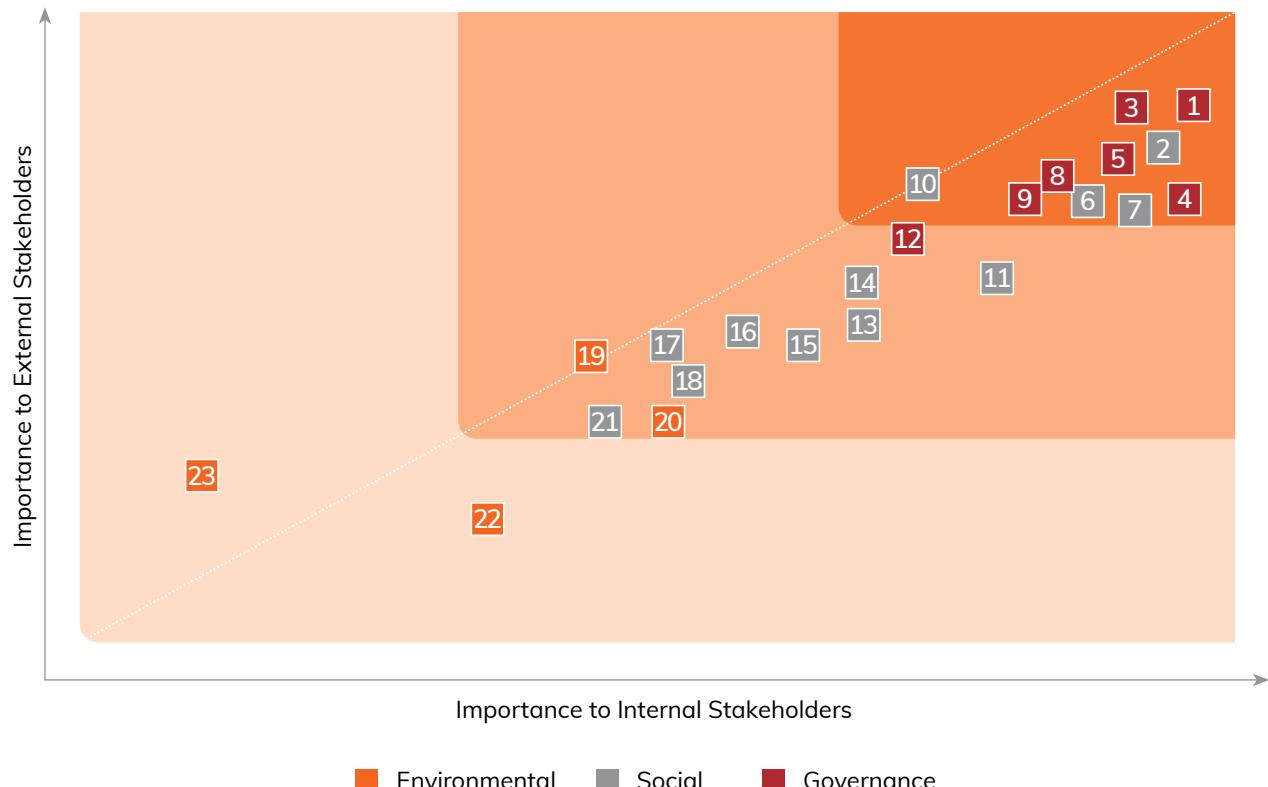


## Calibration of Results

Developed a materiality matrix to prioritise the topics into high, medium and low categories based on the order of preference listed by stakeholders

## MATERIALITY ASSESSMENT

### MATERIALITY MATRIX



### KEY MATERIAL ISSUES

- 1 Compliance with regulations and other laws
- 2 Digital innovation/transformation
- 3 Data privacy and cybersecurity
- 4 Corporate governance and business ethics
- 5 Transparency and disclosures
- 6 Improving customer experience and satisfaction
- 7 Customer fairness and right-selling
- 8 Financial performance
- 9 Stability of risk management and risk outcomes
- 10 Leadership development and succession planning
- 11 Employee health and well-being
- 12 Board diversity including qualification/experience
- 13 Grievance redressal mechanism for stakeholders like customers and employees
- 14 Opportunities for learning, development and training for employees
- 15 Diversity and inclusion
- 16 Promoting financial inclusion, access and literacy
- 17 Social impact and governance evaluation in lending
- 18 Employee engagement and feedback mechanism
- 19 Promoting environment positive projects (e.g. lending to 'green' sectors)
- 20 Responsible sourcing and sustainable procurement practices
- 21 Participating in community development
- 22 Carbon emissions and resource efficiency in the Bank's own operations
- 23 Exposure of the Bank to climate-related risks in its loan portfolio

## MATERIALITY ASSESSMENT

The Bank recognises the importance of maintaining a strong focus on issues material to its stakeholders. The nature and potential impact of these material issues may vary and change over time. The top 13 areas and the risks and opportunities are as given below:

### Compliance with Regulations and Other Laws

#### Risks

Being a domestic systemically important bank and among the top five listed entities (by market capitalisation) in India, we are exposed to various compliance requirements. The Bank has to ensure robust policies and processes, and there are no deficiencies in meeting evolving requirements on an ongoing basis. Any deficiency could lead to reputation risks and a breach of trust.

#### Opportunities

There is an opportunity to engage constructively with policy makers and advocate adoption of best practices for building resilience in the financial sector and supporting a growing economy.

 For more details kindly refer [page 30](#)

#### How We Are Responding

We strive to be a responsible organisation with continued efforts at embedding a strong risk and compliance culture. The Bank remains vigilant of the evolving regulatory landscape, while ensuring that operations follow standards established by regulatory bodies.

The Bank's control functions ensure that businesses and operations are aligned with best practices.

### Digital Innovation/Transformation

#### Risks

The increasing volume of digital transactions requires us to ensure availability and scalability of systems. A misalignment between business and IT strategies is a risk. An elongated period of downtime in the Bank's digital channels could lead to operational and reputation risks for the Bank.

#### Opportunities

Digital innovations provide an opportunity to differentiate our offerings, with seamless and secure customer experiences. This can provide competitive advantage and gain customer confidence.

 For more details kindly refer [page 19](#)

#### How We Are Responding

We aspire to create digital innovations with rich need-based features and functionalities for customers. The Bank's digital platforms have transformed to provide seamless digital journeys.

## MATERIALITY ASSESSMENT

### Data Privacy and Cybersecurity

#### Risks

Lack of robust data governance practices could increase the risks of non-compliance, regulatory fines, financial losses and reputation risk. The cybersecurity landscape is also highly dynamic and exposes the Bank to significant challenges to ensure safety and security of customers' money and personal identity.

#### Opportunities

Strong governance and a robust cybersecurity and data privacy strategy can create confidence in the institution and also differentiate us as a responsible organisation with customer interest paramount.

For more details kindly refer [page 35 and 38](#)

#### How We Are Responding

Dealing with cyber risks form an integral part of the Bank's enterprise risk management framework. The Bank is committed to working towards aligning itself with the changing landscape and has a dedicated team for cyber/information risk management. The Bank will continue to invest in building resilience and to effectively respond to cyberattacks; the Bank has significant focus on data privacy and data loss prevention mechanisms.

### Corporate Governance and Business Ethics

#### Risks

Ensuring strong governance practices and communicating the same across all levels in the Bank is important to build a culture that ensures business outcomes are delivered in the right manner and with responsibility. Banking is a business of trust, and failures caused by ethics, values and behaviours can cause reputation risk and could create significant costs to the Bank.

#### Opportunities

Embedding the right culture takes time to establish and begins with strong corporate governance and business ethics, which will ensure long-term sustainability of the organisation.

