

# INVESTOR PRESENTATION

Q2FY18 Update



# Key Highlights for Q2FY18

YES BANK

## Sustained Financial Performance with steady expansion in NIMs and superior shareholder returns



**1.7% RoA & 17.5% RoE**  
Delivering Consistent Shareholder returns.



**33.5% Y-o-Y**  
Growth in **NII**



**25.1% Y-o-Y**  
Growth in **PAT**

## Increasing Share of Retail Fees, Liabilities & Advances



**78% Y-o-Y**  
Growth in Retail Banking



**37.2% CASA Ratio**  
Up **6.9%** from 30.3% in Q2FY17



**61.7% Granular Deposits**  
(CASA + Retail TDs)

## Strong Capital position with expanding Tier I and CET I ratios



**13.2% TIER 1 Ratio**  
Up from 10.1% in Q2FY17



**11.4% CET 1 Ratio**  
Up from 9.7% in Q2FY17



**Raised**

**40.0 Bn.** Basel III Tier II Bonds.

**54.1 Bn.** Basel III AT1 Issue.

Rated AA by CARE, ICRA & India Ratings

**426 Bn.** (Total Capital Funds) as on Oct 24, 2017

## Investing in Technology for a Digital Future



✓ **BharatQR** enabled on YES Mobile for payments at merchant locations by scanning QR code

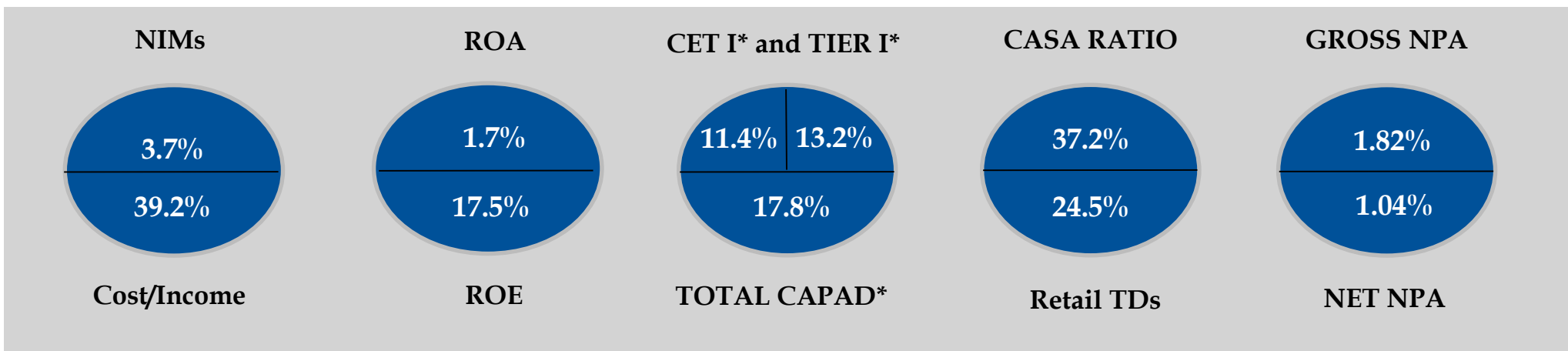
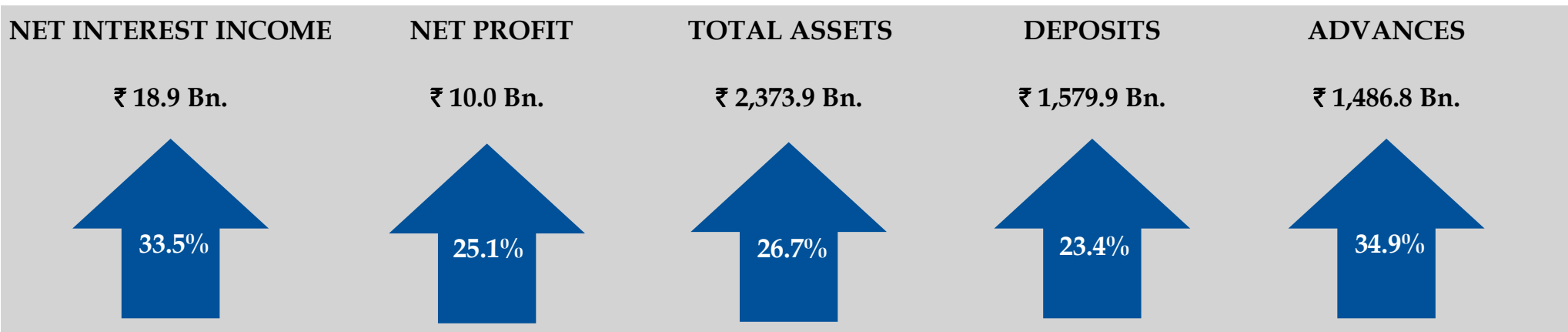


✓ YES Bank has **over 65% market share** in UPI merchant payments



✓ Launch of **Nashik SmartCity 'SmartPay'** Open loop Prepaid Cards

# Key Metrics – Q2FY18



✓ EPS of ₹ 4.38 (*non-annualized*)

✓ Book Value of ₹ 102.2 (*adjusted for 5:1 stock split*)

\* Including profit & excluding prorated Dividend

Robust earnings and growth with sustained margins

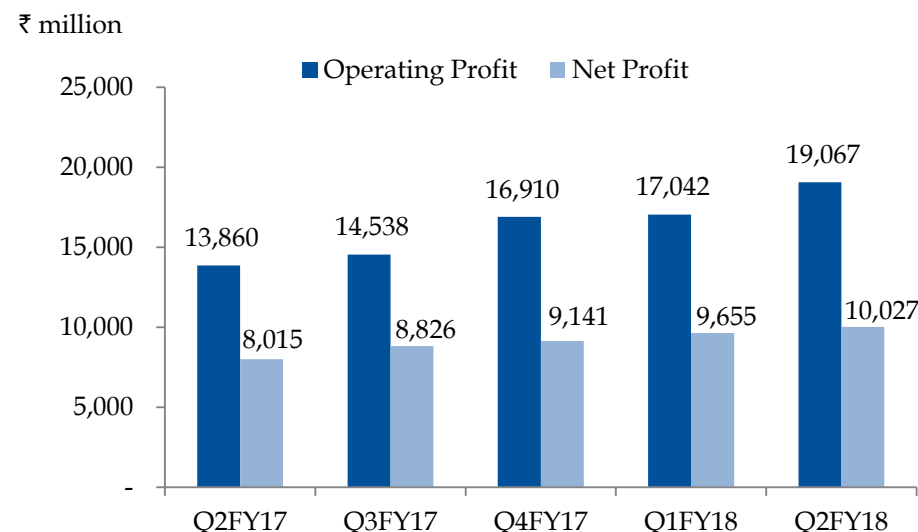
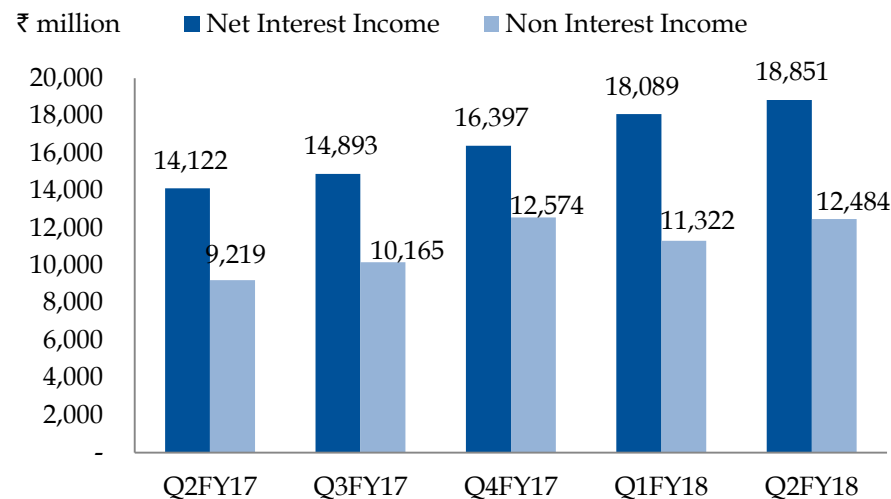
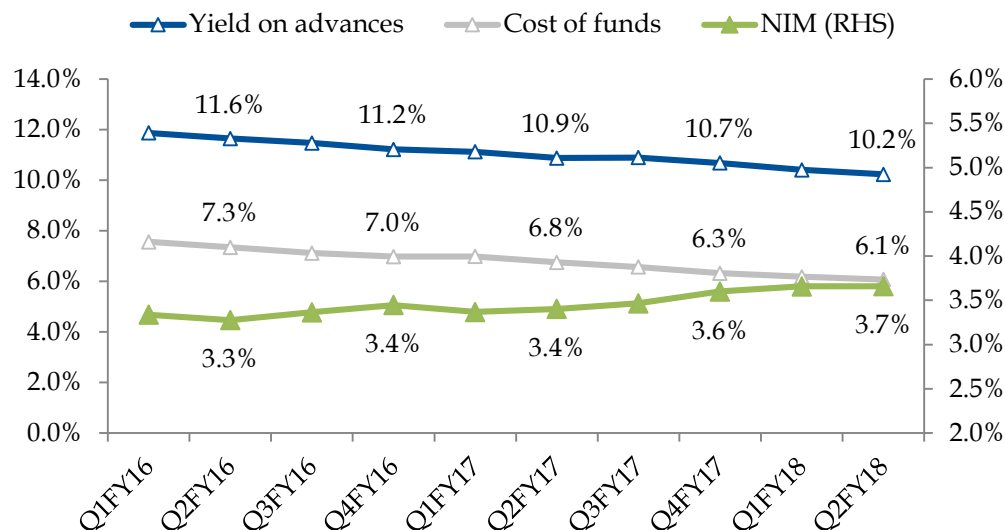
# Key Financial Parameters

