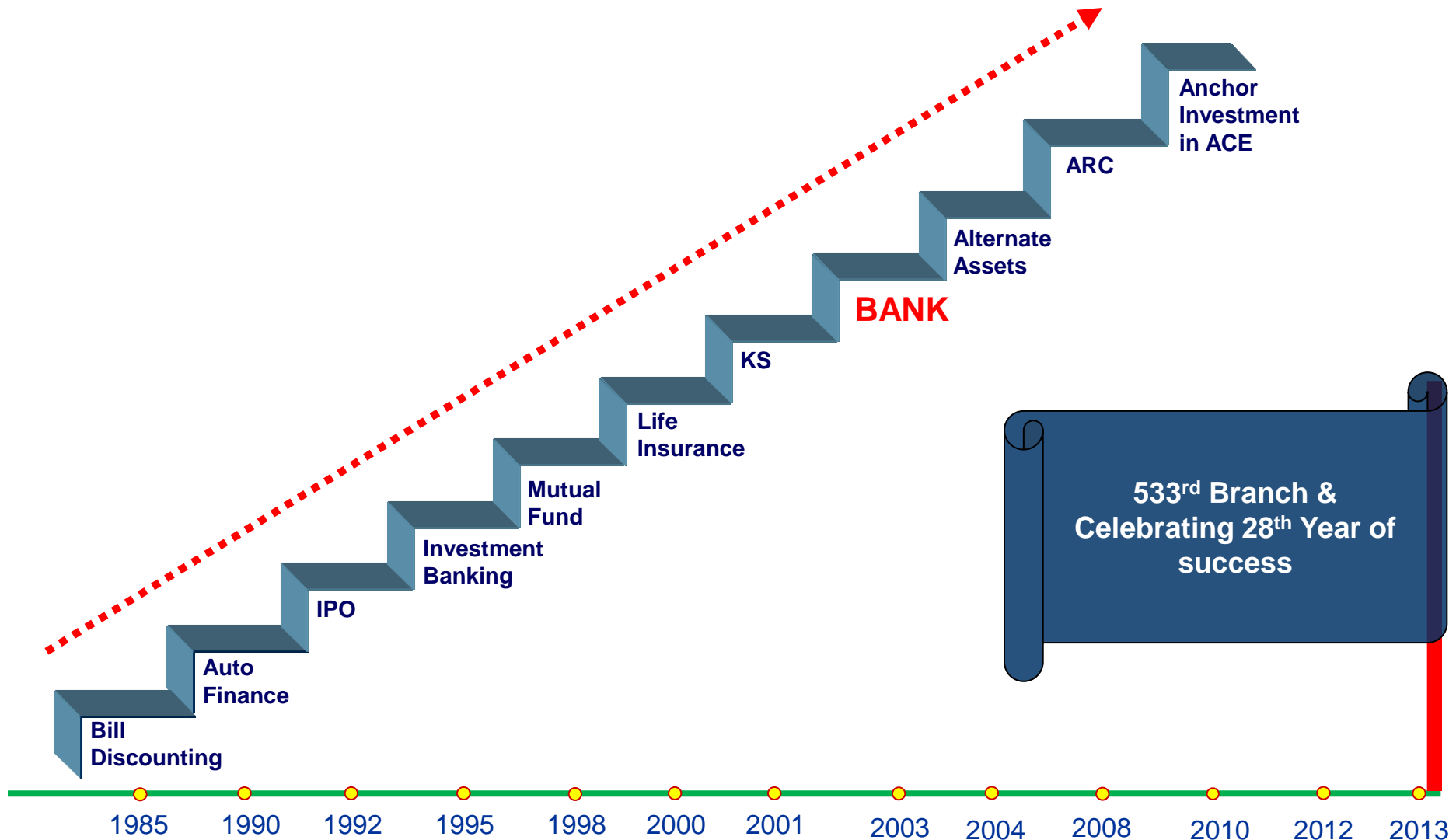


Investor Presentation Q3FY14



Jan 21, 2014

Journey So Far.....

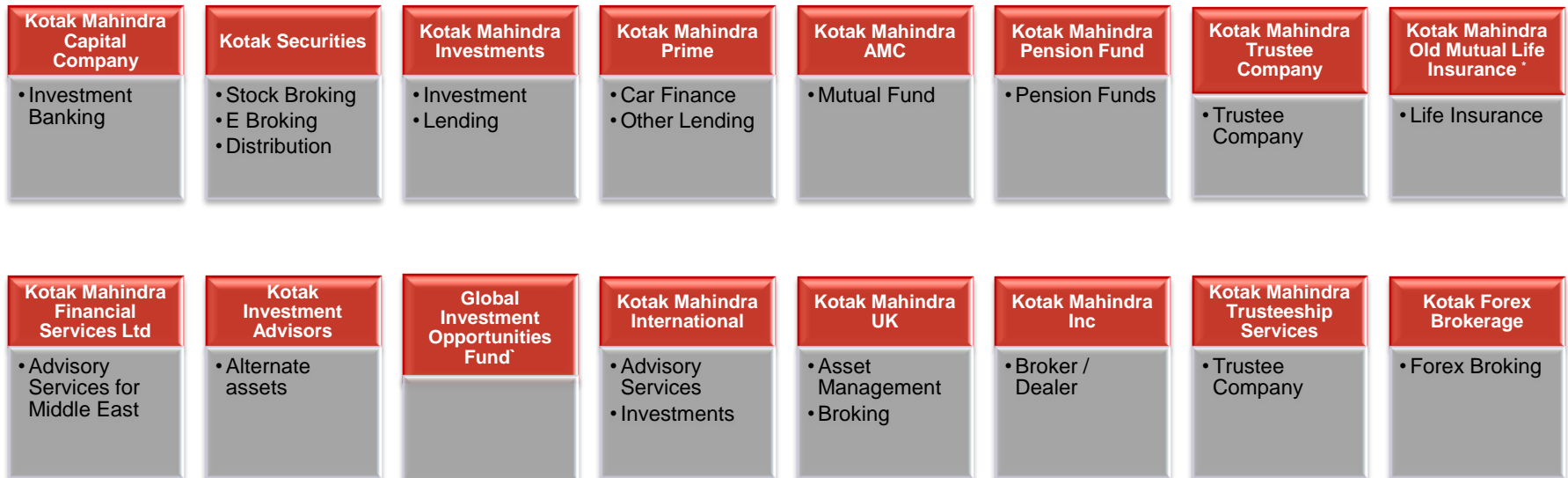


Group Structure



Kotak Mahindra Bank

- Commercial Bank & Holding Company

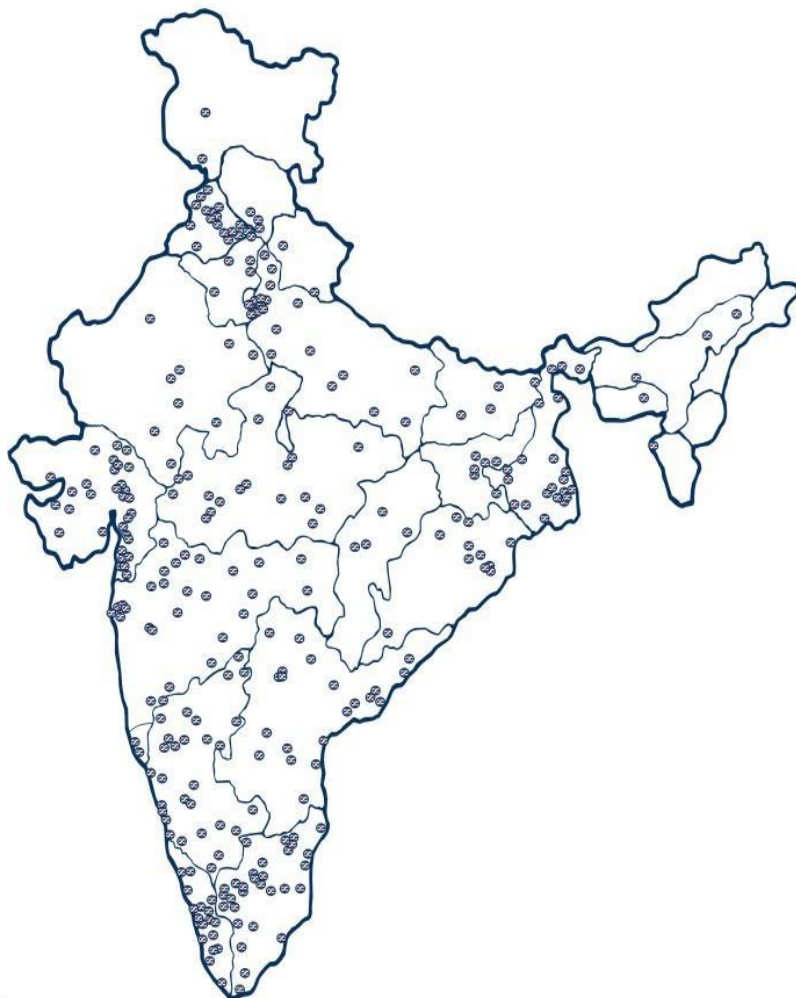


Note:

- All companies are fully owned subsidiaries excepting KM Old Mutual which is held 74%

Geographical Presence

Wide National Footprint



..... With Multiple Points of Presence

Business	Dec 31, 2013
Banking	533
Car Finance	67
Life Insurance	205
Securities	1,255
Mutual Fund	79
Total	2,139

International offices situated in Abu Dhabi, Dubai, London, Mauritius, New York and Singapore

Consolidated Highlights

PAT

₹ 591 cr
(₹ 577 cr)

Networth

₹ 18,455 cr
(₹ 14,568 cr)

