

### A Strengthening Franchise

ICICI bank's annual report highlights strengthening of digital capabilities and cross functional collaboration, reiterating management's long-term strategic focus of growing in a risk calibrated and granular manner.

Other key takeaways include: decline in share of unsecured loans despite a high growth in PL/CC book, reduced concentration in deposits and advances, rise in core PPOP/assets, and improving cost efficiencies. Corporate segment turned profitable in FY20 after making loss over the four years, led by decline in provisions. Provisions in the retail segment saw a sharp rise. Rise in contingent liabilities during FY20 mainly pertain to increased derivative transactions led by market making activities, with limited credit risk. In the international book, the Bank aims to progressively exit exposures that are not linked to India in a planned manner. NPAs particularly increased in the CRE, trade and CV portfolios in FY20.

We continue to like the Bank for its increased conservatism, strong liability profile, and market leading subsidiaries. The onset of COVID will however delay ROE normalization. **We maintain our BUY recommendation on the stock with an unrevised SOTP-based Target Price of Rs470, valuing the standalone bank at 1.7x FY22E book, which including the value of subsidiaries implies 2.4x of FY22 P/ABV.**

### Core Metrics Improving

ICICI Bank posted healthy growth in core operating profit (28% YoY), coupled with a robust deposit franchise and a strong balance sheet. Despite rise in branches and associated increase in employee costs (21% YoY) during FY20, opex/assets and CI ratios improved during the year led by higher topline (26% YoY) and increased digital penetration. Technological integration with subsidiaries also aided earnings by lowering customer acquisition cost.

### Strong Liability Franchise a Differentiator

Even as year-end CASA ratio declined in FY20 (~450 bps to 45%), decline in avg CASA balances was lower (~200 bps to 43%). Lower share of high-cost borrowings also aided CoF, which were amongst the lowest in industry. CASA/total funds (deposits & borrowings) at 38% remains amongst the best in industry. Improving CoF, change in loan mix in favour of retail, and decline in GNPA's were all positive for NIM in FY20, which improved by ~30 bps YoY.

### Strengthening portfolio quality

The Bank continued to improve the portfolio mix by lending to higher rated well established corporates and reduce concentration risk. In the last few years, the Bank has refined and strengthened its framework for managing concentration risk. Retail loans as a proportion of total loans increased to 63.2% at Mar-20 against 60% a year ago. Use of analytics for portfolio monitoring and identification of early warning signals enhanced quality of existing portfolio. Despite few surprises from the corporate portfolio, fresh slippages were contained at 2.4%. While the onset of COVID-19 could delay normalization of corporate stress pool, we do expect the bank to fare better than other corporate lenders on this front, as seen in FY20.

CMP	Rs 382
Target / Upside	Rs 470 / 23%
BSE Sensex	38,154
NSE Nifty	11,216

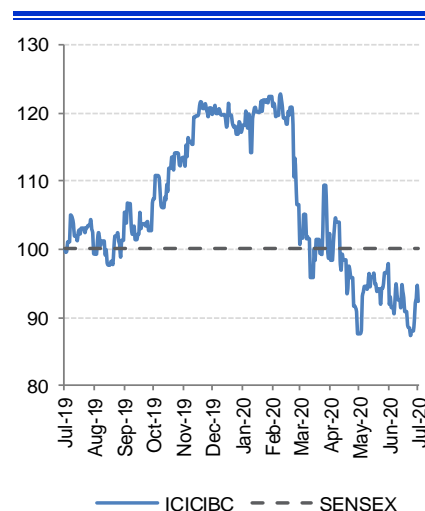
### Scrip Details

Equity / FV	Rs 12,948mn / Rs 2
Market Cap	Rs 2,472bn
	US\$ 33bn
52-week High/Low	Rs 552/Rs 268
Avg. Volume (no)	46,053,000
NSE Symbol	ICICIBANK
Bloomberg Code	ICICIBC IN

### Shareholding Pattern Mar'20(%)

Promoters	0.0
MF/Banks/FIs	45.0
FII's	44.0
Public / Others	11.0

### ICICI Bank Relative to Sensex



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### Subsidiaries show mixed trends

On a normalized basis, subsidiaries make up ~30% of consolidated bank's PAT. In FY20, subsidiaries reported mixed performance with profits of life insurance and broking subsidiaries impacted by weak capital markets. The AMC business delivered a strong performance led by market share gains, and lower tax rates. The general Insurance business continued to do well with well diversified product portfolio and high solvency ratio, though combined ratio witnessed some weakness. The HFC subsidiary reported a weak year with higher NPAs and elevated credit costs. Increased COVID related provisions impacted the performance of overseas subsidiaries. Dividends income from subsidiaries is likely to remain muted in FY21.

### Key Highlights from the AR:

**Wholesale book:** Bank has embarked on a strategy to serve Corporate Ecosystems comprehensively, wherein the corporate relationship manager services a corporate and its entire network of employees, dealers, vendors and all stakeholders with a complete suite of banking products. Apart from being a single-point solution provider, this approach also reduces customer acquisition cost. This approach is built on a digital foundation with data becoming increasingly the basis of product design and decisioning.

The Bank is also focused on deepening its relationships with well-rated Indian corporates in international markets and multinational companies present in international as well as domestic market, for maximising the India-linked trade, transaction banking and lending opportunities with strict limits on exposures including reduction in current exposure where required. In view of the Covid-19 pandemic, there will be an impact on revenues and an increase in rating downgrades in the portfolio and NPA formation at a systemic level and for the bank.

While new credit is extended in a granular manner to well-established and higher rated business groups, analytics was used for portfolio monitoring and identification of early warning signals in the existing book, aiding enhanced quality of existing portfolio. Another significant achievement on the digital front was the launch of an online application for credit assessment of mid-corporate clients.

**Overseas book:** The Bank aims to progressively exit exposures that are not linked to India in a planned manner. The Bank has repositioned its international franchise to focus on non-resident Indians (NRIs) for deposits, wealth, and remittances businesses.

**Retail:** Exploring the corporate ecosystem for opportunities in retail business was another key strategy to enable granular growth in business. During the year, the Bank revamped its home loan website offering an interactive customer experience and providing relevant content like calculator for checking loan eligibility, an e-book explaining the journey to purchase a home loan and a blog on the mortgage industry to enable customers to take informed decisions. At the heart of rural strategy, four main ecosystems were identified which included the agriculture value chain, rural corporates, the government, and the microfinance business.

**SME/ Business Banking:** The small and medium enterprises (SME) portfolio comprises exposures to companies with a turnover of up to Rs2.50 bn. The business banking portfolio comprises small business customers with an ATS of Rs10.0-15.0 million. The Bank's focus in these businesses is on parameterised and programme-based lending, which is granular and well-collateralised.

During the year, a new product, Flexi-credit, was introduced which allows to consolidate the cash flows of the borrower and co-borrowers and the collateral properties of the borrower and the co-borrowers for evaluating the credit eligibility of the borrower. The Bank has developed an integrated supply chain system that can be integrated with the corporate's Enterprise Resource Planning (ERP) for seamless collection from dealers and payment to vendors.

