

3600NE WAM

Buy

Estimate change	Ţ
TP change	I I
Rating change	(

Bloomberg	3600NE IN
Equity Shares (m)	356
M.Cap.(INRb)/(USDb)	147.8 / 1.8
52-Week Range (INR)	507 / 306
1, 6, 12 Rel. Per (%)	-6/-9/-13
12M Avg Val (INR M)	156

Financials & Valuations (INR b)

Y/E March	2023	2024E	2025E
Net Revenues	15.6	17.3	19.4
Opex	7.2	7.8	8.4
Core PBT	8.5	9.5	11.0
PAT	6.6	7.5	8.8
EPS	18.5	21.2	24.7
EPS Grw (%)	13.5	14.7	16.4
BV	87.2	91.4	96.3
Ratios			
PBT margin (bp)	31.6	32.2	32.4
PAT margin (bp)	24.5	25.6	25.8
RoE (%)	21.6	23.7	26.3
Div. Payout (%)	67.2	80.0	80.0
Valuations			
P/E (x)	22.5	19.6	16.8
P/BV (x)	4.8	4.5	4.3
Div. Yield (%)	3.0	4.1	4.8

Shareholding pattern (%)

As On	Mar-23	Dec-22	Mar-22
Promoter	22.0	22.0	23.1
DII	54.3	31.9	3.6
FII	12.8	31.5	22.1
Others	11.0	14.6	51.2

FII Includes depository receipts

Muted revenues and other income lead to 23% earnings miss

 4QFY23 PAT stood at INR1.6b, lower than our estimate of INR2.0b owing to negative 78m other income v/s our expectation of positive INR289m.

TP: INR520 (+25%)

- Opex declined 21% YoY to INR1.85b, which was 3% lower than our estimate. Employee costs declined 26% YoY. The cost-to-income ratio fell 849bp YoY to 47.1% (est. 44.6%).
- Total AUM rose 4.8% YoY to INR2.74t, with continued focus on scaling up ARR assets. ARR AUM grew 16% YoY to INR1.67t. ARR net flows stood at INR59b for the quarter, while total net flows came in at INR70b.
- FY23 revenue/PAT grew 12%/15% YoY to INR15.7b/INR6.7b.
- The board has approved an interim dividend of INR4 per share (first interim dividend of FY24).
- We have cut our EPS estimates largely to factor in lower retentions on 3600NE Plus (erstwhile IIFL One) and lower other income for FY24/FY25. We retain our BUY rating with a one-year TP of INR520 (based on 21x Mar'25E EPS).

Gross AUM increased 5%YoY to INR2.74t; mix favors ARR assets

- Total AUM on a closing basis in 4QFY23 grew 5% YoY to INR2.74t, lower than our expectation of INR2.89t. ARR AUM grew 16% YoY to INR1.67t. TBR AUM fell 9% YoY to INR1.07t. The contribution of ARR assets to total AUM stood at 61% v/s 61%/55% in 3QFY23/4QFY22.
- AUM for 360ONE plus (IIFL-ONE) grew 4% QoQ to INR423b. The sequential growth was led by an 8%/5% increase in advisory assets/nondiscretionary PMS. MTM loss on ARR/TBR assets stood at INR52.6b/INR24.95b.

Pressure on yields

CMP: INR415

- Reported retentions in total revenue (including other income) stood at 59bp v/s 62bp/64bp in 3QFY23/4QFY22. ARR retentions stood at 67bp v/s 70bp/74bp in 3QFY23/4QFY22.
- Retentions in IIFL-ONE marginally declined QoQ to 26bp as the share of advisory and non-discretionary assets increased. NIM in the loan book fell 85bp QoQ to 5.5%. AMC retentions were down 8bp QoQ as retentions on AIF assets were flat and the share of PMS assets declined.

Opex declines YoY on account of a decline in variable employee pay

- While the overall opex was flat QoQ, total Opex declined 16% YoY to INR1.86b (in line with estimates), led by 26% YoY decline in employee cost. This decline in employee cost was on account of 69% YoY decline in variable employee cost (linked to flows). However, the ESOP cost increased 29% YoY and 35% QoQ.
- Administrative costs also declined 8% YoY and 3% QoQ to INR526m.

