An Analysis of Changes in Enterprise Value Matrix Pre and Post Merger with Special Reference to HDFC Bank and CBOP Bank

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***Abstract*- India is prone to strong earthquake shaking, and hence earthquake resistant design is essential. The Engineers do not attempt to make earthquake proof buildings that will not get damaged even during the rare but strong earthquake. Such buildings will be too robust and also too expensive. Practically no building can be made earthquake proof. The engineering intention is to make buildings earthquake resistant, such buildings resist the effects of ground shaking, although they may get damaged severely but would not collapse during the strong earthquake. Thus, the safety of people and contents is assured in earthquake resistant design of buildings and thereby a disaster is avoided.**

INTRODUCTION

Bank in general terminology is referred to as an financial institution or a corporation which is authorized by the state or central government to deal with money by accepting deposits, giving out loan and investing in securities. The important roles of banks are economic growth, expansion of the economy and provide funds for investment. In the resent times banking sector has been undergoing a lot of changes in terms of regulation and effects of globalization. These changes have affected this sector both structurally and strategically. With the changing environment many different strategies have been adopted by this sector to remain efficient and to surge ahead in the global arena. One such strategy is through the process of consolidation of banks emerged as one of the most profitable strategy. There are several ways to consolidate the banking industry; the most commonly adopted by banks is merger (Devarajappa, 2012).

The banking system of India started in 1770 and the first Bank was the Indian Bank known as the Bank of Hindustan. Later on, some more banks like the Bank of Bombay-1840, the Bank of Madras-1843 and the Bank of Calcutta-1840 were established under the charter of British East India Company. These Banks were merged in 1921 and took the form of a new bank known as the Imperial Bank of India. For the development of banking facilities in the rural areas the Imperial Bank of India partially nationalized on 1 July 1955, and named as the State Bank of India along with its 8 associate banks. Later on, the State Bank of Bikaner and the State Bank of Jaipur merged and formed the State Bank of Bikaner and Jaipur. The Indian banking sector can be divided into two eras, the pre liberalization era and the post liberalization era. In pre liberalization era government of India nationalized 14 Banks on 19 July 1969 and later on 6 more commercial Banks were nationalized on 15 April 1980.

In the year 1993 government merged The New Bank of India and The Punjab National Bank and this was the only merger between nationalized Banks, after that the numbers of nationalized Banks reduced from 20 to 19. In post liberalization regime, government had initiated the policy of liberalization and licenses were issued to the private banks, which lead to the growth of Indian Banking sector. The second Narasimham Committee (1998) had suggested mergers among strong banks, both in the public and private sectors. The facts and figures of mergers in Indian banking sector is as follows. During pre-nationalization period from 1961 to 1968, 46 mergers have taken place, in the nationalized period from 1969 to 1992 the number of mergers were 13. During the post reform period i.e. starting from 1993 to 2006, 21 mergers have taken place out which 13 were forced mergers, 5 were voluntary merger, 2 were convergence of financial institution in to bank and 1 was due other regulatory compulsions.

The Indian Banking Industry shows a sign of improvement in performance and efficiency after the global crisis in 2008-09. The Indian Banking Industry is having far better position than it was at the time of crisis. Government has taken various initiatives to strengthen the financial system. The economic recovery gained strength on the back of various monetary policy initiatives taken by the Reserve Bank of India (Sai and Sultana, 2013). With this background, the present study is made to study the impact of merger of Centurion Bank of Punjab on the financial performance of HDFC bank.

THE INDIAN BANKING SYSTEM

At the top of the Indian banking system is the central bank of India known as Reserve Bank of India .the Reserve bank of India is responsible for the Indian banking system since 1935, the commercial banks in India are segregated into Public sector banks ,Private sector banks and Foreign banks .All these banks fall under Reserve Bank of India classification of scheduled commercial banks (SCBs).Public sector, Private sectors and Foreign banks as they are include in the second scheduled of the reserve bank of India Act 1934. The Public sector was wholly owned by the government of India before the reforms. The PSBs are the biggest player in the Indian banking system and they account for 70% of the assets of scheduled commercial banks in India.

In 1994, as a part liberalization of banking industry by RBI the Housing Development Finance Corporation Limited (HDFC) was the first private bank to receive approval in principle. The bank was incorporated in August 1994 in the name of 'HDFC Bank Limited'. HDFC Bank commenced operations as a Scheduled Commercial Bank in January 1995. The Bank provides a wide range of banking and financial services including commercial banking and treasury operations. The Bank has one overseas wholesale banking branch in Bahrain, a branch in Hong Kong and two representative offices in UAE and Kenya. The Bank has two subsidiary companies, namely HDFC Securities Ltd and HDB Financial Services Ltd. The Bank has three primary business segments, namely banking, wholesale banking and treasury.

