

ICICI Prudential

14 April 2026

Operator: Ladies and gentlemen, good day and welcome to the ICICI Prudential Life Insurance Company Limited FY26 earnings conference call. As a reminder, all participant lines will remain in the listen-only mode and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during the conference call, please signal an operator by pressing star then zero on your touch-tone phone. I now hand the conference over to Mr. Anoop Bagchi, MD and CEO of ICICI Prudential Life Insurance Company Limited. Thank you and over to you, Sir.

Management: Thank you. Good afternoon, and welcome to the results call of ICICI Prudential Life Insurance Company for the year ended March 31, 2026. I have several of my senior colleagues with me on this call: Amit Palta, Chief Product and Distribution Officer; Dhiren Salian, CFO; Abhijeet, Chief Service Delivery; Manish, Chief Investment Officer; Souvik, Appointed Actuary; and Dheeraj, Chief Investor Relations Officer.

We are also joined today by Amish Banker. Amish started his career in branch operations and has a deep understanding of the customer lifecycle and organization processes and systems. He is currently the Chief Operations Officer and will be taking over as Chief Distribution Officer from Amit Palta. Amit, as you would have noted in the exchange update, is moving on from the company having spent more than two decades in the ICICI group. We wish him all the very best for his future endeavors.

Let me start with some key updates. On the regulatory front, we welcome the transition to Ind AS, which will align our financial reporting with global standards. This shift enhances transparency and market comparability, ensuring that our financial statements reflect an improved picture of value appreciation. On the economic front in FY26, the Indian economy displayed resilience while navigating external turbulence due to freight tariffs and geopolitical conflicts. This stability was anchored by direct tax relief, GST reforms, and the RBI's supportive monetary policy stance aimed at stimulating domestic consumption.

As a company, we also exhibited agility and resilience, achieving a VNB of 26.29 billion with VNB growth of 10.9% in FY26, and worked to deliver long-term value to our shareholders. Our VNB margin stood at 24.7% as compared to 22.8% in FY25. PAT grew strongly by 34.6% year-over-year to 16 billion. Life insurance products, particularly the retail protection segment, received a significant boost, partly aided by the GST reform effective September 2025. The retail sum assured growth for the industry was higher by 2.5 times in the post-reform period as compared to the pre-reform period.

In the current year, our retail new business sum assured reached 4.5 trillion, led by 30.9% year-on-year growth in retail protection in H2 FY26, demonstrating our dominant position in this segment. In the savings category, despite the external volatility of FY26, APE remained steady and similar to the previous year. New business premium registered a year-on-year growth of approximately 10% to 248.10 billion in FY26.

Our business growth has also been delivered on a foundation of risk and prudence and is exhibited in our resilient balance sheet. In FY26, we maintained an industry-leading claim settlement ratio of

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99.3% with an average turnaround time of 1.1 days. Our early claims ratio stood at 22%, best-in-class in the industry, highlighting our focus on quality business sourced over the years. Our 13-month persistency stood at 84.5%.

Our solvency ratio stood at 227.3%, well-capitalized and much ahead of the regulatory requirement of 150%. We continue to maintain our track record of not having a single non-performing asset in our investment portfolio since the inception of our company. We remain committed to delivering superior value to our customers by leveraging economies of scale and aligning our cost structure closely with our evolving product mix. Notably, technology and digital solutions have enabled us to increase efficiency, resulting in a reduction of 40 basis points to 12.1% in our savings cost-to-premium ratio during FY26.

Our AUM stood at 3.14 trillion and a total in-force sum assured grew by 16.9% year-on-year to 46.11 trillion at March 31, 2026. In the same year, our embedded value grew by 10.5% year-on-year to reach 529.89 billion. To summarize, this year as we celebrate 25 years of service to our customers, we would like to reaffirm our commitment to deliver sustainable VNB growth by balancing business growth, profitability, and risk prudence. Towards this, we believe all the necessary levers continue to be available with us. Thank you, and I will now hand it over to Amit to take you through the business updates.

