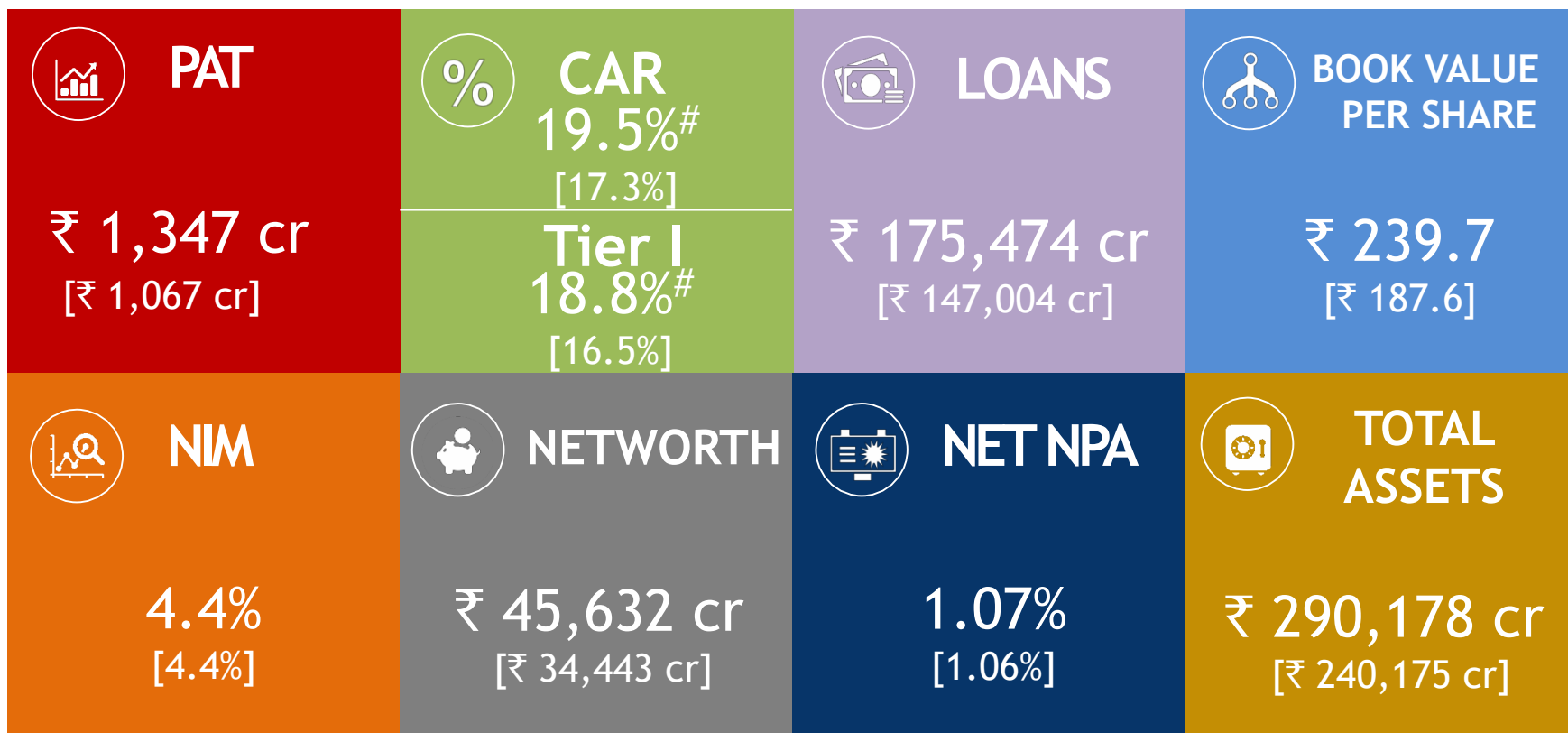


# INVESTOR PRESENTATION Q1FY18

# Consolidated Highlights Q1FY18



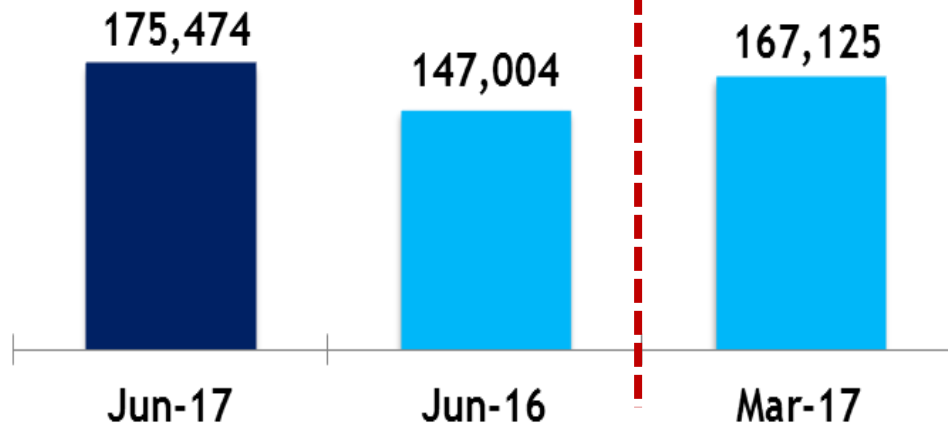
Figures in [brackets] are Q1FY17 numbers

# As per Basel III, including unaudited profits. Excluding profits CAR 19.0%, Tier I 18.3% (CAR 16.8% and Tier I 16.0%)

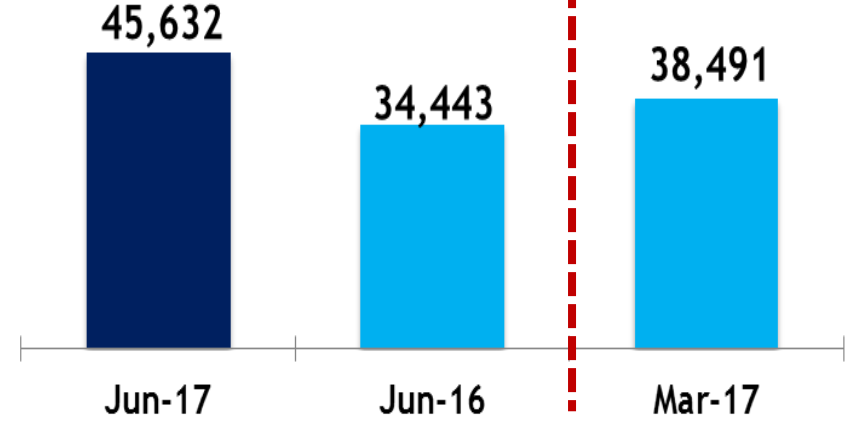
- Raised ₹ 5,803 cr through a QIP Issuance at ₹ 936 per share
- Agreed to acquire Old Mutual 26% Stake in Kotak Life, awaiting regulatory approvals
- Regulatory approvals received to acquire BSS Microfinance
- KMP launched consumer durable financing business
- KIDF (Infra development fund) commenced operations
- Group Assets Under Management crossed ₹ 150,000 cr

# Consolidated Key Financials

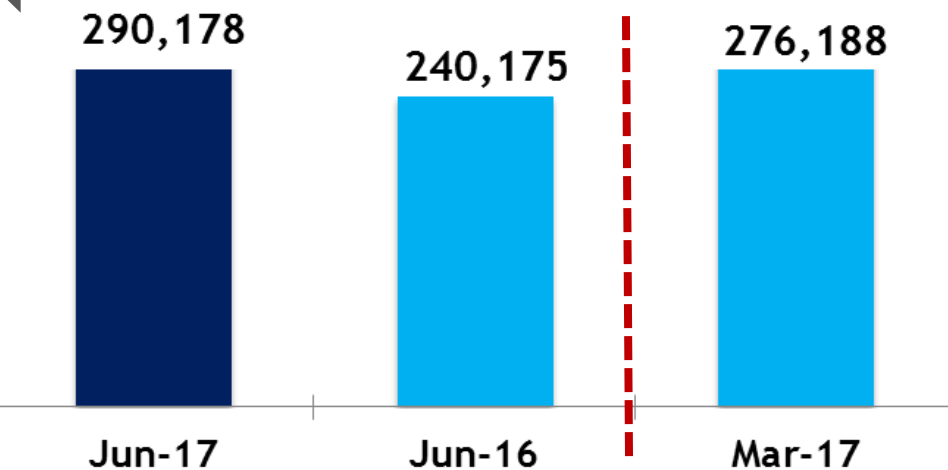
 Advances [₹ cr]



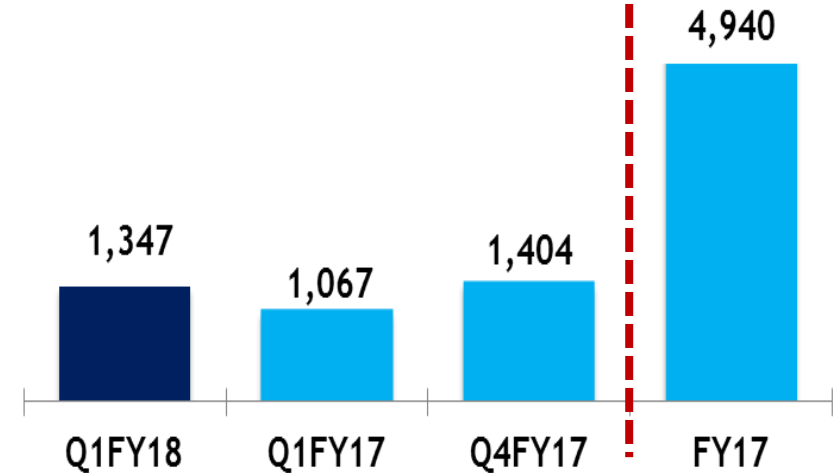
 Networth [₹ cr]



 Total Assets [₹ cr]



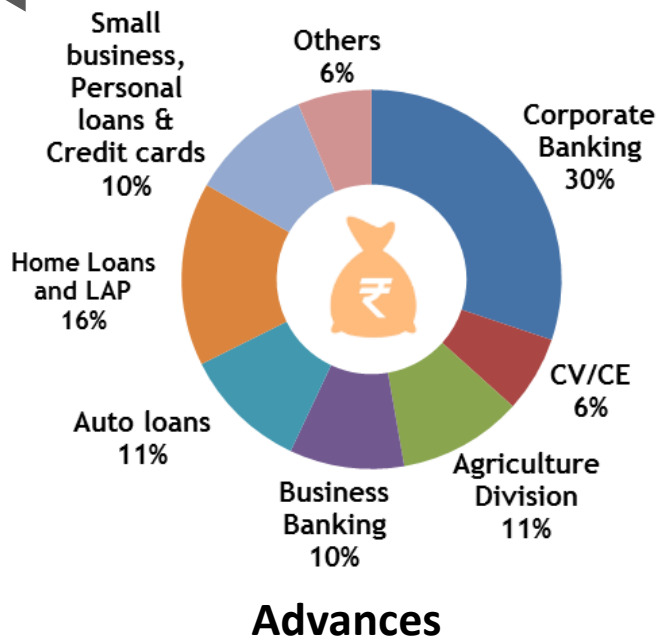
 PAT [₹ cr]