The retail banking segment serves retail customers through a branch network and other delivery channels. This segment raises deposits from customers and makes loans and provides other services with the help of specialist product groups to such customers. The wholesale banking segment provides loans, non-fund facilities and transaction services to corporate, public sector units, government bodies, financial institutions and medium-scale enterprises. The treasury segment includes net interest earnings on investments portfolio of the Bank. The Bank's shares are listed on the Bombay Stock Exchange Limited and The National Stock Exchange of India Ltd.

Company History - HDFC Bank Ltd.

1994 - The Bank was Incorporated on 30th August. A new private sector Bank promoted by housing Development Corporation Ltd. (HDFC), a premier housing finance company. The bank is the first of its kind to receive an in-principle approval from the RBI for establishment of a bank in the private sector. Corticated of Commencement of Business was received on 10th October 1994 from RBI.

- The Bank transacts both traditional commercial banking as well as investment banking. HDFC, the promoter of the bank has entered into an agreement with National Westminster Bank Pc. and its subsidiaries (NatWest Group) for subscribing 20% of the banks issued capital and providing technical assistance in relation to the banks proposed banking business.
- 70 No. of equity shares issued to subscribers to the Memorandum & Articles of Association on 30th August 1994. On the same date 500, 00,000 equity shares were allotted to HDFC promoters. 509, 20,000 shares were allotted to HDFC Employees Welfare Trust and HDFC Bank Employees Welfare Trust on 22nd December, 1994.
- HDFC Bank has set up a state-of-the-art dealing room to handle all transactions possible in Indian financial markets.
- The bank is one of the largest mobilisers of retail deposits through its network of 20 branches. Its credit deposits ratio was 53.8%.

- The bank has set up a ultra-modern hub at Powai in Mumbai where the bank's central computer is housed. This hub housed in
- 35,000 square feet of space, houses data of all the branches and facilitates the introduction of new products and services.
- HDFC has installed state-of-the-art systems to facilitate inter-connectivity between branches and link up with on line system.
- The bank has also recently signed up as a depository participant, under the newly set up NSDL, wherein the members clearing accounts settlement for dematerialised shares can be done through the bank.
- HDFC Bank, one of the nine new-generation private sector banks, has planned to set up an all-India on-line automated teller machine (ATM) network.
- HDFC Bank proposed to launch tele-banking for the first time in June in Mumbai at its Chandiveli branch.

REVIEW OF LITERATURE

Several studies have been conducted to examine the impact of mergers and Acquisition. Berger and Humphery (1997) in their study provide on extensive review on the efficiency of baking sector. They pointed out that majority of studies focused on the banking markets of well developed countries with particular emphasis on US market.

Anand Manoj & Singh Jagandeep (2008) studied the impact of merger announcements of five banks in the Indian Banking Sector on the share holder bank. These mergers were the Times Bank merged with the HDFC Bank, the Bank of Madurai with the ICICI Bank, the ICICI Ltd with the ICICI Bank, the Global Trust Bank merged with the Oriental Bank of commerce and the Bank of Punjab merged with the centurion Bank. The announcement of merger of Bank had positive and significant impact on share holder‟s wealth. The effect on both the acquiring and the target banks, the result showed that the agreement with the European and the US Banks Merger and Acquisitions except for the facts the value of share holder of bidder Banks have been destroyed in the US context, the market value of weighted Capital Adequacy Ratio of the combined Bank portfolio as a result of merger announcement is 4.29% in a three day period (-1, 1) window and 9.71 % in a Eleven days period (-5, 5) event window. The event study is used for proving the positive impact of merger on the bidder Banks.

Lehto Eero & Bockerman Petri(2008) evaluated the employment effects of Merger and Acquisitions on target by using match establishment level data from Finland over the period of 1989-2003. They focused cross border Merger and Acquisitions as well as domestic Merger and Acquisitions and analyzed the effect of employment of several different types of Merger and Acquisitions. They evaluated that the cross border Merger and Acquisitions lead to downsizing the manufacturing employment and the effects of cross border Merger and Acquisitions on employment in non- manufacturing are much weaker and change in ownership associated with domestic Merger and Acquisitions and internally restructuring also typically causes employment losses. To look the effects of cross border Merger and Acquisitions (M&As) Hijzen Alexander et al., (2008) studied the impact of cross border Merger and Acquisitions (M&As) and analyzed the role of trade cost, and explained the increased in the number of cross border Merger and Acquisitions (M&As) and used industry data of 23 countries over a period of 1990 -2001. The result suggested that aggregate trade cost affects cross border merger activity negatively, its impact differ importantly across horizontal and non-horizontal mergers. They also indicated that the less negative effects on horizontal merger, which is consistent with the tariff jumping agreement, put forward in literature on the determinant of horizontal FDI.