Prayesh Jain - Research Analyst (Prayesh.Jain@MotilalOswal.com)

Highlights from the management commentary

- Target of INR400b net flows into ARR assets is backed by 1) ~INR150b in 3600NE Plus (erstwhile IIFL One), 2) ~INR150b in AMC and 3) INR100-150b Distribution assets. This would be partially offset by some redemption (of which, 60% is expected to be retained). INR200-250bn will be in the form of new flows from existing/new customers, while rest would arise from transition of AUM from TBR to ARR.
- By 2QFY24, mid-market proposition is expected to be launched. In addition, 360ONE plans to expand into 10 new cities and establish offices in Dubai and Singapore by the end of FY24. Furthermore, the company aims to expand into 5 more cities by 1HFY25.

Other highlights

- Other income' stood at negative INR78m in 4QFY23 v/s negative INR54m in 3QFY23 and our estimate of positive INR289m.
- The NBFC loan book increased to INR54b during the quarter.

Decent performance in 4QFY23; reiterate BUY

Over the past decade, 3600NE has evolved into one of the best wealth management franchises in India. It has become one of the largest alternate asset managers with unique product offerings. With IIFL-ONE, the company is looking to change the way wealth management services are offered in India by focusing on recurring revenue rather than the traditional approach of transaction-based revenue. Inflows continued to show momentum in 4QFY23. However, the growth of AUM was impacted by MTM hit. We have cut our EPS estimates largely to factor in lower retentions on 3600NE Plus (erstwhile IIFL One) and lower 'other income' for FY24/FY25. We retain our BUY rating with a one-year TP of INR520 (based on 21x Mar'25E EPS).

Quarterly performance												INR m
Y/E March		FY2	22			FY2	23		FY22	FY23	4QFY23E	Act. Vs
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			4QF123E	Est. (%)
Net Revenues	2,834	3,143	3,781	4,228	3,750	3,824	4,150	3,929	13,987	15,649	4,285	-8
Change (%)	42.6	48.3	58.1	59.2	32.3	21.7	9.7	-7.1	52.8	11.9	1.3	
ARR Assets Income	1,936	2,222	2,451	2,524	2,560	2,605	2,757	2,659	9,133	10,495	3,013	-12
TBR Assets Income	898	921	1,330	1,704	1,190	1,219	1,393	1,271	4,854	5,154	1,272	0
Operating Expenses	1,531	1,730	2,220	2,350	1,670	1,794	1,863	1,850	7,841	7,184	1,912	-3
Change (%)	17.8	29.2	46.2	54.3	9.1	3.7	-16.1	-21.3	38.1	-8.4	-18.7	
Cost to Income Ratio (%)	54.0	55.0	58.7	55.6	44.5	46.9	44.9	47.1	56.1	45.9	44.6	248bps
Operating Profits	1,304	1,413	1,561	1,878	2,080	2,031	2,286	2,079	6,146	8,465	2,373	-12
Change (%)	89.3	80.9	78.8	65.8	59.5	43.7	46.4	10.7	76.9	37.7	26.4	
Other Income	206	480	420	265	-60	225	-54	-78	1,371	37	289	
Profit Before Tax	1,510	1,893	1,981	2,143	2,020	2,255	2,232	2,001	7,517	8,502	2,663	-25
Change (%)	38.1	67.8	54.9	59.0	33.8	19.1	12.7	-6.6	55.0	13.1	24.2	
Tax	341	458	449	487	449	512	517	447	1,735	1,924	632	-29
Tax Rate (%)	22.6	24.2	22.7	22.7	22.2	22.7	23.2	22.3	23.1	22.6	23.7	
PAT	1,169	1,435	1,532	1,657	1,571	1,744	1,715	1,554	5,781	6,578	2,031	-23
Change (%)	42.0	64.6	58.8	60.3	34.5	21.5	12.0	-6.2	56.6	13.8	22.6	
PAT Margins (%)	41.2	45.6	40.5	39.2	41.9	45.6	41.3	39.6	41.3	42.0	47.4	-784bps
Key Operating Parameters (%)												
AUM (INR B)	2,352	2,566	2,628	2,617	2,520	2,682	2,751	2,743	2,617	2,743	2,892	-5
Change (%)	33.1	37.1	31.1	26.4	7.2	4.5	4.7	4.8	26.4	4.8	10.5	
ARR Assets	1,175	1,320	1,389	1,444	1,429	1,550	1,665	1,672	1,444	1,672	1,759	-5
TBR Assets	1,178	1,246	1,238	1,173	1,092	1,132	1,086	1,072	1,173	1,072	1,133	-5
Yield on AUM - Calculated (%)	0.51	0.51	0.58	0.64	0.58	0.59	0.61	0.57	0.64	0.57		
ARR Assets	0.71	0.71	0.72	0.71	0.71	0.70	0.69	0.64	0.71	0.64		
TBR Assets	0.32	0.30	0.43	0.57	0.42	0.44	0.50	0.47	0.57	0.47		



