

Va tutto bene #10

Exactly a year before, we wrote ‘Andra tutto bene’ (everything is going to be alright!) in which we analysed the likely changes to customer behavior, business model etc. We revisit the thoughts, we looked beyond the noise, and present potential changes in operating environment and likely beneficiaries – Va tutto bene (everything’s fine!). A root-cause-analysis of every trend indicates that it is a consumer / customer behaviour change. “Andra tutto bene #14 & #15” is here – [link 1](#) and [link 2](#).

Top long-term trends in the financial sector are: 1) digitisation has been fast-tracked and is enabling business transformation in the form of next-level personalisation and customer journey mapping, efficiency to value creation, collaborative digital ecosystem in niche segments, partnering with fintechs and shift towards data aggregation; 2) expansionary counter-cyclical fiscal policy with focus on reviving growth suggests India Inc. is on cusp of releveraging (post deleveraging phase) and we are at an inflection point of credit growth; 3) preference is skewed towards secured and better rated business segments, and judiciously and prudently leveraged unsecured products; 4) entire cost structure is being reimagined and a few overheads would be shaved off permanently (e.g. real estate requirement) as online processing reduces cost of customer acquisition / service, etc. and 5) consolidation in the space (strong becomes or will become stronger, and weaker players getting further marginalised).

Beneficiaries: [HDFC Bank](#), [Kotak Mahindra Bank](#), [Axis Bank](#), [SBI](#), [Federal Bank](#)

Potentially negatively impacted segments: [PSU banks](#)

See our previous reports in the series – [Consumer](#), [Agriculture](#), [Pharma](#), [Real Estate](#), [Telecom](#), [Power](#), [Dairy](#), [Capital Goods](#), [Cement](#)

Medium-to-long-term trends anticipated post Covid: Indian financial system responded to the crisis with a new rhythm redefining, refocusing and reorienting its approach and thinking. Evolution and transformation of the sector has gathered pace. Many players have undertaken distinct and differentiated initiatives to remain in action, be ahead of the curve, and make their businesses bigger, leaner and better.

- ▶ **Digitisation: Fast-tracked and enabling business transformation.** Financiers are utilising the pandemic period to fast-track the digitisation drive and undergo business transformation at every stage of customer lifecycle by reimagining businesses, processes, functions and customer proposition. In our view, they have realised that core principles need to be centred around being fully customer-centric, ensuring 360° omni-channel engagement with clients, provide intelligent data-driven orchestration, and adopt open platform architecture.
 - Leaders are shifting from a product-centric to platform-centric approach and taking personalisation to the next level by offering highly-tailored services. Global study shows that retail banks that digitise their customer journey see a 520% boost in revenues, 15-35% cost reduction, and 10-15% rise in customer satisfaction.
 - The strategy now is directed towards value creation through automation, AI, analytics, APIs, etc. Players are establishing platforms and marketplaces to offer comprehensive solutions.
 - Banks are intending to create a collaborative ecosystem of stakeholders partnering with incumbents to leverage each other’s strengths and create a better long-term sustainable marketplace. In this emerging ecosystem, their role will shift considerably towards that of data aggregator or smart orchestrator.

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► **Progressive growth push, stress resolution bode well for financiers:** Expansionary counter-cyclical fiscal policy with focus on reviving growth and progressive steps towards addressing stressed assets bode well for corporate financiers. Government's growth push approach should kick-start the capex cycle sooner than later. Our optimism comes especially against the backdrop of: 1) structural policy initiatives, 2) competitive corporate tax rates, etc, 3) conducive investment climate, 4) ample balance sheet resources (to absorb capex spend), and 5) corporate asset quality cycle nearing its end. Indian financiers too have saddled themselves with ample liquidity / capital buffer to tap the emerging opportunity. We believe India Inc. is on the cusp of releveraging (post deleveraging phase) and we are at the inflection point with respect to credit growth outlook.

