

# Investor Presentation

FY22 & Q4FY22 Financial Results



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**YES BANK Overview**

Financial Results Update

Franchise





# YES BANK – Overview



- India's 6<sup>th</sup> Largest Private Sector Bank<sup>1</sup>
- Rebuilt the foundation in FY21, Focused on Growth & Profitability in FY22, and now **Embracing the new & Shaping the next**

## Physical Presence



## Digital Presence

UPI Market Share: **~42%** of **~3 billion** monthly transactions are powered by YES BANK

AePS Market Share: **~ 18%** of **~200 million** monthly 'off-us' transactions are powered by YES BANK across **1 mn+ BC outlets**

API Banking Leadership: **6,815** set ups done for customers so far

**Largest market share of ~14%** in NEFT outward debit transactions

## Solutioning Approach

**Introducing BEST CHALO YES BANK RuPay card to travel across Mumbai** >>>))

Use any RuPay Contactless card for travel on BEST buses.

## Excellence

- YES Bank wins **Best IT Risk Management and Cyber Security Initiatives** and **Cloud Adoption** in the Medium Banks category at 17<sup>th</sup> IBA Awards
- Launched an annual startup enabler program, **YES BANK Agri Infinity**, which seeks to co-develop digital financial solutions for the food and agriculture ecosystem by mentoring entrepreneurial ventures in the field
- Included in the **FTSE All World index**

Total Assets  
INR 318,220 Crs

Advances  
INR 181,052 Crs

Deposits  
INR 197,192 Crs

CD Ratio  
91.8%

CASA Ratio  
31.1%

BVPS  
INR 13.5

YES Bankers  
24,346

Net Profit  
INR 1,066 Crs

New Sanctions/  
Disbursements  
~ INR 70,000 Crs

CRAR Ratio  
17.4%

Advances Mix  
Retail : Corporate  
60%:40%

ATM's /CRM's/BNA's  
1,244

LCR  
126.8%

Net addition of 2,076  
employees in FY22

Data as on March 31, 2022 / for FY22 as relevant

Relationship

Wholesale Banking

SME Banking

Retail Banking

Strategy

Approach With Execution Focused Management; Digital & Technology Key Enablers

Complete array of financial products and solutions covering credit, deposit, transaction banking and digital propositions

<sup>1</sup>Data as on Dec 31, 2021, based on Total Assets

# Key Highlights for FY22 & Q4FY22



## Continued improvement in performance across key indicators

### Sustained Earnings



- Profits at INR 1,066 Crs in FY22 - First Full Year Profit since FY19; INR 367 Crs in Q4FY22 up 38.0%Q-o-Q
  - Operating Profit at INR 2,916 Crs in FY22 & at INR 774 Crs in Q4FY22 up 6.0% Q-o-Q
  - NIM at 2.3% for FY22 continuing to trend upwards - up ~5 bps Q-o-Q at 2.5% for Q4FY22 aided by ~10bps reduction in Cost of Deposits to 4.8%
  - Total Provision Costs for FY22 at INR 1,480 Crs lower by 84% Y-o-Y, Q4FY22 Provision costs at INR 271 Crs declined 28% Q-o-Q

### Improving Asset Quality



- GNPA ratio at 13.9% vs. 15.4% last year and 14.7% last quarter, NNPA ratio at 4.5% vs. 5.9% last year and 5.3% last quarter
  - Slippages continue to trend lower - for FY22 at INR 5,795 Crs vs. INR 12,035 Crs in FY21 and for Q4FY22 at INR 802 Crs (Lowest in FY22)
  - Resolution Momentum continues - Total Recoveries & Upgrades for FY22 at INR 7,290 Crs vs. INR 5,782 Crs in FY21 and INR 1,828 Crs for Q4FY22

### Granular Growth & Capital Accretion



- Sustained improvement in quality, granularity and capital buffers
  - Balance Sheet grew ~ 16% Y-o-Y; C/D ratio continues to improve, at 91.8% v/s. 102.4% last year and 95.6% last quarter
  - CET 1 at 11.6%; Total CRAR at 17.4%, Risk Weighted Assets to Total Assets continues to improve at 73.0% vs 84.4% last year
  - Total Disbursements during the year at nearly 70,000 Crs; of which Retail Disbursements contributed 50% and crossed the INR 10,000 Crs milestone for the first-time last quarter. Retail & MSME: Corporate Mix improved by 300 bps Q-o-Q to 60:40 – Strategic Objective achieved one year ahead of time
  - CASA ratio 31.1% v/s.26.1% last year and 30.4% last quarter, improvement of 70 bps
  - Expanding geographical presence: Opened 50 new branches and Increase of 2,000+ YES Bankers in FY22

### Achievements & Initiatives



- YES Bank wins Best IT Risk Management and Cyber Security Initiatives and Cloud Adoption in the Medium Banks category at 17<sup>th</sup> IBA Awards
- Launched an annual startup enabler program, YES BANK Agri Infinity, which seeks to co-develop digital financial solutions for the food and agriculture ecosystem by mentoring entrepreneurial ventures in the field
- Included in the FTSE All World index

CARE Ratings upgrades credit rating to BBB+ from BBB and maintains outlook as Positive

# Strategic Objectives & Guidance Tracker



Key Strategic Objectives		FY 2020 (YBL Reconstruction Scheme)	FY 2021	FY 2022 Guidance	Status	FY 2022	FY 2023 Guidance
CASA Ratio		26.6%	26.1%	> 30%	Achieved	31.1%	35%
Retail & MSME: Corporate Mix		44%:56%	51%:49%	60%:40% Medium Term (FY23-25) Targets	Achieved	60%:40%	Further Improve mix by >400 bps
Advances Y-o-Y Growth		-29%	-3%	>15% growth	Sustained Momentum in granular and diversified business	8%	>15% growth
Wholesale Y-o-Y Growth	Corporate	-40%	-15%	~10% growth		(11%)	10% growth
	Medium Ent	-29%	10%			32%	>25% growth
SME & Retail Y-o-Y Growth	SME	-10%	-5%	~20% growth	Achieved	26%	
	Retail	-1%	23%				
C/D ratio		162.7%	102.4%	< 100%	Achieved	91.6%	Sustain < 100%
Recoveries & Upgrades			~INR 5,782 Crs	> INR 5,000 Crs	Achieved	INR 7,290 Crs <sup>1</sup>	> INR 5,000 Crs
RoA		-7.1%	-1.3%	1 - 1.5% Medium Term (FY23-25) Targets	On Track	0.4%	>0.75% Medium Term Targets 1 - 1.5%

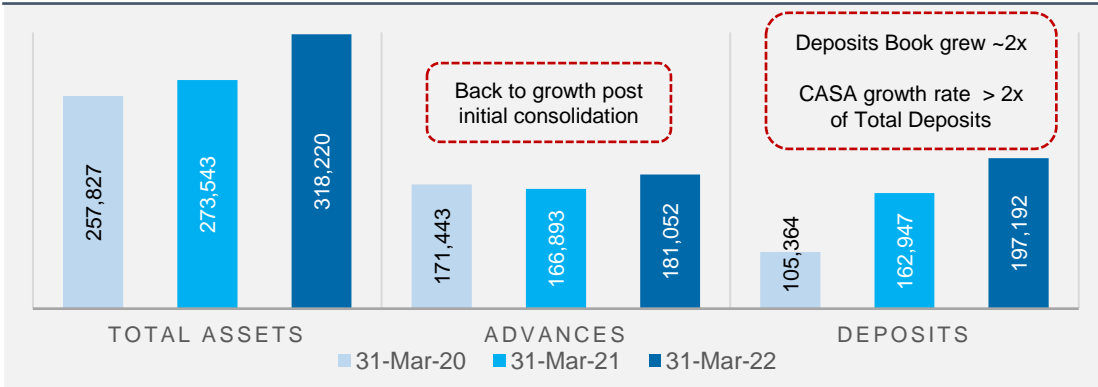
<sup>1</sup> Includes Covid & MSME Restructuring of ~INR 1,150 Crs in FY22

# Snapshot of Two Years Gone By – Return to Profitability

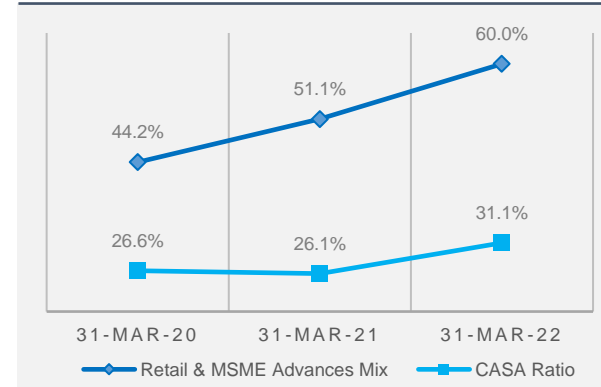


All figures in INR Crs

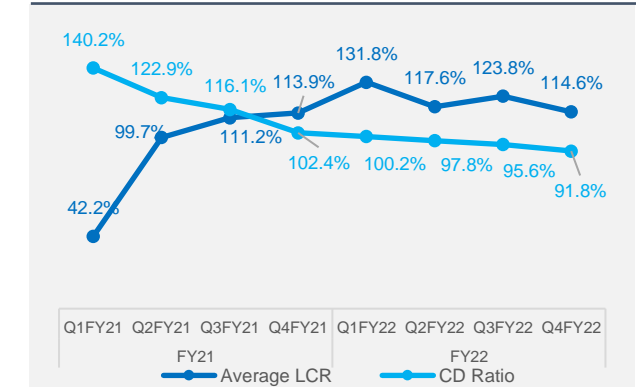
## 1 Growth across Assets, Granular Advances & Deposits



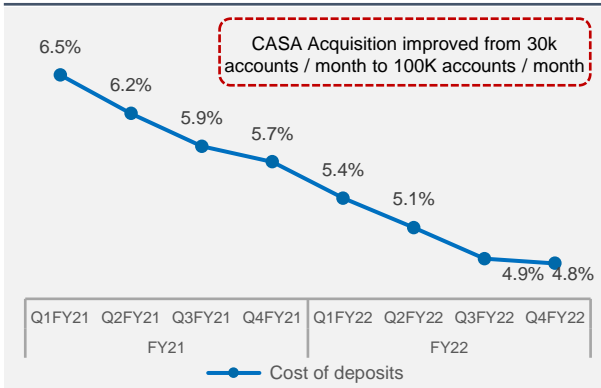
## 2 Accelerated Granularization



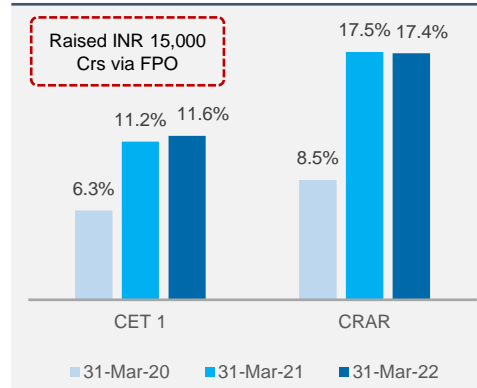
## 3 Improvement in CD Ratio and Liquidity



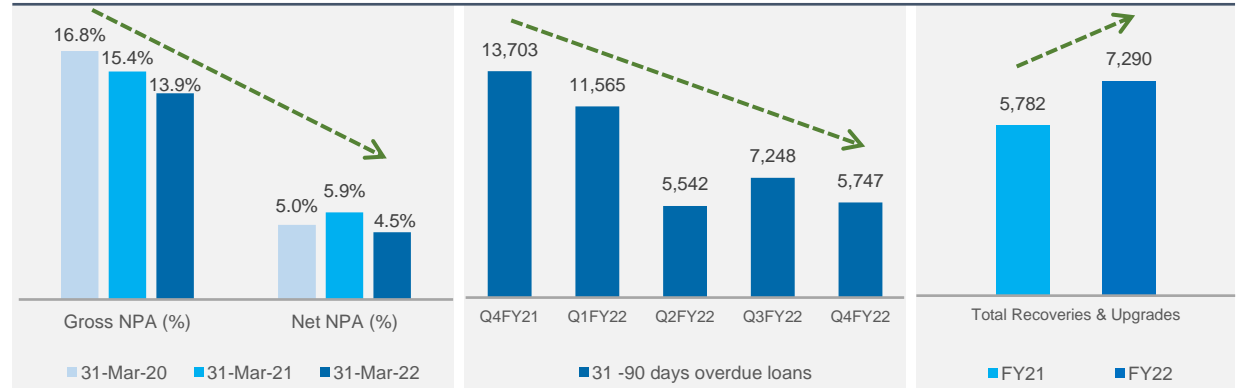
## 4 Growth despite reduction in rates



## 5 Improved Capital Position



## 6 Improving AQ<sup>2</sup> Trends – NPA & Overdue Trending Lower, Recoveries & Upgrades at a healthy growth



FY22 profit at INR 1,066 Crs against losses of INR 3,462 Crs in FY21 and INR 22,715 in FY20<sup>1</sup> – First Full Year Profit since FY19

