

YBL/CS/2024-25/101

**September 22, 2024**

**National Stock Exchange of India Limited**  
Exchange Plaza, Plot no. C/1, G Block,  
Bandra - Kurla Complex, Bandra (E)  
Mumbai - 400 051  
Tel.: 2659 8235/36 8458  
**NSE Symbol: YESBANK**

**BSE Limited**  
Corporate Relations Department  
P.J. Towers, Dalal Street  
Mumbai - 400 001  
Tel.: 2272 8013/15/58/8307  
**BSE Scrip Code: 532648**

Dear Sir / Madam,

**Sub.: Submission of Investor Presentation**

**Ref.: Reg. 30 and other applicable provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

Please find attached the copy of Investor Presentation.

We request to take above on your record and disseminate to all concerned.

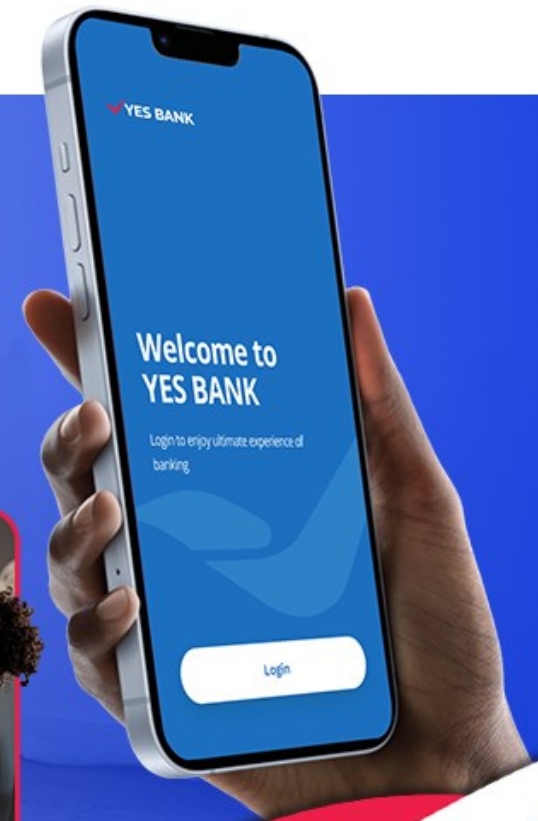
Thanking you,

Yours faithfully

For **YES BANK LIMITED**

*For* **Shivanand R. Shettigar**  
**Company Secretary**

**Encl: Copy of Investor Presentation**



# Investor Presentation

September 2024

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# Contents



## India : Fastest Growing Major Economy

YES Bank – India’s New Age Private Sector Bank

Unique Turnaround

Profitability Trajectory

Financial Results- Q1FY25

YES BANK Franchise



# India's FY25 GDP growth expected at 7.2%

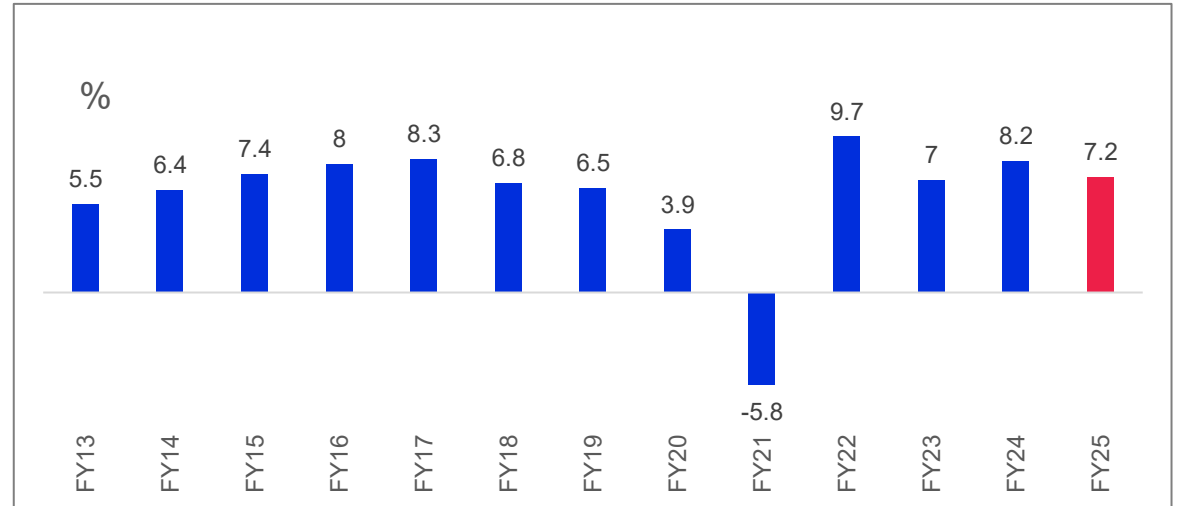
## IMF growth forecasts for 2024 & 2025

Real GDP (% YoY)			
	2023	2024	2025
Advanced Economies	1.1	1.5	1.8
Emerging Market Economies	3.7	4.1	4.2
India	6.1	6.5	7.0

Despite global headwinds, India is expected to remain the fastest growing economy

Strong GDP growth supported by macroeconomic and financial stability, government capex push

## RBI expects FY25 GDP growth at 7.2%



### ✓ Growth ecosystem robustness driven by

- Political stability and government's reforms continuity – GST, NIP, NLP
- India to benefit from shifting global supply chain – to gain from the push for manufacturing sector through PLI scheme
- MSMEs to be the torch bearers of growth and employment in the future – the latest Union Budget brings back credit guarantee for lending to MSMEs without collateral
- Union Budget 2024 provides a boost to employment generation, internship opportunities to enable skilling of youth entering the job force

# Inflation projected to remain above RBI's target

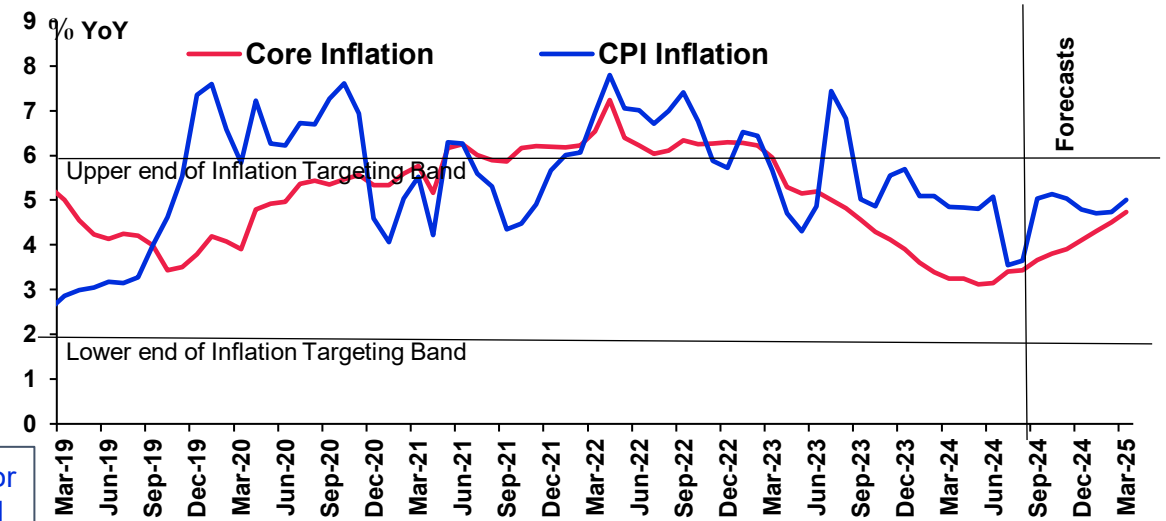


## IMF inflation forecast for 2024 & 2025

Inflation (% YoY)			
	2022	2023	2024
Advanced Economies	7.2	4.4	2.6
Emerging Market Economies	9.9	8.1	8.3
India	6.9	5.1	4.6

RBI projection is at 4.5% for FY25 amid caution on food price trajectory

## India's inflation to average 5.1% in FY24 (YBL)



- Inflation has eased but any repo rate cut may have to wait till RBI is confident of aligning Headline CPI to 4.0% on a durable basis
- RBI continues to air concerns on high food inflation in India, watching out for second round implications of the same
- Banking sector in India remains strong; RBI stress tests show that the banking sector can withstand severe stress (upto 2-SD shock):
  - RoA and RoE at decadal highs at 1.3% and 13.8% respectively
  - GNPA and NNPA ratio at multi-year lows of 2.8% and 0.6% respectively; GNPA expected to go down to 2.5% in FY25
  - CRAR at 16.8%, well above regulatory limits

# Yields move lower while USD/INR remains steady



- Government continues its efforts towards fiscal consolidation, FY25 GFD/GDP at 4.9%
  - Government borrowings unlikely to preempt system liquidity
  - JPM Bond Index inclusion a positive boost for demand in government securities
  - US Fed cuts interest rates in September, can lead to further increases in flows to India bond market
- Overall interest rate scenario to stay benign, India 10-year G-sec benchmark yield has dropped below 7%
- India's external sector remains strong
  - Current Account Deficit as % of GDP projected at ~1.0-1.1% in FY25
  - Enabled by RBI's intervention measures, currency exchange rate has remained ranged
  - RBI's FX reserves at USD 689 bn provides RBI enough strength to mitigate any external shocks

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India : Fastest Growing Major Economy

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# India's New Age Private Sector Bank



**INR2.3 lac Crs | 60%**  
Loan Book | Share of Retail and SME<sup>2</sup>

## Diversified Balance Sheet

**INR2.7 lac Crs | 54%**  
Total Deposits | Share of Branch Banking Deposits

### New Age

Processes every 1 in 3 Digital Transactions in India; Preferred Banker to Unicorns/ Soonicorns of India

### Universal Bank

Comprehensive Product Suite for Retail, SMEs<sup>2</sup>, Mid and Large Corporates

### 6<sup>th</sup> Largest

Private Bank in India<sup>1</sup>; Founded/Licensed in 2003; Commenced operations in 2004

### Stable Asset Quality

**1.7% | 0.5%**  
GNPA | NNPA

### Well Capitalized

**16.5% | 13.3%**  
Capital Adequacy | CET-1 Ratio<sup>3</sup>

### Pan India Distribution

**1,232 | 1,308**  
Branches | ATMs



**Senior Rating**  
**Ba3 (Positive)** By Moody's  
**A+ / A** by Indian Rating Agencies<sup>4</sup>

**Granular, Retail**  
Franchise

**Professional, Seasoned**  
Management

**Marquee Shareholders**  
SBI, Carlyle, Advent, 7 leading private banks

**28k+**  
Employees

**Responsible franchise**  
with **sustainability** at its core

Notes: All Metrics as of Q1FY25 i.e. Quarter year ended 30<sup>th</sup> June 2024  
1. 6<sup>th</sup> Largest Private Bank in India by Total Assets as on 30<sup>th</sup> June 2024; 2. SME: Small and Medium Enterprises; 3. Common Equity Tier-I Ratio; 4. CARE & CRISIL at A+; ICRA & India Ratings: at A

# High-quality, Customer-centric, Service-driven Franchise



## Young, New-age, Digitally-savvy Bank

- **Tech-enabled** bank with leadership in digital payments and strong focus on transaction banking
- Best-in-class technology and API stack
- Focus on needs of Unicorns/ Soonicorns

**1,000+** API Stack developed in-house

## Retail & Mid-market Centric Universal Franchise

- **75%** share of net advances from retail, SME<sup>1</sup> and mid-corporates
- **54%** share of Retail and Branch Banking-led Deposits

**35.9%** Retail & Branch banking CASA ratio

## Strong Portfolio Quality

- **Sustained improvement in asset quality** over last 3 years
- NPAs in line with industry

**1.7% | 0.5%** GNPA | NNPA

## Robust Risk and Governance

- Comprehensive and robust Risk Management Framework
- **“Compliance-first”** Culture

## A Responsible Banking Franchise

- **Highest rankings among Indian Banks** from prominent global ESG Rating institutions

**S&P Global**



## Adequately Capitalised

- **Sufficient** capital and liquidity buffers
- Backed by **Marquee Institutional Investors**

**13.3%** CET-1 Ratio<sup>2</sup>



THE CARLYLE GROUP



## Professionally Run Bank with Seasoned Leadership

- Professional and **seasoned** management
- Demonstrated track record of **turnaround** and experience of managing **large scale** banking businesses
- **Eminent** 13-member **Board** with vast experience and domain expertise

**9 yrs** Management vintage with Bank<sup>3</sup>

**7 | 3**

Independent | Women Directors

# A Truly Digital and Granular Franchise



Preferred Banker to Digital India

1 in 3	Digital Transactions in India processed by YES BANK	#1	By Market Share in UPI/ AePS <sup>1</sup> Transactions
1000+	API Stack	50+	Partnerships

Consistent and Purposeful Digital Investments

- **Super-App for retail customers and businesses** driving enriched customer experience
  - **Comprehensive mobile banking solution** with end-to-end life cycle management - bank 'on the go'
- **Account aggregator ecosystem to capitalize** on consent layer of India stack
  - ~30% mobile native consumers & Digital India stack, to **build a scalable business model**
- **Sales Force implementation** enabling process improvement and customer delight
  - Loan in seconds, front-end automation – led to **lower TAT<sup>2</sup> and higher productivity**

A Granularized Franchise

### Diversified Product Offerings with Focus on Profitability

#### Diversified Retail Loan Book<sup>3</sup>

- Home Loans
- Secured Business Loans
- Personal Loans
- Auto Loans
- Commercial Vehicle Loans
- Construction Equipment Loans
- Credit Cards
- Rural Banking
- Business Loans
- Inclusive & Social Banking
- Others

#### Increasing Share of Retail and SME in Net Advances

~42%  
FY21

~60%  
Q1FY25

- **Low Ticket Size:** Retail loans <INR4mn and ~60% SME loans with ticket size <INR10mn
- **Secured:** 86% of SME Book is collateral backed

### Consistent and Purposeful Digital Investments

#### Mobilizing Low-cost Deposits (Total Deposits Mix)

Higher Focus on Increasing CA and Improving SA Granularity

- **'Preferred Retail Franchise'** with strong Customer Acquisition
- **Declining Concentration:** Share of Top-20 Depositors at 11.5% in FY24 (17.5% in FY21)
- **Innovative Offerings:** Industry-first, Floating Rate Term Deposit

Notes: All Metrics as of Q1FY25 i.e. Quarter ended 30<sup>th</sup> June 2024

1. Source: RBI Payment System Indicators & NPCI. UPI: Unified Payments Interface, AePS: Aadhaar Enabled Payment System; 2. TAT: Turnaround Time; 3. Split basis gross retail advances.

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## **Unique Turnaround**

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# Unique Turnaround Story: An Analysis (1)

## FY15-19: Strong Corporate Led Loan Growth, Impact Further Aggravated by Externalities

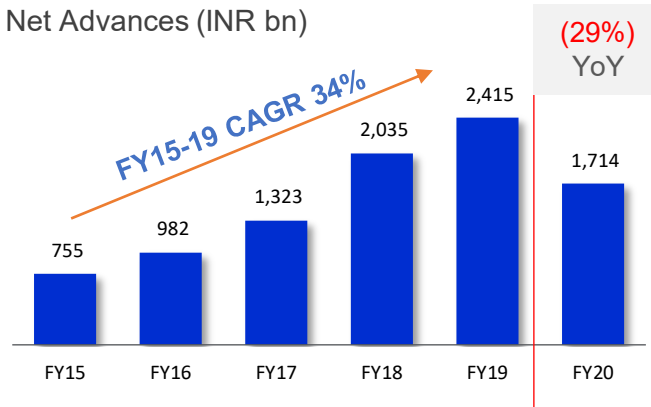
### Strong Balance Sheet Growth..

One of the **Fastest Balance Sheet Growth** v/s. peers upto FY18

**Market share in loans and deposits tripled** in less than a decade to 2.5% and 1.8% respectively in FY19

### Strong Growth in Lending between 2015-19

Net Advances (INR bn)



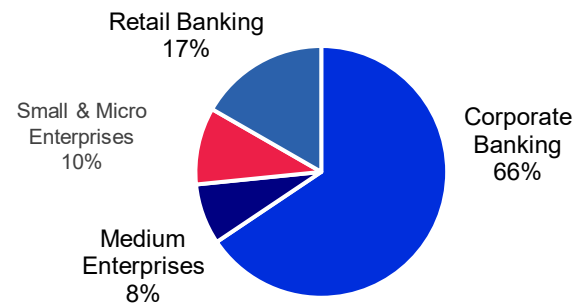
### .. Led By Concentrated Corporate Exposures..

**Slippages of large-ticket stressed corporate exposures** from sectors including, real estate, infrastructure and conglomerates led to sharp spike in GNPA

The **NBFC crisis and tightening liquidity further worsened the stress** given Bank's elevated exposure to stressed NBFCs

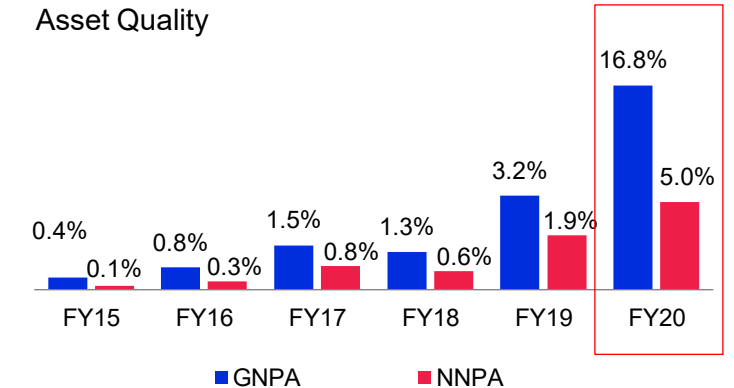
### High Share of Corporate Exposure

Total Advances Mix (FY19)

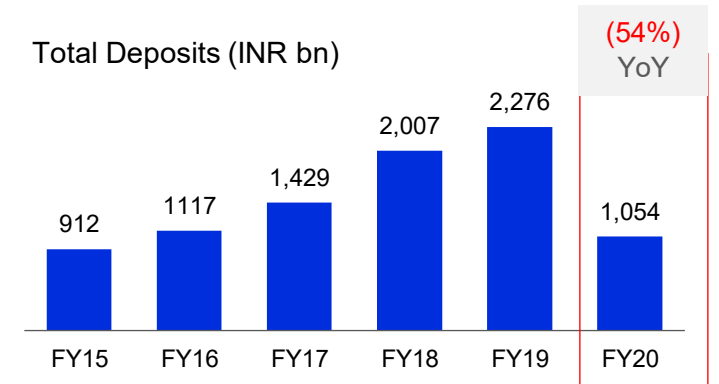


### ..Led To Asset Quality Challenges and Deposits Outflow

Asset Quality



Total Deposits (INR bn)



# Unique Turnaround Story : An Analysis (2)



All figures in INR Cr

Strong Growth Phase till FY18 (Data below for FY18)		Extreme Stress Conditions – Moratorium imposed in Mar'20 (Data below for FY20)	
Market Cap	70,206	Market Cap	28,176
Credit Rating	AA+	Credit Rating	D
Advances	203,534	Advances	171,443
Deposits	200,738	Deposits	105,364
CASA	73,176	CASA	28,063
CD Ratio	101.4%	CD Ratio	162.7%
CASA Ratio	36.5%	CASA Ratio	26.6%
LCR	113.2%	LCR	37.0%
Borrowings Share <sup>1</sup>	24.0%	Borrowings Share <sup>1</sup>	44.1%
Retail & SME Adv. Share <sup>2</sup>	26.6%	Retail & SME Adv. Share <sup>2</sup>	36.3%
CET I %	9.7%	CET I %	6.3%
GNPA %	1.3%	GNPA %	16.8%
NNPA %	0.6%	NNPA %	5.0%
RoA	1.6%	RoA	-7.1%

**Amidst Challenging Backdrop**

Mar' 20      Apr' 21      Jan' 22 Onwards  
 Covid-19 Wave I      Covid-19 Wave II      Tight Liquidity Conditions, Fight for Deposits

**Key Measures Undertaken**

<p style="text-align: center;"><b>1.</b> <u>Solved for Capital</u></p> <p>Cumulative raised ~<b>INR 24,000 Crs</b> through FPO<sup>3</sup> &amp; Private Placement</p>	<p style="text-align: center;"><b>2.</b> <u>Won Back The Deposits</u></p> <p>&gt;<b>2.5x</b> growth in Bank Deposits - reflection of our strong brand</p>
<p style="text-align: center;"><b>3.</b> <u>Invested in Granularizing Loans and Deposits</u></p> <p>&gt;<b>2x</b> rise in Retail &amp; SME Loans – while protecting PPO<sup>4</sup> / Assets</p>	<p style="text-align: center;"><b>4.</b> <u>Solved for Legacy NPLs</u></p> <p>Over <b>INR 26,700 Crs</b> of Recoveries Resolutions; ~<b>INR 43,000 Crs</b> of NPLs sold to ARC</p>
<p style="text-align: center;"><b>5.</b> <u>Agile Org. with strong Risk &amp; Compliance culture</u></p>	<p style="text-align: center;"><b>6.</b> <u>Refreshed Brand Identity</u></p>

**Bank now on the path of delivering Profitable Growth**  
(Data below as of June 30, 2024)

Market Cap (Sep 17, 2024)	73,377
Senior Rating	A+ / A Ba3(+ve)
Advances	229,565
Deposits	265,072
CASA	81,567
CD Ratio	86.6%
CASA Ratio	30.8%
LCR	137.8%
Borrowings Share <sup>1</sup>	19.7%
Retail & SME Adv. Share <sup>2</sup>	60.5%
CET I %	13.3%
GNPA %	1.7%
NNPA %	0.5%
RoA	0.5%

<sup>1</sup> Borrowings proportion in Total Liabilities

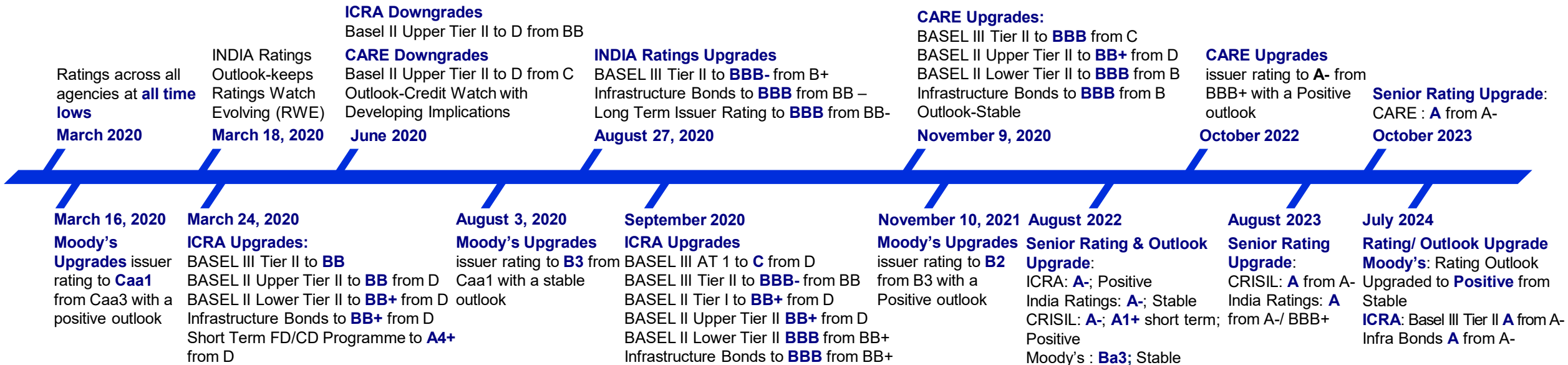
<sup>2</sup> Retail & SME Segment proportion in Total Advances

<sup>3</sup> Follow-on Public Offering

<sup>4</sup> Pre-Provisioning Operating Profit

Market Cap above based on closing price on NSE as on Mar 31, 2018; Mar 31, 2020; and Sep 17, 2024, respectively

# Unique Turnaround Story: An Analysis – Credit Rating (3)



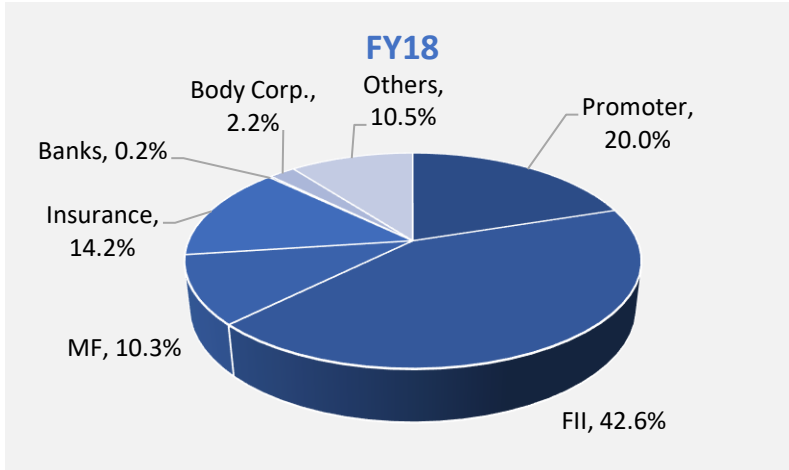
International Rating	Long-term		Outlook	Short-term
Moody's Investors Service	Ba3		Positive	Not Prime
Domestic Rating	Long-term		Outlook	Short-term
	Basel III Tier II	Infra Bonds		
CRISIL	A+	A+	Stable	A1+
ICRA	A	A	Positive	
India Ratings	A	A	Positive	
CARE	A+	A+	Stable	A1+

# Unique Turnaround Story: Shareholding (4)



## Shareholding Pattern Evolution

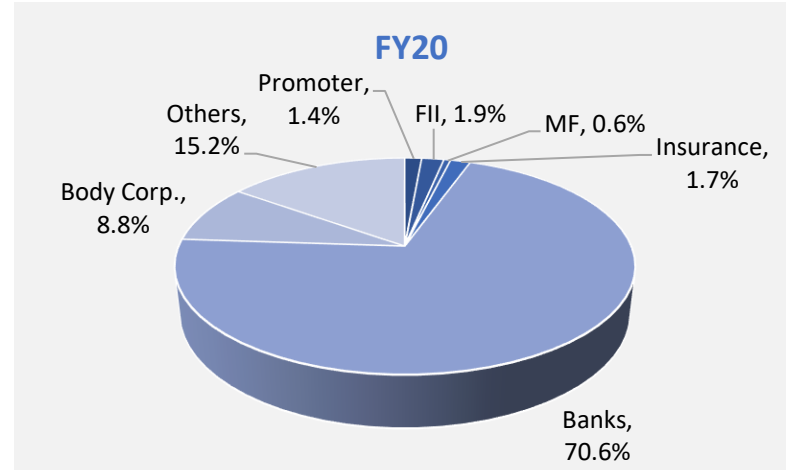
Part of BSE Sensex 30, Nifty 50, Bank Nifty, MSCI India, MSCI EM, MSCI ESG EM, FTSE4Good



### Key Shareholders

- Blackrock
- T Rowe Price
- Vanguard
- Franklin Templeton
- Coronation
- Vontobel
- Birla Sun Life
- LIC
- ICICI Prudential

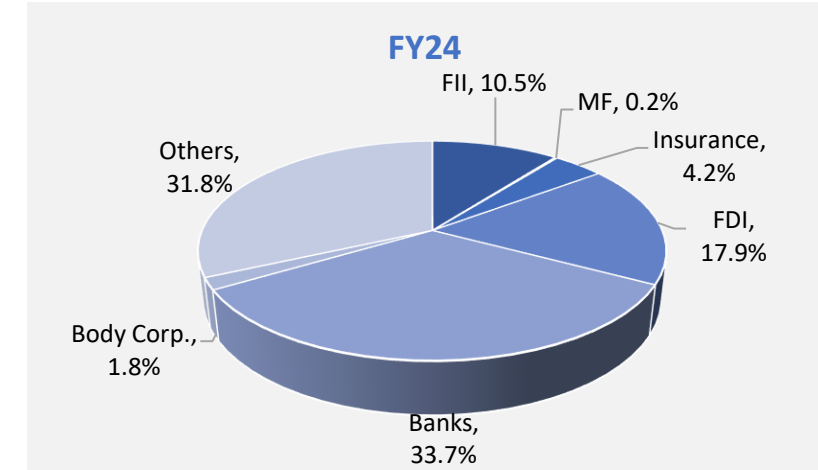
Excluded from all major indices



### Key Shareholders

- State Bank of India
- ICICI Bank
- HDFC Ltd.
- Axis Bank
- Kotak Mahindra Bank
- Bandhan Bank
- Federal Bank
- IDFC First Bank
- LIC

Part of MSCI India, MSCI EM, MSCI ESG EM, FTSE4Good, BSE Next 50, BSE 100, Nifty Midcap 50



### Key Shareholders

- State Bank of India
- CA Basque Investments (affiliate of The Carlyle Group)
- Verventa Holdings (affiliate of Advent International)
- ICICI Bank
- HDFC Bank
- Axis Bank
- LIC
- Blackrock
- Vanguard

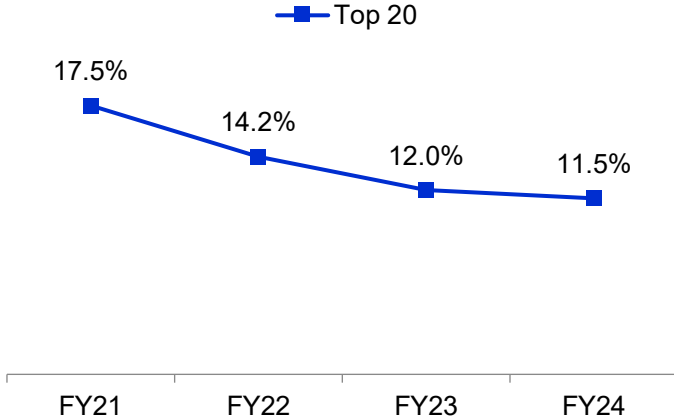


# Unique Turnaround Story: Deposits and Liquidity (5)

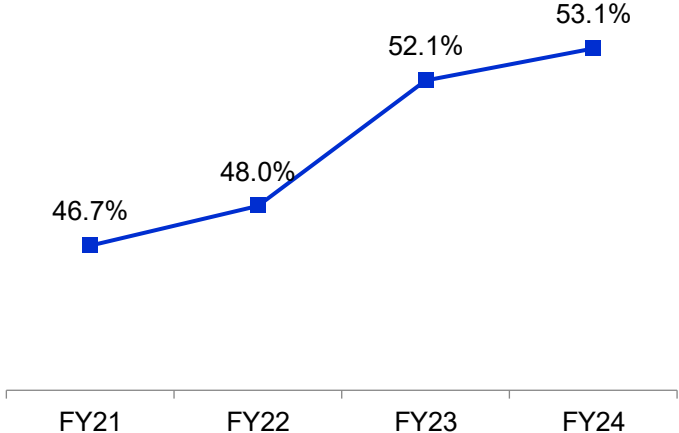


All figures in INR Crs

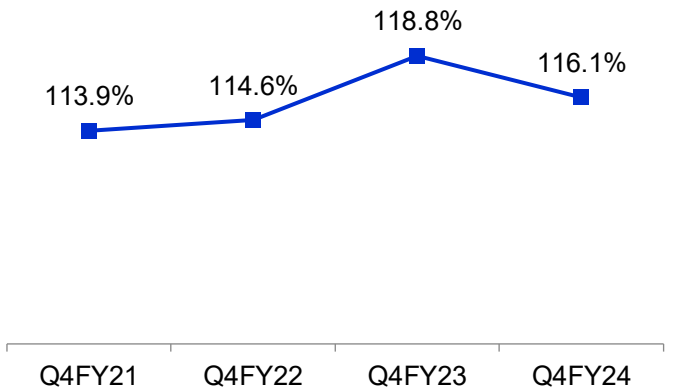
Improvement in granularity– declining share of Top 20 Depositors



