



Performance update

Q4-FY2021

April 21, 2021

Agenda

- **ISEC Franchise**
- Strategy and key outcomes
- Business Performance

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VALUES



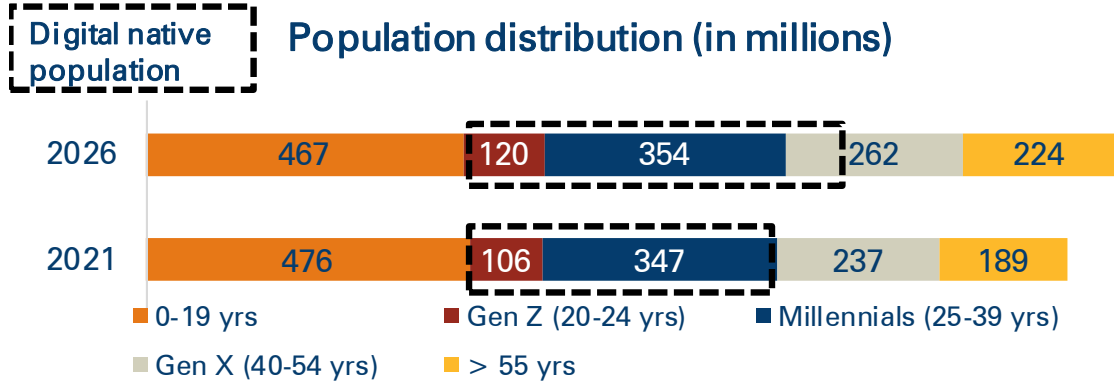
INNOVATION



TECHNOLOGY

India growth opportunity

Growing digital natives cohort ...



Digital natives comprising GenZ and Millennials are expected to increase by 15 mn - 20 mn annually for next 10 years¹

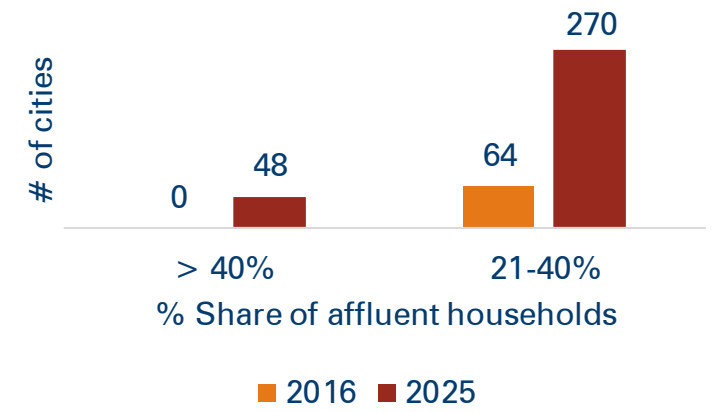
...supported by digital infrastructure...

- ❖ Digital India led by "Aadharisation"
- ❖ Internet users 624 mn³, 45% of population
- ❖ Mobile connection: 1.2 billion⁴; 79% of the total population
- ❖ Data cost down by >95% since 2013⁴
- ❖ Capital flowing into fintech driving innovation



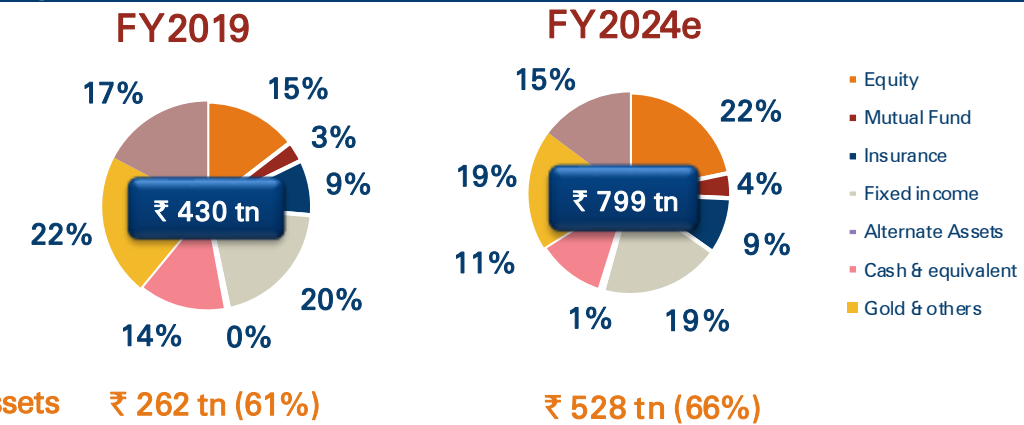
Core opportunity remains intact, pandemic has frontloaded the digital aspects

...widely spread wealth & affluence across cities...



Cities/ towns with over 20% of population having annual household income greater than 1 mn will increase to 318 from 64²

...is expected to drive increase in financial Assets⁵



1. Source: Census of India, 2. Source: BCG, 3. Source: Kantar, 4. Source: Mckinsey. 5. Source: Karvy wealth report

ICICI Securities franchise continues to gain momentum...



Affluent franchise

- ❖ One of the largest equity franchise
- ❖ Total assets¹ of ₹ 3.8 tn
- ❖ Private wealth clients' assets² of ₹ 1.7 tn



Scale

- ❖ Client base at 5.4mn³ from 3.2mn in FY16
- ❖ Overall active clients at 1.91mn³ from 0.83mn in FY16
- ❖ NSE active clients at 1.58mn³ from 0.56mn in FY16



Strong position across businesses

- ❖ One of the largest wealth management franchise
- ❖ MF Revenue market share at 4.5%⁴ from 3% in FY16
- ❖ Over 10% market share in ETF and SGB distribution⁵
- ❖ Consistently ranked amongst top ECM players⁶



Free cashflow generating high operating leverage model

- ❖ Revenue CAGR 18% (FY16 to FY21)
- ❖ PAT CAGR 35% (FY16 to FY21)
- ❖ Dividend CAGR 34% (FY16 to FY21)
- ❖ ROE consistently around 50% (FY16 to FY21)



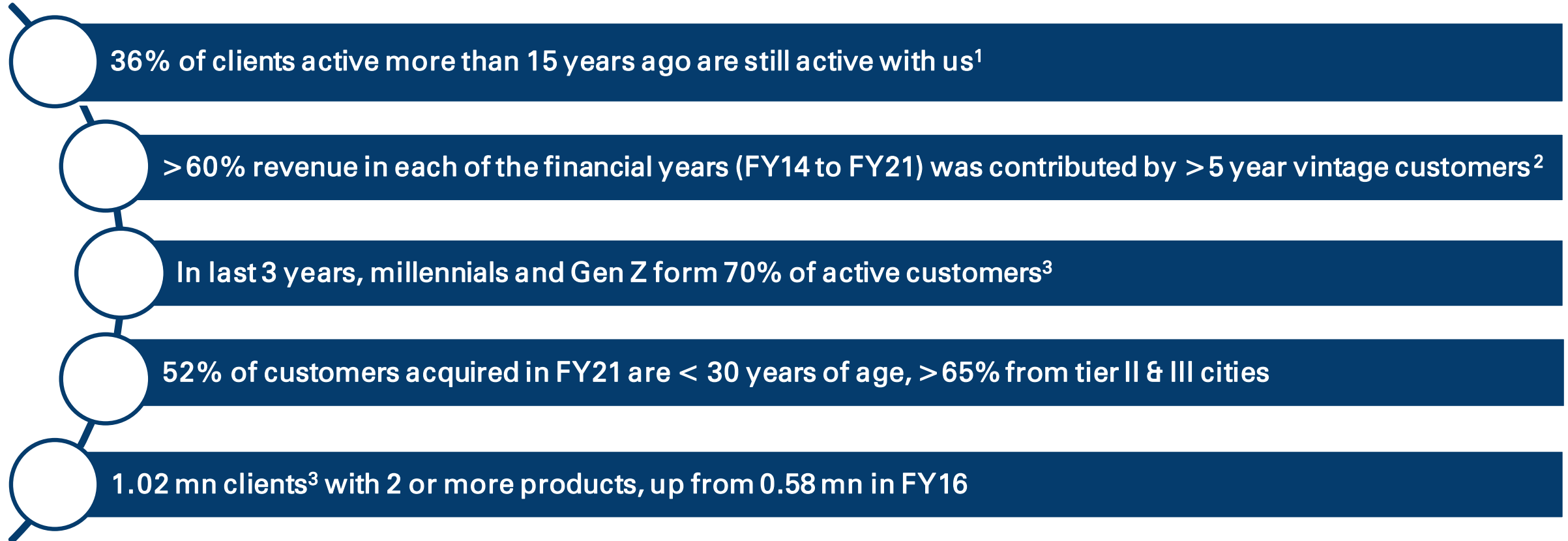
1.Assets of our clients including equity demat assets maintained with ICICI Bank and excluding promoter holding

2.Assets of our clients with more than 1 cr AUM at individual level including equity demat assets maintained with ICICI Bank and excluding promoter holding

3. As at FY21, active clients are for trailing 12 months 4. FY20, Source AMFI 5. ETF – Exchange traded funds, SGB – Sovereign gold bonds

6. ECM market share source Prime Database

...aided by a sticky, diverse & multifaceted client base...

