

# FY2018: Performance review

May 7, 2018

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All financial and other information in these slides, other than financial and other information for specific subsidiaries where specifically mentioned, is on an unconsolidated basis for ICICI Bank Limited only unless specifically stated to be on a consolidated basis for ICICI Bank Limited and its subsidiaries. Please also refer to the statement of unconsolidated, consolidated and segmental results required by Indian regulations that has, along with these slides, been filed with the stock exchanges in India where ICICI Bank's equity shares are listed and with the New York Stock Exchange and the US Securities and Exchange Commission, and is available on our website <a href="https://www.icicibank.com">www.icicibank.com</a>



#### Agenda



4x4 Agenda

**Going forward** 



#### Profit and loss account



#### Profit & loss statement

₹ billion	FY2017	Q4-2017	Q3-2018	Q4-2018	FY2018
NII	217.37	59.62	57.05	60.22	230.26
Non-interest income	195.05	30.17	31.67	56.78	174.20
- Fee income	94.52	24.46	26.39	27.55	103.41
- Other income	14.76	0.681	4.62	2.38	12.77
- Treasury income	<i>85.77</i> <sup>2</sup>	5.03	0.66	<i>26.85</i> <sup>2</sup>	<i>58.02</i> <sup>2</sup>
Total income	412.42	89.79	88.72	117.00	404.46

- 1. As per the RBI guidelines dated Apr 18, 2017, banks are not permitted to recognise proportionate exchange gains or losses held in the FCTR in the P&L account. Other income includes net foreign exchange gain relating to overseas operations amounting to ₹ 2.88 bn in 9M-2017 which was reversed in Q4-2017
- 2. Includes profit on sale of shareholding in subsidiaries of ₹ 33.20 billion in Q4-2018 and ₹ 53.32 billion in FY2018 (FY2017: ₹ 56.82 billion)



#### Profit & loss statement

₹ billion	FY2017	Q4-2017	Q3-2018	Q4-2018	FY2018
Total income	412.42	89.79	88.72	117.00	404.46
Operating expenses	147.55	38.67	38.14	41.86	157.04
Operating profit	264.87	51.12	50.58	75.14	247.42
Provisions	152.08 <sup>1</sup>	28.98 <sup>2</sup>	35.70	66.26	173.07
Profit before tax	112.79	22.14	14.88	8.88	74.35
Tax	14.78	1.89	(1.62)	(1.32)	6.58
Profit after tax	98.01	20.25	16.50	10.20	67.77

- 1. Drawdown from the collective contingency & related reserve of ₹ 36.00 billion in FY2017
- 2. Floating provisions of ₹ 15.15 billion utilised in Q4-2017

Core operating profit (profit before provisions and tax, excluding treasury income) of ₹ 48.29 billion in Q4-2018 (Q4-2017: ₹ 46.09 billion) and ₹ 189.40 billion in FY2018 (FY2017: ₹ 179.10 billion)



# Yield, cost & margin

Movement in yield, costs & margins (Percent) <sup>1</sup>	FY2017	Q4- 2017	Q3- 2018	Q4- 2018	FY2018
Yield on total interest- earning assets	8.09	8.13	7.53	7.67	7.71
- Yield on advances	8.88	8.89	8.47	8.68	8.63
Cost of funds	5.45	5.15	4.90	4.93	5.00
- Cost of deposits	5.39	5.12	4.74	4.79	4.87
Net interest margin	3.25	3.57	3.14	3.24	3.23
- Domestic	3.59	3.96	3.53	3.67	3.60
- Overseas	1.30	1.01	0.29	0.04	0.49

 Interest on income tax refund of ₹ 0.16 billion in Q4-2018 (Q4-2017: ₹ 2.00 billion) and ₹ 2.63 billion in FY2018 (FY2017: ₹ 4.51 billion)

1. Annualised for all interim periods



# Other key ratios

Percent	FY 2017	Q4- 2017	Q3- 2018	Q4- 2018	FY 2018
Return on average networth <sup>1</sup>	10.3	8.3	6.3	3.9	6.6
Return on average assets <sup>1</sup>	1.35	1.10	0.83	0.50	0.87
Weighted average EPS <sup>1,2</sup> (₹)	15.3	12.8	10.2	6.4	10.6
Book value² (₹)	156.2	156.2	162.7	163.6	163.6
Fee to income	22.9 <sup>3</sup>	27.2	29.7	23.6 <sup>3</sup>	25.6 <sup>3</sup>
Cost to income	35.8 <sup>3</sup>	43.1	43.0	35.8 <sup>3</sup>	38.8 <sup>3</sup>
Average CASA ratio	43.7	46.5	45.7	45.9	45.6

- 1. Annualised for all interim periods
- 2. Shareholders of the Bank approved the issue of bonus shares in ratio of 1:10 through postal ballot on June 12, 2017. Prior period numbers have been re-stated.
- 3. Includes gain on sale of stake in subsidiaries



#### Consolidated profit & loss statement

₹ billion	FY2017	Q4-2017	Q3-2018	Q4-2018	FY2018
NII	261.04	70.97	69.40	73.23	279.00
Non-interest income	524.58	133.77	130.04	176.07	568.07
- Fee income	110.52	28.62	32.37	34.21	128.15
- Premium income	312.03	98.06	94.18	112.49	369.37
- Other income	102.031	7.09 <sup>1</sup>	3.49	29.37	70.55
Total income	785.62	204.74	199.44	249.30	847.07

