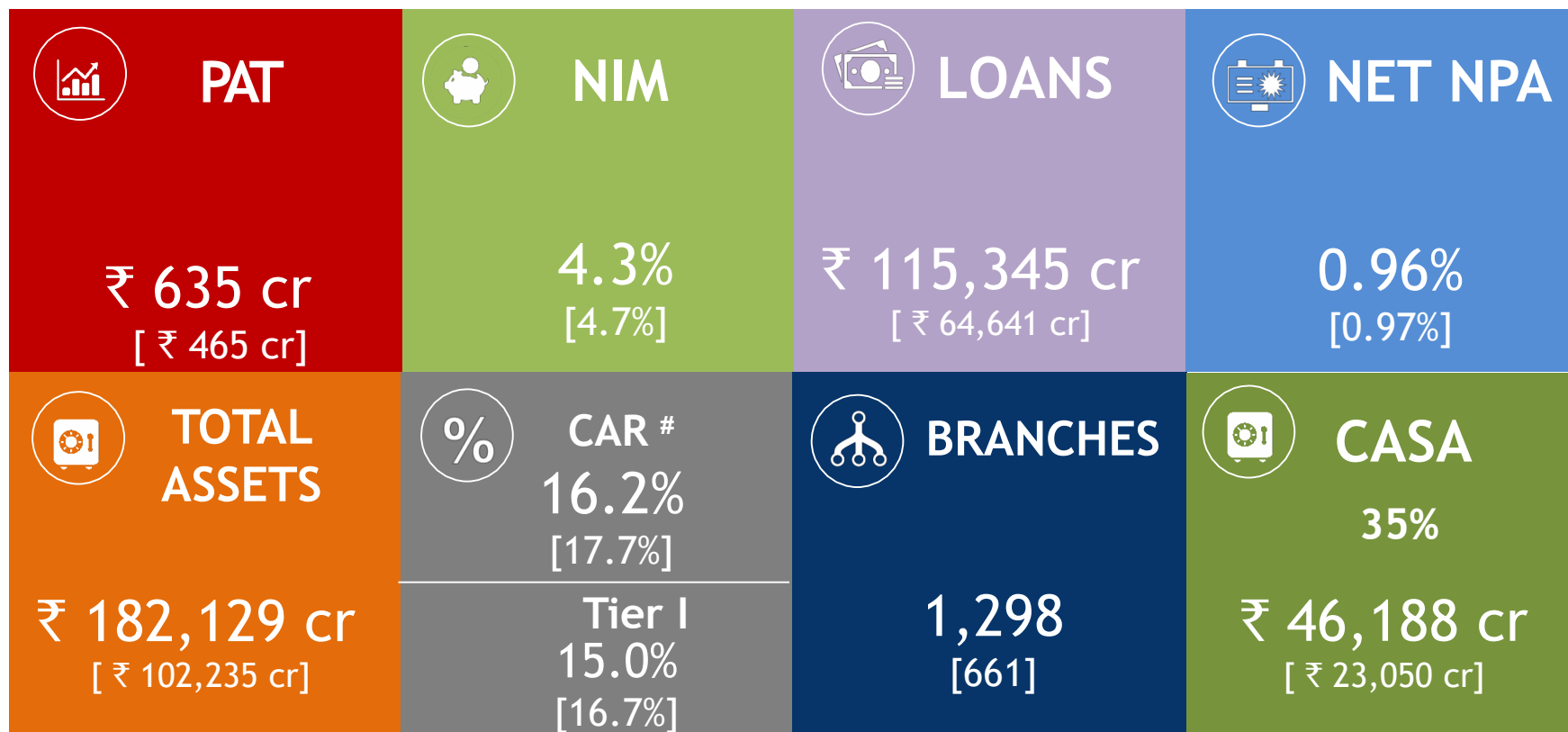


INVESTOR PRESENTATION Q3FY16

Standalone Highlights Q3FY16



Figures in [brackets] are Q3FY15 numbers

As per Basel III, including unaudited profits. Excluding profit CAR 15.2%, Tier I 14.1% (CAR 16.0% and Tier I 15.0%)

Merger Integration update



- Integration broadly on schedule
- Based on current progress, we expect complete integration by April / May 2016
- We are in the final stage of two major pieces:
 - Technology
 - Organization structure



Revenue Synergy

- 6% impact helping SA growth in eIVBL network
 - Average SA at eIVBL branches grew 31% YoY, Kotak branches at 41%
- Continuing with momentum on customer acquisition
 - adding ~ 100,000 customers a month
- Average CA grew 32% YoY on a combined basis
- Insurance X-sell has picked up in 9MFY16
- Traction in credit cards, Trinity accounts (including KS)
- Significant opportunity in Privy segment

Cost Synergy

- Beginning to see benefits in numbers despite adding frontline people
- Utilisation of eIVBL currency chests across the combined network
- Space rationalization and rental savings being carried out
 - Rented premises surrendered and more such possibilities identified
 - Continuing with disposal of non-core premises

Stressed Book

- Bad Bank formed in Q1FY16 (~6% of funded and non funded book of eIVBL) under experienced asset reconstruction team
- Most of the stressed assets being managed by this team
- Continue with our estimate of credit cost of ~ 80 - 85 bps on combined book for FY16
- Impact on Q3FY16 results of ₹ 235 cr (₹ 305 cr in Q1FY16, ₹ 238 cr Q2FY16) of which a significant portion from eIVBL
 - Q3FY16 includes provision on SRs and credit substitutes

Other Merger Related Expenses

- Integration cost of ₹ 13 cr in Q3FY16, till date ₹ 142 cr
- ~ ₹ 35 cr for Q3FY16 - additional interest up to 6% on savings accounts of eIVBL

Mobility



Top rated mobile app with > 80 features in Mobile banking Bill pymts, TD, RD, MF & Fund Transfers
Bus booking (besides flight and Hotel booking) thru Mobile Banking and Net Banking
Bharat banking App – Internet-free multilingual app with 25 Banking transactions incl. small-value Fund Transfer
Instant pre-approved personal loan on net banking to pre-qualified customers
New Debit Card section on net banking to check all debit card details

Digital Acquisition



TAB based account opening for corporate salary customers
Recommendations based online acquisition for Savings, Currents A/cs & Personal Loan
eKYC- Customer can complete online application using Aadhaar based authentication

Big Data & Analytics



Actionable Predictive Analysis thru UNICA
Implementation for campaign & life cycle Management

Social



Kotak Jifi & Jifi Saver accounts – Worlds first digital & social bank account
Hashtag Banking on Twitter – Global first, Social Rewards
Launched digital book store microsite based on hashtag banking

Payment



P2P Payments - Kaypay: World's largest Bank agnostic, real time, P2P platform; Mail & Message money; PFM section on Net Banking; First Bank to Launch – Online Payment Authentication using Mobile PIN & Debit Card PIN along with Net Banking with mobile responsive payment pages
mStore in App for customer convenience—Flight & Hotel booking
Mobile Payments: Dual strategy - 1. Owned Payment App, 2. Cobranded partnership

Kotak Mahindra Bank

- Mobile Transactions over ₹ 2,300 cr per month in December 2015
- 6.8% (Nov-15) share in value of mobile banking transactions; while share of industry advances & deposits is 1.6% & 1.4% resp. - RBI data
- 50% of TDs are booked Online
- Ranked No. 5 in terms of value of mobile banking transactions across all banks
- Payments campaign “Salebrations” in Oct 15 saw highest ever Online shopping transactions
- Mobile App continues to be one of the highest rated banking App in India (4.4)
- Digital Payments transactions (Online shopping, recharge & Online Trading) crossed 15 lac transaction volumes in Dec 15
- Various travel related initiatives launched in Mobile Banking & NetBanking platforms
- Launched instant Personal Loans through NetBanking for customers
- Continued focus on social commerce

Kotak Securities

- Mobile transaction volume crossed over ₹ 4,000 cr per month
- No. of trades on mobile app crossed over 3 lacs pm
- Contribution of Kotak Stock Trader app to overall brokerage crossed 7%
- Launched TradeSmart Insights and Derivatives - advance analytics tools to monitor portfolio movements, build derivatives strategies across Indian & 35,000 international stocks
- Launched Kotak Leap, a mobile application for sales teams to access, update, manage leads, track client application status, etc.

Kotak Life Insurance

- Genie (Tablet based end to end sales solution) crosses 10,000 policies in Dec 2015
- 19% (Sales in Dec) of business comes through Genie
- 3.7 Lacs customers registered on the online customer portal.
- 14% of renewal premium coming through digital platform
- 40% of switch requests serviced through online customer portal

Profit and Loss Account

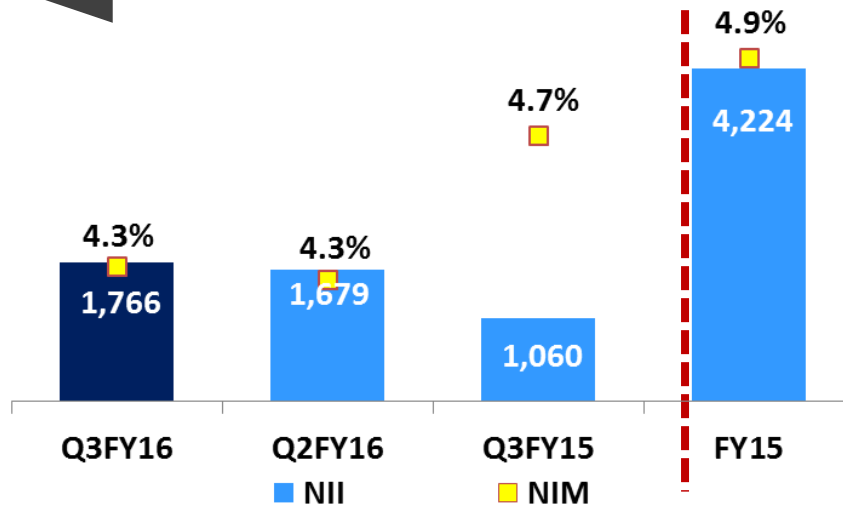


₹ cr	Q3FY16	Q2FY16	Q3FY15	FY15
Net Interest Income	1,766	1,679	1,060	4,224
Other Income *	722	616	494	2,028
Net Total Income	2,488	2,295	1,554	6,252
Employee Cost	618	623	368	1,450
Other Operating Expenses#	665	627	448	1,805
Operating Expenditure	1,283	1,250	816	3,255
Operating Profit	1,205	1,045	738	2,997
Provision On Advances (net)	148	189	84	275
Provision On Other Receivables	3	1	2	-
Provision On Investments	84	(14)	(56)	(111)
Provision & Contingencies	235	176	30	164
PBT	970	869	708	2,833
Provision For Tax	335	299	243	967
PAT	635	570	465	1,866

