



Rating  
**Hold**

Asia  
Hong Kong

Banking / Finance  
Banks

Company  
**HSBC Holdings Plc**

Reuters 0005.HK    Bloomberg 5 HK    Exchange HSI    Ticker 0005

Date  
11 June 2018

## Company Update

Price at 11 Jun 2018 (HKD)	76.95
Price target - 12mth (HKD)	77.00
52-week range (HKD)	85.85 - 67.65
HANG SENG INDEX	30,958

## Strategic evolution

### New targets for 2020

HSBC today gave a strategic update and unveiled new targets for 2020. The announcement represents an evolution, rather than revolution of the strategy which the bank has been undertaking for the last 3-5 years - and continues the narrative of recent quarterly updates of a move away from restructuring to focus on growth and investment. Key differences between the targets (which imply c.US\$17.9bn 2020 earnings) and consensus (US\$16.7bn) are 1% better revenues, 2.5% better costs; materially lower RWAs (7% lower than consensus) driving a far higher implied CET1 (close to 16% on our analysis); cost jaws: around 1% this year, but c.3% implied in 2019/20 - which is higher than management have previously said they would look to operate the business at. The targets are:

- **RoTE** greater than 11% by 2020. Supported by: mid-single digit growth in revenue, low-to-mid-single digit growth in operating expenses, 1-2% growth in RWAs per annum. This should drive revenues/RWAs to c.7% in 2020.
- **Positive adjusted jaws** in each financial year. This compares with c.1% guidance for 2018 given at 1Q18 conference call.
- **Sustain dividends** at current levels (51c) and as appropriate undertake share buybacks to neutralise any share issuance as a result of scrip dividends. This is the first time that HSBC has explicitly linked future buyback to a neutralisation of the scrip.
- **CET1**: expected to be above 14% throughout 2018-20. On the conference call management said that the headwinds from Basel III reforms were more in the timeframe of 2021 and 2022 than 2020 but they think it appropriate to make some allowance to build up capital to cover any impact (i.e. run with excess in 2020 to cover these).

HSBC aims to achieve this >11% RoTE via a number of strategic priorities, including:

- **Accelerating growth from Asian franchise**, particularly in Hong Kong (> \$3bn targeted revenue growth by 2020) but also in the Pearl River Delta (>\$0.2bn), ASEAN (>\$0.2bn), wealth (>\$0.4bn), insurance (>\$0.4bn) and asset management (>\$0.1bn).

### Valuation & Risks

David Lock

Research Analyst  
+44-20-754-11521

#### Price/price relative



Performance (%)	1m	3m	12m
Absolute	-0.8	0.5	12.2
HANG SENG INDEX	-0.5	-0.1	18.9

Source: Deutsche Bank

#### Key indicators (FY1)

ROE (%)	8.1
Loan/deposit ratio (%)	72.1
Book value/share (USD)	8.58
Price/book (x)	1.1
NPL/total loans (%)	1.7
Net int margin (%)	1.69
Adjusted ROE (%)	-

Source: Deutsche Bank



- **UK:** grow further in mortgages and commercial (>\$0.4bn revenue opportunity each).
- **Gain market share from international network**, particularly in Global Liquidity and Cash Management (>\$1bn targeted revenue growth by 2020). as well as trade finance (>\$0.4bn), securities services (>\$0.4bn) and FX (>\$0.1bn).
- **Turn around the US business** (targeting >6% RoTE in 2020 via growth in CMB and in consumer).
- **Further improve capital efficiency** by redeploying capital into higher returning businesses (which underpins the surprisingly low RWA growth p.a. out to 2020).
- **Invest further in the business** (targeting US\$6-6.5bn of investments in 2020 vs. US\$3bn in 2017) with no below-the-line CTA charges. 1/3 of the investment in regulation and productivity, 2/3 of investment in near- and medium-term opportunities in core business.