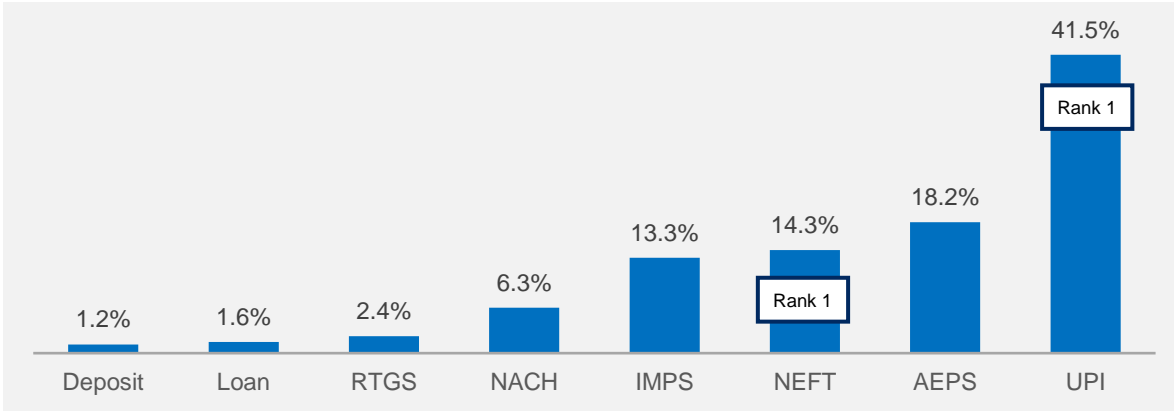
<sup>1</sup> Excluding Extraordinary Item

<sup>2</sup> Asset Quality

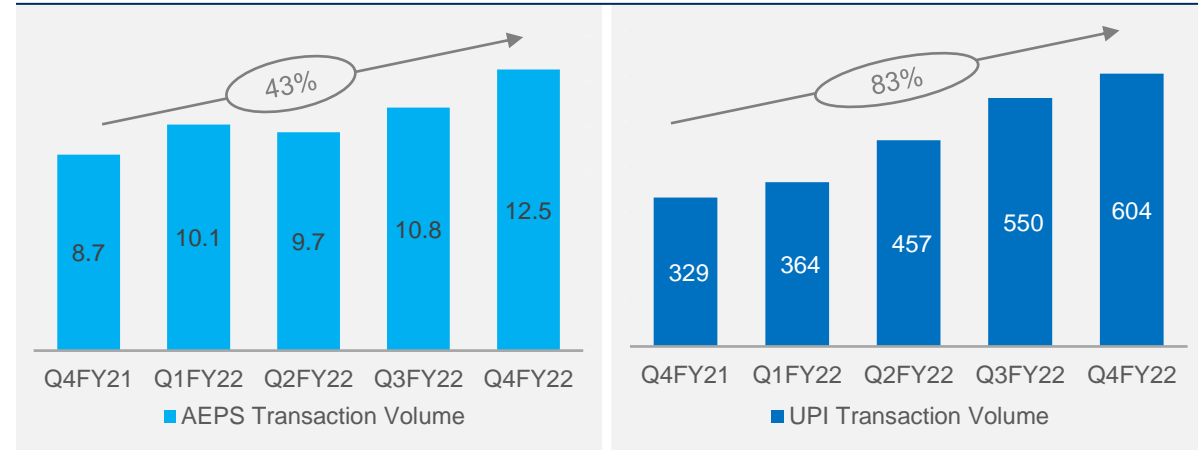
# Powering India's Digital Banking — Processes every 3<sup>rd</sup> Digital Transaction in the country



## 1 Market share is higher with progressive payment platforms<sup>1</sup>



## 2 Healthy Growth in Transaction Volumes across various (in crs)



## 3 Maximise participation in money flow through innovation and partnerships

### Prepaid Cards

Gift, Payroll & Expense Management, Travel, Toll & Transit

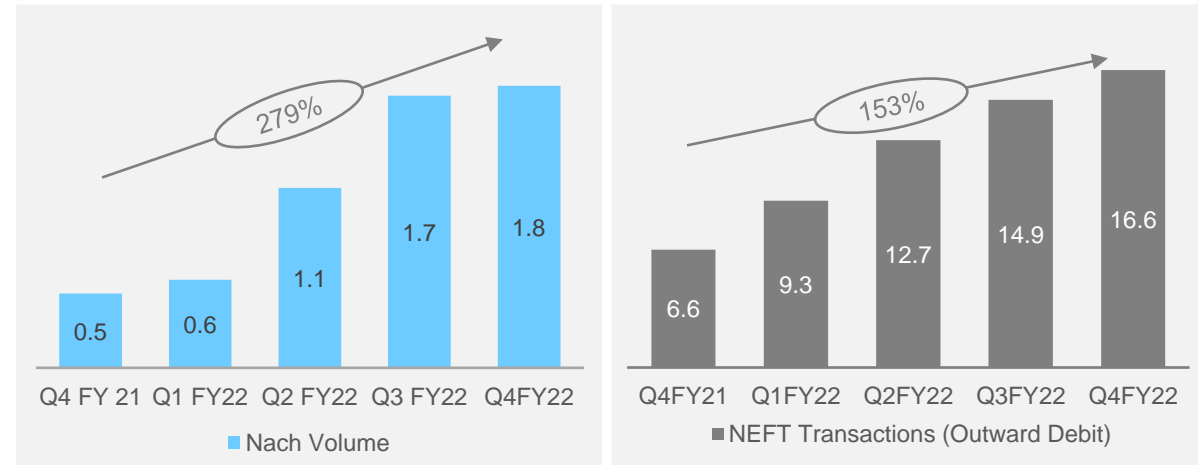
### Payment & Collections

Built around NPCI, Master & VISA Rails (UPI, IMPS, MoneySend, VISA Direct, Payment Gateways etc.)

### Assisted Digital Services

Domestic Money Transfer, AEPS, Micro ATMs

- YES BANK processes nearly **every 3<sup>rd</sup> digital transaction in the country** which totals over **6 bn monthly**
- Leader with more than **1 mn BCs** and the **3<sup>rd</sup> largest player in Micro ATMs** after launching them in March 2021
- 99.7% success rate on UPI transactions**
- Largest stack of APIs: >6,500**
- Market leader for partnerships with Soonicorns & Unicorns**



<sup>1</sup> NEFT - By Volumes Outward; RTGS - By Volumes Outward; IMPS - As per NPCI among peer banks; AEPS - Based on 'off us' transactions; UPI by Transaction volumes

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# Performance Highlights (1/2)

All figures in INR Crs

	Q4FY22	FY22	YoY Growth		
			Q4FY22	FY22	
<b>Profit &amp; Loss</b>	<b>Net Interest Income</b>	<b>1,819</b>	<b>6,498</b>	<b>84%</b>	<b>-13%</b>
	Non interest income	882	3,262	28%	8%
	Operating Expenses	1,927	6,844	19%	18%
	<b>Operating Profit</b>	<b>774</b>	<b>2,916</b>	<b>1231%</b>	<b>-37%</b>
	<b>Profit After Tax</b>	<b>367</b>	<b>1,066</b>	-	-
<b>Balance Sheet</b>	<b>Total Assets</b>		<b>318,220</b>		<b>16%</b>
	Net Advances		181,052		8%
	<b>Total Deposits</b>		<b>197,192</b>		<b>21%</b>
	Shareholders Funds		33,742		2%
<b>Key Ratios</b>			<b>FY22</b>		<b>FY21</b>
	<b>NIM</b>		<b>2.3%</b>		<b>2.8%</b>
	<b>Cost to Income</b>		<b>70.1%</b>		<b>53.8%</b>
	<b>Return on Assets</b>		<b>0.4%</b>		<b>-1.3%</b>
	<b>CET 1</b>		<b>11.6%</b>		<b>11.2%</b>
	<b>Average LCR</b>		<b>114.6%</b>		<b>113.9%</b>
	Book Value per share (INR)		13.5		13.3
<b>Credit Deposit Ratio</b>		<b>91.8%</b>		<b>102.4%</b>	

## Improvement across parameters

**Normalized NII** for FY22 grew by nearly **3%**<sup>1</sup>  
**Normalised Non-Interest Income** for FY22 grew **>40%**<sup>2</sup>  
 NIMs at **2.5% for Q4FY22**, improved by **5bps** sequentially

**Customer Deposits**<sup>3</sup> at INR **192,928 Crs**; up **7.7% Q-o-Q**

**CASA Ratio** at **31.1%** v/s. 30.4% in Q3FY22; continued growth rate of >2x of overall deposits

**11.4 Lac** CASA accounts opened in FY22 vs. 6.6 Lac last year and **312K** CASA accounts opened vs. 269K last quarter

**Top 20 Depositor concentration** continues to **improve at 14.2%** vs. 17.5% in FY21

**New Sanctions / Disbursements** at nearly **INR 70,000 Crs** for FY22

**CD Ratio** further improved to **91.8%** vs 95.6% last quarter  
**CET1 Ratio** at **11.6%**

<sup>1</sup> Adjusted for interest recoveries on NPA's & one offs

<sup>2</sup> Adjusted for realised & unrealised gain on investments

<sup>3</sup> Excluding Certificate of Deposits

# Performance Highlights (2/2)



All figures in INR Crs

	Mar-21	Dec-21	Mar-22	
Non Performing Exposures <sup>1</sup>	Gross NPA	28,610	28,654	27,976
	Other Non Performing Exposures	10,425	8,897	8,503
	<b>Total Gross Non Performing Exposures</b>	<b>39,034</b>	<b>37,551</b>	<b>36,479</b>
	Total Provisions held	25,992	25,574	26,419
	<b>Net Non Performing Exposures</b>	<b>13,042</b>	<b>11,977</b>	<b>10,060</b>
	Cumulative Technical Write-off #	17,208	16,579	16,302
	<i>Net additions during the Quarter</i>	<i>9,728</i>	<i>(22)</i>	<i>(277)</i>
	<b>Provision Coverage for above<sup>3</sup></b>	<b>76.8%</b>	<b>77.9%</b>	<b>80.9%</b>
Standard Restructured Loans <sup>2</sup>				
<b>Total Gross Restructured Loans</b>	<b>1,244</b>	<b>6,878</b>	<b>6,752</b>	
Overdue Book	<b>61-90 days overdue loans</b>	<b>4,661</b>	<b>1,943</b>	<b>1,264</b>
	<i>Of which Retail</i>	<i>234</i>	<i>275</i>	<i>227</i>
	<b>31-60 days overdue loans</b>	<b>9,042</b>	<b>5,305</b>	<b>4,483</b>
	<i>Of which Retail</i>	<i>1,057</i>	<i>688</i>	<i>815</i>

## Asset quality trends continue to improve

**GNPA ratio at 13.9%, vs 14.7% last quarter**

**NNPA ratio at 4.5% vs. 5.3% last quarter**

**Net Non-Performing Exposures** lower by nearly **INR 3,000 Crs** in FY22

**Slippages** lower at **INR 802 Crs** vs. INR 978 Crs last quarter of which:

- Corporate slippages lower at **INR 373 Crs** vs. INR 435 Crs last quarter
- Retail slippages lower at **INR 333 Crs** vs. INR 388 Crs last quarter

## Overdue Loans continue to trend lower

- 61-90 days bucket lower by **INR 679 Crs Q-o-Q**
- 31-60 days bucket lower by **INR 822 Crs Q-o-Q**

<sup>1</sup> NPA, NPI & ARC

<sup>2</sup> Erstwhile, MSME 1.0 & 2.0, DCCO related & Covid 1.0 & 2.0

<sup>3</sup> Including technical w/o

# Only Corporate

# Profit and Loss Statement



All figures in INR Crs

- **Profits at INR 1,066 Crs in FY22 - First Full Year Profit since FY19** vs. Loss of INR 3,462 Crs in FY21 and INR 22,715 Crs in FY20<sup>2</sup>
- **Operating Profits at INR 774 Crs up 6.0% Q-o-Q**
  - **Net Interest Income at INR 1,819 Crs**
  - **NIM at 2.5%** up ~5 bps Q-o-Q
  - **Sustained Reduction** in cost of deposits while continuing to garner liabilities
- **Total Provision Costs for FY22 at INR 1,480 Crs** lower by **84% Y-o-Y**, aided by
  - Lower slippages at **INR 5,795 Crs**, down 51% Y-o-Y
  - Higher recoveries and upgrades at **INR 7,290 Crs**, up 28% Y-o-Y

	Quarter Ended			Growth		Year Ended		Growth
	Q4FY22	Q3FY22	Q4FY21	Q-o-Q	Y-o-Y	FY22	FY21	Y-o-Y
Net Interest Income	1,819	1,764	987	3%	84% <sup>1</sup>	6,498	7,429	-13%
Non-Interest Income	882	734	689	20%	28%	3,262	3,012	8%
<b>Total Income</b>	<b>2,701</b>	<b>2,498</b>	<b>1,676</b>	<b>8%</b>	<b>61%</b>	<b>9,760</b>	<b>10,440</b>	<b>-7%</b>
<b>Operating Expense</b>	<b>1,927</b>	<b>1,767</b>	<b>1,618</b>	<b>9%</b>	<b>19%</b>	<b>6,844</b>	<b>5,792</b>	<b>18%</b>
<i>Human Resource Cost</i>	772	733	574	5%	35%	2,856	2,430	17%
<i>Other Operating Expenses</i>	1,155	1,034	1,044	12%	11%	3,989	3,362	19%
<b>Operating Profit/(Loss)</b>	<b>774</b>	<b>731</b>	<b>58</b>	<b>6%</b>	<b>1231%</b>	<b>2,916</b>	<b>4,648</b>	<b>-37%</b>
Provisions	271	375	5,113	-28%	-95%	1,480	9,383	-84%
Profit Before Tax	503	356	(5,055)	41%	NM	1,436	(4,735)	NM
Tax Expense	136	90	(1,267)	51%	NM	370	(1,273)	NM
<b>Net Profit/(Loss)</b>	<b>367</b>	<b>266</b>	<b>(3,788)</b>	<b>38%</b>	<b>NM</b>	<b>1,066</b>	<b>(3,462)</b>	<b>NM</b>
Yield on Advances	8.2%	8.1%	6.9%			8.1%	8.8%	
Cost of Funds	5.1%	5.1%	6.0%			5.3%	6.3%	
Cost of Deposits	4.8%	4.9%	5.7%			5.0%	6.0%	
NIM	2.5%	2.4%	1.6%			2.3%	2.8%	
Cost to income	71.3%	70.7%	89.7%			70.1%	53.8%	

