



**ICICI Group:**

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**Performance & Strategy**

**February 2017**



**Indian economy and banking sector**

**ICICI Group**

**Key drivers of growth**

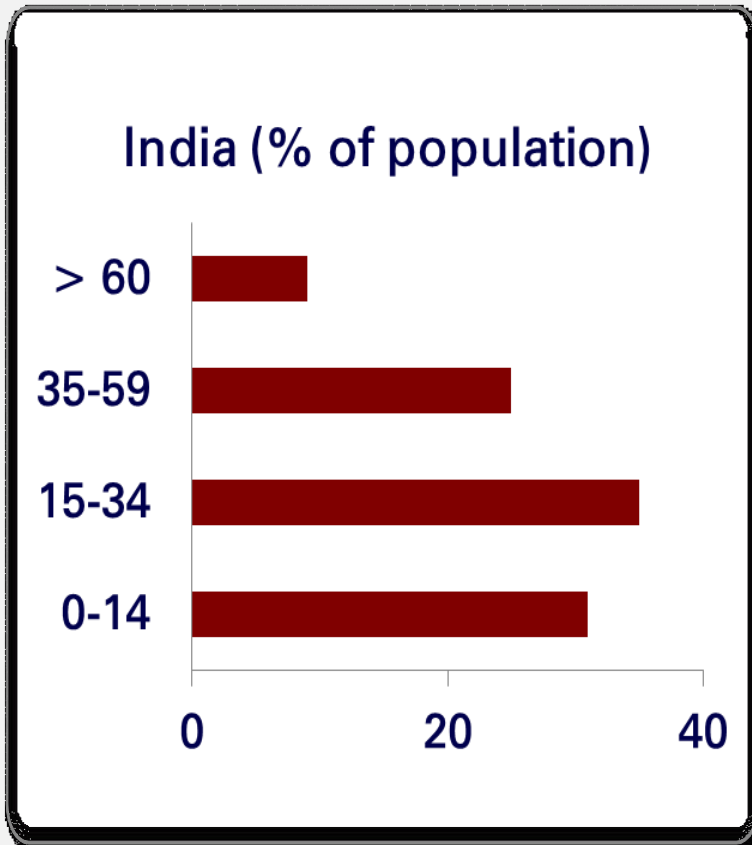
**Favourable demographics**

**Healthy savings & investment rates**

**Rising per capita income**

**High potential for infrastructure development**

## Favourable demographic profile



A young population with median age of 25 years

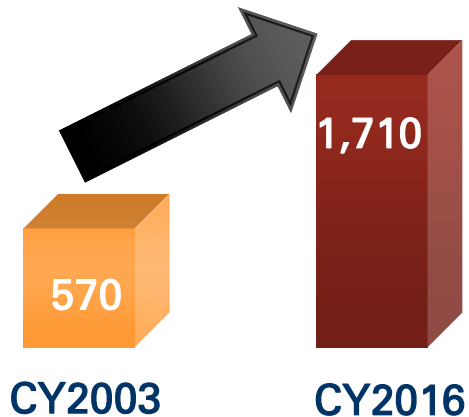
Rising share of working age population

- Addition of around 12 million to the workforce every year for next five years
- Working age population exceeds 50% of total population

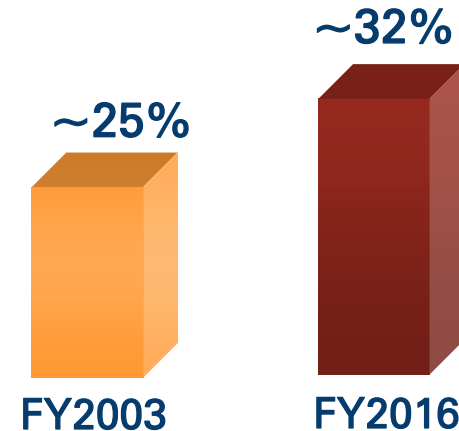
Dependency ratios to remain low till 2040

## Healthy savings & investment rate

Per Capita GDP (USD)<sup>1</sup>



Investment rate<sup>2</sup>



**Domestic consumption and investments driven by favourable demographics and rising income levels**

1. Source: IMF

2. As % of GDP; Source: Ministry of Statistics and Programme Implementation, Government of India

**Inflation at 3.4% in December 2016; repo rate reduced by 175 basis points since January 2015**

**Strong external sector trends: BoP remains in surplus**

- Current account deficit in control at 0.6% of GDP in Q2-2017
- Stable currency vis-à-vis other emerging markets
- Foreign exchange reserves of ~ US\$ 361 billion; import cover of ~ 12 months

**Focus on fiscal consolidation**

- Fiscal deficit estimated at ~3.5% of GDP in FY2017; target of 3.2% and 3.0% in FY2018 and FY2019 respectively

**Gradual recovery in economic activity**

- GDP grew by 7.2% y-o-y in H1-2017, amongst the fastest growing economies
  - Growth in services sector remains healthy
  - Monsoon deficit of only 3.0% of long period average in FY2017

