

# Performance Review

Q2-FY2021

October 28, 2020

# Agenda

- ISEC Franchise
- Strategy
- Operating environment & Financial highlights
- Business Performance











### ICICI Securities has built an enviable franchise...



#### Affluent franchise

- One of the largest Equity franchise
- Total assets\* of ₹ 2.9 tn+
- Private wealth clients' assets of ₹ 1.15 tn+\*\*



#### Scale

- Client base at 4.96mn<sup>1</sup> from 2.48mn in FY14
- ❖ Overall active clients at 1.56mn¹ from 0.73mn in FY14
- ❖ NSE active clients at 1.20mn¹ from 0.50mn in FY14



#### Strong position across businesses

- Equities business blended market share at 8.9%<sup>1</sup> from 4.5% in FY14
- ❖ MF Revenue market share at 4.5%² from 2.9% in FY14
- Consistently ranked amongst top ECM players<sup>3</sup>



# Free cashflow generating high operating leverage model

- ❖ 6 year Revenue CAGR 13% (FY14 to FY20)
- 6 year PAT CAGR 35% (FY14 to FY20)
- ❖ 6 year Dividend CAGR 44% (FY14 to FY20)
- ❖ ROE consistently around 50% (FY14 to FY20)



- 1. As at Q2-FY21, Active clients are for trailing 12 months 2. FY20 data, Source AMFI 3. ECM market share source Prime Database
- \* Assets of our clients including equity demat assets maintained with ICICI Bank and excluding promoter holding
- \*\* 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

# ...a sticky, diverse & multifaceted client base...



37% of clients active more than 14 years ago are still active with us1



>65% revenues in each of financial years (FY14 to FY20) was contributed by customers who have been with us for more than 5 years<sup>2</sup>



In last 3 years millennials form 70% of active customers<sup>1</sup>



0.97 mn clients<sup>3</sup> with 2 or more products, up from 0.58 mn in FY16

Not only are we able to attract millennials but also able to retain our vintage clients



- As at FY20
- 2. Based on retail broking revenues
- As at Q2-FY21

## ...on back of strong Cultural Anchors, ...

- ➤ ISec is a 20 year old Company but a 5 year young Enterprise
- Multiple first to market offerings
- Catering to Life cycle Financial needs of customers
- Nuanced insights of customer behaviour

Innovation Nurturing Talent

Nurturing high quality, diverse talent pool with an ability to attract & retain talent

Strong customer focus

Cultural Anchors

Agility & Execution

- Ability to respond rapidly quickly to any situation
- Strong emphasis on rapid execution

Governance & Risk Management

- > Independent Chairman
- Separate posts of Chairman & MD/CEO
- Board governed company with strong Independent Director representation
- Proactive and real-time risk management



# ...a robust business model enjoying strong brand equity

### Resilient Business model

- Diversified Business
- Open Architecture
- Low credit and receivables risk
- Virtually no inventory and supply chain risk
- Strong liquidity position
- High Return on Equity
- Asset light model

# Strong Digital Platform

# Wide range of products under one digital platform

- Investments, debt, deposits and protection
- Product offering of 45+ products and services

#### Scalable digital capabilities and infrastructure

- 99% equity transactions performed online
- 95% mutual fund transactions performed online
- ➤ 80% of our client sourcing is Digital



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# Broadening the positioning by focusing on strategic anchors

#### Imperatives:

- Broad basing business model
- Diverse and granular revenue streams





# Focus on our strategic anchors have enabled us to outperform in uncertain environment

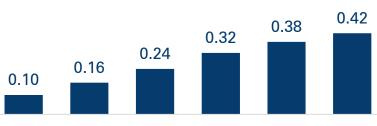
- Ramping up scale and value have improved our quality and speed of sourcing through digital channels and growth in partnerships with ecosystem players
- Offering an enhanced product suite for our retail and HNI clients and strengthening our wealth management franchise has helped us monetize client value
- Active customer engagement has enabled us to offer customized products thereby deepening relationships and increasing cross sell ratio
- Digital agility and Robust technology has helped us engage clients effectively across platforms
- Our focus on cost efficiency has helped us improve operating leverage



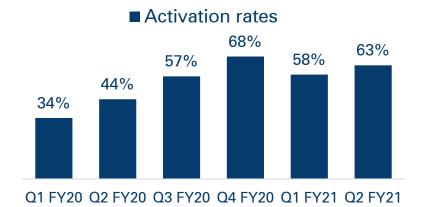
# Multichannel open architecture has led to improvement in quality of sourcing...

