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## Yes Bank Investor Presentation

YES Bank Limited

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YBL/CS/2023-24/039

Date: June 11, 2023

National Stock Exchange of India BSE Limited **Limited** Exchange Plaza, Plot no. C/1, G Block, Bandra - Kurla Complex Bandra P.J. Towers, Dalal Street (E), Mumbai - 400 051 Tel.: 2659 8235/36 Mumbai - 400 001 8458 NSE Symbol: YESBANK

**Corporate Relations Department** Tel.: 2272 8013/15/58/8307 BSE Scrip Code: 532648

Dear Sir / Madam,

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

Please find attached the copy of Investor Presentation.

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

Thanking you,

Yours faithfully

For YES BANK LIMITED

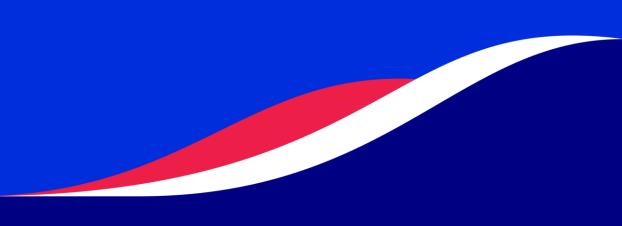
Shivanand R. Shettigar **Company Secretary** 

Encl: A/a



# **YES BANK – Investor Presentation**

June 2023



# **Contents**



# **YES BANK of Today**

YES BANK Franchise

ESG Led Responsible Banking

New Age Digital Platform

Universal Bank – One Bank For All Needs

Governance and Senior Management Team

Shareholding

Financials

**3-6** 8-28

30-43

# New Generation, Professionally Run, Private Sector Bank with a Scalable Platform

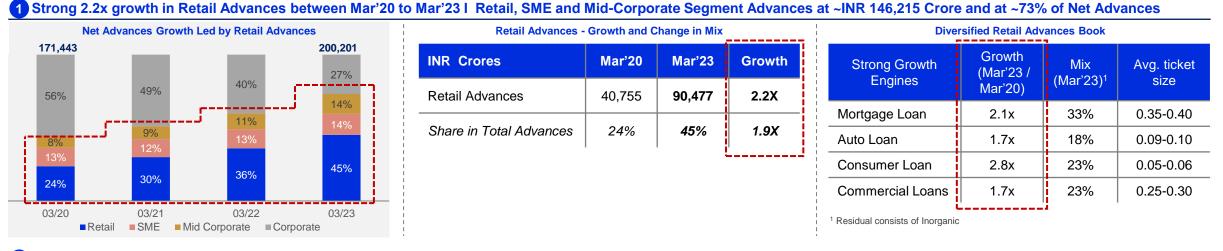


1	New Generation Private Sector Bank	<ul> <li>6th Largest Private Sector, Universal Bank offering comprehensive suite of product and services via its pan India network of 1,192 branches, 150 BCBO and 1,300+ ATMs in over 300 districts of India</li> <li>Accelerating as a granular retail franchise with leadership in digital payments and strong focus on transaction banking</li> <li>Preferred Banker to Digital India with best-in-class technology / API stack</li> <li>ESG Led Franchise - reflected in the highest rankings by S&amp;P Global, CDP ratings and Moody's ESG and sustainability ratings</li> </ul>
2	Robust Risk, Governance and Compliance Culture	<ul> <li>Eminent 13-member Board of Directors comprising 7 independent directors, 3 women directors – domain specialists with extensive strategic, operational and leadership experience</li> <li>Comprehensive and Robust Risk Management Framework; De-Centralization of Credit Approval Process</li> <li>'Compliance First' Culture</li> </ul>
VES BANK 3	Geared for Scale with Profitability	<ul> <li>Strong Foundation; Key levers, now in place, for scale-up and material improvement in profitability</li> <li>Retail Advances at INR 90,000 Crs (~45% of Net Advances) – focus shifting towards further improving the profitability</li> <li>A 'Preferred Retail Franchise' with strong Customer Acquisition run-rate of more than a 1.3 million new CASA customers per annum</li> <li>Fortified Balance Sheet - Holistically addressed Legacy Asset Quality Issues; Portfolio Asset Quality at its best since reconstruction         <ul> <li>Mar'23 NNPA at 0.8%,</li> <li>Collective NNPA &amp; Net Carrying Value of SR at 2.4%</li> </ul> </li> <li>Sufficiency in Liquidity (LCR at 118.5%<sup>1</sup>) and Capital Adequacy (CET I% at 13.3%)</li> </ul>
4	Seasoned Human Capital	<ul> <li>Run by a professional, seasoned, and stable management team; average vintage of YES BANK Top and Senior Management Team of 8.5 Years; Duly supported by 27,000+ YES BANKers</li> <li>Fostering diversity, learning, inclusion and growth - certified as Top 50 Great Place To Work (2023) in BFSI Category</li> </ul>
<b>5</b> Ma	jor Shareholders	<ul> <li>SBI, the largest schedule commercial bank of India, 7 leading private sector banks and a leading NBFC</li> <li>Two global, marquee, private equity investors viz. Carlyle and Advent International</li> <li>Largest retail shareholder base in Indian Capital markets, with more than 50 lakh shareholders</li> </ul>
		Advances Split:       Total Deposits:         NR 2,03,269 Crs       Retail – 45%   SME – 14%         Medium Ent. – 14%   Corporate – 27%       Total Deposits:         INR 2,17,502 Crs       Senior Rating - At A-         Short Term Rating – Highest at A1+

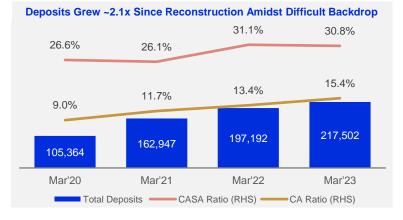
# **Strategic Shift towards a Granular Franchise**

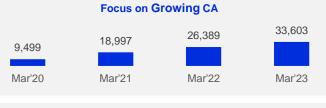


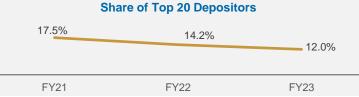
#### All figures in INR Crs

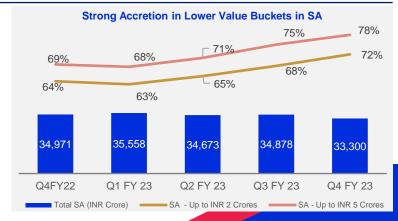


#### 2 Steady Granular Deposit Accretion – Higher Focus on CA and Improving SA Granularity I Reducing Share of Top 20 Depositors









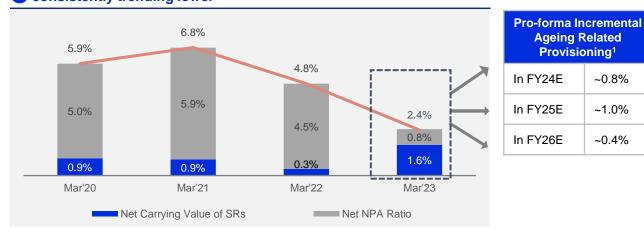
# Fortified Balance Sheet - Marked Improvement in Asset **YES BANK** Quality

**Ageing Related** 

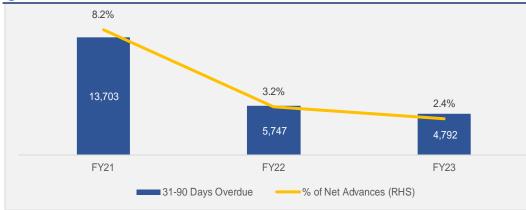
**Provisioning**<sup>1</sup>

All figures in INR Crs

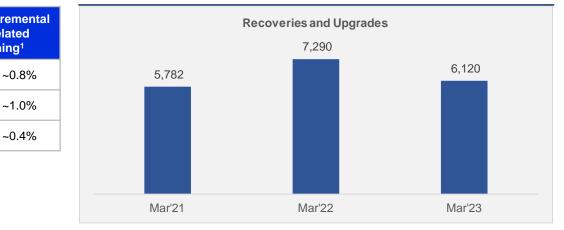
Both i) Net NPA and ii) Net NPA + Net carrying Value of SRs, **1** consistently trending lower



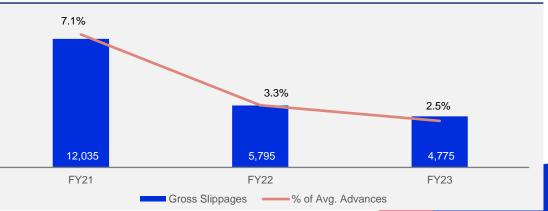
#### 3 Significant Improvement in all 31-90 Days Overdue Loans (INR Crores)



### Strong Past Trend of Recoveries & Upgrades of INR ~20,000 Crores **2** since Reconstruction (INR Crores)



## **4** Gross Slippages continues to trend lower

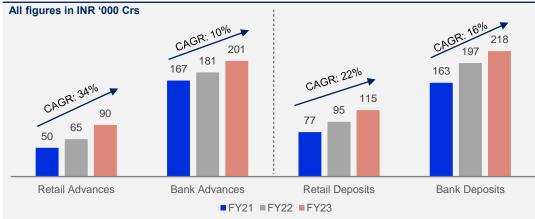


#### 1. Any recoveries / upgrades in the interim will lower the aforesaid ageing related impact on credit cost; balance ageing provisions spill over beyond FY26

