

Performance update: 9M-FY2020

January 21, 2020

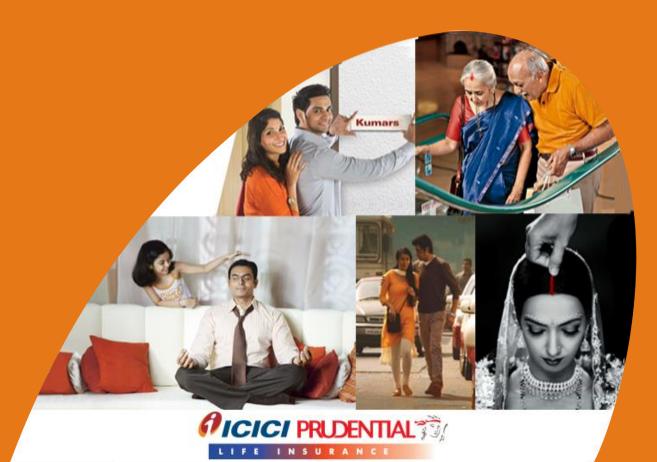
Agenda

- Company strategy and performance
- Opportunity
- Industry overview



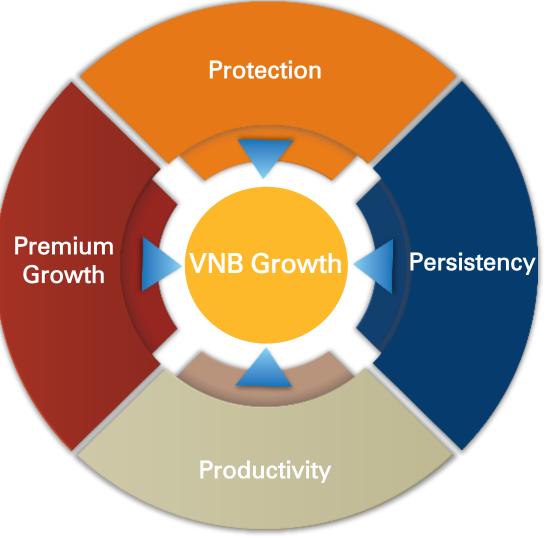
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Key strategic elements

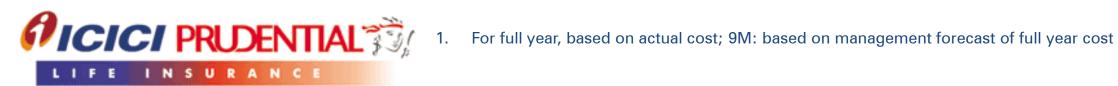
Customer centricity continues to be at the core



Aspiration to double the FY2019 VNB in 3 - 4 years

VNB growth

₹ billion	9M-FY2019	FY2019	9M-FY2020
Value of New Business (VNB) ¹	9.10	13.28	11.35
VNB margin	17.0%	17.0%	21.0%



Strategic elements (1/4)

		 Deepen penetration in under-served customer segments
		Enhance current distribution
Premium growth	Create new distribution	
	 Augment capability in Health and Protection 	
		Increase focus on Pension and Annuity

₹ billion	FY2019	9M-FY2020
APE ¹	77.99	54.07
YoY growth	0.1%	1.2%
New business premium ²	102.52	81.73
YoY growth	12.4%	19.7%



Annualized premium equivalent
 Received premium for retail and

Received premium for retail and group

Strategic elements (2/4)

Protection

focus

₹ billion	FY2019	9M-FY2020
Protection APE	7.22	7.64
YoY growth	61.9%	65.7%
Protection mix	9.3%	14.1%



Strategic elements (3/4)

Persistency

Improve persistency across all cohorts

Persistency ¹	FY2019	8M-FY2020
13 th month	84.6%	83.1%
49 th month	63.8%	64.3%



Retail excluding SP computed as per IRDAI circular dated January 23, 2014

Strategic elements (4/4)

Productivity

Continue to leverage technology for process re-
engineering and to drive productivity

₹ billion	9M-FY2019	FY2019	9M-FY2020
Cost/TWRP ¹	15.4%	15.0%	16.6%
Cost/TWRP (savings LOB)	12.0%	11.5%	11.1%



Total cost including commission/(Total premium- 90% of single premium)

Key strategic elements

Customer centricity continues to be at the core



Aspiration to double the FY2019 VNB in 3 - 4 years



4P: Premium



 Premium growth Deepen penetration in under-served customer segments Enhance current distribution Create new distribution Augment capability in Health and Protection Increase focus on Pension and Annuity 					and Protection
APE (₹ billion) Mix				lix	
Segments	9M-FY2019	FY2019	9M-FY2020	FY2019	9M-FY2020
Savings	48.82	70.77	46.43	90.7%	85.9%
ULIP	43.25	62.10	37.04	79.6%	68.5%
Par	4.43	6.72	6.11	8.6%	11.3%
Annuity	0.38	0.69	0.71	0.9%	1.3%
Others	0.76	1.27	2.57	1.6%	4.8%
Protection ¹	4.61	7.22	7.64	9.3%	14.1%

Further diversification in product mix

77.99



53.43

Total APE

1. Protection includes retail and group protection products Total may not add up due to rounding off

54.07

100.0%

100.0%

Distribution channels

	Deepen penetration in under-served customer segments
Premium	Enhance current distribution
growth	Create new distribution
Ũ	Augment capability in Health and Protection
	Increase focus on Pension and Annuity

APE (₹ billion)			Mix		
Channels	9M-FY2019	FY2019	9M-FY2020	FY2019	9M-FY2020
Bancassurance	30.20	43.53	28.73	55.8%	53.1%
Agency	11.48	16.89	11.34	21.7%	21.0%
Direct	6.20	9.34	6.74	12.0%	12.5%
CA & Brokers	3.01	4.59	3.85	5.9%	7.1%
Group	2.54	3.65	3.41	4.7%	6.3%
Total APE	53.43	77.99	54.07	100.0%	100.0%

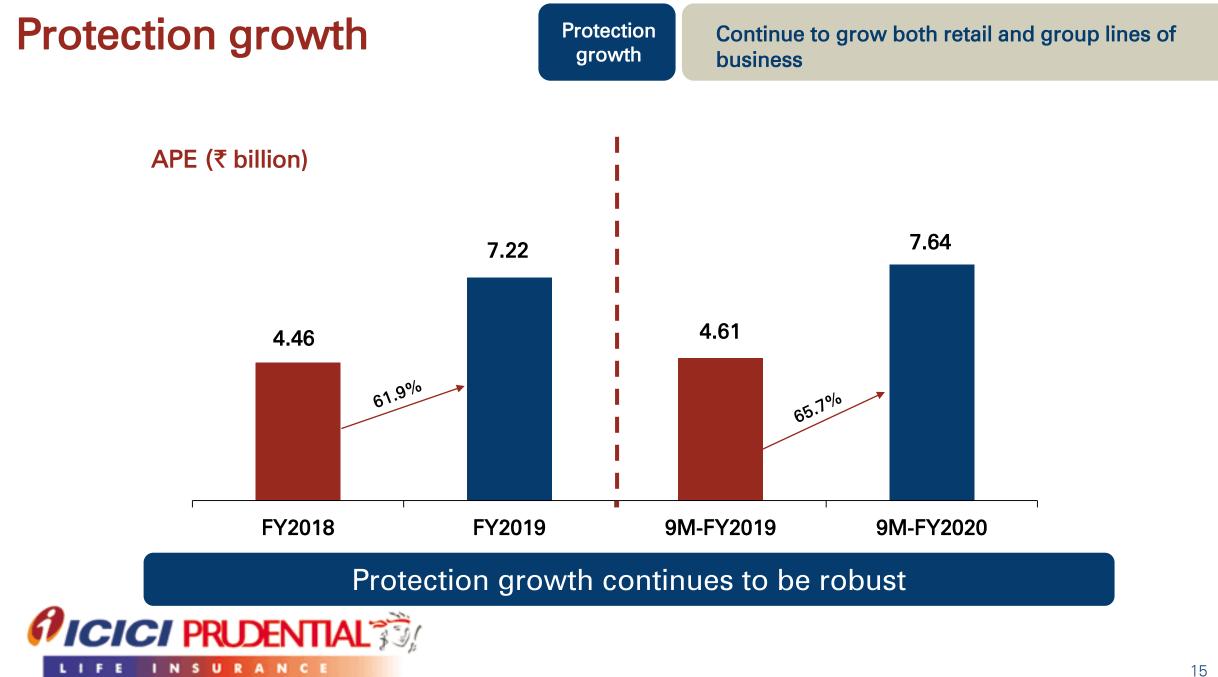
Retail constitutes more than 90% of new business