- **Withdrawal of legal tender of ₹ 500 and ₹ 1,000 currency notes to curb shadow economy and use of counterfeit notes**
  - **Temporary impact on growth but long term benefits to accrue:**
    - **Increase in formal financial savings**
    - **Decrease in interest rates**
    - **Increased tax compliance**
    - **Impetus to digital payments**
- **Progress made on implementation of GST; constitution amendment ratified by states, rate structure finalised by GST Council; plan to implement from FY2018**

- **Weak global economic environment**
- **Decrease in commodity prices followed by some recent recovery**
- **Subdued private sector investments**
- **Industrial sector impacted by weak demand**
- **High leverage in certain sectors**



## Banking sector

## Under penetrated sector

### Growth potential

- Bank credit / GDP<sup>1</sup>: ~58%
- Retail credit / GDP<sup>1</sup>: ~10%
- Mortgage / GDP<sup>1</sup>: ~5%

### Funding profile

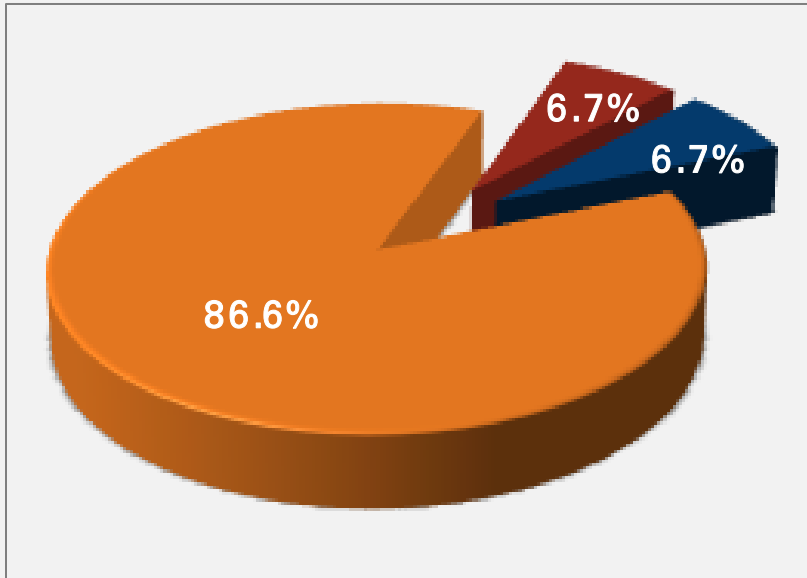
- High proportion of deposit funding
- Conservative equity to assets

### Asset profile

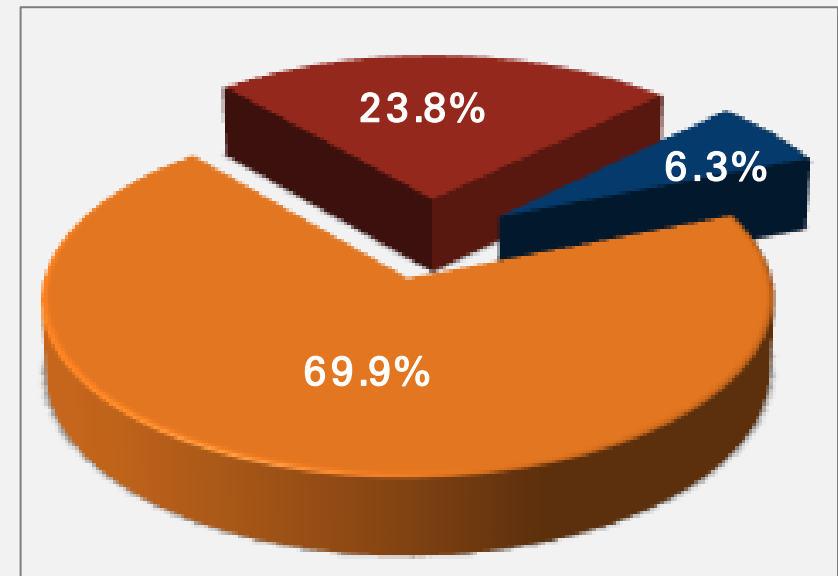
- 20.5% of net demand and time liabilities (NDTL) invested in government securities
- 4.00% of NDTL as cash reserve ratio with RBI
- Domestic oriented balance sheets

# Private sector banks gaining market share<sup>1,2</sup>

March 1995



March 2016



■ Public sector banks ■ Private sector banks ■ Foreign banks

1. Based on total assets

2. Source: Reserve Bank of India

Indian economy and banking sector



ICICI Group



Spanning the spectrum of financial services

# Strong franchise



- Sustained private sector market leadership<sup>1</sup>
- Strong profitability



- Sustained private sector market leadership<sup>2</sup>
- Healthy returns



- India's largest mutual fund<sup>3</sup>
- Strong fund performance



- Largest online retail broking platform
- Strong franchises; market-linked businesses



- Strong and growing retail franchise
- Well established corporate franchise along with overseas presence