Highlights from the management commentary

Financials

ARR assets grew 15.7% YoY in FY23. The share of ARR AUM now stands at 61%. The ARR net flows for FY23 stood at INR 280b. ARR assets grew 2.5 times in the last three years.

Recurring revenues now account for 67% of the total revenue. From 1QFY24, the carry revenue would be recognized as recurring revenue (recognition only on a very conservative basis).

Business

- Carry income will not have much impact on retentions. 3600NE has maintained a retention rate of 80-90bp on managed accounts, 45-50bp on MF investments, and a retention rate of 90-100bp on PE investments. Over the last 2-3 years, a significant amount of capital was raised for PE investments, and replacing these investments could potentially impact the AUM for unlisted securities (~33% of total AUM).
- Total net worth stands at ~INR25b (excl. goodwill). Of this, ~INR 14-15b is deployed in lending business. ~INR 11b is invested in own AIF, which is causing aberrations in the 'other income'. 360ONE intends to decrease this to ~INR4.5-5b in the next 12-18 months. (initially, clients had expected 360ONE to invest significant amount of funds in new funds. This expectation has been lowered and the current investment amount per new fund is ~INR50m)
- Distribution asset trail fees have come down to ~37bp from ~40bp. This is because of 1) the higher share of debt in the last three months compared to equity has led to a decrease of ~0.7bp and 2) the distribution assets of private equity moving away has led to a decrease of ~2-2.5bp.
- The reason for lower NIMs on the loan book is due to the fact that only 40-50% of interest rate increase was passed on to customers while the remaining 50-60% was deferred until the end of Mar'23.

Guidance

- The decline in earlier guidance from a PAT of INR8.4b to INR8b in FY24 is on account of a conservative 'other income' and a decrease in TBR income (INR 3b is conservative and can increase by INR 0.5b depending upon market).
- Target of INR400b net flows into ARR assets is backed by 1) ~INR150b in 360ONE Plus (erstwhile IIFL One), 2) ~INR150b in AMC and 3) INR100-150b Distribution assets. This would be partially offset by some redemption (of which, 60% is expected to be retained). INR200-250bn will be in the form of new flows from existing/new customers, while rest would arise from transition of AUM from TBR to ARR
- 3600NE plans to expand into 10 new cities and establish offices in Dubai and Singapore by the end of FY24. Furthermore, the company aims to expand into 5 more cities by 1HFY25. The recruitment for the same has been ongoing for the past 3-6months.

360ONE Plus (erstwhile IIFL One)

- The declining retentions for 360ONE Plus are expected to stabilize. The Advisory services, including non-discretionary PMS, should have a retention rate of approximately of ~35-40bp (with the exception of corporate treasury, which has a lower retention rate). With the change in debt taxation, direct mandates were shifted from equity to debt in Mar'23, and thus, impacted the retention rate.
- Advisory assets will outpace distribution assets especially for large clients (INR1b+ wallet share). For INR50-500m clients, the focus is on distribution assets
- Discretionary works on three models, 1. All-in one fees 2. ~50-60bp for pure discretionary portfolio management fee and 3. Fees based on asset class, where 360One charges differently for equity and debt.

