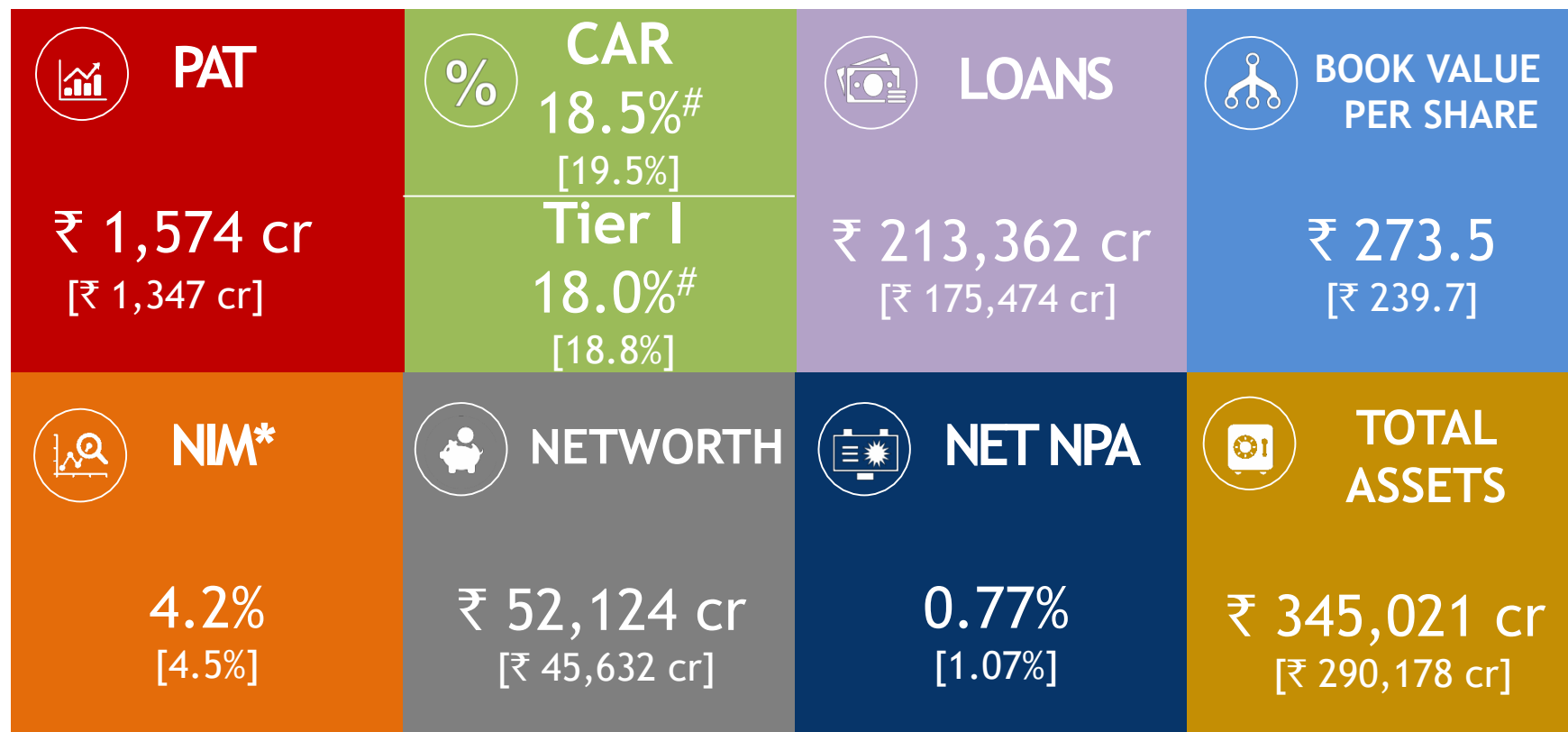


# INVESTOR PRESENTATION Q1FY19

# Consolidated Highlights Q1FY19



*Figures in [brackets] are Q1FY18 numbers*

# As per Basel III, including unaudited profits. Excluding profits CAR 18.0%, Tier I 17.4% (CAR 19.0% and Tier I 18.3%)

\* Doesn't include dividend income and interest on income-tax refund

*Financial results have been prepared under Indian Generally Accepted Accounting Principles*

# Consolidated PAT



₹ cr	Q1FY19	Q1FY18	Q4FY18	FY18
Kotak Mahindra Bank	1,025	913	1,124	4,084
Kotak Mahindra Prime	139	132	160	590
Kotak Mahindra Investments	48	45	95	245
Kotak Securities	130	125	134	531
Kotak Mahindra Capital	25	5	25	65
Kotak Mahindra Life Insurance	117	103	114	413
Kotak AMC and TC	51	15	39	115
International Subsidiaries	33	17	38	114
Others	28	(1)	2	13
<b>Total</b>	<b>1,596</b>	<b>1,354</b>	<b>1,731</b>	<b>6,170</b>
Minority Interest	-	(26)	-	(57)
Affiliates and Others	(22)	19	58	88
<b>Consolidated PAT</b>	<b>1,574</b>	<b>1,347</b>	<b>1,789</b>	<b>6,201</b>

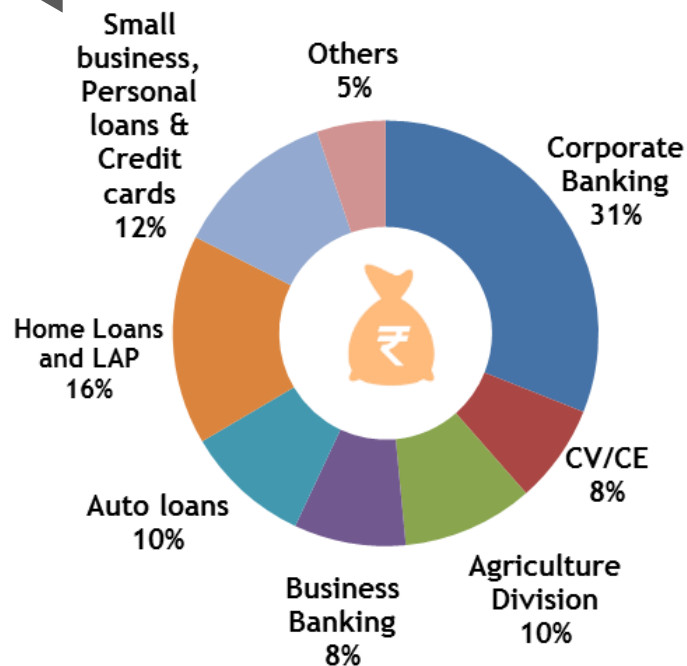
# Entity wise Network



₹ cr	30-Jun-18	30-Jun-17	31-Mar-18
Kotak Mahindra Bank	38,538	34,318	37,482
Kotak Mahindra Prime	4,955	4,359	4,816
Kotak Mahindra Investments	1,431	1,082	1,382
Kotak Securities	3,656	3,121	3,527
Kotak Mahindra Capital	534	499	559
Kotak Mahindra Life Insurance	2,355	1,927	2,238
Kotak AMC and TC	379	233	333
Kotak Infrastructure Debt Fund	329	312	324
Kotak Mahindra General Insurance	135	121	98
International Subsidiaries	887	708	813
Kotak Investment Advisors	355	331	338
Other Entities	169	46	154
<b>Total</b>	<b>53,723</b>	<b>47,057</b>	<b>52,064</b>
Add: Affiliates	888	787	858
Less: Minority, Inter-company and Others	(2,487)	(2,212)	(2,436)
<b>Consolidated Network</b>	<b>52,124</b>	<b>45,632</b>	<b>50,486</b>

# Consolidated Advances

30-Jun-18 (₹ 213,362 cr)











**GNPA: 1.93%, NNPA: 0.77%**

## Consolidated Advances

₹ cr	30-Jun-18	30-Jun-17	31-Mar-18
Corporate Banking	66,178	52,479	60,420
CV/CE	16,024	11,442	15,202
Agriculture Division	21,249	18,563	22,916
Business Banking	18,116	17,527	18,269
Auto loans	20,365	18,488	20,115
Home Loans and LAP	34,005	27,459	32,429
Small Business, PL & Credit Cards	26,276	18,277	25,189
Others	11,149	11,238	11,457
<b>Total Advances</b>	<b>213,362</b>	<b>175,474</b>	<b>205,997</b>