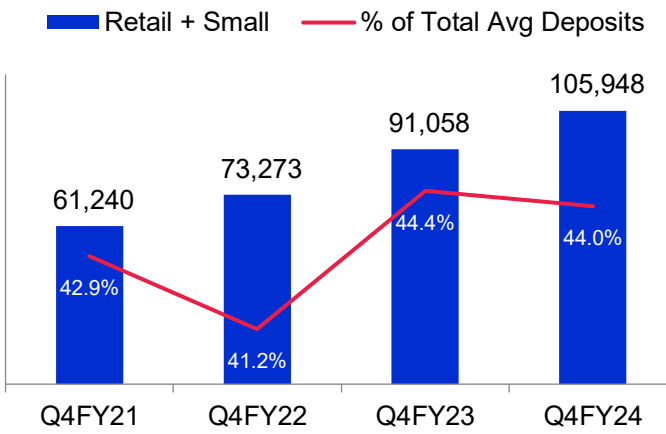
Share of Retail and Branch led Banking Deposits (in total deposits) rising



Average LCR maintained



Retail deposits and deposits from small businesses / Total Avg Deposits – LCR defined (AQB)

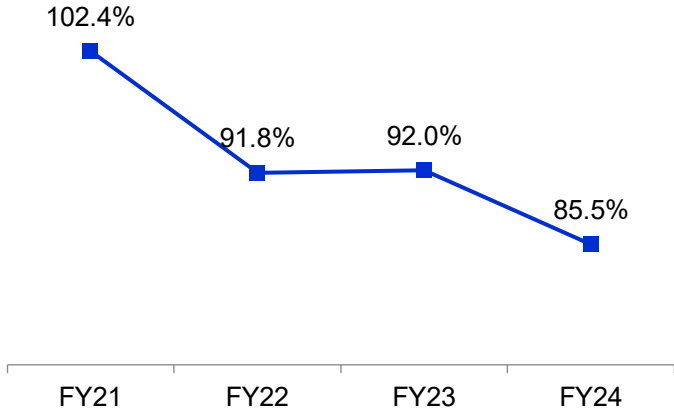


# Unique Turnaround Story: Advances & Borrowings (6)

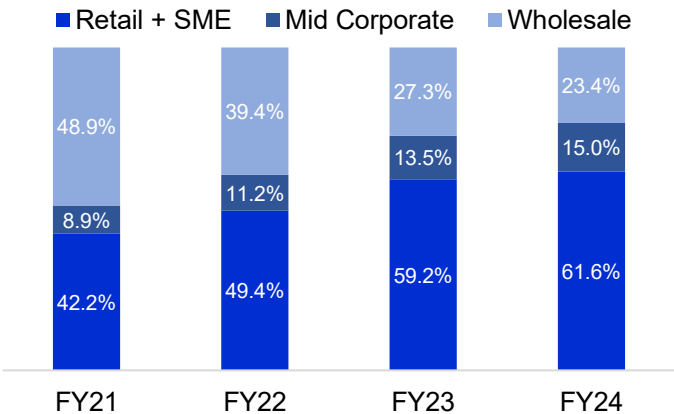


All figures in INR Crs

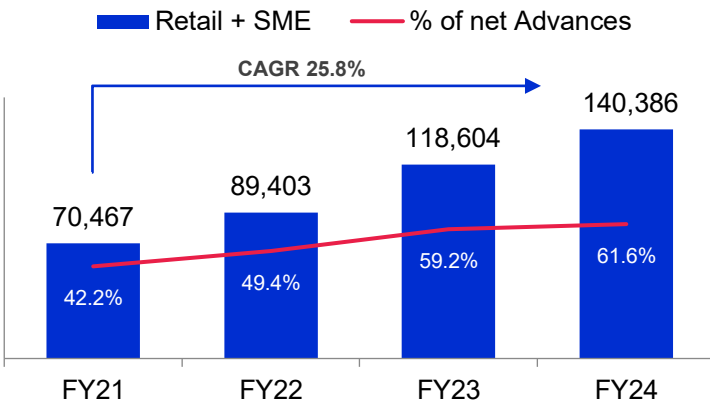
CD Ratio – declining



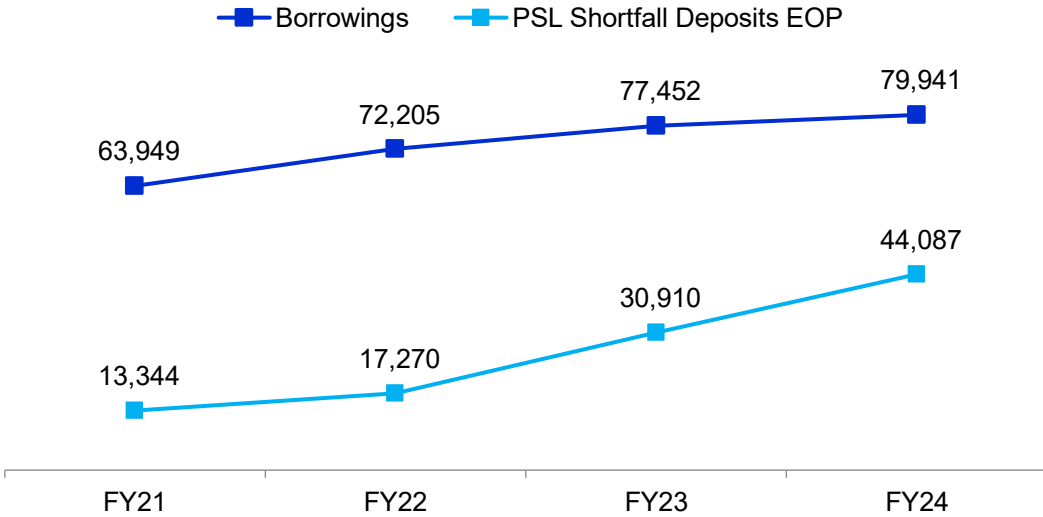
Composition of Core Advances



Sustained momentum in Retail + SME Segment Growth



Borrowings have risen, but to fund PSL Shortfall Deposit

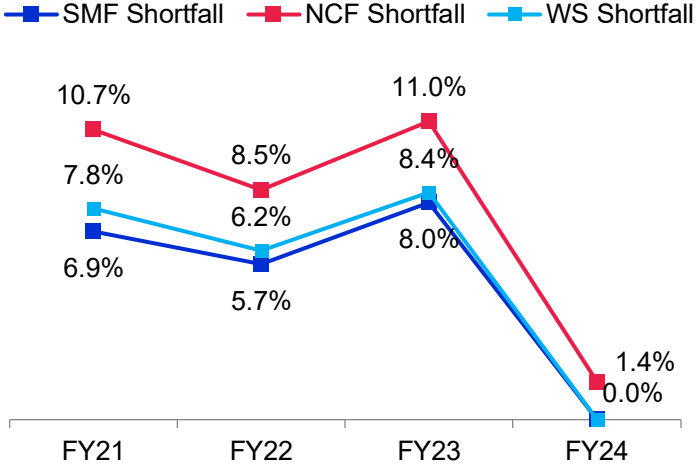


# Unique Turnaround Story: PSL Shortfall Deposits (7)

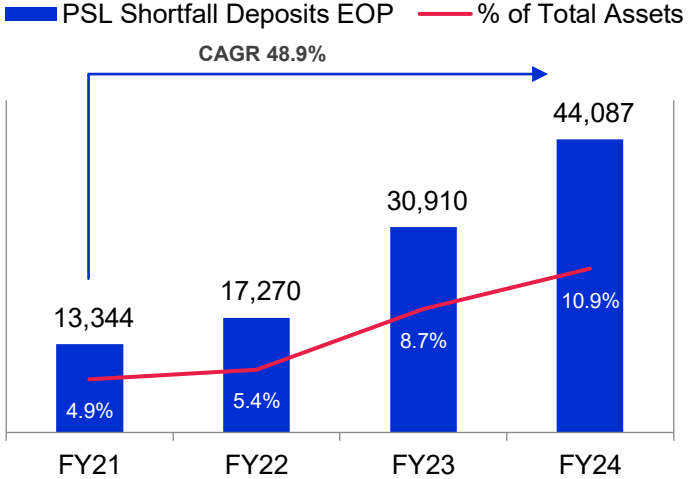


All figures in INR Crs

PSL Shortfall – Nil for SMF and WS

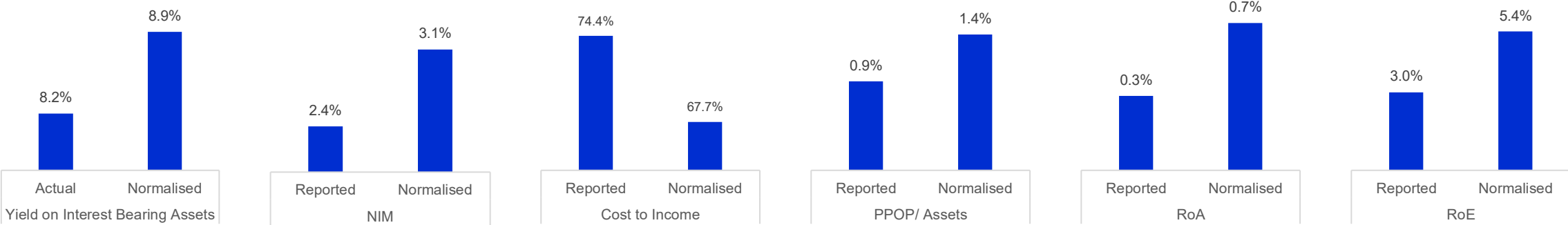


PSL Shortfall Deposit balance peaked, substantial increase basis past shortfall



**Mandated deposits in lieu of PSL Shortfalls: At 11% of Assets- a drag on Income & Profitability outcomes**

All figures below for FY24; 'Normalized' indicates Pro-forma figures, normalized for the impact of deposits placed in lieu of PSL Shortfalls



**Improving PSL Compliance to reduce balances of mandated deposits placed in lieu of PSL Shortfalls: thereby reducing P&L drag**

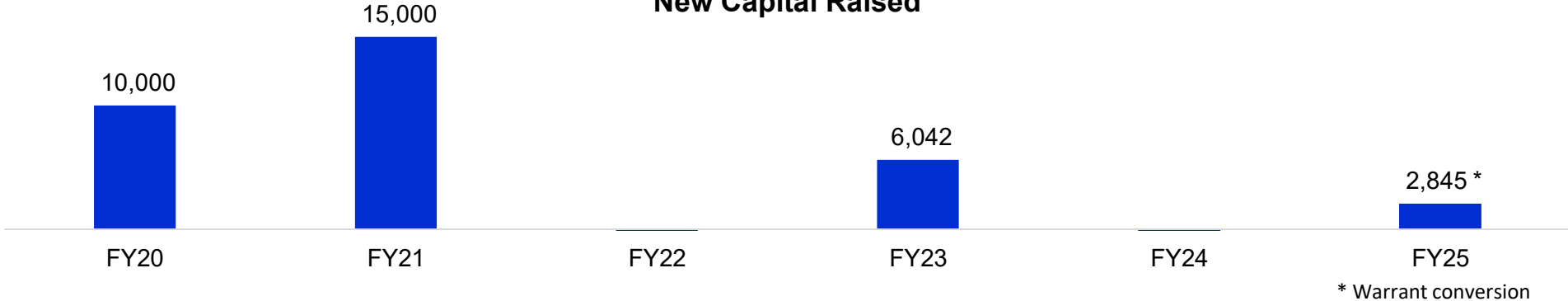
# Unique Turnaround Story: Capital (8)



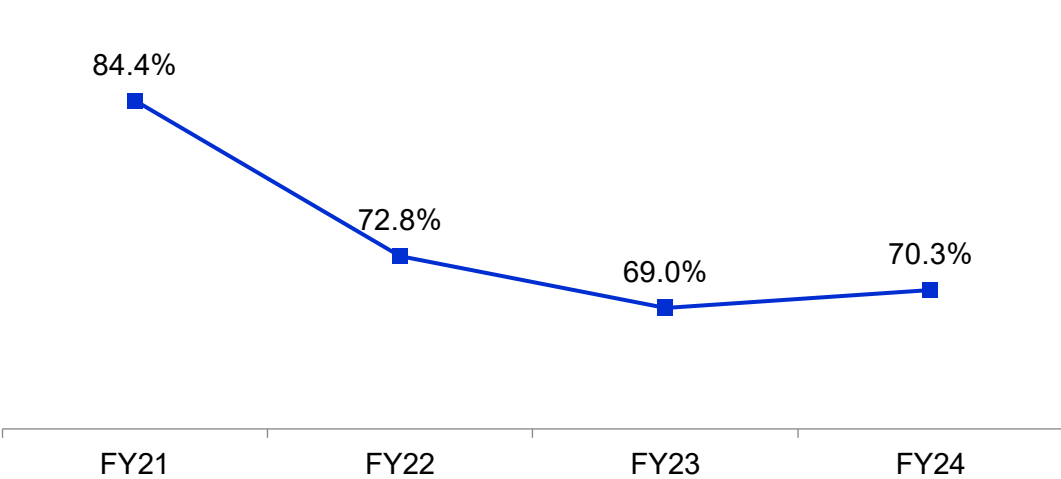
All figures in INR Crs

Demonstrated ability to raise capital despite headwinds; RoE to fund growth ahead

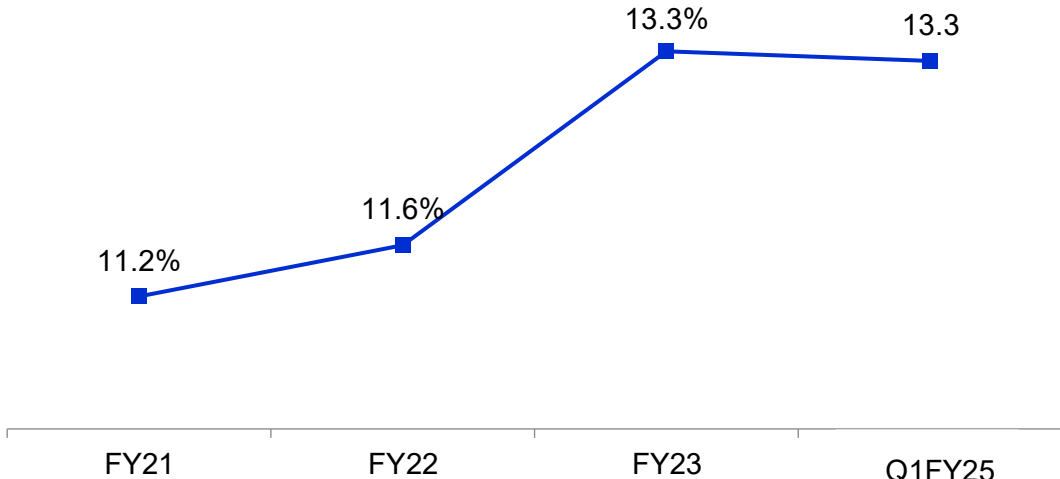
### New Capital Raised



### Reduction in RWA / Total Assets



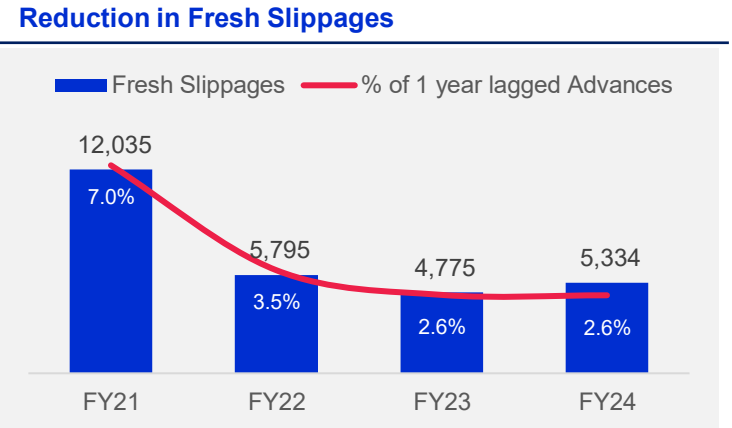
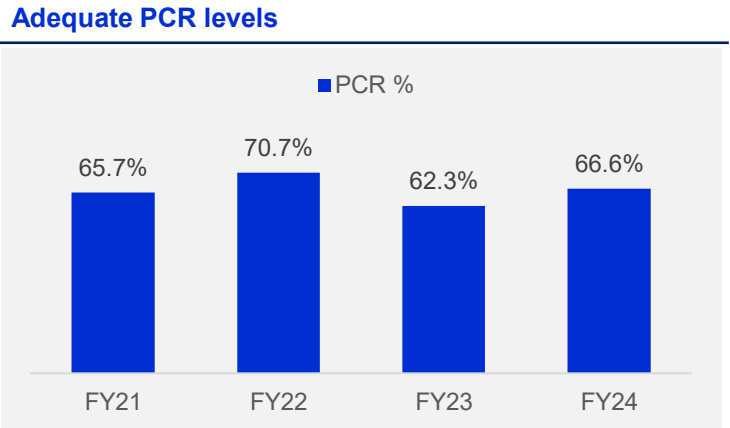
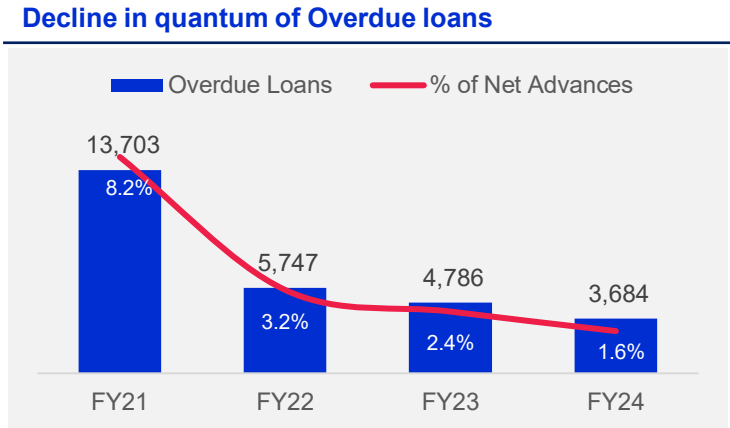
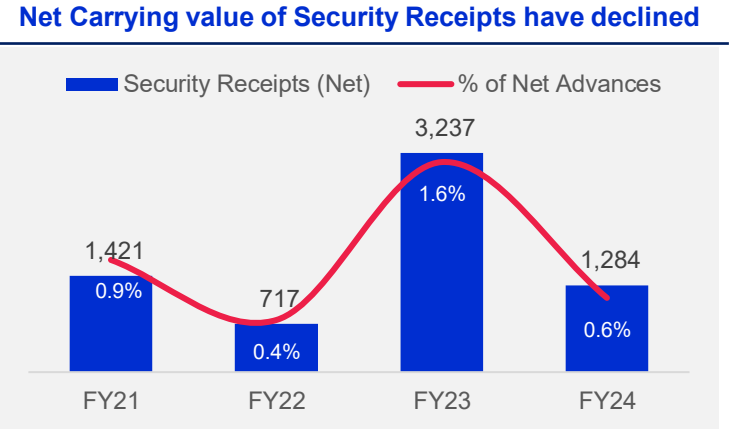
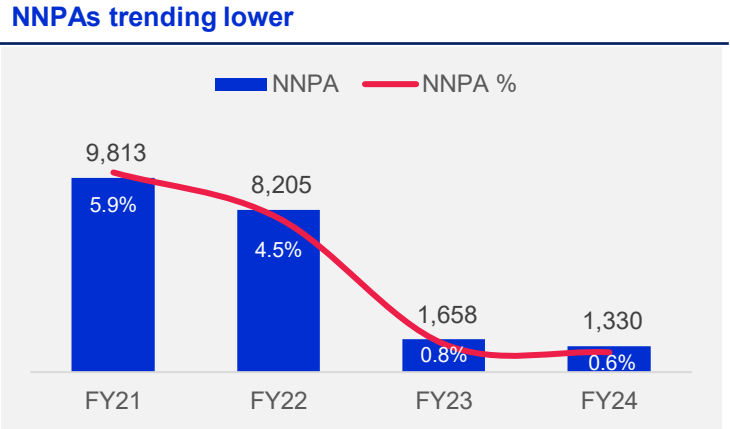
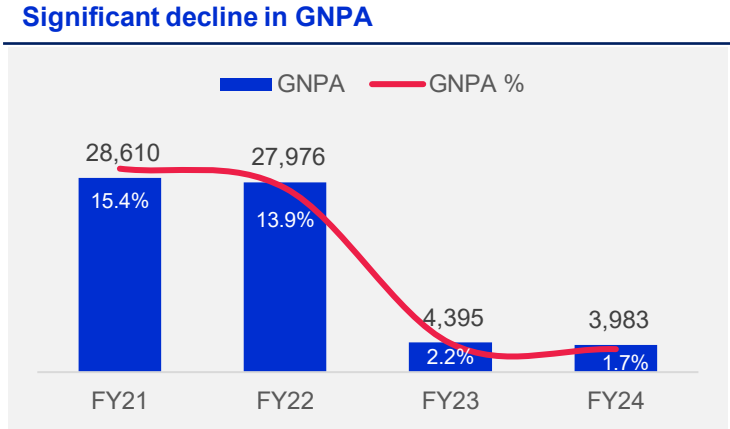
### CET I



# Unique Turnaround Story: Asset Quality (9)



All figures in INR Crs



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# Balance Sheet Structure: Implications for P&L



As % of Assets	YES BANK			As % of Assets	Mid Size Private Banks			As % of Assets	Large Private Banks		
	FY22	FY23	FY24		FY22	FY23	FY24		FY22	FY23	FY24
<b>Advances</b>	<b>56.9%</b>	<b>57.3%</b>	<b>56.2%</b>	<b>Advances</b>	<b>57.2%</b>	<b>60.4%</b>	<b>62.9%</b>	<b>Advances</b>	<b>63.1%</b>	<b>64.6%</b>	<b>66.2%</b>
<b>Investments</b>	<b>16.3%</b>	<b>21.7%</b>	<b>22.3%</b>	<b>Investments</b>	<b>21.4%</b>	<b>22.9%</b>	<b>23.8%</b>	<b>Investments</b>	<b>22.5%</b>	<b>22.0%</b>	<b>21.8%</b>
Govt. Securities	13.7%	18.4%	19.9%	Govt. Securities	19.2%	20.4%		Govt. Securities	18.0%	18.0%	
Other Investments	2.6%	3.3%	2.4%	Other Investments	2.3%	2.5%		Other Investments	4.4%	4.1%	
Balances with Banks	1.0%	0.4%	0.2%	Balances with Banks	1.9%	1.8%	2.6%	Balances with Banks	1.4%	1.3%	1.8%
Cash & RBI Balances	13.7%	5.0%	4.5%	Cash & RBI Balances	11.1%	7.2%	4.1%	Cash & RBI Balances	7.9%	6.4%	5.2%
<b>Other Assets</b>	<b>11.5%</b>	<b>14.9%</b>	<b>16.2%</b>	<b>Other Assets</b>	<b>7.2%</b>	<b>6.6%</b>	<b>5.6%</b>	<b>Other Assets</b>	<b>4.7%</b>	<b>5.2%</b>	<b>4.6%</b>
Fixed Assets	0.7%	0.7%	0.7%	Fixed Assets	1.2%	1.1%	1.0%	Fixed Assets	0.4%	0.4%	0.4%
<b>Deposits</b>	<b>62.0%</b>	<b>61.3%</b>	<b>65.7%</b>	<b>Deposits</b>	<b>73.2%</b>	<b>73.7%</b>	<b>75.2%</b>	<b>Deposits</b>	<b>73.9%</b>	<b>74.7%</b>	<b>70.2%</b>
CA	8.3%	9.5%	10.2%	CA	9.6%	10.3%	11.9%	CA	11.6%	11.2%	9.7%
SA	11.0%	9.4%	10.1%	SA	23.5%	21.3%	18.4%	SA	24.4%	23.2%	17.6%
TD	42.7%	42.4%	45.4%	TD	40.0%	42.0%	44.9%	TD	37.9%	40.3%	46.8%
<b>Net worth</b>	<b>10.6%</b>	<b>11.5%</b>	<b>10.4%</b>	<b>Net worth</b>	<b>11.6%</b>	<b>11.4%</b>	<b>11.6%</b>	<b>Net worth</b>	<b>11.8%</b>	<b>11.8%</b>	<b>9.1%</b>
<b>Borrowings</b>	<b>22.7%</b>	<b>21.8%</b>	<b>19.7%</b>	<b>Borrowings</b>	<b>11.6%</b>	<b>10.8%</b>	<b>9.1%</b>	<b>Borrowings</b>	<b>9.9%</b>	<b>9.1%</b>	<b>13.4%</b>
Other Liabilities	4.7%	5.4%	4.2%	Other Liabilities	3.7%	4.1%	4.0%	Other Liabilities	4.4%	4.4%	4.2%

Lower Share of Advances / Assets

Higher Deposits in lieu of PSL Shortfalls + DTA

Comparatively lower SA share

Higher dependence on Borrowings

# P&L Structure: Comparison to peers



Lower **Advances / Assets** impacting **Interest Income**

Higher **Yield Corp.** book run down + Impact of **mix change** yet to fully reflect

Lower **CASA** + Higher **Borrowing** mix impact

Moderate **Yields** (balanced risk profile) + Higher **CoF**

Scope for improvement in **Fee Income**

Opex **fair** given size & **scale: Operating Leverage** to unlock further efficiencies

Provision costs partly benefiting from **recoveries**, including from **ARC**

As % of Assets	YES BANK				As % of Assets	Mid Sized Private Banks			As % of Assets	Large Private Banks		
	FY22	FY23	FY24	Q1FY25		FY22	FY23	FY24		FY22	FY23	FY24
Interest Income	6.4%	6.7%	7.3%	7.6%	Interest Income	7.5%	8.0%	9.1%	Interest Income	6.5%	7.1%	8.3%
Yield on Advances	8.7%	9.3%	9.8%	10.0%	Yield on Advances	10.3%	10.7%	11.7%	Yield on Advances	7.8%	8.7%	10.0%
Interest Cost	4.2%	4.4%	5.1%	5.4%	Interest Cost	3.8%	4.0%	4.7%	Interest Cost	2.9%	3.2%	4.4%
Deposit Cost	4.7%	4.9%	6.1%	6.1%	Deposit Cost	4.1%	4.4%		Deposit Cost	3.4%	3.5%	
Net Interest Income	2.2%	2.4%	2.1%	2.2%	Net Interest Income	3.7%	4.1%	4.3%	Net Interest Income	3.6%	3.9%	3.9%
Non-Interest Income	1.1%	1.2%	1.3%	1.2%	Non-Interest Income	1.7%	1.7%	1.7%	Non-Interest Income	1.5%	1.4%	1.6%
Total Income	3.3%	3.5%	3.5%	3.4%	Total Income	5.4%	5.7%	6.0%	Total Income	5.1%	5.3%	5.4%
Staff Cost	1.0%	1.0%	1.0%	1.0%	Staff Cost	1.0%	1.1%	1.1%	Staff Cost	0.7%	0.8%	0.8%
Other Expenses	1.3%	1.6%	1.6%	1.6%	Other Expenses	1.9%	2.0%	2.2%	Other Expenses	1.4%	1.7%	1.5%
Operating Expenses	2.3%	2.6%	2.6%	2.5%	Operating Expenses	2.9%	3.1%	3.4%	Operating Expenses	2.1%	2.4%	2.3%
Operating Profit	1.0%	0.9%	0.9%	0.9%	Operating Profit	2.6%	2.7%	2.6%	Operating Profit	3.0%	2.8%	3.1%
Provisions	0.5%	0.7%	0.5%	0.2%	Provisions	1.6%	0.9%	0.6%	Provisions	0.7%	0.4%	0.5%
PBT	0.5%	0.3%	0.4%	0.7%	PBT	1.0%	1.8%	2.0%	PBT	2.3%	2.4%	2.6%
Tax	0.1%	0.1%	0.1%	0.2%	Tax	0.5%	0.7%	0.5%	Tax	0.5%	0.6%	0.5%
PAT	0.4%	0.2%	0.3%	0.5%	PAT	0.5%	1.0%	1.5%	PAT	1.8%	1.8%	2.1%



# Key Business Levers engaged to Improve Profitability



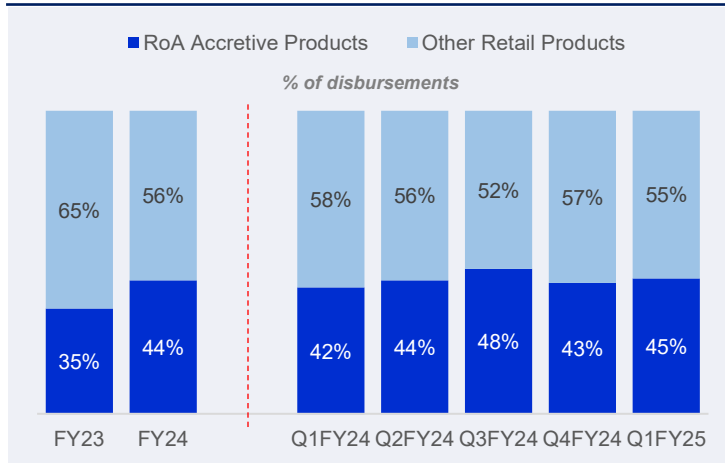
<sup>1</sup> Including in Shortfall subcategories

