



May 29, 2024

BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai – 400 021

National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex,
Bandra (East)
Mumbai – 400 051

Scrip Code: 500271

Scrip Code: MFSL

Dear Sir/Madam,

Sub: **Investor Presentation**

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed Investor Presentation being issued by the Company.

You are requested to kindly take the aforesaid on record.

Thanking you,

Yours faithfully

for **Max Financial Services Limited**

Piyush Soni
Company Secretary & Compliance Officer

MAX FINANCIAL SERVICES LIMITED

CIN: L24223PB1988PLC008031

Corporate Office: L20M, Max Towers, Plot No. C-001/A/1, Sector 16B, Noida 201301 | P 0120 4696000 | www.maxfinancialservices.com
Regd. Office: 419, Bhai Mohan Singh Nagar, Village Railmajra, Tehsil Balachaur, Dist. Nawanshahr, Punjab - 144 533, India

Max Life Insurance Corporate Presentation





SECTION I

- ▶ Indian Life Insurance Industry so far & Looking ahead
- 

Life insurance industry has seen multiple cycles since 2001. Structural changes in the economy have resulted in positive flow towards financial assets aiding the insurance industry

Phase 1 – Joyful Entry & Industry Expansion (2001-2008)

- Entry of Private Players
- Equity Bull Run
- ULIP introduced by private players

Phase 2 – Discovering New Normal (2009-2015)

- Global Financial crisis/ Bearish Indian Stock Market
- Frequent regulatory interventions
 - New ULIP guidelines
 - New product guidelines

Phase 3 – Reinvigoration (2015-2022)

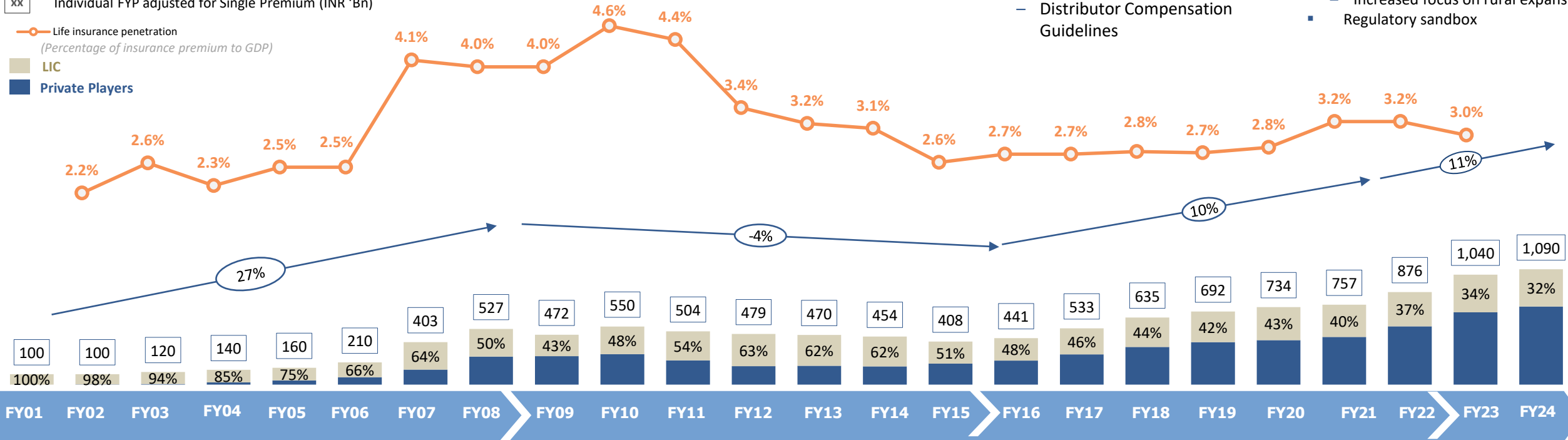
- Stock Market Revival
- De-monetization
- GST Implementation
- Regulations:
 - Expense of Management (EOM) Guidelines
 - Open Architecture for Corporate Agents
 - Distributor Compensation Guidelines

Phase 4 – Regulatory Transformation (Ongoing)

- Regulatory vision, “Insurance for all till 2047”
- Improved ease of doing business:
 - Use and file norms
 - Revised EOM & Commission guidelines
 - New Capital Avenues for growth
 - Increase in distribution tie-up limits
 - Increased focus on rural expansion
- Regulatory sandbox

xx Individual FYP adjusted for Single Premium (INR 'Bn)

○ Life insurance penetration (Percentage of insurance premium to GDP)
 ■ LIC
 ■ Private Players



Life Insurance is a business of Risk Management; plays available for Life Insurers include Disciplined savings, Mortality & Morbidity and Longevity



A

Disciplined savings



B

Mortality & Morbidity

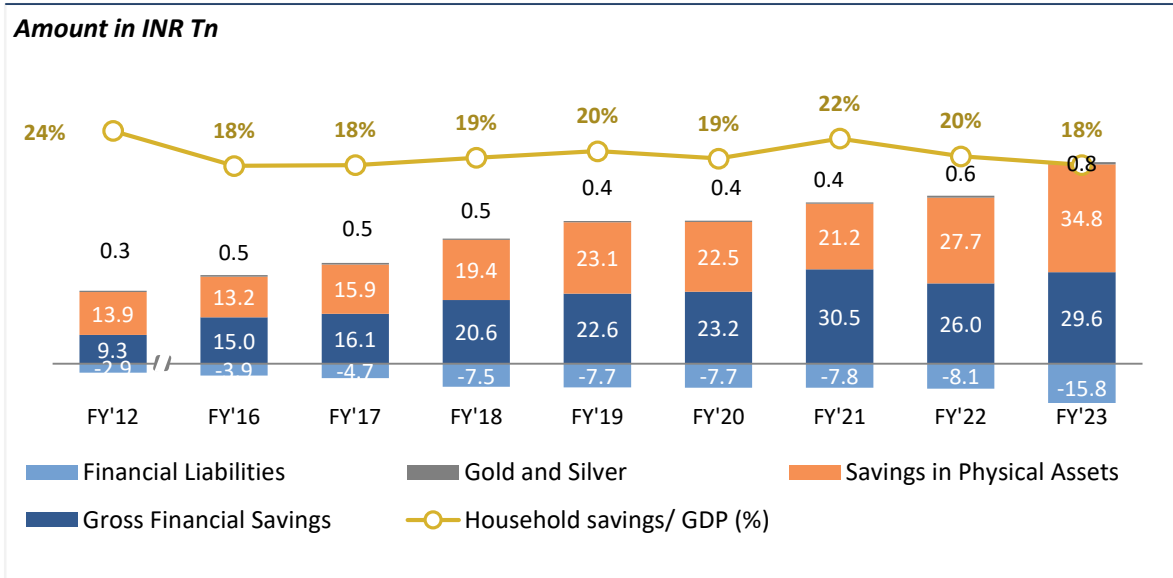


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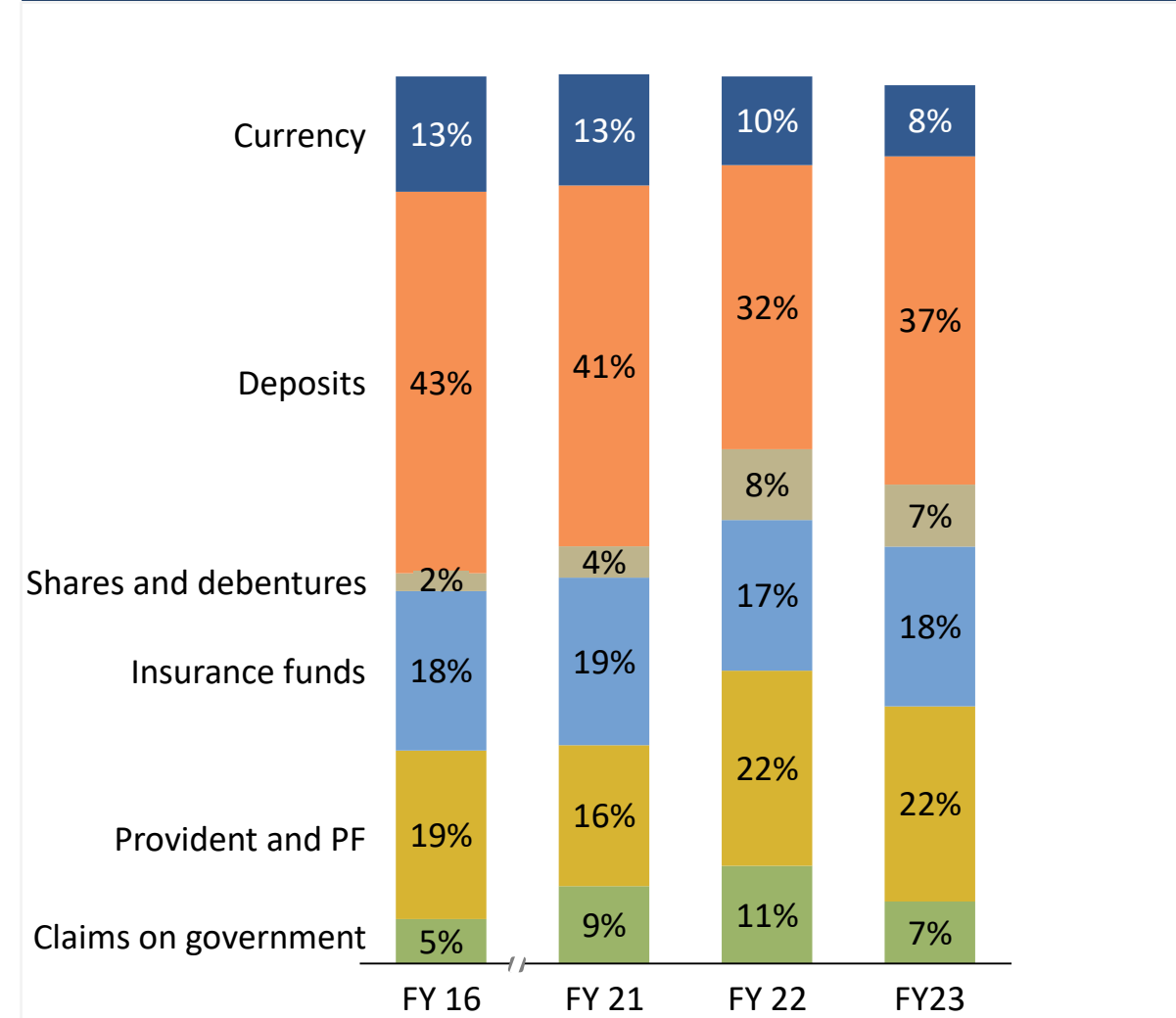
Longevity

A Disciplined Savings & growing consumption (1/4): India continues to maintain high savings culture; higher savings proportion dedicated towards financial assets. Life Insurance among the preferred asset class

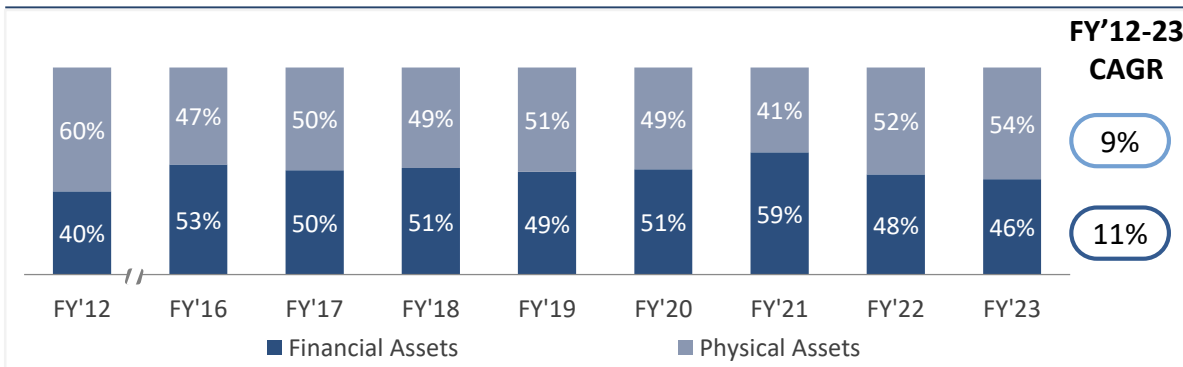
Savings rate consistent: Growth in financial liabilities on the rise



Financial Savings flow in India – Life insurance a preferred asset class for financial savings and demand is stable



Household Savings flow: Growth in financial assets at 10%

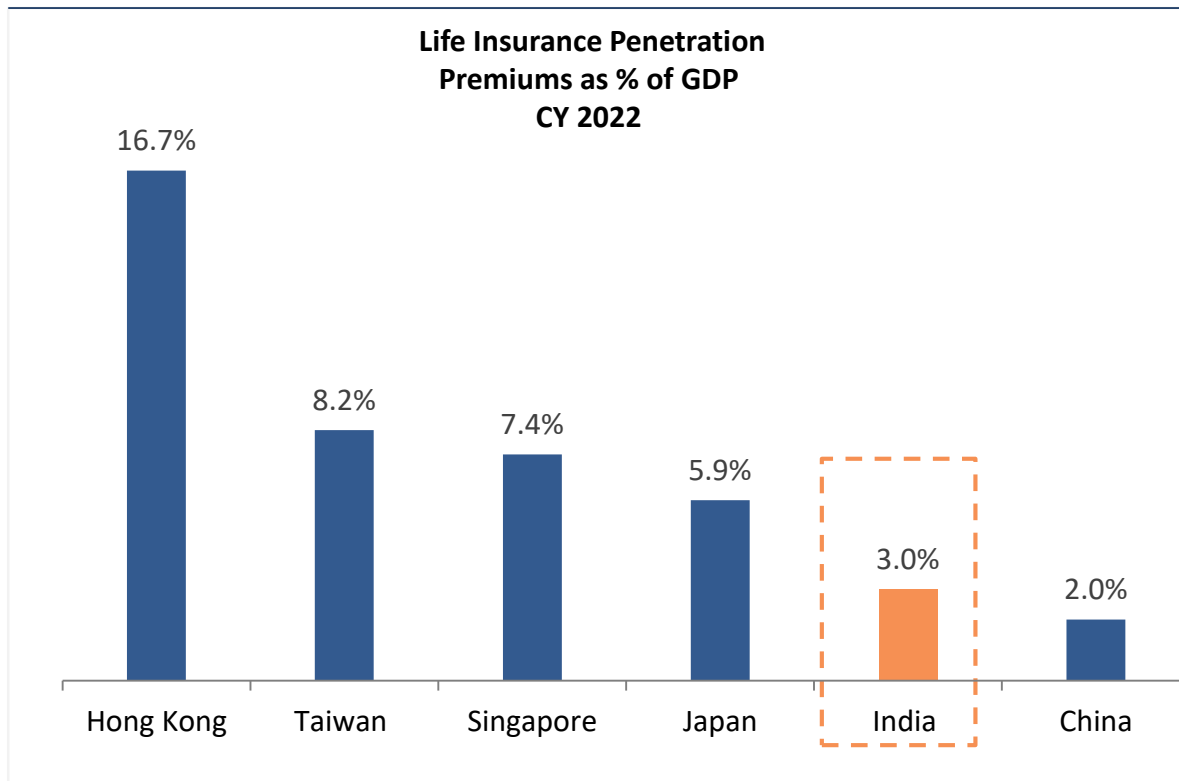


Note: No. may not add up due to rounding off; Source: Handbook of Statistics on Indian Economy, Ministry of Statistics and Programme Implementation (MOSPI); Shares and Debentures include investment in shares and debentures of credit / non-credit societies and investment in mutual funds; Bank Deposits include FD, CA deposits, SA deposits, NRI deposits; Others primarily include unlisted equity; Claims on Central Government: include loans to central government institutions net of deposits

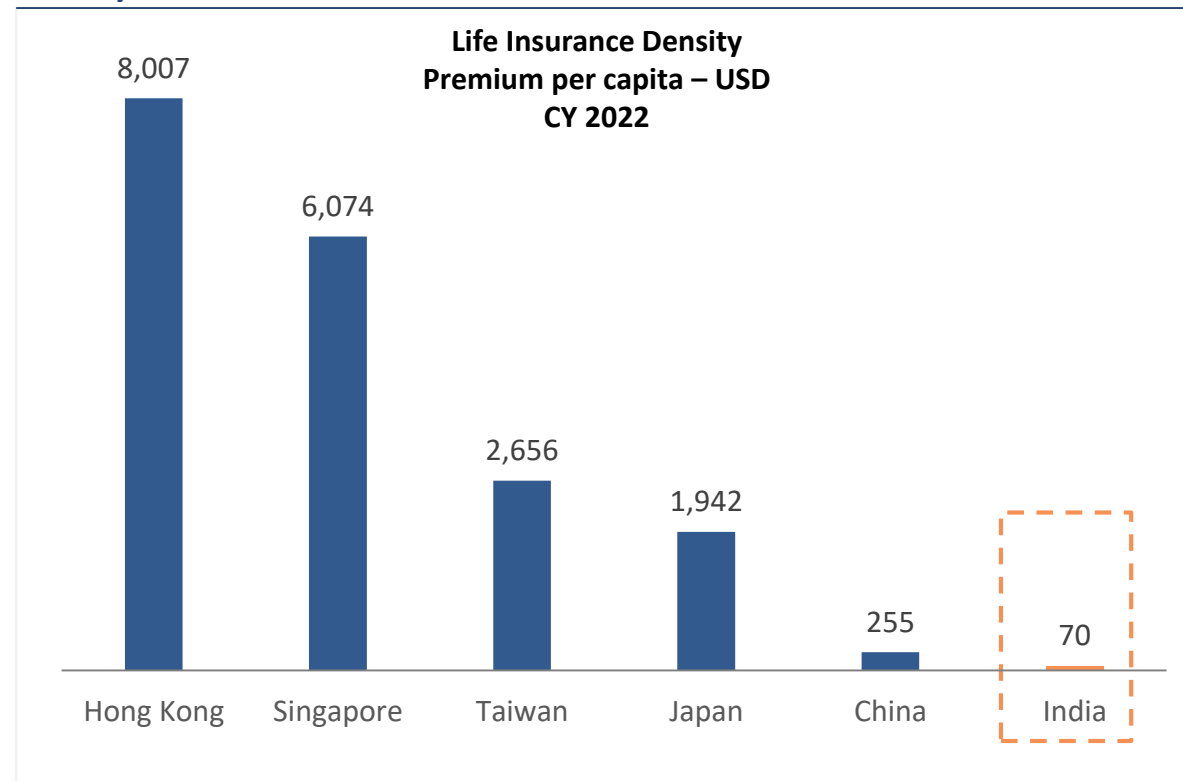
A Disciplined Savings & growing consumption (2/3): Significant opportunity for Life Insurance to grow in India on plank of ensuring disciplined savings over a long term – Only asset class effective in addressing the gap



India lags behind other developed countries on Life Insurance penetration



Gap between other countries and India is significant for Life Insurance density

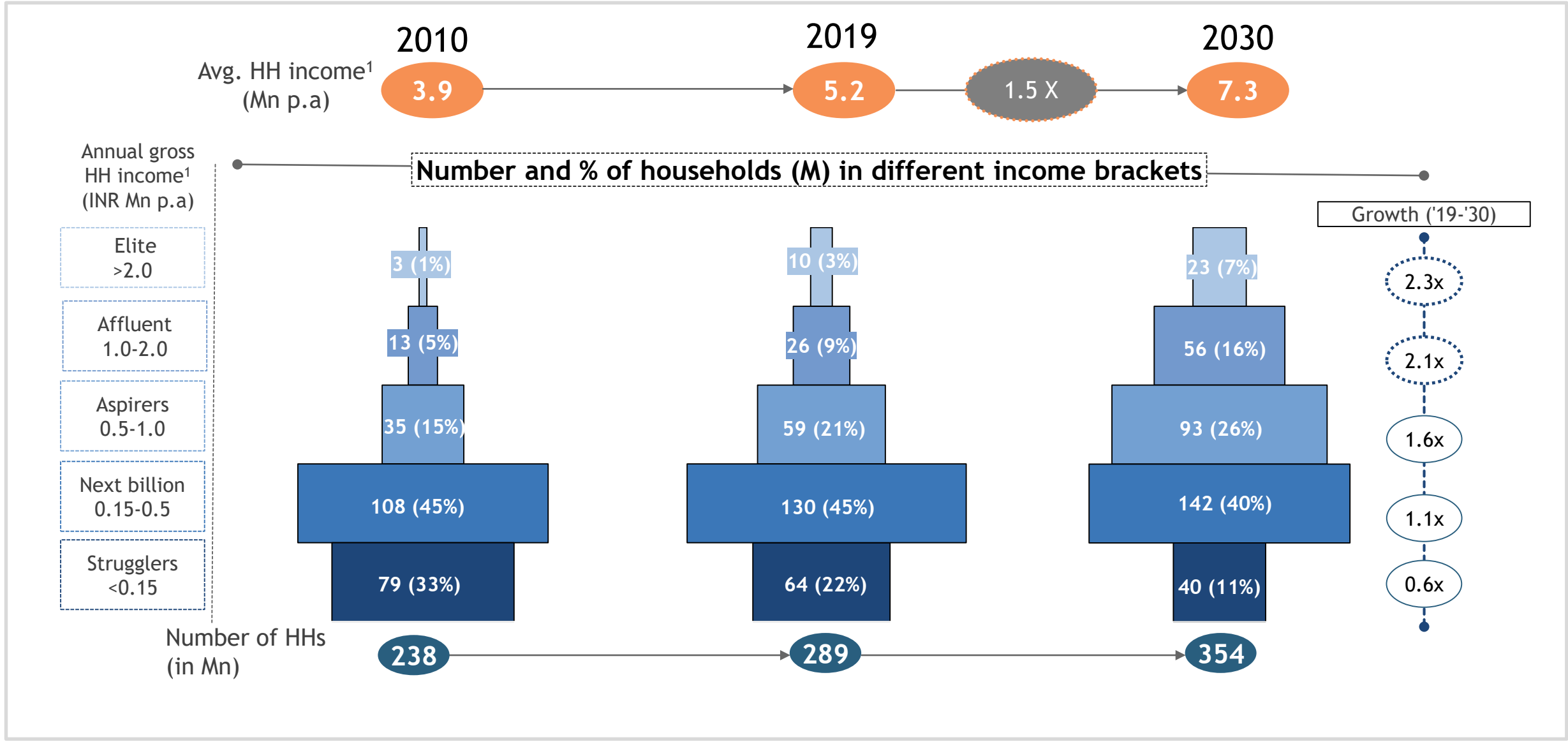


Long Term Nature of Savings

- Life Insurance inculcates disciplined savings mind-set which help retain AUM for longer
 - For better Asset Liability management, Banks’ preference remains for shorter tenure deposits
 - Stock market volatility impacts investment in direct equities and does not ensure discipline
 - More than 70% of Mutual Fund units are redeemed within 2 years of investment[^]