RoA

2.0% (2.1%)

**Book
Value**

(per share)
₹ 240
(₹ 196)

NIM

4.9% (4.6%)

Loans*

₹ 71,041 cr
(₹ 67,021 cr)
up 6% yoy

**Total
Assets**

₹ 117,141 cr
(₹ 113,545 cr)

**Net
NPA**

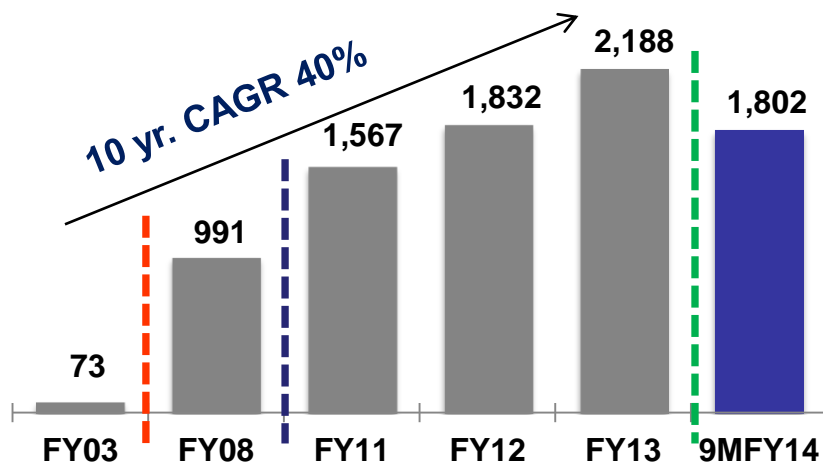
0.92% (0.54%)

*** Loans growth excluding CE/CV at 10%**

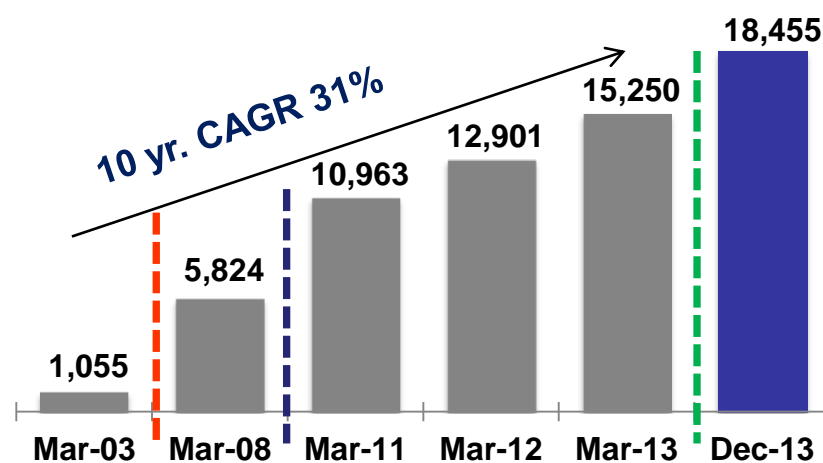
Figures in brackets are Q3FY13 numbers

Consolidated Highlights

PAT (₹ cr)

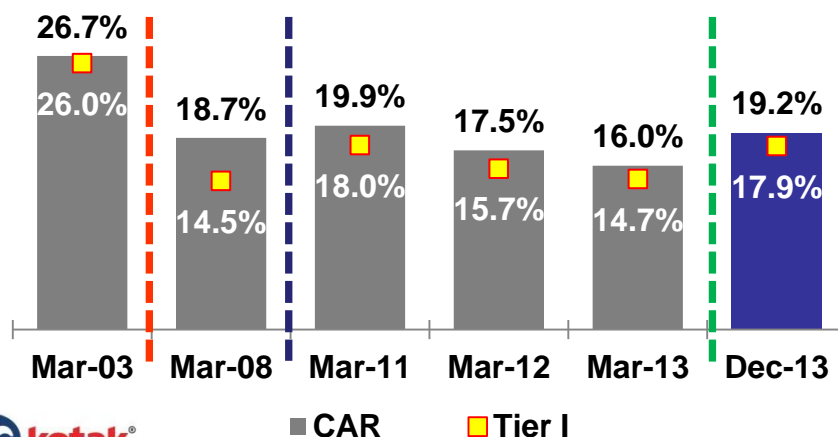


Networth (₹ cr)

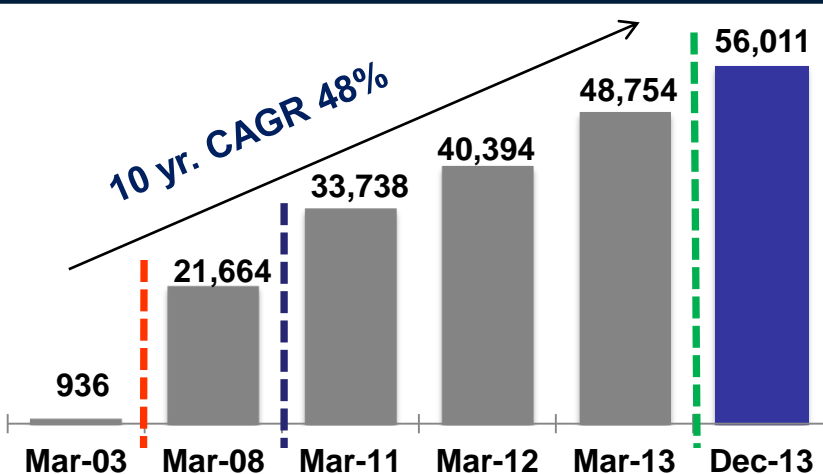


Bank - CAR & Tier I (%)

Dec-13 as per BASEL III, including unaudited profits

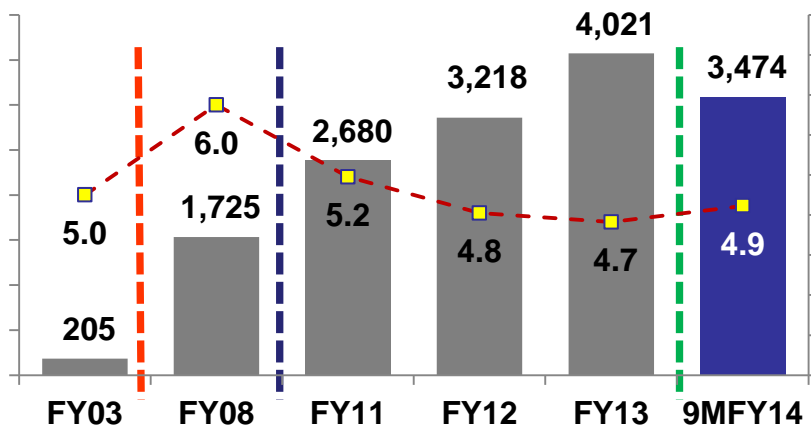


Market Cap (₹ cr)



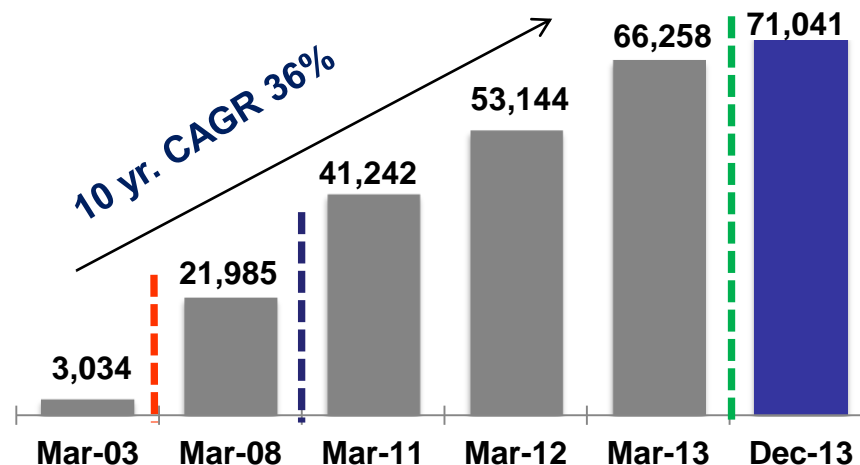
Consolidated Highlights

NII* (₹ cr) & NIM* (%)

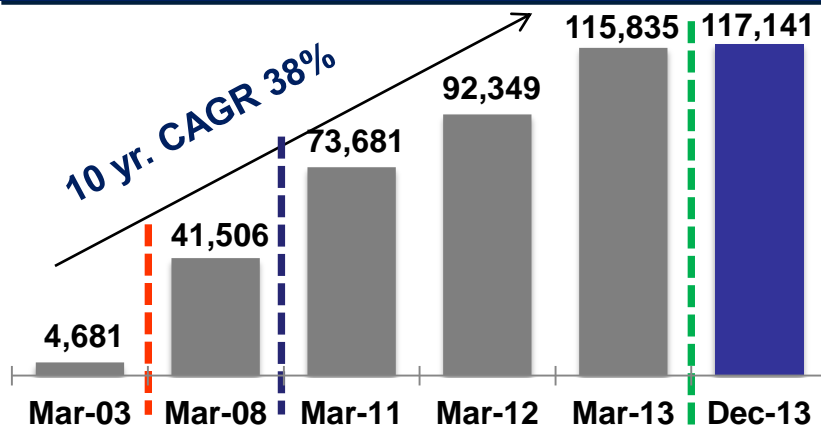


* Of the lending entities

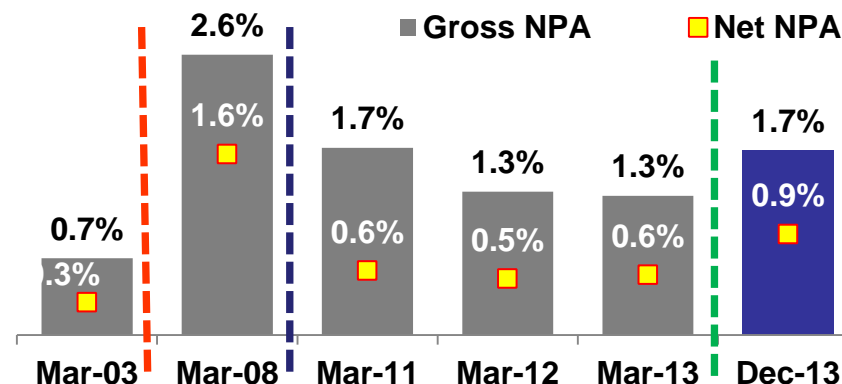
Advances (₹ cr)



