Yes Bank Ltd — FY 2023 Annual Report Analysis

Annual Report Analysis (Consolidated)

Source: CRORES. All figures   Crores. Pipeline: v5-Gemini — W1a → W3 → W1b+W2+W2F (parallel, notes-injected) → Merge.

Investor Snapshot

#	Analytical Point	Sentiment
1	**The bank has transitioned to a retail-heavy model with Retail/SME now comprising 59% of the mix and Retail Banking contributing 41.93% of total segment revenue.**	□Positive
2	**Revenue grew 19.37% YoY to □22,702 Cr, supported by a dominant 38.3% market share in UPI P2M transactions, providing a high-growth digital moat.**	□Positive
3	***Financing margins deteriorated to -11.00% as rising interest costs and a 37.88% spike in loan sourcing fees (DSA) indicate an increasingly expensive growth profile.***	□Negative
4	***PAT fell 32% to 736 Cr, pressured by high acquisition costs and provisions, resulting in a thin interest coverage ratio of 1.07x.***	□Negative
5	**Capital Adequacy Ratio was bolstered to 17.9% following a □8,900 Cr capital infusion from Carlyle and Advent, providing a necessary buffer for the reconstruction phase.**	□Positive
6	***Cash Flow from Operations (CFO) swung to a massive negative 25,816 Cr, signaling that current growth and de-risking activities are heavily consuming liquidity.***	□Negative
7	***Capital allocation efficiency remains poor with an ROCE of 4.44%, which sits below the cost of capital, and a low ROE of 1.81%.***	□Negative
8	***Earnings quality is weak as Deferred Tax Assets (DTA) of 8,941 Cr stand at 12x PAT, suggesting the balance sheet is inflated by non-cash assets and provision reversals.***	□Negative
9	Governance is technically stable with a 10/10 matrix score and 53% board independence, though transparency is hampered by the use of secrecy provisions regarding RPTs.	□Neutral
10	***Execution risk is heightened by a staggering 42.7% voluntary attrition rate, threatening the bank's service-led growth model and operational stability.***	□Negative
11	***The 8,415 Cr AT-1 bond litigation remains a significant unprovisioned "sword of Damocles" that could severely impact Tier 1 capital if the verdict is unfavorable.***	□Negative
12	Stance is WATCH: While the □43,715 Cr stressed asset transfer to JC Flowers reduced Net NPA to 0.8%, investors should wait for positive CFO and attrition to drop below 30%.	□Neutral

1. BUSINESS OVERVIEW (In Bullet Points)

- **Business Segments:** Yes Bank has pivoted from a wholesale-heavy lender to a granular, retail-focused institution. The current mix stands at **Retail & SME (59%)**, **Mid-Corporate (14%)**, and **Large Corporate (27%)**.
- **Revenue Drivers:** Growth is driven by digital payments dominance (38.3% UPI P2M market share), transaction banking (95% of Corporate CASA embedded with products), and a shift toward high-yield unsecured retail assets.

- **Cost Drivers:** Primary costs include human capital (3,000+ new employees), physical expansion (83 new branches), and significant technology spend on cloud-native processors and AI-based CRM systems.
- **Industry Position:** Identified as the 6th largest private sector bank in India, positioning itself as the "Banker of Choice" for the new-age economy by serving 60% of India's Unicorns.
- **Expansion Plans:** Target of opening 150 more branches in FY24 to complement its "phygital" model and leaner branch formats.
- **Acquisitions & Structural Cleanup:** Completed the ₹48,000 Crore stressed asset sale to JC Flowers ARC, removing the legacy overhang and bringing Net NPA down to 0.8%.
- **Geographical Presence:** Strong domestic presence with a growing focus on the IFSC branch operations to capture global transaction flows.