# Consolidated Customer Assets



30-Jun-17 (₹ 175,474 cr)



## Advances

## Customer Assets

₹ cr	30-Jun-17	30-Jun-16	31-Mar-17
Corporate Banking	52,479	42,732	48,220
CV/CE	11,442	8,454	10,827
Agriculture Division	18,563	16,365	18,969
Business Banking	17,527	16,990	17,884
Auto loans	18,488	16,824	18,330
Home Loans and LAP	27,459	23,479	26,121
Small Business, PL & Credit Cards	18,277	14,701	17,398
Others	11,238	7,459	9,377
<b>Total Advances</b>	<b>175,474</b>	<b>147,004</b>	<b>167,125</b>
Investment Credit Substitutes	9,798	6,665	7,689
<b>Total Customer Assets</b>	<b>185,272</b>	<b>153,669</b>	<b>174,814</b>

# Consolidated PAT



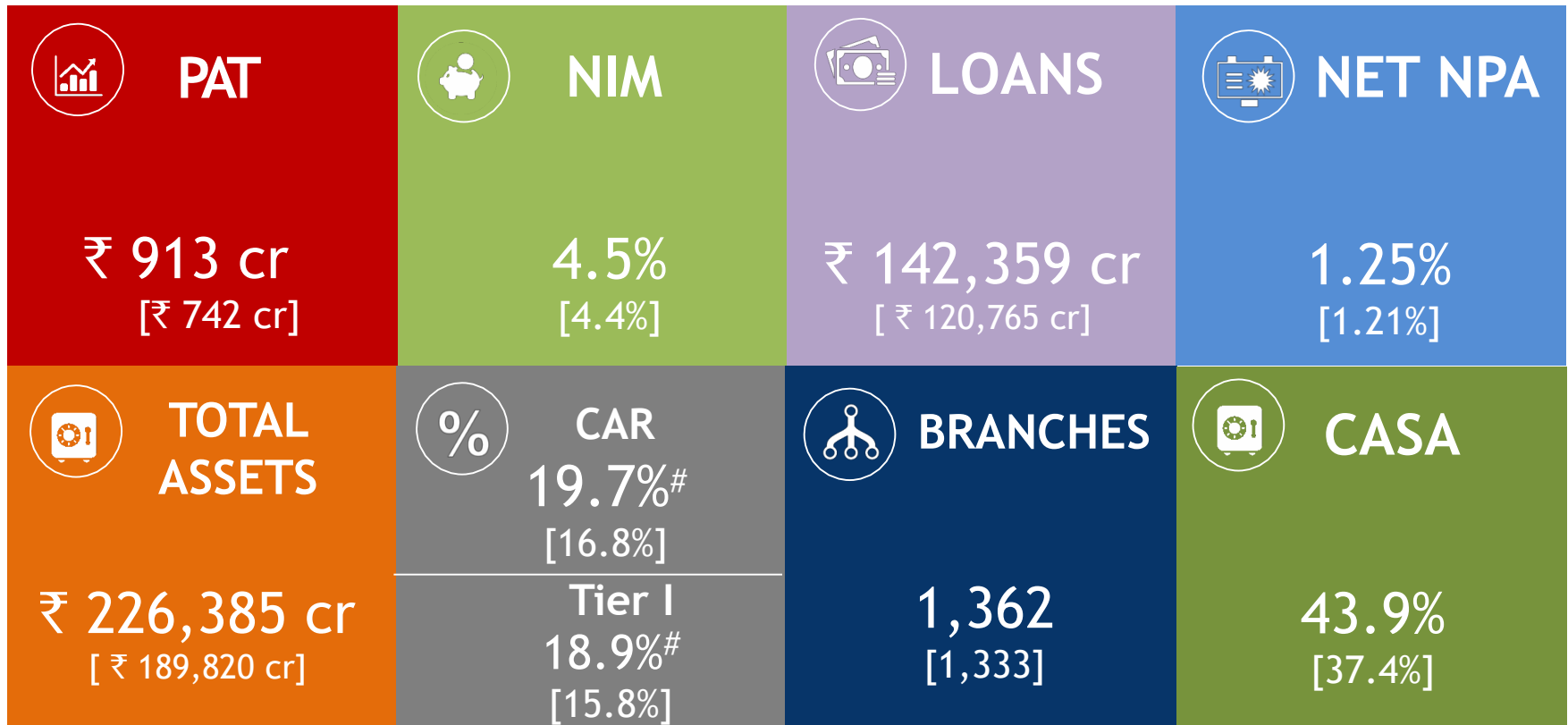
₹ cr	Q1FY18	Q1FY17	Q4FY17	FY17
Kotak Mahindra Bank	913	742	976	3,411
Kotak Mahindra Prime	132	120	133	515
Kotak Mahindra Investments	45	40	56	196
Kotak Securities	125	60	121	361
Kotak Mahindra Capital	5	23	11	46
Kotak Mahindra Old Mutual Life Insurance	103	71	101	303
Kotak AMC and TC	15	19	13	56
International Subsidiaries	17	13	21	86
Others	(1)	2	(12)	(23)
<b>Total</b>	<b>1,354</b>	<b>1,090</b>	<b>1,420</b>	<b>4,951</b>
Minority Interest	(26)	(19)	(26)	(79)
Affiliates and Others	19	(4)	10	68
<b>Consolidated PAT</b>	<b>1,347</b>	<b>1,067</b>	<b>1,404</b>	<b>4,940</b>

# Entity wise Networth



₹ cr	30-Jun-17	30-Jun-16	31-Mar-17
Kotak Mahindra Bank	34,318	24,744	27,616
Kotak Mahindra Prime	4,359	3,832	4,227
Kotak Mahindra Investments	1,082	881	1,038
Kotak Securities	3,121	2,694	2,996
Kotak Mahindra Capital	499	470	493
Kotak Mahindra Old Mutual Life Insurance	1,927	1,593	1,825
Kotak AMC and TC	233	192	229
Kotak Infrastructure Debt Fund	312	-	309
Kotak Mahindra General Insurance	121	115	90
International Subsidiaries	708	649	693
Kotak Investment Advisors	331	282	277
Other Entities	46	43	44
<b>Total</b>	<b>47,057</b>	<b>35,495</b>	<b>39,837</b>
Add: Affiliates	787	683	750
Less: Minority, Inter-company and Others	(2,212)	(1,735)	(2,096)
<b>Consolidated Networth</b>	<b>45,632</b>	<b>34,443</b>	<b>38,491</b>

# Standalone Highlights Q1FY18



Figures in [brackets] are Q1FY17 numbers

# As per Basel III, including unaudited profits. Excluding profits CAR 19.2%, Tier I 18.4% (CAR 16.3% and Tier I 15.3%)



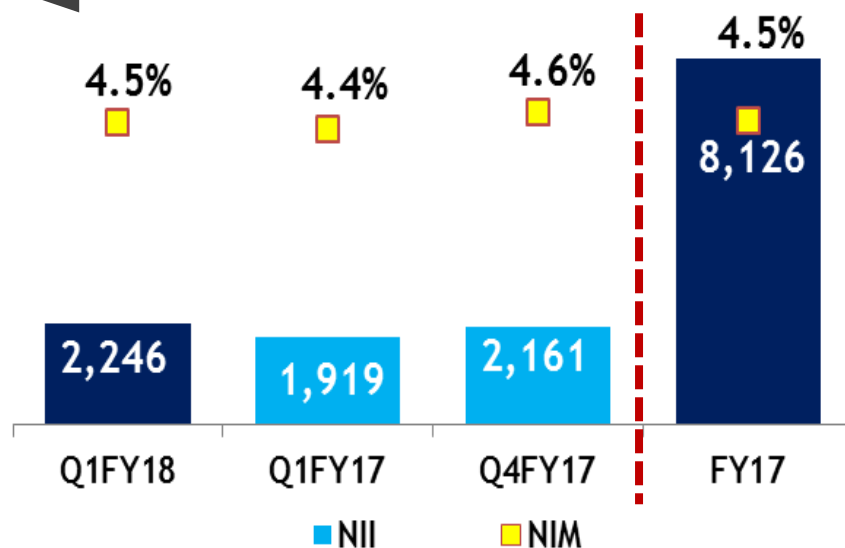
# Profit and Loss Account



₹ cr	Q1FY18	Q1FY17	Q4FY17	FY17
Net Interest Income	2,246	1,919	2,161	8,126
Other Income	907	733	1,003	3,477
<b>Net Total Income</b>	<b>3,153</b>	<b>2,652</b>	<b>3,164</b>	<b>11,603</b>
Employee Cost	706	667	681	2,745
Other Operating Expenses	851*	670	781	2,873
<b>Operating Expenditure</b>	<b>1,557</b>	<b>1,337</b>	<b>1,462</b>	<b>5,618</b>
<b>Operating Profit</b>	<b>1,596</b>	<b>1,315</b>	<b>1,702</b>	<b>5,985</b>
Provision On Advances/Receivables (net)	193	167	252	698
Provision On Investments	11	12	15	139
<b>Provision &amp; Contingencies</b>	<b>204</b>	<b>179</b>	<b>267</b>	<b>837</b>
<b>PBT</b>	<b>1,392</b>	<b>1,136</b>	<b>1,435</b>	<b>5,148</b>
Provision For Tax	479	394	459	1,737
<b>PAT</b>	<b>913</b>	<b>742</b>	<b>976</b>	<b>3,411</b>

\* Includes 811 related marketing and other expenses of ₹63 cr

## NII (₹ cr) and NIM



## Asset Quality

- Restructured loans considered standard ₹ 80 cr; 0.06% of net advances
  - SMA2 outstanding - ₹ 305 cr
    - 0.21% of net advances
- 
- Bank has total exposure of ₹ 236 cr to 4 of 12 accounts identified by RBI for insolvency proceedings
    - All 4 accounts inherited from ING Vysya Bank at merger on April 1, 2015
    - Kotak Mahindra Bank on its own had no exposure to any of the 12 accounts
    - Provision well in excess of RBI stipulation

Other Income (₹ cr)	Q1FY18	Q1FY17	Q4FY17	FY17
Fee and Services	805	564	757	2,677
Others	102	169	246	800
<b>Total</b>	<b>907</b>	<b>733</b>	<b>1,003</b>	<b>3,477</b>

