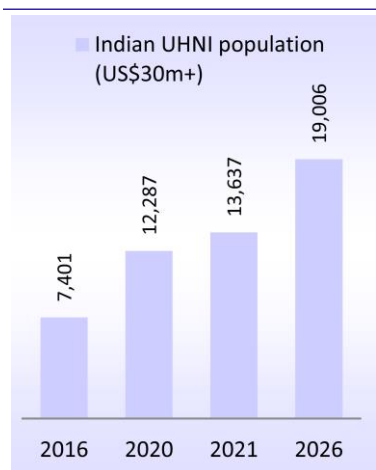


Wealth Management

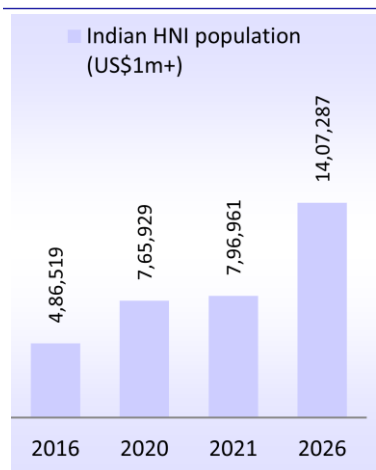
360ONE

Indian UHNI population to register a CAGR of 7% over 2021-26



Source: The Knight Frank Wealth 2022, MOFSL

Indian HNI population to register a CAGR of 12% over 2021-26



Source: The Knight Frank Wealth 2022, MOFSL

Evolving landscape of Wealth Management Ecosystem

- Wealth management business in India is well poised to register a healthy CAGR of 12-15% over the next five years. We are confident that all segments: UHNI, HNI, mass affluent, and retail offer significant growth opportunities.
- As per the Knight Frank Wealth Report 2022, the Indian UHNI population and HNI population is expected to clock a CAGR of 7% and 12%, respectively, over 2021-26.
- The UHNI space is experiencing a transformative phase marked by several key drivers. These include: 1) inter-generational wealth transfer, 2) increased interest in complex products such as international investments and 3) evolution from a purely physical to a 'phygital' model (Tech plays a more prominent role for RM than for clients).
- The HNI and mass affluent segments are being serviced through innovative, tech driven, AI, and ML-led modes. Account aggregation will be one of the key enablers for further accentuated growth in this segment.
- New-age wealth management firms are also taking a more holistic approach by integrating banking and lending services and emerging as a comprehensive, one-stop solution for clients, thereby increasing the value of their relationship.
- **Drivers for Wealth Management in India**
 - **Rise in HNIs & affluent segment:** The rise in HNI & affluent investors will continue to drive the demand for wealth management services tailored to the unique financial needs of these individuals. We expect the mass affluent segment to grow at ~15% over the medium term with technology and platform services being the key differentiator in this fierce competitive landscape.
 - **Digital Transformation:** AI-Powered chatbots, Robo-Advisory, and Digital Platforms are paving the way for next-gen wealth management solutions. These solutions are a huge success in the matured markets. In India, as the sector matures, it is likely to witness further innovation and competition, leading to more diverse offerings and enhanced services for investors.
 - **RM-led Advisory:** RM-led advisory services are essential to effectively serve the UHNI segment. There is a noticeable shift in customer behavior, with clients increasingly willing to invest in high-quality advice. Wealth managers play an integral role in nurturing and enhancing client relationships. However, this shift also brings about the challenge of talent scarcity within the industry.
 - **Customization:** The wealth management industry in India has been placing significant emphasis on crafting tailored portfolios for its customers. Its relevance has grown even more in the current ecosystem, wherein the industry is transitioning from distribution-oriented models to advisory-focused ones. Tech is playing a substantial role in facilitating this transformation.
- We believe 360ONE is well placed to gain out of the emerging trends as it 1) enhances its reach in the lower tier cities (earlier focus was on metros and top 10 cities), 2) diversifies into the INR50-250m networth customer base vs INR250m+ earlier, and 3) invests in technology to strengthen its phygital approach.
- We expect 360ONE to register an AUM CAGR of 13% over FY23-25 and the cost-to-income ratio to decline to 44% in FY25 from 45.9% in FY23, translating into an earnings CAGR of 12%. With a healthy dividend payout of 80% and RoE of 26% by FY25, we find valuations reasonable at P/E of 21x FY25E EPS. We maintain our BUY with a one-year price target of INR620.