For more details kindly refer [page 30](#)

#### How We Are Responding

We have established effective policies and frameworks that encourage employees to act in accordance with the highest professional and ethical standards. Regular communication and training of employees is also undertaken.

## MATERIALITY ASSESSMENT

### Transparency and Disclosures

#### Risks

Transparency is integral to good governance. Ensuring transparency in our engagement with customers and providing information of our products and services can enable customers to take sound financial decisions. The Bank recognises the responsibility and importance to be honest in its dealings with stakeholders.

#### Opportunities

The Bank seeks to engage constructively and responsibly in its area of operations. This is critical to build trust in the Brand, and with direct consequences to our business. The Bank also aims to ensure fair and balanced disclosures of its financial performance, with additional relevant disclosures made as and when required.

#### How We Are Responding

We recognise the criticality of transparency and disclosures, whether about the products we offer, our engagement with stakeholders or our contribution to society. The Bank aims to maintain robust governance and ethical and transparent relationship with all stakeholders.

### Improving Customer Experience and Satisfaction

#### Risks

Customer demands are evolving and digitisation has created new dimensions in banking services. Continuous value creation and superior banking experiences have become important considerations for customers. Lack of innovation and a customer-first approach could result in obsolete service delivery, meeting limited needs of customers and a loss of trust.

#### Opportunities

Digitisation and the rapid adoption of smartphones has given banks an opportunity to explore new ways of banking and providing customers with unique offerings and with convenience.

#### How We Are Responding

Our Customer 360° approach and digital capabilities have strengthened the Bank's value propositions for customers. Actively listening to our customers has helped improve the Bank's offerings to customers, and reflects in the advocacy scores for the Bank.

 For more details kindly refer [page 32](#)

## MATERIALITY ASSESSMENT

### Customer Fairness and Right-Selling

#### Risks

Failure to serve customer with appropriate product offering and conduct can lead to loss of trust and risk the reputation of the Bank.

#### Opportunities

Banking is a business based on trust, and requires high level of customer-appropriate conduct. Generating business while protecting the interests of customers contributes to attracting depositors and growth in business.

For more details kindly refer [page 30](#)

#### How We Are Responding

The Bank's philosophy of 'Fair to Customer, Fair to Bank' emphasises the need to deliver fair value to customers, including selling products and offer services which meet societal needs and are in the interest of customers.

### Financial Performance

#### Risks

The Bank's performance is closely associated with the growth in the Indian economy. Any significant challenges posed by the external environment and rapidly evolving regulations could pose a risk to the financial performance of the Bank.

#### Opportunities

The Bank's approach is to identify opportunities across ecosystems and micromarkets by efficiently serving customers with 360° solutions as well as continue to engage with all key stakeholders. Consistent financial performance can encourage stakeholders to remain associated and help the Bank deliver on its vision to be a trusted financial partner for our customers.

For more details kindly refer [page 123](#)

#### How We Are Responding

Our strategic focus is to grow the profit before tax excluding treasury within the guardrails of risk and compliance. The Bank is fostering a strong risk and compliance culture to ensure a balance of risk and rewards and ethical engagement with its customers. We are investing in areas that are critical for improving productivity and operational efficiency.

## MATERIALITY ASSESSMENT

### Stability of Risk Management and Risk Outcomes

#### Risks

The Bank is exposed to several risks and the ability to manage various types of traditional and emerging risks is critical for sustainable growth of the Bank.

#### Opportunities

Dynamic risk management and understanding the opportunities and challenges associated with participating in strategic opportunities is the bedrock for robust growth of business.

 For more details kindly refer [page 36](#)

#### How We Are Responding

The Bank continuously reviews the operating environment and closely monitors significant risks that could impact business. The Bank's Enterprise Risk Management and Risk Appetite Framework articulates the risk appetite, and drills down the same into a limit framework for various risk categories under which various business lines operate. Further, detailed and periodic reviews are conducted at various Board Committees on the portfolios and operations of the Bank.

### Leadership Development and Succession Planning

#### Risks

Strong management development and succession planning are important for the successful implementation of our strategy and stability of the organisation.

#### Opportunities

Leadership development and commitment to attracting, developing and retaining a diverse and inclusive workforce can enable the Bank to deliver strong and consistent results.

 For more details kindly refer [page 52](#)

#### How We Are Responding

The Bank has institutionalised a succession planning and leadership development initiative to identify and groom leaders for next-level roles. The Bank through the Senior Management Cover Index, tracks the depth of leadership bench at the senior management positions. The Bank has a strong bench for key positions and for critical leadership roles.

### Promoting Environment Positive Projects

#### Risks

The climate challenge and a fast transition to a low carbon economy could give rise to new types of risks that may not be fully understood.

#### Opportunities

Using our financial expertise to provide capital to low-carbon sectors and new business opportunities in this space, based on appropriate risks and return assessment. We are committed to supporting customers as they decarbonise their business.

 For more details kindly refer [page 66](#)

#### How We Are Responding

The Bank has been supporting capacity creation in environment-friendly areas, such as renewable energy, use of electric vehicles and development of green buildings, with an appropriate risk-return assessment. There is also a focus on promoting biodiversity and protecting our ecology through the Bank's CSR initiatives.

## MATERIALITY ASSESSMENT

### Carbon Emissions and Resource Efficiency in the Bank's Own Operations

#### Risks

Assessing the environmental impact of the Bank's own operations and facilities will be necessary to develop the Bank's own roadmap towards carbon neutrality/net zero in own operations.

#### Opportunities

Being in the service industry, the carbon footprint from own operations is not expected to be significant and would be manageable.

➡ For more details kindly refer [page 68](#)

#### How We Are Responding

The Bank is committed to minimising the environmental impact of its operations and facilities by adopting best practices and certifications for green building standards. It has committed to become carbon neutral in Scope 1 and 2 emissions by fiscal 2032.

### Exposure of the Bank to Climate-Related Risks in its Loan Portfolio

#### Risks

The impact of climate change poses tangible risks to the Bank's own operations as well as business resilience of its borrowers. The consequences of climate change include both incremental effects (a long-term change in the mean and variability of climate pattern) and acute effects (increase in frequency and severity of extreme weather event). Assessing physical and transition risks are important to understand the impact of climate change events that can be felt across the Bank's own operations as well as business models of its borrowers.

#### Opportunities

Significant opportunities are likely to emerge as efforts gain traction to meet commitments towards sustainable growth and transition to become carbon neutral or net zero. The Bank has been supporting sustainable and sustainability-linked projects in areas like renewable energy, electric vehicles, green buildings, sanitation, waste management, etc. based on an appropriate risk-return assessment.

➡ For more details kindly refer [page 67](#)

#### How We Are Responding

The Bank has established adequate policies and frameworks for evaluating climate-related risks in the lending book. At the same time, assessment of the portfolio for climate risks, both physical and transition risks, for top corporate counterparties has been included as part of stress testing as well as capital planning exercise.

# HUMAN CAPITAL

**The Bank's success is anchored by its people and a culture of 'One Bank, One Team' driving its business.**

The Bank's human capital strategy is underpinned by key anchors of Fair Compensation, Learning and Growth, and Care. Our human capital strategy is designed with our focus on maximising risk-calibrated core operating profit based on the opportunities available across micromarkets and ecosystems. To capture the 360° banking needs of customers, every employee is encouraged to identify opportunities and drive business for the Bank.

The Bank has aligned the organisation around micromarkets and customer ecosystems by increasing the density of leadership in key markets. The integration of the Bank's businesses happens closer to the customer. This enables better understanding of customer needs at a micromarkets level. The corporate office operates as a service centre and the purpose of the central team is to serve the employees. The Bank encourages its employees to experiment and innovate to deliver services and create solutions for customers within the guardrails of risk and compliance.