# Segment Performance



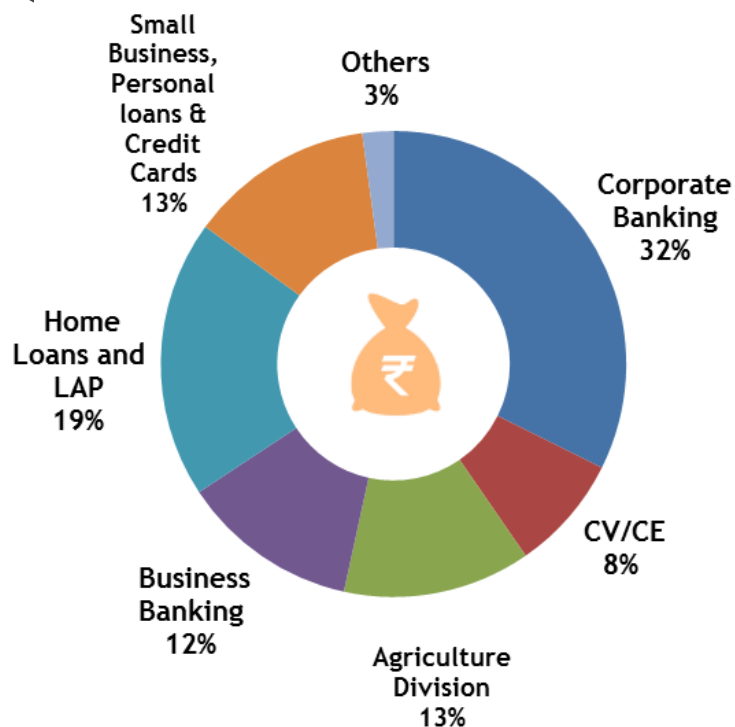
## Bank Segmental PBT

As per RBI (₹ cr)	Q1FY18	Q1FY17	Q4FY17	FY17
Corporate/Wholesale Banking	724	601	738	2,670
Retail Banking	279	250	358	1,195
Treasury, BMU* & Corporate Centre	389	285	339	1,283
<b>Total</b>	<b>1,392</b>	<b>1,136</b>	<b>1,435</b>	<b>5,148</b>

\* Balance Sheet Management Unit

# Customer Assets

30-Jun-17 (₹ 142,359 cr)



## Advances

## Customer Assets

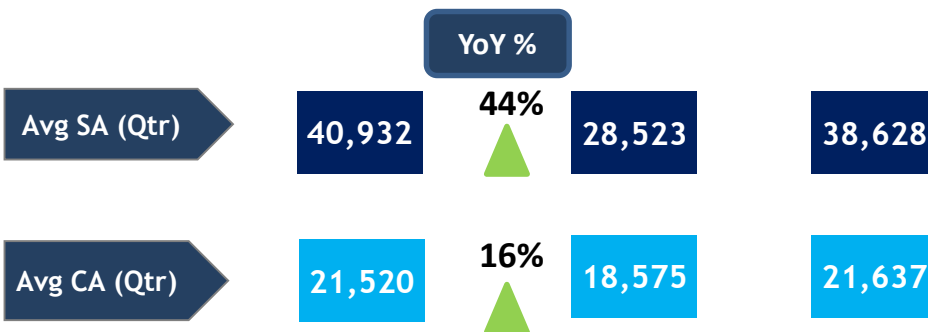
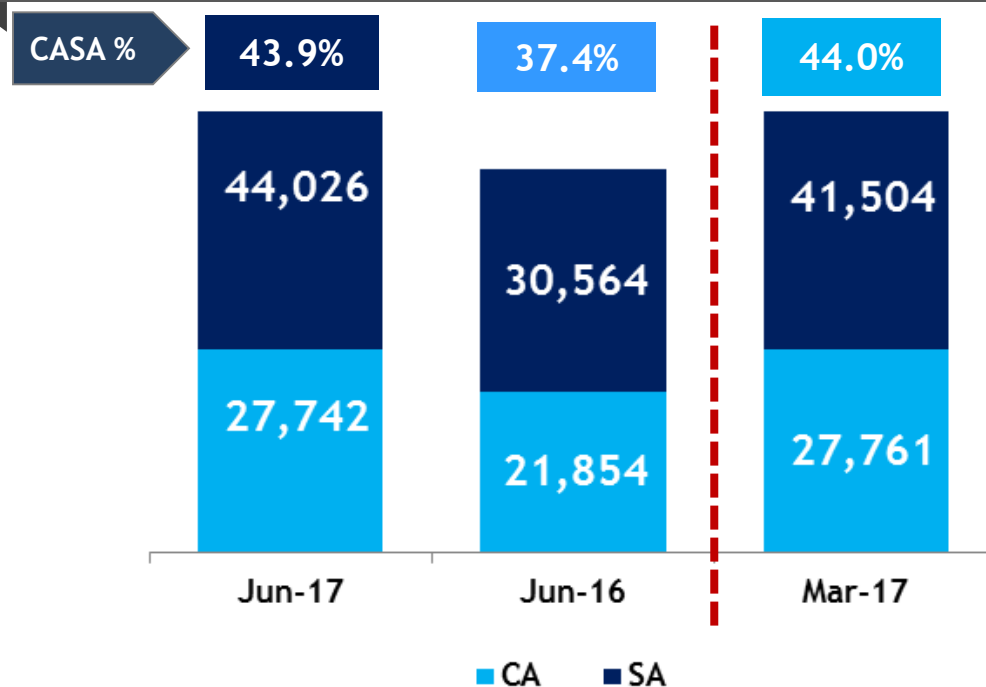
₹ cr	30-Jun-17	30-Jun-16	31-Mar-17
Corporate Banking	46,046	38,067	41,703
CV/CE	11,442	8,454	10,827
Agriculture Division	18,563	16,365	18,969
Business Banking	17,527	16,990	17,884
Home Loans and LAP	27,459	23,479	26,121
Small Business, PL & Credit Cards	18,257	14,684	17,387
Others	3,065	2,726	3,191
<b>Total Advances</b>	<b>142,359</b>	<b>120,765</b>	<b>136,082</b>
Investment Credit Substitutes	9,370	5,897	6,872
<b>Total Customer Assets</b>	<b>151,729</b>	<b>126,662</b>	<b>142,954</b>

## As per segmental classification

₹ cr	30-Jun-17	30-Jun-16	31-Mar-17
Retail	56,528	49,548	55,237
Corporate	85,831	71,217	80,845
<b>Total Advances</b>	<b>142,359</b>	<b>120,765</b>	<b>136,082</b>
Investment Credit Substitutes	9,370	5,897	6,872
<b>Total Customer Assets</b>	<b>151,729</b>	<b>126,662</b>	<b>142,954</b>

# Branches & Deposits

## CASA (₹ cr)



## Highlights

- 1,362 branches as on 30<sup>th</sup> Jun, 2017
- Plan to reach ~1,400 branches by FY18
- CASA and TDs below ₹ 5 cr constitute 74% of total deposits
- TDs below ₹ 1 cr were ₹ 41,456 cr
- TD Sweep deposits 6.8% of the total deposits
- Cost of SA for Q1FY18 - 5.51%

# Balance Sheet



₹ cr	30-Jun-17	30-Jun-16	31-Mar-17
Networth	34,318	24,744	27,616
Deposits	163,518	140,028	157,426
CA	27,742	21,854	27,761
SA	44,026	30,564	41,504
<i>Term Deposits</i>	91,750	87,610	88,161
<i>Of which: TD Sweep</i>	11,126	8,691	10,079
Borrowings	19,696	17,063	21,095
Other Liabilities and Provisions	8,853	7,986	8,453
<b>Total Liabilities</b>	<b>226,385</b>	<b>189,820</b>	<b>214,590</b>

₹ cr	30-Jun-17	30-Jun-16	31-Mar-17
Cash, Bank and Call	19,859	10,527	22,572
Investments	52,251	47,545	45,074
<i>Government Securities</i>	40,980	40,219	36,190
<i>Others</i>	11,271	7,326	8,884
Advances	142,359	120,765	136,082
Fixed Assets and Other Assets	11,916	10,983	10,862
<b>Total Assets</b>	<b>226,385</b>	<b>189,820</b>	<b>214,590</b>

# The 811 Customer

47%

Of 811  
Customers are  
Salaried  
employees

82%

Customers are  
between  
18-35 yrs of  
age



63%

Of 811  
Customers  
come from  
top 20 Cities

9M+

Total  
customers of  
the bank  
exceed 9 mn

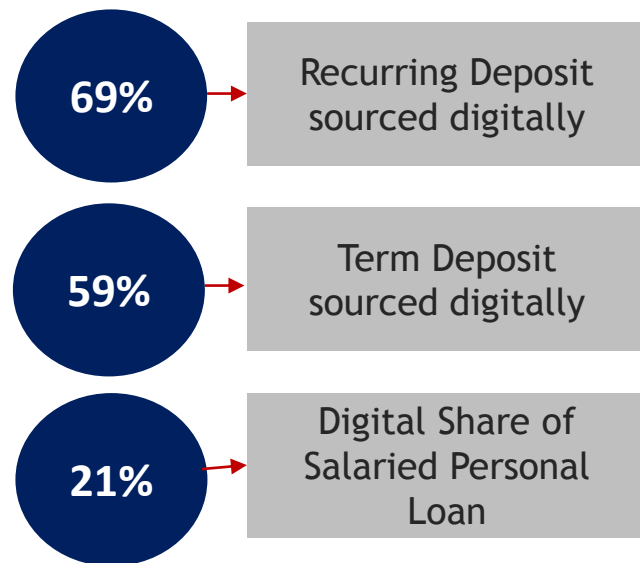
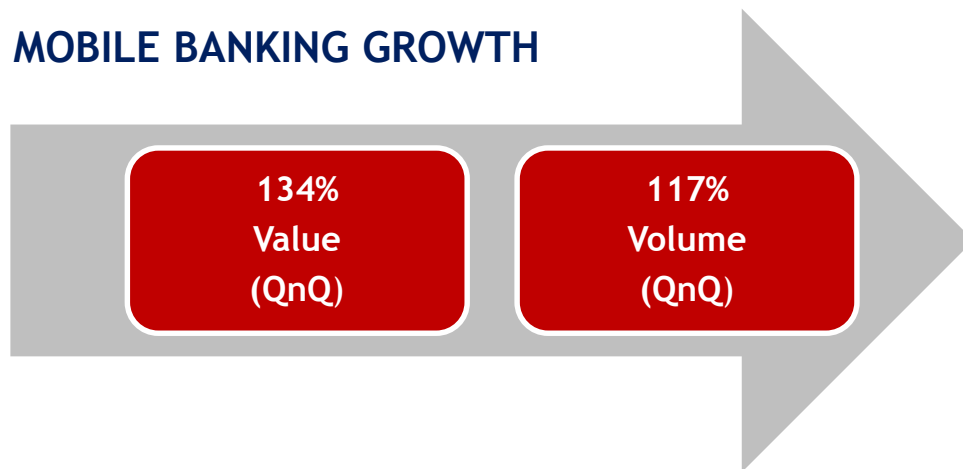
# Digital - Best In Class Experience










**Q1FY18**

Mobile Banking app rated 4.5 on Google Play Store

## MOBILE BANKING GROWTH



**June'17**

 <p>55% of Bank Active are Digitally Active (30<sup>th</sup> Jun 17)</p>	 <p>Mobile Banking login more than 4X of Net Banking</p>	 <p>63% of Mobile banking customers bank ONLY on Mobile App.</p>	 <p>Launched online Consumer durable loans thru FINTECH Tie ups</p>	 <p>Instant Online In-Principle Credit Card Approval / Eligibility</p>	 <p>Instant Online In-Principle Home Loan Approval / Eligibility</p>	 <p>24/7 Real-Time outward paperless online remittance platform</p>
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## Payments highlights