Total Assets (₹ cr)



NPA (%)



Consolidated PAT

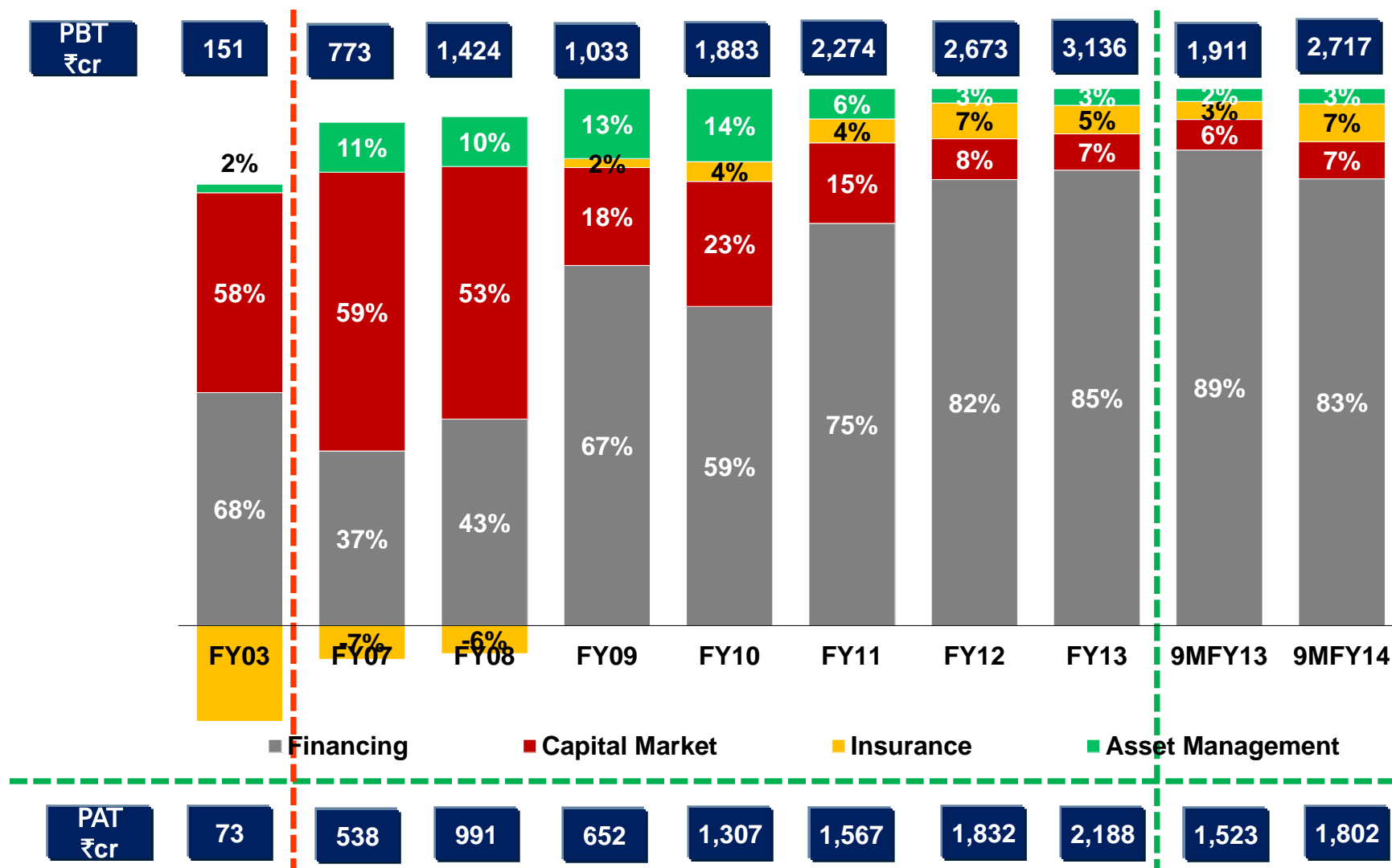
₹ cr	FY03	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Kotak Mahindra Bank	45	141	294	276	561	818	1,085	1,361
Kotak Mahindra Prime	11	57	101	157	166	318	385	431
Kotak Securities	24	256	409	107	260	182	126	114 *
Kotak Mahindra Capital Company	31	68	115	13	24	52	6	17
Kotak Mahindra Old Mutual Life Insurance	(42)	(58)	(72)	14	69	101	203	190
Kotak Mahindra AMC & Trustee Co	3	12	8	16	72	17	22	12
International subsidiaries	-	35	64	24	80	51	(11)	6
Kotak Investment Advisors	(1)	-	13	48	40	33	36	31
Kotak Mahindra Investments	15	27	43	14	35	24	15	33
Total	86	538	975	669	1,307	1,596	1,867	2,195
Minority Interest, Equity Affiliates, others	(13)	-	16	(17)	-	(29)	(35)	(7) *
Consolidated PAT	73	538	991	652	1,307	1,567	1,832	2,188

* after considering ₹ 30 cr loss on divestment of stake in a fellow subsidiary ; no impact on consolidated profits

Consolidated PAT – cont'd

₹ cr	FY13	Q2FY14	Q3FY13	Q3FY14	9MFY13	9MFY14
Kotak Mahindra Bank	1,361	353	362	340	925	1,095
Kotak Mahindra Prime	431	125	105	123	312	365
Kotak Securities	114	40	38	46	102	117
Kotak Mahindra Capital Company	17	(2)	2	7	12	9
Kotak Mahindra Old Mutual Life Insurance	190	44	53	60	132	174
Kotak Mahindra AMC & Trustee Co	12	17	11	12	10	37
International Subsidiaries	6	1	5	9	8	1
Kotak Investment Advisors	31	4	6	7	23	13
Kotak Mahindra Investments	33	11	8	11	28	26
Total	2,195	593	590	615	1,552	1,837
Minority Interest, Equity Affiliates and Others	(7)	(10)	(13)	(24)	(29)	(35)
Consolidated PAT	2,188	583	577	591	1,523	1,802

Consolidated Profit (PBT) Mix



PAT
₹cr

73

538

991

652

1,307

1,567

1,832

2,188

1,523

1,802

Consolidated Profit and Loss

₹ cr	FY03	FY08	FY11	FY12	FY13	9MFY14
Net Interest Income	246	1725	3,305	3,928	4,813	4,190
Other Income	279	4198	5,090	4,544	5,113	3,500
Net Total Income	525	5,923	8,395	8,472	9,926	7,690
Employee Cost	104	1,198	1,522	1,602	1,774	1,401
Other Operating Expenses	255	2,893	4,478	4,115	4,824	3,264
Operating Expenditure	359	4,091	6,000	5,717	6,598	4,665
Operating Profit	166	1,832	2,395	2,755	3,327	3,025
Provision on advances and other receivables	10	275	118	86	217	185
Provision on investments	14	149	30	13	(34)	124
Provision & contingencies	24	424	148	99	183	310
PBT	142	1,408	2,247	2,657	3,144	2,716
Provision for Tax	64	449	678	806	940	880
MI & Affiliates	(5)	32	(2)	(18)	(16)	(34)
PAT	73	991	1,567	1,832	2,188	1,802

Consolidated Balance Sheet

CAPITAL AND LIABILITIES ₹ cr	Mar-03	Mar-08	Mar-11	Mar-12	Mar-13	Dec-13
Capital	59	345	368	370	373	385
Reserves and Surplus	996	5,479	10,595	12,531	14,877	18,070
Policyholders' Funds	27	2,842	8,145	9,012	10,077	10,476
Deposits	203	13,692	27,313	36,461	49,389	53,073
Borrowings	2,680	14,508	22,073	29,195	36,172	28,812
Other Liabilities and Provisions	716	4,640	5,187	4,780	4,947	6,325
Total	4,681	41,506	73,681	92,349	115,835	117,141
ASSETS						
Cash and Balances with RBI	59	1,690	2,115	2,031	2,221	3,007
Bank Balances & Money at Call/Short Notice	96	2,593	879	1,545	2,298	1,623
Insurance Investments	27	2,871	7,770	8,397	9,567	10,264
Other Investments	1,017	9,620	18,279	23,261	31,340	26,129
Loans & Advances	3,034	21,985	41,242	53,144	66,258	71,041
Fixed Assets	120	333	597	612	616	1,234
Other Assets	328	2,414	2,799	3,359	3,535	3,843
Total	4,681	41,506	73,681	92,349	115,835	117,141