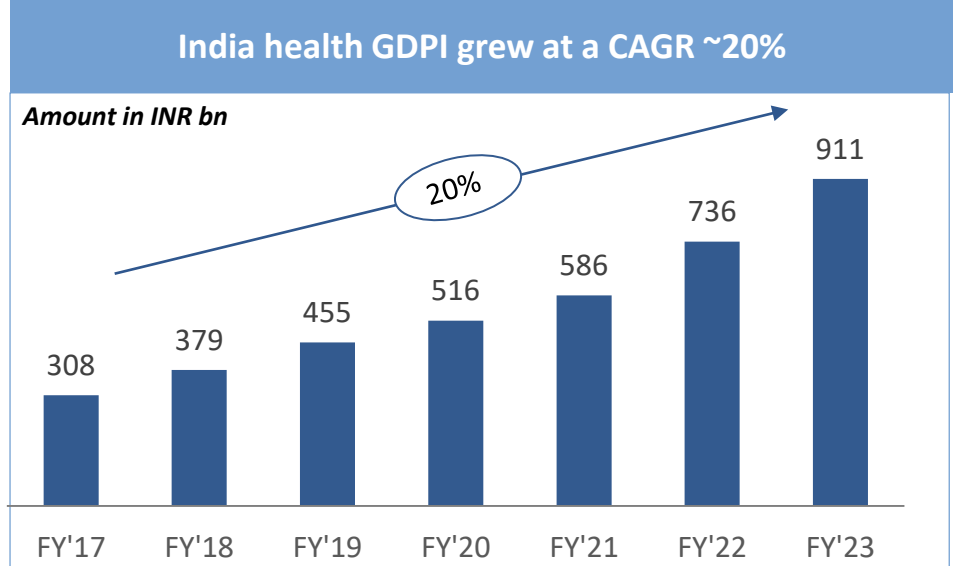
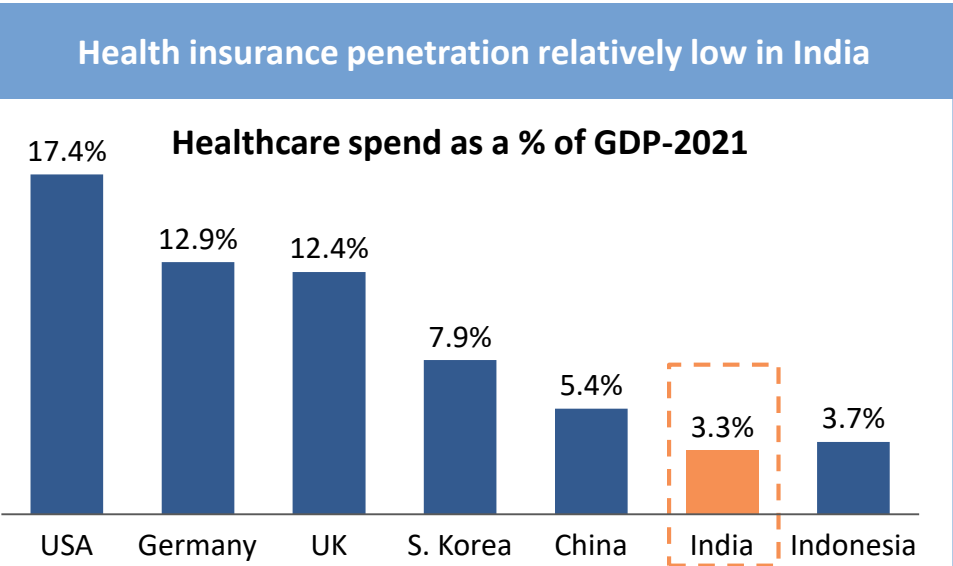
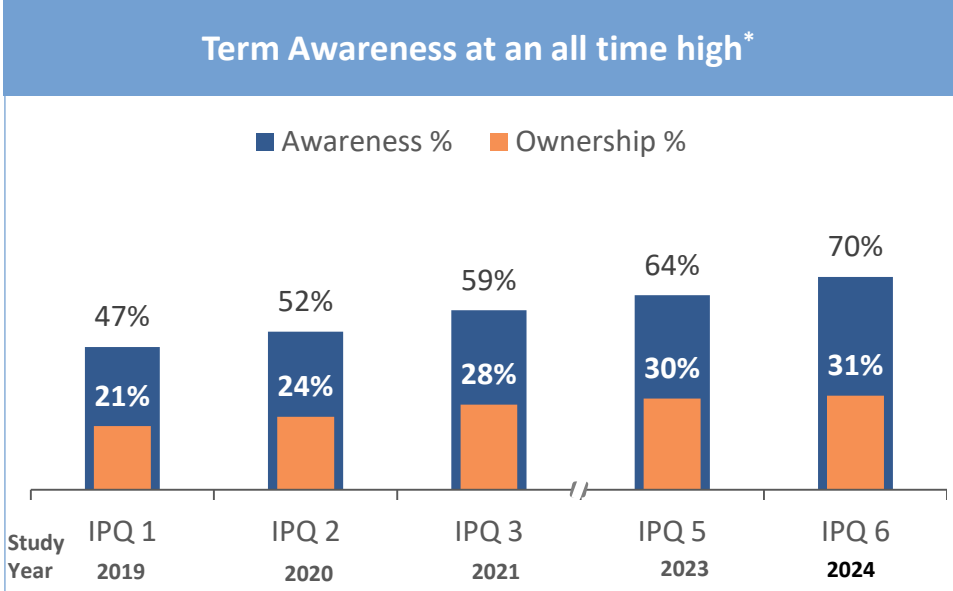
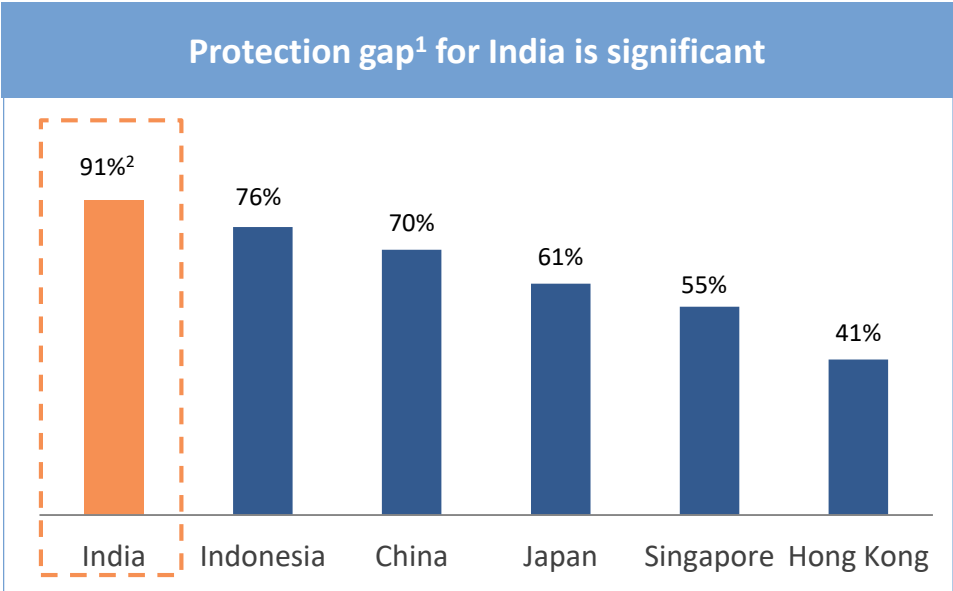
Source: Swiss Re sigma 3 /2023, IRDAI Annual Report, ^SEBI consultation paper on TER, May 18, 2023

A Disciplined Savings & growing consumption (3/3): Improving affluence, Household income increase will continue providing impetus to the Life Insurance industry



Note : 1. Annual household gross income are based on 2019 prices
Source: BCG Analysis

B Protection Landscape: India has the highest protection gap in Asia with low protection penetration levels; long term protection and health opportunity attractive



- IPQ 6.0 conducted in 2024, had a respondent base of 5,000
- Ownership and Awareness** of Term is increasing year on year however 44% respondents still are inadequately covered
- India has one of the **highest protection gap** vis-à-vis other major economies.
- Opportunity for Life insurers under health portfolio: **Health Combi** (Life + health), **Fixed benefit health riders**, **Fixed benefit long term products**

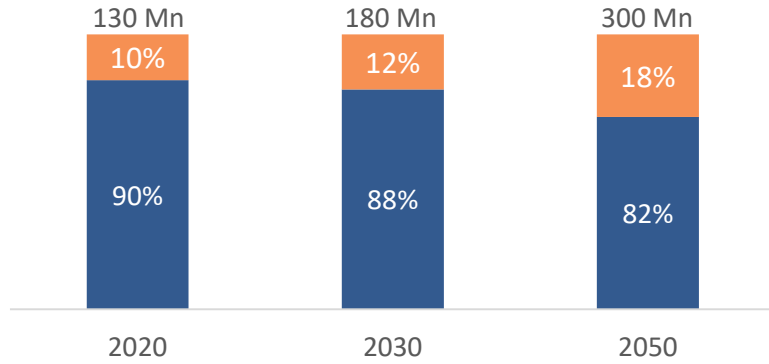
Source: 1 Swiss re- CY 2019; 2 Swiss Re India, Ambit Asset Management company IRDAI, General Insurance Council (GIC) & ICRA, WHO current health expenditure, Investec Securities estimates, *India Protection Quotient 6.0
 *IPQ 4 excluded because the study was done digitally due to COVID hence not comparable



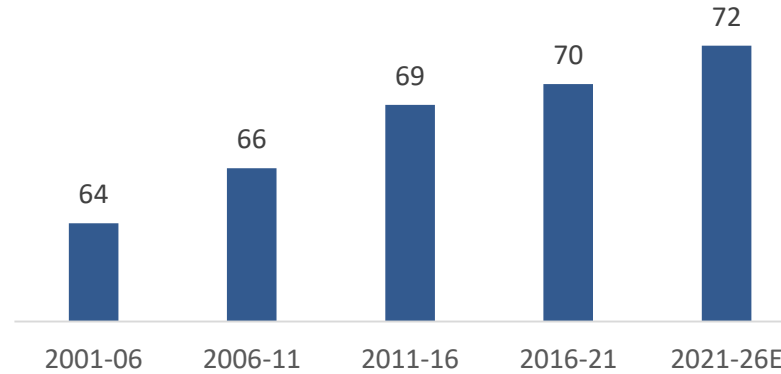
Retirement Landscape: India undergoing a rapid demographic & economic transition – moving towards an aging society, majority of them facing the risk of living too long

Rising Elderly Population

■ Rest of population ■ >Age 60



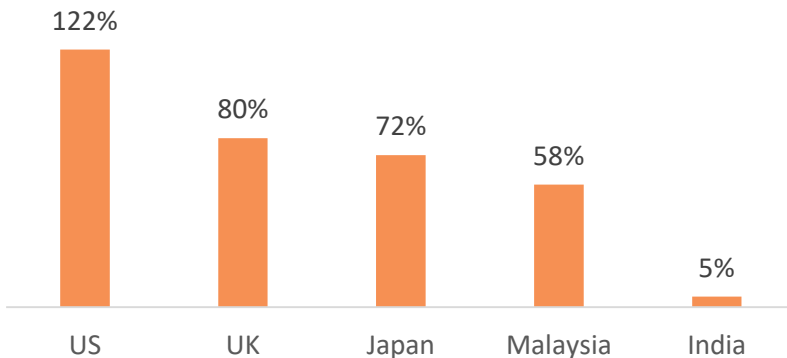
Increased Life Expectancy



Sample size

Pension Assets to GDP

■ Ratio of Pension Assets to GDP, 2022



Retirement Planning*

Per India's Retirement Index Study (Max Life initiative), **64%** people considers Life insurance as most suitable for retirement.

60%
feel that there retirement kitty will deplete in max 10 years

50%
feel that retirement should be 1st thing one plans

40%
have not begun retirement planning.

Retirement Opportunity

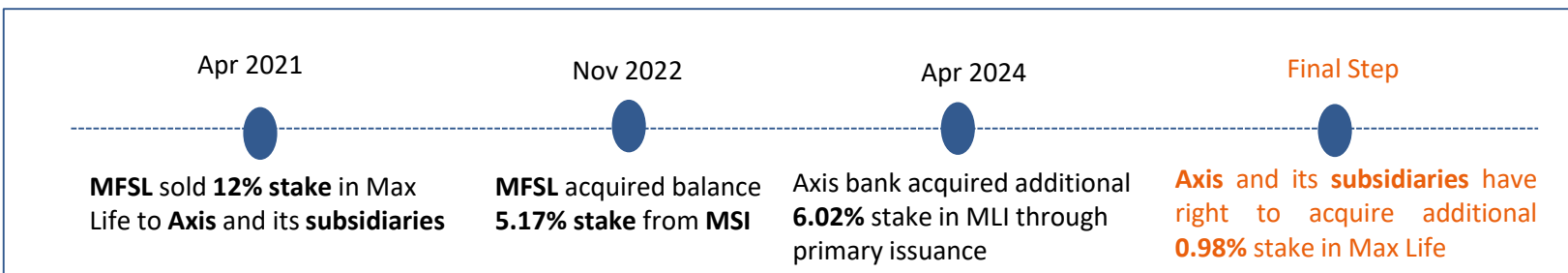
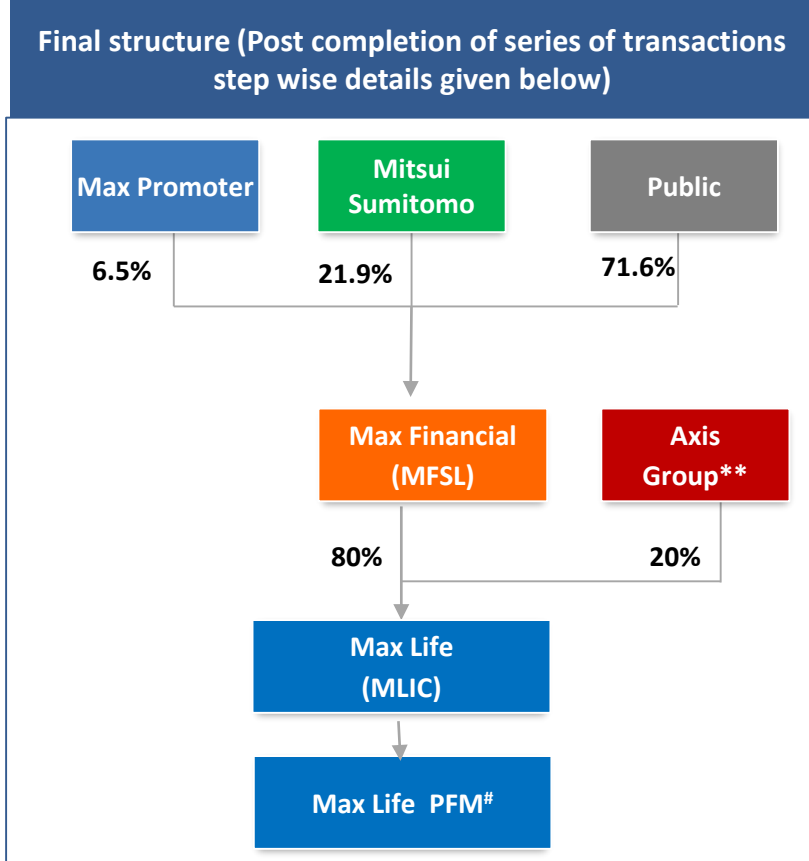
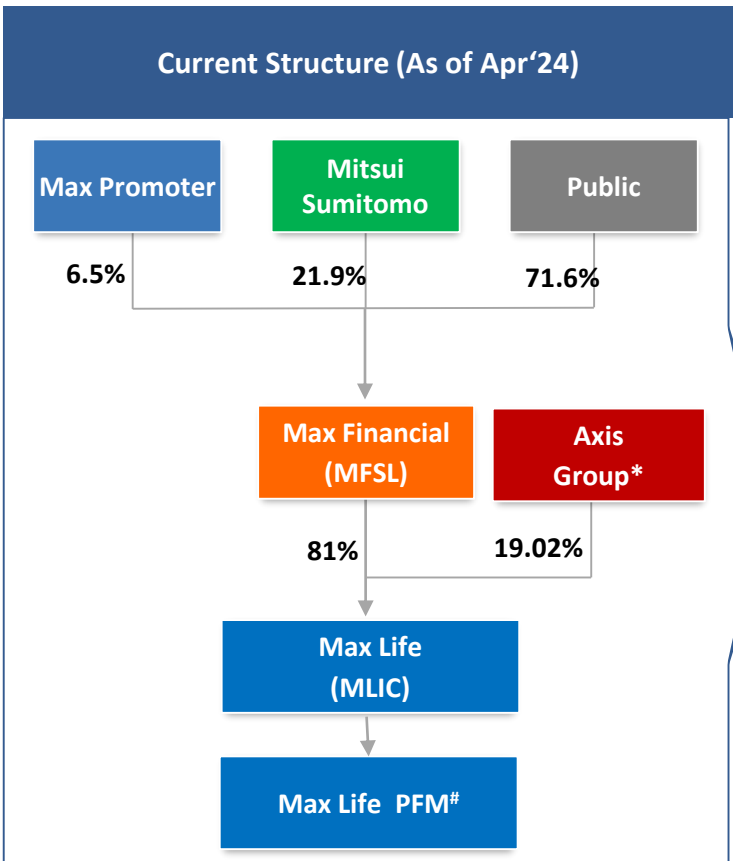
- Structural Shift in India's Demographic Profile
- India's current pension structures are highly fragmented
- Dependence of elderly parents on their children for retirement income continues



SECTION II

- ▶ Max Life Insurance- Business Overview
- 

Corporate Structure



KEY INVESTORS of Max Financial Services

- Mitsui Sumitomo Insurance
- Mirae Asset Global
- Capital Group
- Ward Ferry
- New York Life Insurance
- Baron Emerging Markets Fund
- GIC
- Vanguard
- Kotak Mutual Fund
- HDFC Mutual Fund
- ICICI Prudential Mutual Fund
- Nippon India Mutual Fund

Note: MFS Shareholding on undiluted basis * Axis Group : 19.02% (Bank – 16.22% + Subsidiaries – 2.8%) ** Axis Group : 20% (Bank – 16.22% + Subsidiaries – 3.78%) # Max Life Pension Fund Management a wholly owned Subsidiary

Max Financial Services Limited – Highly experienced and versatile Board of Directors providing strong and secure foundation



Chairman and Founder
Mr. Analjit Singh

Founder and Chairman of Max Group. Awarded with highest civilian honor, the Padma Bhushan



Independent Director
Ms. Gauri Padmanabhan

Global partner, leads Consumer Market Practices for Heidrick & Struggles in India. Key person in establishing Heidrick & Struggles' India business



Independent Director
Mr. Aman Mehta

Former CEO of HSBC Asia Pacific with 35 yrs of experience. Serving on the Board of Vedanta, TCS, Tata Steel, Wockhardt & Godrej Consumer



Independent Director
Sir Charles Richard
Vernon Stagg

Currently the Chairman of Rothschild and Co, India. He is a Director of the JP Morgan Asian Investment Trust



Director
Mr. Sahil Vachani

CEO & Managing Director of Max Ventures and Industries Limited. Responsible for the overall strategic vision and direction of the company



Independent Director
Mr. Jai Arya

Seasoned professional with 37 years experience with Bank of New York Mellon and Bank of America



Director
Mr. Hideaki Nomura

Seasoned professional with 29 years experience in financial industries



Independent Director
Mr. D. K. Mittal

Former IAS officer of 1977 batch and has served the government of India in various capacities



Director
Mr. Mitsuru Yasuda


Seasoned professional with more than 20 years of experience in insurance industry



Independent Director
Mr. K. Narasimha
Murthy


An experienced Cost Accountant and Chartered Accountant and serves on the board of various other companies

Max Life Board of Directors: Max Life has a highly experienced and versatile Board of Directors providing strong and secure foundation


Chairman
Mr. Rajiv Anand

Deputy Managing Director at Axis Bank. He has also served as the MD & CEO of Axis Asset Management Co. Ltd.




Managing Director and CEO
Mr. Prashant Tripathy

A seasoned professional with 29 years of experience. Appointed as Managing Director and CEO in January 2019




Non-executive Director
Mr. Sahil Vachani

A Seasoned professional with experience across various sectors including consumer durables and real estate




Independent Director
Mr. Girish S. Paranjpe

Served as the Co-CEO of Wipro's IT Business from 2008-2011 and was a member of the BoD of Wipro Ltd.




Independent Director
Mr. Jai Arya

Independent Director on the Board of MFSL and a member of the Board of the Official Monetary & Financial Institutions Forum. He is also Senior Adviser, NUS Business School, Singapore




Independent Director
Mr. Rajesh Khanna

Founder & CEO of Arka Capital Advisors Pvt. Ltd. and is an investor in various companies.




Independent Director
Mr. Pradeep Pant

Seasoned business leader with experience in leading FMCG companies like Mondelez, Gillette and Nestle




Non-executive Director
Mr. Mohit Talwar

Seasoned professional with experience of over 40 years in Corporate Finance and Investment Banking




Non-executive Director
Mr. Rajesh Kumar Dahiya

Seasoned professional and the founder & CEO of GoodGovern, a Governance startup. He was an Executive Director of Axis Bank and has served on Boards of various Axis & TATA group entities.




Non-executive Director
Ms. Marielle Theron

Fellow of the Society of Actuaries (FSA). She is a Principal of Erlen Street Corporation, Switzerland



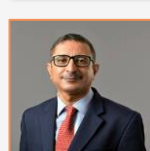
Non-executive Director
Mr. Subrat Mohanty

Executive Director – Banking Operations & Transformation at Axis Bank. He has more than 23 years of experience, spanning different industries and functions




Non-executive Director
Mr. Mitsuru Yasuda

General Manager at MSI as well as MS&AD, and has more than 26 years of experience in life insurance business. He holds a Japanese CPA license.



Non-executive Director
Mr. Munish Sharda

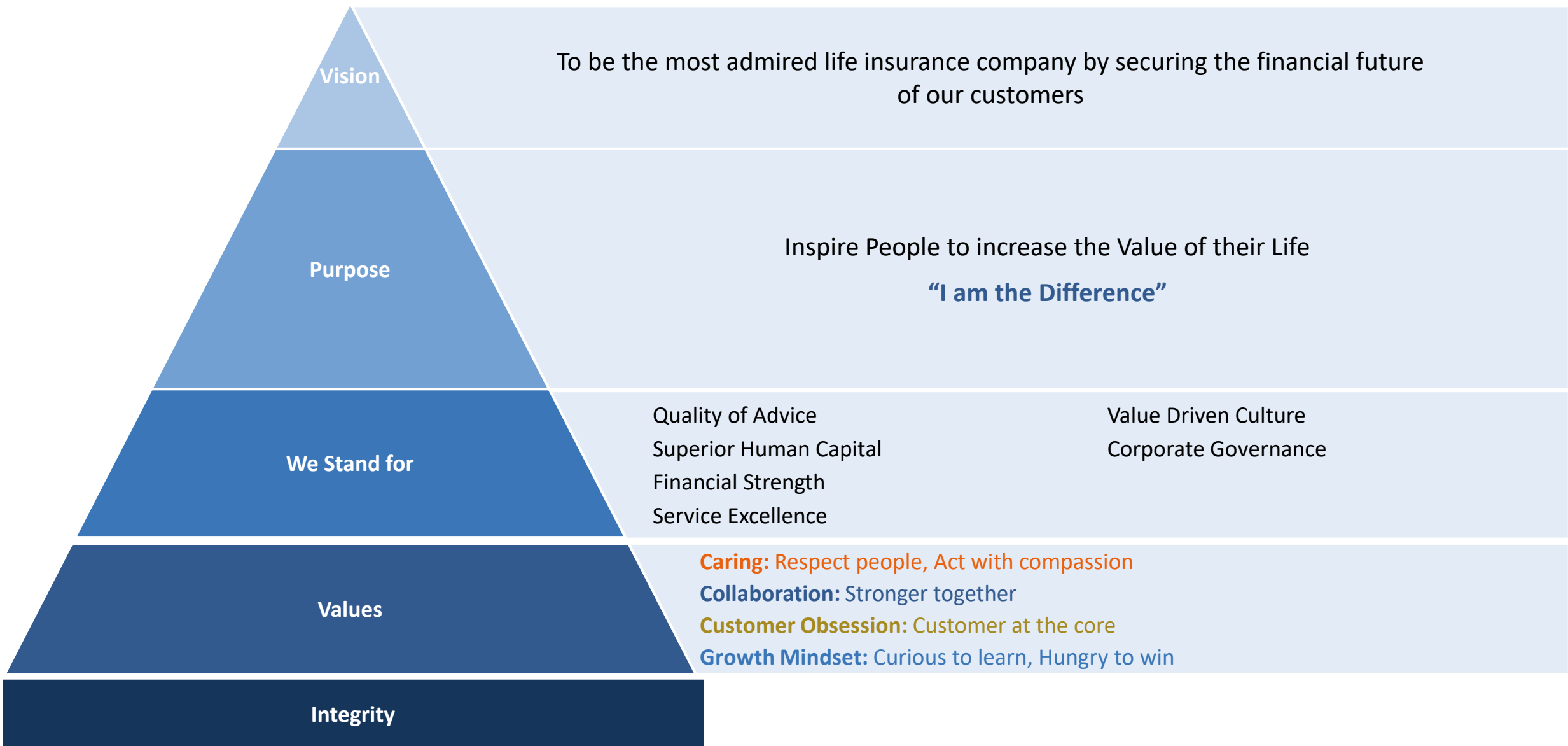
Executive Director at Axis Bank. Seasoned professional with over 25 years in banking and financial services. Previously MD & CEO of Future Generali India Life Insurance



Non-executive Director
Mr. Arjun Chowdhry

Group Executive of Affluent Banking, NRI, Cards & Payments at Axis Bank. Seasoned professional with 29 years of diverse experience across consumer banking businesses, with Citibank India

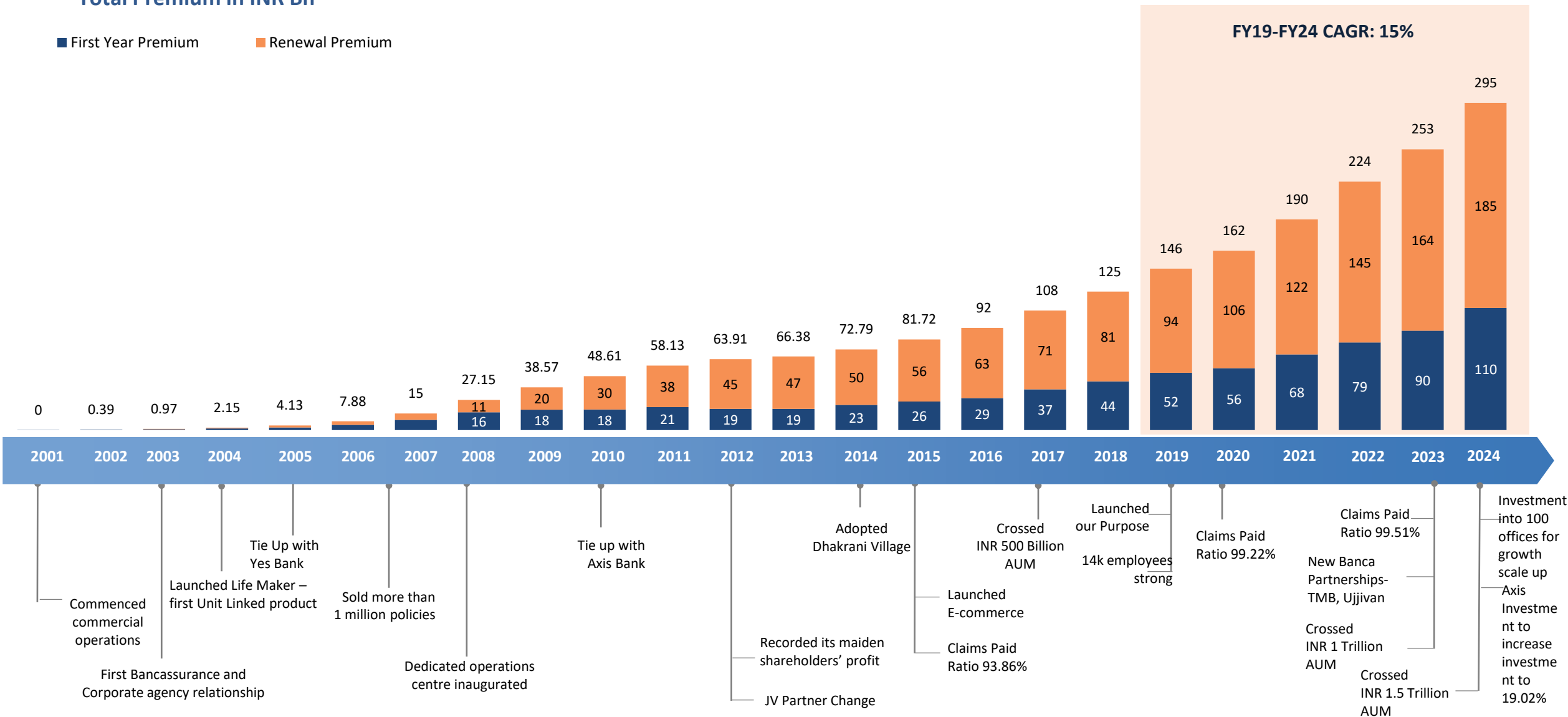
Max Life Insurance's road map to becoming India's most admired life insurance company