 As per the RBI guidelines dated Apr 18, 2017, banks are not permitted to recognise proportionate exchange gains or losses held in the FCTR in the P&L account. Other income includes net foreign exchange gain relating to overseas operations amounting to ₹ 2.88 bn in 9M-2017 which were reversed in Q4-2017



# Consolidated profit & loss statement

₹billion	FY	Q4-	Q3-	Q4-	FY
Common	2017	2017	2018	2018	2018
Total income	785.62	204.74	199.44	249.30	847.07
Operating expenses	481.70	142.09	138.12	163.08	557.56
Operating profit	303.92	62.65	61.32	86.22	289.51
Provisions	165.82 <sup>1</sup>	34.63 <sup>2</sup>	37.16	70.05	179.73
Profit before tax	138.10	28.02	24.16	16.17	109.78
Tax	24.69	4.04	1.37	1.46	18.79
Minority interest	11.52	3.15	3.85	3.29	13.87
Profit after tax	101.88	20.83	18.94	11.42	77.12

- Drawdown from the collective contingency & related reserve of ₹ 36.00 billion in FY2017
- 2. Floating provisions of ₹ 15.15 billion utilised in Q4-2017



# **Key ratios (consolidated)**

Percent	FY 2017	Q4- 2017	Q3- 2018	Q4- 2018	FY2018
Return on average networth <sup>1,2</sup>	10.3	8.1	6.9	4.1	7.1
Weighted average EPS (₹) <sup>2,3</sup>	15.9	13.2	11.7	7.2	12.0
Book value (₹) <sup>3</sup>	163	163	171	172	172

- 1. Based on quarterly average networth
- 2. Annualised for all interim periods
- 3. Shareholders of the Bank approved the issue of bonus shares in ratio of 1:10 through postal ballot on June 12, 2017. Prior period numbers have been restated



#### **Balance sheet**



#### **Balance sheet: assets**

₹ billion	March 31, 2017	December 31, 2017	March 31, 2018
Cash & bank balances	757.13	558.64	841.69
Investments <sup>2</sup>	1,615.07	1,798.07	2,029.94
- SLR investments	1,085.40	1,248.46	1,384.27
- Equity investment in subsidiaries	103.23	102.90	98.32
Advances	4,642.32	5,053.87	5,123.95
Fixed & other assets	703.39	724.91	796.31
- RIDF <sup>2</sup> and related	241.13	249.44	269.25
Total assets	7,717.91	8,135.49	8,791.89

# Credit/deposit ratio of 80.6% on the domestic balance sheet at March 31, 2018

- Net investment in security receipts of ARCs was ₹ 34.38 billion at March 31, 2018 (March 31, 2017: ₹ 32.86 billion, December 31, 2017: ₹ 34.45 billion)
- 2. Rural Infrastructure Development Fund

Composition of retail loan portfolio: slide 78



# **Equity investment in subsidiaries**

₹ billion	March 31, 2017	December 31, 2017	March 31, 2018
ICICI Prudential Life Insurance	33.26	33.26	33.26
ICICI Bank Canada	22.74	22.74	18.74 <sup>1</sup>
ICICI Bank UK	18.05	18.05	18.05
ICICI Lombard General Insurance	13.81	13.49	13.49
ICICI Home Finance	11.12	11.12	11.12
ICICI Securities Limited	1.87	1.87	1.28
ICICI Securities Primary Dealership	1.58	1.58	1.58
ICICI AMC	0.61	0.61	0.61
ICICI Venture Funds Mgmt	0.05	0.05	0.05
Others	0.14	0.14	0.14
Total investment in subsidiaries	103.23	102.90	98.32

1. In Q4-2018, ICICI Bank Canada repatriated equity capital of CAD 100 million



#### **Balance sheet: liabilities**

₹ billion	March 31, 2017	December 31, 2017	March 31, 2018
Net worth	999.51	1,045.01	1,051.60
- Equity capital	11.65	12.85	12.86
- Reserves	987.86	<i>1,032.16</i> <sup>1</sup>	1,038.74 <sup>1</sup>
Deposits	4,900.39	5,174.03	5,609.75
- Savings	1,718.38	1,858.51	2,009.67
- Current	749.83	747.84	889.58
Borrowings <sup>2,3</sup>	1,475.56	1,581.76	1,828.59
Other liabilities	342.45	334.69	301.95
Total liabilities	7,717.91	8,135.49	8,791.89

1. The Bank has classified three borrower accounts in the gems and jewellery sector with fund-based outstanding of ₹ 7.95 billion as fraud and non-performing and during Q4-2018 made a provision of ₹ 2.90 billion through P&L account and ₹ 5.05 billion by debiting reserves and surplus, as permitted by RBI. Additionally, during Q4-2018, the Bank has also made provision for certain other fraud and non-performing cases by debiting reserves and surplus amounting to ₹ 0.20 billion, as permitted by RBI. The provision made by debiting reserves and surplus will be reversed and accounted through the P&L account over the subsequent quarters of FY2019.

