

Sample case 2: SEA FS sector scan

SAMPLE CASES

Key questions



Challenges/ Issues



Approach & results



- What is the L1/L2/L3 **taxonomy** for the **Financial services** industry? What are the **key sectors** and **sub-sectors**?
- Develop a **long list of players** within FS verticals and sub-sectors?
- Identify the **key/attractive players** within each **sector** and **sub-sector**
- Overlap in product offerings** among FS players (*i.e., players offering both insurance and wealth mgmt. services*), leading to making subjective calls to identify primary sector
- Limited knowledge/ understanding of the FS taxonomy**, consequently, lead time in understanding the market and generating insights for our clients is higher
- Limited data available** (*funding, revenue, FTEs*) for private players within the FS space
- Crafted the taxonomy for Financial services** highlighting the 6 major sectors (*Banking, NBFi, Payment etc.*) and their sub-sectors/ key capabilities
- Collated the long list of companies** highlighting the primary sector, and identified top performing companies using several **qualitative** (*key services/ solutions offered etc.*) and **quantitative** (*funding, revenue, FTEs etc.*) metrics

/ CONFIDENTIAL / EXAMPLE

We see a number of generally attractive themes across the main FS sub-sectors in SEA and numerous others where more selective opportunities exist

FINANCIAL SERVICES		SEA		/ NOT EXHAUSTIVE	
① Banking	② NBFi / Specialists	③ Payments	④ Insurance	⑤ Asset & Wealth	⑥ Enablement / Services
Minority stakes in well-run banks	Focused consumer finance players	Merchant Acquirers & Payment Gateways	Distribution Platforms	Private Investment / Distribution Platforms	Open Banking
Digital Banks	SME financing / P2P players	B2B / B2C Cross border	B2B platforms / services	Digital Brokerages / Distribution Platforms	'As a Service'
Niche banks	Fintech lenders/ BNPL	E-wallets	Digital Manufacturers	Robo-advisers	Regulator & Compliance Tech
Bank consolidation		mPOS / POS	TPAs	Traditional A&W	Credit Info & Data
Turn-around situations			P&C insurance	Digital Asset Trading Platforms & Financial Services	DeFi Crypto Infrastructure
			Brokerage		
			Life insurance		
			Re-insurance		

■ Attractive & actionable ■ Selective opportunities ■ Generally unattractive

① Banking

We have seen a wide range of banking investments in SEA

BANKING		SEA		/ TOP DEALS / NOT EXHAUSTIVE	
Country	Target Bank	Investor / Acquirer	Deal value	Year	
Indonesia	Bank Allo	Growthem Capital	Undisclosed	2022	
Thailand	Thai Credit Retail Bank	Olympus Capital Asia	\$91M	2019	
Vietnam	Techcombank	Warburg Pincus, GIC, others	\$1.3B	2018	
	Vietcombank	GIC, Mizuho Bank	\$270M	2018	
	Asia Commercial Bank	CVC	\$220M	2018	
	HDBank	IFC, LeapFrog Investments, DEG	\$165M	2022	
Philippines	Voyager ("***original e-wallet, now Digital Bank)	KKR, Tencent, PLDT, IFC, SIG	\$210M	2022	
	Bank of the Philippine Islands	GIC	Undisclosed	2018	
Singapore	TONIK Financial	Prosus Ventures, Sixteenth Street Capital, others	\$131M	2022	
Others	Yoma Bank	GIC, Norfund	\$88M	2018	

Note: *Citigroup sold all of its Indonesia, Malaysia, Thailand and Vietnam Consumer Business to UOB - have mentioned under Indonesia in line with Dealogic's classification of deal location; **Deals represent mergers of subsidiaries under the same parent; Top 10 deals based on deal size / revenue have been considered and have been sorted on deal size. Source: Dealogic, AVCA, Bain Analysis