HDFC Life Insurance

Investor presentation – 9M FY18





Agenda



Performance Snapshot

Additional Business Information

Annexure



Company overview

Overview as on Dec 31, 2017

- One of the most profitable life insurers in India based on new business margins¹
- Consistently ranked amongst top 3 private life insurers in India in terms of market share
- Solvency ratio of 191%
- Paid dividend (incl. DDT) of Rs 3.3 bn during the year
- Product portfolio of 33 individual and 11 group products, along with 8 optional riders (launched 2 new products during the last quarter)
- Subsidiaries:
 - HDFC Pension Management Company Limited saw strong growth in AUM at Rs 20.3 bn as on Dec 31, 2017. Continue to dominate in the private sector with over 1,400 corporate tie-ups
 - HDFC International Life and Re Company Ltd commenced reinsurance operations in Jan 2016, collecting gross revenue of USD 1.1 mn during nine months ended December 31, 2017

Operations Snapshot (9M FY18)

Premium

Total premium: Rs 146.1 bn Premium less benefit payouts²: Rs 59.1 bn

Individual APE: Rs 30.8 bn

Ranking³

Individual new business premium: 3 Group business premium: 1

EV⁴ & VNB⁴

EV: Rs 144.7 bn VNB: 7.8 bn

NB Margin (Post Overrrun): 22.2%

Profitability & efficiency

Annualised operating return on EV5: 20.4%

Annualised RoE: 24.9% Opex ratio⁶: 14.2%

Balance sheet

AUM: Rs 1,044.3 bn (57% Debt: 43% Equity)

Net worth⁷: Rs 43.6 bn

Persistency

Persistency⁸ (13th month): 86% Persistency⁸ (61st month): 53% Conservation ratio (Indl): 85%

Product mix⁹

Unit Linked: 59%

Non-linked (Participating): 27% Non-linked (Non Participating): 13%



11,200+ Partner Branches



16,934 Employees



139 Bancassurance partners



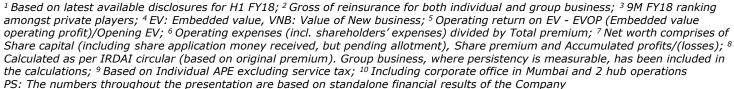
21 Non-traditional distribution partners



71,430 Individual agents



414 Offices¹⁰





Reimagining insurance: Leading the way as a digital insurance company

Branding and marketing

- Significant investments to maintain strong position in digital marketing
- Promotion of ULIPs through antibullying campaign

Business operations

- Straight Through Processing
- Instantaneous policy issuance for new digital partners
- Enterprise grade products for all critical IT systems
- Automation of customer servicing via email and twitter through bots







JOURNEY TO

DIGITAL INSURANCE

Product innovation

- Online product range: Click2Series
 - Click 2 Protect 3D Plus
 - Click 2 Invest
 - Click 2 Retire
- Health Products
 - Cancer Care
 - Click 2 Protect Health
 - Group Health Shield
 - Cardiac care

Sales and distribution

- Online sales capabilities via website, web aggregators and digital partners
- 'Plug and Play' on-boarding process
- Sales transformation via mobility platform; almost real time customer on-boarding with reducing branch dependency







1. All figures as at Dec 31, 2017



Diversified distribution platform driving growth across cycles

Bancassuarance and non traditional ecosystem partners

- 139 bancassurance partners (14 partners added in Q3 FY18)
- Top 15 bancassurance partners have over 11,200 branches
- 21 partners across non traditional ecosystem partners (7 partners added in Q3 FY18)

Individual agents

- 71,430 individual agents
- 7.5% of the all private agents in the Indian life insurance industry

Direct sales

 1,200+ frontline sales staff across direct sales channels, including group sales and online and digital sub-channels and web aggregators

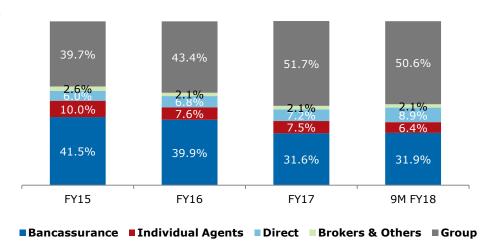
Broker and other tie-ups

 Over 45 tie-ups including 21 significant insurance brokers and over 29 insurance marketing firms

Select bancassurance partners



Stable distribution mix (based on total new business premium)¹





Continued innovation across products and distribution

Cardiac care product



Launched unique health product in Q3 FY18, providing for Cardiac treatment covering multiple incidences of same illness. It also offers the option of income benefit on occurrence of a major Cardiac illness.