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- 2. Borrowings include preference shares amounting to ₹ 3.50 billion, which were redeemed in April 2018
- 3. Including impact of exchange rate movement

#### Consolidated balance sheet

₹ billion	March 31, 2017	December 31, 2017	March 31, 2018
Cash & bank balances	804.91	617.22	889.99
Investments	3,043.73	3,450.38	3,722.08
Advances	5,153.17	5,597.41	5,668.54
Fixed & other assets	855.44	871.76	962.20
Total assets	9,857.25	10,536.77	11,242.81
Net worth	1,046.32	1,100.83	1,106.30
Minority interest	48.65	57.62	60.08
Deposits	5,125.87	5,403.87	5,857.96
Borrowings	1,882.87	2,042.54	2,294.02
Liabilities on policies in force	1,154.97	1,307.46	1,314.88
Other liabilities	598.57	624.45	609.57
Total liabilities	9,857.25	10,536.77	11,242.81



#### **Asset quality**



# Movement of NPA (1/2)

- The gross additions to NPA declined sequentially during the first three quarters of FY2018
- Gross NPA additions declined from ₹ 49.76 billion in Q1-2018 to ₹ 46.74 billion in Q2-2018 and ₹ 43.80 billion in Q3-2018
- During Q4-2018, the gross additions to NPA were ₹ 157.37 billion in Q4-2018. This included ₹ 99.68 billion of loans which were under RBI schemes and classified as standard under at December 31, 2017. The Revised Framework for Resolution of Stressed Assets issued in February 2018 discontinued these schemes.



# Movement of NPA (2/2)

₹ billion	FY 2017	Q4- 2017	Q3- 2018	Q4- 2018	FY 2018
Opening gross NPA	267.21	380.85	444.89	460.39	425.52
Add: gross additions	335.44	112.89	43.80	157.37	287.30
- of which: slippages from					
-restructured assets	45.20	18.03	1.97	3.27	22.84
-drilldown	194.95	79.57	6.14	117.76	139.21 <sup>1</sup>
- Existing NPA <sup>2</sup> & non-fund devolvement <sup>3</sup>	19.35	0.40	1.46	6.55	6.80
- Loans under RBI schemes other than above	0.32	0.32	20.22	8.77	30.23
Less: recoveries & upgrades	25.38	14.13	11.08	42.34	81.07
Net additions	310.06	98.76	32.72	115.03	206.23
Less: write-offs & sale	151.75	54.09	17.22	34.79	91.12
Closing gross NPAs	425.52	425.52	460.39	540.63	540.63
Gross NPA ratio	7.89%	7.89%	7.82%	8.84%	8.84%

Includes addition of ₹ 8.79 billion of loan to a central public sector owned power company Increase in outstanding of existing NPA due to exchange

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- rate movement
- Relating to accounts classified as NPA in prior periods
- Based on customer assets

# Asset quality and provisioning (1/2)

₹ billion	March 31, 2017	December 31, 2017	March 31, 2018
Gross NPAs	425.52	460.39	540.63
Less: cumulative provisions	171.01	222.29	261.77
Net NPAs	254.51	238.10	278.86
Net NPA ratio	4.89%	4.20%	4.77%

Retail NPAs (₹ billion)	March 31, 2017	December 31, 2017	March 31, 2018
Gross retail NPAs	36.67	46.86	47.12
- as a % of gross retail advances	1.51%	1.69%	1.61%
Net retail NPAs	12.47	18.48	18.85
- as a % of net retail advances	0.52%	0.67%	0.65%

Provisioning coverage ratio at 60.5% including cumulative technical/ prudential write-offs



# Asset quality and provisioning (2/2)

- Non-fund outstanding to NPAs: ₹ 29.80 billion at March 31, 2018
- Non-fund outstanding to restructured assets: ₹ 3.96 billion at March 31, 2018
- Outstanding general provision on standard assets: ₹
   25.91¹ billion at March 31, 2018
  - Includes additional general provision of ₹ 1.91 billion on standard loans to borrowers
- 1. Excludes specific provisions against standard assets



#### Loans under RBI schemes<sup>1</sup>

March 2018	Standard restructured	Drilldown	Others	Total			
Change in management for project under implementation							
- Implemented	-	-	2.35	2.35			
Flexible structuring unde	r the 5/25 sche	me					
- Implemented		7.52	13.68 <sup>2</sup>	21.20			
S4A implemented <sup>3</sup>	0.94	-	5.66 <sup>4</sup>	6.60			

- 1. Excludes NPA
- 2. Includes central public sector owned undertaking upgraded from NPA during Q4-2018
- 3. Represents loans, credit substitutes and shares under S4A package
- 4. In addition, non-fund based outstanding to these borrowers aggregated ₹ 14.97 billion





# NPA and restructuring trends

₹ billion	March 31, 2017	December 31, 2017	March 31, 2018
Net NPAs (A)	254.51	238.10	278.86
Net restructured loans (B)	42.65	18.15	15.53
Total (A+B)	297.16	256.25	294.39
Total as a % of net customer assets	5.70%	4.52%	5.03%



# **Asset quality**

₹ billion	March 31, 2018
Gross restructured loans	15.95
Non-fund o/s to restructured loans	3.96
Non-fund o/s to non-performing loans	29.80 <sup>1</sup>
Drill-down list	47.28
Other loans under RBI schemes not included above	21.69
Non-fund o/s to borrowers where S4A has been implemented	14.97
Total	133.65

1. Includes non-fund o/s at Mar 31, 2018 to borrowers classified as non-performing from the drilldown list; part of the drilldown list in prior periods



#### Portfolio trends and approach



# Portfolio composition over the years

% of total advances	March 31, 2012	March 31, 2013	March 31, 2014	March 31, 2015	March 31, 2016	March 31, 2017	Mar 31, 2018
Retail	38.0%	37.0%	39.0%	42.4%	46.6%	51.8%	56.6%
Domestic corporate	28.6%	32.5%	30.1%	28.8%	27.5%	27.3%	25.8%
SME	6.0%	5.2%	4.4%	4.4%	4.3%	4.8%	5.0%
International <sup>1</sup>	27.4%	25.3%	26.5%	24.3%	21.6%	16.1%	12.6%
Total advances (₹ billion)	2,537	2,902	3,387	3,875	4,353	4,642	5,124

