



Kotak Mahindra Bank

23rd July 2019

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 ended 30th June 2019

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 – Q1FY20, which is also being posted on our website www.kotak.com.

Yours faithfully,
Kotak Mahindra Bank Limited

B.R. Chandarana
Bina Chandarana
Company Secretary &
Sr. Executive Vice President



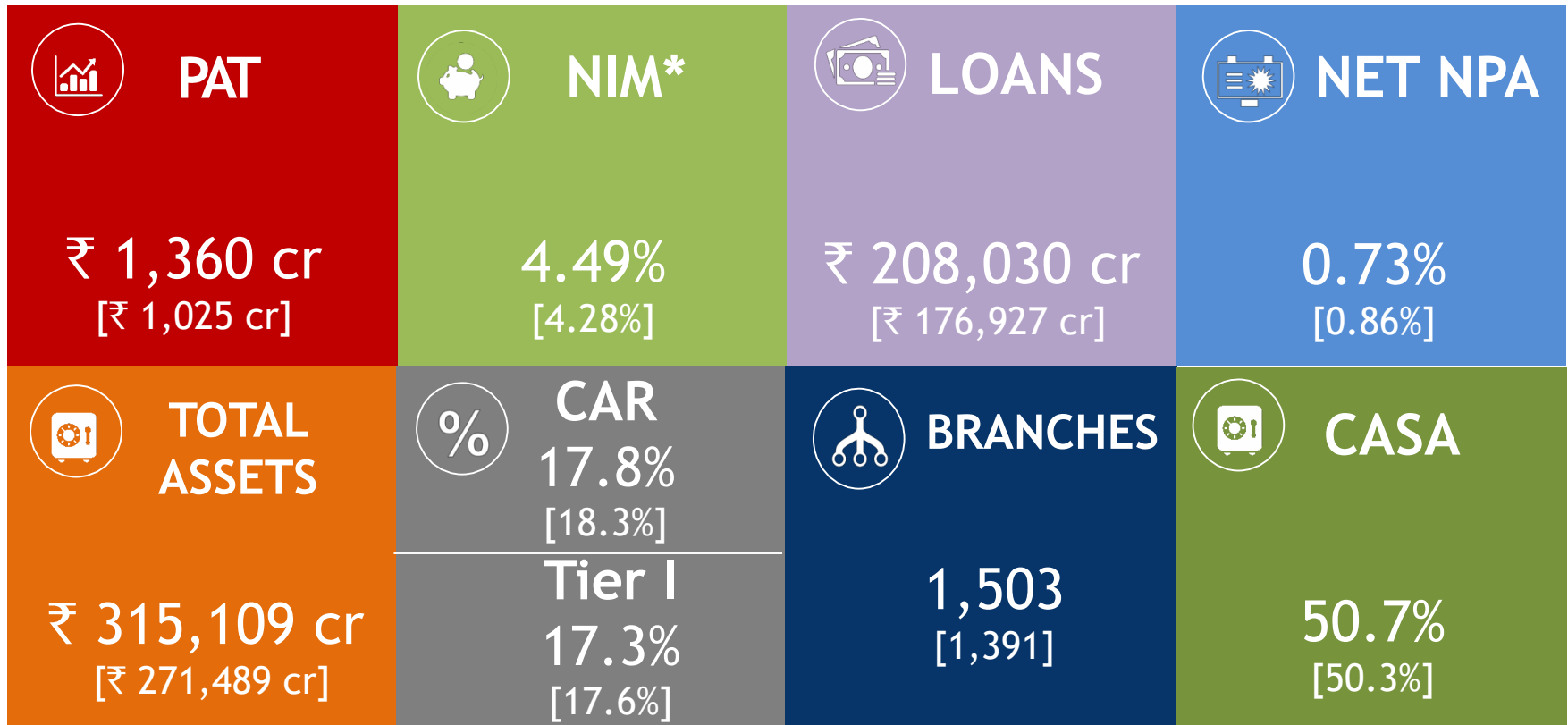
Kotak Mahindra Bank Ltd.
CIN: L65110MH1985PLC038137

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 Q1FY20

Standalone Highlights Q1FY20



Figures in [brackets] are Q1FY19 numbers

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

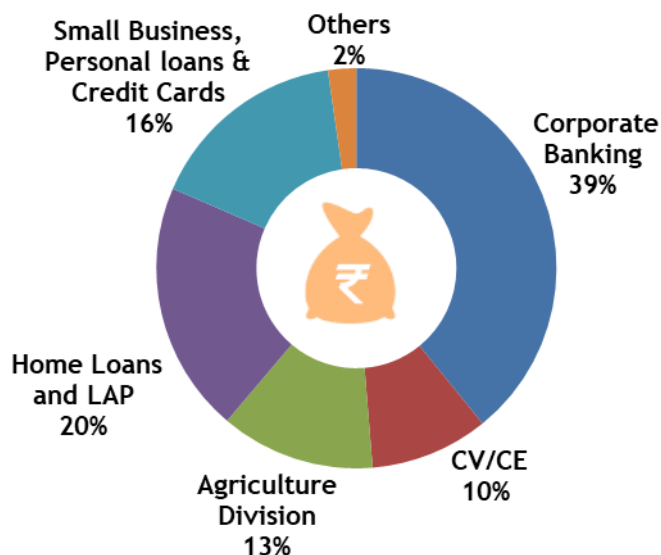
Profit and Loss Account



₹ cr	Q1FY20	Q1FY19	Q4FY19	FY19
Net Interest Income	3,173	2,583	3,048	11,259
Other Income	1,305	1,165	1,270	4,604
<i>Fee and Services</i>	1,150	989	1,187	4,233
<i>Others</i>	155	176	83	371
Net Total Income	4,478	3,748	4,318	15,863
Employee Cost	902	720	857	3,159
Other Operating Expenses	1,177	995	1,179	4,356
Operating Expenditure	2,079	1,715	2,036	7,515
Operating Profit	2,399	2,033	2,282	8,348
Provision On Adv/Receivables (net)	273	260	240	976
Provision On Investments	44	210	(69)	(14)
Provision & Contingencies	317	470	171	962
PBT	2,082	1,563	2,111	7,386
Provision For Tax	722	538	703	2,521
PAT	1,360	1,025	1,408	4,865

Advances

30-Jun-19 (₹ 208,030 cr)



Advances growth: 18% YoY

Advances

₹ cr	30-Jun-19	30-Jun-18	31-Mar-19
Corporate & Business Banking	81,418	75,799	80,104
CV/CE	19,910	16,024	19,706
Agriculture Division	25,986	21,249	26,991
Home Loans and LAP	42,243	34,005	40,722
Small Business, PL & Credit Cards	33,719	26,210	33,164
Others	4,754	3,640	5,008
Total Advances	208,030	176,927	205,695

Asset Quality & Specific Sectors Exposure



Asset Quality

₹ cr	30-Jun-19	30-Jun-18	31-Mar-19
GNPA	4,614	3,899	4,468
NNPA	1,524	1,527	1,544
GNPA (%)	2.19%	2.17%	2.14%
NNPA (%)	0.73%	0.86%	0.75%
PCR (excl technical w/off)	67.0%	60.8%	65.4%

- SMA2 outstanding - ₹ 332 cr
- 0.16% of net advances

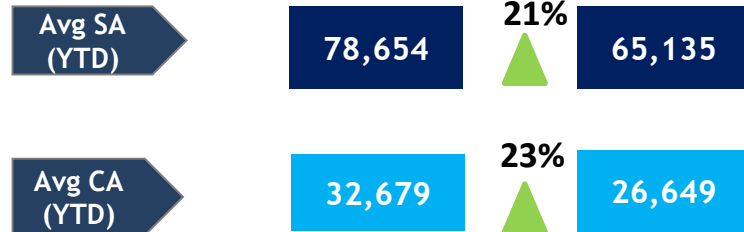
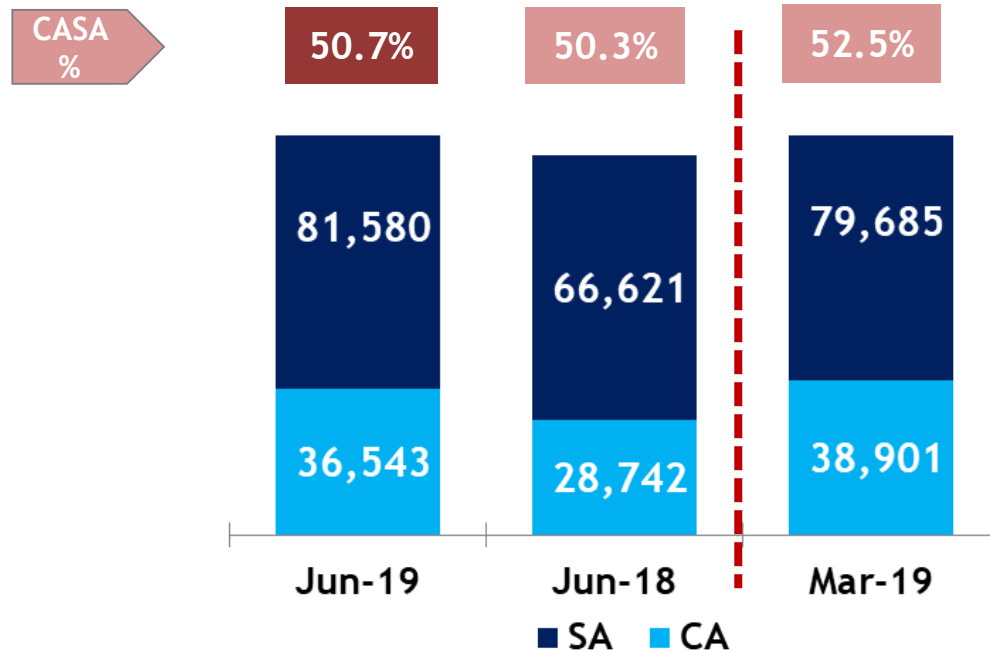
Specific Sectors as per Basel III

