

# **Bajaj Finance**

 BSE SENSEX
 S&P CNX

 55,944
 16,635



Bloomberg	BAF IN
Equity Shares (m)	602
M.Cap.(INRb)/(USDb)	4190.4 / 56.4
52-Week Range (INR)	7052 / 3009
1, 6, 12 Rel. Per (%)	7/16/47
12M Avg Val (INR M)	15784

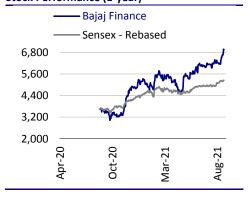
#### Financials & Valuations (INR b)

Y/E March	2021	2022E	2023E
Net Income	172.7	199.2	246.3
PPP	119.6	138.9	173.8
PAT	44.2	70.8	101.4
EPS (INR)	73.5	117.7	168.6
EPS Gr. (%)	-16.3	60.2	43.3
BV/Sh. (INR)	606	712	863
Ratios			
NIM (%)	9.5	10.0	10.0
C/I ratio (%)	30.7	30.3	29.4
RoA (%)	2.6	3.8	4.5
RoE (%)	12.8	17.9	21.4
Payout (%)	13.6	10.0	10.0
Valuations			
P/E (x)	94.5	59.0	41.2
P/BV (x)	11.5	9.8	8.0
Div. Yield (%)	0.1	0.2	0.2

### Shareholding pattern (%)

As On	Jun-21	Mar-21	Jun-20
Promoter	56.0	56.1	56.2
DII	9.3	9.1	10.1
FIIFIIFII	24.2	24.2	21.5
Others	10.4	10.6	12.2
FII Includes dep	ository rece	eipts	

#### Stock Performance (1-year)



CMP: INR6,943 TP: INR7,700 (+11%)

### Buy

# BAJFIN and the entire Financial Services group set to benefit from the new AMC license in the parent entity

- Bajaj Finserv has got an in-principle approval from SEBI for sponsoring a Mutual Fund (MF). While the opportunity is huge, given the under penetration and financialization of savings in the country, the competitive intensity in the industry is high with 44 players.
- Bajaj Finserv has inherent advantages in its business model, given its presence in the Retail Finance, Life Insurance, General Insurance, and Securities businesses. Strong brand presence and wide distribution reach are key pillars for garnering AUM, where BAGIC, BALIC, and BAF have proved their expertise. Cross-sell to the existing customers of these businesses is a huge opportunity.
- Technology investments will be a key differentiator, given the emergence of new-age Fintech players. Akin to the strong growth displayed in other lines of businesses, Bajaj Finserv will be able to deliver an industry-leading growth in the AMC business as well.
- Barring any new COVID-related disruptions, we expect BAF to deliver ~21% AUM growth in FY22E and 25% CAGR thereafter. This Financial Services group already had Lending products, General and Health Insurance, Life Insurance, and Broking services. With an AMC in the fold, the missing piece of a captive MF investment product (other than deposits/traditional savings/ULIP products) will also be complete. This should aid the fee and commission (particularly distribution) income of BAF, which was already exhibiting high growth until Mar'20 when COVID-19 struck.
- BAF's return ratios have been consistent and also the highest in our Coverage Universe (excluding gold Financiers). Given the strong recovery post relaxation of the lockdowns and the healthy progress made in its digital transformation program (including wallets and payments), we reiterate our Buy rating, with a TP of INR7,700 per share (8x 1HFY24E BV).

#### The AMC business offers a huge growth opportunity

- India's MF industry has come a long way, with assets under management (AUM) quadrupling to INR32t in the past decade (16% CAGR). At 12% of GDP, India's MF penetration is significantly lower than that of other countries (UK: 62%, Brazil: 68%, and the US: 120%).
- Increasing per capita income, the gradual financialization of savings, a growing awareness with targeted marketing campaigns such as 'Mutual Funds *Sahi Hai*', and improving reach, with digital platforms, will lead to strong AUM growth ahead.
- While the number of PAN card holders in India has crossed the 500m mark, the industry has ~23m unique MF investors.

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# Distribution is key in the Asset Management business. The group already has this expertise in other businesses

- BALIC has 54 corporate agents and 88,000 individual agents. BAGIC has 130 corporate agents and more than 80,000 individual agents. BAF has an overall customer franchise of ~50.5m and cross-sell client base of ~27.4m.
- B30 is the key focus area for all AMCs owing to its huge under penetration and higher TER charge (30bp) that can be levied on inflows from B30. BAF derives ~34% of its AUM from rural areas, which gives it a strong brand presence.
- This experience will go a long way in building the IFA network, which is key to its MF distribution among retail investors.

# Cross-sell opportunity and group investments offers an advantage over new AMCs

- BAF has investments of over INR110b in Mutual Funds at the consolidated level, which can be moved over the years to the new captive AMC.
- Cross-sell opportunities are large for the AMC business, with a huge retail customer base across the three lines of businesses.