# Standalone Highlights Q1FY19

 <b>PAT</b>  <b>₹ 1,025 cr</b> [₹ 913 cr]	 <b>NIM*</b>  <b>4.3%</b> [4.5%]	 <b>LOANS</b>  <b>₹ 176,927 cr</b> [₹ 142,359 cr]	 <b>NET NPA</b>  <b>0.86%</b> [1.25%]
 <b>TOTAL ASSETS</b>  <b>₹ 271,489 cr</b> [₹ 226,385 cr]	 <b>CAR</b> <b>18.3%<sup>#</sup></b> [19.7%] <hr/> <b>Tier I</b> <b>17.6%<sup>#</sup></b> [18.9%]	 <b>BRANCHES</b> <b>1,391</b> [1,362] <hr/> <b>CUSTOMERS</b> <b>&gt; 14.5 mn</b> [> 9 mn]	 <b>CASA</b>  <b>50.3%</b> [43.9%]

*Figures in [brackets] are Q1FY18 numbers*

<sup>#</sup> As per Basel III, including unaudited profits. Excluding profits CAR 17.8%, Tier I 17.1% (CAR 19.2% and Tier I 18.4%)

\* Doesn't include dividend income and interest on income-tax refund

# Profit and Loss Account

₹ cr	Q1FY19	Q1FY18	Q4FY18	FY18
Net Interest Income	2,583	2,246	2,580	9,532
Other Income	1,165	907	1,151	4,052
<b>Net Total Income</b>	<b>3,748</b>	<b>3,153</b>	<b>3,731</b>	<b>13,584</b>
Employee Cost	720	706	766	2,930
Other Operating Expenses	995	851	947	3,496
<b>Operating Expenditure</b>	<b>1,715</b>	<b>1,557</b>	<b>1,713</b>	<b>6,426</b>
<b>Operating Profit</b>	<b>2,033</b>	<b>1,596</b>	<b>2,018</b>	<b>7,158</b>
Provision On Adv/Receivables (net)	260	193	175	743
Provision On Investments	210 <sup>#</sup>	11	132 <sup>#</sup>	197 <sup>#</sup>
<b>Provision &amp; Contingencies</b>	<b>470</b>	<b>204</b>	<b>307</b>	<b>940</b>
<b>PBT</b>	<b>1,563</b>	<b>1,392</b>	<b>1,711</b>	<b>6,218</b>
Provision For Tax	538	479	587	2,134
<b>PAT</b>	<b>1,025</b>	<b>913</b>	<b>1,124</b>	<b>4,084</b>

<sup>#</sup>Dispensation of RBI circular on amortisation of MTM loss not taken

# Segment Performance and Other Income

## Bank Segmental PBT

As per RBI (₹ cr)	Q1FY19	Q1FY18	Q4FY18	FY18
Corporate/Wholesale Banking	645	732	784	2,984
Retail Banking	543	279	500	1,511
Treasury, BMU* & Corporate Centre	375	381	427	1,723
<b>Total</b>	<b>1,563</b>	<b>1,392</b>	<b>1,711</b>	<b>6,218</b>

\* Balance Sheet Management Unit

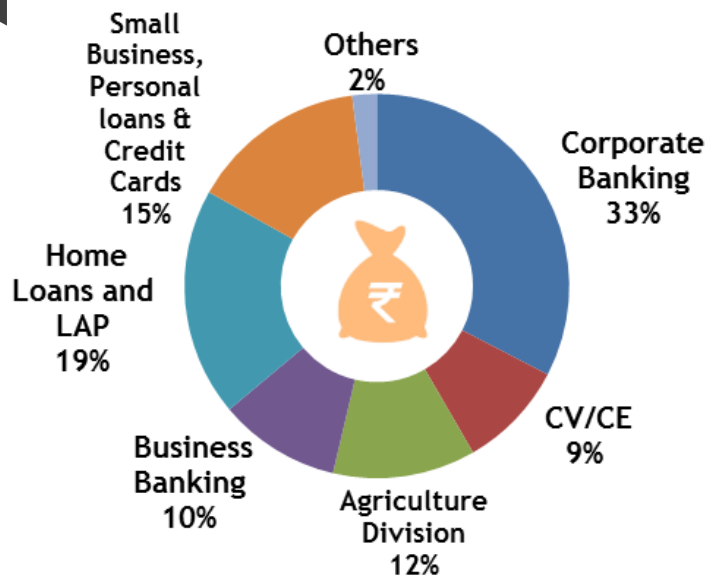
Other Income (₹ cr)	Q1FY19	Q1FY18	Q4FY18	FY18
Fee and Services	989	805	1,010	3,454
Others	176	102	141	598
<b>Total</b>	<b>1,165</b>	<b>907</b>	<b>1,151</b>	<b>4,052</b>

- Relationship Value of Wealth + Priority > ₹ 254,000 cr



# Advances

30-Jun-18 (₹ 176,927 cr)



- SMA2 outstanding - ₹ 189 cr
  - 0.11% of net advances
- GNPA: 2.17%; NNPA: 0.86%

## Advances

₹ cr	30-Jun-18	30-Jun-17	31-Mar-18
Corporate Banking	57,683	46,046	52,133
CV/CE	16,024	11,442	15,202
Agriculture Division	21,249	18,563	22,916
Business Banking	18,116	17,527	18,269
Home Loans and LAP	34,005	27,459	32,429
Small Business, PL & Credit Cards	26,210	18,257	25,129
Others	3,640	3,065	3,640
<b>Total Advances</b>	<b>176,927</b>	<b>142,359</b>	<b>169,718</b>

## As per segmental classification

₹ cr	30-Jun-18	30-Jun-17	31-Mar-18
Retail	72,775	56,528	70,316
Corporate	104,152	85,831	99,402
<b>Total Advances</b>	<b>176,927</b>	<b>142,359</b>	<b>169,718</b>

# Deposits

CASA (₹ cr)

CASA %

50.3%

43.9%

50.8%

66,621

44,026

65,529

28,742

27,742

32,246

Jun-18

Jun-17

Mar-18

■ SA ■ CA

YoY %

Avg SA (Qtr)

65,135

59%  
▲

40,932

61,223

Avg CA (Qtr)

26,649

24%  
▲

21,520

27,024

## Highlights

- CASA and TDs below ₹ 5 cr constitute 79% of total deposits
- TDs below ₹ 1 cr were ₹ 46,347 cr
- TD Sweep: 6.9% of total deposits
- Cost of SA for Q1FY19: 5.61%
- 1,391 branches as on 30<sup>th</sup> Jun, 2018

# Balance Sheet

₹ cr	30-Jun-18	30-Jun-17	31-Mar-18
Networth	38,538	34,318	37,482
Deposits	189,744	163,518	192,643
CA	28,742	27,742	32,246
SA	66,621	44,026	65,529
Term Deposits	94,381	91,750	94,868
Of which: TD Sweep	13,111	11,126	11,910
Borrowings	33,494	19,696	25,154
Other Liabilities and Provisions	9,713	8,853	9,654
<b>Total Liabilities</b>	<b>271,489</b>	<b>226,385</b>	<b>264,933</b>

₹ cr	30-Jun-18	30-Jun-17	31-Mar-18
Cash, Bank and Call	12,849	19,859	19,620
Investments	71,025	52,251	64,562
Government Securities	54,937	40,980	51,758
Others	16,088	11,271	12,804
Advances	176,927	142,359	169,718
Fixed Assets and Other Assets	10,688	11,916	11,033
<b>Total Assets</b>	<b>271,489</b>	<b>226,385</b>	<b>264,933</b>



**Highest Rated Banking App in India (4.7 in Apple Store & 4.5 in Google Playstore)**

**“Payments” section launched in Android/iPhone ‘a one stop for all payment needs’.**

**Mobile Banking Transaction crossed 1cr in volume & ₹ 10,000 Cr in value**

**Q1FY19**

**89%**

**Recurring Deposit sourced digitally**

**67%**

**Fixed Deposit sourced digitally**

**172%**

**Mobile Banking growth YoY (volume)**

**105% growth YoY in monthly active customers on mobile app.**

**75% of mobile banking customers are ONLY on mobile app**

**Mobile Banking login is 6X of Net Banking**

## **Conversational Banking**



**Keya Chatbot for Online customer service**

**Whatsapp Banking**  
A new banking channel for customers

# 811 Digital Bank Account - Highlights



*#IndiaInvited :The new campaign with the theme '811 is for everyone' launched focusing on financial inclusion.*