2. MANAGEMENT COMMENTARY & OUTLOOK

- Management has articulated a clear vision: "Stay Universal but Go Granular," targeting a 60:40 Retail/SME to Corporate mix.
- The bank is targeting a ~1.5% Return on Assets (RoA) within the next five years, predicated on reducing the "PSL drag" and improving loan yields.
- Despite near-term headwinds from deposit repricing, management expects NIM expansion over the next 4–6 quarters as the book shifts toward higher-yield retail.
- The medium-term CASA ratio target remains 35%, though management is currently prioritizing maintaining the current 30.8% level in a tight liquidity environment.
- The entry of Carlyle and Advent International (₹8,900 Crore capital raise) is viewed as global institutional validation of the bank's recovery.
- Management identifies competitive intensity in deposits as the primary challenge, responding with "Connected Banking" to integrate APIs into client ERPs for operating accounts.
- A critical risk acknowledged is the voluntary attrition rate of 42.7%; management is implementing "train and hire" programs like the YES Professional Banker to mitigate this.
- The completion of the JC Flowers ARC deal is seen as a triumphant milestone, allowing the bank to shift from a "survivalist" to an "offensive" stance.
- Management Tone: The tone is resolute and transitionary. There is a palpable shift toward growth and digital moats, yet the commentary remains realistic regarding the long-haul nature of achieving top-tier RoA targets. (Final Verdict: Resolute and Transitionary).

3. FINANCIAL ANALYSIS

3.1 Financial Statements

Source: Screener.in — all monetary values in   Crores. Use these numbers directly.

P&L Statement (□Crores)

Line Item	Mar 2023	Mar 2022
Revenue -	22,702.00	19,019.00
Sales Growth %	19.37	-5.09
Interest	14,800.00	12,528.00
Expenses -	10,371.00	8,058.00
Manufacturing Cost %	0.24	0.20
Employee Cost %	15.33	15.58
Other Cost %	30.11	26.59
Financing Profit	-2,468.00	-1,568.00
Financing Margin %	-11.00	-8.00
Other Income -	3,883.00	3,405.00
Exceptional items	7.00	-13.00
Other income normal	3,876.00	3,417.00
Depreciation	433.00	403.00
Profit before tax	981.00	1,434.00
Tax %	25.00	26.00
Net Profit -	736.00	1,064.00
Minority share	0.00	0.00
Exceptional items AT	5.00	-9.00
Profit excl Excep	731.00	1,073.00
Profit for PE	731.00	1,073.00
Profit for EPS	736.00	1,064.00
Profit Growth %	-32.00	131.00
EPS in Rs	0.26	0.42
Dividend Payout %	0.00	0.00

Balance Sheet (Crores)

Line Item	Mar 2023	Mar 2022
Equity Capital	5,751.00	5,011.00
Reserves	34,967.00	28,688.00
Deposits	217,382.00	197,063.00
Borrowing	77,754.00	72,340.00
Other Liabilities -	19,350.00	15,476.00
Non controlling int	0.00	0.00
Trade Payables	751.00	732.00
Other liability items	18,599.00	14,744.00
Total Liabilities	355,204.00	318,578.00
Fixed Assets -	2,156.00	2,016.00
Building	1,210.25	1,248.06
Furniture n fittings	3,265.31	0.00
Other fixed assets	0.00	2,728.28
Gross Block	4,475.56	3,976.34
Accumulated Depreciation	2,319.85	1,960.52
CWIP	296.00	125.00
Investments	76,749.00	51,754.00
Other Assets -	276,003.00	264,683.00
Cash Equivalents	11,975.00	42,659.00
Loans n Advances	693.00	608.00
Other asset items	263,336.00	221,415.00
Total Assets	355,204.00	318,578.00

Cash Flow Statement (₹Crores)

Line Item	Mar 2023	Mar 2022
Cash from Operating Activity -	-25,816.00	23,598.00
Profit from operations	2,532.00	5,049.00
Loans Advances	-20,751.00	-16,270.00
Operating investments	-15,630.00	4,374.00
Operating Deposits	20,320.00	34,217.00
Other WC items	-12,220.00	-3,673.00
Working capital changes	-28,281.00	18,648.00
Direct taxes	-67.00	-99.00
Cash from Investing Activity -	-13,026.00	-14,566.00
Fixed assets purchased	-792.00	-410.00
Fixed assets sold	52.00	12.00
Capital WIP	0.00	0.00
Investments purchased	-12,165.00	-14,113.00
Investments sold	0.00	0.00
Other investing items	-122.00	-55.00
Cash from Financing Activity -	11,450.00	8,391.00
Proceeds from shares	5,088.00	0.00
Redemption of debentures	0.00	0.00
Proceeds from borrowings	7,178.00	9,804.00
Repayment of borrowings	-1,764.00	-1,413.00
Dividends paid	0.00	0.00
Other financing items	948.00	0.00
Net Cash Flow	-27,392.00	17,423.00
Free Cash Flow	-26,555.00	23,199.00
CFO/OP	-209.00	216.00

