



27th October 2020

The Manager Corporate Relationship, BSE Limited, 1 st Floor, New Trading Ring, Rotunda Buliding, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai 400 001.	The Manager National Stock Exchange of India Ltd. Exchange Plaza, 5 th Floor, Plot No.C/1, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai 400 051.
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Dear Sir,

Sub: Investor Presentation – Quarter and half year ended 30th September 2020

Pursuant to Regulation 29 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we attach herewith the Investor Presentation – Q2FY21, which is also being posted on our website www.kotak.com.

Yours faithfully,

Kotak Mahindra Bank Limited

Bina Chandarana
Joint President & Company Secretary

Kotak Mahindra Bank Ltd.
CIN: L65110MH1985PLC038137

Registered Office:
27 BKC, C 27, G Block,
Bandra Kurla Complex,
Bandra (E), Mumbai 400051,
Maharashtra, India.

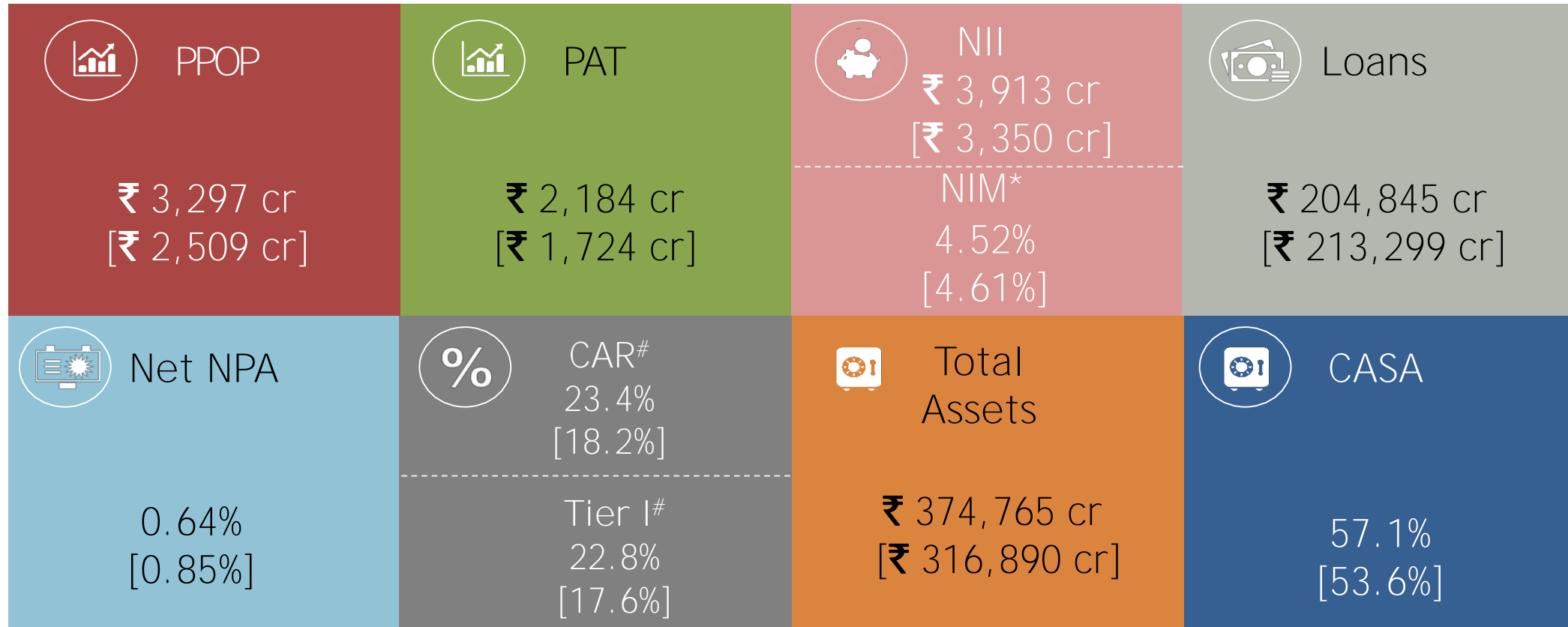
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www.kotak.com

INVESTOR PRESENTATION Q2FY21

Presentation on financial results for the period ended 30th September, 2020

26th October, 2020

Standalone highlights Q2FY21



Figures in [brackets] are Q2FY20 numbers

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

As per Basel III, including unaudited profits. Excluding profits CAR: 22.0%, Tier I: 21.4%

Profit and Loss Account



₹ cr	Q2FY21	Q2FY20	Q1FY21	FY20
Net Interest Income	3,913	3,350	3,724	13,500
Other Income	1,452	1,224	773	5,372
<i>Fee and Services</i>	1,058	1,162	776	4,731
<i>Others</i>	394	62	(3)	641
Net Total Income	5,365	4,574	4,497	18,872
Employee Cost	990	915	911	3,878
Other Operating Expenses	1,078	1,150	963	4,973
Operating Expenditure	2,068	2,065	1,874	8,851
Operating Profit	3,297	2,509	2,624	10,021
Provision On Adv/Receivables (net)	332	398	353	1,476
General provision - COVID related	13	-	616	650
Provision On Investments	23	10	(7)	90
Provision & Contingencies	368	408	962	2,216
PBT	2,929	2,101	1,662	7,805
Provision For Tax	745	377	418	1,858
PAT	2,184	1,724	1,244	5,947

Highlights

- Others include treasury (incl equity), ARD buyout
- Provision (incl. on interest accrued) made for advances that have not been recognised as NPA as per Hon. SC interim Order
- Q2FY20 had the effect of reduced corporate tax rate for H1FY20

Fees & Services



₹ cr	Q2FY21	Q2FY20	Q1FY21	FY20
Distribution & Syndication Income	172	115	144	590
General Banking Fees	854	1,017	607	4,021
Others	32	30	25	120
Fees and Services	1,058	1,162	776	4,731

Asset Quality



Asset Quality

₹ cr	30-Sep-20	30-Sep-19	30-Jun-20
GNPA	5,336	5,034	5,619
NNPA	1,304	1,811	1,777
GNPA (%)	2.55%	2.32%	2.70%
NNPA (%)	0.64%	0.85%	0.87%
PCR (excl standard and COVID provision)*	75.6%	64.0%	68.4%
Slippages for the quarter	264	1,091	796

* excl technical write-off

Non specific provisions towards advances (standard & COVID provisions) at 177% of the NNPA of the Bank

SMA2^ outstanding - ₹ 133 cr, 0.06% of net advances (PY: ₹ 431 cr, 0.20% of net advances)

^ Other than accounts not considered NPAs as per Hon. SC interim order

- Proforma GNPA: 2.70%; NNPA: 0.74%, if the Bank had not considered deferment as per Hon. SC interim order
- COVID-19 Provision as on 30th Sep, 2020 ₹ 1,279 cr
- No COVID-19 Provision dipped into during Q2FY21

Balance Sheet



₹ cr	30-Sep-20	30-Sep-19	30-Jun-20
Capital & Reserves and Surplus	59,923	45,912	57,709
Deposits	261,564	233,071	261,524
CA	40,454	38,200	38,594
SA	108,990	86,712	109,754
Term Deposits	112,120	108,159	113,176
Of which: TD Sweep	20,184	16,548	18,884
Borrowings	41,789	26,665	47,920
Other Liabilities and Provisions	11,489	11,242	11,126
Total Liabilities	374,765	316,890	378,279

₹ cr	30-Sep-20	30-Sep-19	30-Jun-20
Cash, Bank and Call	40,539	17,780	59,543
Investments	116,724	74,331	102,693
Government Securities	97,407	60,969	84,571
Credit Substitutes	13,945	10,006	12,821
Others	5,372	3,356	5,301
Advances	204,845	213,299	203,998
Fixed Assets and Other Assets	12,657	11,480	12,045
Total Assets	374,765	316,890	378,279

Average LCR > 170%

Summary of Q2

Health & Safety

- **India's COVID situation improving; but need for continued alertness**
- Health and safety top priorities for the Bank
- Work from home continues to the extent possible
- Safe and efficient digital channels - Net Banking, Mobile Banking, call centers, Keya chat bot and Whatsapp banking