The Bank's hiring philosophy is drawn from the cultural anchors of the Bank. The Bank believes in hiring for attitude and training for skills. Wherever required, the Bank uses personality inventories to better understand the work preferences/behaviours along with cultural fitment with the Bank's values.

## FAIR COMPENSATION

The Bank follows a prudent compensation practice under the guidance of the Board of Directors and the Board Governance Remuneration & Nomination Committee (the BGRNC or the Committee). The Compensation philosophy of the Bank is aligned to reward team performance. The Bank's approach to compensation is intended to drive meritocracy within the framework of prudent risk management. The total compensation is a prudent mix of fixed pay and variable pay, which takes into account a mix of external market pay and internal equity. The fixed pay offered by the Bank, largely reflects pay for the role. The variable compensation is in the form of share-

linked instruments or cash or a mix of cash and share-linked instruments. The cash component of variable pay (performance bonus) is aligned to the philosophy of 'One Bank, One Team' as it is based on overall performance of the Bank and reflects reward for team performance. The grant of share-linked instruments to eligible employees, reflects individual potential and criticality of position/employee. During fiscal 2024, the Bank deepened the number of employees who were allotted share-linked compensation to around 18,350 employees. The compensation of staff engaged in all assurance functions like Risk, Compliance & Internal Audit depends on the achievement of key results of the respective functions and is independent of the business areas they oversee.

## LEARNING AND GROWTH

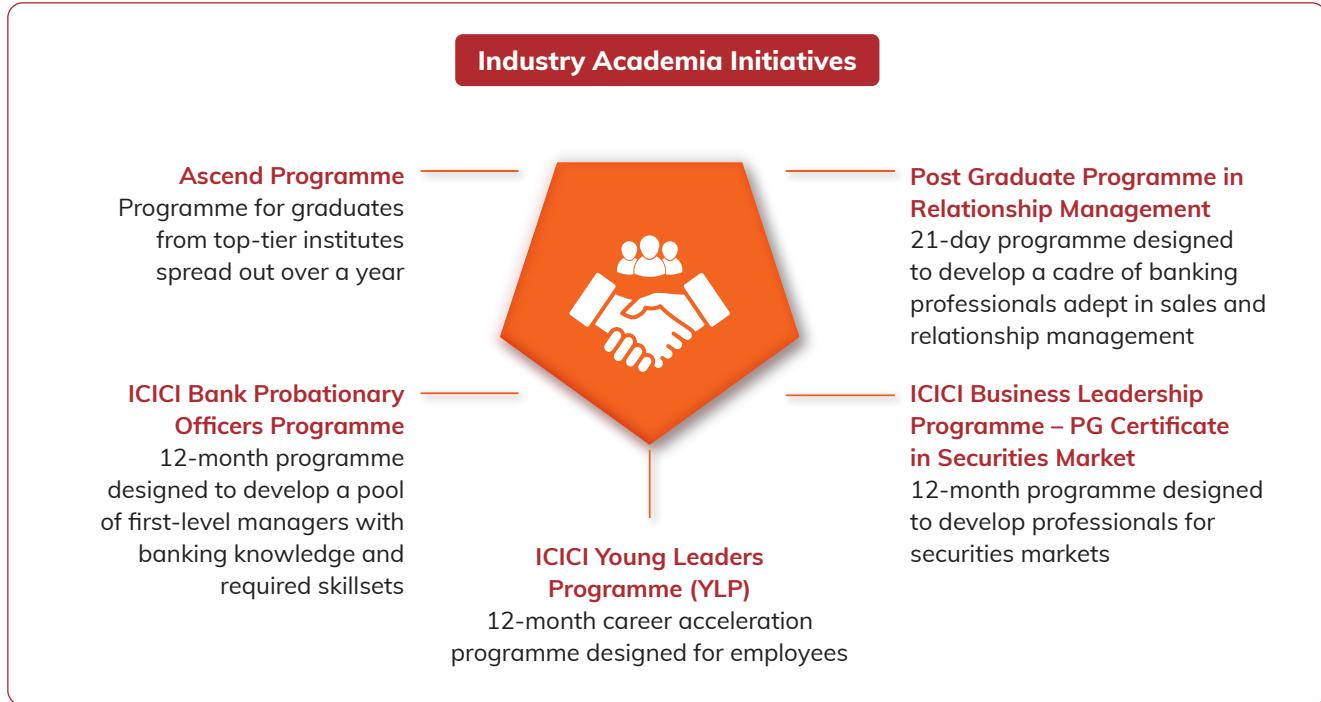
The focus on a 360° customer-centric approach with an objective to serve customers in a holistic manner has underpinned the Bank's operations. To deliver superior customer value, the Bank has invested in training its employees and enhancing their ability to comprehensively serve customers. This has enabled teams to be agile in responding to requirements of customers, and work collaboratively to create innovative and personalised products & solutions for customers.

The Bank has a capability building architecture spanning across functional training, leadership development, digital and industry academia programmes to equip employees with the required skillsets.

## Industry Academia Partnerships

The Bank has collaborated with academia partners to onboard a high quality, job-ready workforce. One of the key aspects of the industry academia programmes is the skills it builds in the banking, compliance, financial and digital services domains. These industry academia programs align new hires to the culture of the Bank and impart functional knowledge in banking and related subjects.

## HUMAN CAPITAL



Apart from fresh graduates, existing employees at frontline levels can also enrol in ICICI Bank's Probationary Officer programme and get inducted as Probationary Officers after completing the programme at ICICI Manipal Academy. The Bank has a Young Leaders Programme (YLP), where existing employees have the opportunity for higher education (Post Graduate Programme). Those who successfully complete this programme are deployed back into the Bank in managerial roles.

The Bank is an employer of choice at premier management and engineering campuses across the country.

The Bank continued its focus on Capability Building through its various academies. During April 1, 2023 to March 31, 2024, the Bank delivered an average of around 12 learning days of training per employee.

### Customer 360° Programme

Customer 360° (C360) programme is designed for all Relationship Managers who join the Bank to inculcate C360 mindset. The objective is to take the entire Bank to the customer and provide end-to-end solutions to address customer needs. The programme provides

comprehensive understanding of C360 focussing on product knowledge, building C360 in customer engagement through various scenarios, pertaining to relationship management, customer service, digital propositions and process & compliance.

Once employees in relationship management roles complete the C360 programme, they have options to further deepen their knowledge in areas like trade products, business banking, asset products, etc.

### Risk and Compliance Workshops

Risk and Compliance workshops are conducted for employees in business centres and other retail banking groups, Compliance Group and Wholesale Banking Group (including for Business Heads & Regional Heads) to equip them with the necessary skills to make decisions based on the principles set out in the risk and compliance framework of the Bank. The programme discusses various scenarios where the learners understand the approach in line with the risk and compliance framework. The session is also conducted as part of Branch Leadership Programme for new Branch Managers.

## HUMAN CAPITAL

### Branch Leadership Programme

Branch Leadership Programme is the Bank's flagship training programme for new Branch Managers and Deputy Branch Managers. It is an instructor-led classroom programme focussed on inculcating the cultural framework of ICICI Bank along with detailing key aspects of their roles. The programme revolves around Customer 360°, ecosystem and micro-market concepts.

Each programme provides opportunity to engage with senior management to build perspectives around Customer 360°, service orientation and operating within the risk and compliance norms of the Bank. The training covers 'Go to market' approach, branch profitability, risk and compliance, micro markets strategy, selling skills and relationship management, ecosystem banking, customer service, trade, transaction banking, institutional banking, business banking, overview of products and solutions with focus on digital adoption.