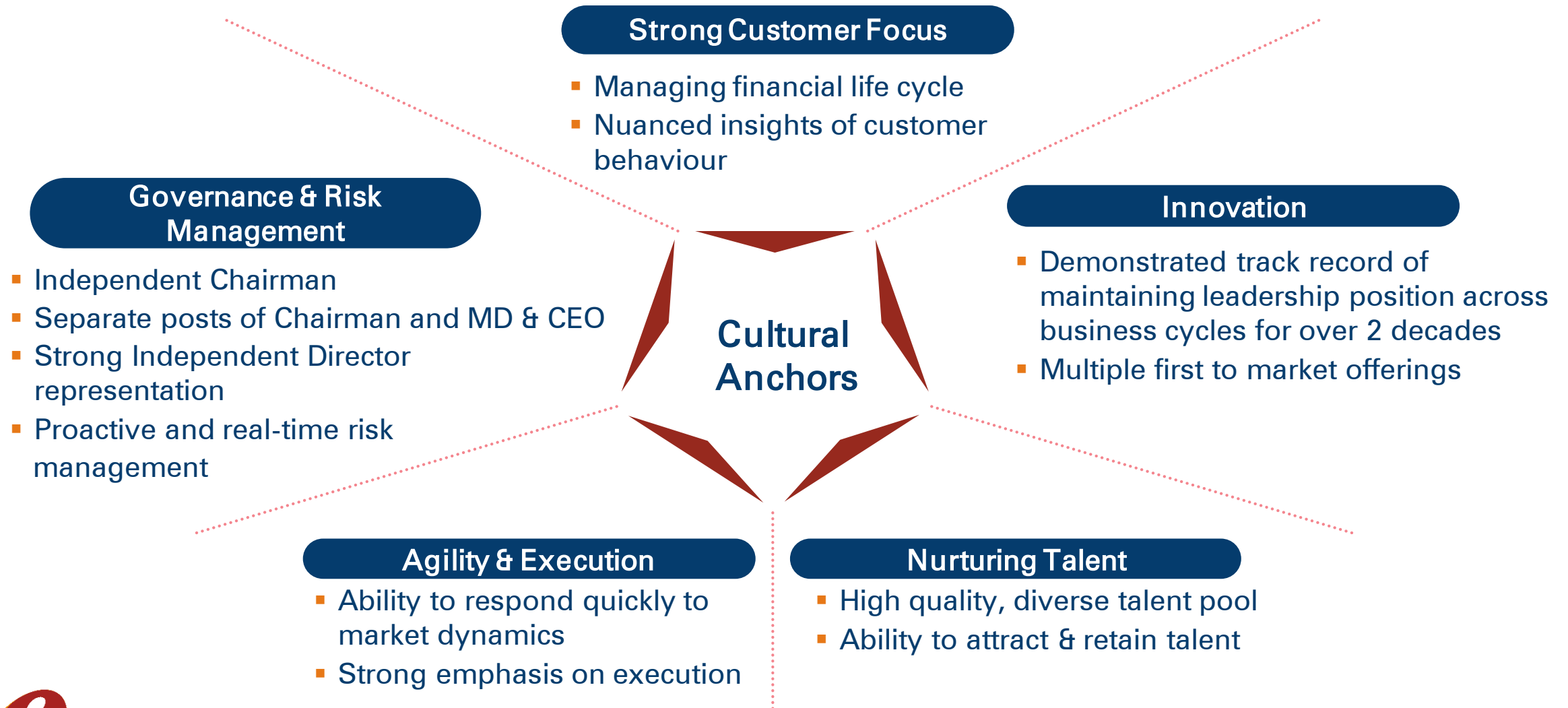


Ability to attract millennials & Gen Z and retain vintage customers



1. As at FY21
2. Based on retail broking revenues
3. Customers below 40 years of age
4. As at Q4-FY21

...on back of our Cultural Anchors & focus on earning trust....



...with the help of a robust, digital and secular business model

Unique business model

- Virtually no inventory and supply chain risk
- Low credit and receivables risk
- Strong liquidity position
- High Return on Equity and asset light business model

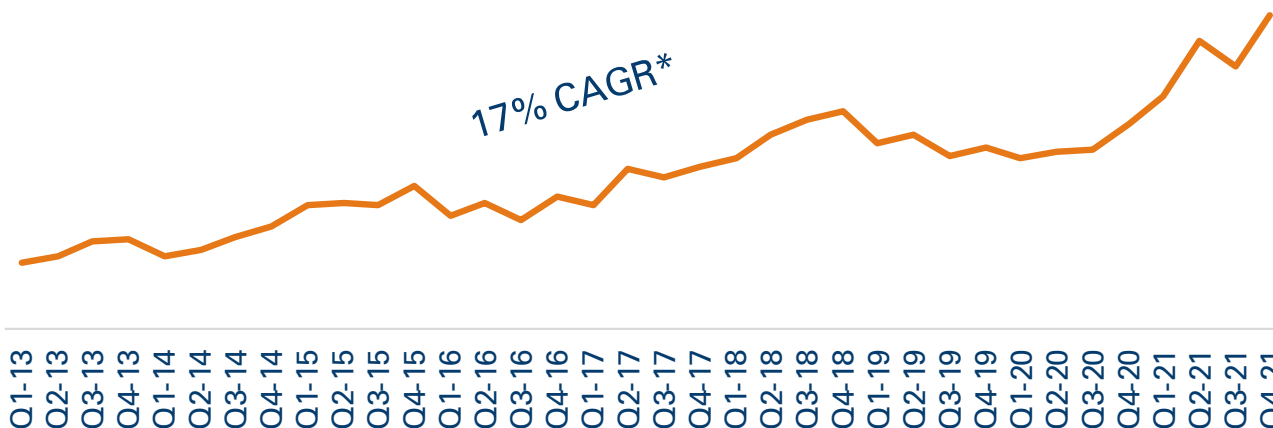
Wide range of products under one digital platform

- Open architecture business model
- Investments, loans, deposits and protection
- 50+ products and services

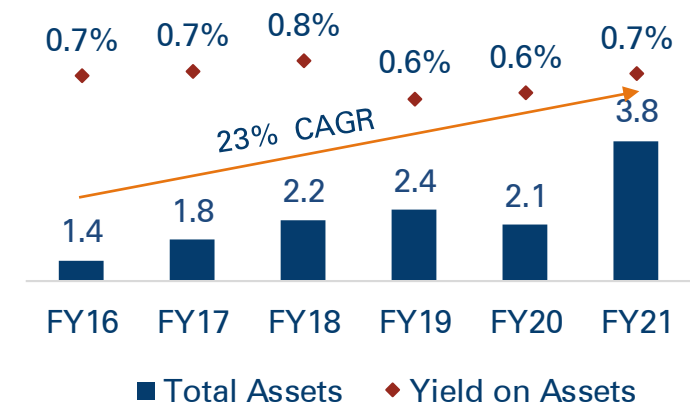
Scalable digital capabilities and infrastructure

- 99% equity transactions performed online
- 96% mutual fund transactions performed online
- 91% of our account opening is digital, balance is phygital

Secular trend of quarterly overall revenues¹



Consistent yield on client assets²



1. Annual growth rate from FY13 to FY21
 2. Yield of total retail revenues divided by total retail client assets with us

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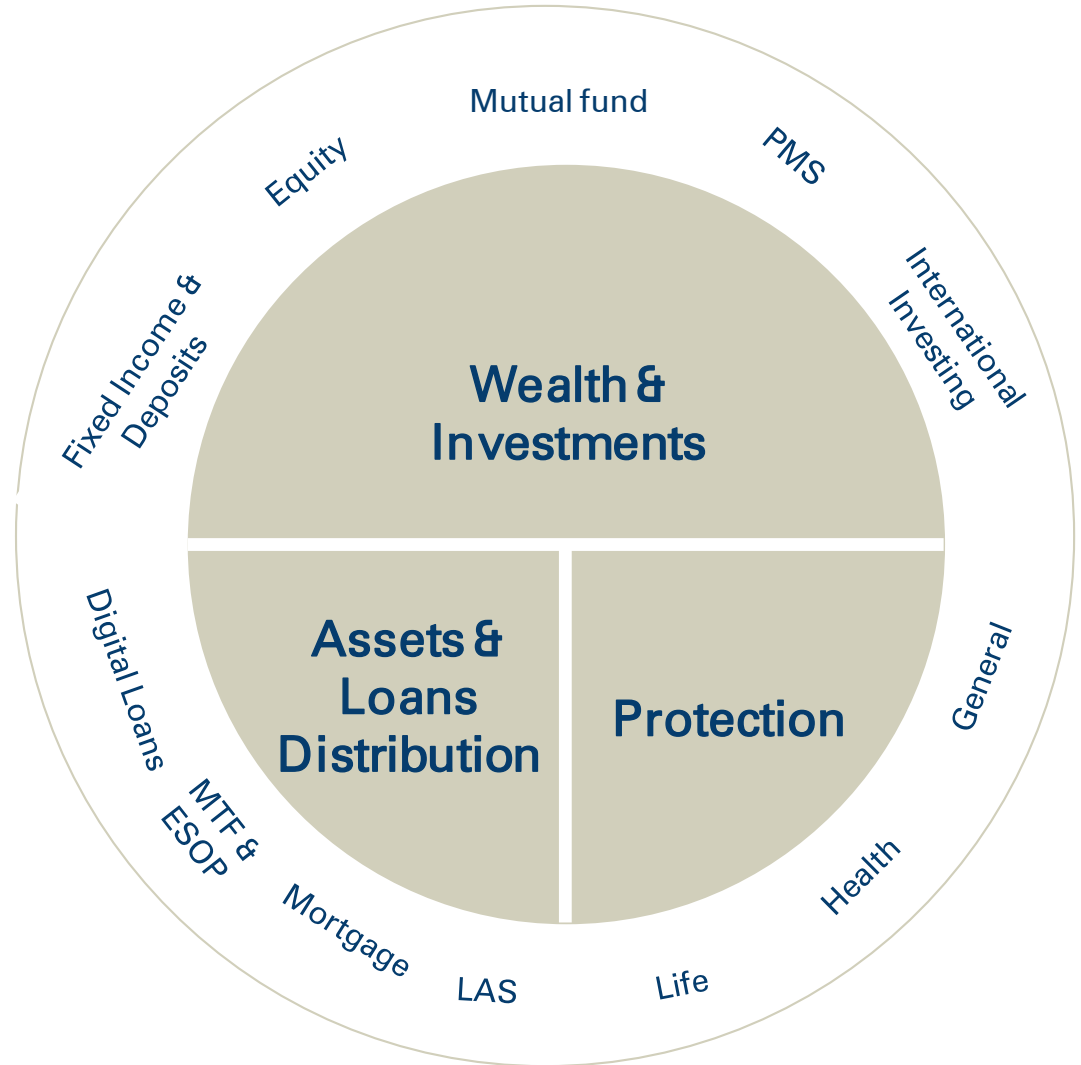