Total may not add up due to rounding off

4P: Protection





4P: Persistency



Persistency (retail excluding single premium)

Month	FY2019	8M-FY2020
13 th month	84.6%	83.1%
25 th month	75.6%	74.4%
37 th month	69.3%	68.3%
49 th month	63.8%	64.3%
61 st month	56.8%	56.3%



Persistency (retail including single premium)

Month	FY2019	8M-FY2020
13 th month	86.2%	85.1%
25 th month	77.4%	76.4%
37 th month	71.0%	70.5%
49 th month	65.0%	65.8%
61 st month	58.1%	57.7%



4P: Productivity



Productivity: Cost efficiency

	9M-FY2019	FY2019	9M-FY2020
Expense ratio (excl. commission) ¹	9.9%	9.5%	11.1%
Commission ratio ²	5.5%	5.6%	5.5%
Cost/TWRP ³	15.4%	15.0%	16.6%
Cost/Average AUM ⁴	2.7%	2.8%	2.6%
Cost/TWRP (Savings LOB)	12.0%	11.5%	11.1%
₹billion		41.94	
	29.02	26.43	32.82
Non Commission	18.60		21.95
	10.42	15.51	10.87
	9M-FY2019	FY2019	9M-FY2020

- 67% of new business policies issued within 2 days
- 94% of new business applications initiated via digital platform



Expense ratio: All insurance expenses (excl. commission)/(Total premium- 90% of single premium) Commission ratio: Commission/(Total premium- 90% of single premium) Cost/(Total premium- 90% of single premium)

4. Annualized cost/Average assets under management during the period Total may not add up due to rounding off

VNB growth levers update (4P's)

₹ billion	9M-FY2019	FY2019	9M-FY2020
Value of New Business (VNB) ¹	9.10	13.28	11.35
VNB margin	17.0%	17.0%	21.0%

₹ billion	FY2019	9M-FY2020	Growth
Premium growth (APE)	77.99	54.07	1.2%
Protection growth (APE)	7.22	7.64	65.7%
Persistency (13 th month) ²	84.6%	83.1%	
Persistency (49 th month) ²	63.8%	64.3%	
Productivity (Cost/TWRP: Savings) ³	11.5%	11.1%	



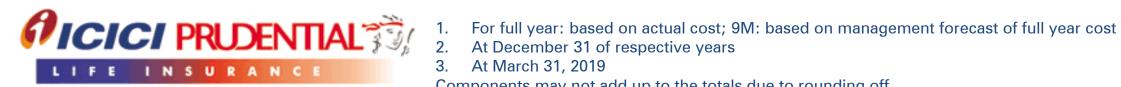
For full year, based on actual cost; 9M: based on management forecast of full year cost
 Retail excluding SP computed as per IRDA circular dated January 23, 2014
 Total Cost including commission / (Total premium – 90% of single premium)
 Components may not add up to the totals due to rounding off

Financial update



Financial metrics

₹ billion	9M-FY2019	FY2019	9M-FY2020	Growth
Retail new business premium	54.77	81.40	57.92	5.7%
Retail renewal premium	136.09	202.25	142.87	5.0%
Group premium	16.80	25.65	27.05	61.0%
Total premium	207.66	309.30	227.84	9.7%
Value of New Business (VNB) ¹	9.10	13.28	11.35	24.7%
Profit after Tax	8.79	11.41	8.89	1.1%
Solvency ratio	224%	215%	207%	-
AUM	1,499.81 ²	1,604.10 ³	1,719.53 ²	-

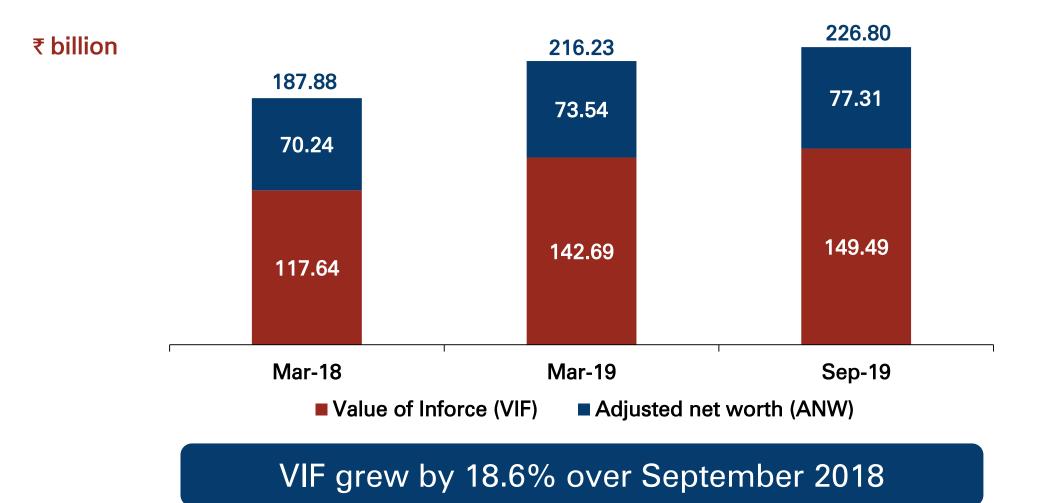


At December 31 of respective years

At March 31, 2019 3.

Components may not add up to the totals due to rounding off

Embedded Value (EV)¹





. As per Indian Embedded value (IEV) method

Analysis of movement in EV¹

₹ billion	FY2015	FY2016	FY2017	FY2018	FY2019
Opening EV	117.75	137.21 ²	139.39	161.84	187.88
Unwind	11.70	12.58	12.21	13.72	15.84
Value of New Business (VNB)	2.70	4.12	6.66	12.86	13.28
Operating assumption changes	1.60	1.04 ²	1.00	7.64	4.20
Persistency variance		2.01	0.99	1.53	2.66
Mortality and morbidity variance	0 1 0 3	0.79	0.98	0.78	1.97
Expense variance	2.12 ³	0.59	0.35	0.27	0.04
Other variance		1.09	0.76	0.00	0.02
EVOP	18.12	22.23	22.95	36.80	38.01
Return on embedded value (ROEV)	15.4%	16.2%	16.5%	22.7%	20.2%
Economic assumption change and investment variance	11.11	(5.64)	5.82	1.13	(1.22)
Net capital injection	(9.77)	(14.41)	(6.32)	(11.88)	(8.43)
Closing EV	137.21	139.39	161.84	187.88	216.23



As per Indian Embedded Value (IEV) method
 Difference of FY2015 closing EV and FY2016

Difference of FY2015 closing EV and FY2016 opening EV shown as operating assumption changes in FY2016;Components may not add up to the totals due to rounding off

3. Includes persistency, mortality and morbidity, expense and other variance

Technology initiatives



Objectives

To be the most admired digitally enabled insurer

- Empower customers and distributors with simplified journeys and choice of platforms
- Decongest processes by leveraging ecosystems and emerging technologies
- Enable servicing anytime, anywhere
- Drive adoption through superior experience
- Establish industry leading benchmarks





Technology initiatives

Digital life verification for Annuity customers

Existence/Life verification can be done digitally at the click of a button and from the comfort of their homes, thereby simplifying the journey for Pension and Annuity customers Virtual assistant for Agency channel

Our Al powered virtual assistant 'Chat buddy' is capable of answering queries related to performance, incentives, KPI achievement and persistency gaps Claims module on Partners' portals

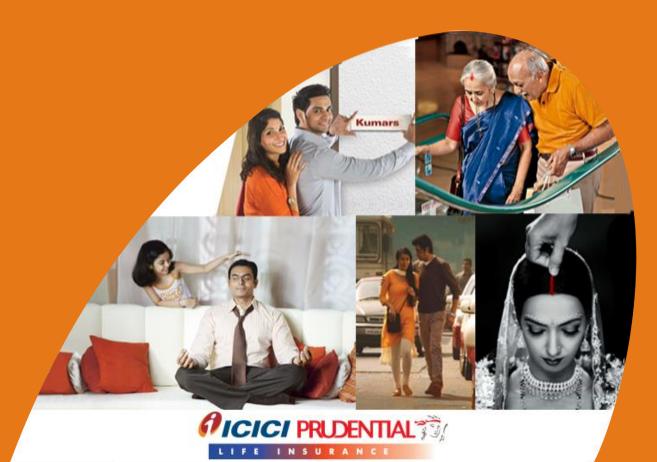
Claims module has been integrated into the partner portal, thus allowing our partners to assist customers in the claims process



