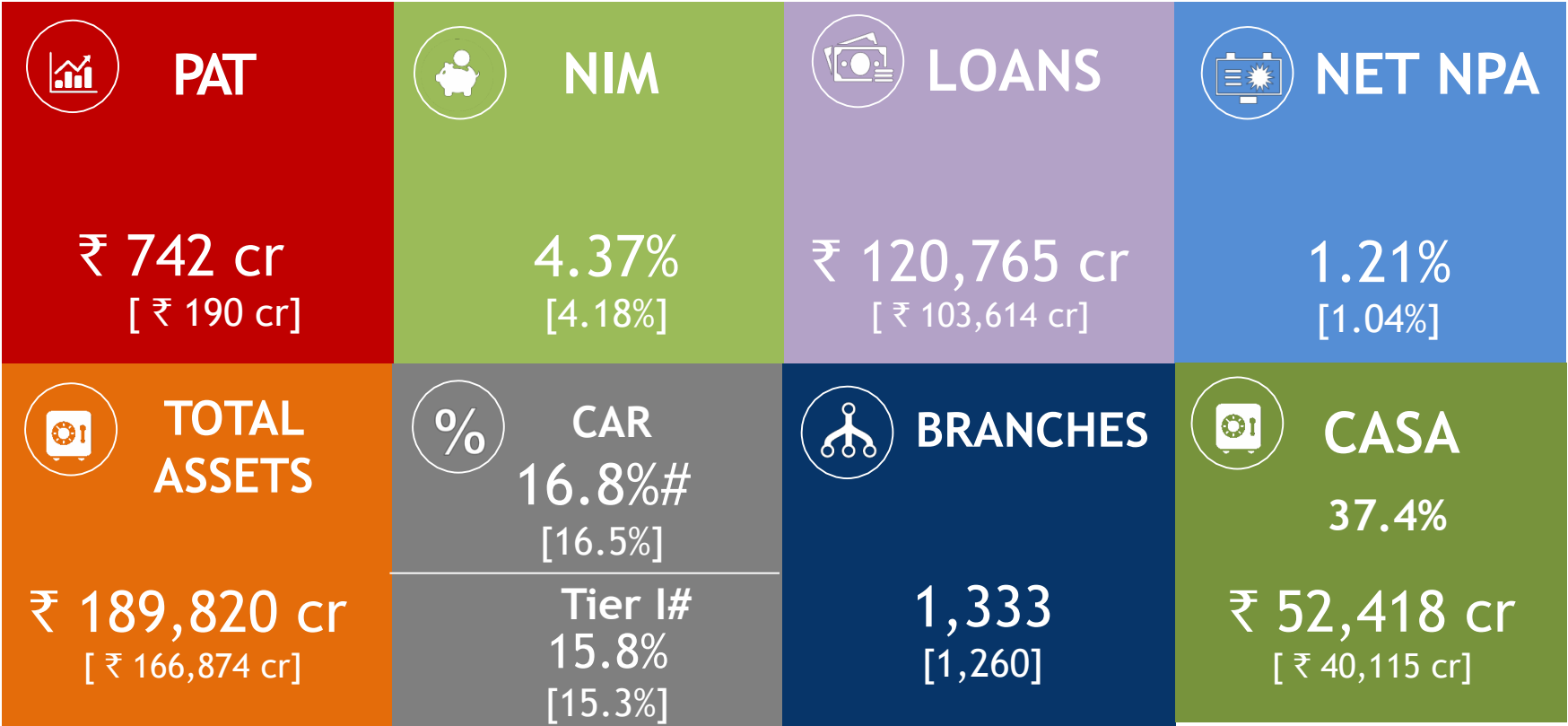


INVESTOR PRESENTATION Q1FY17



Figures in [brackets] are Q1FY16 numbers

As per Basel III, including unaudited profits. Excluding profit CAR 16.3%, Tier I 15.3% (CAR 16.4% and Tier I 15.1%)