TECHNOLOGY

Broadening the positioning by focusing on strategic anchors

Imperatives:

- Broad basing business model
- Diverse and granular revenue streams



To emerge as a provider of financial services requirements across life stages of Retail Indian -
Powered digitally in an open architecture format

Our strategic anchors are helping us transform

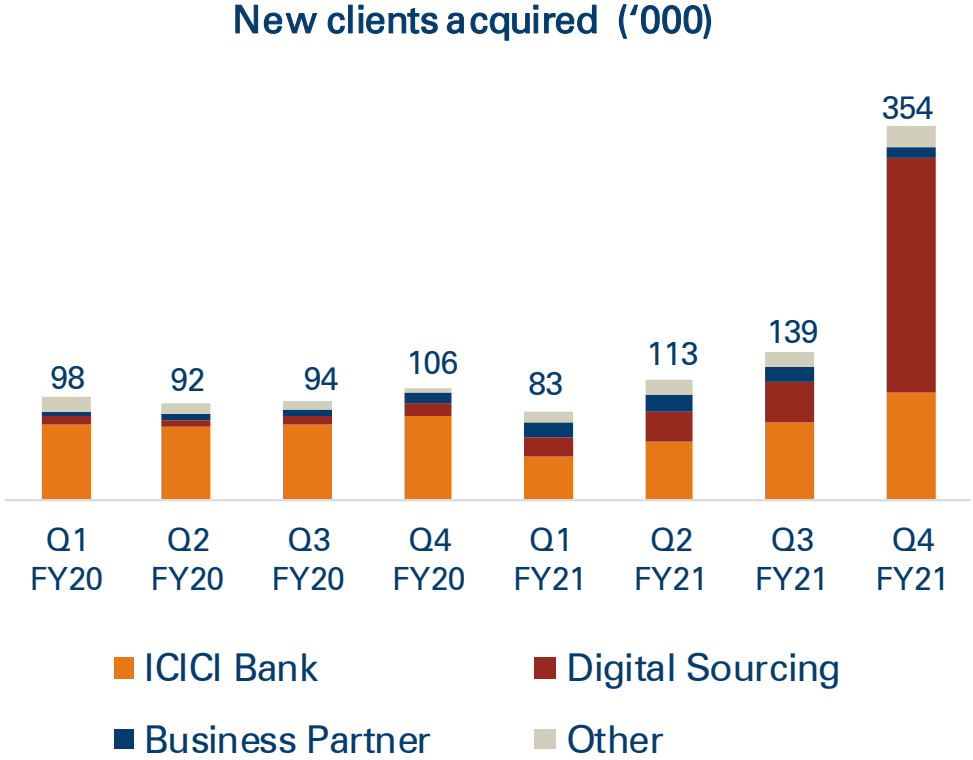
Strategic anchors	 Ramping up scale and volume	 Monetize client value	 Enhancing customer experience	 Digital agility & robust technology	 Cost efficiency
Intended outcome	Increase our competitiveness	Profitability	Loyalty & penetration	Attract millennials	Operating leverage



Progress against strategic anchors discussed in the following slides

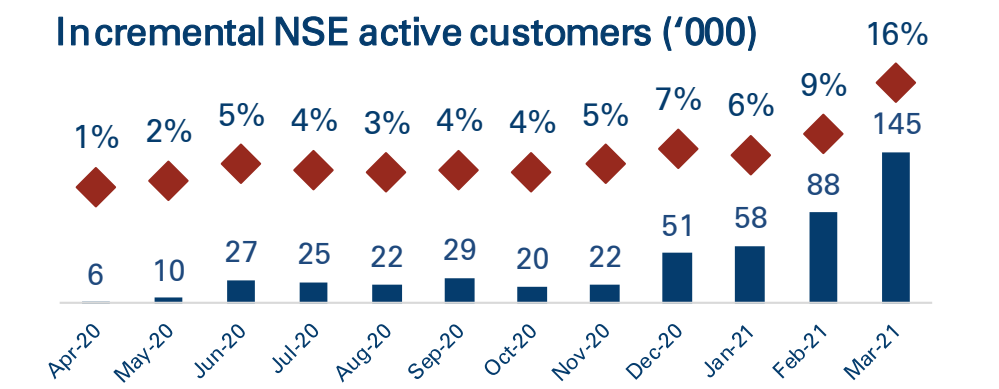
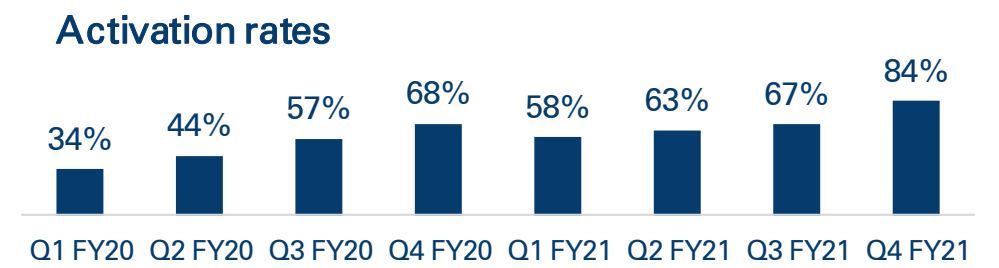
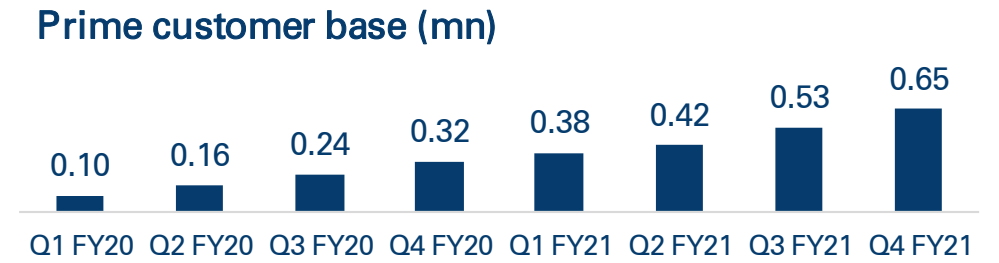
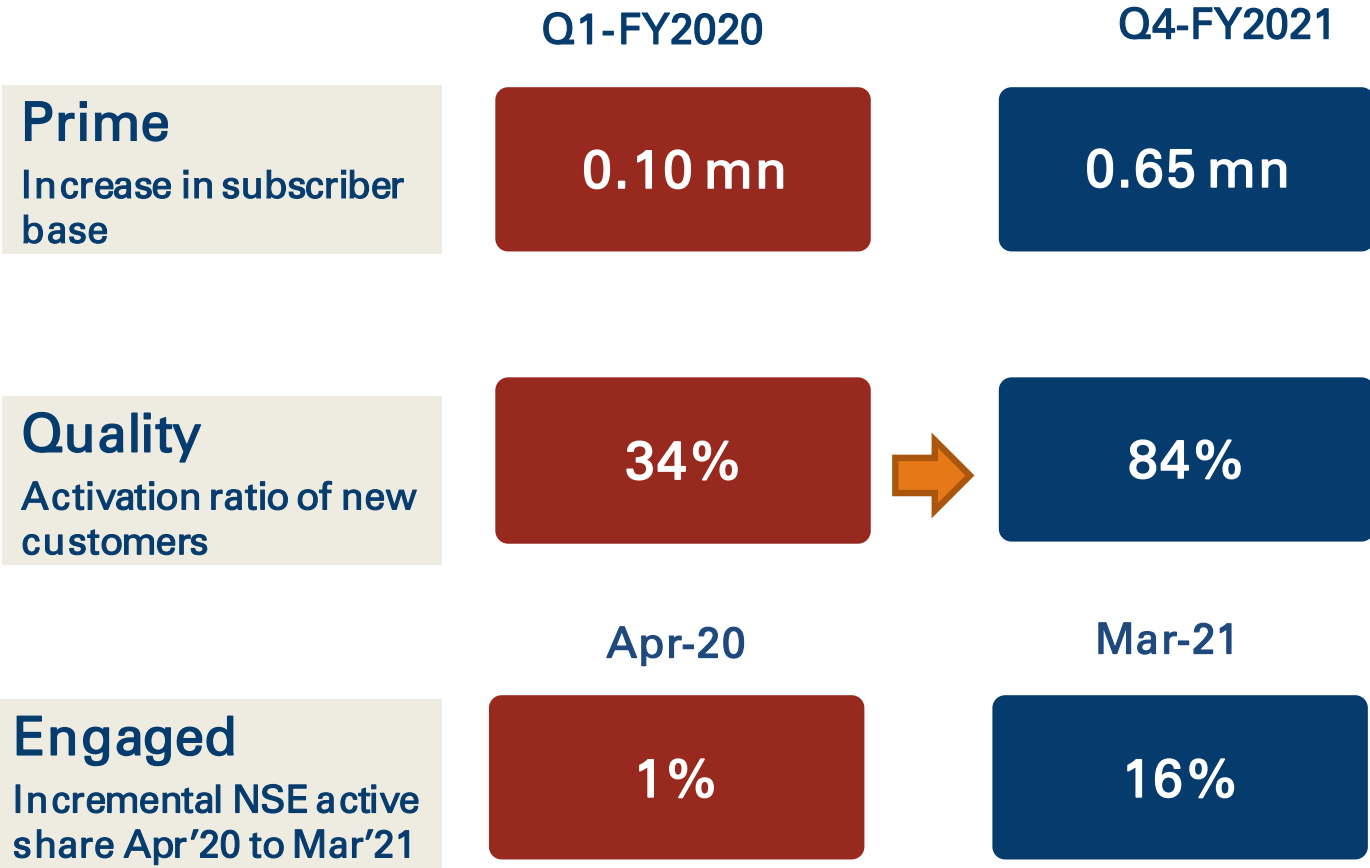
#1 Our digital sourcing has helped us scale up, diversify and deepen the reach of sourcing

	Q1-FY2020	Q4-FY2021
Scale up Quarterly sourcing of new clients	98,000	354,000
Diversify Contribution from largest channel	81%	<45%
Digital Natives Clients acquired below 30 yrs age	43%	>55%
Deepen Contribution from tier II & III cities	58%	>65%