**811**  
811 – Account Opening through MB

**115%**

Monthly transactions on Mobile was ₹ 6,075 cr in June'17 (Jun'17 v/s Jun'16)

**UPI**  
UPI  
UNIFIED PAYMENTS INTERFACE

**89%**

Payment Gateway transactions Value growth (Jun'17 v/s Jun'16)

**32%**

Payment Gateway volume growth (Jun'17 v/s Jun'16)

**BHARATQR**  
Scan & Pay

**97%**

Online Shopping Payment Gateway transactions from Mobile growth (Jun'17 v/s Jun'16)



## Service Requests

- Digitized scan workflow
- TAT of 4 hours
- 90% SR's Processed in 0-1 Day

## Robotics Process Automation

- Significant reduction in Turn around time for majority of the projects
- Towards Error Free and provides scalability, 24X7



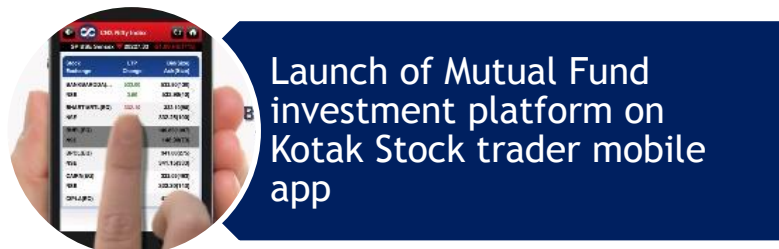
## Digital Branch – Launch 2017

- 24X7 - State of the Art Lobby and Customer Friendly layout
- WIFI, Digital Signages, Quick Service Tablets

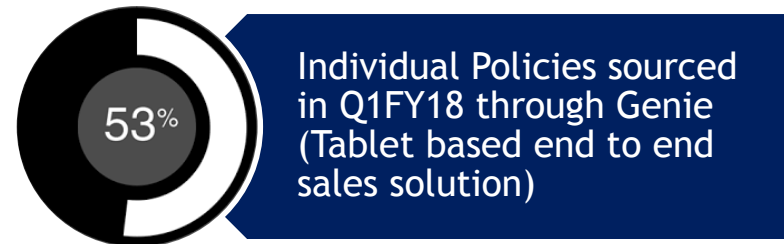


Customer Experience and Journey - Prime drivers for Transformation Projects

## Kotak Securities



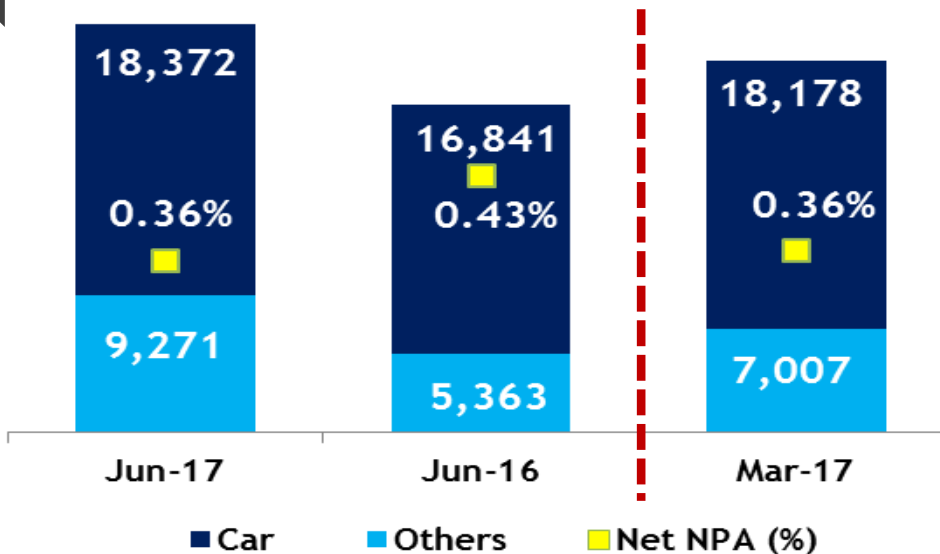
## Kotak Life Insurance



## Kotak General Insurance



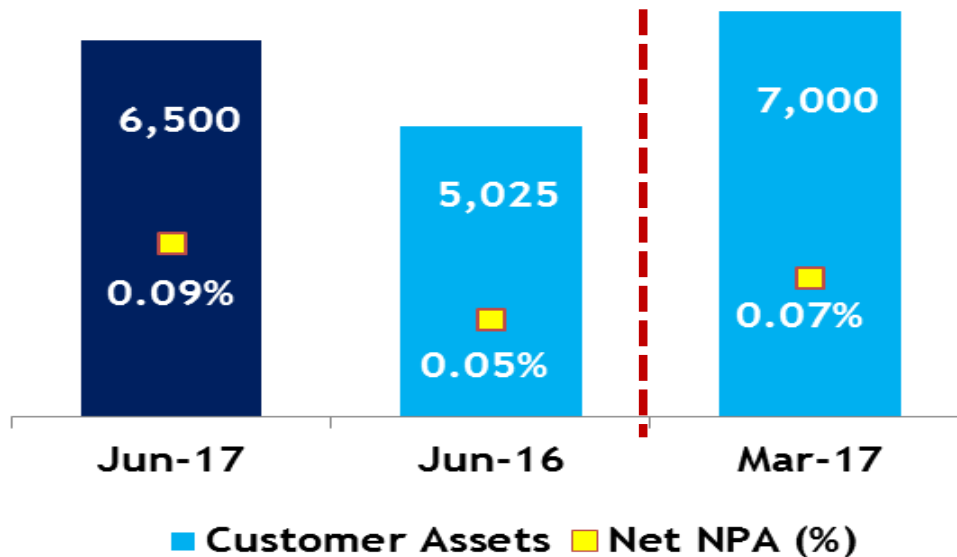
## Customer Assets\* (₹ cr) & NNPA (%)



₹ cr	Q1FY18	Q1FY17	Q4FY17	FY17
NII	272	242	265	1,017
Other Income	57	52	65	225
<b>Total Income</b>	<b>329</b>	<b>293</b>	<b>330</b>	<b>1,242</b>
Profit Before Tax	203	183	203	788
<b>Profit After Tax</b>	<b>132</b>	<b>120</b>	<b>133</b>	<b>515</b>
CAR (%)				17.2
ROA (%) - annualised				2.0

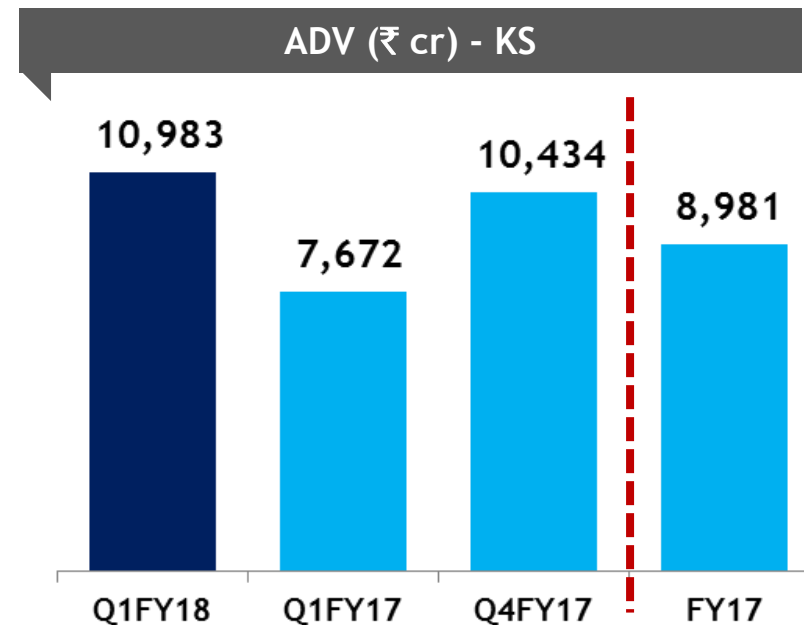
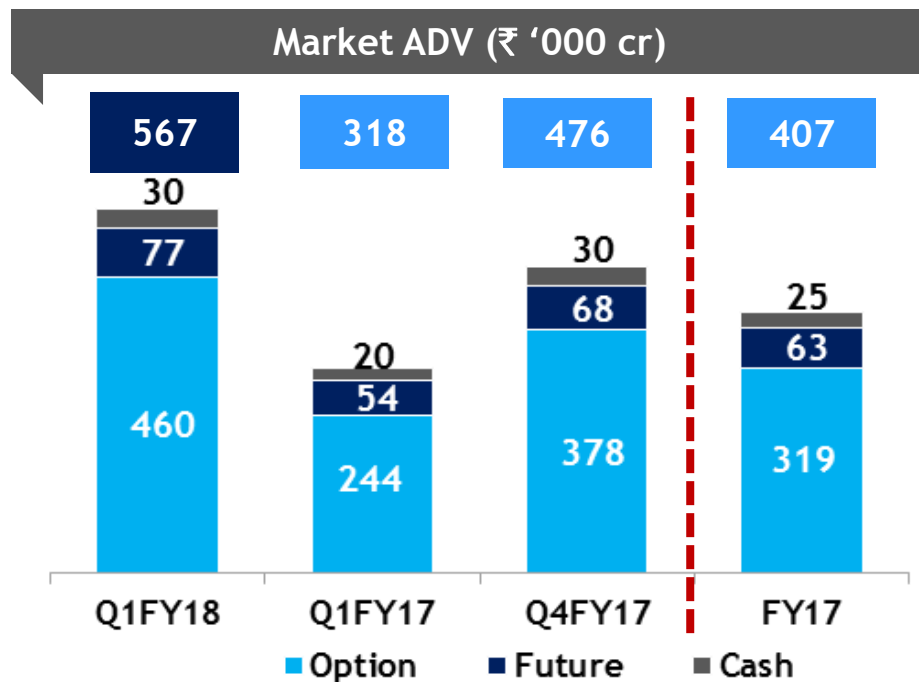
\* Customer Assets includes loans and credit substitutes

## Customer Assets\* (₹ cr) & NNPA (%)



₹ cr	Q1FY18	Q1FY17	Q4FY17	FY17
NII	73	60	77	270
Other Income	7	12	23	81
NII and Other Income	80	72	100	351
Profit Before Tax	69	61	83	290
Profit After Tax	45	40	56	196
CAR (%)				16.8
ROA (%) - annualised				3.1

\* Customer Assets includes loans and credit substitutes



₹ cr	Q1FY18	Q1FY17	Q4FY17	FY17
Total Income	365	238	366	1,184
Profit Before Tax	187	92	182	543
Profit After Tax	125	60	121	361
Market Share * (%) (YTD)	1.9	2.4	2.2	2.2