44% salaried  
while 27% self-  
employed

60% of customers  
are from the top  
20 cities



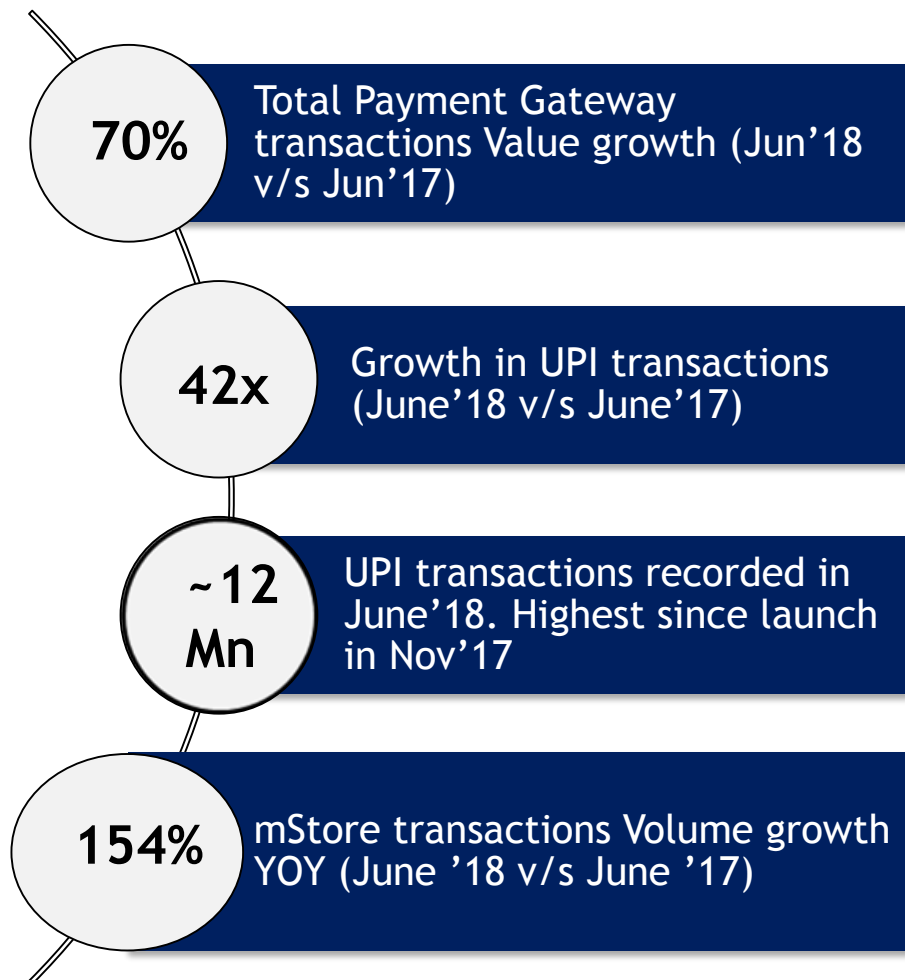
91% of customers  
are 18-40 years of  
age

Customers across  
6,700+ PIN codes  
can open 811

**Whatsapp Integration to address customer queries**

**ActivMoney enablement to provide sweep in & out facility**

**Real time interest capture & further fulfillment for Trinity 3 in 1 A/Cs**




## Instant Personal Loan/ Pre Approved Loan

**2x YOY** increase for digital salaried personal loan disbursed

**30%** of total business under PL is through digital channels

## Super Fast Home Loans for Salaried segment

**2x QOQ** growth in amt. of disbursals

*Kotak Mahindra Bank (Kotak) joined Ripple's leading enterprise blockchain network (RippleNet) to provide impetus to its inward cross-border remittances* 

## Fintech Co-creation Platform

Maiden Payment Co-creation Programme focused on digital payments with NASSCOM



## Digital Flagship Kotak Branch Launched @ 12 BKC Mumbai



**Corporate Salary Acquisition & Individual Current A/C Onboarding** now migrated to Aadhaar based a/c opening

Omnichannel Key Service Requests introduced across various customer touch points like mobile, net banking, branch & website

Covering:

- **35%** of overall volumes
- **50%** reduction in frontend time

*Robotic Process Automation has improved Business efficiency and reduced TAT by **90%**.*

## Track Deliverables at a click - Automated Delivery Management System



No more referring multiple excel sheets to get deliverable status



Alerts for customers at every stage



Real-time reports & dashboards for operations



Automation of activities at Operations



Check deliverable status on digital channels

## Kotak Securities



**78%** growth YoY in  
Mobile Cash ADV



**99%** growth YoY in  
Mobile Total ADV



Biometric Account  
Opening App  
launched for KSec  
RM's - Currently ~225  
to 250 accounts per  
day are being  
opened through  
biometric mode.

## Kotak Life Insurance

**84%**

Individual Policies sourced  
in Q1FY19 through Genie  
(Tablet based end to end  
sales solution)

**95%**

Business (sales in Q1FY19)  
comes through Genie for  
BANCA channel

## Kotak General Insurance



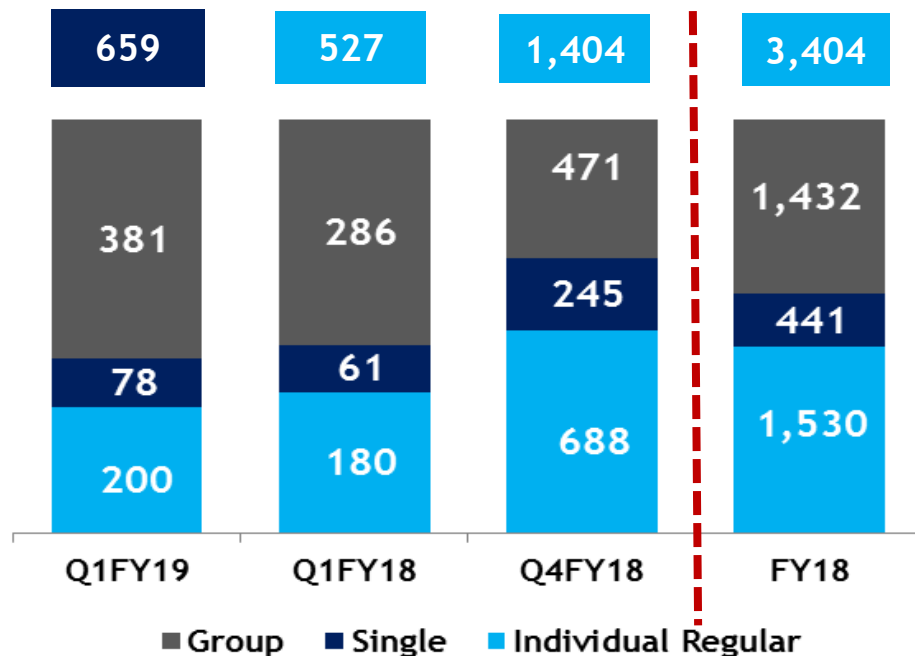
~30% of new  
business  
sourced  
through digital  
channels in  
Q1FY19

**46%**

YoY growth in  
volume of  
digital  
business



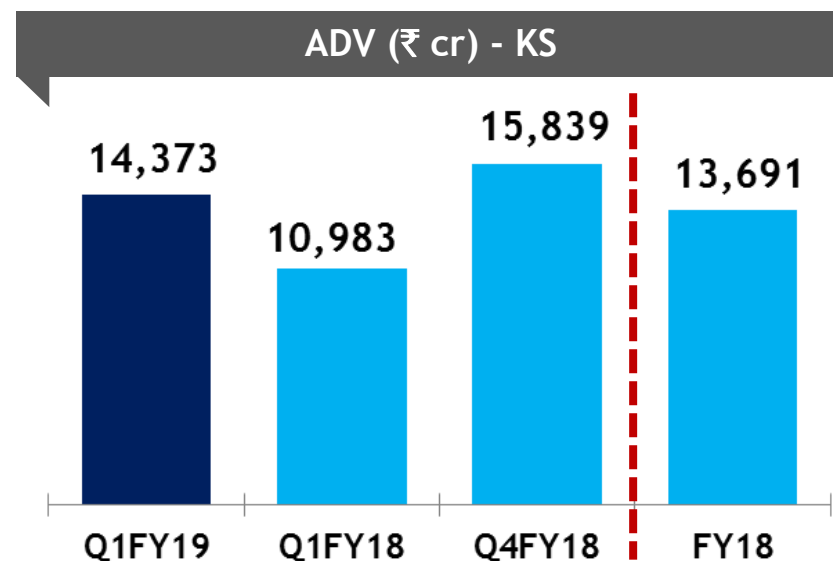
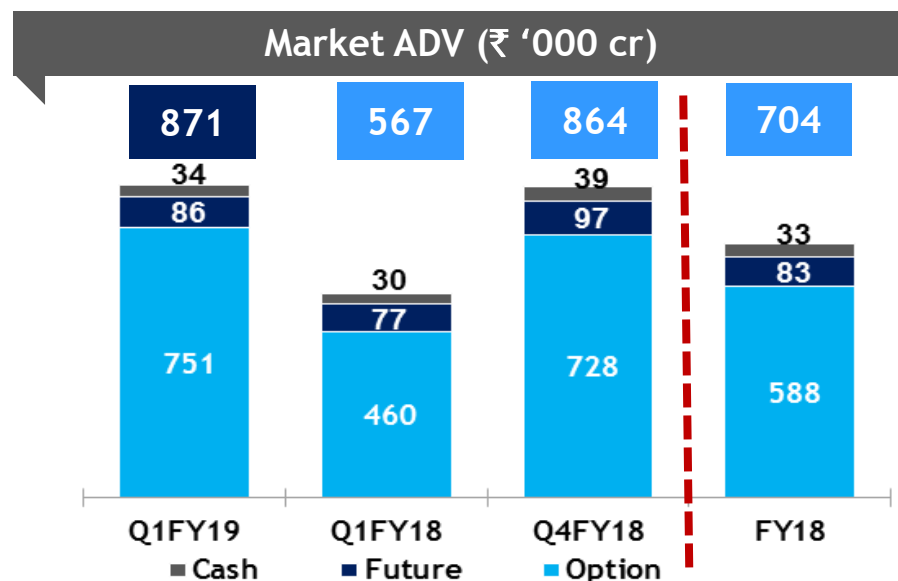
## New Business Premium (₹ cr)



