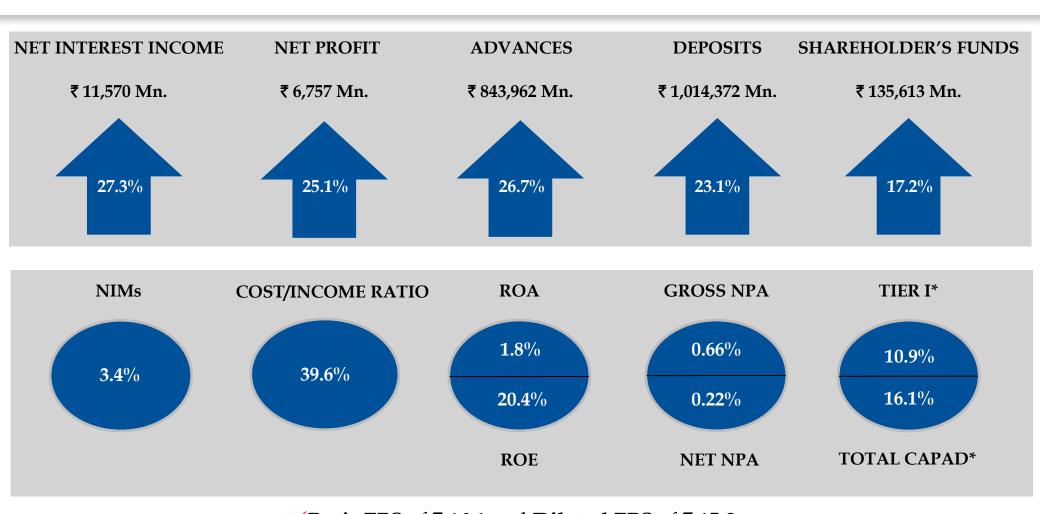
### **INVESTOR PRESENTATION**

Q3FY16 Update



### **Key Financial Highlights**



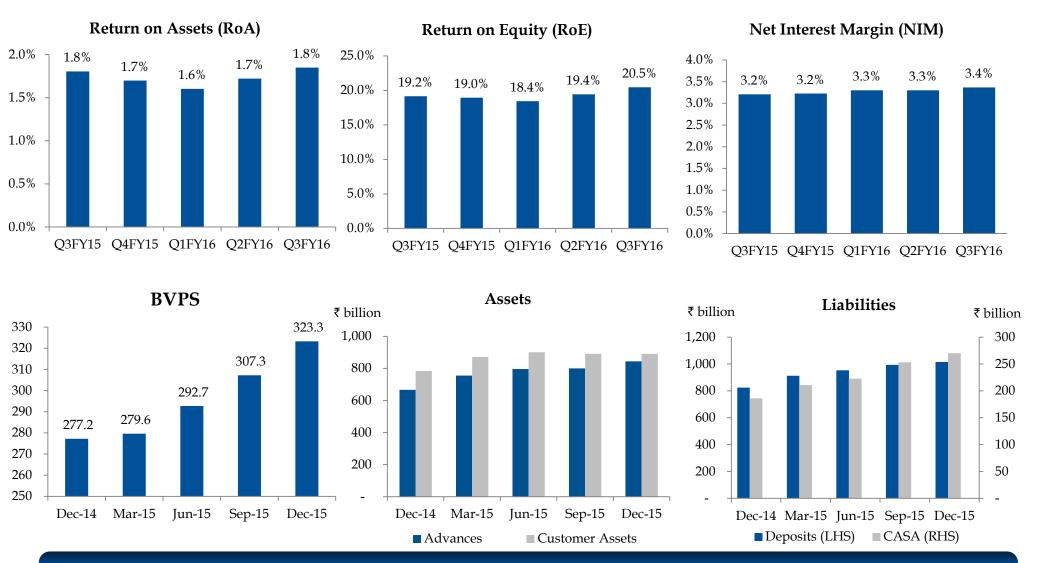


**V** Basic EPS of ₹ 16.1 and Diluted EPS of ₹ 15.8 **V** Book Value of ₹ 323.3

<sup>\*</sup> Including Net profit, adjusted for prorated dividends

### **Key Metrics - Trends**





### **Income Statement Highlights**



#### **Revenue and Profit growth**

₹ Million	Q3FY16	Q3FY15	y-o-y growth	Q2FY16	q-o-q growth
Net Interest Income	11,570	9,090	27.3%	11,085	4.4%
Non Interest Income	7,461	5,368	39.0%	6,181	20.7%
Total Net Income	19,031	14,458	31.6%	17,266	10.2%
Operating Expense	7,534	5,831	29.2%	7,074	6.5%
Operating Profit	11,496	8,627	33.3%	10,191	12.8%
Provisions & Contingencies	1,479	699	111.8%	1,039	42.3%
Provision for Tax	3,259	2,526	29.0%	3,048	6.9%
Profit After Tax	6,757	5,403	25.1%	6,104	10.7%

#### Non Interest Income Breakdown

₹ Million	Q3FY16	Q3FY15	Q2FY16
Corporate Trade & Cash Management	1,119	1,092	1,009
Forex, Debt Capital Markets & Securities	1,025	795	1,523
Corporate Banking Fees	3,802	2,328	2,197
Retail Banking Fees	1,515	1,153	1,451
Total	7,461	5,368	6,181

₹ Million	Q3FY16	Q3FY15	Q2FY16
Retail Banking Fees:	1,515	1,153	1,451
Trade & Remittance	529	424	498
Facility / Processing Fee	175	130	177
Third Party Sales	184	360	213
Interchange Income	360	95	259
General Banking Fees	267	144	304