Outstanding* (₹ cr)	30-Jun-19	%	30-Jun-18	%	31-Mar-19	%
NBFCs	11,466	4.2%	12,293	5.1%	11,081	4.0%
:Of which HFC	3,715	1.4%	3,852	1.6%	3,037	1.1%
CRE (excl LRD)	4,468	1.6%	4,827	2.0%	4,666	1.7%
LRD	4,417	1.6%	2,991	1.2%	4,574	1.6%
Total	274,254		241,241		278,421	

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

Deposits

CASA (₹ cr)



Highlights

- CASA and TDs below ₹ 5 cr constitute 82% (PY: 79%) of total deposits
- TDs below ₹ 1 cr were ₹ 60,003 cr (PY: ₹ 46,347 cr)
- TD Sweep: 7.0% (PY: 6.9%) of total deposits
- Cost of SA for Q1FY20: 5.51%
- 1,503 branches as on 30th Jun, 2019

Balance Sheet



₹ cr	30-Jun-19	30-Jun-18	31-Mar-19
Capital & Reserves and Surplus	44,290	38,538	42,898
Deposits	232,931	189,744	225,880
CA	36,543	28,742	38,901
SA	81,580	66,621	79,685
<i>Term Deposits</i>	114,808	94,381	107,294
<i>Of which: TD Sweep</i>	16,375	13,111	14,777
Borrowings	27,242	33,494	32,249
Other Liabilities and Provisions	10,646	9,713	11,145
Total Liabilities	315,109	271,489	312,172

₹ cr	30-Jun-19	30-Jun-18	31-Mar-19
Cash, Bank and Call	18,839	12,849	24,676
Investments	77,259	71,025	71,189
<i>Government Securities</i>	64,532	54,937	58,063
<i>Others</i>	12,727	16,088	13,126
Advances	208,030	176,927	205,695
Fixed Assets and Other Assets	10,981	10,688	10,612
Total Assets	315,109	271,489	312,172



**Kotak mobile banking App one of the top rated among banking Apps in India
(4.8 in Apple Store & 4.5 in Google Playstore)**

New Features

Q1FY20

91%

• Recurring Deposit sourced digitally

71%

• Fixed Deposit sourced digitally

118%

• Mobile Banking growth YoY* (volume)



• Customer Support for Delivery tracking on Keya Chatbot



• Siri integration in Mobile Banking for checking Account Balance



• Customers can provide consent for Aadhaar as eKYC to open OTP based 811 account

• The full KYC of 811 customers is now a paper-less Biometric-based process using Aadhaar, reducing the account activation TAT by 30%, over image based process



• Pre Approved Salaried Personal Loan sourcing initiated through Google Pay Platform

46%

• YoY growth in monthly active users on Mobile Banking

80%

• Mobile banking customers are ONLY on mobile app

16X

• Logins on mobile banking compared to Net Banking

~1.4X

• YOY increase for Digital salaried Personal Loans disbursals

Key Highlights



-3X growth of volumes over Q1FY19



20% growth of registered AEPS Agent base in Q1FY20 v/s Q4FY19



KayMall

-2X Volume Growth for KayMall in Q1FY20 v/s Q1FY19 (mCommerce & eCommerce)



-1.4X Volume growth in transactions via Open Banking in Q1FY20 over Q4FY19

Key Trends



Open Banking has enabled 34 API relationships in Q1FY20

Recognised as a WINNER for Best Digital API by IAMA



Consumer UPI P2M (Peer to Merchant) Checkouts have grown 9X in Q1FY20 over Q1FY19

Unique UPI Monthly Transacting Customers have grown 1.4X (June'19 v/s June'18)



Netbanking PG

NetBanking PG continues to grow @ -20% (Q1FY20 v/s Q1FY19)



Recognised as "Best Innovation Centre by Financial Institution in India" by Asian Banker



Kotak Securities



121%
growth YoY in
Online Total
ADV



55% growth
YoY in Mobile
Cash ADV



168%
growth YoY in
Mobile Total
ADV



Kotak Life Insurance

82%

Individual Policies sourced in Q1FY20 through Genie (Tablet based end to end sales solution)

94%

Business (sales in Q1FY20) comes through Genie for BANCA channel

86%

Applications shared via digital medium till YTD June 19 (On-board advisors provided with Mobility solution digitally)

54%

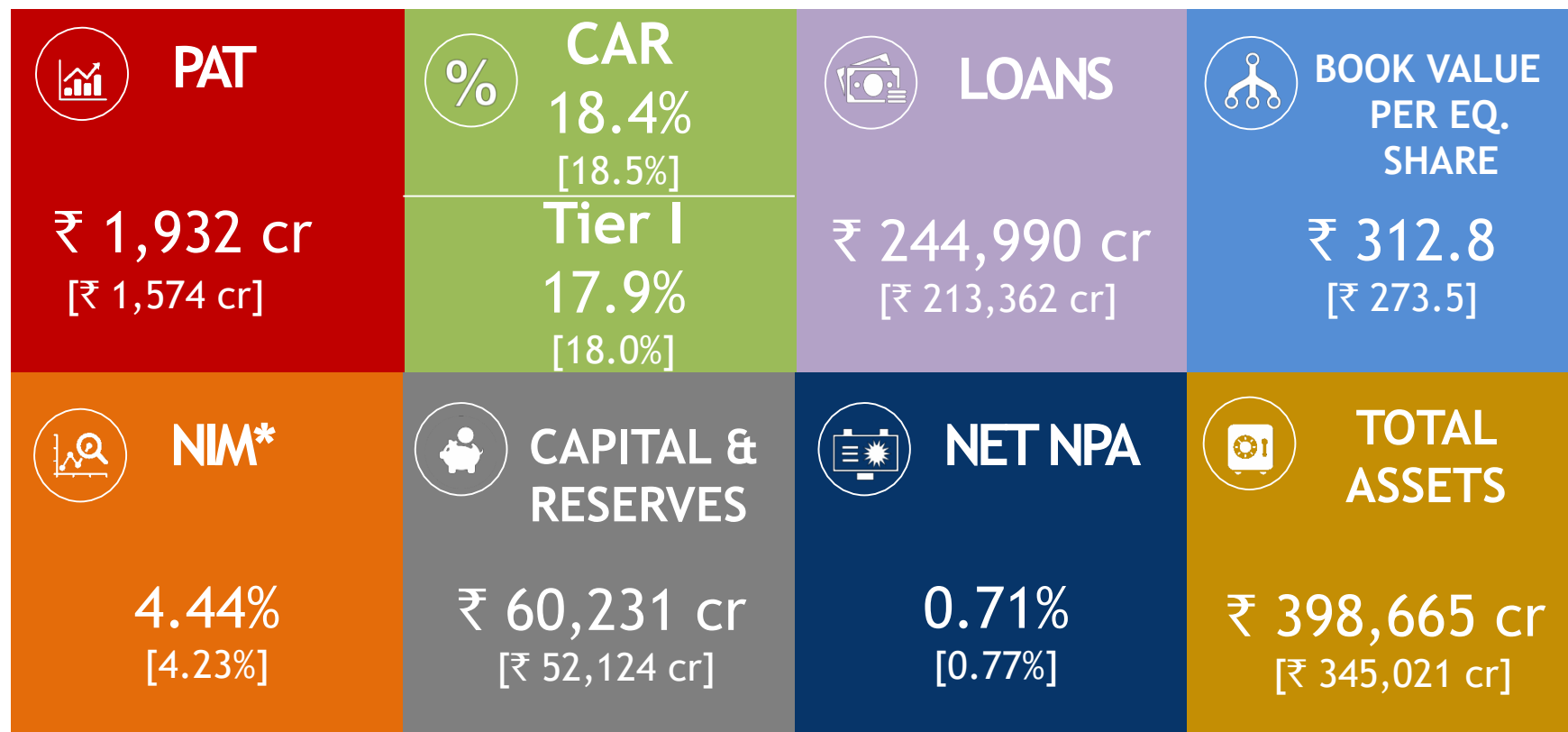
Active Life Advisors till YTD June 19 uses Smart sell (Pre Marketing, engagement and productivity app)