Group Health product



 Niche offering to leverage our distribution partnerships and offer health opportunities for the customers

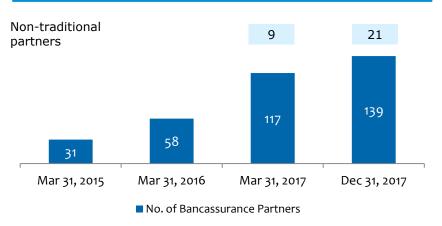
Cancer care product

 Cancer Care provides financial protection in the event of early and major stages of cancer launched in FY2016

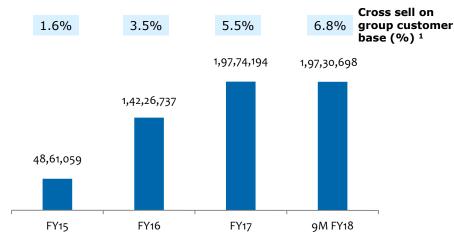
Joint product partnership with Apollo Munich

 Click2Protect Health product launched in August 2017 in partnership with Apollo Munich

Fast growing bancassurance partnerships



Large group customer base providing unique opportunity to cross-sell

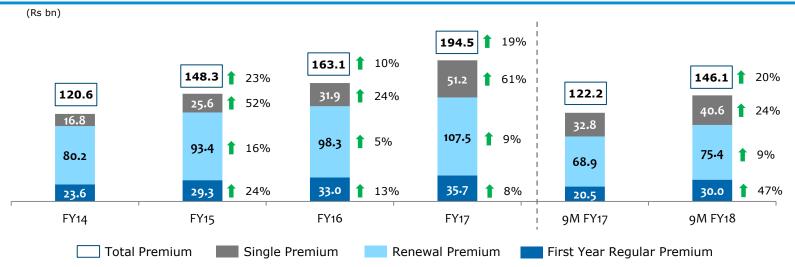


■ Number of new lives insured (Group customers)



Strong premium growth and market positioning

Consistent growth across premium categories despite volatile operating environment



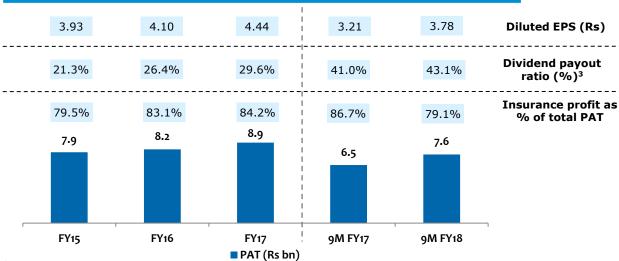
Private Market share / Ranking	FY15	FY16	FY17	9M FY17	9M FY18
Individual WRP	14.8% / 3	14.7% / 3	12.7% / 3	11.6% / 3	12.8% / 3
Group premium	17.8% / 1	18.3% / 1	24.3% / 1	22.8% / 1	28.6% / 1
Total new business received premium	15.8% / 2	15.8% / 3	17.2% / 2	16.4% / 2	18.4% / 2



Robust profitability and asset size

	FY15	FY16	FY17	9M FY17	9M FY18
VNB (Rs bn)	5.9	7.4	9.2	5.3	7.8
VNB margin	18.5%	19.9%	22.0%	22.0%	22.2%
Operating return on embedded value ¹	22.9%	20.7%	21.7%	18.4%	20.4%
Return on Equity ¹	35.1%	28.7%	25.7%	25.7%	24.9%
Dividends (Rs bn) ²	1.7	2.2	2.6	2.6	3.3
EV (Rs bn)	88.9	102.3	124.7	114.6	144.7
AUM (Rs bn)	670.5	742.5	917.4	825.4	1,044.3
New business sum assured (Rs bn)	1,815.8	2,714.9	3,887.6	2,503.4	3,196.8