Consolidated Advances & Investments

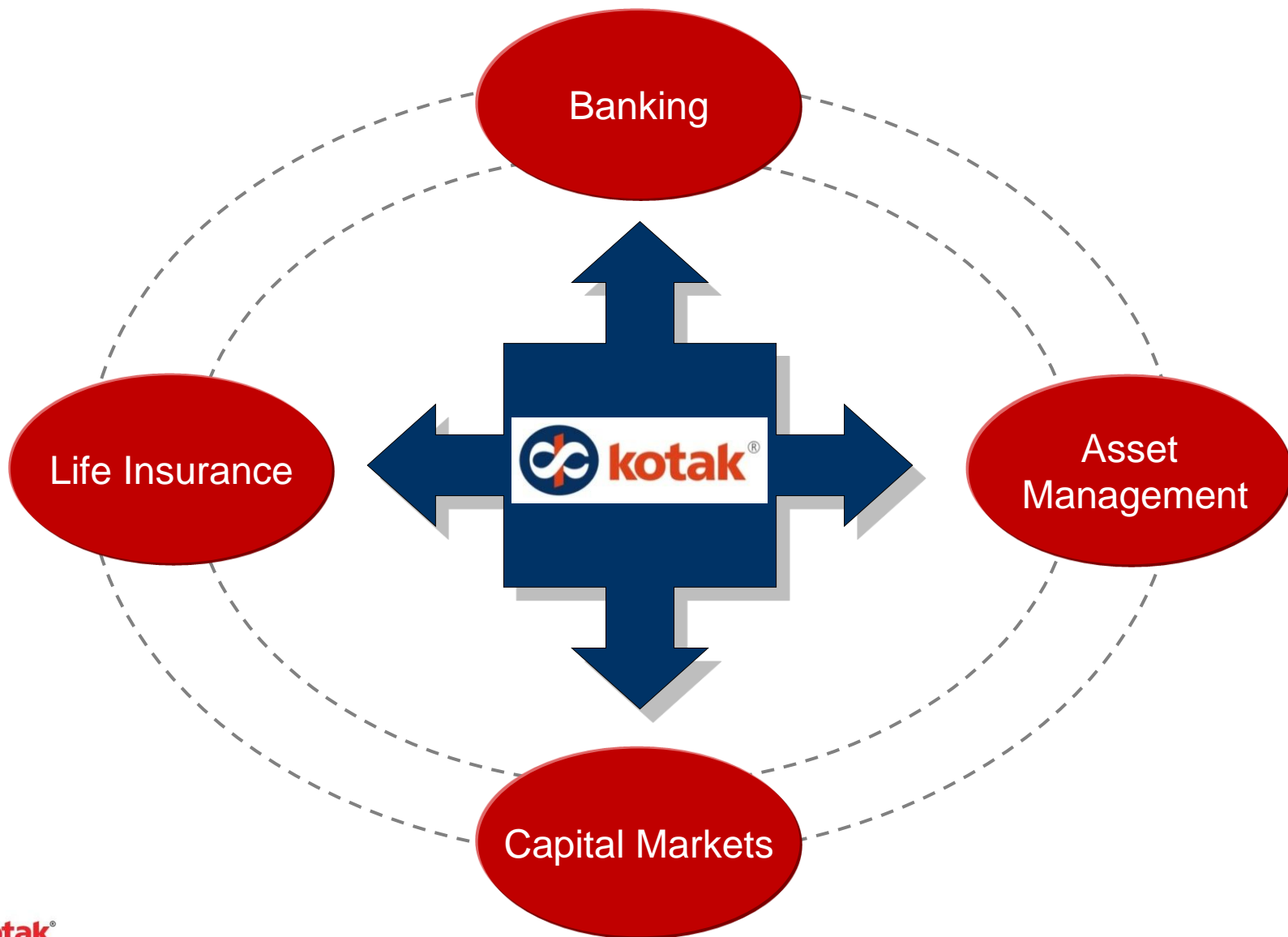
₹ cr	Mar-03	Mar-08	Mar-11	Mar-12	Mar-13	Dec-13	YoY Growth
Corporate Banking	213	3,078	9,393	12,321	14,535	19,426	6%
Commercial vehicles & Construction equipment	831	4,316	6,251	7,798	7,805	6,005	(26%)
Agriculture Division	-	1,664	4,220	5,714	8,356	9,023	23%
Business Banking	-	713	2,220	3,515	5,217	5,246	4%
Auto loans	1,772	4,735	8,548	10,600	12,750	13,022	7%
Mortgage Loans	-	2,640	6,876	8,333	10,329	11,454	13%
Small Business & Personal Loans	75	3,113	1,307	1,868	3,054	3,189	39%
Others	144	1,726	2,427	2,995	4,212	3,676	1%
Total Advances	3,034	21,985	41,242	53,144	66,258	71,041	6%#
Investments/ Treasury Assets *	1,017	9,698	18,279	23,261	31,340	26,129	(9%)
Total Advances and Investments	4,051	31,683	59,521	76,405	97,598	97,170	1%

Advances growth excluding CE/CV at 10%

Entity Wise Network

₹ cr	Mar 31, 2013	Sep 30, 2013	Dec 31, 2012	Dec 31, 2013
Kotak Mahindra Bank	9,447	11,553	8,992	11,896
Kotak Mahindra Prime	2,352	2,593	2,233	2,717
Kotak Securities	1,934	2,005	1,921	2,051
Kotak Mahindra Capital Company	389	391	508	397
Kotak Mahindra Old Mutual Life Insurance	803	917	745	977
Kotak Mahindra AMC & Trustee Co	108	133	107	129
International Subsidiaries	378	411	384	415
Kotak Investment Advisors	223	228	215	236
Kotak Mahindra Investments	304	360	298	420
Other Entities	31	32	31	32
Total	15,969	18,623	15,434	19,270
Add: Associates	533	538	527	545
Less: Minority, Inter-company and Other Adjustments	(1,252)	(1,293)	(1,393)	(1,360)
Consolidated Network	15,250	17,868	14,568	18,455

Integrated Financial Services



Kotak Bank - Standalone Highlights

PAT

₹ 340 cr
(₹ 362 cr)

RoA

1.6% (1.8%)

Loans*

₹ 53,149 cr
(₹ 50,245 cr)
up 6% yoy

NIM

4.8%
(4.5%)

**Net
NPA**

1.10% (0.64%)

CAR[#]

19.2% (15.6%)

Tier 1

17.9% (14.2%)

CASA

₹ 16,261 cr
(₹ 13,359 cr)
up 22% yoy

**Restructured
Loans-
standard**

₹ 42 cr – 0.08%
(₹ 7 cr)

*** Loans growth excluding CE/CV at 12%**

As per Basel III including unaudited profit, previous period Basel II. CAR and Tier I excluding profit - 17.4% & 16.2%

Figures in brackets are Q3FY13 numbers

Bank Profit & Loss

₹ cr	FY13	Q2FY14	Q3FY13	Q3FY14	9MFY13	9MFY14
Net Interest Income	3,206	924	823	913	2,302	2,754
Other Income	1,161	297	305	300	797	1,059
Net Total Income	4,367	1,221	1,128	1,213	3,099	3,813
Employee Cost	1,051	265	264	277	763	844
Other Operating Expenses	1,159	350	291	351	833	999
Operating Expenditure	2,210	615	555	628	1,596	1,843
Operating Profit	2,157	606	573	585	1,503	1,970
Provision on advances	205	22	42	26	172	182
Provision on other receivables	1	(20)	(2)	1	(2)	(20)
Provision on investments	(21)	70	3	43	(23)	149
Provision & contingencies	185	72	43	70	147	311
PBT	1,972	534	530	515	1,356	1,659
Provision for Tax	611	181	168	175	432	564
PAT	1,361	353	362	340	925	1,095

Bank Other Income

₹ cr	FY13	Q2FY14	Q3FY13	Q3FY14	9MFY13	9MFY14
Fee and Services	799	212	213	226	567	666
Treasury Income	226	70	63	53	144	287
ARD Buyout Income	118	13	22	18	70	94
Others	18	2	7	3	15	11
Total	1,161	297	305	300	797	1,059

MTM on Investments

MTM accounting as per RBI circular

- ❑ In terms of RBI circular, the Bank had opted to amortise MTM losses equally over the financial year and did not transfer any security to HTM
- ❑ The Bank's SLR securities in HTM category at 31st December, 2013 were 11.70% of net demand and time liabilities (NDTL)
- ❑ Out of net depreciation of ₹ 196.95 cr, the Bank has amortised net depreciation on HFT/AFS portfolio aggregating to ₹ 131.30 cr (₹ 43.43 cr for Q3FY14) till 31st December, 2013
- ❑ The duration of Bank's investment book as on 31st December, 2013 is 2.06

Bank Segmental Performance

₹ cr	FY13	Q2FY14	Q3FY13	Q3FY14	9MFY13	9MFY14
Corporate/Wholesale Banking	1,211	307	325	326	859	921
Retail Banking	614	180	158	207	413	567
Treasury & BMU*	146	47	47	(18)	83	168
Unallocated Income	1	-	-	-	1	3
Total	1,972	534	530	515	1,356	1,659

* Balance Sheet Management Unit

Bank Advances & Investments

₹ cr	Mar 31, 2013	Sep 30, 2013	Dec 31, 2012	Dec 31, 2013	YoY Growth
Corporate Banking	12,291	14,759	16,325	16,621	2%
Commercial Vehicles & Construction Equipment	7,805	6,781	8,071	6,005	(26%)
Agriculture Division	8,356	7,910	7,310	9,023	23%
Business Banking	5,216	5,308	5,022	5,246	4%
Mortgage Loans	10,727	11,307	10,166	11,454	13%
Small Business & Personal Loans	2,897	3,082	2,277	3,156	39%
Others	1,177	1,462	1,074	1,644	53%
Total Advances	48,469	50,609	50,245	53,149	6%*