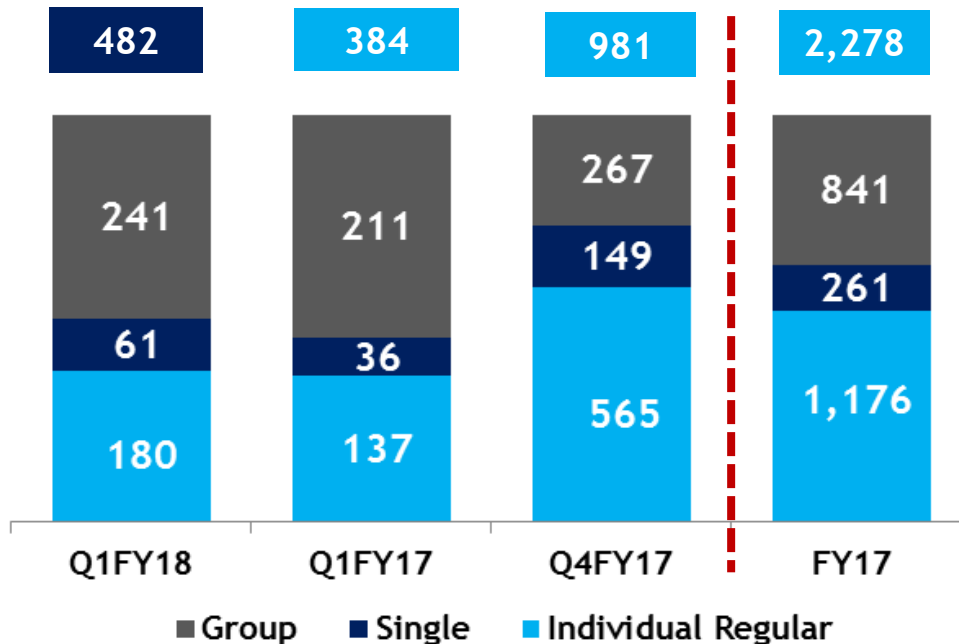
\*excluding BSE Derivative segment

Kotak Securities services has registered customer base of ~ 1.4 million secondary market customers through 1,455 branches, franchises and referral co-ordinators

# Kotak Mahindra Old Mutual Life Insurance



## New Business Premium (₹ cr)



## Highlights

- Individual Regular NBP grew at 31% YoY. of which ULIP is 33%
- Sum assured increased by 22% YoY
- Investment Performance of 100% Equity Funds in Quartile 1 on three and five year basis
- KLI Individual renewal premium grew 24.4% YoY
- KLI FY17 conservation ratio of 85.2%, best in the industry
- Claims settlement ratio FY17: 99.5%

₹ cr	Q1FY18	Q1FY17	Q4FY17	FY17
Capital	562	562	562	562
Other Reserves and Surplus	1,365	1,031	1,263	1,263
Total Premium	972	788	2,132	5,140
Profit After Tax	103	71	101	303
Solvency Ratio (x)	3.04	3.13	3.00	3.00

## Advisory



₹ 1,293 cr

Financial Advisor to Kotak Mahindra Bank for acquisition of 26% stake in Kotak Life from Old Mutual Plc



₹ 270 cr

Buyback of equity shares by Mindtree Limited via tender offer



Undisclosed

Financial Advisor to Rubique for primary fund raise

## Equity



₹ 15,000 cr

Qualified Institutional Placement of State Bank of India



₹ 5,803 cr

Qualified Institutional Placement of Kotak Mahindra Bank Limited



₹ 2,500 cr

Qualified Institutional Placement of Federal Bank Limited



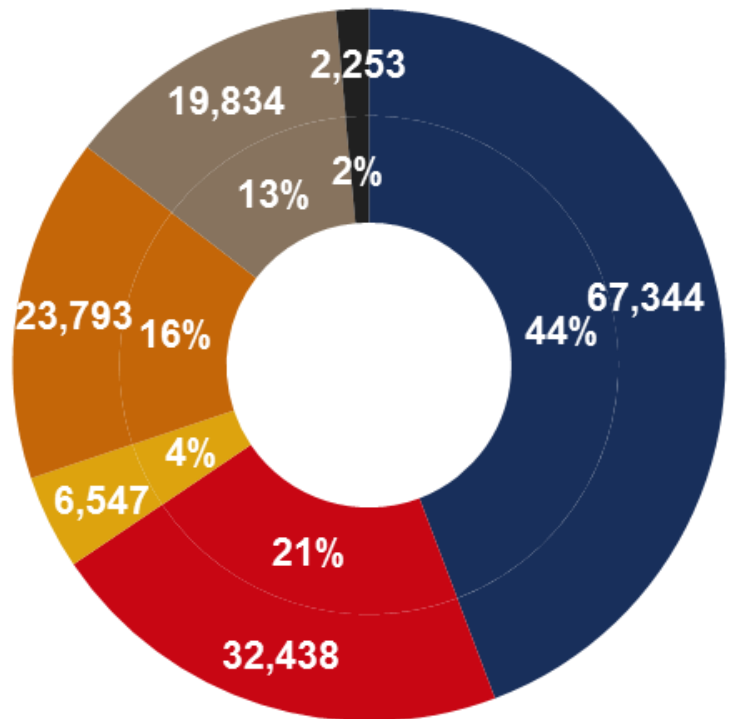
₹ 500 cr

Qualified Institutional Placement of Brigade Enterprises Limited

₹ cr	Q1FY18	Q1FY17	Q4FY17	FY17
Total Income	27	52	34	136
Profit Before Tax	8	31	15	61
Profit After Tax	5	23	11	46



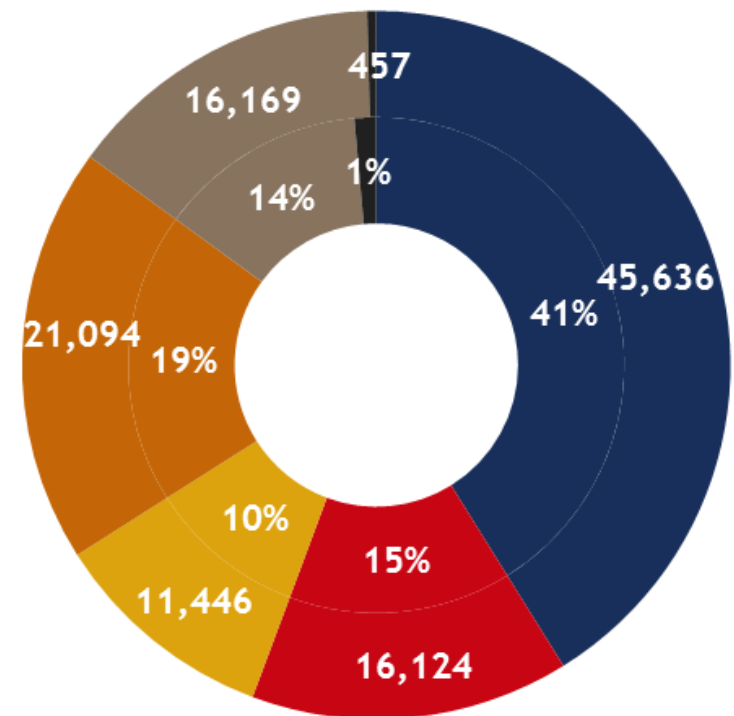
## Jun 30, 2017



- Domestic MF Debt
- Domestic MF Equity
- Alternate Asset
- Offshore Funds
- Insurance
- PMS