Robust profitability profile and consistent shareholder returns



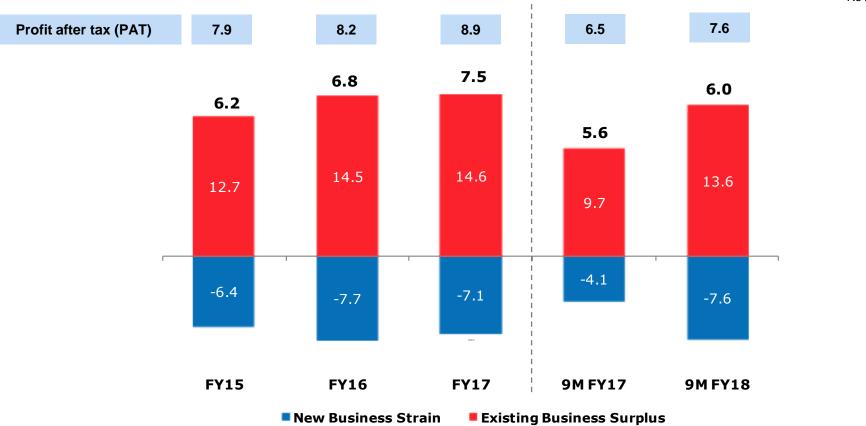
Notes:

- 1. Annualised for 9M FY17 and 9M FY18
- 1. Including dividend distribution tax (DDT)
- 3. Calculated as Dividend paid (incl. DDT) / Profit after tax



Underwriting profits breakup¹

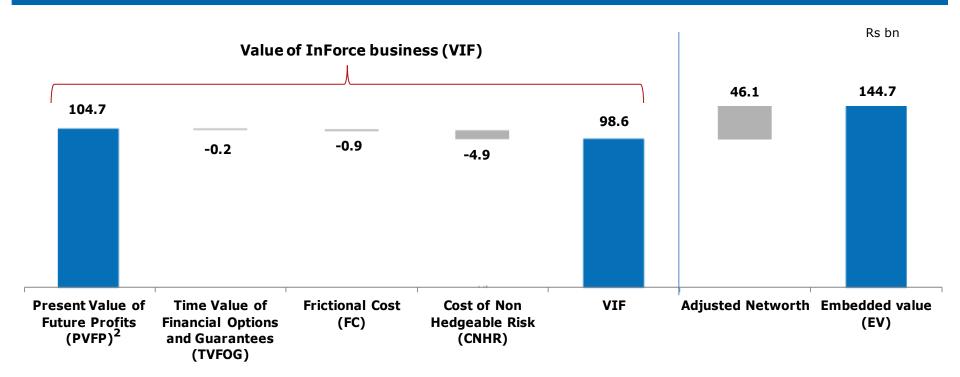
Rs bn



Steady increase in underwriting profits backed by healthy existing business surplus, neutralising impact
of new business strain caused by growth in new business

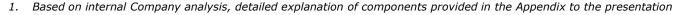


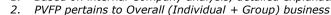
Market Consistent Embedded Value (MCEV)¹



TVFOG includes cost of guarantees for conventional participating products

Notes:







Analysis of change in EV

Analysis of change in EV - FY17

(Rs bn) Annualised operating Return Operating Return on on Embedded Value1: 20.4% 22.2 Embedded Value¹: 21.7% 144.7 -2.4 124.7 9.2 1.1 0.5 0.6 1.2 102.3 Economic Dividend and Post overvariances Capital 98.6 Change in Persistency Mortality Expenses run VNB 69.4 injections 83.3 operating variance variance and Other Expected assumptions and operating return on variance model existing improvements business 46.1 41.4 32.9 Adjusted Net worth (ANW) Value of in-force business (VIF) EV at EV at

Healthy Operating return on EV delivered over a period of time

- Positive persistency, mortality and operating variance reflecting favourable experience compared to actuarial assumptions
- Low sensitivity of NBM and EV, across key parameters



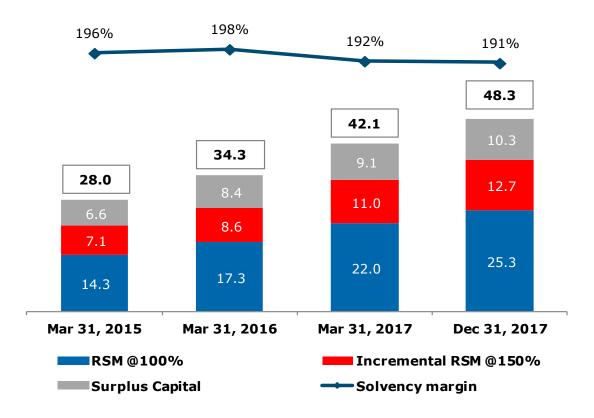
Dec 31, 2017

Mar 31, 2017

Mar 31, 2016

Capital position

Rs bn



Stable solvency ratio, despite consistent growth in underlying business – RSM¹ increased @
 CAGR of 24% between FY15-17