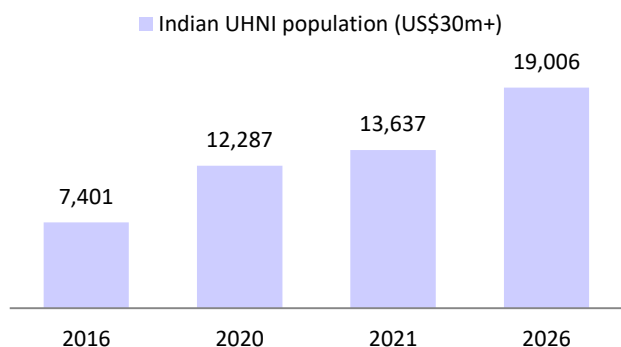
All eyes on growing HNI and Mass Affluent segment

- The HNI and mass affluent segment represents a significant and growing market for wealth management services in India. Traditionally, these segments were generally served by the domestic banks.
- It was necessary to transition from a product-oriented strategy and adopt a solution-oriented approach due to the increasing demand for personalized services. Only a scalable wealth management player with "Full Platform" capabilities would be able to provide this holistic solution. This led to a shift in market from banks to specialized wealth & asset management firms.
- **360ONE is expected to launch a product for the mass affluent segment** to cater to clients with networth in the range of INR50-250m. It will use a phygital model, relying heavily on technology. Distinctive features for this mid-market proposition outlined by 360ONE are: 1. A unique assortment of curated and approved products available on the platform and 2. to expand the client base of RMs to 100 from 50 clients.
- Nuvama Wealth is one of the wealth management players in the affluent and HNI client segment. It services 1m+ clients (managed by ~900 RMs) with ~INR 550b client assets under management (Mar'23).
- Even for ICICI Securities (ISEC), one of the five focus areas for growth include wealth management business, which is primarily the mass affluent segment. Here, customers are acquired through 1) open market sourcing, and 2) utilizing data analytics to tap into the untapped potential within the existing pool of ICICI Direct customers.
- We expect the mass affluent segment to grow at ~15% over the medium term with technology and platform services being the key differentiator in this fierce competitive landscape.

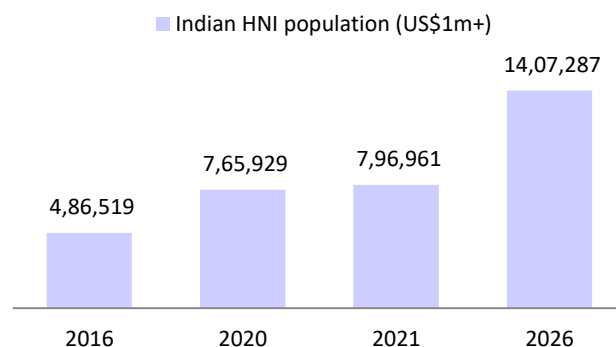
Exhibit 1: Total addressable asset pool

Financial Wealth threshold, (USD)		2022		2027	Expected CAGR (22-27) %
		Total HH fin. assets (USD Bn)	Households (#, '000s)	Total HH fin. assets (USD Bn)	
> 5 Mn	UHNI	810 - 820	30 - 35	1,540 - 1,560	13 - 14%
1 - 5 Mn	HNI	205 - 210	160 - 170	380 - 390	13 - 14%
100k - 1 Mn	Affluent	390 - 400	2.5 - 2.6K	710 - 720	12 - 13%
50 - 100k	Emerging Affluent	310 - 320	31 - 33K	610 - 630	11 - 13%
< 50 k	Mass Market	890 - 910	207 - 210K	1.3 - 1.4K	8 - 10%

