

March 8, 2021

General Manager
Listing Department
BSE Limited,
Phiroze Jeejeebhoy Tower,
Dalal Street,
Mumbai 400 001

Vice President
Listing Department
National Stock Exchange of India Limited
'Exchange Plaza',
Bandra-Kurla Complex,
Bandra (East), Mumbai 400 051

Dear Sir/Madam,

Subject: Investor presentation

Please note the updated investor presentation enclosed alongwith this letter.

Thanking you.

Yours sincerely,

For ICICI Prudential Life Insurance Company Limited

Sonali Chandak
Company Secretary
ACS 18108

Encl.: As above



Performance update

March 08, 2021

February 2021 update

Premium growth

₹ billion	FY2020	9M-FY2021	January 2021	February 2021	11M-FY2021
New business sum assured	5,711.84	4,115.00	612.65	627.05	5,354.69
YoY growth	29.0%	2.1%	(5.9%)	20.9%	3.0%
RWRP ¹	66.43	33.05	5.77	6.25	45.06
YoY growth	(6.4%)	(33.3%)	(7.3%)	6.3%	(26.9%)
APE ²	73.81	39.54	6.70	7.37	53.61
YoY growth	(5.4%)	(26.9%)	(3.0%)	(2.3%)	(21.8%)
New business premium	123.48	78.99	12.39	17.37	108.75
YoY growth	20.4%	(3.3%)	18.2%	(19.0%)	(4.3%)

Agenda

- Company strategy and performance
- Opportunity
- Industry overview



Risk management

High quality assets

- 96.5% of fixed income in sovereign or AAA; 0.6% of fixed income below AA
- Zero NPA since inception

Liability profile

- 83% of liabilities largely pass on the market performance to customers
- Non par guaranteed return book: 0.7% of liabilities

Insurance risks

- Mortality experience (including Covid-19 claims) in line with provisions; additional reserve held for potential Covid-19 claims
- Other parameters in line with assumptions

Strong solvency ratio

- Solvency ratio of 226% at December 31, 2020

Agenda

- **Company strategy and performance**
- Opportunity
- Industry overview



Key strategic elements

Customer centricity continues to be at the core



Aspiration to double the FY2019 VNB in 3 - 4 years

Strategic elements (1/4)

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

₹ billion	FY2020	Q1- FY2021	Q2- FY2021	Q3- FY2021	9M- FY2021
New business premium (NBP) ¹	123.48	14.99	29.57	34.43	78.99
<i>YoY growth</i>	20.4%	(32.6%)	1.1%	14.0% ↑	(3.3%)
APE ²	73.81	8.23	14.65	16.66	39.54
<i>YoY growth</i>		(44.0%)	(22.9%)	(18.3%)	(26.9%)
<i>Linked</i>		(62.2%)	(41.5%)	(38.8%)	(48.6%)
<i>Non-linked (savings)</i>		14.2%	45.2%	36.2% ↑	35.0%

14% growth in NBP for Q3-FY2021; non-linked savings APE grew 36% year on year

Strategic elements (2/4)

Protection
Focus

Continue to grow both retail and group lines of
business

₹ billion	FY2020	9M-FY2021
Protection APE	11.16	7.03
Protection mix	15.1%	17.8%
New business sum assured market share	11.8%	13.0%

- Private market leader based on new business sum assured
 - Market share increased from 12.5% in H1-FY2021 to 13.0% in 9M-FY2021
- New business sum assured grew by 22% in Q3-FY2021
 - 2.1% year on year growth for 9M-FY2021

Strategic elements (3/4)

Persistence

Improve persistency across all cohorts

Persistence ¹	11M-FY2020	2M-FY2021	8M-FY2021	vs 2M-FY2021
13 th month	83.2%	81.8%	82.7%	↑ 90 bps
61 st month	56.0%	56.8%	58.0%	↑ 120 bps

₹ billion	9M-FY2020	FY2020	9M-FY2021	Y-o-Y
Retail surrender (linked)	87.30	121.31	81.27	↓ (6.9%)

Strong sequential improvement in persistency

Strategic elements (4/4)

Productivity

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

₹ billion	9M-FY2020	FY2020	9M-FY2021
Cost/TWRP ¹	16.6%	15.9%	14.6%
Cost/TWRP (savings LOB)	11.1%	10.4%	9.3%

Significant improvement in cost ratios

Value of New Business

₹ billion	9M- FY2020	FY2020	Q1- FY2021	Q2- FY2021	Q3- FY2021	9M- FY2021
APE	54.07	73.81	8.23	14.65	16.66	39.54
Value of New Business (VNB) ¹	11.35	16.05	2.01	4.01	4.28	10.30
VNB growth	24.7%	20.9%	(35.0%)	0.2%	0.5%	(9.3%)
APE growth	1.2%	(5.4%)	(44.0%)	(22.9%)	(18.3%)	(26.9%)

VNB margin increased from 21.0% in 9M-FY2020 to 26.0% in 9M-FY2021

Key strategic elements

Customer centricity continues to be at the core



Aspiration to double the FY2019 VNB in 3 - 4 years

4P: Premium

Products available across all categories



Non-linked

Savings

Linked

Participating with equity

Savings with guarantee; Annuity

ULIP: Suite of funds for Equity and Debt

ULIP: with capital guarantee



Retail

Protection

Group

Pure term with accident cover

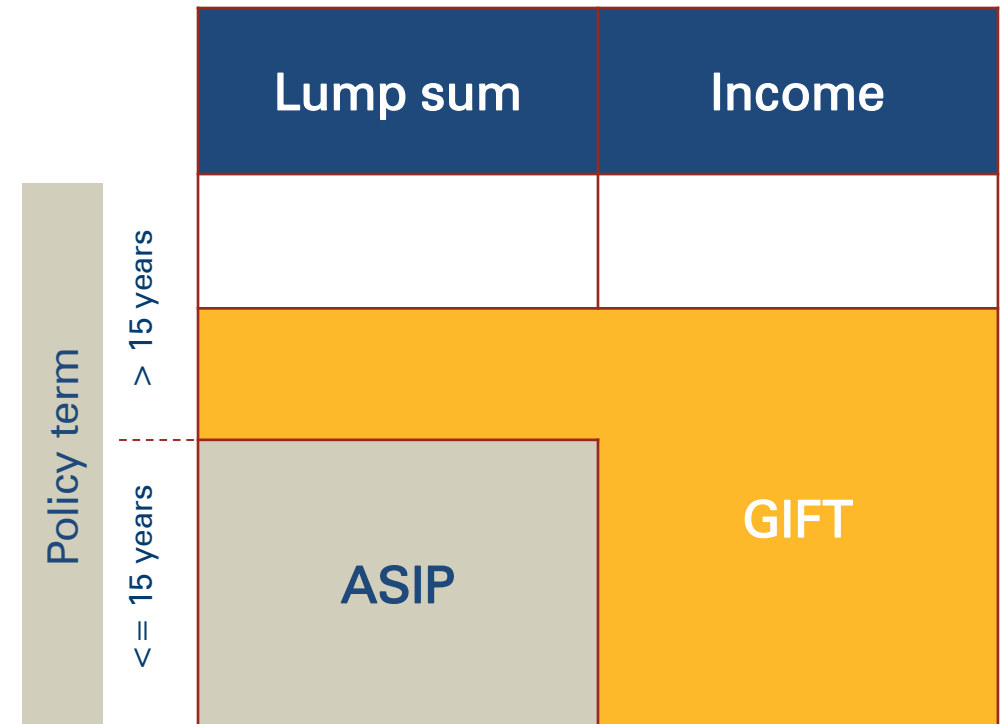
Critical illness, Disease specific

Pure term, Micro insurance, Credit insurance, Critical illness



Risk management: Non-participating savings

- Expanded product tenure from a maximum of 15 years to ~20 years
- Interest risk hedged through a combination of cash market instruments and derivatives
 - Hedge program designed for each tranche of new business
 - Locked in yields for future premiums
 - Underlying bonds for derivatives selected keeping in mind liability tenure
- Regular review and repricing based on prevailing interest rates



Product segments (1/2)

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

Savings segment	APE (₹ billion)			Growth (%)	
	Q1-FY2021	Q2-FY2021	Q3-FY2021	Q-o-Q	Y-o-Y
Linked	3.59	7.01	8.46	20.7%	(38.8%)
Non-linked	2.01	4.40	4.85	10.2%	36.2%
Group	0.49	0.91	0.78	(14.3%)	143.8%
Total savings APE	6.09	12.32	14.09	14.4%	(20.4%)

Sequential momentum with 14% growth, higher growth than overall market

Product segments (2/2)

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

Segments	APE (₹ billion)		Mix	
	FY2020	9M-FY2021	FY2020	9M-FY2021
Savings	62.65	32.51	84.9%	82.2%
Linked	47.72	19.05	64.7%	48.2%
Non-linked	12.46	11.28	16.9%	28.5%
Group	2.47	2.18	3.3%	5.5%
Protection¹	11.16	7.03	15.1%	17.8%
Total APE	73.81	39.54	100.0%	100.0%

Diversified product mix: 48% linked, 29% non-linked savings and 18% protection

Diversified distribution

Strategy: Build profitability

- 22 bank partnerships
- Protection and Annuity mix further increased from 10% in FY2020 to 16% in 9M-FY2021

Strategy: Create depth and add width

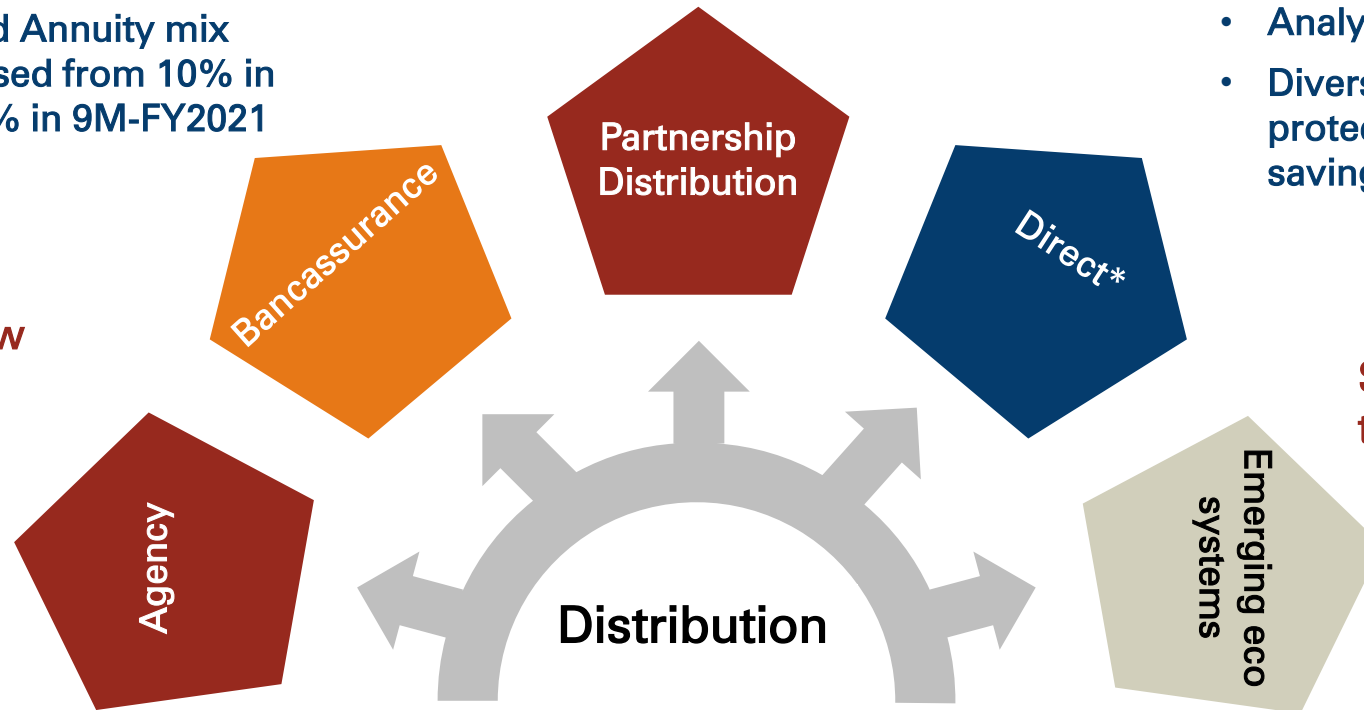
- >600 partnerships
- Protection and non-linked savings: ~87% in 9M-FY2021

Strategy: Digital focused upsell campaigns

- Analytics driven upsell channel
- Diversified product mix with 12% protection and 32% non-linked savings

Strategy: Invest and grow

- 13,179 agents recruited during 9M-FY2021
- Diversified product mix: Savings: linked 32% savings: non-linked 59% and Protection 9%



Strategy: Partner with non-traditional distributors

- Tie-up with small finance banks, wallets, payment banks, aggregators etc.
- Product customization

During the quarter, distribution tie-ups with RBL Bank, AU Small Finance Bank and PhonePe

Distribution expansion

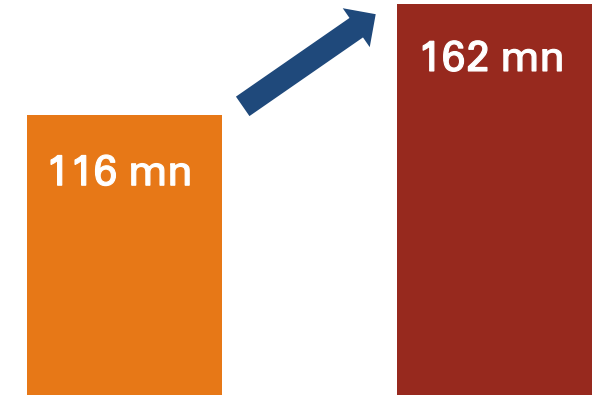
Bancassurance relationships added during the year

	Branches	Customers (mn)	Quarter
IDFC First Bank	523	10.0	Q1
IndusInd Bank	1,910	25.0	Q2
NSDL PB ¹	1	0.1	Q2
RBL Bank	398	8.5	Q3
AU SFB	686	1.7	Q3

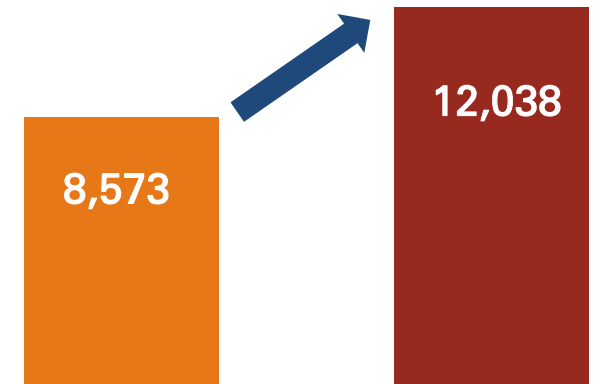
Capacity creation in 9M-FY2021:

- 83 new partnerships; includes non-conventional partnerships such as PhonePe and BSE Ebix insurance broking
- 13,179 new agents

Banca customer base



Banca branch network



Distribution channels (1/2)

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

Channels	APE (₹ billion)			Growth (%)
	Q1-FY2021	Q2-FY2021	Q3-FY2021	Q-o-Q
Bancassurance	3.26	6.42	6.98	8.7%
Agency	2.03	3.32	4.18	25.9%
Direct	1.01	1.78	2.21	24.2%
Partnership distribution	0.71	1.26	1.28	1.6%
Group	1.23	1.86	2.01	8.1%
Total APE	8.23	14.65	16.66	13.7%

Sequential momentum across channels

Distribution channels (2/2)

