# CEO resignation derails hope of smooth transition



BFSI - Banks 🕨 Company Update > April 30, 2025 CMP (Rs): 837 | TP (Rs): 725

We downgrade IIB to REDUCE from Add, cutting our TP by 9.4% to Rs725 (from Rs800). This is in view of the spate of top management resignations, including the MD & CEO, which should increase business/margin disruption including risk of another round of deposit run-down, impact on asset quality, middlemanagement attrition, and possibility of appointment of an RBI nominee on the Board as well as a PSU banker as MD & CEO (similar to Bandhan/RBL). The stock had recently pulled back, given that the assurance by the incumbent MD & CEOon smooth management transition and no more skeletons in the cupboard (recent MFI concerns being looked into raise new risk)—seems to be challenged now. We understand that the Board has begun the CEO/ED hiring process, which may though take at least 3-6M to seek RBI approval; thus, business would be hit in the interim and the recovery process prolonged, thereby making the risk-reward unattractive for IIB at current levels vs some peers.

### Spate of resignations, including CEO, increases risk of another round of business disruption and may thus prolong the recovery process

After the 1Y term extension for the CEO followed by derivative-related discrepancies, IIB saw meaningful retail deposit run-down, calling for RBI assurances and compelling banks to mobilize high-cost funds. Incumbent CEO had assured of staying back till the new CEO is appointed, thus giving assurance on some stability and smooth management/business transition. However, the recent noise around MFI portfolio discrepancy and now the entire top management incl the CEO having resigned, we expect one more round of deposit run-down, which will hurt credit growth, margin/fee, and LLP. Hence, we cut PAT by 21%/26% for FY26/27E and expect sub-optimal RoE of around 8-10% over FY26-28E.

#### Asset quality management too will be at further risk

The bank has seen asset quality deterioration during the past few quarters, with GNPA ratio inching up, to 2.25% from a low of 1.9%, mainly due to stress in the MFI segment. We believe that the impact of Karnataka's MFI ordinance coupled with the now restrictive ordinance expected in TN (a key state for MFI) could keep stress/LLP elevated in the near term. IIB had also pointed to some discrepancy in its MFI portfolio being looked into by the internal team; this poses a new risk to its asset quality/profitability.

#### We downgrade to REDUCE from Add

The CEO resignation has derailed hopes of a smooth transition, while raising risk of an RBI nominee appointment on the Board/a PSU banker as CEO. Even assuming a private banker appointment, we believe the recovery process will be stretched as the appointee will need to rebuild the team and risk-management practices, before stepping up growth. Thus, we d/g to REDUCE and cut TP to Rs725 (from Rs800), considering 21/26% FY26/27E earnings cut based on 0.9x FY27E ABV, given sub-optimal RoE (8-10%).

IndusInd Bank: Fin	ancial Snap	shot (Cons	solidated)		
Y/E Mar (Rs mn)	FY24	FY25E	FY26E	FY27E	FY28E
Net profit	89,770	47,362	53,578	63,099	84,410
Loan growth (%)	18.4	1.4	6.0	10.1	14.1
NII growth (%)	17.2	1.6	(3.1)	8.6	15.8
NIM (%)	4.5	4.3	4.0	4.0	4.1
PPOP growth (%)	10.0	(9.0)	(14.8)	4.6	22.1
Adj. EPS (Rs)	115.3	60.8	68.8	81.0	108.4
Adj. EPS growth (%)	20.2	(47.3)	13.1	17.8	33.8
Adj. BV (INR)	696.7	719.5	768.5	827.0	905.3
Adj. BVPS growth (%)	7.0	3.3	6.8	7.6	9.5
RoA (%)	1.8	0.9	1.0	1.1	1.3
RoE (%)	15.3	7.3	7.7	8.5	10.4
P/E (x)	7.3	13.8	12.2	10.3	7.7
P/ABV (x)	1.2	1.2	1.1	1.0	0.9

Source: Company, Emkay Research

Target Price – 12M	Mar-26
Change in TP (%)	(9.4)
Current Reco.	REDUCE
Previous Reco.	ADD
Upside/(Downside) (%)	(13.4)