# Several Business outcomes demonstrating effective execution of Strategic Objectives

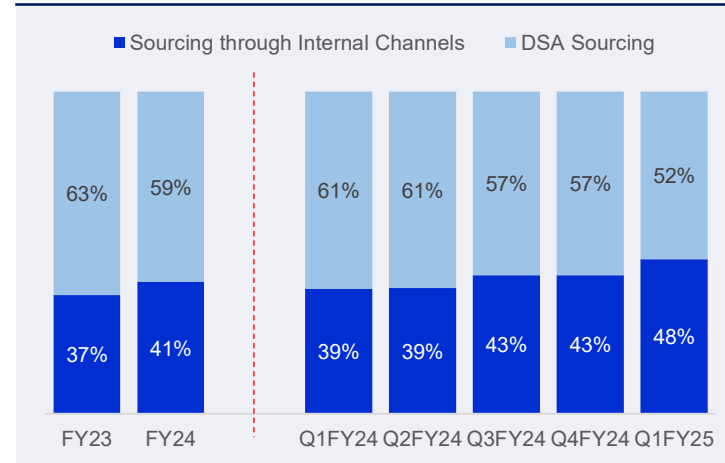


All figures in INR Crs

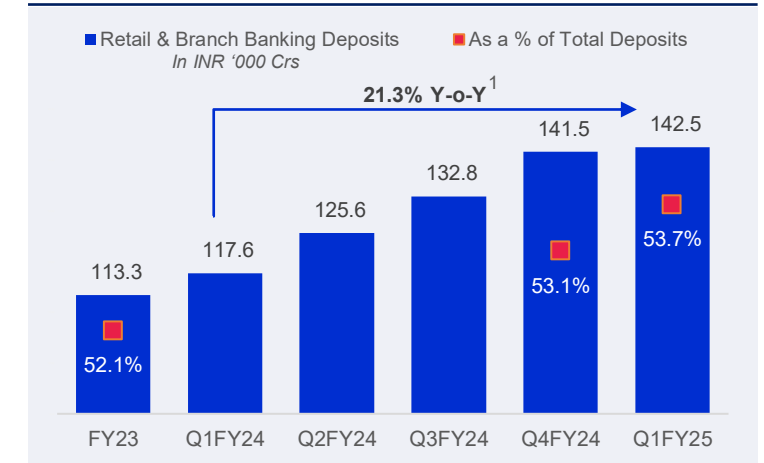
## Higher share of RoA Accretive Retail Products



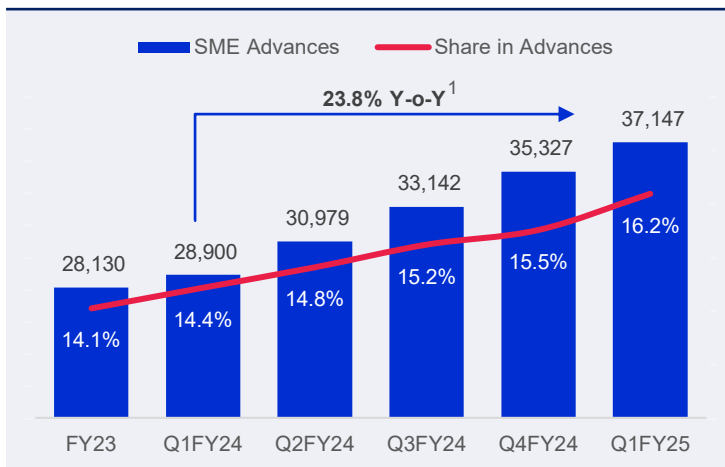
## Increasing share of Internal Sourcing in Retail Advances



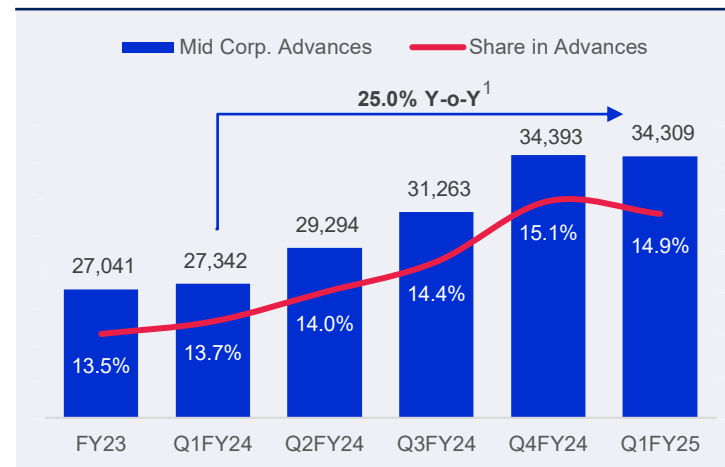
## Strong growth in Retail & Branch Banking Deposits



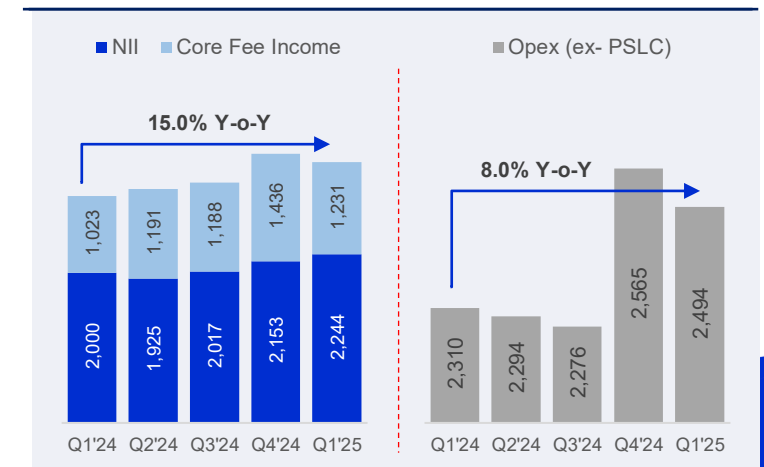
## Acceleration in SME Advances Growth



## Sustained momentum in Mid Corporate Segment Growth



## Core Income continues to outpace Opex Growth



<sup>1</sup> Growth rates normalised for Inter-segment movement of Products and Customers during the quarter

# Significant progress on ensuring PSL compliance

Sustained momentum in Organic balances; NIL Shortfalls in Overall and Sub-categories

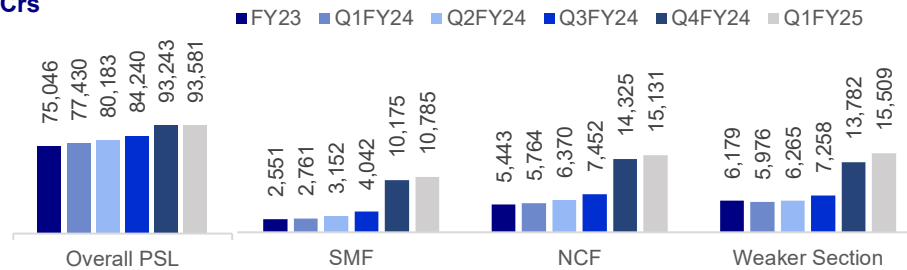


Comprehensive **strategy adopted & currently under execution** to reduce the quantum of RIDF balances over 2-3 years timeframe

- Ensuring NIL **shortfalls** in overall PSL compliance and **sub-categories**
- Focused Acceleration on **Organic Sourcing** in PSL sub-categories: **SMF** (Small & Marginal Farmers), **NCF** (Non-Corporate Farmers) and **WS** (Weaker Sections) Assets via expanding distribution, manpower, and productivity
- Expansion of **BC** (Business Correspondent) **Partnership** Models
- Inorganic Interventions: Purchase of **PSLCs** (PSL Certificates) / **IBPC** (Inter Bank Participation Certificate) / **PTCs** (Pass Through Certificates) / **DAs** (Direct Assignment)

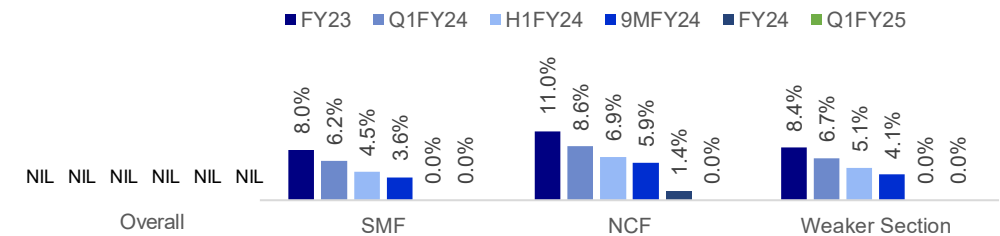
**Rising On Balance Sheet Amounts** (excludes inorganic interventions and deposits)

All figures in INR Crs



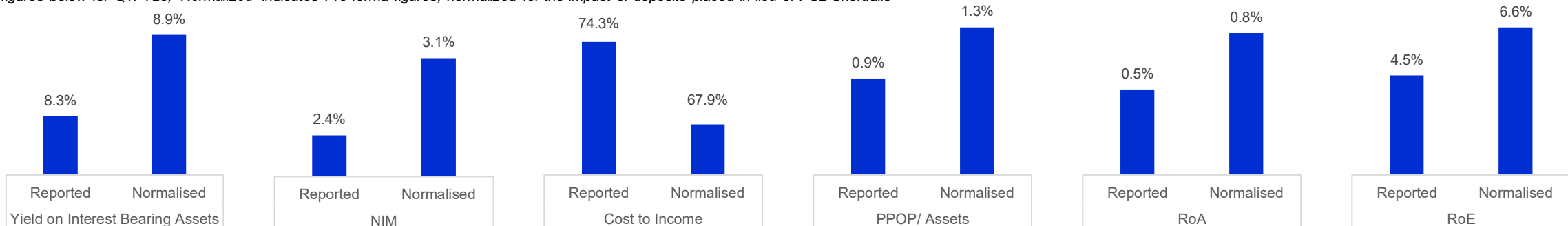
**Reduction in overall/ subcategory Shortfalls:** (includes inorganic interventions)

Avg. Shortfall for the period as % of ANBC



**Mandated deposits in lieu of PSL Shortfalls: At 11% of Assets- a drag on Income & Profitability outcomes; expected to reduce to <5% over next 3 years**

All figures below for Q1FY25; 'Normalized' indicates Pro-forma figures, normalized for the impact of deposits placed in lieu of PSL Shortfalls



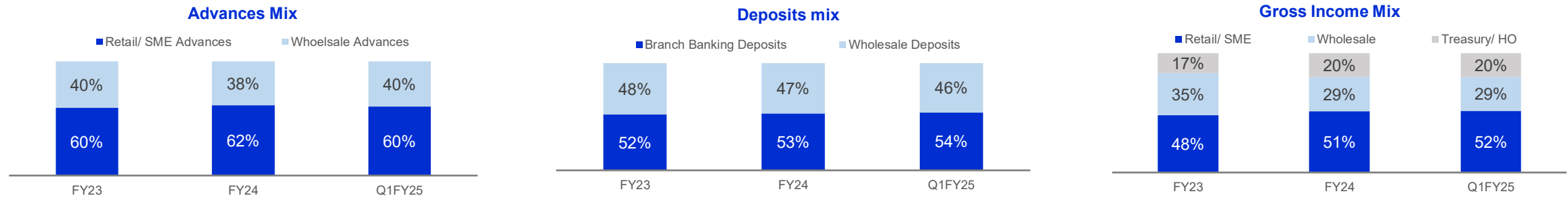
**Improving PSL Compliance to reduce balances of mandated deposits placed in lieu of PSL Shortfalls expectedly by ~50% over next 3 years**

# Balance Sheet mix to largely stabilize from hereon



Stabilization in mix to drive improvement in efficiency and profitability outcomes at the Bank level

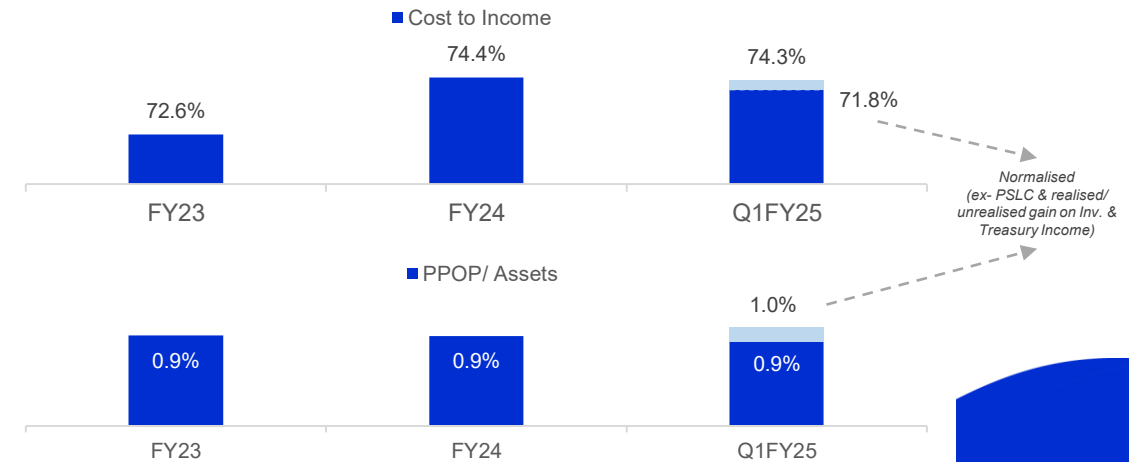
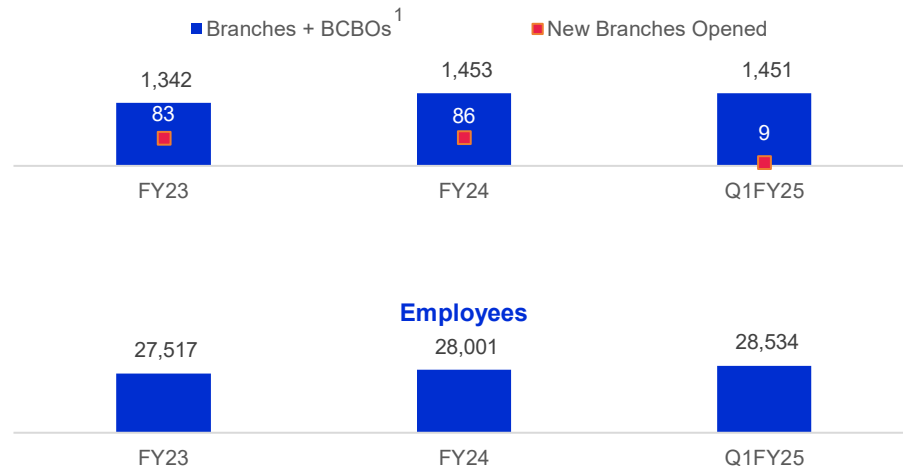
Significant shift in Balance Sheet and Income mix towards higher C/I intensive segments over the last few years. Advances mix expected to largely stabilize from hereon



Wholesale Segment includes Large Corporates, Mid Corporates, Financial Institutions, Govt. Banking, MNC and International Banking Segments

This has been led by investments towards driving Granular Business Segments

Despite this, PPOP/ Assets and C/I largely flattish- owing to Efficiency Gains & Operating Leverage within Business Segments



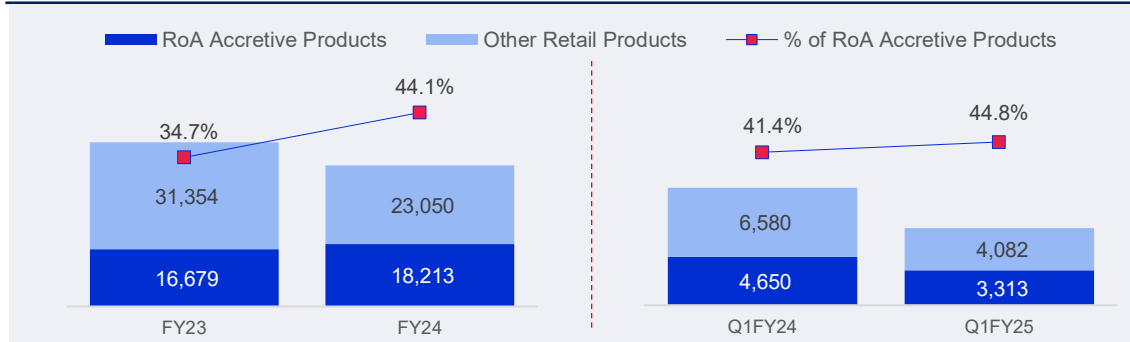
<sup>1</sup> Represents Outstanding number of Branches and Business Correspondent Business Outlets as on date

# Retail Assets- Product and Sourcing Mix calibration oriented towards profitability improvement



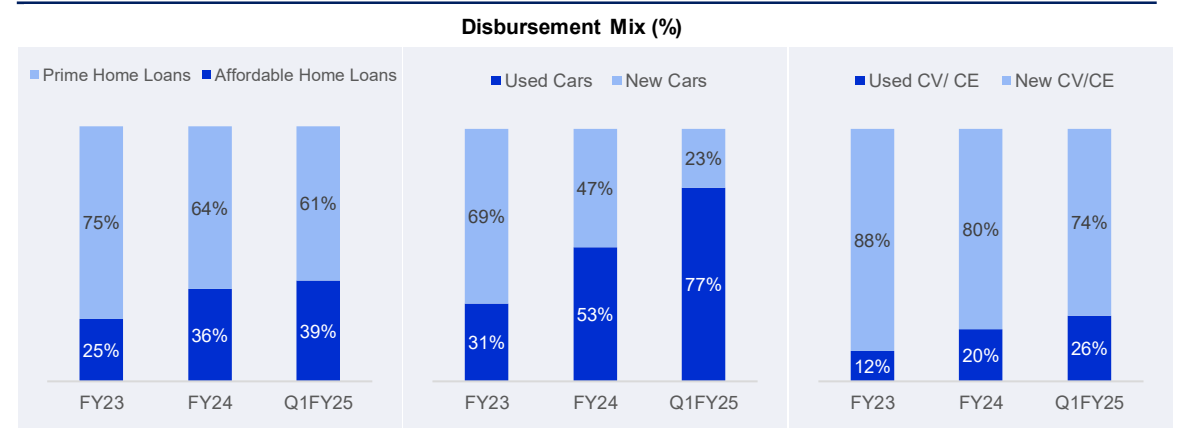
All figures in INR Crs

## 1 Calibration in Disbursement growth with focus on ROA Accretive Products

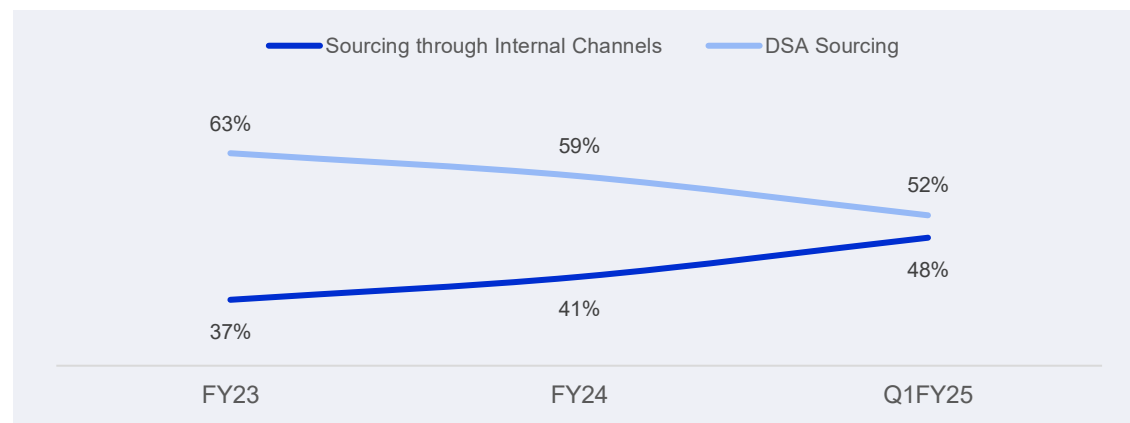


- **ROA Accretive products** include Personal Loans, Used Vehicles (including CV/ CE), Affordable Home Loans, Unsecured Business Loans, Micro LAP and Education Loans

## 2 Broadly retained product risk profile through Mix Optimization within existing product categories



## 3 Growth in Internal Sourcing driven by leveraging the Branch Network



## 4 Close watch on Asset Quality in midst of shift towards RoA Accretive products



<sup>1</sup> Annualised

# SME Segment: Niche Segment with Proven Expertise

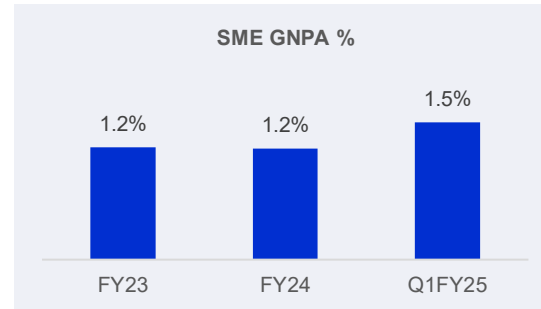
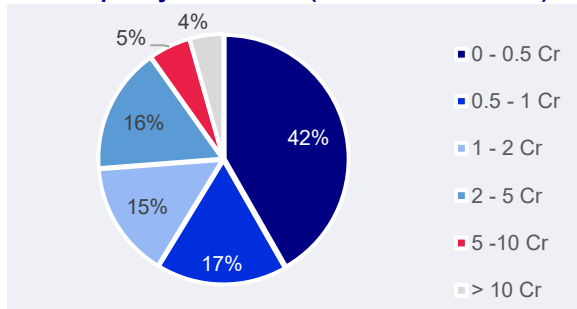
## Granular Book with improving Income generation



All figures in INR Crs

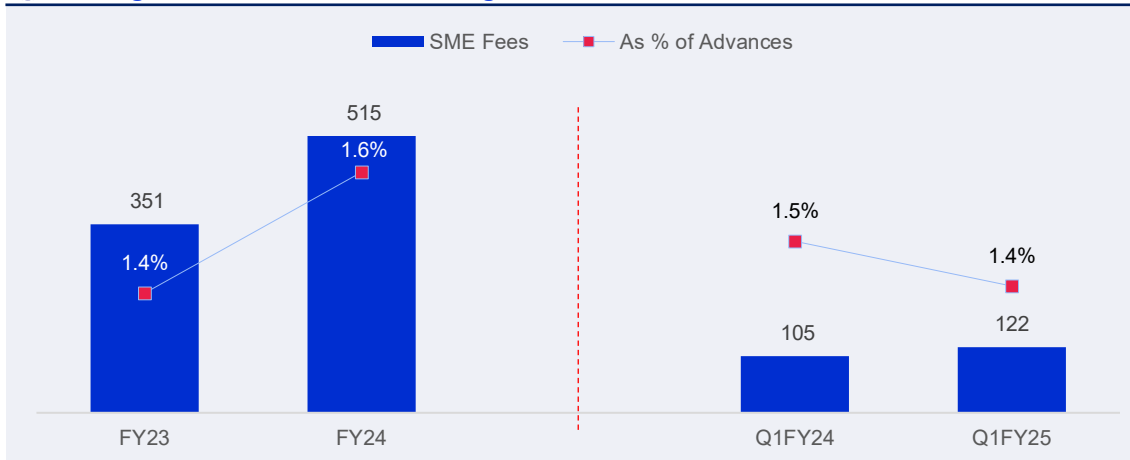
### 1 High quality & well diversified granular book with best-in-class Asset Quality

Book Split by Ticket Size (count of customers)

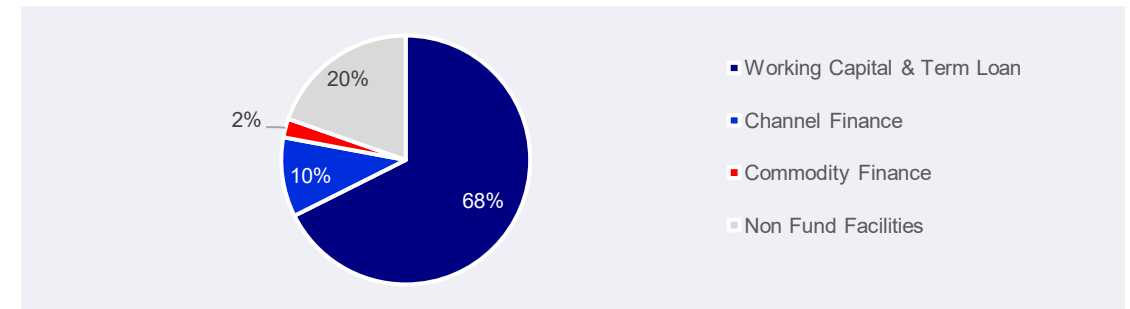


- ~75% of customers have ticket sizes < INR 2 Crs
- **Surrogate program** is driving small ticket exposures and facilitating faster TAT
- 30+ overdue <2%

### 3 Strong momentum in fee income generation



### 2 Sustainable Product Mix



- Healthy mix of **Non-funded facilities** at ~20%
- ~86% Book Secured; 93%+ PSL compliant

### 4 Growth avenues, Customer centricity & product innovation

- **Digital Empowerment :**
  - **Digital Lending Platform :** Countrywide launch of DLP 2.0 to digitally onboard (DIY/assisted) prospective SME customers.
  - **Digi OD :** Extension of digital platform on high yielding unsecured overdraft product offering to pre-approved ETB customers (in addition to NTB customer acquisition).
  - **Customer Centricity :** Active new client acquisition growth of 31% YoY Q1
  - **SME Direct Desk :** Additional services added under exclusive direct desk for SME customers with an objective to further ease RM bandwidth

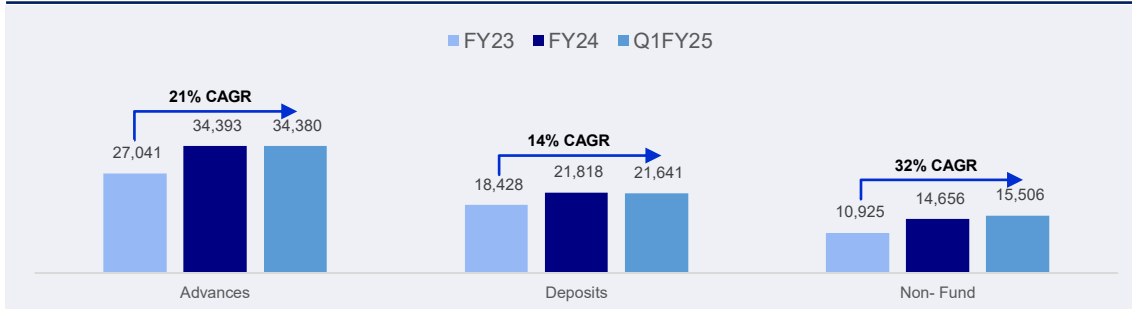
# Mid Corporate Segment

Strong Competitive Advantage aided by Relationships, Expertise & Solutioning



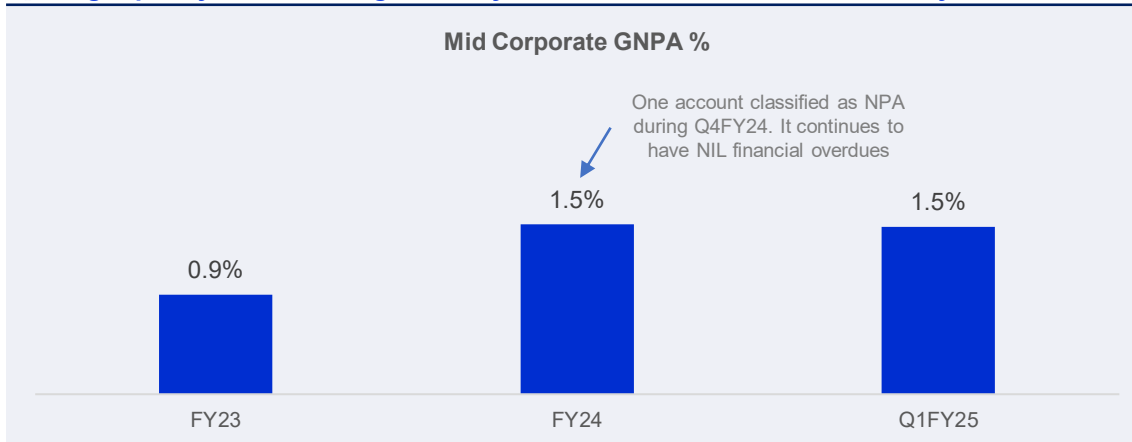
All figures in INR Crs

## 1 Steady growth in Balances in the Mid Corporate segment

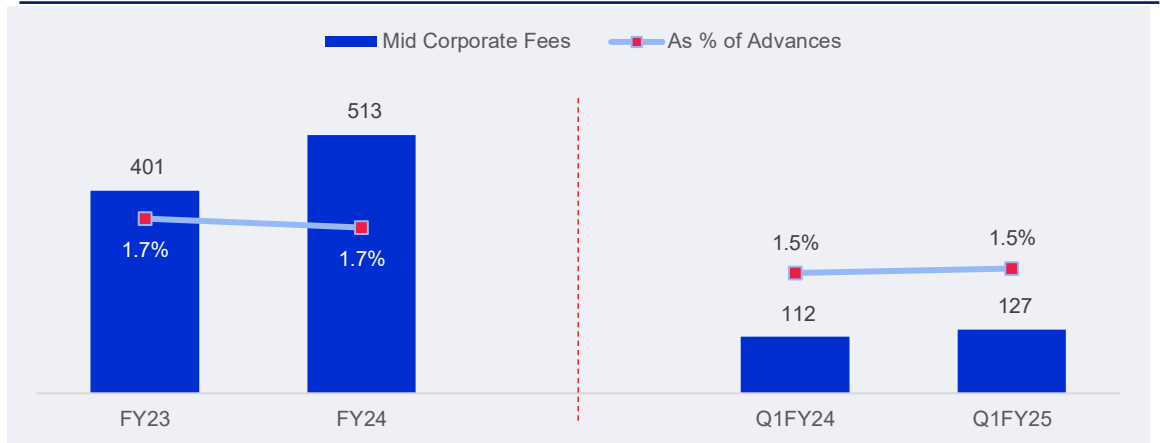


- **Strong Liability Franchise; Share of CA Ratio ~23%**
- Strong **coverage** – presence across **37 key** geographies
- Granular portfolio with a focus on **Knowledge Banking**
- Well entrenched in new-age **Ecosystem: Be-spoke digital solutions**, incubation/ networking platforms