3.2 Financial Analysis Summary

- **Revenue** grew by **19.37%** to **₹22,702.00 Cr**, driven by a strategic pivot toward **Retail Banking** which now contributes **41.93%** (**₹11,276.06 Cr**) of total segment revenue, effectively reducing corporate concentration risk.
- Despite top-line growth, **PAT** declined by **32%** to **₹736.00 Cr**, primarily due to a **33.29%** spike in **Provisions & Contingencies** to **₹2,465.67 Cr** and a sharp **37.88%** increase in **Other Expenses** related to **Loan Sourcing Fees (DSA)** of **₹1,126.86 Cr**.
- **Financing Margin** deteriorated to **-11.00%** from **-8.00%**, signaling that **Interest** expenses (**₹14,800.00 Cr**) are rising faster than interest income, while aggressive retail acquisition costs are further pressuring the **EBITDA (Operating Profit)**.

- **CFO** experienced a massive swing to negative ₹**25,816.00 Cr** from a positive ₹**23,598.00 Cr** in the prior year, largely due to ₹**20,751.00 Cr** consumed by **Loans Advances** and ₹**15,630.00 Cr** in **Operating Investments**, indicating that growth is heavily consuming liquidity.
- **Total Assets** expanded to ₹**355,204.00 Cr**, but **Asset Turnover** remains stagnant at **0.06x**, while **Other Assets** are bloated by a ₹**8,941.15 Cr Deferred Tax Asset (DTA)** which represents **12x** the current **PAT**, posing a significant valuation risk.
- **Net Worth** improved as **Equity Capital** rose to ₹**5,751.00 Cr** following ₹**5,088.00 Cr** in **Proceeds from shares**, which helped lower the **Debt/Equity** ratio to **1.91x** despite a **7.5%** increase in **Total Debt** (**Borrowings**) to ₹**77,754.00 Cr**.
- **Investments** on the **Balance Sheet** rose to ₹**76,749.00 Cr**, influenced by the JC Flowers ARC transaction where ₹**43,715.79 Cr** of stressed exposures were transferred, though the bank still carries ₹**3,161.34 Cr** in **Security Receipts** and faces a "sword of Damocles" in the ₹**8,415.00 Cr AT-1 Bond** litigation.
- **Depreciation** of ₹**433.00 Cr** is supported by accelerated policies for IT assets (3-4 years vs 6 years), while **Fixed Assets** grew to ₹**2,156.00 Cr** following ₹**792.00 Cr** in **Capex**, reflecting ongoing digital transformation.
- **Working Capital** changes of **-**₹**28,281.00 Cr** in the **Cash Flow Statement** highlight a significant cash trap, as **Operating Deposits** growth (₹**20,320.00 Cr**) was insufficient to offset the cash outflow into the loan book.
- **ROE** diluted significantly to **1.81%** from **3.16%**, as the increase in **Net Worth** from equity issuance outpaced the growth in **PAT**, while **Interest Coverage** remains thin at **1.07x**.
- **Other Assets** are dominated by the **DTA** (₹**8,941.15 Cr**), a non-earning asset that inflates the balance sheet; **Other Expenses** were impacted by a **72.79%** jump in **Professional Fees** and a **45.41%** jump in **IT spend**, reflecting the heavy cost of the ARC transaction and digital transformation.
- The bank's financial character this year is defined by a massive structural de-risking through the JC Flowers ARC deal and a successful retail pivot, yet these strategic gains are currently masked by high customer acquisition costs, a significant cash burn in **CFO**, and persistent capital risks from legacy **AT-1** litigation.

3.3 Contingent Liabilities & Commitments

- **AT-1 Bond Write-down Litigation:** ₹**8,415.00 Cr** write-down challenged in court. The Bombay High Court set aside the write-down; the Supreme Court has stayed this, but it remains a critical threat to Tier 1 capital.
- **SEBI Penalty:** ₹**25.00 Cr** penalty related to AT-1 bond mis-selling.
- **Capital Commitments:** ₹**2,798.57 Cr** in total lease liabilities for physical infrastructure expansion, representing significant fixed-cost commitments.
- **Guarantees & Letters of Credit:** Significant volume of forward exchange and derivative contracts requiring high-quality collateral management.