AI: Artificial Intelligence

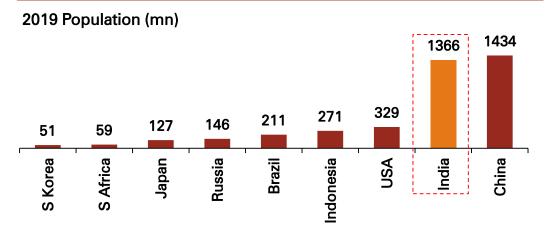
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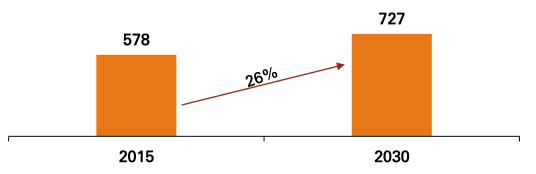
Favorable demography

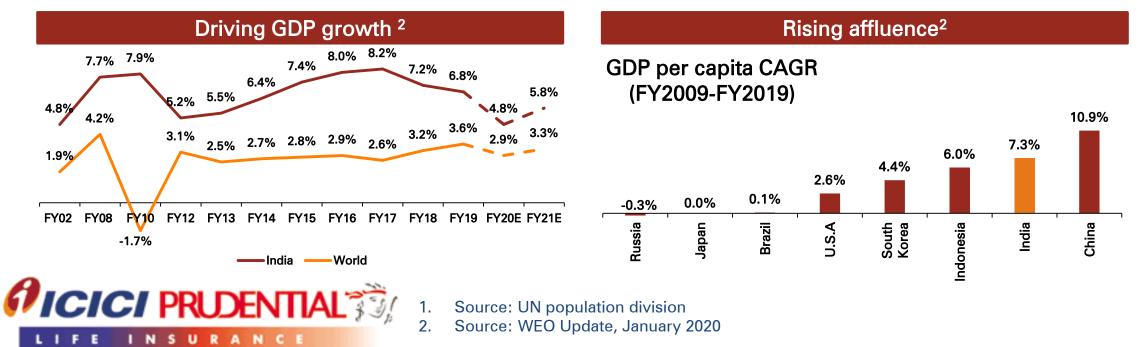
Large and growing population base¹



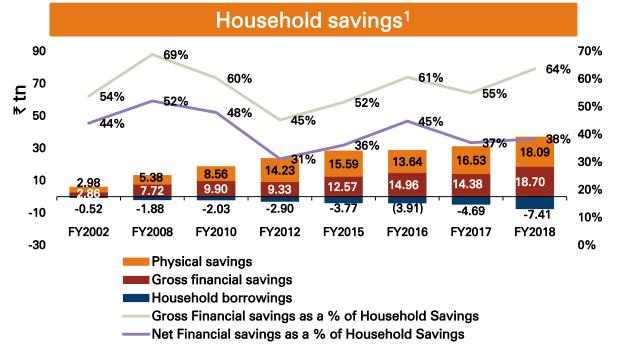
High share of working population¹

Population of age 25-59 years (in mn)

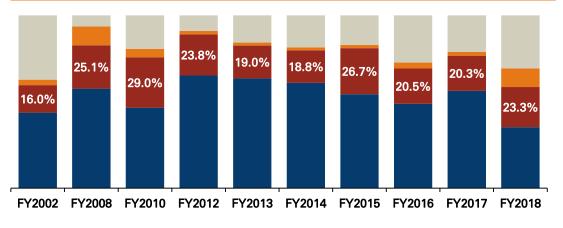




Financialisation of savings: Opportunity for insurance



Distribution of financial savings (excluding currency)²



Provident / Pension Fund / Claims on Govt
 Shares / Debentures / MFS

Life Insurance Fund

Deposits

	FY2002	FY2008	FY2010	FY2012	FY2014	FY2018	FY2019
Life insurance premium ³ as % of GDP	2.1%	4.0%	4.1%	3.3%	2.8%	2.7%	2.7%

Financialisation of savings aided by Direct Benefit Transfer, RERA and GST

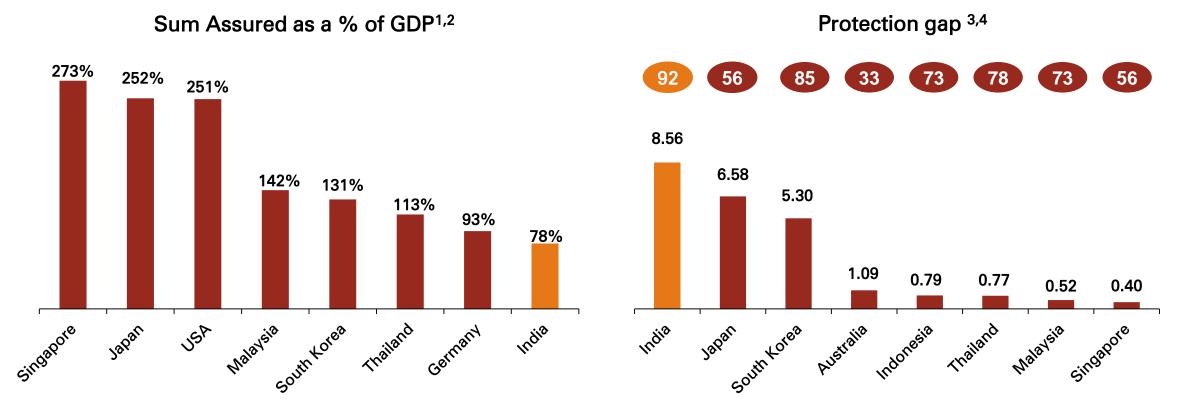


Source: RBI and CSO

Source: RBI

3. Total life insurance industry premium including renewal; Source: IRDAI

Protection opportunity: Income replacement

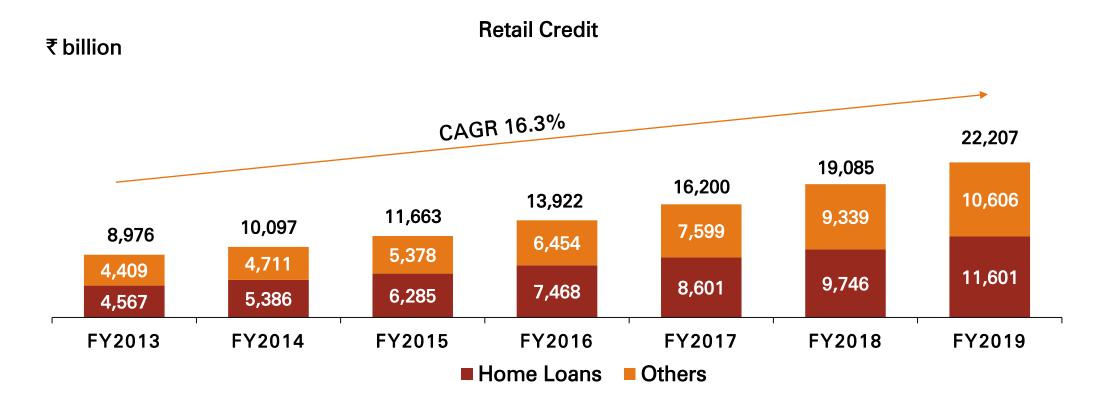


- Sum assured as % of GDP low compared to other countries
- Protection gap for India US \$ 8.56 trillion



- 1. FY 2019 data for India; As of FY2018 for US, Japan, Germany, South Korea and others as of FY2017
- 2. Source: McKinsey estimates.
- 3. Protection gap (%): Ratio of protection lacking/protection needed
- 4. Source: Swiss Re, Economic Research and Consulting 2015

