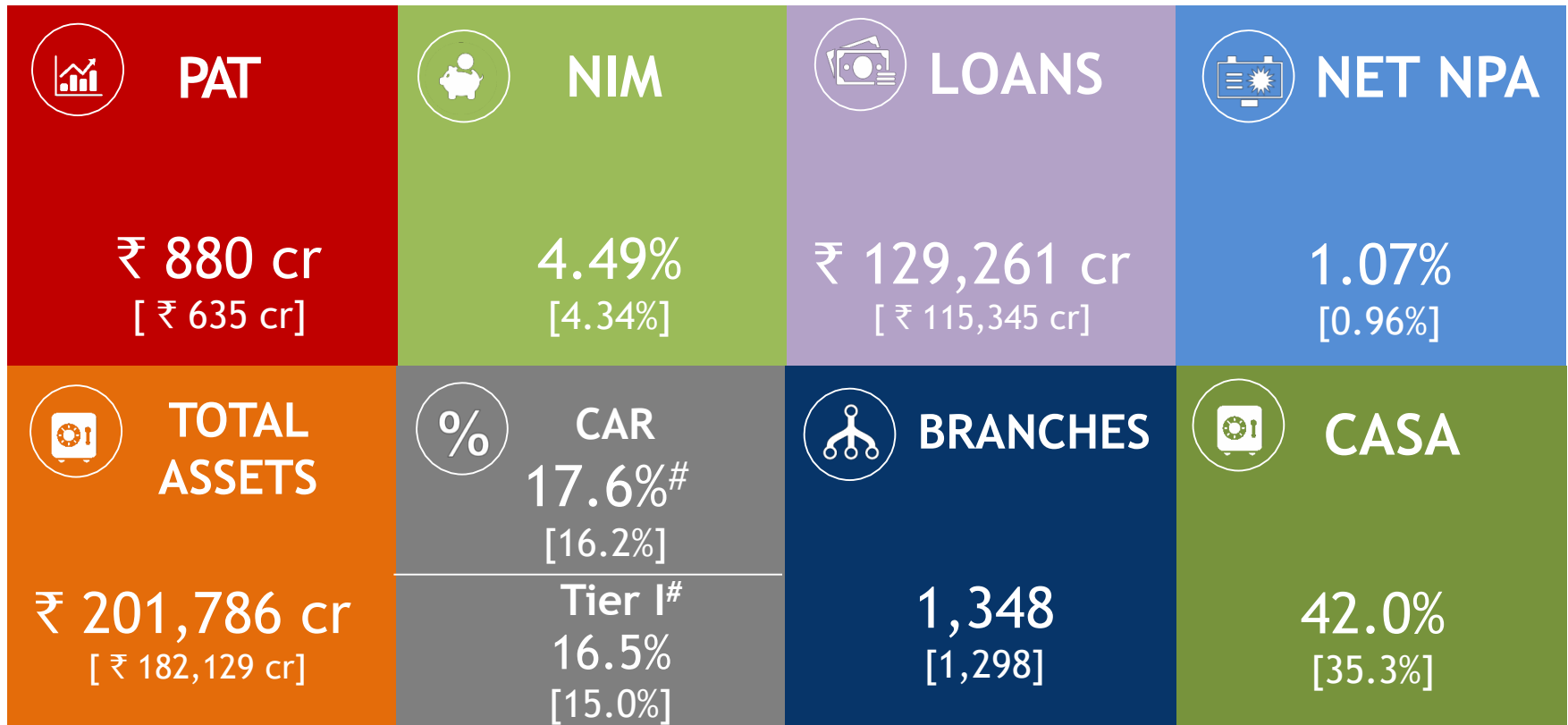


# INVESTOR PRESENTATION Q3FY17

# Standalone Highlights Q3FY17



Figures in [brackets] are Q3FY16 numbers

# As per Basel III, including unaudited profits. Excluding profit CAR 16.0%, Tier I 14.9% (CAR 15.2% and Tier I 14.1%)

# Profit and Loss Account



₹ cr	Q3FY17	Q3FY16	Q2FY17	FY16
Net Interest Income	2,050	1,766	1,995	6,901
Other Income *	910	722	831	2,612
<b>Net Total Income</b>	<b>2,960</b>	<b>2,488</b>	<b>2,826</b>	<b>9,513</b>
Employee Cost #	697	618	699	2,804
Other Operating Expenses §	735	665	687	2,668
<b>Operating Expenditure</b>	<b>1,432</b>	<b>1,283</b>	<b>1,386</b>	<b>5,472</b>
<b>Operating Profit</b>	<b>1,528</b>	<b>1,205</b>	<b>1,440</b>	<b>4,041</b>
Provision On Advances / Receivables (net)	137	151	142	781
Provision On Investments**	55	84	56	136
<b>Provision &amp; Contingencies</b>	<b>192</b>	<b>235</b>	<b>198</b>	<b>917</b>
<b>PBT</b>	<b>1,336</b>	<b>970</b>	<b>1,242</b>	<b>3,124</b>
Provision For Tax	456	335	429	1,034
<b>PAT</b>	<b>880</b>	<b>635</b>	<b>813</b>	<b>2,090</b>

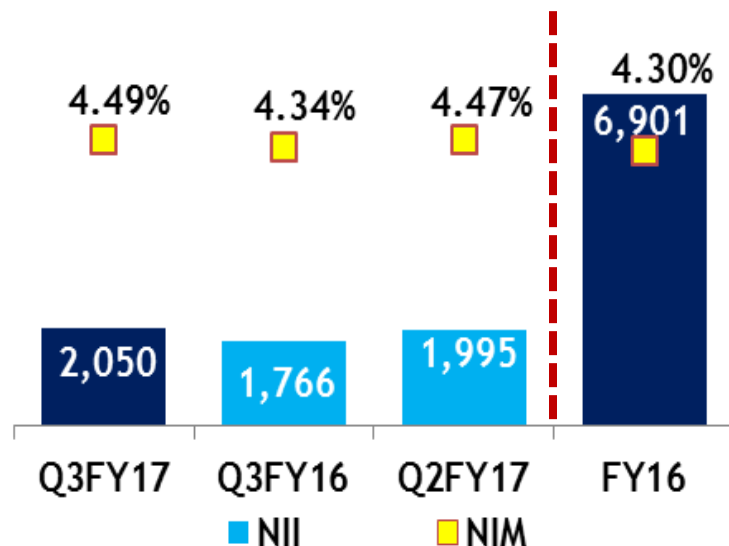
\* FY16 includes reversal of income of ₹62 cr on account of a credit event w.r.t. a derivative customer

# FY16 includes large one-time retiral benefit expense pertaining to eIVBL

§ includes merger related expenses of ₹13 cr for Q3FY16 and ₹95 cr for FY16

\*\* Includes provision on security receipts of ₹35 cr for Q3FY17, ₹64 cr for Q3FY16, ₹51 cr for Q2FY17 and ₹85 cr for FY16

## NII (₹ cr) and NIM



## Asset Quality

- Restructured loans considered standard ₹ 146 cr
  - 0.11% of net advances (0.12% as on Sep-16)
- SMA2 outstanding - ₹ 242 cr
  - 0.19% of net advances (0.33% as on Sep-16)
- During the quarter
  - No CDR participation
  - No transfer to ARC
  - No conversion to off-balance sheet
  - No 5/25 loans
  - No SDR
  - No rectification of standard asset

Other Income (₹ cr)	Q3FY17	Q3FY16	Q2FY17	FY16
Fee and Services	725	573	630	2,246
Others *	185	149	201	366
<b>Total</b>	<b>910</b>	<b>722</b>	<b>831</b>	<b>2,612</b>

\* FY16 includes reversal of income of ₹62 cr on account of a credit event w.r.t. a derivative customer

# Segment Performance



## Bank Segmental PBT

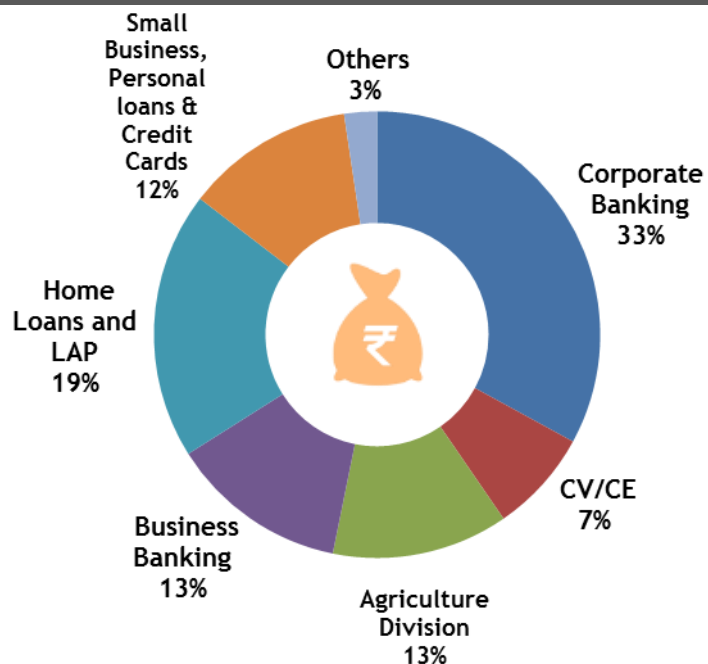
As per RBI (₹ cr)	Q3FY17	Q3FY16	Q2FY17	FY16
Corporate/Wholesale Banking	712	547	621	2,030
Retail Banking	322	318	264	917
Treasury, BMU* & Corporate Centre **	302	105	357	177
<b>Total</b>	<b>1,336</b>	<b>970</b>	<b>1,242</b>	<b>3,124</b>