3.9 Earnings Quality & Forensic Checks

#	Check	Impact	Status	Evidence	Notes Detail
1	PAT vs CFO trend	Profit ↓ — earnings lack cash backing; □25,816 Cr CFO outflow driven by loan growth.	□	PAT □736 Cr vs CFO -□25,816 Cr	Divergence caused by □20,751 Cr increase in loans and □15,630 Cr operating investments.
2	Receivables & channel-stuffing signal	Neutral — banking model; advances growth of 14% aligns with 19% revenue growth.	□	Loans & Adv □693 Cr vs Revenue □22,702 Cr	Receivables are minimal in banking; core advances growth is consistent with retail pivot strategy.
3	Revenue timing	Revenue ↑↓ — conservative recognition; PSLC fees amortized and NPA interest on cash basis.	□	PSLC fees amortized; NPA interest cash-basis	Note 17.5.1 and 17.5.20 ensure revenue is not front-loaded, following strict RBI prudential norms.
4	Revenue from related parties %	Neutral — transparency risk; secrecy provisions limit disclosure of specific related party transaction terms.	□	SBI is Associate; Secrecy provisions invoked	Note 17.6.9 limits detailed disclosure of individual RPTs, reducing visibility into specific deal pricing.
5	Inventory vs revenue growth	Neutral — sector specific; inventory is not a material factor for financial services entities.	□	Manufacturing cost 0.24% of expenses	As a bank, traditional inventory is non-existent; manufacturing costs relate to minor consumables.
6	Inventory valuation method change	Neutral — consistent policy; no inventory held; investment valuation follows standard RBI Swiss Challenge.	□	Investment valuation Note 17.5.2	No inventory to value; investment accounting for JC Flowers transaction followed RBI-approved smoothing.
7	Exceptional items in operating profit	Profit ↑ — non-recurring gain; □511 Cr profit from JC Flowers ARC sale inflates earnings.	□	Exceptional items □7 Cr; ARC profit □511.38 Cr	Note 17.6.5 highlights a one-time gain where cash recovery exceeded net book value.
8	Depreciation rate vs useful life policy	Profit ↓ — conservative accounting; accelerated depreciation on IT assets reduces current period net profit.	□	Computer life 3 years vs 6 years Act	Note 17.5.8 uses shorter useful lives for hardware/ software, leading to more conservative book values.
9	Provision reversals boosting PAT	Profit ↑ — non-cash boost; □166 Cr provision reversals cushion P&L against investment impairment hits.	□	Standard provision reversal □149.62 Cr	Note 17.6.5 reversals helped offset the □2,408 Cr spike in non-performing investment provisions.
10	Tax rate consistency + cash tax vs P&L tax	Profit ↑ — non-cash tax; □67 Cr cash tax vs □245 Cr P&L tax provision.	□	Tax % 25; Cash tax □67 Cr	Significant gap between P&L tax and actual cash paid due to high DTA utilization.
11	CWIP age and stalling projects	Neutral — infrastructure growth; CWIP increase of □171 Cr reflects ongoing IT and branch expansion.	□	CWIP □296 Cr (FY23) vs □125 Cr (FY22)	Increase aligns with the 45% jump in IT expenditure noted in the expense analysis.
12	Deferred tax asset recognition adequacy	Profit ↑ — valuation risk; □8,941 Cr DTA depends on virtual certainty of future taxable profits.	□	DTA □8,941.15 Cr vs PAT □736 Cr	Note 17.6.13; DTA is 12x PAT; realization depends on aggressive multi-year profit forecasts.
13	RPT quantum and trend	Neutral — governance backstop; SBI associate status provides	□		Note 17.6.9 confirms SBI's ongoing role, providing a

#	Check	Impact	Status	Evidence	Notes Detail
		liquidity support despite limited transaction-level transparency.		SBI remains primary investing company	significant institutional safety net for the bank.
14	Dividend paid vs FCF adequacy	Neutral — capital conservation; zero dividends paid as negative FCF necessitates internal capital retention.	□	Dividend 0%; FCF -□26,555 Cr	Negative FCF driven by asset de-risking and retail loan growth precludes any dividend distribution.
15	AT-1 Bond Litigation Risk	Profit ↑↓ — capital risk; non-provisioning for □8,415 Cr write-down based on legal stay.	□	□8,415 Cr write-down challenged	A final adverse Supreme Court verdict would represent a massive capital hit not currently provisioned.
16	Provisioning Arbitrage Check	Profit ↑ — valuation judgment; smoothing of □608.61 Cr shortfall over two quarters.	□	JC Flowers transaction shortfall	Management smoothed the impact of the ARC transaction shortfall, aiding short-term earnings stability.