### Income Statement Highlights... Contd.

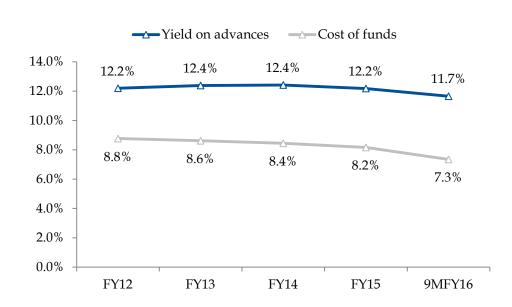


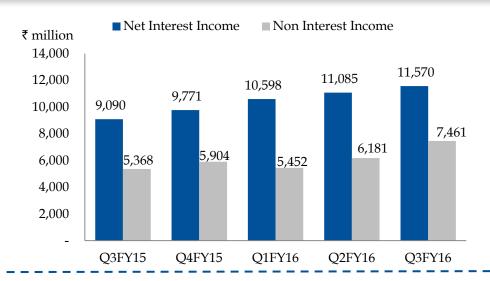
#### ✓ Steady growth in Net Interest Income (NII)

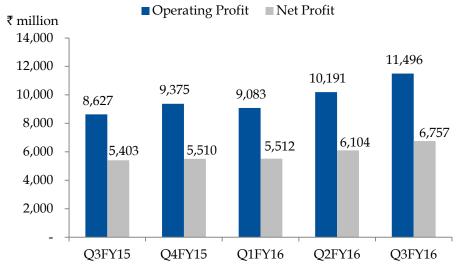
• NII for Q3FY16 increased by 27.3% y-o-y. This was on account of 26.7 % y-o-y growth in advances

#### ✓ Healthy growth in Non Interest Income

 Non Interest Income grew by 39.0% y-o-y on the back of continued growth across all the broad four categories



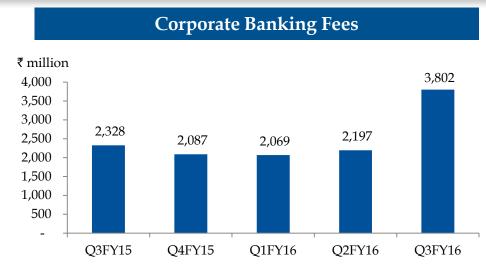




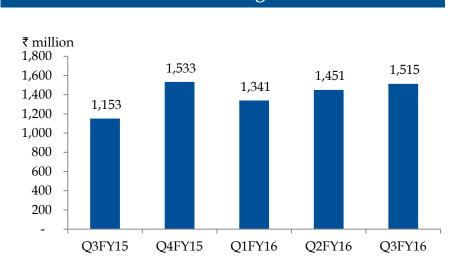
### Income Statement Highlights... Contd.





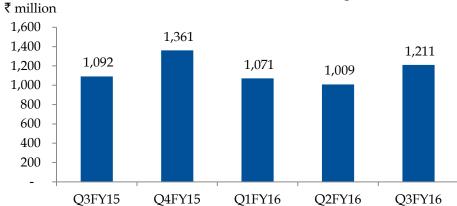


#### **Retail Banking Fees**



#### **Corporate Trade & Cash Management**

Bank continues to deepen relationships through cross-sell and establish new ones across various business segments



### **Balance Sheet Highlights**



#### **Balance Sheet Growth**

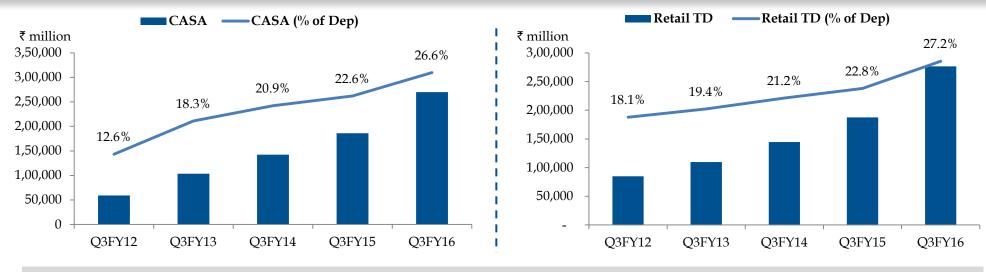
₹ Million	Dec 31 2015	Dec 31 2014	y-o-y growth	Sep 30 2015	q-o-q growth
Assets	1,477,540	1,232,975	19.8%	1,447,835	2.1%
Advances	843,962	666,069	26.7%	800,151	5.5%
Investments	456,354	427,962	6.6%	439,444	3.8%
Liabilities	1,477,540	1,232,975	19.8%	1,447,835	2.1%
Shareholders' Funds	135,610	115,669	17.2%	128,676	5.4%
Total Capital Funds	195,252	161,952	20.6%	174,552	11.9%
Borrowings	266,671	235,171	13.4%	237,706	12.2%
Deposits	1,014,372	823,700	23.1%	993,443	2.1%
CASA	270,194	186,226	45.1%	253,183	6.7%
Retail TDs	276,398	187,676	47.3%	268,157	3.1%

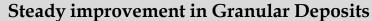
#### **Key Financial Performance Indicators**

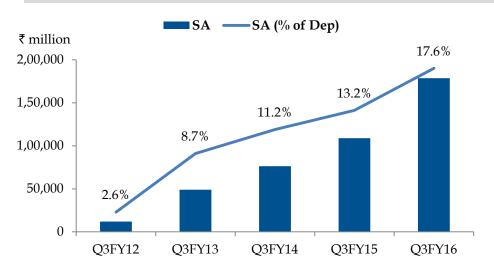
	Q3FY16	Q3FY15	Q2FY16
RoA	1.8%	1.8%	1.7%
RoE	20.5%	19.2%	19.4%
Cost to Income	39.6%	40.3%	41.0%
NIM	3.4%	3.2%	3.3%
Net NPA	0.22%	0.10%	0.20%
EPS (not annualized)	16.1	13.0	14.6
Book Value (in Rs.)	323.3	277.2	307.3