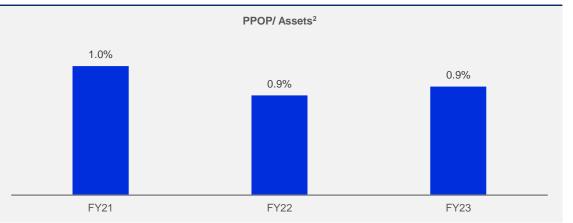
# **Protected PPOP/ Assets during the strategic shift towards Granular Franchise through Efficiency Gains**



Significant investments into the Retail franchise over past few years in order to organically build a sustainable franchise that delivers profitable growth<sup>1</sup>



2 Efficiency gains in the Retail franchise has aided this strategic shift in mix- resulting in stable PPOP/ Assets



Strategic levers to further improve core Operating Profitability through disciplined execution



<sup>1</sup> Based on Internal Business Segmentation and may not match with regulatory definitions

<sup>2</sup> Normalised PPOP excluding Interest Recoveries from NPA in NII and realised/ unrealised gain on Investments in Non-Interest Income; for FY21 PPOP incorporates accounting changes made in Q2 FY22 to align with the RBI Circular dated August 30, 2021 and other one-offs during the year

# **Contents**



# YES BANK of Today

# **YES BANK Franchise**

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# Responsible franchise committed to a purposeful ESG **YES BANK** agenda



## **Key Highlights**

**First Bank globally with an ISO** 14001:2015 certified Environmental Management System covering **832 facilities** 

#### **First Indian Bank to measure and report financed emissions** of its electricity generation loan exposure and develop targets to align with SBTi well-below 2°C 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

**Mobilized green and social finance** towards renewable energy, electric vehicles, SMEs, rural farmers and women entrepreneurs



Building Resilience against ESG risk



Balance: Sustainability & Profitability

Capitalizing on Sustainable Finance opportunities



## Addressing Climate & ESG Risk

Instituted an Environment and Social Risk Management System (ESMS) to integrate 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 led by MD &CEO

ESG-linked KPIs for Top Management

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

## 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

# **Digital & Transaction Banking:**



# Sustainable & Granular Revenues through Digital Payments, Trade Finance & Cash Management

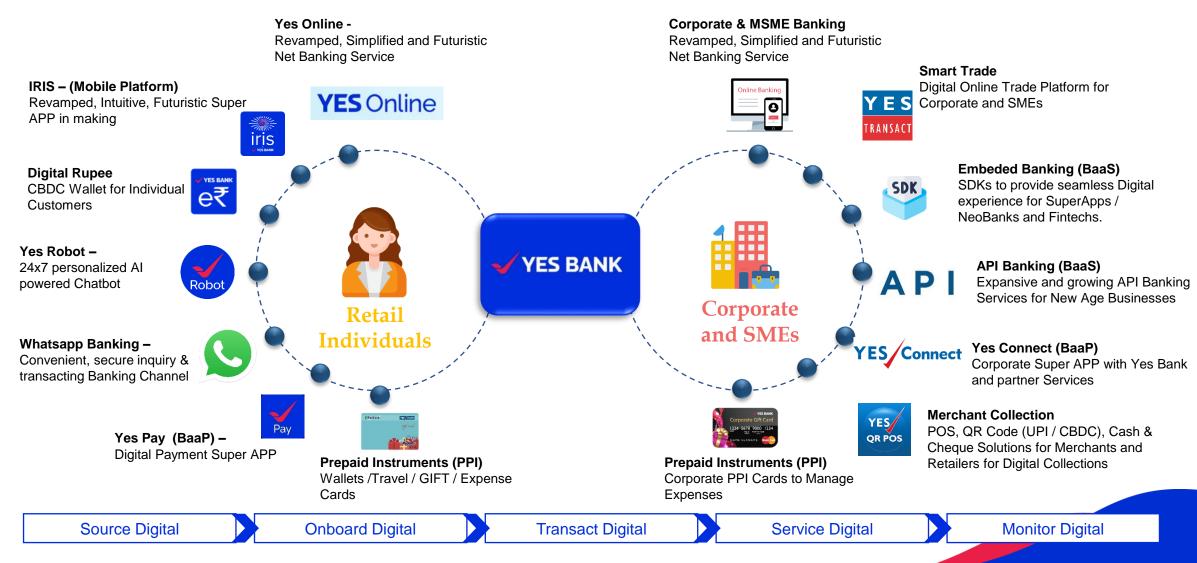
## Digital Payments | Trade Finance | Cash Management | Capital Markets | Custody | Bullion & Currency | Remittances | Supply Chain

	<b>93%</b> growth in TBG* Managed CA, <b>22%</b> growth in Digital & Transaction Ba		9x growth in UPI, 8X growth in IMPS, 2.5x growth in AePS, 16x growth in BBPS in last 3 years			
Strengthenin g Franchise	<b>95% of our Corporate CASA</b> is embe Banking Product &	-	2+ PPI* in Corporates covers 82% CA, 97% CMS Thruput, 95% Trade FB*, 88% Trade NFB* & 96% EXIM* flows			
, , , , , , , , , , , , , , , , , , ,	TBG led FX income has increase	ed by <b>75%</b> in last 3 years	ears 70% of all Lending Clients have 2+ TBG & DB Product En			
	Corporate Cash Management Thruput	has grown by <b>3x</b> in last 3 years	<b>28x</b> in YesMoney, <b>3x</b> in YesOnline <b>and 4x</b> in IRIS –YesMobile growth in Transaction Value in last 3 years			
Product Leadership	Corporate Trade Non-Fund & Fund Bo Supply Chain Book increased	-	98% of our Cash Management thruput comes from Digital modes Digital Smart Trade Platform platform saw 20% YoY growth by volume			
			n 3 Digital Payment transaction in In 1   IMPS -11%   NACH – 6%   AePS			
Superior Service	~100,000 client queries addressed successfully by our Corporate Client Management team	Service Team, with query resolut	clients is covered by dedicated ion at <b>93% First Time Right with</b> adherence	TBG -Corporate Client Mgmt. (CCM) unit is now <b>ISO 9001: 2015</b> Certified		

# **Curated & Expansive Digital Offerings**

Enriched customer experience across all customer segments

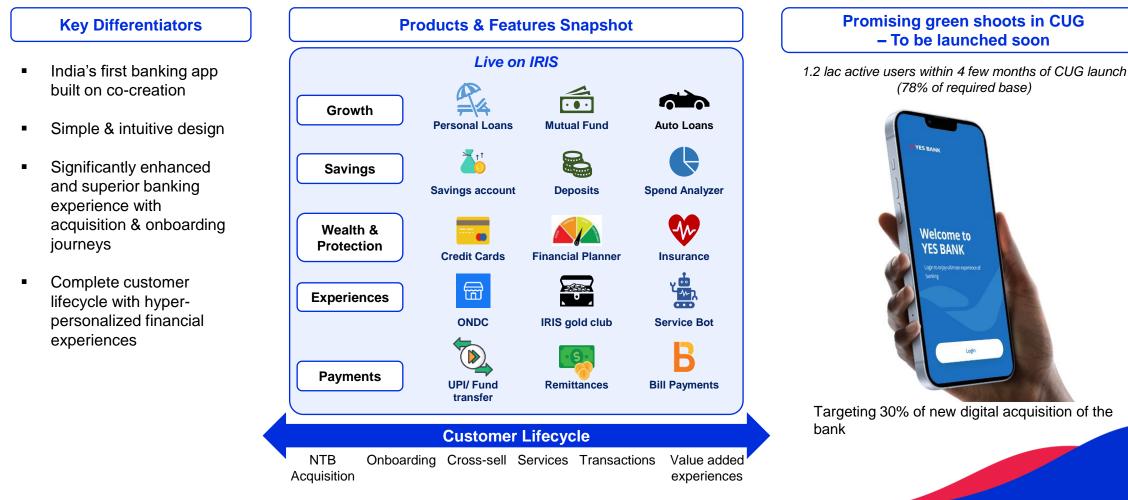




# Enriched customer experience – IRIS SuperAPP for Retail Customers

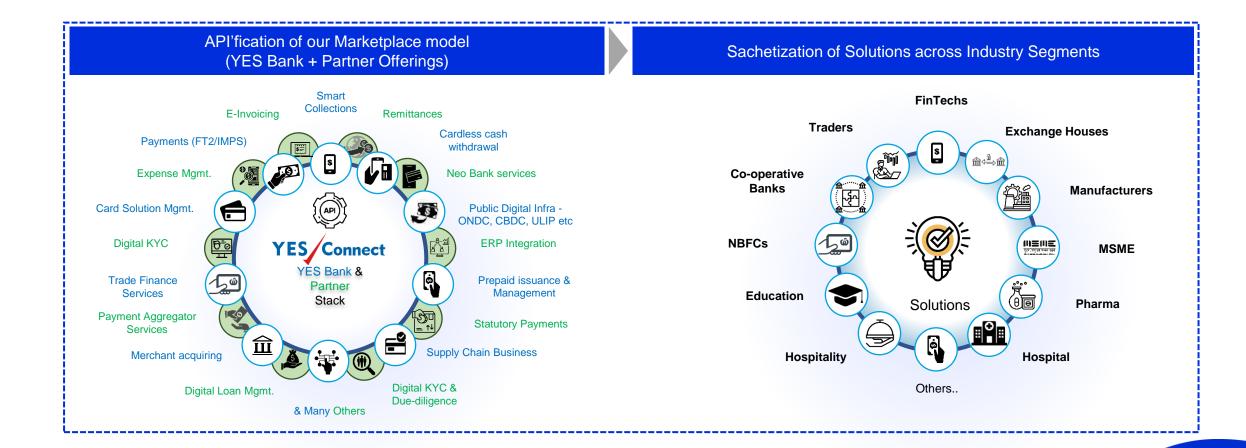


- IRIS is a cloud native API-led mobile platform offering banking on fingertips across customer lifecycle
- Leveraging 30% mobile native consumers + Digital India stack to build a highly scalable and low C2I digital business model



