INVESTOR PRESENTATION Q3FY19

kotak

Standalone Highlights Q3FY19

PAT	NIM*	LOANS	NET NPA
₹ 1,291 cr [₹ 1,053 cr]	4.33% [4.27%]	₹ 196,432 cr [₹ 159,071 cr]	0.71% [1.09%]

TOTAL ASSETS	CAR	BRANCHES	CASA
₹ 294,198 cr [₹ 248,646 cr]	18.1%# [18.7%]	1,453 [1,375]	50.7% [46.7%]
	Tier I 17.6%# [18.0%]		

Figures in [brackets] are Q3FY18 numbers

As per Basel III, including unaudited profits. Excluding profits CAR 16.5%, Tier I 16.0% (CAR 17.1% and Tier I 16.4%)

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

Profit and Loss Account

₹ cr	Q3FY19	Q3FY18	Q2FY19	FY18
Net Interest Income	2,939	2,394	2,689	9,532
Fee and Services	*1,038*	*829*	*1,019*	*3,454*
Others	*(74)*	*211*	*186*	*598*
Other Income	964	1,040	1,205	4,052
Net Total Income	**3,903**	**3,434**	**3,894**	**13,584**
Employee Cost	837	734	745	2,930
Other Operating Expenses	1,128	880	1,054	3,496
Operating Expenditure	**1,965**	**1,614**	**1,799**	**6,426**
Operating Profit	**1,938**	**1,820**	**2,095**	**7,158**
Provision On Adv/Receivables (net)	256	170	221	743
Provision On Investments	(287)	43	133	197
Provision & Contingencies	**(32)**	**213**	**354**	**940**
PBT	**1,971**	**1,607**	**1,741**	**6,218**
Provision For Tax	680	554	599	2,134
PAT	**1,291**	**1,053**	**1,142**	**4,084**

Presentation in P& L of Investment Depreciation

In accordance with RBI communication, provision for mark-to-market depreciation on AFS and HFT investments continue to be presented under Provisions & Contingencies

₹ cr (As reported)	Q3FY19	Q3FY18	Q2FY19	FY18
Other Income	964	1,040	1,205	4,052
Net Total Income	3,903	3,434	3,894	13,584
Operating Profit	1,938	1,820	2,095	7,158
Provision & Contingencies	(32)	213	354	940
Cost-to-Income Ratio (%)	*50.3*	*47.0*	*46.2*	*47.3*

If above provision for mark-to-market depreciation were treated as part of "Other Income", the adjusted income and provisions will be:

₹ cr (Adjusted for depreciation)	Q3FY19	Q3FY18	Q2FY19	FY18
Other Income	1,235	1,012	1,094	3,933
Net Total Income	4,175	3,406	3,783	13,465
Operating Profit	2,210	1,793	1,983	7,039
Provision & Contingencies	239	185	242	821
Adjusted Cost-to-Income ratio (%)	*47.1*	*47.4*	*47.6*	*47.7*

Segment Performance and Other Income

Bank Segmental PBT

As per RBI (₹ cr)	Q3FY19	Q3FY18	Q2FY19	FY18
Corporate/Wholesale Banking	867	784	796	2,984
Retail Banking	446	391	520	1,511
Treasury, BMU* & Corporate Centre	658	432	425	1,723
Total	**1,971**	**1,607**	**1,741**	**6,218**

** Balance Sheet Management Unit*

Segmental Advances as per RBI

₹ cr	31-Dec-18	31-Dec-17	30-Sep-18
Retail	81,683	65,381	78,167
Corporate	114,749	93,690	106,773
Total Advances	**196,432**	**159,071**	**184,940**

- **Relationship Value of Wealth + Priority ~ ₹ 260,000 cr**

Advances

31-Dec-18 (₹ 196,432 cr)