Federal Bank partnership & ICICIdirect Money app to add momentum to diversification of new account sourcing going forward

#2 Our product propositions have helped us attract high intent customers thereby improving/retaining quality

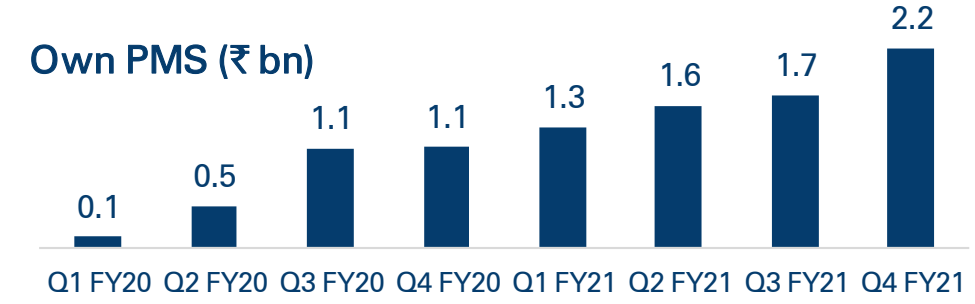
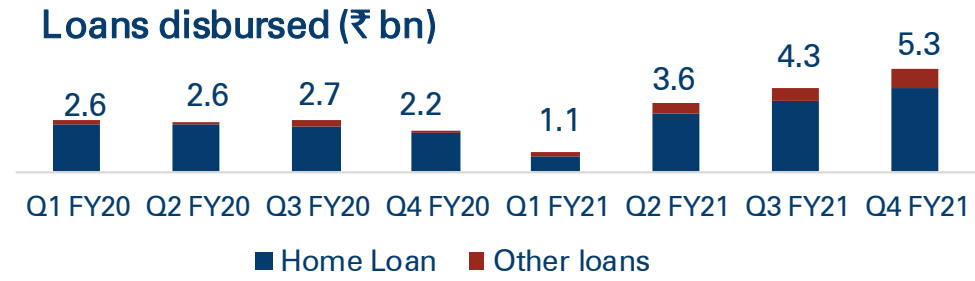
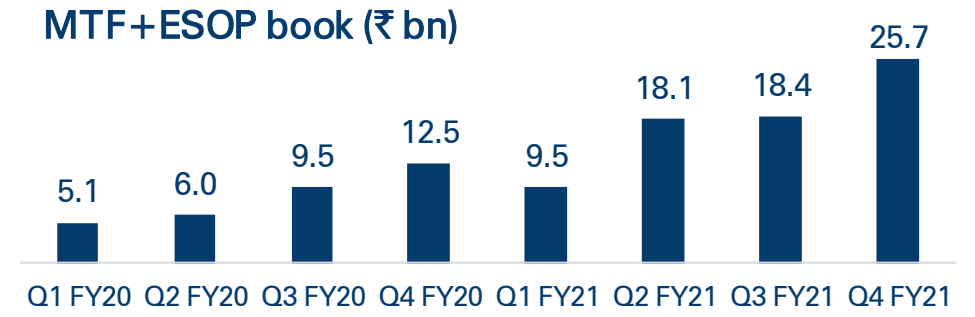


Latest initiatives to further propel acquisition of high intent clients

- Launched ICICIdirect NEO in December gaining traction, over 60 k subscribers added

#3 Expanding product suite to monetize full value of clients..

<p>MTF + ESOP Enhanced focus on loan books</p>	<p>Q1-FY2020 ₹ 5.1 bn</p>	<p>Q4-FY2021 ₹ 25.7 bn</p>
<p>Loan products Expanded the suite to 12 loan products</p>	<p>₹ 2.6 bn</p>	<p>₹ 5.3 bn</p>
<p>Proprietary PMS Growing traction in our in-house PMS</p>	<p>₹ 0.1 bn</p>	<p>₹ 2.2 bn</p>



#3 Expanding product suite to monetize full value of clients..

Other initiatives launched to expand product suite

Idirect Global	Global investing – 3900 customers, ~\$14Mn AUM
Commodity & Currency	50K customers added in commodities since launch
One click MF	16% share in new MF SIP
One click Equity	~85K Equity portfolios subscribed
Health Insurance	~4x increase in number of policies sold YoY

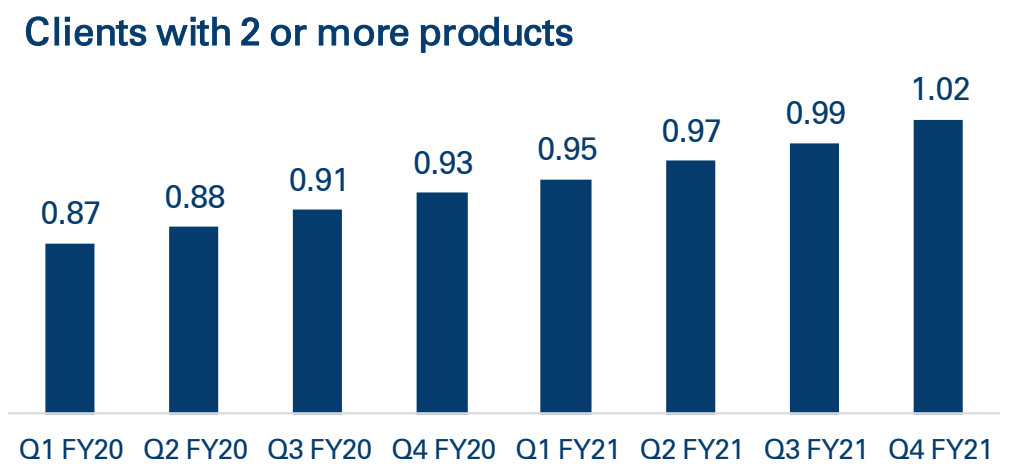
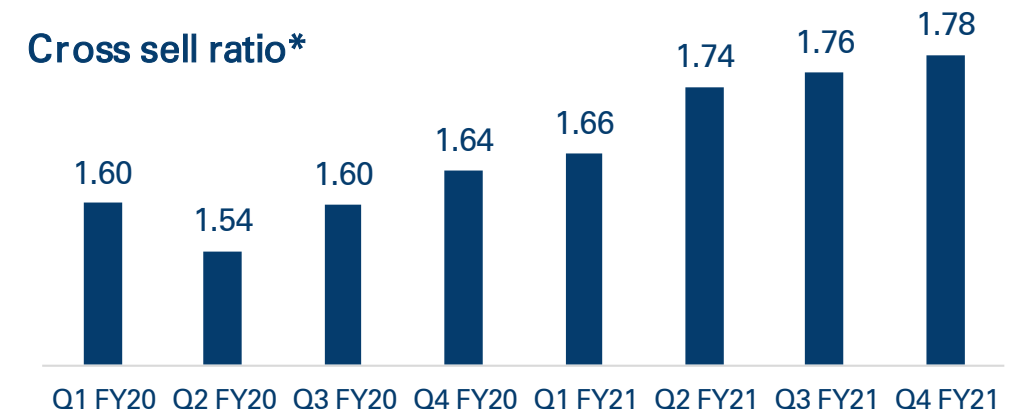
New Initiatives during the quarter

Premium Portfolios	Curated equity portfolios, 500+ HNI subscribers on boarded
iLENS	Screeners to help identify stocks based on pre defined conditions
Commodity	Index future in commodity derivatives



#4 We have used analytics and digital agility to provide better experience to customers...

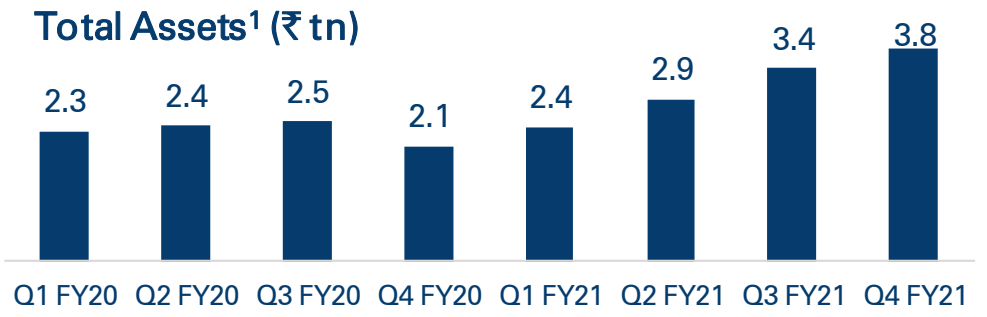
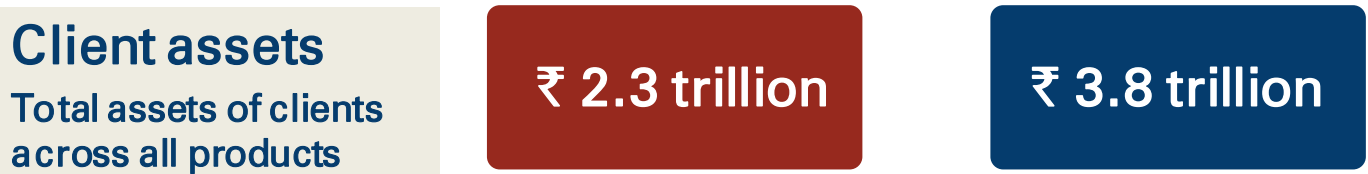
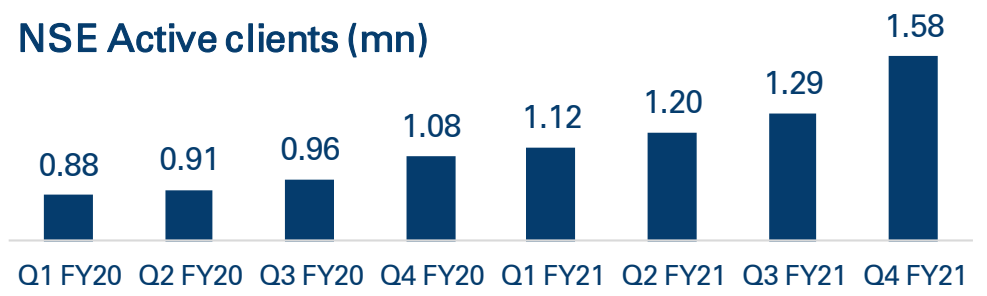
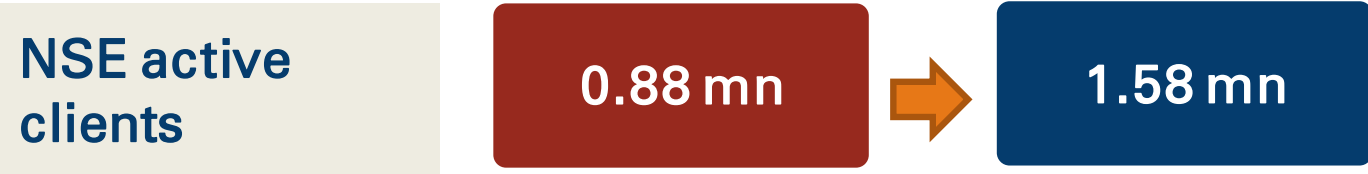
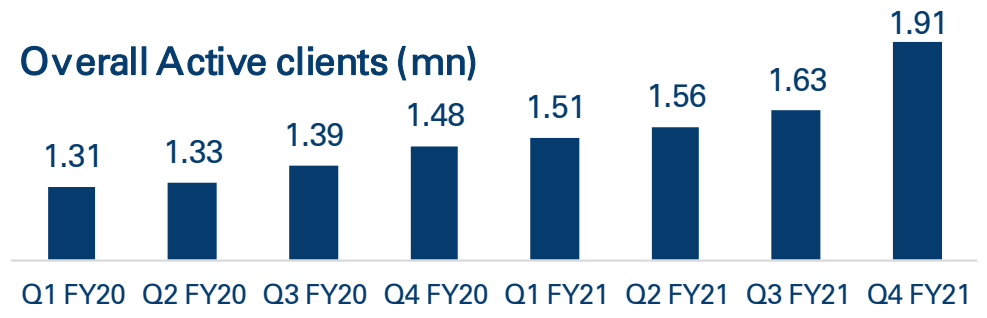
	Q1-FY2020		Q4-FY2021
Cross sell ratio Products per customer	1.60	→	1.78
Penetration Clients with 2 or more products	0.87	→	1.02
	Q4-FY2020		Q4-FY2021
NPS score Increase in NPS both overall and sourcing	Overall 20.8% Sourcing 38.5%		Overall 30.4% Sourcing 51.1%