## Enriched customer experience – YES Connect Super App for Businesses

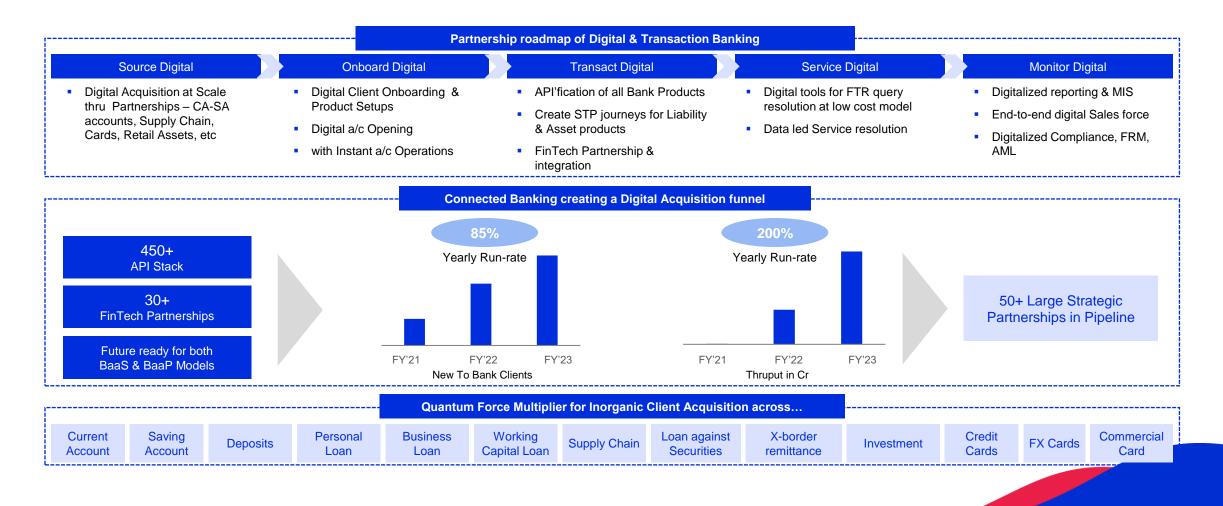




# **Embedded (Connected) Banking**



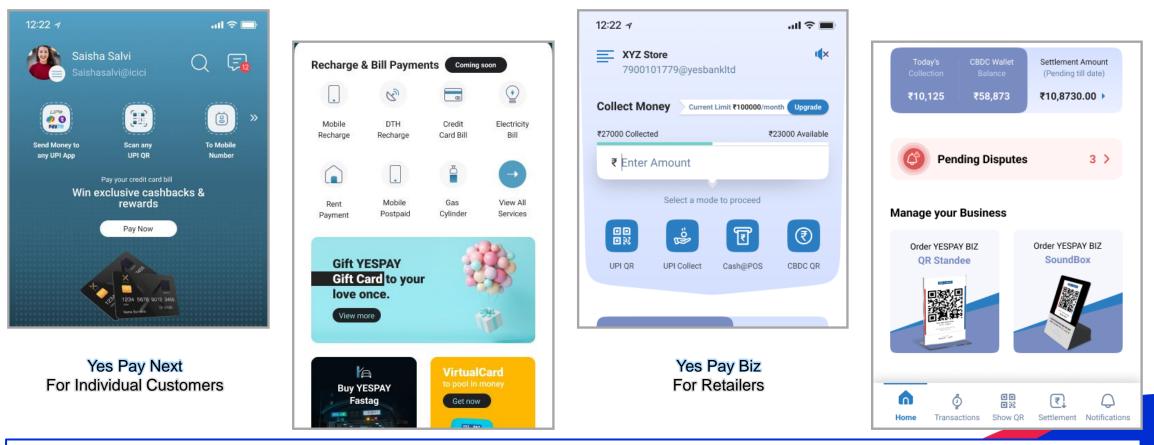
Digitizing client journeys and creating inorganic client acquisition funnel thru Fintech partnerships





## Yes Pay Biz | Yes Pay Lite | Yes Pay Next

One-stop mobile applications to seamlessly manage all domestic payment (Wallets, UPI, Bills, Digital Card & POS, Transit

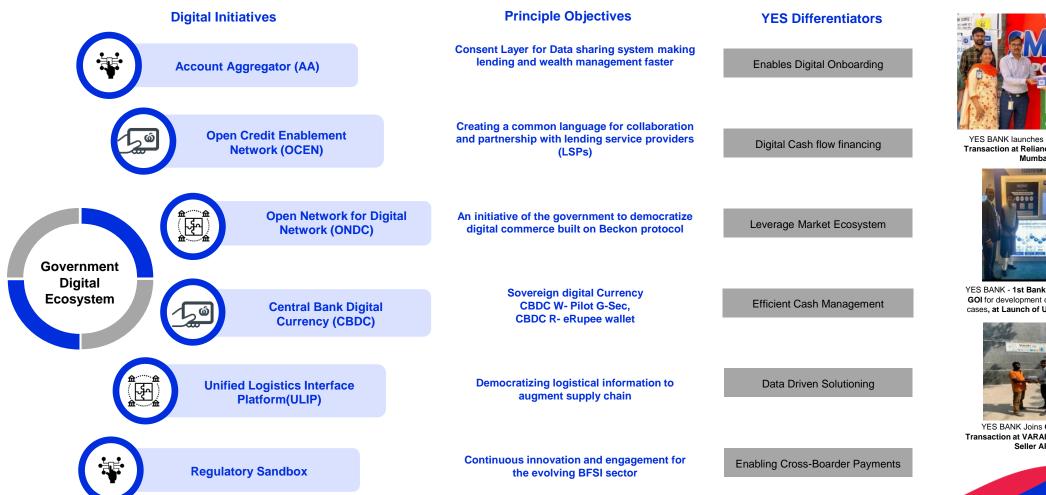


Creating a curated database & funnel for targeted NTB client acquisition

# **Pioneer in leveraging Public Digital Infrastructure**

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







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



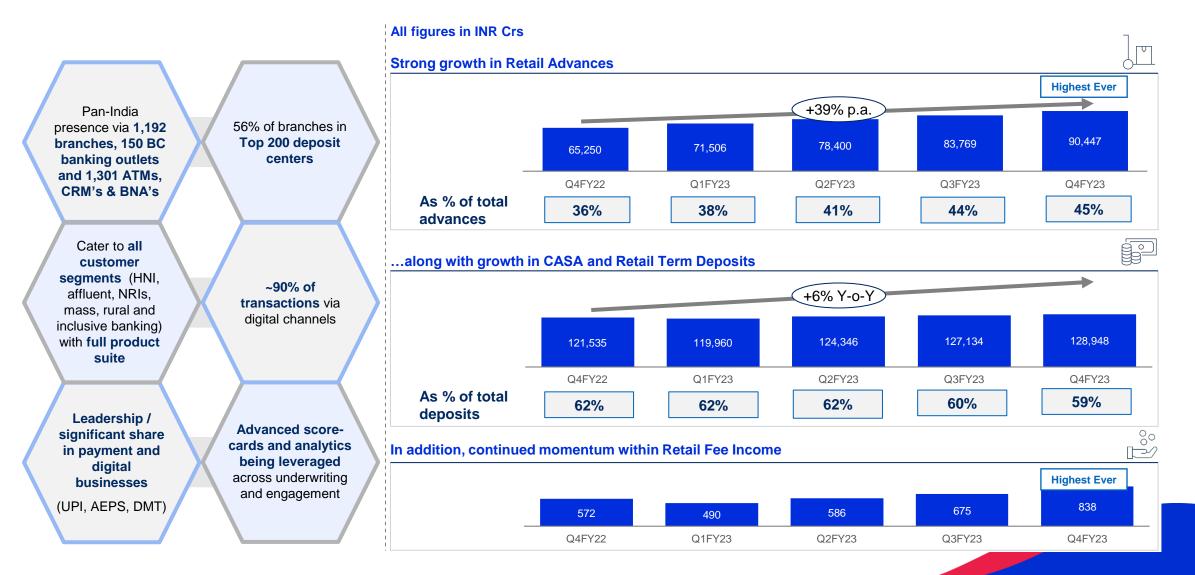
YES BANK - 1st Bank to partner with GOI for development of different uses cases, at Launch of ULIP. New Delhi



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

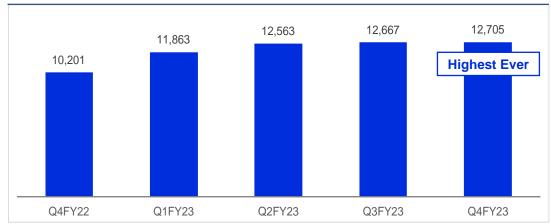
## **Retail Bank:** *Full spectrum retail bank growing with strong momentum*