\* Balance Sheet Management Unit

\*\* Integration costs are part of Treasury, BMU & Corporate Centre

# Advances & Investments

31-Dec-16 (₹ 129,261 cr)



## Advances

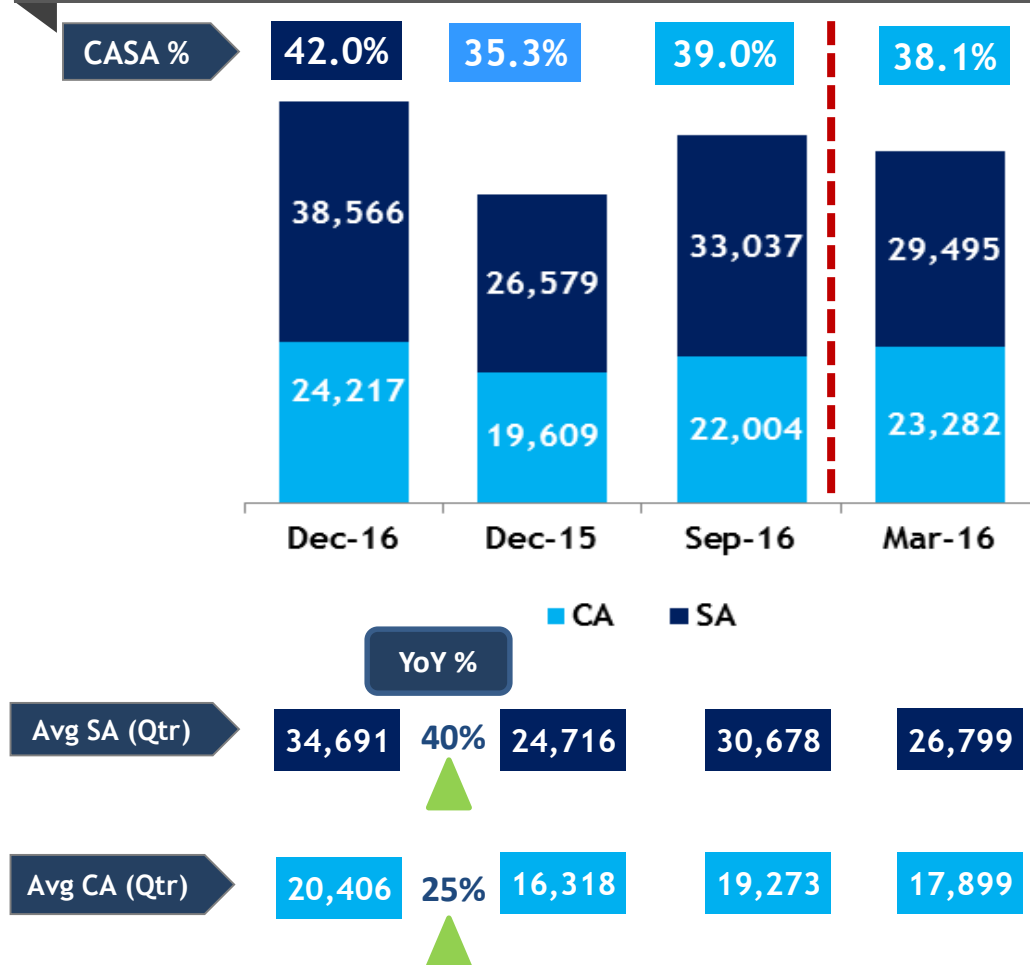
₹ cr	31-Dec-16	31-Dec-15	30-Sep-16
Corporate Banking	42,578	34,440	38,737
CV/CE	9,645	6,909	9,167
Agriculture Division	16,519	16,452	17,299
Business Banking	16,628	18,052	17,361
Home Loans and LAP	25,046	22,327	24,437
Small Business, PL & Credit Cards	15,784	14,143	15,865
Others	3,061	3,022	3,149
<b>Total Advances</b>	<b>129,261</b>	<b>115,345</b>	<b>126,015</b>

## Advances as per segmental classification

₹ cr	31-Dec-16	31-Dec-15	30-Sep-16
Retail	51,582	48,651	51,387
Corporate	77,679	66,694	74,628
<b>Total Advances</b>	<b>129,261</b>	<b>115,345</b>	<b>126,015</b>
Investments / Treasury Assets	46,550	45,269	48,631
<b>Total Advances and Investments</b>	<b>175,811</b>	<b>160,614</b>	<b>174,646</b>

# Branches & Deposits

## CASA (₹ cr)



## Highlights

- 1,348 branches as on 31<sup>st</sup> Dec, 2016
- Plan to reach 1,400 branches by CY17
- 100+ branches to be relocated/ rationalised in FY17, 24 branches completed in 9MFY17
- CASA and TDs below ₹ 5 cr constitute 76% of total deposits
- TDs below ₹ 1 cr were ₹ 41,135 cr
- TD Sweep deposits 7.3% of the total deposits
- Cost of SA - 5.52%

# Balance Sheet



₹ cr	31-Dec-16	31-Dec-15	30-Sep-16	31-Mar-16
Networth	26,568	23,307	25,611	23,959
Deposits	149,352	130,939	141,045	138,643
CA	24,217	19,609	22,004	23,282
SA	38,566	26,579	33,037	29,495
<i>Term Deposits</i>	86,569	84,751	86,004	85,866
<i>Of which: TD Sweep</i>	10,941	7,556	9,087	6,947
Borrowings	18,160	19,790	19,813	20,975
Other Liabilities and Provisions	7,706	8,093	8,591	8,683
<b>Total Liabilities</b>	<b>201,786</b>	<b>182,129</b>	<b>195,060</b>	<b>192,260</b>

₹ cr	31-Dec-16	31-Dec-15	30-Sep-16	31-Mar-16
Cash, Bank and Call	15,046	9,817	9,344	10,880
Investments	46,550	45,269	48,631	51,260
<i>Government Securities</i>	39,499	39,038	39,810	40,761
<i>Others</i>	7,051	6,231	8,821	10,499
Advances	129,261	115,345	126,015	118,665
Fixed Assets and Other Assets	10,929	11,698	11,070	11,455
<b>Total Assets</b>	<b>201,786</b>	<b>182,129</b>	<b>195,060</b>	<b>192,260</b>

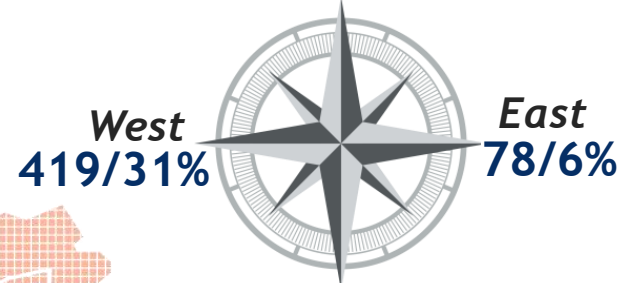


# Geographical Presence



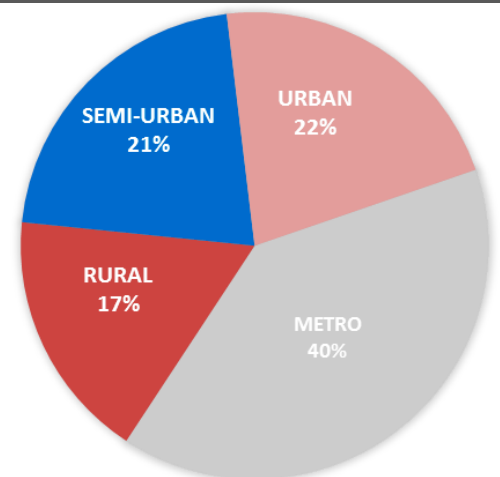
Branches 1,348 [No./%]