### Functional Academies

In order to nurture talent and build domain-specific skills, ICICI Bank has deployed a wide range of functional academies which conduct several programmes. These academies cover new joinees to the Bank, new joinees to various roles and also refresher programmes for existing employees. These are designed around ICICI Bank cultural framework, business and functional skills, and also impart behavioural training as a part of the programme. The focus of functional induction programmes is to ensure that all employees who join the Bank have sufficient learning inputs which they can put into use on the field and supplement their on-the-job learning.

### Digital Academy

In line with the vision of building a scalable, future-ready and data-driven organisation, the Bank continues on its journey of transformation from Bank to Bank<sup>Tech</sup>. To meet this objective, identified employees have been trained in skill domains like API (application programming interface) & micro services, cloud computing, data engineering, software engineering and project management. Programmes on cybersecurity, technology infrastructure, UI/UX design, artificial intelligence and software testing have also been rolled out for identified employees.

In addition to the above programmes, the Bank conducted refresher programmes for employees in the areas of product, processes, compliance & on various technology systems. The Bank also conducted behavioural skilling in areas of personal effectiveness, interpersonal skill building, presentation skills and leading teams for identified employees.

### Capacity Building

In line with regulatory expectation around Capacity Building in Banks, eligible employees in the areas of credit, accounting, risk and treasury, have been enrolled for certification with accredited institutes.

### Leadership Development

Leadership Development Programmes and Leadership Engagement Sessions are conducted on a regular basis at the Bank. The 'Ignite' series is an ongoing initiative designed to keep the employees abreast with breakthroughs in the domains of leadership, digital transformation, data science and behavioural economics. The sessions provide an opportunity to teams to engage with domain experts and thought leaders in these areas.

ICICI Bank also partners with thought-leaders across a wide spectrum of fields ranging from academia, management to sports, to engage with and build leadership perspectives.

Under the umbrella of Leadership Academy, the Bank organises formal leadership development programmes on four identified themes of Technology, Data Science, Design Thinking and Project Management.

### Learning Assessment

The objective of conducting learning assessment is to understand how design and delivery of training content may be improved. The Bank's learning culture places a strong focus on confirming whether learners are indeed able to demonstrate understanding and application of basic concepts learnt in online and instructor-led functional programmes. This is generally in the form of an application-oriented test which is administered through Learning Matrix – the Bank's internally managed learning platform. The universal passing criteria for all assessments

## HUMAN CAPITAL

is 80%. The performance of employees on assessments is continually evaluated to fine-tune training content and for giving feedback to our internal facilitators.

### Academic Councils

The Bank has constituted academic councils comprising senior leaders from various functions to meticulously design and oversee the curriculum and delivery of its key training programmes. These councils bring together a wealth of knowledge and experience from diverse areas such as retail banking, corporate finance, risk management, and technology, thus ensuring a holistic approach to employee development. By incorporating insights from different business units, the academic councils ensure that the training programmes are not only comprehensive but also aligned with the Bank's strategic goals and dynamic needs of the business. Through continuous feedback and review mechanisms, the academic councils also play a pivotal role in the ongoing refinement and enhancement of the training initiatives, fostering a culture of continuous learning and professional growth within the organisation.

### Job Rotation and Moving Across Roles

The Bank believes in investing in its employees to take up challenging assignments and responsibilities early in the career. The Bank's 'customer-oriented' approach known as Customer 360°, encourages employees to take up new roles and not restrict themselves to specific areas. As a part of their career and skill development, the Bank offers opportunities to employees to explore diverse roles and functions. This provides employees the chance to explore and develop learning and expertise in different domains.

### Succession Planning

The Bank has institutionalised a succession planning and leadership development initiative to identify and groom leaders for next level roles. The Bank has a robust succession planning process which, through the Senior Management Cover Index, tracks the depth of leadership bench at the senior management positions. The Bank has a strong bench for key positions and for critical leadership roles.

### CARE

Employees play a pivotal role in the success of the Bank's strategy and growth of the organisation. The Bank believes in providing an enabling work environment that helps employees to achieve aspirational goals. The Bank is an inclusive and a caring workplace, driven by meritocracy and equal opportunities for all.

Employees at the Bank imbibe Officer Like Qualities (OLQ) at the workplace and in all internal and external engagements. These include respect for Brand ICICI, dignified behaviour in dealing with everyone, managers in position of authority can be demanding but not demeaning, being humble & service-oriented and having an attitude of learning. The Bank has a 24x7 emergency helpline, accessible to all employees of the Bank. This helpline facility has, over the years, provided crucial support to employees and their immediate family members during exigencies. To cater to emergencies, the Bank also has a dedicated Quick Response Team (QRT) to assist employees if they are in any distress.

To facilitate quick medical attention for employees in medical emergencies, the Bank has tie-ups with more than 100 hospitals in key cities across the country. The Bank also provides comprehensive insurance coverage for all employees, across all grades. Group insurance facility includes both the Personal Accidental Insurance Scheme as well as the Group Life Insurance Scheme. The Bank also facilitates a Parental Insurance Scheme at preferential rates for its employees.

ICICI Bank has also set in place a robust grievance handling mechanism to ensure that it is accessible to all employees. Known as I-Care, this centralised and dedicated team is equipped to handle employee queries and strives to provide a speedy resolution.

The Bank's philosophy of meritocracy and equal opportunity has led to a significant number of key positions being held by women employees over the last two decades. Conscious of life stage needs and safety of women employees, a range of benefits and policies have been curated. In addition to maternity leave, employees have access to child care leave and adoption leave. The Bank has a Travel Accompaniment Policy

## HUMAN CAPITAL

which allows women with young children to be accompanied by their child and a caregiver during official travel, with the cost borne by the Bank.

The Bank also has a policy designed to provide financial support to employees who have children with special needs. Under this policy, the Bank covers expenses incurred on improving the quality of life of employee's children with special needs through specialised education (at home or through a special-needs school), specialised therapy, specialised equipment and periodic treatment, if required (at hospital or at home).

At the Bank, sexual harassment cases are handled as per the guidelines set under The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013. The Bank has created awareness about the Act through mandatory e-learning at the time of induction. The Bank also regularly communicates with employees regarding the mechanism for raising complaints and the need for right conduct by all employees. The policy ensures that all such complaints are handled promptly and effectively with utmost sensitivity and confidentiality and are resolved within defined timelines.

For other workplace issues, the Bank has a structured mechanism to resolve them. The iCare provides employees with a platform to deal with their queries and concerns.

### I-Care Service Platform

Service and innovation lie at the heart of our commitment to employee satisfaction and operational efficiency. To deliver superior service at scale, our ethos of care and our strength of technology came together to craft an intuitive and seamless experience for our employees. Our proprietary system, iCare was launched in fiscal 2024 which has changed the way we manage employee enquiries and service requests. iCare integrates different channels, email, phone, chatbots and call centre over the same platform. Furthermore, it offers a 'zero drop-off' experience, ensuring that employee issues are attended to even if their assigned HR manager is on leave or busy. By harnessing the power of automation and AI, iCare has decreased turnaround time and improved access to employee services. Employees can avail these services through email, phone calls, or through ICICI Bank's proprietary app – Universe on the Move.



## HUMAN CAPITAL

### EMPLOYEE CONNECT AND ENGAGEMENT

ICICI Bank believes in creating a culture of free and open conversations. Forums of engagement have been created where employees can engage with senior leadership of the Bank and seek clarification on policy and strategy.