1. Including impact of exchange rate movement



Sector-wise exposures

Top 10 sectors <sup>1</sup> : % of total exposure of the Bank	March 31, 2013			March 31, 2016	March 31, 2017	March 31, 2018
Retail finance	18.9%	22.4%	24.7%	27.1%	31.9%	34.2%
Banks	8.8%	8.6%	7.8%	8.0%	6.0%	8.4%
Services – finance	6.0%	4.9%	4.2%	4.9%	6.2%	7.0%
Electronics & engineering	8.3%	8.2%	7.6%	7.3%	6.9%	6.7%
Crude petroleum/refining & petrochemicals	6.6%	6.2%	7.0%	5.7%	5.5%	5.6%
Power	6.4%	5.9%	5.5%	5.4%	5.1%	4.6%
Road, port, telecom, urban development & other infra	6.0%	6.0%	5.9%	5.8%	5.3%	4.2%
Services - non finance	5.1%	5.2%	5.0%	4.9%	4.0%	3.3%
Construction	4.2%	4.4%	4.0%	3.4%	3.1%	3.2%
Wholesale/retail trade	2.1%	2.2%	2.2%	2.8%	2.5%	2.8%
Total (₹ billion)	7,585	7,828	8,535	9,428	9,372	10,265

1. Top 10 based on position at Mar 31, 2018



# Aggregate exposure to key sectors

% of total exposure of the Bank	March 31, 2013	March 31, 2014	March 31, 2015	March 31, 2016	March 31, 2017	March 31, 2018
Power	6.4%	5.9%	5.5%	5.4%	5.1%	4.6%
Iron/steel	5.1%	5.0%	4.8%	4.5%	3.6%	2.8%
Mining	1.7%	1.7%	1.5%	1.6%	1.8%	1.5%
Others <sup>1</sup>	1.9%	2.2%	2.0%	1.8%	1.5%	1.2%
Total exposure of the Bank to key sectors	15.1%	14.8%	13.8%	13.3%	12.0%	10.1%

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

1. 'Others' includes exposure to cement & rigs sectors



# Further drilldown: approach

- All internally 'below investment grade' rated companies in key sectors across domestic corporate, SME and international branches portfolios
- Promoter entities internally 'below investment grade' where the underlying is partly linked to the key sectors
- Fund-based limits and non-fund based outstanding to above categories considered
- 5/25 refinancing relating to key sectors included
- Loans already classified as restructured and nonperforming excluded



#### Further drilldown: sector-wise details

	At Decembe	r 31, 2017	At March 31, 2018		
₹ billion	Exposure 1,2 % of total exposure		Exposure 1,2,3	% of total exposure	
Iron/steel	44.27	0.4%	30.33	0.3%	
Power	65.26	0.7%	12.06	0.1%	
Mining	57.78	0.6%	4.46	0.0%	
Others <sup>5</sup>	4.15	0.0%	0.43	0.0%	
Promoter entities <sup>4</sup>	19.16	0.2%		-	

- 1. Aggregate fund based limits and non-fund based outstanding
- 2. Includes investment exposure
- 3. Excludes non-fund based outstanding of ₹ 12.34 billion at March 31, 2018 in respect of accounts included in the drilldown exposure where the fund based outstanding has been classified as non-performing during earlier periods. Including the same, the total non-fund based outstanding to borrowers classified as non-performing was ₹ 29.80 bn at March 31, 2018
- 4. Includes promoter entities where underlying is partly linked to the key sectors
- 5. 'Others' includes exposure to cement & rigs sectors



#### Further drilldown: movement

Aggregate exposure <sup>1,2,3</sup>	Q4-2018	FY2018
Opening balance	190.62	190.39
Less: Net reduction in exposure	8.39	20.25
Upgrades to 'investment grade'	0.09	0.17
Add: Downgrades to 'below investment grade'		25.16
Less: Classified as non-performing <sup>4</sup>	122.52	135.50
Less: Non-fund outstanding at March 31, 2018		
to NPAs downgraded from drilldown list	12.34 <sup>5</sup>	12.34 <sup>5</sup>
Closing balance at March 31, 2018	47.28	47.28

- 1. Aggregate fund based limits and non-fund based outstanding
- 2. Includes investment exposure
- 3. Includes promoter entities where underlying is partly linked to the key sectors
- 4. Includes investment exposure relating to accounts classified as non-performing
- 5. Including the same, the total non-fund based outstanding to borrowers classified as non-performing was ₹ 29.80 bn at March 31, 2018



#### **Subsidiaries**



# ICICI Life (1/2)

₹ billion	FY2017	Q4-2017	Q3-2018	Q4-2018	FY2018
New business premium	78.63	25.60	23.17	25.81	92.12
Renewal premium	144.91	50.20	45.39	61.48	178.57
Total premium	223.54	75.79	68.56	87.29	270.69
Profit after tax	16.82	4.08	4.52	3.41	16.20
Assets under management	1,229.19	1,229.19	1,383.04	1,395.32	1,395.32
Annualized premium equivalent (APE)	66.25	21.67	20.05	22.13	77.92
Expense ratio <sup>1</sup>	15.1%	13.5%	13.9%	12.9%	13.7%

1. All expenses (including commission) / (Total premium – 90% of single premium)



# ICICI Life (2/2)

- Proportion of protection business increased from 3.9% in FY2017 to 5.7% in FY2018
- Value of New Business (VNB) margins<sup>1</sup> increased from 8.0% in FY2016 and 10.1% in FY2017 to 16.5% in FY2018
- Indian Embedded Value at ₹ 187.88 billion at March 31, 2018 compared to at ₹ 161.84 billion at March 31, 2017
- 1. Based on actual costs