- SMA2 outstanding - ₹ 344 cr
  - 0.18% of net advances

Advances

₹ cr	31-Dec-18	31-Dec-17	30-Sep-18
Corporate Banking	62,972	49,961	58,072
CV/CE	17,999	13,251	17,048
Agriculture Division	23,742	20,550	22,425
Business Banking	18,012	18,017	18,575
Home Loans and LAP	38,305	30,944	36,064
Small Business, PL & Credit Cards	31,085	22,904	29,039
Others	4,317	3,444	3,717
Total Advances	**196,432**	**159,071**	**184,940**

Asset Quality & Specific Sectors Exposure

Asset Quality

₹ cr	31-Dec-18	31-Dec-17	30-Sep-18	31-Mar-18
GNPA	4,129	3,715	4,033	3,825
NNPA	1,397	1,728	1,501	1,665
GNPA (%)	2.07%	2.31%	2.15%	2.22%
NNPA (%)	0.71%	1.09%	0.81%	0.98%
PCR (%)	66.2%	53.5%	62.8%	56.5%

Specific Sectors as per Basel III

Outstanding* (₹ cr)	31-Dec-18	%	31-Dec-17	%	30-Sep-18	%
NBFCs	11,782	4.5%	11,046	5.0%	13,018	5.2%
:Of which HFC	*3,278*	*1.3%*	*3,006*	*1.4%*	*3,667*	*1.5%*
CRE (excl LRD)	4,055	1.6%	4,741	2.1%	4,564	1.8%
LRD	4,206	1.6%	3,053	1.4%	3,176	1.3%
Total	**259,782**		**221,482**		**249,816**	

**Loans, non-SLR investments, bank balances, current exposure and non-fund*

Deposits

CASA (₹ cr)

Highlights

- CASA and TDs below ₹ 5 cr constitute 80% of total deposits
- TDs below ₹ 1 cr were ₹ 53,620 cr (31st Dec, 2017: ₹ 42,027 cr)
- TD Sweep: 6.7% of total deposits
- Cost of SA for Q3FY19: 5.67%
- 1,453 branches as on 31st Dec, 2018

Balance Sheet

₹ cr	31-Dec-18	31-Dec-17	30-Sep-18
Capital & Reserves and Surplus	41,426	36,297	40,103
Deposits	213,804	180,826	205,830
CA	*31,745*	*25,927*	*30,796*
SA	*76,679*	*58,459*	*72,606*
Term Deposits	*105,380*	*96,440*	*102,428*
Of which: TD Sweep	*14,423*	*11,532*	*13,541*
Borrowings	29,129	23,193	32,584
Other Liabilities and Provisions	9,839	8,330	10,319
Total Liabilities	**294,198**	**248,646**	**288,836**

₹ cr	31-Dec-18	31-Dec-17	30-Sep-18
Cash, Bank and Call	13,817	24,172	24,598
Investments	73,588	55,170	67,915
Government Securities	*61,478*	*44,193*	*55,944*
Others	*12,110*	*10,977*	*11,971*
Advances	196,432	159,071	184,940
Fixed Assets and Other Assets	10,361	10,233	11,383
Total Assets	**294,198**	**248,646**	**288,836**

Digital Platforms

Highest Rated Banking App in India (4.8 in Apple Store & 4.5 in Google Playstore)

Kotak website rated one of the top amongst Financial Services.

(*Source: Accenture interactive study Report by Google*)

Q3FY19

89%	• Recurring Deposit sourced digitally
68%	• Fixed Deposit sourced digitally
221%	• Mobile Banking growth YoY* (volume)

New Features

2 min online journey for selling Accident Insurance to 811 customer

Keya Chatbot integrated into Mobile App & available on Google Asst.

Kotak Mahindra Bank is live on Ripple blockchain platform for inward remittance transactions

Open banking platform launched with lending and payment APIs, 49 partners live now availing these APIs.