4. MANAGEMENT & GOVERNANCE

A. Auditor Report & Key Audit Matters * **Audit opinion type:** Unqualified. * **KAM - AT-1 Bond Litigation:** Auditor highlighted the □8,415.00 Cr write-down. Concern involves legal uncertainty following the Bombay High Court setting aside the write-down. Management maintains the write-down was contractually valid. * **KAM - Valuation of Security Receipts (SRs):** Focused on judgment required to value SRs from the JC Flowers deal (□48,000 Cr portfolio). Management used independent valuations and smoothed a □608.61 Cr shortfall over two quarters. * **KAM - Recognition of Deferred Tax Assets (DTA):** Flagged the □8,941.15 Cr DTA. Concern is the "virtual certainty" of future profits required for recognition. * **Auditor Fees:** Professional Fees & Commission: □572.35 Cr. The 72.79% YoY jump suggests high consultancy costs related to the ARC transaction, which may pose an independence risk if non-audit services dominate.

B. Related Party Transactions | Party | Relationship | Nature | Amount (□Cr) | Concern | |-------|--------------|--------|----------------|---------| | **State Bank of India** | Associate | Investing Company | Not disclosed | Significant influence over governance/liquidity | | ***KMP & Relatives*** | KMP | Deposits | 5.82 Cr | Potential preferential interest rates | | ***Key Managerial Personnel*** | KMP | Remuneration | 1.98 Cr | Transparency limited by "Secrecy Provisions" |

- **Concern:** Management invoked "Secrecy Provisions" under RBI circulars to limit detailed disclosures of individual RPTs, a transparency red flag.
- **SBI Dependency:** The bank remains an associate of SBI, providing a backstop but indicating a lack of full independence.

C. Shareholding * **Equity Capital:** □5,751.00 Cr. * **Reserves:** □34,967.00 Cr. * **Promoter Pledging:** Not disclosed; bank is largely held by institutional investors (Carlyle, Advent, SBI) post-reconstruction.

D. Board Composition + KMP Compensation * **Total Directors:** 13; **Independent %:** 53.85% (7/13); **Women Directors:** 3. * **MD & CEO Remuneration:** □1.98 Cr (0.06% of Operating Profit). * **CEO Pay Ratio:** 46.29x the median employee remuneration. * **YoY Growth:** KMP remuneration was not disclosed in the prior year summary. * **Note:** Compensation is heavily linked to non-financial KPIs, including ESG and climate change targets.

F. Capital Allocation & Capex | Action | FY Current (□Cr) | FY Prior (□Cr) | Signal | |--------|-------------------|-----------------|--------| | ***Capex*** | 792.00 Cr | 410.00 Cr | □| | **Equity Issuance** | 5,088.00 Cr |

0.00 Cr | **text** | | ***Net Debt Change*** | 5,414.00 Cr | 11,113.00 Cr | □| | ***Working Capital Investment*** | 28,281.00 Cr | (18,648.00) Cr | □|

- **CAPEX Analytical Notes:**
  - **CFO Coverage of Capex:** CFO/Capex ratio is -32.59, indicating zero self-funding capability; capex is entirely dependent on external capital.
  - **Nature of Capex:** Primarily IT-related expenditure (**□597.23 Cr**, up 45.41%) and physical branch expansion.
  - **Deployment Efficiency:** Revenue grew 19.37% while IT spend grew 45.41%, suggesting a high "burn rate" for digital transformation.
  - **Key Takeaway: The 93% increase in fixed asset purchase (□792.00 Cr) reflects a push to modernize legacy systems and expand the retail footprint.**

H. Risks * **AT-1 Bond Litigation (High):** Potential **□8,415.00 Cr** hit to Tier-1 capital if Supreme Court rules against the bank. * **DTA Realization (High): □8,941.15 Cr** asset depends on "virtual certainty" of future profits; failure to meet forecasts would force a massive write-down. * **Information Security (Medium):** 17 substantiated privacy complaints in FY23; risk of reputation loss. * **Asset Concentration (Medium): □3,161.34 Cr** provision against Security Receipts; recovery is uncertain.

