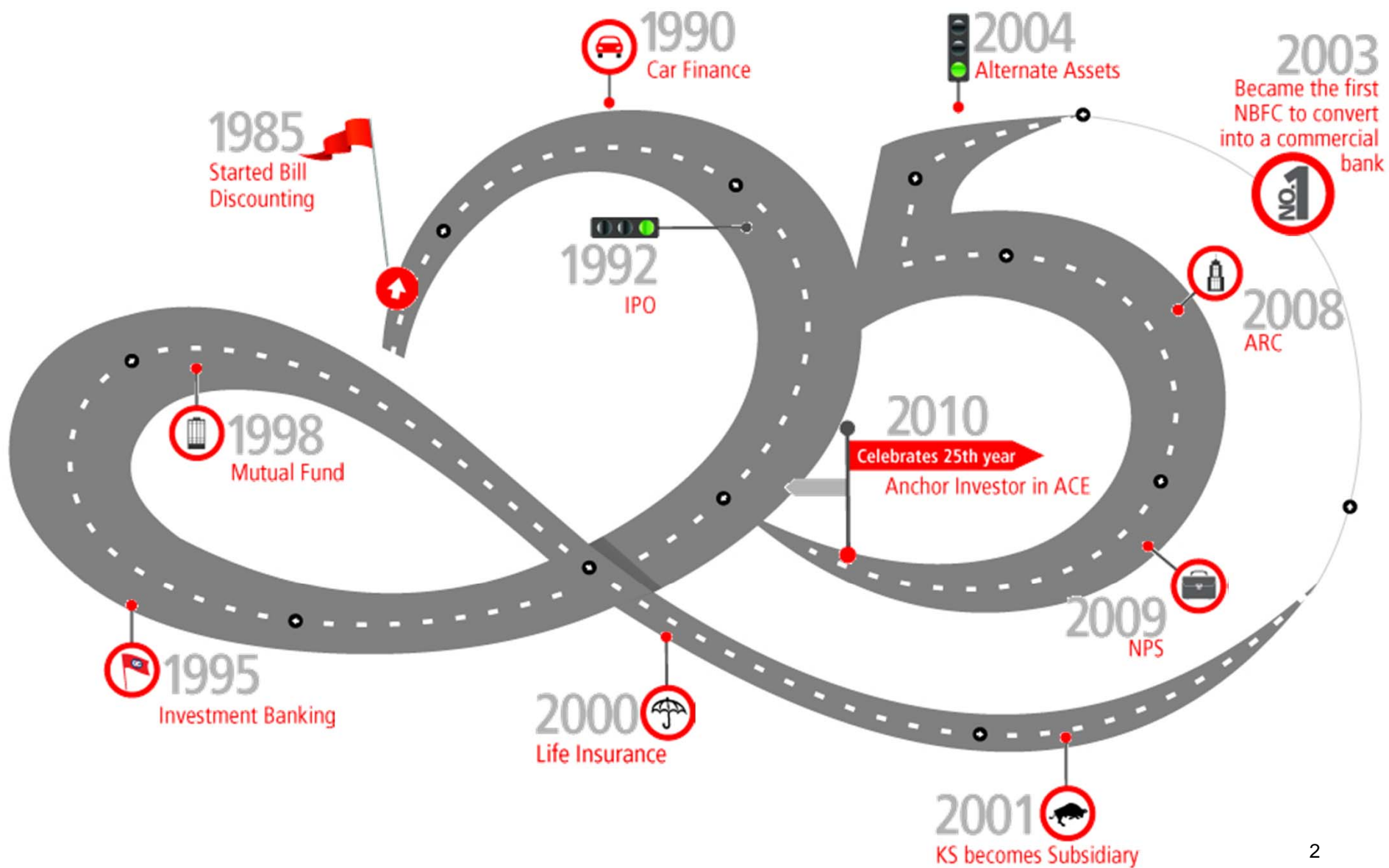


Investor Presentation Q1FY13



Group Structure



Kotak Mahindra Bank

- Commercial Bank & Holding Company

Kotak Mahindra Capital Company <ul style="list-style-type: none"> • Investment Banking 	Kotak Securities <ul style="list-style-type: none"> • Stock Broking • E Broking • Distribution 	Kotak Mahindra Investments <ul style="list-style-type: none"> • Investment • Lending 	Kotak Mahindra Prime <ul style="list-style-type: none"> • Car Finance • Other Lending 	Kotak Mahindra AMC <ul style="list-style-type: none"> • Mutual Fund 	Kotak Mahindra Pension Fund <ul style="list-style-type: none"> • Pension Funds 	Kotak Mahindra Trustee Company <ul style="list-style-type: none"> • Trustee Company 	Kotak Mahindra Old Mutual Life Insurance * <ul style="list-style-type: none"> • Life Insurance
Kotak Mahindra Financial Services Ltd <ul style="list-style-type: none"> • Advisory Services for Middle East 	Kotak Investment Advisors <ul style="list-style-type: none"> • Alternate assets 	Global Investment Opportunities Fund*	Kotak Mahindra International <ul style="list-style-type: none"> • Advisory Services • Investments 	Kotak Mahindra UK <ul style="list-style-type: none"> • Asset Management • Broking 	Kotak Mahindra Inc <ul style="list-style-type: none"> • Broker / Dealer 	Kotak Mahindra Trusteeship Services <ul style="list-style-type: none"> • Trustee Company 	Kotak Forex Brokerage <ul style="list-style-type: none"> • Forex Broking

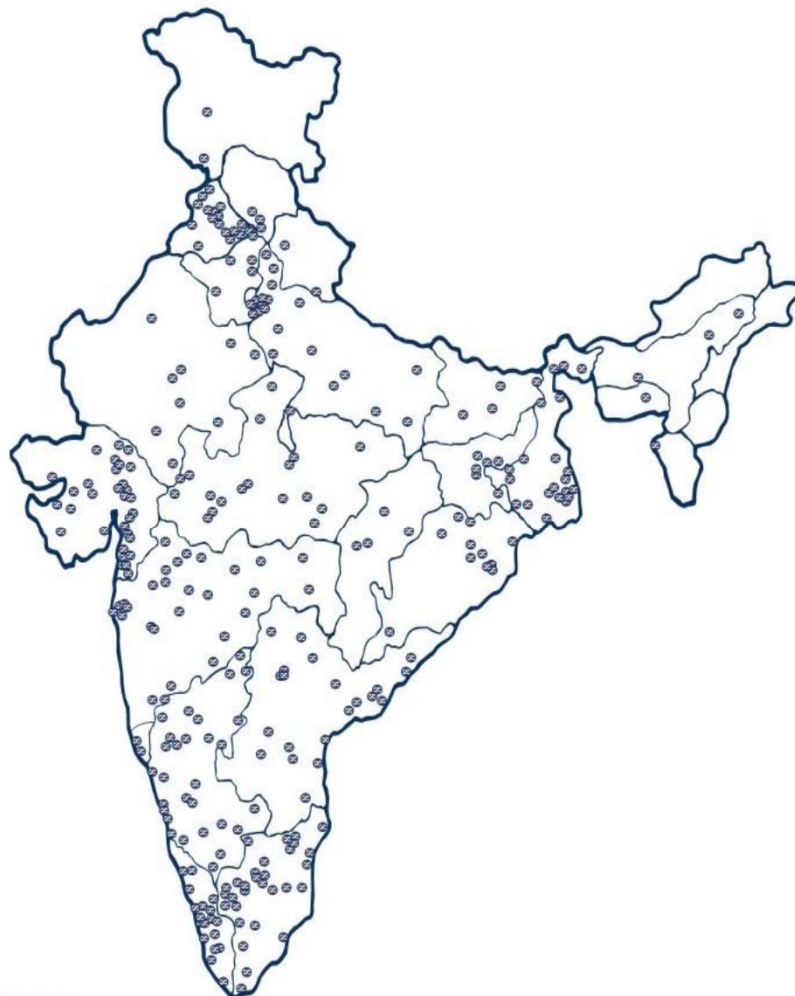
Note:

- 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	Jun – 2012
Banking	366
Car Finance	66
Life Insurance	204
Securities	1,358
Mutual Fund	83
Total	2,077

International offices situated in London, New York, California, Dubai, Abu Dhabi, Bahrain, Mauritius & Singapore

Kotak Bank - Standalone Highlights

PAT

₹ 282 cr
(₹ 252 cr)

Networth

₹ 8,288 cr
(₹ 7,077 cr)

Loans

₹ 42,318 cr
(₹ 32,339 cr)
up 31% yoy

Restructured Loans- standard

₹ 12 cr
(₹ 38 cr)

Net NPA *

0.78% (0.49%)

CAR#

16.6% (18.2%)
as per Basel II

Tier 1

15.0% (16.1%)
as per Basel II

CASA

₹ 11,054 cr
(₹ 8,254 cr)
Up 34% yoy

- Excluding acquired stressed assets

Excluding unaudited profits. CAR & Tier 1 including profits – 17.1% & 15.5% resp.

