

July 8, 2024

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 along with this letter.

The same is also made available on the website of the Company.

Thanking you,

Yours sincerely,

**For ICICI Prudential Life Insurance Company Limited**

**Priya Nair**  
**Company Secretary**  
**ACS 17769**

**Encl.: As above**



# Performance update

July 08, 2024

# June 2024 update

# Premium growth

₹ billion	FY2024	April 2024	May 2024	June 2024	Q1-FY2025
RWRP <sup>1</sup>	72.13	4.01	5.42	6.15	15.58
Y-o-Y growth	7.0%	72.1%	56.6%	27.6%	46.8%
APE <sup>2</sup>	90.46	5.26	7.05	7.32	19.63
Y-o-Y growth	4.7%	42.9%	51.3%	16.9%	34.4%
New business premium	180.81	9.40	13.18	15.11	37.69
Y-o-Y growth	6.8%	28.1%	32.6%	14.1%	23.5%
New business sum assured	10,221.11	981.96	889.24	853.48	2,724.68
Y-o-Y growth	(1.9%)	16.8%	9.6%	13.6%	13.4%



<sup>1</sup>Retail weighted received premium

<sup>2</sup>Annualized premium equivalent

Year on year (Y-o-Y)

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

# Agenda

- Company strategy and performance
- Opportunity
- Industry overview



# Agenda

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



# Key strategic elements

4D framework enabling our 4P strategy



4P strategy

Customer centricity continues to be at the core



Integrating ESG with business management

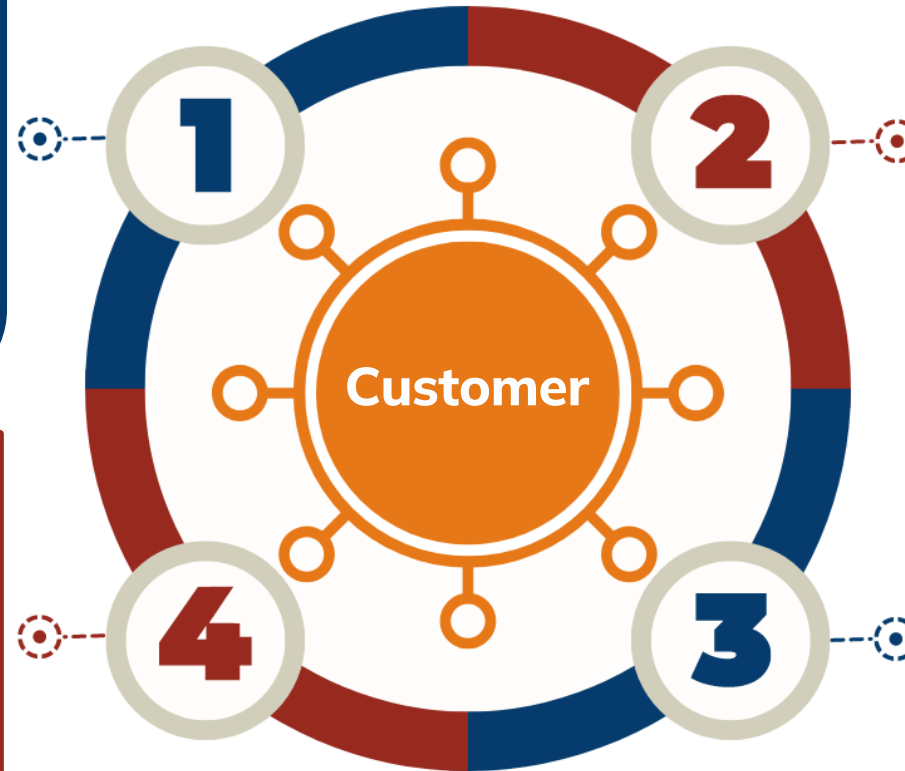
# 4D framework

## Data analytics

- Deeper understanding of customer lifestyle & income segments
- Identify opportunities across diverse customer segments & geographies
- Extensive use of analytics to support risk-based decision making

## Depth in Partnerships

- Deep mining of partner specific customer opportunities
- Focus on quality metrics to enhance customer proposition
- Building capabilities & integrating with partner ecosystem



## Diversified propositions

- Offer suitable customer proposition through appropriate distribution
- Provide holistic solution across customer life stages through innovative products

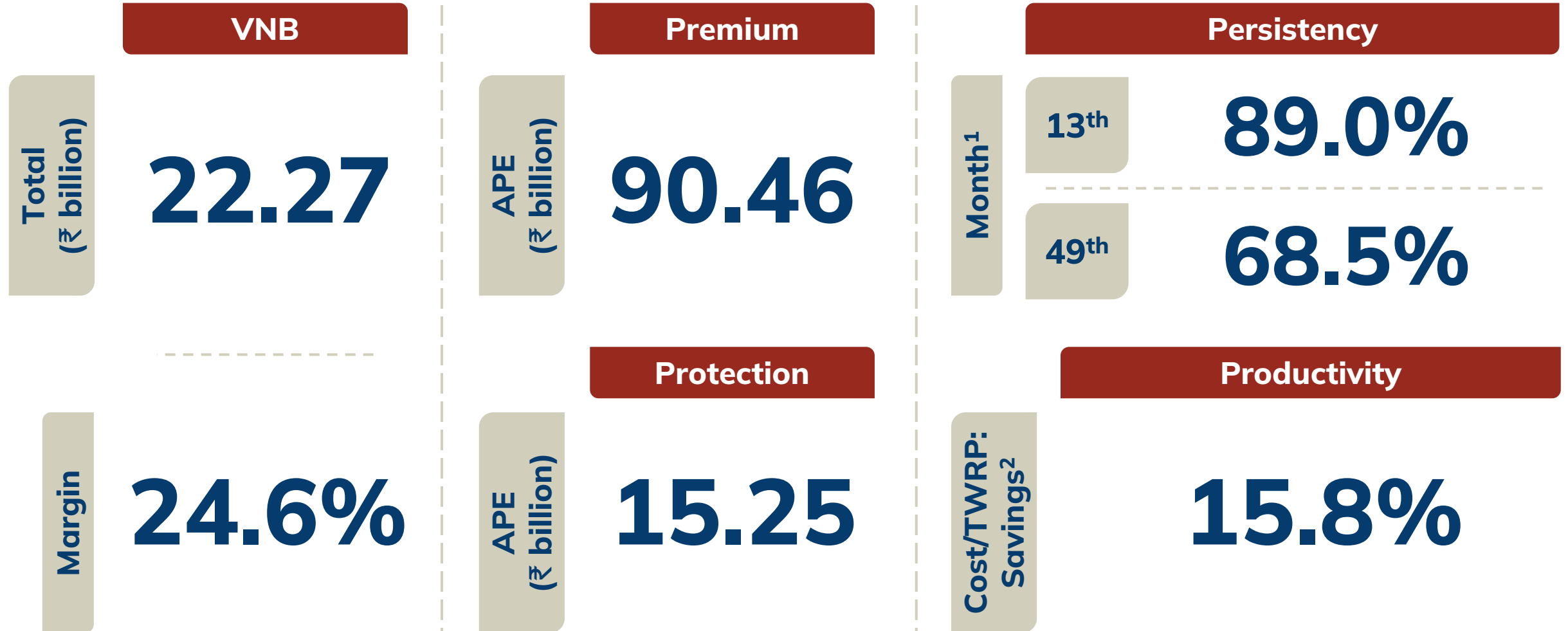
## Digitalisation

- Offer simplified & hassle-free experience across customer life cycle using digital ecosystem
- Leverage digital tools to strengthen distribution capabilities
- Empower partners with customer centric digital support

Risk calibrated growth with focus on quality

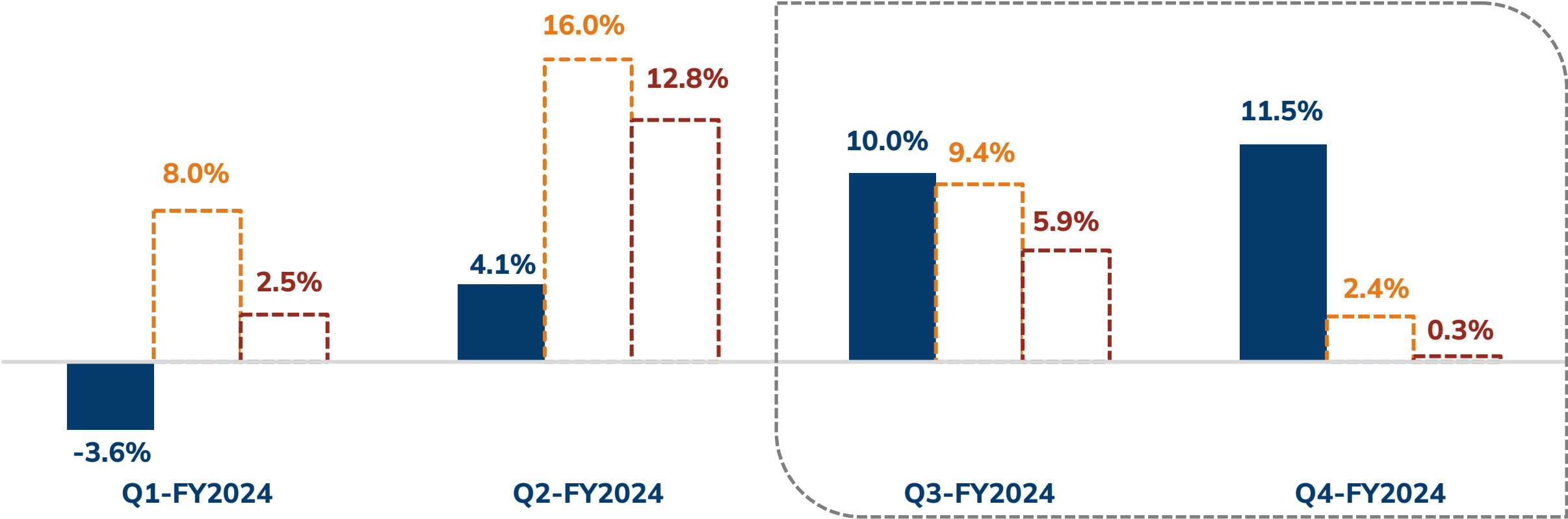


# Performance snapshot: FY2024



# Consistent improvement in RWRP

■ ICICI Pru Life    ▨ Private Industry    ▨ Overall Industry



**Robust double-digit RWRP growth in Q4-FY2024**



RWRP: Retail weighted received premium  
 Numbers denote year-on-year growth in RWRP

# Customer focused & most partnerable Company

**Industry leading claim settlement ratio** for FY2024

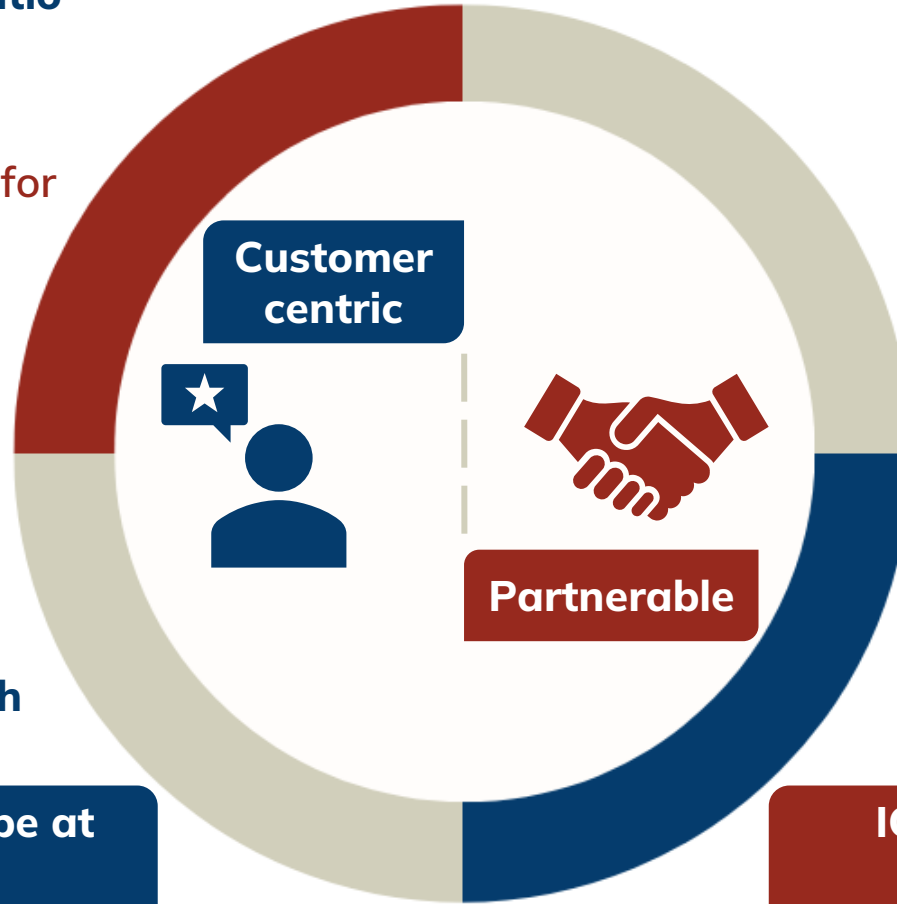
**Enhanced customer proposition:**  
Extensive suite of products available for varied customer needs

**Simplified customer onboarding:**  
~81% of policies issued using digital KYC<sup>1</sup> in Q4-FY2024

**Consistent improvement in customer experience:** 13M persistency<sup>2</sup> @ 89.0% for FY2024

**Strong & resilient balance sheet with zero NPA** since inception

**Customer centricity continues to be at the core**



**Seamless process:** ~45% of savings policies issued on same day in Q4-FY2024

**Same day commission:** Available for select distributors

**Simplified partner integration:**  
New distribution partner onboarded in <2 weeks

**Data analytics driven risk management:** ~70%<sup>3</sup> reduction in cases with higher propensity for fraud & early claims

**ICICI Pru Stack: Array of platform capabilities for our partners**

**Ranked no. 1 in the industry wide customer experience NPS study by Hansa Research for second year in a row**



<sup>1</sup>Includes Aadhar, CKYC & Banker's confirmation; <sup>2</sup>Regular & Limited pay persistency in accordance with IRDAI circular on 'Public Disclosures by Insurers' dated September 30, 2021, 12 month rolling persistency for March to February measured at March 31; <sup>3</sup>For savings policies in the period October 2023 to March 2024; NPA: Non-Performing Assets; NPS: Net Promoter Score

# 4P strategic elements

4D framework enabling our 4P strategy



VNB: Value of New Business  
ESG: Environmental, Social & Governance

## 4P strategy

**Customer centricity continues to be at the core**



**Integrating ESG with business management**

# Premium growth (1/2)

## Premium growth

- Build capacity & enhance efficiency in proprietary channels
- Focus on new partnership additions & increase share of shop in existing
- Focus to grow annuity line of business

Channels		Q4- FY2024	Y-o-Y Growth	FY2024	Y-o-Y Growth	Q4- FY2024	FY2024
Agency	APE (₹ billion)	11.61	28.6%	26.37	15.6%	32.1%	29.1%
Direct		4.74	22.2%	12.77	20.0%	13.1%	14.1%
Bancassurance		10.80	18.8%	25.93	2.3%	29.9%	28.7%
Partnership distribution		4.87	(26.1%)	11.73	(8.1%)	13.5%	13.0%
<b>Retail APE</b>		<b>32.01</b>	<b>12.0%</b>	<b>76.80</b>	<b>7.3%</b>	<b>88.5%</b>	<b>84.9%</b>
Group		4.14	(6.1%)	13.66	(8.0%)	11.5%	15.1%
<b>Total APE</b>		<b>36.15</b>	<b>9.5%</b>	<b>90.46</b>	<b>4.7%</b>	<b>100.0%</b>	<b>100.0%</b>

Mix

**Strong growth of ~17% in proprietary channels in FY2024**

# Premium growth (2/2)

## Premium growth

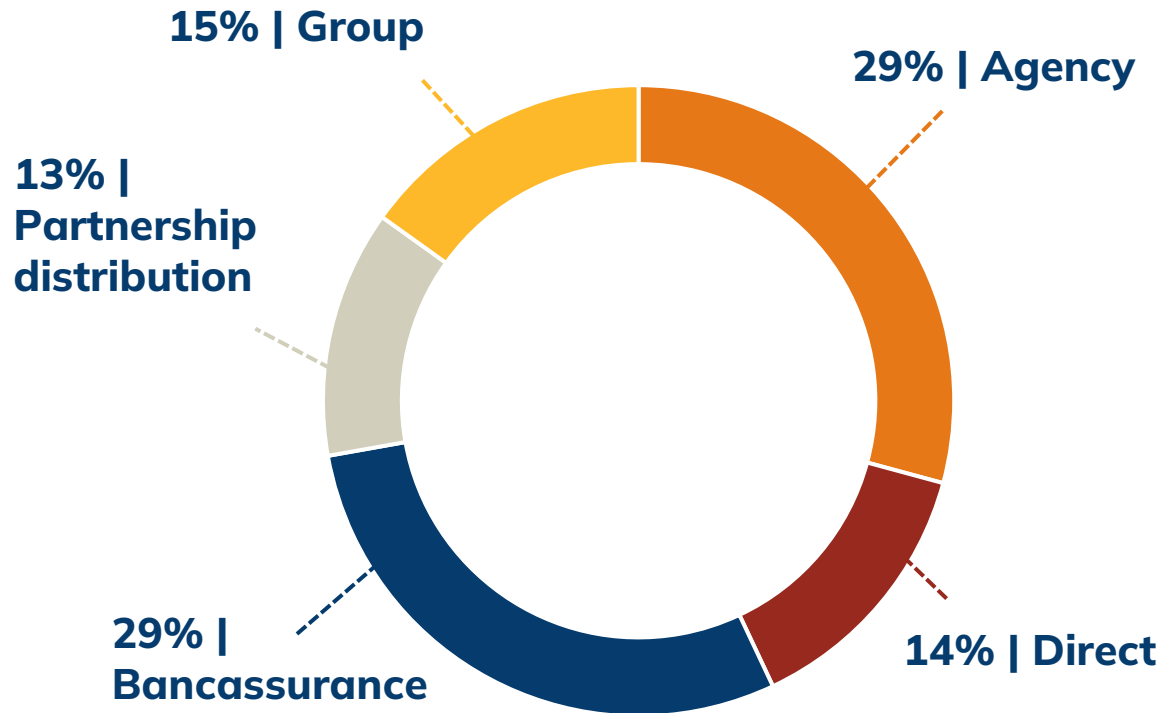
- Build capacity & enhance efficiency in proprietary channels
- Focus on new partnership additions & increase share of shop in existing
- Focus to grow annuity line of business