## 3 High quality book with significantly low NPA levels across business cycles



## 2 Strong source of Fee Income



## 4 Several key enablers driving profitability in the segment

- Growth led by **NTB** and **Cross-sell** - higher **wallet share** and **productivity**
- Increasing **Fee contribution** through
  - Augmenting **Trade/ CMS** income including that of Non-Credit Clients. **Multi channel offerings** including Trade On Net, API & Digital Banking
  - Synergies with **FASAR<sup>1</sup>** & **Treasury**
- Dedicated **New Age Banking Team** with focus on **Unicorns** and **Soonicorn**s
- **Initiatives to maintain Bank's Leadership Position** in startup ecosystem through engagements like API banking, Customized Digital Solutions (UPI/PPI, Digital Escrow) and Advisory Services

<sup>1</sup> Food and Agribusiness Strategic Advisory and Research Group

# Maximizing Branch Distribution as Fulcrum of Business

## Leveraging existing (*and growing*) network to offer full spectrum of products

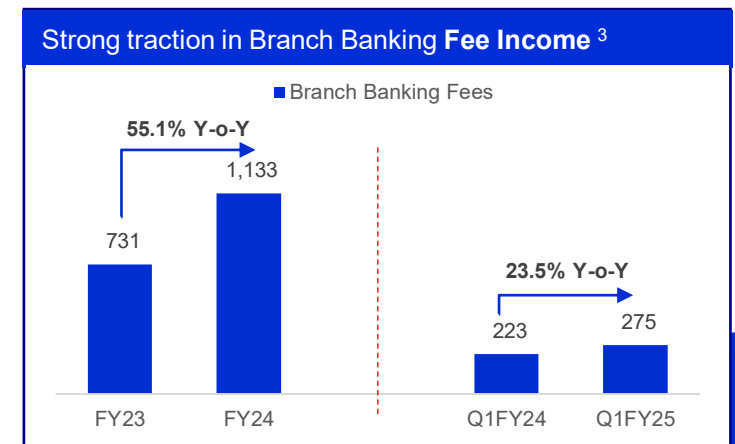
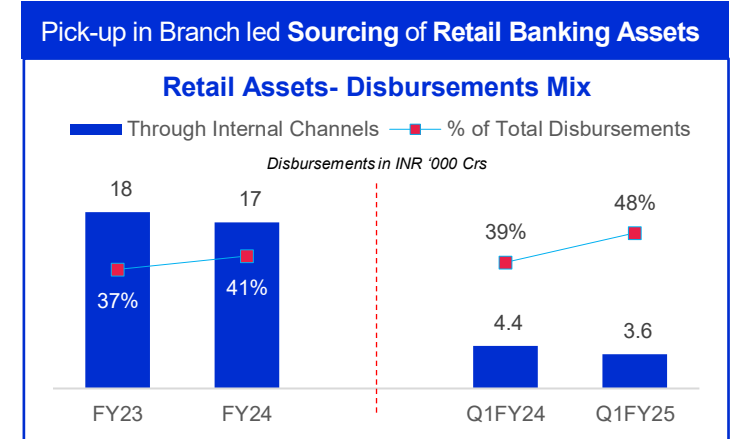
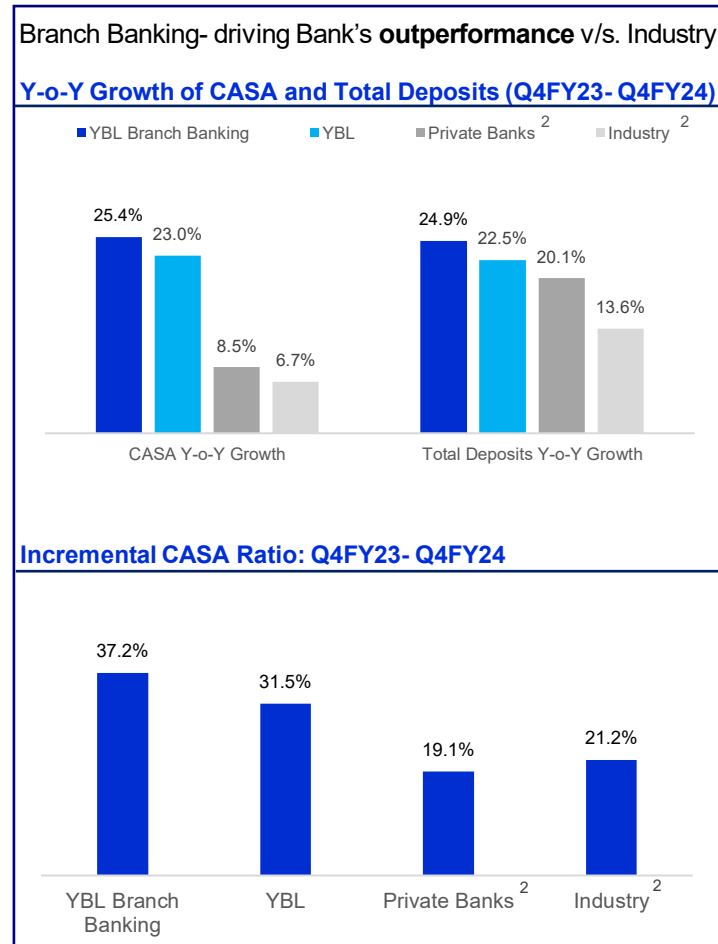
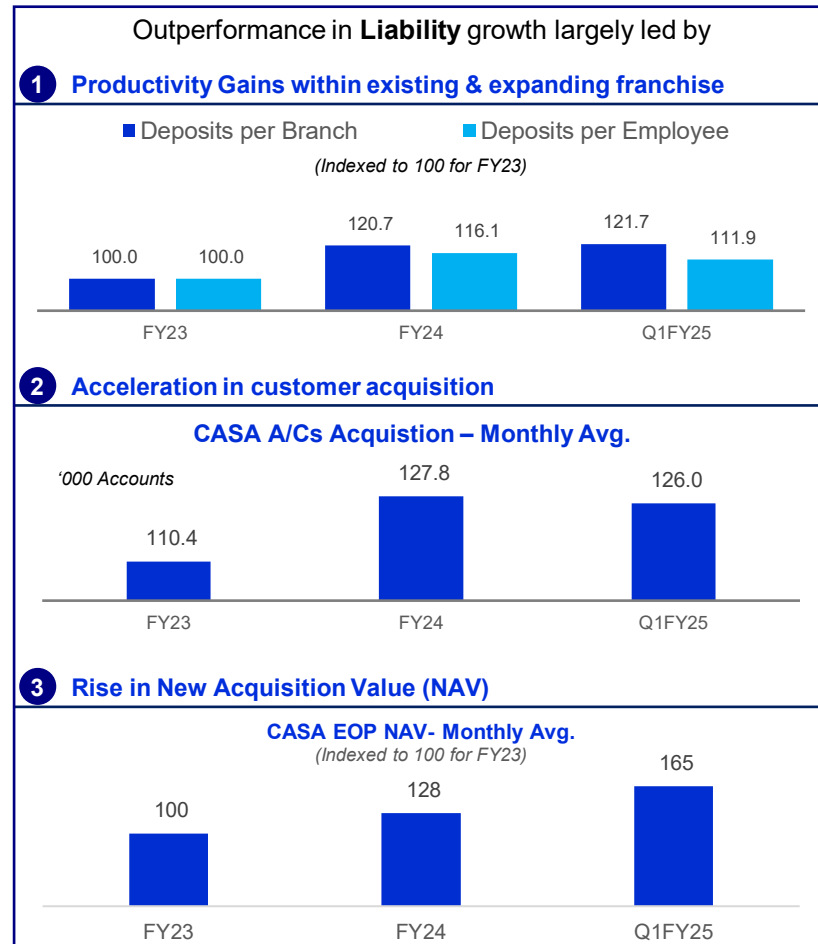


All figures in INR Crs

Branch Banking led Deposits: **20.1% CAGR** (FY23-Q1FY25) v/s. **13.6% CAGR** in Industry and **18.3% CAGR** amongst Pvt. Banks<sup>1</sup>

Deposits Outperformance in Branch Banking – even higher in the recent past (*as per latest available data*)

Branch led **sourcing of Assets** and **distribution of Fee Products** gaining significant traction



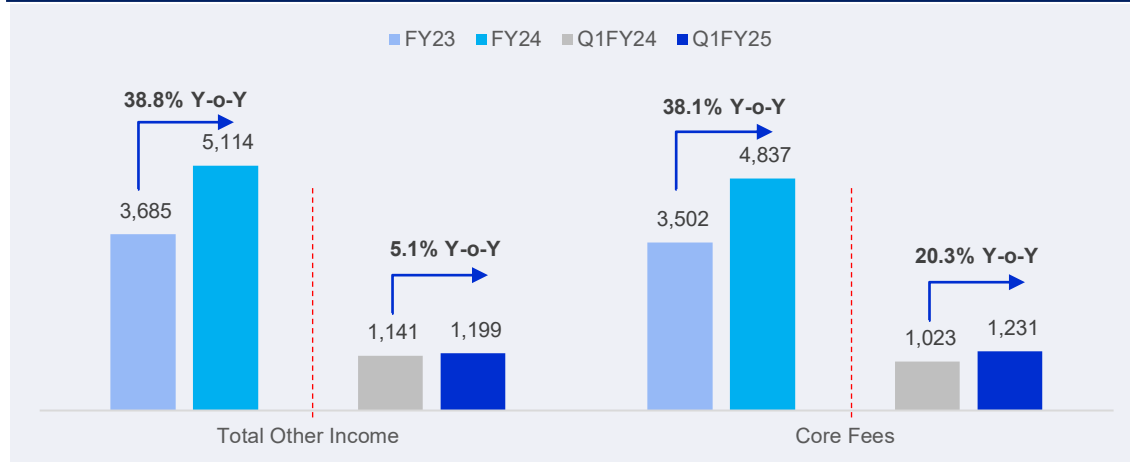
<sup>1</sup> Based on Total Bank Deposits, CAGR computed between FY23-FY24 for the Industry & Pvt. Banks; <sup>2</sup> Data Source: RBI (BSR)-2 – Deposits with SCBs; <sup>3</sup> Includes Rural Retail Liabilities



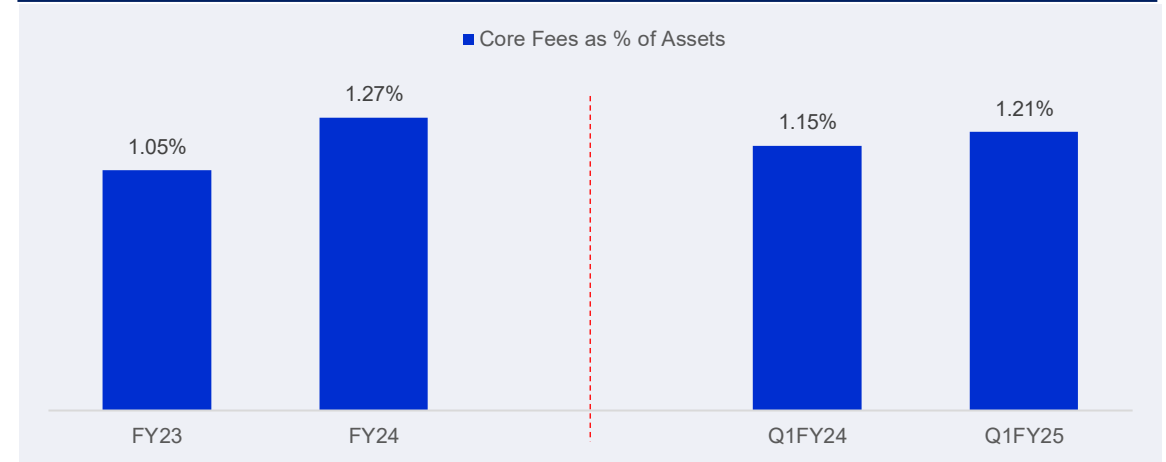
# Non-Interest Income: Strong Traction in Granular and Transactional Fee Streams



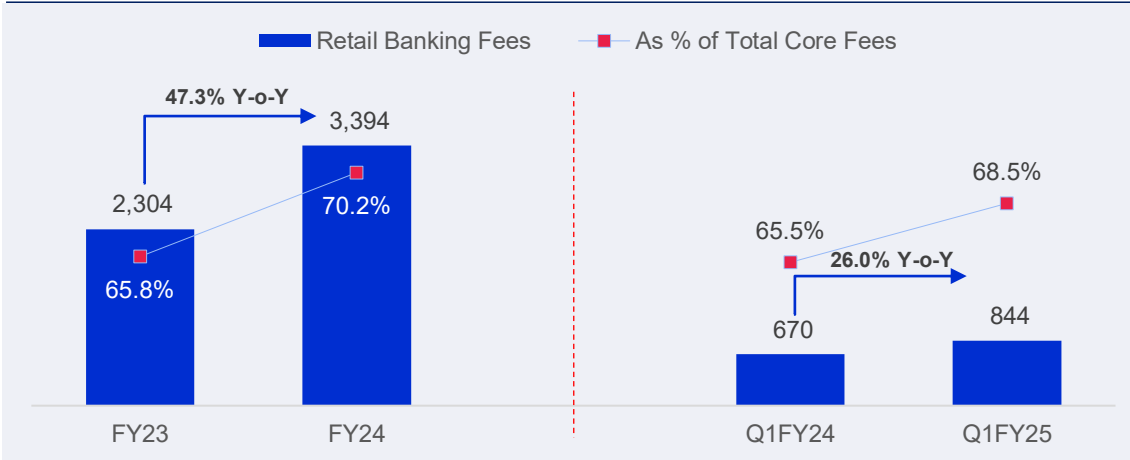
## 1 Strong Traction in Non-Interest Income, even in the case of Core Fees <sup>1</sup>



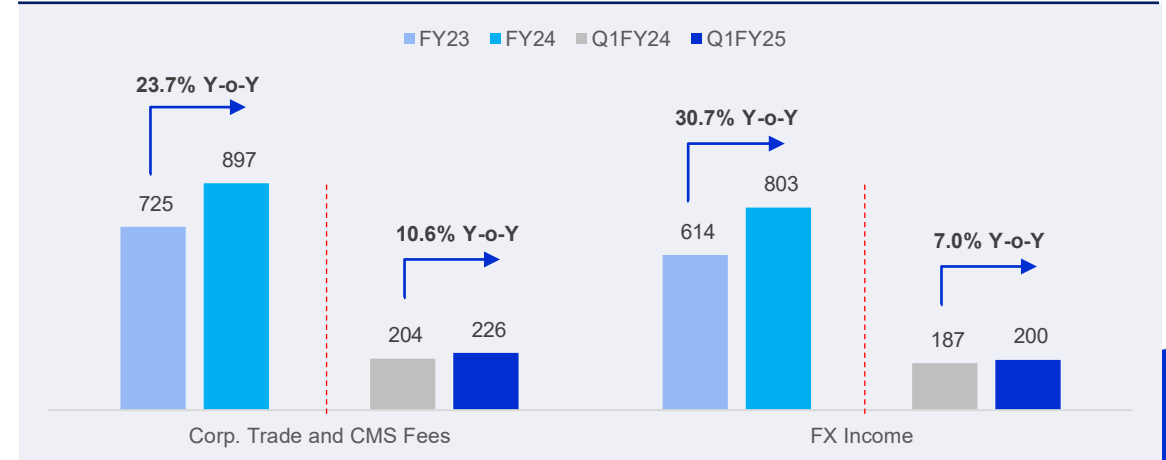
## 2 Steady Contribution to RoA



## 3 Core fee growth driven by Granular Customer Segments...



## 4 ...and acceleration in Transactional flows



<sup>1</sup> Core Fees: Normalized for Realized/ Unrealized gain on Investments & Treasury gains

# Digital @ Banking

A blend of distinctive capabilities, integrated strategy and multi pronged delivery channels aimed at enhancing skill with better efficiency and profitability



## Distinctive Capabilities

**Market Leadership – YBL processes ~1 in 3 Digital Payment transaction in India**

<b>#1 in UPI Payments</b> [~53.3% <sup>1</sup> market share with ~99.8% Success Rate]	<b>Powering ~36.2%<sup>1</sup> of all AePS Txns</b> via ~818 K+ partner outlets <sup>2</sup> - #1	<b>#2 in NEFT</b> with ~99.0% Success Rate & 10.8% <sup>1</sup> market share
<b>95% Credit Cards</b> Sourced Digitally <sup>4</sup>	<b>1,000+ API Stack</b> Developed in-house	<b>50+ partners</b> integrated real time leads mobilization
<b>'IRIS' – Retail Super APP</b> with ~250 features	<b>95% Eligible CA A/C</b> Sourced Digitally (Individual + Sole Prop)	<b>96% Individual SA a/cs</b> Sourced Digitally

Future ready for both BaaS & BaaP Models<sup>5</sup>

## Business Integrated Strategy

**'Deliver the Bank' to the Customer**  
- Curated Offerings across platforms

**'Leapfrogging' from being Product Centric to Customer Centric**  
- DIY / Assisted / Next Gen AI / Cloud Native

**Foundational, Agile and Embedded Banking**  
- UPI / Payments, IRIS, YES Smart Pay, Yes Genie, Yes Robot, Yes Connect

**Leveraging Public Digital Infrastructure**  
- CBDC (Efficient Cash Management, Small Payments) OCEN (Digital Cash Flow Financing), ONDC (Leverage Market Ecosystem), Account Aggregator (Data Sharing Consent Layer),

**Drive Cost Reduction & Productivity Improvement**  
- Through 'Digitization' of internal processes

## Multi Pronged Delivery

**YES Bank 'Digital & Transaction Banking Stack'**

- Customer Journey's, Assets and Apps
- Internal Employee Facing Tools
- API Banking

**Ecosystem Partnership**

- Payment Aggregators, Co-branded cards, Third Party Apps, Corporate BCs, Co-Lending, Marketplaces etc.

**Powered by Strong Core, Data and Talent**

Better Mind Share & Wallet Share

Lower Acquisition, Txn and Servicing Cost

Scale and Profitability

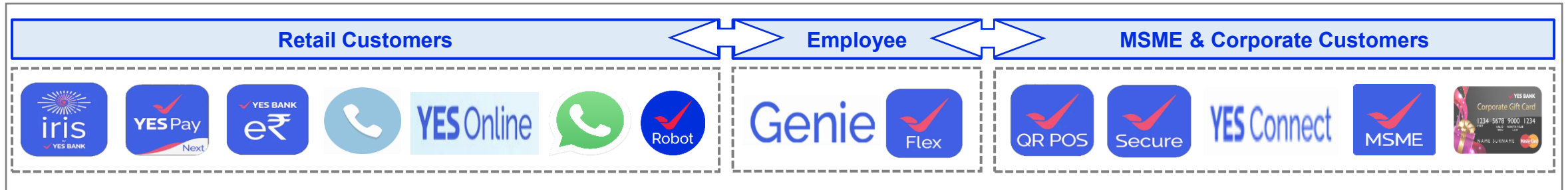
<sup>1</sup> Industry Source: RBI Payment System Indicators & NPCI  
<sup>2</sup> As of Jun 30, 2024

<sup>3</sup> Unique customers across YES Online, YES Mobile and iris  
<sup>4</sup> Including Assisted Journeys

<sup>5</sup> BaaS: Banking as Service, BaaP: Banking as Product

# Augmenting Digital & Transaction Banking Stack

## Customer Journeys and Internal Tools & Workflows



### Recent Add-ons

1. **YES PAY Biz** – Open Market App for merchants
2. **LIVE on UPI merchant plug in** with 3 apps
3. **Digital LRS (Liberalized Remittance Scheme)** – Pilot completed
4. **EPFO Enrollment** – A major milestone and showcase towards our plans for 'Agency Business' aside an enhancer for CA book
5. **IRIS Super App for Retail customers with ~250 features**
6. **YES PAY Next – Open Market Payments App with 100K+ downloads**
7. **PayTM Partnership:** Migration of existing handles and infrastructure

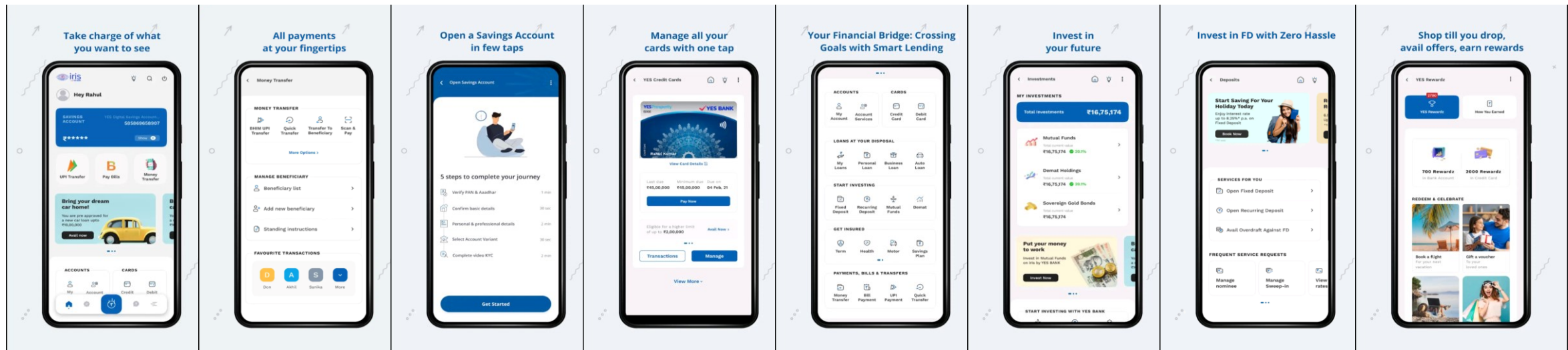
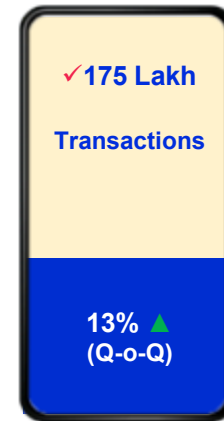
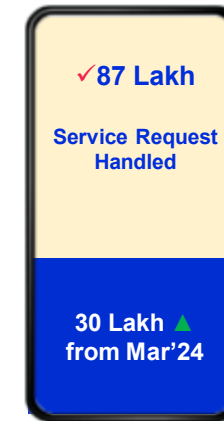
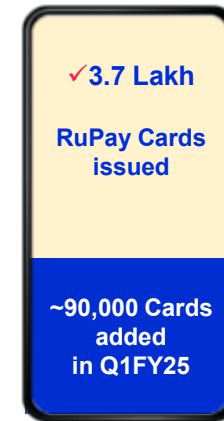
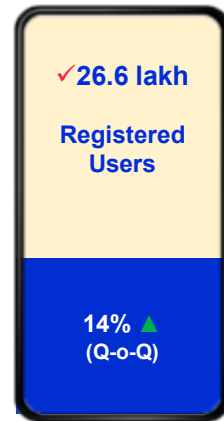
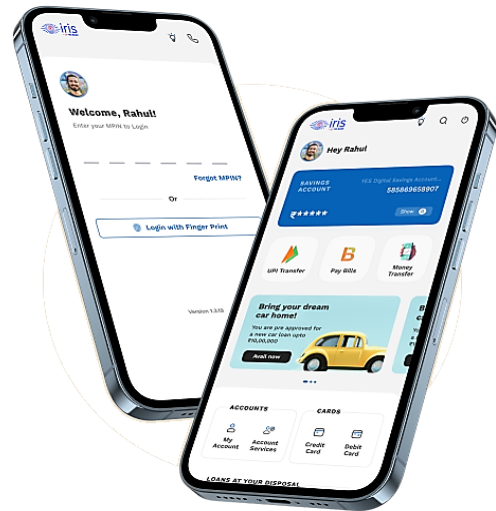
### Book of Work

1. **Gen Next AI:** Using tech to service customer and employee queries
2. **STP / DIY / Automation journeys** for PL, AL. Mortgages
3. **CC / Retail Assets Collection / MCTC Through IRIS**
4. **Transaction Banking -** Digital Supply Chain Trade transformation
5. **New Super App for Business – IRIS For Biz**
6. **Productivity Related** – Supervisory Dashboard in Genie | Simplification of Login to Sanction Process | CAM Automation
7. **Centre of Excellence** – Inhouse development capabilities

# IRIS – A Next Gen ‘all-in-one’ Retail SUPER APP

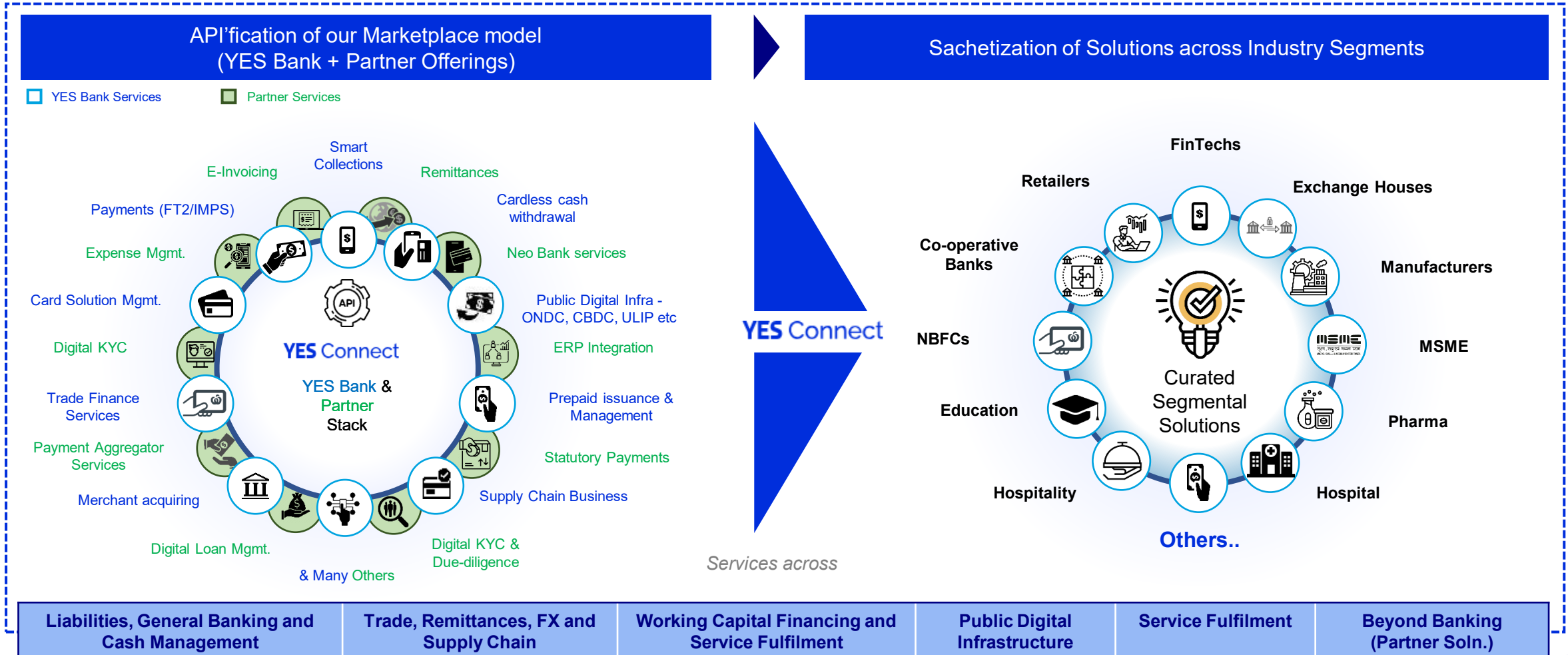


Gaining Strong Traction Since Go Live in Aug 2023



# YES Connect : Enriched Customer Experience

## Super App for Businesses



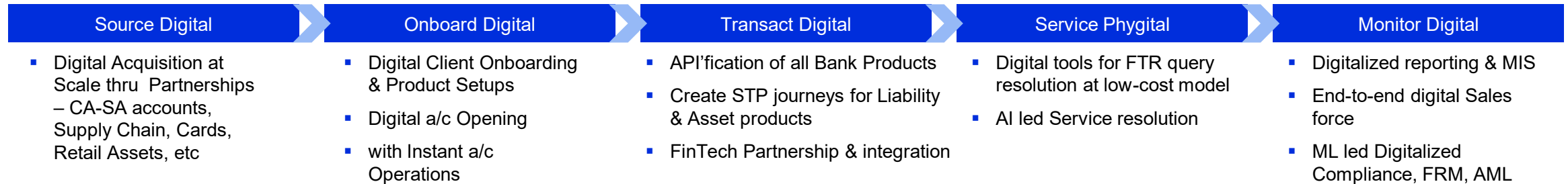
<b>30+ Partners</b>	<b>450+ APIs</b>	<b>100+ Solutions</b>	<b>4x QoQ User growth</b>	<b>Login to <a href="https://yesconnect.yesbank.in/">https://yesconnect.yesbank.in/</a></b>
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# Ecosystem Partners

Digitizing client journeys & creating inorganic client acquisition funnel through Fintech partnerships



## Partnership roadmap of Digital & Transaction Banking



## Quantum Force Multiplier for Inorganic Client Acquisition across...



... & many more

# Transaction Banking

Leveraging the strength of solutioning, leading to granular CASA, NFB, Fee, NII & FX Revenue



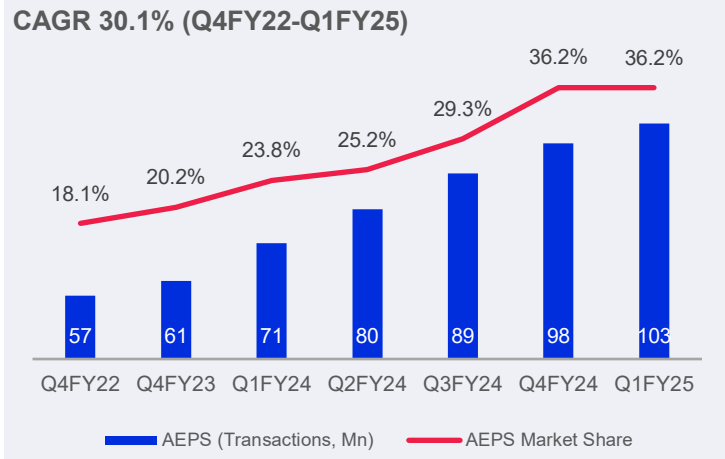
Sachetization of Transaction Banking: Curated Solutioning by Client Segments	
<b>Large Corporate B2C</b>	<b>FinTech &amp; Exchange Houses</b>
<b>Large Corporate B2B</b>	<b>Insurance / MFs / Broking</b>
<b>Pharma</b>	<b>Co-operative / Small Finance Banks</b>
<b>Media &amp; Entertainment</b>	<b>Government Schemes</b>
<b>NBFC</b>	<b>Education, Hospitals &amp; Hospitality</b>