## Highlights

- Individual Regular NBP grew 11.2% over Q1FY18
- ULIP Mix 28% for Q1FY19
- Individual renewal premium grew 21.7% over Q1FY18
- Sum assured increased by 26% over Q1FY18
- 13th month persistency ratio 85.5%
- Claims settlement ratio FY18: 99.3%

₹ cr	Q1FY19	Q1FY18	Q4FY18	FY18
Capital	562	562	562	562
Other Reserves and Surplus	1,793	1,365	1,676	1,676
Total Premium	1,188	972	2,779	6,599
Profit After Tax	117	103	114	413
Solvency Ratio (x)	3.11	3.04	3.05	3.05



₹ cr	Q1FY19	Q1FY18	Q4FY18	FY18
Total Income	415	378	448	1,655
Profit Before Tax	196	187	201	796
Profit After Tax	130	125	134	531
Market Share* (%) (YTD)	1.7	1.9	1.9	1.9

\*excluding BSE Derivative segment

**Market Share in Cash Segment Q1FY19 - 8.3%**

## Equity



₹ 1,951 cr

**VARROC ENGINEERING LIMITED**

# Initial Public Offering



₹ 1,844 cr

**INDOSTAR CAPITAL FINANCE LIMITED**

# Initial Public Offering



₹ 500 cr

**MAGMA FINCORP LIMITED**

# Qualified Institutional Placement



₹ 760 cr

**MAHANAGAR GAS LIMITED**

# Block



₹ 483 cr

**MAHINDRA CIE LIMITED**

# Block



₹ 385 cr

**MAGMA FINCORP LIMITED**

# Block

## Advisory



Undisclosed

100% sale of Vishal Mega Mart by TPG and Shriram Group to Partners Group and Kedaara Capital



₹ 891 cr

100% sale of Comstar to Blackstone



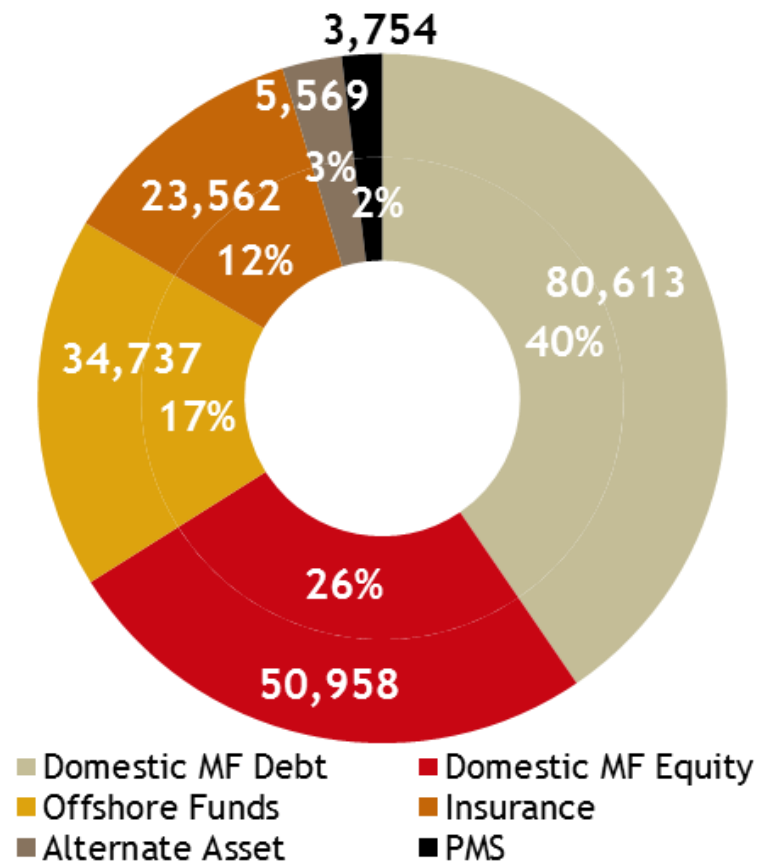
₹ 67 cr

Manager to Tender Offer Buyback to the shareholders of Smartlink Holdings

₹ cr	Q1FY19	Q1FY18	Q4FY18	FY18
Total Income	56	27	62	181
Profit Before Tax	36	8	41	102
Profit After Tax	25	5	25	65