₹ Million	Q2FY18	Q2FY17	Growth	Q1FY18	Growth
<b>Profit &amp; Loss</b>					
Net Interest Income	18,851	14,122	33.5%	18,089	4.2%
Non Interest Income	12,484	9,219	35.4%	11,322	10.3%
<b>Total Net Income</b>	<b>31,335</b>	<b>23,340</b>	<b>34.3%</b>	<b>29,411</b>	<b>6.5%</b>
Operating Expense	12,269	9,481	29.4%	12,369	-0.8%
<b>Operating Profit</b>	<b>19,067</b>	<b>13,860</b>	<b>37.6%</b>	<b>17,042</b>	<b>11.9%</b>
Provisions & Contingencies	4,471	1,617	176.5%	2,858	56.4%
<b>Profit After Tax</b>	<b>10,027</b>	<b>8,015</b>	<b>25.1%</b>	<b>9,655</b>	<b>3.9%</b>
<b>Balance Sheet</b>					
<b>Assets</b>	<b>2,373,941</b>	<b>1,873,088</b>	<b>26.7%</b>	<b>2,221,452</b>	<b>6.9%</b>
Advances	1,486,753	1,102,162	34.9%	1,399,718	6.2%
Investments	539,078	495,739	8.7%	521,362	3.4%
<b>Liabilities</b>	<b>2,373,941</b>	<b>1,873,088</b>	<b>26.7%</b>	<b>2,221,452</b>	<b>6.9%</b>
Shareholders' Funds	234,142	153,702	52.3%	223,874	4.6%
Total Capital Funds*	356,903	231,172	54.4%	325,413	9.7%
Borrowings	448,300	345,885	29.6%	383,021	17.0%
Deposits	1,579,898	1,225,811	23.4%	1,502,409	5.2%
<b>CASA</b>	<b>587,246</b>	<b>387,840</b>	<b>51.4%</b>	<b>552,151</b>	<b>6.4%</b>

\* Including profit & excluding prorated Dividend

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

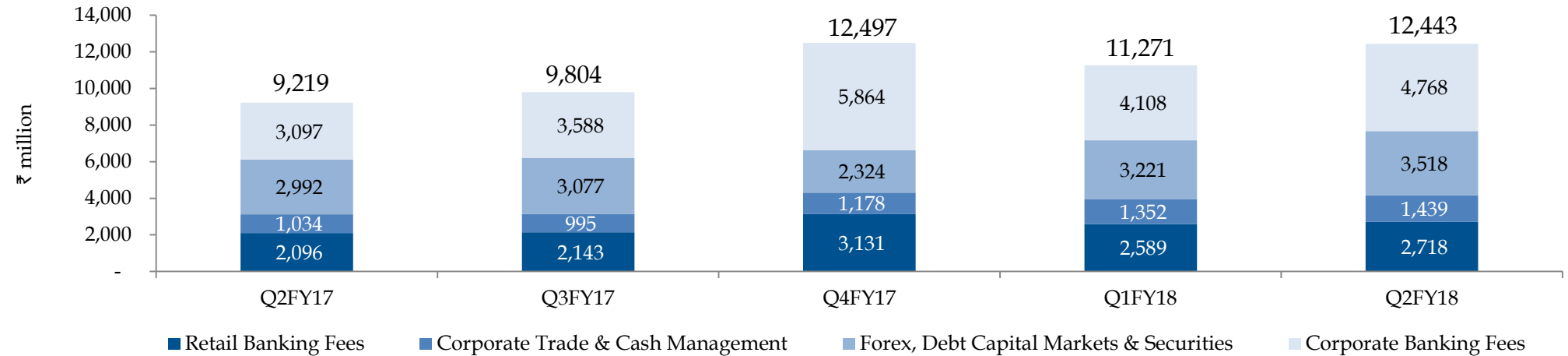
- Strong growth in NII of 33.5% y-o-y, driven by growth in advances of 34.9% y-o-y and steady expansion in margins.
- NIM expanded to 3.7% y-o-y from 3.4% in Q2FY17



Consistent growth in Operating profit coupled with increasing Margins and Spreads

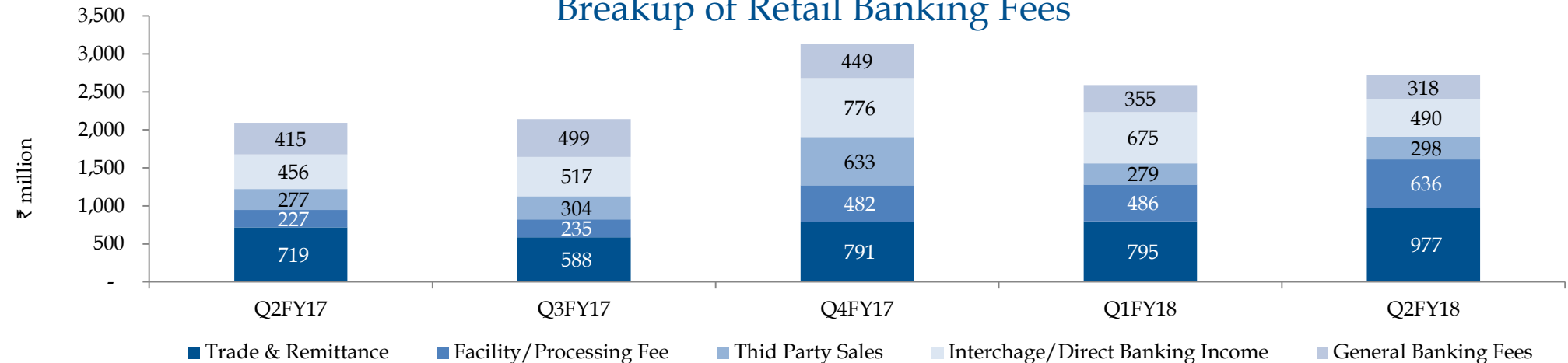
# Non – Interest Income Trends

## Breakup of Non Interest Income



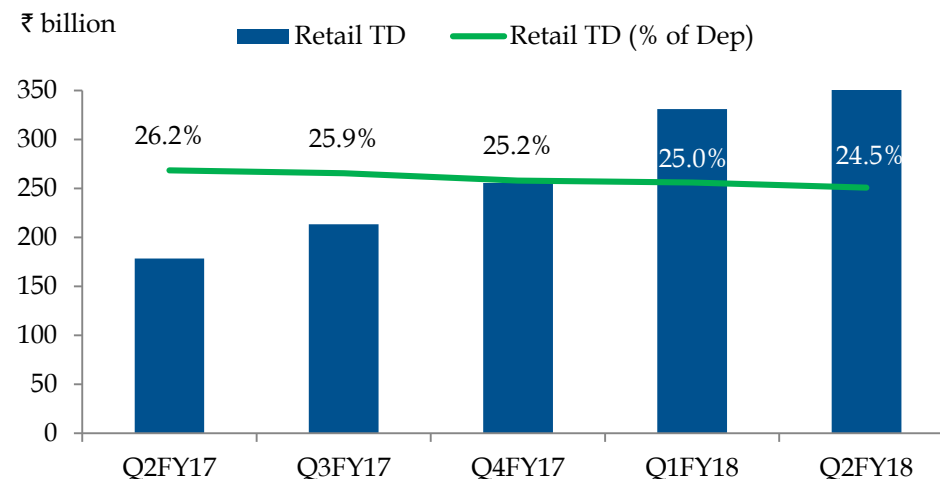
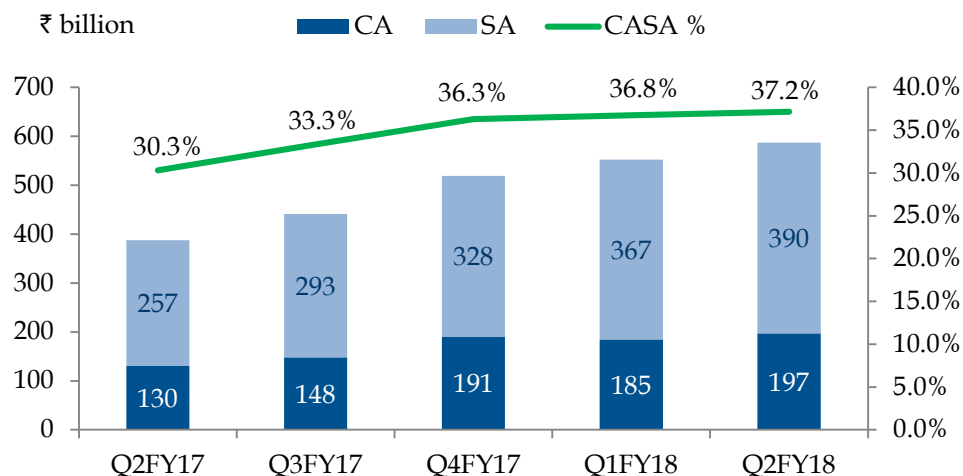
# above breakup excludes ₹362Mn, ₹77Mn ₹51Mn, ₹40Mn Recovery from Write Off in Q3FY17, Q4FY17, Q1FY18 and Q2FY18

## Breakup of Retail Banking Fees

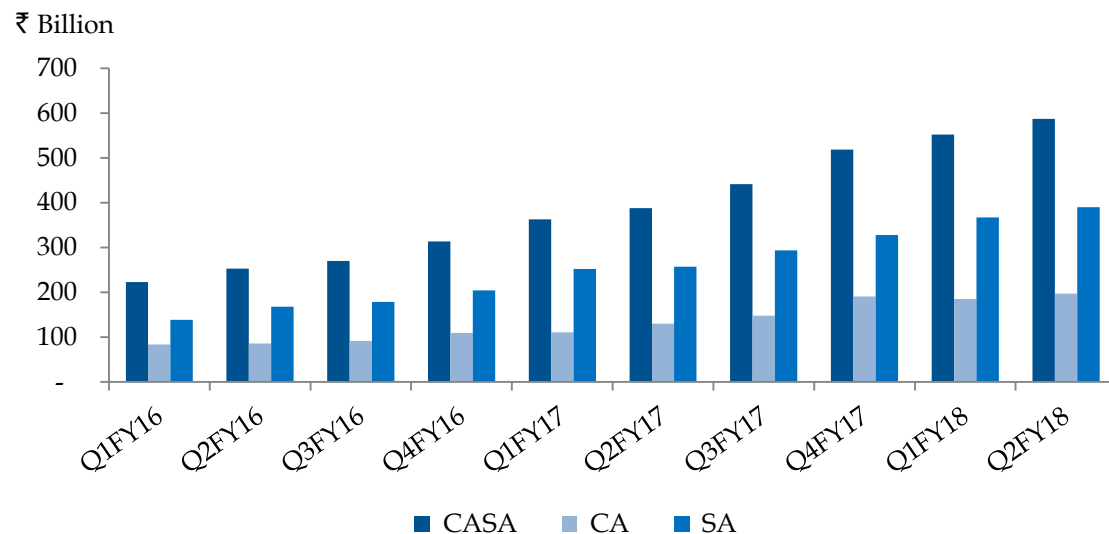


Healthy growth across Transactional Corporate, CMS and Granular Retail.