Figures in brackets are Q1FY12 numbers

Consolidated Highlights

PAT

₹ 443 cr
(₹ 416 cr)

Networth

₹ 13,430 cr
(₹ 11,406 cr)

Loans

₹ 57,049 cr
(₹ 44,699 cr)
up **28%** yoy

Net NPA *

0.64% (0.41%)

NIM

4.7% (5.0%)

RoA

1.9% (2.2%)

Total Assets

₹ 96,842 cr
(₹ 78,542 cr)
up **23%** yoy

Book Value

₹ 180.9 per share
(₹ 154.6 per share)

- Excluding acquired stressed assets

Figures in brackets are Q1FY12 numbers

Consolidated Advances & Investments

₹ cr	FY03	FY09	FY10	FY11	FY12	Q1FY12	Q1FY13
Commercial vehicles & Construction equipment	713	4,100	4,414	6,251	7,798	6,771	8,469
Agriculture Finance	-	2,365	3,089	4,220	5,714	4,356	6,106
Auto loans	1,772	4,774	6,542	8,550	10,600	8,978	11,161
Mortgage Loans	-	3,310	4,765	6,877	8,333	7,077	8,739
Personal loans	188	2,395	1,354	1,307	1,868	1,360	1,944
Business Banking	-	683	1,189	2,220	3,515	2,533	3,423
Corporate Banking	209	3,545	6,136	9,392	12,321	11,078	14,386
Others	152	1,326	2,236	2,426	2,995	2,546	2,821
Total Advances	3,034	22,498	29,724	41,242	53,144	44,699	57,049
Investments/ Treasury Assets *	1,044	13,313	14,762	18,279	23,261	19,422	23,219
Total Advances and Investments	4,077	35,811	44,487	59,521	76,405	64,121	80,268

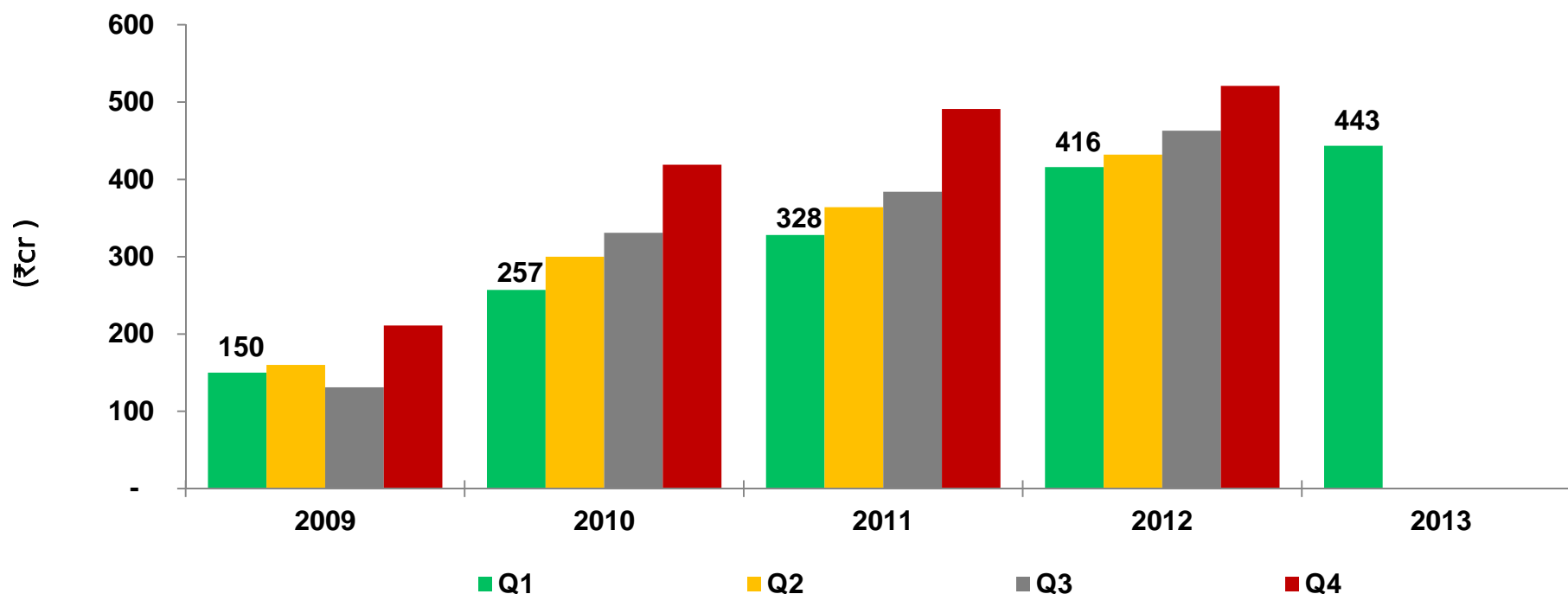
Consolidated PAT

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

Consolidated PAT – Quarterly

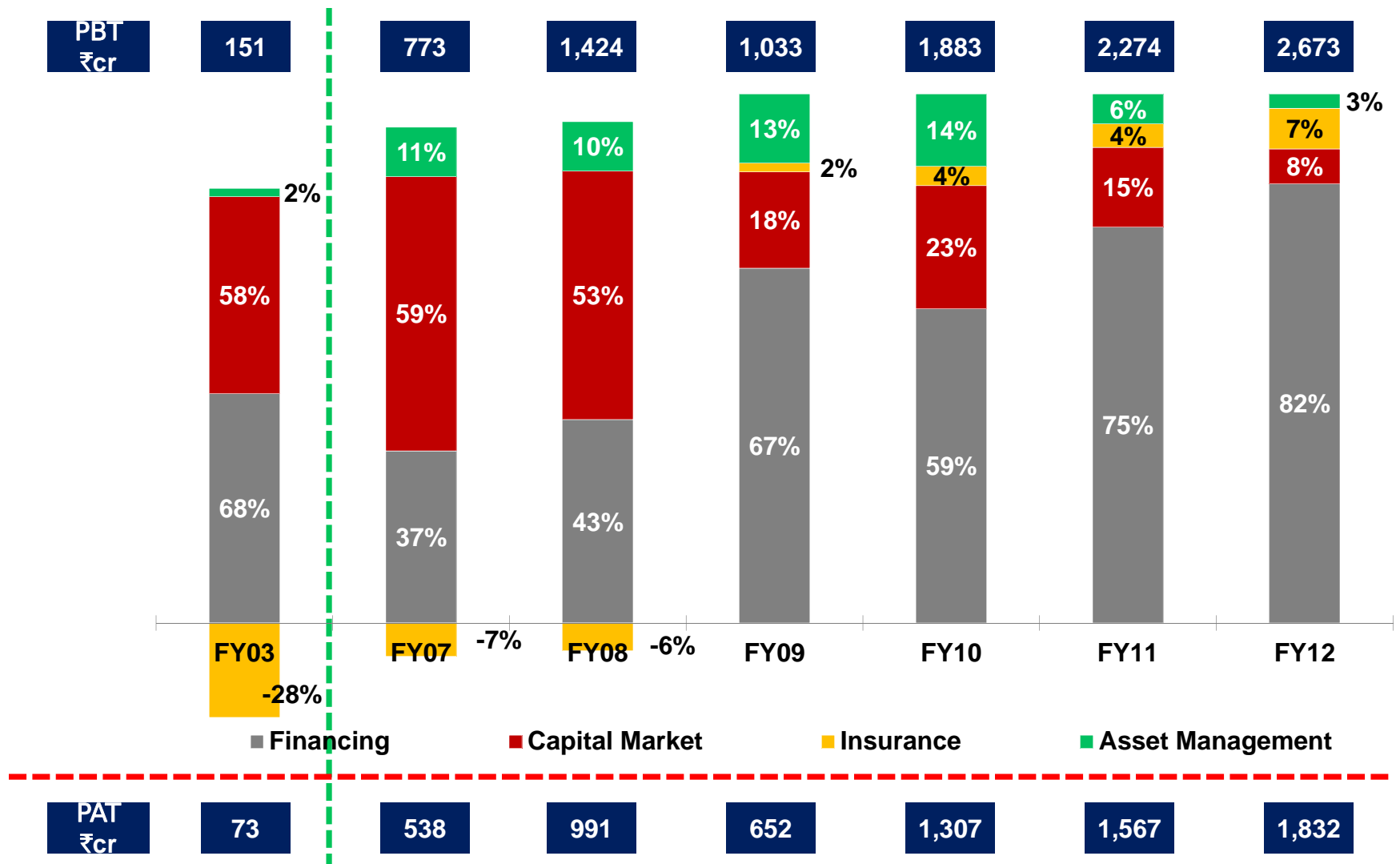
₹ cr	Q4FY12	Q1FY12	Q1FY13
Kotak Mahindra Bank	297	252	282
Kotak Mahindra Prime	97	94	94
Kotak Securities	50	23	23
Kotak Mahindra Capital Company	5	1	6
Kotak Mahindra Old Mutual Life Insurance	57	46	32
Kotak Mahindra AMC & Trustee Co	3	9	4
International subsidiaries	3	(3)	(5)
Kotak Investment Advisors	10	11	8
Kotak Mahindra Investments	6	3	4
Total	528	436	448
Minority Interest, Equity Affiliates, others	(7)	(20)	(5)
Consolidated PAT	521	416	443