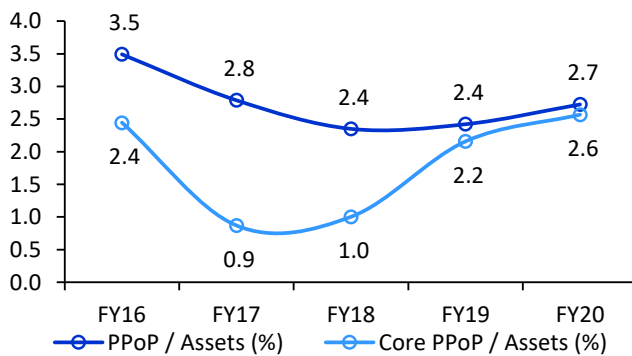
With a view to increase the risk adjusted operating profit from the portfolio and enhance the return on equity, reliance is also placed on harnessing opportunities across transaction banking, foreign exchange, and personal banking solutions with the SMEs.

**Strengthening Digital Capabilities:** Even under these demanding circumstances, we continue to invest in technology, and see an opportunity in enhancing digital journey. The bank has further strengthened data analytics and market intelligence capabilities for creating strategies to enable better targeting, channel, and product alignment. Over 88% of our savings account transactions were done digitally in fiscal 2020. Key digital offerings during the year:

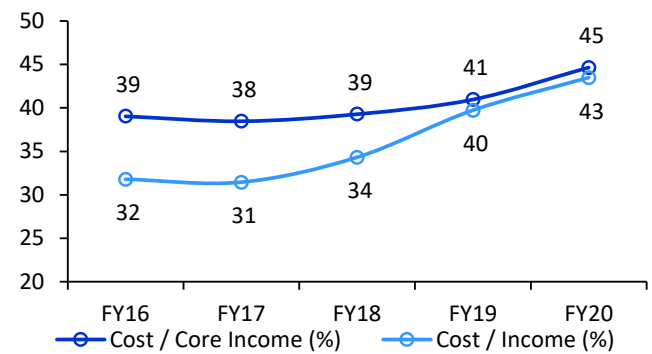
- **ICICISStack:** Launched in Mar-2020, 'ICICISStack' is a comprehensive digital banking platform offering services to a range of customers including retail, business banking, SME, and corporate customers. It offers all digital banking services from one single platform, offering nearly 500 services that covers almost all banking requirements of customers including digital account opening, loan solutions, payment solutions, investments, and insurance solutions.
- **API Banking Portal:** In Jan-20, the bank also launched India's largest and fully digital 'API Banking Portal' enabling partners to integrate solutions within a few days. The portal offers the largest array of instant APIs by any bank in one single place and allows business customers to seamlessly integrate with various payment and product solutions.
- **InstaBiz:** In Jun-19, the bank also launched 'InstaBIZ', India's first comprehensive digital banking platform for MSMEs, which enables them to undertake almost all banking transactions digitally.
- Introduced digital sourcing of loans across businesses, including instant issuance of paperless and ready-to-use credit cards digitally.

#### **Other Highlights**

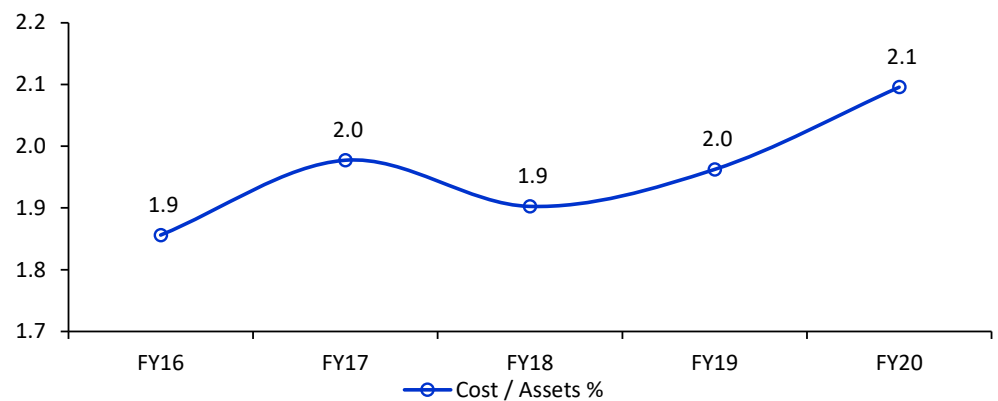
- Continue to target for credit costs at 25.0% of core operating profit which is about 1.2%-1.3% of average advances in a normal operating environment.
- During the year, there was sustained improvement in the Net Promoter Score (NPS), a key metric for measuring customer advocacy for on-boarding, branch, and digital channels.

**Exhibit 1: PPop/assets show a healthy improvement**


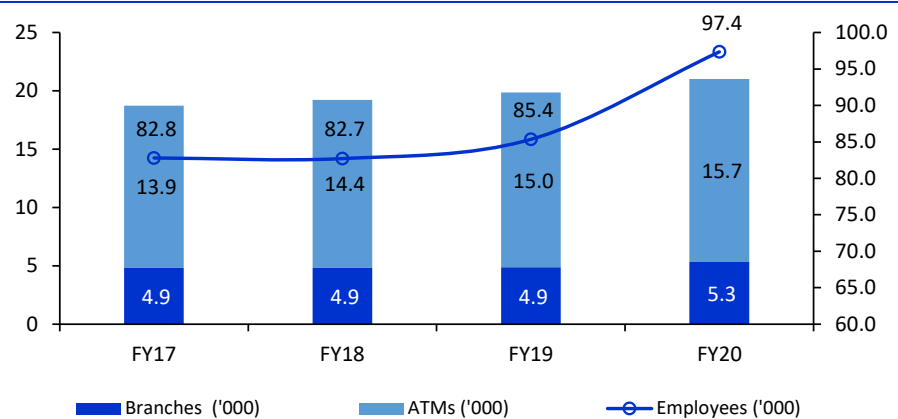
Source: Company, DART

**Exhibit 2: CI ratio also improved despite rising opex**


Source: Company, DART

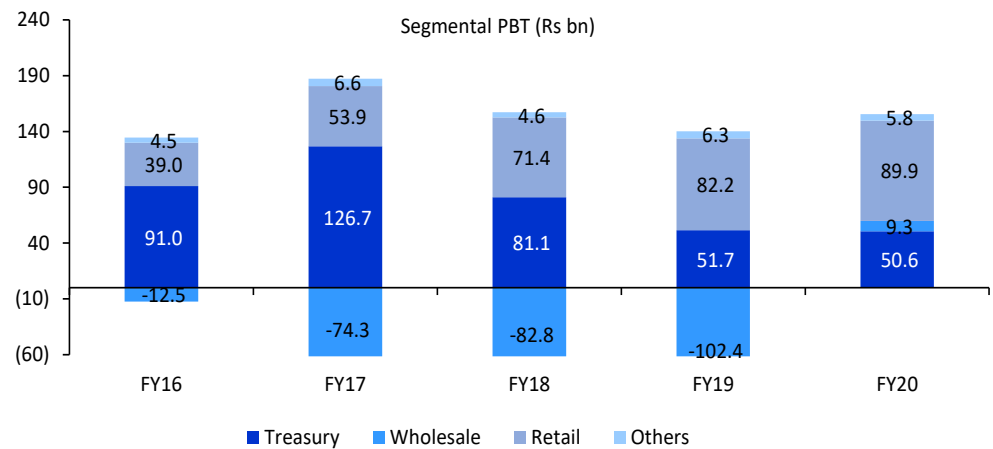
**Exhibit 3: Cost/assets increased as growth in balance sheet was lower**