Kotak General Insurance

- Launched BPOS, a virtual digital office for instant policy issuance from any location in the country
- **84%** YoY growth in volume of digital business

Consolidated Highlights Q1FY20



Figures in [brackets] are Q1FY19 numbers

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

Financial results have been prepared under Indian Generally Accepted Accounting Principles

Consolidated PAT



₹ cr	Q1FY20	Q1FY19	Q4FY19	FY19
Kotak Mahindra Bank	1,360	1,025	1,408	4,865
Kotak Mahindra Prime	153	139	164	599
Kotak Mahindra Investments	63	48	73	207
Kotak Securities	110	130	111	452
Kotak Mahindra Capital	45	25	21	63
Kotak Mahindra Life Insurance	134	117	138	507
Kotak AMC and TC	73	51	75	255
International Subsidiaries	29	33	32	148
Others	17	28	15	67
Total	1,984	1,596	2,037	7,163
Affiliates and Others	(52)	(22)	1	41
Consolidated PAT	1,932	1,574	2,038	7,204

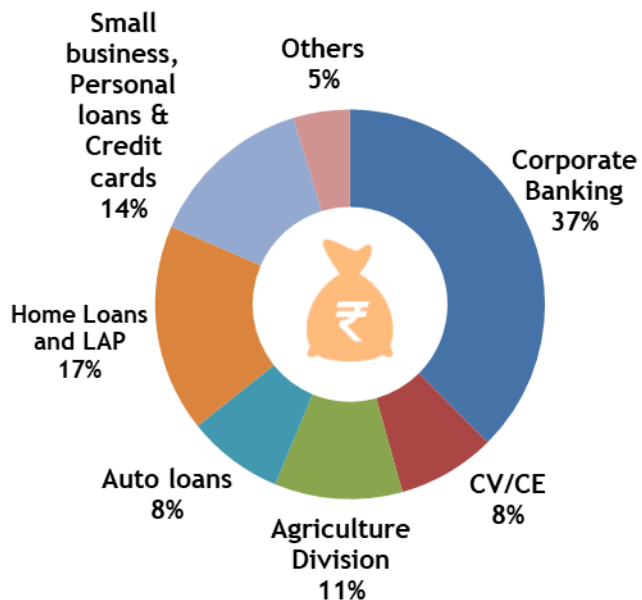
Entity wise Capital & Reserves and Surplus



₹ cr	30-Jun-19	30-Jun-18	31-Mar-19
Kotak Mahindra Bank	44,290	38,538	42,898
Kotak Mahindra Prime	5,568	4,955	5,416
Kotak Mahindra Investments	1,652	1,431	1,590
Kotak Securities	4,089	3,656	3,979
Kotak Mahindra Capital	588	534	572
Kotak Mahindra Life Insurance	2,879	2,355	2,745
Kotak AMC and TC	623	379	583
Kotak Infrastructure Debt Fund	356	329	349
Kotak Mahindra General Insurance	146	135	108
International Subsidiaries	1,035	887	1,009
Kotak Investment Advisors	351	355	355
Other Entities	231	169	213
Total	61,808	53,723	59,817
Affiliates	941	888	942
Inter-company and Others	(2,518)	(2,487)	(2,479)
Consolidated Capital & Reserves and Surplus	60,231	52,124	58,280

Consolidated Advances

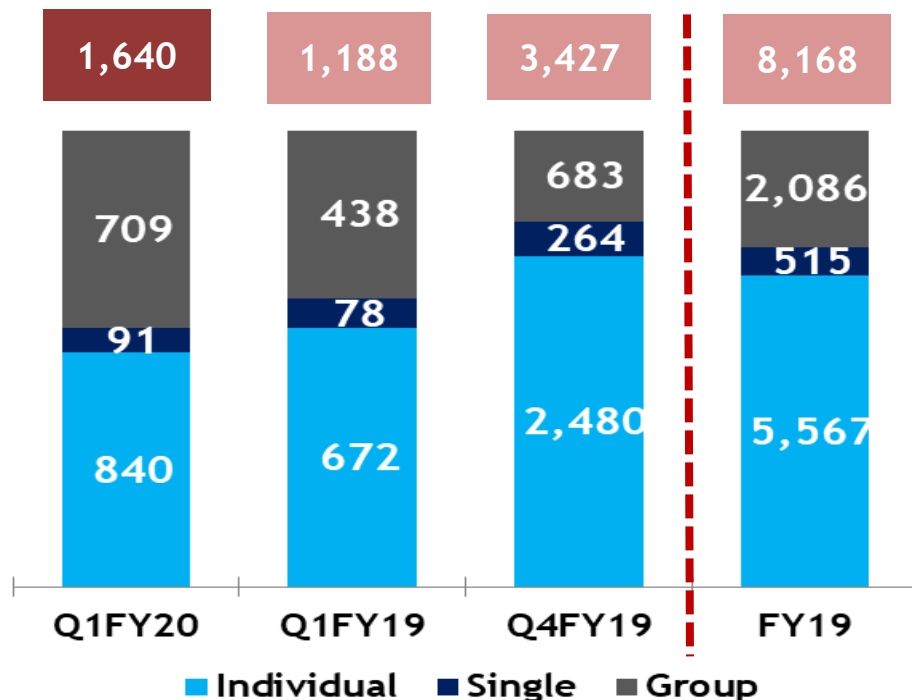
30-Jun-19 (₹ 244,990 cr)



Consolidated Advances

₹ cr	30-Jun-19	30-Jun-18	31-Mar-19
Corporate & Business Banking	92,092	84,294	90,273
CV/CE	19,910	16,024	19,706
Agriculture Division	25,986	21,249	26,991
Auto loans	19,574	20,431	20,297
Home Loans and LAP	42,243	34,005	40,722
Small Business, PL & Credit Cards	33,719	26,210	33,166
Others	11,466	11,149	12,307
Total Advances	244,990	213,362	243,462

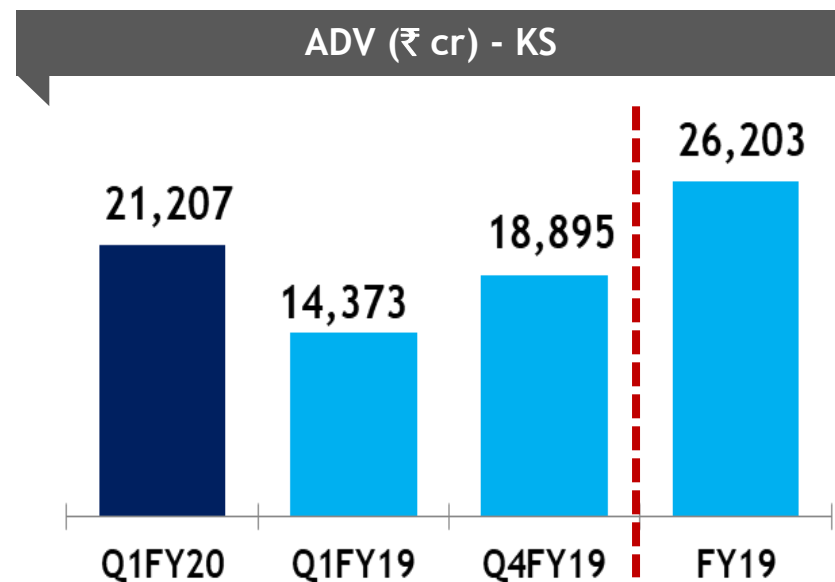
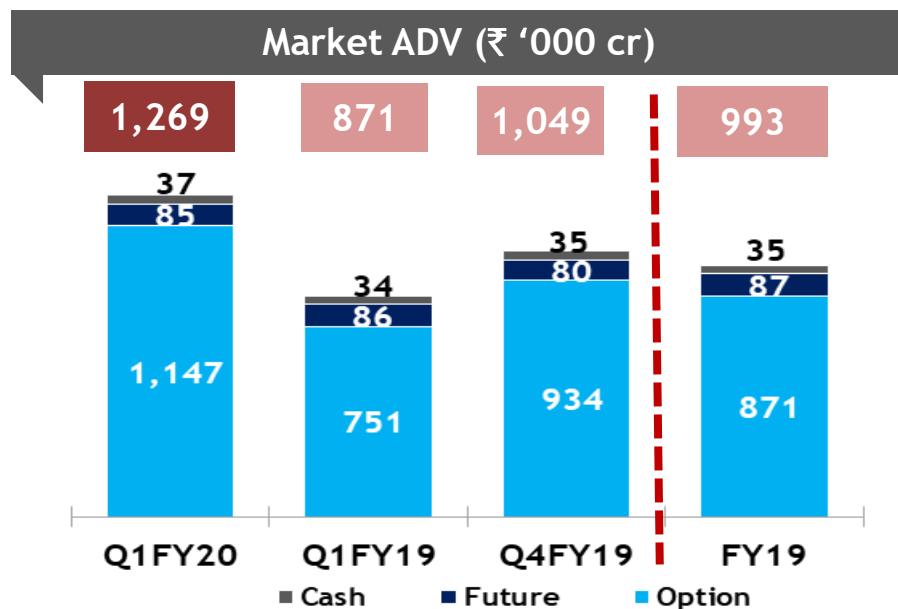
Gross Written Premium (₹ cr)