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## Deriving P&L and balance sheet from targets

Figure 1 below shows how we derive a simple P&L of the group over the coming three years from company targets and guidance. 2017 figures have been adjusted for FX translation effects (where disclosed) as at 1Q18.

- We assume 6% growth per annum in revenues to US\$63.4bn of revenues. This equates to around 7% revenues/average RWAs in 2020.
- For costs we assume 3.5% growth p.a. (implied cost/income jaws of c.250bps on average). This gives an implied PPP target of E27.7bn, around 6% ahead of current consensus.
- For loan losses, we use 33bps of loan losses on loan growth of 5% per annum. On the conference call, CEO Flint said the bank had assumed towards the low end of the 30-40bps through the cycle range.
- We use consensus assumptions on associates (US\$2.5bn) and minorities, AT1s and preference costs (US\$2.7bn). For tax we use the new guidance of 22% (consensus was at 23%). This equates to earnings of US\$17.9bn in 2020.
- For the intervening years, we use guidance for 2018 already given at 1Q18 (annualised 1Q costs + bank levy; 1% positive jaws), consensus expectations, and the new 22% tax rate. For 2019 we use the midpoint between 2018 and 2020.
- For RWA growth we assume 1.5% per annum (midpoint of guidance).
- TNAV and CET1 we have assumed grow over the period by the earnings in each year (US\$50bn on this analysis) less c.US\$31bn of cumulative dividends (assuming any scrip is fully offset via a buyback).

### Some observations

- The below analysis is consistent with the >11% ROTE target, with earnings around 8% higher than the current consensus for 2020, driven primarily by lower costs and higher revenues.



- This implies that the cost/income jaws improve from 1% in 2018 to c.3% in both in 2018 and 2019 - which is higher than had been guided in previous quarterly calls.
- The RWA growth is materially lower than consensus expectations (albeit there is an implication that RWAs could grow due to Basel III reforms in 2021/22).
- If the earnings and dividends evolve as outlined below, with no significant negative below-the-line charges, CET1 and TNAV should be c.US\$19bn higher by 2020. This means HSBC will be running materially higher than 14% CET1 in 2020: our simple maths below would suggest a CET1 of 15.9%.
- We flex revenue and cost growth assumptions in figure 2 - this shows the combinations required to reach 11% RoTE keeping other assumptions unchanged.

Figure 1: Targets in a box

	2017	2018	2019	2020 target	2020 cons	% diff.	US\$ diff.	Target / assumptions
Revenue (1Q FX adj)	53,215	56,524	59,952	63,380	62,744	1.0%	636	Mid-single digit growth p.a. (assumed 6% p.a.)
Operating expenses (1Q FX adj)	-32,200	-33,880	-34,790	-35,701	-36,607	-2.5%	906	Low to mid-single digit growth in operating expenses (assumed 3.5% p.a)
<b>PPP</b>	<b>21,015</b>	<b>22,644</b>	<b>25,161</b>	<b>27,679</b>	<b>26,137</b>	5.9%	<b>1,542</b>	
Loan impairments	-1,769	-1,914	-2,982	-3,734	-3,543	5.4%	-191	30-40bps LLPs through the cycle, expect low end of range (assumed 33bps)
Associates	2,375	2,439	2,454	2,476	2,476	0.0%	0	Assumed consensus
<b>PBT</b>	<b>20,990</b>	<b>23,169</b>	<b>24,633</b>	<b>26,421</b>	<b>25,070</b>	5.4%	<b>1,351</b>	
Tax	-4,618	-5,097	-5,419	-5,813	-5,710	1.8%	-103	22% tax rate guidance
Minorities / prefs	-2,812	-2,492	-2,574	-2,673	-2,673	0.0%	0	Assumed consensus
<b>Earnings</b>	<b>13,560</b>	<b>15,579</b>	<b>16,640</b>	<b>17,935</b>	<b>16,687</b>	7.5%	<b>1,248</b>	
C/I ratio	60.5%	59.9%	58.0%	56.3%	58.3%	-2.0%		
C/I jaws	1.4%	1.0%	3.4%	3.1%	1.8%	1.3%		Positive each year
Rev/RWAs	6.1%	6.4%	6.7%	7%	6.3%	0.6%		c.7% in 2020
RWAs (1Q FX adj)	881,300	894,520	907,937	921,556	995,100	-7.4%	-73,544	1-2% annual growth in RWAs
CET1 (1Q FX adj)	127,789	131,208	136,373	146,971	143,294	2.6%	3,677	
CET1 %	14.5%	14.7%	15.0%	15.9%	14.4%	1.5%		> 14%
TNAV (1Q FX adj)	146,545	149,964	155,129	165,727	162,700	1.9%	3,027	
Loan (1Q FX adj)	977,564	1,026,442	1,077,764	1,131,653	1,130,700	0.1%	953	mid-single digit
RoTE	9.3%	10.5%	10.9%	11.2%	10.3%	0.9%		>11% RoTE in 2020
Dividends	0.51	0.51	0.51	0.51	0.52			Flat dividend, buybacks to offset scrip where appropriate
Implied total dividend/buyback		10,241	10,322	10,409				Assumed 100% offset of scrip, consensus share count