# Assets Under Management

## Jun 30, 2018

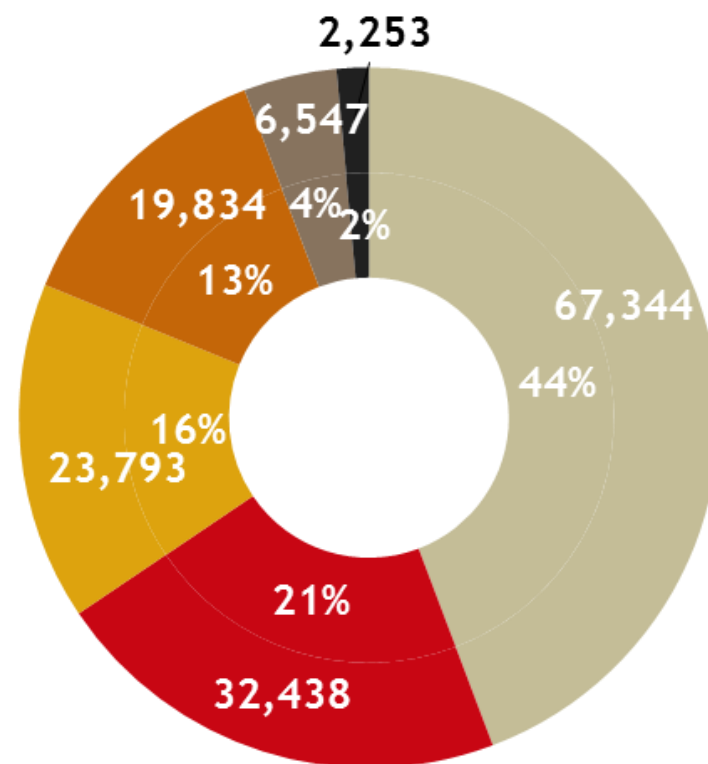


**AUM ₹ 199,193 cr**

**31%**

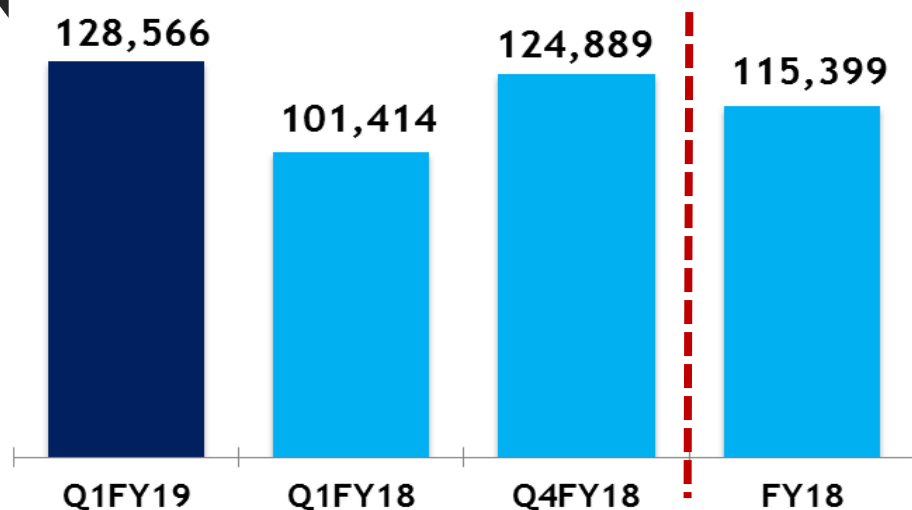


## Jun 30, 2017

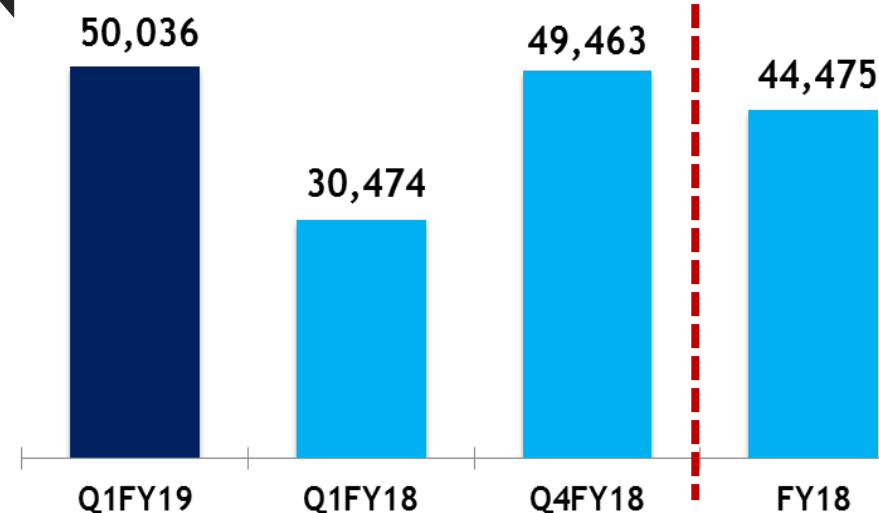


**AUM ₹ 152,209 cr**

Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity

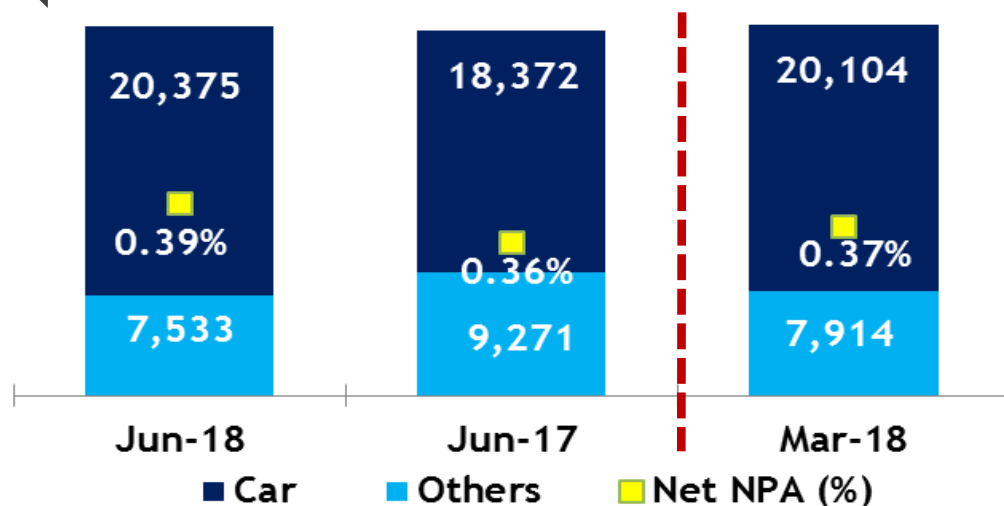


₹ cr	Q1FY19	Q1FY18	Q4FY18	FY18
Profit Before Tax	77	21	58	170
Profit After Tax	51	15	39	115

## Highlights

- Equity AAUM market share rose to 3.76% in Q1FY19 (Q1FY18: 3.42%)
- Overall Market share on AAUM rose to 5.45% in Q1FY19 (Q1FY18: 5.18%)
- PMS AUM grew 1.70 x YoY

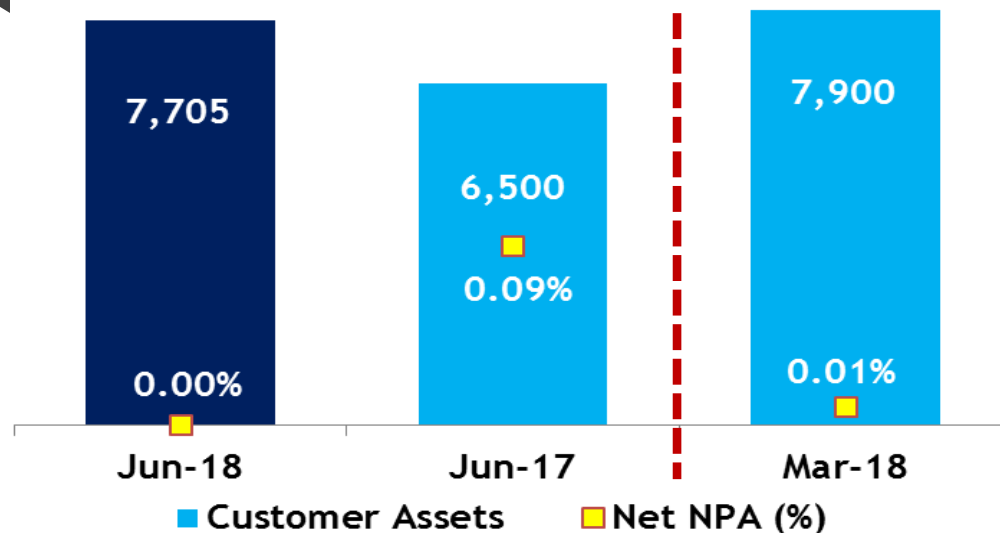
## Customer Assets\* (₹ cr) & NNPA (%)



₹ cr	Q1FY19	Q1FY18	Q4FY18	FY18
NII	271	272	280	1,115
Other Income	57	57	74	256
<b>NII and Other Income</b>	<b>328</b>	<b>329</b>	<b>354</b>	<b>1,371</b>
Profit Before Tax	214	203	244	902
<b>Profit After Tax</b>	<b>139</b>	<b>132</b>	<b>160</b>	<b>590</b>
CAR (%) (incl unaudited profits)	17.7%			
ROA (%) - annualised	1.8			

\* Includes loans and credit substitutes

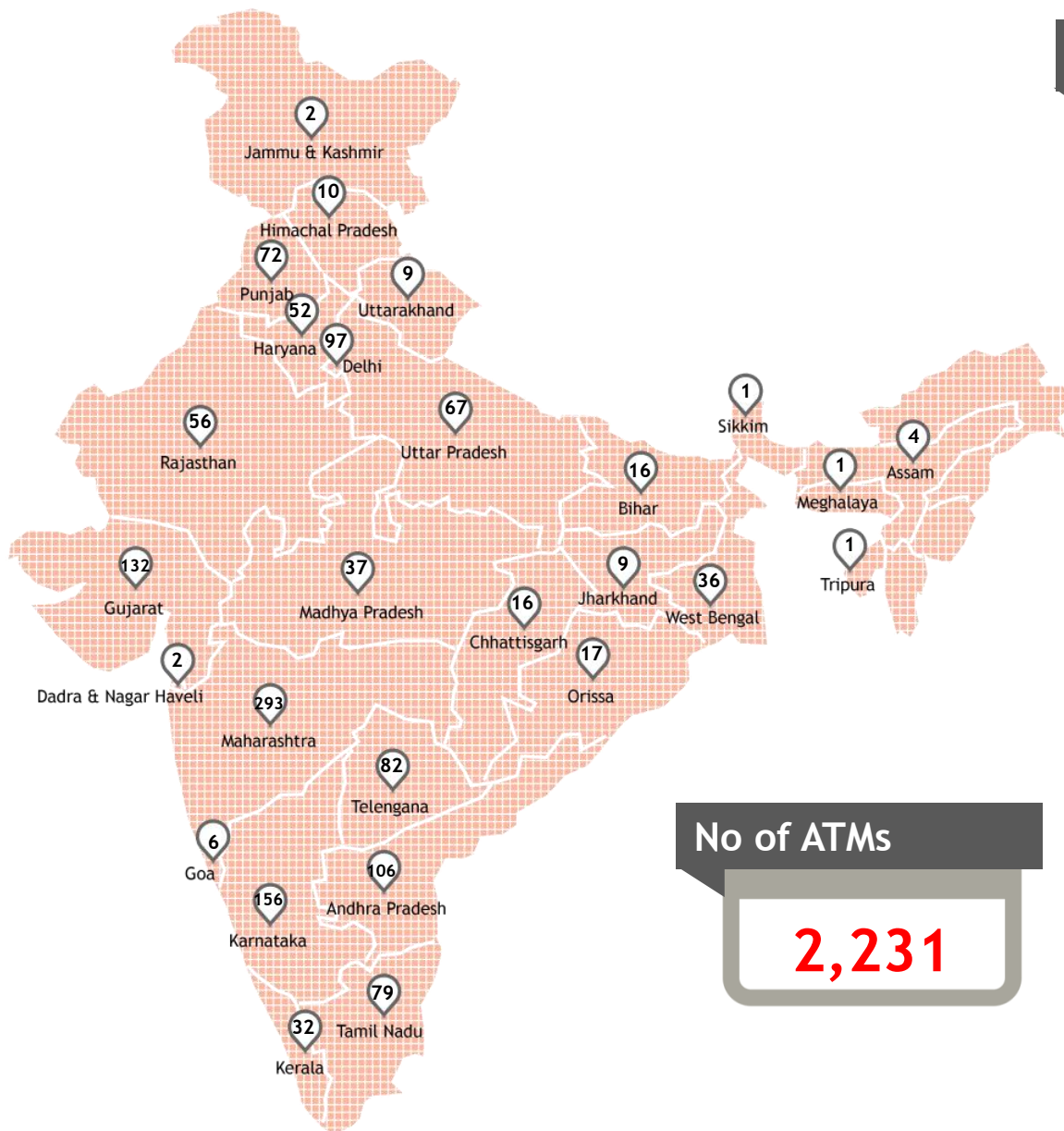
## Customer Assets\* (₹ cr) & NNPA (%)