Mid-Market Proposition

- Distinctive features for mid-market proposition are 1. Set of differentiated curated as well as approved products on the platform and 2. to increase the span of control of RMs from 50 clients to 100 clients.
- This would have ~10-20bp higher retention rate than for advisory services. It would also have higher technology cost and then higher employee cost in the initial years. On reaching scale, CIR is expected to settle at ~35-36%.
- Over a period of time, advisory and discretionary PMS have become increasingly tailored to clients with a profile of ~INR 500m profile, making it challenging to maintain longer-term retentions of 40-45bp. On the flip side, client profiles with INR50-500m or INR100-500m have slightly higher retentions. 360ONE has worked hard over the last nine months to crack this segment.

Exhibit 1: Cut in estimates

INR b	Old	Est.	New	Est.	Chang	ge (%)
	FY24E	FY25E	FY24E	FY25E	FY24E	FY25E
ARR Revenue	12.8	14.8	12.2	14.3	-4.8	-3.5
TBR Revenue	5.0	5.0	5.0	5.1	1.0	2.0
Total Income	17.8	19.8	17.3	19.4	-3.2	-2.1
Operating Expenses	8.0	8.8	7.8	8.4	-2.6	-4.3
Operating Profits	9.9	11.0	9.5	11.0	-3.7	-0.4
Other Revenue	0.5	0.6	0.3	0.4	-40.0	-33.3
РВТ	10.4	11.6	9.8	11.4	-5.4	-2.1
Тах	2.4	2.7	2.3	2.6	-5.4	-2.1
PAT	8.0	9.0	7.5	8.8	-5.4	-2.1
Total AUM	3,268	3,687	3,156	3,642	-3.4	-1.2
Cost-to-core income	44.7	44.2	45.0	43.2	0.6	-2.3
RoE	25.2	26.9	23.7	26.3	-5.9	-2.3
Dividend payout ratio	80.0	80.0	80.0	80.0	0.0	0.0

Source: MOFSL, Company

Key exhibits

Exhibit 2: Total AUM is flat sequentially

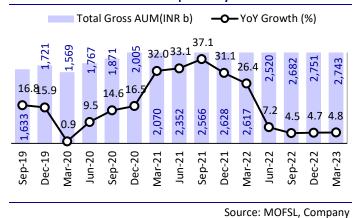
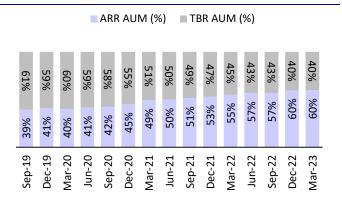


Exhibit 3: ARR's share stable at ~60%



Source: MOFSL, Company

Exhibit 4: ARR AUM mix (%)

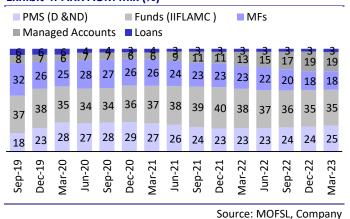
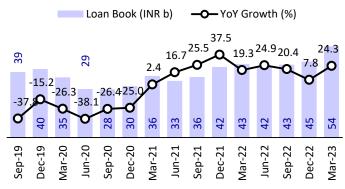


Exhibit 5: On YoY basis, loan book improves



Source: MOFSL, Company

Exhibit 6: ~220bp increase in cost-to-income ratio

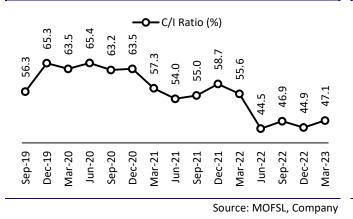
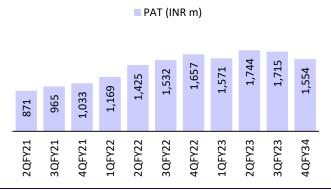