NM = Not measurable

<sup>1</sup> Y-o-Y growth not comparable as NPA of the entire year was recognized during Q4FY21, given Supreme Court order

<sup>2</sup> Excluding Extraordinary Item

# Break Up of Non-Interest Income



All figures in INR Crs

▪ **Core Fee Income drivers continue to show significant traction**

- Sustained Momentum in Retail Banking Fees
- Corporate Trade, Cash Management & FX business continues to be strong
- Increased in Interchange Income on the back of higher digital penetration

	Quarter Ended			Growth		Year Ended		Growth
	Q4FY22	Q3FY22	Q4FY21	Q-o-Q	Y-o-Y	FY22	FY21	Y-o-Y
<b>Non-Interest Income</b>	882	734 <sup>1</sup>	689	20%	28%	3,262	3,012	8%
<b>Corporate Trade &amp; Cash Management</b>	173	148	154	17%	12%	619	530	17%
<b>Forex, Debt Capital Markets &amp; Securities</b>	118	124	115	-5%	3%	754	1,349	-44%
<i>Of which realized &amp; unrealized gain/ (loss) on investments</i>	(26)	23	16	NM	NM	290	1,108	-74%
<b>Corporate Banking Fees</b>	24	27	(1)	-10%	NM	100	(43)	NM
<b>Retail Banking Fees</b>	572	447	421	28%	36%	1,806	1,249	45%
Trade & Remittance	69	58	36	19%	88%	236	188	26%
Facility/Processing Fee	81	77	86	5%	-6%	292	240	22%
Third Party Sales	84	43	62	94%	35%	191	139	38%
Interchange Income	200	144	132	39%	52%	596	382	56%
General Banking Fees	138	124	104	11%	33%	490	301	63%

<sup>1</sup> Break up includes one time loss on sale of asset amounting to ~ INR 12 Crs



# Break up of Operating Expenses



All figures in INR Crs

▪ **Operating Expenses for Q4FY22 higher by 19% Y-o-Y, due to**

- Increase in provisioning for variable compensation of employees and corresponding headcount increase (2,000+ employees)

	Quarter Ended			Growth		Year Ended		Growth
	Q4FY22	Q3FY22	Q4FY21	Q-o-Q	Y-o-Y	FY22	FY21	Y-o-Y
Payments to and provisions for employees	772	733	574	5%	35%	2,856	2,430	18%
Rent, Taxes and Lighting	104	108	117	-4%	-11%	428	476	-10%
Loan Sourcing Fees and DSA	209	181	159	16%	32%	678	402	69%
Depreciation on Bank's property	97	98	98	-1%	-1%	398	353	13%
IT related expenses	119	113	85	6%	41%	446	354	26%
Professional Fees & Commission	128	70	92	82%	38%	359	247	45%
PSLC Purchases	11	-	-	NM	NM	11	-	NM
Insurance	58	64	41	-10%	42%	218	147	49%
Others	429	400	452	7%	-5%	1,450	1,384	5%
<b>Total</b>	<b>1,927</b>	<b>1,767</b>	<b>1,618</b>	<b>9%</b>	<b>19%</b>	<b>6,844</b>	<b>5,792</b>	<b>18%</b>

# Provisions and P&L

All figures in INR Crs

- Provisioning for NPA's from Slippages and Step up in PCR offset by:
  - ~INR 400 Crs of recovery from written off accounts during the quarter
  - ~INR 550 Crs of provision reversal from upgrades & recoveries during the quarter
- ~INR 320 Crs of step up in provisioning for Security Receipts

	Quarter Ended			Growth		Year Ended		Growth
	Q4FY22	Q3FY22	Q4FY21	Q-o-Q	Y-o-Y	FY22	FY21	Y-o-Y
<b>Operating Profit</b>	774	731	58	6%	1231%	2,916	4,648	-37%
Provision for Taxation	136	90	(1,267)	51%	NM	370	(1,273)	NM
Provision for Investments	530	312	1,046	70%	-49%	790	1,617	-51%
Provision for Standard Advances	(475)	(139)	(2,482)	241%	-81%	(25)	690	NM
Provision for Non-Performing Advances	227	225	6,510	1%	-97%	719	7,116	-90%
Other Provisions	(12)	(23)	166	-49%	NM	(4)	290	NM
<b>Total Provisions</b>	<b>407</b>	<b>464</b>	<b>3,973</b>	<b>-12%</b>	<b>-90%</b>	<b>1,850</b>	<b>8,440</b>	<b>-78%</b>
<b>Net Profit / (Loss)</b>	<b>367</b>	<b>266</b>	<b>(3,788)</b>	<b>38%</b>	<b>NM</b>	<b>1,066</b>	<b>(3,462)</b>	<b>NM</b>
Return on Assets (annualized)	0.5%	0.4%	-5.7%			0.4%	-1.3%	
Return on Equity (annualized)	4.3%	3.2%	-43.2%			3.2%	-11.4%	
Earnings per share-basic (non-annualized)	0.15	0.11	-1.51			0.43	-1.63	

With respect to 3 borrowers accounts classified as fraud during Q4 FY22, aggregate provision of Rs. 475 crs. has been made through balance in profit and loss account under 'Reserves and Surplus'.  
 NM = Not Measurable

# Balance Sheet



All figures in INR Crs

- **Balance Sheet** grew **16% Y-o-Y**, while continuing to improve
  - **C/D ratio at 91.8%** v/s. 95.6% last quarter
  - **CASA ratio 31.1%** v/s. 30.4% last quarter
- **New Sanctions / Disbursements** at nearly **INR 70,000 Crs** for FY22
  - Gross Retail Assets Disbursements of nearly **INR 33,000 Crs** in FY22 (INR 10,201 Crs for Q4FY22)
  - Rural Disbursements of nearly **INR 2,500 Crs** (INR 857 Crs for Q4FY22)
  - SME Disbursements of **nearly INR 18,000 Crs** (INR 5,089 Crs for Q4FY22)
  - Wholesale Banking Disbursements of nearly **INR 16,000 Crs** (INR 3,776 Crs for Q4FY22)

	31-Mar-21	31-Dec-21	31-Mar-22	Growth % (Q-o-Q)	Growth % (Y-o-Y)
<b>Assets</b>	<b>273,543</b>	<b>304,597</b>	<b>318,220</b>	<b>4%</b>	<b>16%</b>
Advances	166,893	176,241	181,052	3%	8%
Investments	43,319	53,377	51,896	-3%	20%
<b>Liabilities</b>	<b>273,543</b>	<b>304,597</b>	<b>318,220</b>	<b>4%</b>	<b>16%</b>
Shareholders' Funds	33,196	33,873	33,742	0%	2%
<b>Total Capital Funds</b>	<b>40,321</b>	<b>40,690</b>	<b>40,397</b>	<b>-0.7%</b>	<b>0.2%</b>
Deposits	162,947	184,288	197,192	7.0%	21%
Borrowings	63,949	71,906	72,205	0%	13%

# Break up of Advances & Deposits

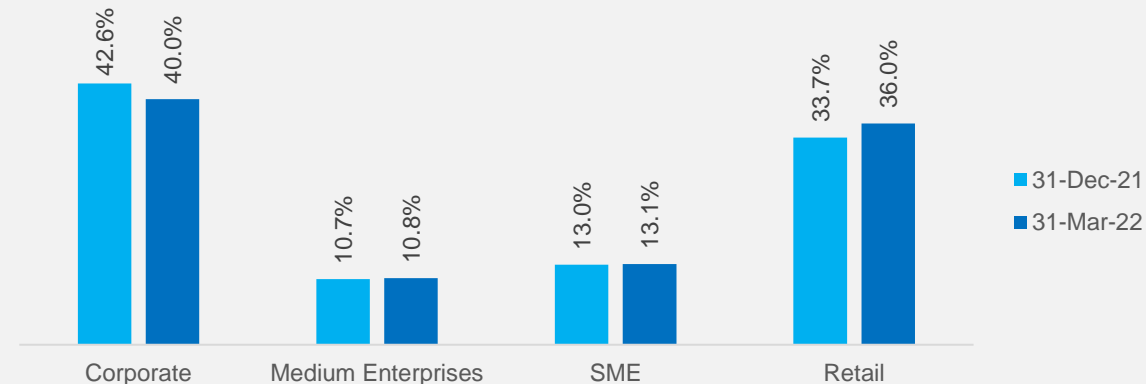


All figures in INR Crs

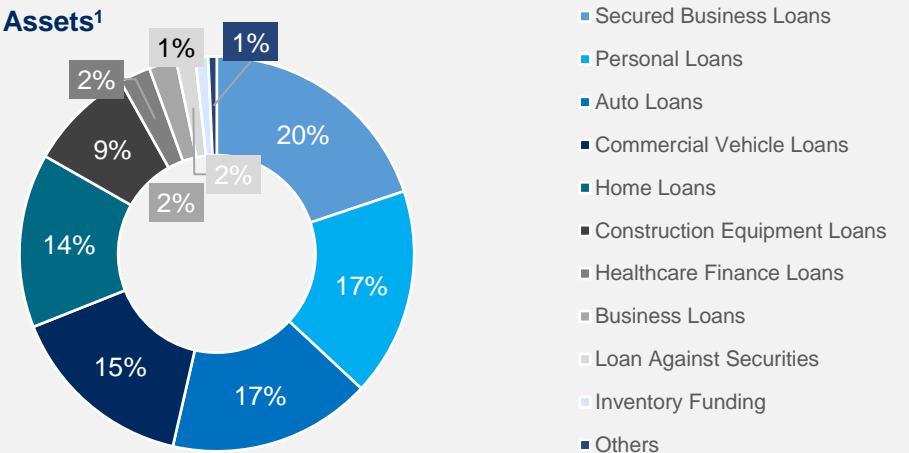
- Sustained Granularization of Balance Sheet:
  - CASA + Retail TDs at **61.6% v/s 61.3%** in Q3FY22
  - Average daily CA grew by **50.3% Y-o-Y**
  - Average daily SA grew by **41.2% Y-o-Y**
  - ~**311K** CASA Accounts opened in Q4FY22
  - Retail Advances mix at **36.0%** v/s. 33.7% in Q3FY22

	31-Mar-21	31-Dec-21	31-Mar-22	QoQ Growth (%)	YoY Growth (%)
Current Account Deposits	18,997	24,522	26,389	8%	39%
Savings Bank Deposits	23,590	31,475	34,970	11%	48%
<b>CASA</b>	<b>42,587</b>	<b>55,997</b>	<b>61,360</b>	<b>10%</b>	<b>44%</b>
<b>CASA Ratio</b>	<b>26.1%</b>	<b>30.4%</b>	<b>31.1%</b>		
Term Deposits (TD)	120,359	128,291	135,832	6%	13%
of which CDs	6,896	5,080	4,264	-16%	-38%
<b>Total Deposits</b>	<b>162,947</b>	<b>184,288</b>	<b>197,192</b>	<b>7%</b>	<b>21%</b>

