



January 20, 2024

<b>BSE Limited</b> Corporate Relationship Department Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai 400 001	<b>National Stock Exchange of India Limited</b> Exchange Plaza, Plot No. C/1, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai 400 051
<b>BSE Scrip Code:</b> 500247, 715026, 958687, 974396, 974682, 974924	<b>NSE Symbol:</b> KOTAKBANK, KMBL, KMB26, KMB29, KMB30

Dear Sirs,

**Sub: Investor Presentation for Earnings Conference Call on the Consolidated and Standalone Unaudited Financial Results of the Bank for the quarter and nine months ended December 31, 2023**

Further to our intimation today regarding the Consolidated and Standalone Unaudited Financial Results of Kotak Mahindra Bank Limited ("Bank") for the quarter and nine months ended December 31, 2023 and pursuant to Regulation 30 of the of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), we enclose herewith a copy of the Investor Presentation for Earnings Conference Call in connection with the aforesaid Financial Results.

The above information is also being hosted on the Bank's website <https://www.kotak.com/en/investor-relations/governance/sebi-listing-disclosures.html> in terms of the Listing Regulations.

This is for your information and appropriate dissemination.

Thanking you,

Yours faithfully,

**For Kotak Mahindra Bank Limited**

**Avan Doomasia**  
**Company Secretary**

Encl.: as above

# Investor Presentation

## Q3FY24

Presentation on financial results for the  
period ended 31<sup>st</sup> December, 2023

20<sup>th</sup> January, 2024



# Key Updates for Q3FY24

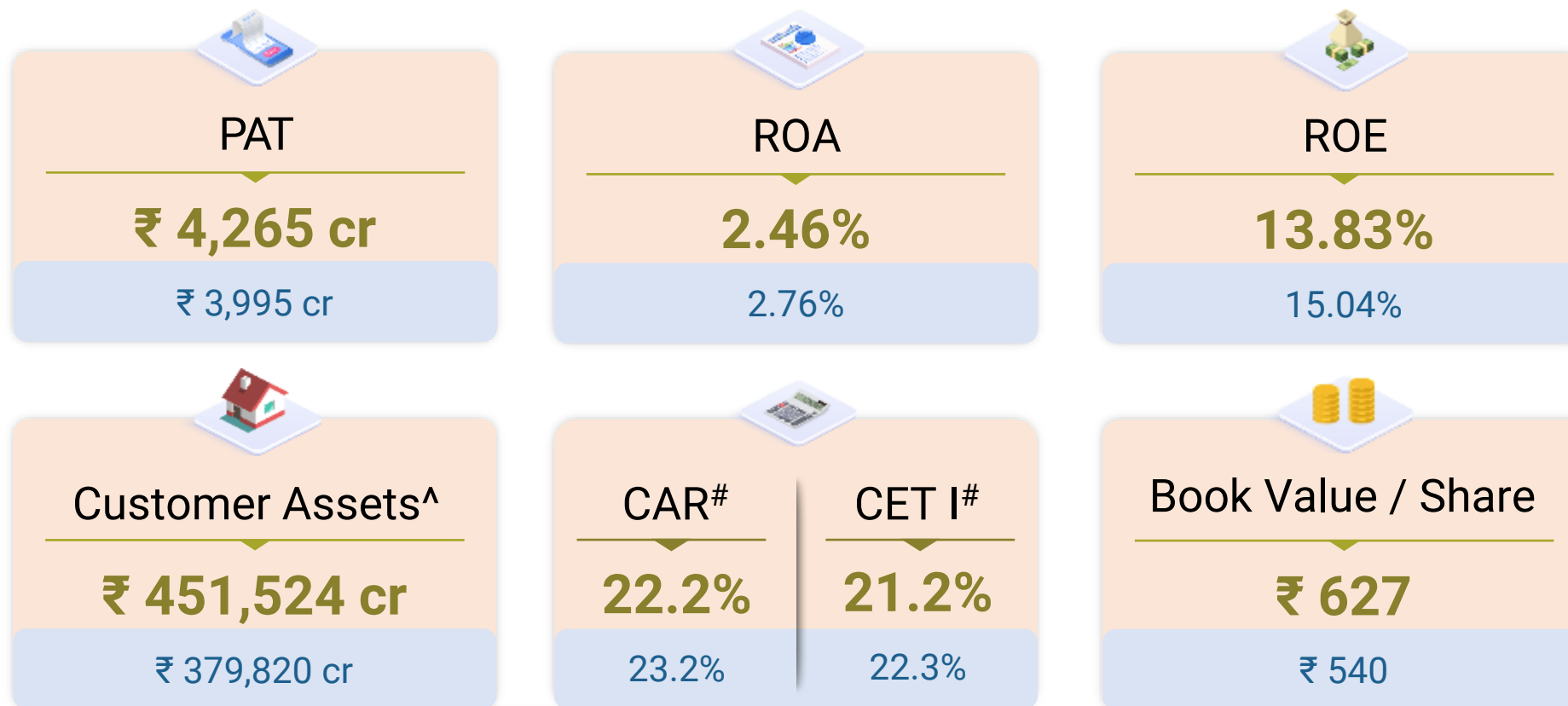
## Bank

- ✓ PAT Q3FY24: 8% (YoY); 9MFY24: 30% (YoY)
- ✓ NIM at 5.22% same as Q2FY24
- ✓ Overall Credit cost at 40 bps; NNPA: 0.34%
- ✓ CASA Ratio: 47.7%, Deposits challenge
- ✓ Trading and MTM loss Q3FY24: ₹ 168 cr
- ✓ Provision on AIF investments of ₹ 190 cr

## Subsidiaries

- ✓ Kotak Securities - Overall market share increased from 5.8% to 10.3% (YoY)
- ✓ Kotak AMC – Growth in Overall AAUM: 23% ; Equity AAUM: 32% (YoY)
- ✓ Kotak General Insurance - agreement with Zurich Insurance for them to take majority stake

# Consolidated Highlights Q3FY24



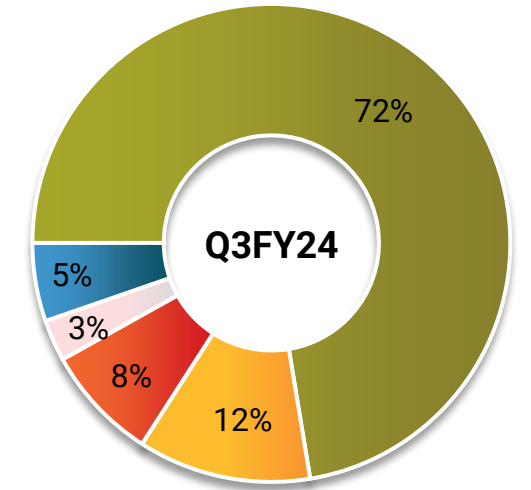
Q3FY24 results include ₹143 cr provision (post tax) on applicable Alternate Investment Fund (AIF) investments pursuant to RBI's circular dated 19<sup>th</sup> Dec 2023

- Figures in blue are Q3FY23 numbers
- # As per Basel III, including unaudited profits. Excluding profits CAR: 19.9%, CET I: 18.9% (31<sup>st</sup> Dec, 2022: CAR: 21.0%, CET I: 20.1%)
- <sup>^</sup>Customer Assets comprise Advances (incl. IBPC & BRDS) and Credit Substitutes

# Consolidated PAT

₹ cr	Q3FY24	Q3FY23	Q2FY24	9MFY24	9MFY23	FY23
Kotak Mahindra Bank	3,005	2,792	3,191	9,648	7,444	10,939
Kotak Mahindra Prime	239	225	208	666	604	829
Kotak Mahindra Investments	157	86	126	386	227	326
BSS Microfinance	104	82	108	307	208	297
Kotak Securities	306	241	324	849	683	865
Kotak Mahindra Capital	35	28	27	117	101	149
Kotak Mahindra Life Ins	140	330	247	580	848	1,053
Kotak Mahindra General Ins	(19)	(27)	(7)	(31)	(62)	(117)
Kotak AMC and TC	146	150	124	375	363	555
International Subs	57	22	41	130	40	76
Others	37	37	34	88	54	70
<b>Bank &amp; Subsidiaries</b>	<b>4,207</b>	<b>3,966</b>	<b>4,423</b>	<b>13,115</b>	<b>10,510</b>	<b>15,042</b>
Affiliates	62	36	38	141	108	145
Inter co. Adjustments	(4)	(7)	0	(380)	(259)	(262)
<b>Consolidated PAT</b>	<b>4,265</b>	<b>3,995</b>	<b>4,461</b>	<b>12,876</b>	<b>10,359</b>	<b>14,925</b>