Launched 5 new smart execution tools for research, trading strategies

* Active clients and transaction considered for rolling 12 months (excluding customers acquired in last 90 days)

.. and the scale of our business in terms of assets & clients

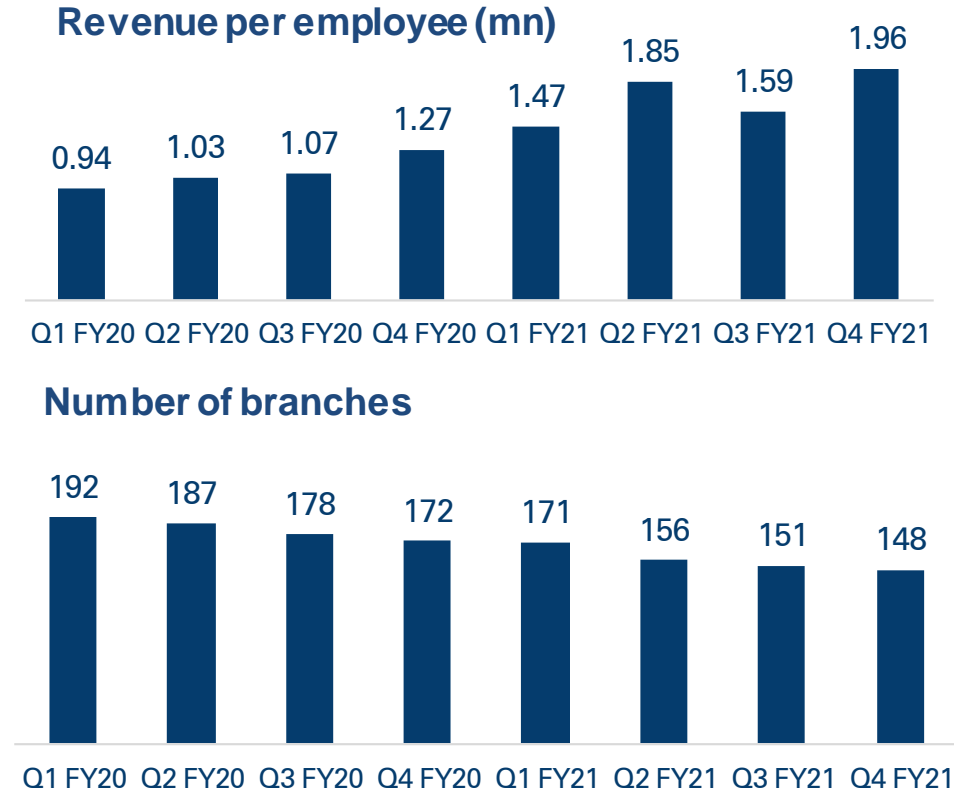


Capability to monetize gaining momentum

1. Assets of our clients including equity demat assets maintained with ICICI Bank and excluding promoter holding

#5 Enhancing operating leverage to improve margins

	Q1-FY2020	Q4-FY2021
Cost to income ratio	56%	40%
Revenue per employee	0.94 mn	1.96 mn
Number of branches	192	148



Efforts in variabilizing cost has resulted in it increasing to >40% in Q4-FY21 from <30% in Q1-FY20

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FY21: Year in perspective



Total Assets

₹ 3.8 tn (+85% YoY)
23% 5Y CAGR



Wealth Assets

₹ 1.7 tn (+102% YoY)
29% 5Y CAGR



Client Added

6.9 lac (+77% YoY)
14% 5Y CAGR



Revenue

₹ 25.9 bn (+50% YoY)
18% 5Y CAGR



Profit After Tax

₹ 10.7 bn (+97% YoY)
35% 5Y CAGR

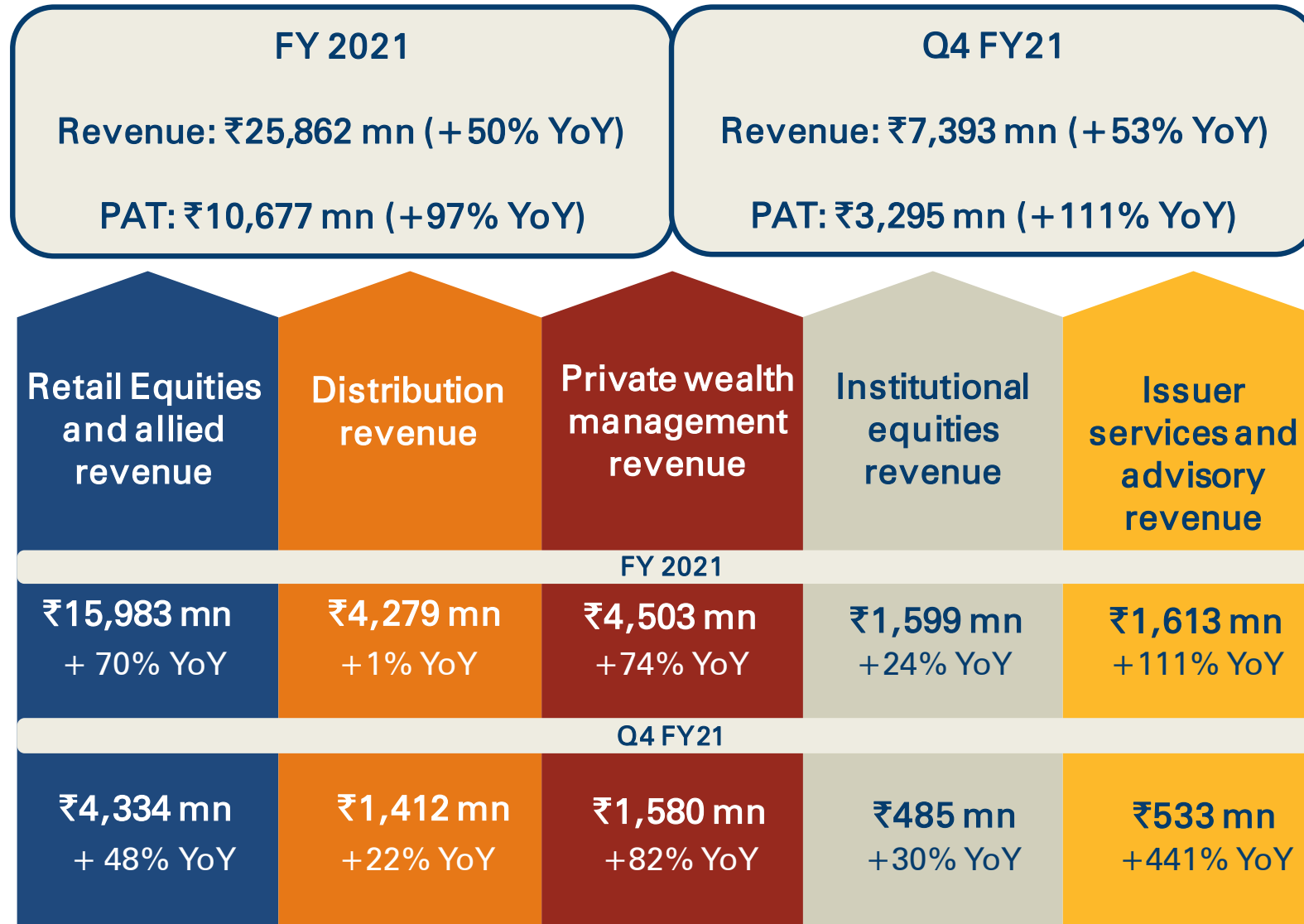


Dividend

₹ 21.5 per share (+95% YoY)
34% 5Y CAGR



Financial Highlights



Period:
FY2021 YoY = FY21 vs FY20
Q4FY21 YoY = Q4FY21 vs Q4FY20

Business Performance

Equities business

Equity segment volumes and market share

- Equity ADTO increased by 78% YoY
- Equity market share up YoY, however declined sequentially on implementation of base 2 margin norms in view of historical differential leverage provided by us relative to other market participants
- Market share: Jan'21 & Feb'21 (9.8%) ; Mar'21 (9.1%)