Highlights

- Gross Written Premium growth 38.1% YoY
- New Business Premium growth 42.3% YoY
- Renewal Premium growth 32.8 YoY
- AUM (incl shareholders') as on Jun 30, 2019: ₹ 31,920 cr, growth of 23.6% YoY
- 13th & 61st Month persistency increased to 87.3% and 60.4% respectively for FY19 (FY18: 85.6% & 61.9% respectively)

₹ cr	Q1FY20	Q1FY19	Q4FY19	FY19
Capital	562	562	562	562
Other Reserves and Surplus	2,317	1,793	2,183	2,183
Total Premium	1,640	1,188	3,427	8,168
Profit After Tax	134	117	138	507
Solvency Ratio (x)	3.02	3.11	3.02	3.02




₹ cr	Q1FY20	Q1FY19	Q4FY19	FY19
Total Income	411	415	396	1,582
Profit Before Tax	168	196	165	680
Profit After Tax	110	130	111	452
Market Share* (%) (YTD)	1.7	1.7	2.6	2.6


*excluding BSE Derivative segment


Market Share in Cash Segment Q1FY20 - 10.0% (Q1FY19 - 8.3%)

1,329 branches, franchises and referral co-ordinators


Equity

 **VODAFONE IDEA LIMITED**
Rights Issue
₹ 25,000 cr

 **GODREJ PROPERTIES LIMITED**
Qualified Institutional Placement
₹ 2,100 cr

 **POLYCAB INDIA LIMITED**
Initial Public Offering
₹ 1,345 cr


 **METROPOLIS HEALTHCARE LIMITED**
Initial Public Offering
₹ 1,204 cr


 **GRUH FINANCE LIMITED**
Block
₹ 1,007 cr

Advisory

 **Sale of Cancer Treatment Services International by AHH to Varian Medical Systems**
₹ 1,980 cr

 **Acquisition of Praxair's eastern India business by Air Water Inc. (Japan)**
₹ 1,525 cr

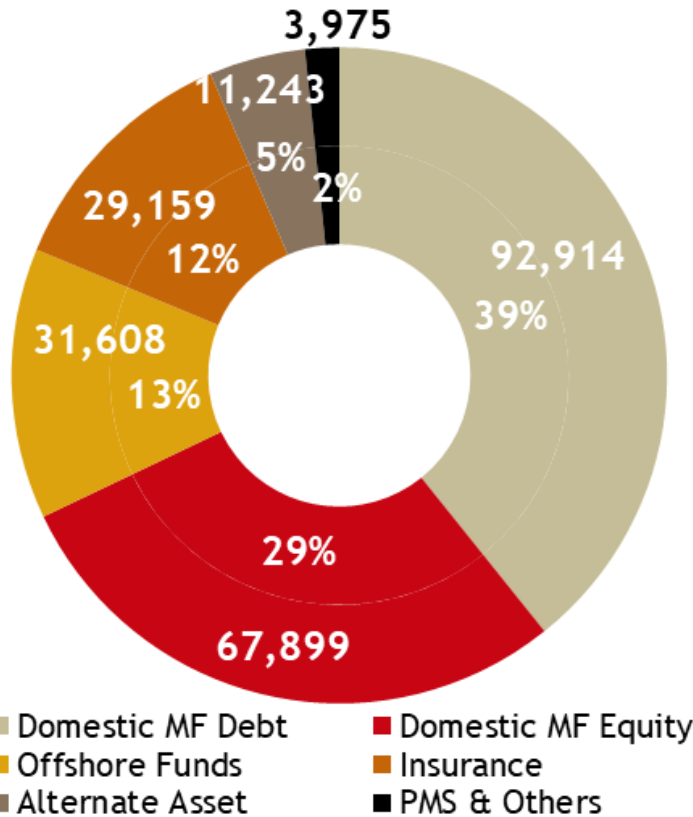
 **Open offer to the shareholders of KPIT Technologies Limited**
₹ 474 cr

 **Series D equity investment in Samunnati Financial by Nuveen**
₹ 387 cr

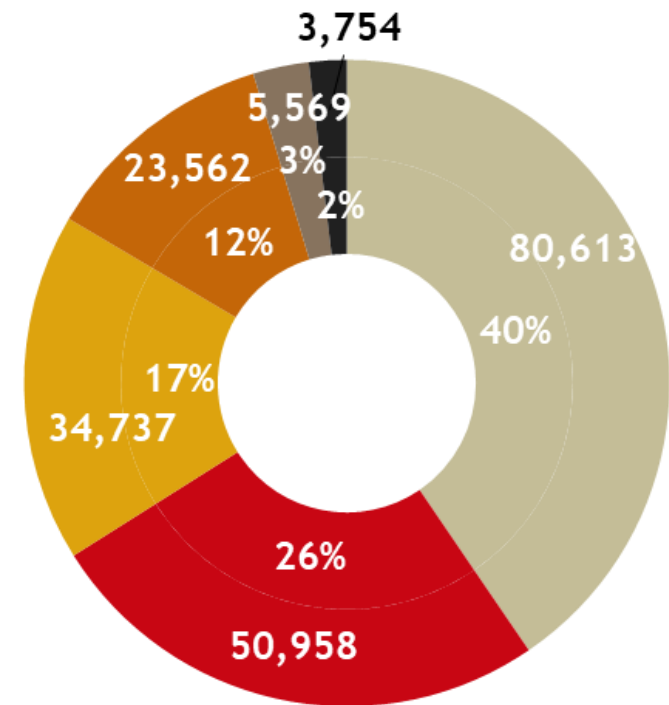
 **Buyback offer to the shareholders of The Great Eastern Shipping Company**
₹ 100 cr


₹ cr	Q1FY20	Q1FY19	Q4FY19	FY19
Total Income	93	56	55	176
Profit Before Tax	65	36	32	93
Profit After Tax	45	25	21	63

Jun 30, 2019



Jun 30, 2018



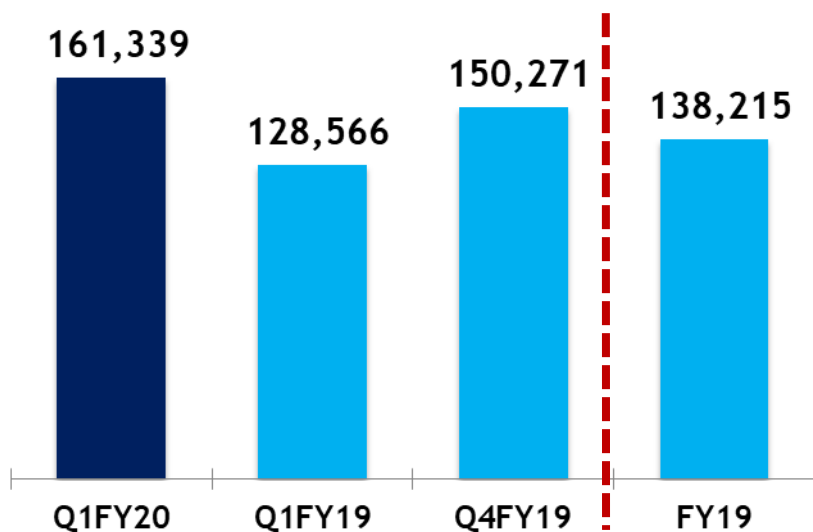
 **AUM ₹ 236,798 cr**

19%

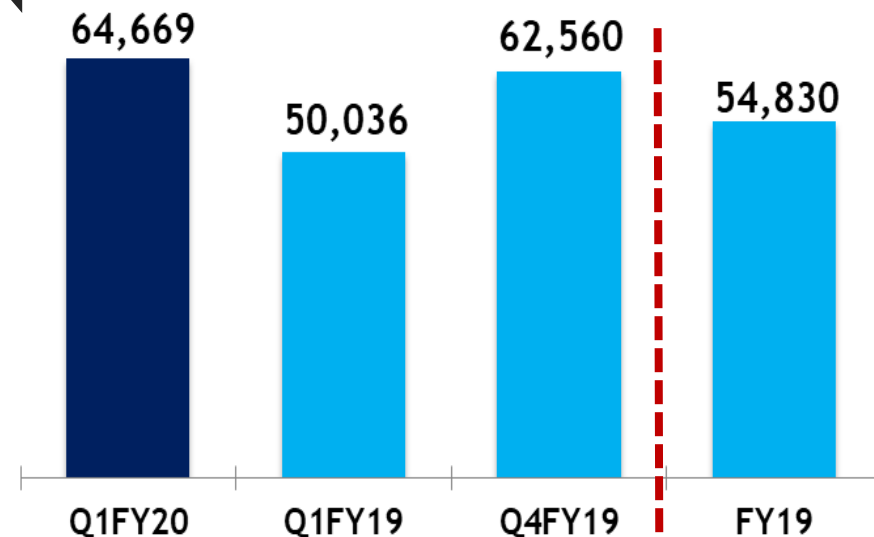

 **AUM ₹ 199,193 cr**

Relationship Value of Wealth + Priority as at Jun 30, 2019 ~ ₹ 280,000 cr (PY: ~ ₹ 254,000 cr)

Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity



₹ cr	Q1FY20	Q1FY19	Q4FY19	FY19
Profit Before Tax	111	77	116	388
Profit After Tax	73	51	75	255

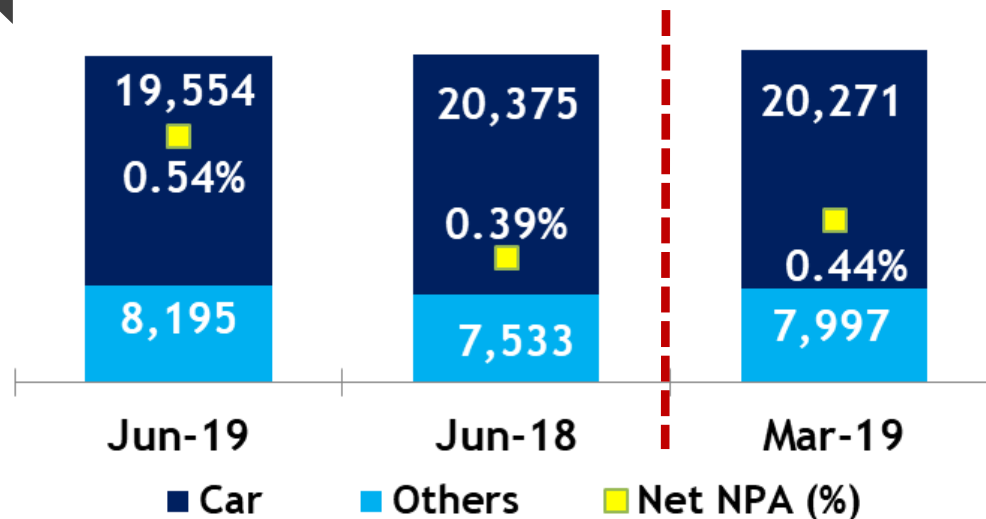
Key regulatory changes

- Reduction in TER (total expense ratio) w.e.f April 2019 per SEBI regulation

Highlights

- Overall Ranking on AAUM improved to 6th in Q1FY20 (Q1FY19: 7th)
- Overall Market share on AAUM rose to 6.3% in Q1FY20 (Q1FY19: 5.5%)
- Equity AAUM market share rose to 4.4% in Q1FY20 (Q1FY19: 3.8%)

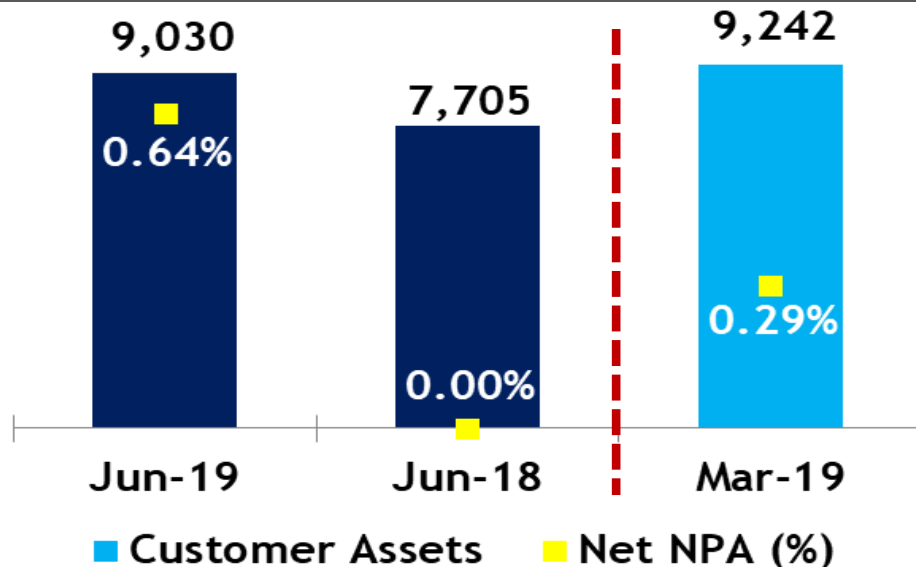
Customer Assets* (₹ cr) & NNPA (%)



₹ cr	Q1FY20	Q1FY19	Q4FY19	FY19
NII	299	272	292	1,104
Other Income	63	57	85	288
NII and Other Income	362	329	377	1,392
Profit Before Tax	235	214	240	905
Profit After Tax	153	139	164	599
CAR (%) (incl unaudited profits)	20.1%			
ROA (%) - annualised	2.0			

* Includes loans and credit substitutes

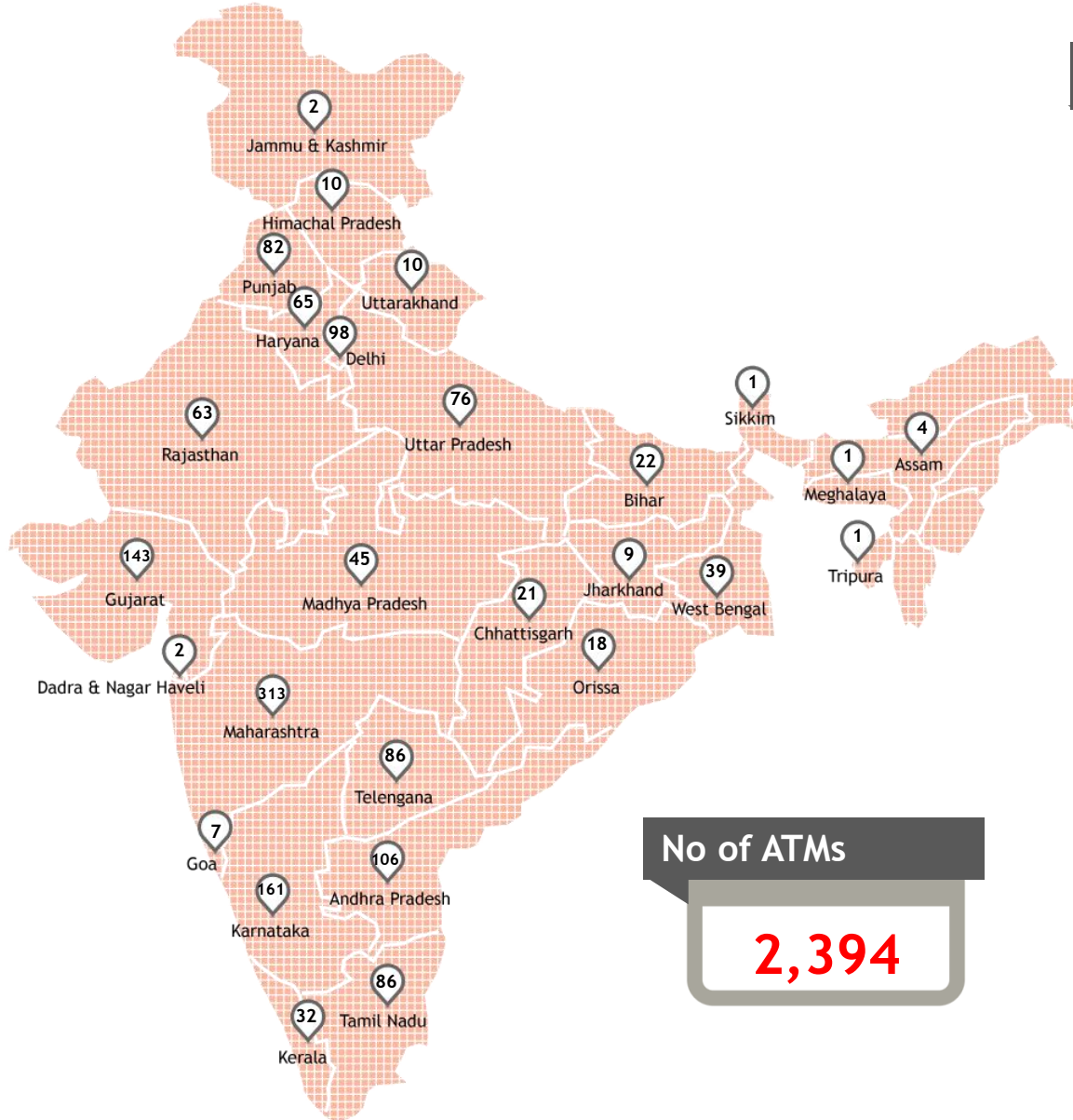
Customer Assets* (₹ cr) & NNPA (%)