North  
395/29%



South  
456/34%

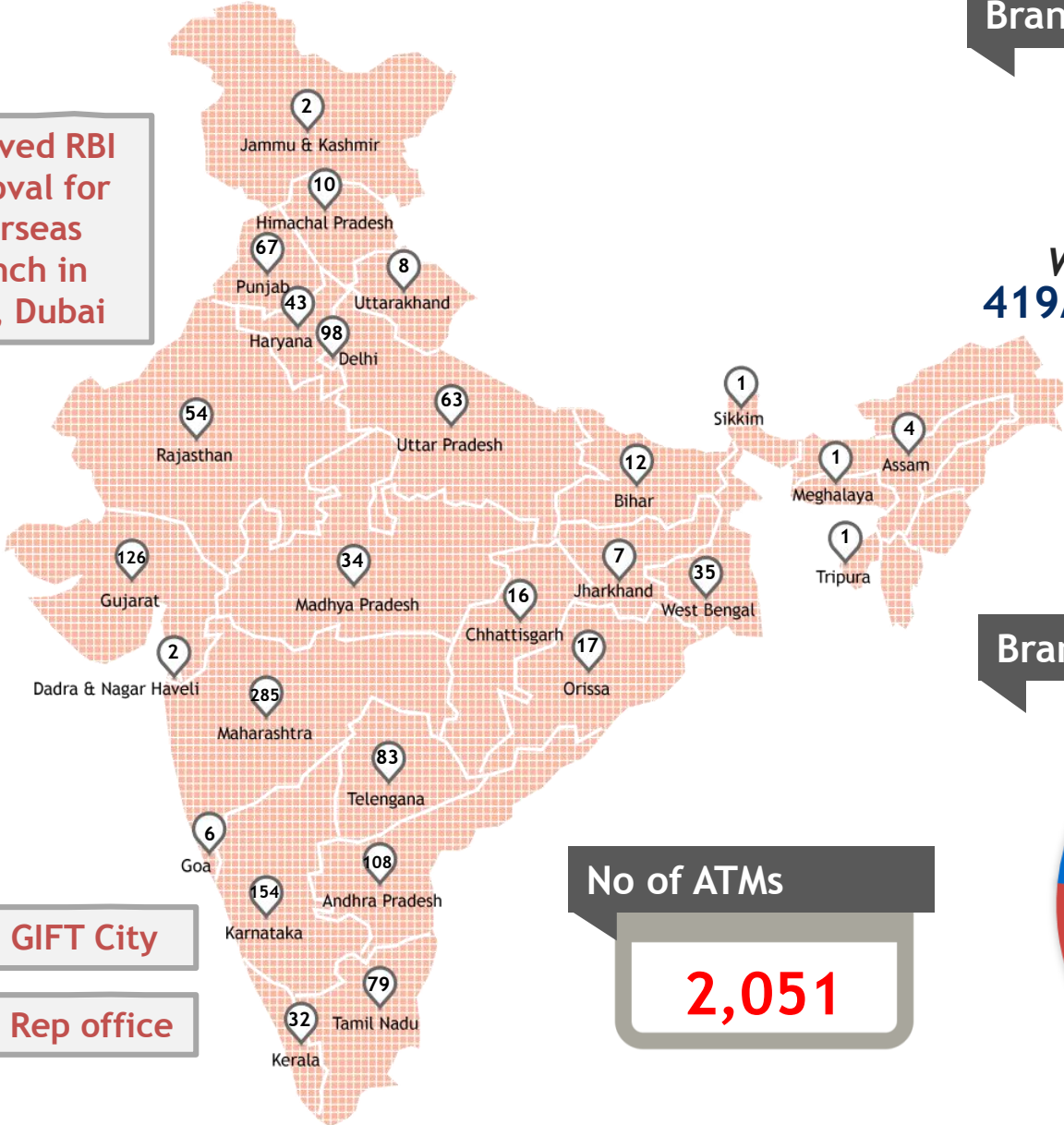
## Branch Classification



Received RBI approval for overseas branch in DIFC, Dubai

IBU in GIFT City

Dubai Rep office



## No of ATMs

2,051

# The Demonetization Effect - Significant increase in Payment Channels

## Mobile Banking



**108%**  
Growth in  
Mobile First  
Time Login\*

## Net Banking



**52%**  
Growth in  
Net First  
Time Login\*

## Debit Card Customers



**86%**  
Growth in  
Unique  
Active  
Cards

**183%**  
Growth in 90 day  
dormant  
activation cards

No. of  
Transactions  
Growth %

Value  
Growth %

Debit  
Card

188

140

Credit  
Card

48

31

Mobile  
Banking

50

52

Internet  
Banking

29

27

**Cheque Book issuance up 2.8x**

\* Comparison of Daily Avg. Nos. in Dec'16 over Oct'16

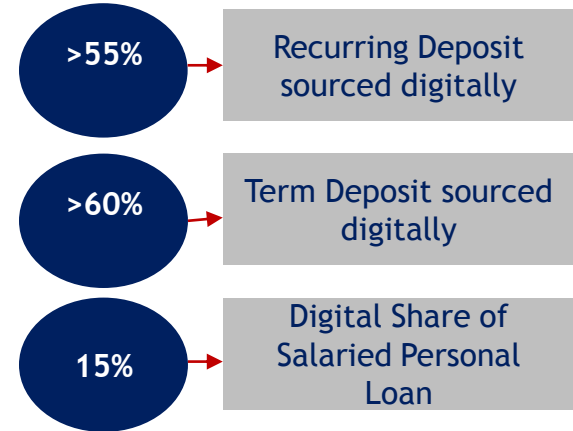
# Mobile App - The Best In Class Experience



Highest rated banking app (4.4) in India

Source: Google Play Store

## MOBILE BANKING GROWTH



49.7 % of Bank Active are Digitally Active

Mobile Banking usage more than 3x Net Banking

51% of Mobile banking customers bank ONLY on Mobile App.

Instant Online In Principle Home Loan Approval/Eligibility

- Personal Loan in 72 hours  
- Healthy growth in sourcing digitally

Digital contribution in overall sourcing - one of the highest in the Industry



## Payments highlights (YoY)

**Rs.4800 Cr** Monthly transactions on Mobile crossed (Dec'16)

**94%** Payment Gateway Transactions Value growth

**88%** Payment Gateway transactions growth

**45%** Payment Gateway transactions from Mobile

**75k** Downloads For Kaypay in 1<sup>st</sup> month itself

 Pay with BHIM/USSD

## Kotak Securities



Mobile volumes continued to be good & touched a peak of Rs. 8,300 cr during Q3FY17



Brokerage Contribution of Kotak Stock Trader app to overall online business - 17.61 % & to overall K-Sec - 10.12%



E-KYC through AADHAR launched

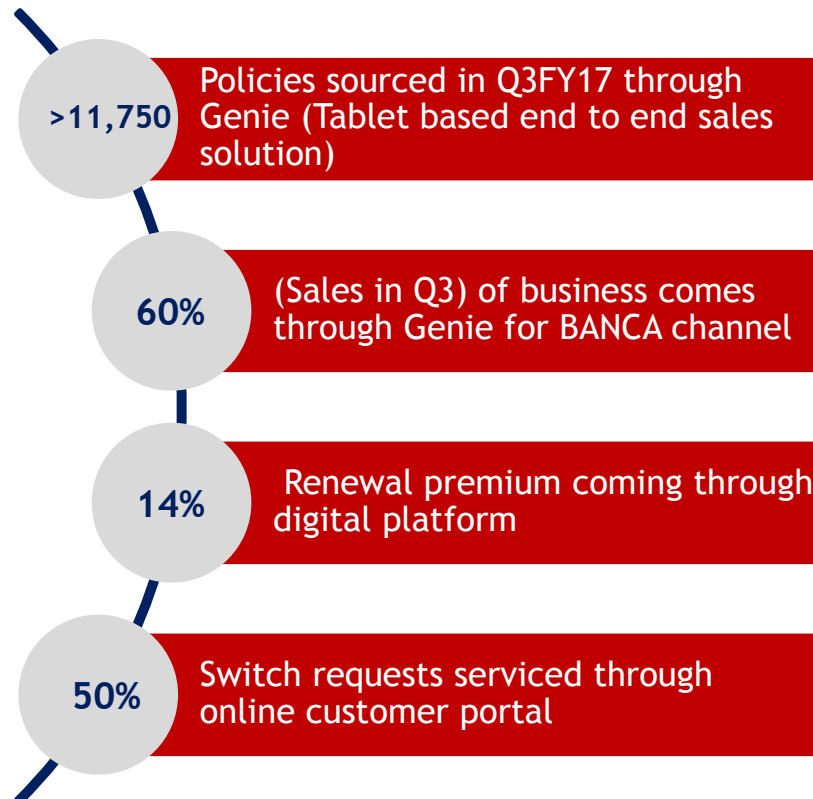


New version of mobile app launched with new features & UI like Trailing Stoploss, Bracket Order, Portfolio Tracker, TradeSmart Trends, Live TV