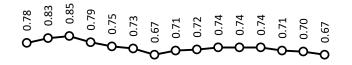
Exhibit 7: Trend in consolidated PAT (INR m)

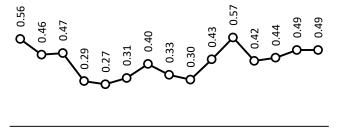


Source: MOFSL, Company

Exhibit 8: Yields in ARR

Exhibit 9: Yields in TBR





Sep-19	Dec-19	Mar-20	Jun-20	2QFY21	3QFY21	4QFY21	1QFY22	2QFY22	3QFY22	4QFY22	1QFY23	2QFY23	3QFY23	4QFY34	
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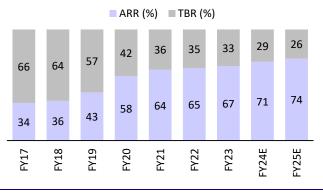
Sep-19
Dec-19
Mar-20
Jun-20
2QFY21
3QFY21
1QFY22
2QFY22
3QFY22
1QFY22
1QFY23
3QFY23
3QFY23

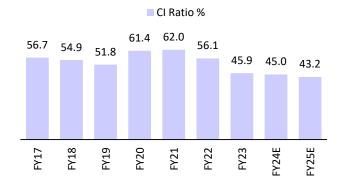
Source: MOFSL, Company

Source: MOFSL, Company

Exhibit 10: Mix of revenues

Exhibit 11: Cost-to-income ratio





Source: MOFSL, Company

Source: MOFSL, Company

Financials and valuations

Income Statement								(INR m)
Y/E March	2018	2019	2020	2021	2022	2023	2024E	2025E
Annual Recurring Revenues Assets	3,670	4,437	5,345	5,828	9,120	10,495	12,217	14,295
Transactional/Broking Revenues Assets	6,618	5,794	3,855	3,325	4,862	5,154	5,037	5,087
Net Revenues	10,288	10,231	9,200	9,154	13,982	15,649	17,254	19,382
Change (%)	45.3	-0.5	-10.1	-0.5	52.8	11.9	10.3	12.3
Operating Expenses	5,652	5,297	5,645	5,679	7,841	7,184	7,759	8,380
Core Profit Before Tax	4,636	4,934	3,555	3,474	6,141	8,465	9,495	11,002
Change (%)	51.2	6.4	-28.0	-2.3	76.8	37.8	12.2	15.9
Other Income	140	445	-691	1,375	1,372	37	300	400
Profit Before Tax	4,775	5,380	2,864	4,849	7,513	8,502	9,795	11,402
Change (%)	24.2	12.7	-46.8	69.3	54.9	13.2	15.2	16.4
Tax	1,099	1,634	853	1,157	1,736	1,924	2,253	2,622
Tax Rate (%)	23.0	30.4	29.8	23.9	23.1	22.6	23.0	23.0
PAT	3,676	3,746	2,011	3,692	5,777	6,578	7,542	8,780
Change (%)	37.0	1.9	-46.3	83.5	56.5	13.9	14.7	16.4
Proposed Dividend	785	848	2,018	6,150	4,858	4,418	6,034	7,024
Balance Sheet								(INR m)
Y/E March	2018	2019	2020	2021	2022	2023	2024E	2025E
Equity Share Capital	160	169	174	176	177	356	356	356
Reserves & Surplus	18,469	28,935	29,741	28,102	29,798	30,685	32,194	33,950
Net Worth	18,629	29,104	29,915	28,278	29,976	31,041	32,550	34,306
Borrowings	69,663	61,145	88,381	47,116	58,075	67,473	73,752	73,752
Other Liabilities	7,374	7,553	11,967	12,006	19,345	13,406	14,747	16,222
Total Liabilities	95,666	97,802	1,30,263	87,400	1,07,396	1,11,921	1,21,048	1,24,279
Cash and Investments	18,564	33,300	76,911	33,010	49,566	43,347	45,956	47,041
Change (%)	-43.6	79.4	131.0	-57.1	50.2	-12.5	6.0	2.4
Loans	70,561	49,665	36,319	37,206	40,549	49,101	53,670	53,670
Net Fixed Assets	523	5,100	5,754	8,153	8,163	8,798	9,678	10,646
Net Current Assets	6,017	9,737	11,278	9,030	9,117	10,675	11,745	12,922