Protection opportunity: Liability cover



- Retail credit has been growing at a healthy pace
- Credit life is voluntary



Protection opportunity

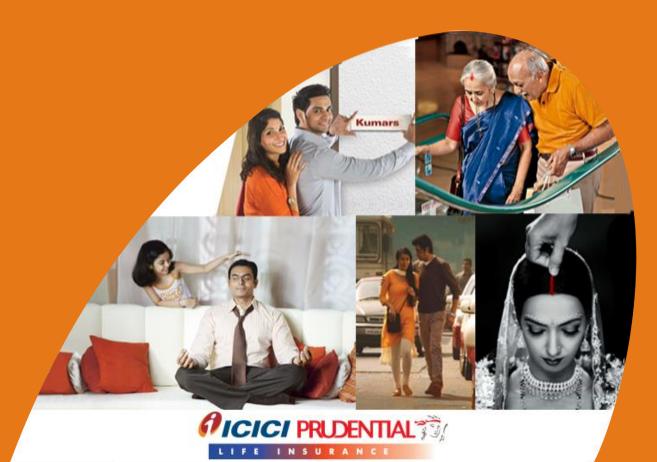
Gross direct premium (₹ billion)	FY2009	FY2019	CAGR
Health	66.23	346.95	18.0%
Motor	138.21	644.55	16.6%
- Motor Own Damage (OD)	87.56	264.73	11.7%
- Motor Third Party (TP)	50.65	379.82	22.3%

Protection premium ~ ₹ 125 billion for life insurance industry in FY2019



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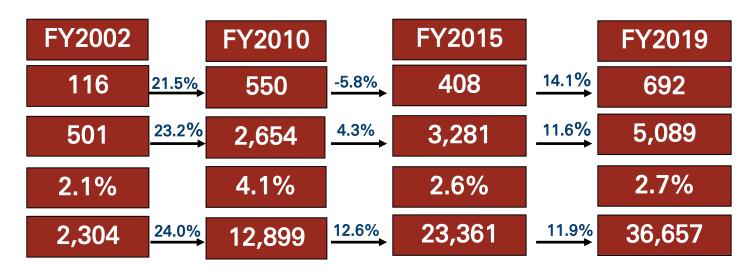
Evolution of life insurance industry in India

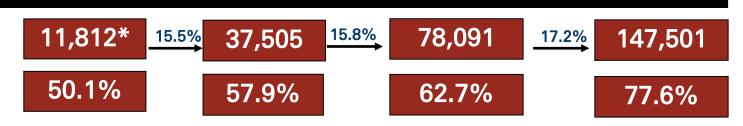
New business premium¹ (₹ bn) Total premium (₹ bn)

Penetration (as a % to GDP)

Assets under management (₹ bn)

In-force sum assured² (₹ bn) In-force sum assured (as % to GDP)



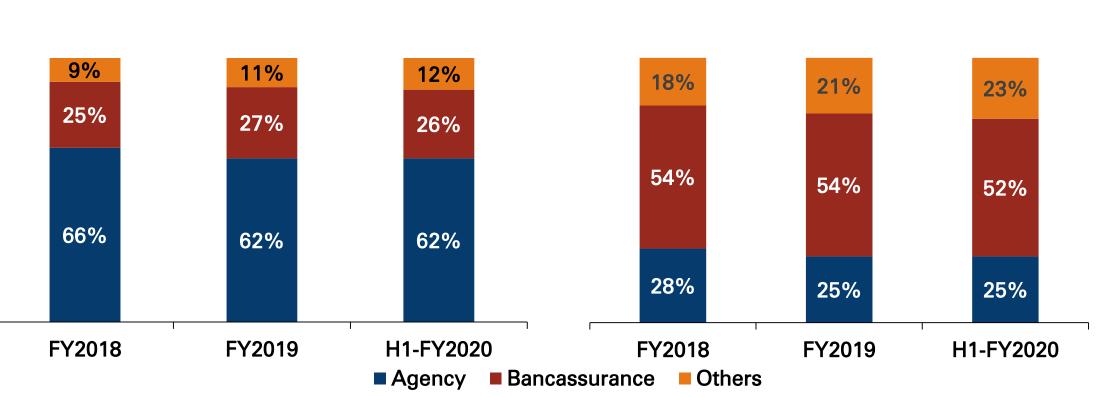


Industry is back to growth trajectory



Retail weighted received premium (RWRP)
 Individual and Group in-force sum assured
 Source: IRDAI, CSO, Life Insurance Council, *Company estimate

Channel mix¹



Industry

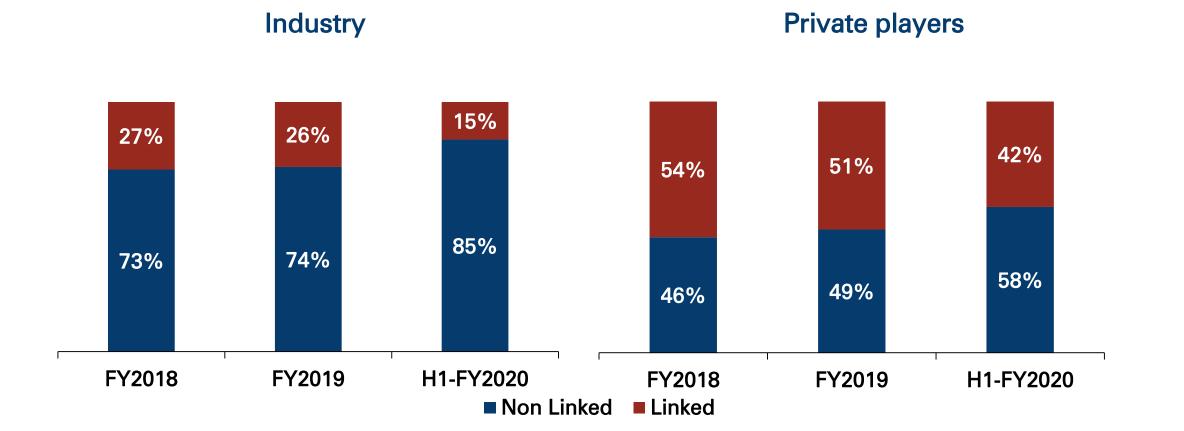
Private players

Given a well developed banking sector, bancassurance continues to be the largest channel for private players



Individual new business premium basis Source: Life Insurance Council

Product mix¹





. New business weighted premium basis; Source: IRDAI, Life Insurance Council

Annexures

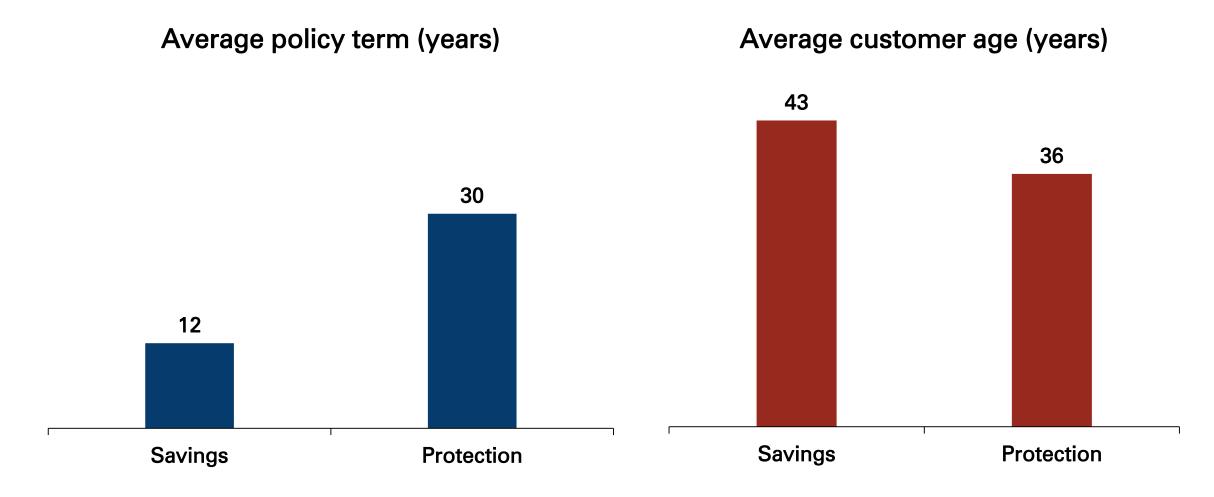


Average APE by product categories

Average retail APE per policy (₹)	FY2017	FY2018	FY2019
ULIP	169,701	180,746	159,329
Par	56,325	62,379	60,308
Non Par	39,153	54,187	76,468
Protection	9,815	9,123	12,048
Total	92,735	90,620	83,309



