

Investor Presentation

Q1FY23 Financial Results

July 23, 2022



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YES BANK Overview

Financial Results Update

Franchise

Journey Post Reconstruction



1

Bank has successfully come out of Reconstruction Scheme

- Alternate Board formed with approval of Shareholders w.e.f July15, 2022
- **RBI has withdrawn its additional directors appointed on the Board** under Section 36AB of the Banking Regulation Act 1949
- The Current Board consists of **6 Independent Directors, 2 Non-Independent Directors** and **MD & CEO**

2

Stability and Continuity in Management

- Alternate Board has recommended **Mr. Prashant Kumar's** candidature for the position of **MD & CEO** of the Bank for a period of **three years**, subject to approval of the Reserve Bank of India (RBI) and the Shareholders

3

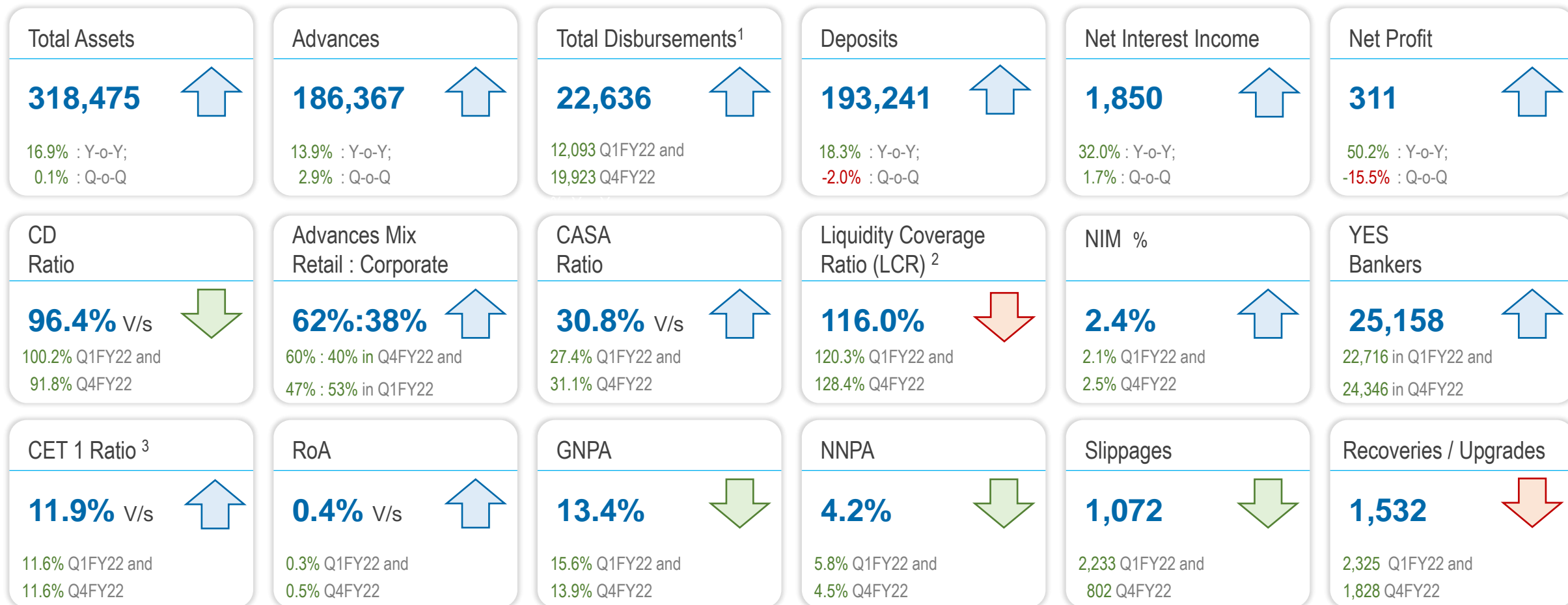
Signed binding term sheet with potential partner to form ARC towards Sale of Stressed Assets

- Bank signed a **binding term sheet** with partner **JC Flowers** to form an **ARC** with the objective of acquiring an **identified pool of up to INR 48,000 crores of Stressed Assets** of the Bank
- Bank to hold equity of upto **20%**
- JC Flowers has provided a **bid of INR 11,183 Crores - ~135% of carrying value** in Balance sheet as on March 31, 2022
- **Swiss Challenge auction** has since been launched with JC Flower's bid as the base
- Pursuant to successful closure, transaction set to be the **largest sale of stressed assets** deal in domestic markets

YES Bank at a Glance – Q1FY23



All figures in INR Crs



¹ Includes Limit Setup & New Sanctions; ² Consolidated Basis; ³ Includes Profits

Financial Highlights for Q1FY23



Continued improvement in performance across key indicators

Sustained Earnings



- Profits after tax grew by **50.2% Y-o-Y at INR 311 Crs in Q1FY23**
 - Operating Profit** at **INR 590 Crs in Q1FY23** (*Excluding realized / unrealized gain on Investments, Operating Profit grew 33% Y-o-Y*)
 - NIMs** at **2.4%** for **Q1FY23 up 30bps Y-o-Y**
 - Total Provision Costs** for **Q1FY23 at INR 175 Crs** lower by **62% Y-o-Y**,

Improving Asset Quality



- GNPA ratio at 13.4%** vs. 15.6% Q1FY22, **NNPA ratio at 4.2%** vs. 5.8% Q1FY22
 - Slippages** continue to trend lower - for **Q1FY23 at INR 1,072 Crs** vs. INR 2,233 Crs in Q1FY22
 - Provision Coverage Ratio¹ of NPA increased from **81.5%** in Q4FY22 **to 82.3%** in Q1FY23
 - Resolution Momentum continues** - Total Recoveries & Upgrades for **Q1Y23 at INR 1,532 Crs-** in line with yearly guidance of INR 5,000 Crs

Granular Growth & Capital Accretion



- Sustained improvement in quality, granularity and capital buffers**
 - Balance Sheet** grew ~ **17% Y-o-Y**; with **Advances growth at 14%Y-o-Y** and **Deposit growth at 18% Y-o-Y**
 - CET 1 at 11.9%**; **Total CRAR at 17.7%**, **Risk Weighted Assets to Total Assets** continues to improve **at 72.8% vs 82.1%** Q1FY22
 - Retail momentum continues with gross disbursements at an all time high of **INR 11,863 Crs. Retail & MSME: Corporate Mix** further improved by **240 bps Q-o-Q to 62:38**
 - CASA ratio 30.8%** v/s.27.4% Q1FY22, **average CASA balance improved by 44.6% Y-o-Y** and **9.2% Q-o-Q**
 - Continue expanding geographical presence: Opened **12 new branches** and **Increase of 812 YES Bankers in Q1FY23**

Achievements & Initiatives



- YES Bank signs **a binding term sheet with JCF ARC LLC & JC Flowers Asset Reconstruction Company(JC Flowers ARC)** for strategic partnership in relation to **sale of identified stressed loans** of the bank
- Launched a first of its kind **floating rate Fixed Deposit** linked to RBI repo rate –an **Intelligent Fixed Deposit with Dynamic Returns -14,000+ customers acquired** since launch

¹ Includes Technical Write-offs

Strategic Objectives & Guidance Tracker



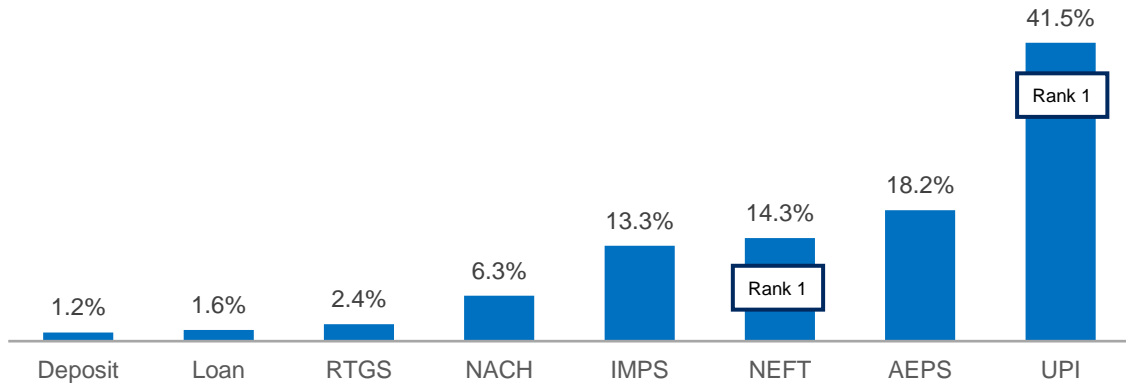
Key Strategic Objectives		FY 2020 (YBL Reconstruction Scheme)	FY 2021	FY 2022	Q1FY23	Status	FY 2023 Guidance
CASA Ratio		26.6%	26.1%	31.1%	30.8%	Remains On Track	35%
Retail & MSME: Corporate Mix		44%:56%	51%:49%	60%:40%	62%:38%	On Track	Further Improve mix by >400 bps
Advances Y-o-Y Growth		-29%	-3%	8%	14%	On Track	>15% growth
Wholesale Y-o-Y Growth	Corporate	-40%	-15%	-11%	-9%	New Business generation momentum continues to be robust	10% growth
	Medium Ent	-29%	10%	32%	33%	34% On Track	>25% growth
SME & Retail Y-o-Y Growth	SME	-10%	-5%	26%	15%		
	Retail	-1%	23%	31%	42%		
C/D ratio		162.7%	102.4%	91.8%	96.4%	On Track	Sustain < 100%
Recoveries & Upgrades		~INR 5,782 Crs		INR 7,290 Crs ¹	INR 1,532	On Track	> INR 5,000 Crs
RoA		-7.1%	-1.3%	0.4%	0.4%	On Track	>0.75% Medium Term Targets 1 - 1.5%

¹ Includes Covid & MSME Restructuring of ~INR 1,150 Crs in FY22

Powering India's Digital Banking — Processes nearly every 3rd Digital Transaction in the country



1 Market share is higher with progressive payment platforms¹



3 Maximise participation in money flow through innovation and partnerships

Prepaid Cards

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

Payment & Collections

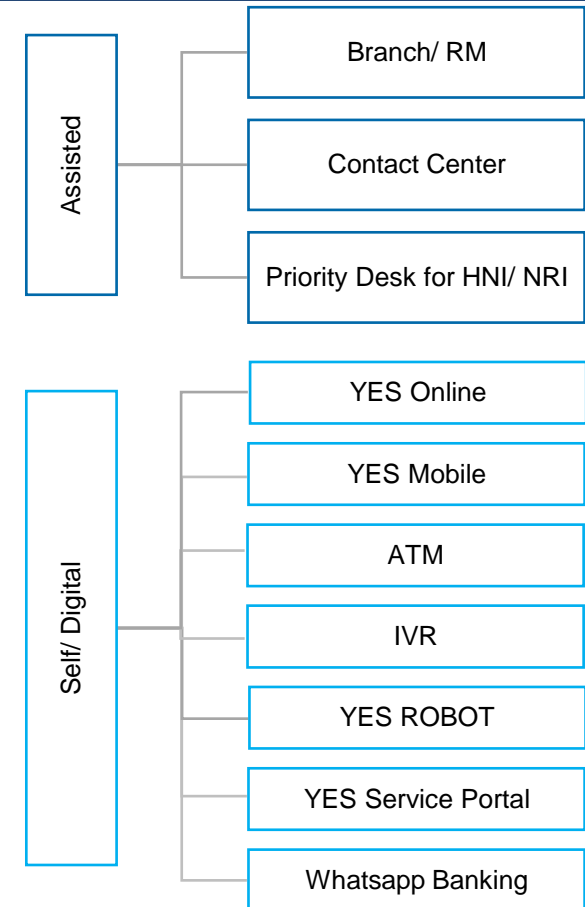
Built around NPCI, Master & VISA Rails (UPI, IMPS, MoneySend, VISA Direct, Payment Gateways etc.)