Consolidated PAT – Quarterly Trend

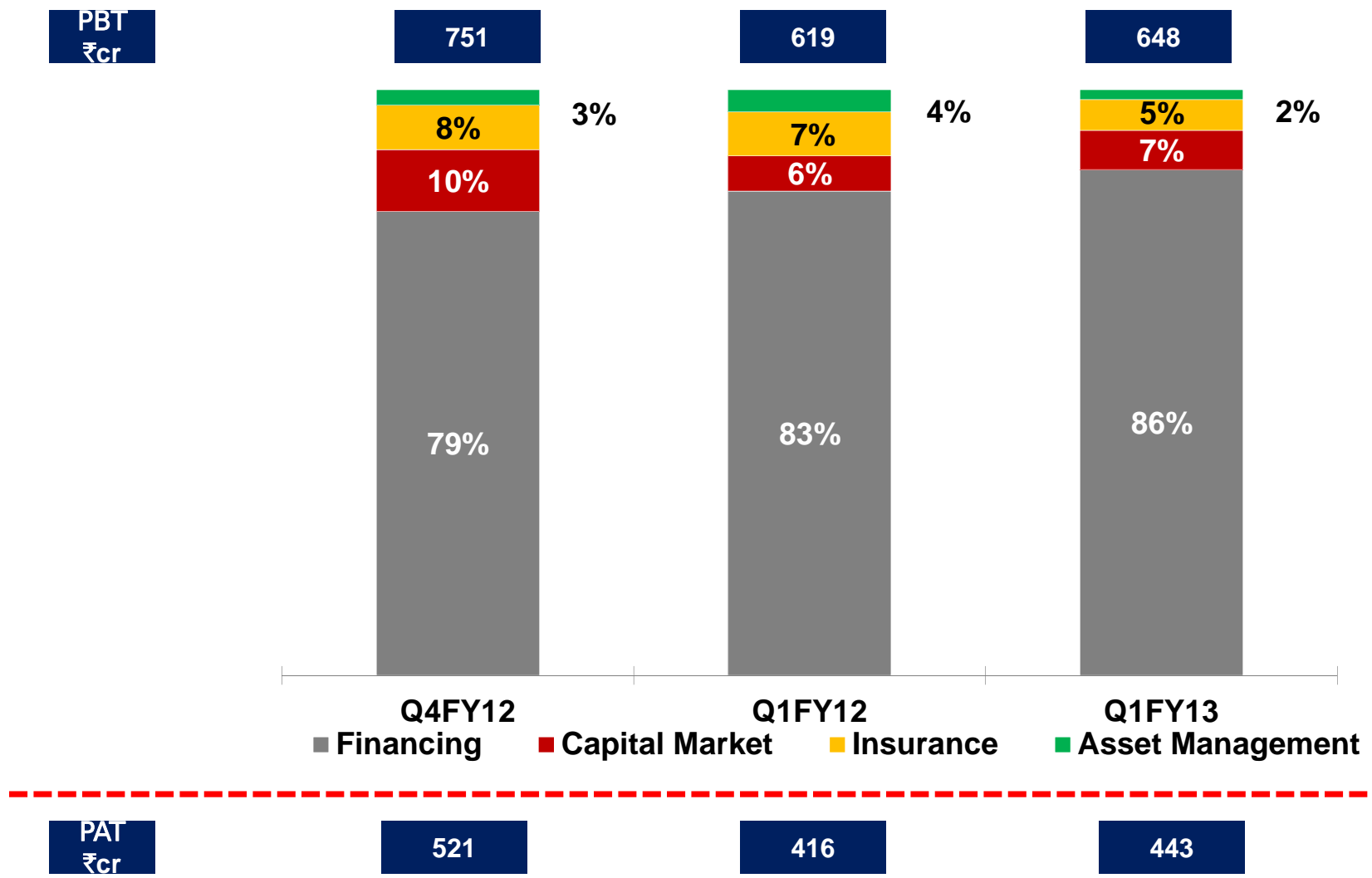


₹ cr	2009	2010	2011	2012	2013
Q1	150	257	328	416	443
Q2	160	300	364	432	
Q3	131	331	384	463	
Q4	211	419	491	521	

Consolidated Profit (PBT) Mix

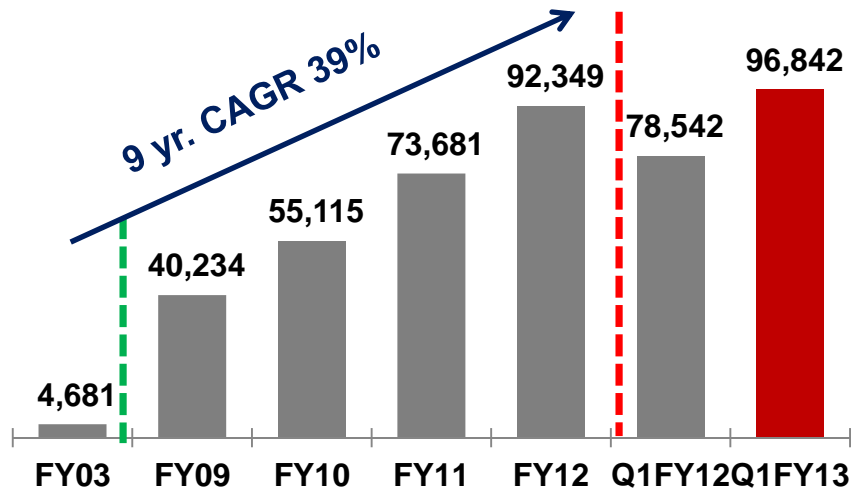


Consolidated Profit (PBT) Mix - Quarterly

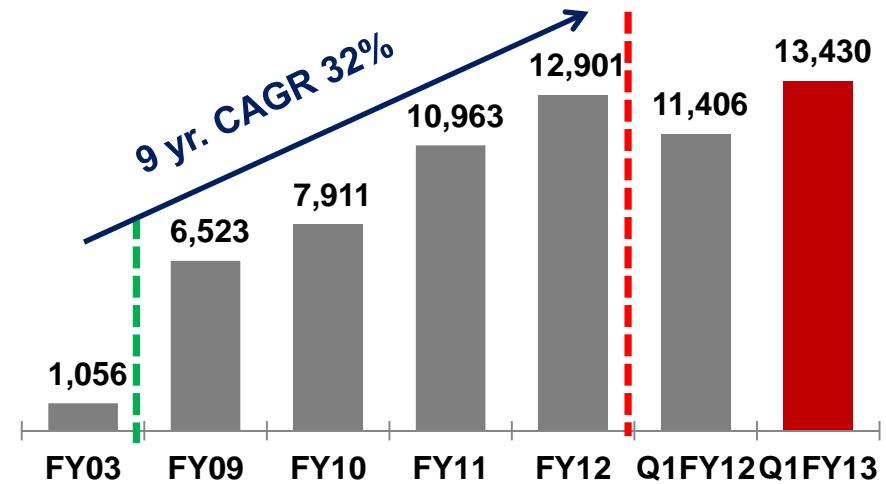


Consolidated Key Financials

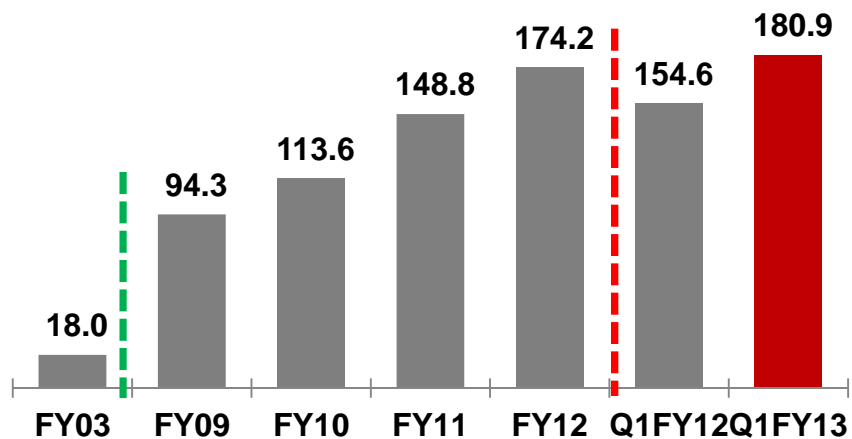
Total Assets (₹ cr)



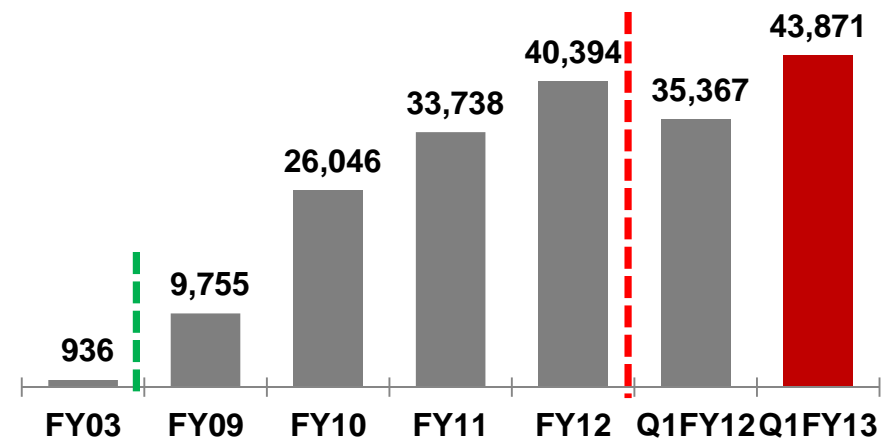
Networth (₹ cr)