## Advances Book Split



## Retail Banking Assets<sup>1</sup>

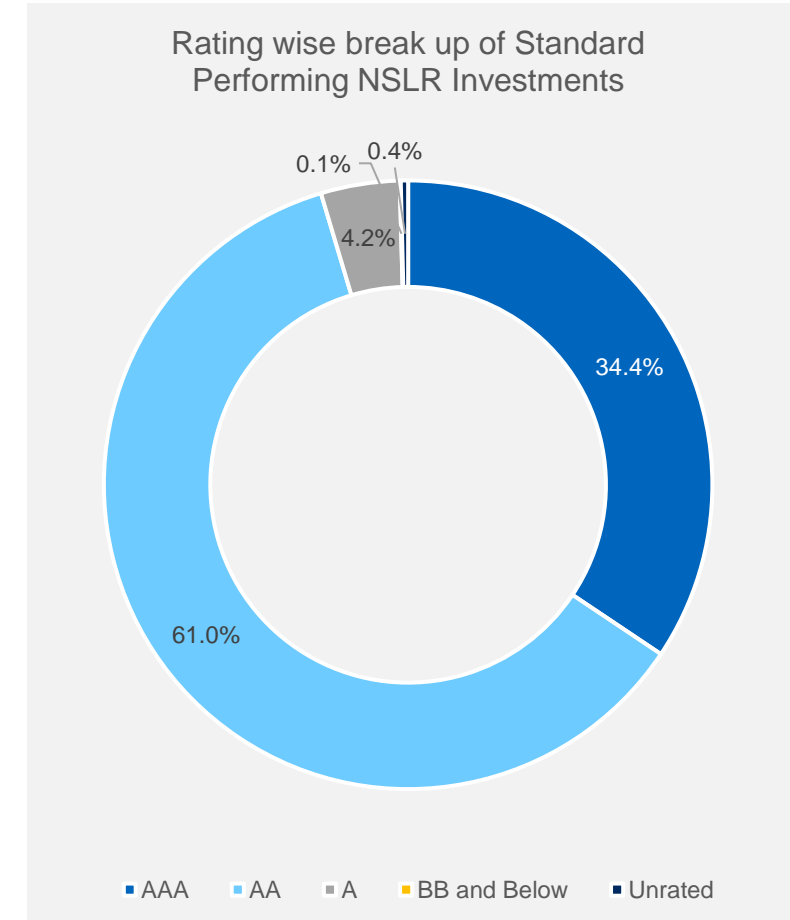
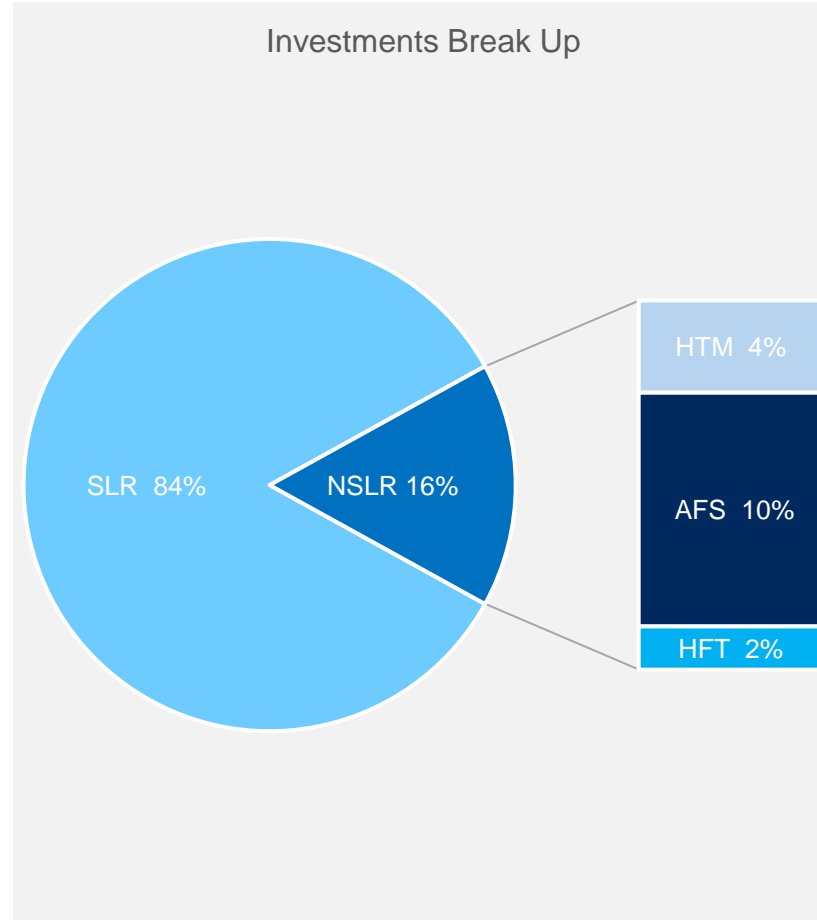


<sup>1</sup> Split basis gross retail advances



# Break up of Investments

- Total Net Investments at **INR 51,896 Crs**
  - **SLR – INR 43,708 Crs**
  - **NSLR – INR 8,188 Crs**
    - Standard Performing – INR 5,981 Crs
    - Net NPI – INR 247 Crs
    - Others<sup>1</sup> – INR 1,960 Crs
- TLTRO investments during the quarter at **INR 125 Crs** (part of HTM)



<sup>1</sup> Includes Equity Preference, Investment in ARC & Others

# NPA Highlights



All figures in INR Crs

- Significant improvement across segments
  - **Gross NPA Ratio at 13.9%** vs 14.7% last quarter
  - **Slippages lower at INR 802 Crs for Q4FY22**
    - Corporate slippages lower at **INR 373 Crs** vs. INR 435 Crs last quarter
    - Retail slippages lower at **INR 333 Crs** vs. INR 388 Crs last quarter
  - **Upgrades at INR 3,590 Crs for FY22**
  - **Cash Recovery<sup>2</sup> – INR 3,700 Crs for FY22**
    - Principal Recovery – **INR 2,006 Crs**
    - Interest Recovery – **INR 297 Crs**
    - Recovery from Written Off Accounts – **INR 1,397 Crs**

Asset Quality Parameters	31-Mar-21	31-Dec-21	31-Mar-22
Gross NPA (%)	15.41%	14.65%	13.93%
Net NPA (%)	5.88%	5.29%	4.53%
Provision Coverage Ratio <sup>1</sup> (%)	78.6%	79.4%	81.5%

Segmental GNPA	31-Mar-21		31-Dec-21		31-Mar-22	
	GNPA	(%)	GNPA	(%)	GNPA	(%)
Retail	1,489	2.9%	1,279	2.1%	1,093	1.7%
SME	784	3.7%	767	3.3%	739	3.1%
Medium Enterprises	391	2.6%	397	2.1%	401	2.0%
Corporate	25,946	26.4%	26,212	28.2%	25,743	28.4%
<b>Total</b>	<b>28,610</b>	<b>15.4%</b>	<b>28,654</b>	<b>14.7%</b>	<b>27,976</b>	<b>13.9%</b>

Movement of NPA	31-Mar-21	Movement				31-Mar-22
	Opening	Additions	Upgrades	Recoveries	Write Offs	Closing
Retail	1,489	2,369	1,555	338	873	1,093
SME	784	482	262	246	17	739
Medium Enterprises	391	128	56	63	-	401
Corporate	25,946	2,816	1,717	1,221	81	25,743
<b>Total</b>	<b>28,610</b>	<b>5,795</b>	<b>3,590</b>	<b>1,868</b>	<b>971</b>	<b>27,976</b>

<sup>1</sup> including technical write-offs

<sup>2</sup> Including NPI recovery

# Summary of Labelled & Overdue Exposures

All figures in INR Crs

- **Overdue Loans continue to trend lower**
  - **-61-90 days bucket** lower by **INR 679 Crs Q-o-Q**
  - **31-60 days bucket** lower by **~INR 822 Crs Q-o-Q**
- **Drag of Labelled Exposures** on Bank's profitability has significantly reduced Y-o-Y resulting into **Net Profitability**. This is driven by
  - Rise in **Recoveries and Upgrades**
  - Lower **slippages**

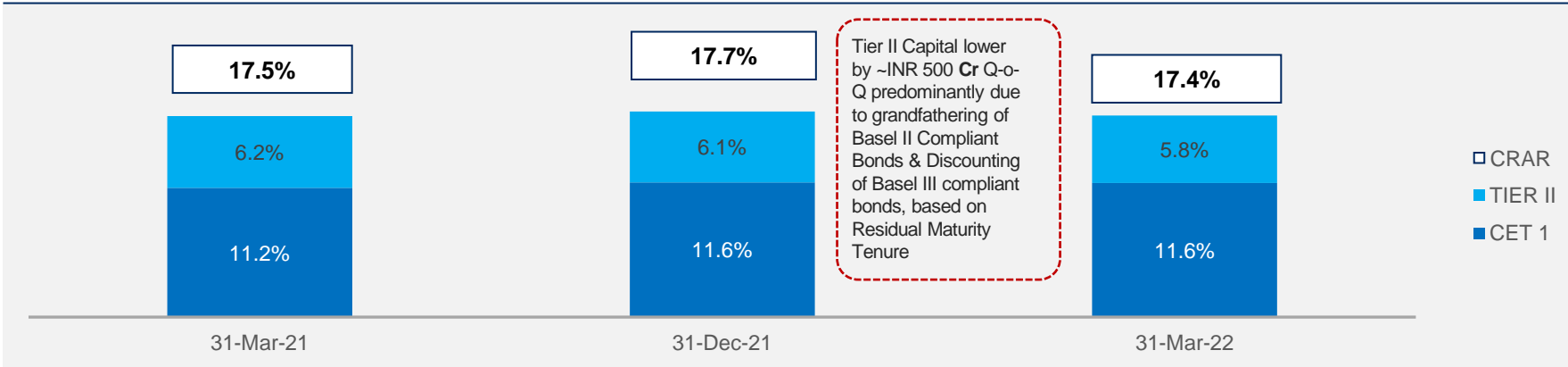
In INR Cr	31-Mar-21		31-Dec-21		31-Mar-22	
	Gross	Provisions	Gross	Provisions	Gross	Provisions
<b>NPA</b>	<b>28,610</b>	<b>18,796</b>	<b>28,654</b>	<b>19,331</b>	<b>27,976</b>	<b>19,771</b>
<b>Other Non-Performing Exposures</b>	<b>10,425</b>	<b>7,196</b>	<b>8,897</b>	<b>6,243</b>	<b>8,503</b>	<b>6,647</b>
<i>NFB of NPA accounts</i>	1,671	382	1,422	332	1,097	206
<i>NPI</i>	6,586	6,067	5,329	4,810	5,268	5,021
<i>ARC</i>	2,168	747	2,145	1,101	2,138	1,420
<b>Total Non-Performing Exposures</b>	<b>39,034</b>	<b>25,992</b>	<b>37,551</b>	<b>25,574</b>	<b>36,479</b>	<b>26,419</b>
<i>Technical Write-Off</i>		17,208		16,579		16,302
<b>Provision Coverage incl. Technical W/O</b>		<b>76.8%</b>		<b>77.9%</b>		<b>80.9%</b>
<b>Std. Restructured Advances<sup>1</sup></b>	<b>1,244</b>	<b>75</b>	<b>6,878</b>	<b>753</b>	<b>6,752</b>	<b>760</b>
<i>Erstwhile</i>	138	7	26	1	26	1
<i>DCCO related</i>	861	43	1,749	87	1,744	87
<i>MSME (Covid)</i>	0	0	1,050	101	1,016	98
<i>Covid</i>	246	25	4,052	563	3,966	573
<b>Other Std. exposures<sup>2</sup></b>	<b>1,183</b>	<b>492</b>	<b>124</b>	<b>43</b>	<b>98</b>	<b>34</b>
<b>61-90 days overdue loans</b>	<b>4,661</b>		<b>1,943</b>		<b>1,264</b>	
<i>Of which Retail</i>	234		275		227	
<b>31-60 days overdue loans</b>	<b>9,042</b>		<b>5,305</b>		<b>4,483</b>	
<i>Of which Retail</i>	1,057		688		815	

<sup>1</sup> Already Implemented as of respective date; Erstwhile category represents Standard Restructured accounts and does not include withdrawn categories such as SDR, S4A etc.

<sup>2</sup> Where provisioning has been made as per requirement of RBI circular on Prudential Framework for Resolution of Stressed Assets dated June 7, 2019

# Capital Sufficiency: CET 1 ratio at 11.6%

## 1 Bank's Capital Adequacy Ratio<sup>1</sup>

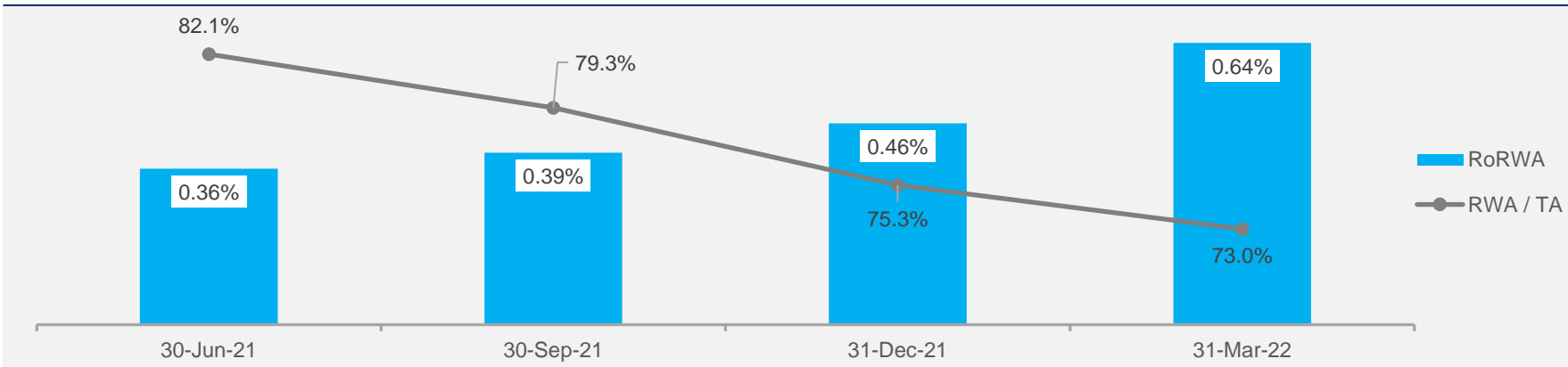


CET 1 Ratio comfortable at 11.6%

Recoveries and Operating Profits to sufficiently cover for future slippages and growth

Deferred tax asset of **nearly INR 6,000 Cr** deducted from net-worth for computing CET 1, representing **nearly 260 bps**, to further aid Bank's CET 1 over time