- Technology integration across all platforms, channels and systems completed as of Jun'16
 - Down-time limited to minimise migration impact
 - Focussed on uniform customer experience across the entire network
- People and Process integration largely completed; 15 months from RBI approval
- Identified combinational synergy levers, on cost and revenue side, have been put into action
- Planned relocation of more than 70 branches primarily in metro cities
- Merged network will help the Bank to leverage business opportunities

Profit and Loss Account



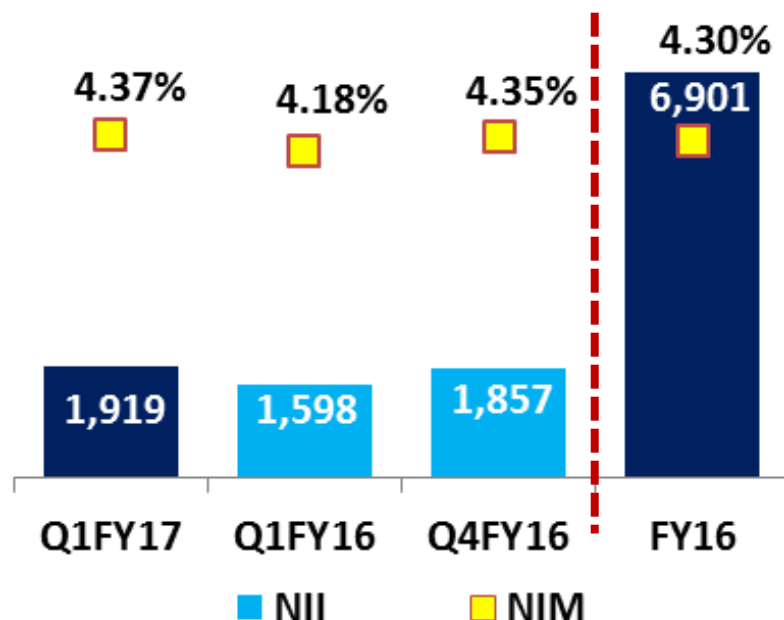
₹ cr	Q1FY17	Q1FY16	Q4FY16	FY16
Net Interest Income	1,919	1,598	1,857	6,901
Other Income *	733	593	682	2,612
Net Total Income	2,652	2,191	2,539	9,513
Employee Cost #	667	929	634	2,804
Other Operating Expenses \$	670	665	711	2,668
Operating Expenditure	1,337	1,594	1,345	5,472
Operating Profit	1,315	597	1,194	4,041
Provision On Advances / Receivables (net)	167	269	170	781
Provision On Investments	12	36	30	136
Provision & Contingencies	179	305	200	917
PBT	1,136	292	994	3,124
Provision For Tax	394	102	298	1,034
PAT	742	190	696	2,090

* FY16 Includes reversal of income of ₹62 cr on account of a credit event w.r.t. a derivative customer

FY16 Includes large one-time retiral benefit expense pertaining to eIVBL

\$ Includes merger related expenses of ₹ 95 cr for FY16

NII (₹ cr) and NIM



Asset Quality

- Restructured loans considered standard ₹ 160 cr
 - 0.13% of net advances (0.26% as on Mar-16)
- SMA2 outstanding - ₹ 474 cr
 - 0.39% of net advances (0.13% as on Mar-16)
- During the quarter
 - No CDR participation
 - No transfer to ARC
 - No conversion to off-balance sheet
 - No 5/25 loans
 - No rectification of standard asset

Other Income (₹ cr)	Q1FY17	Q1FY16	Q4FY16	FY16
Fee and Services	564	505	610	2,246
Others *	169	88	72	366
Total	733	593	682	2,612

* FY16 Includes reversal of income of ₹62 cr on account of a credit event w.r.t. a derivative customer

