



Kotak Mahindra Bank

26th October 2017

The Manager Corporate Relationship, BSE Limited, 1 st Floor, New Trading Ring, Rotunda Building, 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 2017

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we attach herewith the Investor Presentation – Q2FY18, which is also being posted on our website www.kotak.com.

Yours faithfully,
Kotak Mahindra Bank Limited

Sonali Punekar
Vice President- Secretarial

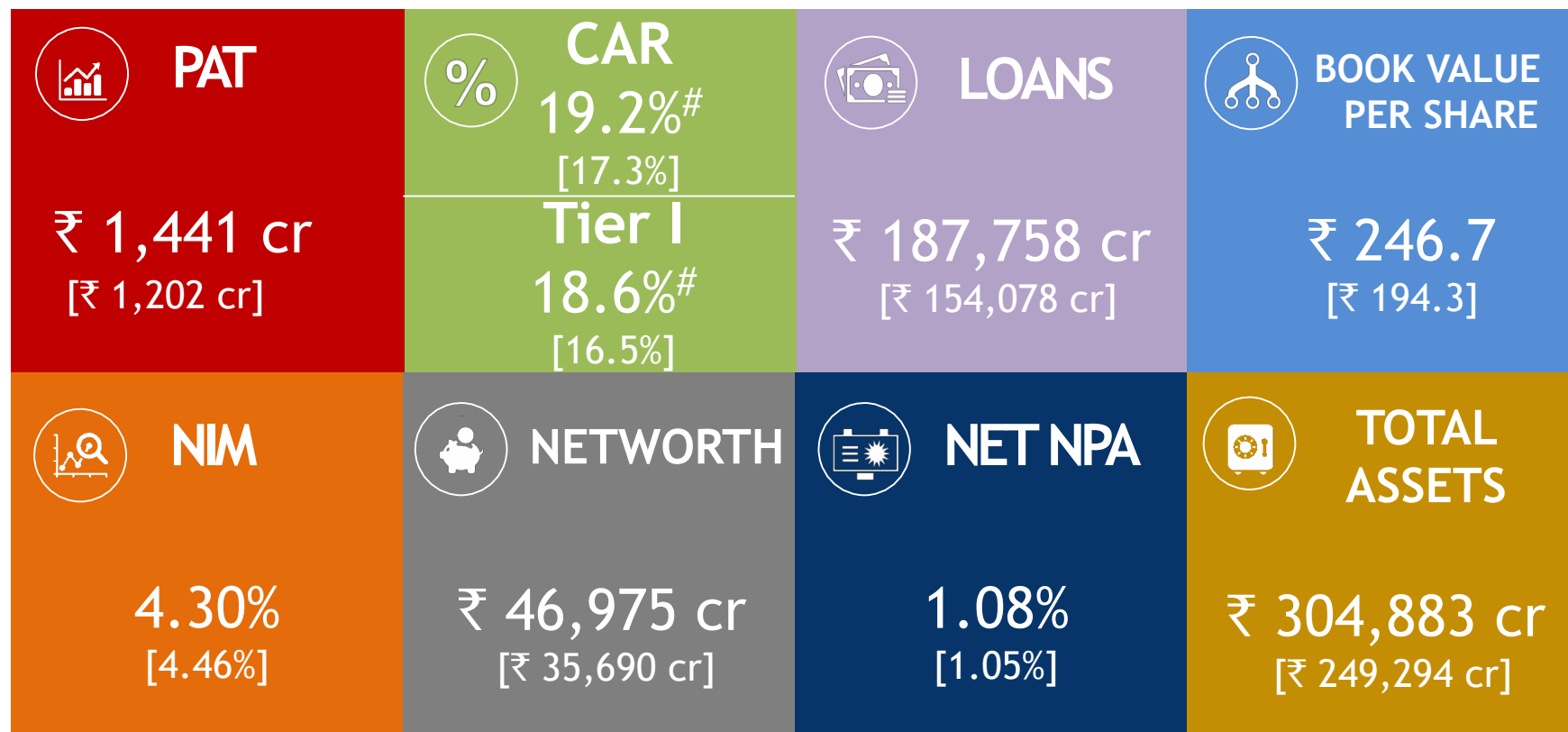
Kotak Mahindra Bank Ltd.
CIN: L65110MH1985PLC038137

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 Q2FY18

Consolidated Highlights Q2FY18



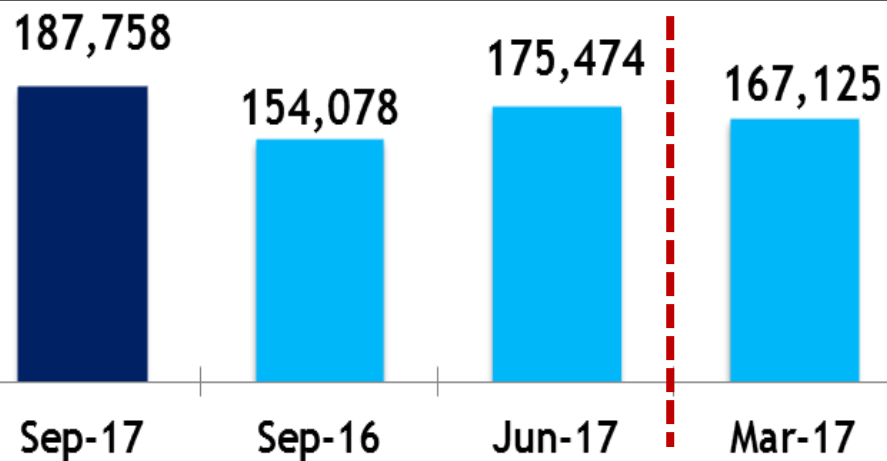
Figures in [brackets] are Q2FY17 numbers

As per Basel III, including unaudited profits. Excluding profits CAR 18.1%, Tier I 17.5% [CAR 16.3% and Tier I 15.4%]

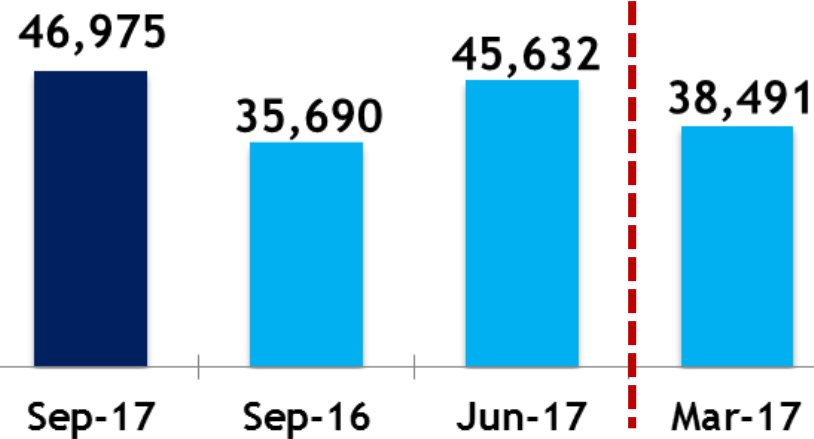
- Acquired 26% stake held by Old Mutual in Kotak Life for ₹ 1,293 cr
- Completed acquisition of BSS Microfinance

Consolidated Key Financials

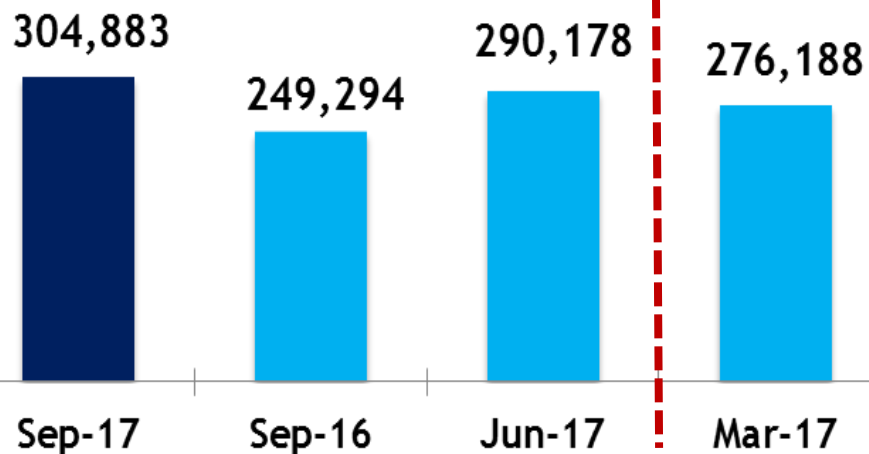
 Advances [₹ cr]



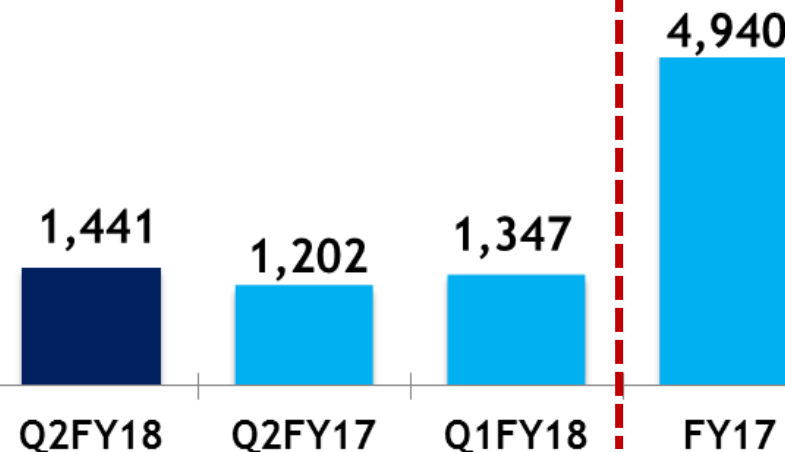
 Networth [₹ cr]