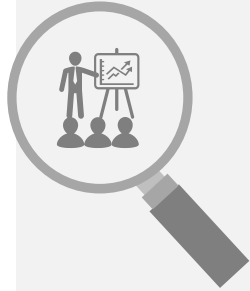
Consistent growth since its inception, reporting an average y-o-y growth of 15% in the last 5 years

Total Premium in INR Bn

■ First Year Premium ■ Renewal Premium



Max Life has an extensive presence across India through its own offices and distribution partners



>9% Private market share[^]

- #1** Claims Paid ratio in industry
- #3** Individual Retail Sum Assured



477 Own Branch Units

8300+ Partner Branches[#]

100K+ Agents **100+** Distribution Partners



~18 Trillion Sum Assured

3.1 Million+ Retail Policies Sold in last 5 years

10 Million+ Lives Insured^{**}

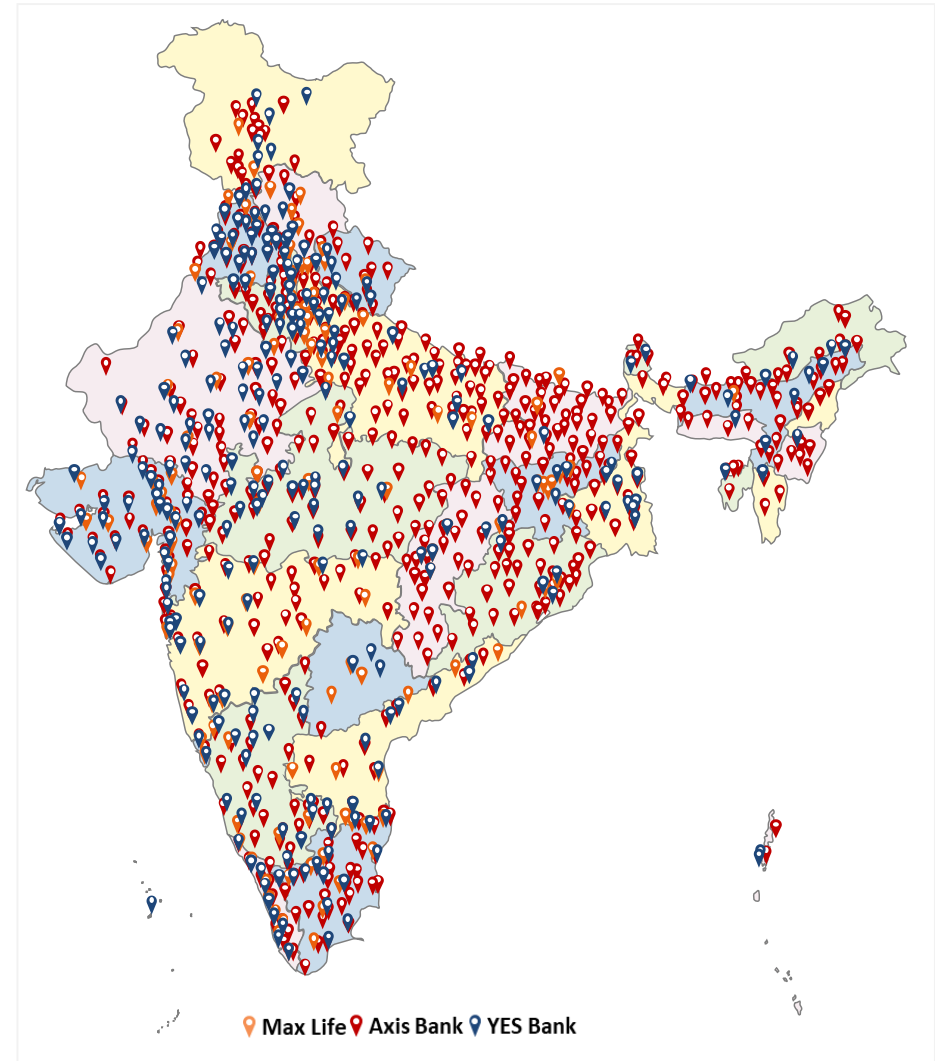


INR 1.5+ Trillion Assets Under Management

4th Largest AUM

Largest PAR fund AUM^{***}

Max Life has 8700+ Point of Sales across the country



[^]By Individual New Sales ^{**}Individual Insured client, ^{***}Among Private listed Life Insurance companies, [#] Includes Broker & Bank branches

Key Highlights for Max Life FY19-24 (1/2)

Consistent Growth



5-Yr CAGR of 12% on Individual new business¹
vs
10% for Total life insurance industry



Asset Under Management at INR 1.5 Trillion, CAGR of 19% over last 5 years



Consistent **leadership** position in **online protection**; **Rank 3 on Retail Sum assured**



5-Yr APE CAGR of 21% in **Proprietary channels**



5-Yr APE CAGR of 9% in Banca Channel



Protection APE Tripled in 5 years

Profitability



VNB CAGR of 18% in 5 years



New Business Margin expansion from 21.7% in FY19 to 26.5% in FY24



5-Yr EV# CAGR of 20%

Key Highlights for Max Life (2/2)

Employee metrics



Certified **Great Places to Work**¹



Experienced leadership²
with half of
the leadership's
**tenure with Max Life of
more than a decade**



13th best place for data scientists
to work for within India
by Analytics India Magazine

Customer metrics



**#1 rank
in NOP persistency (13M)**



Company NPS³ at
56 and
Transaction NPS at 74



**Industry Leader in
Claims paid ratio**
since **FY'20**

Brand metrics



**#2 rank
in customer loyalty**⁷ in FY24



**Highest Share of
Voice** in the industry
in FY24 at **32% share**⁶



Brand Consideration Score⁵
improved by 6%
in FY24 Vs FY23

Technology metrics



1st Life Insurer
with core system on cloud OCI



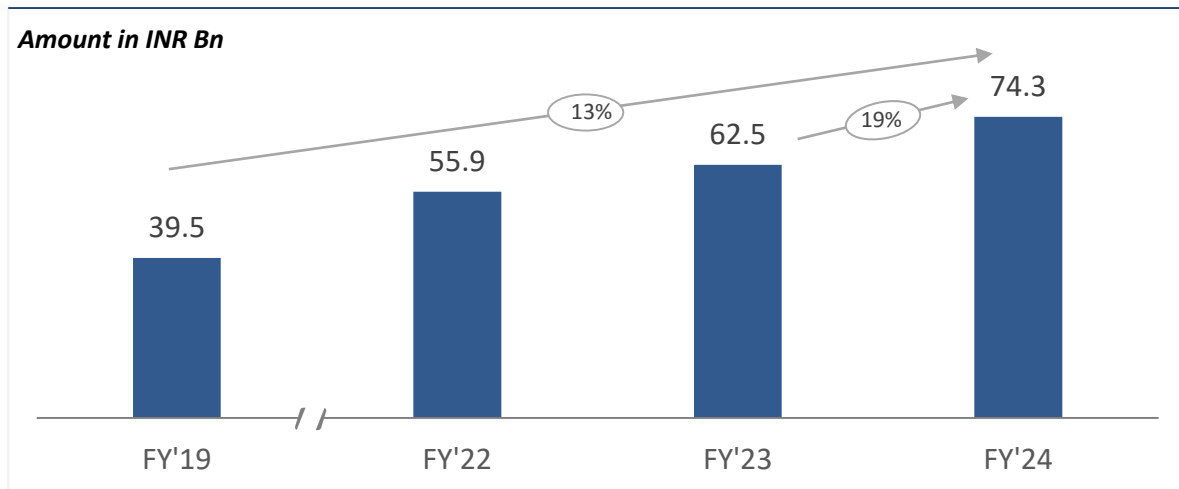
Industry 1st –
Service promise, Instaclaim™, InstaPay, InstaIssuance



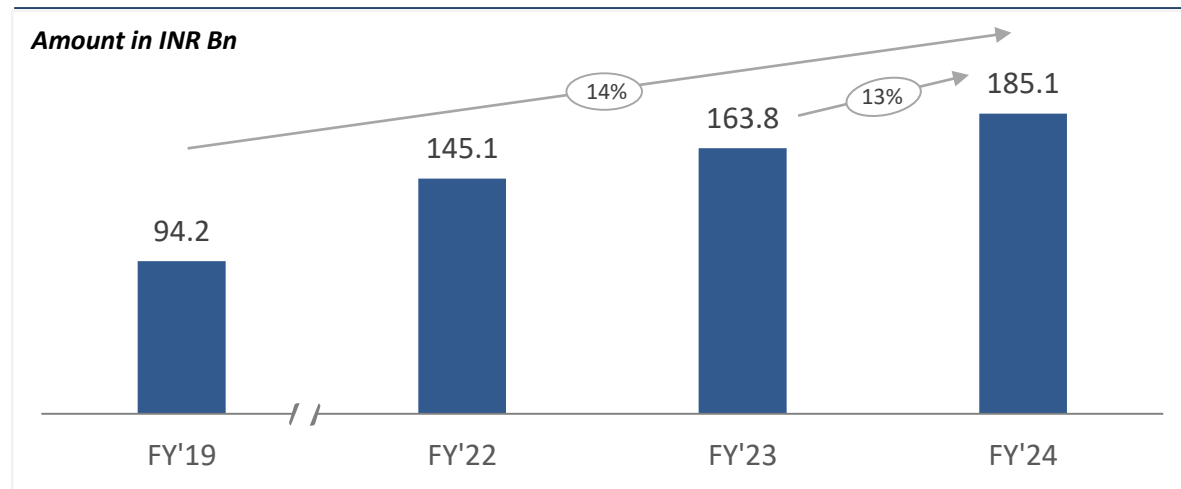
Received
**Generative AI Excellence
Award (AWS AI Conclave)**

Max Life has delivered strong business performance

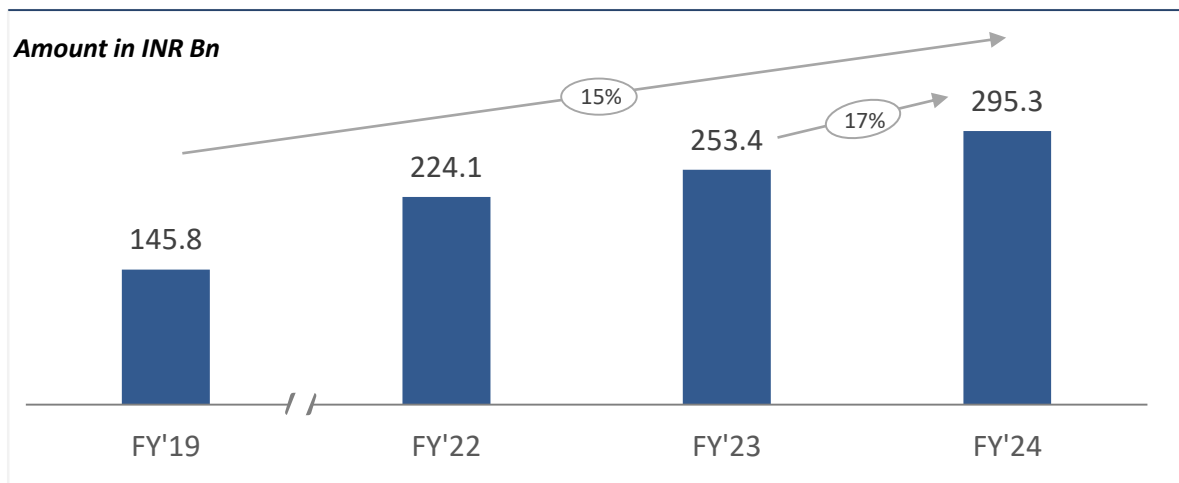
New Business Premiums (on APE basis) –Driven by strong growth in across channels



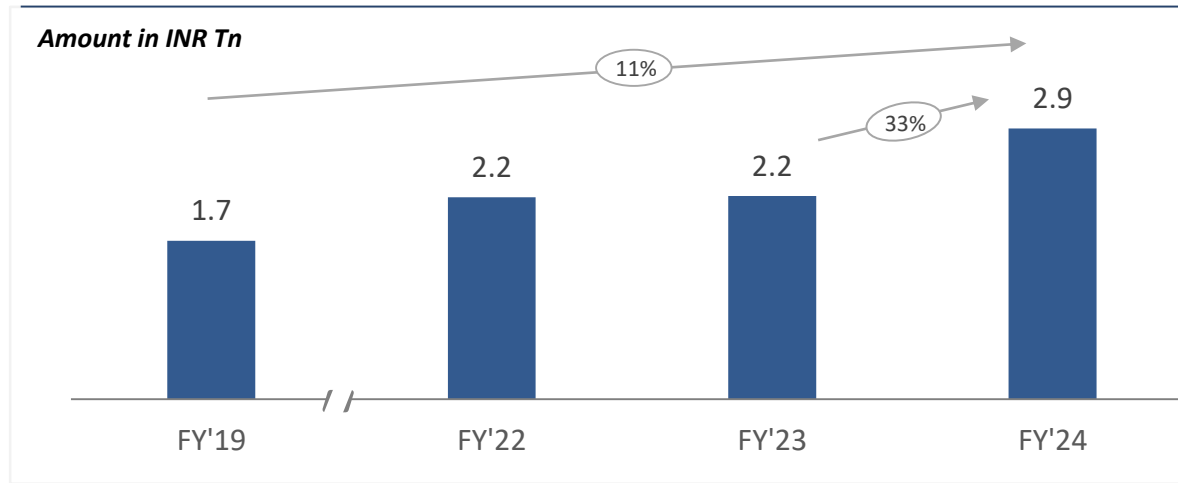
Renewal Income – Delivering consistent growth



Gross Written Premium

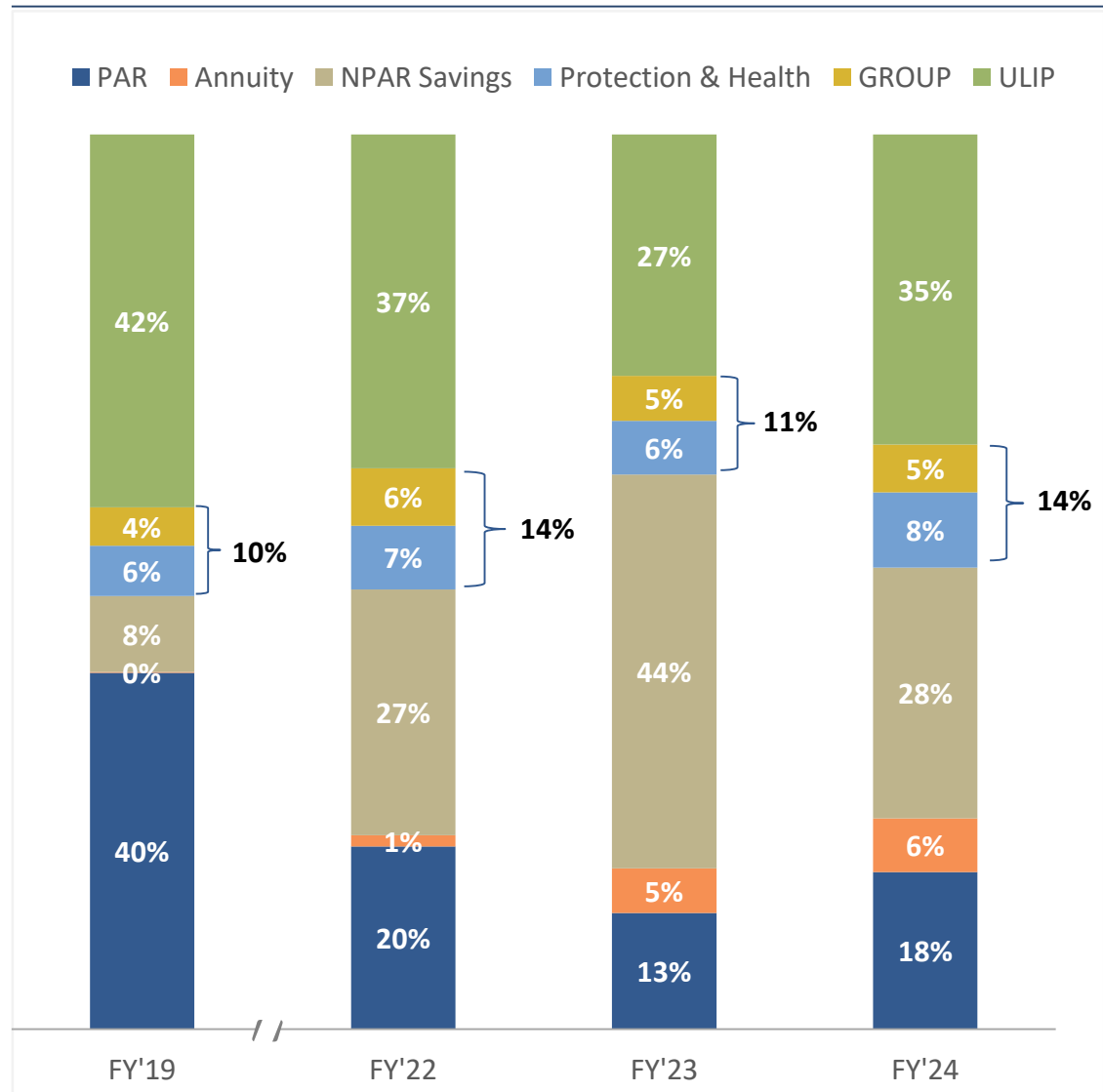


Individual Sum Assured of New business- Rank 3 in individual sum assured

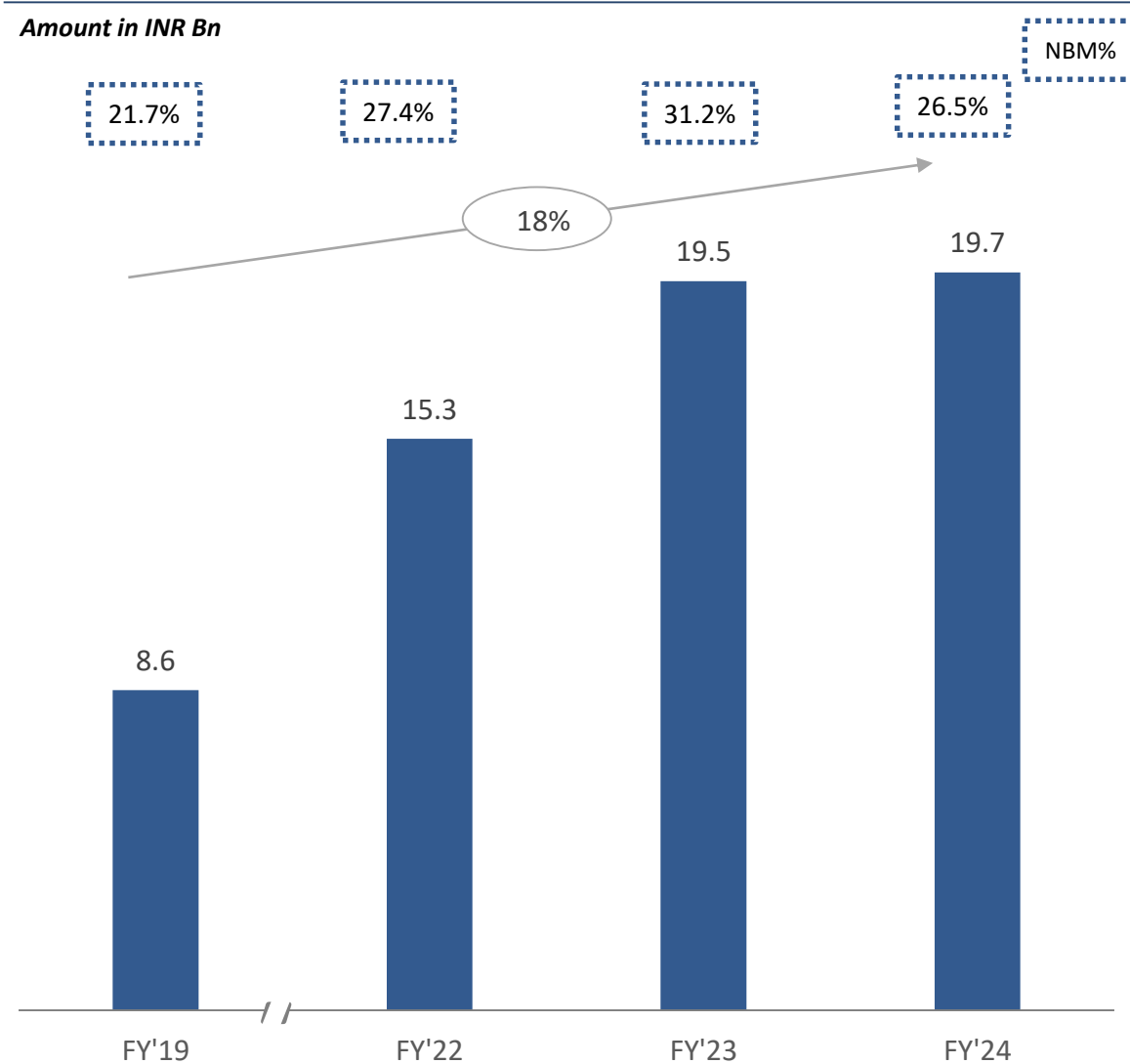


Best in class Margin outcomes consistent with strategy of sales growth

Product Mix: Focus on Annuity and Protection & Health



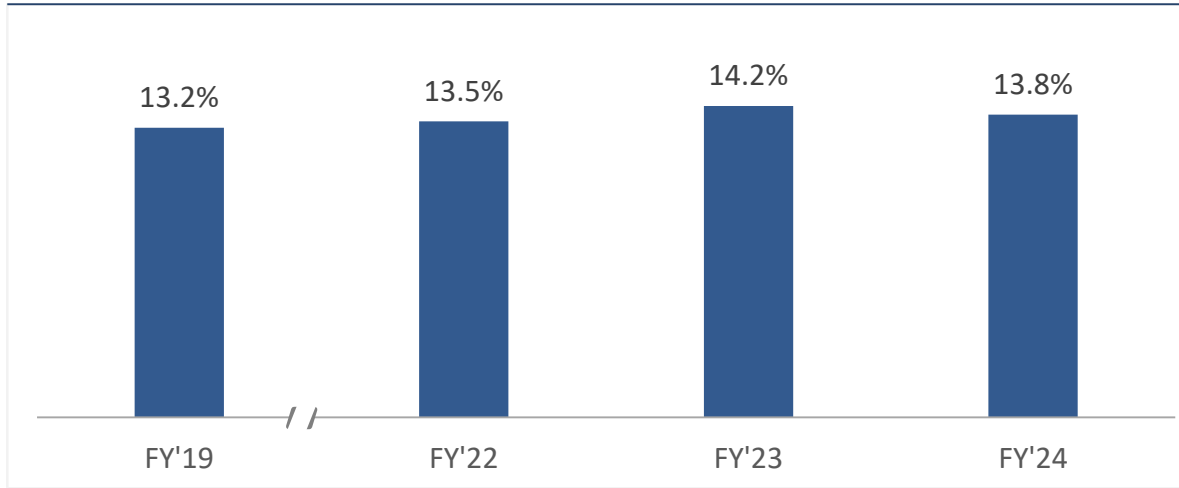
Value of New Business: Due to lower Non-Par mix & distribution investments



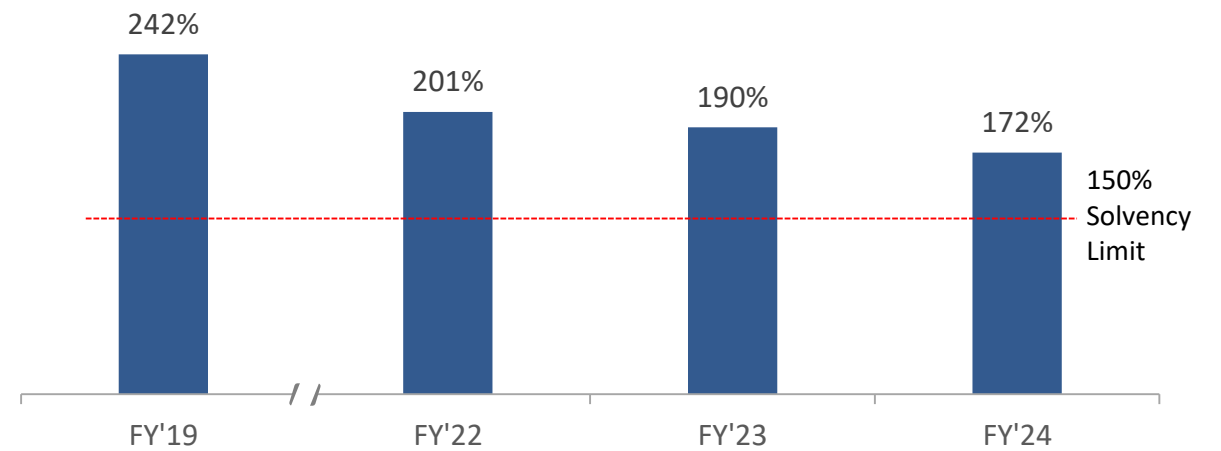
Note: Numbers may not add up to 100% due to rounding off, Group protection including Group credit life adjusted for 10% for single premium and term business, #Amounts in Bn, ¹Group includes GTL & GCL

Efficient capital management with profitable growth

Opex to GWP: Investing towards building distribution

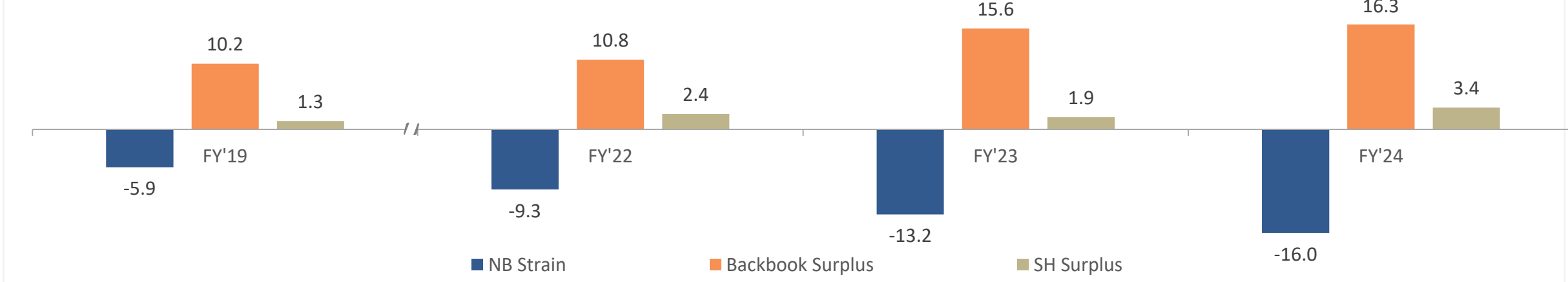


Solvency Ratio (Pre-dividend): At 206% post primary issue of INR 1,612 cr capital to Axis