#### Product strategy would be key

- New age AMCs largely focus on passive products, but these are low margin (ETFs earn 10-20bp as against 80-90bp/30-40bp/10-12bp for Equity/Debt/Liquid).
- Equity AUM growth needs three major elements: brand, performance and a strong IFA network. Both Bajaj Finserv and BAF have a strong brand and can build a strong IFA network, given their expertise in managing Retail distribution in other businesses. Its performance track record will evolve over the years (BALIC ULIP funds have closely tracked benchmark returns in largecap and index funds based on five year CAGR).

#### Valuation and view

- The COVID-related disruptions are known unknowns, and the quantum of impact on disbursements/asset quality is difficult to ascertain. In the context of the strong recovery seen in Jul-Aug'21, we expect BAF to be able to deliver a pre-COVID quarterly run-rate in AUM growth for the remainder of FY22. Provided there is no new COVID-19 wave, we expect BAF to contain credit costs ~2.6% in FY22E. Margin is likely to see a sharp improvement in FY22E on: a) lower cost of funds, b) reduced liquidity, and c) a favorable base due to interest reversals.
- While FY21 was an aberration, distribution income, as a proportion of total fee and commission income for BAF, has been on an increasing trajectory, improving to 43% in FY20 from 30% in FY18. With the digital ecosystem play and one-stop shop offering to its large cross-sell customer franchise, distribution income growth can quickly accelerate over FY23-24E. We estimate ~21% CAGR in fee and commission income over FY21-24E.
- We expect BAF to deliver ~4.8% RoA/23% RoE over the medium term. Given the positive outlook, we maintain our BUY rating, with a TP of INR7,700 per share (8x 1HFY24E BVPS).

# Fees have offered strong support to earnings in the past. Expect it to emerge as an even bigger contributor to future earnings

- Despite a significant drop in volumes/new disbursements, fees declined by just 5% YoY in FY21 (on a higher base). Its contribution to overall profitability remained high at 1.5% of average assets (down 30bp YoY, but near FY19 levels).
- Services and administrative charges grew 45% YoY to INR13.2b, with their contribution to overall fees at 54% (v/s 35-40% previously). This may have been driven largely by: a) conversion fees to hybrid flexi loans, b) the cross-selling of health EMI cards (1.1m sold), and c) penal interest charges (if any).
- Distribution fees declined by 45% YoY due to modest co-branded credit card usage (interchange fees) and lower incremental sourcing.
- The number of EMI cards/outstanding cross-sells of credit cards grew at a modest pace of 8%/12% YoY to 23.8m/2.1m.

Exhibit 1: Distribution fees were down YoY in FY21 because of COVID but demonstrated strong growth over FY18-FY20

INR m	FY18	FY19	FY20	FY21
Service and administration charges	3,434	5,806	8,996	13,138
Fee on value added products	1,972	3,285	4,137	3,697
Foreclosure income	247	1,052	1,574	1,446
Distribution income	2,428	6,676	11,153	6,125
Brokerage income			49	118
Total	8,082	16,819	25,910	24,524

Source: MOFSL, Company

### Significant focus on digital transformation

- BAF used the crisis as an opportunity to accelerate its digital journey. The company is targeting the omni-channel platform to enable the customer to move between online and offline, and vice-versa, in a frictionless manner. It plans to complete the entire transformation process by the end of Oct'21. With this transformation, the management is targeting significant business velocity, reduction in opex, and an improved customer experience.
- The enterprise technology architecture is being rapidly modernized to address the need for 'consumerization' and manage the scale and agility requirements of BAF. To that end, BAF is re-building its customer-facing mobility app with: i) a refreshed visualization layer; ii) a payments stack encompassing wallets, UPI, bill pay services, and a single-payment checkout gateway; iii) customer engagement features such as in-app programs, rewards, offers, deals, and location-based services; iv) enhanced service engagement features and information, with a robust search mechanism; and v) frictionless loans, investments, and insurance purchase. Data, technology, and analytics are the core pillars of BAF's business transformation strategy. Significant changes are being undertaken in operating processes and the core technology stack of the company. These are detailed below:

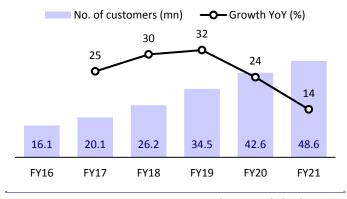
BAF is developing five proprietary marketplaces: i) the 'EMI store', ii) the 'Insurance Marketplace', iii) the 'Investment Marketplace', iv) 'BFL Health', and v) the 'Broking App' with the help of its group companies. These five apps would provide customers with the option to review, compare, and buy a host of financial products and services across electronics, insurance, investments, and health categories.