Assisted Digital Services

Domestic Money Transfer, AEPS, Micro ATMs

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

2 Multiple channels of engagement



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

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Profit and Loss Statement



All figures in INR Crs

- **Profits grew 50% Y-o-Y at INR 311 Crs in Q1FY23** vs. profit of INR 207 Crs in Q1FY22
- Operating Profits at **INR 590 Crs** (*Ex realized / unrealized gain on Investments, Operating Profit grew 33% Y-o-Y*)
 - **Net Interest Income** at **INR 1,850 Crs**
 - **NIM** stable at **2.4%**
- **Provisions at INR 175 Crs** lower by **62% Y-o-Y** – lowest since YBL Reconstruction

Profit and Loss Statement	Quarter Ended			Growth	
	Q1FY23	Q4FY22	Q1FY22	Q-o-Q	Y-o-Y
Net Interest Income	1,850	1,819	1,402	2%	32%
Non Interest Income	781	882	869	-11%	-10%
Total Income	2,632	2,701	2,271	-3%	16%
Operating Expenses	2,042	1,927	1,538	6%	33%
<i>Human Resource Cost</i>	827	772	645	7%	28%
<i>Other Operating Expenses</i>	1,215	1,155	893	5%	36%
Operating Profit/(Loss)	590	774	733	-24%	-20%
Provisions	175	271	457	-36%	-62%
Profit Before Tax	415	503	276	-18%	50%
Tax Expense	104	136	69	-23%	51%
Net Profit / (Loss)	311	367	207	-15%	50%
Yield on Advances	8.1%	8.2%	8.2%		
Cost of Funds	5.1%	5.1%	5.7%		
Cost of Deposits	4.8%	4.8%	5.4%		
NIM	2.4%	2.5%	2.1%		
Cost to income	77.6%	71.3%	67.7%		

Break Up of Non-Interest Income

All figures in INR Crs

- **Non-Interest Income** excluding realized / unrealized gain on Investments is **up 35% Y-o-Y**
- **Drivers continue to show significant traction:**
 - Sustained Momentum in Retail Banking Fees up **43% Y-o-Y**
 - Corporate Trade, Cash Management & FX business continues to be steady
- Unrealised MTM loss of **INR 38 Crs in Q1FY23**

	Quarter Ended			Growth	
	Q1FY23	Q4FY22	Q1FY22	Q-o-Q	Y-o-Y
Non Interest Income	781	882	869	-11%	-10%
Corporate Trade & Cash Management	152	173	141	-12%	7%
Forex, Debt Capital Markets & Securities	123	113	364	9%	-66%
<i>Of which realised/ unrealised gain on Investments</i>	<i>(37)</i>	<i>(26)</i>	<i>263</i>	<i>43%</i>	<i>NM</i>
Corporate Banking Fees	17	24	20	-30%	-16%
Retail Banking Fees	490	572	342	-14%	43%
Trade & Remittance	62	69	54	-9%	16%
Facility/Processing Fee	71	81	55	-12%	29%
Third Party Sales	50	84	25	-41%	95%
Interchange Income	154	200	109	-23%	42%
General Banking Fees	153	138	99	10%	54%

Break up of Operating Expenses

All figures in INR Crs

▪ **Operating Expenses for Q1FY23 higher by 33% Y-o-Y, due to**

- Increase in Loan Sourcing Fees on account of strong Business Momentum
- Step up in IT Investments
- Employee Increments / Increased Welfare expenses including insurance

	Quarter Ended			Growth	
	Q1FY23	Q4FY22	Q1FY22	Q-o-Q	Y-o-Y
Payments to and provisions for employees	827	772	645	7%	28%
Rent, Taxes and Lighting	110	104	105	6%	5%
Loan Sourcing Fees and DSA	226	209	123	8%	83%
Depreciation on Bank's property	100	97	101	3%	-1%
IT related expenses	129	119	108	8%	20%
Professional Fees & Commission	117	128	86	-8%	36%
Insurance	70	58	47	21%	49%
Others	463	441	324	5%	43%
Total Opex	2,042	1,929	1,538	6%	33%

Provisions and P&L

All figures in INR Crs

- Non -Tax Provisions lowest since Reconstruction
- **INR 332 Crs** of recovery from written off accounts during the quarter
- **INR 435 Crs** of provision reversal from upgrades & recoveries during the quarter
- **INR 88 Crs** of step up in provisioning for Security Receipts

	Quarter Ended			Growth	
	Q1FY23	Q4FY22	Q1FY22	Q-o-Q	Y-o-Y
Operating Profit/(Loss)	590	774	733	-24%	-20%
Provision for Taxation	104	136	69	-23%	51%
Provision for Investments	87	530	0	-84%	19218%
Provision for Standard Advances	(53)	(475)	28	-89%	NM
Provision for Non Performing Advances	148	227	405	-35%	-64%
Other Provisions	(7)	(12)	23	-40%	NM
Total Provisions	279	407	525	-31%	-47%
Net Profit / (Loss)	311	367	207	-15%	50%
Return on Assets (annualized)	0.4%	0.5%	0.3%		
Return on Equity (annualized)	3.7%	4.3%	2.5%		
Earnings per share-basic (non-annualized)	0.12	0.15	0.08		

Balance Sheet



All figures in INR Crs

- **Balance Sheet** grew ~17% Y-o-Y, while continuing to improve
 - **C/D ratio at 96.4%** v/s. 100.2% Q1FY22
 - **CASA ratio 30.8%** v/s. 27.4% Q1FY22
- **Advances growth at 14% Y-o-Y**
- **New Sanctions / Disbursements at INR 22,636 Crs** for Q1FY23
 - Gross Retail Assets Disbursements of **INR 11,863 Crs**
 - Rural Disbursements of **INR 535 Crs**
 - SME Disbursements of **INR 5,001 Crs**
 - Wholesale Banking Disbursements of **INR 5,237 Crs**

	30-Jun-22	31-Mar-22	30-Jun-21	Growth % (Q-o-Q)	Growth % (Y-o-Y)
Assets	318,475	318,220	272,527	0.1%	17%
Advances	186,367	181,052	163,654	2.9%	14%
Investments	58,679	51,896	46,598	13%	26%
Liabilities	318,475	318,220	272,527	0%	17%
Shareholders Funds	34,149	33,742	33,378	1%	2%
<i>Total Capital Funds</i>	<i>40,926</i>	<i>40,397</i>	<i>40,106</i>	<i>1%</i>	<i>2%</i>
Deposits	193,241	197,192	163,295	-2.0%	18%
Borrowings	70,698	72,205	62,857	-2%	12%

Break up of Advances & Deposits



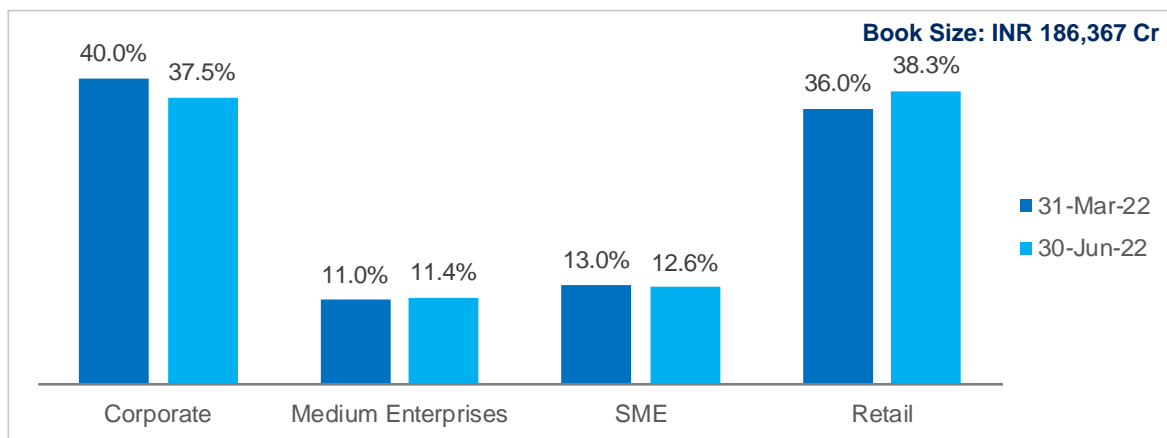
All figures in INR Crs

▪ Sustained Granularization of Balance Sheet:

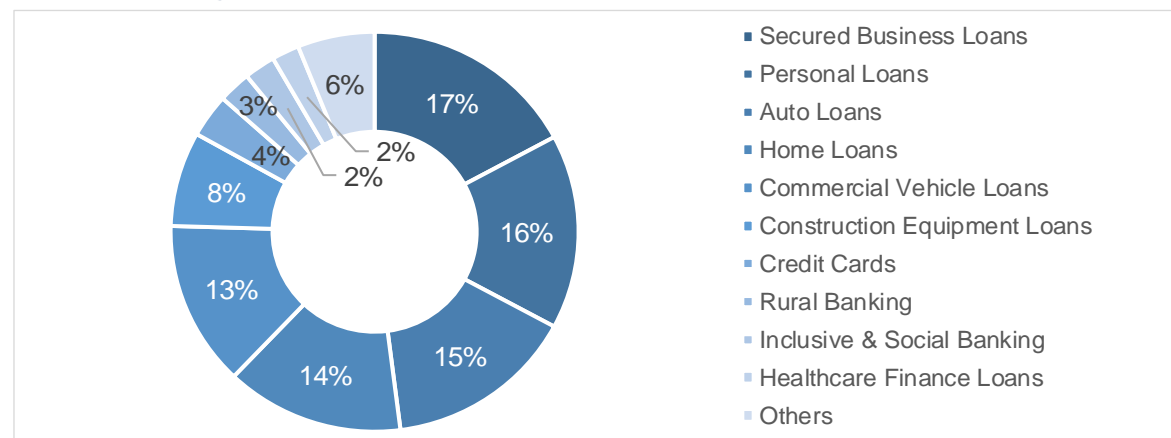
- CASA + Retail TDs² at **62.0%**
- Average daily CA grew by **50.3% Y-o-Y**
- Average daily SA grew by **40.8% Y-o-Y**
- **~302K** CASA Accounts opened in Q1FY23
- Retail Advances mix at **38.4%** v/s. 36.0% in Q4FY22

	30-Jun-22	31-Mar-22	30-Jun-21	QoQ Growth (%)	YoY Growth (%)
Current Account	23,987	26,389	19,140	-9%	25%
Savings Account	35,557	34,970	25,650	2%	39%
CASA	59,544	61,360	44,790	-3%	33%
CASA Ratio	30.8%	31.1%	27.4%		
Term Deposits	133,697	135,832	118,505	-2%	13%
<i>Certificate of Deposits</i>	4,682	4,264	3,827	10%	22%
Total Deposits	193,241	197,192	163,295	-2%	18%

Advances Book Split



Retail Banking Assets¹



¹ Split basis gross retail advances

² Based on Balances <= INR 2 Crs on an Account Level

Break up of Investments

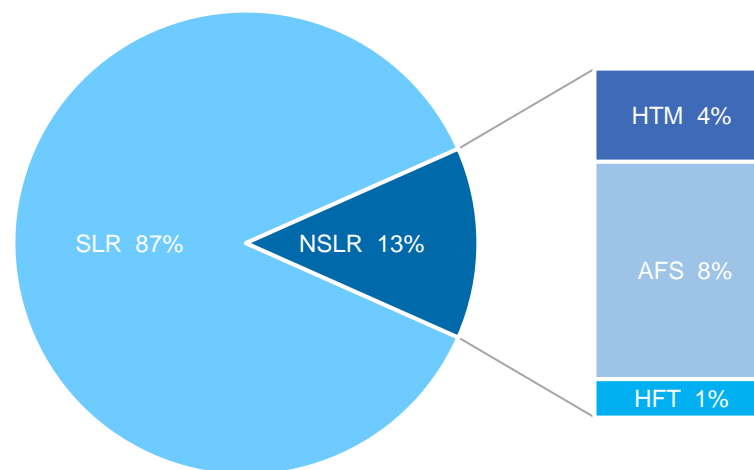
- Total Net Investments at **INR 58,679 Crs**