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

Channels	APE (₹ billion)		Mix (%)	
	FY2020	9M-FY2021	FY2020	9M-FY2021
Bancassurance	37.48	16.66	50.8%	42.1%
Agency	15.62	9.53	21.2%	24.1%
Direct	9.31	4.99	12.6%	12.6%
Partnership distribution	5.46	3.25	7.4%	8.2%
Group	5.94	5.10	8.1%	12.9%
Total APE	73.81	39.54	100.0%	100.0%

Further diversification across distribution channels

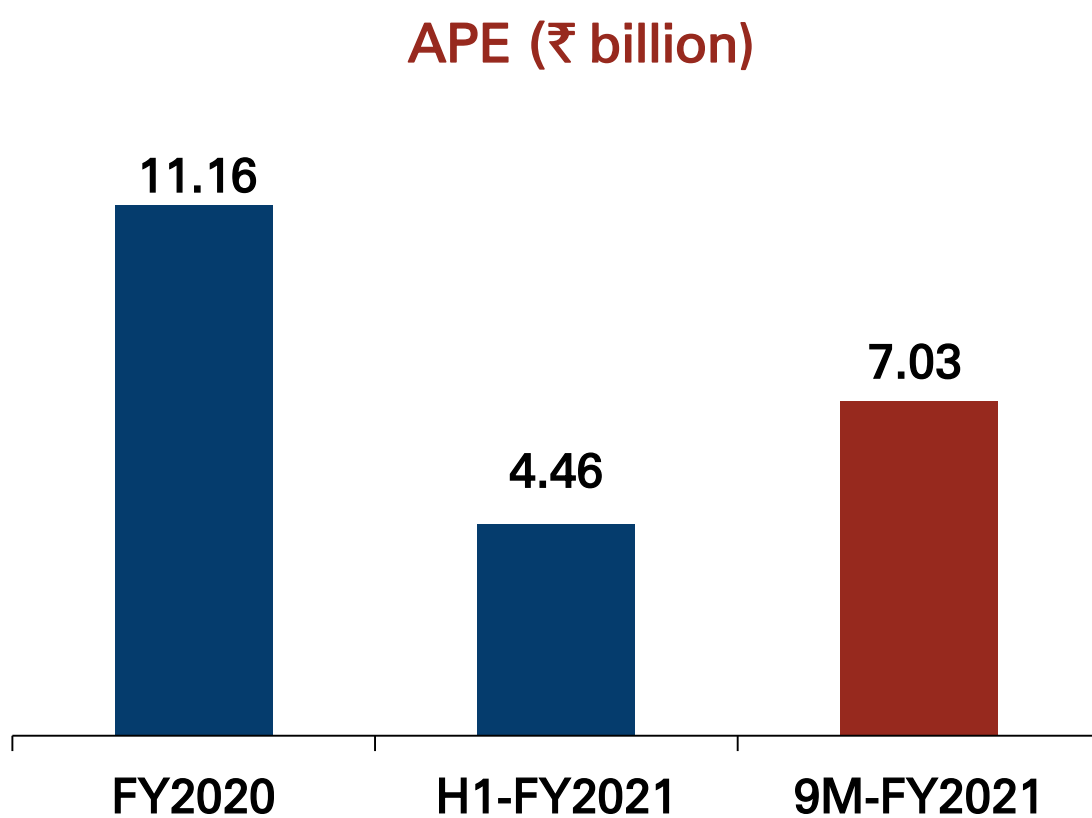
4P: Protection

Protection business

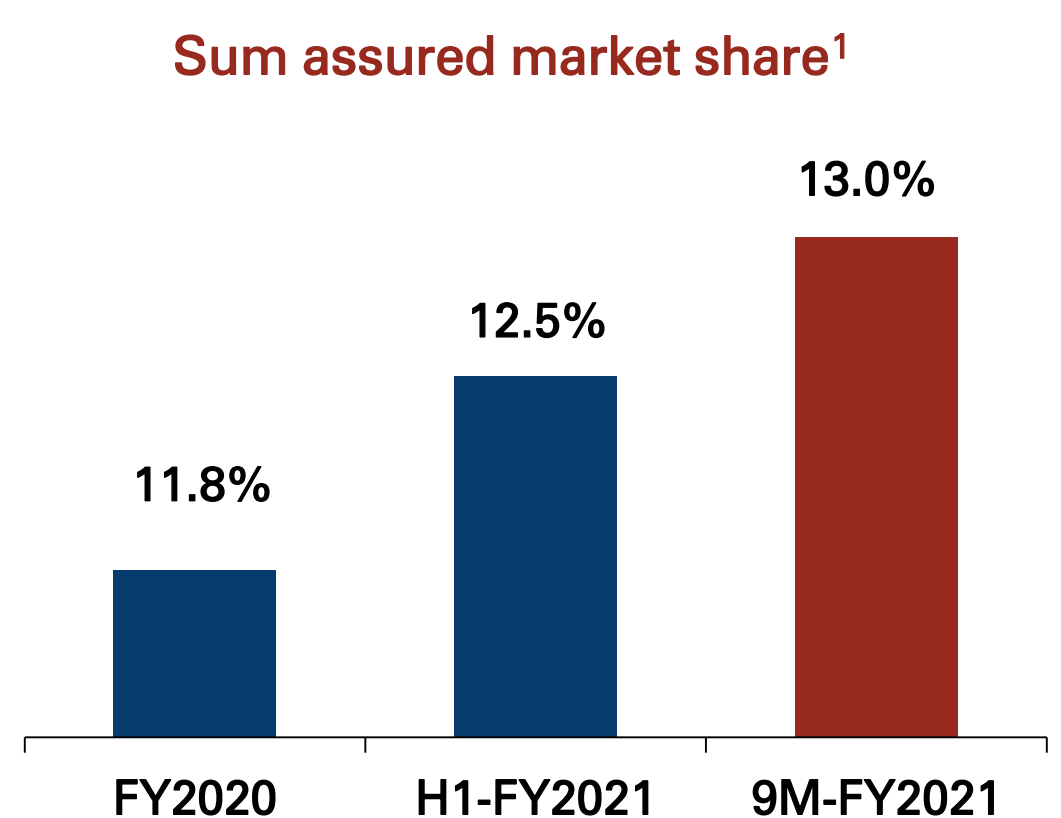
Protection
growth

Continue to grow both retail and group lines
of business

APE (₹ billion)



Sum assured market share¹



Strong growth in group term and credit life in Q3-FY2021; retail continues to dominate mix

4P: Persistency

Persistency

Retail excluding single premium		
Month	11M-FY2020	8M-FY2021
13 th month	83.2%	82.7%
25 th month	75.1%	72.7%
37 th month	66.7%	65.1%
49 th month	64.6%	63.3%
61 st month	56.0%	58.0%

Retail including single premium		
Month	11M-FY2020	8M-FY2021
13 th month	85.3%	85.0%
25 th month	77.4%	75.9%
37 th month	69.0%	67.8%
49 th month	66.4%	65.9%
61 st month	57.4%	59.6%

Significant recovery in 13th month persistency ratio

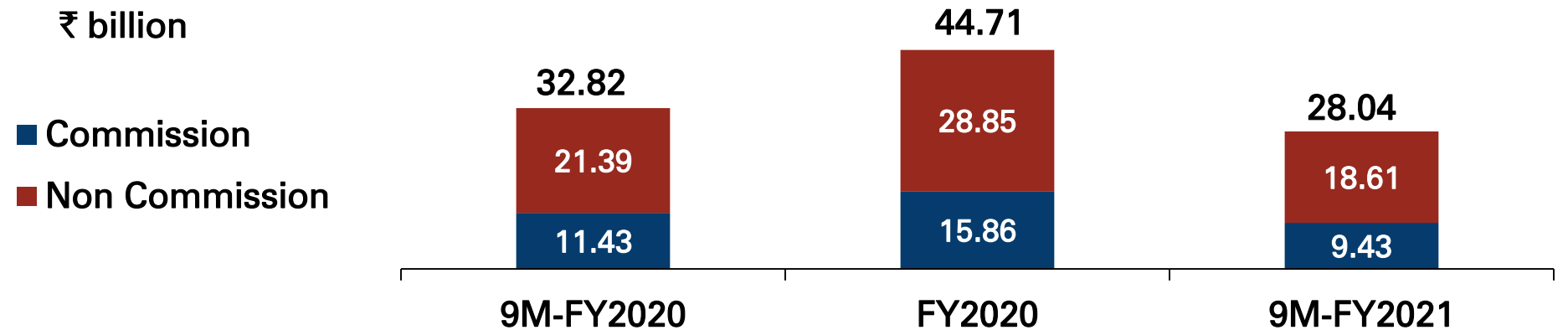


As per IRDAI circular dated January 23, 2014

4P: Productivity

Productivity: Cost efficiency

	9M-FY2020	FY2020	9M-FY2021
Expense ratio (excl. commission) ¹	10.9%	10.3%	9.7%
Commission ratio ²	5.8%	5.7%	4.9%
Cost/TWRP ³	16.6%	15.9%	14.6%
Cost/Average AUM ⁴	2.6%	2.9%	2.1%
Cost/TWRP (Savings LOB)	11.1%	10.4%	9.3%



- 96.5% of new business applications initiated via digital platform
- 90.4% of service requests through self service modules

Key technology initiatives: Q3-FY2021

Personalised video product brochure

- Personalised video link along with e-welcome kit
 - Policy details and product features are explained through audio visual mode

Video verification in vernacular language

- To service regional/remote customers, we have enabled 11 languages for Pre Issuance Video Verification (PIVV)

Rapid application development

- Drag-and-drop interface to create custom business applications in days rather than weeks
 - Three web applications taken live

VNB growth levers update (4P's)

₹ billion	FY2020	9M-FY2021	Growth
Value of New Business (VNB) ¹	16.05	10.30	(9.3%)
VNB margin	21.7%	26.0%	

₹ billion	FY2020	9M-FY2021	Growth
Premium growth (APE)	73.81	39.54	(26.9%)
Protection growth (APE)	11.16	7.03	(8.0%)
Persistency (13 th month) ²	83.2% ³	82.7%	
Persistency (61 st month) ²	56.0% ³	58.0%	
Productivity (Cost/TWRP: Savings) ⁴	10.4%	9.3%	

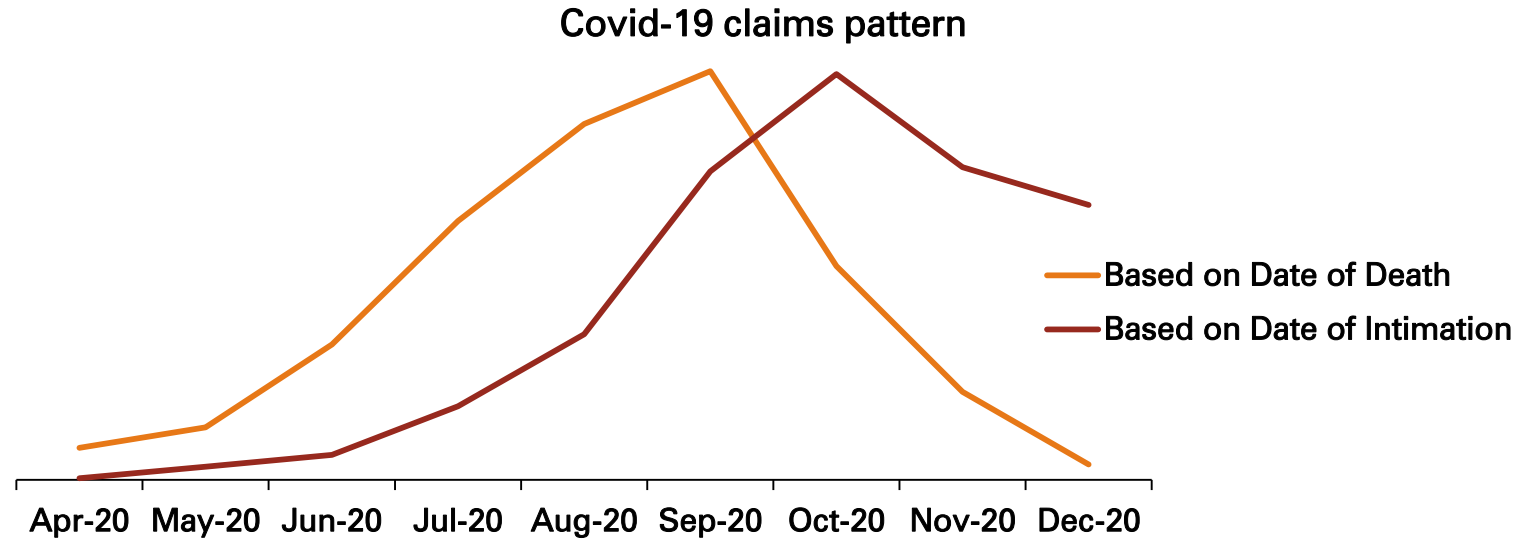
Financial update

Financial metrics

₹ billion	9M-FY2020	FY2020	9M-FY2021
Profit before Tax	8.97	10.69	9.68
Policyholder (underwriting profits)	4.26	4.92	5.28
Shareholder	4.71	5.77	4.40
Profit after Tax	8.89	10.69	8.96
Solvency ratio	207%	194%	226%
AUM	1,719.53 ¹	1,529.68 ²	2,048.72 ¹

- 24% year on year growth in underwriting profits
- 34% growth in AUM over March 31, 2020

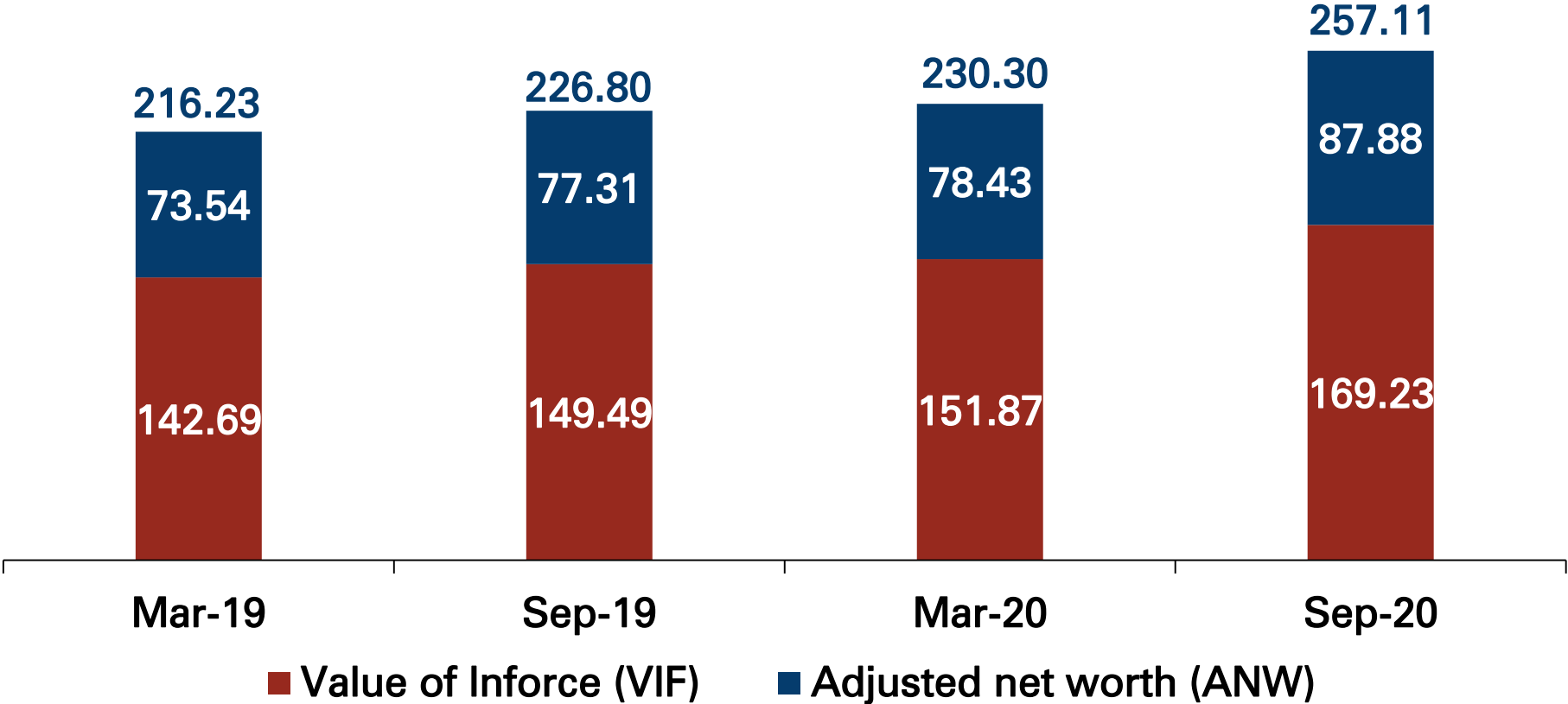
Mortality experience including Covid-19 claims