Policy term and customer age¹





Channel wise product mix¹

Channel category	Product category	FY2017	FY2018	FY2019
	ULIP	92.1%	89.8%	93.4%
	Par	5.3%	7.3%	2.1%
Bancassurance	Non par	0.4%	0.1%	0.6%
	Protection	2.2%	2.7%	3.9%
	Total	100.0%	100.0%	100.0%
	ULIP	79.5%	81.8%	75.3%
	Par	14.2%	13.5%	18.1%
Agency	Non par	2.0%	0.4%	0.5%
	Protection	4.3%	4.3%	6.1%
	Total	100.0%	100.0%	100.0%
	ULIP	85.3%	88.0%	79.3%
	Par	5.0%	4.3%	5.3%
Direct	Non par	3.1%	2.4%	6.4%
	Protection	6.5%	5.3%	9.1%
	Total	100.0%	100.0%	100.0%
	ULIP	46.5%	36.8%	28.2%
	Par	44.1%	49.9%	49.5%
Corporate agents and brokers	Non par	0.4%	0.5%	0.6%
_	Protection	9.0%	12.8%	21.8%
	Total	100.0%	100.0%	100.0%



1. Retail Annualized Premium Equivalent (APE) Components may not add up to the totals due to rounding off

Product wise channel mix¹

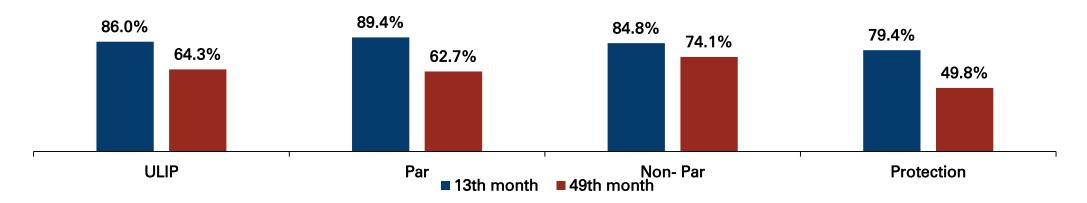
Product category	Channel category	FY2017	FY2018	FY2019
	Bancassurance	62.4%	57.4%	65.5%
	Agency	22.0%	25.4%	20.5%
ULIP	Direct	12.2%	14.5%	12.0%
	Corporate agents and brokers	3.4%	2.7%	2.1%
	Total	100.0%	100.0%	100.0%
	Bancassurance	31.3%	35.4%	13.8%
	Agency	34.3%	31.5%	45.4%
Par	Direct	6.3%	5.3%	7.4%
	Corporate agents and brokers	28.1%	27.7%	33.3%
	Total	100.0%	100.0%	100.0%
	Bancassurance	22.8%	15.9%	27.4%
	Agency	49.0%	24.5%	8.0%
Non par	Direct	25.6%	52.8%	62.0%
	Corporate agents and brokers	2.6%	6.8%	2.6%
	Total	100.0%	100.0%	100.0%
	Bancassurance	35.2%	35.2%	36.9%
	Agency	27.9%	27.6%	22.8%
Protection	Direct	21.6%	17.9%	18.7%
	Corporate agents and brokers	15.3%	19.3%	21.7%
	Total	100.0%	100.0%	100.0%



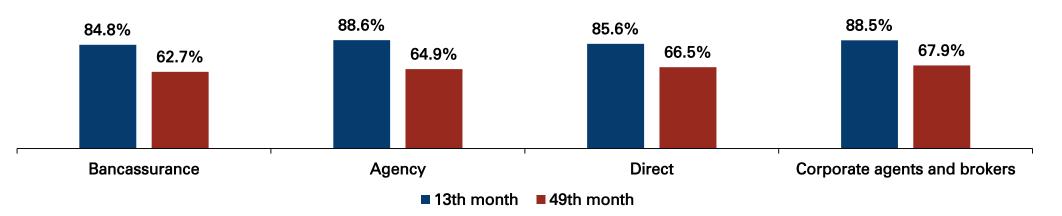
1. Retail Annualized Premium Equivalent (APE) Components may not add up to the totals due to rounding off

Retail persistency excluding single premium¹



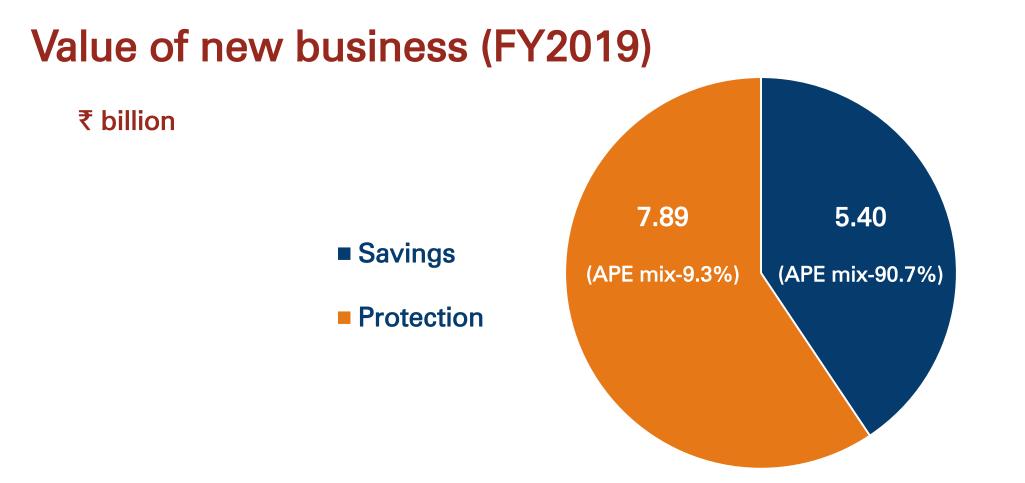


Persistency across channel categories





1. 11M-FY2019 persistency As per IRDA circular dated January 23,2014; excluding group and single premium policies

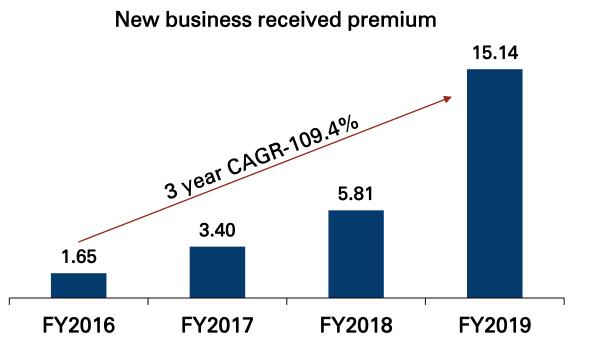


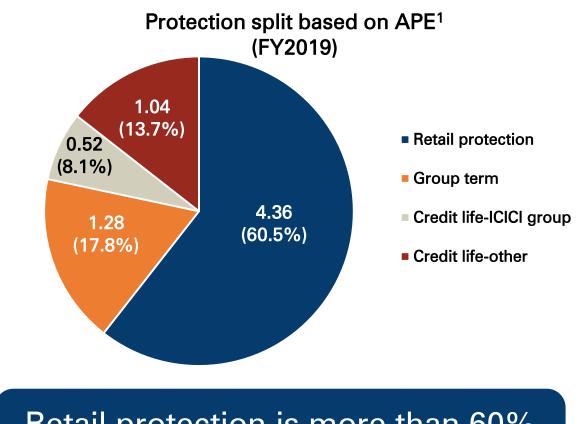
...protection business contributing ~60% of VNB



Protection growth and split







Premium over 9x in three years

Retail protection is more than 60% of protection APE



Figures in brackets represent mix of protection APE

Technology



Objectives

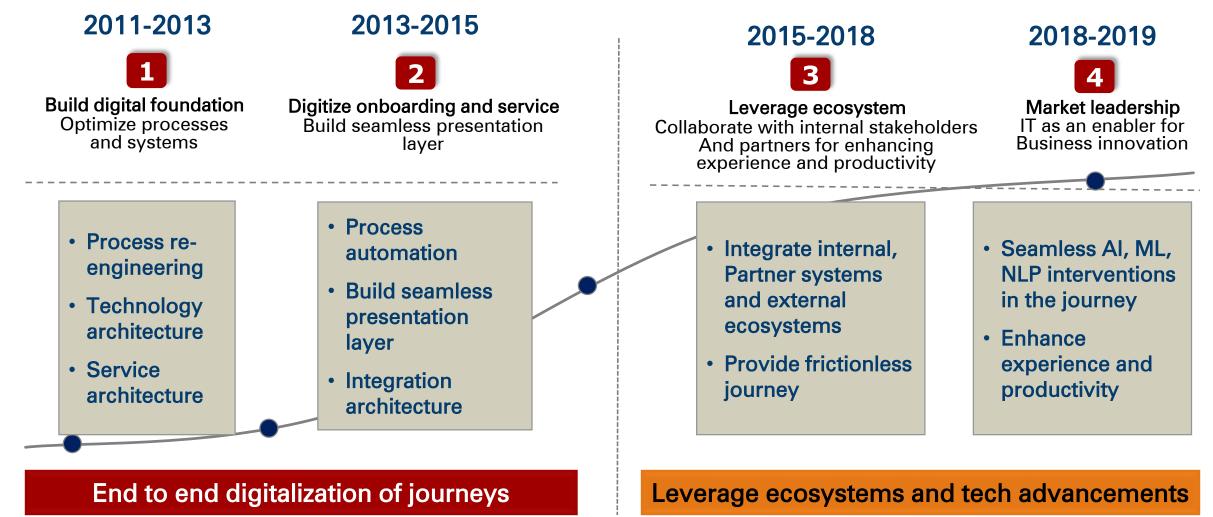
To be the most admired digitally enabled insurer