Bank Segmental PBT

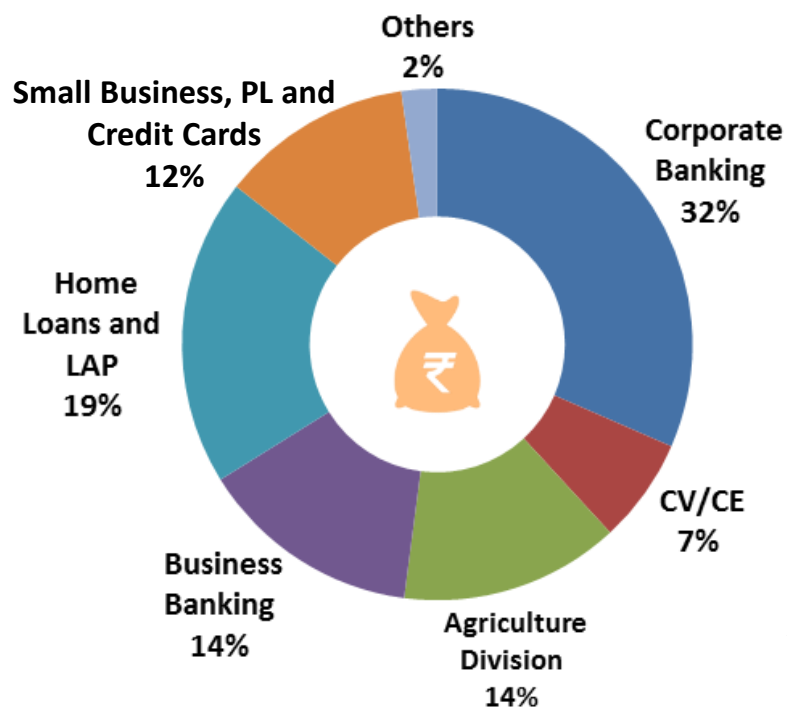
As per RBI (₹ cr)	Q1FY17	Q1FY16	Q4FY16	FY16
Corporate/Wholesale Banking	601	369	585	2,030
Retail Banking	250	12	260	917
Treasury, BMU* & Corporate Centre **	285	(89)	149	177
Total	1,136	292	994	3,124

**Balance Sheet Management Unit*

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

Advances & Investments

30-Jun-16 [₹ 120,765 cr]



Advances

₹ cr	30-Jun-16	30-Jun-15	31-Mar-16
Corporate Banking	38,067	31,205	34,970
CV/CE	8,005	5,626	7,463
Agriculture Division	16,814	15,268	17,993
Business Banking	16,990	16,522	17,997
Home Loans and LAP	23,479	20,756	23,009
Small Business, PL & Credit Cards	14,684	12,383	14,948
Others	2,726	1,854	2,285
Total Advances	120,765	103,614	118,665