# Well-diversified Liability Franchise



## Steady improvement in Granular Deposits

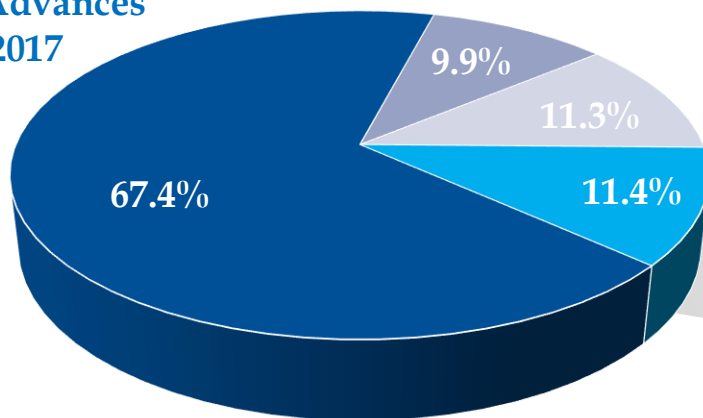


- 5 year CAGR:
  - CASA - 41%
  - Retail Liabilities - 38%
- Market Share of CASA** more than **doubled** in past 5 years
- On track to Overachieve 40% CASA Target by FY20
- Increase in CASA driven by increase in number of branches and corporate linkages.

CASA+Retail FDs as % of Total Deposits stands at 61.7% as at Sep 30, 2017, up from 56.5% a year ago

# Segmental Advance Mix - Improving Retail Share

As % of Total Advances  
30<sup>th</sup> Sept, 2017



- Corporate Banking
- Medium Enterprises
- Small and Micro Enterprises
- Retail Banking

Sub Groups	30 Sep, 2017
Mortgage Backed Loan Group (MLG)	29%
Business Equipment Loan Group (BELG)	10%
Consumer Loan Group (CLG)	15%
Vehicle Loan Group (VLG)	40%
Direct Microfinance	6%

**MLG:** Housing Loan, LAP, Affordable Housing.

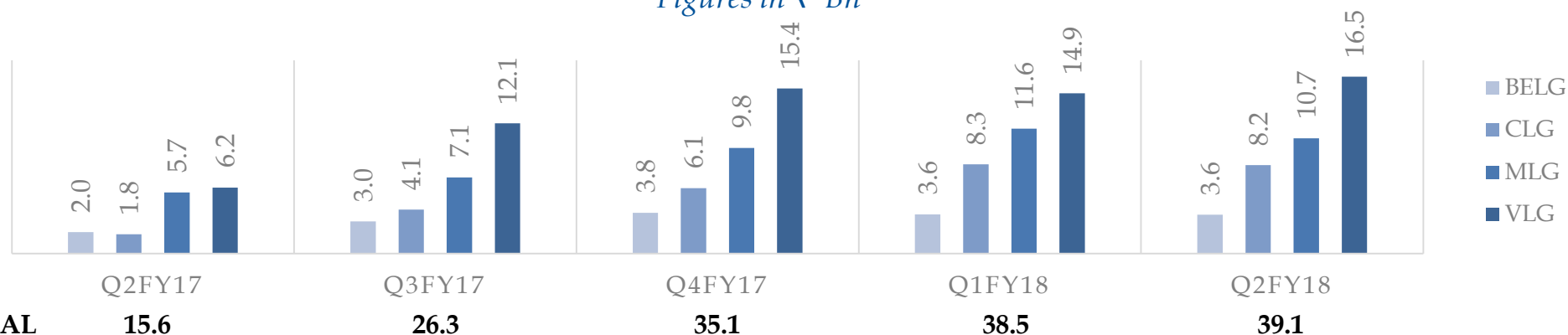
**BELG:** Construction Equipment, Healthcare Finance.

**CLG:** Personal Loan, Gold Loan, LAS, Business Loan, Credit Card.

**VLG:** Auto Loan, Two Wheeler, Commercial Vehicles, Inventory Funding

## Q-o-Q Disbursement Trend of Retail Banking Sub Groups

Figures in ₹ Bn



Rapidly Expanding Retail Assets

# Healthy Asset Quality and Stable Risk Profile

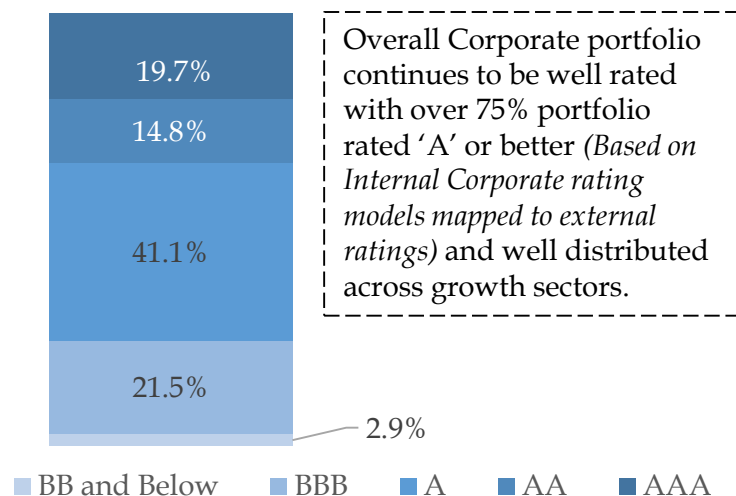
✓ Credit Costs at 29 bps for Q2FY18.

✓ During the quarter,

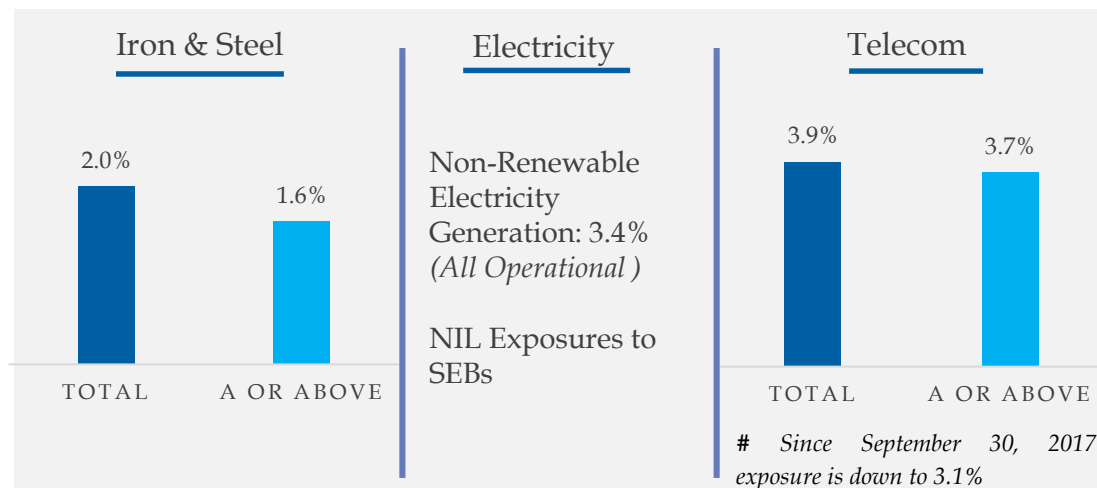
- No new restructuring or S4A.
- One account (₹ 161.0 Crores - 0.11% of Gross Advances) was upgraded from Restructured to Standard Asset due to satisfactory conduct during prescribed period.
- One account (₹ 192.4 Crores - 0.13% of Gross Advances) was restructured under Outside Standard SDR scheme of RBI.
- One account (₹ 89.5 Crores - 0.06% of Gross Advances) was refinanced under 5:25 scheme.