* Q2FY16 Includes reversal of income of ₹62 cr on account of a credit event w.r.t. a derivative customer

Income and Asset Quality

NII (₹ cr) and NIM



Asset Quality

- Restructured loans considered standard
₹ 346 cr (0.3%) of which ₹ 202 cr from eIVBL portfolio
- Post merger
 - No CDR participation
 - No transfer to ARC
 - No conversion to off-balance sheet
 - No 5/25 loans
 - No rectification

Other Income (₹ cr)	Q3FY16	Q2FY16	Q3FY15	FY15
Fee and Services	466	457	328	1,353
Others *	256	159	166	675
Total	722	616	494	2,028

* Q2FY16 Includes reversal of income of ₹62 cr on account of a credit event w.r.t. a derivative customer

Segment Performance

Bank Segmental PBT

As per RBI (₹ cr)	Q3FY16	Q2FY16	Q3FY15	FY15
Corporate/Wholesale Banking	547	530	338	1,402
Retail Banking	318	328	240	957
Treasury, BMU* & Corporate Centre **	105	11	130	468
Unallocated Income	-	-	-	6
Total	970	869	708	2,833

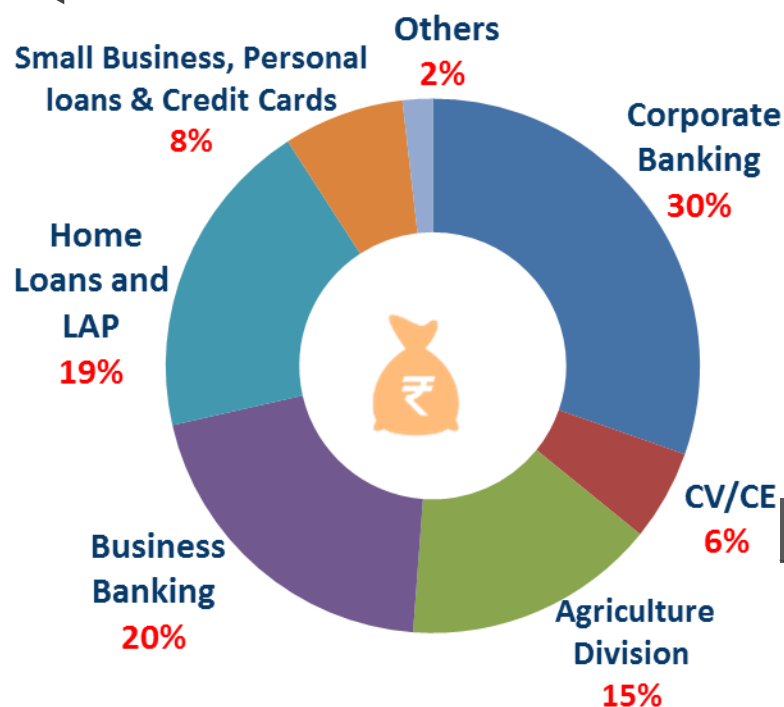
**Balance Sheet Management Unit*

*** integration costs are part of Treasury, BMU & Corporate Centre*

Q2FY16 Includes reversal of income of ₹ 62 cr on account of a credit event w.r.t. a derivative customer

Advances & Investments

31-Dec-15 [₹ 115,345 cr]



₹ cr	31-Dec-15	30-Sep-15	31-Dec-14	31-Mar-15
Corporate Banking	35,239	33,909	22,044	20,299
CV/CE	6,550	6,123	5,027	5,204
Agriculture Division	16,811	17,112	10,849	12,106
Business Banking	23,382	22,616	6,079	6,422
Home Loans and LAP	22,327	21,697	13,738	14,709
Small Business, PL & Credit Cards	8,813	8,171	5,929	6,263
Others	2,223	2,034	975	1,158
Total Advances	115,345	111,662	64,641	66,161

Advances as per Segmental Classification

₹ cr	31-Dec-15	30-Sep-15	31-Dec-14	31-Mar-15
Retail	48,651	48,339	26,317	29,113
Corporate	66,694	63,323	38,324	37,048
Total Advances	115,345	111,662	64,641	66,161
Investments / Treasury Assets	45,269	42,571	28,597	28,659
Total Advances and Investments	160,614	154,233	93,238	94,820

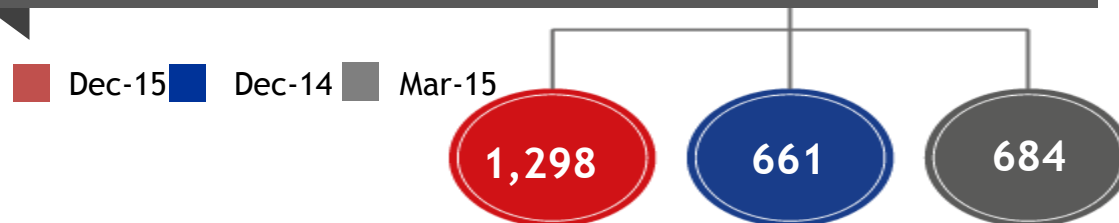
Balance Sheet

₹ cr	31-Dec-15	30-Sep-15	31-Dec-14	31-Mar-15
Networth	23,307	22,606	13,682	14,141
Deposits	130,939	123,211	73,066	74,860
CA	19,609	20,322	10,696	13,181
SA	26,579	24,335	12,354	14,036
<i>Certificate of Deposit</i>	11,505	8,987	5,206	3,785
<i>Term Deposit Others</i>	73,246	69,567	44,810	43,858
Borrowings	19,790	21,873	11,145	12,150
Other Liabilities and Provisions	8,093	7,736	4,342	4,861
Total Liabilities	182,129	175,426	102,235	106,012

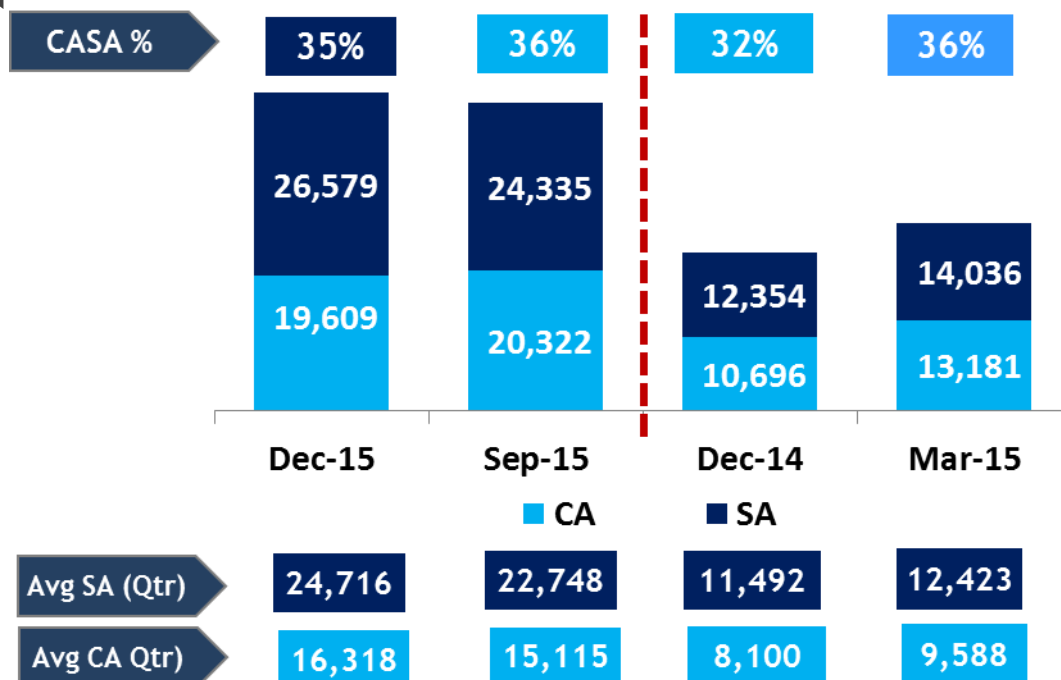
₹ cr	31-Dec-15	30-Sep-15	31-Dec-14	31-Mar-15
Cash, Bank and Call	9,817	9,498	4,366	6,262
Investments	45,269	42,571	28,597	28,659
<i>Government Securities</i>	39,038	36,358	23,267	22,882
<i>Others</i>	6,231	6,213	5,330	5,777
Advances	115,345	111,662	64,641	66,161
Fixed Assets and Other Assets	11,698	11,695	4,631	4,930
Total Assets	182,129	175,426	102,235	106,012