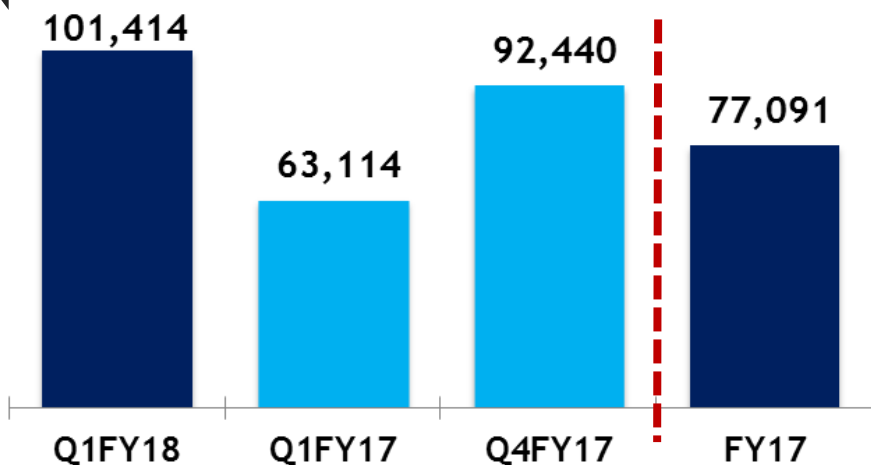
 **AUM ₹ 152,209 cr**

## Jun 30, 2016

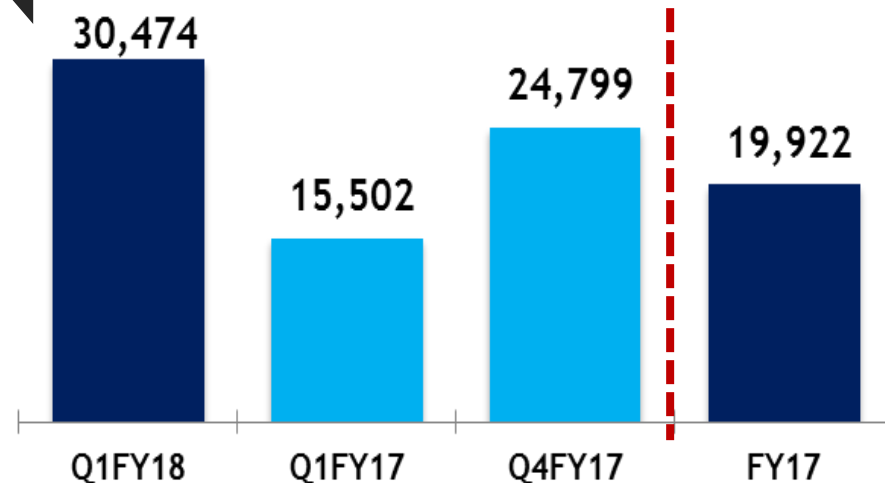


 **AUM ₹ 110,926 cr**

Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity

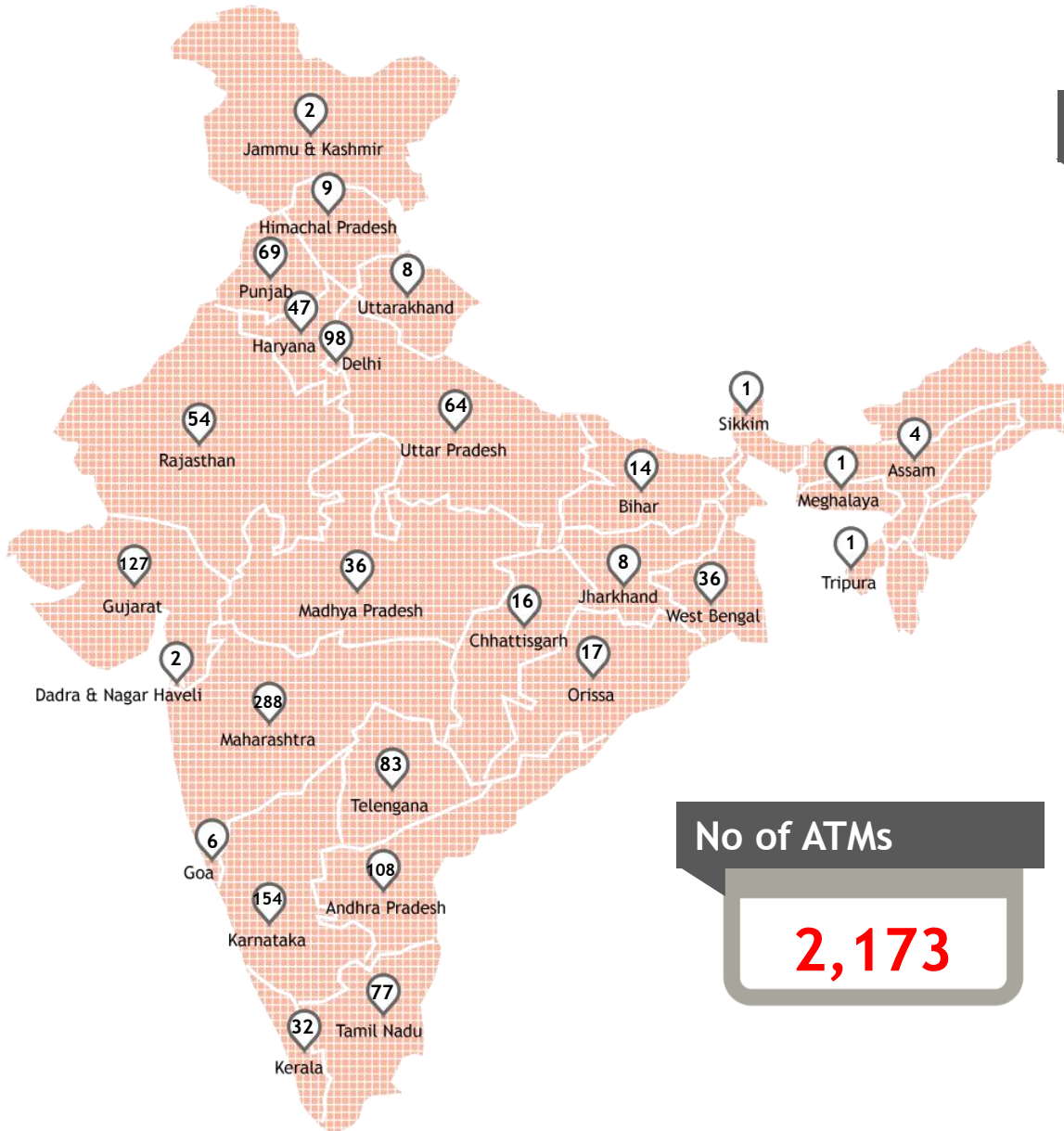


₹ cr	Q1FY18	Q1FY17	Q4FY17	FY17
Profit Before Tax	21	29	20	84
Profit After Tax	15	19	13	56

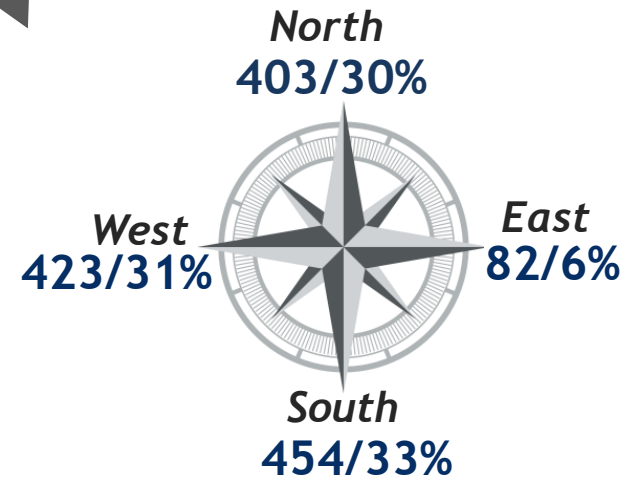
### Highlights

- AAUM crossed ₹ 100,000 cr during qtr
- Equity (ex-arbitrage) AAUM grew 118% Vs Industry growth of 55% YoY
- Overall Market share rose to 5.18% in Q1FY18 Vs. 4.36% in Q1FY17
- PMS AUM grew 7 times YoY

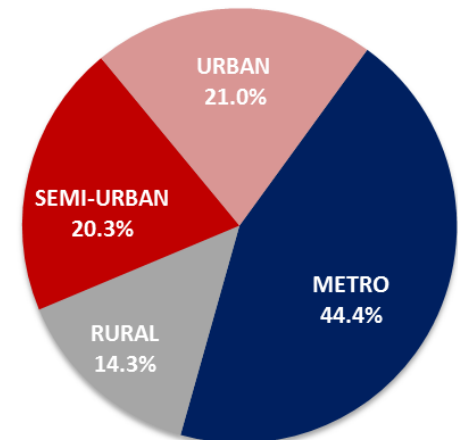
# Geographical Presence



Branches 1,362 [No./%]



Branch Classification

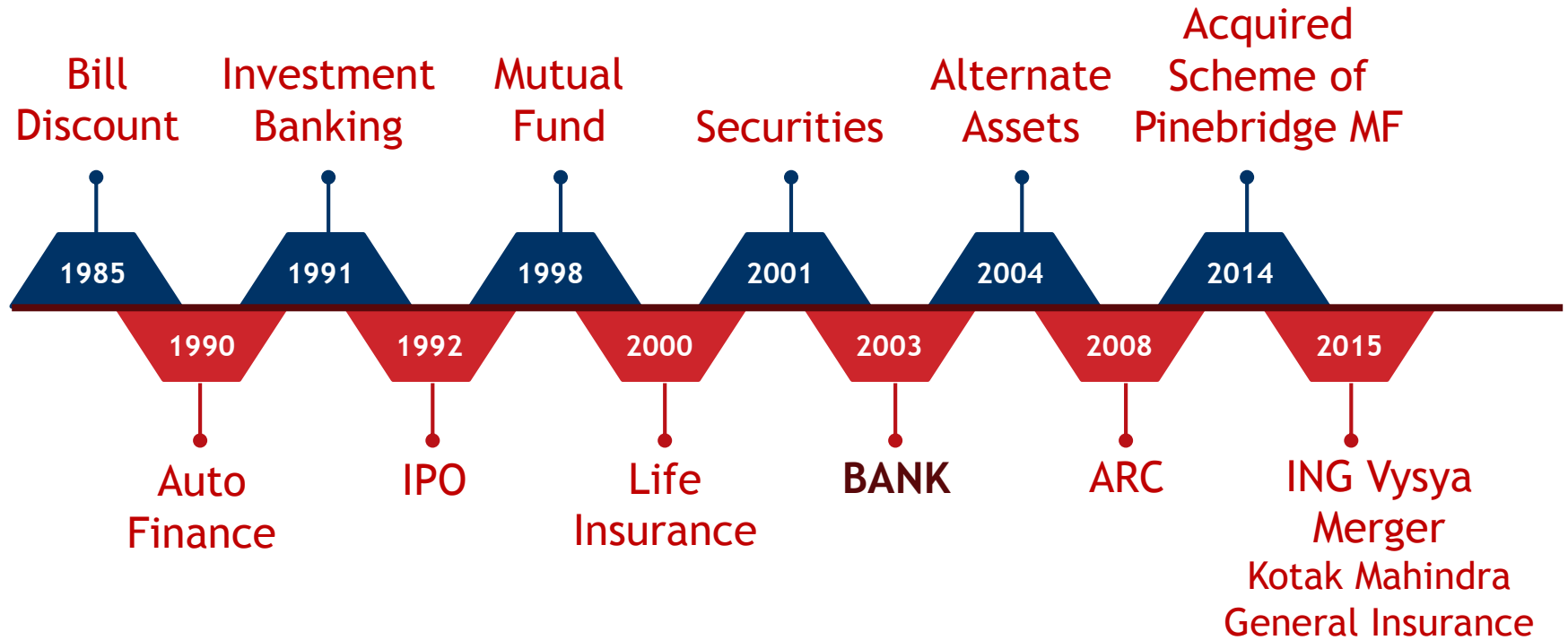


No of ATMs

**2,173**

# GROUP PROFILE

# The Journey So far...



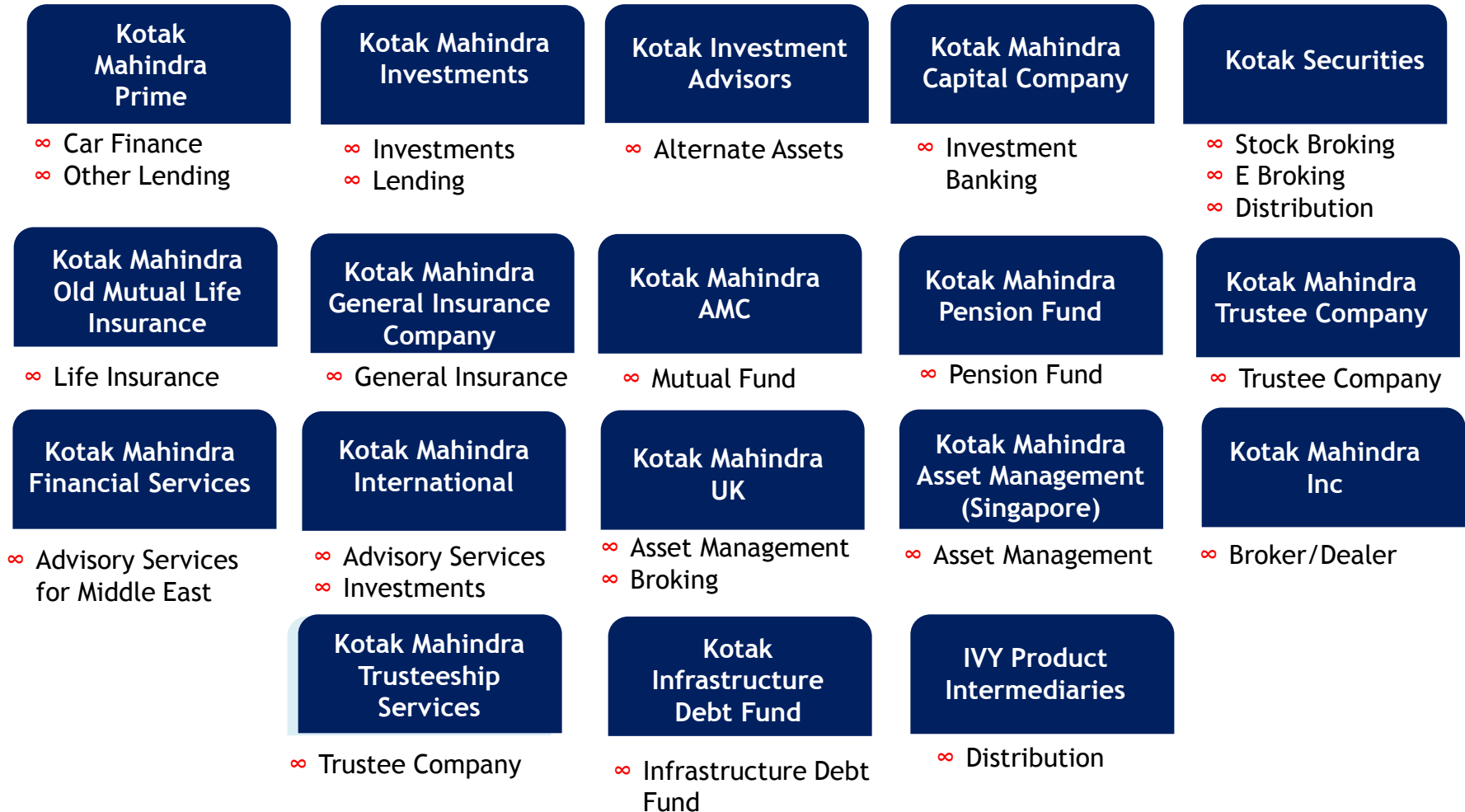
**2016 – Acquisition of BSS Microfinance Private Limited – Regulatory approvals recd.**