- Deaths on account of Covid-19 appear to have peaked out
- Total claims on account of Covid-19 for 9M-FY2021 was ₹ 3.44 billion
 - Claims net of reinsurance was ₹ 1.54 billion
- Claims during 9M-FY2021 including Covid-19 claims in line with liability provisions
- Additional provision of ~ ₹ 1 billion towards Covid-19, not utilised so far

Embedded Value (EV)¹

₹ billion



EV grew by ₹ 26.81 billion during half year, against full year FY2020 growth of ₹ 14.07 billion



1. As per Indian Embedded value (IEV) method

Analysis of movement in EV¹

₹ billion	FY2016	FY2017	FY2018	FY2019	FY2020
Opening EV	137.21²	139.39	161.84	187.88	216.23
Unwind	12.58	12.21	13.72	15.84	17.25
Value of New Business (VNB)	4.12	6.66	12.86	13.28	16.05
Operating assumption changes	1.04 ²	1.00	7.64	4.20	(2.25) ³
Operating variance	4.48	3.08	2.58	4.69	1.83
Persistency variance	2.01	0.99	1.53	2.66	0.85
Mortality and morbidity variance	0.79	0.98	0.78	1.97	0.42
Expense variance	0.59	0.35	0.27	0.04	0.01
Other variance	1.09	0.76	0.00	0.02	0.56
EVOP	22.23	22.95	36.80	38.01	32.88
Return on embedded value (ROEV)	16.2%	16.5%	22.7%	20.2%	15.2%
Economic assumption change and investment variance	(5.64)	5.82	1.13	(1.22)	(14.76)
Net capital injection	(14.41)	(6.32)	(11.88)	(8.43)	(4.05)
Closing EV	139.39	161.84	187.88	216.23	230.30

Sensitivity analysis

Scenario	% change in VNB		% change in EV	
	FY2019	FY2020	FY2019	FY2020
Increase in 100 bps in the reference rates	(4.3)	(2.4)	(2.0)	(2.5)
Decrease in 100 bps in the reference rates	4.4	2.2	2.0	2.6
10% increase in the discontinuance rates	(8.5)	(5.0)	(1.3)	(1.1)
10% decrease in the discontinuance rates	8.9	5.1	1.4	1.1
10% increase in mortality/morbidity rates	(9.4)	(9.5)	(1.4)	(1.6)
10% decrease in mortality/morbidity rates	9.4	9.6	1.4	1.7
10% increase in acquisition expenses	(13.0)	(11.6)	Nil	Nil
10% decrease in acquisition expenses	13.0	11.6	Nil	Nil
10% increase in maintenance expenses	(3.6)	(3.0)	(0.9)	(0.8)
10% decrease in maintenance expenses	3.6	3.0	0.9	0.9
Tax rates increased to 25%	(7.5)	(11.4)	(4.0)	(5.8)
10% increase in equity values	NA	0.7	NA	1.8
10% decrease in equity values	NA	(0.7)	NA	(1.8)

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

Strengthen the
core

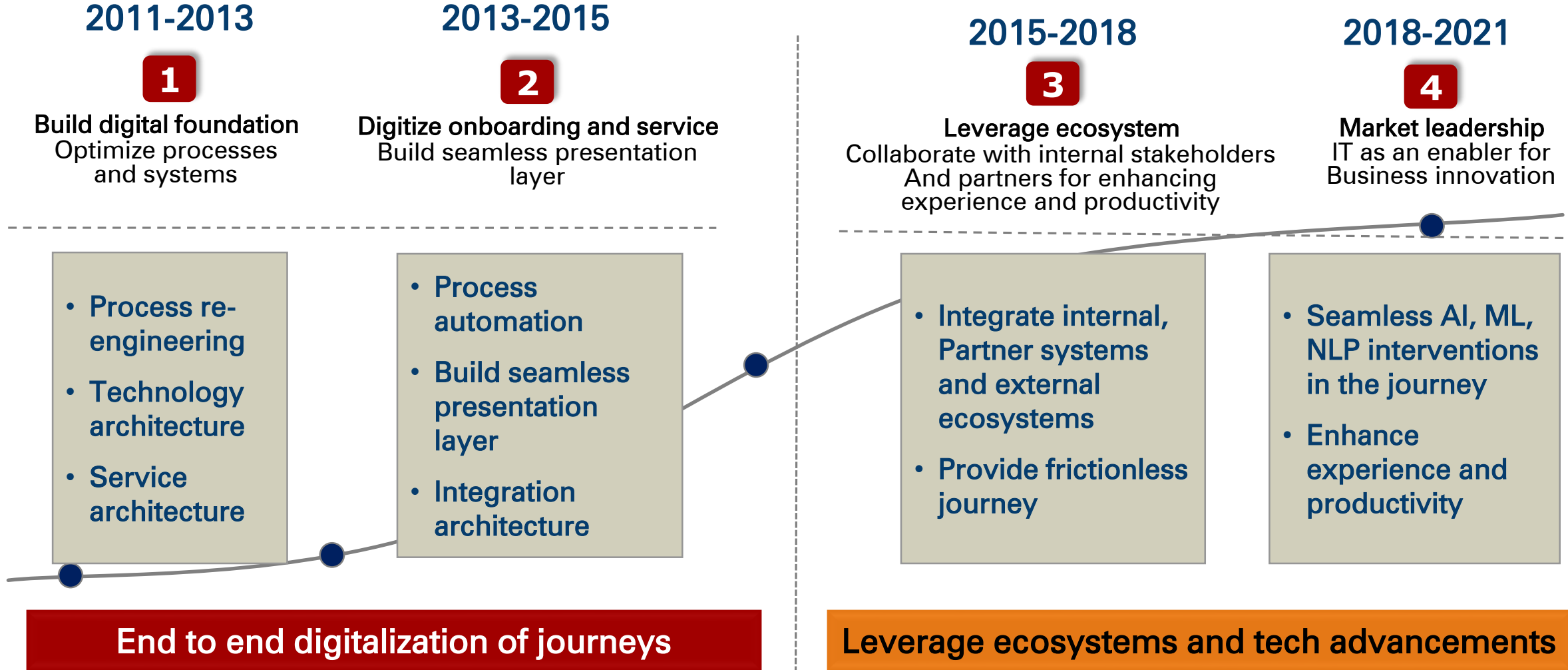


Be future ready






Support new
growth engines

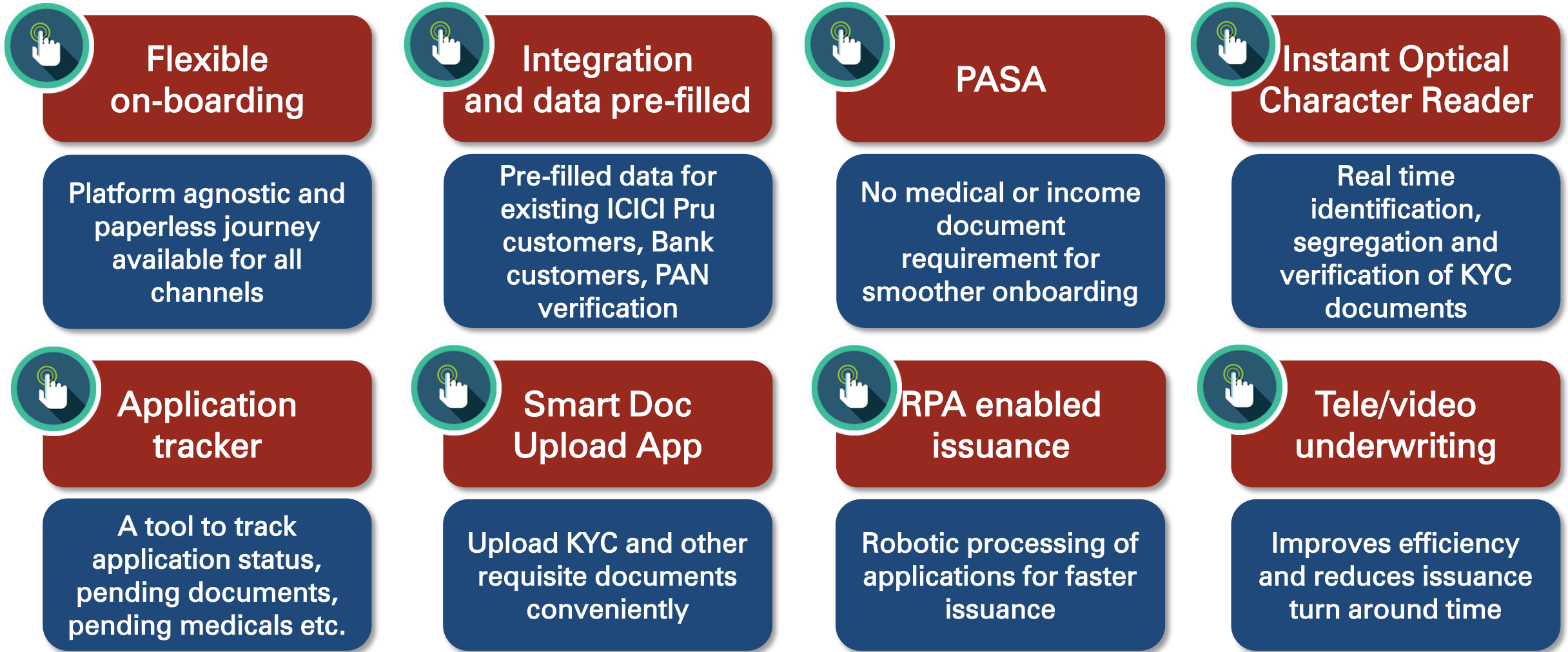
Digital evolution path to maturity



Presales enablers

 Knowledge repository	 My Coach	 Collaboration platforms	 Suitability analysis
On-the-go e-learning modules via exclusive Learners' Box app	AI based platform for video based library creation for sales pitches	Online meetings, joint sales calls, invite experts, share content	Product recommendations based on life stage, goal risk appetite
 Opportunity Matrix	 Lead Management System	 Customer profiler	 Cognitive Bots
Upsell triggers to approach existing customers once again for service requirement	Robust LMS enhanced with voice capability and geographical tagging	Know customer better through information available on social media platforms	24x7 query resolution using chat bots viz. Chat Buddy, PSF Guru, Tara

Onboarding & issuance enablers



Service enablers



**Anytime..
..Anywhere**

Exhaustive self-help options for customers
Omni channel experience



Flexible premium payment

All popular electronic modes of payments available for contactless payment fulfilment



Intuitive and Visual IVR

Helps customers avoid IVR queues and saves 50% of the navigation time



Customer app

Exclusive customer service native app with in-app nudges/notifications



Annuity service

Simplifying journey for Annuity customers with digital life verification



LiGo (Service Bot)

Chatbot for all customers service requirements with 24x7 availability



WhatsApp for servicing

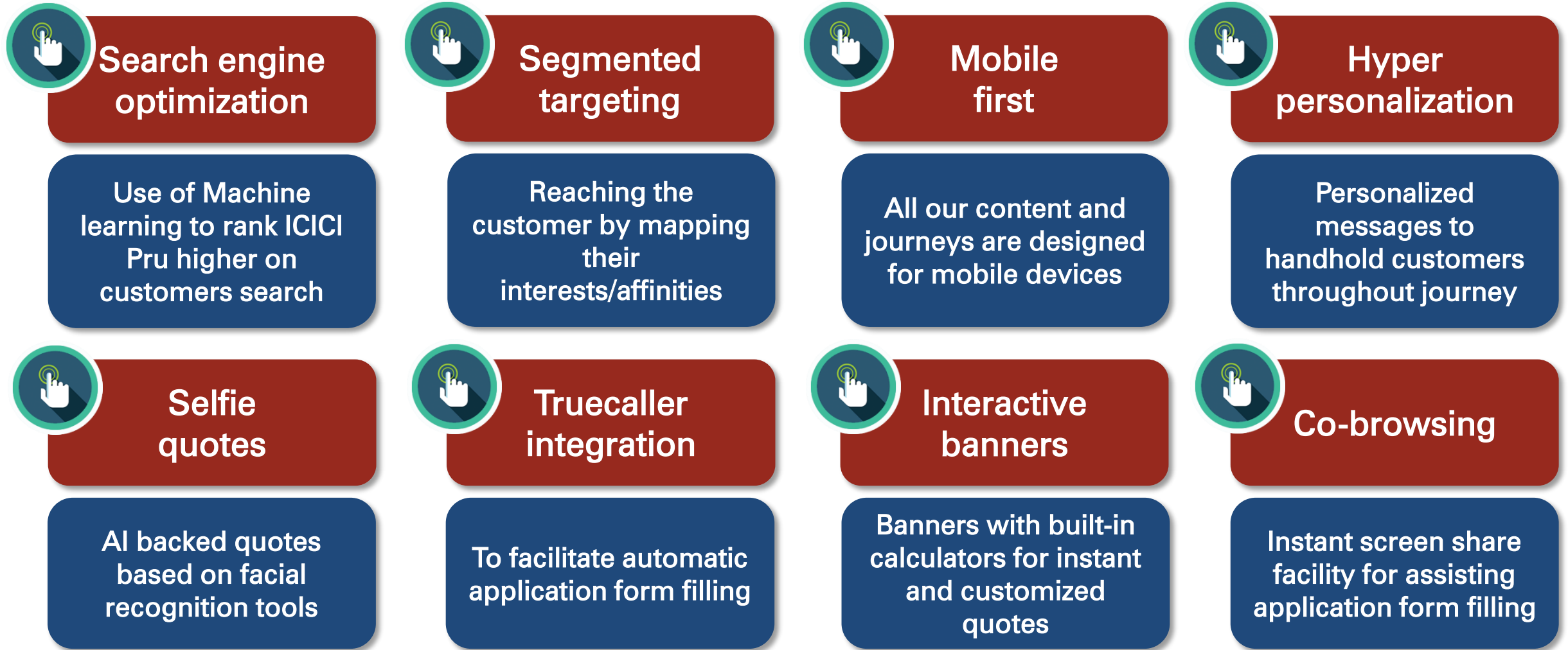
First life insurer to get business verified account for statements and receipts



Humanoid

AI based conversational tool for renewal premium reminder calling

Marketing & lead generation



Partner integration



Process simplification

Faster onboarding for superior experience



Easy UI (User Interface)

AI backed quotes based on facial recognition tools



Flexible integration

Modular integration approach to meet partner requirements



Customer service on partner portal

Enabling customer service requests closures on partner portals



Partner portal

For policy details, MIS, Certificate of Insurance etc.