Management: Thank you, Anoop. Good afternoon everyone. As Anoop mentioned, the past year was defined by a changing macroeconomic landscape shaped by both global and domestic shifts. Additionally, we also had a relatively high base last year, particularly in H1. From Q3 onwards, the growth momentum returned with retail APE growth of 10% year-on-year. This positive trajectory sustained throughout Q4 until renewed geopolitical disruptions emerged in March 2026. Despite these disruptions, we managed to deliver growth in Q4 with APE registering 9.54% year-on-year growth. On a full-year basis, APE grew by 2.2% year-on-year to 106.41 billion.

Coming to product-wise performance: our core focus area, retail protection, grew by 60.5% year-on-year in Q4, resulting in a full-year growth of 32.3%. With an estimated 13% of the addressable population currently being covered through retail protection, we believe this segment offers a multi-decadal growth opportunity. Group protection, which includes credit life and group term business, grew by 7.1% year-on-year in FY26. Within that, group term business grew by 14.6% year-on-year and credit life business grew by 1.8% year-on-year. The MFI segment, which witnessed challenges at the start of the year, has seen recovery from Q3 onwards.

Linked business APE grew by 1.6% year-on-year in FY26, impacted by volatile equity markets. The two-year CAGR for linked business APE stood at 14.2%. We continue to focus on increasing the contribution from high sum assured units in this segment. Such products are less impacted by market volatility, thereby providing stability to the linked category to a large extent. The non-linked APE grew at 15.4% year-on-year for the first nine months. Last year in Q4, we launched a new product in this segment which had a very good response. This year in Q4, as business from that product normalized, non-linked business has declined year-on-year. On a full-year basis, the business and contribution from non-linked savings business is at a similar level to last year.

Annuity business two-year CAGR stood at approximately 20%. This business has stabilized at around 7% of our retail mix. Group funds business grew by 26% year-on-year.

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Let me talk about channel-wise performance. Agency channel APE stood at 26.86 billion and direct channel APE stood at 14.30 billion in FY26. Together, these channels contributed 47.4% to overall retail APE. These channels have declined this year primarily due to the high base of linked and annuity businesses in the previous year. In the agency channel, the trajectory has shown consistent sequential improvement throughout this year. As a strategic priority, we have been investing in the channel from a long-term perspective. Our roadmap centers on a micro-market led branch strategy and using technology and analytics as a productivity lever. By equipping agents with tools and analytics to automate administrative tasks, they can pivot their focus towards high-value, revenue-generating activities.

In the direct channel, the focus will be to deepen NRI segments through GIFT City and scale up the online channel through differentiated offerings. The bancassurance channel grew by 3.6% year-on-year and contributed 29.8% to total APE. The partnership distribution channel grew by 23.4% year-on-year and contributed 13.2% to the APE mix in FY26. In the bancassurance and partnership distribution channel, our focus continues to be on adding new partnerships and improving the share of shelf in each partnership. Group business grew by 14.5% year-on-year and contributed 18.3% to the overall APE mix in FY26.

Today, we have the strength of 2.42 lakh advisors, 53 bank partnerships with access to more than 26,400 bank branches, and 1,500 plus non-bank partnerships. To summarize, our primary focus will be to drive business growth through a micro-market strategy in proprietary channels. By deepening our distribution, we shall gain access to a wider range of customer profiles, which enhances our ability to seamlessly shift between product segments as per the macro environment. We believe this will help us keep our product and channel mix balanced and deliver sustainable growth irrespective of the market environment over the long term. I will now hand it over to Dhiren to talk you through the financial update.

Management: Thank you, Amit. Good afternoon everyone. Let me start with efficiency-related aspects. We have undertaken various cost optimization initiatives in the past two years to align our cost structure with our prevailing product mix. One of them being the use of AI and machine learning, which is being embedded across the entire customer journey. That is driving targeted demand generation, automated underwriting, improved renewal retention, enhanced customer service, and effective claims investigation. Upsell programs and digital lead conversion, both supported by machine learning models, continue to contribute to growth, while advanced fraud detection and early claims identification help mitigate risk and improve profitability.