## 2 RWA to Total Assets trending lower, while Risk Adjusted Returns are improving



<sup>1</sup> Includes Profits



# Contents

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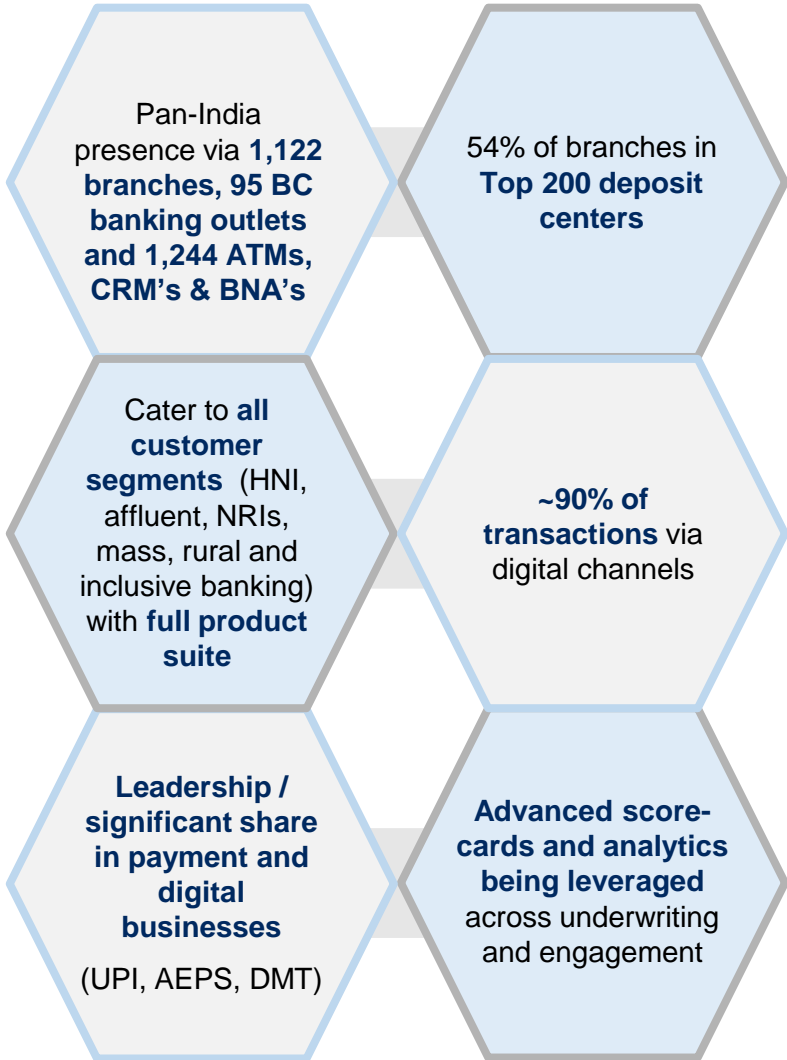
YES BANK Overview

Financial Results Update

Franchise

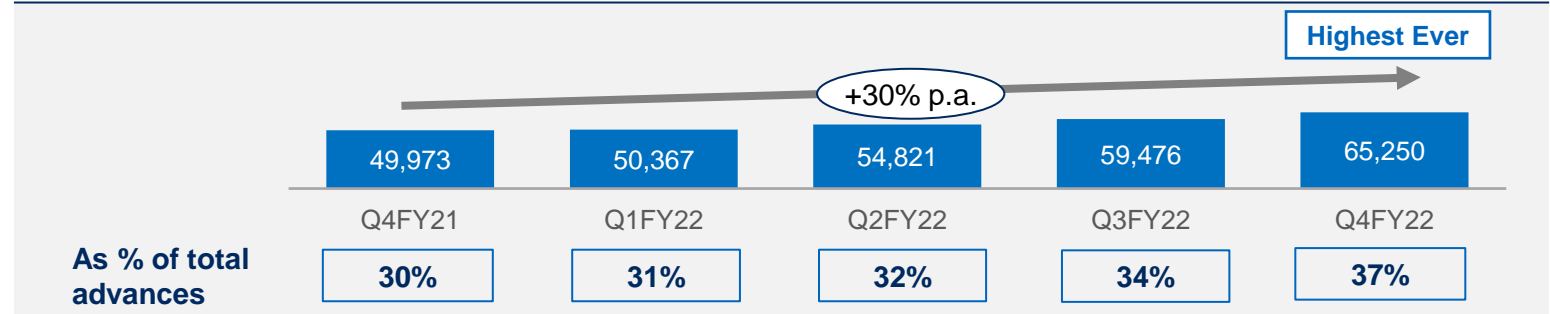


# Retail Bank: *Full spectrum retail bank growing with strong momentum*

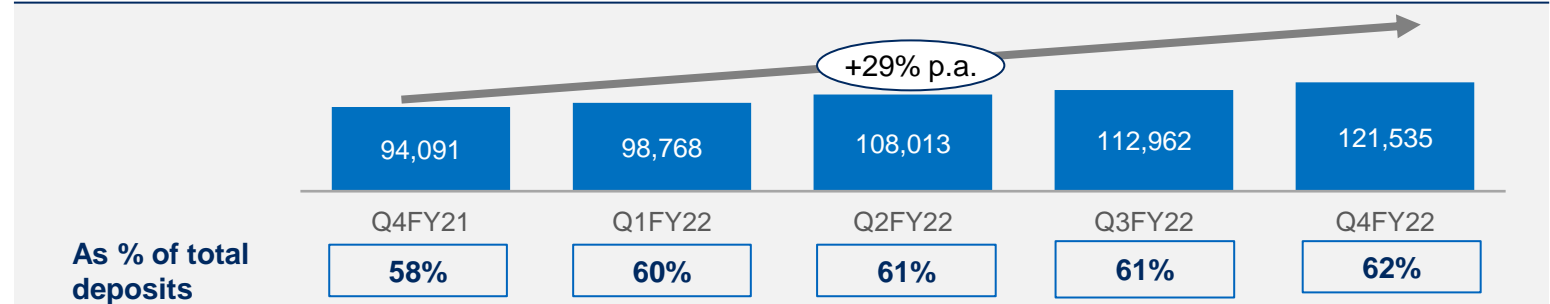


All figures in INR Cr

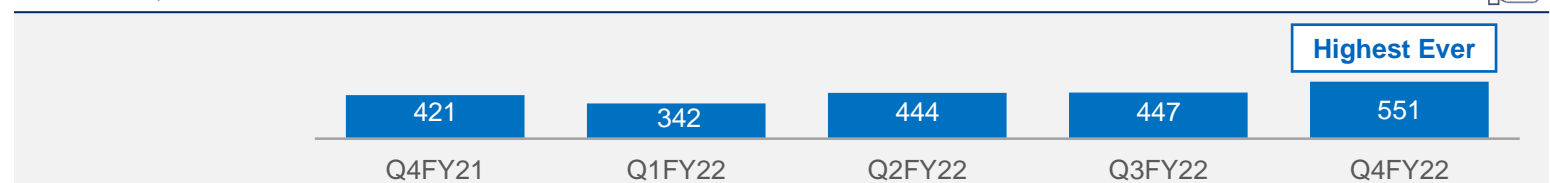
## Strong growth in Retail Advances



## ...along with growth in CASA and Retail Term Deposits



## In addition, continued momentum within Retail Fee Income

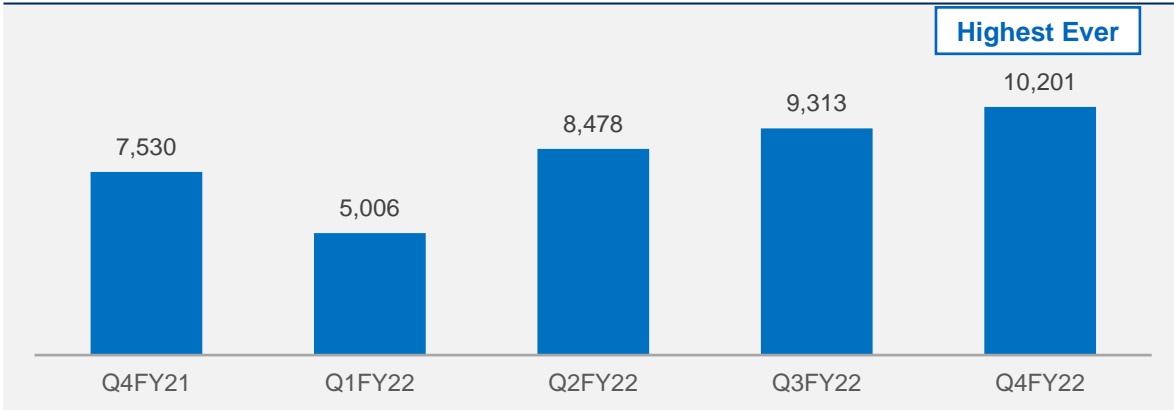


# Retail Assets: *Fast growing diversified book*



All figures in INR Crs

## 1 Retail asset disbursements momentum continues



## 2 On the back of purposeful digital investments



**Loan in seconds (LIS) platform** and front-end automation initiatives (**Yes Robot**) have resulted in **lower TAT along with higher productivity**



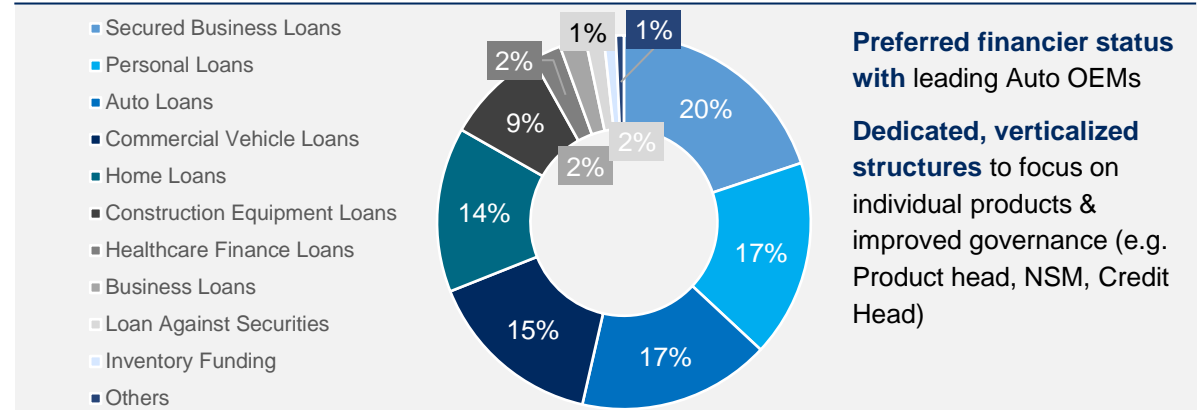
**Sales Force implementation** helping in process improvement and customer delight



**Pre-qualified Gold Loan OD** for existing customers **24x7 digital process**

1 Split basis gross retail advances

## 3 Diversified retail book<sup>1</sup>

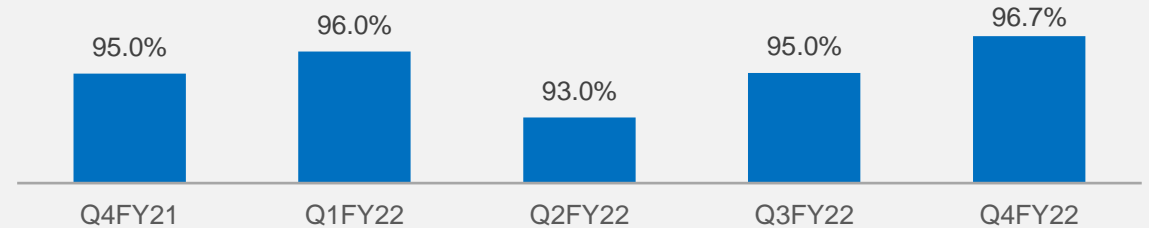


**Preferred financier status** with leading Auto OEMs

**Dedicated, verticalized structures** to focus on individual products & improved governance (e.g. Product head, NSM, Credit Head)

## 4 Strong focus on book quality & collections

Retail Assets collections efficiency at **97.3%** for month of March 2022



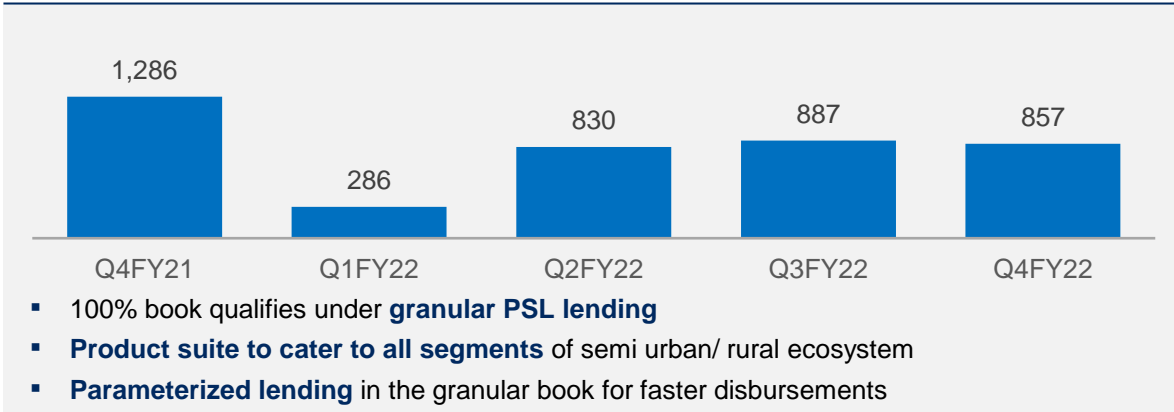
- High share of secured loans in Retail Assets book - 81%, with healthy LTV ratios:
  - Avg. LTV for Affordable Home Loan ~69%
  - Avg. LTV for LAP ~56%

