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automation as strategy wherein as and when deployed workforce retires in mundane task, we move that activity to automation. In term of business intelligence, we are leveraging Analytics, which churn out actionable insights using our inhouse data, develops early warning indicators for tracking NPAs, monitors footfall in branches, frauds detection etc. Most of this is done using big data and AI algorithms. SBI has floated State Bank Operations Support Services, which is expected to help our Bank reach out to a larger populace and record improved efficiency in sourcing and collection of loans.

What specific data-driven and technology-enabled initiatives has SBI implemented to improve its business resilience?

The technology journey of SBI is a long story of experimentation with many technologies, collaborations with technology institutes such as IITs and fintechs and inhouse developments and use of cutting-edge AI and ML analytics. The primary motivation for use of any technology has been to excel in use for customers, support business process and increase in business volume. Starting with telephone in 1920, to adoption of punch cards in 1930-1950 and the use of third generation IT systems such as IBM360 in 1960s; the initial thrust to use of technology in banking up till 1970s was to improve the performance of back office. However, after 1970, technology adoption in banking moved to the front office with deployment of ATMs, passbook printing machines etc.

By 1996, banks across the world adopted the new operating system technology. The spread of the internet and personal computers paved way for internet banking in mid-2000s. There is now an increasing dependency between banking business and developments in information technology. Since banks today mainly process and exchange data with their customers, this dependency will be even closer in future. By 2010 widespread use of smart phones, and advancement in computing and storage technology such as the clouds has raised hopes of a paradigm shift in use of technology in banking, particularly through application of AI. In India, the technological transformation of banking pioneered by SBI started during First Generation Banking Reforms in 1993. This transformation was enabled by implementation of core banking solutions in 2000, followed by deployment of ATM machines and launch of internet banking. By 2009, internet access through mobiles devices outpaced the fixed line connection. In response, banks diverted their attention to financial inclusion through mobile banking. Demonetization gave a further impetus to use of technology in payments domain and banks have invested resources in payment gateways, POS, chip-based ATM/ Credit cards and online platforms for faster loan processing.

Today, Indian banks including SBI are in various stages of use of technology. The top ten banks are clearly able to deploy emerging AI technologies on small to medium scale in some or the

What are some of the key milestones in SBI's journey as a value creator?

Given the long history of SBI there are many important milestones that have created value for stakeholders. Most recent are - banks deep technology adoption and inhouse capability such as SBI YONO, banks strong presence in government business and government scheme that has ensured its growing liability franchises, podium presence in secured stable retail business such as housing loans and end-to-end financial products/offering through SBI YONO, thus demonstrating Power of One SBI (SBI + Group entities).

What key initiatives has SBI taken to enhance operational efficiency and overall productivity in its business operations?

In the context of public sector banks, enhancing operational efficiency and productivity entails retiring legacy systems and infusing new technology. In this respect, at the operations level many of our routine operations are now getting automated. Our HR functions, loan processing, KYC and other routine tasks has been moved to system driven processes. Also, we have adopted intelligent

other domain. The use of technology is quite deep and widespread in SBI now. In respect of customer offering, our app SBI YONO offers hyper customization of services. PAPL which is pre-approved loan where customer is targeted using AI algorithms. SBI YONO also has spent analyser, an online market space and covers entire range of services in agriculture, personal banking, and corporate banking. It is fully integrated with UPI platform and is also being marketed in the UK, Nepal where we have business operations. We are continuously improving our digital offering using agile model where usage data feeds into improving services.

How has SBI enhanced its collaboration with businesses to foster mutual growth, innovation, and sustainable value creation?

SBI collaboration can be grouped under two heads - one is our co-lending strategy with NBFCs and other is our technology collaboration with fintechs. In respect of first, in FY23 SBI had signed MoUs with 18 NBFCs/HFCs under its co-lending model to enhance its reach to the unserved and underserved populace. Under this model, our Bank has sanctioned loans to more than 1,52,000 borrowers amounting to INR 865 Crore, of which more than 1,49,000 accounts were sanctioned in completely digitised mode (loans up to INR 1 Lakh). In respect of technology collaborations, SBI is actively looking to partner with agri-techs and start-ups to cater to the financial needs across the agriculture value chain.

How has SBI integrated ESG principles into its business strategy, and what role does SBI play in helping India achieve its Sustainable Development Goals (SDGs)?

SBI deploys a sector-agnostic,

entry-level barrier assessment of environmental and social issues to loans amounting to between INR 5 crore and INR 50 crore, which is crucial to its decision-making process. For loans exceeding INR 50 crore, the borrower is evaluated on a number of ESG issues and allotted a score, to ensure responsible investment. Under the revised framework, SBI rate borrowers on ESG criteria, which lays emphasis on mandatory rating of ESG criteria for the specified borrowers. This includes existing borrowers and prospective borrowers in India, with an exposure of over INR 100 crores (for listed borrowers) and over INR 500 crores (for unlisted borrowers) at the time of CRA rating. Twice a year, SBI also puts its credit portfolio through stress tests, the scenarios in which are regularly updated in line with RBI guidelines, industry best practices and changes in macroeconomic variables. This, combined with the constant endeavour to strengthen its ESG integration, is helping the Bank manage its risks better and secure its value creation.

SBI is supporting projects related to renewable energy and clean mobility. The Bank has also directed its efforts towards funding affordable housing and SHG finance and created custom products and services to uplift the weaker sections of society. The Bank has issued Green Bonds and is aligning its products with the SDGs. It is also actively engaging with its peers in the BFSI sector to leverage their collective strengths and reach for the greater good.

Further, SBI has already put in place Green Bond Framework to draw a road map to issue Green Bonds and to use the proceeds for green projects falling under the ambit of the Green Bond framework of the

Bank. This framework is constructed in accordance with the Climate Bonds Standard Version 2.1 developed by Climate Bonds Initiative (CBI). The framework serves in determining eligibility criteria for green projects and provide the requisite transparency and disclosures for investors. The Bank's exposure to identified climate-related risks, the associated exposure of its major portfolios and progress in managing them from an adaptation and mitigation perspective is routinely presented to SBI's senior management and the Board.

SBI has set the vision to create Pathway to Net Zero (Scope 1,2 and 3) for the bank by 2055. To demonstrate commitment to sustainable development and reflect upon the SDG centric approach, Bank has been annually mapping its products to the goals. For FY23, the Bank has mapped additional five products showcasing its contribution to various goals by promoting economic growth through poverty alleviation, employment generation, gender equality and climate action. With this, the Bank has a rich suite of 21 products acting as value enablers and supporting 14 out of the 17 goals.

What are SBI's top priorities for creating value for its stakeholders in the next five years?

In the coming years SBI will focus on the following key priorities to create stakeholder value creations:

- Technology upgradation
- Enhancing Customer experience
- Climate risk assessment, reduction and greening of balance sheet
- Alter strategic asset allocation to sun rise sectors such renewables.
- Increase market reach with co-lending business.
- Cost reduction
- Employee upskilling