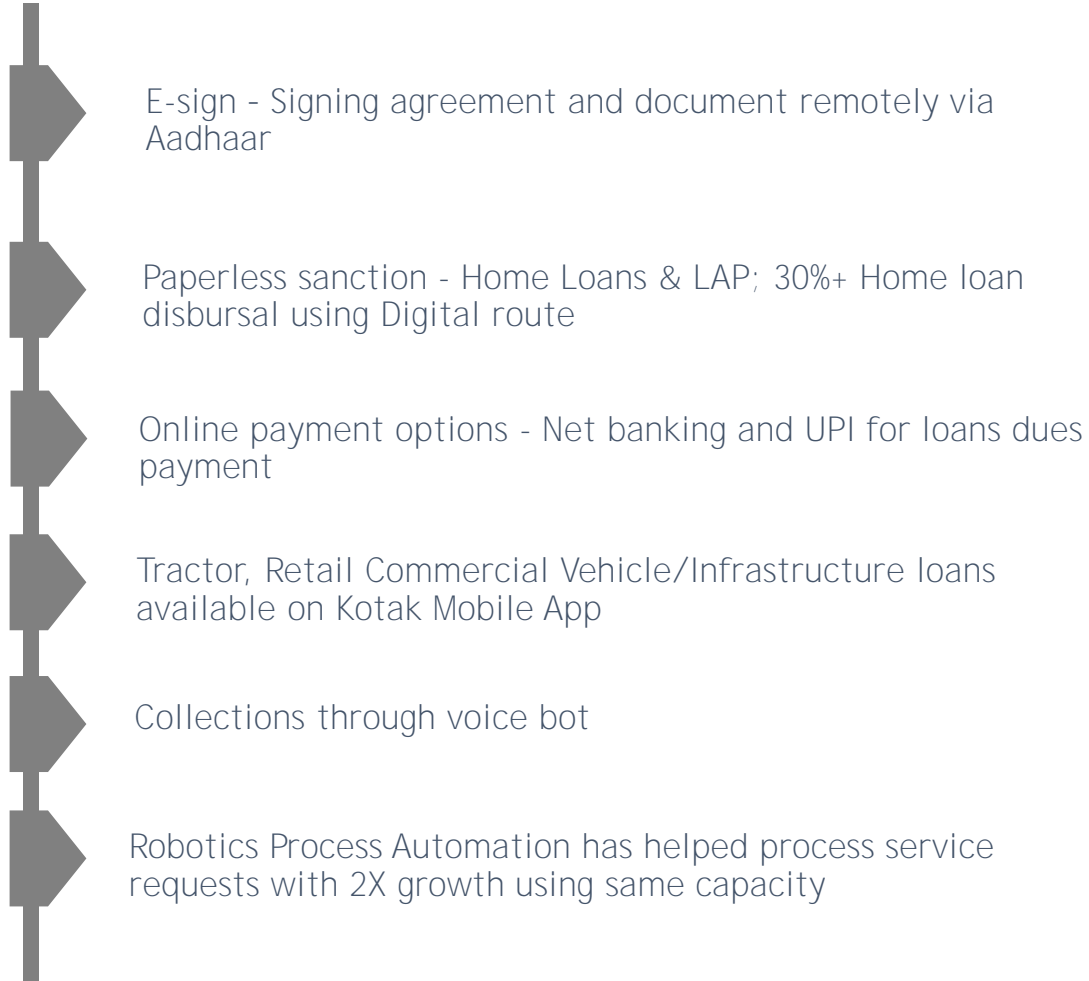
Economic situation

- After a sharp slowdown in Q1 (23.9% YoY contraction), **Signs of recovery in Q2**
 - **High frequency indicators are positive:** GST collections, PMI, power, petroleum products consumption
 - Increased government spending, accommodative monetary policy
 - **Non-urban economy strong** - good monsoon, record food grain production, government support
- Hope of a continued recovery in the next 6-9 months
- **Recovery contingent on no second wave** of COVID

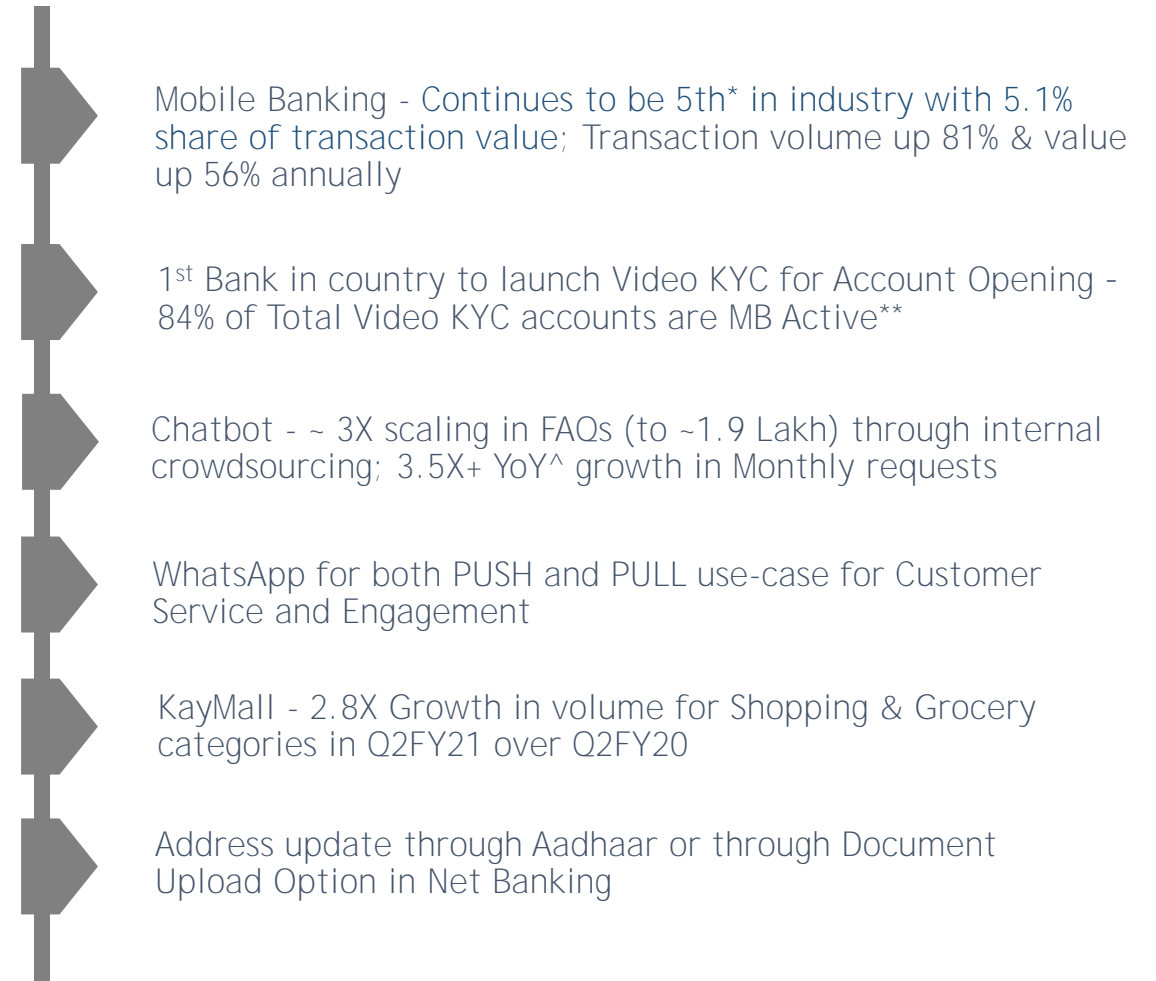
Highlights

- **Focusing on earnings across different levers in financial services**
- **Opening up select segments for credit growth:** focus on secured lending including home loans and higher quality corporates. Rural and semi-urban India showing promise
 - Significant participation in ECLGS : more than 5% market share
 - Launched Festive offers in the consumer segment *Khushi Ka Season* with a range of special offers
- Strong NII growth while managing risk
- Treasury and stressed asset divisions performed well during Q2

Enabling Assets



Scaling Digital Banking Capabilities



* As per RBI data for Aug'20

** - Data as of 15th Sep'20 of accounts opened till 31st Aug'20

Mobile Banking has 180+ features and Net Banking 250+ across product categories

Banking & Servicing

- Self-service on MB, NB, Chatbot
- Help center in Hindi
- 97% RDs opened through Digital channels in Q2
- 85% FDs booked through Digital channels in Q2

Loans & Cards

- Innovative products like Consumer finance and Payday loan
- Image credit card launched
- 32% of Personal Loan sourced Digitally in Q2
- 86% of all Credit Cards sourced Digitally in Q2

Payments & Shopping

- 40%+ growth in BillPay+ Recharge during COVID
- Shopping, Grocery, Book hotels & Travel
- Cardless cash withdrawal launched, growing @33% monthly

Investment

- 93% of all investment accounts sourced through MB/NB in H1
- 97% of all SGB transactions through MB/NB in H1
- 53% of MF/SIPs booked through Digital channels in Q2

Insurance

- New insurance journeys launched: Health, Motor, Two wheeler
- Launched specific group policies like Kotak Group Accident Protect, Smart cash, Secure one

Open Banking

- 200+ **Open Banking Partnerships as of Sep'20**
- 3.6X Growth in transaction volume; ~70% growth in value over Q2FY20