# Rural Assets: *Deepen the penetration in emerging rural markets & generate Agri PSL*



All figures in INR Crs

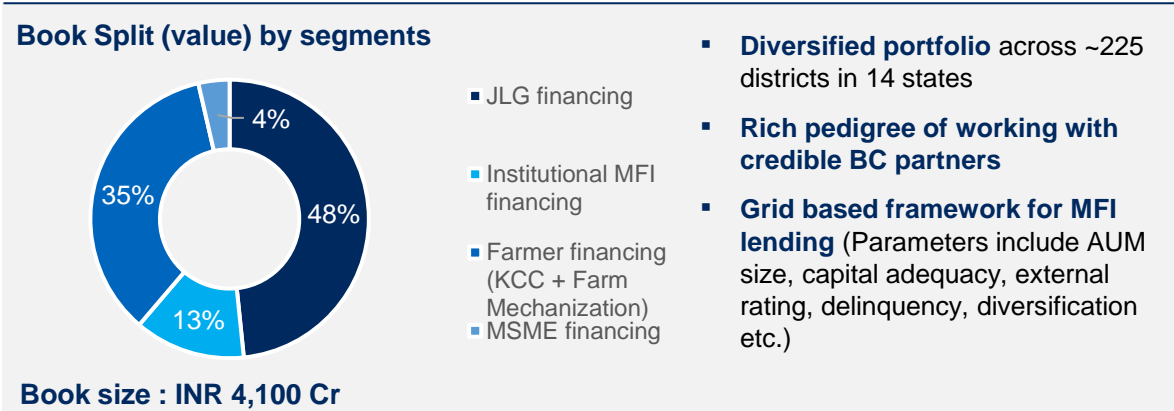
## 1 Business originations (disbursements) returning towards normalcy



## 3 Robust Farmer financing book & improved collections in JLG book

- High quality farmer financing** book with NPA < 0.5%
- NPA <2% in the book generated post-COVID** (disbursements on or after April 1, 2020; constitute ~87% of total book); inline with the microfinance industry standards.
- Collection efficiency in JLG book improved significantly
- On ground portfolio monitoring/** trigger-based monitoring by an independent risk monitoring team

## 2 Capturing Rural value chain with geographic diversification



## 4 Analytics for expansion towards paperless processing

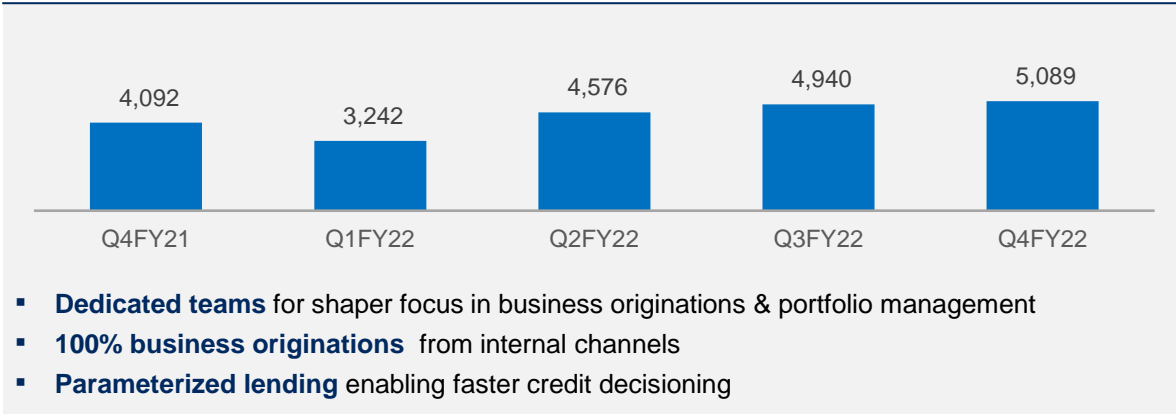
- Digital & Analytics to **enhance customer experience / reduce TAT**
  - Digital on-boarding**, dedicated LMS for rule based sanctions & disbursements and **geo-tagged based monitoring**
  - Usage of Bureau data** up to PIN code level for geographical expansions & periodic portfolio scrub to monitor portfolio health
  - Leveraging Fintech/ digitechs for underwriting and risk management

# Small & Micro Enterprises: *Granular book creation with a solution led approach*

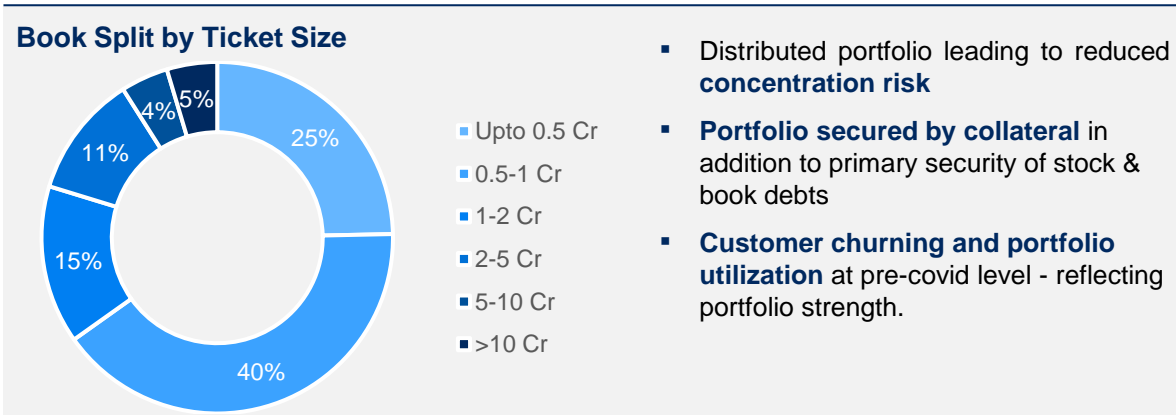


All figures in INR Crs

## 1 Steady momentum in disbursements<sup>1</sup>

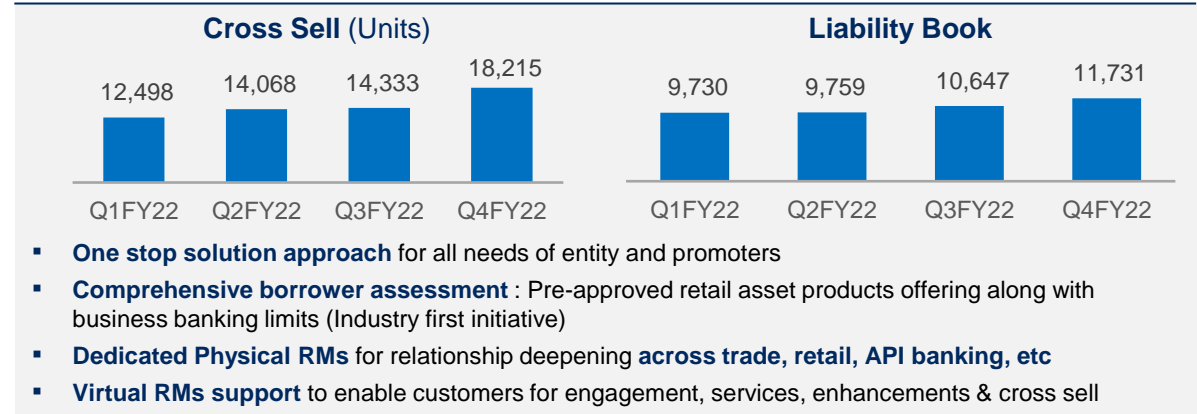


## 2 High quality & well diversified granular book



<sup>1</sup> Includes Limit Setups

## 3 Strengthening Relationship Management



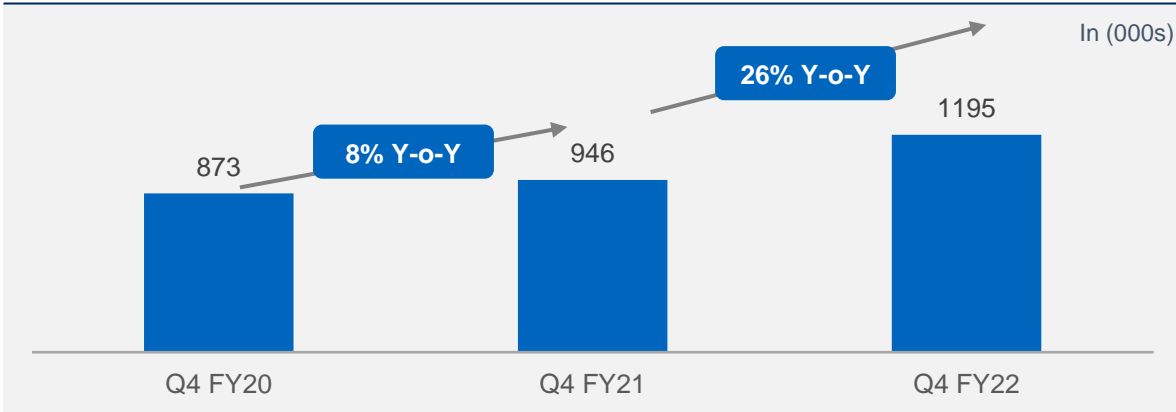
## 4 Digital and Analytics at fulcrum of the franchise

- **Digital & Analytics to enhance customer experience / reduce friction**
  - Analytics driven prospective client identification
  - Digital Lending Platform - Seamless customer approval experience
  - Self-assist digital tools - MSME App, Trade-On-Net, FX Online, etc.
  - Robust EWS framework - early identification of incipient sickness & support frontline in remedial management

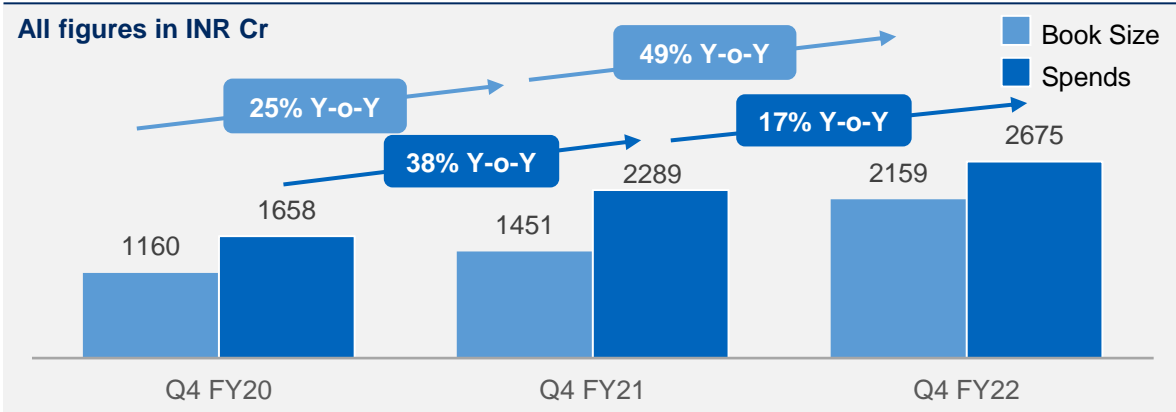
# Credit Cards: Resumption in business with an increase in cards base coupled with strong growth in spends



## 1 Total cards base has grown consistently



## 2 Strong Growth in Book & Card spends



## 3 Differentiated Product Offering, Focused digital initiatives, Partnerships & Alliances

- **Comprehensive suite of 16 Products covering Consumer and Commercial Cards**
- **Most rewarding Rewards Platform, allowing customers** to share & adjust reward points against statement outstanding with Reward Points that never expire
- **Best Foreign Currency Markup** on select card variants & **Hosted on most stable technology platform Vision+ (Fiserv) and Falcon** (risk monitoring platform)
- **Digitization of value-added offerings through self-service portal** to enhance customer experience
- Partnerships with Fin-techs and affiliates to bolster distribution outreach

## 4 Digital Onboarding & Product Launches

- Customer onboarding through **'End To End digital journey'** in partnership with TransUnion CIBIL
- Equipped with Video KYC for a **'NO Contact' processing**. Video KYC penetration at 63% in Mar'22
- **70% of Fresh Issuance through digital modes in Q4FY22**
- Achieved monthly (Mar'22) run rate of **55,000+ new card issuance and INR 1,000 crore+** of spends
- **Book size of INR 2,150 Cr+ in Q4, FY'22.**