- BAF is also developing four productivity apps: i) 'Sales One', ii) 'Merchant', iii) 'Collections', and iv) 'Partner'. These would significantly improve the productivity and efficiencies of employees, channel partners, and the merchant ecosystem.
- Having received approval for running its own wallet business, BAF has developed a wallet application called 'Bajaj Pay'. This would offer an integrated payment solution to its customers, comprising UPI, PPI, EMI card, and credit card products. The company started offering 'Bajaj Pay' to its customers in 1QFY22.
- BAF is also developing 'Bajaj Pay' for merchants. This will broaden the scope of its payment solution to ~98,300 of its merchants, enabling higher growth and larger market share.
- The company is partnering with over 25 adjunct app ecosystems, with related product or service offerings, for its customers. These apps would provide adjacency to BAF's core offerings and increase customer stickiness.

### **Appendix**

Exhibit 2: Huge customer franchise that has been growing at breakneck speed (except in FY21 due to COVID-19 outbreak)

Exhibit 3: Share of cross-selling has been in the 65-70% range over the last three years



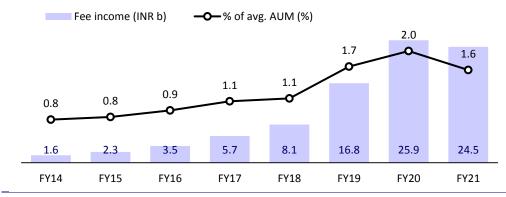


Source: MOFSL, Company

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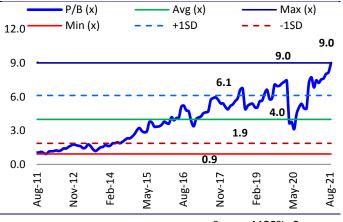
 $Motilal\ Oswal$ 

Exhibit 4: Despite a YoY decline in fee income in FY21, led by lower business volumes and distribution income, BAF has many levers for strong and sustainable fee improvement



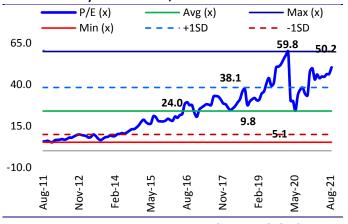
Source: MOFSL, Company

Exhibit 5: One-year forward P/B



Source: MOFSL, Company

#### Exhibit 6: One-year forward P/E



Source: MOFSL, Company

### **Financials and valuations**

Income Statement									INR b
Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E	FY24E
Interest Income	65.5	87.1	115.9	163.5	229.7	233.0	259.4	327.9	416.4
Interest Expended	29.3	38.0	46.1	66.2	94.7	94.1	95.7	126.1	160.8
Net Interest Income	36.2	49.0	69.7	97.3	135.0	138.9	163.7	201.8	255.6
Change (%)	37.0	35.4	42.2	39.5	38.8	2.9	17.9	23.2	26.7
Other Operating Income	7.5	12.7	11.6	21.4	34.0	33.6	35.3	44.3	53.8
Other Income	0.4	0.3	0.1	0.1	0.1	0.1	0.2	0.2	0.3
Net Income	44.1	62.0	81.4	118.8	169.1	172.7	199.2	246.3	309.7
Change (%)	39.0	40.7	31.3	45.9	42.4	2.1	15.3	23.7	25.7
Operating Expenses	19.0	25.6	32.7	42.0	56.6	53.1	60.3	72.5	89.0
Operating profit	25.1	36.4	48.7	76.8	112.5	119.6	138.9	173.8	220.6
Change (%)	44.0	45.0	34.1	57.6	46.5	6.3	16.2	25.1	27.0
Provisions and W/Offs	5.4	8.2	10.3	15.0	39.3	59.7	43.3	36.7	40.8
PBT	19.6	28.2	38.4	61.8	73.2	59.9	95.7	137.1	179.8
Tax	6.9	9.8	13.5	21.8	20.6	15.7	24.9	35.6	46.7
Tax Rate (%)	34.9	34.8	35.0	35.3	28.1	26.2	26.0	26.0	26.0
PAT	12.8	18.4	25.0	39.9	52.6	44.2	70.8	101.4	133.0
Change (%)	42.4	43.6	35.9	60.0	31.8	-16.0	60.2	43.3	31.2
Proposed Dividend	1.6	2.5	2.8	4.3	7.3	6.0	7.1	10.1	13.3
Balance Sheet									INR b
Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E	FY24E
Capital	0.5	1.1	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Reserves and Surplus (Excl. OCI)	73.7	89.4	157.4	195.8	323.0	363.2	426.9	518.2	637.9
Net Worth	74.3	90.5	158.6	197.0	324.2	364.4	428.1	519.4	639.1
OCI	0.0	0.0	-0.1	0.0	-0.9	-1.2	-1.2	-1.2	-1.2