We have also deployed AI-led face matching between KYC documents and customer images to reduce fraud risk. Generative AI-based categorization of incoming customer emails has significantly improved turnaround times, and AI-driven medical summarization is enabling faster and more efficient underwriting decisions. As can be seen on slide 12, various productivity enhancements have helped in reducing cost-to-premium ratios for our savings line of business by 40 basis points to 12.1% in FY26. This cost reduction is after accounting for the unavailability of input tax credit effective September 22, 2025. Our total cost-to-premium ratios for FY26 stood at 18.2% and remained stable at the previous year's level.

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The company's profit after tax grew by 34.6% year-on-year to 16 billion in FY26, primarily driven by higher investment income from shareholder funds. This includes a gain of 1.14 billion realized from the sale of 100% equity shareholding in ICICI Pension Fund Management Company, which was erstwhile called ICICI Prudential Pension Funds Management Company Limited. Excluding this sale transaction, PAT grew by 25% year-on-year in FY26. Our solvency ratio continues to be strong at 227.3%. Assets under management stood at 3.13 trillion as of March 31, 2026.

Value of new business grew by 10.9% year-on-year to 26.29 billion. Our focus is on growing the absolute VNB, which we have been able to achieve through improvement in product mix and operational efficiencies even after accounting for the unavailability of input tax credit. VNB margin expanded by 190 basis points year-on-year to 24.7% in the current year. Margin expansion has been led by improvements in the new business profile and economic assumption changes. The protection mix for the year has increased by 2.2% year-on-year to 17.9%. Additionally, we have been working towards improving the profitability of each line of business through longer 10-year policies, higher sum assured multiples, and increasing rider attachment. The policy term on the savings line of business has increased from 26 years in FY25 to 29 years in FY26. Retail sum assured has grown by 35% year-on-year in the current year. The expansion was offset by operating assumption changes, primarily due to the unavailability of input tax rates on individual businesses and some updates to persistency.

As shown on slide 16, our embedded value grew by 10.5% year-on-year to 529.89 billion at March 31, 2026. Our embedded value operating profit stood at 57.02 billion in FY26. The breakup is as follows: unwind contribution for FY26 is 7.4% of the opening EV. VNB of 26.29 billion is 5.5% of the opening EV. Unwind and VNB together constitute 12.9% of the opening EV. Operating assumption change is a negative 0.5% of the opening EV, primarily on account of the unavailability of input tax credit and some updates to persistency.

Both mortality and expense variance are positive for the year and broadly in line with our expectations. Persistency variance is a negative 2.64 billion, which is largely on account of the 100% premium back annuity products where the persistency experience fell short of long-term assumptions. As you realize, it was an industry-first product and coincided with regulatory discussions aimed at increasing surrender values for traditional savings products during the year. Given the market volatility and tight liquidity scenarios where market returns were negative, we believe that customers used the amount for withdrawals in times of need. While we ensured that economic benefit was safeguarded from our company's perspective, the future earnings were impacted due to the withdrawals. Consequently, the ROEV for FY26 stands at 11.9%. The total economic and investment variance is negative 7.78 billion due to a shift in the yield curve and equity market movements. Our VNB and EV have been reviewed independently by Milliman Advisors LLP and their opinion is available in the results pack submitted to the exchanges. This concludes the financial performance. I will now hand it over to Jyoti to talk you through the ESG updates.

Management: Thank you, Dhiren. I will be sharing the salient aspects of our ESG journey. We continued to retain the highest ranking in the Indian life insurance industry as per leading global and Indian ESG rating agencies. We are also delighted to share that during Q4 FY26, we received the Platinum award for the ESG report for 2025 at the Vision Awards. We were also recognized among

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India's top 60 most sustainable companies by Business World.

On the environment front, we continue to look at ways to reduce our carbon footprint by adopting green energy across various branches across India. Apart from the LEED Platinum certificate, we have also obtained the IGBC Platinum green building certification for four other branches.

Regarding responsible investing, we are a signatory to the UN Principles for Responsible Investment. On the diversity front, our gender diversity is now at 30%. As far as communities are concerned, our goal has been to increase financial inclusion. We have covered 53.8 million lives as of March 31, 2026. This year, we settled more than 3 lakh retail and group claims with an overall claim settlement ratio of 99.8%. On the CSR front, through ICICI Foundation, we have established skilling labs at four locations while in the area of healthcare, we supported the Indian Cancer Society to conduct surgeries for more than 90 patients.