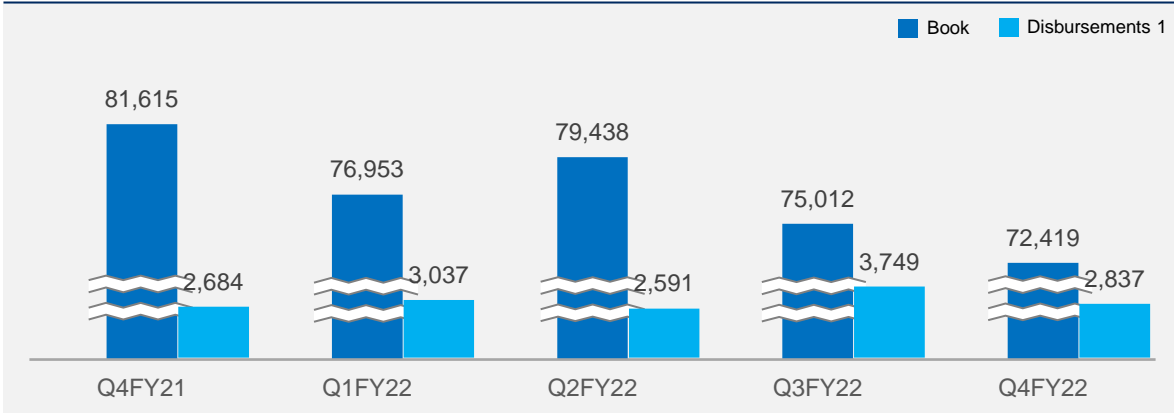


# Wholesale Banking: *Strong growth in transaction banking and granularization of incremental lending book*

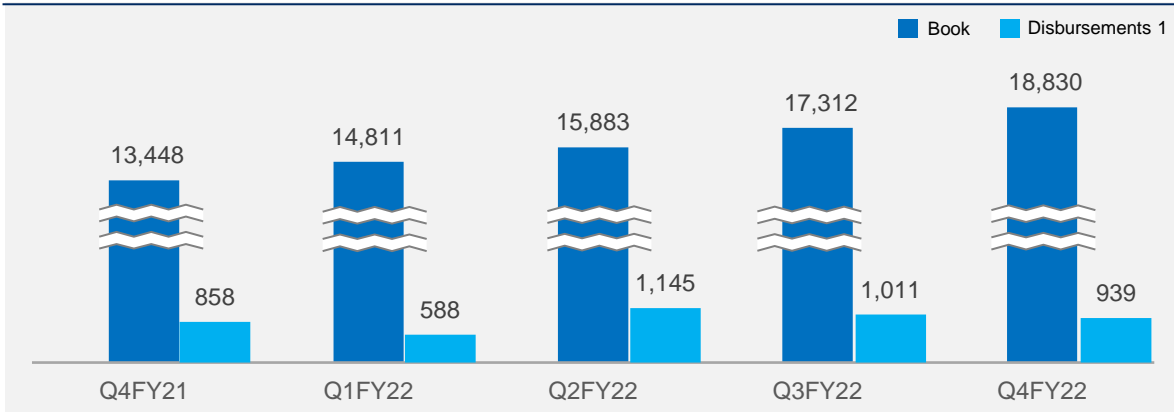


All figures in INR Crs

## 1 Corporate Book & Disbursements – Debulking Continues



## 2 Medium Enterprises Break up – Granularity improving



## 3 Providing tailored solutions to clients across business segments

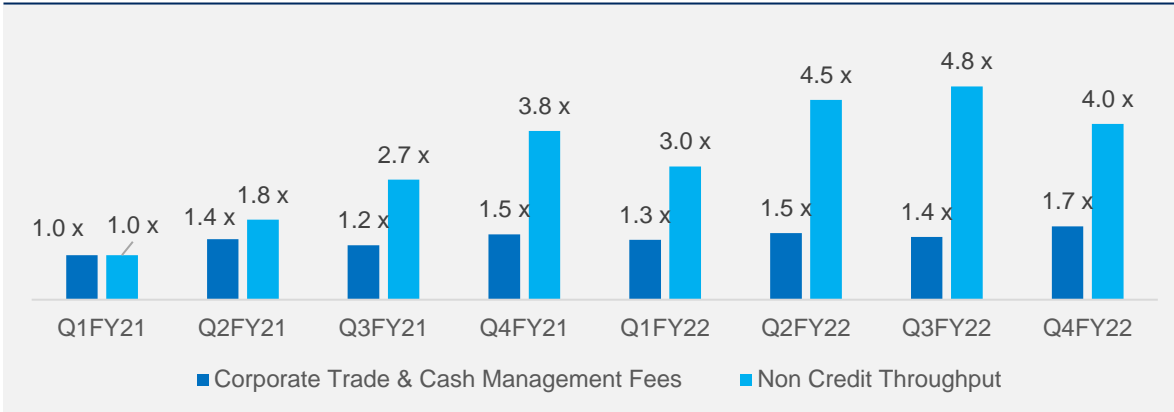
<b>Large Corporates</b>	<ul style="list-style-type: none"> <li>▪ Strong relationships with large corporate groups and conglomerates</li> <li>▪ Experienced Relationship bankers across 10 locations with pan-India coverage</li> <li>▪ Working Capital solutions, Trade Finance, Debt Capital Markets (Bonds, CPs), Forex, Cash &amp; Liquidity Management, Digital Solutions, Supply Chain programs, Project and Capex Financing, Advisory &amp; Offshore banking,</li> <li>▪ Diversified Sector focus - Cement, Steel, Electronics, FMCG, Auto, IT, Chemicals, Healthcare &amp; Pharma, Agri &amp; Food Products, Warehousing &amp; Logistics, Renewables, Engineering, Roads, Data Centre, Refineries.</li> <li>▪ Steady growth in Trade non-fund business (Letters of Credit and Bank Guarantees) and Supply Chain Financing</li> <li>▪ Strong base for Corporate Payroll Accounts, Private Banking &amp; Retail cross-sell</li> </ul>
<b>Institutional &amp; Govt Banking Group</b>	<ul style="list-style-type: none"> <li>▪ Divided into 4 focused segments with a relationship-based approach and pan-India presence                             <ul style="list-style-type: none"> <li>• Indian Financial Institutions Banking</li> <li>• Government Banking</li> <li>• Multinational Corporate Banking</li> <li>• International Banking</li> </ul> </li> </ul>
<b>Medium Enterprises (Emerging Local Corporates)</b>	<ul style="list-style-type: none"> <li>▪ Tailored solutions to corporates with turnover between INR 100 to INR 1,500 cr.</li> <li>▪ Deeply entrenched in new-age entrepreneurship ecosystem by providing bespoke digital solutions, incubation and networking platforms</li> </ul>
<b>Financial Markets</b>	<ul style="list-style-type: none"> <li>▪ Customized solutions for foreign exchange risk management to more than 35,000 clients pan India.</li> <li>▪ Strong debt capital markets and primary dealership franchise offering origination and distribution services on Fixed Income to clients</li> </ul>

1 Excludes movement of CC/OD

# Transaction Banking: Annuity income through Trade and Cash Management

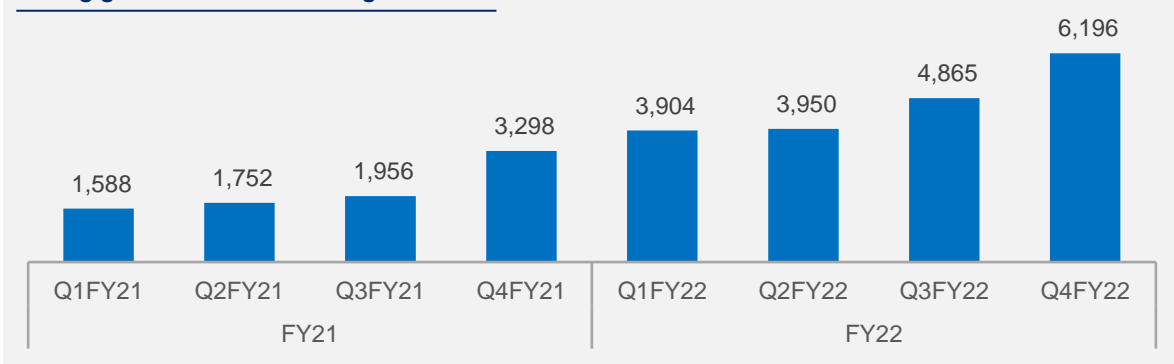


## 1 Book has seen strong growth in non-credit throughput<sup>1</sup>



## 2 ... on the back of an industry leading API banking and technology stack

### Strong growth in total API integrations...



<sup>1</sup> Corporate Trade & Cash Management Fees and Non-Credit Throughput values rebased at 1.0X for Q1FY21

<sup>2</sup> Startups with a valuation of > \$100 mn and < \$ 1bn

## 3 Strong growth in API led transaction banking throughputs

- **97% of our Corporate CASA** is embedded with Transaction Banking solutions thereby making it **granular, sticky & sustainable**.
- **~80%** of our Corporate CASA clients has at least **2+ Products** embedded
- **98% of our Cash Management** thrupt now comes **from Digital modes**. Our Digital Trade onboarding also saw **106% YoY growth**
- **Thruput from Fintech & Ecommerce grew 200% YoY**, Financial Institutions grew 84% YoY, RDA (Remittances) business **grew 160% YoY** of which **UPI driven** remittances grew **500% YoY**
- Our Connected Banking platform (leveraging Retail & Corporate Synergies) saw 13 additional partners activated under Connected Banking proposition with leads generated across partners **growing 156% YoY**, lead conversion ratio growing 100% and thrupt routed thru our partners **growing 500x**. This will be key focus for the Bank going forward
- **TReDS platform** increasing **600% YoY** and **Exports Book** grew **40% YoY**
- Supply Chain business onboarded **900 new D/V accounts**, cumulatively contributing 21% of our Business Banking Asset book
- Trade linked Non-Credit flows (Export/Import/Remittances) grew 67% YoY
- Corporate Client Management (Implementation & Service) saw robust traction in deepening client engagement
  - **4500+ Transaction Banking mandates** implemented this year (YoY 55% growth)
  - **90% of our Corporate CASA clients** is covered by a dedicated Client Service team providing top notch attention to their transactional queries
  - **~350,000** client queries addressed successfully by our Corporate Client Management team with 91% FTR & 93% TAT adherence.
- As part of its new formal initiative, Bank engaged with 350+ Strategic Influencers to augment its inorganic acquisition channel and 12 MOUs signed. This will see accelerated focus in coming years.

# Technology: Transformation initiatives – Aligned to Business growth



<p>Enable a connected Ecosystem</p>	<ul style="list-style-type: none"> <li>Enhance to an <b>API first</b>, microservices business architecture enabling faster integration with B2B customers and partners across journeys.</li> <li>Embark on a “<b>Zero Operations</b>” Journey – Deliver efficiency   Reduce Risk   Drive growth</li> <li>Enable <b>Data led decisioning with AI/ML overlays</b>. Interleave into journeys</li> </ul>	<ul style="list-style-type: none"> <li>Frictionless onboarding / service journeys</li> <li>Self Onboarding API capability – Short window to monetization</li> <li>Digitization of back office workflows</li> </ul>
<p>Drive Cloud Adoption</p>	<ul style="list-style-type: none"> <li><b>Next Gen Cloud</b> architecture enabling – Scale   Service   Secure   Compliance.</li> <li>Work with 2 Hyper Scaler partners to drive our key applications into cloud.</li> <li>Flexibility for dynamics workloads   Development Environments   Data Lake   Dev-Ops   Remote Monitoring   Automation</li> </ul>	<ul style="list-style-type: none"> <li>On demand business scalability – volume driven</li> <li>Enhanced Dev Ops / Change Management</li> </ul>
<p>Demonstrate Robust Business Assurance</p>	<ul style="list-style-type: none"> <li>Establish strong governance and processes across technology – change &amp; operating functions with focus on <b>Risk – Information Security – Compliance</b></li> <li>Implement and drive a strong Project Management Governance framework supporting agile delivery methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Enhance Security posture across landscape</li> <li>Ensure complete compliance to regulatory directives</li> </ul>
<p>Deliver Total Experience</p>	<ul style="list-style-type: none"> <li>Collaborative journeys defining customer plus ecosystem experience   Delivered through Platforms across channels</li> <li>Talent Management supporting employee career   Employee Lifecycle Management delivering Superlative Employee Experience</li> </ul>	<ul style="list-style-type: none"> <li>Customer Experience – Personalized</li> <li>Employee Experience – Single Interface</li> <li>User Experience – Device experience</li> </ul>

# Strong people focus: Stable leadership with focus on up-skilling talent, objective performance management & enabling employee flexibility



**Stable & highly experienced leadership team**

- **Top Management with average vintage of 9 years** within the bank combined with new talent from the industry.
- YES Bank has been **ranked No. 2 amongst Large-Sized Banks** in the Best places to work in India 2021 awards, conducted by AmbitionBox.com.

**Investing in the right skillset & talent**

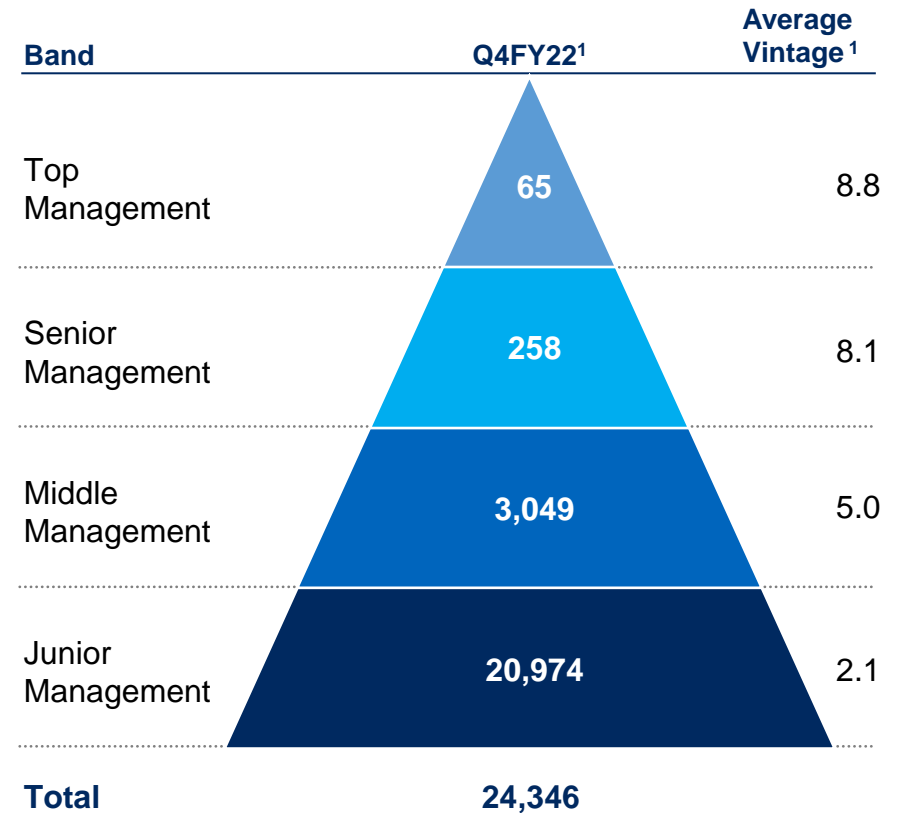
- **YES School of Banking** focusses on role and skill-specific trainings and certifications. **33,153 training days** were clocked in Q4FY22 and **1,36,700 training days** in FY22.
- **YES Professional Bankers and YES FORCE Programs** were launched in Q4FY22. These **Source-Train-Hire Model** programs will help Bank build a robust talent pipeline across various functions.
- During Q4FY22, **125 profiles (456 profiles since April 2021) with technology, product, digital and analytics** background were recruited to strengthen our digital leadership.
- **360-degree Feedback Assessment tool** was launched for Top & Senior Management Leaders to help them identify their **strengths and areas of opportunity** based on the feedback received.