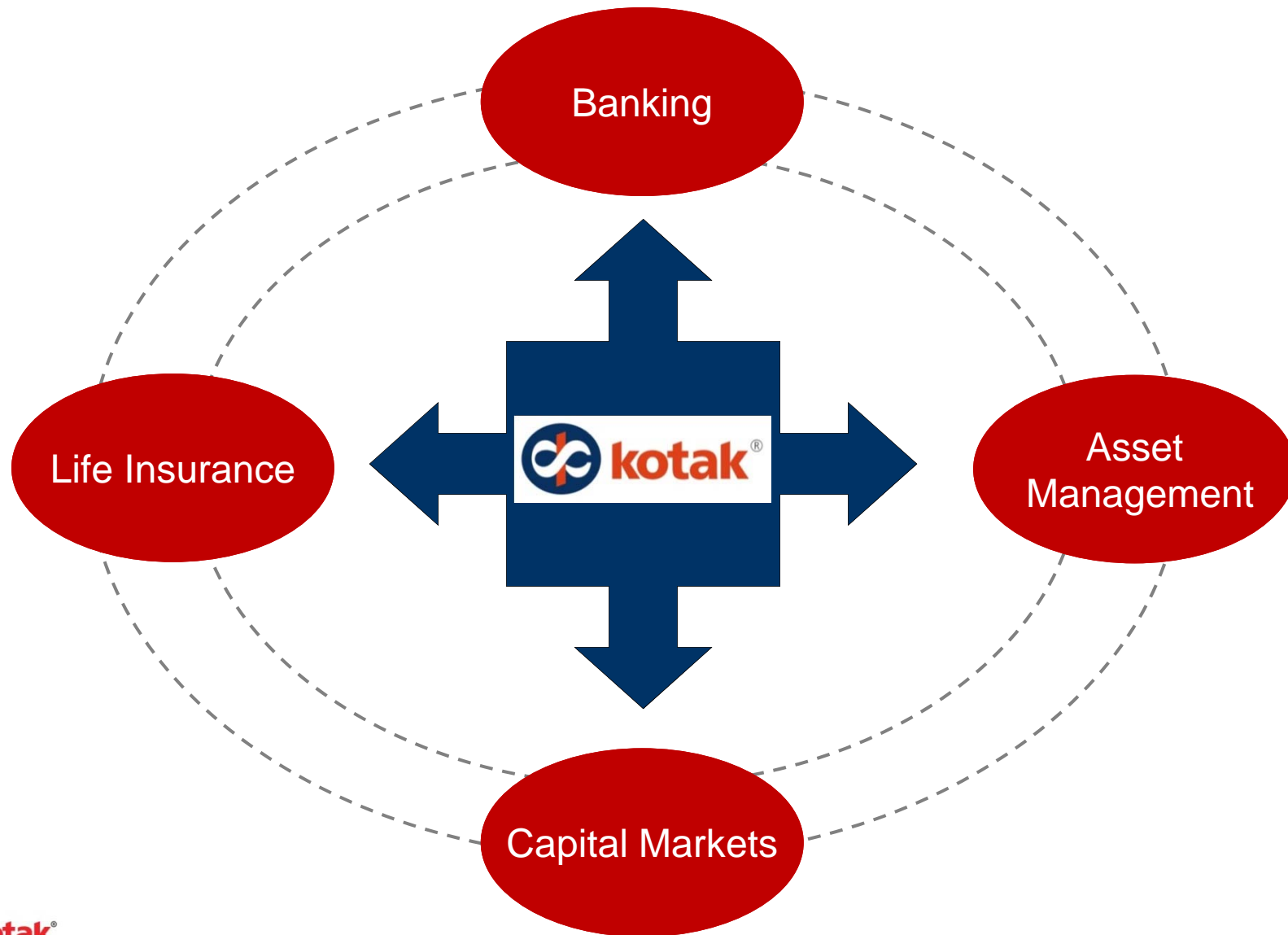
Book Value per share (₹)



Market Cap (₹ cr)

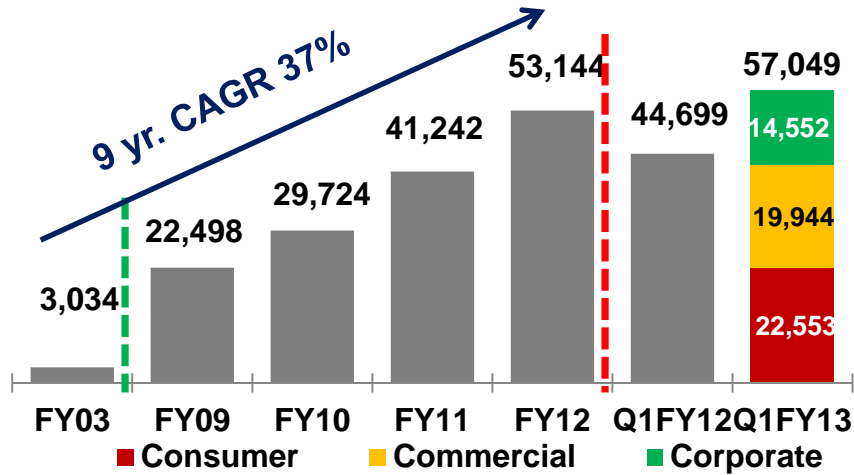


Integrated Financial Services

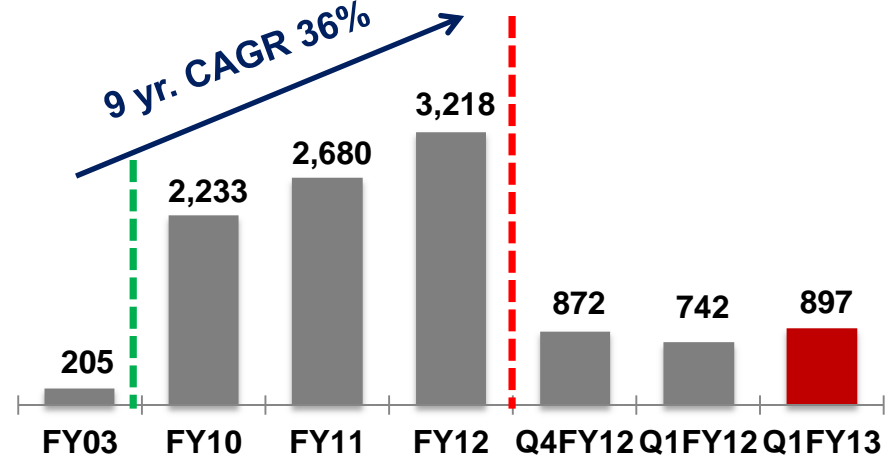


Financing Business

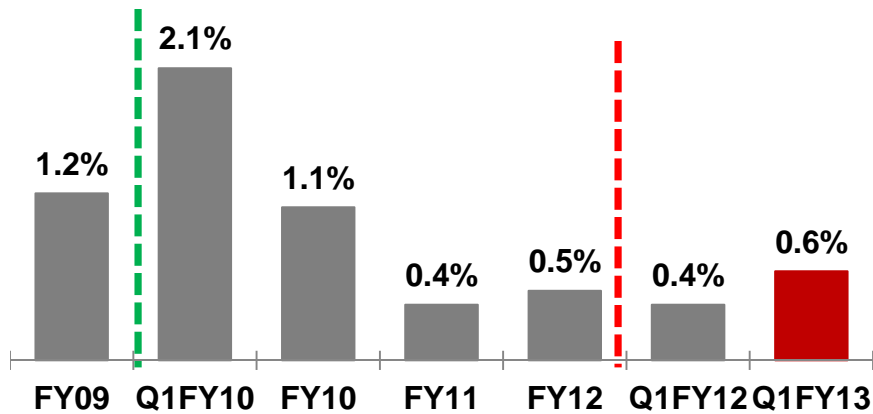
Advances (₹ cr)



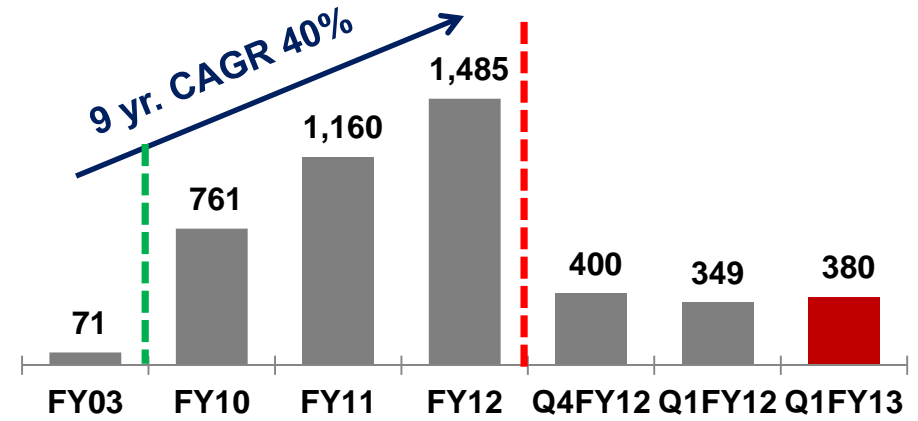
Net Interest Income (₹ cr)



Net NPA (%)*

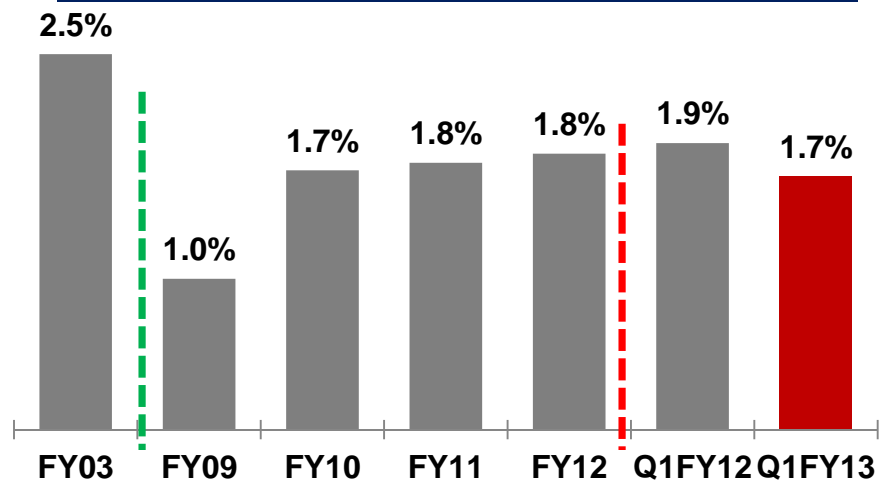


PAT (₹ cr)