Mantravadi Pramod & Reddy A Vidyadhar (2007) evaluated that the impact of merger on the operating performance of acquiring firms in different industries by using pre and post financial ratio to examine the effect of merger on firms. They selected all mergers involved in public limited and traded companies in India between 1991 and 2003, result suggested that there were little variation in terms of impact as operating performance after mergers. In different industries in India particularly banking and finance industry had a slightly positive impact of profitability on pharmaceutical, textiles and electrical equipments sector and showed the marginal negative impact on operative performance. Some of the industries had a significant decline both in terms of profitability and return on investment and assets after merger.

Coming down on the various motives for Merger and Acquisitions, Mehta Jay & Kakani Ram Kumar (2006) stated that there were multiple reasons for Merger and Acquisitions in the Indian Banking Sector and still contains to capture the interest of a research and it simply because of after the strict control regulations had led to a wave of merger and Acquisitions in the Banking industry and states many reason for merger in the Indian Banking sector. While a fragmented Indian banking structure may be very well beneficial to the customer because of competition in banks, but at the same time not to the level of global Banking Industry, and concluded that merger and Acquisition is an imperative for the state to create few large Banks.

Müslümov Alövsat (2002) examined that synergy is one of the main factor behind the merger and took 56 mergers from US industry, and the cash flows improvement in the productive usage of assets and increasing the sales and showed the surviving firm improvement in operating cash flows. The post merger create additional value and shows the improvement of bidder firm with price to book ratio, used non-parametric test as most suitable method of testing post merger performance.

R. Srivassan et al., (2009) gave the views on financial implications and problem occurring in Merger and Acquisitions (M&As) highlighted the cases for consolidation and discussed the synergy based merger which emphasized that merger is for making large size of the firm but no guarantee to maximize profitability on a sustained business and there is always the risk of improving performance after merger.

Sinha Pankaj & Gupta Sushant (2011) studied a pre and post analysis of firms and concluded that it had positive effect as their profitability, in most of the cases deteriorated liquidity. After the period of few years of Merger and Acquisitions(M&As) it came to the point that companies may have been able to leverage the synergies arising out of the merger and Acquisition that have not been able to manage their liquidity. Study showed the comparison of pre and post analysis of the firms. It also indicated the positive effects on the basis of some financial parameter like Earnings before Interest and Tax (EBIT), Return on share holder funds, Profit margin, Interest Coverage, Current Ratio and Cost Efficiency etc.

Aharon David Y et al., (2010), analyzed the stock market bubble effect on Merger and Acquisitions and followed by the reduction of pre bubble and subsequent, the bursting of bubble seems to have led to further consciousness by the investors and provide evidence which suggests that during the euphoric bubble period investor take more risk. Merger of banks through consolidation is the significant force of change took place in the Indian Banking sector.

Kuriakose Sony et al., (2009), focused on the valuation practices and adequacy of swap ratio fixed in voluntary amalgamation in the Indian Banking Sector and used swap ratio for valuation of banks, but in most of the cases the final swap ratio is not justified to their financials.

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Dutta and Dawn (2012) investigated the performance of merged banks in terms of its growth of total assets, profits, revenue, deposits, and number of employees. The performance of merged banks was compared taking four years of prior-merger and four years of post-merger. The study findings indicated that the post-merger periods were successful and saw a significant increase in total assets, profits, revenue, deposits, and in the number of employees of the acquiring firms of the banking industry in India.

Nidhi Tanwar(2013) evaluate the effectiveness of mergers and acquisitions of the CBOP and the HDFC bank Ltd. on 23 May, 2008on the basis of selected variables (like Gross-Profit Margin, Net- Profit Margin, Operating Profit Margin, Return on Capital Employed, Return on Equity and Debt- Equity Ratio) prior & after mergers and acquisitions. The t-test is used for testing the statistical significance and this test is applied to test the effect of merger and acquisitions on the performance of banks. The result of the study indicates that the banks have been positively affected by the event of merger and acquisitions and can also obtain efficiency and gains through merger and acquisitions.

NEED FOR THE STUDY

It is seen that, most of the works have been done on trends, policies & their framework, human aspect which is needed to be investigated, whereas profitability and financial analysis of the mergers have not give due importance. The present study would go to investigate the detail of Merger and Acquisitions (M&As) with greater focus on the Indian banking sector. The study will also discuss the pre and the post merger performance of banks. An attempt is made to predict the future of the ongoing Merger and Acquisitions (M&As) on the basis of financial performance of Indian banking sector.