Segments		Q4- FY2024	Y-o-Y Growth	FY2024	Y-o-Y Growth		Q4- FY2024	FY2024
Savings	APE (₹ billion)	31.83	11.8%	75.21	5.4%	Mix	88.0%	83.1%
Linked		15.72	77.0%	39.11	26.1%		43.5%	43.2%
Non-linked		8.80	(48.1%)	23.38	(27.4%)		24.3%	25.8%
Annuity		6.14	261.2%	9.53	88.0%		17.0%	10.5%
Group funds		1.17	27.2%	3.20	4.6%		3.2%	3.5%
Protection		4.33	(4.6%)	15.25	1.4%		12.0%	16.9%
Retail protection		1.36	28.3%	4.78	46.6%		3.7%	5.3%
<b>Total APE</b>		<b>36.15</b>	<b>9.5%</b>	<b>90.46</b>	<b>4.7%</b>		<b>100.0%</b>	<b>100.0%</b>

**Strong growth in annuity & retail protection segments**

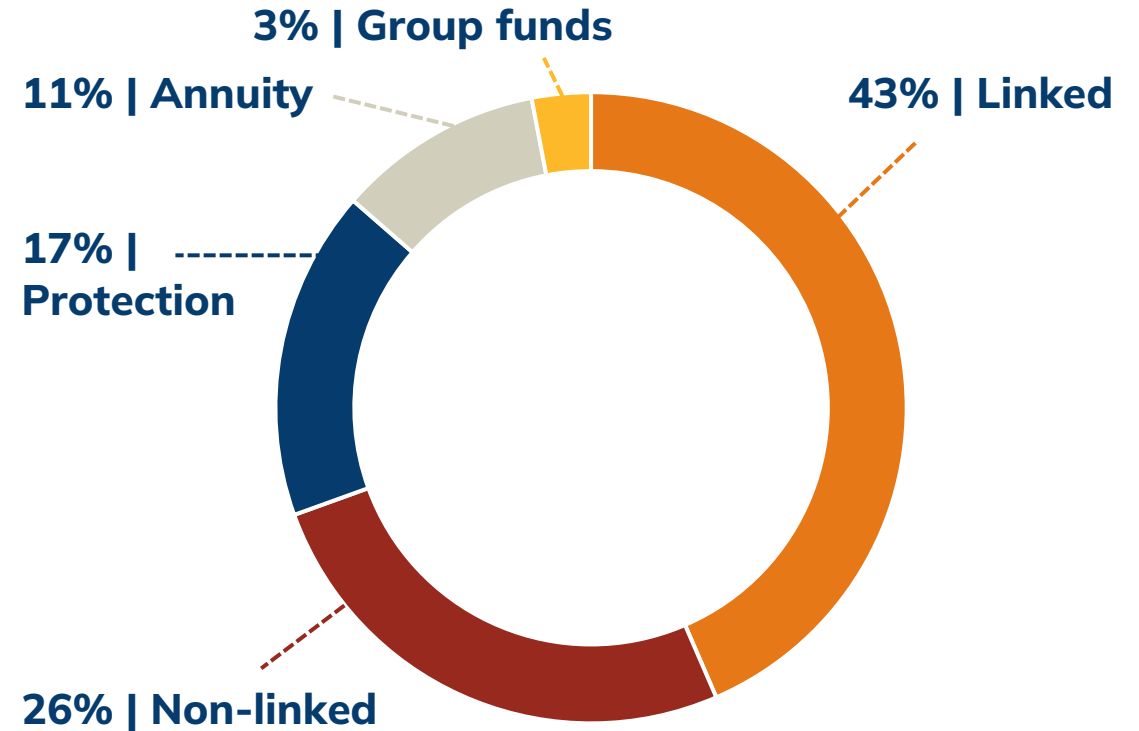
# Distribution & Product mix: FY2024

## Distribution mix



Proprietary business contributes  
51% of retail APE

## Product mix



Increasing share of annuity & protection

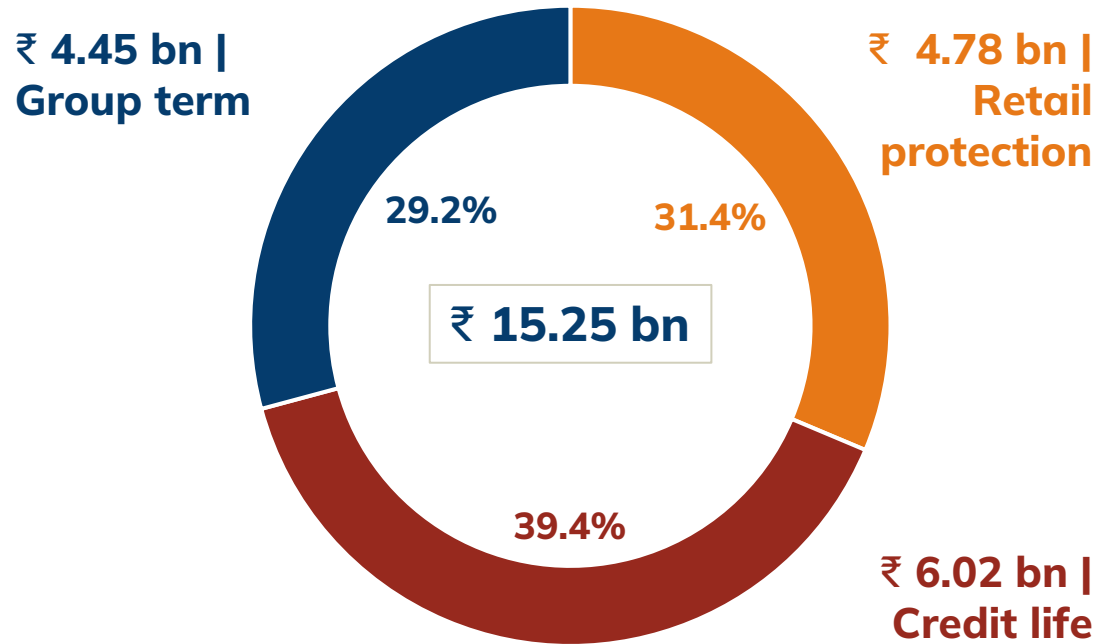
**Well diversified product & distribution mix**

# Protection growth

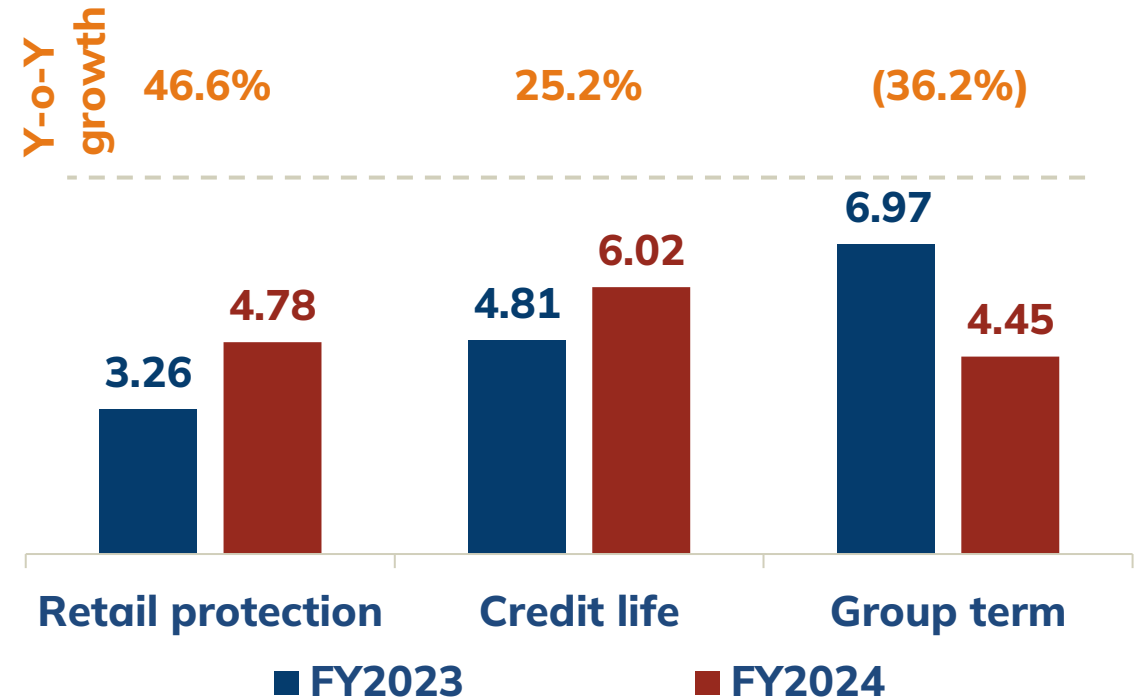
## Protection focus

- Focus on retail protection growth
- Increase protection with rider attachment
- Focus on opportunities in group protection

### Protection APE split: FY2024



### Retail protection, credit life & group term APE (₹ billion)



## Strong growth in retail protection & credit life segments



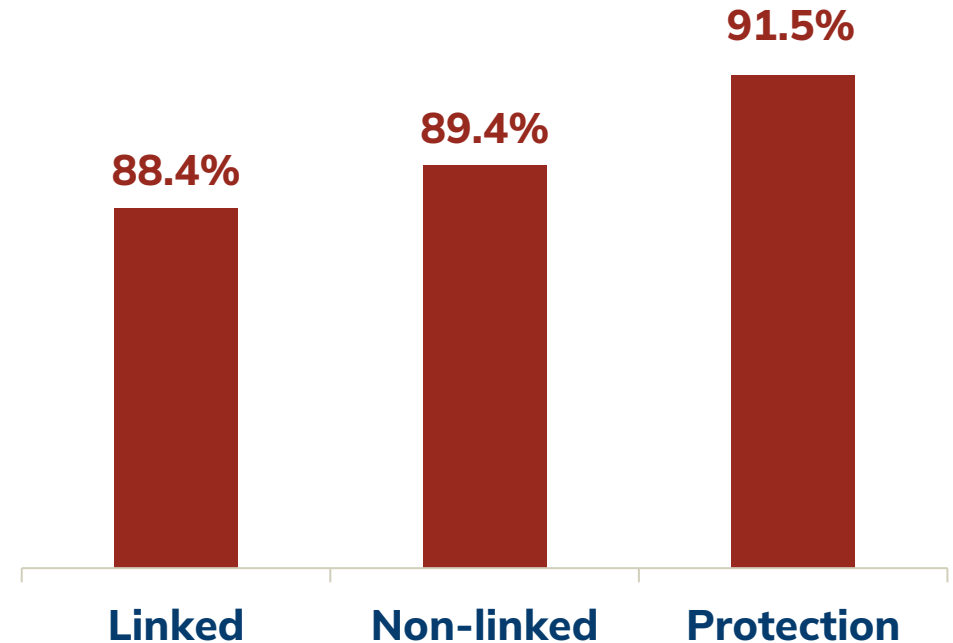
# Persistency improvement

## Persistency

Continue to focus on improving persistency across all cohorts

Month	FY2023	FY2024
13 <sup>th</sup> month	86.6%	89.0%
25 <sup>th</sup> month	77.8%	80.5%
37 <sup>th</sup> month	71.3%	72.3%
49 <sup>th</sup> month	64.2%	68.5%
61 <sup>st</sup> month	65.7%	64.4%

### 13<sup>th</sup> month persistency across product categories: FY2024



## Consistent improvement in persistency ratios



Regular and Limited pay persistency in accordance with IRDAI circular on 'Public Disclosures by Insurers' dated September 30, 2021;  
12 month rolling persistency for March to February measured at March 31

# Productivity improvement

Productivity

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

(₹ billion)

FY2023

FY2024

Y-o-Y Growth

Total expenses

64.75

78.74

21.6%

Cost/TWRP<sup>1</sup>

21.5%

24.0%

-

Cost/TWRP<sup>1</sup> (savings LOB)

14.2%

15.8%

-

Cost structure realigned post regulatory changes;  
Capacity creation to support future growth

# Resilient balance sheet

## Insurance risks

- Emerging mortality experience within expectation
- Persistency experience monitored regularly

## Strong solvency ratio

- Solvency ratio of 191.8% at March 31, 2024
- Ability to raise additional sub debt

## High quality assets<sup>1</sup>

- 95.9% of fixed income in sovereign or AAA; 0.7% of fixed income below AA
- Zero NPA since inception

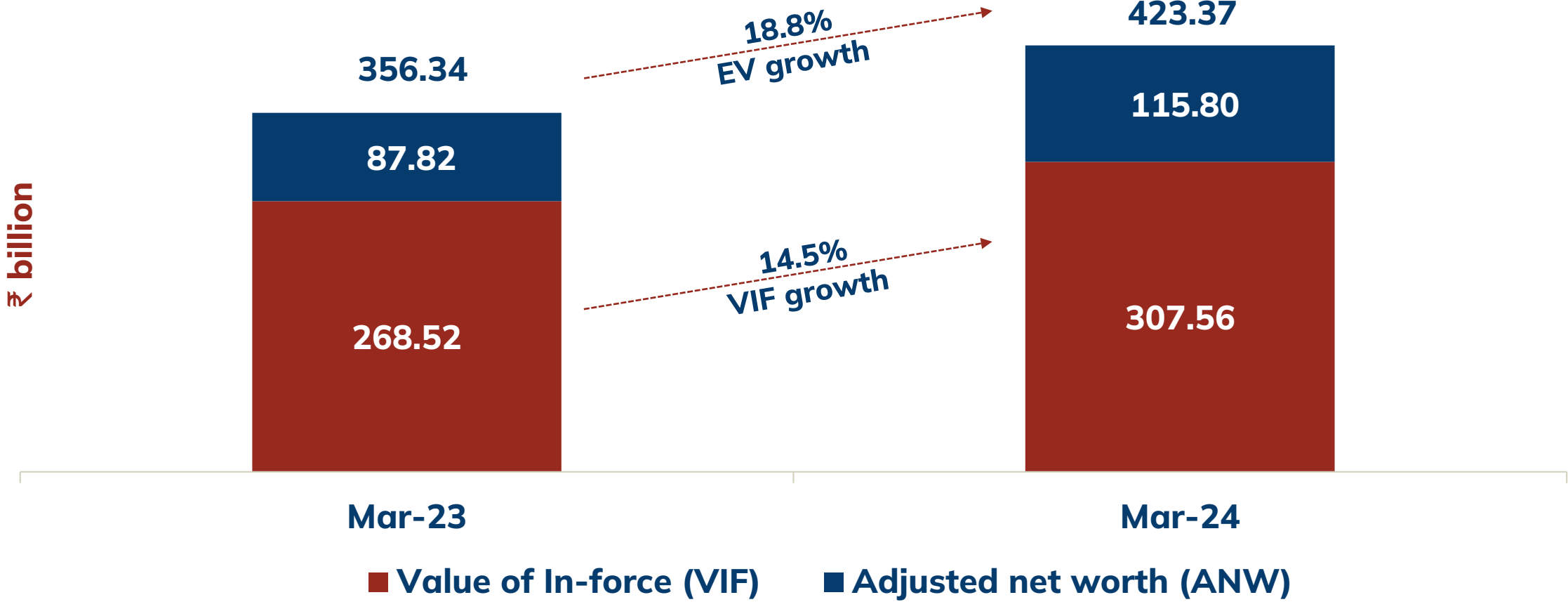
## Liability profile<sup>1</sup>

- 72.6% of liabilities largely pass on market performance to customers
- Non-par guaranteed savings & annuities: Derivatives to hedge interest rate risks

# VNB growth levers update (4P)

		(₹ billion)	FY2023	FY2024	
VNB	Value of New Business (VNB)		27.65	22.27	
	VNB margin		32.0%	24.6%	
		(₹ billion)	FY2023	FY2024	
4P	Premium growth (APE)		86.40	90.46	
	Protection growth (APE)		15.04	15.25	
	Persistency	13 <sup>th</sup> month <sup>1</sup>		86.6%	89.0%
		49 <sup>th</sup> month <sup>1</sup>		64.2%	68.5%
	Productivity (Cost/TWRP: Savings) <sup>2</sup>		14.2%	15.8%	

# Embedded value (EV)<sup>1</sup>

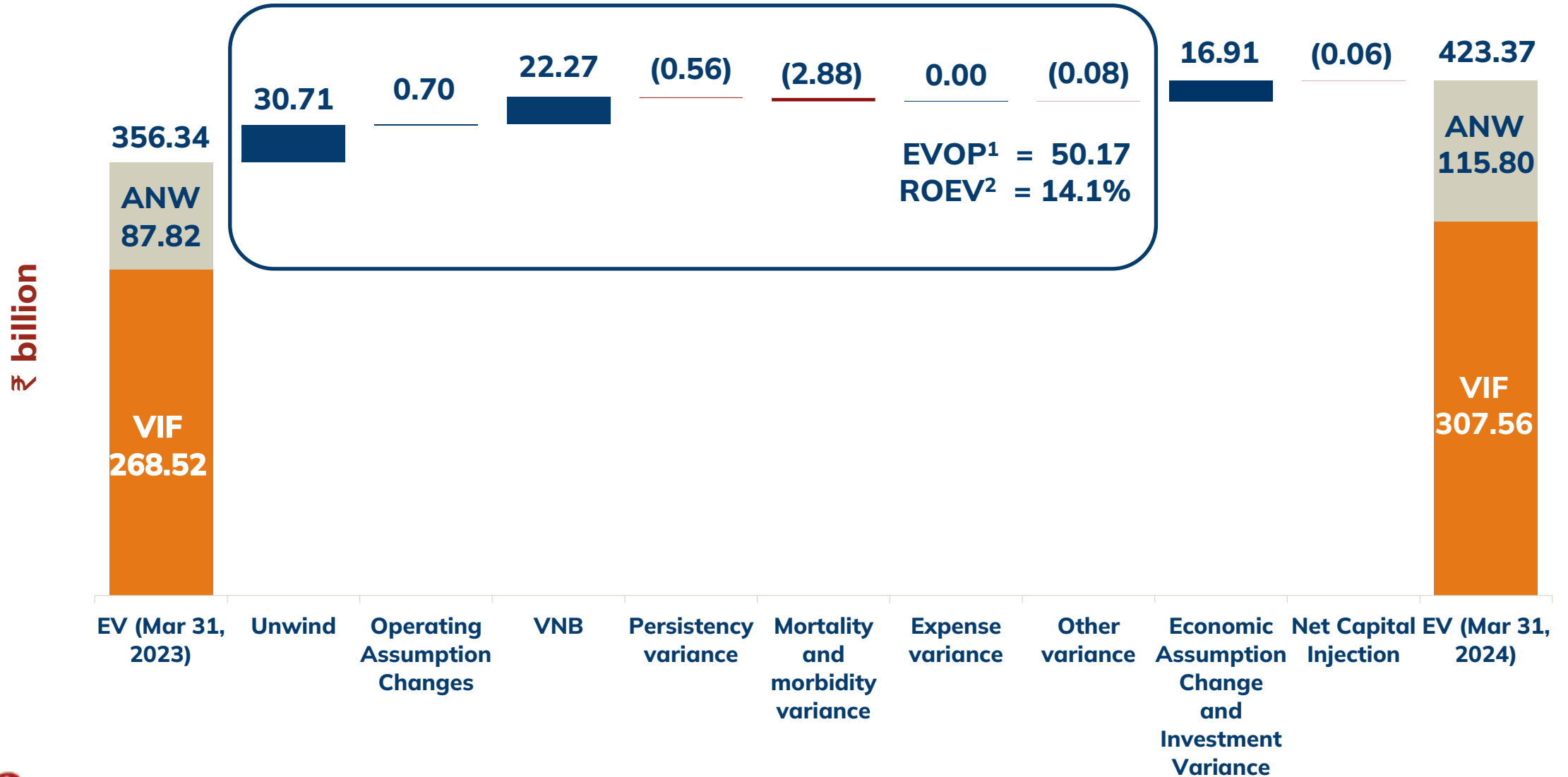


**Continued strong growth in VIF**



<sup>1</sup>As per Indian Embedded value (IEV) method  
Total may not add up due to rounding off