Source: McKinsey Global Wealth Pools analysis, 360ONE WAM, MOFSL

Exhibit 2: Indian UHNI population to register a CAGR of 7% over 2021-26

Source: The Knight Frank Wealth 2022, MOFSL

Exhibit 3: Indian HNI population to register a CAGR of 12% over 2021-26

Source: The Knight Frank Wealth 2022, MOFSL

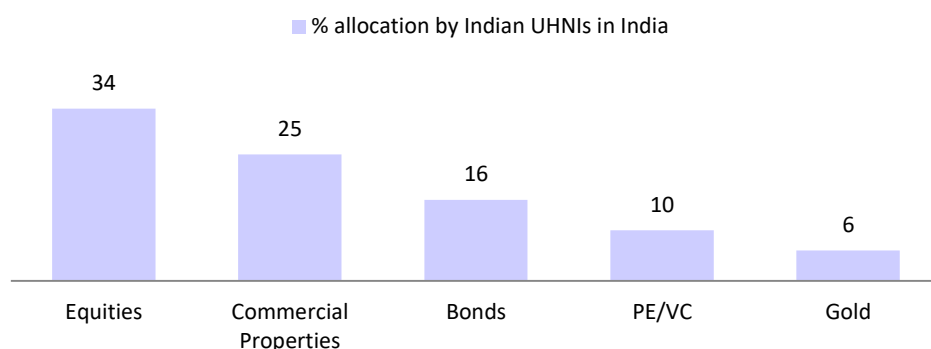
Product-side evolution fostering efficient risk-reward equation

- In the past, wealth management firms primarily focused on selling investment products and generating commission-based revenues from transactions.
- However, with the rise of sophisticated clients and increased competition, the firms have shifted to an advisory-based approach that emphasizes holistic, long-term relationships with clients.
- As a result, the firms are becoming more comprehensive, offering a wide range of services that go beyond traditional investment products.
- They provide advice on tax planning, estate planning, retirement planning, philanthropy, and more, with a stringent focus on building stronger relationships with clients, becoming more integrated into their lives, and offering customized solutions that meet their unique needs.
- Wealth managers have found it necessary to undertake product-side evolution, making a decisive shift from mere debt and equity solutions to alternatives and other sophisticated products to enable optimal diversification and foster an efficient risk-reward equation.
- Wealth management firms have, therefore, evolved to offer a wider range of products, including hedge funds, private equity, real estate, and commodities.
- These products often have higher risk profiles and require specialized expertise to manage, but they also have the potential to deliver higher returns and help savvy clientele achieve their financial goals.
- New-age wealth management firms are also taking a more holistic approach by integrating banking and lending services and emerging as a comprehensive, one-stop solution for clients, thereby increasing the value of their relationship.

Exhibit 4: India to become the 4th largest private wealth market globally by 2028

Asset Class	AUM CAGR last 10 years	AUM/Premium to GDP (India)	AUM/Premium to GDP (US)
Mutual Funds	20%	16%	116%
AIF	70%	1%	13%
Insurance	13%	4%	11%