Update on key focus areas

Improving efficiency

- Employee productivity² increased by 28% to Rs 1.8 mn
- Average ticket size² per policy has increased by 10% to Rs 43,554
- Leveraging usage of mobility tools for productivity improvement

Long term orientation

- Total number of bancassurance relationships increased to 139
- Retail customer base increased to 5.5 mn
- Average new business policy term (Individual) of 14 years

Rising protection

- **Share of protection** based on new business received premium (Indl + Group) has increased to 27.3% of the total new business
- Total new business sum assured³ has increased by 28% to Rs 3.2 trillion

Enhancing use of technology

- 99%+ policy applications submitted via digital medium
- ~74% of Renewal payment through online modes
- Leveraging automation and robotics: 50+ internal processes automated
- ~96% of front line sales force active on digital platforms
- 63% of post sales verification calls completed through **InstaVerify** (video based authentication mobile app)
- Use of technologically advanced and mobile friendly corporate website

Customer satisfaction

- 97%+ Claims settlement ratio (Indl+Group)
- Average customer complaints (per '000 policies sold) reduced by 22%
- New business policy issuance TATs⁴ reduced to 4 days

Notes:

- 1. All growth numbers are with respect to 9M FY18 over 9M FY17
- 2. Basis Individual APE excluding rural policies
- 3. Comprises individual and group business
- 4. Median Turn Around Time



Key differentiators of HDFC Life

- High GDP growth, favourable demographics and underpenetrated life insurance sector: significant opportunity for growth
- Balanced business mix with a focus on customer centricity enabling growth across business cycles
- Reimagining Life Insurance: innovation and digital enablement in distribution, product design and customer service
- Strong financial performance across business cycles: Consistent focus on profitable growth
- Independent and experienced leadership team and reputed board



Agenda

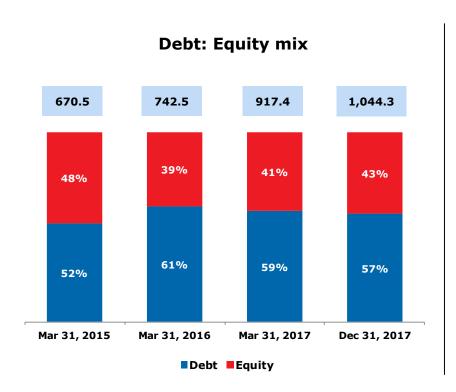
Performance Snapshot

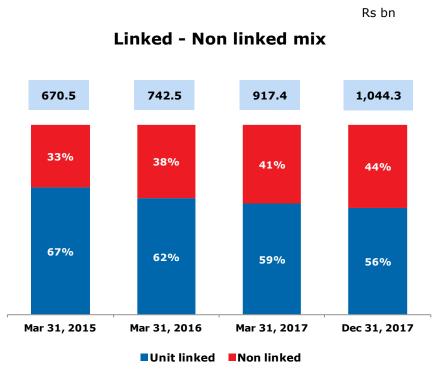
B Additional Business Information

Annexure



Assets under management





- AUM has grown at a 2 year of CAGR of 17% from FY15-17
- Continued to rank¹ amongst top 3 private players, in terms of assets under management



Channel wise product mix

Channel summary ¹	Segment	FY15	FY16	FY17	9M FY18
Banca ²	Par	10%	24%	30%	24%
	Non par protection	2%	2%	1%	1%
	Non par others	12%	9%	8%	8%
	UL	75%	66%	61%	67%
Agency	Par	55%	56%	57%	47%
	Non par protection	12%	13%	11%	11%
	Non par others	9%	6%	7%	7%
	UL	24%	25%	26%	35%
Direct and Broker	Par	50%	42%	41%	29%
	Non par protection	13%	17%	12%	16%
	Non par others	10%	9%	11%	8%
	UL	27%	32%	36%	47%
Total	Par	22%	30%	35%	28%
	Non par protection	5%	5%	4%	5%
	Non par others	11%	9%	9%	8%
	UL	62%	56%	52%	59%
Protection mix (Basis Indl	+ Group NBP)	12%	17%	22%	27%