Branches & Deposits

No of Branches



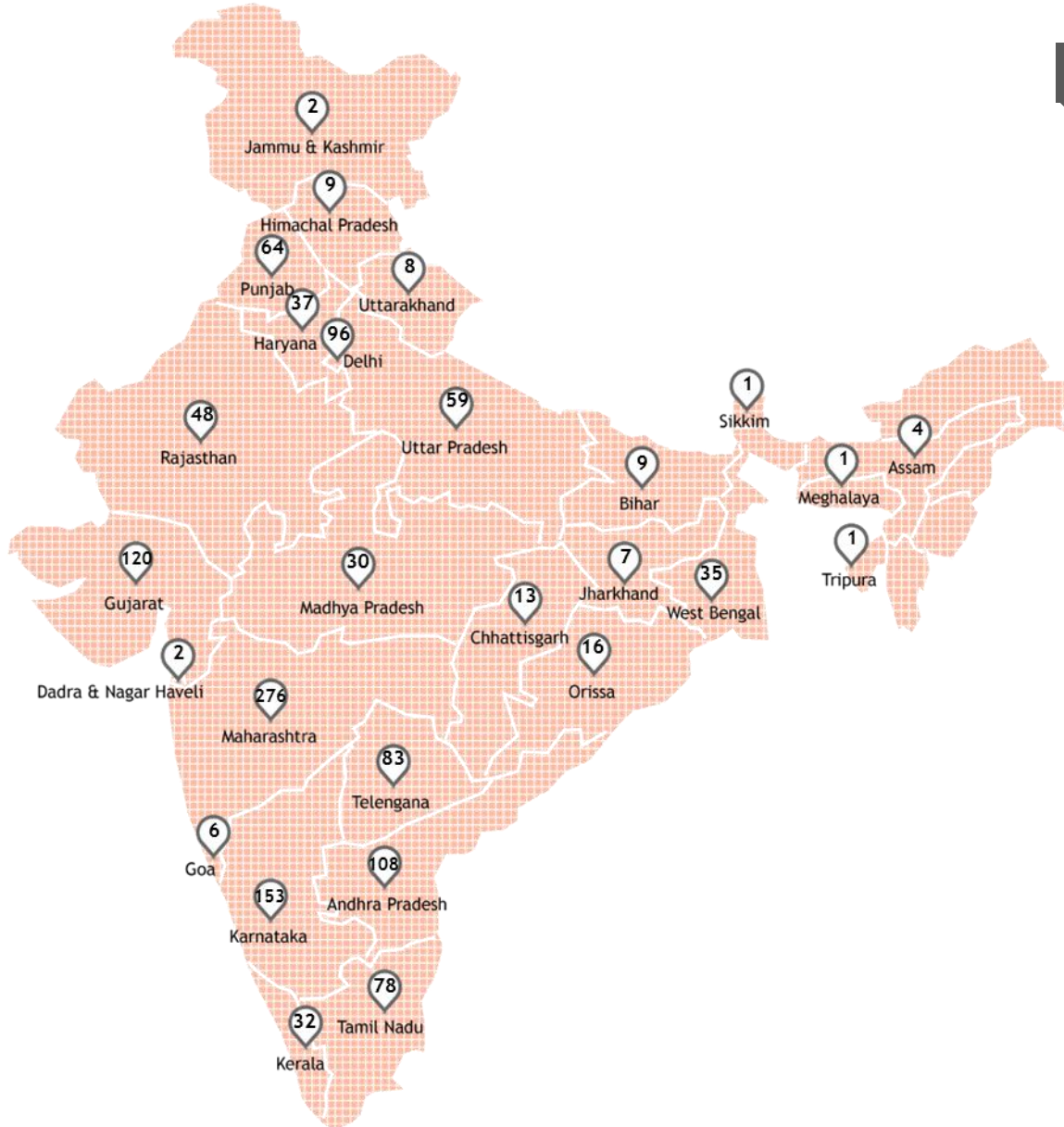
CASA (₹ cr)



Highlights

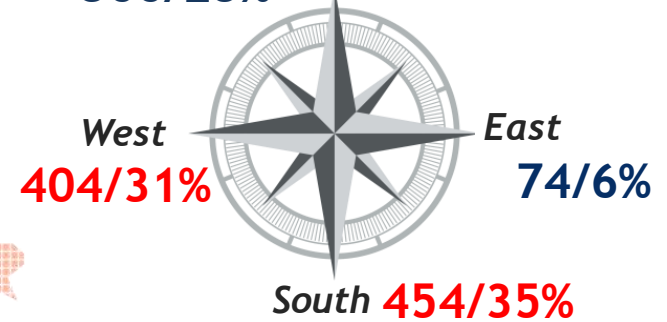
- Plan to reach 1,400 branches by CY 2017
- CASA and TDs below ₹ 5 cr constitute 69% of total deposits (65% as on Dec-14)
- TDs below ₹ 1 cr were ₹ 35,214 cr (₹ 18,360 cr as on Dec-14)
- TD sweep were ₹ 7,554 cr (₹ 5,642 cr as on Dec-14)
- Cost of SA - 5.50%

Geographical Presence



Branches 1,298 [No./%]

366/28% North

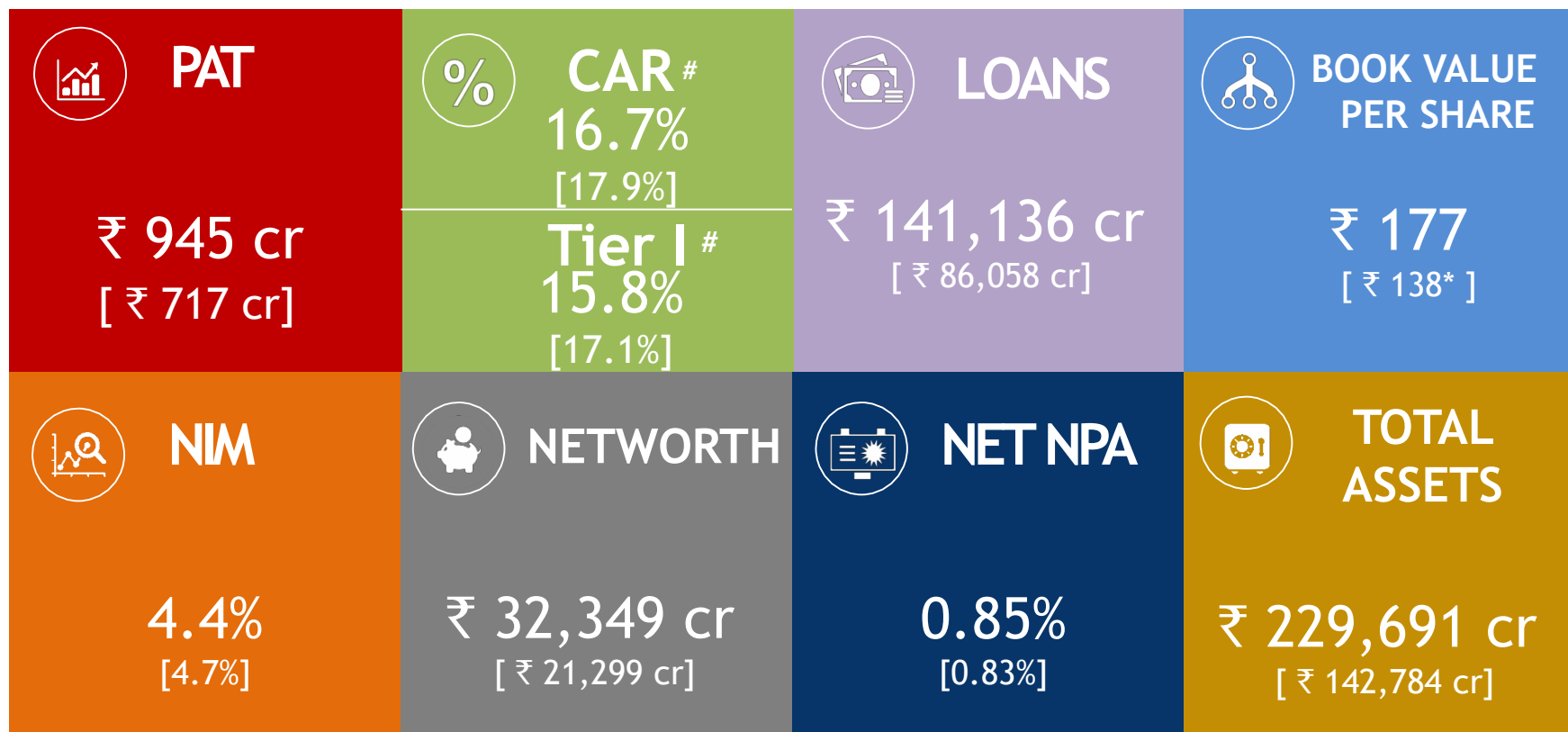


No of ATMs

1,987

Bank has a Rep office in Dubai

Consolidated Highlights Q3FY16



Figures in [brackets] are Q3FY15 numbers

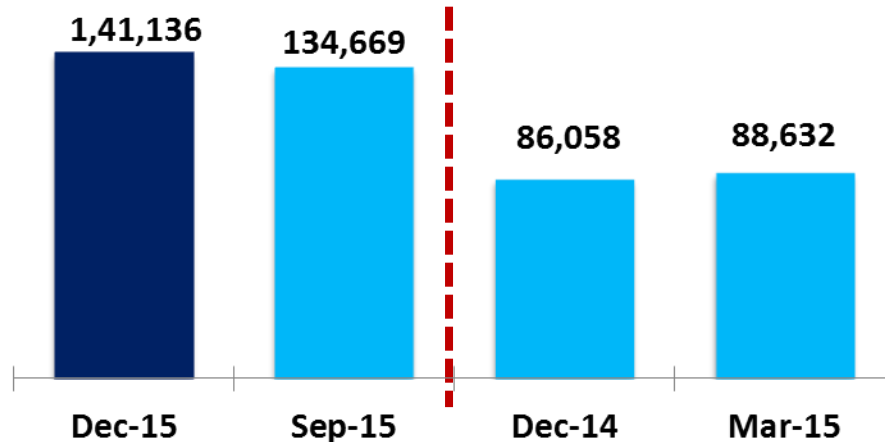
As per Basel III, including unaudited profits. Excluding profit CAR 15.5%, Tier I 14.6% (CAR 16.2% and Tier I 15.4%)