1. Based on retail weighted received premium for Q3-2017

2. Based on gross written premium for Q3-2017

3. Based on average AUM for the quarter ended December 31, 2016

**Largest private sector bank in India in terms of total assets<sup>1</sup>**

**Tier I capital adequacy of 13.33%<sup>2</sup> at December 31, 2016 as per RBI's guidelines on Basel III norms**

**Diversified loan portfolio**

**Large physical footprint in India: 4,504 branches and 14,146 ATMs**

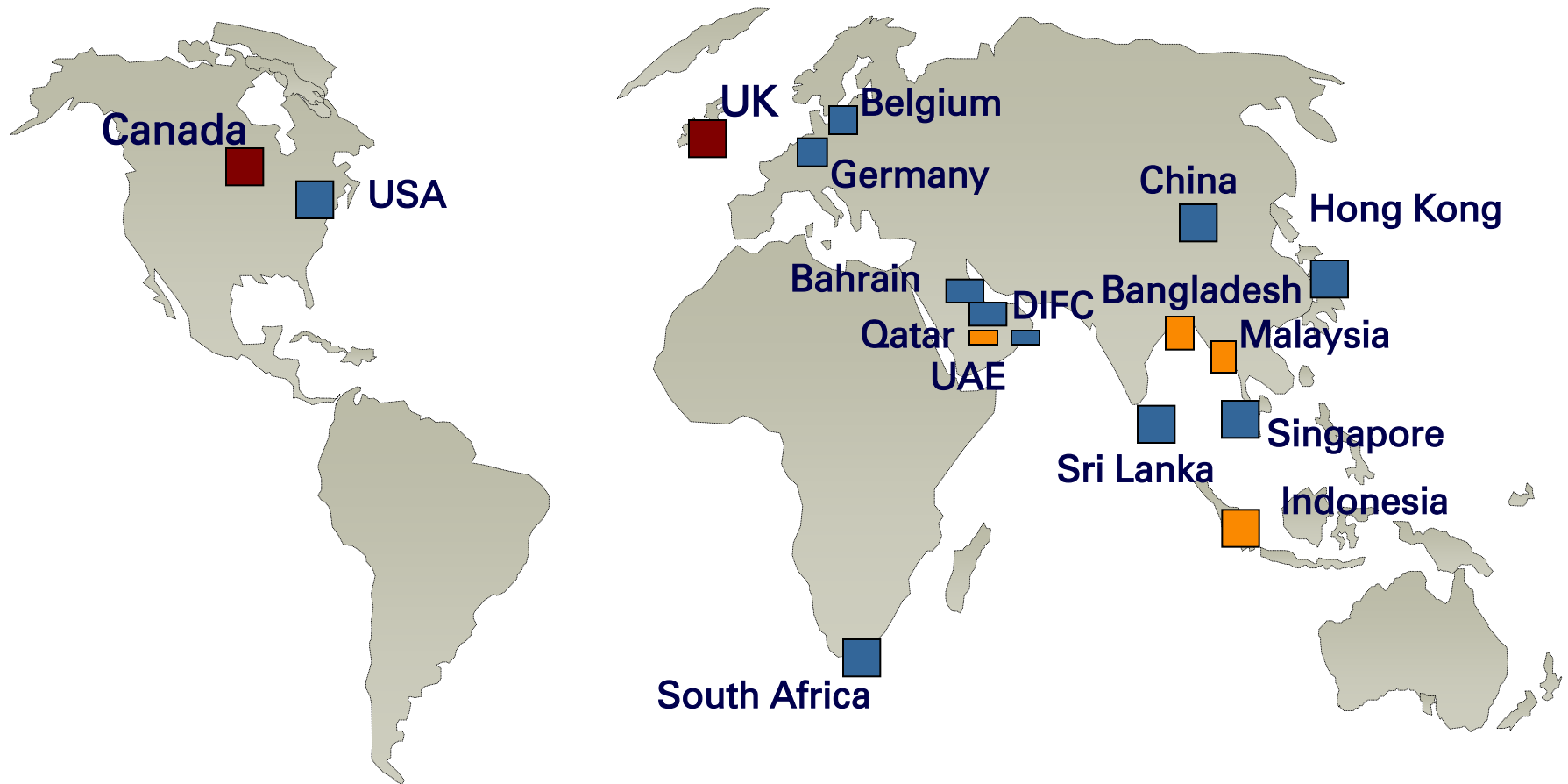
**Leadership in technology**

**Global presence in 17 countries (including India)**

**Investment grade ratings from Moody's and S&P**

1. Based on consolidated assets
2. For the standalone bank including profits for 9M-2017

# Global presence



-  Subsidiaries
-  Overseas Branches
-  Representative Offices



## Performance highlights

# Continued healthy retail loan growth



Loan portfolio	Y-o-Y growth (%)
Total domestic	12.0%
Retail	17.8%
SME	6.6%
Corporate	4.0%
Overseas <sup>1</sup>	(16.1)%