OBJECTIVE

- To ascertain the Enterprise Value in Pre & Post merger.

RESEARCH METHODOLOGY:

Types of research

This study is considered by Descriptive research design because of the merger and acquisition is existing nature problems faced by companies and its descriptive in nature.

Sample design:-

Merging	Merged	Type of activity	Deal value	Year	Strategic motive
HDFC	CBOP	Merging	Rs. 9,510 crore	2008	The merger will strengthen HDFC Bank's distribution network in the northern and the southern regions.

SOURCES OF DATA

Secondary data:

It means the data already collected and it is available in the websites, articles, magazines, newspaper, journals etc.

Tools for the study:

1. Statistical tool:

A) Descriptive research:

It is describe what, who, when, where and how to answer the research questions. It is describe the company financial data and ratios followed by the company.

- Mean:

The "mean" is the "average" you're used to, where you add up all the numbers and then divide by the number of numbers.

- Standard deviation

The standard deviation is a statistic that measures the dispersion of a dataset relative to its mean and is calculated as the square root of the variance. ... If the data points are further from the mean, there is higher deviation within the data set; thus, the more spread out the data, the higher the standard deviation.

- Skewnes:

skewness is a measure of the asymmetry of the probability distribution of a real-valued random variable about its mean. The skewness value can be positive or negative, or undefined.

- Kurtosis:

Kurtosis is defined as the measure of thickness or heaviness of the given distribution for the random variable along its tail. In other words, it can be defined as the measure of "tailedness" of the distribution.

b) T- test:

A t-test is an analysis of two population's means through the use of statistical examination; a t-test with two samples is commonly used with small sample sizes, testing the difference between the samples when the variances of two normal distributions are not known.

2. Financial tools:

- Ratios: in this study to analyzing the ratio analysis using the companies consolidation balance sheet and ratio statement for acquirer company.

Gross Profit Margin Ratio: - Gross Profit / Sales X 100

Net Profit Margin Ratio: - Net Profit / Sales X 100

Operating Profit Margin Ratio: - Operating Profit / Sales X 100

Return on Capital Employed : - Net Profit / Total Assets X 100

Return on Equity: - Net Profit / Equity Capital X 100

Debt Equity Ratio: - Total Debt / Total Equity X 100

Hypotheses of the study:

There is no significant difference between Pre and Post merger Enterprise Value of Banks.

DATA ANALYSIS AND INTERPRITATION

Result & Discussion

Merger of HDFC Bank Ltd. (Acquirer Bank) and Centurian Bank of Punjab (Acquired Bank)

In 1994, as a part liberalization of banking industry by RBI the Housing Development Finance Corporation Limited (HDFC) was the first private bank to receive approval in principle. The bank was incorporated in August 1994 in the name of 'HDFC Bank Limited'. HDFC Bank commenced operations as a Scheduled Commercial Bank in January 1995. The Bank provides a wide range of banking and financial services including commercial banking and treasury operations. The Bank has one overseas wholesale banking branch in Bahrain, a branch in Hong Kong and two representative offices in UAE and Kenya. The Bank has two subsidiary companies, namely HDFC Securities Ltd and HDB Financial Services Ltd. The Bank has three primary business segments, namely banking, wholesale banking and treasury.

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In the year 1999, the Bank launched online, real-time Net Banking. In February 2000, Times Bank Ltd, owned by Bennett, Coleman & Co. / Times Group amalgamated with the Bank Ltd. This was the first merger of two private banks in India. The Bank was the first Bank to launch an International Debit Card in association with VISA (Visa Electron). In the year 2001, they started their Credit Card business. Also, they became the first private sector bank to be authorized by the Central Board of Direct Taxes (CBDT) as well as the RBI to accept direct taxes. During the year, the Bank made a strategic tie-up with a Bangalore-based business solutions software developer, Tally Solutions Pvt Ltd for developing and offering products and services facilitating on-line accounting and banking services to SMEs. During the year 2001-02 the bank was listed on the New York Stock Exchange. Also, they made the alliance with LIC for providing online payment of insurance premium to the customers. During the year 2006-07, they commenced direct lending to Self Help Groups. Also, they opened a dedicated branch for lending to SHGs, in Thudiyalur village (Tamil Nadu).