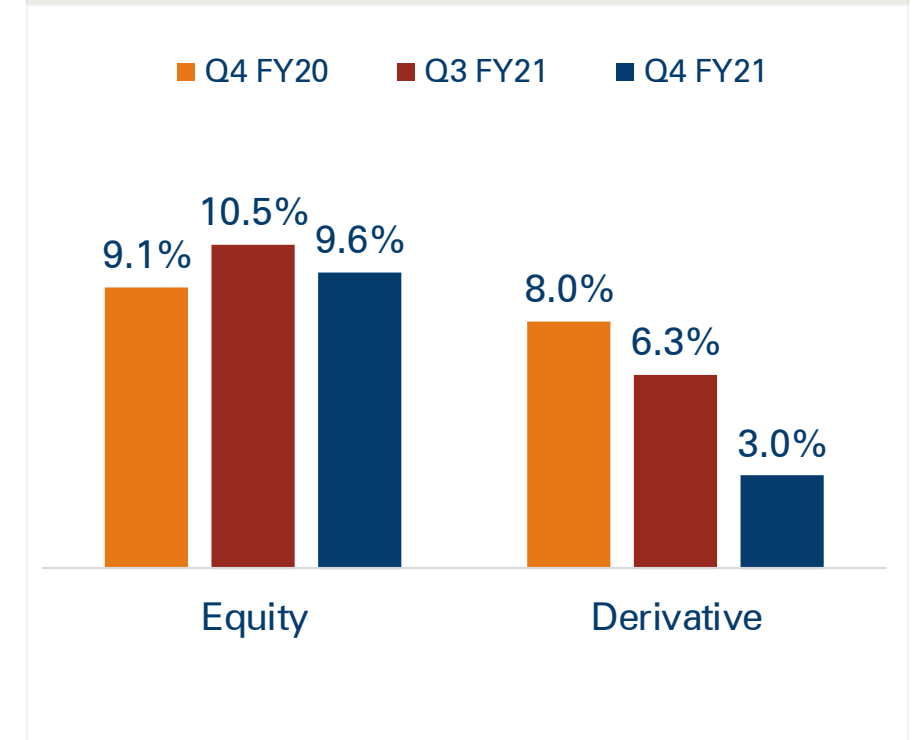
Derivatives segment volumes & market share

- ISEC derivative ADTO decreased by 17% YoY
- Decline in lower yielding intraday derivatives volume
- Market Share: Dec'20 (3.4%), Jan'21 & Feb'21 (3.05%); Mar'21 (2.9%)
- Revenue decline in Mar'21 vs Feb'21 is 1% of retail brokerage revenue for March

Approach to regain market share

- We are launching relevant tools (iTrack, iAlert, iLens, Payoff analyser) and competitive market plans (NEO)
- We have begun to show traction in customer share, which we believe is a lead indicator of volume market share
- It may take a few quarters to witness the impact of measures to gain volume market share

Volume Market Share¹



The market mix plus our efforts to improve experiences and growing customer base has enabled us to grow revenue despite losing market share on a sequential basis

1. Combined market share for retail and institutional clients
Period: Q4-FY2021 vs Q4-FY2020; Sequential: Q4-FY2021 vs Q3-FY2021

Business Performance

Equities business

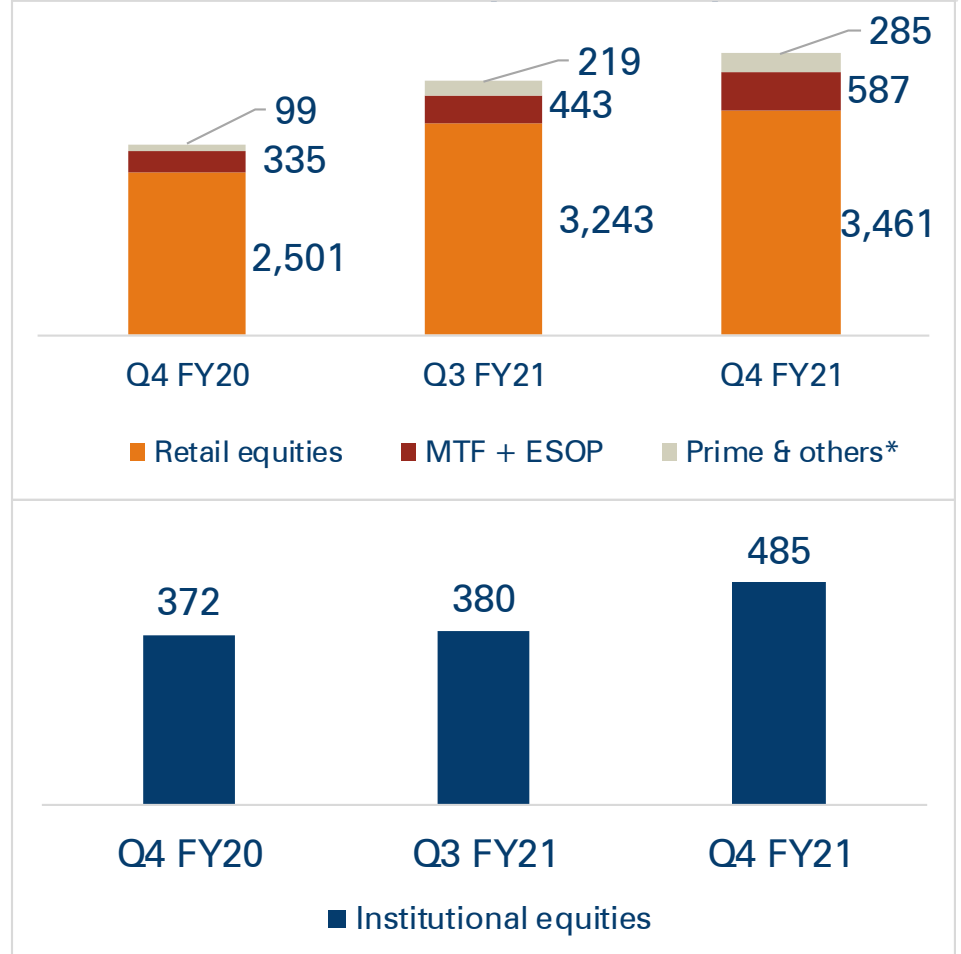
Retail equities and allied¹ revenue up by 48%

- Retail brokerage grew by 38% YoY, 7% sequentially
 - Despite lesser number of trading less (2 days less or ~3%) compared to last quarter
- Allied income now 20% of total Retail equities revenue up from 15% YoY
 - Primarily on account of average MTF and ESOP book growth from ₹ 12.5 bn to ₹ 25.7 bn YoY

Institutional equities³ revenue up by 30%

- Franchise consolidated its position among the top domestic institutions
- Strengthening FII franchise by entering into partnerships
- Distributed 4 IPOs & 3 QIPs
- Institutional Research: 9 analysts ranked in top 5 of Asiamoney poll

Revenue (₹ million)



1. Retail equities includes broking income from cash & derivatives & allied revenue includes ESOP & MTF interest income, Prime fees and other fees and charges

2. Institutional equities includes broking income from cash & derivatives

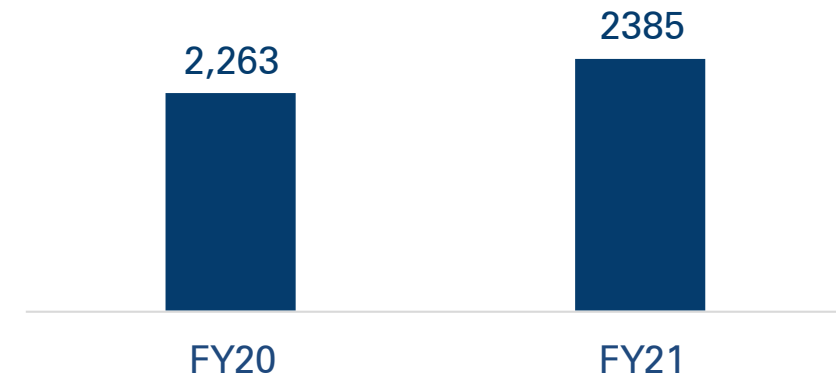
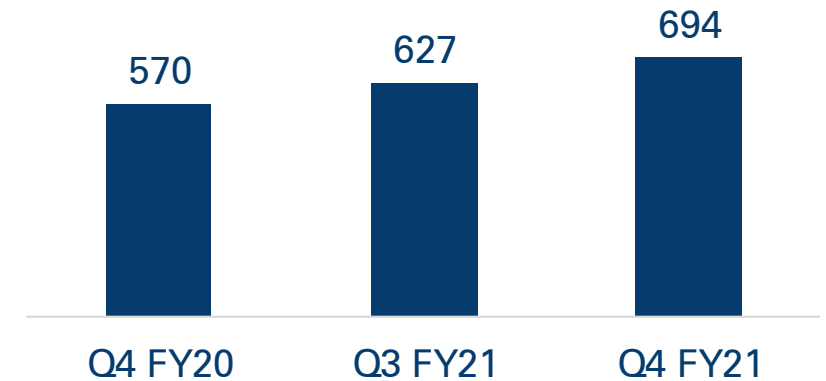
* Period: Q4-FY2021 vs Q4-FY2020; Sequential: Q4-FY2021 vs Q3-FY2021

Business Performance

Distribution business – Mutual Funds

- Distribution revenue at ₹ 1,412 mn, up 22% YoY
 - Sequential growth of 31%
- Mutual Fund revenue up by 22%
 - ISEC Mutual Fund average AUM¹ up 19%, at all time high
 - Our gross flows grew faster than the industry
 - Market share increased from 0.18% to 0.31%
- Concerted efforts on to increase market share
 - Launched exclusive mobile app for mutual fund investments
 - Over 70k downloads
 - MF D2U: subscription based direct MF for wealth customers
- SIP count² for Q4 FY21 is 0.74 mn, up from 0.66 mn YoY
 - Market share in SIP flow increased to 4.05% from 3.29%
 - SIP flows increased by 19% YoY to ₹ 10 mn