Source: Company, DART

**Exhibit 4: Sharp rise in branch openings and employee hiring after a three year lull**


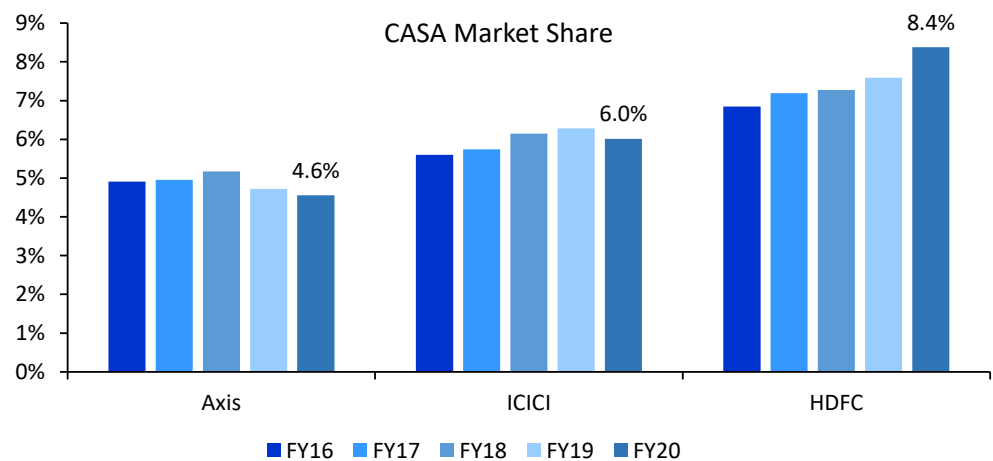
Source: Company, DART

**Exhibit 5: Corporate segment turned profitable in FY20**



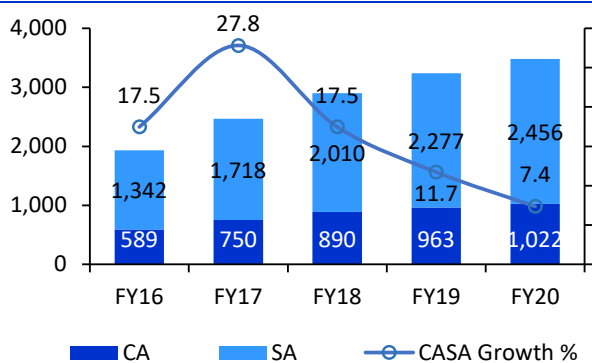
Source: Company, DART

**Exhibit 6: Some moderation in CASA market share for ICICI**



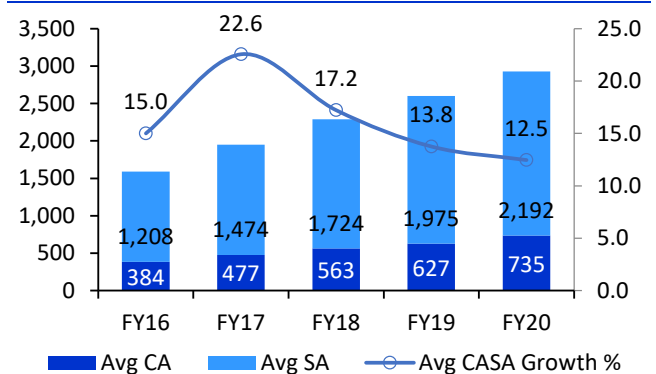
Source: Company, DART

**Exhibit 7: While year-end CASA growth was weak, resulting in loss of market share**



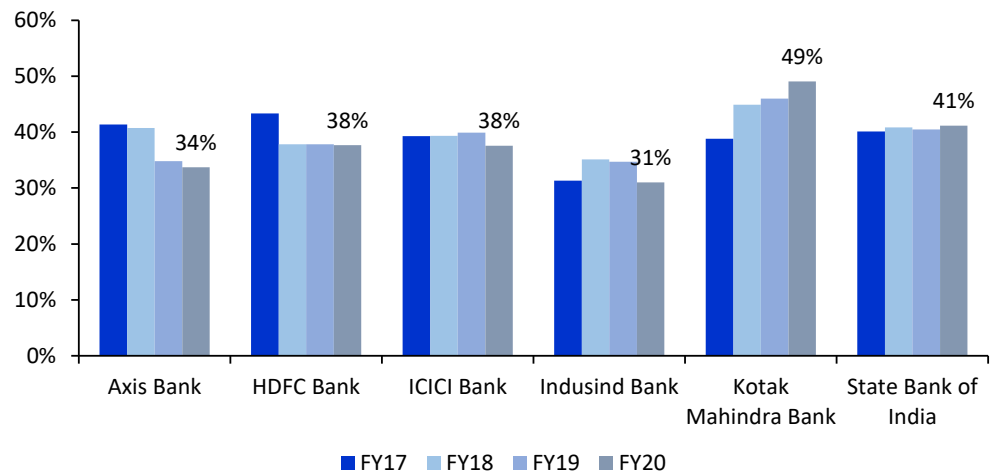
Source: Company, DART

**Exhibit 8: Growth in avg CASA balances was in line with industry**



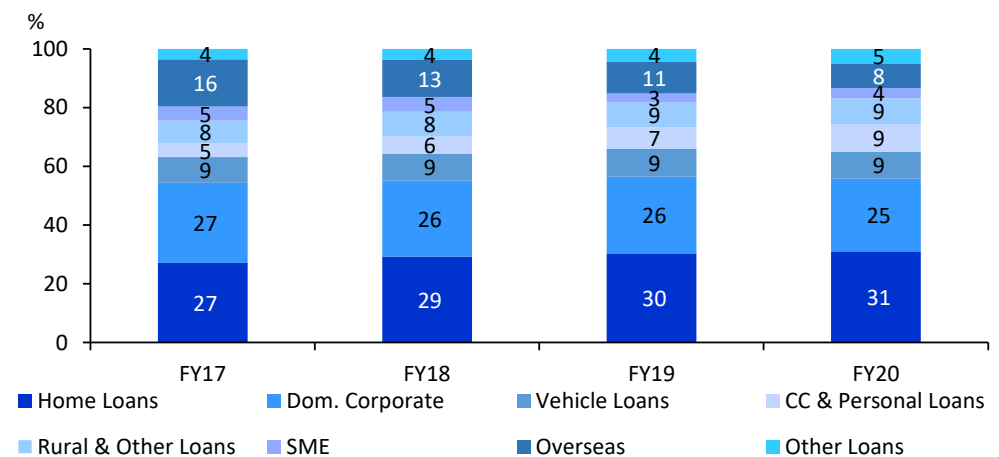
Source: Company, DART

**Exhibit 9: CASA/total funds (deposits + borrowings) at 38% remains amongst the best in industry**



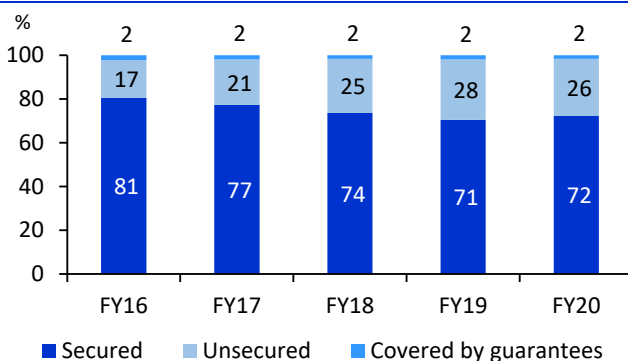
Source: Company, DART

**Exhibit 10: Retail share improved to 63% from 60% a year ago**



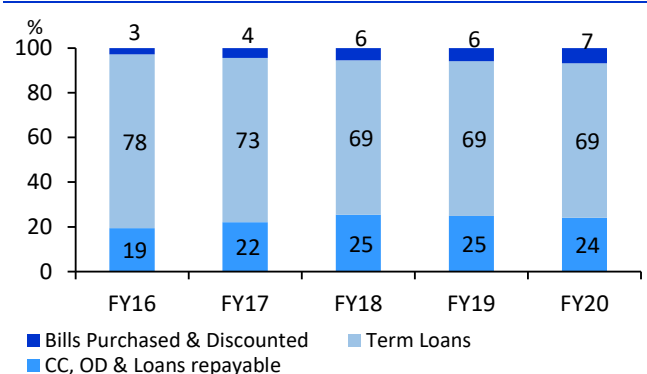
Source: Company, DART

**Exhibit 11: Despite rise in CC/PL loans, unsecured share in loans has come down**



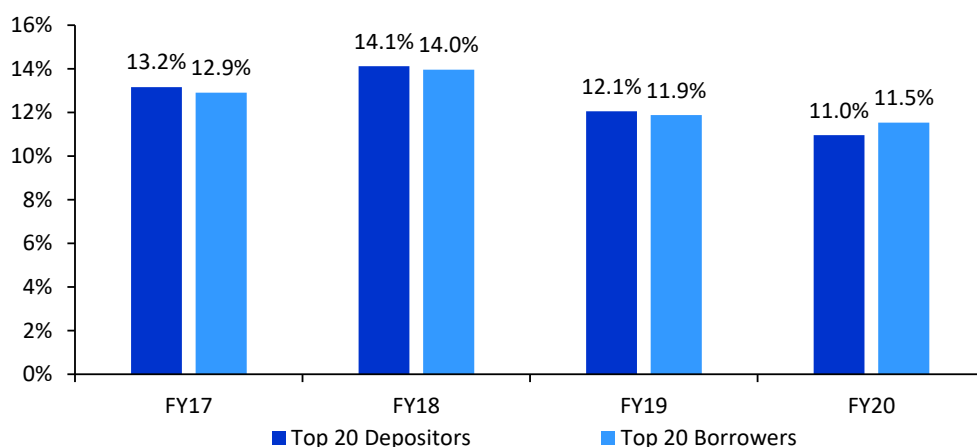
Source: Company, DART

**Exhibit 12: Share of TLs have declined in recent years**



Source: Company, DART

**Exhibit 13:** Concentration of Advances and Deposits has come down



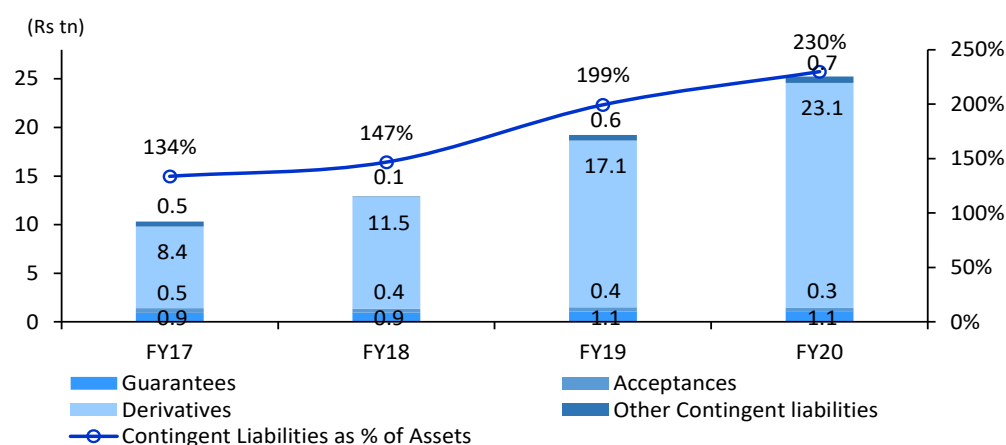
Source: Company, DART