**Domestic loan growth approximately 7% higher than system at end-Dec 2016**

**Maturity of ~US\$ 870 mn of overseas loans against FCNR deposits in Q3-2017**

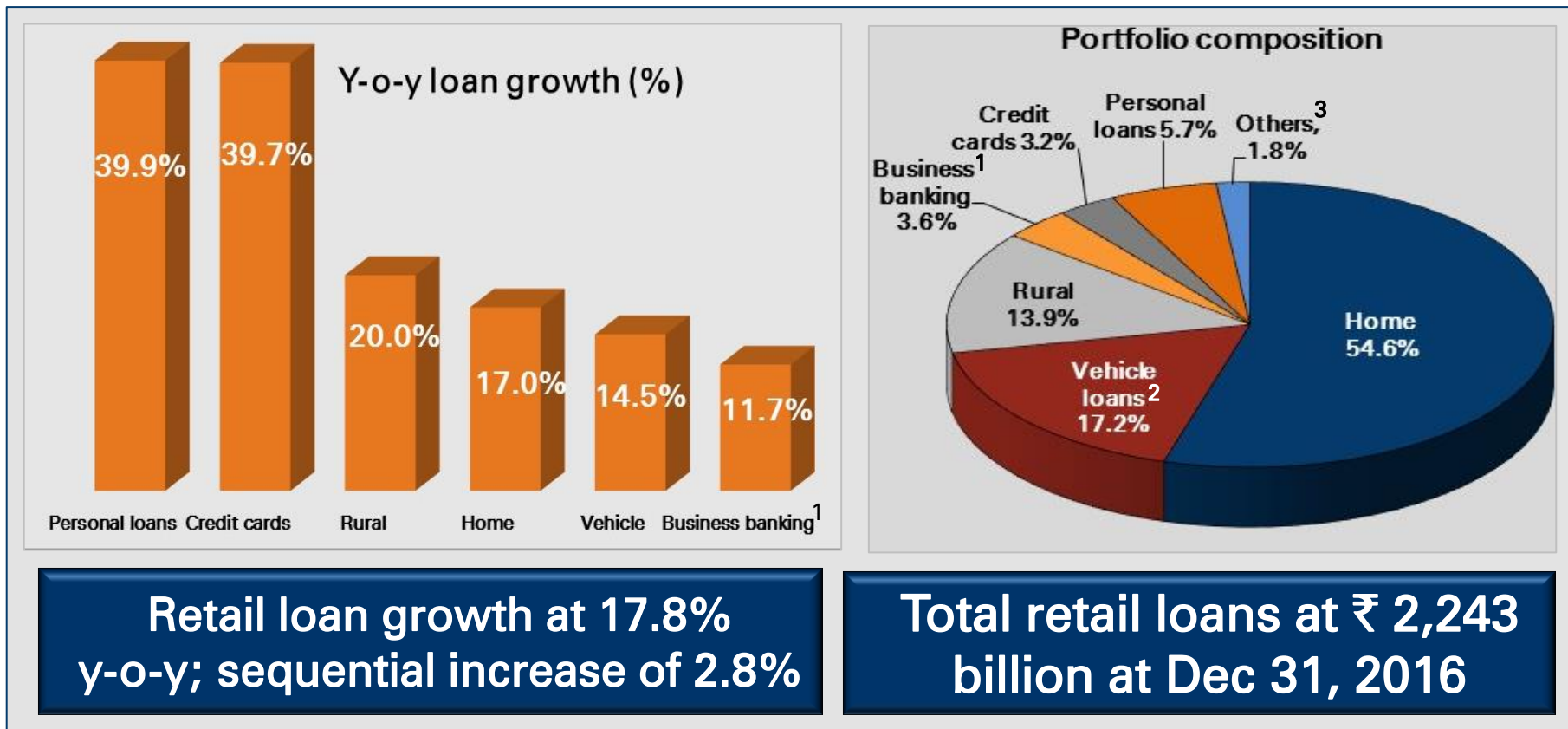
**Overall loan growth at 5.2% y-o-y at December 31, 2016**