## **Retail Assets:** *Fast growing diversified book*

All figures in INR Crs



## 1 Retail asset disbursements momentum continues

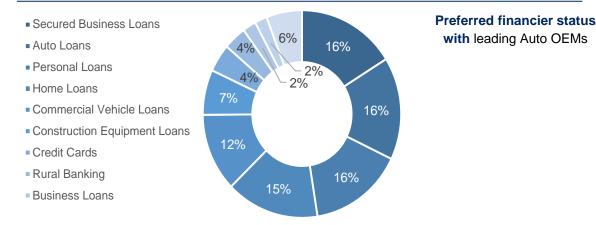
## **2** On the back of purposeful digital investments



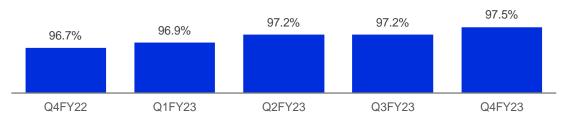


- Expanded Product offerings through launch of Education Loan
- Loan in seconds (LIS) platform and front-end automation initiatives (Yes Robot) have resulted in lower TAT along with higher productivity
- Adopted the account aggregator ecosystem as FIU
   / FIP to capitalize on consent layer of India stack
- Sales Force implementation helping in process improvement and customer delight
- Pre-qualified Gold Loan OD for existing customers 24x7 digital process

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



## **4** Strong focus on book quality & collections



High share of secured loans in Retail Assets book - 80%, with healthy LTV ratios:

- Avg. LTV for Affordable Home Loan ~67%
- Avg. LTV for LAP ~56%

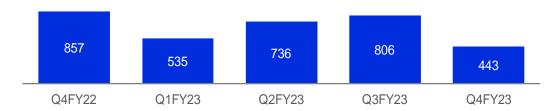
**YES BANK** 

## 18

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

#### All figures in INR Crs

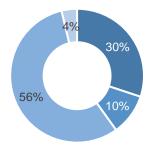
## **1** Business originations



- 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 4,836 Cr

- JLG financing
- Institutional MFI financing
- Farmer financing (KCC + Farm Mechanization)
   MSME financing

- Diversified portfolio across ~225 districts in 15 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 of 1%
- NPA <2% in the JLG book generated post-COVID (disbursements on or after April 1, 2020; constitute ~96% of total book) inline with the microfinance industry standards</li>
- 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

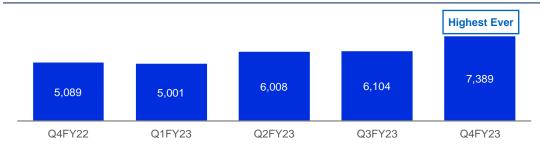


## **SME Banking:** *Granular book creation with a solution led approach*



All figures in INR Crs

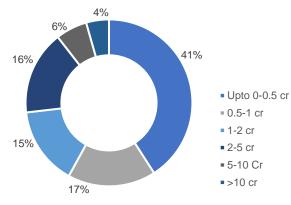
## **1** Steady momentum in disbursements<sup>1</sup>



- Dedicated teams for shaper focus in business originations & portfolio management
- 100% business originations from internal channels
- Digital enabled parameterized lending leading to faster credit decisioning

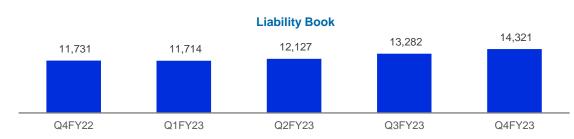
## 2 High quality & well diversified granular book

#### **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



- One stop solution approach for all needs of entity and promoters
- Dedicated Physical RMs for relationship deepening across trade, retail, API banking, etc.
- Virtual RMs support to enable customers for engagement, services, enhancements & cross sell

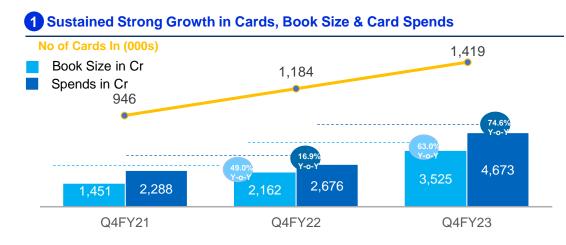
## 4 Digital and Analytics at fulcrum of the franchise

- 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

# **Credit Cards:**

## Strong business growth and enhanced customer experience





## 2 New Product Launches

#### Build Your Own Card



**Subscription Plan** 

- Launched in Jan'23
  - Industry first completely customizable Card
  - Select Card image & Card material (Normal / Metal / Eco friendly) of choice
  - Customized perks and offers
  - 7000 ~ Cards Sourced

#### Value Added Service

Get better benefits for an upfront subscription fee

~3000 subscriptions sourced

## **3** Growth in Acquisition and Cross sell

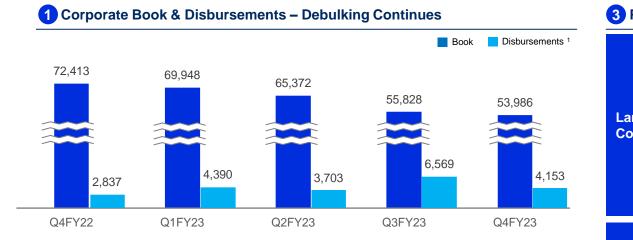
- Steady growth in new card acquisition leading to 20% YoY growth in customer base to reach ~1.4 million base.
- Highest ever new card acquisition of 64000+ cards and Spends of 1715 Cr in Mar'23
- Book size of INR 3,500 Cr+ at end of FY23. 63% YoY growth over Q4 FY22.
- Improvement in Revenue per customer through Cross-sell: 34% growth in term book YoY

## **4** Distribution Outreach and Digitization

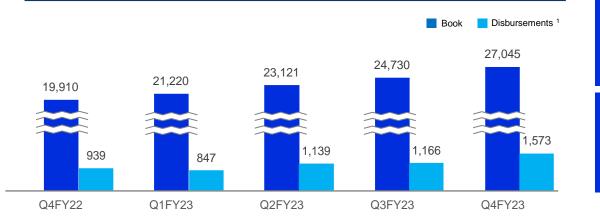
- Digital acquisition contribution is at 81% leading to seamless customer onboarding experience (ETB& NTB) and reduced cost
  - Equipped with Video KYC and Biometric for a fully digital 'paperless' customer onboarding
  - Enhanced Distribution outreach through Partnerships with Fin-techs and affiliates
- Digitization of value-added offerings to enhance customer experience-
  - **Launched 'Smart IVR'** for self-service: Key information like Outstanding, Available credit limit, Statement & Due Payment & Rewards points.

## **Wholesale Banking:** Granularization of incremental lending book

All figures in INR Crs



## 2 Mid Corporate Break up – Granularity improving



# **YES BANK**

<b>3</b> Providing ta	ailored solutions to clients across business segments
	<ul> <li>Team of 195 Relationship Bankers spread across 10 locations servicing 950 + corporates and a team of 26 Product Specialists across Renewables / Infra / Port / Road sectors / Loan syndication</li> </ul>
	<ul> <li>Focus on Trade borrowers : Letter Of Credits and Bank Guarantee of ~ INR 45,176 Cr</li> </ul>
Large Corporates	<ul> <li>Focus on deposit mobilization from top corporates with average deposit (AMB) of ~ INR 37,000 Cr</li> </ul>
	<ul> <li>Continued de-risking of stressed exposure with reduction of ~INR 9,000 Cr achieved in FY23</li> </ul>
	<ul> <li>New Credit Limits of INR 10,000 Cr sanctioned during Q4FY23, and 29 new corporate relationships added.</li> </ul>
	<ul> <li>Team of 205 Relationship Bankers covering Financial Institutions and financial sector entities, Government entities and Multinationals</li> </ul>
Institutional	<ul> <li>Market leading position in cross border remittances</li> </ul>
& Govt Banking	<ul> <li>Solutioning led wholesale liabilities franchise across Government entities, Co- operative sector, BFSI and Fintech</li> </ul>
	Tailored custody services
	<ul> <li>Granular advances growth with capital light fee driven business model</li> </ul>
	<ul> <li>Team of 305 members with a strong coverage with presence in 37 key locations</li> </ul>
Mid	<ul> <li>Granular portfolio with a focus on knowledge banking</li> </ul>
Corporates	<ul> <li>Deeply entrenched in new-age entrepreneurship ecosystem by providing bespoke digital solutions, incubation and networking platforms</li> </ul>

# **Large Corporates**





- Onboarding new clients via Debt Capital Markets solutions
- Cross-sell via corporate salary accounts origination by Consumer Bank & Credit Cards from LC client base

- Higher the proportion of well rated corporates in Advances
- Continued reduction in stressed book & improvement in portfolio rating
- Growth in Working Capital, Trade Flow business
- Focus on granularizing the portfolio.
- Average limit of new sanctions in Q4: Rs 140 Cr
- ECLGS exposure is 1.5% of total LC exposure & 92% of LC borrowers haven't availed ECLGS.