#### **Quality of Sourcing**

■ Prime customer base (mn)





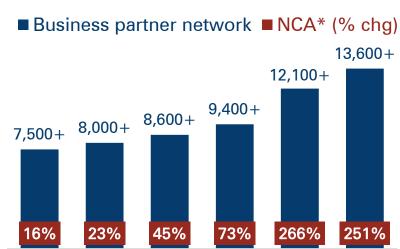


#### **Digital Sourcing**

Diversified our client sourcing channel mix, largest sourcing channel now contributing about 55% in Q2FY21 vs 80% in FY20



#### **Business Partners**



Q1 FY20 Q2 FY20 Q3 FY20 Q4 FY20 Q1 FY21 Q2 FY21

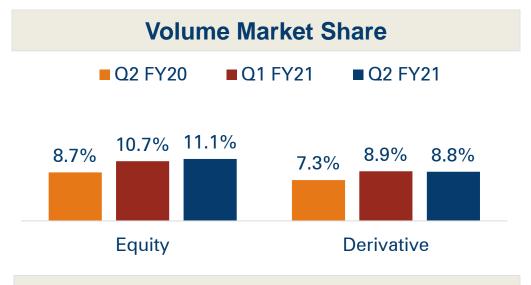
Partnership with ecosystem players for client acquisition



Activation rates = % of New client acquisition (NCA) who have traded during the quarter

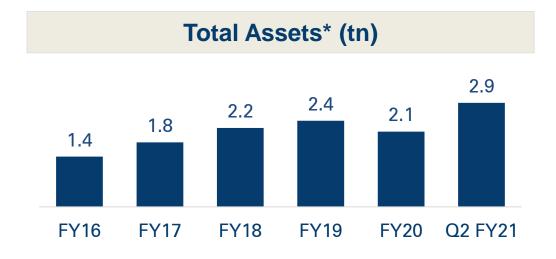
- 1. Total client base with the company
- \* NCA is percentage change in new clients acquired year on year

# ...resulting in increase in market share and AUM growth



- Equity market share<sup>1</sup> up 240 bps
- Derivative market share<sup>1</sup> up 150 bps







- 1. Combined market share for retail and institutional clients
- Assets of our clients including equity demat assets maintained with ICICI Bank and excluding promoter holding
- NSE active client base are the clients who have traded at least once during trailing 12 months

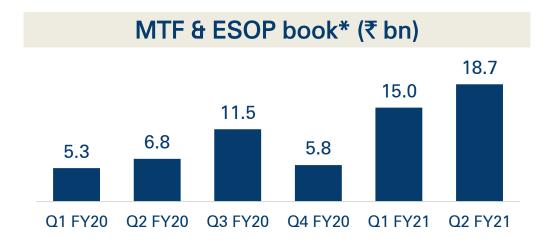
# Enhanced product suite strengthening our offer to clients and increasing long term revenue

#### **New Initiatives**

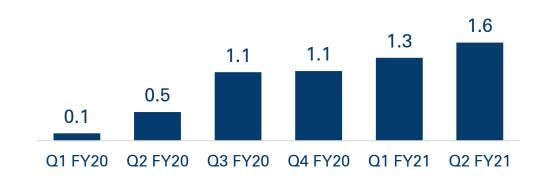
- Commodity products launched
- Global Investment platform launched
- Online offering of group insurance & family health insurance

#### Home Loans disbursed (₹ bn)





#### Own PMS AUM (₹ bn)





Our key initiatives and diverse array of solutions is helping deepen client relationships...