Analytics



Actionable insights

Transform information architecture from a backend driven to a self-service mode



Google Big Query, Hadoop, Python

AI backed quotes based on facial recognition tools



Data modelling

Modular integration approach to meet partner requirements



Data lake solution

Use of AI and ML to analyze structured and unstructured data



Smart solutions

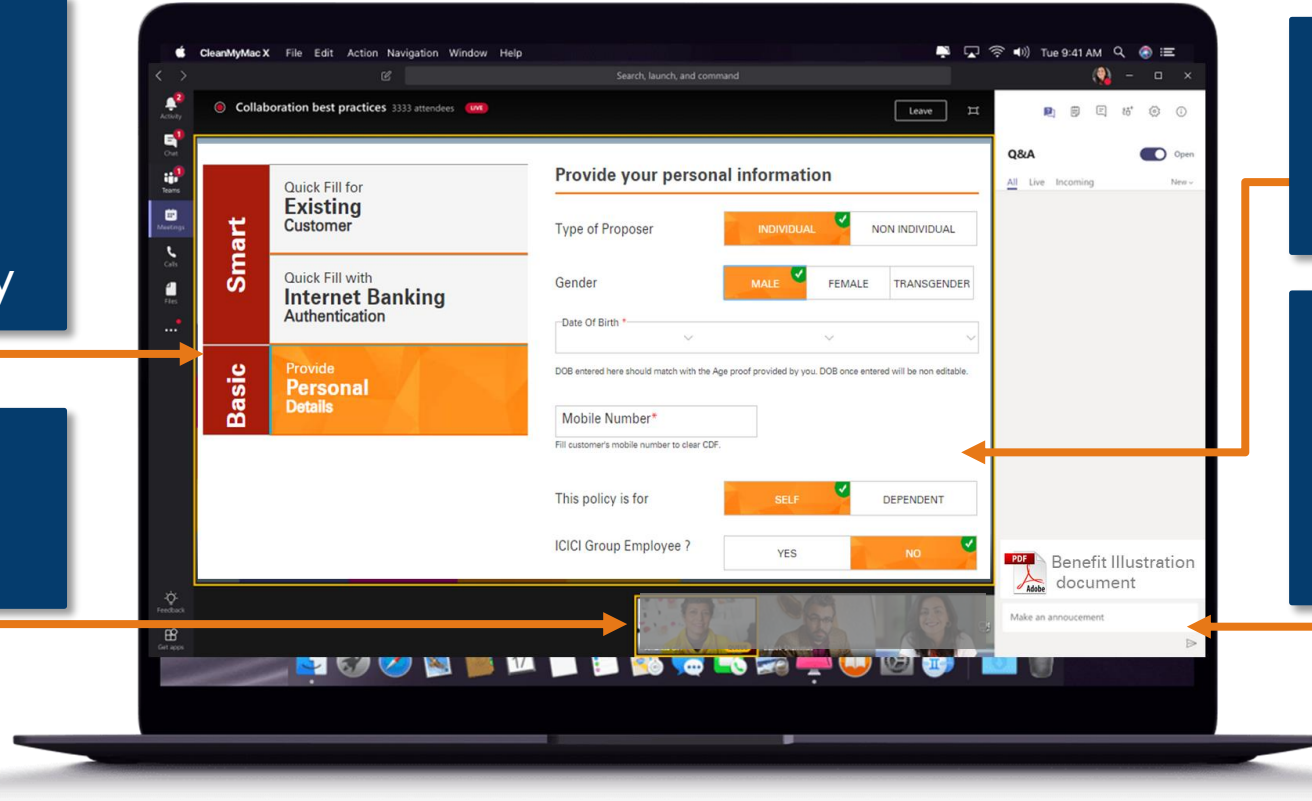
Pre-approved best offers to customer for instant issuance and better persistency

Collaboration with customers for presales & onboarding

Share screen for

- Suitability analysis
- Quote generation
- Completing the onboarding journey

Customer, financial consultant and expert added on same call

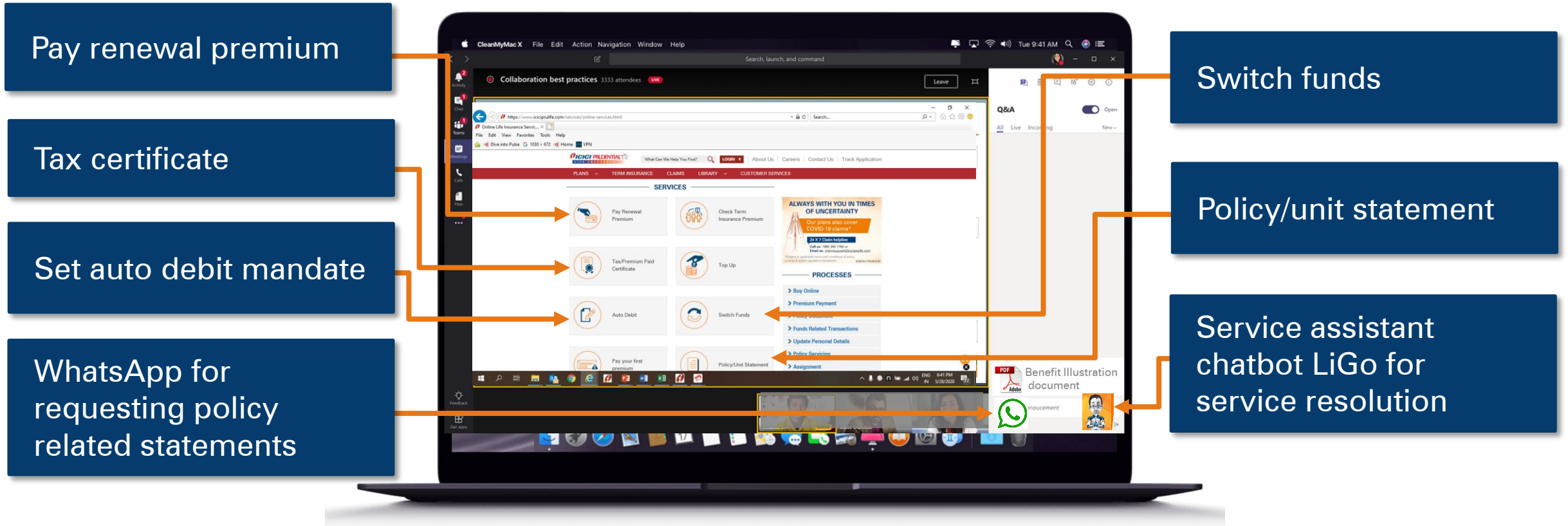


UPI/BBPS, Credit card, Debit card, Netbanking, eWallet options available

Share documents and chat with customer. Customers can also upload KYC documents/photo

Online meetings (upto 250 users) | Video/Audio call | Joint sales call | Share content Chat |
Invite external guests, experts | Access previous meeting notes | Record sessions

Collaboration with customers for servicing requirements



- An easy access to a variety of self-service options
- Service requirements met from the comfort of customers' homes

Addressing stakeholders' concerns

I want to have a life cover but am **wary of meeting** someone face to face

Live video chat

Will my life insurance policy cover me against **coronavirus**?

Product feature

How do I know **fund value** of my ULIP plan & **pay renewal premium** of my policy?

Self-service options

How do I file a life **insurance claim**?

Online claim intimation

Customers are unwilling to meet face to face, how can I still **interact** with them?

Collaboration platform

Will I be able to **service** my customers during this COVID-19 scenario?

Online service options

Will my business **earnings** be affected due to the prevailing lockdown conditions?

Digital selling options

With the current travel restrictions how do I keep myself **updated** on the processes?

e-Learning modules

As a manager, how do I ensure **safety** of my team members in the current COVID-19 scenario?

Contactless meetings

How do I **train** my team members on the new products and coronavirus related advisories?

Learning videos

Due to restricted travel, how do I **communicate** with my team and conduct **joint field work**?

Live video meets & chats

How do I **track efficiency** of my team members and **service** my customers in the lockdown scenario?

Real time service support

ESG





Environmental initiatives

Preserving 'Mother Earth' for future generations



Replace

- End to end digital solutions for our business activities
- 84% shareholders communicated digitally
- Video conferencing facility at 94 locations
- Live plants to improve air quality: ~31% office space



Reduce

- 3/5 star rated ACs in all offices
- VRF AC systems (20% of usage)
- LED technology: 54% of branch lighting, 47% of backlit signage
- Managed print services & stationery tracking
- Food wastage awareness drive
- Sensor based taps & urinals
- Periodic office equipment maintenance



Reuse & Recycle

- Sewage treatment plant and wet waste conversion into manure at head office
- No single use plastic
- E-waste disposal through government certified vendors
- Reusable glasses & plates



Social initiatives

Building communities and giving back to society

Business itself is social in nature: Serving long term financial and protection needs of the society

Customer centricity



- Products across life stage needs; multi- channel reach
- Digital enablers provide 24x7 service; 87% self-help usage
- Consistent risk-adjusted returns
- Grievance redressal policy
- 13th month persistency: 85.3%
- COVID-19: Un-interrupted service including claims

Commitment to employees



- Gender neutrality, equal opportunity, POSH policy
- Supportive policies including women centric, Whistleblower
- Learning & growth programs at all levels
- 85% of SMT served > 10 yrs
- Responsible behavior: Privacy, Anti-corruption
- ~100% WFH during COVID19

Community service



- 3.9 mn lives insured from rural /social sector and PMJJBY⁵
- ICICI Academy for Skills: Trained 25,000 youth (145,400 till date)
- Rural livelihood training: 76,400 youth (275,200 till date)
- Much needed long term capital for infrastructure and housing
- COVID-19: Provision of ventilators and consumables



Figures mentioned are for FY2020

POSH : Prevention of sexual harassment to women at workplace;

SMT: Senior management team; WFH: Work from home

PMJJBY: Pradhan Mantri Jeevan Jyoti Beema Yojana



Governance

Transparency in functioning with separation of supervision from execution

Awarded for Corporate Governance; scorecard by IFC, BSE limited and IiAS



01

Supervisory structure

- Diverse Board composition
- 50% IDs including Chairman
- Board committees comprise majority of IDs/ NEDs; and chaired by IDs
- Evaluation framework for Directors, Chairman, Board and its Committees
- Policy on Board diversity & criteria on appointment of Directors; regulatory norms on "Fit and proper"

02

Compliance, Risk & IA

- Quarterly compliance certificate to the Board
- Risk policy: Investment, Insurance & Operational risk
- Risk-based IA framework
- WTDs' compensation aligned to KPI; includes malus & claw-back
- ISO 22301:2012 certification for the BCM
- Investment policy for governance & operations

03

Ethical practices

- Framework for managing Conflict of Interest
- Guidelines for Acceptance of Gifts, Entertainment and Sponsored travels
- Policies on Anti-Money Laundering, Anti Bribery/ Corruption, Privacy policy, Whistleblowing
- Stewardship Code

Agenda

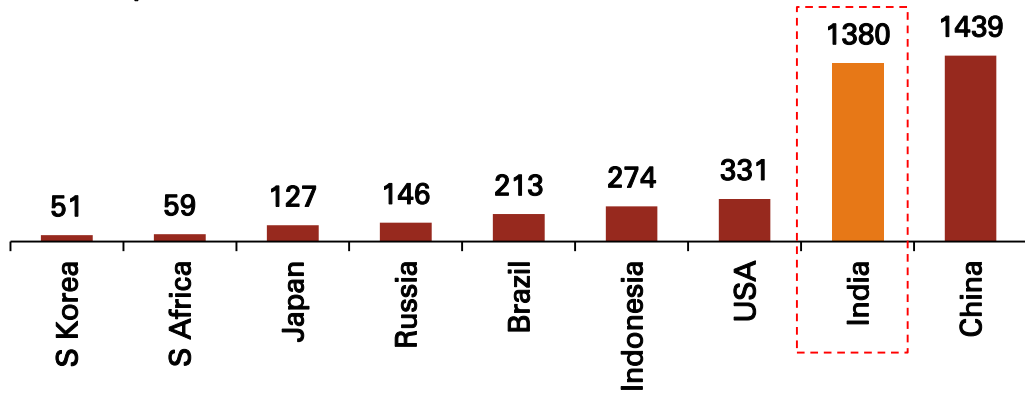
- Company strategy and performance
- **Opportunity**
- Industry overview



Favorable demography

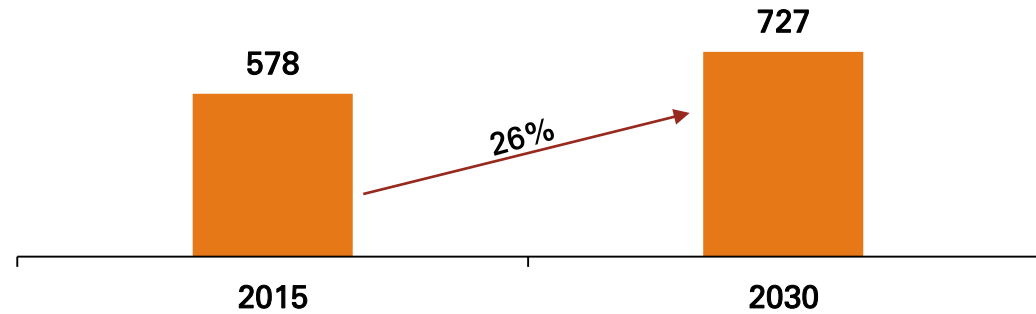
Large and growing population base¹

2020 Population (mn)

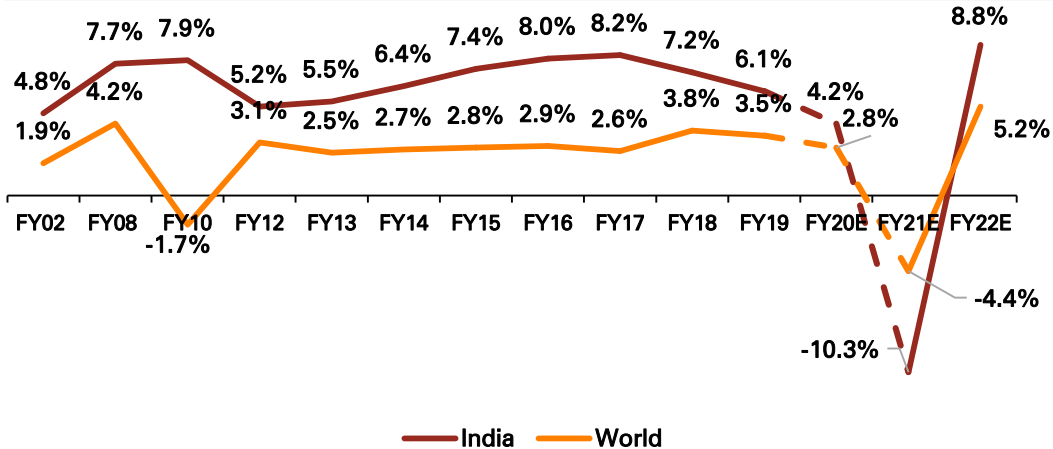


High share of working population¹

Population of age 25-59 years (in mn)