- **SLR – INR 50,869 Crs**

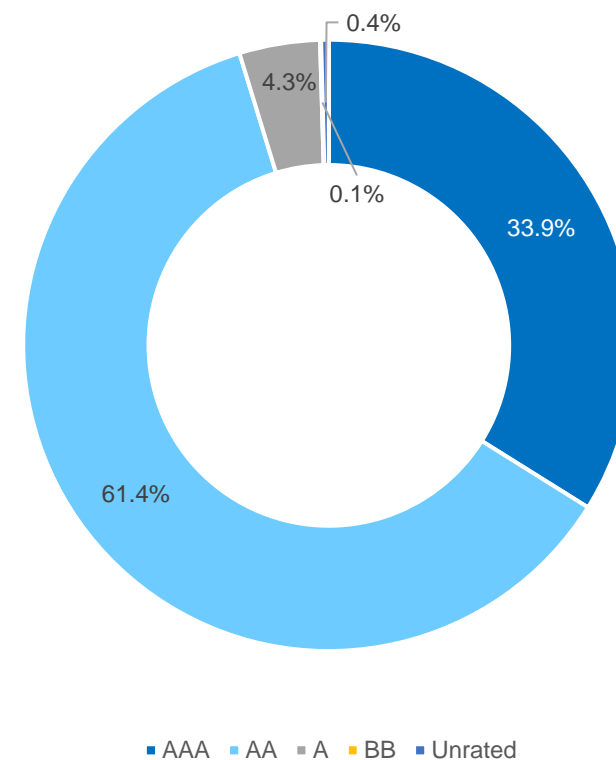
- **NSLR – INR 7,810 Crs**

- Standard Performing – INR 5,858 Crs
- Net NPI – INR 247 Crs
- Others¹ – INR 1,705 Crs

Investments Break Up



Rating wise break up of Standard Performing NSLR Investments



¹ Includes Equity Preference, CDR, US Treasury Bills, Security Receipts & Others

NPA Highlights



All figures in INR Crs

- Significant improvement across segments
 - **Gross NPA Ratio at 13.4%** vs 15.6% Q1FY22
 - **Slippages at INR 1,072 Crs for Q1FY23** vs. INR 2,233 Crs in Q1FY22
 - Corporate slippages at **INR 619 Crs** vs. INR 1,258 Crs Q1FY22
 - Retail slippages at **INR 368 Crs** vs. INR 760 Crs Q1FY22
 - **Upgrades at INR 195 Crs for Q1FY23**
 - **Cash Recovery² – INR 1,337 Crs for Q1FY23**
 - Principal Recovery – **INR 891 Crs**
 - Interest Recovery – **INR 115 Crs**
 - Recovery from Written Off Accounts – **INR 332 Crs**

Asset Quality Parameters	30-Jun-22	31-Mar-22	30-Jun-21
Gross NPA (%)	13.4%	13.9%	15.6%
Net NPA (%)	4.2%	4.5%	5.8%
Provision Coverage Ratio ¹ (%)	82.3%	81.5%	79.3%

Segmental GNPA	30-Jun-22		31-Mar-22		30-Jun-21	
	GNPA	(%)	GNPA	(%)	GNPA	(%)
Retail	1,103	1.5%	1,093	1.7%	1,682	3.3%
SME	738	3.1%	739	3.1%	814	3.9%
Medium Enterprises	409	1.9%	401	2.0%	450	2.8%
Corporate Banking	25,497	28.8%	25,743	28.4%	25,561	27.1%
Total	27,747	13.4%	27,976	13.9%	28,506	15.6%

Movement of NPA	31-Mar-22	Movement				30-Jun-22
	Opening	Additions	Upgrades	Recoveries	Write Offs	Closing
Retail	1,093	368	157	71	129	1,103
SME	739	67	28	40	1	738
Medium Enterprises	401	18	0	10	0	409
Corporate	25,743	619	10	769	86	25,497
Total	27,976	1,072	195	890	217	27,747

¹ Including technical write-offs

² Including NPI recovery

Summary of Labelled & Overdue Exposures



All figures in INR Crs

- **Provision Coverage** improved to **81.6%** in Q1FY23
- Slippage of **INR 126 Crs** from Standard Restructured Advances pool of Q4FY22, largely on account of one large exposure
- **61-90 days overdue book** increased predominantly on account of one large infrastructure group fully backed by strong and highly valued collateral

In INR Cr	31-Dec-21		31-Mar-22		30-Jun-22	
	Gross	Provisions	Gross	Provisions	Gross	Provisions
NPA	28,654	19,331	27,976	19,771	27,747	19,982
Other Non Performing Exposures	8,897	6,243	8,503	6,647	8,525	6,648
<i>NFB of NPA accounts</i>	1,422	332	1,097	206	1,207	199
<i>NPI</i>	5,329	4,810	5,268	5,021	5,188	4,941
<i>ARC</i>	2,145	1,101	2,138	1,420	2,130	1,508
Total Non Performing Exposures	37,551	25,574	36,479	26,419	36,272	26,630
<i>Technical Write-Off</i>		16,579		16,302		16,106
Provision Coverage incl. Technical W/O		77.9%		80.9%		81.6%
Std. Restructured Advances¹	6,878	753	6,752	760	6,453	670
<i>Erstwhile</i>	26	1	26	1	30	1
<i>DCCO related</i>	1,749	87	1,744	87	1,744	87
<i>MSME</i>	1,050	101	1,016	98	925	92
<i>Covid</i>	4,052	563	3,966	573	3,755	490
Other Std. exposures @	124	43	98	34	97	34
61-90 days overdue loans	1,943		1,264		6,543	
<i>Of which Retail</i>	275		227		429	
31-60 days overdue loans	5,305		4,483		905	
<i>Of which Retail</i>	688		815		634	

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

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

Sale of Stressed Assets



Current Update

- Identified **pool of stressed assets** consisting of Non-Performing exposures (NPA / NPI) and Technical Write-offs aggregate to nearly **INR 48,000 Crs** as on March 31, 2022
- Bank had invited **EoI from global distressed debt funds** in August 2021
- Post many rounds of discussions with the Board, on July 15, 2022, the bank **signed a binding term sheet** with **JCF ARC LLC** and **JC Flowers Asset Reconstruction Pvt Ltd** for strategic partnership in relation to sale of identified stressed loans of the bank
- JC Flowers has base bid of **INR 11,183 Crs** - **~135%** of carrying value of above identified pool of Assets, on the Balance sheet as on March 31, 2022
- Swiss Challenge auction launched on July 16, 2022**

Demonstrated Recovery Track Record

- Over the last two years, the Bank had **resolved / recovered a total of INR 13,072 Crs** –
 - INR 5,782 Crs** (~INR 5,000 Crs of Cash Recovery & ~INR 775 Crs Upgradation)
 - INR 7,290 Crs** (~INR 3,700 Crs of Cash Recovery & ~INR 3,590 Crs Upgradation)
- In Q1FY23, the Bank has resolved / recovered a total of **INR 1,532 Crs**

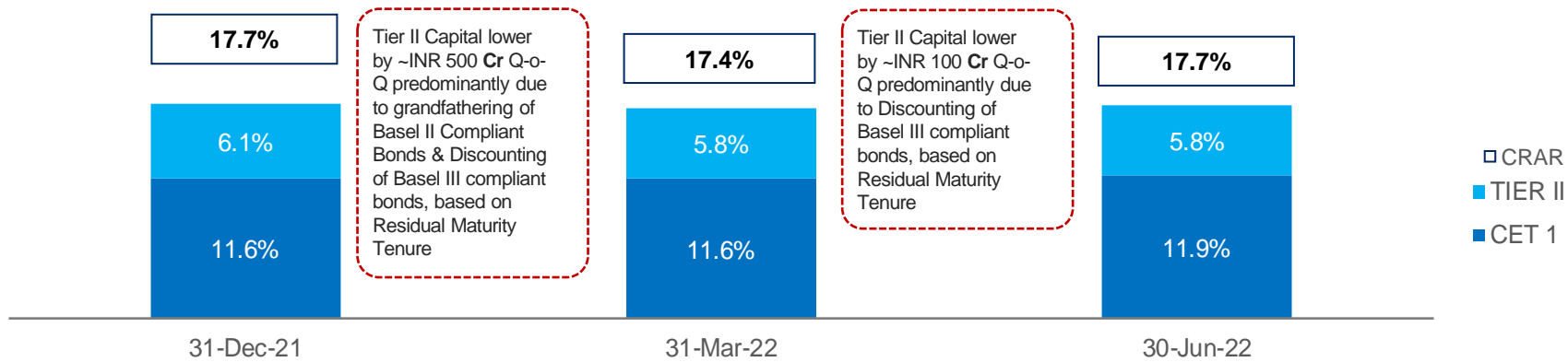
ARC Process & Expected Timelines

Base Bid	July 15 th , 2022 (T)	Minimum of INR 11,183 Crs
Publicly call for counter bids	T + 2 weeks	Expression of Interest to participate
Counter Bid	T + 7 weeks	Minimum markup of 5% over the base bid is required
Matching the Counter Bid	T + 8 weeks	JC Flowers ARC has the right of first refusal
Closure of transaction	T + 12 weeks	Documentation / assignment & receipt of consideration / other aspects for closure of transaction

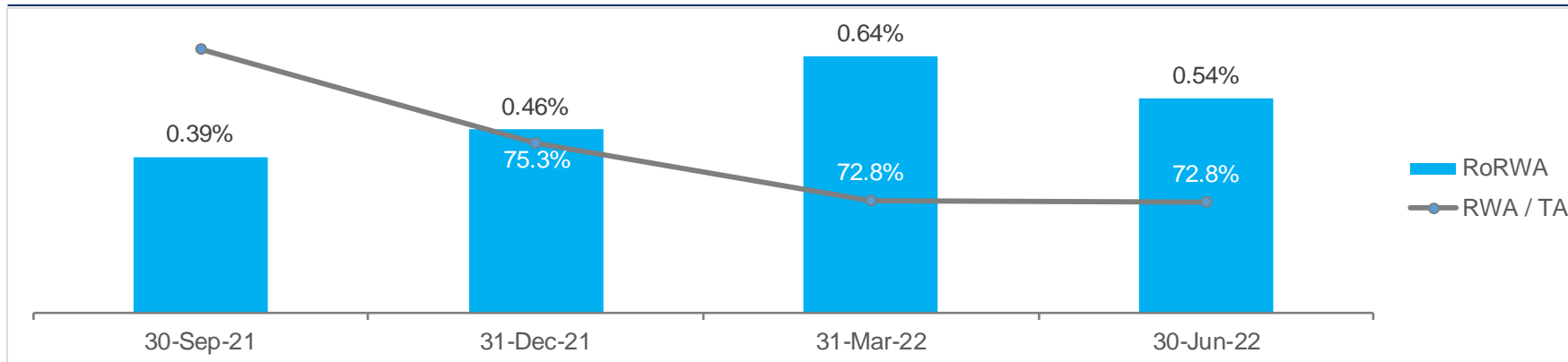
Capital Sufficiency: CET 1 ratio at 11.9%



1 Bank's Capital Adequacy Ratio¹



2 RWA to Total Assets trending lower and Risk Adjusted Returns



CET 1 Ratio comfortable at 11.9%

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

Deferred tax asset of **nearly INR 5,900 Cr** deducted from net-worth for computing CET 1, representing **nearly 250 bps**, to further aid Bank's CET 1 over time



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

YES BANK

Pan-India presence via **1,140 branches, 101 BC banking outlets and 1,273 ATMs, CRM's & BNA's**

54% of branches in **Top 200 deposit centers**

Cater to **all customer segments** (HNI, affluent, NRIs, mass, rural and inclusive banking) with **full product suite**

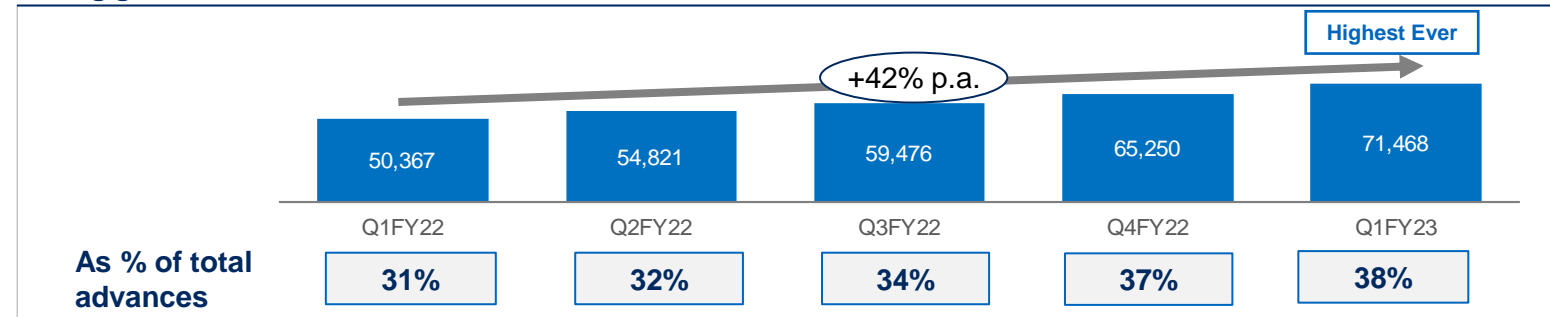
~90% of transactions via digital channels

