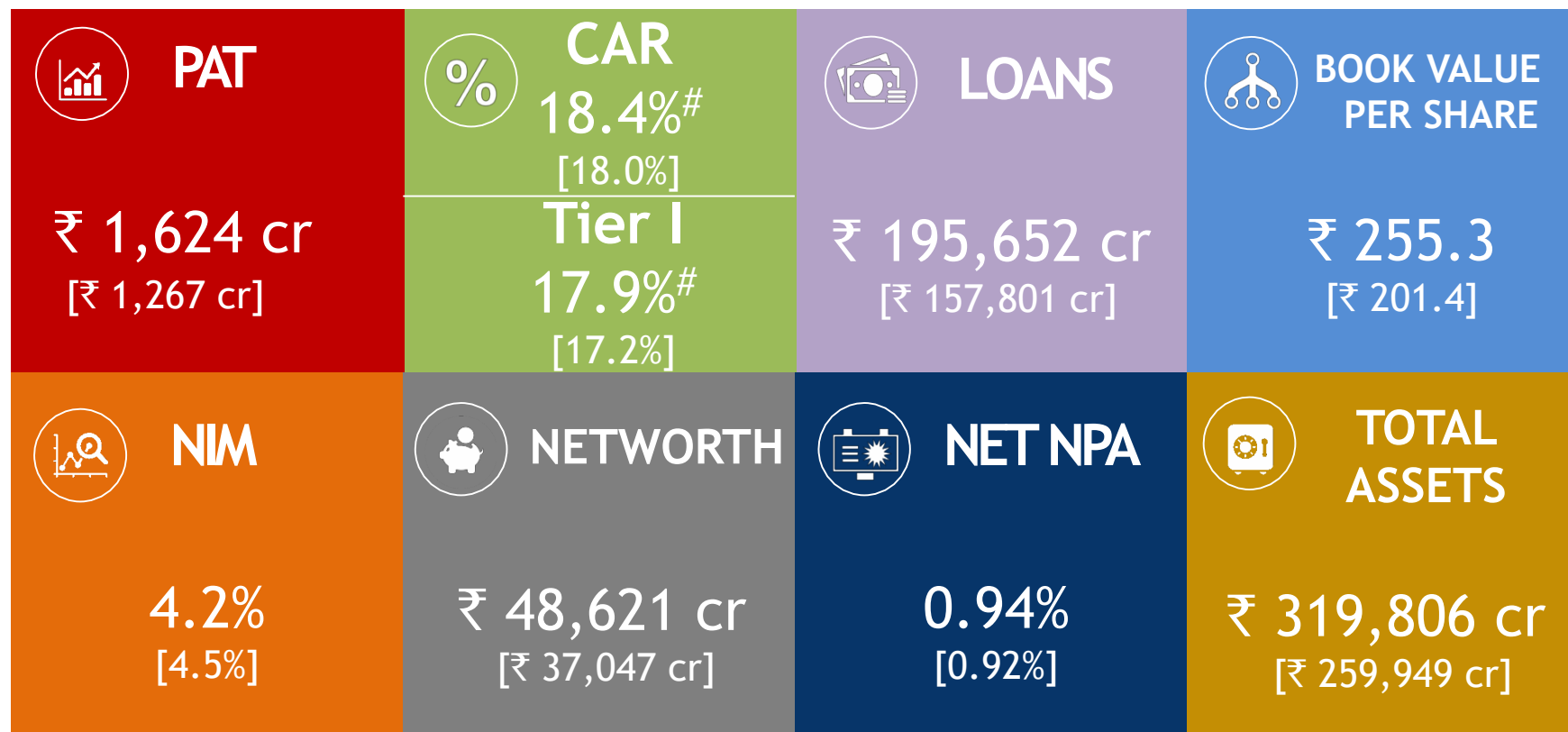


INVESTOR PRESENTATION Q3FY18

Consolidated Highlights Q3FY18



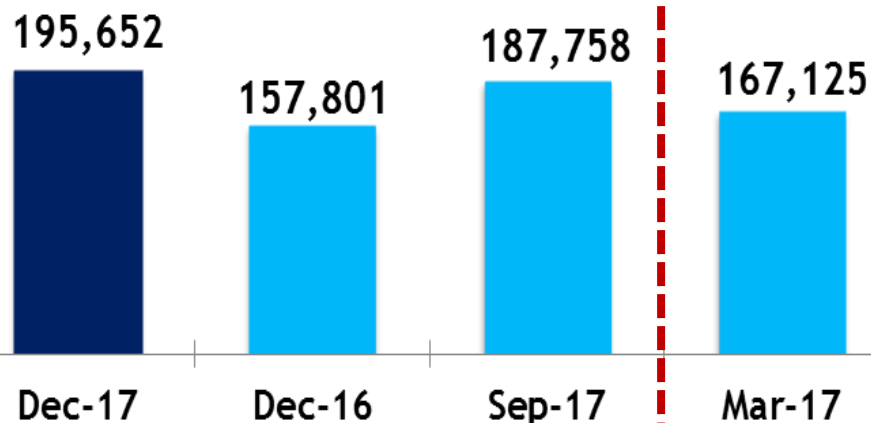
Figures in [brackets] are Q3FY17 numbers

As per Basel III, including unaudited profits. Excluding profits CAR 16.8%, Tier I 16.2% [CAR 16.4% and Tier I 15.5%]

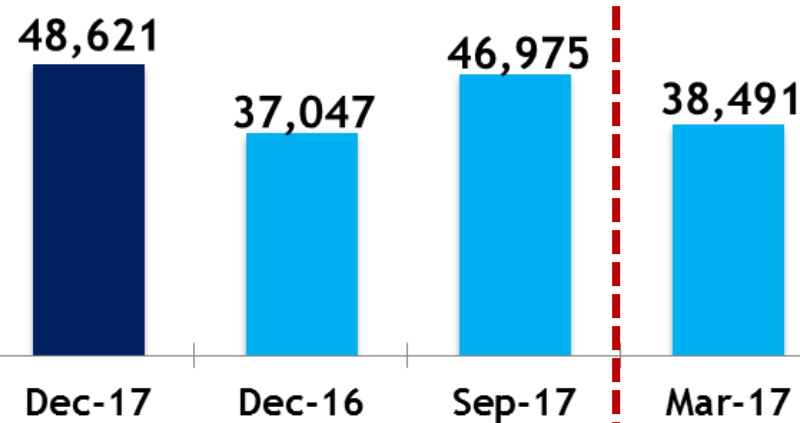
Consolidated Key Financials



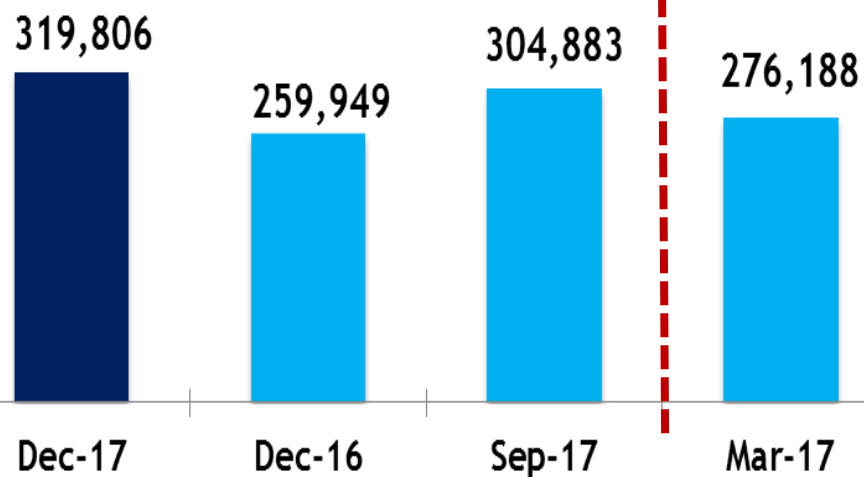
Advances [₹ cr]



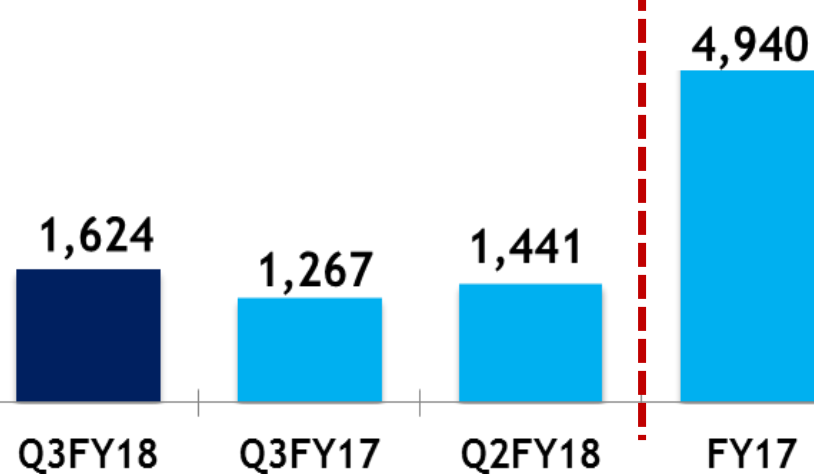
Networth [₹ cr]



Total Assets [₹ cr]