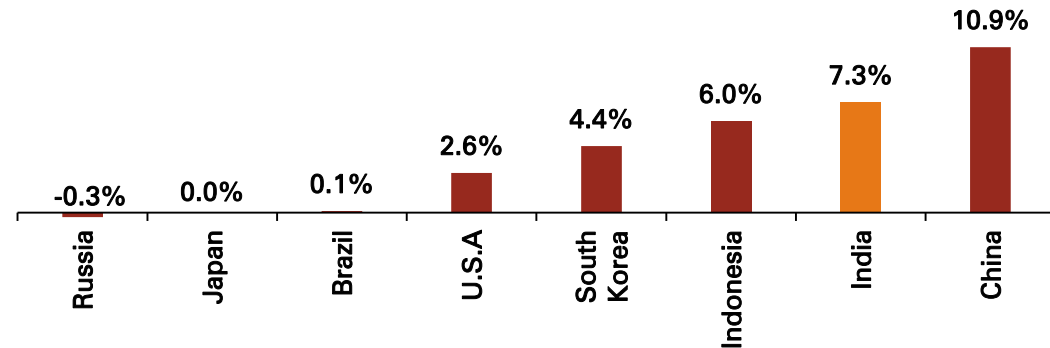


Driving GDP growth²



Rising affluence²

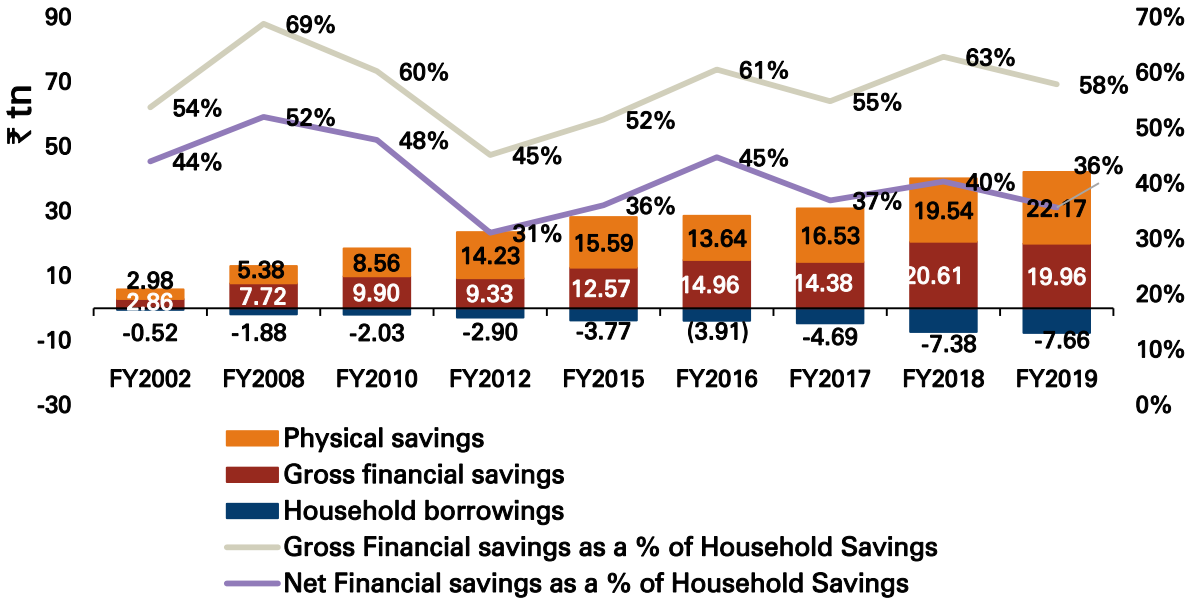
GDP per capita CAGR (FY2009-FY2019)



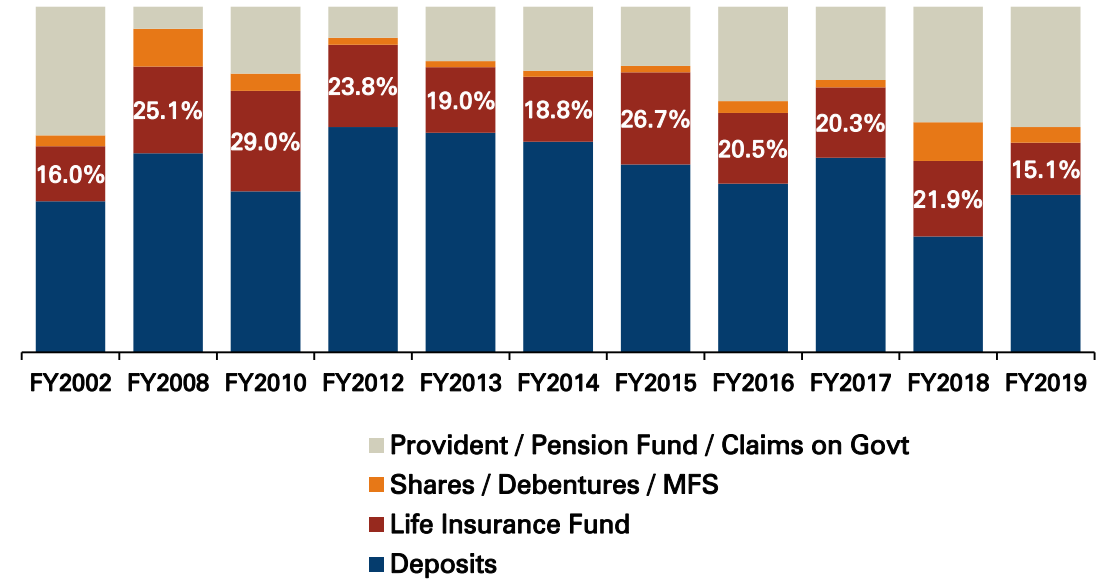
1. Source: UN population division
2. Source: WEO Update, October 2020

Financialisation of savings: Opportunity for insurance

Household savings¹



Distribution of financial savings (excluding currency)²



FY2002 FY2008 FY2010 FY2012 FY2014 FY2018 FY2019 FY2020

Life insurance premium³
as % of GDP

2.1% 4.0% 4.1% 3.3% 2.8% 2.7% 2.7% 2.8%

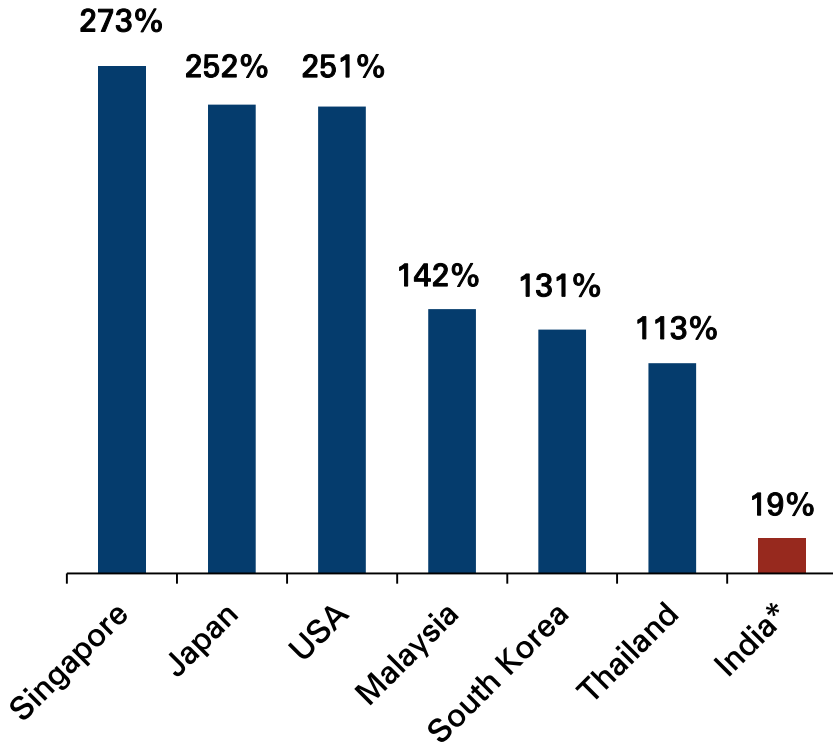
- Financialisation of savings aided by Direct Benefit Transfer, RERA and GST



1. Source: RBI and CSO
 2. Source: RBI
 3. Total life insurance industry premium including renewal; Source: IRDAI

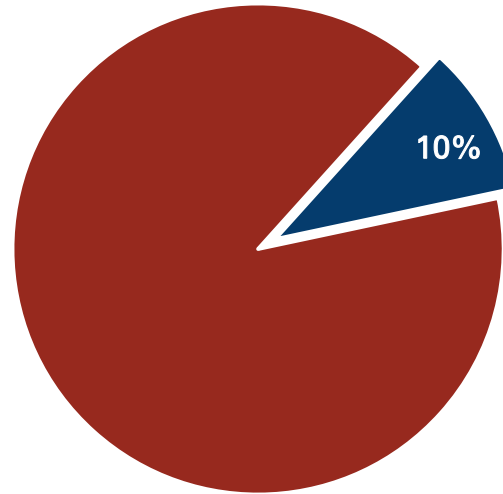
Protection opportunity: Where we are...

Sum Assured as a % of GDP^{1,2}



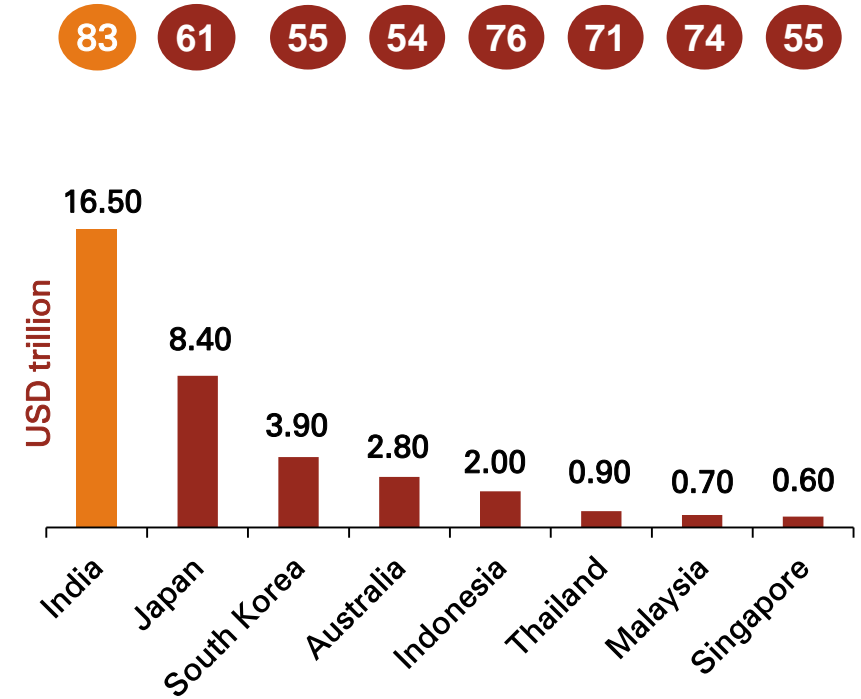
* For retail protection sum assured (company estimates)

Addressable population# coverage³ (%)



Based on Income Tax Department data for individuals (annual income > ₹ 250,000) and company estimates

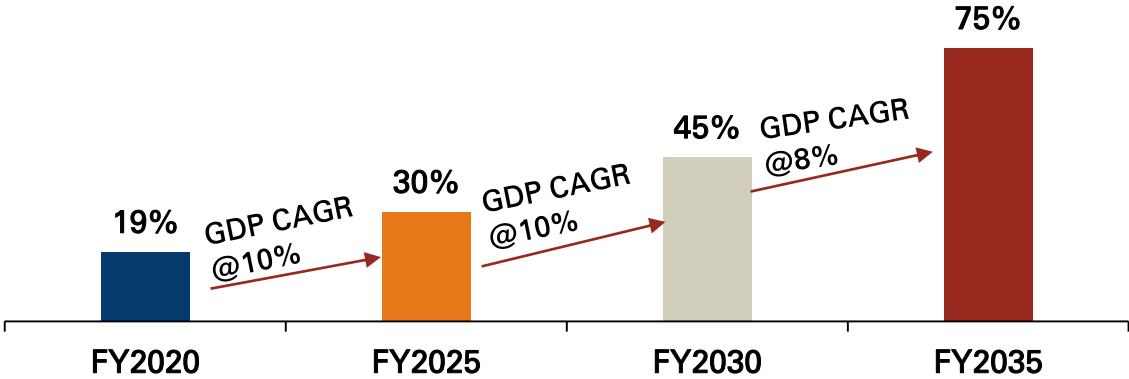
Protection gap(%)^{4,5}



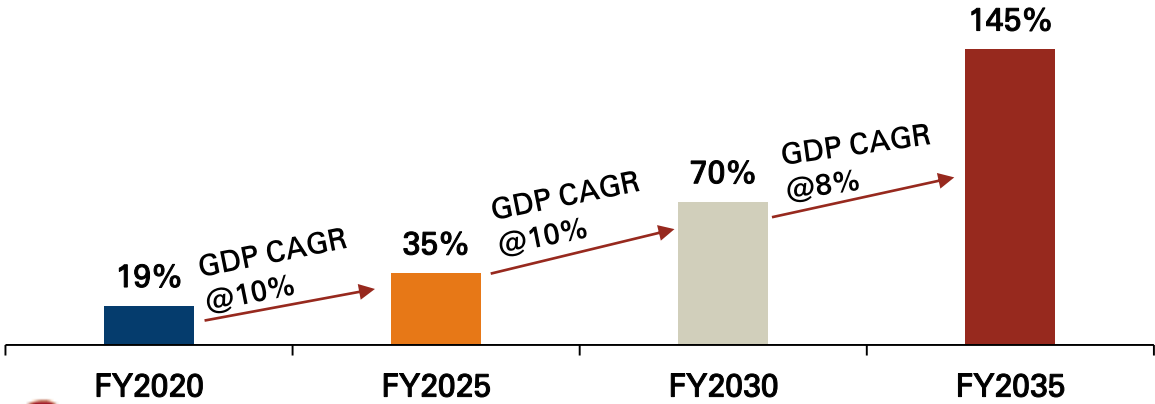
1. As of FY2020 for India (GDP Source: National Statistics Office, protection sum assured source: company estimates)
2. As of FY2018 for US, Japan, South Korea. Others as of FY2017 (Source: McKinsey estimates)
3. Addressable population coverage= Inforce no. of lives for retail protection/ No. of returns with income > ₹ 250,000
4. Protection gap (%): Ratio of protection lacking/protection needed
5. Source: Swiss Re, Closing Asia's mortality protection gap, 2020

Opportunity: Sum assured as a % of GDP

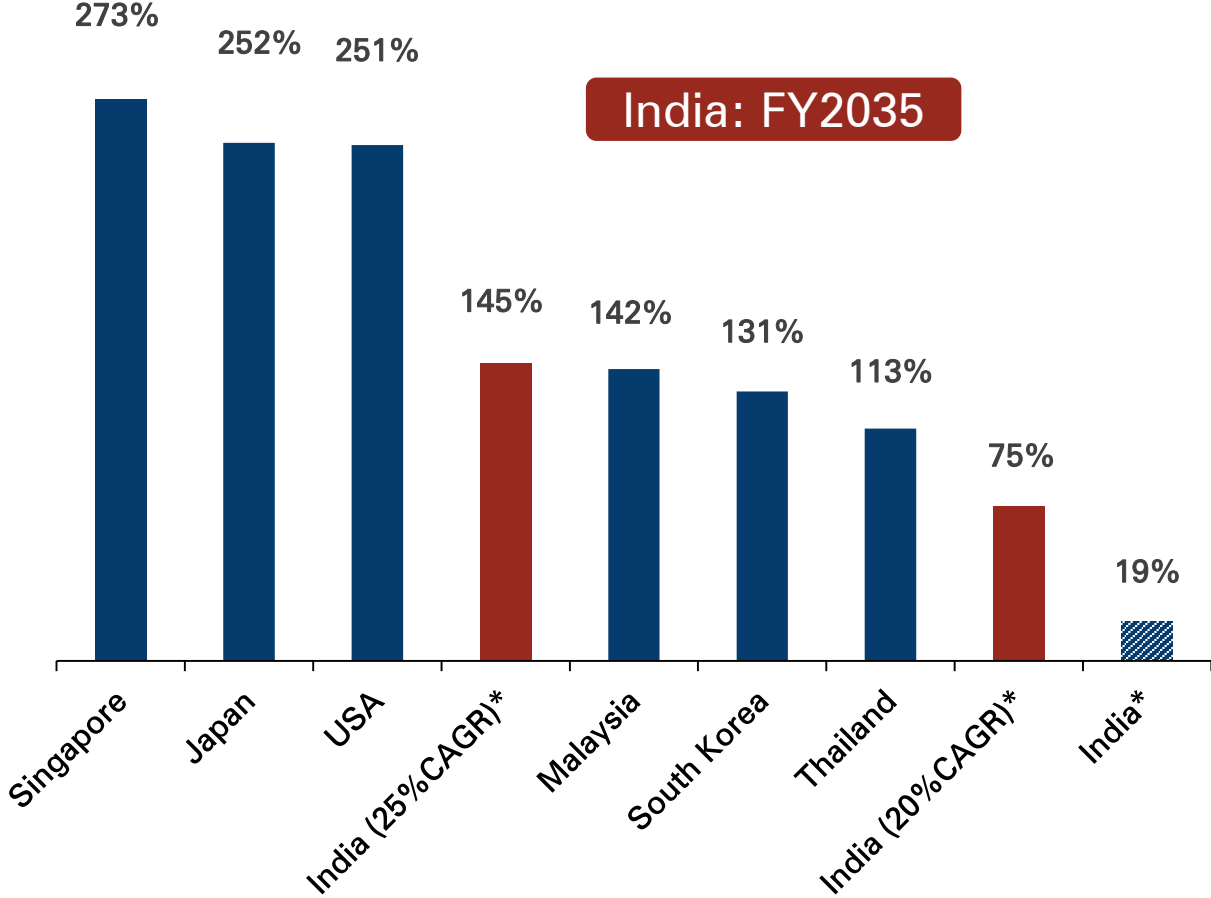
Sum Assured (SA) as a % of GDP:
Assuming SA growth @ 20% CAGR