Leadership / significant share in payment and digital businesses (UPI, AEPS, DMT)

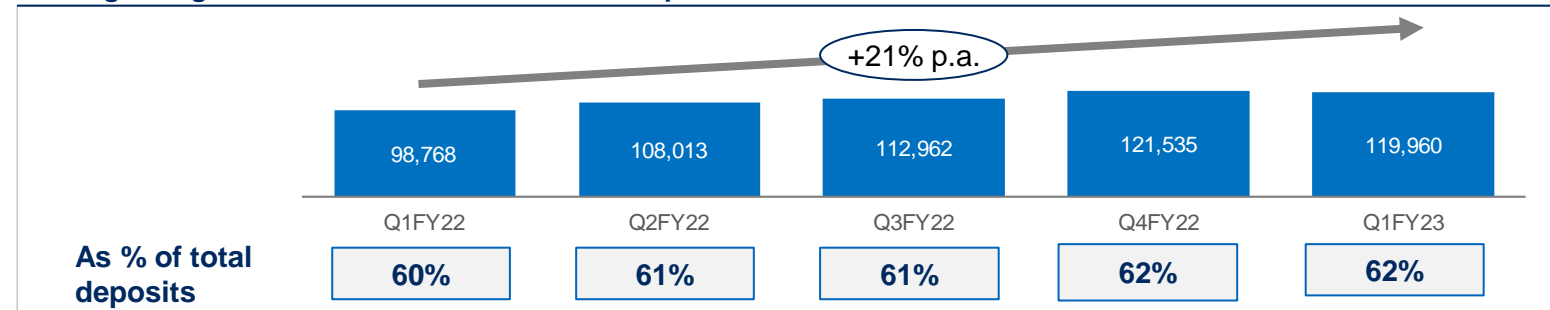
Advanced scorecards and analytics being leveraged across underwriting and engagement

All figures in INR Crs

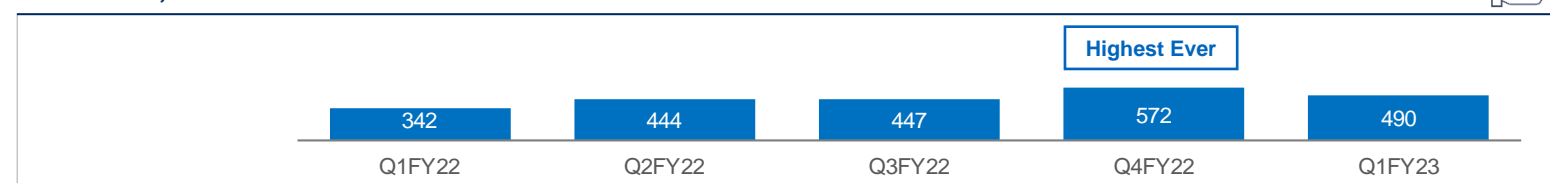
Strong growth in Retail Advances



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



In addition, continued momentum within Retail Fee Income

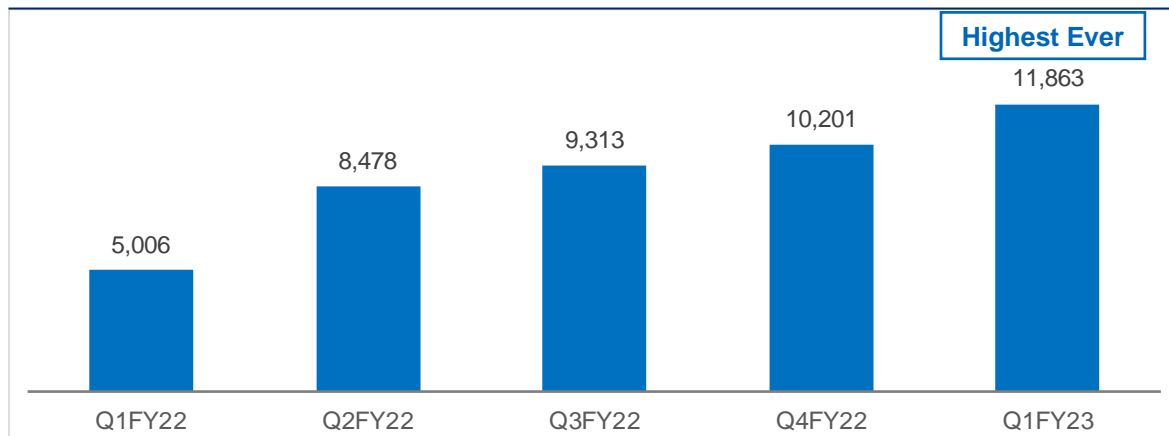


Retail Assets: *Fast growing diversified book*



All figures in INR Crs

1 Retail asset disbursements momentum continues



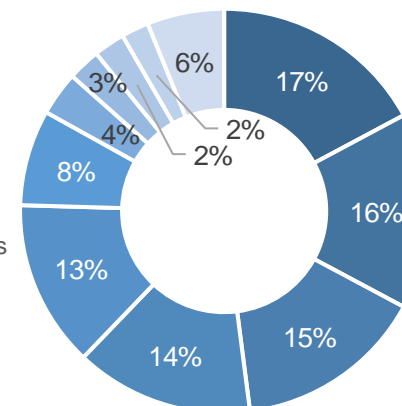
2 On the back of purposeful digital investments



- **Loan in seconds (LIS) platform** and front-end automation initiatives (**Yes Robot**) have resulted in **lower TAT along with higher productivity**
- **~2.5X increase in business through digital channel** and **~1.5X increase in contribution**
- **Sales Force implementation helping in process improvement and customer delight**
- **Pre-qualified Gold Loan OD** for existing customers **24x7 digital process**

3 Diversified retail book¹

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

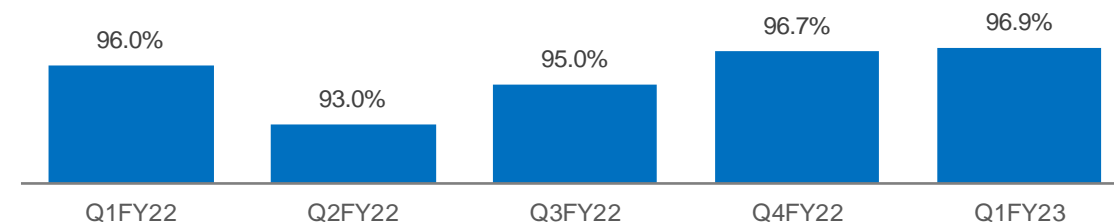


Preferred financier status with leading Auto OEMs

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

4 Strong focus on book quality & collections

Retail Assets collections efficiency at **97.1%** for month of June 2022



- High share of secured loans in Retail Assets book - 80%, with healthy LTV ratios:
 - Avg. LTV for Affordable Home Loan ~68%
 - Avg. LTV for LAP ~57%

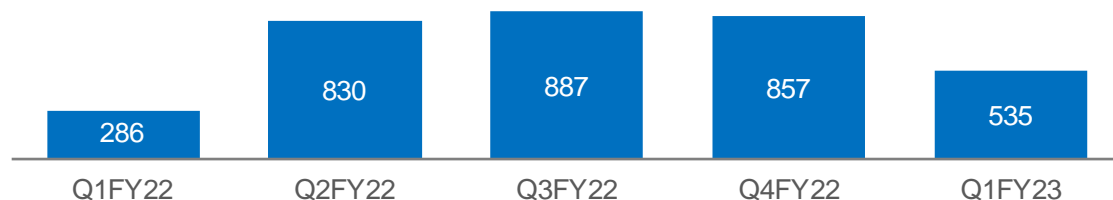
¹ Split basis gross retail advances

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



All figures in INR Crs

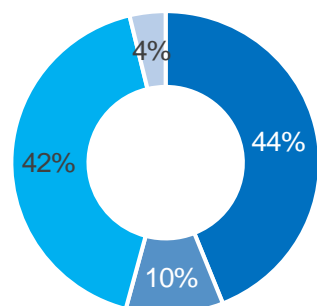
1 Business originations (disbursements) returning towards normalcy



- 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

2 Capturing Rural value chain with geographic diversification

Book Split (value) by segments



Book size : INR 4,062 Cr

- Diversified portfolio** across ~225 districts in 14 states
- Rich pedigree of working with credible BC partners**
- Grid based framework for MFI lending** (Parameters include AUM size, capital adequacy, external rating, delinquency, diversification etc.)

3 Robust Farmer financing book & improved collections in JLG book

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

4 Analytics for expansion towards paperless processing

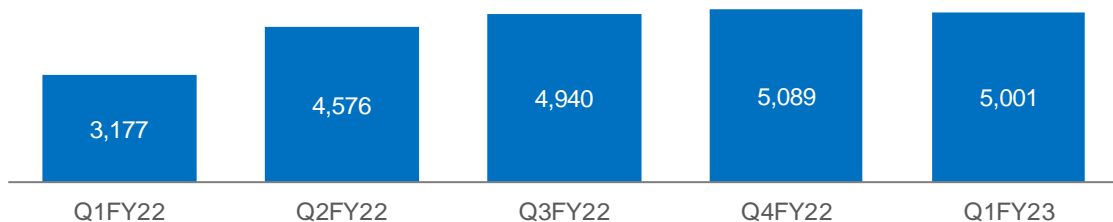
- Digital & Analytics to **enhance customer experience / reduce TAT**
 - Digital on-boarding**, dedicated LMS for rule based sanctions & disbursements and **geo-tagged based monitoring**
 - Usage of Bureau data** up to PIN code level for geographical expansions & periodic portfolio scrub to monitor portfolio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

SME Banking: *Granular book creation with a solution led approach*



All figures in INR Crs

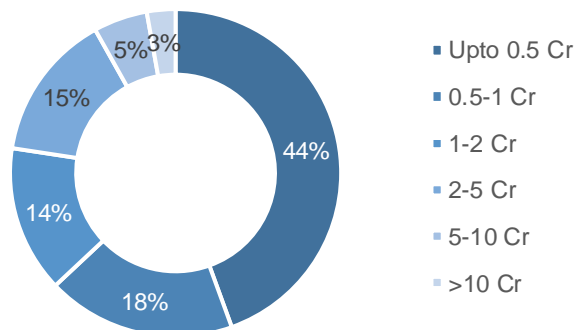
1 Steady momentum in disbursements¹



- **Dedicated teams** for sharper focus in business originations & portfolio management
- **100% business originations** from internal channels
- **Parameterized lending** enabling faster credit decisioning

2 High quality & well diversified granular book

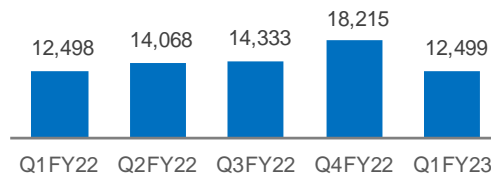
Book Split by Ticket Size



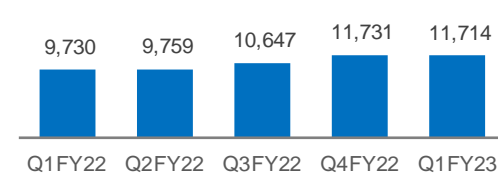
- Distributed portfolio leading to reduced **concentration risk**
- **Portfolio secured by collateral** in addition to primary security of stock & book debts
- **Customer churning and portfolio utilization** at pre-covid level - reflecting portfolio strength.