76%	77%	14X	93%	~3 Lakh	108%
• YoY growth in monthly active users on Mobile Banking	• Mobile banking customers are ONLY on mobile app	• Logins on mobile banking compared to Net Banking	• AI bot accuracy on Keya Chatbot for query resolution	• Registered users on WhatsApp and ~10 Lakh (97%) opt-ins received	• YTD growth of Traffic on Kotak website

* Mobile Banking Transaction includes UPI transactions from other app where debit account is Kotak account

Digital Payments

38% Netbanking Payment Gateway Volume growth (Dec'18 vs Dec'17)

~31 Mn Highest UPI transactions recorded in a single month in Dec'18. 7X growth YOY for Q3.

198% YoY Growth in KayMall (mComm+ eComm) transaction volumes (Dec'18 vs Dec'17)

400X+ Growth of AEPS volumes & value in Q3 since Q2 launch

Highlights

Kotak amongst 3 Banks to perform a LIVE Demo of UPI 2.0 @ 16th August 2018 UPI 2.0 Launch

Launched Industry First UPI 2.0 Hackathon in collaboration with NASSCOM & iSPIRIT in Aug 2018

One of the first banks to launch Open Banking platform for collaboration with Fintechs, Corporates & Enterprises

AEPS has processed more than 4Mn transactions since launch in Q2 and has processed GMV in excess of ₹ 400 cr

BHARAT BILLPAY

Launched 4 key municipal corporations for water Bills under BBPS.

Digital Lending Business – Consumer

Credit Card	1.4x	YOY increase for digital card acquisition
Personal Loan	1.6x	YOY increase for digital salaried personal loan disbursed
	35%	Total digital contribution of salaried personal loans
Home Loan	10x	Significant YOY increase in acquiring home loans digitally
Business Loan	13%	total digital contribution of total business

Digital Processing

- Home search feature with curated list of properties across India
- Home Loan Advisor - Chat, video & audio modes
- In-Principle sanction within 24 hrs. for home loan

Digital Update – Subsidiaries

Kotak Securities

37% growth YoY in Mobile Cash ADV

124% growth YoY in Mobile Total ADV

Kotak Life Insurance

90% Individual Policies sourced in Q3FY19 through Genie (Tablet based end to end sales solution)

96% Business (sales in Q3FY19) comes through Genie for BANCA channel

Kotak General Insurance

90% YoY growth in volume of digital business

64% YoY growth in value of digital business

Consolidated Highlights Q3FY19

PAT	CAR	LOANS	BOOK VALUE PER EQ. SHARE
₹ 1,844 cr [₹ 1,624 cr]	18.7%# [18.4%]	₹ 232,756 cr [₹ 195,652 cr]	₹ 291.9 [₹ 255.3]
	Tier I 18.3%# [17.9%]		

NIM*	CAPITAL & RESERVES	NET NPA	TOTAL ASSETS
4.26% [4.23%]	₹ 56,186 cr [₹ 48,621 cr]	0.67% [0.94%]	₹ 369,261 cr [₹ 319,806 cr]

Figures in [brackets] are Q3FY18 numbers

As per Basel III, including unaudited profits. Excluding profits CAR 17.0%, Tier I 16.6% (CAR 16.8% and Tier I 16.2%)

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

Financial results have been prepared under Indian Generally Accepted Accounting Principles

Group AUM crosses ₹ 200,000 cr

Consolidated PAT

₹ cr	Q3FY19	Q3FY18	Q2FY19	FY18
Kotak Mahindra Bank	1,291	1,053	1,142	4,084
Kotak Mahindra Prime	139	148	157	590
Kotak Mahindra Investments	40	50	45	245
Kotak Securities	99	154	112	531
Kotak Mahindra Capital	3	36	14	65
Kotak Mahindra Life Insurance	125	97	127	413
Kotak AMC and TC	76	38	52	115
International Subsidiaries	37	32	47	114
Others	11	12	13	13
Total	**1,821**	**1,620**	**1,709**	**6,170**
Minority Interest	-	(4)	-	(57)
Affiliates and Others	23	8	38	88
Consolidated PAT	**1,844**	**1,624**	**1,747**	**6,201**