Source: Deutsche Bank estimates, company data. Blue = consensus. Grey = implied from targets/guidance

Figure 2: Flexing assumptions for revenues and costs

		Revenue growth p.a.						
		3.5%	4.0%	4.5%	5.0%	5.5%	6.0%	6.5%
Cost growth p.a.	2.0%	9.9%	10.3%	10.7%	11.1%	11.5%	11.9%	12.3%
	2.5%	9.7%	10.1%	10.5%	10.8%	11.2%	11.6%	12.0%
	3.0%	9.4%	9.8%	10.2%	10.6%	11.0%	11.4%	11.8%
	3.5%	9.2%	9.6%	10.0%	10.4%	10.8%	11.2%	11.6%
	4.0%	9.0%	9.4%	9.7%	10.1%	10.5%	10.9%	11.3%
	4.5%	8.7%	9.1%	9.5%	9.9%	10.3%	10.7%	11.1%
	5.0%	8.5%	8.9%	9.3%	9.7%	10.1%	10.5%	10.9%

Source: Deutsche Bank estimates



## Clarity on growth plans, but questions on jaws and capital

In conclusion, today's strategy update very much reflects an evolution of the HSBC investment narrative rather than a revolution. The additional detail on sources of revenue growth is helpful, as is the clarity on risk weighted asset expectations. However, the strategy inevitably raises further questions, particularly on cost jaws and capital.

On cost jaws, having previously indicated during 2017 a 1-2% cost jaw preference (even a 2% ceiling) for the group, and 1% for 2018, the targets imply higher jaws (3%+) in 2019/20. We expect there may be some market scepticism on the 'back-loaded' improvement in cost-jaws, or whether cost inflation (and the temptation to invest further) means the implied cost jaws are too ambitious.

For capital, the further RWA efficiencies are a welcome continuation of the progress HSBC has made in recent years, particularly in the GBM business. But the combination of lower RWA growth (1-2% p.a.), and broadly flat total dividends/buyback of c.\$10bn over 2018-20 implies a CET1 which operates well above the 14% level over the next 2-3 years (with no other negative/positive effects in capital or below the line P&L charges, the CET1 would end up close to 16%). This feels overly conservative, even in the context of Basel 3 reforms. Though capital generation in the group is strong (u/l at 170bps+), the proceeds are being used not just for RWA growth or capital return, but also to build further buffers for regulatory inflation in the years to come.

HSBC is trading at 12.5x 2019, 1.3x TNAV and we have a TP of 720p and a Hold rating. On the implied target earnings (from Figure 1) HSBC is trading at 10.9x 2020 EPS which compares to European banks at 8.6x 2020.