Revenue (₹ million)



Period: Q4-FY2021 vs Q4-FY2020; Sequential: Q4-FY2021 vs Q3-FY2021

1. AUM excluding direct

2. SIP Count: triggered as on last month of period

Source: AMFI

Business Performance

Distribution business – Focused Non Mutual Fund

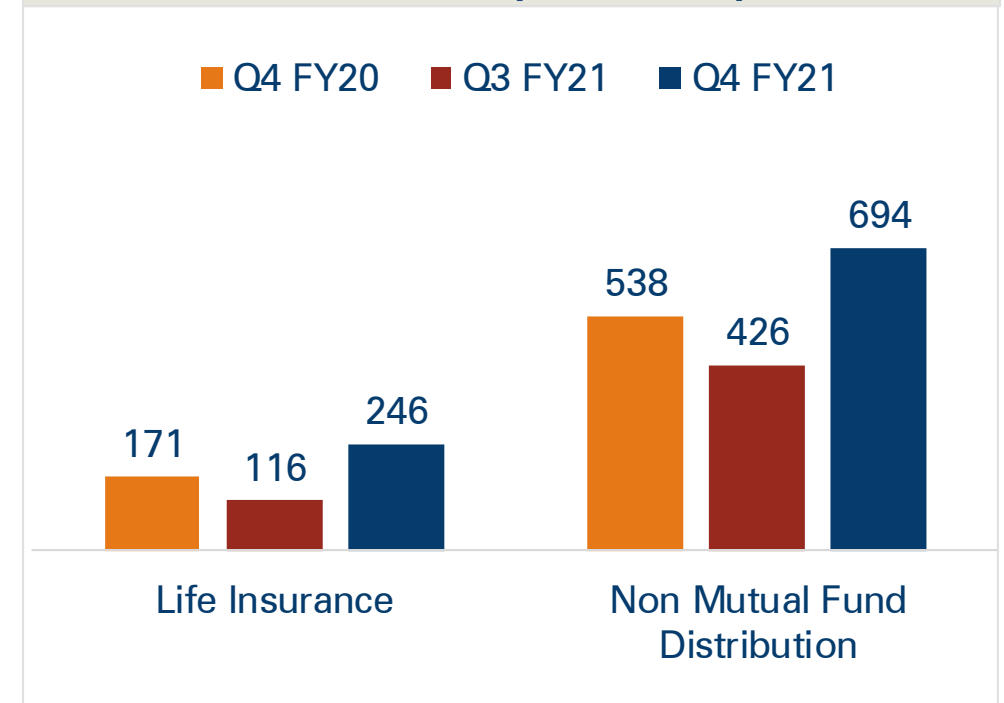
Focused Non MF distribution¹ revenue up 29% YoY

- Aided by increase in wealth products
 - Proprietary PMS at ₹ 2.2 bn; up from ₹ 1.1 bn in Q4-FY20
- Loan disbursement at ₹ 5.3 bn, up 144% YoY
- SGB distribution market share at 10%², 1.5 tonnes of digital gold sold in FY21
- ETF distribution market share at 13%³

Strong momentum continued sequentially

- Focused Non MF distribution¹ revenue up by 63%
- Life Insurance revenue up 111% sequentially
- Strong growth in AIF & PMS, up 52% sequentially

Revenue (₹ million)



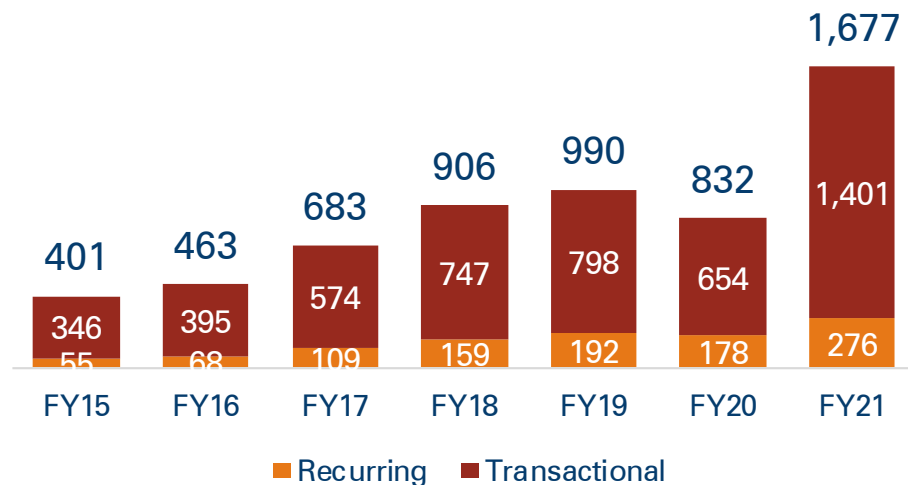
1. Group of products which are being focused on to grow overall distribution revenue and include insurance, PMS, AIF, bonds, NPS, deposits etc. and exclude income such as IPO, marketing fees and paid educational programs
2. As at FY21, Sovereign gold bonds
3. As at Dec 2020, Exchange traded funds
Period: Q4-FY2021 vs Q4-FY2020; Sequential: Q4-FY2021 vs Q3-FY2021

Business Performance

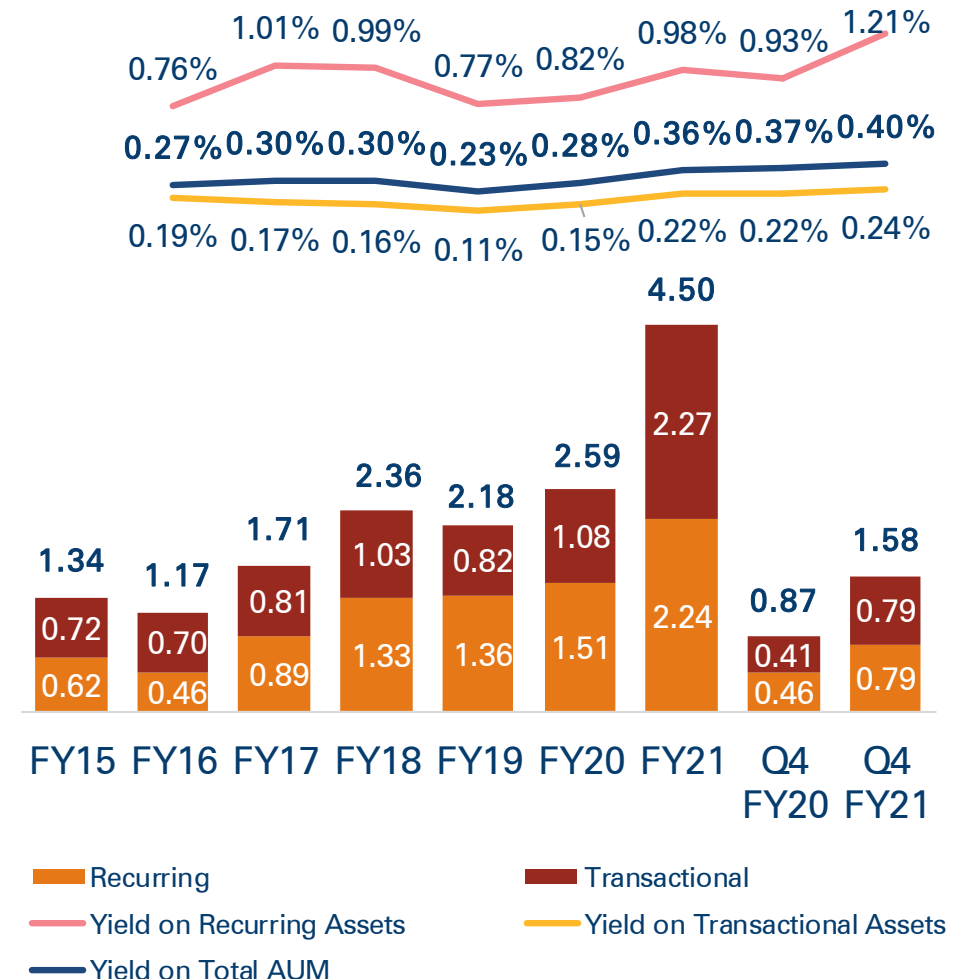
Private Wealth Management

- Total AUM at ~₹ 1.68 tn, up 102%
- Total Revenue at ₹ 1.58bn, up 82%
- Overall yield* at 0.40% compared to 0.37% in Q4FY20
- Clients: ~47,400; 4,700+ clients added during the quarter

Wealth Management Assets (₹ bn)



Wealth Management Revenue (₹ bn)