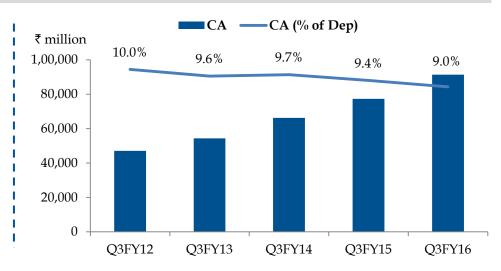
### Well-diversified Liability Franchise





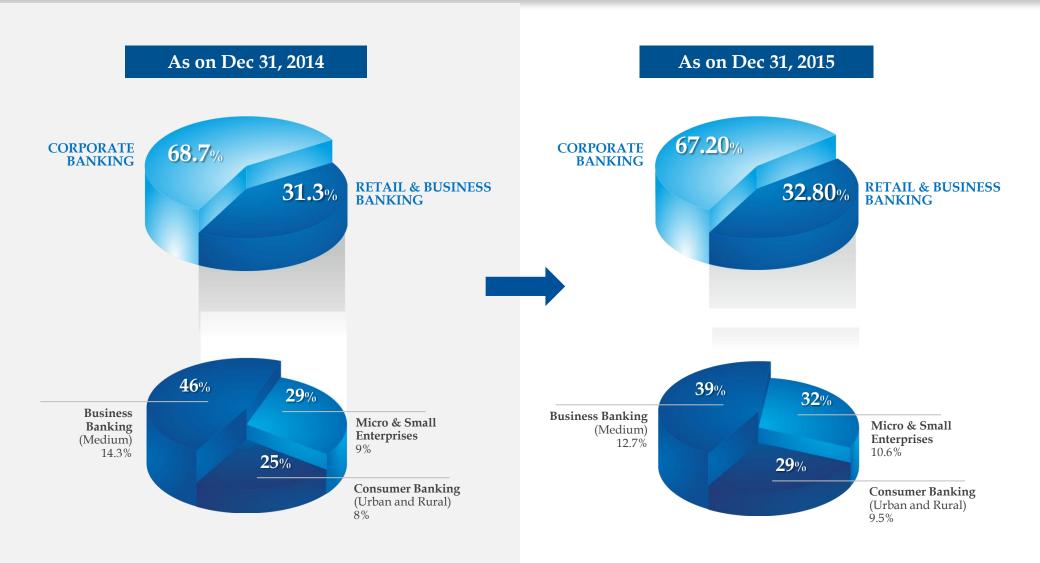






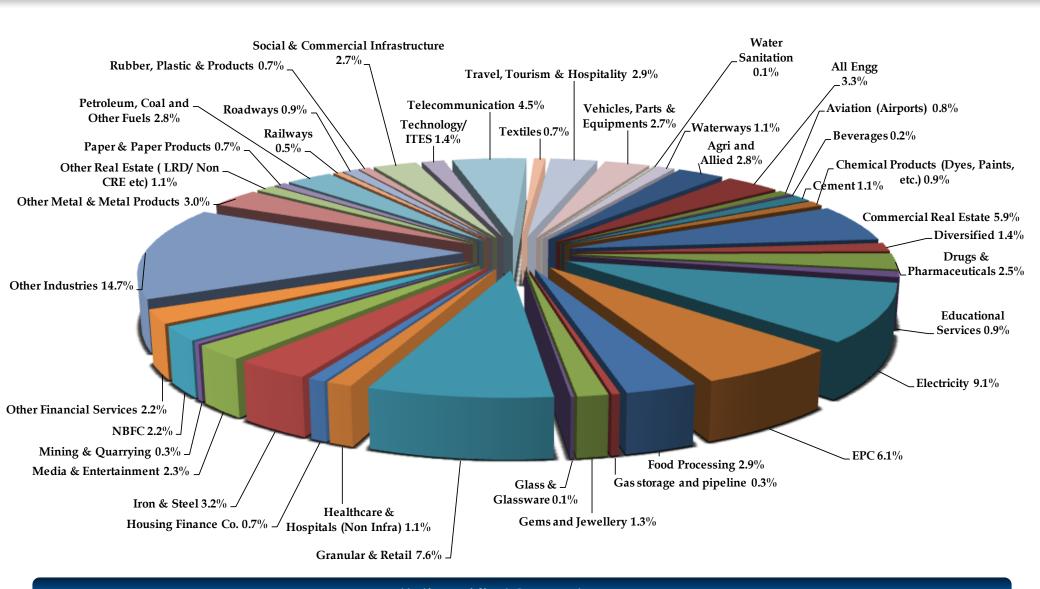
### **Segmental Advances Mix**





### **Sectoral Exposure Mix**





### Stable Risk Profile



#### Rating breakup of Corporate Banking exposures spread across 8 segmented corporate relationship groups

As a % of Total Exposure	Dec 31, 2015	Sept 30, 2015	June 30, 2015	Mar 31, 2015	Dec 31, 2014
AAA	19.4%	19.2%	19.0%	20.3%	19.1%
AA	17.6%	17.8%	15.8%	14.9%	14.7%
A	38.9%	38.6%	40.9%	41.6%	41.6%
BBB	21.8%	21.9%	22.0%	20.8%	22.3%
BB and Below	2.3%	2.5%	2.4%	2.5%	2.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Internal ratings mapped to external ratings