STRENGTHENING FRANCHISE			
<b>96% of our Corporate CASA is embedded with Digital &amp; Transaction Banking Product &amp; Solutions</b>	<b>17% YTD Corp. CA growth YoY</b>	<b>26% growth in NFB, 24% growth in Trade FB and 17% growth SCB D/V</b>	<b>Market Leadership – YBL processes 1 in 3 Digital Payment transaction in India</b> <i>UPI – 53.2% Rank #1   NEFT – 10.8%   IMPS – 9.6%   NACH – 16.5% Rank #2   AePS – 36.2% Rank#1</i>
<b>2+ PPI* covers 80% CA, 91% TP, 90% FB, 85% NFB &amp; 96% NCF &amp; 94% TBG Fees</b>	<b>70% growth in Asset under Custody</b>	<b>2x YoY growth in Corp. IBU CA</b>	
<b>87% of all Lending Clients have 1+ TBG Product Embedment</b>	<b>43% YoY growth in CMS Thruput</b>	<b>60+% YTD growth in Mandate executed YoY</b>	<b>92% growth</b> in total Statutory payments <b>44% growth</b> in direct taxes ( <b>103% growth</b> in GST payments) <b>70% growth</b> in EPFO payments, <b>Direct empanelment</b> <b>22X growth</b> in Custom Duty/ Excise Payments
	<b>25% growth in Trade &amp; CMS Fees</b>	<b>5% of CA Book and 11% of Trade NFB from NTB clients</b>	

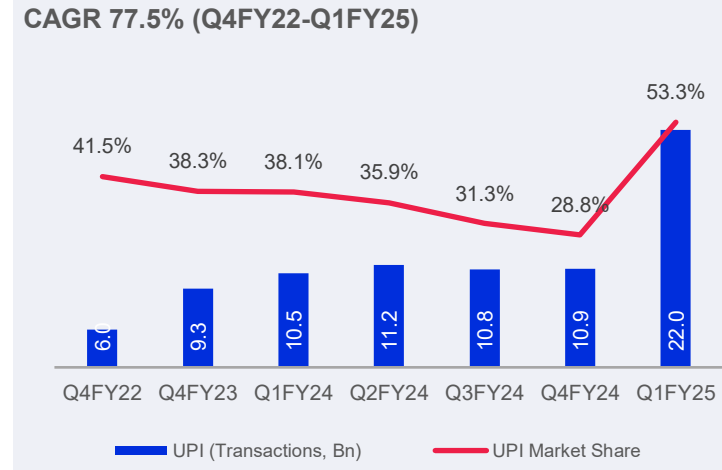
\* PPI @ Product Penetration Index, FB @ Fund Book, NFB @ Non-Fund Book, TBG @ Transaction Banking Group, DB @ Digital Banking, NCF @ Non-Credit Flows  
 # NPCI; CMS @ Cash Management, NTB @ New to Bank, SCB @ Supply Chain Banking

# Powering Digital India with our Distinctive Capabilities

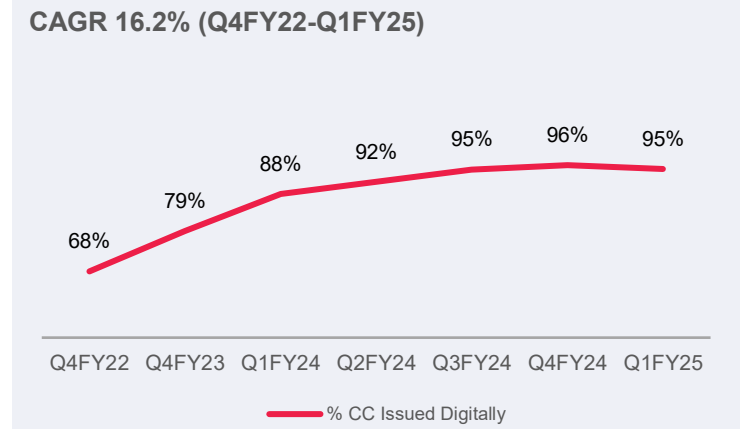
## Powering over 1/3<sup>rd</sup> of all AePS in India (#1 by Txn Count)



## #1 PSP Bank Powering ~119 mn txn daily

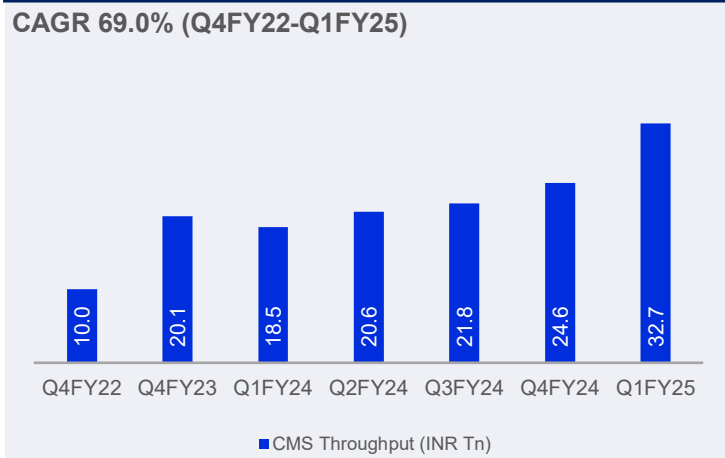


## % Credit Cards Issued Digitally<sup>1</sup>

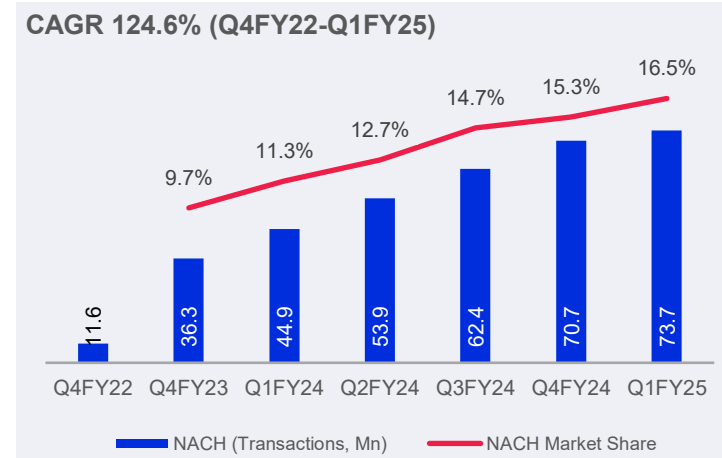


<sup>1</sup> Includes offline assisted journeys

## ~3X growth in CMS Throughput Since Mar'22



## Steadily Market Share Gains; #2 in NACH





# Responsible franchise with sustainability at its core – Highest rated Indian Bank in ESG



## S&P Global ESG Score

Highest Score amongst Indian banks in the 2023 S&P Global CSA\*

## FTSE4Good

Included in FTSE4Good Index Series

## CDP

Highest rated Indian bank for climate disclosures 2023 – rated 'A-' (Leadership Band)

## MSCI

Index Constituent of MSCI ACWI's ESG Universal Index, ACWI Climate Change Index, among others

## CRH

Ranked highest amongst 34 large scheduled commercial banks on climate preparedness – Climate Risk Horizons study

## Aligning with global frameworks

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

**First Indian Bank** to support and align disclosures to **TCFD recommendations**

**First Indian Bank** to publish a sustainability report in line with **GRI**

## Taking the lead in climate and sustainable finance

**First Indian Bank** to measure and **report financed emissions** of its electricity generation loan exposure and set decarbonization targets

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

**One of only 5 Accredited Entities** to the **Global Climate Fund**

## Robust ESG & Climate Governance

**CSR & ESG Committee of the Board:** Highest governance body that drives the Bank's ESG agenda

**Sustainable Finance (SF) Unit:** Implements the Bank's sustainability strategy in coordination with sustainability SPOCs from BUs across the organization to

**Sustainability Council:** Executive committee chaired by the MD & CEO, develops and reviews the Bank's sustainability strategy

**ESG KPIs:** Domain-specific ESG KPIs integrated into the goals of Top Management

# Integrating ESG considerations across the Bank's business and operations



## Environment

**First Bank globally** with an ISO 14001:2015 certified Environmental Management System covering 1,186 facilities

**Net zero by 2030:** Committed to GHG emissions from operations to net zero by 2030. Switched key facilities including YES BANK House to 100% renewables

**Responsible lending:** Instituted an Environment and Social Risk Management System (ESMS) to integrate E&S risks into overall credit risk assessment framework

**Climate finance:** Focussed financing towards renewable energy, electric vehicles, and rooftop solar adoption amongst MSMEs

**Agroforestry:** 2,00,000 trees planted on farmer's land for enhancing green cover and providing an additional source of income for farmers

## Social

**21.8% women participation\*** in the Bank's workforce with a target to achieve 25% gender diversity by FY 2024-25

**6.56 lakh\*** active women customers under the Bank's flagship group-lending programme, YES LEAP

**40,000+ youth, farmers, women and artisans** from rural India impacted through employment and entrepreneurship interventions by YES Foundation with a target to impact over 1,00,000 individuals by 2026

## Governance

**54% of the Directors** on the Bank's Board are Independent Directors

**23% of Directors** on the Bank's Board are women

# Contents



India : Fastest Growing Major Economy

YES Bank – India’s New Age Private Sector Bank

Unique Turnaround

Profitability Trajectory

**Financial Results- Q1FY25**

YES BANK Franchise



# Results At a Glance – Q1FY25



All figures in INR Crs

Arrows indicative of Y-o-Y Trends

<b>Total Assets</b> <b>407,697</b> ↑ 14.6%: Y-o-Y 0.5%: Q-o-Q	<b>Advances</b> <b>229,565</b> ↑ 14.7%: Y-o-Y 0.8%: Q-o-Q	<b>Total Disbursements<sup>2</sup></b> <b>20,910</b> v/s. ↓ 24,730 Q1FY24 32,709 Q4FY24	<b>Deposits</b> <b>265,072</b> ↑ 20.8%: Y-o-Y -0.5%: Q-o-Q	<b>CD Ratio</b> <b>86.6%</b> v/s. ↓ 91.3% Q1FY24 85.5% Q4FY24	<b>Advances Mix</b> Retail & SME: Mid Corp: Corporate <b>60%:15%:25%</b> 61% : 14% : 25% in Q1FY24 62% : 15% : 23% in Q4FY24
<b>Net Interest Income</b> <b>2,244</b> ↑ 12.2%: Y-o-Y 4.2%: Q-o-Q	<b>Non-Interest Income</b> <b>1,199</b> ↑ 5.1%: Y-o-Y -23.6%: Q-o-Q	<b>Operating Profit</b> <b>885</b> ↑ 8.2%: Y-o-Y -1.9%: Q-o-Q	<b>Profit After Tax</b> <b>502</b> ↑ 46.7%: Y-o-Y 11.2%: Q-o-Q	<b>NIM%</b> <b>2.4%</b> v/s. ↓ 2.5% Q1FY24 2.4% Q4FY24	<b>C/I Ratio <sup>1</sup></b> <b>74.3%</b> v/s. ↑ 73.9% Q1FY24 75.8% Q4FY24
<b>CASA Ratio</b> <b>30.8%</b> v/s. ↑ 29.4% Q1FY24 30.9% Q4FY24	<b>CET 1 Ratio <sup>3</sup></b> <b>13.3%</b> v/s. ↓ 13.6% Q1FY24 12.2% Q4FY24	<b>GNPA</b> <b>1.7%</b> v/s. ↓ 2.0% Q1FY24 1.7% Q4FY24	<b>NNPA</b> <b>0.5%</b> v/s. ↓ 1.0% Q1FY24 0.6% Q4FY24	<b>Net Carrying Value of SRs as % of Advances</b> <b>0.4%</b> v/s. ↓ 1.3%: Q1FY24 0.6%: Q4FY24	<b>LCR <sup>4</sup></b> <b>137.8%</b> v/s. ↑ 127.0% Q1FY24 116.1% Q4FY24

<sup>1</sup> Normalized C/I at 71.8% v/s. 76.4% (Q1FY24) and 71.5% (Q4FY24)- (ex- PSLC, Interest on Income Tax Refund & realised/ unrealised gain on Investments & Treasury Income)

<sup>2</sup> Includes Limit Setups for SME; <sup>3</sup> Includes Profits and proceeds from Warrants conversion; <sup>4</sup> Average for the quarter on Consolidated basis

# Highlights for Q1FY25 (1)



## Balance Sheet Highlights

- Robust **Deposit accretion** & improvement in **CASA Ratio** on **Y-o-Y** basis; Q-o-Q marginally lower in line with Q1 seasonality
  - **Deposits** grew **20.8% Y-o-Y** and marginally down 0.5% Q-o-Q; **CD Ratio** at **86.6%** v/s. 91.3% in Q1FY24 and 85.5% last quarter
  - **CASA Ratio** at **30.8%** v/s. 29.4% in Q1FY24 and 30.9% in Q4FY24
- Sustained growth momentum in **SME** and **Mid Corporate** Advances
  - **SME** Advances up **23.8% Y-o-Y**<sup>1</sup> and **Mid Corporate** Advances up **25.0%**<sup>1</sup> **Y-o-Y**
  - **SME/ Mid Corporate** Advances **Mix** at **16.2%/ 14.9%** respectively, v/s. 14.4%/ 13.7% in Q1FY24
- Focus on **Mix calibration** within **Retail Advances** segment; growth in **Corporate**
  - **Retail** Advances up **9.4%**<sup>1</sup> **Y-o-Y** and down 3.1%<sup>1</sup> Q-o-Q
  - **Corporate** Advances up **13.8% Y-o-Y** and 6.3% Q-o-Q v/s. decline seen over last few years
- **CET I Ratio** at **13.3%** v/s. 13.6% in Q1FY24 and 12.2% in Q4FY24, aided by **proceeds** from **Warrants conversion** by both the **Private Equity** Investors during the quarter
- **Asset Quality**: (**NNPA** + net carrying value of **SR**)% **below 1%**; **NNPA Ratio** and **PCR** continue to **improve** Q-o-Q
  - (**NNPA** + net carrying value of **SR**) as % of Advances continued to improve to **0.9%** in Q1FY25 v/s. 2.4% in Q1FY24 and 1.1% in Q4FY24
  - **GNPA ratio** at **1.7%** v/s. 2.0% in Q1FY24 and 1.7% in Q4FY24
  - **NNPA ratio improved to 0.5%** v/s. 1.0% in Q1FY24 and 0.6% in Q4FY24
  - **NPA Provision Coverage Ratio (PCR)** at **67.6%** v/s. 48.4% in Q1FY24 and 66.6% in Q4FY23; Including Technical Write-offs, PCR at **80.1%** v/s. 67.8% in Q1FY24 and 79.3% in Q4FY24
  - Strong **Resolution momentum** with recoveries and resolutions at **INR 1,581 Crs**<sup>2</sup> in Q1FY25
  - Gross **Slippages** for Q1FY25 **lower** both **Y-o-Y & Q-o-Q** at **INR 1,205 Crs (2.1%** of Advances) v/s. INR 1,482 Crs (3.0% of Advances) in Q1FY24 & 1,356 Crs (2.4% of Advances) in Q4FY24

<sup>1</sup> Growth rates normalised for Inter- segment movement of Products and Customers during the quarter

<sup>2</sup> Including recoveries from Security Receipts of INR 732 Crs

# Highlights for Q1FY25 (2)



## P&L Highlights

- **Highest ever Quarterly Net Profit** since Reconstruction at **INR 502 Crs** for Q1FY25 up **46.7% YoY** and **11.2% Q-o-Q**
  - **RoA** for Q1FY25 at **0.5%** v/s. 0.4% in Q1FY24 & 0.5% in Q4FY24
- **NII up 12.2% Y-o-Y** and **4.2% Q-o-Q**; **NIMs steady Q-o-Q** at **2.4%**
  - **NII** at **INR 2,244 Crs** for Q1FY25 up **12.2% Y-o-Y** & **4.2% Q-o-Q**
  - **NIMs** at **2.4%** for Q1FY25 vs. 2.5% in Q1FY24 and 2.4% last quarter
- **Non-Interest Income: Normalised growth** of **20.5% Y-o-Y** (*ex- realised/ unrealised gain on Investments & Treasury Income*)
  - **Non-Interest Income** for Q1FY25 at **INR 1,199 Crs** at **1.2%** of Average Assets (*annualized*)
- Normalized **Cost-to-Income Ratio** **71.8%** v/s. 76.4% (Q1FY24) and 71.5% (Q4FY24)- (*ex- PSLC, Interest on Income Tax Refund & realised/ unrealised gain on Investments & Treasury Income*)
- **Provision Costs** at **INR 212 Crs** (**0.2%** of Assets- *annualized*) down **41.2% Y-o-Y** & **55.0% Q-o-Q**
  - Gross P&L gain from **Security Receipts** at **INR 654 Crs** for Q1FY25



## Key initiatives/ Achievements

- During the quarter both **CA Basque** Investments and **Verventa Holding** Ltd. have **exercised** the outstanding **Warrants** – proceeds resulting in **100 bps accretion** to **CET-1 %**
- Global Rating Agency **Moody's Upgraded** the Rating **Outlook** to "**Positive**" from "Stable" in July 2024. As per Moody's, this reflects their "**expectation** that a gradual **improvement** in Yes Bank's **depositor** base and **lending** franchise will help improve its **core profitability** over the next 12-18 months"
- **ICRA** upgraded Credit rating on the Bank's **Basel III Tier II** Bonds and **Infrastructure** Bonds from A- to **A**
- Introduced **YES Grandeur: A Premier** Banking Experience for the **Elite** and **Emerging Affluent** Segments
- Announced Strategic **Partnership** with **EBANX**- a **global Brazil** based **fintech** company to empower **Cross-Border** Commerce in India. **EBANX** specializes in **payment** solutions for **Emerging Markets** and will provide leverage to the Bank's presence in **cross-border payment processing** and **global commerce opportunities** for **merchants** and **customers** in India.
- Launched **Yes Private Business**, an **enterprise** banking program that seamlessly blends a **full array** of **business banking** solutions along with **best-in-class service delivery**

# Profit and Loss Statement



All figures in INR Crs

- **Net Profit** for Q1FY25 at **INR 502 Crs** up **46.7% Y-o-Y** & **11.2% Q-o-Q**.
- Q1FY25 **NII** at **INR 2,244 Crs** up **12.2% Y-o-Y** and **4.2% Q-o-Q**
- **NIM** for Q1FY25 at **2.4% flat Q-o-Q**
- **Non-Interest Income** at **INR 1,199 Crs**. **Normalised** realised/ unrealised gain on Investments & Treasury Income, growth at **20.5% Y-o-Y**
- **Operating Costs** at INR 2,558 Crs up **10.1% Y-o-Y** and declined **9.3% Q-o-Q**. Ex- **PSLC** cost, Opex grew **8.0% Y-o-Y**
- Ex- **PSLC** costs, Income Tax Refunds & realised/ unrealised gain on Investments & Treasury Income, **Normalized C/I Ratio** at **71.8%** v/s. 76.4% (Q1FY24) & 71.5% (Q4FY24)
- **Provision** Costs at **INR 212 Crs** (**0.2%** of Assets- annualized) **down 41.2% Y-o-Y** & **55.0% Q-o-Q**
- Gross P&L gain from **SRs** at **INR 654 Crs** for Q1FY25

Profit and Loss Statement	Quarter Ended			Growth	
	Q1FY25	Q4FY24	Q1FY24	Q-o-Q	Y-o-Y
Net Interest Income	2,244	2,153	2,000	4.2%	12.2%
Non Interest Income	1,199	1,569	1,141	-23.6%	5.1%
<b>Total Income</b>	<b>3,443</b>	<b>3,722</b>	<b>3,141</b>	<b>-7.5%</b>	<b>9.6%</b>
<b>Operating Expenses</b>	<b>2,558</b>	<b>2,819</b>	<b>2,322</b>	<b>-9.3%</b>	<b>10.1%</b>
<i>Staff Cost</i>	980	1,026	946	-4.5%	3.6%
<i>Other Operating Expenses</i>	1,578	1,793	1,377	-12.0%	14.6%
<b>Operating Profit/(Loss)</b>	<b>885</b>	<b>902</b>	<b>818</b>	<b>-1.9%</b>	<b>8.2%</b>
Provisions	212	471	360	-55.0%	-41.2%
Profit Before Tax	674	432	458	56.0%	47.0%
Tax Expense	171	(20)	116	NM	48.0%
<b>Net Profit / (Loss)</b>	<b>502</b>	<b>452</b>	<b>343</b>	<b>11.2%</b>	<b>46.7%</b>
Yield on Advances	10.2%	10.3%	10.1%		
Cost of Funds	6.5%	6.4%	6.2%		
Cost of Deposits	6.1%	6.1%	5.9%		
NIM	2.4%	2.4%	2.5%		
Cost to income	74.3%	75.8%	73.9%		

# Break Up of Non-Interest Income

All figures in INR Crs

- **Non-Interest Income** for Q1FY25 at INR 1,199 Crs, up 5.1% Y-o-Y and down 23.6% Q-o-Q
- **Normalised** for realised/ unrealised gain on **Investments & Treasury Income Core Fee** Income registered growth of **20.5% Y-o-Y**
- Corporate Trade & Cash Mgmt. fees grew **11.8% Y-o-Y** in Q1FY25
- Retail Banking Fees up **25.9% Y-o-Y** in Q1FY25
  - Healthy **product mix** in Insurance Sales contributing to momentum in **Third Party** Sales
  - **28%** Y-o-Y Growth in Retail **Life Insurance Premium**
  - **82%** Y-o-Y growth in **Mutual Fund** Sales with **50%** Y-o-Y growth in MF AUM
  - **173%** growth in **CMS activation**

Break up of Non Interest Income	Quarter Ended			Growth	
	Q1FY25	Q4FY24	Q1FY24	Q-o-Q	Y-o-Y
<b>Non Interest Income</b>	<b>1,199</b>	<b>1,569</b>	<b>1,141</b>	<b>-23.6%</b>	<b>5.1%</b>
<b>Corporate Trade &amp; Cash Management</b>	<b>228</b>	<b>242</b>	<b>204</b>	<b>-5.8%</b>	<b>11.8%</b>
<b>Forex, Debt Capital Markets &amp; Securities</b>	<b>70</b>	<b>132</b>	<b>224</b>	<b>-46.6%</b>	<b>-68.6%</b>
<i>Investment gains &amp; Treasury Income</i>	<i>(32)</i>	<i>15</i>	<i>119</i>	<i>NM</i>	<i>NM</i>
<b>Corporate Banking Fees</b>	<b>57</b>	<b>69</b>	<b>43</b>	<b>-17.5%</b>	<b>32.7%</b>
<b>Retail Banking Fees</b>	<b>843</b>	<b>1,125</b>	<b>670</b>	<b>-25.1%</b>	<b>25.9%</b>
<i>Trade &amp; Remittance</i>	<i>163</i>	<i>164</i>	<i>140</i>	<i>-0.8%</i>	<i>16.0%</i>
<i>Facility/Processing Fee</i>	<i>184</i>	<i>165</i>	<i>116</i>	<i>11.6%</i>	<i>59.0%</i>
<i>Third Party Sales</i>	<i>140</i>	<i>253</i>	<i>125</i>	<i>-44.5%</i>	<i>12.7%</i>
<i>Interchange Income</i>	<i>171</i>	<i>250</i>	<i>144</i>	<i>-31.8%</i>	<i>18.7%</i>
<i>General Banking Fees</i>	<i>185</i>	<i>176</i>	<i>145</i>	<i>5.4%</i>	<i>27.6%</i>
<b>Others (Interest on Income Tax Refund)</b>	<b>-</b>	<b>118</b>	<b>-</b>	<b>NM</b>	<b>NM</b>



# Break up of Operating Expenses

All figures in INR Crs

- **Operating Costs** at INR 2,558 Crs up **10.1% Y-o-Y** and declined **9.3% Q-o-Q**. Ex- PSLC cost, Opex grew **8.0% Y-o-Y**
- Excluding **PSLC** Cost and other one-offs
  - Ex- **PSLC** costs, Income Tax Refunds & realised/ unrealised gain on Investments & Treasury Income, Normalized **C/I** Ratio at **71.8%** v/s. 76.4% (Q1FY24) & 71.5% (Q4FY24)
- Business volume linked expenses **contained**
- Premises costs for Q1FY25 up 22.0% Y-o-Y largely led by **~140 new branches** opened since Jan'23
- Others: Include **PSLC** Cost of **INR 63** Crs during the quarter v/s. INR 13 Crs in Q1FY24 and INR 254 Crs in Q4FY24.

Break up of Operating Expenses	Quarter Ended			Growth	
	Q1FY25	Q4FY24	Q1FY24	Q-o-Q	Y-o-Y
Staff	980	1,026	946	-4.5%	3.6%
Business Volume Linked	451	482	461	-6.4%	-2.2%
IT	303	314	256	-3.5%	18.4%
Premises	270	250	221	8.0%	22.0%
Professional Fees	325	324	263	0.2%	23.4%
Others	229	423	175	-45.9%	30.7%
<i>of which PSLC</i>	63	254	13	-75.1%	404.1%
<b>Total Opex</b>	<b>2,558</b>	<b>2,819</b>	<b>2,322</b>	<b>-9.3%</b>	<b>10.1%</b>

Professional Fees primarily comprise of Bureau costs and vendor fees related to Collections, Contact Centre and other consulting and legal costs

# Provisions and P&L

All figures in INR Crs

- **Provision cost** for Q1FY25 down **19.5% Y-o-Y** and **15.0% Q-o-Q**
  - Non-Tax provisions **down 41.2%** Y-o-Y and **55.0%** Q-o-Q
- Gross Slippages for Q1FY25 at **INR 1,205 Crs** v/s. INR 1,482 Crs in Q1FY24 and INR 1,356 Crs in Q4FY24
  - Slippages Net of Recoveries and Upgrades in Q1FY25 at **INR 499 Crs** v/s. INR 808 Crs in Q1FY24 and INR 370 Crs in Q4FY24
- Provisions for Investments include:
  - Gross recoveries from Security Receipts at **INR 732 Crs** in Q1FY25 resulting into Gross P&L gain of **INR 654 Crs**
- **Resolution** momentum continues to be strong with Total Recoveries & Upgrades for Q1FY25 at **INR 1,581 Crs**
- **NNPA + net carrying value** of **SR** as % of Advances at **0.9%** v/s. 2.4% in Q1FY24 and 1.1% in Q4FY24

Break up of Provisions	Quarter Ended			Growth	
	Q1FY25	Q4FY24	Q1FY24	Q-o-Q	Y-o-Y
<b>Operating Profit/(Loss)</b>	<b>885</b>	<b>902</b>	<b>818</b>	<b>-1.9%</b>	<b>8.2%</b>
Provision for Taxation	171	(20)	116	NM	48.0%
Provision for Investments	(318)	(567)	144	-44.0%	NM
Provision for Standard Advances & Others	17	138	(98)	NM	NM
Provision for Non Performing Advances	513	900	314	-43.0%	63.3%
<b>Total Provisions</b>	<b>383</b>	<b>451</b>	<b>476</b>	<b>-15.0%</b>	<b>-19.5%</b>
<b>Net Profit / (Loss)</b>	<b>502</b>	<b>452</b>	<b>343</b>	<b>11.2%</b>	<b>46.7%</b>
Return on Assets (annualized)	0.5%	0.5%	0.4%		
Return on Equity (annualized)	4.5%	4.3%	3.3%		
Earnings per share-basic (non-annualized)	0.16	0.16	0.12		

# Balance Sheet

All figures in INR Crs



- Balance Sheet grew **14.6% Y-o-Y**
- Advances growth at **14.7% Y-o-Y**
- Robust growth momentum sustains in Deposits at **20.8% Y-o-Y**
- C/D ratio at **86.6%** v/s. 91.3% in Q1FY24 and 85.5% in Q4FY24
- Disbursements of **INR 20,910** in Q1FY25

Disbursements	Q1FY25
Retail Assets	7,440
Rural Assets	963
SME <sup>1</sup>	7,020
Mid Corporate	1,429
Corporate	4,058

Balance Sheet	30-Jun-24	31-Mar-24	30-Jun-23	Q-o-Q %	Y-o-Y %
<b>Assets</b>	<b>407,697</b>	<b>405,493</b>	<b>355,754</b>	<b>0.5%</b>	<b>14.6%</b>
Advances	229,565	227,799	200,204	0.8%	14.7%
Investments	88,514	90,235	70,971	-1.9%	24.7%
<b>Liabilities</b>	<b>407,697</b>	<b>405,493</b>	<b>355,754</b>	<b>0.5%</b>	<b>14.6%</b>
Shareholders Funds	45,649	42,145	41,161	8.3%	10.9%
<i>Total Capital Funds</i>	<i>47,389</i>	<i>43,792</i>	<i>45,048</i>	<i>8.2%</i>	<i>5.2%</i>
Deposits	265,072	266,372	219,369	-0.5%	20.8%
Borrowings	80,128	79,941	74,747	0.2%	7.2%

Break up of Deposits	30-Jun-24	31-Mar-24	30-Jun-23	Q-o-Q %	Y-o-Y %
<b>CASA</b>	<b>81,567</b>	<b>82,317</b>	<b>64,568</b>	<b>-0.9%</b>	<b>26.3%</b>
<i>Current Account</i>	<i>36,834</i>	<i>41,344</i>	<i>30,477</i>	<i>-10.9%</i>	<i>20.9%</i>
<i>Savings Account</i>	<i>44,733</i>	<i>40,973</i>	<i>34,090</i>	<i>9.2%</i>	<i>31.2%</i>
<b>CASA Ratio</b>	<b>30.8%</b>	<b>30.9%</b>	<b>29.4%</b>		
<b>Term Deposits</b>	<b>183,505</b>	<b>184,055</b>	<b>154,802</b>	<b>-0.3%</b>	<b>18.5%</b>
<i>Certificate of Deposits</i>	<i>-</i>	<i>-</i>	<i>197</i>	<i>NM</i>	<i>NM</i>
<b>Total Deposits</b>	<b>265,072</b>	<b>266,372</b>	<b>219,369</b>	<b>-0.5%</b>	<b>20.8%</b>