#### **ICICI** General

₹billion	FY2017	Q4-2017	Q3-2018	Q4-2018	FY2018
Gross written premium	109.60	27.10	30.02	29.70	126.00
Profit before tax	9.10	2.49	3.22	2.87	11.96
Profit after tax	7.02	1.80	2.32	2.12	8.62
Combined ratio	103.9%	97.1%	96.0%	99.5%	100.2%

Sustained leadership in private sector with an overall market share of 8.2%<sup>1</sup> and private sector market share of 16.8<sup>1</sup> in FY2018

1. Source: General Insurance Council



#### Other subsidiaries

Profit after tax (₹ billion)	FY2017	Q4- 2017	Q3- 2018	Q4- 2018	FY2018
ICICI Prudential Asse Management	t 4.80	1.21	1.61	1.67	6.26
ICICI Securities (Consolidated)	3.39	0.83	1.53	1.59	5.58
ICICI Securities Primary Dealership	4.12	(0.17)	(0.31)	0.24	1.12
ICICI Home Finance	1.83	0.58	0.30	0.02	0.64
ICICI Venture	0.09	0.08	0.02	0.11	0.11

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### **ICICI Bank UK**

USD million	FY2017	Q4-2017	Q3-2018	Q4-2018	FY2018
Net interest income	65.6	15.9	17.1	17.0	66.9
Profit/(loss) after tax	(16.1)	(20.5)	1.8	(31.7)	(25.5)
Loans and advances	2,362.4	2,362.4	2,535.0	2,373.8	2,373.8
Deposits	1,648.6	1,648.6	1,660.9	1,748.8	1,748.8
- Retail term deposits	407.7	407.7	310.0	297.5	297.5
Capital adequacy ratio	18.4%	18.4%	16.9%	16.5%	16.5%
- Tier I	15.5%	15.5%	14.4%	14.0%	14.0%





### **ICICI Bank Canada**

CAD million	FY2017	Q4-2017	Q3-2018	Q4-2018	FY2018
Net interest income	77.2	18.1	19.6	21.8	79.2
Profit/(loss) after tax	(33.0)	6.2	8.4	11.2	44.2
Loans and advances	5,593.6	5,593.6	5,577.7	5,733.2	5,733.2
- Residential					
mortgages	3,457.7	3,457.7	3,365.8	3,387.0	3,387.0
Deposits	2,556.1	2,556.1	2,576.5	2,818.4	2,818.4
Capital adequacy					
ratio	21.8%	21.8%	21.1%	17.3%	17.3%
- Tier I	21.8%	21.8%	21.1%	16.7%	16.7%

In Q4-2018, ICICI Bank Canada repatriated equity capital of CAD 100.0 mn

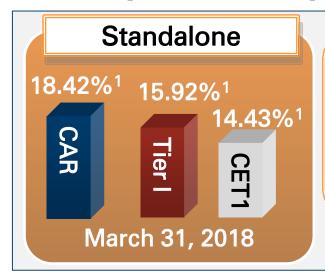




## Capital



## Capital adequacy



- Capital ratios significantly higher than regulatory requirements
- Substantial scope to raise Additional Tier-1 and Tier-2 capital

Excess Tier-1 ratio of 6.94% over the minimum requirement of 8.98% as per current RBI guidelines

Risk weighted assets grew by 1.6% y-o-y

During the quarter, the Bank raised ₹ 40.00 billion by way of issuance of Additional Tier-I bonds

1. After reckoning the impact of recommended dividend

**PICICI** Bank

Capital adequacy ratios: slide 76

### Recommendation of dividend

- The Board has recommended a dividend of ₹ 1.50 per share
- The record/book closure dates will be announced in due course



### Agenda

FY2018: Financial update

4x4 Agenda

Going forward



### 4 x 4 Agenda

Portfolio quality

Monitoring focus

Concentration risk reduction

Improvement in portfolio mix

Resolution of stress cases

Enhancing franchise

Robust funding profile

Continued cost efficiency

Digital leadership & strong customer franchise

Focus on capital efficiency including value unlocking



### 4 x 4 Agenda

Portfolio quality

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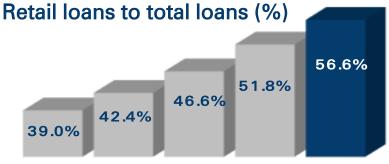
### Portfolio Quality: key highlights

- Proportion of retail loans increased from 39.0% at March 31, 2014 to 56.6% at March 31, 2018
- Healthy incremental corporate portfolio quality: high proportion of disbursements to corporates rated A- and above
- Significant reduction in proportion of exposure to key sectors under stress; significant resolutions achieved



### Improvement in portfolio mix (1/2)

Increasing proportion of retail loans



Mar 14 Mar 15 Mar 16 Mar 17 Mar 18

cards banking

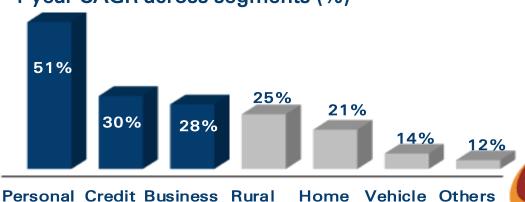
Proportion of overseas loans decreased from 26.5% at March 2014 to 12.6% at March 2018