#### **Sensitive Sector Disclosure**

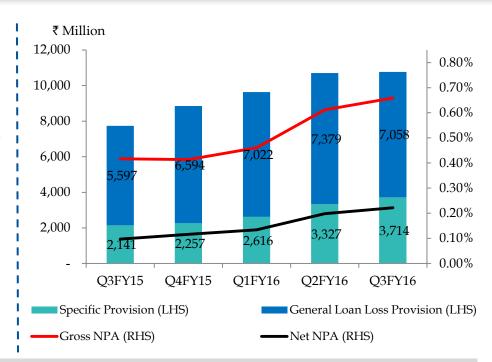
Sector/ Rating	Break-up	Sector/ Rating	Break-up
(A) Electricity	9.1%	(B) Iron & Stool	3.2%
AAA/AA rated investments	1.6%	(B) Iron & Steel 3.2%	
T&D	1.3%	A or above rated 2.3%	
Renewable Exposures(Green-Financing)	3.1% of which 1.5% is operational	(C) FDC	
Non-Renewable	3.1% of which 2.9% is operational	(C) EPC 6.1%	
Exposure to SEBs	Nil	A or above rated	4.1%

### **Healthy Asset Quality**



#### **Update on NPA and Restructured Advances**

- ✓Gross NPA at **0.66**% (₹ 5,586 mn); Net NPA at **0.22**% (₹1,872 mn)
- ✓ Specific provision coverage ratio of 66.5%
- ✓ Total Standard Restructured Advances stand at ₹ 5,683 million as at Dec 31, 2015. This represents 0.67% of Gross Advances
- During the quarter, the Bank has not done any restructuring. Further, there were no slippages from the restructured book into NPA, during the current fiscal
- ✓ There has been **no sale to ARC** during the last five quarters.
- ✓ The Bank has not refinanced any loan through 5-25 route and has not participated in any SDR since the introduction of these schemes



#### Trend of key Asset Quality parameters

	As a % of Advances	Dec 31, 2015	Sept 30, 2015	June 30, 2015	Mar 31, 2015	Dec 31, 2014
A	1. Gross NPA %	0.66%	0.61%	0.46%	0.41%	0.42%
	2. Net NPA %	0.22%	0.20%	0.13%	0.12%	0.10%
	3. Provision Coverage Ratio	66.5%	67.7%	71.0%	72.0%	76.8%
В	Restructured Advances %	0.67%	0.71%	0.71%	0.51%	0.26%
С	Security Receipts (Net) %	0.25%	0.27%	0.28%	0.29%	0.33%

### **Risk Management Process**

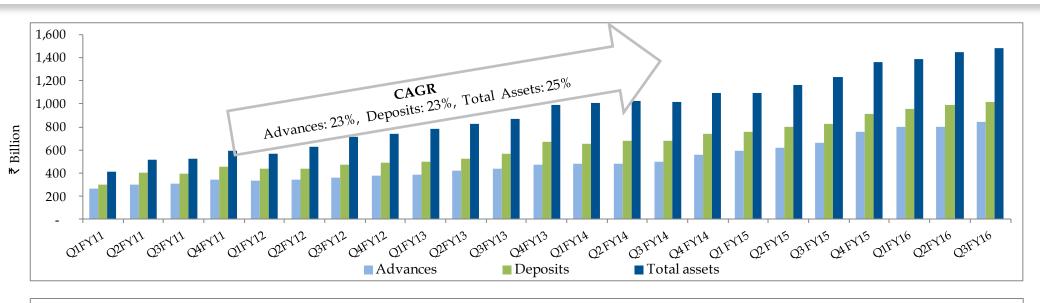


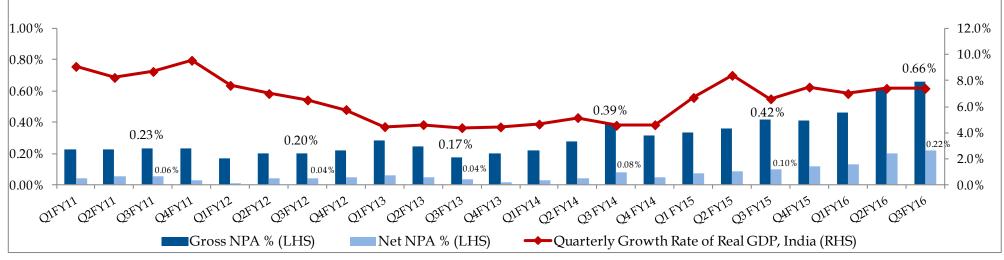


- ✓ Strong Selection Process has resulted in YES Bank having a **healthy asset book**
- ✓ Portfolio Analytics and Early warning signals in conjunction with proactive problem solving approach has helped the bank **reduce outstanding** to stressed cases significantly
- ✓ Overall portfolio is well distributed with significant deployment in focused knowledge with considerable sectoral expertise developed with specialized Relationship Managers, Product Managers and Risk Managers