<sup>1</sup> Includes sanctions/ limit set-ups

# Break up of Advances & Deposits

All figures in INR Crs

- **SME Advances up 23.8% Y-o-Y<sup>1</sup>; Mid Corporate Advances up 25.0%<sup>1</sup> Y-o-Y**
- **Corporate Advances up 13.8% Y-o-Y** and 6.4% Q-o-Q v/s. decline seen over last few years
- **Strategic** slowdown in **Retail Assets** growth with focus on Profitability improvement
- CASA + Retail TDs<sup>2</sup> at **57.6%**
- Average daily CA for Q1FY25 **grew 21.7% Y-o-Y** and **10.4% Q-o-Q** despite decline on Q-o-Q basis in EOP values
- Average daily SA for Q1FY25 **up 28.5% Y-o-Y** and **8.7% Q-o-Q**
- **Retail CASA** Accounts opened: **~378K** in Q1FY25

Segmental Break up of Advances	30-Jun-24	31-Mar-24	30-Jun-23	Q-o-Q %	Y-o-Y %
Retail	101,781	105,103	94,445	-3.1% <sup>1</sup>	9.4% <sup>1</sup>
SME	37,147	35,327	28,899	5.3% <sup>1</sup>	23.8% <sup>1</sup>
Mid corporate	34,309	34,393	27,342	-0.3% <sup>1</sup>	25.0% <sup>1</sup>
Corporate	56,328	52,976	49,518	6.3%	13.8%
<b>Total Net Advances</b>	<b>229,565</b>	<b>227,799</b>	<b>200,204</b>	<b>0.8%</b>	<b>14.7%</b>

Segmental Break up of Deposits <sup>3</sup>	30-Jun-24	31-Mar-24	30-Jun-23	Q-o-Q %	Y-o-Y %
Retail & Branch Banking led Deposits	142,452	141,523	117,608	0.8% <sup>1</sup>	21.3% <sup>1</sup>
<i>Retail &amp; Branch Banking CASA Ratio</i>	<i>35.9%</i>	<i>36.6%</i>	<i>34.7%</i>		
Other Deposits	122,620	124,849	101,565	-2.0% <sup>1</sup>	20.3% <sup>1</sup>
<i>Other CASA Ratio</i>	<i>24.7%</i>	<i>24.4%</i>	<i>23.3%</i>		
<b>Total Deposits</b>	<b>265,072</b>	<b>266,372</b>	<b>219,173</b>	<b>-0.5%</b>	<b>20.9%</b>

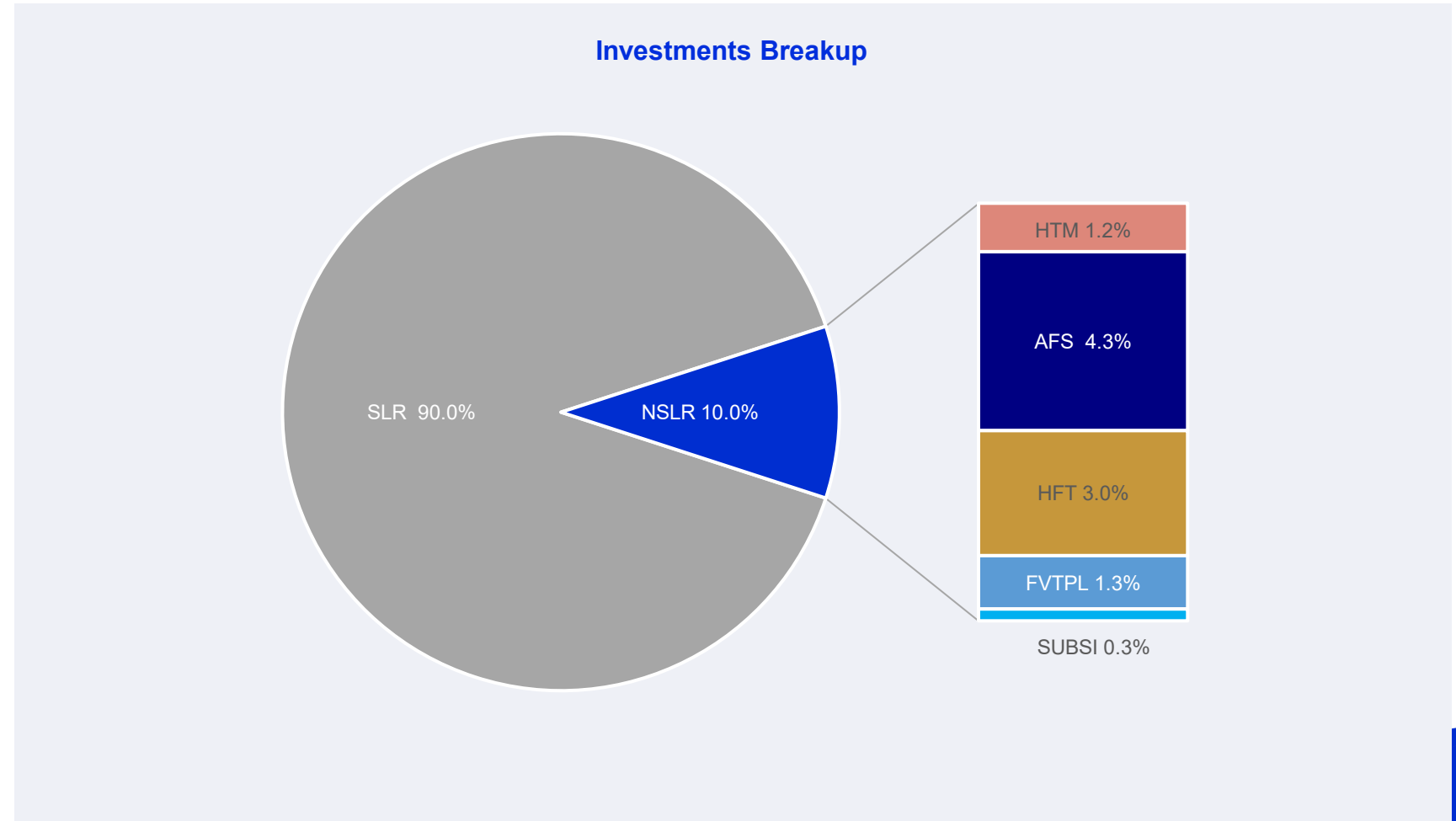
<sup>1</sup> Normalised for Inter- segment movement of Products and Customers during the quarter

<sup>2</sup> Based on Balances <= INR 2 Crs on an Account Level; <sup>3</sup> Excluding Certificate of Deposits; basis internal business segmentation

# Break up of Investments

All figures in INR Crs

- Total Net Investments at **INR 88,514 Crs**
  - **SLR – INR 79,657 Crs**
  - **Non SLR – INR 8,857 Crs**
    - Standard Performing- **INR 6,509 Crs**:  
**98% Rated AA and above**
    - Security Receipts- **INR 857 Crs**
    - Others<sup>1</sup>- **INR 1,491 Crs**
- Impact of **RBI's revised regulatory framework** (dated Sep 12, 2023) effective April 1, 2024
  - **Net Gain of INR 125 Crs** (net of tax) in the **Networth**- recognised **transition** gain in **General Reserve**
  - Additionally, transferred **INR 102 Crs** held in **Investment Reserve** to **General reserve**



<sup>1</sup> Includes Equity, Preference, CDR, US Treasury Bills, NPI & Others

# NPA Highlights

All figures in INR Crs



- **GNPA Ratio at 1.7% flat Q-o-Q**
- **NNPA Ratio at 0.5% down 10 bps Q-o-Q**
- Gross Slippages for Q1FY25 at **INR 1,205 Crs** v/s. INR 1,482 Crs in Q1FY24 and INR 1,356 Crs in Q4FY24
  - Slippages Net of Recoveries and Upgrades in Q1FY25 at **INR 499 Crs** v/s. INR 808 Crs in Q1FY24 and INR 370 Crs in Q4FY24
- Retail Segment Gross Slippages for Q1FY25 at **INR 1,056 Crs** v/s. INR 977 Crs in Q4FY24

Asset Quality Parameters	30-Jun-24	31-Mar-24	30-Jun-23
Gross NPA (%)	1.7%	1.7%	2.0%
Net NPA (%)	0.5%	0.6%	1.0%
Provision Coverage Ratio excl. Technical W/O (%)	67.6%	66.6%	48.4%
Provision Coverage Ratio incl. Technical W/O (%)	80.1%	79.3%	67.8%

Segmental GNPA	30-Jun-24		31-Mar-24		30-Jun-23	
	GNPA	(%)	GNPA	(%)	GNPA	(%)
Retail	1,807	1.8%	1,708	1.6%	1,224	1.3%
SME	562	1.5%	433	1.2%	386	1.3%
Mid corporate	521	1.5%	527	1.5%	210	0.8%
Corporate Banking	954	1.7%	1,314	2.4%	2,253	4.4%
<b>Total</b>	<b>3,845</b>	<b>1.7%</b>	<b>3,983</b>	<b>1.7%</b>	<b>4,073</b>	<b>2.0%</b>

Movement of GNPA <sup>1</sup>	31-Mar-24	Movement				30-Jun-24
	Opening	Additions	Upgrades	Recoveries	Write Offs	Closing
Retail	1,651	1,056	262	108	530	1,807
SME	487	137	29	32	2	562
Mid corporate	527	2	0	7	0	521
Corporate	1,317	11	16	252	105	954
<b>Total</b>	<b>3,983</b>	<b>1,205</b>	<b>307</b>	<b>399</b>	<b>637</b>	<b>3,845</b>

<sup>1</sup> Opening Balance for Mar-24 includes the impact of for Inter- segment movement of Products and Customers during the quarter

# Summary of Labelled & Overdue Exposures



All figures in INR Crs

- Slippage of **INR 32 Crs** in Q1FY25 from Standard Restructured Advances pool of Q4FY24
- Recovery and Repayments from Standard Restructured accounts amounted to **INR 100 Crs**
- Upgrades from Restructured to Standard Advances amounted to **INR 20 Crs**
- Recoveries** from **Security Receipts** during the quarter aggregated to **INR 732 Crs**
  - Provision Coverage on Security Receipts at **84.2%**
- Overdue book of 31-90 days down to **INR 3,623 Crs** from INR 3,863 Crs in Q1FY24 and INR 3,864 Crs in Q4FY24

Particulars	30-Jun-24		31-Mar-24		30-Jun-23	
	Gross	Provisions	Gross	Provisions	Gross	Provisions
NPA	3,845	2,599	3,983	2,653	4,073	1,972
<b>Other Non Performing Exposures</b>	<b>6,500</b>	<b>4,861</b>	<b>6,901</b>	<b>4,830</b>	<b>8,579</b>	<b>4,853</b>
<i>NFB of NPA accounts</i>	978	195	985	198	1,209	217
<i>NPI</i>	97	97	110	110	146	63
<i>Security Reciepts</i>	5,426	4,569	5,806	4,521	7,224	4,573
<b>Total Non Performing Exposures</b>	<b>10,345</b>	<b>7,459</b>	<b>10,883</b>	<b>7,483</b>	<b>12,652</b>	<b>6,825</b>
<b>Technical Write-Off<sup>1</sup></b>	<b>2,430</b>	<b>2,430</b>	<b>2,430</b>	<b>2,430</b>	<b>2,451</b>	<b>2,451</b>
<b>Provision Coverage incl. Technical W/O</b>		<b>77.4%</b>		<b>74.5%</b>		<b>61.4%</b>
<b>Std. Restructured Advances<sup>2</sup></b>	<b>3,643</b>	<b>292</b>	<b>3,792</b>	<b>316</b>	<b>4,682</b>	<b>468</b>
<i>Erstwhile</i>	10	6	11	4	298	52
<i>DCCO related</i>	1,852	93	1,852	93	1,489	74
<i>MSME</i>	72	10	101	13	539	54
<i>Covid</i>	1,710	183	1,829	207	2,355	287
<b>Other Std. exposures<sup>3</sup></b>	<b>321</b>	<b>112</b>	<b>330</b>	<b>116</b>	<b>353</b>	<b>123</b>
<b>61-90 days overdue loans</b>	<b>1,809</b>		<b>1,879</b>		<b>2,594</b>	
<i>Of which Retail</i>	1,165		987		705	
<b>31-60 days overdue loans</b>	<b>1,815</b>		<b>1,805</b>		<b>1,269</b>	
<i>Of which Retail</i>	1,550		1,294		1,034	

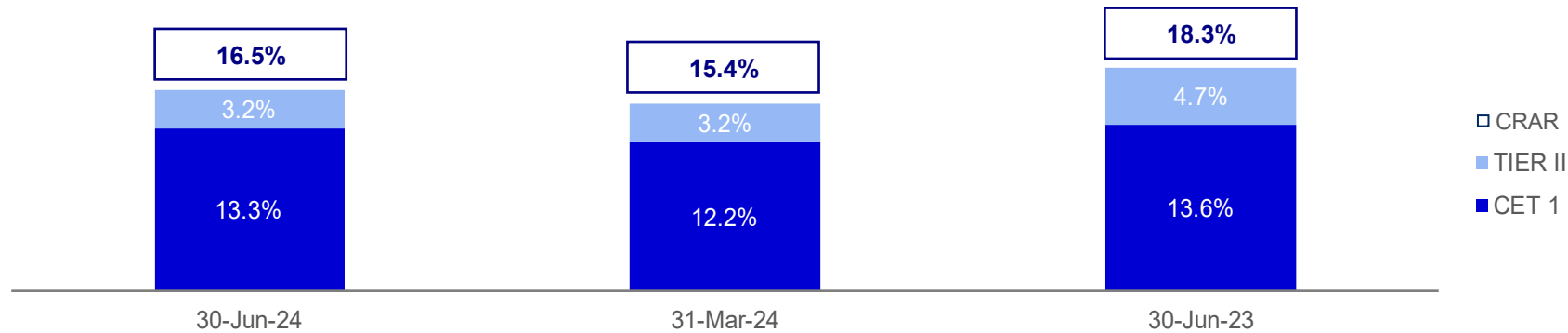
<sup>1</sup> Comprises only Corporate Accounts

<sup>2</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>3</sup> Where provisioning has been made as per requirement of RBI circular on Prudential Framework for Resolution of Stressed Assets dated June 7, 2019

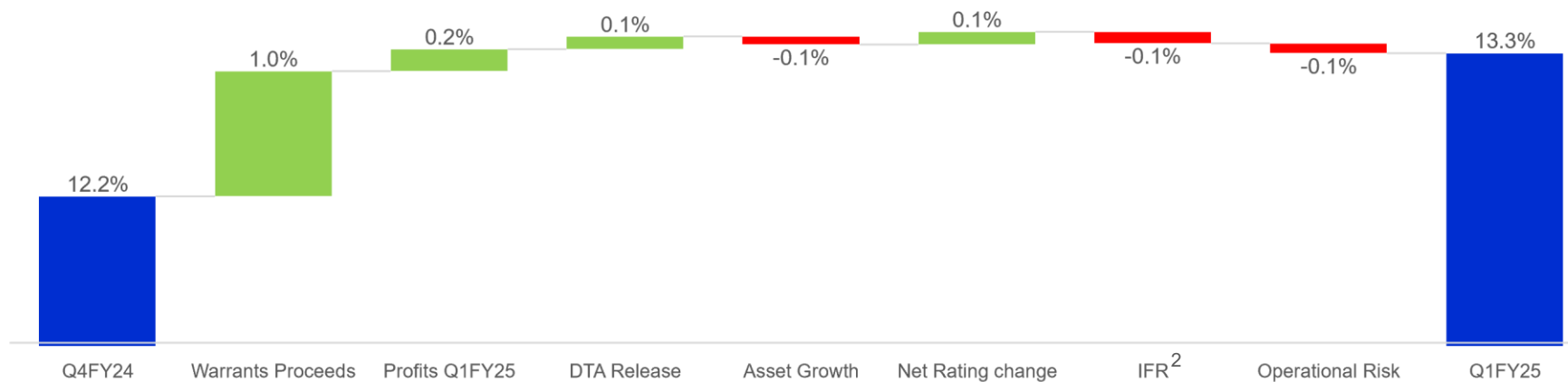
# CET 1 Ratio at 13.3%

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



During the quarter both **CA Basque Investments** and **Verventa Holding Ltd.** have **exercised** the outstanding **Warrants**

## 2 CET I Q-o-Q Movement in Q1FY25



**RWA to Total Assets** at **70.3%** vs. 69.1% in Q1FY24 and 70.3% in Q4FY24



<sup>1</sup> Includes Profits; <sup>2</sup> Investment Fluctuation Reserve impact on account of Revised RBI Circular



# Contents



India : Fastest Growing Major Economy

YES Bank – India’s New Age Private Sector Bank

Unique Turnaround

Profitability Trajectory

Financial Results- Q1FY25

**YES BANK Franchise**



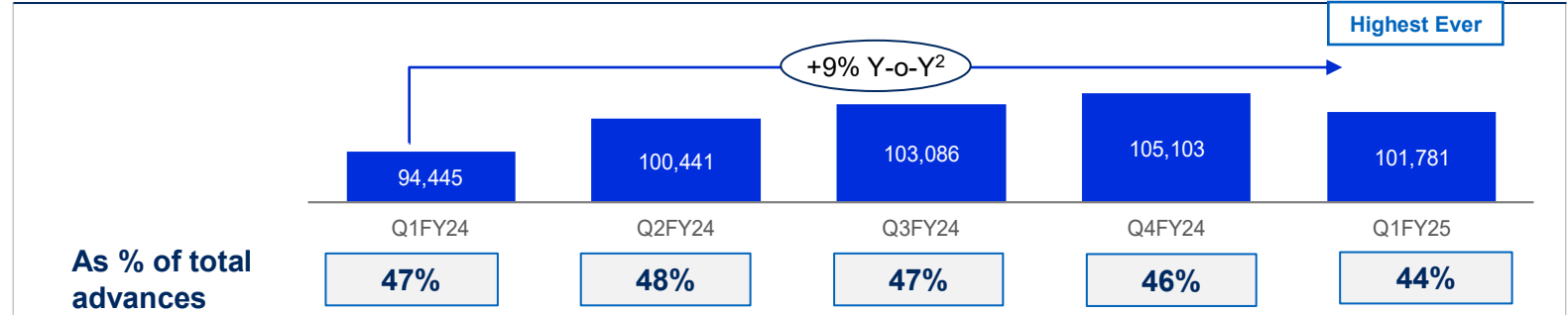
# Retail Bank:

Full spectrum retail bank growing with strong momentum

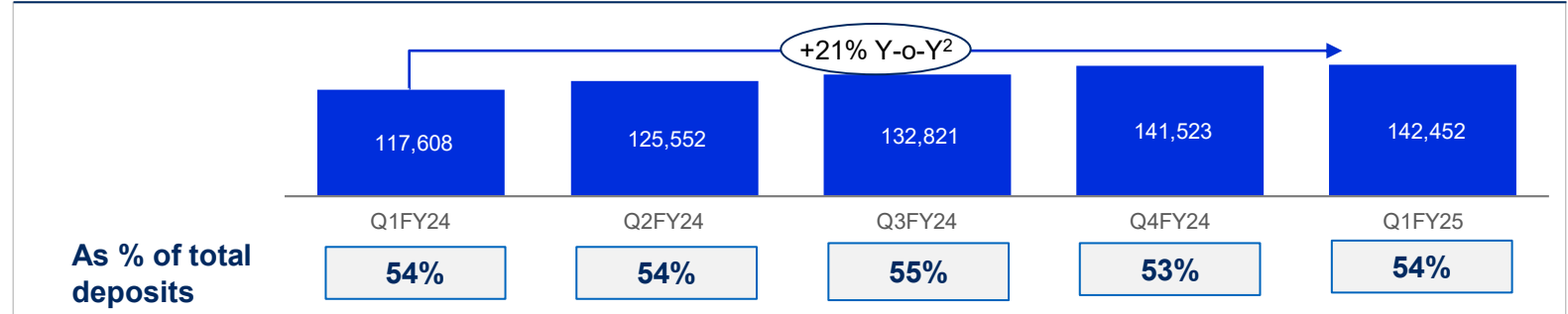


All figures in INR Crs

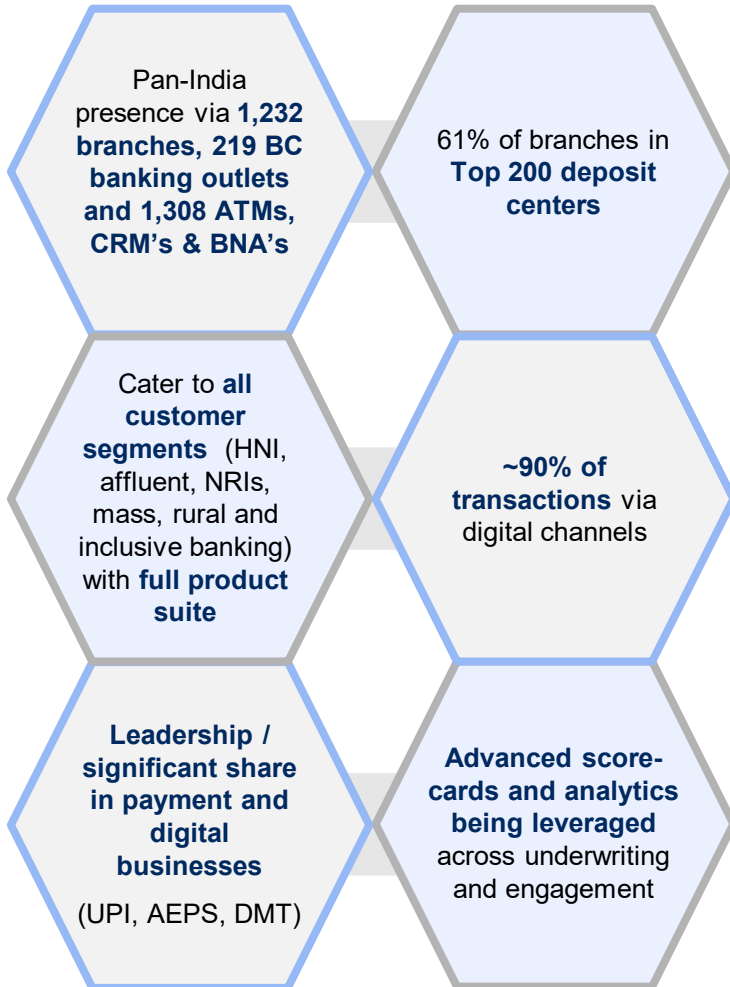
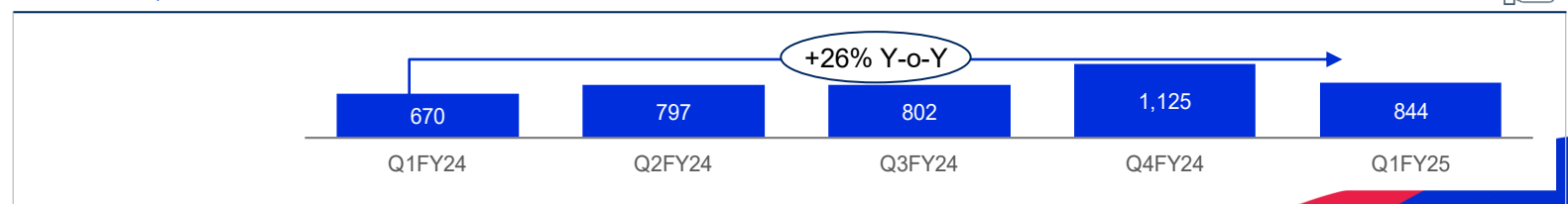
## Strong growth in Retail Advances <sup>1</sup>



## ...along with healthy growth in Retail & Branch Banking led Deposits



## In addition, continued momentum within Retail Fee Income



<sup>1</sup> Basis Internal Business Segmentation; excludes SME Advances, <sup>2</sup> Growth rates normalised for Inter-segment movement of Products and Customers during the quarter

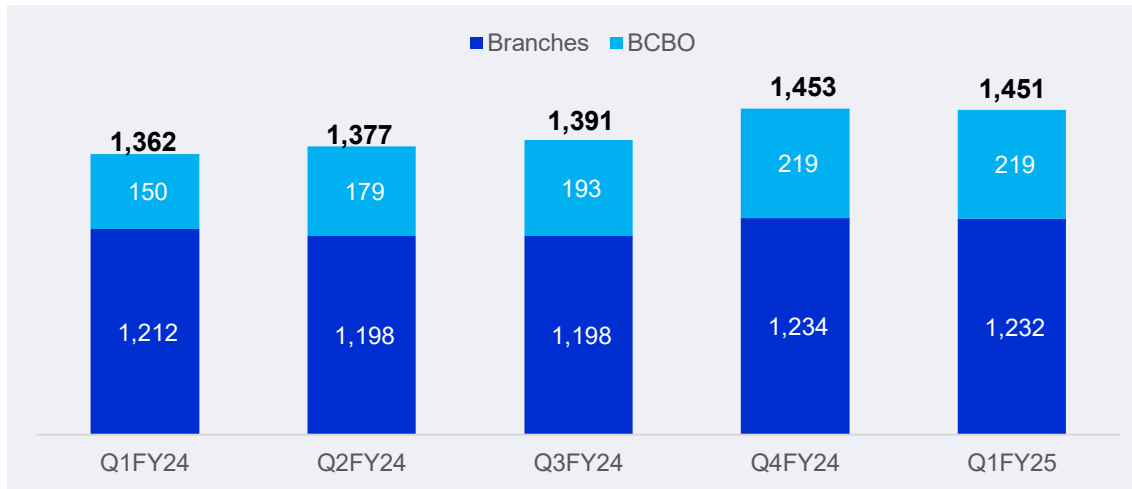
# Branch Banking:

Expanding Footprint, Enhanced Digital Cross Sell & Growth in Granular Deposits

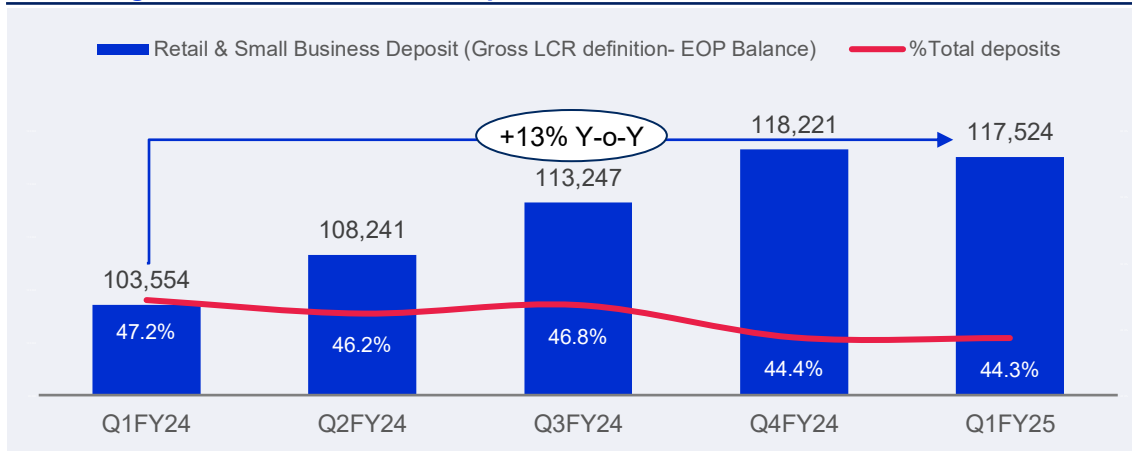


All figures in INR Crs

## 1 Branch Network



## 3 Strong momentum in Granular Deposits



## 2 Digital Journeys for seamless Customer Acquisition, Servicing & Cross sell

Current & Savings Account Onboarding

### Assisted Digital

- ~96% Individual SA, ~95% Eligible CA accounts opened digitally (individual+ sole prop)
- Comprehensive digital onboarding for Individual CA, Sole Proprietors, COs & LLP
- Industry First - data backed Product Recommender - Auto fetch profile information from GST for KYC validation & right product recommendation in real time for New to Bank CA

### Digital Co-origination enabled across CA & SA onboarding

- Co-sourcing of 3-in-1 (demat & trading) account with SA
- Co-origination of SA along with CA for sole proprietors in a single journey

### DIY with VKYC

- End to End STP journey for digital SA & individual CA account opening
- DIY Journeys for Government schemes enabled – APY and PMJDY

### Servicing

- Over 96 unique service journeys available on digital applications
  - 61 on “IRIS by YES Bank” – Bank’s newest Digital app
  - 77 on YES Online – Internet Banking Platform
  - 43 on YES Robot
  - 31 on WhatsApp Banking

Servicing & Cross Sell

### Cross Sell

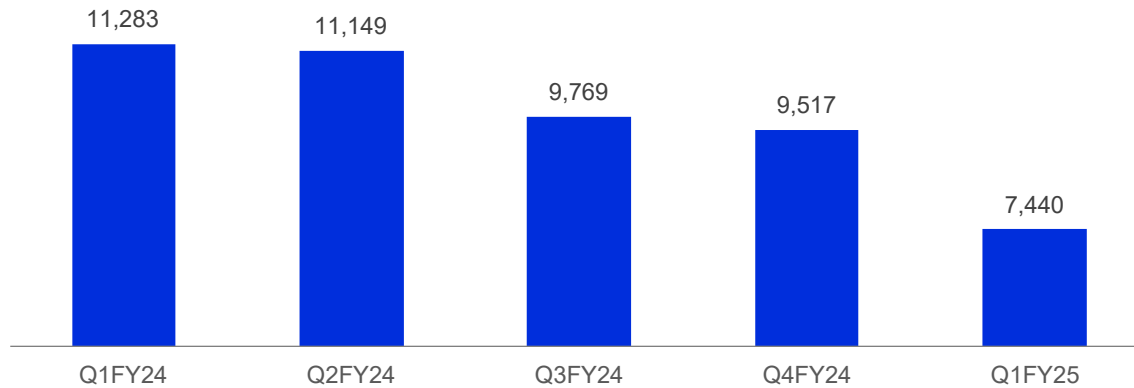
- End-to-end digital journeys for FD, RD, Credit card, MF, SGB, insurance, IPOs, Card upgrades & quick loans, tax payments, Government schemes and Personal Loans
- Journeys available across DIY / Assisted

# Retail Assets:

## Fast growing diversified book

All figures in INR Crs

### 1 Retail Banking asset disbursements<sup>1</sup>: Calibration in Product mix



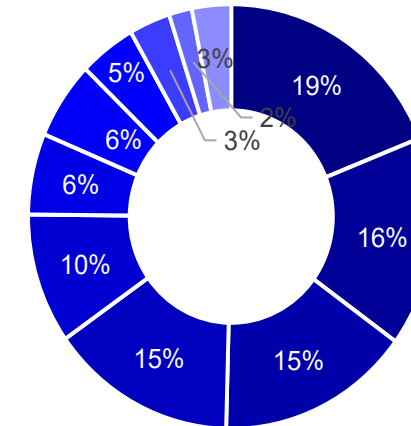
### 3 On the back of purposeful digital investments