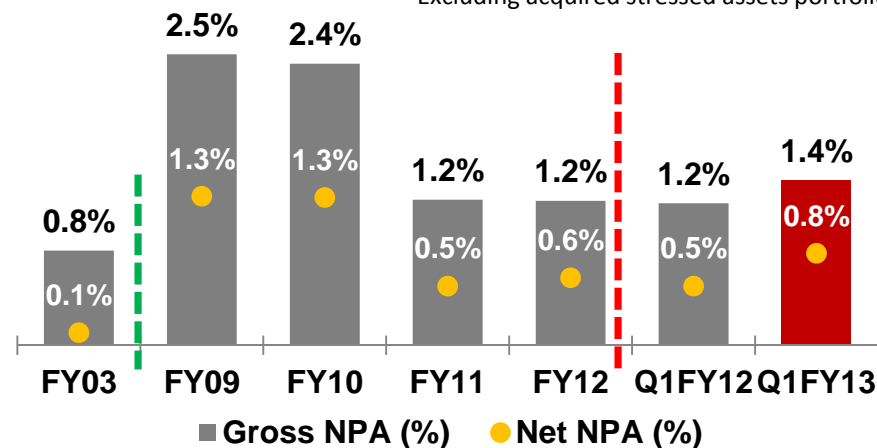
Bank Key Ratios

RoA (%)

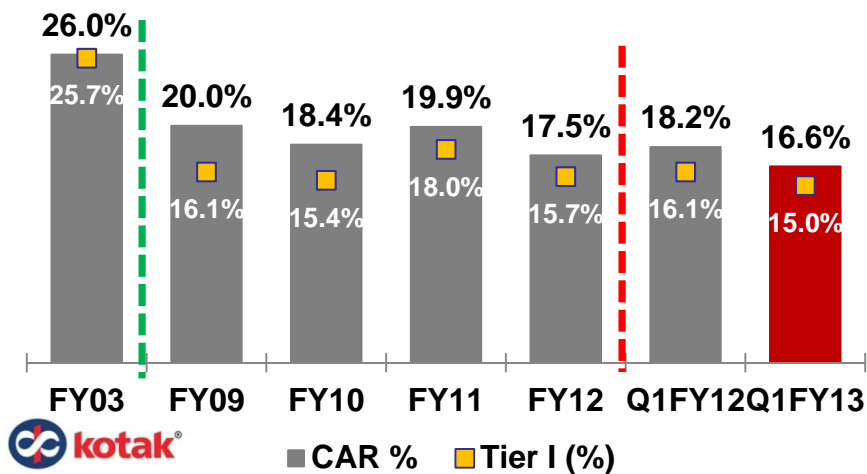


NPA * (%)

* Excluding acquired stressed assets portfolio



CAR & Tier I (%)



Asset Quality

- Restructured assets considered standard (as % of net advances)
 - ❖ Jun 30, 2012 - ₹ 12 cr (0.03%)
 - ❖ Mar 31, 2012 - ₹ 20 cr (0.05%)
 - ❖ Jun 30, 2011 - ₹ 38 cr (0.12%)
- PCR (as per RBI circular) as on Jun 30, 2012 – 62.5%

Bank Profit and Loss

₹ cr	FY03	FY07	FY08	FY09	FY10	FY11	FY12
Net Interest Income	87	605	1,147	1,452	1,780	2,097	2,512
Other Income	81	377	601	424	707	781	978
Net Total Income	168	982	1,748	1,876	2,486	2,878	3,490
Employee Cost	22	260	468	557	556	751	872
Other Operating Expenses	56	352	552	639	634	802	963
Operating Expenditure	78	612	1,020	1,196	1,189	1,553	1,835
Operating Profit	90	370	728	680	1,297	1,325	1,655
Provision & contingencies	20	167	330	254	486	137	55
PBT	70	203	398	426	811	1,188	1,600
Provision for Tax	25	62	104	150	250	370	515
PAT	45	141	294	276	561	818	1,085

Bank Profit and Loss - Quarterly

₹ cr	Q4FY12	Q1FY12	Q1FY13
Net Interest Income	688	568	721
Other Income	254	228	241
Net Total Income	942	796	962
Employee Cost	225	206	257
Other Operating Expenses	272	204	257
Operating Expenditure	497	410	514
Operating Profit	445	386	448
Provision on advances & receivables	12	13	52
Provision on investments	(8)	9	(18)
Provision & contingencies	4	22	34
PBT	441	364	414
Provision for Tax	144	112	132
PAT	297	252	282

Bank Segment performance

₹ cr	FY03	FY07	FY08	FY09	FY10	FY11	FY12
Corporate/Wholesale Banking \$	-	214	334	225	386	544	997
Retail Banking \$	58	(42)	62	71	61	339	566
Treasury & BMU*	14	31	(3)	130	367	305	35
Unallocated Income	(2)	-	5	-	(3)	-	2
Total	70	203	398	426	811	1,188	1,600

Bank Segment performance - Quarterly

₹ cr	Q4FY12	Q1FY12	Q1FY13
Corporate/Wholesale Banking	296	238	238
Retail Banking	121	135	133
Treasury & BMU*	22	(9)	42
Unallocated Income	2	-	1
Total	441	364	414

* Balance Sheet Management Unit

\$ Corporate and Retail profits clubbed under retail for FY03

Bank Advances & Investments

₹ cr	FY03	FY09	FY10	FY11	FY12	Q1FY12	Q1FY13
Commercial vehicles & CE	713	3,335	4,414	6,251	7,798	6,772	8,469
Agriculture Finance	-	2,365	3,089	4,220	5,714	4,355	6,106
Mortgage loans	-	3,300	4,712	6,877	8,333	7,077	8,739
Personal loans	188	2,262	1,315	1,305	1,868	1,359	1,935
Business Banking	-	674	1,135	2,214	3,510	2,527	3,419
Corporate Banking	209	3,023	5,340	7,899	10,942	9,669	12,843
Others	131	1,666	770	563	914	580	807
Total Advances	1,241	16,625	20,775	29,329	39,079	32,339	42,318

Advances – as per segmental classification

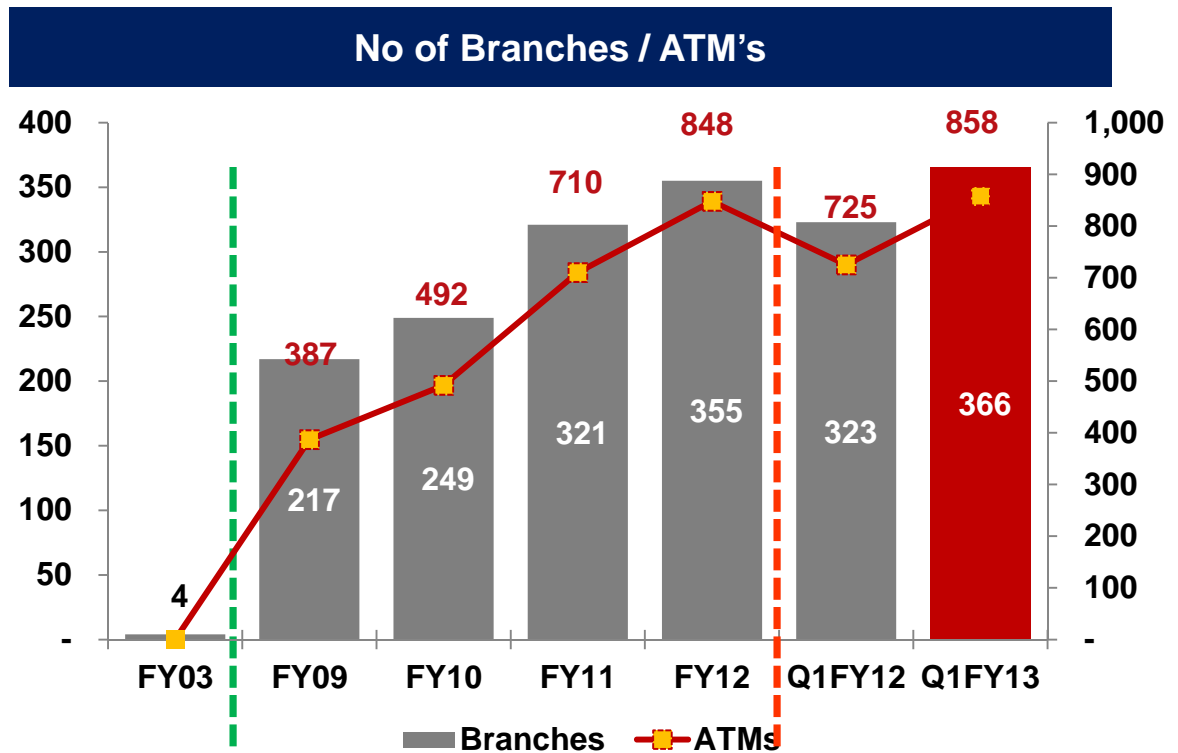
₹ cr	FY03	FY09	FY10	FY11	FY12	Q1FY12	Q1FY13
Retail	1,032	12,482	13,291	17,672	21,062	17,906	21,329
Corporate	209	4,143	7,484	11,657	18,017	14,433	20,989
Total Advances	1,241	16,625	20,775	29,329	39,079	32,339	42,318
Investment / Treasury Assets	707	9,110	12,513	17,121	21,567	17,925	21,184
Total Advances and Investments	1,948	25,735	33,288	46,451	60,646	50,264	63,502