## Bank & Subsidiaries Contribution

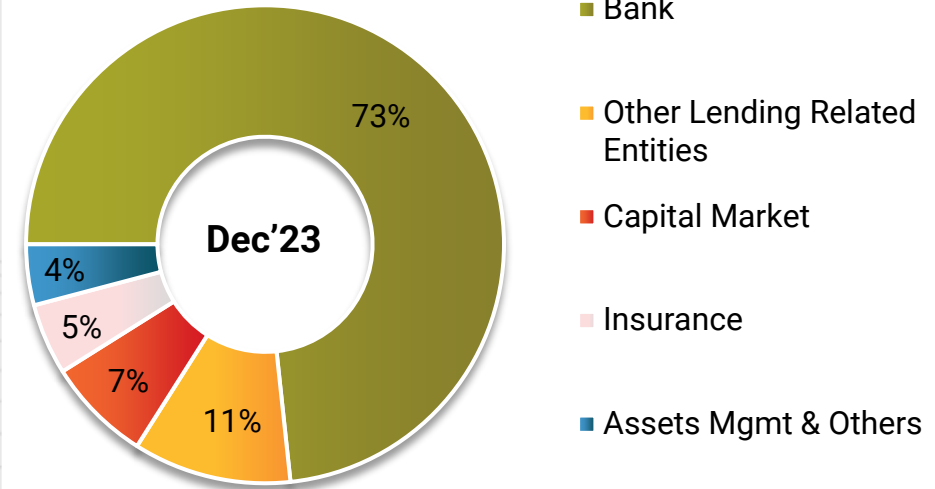


Q3FY24 results for Bank include ₹143 cr provision (post tax) on applicable Alternate Investment Fund (AIF) investments pursuant to RBI's circular dated 19<sup>th</sup> Dec 2023

# Entity-wise Capital and Reserves & Surplus

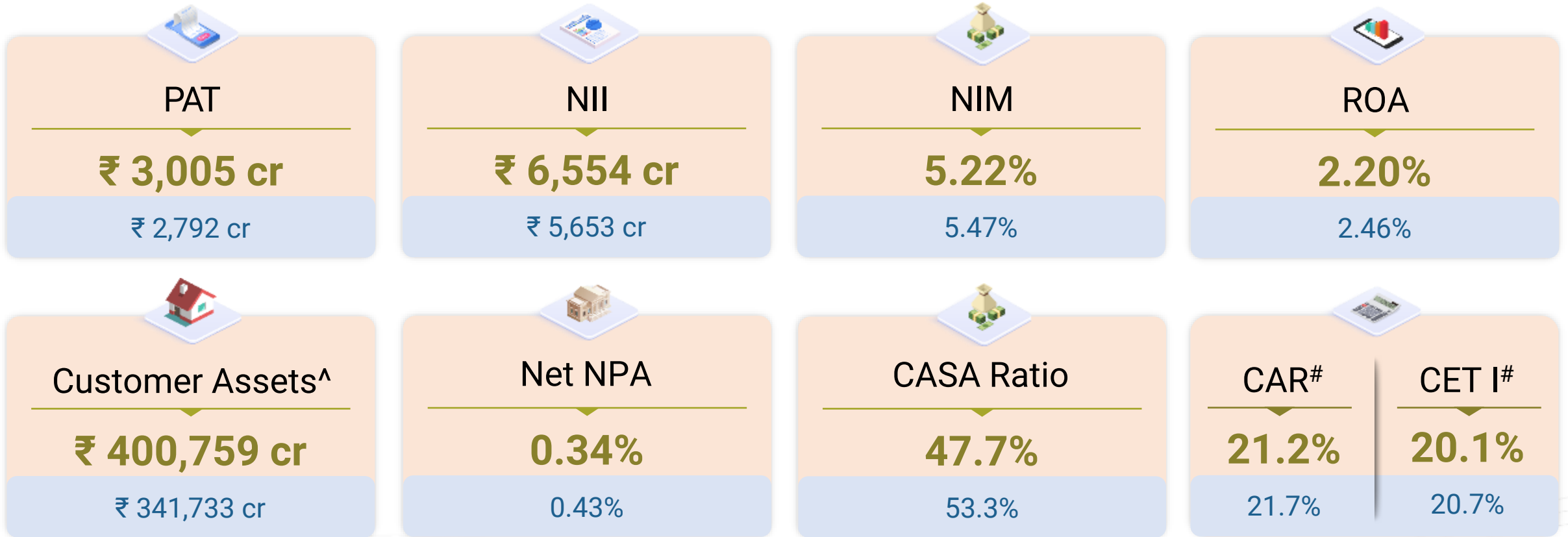
₹ cr	31-Dec-23	31-Dec-22	30-Sep-23
Kotak Mahindra Bank	92,994	79,936	89,956
Kotak Mahindra Prime	8,954	8,081	8,715
Kotak Mahindra Investments	3,200	2,715	3,043
BSS Microfinance	934	537	830
Kotak Securities	7,909	6,926	7,602
Kotak Mahindra Capital	1,084	952	1,048
Kotak Mahindra Life Ins	5,754	5,122	5,615
Kotak Mahindra General Ins	360	396	379
Kotak AMC and TC	2,371	1,916	2,225
Kotak Infrastructure Debt Fund	508	467	498
International Subsidiaries	1,899	1,722	1,838
Kotak Alternate Asset Managers*	860	800	834
Other Entities	90	88	90
<b>Bank &amp; Subsidiaries</b>	<b>126,917</b>	<b>109,658</b>	<b>122,673</b>
Affiliates	1,492	1,314	1,430
Inter-company and Others	(3,370)	(3,302)	(3,366)
<b>Consolidated Capital and Reserves &amp; Surplus</b>	<b>125,039</b>	<b>107,670</b>	<b>120,737</b>

## Bank & Subsidiaries Contribution



\*Formerly known as Kotak Investment Advisors Limited

# Standalone Highlights Q3FY24



Q3FY24 results include ₹143 cr provision (post tax) on applicable Alternate Investment Fund (AIF) investments pursuant to RBI's circular dated 19<sup>th</sup> Dec 2023

- Figures in blue are Q3FY23 numbers
- # As per Basel III, including unaudited profits. Excluding profits CAR: 19.0%, CET I: 17.9% (31st Dec, 2022: CAR: 19.7%, CET I: 18.6%)
- ^ Customer Assets comprise Advances (incl. IBPC & BRDS) and Credit Substitutes

# Profit and Loss Account

₹ cr	Q3FY24	Q3FY23	Q2FY24	FY23
Net Interest Income	6,554	5,653	6,297	21,552
Other Income	2,297	1,948	2,314	7,083
<i>Fee and Services</i>	2,144	1,695	2,026	6,790
<i>Others</i>	153	253	288	293
<b>Net Total Income</b>	<b>8,851</b>	<b>7,601</b>	<b>8,611</b>	<b>28,635</b>
Employee Cost	1,749	1,478	1,635	5,520
Other Operating Expenses	2,536	2,273	2,366	8,267
<b>Operating Expenditure</b>	<b>4,285</b>	<b>3,751</b>	<b>4,001</b>	<b>13,787</b>
<b>Operating Profit</b>	<b>4,566</b>	<b>3,850</b>	<b>4,610</b>	<b>14,848</b>
Prov. on Adv/Receivables (net)	324	149	366	478
Prov. on AIF Investments	190	-	-	-
Prov. on Investments	65	-	-	(21)
<b>Provision &amp; Contingencies</b>	<b>579</b>	<b>149</b>	<b>366</b>	<b>457</b>
<b>PBT</b>	<b>3,987</b>	<b>3,701</b>	<b>4,244</b>	<b>14,391</b>
Provision For Tax	982	909	1,053	3,452
<b>PAT</b>	<b>3,005</b>	<b>2,792</b>	<b>3,191</b>	<b>10,939</b>
<b>ROE</b>	<b>13.10%</b>	<b>14.15%</b>	<b>14.38%</b>	<b>14.15%</b>
<b>Cost to Income</b>	<b>48.4%</b>	<b>49.4%</b>	<b>46.5%</b>	<b>48.1%</b>

\*On fixed income book, net of OIS/FRA

Previous periods figures regrouped / reclassified to conform to current period's presentation.