Digital Engagements

811 – Share in Digital Engagement

MB 30 day unique Logins 55%

UPI transactions 56%

Secured Credit Card 77%

New Trading accounts 50%

New Recurring Deposits 49%

Group Insurance products
(Sachet Insurance) 54%

Digital payments

Key Highlights



- **1.9X** growth of consumer digital payment volumes in Q2FY21 over Q2FY20
- **4.3X** growth in registered merchants; **11.5X** growth in transactions in Q2FY21 over Q2FY20

Key Trends

- **73%** growth in Digital Payments volumes in **Sep'20** over **Sep'19**
- **~2.3X** growth in Consumer UPI P2M checkouts in Q2FY21 over Q2FY20
- **58%** YoY ATS Growth in Netbanking PG; **25%** YOY ATS Growth in UPI



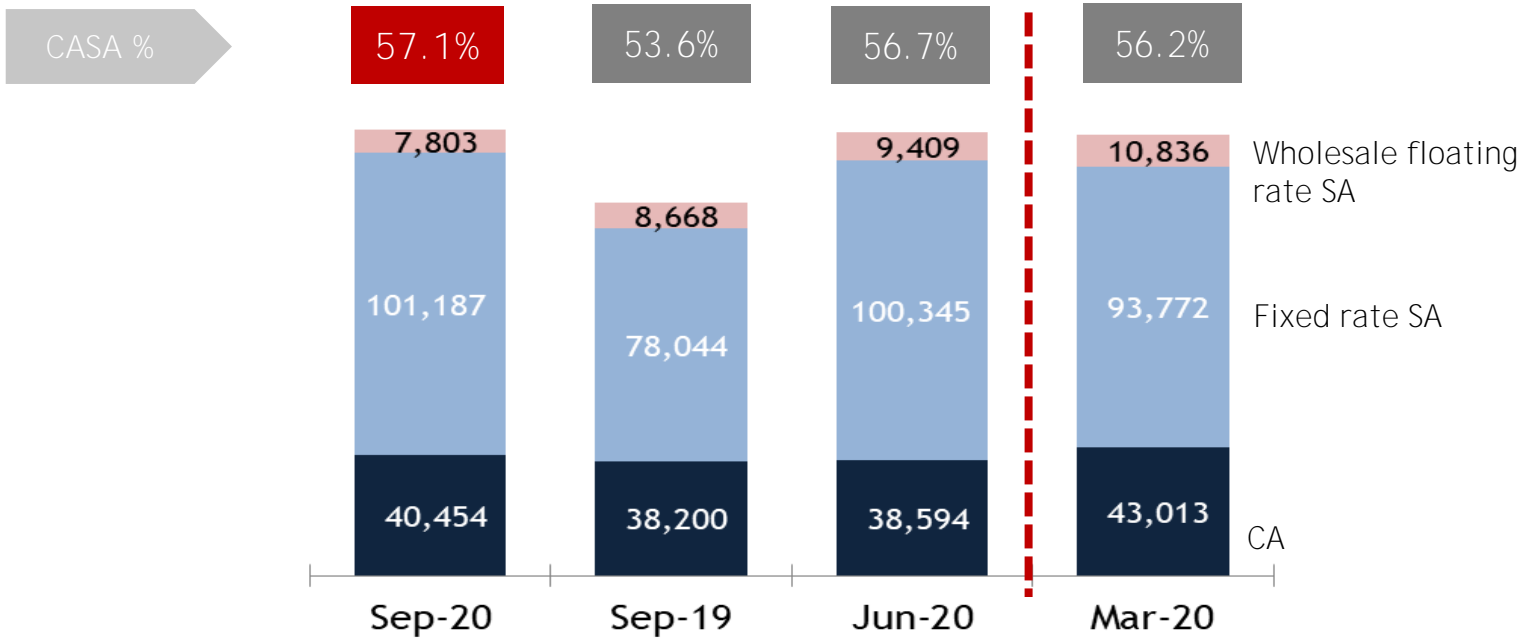
Digital payment modes contribute to 84% of monthly txns share with a YoY growth of 14%*

P2M = Peer to Merchant

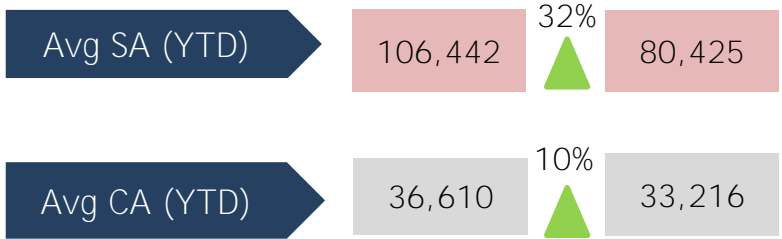
* Digital Modes = Online Checkout Methods + Scan & Pay

Deposit

CASA (₹ cr)



YoY %



Cost of SA
3.87% [5.37%]

TD Sweep, as % of total deposits
7.7% [7.1%]

CDs at ₹ 2,029 cr
Lower YoY by 72%

TDs below ₹ 1 cr
₹ 68,713 cr [₹ 62,430 cr]

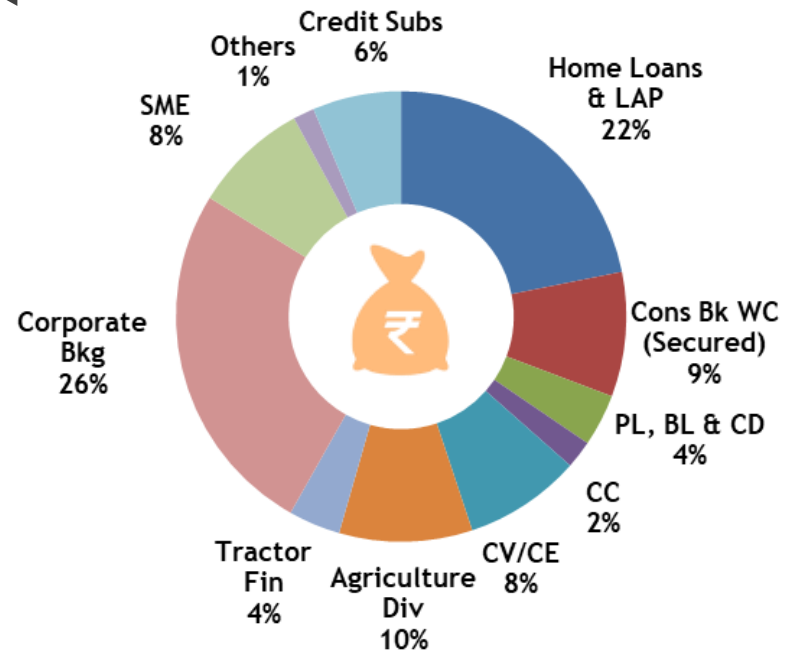
CASA & TDs below ₹ 5 cr, as % of total deposits
91% [86%]

Branch count stood at 1,602 (excl. GIFT & DIFC) as on 30th Sep, 2020

Figures in [brackets] are Q2FY20 numbers

Customer Assets

30-Sep-20 (₹ 218,790 cr)



Customer Assets

₹ cr	30-Sep-20	30-Sep-19	30-Jun-20
Home Loans & LAP	47,732	45,816	47,168
Consumer Bank WC (Secured)	19,562	19,571	18,240
PL, BL and Consumer Durables	8,177	9,667	9,088
Credit Cards	4,378	4,624	4,343
CV/CE	18,363	19,688	18,442
Agriculture Division	20,926	20,186	19,548
Tractor Finance	8,151	6,882	7,503
Corporate Bkg	56,119	60,448	58,119
SME	18,118	21,926	18,048
Others	3,319	4,491	3,499
Total Advances	204,845	213,299	203,998
Credit Substitutes	13,945	10,006	12,821
Total Customer Assets	218,790	223,305	216,819

Specific Sectors Exposure









Specific Sectors as per Basel III

Outstanding* (₹ cr)	30-Sep-20	%	30-Sep-19	%	30-Jun-20	%
NBFCs	12,248	4.5%	10,964	4.0%	12,304	4.5%
: Of which HFC	5,025	1.8%	3,563	1.3%	4,921	1.8%
CRE (excl LRD)	5,661	2.1%	5,609	2.0%	6,106	2.2%
LRD	4,363	1.6%	4,296	1.6%	4,400	1.6%
Total including above	274,121		276,402		272,772	

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

Disbursal in ECLG Scheme till 30th Sep, 2020: ~ ₹ 7,600 cr; crossed ₹ 8,100 cr in Oct 2020

Consolidated Highlights Q2FY21

 <p>PAT</p> <p>₹ 2,947 cr [₹ 2,407 cr]</p>	 <p>CAR# 24.5% [19.1%]</p> <hr/> <p>Tier I# 23.9% [18.7%]</p>	 <p>Customer Assets</p> <p>₹ 247,432 cr [₹ 259,321 cr]</p>	 <p>Total Assets</p> <p>₹ 457,283 cr [₹ 400,342 cr]</p>
 <p>NIM*</p> <p>4.58% [4.56%]</p>	 <p>Capital & Reserves</p> <p>₹ 79,389 cr [₹ 62,563 cr]</p>	 <p>Net NPA</p> <p>0.70% [0.82%]</p>	 <p>Book Value per Eq. share</p> <p>₹ 399 [₹ 325]</p>