Bank Balance Sheet

₹ cr	FY03	FY09	FY10	FY11	FY12	Q1FY12	Q1FY13
Net Worth	542	3,814	4,485	6,796	7,946	7,077	8,288
Deposits	257	15,645	23,886	29,261	38,537	31,047	41,632
CA	50	3,418	4,992	5,460	7,352	4,947	5,514
SA	-	1,701	2,471	3,331	5,050	3,307	5,540
TD Sweep	-	1,265	1,798	1,897	2,710	2,246	3,254
Term Deposit Others	207	7,493	10,239	13,491	19,821	14,573	22,011
Certificate of Deposit	-	1,768	4,386	5,082	3,604	5,974	5,313
Borrowings	1,140	5,904	6,141	11,724	16,595	13,863	16,181
Other Liabilities and Provisions	214	3,349	2,924	3,070	2,588	3,086	2,827
Total	2,153	28,712	37,436	50,851	65,666	55,073	68,928
₹ cr	FY03	FY09	FY10	FY11	FY12	Q1FY12	Q1FY13
Cash, Bank and Call	76	1,141	2,300	2,471	2,635	2,842	2,854
Investments	707	9,110	12,513	17,121	21,567	17,925	21,184
Government Securities	380	8,150	9,690	13,198	16,587	14,331	16,124
Other Securities	327	960	2,823	3,923	4,980	3,594	5,060
Advances	1,241	16,625	20,775	29,329	39,079	32,339	42,318
Fixed Assets & Other Assets	129	1,836	1,848	1,930	2,385	1,967	2,572
Total	2,153	28,712	37,436	50,851	65,666	55,073	68,928

Consumer Banking - Liabilities

- 500 Branches in CY13
- Increased cross sell of asset products
- Positive impact of savings account interest deregulation
 - savings balances increased 68% yoy
- Added around 1.4 lac customer accounts for the quarter
- TD sweep to total deposit ratio at 7.8%
- Focus on affluent segment

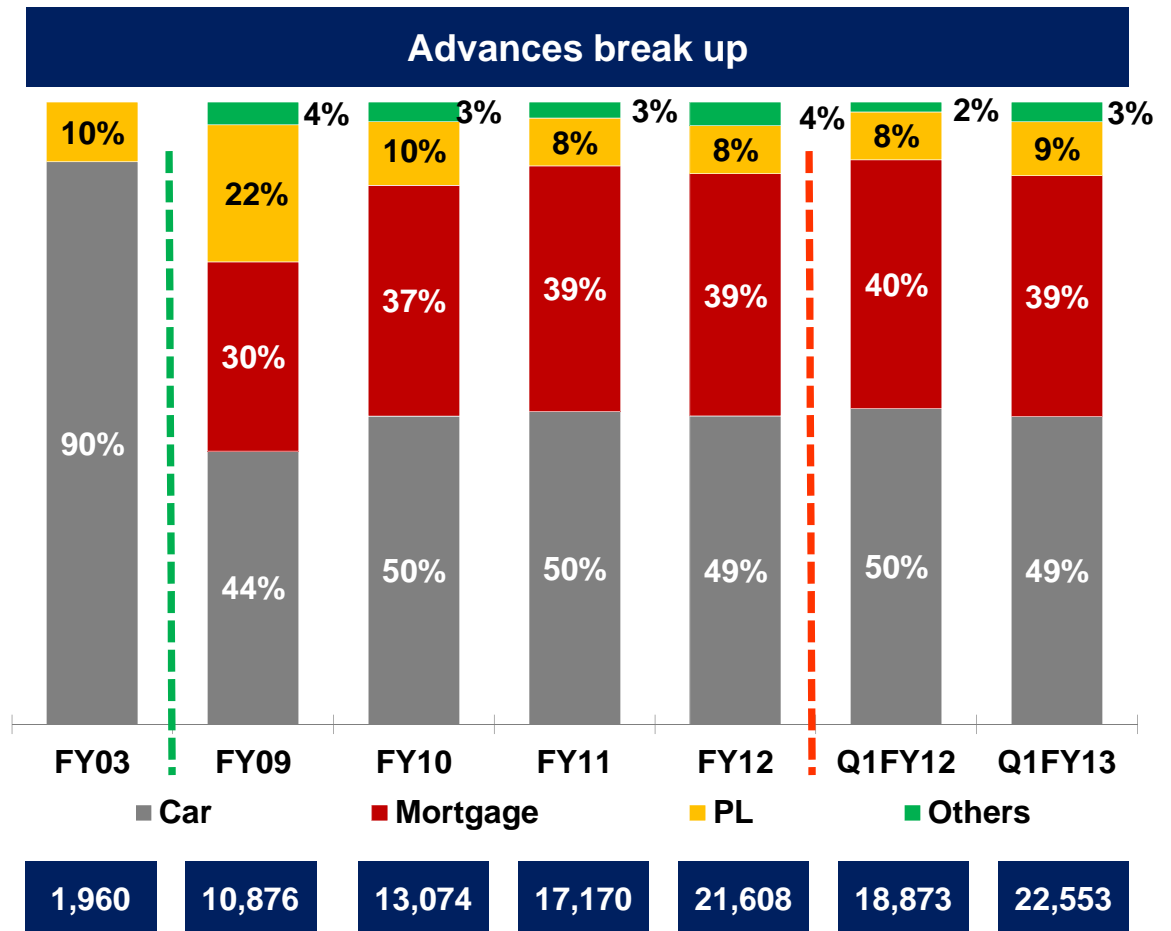


CA deposit ₹ cr	50	3,418	4,992	5,460	7,352	4,947	5,514
SA deposit ₹ cr	-	1,701	2,471	3,331	5,050	3,307	5,540
CASA %	19	33	31	30	32	27	27
TD Sweep deposit ₹ cr	-	1,265	1,798	1,897	2,710	2,246	3,254

**YoY
68%**

Consumer Banking - Assets

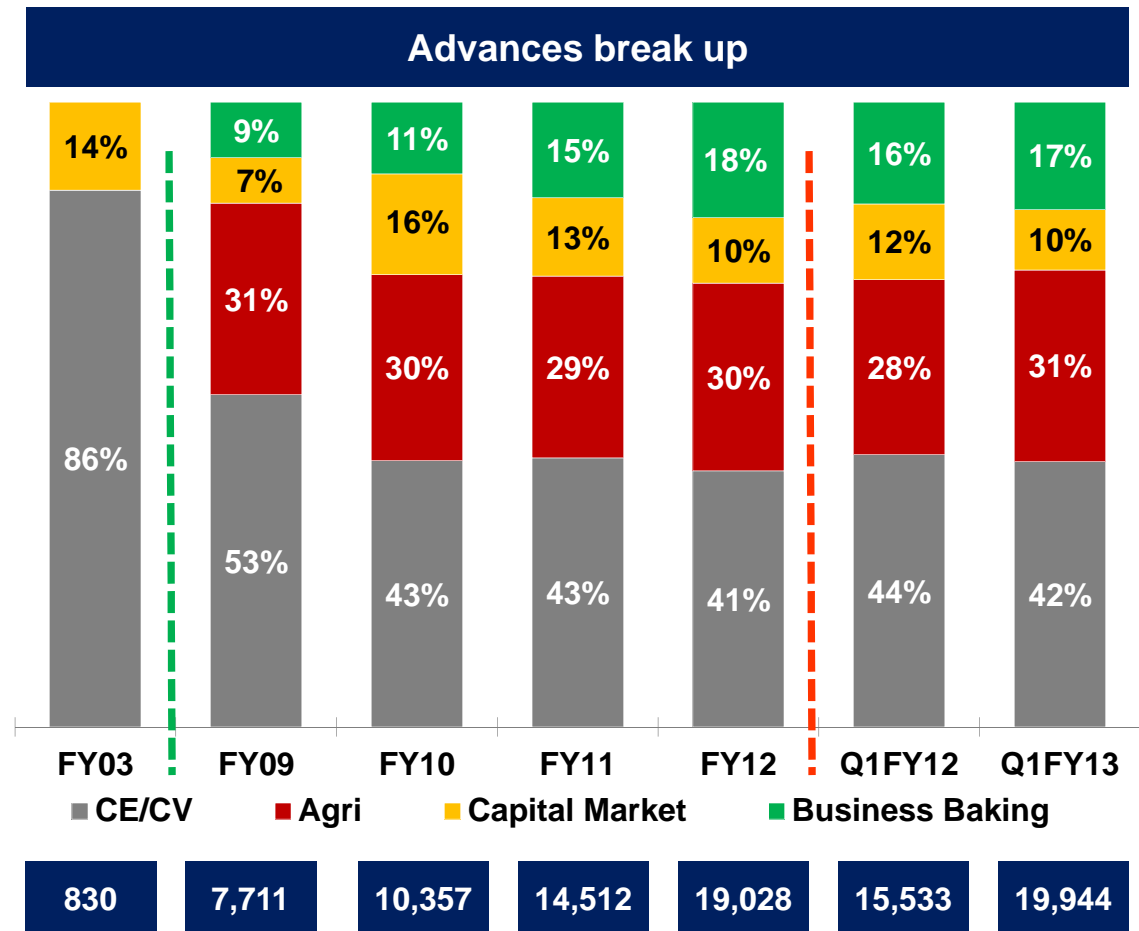
- Focus on SENP and cross sell to bank branch
- Continued focus on Auto Sector
- Mortgages growth in select territories
- Selective growth in personal loans
- Continued low delinquencies



**YoY
26%**

Commercial Financing

- Focus on Bharat (semi urban / rural areas)
- Asset focused branches in rural areas
- Priority sector target met consistently
- Consistent growth in Agri