*** Advances growth excluding CE/CV at 12%**

Advances – as per segmental classification

₹ cr	Mar 31, 2013	Sep 30, 2013	Dec 31, 2012	Dec 31, 2013	YoY Growth
Retail	24,428	24,785	22,804	24,237	6%
Corporate	24,041	25,824	27,441	28,912	5%
Total Advances	48,469	50,609	50,245	53,149	6%
Investments / Treasury Assets	28,873	22,528	26,587	23,615	(11%)
Total Advances and Investments	77,342	73,137	76,832	76,764	-

Bank Balance Sheet

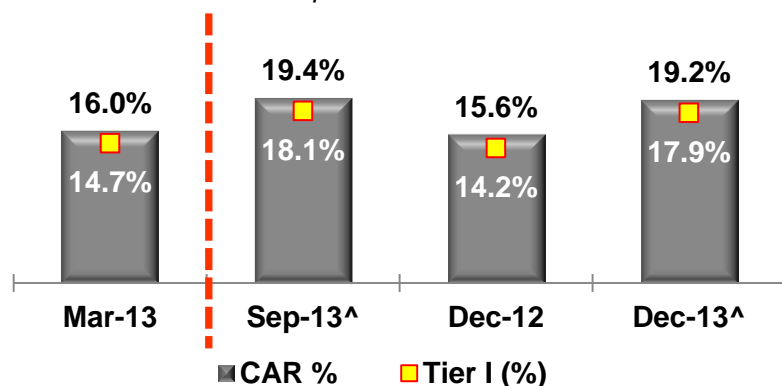
₹ cr	Mar 31, 2013	Sep 30, 2013	Dec 31, 2012	Dec 31, 2013	YoY Growth
Net Worth	9,447	11,553	8,992	11,896	32%
Deposits	51,029	52,642	51,524	54,671	6%
CA	7,650	7,008	6,743	7,155	6%
SA	7,268	8,385	6,616	9,106	38%
Certificate of Deposit	8,172	4,536	11,054	5,958	(46%)
Term Deposit Others	27,939	32,713	27,111	32,452	20%
Borrowings	20,411	14,523	18,566	13,673	(26%)
Other Liabilities and Provisions	2,807	3,467	3,346	4,057	21%
Total	83,694	82,185	82,428	84,297	2%

₹ cr	Mar 31, 2013	Sep 30, 2013	Dec 31, 2012	Dec 31, 2013	YoY Growth
Cash, Bank and Call	3,689	5,339	2,960	4,128	39%
Investments	28,873	22,528	26,587	23,615	(11%)
Government Securities	21,562	16,837	20,477	17,228	(16%)
Others	7,311	5,691	6,110	6,387	5%
Advances	48,469	50,609	50,245	53,149	6%
Fixed Assets and Other Assets	2,663	3,709	2,636	3,405	29%
Total	83,694	82,185	82,428	84,297	2%

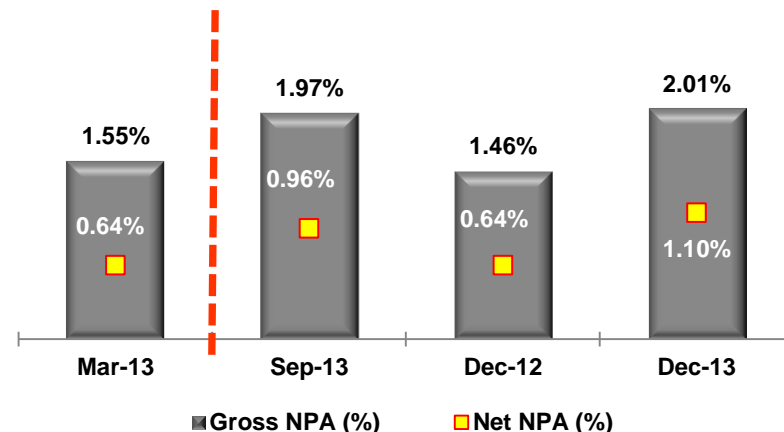
Bank Key Ratios

CAR & Tier I (%) – Basel III

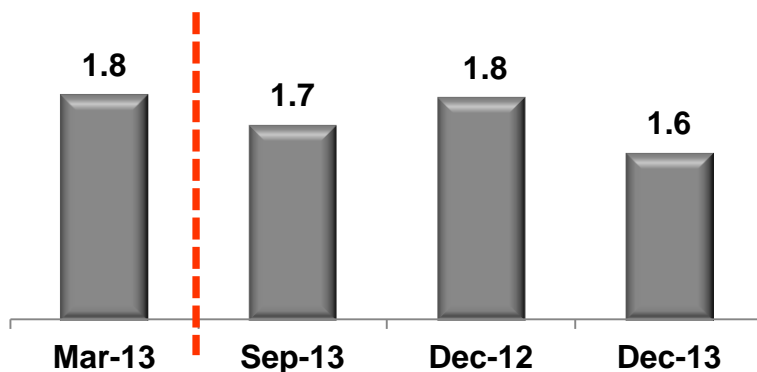
^ including unaudited profits
For Mar-13 and Dec-12 as per BASEL II



NPA (%)



RoA (%)



Asset Quality

Restructured loans considered standard
₹ 42 cr (0.08%)