Stock Data	IIB IN
52-week High (Rs)	1,550
52-week Low (Rs)	605
Shares outstanding (mn)	779.1
Market-cap (Rs bn)	652
Market-cap (USD mn)	7,648
Net-debt, FY25E (Rs mn)	NA
ADTV-3M (mn shares)	9
ADTV-3M (Rs mn)	10,935.3
ADTV-3M (USD mn)	128.3
Free float (%)	84.7
Nifty-50	24,335.9
INR/USD	85.3
Shareholding, Mar-25	
Promoters (%)	15.1
FPIs/MFs (%)	28.1/35.0

Price Performan	ıce		
(%)	1M	3M	12M
Absolute	28.8	(11.7)	(43.7)
Rel. to Nifty	24.5	(16.0)	(47.6)



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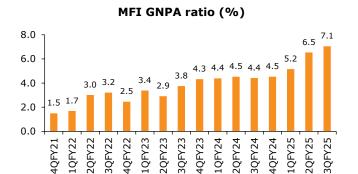
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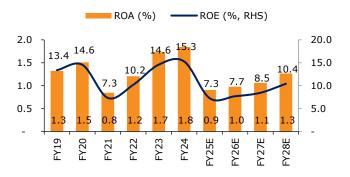
# **Story in charts**

Exhibit 1: MFI stress has significantly risen over recent quarters...



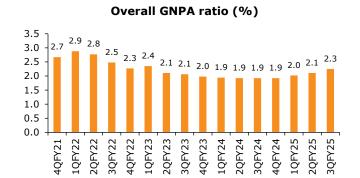
Source: Company, Emkay Research

Exhibit 3: We expect RoA at 1.0-1.3% owing to one more deposit run-down, which will hurt credit, margin/fees, LLPs



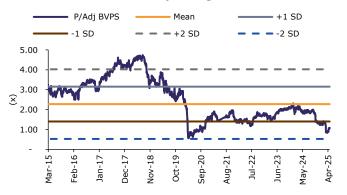
Source: Company, Emkay Research

Exhibit 2: ..this, coupled with stress in other retail loans, led to an increase in GNPA over the last 2-3 quarters



Source: Company, Emkay Research

Exhibit 4: The stock is currently trading at 1.1x FY27E ABV



Source: Bloomberg, Emkay Research

**Exhibit 5: Revision in estimates** 

FY26E		FY27E			FY28E				
Y/E Mar (Rs mn)	Earlier	Revised	Change	Earlier	Revised	Change	Earlier	Revised	Change
Net income	317,625	301,725	-5.0%	353,920	331,345	-6.4%	408,971	385,724	-5.7%
PPOP	138,208	122,999	-11.0%	155,263	128,709	-17.1%	186,568	157,149	-15.8%
PAT	68,056	53,578	-21.3%	85,150	63,099	-25.9%	103,560	84,410	-18.5%
EPS (Rs)	87.4	68.8	-21.3%	109.3	81.0	-25.9%	132.9	108.4	-18.5%
BV (Rs)	803.7	791.7	-1.5%	882.0	851.7	-3.4%	980.6	931.7	-5.0%