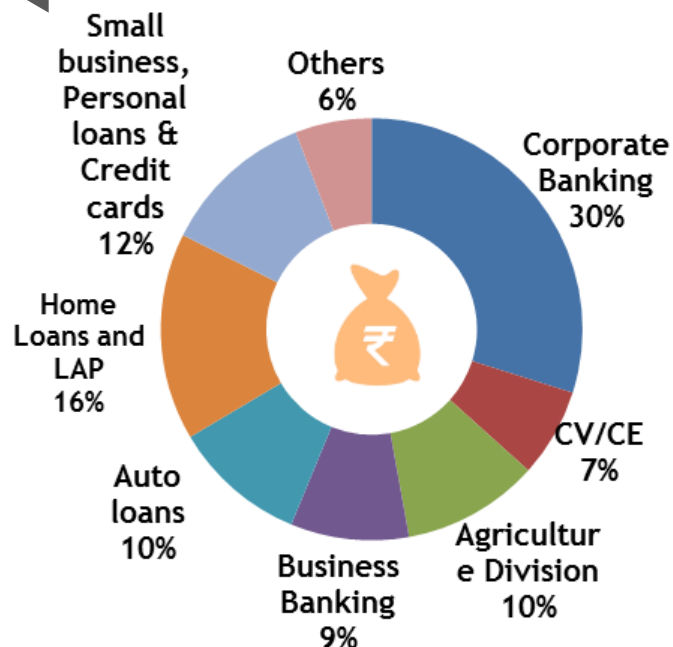


PAT [₹ cr]



Consolidated Customer Assets

31-Dec-17 (₹ 195,652 cr)



Advances

Advances growth: 24% YoY

GNPA: 2.01%, NNPA: 0.94%

Customer Assets

₹ cr	31-Dec-17	31-Dec-16	30-Sep-17
Corporate Banking	58,182	48,167	56,493
CV/CE	13,251	9,645	12,205
Agriculture Division	20,550	16,519	19,741
Business Banking	18,017	16,628	18,113
Auto loans	20,005	17,490	19,900
Home Loans and LAP	30,944	25,046	29,429
Small Business, PL & Credit Cards	22,958	15,797	20,918
Others	11,745	8,509	10,959
Total Advances	195,652	157,801	187,758
Investment Credit Substitutes	7,927	6,473	9,007
Total Customer Assets	203,579	164,274	196,765

Consolidated PAT



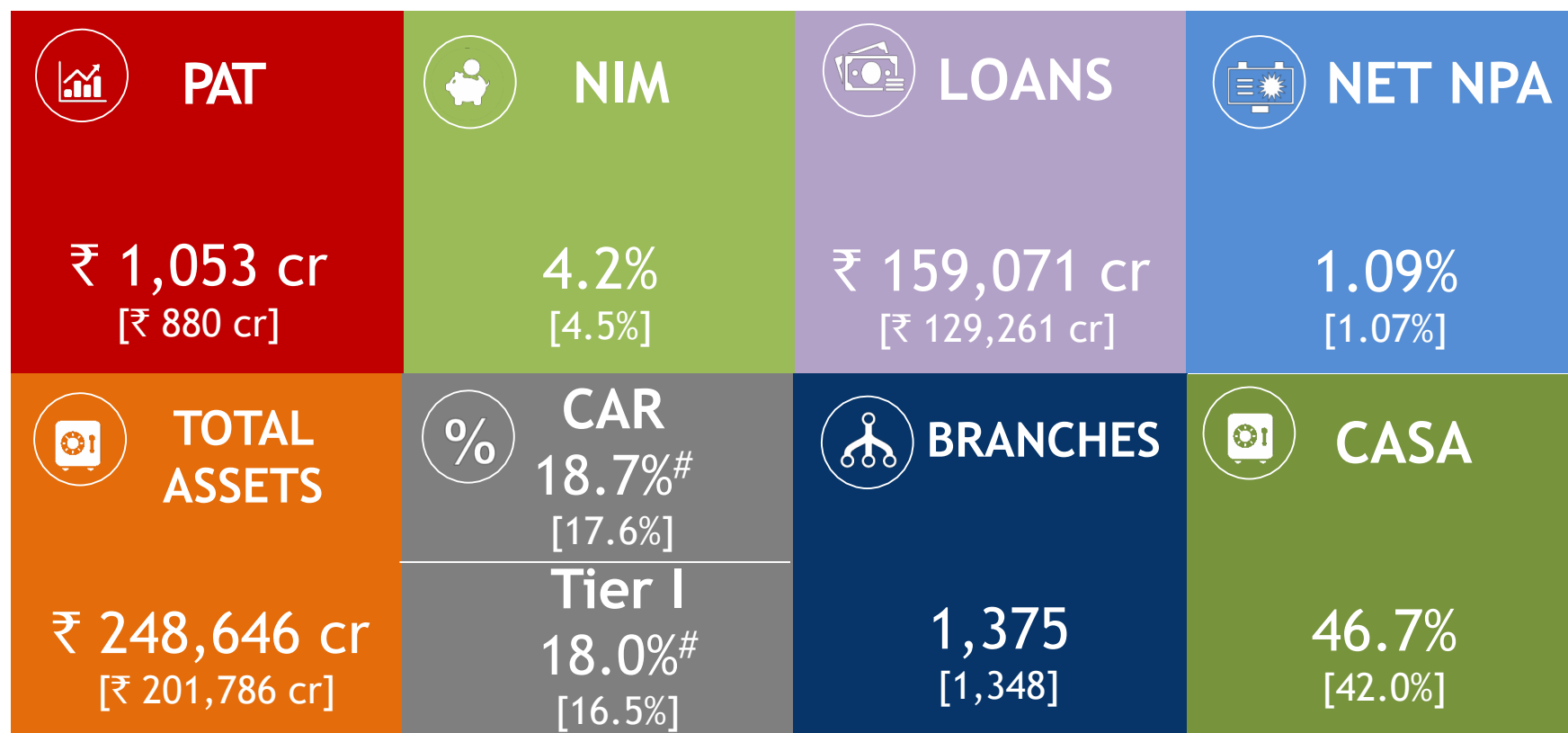
₹ cr	Q3FY18	Q3FY17	Q2FY18	FY17
Kotak Mahindra Bank	1,053	880	994	3,411
Kotak Mahindra Prime	148	133	150	515
Kotak Mahindra Investments	50	48	55	196
Kotak Securities	154	85	118	361
Kotak Mahindra Capital	36	7	(1)	46
Kotak Mahindra Life Insurance*	97	68	100	303
Kotak AMC and TC	38	16	23	56
International Subsidiaries	32	22	28	86
Others	12	(9)	(2)	(23)
Total	1,620	1,250	1,465	4,951
Minority Interest	(4)	(18)	(26)	(79)
Affiliates and Others	8	35	2	68
Consolidated PAT	1,624	1,267	1,441	4,940

*Formerly known as Kotak Mahindra Old Mutual Life Insurance Limited

Entity wise Networth

₹ cr	31-Dec-17	31-Dec-16	30-Sep-17	31-Mar-17
Kotak Mahindra Bank	36,297	26,568	35,206	27,616
Kotak Mahindra Prime	4,657	4,094	4,509	4,227
Kotak Mahindra Investments	1,187	981	1,137	1,038
Kotak Securities	3,393	2,875	3,239	2,996
Kotak Mahindra Capital	533	482	497	493
Kotak Mahindra Life Insurance	2,124	1,723	2,027	1,825
Kotak AMC and TC	295	215	257	229
Kotak Infrastructure Debt Fund	320	307	316	309
Kotak Mahindra General Insurance	108	101	114	90
International Subsidiaries	760	705	744	693
Kotak Investment Advisors	336	280	332	277
Other Entities	147	45	137	44
Total	50,157	38,376	48,515	39,837
Add: Affiliates	801	741	791	750
Less: Minority, Inter-company and Others	(2,337)	(2,070)	(2,331)	(2,096)
Consolidated Networth	48,621	37,047	46,975	38,491

Standalone Highlights Q3FY18



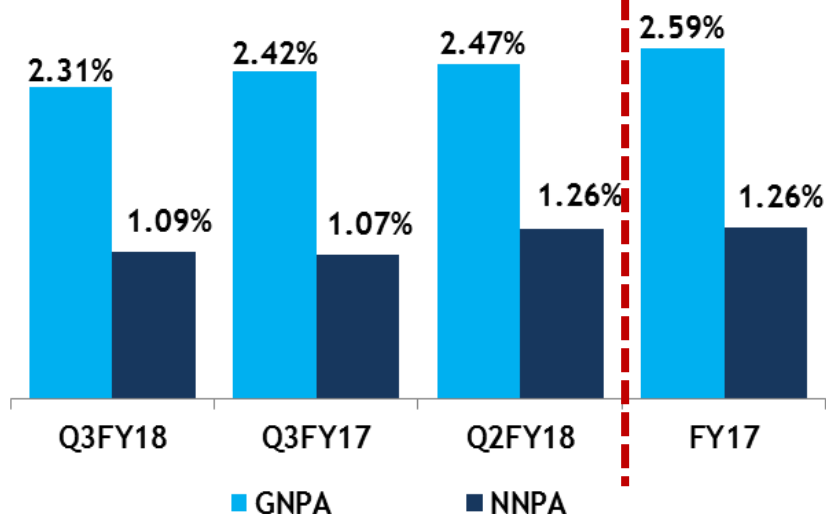
Figures in [brackets] are Q3FY17 numbers

[#] As per Basel III, including unaudited profits. Excluding profits CAR 17.1%, Tier I 16.4% [CAR 16.0% and Tier I 14.9%]