* Adjusted for bonus issue

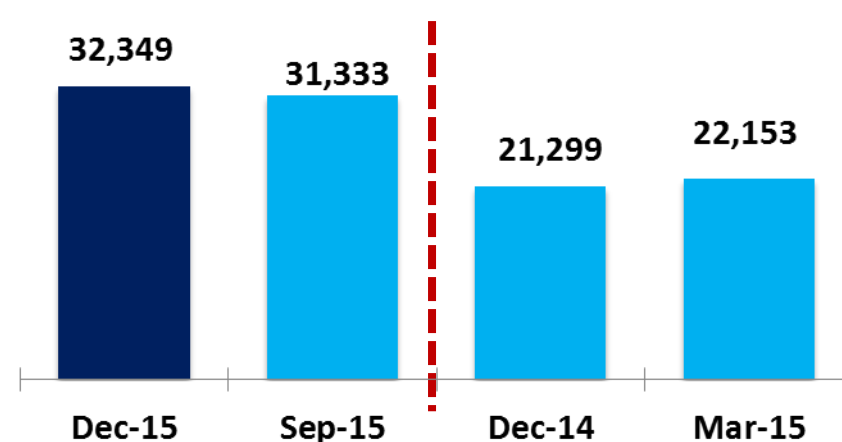
Consolidated Key Financials



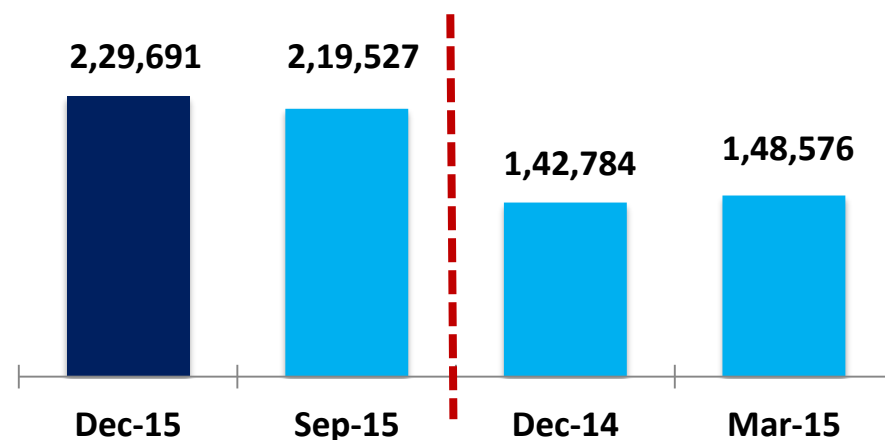
Advances [₹ cr]



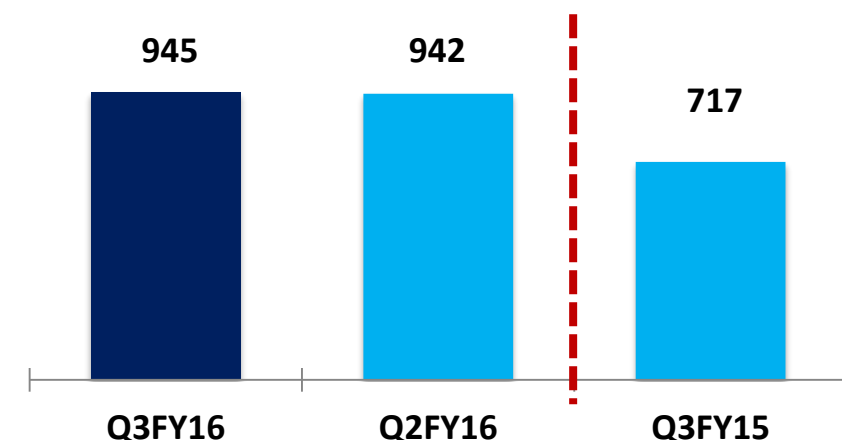
Network [₹ cr]



Total Assets [₹ cr]



PAT [₹ cr]

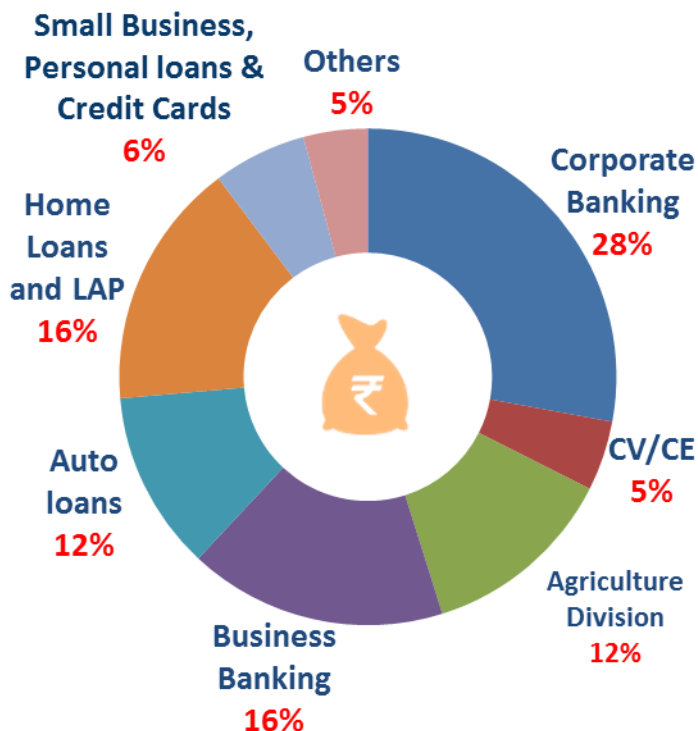


Merger of ING Vysya Bank effective April 1, 2015. Previous year periods not comparable

Consolidated Advances & Investments



31-Dec-15 (₹ 141,136 cr)



₹ cr	31-Dec-15	30-Sep-15	31-Dec-14	31-Mar-15
Corporate Banking	39,988	37,569	25,933	24,546
CV/CE	6,550	6,123	5,027	5,204
Agriculture Division	16,811	17,112	10,849	12,106
Business Banking	23,382	22,616	6,079	6,422
Auto loans	16,410	15,726	14,196	14,691
Home Loans and LAP	22,327	21,697	13,738	14,709
Small Business, PL & Credit Cards	8,835	8,199	5,968	6,298
Others	6,833	5,627	4,268	4,656
Total Advances	141,136	134,669	86,058	88,632
Investments/ Treasury Assets *	49,496	40,064	31,746	31,910
Total Advances & Investments	190,632	180,733	117,804	120,542

* Does not include policy holders' investments

Consolidated PAT



₹ cr	Q3FY16	Q2FY16	Q3FY15	9MFY16	9MFY15	FY15
Kotak Mahindra Bank	635	570	465	1,394	1,339	1,866
Kotak Mahindra Prime	126	127	120	372	365	507
Kotak Mahindra Investments	39	36	24	104	66	106
Kotak Life Insurance	60	48	51	174	153	229
Kotak AMC and TC	4	23	(10)	47	(11)	(29)
Kotak Securities	55	78	60	200	193	290
Kotak Mahindra Capital	6	7	(6)	16	(17)	12
International subsidiaries	26	32	14	83	33	51
Kotak Investment Advisors	(1)	-	2	-	15	26
Others	(1)	(2)	-	(3)	-	-
Total	949	919	720	2,387	2,136	3,058
Minority Interest	(15)	(13)	(13)	(45)	(40)	(60)
Affiliates and Others	11	36	10	62	37	47
Consolidated PAT	945	942	717	2,404	2,133	3,045

Merger of ING Vysya Bank effective April 1, 2015. Previous year periods not comparable