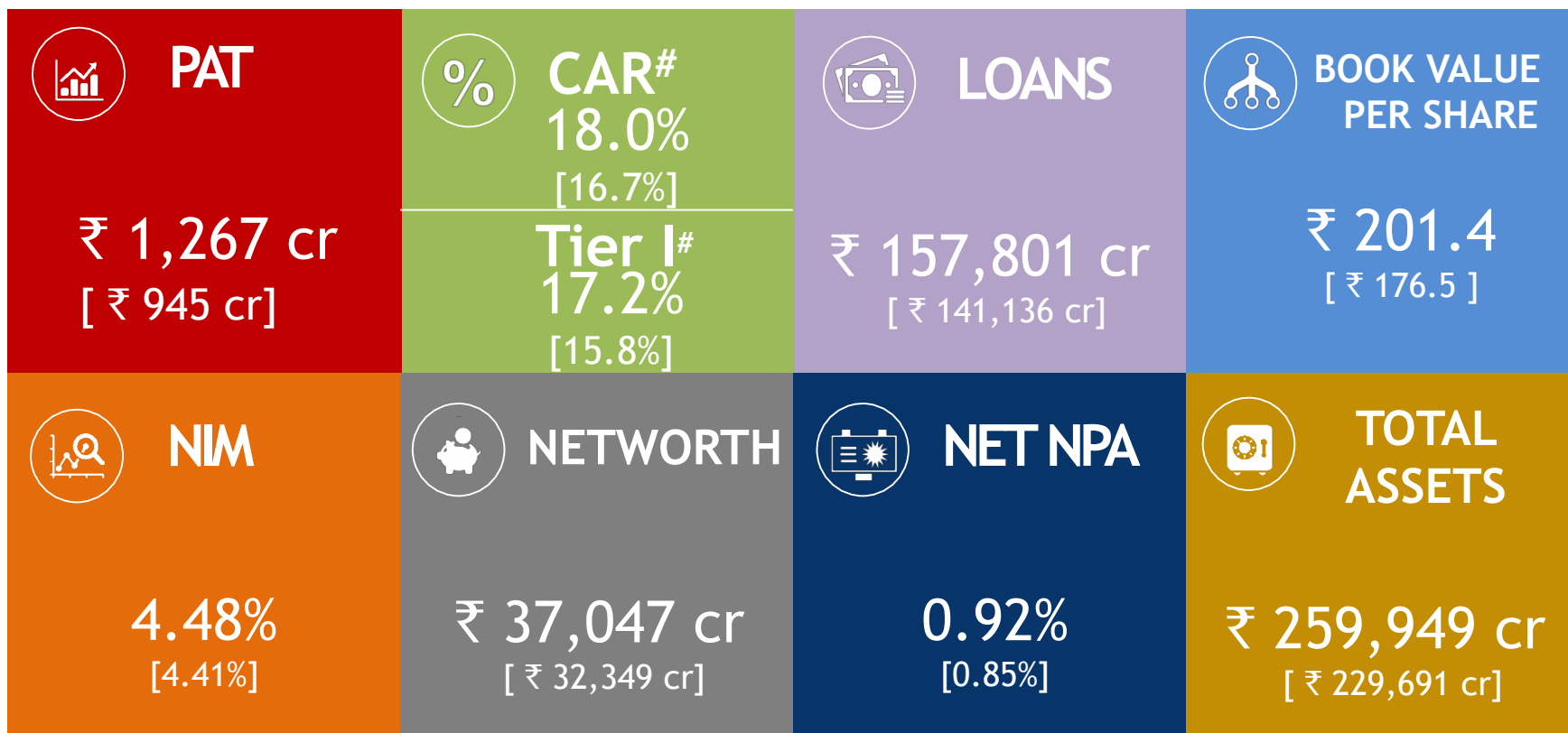


TradeSmart terminal launched for internal closed user group & for customers, before Jan end

## Kotak Life Insurance



# Consolidated Highlights Q3FY17

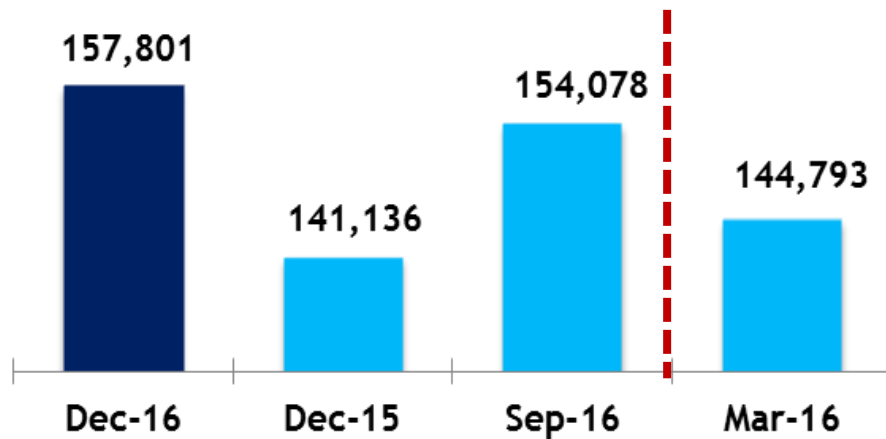


Figures in [brackets] are Q3FY16 numbers

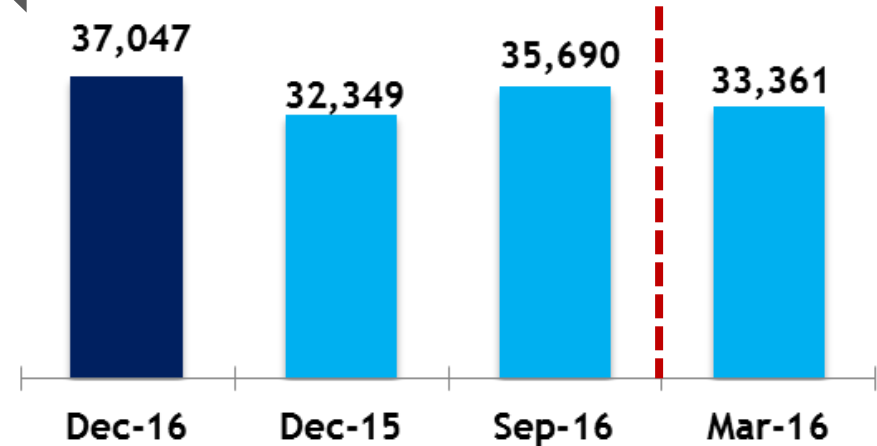
# As per Basel III, including unaudited profits. Excluding profit CAR 16.4%, Tier I 15.5% (CAR 15.5% and Tier I 14.6%)

# Consolidated Key Financials

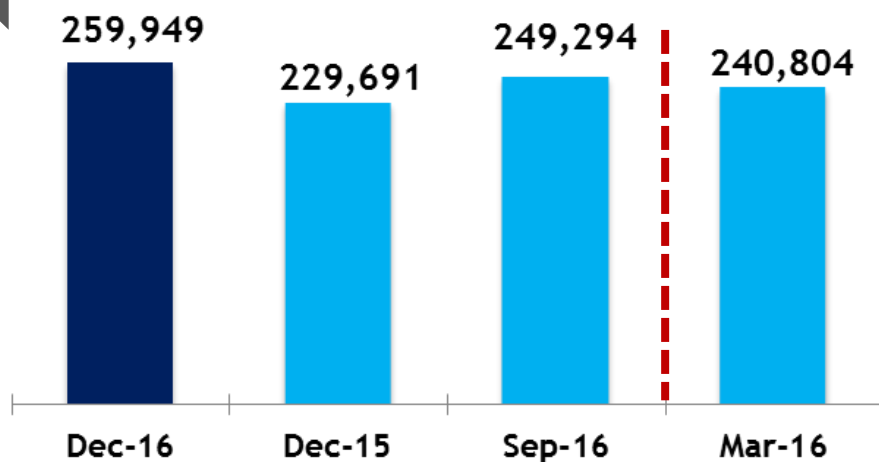
 Advances [₹ cr]