Profit and Loss Account

₹ cr	Q3FY18	Q3FY17	Q2FY18	FY17
Net Interest Income	2,394	2,050	2,313	8,126
Other Income	1,040	910	954	3,477
Net Total Income	3,434	2,960	3,267	11,603
Employee Cost	734	697	723	2,745
Other Operating Expenses	880	735	819	2,873
Operating Expenditure	1,614	1,432	1,542	5,618
Operating Profit	1,820	1,528	1,725	5,985
Provision On Advances/Receivables (net)	170	137	206	698
Provision On Investments	43	55	11	139
Provision & Contingencies	213	192	217	837
PBT	1,607	1,336	1,508	5,148
Provision For Tax	554	456	514	1,737
PAT	1,053	880	994	3,411

GNPA and NNPA



Asset Quality

- Restructured loans considered standard ₹ 67 cr; 0.04% of net advances
- SMA2 outstanding - ₹ 308 cr
 - 0.19% of net advances
- GNPA: 2.31%
- NNPA: 1.09%

Other Income (₹ cr)	Q3FY18	Q3FY17	Q2FY18	FY17
Fee and Services	829	725	810	2,677
Others	211	185	144	800
Total	1,040	910	954	3,477

Segment Performance

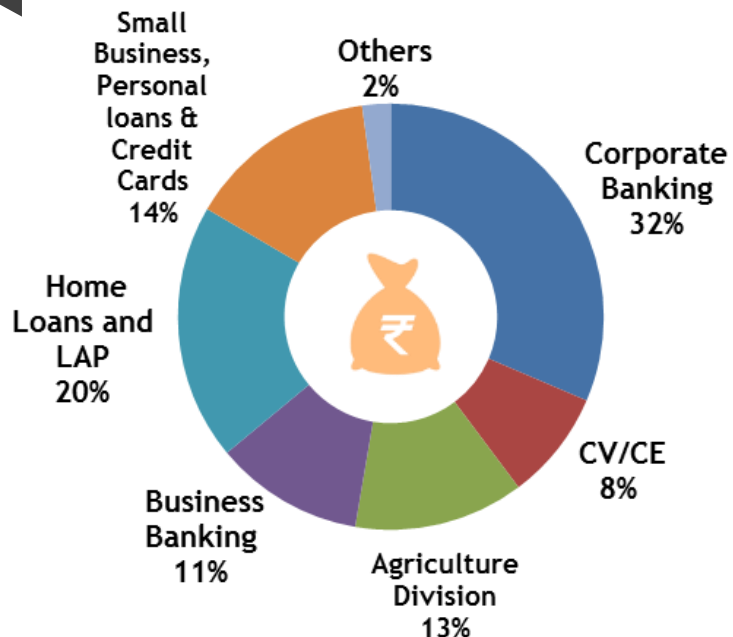
Bank Segmental PBT

As per RBI (₹ cr)	Q3FY18	Q3FY17	Q2FY18	FY17
Corporate/Wholesale Banking	784	729	685	2,695
Retail Banking	391	322	341	1,195
Treasury, BMU* & Corporate Centre	432	285	482	1,258
Total	1,607	1,336	1,508	5,148

* Balance Sheet Management Unit

Customer Assets

31-Dec-17 (₹ 159,071 cr)



Advances

Advances growth: 23% YoY

Customer Assets

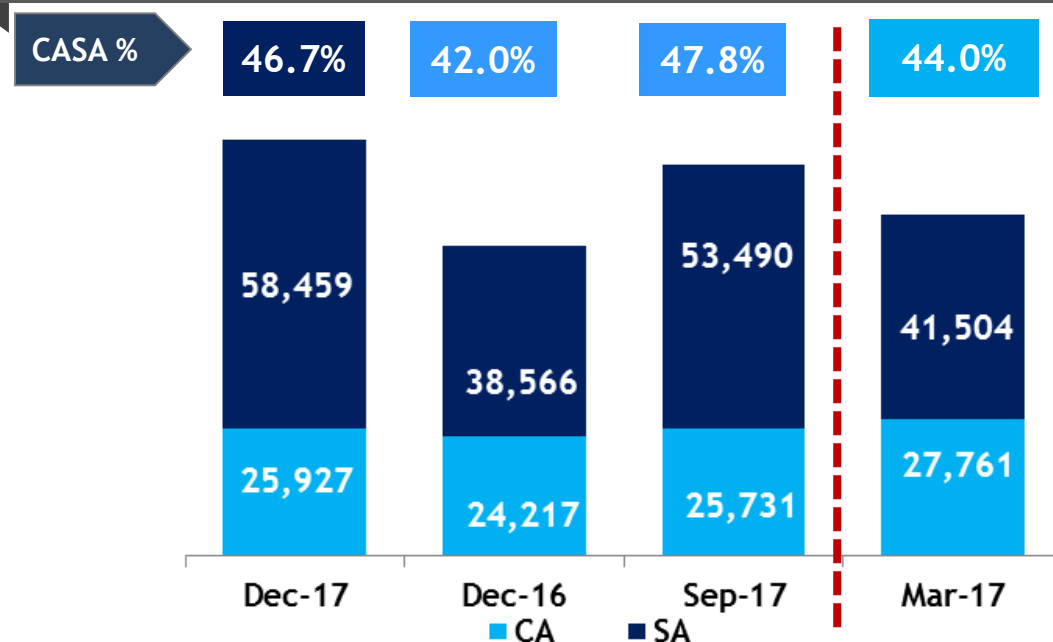
₹ cr	31-Dec-17	31-Dec-16	30-Sep-17
Corporate Banking	49,961	42,578	48,995
CV/CE	13,251	9,645	12,205
Agriculture Division	20,550	16,519	19,741
Business Banking	18,017	16,628	18,113
Home Loans and LAP	30,944	25,046	29,429
Small Business, PL & Credit Cards	22,904	15,784	20,876
Others	3,444	3,062	3,215
Total Advances	159,071	129,261	152,574
Investment Credit Substitutes	7,286	5,541	8,483
Total Customer Assets	166,357	134,802	161,057

As per segmental classification

₹ cr	31-Dec-17	31-Dec-16	30-Sep-17
Retail	65,381	51,582	61,178
Corporate	93,690	77,679	91,396
Total Advances	159,071	129,261	152,574
Investment Credit Substitutes	7,286	5,541	8,483
Total Customer Assets	166,357	134,802	161,057

Branches & Deposits

CASA (₹ cr)



Highlights

- 1,375 branches as on 31st Dec, 2017
- CASA and TDs below ₹ 5 cr constitute 75% of total deposits
- TDs below ₹ 1 cr were ₹ 42,027 cr
- TD Sweep deposits 6.4% of the total deposits
- Cost of SA for Q3FY18 - 5.58%

YoY %

Avg SA (Qtr)



Avg CA (Qtr)



Balance Sheet

₹ cr	31-Dec-17	31-Dec-16	30-Sep-17	31-Mar-17
Networth	36,297	26,568	35,206	27,616
Deposits	180,826	149,352	165,671	157,426
CA	25,927	24,217	25,731	27,761
SA	58,459	38,566	53,490	41,504
<i>Term Deposits</i>	96,440	86,569	86,450	88,161
<i>Of which: TD Sweep</i>	11,532	10,941	11,559	10,079
Borrowings	23,193	18,160	25,923	21,095
Other Liabilities and Provisions	8,330	7,706	10,170	8,453
Total Liabilities	248,646	201,786	236,970	214,590

₹ cr	31-Dec-17	31-Dec-16	30-Sep-17	31-Mar-17
Cash, Bank and Call	24,172	15,046	20,823	22,572
Investments	55,170	46,550	52,796	45,074
<i>Government Securities</i>	44,193	39,499	41,922	36,190
<i>Others</i>	10,977	7,051	10,874	8,884
Advances	159,071	129,261	152,574	136,082
Fixed Assets and Other Assets	10,233	10,929	10,777	10,862
Total Assets	248,646	201,786	236,970	214,590

Digital - Best In Class Experience



Q3FY18

New Age Banking



Biometric Authentication for Mobile Banking App login



Instant online remittance thru Forex Portal 'Kotak Remit'



Online shopping made easy: Can opt for no OTP for < ₹ 2,000

83%

Recurring Deposit sourced digitally

65%

Fixed Deposit sourced digitally

32%

Digital share of Salaried Personal Loan (Value)

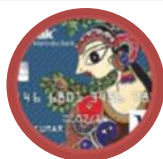
Mobile Banking Growth

Value (YoY)
111%

Volume (YoY) 120%



Personal loans thru Digital growth - 192% (YoY)



Credit Card growth - YoY 310% for paperless card acquisition



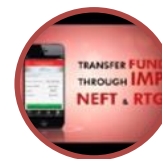
Launch of Super Fast Home Loans in Dec with Sanction TAT of 4 hrs for Salaried HL