# Analysis of movement in EV



<sup>1</sup> EVOP is the embedded value operating profit net of tax

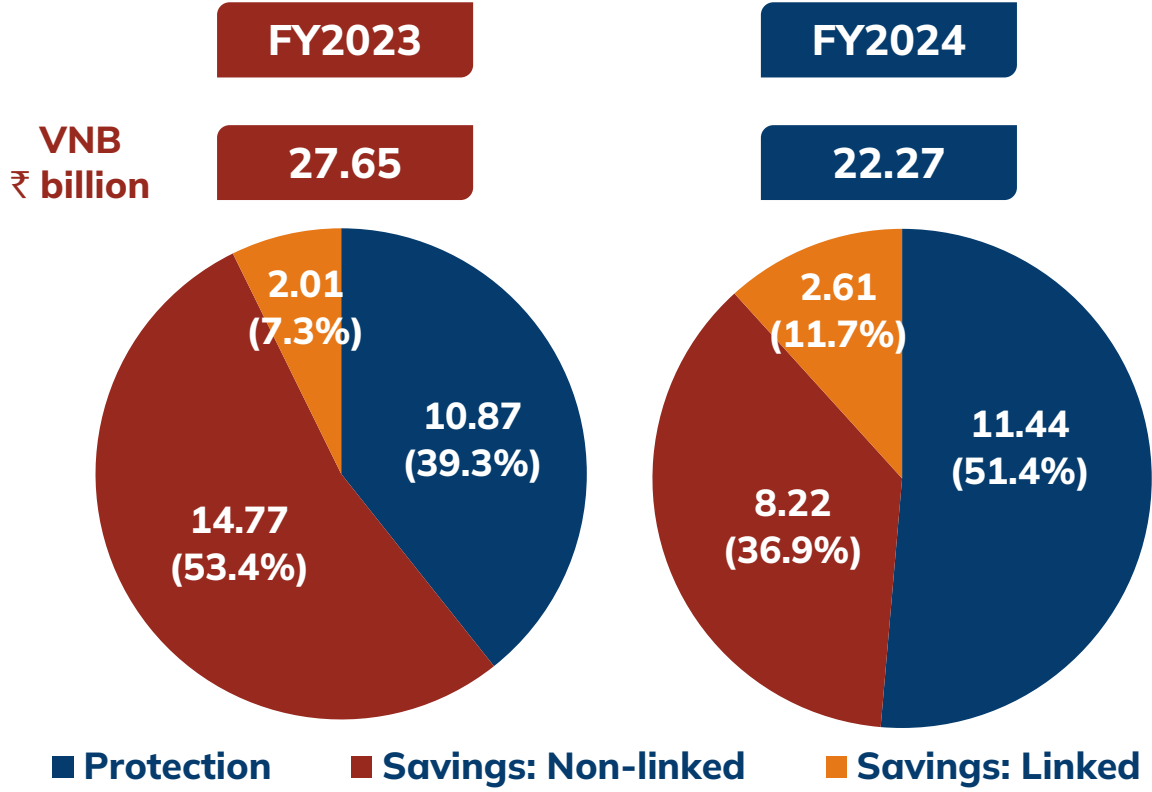
<sup>2</sup> ROEV is the return on embedded value net of tax

EV results prepared as per APS 10 and reviewed by Milliman Advisors LLP

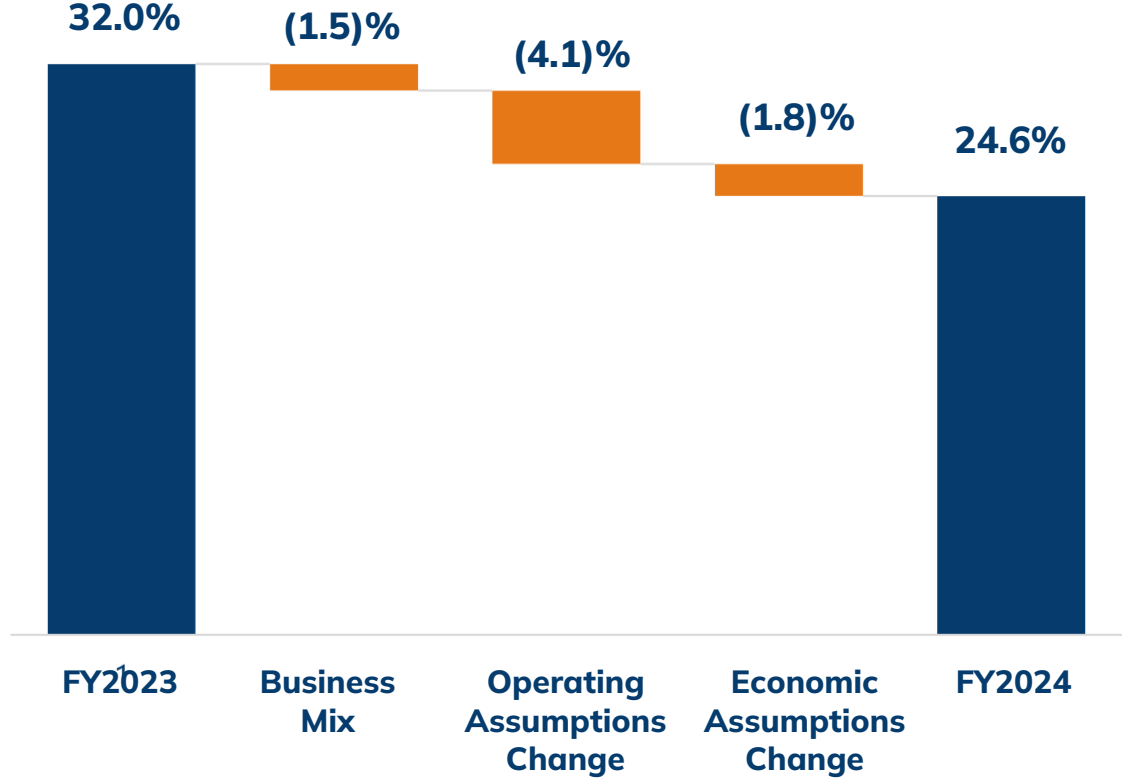
ANW: Adjusted net worth; VIF: Value of in-force; EV: Embedded value; VNB; Value of new business

# Value of New Business (VNB)

## VNB contribution\*



## VNB margin movement



\*Figures in brackets represent share of VNB Total may not add up due to rounding off

# Sensitivity analysis

Scenario	% change in VNB		% change in EV	
	FY2023	FY2024	FY2023	FY2024
Increase in 100 bps in the reference rates	(4.2)	(11.7)	(3.5)	(3.5)
Decrease in 100 bps in the reference rates	4.8	10.9	3.7	3.8
10% increase in the discontinuance rates	(3.4)	(4.8)	(0.5)	(0.4)
10% decrease in the discontinuance rates	3.6	5.1	0.6	0.4
10% increase in mortality/morbidity rates	(10.0)	(14.9)	(1.9)	(2.0)
10% decrease in mortality/morbidity rates	10.1	15.0	2.0	2.1
10% increase in acquisition expenses	(11.8)	(18.0)	Nil	Nil
10% decrease in acquisition expenses	11.8	18.1	Nil	Nil
10% increase in maintenance expenses	(2.3)	(3.4)	(0.8)	(0.8)
10% decrease in maintenance expenses	2.3	3.4	0.8	0.8
Tax rates increased to 25%	(10.4)	(11.4)	(6.4)	(6.6)
10% increase in equity values	0.4	1.1	1.7	1.6
10% decrease in equity values	(0.4)	(1.0)	(1.7)	(1.7)



# Financial metrics

(₹ billion)	FY2023	FY2024
Profit after Tax	8.11	8.52
Solvency ratio	208.9%	191.8%
AUM	2,511.91	2,941.40

**Solvency ratio continues to be strong**



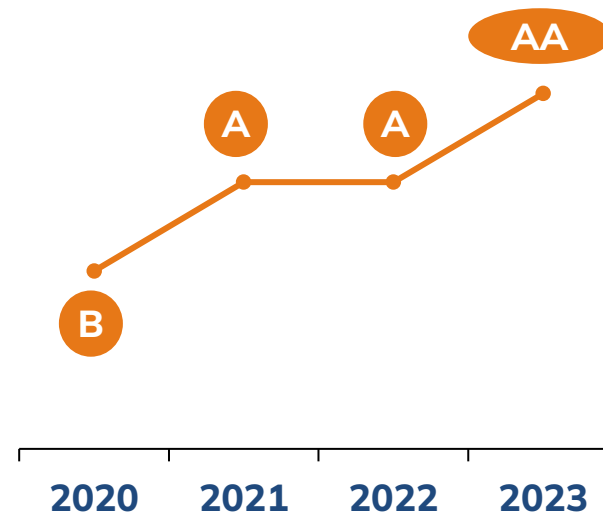
AUM: Assets under management, data as of March 31 of respective FY

# Environmental, Social & Governance (ESG)

# ESG update & framework



## ESG rating by MSCI



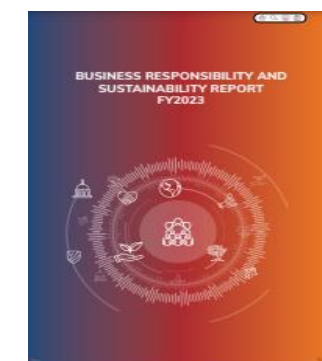
## Disclosure under IR<sup>1</sup> framework FY2023



Integrated annual report since FY2020



ESG report since FY2020



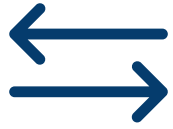
BRSR<sup>2</sup> as per SEBI since FY2022

- **Highest rated Indian insurer** as per two of the leading ESG rating agencies
- Conferred '**Platinum Award**' (Rank 21 of 100) for our ESG FY2023 report by the League of American Communications Professionals (LACP)
- **Decarbonization plan formulated** for scope 1 and 2 emissions
- Gender diversity stable at 29% for Company in FY2024



<sup>1</sup> Integrated reporting  
<sup>2</sup> Business Responsibility and Sustainability Report  
 CSR: Corporate Social Responsibility

# Environmental initiatives



## Replace

- End to end digital solutions for our business activities
- 98% of new business applications logged digitally
- 95.2% shareholders communicated digitally
- Branch cleaning chemicals replaced by green organic cleaning agents



## Reduce

- Green energy expanded to 38 more branches in Maharashtra (total 44)
- Move towards 5 star rated Acs and VRF/Inverter AC deployment (74% usage)
- LED technology: 100% of branch lighting & signage
- 71% waterless urinals, 100% of taps fitted with aerators (across branches)



## Reuse & recycle

- Wet waste converter installed at one of Company owned large office, enabling waste recycling
- No single use plastic
- E-waste disposal through government certified vendors
- Reusable glasses & plates being utilised in cafeteria of our large offices in Mumbai

**Environmental policy demonstrates commitment to carbon footprint reduction**

# Social initiatives



## Customer centricity

- Innovative products with industry's first features (refer slide 37 for details)
- 92.8% self-help usage
- Robust policy & framework for grievance redressal
- 13<sup>th</sup> month persistency: 89% for FY2024<sup>1</sup>
- Claim settlement ratio: 99.2%
- Ranked no. 1 in the industry wide Customer Experience NPS study by Hansa Research for the second consecutive year



## Commitment to employees

- High quality leadership: 77% leadership stability<sup>3</sup>, 91% leadership depth<sup>4</sup>, 100% leadership cover<sup>5</sup>
- 1.2 mn+ learning hours<sup>6</sup>
- Established Code of conduct, Equal opportunity, diversity & inclusion policy, Human rights policy & grievance redressal mechanism
- Framework to promote holistic employee well-being
- VoE Survey<sup>7</sup>: 90%+ score on advocacy, alignment, mood, learning & growth opportunities
- Improvement in retention of high performer employees



## Commitment to Community

- 80.4 mn lives impacted by micro insurance products (96.9 mn lives total)
- Providing financial safety net to community: 13,411 retail individual death claims settled & 297,627 group claims settled
- 600+ underprivileged youth trained through program at ICICI Academy for skills
- Supported 1,200+ cataract surgeries & 274 underprivileged cancer patients

## Building communities and giving back to society



Data for FY2024 <sup>1</sup>12 month rolling persistency for March to February measured at March 31; <sup>2</sup>Individual death claims; <sup>3</sup>Employees in senior management with >10 years vintage; <sup>4</sup>Employees in senior management in non-specialist roles with >4 years vintage with >3 job rotations; <sup>5</sup>Leadership positions with adequate cover; <sup>6</sup>Through non – induction learning interventions; <sup>7</sup>Biennial Voice of Employee survey held in FY2023; Score refers to top 2-box score on 5-point scale

# Governance structures & policies



## Supervisory structure

- Diverse Board composition
- 60% IDs including Chairman
- Board committees comprise majority of IDs/ NEDs; & chaired by IDs
- Evaluation framework for Directors, Chairman, Board & its committees
- Policy on Board diversity & criteria on appointment of Directors; regulatory norms on “fit and proper”



## Compliance, Risk & Internal Audit

- Compliance policy: Quarterly certificate to the Board
- Risk policy: Investment, insurance, financial, sustainability, reputational & operational risk
- Risk-based IA framework
- WTDs’ compensation aligned to KPI; incl. malus & claw-back
- Information/cyber security policy
- ISO 22301: BCM certification
- ISO 27001: ISMS certification
- Investment policy for governance & operations



## Ethical practices

- Code of conduct
- Framework for managing conflict of interest
- Guidelines for acceptance of gifts, entertainment & sponsored travels
- Policies on anti-money laundering, anti bribery/ corruption, privacy policy & whistleblowing
- Stewardship code

**Transparency in functioning with segregation of supervision & execution**

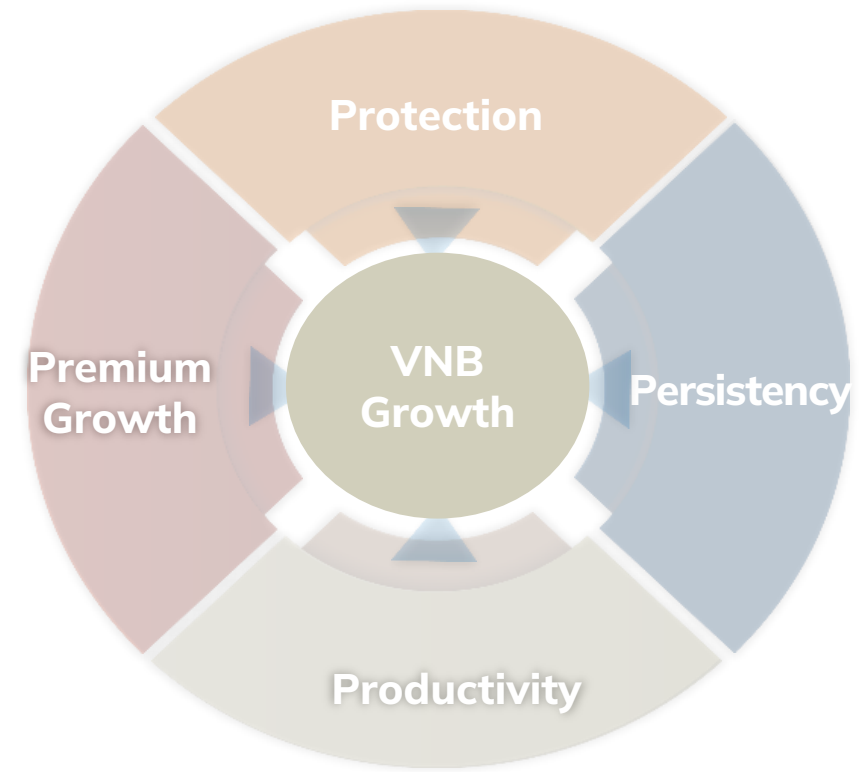
# 4D framework

4D framework enabling our 4P strategy



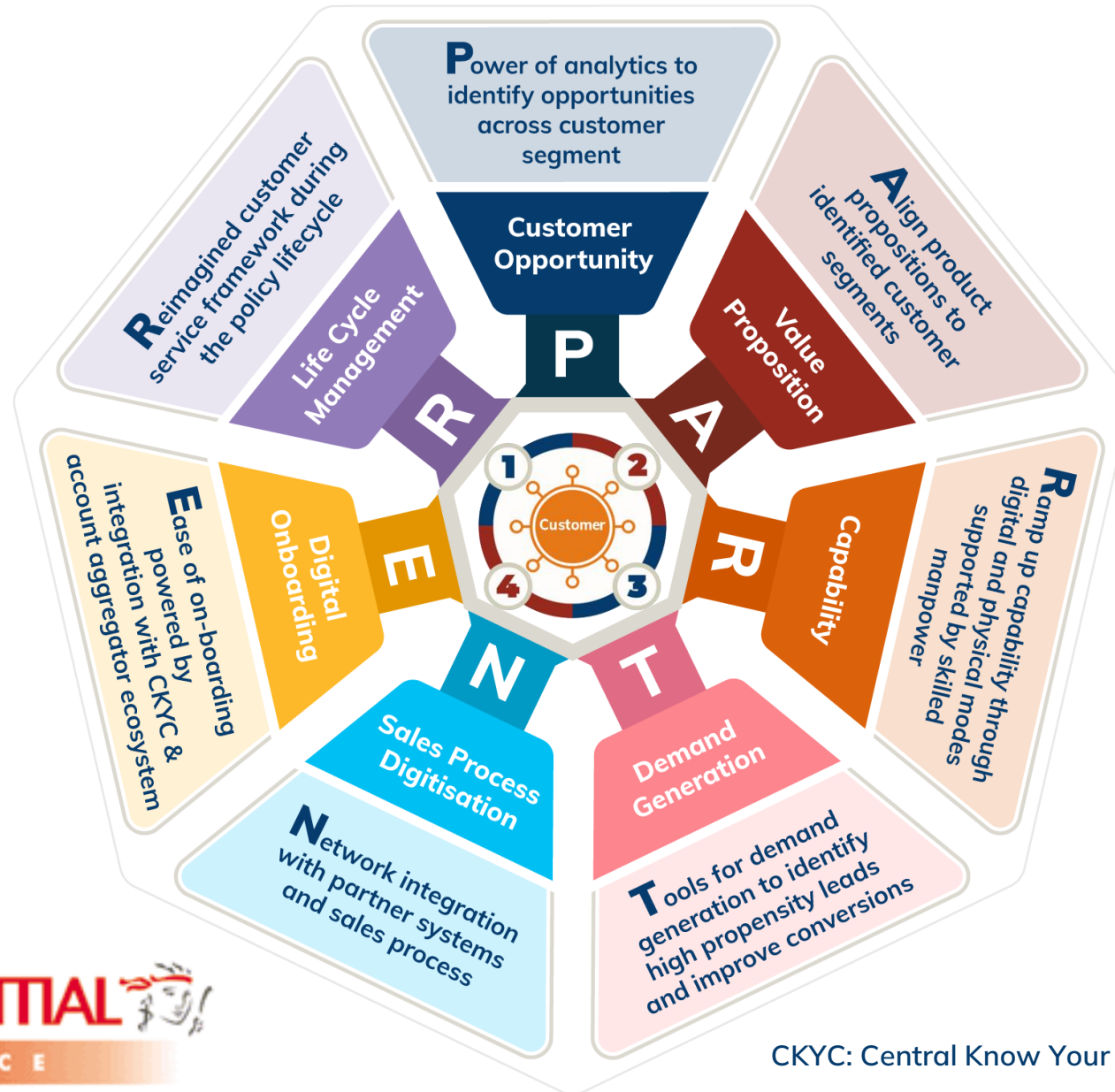
4P strategy

Customer centricity continues to be at the core



Integrating ESG with business management

# ICICI Pru Stack: Suite of platform capabilities



1. Data analytics
2. Diversified propositions
3. Digitalisation
4. Depth in Partnerships

Array of platform capabilities to help us deliver superior value propositions to our customers, in collaboration with our partners