## Notes for Q3FY24



Trading and MTM loss\* Q3FY24: ₹ 168 cr;  
(Loss in Q3FY23: ₹ 51 cr, FY23: ₹ 973 cr, gain in Q2FY24: ₹ 150 cr)



AFS+HFT book as % of Investment book: 81%  
Modified duration of AFS +HFT\*: 1.1 years



AIF investments of ₹ 190 cr having downstream exposure to debtor companies of the Bank fully provided.  
Bank's funded o/s to such companies ₹ 65 cr as at 31<sup>st</sup> Dec 23.  
No investment in subordinated units with priority distribution



Provision on investments of ₹ 65 cr is in respect of SRs classified as NPI, corresponding MTM loss reversed; no impact on PBT

## Fees & Services

₹ cr	Q3FY24	Q3FY23	Q2FY24	FY23
Distribution & Syndication Income	369	286	291	1,224
General Banking Fees	1,728	1,364	1,682	5,387
Others	47	45	53	179
<b>Fees and Services</b>	<b>2,144</b>	<b>1,695</b>	<b>2,026</b>	<b>6,790</b>



# Profit and Loss Account – 9MFY24

₹ cr	9MFY24	9MFY23	FY23
Net Interest Income	19,084	15,449	21,552
Other Income	7,295	4,897	7,083
<i>Fee and Services</i>	5,998	4,861	6,790
<i>Others</i>	1,297	36	293
<b>Net Total Income</b>	<b>26,379</b>	<b>20,346</b>	<b>28,635</b>
Employee Cost	5,030	4,065	5,520
Other Operating Expenses	7,223	6,080	8,267
<b>Operating Expenditure</b>	<b>12,253</b>	<b>10,145</b>	<b>13,787</b>
<b>Operating Profit</b>	<b>14,126</b>	<b>10,201</b>	<b>14,848</b>
Prov. on Adv/Receivables (net)	1,055	310	478
Prov. on AIF Investments	190	-	-
Prov. on Investments	65	0	(21)
<b>Provision &amp; Contingencies</b>	<b>1,310</b>	<b>310</b>	<b>457</b>
<b>PBT</b>	<b>12,816</b>	<b>9,891</b>	<b>14,391</b>
Provision For Tax	3,168	2,447	3,452
<b>PAT</b>	<b>9,648</b>	<b>7,444</b>	<b>10,939</b>
<b>ROE</b>	<b>14.57%</b>	<b>13.03%</b>	<b>14.15%</b>
<b>Cost to Income</b>	<b>46.4%</b>	<b>49.9%</b>	<b>48.1%</b>

## Notes for 9MFY24



Trading and MTM gain\* 9MFY24: ₹ 222 cr;  
(Loss in 9MFY23: ₹ 972 cr, FY23: ₹ 973 cr,)

## Fees & Services

₹ cr	9MFY24	9MFY23	FY23
Distribution & Syndication Income	920	806	1,224
General Banking Fees	4,927	3,921	5,387
Others	151	134	179
<b>Fees and Services</b>	<b>5,998</b>	<b>4,861</b>	<b>6,790</b>

\*On fixed income book, net of OIS/FRA

Previous periods figures regrouped / reclassified to conform to current period's presentation.

# Asset Quality

₹ cr	31-Dec-23	31-Dec-22	30-Sep-23
GNPA	6,302	5,995	6,087
NNPA	1,225	1,345	1,275
GNPA (%)	1.73%	1.90%	1.72%
NNPA (%)	0.34%	0.43%	0.37%
PCR	80.6%	77.6%	79.1%



**SMA2<sup>^</sup> as on**  
**31<sup>st</sup> Dec 2023: ₹ 210 cr**  
 [31<sup>st</sup> Dec 2022: ₹ 191 cr]



**Slippages for Q3FY24**  
 ₹ 1,177 cr (0.3% of Net Advances),  
 (₹ 748 cr – Q3FY23),  
 Of this, ₹ 289 cr upgraded within  
 Q3FY24 (₹ 171 cr – Q3FY23)

- Recoveries and upgrades during the quarter: ₹ 830 cr
- Credit cost on net advances (incl. standard provision excluding reversal of COVID & restructuring) is 40 bps annualised for Q3FY24
- No sale of any loans during the period
- Standard Restructured FB o/s under various frameworks: COVID: ₹ 186 cr; MSME: ₹ 273 cr [0.13% of Net Advances]
- Total provisions towards advances: ₹ 6,963 cr

<sup>^</sup> Fund based outstanding for borrowers with exposure > ₹ 5 cr

# Balance Sheet



₹ cr	31-Dec-23	31-Dec-22	30-Sep-23
Capital & Reserves and Surplus	92,994	79,936	89,956
Deposits	408,636	344,666	400,963
CASA	195,049	183,579	193,479
Term Deposits	213,587	161,087	207,484
Borrowings	25,840	21,528	22,515
Other Liabilities and Provisions	20,479	18,654	19,529
<b>Total Liabilities</b>	<b>547,949</b>	<b>464,784</b>	<b>532,963</b>

₹ cr	31-Dec-23	31-Dec-22	30-Sep-23
Cash, Bank and Call	27,509	26,136	39,941
Investments	145,751	112,219	128,646
Advances (net)	359,588	310,734	348,284
Fixed & Other Assets	15,101	15,695	16,092
<b>Total Assets</b>	<b>547,949</b>	<b>464,784</b>	<b>532,963</b>

# Customer Assets

₹ cr	31-Dec-23	31-Dec-22	30-Sep-23	YoY	QoQ
Home Loans & LAP	102,234	89,112	99,100	15%	3%
Consumer Bank WC (Secured)	33,790	28,127	33,095	20%	2%
PL, BL and Consumer Durables	19,310	14,542	17,862	33%	8%
Credit Cards	13,882	9,159	12,597	52%	10%
CV/CE	33,751	25,814	31,046	31%	9%
Agriculture Division	27,512	26,128	27,031	5%	2%
Tractor Finance	15,156	12,986	14,376	17%	5%
Retail Micro Finance	8,510	5,338	7,987	59%	7%
Corporate Banking	84,246	74,427	81,844	13%	3%
SME	25,816	21,947	24,569	18%	5%
Others	8,257	5,574	7,505	48%	10%
<b>Advances (A)</b>	<b>372,464</b>	<b>313,154</b>	<b>357,012</b>	<b>19%</b>	<b>4%</b>
Credit Substitutes (B)	28,295	28,579	23,400	-1%	21%
<b>Customer Assets (A + B)</b>	<b>400,759</b>	<b>341,733</b>	<b>380,412</b>	<b>17%</b>	<b>5%</b>
IBPC & BRDS (C)	12,876	2,420	8,728		
<b>Net Advances (A - C)</b>	<b>359,588</b>	<b>310,734</b>	<b>348,284</b>	<b>16%</b>	<b>3%</b>