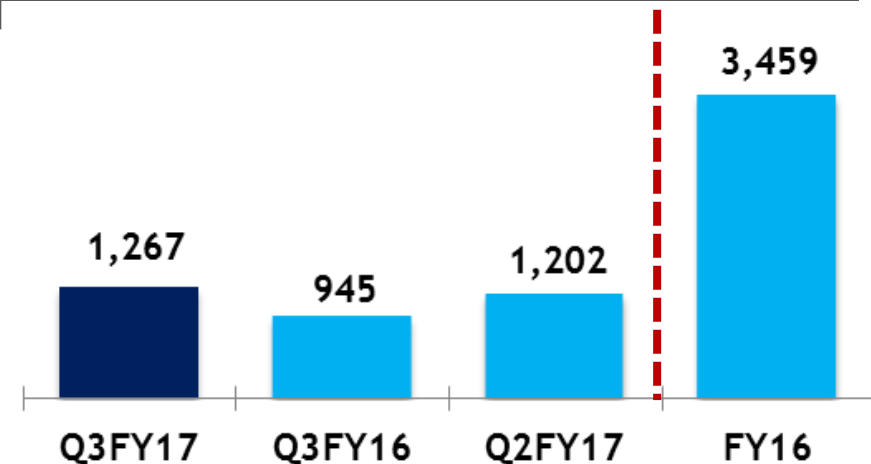
 Networth [₹ cr]



 Total Assets [₹ cr]



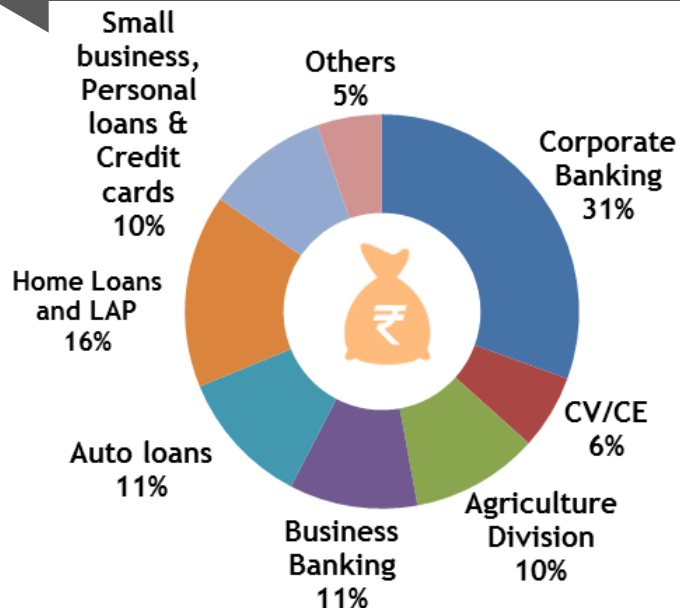
 PAT [₹ cr]



# Consolidated Advances & Investments



31-Dec-16 (₹ 157,801 cr)



## Advances & Investments

₹ cr	31-Dec-16	31-Dec-15	30-Sep-16
Corporate Banking	48,186	39,189	44,243
CV/CE	9,645	6,909	9,167
Agriculture Division	16,519	16,452	17,299
Business Banking	16,628	18,052	17,361
Auto loans	17,567	16,410	17,460
Home Loans and LAP	25,046	22,327	24,437
Small Business, PL & Credit Cards	15,797	14,165	15,880
Others	8,413	7,632	8,231
<b>Total Advances</b>	<b>157,801</b>	<b>141,136</b>	<b>154,078</b>
Investments/ Treasury Assets *	53,156	49,496	53,012
<b>Total Advances &amp; Investments</b>	<b>210,957</b>	<b>190,632</b>	<b>207,090</b>

\* Does not include policy holders' investments



# Consolidated PAT



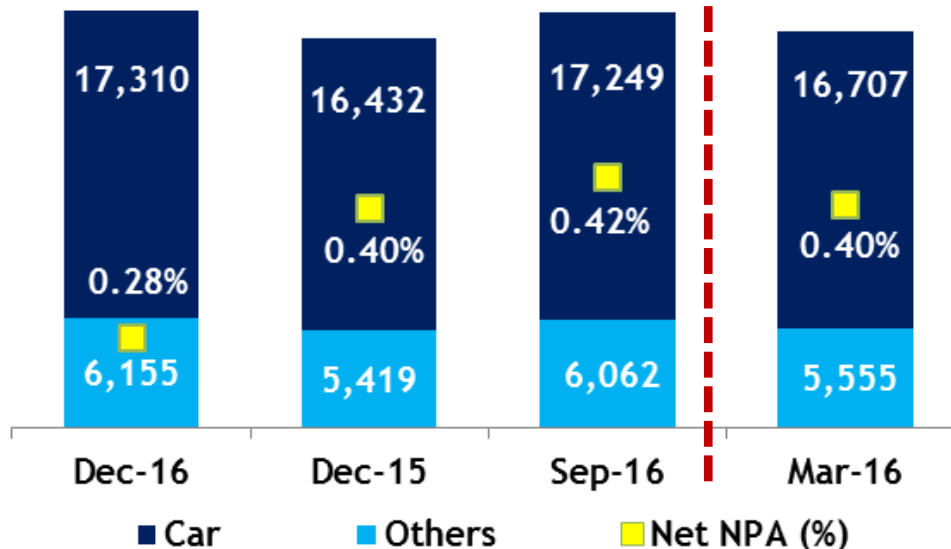
₹ cr	Q3FY17	Q3FY16	Q2FY17	FY16
Kotak Mahindra Bank	880	635	813	2,090
Kotak Mahindra Prime	133	126	130	502
Kotak Mahindra Investments	48	39	53	154
Kotak Mahindra Old Mutual Life Insurance	68	60	63	251
Kotak AMC and TC	16	4	7	72
Kotak Securities	85	55	96	251
Kotak Mahindra Capital	7	6	5	32
International Subsidiaries	22	26	31	105
Others	(9)	(2)	(6)	(4)
<b>Total</b>	<b>1,250</b>	<b>949</b>	<b>1,192</b>	<b>3,453</b>
Minority Interest	(18)	(15)	(16)	(65)
Affiliates and Others	35	11	26	71
<b>Consolidated PAT</b>	<b>1,267</b>	<b>945</b>	<b>1,202</b>	<b>3,459</b>

# Entity wise Network



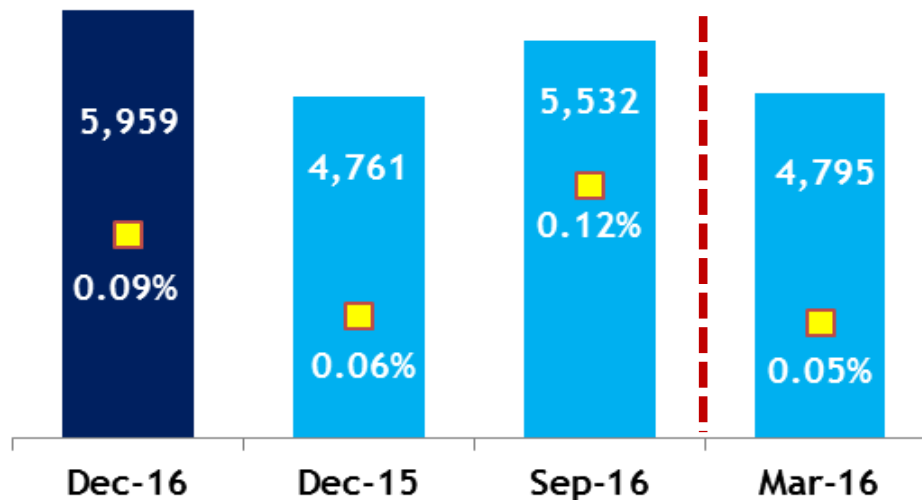
₹ cr	31-Dec-16	31-Dec-15	30-Sep-16	31-Mar-16
Kotak Mahindra Bank	26,568	23,307	25,611	23,959
Kotak Mahindra Prime	4,094	3,721	3,962	3,852
Kotak Mahindra Investments	981	791	933	841
Kotak Mahindra Old Mutual Life Insurance	1,723	1,445	1,656	1,521
Kotak AMC and TC	215	149	199	173
Kotak Securities	2,875	2,583	2,791	2,635
Kotak Mahindra Capital	482	431	475	447
Kotak Mahindra General Insurance	101	131	109	125
International Subsidiaries	705	602	671	624
Kotak Investment Advisors	280	266	283	271
Other Entities	352	47	45	42
<b>Total</b>	<b>38,376</b>	<b>33,473</b>	<b>36,735</b>	<b>34,490</b>
Add: Affiliates	741	660	706	679
Less: Minority, Inter-company and Other Adjustments	(2,070)	(1,784)	(1,751)	(1,808)
<b>Consolidated Network</b>	<b>37,047</b>	<b>32,349</b>	<b>35,690</b>	<b>33,361</b>

## Customer Assets (₹ cr) & NNPA (%)



₹ cr	Q3FY17	Q3FY16	Q2FY17	FY16
NII	263	247	247	967
Other Income	47	50	61	210
Total Income	310	297	308	1,177
Profit Before Tax	203	193	198	773
Profit After Tax	133	126	130	502
CAR (%)				18.2
ROA (%) - annualised				2.3