 Total Assets [₹ cr]

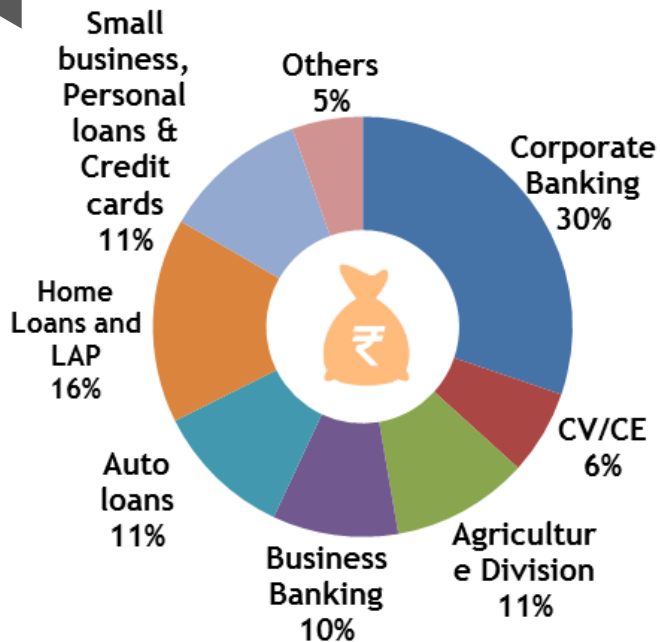


 PAT [₹ cr]



Consolidated Customer Assets

30-Sep-17 (₹ 187,758 cr)



Advances

Advances growth: 22% YoY

GNPA: 2.14%, NNPA: 1.08%

Customer Assets

₹ cr	30-Sep-17	30-Sep-16	30-Jun-17
Corporate Banking	56,493	44,243	52,479
CV/CE	12,205	9,167	11,442
Agriculture Division	19,741	17,299	18,563
Business Banking	18,113	17,361	17,527
Auto loans	19,900	17,460	18,488
Home Loans and LAP	29,429	24,437	27,459
Small Business, PL & Credit Cards	20,918	15,880	18,277
Others	10,959	8,231	11,238
Total Advances	187,758	154,078	175,474
Investment Credit Substitutes	8,857	8,067	9,798
Total Customer Assets	196,615	162,145	185,272

Consolidated PAT



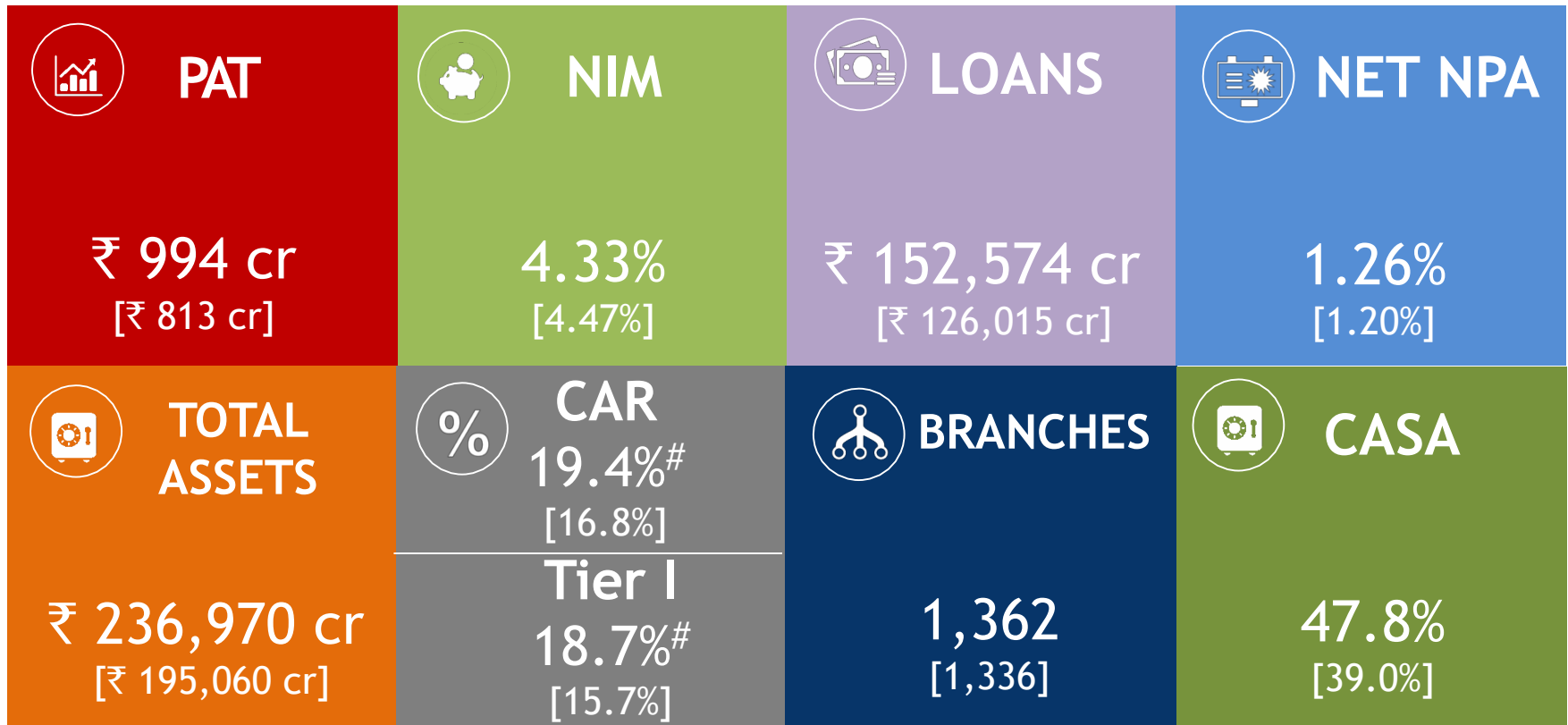
₹ cr	Q2FY18	Q2FY17	Q1FY18	FY17
Kotak Mahindra Bank	994	813	913	3,411
Kotak Mahindra Prime	150	130	132	515
Kotak Mahindra Investments	55	53	45	196
Kotak Securities	118	96	125	361
Kotak Mahindra Capital	(1)	5	5	46
Kotak Mahindra Old Mutual Life Insurance	100	63	103	303
Kotak AMC and TC	23	7	15	56
International Subsidiaries	28	31	17	86
Others	(2)	(6)	(1)	(23)
Total	1,465	1,192	1,354	4,951
Minority Interest	(26)	(16)	(26)	(79)
Affiliates and Others	2	26	19	68
Consolidated PAT	1,441	1,202	1,347	4,940

Entity wise Network



₹ cr	30-Sep-17	30-Sep-16	30-Jun-17	31-Mar-17
Kotak Mahindra Bank	35,206	25,611	34,318	27,616
Kotak Mahindra Prime	4,509	3,962	4,359	4,227
Kotak Mahindra Investments	1,137	933	1,082	1,038
Kotak Securities	3,239	2,791	3,121	2,996
Kotak Mahindra Capital	497	475	499	493
Kotak Mahindra Old Mutual Life Insurance	2,027	1,656	1,927	1,825
Kotak AMC and TC	257	199	233	229
Kotak Infrastructure Debt Fund	316	-	312	309
Kotak Mahindra General Insurance	114	109	121	90
International Subsidiaries	744	671	708	693
Kotak Investment Advisors	332	283	331	277
Other Entities	137	45	46	44
Total	48,515	36,735	47,057	39,837
Add: Affiliates	791	706	787	750
Less: Minority, Inter-company and Others	(2,331)	(1,751)	(2,212)	(2,096)
Consolidated Network	46,975	35,690	45,632	38,491

Standalone Highlights Q2FY18



Figures in [brackets] are Q2FY17 numbers

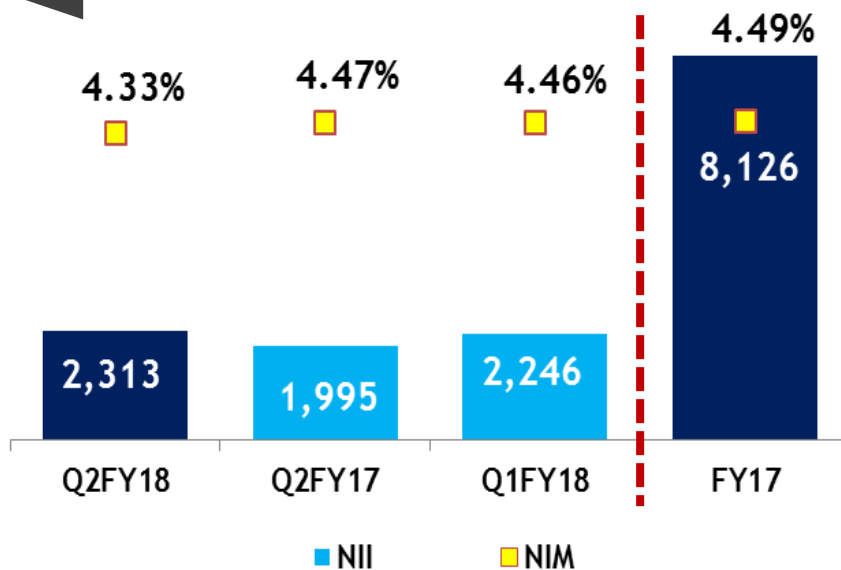
As per Basel III, including unaudited profits. Excluding profits CAR 18.4%, Tier I 17.6% [CAR 15.8% and Tier I 14.7%]