Advances as per segmental classification

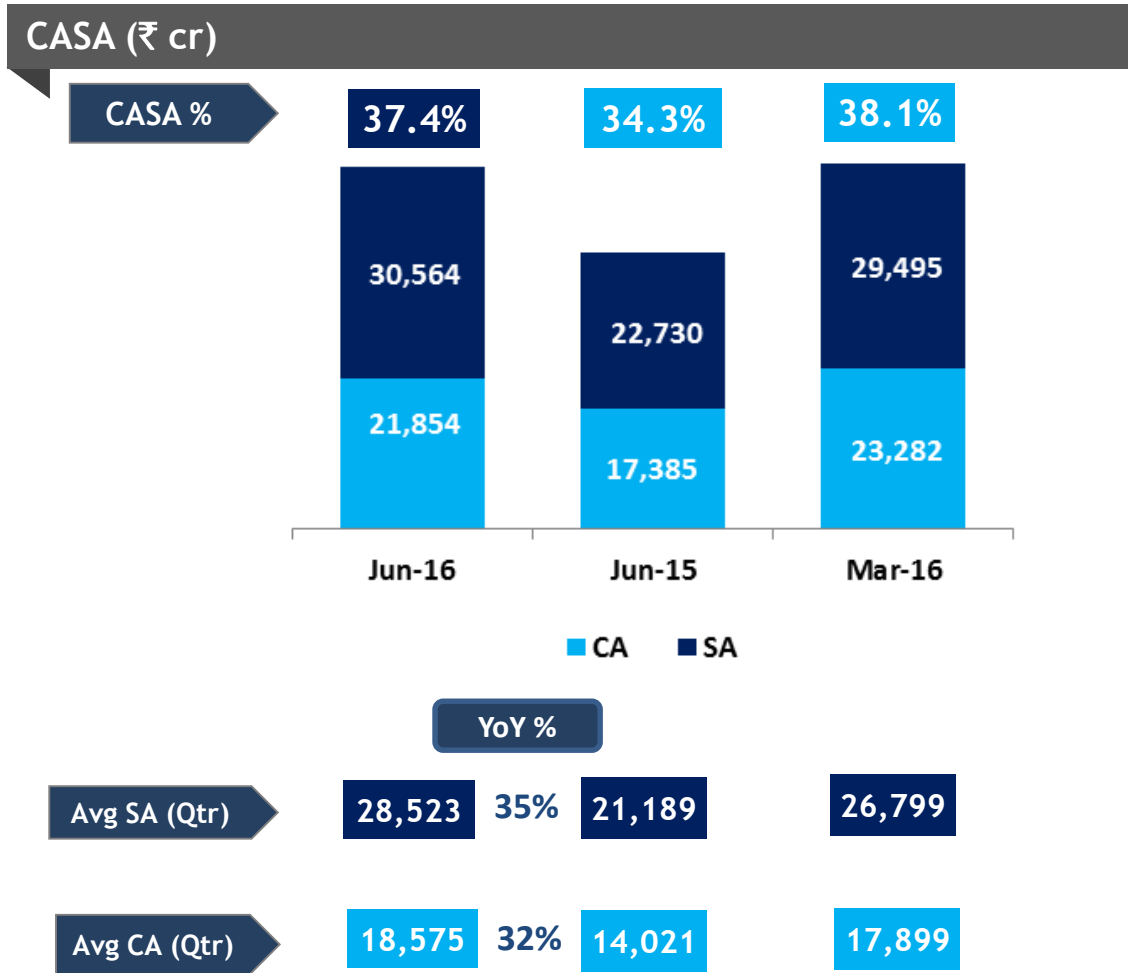
₹ cr	30-Jun-16	30-Jun-15	31-Mar-16
Retail	49,548	45,182	52,583
Corporate	71,217	58,432	66,082
Total Advances	120,765	103,614	118,665
Investments / Treasury Assets	47,545	42,693	51,260
Total Advances and Investments	168,310	146,307	169,925

Balance Sheet



₹ cr	30-Jun-16	30-Jun-15	31-Mar-16
Networth	24,744	21,887	23,959
Deposits	140,028	116,812	138,643
CA	21,854	17,385	23,282
SA	30,564	22,730	29,495
<i>Certificate of Deposit</i>	9,298	11,074	5,639
<i>Term Deposit Others</i>	78,312	65,623	80,227
Borrowings	17,063	21,435	20,975
Other Liabilities and Provisions	7,986	6,740	8,683
Total Liabilities	189,820	166,874	192,260

₹ cr	30-Jun-16	30-Jun-15	31-Mar-16
Cash, Bank and Call	10,527	9,507	10,880
Investments	47,545	42,693	51,260
<i>Government Securities</i>	40,219	35,525	40,761
<i>Others</i>	7,326	7,168	10,499
Advances	120,765	103,614	118,665
Fixed Assets and Other Assets	10,983	11,060	11,455
Total Assets	189,820	166,874	192,260