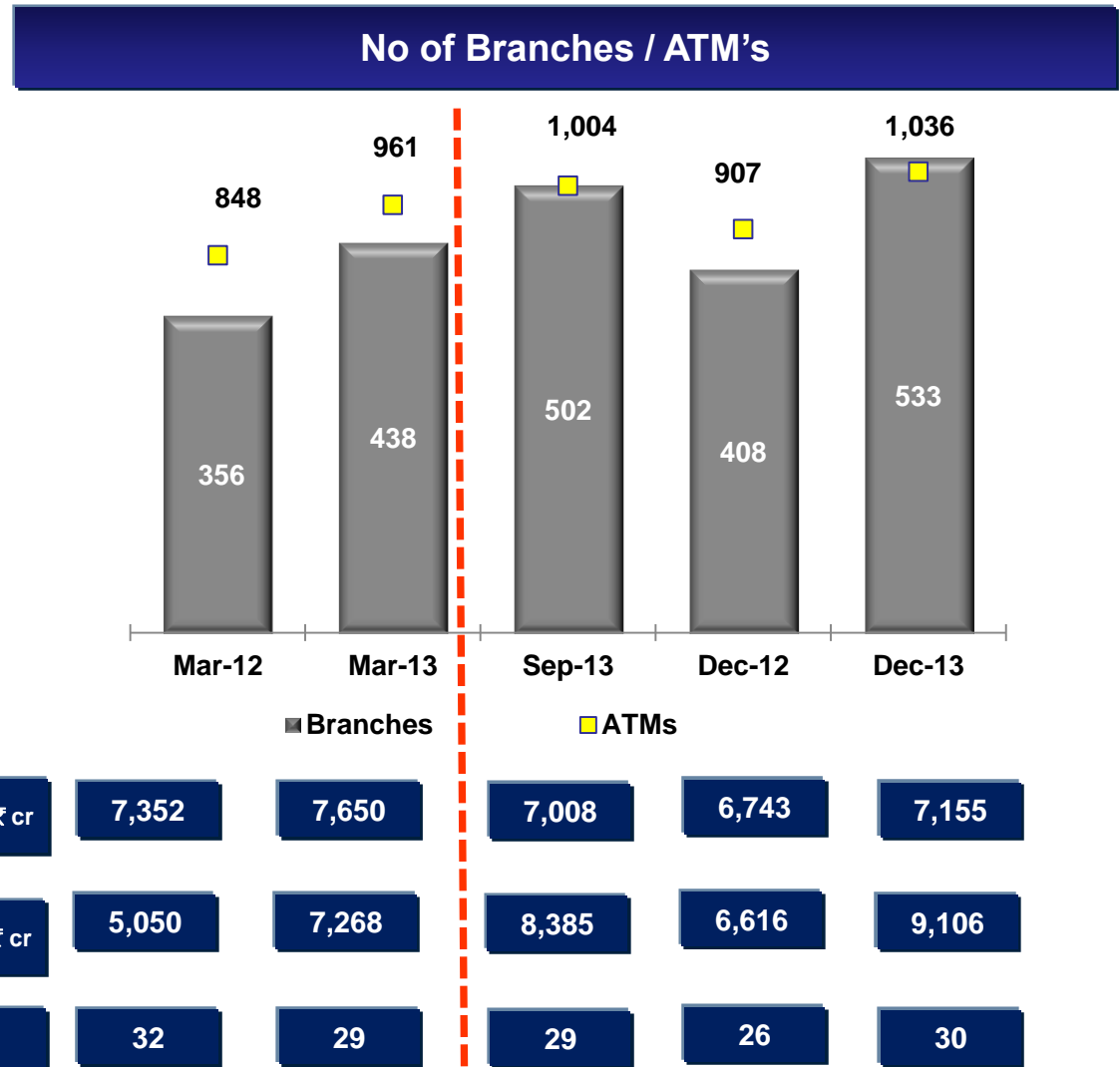
No CDR participation

No transfer to ARC

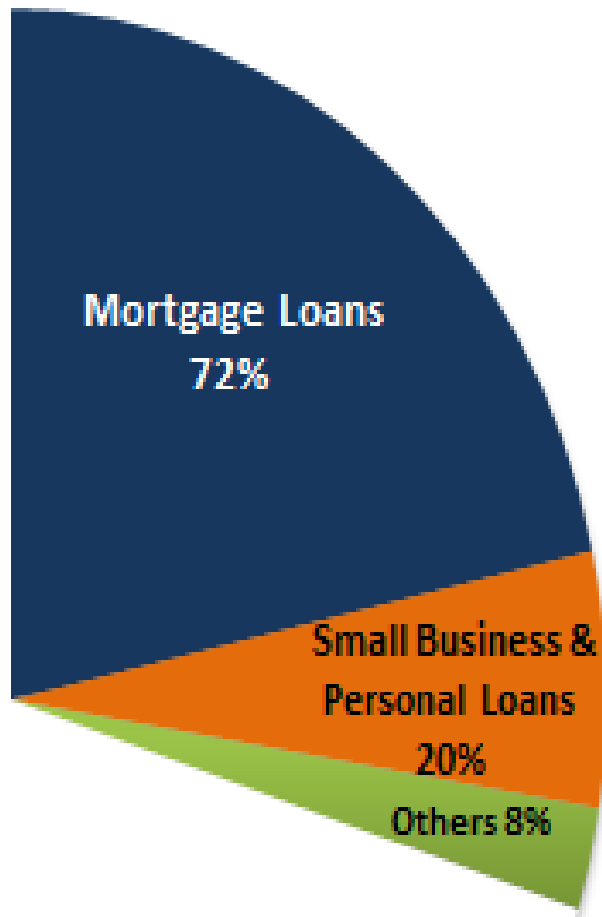
No conversion to off-Balance sheet

Consumer Banking Liabilities

- ❑ Plan to reach 1,000 branches by 2016
- ❑ Added ~ 1.5 lac customer accounts for the quarter
- ❑ Savings balances increased 38% yoy
- ❑ TD sweep to total deposit ratio at 8%
- ❑ CASA and TDs below ₹ 5 cr constitute 64% of total deposits (55% as on Dec-12)
- ❑ TDs below ₹ 1 cr grew 31% yoy
- ❑ Focus on digital



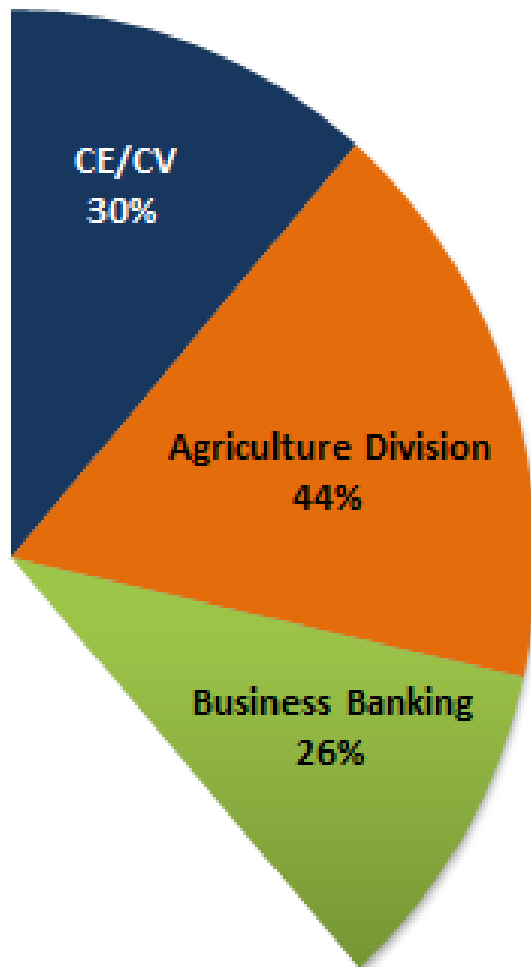
Consumer Banking Assets – Bank



	Mar 31, 2013	Sep 30, 2013	Dec 31, 2012	Dec 31, 2013	YoY Growth
Mortgage Loans	74%	73%	76%	72%	13%
Small Business & Personal Loans	20%	20%	17%	20%	39%
Others	6%	7%	7%	8%	48%
Total Consumer Banking	14,551	15,556	13,310	15,895	19%

- ❑ Focus on SENP and cross sell to bank branch
- ❑ Mortgages growth in select territories
- ❑ Selective growth in small business and personal loans
- ❑ Profitable growth with low delinquencies

Commercial Banking Assets – Bank



	Mar 31, 2013	Sep 30, 2013	Dec 31, 2012	Dec 31, 2013	YoY Growth
CE/CV	37%	34%	39%	30%	(26%)
Agri Division	39%	39%	36%	44%	23%
Business Banking	24%	27%	25%	26%	4%
Total Commercial Banking	21,452	20,124	20,446	20,450	-

- ❑ Focus on Bharat continued with rollout of rural branches
- ❑ Focus and growth in Agri finance
- ❑ CE/CV continue to be cautious and degrow

Wholesale Banking - Bank

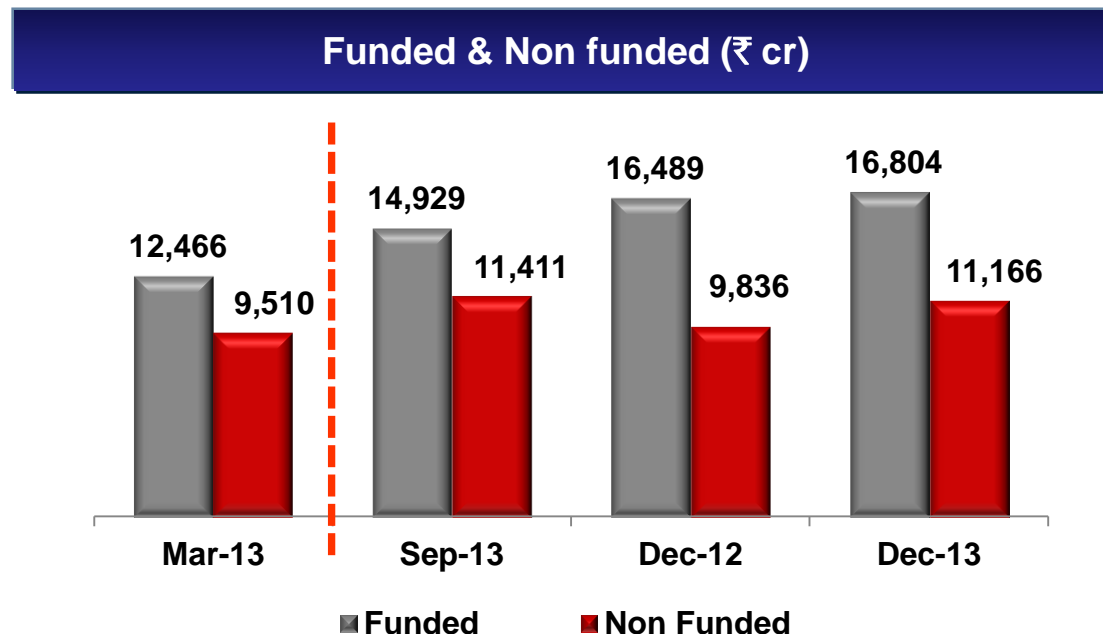
❑ Increased presence in large corporate groups

- Largely medium term finance & working capital
- Stable growth in Trade Credits & Export Finance
- Traction in supply chain financing

❑ Traction in Transaction Banking services

- Customized solutions for optimizing working capital
- Robust technology platforms & consistent innovation
- Focused coverage to enhance FX flow business

❑ Continued to deepen franchise across all customer segments



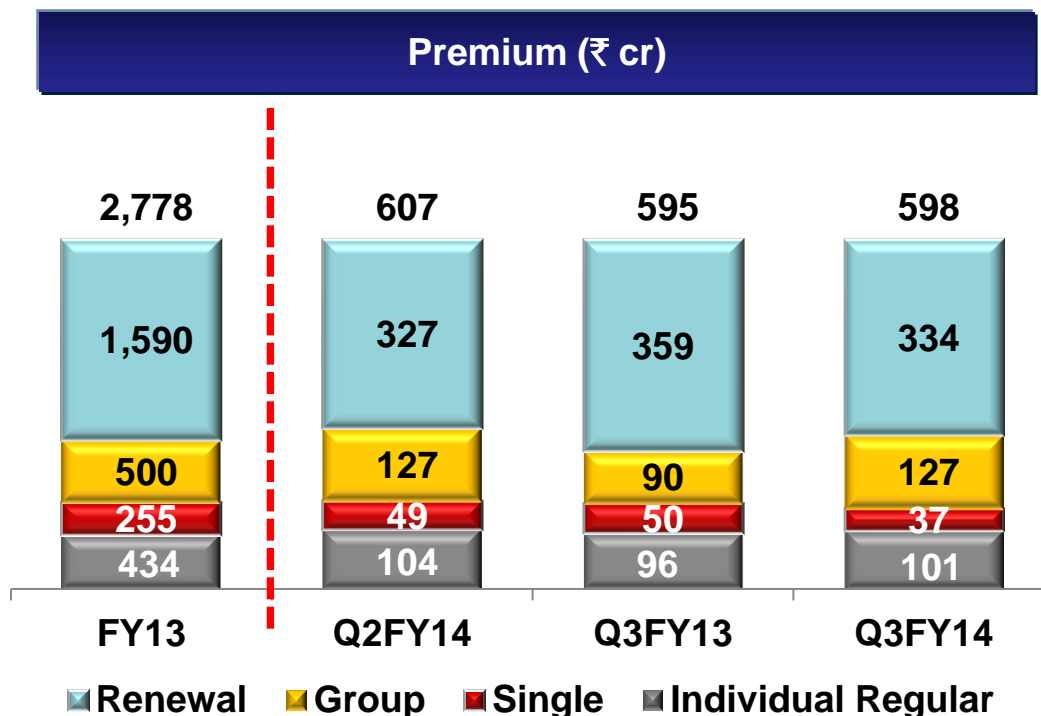
Kotak Mahindra Prime

₹ cr	FY13	Q2FY14	Q3FY13	Q3FY14	9MFY13	9MFY14
NII	727	220	196	215	528	640
Other income	186	45	52	45	145	138
Total Income	913	265	248	260	673	778
Profit before tax	641	191	158	190	467	560
Profit after tax	431	125	105	123	312	365