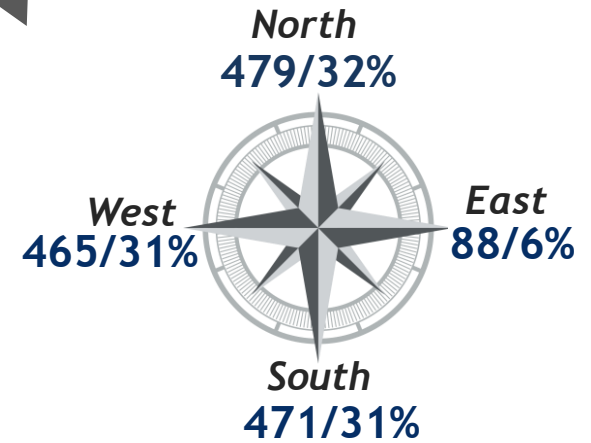
₹ cr	Q1FY20	Q1FY19	Q4FY19	FY19
NII	87	72	92	293
Other Income	27	16	43	94
NII and Other Income	114	88	135	387
Profit Before Tax	94	74	111	316
Profit After Tax	63	48	73	207
CAR (%) (incl unaudited profits)	19.4%			
ROA (%) - annualised	2.5%			

* Includes loans and credit substitutes

Geographical Presence



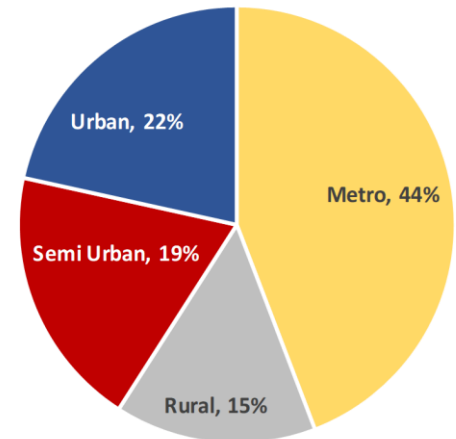
Branches 1,503 [No./%]



No of ATMs

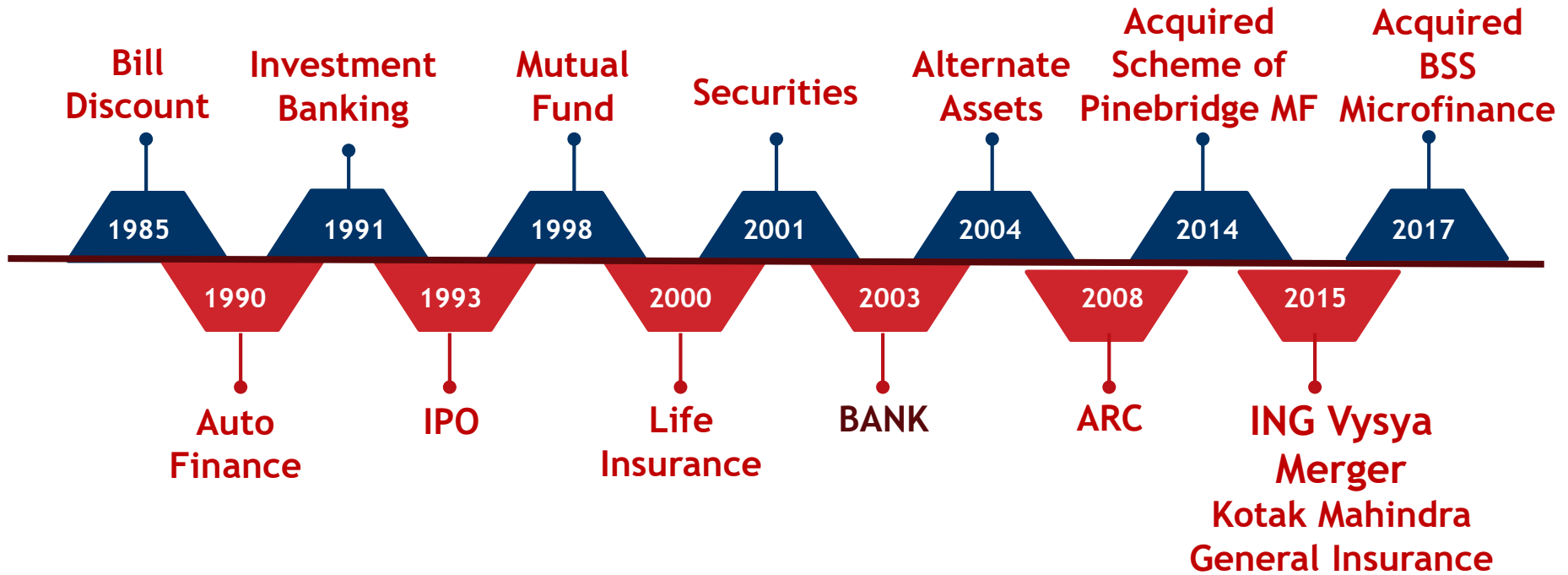
2,394

Branch Classification



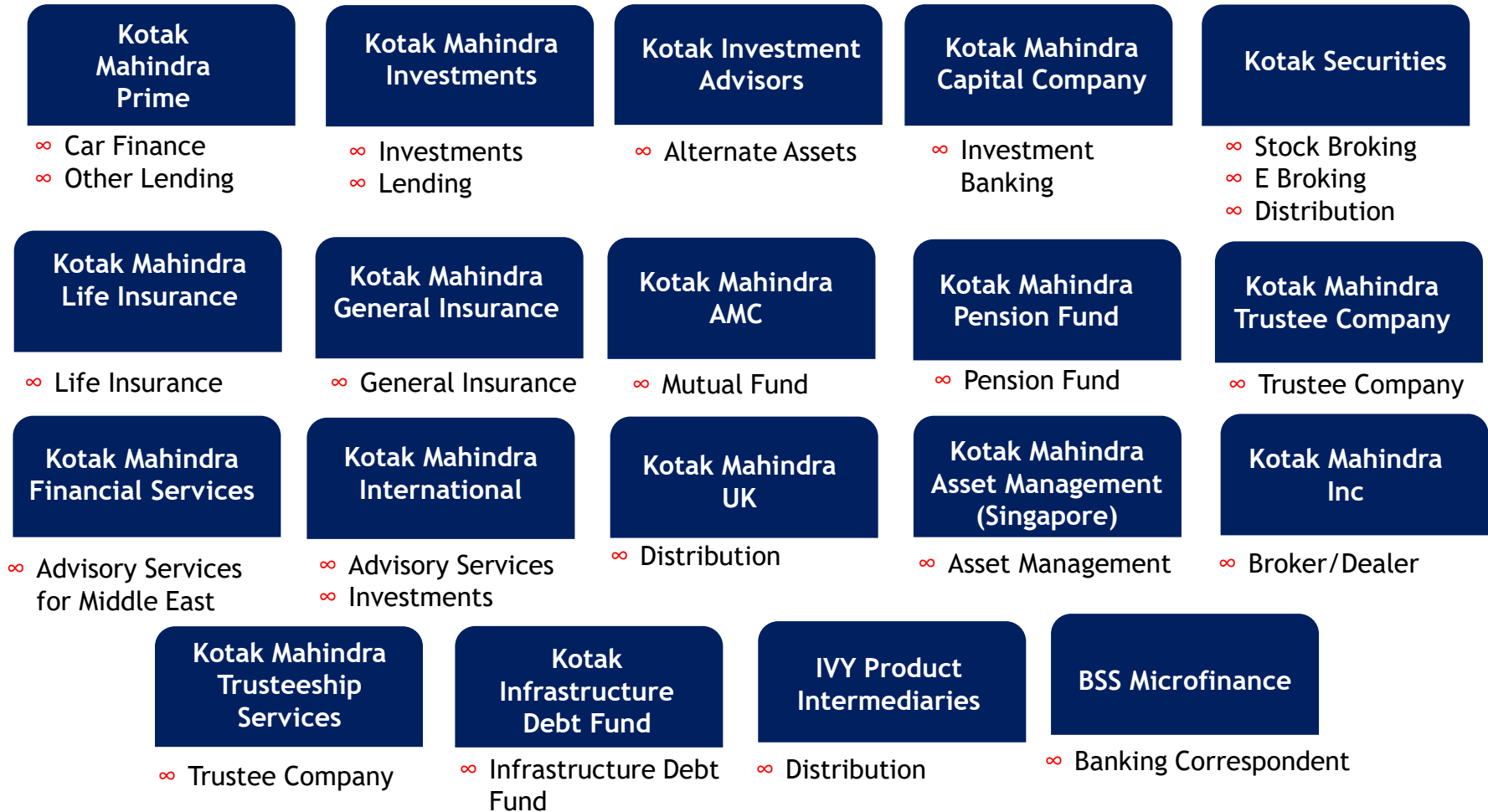
GROUP PROFILE

The Journey So far...