Figures in [brackets] are Q2FY20 numbers

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

As per Basel III, including unaudited profits. Excluding profits CAR: 23.1%, Tier I: 22.5%

Consolidated PAT



₹ cr	Q2FY21	Q2FY20	Q1FY21	FY20
Kotak Mahindra Bank	2,184	1,724	1,244	5,947
Kotak Mahindra Prime	133	172	68	673
Kotak Mahindra Investments	74	67	43	270
Kotak Securities	199	149	169	550
Kotak Mahindra Capital	14	1	6	79
Kotak Mahindra Life Insurance	171	144	161	608
Kotak Mahindra General Insurance	7	(8)	13	(28)
Kotak AMC and TC	84	85	71	337
International Subsidiaries	45	34	54	119
Others	21	30	22	106
Total	2,932	2,398	1,851	8,661
Affiliates and Others	15	9	2	(68)
Consolidated PAT	2,947	2,407	1,853	8,593

Highlights

- Q2FY20 had effect of reduced corporate tax rate for H1FY20
- At PBT level, growth of 33% YoY

Entity-wise Capital & Reserves and Surplus



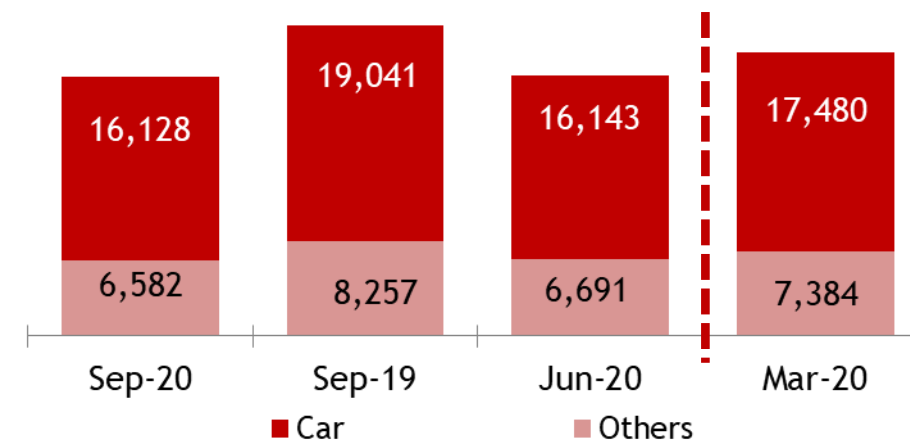
₹ cr	30-Sep-20	30-Sep-19	30-Jun-20
Kotak Mahindra Bank	59,923	45,912	57,709
Kotak Mahindra Prime	6,289	5,740	6,157
Kotak Mahindra Investments	1,976	1,719	1,902
Kotak Securities	4,897	4,238	4,698
Kotak Mahindra Capital	642	589	628
Kotak Mahindra Life Insurance	3,686	3,023	3,515
Kotak Mahindra General Insurance	184	183	177
Kotak AMC and TC	1,042	708	957
Kotak Infrastructure Debt Fund	399	364	391
International Subsidiaries	1,296	1,097	1,281
Kotak Investment Advisors	378	353	372
Other Entities	289	250	283
Total	81,001	64,176	78,070
Affiliates	967	949	954
Inter-company and Others	(2,579)	(2,562)	(2,581)
Consolidated Capital & Reserves and Surplus	79,389	62,563	76,443

Kotak Mahindra Prime



₹ cr	Q2FY21	Q2FY20	Q1FY21	FY20
NII	300	305	300	1,229
Other Income	53	64	12	291
NII and Other Income	353	369	312	1,520
Profit Before Tax	179	234	93	923
Profit After Tax	133	172	68	673
NNPA (%)	1.3%	0.6%	1.1%	0.6%
CAR (incl unaudited profits) (%)	26.6%			
ROA (%) - annualised	2.2			

Customer Assets* (₹ cr)



* Includes loans and credit substitutes

Highlights

- Better margins in Q2FY21 compared to Q2FY20
- Cautious stance on disbursements due to pandemic

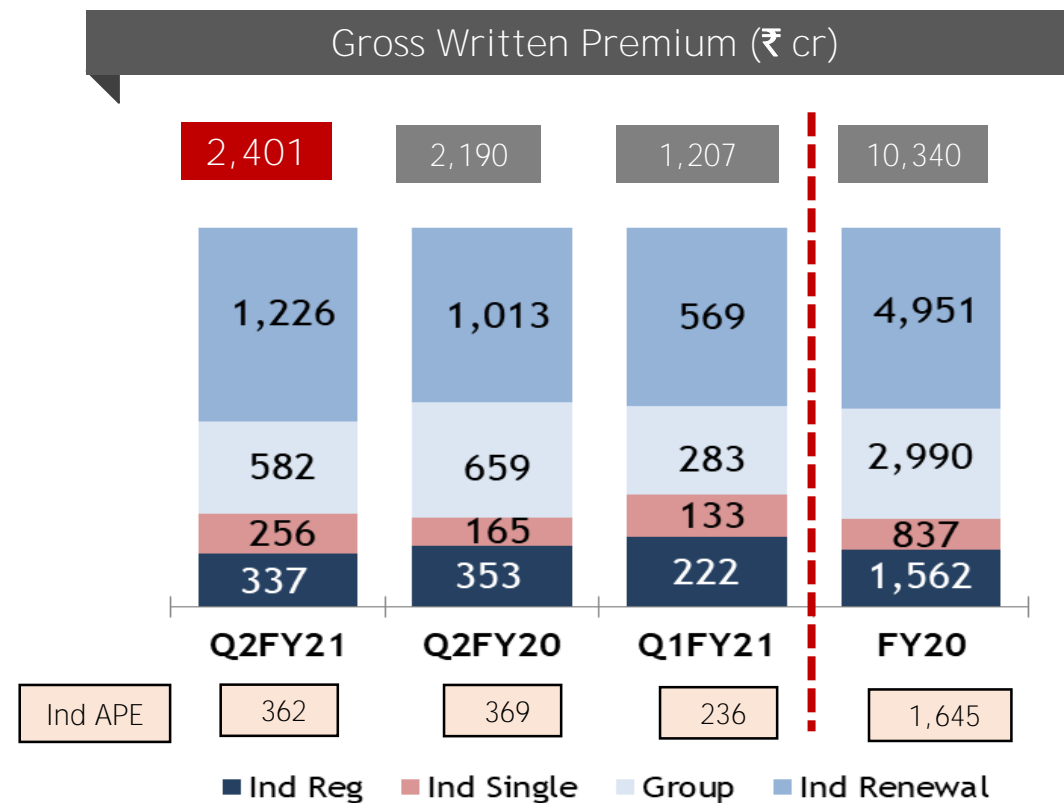
Kotak Mahindra Life Insurance



₹ cr	Q2FY21	Q2FY20	Q1FY21	FY20
Capital	562	562	562	562
Other Reserves and Surplus	3,124	2,461	2,952	2,791
Total Premium	2,401	2,190	1,207	10,340
Profit After Tax (Shareholders')	171	144	161	608
Solvency Ratio (x)	3.00	3.06	3.00	2.90

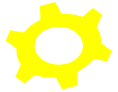
Highlights

- Gross written premium Q2FY21 has grown by 10% YoY
- Individual APE NB premium for H1FY21 has a growth of 2% YoY against private industry de-growth of 11%
- Group APE NB premium Q2FY21 has a growth of 2.5X of Q1FY21, with a de-growth of 5% YoY
- Individual renewal premium Q2FY21 has grown by 21% YoY
- H1FY21 PAT at ₹ 332 cr, with growth of 20% YoY. Solvency ratio healthy at 300%
- AUM (Policyholders') as on 30th Sep, 2020 ₹ 35,980 cr, growth 18.5% YoY



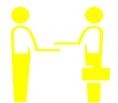
KLI – Update on Digitization

Focus continue on empowering distribution, energizing employees and superior customer experience



Empowering Distribution

- Digital onboarding of customers through Genie, continues to remain high at 98%
- Empowered advisors using “Boost”, an app for superior engagement and improving productivity
- Lead nurturing tools launched to managed leads from digital assets (whatsapp, chatbots, customer portal, website)



Superior Customer Experience

- “Digipro”, a completely digital, speedier fulfillment process initiated for superior customer experience
- Insta-servicing launched to resolve customer requests instantly; started with 4 high volume services
- More services added to digital servicing tools like whatsapp and chatbot, Traffic increased by 29% q-o-q



Energizing Employees

- Greater empowerment of employees using CRM and Amie (an employee chatbot)