1. Overseas portfolio decreased by 18.3% y-o-y in US\$ terms

Balance sheet (assets): slide 33



# Growth trends for retail segments



**Retail loan growth at 17.8% y-o-y; sequential increase of 2.8%**

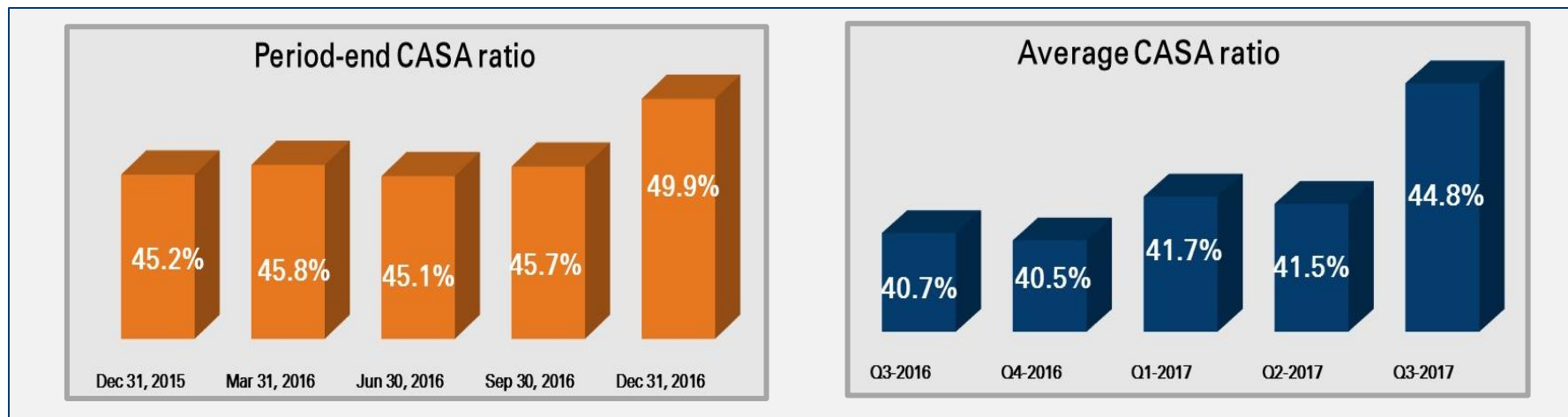
**Total retail loans at ₹ 2,243 billion at Dec 31, 2016**

1. Dealer funding loans were reclassified from 'Business banking' to 'Others' in June 2016
2. Vehicle loans include auto loans: 10.9%, commercial business: 6.2% and two-wheeler loans: 0.1%
3. Others include dealer funding: 1.1% and loan against securities: 0.7%

**Continued focus on lending to higher rated corporates**

**Growth in domestic corporate portfolio at 4.0% y-o-y; growth in corporate loans, other than non-performing loans, restructured loans and loans to companies included in drilldown exposures, was higher**

# Robust increase in deposits



- 26.0% y-o-y growth in period-end CASA deposits; 30.3% y-o-y growth in period-end SA deposits
  - Accretion of ₹ 185.12 billion to SA deposits and ₹ 81.93 billion to CA deposits in Q3-2017

- Overall deposit growth healthy at 14.2% y-o-y; maturity of FCNR deposits of about US\$ 1.75 billion in Q3-2017
- Proportion of retail deposits at about 78%

Balance sheet (liabilities): slide 34



## Leadership in technology

## Digital leadership driven by:

- 1 Simplified, personalised digital experiences
- 2 On-the-go payments & transactions
- 3 Improved customer service
- 4 Efficient operations
- 5 Digital acquisition & engagement

Supported by scalable, secure & reliable systems

## Mobile banking



- Best-in-class mobile application
- More than 165 services
- Highest overall score in 2016 India Mobile Banking Functionality Benchmark study conducted by Forrester
- Pockets: comprehensive digital wallet
  - Amongst the top 4 wallet apps in terms of time spent on the app<sup>1</sup>

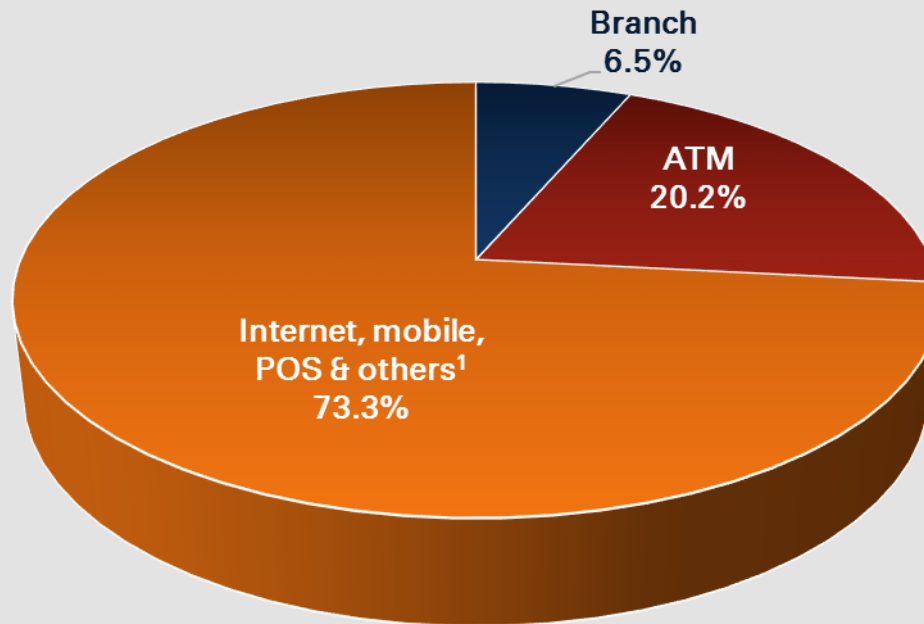
## Payment solutions



- Over 2.4 mn<sup>2</sup> VPAs on UPI have been created using 'iMobile' and 'Pockets'
- Launch of Eazypay
  - Single mobile-based application for merchants to collect payments using several options
  - ~64,000<sup>3</sup> merchants added

1. As per Nielsen whitepaper on wallets
2. Till Jan 27, 2016





**Channel mix of transactions<sup>2</sup> for 9M-2017**

1. Includes touch banking, phone banking & debit cards POS transactions
2. Financial and non-financial transactions of savings account customers