3 Strengthening Relationship Management

Cross Sell (Units)



Liability Book



- **One stop solution approach** for all needs of entity and promoters
- **Comprehensive borrower assessment** : Pre-approved retail asset products offering along with business banking limits (Industry first initiative)
- **Dedicated Physical RMs** for relationship deepening **across trade, retail, API banking, etc**
- **Virtual RMs support** to enable customers for engagement, services, enhancements & cross sell

4 Digital and Analytics at fulcrum of the franchise

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

¹ Includes Limit Setups

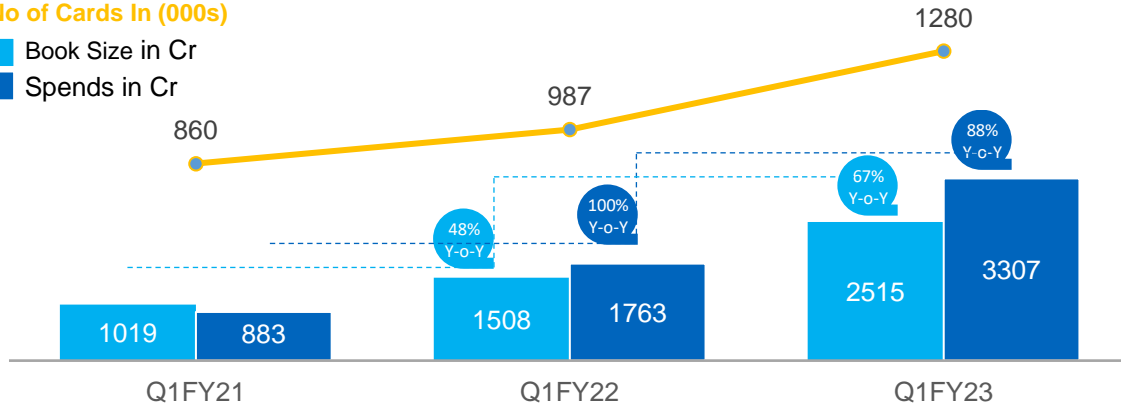
Credit Cards: *Resumption in business with an increase in cards base coupled with strong growth in spends*



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

No of Cards In (000s)

Book Size in Cr
Spends in Cr



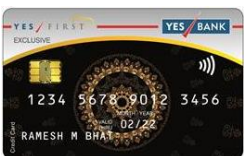
2 Complete Product Suite

Super Premium



- By Invitation
- Global Benefits
- Premium Services
- Concierge Desk

Premium



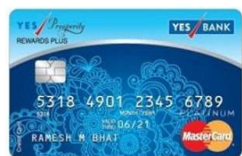
- For Exclusive Few
- Powerful Rewards
- Concierge Desk

Affluent



- Lifestyle Benefits
- Highly Rewarding
- Contactless Payment Experience

Mass Affluent



- Easy Redemption of Reward Points
- Comprehensive Merchandise Catalogue

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

- Comprehensive suite of 16 Products covering Consumer and Commercial Cards
- Most rewarding Rewards Platform, allowing customers to share & adjust reward points against statement outstanding with Reward Points that never expire
- Best Foreign Currency Markup on select card variants & Hosted on most stable technology platform Vision+ (Fiserv) and Falcon (risk monitoring platform)
- Digitization of value-added offerings through self-service portal to enhance customer experience
- Live with 3 network partners Mastercard, Visa & Rupay

4 Distribution Outreach and Digitization

- 70% of Fresh Issuance through digital modes in Q1FY23
- Equipped with Video KYC for a fully digital 'Contactless' customer onboarding
- Enhanced Distribution outreach through Partnerships with Fin-techs and affiliates
- Monthly run rate (in Q1, FY 23) of 50,000+ new card issuance and INR 1,100 crore+ of avg monthly spends
- Book size of INR 2,515 Cr+ in Q1FY23.

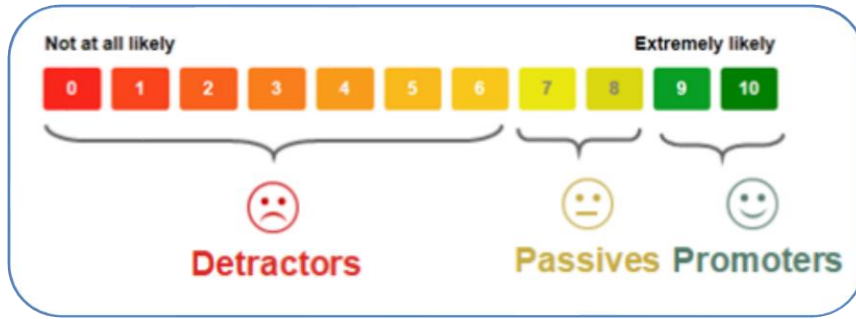
Customer Experience

Key Metrics to measure and enhance Experience



Net Promoter Score (transactional)

Measured across all Retail Banking & Digital Channels to gauge Customer Experience



How likely are you to recommend YES bank post your interaction with us?

Detractor Management

Corrective Actions based on Detractor voice and overall voice of the customer in

Process

People

Technology

NPS SCORE

All channels showed an improvement in Customer Experience

20% NPS improvement in FY-22 from FY-21

CHANNELS COVERED

- Branch Banking - Urban & Rural
- Contact Centres
- Retail Asset New & Existing Customers
- ATM
- Digital Banking

Complaints Reduction YOY

FY-21 58% Reduction

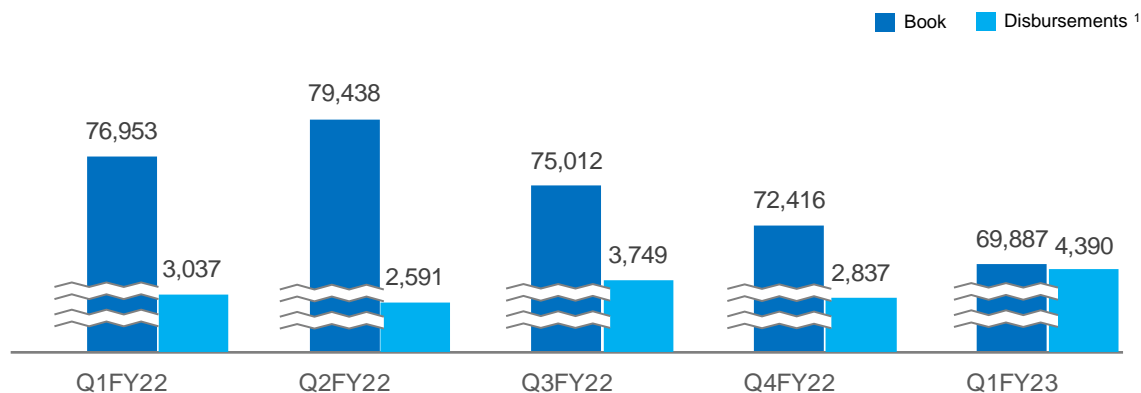
FY-22 25% Reduction

Wholesale Banking: *Granularization of incremental lending book*

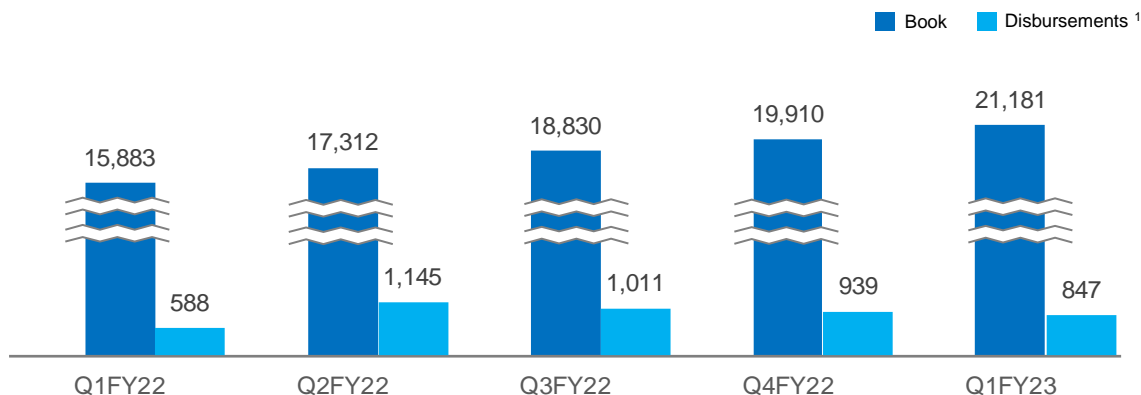


All figures in INR Crs

1 Corporate Book & Disbursements – Debulking Continues



2 Medium Enterprises Break up – Granularity improving



3 Providing tailored solutions to clients across business segments

Large Corporates

- Team of 209 Relationship Bankers spread across 10 locations servicing 950 + corporates and a team of 33 Product Specialists across Renewables / Infra / Port / Road sectors
- Mix of Working Capital Loans has improved by ~10% over the last 5 quarters
- Increase in fees through higher non-fund book and Focus on deposit mobilization from top corporates
- New Limit set-up of INR 3,215 crs during Q1FY23 and added 25 new corporate relationships

Institutional & Govt Banking Group

- Team of 205 Relationship Bankers covering Financial Institutions, MNCs, NBFCs, Banks, Government entities
- Market leading position in cross border remittances which total \$100 bn
- Granular advances growth with capital light fee driven business model
- Anchoring Wholesale liabilities franchise across Govt entities, Co-op sector, BFSI, Fintech
- Tailored custody services

Medium Enterprises (Emerging Local Corporates)

- Team of 305 members with a strong coverage with presence in 37 key locations
- Granular portfolio with a focus on knowledge banking
- Deeply entrenched in new-age entrepreneurship ecosystem by providing bespoke digital solutions, incubation and networking platforms

¹ Excludes movement of CC/OD

Focus Sectors

- Automobiles
- Chemicals
- FMCG
- Cement
- Services
- Pharma
- Food-Sugar
- Healthcare
- InvIT
- Renewables
- Logistics
- New age IT
- Cabling
- Pipes
- Fertilizers
- Engineering
- Steel
- Warehousing

Portfolio Quality and Risk

- Increase the proportion of well rated corporates in Advances
- Growth in Working Capital, Trade Flow business
- Granularized working capital lending with 40% y-o-y increase in Working Capital book

Pan India Presence

- Team of 209 Relationship Bankers spread across 10 locations servicing 950 + corporates, 33 Product Specialists in Project Finance



Analytics

Proactive EWS mechanism, Detailed screening of new names prior to on-boarding, Focus on Trade Corridors for imports and exports business

Products

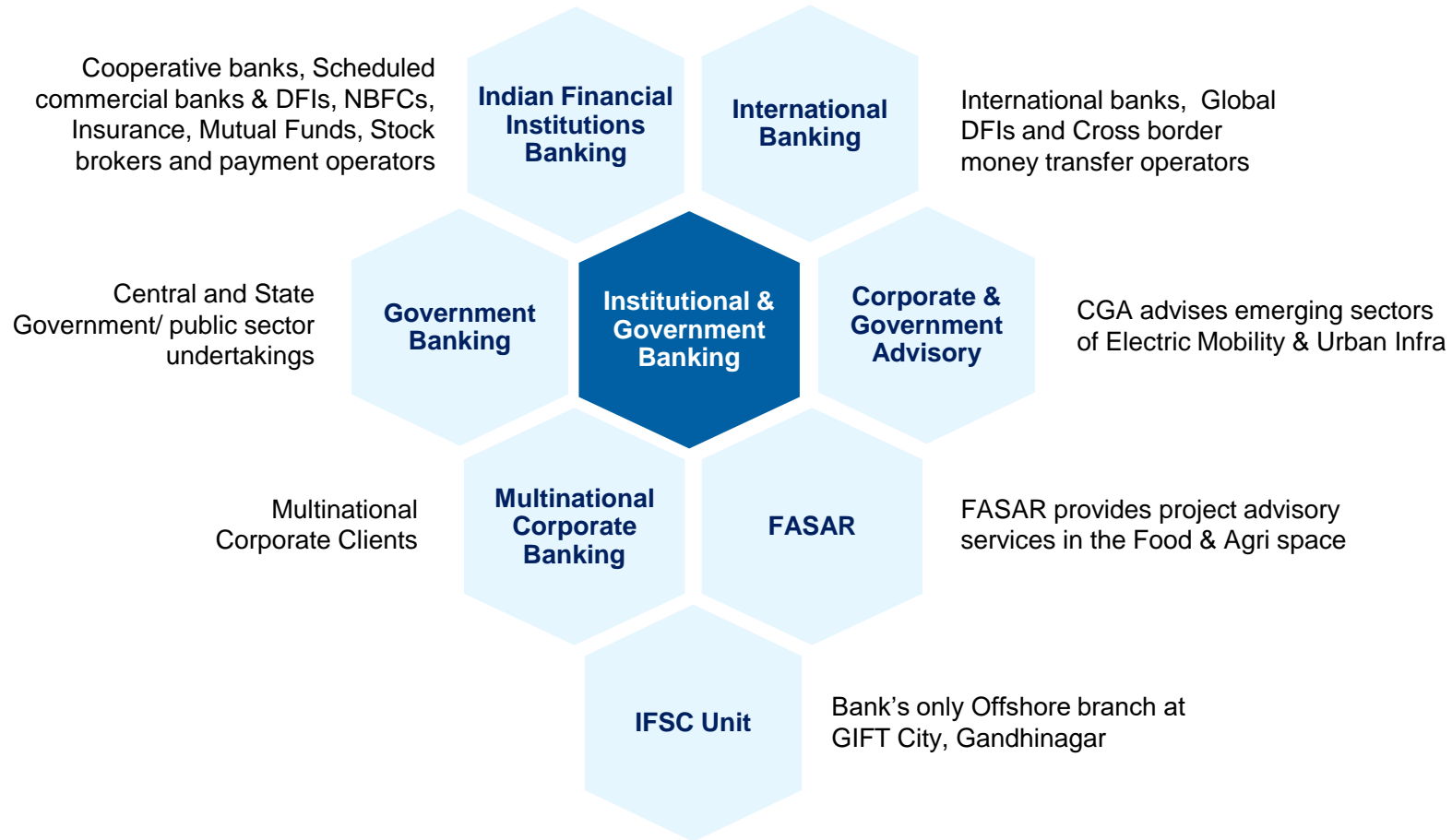
- Working capital financing, supply chain, cross sell of FX and Derivatives, capex & project finance
- Increased cross sell and growing non-fund book Letters of Credit, Bank Guarantees (INR 40k crores) from high quality Large Corporates
- 20 New Corporates onboarded in Q1 FY'23
- Digital, Payments and Liquidity solutions to LC clients
- Major contributor to the Liabilities business
- Onboarding new clients via Debt Capital Markets solutions
- Cross-sell via corporate salary accounts origination by Consumer Bank & Credit Cards from LC client base