On May 23, 2008, the merger of Centurion Bank of Punjab with HDFC Bank which is considered as one of the biggest merger in domestic banking was formally approved by Reserve Bank of India to complete the statutory and regulatory approval process. The shareholders of Centurion Bank of Punjab received 1 share of HDFC Bank for every 29 shares of CBoP. The merger has been advantageous to HDFC Bank in terms of increased branch network, geographic reach, and customer base, and a bigger pool of skilled manpower (Sai and Sultana, 2013).

Financial Ratios of HDFC Bank

The various financial ratios of HDFC bank were calculated and the results are presented in Table-1.

Financial Ratios of HDFC Bank -Table: 1

Financial Ratios		Before Merger					After Merger			
	2003	2004	2005	2006	2007	2009	2010	2011	2012	2013
	(-5)	(-4)	(-3)	(-2)	(-1)	(+1)	(+2)	(+3)	(+4)	(+5)
Gross Profit Margin	78.49	76.52	74.17	71.12	69.94	74.76	74.67	76.29	78.74	80.56
Net Profit Margin	25.74	23.35	21.52	19.46	16.57	13.75	18.23	19.70	21.64	23.72
Operating Profit Margin	52.18	55.35	53.12	46.01	47.93	54.61	51.12	54.54	52.27	55.19
Return on Capital Employed	1.34	1.42	1.29	1.19	1.25	1.23	1.33	1.42	1.52	1.63
Return on Equity	98.79	158.64	214.78	278.08	357.38	527.75	644.19	843.97	908.64	998.34
Debt-Equity Ratio	68.17	95.54	134.39	192.75	222.65	342.04	393.94	479.29	567.65	652.72

In before merger periods, the Gross Profit Margin and Net Profit Margin show a declining trend. The Return on Equity and Debit-Equity Ratio exhibit an increasing trend. But, Operating Profit Margin and Return on Capital Employed show mixed trend.

In after merger periods, Gross Profit Margin, Net Profit Margin, Return on Capital Employed, Return on Equity and Debit-Equity Ratio show an increasing trend, but Operating Profit Margin shows mixed trend.

In order to examine the difference in financial ratios before and after merger of the banks, the mean, standard deviation and t-values are worked out and the results are presented in below,

Mean, Standard Deviation and t-Values of Financial Ratios of HDFC Bank Before and After Merger

Table: 2

Financial Ratios	Merger	Mean	Standard Deviation	t-Value	Sig
Gross Profit Margin	Before	74.05	3.58	75.066	0.000
	After	77.00	2.58		
Net Profit Margin	Before	21.33	3.53	15.815	0.000
	After	19.41	3.78		
Operating Profit Margin	Before	50.92	3.84	54.473	0.000
	After	53.55	1.76		
Return on Capital Employed	Before	1.30	0.09	0.919	0.382
	After	1.43	0.16		
Return on Equity	Before	221.53	100.89	4.805	0.001
	After	784.58	193.83		
Debt-Equity Ratio	Before	142.70	64.70	4.853	0.001
	After	487.13	126.19		

The results show that the mean values of all the ratios except Net Profit Margin are found to be more after merger compared to before merger. This indicates that the financial performance of HDFC bank has improved in terms of Gross Profit Margin, Operating Profit Margin, Return on Capital Employed, Return on Equity and Debt-Equity Ratio in the after merger periods.

The results reveal that the t-values are significant at one per cent level for all the financial ratios except Return on Capital Employed. It shows that there is a significant difference in Gross Profit Margin, Net Profit Margin, Operating Profit Margin, Return on Equity and Debt-Equity Ratio between before and after merger.

Enterprise Value (EV): The EV of HDFC Bank has significantly improved after the merger. After using the independent sample t-test, the p- value of EV is 0.00 which is less than 0.05 at 5% level of significance; therefore it is statistically significant. Therefore null hypothesis is rejected and alternative hypothesis is accepted. This means that the EV of HDFC bank has significantly increased after the merger with CBOP.

CONCLUSION

Merger is highly useful tool for growth and expansion in banks. Mergers in banking sector are a form of horizontal merger because the merging entities are involved in the same kind of activity. By the way of mergers and acquisitions in the banking sector, the banks can achieve significant growth in their operations, minimize their expenses to a considerable extent and also competition is reduced because merger eliminates competitors from the banking industry. The analysis of before and after merger of Centurion Bank of Punjab with HDFC bank indicates that after merger, Gross Profit Margin, Net Profit Margin, Return on Capital Employed, Return on Equity and Debit-Equity Ratio shows an increasing trend, but Operating Profit Margin shows mixed trend. The results also show that there is a significant difference in Gross Profit Margin, Net Profit Margin, Operating Profit Margin, Return on Equity and Debt-Equity Ratio between before and after merger. It is concluded that the financial performance of bank has increased after merger.

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