Portfolio composition at March 2018

2

# Strong growth across retail segments 4-year CAGR across segments (%)



Focus on growing higher yielding loans within well defined risk parameters



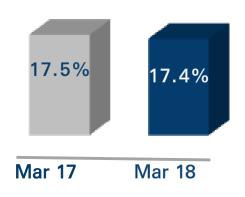
loans

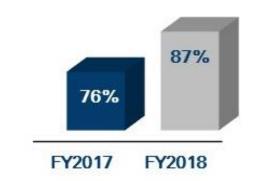
### Improvement in portfolio mix (2/2)

#### Focus on quality of corporate lending

Growth in domestic corporate loans<sup>1</sup>

Disbursements<sup>2</sup> to corporates rated A- and above





- 1. Other than NPAs, restructured loans and loans to companies included in drilldown exposures
- 2. Including domestic and overseas portfolio



#### Concentration risk reduction



#### Reduction in concentration risk ratios

Exposure to top 10 borrower groups/Total exposure



Exposure to top 20 borrowers<sup>1</sup>/Total exposure



2

Incremental business within the revised concentration risk management framework



Proportion of top 20 borrowers rated A- and above increased from 68.7% at March 31, 2016 to 96.0% at March 31, 2018

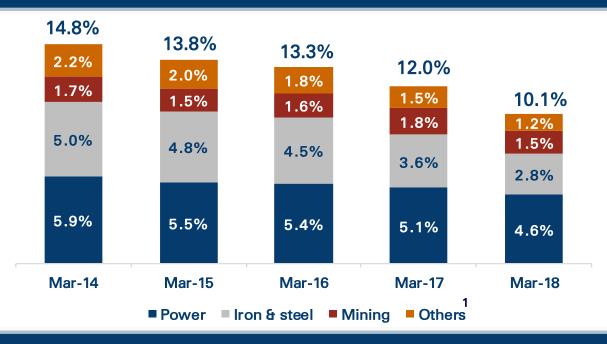
1. Excludes banks



#### Resolution of stress cases



#### Reduction in exposure to key sectors



2

Over 3x increase in recoveries and upgrades in FY2018; played a key role in some of the large asset resolutions

1. Cement and rigs



### 4 x 4 Agenda

Monitoring focus

| Improvement in portfolio mix
| Concentration risk reduction | Resolution of stress cases |

Enhancing franchise

Robust funding profile

Continued cost efficiency

Digital leadership & strong customer franchise

Focus on capital efficiency including value unlocking



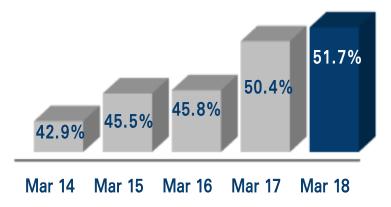
### Robust funding profile: key highlights

- Average CASA ratio increased from 39.5% in FY2015 to 45.6% in FY2018
- Robust growth in CASA deposits resulted in a decline in cost of deposits; cost of deposits in FY2018 lowest in the last decade

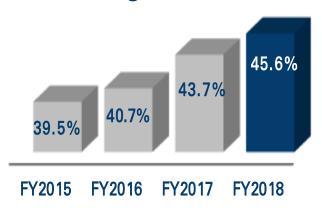


### Robust funding profile





#### Average CASA ratio



Cost of deposits in FY2018 lowest in the last decade



# Digital leadership and strong customer franchise: key highlights

- Continued focus on digitizing acquisition, digitizing operations and digitizing service
- Sustained growth in digital transactions with share of digital channels in savings account transactions increasing to 81.7% in FY2018



### Digital leadership

# Digitizing Acquisition

- Insta personal loans and Insta credit cards launched for preapproved customers
- Online instant opening of small savings accounts such as PPF and NPS

# Digitizing Operations

- Software robotics deployed in over 750 business process functions
- 2.0 mn transactions performed daily by software robots
- ~ 60% improvement in efficiency

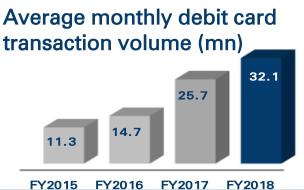
# Digitizing Service

- 1.2 mn queries per month handled by Al powered chatbot iPal
- 37% overall reduction in live chats



#### Sustained growth in digital transactions

1 Debit and credit card transaction volumes



Average monthly credit card transaction volume (mn)

ICICI Bank



- Digital channels<sup>1</sup> account for 81.7% of savings account transactions<sup>2</sup> in FY2018 compared to 67.8% in FY2016
- 3 Sustained momentum in digital payments

UPI

Over 13 mn UPI IDs created using various platforms

**IMPS** 

- Market leader with 17% market share
- Includes touch banking, phone banking, and debit cards e-commerce transactions
- 2. Financial and non-financial transactions

### Continued cost efficiency

FY2015

FY2016

FY2017 FY2018

Cost-to-income ratio

36.8%

34.7%1

35.8%1

38.8%1

Including gains on sale of shareholding in subsidiaries; excluding gains on sale of shareholding, the cost-to-income ratio was 38.2%, 41.5% and 44.7% in FY2016, FY2017 and FY2018 respectively

Operating expenses CAGR of 11% in the last four years compared to a CAGR of 22% in the retail loan portfolio



# Focus on capital efficiency including value unlocking: key highlights

- Gradual de-risking of the balance sheet reflected in a decline in RWA/ average assets ratio
- Tier 1 ratio of 15.92%<sup>1</sup> significantly higher than regulatory requirements
- Demonstrated significant value created in subsidiaries; market capitalisation of listed subsidiaries more than ₹ 1,000² billion