Entity wise Capital & Reserves and Surplus

₹ cr	31-Dec-18	31-Dec-17	30-Sep-18
Kotak Mahindra Bank	41,426	36,297	40,103
Kotak Mahindra Prime	5,251	4,657	5,112
Kotak Mahindra Investments	1,516	1,187	1,476
Kotak Securities	3,867	3,393	3,768
Kotak Mahindra Capital	551	533	548
Kotak Mahindra Life Insurance	2,607	2,124	2,482
Kotak AMC and TC	508	295	432
Kotak Infrastructure Debt Fund	342	320	337
Kotak Mahindra General Insurance	116	108	126
International Subsidiaries	987	760	987
Kotak Investment Advisors	355	336	354
Other Entities	199	147	185
Total	**57,725**	**50,157**	**55,910**
Add: Affiliates	942	801	921
Less: Minority, Inter-company and Others	(2,481)	(2,337)	(2,482)
Consolidated Capital & Reserves and Surplus	**56,186**	**48,621**	**54,349**

Consolidated Advances

31-Dec-18 (₹ 232,756 cr)

Consolidated Advances

₹ cr	31-Dec-18	31-Dec-17	30-Sep-18
Corporate Banking	72,355	58,183	67,319
CV/CE	17,999	13,251	17,048
Agriculture Division	23,742	20,550	22,425
Business Banking	18,012	18,017	18,575
Auto loans	20,225	20,059	20,783
Home Loans and LAP	38,305	30,944	36,064
Small Business, PL & Credit Cards	31,093	22,903	29,056
Others	11,025	11,745	10,902
Total Advances	**232,756**	**195,652**	**222,172**

GNPA: 1.89%, NNPA: 0.67%

Kotak Mahindra Life Insurance

New Business Premium (₹ cr)

Highlights

- ULIP Mix 9MFY19: 23% (9MFY18:35%)
- Individual renewal premium grew 33% over Q3FY18 against 28% for same period LY
- 13th Month persistency increased to 86.6% for H1FY19 (H1FY18: 84.4%)
- 61st month persistency increased to 62.8% for H1FY19 (H1FY18: 61.5%)
- Claims settlement ratio FY18: 99.3%
- AUM as on 31st Dec 18: ₹ 25,326 cr, a growth of 14.1% YoY

₹ cr	Q3FY19	Q3FY18	Q2FY19	FY18
Capital	562	562	562	562
Other Reserves and Surplus	2,045	1,562	1,920	1,676
Total Premium	1,836	1,540	1,718	6,599
Profit After Tax	125	**97**	**127**	**413**
Solvency Ratio (x)	3.10	3.08	3.10	3.05

Kotak Securities

₹ cr	Q3FY19	Q3FY18	Q2FY19	FY18
Total Income	363	463	407	1,655
Profit Before Tax	149	231	169	796
Profit After Tax	99	**154**	**112**	**531**
Market Share* (%) (YTD)	2.9	2.0	2.5	1.9

**excluding BSE Derivative segment*

Market Share in Cash Segment 9MFY19 – 8.8%

1,411 branches, franchises and referral co-ordinators

Assets Under Management

Dec 31, 2018

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

AUM ₹ 203,222 cr

11%

Dec 31, 2017

AUM ₹ 182,879 cr

Kotak Mahindra AMC & Trustee Co.