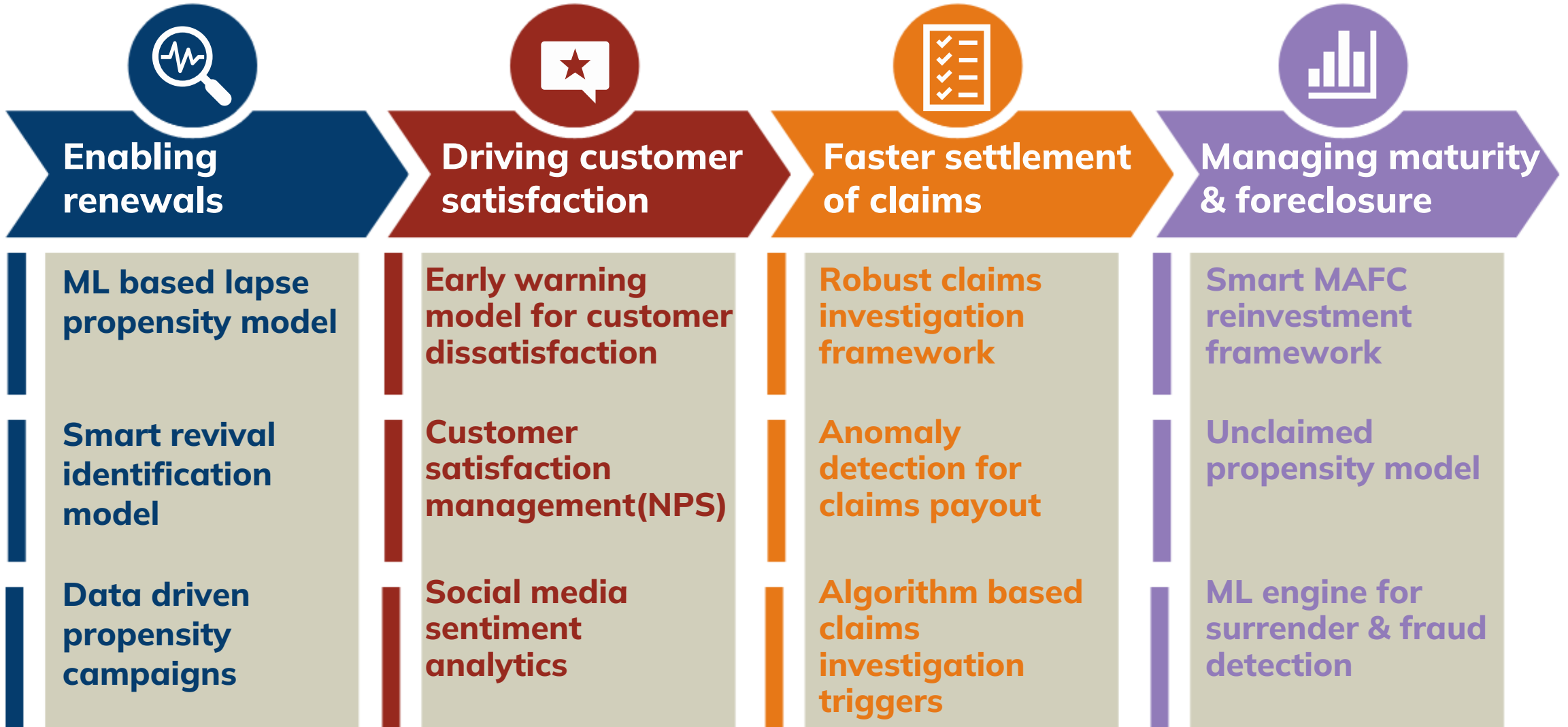


# 4D: Data analytics

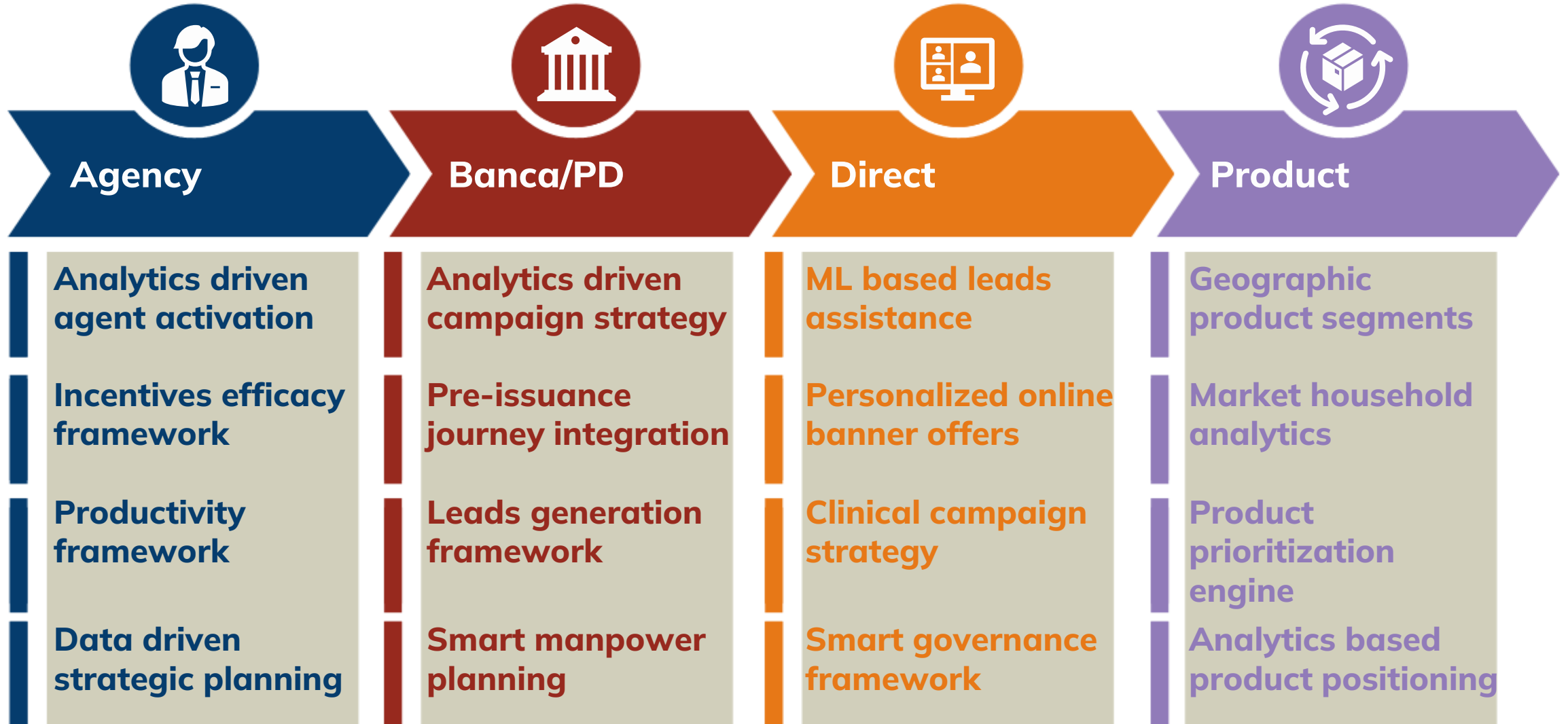
# Customer centric analytics powering New Business



# Customer centric analytics powering Operations



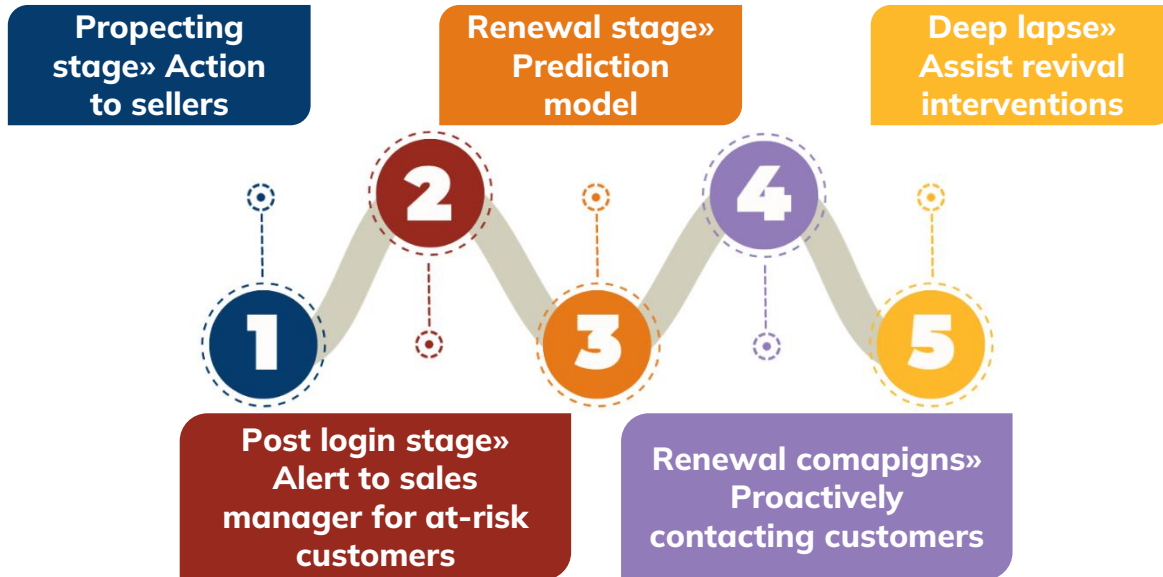
# Analytics engine powering Business & Product



# Snapshot of key initiatives FY2024

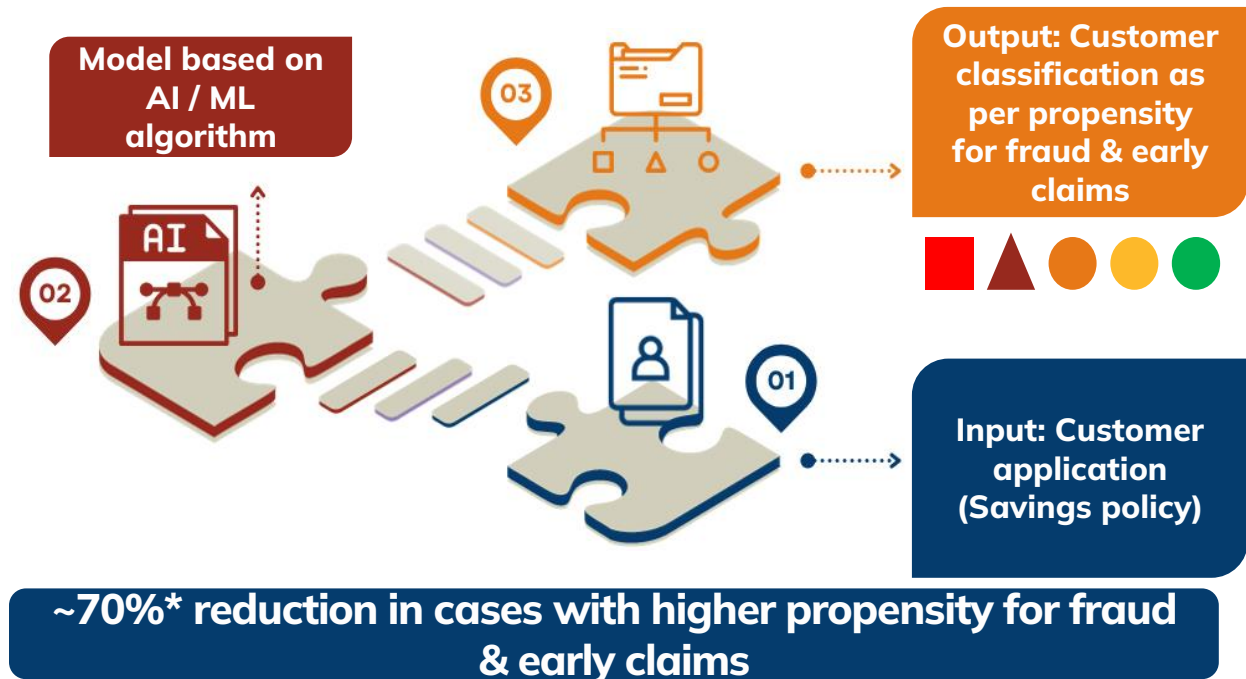
## Persistency management

Utilising AI across policy life stages to **provide superior customer experience**



## AI based risk management

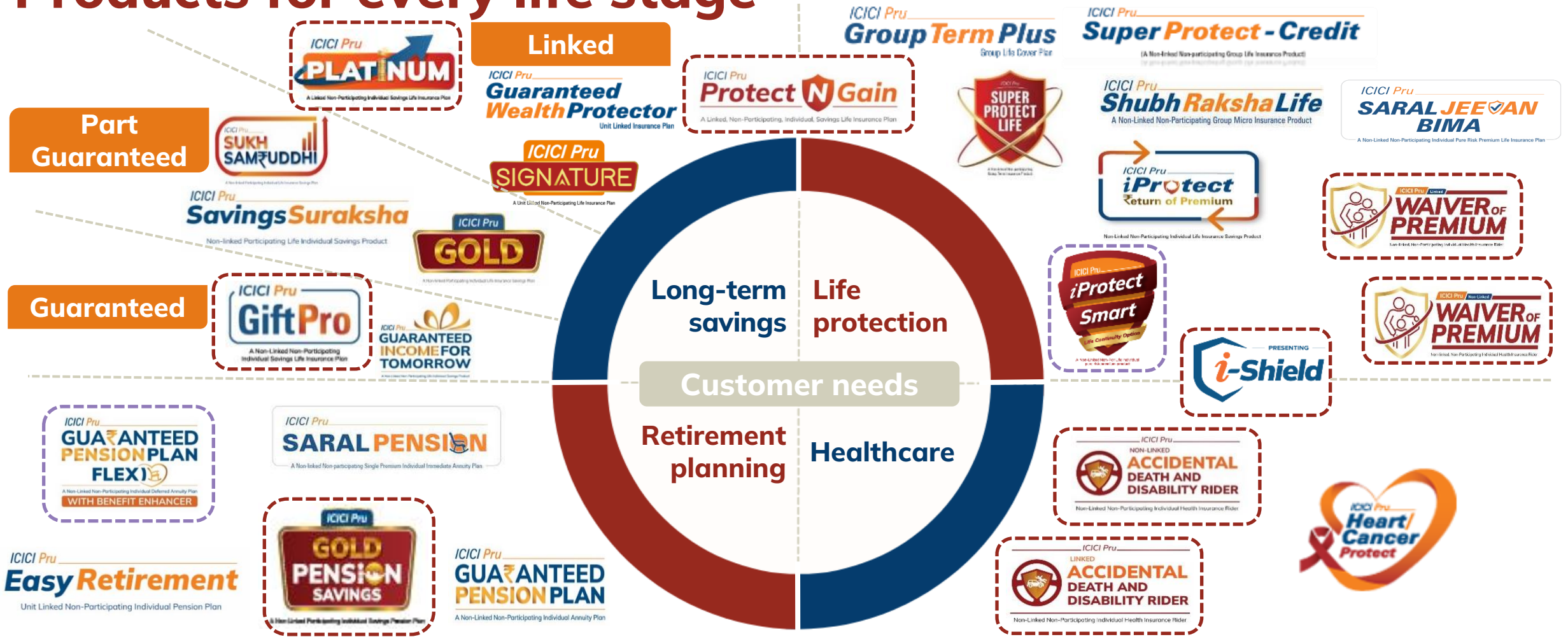
Focus on extensive utilisation of AI & ML along with data analytics to **mitigate insurance risk at onboarding stage**



**Continued investment in data science & customer-centric analytics engine**

# 4D: Diversified propositions

# Products for every life stage



**Deliver value proposition to serve varied customer needs**



New products/riders launched in FY2024

Additional features launched in FY2024

# Product innovations in FY2024

## Savings



- Flexibility to choose level of protection between SA, fund value or combination of both

- Increasing income
- Choice of amount of moneyback & year
- Low cover multiple for affluent segment



- High life cover with market linked returns
- Choice of portfolio strategy & option for systematic withdrawals



- Industry's 1<sup>st</sup> ULIP debt fund with constant maturity proposition
- Aimed at optimising debt fund returns



## Annuity & Pension



- Industry 1<sup>st</sup> feature\* that offers option to withdraw up to 25% of total premiums paid for life milestones/medical emergencies
- Offers up to 3 complimentary health checkups



- Industry's 1<sup>st</sup> annuity product to give back 100% of the premiums paid at any time
- Joint-life with waiver of premium option ensures the financial security of the spouse

## Protection & Health



- Enhances customer proposition of underlying base policy
- Waiver of premium on death, critical illness & accidental disability

- Life continuity option - Industry 1<sup>st</sup> feature
- Flexibility to receive SA as lumpsum/monthly or combination of both



- Dual benefit of life & health insurance
- Multiple life & health cover combinations and payout options

## Innovative products/rider/fund addressing customer needs



\*In participating pension plan category  
ULIP: Unit Linked Insurance Plan; SA: Sum assured