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

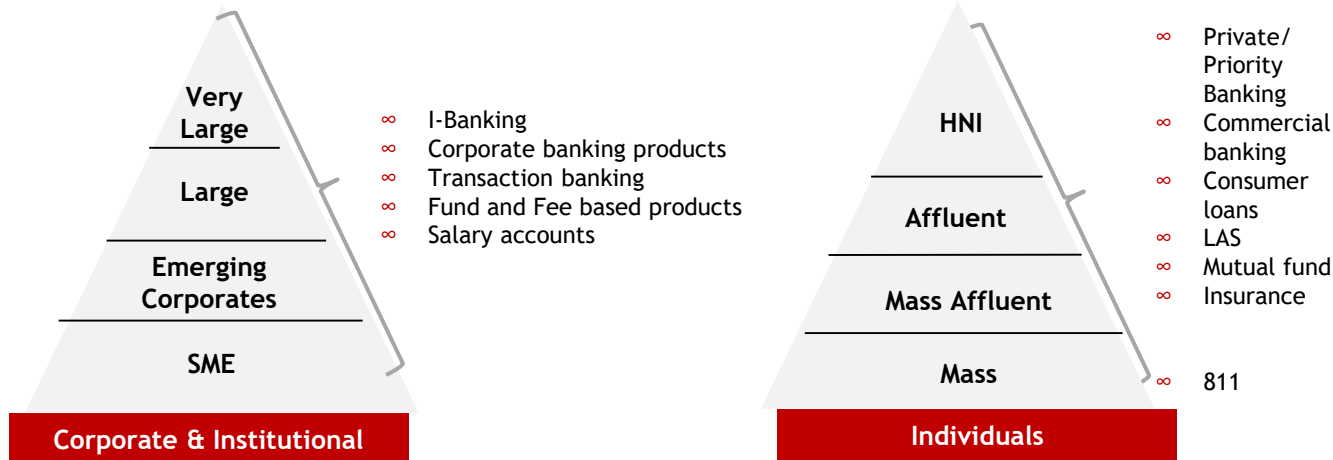
- ∞ Auto Loans
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Unsecured Business Loans
- ∞ Private Banking

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



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 highest CASA ratio in Indian banking space
- ∞ Innovated product and services offerings to enter and compete in established segments



Prudent risk management capabilities

- ∞ Guiding philosophy 'return of capital is as much more important than return on capital'
- ∞ Prudent risk management and credit evaluation processes, coupled with our ability to evaluate and appropriately price risk



Strong brand and leadership in various businesses

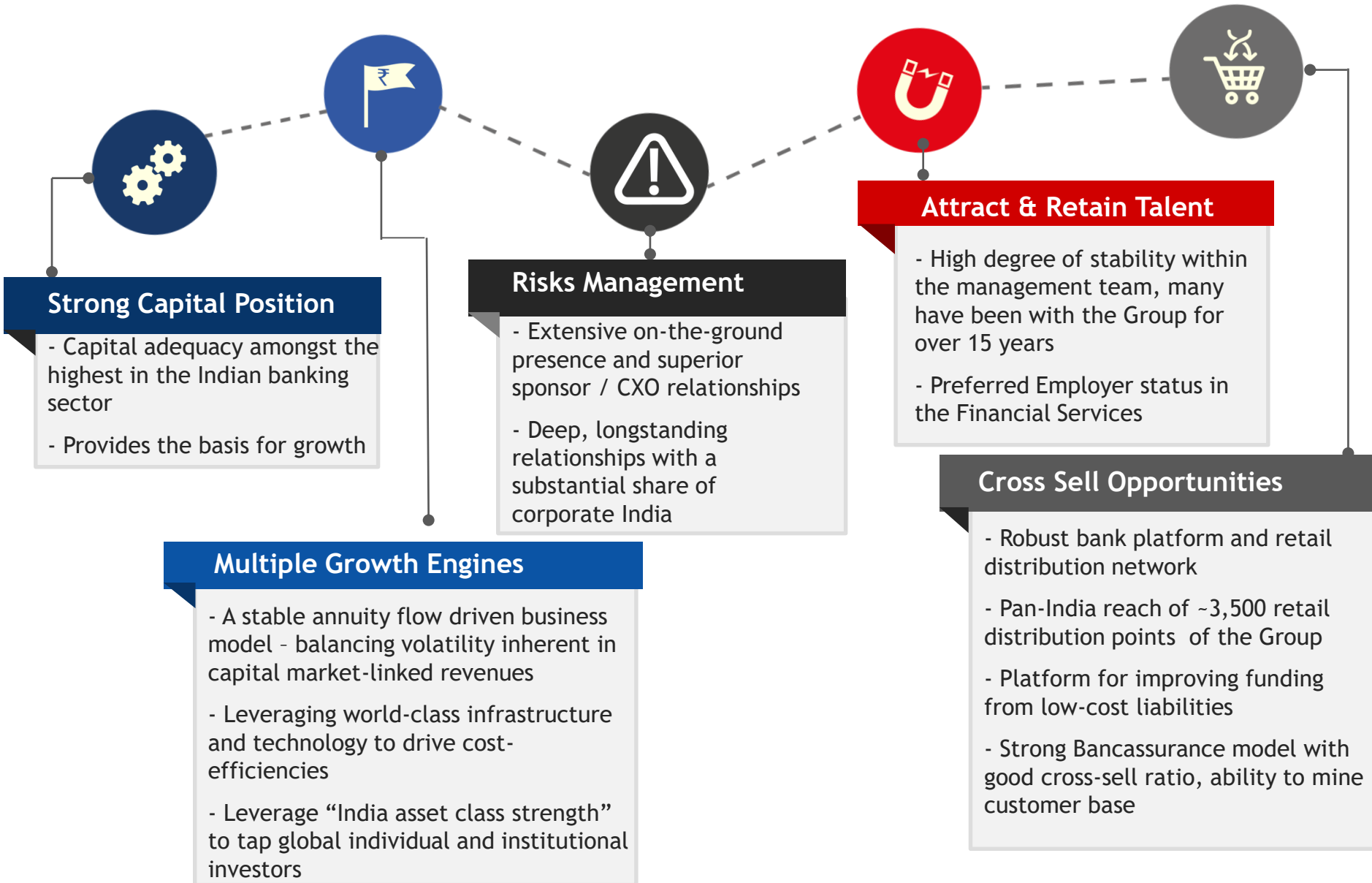
- ∞ Numerous industry accolades reflect the governance culture as well as trust in our offerings
- ∞ Recognition to various businesses for leadership / innovations



Strong governance culture with experienced management

- ∞ Group Management Council comprises professional entrepreneurs
- ∞ 11/12 having 20+ years' experience with our Group
- ∞ Key Leadership Team comprises of ~50 members with significant experience leading business verticals

The Path of Leadership



Bank Awards & Recognition



Magna Awards 2019 by Business world

- Best Mid- Size Bank
- Fastest growing Mid size Bank

Best Domestic Bank

AsiaMoney Best bank Awards 2019

BFSI Digital Innovation Award 2019

Enterprise Mobility (Successful Execution of Enterprise Network LAN)

Kotak 811 - India Invited Campaign wins 'Silver'

Integrated Campaign category at MADDYS 2019

The Asian Banker

Transaction Banking Awards, 2019:

- Best Cash Management Bank in India
- Best Productivity, Efficiency and Automation Initiative, Application or Programme - Kotak Bank 'Smart Collect'

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

Voice Bot (Keya) one of the Best 50 Innovative Applications in AI

NASSCOM AI Game Changer Awards 2018

Icon of Indigenous Excellence

2nd Annual Economic Times Iconic Brand Summit 2018

Best Mid-Size Bank

Business Today Best Banks Awards 2018

Customer Service Provider of the Year Pvt. Bank - India Banking Summit & Awards 2018

FE India's Best Bank Awards

Best Savings Bank Product upto 6% Interest

Best Technical innovation Indian Banking Summit & Awards 2018

IAMAI 9th India Digital Awards - Runner up Best Digital API - Open Banking

Banker's Choice Awards

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

The Asset Triple A Country Awards 2018

Best Acquisition Finance-Torrent Pharma Rs. 36 bn NCD

Euromoney Awards for Excellence 2018

- India's Best Bank
- Best Bank in the Emerging Markets in the Euromoney Regional Awards

The Asset Triple A Treasury, Trade, Supply Chain and Risk Management Awards 2018:

- Best in Treasury and Working Capital- NBFCs, Public Sector
- Best Liquidity Management Solution for Tata Realty & Infrastructure Limited



The Asset Triple A Country Awards 2018

Best Bank, Domestic

Mr. Uday Kotak

Lifetime Achievement Award

Magna Awards 2019 by Businessworld

CEO of the Year Award CNBC-Awaaz CEO Awards 2018

Global Leadership Award USIBC Global Leadership Award

Banker of the Year Businessworld Magna Awards 2018

Mr. Jaimin Bhatt CFO Award

For Sustained Excellence Over a Decade

Awards and Recognition



Euromoney Private Banking and Wealth Management Survey, 2019 Ranked #1

- Best Private Banking Services Overall
- Net worth Specific Services (Ultra HNI, HNI, Super affluent clients)
- Family Office Services
- Research and Asset Allocation Advice
- Philanthropic Advice

Ranked #1 in Asian Private Banker's 2018 India Onshore Aum League Table Best Performing Private Bank, India

Banker Global Private Banking Awards 2018 Best Performing Private Bank, India

Euromoney Private Banking Survey, 2018 Best Performing Private Bank, India

2019 Finance Asia Country Awards Best Broker

Gold at ACEF for Email marketing & successful of technology

Early adopter of Analytics Machine conference 2018

Asiamoney Best Bank Awards 2018 (India)

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

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

Thomson Reuters Lipper India 2019 fund Awards - India Fund Award for Kotak Equity Arbitrage Fund Regular Plan-Growth Option (5 yrs & 10 yrs)

CNBC TV 18 for the year 2018:

- Best Mutual Fund House
- Best Corporate Bond
- Best Debt Mutual Fund House
- Best ETF of the year
- Best Arbitrage Fund

Best Value Creator Fund Debt : Business Today - Money Today Financial Awards 2018-2019 Corporate Bond Fund



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

Investment Bank of the year 2018 - M&A Award VC Circle



DIPAK GUPTA

- ❑ Joined Kotak in 1992; **First charge** | Senior Manager, Kotak Mahindra Finance
- ❑ **Current charge** | Joint Managing Director, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I used to be an engineer and then a consultant. My first job at Kotak was to look after the Lease and Hire Purchase business. We built one of the largest leasing businesses in the country. When Ford Credit came to India around 1995-96, we entered into a joint venture with them and it was very interesting discussing, debating and negotiating with them. I went on to become the head of that joint venture. Running different businesses while still being in the same fold gives you the twin benefit of a deeper perspective and wider all-round growth.



SHANTI EKAMBARAM

- ❑ Joined Kotak 1991; **First charge** | Senior Manager - Bill Discounting
- ❑ **Current charge** | President - Consumer Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I joined Kotak from a foreign bank. Since financial services was still a new area I was apprehensive but here was a company that seemed young and hungry. In the back of my mind, I knew I could always go back to a MNC if things didn't work out. That was 27 years ago and I'm still here and raring to go. I have run the Bill Discounting business, serviced FIIs and started the M&A desk. When we entered into a strategic alliance with Goldman Sachs, I moved to look after that business and we dominated the GDR and private placement markets. I subsequently moved into the domestic Investment Banking business to develop corporate relationships, then head Fixed Income. In 1998, I took over as the CEO of the Investment Bank and we went on to top the league tables. In 2003 when the bank project was launched I was given the opportunity to build the wholesale bank. I handled the corporate banking business till Mar-14, I am now handling consumer banking business. I don't think any MNC would give me so many opportunities for learning and growth.



D. KANNAN

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



GAURANG SHAH

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



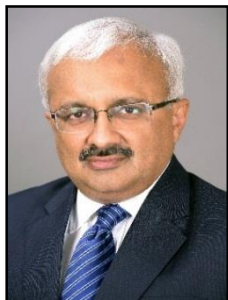
G. MURLIDHAR

- ❑ Joined Kotak in 2001; **First charge** | Chief Financial Officer, Kotak Life Insurance;
- ❑ **Current charge** | Managing Director & Chief Executive Officer, Kotak Mahindra Life Insurance
- ❑ **On being a professional entrepreneur** Coming from a manufacturing & financial background, I transitioned to the new & emerging insurance sector for the challenges it would entail, in the role of CFO & founding member of Kotak Life Insurance in 2001. I initially focussed on building financial, operations & servicing capabilities of the company. I was appointed COO in 2007 and then MD & CEO in 2011. In this phase, my focus is to build an efficient distribution network and improve customer experience so as to deliver value to customer and all stakeholders. Kotak has provided me the opportunity to put my beliefs into action.



JAIDEEP HANSRAJ

- ❑ Joined Kotak in 1993; **First charge** | Assistant Manager, Kotak Mahindra Finance
- ❑ **Current charge** | CEO - Wealth Management & Priority Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** My first job at Kotak was to garner liabilities for the Group. I then moved to Kotak Securities to head the Eastern region and then to Dubai as Head of the Middle East operations. I came back to India in 1999 to run the Private Client Group at Kotak Securities which is now the Wealth Management business of the Bank. From 2014, I have been responsible for the priority banking group of the bank as well. The independence and freedom given by the bank has helped me becoming a professional entrepreneur.



JAIMIN BHATT

- ❑ Joined Kotak in 1995; **First charge** | Proprietary Investments
- ❑ **Current charge** | President - Group CFO, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | My initial work at Kotak was in the area of Proprietary Investments, where I worked with Narayan SA. Around the time of the Ford JV, I was invited to be on the team structuring the JV and that was very exciting. I moved to the Investment Bank and handled M&A. I was involved in a number of exciting transactions. Thereafter my role grew into larger operational role at the Investment Bank and also included doing structuring work for the Group. What stands out for me is the freedom and sense of responsibility that one gets and this, in turn, instills a lot of self-confidence. As you grow and inculcate the same sense of self-confidence in those around you, it becomes a part of the culture.



K.V.S.MANIAN

- ❑ Joined Kotak in 1995; **First charge** | Compliance, Kotak Mahindra Capital Company;
- ❑ **Current charge** | President - Corporate, Institutional & Investment Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | After two years in Investment Banking, I moved into Corporate Finance. I was instrumental in turning around and building the Retail Asset Finance Division (including the early stages of the Commercial Vehicle and Personal Loans Businesses). When the Group restructured its business in preparation for the conversion to a bank, I managed the team working on viability, decision making and structuring of the banking business as a project. I used to oversee the Personal customer segment comprising of the Home Finance Division, the Consumer Services Group, Credit Cards and the Auto Finance Business, in addition to the Branch Banking and Retail Liabilities business. I handled the consumer banking business till Mar-14, I am now handling Corporate, Institutional & Investment banking business. It's been a diverse set of responsibilities and looking back, I realize that I had no prior experience in any of the functions.



NARAYAN S.A.

- ❑ Joined Kotak in 1991; **First charge** | Associate Vice President, Kotak Mahindra Finance (Operations);
- ❑ **Current charge** | President - Group Treasury, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | In 1996, broking was largely seen as in institutional business. I believed that retail broking was an opportunity waiting to happen and took up the challenge of going retail. I always wanted to be an entrepreneur and Kotak gave me an opportunity to build a business that any entrepreneur would be proud of.



VENKATTU SRINIVASAN

- ❑ Joined Kotak in 1993; **First charge** | Branch Manager, Pune Branch, Kotak Mahindra Finance
- ❑ **Current charge** | President- Asset Reconstruction & Structured Credit, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | Kotak Mahindra Group provided me a great platform and opportunity to kick start and grow many of the embedded businesses of Commercial Banking, mainly in the areas of CV/CE, Agri Finance etc. Later on when the opportunity unfolded with NPAs burgeoning in the economy in the late 90s, I was incharge of pioneering and starting the Asset Reconstruction business, when the concept was nascent or unheard of in the country. Over the last 18 years, I have grown the Asset Reconstruction business significantly through nursing and structuring of several Non Performing loans with dedicated teams & 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.



VIRAT DIWANJI

- ❑ Joined Kotak in 1994; **First charge** | Branch Manager - Baroda, Kotak Mahindra Finance
- ❑ **Current Charge** | President - Retail Liabilities & Branch Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur:** I started my career in Management Consulting and for the first six years focussed on implementing business process reengineering and systems design across private and public sector organizations within the domestic and international markets. Thereafter I have been with the Kotak Group for over two decades and led 10 diverse business lines cutting across Assets and Liabilities. It's been an exhilarating journey since then and some of career milestones include handling the first JV of the Group with an overseas partner, Ford Credit as the Managing Director and incubating and growing two very niche customer segments viz, Priority & NRI Banking. In the recent past I managed the integration of ING Vysya's retail distribution network with the branch banking network of Kotak, a melange of not only business but culture, talent and a unified vision. The mantra that I live with, is 3P X 2P, i.e. driving Profitability, Productivity and Performance through an active interplay of People (Talent / Teamwork) and Processes (Control / Compliance / Customer).

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