## Customer Assets (₹ cr) & NNPA (%)



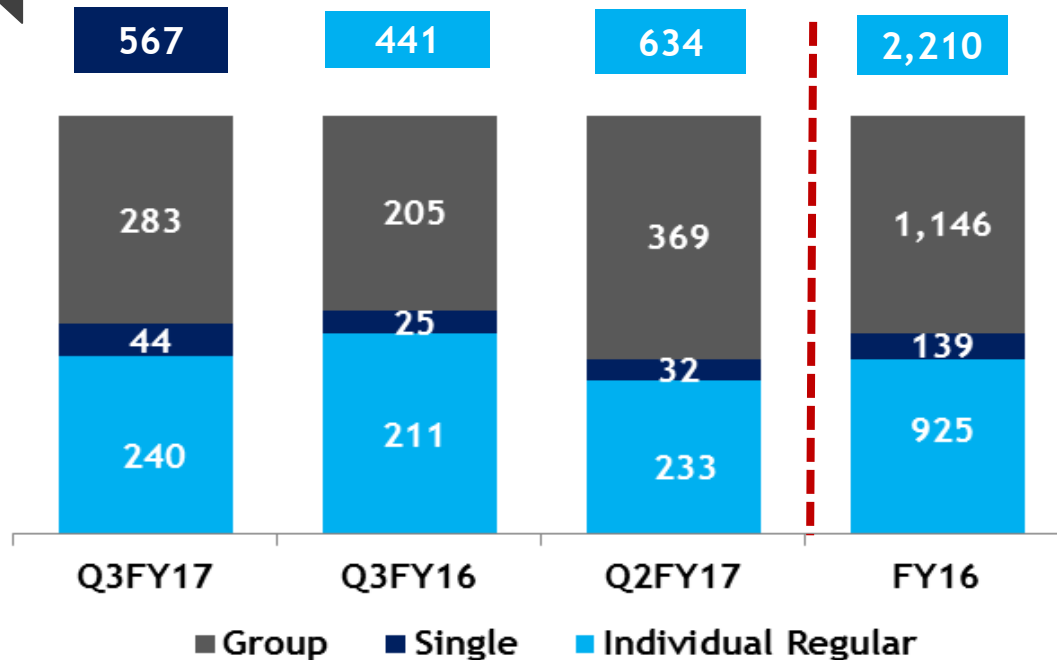
■ Customer Assets      ■ Net NPA (%)

₹ cr	Q3FY17	Q3FY16	Q2FY17	FY16
NII	74	70	72	251
Other Income	11	3	21	29
Total Income	85	73	93	280
Profit Before Tax	71	60	76	236
<b>Profit After Tax</b>	<b>48</b>	<b>39</b>	<b>53</b>	<b>154</b>
CAR (%)				18.2
ROA (%) - annualised				3.4

# Kotak Mahindra Old Mutual Life Insurance



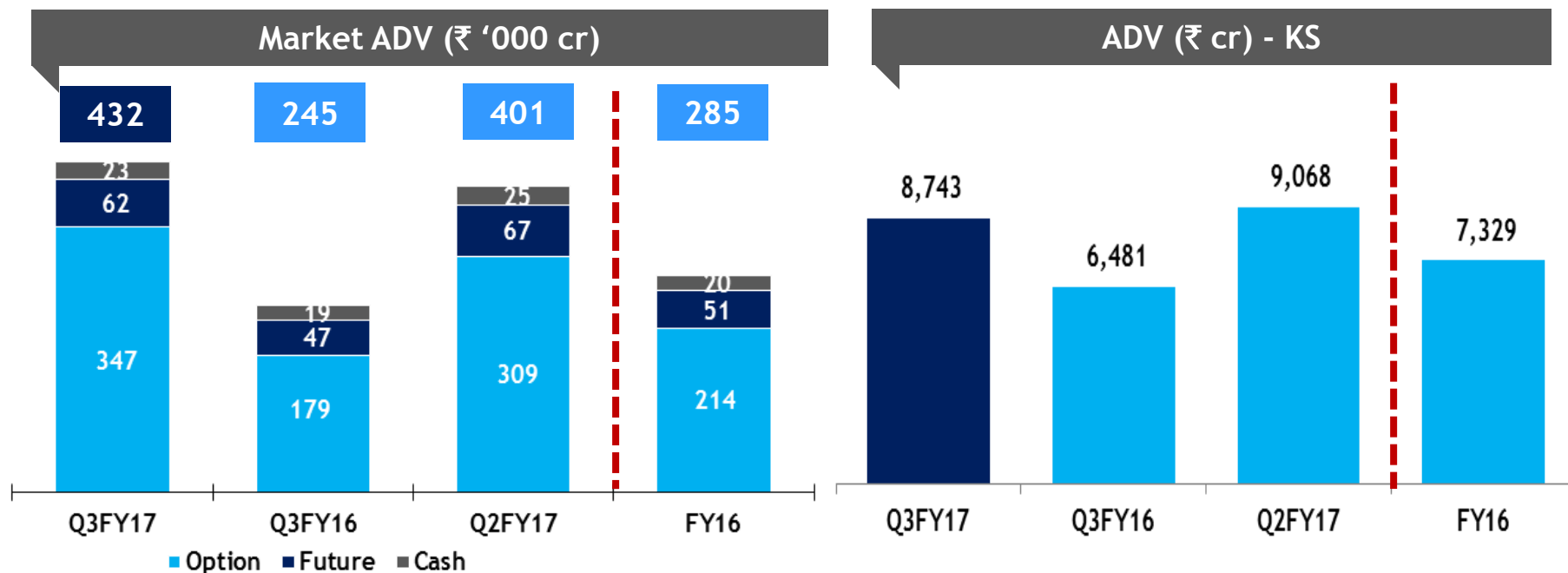
## New Business Premium (₹ cr)



## Highlights

- Sum assured increased by 20% YoY
- Lives covered grew by 37% YoY
- Investment Performance of 100% of Equity Funds in Quartile 1 on one, three and five year basis
- Conservation ratio improved to 84.8%
- Policyholders' AUM increased at a CAGR (Q3FY15-Q3FY17) of ~15%
- Claims settlement ratio at 98.5% (FY16)

₹ cr	Q3FY17	Q3FY16	Q2FY17	FY16
Capital	562	562	562	562
Total Premium	1,090	842	1,129	3,972
Profit After Tax	68	60	63	251
Solvency Ratio (%)	3.06	3.20	3.04	3.11



₹ cr	Q3FY17	Q3FY16	Q2FY17	FY16
Total Income	287	228	294	975
Profit Before Tax	125	83	144	381
Profit After Tax	85	55	96	251
Market Share * (%) (YTD)	2.2	2.7	2.3	2.6

\*excluding BSE Derivative segment

## Advisory



State Bank of India  
THE BANKER TO EVERY INDIAN



SBI Life  
INSURANCE

₹ 1,794 cr

Divestment of 3.9% stake by SBI in SBI Life Insurance Company Limited to KKR and Temasek



KALYANI

BHARAT FORGE  
US\$ 35mn

Divestment of 49% stake by Bharat Forge Limited in Alstom Bharat Forge Private Limited to GE



Hexaware  
TECHNOLOGIES

₹ 137 cr

Buyback of equity shares by Hexaware Limited via tender offer route



Vardhman  
₹ 69 cr

Buyback of equity shares by Vardhman Acrylics Limited via tender offer route



SQUARE YARDS

₹ 80 cr

Equity investment by Reliance Equity Advisors (the PE arm of Reliance ADA Group) in Square DotCom Private Limited (Square Yards)

## Equity



PNB Housing  
Finance Limited  
Ghar Ki Baat

₹ 3,000 cr

Initial Public Offering (IPO) of PNB Housing Finance Limited



LAURUS Labs  
Knowledge. Innovation. Excellence

₹ 1,331 cr

Initial Public Offering (IPO) of Laurus Labs Limited



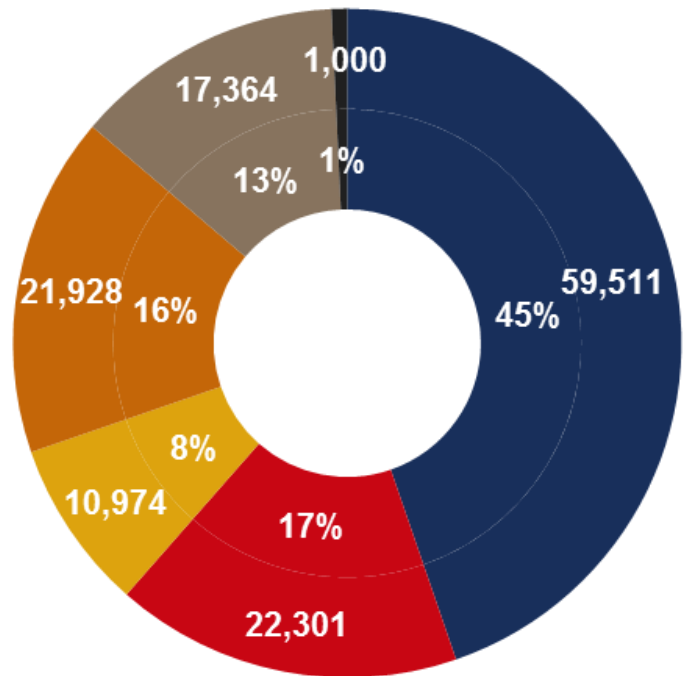
VB  
VARUN BEVERAGES  
(a PepsiCo franchisee)