Kotak Securities



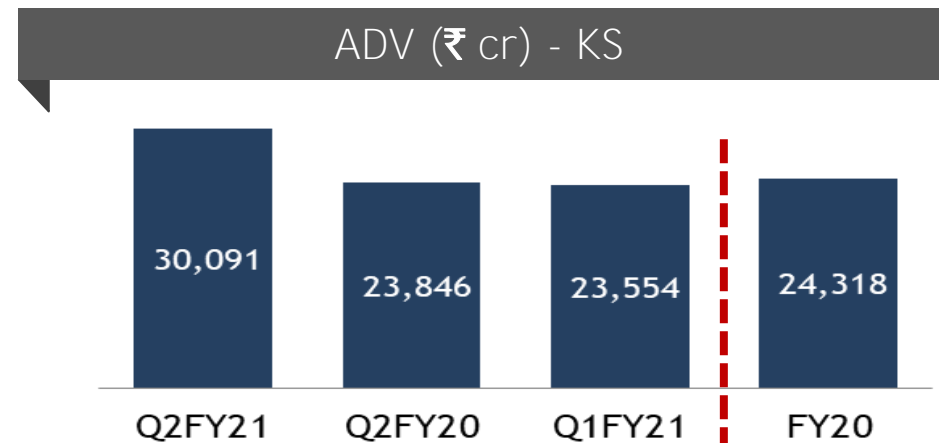
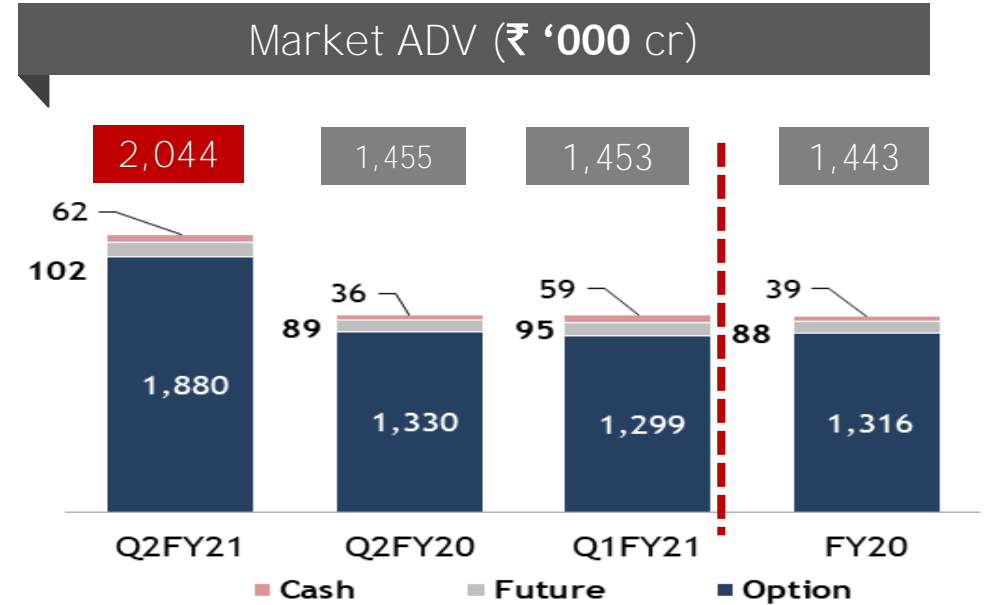
₹ cr	Q2FY21	Q2FY20	Q1FY21	FY20
Total Income	516	407	459	1,690
Profit Before Tax	266	181	225	738
Profit After Tax	199	149	169	550
Market Share* (%)	1.5			

*excluding BSE Derivative segment

Market Share in Cash Segment H1FY21: 7.7% (H1FY20: 9.4%)

1,437 branches, franchises and referral co-ordinators


Digital Update





Kotak Mahindra Capital Company




Equity


 ICICI Bank Limited
Qualified Institutional Placement
₹ 15,000 cr


 Yes Bank Limited
Further Public Offer (FPO)
₹ 15,000 cr


 Housing Development Finance Corp
Qualified Institutional Placement of Equity, NCD and Warrants
₹ 14,000 cr

 Mindspace Business Parks REIT
Initial Public Offer (IPO)
₹ 4,500 cr

 Mahindra & Mahindra Financial Services Limited
Rights Issue
₹ 3,089 cr


 Computer Age Management Services Limited
Initial Public Offer (includes pre-IPO)
₹ 3,000 cr

 UTI Asset Management Co. Limited
Initial Public Offer (IPO)
₹ 2,160 cr


 PI Industries Limited
Qualified Institutional Placement
₹ 2,000 cr

 The Phoenix Mills Limited
Qualified Institutional Placement
Block Trade
₹ 1,100 cr
₹ 833 cr

Advisory

 Financial advisor & fairness opinion provider to Samvardhana Motherson International in group reorganization
₹ 24,434 cr

 Fairness Opinion to Tata Motors for subsidiarization of Passenger Vehicles Business
₹ 9,417 cr

 Exclusive financial advisor to Signet Excipients on acquisition by IMCD India
Undisclosed

KMCC ₹ cr	Q2FY21	Q2FY20	Q1FY21	FY20
Total Income	44	24	25	229
Profit Before Tax	19	-1	8	108
Profit After Tax	14	1	6	79

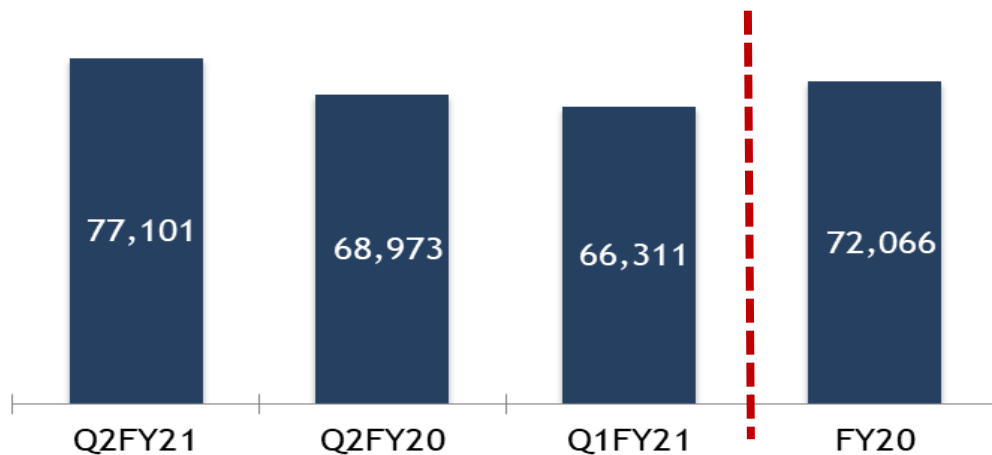
Kotak Mahindra AMC & Trustee Co.



Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity



₹ cr	Q2FY21	Q2FY20	Q1FY21	FY20
Profit Before Tax	113	104	95	454
Profit After Tax	84	85	71	337