- 1. After reckoning the impact of proposed dividend
- 2. At May 4, 2018



### Increased capital efficiency



Total CRAR of 18.42%<sup>1</sup>, Tier 1 ratio of 15.92%<sup>1</sup>; capital adequacy ratios significantly higher than regulatory requirements

1. After reckoning the impact of recommended dividend



### Unlocking of value from subsidiaries

	In ₹ bn, except percentages	Stake sale	Aggregate gains	Market valuation
EV2010	ICICI Life	6.0%	18.64 <sup>1</sup>	325.00 <sup>2</sup>
FY2016	Y2016 ICICI General		15.10 <sup>1</sup>	172.25 <sup>2</sup>
FY2017	ICICI Life	12.63%	56.82	624.39 <sup>3</sup>
EV2019	ICICI General	7.00%	20.12	328.00 <sup>3</sup>
FY2018	ICICI Securities	20.78%	33.20	118.92 <sup>3</sup>

Market cap of listed companies more than ₹ 1,000 billion
Since FY2015, an aggregate amount of CAD 295.0 million and
USD 75.0 million of equity share capital has been repatriated from
ICICI Bank Canada and ICICI Bank UK respectively

- 1. Pre-tax gains
- 2. At the time of stake sale
- 3. At May 4, 2018



### Agenda

FY2018: Financial update

4x4 Agenda

**Going forward** 



## **ICICI Bank Strategy**





## **ICICI Bank Strategy**





## Taking stock

- Significant progress made in de-risking balance sheet
- Steps taken in last four years are expected to impart stability to credit costs as current cycle abates
- Continued to enhance franchise: would support growth in business and core operating profits with increasing granularisation



Well positioned to grow core operating profits while reducing credit costs



## **ICICI Bank Strategy**





### Looking ahead: FY2020

#### Our anchors

GROW

CHANGE

PRESERVE



## Looking ahead: the next two years

#### Focus areas

# **GROW**

- Core operating profits
- Loan portfolio
- Beyond banking: financial services

# CHANGE

- Corporate lending: new approach
- Portfolio mix
- Asset quality
- Provision coverage

# PRESERVE

- Robust funding base
- Digital leadership



### **Preserve**

#### Robust funding franchise

- Maintain average CASA ratio of about 45%
- Maintain proportion of retail to total deposits at over 70%

#### Digital leadership

- Best in-class digital offerings for customers
- Continue to automate internal processes for increased efficiency



## Change

#### Corporate lending: new approach

- Hard limit on borrower groups based on rating and track record
- Group limits (other than selected highly rated Indian and global conglomerates) substantially lower than the regulatory limits

#### Portfolio mix in March 2020

- Retail loans as a % of total loans would be over 60.0%
- Proportion of overseas loan portfolio in total loans would reduce to below 10.0%

Net NPA ratio to reduce to below 1.5% at March 2020

Provision coverage ratio of over 70% at March 2020



### Grow

- Drive growth in core operating profits
- Domestic loan growth of above 15%
- Retail loan growth of above 20%; growth of
  - 35% in business banking
  - Over 40% in personal loans and credit cards
  - 15% in mortgages
- Drive Group synergy: Insurance, asset management & securities businesses to focus on savings and protection opportunities along with market leadership and value creation



### Targeting growth with quality and sustainability

Consolidated RoE of 15% by June 2020



### Thank you



### Loans under RBI schemes<sup>1</sup>

December 2017	Standard restructured	Drilldown	Others	Total			
Strategic debt restructuri	Strategic debt restructuring (SDR)						
- Implemented	3.27	24.59	3.62	31.48			
- Invoked	-	-	0.71	0.71			
Change in management of	outside SDR <sup>3</sup>						
- Implemented	-	63.99	-	63.99			
- Invoked	-	1	6.06	6.06			
Flexible restructuring und	der the 5/25 scl	neme					
- Implemented		<b>24.78</b> <sup>2</sup>	1.97	26.75			
S4A implemented <sup>4</sup>	0.94	-	5.88	6.82			

- 1. Excludes NPA
- 2. Loans aggregating ₹ 17.26 billion also under SDR or change in management outside SDR
- 3. Including project under implementation
- 4. Represents loans, credit substitutes and shares under S4A package





### **ICICI Home Finance**

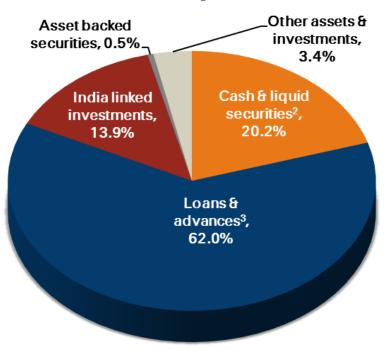
₹ billion	March 31, 2017	December 31, 2017	March 31, 2018	
Loans and advances	89.73	94.47	96.46	
Capital adequacy ratio	27.0%	24.5%	23.8%	
Net NPA ratio	0.75%	2.20%	2.14%	



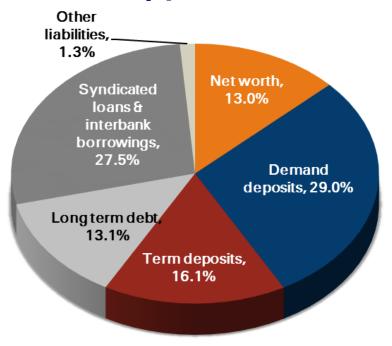


### ICICI Bank UK<sup>1</sup>

#### **Asset profile**



#### **Liability profile**



Total assets: USD 3.9 bn

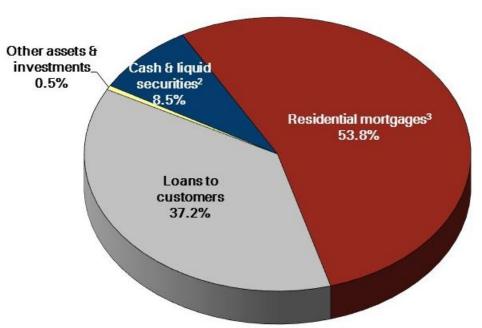
**Total liabilities: USD 3.9 bn** 

- 1. At March 31, 2018
- 2. Includes cash & advances to banks, T Bills
- 3. Includes securities re-classified to loans & advances