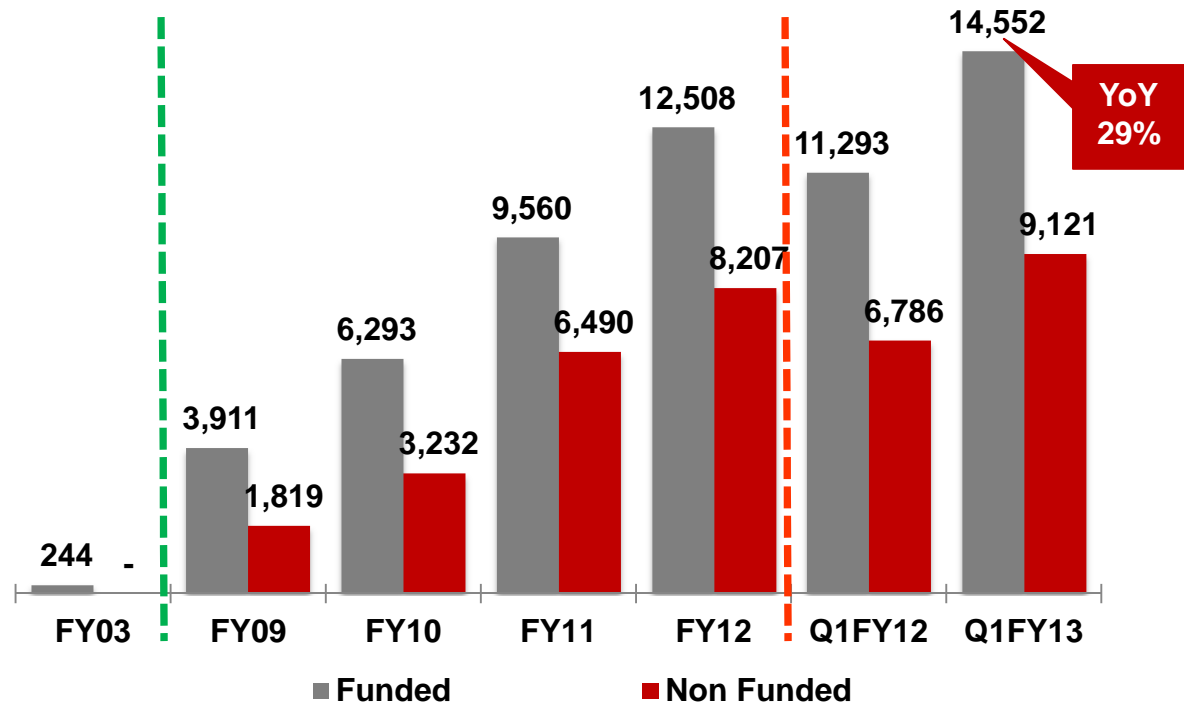
Includes Business Banking which was earlier a part of Wholesale Banking

**YoY
28%**

Wholesale Banking

- Largely Working Capital
- Continued focus on Transaction Banking
 - Vendor Financing, CMS and Operative Accounts
 - Focus on FX flows with increased treasury coverage
 - Custody & Transaction services
- Continued to deepen franchise across all customer segments
- Focus on Govt. business

Funded & Non funded (₹ cr)



Excludes Business Banking which is now a part of Commercial Banking

Kotak Mahindra Prime

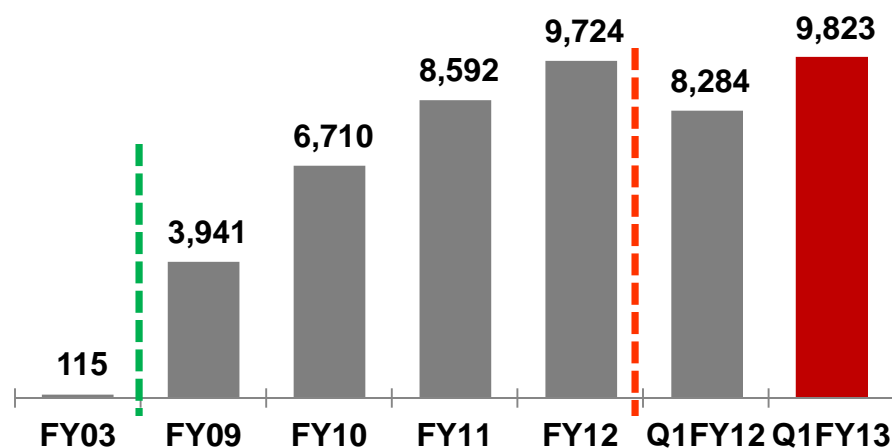
₹ cr	FY12	Q4FY12	Q1FY12	Q1FY13
Total income	1,805	470	396	510
Profit before tax	570	143	141	139
Profit after tax	385	97	94	94

₹ cr	FY03	FY09	FY10	FY11	FY12	Q1FY12	Q1FY13
Total Advances	1,756	5,571	8,311	11,145	13,386	11,569	14,114
Car Advances	1,756	4,677	6,467	8,489	10,577	8,938	11,154
Net NPA*	6	57	81	30	22	26	21
Net NPA* (%)	0.4	1.0	1.0	0.3	0.2	0.2	0.1
CAR (%)	22.5	15.5	13.7	15.5	16.3	16.0	15.9
ROA (%) - annualised	0.7	2.4	2.3	3.1	2.9	3.1	2.4

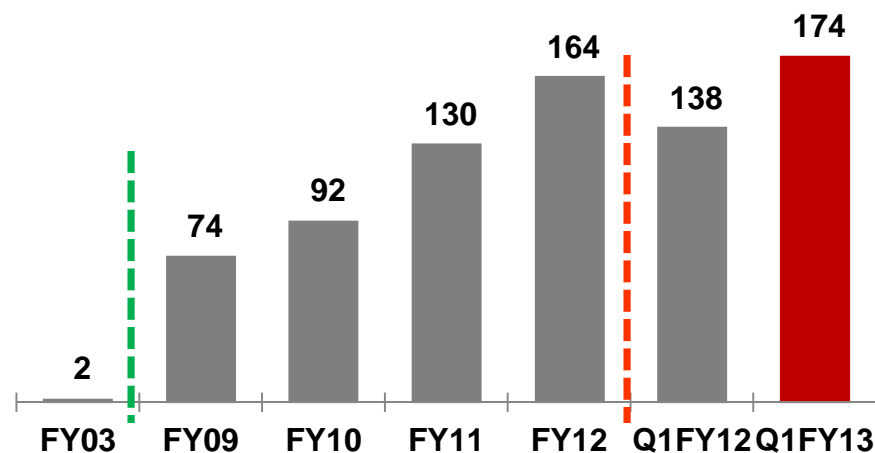
* Excluding acquired stressed assets portfolio

Kotak Mahindra Life Insurance

AUM (₹ cr)



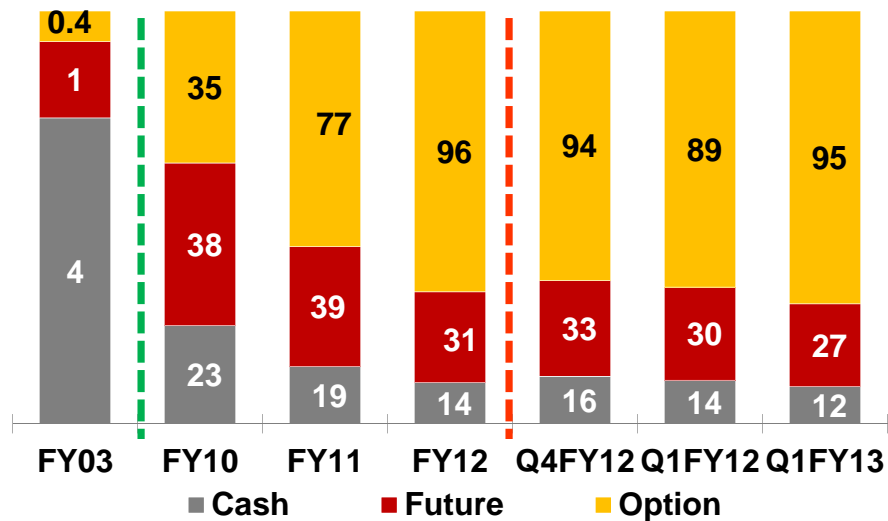
Sum Assured (₹ '000 cr)



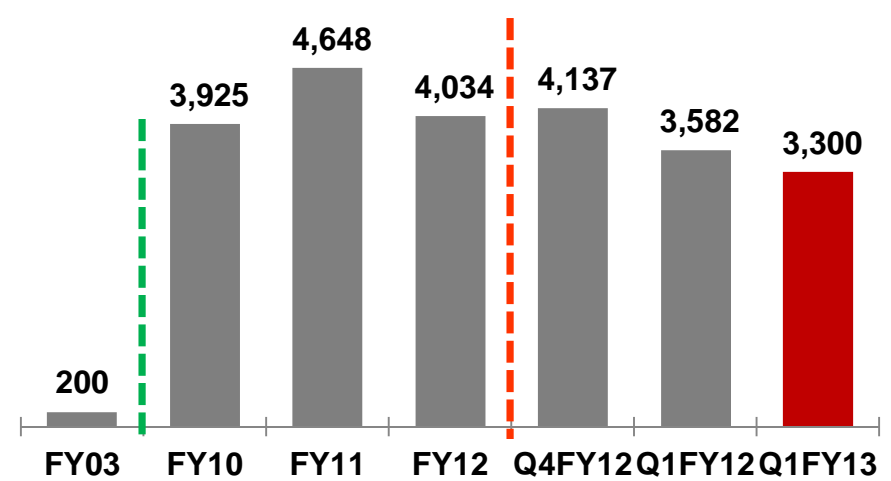
	FY03	FY10	FY11	FY12	Q4FY12	Q1FY12	Q1FY13
Capital (₹ cr)	183	562	562	562	562	562	562
Solvency ratio (%)	2.10	2.80	2.67	3.06	3.06	2.85	2.97
PAT	(42)	69	101	203	57	46	32
Individual Regular	248	925	685	436	185	65	58
Single	104	188	280	374	184	40	17
Group	-	221	288	354	155	60	63
Renewal	51	1,534	1,722	1,773	588	346	319
Total	403	2,868	2,976	2,937	1,112	511	457

Kotak Securities

Market ADV (₹ '000 cr)













ADV (₹ cr) - KS



₹ cr	FY12	Q4FY12	Q1FY12	Q1FY13
Total income	610	178	145	132
Profit before tax	191	74	36	35
Profit after tax	126	50	23	23
Market Share (%)	2.9	2.9	2.7	2.5

Kotak Securities services around 7.70 lac secondary market customers thru 1,358 branches & franchises.