### Valuation approach

We use two methodologies to value HSBC: Sum-of-the-parts (SoTP) and Dividend-Discount-Model (DDM); our 12-month target price is the average of the two. For the DDM we assume 9% cost of equity and a 4% growth rate and include cash dividends and buybacks out to 2021, as well as a terminal value in 2021 and current excess capital over 13.5%. For the SoTP, we use 2021e bank earnings, and then value each business division based on our assessment of appropriate P/E multiples, incorporate an NPV of non-operating items before discounting back to a 12 month target.

### Risks

Key upside risks are higher US rates, an improvement in Emerging Markets outlook, lower-than-expected loan losses, better-than-expected outcomes for regulation, lower costs, and better-than-expected distributions / buybacks, weaker sterling (given USD earnings). Key downside risks relate to regulatory change, legacy liabilities, a slowdown in emerging markets, sustained low interest rate environment, cost inflation, and stronger sterling.



Forecasts and ratios

Year End Dec 31	2016A	2017A	2018E	2019E	2020E
Provisioning (USDm)	3,400	1,769	2,018	3,287	3,947
Pre-prov profit (USDm)	8,158	16,561	20,728	24,100	26,039
Net profit (USDm)	11,599	13,756	15,271	15,691	16,306
EPS (USD)	0.07	0.49	0.68	0.76	0.80
EPS growth (%)	-13.2	17.8	10.3	2.0	3.2
PER (x)	122.8	21.1	14.3	12.9	12.2
Price/book (x)	1.01	1.23	1.14	1.11	1.08
DPS (net) (USD)	0.51	0.51	0.51	0.51	0.52
Yield (net) (%)	7.3	5.6	5.2	5.2	5.3
ROE (%)	0.8	6.0	8.1	8.7	9.0
ROE Adj(%)	-	-	-	-	-

Source: Deutsche Bank estimates, company data



# Appendix 1

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\*Other information available upon request

Disclosure checklist			
Company	Ticker	Recent price*	Disclosure
HSBC Holdings Plc	0005.HK	76.95 (HKD) 11 Jun 2018	7, 14

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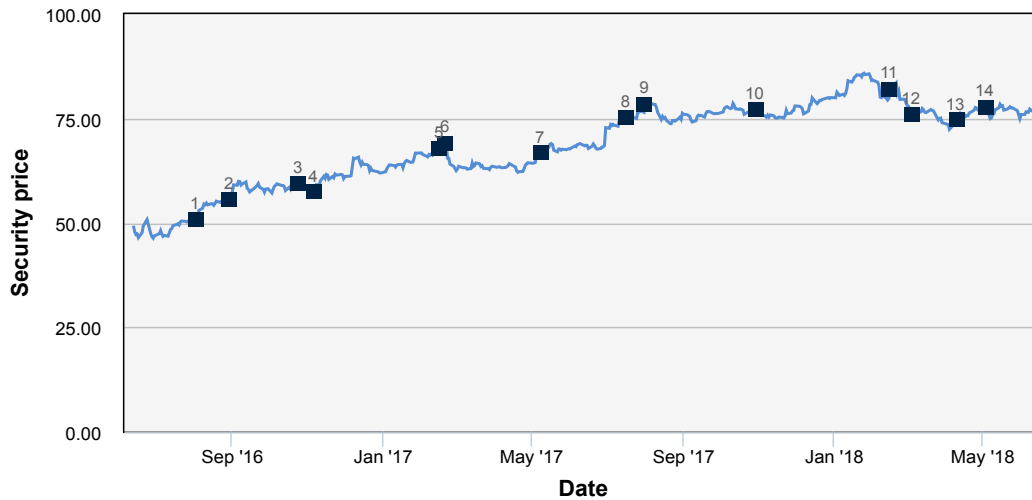
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Historical recommendations and target price. HSBC Holdings Plc (0005.HK)