Deepening relationships to enhance life time value

Increase cross sell ratio

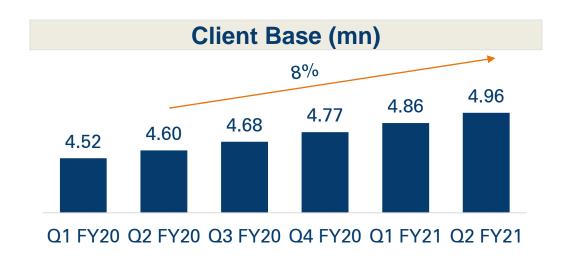
Win back clients who have stopped trading

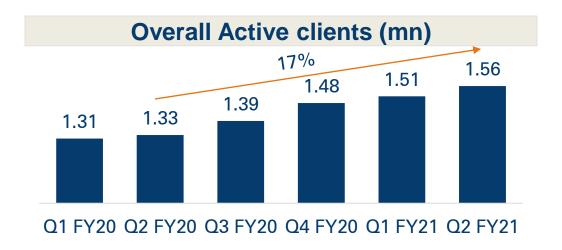
Activate clients who have never traded

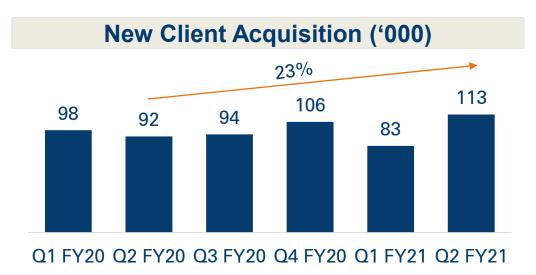
- Identify transaction behavior Over 400 product combinations formed,
  - top 23 clusters identified for personalization
  - For better quality acquisition and engagement
- Make product experience for the customer unique to usage
  - E-mandate for multi payment gateway system for SIP
  - Tax services tie ups for online tax filing
  - eATM
  - Option pricing plan (Option 20)
  - Partner ecosystem
  - Consolidated portfolio analysis
  - One click Investments
  - ETF Intelligent Portfolios
- Personalize information within the clusters
  - Seamless execution
  - Increasing wallet share in mutual funds