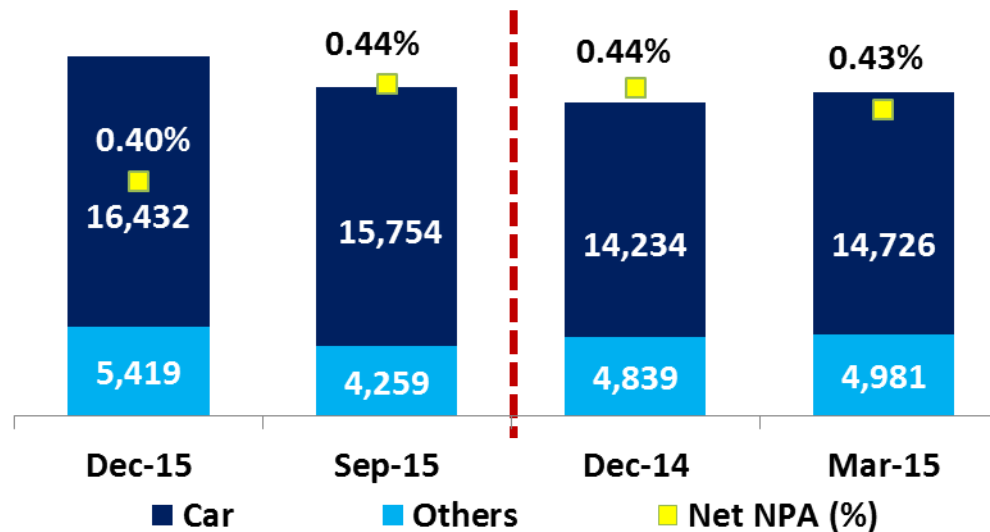
Entity Wise Network



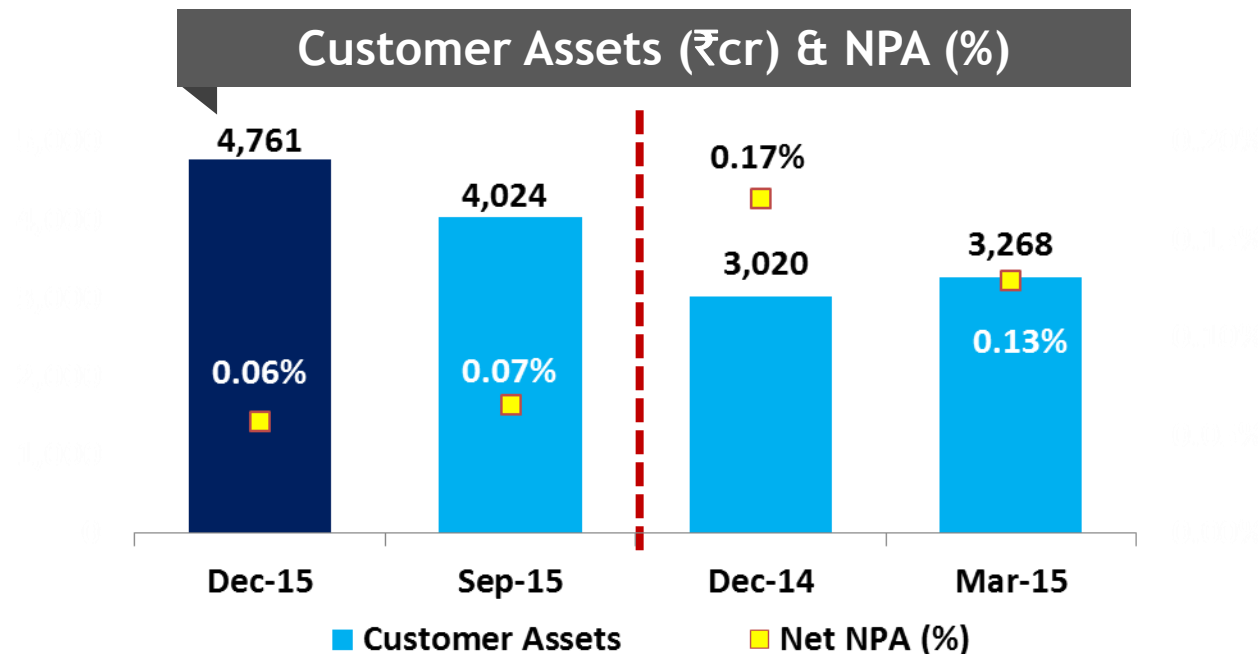
₹ cr	31-Dec-15	30-Sep-15	31-Dec-14	31-Mar-15
Kotak Mahindra Bank	23,307	22,606	13,682	14,141
Kotak Mahindra Prime	3,721	3,596	3,207	3,350
Kotak Mahindra Investments	791	753	577	617
Kotak Life Insurance	1,445	1,385	1,194	1,291
Kotak AMC and TC	149	144	115	102
Kotak Securities	2,583	2,529	2,288	2,384
Kotak Mahindra Capital	431	425	385	415
Kotak Mahindra General Insurance	131	132	-	1
International subsidiaries	602	571	466	480
Kotak Investment Advisors	266	267	256	266
Other Entities	47	45	32	31
Total	33,473	32,453	22,202	23,078
Add: Associates	660	638	583	586
Less: Minority, Inter-company and Other Adjustments	(1,784)	(1,758)	(1,486)	(1,511)
Consolidated Network	32,349	31,333	21,299	22,153

Merger of ING Vysya Bank effective April 1, 2015. Previous year periods not comparable

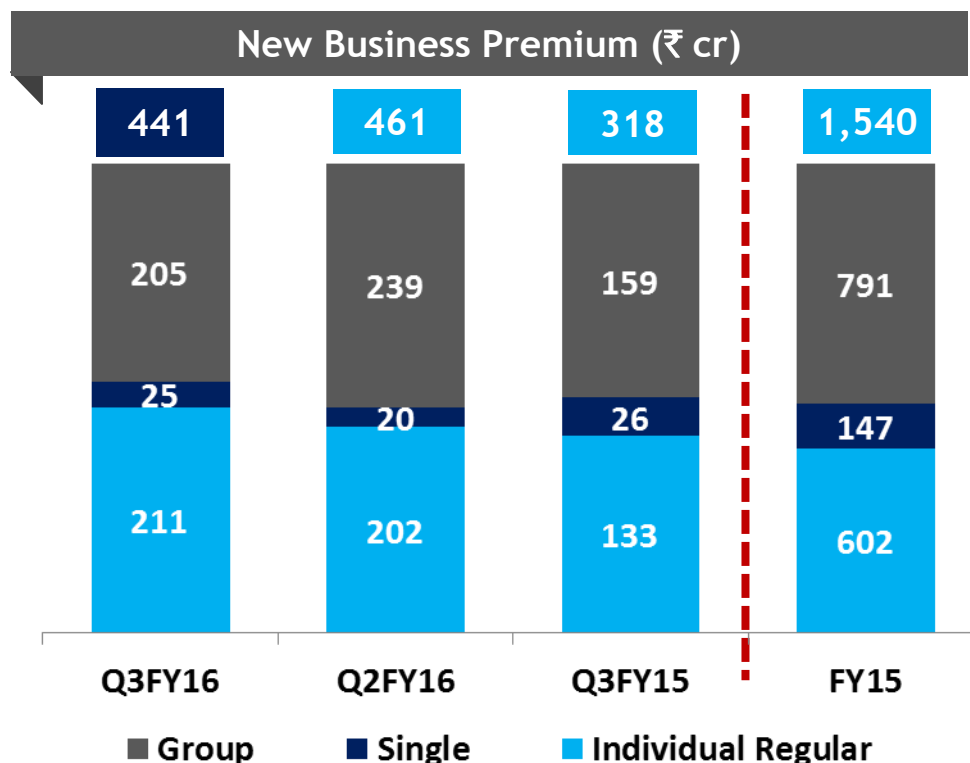
Customer Assets (₹cr) & NPA (%)



₹ cr	Q3FY16	Q2FY16	Q3FY15	FY15
NII	247	237	220	915
Other Income	50	61	48	206
Total Income	297	298	268	1,121
Profit Before Tax	193	195	183	774
Profit After Tax	126	127	120	507
CAR (%)				18.3
ROA (%) - annualised				2.5



₹ cr	Q3FY16	Q2FY16	Q3FY15	FY15
NII	70	63	44	164
Other Income	3	5	3	37
Total Income	73	68	47	201
Profit Before Tax	60	55	37	158
Profit After Tax	39	36	24	106
CAR (%)				18.3
ROA (%) - annualised				5.0

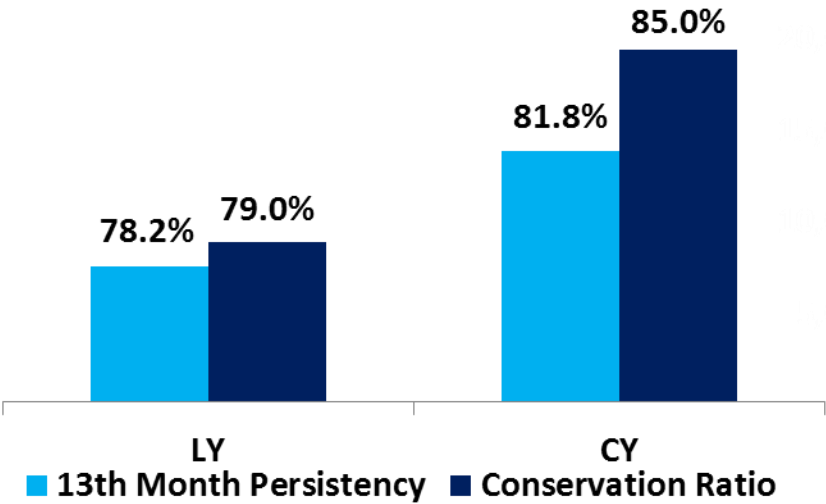


Highlights

- Individual regular business grew by 78% against private insurance industry growth of 13%
- Group business grew by 50%
- On APE basis, Kotak Bank share for Q3FY16 is 48% (PY - 34%) for first year individual premium
- Sum assured increased 29% yoy

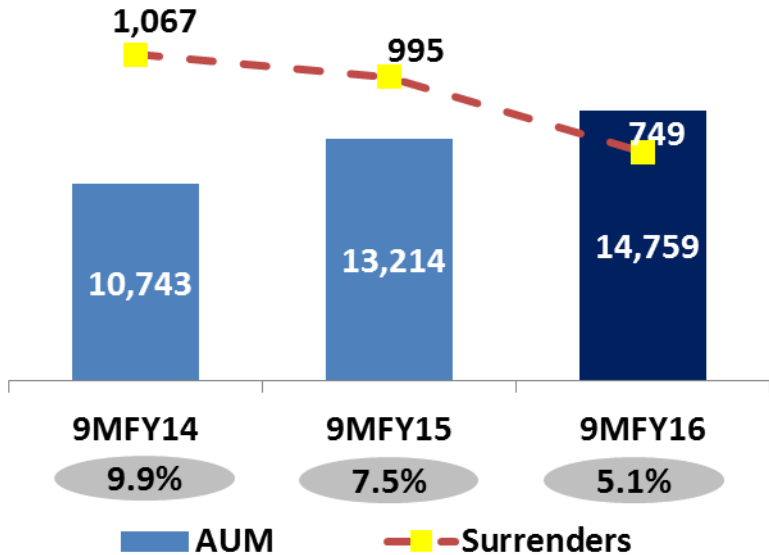
₹ cr	Q3FY16	Q2FY16	Q3FY15	FY15
Capital	562	562	562	562
Total Premium	842	842	668	3,038
Profit After Tax	60	48	51	229
Persistency Ratio (%)	87	86	86	89
Solvency Ratio (%)	3.20	3.16	2.95	3.13