**Exhibit 14:** With increase in PSL shortfall across sub-segments, RIDF investment could increase, impacting NIM

	Req	FY17	FY18	FY19	FY20
Overall	40%	37.90%	37.70%	41.50%	40.30%
Agri	18%	15.60%	14.80%	16.50%	15.60%
Small and Marginal farmer	8%	4.10%	4.30%	6.80%	6.00%
Weaker Section	10%	6.30%	6.20%	8.90%	8.30%
Micro enterprises	7.5%	6.90%	6.70%	7.90%	7.70%
RIDF investment (Rs mn)		241130	269250	292550	287570

Source: Company, DART

**Exhibit 15:** Rise in contingent liabilities mainly led by higher derivative transactions



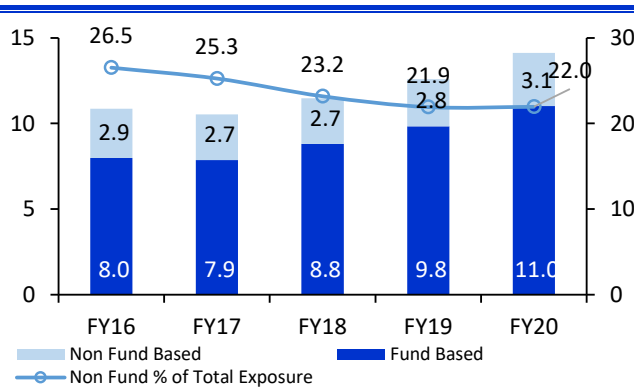
Source: Company, DART

**Exhibit 16:** GNPA's in FY20 came from Agri, CRE, trade, CV, and vehicle loans.

	FY17	FY18	FY19	FY20
<b>Agriculture and allied activities</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.7%</b>	<b>4.2%</b>
<b>Industries</b>	<b>18.1%</b>	<b>22.5%</b>	<b>17.2%</b>	<b>12.3%</b>
- Infrastructure	16.2%	26.3%	19.7%	16.5%
- Metals & Metals Products	24.9%	25.2%	19.2%	6.8%
- Chemical & Chemical Products	0.0%	0.0%	3.4%	8.1%
<b>Services</b>	<b>6.5%</b>	<b>6.5%</b>	<b>5.1%</b>	<b>6.2%</b>
- Commercial Real Estate	2.9%	3.8%	4.7%	5.4%
- Wholesale trade	5.0%	4.0%	5.3%	8.2%
- NBFCs	0.0%	0.0%	1.1%	1.4%
- Transport operators	1.2%	1.1%	1.3%	4.3%
<b>Retail</b>	<b>1.0%</b>	<b>1.2%</b>	<b>1.3%</b>	<b>1.5%</b>
- Housing Loan	0.6%	0.8%	0.9%	1.1%
- Vehicle Loan	1.7%	1.0%	2.5%	3.0%