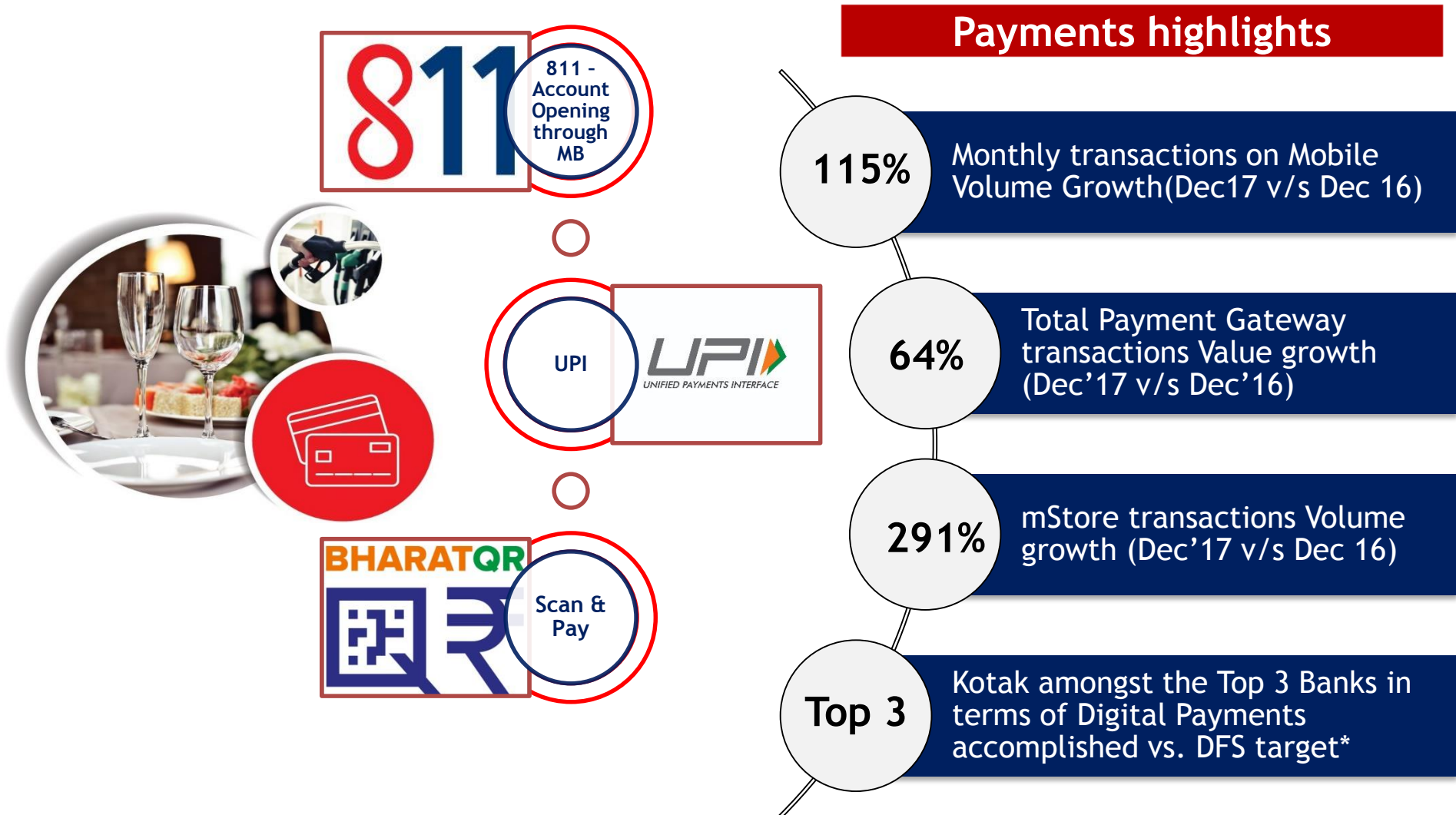
Mobile Banking login more than 5X of Net Banking



63% of Bank Active are Digitally Active

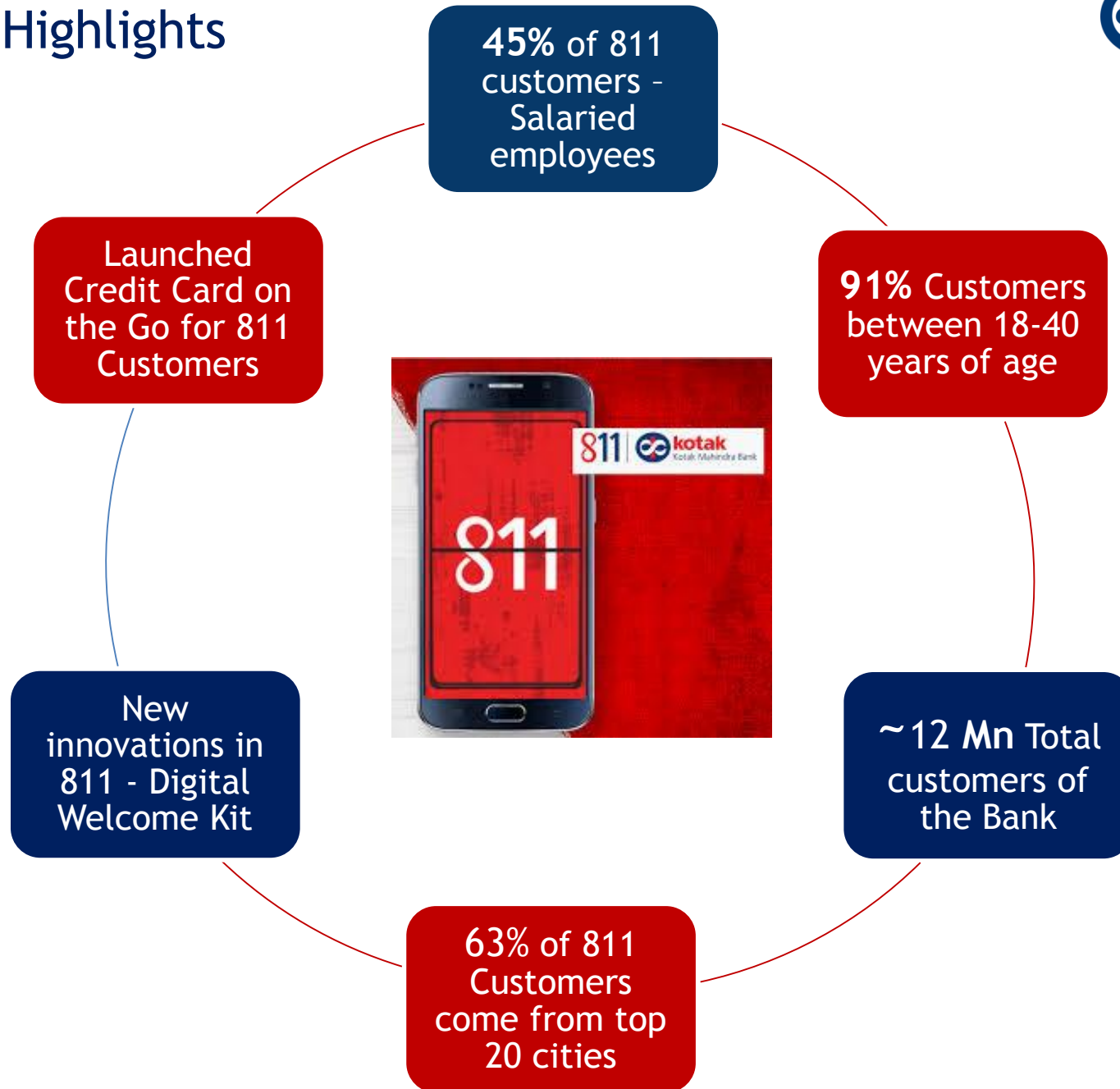


70% of Mobile banking customers bank ONLY on Mobile App.



*Source: meity.gov.in (MEITY dashboard)

811 Highlights



Digital Update - Subsidiaries

Kotak Securities



127% growth YoY
in Mobile average
daily volumes



Launched 'Super Multiple product' with limit order & 'Offer to buy' order placement across online platforms



Launched products like 'Chat to Trade' for all online customers, Kotak Stock Trader app exclusively for iPad & Tablet

Kotak Life Insurance

78%

Individual Policies sourced in Q3FY18 through Genie (Tablet based end to end sales solution)