Sum Assured (SA) as a % of GDP:
Assuming SA growth @ 25% CAGR



Sum Assured as a % of GDP^{1,2}



India: FY2035

* For retail protection sum assured (company estimates)



1. FY2020 GDP data for India (Source: National Statistics Office, protection sum assured source: company estimates)
2. As of FY2018 for US, Japan, South Korea. Others as of FY2017 (Source: McKinsey estimates)

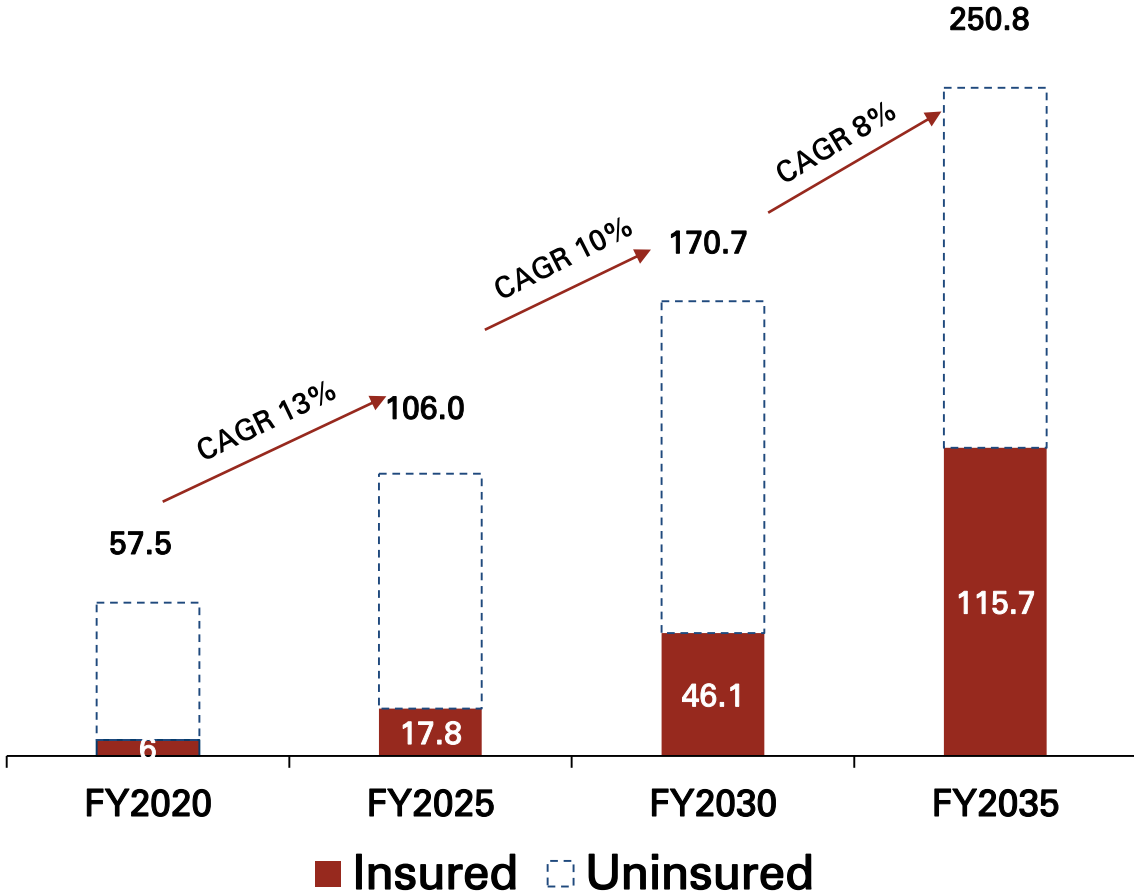
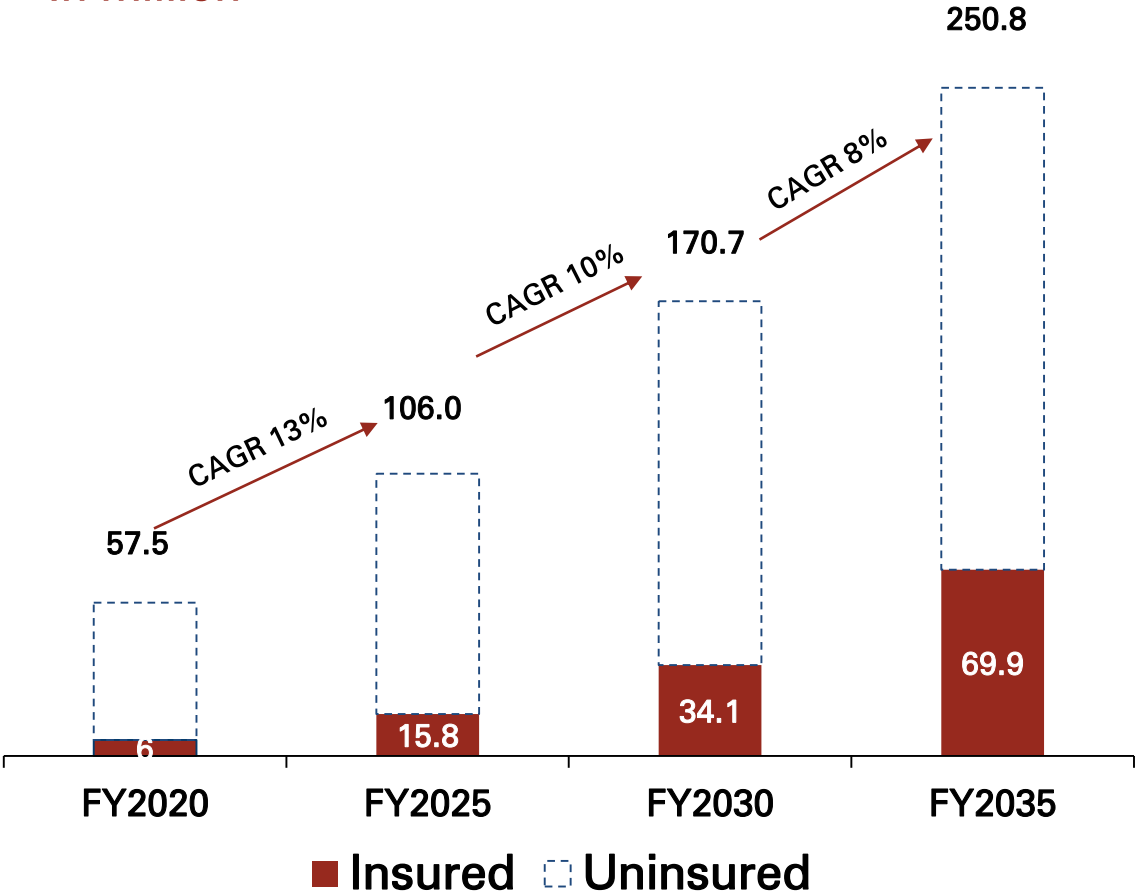
Opportunity: Addressable population coverage (%)

With 15% CAGR in new policy count from FY2020 to FY2035

With 20% CAGR in new policy count from FY2020 to FY2035

In million

In million

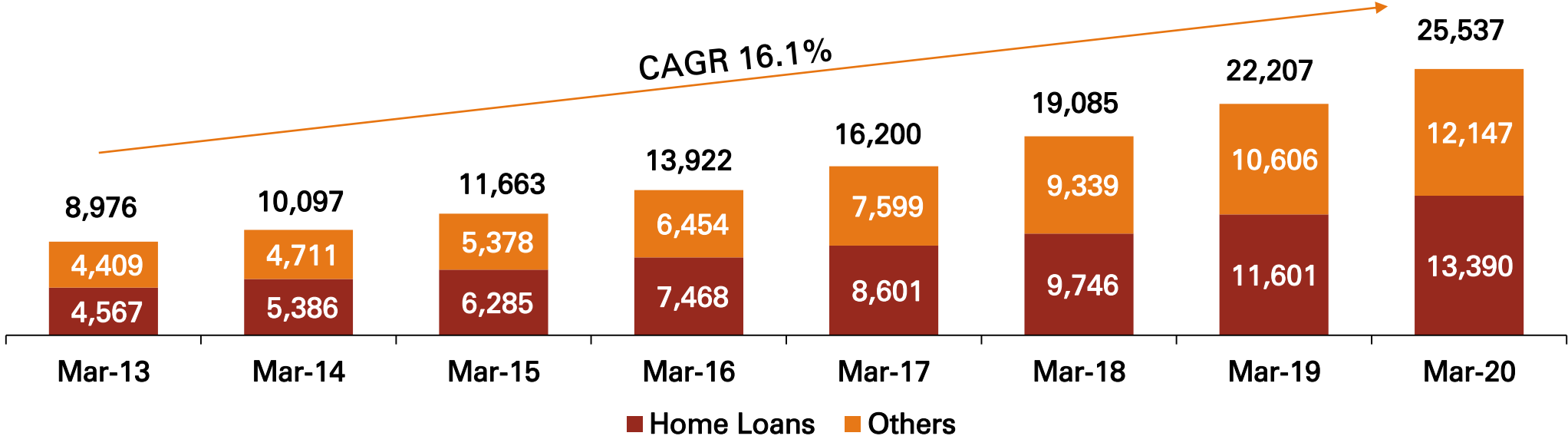


Assumed 10% lapse rate for inforce policies at each year

Protection opportunity: Liability cover

₹ billion

Retail Credit



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



Source: RBI
Components may not add up to the totals due to rounding off

Protection opportunity

Gross direct premium (₹ billion)	FY2009	FY2020	CAGR
Health	66.23	516.38	20.5%
Motor	138.21	692.08	15.8%
- Motor Own Damage (OD)	87.56	265.52	10.6%
- Motor Third Party (TP)	50.65	426.56	21.4%

- Protection premium ~ ₹ 200 billion for life insurance industry in FY2020

Agenda

- Company strategy and performance
- Opportunity
- **Industry overview**



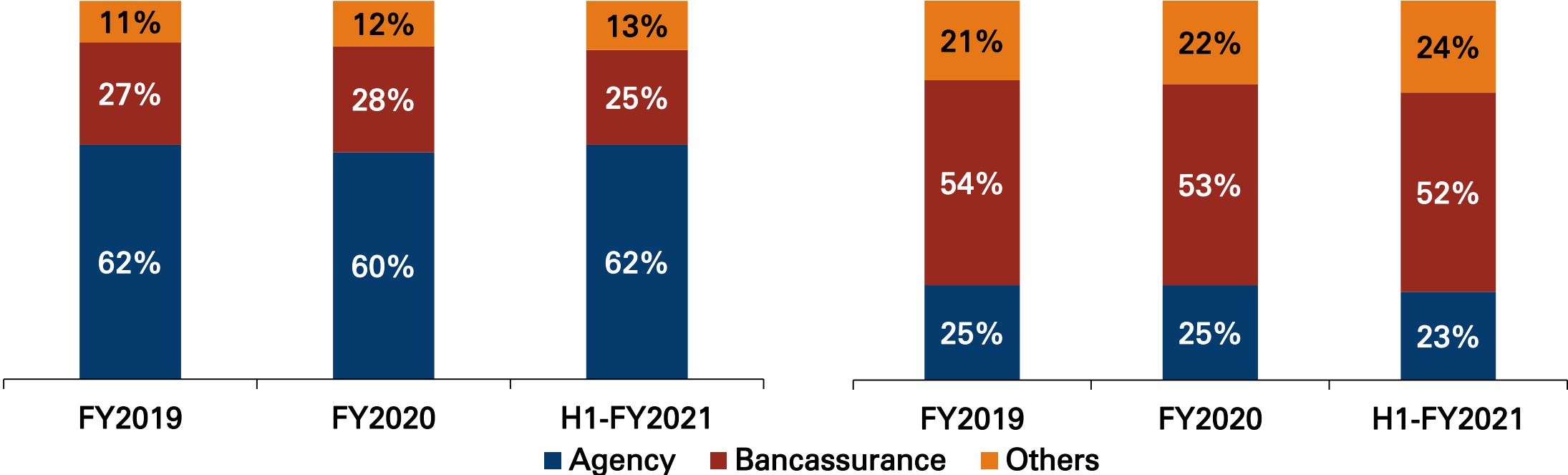
Evolution of life insurance industry in India

	FY2002		FY2010		FY2015		FY2020
New business premium ¹ (₹ bn)	116	21.5%	550	-5.8%	408	12.5%	735
Total premium (₹ bn)	501	3.2%	2,654	4.3%	3,281	11.6%	5,683
Penetration (as a % to GDP)	2.1%		4.1%		2.6%		2.8%
Assets under management (₹ bn)	2,304	24.0%	12,899	12.6%	23,361	10.1%	37,757
In-force sum assured ² (₹ bn)	11,812*	15.5%	37,505	15.8%	78,091	17.3%	173,077
In-force sum assured (as % to GDP)	50.1%		57.9%		62.7%		85.1%