(as of 06/11/2018)



Current Recommendations

- Buy
- Hold
- Sell
- Not Rated
- Suspended Rating

\*\* Analyst is no longer at Deutsche Bank

1.	08/03/2016	Hold, Target Price Change HKD 51.30 David Lock	8.	07/17/2017	Hold, Target Price Change HKD 71.00 David Lock
2.	08/30/2016	Hold, Target Price Change HKD 53.00 David Lock	9.	08/01/2017	Hold, Target Price Change HKD 76.00 David Lock
3.	10/25/2016	Hold, Target Price Change HKD 55.00 David Lock	10.	10/30/2017	Hold, Target Price Change HKD 72.00 David Lock
4.	11/07/2016	Hold, Target Price Change HKD 56.00 David Lock	11.	02/15/2018	Hold, Target Price Change HKD 78.00 David Lock
5.	02/16/2017	Hold, Target Price Change HKD 64.00 David Lock	12.	03/05/2018	Hold, Target Price Change HKD 76.00 David Lock
6.	02/21/2017	Hold, Target Price Change HKD 61.00 David Lock	13.	04/10/2018	Hold, Target Price Change HKD 75.00 David Lock
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Equity Rating Key

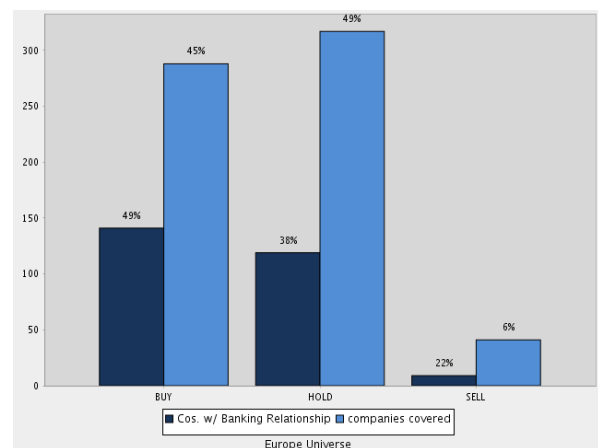
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## David Folkerts-Landau

Group Chief Economist and Global Head of Research

Raj Hindocha  
Global Chief Operating Officer  
Research

Michael Spencer  
Head of APAC Research  
Global Head of Economics

Steve Pollard  
Head of Americas Research  
Global Head of Equity Research

Anthony Klarman  
Global Head of  
Debt Research

Paul Reynolds  
Head of EMEA  
Equity Research

Dave Clark  
Head of APAC  
Equity Research

Pam Finelli  
Global Head of  
Equity Derivatives Research

Andreas Neubauer  
Head of Research - Germany

Spyros Mesomeris  
Global Head of Quantitative  
and QIS Research

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### International Production Locations

#### Deutsche Bank AG

Deutsche Bank Place  
Level 16  
Corner of Hunter & Phillip Streets  
Sydney, NSW 2000  
Australia  
Tel: (61) 2 8258 1234

#### Deutsche Bank AG

Mainzer Landstrasse 11-17  
60329 Frankfurt am Main  
Germany  
Tel: (49) 69 910 00

#### Deutsche Bank AG

Filiale Hongkong  
International Commerce Centre,  
1 Austin Road West, Kowloon,  
Hong Kong  
Tel: (852) 2203 8888

#### Deutsche Securities Inc.

2-11-1 Nagatacho  
Sanno Park Tower  
Chiyoda-ku, Tokyo 100-6171  
Japan  
Tel: (81) 3 5156 6770

#### Deutsche Bank AG London

1 Great Winchester Street  
London EC2N 2EQ  
United Kingdom  
Tel: (44) 20 7545 8000

#### Deutsche Bank Securities Inc.

60 Wall Street  
New York, NY 10005  
United States of America  
Tel: (1) 212 250 2500

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