### Sustained Growth with preservation of Asset Quality



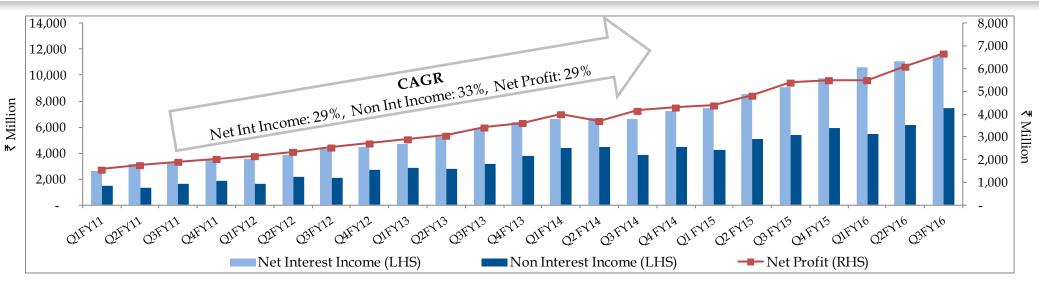


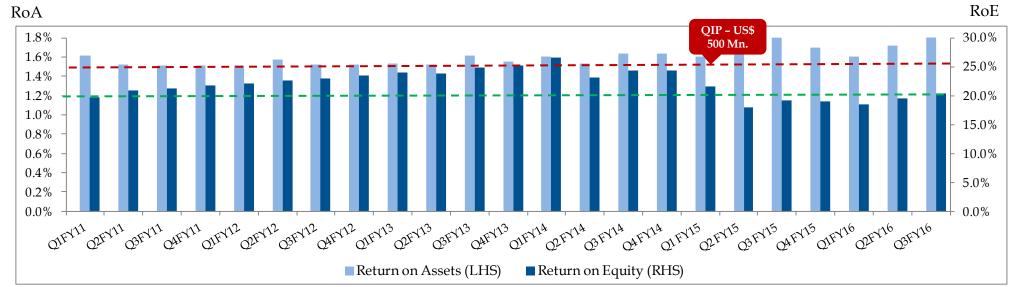


GDP Growth Data for India (y-o-y is taken from CIC database) GDP growth data for Q3FY16 is based on estimates

### **Income Growth with consistent RoA & RoE ratios**

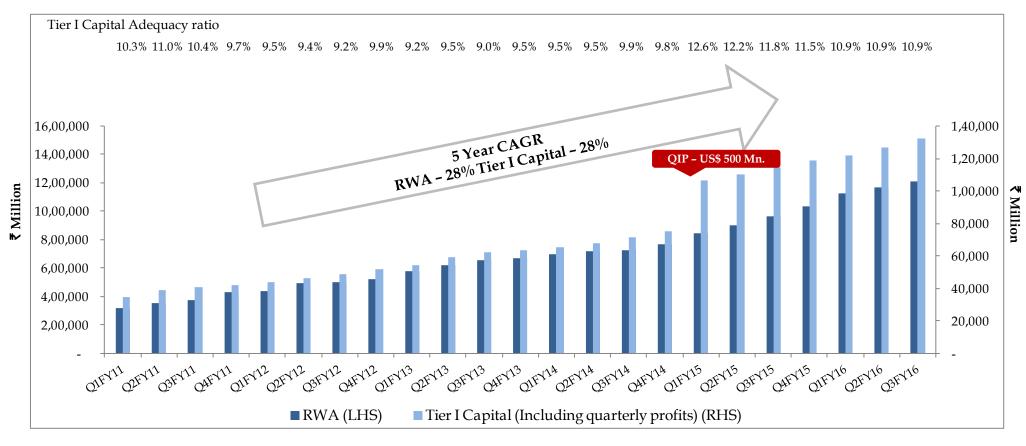






### Capital Growth through internal accretion

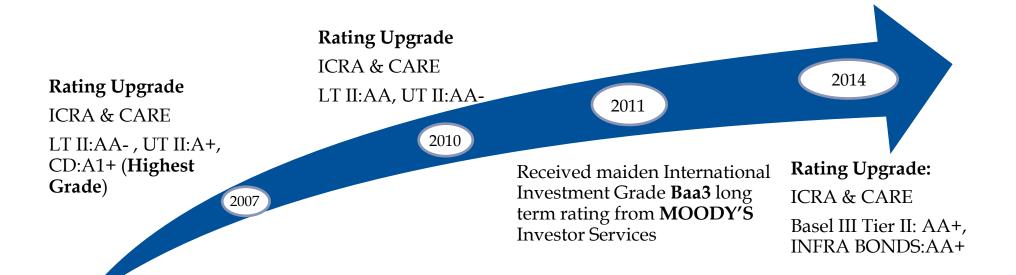




- ✓ Well capitalized with Total CRAR at 16.1% and Tier I ratio at 10.9%. Total Capital Funds stand at Rs. 195,252 million as on Dec 31, 2015
- ✓ ROE @ 18-25% along with profit retention allowing sustained balance-sheet growth
- ✓ Bank also raised ₹ 1,500 Cr of Basel III compliant Tier II bonds in the quarter

### YES Bank's Debt Ratings Journey





International Rating	Long-term		Outlook	Short-term
Moody's Investors Service	Baa3		Stable	Prime-3
Domestic Rating	Long-term		Outlook	Short-term
	Tier II	Infra Bonds		
ICRA	AA+	AA+	Stable	A1+
CARE	AA+	AA+	Stable	

Rating Upgrades – reflection of sustainable growth oriented financial model with robust risk management policies

## Leading Global Financial Institutions have reposed their commitment in YES BANK





#### **USD 275 Million**

Tenor: 9 yrs

A World Bank group Development Financial Institution

Investment in YES BANK Green Bond issue

&

Upper Tier II & Long Term Senior loan



Tenor: 12 yrs

US Government's Development Finance Institution

MoU to increase lending to MSMEs



#### **USD 200 Million**

Tenor: 7 yrs

Development Bank focussed on the Asia region

Unsecured Loan for Women Self Help Group



#### USD 34 million

Tenor: 6 yrs

A KfW Bankengruppe Development Financial Institution

Long Term Senior loan



#### EUR 13.25 million

Tenor: 10 yrs

An AfD Group

Development Financial Institution

Upper Tier II loan

### Successive Successful Loan Syndications



Dual Currency Syndicated Loan Facility

2012

USD 155 Mio & EUR 50 Mio

14 banks representing 9 countries



















Dual Currency Syndicated Loan Facility

2013

USD 255 Mio

Participation from 11 banks in Americas, Middle East, Europe & APAC





















Dual Currency Syndicated Loan Facility

2014

USD 422 Mio

Participation from 21 banks across 14 countries































- Progressively larger number of participants with longer tenor and improved pricing
- **✓** Won the Asia Pacific Loan Market Association (APLMA) award in 2012 and 2013