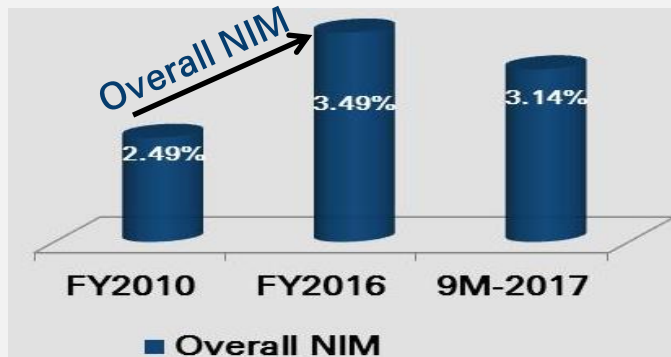
## NPA and restructuring trends

₹ billion	March 31, 2015	March 31, 2016	December 31, 2016
Net NPAs (A)	63.25	132.97	201.55
Net restructured loans (B)	110.17	85.73	64.07
Total (A+B)	173.42	218.70	265.62
Total as a % of net customer assets	3.84%	4.40%	5.21%

- Asset quality in corporate sector impacted by challenging operating environment
- Retail asset quality continues to be stable across segments

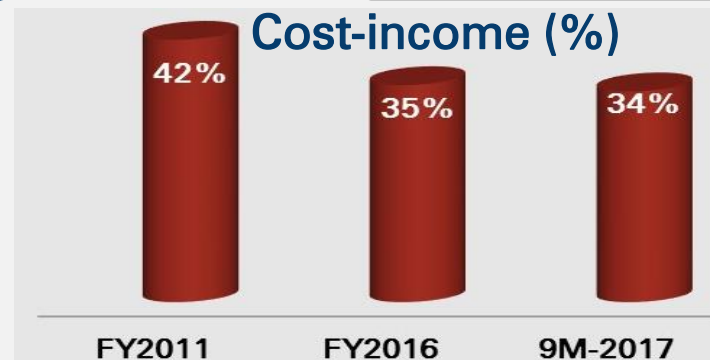
Provisioning coverage ratio at 57.1% including cumulative technical/ prudential write-offs and floating provisions

## Granular revenue streams



- Margins were lower in 9M-2017 primarily on account of non-accrual of interest income on NPAs
- Focus on margins for incremental business

## Healthy operating efficiency



- Excluding gain on sale of shares of ICICI Life, the cost-income ratio was 41.0% in 9M-2017

Profit & loss statement: slide 41 

Key ratios: slide 43 

**FY2016**

The Bank sold 6.0% stake in ICICI Prudential Life Insurance Company Limited (ICICI Life) and 9.0% stake in ICICI Lombard General Insurance Company Limited (ICICI General) in FY2016; aggregate gains of about ₹ 33.74 billion

ICICI Life valued at ~₹ 325 billion and ICICI General valued at ~₹ 172 billion at the time of sale

**H1-2017**

**Completed initial public offer of ICICI Life in Q2-2017**

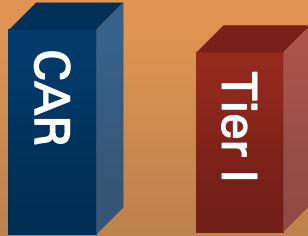
**The Bank sold 12.63% stake in the IPO and realised gains of about ₹ 56.82 billion in Q2-2017; shareholding of 54.9% after the sale**

**ICICI Life had market capitalisation of ₹ 511.62 billion on Feb 9, 2017; among eleven largest financial services companies<sup>1</sup> in India based on market capitalisation**

1. Listed on National Stock Exchange

## Standalone

16.73<sup>1</sup>% 13.33<sup>1</sup>%



Dec 31, 2016

- Capital ratios significantly higher than regulatory requirements
- Tier-1 capital is composed almost entirely of core equity capital
- Substantial scope to raise Additional Tier-1 and Tier-2 capital

**Excess Tier-1 ratio of 5.65% over the minimum requirement of 7.68% as per current RBI guidelines**

**4.9% y-o-y growth in risk weighted assets compared to 7.9% y-o-y growth in total assets**

1. Including profits for 9M-2017

Portfolio quality	Monitoring focus	Improvement in portfolio mix
	Concentration risk reduction	Resolution of stress cases
Enhancing franchise	Robust funding profile	Digital leadership & strong customer franchise
	Continued cost efficiency	Focus on capital efficiency including value unlocking

**Thank you**



# Balance sheet: assets

₹ billion	December 31, 2015	September 30, 2016	December 31, 2016	Y-o-Y growth
Cash & bank balances	377.00	525.64	611.67	62.2%
Investments	1,635.43	1,743.49	1,689.87	3.3%
- SLR investments	1,147.71	1225.40	1,227.35	6.9%
- Equity investment in subsidiaries	110.32	105.82	105.82	(4.1)%
Advances	4,348.00	4,542.56	4,574.69	5.2%
Fixed & other assets	662.08	707.71	701.74	5.9%
- RIDF <sup>1</sup> and related	289.37	263.73	260.58	(9.9)%
<b>Total assets</b>	<b>7,022.51</b>	<b>7,519.40</b>	<b>7,577.97</b>	<b>7.9%</b>