Profit and Loss Account



₹ cr	Q2FY18	Q2FY17	Q1FY18	FY17
Net Interest Income	2,313	1,995	2,246	8,126
Other Income	954	831	907	3,477
Net Total Income	3,267	2,826	3,153	11,603
Employee Cost	723	699	706	2,745
Other Operating Expenses	819	687	851	2,873
Operating Expenditure	1,542	1,386	1,557	5,618
Operating Profit	1,725	1,440	1,596	5,985
Provision On Advances/Receivables (net)	206	142	193	698
Provision On Investments	11	56	11	139
Provision & Contingencies	217	198	204	837
PBT	1,508	1,242	1,392	5,148
Provision For Tax	514	429	479	1,737
PAT	994	813	913	3,411

NII (₹ cr) and NIM



Asset Quality

- Restructured loans considered standard ₹ 65 cr; 0.04% of net advances
- SMA2 outstanding - ₹ 250 cr
 - 0.16% of net advances
- GNPA: 2.47%
- NNPA: 1.26%

Other Income (₹ cr)	Q2FY18	Q2FY17	Q1FY18	FY17
Fee and Services	810	630	805	2,677
Others	144	201	102	800
Total	954	831	907	3,477

Segment Performance



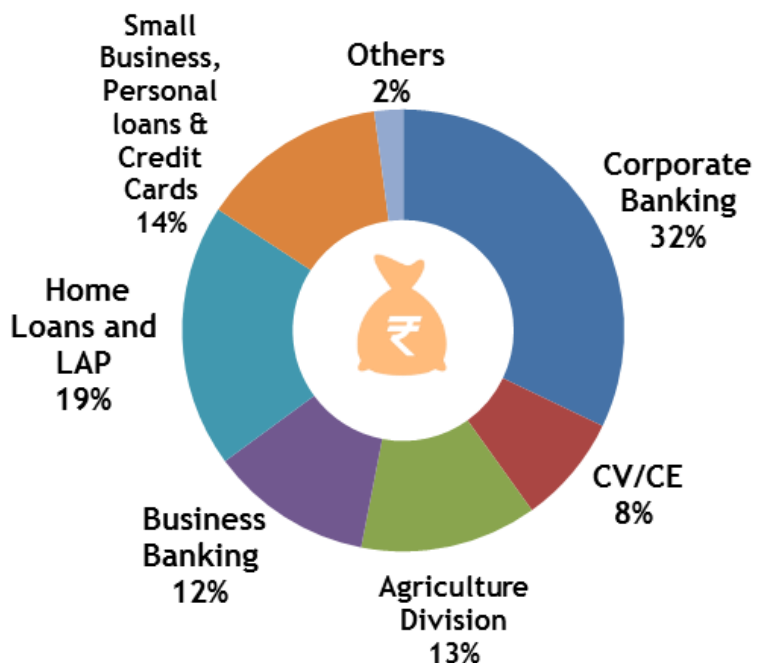
Bank Segmental PBT

As per RBI (₹ cr)	Q2FY18	Q2FY17	Q1FY18	FY17
Corporate/Wholesale Banking	685	621	732	2,695
Retail Banking	341	265	279	1,195
Treasury, BMU* & Corporate Centre	482	356	381	1,258
Total	1,508	1,242	1,392	5,148

* Balance Sheet Management Unit

Customer Assets

30-Sep-17 (₹ 152,574 cr)



Advances

Advances growth: 21% YoY

Customer Assets

₹ cr	30-Sep-17	30-Sep-16	30-Jun-17
Corporate Banking	48,995	38,738	46,046
CV/CE	12,205	9,167	11,442
Agriculture Division	19,741	17,299	18,563
Business Banking	18,113	17,361	17,527
Home Loans and LAP	29,429	24,437	27,459
Small Business, PL & Credit Cards	20,876	15,865	18,257
Others	3,215	3,149	3,065
Total Advances	152,574	126,015	142,359
Investment Credit Substitutes	8,483	7,370	9,370
Total Customer Assets	161,057	133,385	151,729

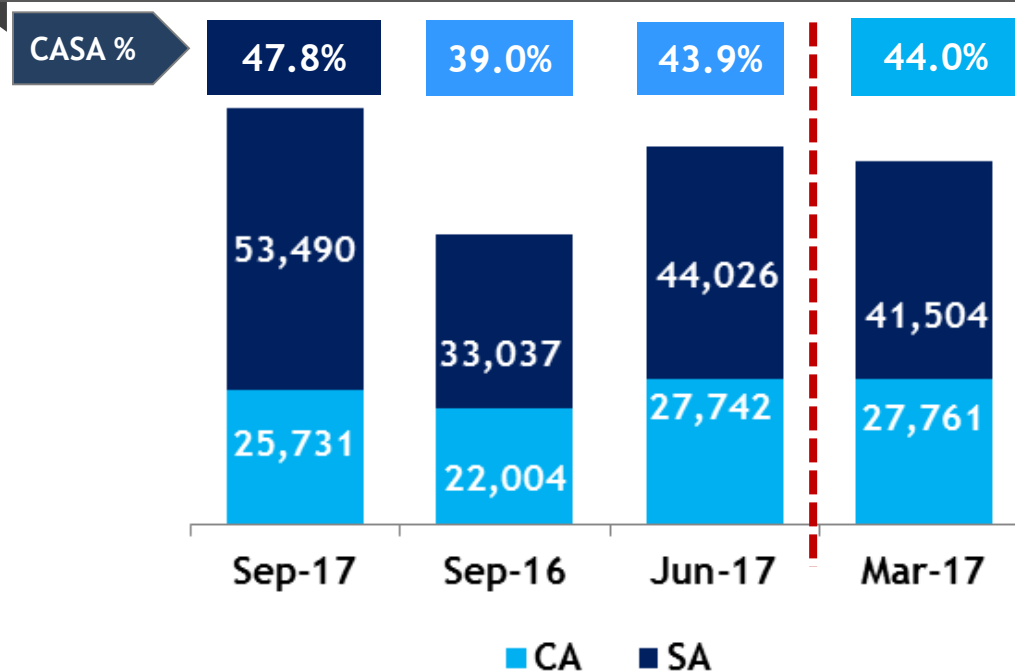
As per segmental classification

₹ cr	30-Sep-17	30-Sep-16	30-Jun-17
Retail	61,178	51,387	56,528
Corporate	91,396	74,628	85,831
Total Advances	152,574	126,015	142,359
Investment Credit Substitutes	8,483	7,370	9,370
Total Customer Assets	161,057	133,385	151,729

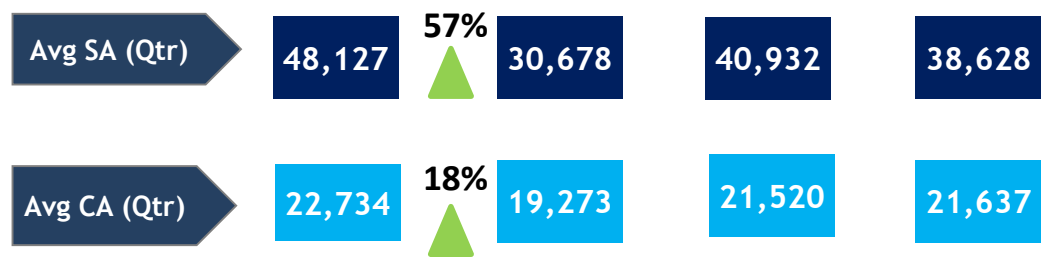
Branches & Deposits



CASA (₹ cr)



YoY %



Highlights

- 1,362 branches as on 30th Sep, 2017
- Plan to reach around 1,400 branches by FY18
- CASA and TDs below ₹ 5 cr constitute 77% of total deposits
- TDs below ₹ 1 cr were ₹ 41,157 cr
- TD Sweep deposits 7.0% of the total deposits
- Cost of SA for Q2FY18 - 5.57%

Balance Sheet



₹ cr	30-Sep-17	30-Sep-16	30-Jun-17	31-Mar-17
Networth	35,206	25,611	34,318	27,616
Deposits	165,671	141,045	163,518	157,426
CA	25,731	22,004	27,742	27,761
SA	53,490	33,037	44,026	41,504
<i>Term Deposits</i>	86,450	86,004	91,750	88,161
<i>Of which: TD Sweep</i>	11,559	9,087	11,126	10,079
Borrowings	25,923	19,813	19,696	21,095
Other Liabilities and Provisions	10,170	8,591	8,853	8,453
Total Liabilities	236,970	195,060	226,385	214,590

₹ cr	30-Sep-17	30-Sep-16	30-Jun-17	31-Mar-17
Cash, Bank and Call	20,823	9,344	19,859	22,572
Investments	52,796	48,631	52,251	45,074
<i>Government Securities</i>	41,922	39,810	40,980	36,190
<i>Others</i>	10,874	8,821	11,271	8,884
Advances	152,574	126,015	142,359	136,082
Fixed Assets and Other Assets	10,777	11,070	11,916	10,862
Total Assets	236,970	195,060	226,385	214,590

Digital - Best In Class Experience



Q2FY18

Mobile Banking app rated 4.5 on Google Play Store

New Website - *Customer Centric; Mobile-first*

MOBILE BANKING GROWTH

96%
Value
(YoY)

125%
Volume
(YoY)

77%

Recurring Deposit
sourced digitally

60%

Fixed Deposit
sourced digitally

29%

Digital Share of
Salaried Personal
Loan

Sept 17



Mobile
Banking login
more than 5X
of Net
Banking



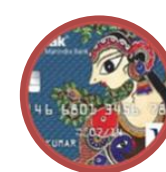
58% of Bank
Active are
Digitally
Active



66% of Mobile
banking
customers
bank ONLY on
Mobile App.