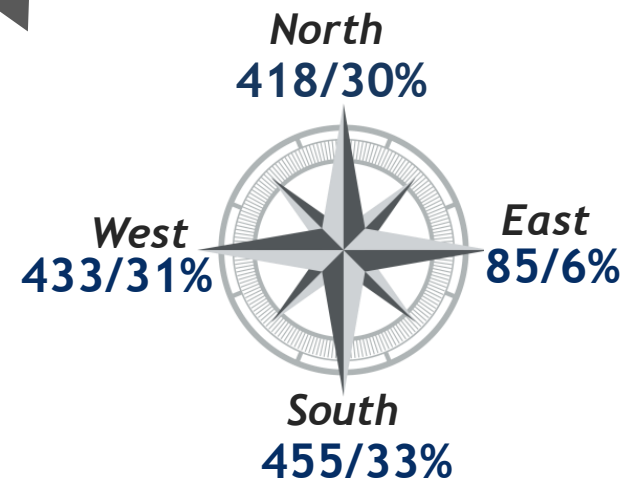
₹ cr	Q1FY19	Q1FY18	Q4FY18	FY18
NII	72	73	78	304
Other Income	16	7	75	122
<b>NII and Other Income</b>	<b>88</b>	<b>80</b>	<b>153</b>	<b>426</b>
Profit Before Tax	74	69	138	367
<b>Profit After Tax</b>	<b>48</b>	<b>45</b>	<b>95</b>	<b>245</b>
CAR (%) (incl unaudited profits)	19.3%			
ROA (%) - annualised	2.2			

\* Includes loans and credit substitutes

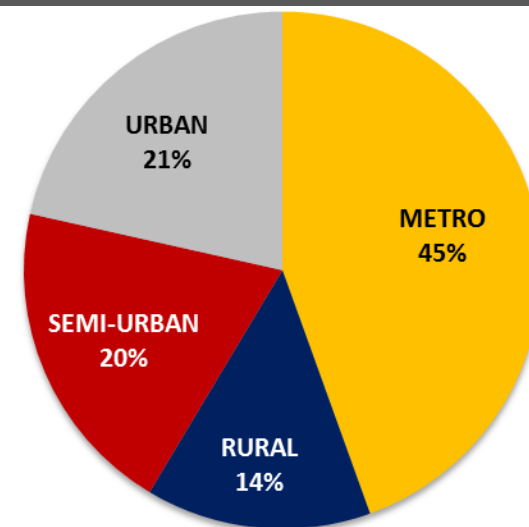
# Geographical Presence



Branches 1,391 [No./%]