Source: Nuvama Wealth, MOFSL

Exhibit 5: Proportion of investable wealth for asset classes by Indian UHNIs

Source: Knight Frank Wealth Report 2023, MOFSL

Digitization as a Key Enabler

- The Wealth Managers have also shifted their focus on the growing Indian HNI & the affluent segment clientele. These clients are serviced digitally over a platform.
- Digitization encourages personalization of services for clients. It is a highly efficient management process and analysis of copious amounts of data that result in more informed investment decisions.
- Digitization also plays a key role in better regulatory compliance by automating checks and ensuring that all necessary documentation is in place.
- There is no doubt that optimal digitization can prove to be an absolute competitive advantage for first-movers in the asset management space, ensuring better client engagement and retention in an increasingly challenging industry.
- The space is experiencing significant adoption of technology and automation, leading to increased efficiency and, thus profitability.
- Recent technology advancements in this space includes -
 - **Robo-Advisors:** Robo-advisors are automated, algorithm-driven platforms that provide financial planning and investment management services. They use technology to create and manage diversified portfolios based on clients' risk tolerance and financial goals. Robo-advisors are cost-effective and accessible, making them popular among both retail and high-net-worth investors.
 - **CRM software:** It helps wealth managers track client interactions, preferences, and financial goals. It enables personalized communication and tailored financial planning.
 - **Risk Assessment Tools:** Technology assists in assessing clients' risk tolerance accurately. It helps wealth managers recommend suitable investment products and strategies that align with clients' risk profiles.
 - **Portfolio Management Software:** Wealth managers use software solutions that help them construct, monitor, and rebalance client portfolios efficiently. These tools take into account risk profiles, asset allocation, and market conditions to optimize investment strategies.
 - **AI-Powered Chatbots:** AI-driven chatbots provide instant customer support and answer clients' inquiries 24/7. They can assist with basic account queries, account management, and provide information on investment options

- **Data Analytics:** Advanced data analytics and machine learning algorithms are used to analyze vast amounts of financial data. This helps in identifying trends, making investment recommendations, and improving portfolio management. Predictive analytics also assist in risk assessment and fraud detection.
- **Digital Platforms:** Wealth management firms have developed digital platforms that allow clients to access their accounts, track investments, and receive financial advice online or through mobile apps. These platforms provide convenience and real-time access to financial information.

Relationship Managers led advisory model

- The Wealth Managers cater to the UHNI clientele in a “phygital” manner thus requiring the RM to provide a higher level of service and strengthen relationships with clients.
- Wealth managers are also realizing that while digital tools can enhance the efficiency and customization of services, they cannot replace the value of a human touch. These digital solutions are, therefore, being developed to serve as enablers for wealth managers.
- They are starting to adopt a 360-degree view of client requirements, with future ready wealth managers now delivering more than just performance and adopting a 'plus-plus' attitude toward their offerings.
- To retain key talent necessary for the sustained growth, 360ONE WAM implemented a comprehensive long-term deferred variable pay plan through 'Employee Stock Option Scheme 2023'. Focused on the senior leadership, ~15% of the total employees are expected to be covered under this program.
- 360ONE aims to improve the efficiency of RMs by providing tech support to them. The number of families per RM is expected to increase to 40-45 from 30-35.
- Nuvama in the UNHI segment has an AUM of INR 1.25t managed by 100 RMs (excluding supervisory personnel with ~60% them having a vintage of more than 3 years) and 50 junior-level RMs.

Exhibit 6: FY23 - RM vintage data

RM Vintage	360 ONE WAM	Nuvama Private Wealth - Ultra HNI
>5 years	72%	73%
3-5 years	17%	17%
0-3 years	11%	10%