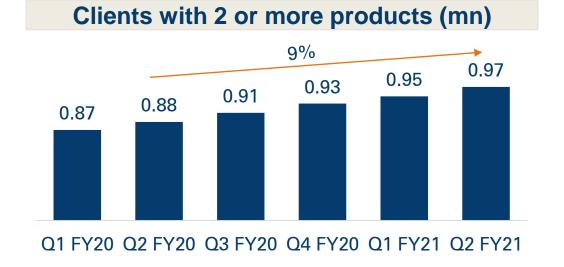


# ...resulting in increase in client activity and engagement





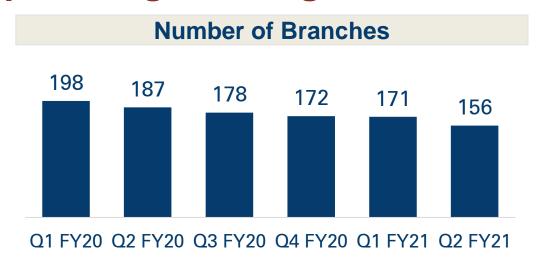


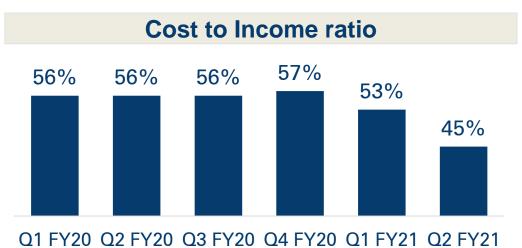


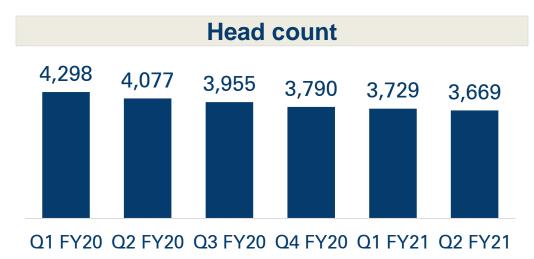


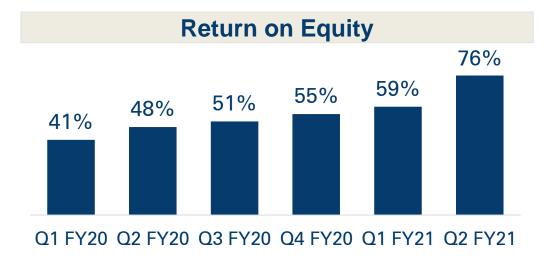
At Peak: 4.0 mn Order + trades processed, 95,000+ Concurrent users

# Our focus on cost efficiency has helped us improve operating leverage











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# Operating environment

# Operating Environment

# Secondary market - Increased activity amidst volatility

- 3.4m demat accounts opened in the quarter
- Equity market ADTO ex Prop increased 72% YoY
- Derivative market ADTO ex Prop increased 29% YoY

#### Mutual Funds – Flows remained subdued

- Gross equity flows for Industry in Q2-21 down 29% YoY
- Net equity outflow for the industry in Q2-21
- SIP flows for the market declined by 6% YoY

#### Primary Market – Resurgence in activity

42 ECM transactions vs 6 in Q1-FY21

# Regulatory Developments

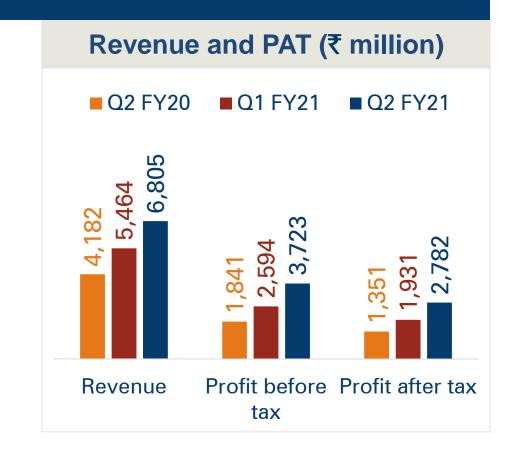
- Change in minimum margin collection requirement for cash delivery transactions
- Implementation of margin obligation to be given by way of Pledge/ Re-pledge in the depository
- No upfront fees to be charged by Portfolio Manager nor to be paid to Distributors
- Segregation of distribution and advisory clients



### **Financial Results**

#### Revenue and Profit after Tax

- 63% increase in consolidated revenue
  - Equities & allied revenue at ₹4,496m, up 88%
  - Private Wealth Management revenues up by 86%
- Total non finance cost up by 29%
  - Headcount down by 10%
- Cost to Income ratio of 45% vs 56%
- PBT increased by 102%
- Consolidated PAT up 106%





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### **Equities business**

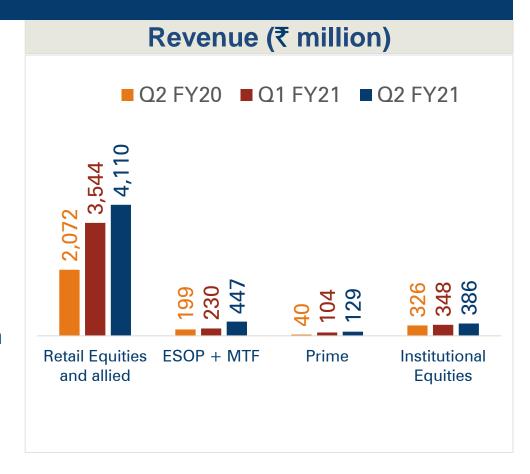
#### Equities and allied revenues up by 88%

#### Retail equities and allied<sup>1</sup> revenues up by 98%

- Highest ever quarterly retail equity revenue
- 5.2 lac customers in Prime and Prepaid
  - 44% of our NSE active base
  - Prime: ~50% of retail equities revenue
  - Prime fees income grew by 221%
- ESOP & MTF interest income grew by 124%
  - Book as at September 30, 2020 was ₹ 18.7 bn vs ₹ 6.8 bn last year