Branch Classification



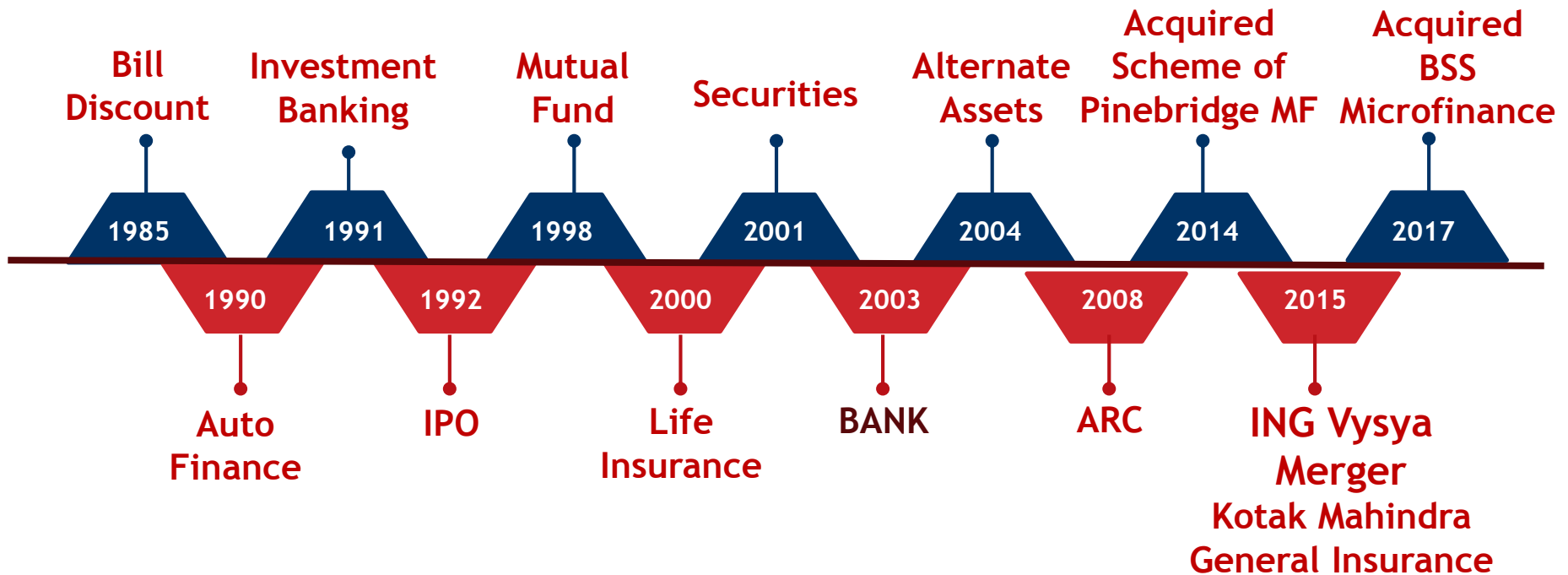
No of ATMs

2,231



# GROUP PROFILE

# The Journey So far...

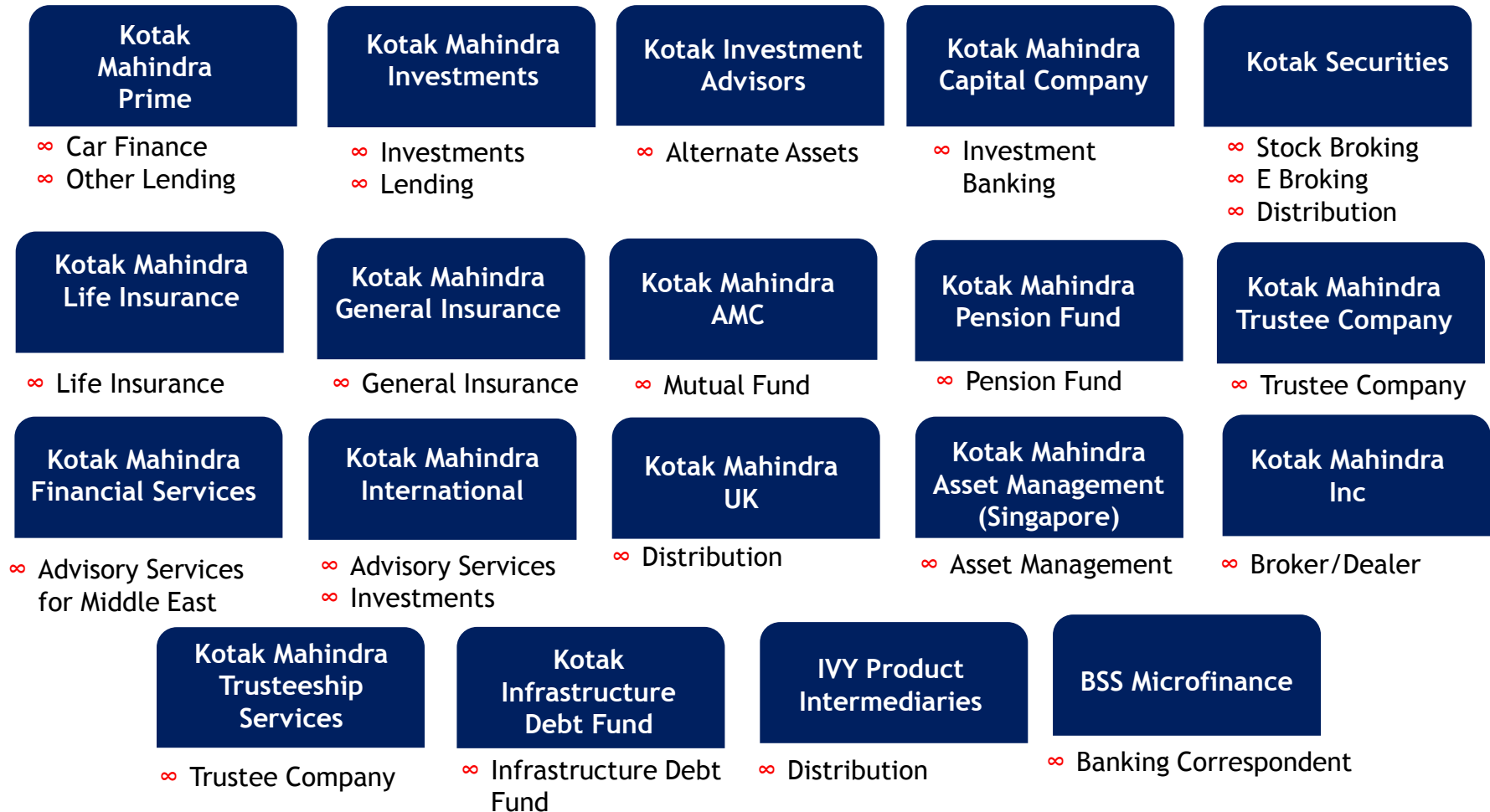


**Kotak Mahindra Bank is the 4th Largest Private Sector Bank**



Rating for Bank, KMP, KMIL, KS, KIAL

## KOTAK MAHINDRA BANK Commercial Bank & Holding Company



Note: All subsidiaries are 100% owned beneficially by the Bank.

# 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

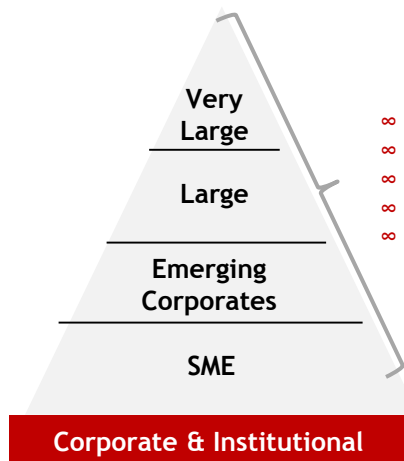
- ∞ Auto Loans
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Unsecured Business Loans
- ∞ Private Banking

### Non-Banking

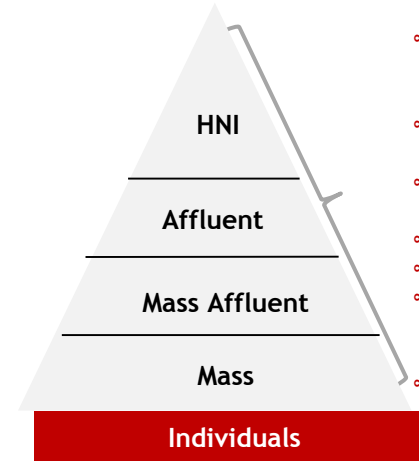
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Asset Reconstruction

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 June 2018
- ∞ 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

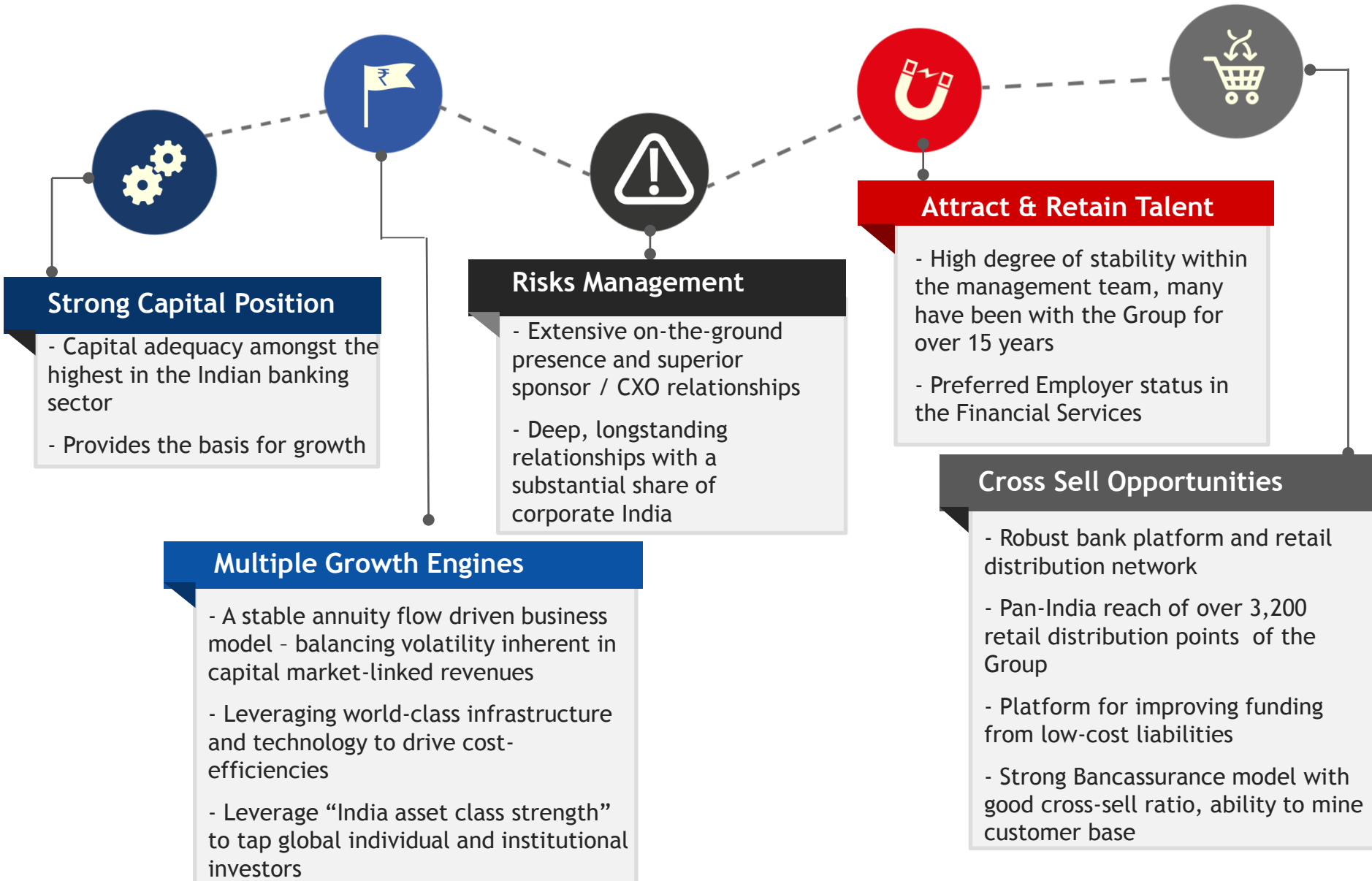
- ∞ Numerous industry accolades reflect the governance culture as well as trust in our offerings
- ∞ Recognition to various businesses for leadership / innovations



## Strong governance culture with experienced management

- ∞ Executive Board comprises professional entrepreneurs
- ∞ 11/12 having 20+ years' experience with our Group
- ∞ Management team with significant experience across business segments