90%

Business (sales in Q3FY18) comes through Genie for BANCA channel

Kotak General Insurance

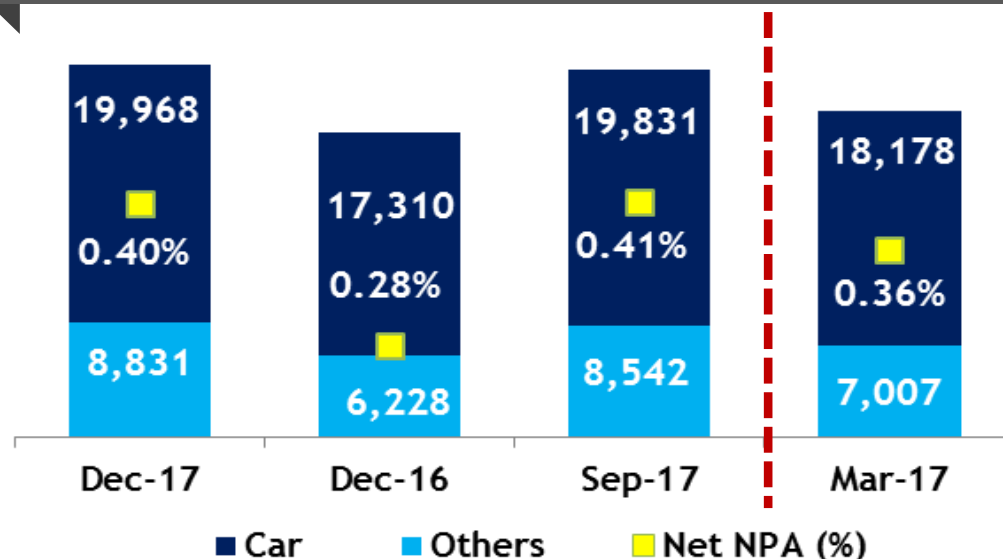


>30% of new business sourced through digital channels in Q3FY18

135%

YoY growth in digital business

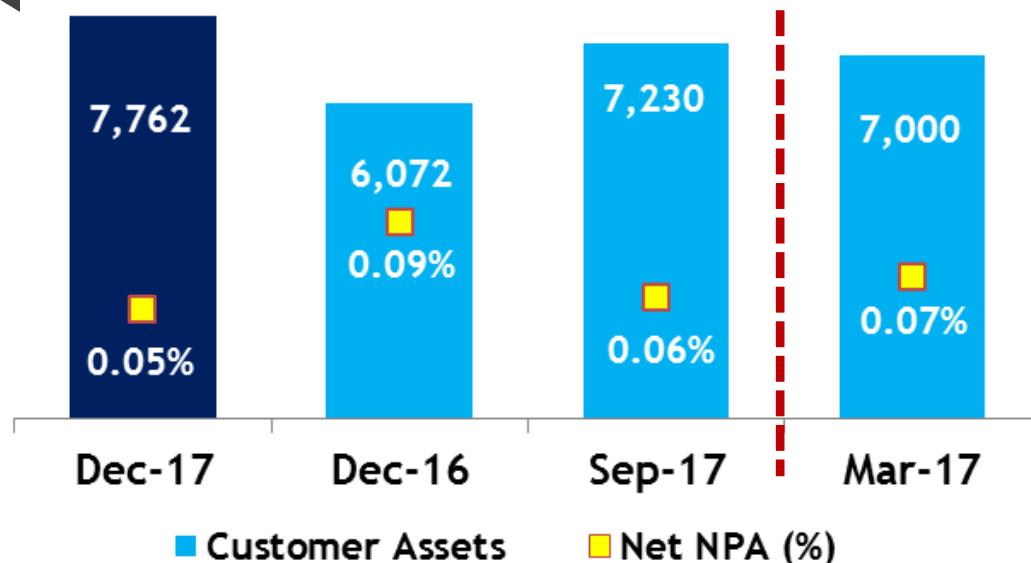
Customer Assets* (₹ cr) & NNPA (%)



₹ cr	Q3FY18	Q3FY17	Q2FY18	FY17
NII	286	263	276	1,017
Other Income	61	47	64	225
NII and Other Income	347	310	340	1,242
Profit Before Tax	226	203	229	788
Profit After Tax	148	133	150	515
CAR (incl unaudited profits) (%)	16.6			
ROA (%) - annualised	1.9			

* Includes loans and credit substitutes

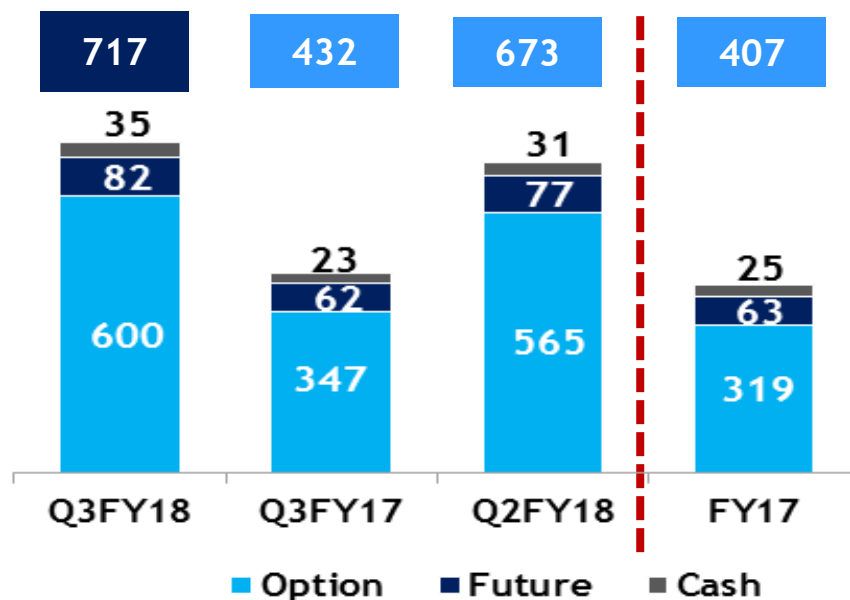
Customer Assets* (₹ cr) & NNPA (%)



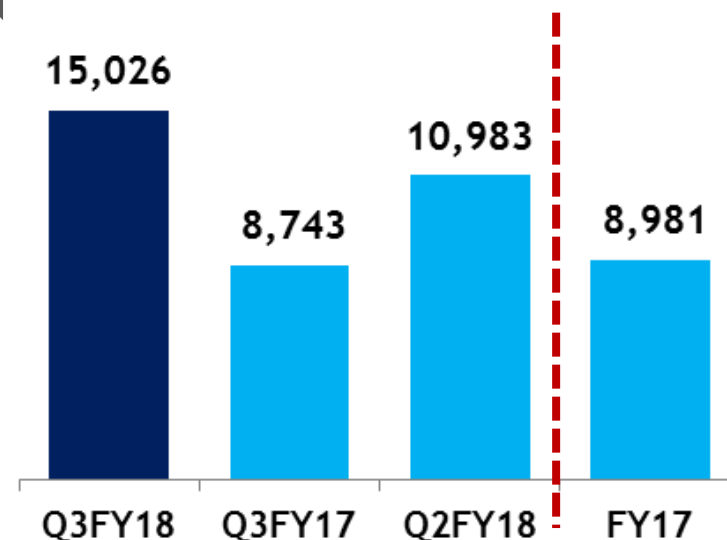
₹ cr	Q3FY18	Q3FY17	Q2FY18	FY17
NII	77	71	76	270
Other Income	16	15	24	81
NII and Other Income	93	86	100	351
Profit Before Tax	77	71	84	290
Profit After Tax	50	48	55	196
CAR (incl unaudited profits) (%)	16.8			
ROA (%) - annualised	2.4			

* Includes loans and credit substitutes

Market ADV (₹ '000 cr)



ADV (₹ cr) - KS

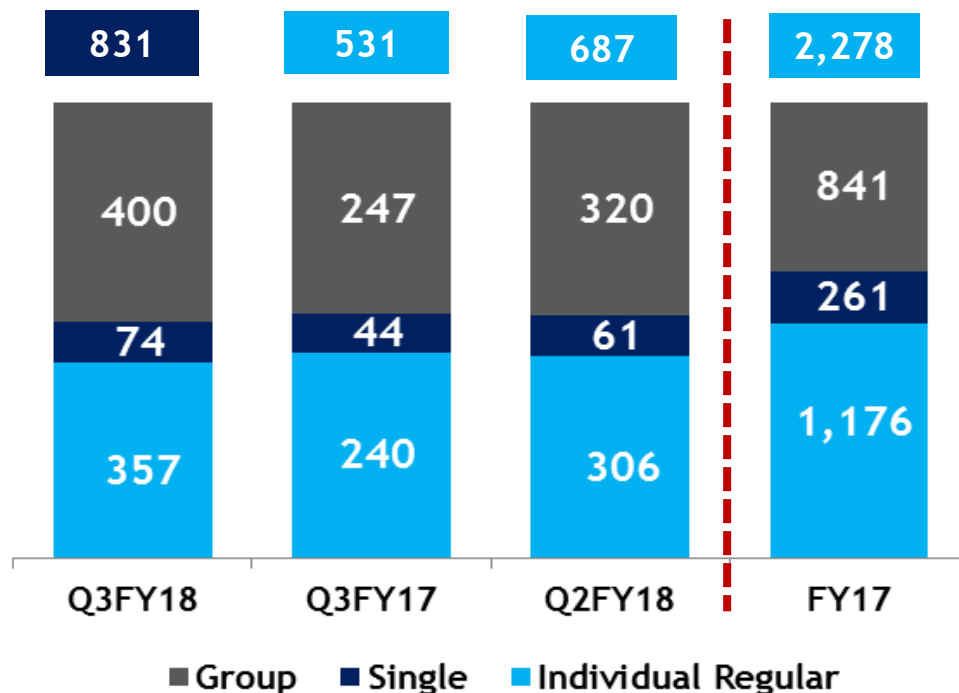


₹ cr	Q3FY18	Q3FY17	Q2FY18	FY17
Total Income	452	287	351	1,184
Profit Before Tax	231	125	177	543
Profit After Tax	154	85	118	361
Market Share * (%) (YTD)	2.0	2.2	1.9	2.2

*excluding BSE Derivative segment

~ 1.5 million secondary market customers serviced thru' 1,305 branches, franchises and referral co-ordinators

New Business Premium (₹ cr)



Highlights














- Individual Regular NBP grew at 37.9% YoY (9MFY18)
- Individual renewal premium grew 27.3% YoY (9MFY18)
- Investment Performance of 100% Frontline Equity Funds Quartile 1 on three and five year basis
- 9MFY18 conservation ratio of 87.2%
- Sum assured increased by 21.9% YoY
- Claims settlement ratio FY17: 99.5%

₹ cr	Q3FY18	Q3FY17	Q2FY18	FY17
Capital	562	562	562	562
Other Reserves and Surplus	1,562	1,161	1,465	1,263
Total Premium	1,540	1,090	1,308	5,140
Profit After Tax	97	68	100	303
Solvency Ratio (x)	3.08	3.06	3.08	3.00