Institutional & Government Banking Group



YES BANK's Institutional & Government Banking Group is divided into 7 segments

Anchoring the Wholesale liabilities franchise



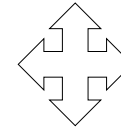
Emerging Local Corporates



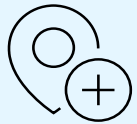
Growth led by NTB and X-sell
- higher wallet share and productivity



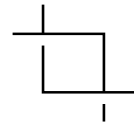
Knowledge Sectors – Media & Entertainment, Gems & Jewellery, Food & Agri, Pharma, Chemicals, Auto ancillary, Logistics, Metals



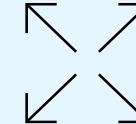
ELC ECOM Team
Unicorn and Soonicorn Focus



Strong coverage – Already present in 37 key locations, 10 more locations under activation



Laser Sharp focus on portfolio quality



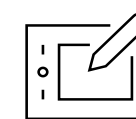
Initiatives to maintain Bank's Leadership Position in startup ecosystem through engagements like API banking, Customized Digital Solutions/UPI/PPI, Digital Escrow and Advisory Services (accelerator programs)



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. Synergies with YSL, FASAR & Treasury



ELC customers provide a multiplier effect for Branch Banking offerings - YCOPS, Wealth, TASC, Credit Cards

Financial Markets – Customised solutions to clients



FX Sales

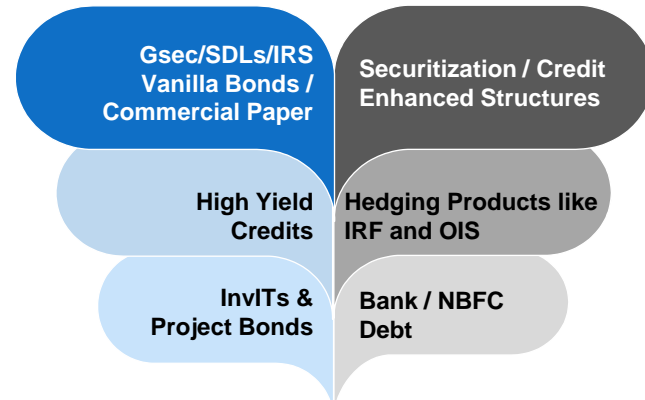


Debt Capital Markets

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

- Corporates
- NBFCs & FIs
- Banks
- InvITs

Comprehensive Product Suite



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

Numerous maiden issuances & multiple repeat mandates

Transaction Banking: *Annuity income through Trade and Cash Management*



Trade Finance | Cash Management | Capital Markets | Custody | Bullion & FES | Supply Chain

Strengthening TBG Franchise

97% of our Corporate CASA is embedded with Transaction Banking Product & Solutions

2+ PPI* in Corporates covers **81% CA, 93% CMS Thruput, 97% Trade FB*, 86% Trade NFB* & 92% EXIM flows**

48% CA, 46% NFB & 52% EXIM flows has seen Increase in Corporate Transaction Banking Product Penetration

75% of all Lending Clients have **2+ TBG Product Embedment**

Product Leadership

CMS Thruput has grown **100% YoY and 8% QoQ**
Thruput from Fintech & Ecommerce grew **6% QoQ & 100% YoY**

EXIM/FX Remittance grew **57% YoY & 24% QoQ**

Trade Funded Book grew by **57% YoY & 11% QoQ** of which Export grew **30% YoY** and Supply Chain book grew **23% YoY**.

100% growth in Qualified Leads & Setups thru our **Connected Banking strategy**

98% of our Cash Management thruput now comes from **Digital modes**
Onboarding on our **Smart Trade Platform (Digital)** platform saw **36% YoY growth**

Superior Service

~88,000 client queries addressed successfully by our Corporate Client Management team,

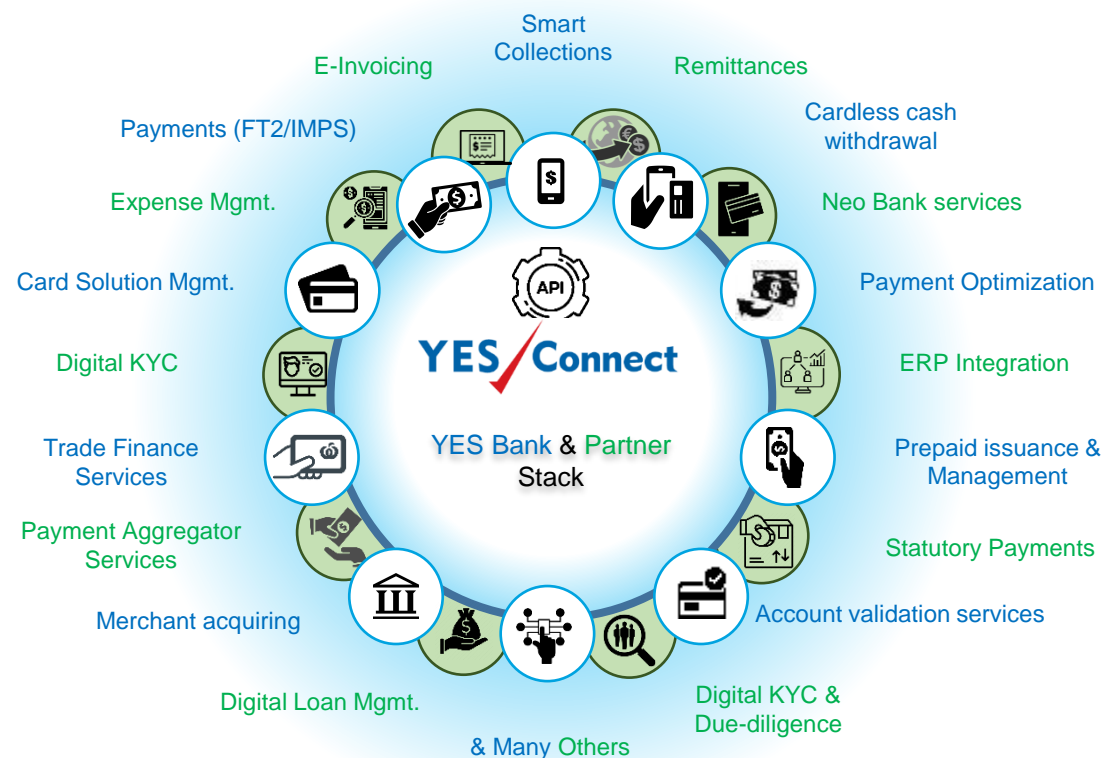
90% of our Corporate CASA clients is covered by dedicated Service Team, with query resolution at **93% First Time Right with 92% TAT adherence**

Transaction Banking: Continued & Expansive API Banking Leadership



API'fication of our Marketplace model
(YES Bank + Partner Offerings)

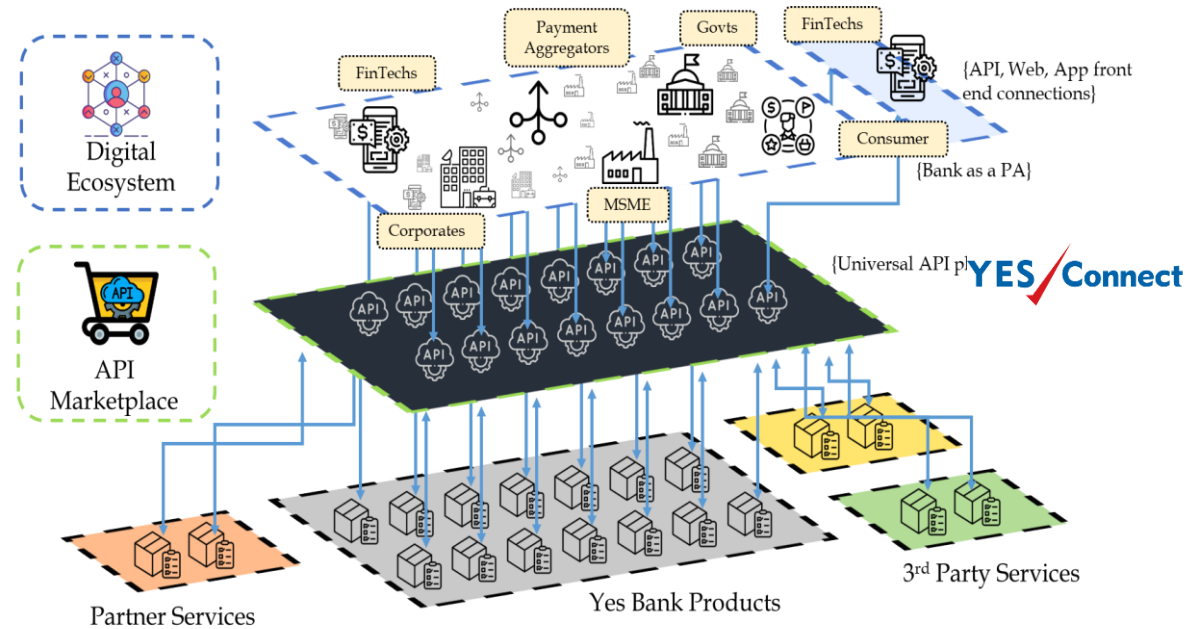
Sachetization of Solutions across Industry Segments



132% YoY & 16% QoQ growth in API Banking Thruput with leading market share in **UPI** (Rank #1), **NEFT** (Rank #1), **RDA & IMPS**

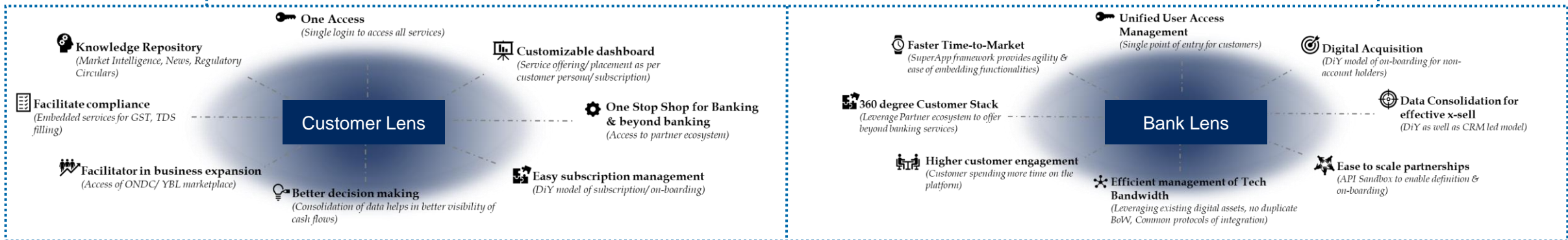
Customer 1st Approach

- Platform for both YBL as well as Non YBL Bank Customer (KYCeed)
- One Stop Shop for all its Banking and Beyond Banking Needs
- Smart Analytics through consolidation of data
- Fully Digital + RM assisted flows