Regarding governance, our board has a majority of independent directors. I would like to reaffirm our commitment again to create a culture that embraces sustainability. Thank you very much, and we are now happy to take any questions that you may have.

Operator: Thank you very much. We will now begin the question-and-answer session. Anyone who wishes to ask a question may press star and one on their touch-tone telephone. If you wish to remove yourself from the question queue, you may press star and two. Participants are requested to use handsets while asking a question. Ladies and gentlemen, we will wait for a moment while the question queue assembles. We will take our first question from the line of Swarnab Mukherjee from BNT Securities. Please go ahead.

Swarnab Mukherjee – BNT Securities: Good afternoon and congratulations on a good set of numbers. I have three questions. First, regarding growth, how should we think about the upcoming year given how growth has trended this year? This year provides a favorable base, so could you outline your strategy for FY27? Second, you highlighted the launch of a par product and that it could have led to slower growth in the non-linked channel; what are your thoughts on the non-par category now, and could you provide the mix for par and non-par for the quarter? Finally, on the VNB margin side, have all the persistency-led changes you are experiencing been taken into the assumptions? Can something incremental come from the surrender value regulation, and how should we think about the baseline VNB margin?

Management: Hi Swarnab, this is Dhiren here. Regarding growth for the next financial year, it is a volatile time, and you would have seen how markets behaved in the last month of the financial year. It will be a bit of a wait-and-watch. We do have a good base, but it depends on how things shape up in the environment. It is a little early to commit to specific numbers, but our approach remains granular. We will continue to understand customer segments and work with distribution channels to deliver the right proportion for customers and shareholders.

Second, the split between par and non-par for the year is roughly a 2:1 ratio. It has broadly been in that range. Regarding your third question on persistency, our process is to evaluate what is temporary and what is permanent. Whatever is known at this point, we will incorporate into our assumption setting. If experiences are temporary or pertain to specific portfolios, we allow those to go through the variance. At this point, we have factored what we know on persistency, mortality, and expenses into our margins. This becomes the baseline for us going forward.

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Swarnab Mukherjee – BNT Securities: Very helpful. A couple of follow-ups. On growth, this year's performance was heavily lifted by partnerships. How should we think about other channels? Agency this year has been tepid; how do you plan to activate that? I understand bancassurance with ICICI Bank might be steady, but I wanted to query the agency channel specifically. Also, on the persistency part, are you seeing any delta apart from the annuity product due to surrender value regulations?

Management: On the early experience of surrender value products, we are not seeing anything too different, but it is a little early to call as we only have five to six months of experience. Regarding growth, agency has not had a great year, so it forms a fairly good base for the coming year. We will continue to work at it granularly and target micro-segments.

Swarnab Mukherjee – BNT Securities: All right, thank you. All the best for FY27.

Operator: Thank you. Next question is from the line of Supratim Dutta from Jefferies. Please go ahead.

Supratim Dutta – Jefferies: Thanks for the opportunity. I have three questions. Starting with growth, how has customer behavior changed with respect to products since the start of the Middle East conflict? Are you seeing increased demand for non-par policies, and how was ULIP demand in late March and early April? Also, in March, despite the lower base, the agency channel declined; trying to understand what is happening there. Second, on the margin bit, despite a rise in group funds in Q4, you witnessed a sequential rise in margins. Is this a function of higher yields in non-par products and protection, or is there another driver? Lastly, with Ind AS rolling out from April 1, would you be sharing Ind AS accounts from next quarter, and how does this change your capital position?

Management: Let me cover Ind AS first. We are technically live, but as approved by the board, we will be seeking a transition period. Some decisions around inputs for computing the CSM still await clarity from the joint expert group. Also, it is a short time to transition given we are typically live with our results within the first 15 days of the quarter. Regarding capital position, the regulator still wants us to use the previous solvency formulas until RBC is implemented, so we continue with our current solvency basis, which is strong at 227%.

On your second question, margin support has largely come from the growth in protection, which was quite strong in the current quarter, in addition to improvements in profitability across all other savings lines. Regarding trends, it is too early to call, but clearly, the conflict in West Asia impacted new business sales in the month of March.

