

CUSTOMERS

Generating value for OUR CUSTOMERS

Our Group is committed to maintaining a meaningful and long-lasting relationship with our customers and has adopted a customer centric approach that blends our digital capabilities and market insights to deliver seamless and differentiated customer experience. In addition, our Group commits to implement quality systems and processes to secure our customers' personal data.⁴²



26%[↑]

Growth in Bank's Customer Base

22%

Growth in Customer Assets

32.7 mn

Kotak Mahindra Bank's Customer Base

↑YoY

Material topic(s) covered

- Enhancing customer experience
- Customer data privacy

Capital Linkage



Impact on SDGs



Customer centricity is our Group's key strategic driver that focuses on improving customer engagement, experience and satisfaction. The transition to digital solutions has been a key factor enabling the shift from a 'product-centric' to a 'holistic customer experience' approach. Each business within our Group has launched a suite of digital products and solutions that cater to unique needs of customers across different segments. This has been discussed at length in the **'Technology Strengths'** chapter.

Our Group believes that continued engagement is vital to build trust and gain on-ground insights from our customers. Numerous policies have been formulated to embed a responsible customer centric approach to our business operations. Nearly 900 of our branches and ATMs are equipped with ramps to enable access to Persons with Disability (PwD). Details of our policies and practices are available in the **BRSR disclosure** found in this Report.

We have a dedicated 'Customer Experience' vertical that is responsible for gauging and addressing our customer feedback through surveys to identify areas of improvement across all customer segments. In FY 2021-22, we launched an enhanced customer relationship management channel and adopted a customised software to strengthen our systems. We also sought interactive customer feedback from our employees who gave their views through a survey.

We track Net Promoter Score (NPS) at two levels- Relationship NPS (R-NPS) and Transaction NPS (T-NPS). We closely track our R-NPS to understand our customers' perception of the Bank as a whole and carry out a survey for our customers in the retail, wealth management, SME, commercial and wholesale banking segments. Surveys are conducted annually for all our customers except for retail banking where they are conducted on a half yearly basis.

The Customer Service Committee of the Board oversees performance across numerous metrics that track customer experience and loyalty. This Committee meets quarterly to provide guidance on measures to augment our performance. A service framework tracks a suite of metrics that measure both customer engagement and service delivery. Engagement metrics include service and digital activation by customers, and service delivery metrics include complaint resolution effectiveness and first contact resolution among, others. With the support of a team of experts, we also track social media linked customer perception. The service framework links these quality metrics to performance of employees responsible for enabling customer satisfaction.

We also have Relationship Management teams at branches and a Customer Contact Centre with a team of Virtual Relationship Managers, who regularly connect with customers telephonically and digitally. Such regular engagement helps us provide transparent information about financial products and services to support well-informed financial decisions and to enable an overall seamless customer experience. Through such engagements our customer facing teams are able to carry out processes such as root cause analysis and identify any process bottle necks. Accordingly, corrective actions are rolled out to enhance customer experience.

Our Group strives to provide our customers with a superior digital experience by leveraging our technology and digital capabilities. Continuous upgradation and digital transformation of internal and customer facing processes are at the core of continually improving our customer experience. Some of the key initiatives undertaken include digitalisation of lending processes and use of digital signatures to administer wealth transactions. While enhancing our dependence on digital solutions, our Group also focuses on strengthening our data privacy systems. In FY 2021-22, there have been zero instances of data breaches.



LEVERAGING DATA ANALYTICS TO UNDERSTAND CUSTOMER BEHAVIOUR

Data analytics is at the core of our growth strategy. It is used to acquire, on-board, service, up-sell, cross-sell, assess risk, detect and prevent fraud, and improve process efficiency across our functions. Our growth in customer acquisition for lending as well as deposits can be credited to data analytics and advanced data science applications. We have added over a hundred

data science and data engineering experts in the recent past to support the ambition of data-led personalised customer service delivery. Personalised offers for instant loan applications, pre-approved loan offers for existing relationships, merchant offers for shopping, and EMI offers for purchases are some of the examples of leveraging data analytics for real-time decisions and better customer experience. With customer touch points augmented by data analytics and data science, this is becoming the new normal for our customers.

GRIEVANCE REDRESSAL

We have established a robust multi-channel customer grievance redressal mechanism across our operations as outlined in our grievance redressal policy. We have a complaint handling protocol that guides our customer facing employees to efficiently categorise and capture complaints. Further, we also leverage social media channels to address some of them. We launched a 'Do it Yourself' (DIY) help centre that enables our customers to raise complaints on the mobile banking application. We

encourage them to share their grievances through e-mails, letters, faxes, or branch visits. We are also committed to resolving complaints in a timely manner and in this financial year alone, we trained and tested around 16% of our Consumer Banking staff on complaint management. In FY 2021-22, about 94% of complaints were resolved within the stipulated turnaround time (TAT). Additionally, we re-vamped our grievance redressal systems to focus on improving our resolution TAT and quality of response which has indirectly helped in reducing the number of complaints.



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THE ROAD AHEAD TOWARDS ENHANCING CUSTOMER EXPERIENCE

It is our constant endeavour to elevate customer experience and we translate the findings from our engagement surveys and studies into strategic actions. We aspire to build relationships with our customers that inspire emotive transactions and expand the breadth of services we provide. In our effort to emerge as the banking partner of choice, we are working towards digitally transforming our operations to enhance process efficiency and robustness. We are working towards building seamless customer journeys and equipping our employees to further improve customer servicing.

Kotak firmly believes that strong customer relationships are crucial to the growth and success of a business. Therefore, customers are at the core of all business decisions to provide them with a positive experience and build long-term relationships.