Source: Emkay Research

## **IndusInd Bank: Consolidated Financials and Valuations**

Profit & Loss					
Y/E Mar (Rs mn)	FY24	FY25E	FY26E	FY27E	FY28E
Interest Income	457,482	505,324	506,930	534,525	584,832
Interest Expense	251,323	295,883	304,042	314,149	329,719
Net interest income	206,159	209,442	202,888	220,376	255,113
NII growth (%)	17.2	1.6	(3.1)	8.6	15.8
Other income	93,958	93,516	98,837	110,969	130,611
Total Income	300,117	302,957	301,725	331,345	385,724
Operating expenses	141,476	158,519	178,726	202,635	228,575
PPOP	158,641	144,439	122,999	128,709	157,149
PPOP growth (%)	10.0	(9.0)	(14.8)	4.6	22.1
Core PPOP	153,586	140,142	118,273	123,510	151,430
Provisions & contingencies	38,849	81,205	51,466	44,465	44,452
PBT	119,792	63,234	71,533	84,244	112,697
Extraordinary items	0	0	0	0	C
Tax expense	30,022	15,872	17,955	21,145	28,287
Minority interest	0	0	0	0	C
Income from JV/Associates	-	-	-	-	-
Reported PAT	89,770	47,362	53,578	63,099	84,410
PAT growth (%)	20.6	(47.2)	13.1	17.8	33.8
Adjusted PAT	89,770	47,362	53,578	63,099	84,410
Diluted EPS (Rs)	115.3	60.8	68.8	81.0	108.4
Diluted EPS growth (%)	20.2	(47.3)	13.1	17.8	33.8
DPS (Rs)	16.5	8.5	9.5	11.0	15.0
Dividend payout (%)	14.3	14.0	13.8	13.6	13.8
Effective tax rate (%)	25.1	25.1	25.1	25.1	25.1
Net interest margins (%)	4.5	4.3	4.0	4.0	4.1
Cost-income ratio (%)	47.1	52.3	59.2	61.2	59.3
Shares outstanding (mn)	778.3	779.0	779.0	779.0	779.0

Source: Company, Emkay Research

Balance Sheet					
Y/E Mar (Rs mn)	FY24	FY25E	FY26E	FY27E	FY28E
Share capital	7,783	7,790	7,790	7,790	7,790
Reserves & surplus	623,257	668,564	714,355	768,544	840,970
Net worth	631,040	676,354	722,145	776,334	848,760
Deposits	3,845,857	4,111,400	4,477,196	5,003,806	5,739,889
Borrowings	476,114	411,897	357,762	312,198	328,958
Interest bearing liab.	4,321,971	4,523,297	4,834,958	5,316,004	6,068,847
Other liabilities & prov.	197,928	96,934	107,866	141,885	169,309
Total liabilities & equity	5,150,940	5,296,585	5,664,969	6,234,224	7,086,916
Net advances	3,432,983	3,480,433	3,687,896	4,058,754	4,631,897
Investments	1,064,865	1,126,223	1,218,045	1,352,485	1,541,436
Cash, other balances	369,074	384,480	423,059	465,150	531,024
Interest earning assets	4,866,922	4,991,136	5,329,000	5,876,390	6,704,357
Fixed assets	23,240	29,952	33,546	37,572	42,080
Other assets	260,778	275,497	302,424	320,263	340,478
Total assets	5,150,940	5,296,585	5,664,969	6,234,224	7,086,916
BVPS (Rs)	713.4	740.8	791.7	851.7	931.7
Adj. BVPS (INR)	696.7	719.5	768.5	827.0	905.3
Gross advances	3,480,228	3,540,919	3,753,374	4,128,712	4,706,731
Credit to deposit (%)	89.3	84.7	82.4	81.1	80.7
CASA ratio (%)	37.9	32.8	30.3	30.7	31.8
Cost of deposits (%)	6.0	6.6	6.5	6.2	5.8
Loans-to-Assets (%)	66.6	65.7	65.1	65.1	65.4
Net advances growth (%)	18.4	1.4	6.0	10.1	14.1
Deposit growth (%)	14.4	6.9	8.9	11.8	14.7
Book value growth (%)	7.0	3.8	6.9	7.6	9.4