Average Assets Under Management (₹ cr) - Overall

Average Assets Under Management (₹ cr) - Equity

₹ cr	Q3FY19	Q3FY18	Q2FY19	FY18
Profit Before Tax	115	57	79	170
Profit After Tax	**76**	**38**	**52**	**115**

Key regulatory changes

- Drop in TER w.e.f Apr 1, 2019
- No upfront commissions from Oct 22, 2018

Highlights

- Equity AAUM market share rose to 4.05% in Q3FY19 (Q3FY18: 3.63%)
- Overall Market share on AAUM rose to 5.90% in Q3FY19 (Q3FY18: 5.35%)
- Ranking in AAUM of Equity Schemes moved to 7 in Q3FY19 from 8 in Q3FY18

Kotak Mahindra Prime

Customer Assets* (₹ cr) & NNPA (%)

₹ cr	Q3FY19	Q3FY18	Q2FY19	FY18
NII	274	286	266	1,115
Other Income	56	61	89	256
NII and Other Income	**330**	**347**	**355**	**1,371**
Profit Before Tax	213	226	238	902
Profit After Tax	**139**	**148**	**157**	**590**
CAR (%) (incl unaudited profits)	**18.9**			
ROA (%) - annualised	**1.8**			

* Includes loans and credit substitutes

Kotak Mahindra Investments

Customer Assets* (₹ cr) & NNPA (%)

₹ cr	Q3FY19	Q3FY18	Q2FY19	FY18
NII	68	77	61	304
Other Income	12	16	24	122
NII and Other Income	**78**	**93**	**85**	**426**
Profit Before Tax	61	77	70	367
Profit After Tax	**40**	**50**	**45**	**245**
CAR (%) (incl unaudited profits)	20.2			
ROA (%) - annualised	1.8			

* Includes loans and credit substitutes

Geographical Presence

Branches 1,453 [No./%]

Branch Classification

No of ATMs

2,270

GROUP PROFILE

kotak

The Journey So far…

Rating for Bank, KMP, KMIL, KS, KIAL

Kotak - Concentrated India; Diversified Financial Services

KOTAK MAHINDRA BANK
Commercial Bank & Holding Company

Kotak Mahindra Prime
- Car Finance
- Other Lending

Kotak Mahindra Investments
- Investments
- Lending

Kotak Investment Advisors
- Alternate Assets

Kotak Mahindra Capital Company
- Investment Banking

Kotak Securities
- Stock Broking
- E Broking
- Distribution

Kotak Mahindra Life Insurance
- Life Insurance

Kotak Mahindra General Insurance
- General Insurance

Kotak Mahindra AMC
- Mutual Fund

Kotak Mahindra Pension Fund
- Pension Fund

Kotak Mahindra Trustee Company
- Trustee Company

Kotak Mahindra Financial Services
- Advisory Services for Middle East

Kotak Mahindra International
- Advisory Services
- Investments

Kotak Mahindra UK
- Distribution

Kotak Mahindra Asset Management (Singapore)
- Asset Management

Kotak Mahindra Inc
- Broker/Dealer

Kotak Mahindra Trusteeship Services
- Trustee Company

Kotak Infrastructure Debt Fund
- Infrastructure Debt Fund

IVY Product Intermediaries
- Distribution

BSS Microfinance
- Banking Correspondent

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

Kotak Uniqueness – Strengths

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 highest CASA ratio in Indian banking space
- 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

Strong Capital Position

- Capital adequacy amongst the highest in the Indian banking sector
- Provides the basis for growth

Multiple Growth Engines

- A stable annuity flow driven business model – balancing volatility inherent in capital market-linked revenues
- Leveraging world-class infrastructure and technology to drive cost-efficiencies
- Leverage "India asset class strength" to tap global individual and institutional investors

Risks Management

- Extensive on-the-ground presence and superior sponsor / CXO relationships
- Deep, longstanding relationships with a substantial share of corporate India

Attract & Retain Talent

- High degree of stability within the management team, many have been with the Group for over 15 years
- Preferred Employer status in the Financial Services

Cross Sell Opportunities

- Robust bank platform and retail distribution network
- Pan-India reach of over 3,400 retail distribution points of the Group
- Platform for improving funding from low-cost liabilities
- Strong Bancassurance model with good cross-sell ratio, ability to mine customer base

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 Bank
- Best Supplier Relationship Mgt
- Best E-commerce Initiative, Application or Programme: "Kotak ALLPAY"