# 4D: Digitalisation

# Leveraging technology to deliver value

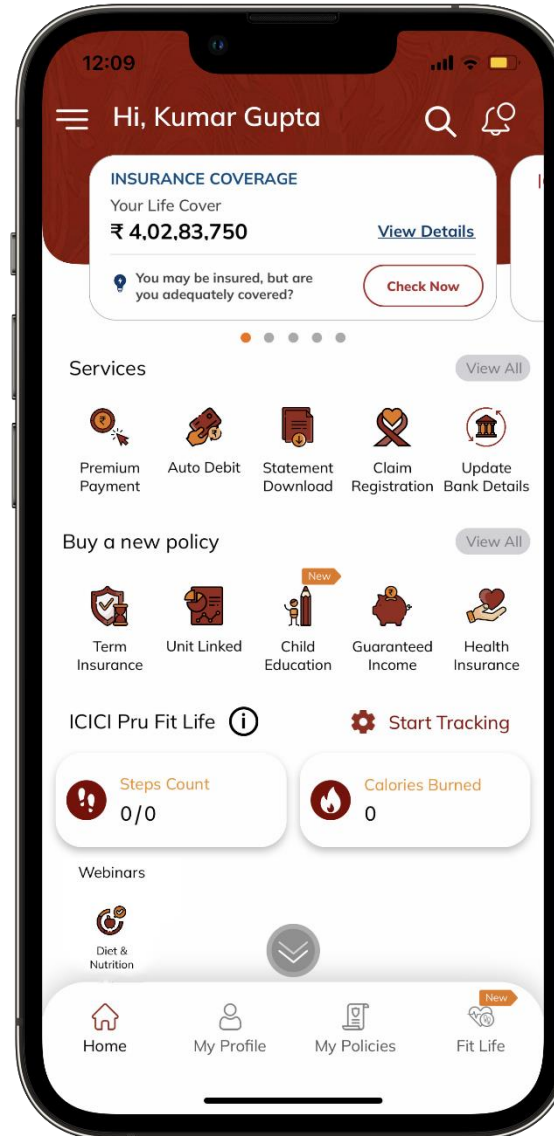
~3.5 million digital service interactions every month

2.8 million+ app downloads

One of the highly rated app: 4.3 & 4.3 rating on app store & play store respectively

Access to over 60 types of policy transactions

Fitness tracker



98% digital logins & 100% e-insurance account for eligible base

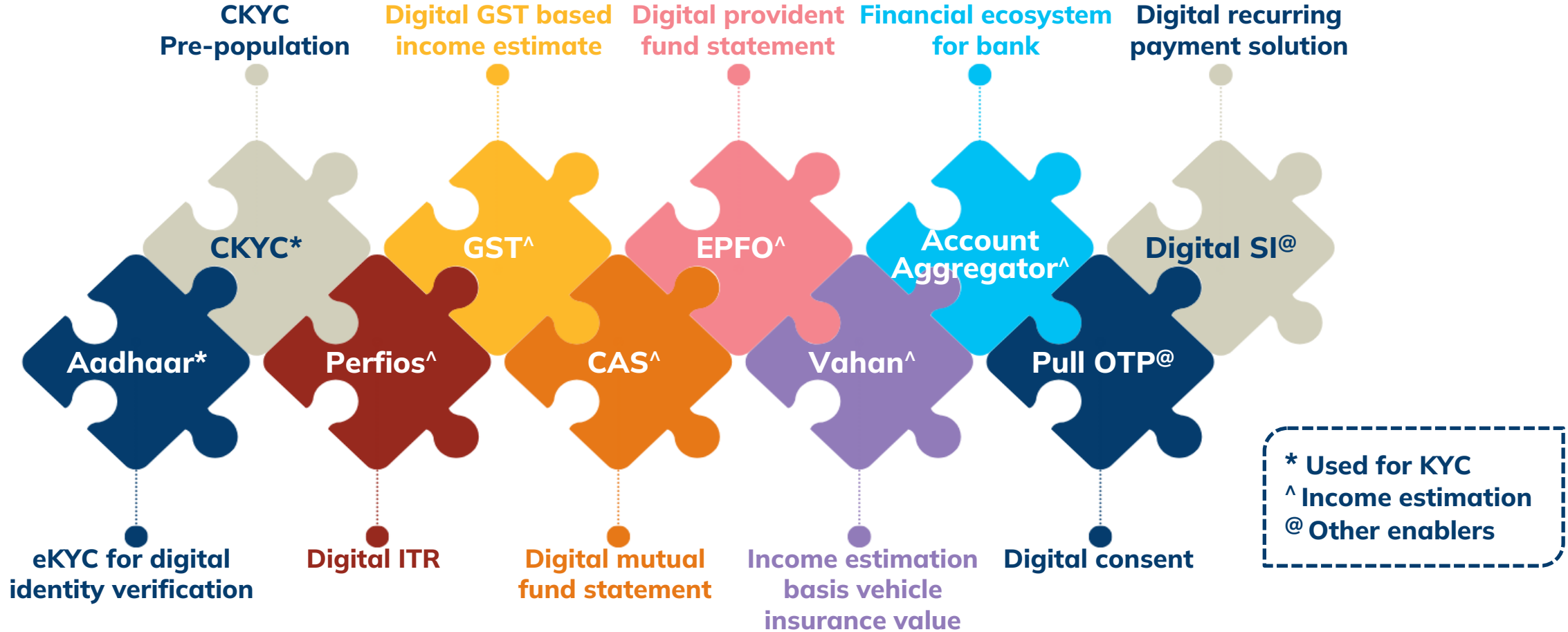
92.8% service interactions are via self-help / digital modes

98% of pages with system uptime of more than 99%

16mn+ customer service digital interactions

2mn+ of customer service digital transactions

# Key initiatives FY2024: Digital infrastructure



**Integration with central agencies for simplified digital customer onboarding; ~81% of policies issued using digital KYC<sup>1</sup> & ~45% of savings policies issued on same day in Q4-FY2024**

# New business & growth

## Pre-sales

- **Collaboration platform**  
Online meetings, joint sales calls, invite experts & share content
- **Lead Management System**  
Enabled with enhanced voice capability & geographical tagging
- **Saksham & My Coach**  
On-the-go e-learning platform with AI capabilities to improve pitch
- **Digital demand generation**  
Platform to generate interest, qualify leads with nurture framework & funnel management

## Onboarding & issuance

- **InstaPlan**  
Pre-sales tool to create customised solution for customer by combining multiple products on the go
- **Digital journey**  
Smart quote app | End-to-end digital onboarding with form pre-fill Aadhaar & CKYC | Smart doc upload with instant OCR | Video risk verification | Tele & video underwriting | Video welcome kit
- **Leveraging eco system**  
Leverage digital public infrastructure by integrating with multiple platforms to get income details for financial underwriting

## Partner integration

- **Retail partners:**  
Partner integration portal | Easy UI with pre-coded premium quotation pages | Data pre population | Digital payment with SI & digital consent | Video based pre-issuance verification on WhatsApp | Video verification & CKYC as a service enabled
- **Group portal**  
End-to-end automated process for on-boarding | Instant certificate of issuance | Instant refund into customer account, in case of cancellation

# Customer service

## Empowering customers

- **Self service**
  1. ~3.5 mn digital service interactions monthly
  2. >92.8% service interactions are via self-help/ digital modes
- **Renewals**
  1. Flexible premium payment options including multiple UPI
  2. Humanoid : 2-way conversational AI bot with speech recognition capability deployed in customer calls for renewal collection
- **e-Insurance account**

Facility provided to 4mn+ policyholders to access their insurance policy details
- **Quick claim assistance**

Provided through digital claim registration process, real time tracking through chatbot/WhatsApp, and AI-based pre-claim assessment & claim processing

## Omni channel

- **Customer mobile application**

2.8mn+ app downloads with best app rating among the peers
- **24x7 chat/voice assistants**

Customers have the flexibility to place service requests & queries 24X7 on LiGo chat bot & WhatsApp bot
- **IVR**

Visual, intuitive and traditional IVRs cater to 62% of eligible customers & thus helps improving productivity
- **Digital Life Verification**

Facility provided for retail annuity customers

# 4D: Depth in Partnerships

# Distribution reach & strategy

**44** banks

29%<sup>1</sup> | Bancassurance

**Strategy: Build profitability**

- 5 new bank tie-ups done
- Access to >21,000 bank branches
- Protection & Annuity mix 20%

14%<sup>1</sup> | Direct<sup>2</sup>

**Strategy: Digital focused upsell campaigns**

- Analytics driven upsell channel
- Protection & Annuity mix 45%

**1,112** partnerships

13%<sup>1</sup> | Partnership Distribution

**Strategy: Create depth & add width**

- 204 partnerships added in FY2024
- Non-linked savings 56% & Protection & Annuity mix 33%

**209,000+** advisors

29%<sup>1</sup> | Agency

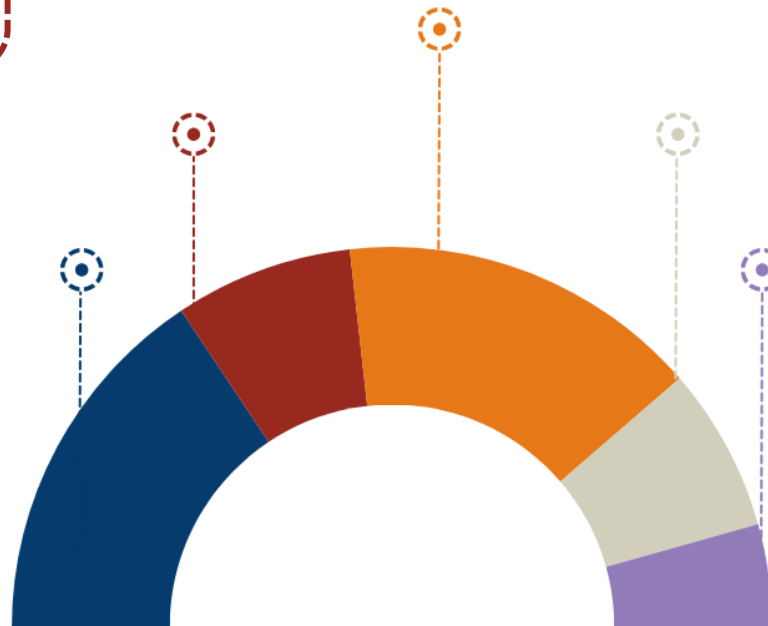
**Strategy: Invest & grow**

- 43,947 advisors recruited in FY2024
- Linked 44%, Non-Linked savings 26% & Protection & Annuity mix 30%

15%<sup>1</sup> | Group

**Strategy: Increase attachment & market share**

- Profitable & risk calibrated growth in group protection
- Retail cross sell to members of group policy holders



<sup>1</sup>Channel mix (based on APE) & all other figures for FY2024

<sup>2</sup>Direct comprises sales through Company website & employees on roll  
Product mix based on new business premium (retail)

# Awards & Accolades



# Awards & Accolades: Q4-FY2024

**Customer Service Company of the Year**



**Customer Experience Team of the Year**



**Customer Centric Excellence Award**



**Best Use of Data Analytics in Customer Insights (LI)**



**Synnex India**

**Synnex India**

**World HRD Congress**

**Quantic India**

**Best Life Insurance Co. for Customer Obsession**

**Best Life Insurance Co. for Claim Management**

**Best Life Insurance Co. for Diversity**

**Platinum Award for FY2023 ESG Report**



**Business Ideas**

**Business Ideas**

**Business Ideas**

**LACP**



HRD: Human Resource Development; LI: Life Insurance, ESG: Environmental, Social & Governance; LACP: League of American Communications Professionals

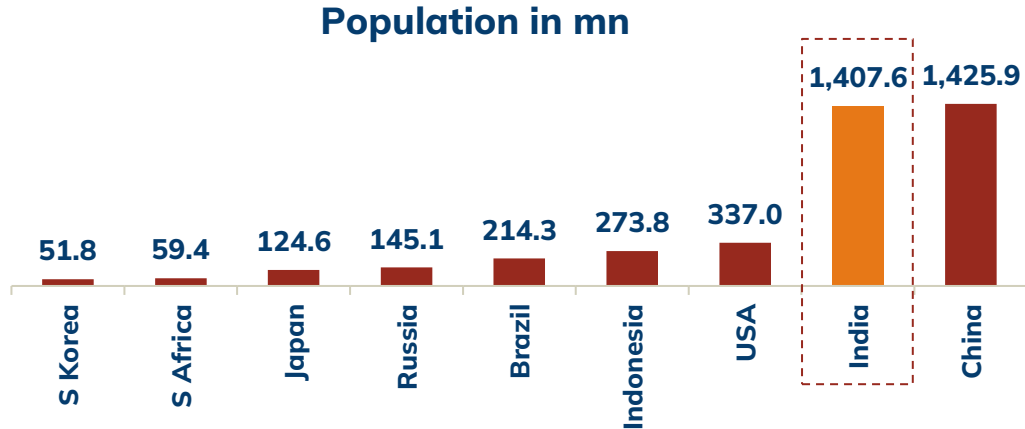
# Agenda

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

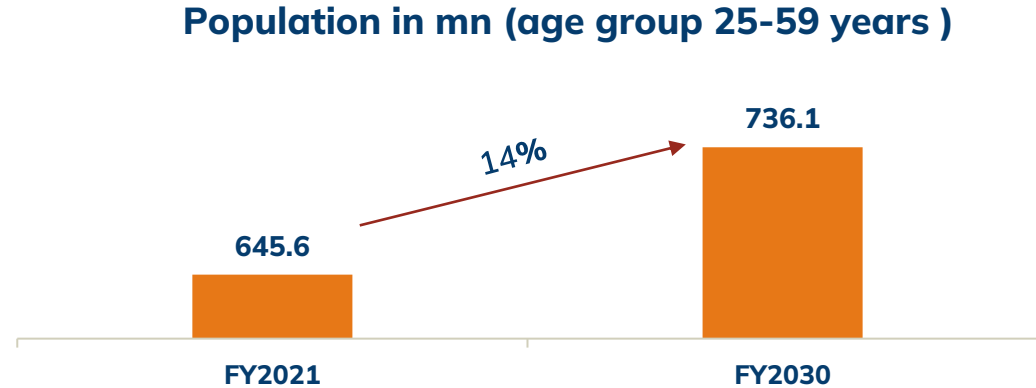


# Favorable demography

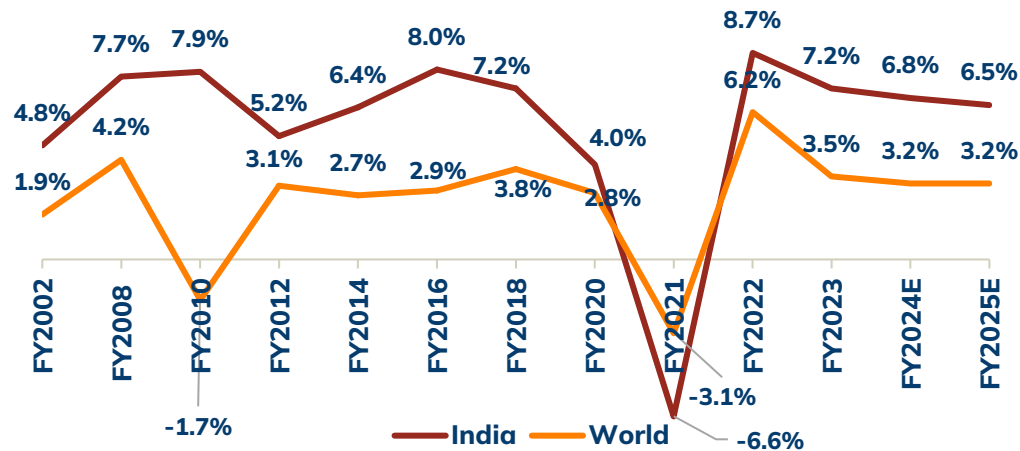
## Large & growing population base<sup>1</sup>



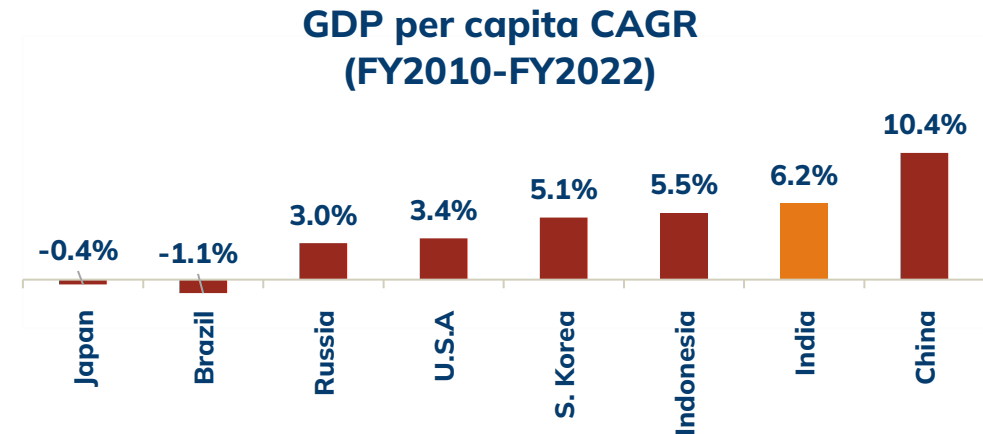
## High share of working population<sup>1</sup>



## Driving GDP growth<sup>2</sup>



## Rising affluence<sup>3</sup>



<sup>1</sup>Source: UN population division at July 2022

<sup>2</sup>Source: World Economic Outlook update, April 2024

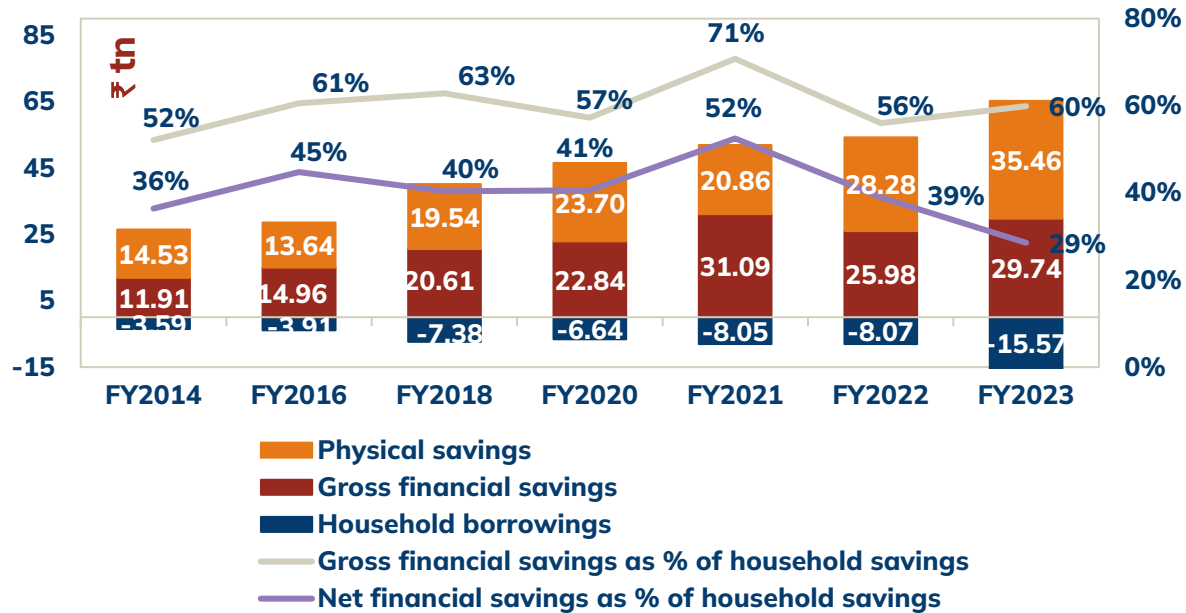
<sup>3</sup>Source: The World Bank

Compound annual growth rate (CAGR)