Source: Company, Emkay Research

Asset quality and other metrics					
Y/E Mar (Rs mn)	FY24	FY25E	FY26E	FY27E	FY28E
Asset quality					
Gross NPLs	66,934	86,409	93,540	99,940	106,906
Net NPLs	19,689	25,923	28,062	29,982	32,072
GNPA ratio (%)	1.9	2.4	2.5	2.4	2.3
NNPA ratio (%)	0.6	0.7	0.8	0.7	0.7
Provision coverage (%)	70.6	70.0	70.0	70.0	70.0
Gross slippages	60,331	77,900	71,314	63,995	69,660
Gross slippage ratio (%)	1.7	2.2	1.9	1.6	1.5
LLP ratio (%)	1.0	1.5	1.4	1.2	1.1
NNPA to networth (%)	2.9	3.6	3.7	3.6	3.6
Capital adequacy					
Total CAR (%)	17.2	16.6	16.7	16.6	16.3
Tier-1 (%)	15.8	15.2	15.4	15.3	15.1
CET-1 (%)	15.8	15.2	15.4	15.3	15.1
RWA-to-Total Assets (%)	78.9	81.8	82.5	82.5	81.8
Miscellaneous					
Total income growth (%)	23.8	8.6	1.2	6.6	10.8
Opex growth (%)	24.7	12.0	12.7	13.4	12.8
Core PPOP growth (%)	6.4	(8.8)	(15.6)	4.4	22.6
PPOP margin (%)	28.8	24.1	20.3	19.9	22.0
PAT/PPOP (%)	56.6	32.8	43.6	49.0	53.7
LLP-to-Core PPOP (%)	25.3	57.9	43.5	36.0	29.4
Yield on advances (%)	12.1	12.1	11.7	11.4	11.2
Cost of funds (%)	6.1	6.7	6.5	6.2	5.8

Source: Company, Emkay Research

Valuations and key Ra	tios				
Y/E Mar	FY24	FY25E	FY26E	FY27E	FY28E
P/E (x)	7.3	13.8	12.2	10.3	7.7
P/B (x)	1.2	1.1	1.1	1.0	0.9
P/ABV (x)	1.2	1.2	1.1	1.0	0.9
P/PPOP (x)	4.1	4.5	5.3	5.1	4.1
Dividend yield (%)	2.0	1.0	1.1	1.3	1.8
DuPont-RoE split (%)					
NII/avg assets	4.2	4.0	3.7	3.7	3.8
Other income	1.9	1.8	1.8	1.9	2.0
Fee income	1.8	1.7	1.7	1.8	1.9
Opex	2.9	3.0	3.3	3.4	3.4
PPOP	3.3	2.8	2.2	2.2	2.4
Core PPOP	3.2	2.7	2.2	2.1	2.3
Provisions	0.8	1.6	0.9	0.7	0.7
Tax expense	0.6	0.3	0.3	0.4	0.4
RoA (%)	1.8	0.9	1.0	1.1	1.3
Leverage ratio (x)	8.3	8.0	7.9	8.0	8.2
RoE (%)	15.3	7.3	7.7	8.5	10.4
Quarterly data					
Rs mn, Mar	Q4FY24	Q1FY25	Q2FY25	Q3FY25	Q4FY25E
NII	53,765	54,076	53,473	52,281	49,612
NIM (%)	4.3	4.3	4.1	3.9	3.8
PPOP	40,815	39,518	35,998	36,007	32,916
PAT	23,491	21,707	13,313	14,024	(1,681)
EPS (Rs)	30.2	27.9	17.1	18.0	(2.2)

Source: Company, Emkay Research

#### **RECOMMENDATION HISTORY - DETAILS**

Date	Closing Price (INR)	TP (INR)	Rating	Analyst
09-Apr-25	679	800	Add	Anand Dama
11-Mar-25	656	875	Add	Anand Dama
10-Mar-25	901	1,125	Buy	Anand Dama
01-Feb-25	1,009	1,400	Buy	Anand Dama
08-Jan-25	981	1,500	Buy	Anand Dama
25-Oct-24	1,042	1,650	Buy	Anand Dama
07-Oct-24	1,351	1,800	Buy	Anand Dama
27-Jul-24	1,404	1,900	Buy	Anand Dama
26-Apr-24	1,446	2,000	Buy	Anand Dama
19-Jan-24	1,561	2,000	Buy	Anand Dama
19-Dec-23	1,567	2,000	Buy	Anand Dama
30-Nov-23	1,466	1,825	Buy	Anand Dama
19-Oct-23	1,450	1,825	Buy	Anand Dama
18-Jul-23	1,390	1,800	Buy	Anand Dama

Source: Company, Emkay Research

#### **RECOMMENDATION HISTORY - TREND**



Source: Company, Bloomberg, Emkay Research

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BUY	>15% upside
ADD	5-15% upside
REDUCE	5% upside to 15% downside
SELL	<15% downside

#### **Emkay Global Financial Services Ltd.**

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