ONE BANK Approach

- Leverage strengths of existing digital assets instead of build from scratch
- Eliminate need for creating same functionality across channels
- Focus on Customer experience than manufacturing
- Visibility of consolidated data for better x-sell

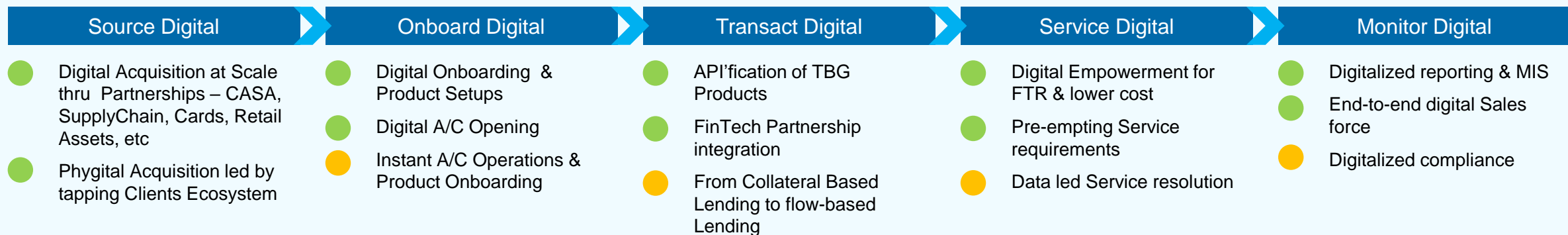


Transaction Banking : Connected Banking Strategy

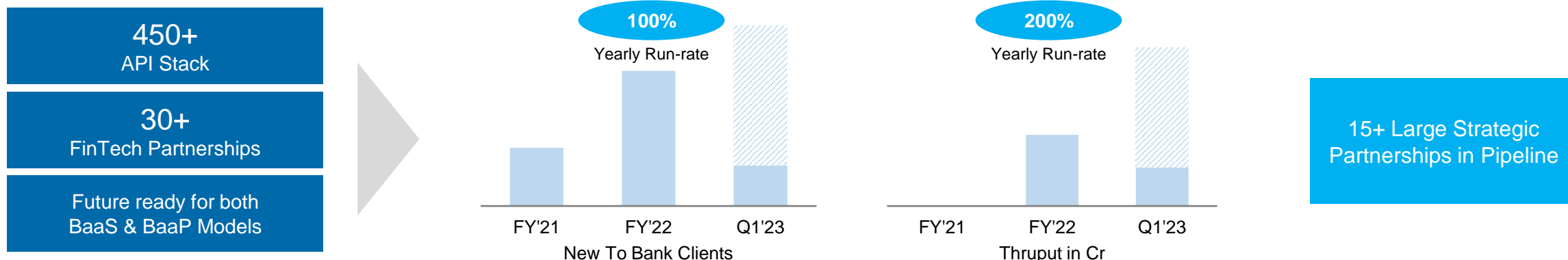
Digitizing and embedding YES Bank within our Corporate Client Ecosystem



Roadmap of Digital @ Transaction Banking



Connected Banking creating a Digital Acquisition funnel



Technology: *Transformation initiatives – Aligned to Business growth*



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

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



Leadership Development

- **Top and Senior Management** with **average vintage of 9 years** within the bank combined with new talent from the industry.
- The Bank conducted **APEX workshops based on ‘Conscious Leadership’** for all Top & Senior Management leaders.

Knowledge Management

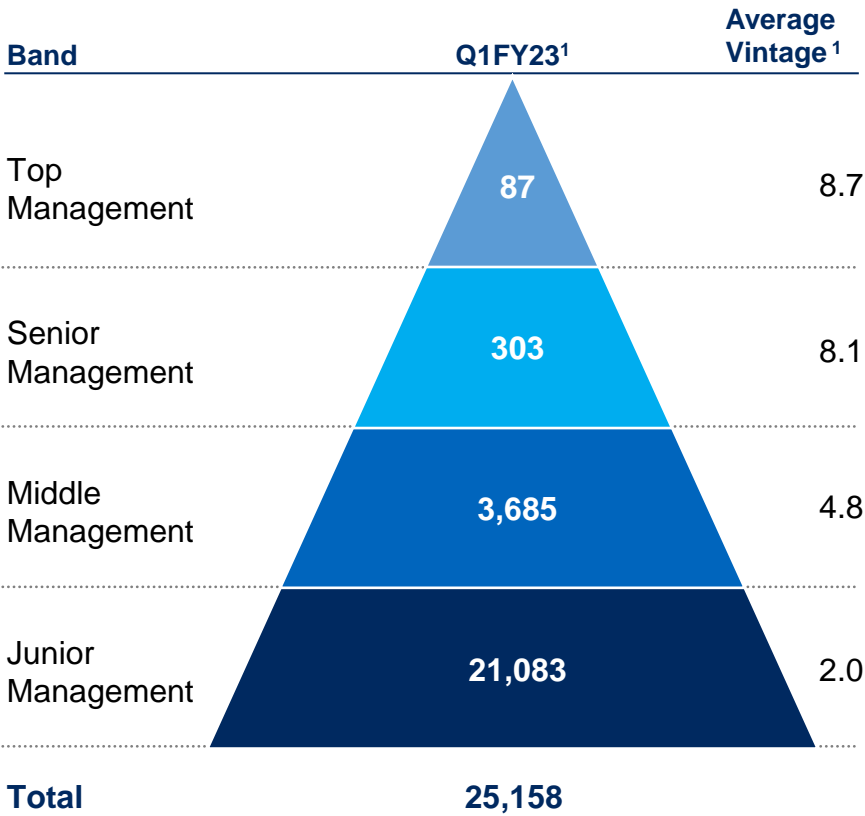
- YES School of Banking focusses on role and skill-specific trainings and certifications. Total **61,517 training days** were clocked in Q1 FY23
- On the job training intervention **‘Collaborate’** was launched in May 2022 for **Operations & Service Delivery (“OSD”)**. This intervention aims to promote cross functional synergies within different verticals of OSD.
- Under the **YES Professional Bankers program, launched in partnership with Manipal Global Education Services**, on campus training for a cohort of 330 students (26% female candidates) has commenced in Q1 FY23. The internship for these executives at YBL offices will begin by September 2022.

D & I Initiatives

- **‘EVE’olution’** a curated intervention was focused on **upskilling and development of women leaders** to foster gender equality and creating a more inclusive workplace for female employees
- **Workshops for women leaders – Ascend- (upto Middle Management)** and **Transcend (Middle to Senior Management)** were launched. These program focusses on sensitizing the impact of gender stereotyping, career limiting beliefs of women and enhancing their networking skills.

Employee Engagement

- The Bank has revived its **Long Service Recognition Program** for employees.
- Hybrid working models under the Bank’s **Working from Anywhere (WFA)** policy have been enabled for employees



Net addition of **812** staff over the headcount of March 31, 2022

¹ Data as on June30, 2022

Responsible franchise committed to a purposeful ESG agenda

YES BANK



Key Highlights

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

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

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

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



1 Addressing Climate & ESG Risk

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

2 Net zero by 2030

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

3 Enhancing governance & disclosures

Board – level CSR and ESG committee; Executive – level Sustainability Council

ESG-linked KPIs for Top Management

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

4 Engaging stakeholders

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

5 Promoting sustainable finance

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

Credit Rating



Ratings across all agencies at **all time lows**:

March 2020

INDIA Ratings
Outlook-keeps
Ratings Watch
Evolving (RWE)

March 18, 2020

ICRA Downgrades

Basel II Upper Tier II to D from BB

CARE Downgrades

Basel II Upper Tier II to D from C
Outlook-Credit Watch with
Developing Implications

June 23, 2020

INDIA Ratings Upgrades

BASEL III Tier II to **BBB-** from B+
Infrastructure Bonds to **BBB** from BB –
Long Term Issuer Rating to **BBB** from BB-

August 27, 2020

CARE Upgrades:

BASEL III Tier II to **BBB** from C
BASEL II Tier I to **BB+** from D
BASEL II Upper Tier II to **BB+** from D
BASEL II Lower Tier II to **BBB** from B
Infrastructure Bonds to **BBB** from B
Outlook-Stable

November 9, 2020

March 16, 2020

Moody's Upgrades

issuer rating to **Caa1** from Caa3
with a positive
outlook

March 24, 2020

ICRA Upgrades:

BASEL III Tier II to **BB**
BASEL II Upper Tier II to **BB** from D
BASEL II Lower Tier II to **BB+** from D
Infrastructure Bonds to **BB+** from D
Short Term FD/CD Programme to **A4+**
from D

August 3, 2020

Moody's Upgrades

issuer rating to **B3**
from Caa1 with a
stable outlook

September 11, 2020

ICRA Upgrades

BASEL III AT 1 to **C** from D
BASEL III Tier II to **BBB-** from BB
BASEL II Tier I to **BB+** from D
BASEL II Upper Tier II **BB+** from D
BASEL II Lower Tier II **BBB** from BB+
Infrastructure Bonds to **BBB** from BB+

Senior Rating & Outlook Upgrade:

ICRA: **BBB**; Stable
India Ratings: **BBB**; Stable
CRISIL: **BBB+; A1** short term;
Stable
Moody's : **B2**; Positive
CARE: **BBB+**; Positive

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

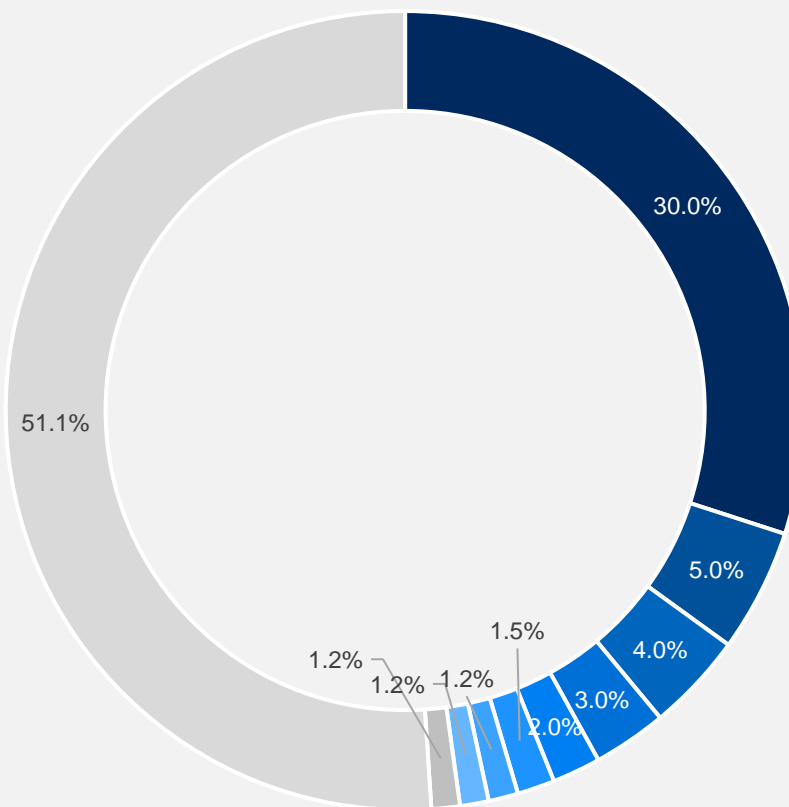
Strong Investor base



Well diversified Investor base:

Category	%
Financial Institutions	38.3%
Individuals	34.1%
FPI's	11.4%
Body Corporates	7.3%
Insurance Companies	5.0%
Others	3.9%
TOTAL	100.0%