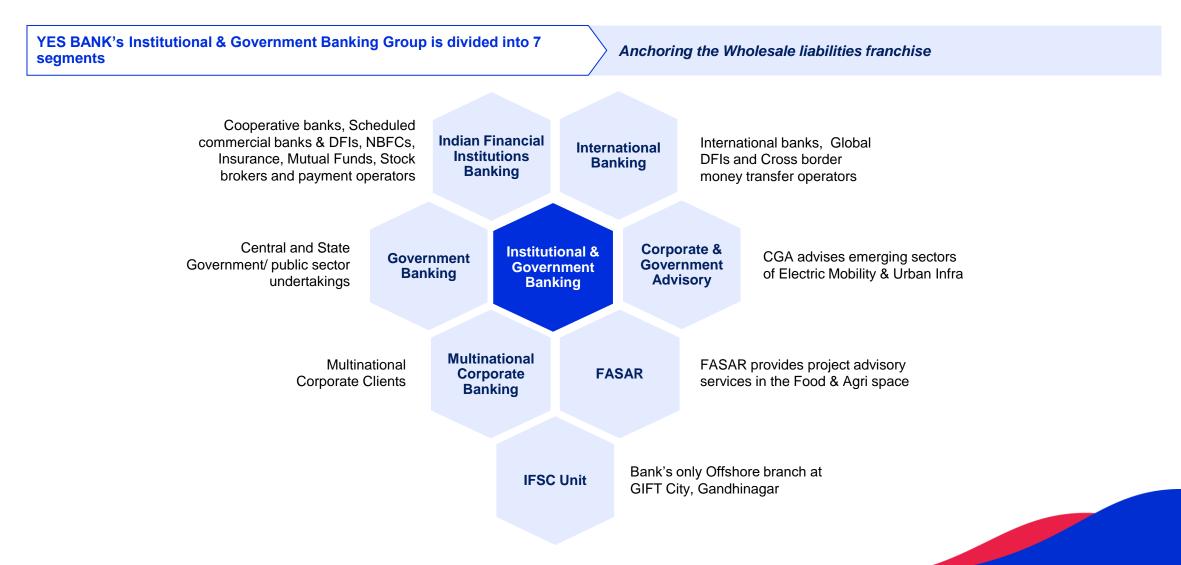


## Analytics

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

# **Institutional & Government Banking**





# Mid Corporates

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

Strong coverage – presence in 37 key locations

Laser Sharp focus on portfolio quality

Knowledge Sectors – Media &

Entertainment, Gems & Jewellery,

Food & Agri, Pharma, Chemicals,

Auto ancillary, Logistics, Metals

## **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

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



Initiatives to maintain Bank's Leadership Position in startup

API banking, Customized Digital

Advisory Services (accelerator

ecosystem through engagements like

Solutions/UPI/PPI, Digital Escrow and



Sustainable growth in fund based book - Increase Term Loan share



**ECOM** Team

programs)

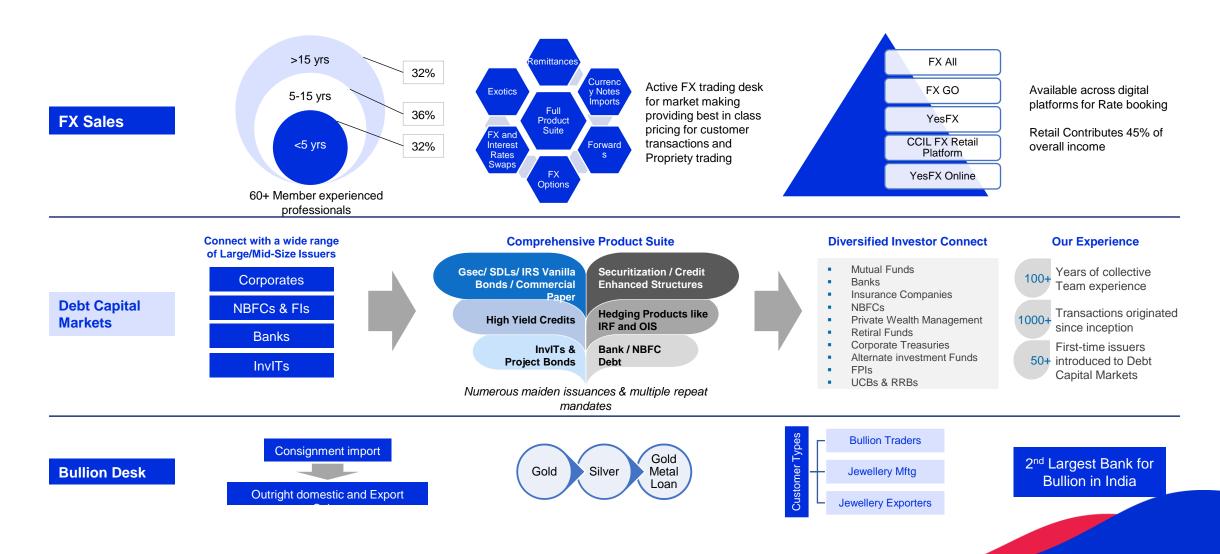




# Financial Markets –







# **Robust Governance Structure – Board Members**



### **Eminent and Experienced Board**



Rama Subramaniam Gandhi Non-Executive, Part time Chairman, Independent Director



Atul Malik Independent Director



Sharad Sharma Independent Director



Sadashiv Srinivas Rao Independent Director



Sanjay Kumar Khemani Independent Director



Prashant Kumar Managing Director & CEO



Rajan Pental Executive Director



Nandita Gurjar Independent Director



Sandeep Tewari Nominee Director appointed by SBI



Rekha Murthy Independent Director



Thekepat Keshav Kumar Nominee Director appointed by SBI

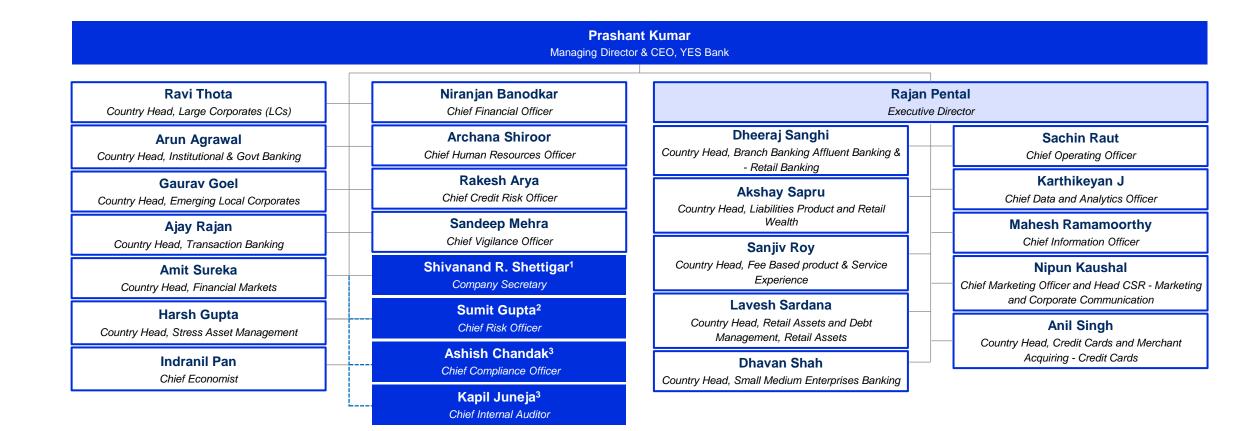


Shweta Jalan<sup>1</sup> Non-Executive Director



Sunil Kaul<sup>2</sup> Non-Executive Director

# Professional and Seasoned Management team **VES BANK**

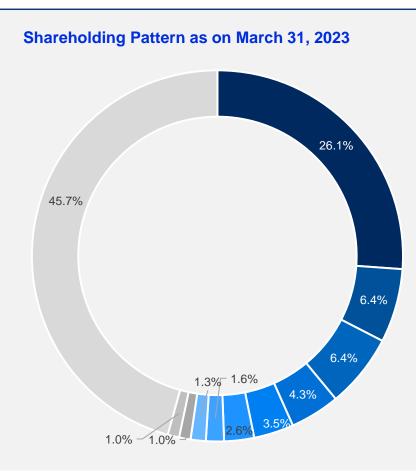


# **Strong Investor base**



## Well diversified Investor base:

Category	%
Banks	33.0%
FDI	12.9%
Resident Individuals	29.9%
FPI's	10.3%
Body Corporates	6.8%
Insurance Companies	4.6%
Others	2.5%
TOTAL	100.0%



- STATE BANK OF INDIA
- CA BASQUE INVESTMENTS
- VERVENTA HOLDINGS
- LIFE INSURANCE CORPORATION OF INDIA
- HOUSING DEVELOPMENT FINANCE CORPORATION LIMITED
- ICICI BANK LIMITED
- AXIS BANK LIMITED
- KOTAK MAHINDRA BANK LTD
- AMANSA HOLDINGS PRIVATE LIMITED
- IDFC FIRST BANK LIMITED

Others

# **Contents**



# YES BANK of Today YES BANK Franchise ESG Led Responsible Banking New Age Digital Platform Universal Bank – One Bank For All Needs Governance and Senior Management Team Shareholding **Financials** 30



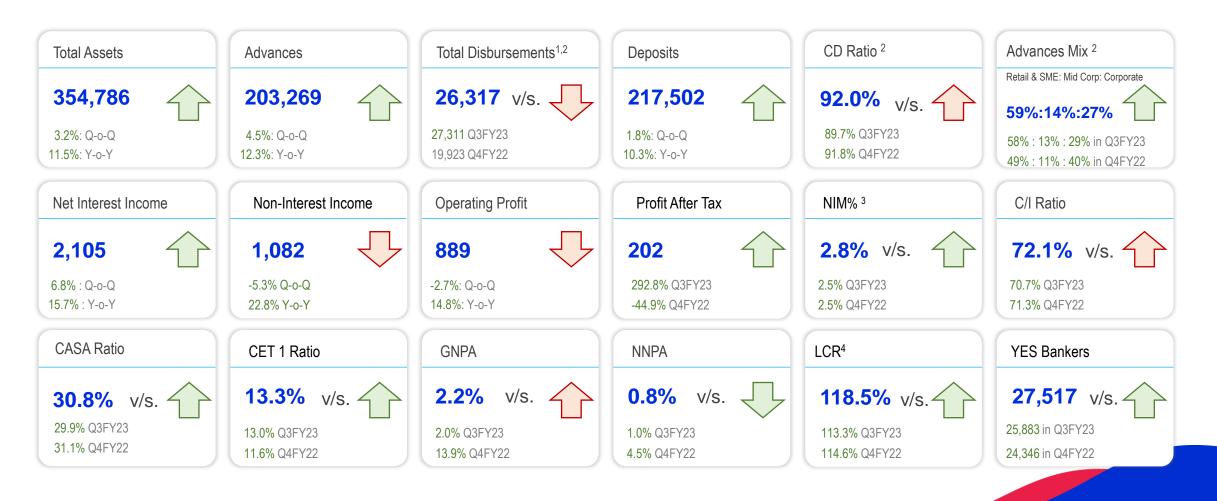
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# **Results At a Glance – Q4FY23**