# The Path of Leadership



# Bank Awards & Recognition



## Euromoney Awards for Excellence 2018

- India's Best Bank
- Best Bank in the Emerging Markets in the Euromoney Regional Awards

## Banker's Choice Awards:

- Best Cash Mgt Project in India: Kotak Mahindra & Bajaj Finserv
- Best Supplier Relationship Mgt in India: Kotak Mahindra & Varroc Engineering Pte Ltd.
- Best E-commerce Initiative, Application or Programme: "Kotak ALLPAY"

## Icon of Indigenous Excellence Award

2nd Annual Economic Times Iconic Brand Summit 2018

## Best Mid-Size Bank

Business Today Best Banks Awards 2018

## Best Mid-Size Bank

Businessworld Magna Awards 2018

## 811 & Biometric-Most Innovative Product

IBAs Banking Technology Awards 2018

## Asiamoney Best Bank Awards 2018 (India)

- Best Domestic Bank
- Best Corporate & Investment Bank
- Best Bank (Cash Management Poll)
- Best High Yield Syndicate Loan

## Customer Service Provider of the Year - Private Bank

India Banking Summit & Awards 2018

## Best Bank for CTS Clearing Operations for year 2017

NCPI

## The Asset Triple A Treasury, Trade, Supply Chain and Risk Management Awards 2018:

- Best in Treasury and Working Capital-NBFCs, Public Sector
- Best Liquidity Management Solution for Tata Realty & Infrastructure Limited

## Voice Bot (Keya) one of the Best 50 Innovative Applications in AI NASSCOM AI Game Changer Awards 2018

## Kotak Wealth Mgt- Best Private Bank, India Euromoney Private Banking Survey, 2018

## Silver Award for Kotak Mahindra Bank's Annual Report 2017 Vision Award

## Best Technical innovation Indian Banking Summit & Awards 2018

## Excellence in Financial Reporting - Annual Report (Pvt. Sector Banks) ICAI Awards for 2016-17

## Best Cash Management Bank Asian Banker Transaction Banking Awards 2018, 2017, 2016 (India)

## Best Bank in India Asiamoney Cash Management Customer Satisfaction Awards 2017



## Company of the Year 2016 The Economic Times Awards for Corporate Excellence

## Mr. Uday Kotak

## CEO of the Year Award CNBC-Awaaz CEO Awards 2018

## Banker of the Year Businessworld Magna Awards 2018

## Lifetime Achievement FE Best Banks' Awards 2015-16

## Business Leader Lakshmipat Singhania IIM Lucknow National Leadership Awards 2017

## Businessman of The Year 2016 - Business India



# Awards and Recognition



Investment Bank of the year - M&A Award  
VC Circle

The Asset Triple A Country Awards 2017, India

- Best IPO
- Best QIP

India Equity House  
2017 IFR Asia

Securities Advisory Firm of the Year in India  
Corporate Intl Global Awards - 2017, 2016, 2014, 2012

Most Innovative Bank  
Asia Pacific award by The Banker Magazine



Early adopter of Analytics  
Machine conference 2018

Asiamoney Best Bank Awards 2018 (India)

- Best for Overall Country Research (Brokers Poll)
- Best Local Brokerage (Brokers Poll)

Best Campaign Management Award (Gold Medal) for the *Agar Magar Jigar* campaign  
DMA Asia 2017

Institutional Investor's 2017

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

Best Brokerage, India

- The Asset Triple A Country Awards, 2017



Business World Award  
Excellence in L&D for 2016



Special award for Innovative Approach to Investor Awareness  
Outlook Money

Kotak Funds-India Midcap A Acc USD- Best Fund in Over 5 Years by:

- Thomson Reuters Lipper Germany 2018 Fund Awards
- Thomson Reuters Lipper Fund Award United Kingdom 2018
- Thomson Reuters Lipper Fund Award Nordics 2018





## 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 27 years ago and I'm still here and raring to go. I have run the Bill Discounting business, serviced FIIs 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.

# Talent: Professional Entrepreneurs at work



## D. KANNAN

- ❑ Joined Kotak in 1991; **First charge** | Assistant Manager, Kotak Mahindra Finance
- ❑ **Current charge** | President - Commercial Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | Joined Kotak Mahindra Finance as Assistant Manager 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



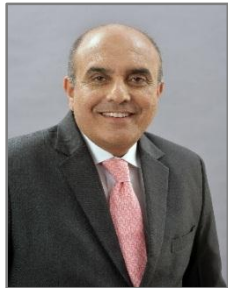
## GAURANG SHAH

- ❑ Joined Kotak in 1996; **First charge** | Chief Operating Officer, Kotak Mahindra Primus;
- ❑ **Current charge** | President - Group Chief Risk Officer, Kotak Mahindra Bank
- ❑ **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.



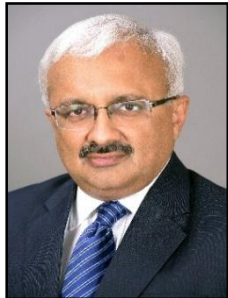
## G. MURLIDHAR

- ❑ Joined Kotak in 2001; **First charge** | Chief Financial Officer, Kotak Life Insurance;
- ❑ **Current charge** | Managing Director & Chief Executive Officer, Kotak Mahindra 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 & 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.



## NARAYAN S.A.

- ❑ Joined Kotak in 1991; **First charge** | Associate Vice President, Kotak Mahindra Finance (Operations);
- ❑ **Current charge** | President - Group Treasury, 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** | President- Asset Reconstruction & 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.



## VIRAT DIWANJI

- ❑ Joined Kotak in 1994; **First charge** | Branch Manager - Baroda, Kotak Mahindra Finance
- ❑ **Current Charge** | President - Retail Liabilities & Branch Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur:** I started my career in Management Consulting and for the first six years focussed on implementing business process reengineering and systems design across private and public sector organizations within the domestic and international markets. Thereafter I have been with the Kotak Group for over two decades and led 10 diverse business lines cutting across Assets and Liabilities. It's been an exhilarating journey since then and some of career milestones include handling the first JV of the Group with an overseas partner, Ford Credit as the Managing Director and incubating and growing two very niche customer segments viz, Priority & NRI Banking. In the recent past I managed the integration of ING Vysya's retail distribution network with the branch banking network of Kotak, a melange of not only business but culture, talent and a unified vision. The mantra that I live with, is 3P X 2P, i.e. driving Profitability, Productivity and Performance through an active interplay of People (Talent / Teamwork) and Processes (Control / Compliance / Customer).

This presentation is for information purposes only and does not constitute an offer, solicitation or advertisement with respect to the purchase or sale of any security of Kotak Mahindra Bank Limited (the “Bank”) and no part of it shall form the basis of or be relied upon in connection with any contract or commitment whatsoever. No offering of securities of the Bank will be made except by means of a statutory offering document containing detailed information about the Bank.

This presentation is not a complete description of the Bank. Certain statements in the presentation contain words or phrases that are forward looking statements. All forward-looking statements are subject to risks, uncertainties and assumptions that could cause actual results to differ materially from those contemplated by the relevant forward looking statement. Any opinion, estimate or projection herein constitutes a judgment as of the date of this presentation, and there can be no assurance that future results or events will be consistent with any such opinion, estimate or projection. The information in this presentation is subject to change without notice, its accuracy is not guaranteed, it may be incomplete or condensed and it may not contain all material information concerning the Bank. We do not have any obligation to, and do not intend to, update or otherwise revise any statements reflecting circumstances arising after the date of this presentation or to reflect the occurrence of underlying events, even if the underlying assumptions do not come to fruition.

All information contained in this presentation has been prepared solely by the Bank. No information contained herein has been independently verified by anyone else. No representation or warranty (express or implied) of any nature is made nor is any responsibility or liability of any kind accepted with respect to the truthfulness, completeness or accuracy of any information, projection, representation or warranty (expressed or implied) or omissions in this presentation. Neither the Bank nor anyone else accepts any liability whatsoever for any loss, howsoever, arising from any use or reliance on this presentation or its contents or otherwise arising in connection therewith. This presentation may not be used, reproduced, copied, distributed, shared, or disseminated in any other manner.

The distribution of this document in certain jurisdictions may be restricted by law and persons into whose possession this presentation comes should inform themselves about, and observe, any such restrictions.

Figures for the previous period/ year have been regrouped wherever necessary to conform to current period’s / year’s presentation. Totals in some columns/ rows may not agree due to rounding off.

## Contact

Jaimin Bhatt / Nimesh Kampani

Kotak Mahindra Bank Limited

Tel: +91 22 61660001

E-mail: [investor.relations@kotak.com](mailto:investor.relations@kotak.com)