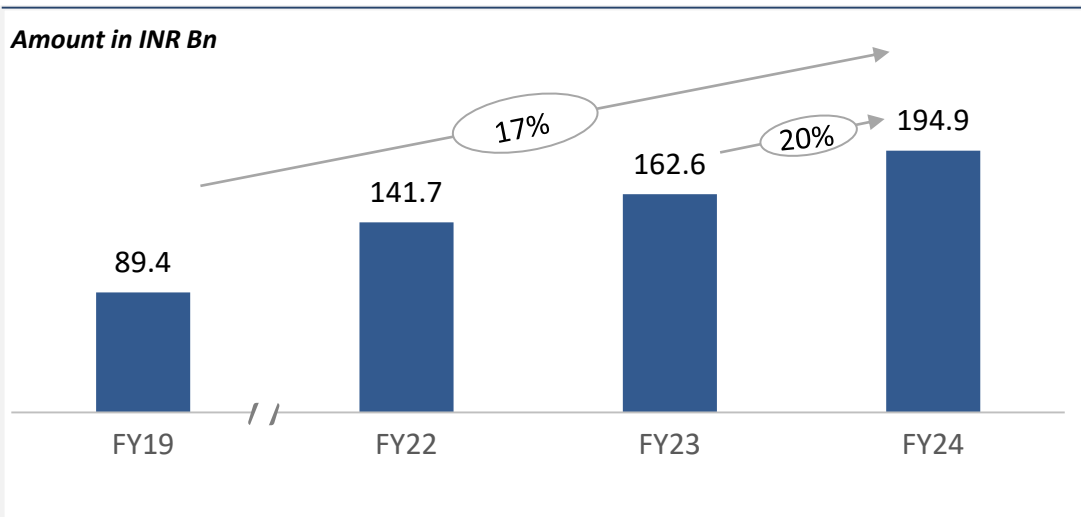
Underwriting Profits

Amount in INR Bn

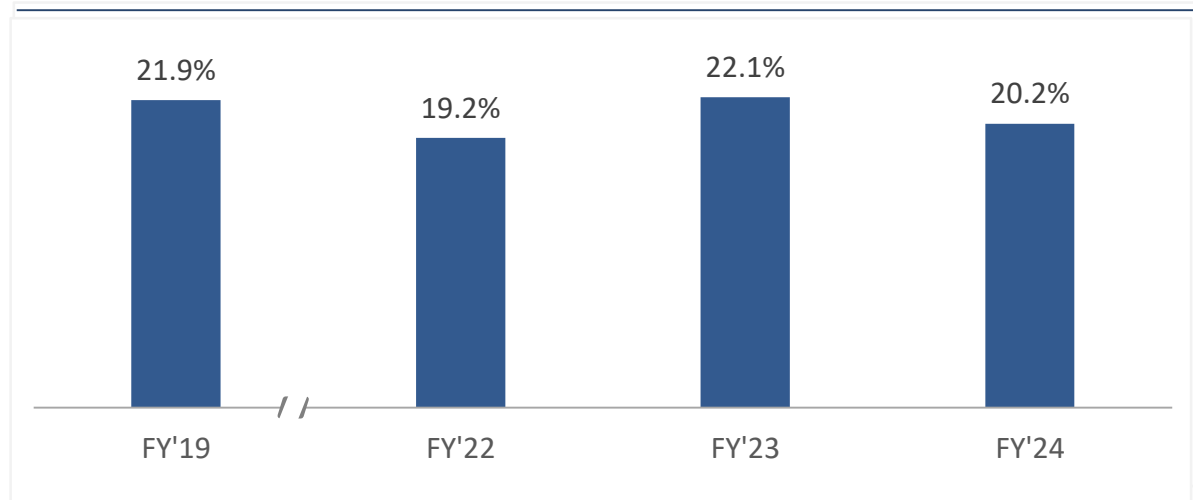


Efficient capital management with profitable growth

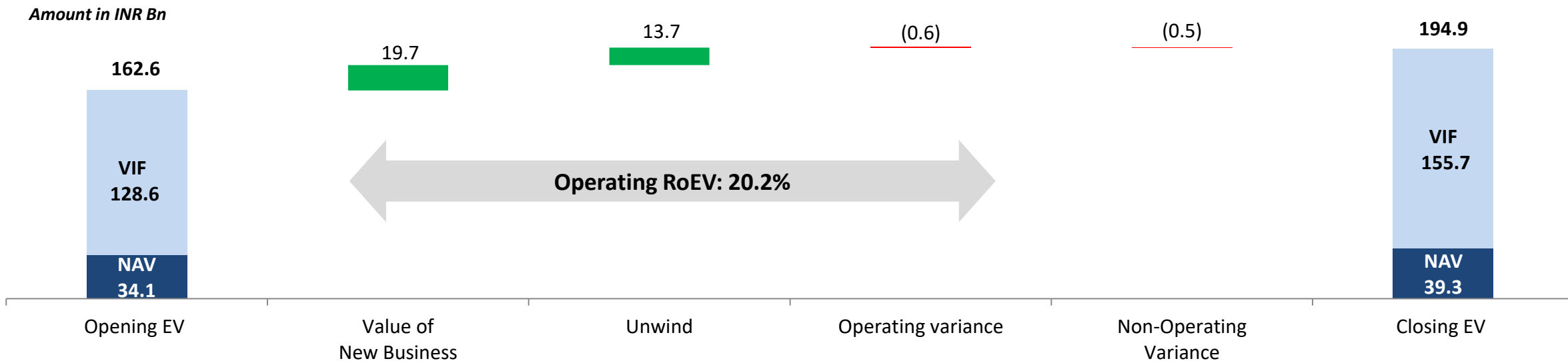
EV progression: Grew at a CAGR of ~17%



Operating RoEV

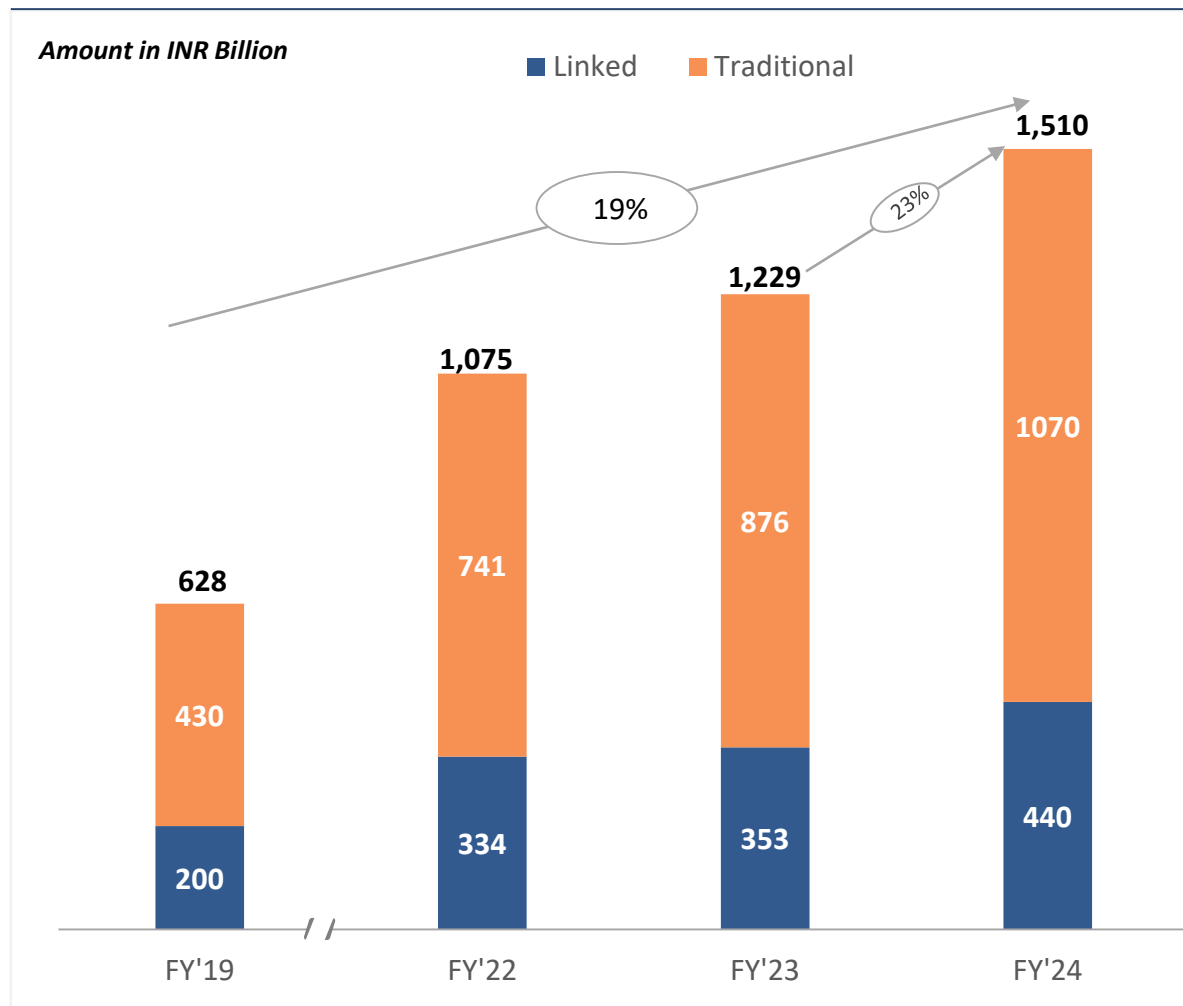


Embedded Value movement: March 2023 to March 2024

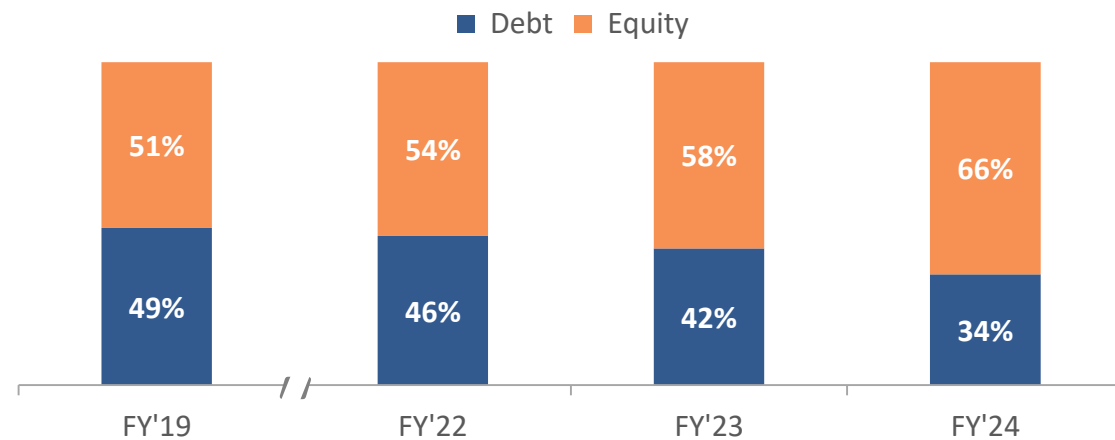


Max Life has consistently grown its Asset Under Management¹, reached INR 1.5 Trillion

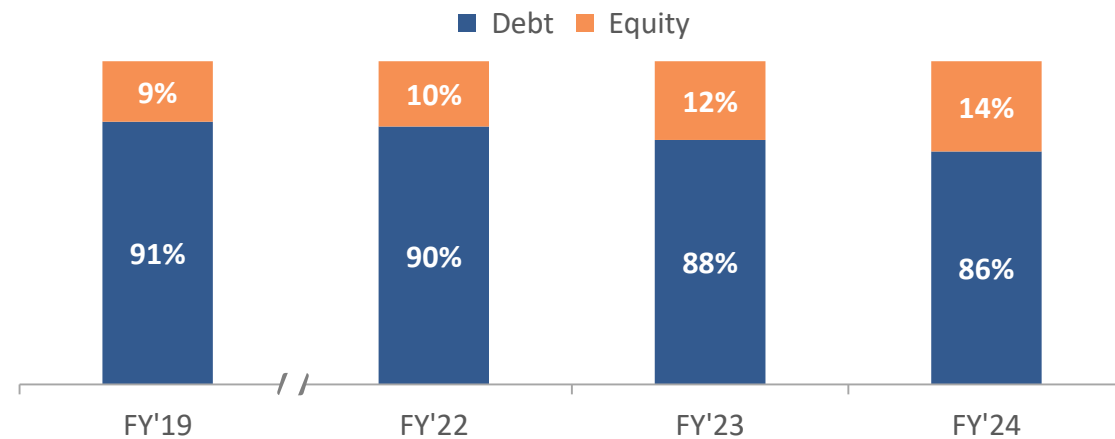
Assets Under Management¹ - MLI is the 4th largest* manager of private LI AUMs and Largest Par fund* AUM of ~677 Bn



Linked: Healthy mix of Debt and Equity



Traditional: Consistent mix of Debt and Equity

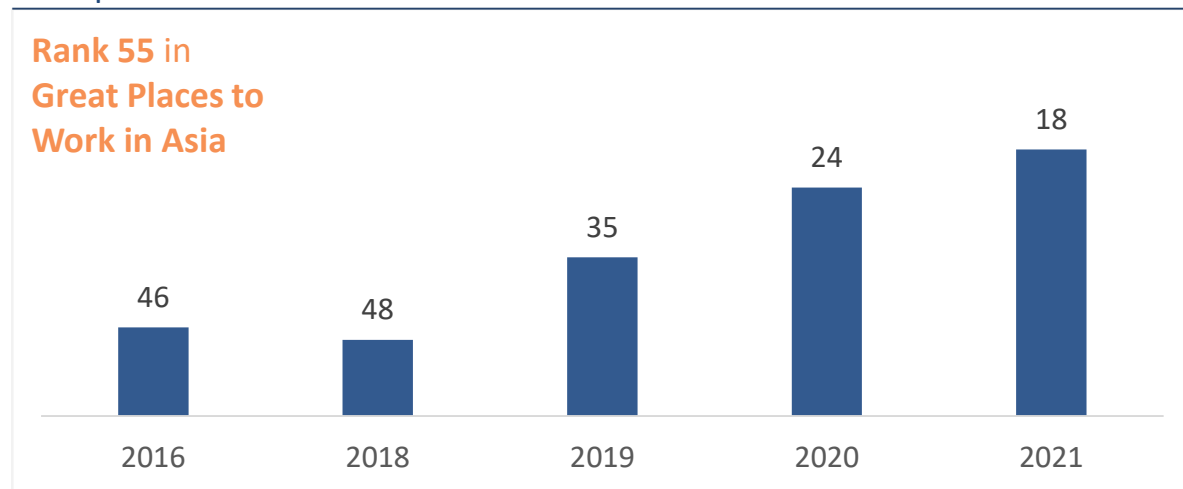


More than 95% of debt investments is in sovereign papers and AAA rated securities

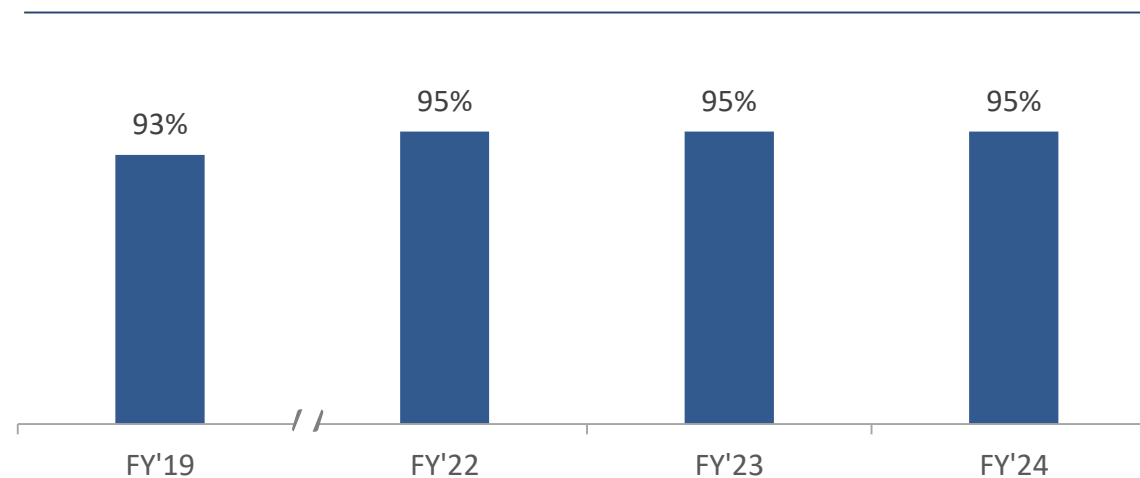
* As of 31st Dec 2023, 1 AUM does not include Max PFM's AUM

Unwavering focus on leadership strength and has a vintage employee pool, both of which are critical for success in long term businesses such as Life Insurance

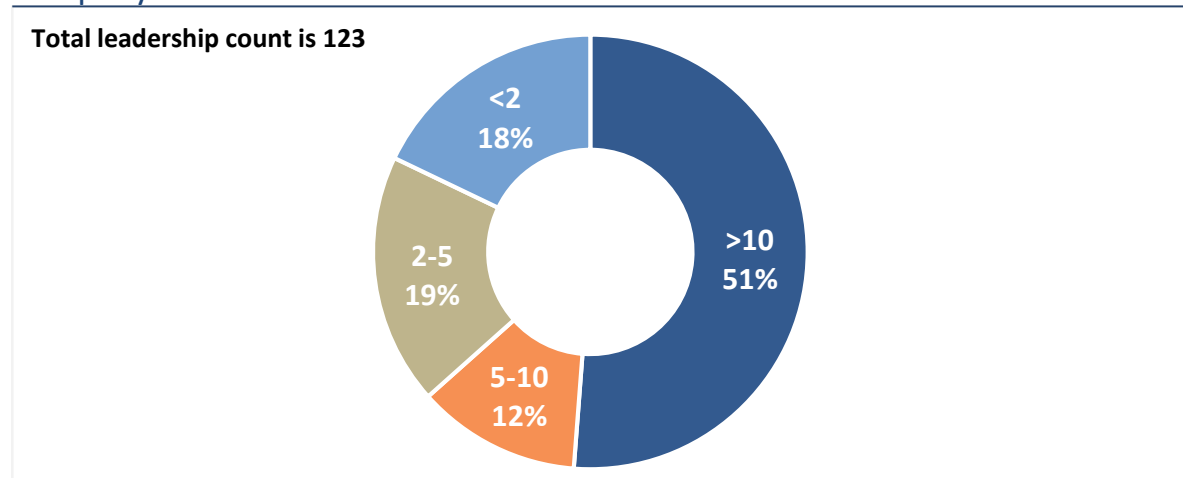
Great Place to Work Survey[#] - Max Life improved its ranking in India's Best Workplaces in BFSI 2021.



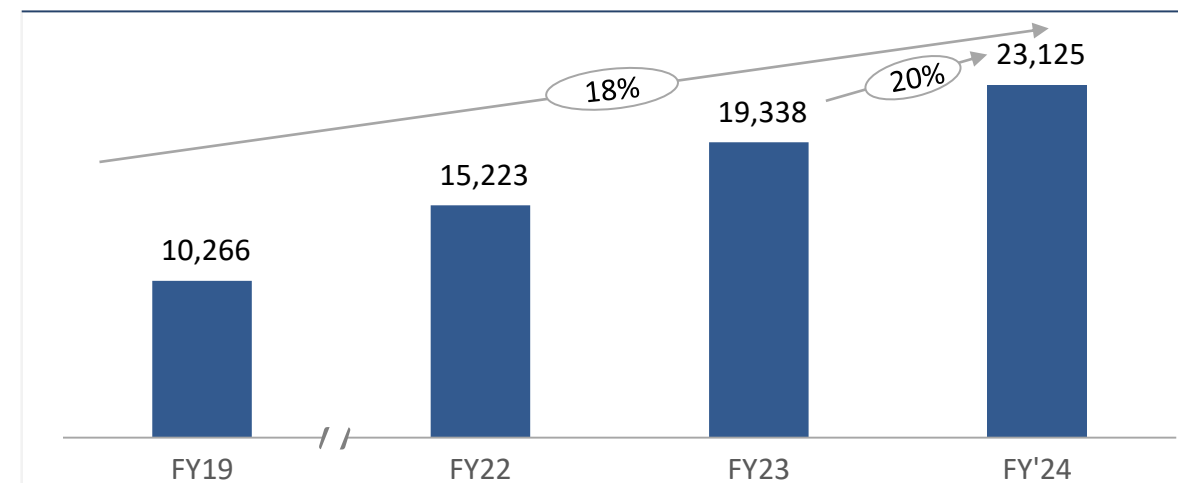
Employee Engagement[^] - Consistently amongst top decile



Leadership Experience - Almost half of the leadership has been with the company for more than a decade*



Headcount - Strengthening distribution



*Leadership defined as band CVP and above, data as of Sept 30th, 2023, # GPTW ranking as of 2021, company has not participated post 2021

[^] Conducted by IBM Kenexa till 2018 and Willis Tower Watson from 2019 onwards. 2019 score is adjusted for methodology change done in 2020

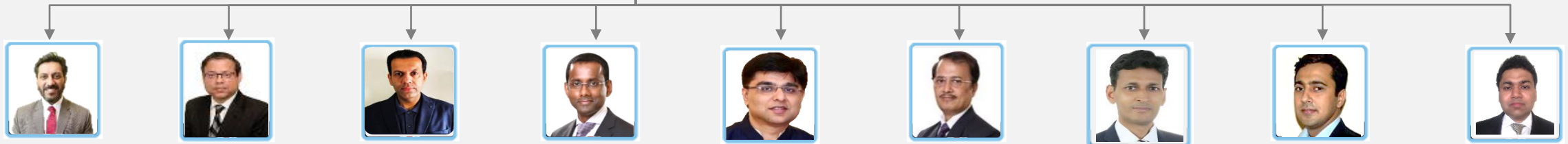
Executive Management Team has rich insurance experience and spent ~100 years at Max Life combined

Max Life Management Team



Prashant Tripathy
Managing Director & CEO

- Stint in Max : 17 years
- Total Experience: 29 years
- Previous Organizations: Tata Steel, GE



	Sumit Madan Chief Distribution Officer & Senior Director	Manu Lavanya Chief Operations Officer & Senior Director	Rahul Talwar Chief Marketing Officer & Executive Vice President	Jose John Appointed Actuary & Senior Director	Sachin Bajaj Chief Investment Officer & Executive Vice President	Shailesh Singh Chief People Officer & Senior Director	Anurag Chauhan Head Legal, Company Secretary & Director	Amrit Singh Chief Financial Officer & Director	Sachin Saxena Chief Risk Officer & Director
Stint in Max	<1 year	4+ year	5+ years	15+ years	15+ years	12+ years	11+ years	11+ years	17+ years
Total Exp.	24+ years	27+ years	20+ years	24+ years	25+ years	31+ years	24+ years	22+ years	26+ years
Previous Org.	IDFC First Bank, AU Small Finance Bank, Citibank India	ITC, Cognizant, Brillio Technologies, Incendo Technologies	Pepsico, Aditya Birla Group, United Biscuits, pladis Global	Prudential UK, Metlife UK	Bank of America; Max New York Life Insurance; DLF Pramerica Life Insurance	GE, SRF Finance, Eicher Tractors	Escorts finance LTD, Bharti Airtel, Deutsche Bank AG	PwC, Infosys, Religare Enterprises	Accenture, Cognizant, ICICI Prudential

Max Life has been recognised by a number of Indian and foreign business bodies for its excellence in business, customer service and focus on people

Business Excellence

- Awarded Excellence in driving distribution through Digital at the FICCI Insurance industry awards 2022
- Awarded Best Performance Marketing Campaign (Gold) and Best SEO/SEM Campaign (Silver) at Afaqs Digies 2023
- 1st Indian firm to win **Celent Global Model Insurer** award
- Ranked #2 amongst India's top Insurers in delivering **Best In Class Customer Experience** in the 4th edition of Hansa Research's marquee CuES Report
- Awarded for '**Excellence in Financial Reporting** for FY'23' for the second consecutive year at the ICAI
- Awarded in multiple categories at the Elets Insurance Innovation Summit & Awards 2023:
 - 🏆: Trailblazers in Cloud Technology Award (Under Industry Category)
 - 🏆: Process Optimization and Efficiency Champion Award (Under Industry Category)
 - 🏆: Cyber Security Visionary Award (Under Individual Category)
- Awarded in multiple categories at the ACEF Global Customer Engagement Awards 2024:
 - 🏆: Gold in Grand Prix Category for Customer Engagement Team of the Year
 - 🏆: Silver in Non Traditional Media Category for SWAG in Axis

Leaders in Quality

- No. 2 in Customer Loyalty survey by Hansa Research
- Adjudged the Best fraud prevention company at the **Fraud Risk Management Summit and Awards 2023**
- Platinum Award for P2P investment project** and for Project SEWA (Reducing Customer Grievance) at CII Annual Quality Awards
- Awarded under **Best Claims Settlement** at the **InsureNext Conference and Awards 2023**
- Recognized at **e4m Pride of India Brands – North conference and awards 2023**
- Awarded Digital Enterprise of the Year - BFSI at The Economic Times CIO Awards 2024
- Awarded Gold In Effective use of Market Research, Best Use of Celebrity Endorsement, Innovation, Innovative Loyalty Program and Silver in effectiveness at the 12th ACEF Global Customer Engagement Awards
- Awarded Silver for project 'Quest', a Gold for the SEWA project, and a Platinum for presenting our 'Peer to Peer Investment Opportunity (P2P)' at the 18th Six Sigma National Competition by CII
- Awarded Best Eco-friendly Business Award by the MSME Chamber of Commerce and Industry of India
- Awarded Gold and Platinum spotlight awards for excellence in Annual and Sustainability report 2023 by League of American Communications Professionals
- Secured the Excellence Award for Technology Innovator for Project Titanium at the 10th Dynamic CISO event
-