Kotak Mahindra Capital Company



Equity

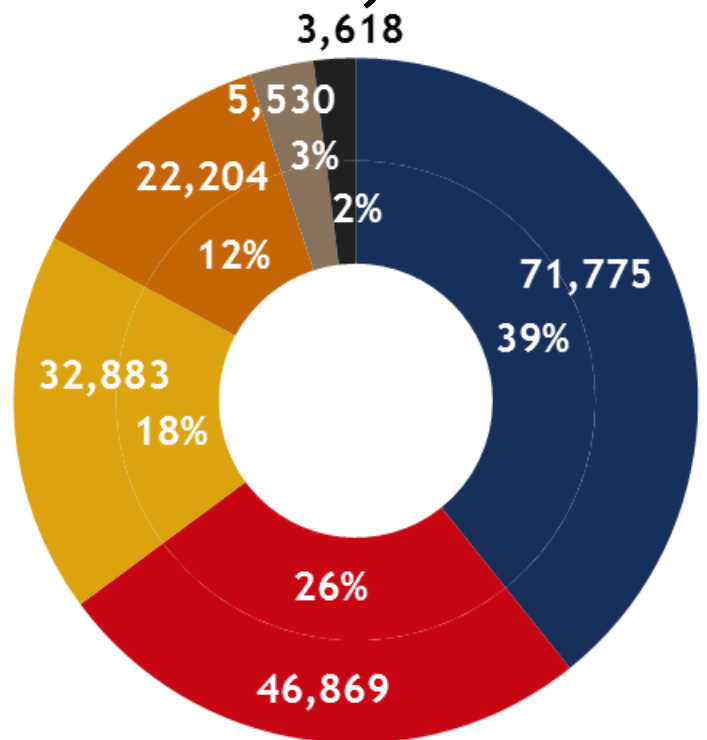
 GIC Re ₹ 11,257 cr	General Insurance Corp. of India Initial Public Offering	 पंजाब नैशनल बैंक ₹ 5,000 cr	Punjab National Bank Qualified Institutional Placement
 ₹ 9,586 cr	New India Assurance Co. Ltd Initial Public Offering	 ₹ 4,996 cr	Piramal Enterprises Ltd Qualified Institutional Placement
 ₹ 1,306 cr	PNB Housing Finance Ltd Offer For Sale	 ₹ 1,528 cr	Edelweiss Financial Services Ltd Qualified Institutional Placement
 ₹ 1,265 cr	Interglobe Aviation Ltd Offer For Sale	 ₹ 1,500 cr	Apollo Tyres Ltd. Qualified Institutional Placement
 ₹ 1,157 cr	Godrej Agrovet Ltd Initial Public Offering	 ₹ 1,056 cr	Mahindra & Mahindra Financial Services Ltd Qualified Institutional Placement
 ₹ 1,001 cr	Indian Energy Exchange Ltd Initial Public Offering	 ₹ 500 cr	Sunteck Realty Ltd. Qualified Institutional Placement
 ₹ 829 cr	Mahindra Logistics Ltd Initial Public Offering		

Advisory

 ₹ 375 cr	Transaction Advisor to Tata Chemicals Limited for Sale of its Phosphatic Fertilisers Business by way of Slump sale to IRC Agrochemicals Pvt Ltd
 ₹ 7,850 cr	Transaction Advisor to American Tower Corporation for the acquisition of 20,000 communications sites from Vodafone India Ltd and Idea Cellular Ltd
 Undisclosed	Financial Advisor to Karam Chand Thapar Group for the sale of wind assets (aggregating 103 MW) to ReNew Power
 ₹ 328 cr	Financial Advisor to Tech Mahindra for the acquisition of 30% stake in Mahindra Comviva from Bharti Group & Westbridge
 ₹ 153 cr	Financial Advisor to Tata Group for sale of 51% stake in Tata Business Support Services by Tata Sons to Qess Corp Limited
 ₹ 71 cr	Buyback of equity shares by Swaraj Engines via tender offer route

₹ cr	Q3FY18	Q3FY17	Q2FY18	FY17
Total Income	76	26	15	136
Profit Before Tax	54	9	(2)	61
Profit After Tax	36	7	(1)	46

Dec 31, 2017

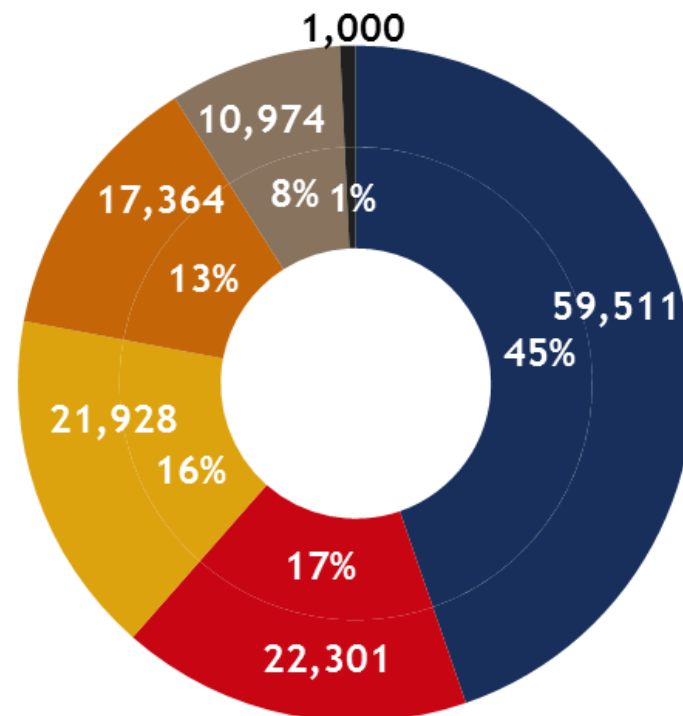


- Domestic MF Debt
- Domestic MF Equity
- Offshore Funds
- Insurance
- Alternate Asset
- PMS