► **Secured lending more resilient; tie-ups on the anvil.** Change in customer behaviour was the biggest fear when regulator announced moratorium on loans in Apr'20. However, 9MFY21 collections trends suggest that customer behaviour is largely intact, and secured businesses are more resilient. Financiers are also incrementally focused on scaling up secured lending – be it in home loans, car loans or gold loans, top rated corporates or SMEs. Risk appetite is low and balance sheet will continue to be judiciously and prudently leveraged for unsecured lending.

Also, in general, across product categories, financiers are smoothening processes, tightening standards, recalibrating scorecards, and enhancing screening and monitoring risks. With comprehensive customer assessment, they are deepening their presence, especially in the middle and bottom of the pyramid.

► **Entire cost structure reimaged.** Covid pandemic forced Indian financiers to reimagine the 'traditional – physical' customer acquisition route and also deep-dive into current cost structure. During past nine months, they have not only built robust 'digital customer acquisition platform', but also reinvented the entire end-to-end financial transaction journey by digitisation. Similarly, on the other hand, the shift in customer preference towards transacting via digital mode than the traditional brick & mortar route provided an excellent opportunity for financiers to deep-dive into existing cost structure. Our interaction with industry players suggest that greater adoption of 'work from home' concept by employees and increased customer acquisition via digital route (incremental branch size could be lower) would permanently save some cost on real estate. Further, by improving efficiency and productivity, man hours can be saved and costs reduced.

► **Consolidation in the space.** While the 'new normal' throws equal opportunities to all incumbents, we believe industry-leaders having experienced several business cycles are responding with a new rhythm redefining, refocusing and reorienting their approach and thinking. Many are not letting the crisis time go waste and are undertaking distinct and differentiated initiatives and building capabilities to remain in action, be ahead of the curve and make their businesses bigger, leaner and better. The market share movement across participants during past 12 months exhibits how strong players are getting stronger and the weak getting marginalised.

Likely short-term trends to emerge:

- **Lower collection in coming months amidst rising disruption:** Acceleration in Covid cases, if prolonged for some more time with broad-based disruption risk, can lead to moderation in activity levels and dent business/consumer confidence. While secured products showed strong resiliency during the first lockdown (with collections reaching pre-Covid levels quicker than earlier expectations), it has deferred the revival of some vulnerable segments, e.g. hospitality, tourism, MSME, MFI, etc. Further, credit behaviour of customers from restructured and ECLGS pool would be key thing to monitor if lockdown is extended for >1 month. .
- **Chasing better quality lending segments will weigh on margins.** *A combination of preference to maintain highly liquid balance sheet and low risk appetite in the system could result in lower credit offtake and lower NIMs.* Lenders are chasing better quality assets and the space is getting increasingly competitive. We are also towards the bottom of rate cycle and the benefit of lower funding cost will support NIMs now.
- **Rising collection intensity comes at a cost:** Given the present circumstances, focus, priority and bandwidth is channelised more towards collection. In fact, banks are employing collection agencies, collection staff and setting up collection infrastructure. The cost of collections has risen manifold with the intention to contain credit risk.

Table 1: Valuations: Long-term value/growth drivers offsetting intermediate disruptions