Supratim Dutta – Jefferies: Has the slowdown been more on ULIP, or across the board?

Management: It has been across the board, except for protection.

Supratim Dutta – Jefferies: Got it, thank you.

Operator: Thank you. Next question is from the line of Shreya Shivani from Nomura. Please go ahead.

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Shreya Shivani – Nomura: Good afternoon and congratulations on a good set of numbers. I have two questions on the EV walk. First, regarding the operating assumption changes, is it only the persistency assumption, or have you made changes to mortality or expenses as well? Second, the ROEV is at 11.9% now. Even assuming zero value for operating assumption changes and persistency variance, it would only be around 12.9%. What is our steady-state ROEV, as we are already below the cost of equity in FY26?

Management: Regarding the operating assumption changes in EV, as mentioned in my opening remarks, it is primarily on account of the unavailability of input tax credit and some updates to persistency. That has been the larger component.

Management: We should technically still be live this year and if we get the transition approvals, we will go live next year. Regarding returns on earnings, it will become much easier to see when you look at the Ind AS numbers. The ROEV will have less significance going forward. Most commentators and analysts will end up looking at ROE because it is comparable across the market.

Shreya Shivani – Nomura: So with Ind AS, we will probably not be looking at ROEV going ahead? Does IFRS or risk-based solvency change this metric?

Management: Risk-based solvency only determines your capital position. It does not change the EV walk here.

Operator: Thank you. We'll take our next question from the line of Praesh Jain from Motilal Oswal. Please go ahead.

Praesh Jain – Motilal Oswal: A couple of questions. First, in protection, premium growth exceeds sum assured growth; should we read that as more Return of Premium products coming in? Second, on the structural trend of EV, we have seen negative mortality variance in FY24, assumption changes in FY25, and now persistency impacts in FY26. This has been consistently negative over the past three fiscals. Have you now tested the EV to the extent that assumptions are more conservative and we could see positive variances going forward?

Management: Regarding protection, retail protection growth has been higher at about 60%. The retail new business sum assured consists of both protection and savings. Savings products in India typically provide 10x cover, which adds to the sum assured.

On EV assumptions, we run a diversified portfolio. Our approach is to understand if differences between assumptions and results are temporary or permanent. As we group businesses into cohorts, we identify if they look alike or need to be separated. As these cohorts gain size, you start to see assumption changes. If we had a homogeneous portfolio, you would not see assumption changes, but given the diversity, we must segregate cohorts as they gain significance. Overall, these changes are marginal. The business ensures underlying assumptions are reflective of what we see today.

Praesh Jain – Motilal Oswal: And on economic assumption changes, could you split that between equity and debt?

Management: It is almost all debt.

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Praesh Jain – Motilal Oswal: Thank you.

Operator: Thank you. Next question is from the line of Madhukar Ladha from J.P. Morgan. Please go ahead.

Madhukar Ladha – J.P. Morgan: Good afternoon. At the beginning of last year, you were targeting retail APE growth at par with private life insurance, but you have underperformed. For FY27 and onwards, what is your target and how will you achieve it? Second, regarding persistency, we are seeing a decline for the 61st and 25th months. What is happening there? Third, with bond yields going up, what will enable more non-par sales? Finally, can you split economic variance between debt and equity?

Management: The economic variance is largely debt. On growth, the two-year CAGR is in the 7–8% range. While not fully in line with the market, we are working at a granular level. The market two-year growth is in the 10–11% range, so while we have work to do, we are not too far off. Focus is on growing VNB sustainably. Regarding 61st-month persistency, this was due to a regulatory definition change. The 25th month is a newer phenomenon and we see some spillover from the 13th month.

Regarding growth in non-par, our products are compared to bank FD rates. In the current environment where FD rates are steep, products priced off the government security (G-Sec) look less attractive relative to the longer-term G-Sec yields. When there is a dichotomy between deposit rates and non-par pricing, customers can swing between the two.

Operator: Thank you. Next question is from the line of Umang Shah from Banyan Tree Advisors. Please go ahead.