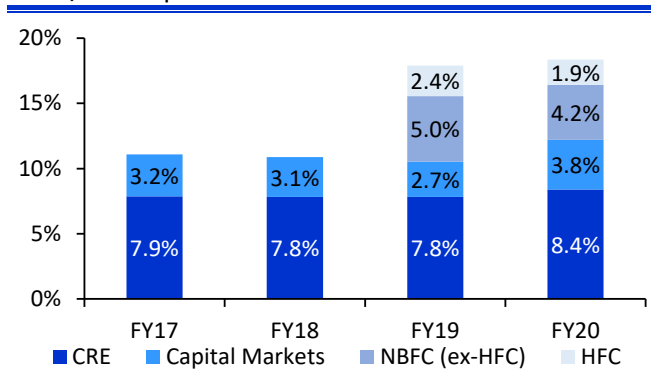
Source: Company, DART

**Exhibit 17:** Share of non-fund exposures was stable YoY



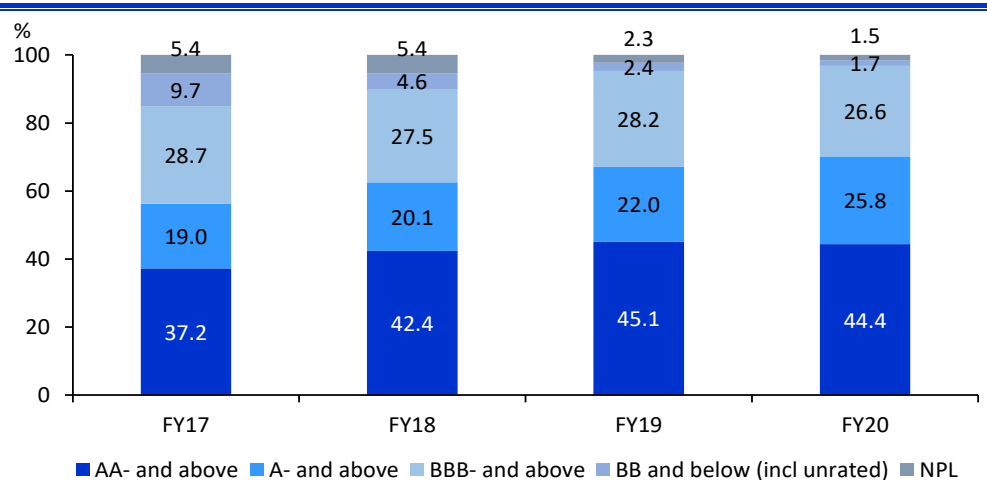
Source: Company, DART

**Exhibit 18:** Rise in CRE and Capital market exposures, NBFC/HFC exposure has moderated



Source: Company, DART

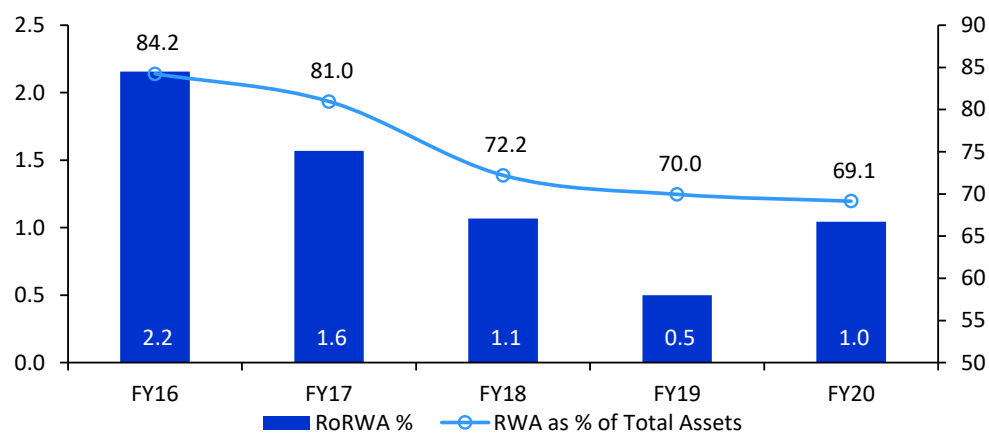
**Exhibit 19:** ~70% of loans are rated A- and above