#### Leadership Engagement Sessions

The Bank's senior management regularly engages with employees physically and virtually to emphasise the Bank's cultural anchors including ethical conduct, adherence to regulations and compliance. Business centre visits are also an important part of the communication agenda. Employees are also kept updated on the strategy and performance and progress of the Bank through quarterly engagement on financial performance by the Executive Director with the leadership team.

#### Conversation Sessions

Through Conversation sessions, the Leadership Team engages with employees to emphasise on Bank's cultural anchors. It helps in aligning employees to the ethos of the Bank. These sessions are also forums for employees to engage with Business leaders and serve as listening posts for the employees.

#### I-Engage

Onboarding sessions are conducted by Business and HR managers to induct all new hires to the Bank's culture and systems.

### Diversity, Equity and Inclusion

ICICI Bank is committed to nurturing and promoting a culture of diversity, equity and inclusion (DE&I). Our inclusive culture, free from any biases, enables employees to work effectively.

To maintain our culture of diversity and equity, the objectives of our DE&I initiatives are:

- Promote a culture of DE&I across the Bank
- Ensure that ICICI Bank continues to be an employer for diverse groups
- Maintain an environment of inclusion for all its employees
- Maintain a culture of no discrimination

The Bank is also committed to promote and respect human rights. The Bank has put in place policies to provide an enabling and harassment-free work environment that respects and upholds individual dignity.

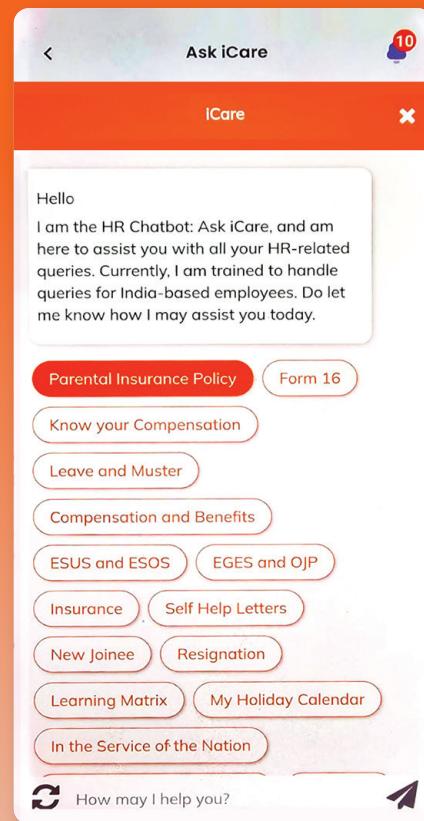
The Bank's Human Rights Policy is aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPR) and International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.

**HUMAN CAPITAL**

## DIGITAL@HR

### Universe on the Move – the employee app

As an integrated workplace technology solution for HR and business transactions, the 'Universe on the Move' (UOTM) mobile application makes life simple for employees every day – helping employees complete HR and business transactions on the go. Most employee services are available easily through the Universe on the Move app at the click of a button. What makes UOTM unique is that it also integrates business transactions – such as facility to provide business approvals or logging customer leads – in a seamless manner.



## HUMAN CAPITAL

### Learning Matrix

For any learning-focussed organisation, constant skilling, re-skilling, up-skilling and capability building are key factors to enable employees to serve evolving customer needs. The Learning Matrix is an AI-enabled digital learning platform with a rich online library and with features like leaderboard, social learning and access to curated open content. This AI-powered platform recommends personalised learning programmes and helps curate content based on in-platform feedback. The Learning Matrix offers an intuitive and engaging learning experience to employees on the go.



**ARTIFICIAL INTELLIGENCE & MACHINE LEARNING**

To access from Laptop/Desktop click  
Go to Course below

Path for Learning Matrix mobile apps:  
UOTM > App Drawer > Learning Matrix

AI/ML

Functional Skill

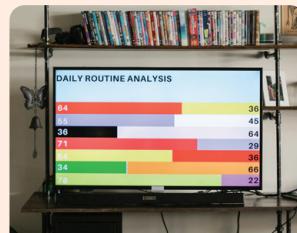
[Start Learning](#)



iMobile Pay Modules

Functional Skill

[Start Learning](#)



Excel in Excel:  
Graphs and Charts

Functional Skill

[Start Learning](#)



Data Protection

Functional Skill

[Start Learning](#)

### ICICI Careers

To attract the best talent, the Bank has created a digital careers platform to provide aspirants a seamless experience from the application stage to the onboarding stage. Candidates can easily apply for relevant jobs at the click of a button and be updated with real-time progress of their job application. At any juncture, candidates can reach out for support – through a comprehensive service platform integrating chat, calls and emails offering a seamless journey to aspiring ICIClans.

### ICICI Bank Alumni Portal

The ICICI Bank Alumni Portal is a digital platform which provides ex-employees with a smooth relieving experience and access to important documentation after their exit from the Bank. With the evolving employee needs, the Bank is committed to serve employees with passion and care.

# SOCIAL AND RELATIONSHIP CAPITAL

An ongoing engagement with our stakeholders is important for the Bank to understand matters relevant to them and create sustainable value for all.

The Bank continuously endeavours to understand the concerns and opinions expressed by stakeholders and respond to them promptly. The Bank holds regular interactions with customers, investors, employees, regulators and engages with communities and banking associations to remain informed.

## ENGAGING WITH OUR KEY STAKEHOLDERS

### Employees

Employees are the most important capital for the success of our strategy and growth of the organisation. We believe in providing an inclusive workplace, driven by meritocracy and equal opportunities to all.

#### How Do We Engage

Engagement with employees is through various platforms including townhall sessions with directors, periodic communication meetings and business centre visits by senior leaders, videos to communicate with employees through the employee app, Universe on the Move, and query raising portal.

#### Subjects considered important by our employees:

- Risk and compliance culture
- Enabling work culture with opportunities for growth and learning
- Meritocracy
- Responsive grievance handling process

#### Our Response

In the last two years, the Bank has significantly reorganised its workforce with new roles aligned to market opportunities. Promoting job rotation and encouraging employees to move across roles is helping the Bank in providing career growth to employees.

The Bank believes in giving responsibility to young capable professionals ahead of time and supporting them in their next career move early in their professional journey. Learning and skill development is an important value proposition provided to employees. The focus of skill development initiatives is on digital, functional and behavioural learning. Principles of Diversity, Equity and Inclusion are embedded in HR practices at the Bank. The fair compensation policy aligns rewards with prudent risk taking. Care and well-being of employees is a key focus area and relevant policies and practices have been established in this regard. The Bank has a culture where employees can raise issues freely and can expect their grievances / concerns to be handled in a sensitive manner.

 For more details on the Bank's HR practices, please refer to the Human Capital chapter on [page 52](#) and the Business Responsibility and Sustainability Report.

## SOCIAL AND RELATIONSHIP CAPITAL

### Shareholders/Investors

We believe that engaging with our shareholders and investors is important to understand market priorities and drive business outcomes that can lead to sustainable value-creation for all stakeholders.

#### How Do We Engage

There is continuous engagement with our investors and shareholders either through the annual general meeting, periodic conference calls, analyst day event, emails or one-to-one interactions. The Bank also has mechanisms to address queries and grievances of our shareholders and investors.

#### Subjects considered important by our shareholders/investors:

- Shareholder value creation
- Medium and long-term strategy
- Governance and ethical practices
- Compliance
- Operational resilience
- Transparency
- Disclosure on non-financial metrics like ESG

#### Our Response

During fiscal 2024, the Bank continued to deliver sustainable return on capital to shareholders. The Investor Relations team provides details on the performance and strategic objectives of the Bank during quarterly results calls and endeavours to enhance disclosures in the investor presentations on an ongoing basis depending on market conditions and investors' feedback. Continuous engagement is ensured including meetings with the senior management. The team also facilitates engagement with investors on topics like Environmental, Social and Governance to provide insights with regard to the journey on sustainability in the Bank's own operations and management of climate-related financial risks.