Focus on People

- Ranked **55th** amongst '**2021 Best Workplaces in Asia**' by **Great Place to Work**[®]
- Ranked **18th** amongst '**India's Great Places to Work For**' in 2021
- Max Life recognized in India's Best Workplaces in BFSI 2021
- Max Life has been awarded "**Excellence in Gender Diversity**" at the 4th **D&I Summit and Awards by Transformance Forums**
- Awarded Gold for Internal Communications campaign and Best Corporate Communications Team of the Year
- Awarded Gold an Silver at the ASQ International Team Excellence Awards 2022
- Max Life awarded Silver for Best use of Internal Communications at Fulcrum Awards 2022
- Awarded Legal department of the year at **Biz Asia legal award 2022**
- Best Corporate Communications Team of the Year at Economic Times Kaleido awards
- Winners Award for IPQ 5.0 at DMA Trailblazer Awards 2023
- Best Banking and Financial Services Communications Campaign for IRIS** (India Retirement Index Study) 2.0 at Fulcrum Award



SECTION III

- ▶ Max Life Insurance: Business Strategy
- 

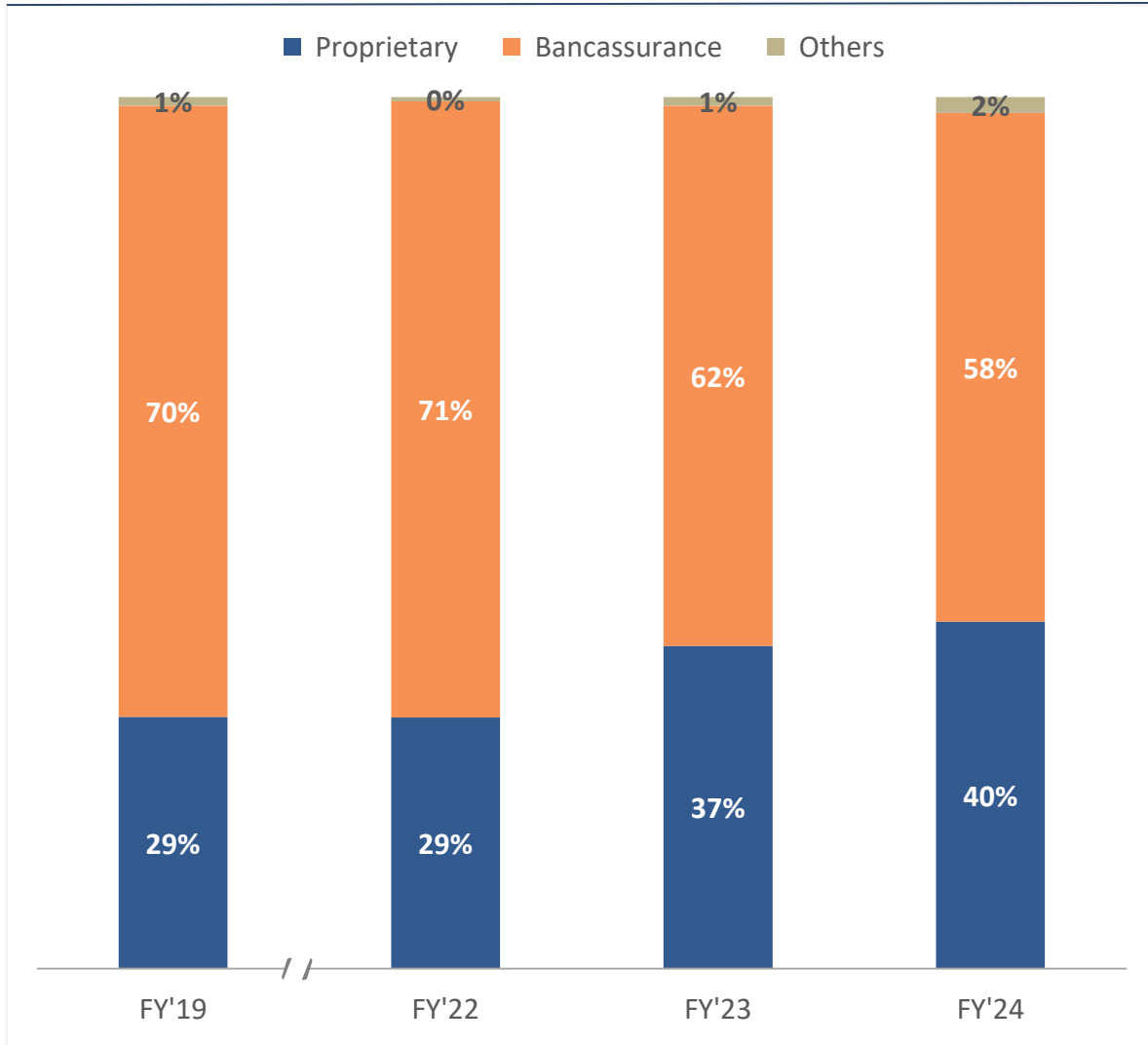
Max Life will continue to focus on its chosen strategic pillars with emphasis on long term imperatives

A Predictable and sustainable growth	B Product innovation to drive margins	C Customer centricity across the value chain	D Digitization for efficiency and intelligence	E Augment human capital
<ul style="list-style-type: none"> ▪ Fastest growing profitable proprietary distribution ▪ Leader in Online Acquisition ▪ Leverage synergy potential with Axis Bank ▪ Win in open architecture at Axis Bank and YES Bank ▪ Inorganic Expansion 	<ul style="list-style-type: none"> ▪ Leader in Protection + Health & Wellness proposition ▪ Leader in Retirement ▪ Differentiate on underwriting and onboarding capabilities for winning in protection ▪ Drive Non Par Savings ▪ Enhanced investment and mortality risk management 	<ul style="list-style-type: none"> ▪ Improvement on comprehensive customer measures ▪ Aspiration to be industry leaders across all key customer metrics ▪ Continuous improvement in Net Promoter Score (NPS) 	<ul style="list-style-type: none"> ▪ Continue with digitization agenda across the organisation ▪ Build intelligence (AI) in all digital assets ▪ Offer best in class customer experiences enabled by frictionless onboarding, seamless customer service, omni-channel customer experience ▪ Cloud enabled legacy modernization and enterprise data hub 	<ul style="list-style-type: none"> ▪ Build organizational capabilities to prepare for the future ▪ Maintain top 25 GPTW rank

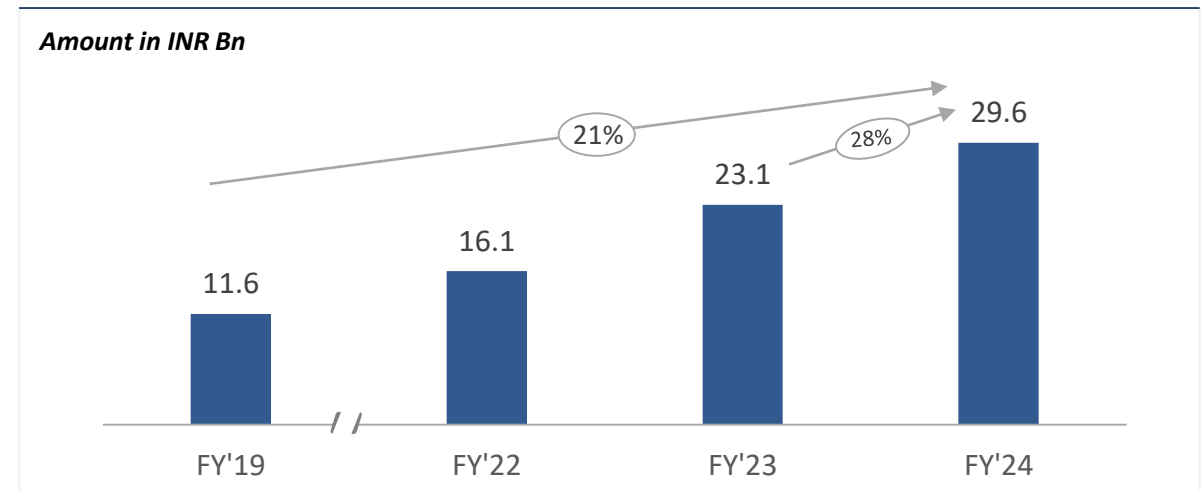
Long term key focus areas

Max Life has focused on ensuring growth in both its Proprietary and Bancassurance channels

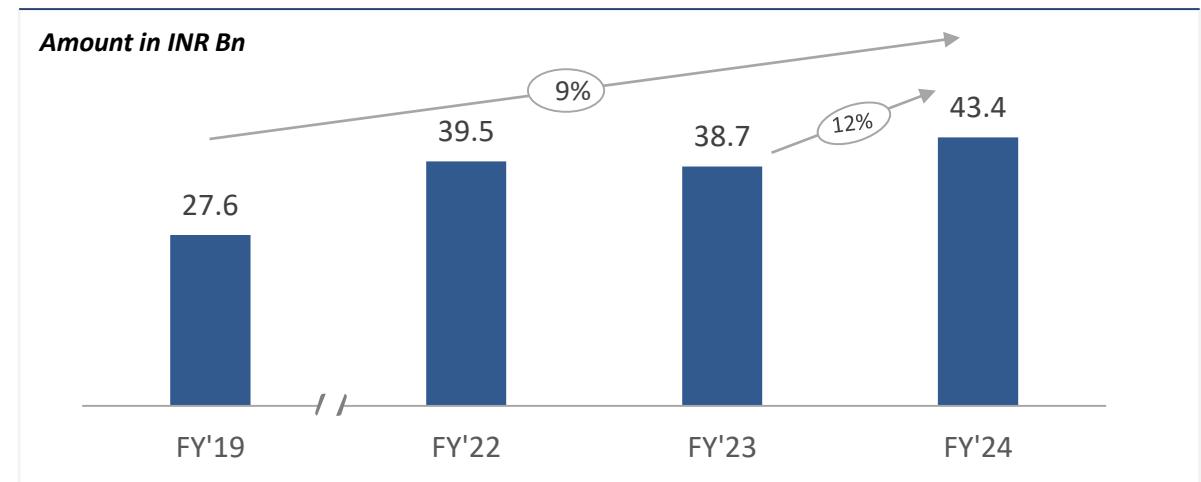
Channel Mix - Focused on maintaining a balanced distribution mix



Proprietary Channels New Business (APE)*



Bancassurance Channel (APE)

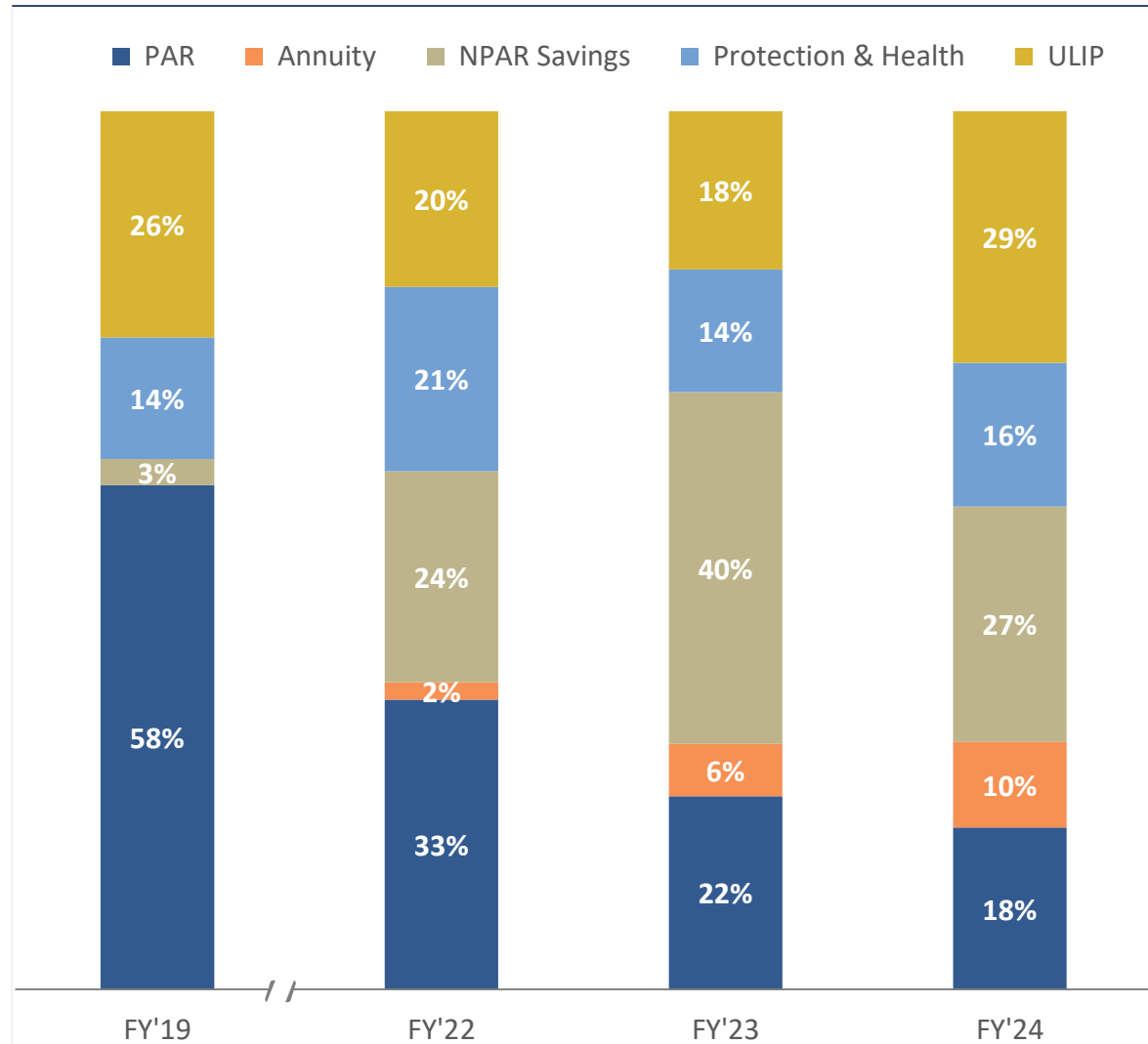


*Proprietary channel sales include individual and group premium (policies sold by direct team)

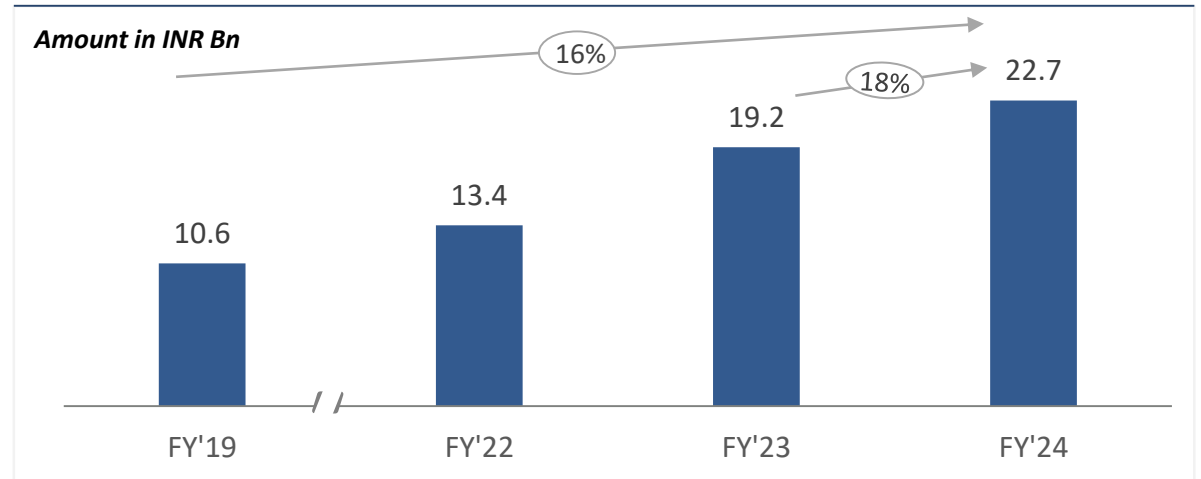
A

Proprietary (Offline + Online) channels have grown by 2.5x times between FY19-24 with bias to drive margins

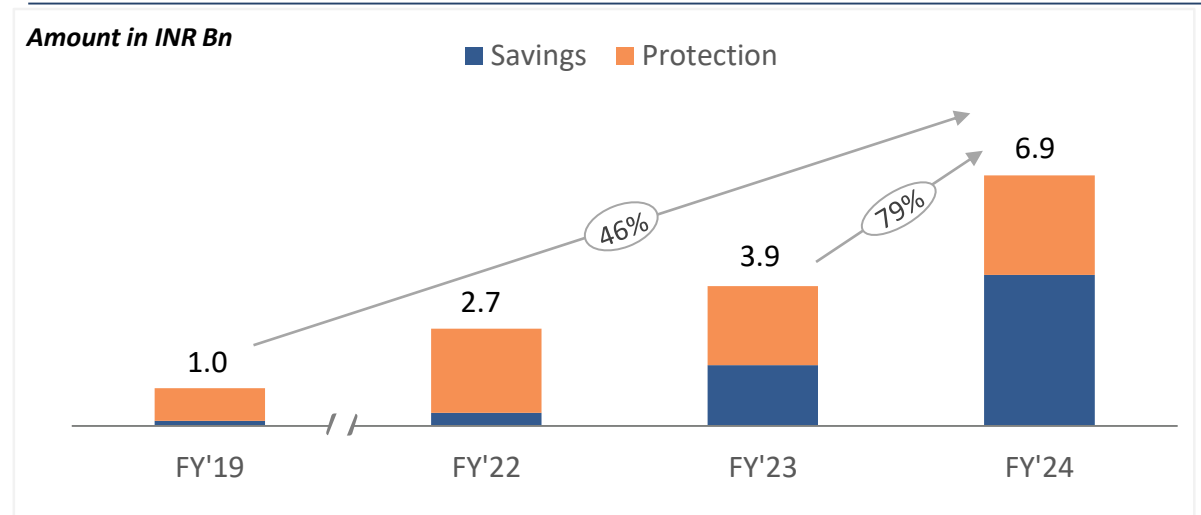
Proprietary Channels Product mix - biased towards traditional products for driving margins, FY24 UL increase led by buoyant market



Offline Proprietary: On a normalized basis¹ offline prop. grew by 34%.



Online Proprietary

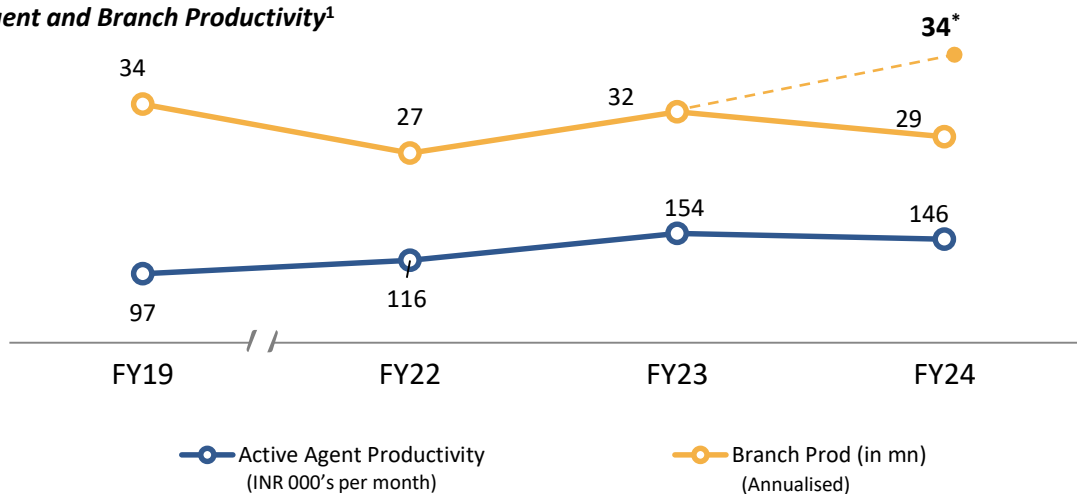


Note: 1 Normalized Sales for Agency in Fy'23 Adjusted for One sales in March for FY'24

Offline Proprietary: Strategic focus on enabling top agents, quality recruitment along with

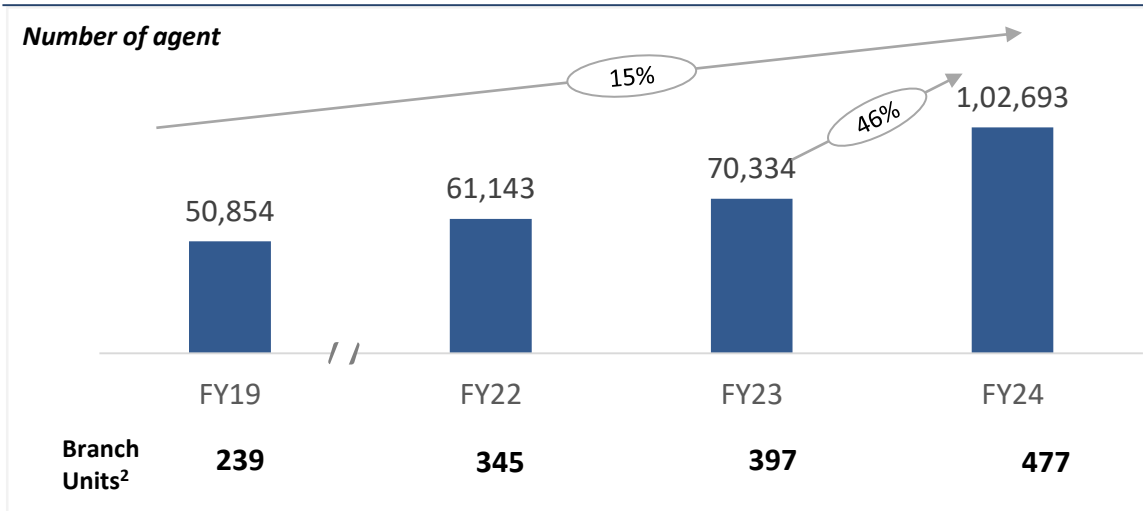
Active agent and branch units productivity increased over the last 5 years

Agent and Branch Productivity¹



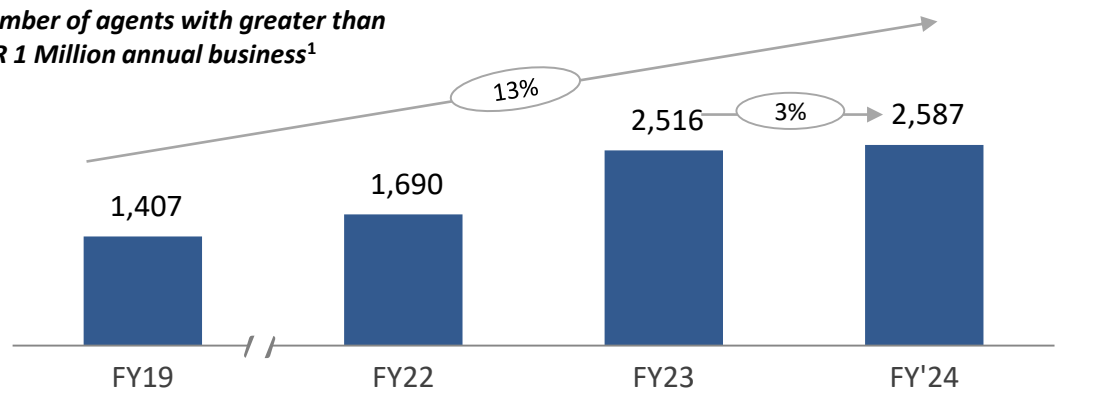
Recruitment growth over last year owing to a slew of initiatives across all recruitment sources

Number of agent



Consistent focus on increasing the number of agents doing business of more than INR 10 lac per annum

Number of agents with greater than INR 1 Million annual business¹



Cross-sell engine powered by strong analytics and robust on-ground execution

86% cross sell ratio

100+ cities covered



Best in class NPS



3000+ sales force

1. Total Adj. MFYP by an agent, including new initiatives data since FY20*Branch productivity calculated basis branch units defined as per our operational methodology

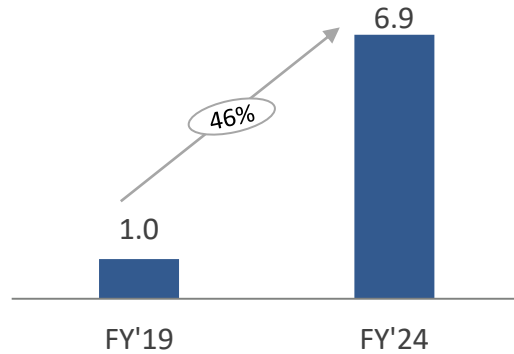
Note: *Excluding the new branches opened in FY'24

A

Online Proprietary: Continued leadership in online protection business and second largest player in online savings;

APE grew 7X in 5 years

Amount in INR Bn



% of Customer through Ecommerce

11%

25%

Leadership position in protection in Direct & Partnership

Key Partners



Key Highlights



Industry first Banca D2C Digital Native Model



Younger Customers
(median of 32 vs 37 for offline)