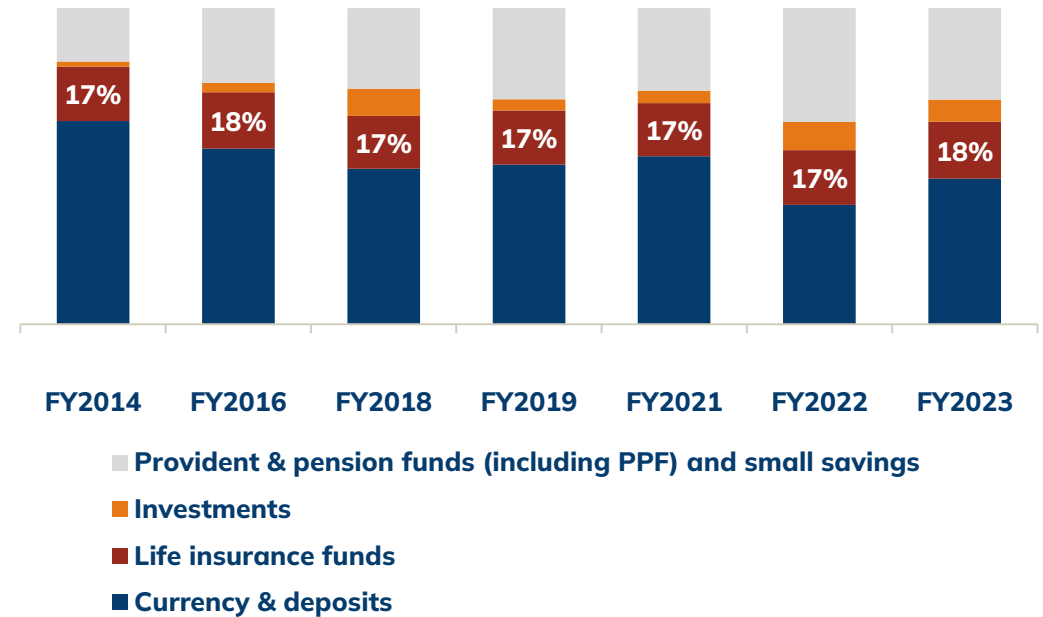
Gross domestic product (GDP)

# Financialisation of savings: Opportunity for insurance

## Household savings<sup>1</sup>



## Distribution of financial savings (including currency)<sup>2</sup>



FY2002    FY2008    FY2010    FY2012    FY2014    FY2018    FY2019    FY2020    FY2021    FY2022    FY2023

Life insurance premium<sup>3</sup>  
as % of GDP

2.1%    4.0%    4.1%    3.3%    2.8%    2.7%    2.7%    2.8%    3.2%    2.9%    3.0%

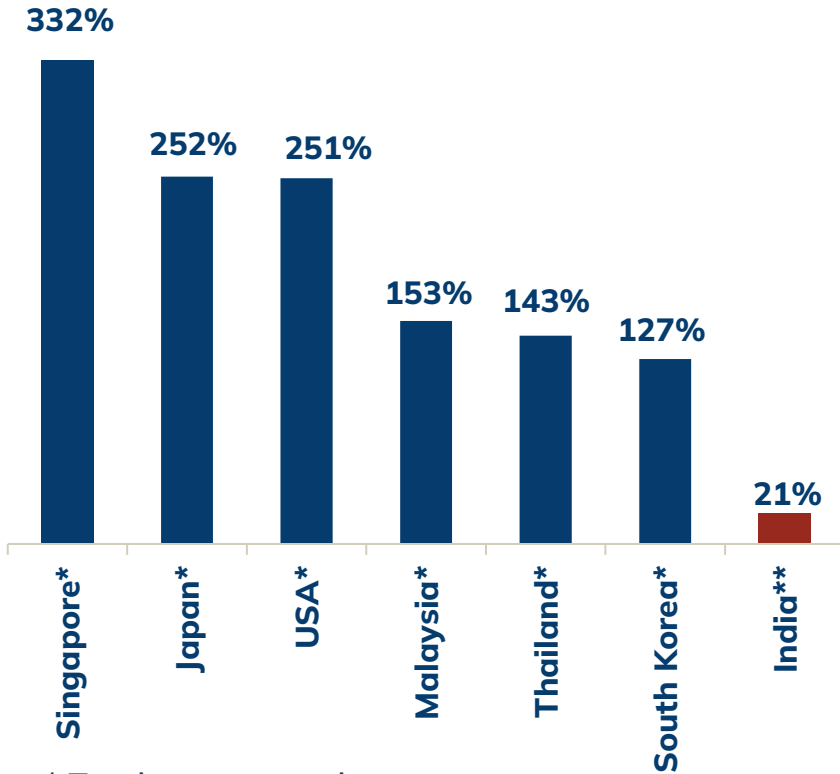
<sup>1</sup>Source: RBI & CSO

<sup>2</sup>Source: RBI

<sup>3</sup>Total life insurance industry premium including renewal; Source: IRDAI

# Protection opportunity: Low penetration

Sum assured as % of GDP<sup>1,2</sup>



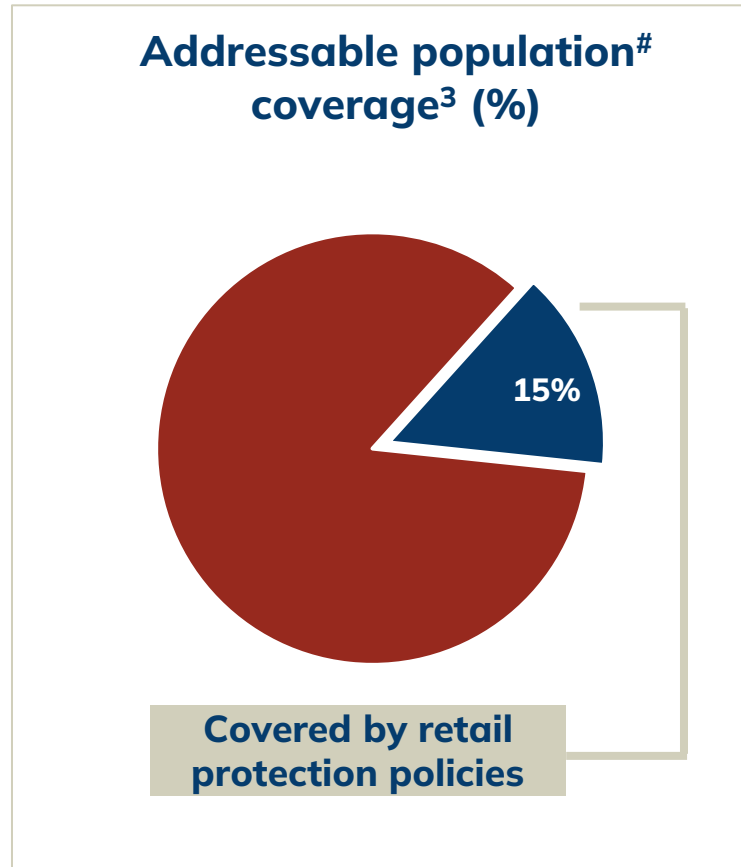
\* Total sum assured

\*\* Retail protection sum assured (Company estimates)

<sup>1</sup>FY2023 for India; Source: NSO & Company estimates

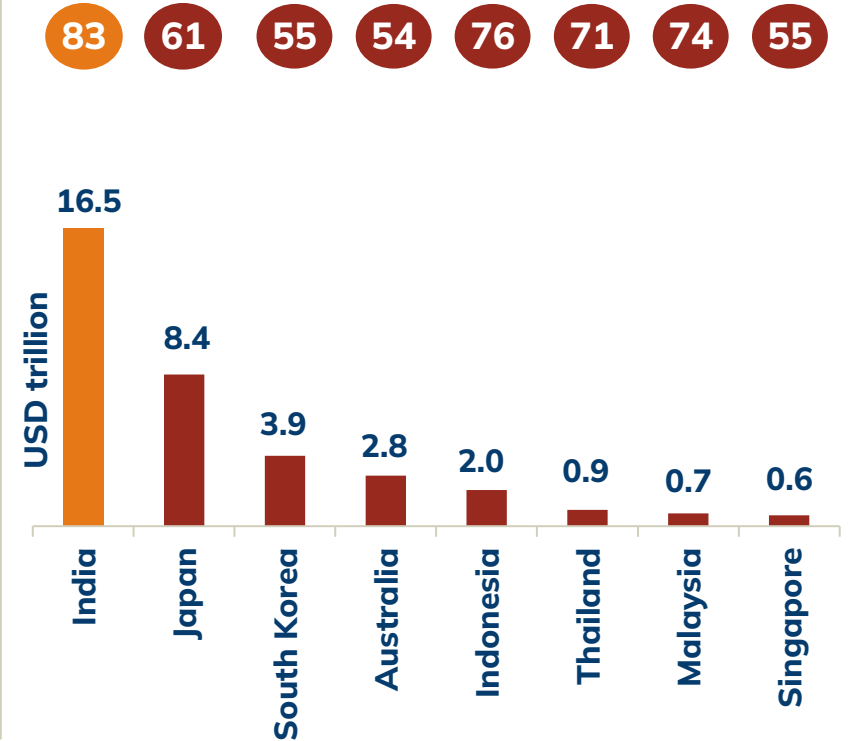
<sup>2</sup>FY2018 for USA & Japan; FY2020 for other countries; Source: McKinsey estimates

Addressable population<sup>#</sup> coverage<sup>3</sup> (%)



<sup>3</sup>Inforce no. of lives for retail protection/no. of returns with income > ₹ 0.25 mn

Protection gap (%)<sup>4,5</sup>



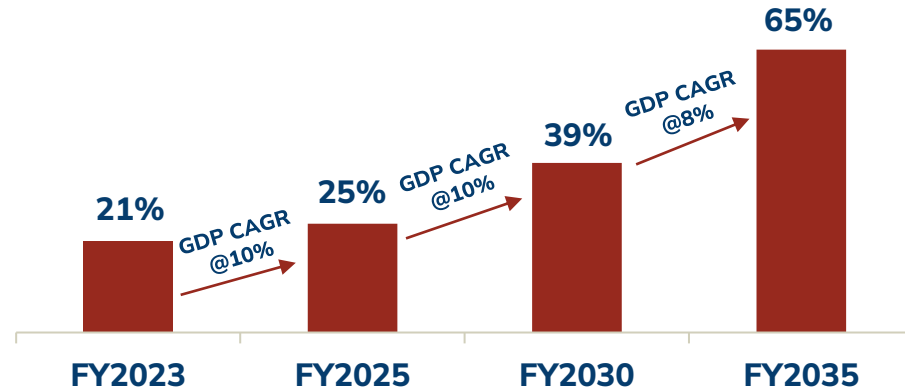
<sup>4</sup>Protection gap (%): Ratio of protection lacking/ protection needed

<sup>5</sup>Source: Swiss Re, Closing Asia's mortality protection gap, 2020

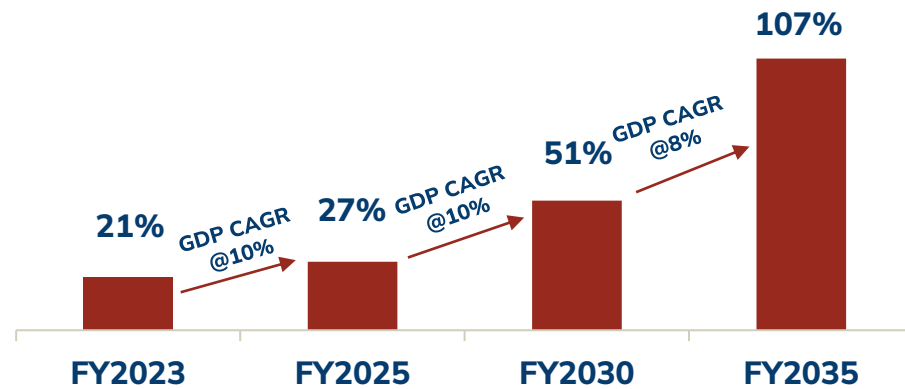
<sup>#</sup>Income tax department data with individual income > ₹ 0.25 mn & Company estimates

# Protection opportunity: Sum assured (SA) as % of GDP

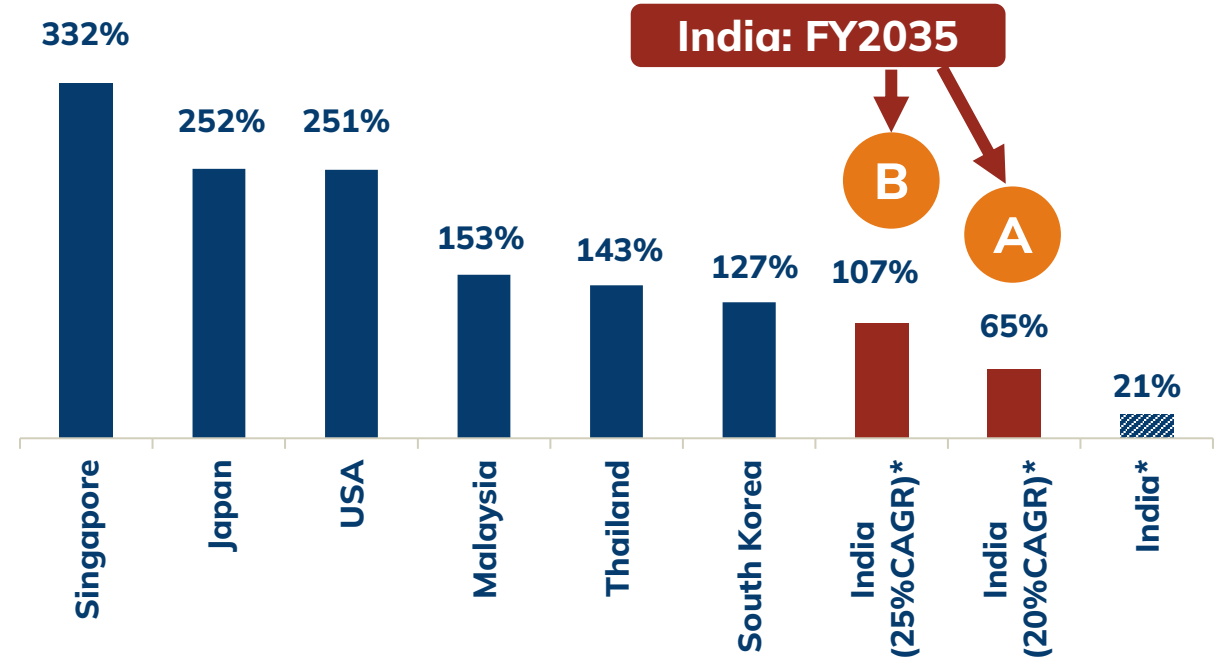
**A** SA as % of GDP (SA growth @ 20% CAGR)



**B** SA as % of GDP (SA growth @ 25% CAGR)



SA as % of GDP<sup>1,2</sup>



<sup>1</sup>FY2023 for India; Source: NSO & Company estimates

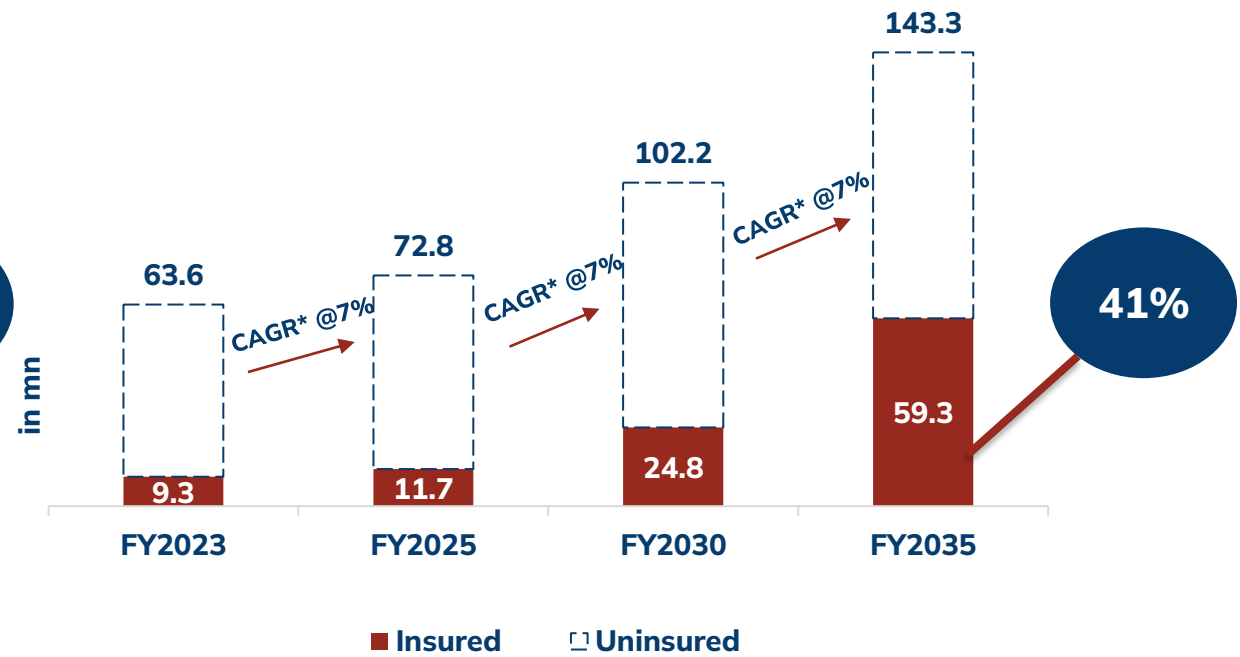
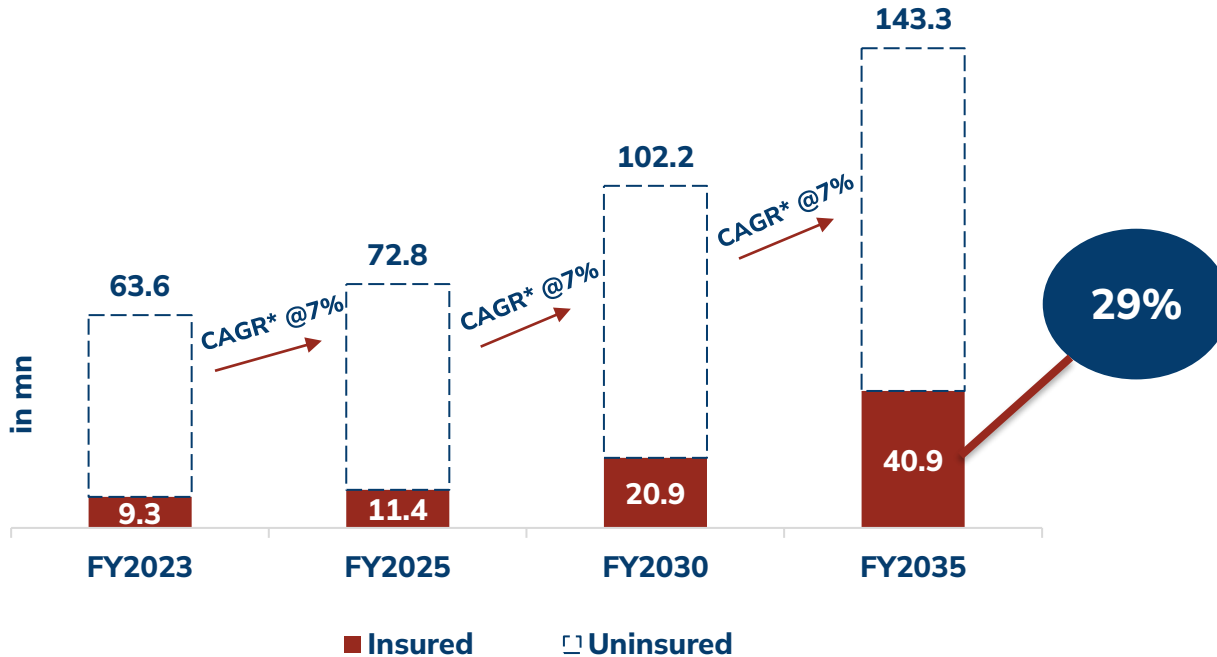
<sup>2</sup>FY2018 for USA & Japan; FY2020 for other countries; Source: McKinsey estimates