Banks

Particulars	CMP	Rating	P/E (x)			P/BV (x)			P/ABV (x)		
			FY21E	FY22E	FY23E	FY21E	FY22E	FY23E	FY21E	FY22E	FY23E
HDFC Bank	1,440	BUY	24.6	21.0	17.8	3.9	3.4	2.9	3.9	3.4	3.0
Axis Bank	678	BUY	28.6	12.4	10.4	1.9	1.7	1.5	2.0	1.8	1.5
SBI	351	BUY	9.7	6.1	4.2	0.8	0.7	0.6	1.0	0.8	0.7
Bandhan Bank	338	BUY	21.0	12.2	9.5	3.0	2.5	2.0	3.2	2.6	2.1
Federal Bank	77	BUY	11.4	7.9	6.3	0.9	0.8	0.7	1.0	0.9	0.8
City Union Bank	156	BUY	19.6	15.6	11.5	1.9	1.7	1.5	2.2	1.9	1.5
DCB Bank	99	BUY	9.8	8.0	5.8	0.9	0.8	0.7	1.0	0.9	0.8
Karur Vysya Bank	55	BUY	10.3	5.7	4.7	0.6	0.6	0.5	0.7	0.7	0.6
IIB Bank	927	ADD	25.3	11.7	9.3	1.8	1.6	1.4	1.9	1.7	1.5
Kotak Mahindra Bank	1,768	ADD	37.2	32.3	26.7	4.2	3.8	3.3	4.4	3.9	3.4
AU SFB	1,223	ADD	31.5	37.6	29.7	6.1	5.3	4.5	6.5	5.6	4.8
RBL Bank	212	HOLD	26.5	10.4	6.9	1.0	0.9	0.8	1.1	1.0	0.9
Yes Bank	16	HOLD	N/A	42.2	17.8	1.1	1.0	1.0	1.5	1.4	1.2

Particulars	EPS (Rs)			BV (Rs)			ABV (Rs)			RoAA (%)			RoAE (%)		
	FY21E	FY22E	FY23E	FY21E	FY22E	FY23E	FY21E	FY22E	FY23E	FY21E	FY22E	FY23E	FY21E	FY22E	FY23E
HDFC Bank	56	66	77	355	406	467	348	399	458	1.9	2.0	2.0	16.8	17.2	17.7
Axis Bank	22	50	60	328	369	419	310	353	406	0.7	1.5	1.6	7.2	14.4	15.2
SBI	19	31	44	247	278	322	195	233	283	0.4	0.6	0.8	8.2	11.8	14.8
Bandhan Bank	16	28	36	111	136	170	105	130	164	2.6	3.7	4.0	15.7	22.5	23.3
Federal Bank	6	9	12	79	88	99	72	79	90	0.7	0.9	1.0	8.5	11.3	12.6
City Union Bank	8	10	14	80	89	102	69	80	102	1.2	1.3	1.6	10.5	11.8	14.1
DCB Bank	10	12	17	111	122	138	102	115	131	0.8	0.9	1.1	9.4	10.5	13.2
KVB	5	10	12	89	97	107	73	80	95	0.6	1.0	1.1	6.2	10.4	11.3
IIB Bank	37	79	99	511	579	663	485	550	636	0.9	1.7	1.9	7.6	14.5	16.0
KMB	37	42	51	321	361	411	310	350	399	1.9	2.0	2.1	12.9	12.3	13.2
AU SFB	39	33	41	200	231	269	188	218	254	2.6	1.9	2.0	22.6	15.1	16.5
RBL Bank	8	20	31	210	228	257	191	209	240	0.5	1.2	1.6	4.1	9.3	12.7
Yes Bank	(0)	0	1	15	15	16	11	11	13	(0.1)	0.3	0.8	(0.5)	2.5	5.7