#### All figures in INR Crs



<sup>1</sup> Includes Limit Setup & New Sanctions <sup>2</sup> Excluding INR 3,069 Crs in Q4FY23 and 3,031 Crs in Q3FY23 of Interbank Reverse Repo classified as Advances as per RBI Master Circular No DOR.ACC.REC.NO.37/21.04.018/2022-23 <sup>3</sup> Q-o-Q and Y-o-Y trends not strictly comparable on account of full impact of ARC transaction in Q4FY23 <sup>4</sup> Average for the quarter

Arrows indicative of Q-o-Q comparison

# Highlights for Q4FY23 and FY23



# Sustained Earnings: Second straight year of full year profitability

- Net Profit at INR 202 Crs for Q4FY23 despite accelerated provisioning during the quarter
- Net Profit for FY23 at INR 717 Crs- second straight year of full year profitability
- Core Operating Performance sustains momentum:
  - NII at INR 2,105 Crs for Q4FY23 up 15.7% Y-o-Y and 6.8% Q-o-Q; NII at INR 7,918 Crs for FY23 up 21.8% Y-o-Y; NIMs at 2.8% for Q4FY23 vs. 2.5% last year and last quarter
  - Non-Interest Income at INR 1,082 Crs, up 22.8% Y-o-Y; Non-Interest Income for FY23 at INR 3,927 Crs, up 20.4% Y-o-Y. Ex- Realised/ unrealised gain on sale of Investments, Non-Interest Income for FY23 up 31.1% Y-o-Y
  - Operating Profit for Q4FY23 at INR 889 Crs; Operating Profit for FY23 at INR 3,183 Crs up 9.2% Y-o-Y; Normalised Operating Profit <sup>1</sup> for FY23 up 22.6% Y-o-Y

#### Granular Growth & organic unlocking of Capital: CET 1 % up 30bps Q-o-Q

- Sustained improvement in quality, granularity and capital efficiency
  - Balance Sheet grew 11.5% Y-o-Y and 3.2% Q-o-Q; Advances up 12.3% Y-o-Y and 4.5% Q-o-Q, and Deposit grew 10.3% Y-o-Y and 1.8% Q-o-Q - average deposit balance for the year and quarter grew ~16% Y-o-Y
  - Organically unlocked Capital: CET 1 at 13.3% v/s 11.6% last year and 13.0% last quarter; Total CRAR at 18.0%; RWA to Total Assets improved to 69.1% from 72.8% last year and 70.9% last quarter
  - Strong momentum in new business generation with Gross disbursements at ~INR 1 Lac Crs for FY23 and INR 26,317 Crs for Q4FY23. Retail & SME : Mid Corporate : Corporate Mix further improved to 59:14:27<sup>3</sup> v/s 58:13:29 last quarter
  - CASA ratio improved ~90 bps Q-o-Q to 30.8% v/s 29.9% Q3FY23. Average CASA balance for FY23 grew 26.3% Y-o-Y

# Marked improvement in Asset Quality: ~60 bps Q-o-Q reduction in (NNPA + net carrying value of SR) %

- (NNPA + net carrying value of SR) as % of Advances at 2.4% in Q4FY23 vs. 3.0% last quarter
  - GNPA ratio at 2.2% as of Mar 31, 2023, v/s 2.0% last quarter and 13.9% last year; NNPA ratio improved to at 0.8% v/s. 1.0% last quarter and 4.5% last year
  - Significant step-up in Provision Coverage Ratio<sup>2</sup> of NPA to 62.3% v/s 49.4% last quarter
- Robust Recoveries and Upgrades continue to outpace Gross Slippages
  - Strong Resolution momentum with recoveries and resolutions at INR 6,120 Crs<sup>3</sup> in FY23 vs. target of INR 5,000 Crs; total Recoveries and Resolutions at INR 1,733 Crs<sup>3</sup> in Q4FY23
  - Gross Slippages at INR 4,775 Crs for FY23, lower by 17.6% Y-o-Y. Gross Slippages at 1,196 Crs for Q4FY23 lower by 25.7% Q-o-Q

#### **光 Key initiatives**

- Added 83 new branches during FY23; branch count now at 1,192 v/s. 1,122 last year
- Issued the first Electronic Bank Guarantee (e-BG), in partnership with National E-Governance Services Limited (NeSL)
- Partnered with Aadhar Housing Finance, one of India's largest affordable housing finance companies to provide convenient home finance solutions
- The first bank in Asia Pacific to bring forth a debit card on Mastercard's premium World Elite Platform a signature global program catering to Ultra High Net Worth individual (UHNI) customers
- YES BANK has been certified as Great Place to Work by Great Place to Work (GPTW) Institute, India and is ranked among the top 50 in 'India's Best Workplaces in BFSI 2023'

<sup>1</sup> NII normalised for Interest Income from NPA/ NPI; Non- Interest Income normalised for realised/ unrealised gain on sale of Investments; <sup>2</sup> Excluding Technical Write-offs. Historical disclosures were inclusive of technical write-offs <sup>3</sup> Including redemption of SRs, net off the 15% Cash component paid upfront at time of transaction <sup>4</sup>Excluding INR 3,069 Crs in Q4FY23 and INR 3,031 Crs in Q3FY23 of Interbank Reverse Repo classified as Advances as per RBI Master Circular No DOR.ACC.REC.NO.37/21.04.018/2022-23

# **Profit and Loss Statement**

#### All figures in INR Crs

- Net Profit at INR 202 Crs despite accelerated provisioning during the quarter
- Core Operating Performance sustains
   momentum
  - NII at INR 2,105 Crs for Q4FY23 up 6.8% Q-o-Q and 15.7% Y-o-Y
  - NIM at 2.8% up 30 bps Q-o-Q
  - Non-Interest Income at INR 1,082 Crs, up 22.7% Y-o-Y
- Net Profit for FY23 at INR 717 Crs lower by 32.7% Y-o-Y largely on account of step up in PCR through accelerated provisioning
  - NII at INR 7,918 Crs for FY23 up 21.8% Y-o-Y
  - NIM at 2.6% for FY23 up 30 bps Yo-Y
  - Non-Interest Income for FY23 at INR 3,927 Crs, up 20.4% Y-o-Y
- Normalised C/I<sup>1</sup> for FY23 broadly flattish despite significant change in business mix towards Retail Segment

Profit and Loss Statement	Quarter Ended		Growth		Year Ended		Growth	
	Q4FY23	Q3FY23	Q4FY22	Q-o-Q	Y-o-Y	FY23	FY22	Y-o-Y
Net Interest Income	2,105	1,971	1,819	6.8%	15.7%	7,918	6,498	21.8%
Non Interest Income	1,082	1,143	882	-5.3%	22.8%	3,927	3,262	20.4%
Total Income	3,188	3,114	2,701	2.4%	18.0%	11,844	9,760	21.4%
Operating Expenses	2,299	2,200	1,927	4.5%	19.3%	8,661	6,844	26.5%
Human Resource Cost	854	857	772	-0.4%	10.6%	3,363	2,856	17.8%
Other Operating Expenses	1,445	1,343	1,155	7.6%	25.1%	5,299	3,989	32.8%
Operating Profit/(Loss)	889	914	774	-2.7%	14.8%	3,183	2,916	9.2%
Provisions	618	845	271	-26.9%	127.8%	2,220	1,480	50.0%
Profit Before Tax	271	69	503	293.9%	-46.1%	963	1,436	-32.9%
Tax Expense	69	17	136	297.1%	-49.2%	246	370	-33.6%
Net Profit / (Loss)	202	52	367	292.8%	-44.9%	717	1,066	-32.7%
Yield on Advances	10.2%	9.0%	8.2%			8.9%	8.1%	
Cost of Funds	5.9%	5.7%	5.1%			5.5%	5.3%	
Cost of Deposits	5.6%	5.3%	4.8%			5.2%	5.0%	
NIM	2.8%	2.5%	2.5%			2.6%	2.3%	
Cost to income	72.1%	70.7%	71.3%			73.1%	70.1%	



# **Break Up of Non-Interest Income**



#### All figures in INR Crs

- Non-Interest Income at INR 1,082 Crs for Q4FY23, up 22.8% Y-o-Y, down 5.3% Q-o-Q
- Ex- realised/ unrealised gain on Investments, Non-Interest Income<sup>1</sup> for Q4FY23 up 16.3% Y-o-Y and 4.9% Q-o-Q
  - Sustained Momentum in Retail Banking Fees up 24.1% Q-o-Q & 46.4% Y-o-Y at INR 838 Crs
  - Corporate Trade & Cash
     Management fees grew 11.0% Q-o Q and 13.8% Y-o-Y
- Non-Interest Income for FY23 at INR 3,927 Crs, up 20.4% Y-o-Y. Normalised Non-Interest Income<sup>1</sup> for FY23 up 31.1% Y-o-Y