\*For retail protection sum assured (Company estimates)

# Protection opportunity: Addressable population (%)

15% CAGR in new policy count<sup>1</sup>

20% CAGR in new policy count<sup>1</sup>



~40% of India's addressable population expected to be covered by FY2035<sup>2</sup>

<sup>1</sup>Assumed 10% lapse rate for in-force policies each year

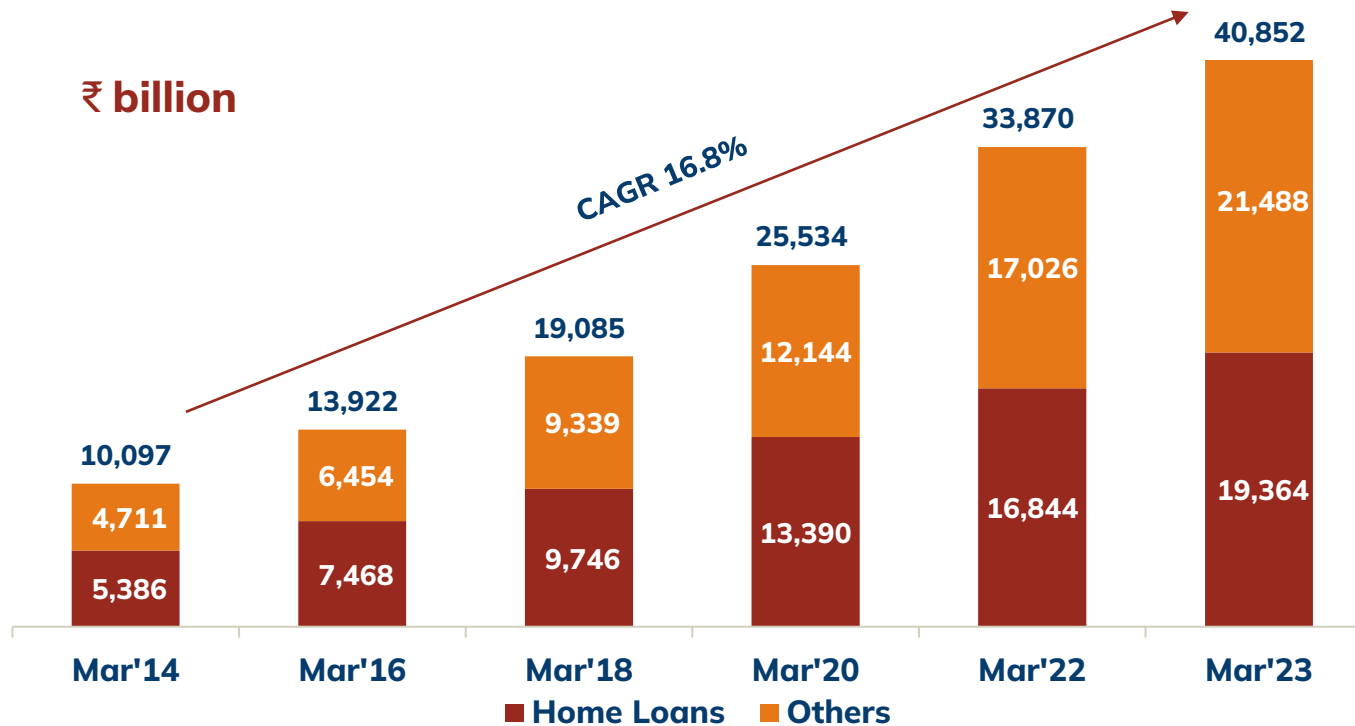
<sup>2</sup>Estimates at accelerated policy growth rates of 20% CAGR

Compound annual growth rate (CAGR)

\*Industry opportunity size

# Indicators of protection opportunity

## Retail credit<sup>1</sup>



- Healthy growth in retail credit
- Credit life is voluntary

## Health & motor<sup>2</sup>

Gross direct premium (₹ billion)	FY2024
<b>Health</b>	<b>1,090.06</b>
<b>Motor</b>	<b>917.81</b>
<b>Motor own damage (OD)</b>	<b>373.26</b>
<b>Motor third party (TP)</b>	<b>544.55</b>

<sup>1</sup>Source: RBI: Deployment of Gross Bank Credit by Major Sector

<sup>2</sup>Source: General Insurance Council

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

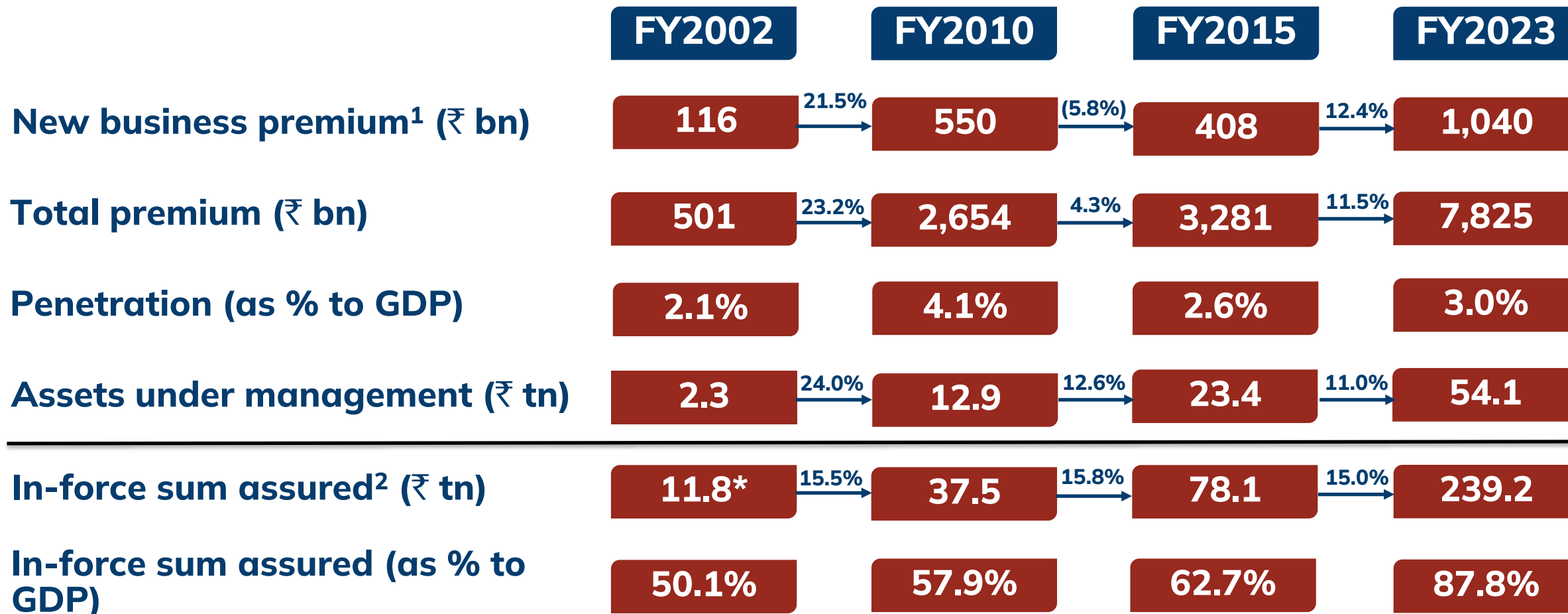


# Agenda

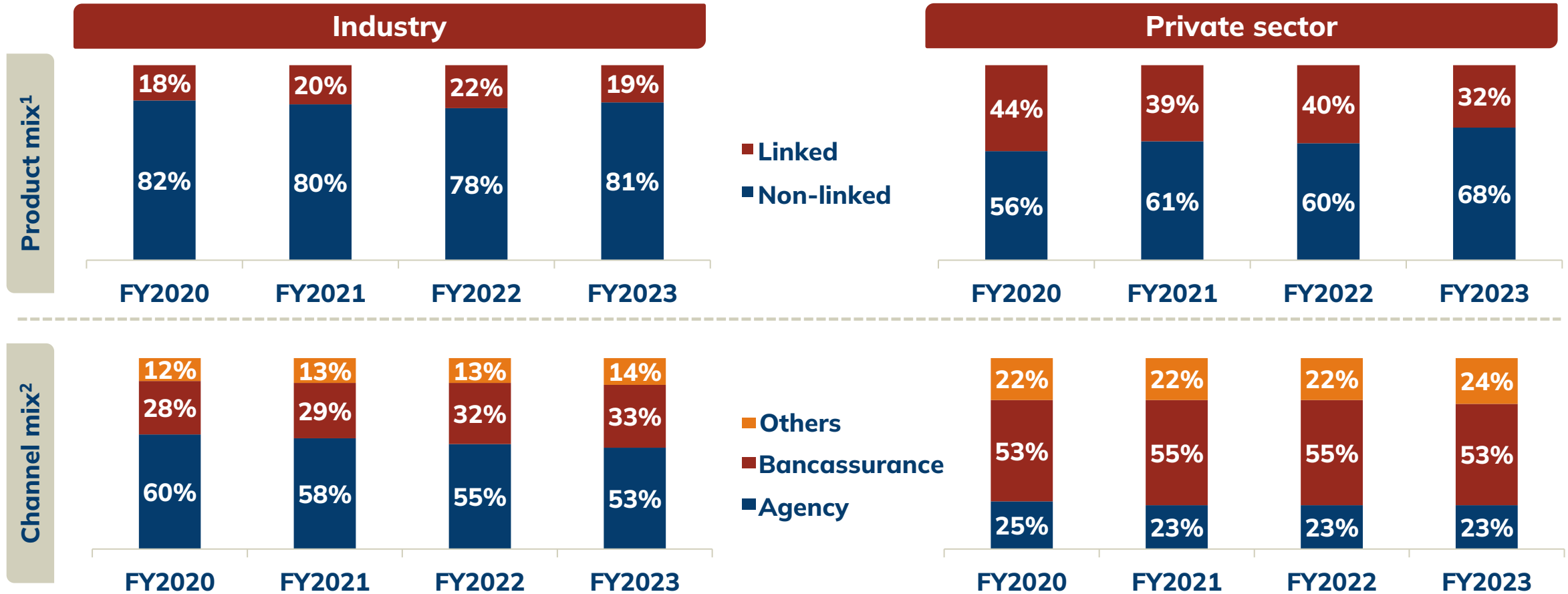
- Company strategy and performance
- Opportunity
- Industry overview



# Evolution of life insurance industry in India



# Industry overview



**Well developed banking sector enables bancassurance to be largest channel for private players**

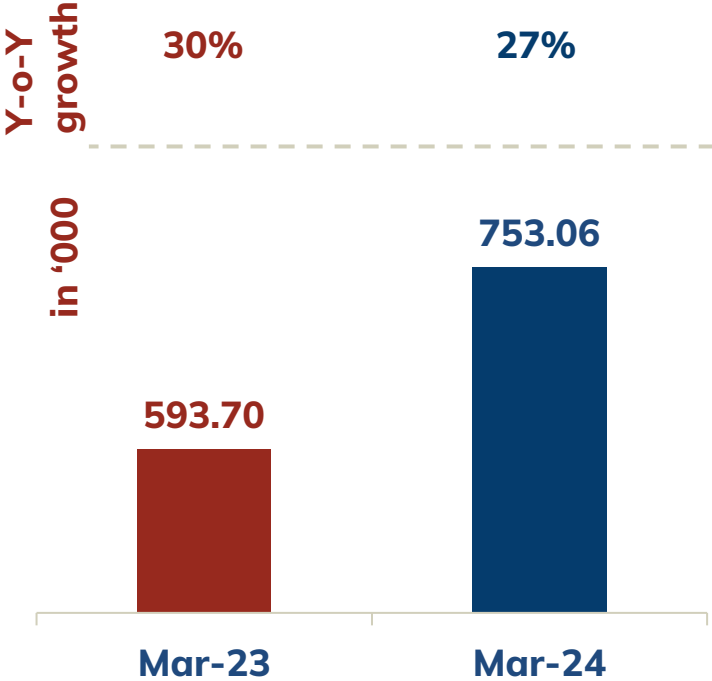


<sup>1</sup>Based on new business weighted premium  
<sup>2</sup>Based on individual new business premium  
 Source: Life insurance council

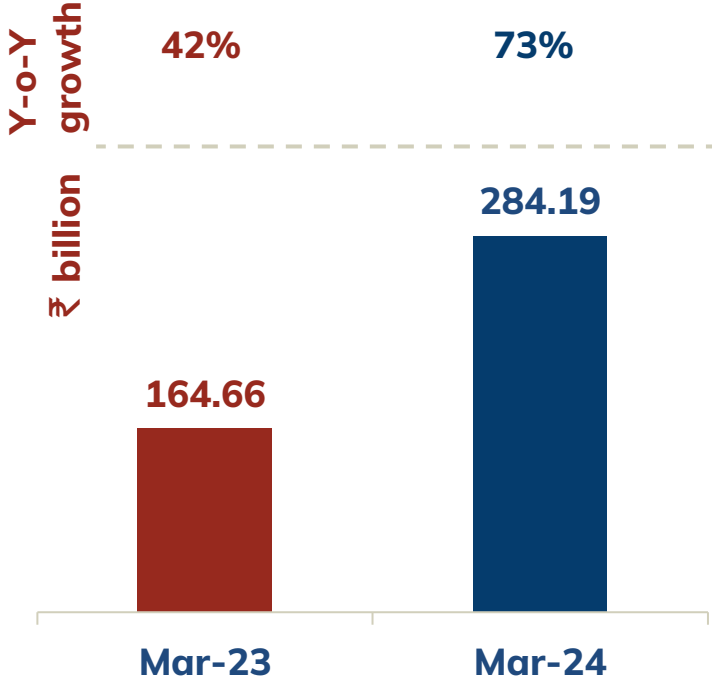
# Annexures

# Retirement focus: ICICI Pru PFM opportunity

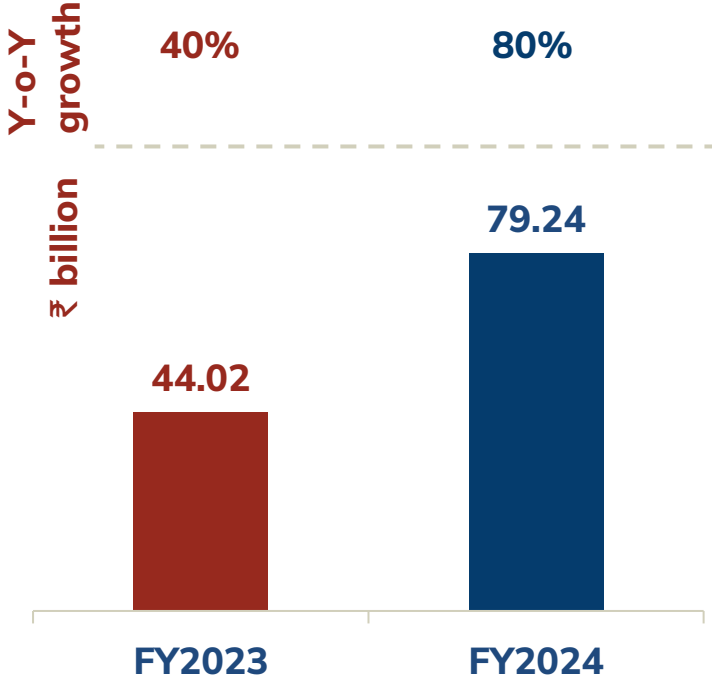
## Total subscribers



## Assets under management



## Net inflows



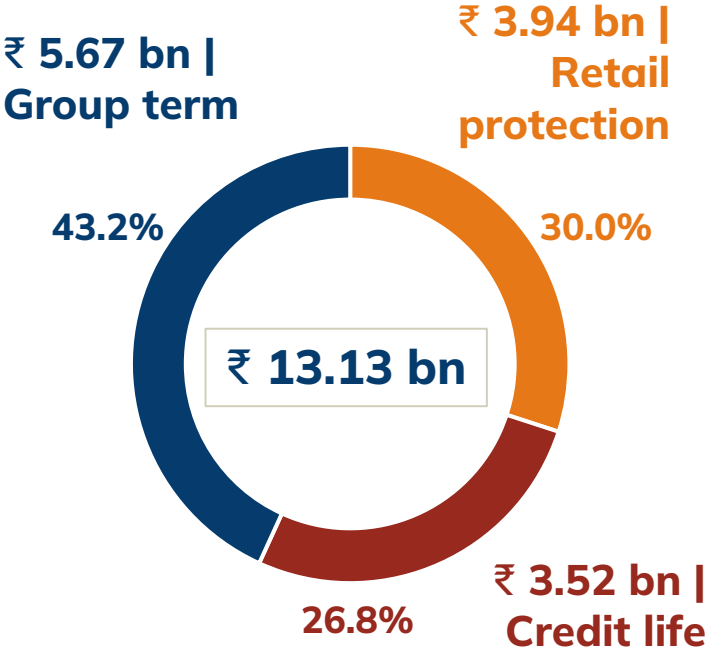
**40% of NPS retirement corpus mandated for annuity conversion, significantly enhances insurance industry’s annuity growth outlook**