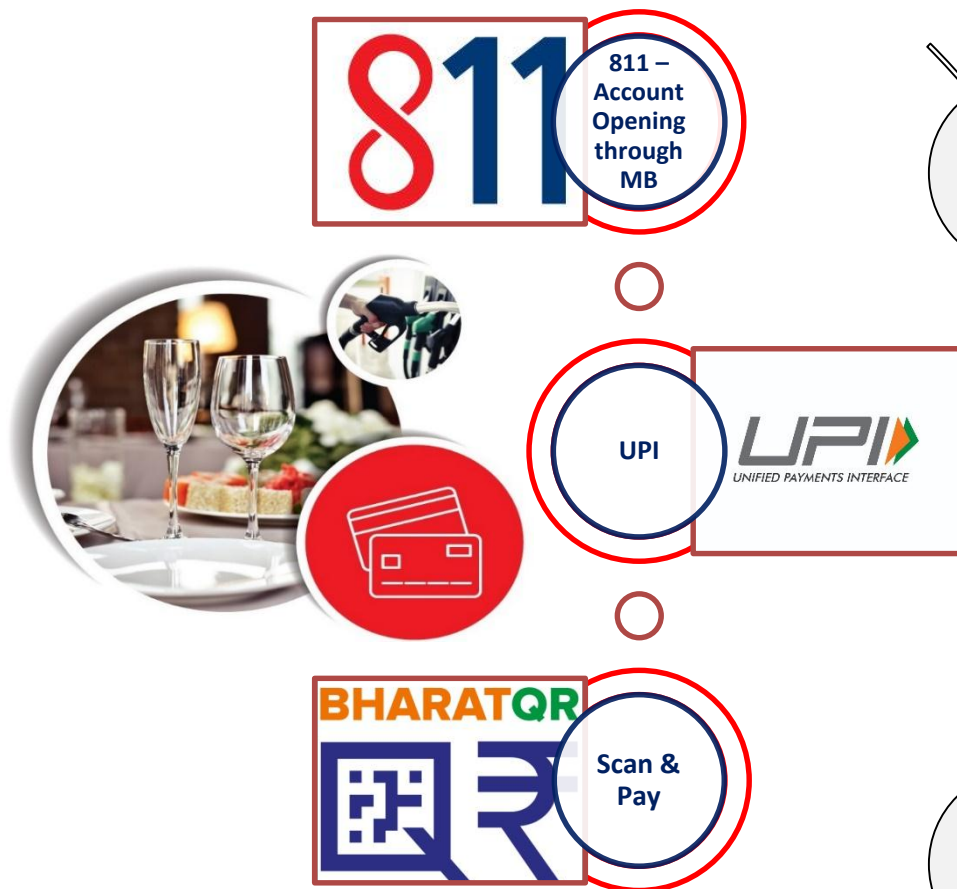
Personal loans
thru Digital
growth - 178%
(YoY)



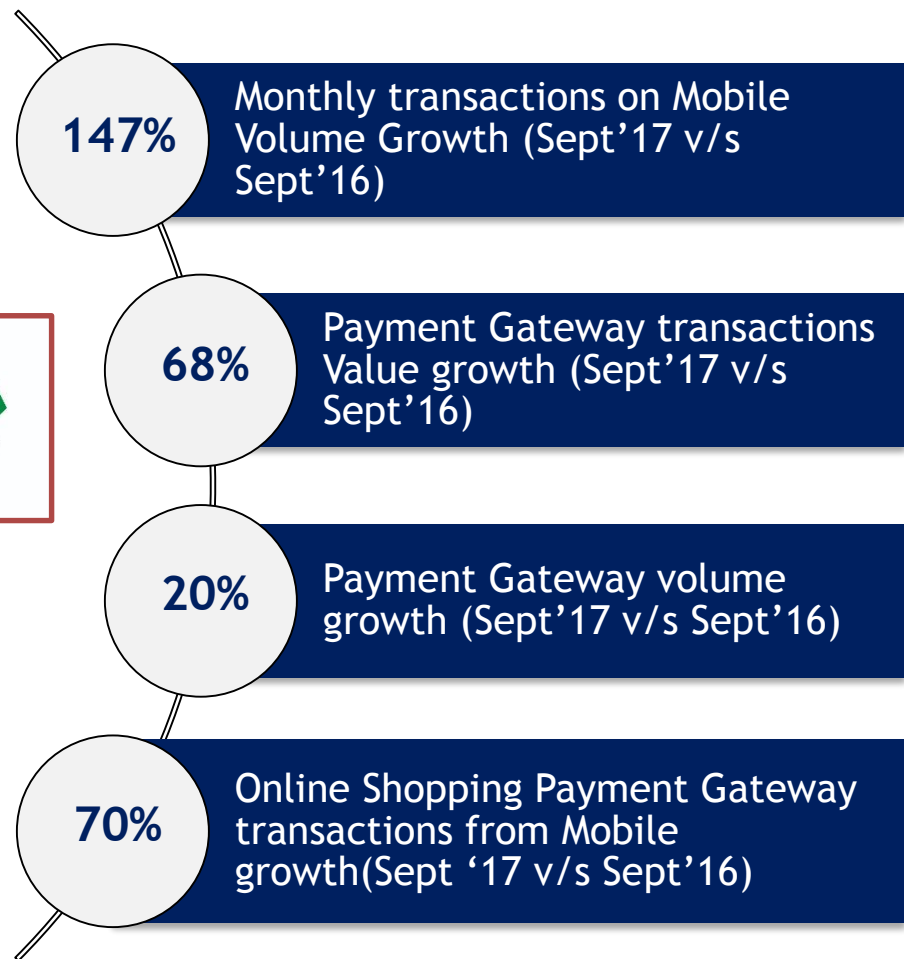
Credit Card
growth - YoY
2.8X for
paperless card
acquisition



Launched
online
Consumer
durable loans
thru fintech
Tie-ups in KMP



Payments highlights



Among first bank to launch UPI QR code



Service Requests

- Real-time Instant Processing
- Omni Channel Approach
- Biometric Authentication @ Branches

Robotics Process Automation

- 90%+ reduction in Turnaround time for major processes and less human intervention
- Eliminates manual risk and provides volume processing and scalability



3 Digital Branches Launched

- 90%+ Cash / Cheque Deposit transactions moved to self fulfilment mode
- Higher Mobile Banking Adoption and Positive Voice Of Customer