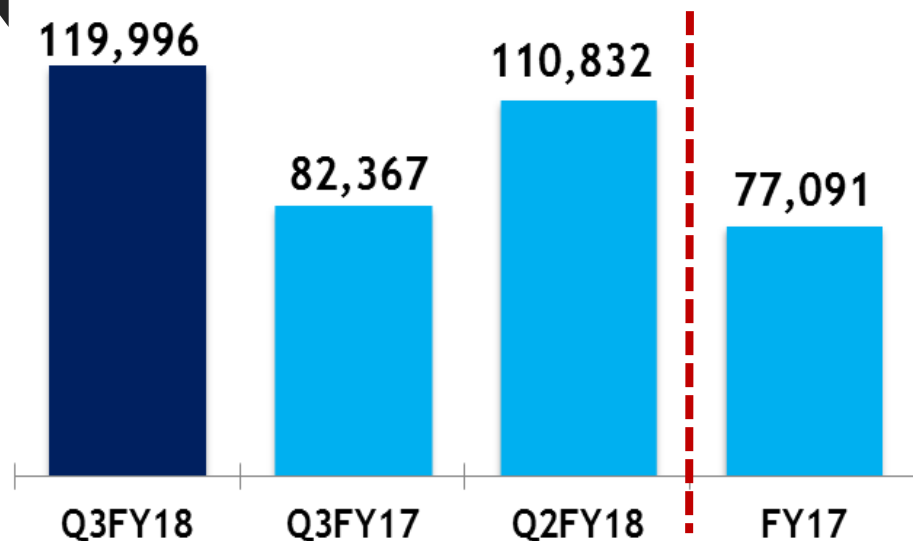
AUM ₹ 182,879 cr

Dec 31, 2016

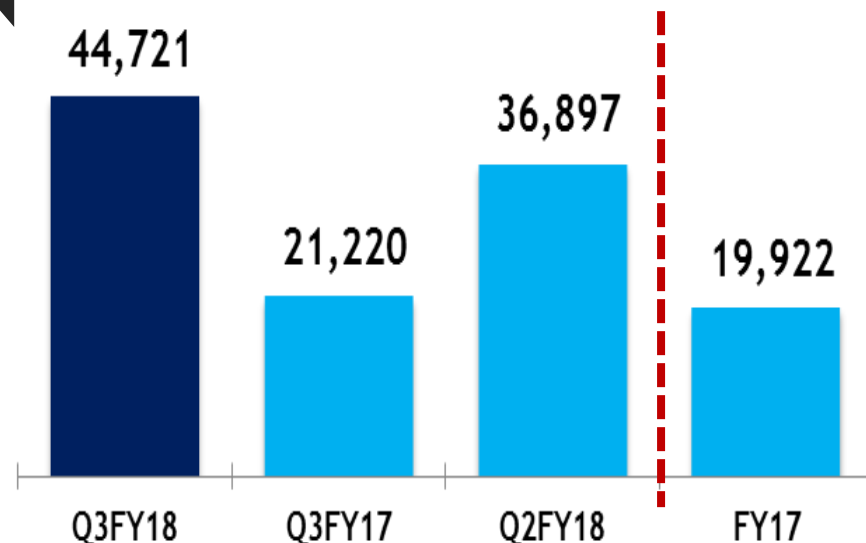


AUM ₹ 133,078 cr

Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity

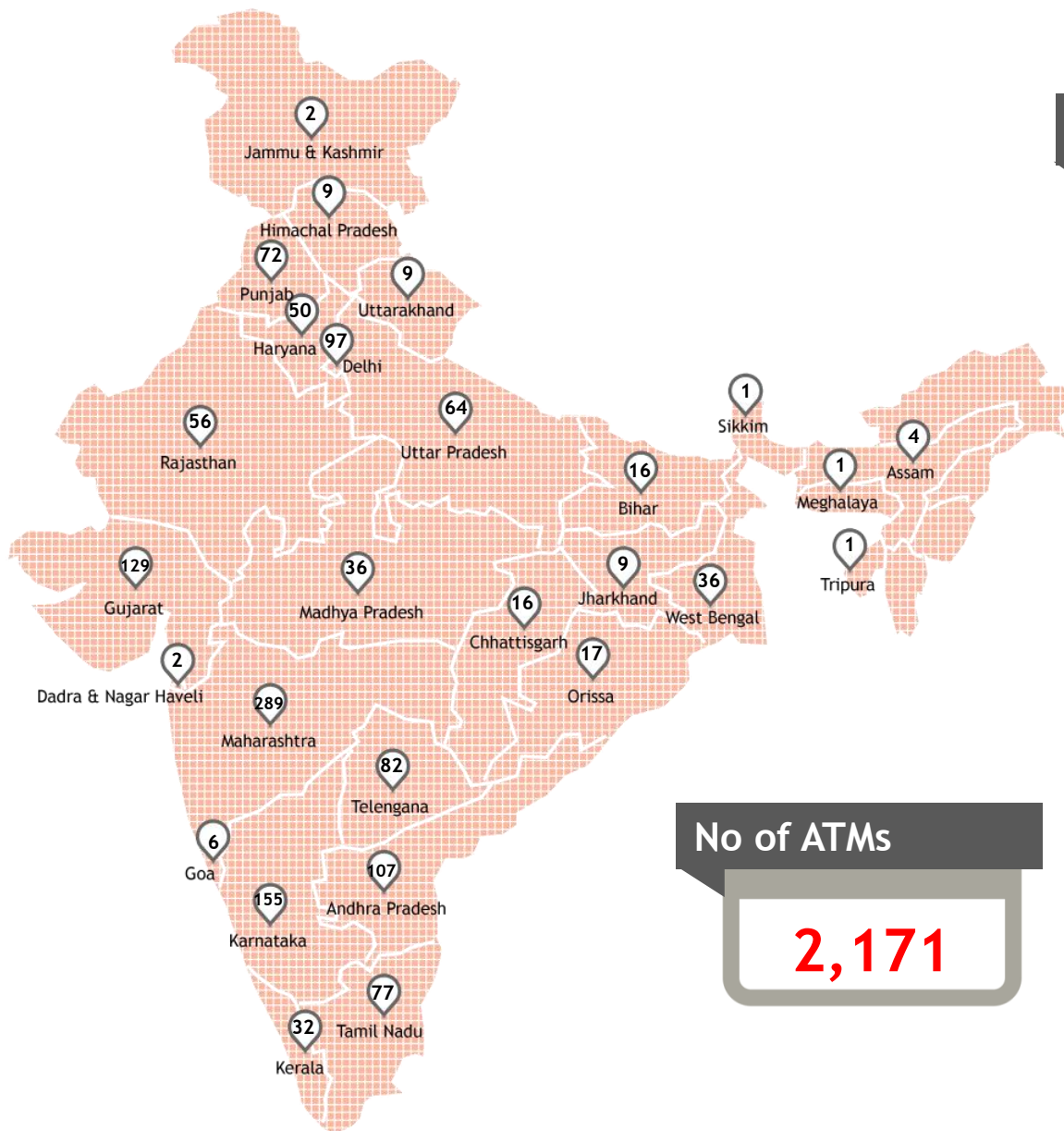


₹ cr	Q3FY18	Q3FY17	Q2FY18	FY17
Profit Before Tax	57	24	34	84
Profit After Tax	38	16	23	56

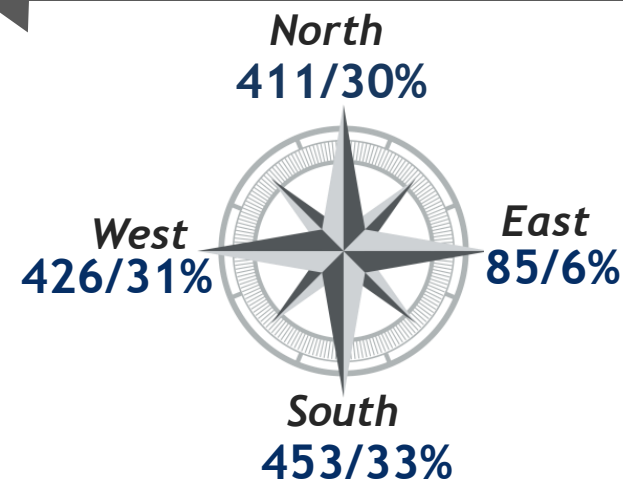
Highlights

- Equity AAUM (Incl Arbitrage) grew by 111% YoY compared to Industry growth of 68%
- Over all AAUM grew by 46% YoY compared to Industry growth of 32%
- PMS AUM grew 3x YoY

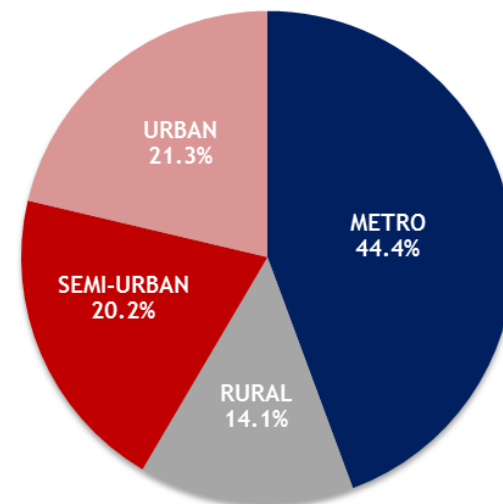
Geographical Presence



Branches 1,375 [No./%]



Branch Classification

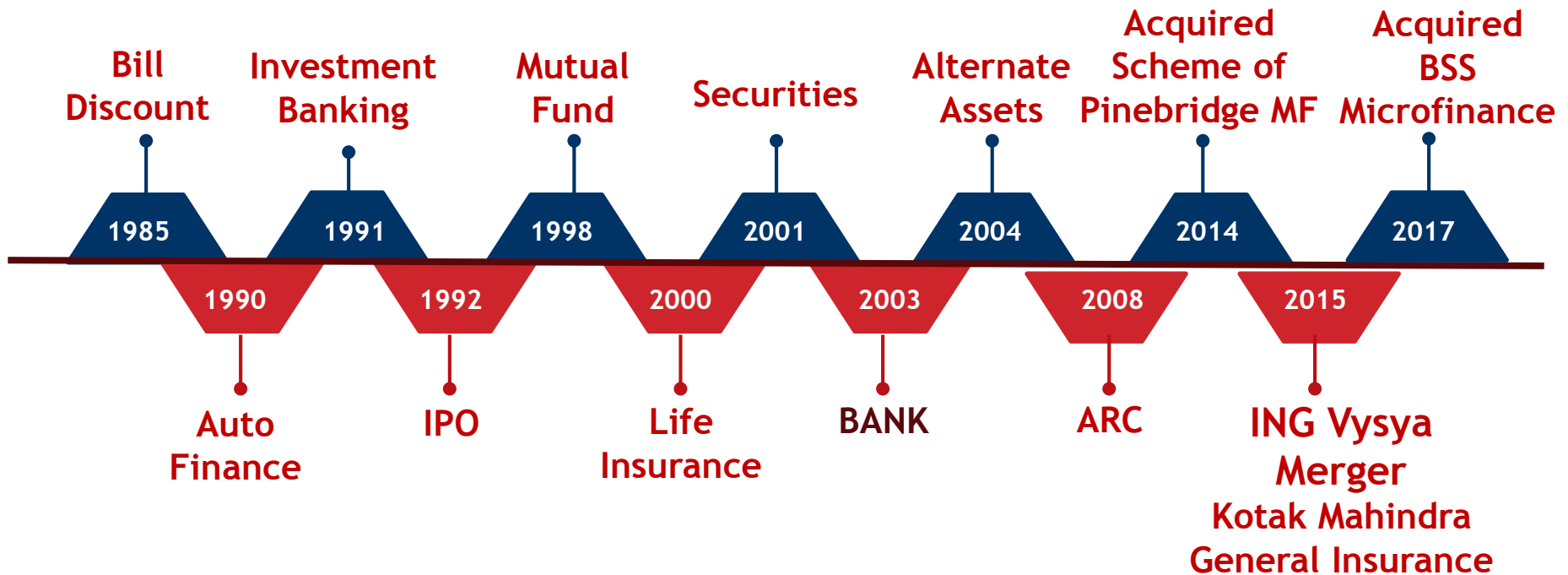


No of ATMs

2,171

GROUP PROFILE

The Journey So far...