As a % of Advances	Sep 30, 2017	Jun 30, 2017	Mar 31, 2017	Sep 30, 2016
Gross NPA %	1.82% (₹ 2,720.3 Crs)	0.97%	1.52%	0.83%
Net NPA %	1.04% (₹ 1,543.3 Crs)	0.39%	0.81%	0.29%
Provision Coverage	43.3%	60.0%	46.9%	64.8%
Restructured Advances %	0.08% (₹ 116.1 Crs)	0.24%	0.36%	0.46%
Security Receipt (Net) %	0.94% (₹ 1,412.3 Crs)	0.69%	0.73%	0.23%
Standard SDR	0.32% (₹ 477.1 Crs)	0.20%	0.24%	0.03%
5:25 Refinancing	0.15% (₹ 228.3 Crs)	0.10%	0.09%	0.09%
S4A	0.01% (₹ 18.8 Crs)	0.01%	0.01%	-

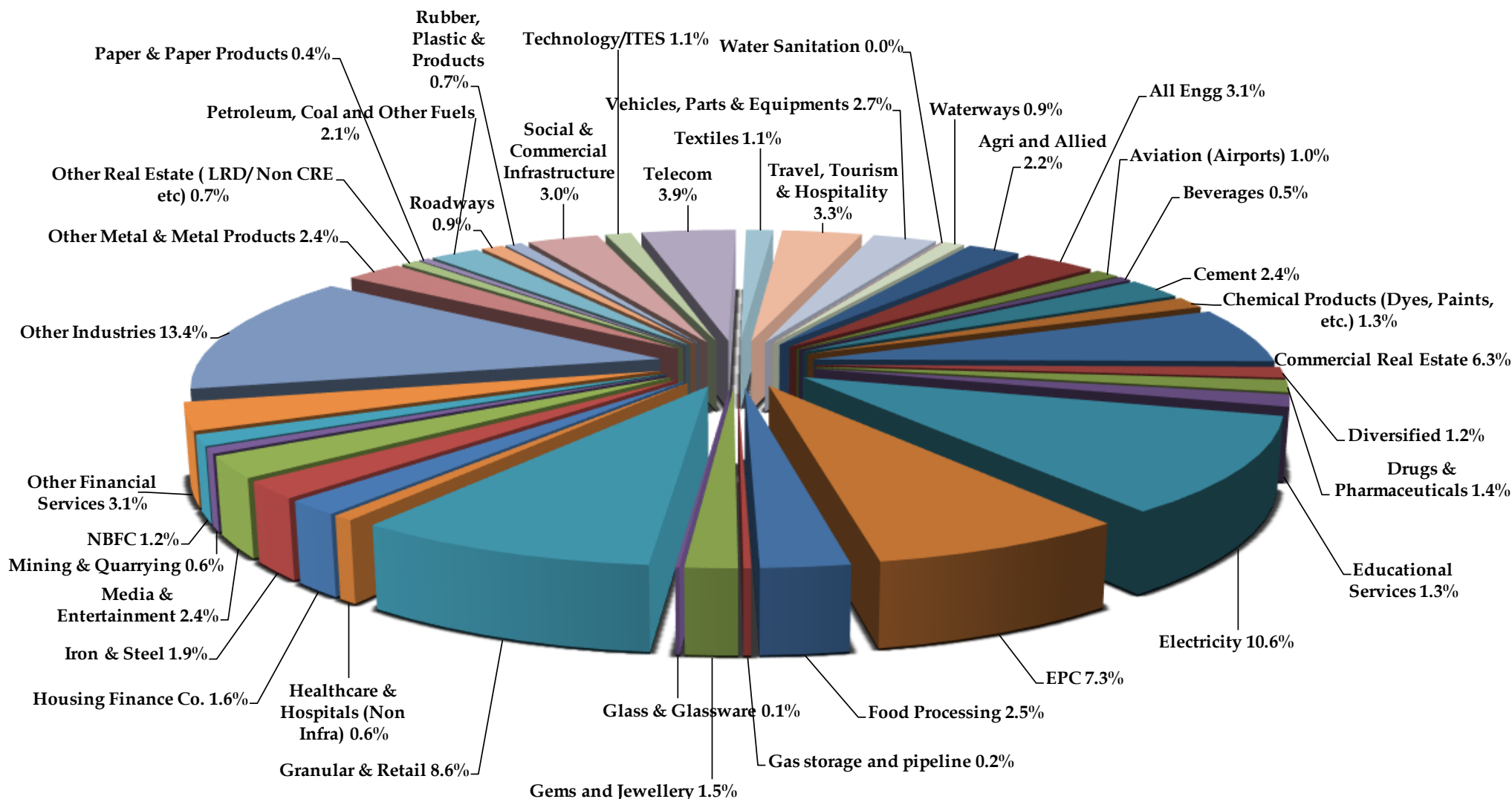
## Rating Profile



## Sensitive Sector Disclosure



# Sectoral Exposure Mix



Well diversified overall portfolio with significant deployment in YES Bank focused knowledge sectors

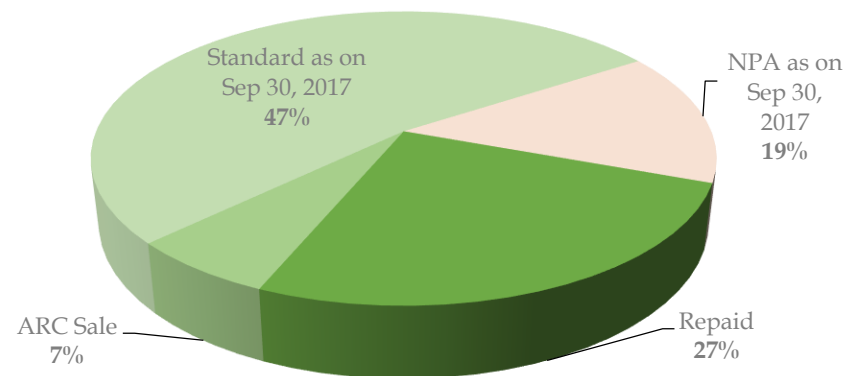
## RBI Risk Based Supervision Exercise:

- ✓ RBI's Annual Risk Based Supervision (RBS) exercise (conducted for FY2017) was finalised in October 2017)
- ✓ Bank has fully absorbed the impact of such reclassifications in the financial results for Q2FY18
- ✓ ~81% of the exposures has been repaid / resolved or classified as 'Standard' on account of their satisfactory conduct.
- ✓ Since March 31, 2017, 1 account has been fully repaid. Further material reductions in principal outstanding of 8 out of 11 accounts classified as 'Standard' as on September 30, 2017

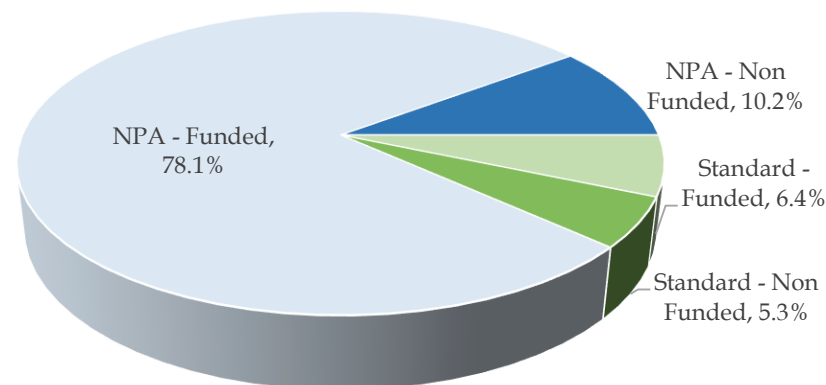
## Bank's exposure to select accounts referenced in RBI IBC/NCLT notification (2 Lists)

- ✓ Total exposure of ₹ 14,345 million across 9 borrowers
- ✓ Bank carries provision of 50% on the aggregate funded exposure of List 1 (2 A/c's) and 39% on the aggregate funded exposure of the subsequent list (NPA + Standard) (7 A/c's).

Break-down of exposures observed as part of RBI RBS process



Exposure Status of RBI IBC/NCLT (across 2 lists)



Process	CRM Based Origination	Joint Delegation/ Approval Committee	Portfolio Analytics
Impact	Reducing Adverse Selection Bias	Joint Approval/ Committee Approach - Highest Level of due diligence	Monitoring of Portfolio trends – Historical and Forward looking

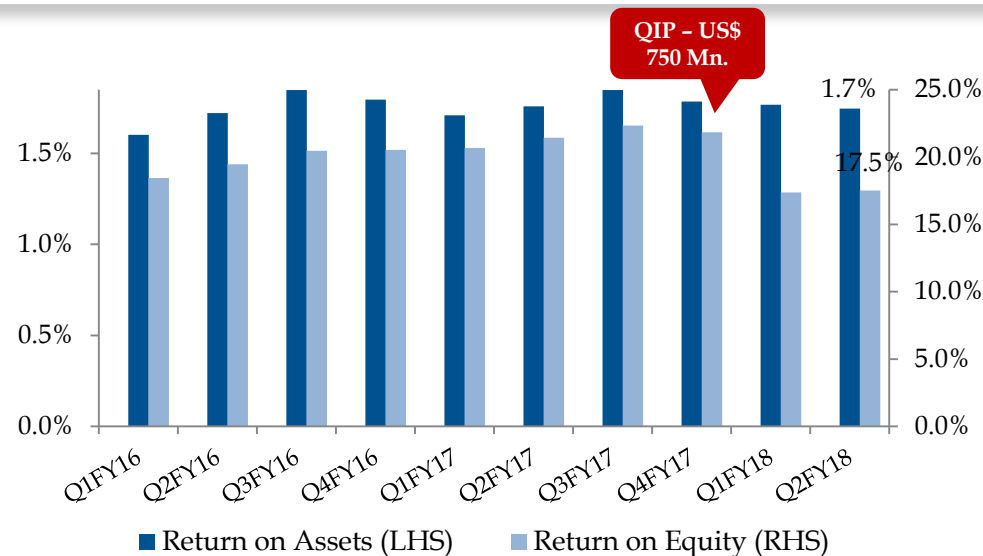
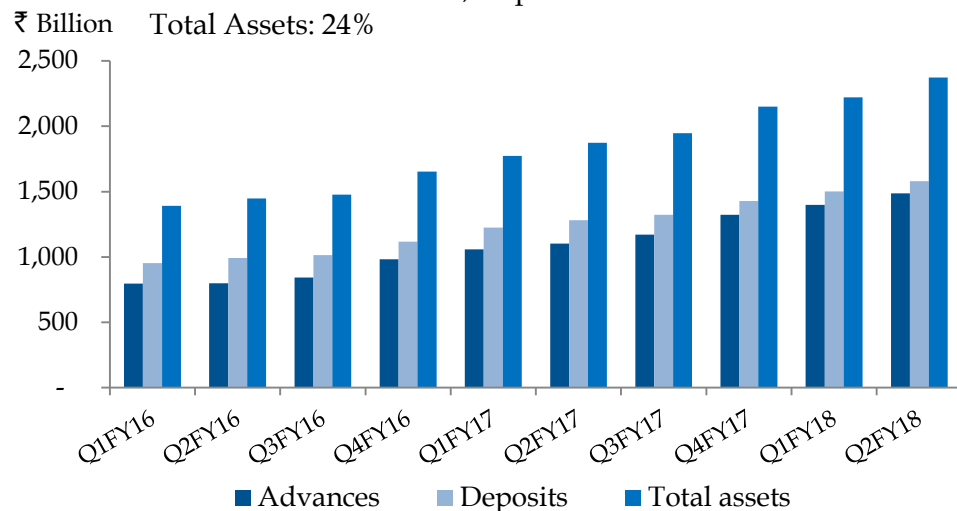
Process	Superior Structuring	Early Warning & Problem Solving	Provisioning
Impact	Higher recovery and lower NPAs	Effective and Timely Risk Mitigation	Contingent Provision Buffer