13th Month Persistency* & Conservation Ratio



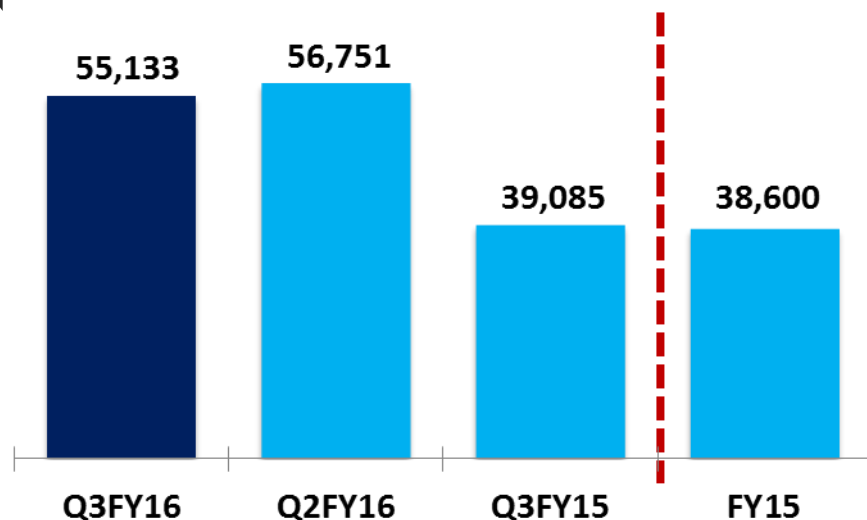
* The 13th Month persistency is after a time lag of 45 days from quarter end, accordingly the current number is of Q2FY16

Surrenders and AUM (₹ cr)

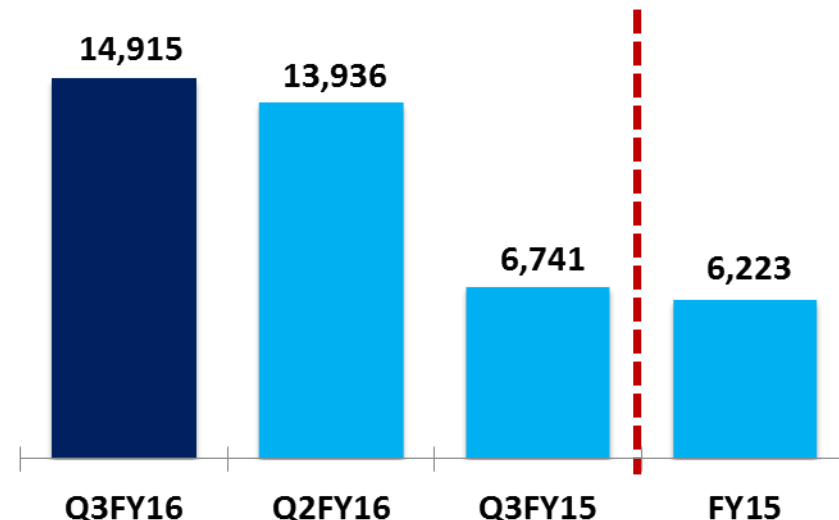


- KLI has shown improvement in Conservation ratio and persistency
- Policyholders' AUM increased at a CAGR (9MFY14-9MFY16) of ~17%
- The claims settlement ratio of KLI for 2014-15 stood at 98.4%, which is one of the best amongst the private players
- Number of lives covered grew by 47% YoY
- Investment Performance of 100% of Equity Funds in Quartile 1

Average Assets Under Management (₹cr) - Overall



Average Assets Under Management (₹cr) - Equity



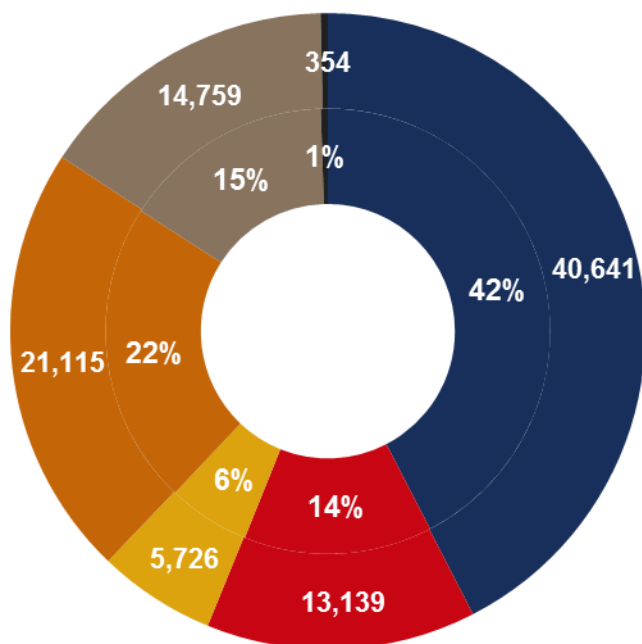
₹ cr	Q3FY16	Q2FY16	Q3FY15	FY15
Total Income	59	59	32	137
Profit Before Tax	13	24	(9)	(25)
Profit After Tax	4	23	(10)	(29)

Highlights

- On Avg AUM basis, ranked No. 8 in Q3FY16 (No. 9 - Q2FY16)
- Closing equity market share in Dec-15 at 3.29% (2.59% - Mar 15)
- Mobile factsheet app - first of its kind initiative

Asset Under Management

Dec 31, 2015

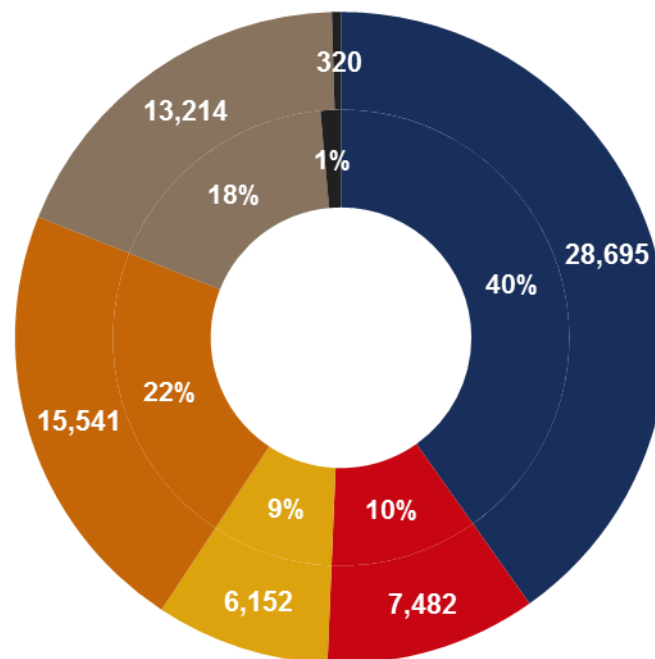


■ Domestic MF Debt
 ■ Domestic MF Equity
 ■ Alternate Asset
■ Offshore Funds
 ■ Insurance
 ■ PMS



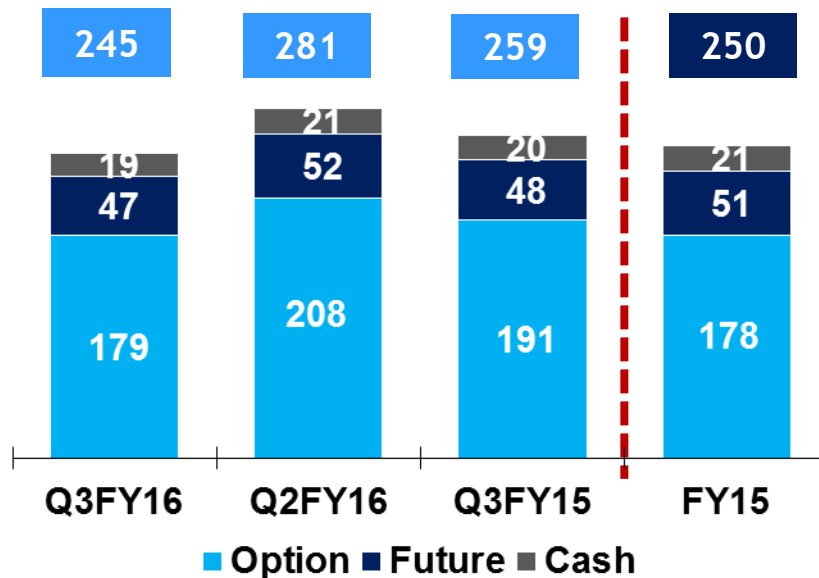
AUM ₹ 95,735 cr

Dec 31, 2014

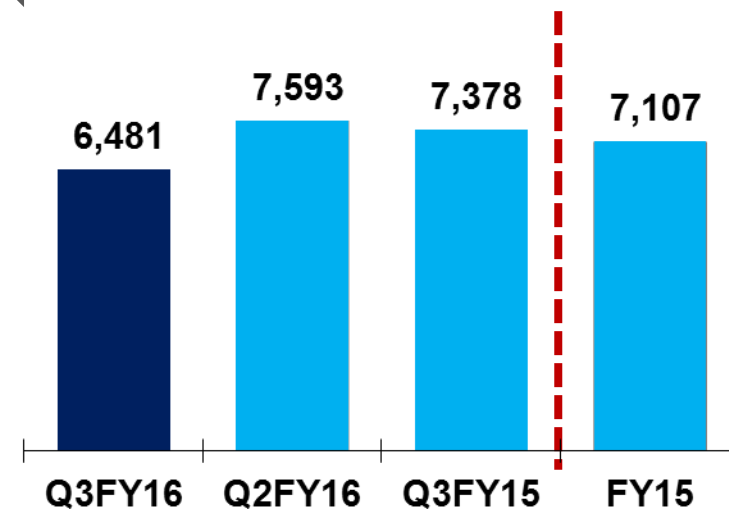


AUM ₹ 71,404 cr

Market ADV (₹ '000 cr)



ADV (₹ cr) - KS



₹ cr	Q3FY16	Q2FY16	Q3FY15	FY15
Total Income	228	270	223	960
Profit Before Tax	83	120	91	441
Profit After Tax	55	78	60	290
Market Share * (%) (YTD)	2.7	2.7	2.8	2.8