Source: Company, MOFSL

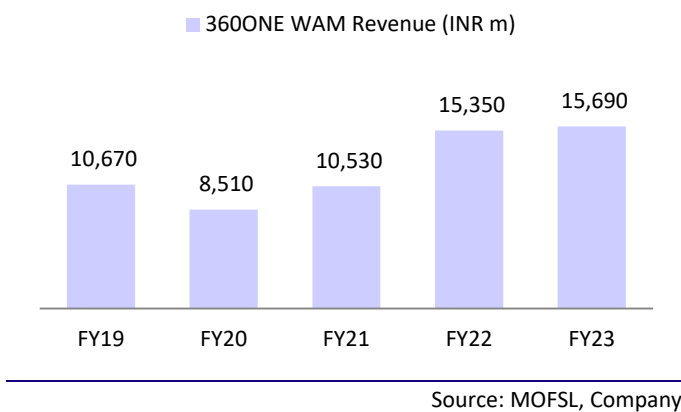
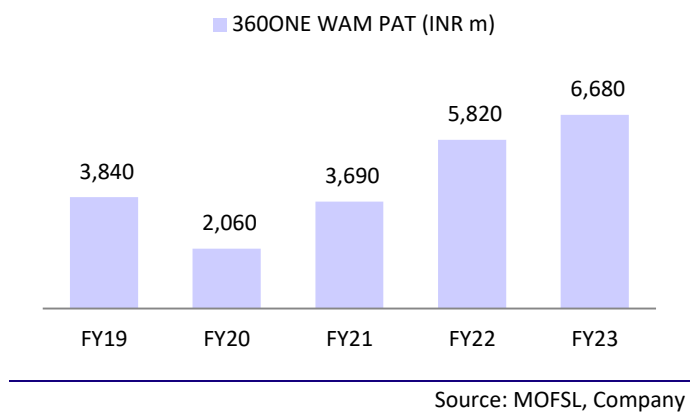
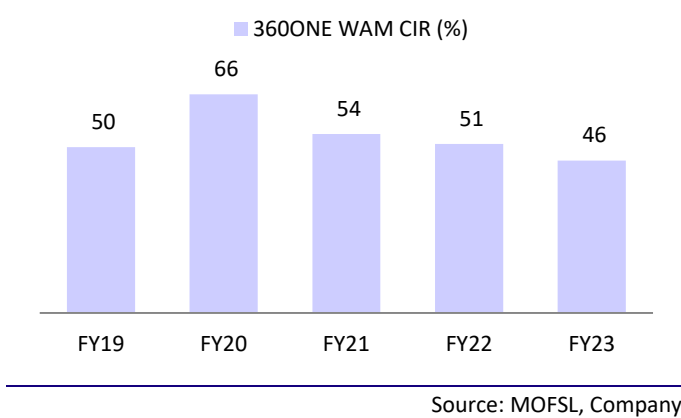
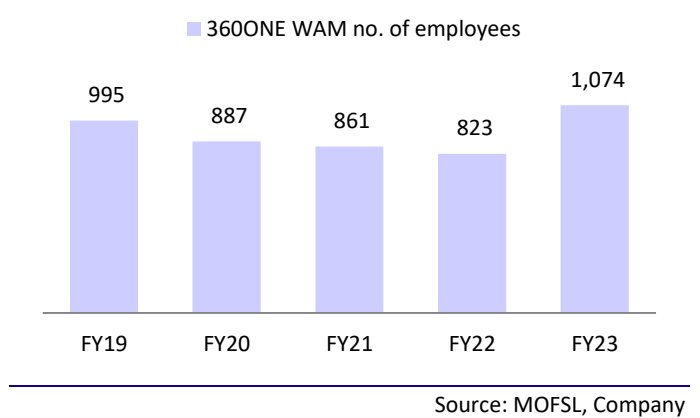
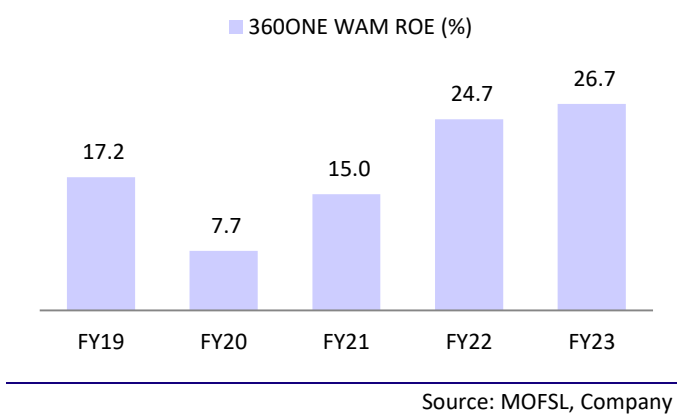
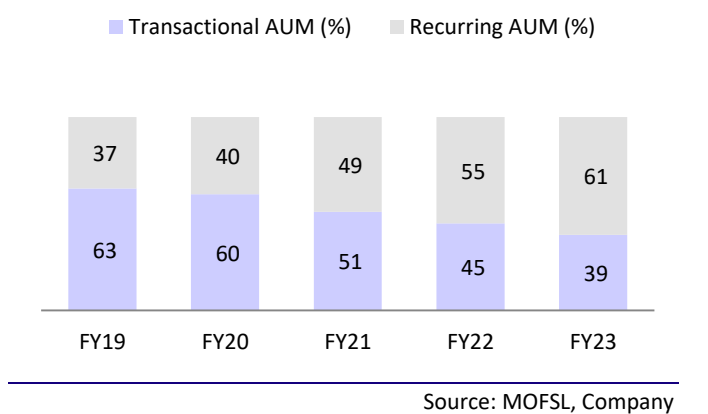
Customization: The new standard of expectation