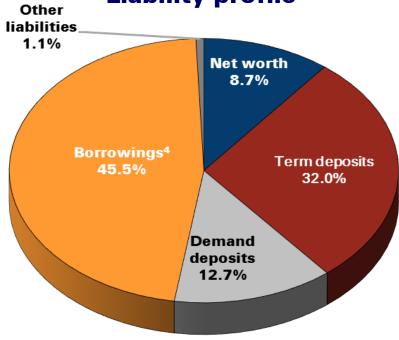


### ICICI Bank Canada<sup>1</sup>









Total assets: CAD 6.3 bn

Total liabilities: CAD 6.3 bn

- At March 31, 2018
- Includes cash & placements with banks and government securities
- Based on IFRS, securitised insured portfolio of CAD 2,832.2 mn considered as part of residential mortgage portfolio at March 31, 2018
- 4. As per IFRS, proceeds of CAD 2,802.2 mn from sale of securitised portfolio considered as part of borrowings at March 31, 2018 **ICICI** Bank

ICICI Bank Canada key performance highlights: slide 38

## Standalone capital adequacy

Basel III	March 31, 2017		March 3	1, 2018 <sup>1</sup>
	₹ billion %		₹ billion	%
Total capital	1,086.66	17.39%	1,169.78	18.42%
- Tier I	897.25	14.36%	1,010.64	15.92%
- of which: CET1	858.39	13.74%	915.87	14.43%
- Tier II	189.41	3.03%	159.14	2.50%
Risk weighted assets	6,248.02		6,349.08	
- On balance sheet	5,344.11		5,562.03	
- Off balance sheet	903.91		787.05	

1. After reckoning the impact of recommended dividend



## Consolidated capital adequacy

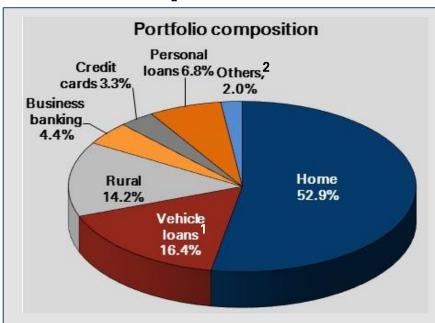
Basel III	March 31, 2017	March 31, 2018 <sup>1</sup>
	%	%
Total capital	17.26%	17.90%
- Tier I	14.39%	15.56%
- Tier II	2.87%	2.34%

1. After reckoning the impact of recommended dividend

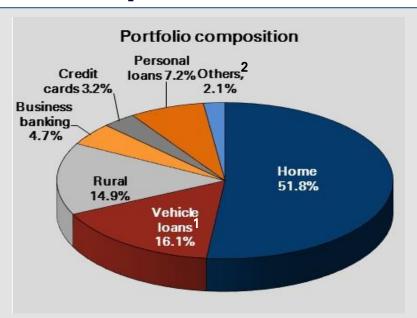




### Composition of retail loan portfolio



Total retail loans at ₹ 2,740 billion at Dec 31, 2017



Total retail loans at ₹ 2,899 billion at Mar 31, 2018

ICICI Bank

- 1. Vehicle loans at March 31, 2018 include auto loans: 10.0% (December 31, 2017: 10.3%), commercial business: 6.0% (December 31, 2017: 6.0%) and two-wheeler loans: 0.1% (December 31, 2017: 0.1%)
- 2. Others at March 31, 2018 include dealer funding: 1.3% (December 31, 2017: 1.3%) and loan against securities: 0.8% (December 31, 2017: 0.7%)

Balance sheet: assets

### Composition of borrowings

₹ billion	March 31, 2017	December 31, 2017	March 31, 2018
Domestic	672.08	775.22	1,014.64
- Capital instruments <sup>1</sup>	345.90	295.38	318.34
- Other borrowings	326.17	479.84	696.30
- Long term infrastructure			
bonds	172.55	194.92	194.94
Overseas <sup>2</sup>	803.48	806.54	813.95
- Capital instruments	-	-	-
- Other borrowings	803.48	806.54	813.95
Total borrowings <sup>2</sup>	1,475.56	1,581.76	1,828.59

- 1. Includes preference share capital of ₹ 3.50 billion which was redeemed on April 20, 2018
- 2. Including impact of exchange rate movement

Raised ₹ 40.00 billion by way of issuance of Additional Tier-1 bonds in Q4-2018





### **Extensive franchise**

Branches	At Mar 31, 2015	At Mar 31, 2016	At Mar 31, 2017	At Mar 31, 2018	% share at Mar 31, 2018
Metro	1,011	1,159	1,287	1,289	26.5%
Urban	933	997	1,050	1,052	21.6%
Semi urban	1,217	1,341	1,442	1,449	29.8%
Rural	889	953	1,071	1,077	22.1%
Total branches	4,050	4,450	4,850	4,867	100.0%
Total ATMs	12,451	13,766	13,882	14,367	-