Net Worth (Including OCI) 74.3 197.0 323.3 426.9 637.9 90.5 158.5 363.2 518.2 Change (%) 17.5 54.7 21.9 75.1 24.3 64.1 12.3 21.4 23.1 **Borrowings** 370.2 508.9 665.6 1,015.9 1,298.1 1,316.5 1,561.5 1,918.2 2,369.7 23.5 37.5 22.8 Change (%) 38.7 30.8 52.6 27.8 18.6 1.4 Other liabilities 25.2 23.9 29.5 22.6 54.2 19.9 35.6 41.0 47.1 **Total Liabilities** 469.7 619.4 848.0 1,242.3 1,643.9 1,715.3 2,029.4 2,483.5 3,061.8 Investments 10.3 41.3 31.4 86.0 175.4 184.0 184.0 184.0 184.0 Change (%) 211.2 299.5 -24.0 173.9 104.0 4.9 0.0 0.0 0.0 Loans 438.3 564.0 800.0 1,137.1 1,428.0 1,483.3 1,794.8 2,243.5 2,804.4 Change (%) 40.5 28.7 25.0 25.0 41.8 42.1 25.6 3.9 21.0 Other assets 21.1 14.1 16.6 19.2 40.5 48.0 50.6 56.0 73.5 **Total Assets** 469.7 619.4 848.0 1,242.3 1,643.9 1,715.3 2,029.4 2,483.5 3,061.8

E: MOFSL estimates

## **Financials and valuations**

Ratios									(%)
Y/E March	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E	FY24E
Spreads Analysis (%)									
Yield on Advances	17.5	17.4	17.0	16.9	17.9	16.0	15.4	15.8	16.0
Cost of borrowings	9.2	8.7	7.9	7.9	8.2	7.2	6.7	7.3	7.5
Interest Spread	8.3	8.7	9.1	9.0	9.7	8.8	8.7	8.5	8.5
Net Interest Margin	9.7	9.8	10.2	10.0	10.5	9.5	10.0	10.0	10.1
Profitability Ratios (%)									
Cost-to-Income	43.1	41.4	40.1	35.3	33.5	30.7	30.3	29.4	28.8
Empl. Cost/Op. Exps.	33.2	36.3	43.9	46.2	35.5 45.0	47.0	30.3 47.6	48.3	49.2
RoE	20.9	22.3	20.0	22.5	20.2	12.8	47.6 17.9	21.4	23.0
RoA	3.2	3.4	3.4	3.8	3.6	2.6	3.8	4.5	4.8
NOA	3.2	3.4	3.4	3.0	3.0	2.0	3.0	4.5	4.0
Asset Quality (%)									
GNPA	5.4	9.8	11.6	18.0	23.6	27.3	33.8	41.2	50.8
NNPA	1.2	2.6	3.5	7.3	9.4	11.4	13.5	16.5	20.3
GNPA	1.2	1.7	1.4	1.6	1.6	1.8	1.8	1.8	1.8
NNPA	0.3	0.5	0.4	0.6	0.7	0.8	0.7	0.7	0.7
PCR	77.2	74.0	69.6	59.7	60.3	58.4	60.0	60.0	60.0
Capitalization (%)									
CAR	19.5	19.5	24.0	20.7	25.0	28.3	25.3	24.5	24.0
Tier I	16.1	13.3	18.4	16.3	21.3	25.1	23.0	22.7	22.6
Tier II	3.4	6.2	5.5	4.4	3.7	3.2	2.3	1.8	1.3
Average Leverage on Assets (x)	6.5	6.6	5.9	5.9	5.5	4.9	4.7	4.8	4.8
Valuation	FY16	FY17	FY18	FY19	FY20	FY21	FY22E	FY23E	FY24E
Book Value (INR)	138.7	165.5	275.7	341.4	540.3	605.7	711.6	863.3	1,062.4
Price-to-BV (x)					12.9	11.5	9.8	8.0	6.5
EPS (INR)	23.9	33.6	43.4	69.3	87.7	73.5	117.7	168.6	221.2
EPS Growth (%)	33.0	40.7	29.2	59.6	26.7	-16.3	60.2	43.3	31.2
Price-to-Earnings (x)					79.1	94.5	59.0	41.2	31.4
Dividend per Share (INR)	2.5	3.6	4.0	6.0	10.0	10.0	11.8	16.9	22.1
Dividend Yield (%)					0.1	0.1	0.2	0.2	0.3

E: MOFSL estimates

## $\mathsf{N}\,\mathsf{O}\,\mathsf{T}\,\mathsf{E}\,\mathsf{S}$

Explanation of Investment Rating	
Investment Rating	Expected return (over 12-month)
BUY	>=15%
SELL	<-10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

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