- ✓ Strong Selection Process has resulted in YES BANK having a **healthy asset book** (particularly when compared to large peer banks)
- ✓ Portfolio Analytics and Early warning signals in conjunction with proactive problem solving outcomes has helped the bank in **reducing outstanding exposures** to stressed cases continuously and significantly
- ✓ Overall portfolio is well distributed with significant deployment in focused knowledge sectors by leveraging on sectoral expertise housed with specialized Relationship Managers, Product Managers and Risk Managers (3 EYE Risk Management Principles)

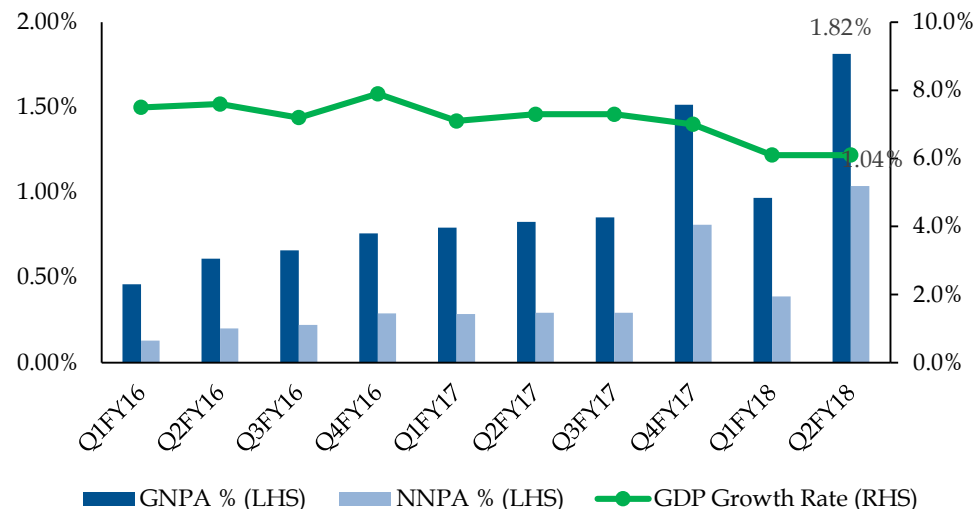
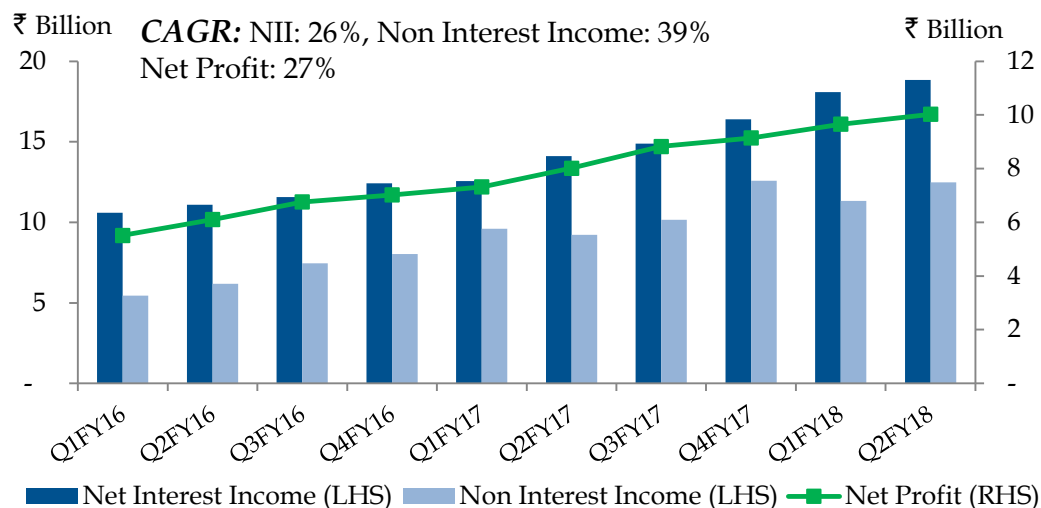
Robust Risk Management System in place to provide early identification of potential problem accounts

# Sustained Growth with preservation of Asset Quality

**CAGR:** Advances: 28%, Deposits: 22%  
Total Assets: 24%



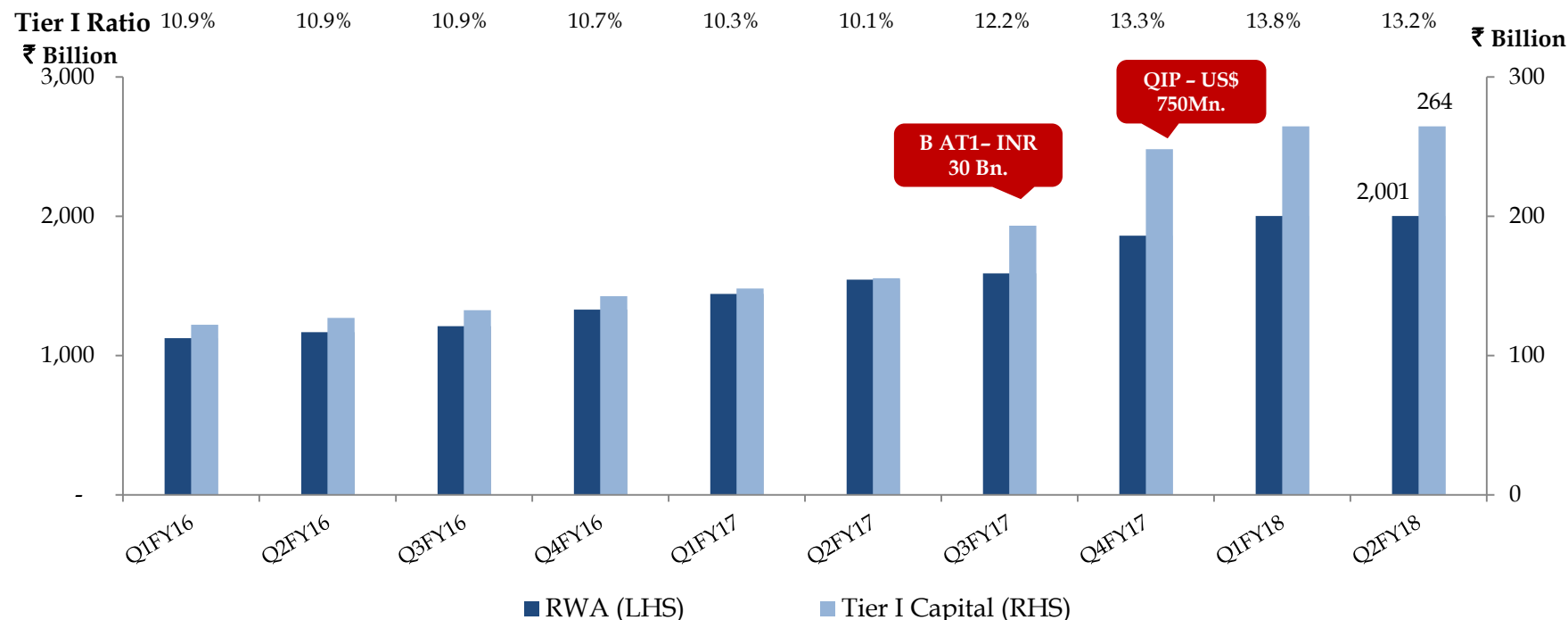
**CAGR:** NII: 26%, Non Interest Income: 39%  
Net Profit: 27%



GDP Growth Data for India (y-o-y is taken from CIC database) GDP growth data for Q2FY18 is based on estimates