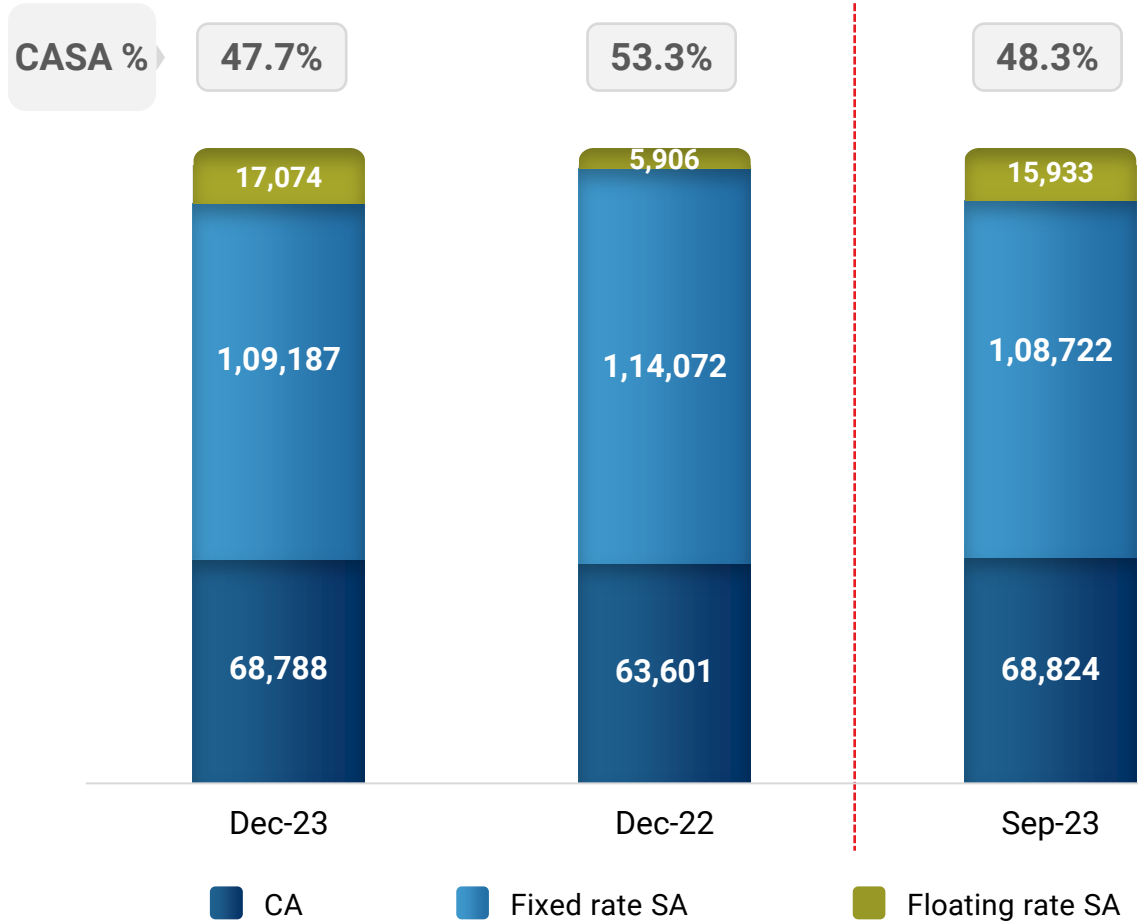
Unsecured retail advances (incl. Retail Micro Finance) as a % of Net Advances:

31<sup>st</sup> Dec 2023: 11.6%

31<sup>st</sup> Dec 2022: 9.3%

# Deposits

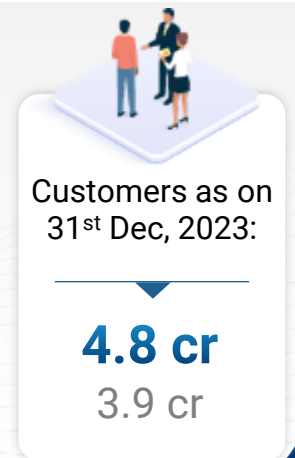
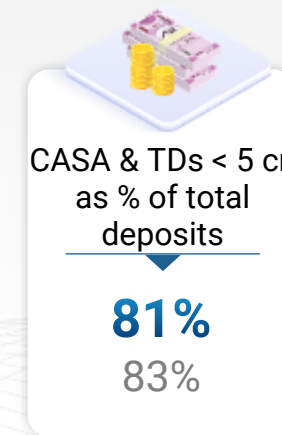
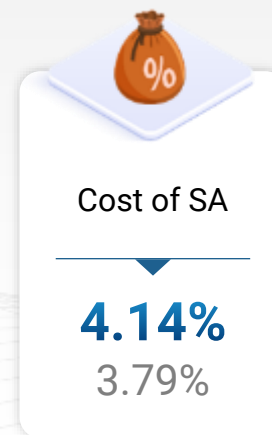
CASA (EOP) (₹ cr)



Average	Q3FY24	YoY %	Q3FY23
Current Account	59,337	5% ▲	56,372
Savings Account	123,227	4% ▲	118,442
Term Deposit	216,344	43% ▲	151,470

**ActivMoney**

TD Sweep at ₹ 41,784 crore  
QoQ growth: 13% (not annualized)



Figures in grey are Dec 22 numbers, as applicable

# Investing in Technology Backbone

## Architecture & Infrastructure



### Launched Tech@Kotak Developer Portal:

In-house engineered solution designed to optimize long term total cost of ownership through package reuse, architecture simplification and modernization.

### Observability platform built by Kotak Engineers:

Enhanced automated user journey tracking, probes and alerting mechanisms for key critical apps. This provides real-time visibility into system behaviours to enable rapid issue resolution, ultimately fortifying system reliability and performance.

## AI & Builder Tools



### Optimized App Testing:

CI/CD testing automation to enable substantial efficiencies in our testing process, resulting in significant time and cost savings.

### Engineered a Core Platform for Conversational AI:

Internally engineered a core platform for future launch of conversational AI based banking services. Future AI business use cases will be enabled on this core platform.

## Risk and Security



### Implemented an automated Tool:

To consistently evaluate the security posture of public facing applications, ensuring ongoing protection and proactive defense against potential threats.

### Enhanced Cybersecurity Controls:

Generated Software Bill of Materials (SBOMs) for 100+ in house applications. Reinforcing cybersecurity with precise component level insights for proactive risk management.

## Data Analytics & Automation



### Launched new ML model:

Combined traditional bureau data with granular banking relationship data to enhance credit preapproval decision effectiveness by over 20%.

### Vehicle LOS:

Implemented Straight through processing (STPs) in Vehicle LOS. This has helped in reducing end to end timelines significantly (from customer sourcing to disbursement).

Backend fortification in the areas of in-house talent, well-engineered platforms and core capabilities helps us accomplish value generating outcomes in the customer facing digital space

Digital Channels



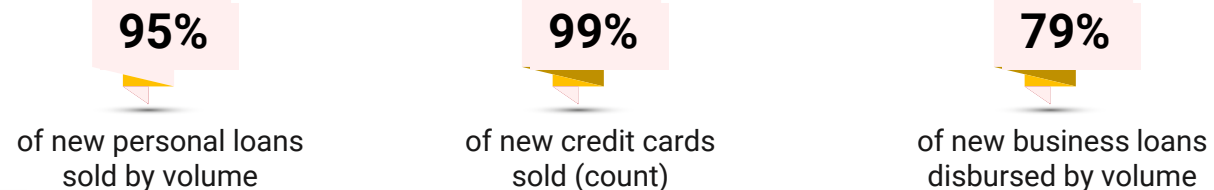
### Key Highlights

- 4.8** Continued to be among the top rated banking apps on iOS
- 1.2X** YoY 90 day active Users on MB App
- 1.7X** YoY Transaction volume on MB
- 1.4X** YoY Transaction value on MB
- 5.8X** YoY onboarded clients on Kotak fyn (overall)

Digital Highlights

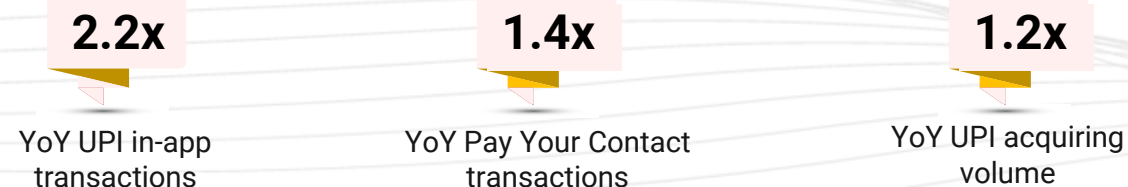
### Lending

#### % of loans disbursed digitally

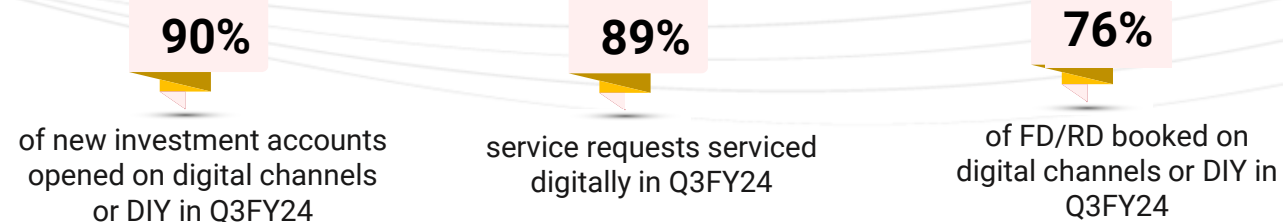


### Payments

#### YoY growth in transaction volume



### Adoption & Cross-sell



Over 98%

of SA transaction volumes were in digital or non-branch modes

₹ cr	Q3FY24	Q3FY23	Q2FY24	FY23
Total Income	999	784	962	2,986
Profit Before Tax	409	319	432	1,150
<b>Profit After Tax</b>	<b>306</b>	<b>241</b>	<b>324</b>	<b>865</b>
Market Share Cash* (%)	10.3	10.1	10.0	10.5
Derivative Market Share* (%)	10.3	5.7	8.8	5.5
Overall Market Share*(%)	10.3	5.8	8.8	5.5