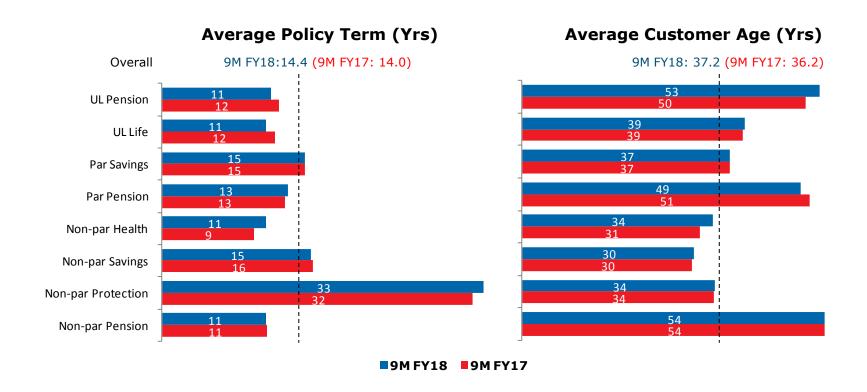
During 9M FY18, share of protection based on received premium (Indl + Group) was
 27.3% (9M FY17: 24.2%) of the total new business

Notes:

- 1. Basis Individual APE excluding service tax
- 2. Includes banks and other corporate agents



Segment wise average term and age¹



- Focus on long term insurance solutions, reflected in longer policy
- Extensive product solutions catering customer needs across life cycles from young age to relatively older population



Financial and operational snapshot (1/2)

		FY15	FY16	FY17	CAGR	9M FY17	9M FY18	Growth
Key Metrics (Rs bn)								
New Business Premium (Indl+Grp)		54.9	64.9	87.0	26%	53.3	70.7	33%
Renewal Premium		93.4	98.3	107.5	7%	68.9	75.4	9%
Total Premium		148.3	163.1	194.5	15%	122.2	146.1	20%
Individual WRP		29.7	33.3	36.4	11%	20.4	29.8	46%
Group Premium (NB)		21.8	28.3	45.0	44%	29.3	35.8	22%
Premium Less Benefit Payouts	(1)	65.8	80.6	94.8	20%	50.8	59.1	16%
IGAAP Profit after Tax		7.9	8.2	8.9	7%	6.5	7.6	18%
- Policyholder Surplus		6.3	6.8	7.5	9%	5.6	6.0	8%
- Shareholder Surplus		1.6	1.4	1.4	-6%	0.9	1.6	86%
Dividend paid	(2)	1.7	2.2	2.6	25%	2.6	3.3	24%
Assets Under Management		670.5	742.5	917.4	17%	825.4	1,044.3	27%
Embedded Value	(3)	88.9	102.3	124.7	18%	114.6	144.7	26%
Net Worth	(4)	25.4	31.5	38.1	22%	35.5	43.6	23%
New Business Sum Assured	(5)	1,815.8	2,714.9	3,887.6	46%	2,503.4	3,196.8	28%
No. of Individual Policies (NB) sold (In 00	00s)	876.1	1,150.3	1,082.3	11%	512.2	684.6	34%

Notes:

- 1. Gross of reinsurance for both individual and group business
- 2. Including dividend distribution tax (DDT)
- 3. Based on MCEV / IEV methodology
- 4. Comprises Share capital, share premium and accumulated profits/(losses)

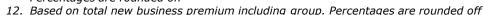


Financial and operational snapshot (2/2)