Highlights

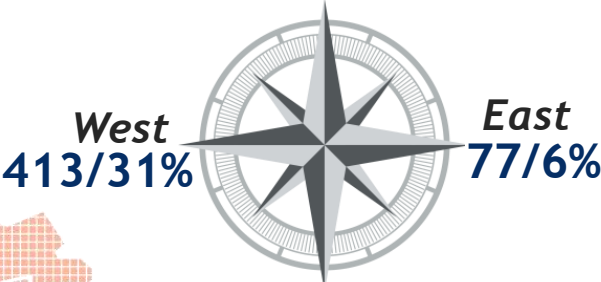
- 1,333 branches as on 30th Jun, 2016
- Plan to reach 1,400 branches by CY 2017
- CASA and TDs below ₹ 5 cr constitute 70% of total deposits
- TDs below ₹ 1 cr were ₹ 37,177 cr
- TD Sweep deposits 6.2% of the total deposits
- Cost of SA - 5.51%
- IBU in GIFT city operational

Geographical Presence



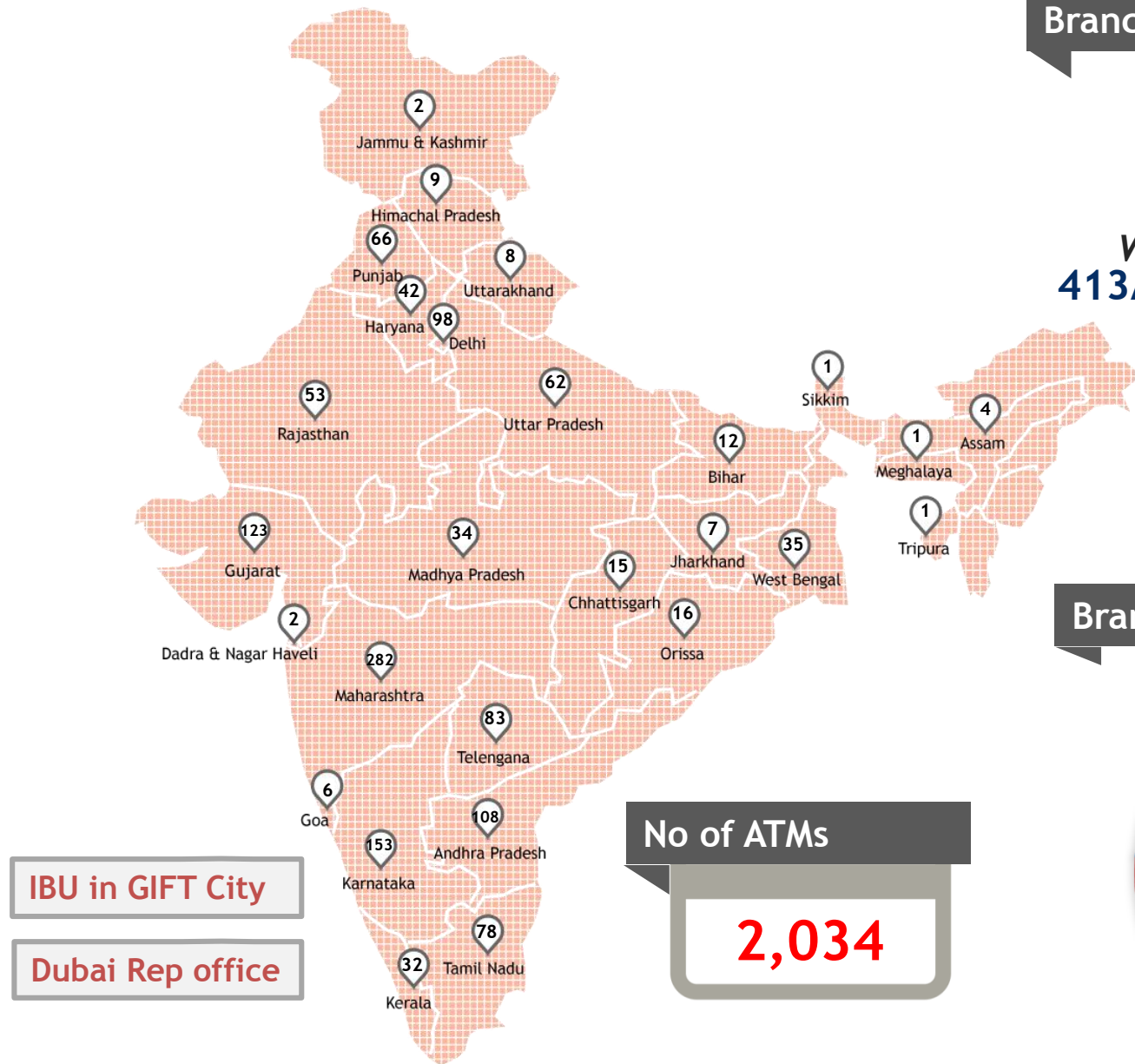
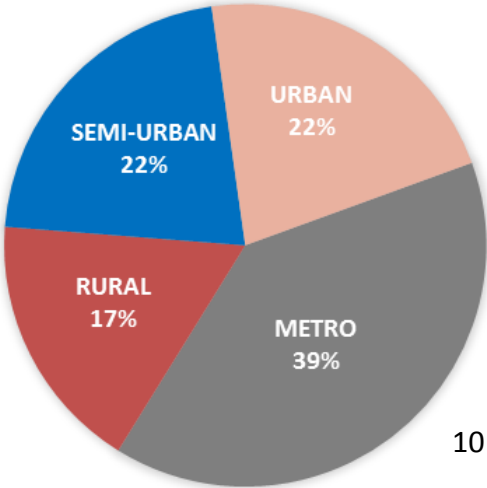
Branches 1,333 [No./%]