Source: Company, DART

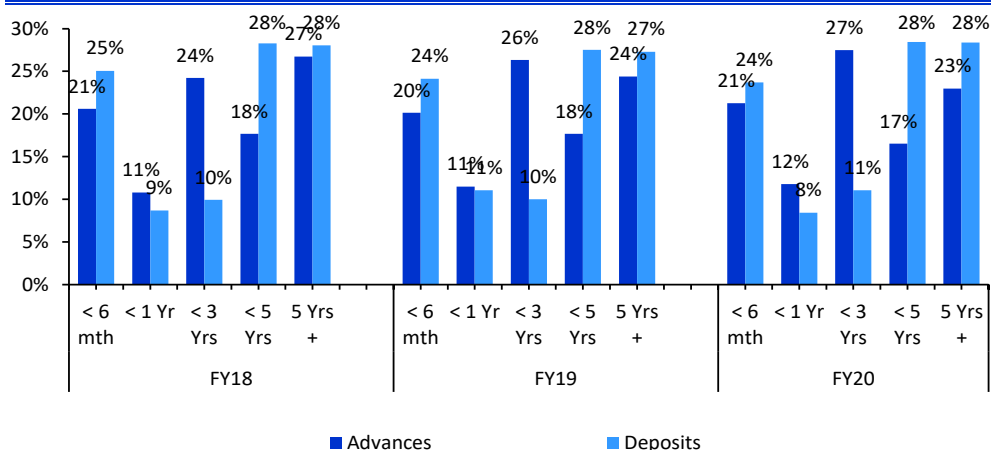


**Exhibit 20: Better capital consumption led to a decline in RWA to total assets**



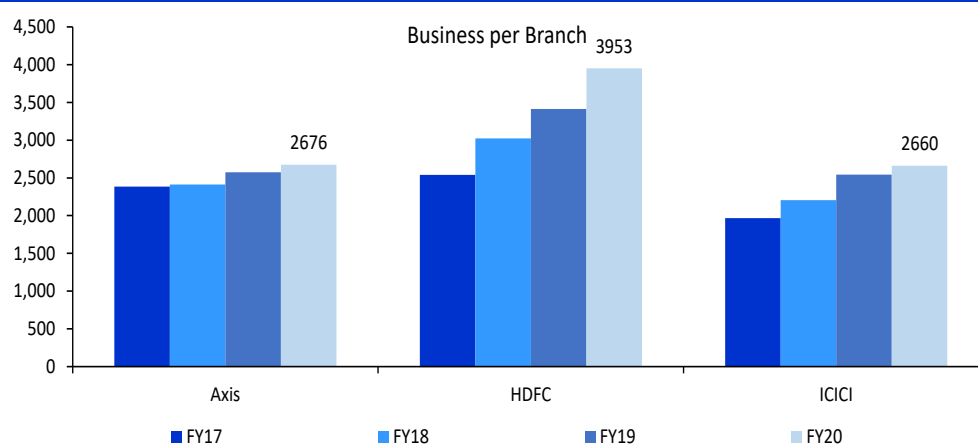
Source: Company, DART

**Exhibit 21: Short term ALM profile (upto 1 year) well matched**



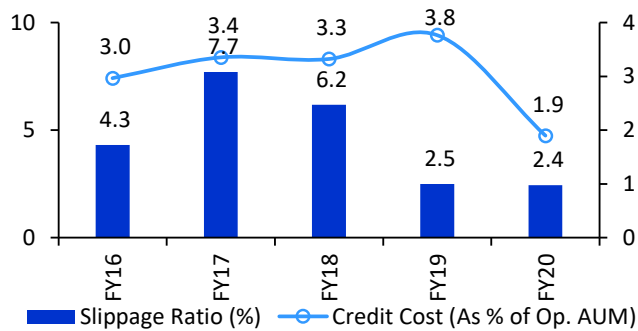
Source: Company, DART

**Exhibit 22: Business Productivity lagged behind peers**



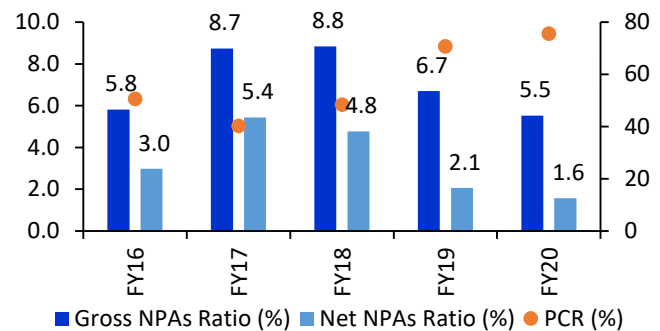
Source: Company, DART

**Exhibit 23:** Contained slippages and a large Essar recovery led to lower credit costs



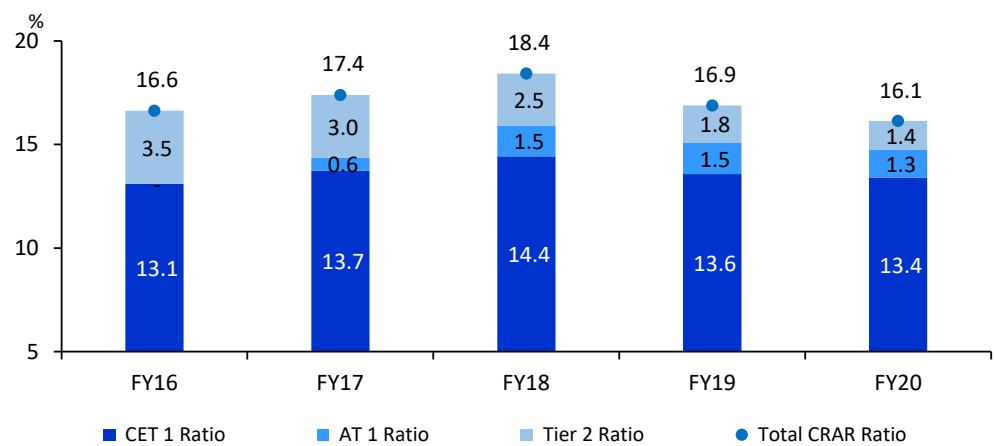
Source: Company, DART

**Exhibit 24:** PCR has improved to 75.6%



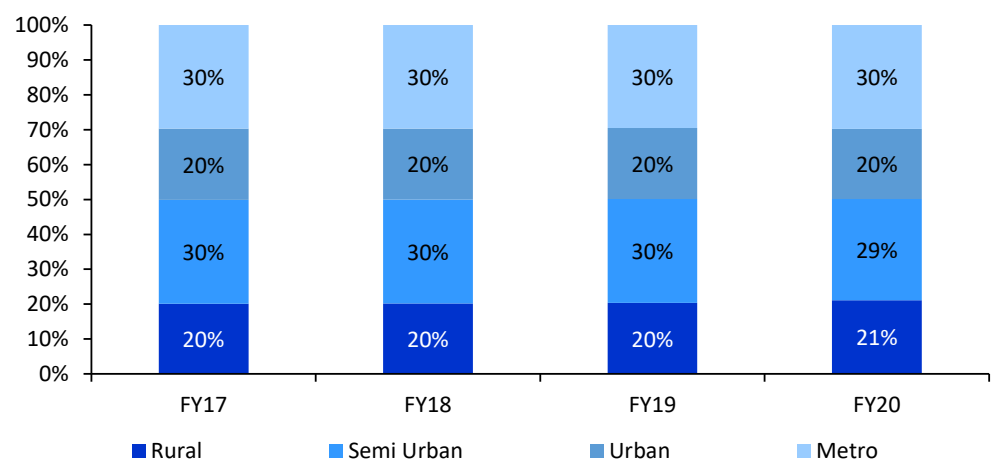
Source: Company, DART

**Exhibit 25:** Well capitalized



Source: Company, DART

**Exhibit 26:** Continues to maintain ~50% branches in rural and semi-urban



Source: Company, DART

## Subsidiary Performance

### ICICI Prudential Life Insurance

ICICI Life's total premium grew by 8.1% and to Rs 334bn, while the Annualised Premium Equivalent (APE) declined by 5.3% to Rs 73.8bn in FY20 with protection business contributing 25.2% to the total APE. Value of New Business (VNB) grew 20.9% YoY to Rs 16.05bn leading to VNB margins improving to 21.7% in FY20 compared to 17.0% in FY19. The protection business contributed 59.7% to VNB. 13<sup>th</sup> and 49<sup>th</sup> month persistency stood at 83.2% and 64.6% respectively. Total assets under management (AUM) stood at Rs 1.53tn, and Embedded Value stood at Rs 230.3bn. Total expense ratio for FY20 stood at 15.9%

### ICICI Lombard General Insurance

ICICI Lombard's market share improved to 7% (ex-crop segment market share stood at 8.5%) in FY20. The Gross Direct Premium Income (GDPI) stood at Rs 133.02bn growing 10.5% YoY (ex-crop segment), in line with the industry. Combined ratio stood at 100.4% in FY20 compared to 98.8% in FY19. Solvency ratio at the end of FY20 was 217% (224% in FY19) as against the regulatory requirement of 150%. PAT for FY20. PAT for the year FY20 grew 13.8% to Rs 10.5bn due to an increase in net earned premium and investment income, offset, in part, by an increase in claims incurred and operating expenses. The product portfolio continues to be highly diversified with Motor TP/OD share at 23% and 28% respectively.

### ICICI Prudential AMC

ICICI Prudential AMC is India's leading asset manager with average quarterly assets under management (AUM) of Rs 3.5tn. The company's overall market share in the domestic mutual fund business and equity business stood at 12.98% and 13.36% respectively, on a quarterly average basis. The company reported PAT of Rs 10.5bn due to a decline in commissions and operating expenses as well as lower tax rates.

### ICICI Securities

The company has a leadership position in the equity brokerage space with over 4.8 million operational accounts, 1.5mn overall active clients and 7.9% market share (9.7% equity and 8.0% derivatives). ICICI Securities is the second largest non-bank mutual fund distributor with average assets under management of over Rs 361bn. The company ranks 2<sup>nd</sup> among domestic financial advisors by number of deals in the merger market table. Revenues for FY20 stood at Rs 17.3bn while PAT stood at Rs 5.4bn.