2.1M Brand Organic Traffic



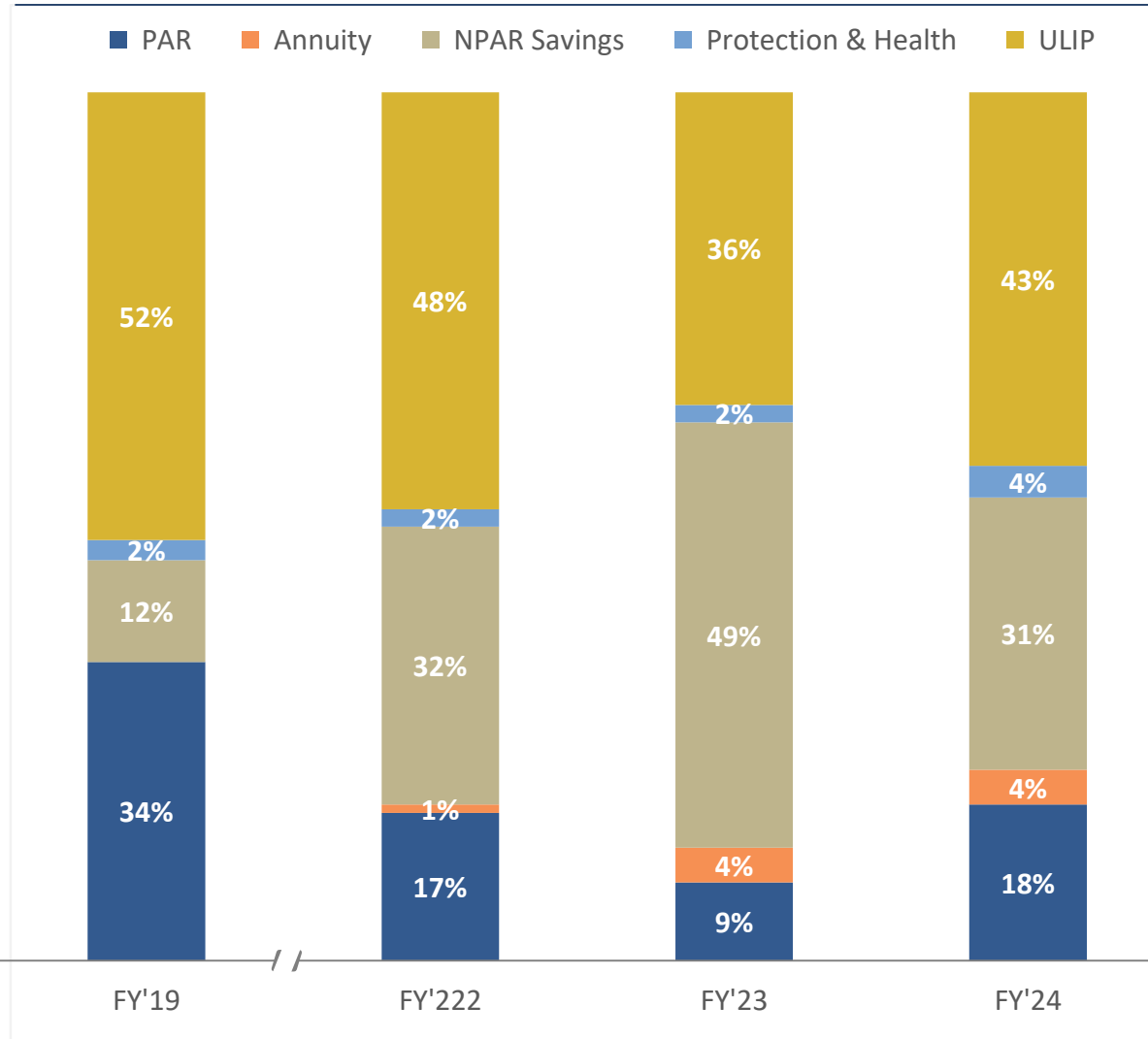
#1 among Insurers in SEO on top 500 LI keywords

Key Success Factors

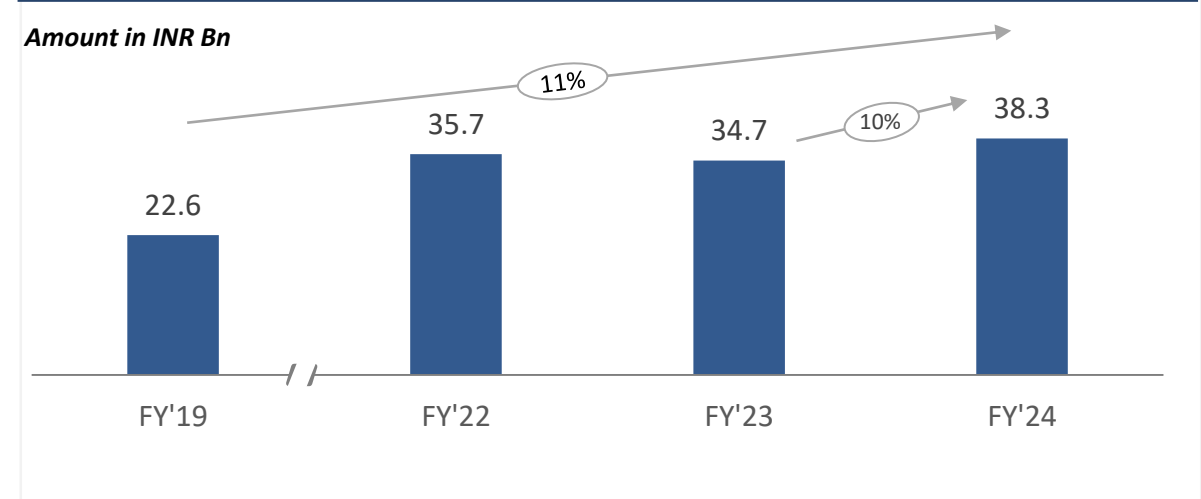


Bancassurance partners continue to contribute strongly

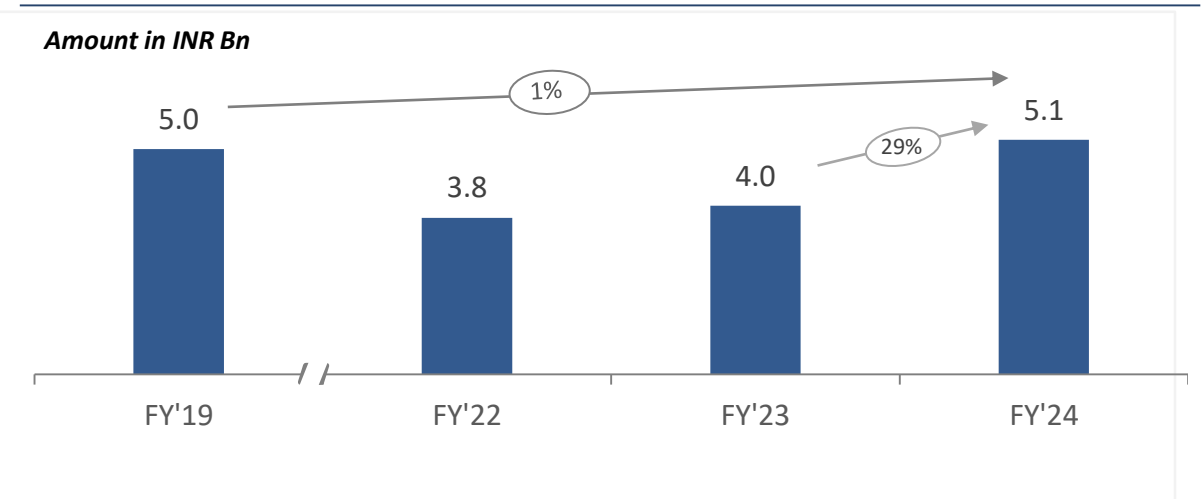
Bancassurance Product Mix - has been biased towards Savings & ULIP to cater to target customer segments



Axis Bank: Axis bank grew at a CAGR of 11% between FY19-24



Other Bancassurance Partnerships

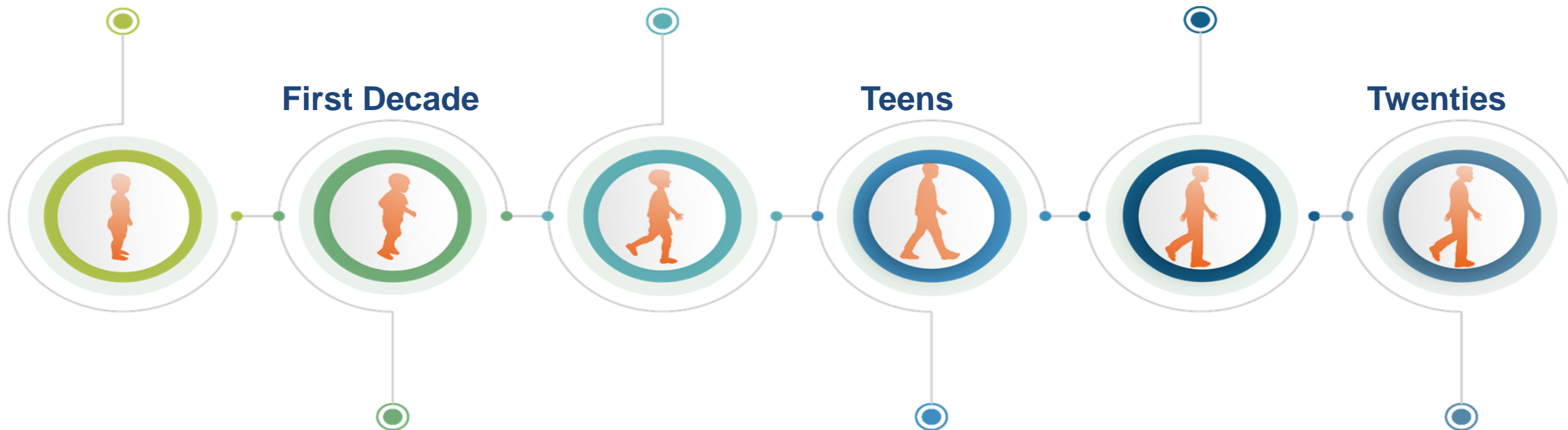


B Max Life has been at the forefront of driving Products Innovation by creating first-in-industry propositions

- Break the endowments category clutter with Industry **First Whole Life plan**
- Provide **liquidity & flexibility through First Cash & Premium Offset Bonus** options
- **First PAR Top Up** option

- Enabled transparent customer participation in Bonds with **First Index-Linked Non PAR plan**

- **Hedged Guarantees with Derivatives**
- Launched industry **First COVID-19 Rider** (diagnosis & death benefit)
- **Differentiated Term plan** with industry firsts (Special exit value, Premium holiday option)



- Enable Customer Obsession **through First “Freelook Period”**, became Regulation later
- **Created Universal Life product** – Enable transparent customer participation in Debt market

- **Scaled “Monthly Income” category** first on Non PAR and then on PAR platforms

- **Strengthened PAR proposition** (guarantees under early income variant)
Launched new savings proposition **Smart Fixed-return Digital Plan**
- Ventured into **health segment** with **Secure Earnings and Wellness Advantage**
- Launched **SWAG Elite** segment with industry first design of guaranteed endowment

B

Max Life offers product suite at affordable premiums to cater to all customer segments across various life-stage needs



Life stages	Young Adults / Single <25 years	Married 25 to 35 years	Married with newly born kid/kids 30 to 40 years	Married with older Kid/ kids 40 to 55 years	Retirement 45+ years	
<i>Dream home, Dream Car, Dream Trip, Dream Gift for a special one, Savings for exigencies</i>	Savings Advantage Plan, Monthly Income Advantage Plan, SFRD					
	Smart Wealth Advantage Guarantee Elite (SWAG Elite)					
	Smart Wealth Advantage Guarantee (SWAG), SWAG Par, Smart Wealth Plan, Smart Wealth Income Plan, SEWA Elite					
<i>Regular Secondary Income, Regular Money Back</i>				Guaranteed Lifetime Income Plan, Saral Pension Plan, SWAG Pension, SGPP		
				Forever Young Pension Plan		
	Monthly Income Advantage Plan					
<i>Legacy for next generation, Grandchildren marriage</i>	Smart Wealth Advantage Guarantee, SWAG Elite, SWAG Par, Smart Wealth Plan, Smart Wealth Income Plan					
	<i>Children Education, Children Wedding, Milestone Gifts for Children</i>	Not Applicable	Whole Life Super			
			Smart Wealth Income Plan, SWAG Par			
Shiksha Plus Super, Monthly Income Advantage Plan						
<i>Shield from uncertainties</i>	Smart Wealth Income Plan, SWAG Par					
	Smart Secure Plus Plan, Cancer Insurance Plan, STEP Term, Saral Jeevan Bima , SEWA Lite					
<i>Corpus/legacy creation Retirement planning</i>	Fast Track Super					
				Platinum Wealth Plan, Online Savings Plan		
	Flexi Wealth Plus. Flexi Wealth Advantage Plan					

Benefits to cater to need of death, Health & Savings

Secure Earnings & Wellness Advantage Plan



Industry first design of guaranteed endowment

Max Life SWAG Elite Plan



Option to get back all premiums paid back at no cost.

Smart Total Elite Protection Term Plan



Income streams (Cash Bonus + Guaranteed)

Smart Wealth Advantage Growth Par Plan



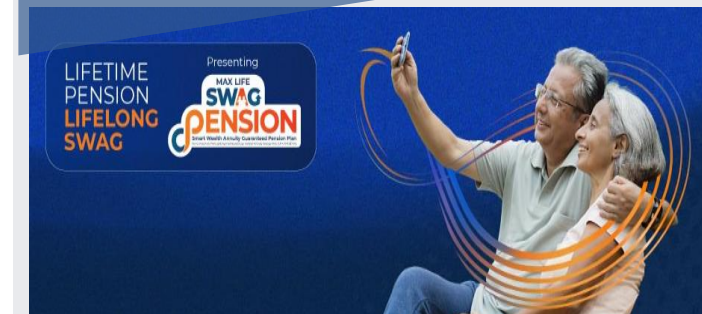
Option to receive return of premium on maturity

Max Life Smart Ultra Protect Rider



Guaranteed Lifelong income for Customer and their loved ones

Max Life Smart Wealth Annuity Guaranteed Pension Plan



AN INDUSTRY FIRST: "ALL IN ONE PRODUCT"

Max Fit App: Customized Wellness Offering



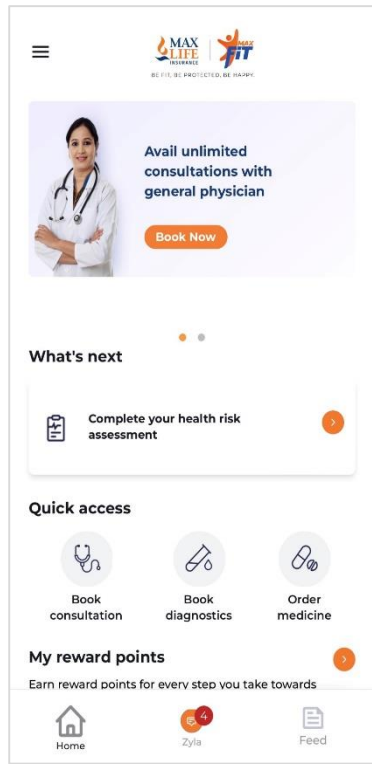
Industry First Features

100% ROP Guarantee even if any claim is availed

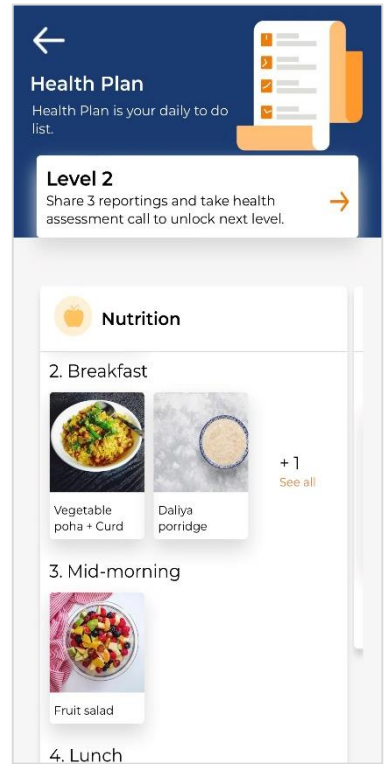
Partial Withdrawals allowed (Elite Variant)

Fixed Benefit Pay-out (For Hospitalization & Surgery)

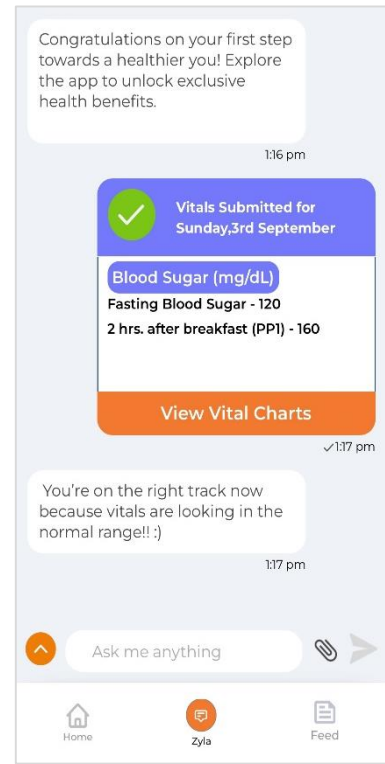
Health & Wellness Booster (To increase savings)



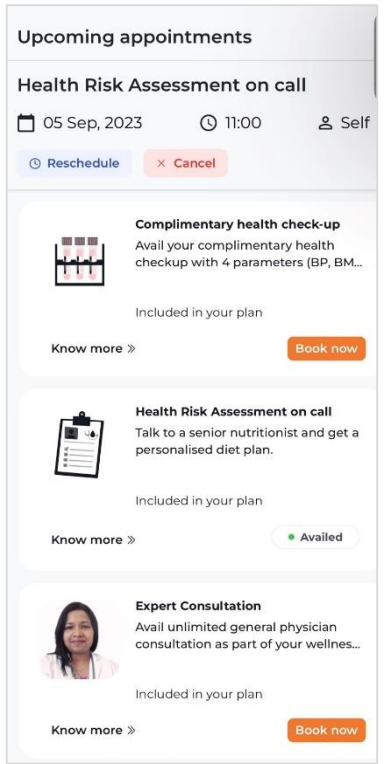
App experience customized basis your health needs



Diet Plan post Health Risk Assessment with Nutritionist



24*7 chat care support



Avail Health services for customers & their family

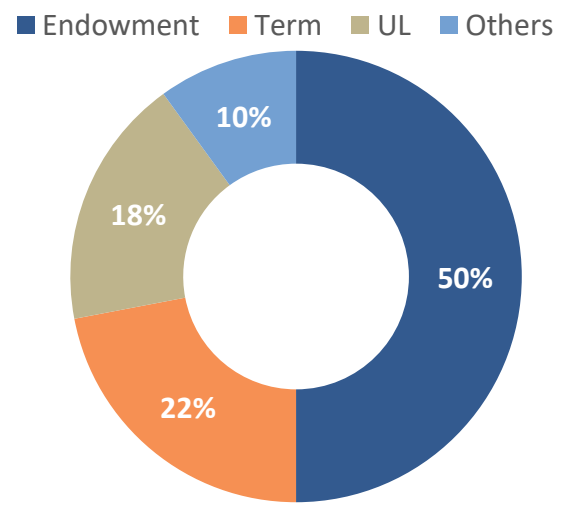
B Max Life has a complete suite of products and focus is on selling longer term products along with improving penetration of pure protection & Health offerings



Max Life has products across all categories

- 4 Protection plans
- 6 Income plans
- 5 Endowment plans
- 5 ULIP plans
- 5 Child plans
- 2 Health plan
- 4 Annuity plan
- 1 Retirement ULIP
- 2 Whole life
- 6 Riders

Current portfolio¹ biased towards traditional products



Product Type	Average Policyholder Age (Years)	Average Policy Term (Years)	Average PPT (Years)
Endowment	35	22	10
ULIP	38	15	8
Whole Life	36	64	52
Money back	26	17	17
Pure Term	34	38	31
Guaranteed products	43	19	9
Health	37	23	23
Cancer Insurance	38	30	30
Pension	31	25	25
Annuity	62	58	3

As on 31st Mar 2024



(1) Based on count of all policies sold till date; (2)Others include Money back, Whole life, Guaranteed products, Health, Cancer Insurance, Pension & Annuity.

B Focus on retirement leading to 59% growth in Annuity business in FY'24

Life stage & Objective

Age: 25-45 yrs
Accumulate funds

Age: 45-60 yrs
Plan for retirement

Age: 60+ yrs
Cover the risk of living too long

Needs

- Tax Saving
- Savings for future

- Tax Saving
- Lump-sum req. for big events (child's education, buy home, child's marriage)
- Savings for retirement

- Regular income stream until death
- Legacy planning

Max Life's solutions

- NPS account (Pension Fund Management - PFM)
- Pension plan

- Long Term Income (Smart Wealth Plan)
- NPS account (PFM)
- Pension plan
- Annuity

- Annuity

Max Life Pension Fund Management

- 105 corporates on-boarded
- >8,400 no. of PoP Subscribers
- Garnered INR ~5.7 Bn AUM, grew by >300%
- Added >19,500 PFM Subscribers

Smart Guaranteed Pension Plan

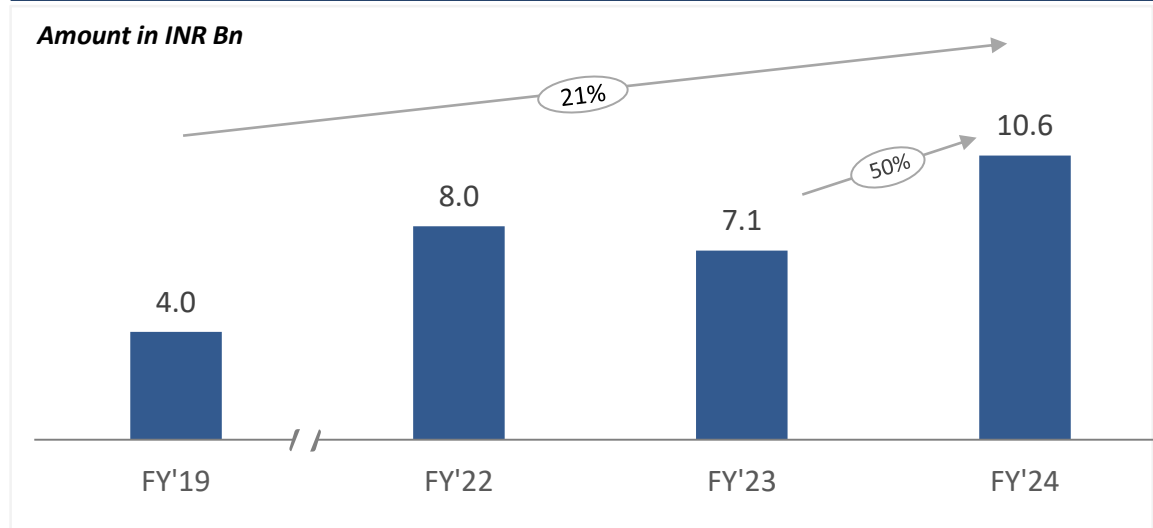
- Guaranteed Income** to cater to your needs as long as you live
- Advance Annuity Amount** option to take in advance, your next 5 years annuities
- Option for Life-long income:** option to choose a single life or a joint life annuity
- Available for Group members who want to purchase annuities**
- Available for National Pension System(NPS) customers**

Smart Wealth Annuity Guaranteed Pension

- Guaranteed Lifelong income** for you and your loved ones
- Industry-first features** enables to personalize retirement planning basis unique needs of each individual
- Boost annual income** by 6% every year with increasing annuity variants
- Widened deferment period** for early retirement planning
- Flexibility to take **Early return** of premium on chosen Milestone Age



Total Protection & Health APE*



Key focus areas to win in protection

- **Underwriting:** Superior underwriting **augmented by Artificial intelligence and data analytics**
- **Reinsurance:** **Strategic alignment** with re-insurance partners
- **Product and Pricing:** Product innovation to drive strategic shifts towards **under-penetrated customer segments**
- **Control:** Strengthen **claim diligence capabilities** through technology and superior process control

Line of Business#	FY'23	FY'24	Growth*
Retail Protection & Health	4.0	6.5	63%
Group Term Life	2.4	3.0	25%
Group Credit Life	0.7	1.1	62%

Key Focus areas and enablers in health portfolio

- **Innovative health offerings** combined with life to provide holistic solutions
- **Leverage digital tools** to enable touchpoints and nudges for rider purchase
- Augmented value creation through **wellness combos**
- **Exploration and launch of Rider Suites** based on customer demographic and life stage needs