- Over the years, customization in wealth & asset management has become exceptionally important due to the varying investment landscape and the surging demand for tailored investment solutions from investors.
- Wealth managers who desire to remain resilient and relevant must prioritize customization as it helps them build portfolios that align with the unique needs, goals, and risk tolerances of individual investors and boost outcomes.

- Further, customized portfolios are preferred, owing to the increased flexibility and control offered by such plans. Investors get more flexibility with the option to adjust portfolios based on their changing needs and circumstances, thus mitigating risk and maximizing returns over time.
- Many investors today are also keen on customization as it boosts tax efficiency, making it a win-win scenario for the new-age clientele seeking hyper-personalized experiences.
- Wealth & Asset managers who offer bespoke solutions also enjoy a competitive advantage over their peers as clients today are willing to pay more for tailored services.
- 360 ONE Plus, earlier known as IIFL-ONE is a unique engagement model designed to provide solutions for the Core Portfolio of clients. It is a transparent fee-only pricing model that ensures genuine alignment with client's interest.
- "One Nuvama" by Nuvama Wealth is a unique business model, enabling value and seamless client solutioning across ecosystem

Valuation and view

- Over the past decade, 360ONE (erstwhile IIFL Wealth) has evolved into one of the best wealth management franchises in India. It has become one of the largest alternative asset managers with unique product offerings.
- With 360 ONE Plus, the company aims to revolutionize the landscape of wealth management in India, prioritizing recurring revenue over the traditional transaction-based model.
- In order to grow ARR AUM, 360ONE is focusing on a five-point strategy: 1) increase wallet share among existing clients, 2) expand into new geographies, 3) increase share in inter-generation wealth transfer, 4) chase new money and 5) scale up AMC.
- We believe 360ONE is well placed to gain out of the emerging trends as it 1) enhances its reach in the lower tier cities (earlier focus was on metros and top 10 cities), 2) diversifies into the INR50-250m networth customer base vs INR250m+ earlier, and 3) invests into technology to strengthen its phygital approach.
- We expect 360ONE to register an AUM CAGR of 13% over FY23-25 and the cost-to-income ratio to decline to 44% in FY25E from 45.9% in FY23, translating into an earnings CAGR of 12%. With a healthy dividend payout of 80% and RoE of 26% by FY25, we find valuations reasonable at P/E of 15x FY25E EPS. We maintain our BUY with a one-year price target of INR620.

Exhibit 7: Trend in revenue growth for 360ONE WAM**Exhibit 8: Trend in PAT growth for 360ONE WAM****Exhibit 9: Declining cost-to-income ratio****Exhibit 10: Steady increase in no. of employees****Exhibit 11: ROE (excl. goodwill & Intangible) inching higher****Exhibit 12: Mix shifting toward recurring AUM**

Financials and valuations (360ONE)