#### Institutional equities<sup>3</sup> revenue up by 18%

Increased focus on flow business as well as blocks

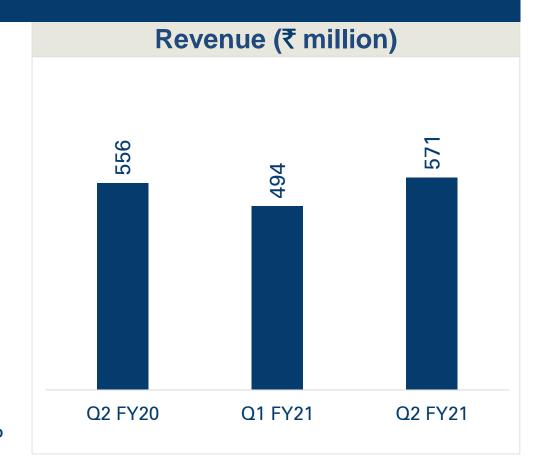




- . Retail equities includes broking income from Cash & derivatives & allied revenue includes ESOP & MTF interest income and Prime fees
- 2. ARPU = Retail equities and allied revenue / Quarterly active clients across equity, derivatives and currency
- 3. Institutional equities includes broking income from Cash & derivatives Period:Q2-FY2021 vs Q2-FY2020; Sequential: Q2-FY2021 vs Q1-FY2021

#### **Distribution business – Mutual Funds**

- Distribution revenue at ₹ 990 mn, down by 7%
- However, sequentially up by 24%
- Mutual Fund revenue up by 3%
  - YoY growth after 7 quarters
- Mutual Fund average AUM¹ down by 2%
  - Our gross flows have grown faster than the industry
  - While we witnessed net outflows, our net flows market share in equity increased
- Concerted efforts on to increase market share
- SIP count<sup>2</sup> for Q2 FY21 is 0.65 million
  - Market share in SIP flow increased from 3.23% to 3.44%





Period:Q2-FY2021 vs Q2-FY2020; Sequential: Q2-FY2021 vs Q1-FY2021

1. AUM excluding Direct

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

Source: AMFI

#### Distribution business – Focused Non Mutual Fund

#### Focused Non MF distribution<sup>1</sup> revenue down by 13%...

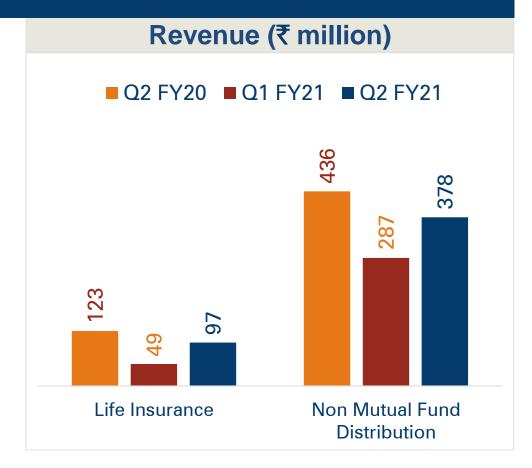
- Contact based products impacted due to lockdown
- Partially offset by increase in fixed income products

#### ...however, strong recovery sequentially

- Focused Non MF distribution<sup>1</sup> revenue up by 32%
- Life Insurance revenue up by 99%
- Proprietary PMS at ₹ 1.6 bn from ₹ 1.3 bn in Q1-FY21
- Total loans disbursed of over ₹ 3 bn vs 0.85 bn in Q1-FY21

#### Key initiatives

- Online offering of group insurance & family health insurance
- Digital partners for lead generation for loans
- API Integration on with I Bank for seamless fulfilment





Period:Q2-FY2021 vs Q2-FY2020; Sequential: Q2-FY2021 vs Q1-FY2021

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

### **Private Wealth Management**

- Fotal AUM at ~₹ 1.15 tn, up 15%
- ➤ Total Revenue at ₹ 1.01bn, up 86%
- Overall yield\* at 0.38% compared to 0.22% in Q2FY20
- ➤ Clients: ~36,000