Highlights

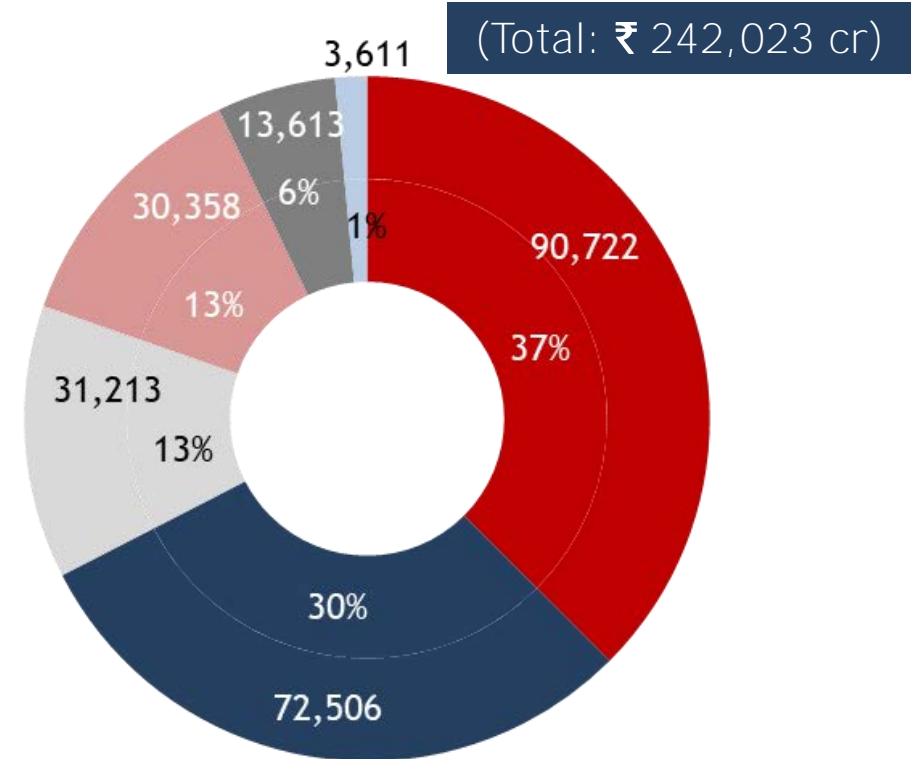
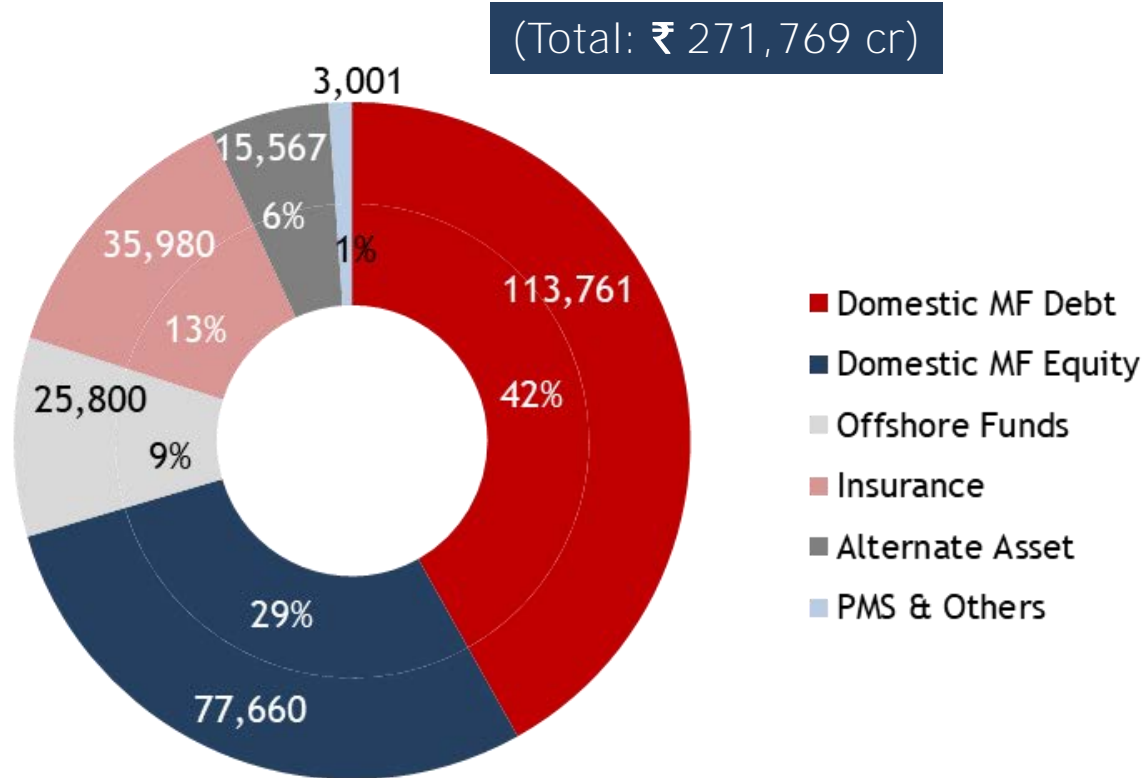
- Overall Market share on AAUM rose to 6.9% in Q2FY21 (Q2FY20: 6.6%)
- Equity AAUM market share rose to 4.9% in Q2FY21 (Q2FY20: 4.6%)

Assets Under Management and Relationship Value



30th September, 2020

30th September, 2019



Relationship Value of Wealth + Priority + Investment Advisory as on 30th Sep, 2020 ~₹ 300,000 cr (PY: ~₹ 295,000 cr)



Key Awards



Best Cash Management
Bank in India
*The Asian Banker
Transaction Finance
Awards 2020*

Best Productivity,
Efficiency & Automation
Initiative, Application or
Programme
*The Asian Banker
Transaction Finance
Awards 2020*

Best Private Bank in
India
*Global Private Banking
Awards 2020*

Best Integrated Media
Campaign -
Product/Services
*Indian Digital Marketing
Awards 2020*

Best Insurance
Campaign
*FICCI honors Kotak
General Insurance at
Insurance Industry
Awards 2020*

Best Use of Digital
Personal Assistant
Category'
*Gold at the Campaign
India Digital Crest
Awards 2020*

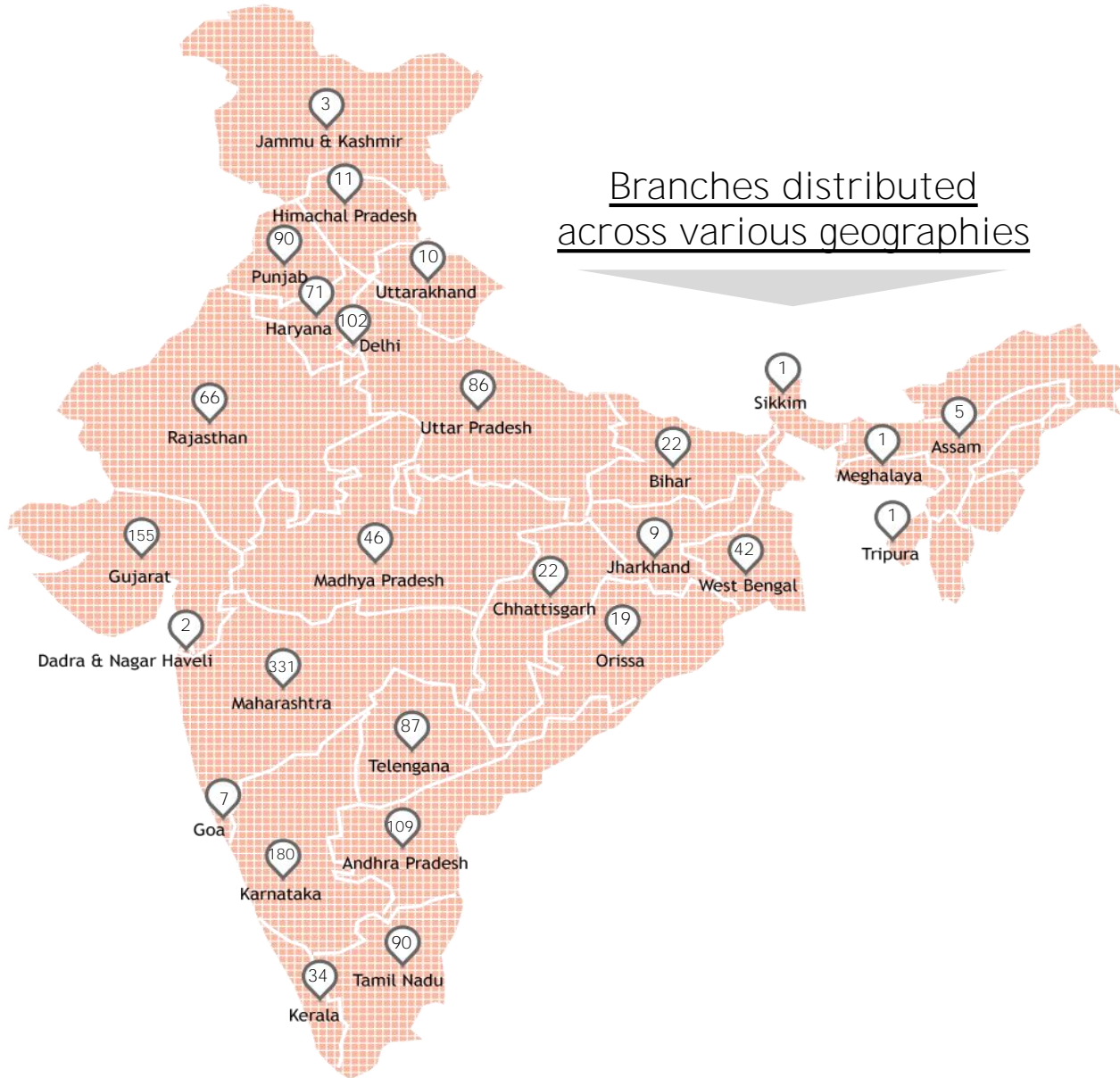
Best Securities House in
India
*Asiamoney Best
Securities Houses Awards
2019, India*

Most Innovative Bank
*India Fintech Awards
2019*

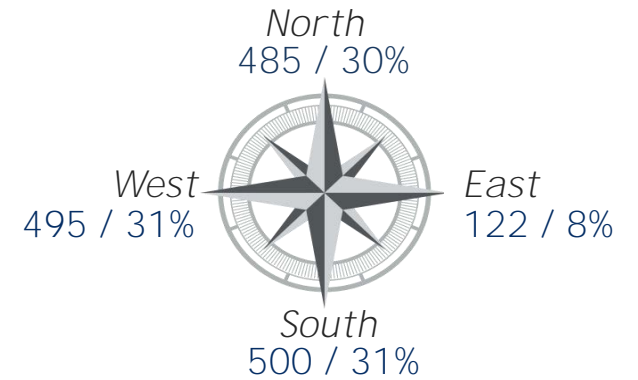
Ms. Shanti Ekambabram
One **of India's Most**
Powerful Women
*Business Today,
October 2020*