### Society

The Bank is committed to contributing towards socio-economic development and, for the larger benefit of the society, is undertaking corporate social responsibility activities across the length and breadth of the country.

#### How Do We Engage

The Bank set up its philanthropic arm, ICICI Foundation for Inclusive Growth (ICICI Foundation), in 2008 for addressing critical gaps in socio-economic development, particularly in rural areas in India. Rural development initiatives are also being undertaken directly through the Bank's efforts in promoting financial inclusion and inclusive growth.

#### Subjects considered important by the society:

The ICICI Foundation team extensively engages with local authorities and people to understand needs and development gaps. The key asks have been to address the need for health facilities, overcome water shortage and prevent environment degradation.

#### Our Response

During fiscal 2024, the Bank fulfilled its obligation of ₹5.17 billion towards CSR activities in compliance with the CSR rules under the Companies Act, 2013. The approach to undertake CSR activities included adopting a holistic approach at micro level to address developmental gaps and design comprehensive solutions underpinned by the objectives of sustainability and scalability. Environment and healthcare were major areas of focus for the Bank's CSR activities in fiscal 2024.

As a large financial institution, the Bank recognises the importance of engaging with its value chain partners on ESG. The Bank's supplier code of conduct and also checklists on ESG factors for onboarding of new vendors are providing a basis for engaging with our vendors on these aspects and building awareness on the need for adopting green procurement standards and promoting social factors like human rights, diversity and inclusion.

## SOCIAL AND RELATIONSHIP CAPITAL

### Customers

We are committed to understanding the requirements and expectations of our customers, and continuously engage with them to shape Customer 360° experiences.

#### How Do We Engage

We engage through multiple channels like their interaction with our frontline employees, structured surveys for seeking feedback, customer meets organised at business centres and channels available for raising queries and grievances. There are also quarterly interactions organised between customers and the Customer Service Committee of the Board.

#### Subjects considered important by our customers:

- Convenience
- Responsive, skilled and considerate staff
- Availability of relevant products and services
- Quick resolution of queries, requests raised and grievance redressal
- Secure and simplified delivery of services

#### Our Response

The Bank has put in place mechanisms to ensure customer needs are appropriately addressed and right-selling of products and services are ensured. Reiterating the principle of 'Fair to Customer, Fair to the Bank' in every communication to employees, the approach is to only offer products that meet requirements of a customer. In the past, the Bank has withdrawn products that could potentially lead to mis-selling and inconvenience the customer. In line with the above principle, the Bank has also moderated prepayment fee for certain products/segments.

The Bank has a dedicated customer service team focussed on improving process efficiency, reducing customer effort and leveraging technology to enhance customer experience and response time. This is accompanied with continuous upskilling and knowledge building of staff. The Bank strongly follows a policy of zero tolerance to unethical conduct by employees.

### Regulator

Being a systemically important bank in India, ensuring resilience and stability is important for the Bank.

#### How Do We Engage

Our engagement with the regulators is ongoing, through periodic meetings and other forms of communications like emails, letters, etc. The Bank also participates constructively in policy forums organised by the regulators and also responds to policy-related discussion papers issued by the regulators.

#### Subjects considered important by regulator:

- Governance and building sound compliance culture
- Fair treatment of customers and grievance redressal
- Anti-money laundering and fraud risk
- Operational and cyber resilience
- Financial stability
- Data, information and reporting quality

#### Our Response

The Bank has a dedicated team for communicating with regulators and responding to their specific requirements in a time bound manner. The Bank has well-defined processes and is leveraging technology to ensure monitoring and compliance to regulatory developments. The Bank has increased focus on building resilience and also participates in initiatives undertaken by the regulator. The Bank undertakes various awareness and training initiatives to enhance Bank's focus towards customer conduct.

## SOCIAL AND RELATIONSHIP CAPITAL

### CORPORATE SOCIAL RESPONSIBILITY (CSR)

Social issues such as access to healthcare, prevention of environmental degradation, skill development and livelihood opportunities remain critical areas requiring support in India. Creating a thriving society and economy requires significant investments in these areas. The Bank, through its implementing arm, the ICICI Foundation for Inclusive Growth (ICICI Foundation), has focussed on creating a positive impact through its CSR initiatives and is working directly with communities and stakeholders to meaningfully contribute in these areas. The activities are also aligned with the United Nations (UN) Sustainable Development Goals (SDGs).

During fiscal 2024, the Bank's contribution towards social causes was ₹5.19 billion. The CSR initiatives were mainly in the areas of healthcare and sanitation, environmental and ecological projects, livelihood and social interventions focussed on meeting specific local needs.

In the area of healthcare, support was extended for cancer care, cardiac care, eye care and trauma care by providing equipment, funds for surgeries, undertaking capacity building, organising eye screening camps and support for emergency care.



Counselling by a child nutritionist at Cachar Cancer Care Hospital and Research Centre in Silchar, Assam.

- More than **3.7 million trees** have been planted till March 31, 2024.
- The various CSR initiatives have created a positive impact for over **12.8 million beneficiaries**.

In the area of environment and ecology, extensive watershed and rainwater harvesting projects were taken up during the year as part of water conservation projects. Till March 31, 2024, total water harvesting potential of about 25.8 billion litres has been created across rural India. The other area of extensive work done is in forest conservation. The initiatives on forest conservation and ecology included ensuring water availability, restoring habitat, enhancing biodiversity, preventing soil erosion, supporting afforestation and livelihood creation, and other green initiatives which included installation of renewable energy capacity for creating grid-free forests and supporting clean energy in villages. These efforts were across 53 forest reserves as on March 31, 2024.



Successful rejuvenation of Alkoda Lake in Raichur District, Karnataka.

## SOCIAL AND RELATIONSHIP CAPITAL



Locals using a footbridge in a village in Raesi District, Jammu constructed through ICICI Foundation's efforts.

ICICI Foundation engaged with marginal and landless farmers and provided support for agricultural value chain development, livestock rearing and skill development for livelihood. This effort benefited about 80,000 individuals across various projects in fiscal 2024. As part of social interventions, projects were undertaken based on local needs and enabling community welfare and included activities such as development of infrastructure in remote areas, promotion of financial literacy, and improvement of access to education among marginalised communities.

For more details on ICICI Foundation's activities, refer to the Bank's ESG Report for fiscal 2024.

## FINANCIAL INCLUSION AND RURAL DEVELOPMENT INITIATIVES

There are specific segments of the rural economy that require a more supportive and sensitive response to their financial requirements and the Bank has taken initiatives to address the needs of such segments. The Self-Help Groups (SHGs) programme is an initiative that has contributed to entrepreneurship among women in the

rural areas. A comprehensive suite of banking products, including zero-balance savings account and term loans, for meeting the business requirements of the women of these SHGs is provided. Services are offered at their doorstep, thus saving their time, money and effort to visit the closest business centre.

ICICI Bank has been extending loans/providing financial support to less privileged women of the country through Self Help Groups - Bank Linkage Programme (SHGs-BLP) for over a decade, to give a boost to their entrepreneurial spirit. These initiatives have positively impacted 10.49 million women across the country through approximately 8.9 lakh SHGs loans as on March 31, 2024. Of these, over 4.67 lakh were first-time borrowers, who had not taken a loan from any formal financial institution. These SHGs are engaged in livelihood-generating activities which are helping them scale up their economic enterprises and improve financial security.