NBFCs

Particulars	CMP	Rating	P/E (x)			P/BV (x)			P/ABV (x)		
			FY21E	FY22E	FY23E	FY21E	FY22E	FY23E	FY21E	FY22E	FY23E
HDFC	2,472	BUY	30.7	27.1	18.0	2.4	2.2	1.8	3.0	2.8	2.3
Aavas	2,376	BUY	70.4	56.8	48.2	8.0	7.0	6.1	8.1	7.1	6.2
Piramal Enterprises	1,750	BUY	23.5	14.4	13.2	2.2	2.1	2.0	N/A	N/A	N/A
Repco	322	BUY	6.6	6.4	5.9	1.0	0.9	0.8	1.1	0.9	0.8
Shriram City	1,450	BUY	9.7	7.9	6.6	1.2	1.0	0.9	1.4	1.2	1.0
Magma Fincorp	117	BUY	29.6	18.6	12.5	1.1	1.0	1.0	1.4	1.3	1.2
PFC	114	BUY	3.7	3.9	2.7	0.6	0.6	0.5	0.7	0.7	0.6
JM Financial	85	BUY	14.4	11.8	9.7	1.2	1.1	1.0	N/A	N/A	N/A
IIFL Wealth	1,304	BUY	31.7	27.1	23.7	3.7	3.6	3.5	N/A	N/A	N/A
Credit Access	617	BUY	39.2	16.1	11.6	2.6	2.3	1.9	2.6	2.3	1.9
Spandana	611	BUY	19.4	7.7	6.7	1.4	1.2	1.1	1.4	1.2	1.1
MMFS	199	ADD	40.0	14.4	12.6	1.6	1.5	1.5	1.9	1.8	1.8
LIC Housing	420	ADD	9.1	8.9	7.1	1.0	0.9	0.8	1.3	1.1	1.0
L&T Financial	96	ADD	15.2	8.6	8.0	1.3	1.1	1.0	1.4	1.2	1.1
Cholamandalam	540	HOLD	25.7	19.9	16.2	4.7	3.7	3.1	5.2	4.2	3.4
PNB Housing	384	HOLD	7.6	7.4	4.9	0.7	0.7	0.6	0.9	0.8	0.7

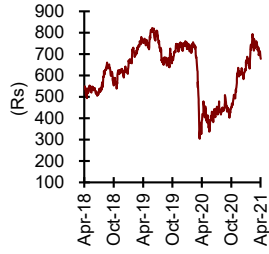
Particulars	EPS (Rs)			BV (Rs)			ABV (Rs)			RoAA (%)			RoAE (%)		
	FY21E	FY22E	FY23E	FY21E	FY22E	FY23E	FY21E	FY22E	FY23E	FY21E	FY22E	FY23E	FY21E	FY22E	FY23E
HDFC	44	49	74	564	609	731	444	475	583	2.0	2.1	2.3	11.5	11.8	13.4
Aavas	34	42	49	299	342	392	293	335	384	3.1	3.2	3.0	11.9	13.0	13.5
PEL	67	109	119	702	750	780	N/A	N/A	N/A	3.0	3.7	3.9	6.5	7.4	7.9
Repco	48	50	55	329	376	428	291	341	395	2.5	2.4	2.5	15.8	14.2	13.7
Shriram City	149	184	221	1,245	1,410	1,612	1,066	1,239	1,447	3.1	3.5	3.6	12.7	13.9	14.6
Magma Fincorp	4	6	9	106	112	121	86	91	101	0.7	1.1	1.5	3.8	5.7	8.0
PFC	31	30	43	189	206	234	160	175	208	2.2	1.9	2.4	16.6	14.8	19.2
JM Financial	6	7	9	72	79	87	N/A	N/A	N/A	3.8	4.6	5.0	9.0	9.5	10.5
IIFL Wealth	41	48	55	352	361	372	N/A	N/A	N/A	0.2	0.2	0.2	11.9	13.5	15.0
Credit Access	16	39	54	237	275	329	237	275	329	1.8	3.7	4.3	7.7	15.0	17.8
Spandana	31	79	91	434	497	570	434	497	570	2.7	5.7	5.6	7.4	17.0	17.1
MMFS	5	13	15	122	131	131	100	107	107	0.8	2.0	2.0	4.5	10.6	11.2
LIC Housing	46	47	59	404	443	494	324	367	420	1.1	0.9	1.1	13.3	11.1	12.7
L&T Financial	6	11	14	76	84	88	70	77	80	1.3	2.1	2.2	8.5	13.9	14.3
Cholamandalam	21	27	33	116	146	177	105	128	159	2.5	2.8	2.9	19.1	20.4	20.7
PNB Housing	51	52	78	525	576	652	442	475	558	1.1	1.2	1.7	10.1	9.5	12.7

Source: Company, I-Sec research (SBI, Axis, HDFC Bank are standalone)

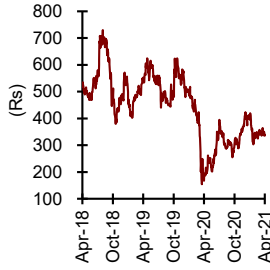
Note: Prices as on March 7, 2021.