Mr. Uday Kotak
Lifetime Achievement
Award
*Magna Awards 2019 by
Business World*

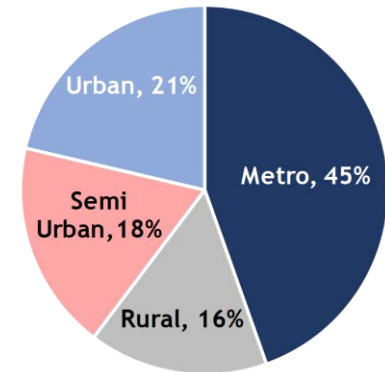
Geographical presence



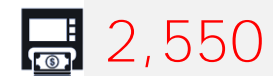
Branches 1,602* [No./%]



Branch Classification



No. of ATMs

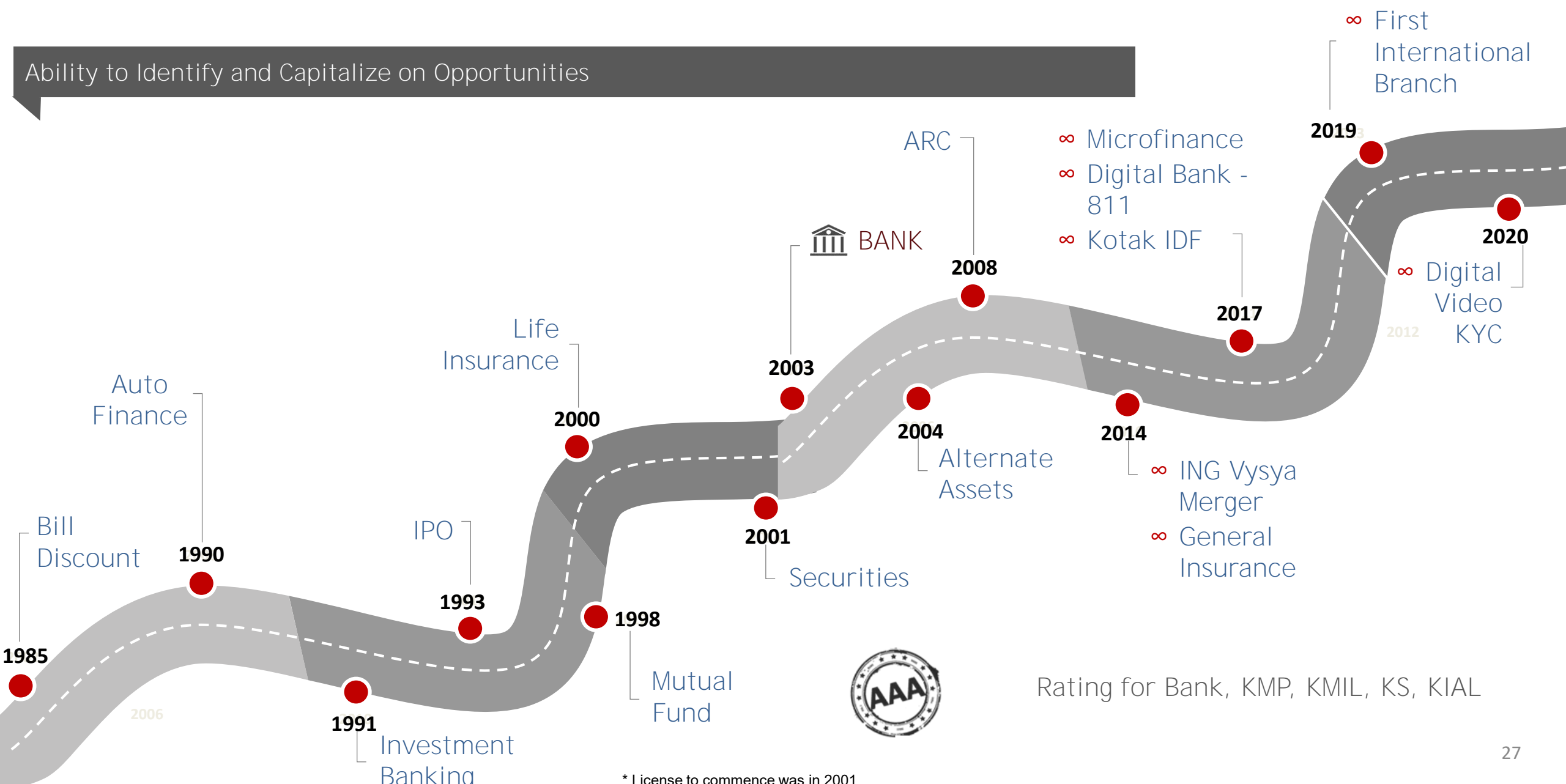


* Does not include branches in DIFC, Dubai & GIFT city, Gujarat

GROUP PROFILE

The Journey So far...

Ability to Identify and Capitalize on Opportunities



Rating for Bank, KMP, KMIL, KS, KIAL

* License to commence was in 2001

Kotak – Diversified and integrated financial services



Kotak Mahindra Bank
Commercial Bank & Parent 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
- ∞ Commodity 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

- ∞ Finance for infra projects

BSS Microfinance

- ∞ Banking Correspondent

IVY Product Intermediaries

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

Present Across the Entire Value Chain



Platform with Wide Product Portfolio

Wholesale Banking

- ∞ Corporate Loans
- ∞ Trade Finance
- ∞ Business Banking
- ∞ Commercial Real Estate
- ∞ Forex/ Treasury
- ∞ Cash Management
- ∞ Custody Business
- ∞ Off-shore Lending

Commercial Banking

- ∞ Agriculture Finance
- ∞ Tractor Finance
- ∞ Commercial Vehicles
- ∞ Construction Equipment
- ∞ Microfinance

Consumer Banking

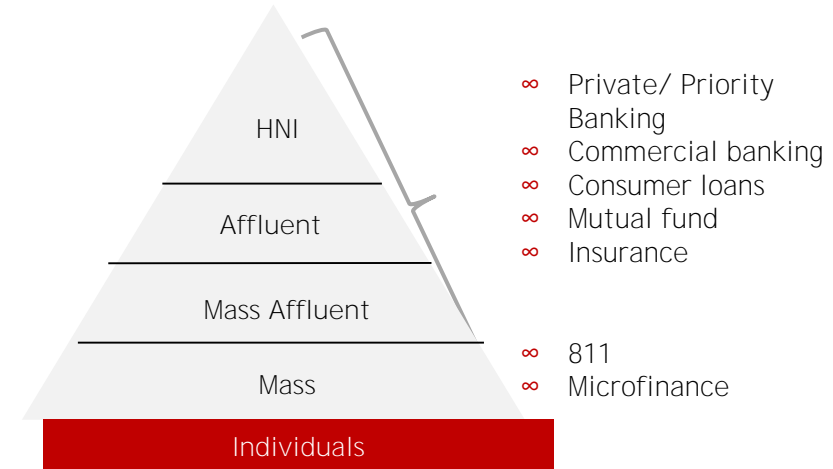
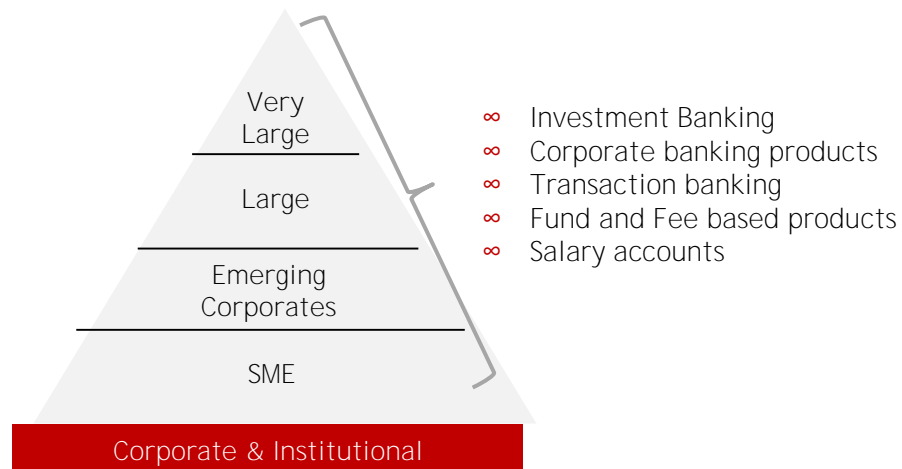
- ∞ Branch Banking
- ∞ 811
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Priority Banking
- ∞ Small Business Loans
- ∞ Private Banking
- ∞ Gold Loans
- ∞ Rural Housing & Business Loans
- ∞ Forex Cards