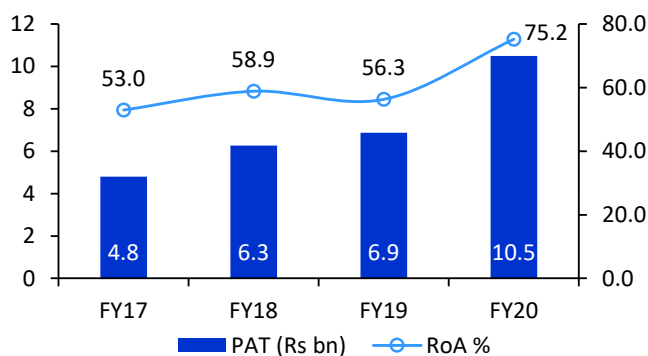
### ICICI Securities Primary Dealership

I-Sec PD maintained its leading position in auction bidding and underwriting as well as in secondary market trading activity in FY20. The company's position in the PRIME League Tables improved from 5<sup>th</sup> in FY19 to 2<sup>nd</sup> in FY20. The company reported a PAT of Rs 2.26bn led by an increase in net interest income and trading gains due to favourable market movements.

## ICICI Home Finance

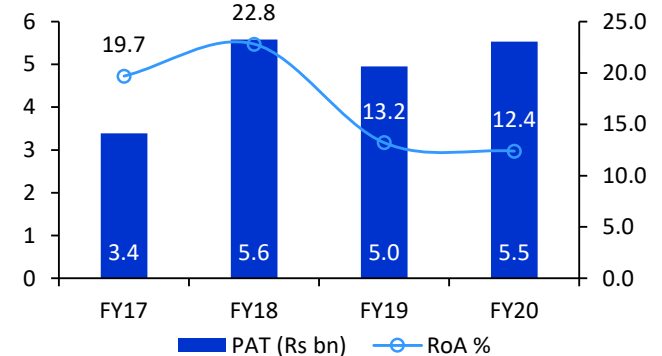
ICICI HFC is primarily engaged in providing retail mortgage loans to individuals. It also provides property search services to its individual and corporate customers. For FY20, Assets Under Management stood at Rs 140.9bn (including Commercial Real Estate loans of Rs 4.74bn), Gross Stage 3 loans stood at 8.46% (vs 8.28% in FY19) while the Net impaired loans stood at 4.70% (vs 4.76% in FY19). The company is well capitalized with CRAR at 14.80%. Higher provisioning on non-performing loans and higher operating expenses led to a loss of Rs 1.17bn in FY20.

**Exhibit 27: ICICI Prudential Asset Management**



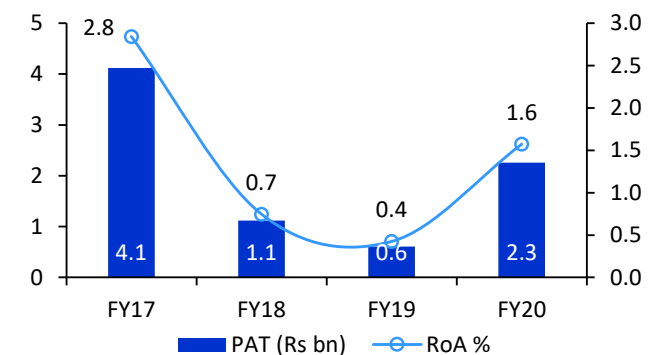
Source: Company, DART

**Exhibit 28: ICICI Securities**



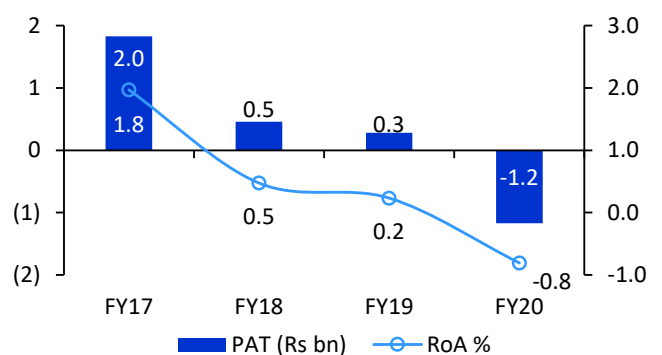
Source: Company, DART

**Exhibit 29: ICICI Securities Primary Dealership**



Source: Company, DART

**Exhibit 30: ICICI Home Finance**



Source: Company, DART

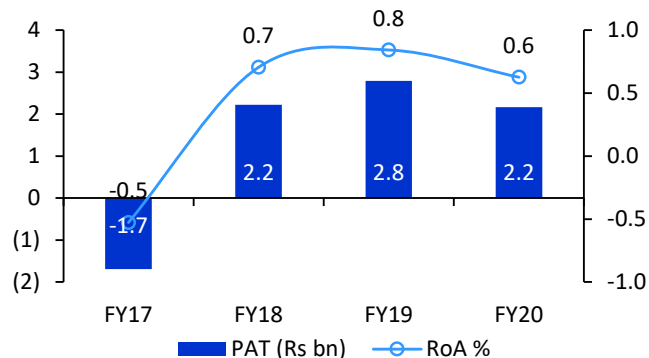
## ICICI Bank Canada

ICICI Bank Canada reported a net interest income of CAD 95.3mn and PAT of CAD 40.6mn in FY20 primarily due to an increase in ECL provisioning due to the impact of COVID-19. Its average RoNW stood at 7.06% in FY20 compared to 9.40% in FY19. Total loans stood at CAD 5.7bn, including residential mortgage loans of CAD 3.7bn while deposits stood at CAD 3.0bn. The capital adequacy ratio for FY20 stood at 19.1% with a tier-I capital of 18.4%. Net impaired loans for FY20 were at CAD 4.4mn compared to CAD 9.3mn in FY19.

### ICICI Bank UK

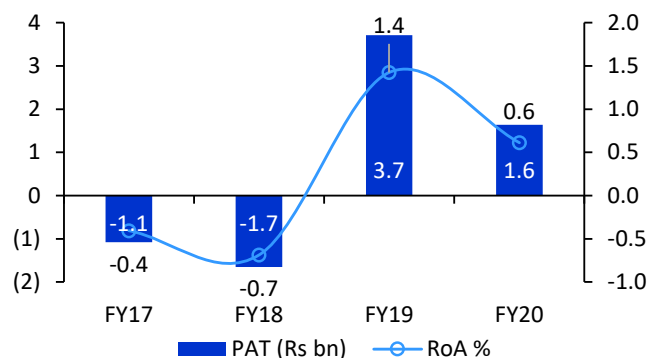
ICICI Bank UK reported a net interest income of USD 64.3mn and a PAT of 23.2mn in FY20 compared to a loss of USD 52.9mn in FY19 led by higher recoveries and lower impairments. The loans and deposits portfolio stood at USD 2.09mn and USD 2.04mn respectively in FY20. Capital adequacy ratio stood at 18.6% with Tier-I capital at 15%. Gross and net impairment ratios stood at 10% and 3.8% respectively. Collective provision on performing loans increased to USD 18.7mn in FY20 primarily due to Covid-19 related provision.