		FY15	FY16	FY17	9M FY17	9M FY18
Key Ratios						
Overall New Business Margins (post overrun)		18.5%	19.9%	22.0%	22.0%	22.2%
Operating Return on EV	(6)	22.9%	20.7%	21.7%	18.4%	20.4%
Operating Expenses / Total Premium		10.2%	11.6%	12.6%	13.3%	14.2%
Total Commissions / Total Premium		4.2%	4.3%	4.1%	3.7%	4.6%
Return on Invested Capital	(7)	36.4%	37.9%	41.0%	39.6%	45.1%
Return on Equity	(8)	35.1%	28.7%	25.7%	25.7%	24.9%
Solvency Ratio		196%	198%	192%	195%	191%
Persistency (13M / 61M)	(9)	75%/40%	81%/50%	84%/57%	83%/60%	86%/53%
Conservation Ratio (Indl)	(10)	90%	80%	82%	82%	85%
Business Mix (%)						
- Product (UL/Non par savings/Non par protection/Par)	(11)	63/11/5/21	56/9/5/30	52/9/4/35	50/8/5/37	59/8/5/28
- Indl Distribution (CA/Agency/Broker/Direct)	(11)	73/13/5/9	75/12/4/9	72/12/5/11	69/13/6/12	70/11/5/14
- Total Distribution (CA/Agency/Broker/Direct/Group)	(12)	41/10/3/6/40	40/8/2/7/43	32/7/2/7/52	28/8/2/7/55	32/6/2/9/51
- Share of protection business (Basis APE)		6.3%	7.3%	7.8%	9.1%	11.6%
- Share of protection business (Basis NBP)		12.0%	17.2%	21.8%	24.2%	27.3%

Notes:

- 6. EVOP (Embedded value operating profit)/Opening EV
- 7. Calculated using net profit and average share capital including share premium
- 8. Calculated using net profit and average net worth for the period (Net worth comprises of Share capital, Share premium and Accumulated profits/(losses))
- 9. Persistency ratios (based on original premium) as per methodology specified in IRDAI circular. Group business, where persistency is measurable, has been included in the calculations.
- 10. Conservation ratio for individual business
- 11. Based on individual APE excluding service tax. UL: Unit Linked, Trad: Traditional, Par: Participating & CA: Corporate Agents. Percentages are rounded off





Awards and accolades – 9M FY18 (1/2)



IndIAA Awards 2017 for best campaign in the Insurance category



Mega Corporate Film

Festival and Awards 2017

DMAsia ECHO Awards



Asia - Pacific Customer Engagement award



BFSI IT Leadership Awards



Viewers' Choice award for Click 2 Insure at the Advys'17



Data Center Summit



The Economic Times' Great
Place to Work



2017 Working Mother & AVTAR 100 Best Company for Women in India



Drivers of Digital Award 2017



Awards and accolades – 9M FY18 (2/2)



Celent 2017 award



Technology Initiative of the Year

IDC



Quality Circle Competition -Indian Society for Quality (ISQ)

CISO 100 awards



Digital Crest Award 2017



Infosec Maestros award for Excellence in Cyber Security





BPM Asia Star Championship 2017



RED HAT Innovation Award



Frost & Sullivan - Project Evaluation and Recognition Program



Agenda

Performance Snapshot

Additional Business Information

C /

Annexure



Revenue and Profit & Loss A/c

Rs bn

Particulars	FY15	FY16	FY17
Gross Premium Income	148.3	163.1	194.4
Reinsurance (net)	(0.7)	(1.3)	(1.7)
Net Premium Income (A)	147.6	161.8	192.7
Income from Investments			
Policyholders	122.5	17.9	111.4
Shareholders	2.0	1.7	2.3
Total Income from Investments (B)	124.5	19.6	113.7
Other Income (C)	0.3	0.7	1.0
Total Income (D=A+B+C)	272.4	182.1	307.4
Expenses and Outflow			
Commission	6.2	7.0	7.9
Operating expenses	15.1	18.8	24.4
GST / Service tax on UL charges	1.5	2.0	2.3
Benefits Paid ¹	82.3	82.4	100.0
Provision for diminution in value of investments	(0.0)	0.1	0.0
Change in Valuation Reserves (net)	156.5	59.3	160.6
Change in funds for future appropriations	1.5	2.4	1.6
Provision for tax	1.4	1.9	1.7
Total Expenses and Outflow (E)	264.5	173.9	298.5
Profit after tax (D-E)	7.9	8.2	8.9

9M FY17	9M FY18
122.2	146.1
(1.2)	(1.4)
121.0	144.7
62.8	95.3
1.4	1.8
64.2	97.1
0.8	1.1
186.0	242.9
4.5	6.7
16.3	20.7
1.6	2.1
71.4	87.0
(0.1)	(0.2)
84.4	117.5
0.9	0.9
0.5	0.6
179.5	235.3
6.5	7.6