Prock up of Non Interact Income	Quarter Ended			Gro	wth	Year Ended		Growth
Break up of Non Interest Income	Q4FY23	Q3FY23	Q4FY22	Q-o-Q	Y-o-Y	FY23	FY22	Y-o-Y
Non Interest Income	1,082	1,143	882	-5.3%	22.8%	3,927	3,262	20.4%
Corporate Trade & Cash Management	197	177	173	11.0%	13.8%	681	619	10.0%
Forex, Debt Capital Markets & Securities	(4)	244	113	NM	NM	503	749	-32.9%
Of which realised/ unrealised gain on Investments	(73)	137	(26)	NM	182.7%	31	290	-89.3%
Corporate Banking Fees	52	46	24	11.8%	116.4%	154	100	53.8%
Retail Banking Fees	838	675	572	24.1%	46.4%	2,589	1,806	43.4%
Trade & Remittance	92	88	69	4.2%	33.3%	333	236	40.9%
Facility/Processing Fee	126	108	81	16.7%	55.3%	400	292	37.1%
Third Party Sales	96	65	84	48.2%	14.4%	267	191	39.7%
Interchange Income	340	232	200	46.3%	69.8%	920	596	54.3%
General Banking Fees	184	182	138	1.2%	33.0%	669	490	36.5%

# **Break up of Operating Expenses**



#### All figures in INR Crs

- Opex for Q4FY23 grew 4.5% Q-o-Q and 19.3% Y-o-Y
- Opex for FY23 grew 26.5% Y-o-Y v/s. normalised Total Income growth of 25.6% leading to flattish normalised C/I
- IT spends higher driven by AMC escalation, depreciation related to investments, support resources and business SMS charges

Cost Head	Quarter Ended			Growth		Year Ended		
	Q4FY23	Q3FY23	Q4FY22	Q-o-Q	Y-o-Y	FY23	FY22	Y-o-Y
Staff	854	857	772	-0.4%	10.6%	3,363	2,856	17.8%
Business Volume linked	574	578	447	-0.8%	28.4%	2,111	1,464	44.2%
IT	245	224	179	9.4%	37.0%	900	689	30.6%
Premises	194	195	172	-0.5%	12.5%	753	693	8.7%
Professional Fees	128	109	108	17.9%	19.0%	451	291	55.0%
Others	304	237	250	28.2%	21.8%	1,085	852	27.3%
Total	2,299	2,200	1,927	4.5%	19.3%	8,661	6,844	26.5%

Professional Fees primarily comprise of Bureau costs and vendor fees related to Collections, Contact Centre and other consulting and legal costs For reference: Breakup of Operating Expenses over last 8 quarters provided in Appendix

# **Provisions and P&L**

#### All figures in INR Crs

- Provision costs for Q4FY23 declined 20.4% Q-o-Q, led by
  - Security Receipts Redemptions of INR 1,178 Crs accrued to the Bank from JC Flowers ARC accounts leading to INR 987 Crs of Provision write-back
- Provision Costs for FY23 grew 33.3% Y-o-Y led by accelerated provisioning
- Gross Slippages for FY23 at INR 4,775 Crs (2.5% of avg. Advances) declined 17.6% Y-o-Y
  - Retail Slippages for FY23 lower by 11.4% Y-o-Y despite strong growth in Advances
- NNPA + net carrying value of SR as % of Advances further decreased to 2.4% v/s 3.0% last quarter
- Significant step up in PCR on NPA to 62.3% from 49.4% last quarter

Break up of Provisions	Quarter Ended			Growth		Year Ended		Growth
	Q4FY23	Q3FY23	Q4FY22	Q-o-Q	Y-o-Y	FY23	FY22	Y-o-Y
Operating Profit/(Loss)	889	914	774	-2.7%	14.8%	3,183	2,916	9.2%
Provision for Taxation	69	17	136	297.1%	-49.2%	246	370	-33.6%
Provision for Investments	(651)	2,902	530	NM	NM	2,409	790	204.8%
Provision for Standard Advances	(72)	(107)	(475)	-32.5%	-84.8%	(150)	(25)	494.8%
Provision for Non Performing Advances	1,311	(2,001)	227	NM	476.4%	(17)	719	NM
Other Provisions	29	50	(12)	NM	NM	(22)	(4)	509.3%
Total Provisions	686	862	407	-20.4%	68.8%	2,465	1,850	33.3%
Net Profit / (Loss)	202	52	367	292.8%	-44.9%	717	1,066	-32.7%
Return on Assets (annualized)	0.2%	0.1%	0.5%			0.2%	0.4%	
Return on Equity (annualized)	2.0%	0.6%	4.3%			1.9%	3.2%	
EPS-basic (non-annualized)	0.07	0.02	0.15			0.27	0.43	

# **Balance Sheet**

#### All figures in INR Crs

- Balance Sheet grew 11.5% Y-o-Y
  - C/D ratio at 92.0%<sup>1</sup> v/s. 91.8% last fiscal and 89.7% in Q3FY23
- Advances growth at 12.3% Y-o-Y. Normalized for ARC sale and Reverse Repo, Advances Growth at 13.2% Y-o-Y

#### ~1 Lac Crs of New Sanctions / Disbursements in FY23

Disbursements	Q4FY23	FY23
Retail Assets	12,705	49,798
Rural Assets	498	2,572
SME	7,389	24,502
Mid Corporate	1,573	4,724

Balance Sheet	31-Mar-23	31-Dec-22	31-Mar-22	Growth % (Q-o-Q)	Growth % (Y-o-Y)
Assets	354,786	343,778	318,220	3.2%	11.5%
Advances	203,269	194,573	181,052	4.5%	12.3%
Investments	76,888	68,382	51,896	12.4%	48.2%
Liabilities	354,786	343,778	318,220	3.2%	11.5%
Shareholders Funds	40,742	40,154	33,742	1.5%	20.7%
Total Capital Funds	43,923	44,339	40,397	-0.9%	8.7%
Deposits	217,502	213,608	197,192	1.8%	10.3%
Borrowings	77,452	68,928	72,205	12.4%	7.3%



# **Break up of Advances & Deposits**



#### All figures in INR Crs

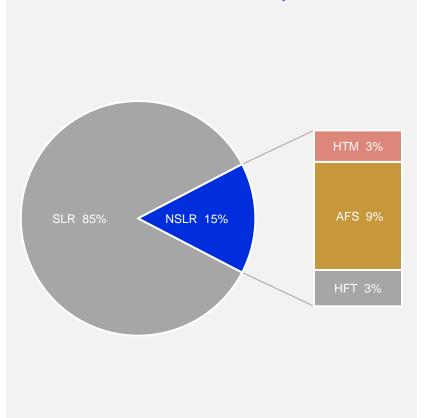
- Sustained Granularization of Balance Sheet:
  - Retail Advances mix at 45.2% v/s. 43.7% in Q3FY23 (ex-Reverse Repo adj.)
  - CASA + Retail TDs<sup>1</sup> at **59%**
  - Average daily CA for FY23 grew by 30.4% Y-o-Y
  - Average daily SA for FY23 grew by 23.7% Y-o-Y
  - ~372K Retail CASA Accounts opened in Q4FY23

Break up of Advances	31-Mar-23	31-Dec-22	31-Mar-22	QoQ Growth (%)	YoY Growth (%)
Retail	90,447	83,769	65,250	8.0%	38.6%
SME	28,724	27,215	23,479	5.5%	22.3%
Mid corporate	27,045	24,730	19,910	9.4%	35.8%
Corporate	53,986	55,828	72,413	-3.3%	-25.4%
Others (Reverse Repo)	3,069	3,031			
Total Net Advances	203,269	194,573	181,052	4.5%	12.3%
Break up of Deposits	31-Mar-23	31-Dec-22	31-Mar-22	QoQ Growth (%)	YoY Growth (%)
CASA	66,903	63,927	61,360	4.7%	9.0%
Current Account	33,603	29,049	26,389	15.7%	27.3%
Savings Account	33,300	34,878	34,970	-4.5%	-4.8%
CASA Ratio	30.8%	29.9%	31.1%		
Term Deposits	150,599	149,681	135,832	0.6%	10.9%
Certificate of Deposits	291	3,236	4,264	-91.0%	-93.2%
Total Deposits	217,502	213,608	197,192	1.8%	10.3%

# **Break up of Investments**

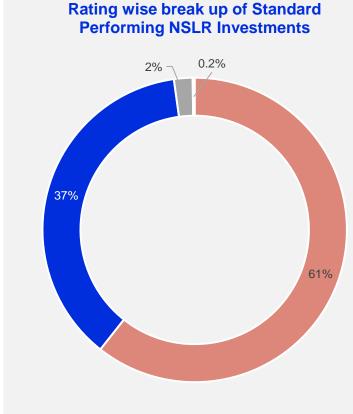
#### All figures in INR Crs

- Total Net Investments at INR 76,888 Crs
  - SLR INR 65,158 Crs
  - NSLR INR 11,730 Crs
    - Standard Performing INR 6,497 Crs
    - Others<sup>1</sup> INR 5,233 Crs



**Investments breakup** 





AAA AA BB Unrated

<sup>1</sup> Excluding INR 3,069 Crs in Q4FY23 and INR 3,031 Crs in Q3FY23 of Interbank Reverse Repo classified as Advances as per RBI Master Circular No DOR.ACC.REC.NO.37/21.04.018/2022-23 <sup>2</sup> Excluding technical write-offs

**Asset Quality Parameters** 

Provision Coverage Ratio (%)<sup>2</sup>

Gross NPA (%)<sup>1</sup>

Segmental GNPA

Net NPA (%)<sup>1</sup>

#### All figures in INR Crs

 Gross NPA Ratio at 2.2% vs 2.0% in Q3FY23

**NPA Highlights** 

 Slippages at INR 1,196 Crs for Q4FY23 vs. INR 1,610 Crs in Q3FY23.