**Exhibit 31: ICICI Bank Canada**



Source: Company, DART

**Exhibit 32: ICICI Bank UK PLC**



Source: Company, DART

**Exhibit 33: SOTP Valuation**

Entity	Stake	Per Share Value	Methodology
ICICI Standalone (A)		340	1.7x FY22E ABV
Foreign Banking Subsidiaries		10	1x Net Worth
ICICI Home Finance	100%	3	1x Net Worth
ICICI Prudential Life Insurance	53%	47	Mcap
ICICI Lombard General Insurance	56%	49	Mcap
ICICI AMC	51%	28	10% of AUM
ICICI Securities	79%	14	Mcap
Other Subsidiaries		3	
Value of Subsidiaries (B)		154	
Holdco. Discount	15%		
Value of the bank (A+B)		470	
Contribution of subs to total (%)		28%	

Source: Company, DART

**Profit and Loss Account (Rs Mn)**

Particulars	FY19A	FY20A	FY21E	FY22E
Interest Income	634,012	747,983	801,373	862,329
Interest expenses	363,864	415,313	434,865	464,588
<b>Net interest income</b>	<b>270,148</b>	<b>332,671</b>	<b>366,509</b>	<b>397,741</b>
Other incomes	134,026	164,485	172,466	194,236
Total expenses	180,891	216,144	234,770	254,113
- Employee cost	68,082	82,712	89,329	95,582
- Other	112,808	133,432	145,441	158,530
<b>Pre provisioning profit</b>	<b>223,283</b>	<b>281,012</b>	<b>304,204</b>	<b>337,865</b>
Provisions	196,611	140,532	145,925	102,184
Profit before taxes	26,672	140,479	158,280	235,680
Tax provision	4,135	61,171	39,839	59,321
Profit after tax	22,538	79,308	118,441	176,360
<b>Adjusted profit</b>	<b>22,538</b>	<b>79,308</b>	<b>118,441</b>	<b>176,360</b>

**Balance Sheet (Rs Mn)**

Particulars	FY19A	FY20A	FY21E	FY22E
<b>Sources of Funds</b>				
Equity Capital	12,895	12,948	12,948	12,948
Reserves & Surplus	1,039,136	1,152,097	1,256,472	1,415,329
Minority Interest	0	0	0	0
Net worth	1,052,030	1,165,044	1,269,419	1,428,277
Borrowings	1,653,200	1,628,968	1,667,618	1,701,480
- Deposits	6,529,197	7,709,690	8,141,898	8,932,768
- Other interest bearing liabilities	0	0	0	0
Current liabilities & provisions	378,580	479,950	480,564	447,160
<b>Total Liabilities</b>	<b>9,613,007</b>	<b>10,983,652</b>	<b>11,559,499</b>	<b>12,509,684</b>
<b>Application of Funds</b>				
Cash and balances with RBI	802,963	1,191,557	1,053,960	1,041,831
Investments	2,077,327	2,495,315	2,676,850	2,823,250
Advances	5,866,466	6,452,900	6,904,603	7,595,063
Fixed assets	79,314	84,103	88,295	88,382
Other current assets, loans and advances	818,522	759,777	835,754	961,118
<b>Total Assets</b>	<b>9,644,592</b>	<b>10,983,652</b>	<b>11,559,461</b>	<b>12,509,644</b>

E – Estimates

### Important Ratios

Particulars	FY19A	FY20A	FY21E	FY22E
<b>(A) Margins (%)</b>				
Yield on advances	8.7	9.3	9.1	9.1
Yields on interest earning assets	7.6	7.9	7.7	7.8
Yield on investments	6.2	6.4	6.4	6.3
Costs of funds	4.7	4.7	4.5	4.5
Cost of deposits	4.4	4.4	4.3	4.4
NIMs	3.2	3.5	3.5	3.6
<b>(B) Asset quality and capital ratios (%)</b>				
GNPA	6.7	5.5	6.1	4.9
NNPA	2.1	1.6	1.8	1.5
PCR	70.7	75.6	75.0	75.0
Slippages	2.5	2.4	4.3	2.5
NNPA to NW	13.3	8.9	9.8	7.9
CASA	50.0	45.5	45.0	45.0
CAR	16.9	16.1	15.1	14.1
Tier 1	15.1	14.7	14.0	13.3
Credit - Deposit	89.8	83.7	84.8	85.0
<b>(C) Dupont as a percentage of average assets</b>				
Interest income	6.9	7.3	7.1	7.2
Interest expenses	3.9	4.0	3.9	3.9
Net interest income	2.9	3.2	3.3	3.3
Non interest Income	1.5	1.6	1.5	1.6
Total expenses	2.0	2.1	2.1	2.1
- cost to income	44.8	43.5	43.6	42.9
Provisions	2.1	1.4	1.3	0.8
Tax	0.0	0.6	0.4	0.5
RoA	0.4	0.8	1.1	1.5
Leverage	9.4	9.7	9.3	9.0
RoE	3.2	7.2	9.7	13.1
RoRwa	0.5	1.0	1.4	1.7
<b>(D) Measures of Investments</b>				
EPS - adjusted	5.2	12.3	18.3	27.2
BV	158.4	175.1	191.0	215.6
ABV	131.9	159.5	172.3	198.5
DPS	1.8	2.0	2.3	2.3
Dividend payout ratio	0.0	0.0	0.0	0.0
<b>(E) Growth Ratios (%)</b>				
Net interest income	17.3	23.1	10.2	8.5
PPoP	15.0	25.9	8.3	11.1
Adj PAT	55.9	251.9	49.3	48.9
Advances	14.5	10.0	7.0	10.0
Total borrowings	(9.6)	(1.5)	2.4	2.0
Total assets	9.7	13.9	5.2	8.2
<b>(F) Valuation Ratios</b>				
Market Cap (Rs. mn)	2,471,697	2,471,697	2,471,697	2,471,697
CMP (Rs.)	382	382	382	382
P/E (x)	73.2	31.2	20.9	14.0
P/BV (x)	2.4	2.2	2.0	1.8
P/ABV (x)	2.9	2.4	2.2	1.9
Div Yield (%)	0.5	0.5	0.6	0.6

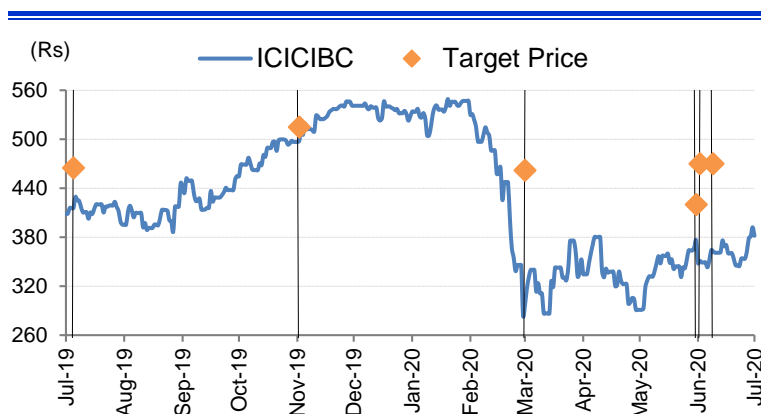
E – Estimates

### DART RATING MATRIX

Total Return Expectation (12 Months)

Buy	> 20%
Accumulate	10 to 20%
Reduce	0 to 10%
Sell	< 0%

### Rating and Target Price History



Month	Rating	TP (Rs.)	Price (Rs.)
Jul-19	Accumulate	465	416
Nov-19	Accumulate	515	498
Mar-20	Buy	462	297
Jun-20	BUY	420	376
Jun-20	BUY	470	351
Jul-20	Buy	470	363

\*Price as on recommendation date

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