The 811 Customer

45%

Of 811
Customers are
Salaried
employees

91%

Customers are
between 18-
40 yrs of age



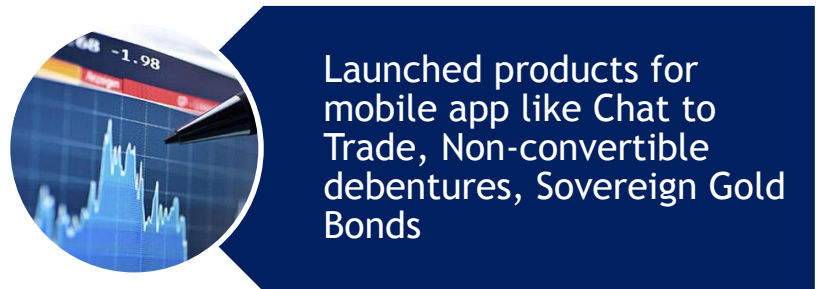
63%

Of 811
Customers
come from
top 20 Cities

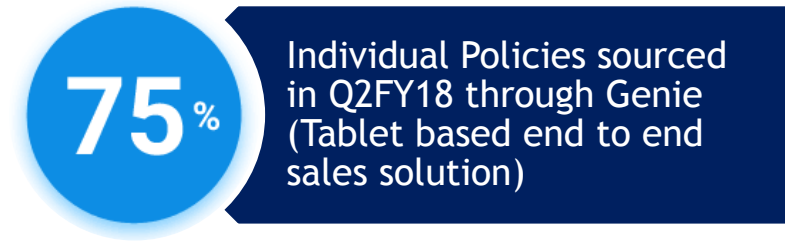
**Around
10.5Mn**

Total
customers
of the Bank

Kotak Securities



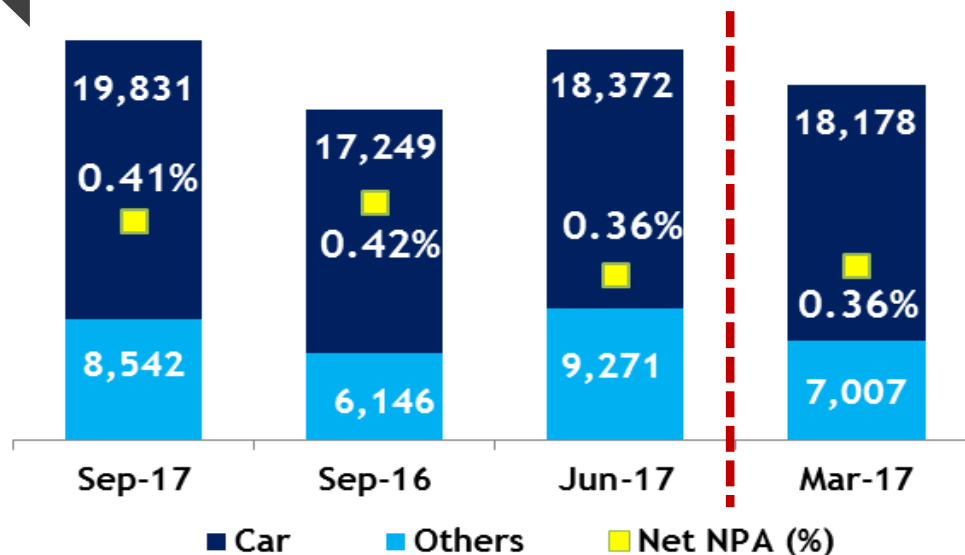
Kotak Life Insurance



Kotak General Insurance



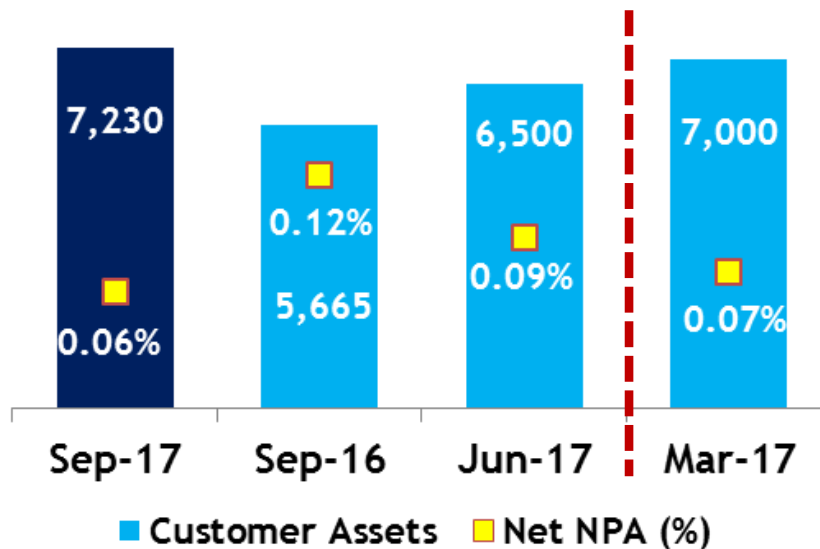
Customer Assets* (₹ cr) & NNPA (%)



₹ cr	Q2FY18	Q2FY17	Q1FY18	FY17
NII	276	247	272	1,017
Other Income	64	61	57	225
NII and Other Income	340	308	329	1,242
Profit Before Tax	229	198	203	788
Profit After Tax	150	130	132	515
CAR (%)				17.2
ROA (%) - annualised				2.0

* Includes loans and credit substitutes

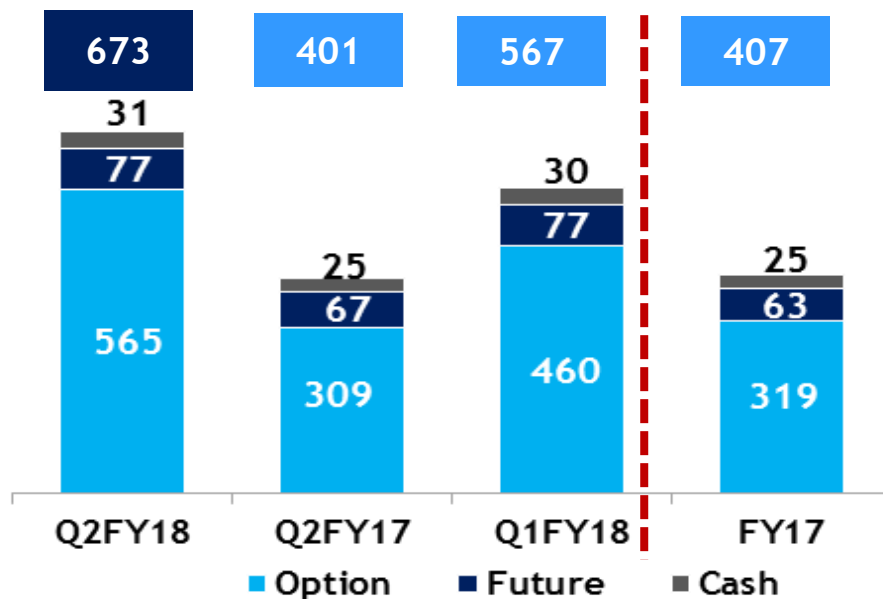
Customer Assets* (₹ cr) & NNPA (%)



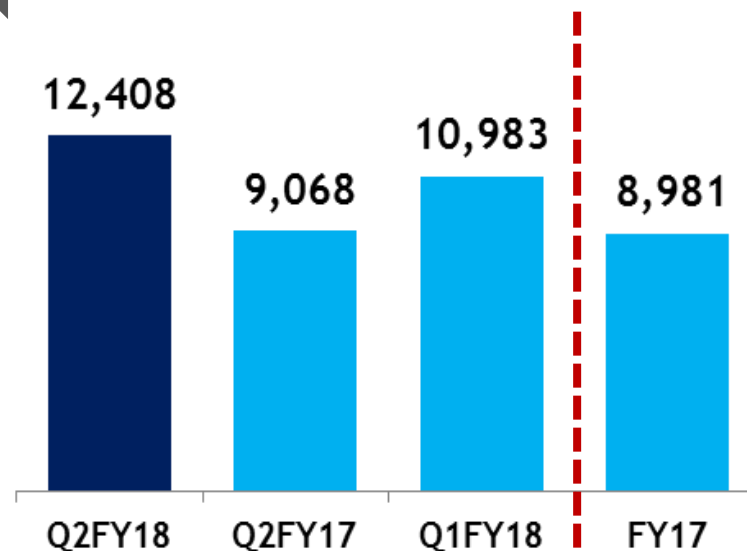
₹ cr	Q2FY18	Q2FY17	Q1FY18	FY17
NII	76	63	73	270
Other Income	24	31	7	81
NII and Other Income	100	94	80	351
Profit Before Tax	84	76	69	290
Profit After Tax	55	53	45	196
CAR (%)				16.8
ROA (%) - annualised				3.1

* Includes loans and credit substitutes

Market ADV (₹ '000 cr)



ADV (₹ cr) - KS



₹ cr	Q2FY18	Q2FY17	Q1FY18	FY17
Total Income	351	294	365	1,184
Profit Before Tax	177	144	187	543
Profit After Tax	118	96	125	361
Market Share * (%) (YTD)	1.9	2.3	1.9	2.2

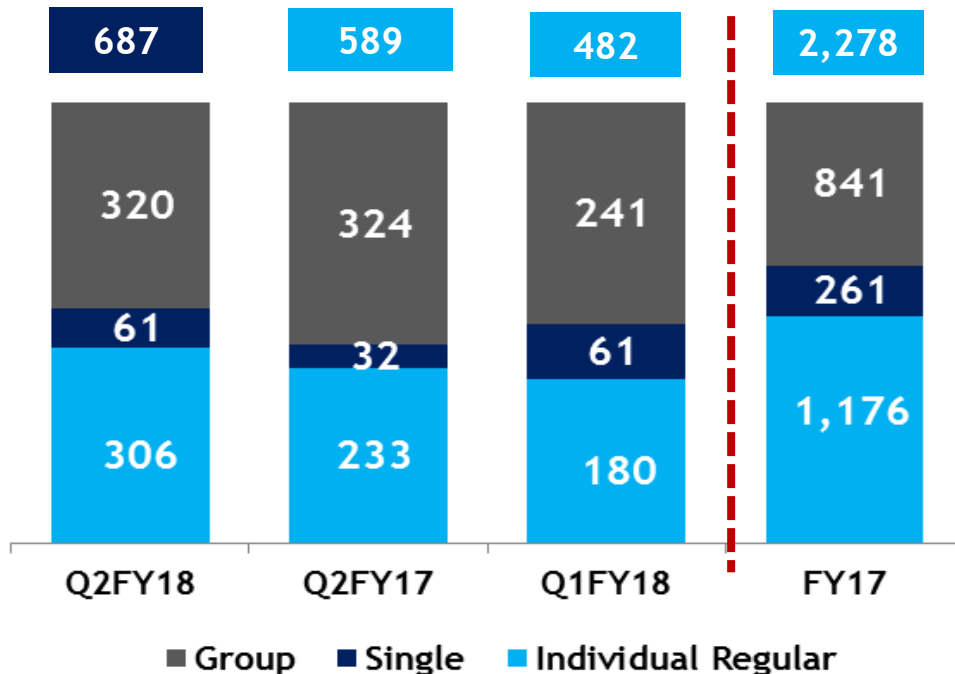
*excluding BSE Derivative segment

~ 1.5 million secondary market customers serviced thru' 1,454 branches, franchises and referral co-ordinators