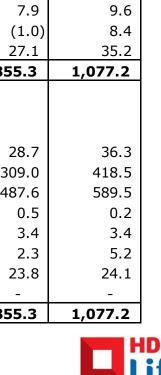
Balance Sheet

Rs bn

31st Dec 2017

> 23.1 20.5 1.1 44.7 389.8 558.5 31.0

Particulars	31st Mar 2015	31st Mar 2016	31st Mar 2017	31st Dec 2016
SOURCES OF FUNDS				
Capital invested (Share capital + Premium)	21.6	21.6	21.9	21.8
Reserves and Surplus	4.3	10.4	16.2	13.7
Credit / (Debit) Fair Value Change Account	(0.0)	(0.4)	0.3	(0.0
Sub-Total	25.9	31.6	38.4	35.5
Policy Liabilities	192.8	244.0	323.8	298.2
Provision for Linked Liabilities	421.4	427.6	508.1	456.3
Funds for discontinued policies	27.8	29.7	29.9	31.3
Funds for Future Appropriations	4.6	7.1	8.7	7.9
Change in fair value account	0.6	0.5	4.0	(1.0
Current Liabilities & Provisions	20.7	25.5	38.2	27.1
Total Liabilities	693.8	766.0	951.1	855.3
APPLICATION OF FUNDS				
Investments				
Shareholders	22.0	26.4	32.5	28.7
Policyholders' assets	199.1	258.6	346.9	309.0
Assets held to cover linked liabilities	449.2	457.3	538.0	487.6
Loans	1.2	0.9	0.5	0.5
Fixed Assets	4.0	4.0	3.5	3.4
Cash & Bank Balances	5.7	6.5	8.0	2.3
Advances & Other Assets	12.6	12.3	21.7	23.8
Debit Balance in Profit and Loss Account	-			
Total Assets	693.8	766.0	951.1	855.3





Sensitivity analysis¹ – FY17

	Scenario	% Change in VNB	Change in VNB Margin	% Change in EV
Change in				
	Increase by 1%	0.4% 3	0.1%	-1.9%
D. (Decrease by 1%	-1.4 % ³	-0.3%	1.9%
Reference rate	Increase by 2%	0.0% 3	0.0%	-3.8%
	Decrease by 2%	-4.1 % ³	-0.9%	3.7%
Equity market movement ²	Decrease by 10%	-1.4%	-0.3%	-2.0%
	Decrease by 20%	-2.6%	-0.6%	-4.1%
Discontinuance and partial	Increase by 10%	-5.8%	-1.3%	-1.8%
withdrawal rates	Decrease by 10%	6.2%	1.4%	1.9%
Maintenance expenses	Increase by 10%	-2.2%	-0.5%	-0.8%
Maintenance expenses	Decrease by 10%	2.2%	0.5%	0.8%
Acquisition	Increase by 10%	-15.1%	-3.3%	NA
expenses	Decrease by 10%	15.1%	3.3%	NA
Mortality / Morbidity	Increase by 5%	-4.3%	-0.9%	-0.7%
Mortality / Morbidity	Decrease by 5%	4.3%	0.9%	0.7%
Tax rate	Increased to 25%	-13.0%	-2.9%	-6.9%

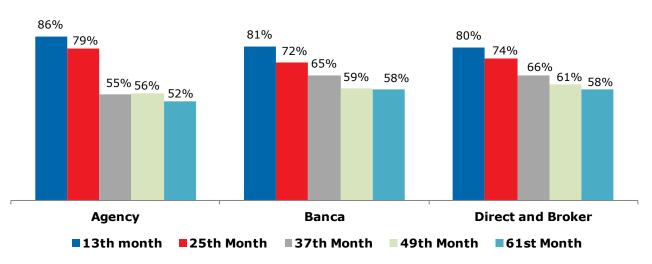


- 1. Based on internal Company analysis
- 2. Post overrun total VNB for Individual and Group business

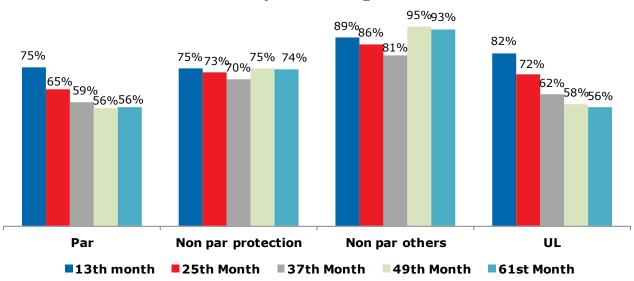


Persistency¹ at channel and segment level – FY17

Persistency across channels



Persistency across segments





Embedded Value: Methodology and Approach (1/2)

Overview

Embedded Value (EV) consists of:

- Adjusted Net Worth (ANW), consisting of:
 - Free surplus (FS);
 - Required capital (RC); and
- Value of in-force covered business (VIF): Present value of the shareholders' interest in the earnings distributable from assets allocated to the covered business, after making sufficient allowance for the aggregate risks in the covered business.