1,220 branches & franchises  
\*excluding Proprietary Segments

## Digital Highlights

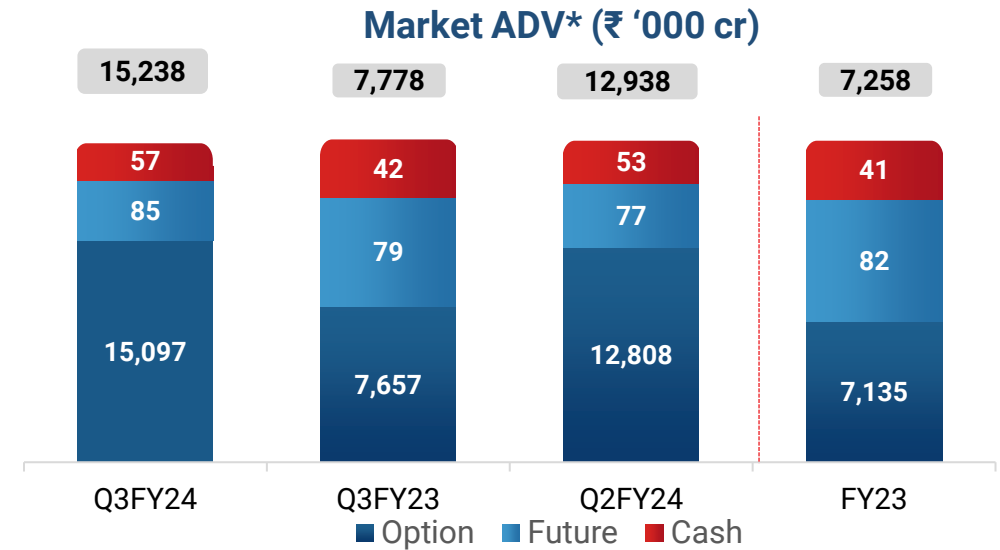
- Self trading customers accounted for **65% of cash market volume and 99% of derivatives market volume** of Kotak Securities in Q3FY24
- Kotak Securities' NEO platform with the enhanced trading experience has now positioned the firm for strong growth. NEO now accounts for#:
  - **96%** of accounts opened digitally
  - **88%** of firm's total ADV (cash+ derivatives)
  - **80%** of total traded orders & **85%** of F&O orders
  - **45%** of monthly active users

**256%**

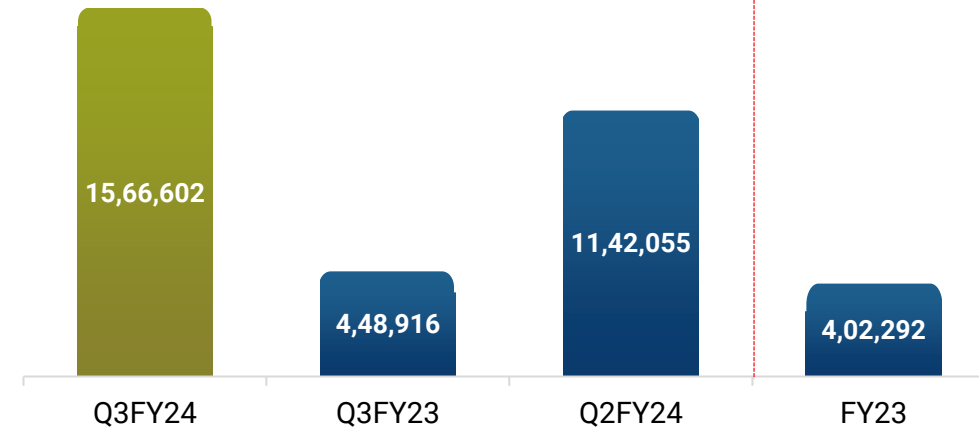
Growth YoY in  
Mobile Trading ADV

**252%**

Growth YoY in  
Internet Trading ADV



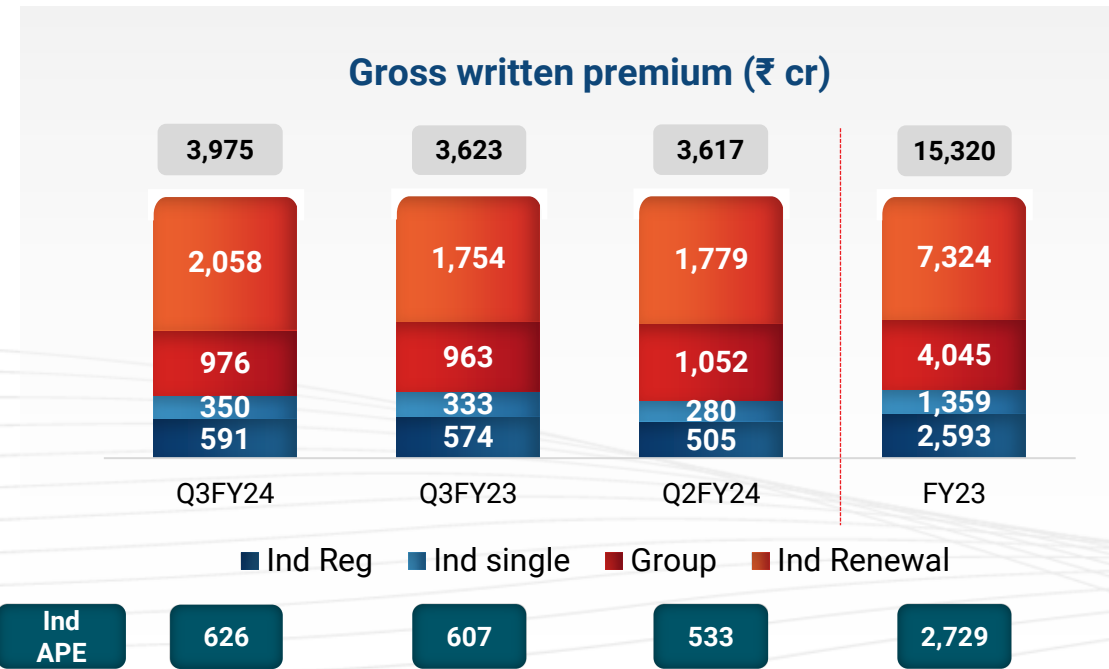
### KS - Overall ADV\* (₹ cr)



# Figures for December, 2023



₹ cr	Q3FY24	Q3FY23	Q2FY24	FY23
Capital	562	562	562	562
Other Reserves and Surplus	5,192	4,560	5,053	4,765
Total Premium	3,975	3,623	3,617	15,320
<b>Profit After Tax (Shareholders')</b>	<b>140</b>	<b>330</b>	<b>247</b>	<b>1,053</b>
Solvency Ratio (x)	2.66	2.88	2.70	2.83