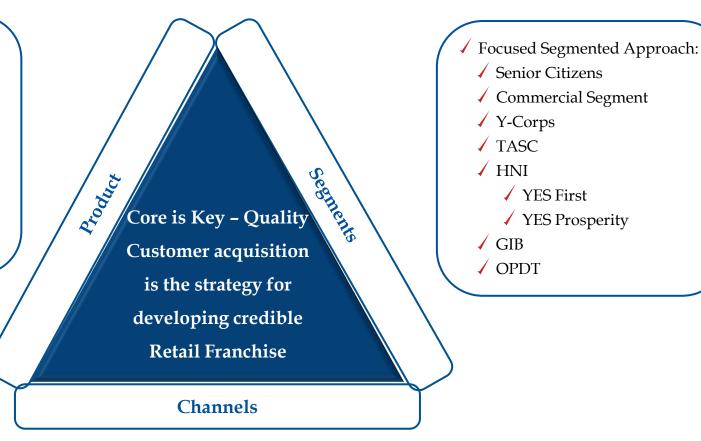
### **RETAIL BUSINESSOVERVIEW**



## Three Pronged Customer Acquisition, Engagement and Retention Strategy



- ✓ Complete Suite of Retail Assets and Liabilities Products
- ✓ Launch of YES Securities 3 in 1 account
- ✓ Launch of Credit Cards in foreseeable future
- Multiplier effect: Initial period of gestation for Retail Assets to be followed by Scale up and exponential Growth



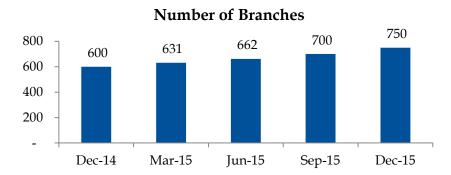
- ✓ Launch of Digital Channels and Digitization of Products and Processes
- ✓ Ramp Up Alternate Sales Management
- ✓ Implementation of New CBS and Advanced CRM+ Analytics systems
- ✓ Digital Channels: Web/ Mobile/ Contact Centre/ ATMs/ Self Service Kiosks/ Digital Branches to be at the forefront of Acquisition, Engagement, Servicing and Retention of Customers

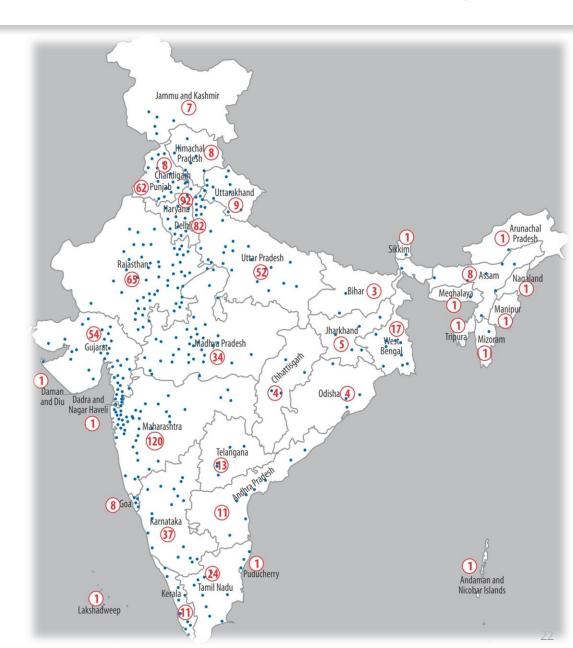
### **Branch Network Expansion**



#### **Expansion of Distribution network**

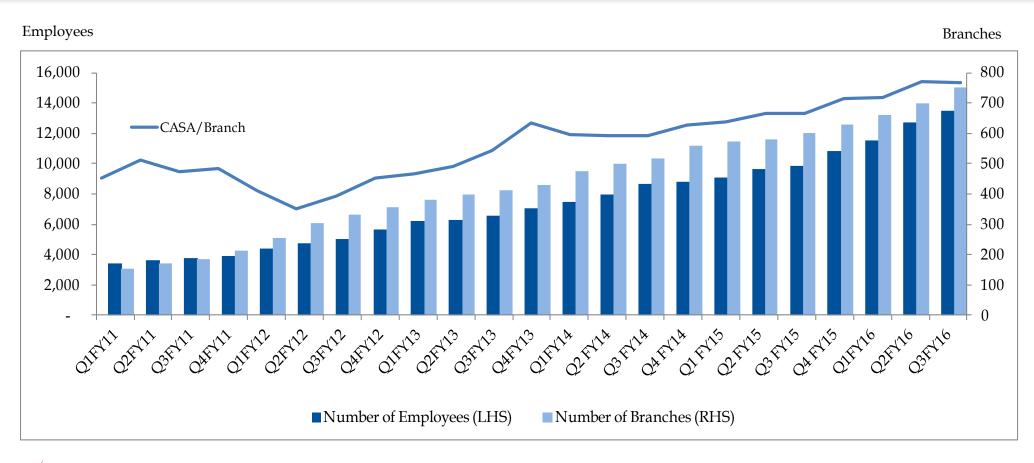
- 750 Branches across key liability corridors as of Dec 31, 2015 up from 600 as of Dec 31, 2014
- ATM and BNA Network of 1,480
- Hub and Spoke model for faster maturity and greater efficiency of branch network
- Relationship Management & Service Excellence oriented strategy
- Transformation from traditional to Digical approach
- Higher density in top deposit centers
- Increasing footprint across all cities
- ✓ Substantial focus on North & West Regions (DMIC/Make in India/GIB corridor) with evolving network in South & East
- Covering all 53 Metro locations, 29 States and 7 Union Territories
- ✓ 15 Regions 75 Clusters Hubs 180 Hubs
- ✓ Focused Rural & Inclusive Banking Strategy in partnership with Corporate Business teams through B2B2C model





### **Growing Retail Banking Platform**





- ✓ Branch growth from 185 in Dec 2010 to 750 in Dec 2015
- ✓ Employee headcount increased from 3,785 as of Dec 2010 to 13,477 as of Dec 2015
- ✓ Consistent increase in CASA/Branch ratio showcasing improving operational leverage