**Nurturing an inclusive culture**

- **Launched Leadership Programs, APEX** based on 'Conscious Leadership' for all Top & Senior Management leaders and **'EVE'olution' for women leaders**, an initiative focused on upskilling and development of women executives
- The **'Voice of YES' Employee Survey 2022** was conducted to understand the views and opinions of all employees. The inputs will get integrated into action plans that will help in making YES BANK a great workplace to work.

**Employee flexibility and welfare**

- Hybrid working models under the Bank's **Working from Anywhere (WFA) policy** have been enabled for employees.
- Over **3000+ employees** at our Corporate Office (YES BANK House) have the option to avail **Flexi work timings**.



Net addition of **2,076** staff over the headcount of March 31, 2021

<sup>1</sup> Data as on March 31, 2022

# Responsible franchise committed to a purposeful ESG agenda



## Key Highlights

**First Bank globally to have 732 facilities under its ISO certified 14001:2015 Environmental Management System**

**First Indian Bank to measure and report financed emissions** of its electricity generation loan exposure aiming to align with SBTi 1.5 degree scenario

**First Indian Bank to be a Founding Signatory to UNEP FI Principles for Responsible Banking** and to sign the Commitment to Climate Action, striving to align its business strategy with the Paris Climate Agreement

**Inclusive & Social Banking delivering access to finance** to 9.5 lakh women in unbanked areas



## 1 Addressing Climate & ESG Risk

Adopted an Environment and Social Policy (ESP), integrating E&S risks into overall credit risk assessment framework

## 2 Net zero by 2030

Committed to reduce greenhouse gas (GHG) emissions from operations to net zero by 2030. Switched to renewable energy at the Bank's headquarters, YES BANK House

## 3 Enhancing governance & disclosures

Constituted board – level CSR and ESG committee; Instituted Human Rights Policy and Responsible Tax Policy

Enhanced sustainability disclosures aligned to Global Reporting Initiative, Taskforce on Climate-related Financial Disclosures (TCFD) recommendations

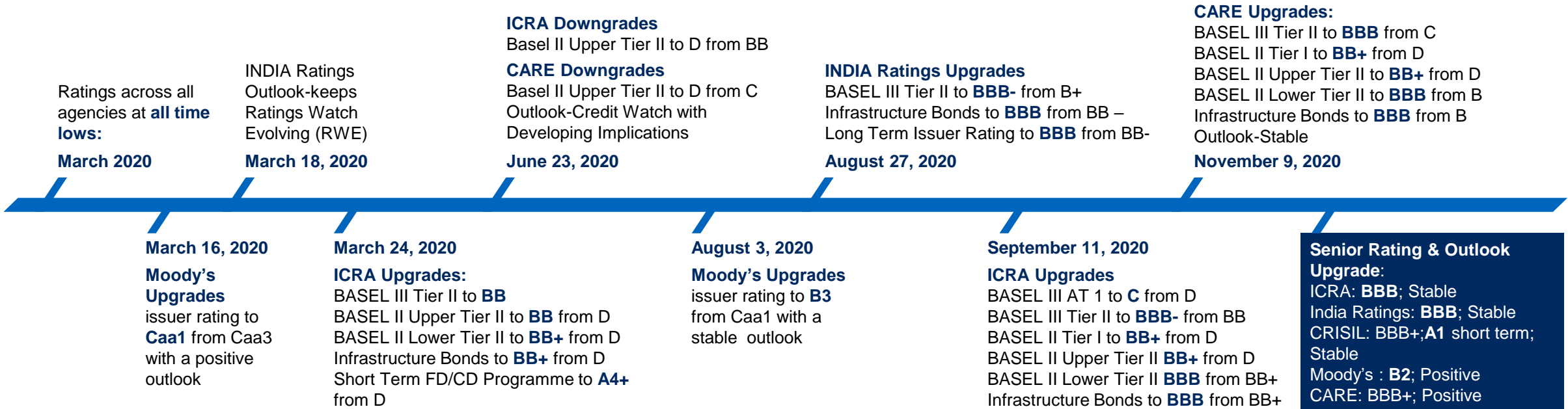
## 4 Engaging stakeholders

Associated with the Task Force on Sustainable Finance (*constituted by the Department of Economic Affairs, Ministry of Finance, Government of India*) as a co-lead of the work stream 'Building Resilience in the Financial Sector'

## 5 Promoting sustainable finance

Launched India's first Green Bond and first Green Fixed Deposit

# Credit Rating



International Rating	Long-term					Outlook	Short-term	
Moody's Investors Service	B2					Positive	Not Prime	
Domestic Rating	Long-term					Outlook	Short-term	
	Basel III		Basel II			Infra Bonds		
	AT I	Tier II	T I	UT II	LT II			
CRISIL		BBB+				BBB+	Stable	A1
ICRA	C	BBB-	BB+	BB+	BBB	BBB	Stable	
India Ratings		BBB-				BBB	Stable	
CARE		BBB+		BBB-	BBB+	BBB+	Positive	



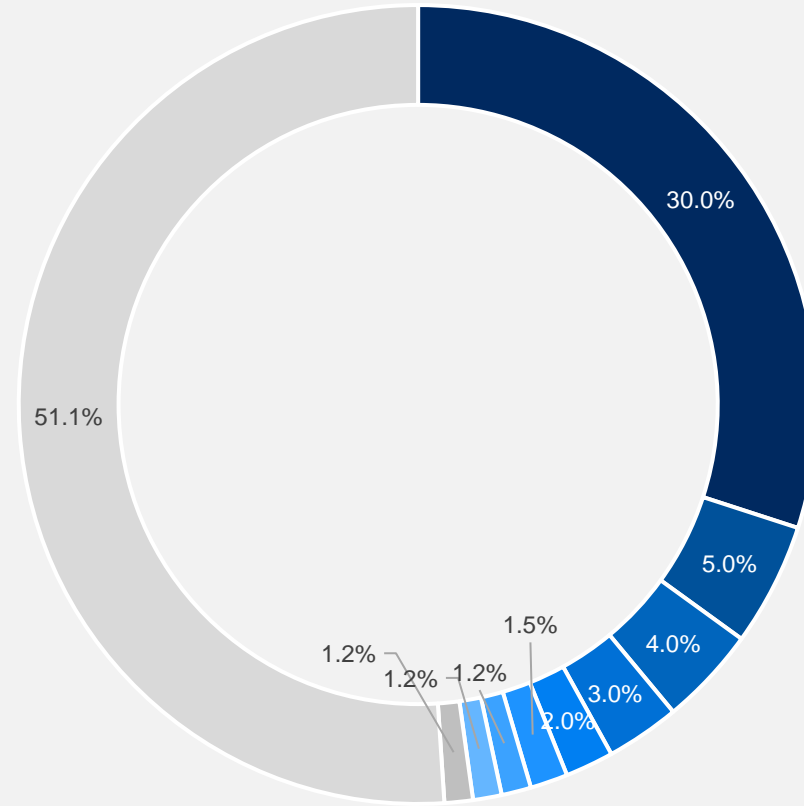
# Strong Investor base



## Well diversified Investor base:

Category	%
Financial Institutions	38.8%
Individuals	34.2%
FPI's	11.0%
Body Corporates	7.4%
Insurance Companies	5.0%
Others	3.6%
<b>TOTAL</b>	<b>100.0%</b>

## Shareholding Pattern as on March 31, 2022



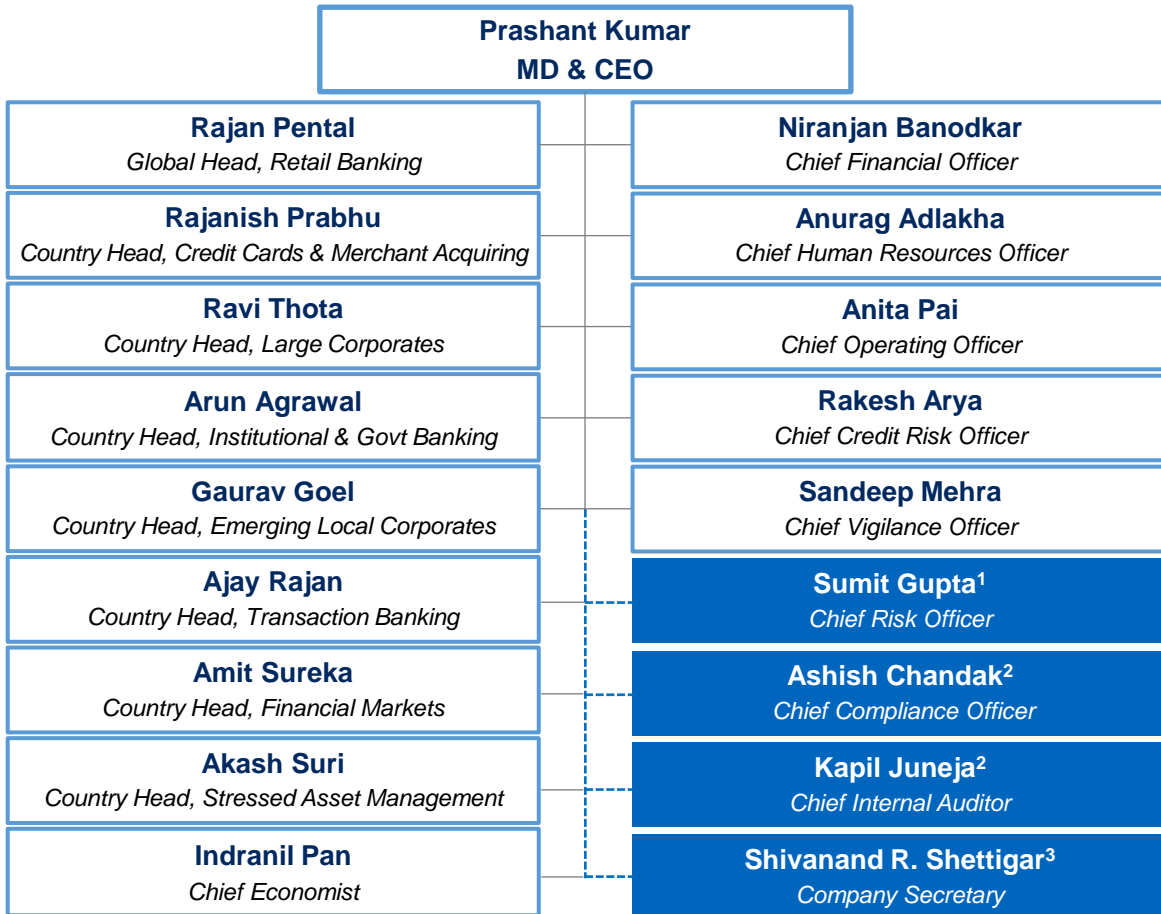
- STATE BANK OF INDIA
- LIFE INSURANCE CORPORATION OF INDIA<sup>1</sup>
- HOUSING DEVELOPMENT FINANCE CORPORATION LIMITED
- ICICI BANK LIMITED
- AXIS BANK LIMITED
- KOTAK MAHINDRA BANK LTD
- BANDHAN BANK LIMITED
- AMANSA HOLDINGS PRIVATE LIMITED
- IDFC FIRST BANK LIMITED
- Others

<sup>1</sup> LIC along with its various schemes

# Robust Governance Structure



## Simplified Organization Structure



<sup>1</sup> Reports directly to the Risk Management Committee of the Board

<sup>2</sup> Reports directly to the Audit Committee of the Board

<sup>3</sup> Reports directly to the Chairman of Board

<sup>4</sup> As per Para 5(7) of the YES Bank Reconstruction Scheme, 2020 - Members of the Board, other than the additional directors, so appointed shall continue in office for a period of one year, or until an alternate Board is constituted by reconstructed bank, whichever is later.

## Eminent and Experienced Board <sup>4</sup>



**Sunil Mehta**  
Non-Executive Chairman



**Prashant Kumar**  
Managing Director & CEO



**Mahesh Krishnamurti**  
Non-Executive Director



**Atul Bheda**  
Non-Executive Director

PER THE GAZETTE NOTIFICATION – YES BANK RECONSTRUCTION SCHEME 2020



**Rama Subramaniam Gandhi**  
Additional Director



**Ananth Narayan Gopalakrishnan**  
Additional Director



**V. S. Radhakrishnan**  
Non-Executive Director



**Ravindra Pandey**  
Non-Executive Director

ADDITIONAL DIRECTORS APPOINTED BY RBI

SBI NOMINEE DIRECTORS



**Rekha Murthy**  
Non-Executive Director



**Atul Malik**  
Non-Executive Director



**Sharad Sharma**  
Non-Executive Director

CO-OPTED DIRECTORS under Para 5 (5) of Reconstruction Scheme



# Thank You

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