Gross written premium Q3FY24 grew 9.7 % YoY

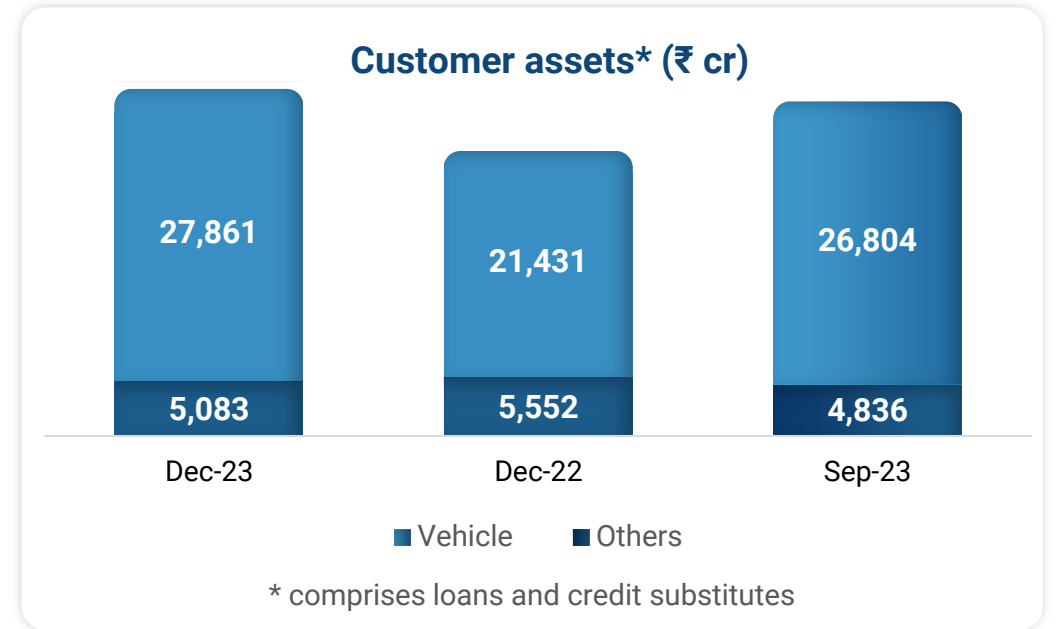
Share of Non par at 46.0% out of Traditional Product mix of 78.9% in regular premium

Overall protection premium for Q3FY24 at 36.6% of Individual new business and Group premium

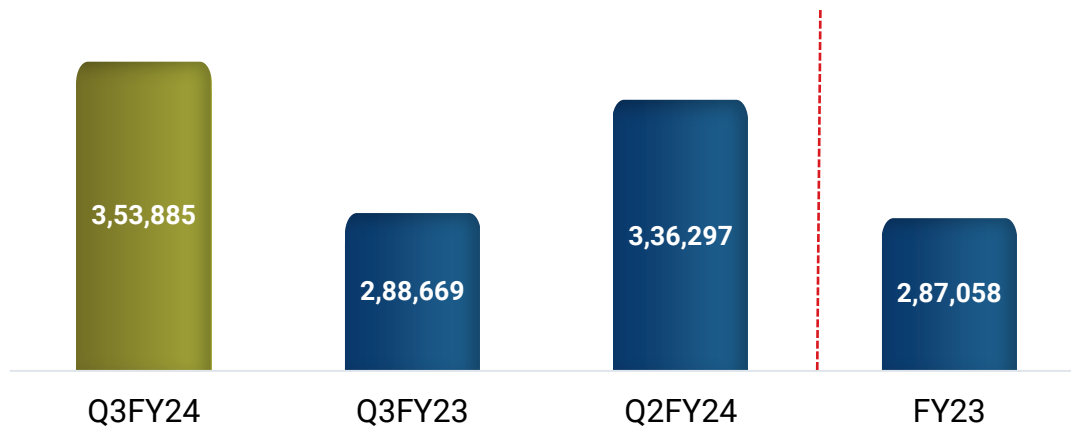
AUM (Policyholders') as on 31<sup>st</sup> Dec ₹ 68,792 cr, growth 21.4 % YoY

Q3FY24 PAT has been impacted by higher new business strain on Non Par products

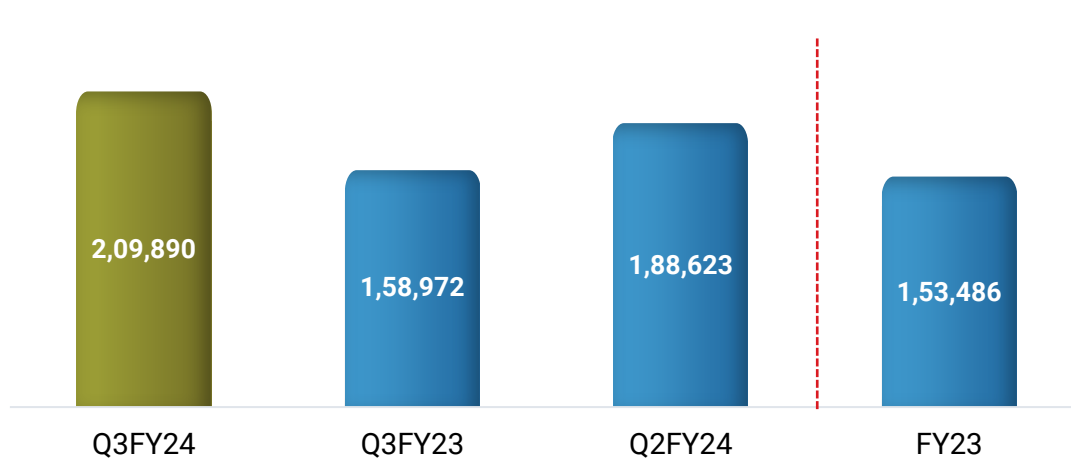
₹ cr	Q3FY24	Q3FY23	Q2FY24	FY23
NII	474	412	460	1,646
Other Income	159	104	108	361
<b>NII and Other Income</b>	<b>633</b>	<b>516</b>	<b>568</b>	<b>2,007</b>
Profit Before Tax	320	302	278	1,110
<b>Profit After Tax</b>	<b>239</b>	<b>225</b>	<b>208</b>	<b>829</b>
NNPA (%)	0.8%	1.1%	0.8%	0.9%
CAR (%) (incl unaudited profits)	25.1%	29.2%	26.6%	28.4%
<b>ROA (%) - annualised</b>	<b>2.6%</b>	<b>3.0%</b>	<b>2.4%</b>	<b>2.8%</b>



**Average Assets Under Management (₹ cr) - Overall**



**Average Assets Under Management (₹ cr) - Equity**



₹ cr	Q3FY24	Q3FY23	Q2FY24	FY23
Profit Before Tax	197	192	166	713
Profit After Tax	146	150	124	555

## Notes

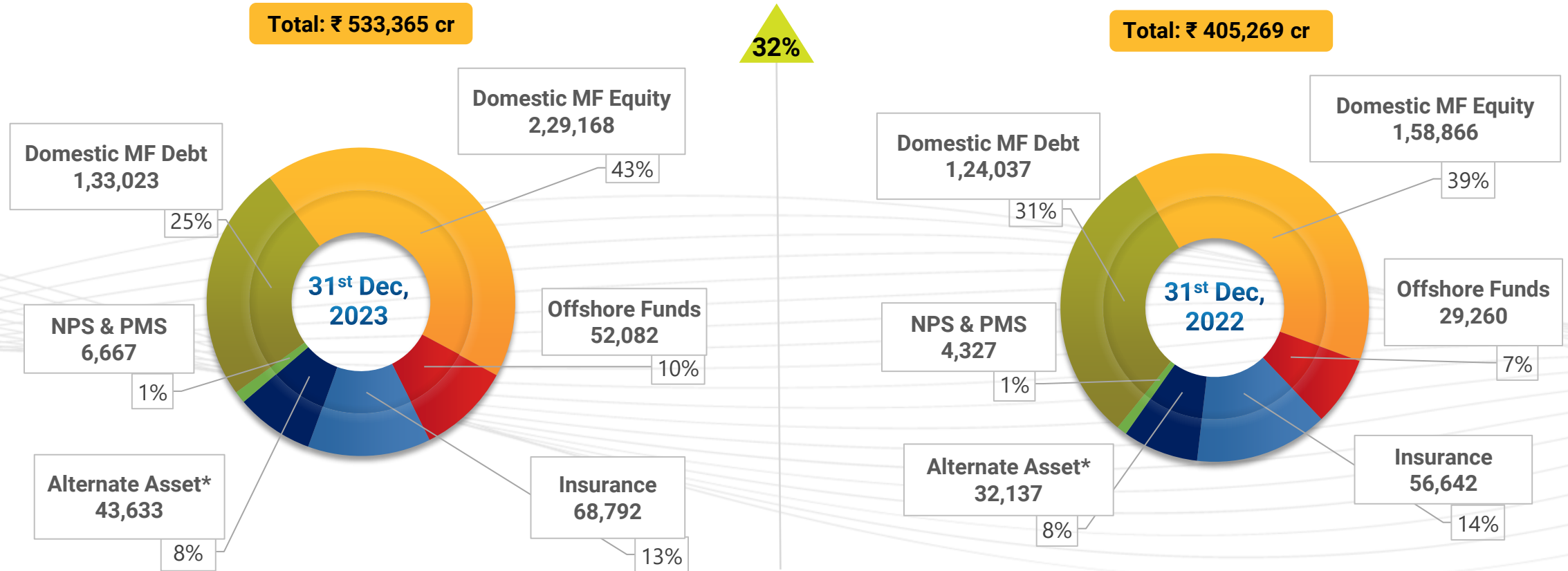
Investment profit (pre tax):  
₹13 cr in Q3FY24  
(₹ 37 cr in Q3 FY23)