Kotak Mahindra Old Mutual Life Insurance



New Business Premium (₹ cr)



Highlights

- Individual Regular NBP grew at 31% YoY
- Individual renewal premium grew 26.7% YoY
- Investment Performance of 100% Equity Funds in Quartile 1 on three and five year basis
- H1FY18 conservation ratio of 86.8%
- Sum assured increased by 22% YoY
- Claims settlement ratio FY17: 99.5%

₹ cr	Q2FY18	Q2FY17	Q1FY18	FY17
Capital	562	562	562	562
Other Reserves and Surplus	1,465	1,093	1,365	1,263
Total Premium	1,308	1,129	972	5,140
Profit After Tax	100	63	103	303
Solvency Ratio (x)	3.08	3.04	3.04	3.00

Advisory



Buyback of equity shares via tender offer route

₹ 13,000 cr



Financial Advisor for Series A fund raise

Undisclosed

Equity



Initial Public Offering

₹ 8,389 cr



Qualified Institutional Placement

₹ 4,500 cr



Initial Public Offering

₹ 780 cr

Deals completed in Q3



Initial Public Offering

₹ 11,400 cr



Qualified Institutional Placement

₹ 1,500 cr



Initial Public Offering

₹ 1,157 cr

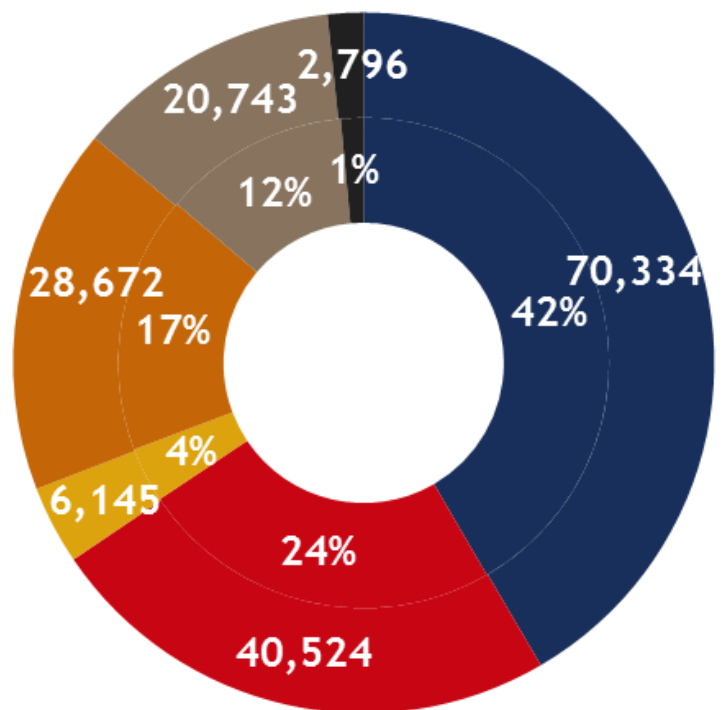


Initial Public Offering

₹ 1,000 cr

₹ cr	Q2FY18	Q2FY17	Q1FY18	FY17
Total Income	15	25	27	136
Profit Before Tax	(2)	6	8	61
Profit After Tax	(1)	5	5	46