North
389/29%



South
454/34%

Branch Classification



IBU in GIFT City

Dubai Rep office

No of ATMs

2,034

Being future ready

A key focus area

Delighting the internal and external customers

Tab Banking



Savings account onboarding process for corporate salary segment

Improve customer experience

Savings A/c Opening TAT reduced significantly

Instant Pre approved personal Loan



Instant credit & complete paperless process takes < 90 seconds

Mobile Banking



Mobile Banking Logins have become 2X of Netbanking logins

Initiatives

Innovation Lab



Incubation Center for fintech innovation

Design thinking & thought leadership on Innovations

Acquisition Platforms



NPS Portal & Holiday RD

Bundling of savings account with specialised products

SME Microsite



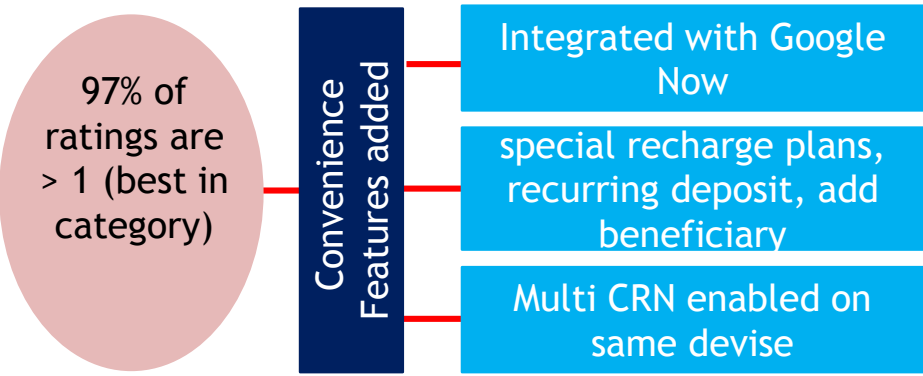
SME microsite is now integrated with a Lead management system