- **Loan in seconds (LIS) platform** and front-end automation initiatives (**Yes Robot**) have resulted in **lower TAT along with higher productivity**
- Adopted the **account aggregator ecosystem as FIU / FIP** to capitalize on consent layer of India stack
- **Sales Force** implementation helping in process improvement and customer delight
- **New digital collection management system** and collection scorecards, further strengthening the collection efficacy

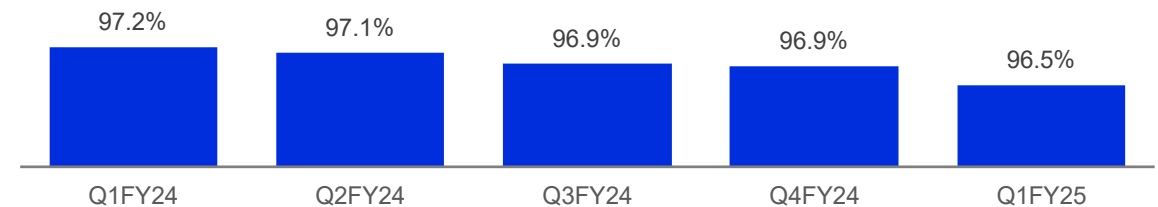
### 2 Diversified retail book<sup>2</sup>

- Home Loans
- Secured Business Loans
- Personal Loans
- Auto Loans
- Commercial Vehicle Loans
- Construction Equipment Loans
- Credit Cards
- Rural Banking
- Business Loans
- Inclusive & Social Banking
- Others



Preferred financier status with leading Auto OEMs

### 4 Strong focus on book quality & collections



- High share of secured loans in Retail Assets book : nearly 80%, with healthy LTV ratios:
  - Avg. LTV for Affordable Home Loan ~65.6%
  - Avg. LTV for LAP ~54.4%

<sup>1</sup> Excludes Rural Banking Assets, Credit Cards and Inclusive & Social Banking, <sup>2</sup> Split basis gross retail advances

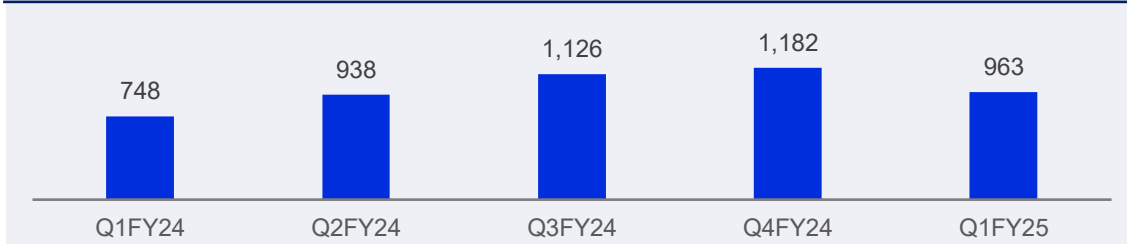
# Rural Assets

Deepening the penetration in emerging rural markets & generating Agri PSL



All figures in INR Crs

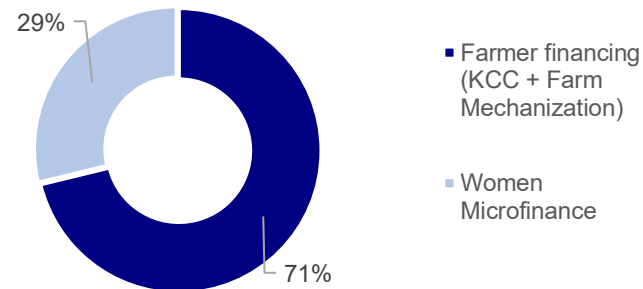
## 1 Business originations<sup>1</sup>



- 100% book qualifies under **granular PSL lending**
- **Product suite to cater to all segments** of semi urban/ rural ecosystem
- **Parameterized lending** in the granular book for faster disbursements

## 3 Capturing Rural value chain with geographic diversification

### Book Split (value) by segments



- **Diversified portfolio** across ~230 districts in 17 states
- **Long standing relationship with credible BC partners**

Book size : INR 5,936 Cr

## 2 Robust Farmer financing and Women Microfinance book

- **High quality farmer financing** book with NPA of 1.8%
- **Covid impacted women microfinance book is almost nil and the entire book is recent one with <1% NPA**
- **Well diversified farmer financing book with small, medium and large ticket size loans.**
- **On ground portfolio monitoring/** trigger-based monitoring by an independent risk monitoring team

## 4 Profitability Drivers supported by indepth analytics

- **New LOS and LMS** along with important features such as eKYC, integrated BRE with instant result, eSIGN and direct disbursement will help in improving the efficiency and productivity resulting in overall 20% increase in conversion rate (sourcing to Disbursement)
- Analysis on the industry wide data for analyzing business trends, portfolio quality and competitive bench-marking through credit bureau data at pin code level
- **Periodic analysis** of SRO (MFIN) reports
- Monthly **competitive benchmarking** of interest rates and disbursement figures for industry peers

<sup>1</sup> Excluding a business unit which lends to Microfinance institutions, as it has been internally transferred to Wholesale Banking Segment

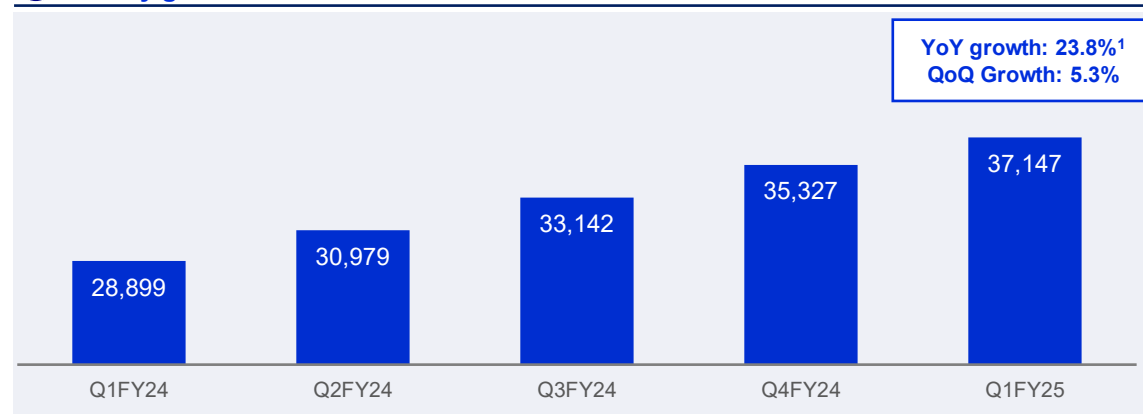
# SME Banking:

## Strong Book Growth while boosting bottom line



All figures in INR Crs

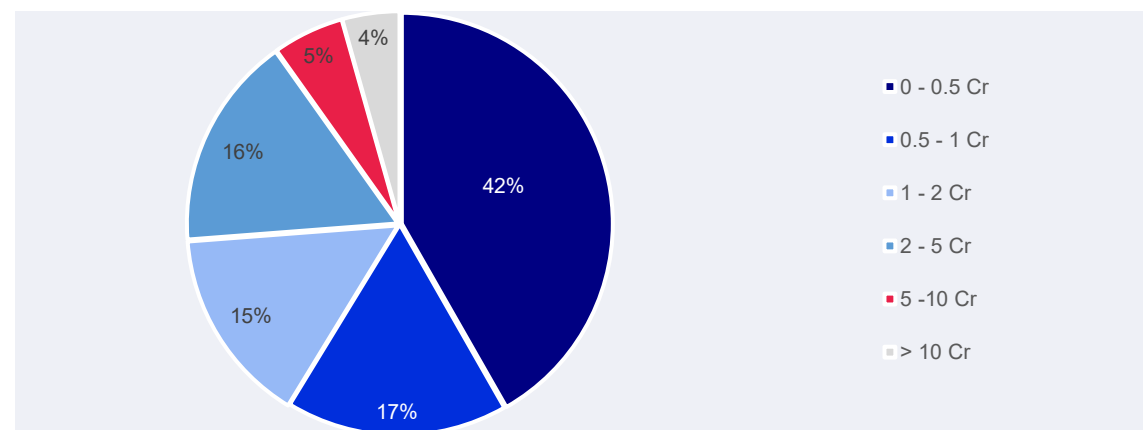
### 1 Steady growth in funded book



- **Healthy Book** : GNPA 1.5% of Fund Book

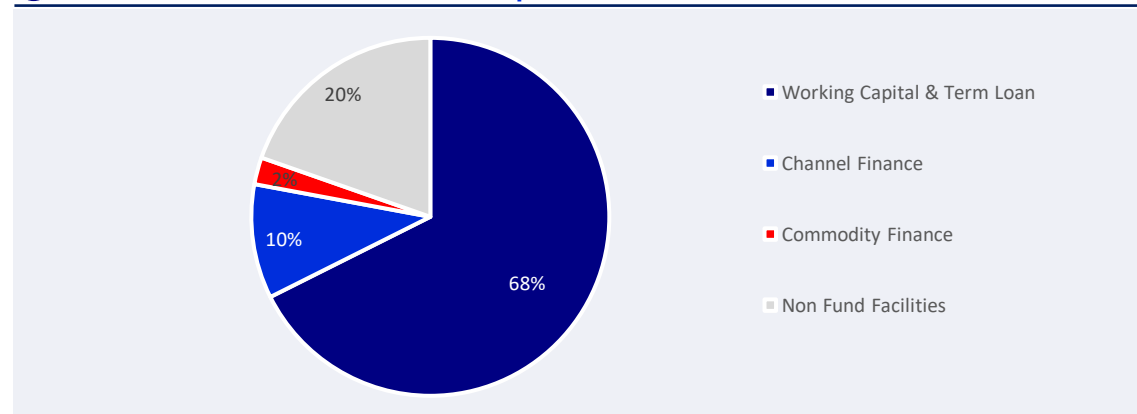
### 3 SME Portfolio Granularity (Customers)

Exposure Split by Ticket Size (By customers(#))



<sup>1</sup> Growth rates normalised for Inter- segment movement of Products and Customers during the quarter

### 2 Funded and Non-Funded Book composition



Healthy mix of Non-Fund book at ~20%

### 4 Growth avenues, Customer centricity & product innovation

- **Digital Empowerment** :
  - **Digital Lending Platform** : Countrywide launch of DLP 2.0 to digitally onboard (DIY/assisted) prospective SME customers.
  - **Digi OD** : Extension of digital platform on high yielding unsecured overdraft product offering to pre-approved ETB customers (in addition to NTB customer acquisition).
  - **Customer Centricity** : Active new client acquisition growth of 31% YoY Q1
  - **SME Direct Desk** : Additional services added under exclusive direct desk for SME customers with an objective to further ease RM bandwidth

# Credit Cards:

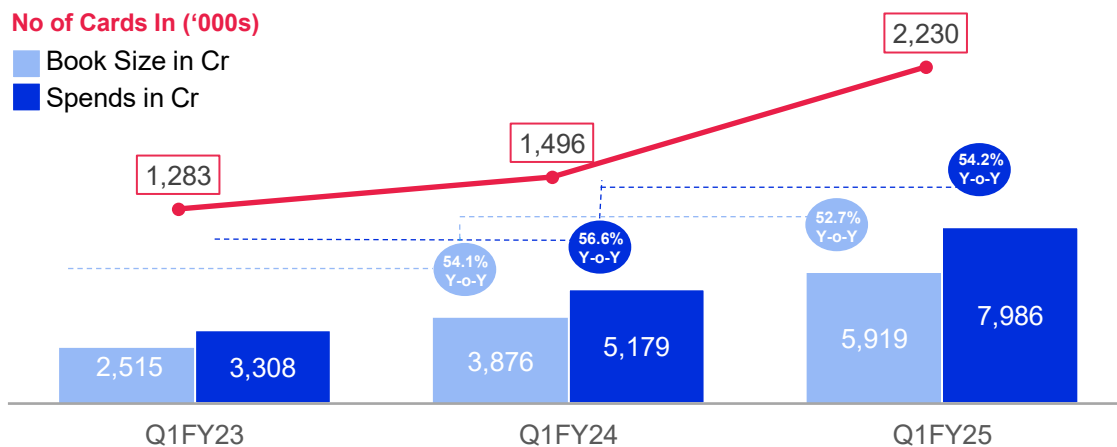
## Strong business growth and enhanced customer experience



### 1 Sustained Strong Growth in Cards, Book Size & Card Spends

No of Cards In ('000s)

■ Book Size in Cr  
■ Spends in Cr



### 3 Product and Portfolio Engagement



- Recorded highest ever **UPI spends of INR 968 Cr** in Q1 FY25. 37.4% growth over Q4 FY24
- Online spends continues** to contribute 53% of the total retail spends.
- Highest ever digital channels' contribution** in overall term booking at 35% for Q1 FY25
- Retail spends per unique customer** averaging at INR 14,250 for Q1 FY25.
- ~1 lac **credit card limit enhancement** requests fulfilled in Q1 FY25

### 2 Growth in Acquisition and Cross sell

- Steady growth in new card acquisition leading to 49% YoY** growth in customer base to reach ~2.23 million base.
- Internal Channels (Branch and Asset Cross Sell)** continue to contribute 53% of the acquisition
- Highest ever Spends of INR 7,986 Crs in Q1 FY25.** 54% YoY growth over Q1 FY24
- Book size of INR 5,919 Cr** at end of Q1 FY25. 52.7% YoY growth over Q1 FY24

### 4 Distribution Outreach and Digitization

- Digital contribution in new card acquisition** at 97% for Q1 FY25.
- Extended NTB sourcing** in ~650 additional pin-codes
- Credit card functionalities hosted on IRIS :**
  - Activation and Transaction Control
  - Credit Card Bill Payment
  - Limit Enhancements and Upgrade
  - Block and Re-issue
  - Card Tokenization

# Wholesale Banking

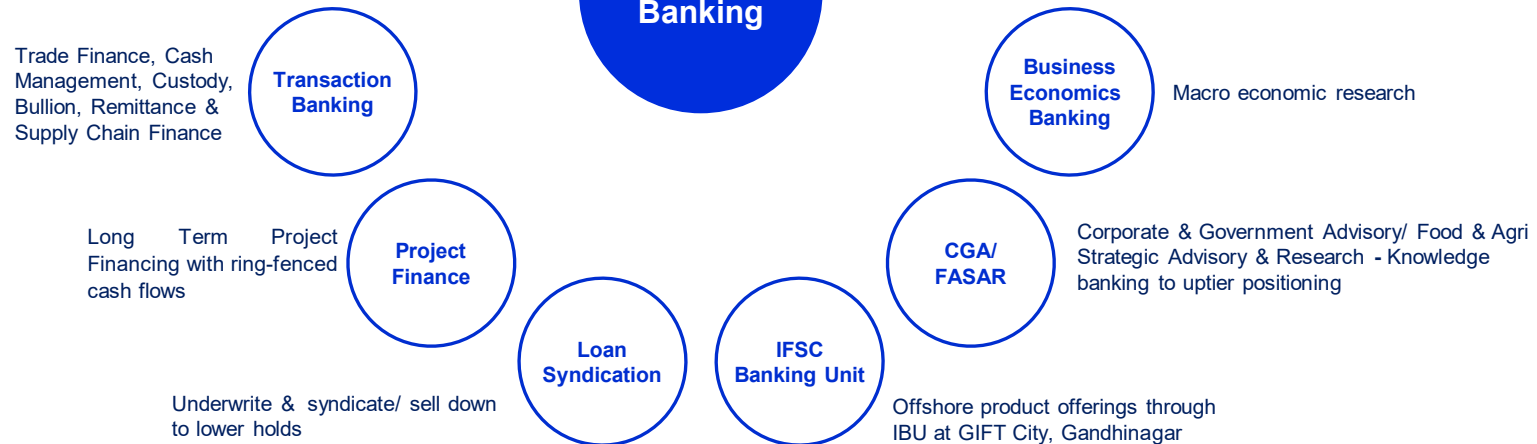
Covering diverse Client Segments with deep Product Expertise



## Client Segments



## Product Suite



Growing Client Base and improving positioning with high focus on Risk and Returns

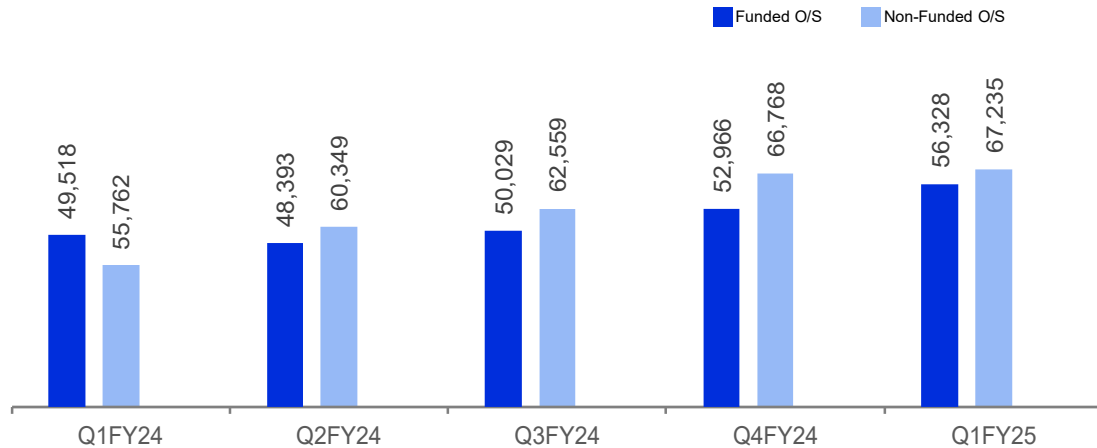


# Wholesale Banking Business (1)

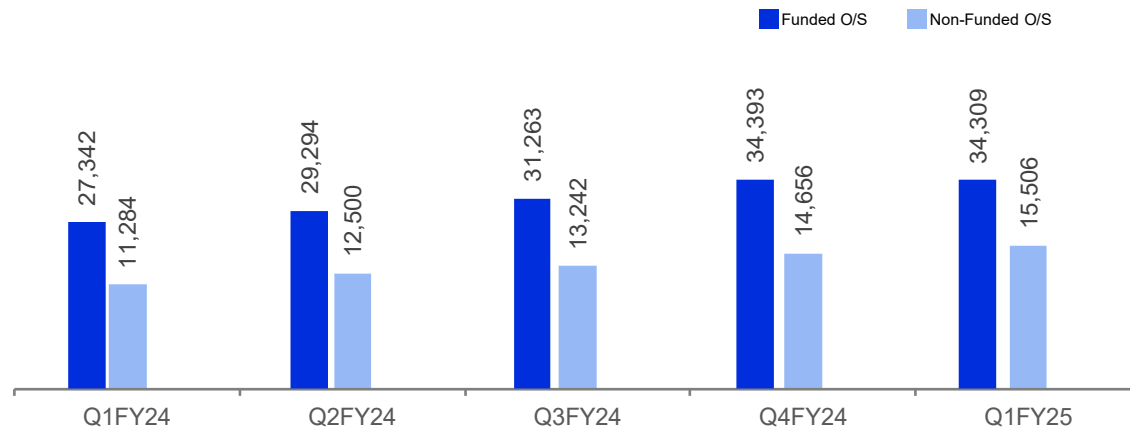
All figures in INR Crs



## 1 Corporate Book



## 2 Mid Corporate Book



## 3 Providing tailored solutions to clients across business segments

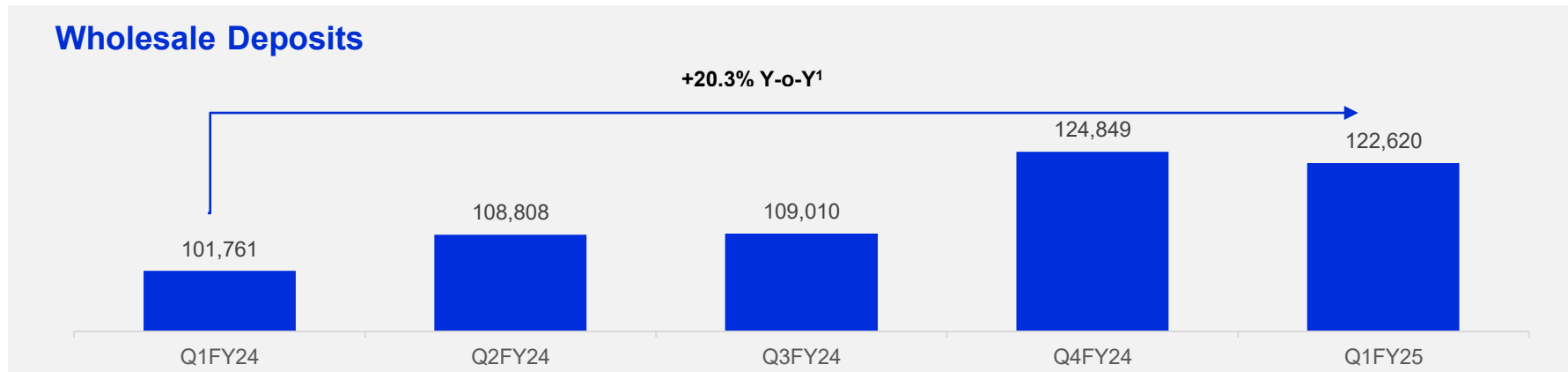
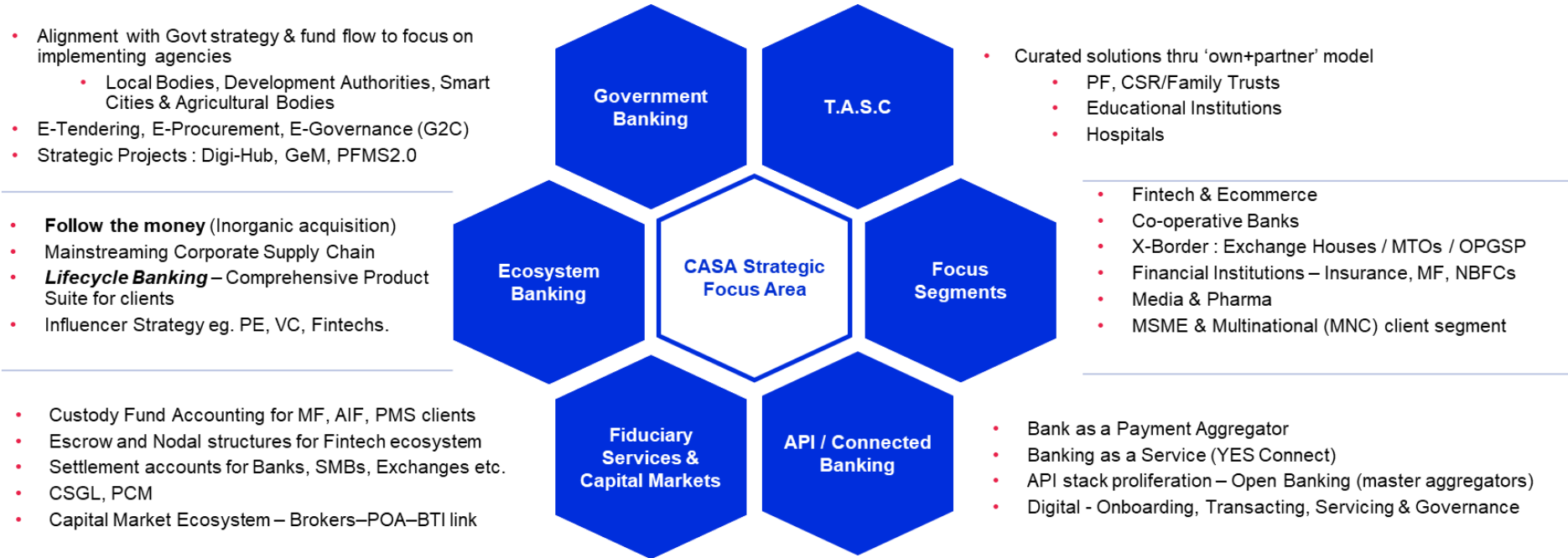
- Large Corporates**
  - Team of 187 Relationship Bankers in 10 cities
  - Focus on providing wide suite of banking products to develop and maintain core bank status
- Indian Financial Institutions**
  - Team of 63 Relationship Bankers covering Indian Financial Institutions and financial sector entities
  - Solutioning led wholesale liabilities franchise across Co-operative banks, BFSI and Fintechs
- International Financial Institutions**
  - Partnership with International DFI, Banks and Exchange Houses
  - Facilitate cross border business including trade and personal remittances
- Government Entities**
  - Team of 75 Relationship Bankers spread across 36 locations
  - Coverage of Government(s) and Administered Institutions with Comprehensive Financial and Digital solutions expertise
- Multinational Corporates**
  - Team of 44 Relationship Bankers spread across 8 locations
  - Granular advances growth with focus on trade/cash/FX solutioning
- Mid Corporates**
  - Team of 322 Relationship Bankers with a strong coverage with presence in 37 key cities. Building Granular portfolio with a focus on knowledge banking
  - Deeply entrenched in new-age entrepreneurship ecosystem by providing bespoke digital solutions, incubation and networking platforms

# Wholesale Banking Business (2)

## Building sustainable Liability Book



All figures in INR Crs



<sup>1</sup> Growth rates normalised for Inter- segment movement of Products and Customers during the quarter

# Large Corporates

## Focus Sectors

- Chemicals
- Infra - Road & Port
- Electronics & Electricals
- FMCG
- Food & Agri
- Auto & Auto Ancillaries
- Metals & Mining
- Logistics & Warehousing
- Transportation
- Healthcare & Pharma
- Renewable Energy
- EV

## Portfolio Quality and Risk

- Higher proportion of well rated corporates in Advances
- Continued reduction in stressed book & improvement in portfolio rating
- Growth in Working Capital & Trade business
- Focus on granularizing the portfolio.