₹ 1,113 cr

Initial Public Offering (IPO) of Varun Beverages Limited

₹ cr	Q3FY17	Q3FY16	Q2FY17	FY16
Total Income	26	28	25	114
Profit Before Tax	9	8	6	46
Profit After Tax	7	6	5	32

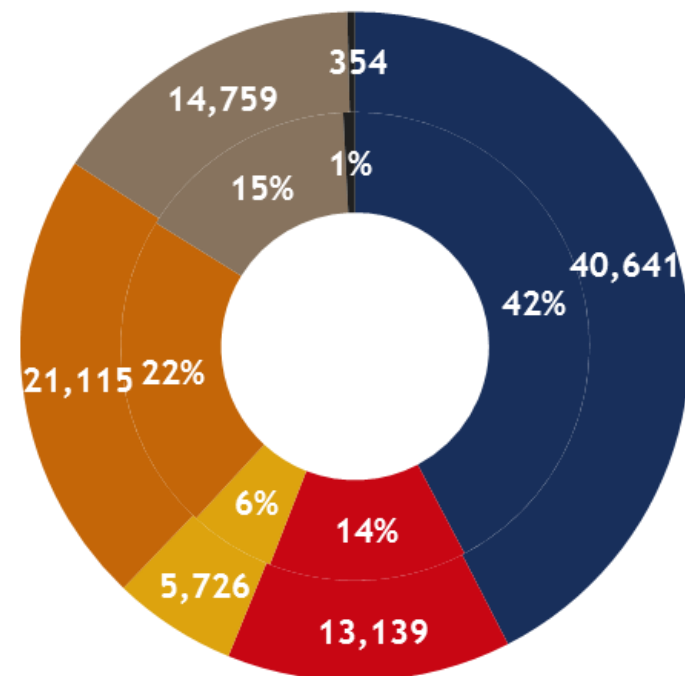
## Dec 31, 2016




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

 **AUM ₹ 133,078 cr**

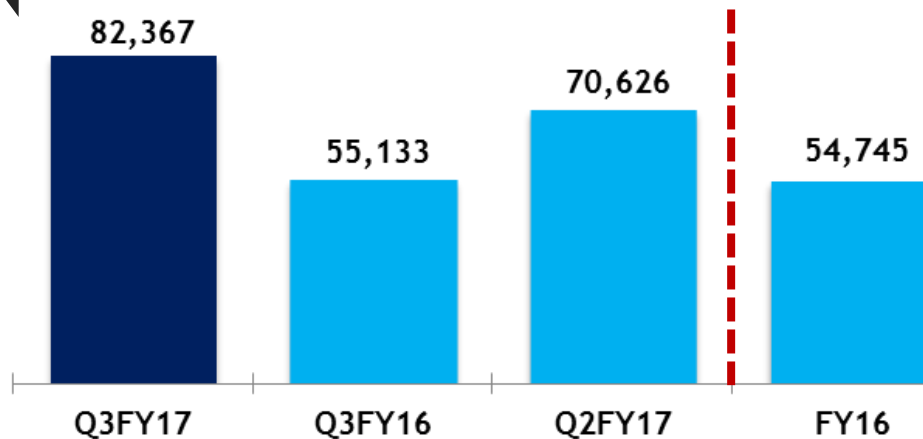
## Dec 31, 2015



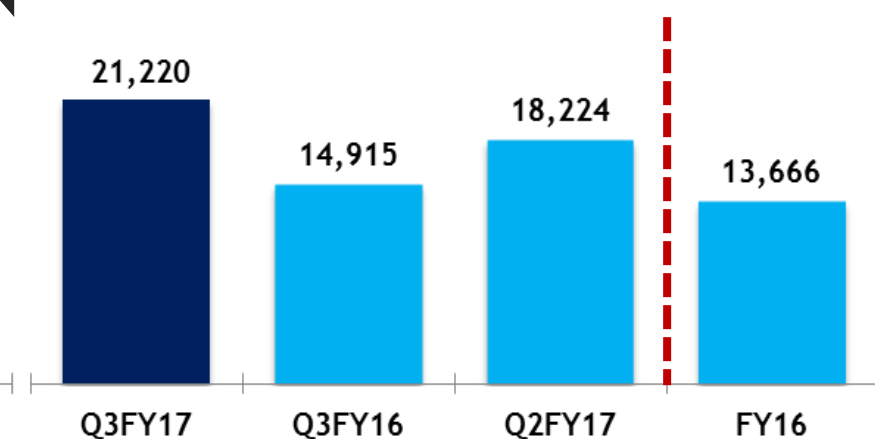
 **AUM ₹ 95,735 cr**



Average Assets Under Management (₹cr) - Overall



Average Assets Under Management (₹cr) - Equity



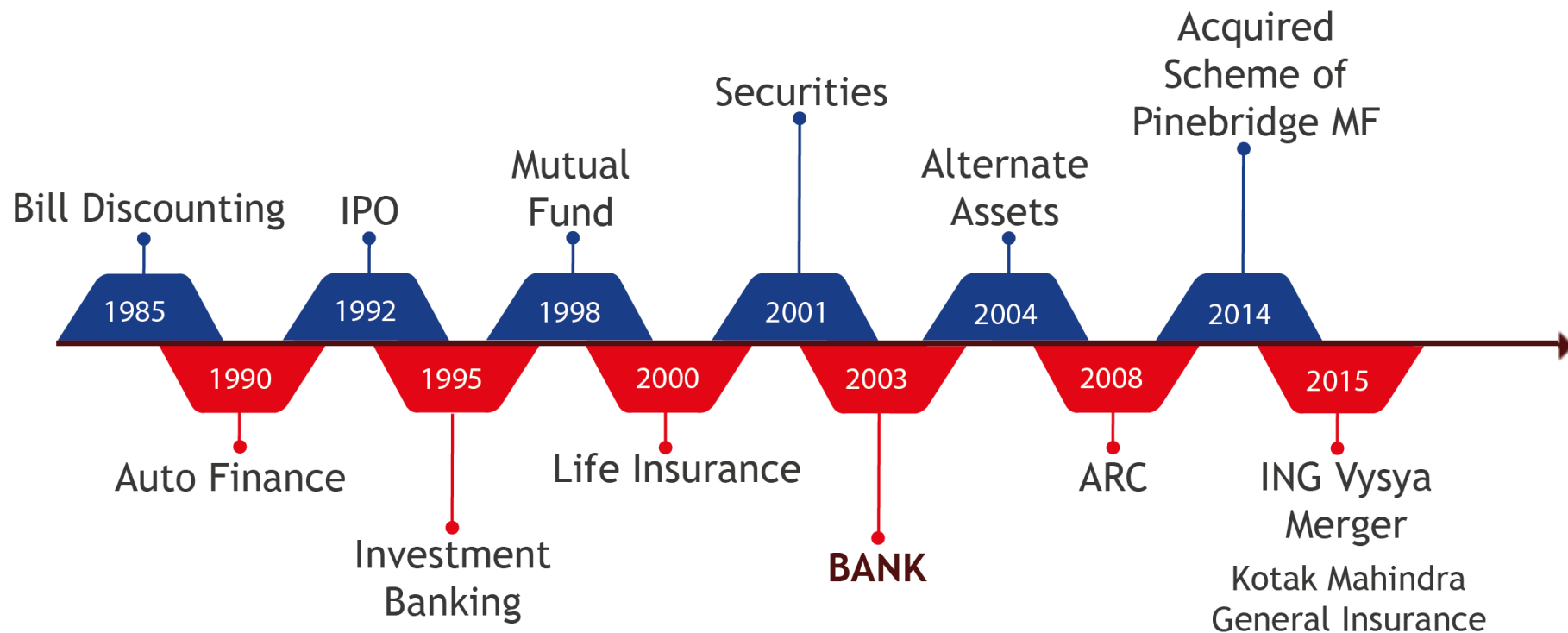
₹ cr	Q3FY17	Q3FY16	Q2FY17	FY16
Profit Before Tax	24	13	11	90
Profit After Tax	16	4	7	72

## Highlights

- Overall AAUM ranking moved to No. 7 in Q3, from No. 8 in Q2
- Overall Market share rose to 4.85% in Q3 from 4.37% in Q2
- PMS AUM grew 56% QoQ