During fiscal 2024, the Bank availed USD 100 million from a financial institution for onward lending through its SHGs-BLP that aims to empower less privileged women in India to become self-reliant and to help them expand their businesses and enhance their earning capability.



Members of an SHG in Palakurthy from Jangaon District, Telangana, being informed about SHG loans that they can avail from ICICI Bank.

## SOCIAL AND RELATIONSHIP CAPITAL

In addition to direct customers, the Bank reaches out to about 2.2 million customers through microfinance institutions. The Bank also provides lending to Joint Liability Groups (JLGs), which are semi-formal groups from the weaker sections of society, through microfinance companies. These activities are undertaken within the overall framework prescribed by the RBI. The Bank also offers credit-related services to microfinance companies for onward lending to the rural population.

At March 31, 2024, the Bank had over 21.1 million Basic Savings Bank Deposit Accounts (BSBDA), of which around 4.4 million accounts were opened under the Pradhan Mantri Jan Dhan Yojana. The Bank encourages and enables these account holders to transact digitally.

### Digital Banking Unit (DBU)

Technology has played a key enabler in fostering financial inclusion. The delivery of financial services in remote unbanked and under-banked areas has been made possible due to digitisation. In fiscal 2023, the Government of India announced the launch of Digital Banking Units (DBU) with the objective of encouraging customers to undertake and experience the benefits of digital transactions. The DBUs are primarily fixed-point business units for delivering digital banking products and services, with most services made available in both self-service and assisted mode. The Bank set up four such DBUs which were launched in October 2022. Key performance parameters of the DBUs during April 2023 - March 2024 were as follows:

List of Activities	Number
No. of accounts opened	1,517
No. of credit cards	839
No. of loans	259
Count of financial transactions	91,485
Count of non-financial transactions	16,511
No. of frauds	Nil
No. of grievances received	11
No. of digital awareness/literacy camps arranged	197

# ENVIRONMENT AND SUSTAINABILITY

**Incorporating sustainability into the Bank's operations and business is an ongoing process that supports our objective of minimising environmental impact and contributing towards a sustainable future.**

The Bank's ESG Policy emphasises its commitment to conduct business sustainably and efficiently, thereby reducing the environmental impact. The Bank's efforts in promoting environmental sustainability is in three strategic areas including sustainable financing, in its own operations and corporate social responsibility.

## SUSTAINABLE FINANCING

The Bank recognises the role a financial institution can play in driving sustainable socioeconomic development that benefits all stakeholders. Consideration of ESG in the Bank's lending decisions and risk management framework are important factors and various approaches have been implemented. The Bank's sustainable lending portfolio, defined based on the Bank's Framework for Sustainable Financing, continued to grow in fiscal 2024. At March 31, 2024, the Bank's outstanding portfolio to sectors like renewable energy, electric vehicles, green certified real estate, waste management, water sanitation, positive impact sectors like lending to weaker section under priority sector norms was about ₹685.28 billion. The Bank's green financing portfolio grew during fiscal 2024 and accounted for 28.3% of the total sustainable lending portfolio.

The various approaches to assessment of ESG risks include social and environmental evaluation of project financing proposals, integrating climate change and ESG issues into the credit evaluation process, establishing framework for consistent and comprehensive tracking of sustainable lending by the Bank, and evaluating climate change impact in operations and business. Policies and frameworks are periodically reviewed for relevant amendments.

The Social and Environmental Management Framework (SEMF) evaluates specific environmental and social risks as part of the overall credit appraisal process for assessing new project financing proposals. Key elements of the assessment include screening through an exclusion list drawn broadly from the lists published by the International Finance Corporation (IFC) and list of highly polluting sectors published by the Ministry of Environment, Forests & Climate Change (MoEFCC) in India, seeking a declaration from borrowers of compliance with applicable national environmental guidelines/approvals for qualifying proposals subject to threshold criteria defined in the SEMF, and due diligence by an independent agency for large-ticket project loans identified as per the criteria defined in the SEMF.



**Green financing portfolio was ₹193.66 billion at March 31, 2024, of which 50% was for financing renewable energy.**

## ENVIRONMENT AND SUSTAINABILITY

### Physical Risk Assessment



Bank's Own Operations



Top Counterparties of Wholesale Banking Portfolio



Retail Portfolio

Acknowledging the inherent risks posed by climate change and ESG issues, these aspects are being integrated into the credit evaluation process in the Bank. As part of the credit evaluation process for large corporate lending proposals, borrower ESG scores from external agencies, if available, are considered. Additionally, the Bank has developed specific risk assessment tools for 16 sectors to gauge the ESG maturity and associated risks of borrowers with exposures exceeding a certain threshold. This risk assessment tool has been developed with a focus on hard-to-abate sectors that are challenging to transition to low carbon pathways and sectors with substantial exposure within the Bank's portfolio.

One of the key elements of the Bank's ESG policy is its commitment to responsible lending practices and fostering a positive impact on the environment and society. Aligned with this philosophy, the Framework for Sustainable Financing has been formulated to provide guidance on green, social, sustainable, and sustainability-linked lending, outlining the methodology and associated procedures. The Bank has taken inputs from the Government of India's Framework for Sovereign Green Bonds issued in December 2022 and the RBI's guidelines on Framework for Acceptance of Green deposits issued in April 2023. The Bank has further classification of proposals into (i) dedicated sustainable lending and (ii) sustainability-linked lending based on the underlying characteristics of the transaction. The framework specifies the eligibility criteria, applicable due diligence requirements, and the verification process for sustainable finance. The framework also aims to establish a consistent and comprehensive methodology for the classification and reporting of the Bank's credit facilities as sustainable.

### Addressing Climate-Related Risks and Opportunities

Exposure of financial institutions to potential negative impacts of climate change on operations, assets and overall financial stability are critical. The Bank's approach to analysing climate risks include developing methods to integrate climate risk in the risk management framework and begin testing the resilience of the lending portfolio to climate risks which can be categorised into transition and physical risks. The Bank is also in the process of understanding biodiversity and nature-related aspects that could manifest as risks in the Bank's business.

The Bank has formulated a Climate Risk Management Framework (CRMF) for integration of climate risk into the overall risk management framework. CRMF comprises guidance on assessing impact of climate change on the Bank's own operations due to physical risk events. Additionally, it guides in identifying and analysing the impact of both physical and transition risks on the lending portfolio.

The Bank conducts climate scenario analysis to quantify the impact of climate-related financial risks and assess the potential impact on capital and provisions requirement. Climate scenario analysis is performed to assess the potential impact of physical risks on the top counterparties of wholesale banking portfolio, retail lending, and impact of transition risk on the top counterparties of wholesale banking portfolio. The output of the exercise has been incorporated in the Bank's financial planning as a part of ICAAP.

## ENVIRONMENT AND SUSTAINABILITY

### Key Focus Areas for Addressing Climate Risks



#### Own Operations

The Bank aims to reduce its Scope 1 and Scope 2 emissions. The Bank is in the process of evaluating Scope 3 emissions from own operations and enhancing its disclosure in this regard. The Bank is working towards identifying and putting in place the elements required to achieve carbon neutrality in own operations. The Bank has set a target to achieve carbon neutrality by fiscal 2032.



#### Sustainable Financing

The Bank has developed a Framework for Sustainable Financing, which provides guidance on eligibility criteria for Sustainable/Sustainability-linked lending, guidance on assessment of facilities, monitoring and reporting of such facilities. This is the first step towards bringing sharper focus in the Bank's sustainable lending practices.

The Bank is also committed to extending its expertise to customers and policy makers for decarbonising businesses and the economy.