## Pan India Presence

- Presence in 10 major locations

- Delhi
- Kolkata
- Mumbai
- Pune
- Ahmedabad



- Bengaluru
- Chennai
- Hyderabad
- Coimbatore
- Kochi



## Analytics

- Proactive EWS mechanism
- Detailed screening of new names prior to on-boarding

## Products

- Working capital Finance, Project Finance, Supply Chain Finance, FX and Derivatives
- Growing non-fund book - Letters of Credit, Bank Guarantees
- Digital, Collection & Payments, Liquidity Management Solutions
- Major contributor to Bank's Liabilities business
- Onboarding new clients via Debt Capital Markets solutions
- Cross-sell Retail Banking - Corporate salary accounts & Credit Cards
- Focus on high quality sponsors and granular book for Project Finance

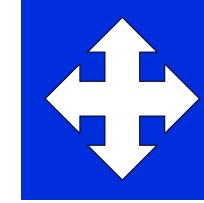
# Mid Corporates



**Growth led by NTB and X-sell** - higher wallet share and productivity



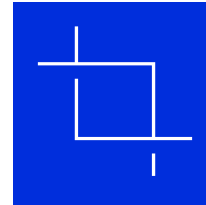
**Knowledge Sectors** – Media & Entertainment, Gems & Jewellery, Food & Agri, Pharma, Chemicals, Auto ancillary, Logistics, Metals



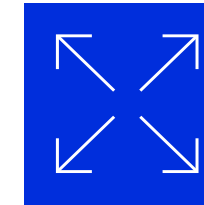
**ECOM Team**  
**Unicorn and Soonicorn Focus**



**Strong coverage** – presence in 37 key locations



**Laser Sharp focus on portfolio quality**



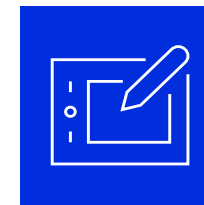
**Initiatives to maintain Bank's Leadership Position in startup ecosystem** through engagements like API banking, Customized Digital Solutions (UPI/PPI, Digital Escrow), and Advisory Services



**Sustainable growth in fund based book** - Increase Term Loan share



**Increase Fee contribution** through Augmenting credit & non-credit Trade/CMS income. Focus on digital channels like Trade On Net, Digital Banking, API integration. Using FASAR & Treasury capabilities



**Customers provide a multiplier effect for Branch Banking offerings** - Employee Salary Accounts, Wealth Management, Credit Cards

# Indian Financial Institutions



## Co-operative Banks & RRBs

- Relationship driven, Liability rich product offerings
- Dominant position in Digital offerings for Co-operative Banks



## NBFCs & MFIs

- Sustainable asset book building in well rated / retail focused NBFC's
- Strategic PSL funding through Institutional / MFI financing
- Facilitating Co-lending / DA partnerships to build Retail Book



## Capital Markets & Custody

- Tech enabled/ Tailored solutions for PCM & Custodial business.
- Banking facilities to Stock Brokers, Clearing members & Exchanges



## Banks & DFIs

- Strong relationships with Domestic Banks & FIs
- Resource raising in the form of Borrowings & Refinance



## Mutual Funds & Insurance

- Digitally advanced CMS offerings
- Banking facilities to Insurance Co's / Reinsurance brokers IBU Gift city branch



## Authorized Dealer Cat-II & FFMCS

- Foreign Exchange & Fee Income
- Tech enabled services and solutions

Liability focus with superior and customized Digital & Transactional banking solutions for Financial Institutions

PSL focus by lending to MFIs

Leverage bank network & capacity to gain wallet share with AD-IIs, SFBs & Co-operative Banks

- Facilitating business units by arranging Interbank lines.
- Co-lending/DA pools & Retail Banking products

Presence across all key locations Pan-India

# International Banking

## Accessing International Market



DFI / Banks

- Resource raising – Trade loans, Bilateral / Syndication loans, MTN borrowings
- INR borrowings / FD placements
- Interbank limits for global treasury
- Cross-border trade facilitation / fulfillment
- Nostro / Vostro accounts



International Fintechs / MTOs / Exchange House

- International trade payments through RDA / OPGSP / LRS – MTO channels

<p><b>Banking with the world</b></p>	<p>Providing <b>access to international markets</b> for availing financing, trade services and remittance solutions</p>
<p><b>Partnership &amp; Tie-ups</b></p>	<p>Extensive network of <b>International Banks, Multilateral Financial Institutions</b> and <b>Money Transfer Operators</b></p>
<p><b>Leveraging digital capabilities</b></p>	<p><b>Extending digital infrastructure to support trade transaction flows</b></p>
<p><b>Regulatory &amp; Compliance</b></p>	<p><b>International business with a regulatory and compliance focus</b></p>

**Trade & Treasury**

- Limits enablement to undertake trade / treasury businesses

**Remittances**

- Capitalising the Digital strength of the bank for increasing wallet share of payments routed under RDA
- Vostro / Special Rupee Vostro Accounts

**Borrowings**

- Term borrowings from MFIs and Banks

# Government Banking

## Partnering Government for settlement & disbursement



Government

- Central Ministries
- State Governments - Government Fund Flow Management
- Local Governments – Urban Local Bodies, Districts & Panchayat
- Government Agency Business – Central & State Government(s)



Administered Institutions

- Central and State PSUs
- State Development Authorities - Land & Housing, Industrial & Infra, Public Works, Irrigation, Product/Produce Promotion & Development, and Conservation Sectors
- SERW (Sports, Education & Research, Religious & Welfare Trusts)
- Alternate Investment Funds (AIFs) & Infrastructure Investment Trusts (InvIT)
- Special Projects – Projects funded by Multilaterals



Competitive advantage

**First mover** in Key Growth Sectors - Smart Cities, Defense OFB, Ports



Performance & delivery

**Quick Turnaround** in Solution Identification, Customization & Implementation



Pan-India coverage

**Banker to majority CPSUs** pan India for Asset & Liabilities. Re-empaneled with majority of Maharatna, Navratna & Miniratna PSUs



In-house expertise

**Industry First** - Knowledge & Banking proposition in Education, Agriculture, Electric Mobility, Solid Waste Management and Start – up Incubation through CGA and FASAR

### People

Presence of GB Team in **35 Locations** and amplified by **Branch led sourcing** of Govt Accounts at All YBL Branches pan-India

### Partnership

Relationship Mgmt. from **Central & State Government**, Local & Quasi government, CPSUs & state development authorities

### Product

Innovative **Bank Owned Solutions Digitization at the core**

### Knowledge

Knowledge engagement in Urban Infrastructure including e-Mobility & Start-up Incubation **through CGA<sup>1</sup>** and Agriculture & Allied Sectors **through FASAR<sup>2</sup>**

### Disburse

**Settlement Banker** to central & state government initiatives

### E -Governance

**One-stop solution** for a wide range of government sector services

<sup>1</sup> CGA: Corporate & Government Advisory

<sup>2</sup> FASAR: Food & Agribusiness Strategic Advisory & Research

# Multinational Corporates

## Focused Banking for every stage of Multinational Growth



Marquee MNCs

- Preferred Local Country Bank
- Supply chain financing
- Salary Account, Credit Cards, digital transactions



Growth MNCs

- Primary Banker
- Asset led liabilities
- Trade led FX flows



New Entrants

- Lifecycle Banking
- Solution oriented approach for liabilities
- FDI Inflows

<p>Digital stack</p>	<p>Extending YES Bank digital Stack to <b>enable seamless banking</b></p>
<p>Pan-India coverage &amp; delivery</p>	<p><b>Core Coverage</b> MNC dominant location with <b>Service and Digital capabilities</b> matching global standards</p>
<p>Sector alignment</p>	<p><b>Sectoral strategy</b> aligned to bank's strengths spanning IT/ITES, Ecom, Manufacturing, FMCG, Fintech, Engg, Auto, Tech, Consumer durables, Mobiles, Infra, Food &amp; Agri</p>
<p>Partnerships &amp; tie-ups</p>	<p><b>Regulatory &amp; business facilitation advisory</b> to trade bodies/consultants/consulates towards acquisition and revenue generation</p>

### Technology Banking

- Automation and Digitization of Processes
- Bespoke CMS and Digital Banking offerings
- Beyond Banking – Partner Solutions
- Sachetization of Solutions

### Ecosystem Banking

- India Business facilitation advisory
- Strategic investment & merchant banking advisory
- Treasury, FX & Risk Management
- Trade & Supply Chain Finance

### Knowledge Banking

- Advisory on FEMA, Capital markets, international trade
- Fiduciary Services
- Dedicated advisory unit with focus on Food & Agri, Electric Vehicles, Electronics, Urban Infrastructure



# Project Finance Business & Loan Syndication



Sectoral expertise built over the years across sectors viz. Energy, Ports & Logistics, Transport, Real Estate and demonstrated Distribution capabilities across Banks, NBFCs, FIs

Sectoral Knowledge

Sector-focused Business Development & Risk Identification

Bespoke Solutions

Transaction structuring to suit the specific client and project requirements

Engagement with Regulatory Bodies & other Stakeholders

Pulse of sectoral headwinds & tailwinds across industry and value chain

Market Intelligence & Relationship with Co-Bankers

Facilitate structuring and exposure strategy

Yield Improvement & Risk Diversification with Underwriting and Sell-down

Increased Cross-Sell  
(Cash flow routing, Lead / Escrow Fees, NFB, etc.)

Meeting Bank's ESG commitment through lending to sustainability sectors

Knowledge Banking & Thought Leadership

# IFSC Banking Unit - GIFT City



**GIFT, Gandhinagar, Gujarat is the only International Financial Services Centre in India. One of the key strategic focus areas for the Government and recognized as the gateway for financial and investment activities helping onshoring the offshore funds**

**YBL was the First Bank to commence operations in IFSC**

- Offers comprehensive FCY products helping the bank complete its Wholesale & Retail product bouquet, increasing Banks wallet share and deepening of the relationships
- Helps raising FCY resources from Overseas Banks / Institutions. First to raise resources through an MTN bond issuance of USD 600 MM in 2018.
- Regulated by the International Financial Services Centers Authority "IFSCA" as Host & RBI as Home country regulator. Business & Operations governed and supervised by the Board appointed Governing Body (GB)

- Target growth in the overseas lending book through primary / secondary market participation in loans & bonds
- Entry into Indian corporates through overseas offerings

- FCY liability garnering through NRIs/ Corporates / MNCs / Units in IFSC
- LRS based product offerings viz. SA / CA /Investments to Resident Individuals diversifying resource base and reduce cost of funding leading to better NIMs

- Offer funded and non-funded product suite by capturing business otherwise going to overseas banks
- Increased cross-border remittances for growth of trade throughput & forex revenues

- Enhanced treasury product suite with multiple currency & derivate offerings
- Clearing & Settlement bank for various exchanges at IFSC
- Collateral Banking Services to exchange participants

# Knowledge Banking

Leveraging knowledge as a competitive differentiator to grow Banking Business



## Business Economics Banking (BEB), Food & Agri Strategic Advisory & Research (FASAR), Corporate & Government Advisory (CGA)

- A team of specialists with deep sectoral knowledge and expertise in Economy, Food & Agri, E-mobility & Urban Infra
- Knowledge events and Government / Private sector CXO level knowledge sharing engagements enable relationship deepening

### Knowledge backed client outreach

- **Private Sector**
  - Strategic and project advisory
  - Government Schemes (PLI, SAMPADA, AHIDF, SPECS, State Schemes)
  - Sharing views on economy, currency & interest rates
- **Government**
  - Visioning, Policy & programs
  - Policy Development, Investment Promotion, Strategic Roadmaps, Financial Impact Evaluation
  - Scheme support to Govt. entities (PM eBus Seva, CIITIS 2.0 etc.)

New client acquisition & relationship deepening

### Thought Leadership Events / Franchise Building

- Knowledge partnerships with Government Bodies & Industry Associations
- APEDA, SPICE BOARD, FICCI, CII, AMCHAM, ACMA, SOPA and CropLife
- Media presence including authored articles for leading publications

Branding & mindshare capture through thought leadership events / media presence

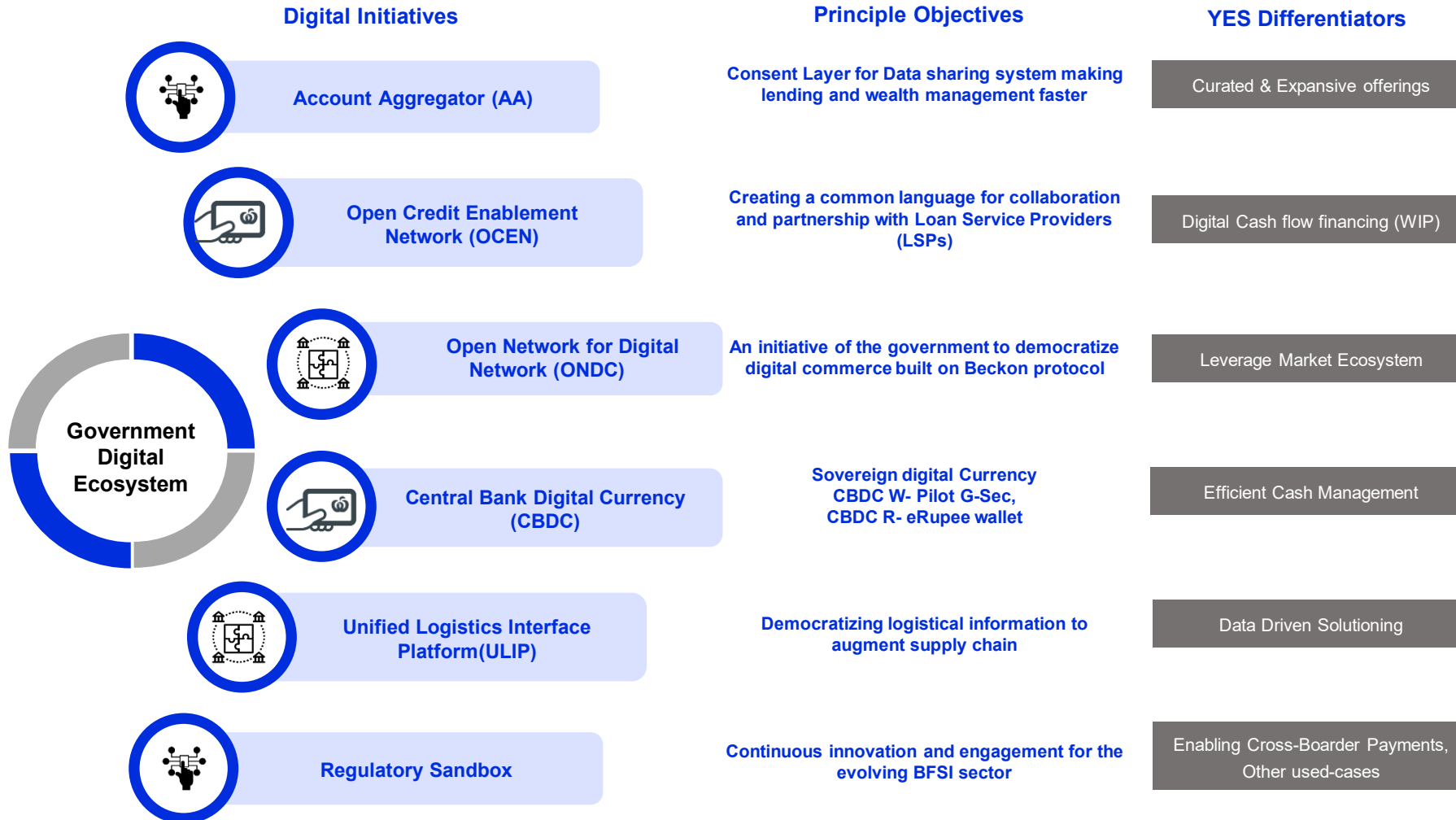
### Internal Knowledge Initiatives

- Share market information with Business / Risk / Credit teams
- Collaborative initiatives to build banking portfolios
- Sharing macro perspectives with Business Units to enable decision making

Industry connect through knowledge reports on key macro and sectoral themes

# Strategically leverage Public Digital Infrastructure

## Contributing to building new-age India through collaboration on Key Digital Initiatives



YES BANK launches 1st CBDC Pilot Transaction at Reliance Retail Outlet, Mumbai



YES BANK Joins ONDC Pilot Transaction at VARAHI Limited, with Seller APP



Patna Municipal Corporation CBDC launch with Yes Bank



RBI Governor Shaktikanta Das at Yes Bank's G20 booth showcasing CBDC Application

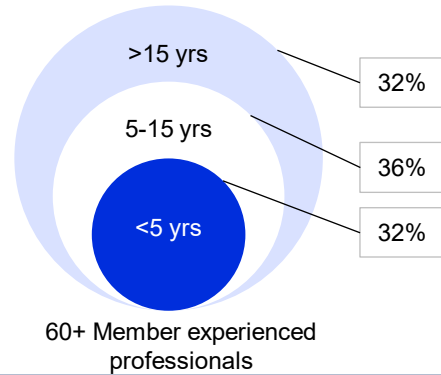


Shri Piyush Goyal visiting Yes Bank stall on ULIP  
Yes Bank is one of the first Banks to partner with GOI on ULIP

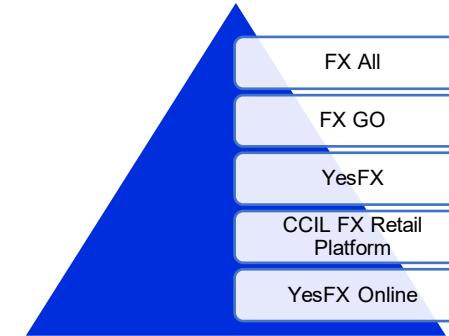
# Financial Markets – Customised solutions for clients



## FX Sales



Active FX trading desk for market making providing best in class pricing for customer transactions and Propriety trading



Available across digital platforms for Rate booking  
Retail Contributes 50% of overall income

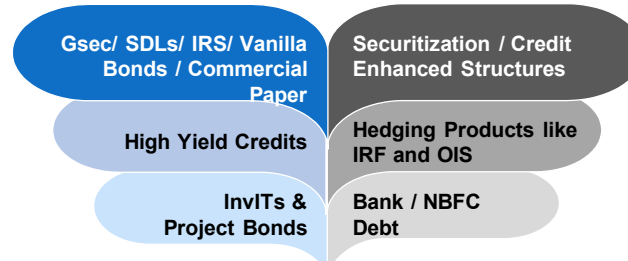
## Debt Capital Markets & PD

Connect with a wide range of Large/Mid-Size Issuers

- Corporates
- NBFCs & FIs
- Banks
- InvITs



### Comprehensive Product Suite



Numerous maiden issuances & multiple repeat mandates



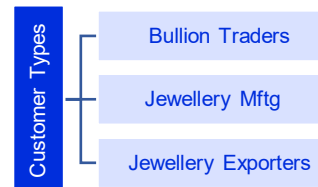
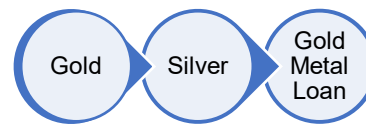
### Diversified Investor Connect

- Mutual Funds
- Banks
- Insurance Companies
- NBFCs
- Private Wealth Management
- Retiral Funds
- Corporate Treasuries
- Alternate investment Funds
- FPIs
- UCBs & RRBs

### Our Experience

- 100+ Years of collective Team experience
- 1000+ Transactions originated since inception
- 50+ First-time issuers introduced to Debt Capital Markets

## Bullion Desk



3<sup>rd</sup> Largest Bank for Bullion in India

Extended specialized desk coverage

# Eminent and Seasoned Board: Non-Executive & Independent Directors



**Rama Subramaniam Gandhi**  
Non-Executive, Part-time Chairman

- Financial sector policy expert and adviser
- Previously Deputy Governor of the RBI from 2014-17
- Seasoned central banker with 37 years of experience



**Atul Malik**  
Independent Director

- Veteran banker with 30+ years of experience
- Currently Senior Advisor to TPG
- Previously CEO of Maritime Bank, MD/Regional Head Asia<sup>1</sup> of Deutsche Bank and CEO of Citibank HK



**Sanjay Kumar Khemani**  
Independent Director

- Senior Partner of M. M. Nissim & Co.
- 32+ years of experience in Audit, Corporate and Tax Law
- Independent Director on the Board of LIC Housing Finance



**Sharad Sharma**  
Independent Director

- Banker with 40+ years of experience across multiple senior roles in SBI<sup>2</sup>
- Previously MD of State Bank of Mysore from Aug-12 to Apr-16



**Sadashiv Rao**  
Independent Director

- 38+ years of experience in project finance, investment banking and advisory
- Previously Founding CEO of NIIF Infrastructure Finance and Chief Risk Officer of IDEC



**Nandita Gurjar**  
Independent Director

- Diverse experience in the Information Technology industry
- Previously Global Head HR of Infosys and member of World Economic Forum



**Rekha Murthy**  
Independent Director

- 30 years of extensive global experience in the Technology sector
- Previously held leadership roles at IBM, Wyse Technology, SAP, PeopleSoft, Digital Equipment and Korn Ferry

**The Board has Rich Experience with India's Largest Banks and Implementing Turnarounds**

Notes: 1. Private and Business Clients; 2. State Bank of India.

# Eminent and Seasoned Board: Nominee & Executive Directors





**Sandeep Tewari**  
Nominee Director

- Extensive experience in financial services
- Impactful tenure at SBI - Improved Risk Management, drove adoption of data analytics, automated many audit systems





**Thekepat Keshav Kumar**  
Nominee Director

- 37+ years of experience in State Bank group across retail, commercial credit, project finance, risk management
- Previously Deputy MD of SBI



**Sunil Kaul**  
Nominee Director<sup>1</sup>

- 30+ years of experience across private equity, corporate and consumer banking
- Currently MD and Financial Services sector lead for Carlyle in Asia
- Previously President of Citibank Japan



**Shweta Jalan**  
Nominee Director<sup>2</sup>

- 22+ years of experience in private equity and buy-outs
- Currently Managing Partner and India Head for Advent International
- Previously Director at ICICI Venture



**Prashant Kumar**  
MD & CEO

- 34+ years of experience in banking
- MD and CEO since Mar-20, re-appointed in Oct-22 for 3 years
- Previously Deputy MD and CFO of SBI, India's largest Bank



**Rajan Pental**  
Executive Director

- 30+ years of experience in financial services and retail banking
- Previously held senior management roles at HDFC Bank

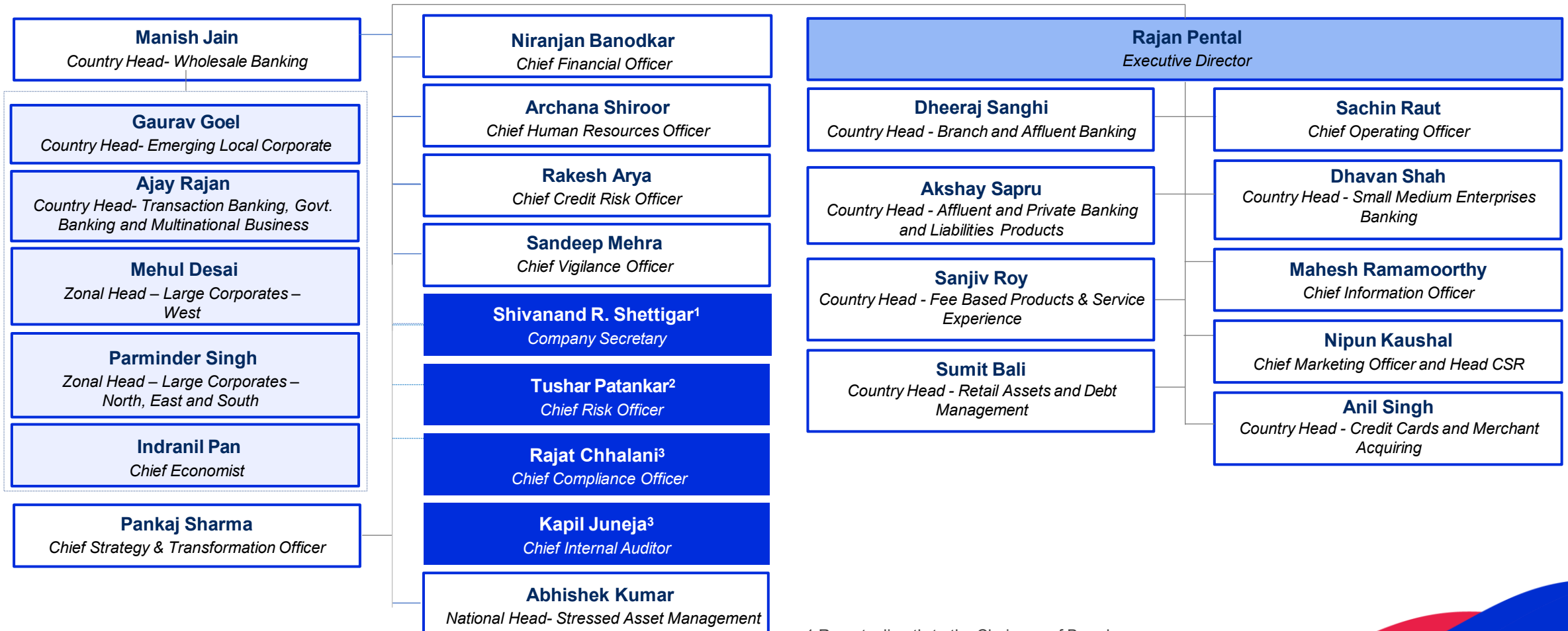
The Board has Rich Experience with India's Largest Banks and Implementing Turnarounds

Notes: 1. CA Basque Investments; 2. Verventa Holdings Ltd.

# Professional and Seasoned Management team



**Prashant Kumar**  
Managing Director & CEO, YES Bank



1 Reports directly to the Chairman of Board  
2 Reports directly to the Risk Management Committee of the Board  
3 Reports directly to the Audit Committee of the Board



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



**Leadership Development**

- **Employees in Grades G1 to G3** with an average vintage of **~9 years** within the Bank combined with top talent from the industry.
- **Leadership Excellence Acceleration Workshop** was conducted for Business Heads and Zonal Heads of **SME Banking unit**, to further enhance the leadership capabilities, and to inspire and guide teams through change management thereby equipping the leaders to build high-performing teams.
- **Rising Stars**, an **insightful 2-day leadership** program was conducted for **select emerging leaders** from Corporate Businesses. The program focused on importance of self-awareness, managing oneself while taking on bigger challenges in the transformational journey of the Bank and making these leaders future ready.

**Knowledge Management**

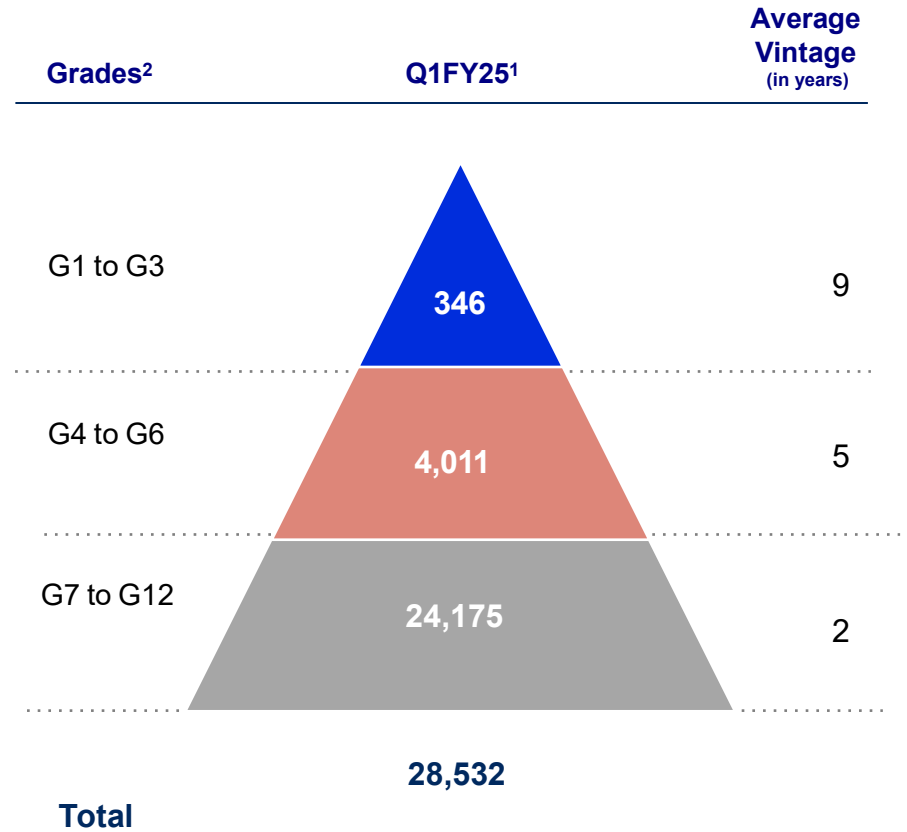
- Virtual Relationship Managers from **Spectrum Banking** attended the **VRM Elevate Program**, aimed at enhancing skills, knowledge, and capabilities of the learners through interactive training sessions and through valuable insights into **Retail Assets Products and tools**.
- **Credit Risk Analysis Workshop** was designed for employees in **Risk Management Unit** for an enhanced understanding of Credit Risk Assessments using case-study approach.
- Select HR leaders attended a brainstorming session on **'AI for HR'** focused on adoption and efficient use of AI in HR. The session highlighted the transformative potential of AI in streamlining HR Processes, enhancing decision making and ultimately driving a more engaged and productive workforce.

**D & I Initiatives**

- The Bank celebrated **'Pride Month'** with an interactive session **'YES TO ALL – LGBTQIA+ Perspective'**, aimed to create awareness on topics such as **gender/sex/sexuality**. It also focused on debunking common myths and highlighted ways to be an ally. The session underscored the importance of **Diversity, Equity and Inclusion (DEI)** and emphasized the critical role each employee plays in nurturing a culture of inclusion within the Bank.
- The **'1000 Women Leaders'** initiative, launched in partnership with **Jombay** is an ambitious and commendable program designed to foster growth and transformation of emerging women leaders within the organization. Spanning over six months, this initiative provides a comprehensive journey that combines mentorship, training and networking opportunities, all aimed at creating a robust support system for women professionals.

**Employee Engagement**

- **The Bank launched 'YES Library'**, an enriching reading platform for employees to help them gain access to a diverse collection of books. This initiative aims to ignite curiosity and expand horizons by offering a variety of genres across different formats including paperbacks/ e-books/a audiobooks). It underscores the Bank's commitment to creating a stimulating and supportive work environment that values knowledge and lifelong learning.
- The Bank undertook various initiatives to support and enhance the **health and happiness quotient** of its employees. This included sessions on Yoga, Sound healing, Mental health. Employees participated in Inter-Corporate sports events like cricket, soccer, and badminton, promoting physical fitness and teamwork which also won some laurels for the Bank. The Bank's commitment to sustainability continued in the form of organizing workshops on 'Bio-enzyme making' which provided employees with insights into eco-friendly practices



Total headcount of **28,534** with a net addition of **533** staff over the headcount of March 31, 2024

<sup>1</sup> Data as on June 30, 2024

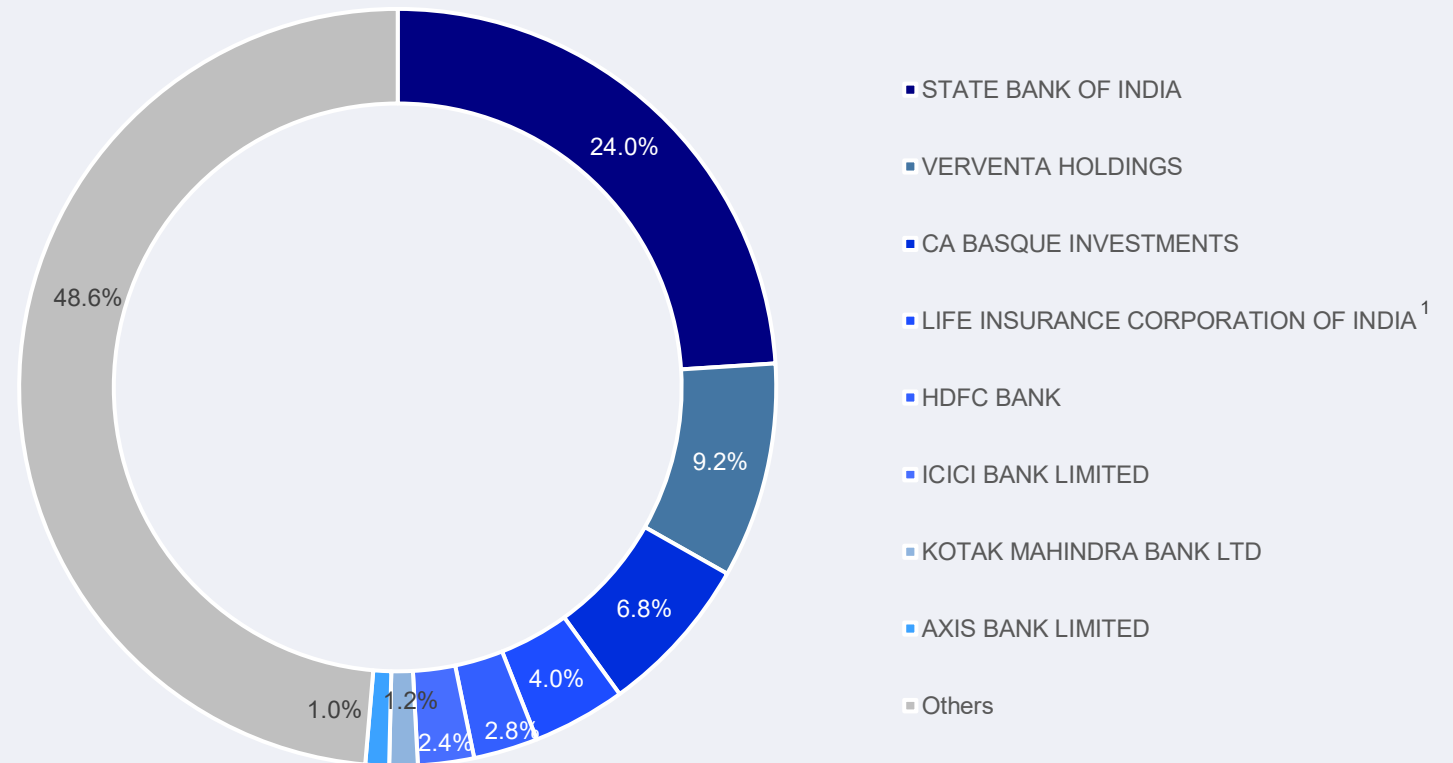
<sup>2</sup> The data is as per revised grade structure and excludes MD & CEO and Executive Director

# Strong Investor base

## Well diversified Investor base:

Category	%
Banks	33.7%
FDI	16.1%
Resident Individuals	30.2%
FPI's	11.0%
Body Corporates	2.0%
Insurance Companies	4.2%
Others	2.8%
<b>TOTAL</b>	<b>100.0%</b>

## Shareholding Pattern as on June 30, 2024



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

**Thank You**