₹ cr	Mar 31, 2013	Sep 30, 2013	Dec 31, 2012	Dec 31, 2013
Total Advances	17,022	16,952	16,042	16,858
Car Advances	12,777	13,136	12,237	13,066
Net NPA	36	51	30	63
Net NPA (%)	0.2	0.3	0.2	0.4
CAR (%)	15.4	16.4	15.8	17.1
ROA (%) - annualised	2.6	2.6	2.4	2.6

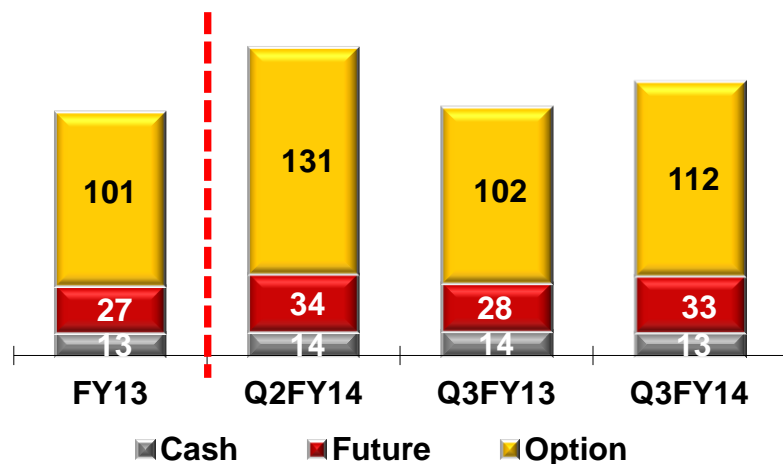
Kotak Mahindra Life Insurance

- ❑ 5% Growth on Regular Premium against Pvt Industry growth of 1%
- ❑ Agency Business grew by 49% on regular premium during 9MFY14
- ❑ On APE Basis, Share of Kotak bank for 9M stable at around 31% (PY – 29%)
- ❑ Protection Share maintained at 36% of total New Business
- ❑ NB Sum Assured during 9M grew by 32% from ₹ 75,840 cr to ₹ 100,438 cr

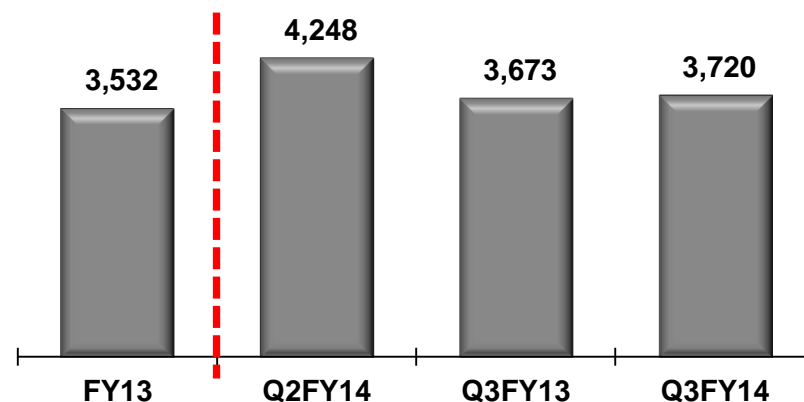


	FY13	Q2FY14	Q3FY13	Q3FY14
Capital (₹ cr)	562	562	562	562
Solvency ratio (%)	2.93	3.12	2.94	3.16
PAT	190	44	53	60

Market ADV (₹ '000 cr)



ADV (₹ cr) - KS








₹ cr	FY13	Q2FY14	Q3FY13	Q3FY14	9MFY13	9MFY14
Total income	599	152	146	168	433	467
Profit before tax	189	60	57	71	151	179
Profit after tax	114	40	38	46	102	117
Market Share* (%)	2.5	2.4	2.6	2.3	-	-

*excluding BSE Derivative segment

Kotak Securities services ~ 9 lac secondary market customers through 1,255 branches and franchises

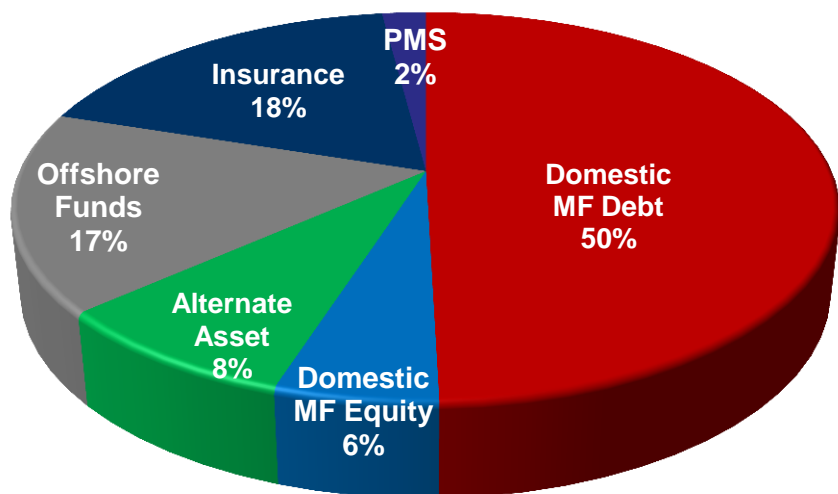
Kotak Mahindra Capital Co.

Client	Transactions	Size (₹ cr)
 पावरग्रिड	Follow-on Public Offering (FPO)	6,959
	Acquisition of Branded Domestic Formulation Business of Elder Pharmaceutical by Torrent Pharmaceutical	2,004
	Bond Issue	1,750
 HITACHI Inspire the Next	Acquisition of 100% stake in Prizm Payments Services by Hitachi Ltd.	NA
 Vijai Electricals Ltd.	Divestment of a major portion of Vijai Electricals' T&D business to Toshiba Corporation (Japan)	NA

₹ cr	FY13	Q2FY14	Q3FY13	Q3FY14	9MFY13	9MFY14
Total income	83	12	18	26	61	60
Profit before tax	24	(3)	3	8	17	10
Profit after tax	17	(2)	2	7	12	9

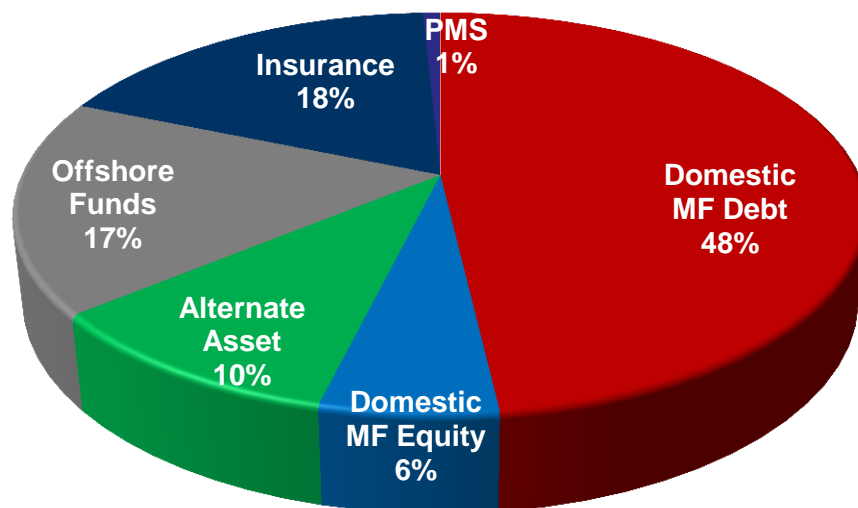
Asset Under Management

AUM ₹ 56,484 cr



Dec 31, 2012

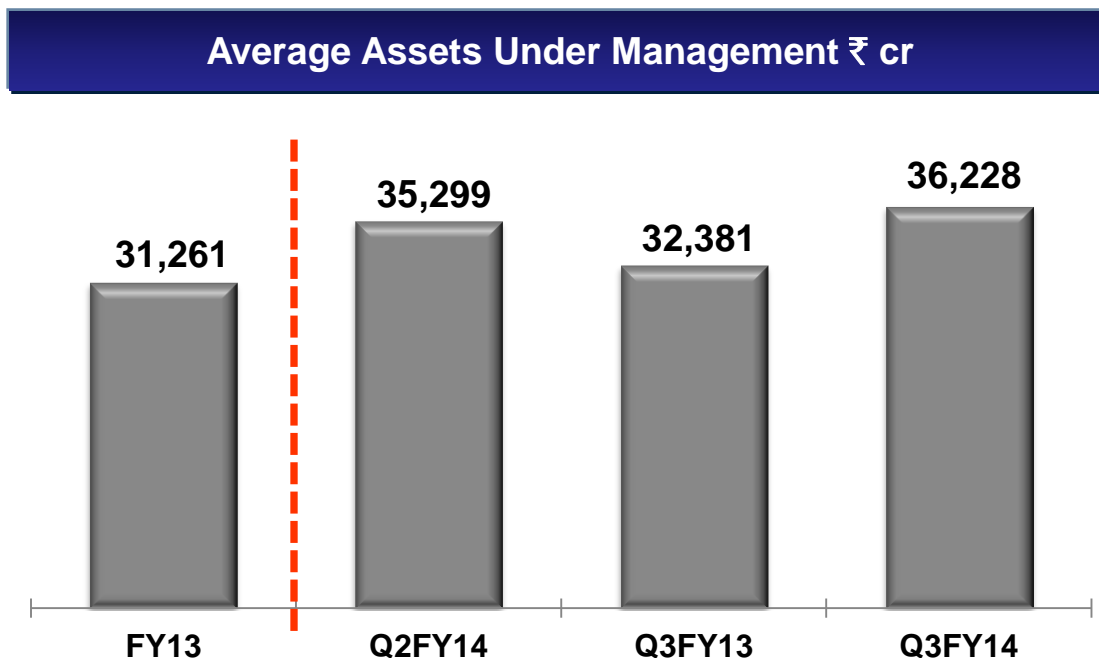
AUM ₹ 59,909 cr



Dec 31, 2013

Kotak Mahindra AMC and Trustee Co.