**YES BANK has sustained growth of advances & deposits while maintaining best in class asset quality**

# Capital Growth Through Internal Accretion

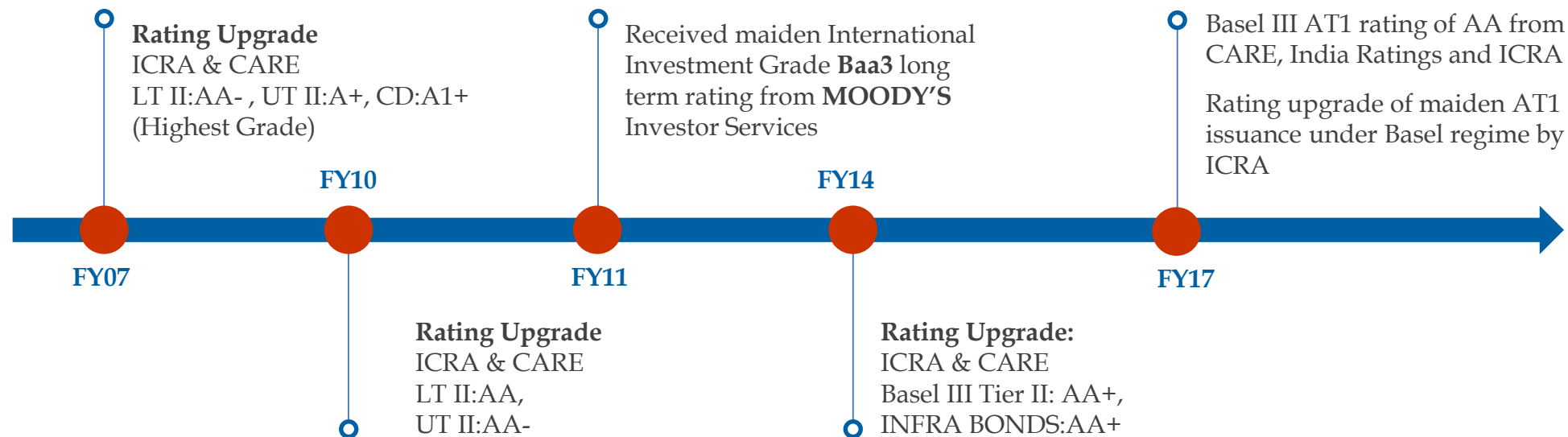


- Raised ₹ 5,415 Crores through issue of Basel III compliant Tier-I (ATI) perpetual bonds.
- Total CRAR at 17.8%
- Tier I ratio of 13.2%

- Raised ₹4,000 Crores through private placement of Basel III Tier II Bonds in two tranches.
- CET I ratio at 11.4%
- Total Capital Funds stand at ₹ 356.9 bn as on Sep 30, 2017 and ₹ 426 Bn as on Oct 24, 2017.

Well capitalized position

# 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
	Basel III AT1	Tier II	Infra Bonds		
ICRA	AA	AA+	AA+	Positive	A1+
CARE	AA	AA+	AA+	Stable	
India Ratings	AA	AA+	AA+	Stable	

Ratings reflect a sustainable growth oriented financial model with robust risk management policies

# Commitment from Leading Global Financial Institutions



A World Bank group Development  
Financial Institution

Average tenor 9 years

**USD 225 Million**

Investment in YES BANK Upper Tier II & Long  
Term Senior loan

**USD 50 Million**

Investment in YES BANK Green Bond issue

**USD 50 Million**

**Gender Financing**

Loan to be used exclusively to lend to women-  
owned businesses



**USD 265 Mn.\***

Unsecured loan to increase lending  
to MSMEs

**USD 150 Mn.\***

Unsecured loan to increase lending  
to SMEs and women owned  
businesses

\*Tenor 12 yrs, jointly arranged by  
Wells Fargo and OPIC



**USD 200 Million**

Tenor: 7 yrs

Unsecured Loan for Women Self  
Help Groups

+

Technical Assistance Grant for  
capacity building



2017 - USD 30 Million

2014 - USD 34 Million

2009 - USD 20 Million

Long Term Senior loans

A KfW Bankengruppe Development  
Financial Institution



Entrepreneurial  
Development  
Bank

**USD 50 Million**

Tenor: 7 yrs

FMO - Dutch Development Bank

Placed ₹ 3.30 Bn  
Green Infrastructure Bonds.

FMO's 1<sup>st</sup> investment in a Green  
Bond by a bank in India.



**EUR 13.25 million**

Tenor: 10 yrs

An AfD Group

Development Financial Institution

Upper Tier II loan

# Successive Successful Loan Syndications

YES BANK



**USD 165 Million**  
1 year Club Loan  
2017



5 year loan from Taiwan  
**USD 130 Mio**  
Participation from 10 Taiwanese Banks  
Syndication led by **CTBC Bank Co., Ltd** and **Taiwan Cooperative Bank Ltd.** - 2016

**2014**

Dual Currency Syndicated  
Loan Facility  
**USD 422 Mio**

Participation from 21 banks from 14 countries



**2013**

Dual Currency Syndicated  
Loan Facility  
**USD 255 Mio**

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



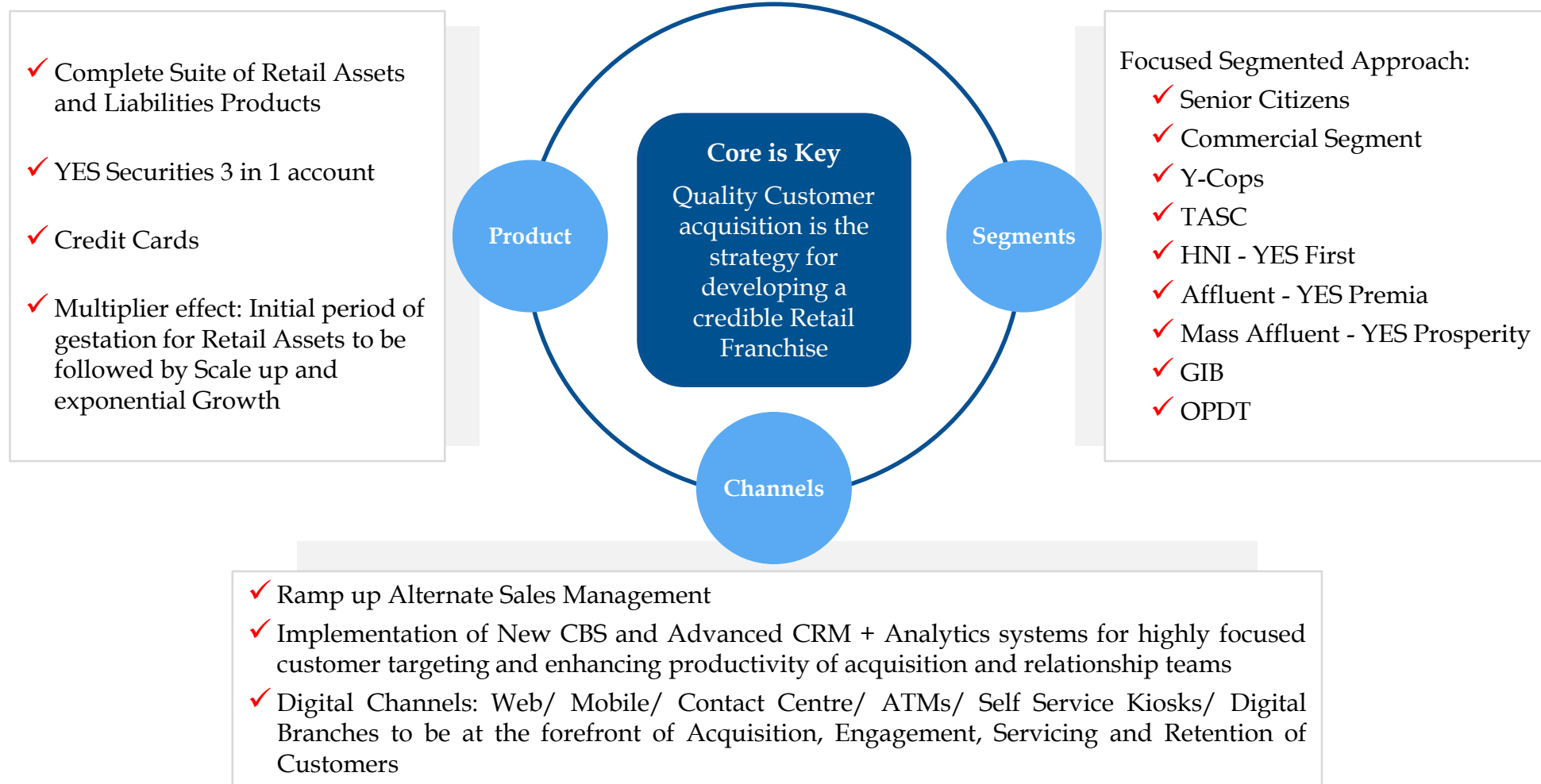
**2012**

Dual Currency Syndicated Loan Facility  
**USD 155 Mio & EUR 50 Mio**  
14 banks representing 9 countries