	GNPA	(%)	GNPA	(%)	GNPA	(%)
Retail	1,146	1.3%	960	1.1%	1,093	1.7%
SME	285	1.0%	232	0.9%	739	3.1%
Mid corporate	208	0.8%	143	0.6%	401	2.0%
Corporate Banking	2,755	4.9%	2,568	4.5%	25,743	28.4%
Total	4,395	2.2%	3,904	2.0%	27,976	13.9%

31-Mar-23

2.2%

0.8%

62.3%

31-Mar-23

Movement of GNPA	31-Dec-22		31-Mar-23			
	Opening	Additions	Upgrades	Recoveries	Write Offs	Closing
Retail	960	697	149	115	247	1,146
SME	232	74	15	5	1	285
Mid corporate	143	72	0	6	1	208
Corporate	2,568	352	110	55	0	2,755
Total	3,904	1,196	275	182	249	4,395
	31-Mar-22	Movement				31-Mar-23
	27,976	4,775	820	9,423	18,114	4,395



31-Mar-22

13.9%

4.5%

70.7%

31-Mar-22

31-Dec-22

2.0%

1.0%

49.4%

31-Dec-22

# **Summary of Labelled & Overdue Exposures**



#### All figures in INR Crs

- Slippage of ~INR 283 Crs from Standard Restructured Advances pool of Q3FY23
- Overdue book of 31-90 days flattish Q-o-Q at INR 4,792 Crs vs. INR 4,752 Crs in Q3FY23

In INR Cr	31-M	ar-23	31-D	ec-22	31-Mar-22		
	Gross	Provisions	Gross	Provisions	Gross	Provisions	
NPA	4,395	2,736	3,904	1,930	27,976	19,771	
Other Non Performing Exposures	9,128	4,742	10,221	5,392	8,503	6,647	
NFB of NPA accounts	1,289	237	1,183	237	1,097	206	
NPI	172	76	185	75	5,268	5,021	
Security Reciepts	7,666	4,430	8,853	5,080	2,138	1,420	
Total Non Performing Exposures	13,522	7,479	14,125	7,323	36,479	26,419	
Technical Write-Off		0		0		16,302	
Provision Coverage excl. Technical W/O		55.3%		51.8%		80.9%	
Std. Restructured Advances <sup>1</sup>	4,705	454	5,860	581	6,752	760	
Erstwhile	4	4	3	3	26	1	
DCCO related	1,558	78	1,718	86	1,744	87	
MSME	644	66	732	75	1,016	98	
Covid	2,499	306	3,407	418	3,966	573	
Other Std. exposures <sup>2</sup>	359	123	222	75	98	34	
61-90 days overdue loans	1,165		2,834		1,264		
Of which Retail	629		549		227		
31-60 days overdue loans	3,621		1,918		4,483		
Of which Retail	1,097		865		815		

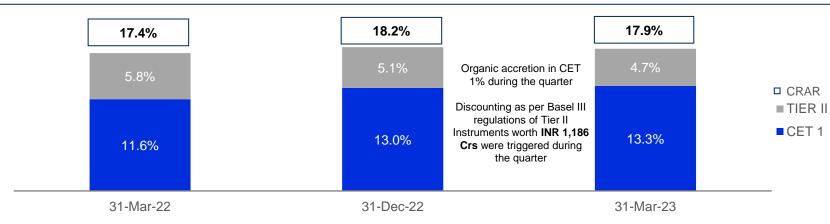
<sup>1</sup> Already Implemented as of respective date; Erstwhile category represents Standard Restructured accounts and does not include withdrawn categories such as SDR, S4A etc.

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

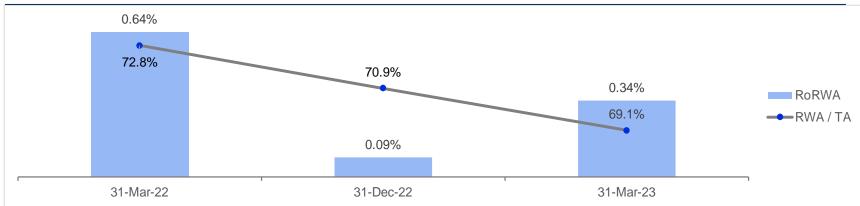
## Organic accretion of Capital: CET 1 ratio at 13.3%



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



## **2** RWA to Total Assets trending lower and Risk Adjusted Returns



#### CET 1 Ratio at 13.3%

- Post full warrant conversion ~150 bps to further accrue to CET I ratio
- Warrants Application / Subscription money amounting to INR 948 Crs (38 bps) already received in cash, not considered for CET 1 computation
- RWAs lower owing to
  - Collateral and Rated Book
     Improvements
  - Repayments in loans attracting higher risk weights
  - Reduction in market risk capital charge owing to higher provisioning for SRs



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



Average Top and Senior Management with average vintage of around 8.5 years within the Bank combined with Vintage new talent from the industry. (in years) Q4FY23<sup>1</sup> Band 'Advanced Leadership Program' (ALP), a three-day structured intervention was concluded for identified Top & Senior Management executives. The program helped to further strengthen the leadership Leadership capabilities and competencies and enhance the quality and depth of our internal leadership pool. Development Select Emerging Leaders from businesses participated in the 'Emerging Leaders program'. This Top program focused on Leading Self, Leading Others and Managing Business Competencies. 9 88 Management YES School of Banking focusses on role and skill-specific trainings and certifications. Total 1,61,597 training days were clocked in FY23 with an average of 5.87 training days per employee. Senior Over 75 team members from Anti-Money Laundering Team completed the CAMI Certification (Certified 285 8 Knowledge Anti Money-laundering Investigator) and gained a thorough understanding of the pragmatic implications of Management becoming an AML investigator when doing transaction analysis. Management The Bank has created an 'Ideation Workflow' which will facilitate employees to add their ideas (around Transformation, Cost, Quality, Delivery, Speed and Behavioural) in a structured format. Middle 4,003 5 Management To celebrate and honor the women at YES Bank, sessions on 'I am Enough', 'Breaking the Glass Ceiling' and 'Holistic Living' were conducted for employees on International Women's Day. Additionally, activities like Decoupage, Block printing on tote bag, Stained glass, Nail Art, Sound Healing, Skincare D & I Inside Out and Zumba sessions were arranged at various YES Bank locations. Initiatives To create and nurture an inclusive culture, LGBTQ Awareness Webinar on breaking the stereotypes Junior 23.141 was conducted by a TEDx speaker who is an activist in LGBTQ community. Management The Bank has also been recognized among the TOP 50 in 'India's Best Workplaces in BFSI 2023' rankings by the Great Place to Work ® (GPTW) Institute. Total 27,517 To engage with ex-YES BANKers and keep them updated with latest development in the BANK, an Alumni Portal has been launched. The portal additionally provides ex-YES BANKers, access to certain of Employee their documents and offers an opportunity to refer friends/relatives who may want to explore career Net addition of **3.171** staff over the headcount of March 31, 2022 Engagement opportunities at the Bank. The employees celebrated 3rd Foundation Day to commemorate the day when the Bank's moratorium was lifted i.e., 18th March.

# **Credit Rating**



Ratings across all agencies at <b>all time</b> lows: March 2020	INDIA Ratings Outlook-keeps Ratings Watch Evolving (RWE) March 18, 2020	ICRA Downgrades Basel II Upper Tier CARE Downgrade Basel II Upper Tier Outlook-Credit Wat Developing Implica June 23, 2020	r II to D from BB es INDIA R r II to D from C BASEL atch with Infrastru ations Long Te		Ratings Upgrades III Tier II to BBB- from B+ ucture Bonds to BBB from BB – erm Issuer Rating to BBB from BB- t 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		CARE Upgrades issuer rating to A- from BBB+ with a Positive outlook October 12, 2022
March 16, 2020 Moody's Upgrades issuer rating to Caa1 from Caa3 with a positive outlook	BASEL II Lower T Infrastructure Bor		August 3, 202 Moody's Upg issuer rating to from Caa1 wit stable outlool	p <b>rades</b> o <b>B3</b> h a	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 B Infrastructure Bonds to BBB from I	3B+	ICRA: <b>A-</b> India Rat CRISIL: <b>/</b>	2022 ating & Outlook Upgrade: ; Positive ings: A-; Stable A-; A1+ short term; Positive : Ba3; Stable

International Rating			Lo	ng-term		Outlook	Short-term	
Moody's Investors Service				Ba3		Stable	Not Prime	
Domestic Rating			Lo	ng-term		Outlook	Short-term	
	Bas	el III	Basel II Infra Bonds					
	AT I	Tier II	ті	UT II	LT II	IIIITa Bolius		
CRISIL		A-				A-	Positive	A1+
ICRA	BB	A-	BBB+	BBB+	A-	A-	Positive	
India Ratings		BBB+				A-	Stable	
CARE		A-		BBB	A-	A-	Positive	



# **Thank You**

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