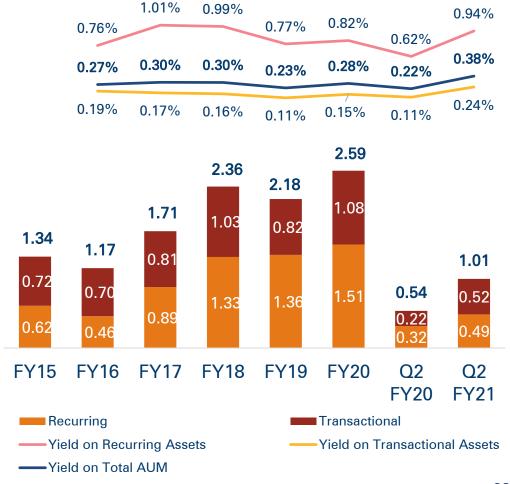
#### Wealth Management Assets (₹ bn)





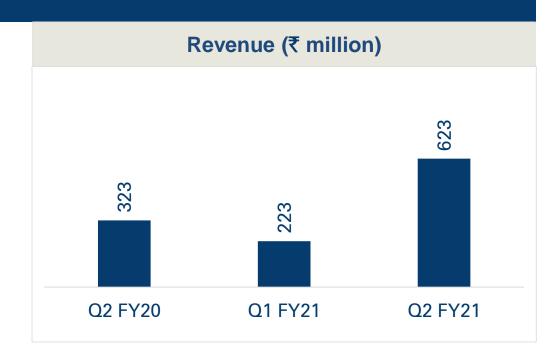
Period:Q2-FY2021 vs Q2-FY2020; Sequential: Q2-FY2021 vs Q1-FY2021 \*Yields are on average assets for the current & preceding period, Quarterly yields are annualized

#### Wealth Management Revenue (₹ bn)



#### **Issuer Services and Advisory**

- Issuer Services & Advisory revenue up by 93%
- Executed 24 Investment banking deals in Q2-FY21 vs 11 in Q2-FY20
- #1 in IPO/FPO/ InvIT/ ReIT issuance<sup>1</sup> (98% market share)
- #2 in Merger market league table<sup>2</sup>
- Strong IPO³ pipeline, 7 deals amounting over ₹85 bn
- Continued focus on building non-IPO revenue





- Source: Prime database,
- 2. Source Merger market,
  - Amongst domestic financial advisors in terms of number of deals
- 3. IPO:IPO/FPO/InvIT/REIT, Source: SEBI
- \* Referred to as Corporate Finance earlier

Period: Q2-FY2021 vs Q2-FY2020; Sequential: Q2-FY2021 vs Q1-FY2021

# Capital Market/ Advisory Transactions

























































# Initiatives for employees during Covid times





# Way forward

### Core components of strategy remain intact

We continue to focus on all five stated areas of our strategy, there are four areas that require special attention

#### Invest in next gen technology capabilities to remain cutting edge

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

#### Digitize & decongest processes and products

#### Increased focus on cost

- 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 reaffirmed our strategy of providing comprehensive financial services to a retail Indian powered digitally

### 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	Q2-FY20	Q1-FY21	Q2-FY21	% Q-o-Q	Y-o-Y%
Revenue	4,182	5,464	6,805	25%	63%
Operating Expenses	244	305	425	39%	74%
Employee benefits expenses	1,339	1,728	1,796	4%	34%
Other expenses <sup>1</sup>	579	608	576	(5)%	(1)%
Total operational expenses	2,162	2,641	2,797	6%	29%
Finance Cost	179	229	285	24%	59%
Total expenses	2,341	2,870	3,082	7%	32%
Profit before tax	1,841	2,594	3,723	44%	102%
Tax	490	663	941	42%	92%
Profit after tax	1,351	1,931	2,782	44%	106%
Other Comprehensive Income (OCI)	(16)	2	(6)	-	-
Total Comprehensive Income (TCI)	1,335	1,933	2,776	44%	108%



