



August 3, 2024

KMBL/070/2024-25

<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, 958687, 974396, 974682, 974924, 975387	<b>NSE Symbol:</b> KOTAKBANK, KMB26, KMB29, KMB30

Dear Sirs,

**Sub.: Chairman's Speech at the Thirty-Ninth Annual General Meeting of the Members of Kotak Mahindra Bank Limited**

Please, find enclosed, a copy of the Chairman's Speech delivered to the members at the Thirty-Ninth Annual General Meeting of the members of Kotak Mahindra Bank Limited held today, on Saturday, August 3, 2024 through Video Conferencing.

The same is also being made available on the Bank's website at <https://www.kotak.com/en/investorrelations/governance/sebi-listing-disclosures.html>

This is for your information and appropriate dissemination.

Thanking you,

Yours faithfully,

**For Kotak Mahindra Bank Limited**

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

**CHAIRMAN'S SPEECH – By C S Rajan**

Ladies and Gentlemen,

Kotak Mahindra Bank had set itself on the path of transformation. To take our objective forward, we are reimagining how we look at our businesses by keeping the customer at the centre of our focus. We are accordingly building our capabilities, to bring to our customers all the products and services that the Kotak Group has to offer. Our goal is to infuse simplicity into every transaction, by becoming a Bank that truly understands and caters to the needs of our customers. This transformation that we are driving by harnessing the power of technology and leveraging the opportunities that India's demographic dividend presents, sets the tone for the scale and relevance that we are seeking in our chosen areas. We will continue to remain true to our core DNA of driving differentiation and trust, and building a franchise that is recognized for its promise and talent.

We remain committed to our strategy of creating a seamless customer experience between physical, voice and digital channels. We are actively participating in India's digital revolution and relentlessly working to improve the digital banking experience for our customers.

**Strategy**

We have remained focused on growing our businesses and deepening our relationships with our customers. Our strategic initiatives are deeply rooted in an ethos that places the customer at the centre of our focus. The 'Transformation for Scale' will be driven by seven strategic themes which will be elaborated upon by the Managing Director & CEO in his address.

We propose to measure the progress of our strategy in driving value for our stakeholders through the '4C framework' encompassing Customers, Company, Colleagues and Community.

Our commitment is to consistently make progress in achieving these goals.

**Financial Performance**

For FY 2023-24, consolidated PAT increased by 22% YOY to ₹ 18,213 crore. At a standalone level, PAT for FY 2023-24 was ₹ 13,782 crore, registering a growth of 26% YoY.

Net Interest Income for FY 2023-24 increased by 21% YOY to ₹ 25,993 crore. Net Interest Margin, excluding dividend income and interest on income-tax refund, was 5.32% for FY 2023-24. The CASA ratio as on March 31, 2024 stood at 45.51%. As on March 31, 2024, the Bank's Gross NPA stood at 1.39%, as against 1.78% a year ago. The Net NPA as on March 31, 2024, was 0.34% as against 0.37% on March 31, 2023.

The Bank's capital adequacy continues to be healthy, with overall CRAR at 20.55%.

**CHAIRMAN'S SPEECH – By C S Rajan**

On March 28, 2024, the Bank acquired 100% of the issued and paid up capital of Sonata Finance Private Limited, a Non-Banking Micro-Finance Institution registered with the RBI, for a total consideration of ₹ 537 crore. With this acquisition, Sonata has become a wholly-owned subsidiary of the Bank.

On June 18, 2024, Zurich Insurance Company Limited has completed the acquisition of 70% of the share capital of Kotak Mahindra General Insurance Company Limited. KGI has ceased to be a wholly-owned subsidiary of the Bank on June 18, 2024 and the Bank now holds the remaining 30% of the share capital of KGI. Accordingly, KGI is now an associate company of the Bank.

The Group's subsidiaries and associates contributed approximately 25% of the consolidated PAT for FY 2023-24, reflecting the diversity of our business model.

**Sustainability**

At Kotak, we integrate social and environmental considerations into our strategy and operations through a robust ESG Policy Framework supported by subsidiary specific ESG policies. We are cognizant that sustainable practices and an appropriately trained workforce is imperative to contribute to sustainable development. As a responsible financial institution, we proactively recognize the impact of our operations and embrace our role in driving a sustainable future across the sectors we influence.

We are committed to promote Financial Inclusion through customised initiatives and products for under banked locations and underserved segments, including small and marginal farmers, women borrowers, micro-enterprises and underserved communities. During FY 2023-24, we took active measures to achieve our identified strategic objectives that align closely with meeting government obligations, while creating a cost effective distribution network. The acquisition of Sonata strengthens our presence in rural and semi-urban markets in northern India, furthering our goal of increasing financial access for women.

Corporate Social Responsibility is an integral part of our business philosophy. As a responsible corporate firm, we have undertaken multiple social initiatives for community development. By strategically aligning our efforts and continuously engaging with communities, we aim to create significant social value.

**Awards**

I am also happy to inform you that your Bank was recognised as the Best Mid-sized Bank by Mint BFSI Summit & Awards. It was indeed a proud moment for your Bank to have been certified as amongst the Top 100 Best Companies to Work for 2024, as well as India's Best Employers Among Nation-Builders 2024 and 'One of India's Best Workplaces' in BFSI 2024 by Great Place to Work®.

**CHAIRMAN'S SPEECH – By C S Rajan**

Further, your Bank was awarded under the Gold category (Services Sector) at the ICAI's Sustainability Reporting Leadership Awards, 2023.

Apart from this, as in past years, your Bank and its subsidiaries have won significant awards for Business Excellence and recognition for Brand & Marketing and Community Services.

**Acknowledgement**

On behalf of the Board, I would like to place on record our appreciation for Mr. Uday Kotak for his invaluable and exceptional service and contribution as its Managing Director & CEO, in building this institution from scratch to one of India's most respected and diversified financial conglomerates. We would also like to record our appreciation for Mr. Dipak Gupta for his services as the Joint Managing Director and then as the Managing Director & CEO of the Bank, for being instrumental in building various businesses at the Kotak Group.

On behalf of the Board, I would also like to thank the Central and all State Governments, regulators, our customers, shareholders and other stakeholders for the continued trust and encouragement, sustained support and timely guidance which we have immensely benefited from.

I wish you all good health, happiness and prosperity.

Thank you all.