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	13,367	15,335
Transactional/Broking Revenues Assets	6,618	5,794	3,855	3,325	4,862	5,154	3,698	4,167
Net Revenues	10,288	10,231	9,200	9,154	13,982	15,649	17,065	19,502
Change (%)	45.3	-0.5	-10.1	-0.5	52.8	11.9	9.0	14.3
Operating Expenses	5,652	5,297	5,645	5,679	7,841	7,184	7,942	8,578
Core Profit Before Tax	4,636	4,934	3,555	3,474	6,141	8,465	9,123	10,924
Change (%)	51.2	6.4	-28.0	-2.3	76.8	37.8	7.8	19.7
Other Income	140	445	-691	1,375	1,372	37	450	400
Profit Before Tax	4,775	5,380	2,864	4,849	7,513	8,502	9,573	11,324
Change (%)	24.2	12.7	-46.8	69.3	54.9	13.2	12.6	18.3
Tax	1,099	1,634	853	1,157	1,736	1,924	2,202	2,605
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	7,371	8,720
Change (%)	37.0	1.9	-46.3	83.5	56.5	13.9	12.1	18.3
Proposed Dividend	785	848	2,018	6,150	4,858	4,418	5,897	6,976

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	32,160	33,904
Net Worth	18,629	29,104	29,915	28,278	29,976	31,041	32,516	34,260
Borrowings	69,663	61,145	88,381	47,116	58,075	67,473	66,881	66,881
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	1,14,143	1,17,362
Cash and Investments	18,564	33,300	76,911	33,010	49,566	43,347	44,051	45,124
Change (%)	-43.6	79.4	131.0	-57.1	50.2	-12.5	1.6	2.4
Loans	70,561	49,665	36,319	37,206	40,549	49,101	48,670	48,670
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
Total Assets	95,666	97,802	1,30,263	87,400	1,07,396	1,11,921	1,14,143	1,17,362

E: MOFSL Estimates

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	3,205	3,697
Change (%)	33.1	18.7	0.9	32.0	26.4	4.8	16.8	15.3
Annual Recurring Revenue Assets	449	583	626	1,020	1,444	1,672	2,164	2,655
Transactional/Brokerage Assets	861	972	943	1,051	1,173	1,072	1,042	1,042

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	78.3	78.6
TRB Income	64.3	56.6	41.9	36.3	34.8	32.9	21.7	21.4
Total Cost (Cost to Income Ratio)	54.9	51.8	61.4	62.0	56.1	45.9	46.5	44.0
Employee Cost	37.9	32.4	40.5	44.7	43.0	33.3	33.5	31.7
PBT	45.1	48.2	38.6	38.0	43.9	54.1	53.5	56.0
Profitability Ratios (%)								
RoE	21.7	15.7	6.8	12.7	19.8	21.6	23.2	26.1
Dividend Payout Ratio	21.4	22.6	100.3	166.6	84.1	67.2	80.0	80.0

Financials and valuations (360ONE)

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	57.4	56.5
Operating Expenses	49.3	37.0	36.1	31.2	33.5	26.8	26.7	24.9
Core Profit Before Tax	40.4	34.5	22.8	19.1	26.2	31.6	30.7	31.7
Other Income	1.2	3.1	-4.4	7.6	5.9	0.1	1.5	1.2
Profit Before Tax	41.6	37.6	18.3	26.6	32.1	31.7	32.2	32.8
Tax	9.6	11.4	5.5	6.4	7.4	7.2	7.4	7.5
ROAAAUM	32.1	26.2	12.9	20.3	24.6	24.5	24.8	25.3

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	4.7	5.4
Price-BV (x)	8.9	6.0	6.1	6.5	6.2	6.0	5.7	5.4
EPS (INR)	12	11	6	11	16	18	21	24
Change (%)	33.9	-3.8	-47.9	82.0	55.0	13.5	12.1	18.3
Price-Earnings (x)	45.1	46.9	90.1	49.5	31.9	28.1	25.1	21.2
DPS (INR)	2	3	5	17	14	12	17	20
Dividend Yield (%)		0.5	1.0	3.4	2.6	2.4	3.2	3.8

E: MOFSL Estimates

NOTES

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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