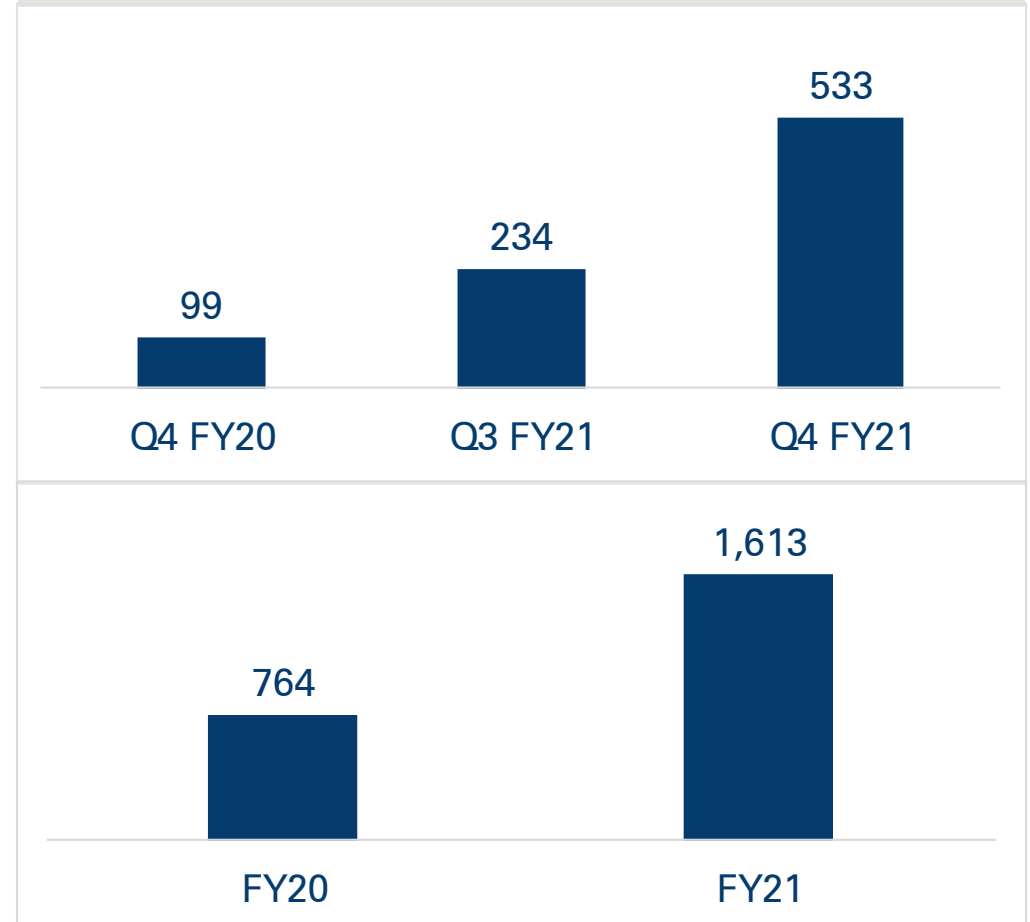
Period: Q4-FY2021 vs Q4-FY2020; Sequential: Q4-FY2021 vs Q3-FY2021
 *Yields are on average assets for the current & preceding period, quarterly yields are annualized

Business Performance

Issuer Services and Advisory

- Issuer Services & Advisory revenue up by 441%
- Executed 15 Investment banking deals in Q4-FY21 vs 2 in Q4-FY20
- #1 in IPO/FPO/ InvIT/ REIT¹ issuance, 78% market share
- #2 in merger market league table²
- Strong IPO³ pipeline, 10 deals amounting over ₹178 bn
- Continued focus on building non-IPO revenue

Revenue (₹ million)



1. Source: Prime database, FY21
2. Source Merger market, Amongst domestic financial advisors in terms of number of deals, 9M-FY20
3. IPO:IPO/FPO/InvIT/REIT, Source: SEBI

*Period: Q4-FY2021 vs Q4-FY2020; Sequential: Q4-FY2021 vs Q3-FY2021

Way forward

Core components of strategy remain intact

We continue to focus on all five anchors of our strategy, following areas require immediate attention

Invest in next gen technology capabilities to remain cutting edge

- Advanced analytics, CRM capabilities, cyber security, capacity enhancement, use of AI/ML tools as well as UI/UX interfaces to improve user experience

Digitize & decongest processes and products & enhance customer experience

Continued focus on operating leverage

- Contain fixed costs and variabilisation of expenses
- Exploring moving certain teams to completely work from home, need for branch infrastructure may further reduce

Fortifying our talent pool

- Talent acquisition in all areas of focus
- Broad basing ESOPs
- Leverage stability and brand of the company to attract right talent



The recent market disruption has frontloaded the opportunity and reaffirmed our strategy of providing comprehensive financial services to a retail Indian—powered digitally—in an open architecture format

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, opportunities and growth potential to differ materially from those suggested by the forward-looking statements. These risks and uncertainties include, but are not limited to, the actual growth in demand for broking and other financial products and services in the countries that we operate or where a material number of our customers reside, our ability to successfully implement our strategy, including our use of the Internet and other technology, our growth and expansion in domestic and overseas markets, technological changes, our ability to market new products, the outcome of any legal, tax or regulatory proceedings in India and in other jurisdictions we are or become a party to, the future impact of new accounting standards, our ability to implement our dividend policy, the impact of changes in broking regulations and other regulatory changes in India and other jurisdictions as well as other risk detailed in the reports filed by ICICI Bank Limited, our holding company with United States Securities and Exchange Commission . ICICI Bank and ICICI Securities Limited undertake no obligation to update forward-looking statements to reflect events or circumstances after the date thereof.

This release does not constitute an offer of securities.





Thank you

Appendix

Consolidated P&L

(₹ million)

Particulars	Q4-FY20	Q3-FY21	Q4-FY21	Y-o-Y%	FY20	FY21	Y-o-Y%
Revenue	4,819	6,200	7,393	53%	17,249	25,862	50%
Operating Expenses	408	413	807	98%	1,167	1,950	67%
Employee benefits expenses	1,397	1,297	1,059	-24%	5,338	5,880	10%
Other expenses	649	659	808	24%	2,351	2,651	13%
Total operational expenses	2,454	2,369	2,674	9%	8,856	10,481	18%
Finance Cost	288	253	306	6%	864	1073	24%
Total expenses	2,742	2,622	2,980	9%	9,720	11,554	19%
Profit before tax	2,077	3,578	4,413	112%	7,529	14,308	90%
Tax	518	908	1,118	116%	2,109	3,631	72%
Profit after tax	1,559	2,670	3,295	111%	5,420	10,677	97%
Other Comprehensive Income (OCI)	(19)	1	27		(59)	25	
Total Comprehensive Income (TCI)	1,540	2,671	3,322	116%	5,361	10,702	100%



Segment performance

(₹ million)

Particulars	Q4-FY20	Q3-FY21	Q4-FY21	Y-o-Y%	FY20	FY21	Y-o-Y%
Segment Revenue							
Broking & Distribution ¹	4,615	5,792	6,729	46%	15,939	23,585	48%
Issuer Services and Advisory ²	99	234	533	441%	764	1,613	111%
Treasury ³	105	174	131	25%	398	664	67%
Income from operations	4,819	6,200	7,393	53%	17,249*	25,862	50%
Segment Profit before tax							
Broking & Distribution ¹	2,283	3,396	4,022	76%	7,354	13,124	78%
Issuer Services and Advisory ²	(41)	74	338	NA	177	812	360%
Treasury ³	(165)	108	53	NA	(150)	372	NA
Total Result	2,077	3,578	4,413	112%	7,529*	14,308	90%

The group operating segment's nomenclature has been changed for better representation to the stakeholders, the classification of segment allocation has remain unchanged.

1. Broking & Distribution from erstwhile Broking & commission
2. Issuer services & advisory from erstwhile Advisory services. Includes Financial advisory services such as equity-debt issue management services, merger and acquisition advice and other related activities
3. Treasury from erstwhile Investment & trading

*Amount of ₹148mn pertaining to interest on income tax refund is not allocated to any segment and is included in total revenues and results of FY2020

Period: Q-o-Q: Q4-FY2021 vs Q3-FY2021; Y-o-Y: Q4-FY2021 vs Q4-FY2020



Balance sheet : Assets

(₹ million)

ASSETS	At March 31, 2020	At Dec 31, 2020	At March 31, 2021
Financial assets (A)	39,861	58,638	77,851
Cash/Bank and cash equivalents	24,114	31,803	38,792
Securities for trade & Derivatives financial instrument	8,351	3,266	4,662
Receivables	887	4,458	4,586
Loans	5,709	18,352	29,015
Investments	25	28	29
Other financial assets	775	731	767
Non-financial assets (B)	4,567	4,103	3,958
Deferred tax assets (net)	596	666	560
Right-of-use assets	1,529	1,047	962
Fixed assets, CWIP & Intangible assets	532	702	726
Current tax assets & other non financial assets	1,910	1,688	1,710
Assets (A+B)	44,428	62,741	81,809



Balance sheet : Equity and Liabilities

(₹ million)

EQUITY AND LIABILITIES	At March 31, 2020	At Dec 31, 2020	At March 31, 2021
Financial liabilities (A)	26,193	40,630	57,009
Payables	6,926	10,423	10,265
Derivative financial instruments	-	1	5
Debt securities	14,975	22,336	35,210
Borrowings (Other than debt securities)	-	600	-
Lease liabilities	1,574	1,134	1,061
Deposits & Other financial liabilities	2,718	6,136	10,468
Non-financial liabilities (B)	6,140	7,253	6,579
Equity (C)	12,095	14,858	18,221
Equity share capital	1,611	1,611	1,611
Other equity	10,484	13,247	16,610
Equity and Liabilities (A+B+C)	44,428	62,741	81,809



Additional data points

Particulars	Q1- FY20	Q2- FY20	Q3- FY20	Q4- FY20	FY- 2020	Q1- FY21	Q2- FY21	Q3- FY21	Q4- FY21	FY- 2021
Equity market ADTO ¹ (bn)	279	273	308	338	300	454	470	471	573	492
Derivative market ADTO ¹ (bn)	8,389	9,403	9,362	10,265	9,370	9,183	12,145	16,477	22,572	15,094
Total market ADTO ¹ (bn)	8,668	9,676	9,670	10,603	9,670	9,637	12,615	16,948	23,145	15,585
ISEC total ADTO (bn)	641	711	846	851	764	867	1118	1,093	732	958
ISEC Blended market share (%)	7.4%	7.3%	8.7%	8.0%	7.9%	9.0%	8.9%	6.5%	3.2%	6.1%
ISEC Blended Equity market share (%)	8.1%	8.7%	8.9%	9.1%	8.7%	10.7%	11.1%	10.5%	9.6%	10.4%
ISEC Blended Derivative market share (%)	7.4%	7.3%	8.7%	8.0%	7.9%	8.9%	8.8%	6.3%	3.0%	6.0%
Mutual fund average AUM (bn)	368	358	375	345	362	318	352	383	413	367
Mutual fund average Equity AUM (bn)	274	263	279	254	268	236	262	287	314	275
Life Insurance Premium (mn)	1,483	1,982	1,865	2,653	7,983	1,231	1,729	1,783	2,909	7,653



1. Excludes proprietary volumes, source: NSE, BSE, AMFI