Channel mix¹

Industry

Private sector



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

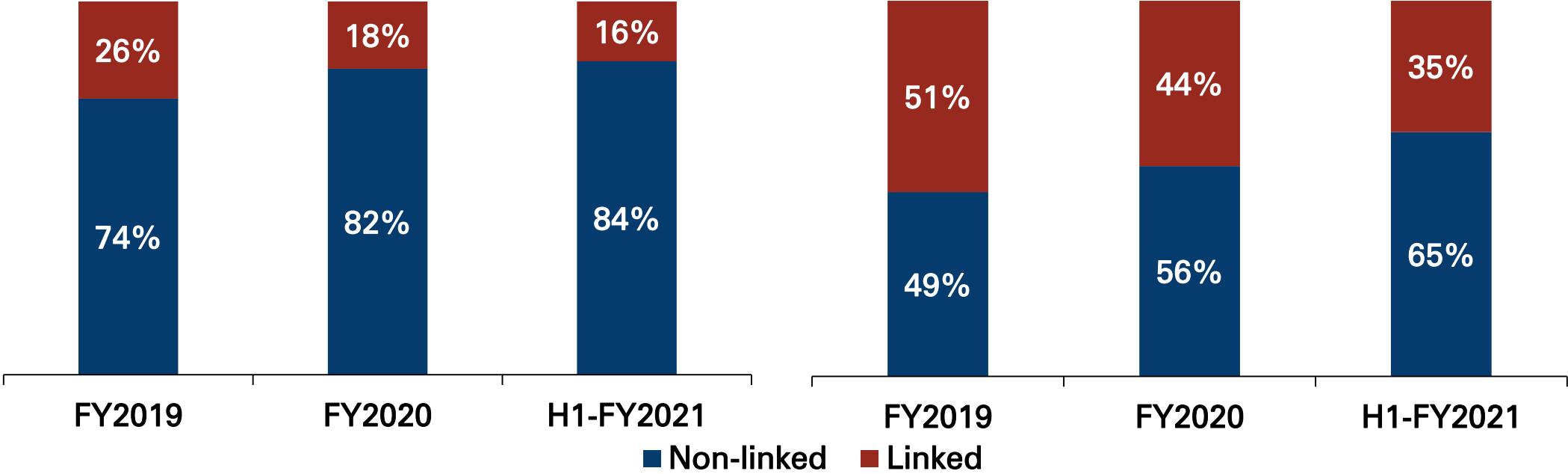


1. Individual new business premium basis
Source: Life Insurance Council

Product mix¹

Industry

Private sector



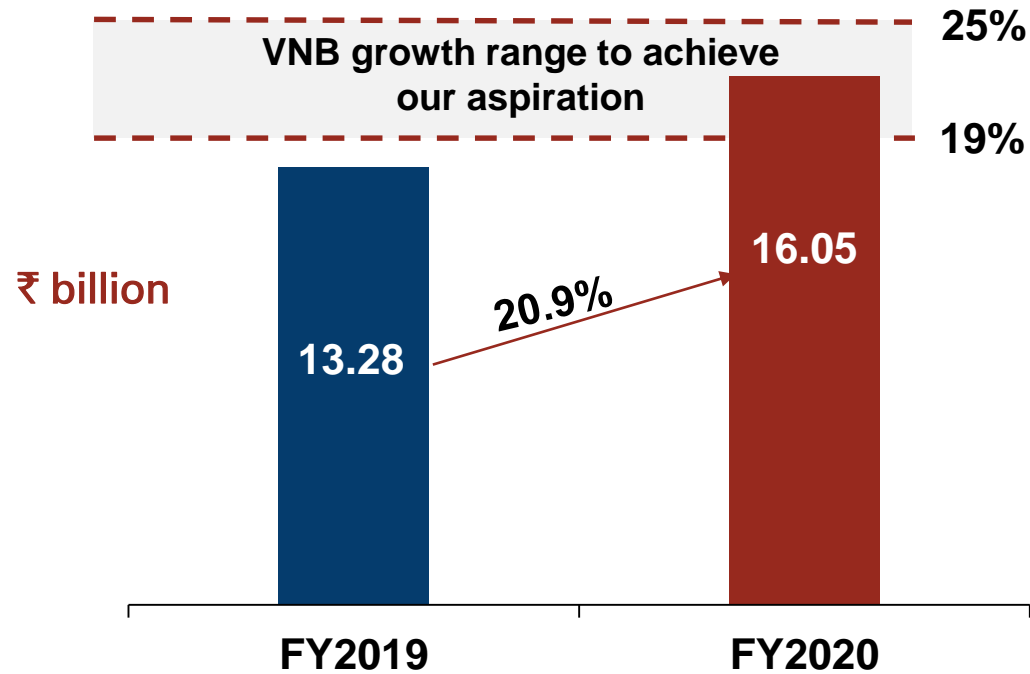
1. New business weighted premium basis;
Source: IRDAI, Life Insurance Council

Annexures

VNB growth and contribution

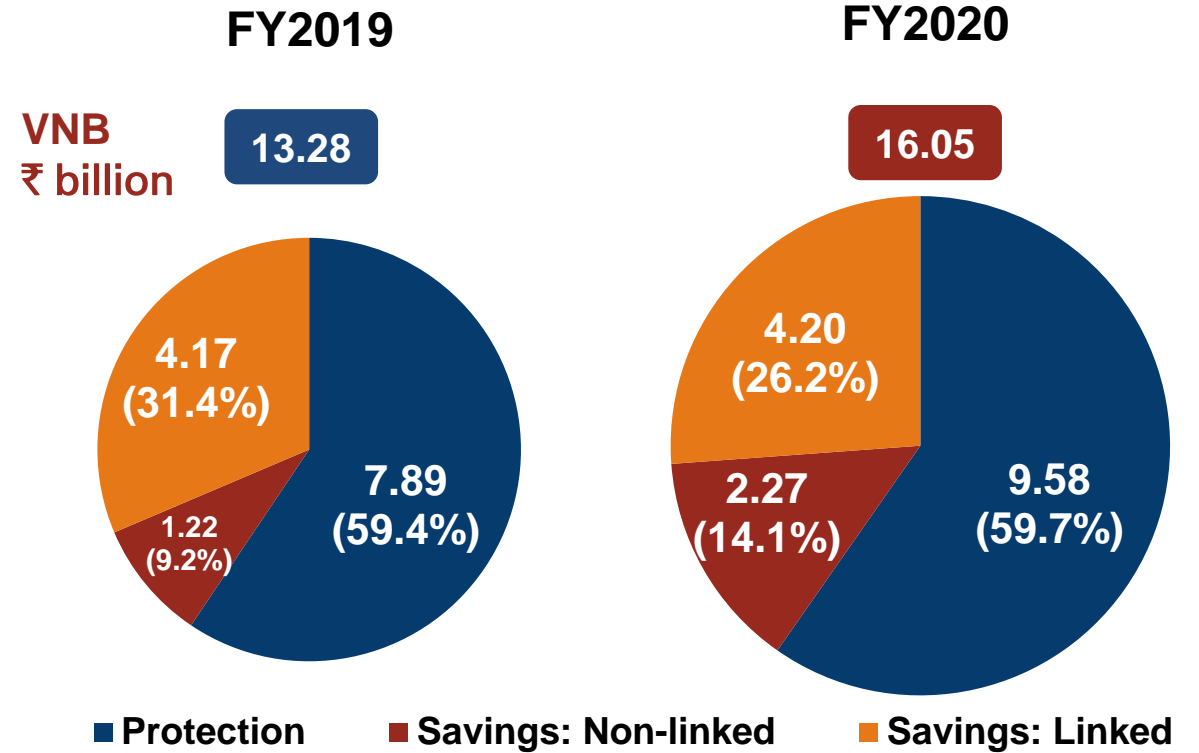
VNB Margin(%) **17.0%**

21.7%



VNB growth of 21%; margin 21.7%

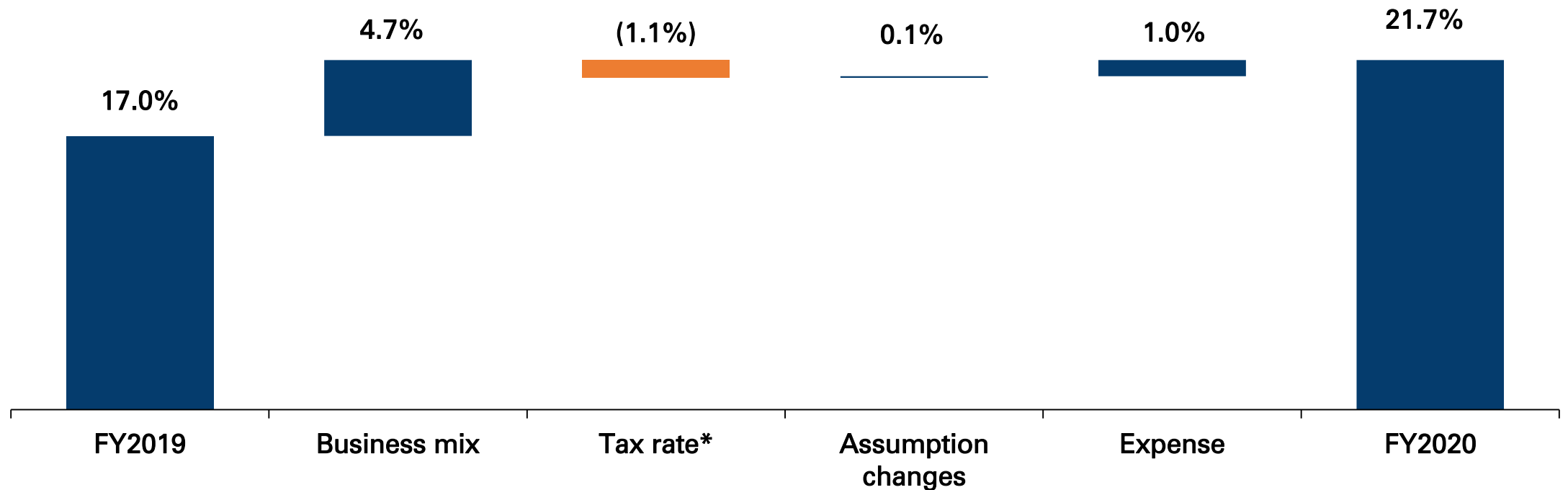
VNB contribution*



74% VNB from protection & non-linked savings

Value of New Business (VNB)

₹ billion	FY2019	FY2020
VNB	13.28	16.05
VNB margin	17.0%	21.7%

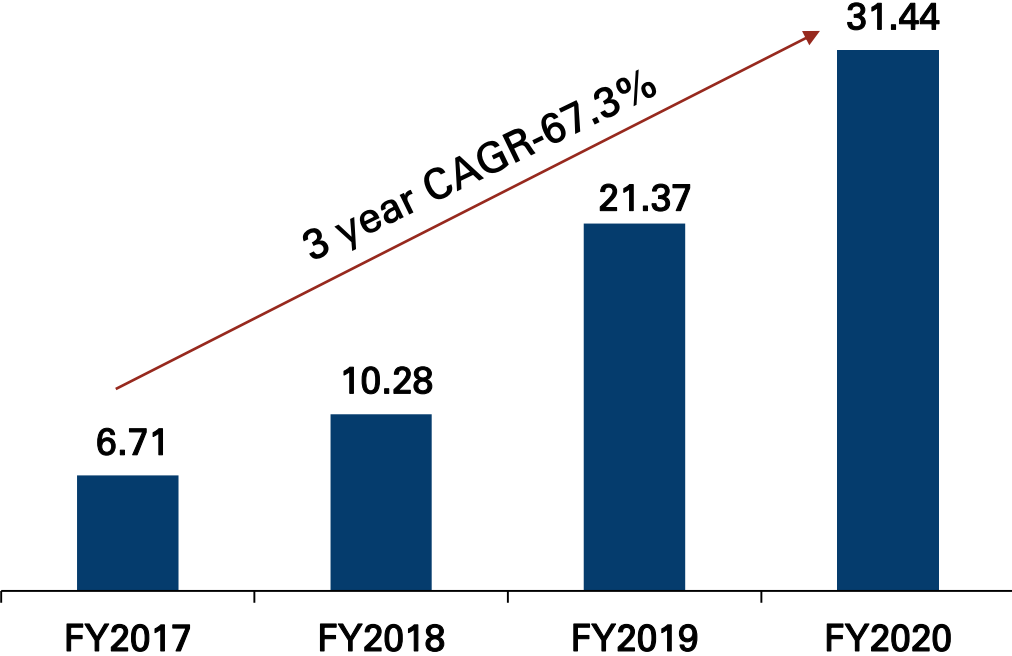


Protection and Annuity

Protection mix¹



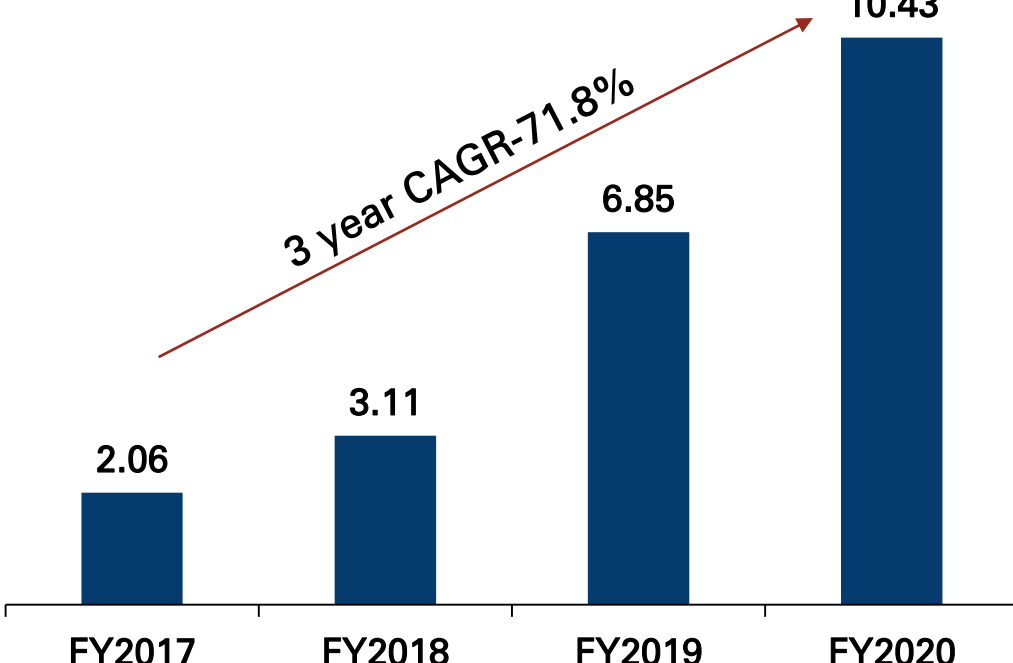
Protection new business received premium (₹ billion)



Annuity mix¹



Annuity new business received premium (₹ billion)



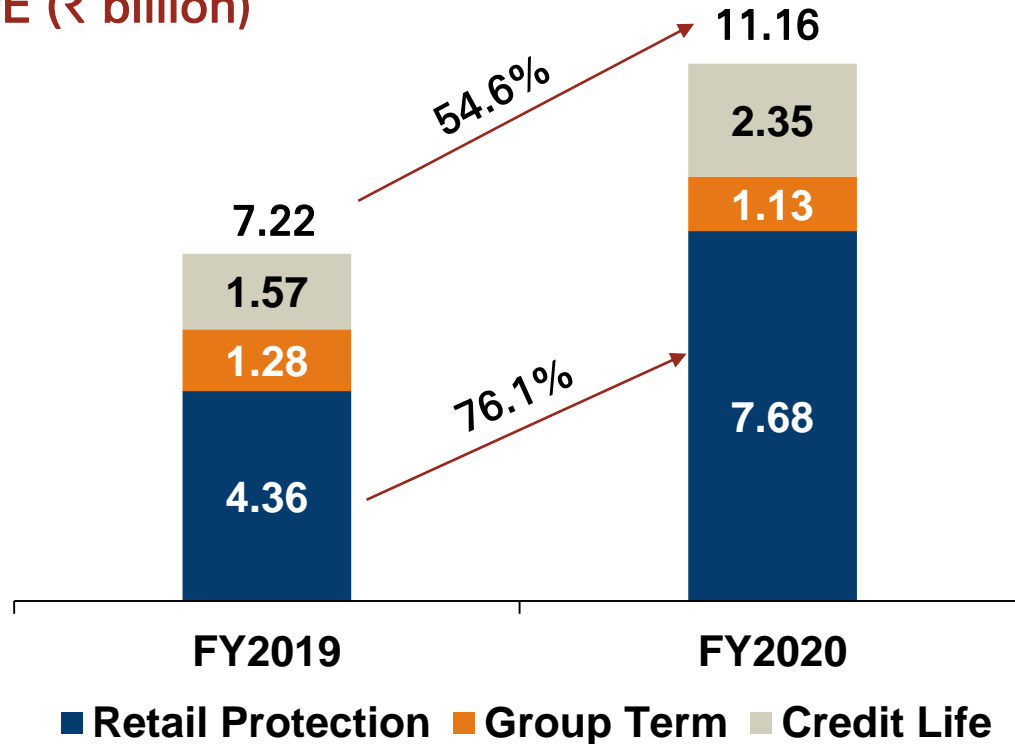
Protection and Annuity contributed over 1/3rd of new business premium