Icon of Indigenous Excellence
2nd Annual Economic Times Iconic Brand Summit 2018

Best Mid-Size Bank
Business Today Best Banks Awards 2018

Best Mid-Size Bank 2018
Businessworld Magna Awards 2018

The Asset Triple A Country Awards 2018
Best Acquisition Finance-Torrent Pharma Rs. 36 bn NCD

811 & Biometric-Most Innovative Product
IBAs Banking Technology Awards 2018

Best Technical innovation
Indian Banking Summit & Awards 2018

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

Asiamoney Best Bank Awards 2018 (India)
- Best Domestic Bank
- Best Corporate & Investment Bank
- Best Bank (Cash Mgmt Poll)
- Best High Yield Syndicate Loan

Customer Service Provider of the Year Pvt. 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

Kotak Wealth - Best Private Bank
Indian Domestic 2018

Kotak Wealth Mgt- Best Performing Private Bank, India
- Euromoney Private Banking Survey, 2018
- The banker Global Private banking awards 2018

TOP Report :
"Wealth Management Publication" at the India Wealth Awards 2018, by AIWMI

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

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

IR Magazine Forum and Awards:
- Kotak IR Team : Runner up, Best IR Team (Large Cap)
- **Nimesh Kampani**, SVP & IR-Head : Runner up, Best IR Officer

The Asset Triple A Country Awards 2018
Best Bank, Domestic

Mr. Uday Kotak

CEO of the Year Award
CNBC-Awaaz CEO Awards 2018

Global Leadership Award
USIBC Global Leadership Award

Banker of the Year
Businessworld Magna Awards 2018

Mr. Jaimin Bhatt

CFO Award
For Sustained Excellence Over a Decade

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

Awards and Recognition

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kotak Investment Banking

The Asset Triple A Country Awards 2018
Best M&A India – Tata Chemicals US$400mn Sale of the urea business to Yara International

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

kotak Kotak Securities

Early adopter of Analytics
Machine conference 2018

Asiamoney Best Bank Awards 2018 (India)
- Best for Overall Country Research (Brokers Poll 2018)
- Best Local Brokerage (Brokers Poll 2018)
- Best Analyst – 6 Awards
- Best Strategist
- Best Economist

Best Brokerage, India
- The Asset Triple A Country Awards, 2018

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

Institutional Investor's 2017
- #1 in All-India Research Team
- #1 in All-India Sales Team

kotak Asset Management

2018 DMAI Asia Echo :
- Best Use of Direct Mail Diwali – Beejbox wali Kotak Mutual Fund (Silver)

CNBC TV 18 for the year 2018:
- Best Mutual Fund House
- Best Corporate Bond
- Best Debt Mutual Fund House
- Best ETF of the year
- Best Arbitrage Fund

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

Talent: Professional Entrepreneurs at work

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 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 - Group Chief Risk Officer, Kotak Mahindra Bank
- **On being a professional entrepreneur** Came from corporate finance background & joined Kotak's Car Finance business in 1996. In 1999, Took over as Executive Director of Car Finance & by 2002, we had built one of India's most profitable car finance companies. In 2002, Took over as head of Retail Assets & added Home Loans, SME lending & agricultural finance incl. tractor loans to our retail portfolio. In 2004, moved to Life Insurance. 2010 onwards, was responsible for life insurance, mutual funds, international subsidiaries & then started general insurance business in 2015. Having headed the credit committee of the Bank since 2016, took over as Head of risk management for the Bank & group, perhaps at the most challenging times. Also responsible for overseeing the development and implementation of bank's risk management function, incl. risk management policies, processes, models & reports as required, to support its strategic objectives. My experience of the last two decades in different entities of the Group is enabling me to understand & efficiently manage the enterprise wide risk.

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.

Talent: Professional Entrepreneurs at work

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.

Talent: Professional Entrepreneurs at work

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 in 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 & providng 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).

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