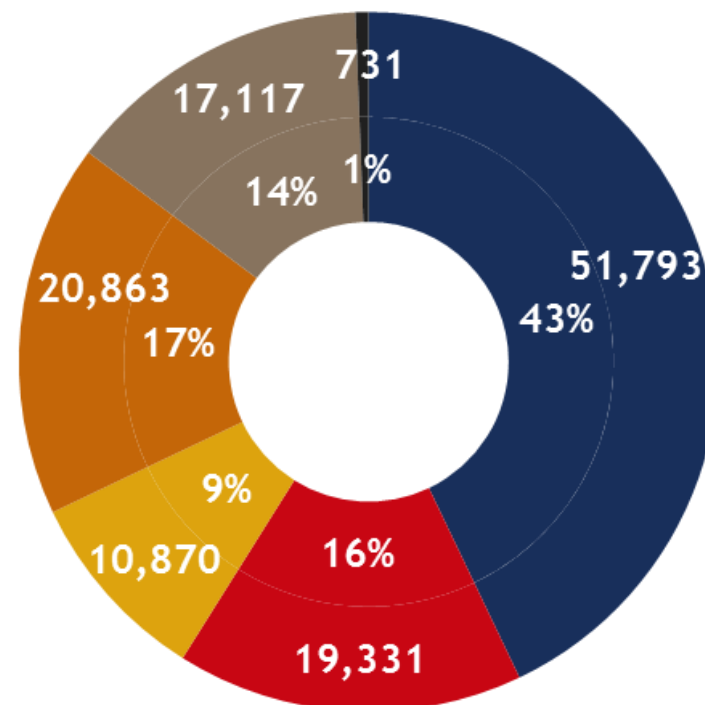
Sep 30, 2017



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

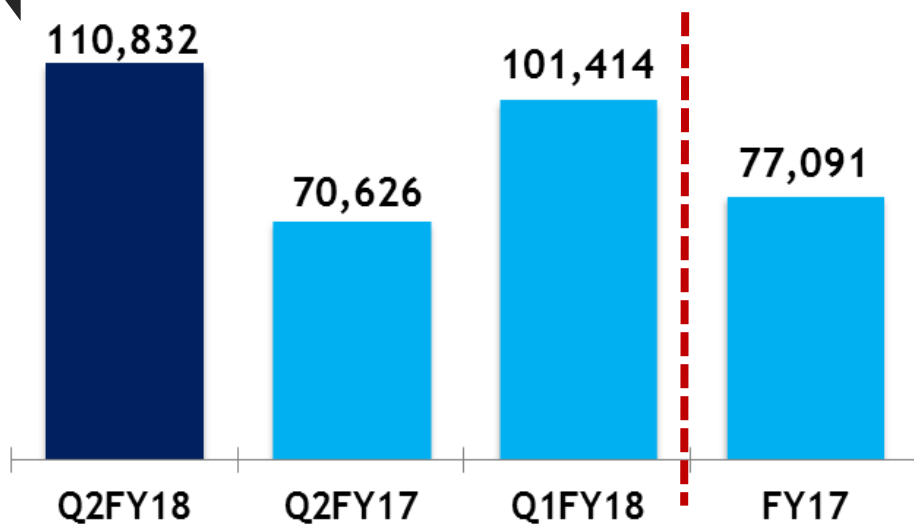
 **AUM ₹ 169,214 cr**

Sep 30, 2016

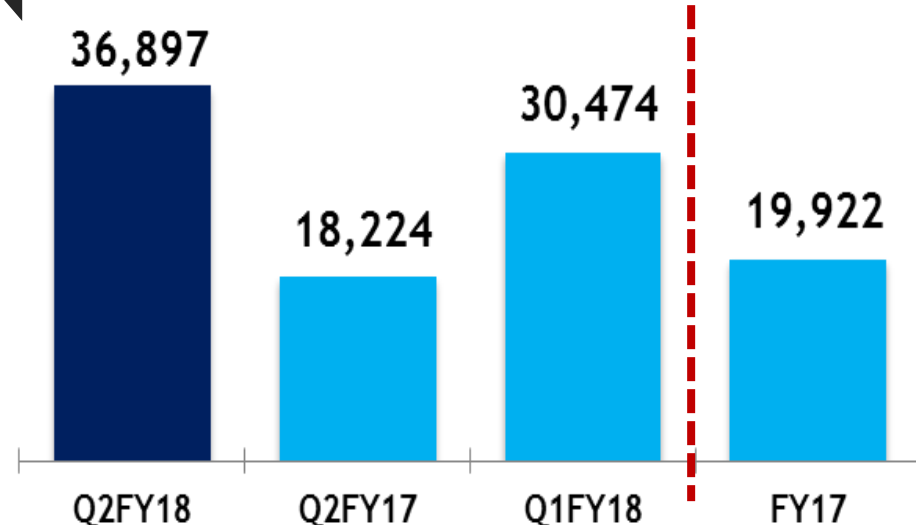


 **AUM ₹ 120,705 cr**

Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity

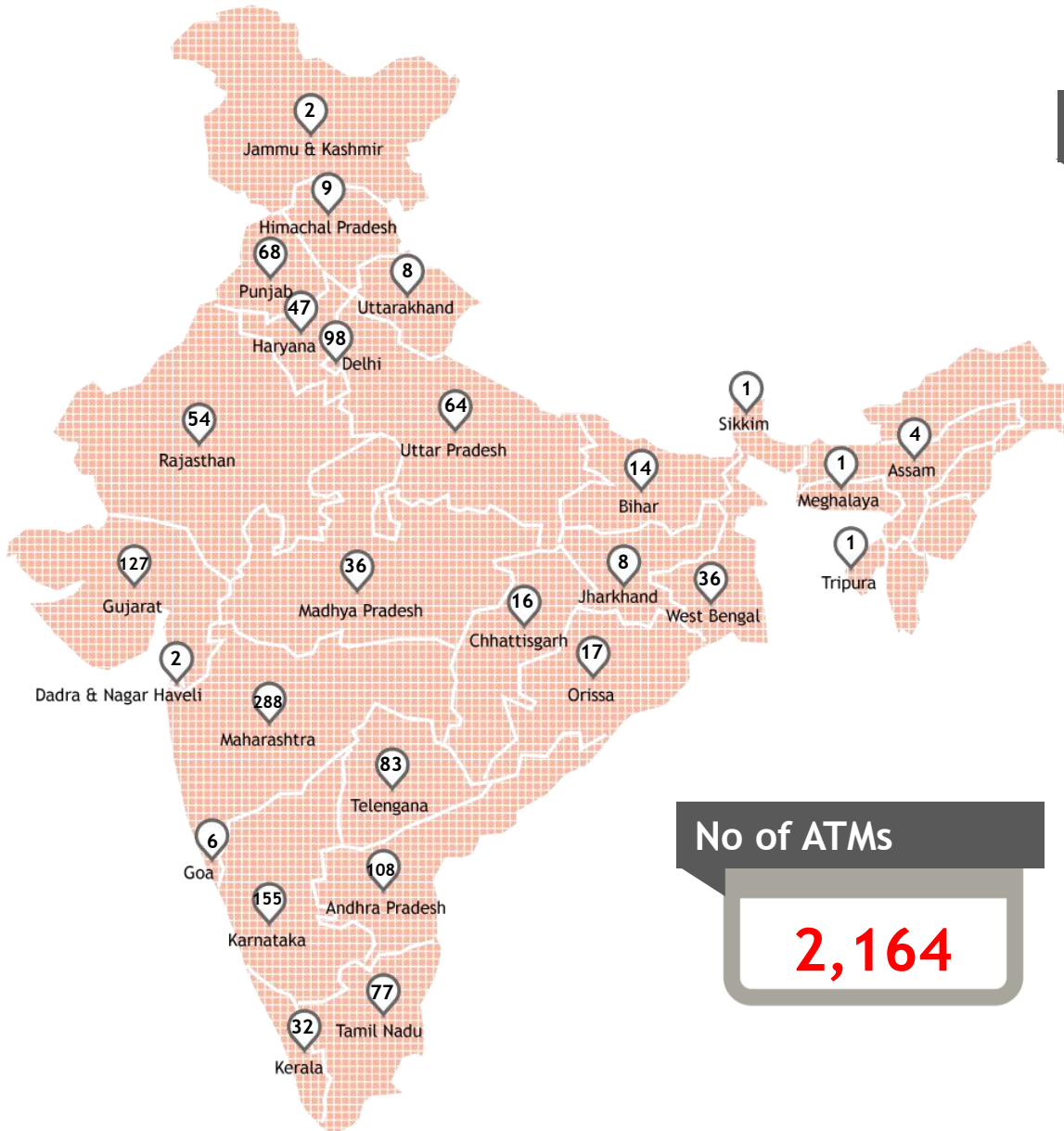


₹ cr	Q2FY18	Q2FY17	Q1FY18	FY17
Profit Before Tax	34	11	21	84
Profit After Tax	23	7	15	56

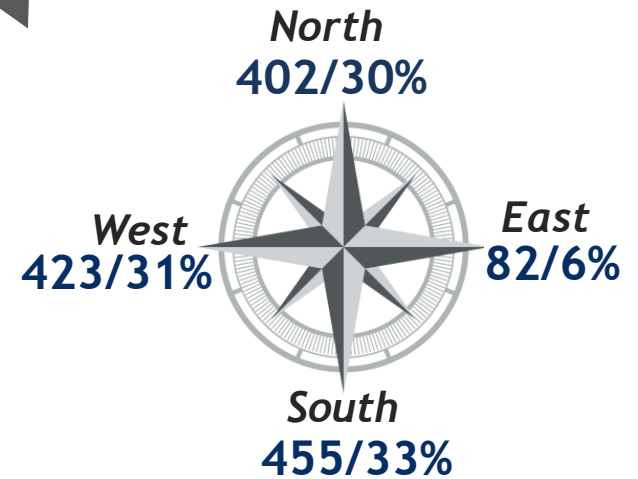
Highlights

- Equity (incl arbitrage) ranking improved to 8th in Q2FY18 (Q1FY18: 9th)
- Kotak overall AAUM grew 57% YoY compared to Industry growth of 30%
- PMS AUM grew 4x YoY

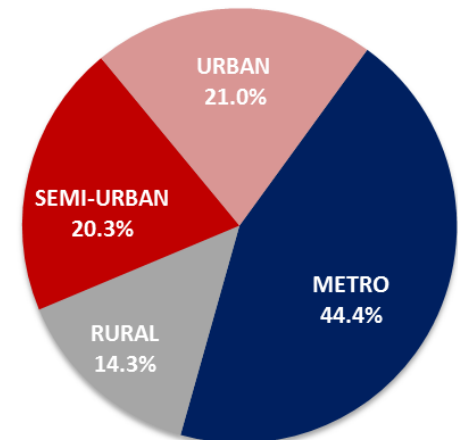
Geographical Presence



Branches 1,362 [No./%]



Branch Classification

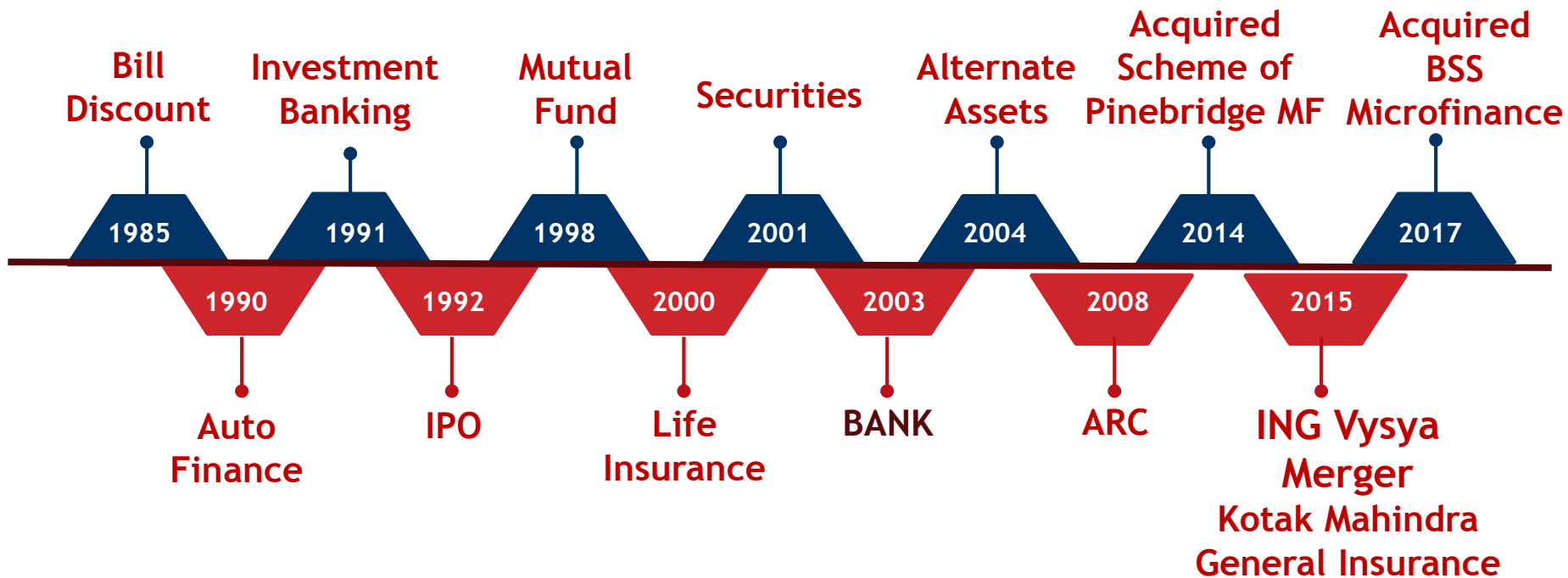


No of ATMs

2,164

GROUP PROFILE

The Journey So far...