- Empower customers and distributors with simplified journeys and choice of platforms
- Decongest processes by leveraging ecosystems and emerging technologies
- Enable servicing anytime, anywhere
- Drive adoption through superior experience
- Establish industry leading benchmarks





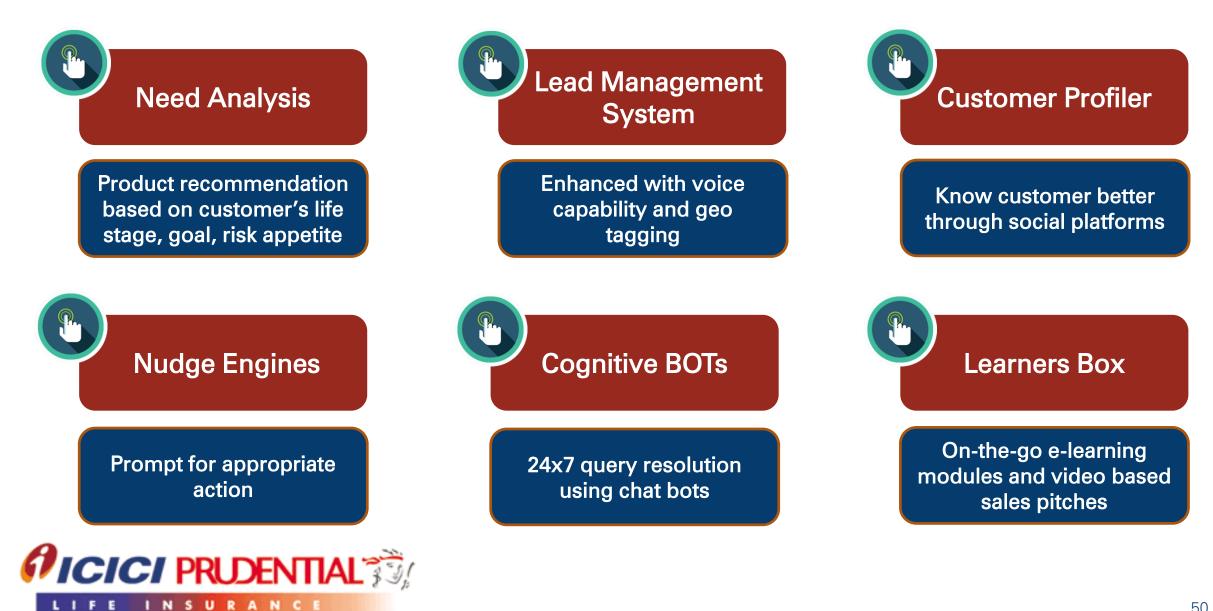
Digital evolution path to maturity



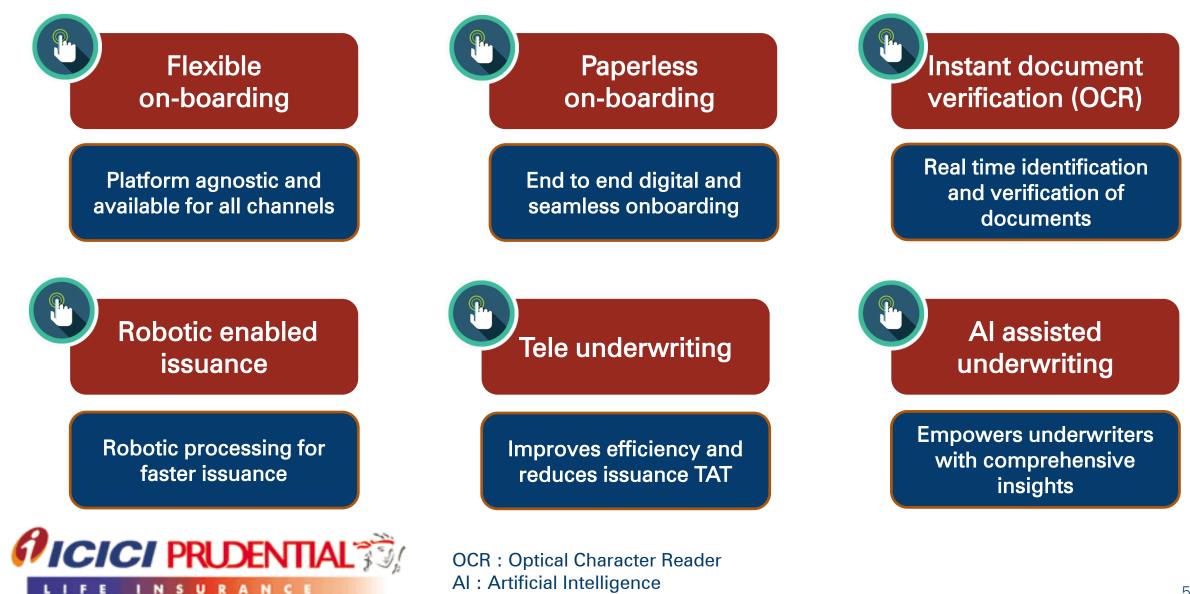


AI : Artificial Intelligence | ML : Machine Learning NLP : Natural Language Processing