Best in class transaction experience on mobile

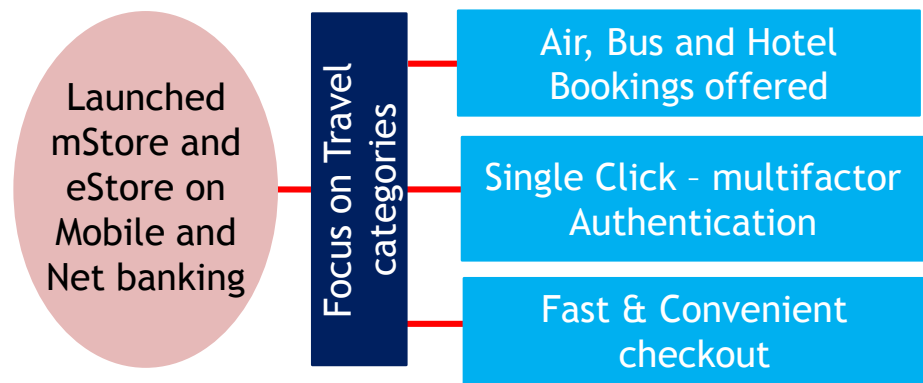
Enhancing our enjoyment with customers



Highest rated banking app (4.4) in India



Ecommerce now integrated in our digital platforms



Disruptive growth in digital payments

Amongst top 5 banks in mobile transactions - Both in volume & value

Mkt share in mobile txns is 5% by value & 4.2% by volume in March 2016 corresponding to 1.4% share of deposits and 1.5% share of advances in India

Mobile responsive payment pages to enhance customer experience

New Password options to Authenticate - MPin & Debit Pin allowed

UPI will be launched by end of this Quarter

Digital Activity

Monthly transaction on Mobile crossed Rs. 3,000 cr

Share of digital transactions in overall Fund transfer ~ 60%

Mobile only customer usage showing growing trends with ~ 12% customers using Net Banking through Mobile

Mobile Banking Transactions

- Value growth - 153%
- Volume growth - 159%

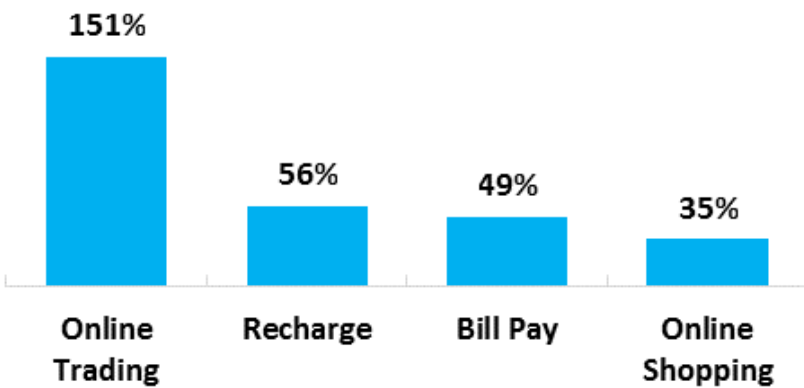
Share of online RD - 63%

- YoY growth of 75%

Share of online TD - 56%

Digital Payments

Digital Payments YOY growth in absolute transaction



Mobile Payments highlights (YoY)

- Transactions volume growth ~38%
- Transaction Value growth ~68%
- Average transaction size up by 21%

Kotak Securities

- Mobile transaction volume crossed over ₹ 6,000 cr per month
- No. of trades on mobile app crossed over 4.5 lacs pm
- Brokerage Contribution of Kotak Stock Trader app crossed 10%
- Launch of New version of Keat pro (EXE); Launch of new products
- Social Contact Centre with real-time information flow of FB, Twitter, blog and forum posts
- Instant account opening online through both web and mobile using KRA details