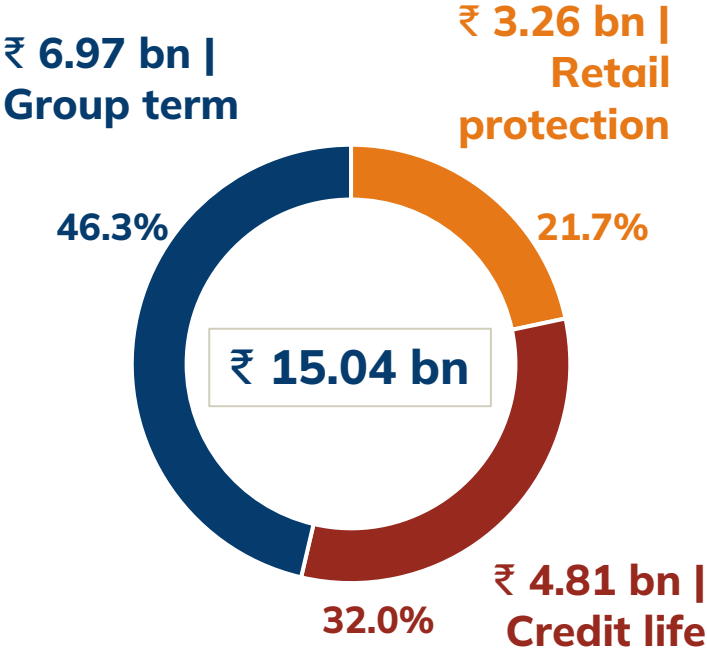
PFM: Pension Fund Manager

# Trend in protection APE

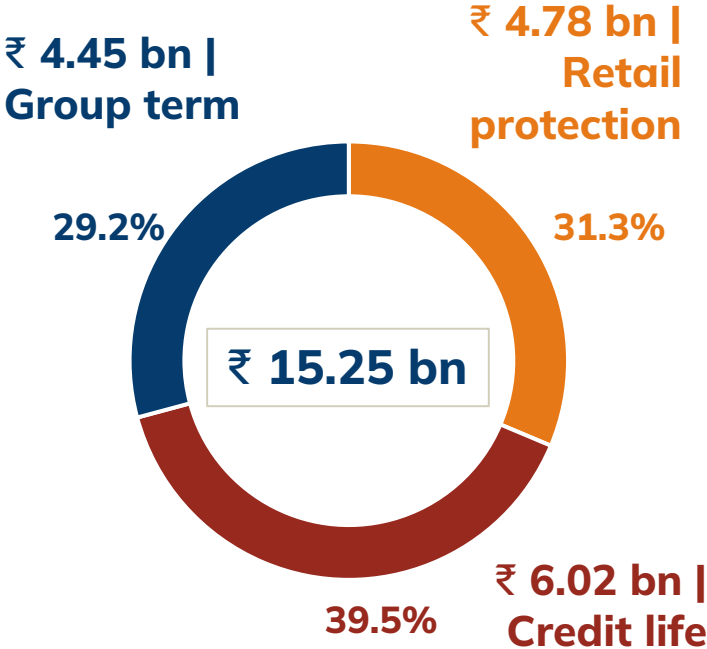
## FY2022



## FY2023



## FY2024



**Strong revival in retail protection; Sustained momentum in credit life segment**



Retail protection includes term with return of premium; FY2022: ₹ 0.14 bn, FY2023: ₹ 0.74 bn, FY2024: ₹ 0.90 bn  
 APE: Annualised Premium Equivalent

# Interest rate risk management

## Guaranteed return savings product

- Derivatives used to lock in yields for future premiums
  - Underlying bonds for derivatives selected based on tenure of liability
- 

## Retail protection business

- Asset liability duration matching
- 

## Annuity products

- Duration matching & cash flow matching
- Derivatives undertaken to lock in yields for future premiums & match asset liability durations

**Review of pricing based on current interest rate environment**

# Awards & Accolades: FY2024 (1/3)

**Customer Service Company of the Year**



**Customer Experience Team of the Year**



**Customer Centric Excellence Award**



**Best Use of Data Analytics in Customer Insights (LI)**



**Synnex India**

**Synnex India**

**World HRD Congress**

**Quantic India**

**Best Life Insurance Co. for Customer Obsession**

**Best Life Insurance Co. for Claim Management**

**Best Life Insurance Co. for Diversity**

**Platinum Award for FY2023 ESG Report**



**Business Ideas**

**Business Ideas**

**Business Ideas**

**LACP**



HRD: Human Resource Development; LI: Life Insurance, ESG: Environmental, Social & Governance; LACP: League of American Communications Professionals



# Awards & Accolades: FY2024 (2/3)

**Best Use of Technology in Customer Service (LI)**



**Best Transformative Security Initiative (LI)**



**Best Technology Enabled Transformation – Runner Up**



**Best Innovation and Diversification – India**



**Quantic India**

**Quantic India**

**ASSOCHAM Award**

**ICC**

**Sales Champion - Life Insurance (Large)**



**Gold Award for the FY2023 Integrated AR**



**Best Sustainability Report (BFSI)**



**Best Overall Sustainable Performance (BFSI)**



**ET Now**

**LACP**

**Transformance**

**Transformance**



LI: Life Insurance, ICC: Indian Chamber of Commerce; LACP: League of American Communications Professionals; AR: Annual Report; BFSI: Banking, Financial Services and Insurance; ET: Economic Times

# Awards & Accolades: FY2024 (3/3)

Best Sustainability Report



Best Overall Sustainable Performance



Best Sustainability Report



Asia's Best CSR Practices Awards by CMO Asia

National Awards for Excellence in CSR & Sustainability

National Awards for Excellence in CSR & Sustainability

Organisational excellence & contribution to sector

Best Data/Analytics Team of the Year

Best Use of Data & Insights in a Transformation Project

Best Use of Mobile to Enhance Customer Experience

Best Data Enablement Campaign in a Loyalty Programme

Top 30 Top Corporate Communication Teams for 2023



ASOCHAM Award

Customer FEST Awards 2023

Customer FEST Awards 2023

Customer FEST Awards 2023

Customer FEST Awards 2023

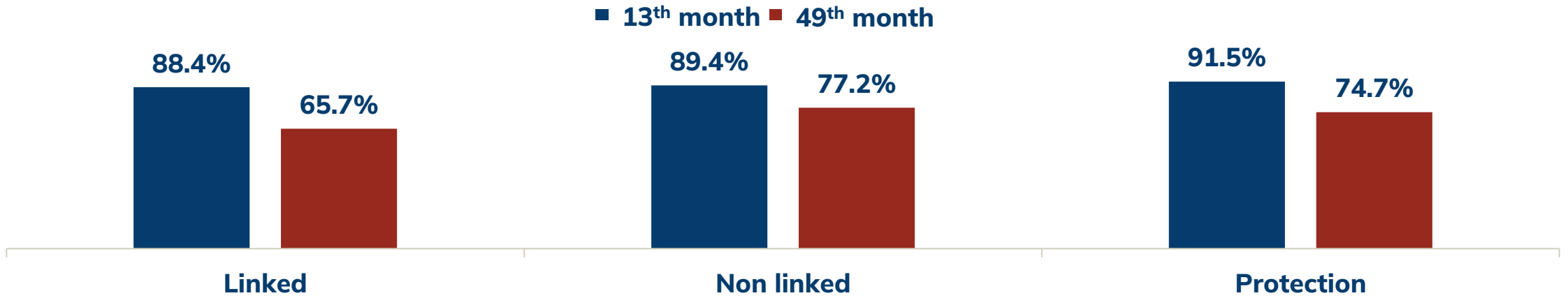
Reputation Today Awards



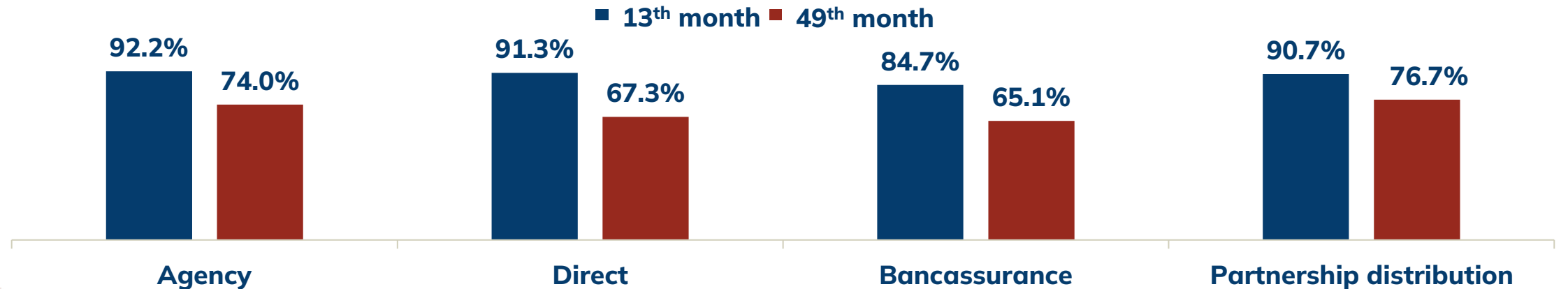
CMO: Chief Marketing Officers; CSR: Corporate Social Responsibility

# Retail persistency: FY2024

## Persistency across product categories

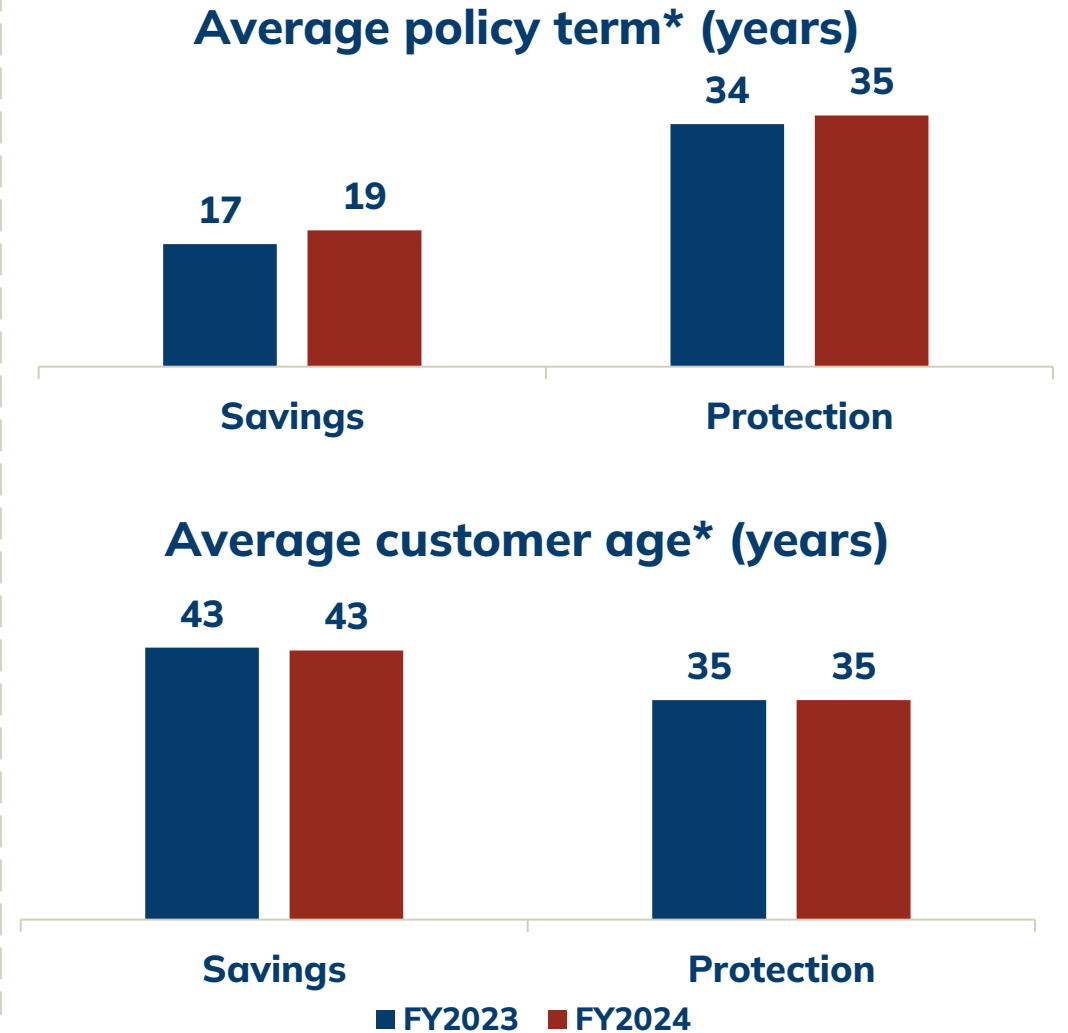


## Persistency across channel categories



# Average APE by product categories

Segment (₹)	FY2023	FY2024
ULIP	177,057	182,940
Non-linked savings	119,748	114,033
Protection	23,086	36,284
<b>Total</b>	<b>118,928</b>	<b>130,593</b>



# Channel wise product mix<sup>1</sup>

Channel category	Product category	FY2022	FY2023	FY2024
Bancassurance	ULIP	70.7%	57.0%	58.6%
	Non-linked savings	19.2%	31.7%	30.3%
	Annuity	4.9%	7.3%	5.2%
	Protection	5.2%	4.0%	5.9%
	<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Agency	ULIP	42.6%	35.6%	46.0%
	Non-linked savings	48.8%	55.4%	30.6%
	Annuity	3.9%	6.4%	21.0%
	Protection	4.7%	2.6%	2.4%
	<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Direct	ULIP	73.4%	69.0%	75.5%
	Non-linked savings	13.6%	17.4%	8.7%
	Annuity	6.6%	8.4%	9.8%
	Protection	6.4%	5.3%	6.0%
	<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Partnership distribution	ULIP	13.7%	8.8%	18.3%
	Non-linked savings	71.8%	75.8%	54.0%
	Annuity	2.1%	6.7%	11.8%
	Protection	12.4%	8.5%	15.9%
	<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

# Product wise channel mix<sup>1</sup>

Product category	Channel category	FY2022	FY2023	FY2024
ULIP	Bancassurance	57.0%	46.6%	38.8%
	Agency	20.8%	26.1%	31.0%
	Direct	19.6%	23.7%	24.6%
	Partnership distribution	2.6%	3.6%	5.5%
	<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Non-linked savings	Bancassurance	27.3%	25.0%	33.6%
	Agency	42.1%	39.1%	34.5%
	Direct	6.4%	5.7%	4.8%
	Partnership distribution	24.1%	30.1%	27.1%
	<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Annuity	Bancassurance	49.1%	36.5%	14.2%
	Agency	23.8%	28.8%	58.2%
	Direct	22.0%	17.6%	13.1%
	Partnership distribution	5.1%	17.0%	14.5%
	<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Protection	Bancassurance	39.6%	31.0%	31.8%
	Agency	21.7%	18.4%	13.0%
	Direct	16.2%	17.2%	16.1%
	Partnership distribution	22.5%	33.4%	39.1%
	<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

# Embedded value

# Analysis of movement in EV<sup>1</sup>

₹ billion	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Opening EV</b>	<b>216.23</b>	<b>230.30</b>	<b>291.06</b>	<b>316.25</b>	<b>356.34</b>
<b>Unwind</b>	<b>17.25</b>	<b>16.61</b>	<b>20.85</b>	<b>27.08</b>	<b>30.71</b>
<b>Value of New Business (VNB)</b>	<b>16.05</b>	<b>16.21</b>	<b>21.63</b>	<b>27.65</b>	<b>22.27</b>
<b>Operating assumption changes + Operating variance</b>	<b>(0.42)</b>	<b>2.24</b>	<b>(10.56)</b>	<b>0.15</b>	<b>(2.81)</b>
<i>Operating assumption changes</i>	<i>(2.25)<sup>2</sup></i>	<i>3.09</i>	<i>(0.91)</i>	<i>(1.61)</i>	<i>0.70</i>
<i>Operating variance</i>	<i>1.83</i>	<i>(0.85)</i>	<i>(9.64)</i>	<i>1.76</i>	<i>(3.52)</i>
<i>Persistency variance</i>	<i>0.85</i>	<i>1.10</i>	<i>1.51</i>	<i>1.43</i>	<i>(0.56)</i>
<i>Mortality and morbidity variance</i>	<i>0.42</i>	<i>(2.37)<sup>3</sup></i>	<i>(11.87)<sup>3</sup></i>	<i>0.22</i>	<i>(2.88)</i>
<i>Expense variance</i>	<i>0.01</i>	<i>0.01</i>	<i>0.07</i>	<i>0.03</i>	<i>0.00</i>
<i>Other variance</i>	<i>0.56</i>	<i>0.41</i>	<i>0.64</i>	<i>0.08</i>	<i>(0.08)</i>
<b>EVOP</b>	<b>32.88</b>	<b>35.05</b>	<b>31.92</b>	<b>54.88</b>	<b>50.17</b>
<b>Return on embedded value (ROEV)</b>	<b>15.2%</b>	<b>15.2%</b>	<b>11.0%</b>	<b>17.4%</b>	<b>14.1%</b>
Economic assumption change and investment variance	(14.76)	25.67	(4.37)	(14.49)	16.91
Net capital injection	(4.05)	0.04	(2.36)	(0.30)	(0.06)
<b>Closing EV</b>	<b>230.30</b>	<b>291.06</b>	<b>316.25</b>	<b>356.34</b>	<b>423.37</b>

<sup>1</sup>As per Indian Embedded Value (IEV) method

<sup>2</sup>Negative impact of ₹ 5.49 billion due to change in effective tax rate

<sup>3</sup>Mortality variance includes the negative impact of COVID claims  
Components may not add up to the totals due to rounding off



# Economic assumptions underlying EV & VNB

Tenor (years)	Reference rates	
	March 31, 2023	March 31, 2024
1	7.2%	7.2%
5	7.5%	7.3%
10	7.6%	7.2%
15	7.7%	7.3%
20	7.7%	7.3%
25	7.7%	7.4%
30	7.7%	7.4%

# Glossary (1/2)

- **Annualized Premium Equivalent (APE):** APE is the sum of the annualized first year premiums on regular premium policies, & ten percent of single premiums, from both individual & group customers
- **Retail Weighted Received Premium (RWRP):** Premiums actually received by the insurers under individual products & weighted at the rate of ten percent for single premiums
- **Total Weighted Received Premium (TWRP):** Measure of premiums received on both retail & group products & is the sum of first year & renewal premiums on regular premium policies & ten percent of single premiums received during any given period
- **Sum Assured:** The amount that an insurer agrees to pay on the occurrence of a stated contingency
- **Cost Ratio:** Cost ratio is a measure of the cost efficiency of a Company. Expenses are incurred by the Company on new business as well as renewal premiums. Cost ratio is computed as a ratio of all expenses incurred in a period comprising commission, operating expenses, provision for doubtful debts & bad debts written off to total weighted received Premium (TWRP)
- **Persistency Ratio:** Persistency ratio is the percentage of policies that have not lapsed & is expressed as 13<sup>th</sup> month, 49<sup>th</sup> month persistency etc. depicting the persistency level at 13<sup>th</sup> month (2<sup>nd</sup> year) & 49<sup>th</sup> month (5<sup>th</sup> year) respectively, after issuance of contract

# Glossary (2/2)

- **Value of New Business (VNB):** VNB is used to measure profitability of the new business written in a period. It is present value of all future profits to shareholders measured at the time of writing of the new business contract. Future profits are computed based on long-term assumptions which are reviewed annually. VNB is also referred to as NBP (new business profit). VNB margin is computed as VNB for the period/APE for the period. It is similar to profit margin for any other business
- **Embedded Value (EV):** 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):** EVOP is a measure of the increase in the EV during any given period due to matters that can be influenced by management
- **Return on Embedded Value (RoEV):** RoEV is the ratio of EVOP for any given period to the EV at the beginning of that period
- **Solvency Ratio:** Solvency ratio is calculated as ratio of Available Solvency Margin (ASM) over Required Solvency Margin (RSM)
- **Assets Under Management (AUM):** AUM refers to the carrying value of investments managed by the Company & includes loans against policies & net current assets pertaining to investments

# 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**