Price charts

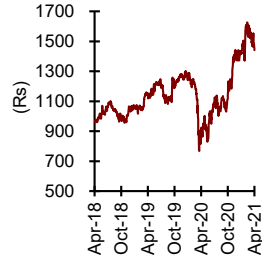
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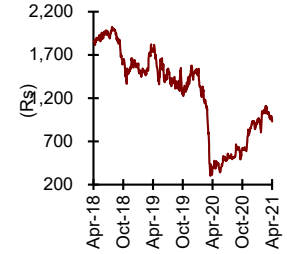
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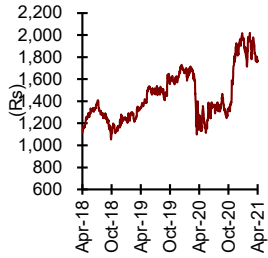
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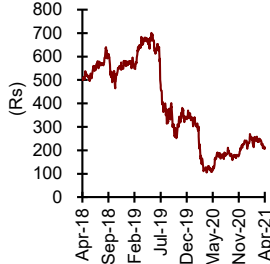
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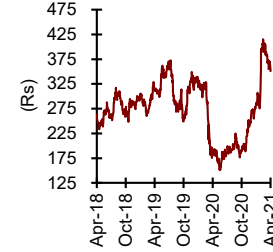
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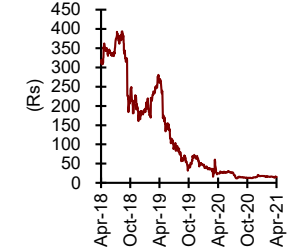
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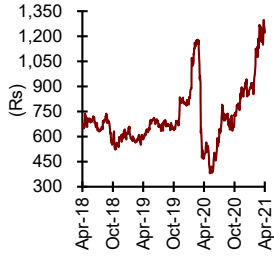
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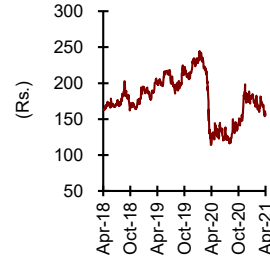
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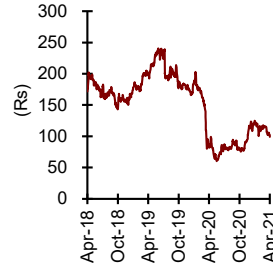
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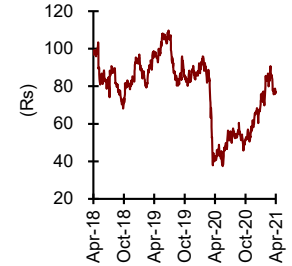
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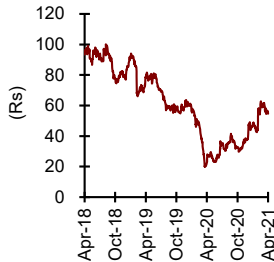
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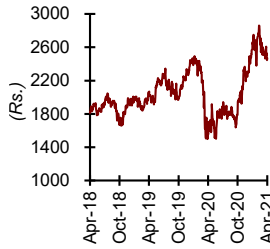
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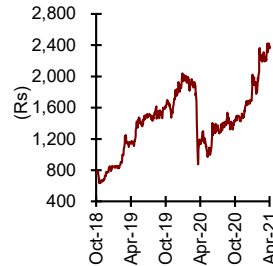
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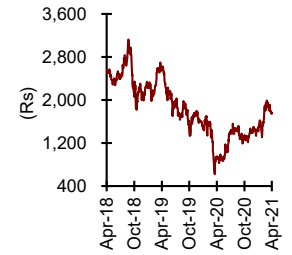