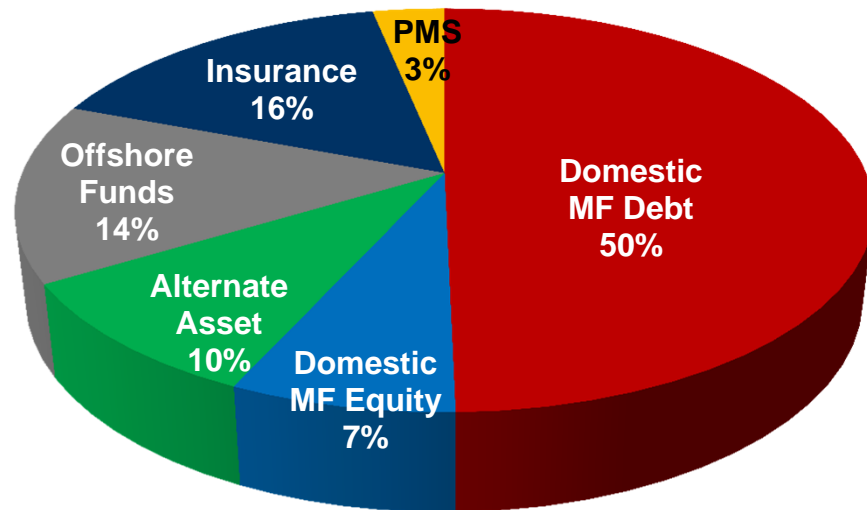
Kotak Mahindra Capital Co.

Client	Transaction	Size (₹ cr)
	Preferential allotment to GIC and Baring India PE	500
	Private equity investment by Jacob Ballas and International Finance Corporation (IFC)	370
	Open Offer for Future Capital Holdings Ltd, by Warburg Pincus	288
	Private equity investment by KKR and Goldman Sachs	269
	Speciality Restaurants (IPO)	176
	Strategic Alliance Agreement (SAA) between Essar Ports Limited (EPL) and Port of Antwerp International (PAI) and placement of Global Depository Receipts	175
	EPC Industrié Limited (Rights Issue)	41
	Open offer for Shree Digvijay Cement Co. Ltd. by Votorantim Cimentos S.A.	40
	Transaction Advisor for the amalgamation of Hero Investments Private Limited and Hero MotoCorp Limited	ND
	Transaction Advisor and fairness opinion provider for the merger of Suzuki Powertrain India Limited into Maruti Suzuki India Limited	ND

₹ cr	FY12	Q4FY12	QFY12	QFY13
Total income	79	22	23	23
Profit before tax	9	7	2	8
Profit after tax	6	5	1	6

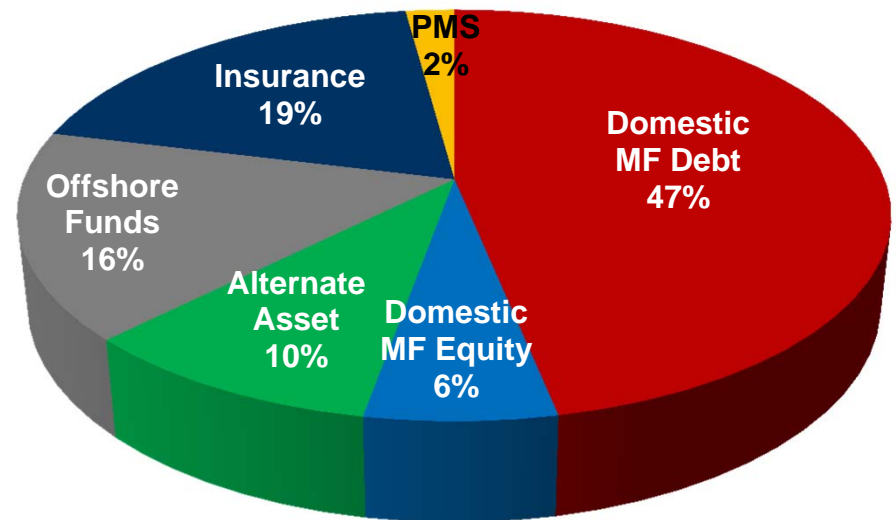
Asset Under Management

AUM ₹ 51,661 cr



Jun 30, 2011

AUM ₹ 51,534 cr

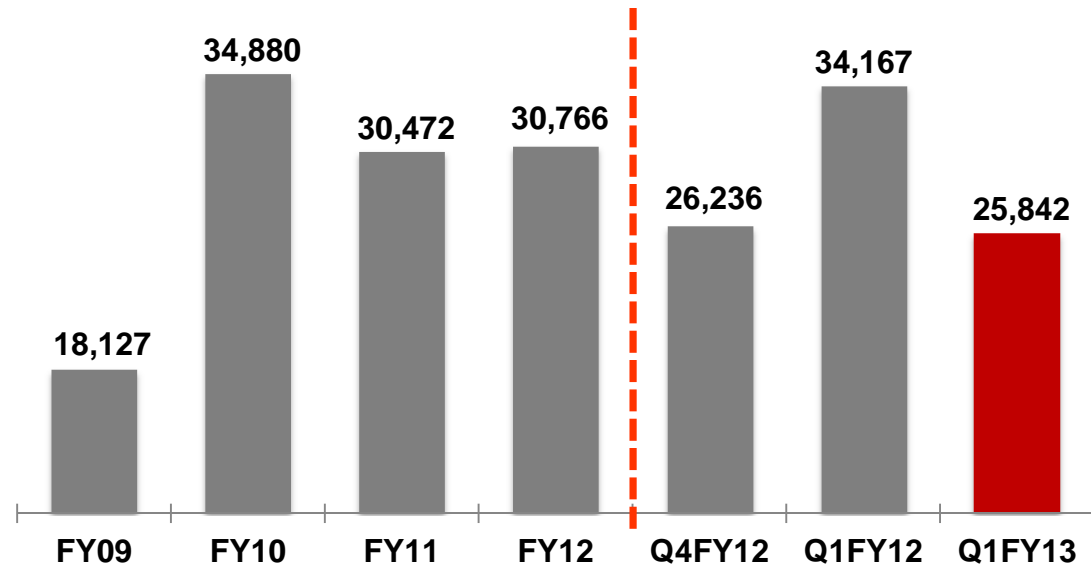


Jun 30, 2012

Kotak Mahindra AMC and Trustee Co.

- Over 9 lac folios
- 83 Branches
- Regulatory challenges

Average Assets Under Management ₹ cr



₹ cr	FY12	Q4FY12	Q1FY12	Q1FY13
Total income	125	27	37	28
Profit before tax	31	4	13	4
Profit after tax	22	3	9	4

Kotak Investment Advisors

Realty Fund

- Corpus advised / managed – ₹ 2,981 cr
- 49 Investments

Private Equity Fund

- Corpus advised / managed – ₹ 2,030 cr
- 33 Investments

Propose to launch Infrastructure fund with SMBC and Brookfield

₹ cr	FY12	Q4FY12	Q1FY12	Q1FY13
Total income	97	24	25	22
Profit before tax	52	14	15	11
Profit after tax	36	10	11	8

Bank Awards & Recognition



Best Private Bank by Finance Asia Country



Best Local Cash Management Bank Asia Money 2011 and 2010



“The ingenious 100” Award by IDG India’s CIO Magazine for Storage Virtualization & Ingenious Technology Solutions



Ranked # 1 in 7 categories including range of investment products / advisory services by Euromoney



Ranked #2 in India for companies with “Best Corporate Governance Practices” – IR Global Rankings 2010 & 2011.

Ranked among Top 5 in India by IR Global as “ Best Ranked IR website in India”



Awarded Hewitt Best Employers in India 2011 & 2009; only Bank to be in top 25



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



Kotak Bank Annual Report 2011-12 was awarded Gold - “Best among Banking category”, Bronze in the “Most Creative Report, APAC”, ranked # 30 among the top 50 reports, APAC and “Top 10 India reports” in the LACP Vision Awards USA



Best Companies to work for 2010 & 2009 by Great places to work Institute India

Awards & Recognition



Lipper Fund Award 2011 for Kotak Bond Regular – ‘Best Fund over 10 years Bond Indian Rupee’



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

2012: Best Equity House
(Third year in a row)



ASIAMONEY

2011: Best Domestic Equity House
(Fourth year in a row)



Best Broker in India 2012



2011: Best Domestic Investment Bank
(Fifth year in a row)



2011: Best Bank for Equity Finance in India
(Real Estate)
(Second year in a row)

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 Sheno

- ❑ 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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