Umang Shah – Banyan Tree Advisors: In FY24, you provided a VNB breakdown among various segments. Can you provide that for FY26 and FY25? Second, is the persistency decline in the 13-month cohort driven by the annuity product or across segments? Finally, when persistency is worse than expected, does it benefit or negatively impact VNB?

Management: We are aligning with the market on the VNB breakdown front. Regarding persistency, a large part of the decline was driven by annuity, though some smaller product-channel cohorts did not perform on par. Persistency that is worse than expected does not benefit the company. We evaluate assumptions at year-end; those we deem permanent lead to an assumption change, while temporary ones run through the variance.

Operator: Thank you. Next question is from the line of Vinod Rajamani from Nirmal Bang. Please go ahead.

Vinod Rajamani – Nirmal Bang: Regarding negotiations with distributors on commissions, are they mostly done? Should we expect agency or other channels to do better in FY27?

Management: Conversations with distribution partners are always ongoing. We offer remuneration that is appropriate and in line with product pricing and shareholder interests. It is a continuous exercise as we bring out new products. Agreements have been reached with our distribution, which is reflected in the 24.7% margin.

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Operator: Thank you. Next question is from the line of Sanket Godha from Avendus Spark. Please go ahead.

Sanket Godha – Avendus Spark: Can we attribute the uptick in margin in Q4 to the favorable yield curve in March? Similarly, in the 250 basis points addition to VNB margin, is that largely curve benefit?

Management: When you look at yield curves in the perspective of non-par and protection, one has to look at pricing versus the yield curve. As yield curves move, and considering the impact of GST pricing, if we received a benefit from yield curves, we did not change the IRR for the end consumer.

Sanket Godha – Avendus Spark: So, the IRR to the end consumer did not change despite the benefit, and that negated the GST impact?

Management: repricing we have done sits as part of the new business profile, while yield curve changes are part of the economic assumption changes. We have been working hard at cost efficiencies. Some of that was negated by the GST impact. Normally, we should have changed pricing, but the improving yield curve allowed us to hold prices. There have been very marginal price changes in certain cohorts, but not on mass.

Sanket Godha – Avendus Spark: Given growth is soft, will you pass some benefit to consumers to fill growth? And will you go back to deferred annuity now that bond yields are higher?

Management: If the yield curve moves downwards, I will reprice. We do have regular-pay annuities and we continue to sell those. While sales have leaned toward single-pay, we are building the regular-pay business as well.

Sanket Godha – Avendus Spark: Regarding GST on protection, has the industry started repricing individual protection, or are we still on the old pricing? Also, the 60% growth in retail protection in Q4—is it safe to say demand is back to normal after the initial GST impact?

Management: We are working granularly to ensure protection growth continues. By and large, the industry has not taken mass step changes in pricing. Some players took minor increases of 1–3%. We have stayed away from mass changes and worked on specific cohorts. This has helped us manage the transition and deliver 60% growth.

Sanket Godha – Avendus Spark: Finally, looking at persistency, the non-linked part fell from 86.8% to 76.2%. Is that predominantly due to the zero-surrender deferred annuity plan?

Management: Yes, that drop is due to that annuity plan.

Operator: Thank you. Next question is from the line of Nidesh Jain from Investec. Please go ahead.

Nidesh Jain – Investec: Can you explain the change in the methodology for EV split between the value of in-force (VIF) and net worth?

Management: You can refer to slide 63. Shareholder share of the MTM on assets and derivatives in the policyholder fund has been reclassified from net worth to VIF. This has absolutely no impact on the EV and is just a reclassification for comparability with how the market looks at it.

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Nidesh Jain – Investec: Regarding the agency business, it declined last year and declined again this year. What is happening there, and how are you planning to deliver growth in FY27?

Management: It is largely due to the higher base of annuity in the previous year. In the shorter term, it has been a challenge, but we are looking at micro-market led branch strategies and using technology and analytics as productivity levers. We will continue to work at improving these segments gradually.

Nidesh Jain – Investec: Since the yield curve is favorable, why not offer better IRRs to customers to deliver better APE growth and compete with FDs?

Management: Insurance products in India are disciplined and work off the G-Sec yields. Bank deposits do not follow G-Sec thresholds. When deposits are priced extremely well relative to non-par products built for the long term, customers can swing. Cutting margins to deliver growth on non-par might not be accurate for shareholders. We focus on absolute VNB rather than pushing a particular product for growth.