Components of Adjusted Net Worth (ANW)

- **Free surplus (FS):** FS is the market value of any assets allocated to, but not required to support, the in-force covered business as at the valuation date. The FS has been determined as the adjusted net worth of the Company (being the net shareholders' funds adjusted to revalue assets to market value), less the RC as defined below.
- Required capital (RC): RC is the amount of assets attributed to the covered business over and above that required to back liabilities for covered business, the distribution of which to the shareholders is restricted. The RC is set equal to the higher of 'Minimum Regulatory Capital' (MRC) and 'Internal Capital', less FFA in the participating fund.



Embedded Value: Methodology and Approach (2/2)

Components of Value in-force covered business (VIF)

- **Present value of future profits (PVFP):** PVFP is the present value of projected distributable profits to shareholders arising from the in-force covered business determined by projecting the shareholder cash flows from the in-force covered business and the assets backing the associated liabilities.
- Time Value of Financial Options and Guarantees (TVFOG): TVFOG reflects the value of the additional cost to shareholders that may arise from the embedded financial options and guarantees attaching to the covered business in the event of future adverse market movements. The intrinsic value of such options and guarantees is reflected in the PVFP.
- Frictional costs of required capital (FC): FC represents the investment management expenses and taxation costs associated with holding the RC. VIF includes an allowance for FC of holding RC for the covered business. VIF also includes an allowance for FC in respect of the encumbered capital in the Company's holdings in its subsidiaries.
- Cost of residual non-hedgeable risks (CRNHR): CRNHR is an allowance for risks to shareholder value to the extent that these are not already allowed for in the TVFOG or the PVFP. In particular, the CRNHR makes allowance for:
 - asymmetries in the impact of the risks on shareholder value; and
 - risks that are not allowed for in the TVFOG or the PVFP.

CRNHR has been determined using a cost of capital approach. CRNHR is the present value of the cost of capital charge levied on the projected capital in respect of the material risks identified.



Embedded Value: Economic assumptions¹

	Forward rates		Spot ra	ates %
Years	As at Dec 31, 2016	As at Dec 31, 2017	As at Dec 31, 2016	As at Dec 31, 2017
1	6.36	6.55	6.16	6.34
2	6.60	7.12	6.28	6.61
3	6.91	7.55	6.41	6.83
4	7.16	7.85	6.54	7.01
5	7.32	8.07	6.64	7.16
10	7.52	8.42	6.93	7.59
15	7.53	8.38	7.04	7.75
20	7.53	8.32	7.10	7.82
25	7.53	8.30	7.13	7.85
30+	7.53	8.29	7.15	7.87



Glossary

- APE (Annualized Premium Equivalent) The sum of annualized first year regular premiums and 10% weighted single premiums and single premium top-ups
- Conservation ratio Ratio of current year renewal premiums to previous year's renewal premium and first year premium
- **First year premiums** Regular premiums received during the year for all modes of payments chosen by the customer which are still in the first year. For example, for a monthly mode policy sold in March 2017, the first instalment would fall into first year premiums for 2016-17 and the remaining 11 instalments in the first year would be first year premiums in 2017-18
- **New business received premium** The sum of first year premium and single premium.
- **Operating expense** It includes all expenses that are incurred for the purposes of sourcing new business and expenses incurred for policy servicing (which are known as maintenance costs) including shareholders' expenses. It does not include commission.
- Operating expense ratio Ratio of operating expense (including shareholders' expenses) to total premium
- Renewal premiums Regular recurring premiums received after the first year
- Solvency ratio Ratio of available solvency margin to required solvency margins
- Total premiums Total received premiums during the year including first year, single and renewal premiums for individual and group business
- Weighted received premium (WRP) The sum of first year premium and 10% weighted single premiums and single premium top-ups
- **13th month persistency** Percentage of contracts measured by premium, still in force, 13 months after they have been issued, based on reducing balance approach

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