Net investment in security receipts of asset reconstruction companies was ₹ 28.11 billion at December 31, 2016 (Sep 30, 2016: ₹ 28.29 billion)

1. Rural Infrastructure Development Fund

# Balance sheet: liabilities

₹ billion	December 31, 2015	September 30, 2016	December 31, 2016	Y-o-Y growth
Net worth	895.92	950.16	975.14	8.8%
- <i>Equity capital</i>	11.63	11.64	11.64	0.1%
- <i>Reserves</i>	884.30	938.52	963.50	9.0%
Deposits	4,073.14	4,490.71	4,652.84	14.2%
- <i>Savings</i>	1,269.18	1,468.99	1,654.11	30.3%
- <i>Current</i>	571.81	583.57	665.50	16.4%
Borrowings <sup>1,2</sup>	1,771.61	1,717.57	1,590.98	(10.2)%
Other liabilities	281.84	360.96	359.01	27.4%
<b>Total liabilities</b>	<b>7,022.51</b>	<b>7,519.40</b>	<b>7,577.97</b>	<b>7.9%</b>

**Credit/deposit ratio of 82.2% on the domestic balance sheet at December 31, 2016**

1. Borrowings include preference shares amounting to ₹ 3.50 billion
2. Including impact of exchange rate movement

# Portfolio composition over the years



% of total advances	March 31, 2012	March 31, 2013	March 31, 2014	March 31, 2015	March 31, 2016	December 31, 2016 <sup>1</sup>
Retail	38.0%	37.0%	39.0%	42.4%	46.6%	48.9%
Domestic corporate	28.6%	32.5%	30.1%	28.8%	27.5%	28.4%
SME	6.0%	5.2%	4.4%	4.4%	4.3%	4.6%
International <sup>2</sup>	27.4%	25.3%	26.5%	24.3%	21.6%	18.1%
<b>Total advances (₹ billion)</b>	<b>2,537</b>	<b>2,902</b>	<b>3,387</b>	<b>3,875</b>	<b>4,353</b>	<b>4,575</b>

1. Based on advances gross of floating provisions
2. Including impact of exchange rate movement

# Sector-wise exposures

Top 10 sectors <sup>1</sup> : % of total exposure of the Bank	March 31, 2012 <sup>2</sup>	March 31, 2013 <sup>2</sup>	March 31, 2014	March 31, 2015	March 31, 2016	Dec 31, 2016
Retail finance	16.2%	18.9%	22.4%	24.7%	27.1%	30.0%
Electronics & engineering	8.1%	8.3%	8.2%	7.6%	7.3%	6.9%
Banks	10.1%	8.8%	8.6%	7.8%	8.0%	5.9%
Road, port, telecom, urban development & other infra	5.8%	6.0%	6.0%	5.9%	5.8%	5.8%
Crude petroleum/refining & petrochemicals	5.5%	6.6%	6.2%	7.0%	5.7%	5.5%
Power	7.3%	6.4%	5.9%	5.5%	5.4%	5.4%
Services – finance	6.6%	6.0%	4.9%	4.2%	4.9%	5.4%
Services - non finance	5.5%	5.1%	5.2%	5.0%	4.9%	4.3%
Iron/steel & products	5.2%	5.1%	5.0%	4.8%	4.5%	3.8%
Construction	4.3%	4.2%	4.4%	4.0%	3.4%	3.2%
<b>Total exposure of the Bank (₹ billion)</b>	<b>7,133</b>	<b>7,585</b>	<b>7,828</b>	<b>8,535</b>	<b>9,428</b>	<b>9,319</b>

1. Top 10 based on position at December 31, 2016
2. Figures may not be fully comparable with subsequent periods due to certain reclassifications effective 2013

**In April 2016, the Bank had identified power, iron & steel, mining, cement and rigs sectors as the key sectors impacted by the uncertainties and challenges in the operating environment**

# Exposure to key sectors

% of total exposure of the Bank	March 31, 2012	March 31, 2013	March 31, 2014	March 31, 2015	March 31, 2016	Dec 31, 2016
Power	7.3%	6.4%	5.9%	5.5%	5.4%	5.4%
Iron/steel	5.2%	5.1%	5.0%	4.8%	4.5%	3.8%
Mining	2.0%	1.7%	1.7%	1.5%	1.6%	1.6%
Cement	1.2%	1.4%	1.4%	1.5%	1.2%	1.1%
Rigs	0.5%	0.5%	0.8%	0.5%	0.6%	0.5%
<b>Total exposure of the Bank to key sectors</b>	<b>16.2%</b>	<b>15.1%</b>	<b>14.8%</b>	<b>13.8%</b>	<b>13.3%</b>	<b>12.4%</b>