Equity(Ex ETF & Arb)  
AAUM Market share  
6.56% in Q3FY24  
(Q3FY23: 6.40%)

Proportion of Individual  
MAAUM - 59%

Monthly SIP Inflows  
for Dec'23: ₹ 1,085 cr,  
up 23% YoY

# Assets Under Management



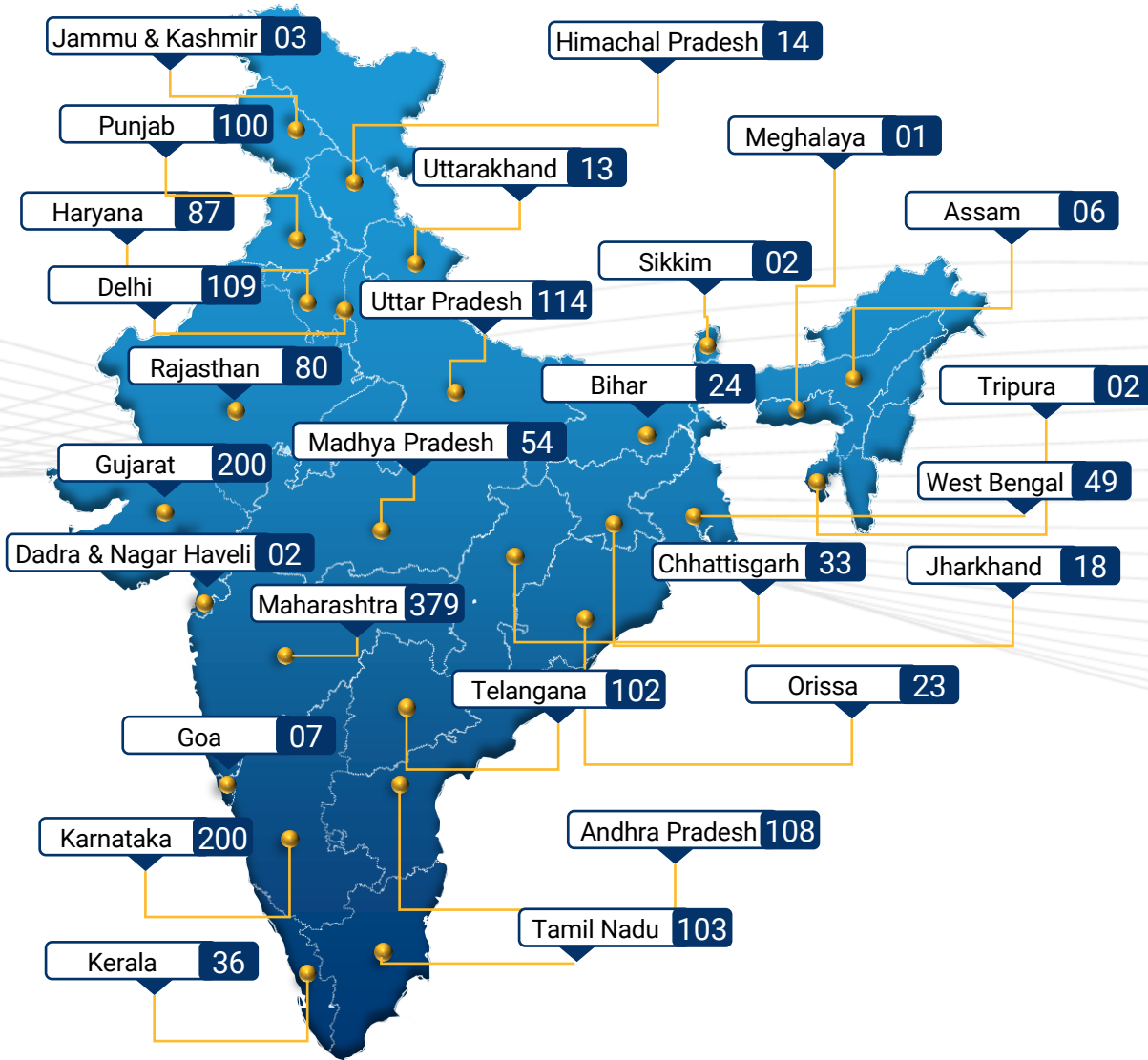
With an AUM of ~USD 3.9 bn, Kotak Funds – India Midcap Fund continues to be the largest\* India focused offshore funds (actively managed with daily liquidity).

\*Include undrawn commitments, wherever applicable.

#Source- Bloomberg

# Geographical presence - Bank

## Bank Branches distributed across various geographies



**Branches**  
1,869\* [No./%]

**West**  
588 / 31%

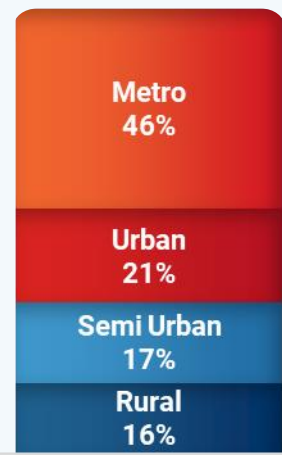
**North**  
574 / 31%

**South**  
549 / 29%

**East**  
158 / 9%



**Branch Classification**



**No. of ATMs#**

**3,239**



**No. of Currency Chests**

**8**

\* Does not include branches in DIFC (Dubai) & GIFT city (Gujarat) | # including cash recyclers

# GROUP PROFILE

---



# The Journey So far...

## Ability to Identify and Capitalize on Opportunities



1985

Bill Discount



1990

Auto Finance



1991

Investment  
Banking



1992

IPO



1998

Mutual Funds



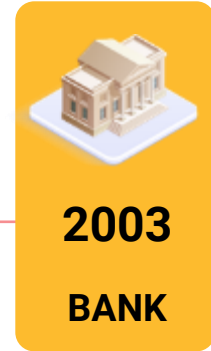
2000

Life Insurance\*



2001

Securities



2003

**BANK**



2022

Kotak Fyn  
Kotak Cherry



2020

Digital Video  
KYC



2019

First  
International  
Branch



2017

Microfinance  
Digital Bank - 811  
Kotak IDF



2014

ING Vysya Merger  
General Insurance



2008

ARC



2004

Alternate  
Assets



Rating for Bank, KMP, KMIL,  
KIDF, KS, KAAML\*

\* License to commence was in 2001

# Kotak - Diversified and integrated financial services



Commercial Bank & Parent Company





# 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
- Gold Loans



### Consumer Banking

- Branch Banking
- Kotak811
- Home loans & LAP
- Personal Loans
- Consumer Finance
- Credit Cards
- Priority Banking
- Small Business Loans
- Working Capital
- NRI Banking
- Rural Housing & Business Loans
- Forex Cards
- FASTag
- Loan against Shares



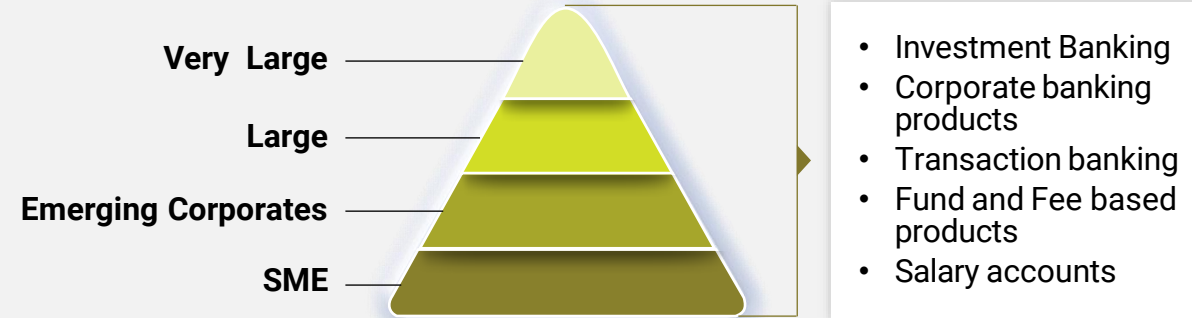
### Other Financial Services

- Private Banking
- Car and 2W Loans
- Mutual Funds
- Alternate Assets
- Off-shore Funds
- Life Insurance
- General Insurance
- Investment Banking / DCM
- Broking
- Infra Debt Finance
- Asset Reconstruction