**Kotak Mahindra Bank is the 4th Largest Private Sector Bank**



Rating for Bank, KMP, KMIL, KS, KIAL

## KOTAK MAHINDRA BANK Commercial Bank & Holding Company



Note: All subsidiaries are fully owned beneficially by the Bank except for KMOM Life Insurance where Group holds 74% & Old Mutual Plc (Old Mutual) holds 26%. On 27<sup>th</sup> April, 2017, Kotak Mahindra Bank has executed an SPA with Old Mutual Plc to acquire 26% stake in KMOM Life Insurance subject to regulatory approvals.

# Present Across the Entire Value Chain



## Platform with Wide Product Portfolio

### Corporate Banking

- ∞ Corporate Loans
- ∞ Trade Finance
- ∞ Commercial Real Estate
- ∞ Infra Debt Finance (IDF)
- ∞ Forex/ Treasury
- ∞ Cash Management
- ∞ Custody Business
- ∞ Distressed Assets
- ∞ Off-shore Lending

### Commercial Banking

- ∞ Agriculture Finance
- ∞ Tractor Finance
- ∞ Business Banking
- ∞ Commercial Vehicles
- ∞ Construction Equipment
- ∞ Loan against Shares
- ∞ Gold Loans

### Consumer Banking

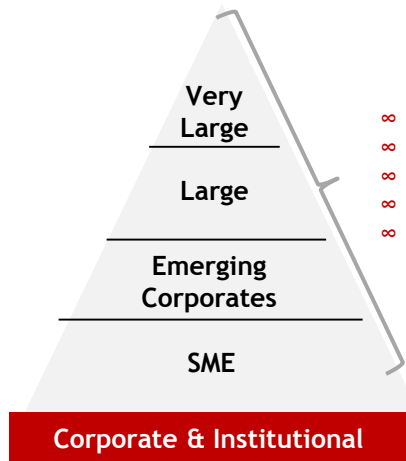
- ∞ Auto Loans
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Unsecured Business Loans
- ∞ Private Banking

### Non-Banking

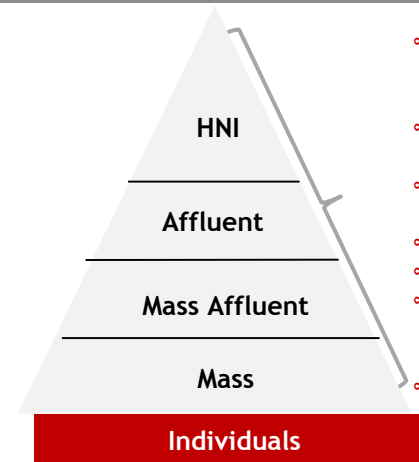
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Asset Reconstruction

Deposits across all customer segments

## Wide Customer Coverage



- ∞ I-Banking
- ∞ Corporate banking products
- ∞ Transaction banking
- ∞ Fund and Fee based products
- ∞ Salary accounts



- ∞ Private/ Priority Banking
- ∞ Commercial banking
- ∞ Consumer loans
- ∞ LAS
- ∞ Mutual fund
- ∞ Insurance
- ∞ 811

Organisation structure and culture drives cross-sell and customer cross-buying across various products



## An integrated and diversified business model

- ∞ Balance sheet, market and knowledge driven businesses
- ∞ Integrated business model strengthened by cross-group expertise



## Ability to identify and capitalise on opportunities

- ∞ Relative latecomers in banking, but among the largest private sector banks in India by balance sheet size as on Mar 2017
- ∞ Innovated product and services offerings to enter and compete in established segments



## Prudent risk management capabilities

- ∞ Guiding philosophy 'return of capital is as much more important than return on capital'
- ∞ Prudent risk management and credit evaluation processes, coupled with our ability to evaluate and appropriately price risk



## Strong brand and leadership in various businesses

- ∞ Numerous industry accolades reflect the governance culture as well as trust in our offerings
- ∞ Recognition to various businesses for leadership / innovations

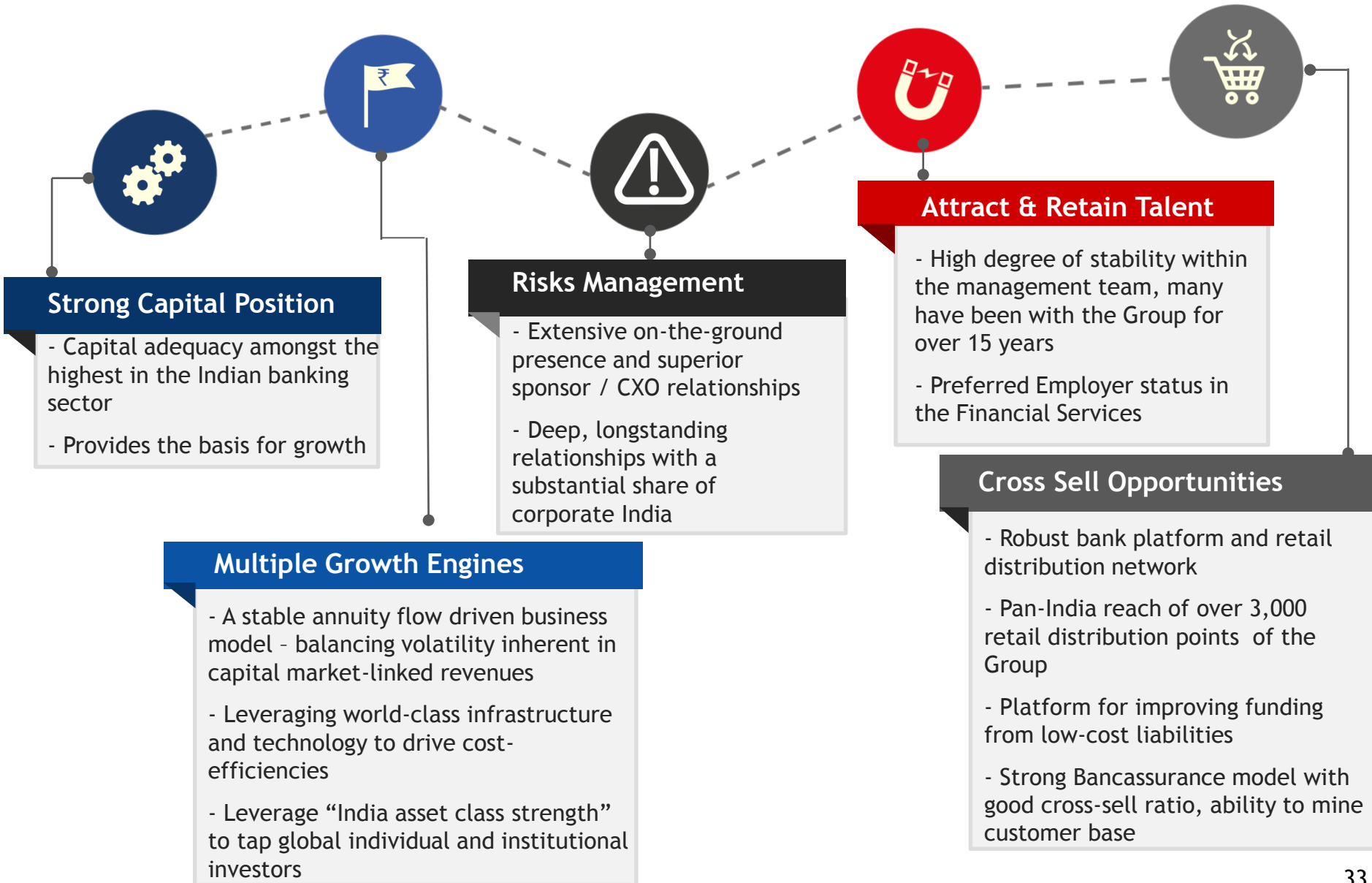


## Strong governance culture with experienced management

- ∞ Executive Board comprises professional entrepreneurs
- ∞ 10/13 having 20+ years' experience with our Group
- ∞ Management team with significant experience across business segments



# The Path of Leadership



# Bank Awards & Recognition



- **Best Corporate & Investment Bank for India**  
Asiamoney Best Bank Awards 2017 - India
- **Fastest Growing Midsized Bank 2017**  
Business Today-Money Today Financial Awards
- **Best Growing Mid-Size Bank**  
Businessworld Magna Best Banks Awards 2017
- **Best Savings Bank Product**  
FE India's Best Banks Award 2015-16
- **National Payments Excellence Awards 2016 by NPCI:**  
**Best Mid-Sized Bank for excellent performance in:**
  - Cheque Truncation System
  - IMPS
- **Company with Great Managers**  
The Great Managers Award 2016 by People Business & Tol
- **AsiaMoney Cash Management Poll 2016**
  - Best Local Cash Management Bank in Indian mid-cap space

- **Best Cash Management Bank**  
Asian Banker Transaction Banking Awards 2017,2016 (India)
- **Best Private Bank in India**  
Euromoney Awards for Excellence, Asia 2015
- **Best Private Bank India**  
Global Private Banking Awards 2016
- **Best Private Bank India**  
FinanceAsia Country Awards 2016
- **Most Future Ready Bank**  
in Business Today-KPMG's Best Bank Study 2015
- **Finnoviti Award 2016**  
for Bharat Banking App  
Banking Frontier's magazine
- **Mr. Narayan SA**  
recognized as **CA Business Leader**  
Banking at ICAI Awards 2016
- **Mr. G Murlidhar**  
recognized as **CA Business Leader**  
Banking at ICAI Awards 2016
- **Ms. Shanti Ekambaram**  
One of the **50 Most Powerful Women in the country**  
Fortune India