1. % of new business received premium as per financials

Protection: Components

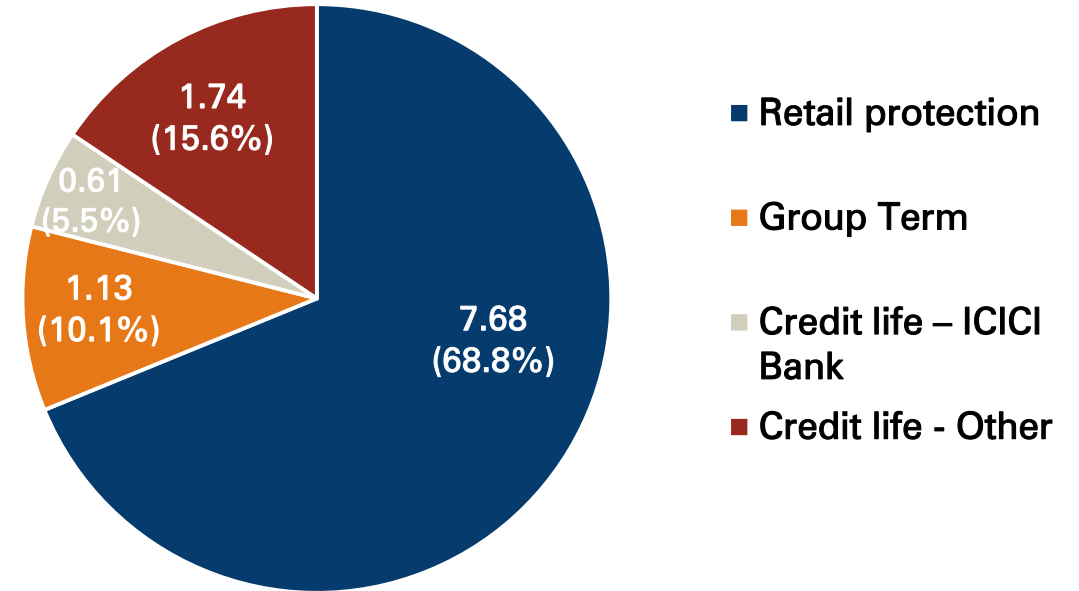
APE (₹ billion)



Retail protection is ~70% of protection APE

Protection split based on APE* (FY2020)

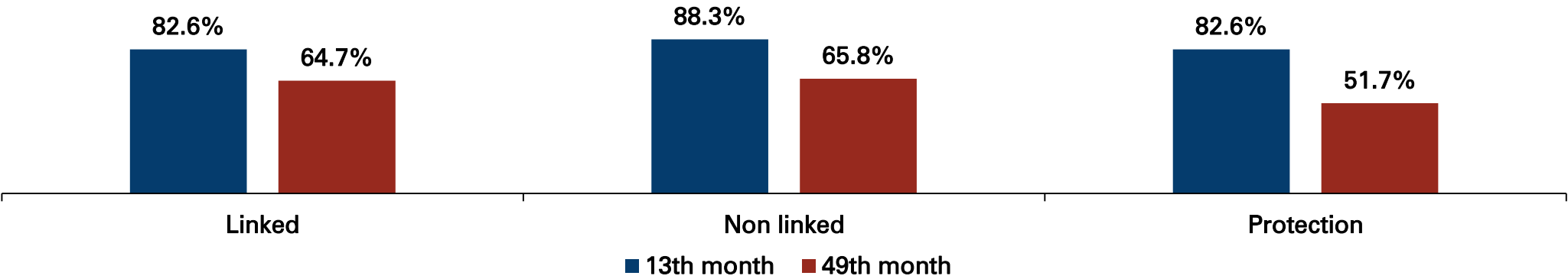
₹ billion



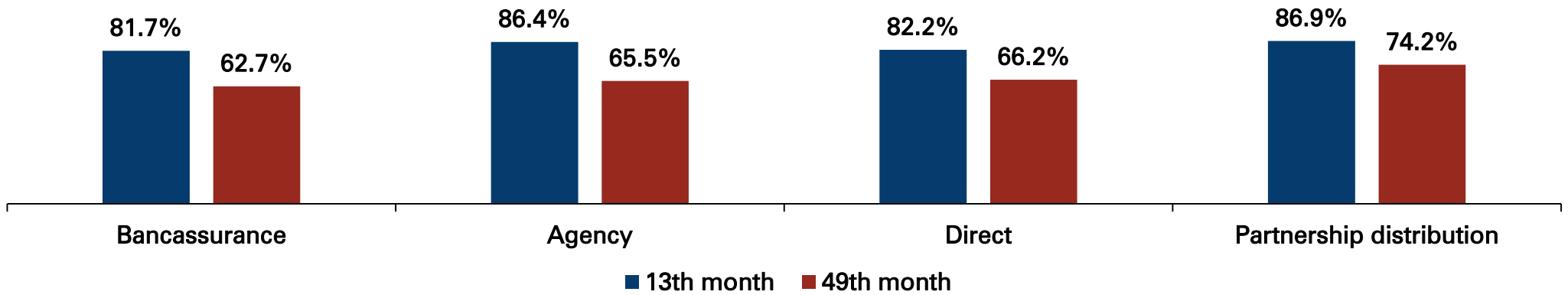
Credit life through third party contributes ~16% of protection APE

Retail persistency excluding single premium¹

Persistency across product categories



Persistency across channel categories



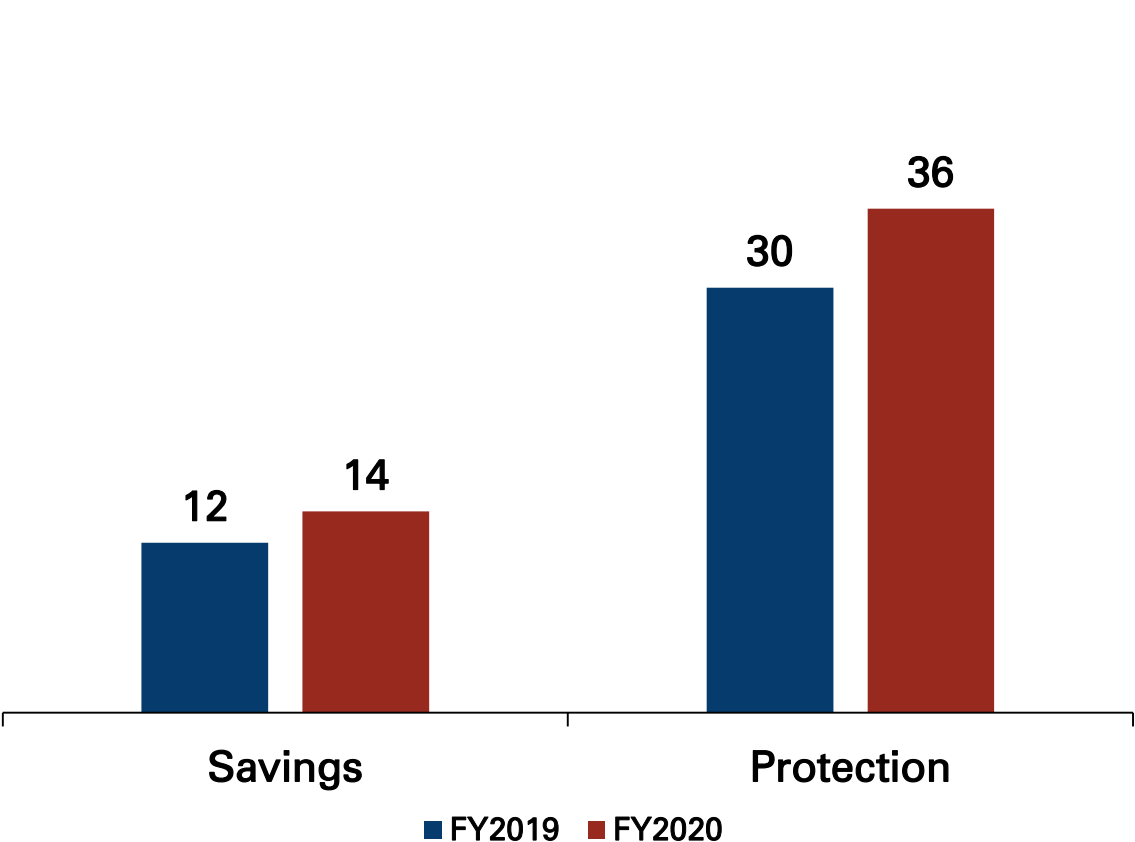
1. 11M-FY2020 persistency
As per IRDA circular dated January 23,2014; excluding group and single premium policies

Average APE by product categories

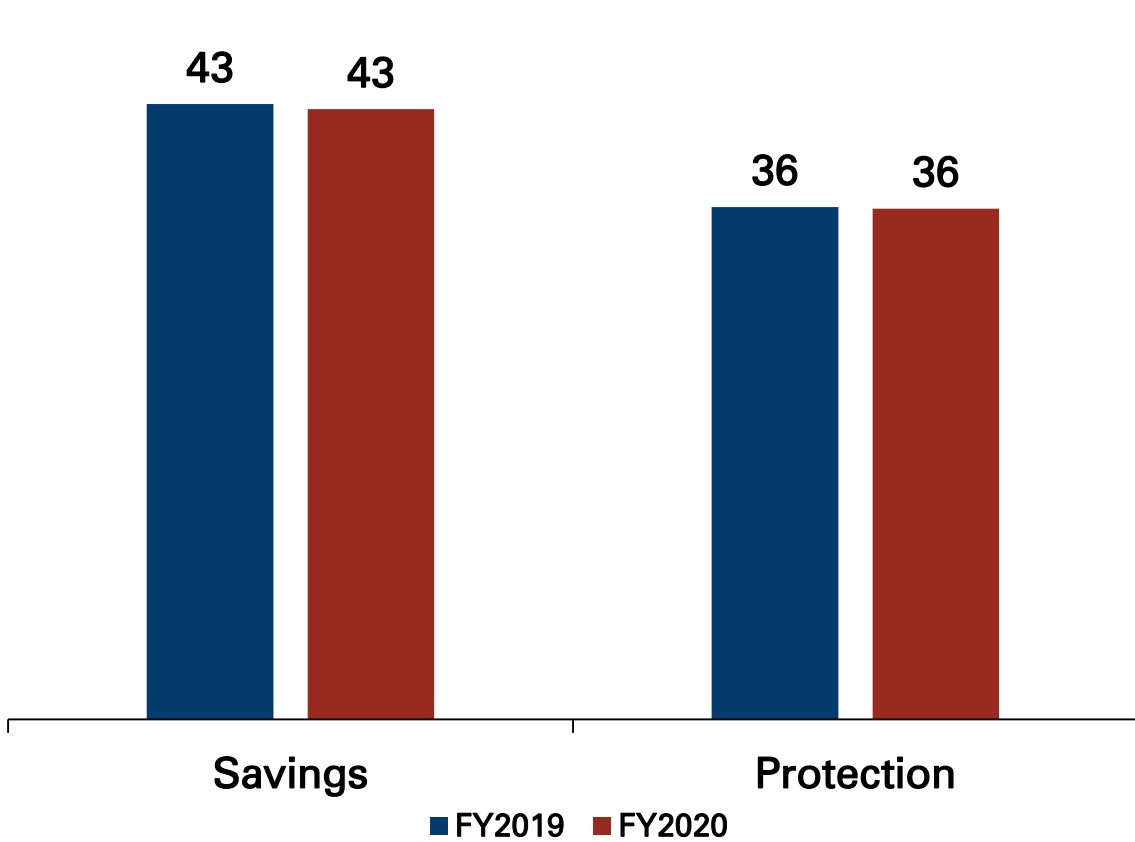
Average retail APE per policy (₹)	FY2018	FY2019	FY2020
ULIP	180,746	159,329	183,109
Par	62,379	60,308	64,285
Non Par	54,187	76,468	109,410
Protection	9,123	12,048	23,115
Total	90,620	83,309	88,648

Policy term and customer age*

Average policy term (years)



Average customer age (years)



* For FY2020; protection excludes credit life

Channel wise product mix¹

Channel category	Product category	FY2018	FY2019	FY2020
Bancassurance	ULIP	89.8%	93.4%	86.8%
	Par	7.3%	2.1%	2.2%
	Non par	0.1%	0.6%	1.8%
	Protection	2.7%	3.9%	9.3%
	Total	100.0%	100.0%	100.0%
Agency	ULIP	81.8%	75.3%	49.9%
	Par	13.5%	18.1%	32.5%
	Non par	0.4%	0.5%	7.3%
	Protection	4.3%	6.1%	10.3%
	Total	100.0%	100.0%	100.0%
Direct	ULIP	88.0%	79.3%	66.7%
	Par	4.3%	5.3%	10.7%
	Non par	2.4%	6.4%	11.0%
	Protection	5.3%	9.1%	11.6%
	Total	100.0%	100.0%	100.0%
Partnership distribution	ULIP	36.8%	28.2%	21.8%
	Par	49.9%	49.5%	39.9%
	Non par	0.5%	0.6%	10.4%
	Protection	12.8%	21.8%	27.8%
	Total	100.0%	100.0%	100.0%

Product wise channel mix¹

Product category	Channel category	FY2018	FY2019	FY2020
ULIP	Bancassurance	57.4%	65.5%	68.2%
	Agency	25.4%	20.5%	16.3%
	Direct	14.5%	12.0%	13.0%
	Partnership distribution	2.7%	2.1%	2.5%
	Total	100.0%	100.0%	100.0%
Par	Bancassurance	35.4%	13.8%	9.0%
	Agency	31.5%	45.4%	56.0%
	Direct	5.3%	7.4%	11.0%
	Partnership distribution	27.7%	33.3%	24.0%
	Total	100.0%	100.0%	100.0%
Non par	Bancassurance	15.9%	27.4%	19.4%
	Agency	24.5%	8.0%	33.7%
	Direct	52.8%	62.0%	30.1%
	Partnership distribution	6.8%	2.6%	16.8%
	Total	100.0%	100.0%	100.0%
Protection	Bancassurance	35.2%	36.9%	45.2%
	Agency	27.6%	22.8%	20.9%
	Direct	17.9%	18.7%	14.0%
	Partnership distribution	19.3%	21.7%	19.8%
	Total	100.0%	100.0%	100.0%

Embedded value

Embedded value

₹ billion	FY2018	FY2019	FY2020
Value of In force (VIF)	117.64	142.69	151.87
Adjusted Net worth	70.24	73.54	78.43
Embedded value¹	187.88	216.23	230.30
Return on Embedded Value (ROEV)	22.7%	20.2%	15.2%
EV growth-pre dividend	23.4%	19.6%	8.4%
EV growth-post dividend	16.1%	15.1%	6.5%
VNB as % of opening EV	7.9%	7.1%	7.4%
Operating assumption changes as % of opening EV	4.7%	2.2%	(1.0%)
Operating variance as % of opening EV	1.6%	2.5%	0.8%

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 in-force 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

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 FY2020 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 subject to maximum of dividend declared and distributed¹

Economic assumptions underlying EV

Tenor (years)	References Rates		
	March 31, 2019	March 31, 2020	December 31, 2020
1	6.66%	4.83%	3.52%
5	7.83%	7.43%	6.77%
10	8.35%	7.32%	7.79%
15	8.35%	7.17%	7.63%
20	8.22%	7.14%	7.26%
25	8.11%	7.14%	6.95%
30	8.05%	7.14%	6.74%

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 forward-looking 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