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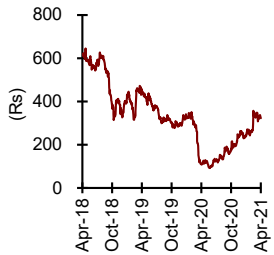
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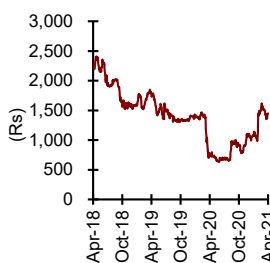
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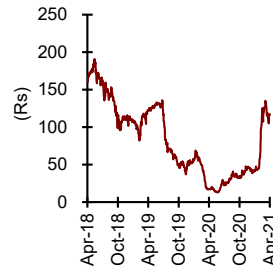
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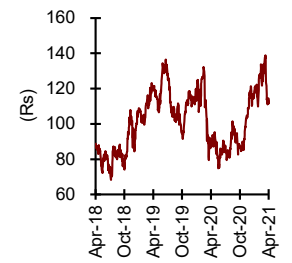
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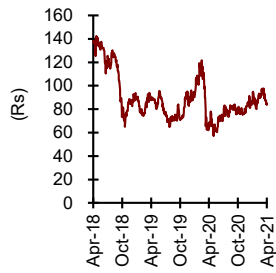
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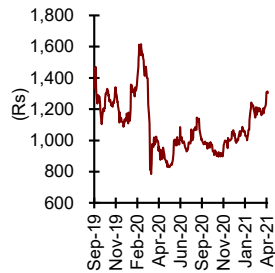
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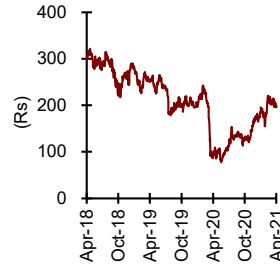
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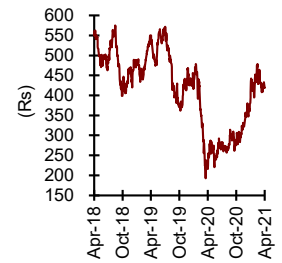
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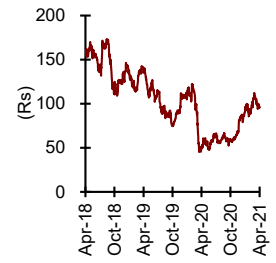
M&M Financial



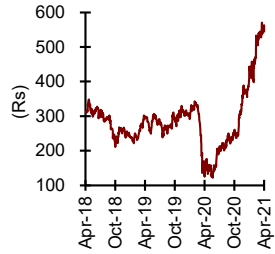
LIC Housing



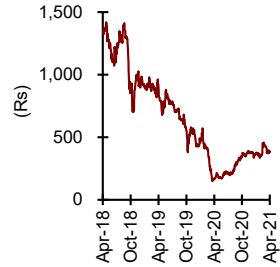
L&T Financial



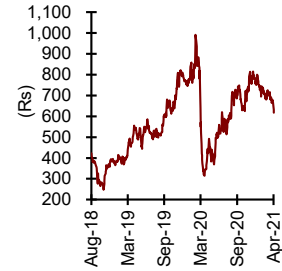
Cholamandalam



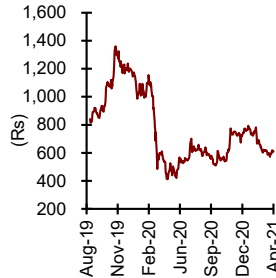
PNB Housing



CreditAccess Gramin



Spandana



Source: Bloomberg

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