5. SCORECARD & VERDICT

Part A: Scorecard

Dimension	Rating (1–5)	Delta	Key Evidence	One-line Rationale
Business Quality	3	→	59% Retail/SME mix; 38% UPI share	Strong digital moat but high competition and attrition (42.7%).
Financial Health	2	↓	D/E 1.91x; CFO -□25,816 Cr	Negative CFO and thin interest coverage (1.07x) indicate stress.
Earnings Quality	2	↓	DTA 12x PAT; CFO < PAT	Earnings lack cash backing and rely on DTA/ provision reversals.
Management & Governance	3	→	53% Independent; Secrecy Provisions used	Compliant but transparency limited by secrecy clauses on RPTs.
Capital Allocation & Visibility	2	↓	ROCE 4.44% < Cost of Capital	Capex is aggressive but not yet translating to cash flow or ROE.

BUSINESS POSITIVES (for this company this year) * □**Structural Cleanup:** Successfully transferred **□43,715.79 Cr** of stressed assets to JC Flowers ARC, reducing Net NPA to **0.8%**. * □**Digital Dominance:** Maintained a **38.3%** market share in UPI P2M transactions, providing a unique "New Economy" hedge. * □ **Capital Infusion:** Raised **□8,900 Cr** from Carlyle and Advent, bolstering Capital Adequacy to **17.9%**. * □**Retail Pivot:** Retail Banking now constitutes **41.93%** of total segment revenue, diversifying away from lumpy corporate risk.

BUSINESS NEGATIVES / CONCERNS (for this company this year) * □**Cash Flow Stress: CFO** swung to a massive negative **□25,816.00 Cr**, indicating growth is heavily consuming liquidity. * □**Human Capital Risk:** Voluntary attrition stands at a staggering **42.7%**, threatening the service-led growth model. * □**Valuation Risk: Deferred Tax Asset (DTA)** of **□8,941.15 Cr** is **12x** the annual PAT, sensitive to future profit misses. * □**Legal Overhang:** The **□8,415.00 Cr** AT-1 bond litigation remains a "sword of Damocles" over Tier 1 capital. * □**Margin Pressure: Financing Margin** deteriorated to **-11.00%** due to rising interest costs and high retail acquisition fees.

OVERALL SCORECARD SUMMARY Yes Bank has successfully completed its "cleanup" phase, achieving a lean NPA profile and securing blue-chip institutional capital. However, the financial trajectory is currently characterized by a massive cash burn in operations and a heavy reliance on non-cash assets like the DTA for balance sheet strength. While the digital engine is high-octane, the bank's inability to generate positive CFO and the extreme human capital churn suggest a business on a stable but fragile recovery path. The investment thesis rests entirely on the successful conversion of digital leadership into operating leverage, which is not yet visible in the ROE (1.81%).

Part B: Governance Check Matrix

#	Check	Status	Evidence
1	Audit opinion clean?	□	Unqualified opinion (p. 406)
2	Promoter pledge = 0?	□	No promoter group post-reconstruction
3	KMP pay < 5% of PAT?	□	KMP remuneration □1.98 Cr is 0.27% of PAT
4	RPT quantum < 5% of revenue?	□	Remuneration is 0.01% of revenue
5	Board > 50% independent?	□	53.85% (7 out of 13 directors)
6	At least 1 woman director?	□	3 women directors (p. 20)
7	No statutory dues outstanding?	□	None reported
8	No fraud reported?	□	No material fraud reported in AR
9	Audit trail enabled?	□	Confirmed in auditor's report
10	Frequent Auditor change	□	No change disclosed in current year
Final line: "Total: 10/10 □— Governance Rating: 4"			

Part C: Investor Verdict

THESIS: A structurally de-risked digital banking franchise in a high-cost transition phase toward retail granularity.

OVERALL STANCE: WATCH

RATIONALE: Strategic cleanup is complete, but negative CFO and high attrition make the path to 1.5% RoA highly uncertain. RE-EVALUATE WHEN: CFO/PAT ratio turns positive or Attrition drops below 25%. BULL CASE: Successful Supreme Court verdict on AT-1 bonds + NIM expansion to 3.5% leads to RoA of 1.2% by FY25. BEAR CASE: Reversal of AT-1 write-down forces a □8,415 Cr capital hit, necessitating further dilutive equity raises. KEY MONITORABLE: Voluntary Attrition Rate: 42.7% → watch threshold < 30%.

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v5-Gemini | *156 pages* | *159 chunks*