Product design & mix monitoring

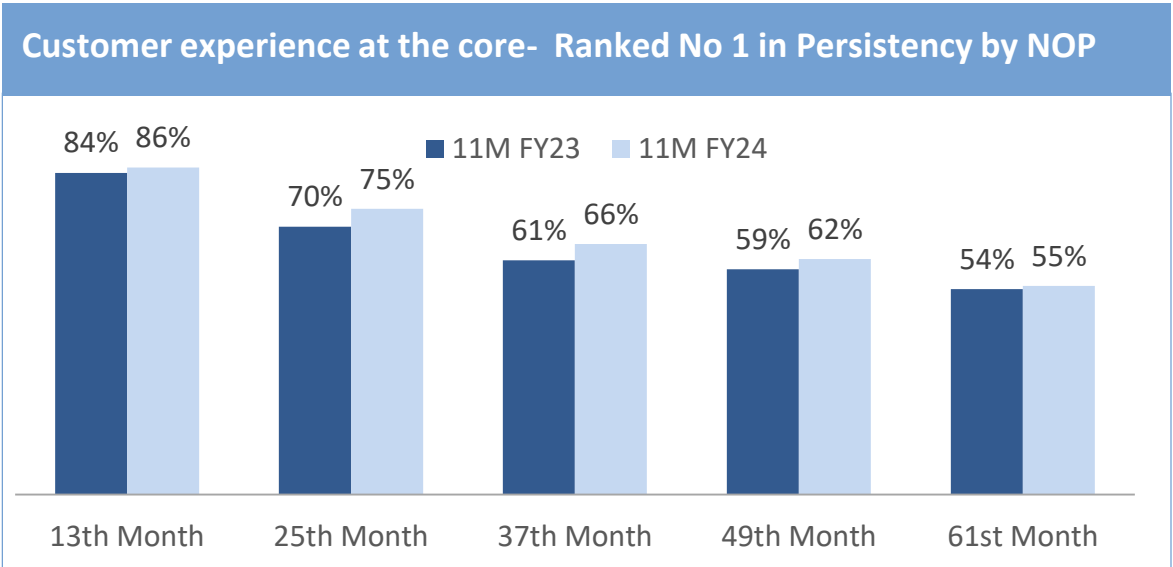
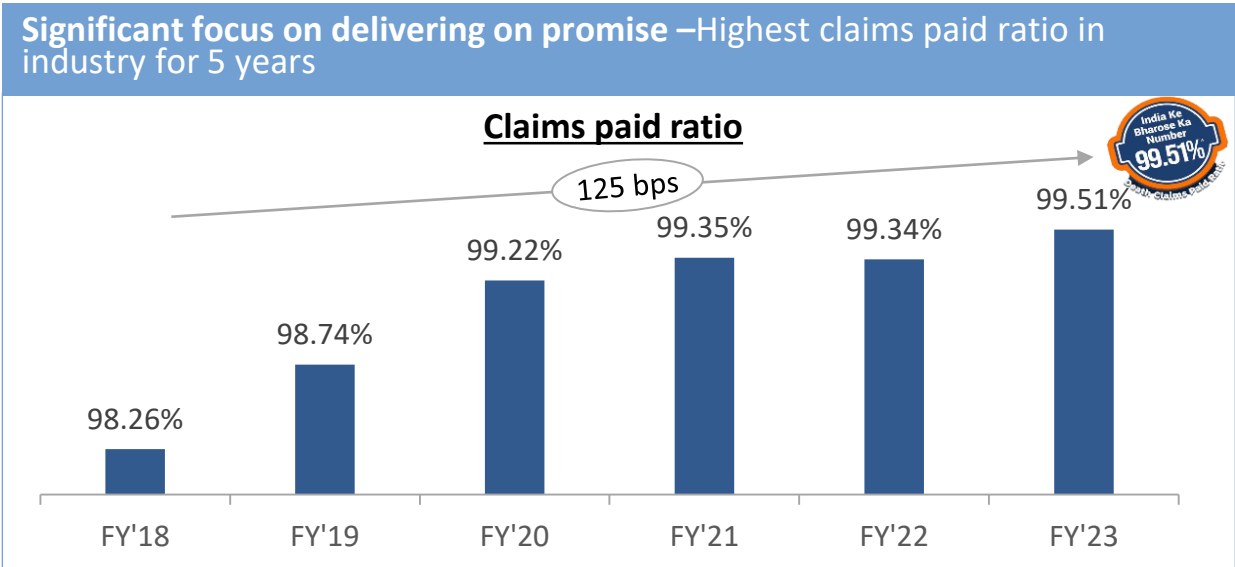
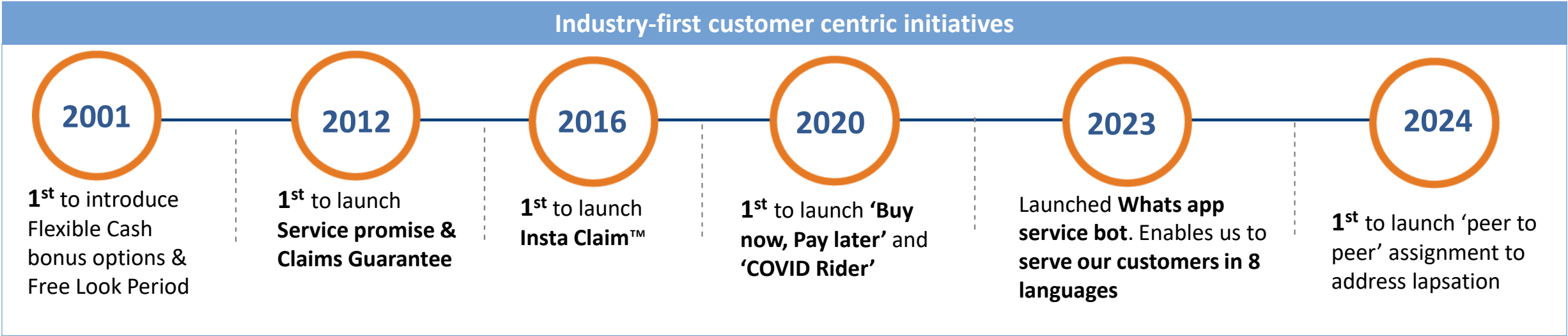
- 1 Prudent pricing assumptions (interest rates, risk margins)
- 2 Regular monitoring & repricing
- 3 Product designs optimization (shorter pay designs) to minimize exposure to future interest rate movement
- 4 Large part of annuity portfolio Return of Premium (>95%), which has negligible exposure to longevity risks

Prudent ALM approach

- 1 Cash flow matching of assets and liabilities (for non-par savings + group protection portfolio)
- 2 Duration matching to manage parallel shifts in yield curve
- 3 Enabled by a deep and liquid long sovereign bond market

Hedging

- 1 Managing the asset liability cash flow profile of entire non-par fund to derive synergies of natural cash flow hedge
- 2 External hedging (using FRAs, IRFs, Swaps etc.)



D Our Digital Strategy is Based on 7 Key Pillars & we aim to be India's Leading Digital First Insurer

1

Scale E-Commerce Business

2

Digital Agency

3

New Business Models & Partnerships

4

Digital CX Platform

5

Digital EX Platform

6

Data & Analytics

7

Modern, Scalable & Flexible Technology Platform



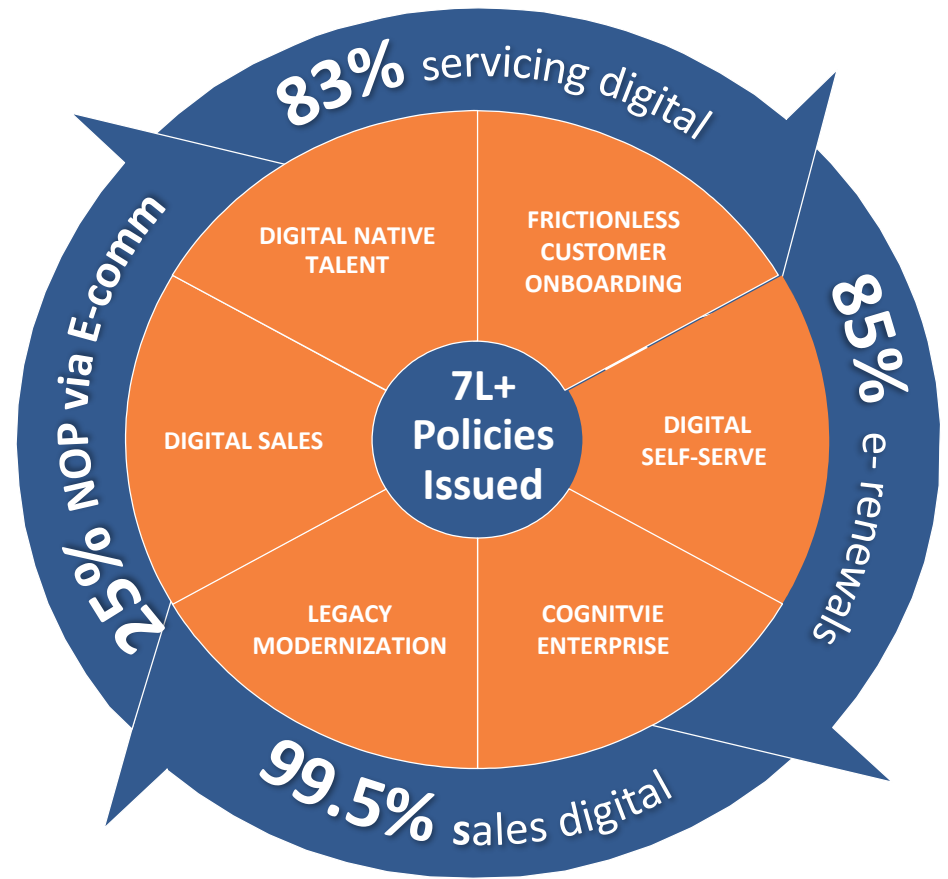
Significant progress on our Digital Journey

- 81%**
Automated Underwriting (Retail)

- 64**
Website NPS (Purchase + CS)

- <3 seconds**
Page load time

- 810**
Bitsight Score

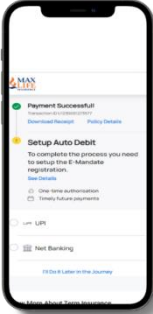


- 90%**
API Coverage - Partner integration

- 75%**
Infra on Cloud

- 90%**
Self-Service Pénétration


- 100K**
Bot queries per month



New Mandate Page

- New mode for auto-pay – UPI-SI
- UPI auto pay SR at >50%
- UPI auto pay contribution to 35%
- Mandate attachment improved to 85%

Experience



NFO Launch

- Small Cap NFO
- Midcap NFO
- Category creating initiatives

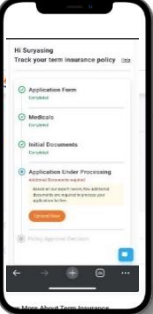
Business



AXIS SFRD

- Axis SFRD Journey first 4 Click journey

Business



Journey Smarts and interventions

- Real time update of policy status
- Document Collection on WhatsApp
- EKYC AA & Native VMER
- Issuance TAT reduction by 40 %*

Experience



Combo Solution Launch till issuance

- Contribution in PB & In Direct Savings Business

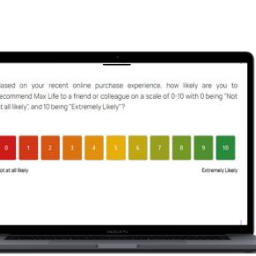
Business



PASA Journey

- Additional business line
- Frictionless journey for the customer
- IND Money, Phonepe

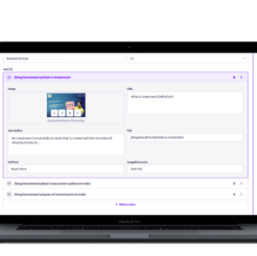
Business



Digital NPS

- Real time customer feedback
- Consistent NPS score of 63+


Experience



Content Management

- Increased through put for tech SEO changes
- Faster TTM for new pages

Efficiency



Real time API monitoring

- Real Time API monitoring covering entire Journey

Efficiency

D Significantly digitalized our Sellers to enable them to win...

2

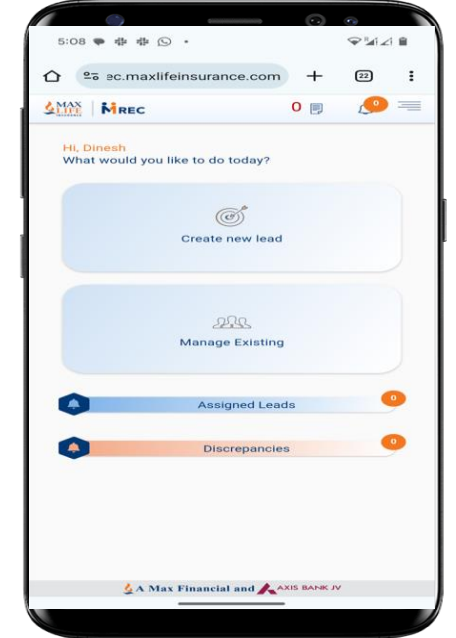
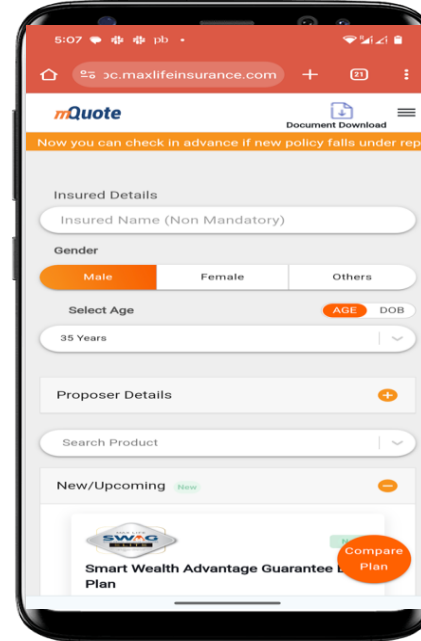
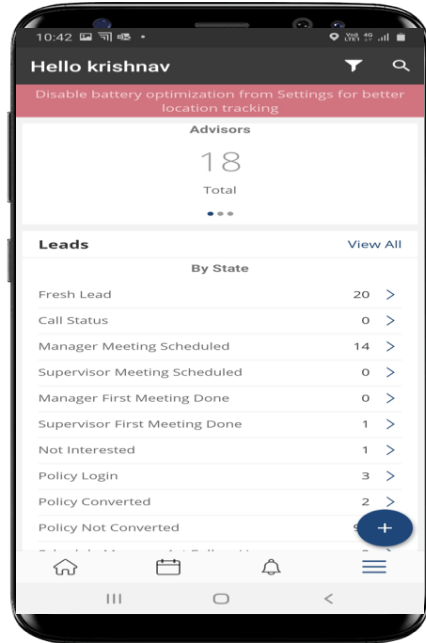
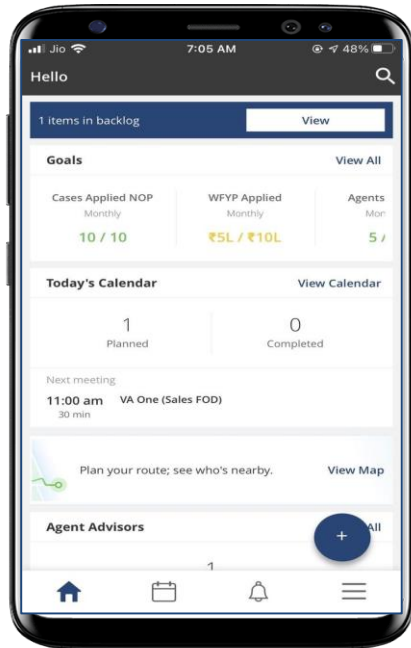
Sales Governance for all channels

Integrated Lead Funnel

Intelligent quotes on the go

Unified Learning & Training Management

Mobile First Recruitment app-



~0.35+ million+ activities per month

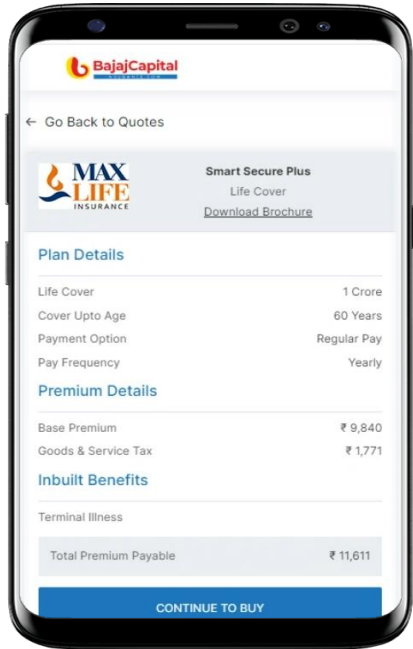
~0.13 million+ meeting across all channels

~0.8+ million quote generated per month

59% adoption for all channels

100% seller on-boarding

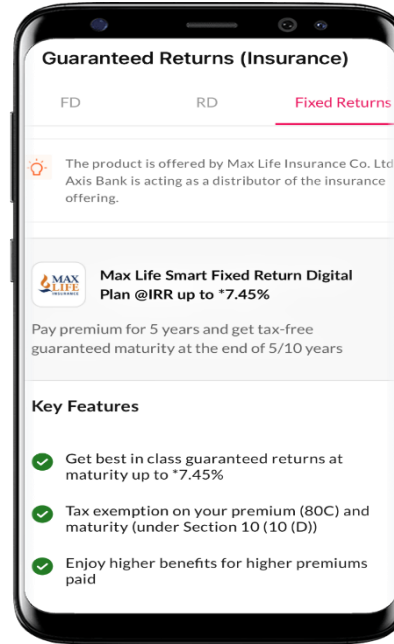
Onboarding Journey



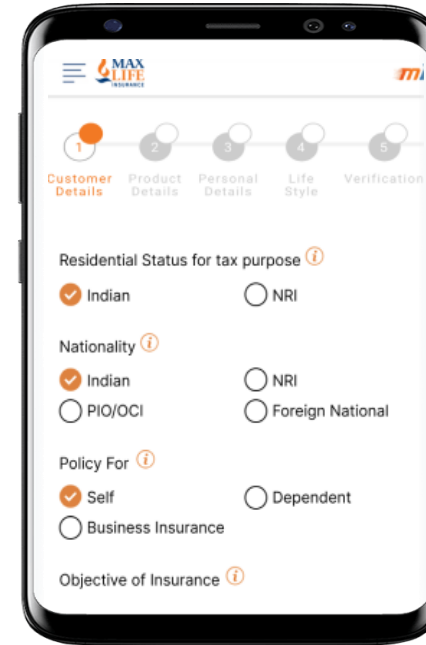
API Suite



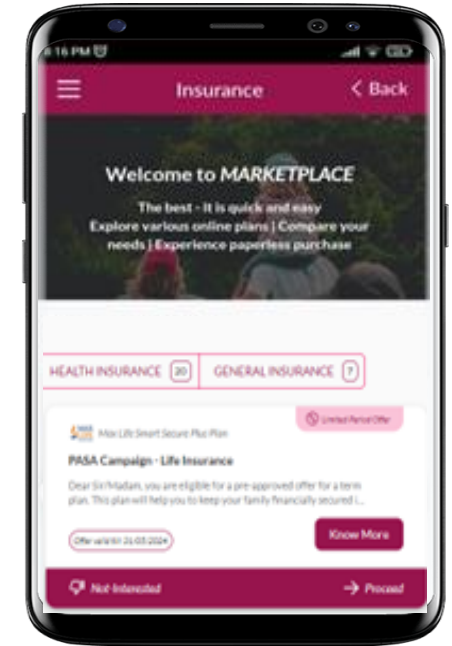
D2C Journeys with Banks and Partners



Tele and NRI



PASA



~ 5 Minute Onboarding Journey, Clear case 81%

~Re-usable APIs > 90 % Coverage

D2C Journeys available for both Term & Savings to drive Business leveraging digital properties of Bank

Lead Conversion Ratio ~40%

~1.8 Million offers with 100 % Clear Case

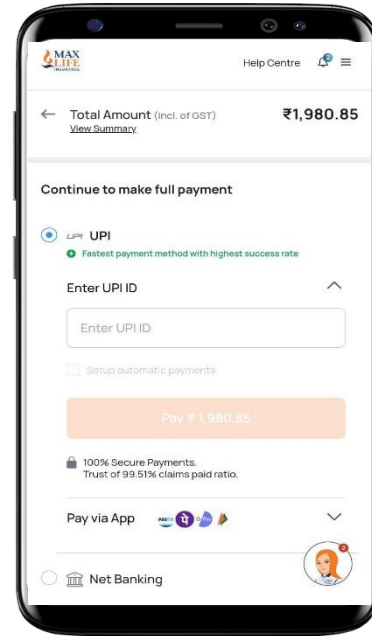
D Building a New Age Digital customer experience platform

Website



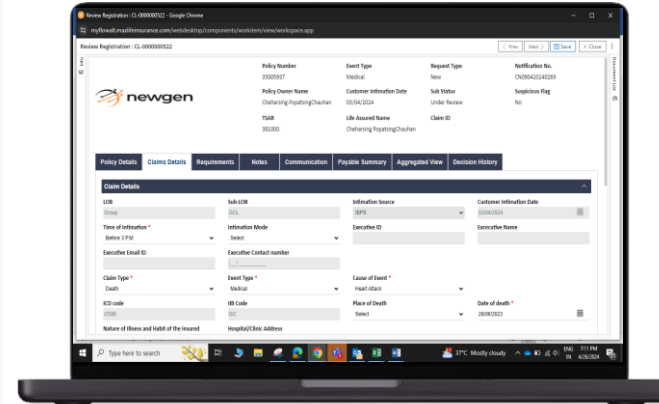
Website NPS has also improved 10 points from 57 in April '23 to 67 in Mar '24

Unified Payment Platform



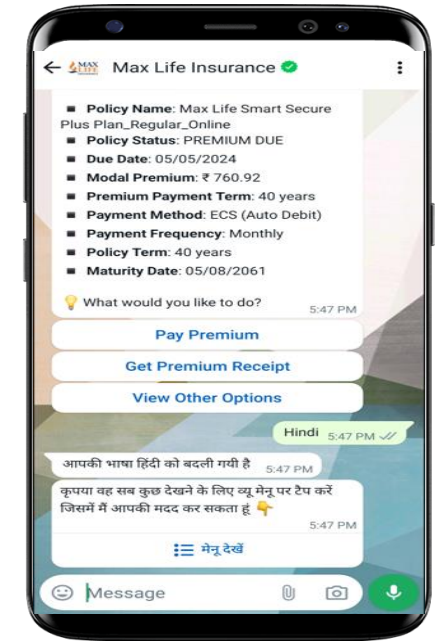
Payment transaction Success Rate for our Unified Platform exceeds the benchmarks from competitions

Group Claims



Industry first initiative of Group claim workflow handling GCL, GTL and PMJJBY claims with Integrated Fraud control checks, Investigation workflow, Referral workflows and Smart BRMS

Revamped - WhatsApp Bot



Enables us to serve our customers in 8 languages, allows for Native Payment, Native downloads of Policy documents and Policy Servicing along with Live Chat Support



90% Self-service Penetration
Mar 24 – 67 (All time high)



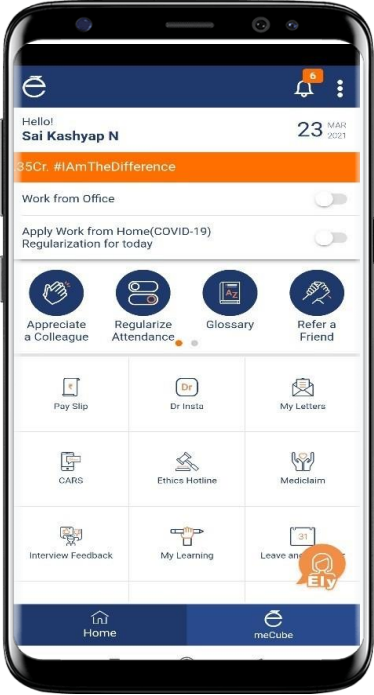
76% success rate for online renewal payment
all time high
42% adoption of UPI payment mode



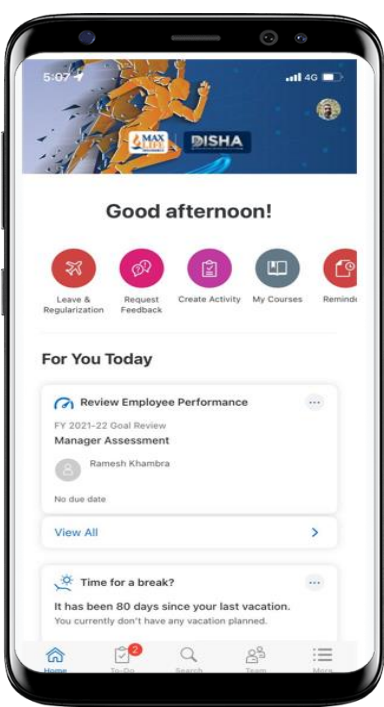
Monthly active base of 100K+ unique users

Leveraging Digital & AI to augment employee experience and productivity

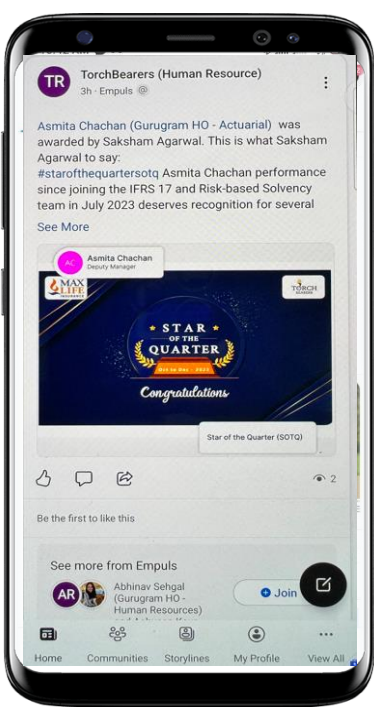
empApp



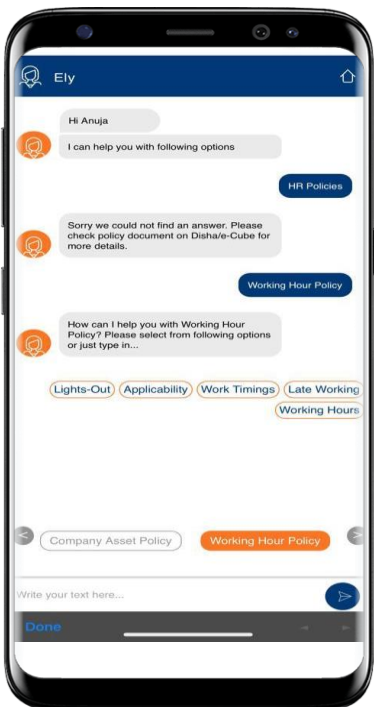
DISHA (Success Factor App)



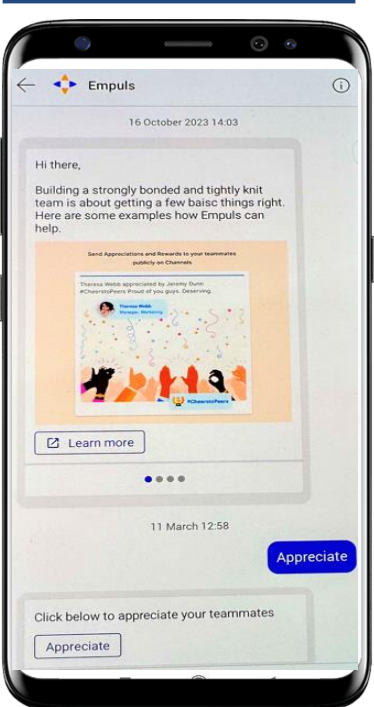
Viva Engage



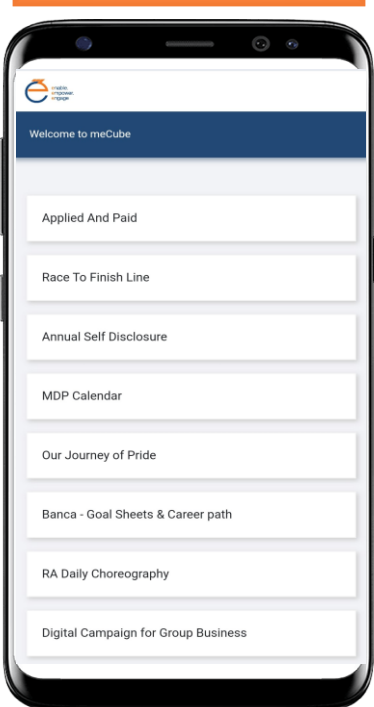
Ely



Empuls



meCube



Employee App with self service modules for Leave management, Employee Letters

Entire hire to retire lifecycle available on SF App

An employee communication platform that allows everyone to connect through communities and conversations