Operator: Thank you. Next question is from the line of Analyst – Strategic Advisor. Please go ahead.

Management: Areas where it is not adding value but giving top-line results are always pockets for optimization. There are distributions where larger payouts do not give commensurate margins. That is a constant area of optimization. On the protection side, we have to refocus on risk and underwriting to ensure pricing is better. I don't think cost optimization is coming in the way of growth; we just have to go more granular. While our two-year CAGR is slightly behind, focus remains on absolute VNB. APE is an important lever, but there are other levers to flex to make the business model robust.

Analyst – Strategic Advisor: And regarding the agency channel, how do you plan to revive it?

Management: Agency has had large base effects. Over a few years, the CAGR is 12–13%. As the base effect normalizes and our micro-market strategy takes hold, it should come back.

Operator: Thank you. Next question is from the line of Ritika Radua from Bandhan AMC. Please go ahead.

Ritika Radua – Bandhan AMC: Could you explain the reclassification on the EV side again and your initial thoughts on KPIs in an IFRS world?

Management: On Ind AS, current year will be on the existing I-GAAP. Ind AS will form financial information as subsidiary or alternative financials. We will wait for that to settle as we recreate the opening balance sheet. The EV reclassification is just for alignment with the market. It is the mark-to-market on the assets and derivatives of the policyholder funds that has been reclassified.

Operator: Thank you. Next question is from the line of Deepanjan Ghosh from Citi. Please go ahead.

Deepanjan Ghosh – Citi: Regarding persistency and the back book, you mentioned that barring the annuity product, there are other products and cohorts driving challenges. Can you give color on those? Second, on the banking channel, you mentioned increasing counter share. Excluding ICICI

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Bank, can you provide movement in counter share over the last few years? Finally, on ULIP margins, how much headroom is there to scale up further?

Management: There are always products doing better or worse than expected. There are certain channel cohorts where the persistency is not in line, and we will continue to watch those to improve them. As we continuously look at distribution, if certain cohorts are not adding value, we look to step away if we cannot fix them. We have seen a positive trend in increasing market share in most of our banking partnerships.

On ULIP margins, we have improved them by adding higher sum assured and elongating terms. We view linked products as very transparent. Adding sufficient protection makes them more meaningful and differentiates them from mutual fund products. We will continue uncovering newer segments to expand this. Regarding the unwind breakup, we are just aligning with market presentation and not breaking it up at this point.

Deepanjan Ghosh – Citi: So the work on persistency in these cohorts will be incremental throughout the year?

Management: That is right. It is a continuous exercise. If segments are not up to par, we try to fix the sales process or the proposition. If it does not work, we stop selling.

Operator: Thank you. Next question is from the line of Nishant Sawate from Kotak. Please go ahead.

Nishant Sawate – Kotak: On the retail protection side, we have seen tailwinds from the GST reform. How long can this continue?

Management: We have innovated and created new propositions, but the biggest tailwind has been the GST reform. This is felt most in retail protection because the 18% cost reduction is passed to the customer. This benefit is available for both new and existing customers paying renewals. It has created positive word-of-mouth. Industry retail growth was 2.5 times higher post-reform than pre-reform through this financial year. Everyone has latched onto this, and it has been a success.

Nishant Sawate – Kotak: I believe Prudential is setting up a health business. Are there partnerships between you and Prudential, or is it completely separate?

Management: That is a separate company.

Nishant Sawate – Kotak: If Prudential wants to move from health to life, would they need an NOC from you?

Management: These are shareholder matters. We should restrict the conversation to financial results.

Nishant Sawate – Kotak: Thank you very much.

Operator: Thank you. Ladies and gentlemen, that was the last question for today. I would now like to hand the conference back to Mr. Anoop Bagchi, MD and CEO, for closing comments. Over to you, sir.

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ICICI Prudential

14 April 2026

Management: Thank you very much, everyone. Have a good day.

Operator: Thank you. On behalf of ICICI Prudential Life Insurance Company Limited, that concludes this conference. Thank you for joining us and you may now disconnect your lines.

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