Shareholding Pattern as on June 30, 2022



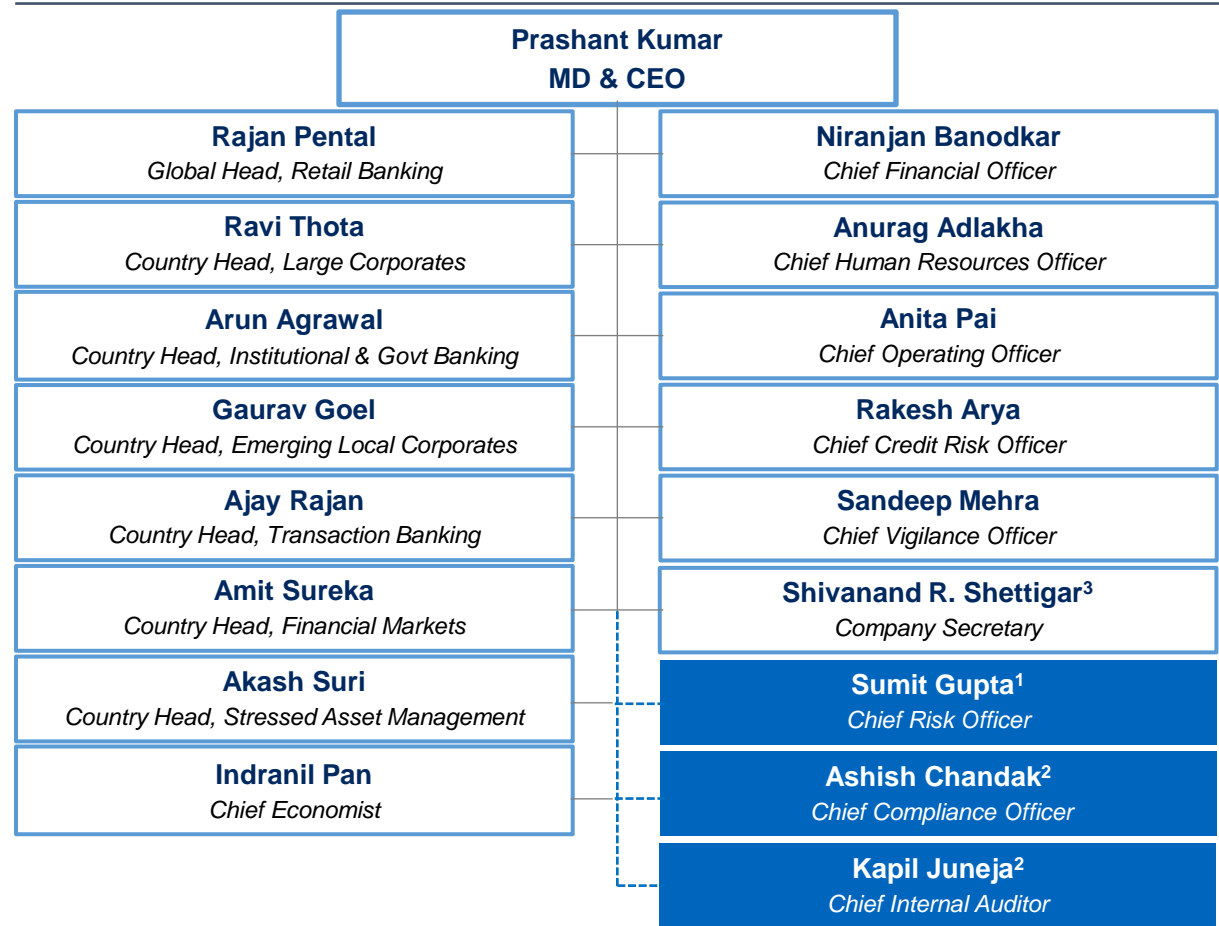
- STATE BANK OF INDIA
- LIFE INSURANCE CORPORATION OF INDIA¹
- HOUSING DEVELOPMENT FINANCE CORPORATION LIMITED
- ICICI BANK LIMITED
- AXIS BANK LIMITED
- KOTAK MAHINDRA BANK LTD
- BANDHAN BANK LIMITED
- AMANSA HOLDINGS PRIVATE LIMITED
- IDFC FIRST BANK LIMITED
- Others

¹ LIC along with its various schemes










Robust Governance Structure



Simplified Organization Structure



Eminent and Experienced Board

 Prashant Kumar Managing Director & CEO	 Atul Malik Independent Director	 Rekha Murthy Independent Director
 Sharad Sharma Independent Director	 Sandeep Tewari Non- Executive Non-Independent Director	 T Keshav Kumar Non- Executive Non-Independent Director
 Sadashiv Srinivas Rao Independent Director	 Nandita Gurjar Independent Director	 Sanjay Khemani Independent Director

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

Contents

YES BANK Overview

Financial Results Update

Franchise

Journey Post Reconstruction



YES Bank journey since March 2020



Immediate steps post March 2020

- **Revamped and Strengthened Governance Standards**
- Recognized and **Provided for Legacy Stressed Assets**
- **Rebuilt Liabilities and Shored up liquidity**
- Comprehensive **customer outreach program for acquisition** leading to growth in Deposits
- **Repaid back the Special Liquidity Facility** of RBI of **INR 50,000 Crs** within 6 months
- **Raised Capital via FPO of INR 15,000 Crs**

FY20

FY 20-22

FY23

Outcome - Stronger and Primed for sustainable and profitable growth

- Alternate Board constituted
- Binding Term sheet for formation of ARC comes into force, validating the Bank's prognosis of recovery
- Stronger & Granular Balance Sheet
- Significantly improved Profitability- PPOP, Credit Costs resulting RoA expansion
- Upgraded Credit Ratings: BBB/ BBB+ from D
- Higher market cap: ~INR 30,000 Crs v/s. ~INR 1,400 Crs

Subsequent steps

- **Enhanced granularity of Balance Sheet - CASA Ratio up 500 bps**, Retail & MSME : Corporate Advances mix at **60%:40%**
- **Cost Optimization:** Opex largely at FY20 levels despite 11% CAGR in Balance Sheet
- **Return to Profitability & Advances Growth**
- **Laser focus on Resolution of Stressed Assets:** ~INR 13,000 of recoveries & resolutions over last 2 years
- **Continued Investments in Digital & Technology Platforms**

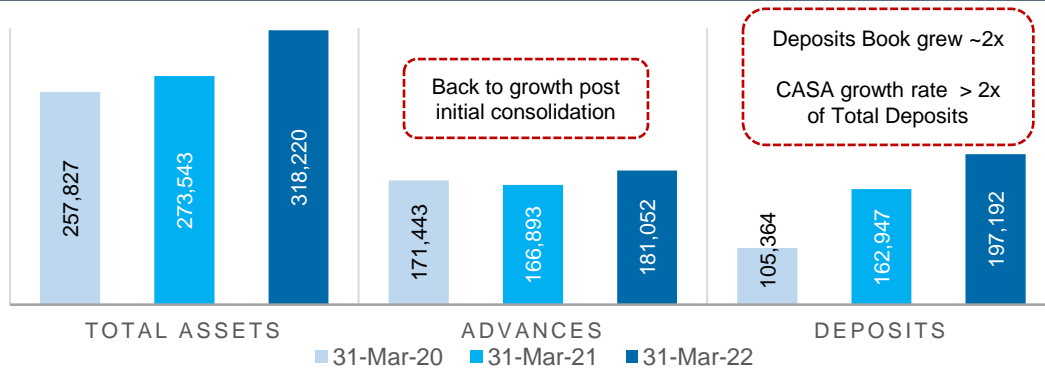
With constant Institutional support from RBI, SBI & Other Investor Financial Institutions and the Board of Directors

Snapshot of Two Years Gone By – Return to Profitability

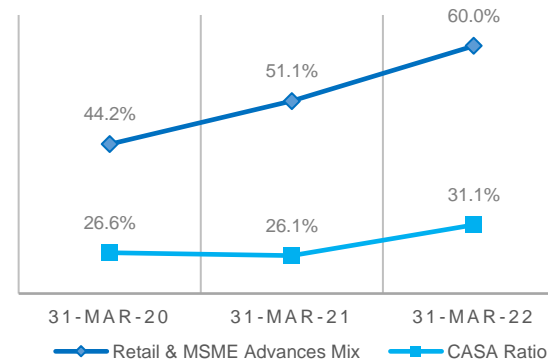


All figures in INR Crs

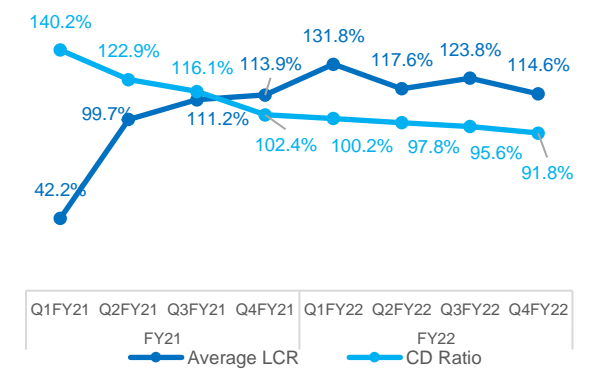
1 Growth across Assets, Granular Advances & Deposits



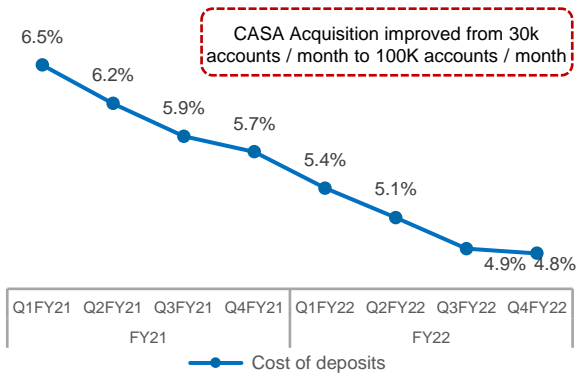
2 Accelerated Granularization



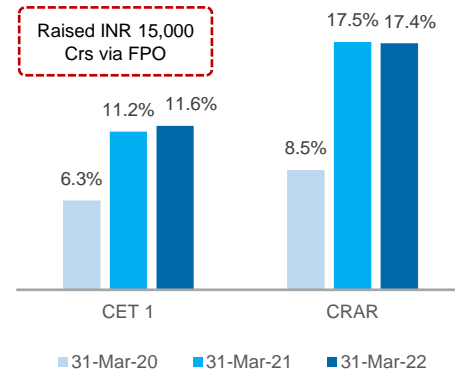
3 Improvement in CD Ratio and Liquidity



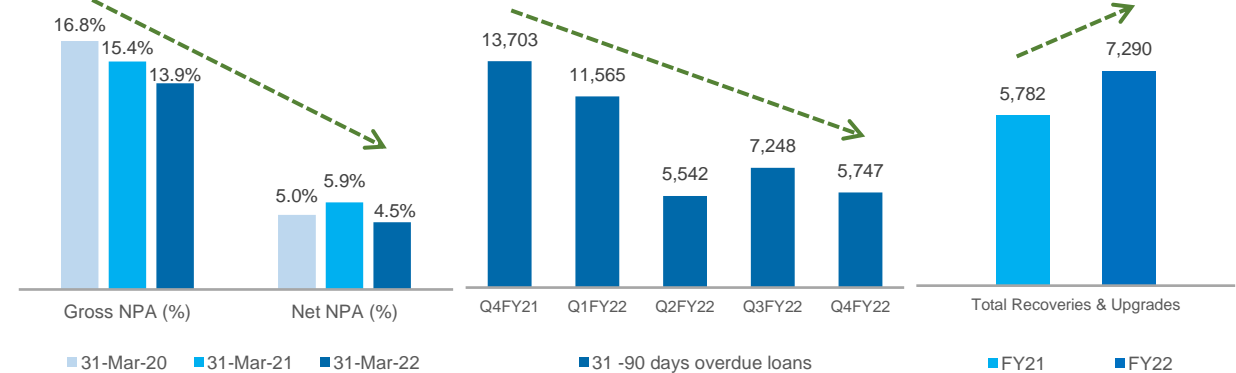
4 Growth despite reduction in rates



5 Improved Capital Position



6 Improving AQ² Trends – NPA & Overdue Trending Lower, Recoveries & Upgrades at a healthy growth



FY22 profit at INR 1,066 Crs against losses of INR 3,462 Crs in FY21 and INR 22,715 in FY20¹ – First Full Year Profit since FY19

¹ Excluding Extraordinary Item

² Asset Quality



Thank You

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