Empowering Employees

Empuls is the employee engagement platform for appreciation, rewards and surveys

Mobile based search to access the MLI policies, SOP library

Did You Know

- ~100K self-service transactions
- 72% adoption for SF Mobile App
- Viva Engage for Polls, Campaign and Posts
- ~15K transactions through Bot / month
- ~700 e-recognitions/month

D India Stack and Insurtech partnerships to accelerate the digitalization

Improve Distribution Reach via Plug & Play Platforms for New Business Sales

Augment Retention, Customer Service & Claims Experiences Leveraging Bharat Stack for Auto-Filling & Consent



Data Augmentation

Leverage Alternate Data Sources Underwriting

Incremental Business Impact FY24 YTD

New Business Enablement	Sourcing Risk Avoidance	Incremental Renewal Collection	Margins enablement
<ul style="list-style-type: none"> Propensity campaigns for Banks Pre-Approved Sum Assured campaigns on Bank Cross sell intelligence for proprietary channels 	<ul style="list-style-type: none"> Mortality Risk avoidance Medical Fraud Avoidance Underwriting Operational loss avoidance 	<ul style="list-style-type: none"> ECS Hit Rate improvement Increment Collection rate in selected cohorts ULIP Alternate Collection Channel 	<ul style="list-style-type: none"> Self serve insights on mortality and pricing levers Profitability (VNB) based decision for business 100% Investment transaction governance

In-line integration of AI/ML in digital assets & journeys



Deep AI/ML capabilities across ML, DL, Cognitive AI, Gen AI, MLOps & Data Engineering (35 member team)



Enterprise Data availability

Employer of Choice for AI Talent

Internships from IITs, Capstone with ISB, Guest Lectures and participation in Industry forums



D We are building a Agile, Flexible, Scalable & Resilient Technology Platform to Digitally power MLI



Data & Analytics Platform

- Data Lake Foundation - Data availability @ 60% on cloud
- Modernization of Integration Stack (API)
- Near real time – DIY Analytics



Compliance & Security

- DevSecOps - Vulnerability Management
- Next Gen Ransomware detection & prevention
- Robust cloud security framework
- Real time BCP for critical Functions



Cloud Foundation

- Multi Cloud Adoption
- 4X peak volume scaled organically
- Mature Fin-Ops Practice



Legacy Modernization

- Transforming Core systems to Cloud
- Centralized product configurator engine for Agility
- Modernization of Enterprise – Treasury, HR and Compliance



Google Cloud



~100% Resiliency for Cloud & Critical Apps



BitSight Security Maturity Score- 810 (Best in Industry)



Auto Scaling Design to support peak volume



Provisioning from 8 weeks to 1-2 Days

Won various recognitions across top global and domestic industry forums

**ETBFSI –
Exceller
AI in Fraud
Prevention**

**AWS AI
Conclave-
Generative AI
Excellence**

**AIM AI
Innovation
award**

**Celent Global
Model Insurer
(Analytics & AI)**

**CYPHER – Top
Domestic
Firms using
AI/ML**

**50 Best Firms for Data
Scientist - 23**

**Nasscom AI Game
Changers Award**

**40 Under 40
data scientists
Award – 3
times**

**AI ML Paper/Case
study publications**



FY24

**Economic Times CIO Award for
Enterprise IT Excellence**

**TechCircle Business
Transformation
Digital First Award**

**Elets Insurance Innovation
Trailblazers in Cloud Award**

**Elets Insurance Innovation
Cybersecurity Visionary Award**

**Max Life Gartner Case Study
on Digital Transformation**

**AWS Re-Invent Case Study
Cloud Modernization**



Max Life's 5-Year Aspirations

	1	2	3	4	5
FY21	 Leader in online acquisition Leader ¹ in online protection	 Fastest growing profitable proprietary distribution #5 player ¹ in offline proprietary distribution	 Leader in Protection + Health & Wellness proposition #5 player ¹ in Protection and health	 Leader in Retirement #4 Annuity ¹ player	 Inorganic expansion No addition of a material partner / inorganic
Aspiration (FY26)	Leader in online Protection + Savings 7-9x sales in 5 years	Among top 3 in offline proprietary distribution ~2.5x sales in 5 years	Among top 3 players in protection and health 3-4x sales in 5 years	Among Top 3 providers of holistic retirement offering ~8-9x annuity sales in 5 years	Augment partnership distribution with M&A / addition of large Bank account
FY24	<ul style="list-style-type: none"> • Continued Leadership¹ in Online Protection • Rank¹ 2 in online savings • 4x sales since FY'21 	<ul style="list-style-type: none"> • 1.8x Sales since FY'21 • Agent Recruitment growth at 54% in FY'24, fastest among Top 10 Pvt. Insurers 	<ul style="list-style-type: none"> • 1.4x Sales since FY'21 • Leadership in Protection penetration² • Rank 3 in Ind. Sum assured 	10x annuity sales since FY'21	Added 40+ new partners



SECTION IV

- ▶ ESG
- 

Four pillars of our sustainability framework



Four pillars of our sustainability framework



Work Ethically & Sustainably

- Corporate Governance
- Ethics & Compliance
- Digital Initiatives
- Ethical usage of Data
- Operational Risk Management



Care for People

- Diversity & Inclusion
- Employee Development
- Health & Wellness programs
- CSR (with Financial Empowerment)



Financial Responsibility

- Sustainable Investing
- Product responsibility
- Customer feedback integration



Green Operations

- Waste Management
- Water Management
- Energy efficiency
- Emissions control



Governance

- Dedicated **ESG Management Committee**
- Diverse Board composition with optimum no. of Independent Directors** (>50% - MFSL; ~30% - Max Life Insurance)
- Average Board experience > **30 years**
- Charters of Board and Committees** in place which define roles and responsibilities of the Board and respective Committees
- Framework for evaluation of the performance of the Board, Committees of the Board and Individual Directors adopted by the Company



Data Privacy & Security

- MLI received the DSCI Excellence Award for Best Security Practices in India in 2021
- BitSight rating of 810, which is best in financial services
- Certified on International standards **ISO 27001 and ISO 22301**
- Data privacy policy and practices in place
- Board approved Information security policy in line with **Aadhar Act, I-T Act** and other regulatory guidelines
- Dedicated CISO reporting to CRO for independence and better governance



Risk Management

- Max Life has a **robust governance framework with Board risk committee (REALMC)** supported by domain expertise committees (MRC, ALCO, DMC, ORG, IS BCM etc.)
- Risk Appetite and Risk Management** framework in place
- Robust derivative program as well as an ALM framework
- Detailed review process of Business Plan in place by CRO with focus on solvency risk and capital management



Compliance & Policies

- Platforms, mechanisms, channels** in place for grievance addresses, incident investigations and corrective actions and policies
- Dedicated **whistle-blower platform** managed by independent external partner
- Approved **Business Code of Conduct, Anti-bribery and anti corruption, Gifts and Meals policies, POSH, Anti-fraud.**



Diversity & Inclusion

- Gender diversity ratio at **27%** at Max Life
- MLI is at **2nd position** w.r.t **diversity in the Indian LI** sector as per diagnostic study conducted by Michael Page
- Capability building program** for women's leadership culminated successfully
- Max's Women in Network circles launched for all women in leadership with 5 regional circles.



Well-being of Employees

- Introduced CARS for a digitalized employee helpdesk experience to track queries with one click
- Introduced "Standing Desks" to enable an anti-fatigue and healthier lifestyle
- Artemis introduced to the PAN India Hospital network for discounted services to employees & their family members



Employee Development & Policies

- 2024 sustainable **engagement score of 95%** in the Annual Engagement Survey through Willis Towers Watson
- Average 58 hours of learning** achieved as against the target of 40 (April-March'24) to drive 'Culture of Learning'
- 50% adoption** achieved within 6 months of tool inception – Empuls which enables digital experience for appreciating and acknowledging



CSR Initiatives

- Employee volunteering initiatives: 60,200 beneficiaries
- Financial literacy and insurance awareness campaigns: Approx. 59,134 beneficiaries
- Education initiatives: 26,902 children directly benefited
- Pond rejuvenation project successfully completed at Jharsa village, Gurugram, positively impacting ~27000 citizens in the vicinity.

Financial Responsibility



Committed to responsible investments

- ESG evaluation** will be ensured in all equity investment research and decision making
- 75%** of equity portfolio to be ESG compliant at all times
- 100%** compliance for equity portions of shareholders fund to be adhered to



Responsible Investments

- Comprehensive stewardship policy in place and a detailed summary of MLI's voting actions are disclosed on a quarterly basis.
- Max Life looks at governance closely for its investee companies.



Product Responsibility

- Benefits for females/transgenders for financial inclusion :
 - All savings flagship products have Policy Continuance Benefit option that make policy self-sufficient in case of exigency
 - Under Protection and Annuity Plans, higher returns for female lives and discount is available for transgenders
 - Annuity plan SWAG Pension offers superior female rates
- Max Life annuity plans, senior customers guaranteed income throughout their life
- Additional health protection through our Rider Suite; CIDR offers protection against 64 critical illnesses and disabilities.
- Launched Pure Growth Fund for ULIPs, where the investment exclude sectors such as alcohol, gambling, contest, entertainment.



Integrating Customer Feedback

- Focus on integrating feedback from policyholders for our services
- NPS in Q4 FY 24 : **56**

Green Operations



Holistic approach

- Conducted a **carbon footprint assessment** of our pan-India offices
- Measurement of **GHG emissions** of DLF Square and 90C for FY 2022-23
- To reduce carbon emissions by 80% by 2028



Energy Management

- Replacement of CFL with LED lights ongoing in all offices to reduce energy consumption : Replacement concluded at 21 locations in 4 quarters(Q1 to Q4) of FY 2023-24
- Replacement of old ACs ongoing: ~500 Ton AC replaced in 4 Quarters (Q1 to Q4) of FY 24



Water Conservation






- Water is recycled with the help of STP: ~3202 KL of STP water recycled in 4 quarter (Q1 to Q4) of FY'24
- 100% tap sensors and water aerators in place in HO. Reducing ~70% water consumption
- 10,000 Tree plantation. Plantation drive has been successfully completed in Jul'23



Waste Management

- Dry and wet waste segregation process is being followed at HO
- Installed sanitary pad disposal at HO for sustainable menstrual hygiene management ~**280** kg carbon equivalent conserved in first four quarters of FY 24

Accomplishments in our key strategic shifts identified in our ESG journey

Indicators	Key Metric for ESG Indicators	Key Targets	Current Status
 Digital Operations	Digital penetration	95% of digital penetration by FY26	89% for March 24
 Diversity & Inclusion	Overall Gender Diversity Ratio	Achieve 28% gender diversity ratio by FY25	27% gender diversity ratio in March 2024
 Workforce Training	Number of learning hours to upskill and reskill employees	40 learning hrs per employee	20,581 employees spent 61 hours against the target of 40 hours
 Responsible Investments	ESG integration* & Compliance^ in Investment Decision Making	ESG evaluation in equity investment research and decision making 75% of equity portfolio to be ESG compliant at all times 100% compliance for equity portions of shareholders fund to be adhered to	CRISIL has been on-boarded for ESG integration
 Carbon Neutrality	Reduce carbon footprint and achieve Carbon Neutrality	To achieve 80% carbon neutrality by FY28	GHG measurement for FY 2023-24 is on-going

*ESG Integration refers to evaluation of ESG risks and opportunities for each company in the portfolio
 ^ESG compliance refers to all ESG rating categories excluding severe risk category, as per rating agency scores

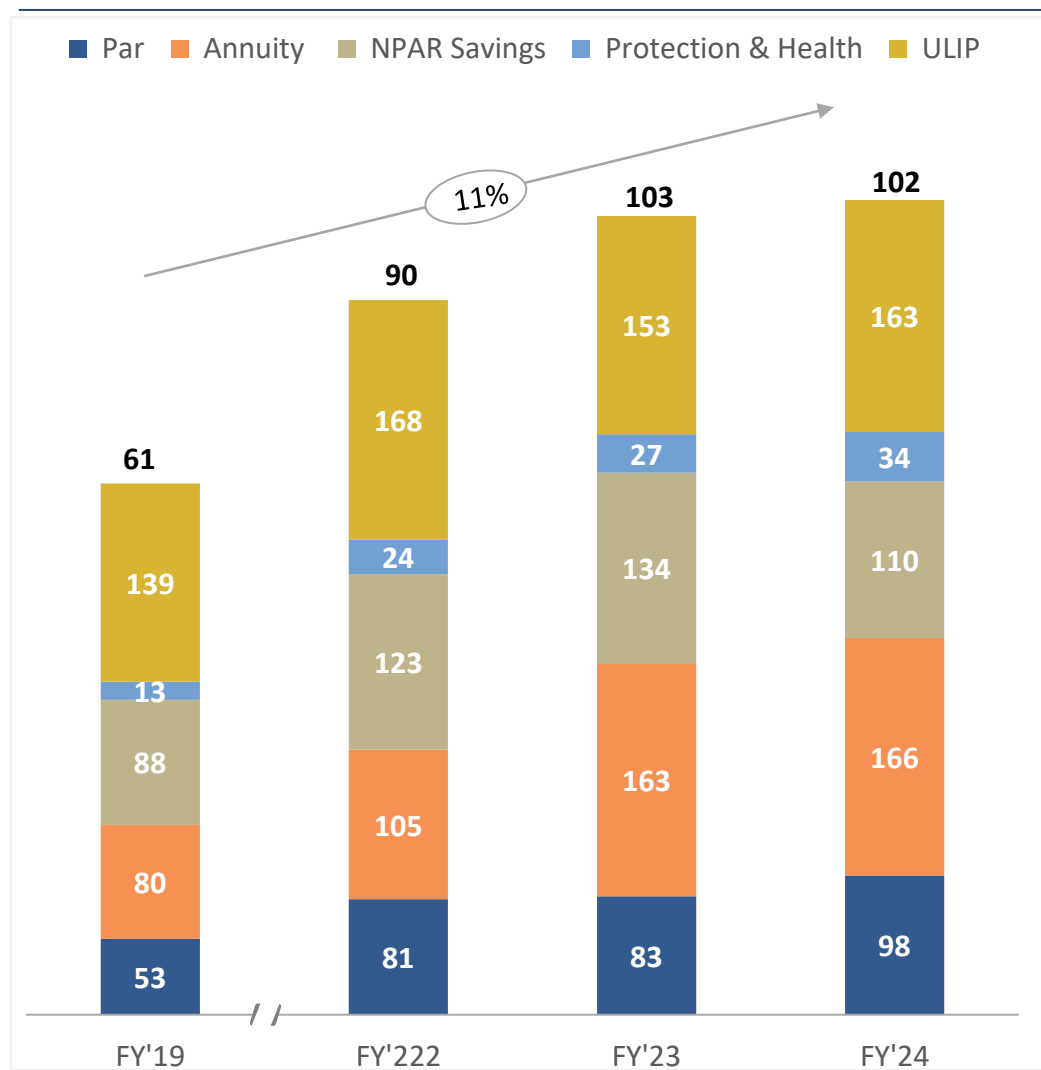


ANNEXURES

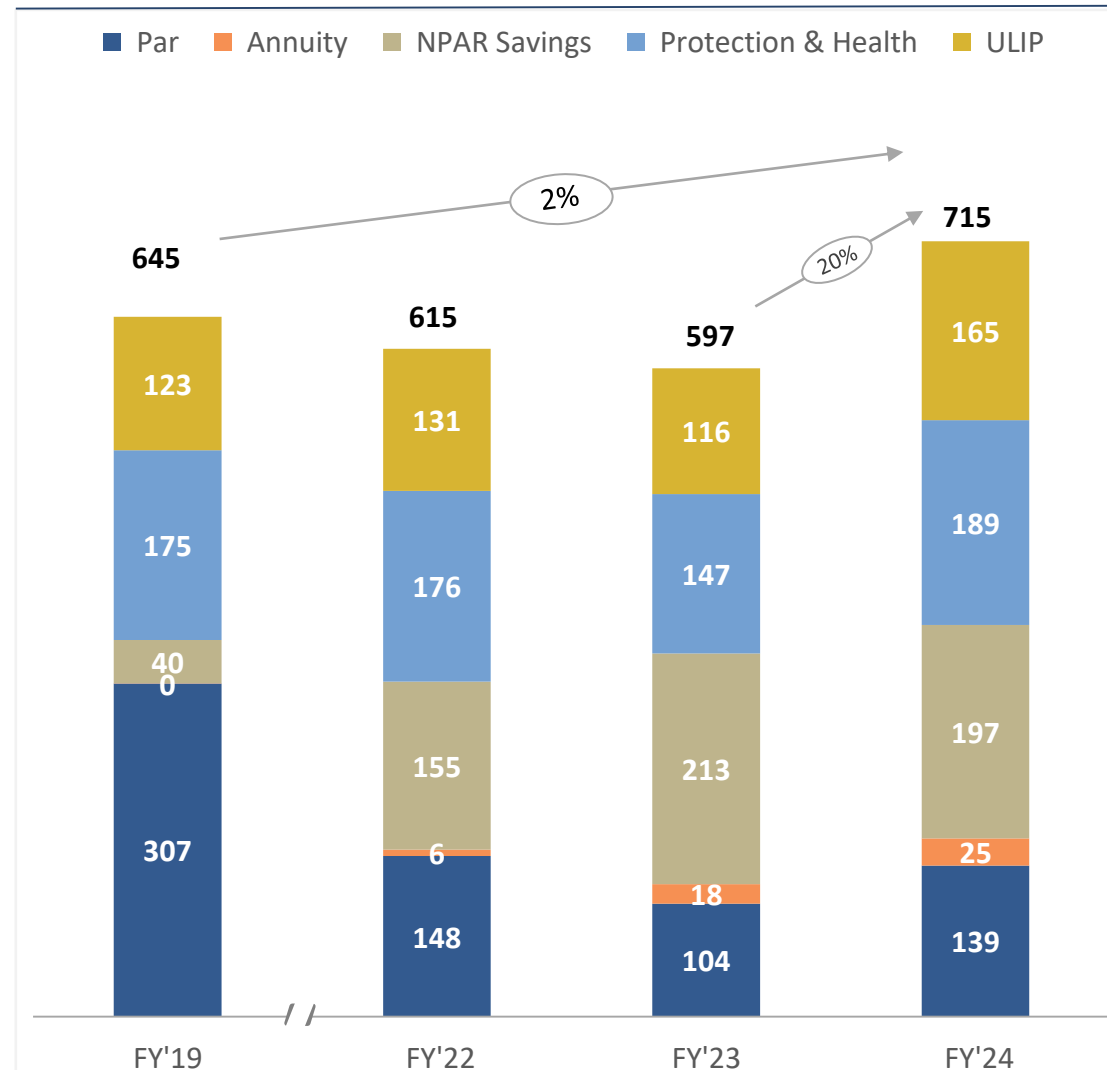


Expansion number of policies sold to be a key driver for FY24

Case Size* (INR'000)



NoP's (000's)



*Based on Individual APE

Sensitivity analysis as at 31st March 2024

Sensitivity	EV		New business	
	Value (INR Bn)	% change	VNB (INR Bn) NBM	% change
Base Case	194.9	-	19.7 26.5%	-
Lapse/Surrender - 10% increase	196.4	0.8%	19.6 26.4%	(0.6%)
Lapse/Surrender - 10% decrease	193.2	(0.9%)	19.8 26.6%	0.4%
Mortality - 10% increase	189.9	(2.6%)	18.4 24.8%	(6.5%)
Mortality - 10% decrease	200.0	2.6%	21.0 28.3%	6.6%
Expenses - 10% increase	193.1	(0.9%)	18.2 24.4%	(7.9%)
Expenses - 10% decrease	196.8	0.9%	21.3 28.6%	7.9%
Risk free rates - 1% increase	192.1	(1.5%)	19.8 26.6%	0.3%
Risk free rates - 1% reduction	196.5	0.8%	19.3 25.9%	(2.3%)
Equity values - 10% immediate rise	198.2	1.7%	19.7 26.5%	Negligible
Equity values - 10% immediate fall	191.7	(1.7%)	19.7 26.5%	Negligible
Corporate tax Rate - 2% increase	190.4	(2.3%)	19.1 25.7%	(3.3%)
Corporate tax Rate - 2% decrease	199.5	2.3%	20.4 27.4%	3.3%
Corporate tax rate increased to 25%	174.8	(10.3%)	16.8 22.6%	(14.8%)

1. Reduction in interest rate curve leads to an increase in the value of assets which offsets the loss in the value of future profits.
2. Risk free rate sensitivities under new business allow for the change in the value of assets as at the date of valuation.

Definitions of the EV and VNB

Market consistent methodology

- The EV and VNB have been determined using a market consistent methodology which differs from the traditional EV approach in respect of the way in which allowance for the risks in the business is made.
- For the market consistent methodology, an explicit allowance for the risks is made through the estimation of the Time Value of Financial Options and Guarantees (TVFOG), Cost of Residual Non-Hedgeable Risks (CRNHR) and Frictional Cost (FC) whereas for the traditional EV approach, the allowance for the risk is made through the Risk Discount Rate (RDR).

Components of EV

The EV is calculated to be the sum of:

- Net Asset value (NAV) or Net Worth: It represents the market value of assets attributable to shareholders and is calculated as the adjusted net worth of the company (being the net shareholders' funds as shown in the audited financial statements adjusted to allow for all shareholder assets on a market value basis, net of tax).
- Value of In-force (VIF): This component represents the Present Value of Future expected post-tax Profits (PVFP) attributable to shareholders from the in-force business as at the valuation date, after deducting allowances for TVFOG, CRNHR and FC. Thus, $VIF = PVFP - TVFOG - CRNHR - FC$.

Covered Business

- All business of Max Life is covered in the assessment except one-year renewable group term business and group fund business which are excluded due to their immateriality to the overall EV.

Components of VIF (1/2)

Present Value of Future Profits (PVFP)

- Best estimate cash flows are projected and discounted at risk free investment returns.
- PVFP for all lines of business except participating business is derived as the present value of post-tax shareholder profits from the in-force covered business.
- PVFP for participating business is derived as the present value of shareholder transfers arising from the policyholder bonuses *plus* one-tenth of the present value of future transfers to the participating fund estate and one-tenth of the participating fund estate as at the valuation date.
- Appropriate allowance for mark-to-market adjustments to policyholders' assets (net of tax) have been made in PVFP calculations to ensure that the market value of assets is taken into account.
- PVFP is also adjusted for the cost of derivative arrangements in place as at the valuation date.

Cost of Residual Non-Hedgeable Risks (CRNHR)

- The CRNHR is calculated based on a cost of capital approach as the discounted value of an annual charge applied to the projected risk bearing capital for all non-hedgeable risks.
- The risk bearing capital has been calculated based on 99.5 percentile stress events for all non-hedgeable risks over a one-year time horizon. The approach adopted is approximate.
- The stress factors applied in calculating the projected risk capital in the future are based on the latest EU Solvency II directives recalibrated for Indian and Company specific conditions.

Components of VIF (2/2)

Time Value Of Options and Guarantees (TVFOG)

- The TVFOG for participating business is calculated using stochastic simulations which are based on 5,000 stochastic scenarios.
- Given that the shareholder payout is likely to be symmetrical for guaranteed non-participating products in both positive and negative scenarios, the TVFOG for these products is taken as zero.
- The cost associated with investment guarantees in the interest sensitive life non-participating products are allowed for in the PVFP calculation and hence an explicit TVFOG allowance has not been calculated.
- For all unit-linked products with investment guarantees, extra statutory reserves have been kept for which no release has been taken in PVFP and hence an explicit TVFOG allowance has not been calculated.

Frictional Cost (FC)

- The FC is calculated as the discounted value of tax on investment returns and dealing costs on assets backing the required capital over the lifetime of the in-force business.
- While calculating the FC, the required capital for non-participating products is funded from the shareholders' fund and is not lowered by other sources of funding available such as the excess capital in the participating business (i.e. participating fund estate).

Key Assumptions for the EV and VNB (1/2)

Economic Assumptions

- The EV is calculated using risk free (government bond) spot rate yield curve taken from FBIL¹ as at March 2024. The VNB is calculated using the beginning of respective quarter's risk free yield curve (i.e. 31st March 2023, 30th June 2023, 30th September 2023 and 31st December 2023).
- No allowance has been made for liquidity premium because of lack of credible information on liquidity spreads in the Indian market.
- Samples from 31st March 2024 and 31st March 2023 spot rate (semi annualized) yield curves used are:

Year	1	2	3	4	5	10	15	20	25	30	40	50
Mar-24	6.99%	7.02%	7.04%	7.06%	7.05%	7.07%	7.09%	7.10%	7.13%	7.15%	7.22%	7.03%
Mar-23	7.16%	7.07%	7.17%	7.19%	7.17%	7.34%	7.38%	7.40%	7.45%	7.45%	7.45%	NA ²
Change	-0.17%	-0.05%	-0.13%	-0.13%	-0.12%	-0.27%	-0.29%	-0.30%	-0.32%	-0.30%	-0.23%	NA

Demographic Assumptions

The lapse and mortality assumptions are approved by Board committee and are set by product line and distribution channel on a best estimate basis, based on the following principles:

- Demographic assumptions are set to reflect the expected long term experience.
- Assumptions are based on last one year experience and expectations of future experience given the likely impact of current and proposed management actions on such assumptions.
- Aims to avoid arbitrary changes, discontinuities and volatility where it can be justified.
- Aims to exclude the impacts of non-recurring factors.

¹ Financial Benchmark India Pvt. Ltd.

² The 50 year term spot rate was not available as at Mar'23

Key Assumptions for the EV and VNB (2/2)

Expense and Inflation

- Maintenance expenses are based on the recent expense studies performed internally by the Company.
- Future CSR related expenses have been taken to be 2% of post tax (risk adjusted) profits emerging each year.
- The commission rates are based on the actual commission payable, if any.

Tax

- The Corporate tax rate is the effective tax rate, post allowing for exemption available on dividend income. Tax rate is nil for pension business.
- For participating business, the transfers to shareholders resulting from surplus distribution are not taxed as tax is assumed to be deducted before surplus is distributed to policyholders and shareholders.
- Goods and Service tax is assumed to be 18%.
- The mark to market adjustments are also adjusted for tax.