- **Company of the Year 2016**  
The Economic Times Awards for Corporate Excellence
- **Mr. Uday Kotak**  
**Business Leader**  
LakshmiPat Singhania IIM Lucknow National Leadership Awards 2017
- **Businessman of The Year 2016 - Business India**
- **Best Transformational Leader Award 2015**  
Asian Centre for Corporate Governance & Sustainability in 2016
- **Business Leader of the year**  
ET Awards 2015
- **Entrepreneur of the Year**  
Forbes India Leadership Awards 2015

# Awards and Recognition



## Securities Advisory Firm of the Year in India

Corporate Intl Global Awards - 2017, 2016, 2014, 2012

## The Asset Triple A Country Awards 2016, India

- Best Equity House
- Best IPO, QIP
- Best M&A Deal

## IPO Dealmaker of the Year

Businessworld PwC I-Banking Survey 2016

## Best Domestic Equity House

Asiamoney - 2016

## Best Domestic Investment Bank and Best Domestic Equity House over the last 20 years

FinanceAsia Platinum Awards -20 Years of Excellence

## Best Broker in India

FinanceAsia Country Awards for Achievement 2015

## BSE recognised K-Sec (FY 15-16)

- Top 5 in Equity Retail Segment, Equity Institutional Segment
- Top 3 in OFS Segment

## NSDL Star Performer Awards, 2016

#1 in New Accounts opened (Non-Bank category)

## Institutional Investor's 2016

- #1 in All-India Research Team
- #1 in All-India Sales Team

## Asiamoney Brokers Poll 2015

- #1 in Overall Research for India
- #2 in Execution for India
- #3 for Most Independent Research Brokerage
- India's Best Local Brokerage - 11<sup>th</sup> year in a row

## Business World Award

Excellence in L&D for 2016

## Special award for Innovative Approach to Investor Awareness

Outlook Money

## Best new ETF and ETF Manager of the Year -India

ETFI - ETF & Indexing Awards 2016 by Asia Asset Management - Hong Kong

## I - invest (London) in 2016 ETF Awards

- Best Asia - Focused ETF Manager
- Best Open-Ended Gold ETF (Since inception): Kotak Gold ETF



## DIPAK GUPTA

- ❑ Joined Kotak in 1992; **First charge** | Senior Manager, Kotak Mahindra Finance
- ❑ **Current charge** | Joint Managing Director, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I used to be an engineer and then a consultant. My first job at Kotak was to look after the Lease and Hire Purchase business. We built one of the largest leasing businesses in the country. When Ford Credit came to India around 1995-96, we entered into a joint venture with them and it was very interesting discussing, debating and negotiating with them. I went on to become the head of that joint venture. Running different businesses while still being in the same fold gives you the twin benefit of a deeper perspective and wider all-round growth.



## SHANTI EKAMBARAM

- ❑ Joined Kotak 1991; **First charge** | Senior Manager - Bill Discounting
- ❑ **Current charge** | President - Consumer Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I joined Kotak from a foreign bank. Since financial services was still a new area I was apprehensive but here was a company that seemed young and hungry. In the back of my mind, I knew I could always go back to a MNC if things didn't work out. That was 26 years ago and I'm still here and raring to go. I have run the Bill Discounting business, serviced FIIIs and started the M&A desk. When we entered into a strategic alliance with Goldman Sachs, I moved to look after that business and we dominated the GDR and private placement markets. I subsequently moved into the domestic Investment Banking business to develop corporate relationships, then head Fixed Income. In 1998, I took over as the CEO of the Investment Bank and we went on to top the league tables. In 2003 when the bank project was launched I was given the opportunity to build the wholesale bank. I handled the corporate banking business till Mar-14, I am now handling consumer banking business. I don't think any MNC would give me so many opportunities for learning and growth.



## ARVIND KATHPALIA

- ❑ Joined Kotak in 2003; **First charge** | Group Head, Operations, Technology & Finance, Kotak Mahindra Finance
- ❑ **Current charge** | President and Group Chief Risk Officer, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I joined Kotak Mahindra Bank in 2003 after working for two decades in a Foreign Bank in a variety of Senior Leadership roles. The nature of my first role in Kotak - the thrill of setting up the technology platform, Operations policies and processes for a new bank was truly entrepreneurial. There were daily "innovations" to ensure we met the challenges of the market as the new bank ramped up. I learnt more and never had worked harder (without ever feeling it) in any of my previous roles. In 2009, at the height of the banking crisis I moved to head the Risk function - having never worked in the function earlier - that's Kotak.

# Talent: Professional Entrepreneurs at work



## D. KANNAN

- ❑ Joined Kotak in 1991; **First charge** | Assistant Manager, Kotak Mahindra Finance
- ❑ **Current charge** | Group Head, Commercial Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | Joined Kotak Mahindra Finance as Assistant Manger and was part of the start up team which set up the Karnataka operations and moved up to be the State Head. Was Asst. Vice President, Asset Finance Division, between 1995 to 1998. Took over as Vice President Sales and Marketing, Ford Credit India Ltd, in 1998 and continued till 2000. Moved to Kotak Securities, in 2000, launched Kotak Securities.com, the internet broking platform and set up the Retail brokerage business. Have been the Managing Director of Kotak Securities since April 2010 and have moved to the Bank in August 2014



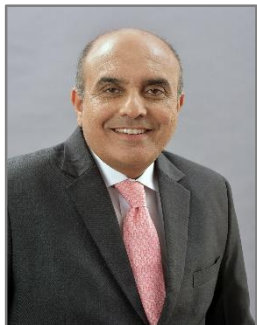
## GAURANG SHAH

- ❑ Joined Kotak in 1996; **First charge** | Chief Operating Officer, Kotak Mahindra Primus;
- ❑ **Current charge** | President - Asset Management, Insurance and International Business
- ❑ **On being a professional entrepreneur** I came from a corporate finance background and joined Kotak's Car Finance business. That was in 1996. I was totally new to retail finance. In 1999, I took over as Executive Director of Car Finance and by 2002, we had built one of India's most profitable car finance companies. In 2002, I took over as head of Retail Assets and we added Home Loans, Subprime Lending in automobile financing and agricultural finance to our retail portfolio. In 2004, I moved into Life Insurance with my knowledge of insurance restricted to a single policy that I owned.



## G. MURLIDHAR

- ❑ Joined Kotak in 2001; **First charge** | Chief Financial Officer, Kotak Life Insurance;
- ❑ **Current charge** | Managing Director & Chief Executive Officer - Kotak Life Insurance
- ❑ **On being a professional entrepreneur** Coming from a manufacturing & financial background, I transitioned to the new & emerging insurance sector for the challenges it would entail, in the role of CFO & founding member of Kotak Life Insurance in 2001. I initially focussed on building financial, operations & servicing capabilities of the company. I was appointed COO in 2007 and then MD & CEO in 2011. In this phase, my focus is to build an efficient distribution network and improve customer experience so as to deliver value to customer and all stakeholders. Kotak has provided me the opportunity to put my beliefs into action.



## JAIDEEP HANSRAJ

- ❑ Joined Kotak in 1993; **First charge** | Assistant Manager, Kotak Mahindra Finance
- ❑ **Current charge** | CEO - Wealth Management and Priority Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** My first job at Kotak was to garner liabilities for the Group. I then moved to Kotak Securities to head the Eastern region and then to Dubai as Head of the Middle East operations. I came back to India in 1999 to run the Private Client Group at Kotak Securities which is now the Wealth Management business of the Bank. From 2014, I have been responsible for the priority banking group of the bank as well. The independence and freedom given by the bank has helped me becoming a professional entrepreneur.



## JAIMIN BHATT

- ❑ Joined Kotak in 1995; **First charge** | Proprietary Investments
- ❑ **Current charge** | President & Group CFO, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | My initial work at Kotak was in the area of Proprietary Investments, where I worked with Narayan SA. Around the time of the Ford JV, I was invited to be on the team structuring the JV and that was very exciting. I moved to the Investment Bank and handled M&A. I was involved in a number of exciting transactions. Thereafter my role grew into larger operational role at the Investment Bank and also included doing structuring work for the Group. What stands out for me is the freedom and sense of responsibility that one gets and this, in turn, instills a lot of self-confidence. As you grow and inculcate the same sense of self-confidence in those around you, it becomes a part of the culture.



## K.V.S.MANIAN

- ❑ Joined Kotak in 1995; **First charge** | Compliance, Kotak Mahindra Capital Company;
- ❑ **Current charge** | President - Corporate, Institutional & Investment Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | After two years in Investment Banking, I moved into Corporate Finance. I was instrumental in turning around and building the Retail Asset Finance Division (including the early stages of the Commercial Vehicle and Personal Loans Businesses). When the Group restructured its business in preparation for the conversion to a bank, I managed the team working on viability, decision making and structuring of the banking business as a project. I used to oversee the Personal customer segment comprising of the Home Finance Division, the Consumer Services Group, Credit Cards and the Auto Finance Business, in addition to the Branch Banking and Retail Liabilities business. I handled the consumer banking business till Mar-14, I am now handling Corporate, Institutional & Investment banking business. It's been a diverse set of responsibilities and looking back, I realize that I had no prior experience in any of the functions.



## MOHAN SHENOI

- ❑ Joined Kotak in 2002;
- ❑ **Current charge** | President & Chief Operating Officer, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | Very few in the banking industry have the experience of starting a new bank. I had this rare privilege of associating with two banks right from their inception. The first was ICICI Bank and the second is Kotak Mahindra Bank. I was instrumental in setting up and managing the treasury in both banks. At Kotak, Treasury is one of the important contributors to the revenues of the Bank. Over a 39-year banking career, I have worked in branch banking, credit, recoveries, strategic planning and retail banking (apart from treasury). The environment at Kotak allows me to leverage this diversity of experience to the fullest.



## NARAYAN S.A.

- ❑ Joined Kotak in 1991; **First charge** | Associate Vice President, Kotak Mahindra Finance (Operations);
- ❑ **Current charge** | President - Commercial Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | In 1996, broking was largely seen as an institutional business. I believed that retail broking was an opportunity waiting to happen and took up the challenge of going retail. I always wanted to be an entrepreneur and Kotak gave me an opportunity to build a business that any entrepreneur would be proud of.



## VENKATTU SRINIVASAN

- ❑ Joined Kotak in 1993; **First charge** | Branch Manager, Pune Branch, Kotak Mahindra Finance
- ❑ **Current charge** | Group Head - Asset Reconstruction and Structured Credit, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | Kotak Mahindra Group provided me a great platform and opportunity to kick start and grow many of the embedded businesses of Commercial Banking, mainly in the areas of CV/CE, Agri Finance etc. Later on when the opportunity unfolded with NPAs burgeoning in the economy in the late 90s, I was incharge of pioneering and starting the Asset Reconstruction business, when the concept was nascent or unheard of in the country. Over the last 18 years, I have grown the Asset Reconstruction business significantly through nursing and structuring of several Non Performing loans with dedicated teams & providing a work out through focussed stressed resolution process. Professional entrepreneurship at Kotak has taught me that for success, one needs the following three sides of triangle, Vision, Strategy & Execution and at the centre piece of it are the values and ethics which the firm and you stand for.

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