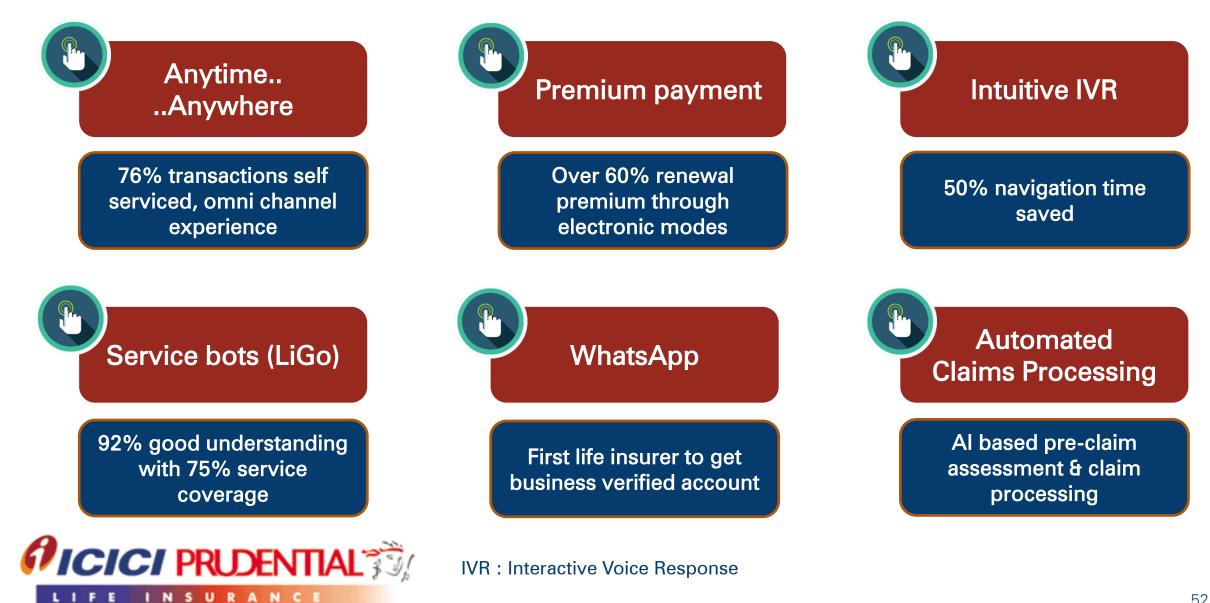
Pre sales



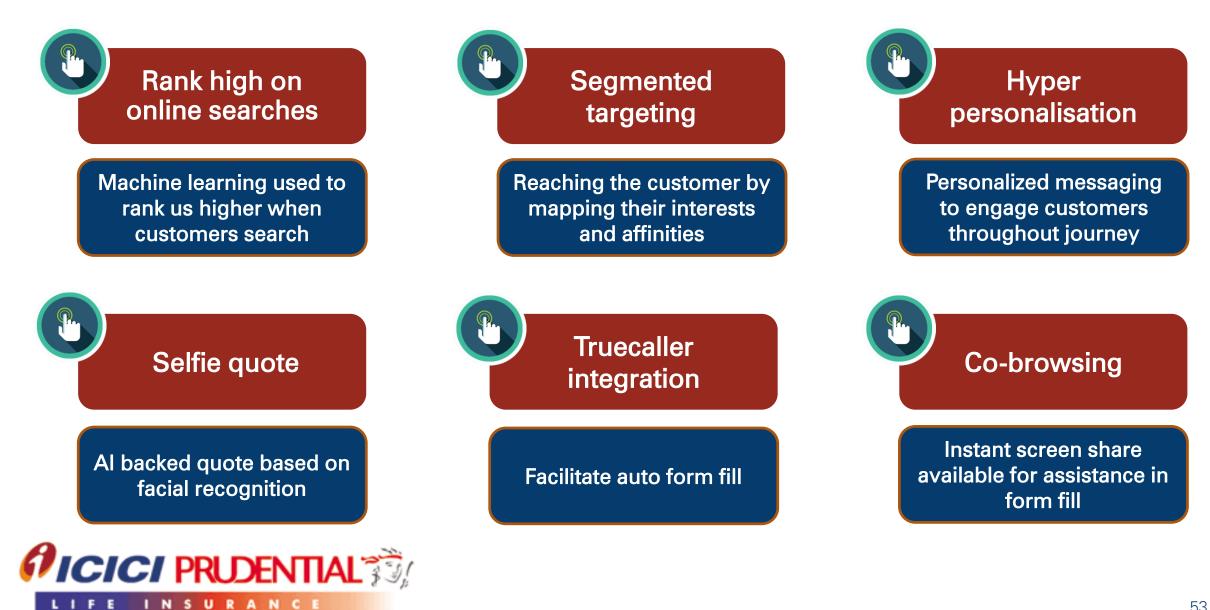
Onboarding and issuance



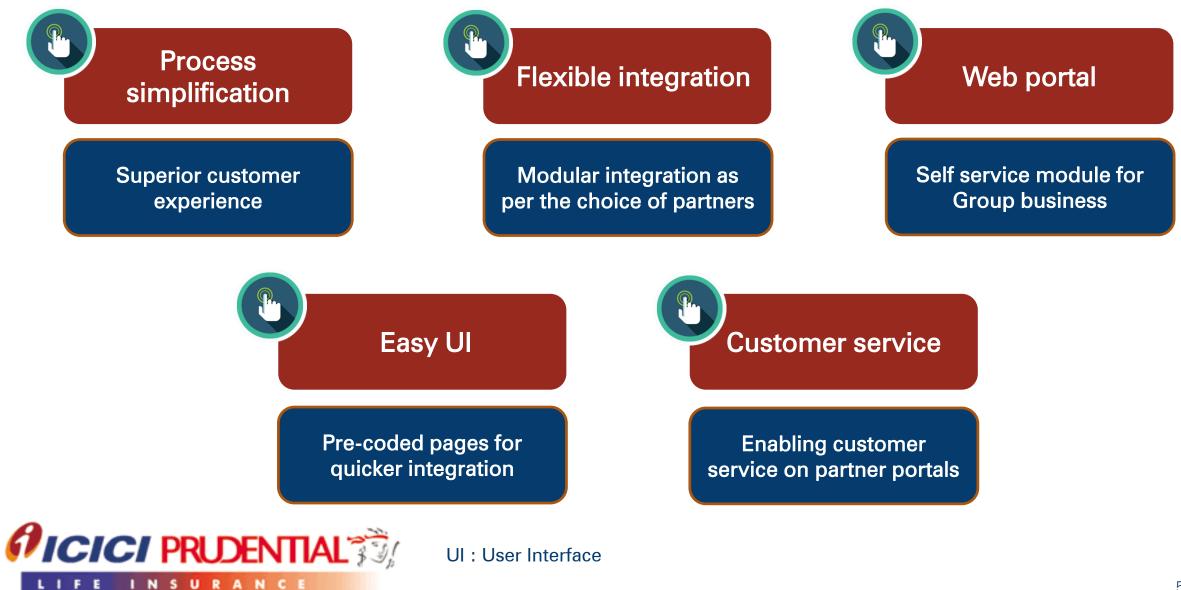
Customer servicing and claims



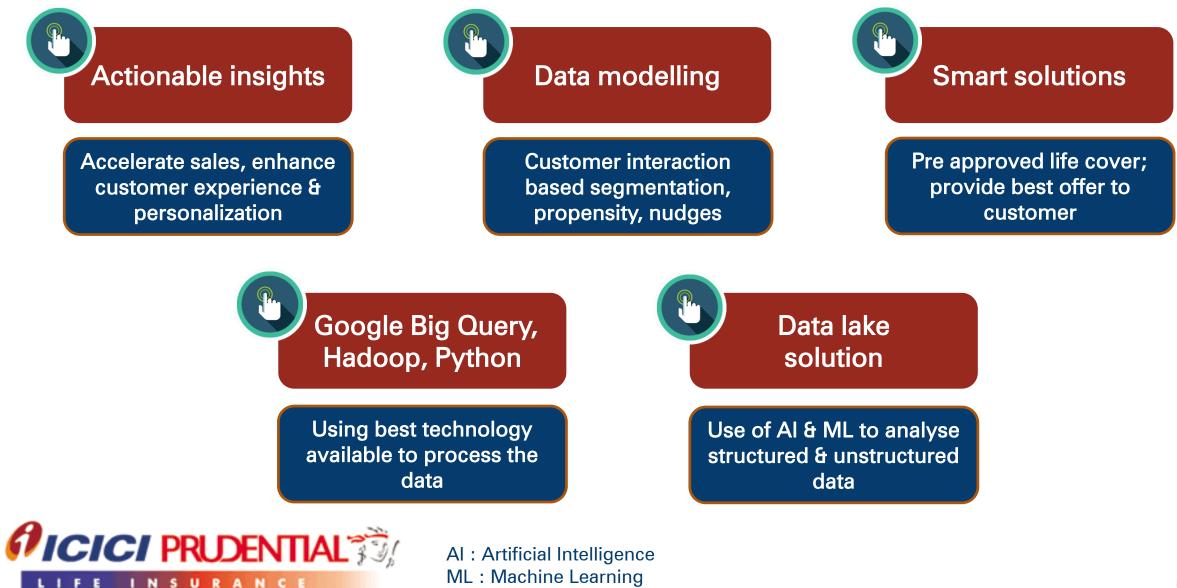
Marketing and lead generation



Partner integration



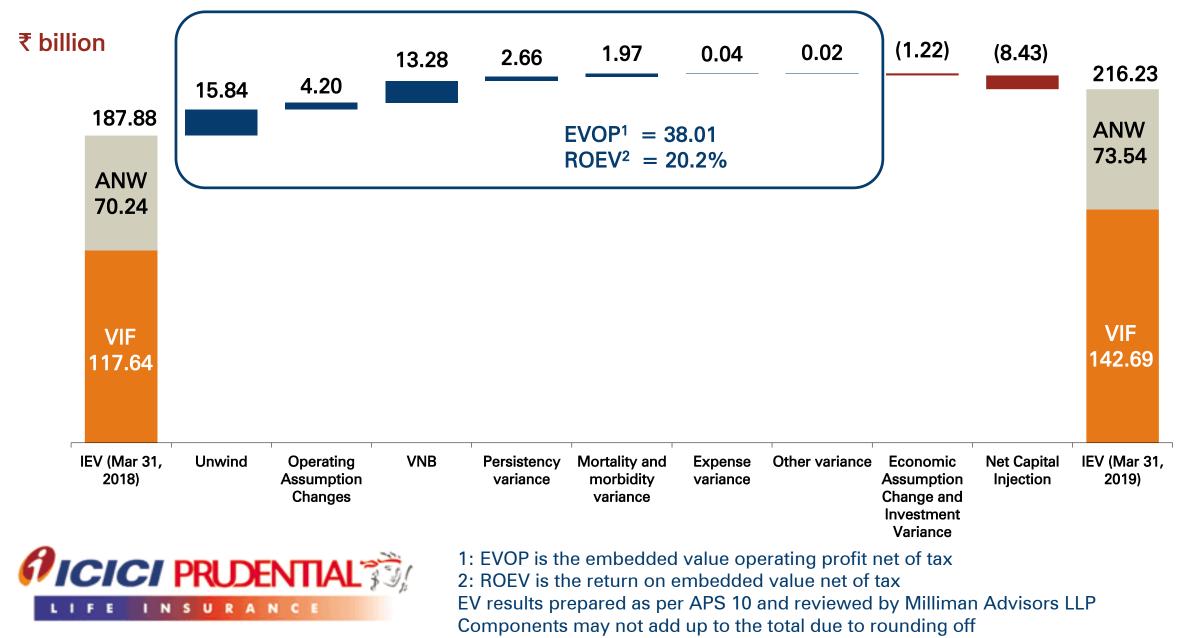
Analytics



Embedded value



Analysis of movement in EV



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Embedded value

₹ billion	FY2017	FY2018	FY2019
Value of In force (VIF)	94.28	117.64	142.69
Adjusted Net worth	67.56	70.24	73.54
Embedded value ¹	161.84	187.88	216.23
Return on Embedded Value (ROEV)	16.5%	22.7%	20.2%
EV growth-pre dividend	20.6%	23.4%	19.6%
EV growth-post dividend	16.1%	16.1%	15.1%
VNB as % of opening EV	4.8%	7.9%	7.1%
Operating assumption changes and variance as % of opening EV	2.9%	6.3%	4.7%



EV methodology

- EV results prepared based on the Indian Embedded Value (IEV) methodology and principles as set out in Actuarial Practice Standard 10 (APS10) issued by the Institute of Actuaries of India (IAI)
- EV consists of Adjusted Net Worth (ANW) and Value of in-force covered business (VIF)
 - ANW is market value of assets attributable to shareholders, consisting of
 - Required capital
 - Free surplus
 - Value of in-force covered business (VIF) is
 - Present value of future profits; adjusted for
 - Time value of financial options and guarantees;
 - Frictional costs of required capital; and
 - Cost of residual non-hedgeable risks



Components of ANW

- Required capital (RC)
 - The level of required capital is set equal to the amount required to be held to meet supervisory requirements.
 - It is net of the funds for future appropriation (FFAs)
- Free surplus (FS)
 - Market value of any assets allocated to, but not required to support, the in-force covered business



Components of VIF (1/2)

- Present value of future profits (PVFP)
 - Present value of projected distributable profits to shareholders arising from inforce covered business
 - Projection carried out using 'best estimate' non-economic assumptions and market consistent economic assumptions
 - Distributable profits are determined by reference to statutory liabilities
- Frictional Cost of required capital (FC)
 - FCs represent investment management expenses and taxation costs associated with holding the Required capital
 - Investment costs reflected as an explicit reduction to the gross investment return



Components of VIF (2/2)

- Time value of financial options and guarantees (TVFOG)
 - Represents additional cost to shareholders that may arise from the embedded financial options and guarantees
 - Stochastic approach is adopted with methods and assumptions consistent with the underlying embedded value
- Cost of residual non-hedgeable risk (CRNHR)
 - An allowance for risks to shareholder value to the extent not already allowed for in the TVFOG or the PVFP
 - Allowance for asymmetric risks of operational, catastrophe mortality/morbidity and mass lapsation risk
 - Determined using a cost-of-capital approach
 - Allowance for diversification benefits among the non-hedgeable risks, other than the operational risk
 - 4% annual charge applied to capital required



Components of EV movement (1/2)

- Expected return on existing business (unwind)
 - Expected investment income at opening reference rate on VIF and ANW
 - Expected excess 'real world' investment return over the opening reference rate on VIF and ANW
- Operating assumption changes
 - Impact of the update of non-economic assumptions both on best estimate and statutory bases to those adopted in the closing EV
- Value of new business
 - Additional value to shareholders created through new business during the period



Components of EV movement (2/2)

- Operating experience variance
 - Captures impact of any deviation of actual experience from assumed in the opening EV during the inter-valuation period
- Economic assumption changes and Investment variance
 - Impact of the update of the reference rate yield curve, inflation and valuation economic assumptions from opening EV to closing EV
 - Captures the difference between the actual investment return and the expected 'real world' assumed return
- Net capital injection
 - Reflects any capital injected less any dividends paid out



Key assumptions underlying EV (1/2)

- Discount rate and Fund earning rates
 - Set equal to reference rates which is proxy for risk free rates