#### Risk Management

The Bank has formulated an approach to address risks emanating from climate change, as part of a Climate Risk Management Framework which comprises assessment of impact of climate change on the Bank's own operations, climate risk management of the Bank's loan book and integration of material climate risks into the existing risk management framework.

To facilitate the above initiatives in the Bank, developing proficiency in understanding ESG-related risks and opportunities, and evaluation of ESG/climate related risks has been embedded into the training imparted to a core team within the risk management group and other critical functions.

## ENVIRONMENTAL SENSITIVITY IN OWN OPERATIONS

The Bank's efforts in minimising environmental impact of its activities is driven through sustainable practices in areas like energy efficiency, green building certification, sustainable procurement, waste reduction and recycling, water conservation and reducing paper consumption. During fiscal 2024, there was progress across these areas with a focus on decarbonising the Bank's operations. Some key efforts during the year included:

- The proportion of renewable energy within total energy consumption from the grid and on-site

solar increased from 9% in fiscal 2023 to 35% in fiscal 2024.

- The Bank continuously endeavours to align buildings to Indian Green Building Council (IGBC) standards and comply with them on an ongoing basis. During fiscal 2024, 29 new sites with more than half a million square feet of area were IGBC-certified. Total 32% of the Bank's premises were IGBC-certified at March 31, 2024.
- ICICI Bank has introduced several measures to enable waste reduction and recycling at its Service Centre at BKC in Mumbai, Maharashtra. These include appropriate measures for waste segregation at the site for suitable treatment according to the type of waste. The Bank has also advocated the use of environment-friendly consumables at the premises with the aim of promoting sustainable practices. These initiatives led to the Service Centre getting a rating of 'Net Zero Waste' in the category

## ENVIRONMENT AND SUSTAINABILITY

of 'Net Zero Waste to Landfill (Operations)' by IGBC in fiscal 2024.

- ICICI Bank was certified with ISO 45001:2018, Occupational Health and Safety Management Systems, at 18 large offices with cumulative occupancy of more than 30,000 employees (approx. 21% of total workforce).
- The Bank has moved to using FSC (Forest Stewardship Council) certified recycled paper for pre-print forms at its branches. The Bank is also procuring BIS ECO-Mark paper that is manufactured through agro farming. These constituted 59% of the total paper procured by the Bank in volume terms.

To facilitate the above, engagement with vendors is an ongoing effort to create awareness about the Bank's approach on adoption of sustainable practices and to communicate the Bank's intent to evaluate them on environmental and social factors.

## GHG EMISSIONS IN OWN OPERATIONS

The adoption of green tariff power resulted in reduction in the Bank's Scope 2 emissions by 19.7% year-on-year during fiscal 2024. The Bank's total Scope 1 and 2 emissions declined by 15.7% during the year. The practice of independent assurance of Scope 1 and Scope 2 emissions continued. For fiscal 2024, reasonable assurance was conducted by Grant Thornton Bharat LLP as part of the SEBI mandated Business Responsibility and Sustainability Report. For fiscal 2023, limited assurance for the same was undertaken by DNV Business Assurance India Private Limited and, in fiscal 2022 it was conducted by TUV India Private Limited.

During fiscal 2024, the Bank assessed and has disclosed additional categories under Scope 3 emissions. These include capital goods and employee commute, apart from business travel.

**Save Trees! Reduce Waste!**  
**Help save our planet!!**

**Let's Say 'NO' to a paper cup!**

- Why say 'NO'?
- Comes at the cost of natural resources - trees, water
- Minimises efforts on waste management

**Let's bring our own mug!**

- Saves over 100 trees every day
- Reduces waste going into a landfill
- Refuse, Reduce, Reuse

**Being Responsible, Being Sustainable**

**Once you're done with the meeting, do your bit for the planet.**

Its always good to switch off the lights while leaving the meeting room

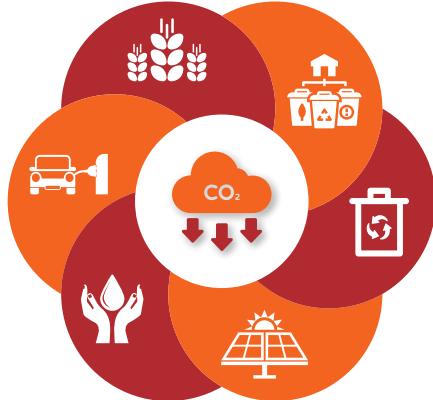
Being Responsible | Being Sustainable

The Bank advocates the use of environment-friendly consumables at its premises with the aim of promoting sustainable practices.

## ENVIRONMENT AND SUSTAINABILITY

The Bank's GHG emissions in its own operations in fiscal 2024 were:

In '000 tCO <sub>2</sub> e	Fiscal 2022	Fiscal 2023	Fiscal 2024
Scope 1 <sup>1</sup> (A)	26	23	25
Scope 2 <sup>2</sup> (B)	116	126	101
<b>Total (A+B)</b>	<b>142</b>	<b>149</b>	<b>126</b>
Emissions intensity (in tCO <sub>2</sub> e <sup>4</sup> per ₹ crore revenue)	1.36	1.16	0.76
Emissions intensity (in tCO <sub>2</sub> e per FTE <sup>5</sup> employee)	1.35	1.16	0.90



**The Bank is committed to reduce its emissions in own operations and become carbon neutral by fiscal 2032.**

### Scope 3 Emissions

Scope 3<sup>3</sup> emissions pertaining to Business travel was 17,735 tCO<sub>2</sub>e in fiscal 2023. In fiscal 2024, evaluation of the Bank's Scope 3 emissions in own operations was expanded to include capital goods and employee commuting, apart from business travel. Total Scope 3 emissions in fiscal 2024 was 161,250 tCO<sub>2</sub>e.

### Promoting Environment and Sustainability Through CSR

As part of CSR initiatives, the Bank extensively supports efforts for environmental protection and improving biodiversity. Projects have been executed in the areas of water conservation, forest conservation and afforestation and protecting biodiversity, which are contributing towards restoring ecological balance in the country. ICICI Foundation is also working in villages to reduce their carbon footprint by promoting adoption of sustainable practices like composting, garbage recycling, efficient cooking, drinking water solutions, among others.

#### Footnote:

1. Scope 1 emissions include CO<sub>2</sub> emissions from the combustion of fuel in diesel-generating sets and company-owned vehicles, emissions due to loss of refrigerants and emissions due to CO<sub>2</sub> based fire extinguishers. The emissions from diesel-generating sets was estimated based on expenses on procurement of diesel and applying the lowest diesel price in the country to estimate quantity of diesel consumed. The emissions from fire extinguishers and owned vehicles was based on actual consumption.
2. Scope 2 emissions are due to electricity purchased from the grid. The estimation was based on actual consumption of electricity, and using the grid emission factor published by the Central Electricity Authority, India.
3. Scope 3 emissions for Capital goods have been estimated in accordance with the GHG Protocol. For the purpose, EXIOBASE 2019 emission factors have been considered. Scope 3 emissions for business-related travel by employees through modes like aircraft, train, buses, and cars have been estimated. Emissions from hotel stay during such travel is not included. For the purpose, DEFRA (Department for Environment, Food and Rural Affairs) 2023 emission factors have been considered. Scope 3 emissions for employee commuting have been estimated based on a survey conducted. The Average-data method has been used for extrapolating to all employees. For the purpose, latest India GHG Program emission factors have been considered.
4. tCO<sub>2</sub>e - Tonnes of carbon dioxide equivalent is a standard unit for counting GHG emissions.
5. FTE: Full Time Equivalent.