95,666

97,802

1,30,263

87,400 1,07,396 1,11,921 1,21,048 1,24,279

E: MOFSL Estimates

Total Assets

Financials and valuations

Y/E March	2018	2019	2020	2021	2022	2023	2024E	2025E
AUM (Ex Custody assets) (INR B)	1,309	1,555	1,569	2,070	2,617	2,743	3,156	3,642
Change (%)	33.1	18.7	0.9	32.0	26.4	4.8	15.0	15.4
Annual Recurring Revenue Assets	449	583	626	1,020	1,444	1,672	2,084	2,571
Transactional/Brokerage Assets	861	972	943	1,051	1,173	1,072	1,072	1,072
E: MOFSL Estimates								
Y/E March	2018	2019	2020	2021	2022	2023	2024E	2025E
As a percentage of Net Revenues								
ARR Income	35.7	43.4	58.1	63.7	65.2	67.1	70.8	73.8
TRB Income	64.3	56.6	41.9	36.3	34.8	32.9	29.2	26.2
Total Cost (Cost to Income Ratio)	54.9	51.8	61.4	62.0	56.1	45.9	45.0	43.2
Employee Cost	37.9	32.4	40.5	44.7	43.0	33.3	32.6	31.3
PBT	45.1	48.2	38.6	38.0	43.9	54.1	55.0	56.8
Profitability Ratios (%)								
RoE	21.7	15.7	6.8	12.7	19.8	21.6	23.7	26.3
Dividend Payout Ratio	21.4	22.6	100.3	166.6	84.1	67.2	80.0	80.0
Dupont Analysis (Bps of AAAUM)								
Y/E March	2018	2019	2020	2021	2022	2023	2024E	2025E
Operating Income	89.7	71.4	58.9	50.3	59.7	58.4	58.5	57.0
Operating Expenses	49.3	37.0	36.1	31.2	33.5	26.8	26.3	24.7
Core Profit Before Tax	40.4	34.5	22.8	19.1	26.2	31.6	32.2	32.4
Other Income	1.2	3.1	-4.4	7.6	5.9	0.1	1.0	1.2
Profit Before Tax	41.6	37.6	18.3	26.6	32.1	31.7	33.2	33.5
Tax	9.6	11.4	5.5	6.4	7.4	7.2	7.6	7.7
ROAAAUM	32.1	26.2	12.9	20.3	24.6	24.5	25.6	25.8
Valuations	2018	2019	2020	2021	2022	2023	2024E	2025E
BVPS (INR)	58	86	86	80	84	87	91	96
Change (%)	19.8	47.5	-0.4	-6.3	5.0	3.2	4.9	5.4
Price-BV (x)	7.1	4.8	4.8	5.2	4.9	4.8	4.5	4.3
EPS (INR)	12	11	6	11	16	18	21	25
Change (%)	33.9	-3.8	-47.9	82.0	55.0	13.5	14.7	16.4
Price-Earnings (x)	36.0	37.4	71.9	39.5	25.5	22.5	19.6	16.8
DPS (INR)	2	3	5	17	14	12	17	20
Dividend Yield (%)		0.6	1.2	4.2	3.3	3.0	4.1	4.8

E: MOFSL Estimates

Investment in securities market are subject to market risks. Read all the related documents carefully before investing

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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Contact Person	Contact No.	Email ID		
Ms. Hemangi Date	022 40548000 / 022 67490600	query@motilaloswal.com		
Ms. Kumud Upadhyay	022 40548082	servicehead@motilaloswal.com		
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