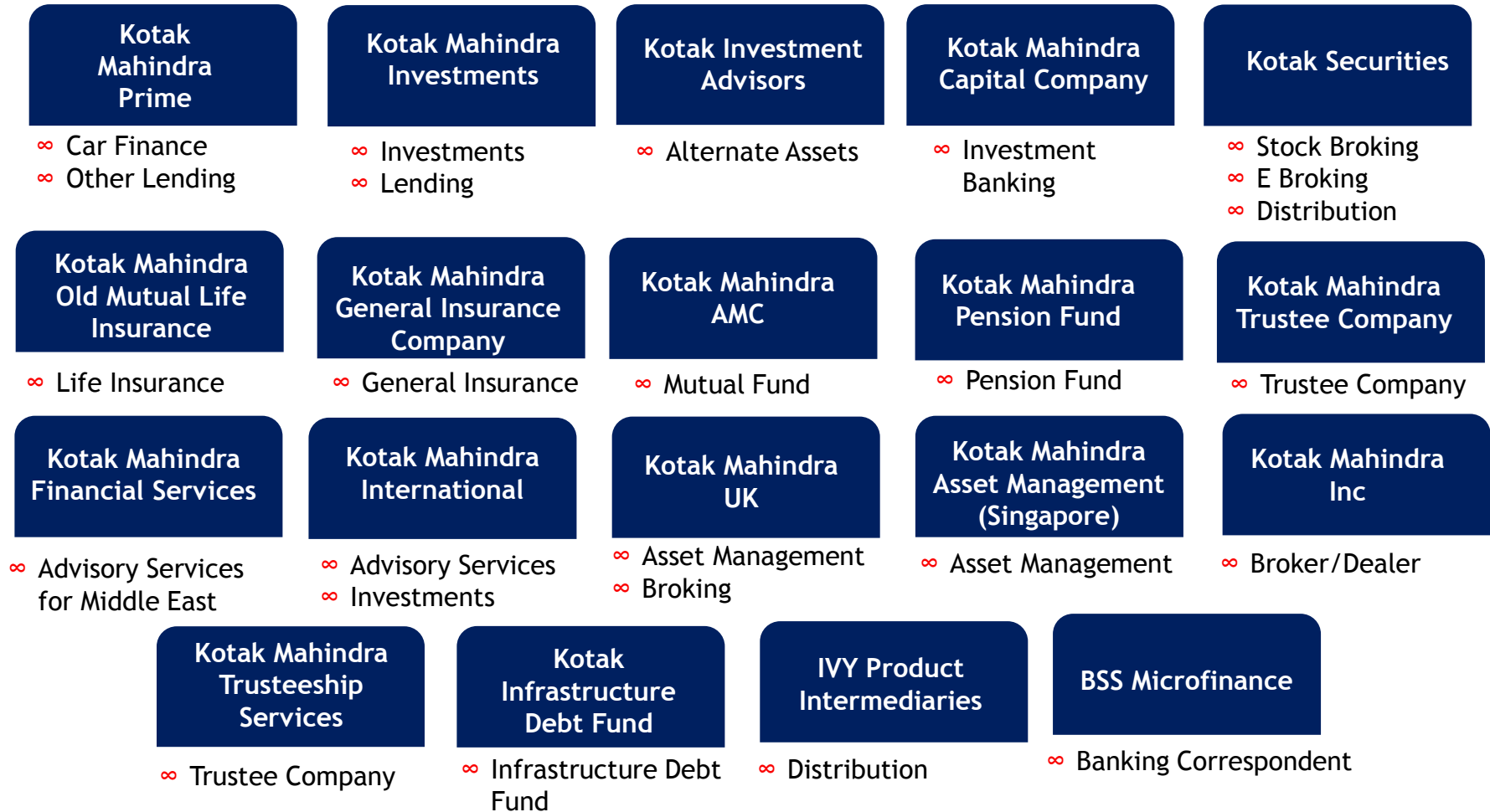


Kotak Mahindra Bank is the 4th Largest Private Sector Bank



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

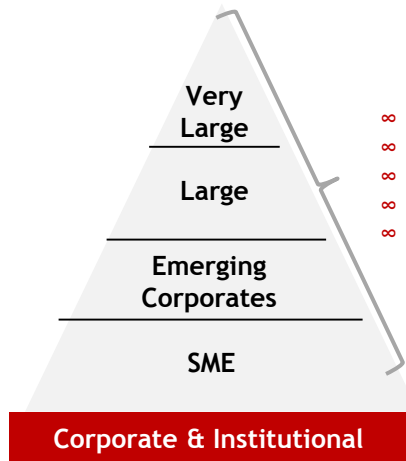
- ∞ Auto Loans
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Unsecured Business Loans
- ∞ Private Banking

Non-Banking

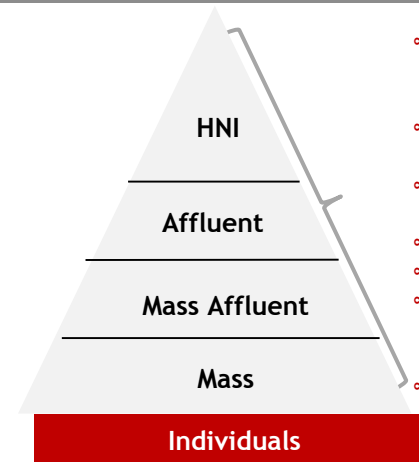
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Asset Reconstruction

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

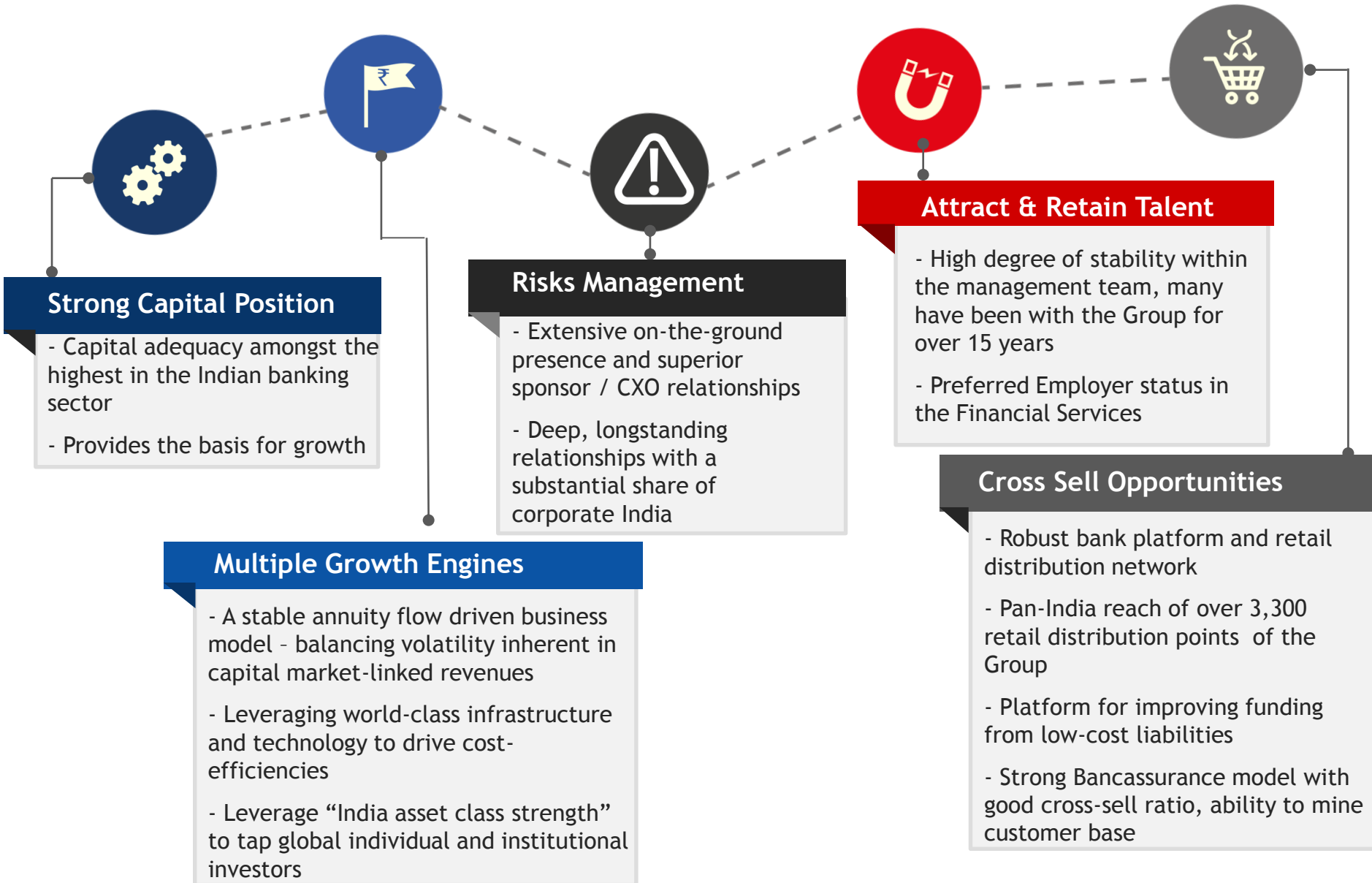
- ∞ Numerous industry accolades reflect the governance culture as well as trust in our offerings
- ∞ Recognition to various businesses for leadership / innovations



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



- **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
- **Best Savings Bank Product**
FE India's Best Banks Award 2015-16
- **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
- **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 in India**
Euromoney Awards for Excellence, Asia 2015
- **Best Private Bank India**
Global Private Banking Awards 2016
- **Best Private Bank India**
FinanceAsia Country Awards 2016
- **Most Future Ready Bank**
in Business Today-KPMG's Best Bank Study 2015
- **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 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
- **Business Leader of the year**
ET Awards 2015
- **Entrepreneur of the Year**
Forbes India Leadership Awards 2015

Awards and Recognition



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
DMAAsia 2017

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

NSDL Star Performer Awards, 2016
#1 in New Accounts opened (Non-Bank category)

Institutional Investor's 2016

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

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
ETFI - 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 FIIIs 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 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



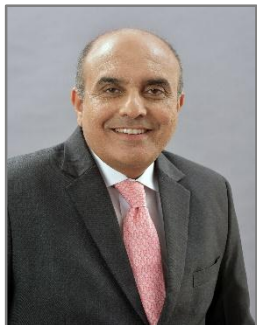
GAURANG SHAH

- ❑ 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.



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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