 - Reference rates derived on the basis of zero coupon yield curve published by the Clearing Corporation of India Limited
- Expenses and commission
 - Based on the Company's actual expenses during FY2019 with no anticipation for productivity gains or cost efficiencies
 - Commission rates are based on the actual commission payable to the distributors



Key assumptions underlying EV (2/2)

- Mortality and morbidity
 - Based on company's experience with an allowance for future improvements in respect of annuities
- Persistency
 - Based on company's experience
- Taxation
 - Taxation costs reflect the reduction in costs due to dividend income being tax exempt



Sensitivity analysis (FY2019)

Scenario	% change in VNB	% change in EV
Increase in 100 bps in the reference rates	(4.3)	(2.0)
Decrease in 100 bps in the reference rates	4.4	2.0
10% increase in the discontinuance rates	(8.5)	(1.3)
10% decrease in the discontinuance rates	8.9	1.4
10% increase in mortality/morbidity rates	(9.4)	(1.4)
10% decrease in mortality/morbidity rates	9.4	1.4
10% increase in acquisition expenses	(13.0)	Nil
10% decrease in acquisition expenses	13.0	Nil
10% increase in maintenance expenses	(3.6)	(0.9)
10% decrease in maintenance expenses	3.6	0.9
Tax rates increased to 25%	(7.5)	(4.0)



Economic assumptions underlying VNB and EV

Tenor (years)	References Rates		
	March 31, 2018	March 31, 2019	December 31, 2019
1	6.57%	6.66%	5.65%
5	8.21%	7.83%	7.53%
10	8.31%	8.35%	7.62%
15	8.11%	8.35%	7.57%
20	7.97%	8.22%	7.56%
25	7.91%	8.11%	7.55%
30	7.88%	8.05%	7.55%



Glossary

- Annualized Premium Equivalent (APE) Annualized Premium Equivalent (APE) is the sum of the annualized first year
 premiums on regular premium policies, and ten percent of single premiums, from both individual and group
 customers
- Assets under management (AUM) AUM refers to the carrying value of investments managed by the company and includes loans against policies and net current assets pertaining to investments
- Embedded Value (EV) Embedded Value (EV) represents the present value of shareholders' interests in the earnings distributable from the assets allocated to the business after sufficient allowance for the aggregate risks in the business
- Embedded Value Operating Profit (EVOP) Embedded Value Operating Profit (EVOP) is a measure of the increase in the EV during any given period due to matters that can be influenced by management
- Retail Weighted Received Premium (RWRP) Premiums actually received by the insurers under individual products and weighted at the rate of ten percent for single premiums
- Total weighted received premium (TWRP) Measure of premiums received on both retail and group products and is the sum of first year and renewal premiums on regular premium policies and ten percent of single premiums received during any given period
- Persistency Ratio Persistency ratio is the percentage of policies that have not lapsed and is expressed as 13th month, 49th month persistency etc. depicting the persistency level at 13th month (2nd year) and 49th month (5th year) respectively, after issuance of contract



Safe harbor

Except for the historical information contained herein, statements in this release which contain words or phrases such as 'will', 'would', 'indicating', 'expected to' etc., and similar expressions or variations of such expressions may constitute 'forward-looking statements'. These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forwardlooking statements. These risks and uncertainties include, but are not limited to our ability to successfully implement our strategy, our growth and expansion in business, the impact of any acquisitions, technological implementation and changes, the actual growth in demand for insurance products and services, investment income, cash flow projections, our exposure to market risks, policies and actions of regulatory authorities; impact of competition; experience with regard to mortality and morbidity trends, lapse rates and policy renewal rates; the impact of changes in capital, solvency or accounting standards, tax and other legislations and regulations in the jurisdictions as well as other risks detailed in the reports filed by ICICI Bank Limited, our holding company, with the United States Securities and Exchange Commission. ICICI Prudential Life Insurance undertakes no obligation to update forward-looking statements to reflect events or circumstances after the date thereof.





Thank you