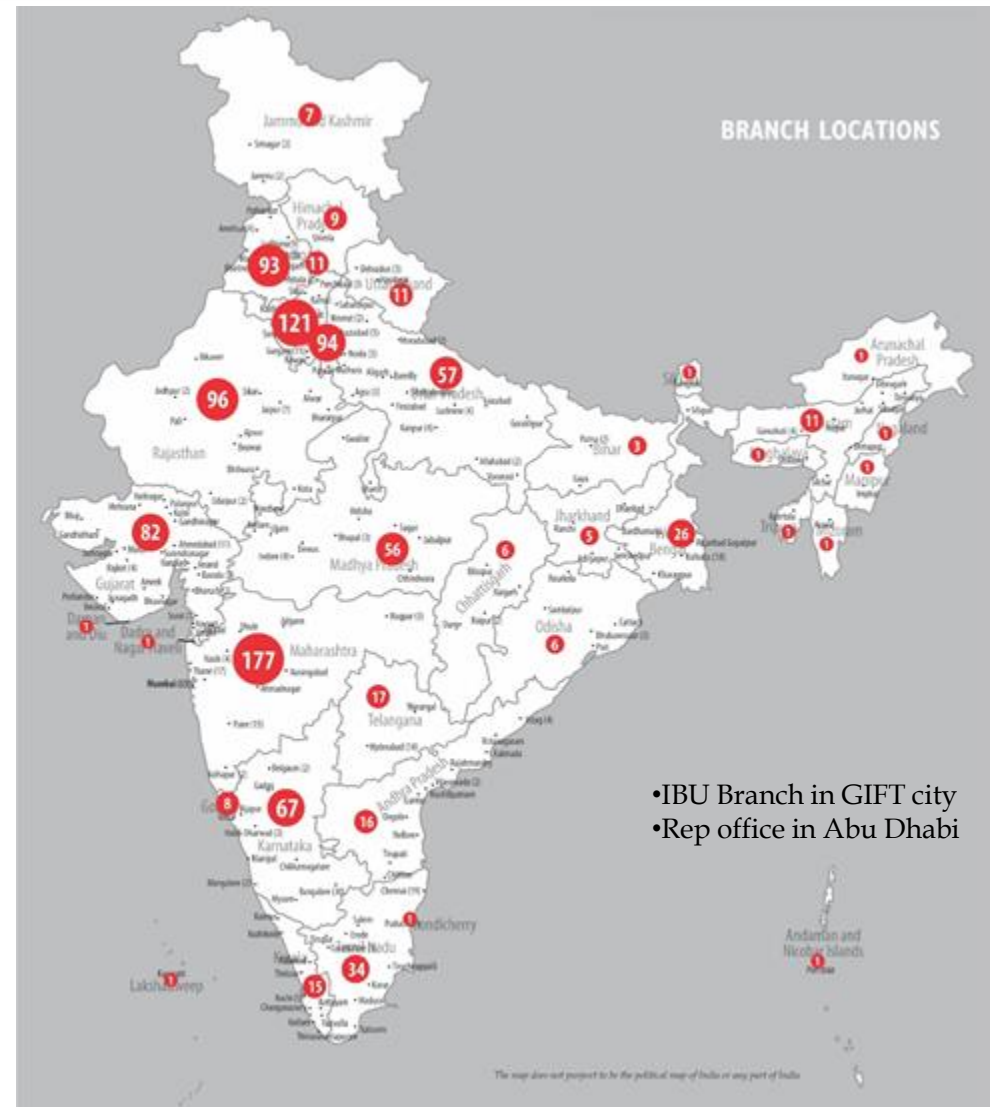
- ✓ Progressively broader markets, higher number of participants with longer tenor and improved pricing
- ✓ Won the Asia Pacific Loan Market Association (APLMA) award in 2012 and 2013

# Three Pronged Customer Acquisition, Engagement and Retention Strategy





- ✓ 1040 Branches across key liability corridors as on Sep 30, 2017 up from 950 branches as of Sep 30, 2016
- ✓ Total ATM network stands at 1,823 as on Sep 30, 2017 including 553 Bunch Note Acceptors (BNA)/ Cash Recyclers
- ✓ Covering all 53 Metro locations, 29 States and 7 Union Territories
- ✓ Higher density in top deposit centers
- ✓ 15 Metro/Urban and 3 dedicated RIBB regions
- ✓ Hub and Spoke model for faster maturity and greater efficiency of branch network
- ✓ Relationship Management & Service Excellence oriented strategy
- ✓ Substantial focus on North & West Regions (DMIC/Make in India/GIB corridor) with evolving network in South & East
- ✓ Specialized Focus on Rural & Inclusive Banking Strategy



A Clearly Articulated 2 Pronged Strategy: Metro + Urban & Semi-Urban + Rural to achieve 1800 Branches by FY20

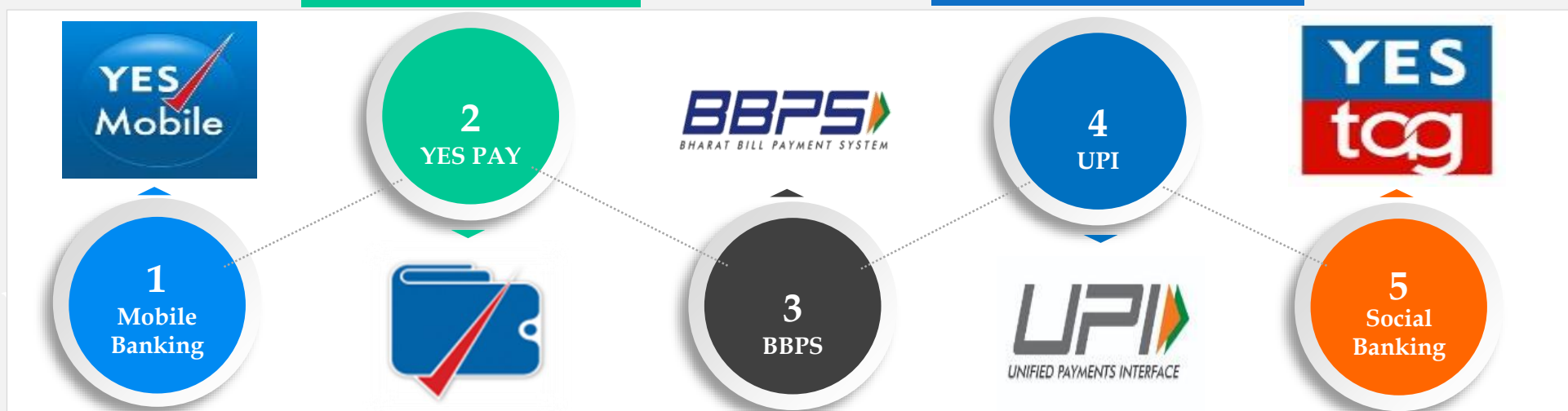
# Complete Suite of Retail and Business Banking Assets



	Product	Focus Segment	Strategy
Consumer Retail	<ul style="list-style-type: none"> <li>Auto Loans</li> <li>Two Wheeler Loans</li> <li>Gold Loan</li> <li>Personal Loan</li> <li>Credit Cards</li> </ul>	<ul style="list-style-type: none"> <li>Salaried &amp; Self Employed</li> <li>Existing Customers</li> </ul>	<ul style="list-style-type: none"> <li>Tapping Liability customers</li> <li>Branch Channel</li> <li>Technology aided processing</li> <li>Focused activities</li> <li>Manufacture Tie-ups</li> </ul>
Commercial Retail & Mortgage	<ul style="list-style-type: none"> <li>Commercial Vehicle</li> <li>Construction Equipment</li> <li>LAP/LAS</li> <li>Healthcare Finance</li> <li>Home Loans</li> </ul>	<ul style="list-style-type: none"> <li>Professionals</li> <li>Infrastructure &amp; Logistics</li> <li>Retail Investors</li> <li>Self Employed</li> </ul>	<ul style="list-style-type: none"> <li>Cash flow based Credit underwriting</li> <li>Adequate Collaterals</li> <li>Risk based pricing</li> <li>SME rich lending program</li> <li>PSL benefits</li> </ul>
MSME	<ul style="list-style-type: none"> <li>Smart Overdraft</li> <li>Fast track lending Program</li> <li>Scorecard Lending program</li> <li>LGD Program (Linking Collateral with Rating for high ticket customers)</li> </ul>	<ul style="list-style-type: none"> <li>14 Knowledge Sunrise Sectors including Automobile, Pharmaceutical, Textile, Printing &amp; Packaging</li> <li>CBB/ EBB/ SBB</li> </ul>	<ul style="list-style-type: none"> <li>Building Granular MSME book</li> <li>CRM Based sourcing</li> <li>Tapping Corporate linked Supply Chain – Channel Financing</li> </ul>

- IMPS transactions grew exponentially by 355% y-o-y from Sept'16 (1.44 Mn) to Sept'17 (6.27 Mn)

- YES Bank has over 65% market share in UPI merchant payment

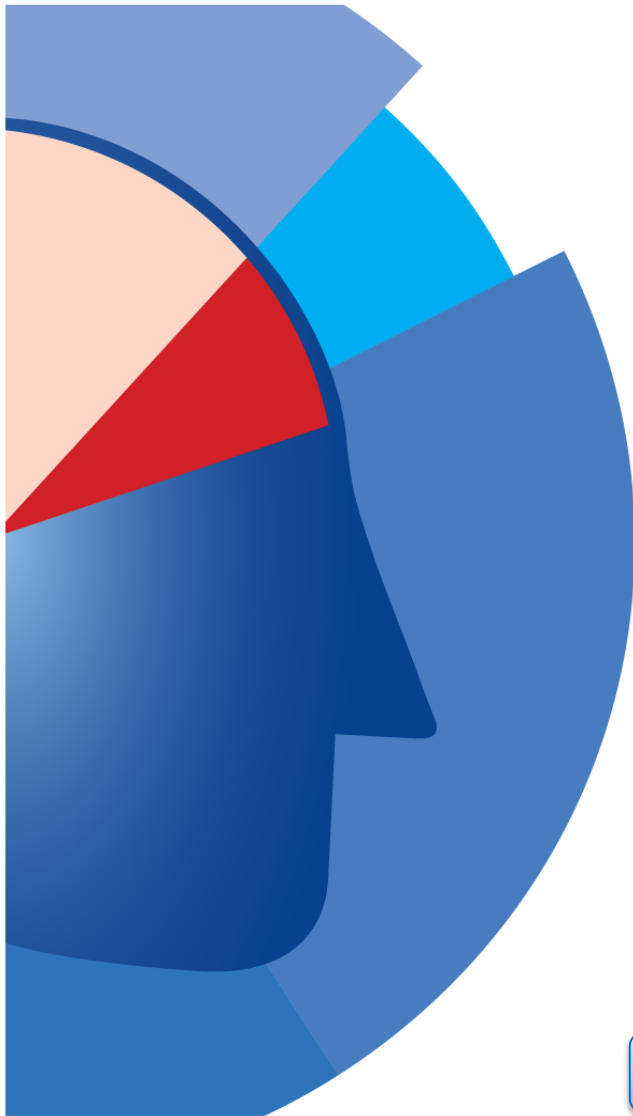


- BHIM YES PAY app is now powered with India Stack API's and NPCI products, enabling services like BBPS, Bharat QR, RuPay card, IMPS, UPI and Aadhaar KYC

- Launched RuPay Classic Kisan Debit Card for disbursement of agricultural loans for farmer segment

- M-Bot, for acquisition of Consumer Retail Assets: Provides real time connection with Sales manager basis analysis by propriety algorithm for approval and disbursal of Consumer loans