# GROUP PROFILE

# The Journey So far...



**Acquisition of BSS Microfinance Private Limited – Subject to RBI approval**

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



Rating for Bank, KMP, KMIL, KS

# Organizational Overview



## 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 Old Mutual Life Insurance

- Life Insurance

### Kotak Mahindra General Insurance

- General Insurance

### Kotak Mahindra AMC

- Mutual Fund

### Kotak Mahindra Pension Fund

- Pension Funds

### Kotak Mahindra Trustee Company

- Trustee Company

### Kotak Mahindra Financial Services

- Advisory Services for Middle East

### Kotak Mahindra International

- Advisory Services
- Investments

### Kotak Mahindra UK

- Asset Management
- Broking

### Kotak Mahindra Asset Management (Singapore)

- Asset Management

### Kotak Mahindra Inc

- Broker/Dealer

### Kotak Mahindra Trusteeship Services

- Trustee Company

### Kotak Infrastructure Debt Fund Limited

- Infrastructure Debt Fund

### IVFSL Financial Services

- Distribution

- Strong capital base: Bank's CRAR\* - 17.6% as on 31<sup>st</sup> Dec 16
- Strong on ground relationships key contributor to achieve low risk & high return
- Consistent stock performance & return to investors - Now part of Nifty Index
- Successful partnerships & alliances across businesses

- Ability to take advantage of opportunities & build profitable business models
- Ability to gauge warning signals & take early decisions
- Focused on Businesses with a long term vision



## Integrated Financial Services Business Model

- Mature businesses across most financial services products
- Leading positions across Retail Banking, Private Banking, Insurance, Investment Banking, Institutional Brokerage and Asset Management.

## Robust Financials & Track Record of Value Creation




## Strong governance Culture & Talent Pool

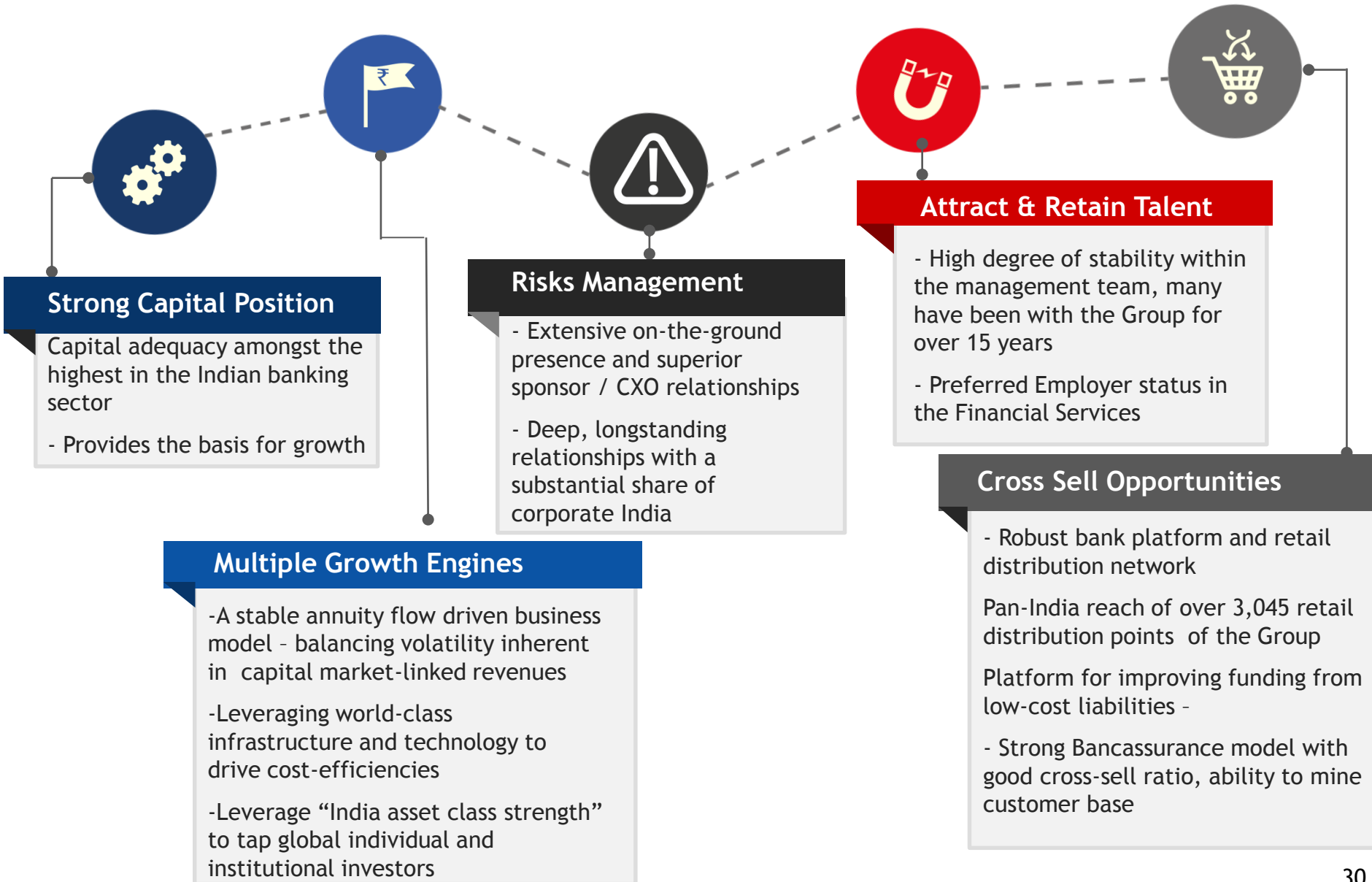
- Recognised as India's most trusted financial services brands & best employers
- Strong Sponsor commitment & Group reputation
- Stable leadership team
- Ability to spot opportunities and trends ahead of time (e.g. car finance, ARD business, retail brokerage, domestic private banking etc.

## Ability to Identify & Exploit Opportunities



\* As per Basel III

# The Path of Leadership



# Bank Awards & Recognition



**Ms. Shanti Ekambaram**  
One of the 50 Most Powerful Women in the country  
Fortune India

**Company with Great Managers**  
The Great Managers Award  
2016 by People Business & Tol

**Best Private Bank India**  
FinanceAsia Country Awards  
2016

**Best Private Bank India**  
Global Private Banking Awards  
2016

**Best Private Bank in India**  
Euromoney Awards for  
Excellence, Asia 2015

**Best Retail Growth  
Performance**  
Dun & Bradstreet Awards 2015

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

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

**DataQuest Business  
Technology Award 2015**  
DataQuest Magazine

**Most Future Ready Bank**  
in Business Today-KPMG's  
Best Bank Study 2015

**Best Medium Sized Bank**  
in the Business World  
Best Bank Survey 2014-15

**Finnoviti Award 2016**  
for Bharat Banking App  
Banking Frontier's magazine

**Custody Business adjudged  
Market Outperformer**  
Domestic Market Survey  
2015-16

**VMWare IT Excellence  
Award**

**Dell EMC Transformation  
Award**

BSE recognised **Kotak  
Mahindra Bank** as  
One of the top 3  
Performers in Primary  
Market Segment (Debt  
Public Issue Bids - Banks)  
(FY15-16)

**Market Outperformer  
Best in Technology**  
Global Custodian India  
Domestic Survey 2015

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

**Mr. Uday Kotak**

**Businessman of The Year  
2016 - Business India**

**AIMA - JRD Tata Corporate  
Leadership Award 2015**  
AIMA's 2<sup>nd</sup> National  
Leadership Conclave

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

**Business Leader of the year**  
ET Awards 2015

**Entrepreneur of the Year**  
Forbes India Leadership  
Awards 2015

# Awards and Recognition



## The Asset Triple A Country Awards 2016, India

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

## Best Broker in India FinanceAsia Country Awards for Achievement 2015

- ### BSE recognised K-Sec (FY 15-16)
- Top 5 in Equity Retail Segment, Equity Institutional Segment
  - Top 3 in OFS Segment

## Business World Award Excellence in L&D for 2016

## IPO Dealmaker of the Year Businessworld PwC I-Banking Survey 2016

## NSDL Star Performer Awards, 2016

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

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

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

## Best Domestic Equity House Asiamoney - 2016

## Institutional Investor's 2016

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

## SKOCH BSE Aspiring Nation Award 2015

## Asiamoney Brokers Poll 2015

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

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

## Best Domestic Investment Bank and Best Domestic Equity House over the last 20 years FinanceAsia Platinum Awards - 20 Years of Excellence

## 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 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.



## 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.



## D.KANNAN

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



## GAURANG SHAH

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



## 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 (S.A.). 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 1992; **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 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.

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