Period: Q-o-Q: Q2-FY2021 vs Q1-FY2021; Y-o-Y: Q2-FY2021 vs Q2-FY2020

# Segment performance

(₹ million)

Particulars	Q2-FY20	Q1-FY21	Q2-FY21	% Q-o-Q	Y-o-Y%
Segment Revenue					
Broking & Distribution <sup>1</sup>	3,810	5,031	6,033	20%	58%
Issuer Services and Advisory <sup>2</sup>	323	223	623	179%	93%
Treasury <sup>3</sup>	49	210	149	(29)%	204%
Income from operations	4,182	5,464	6,805	25%	63%
Segment Profit before tax					
Broking & Distribution <sup>1</sup>	1,672	2,463	3,243	32%	94%
Issuer Services and Advisory <sup>2</sup>	175	8	393	4813%	125%
Treasury <sup>3</sup>	(6)	123	87	(29)%	NA
Total Result	1,841	2,594	3,723	44%	102%

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



<sup>2.</sup> 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

Period: Q-o-Q: Q2-FY2021 vs Q1-FY2021; Y-o-Y: Q2-FY2021 vs Q2-FY2020

<sup>3.</sup> Treasury from erstwhile Investment & trading

# **Balance sheet: Assets**

(₹ million)

ASSETS	At Sep 30, 2019	At March 31, 2020	At Sep 30, 2020
Financial assets (A)	31,030	39,861	55,288
Cash/Bank and cash equivalents	15,322	24,114	30,188
Securities for trade & Derivatives financial instrument	5,642	8,351	4,439
Receivables	2,457	887	1,213
Loans	6,797	5,709	18,627
Investments	27	25	27
Other financial assets	785	775	794
Non-financial assets (B)	4,986	4,567	4,022
Deferred tax assets (net)	571	596	683
Right-of-use assets	1,662	1,529	1,124
Fixed assets, CWIP & Intangible assets	517	532	562
Current tax assets & other non financial assets	2,236	1,910	1,653
Assets (A+B)	36,016	44,428	59,310



# **Balance sheet: Equity and Liabilities**

(₹ million)

EQUITY AND LIABILITIES	At Sep 30, 2019	At March 31, 2020	At Sep 30, 2020
Financial liabilities (A)	19,892	26,193	37,258
Payables	5,650	6,926	5,668
Derivative financial instruments	-	-	3
Debt securities	10,143	14,975	23,724
Borrowings (Other than debt securities)	-	-	270
Lease liabilities	1,654	1,574	1,199
Deposits & Other financial liabilities	2,445	2,718	6,394
Non-financial liabilities (B)	5,366	6,140	7,331
Equity (C)	10,758	12,095	14,721
Equity share capital	1,611	1,611	1,611
Other equity	9,147	10,484	13,110
Equity and Liabilities (A+B+C)	36,016	44,428	59,310



# Additional data points

Particulars	Q1-FY20	Q2-FY20	Q3-FY20	Q4-FY20	Q1-FY21	Q2-FY21
Equity market ADTO <sup>1</sup> (bn)	279	273	308	338	454	470
Derivative market ADTO <sup>4</sup> (bn)	8,389	9,403	9,362	10,265	9,183	12,145
Total market ADTO (bn)	8,668	9,676	9,670	10,603	9,637	12,615
ISEC total ADTO (bn)	641	711	846	851	867	1,118
ISEC Blended market share (%)	7.4%	7.3%	8.7%	8.0%	9.0%	8.9%
ISEC Blended Equity market share (%)	8.1%	8.7%	8.9%	9.1%	10.7%	11.1%
ISEC Blended Derivative market share (%)	7.4%	7.3%	8.7%	8.0%	8.9%	8.8%
Mutual fund average AUM (bn)	368	358	375	345	318	352
Mutual fund average Equity AUM (bn)	274	263	279	254	236	262
Life Insurance Premium (mn)	1,483	1,982	1,865	2,653	1,231	1,729



<sup>1.</sup> Excludes proprietary volumes, source: NSE, BSE, AMFI