*excluding BSE Derivative segment

Kotak Securities services more than 1.1 million secondary market customers through 1,197 branches & franchises

Mergers & Acquisitions



₹ 13,435 cr

Acquisition of controlling stake in Viom Networks Limited by American Tower Corporation



₹ 4,435 cr

Merger of Advanta Limited with UPL Limited



Air conditioning solutions

₹ 616 cr

Advisor to the Committee of Independent Directors of Hitachi Home & Life Solutions India Ltd. for Open Offer by Johnsons Control Inc



₹ 141 cr

Manager to the Buyback Offer



₹ 105 cr

Manager to the open offer for the acquisition of 25% stake in Xchanging Solutions Ltd. by CSC

Equity



₹ 3,017 cr

Initial Public Offering (IPO)



₹ 1,150 cr

Initial Public Offering (IPO)



₹ 632 cr

Initial Public Offering (IPO)



₹ 508 cr

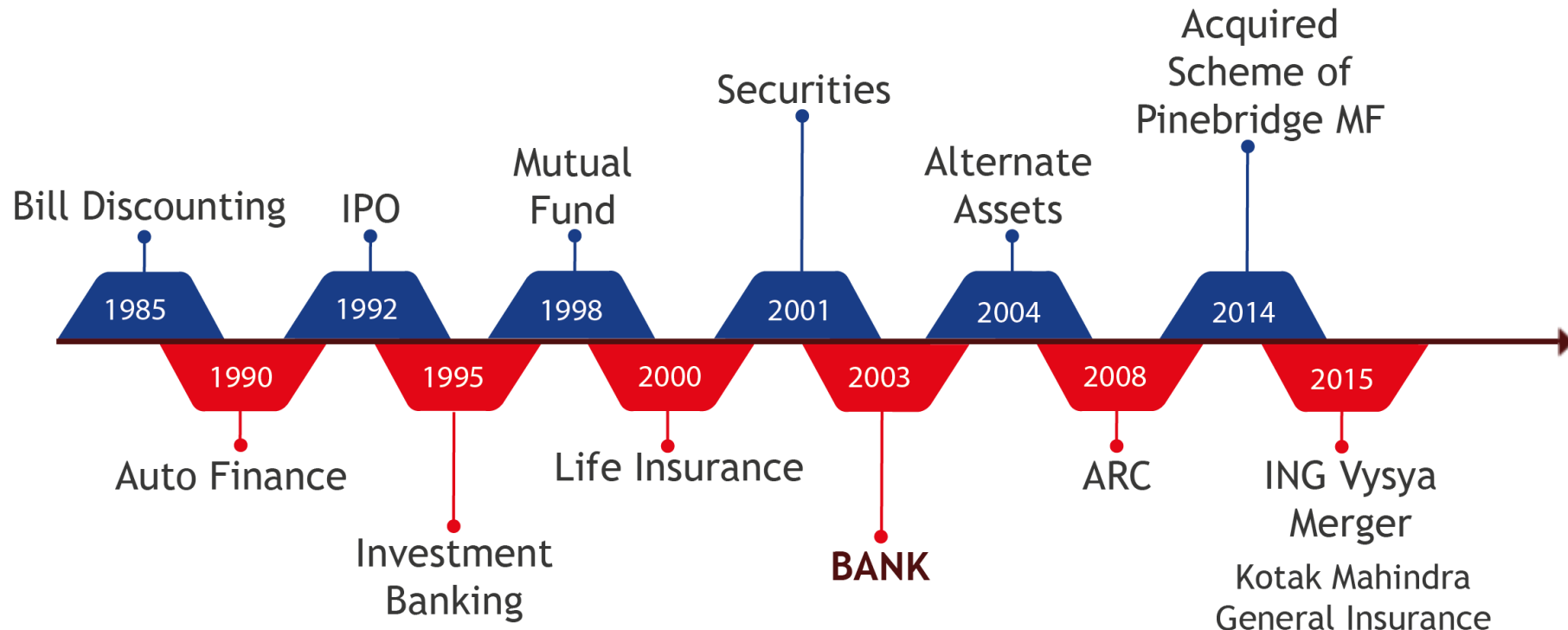
Initial Public Offering (IPO)

SH Kelkar

₹ cr	Q3FY16	Q2FY16	Q3FY15	FY15
Total Income	28	29	13	89
Profit Before Tax	8	12	(6)	16
Profit After Tax	6	7	(6)	12

GROUP PROFILE

The Journey So far...



Proposed Invt. In Airtel Payments Bank

Kotak Mahindra Bank is the 4th Largest Private Sector Bank



Rating for Bank, KMP, KMIL, KS

Organizational Overview



KOTAK MAHINDRA BANK Commercial Bank & Holding Company

Kotak Mahindra Prime

- Car Finance
- Other Lending

Kotak Mahindra Investments

- Investments
- Lending

Kotak Investment Advisors

- Alternate Assets

Kotak Mahindra Capital Company

- Investment Banking

Kotak Securities

- Stock Broking
- E Broking
- Distribution

Kotak Mahindra Old Mutual Life Insurance

- Life Insurance

Kotak Mahindra General Insurance

- General Insurance

Kotak Mahindra AMC

- Mutual Fund

Kotak Mahindra Pension Fund

- Pension Funds

Kotak Mahindra Trustee Company

- Trustee Company

Kotak Mahindra Financial Services

- Advisory Services for Middle East

Kotak Mahindra International

- Advisory Services
- Investments

Kotak Mahindra UK

- Asset Management
- Broking

Kotak Mahindra Asset Management (Singapore)