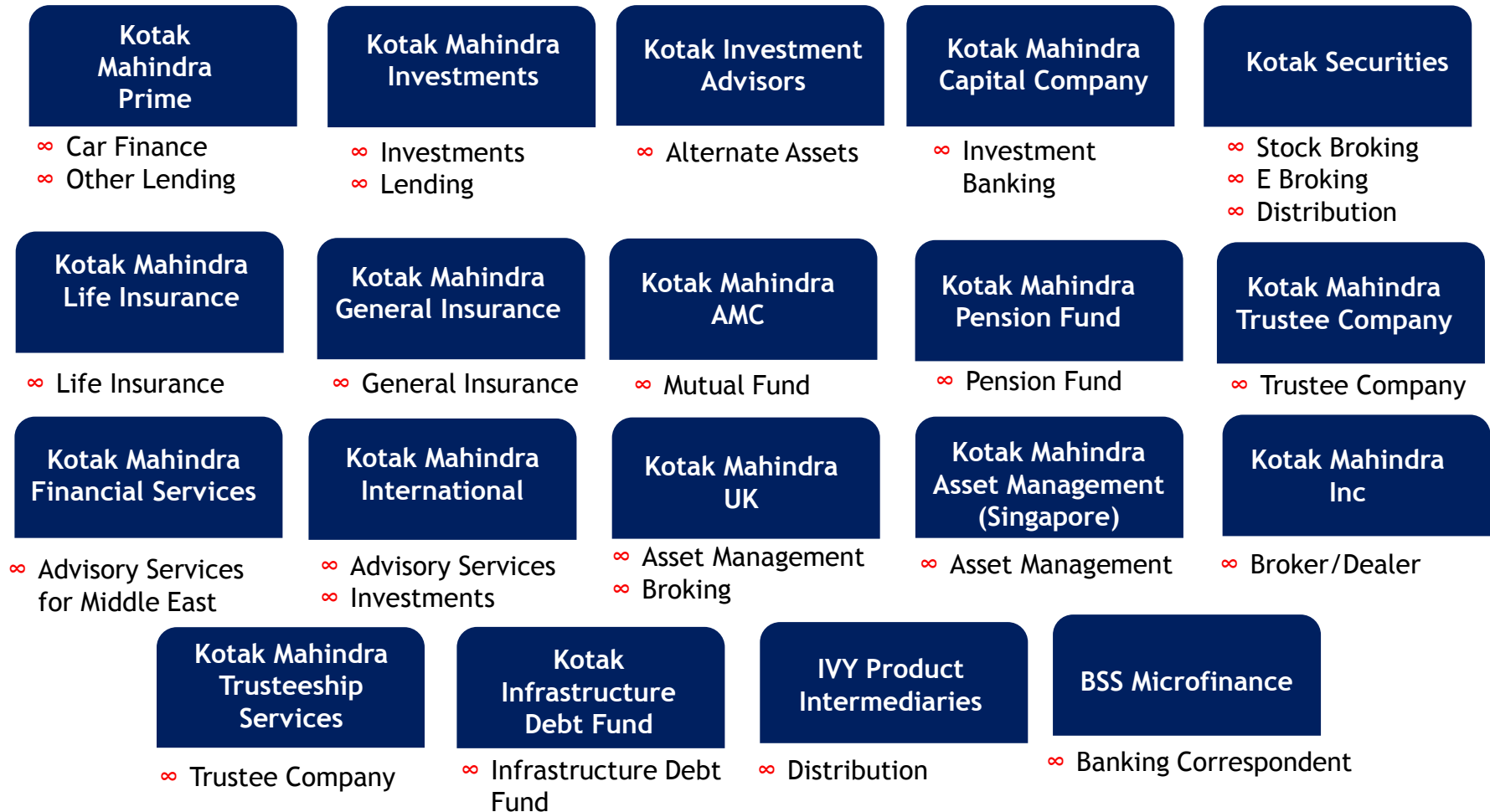


Kotak Mahindra Bank is the 4th Largest Private Sector Bank



Rating for Bank, KMP, KMIL, KS, KIAL

KOTAK MAHINDRA BANK Commercial Bank & Holding Company



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

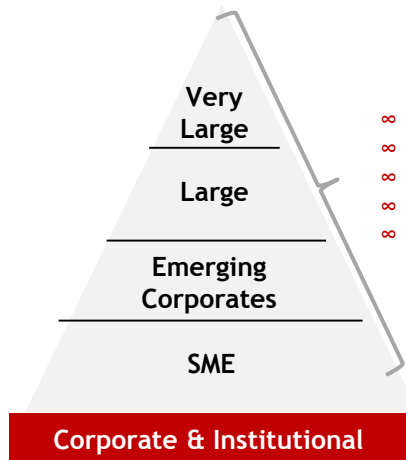
- ∞ Auto Loans
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Unsecured Business Loans
- ∞ Private Banking

Non-Banking

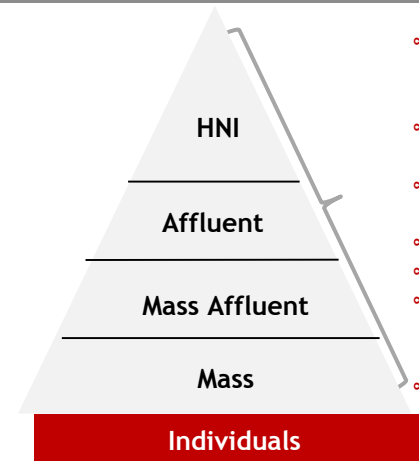
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Asset Reconstruction

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

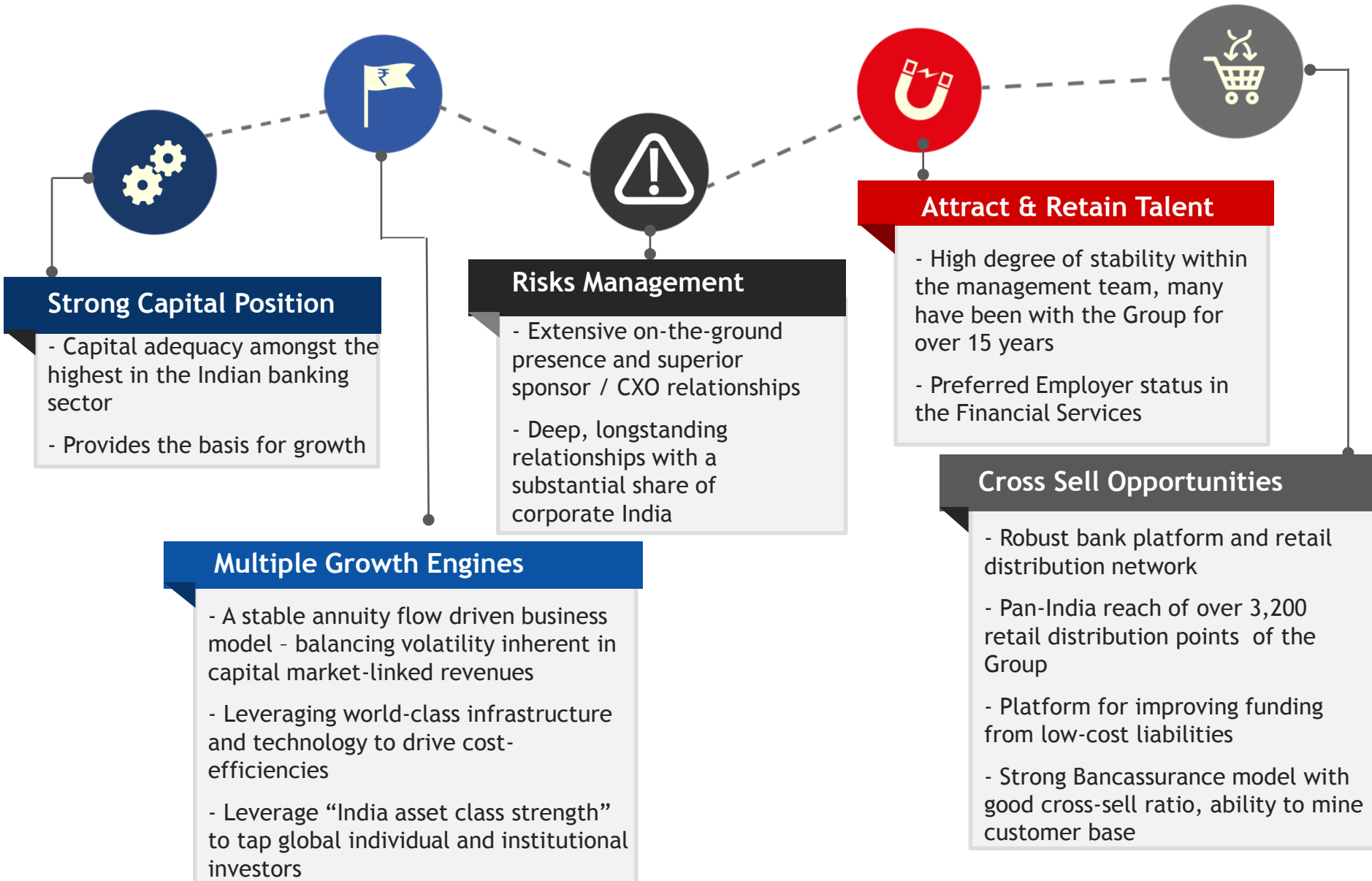
- ∞ Numerous industry accolades reflect the governance culture as well as trust in our offerings
- ∞ Recognition to various businesses for leadership / innovations



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



811-Best Corporate Innovation
India Fintech Forum 2017

Best Bank in India
Asiamoney Cash Management
Customer Satisfaction Awards
2017

In-House legal team-The Legal
500 GC Powerlist
India Teams

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

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

Best Savings Bank Product
FE India's Best Banks Award
2015-16

AsiaMoney Cash Management
Poll 2016
• Best Local Bank in Indian
mid-cap space

D&B Banking Awards 2017
Best Digital Bank (Online
Transaction) Award

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

Best Private Bank India
Global Private Banking
Awards 2016

Best Private Bank India
FinanceAsia Country Awards
2016

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
recognized as one of the
Most Powerful Women in
Business
Business Today



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

Mr. Uday Kotak
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

Best Transformational
Leader Award 2015
Asian Centre for Corporate
Governance & Sustainability
in 2016

Entrepreneur of the Year
Forbes India Leadership
Awards 2015

Awards and Recognition



India Equity House
2017 IFR Asia

Most Innovative Bank
Asia Pacific award by The Banker Magazine

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

Institutional Investor's 2017, 2016

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

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)

Best Broker in India
FinanceAsia Country Awards for Achievement 2015



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
ETF I - 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 FIs 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 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 - 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.



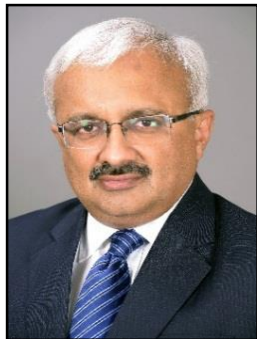
G. MURLIDHAR

- ❑ 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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