Other Financial Services

- ∞ Wealth Management
- ∞ Car and 2W Loans
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Loan against Shares
- ∞ Infra Debt Finance
- ∞ Asset Reconstruction

Deposits across all customer segments

Wide Customer Coverage



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

Our Strengths



An integrated financial services conglomerate with a diversified business model

- ∞ Balance Sheet, Market & Knowledge driven businesses encompassing all customer & geographic segments
- ∞ Wide spectrum of financial products and services help to balance against market cycles, hedge against downturns in specific segments and access multiple growth avenues
- ∞ Broad product spectrum helps meet our customers' diverse financial and investment requirements, enhancing overall customer experience



Healthy asset quality & prudent risk management capabilities

- ∞ Ability to assess opportunities with a focus on rewards that are commensurate with risk
- ∞ Prudent risk management, while not being averse to taking risk so long as the risk is priced to provide attractive risk-based returns
- ∞ Detailed & extensive policies covering capital adequacy, portfolio concentration limits & stress testing



Digital & technological capabilities

- ∞ Focused on customer acquisition, enhancement of customer experience, making internal operations efficient and enhancing our cybersecurity and data protection framework
- ∞ Investment in technology and analytics enabling cross-sell of a wide range of products on digital platforms, thereby deepening customer relationships



Ability to identify and capitalize on opportunities

- ∞ Ability to identify and capitalize on profitable business opportunities, create niche and differentiated business segments and offer new products and services
- ∞ Culture of innovation has allowed us to build profitable business models, and has enabled us to enter into and maintain partnerships



Strong brand and leadership in various businesses

- ∞ Numerous industry awards and accolades for various aspects of our business, reflect the talent of our senior management and employees as well as trust in the quality of our products and services
- ∞ Strong position across various segments of our businesses



Strong governance culture and an experienced management team

- ∞ **11/ 13 Group Management Council ('GMC') members have spent 20+ years with the Group & helped create various businesses since inception**
- ∞ **56 members (as on Mar 31, 2020) in the 'Kotak Leadership Team' (incl. GMC)** - strong succession pipeline for senior leadership positions and nurture our culture of growth, innovation & high quality governance

Our Strategy



Enhance Customer Experience & Trust

- ∞ To be amongst the most trusted financial services conglomerates in India
- ∞ Enhance customer experience backed by wide spectrum of products, and using cost efficient, convenient delivery channels including digital and technological initiatives
- ∞ Strengthen data, analytics capability, for higher cross-sell, and thereby contribute to future growth and profitability

Expansion of market share in all segments of financial services in India

- ∞ Bank to continue to be the main customer acquisition engine, and leverage such customer growth by cross selling products and services offered by the Group
- ∞ Measured, value focused growth of branch network and digital banking initiatives to expand customer reach
- ∞ Comprehensive digital strategy to deepen customer relationships

Continuously expand access to low cost liabilities

- ∞ Increase retail deposit base and current deposits
- ∞ Expand retail banking business by growing distribution network, optimizing digital channels and offering differentiated products
- ∞ Expand current deposits by providing lending solutions and range of customized products including wealth, cash management and liquidity management solutions

Attract, retain and build a team of talented, engaged and motivated employees

- ∞ Continue to focus on the recruitment and cultivation of a high-quality, professional and empowered workforce

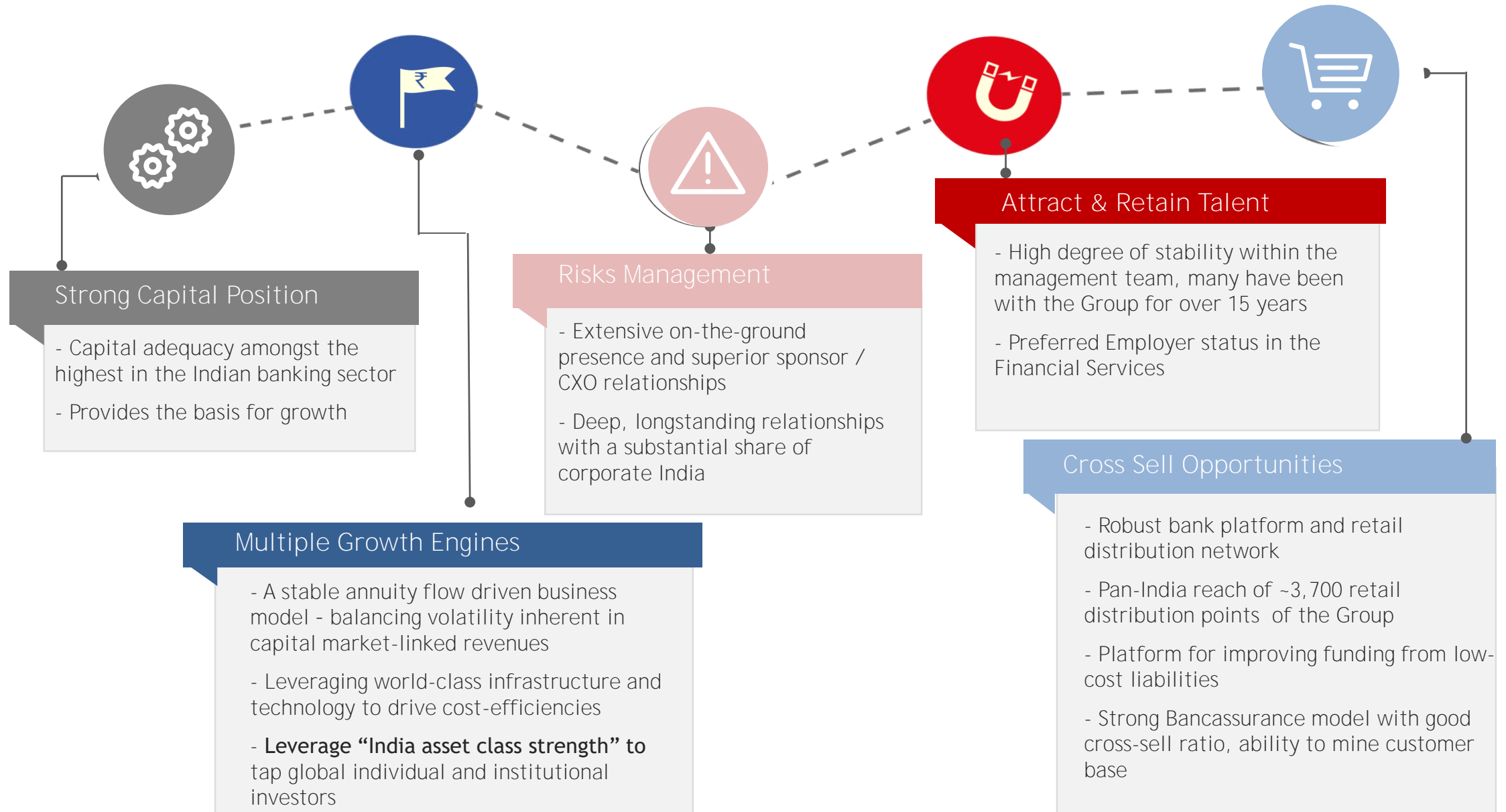
Disciplined risk management leading to strong asset quality

- ∞ Continually improve risk management, risk evaluation, rating methodology, and monitoring and control to maintain high quality asset portfolio
- ∞ Provide risk adjusted returns and continue to identify, assess & manage risks well in time and allocate capital amongst businesses appropriately

Pursue inorganic opportunities

- ∞ Actively seek inorganic growth opportunities to expand market share, access new geography, customer segment or acquire new capabilities

The Path of Leadership



Strong and Committed Leadership Team



Senior Leadership Team with Long Vintage



Dipak Gupta
Jt. MD

28 Years

Compliance, IT, HR & Marketing, Digital, Customer experience, Audit & Vigilance



Gaurang Shah
WTD

23 Years

Credit, ARD, Asset Mgmt, Alternate Assets, Insurance & International Business



KVS Manian
WTD

25 Years

Corporate, Institutional Equities, Investment Bank & Wealth



D Kannan

28 Years

Commercial Banking



Shanti Ekambaram

29 Years

Consumer Banking



Narayan SA

28 Years

Car Finance , Treasury & Retail brokerage



Jaimin Bhatt

24 Years

Group CFO, Operations



Nilesh Shah

5 Years

Asset Management



G. Murlidhar

19 Years

Life and General Insurance



Jaideep Hansraj

26 Years

Retail Brokerage



Virat Diwanji

16 Years

Retail Liabilities & Branch Banking



Venkattu Srinivasan

26 Years

Asset Reconstruction & Structured Credit

56 members in Kotak Leadership Team (incl. above and MD& CEO) with an average tenor of 19+ years with the Group

No. of years represent completed years as on 12th May, 2020 with Kotak

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