# Building the YES BANK Brand



## LARGE FORMAT EVENTS & ADVERTISING

- ✓ India *bole* YES!
- National campaign across print, outdoor and digital mediums

## CUSTOMER & COMMUNITY ENGAGEMENT

- ✓ 800+ monthly YES Community Events
- ✓ Product marketing
- ✓ Partnership & Alliances
- ✓ Catchment led engagement

## DIGITAL & SOCIAL MEDIA MARKETING

- ✓ Brand campaigns
- ✓ Online Customer acquisition
- ✓ SEO/SEM
- ✓ Online reputation management

## KNOWLEDGE BANKING

- ✓ Knowledge events
- ✓ CFO Forum
- ✓ B2B Blogs
- ✓ Publications & Newsletters
- ✓ Advisory to Trade Associations

Broadening Customer **MINDSHARE**



Building **MARKETSHARE**

# Social Media Leadership



**Highest Followed Bank  
Brand in the World**  
3.3 Million+ Followers

**2<sup>nd</sup> Highest Followed Bank  
Brand in the World**  
7 Million+ Followers

**Highest Followed Bank  
Brand in India**  
550k+ Followers



**Showcase  
Pages**



CFO FORUM

An apex body of India's  
top CFOs across PSUs,  
Pvt. Sector & MNCs



YES MSME

Knowledge Banking platform for  
Micro, Small & Medium  
Enterprises

**Ranked Second amongst Most  
Social Bank Brands\* in the world**

2017

**THE FINANCIAL BRAND**

\*As published on October, 2017



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State Bank of India	2,597k [2]	13,560k [1]	341k [2]
ICICI Bank	362k [3]	5,287k [3]	N.A.
HDFC Bank	236k [4]	2,479k [5]	34k [4]
Axis Bank	220k [5]	3,429k [4]	74k [3]
Kotak Mahindra Bank	193k [6]	858k [6]	N.A.

Data as on 15<sup>th</sup> October 2017

# Sustainable & Responsible Banking Leadership

**YES BANK**

## VISION

Be the Benchmark Financial Institution for Inclusivity and Sustainability

### First Indian Signatory

- Banking Commission member
- Global Steering Committee member, 2013-2016
- APAC Chair, 2013-2016



### First Indian Signatory

- Listed on the Carbon Disclosure Leaders Index for five consecutive years



### First & Only Indian Bank

- Listed on the DJSI - Emerging Markets for 3<sup>rd</sup> year in a row (2015, 2016 & 2017)



### ESG Leadership

- AAA rating on MSCI ESG Ratings 2016\*
- Included in FTSE4Good Emerging Index, June 2017



### Environmental, Social & Governance (ESG) focused Supplier Code of Conduct



### First Indian Bank to launch Green Bonds

- Launched India's First Green Infrastructure Bonds raising INR 1000 crores in February 2015
- Green Masala Bonds - private placement by IFC for INR 315 crores in August 2015
- Issued INR 330 crores of Green Bonds with FMO, on a private placement basis in September 2016

### First Bank Globally to migrate to ISO 14001:2015

- 447 locations across India certified with ISO 14001:2015 environment management stand

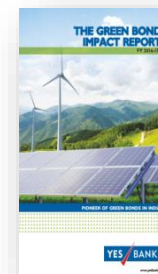


### First & Only Indian Banking Signatory

- Chair of Natural Capital Finance Alliance Steering Committee



### First Indian Bank to launch Green Bonds Impact Report



2008 | 2011 | 2012



The Karlsruhe Sustainable Finance Awards

2013 | 2014 | 2015 | 2016 | 2017



Golden Peacock Awards

2012 | 2013 | 2014 | 2015



2014 | 2016



Best Community Initiative in Water 2017  
Best Social Bank (mid-size) 2017

FROST & SULLIVAN  
A Global Growth Partnership Company



Challengers Award - Mega Large Business'



2016

\* As on Sep 30, 2017

# Progress Widely Recognized By Leading Agencies



## Institutional Excellence



Best Bank in India  
Asiamoney  
Corporate Client  
Choice Survey  
Hong Kong, 2017



Ranked #217  
Climbed 129 places  
in 1 yr  
The Banker 1000  
List  
London, 2017



Ranked #1239  
Gained 493 places  
in 1 yr  
Forbes Global 2000  
List  
New York, 2017



Best Mid-sized  
Bank  
BT- KPMG India's  
Best Banks  
Mumbai, 2017



Strongest Bank in  
India  
The Asian Banker  
Awards  
Geneva - 2016

## Technology, Innovation & Service



Transaction Bank  
of the Year - APAC  
Supply Chain Finance -  
Global Winner  
The Banker- Transaction  
Banking Awards 2017  
Sibos, Toronto



Best Trade Finance  
Bank in India - 2017  
Third year in a row  
The Asian Banker  
Achievement Awards  
Vietnam 2017



Best Bank in  
Asia Pacific for  
Payments and  
Collections  
Global Finance  
New York, 2017



Indian Banks' Association

'Best Technology  
Bank of the Year' -  
Medium Banks  
Indian Banks'  
Association's (IBA)  
Banking Technology  
Awards 2017, Mumbai



India Domestic Cash  
Management Bank of the Year  
2016, 2015  
India Domestic Trade Finance  
Bank of the Year, 2015  
Asian Banking & Finance  
Wholesale Banking Awards  
Singapore

## Sustainability & CSR Excellence



Best Innovation &  
Sustainable  
Financial Products  
& Services  
Karlsruhe Sustainable  
Finance Awards,  
Germany, 2017



Asia's Best Bank  
For Corporate  
Social  
Responsibility  
Euromoney  
Excellence Awards  
Hong Kong -2016



Continues to be the First  
and Only Indian Bank  
included in  
DJSI Emerging Markets  
Index  
New York - 2016, 2015



India's Best Bank  
For Corporate  
Social  
Responsibility  
Asiamoney Excellence  
Awards Hong Kong -  
2017

## MSCI ESG

AAA rating for  
Environment,  
Social and  
Governance  
Excellence  
MSCI ESG\*  
\*Sept 30, 2016

# Human Capital Management

## Making YES BANK a Great Place to Work



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

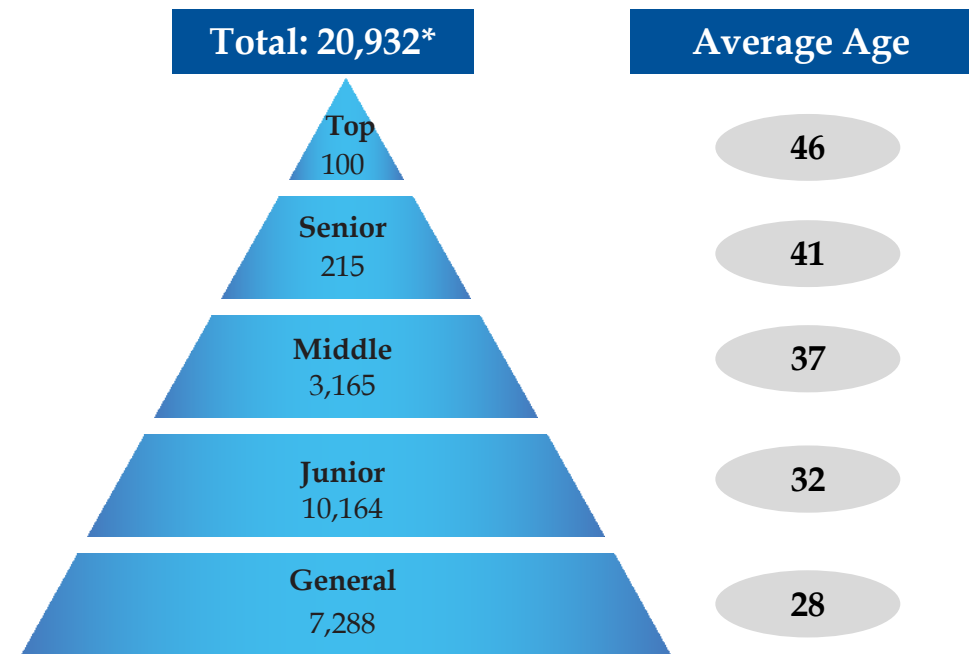


- Facebook@Work launched in May 2016 – YES BANK became the 1<sup>st</sup> Bank in Asia to launch this with 100% activations within 45 days of launch
- YES League of Excellence – an online Recognition, Appreciation & Engagement platform
- Structured engagement with over 1000 B-Schools

## 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

## Flat Organization Structure (5 levels)



\*As of Sep 30, 2017

- ✓ Average Age – 31 years
- ✓ **Headcount increase of 726** as compared to March 2017
- ✓ Average vintage in YES BANK: 7 yrs for Top Management & 6 years for Sr. Management
- ✓ **Wealth creation** through ESOPs
- ✓ Talent acquisition from Peer Private Sector & MNC Banks
- ✓ Building a 'Leadership Supply Chain'
- ✓ Ranked no 2. in Dream Companies to Work For by Times Ascent

# Distinguished Board



**Mr. Ashok Chawla**  
*Non-Executive  
Independent Chairman*

Former Chairman of Competition Commission of India and former Finance Secretary, GoI



**Mr. Brahm Dutt**  
*Independent Director*

Former Secretary, Ministry of Road Transport and Highways, GOI



**Lt Gen (Dr.) Mukesh Sabharwal (Retd.)**  
*Independent Director*

Former Lt General in Indian Army



**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. Ajai Kumar**  
*Non - Executive Non-Independent Director*

Ex-CMD of Corporation Bank and a veteran Banker



**Ms. Debjani Ghosh**  
*Independent Director*

Ex-MD & CEO of Intel, South East Asia



**Mr. Rana Kapoor**  
*MD & CEO*

Promoter/ Professional Entrepreneur/ Banker (37+ Years)

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

Pedigree Board ensuring transparency and highest standards of Corporate Governance



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*Thank you*