- ❑ Equity flows positive against negative for industry during Q3FY14
- ❑ AAUM mix in favour of the long term debt contributed to the revenue growth
- ❑ Focus on Investor awareness programs



₹ cr #	FY13	Q2FY14	Q3FY13	Q3FY14	9MFY13	9MFY14
Total income	129	51	41	47	92	135
Profit before tax	14	26	13	18	12	54
Profit after tax	12	17	11	12	10	37
Average AUM (₹ bn)	313	353	324	362	297	364
Average AUM - Equity (₹ bn)	31	29	30	30	31	30

Kotak Investment Advisors

Realty Fund

- ❑ Corpus – ₹ 3,727 cr
- ❑ 55 Investments

Private Equity Fund

- ❑ Corpus – ₹ 1,815 cr
- ❑ 39 Investments

Infra Fund

- ❑ Corpus – ₹ 550 cr

Total Alternate

- ❑ Corpus – ₹ 6,092 cr

₹ cr	FY13	Q2FY14	Q3FY13	Q3FY14	9MFY13	9MFY14
Total income	85	20	20	23	64	65
Profit before tax	43	7	9	12	32	20
Profit after tax	31	4	6	7	23	13

Bank Awards and Recognition

Kotak Mahindra Bank's Board has been adjudged as one of the **Best Managed Board** in the Aon Hewitt-Mint study of 2012

IR Global Ranking – one of the top 5 Best Ranked Companies for Corporate Governance Practices

Kotak Mahindra Annual Report 2012 – 2013 won the following awards:

➤ LACP Vision Awards, USA

- Bronze Award – Best Report in Banking category
- Top 10 – Among the top 10 Indian reports

➤ ARC Awards

- Gold Award - Traditional Annual Report: Banking and Financial Services
- Honors Award – Interactive Annual Report: Banking and financial services (Asia/South Pacific)

Best Medium Sized Bank of the Year Award by Businessworld

Best Bank - Emerging Banks by Outlook Money

Best Private Bank by Finance Asia Country Awards for Achievement 2013

Kotak Mahindra Bank has made it once again in the list of the prestigious Forbes Asia's **Fab 50 Companies** in 2012 for the 3rd consecutive year (2010-12)

Kotak Junior ad adjudged **Best Banking Ad Worldwide 2013**, by Bank Innovation - a leading global blog on banking

Best Performer in Account Growth Rate Category – 2013 for the Demat Accounts by NSDL (National Securities Depository Limited)



Bank Awards and Recognition

Kotak Wealth Management

Best Private Bank, India by World Finance Banking Awards, 2012

Outstanding Private Bank, South Asia - Private Banker International Global Wealth Awards 2012

Winner in multiple categories by Euromoney Private Banking Survey 2013:

- Private Banking Services Overall, Globally – Among Top 25
- Private Banking Services Overall, Asia – Among Top 10
- Second Best Family Office Services Provider, Asia
- Best Private Banking Services Overall - India
- Best Family Office Services Provider, India

Kotak Mahindra Bank has been rated amongst the **Top 25 Best Employers in India** for 3 consecutive studies conducted since 2007 by Aon Hewitt

Kotak Mahindra Bank's NRI Banking won the following 2 awards at the **Banking & Payments Asia Trailblazer Awards 2013**

- Click2Remit: Winner in Product Excellence, in the P2P Product Category
- Privy League for NRIs: Winner in Service Excellence, in the Mass Affluent Banking Category

Awarded Gold in the “**Best Local Trade Bank in India**” category of Trade and Forfaiting Review Awards 2012

Kotak Mahindra Bank received the award for **Innovative Use of Data Storage** at the 'India Innovation Award 2013' by CNBC TV18 from Hon'ble Minister of State for IT and Communication Mr. Milind Murli Deora

Green IT Enterprise Award 2013 – Top 10 Large Enterprise category – Presented by CIO and Schneider Electric

Awards and Recognition



**Euromoney
Awards for Excellence
Best M&A House in India
2013**



Best Investment Manager in India

Asiamoney Brokers Poll 2013

**Best Local Brokerage
Eighth year in a row**

Among all domestic and foreign brokerages, ranked:
#1 for Most Independent Research Brokerage
#2 for Best Overall Country Research
#2 for Best Analyst
#3 for Best Overall Sales Services



2012: Best Investment Bank in India
(Seventh year in a row)
2012: Best Equity House
(Third year in a row)

**D&B
Equity Broking Awards for 2013**

Best Equity Broking House
Depository Participant of the year

**Asset Country Awards for 2013
Best Brokerage House**



**Best Broker in
India 2012**



**Best Domestic Equity House
by Asiamoney – 2013**



ACQ Global Awards 2012

**Investment Bank of the
Year in India**



2013: Best Domestic Investment Bank
(Eighth year in a row)



**Securities Advisory
Firm of the Year in India**



**Businessworld Survey of India's Most
Respected Companies 2013**

8th most respected company in India's
BFS & Insurance space



**NSDL Star Performers Award
2013**

**Top Performer in New Accounts
Opened (Non-Bank Category)**



Kotak Uniqueness

The 5th Largest Bank by Market Capitalisation

Integrated Financial Services Business Model

- ∞ Mature businesses across most financial services products
- ∞ Leading positions across Retail Banking, Private Banking, Insurance, Investment Banking, Institutional Brokerage and Asset Management,

Robust Financials & Track Record of Value Creation

- ∞ Strong capital base: Bank's Capital Adequacy Ratio* at 19.2% as on Dec 31, 2013
- ∞ Strong on-ground relationships key contributor to achieve low risk and high return
- ∞ Consistent stock performance & return to investors – Now part of NSE S&P CNX Nifty Index
- ∞ Record of successful partnerships & alliances across businesses (e.g. Old Mutual, Ford Motor Credit, Goldman Sachs)

Ability to Identify and Exploit Opportunities

- ∞ Ability to take advantage of opportunities and build profitable business models
- ∞ Ability to gauge warning signals and take early decisions
- ∞ Stay focused on businesses with a long term vision

Strong Governance Culture & Talent Pool

- ∞ Recognised as amongst India's most trusted financial services brands and the best employers
- ∞ Strong Sponsor commitment & Group reputation
- ∞ Stable leadership team – majority of whom have been with the Group for over 15 years
- ∞ Ability to spot opportunities and trends ahead of time (e.g. car finance, asset reconstruction, retail brokerage, domestic private banking)



The Path of Leadership

Strong Capital Position	<ul style="list-style-type: none">∞ Capital adequacy amongst the highest in the Indian banking sector∞ Provides the basis for growth
Aggressive Pursuit of Cross Sell Opportunities	<ul style="list-style-type: none">∞ Robust bank platform and retail distribution network∞ Pan-India reach of over 2,100 retail distribution points across Banking, Broking, Mutual Fund and Insurance∞ Provides a platform for improving funding from low-cost liabilities – as can be seen in the improving low cost deposit balance∞ Strong Bancassurance model with good cross-sell ratio, ability to mine customer base
Manage Risks beyond “Modeling”	<ul style="list-style-type: none">∞ Extensive on-the-ground presence and superior sponsor / CXO relationships∞ Deep, longstanding relationships with a substantial share of corporate India
Multiple Growth Engines	<ul style="list-style-type: none">∞ Continue to evolve 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 investors – individual as well as institutional
Attract & Retain Talent	<ul style="list-style-type: none">∞ High degree of stability within the management team, many of whom have been with the Group for over fifteen years∞ Preferred Employer status in the Financial Services sector allows us to attract the best people

Talent...Professional Entrepreneurs at work



C. Jayaram

- ❑ Joined Kotak in 1990; **First charge** | Vice President, Kotak Mahindra Finance
- ❑ **Current charge** | Joint Managing Director, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | When I joined Kotak, I didn't really foresee that I would be running a business for the Group. As it turns out, I have been involved with building more than four businesses. Each one has presented its own set of challenges and opportunities. I can't think of too many companies which offer their people this kind of a canvas.



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.



Gaurang Shah

- ❑ Joined Kotak in 1996; **First charge** | Chief Operating Officer, Kotak Mahindra Primus;
- ❑ **Current charge** | President – Asset Management and Life Insurance
- ❑ **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.

Talent...Professional Entrepreneurs at work

Jaimin Bhatt



- ❑ Joined Kotak in 1995; **First charge** | Proprietary Investments
- ❑ **Current charge** | President & Group CFO
- ❑ **On being a professional entrepreneur** | My initial work at Kotak was in the area of Proprietary Investments, where I worked with Narayan (S.A.). 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 – Consumer Banking covering all liabilities and assets, 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 now 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. 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 – Group Treasury and Global Markets, 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 29-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.

Talent...Professional Entrepreneurs at work



Narayan S.A.

- ❑ Joined Kotak in 1992; **First charge** | Associate Vice President, Kotak Mahindra Finance (Operations);
- ❑ **Current charge** | President – Commercial Banking and Capital Markets, 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.



Shanti Ekambaram

- ❑ Joined Kotak 1991; **First charge** | Senior Manager – Bill Discounting
- ❑ **Current charge** | President – Wholesale 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 16 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 don't think any MNC would give me so many opportunities for learning and growth.

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