- 1** All internally 'below investment grade' rated companies in key sectors across domestic corporate, SME and international branches portfolios
- 2** Promoter entities internally 'below investment grade' where the underlying is partly linked to the key sectors
- 3** Fund-based limits and non-fund based outstanding to above categories considered
- 4** Largely includes 5/25 and SDR in key sectors
- 5** Loans already classified as restructured and non-performing excluded

# Further drilldown: exposure

	At December 31, 2016	
₹ billion	Exposure <sup>1,2,3</sup>	% of total exposure
Power	83.48	0.9%
Mining	55.51	0.6%
Iron/steel	44.91	0.5%
Cement	56.80	0.6%
Rigs	0.45	-
Promoter entities <sup>3</sup>	34.21	0.4%

1. Aggregate fund based limits and non-fund based outstanding
2. Excludes net exposure of ₹ 5.31 bn to central public sector owned undertaking
3. Includes promoter entities where underlying is partly linked to the key sectors
4. Includes non-fund based outstanding in respect of accounts included in the drilldown exposure where the fund based outstanding has been classified as non-performing
5. In addition to the above, the non-fund based outstanding to borrowers classified as non-performing was ₹ 15.84 bn at Dec 31, 2016





# Profit & loss statement (1/2)

₹ billion	FY 2016	Q3- 2016	9M- 2016	Q2- 2017	Q3- 2017	9M- 2017	Q3-o-Q3 growth
NII	212.24	54.53	158.20	52.53	53.63	157.75	(1.7)%
Non-interest income	153.22	42.17	102.14	91.20	39.39	164.88	(6.6)%
- <i>Fee income</i>	88.20	22.62	66.07	23.56	24.95	70.07	10.3%
- <i>Other income<sup>1</sup></i>	24.42	5.13	17.36	3.52	5.51	14.08	7.4%
- <i>Treasury income<sup>2</sup></i>	40.60	14.42	18.71	64.12	8.93	80.73	(38.1)%
<b>Total income</b>	<b>365.46</b>	<b>96.70</b>	<b>260.34</b>	<b>143.73</b>	<b>93.02</b>	<b>322.63</b>	<b>(3.8)%</b>
Operating expenses	126.83	31.10	92.78	37.37	37.78	108.88	21.5%
<b>Operating profit</b>	<b>238.63</b>	<b>65.60</b>	<b>167.56</b>	<b>106.36</b>	<b>55.24</b>	<b>213.75</b>	<b>(15.8)%</b>

1. Includes net foreign exchange gains relating to overseas operations of ₹ 9.41 bn in FY2016, ₹ 1.43 bn in Q3-2016, nil in Q2-2017, ₹ 0.82 bn in Q3-2017 and ₹ 2.88 bn in 9M-2017
2. Includes profit on sale of shareholding in ICICI Life and ICICI General of ₹ 33.74 bn in FY2016 and profit on sale of shareholding in ICICI Life of ₹ 12.43 bn, ₹ 56.82 billion and ₹ 56.82 bn in Q3-2016, Q2-2017 and 9M-2017 respectively

# Profit & loss statement (2/2)

₹ billion	FY 2016	Q3-2016	9M-2016	Q2-2017	Q3-2017	9M-2017	Q3-o-Q3 growth
<b>Operating profit</b>	<b>238.63</b>	<b>65.60</b>	<b>167.56</b>	<b>106.36</b>	<b>55.24</b>	<b>213.75</b>	<b>(15.8)%</b>
Additional provisions	-	-	-	35.88	-	35.88	-
Collective contingency & related reserve	36.00	-	-	-	-	-	-
Other provisions <sup>1</sup>	80.67	28.44	47.42	34.95	27.13	87.23	(4.6)%
<b>Profit before tax</b>	<b>121.96</b>	<b>37.16</b>	<b>120.14</b>	<b>35.53</b>	<b>28.11</b>	<b>90.64</b>	<b>(24.4)%</b>
Tax	24.70	6.98	29.90	4.51	3.69	12.88	(47.1)%
<b>Profit after tax</b>	<b>97.26</b>	<b>30.18</b>	<b>90.24</b>	<b>31.02</b>	<b>24.42</b>	<b>77.76</b>	<b>(19.1)%</b>

1. Drawdown from the collective contingency & related reserve of ₹ 6.80 bn in Q2-2017, ₹ 5.27 bn in Q3-2017 and ₹ 20.72 bn in 9M-2017

# Key ratios

Movement in yield, costs & margins (Percent) <sup>1</sup>	FY 2016	Q3-2016	9M-2016	Q2-2017	Q3-2017	9M-2017
Yield on total interest-earning assets	8.67	8.65	8.76	8.14	7.92	8.07
- Yield on advances	9.47	9.35	9.57	8.82	8.76	8.88
Cost of funds	5.85	5.78	5.91	5.63	5.39	5.55
- Cost of deposits	5.88	5.81	5.93	5.52	5.30	5.48
Net interest margin	3.49	3.53	3.53	3.13	3.12	3.14
- Domestic	3.83	3.86	3.86	3.41	3.51	3.46
- Overseas	1.86	1.94	1.94	1.65	0.83	1.38