### Strategic Pillars - Building Retail & Business Banking Assets



#### Human Capital

- ➤ Attracting and retaining best talent from the industry
- ➤ Skilled to scale team of dedicated employees built towards establishing quality franchise
- ➤ Seasoned experienced leadership being built along with appropriate structure

# Distribution and creating franchise

- Leverage internal channels Branch, ATM, Net Banking, Mobile Banking, Apps
- ➤ Creating franchise Dealers and large External channels
- ➤ Partnership/Alliances Key Manufacturers, Builders and New age channels (E-com)

#### Technology

➤Invest in technology to create holistic customer acquisition platform through which all banking products can be offered to the customer on real time basis through all touch points

### Digitization & Analytics Leadership

- ➤ Create innovative solutions and capabilities
- Focus on product innovation, delivery system enhancing customer experience
- Exclusive customer offering to both internal and NTB using analytics and behavioral information
- ➤ Seamless processing through digitization

#### Risk Management

- Risk management with good control over portfolio and focus on process & compliance with conscience
- ➤ Robust collection framework in place and build the manpower/vendor structure

#### Branding & Marketing

> Creating a higher brand recall with display of the product availability at all the customer touch points

### Full suite of product portfolio for Consumer and SME



#### **Consumer Retail**

#### Commercial Retail & Mortgage

#### **SME and MSME**

#### **Product**

- > Auto Loans
- > Two Wheeler Loans
- ➤ Gold Loan
- ➤ Personal Loan

- ➤ Commercial Vehicle
- ➤ Construction Equipment
- ➤ LAP/LAS
- ➤ Healthcare Finance
- ➤ Home Loans

- ➤ Smart Overdraft
- ➤ Fast track lending Program
- ➤ Scorecard Lending program
- LGD Program (Linking Collateral with Rating for high ticket customers)

### **Focus**

- ➤ Salaried and Self Employed
- ➤ Professionals
- ➤ Infrastructure & Logistics
- ➤ Retail Investors
- ➤ Self Employed

### segment

- > Tapping Liability customers
- ➤ Branch Channel
- > Technology aided processing
- > Focused activities
- ➤ Manufacture Tie-ups

- > Cash flow based Credit underwriting
- ➤ Adequate Collaterals
- Risk based pricing
- ➤ SME rich lending program
- > PSL benefits

- ➤ 14 Knowledge Sunrise Sectors including Automobile, Pharmaceutical, Textile, Printing & Packaging
- ➤ CBB/EBB/ABB

#### Strategy

- ➤ Building Granular MSME book
  - > CRM Based sourcing
  - > Tapping Corporate linked Supply Chain - Channel Financing

- > Ramping up branches across the country to build up Retail Assets
- ➤ Largely Secured Portfolio

### **Digital Banking: Taking Technology to Customers**



#### **VISION**

#### To foster CUSTOMER RELATIONSHIPS by providing CONVENIENT Banking Transactions and Payments

#### **Alliances**

- Co-create Digital products and Payment Solutions
- Reach out for customers on partner channels
- Create Value / Benefits in form of freebies

### Relationships

- Understand customers through partner data and offer relevant benefits
- Focus on superior UX while designing customer solutions

### **Technology**

- Invest in Best in Class technology
- Offer Payments on contemporary technologies like Smart phones ,Social Media & Wearable devices



Won 14 Awards over last 3 years

#### A-R-T of Digital Acquisition and Payments

#### Our Product Suite















Electronic and Social Payments using Cards, Internet, Smart Phones, Social Media and Chat Messengers







API Banking - Plug-ins for Collections, Bulk Payments and Remittance | Co-branded Cards & Wallets | Smart Payment Solutions for e-com









Self Service Kiosks - ATMs | Bunch Note Acceptors | Recyclers Video Banking Kiosks





### **Building a Trustmark**



- ✓ Young, vibrant and highly visible brand
- ✓ Driven through Knowledge, Innovation & Technology
- ✓ Brand with a heart and soul: Strongly instilled values of Trust, Transparency & Responsible Banking

#### **BRAND PILLARS**



Knowledge



Financial Trust



Transparency



**Technology** 



Responsible Banking



Growth





### **SOCIAL MEDIA LEADERSHIP**





India's HIGHEST & World's 2<sup>nd</sup> Highest Followed Bank Brand On Twitter



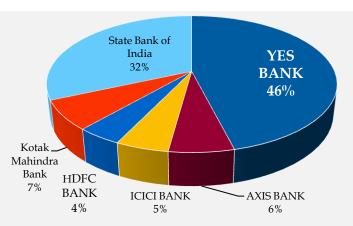
## More than 2.6 million fans on Facebook







#### **Twitter Followers**



	Fans	Followers
YES BANK	2,602k [4]	84k [5]
AXIS Bank	3,183k [3]	198k [2]
ICICI Bank	4,649k [2]	179k [3]
HDFC Bank	2,297k [5]	119k [4]
Kotak Mahindra Bank	632k [6]	46k [6]
State Bank of India	4,966k [1]	200k [1]

### Sustainable & Responsible Banking Leadership



#### Vision: Be the Benchmark Financial Institution for Inclusivity and Sustainability





- Global Steering Committee member
- APAC Chair



• First private sector bank to commit to funding 5 GW of Renewable Energy at MNRE's

#### **First Signatory** Indian

On the Carbon Disclosure Leaders Index for five consecutive years



#### First & Only **Indian Bank**

Listed on the DISI - Emerging Markets

MEMBER OF Dow Jones Sustainability Indices In Collaboration with RobecoSAM (

#### YES BANK Commitment -COP21

The Bank committed to achieve the following by 2020:



COP21-CMP11

action, including target funding of 5000MW of clean energy

Mobilize USD 5 billion for climate

 Contribute towards creating a carbon sink by planting 2 million trees

Touch 100 million lives through its safe and clean drinking water program

#### First Indian Bank to launch Green Bonds

RE-Invest 2015

#### First Indian Bank to be ISO 14001:2004 certified

- 79 locations across India certified
- Phase III underway

#### First & Only **Indian Signatory**

Natural Chair of Capital NCD Steering Declaration Committee

Member of Working Group I

#### **BOARD APPROVED CSR**

- Over 700,000 lives touched through CSR interventions -FY15
- Supporting MSME sector, Skill Development, Water & Livelihood Security





2008 2011 2012



2013 2015



2012 2013 2014 2015





### Progress Widely Recognized By Leading Agencies





Institutional Excellence

Bank of the Year, India
The Banker
London - 2015

#### THE ASIAN BANKER

Technology, Innovation & Service Best Trade Finance Bank in India - 2015

Best Corporate Trade Finance Deal in India - 2015

Best Cash Management Project in India – 2015

The Asian Banker Achievement Awards Hong Kong 2015

#### Dow Jones Sustainability Indices

In Collaboration with RobecoSAM (

1st and Only Indian Bank included in Dow Jones Sustainability Index

New York - 2015



Strongest Bank in India by Balance Sheet

The Asian Banker Awards Singapore - 2015



Best Corporate/Institutional Digital Bank - India

Best Information Security Initiatives – Asia Pacific

Global Finance Best Digital Bank Award New York - 2015



Most Improved Bank, Best Mid-Sized - Overall, Growth & Asset Quality 2015

Business Today - KPMG Best Banks Annual Survey



India Domestic Cash Management Bank of the Year

India Domestic Trade Finance Bank of the Year

Asian Banking & Finance Wholesale Banking Awards Singapore 2015x`



High Performance Brand Award

All India Management Association & R K Swamy BBDO Delhi - 2015

#### The Banker



Payments Winner

The Banker Transaction Banking Awards London - 2014



Sustainability Award

Environment Management Award Golden Peacock Global

Convention London 2015



Renewable Energy deal of the Year

The Asset Triple A Infrastructure Awards Hong Kong -2015



Sustainable Environmental Initiatives

Bombay Chambers Civic Awards Mumbai 2015



Outstanding Business Sustainability Achievement Award

Karlsruhe Sustainable Finance Awards, Germany - 2015

Sustainability & CSR Excellence

### **Human Capital Management**



#### Making YES BANK a Great Place to Work











#### University & Schools Relationship Management 'Preferred Employer of Choice'







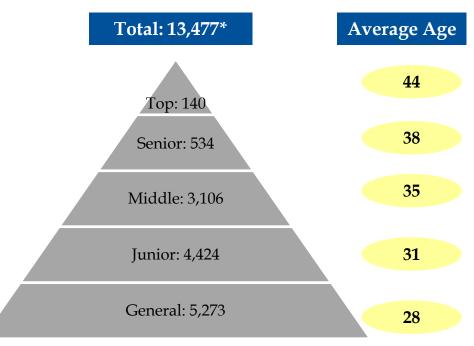


- Structured engagement with over 1000 B-Schools
- <u>Employer Branding:</u> **Articles** in print media, Participation in **panel discussion**, Industry **awards**, etc

#### **HCM Strategy**

- Competitive C&B to attract, motivate and retain talent
- 'Professional Entrepreneurship' Culture based on values to sustain competence, collaboration and compliance.
- Robust & Diversified Talent Acquisition
- World class HCM Service Delivery & Process
- Initiatives to continuously enhance organizational and individual productivity/effectiveness/cost management
- Building a 'Leadership Supply Chain'

#### Flat Organization Structure (5 levels)



- \*As of Dec 31, 2015
- ✓ Average Age 31 years
- ✓ Headcount increase of 777 in Q3 FY16
- ✓ <u>Average vintage in YES BANK:</u> **7 yrs** for **Top Management** & **5 years** for **Sr. Management**
- ✓ Wealth creation through ESOPs
- ✓ Talent acquisition from Peer Private Sector & MNC Banks

### **Distinguished Board**



Name	Designation	Background
Ms. Radha Singh	Non executive Part-time Chairperson	Former Union Agriculture Secretary, GOI
Mr. Ajay Vohra	Independent Director	Senior Advocate designated by the Delhi High Court, Ex-Managing Partner of the Corporate, Tax and Business Advisory Law firm, Vaish Associates
Mr. Brahm Dutt	Independent Director	Former Secretary, Ministry of Road Transport and Highways, GOI
Mr. Diwan Arun Nanda	Independent Director	Chairman & Managing Directors - Rediffusion Dentsu Young and Rubicam Private Limited
Mr. M. R. Srinivasan	Non Independent Director	Former Chief General Manager in-Charge, Dept of Banking Operations & Development - RBI
Lt Gen (Retd.) Mukesh Sabharwal	Independent Director	Former Lt General in Indian Army
Mr. Ravish Chopra	Independent Director	Former Managing Director of HSBC Private Bank (UK) Limited
Mr. Saurabh Srivastava	Independent Director	Former Member of Advisory Board-Imperial Business School, London. Chairman & Co-founder NASSCOM
Mr. Vasant Gujrathi	Independent Director	Former Partner - PwC
Mr. Rana Kapoor	MD & CEO	Promoter/Professional Entrepreneur

- ✓ 10 eminent professionals as Directors with varied backgrounds, pioneers in respective fields
- ✓ Well structured performance evaluation process for its Directors including MD & CEO
- ✓ 11 Board level Committees with specialized functions including Risk Monitoring Committee and Corporate Social Responsibility Committee
- ✓ Best Corporate Governance and Transparency:
  - ✓ 70% of Board constituted by Independent Directors
  - ✓ Woman Chairperson

### **Important Notice**



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### **THANK YOU**