## Deposits across all customer segments

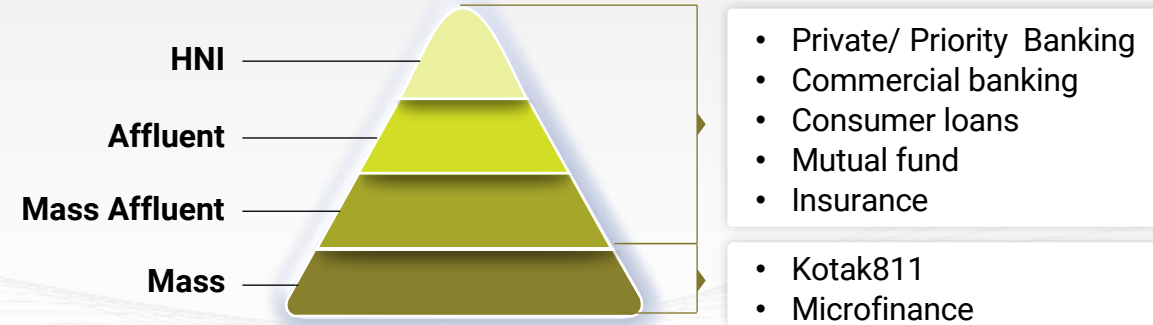
### Wide Customer Coverage

#### Corporate & Institutional



- Investment Banking
- Corporate banking products
- Transaction banking
- Fund and Fee based products
- Salary accounts

#### Individuals



- Private/ Priority Banking
  - Commercial banking
  - Consumer loans
  - Mutual fund
  - Insurance
- Kotak811
  - Microfinance

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

# Our Strengths



<b>An integrated financial services conglomerate with a diversified business model</b>	<b>Healthy asset quality &amp; prudent risk management capabilities</b>	<b>Digital &amp; technological capabilities</b>	<b>Ability to identify and capitalize on opportunities</b>	<b>Strong brand and leadership across businesses</b>	<b>Strong governance culture and an experienced management team</b>
<p>Balance Sheet, Market &amp; Knowledge driven businesses that provide access to multiple growth avenues and hedge against downturns</p> <p>Broad product spectrum helps meet customers' diverse requirements, enhancing overall experience</p>	<p>Focus on 'Return of Capital' along with return on capital</p> <p>Comprehensive Enterprise Risk Management framework</p>	<p>Best in class digital processes and experience</p> <p>Customer centric approach to build positive, long term and engaging relationship</p> <p>Strong cybersecurity and data protection framework</p>	<p>Culture of innovation that helps capitalize on profitable business opportunities, create niche and differentiated business segments</p> <p>Talented, engaged and motivated employees</p>	<p>Strong position across various segments</p> <p>Numerous industry awards and accolades</p>	<p>8/12* Group Management Council ('GMC') members with 20 years+ with the Group - helped create various businesses since inception</p> <p>72 members* in the 'Kotak Leadership Team' (incl. GMC) – strong succession pipeline for senior leadership positions</p>

\*as on 31st December, 2023



## Keeping Technology at the Core

Investing in technology (both infrastructure and applications), with a dual objective – ‘run the Bank’ and ‘change the Bank’



## Leadership in digital capabilities

Continue journey on best in class digital processes and interface at speed



## Customer Centricity

Keep customer at the core of the business in order to provide a positive experience and build long term relationships



## Expanding Access to Low Cost Liabilities



## Pursuing Advances Growth

Ensuring right asset quality additions at risk adjusted pricing and appropriate risk management



## Executing with Discipline and Improving Productivity

Focus on Efficiency, Productivity and Capital



## Approaching financial inclusion as an opportunity



## Building a team of talented, engaged and motivated employees in an agile structure



## Leveraging strong corporate standing to pursue inorganic opportunities

# The Path of Leadership



## Strong Capital Position

Capital adequacy amongst the highest in the Indian banking sector

Provides the basis for growth



## Multiple Growth Engines

A stable annuity flow driven business model balancing volatility inherent in capital market-linked revenues

Leveraging world-class infrastructure and technology to drive cost-efficiencies

Leverage "India asset class strength" to tap global individual and institutional investors



## Risks Management

Extensive on-the-ground presence and superior sponsor / CXO relationships

Deep, longstanding relationships with a substantial share of corporate India



## Attract & Retain Talent

High degree of stability within the Kotak leadership team, with an average tenure of 20+ years with the Group

Preferred Employer status in the Financial Services



## Cross Sell Opportunities

Robust bank platform and retail distribution network

Pan-India reach of over 4,470+\* retail distribution points of the Group

Platform for improving funding from low-cost liabilities

Strong Bancassurance model with good cross-sell ratio, ability to mine customer base

# Strong and Committed Leadership Team



Senior Leadership Team with Long Vintage



**Ashok Vaswani**

**<1 Year**

Managing Director &  
CEO



**KVS Manian**

**29 Years**

Whole-time Director



**Shanti Ekambaram**

**33 Years**

Whole-time Director



**Virat Diwanji**

**20 Years**

Consumer Banking



**Jaimin Bhatt**

**29 Years**

Group CFO



**Paul Parambi**

**32 Years**

Chief Risk Officer



**Milind Nagnur**

**1 Year+**

Chief Technology  
Officer



**Oisharya Das**

**30 Years**

Private Banking



**Ramesh Srinivasan**

**29 Years**

Investment Banking



**Nilesh Shah**

**9 Years**

Asset Management



**Jaideep Hansraj**

**31 Years**

Retail Brokerage



**S Srinivasan**

**31 Years**

Alternate Assets

72 members in Kotak Leadership Team (incl. above) with an average tenure of ~20 years with the Group

This presentation is for information purposes only and does not constitute an offer, solicitation or advertisement with respect to the purchase or sale of any security of Kotak Mahindra Bank Limited (the “Bank”) and no part of it shall form the basis of or be relied upon in connection with any contract or commitment whatsoever. No offering of securities of the Bank will be made except by means of a statutory offering document containing detailed information about the Bank.

This presentation is not a complete description of the Bank. Certain statements in the presentation contain words or phrases that are forward looking statements. All forward-looking statements are subject to risks, uncertainties and assumptions that could cause actual results to differ materially from those contemplated by the relevant forward looking statement. Any opinion, estimate or projection herein constitutes a judgment as of the date of this presentation, and there can be no assurance that future results or events will be consistent with any such opinion, estimate or projection. The information in this presentation is subject to change without notice, its accuracy is not guaranteed, it may be incomplete or condensed and it may not contain all material information concerning the Bank. We do not have any obligation to, and do not intend to, update or otherwise revise any statements reflecting circumstances arising after the date of this presentation or to reflect the occurrence of underlying events, even if the underlying assumptions do not come to fruition.

All information contained in this presentation has been prepared solely by the Bank. No information contained herein has been independently verified by anyone else. No representation or warranty (express or implied) of any nature is made nor is any responsibility or liability of any kind accepted with respect to the truthfulness, completeness or accuracy of any information, projection, representation or warranty (expressed or implied) or omissions in this presentation. Neither the Bank nor anyone else accepts any liability whatsoever for any loss, howsoever, arising from any use or reliance on this presentation or its contents or otherwise arising in connection therewith. This presentation may not be used, reproduced, copied, distributed, shared, or disseminated in any other manner.

The distribution of this document in certain jurisdictions may be restricted by law and persons into whose possession this presentation comes should inform themselves about, and observe, any such restrictions.

Figures for the previous period/ year have been regrouped wherever necessary to conform to current period's / year's presentation. Totals in some columns/ rows may not agree due to rounding off.

## Contact

**Jaimin Bhatt / Kaynaan Shums**

Kotak Mahindra Bank Limited

Tel +91 22 61660000

E-mail: [investor.relations@kotak.com](mailto:investor.relations@kotak.com)