- Asset Management

Kotak Mahindra Inc

- Broker / Dealer

Kotak Mahindra Trusteeship Services

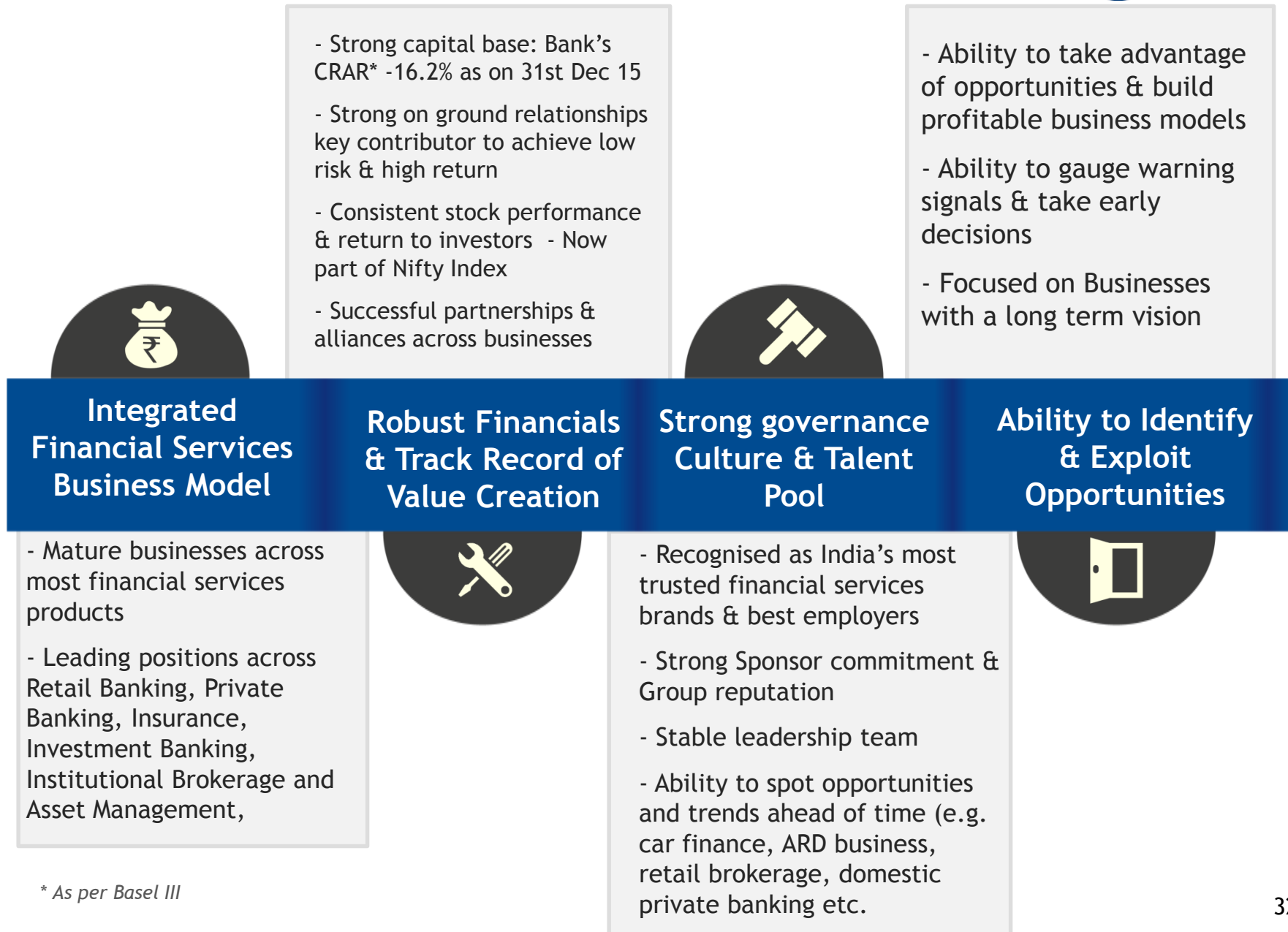
- Trustee Company

Kotak Forex Brokerage

- Forex Broking

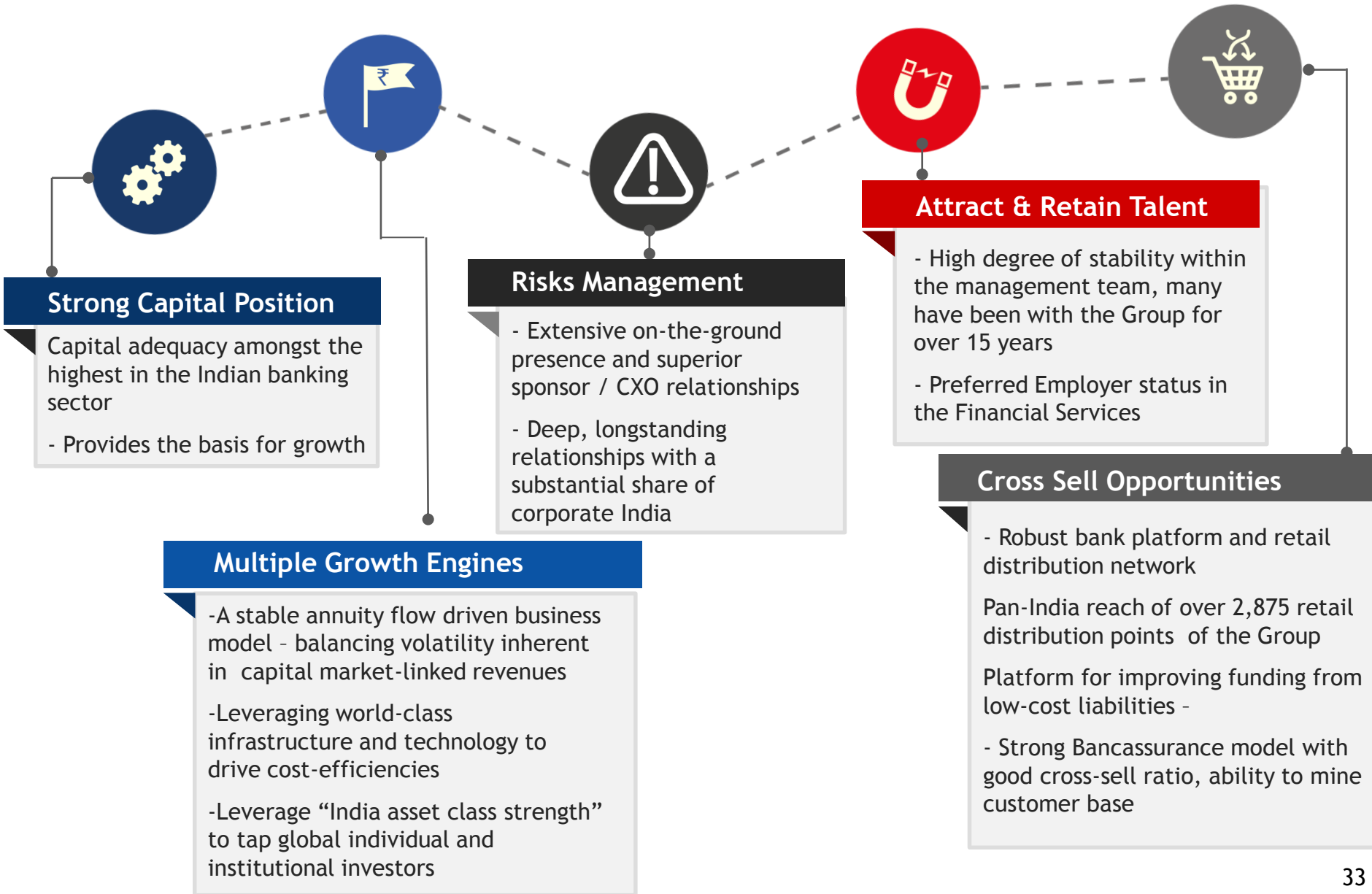
IVFSL Financial Services

- Distribution



* As per Basel III

The Path of Leadership



Bank Awards & Recognition



○ **Best Private Bank in India**
Euromoney Awards for
Excellence, Asia 2015

○ **Best Private Bank India**
FinanceAsia Country Awards
2015

○ **Best Retail Growth
Performance**
Dun & Bradstreet Awards
2015

○ **Best Private Bank India**
Global Private Banking Awards
2015

○ **AsiaMoney Cash Management
Poll 2015**

- **Best Local Cash
Management Bank in India**
(7th year in a row)
For SME
- **Best Overall Domestic Cash
Management Services**
Small, Medium & large Size
Corporates
- **Best Overall Cross-Border
Cash Management Services**
Small & Large Size
Corporates

○ **DataQuest Business
Technology Award 2015**
DataQuest Magazine

○ **Bank of the year-2015**
12th India International
Gold Convention in the
Emerging Nominated
Agency-Bullion category

○ **Shanti Ekambaram
Most Powerful Women
2015**
Business Today

○ **Jaimin Bhatt
CFO Award - Banking 2015**
ICAI

○ **Excellent Performance
in CTS & IMPS
(Small bank Category)**
NPCI's National
Payments Excellence
Awards 2015

○ • **Market Outperformer**
• **Best in Technology**
Global Custodian India
Domestic Survey 2015

○ **Most Imminent Bank
2014**
by Outlook Money

○ **Mr. Uday Kotak
Business Leader of the year**
ET Awards 2015

○ **Entrepreneur of the Year**
Forbes India Leadership Awards
2015

○ **Ernst & Young World
Entrepreneur Of The Year**
India Award 2014

○ **IR Global Ranking - among
the top 5 Best Ranked
Companies for Corporate
Governance Practices**

Awards and Recognition



- **Best Domestic Equity House**
Asiamoney - 2015
- **SKOCH BSE Aspiring Nation Award 2015**
- **Best Investment Bank in India,**
FinanceAsia Country Awards for Achievement 2014
- **Best Domestic Investment Bank - The Asset Triple A**
Country Awards 2014
- **Securities Advisory Firm of the Year in India - CorporateINTL**
Global Awards 2014
- **Best ECM House in India**
FinanceAsia Country Awards for Achievement 2014



- **Ranked #1** across domestic & foreign brokerages
Institutional Investor's 2015 All-India Research Team
- **Ranked #2** across foreign & domestic brokerages
Institutional Investor's 2015 All-India Sales Team
- **Asiamoney Brokers Poll 2015**
 - Ranked #1 in Overall Research for India across foreign & domestic brokerages
 - Ranked #1 in Execution for India across foreign & domestic brokerages
 - Ranked #2 for Most Independent Research Brokerage
- **Best Brokerage House - India - The Asset Triple A Country Awards 2014**



- **Best Broker in India**
FinanceAsia Country Awards for Achievement 2015
- **Best SEO for Website, India**
Digital Media Awards (IDMA) 2015
- **Best SEO for Website**
Silver Award at DMAI 2015
- **NSDL Star Performers Award 2014**
Top Performer in New Accounts Opened (Non-Bank Category)
- **Kotak Mahindra Asset Management**
Awarded ETF Manager of the Year (India) under Country Category Awards by ETFI Asia -ETF & Indexing Awards 2015



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.



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 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 handled the corporate banking business till Mar-14, I am now handling consumer banking business. I don't think any MNC would give me so many opportunities for learning and growth.



ARVIND KATHPALIA

- ❑ Joined Kotak in 2003; **First charge** | Group Head , Operations, Technology & Finance, Kotak Mahindra Finance
- ❑ **Current charge** | President and Group Chief Risk Officer, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I joined Kotak Mahindra Bank in 2003 after working for two decades in a Foreign Bank in a variety of Senior Leadership roles. The nature of my first role in Kotak - the thrill of setting up the technology platform, Operations policies and processes for a new bank was truly entrepreneurial. There were daily "innovations" to ensure we met the challenges of the market as the new bank ramped up. I learnt more and never had worked harder (without ever feeling it) in any of my previous roles. In 2009, at the height of the banking crisis I moved to head the Risk function - having never worked in the function earlier - that's Kotak.



D.KANNAN

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



GAURANG SHAH

- ❑ Joined Kotak in 1996; **First charge** | Chief Operating Officer, Kotak Mahindra Primus;
- ❑ **Current charge** | President - Asset Management, Insurance and International Business
- ❑ **On being a professional entrepreneur** I came from a corporate finance background and joined Kotak's Car Finance business. That was in 1996. I was totally new to retail finance. In 1999, I took over as Executive Director of Car Finance and by 2002, we had built one of India's most profitable car finance companies. In 2002, I took over as head of Retail Assets and we added Home Loans, Subprime Lending in automobile financing and agricultural finance to our retail portfolio. In 2004, I moved into Life Insurance with my knowledge of insurance restricted to a single policy that I owned.



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 - Group Treasury, Global Markets, 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 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. I handled the consumer banking business till Mar-14, I am now handling corporate banking business. It's been a diverse set of responsibilities and looking back, I realize that I had no prior experience in any of the functions.



MOHAN SHENOI

- ❑ Joined Kotak in 2002;
- ❑ **Current charge** | President - In charge of Integration Management Office
- ❑ **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.



NARAYAN S.A.

- ❑ Joined Kotak in 1992; **First charge** | Associate Vice President, Kotak Mahindra Finance (Operations);
- ❑ **Current charge** | President - Commercial Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | In 1996, broking was largely seen as 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.



UDAY SAREEN

- ❑ Joined Kotak with the merger on April 1, 2015; **First charge** | President - Bank in a Bank
- ❑ **Current charge** | President - “Bank in a Bank” covering all the erstwhile ING Vysya Bank’s Consumer businesses
- ❑ Joined ING Vysya Bank as Head of Consumer Banking in 2007. Moved to Frankfurt as Chief Strategy Officer, Germany with ING DiBa in 2012, and returned to India as Head - Wholesale Banking & Deputy CEO in April 2014
- ❑ **On being a professional entrepreneur** | As we scale business post our historic and game changing merger, leveraging the tremendous opportunities that complementarities in the merged entity provide, I sense a strong set of Kotak values in the bank. These uniquely combine a “can do” entrepreneurial spirit with best-in-class professionalism, and am excited to be a part of this journey.

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