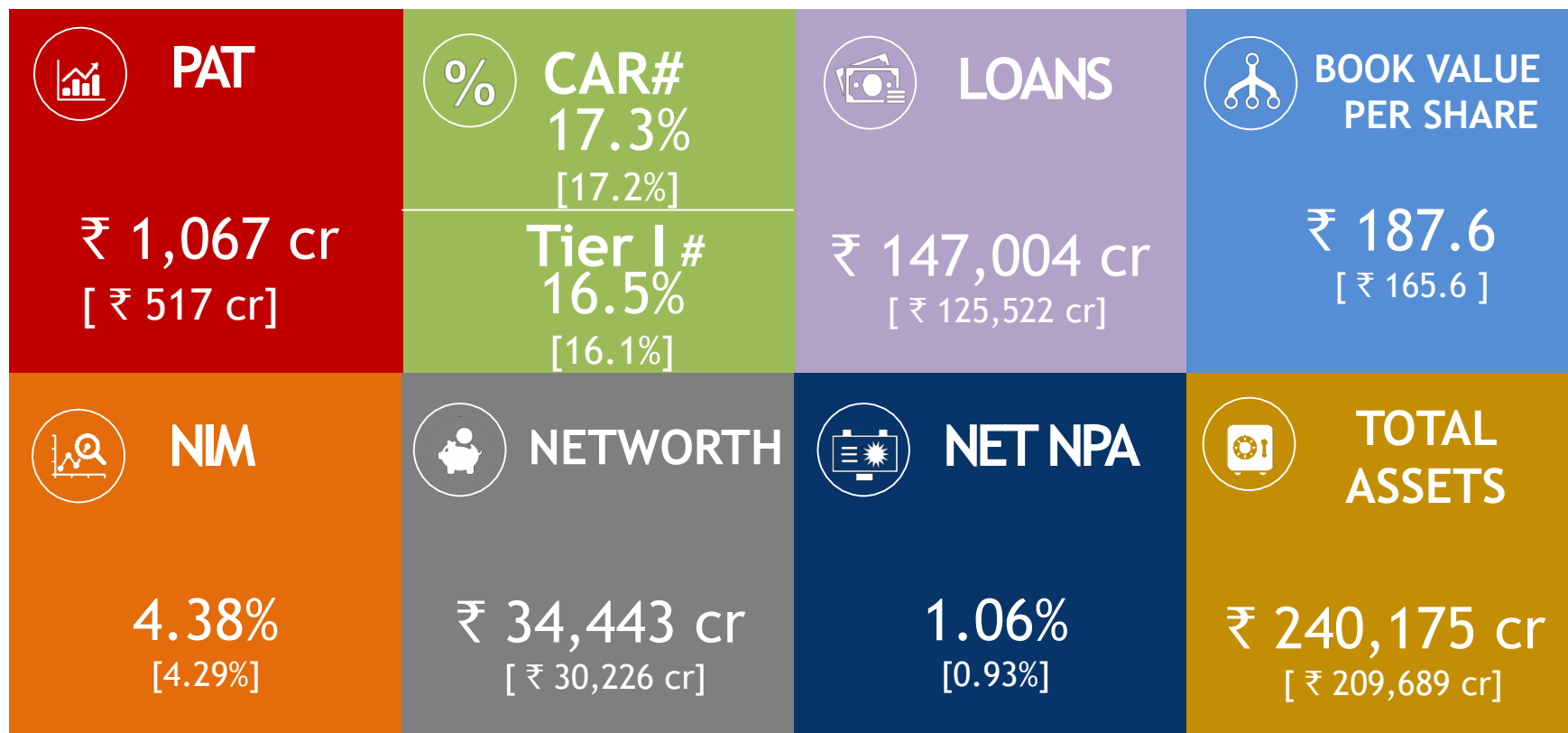


Kotak Life Insurance

- 35% (Sales in Q1) of business comes through Genie (Tablet based end to end sales solution)
- 15% of renewal premium coming through digital platform
- 49% of switch requests serviced through online customer portal



Consolidated Highlights Q1FY17

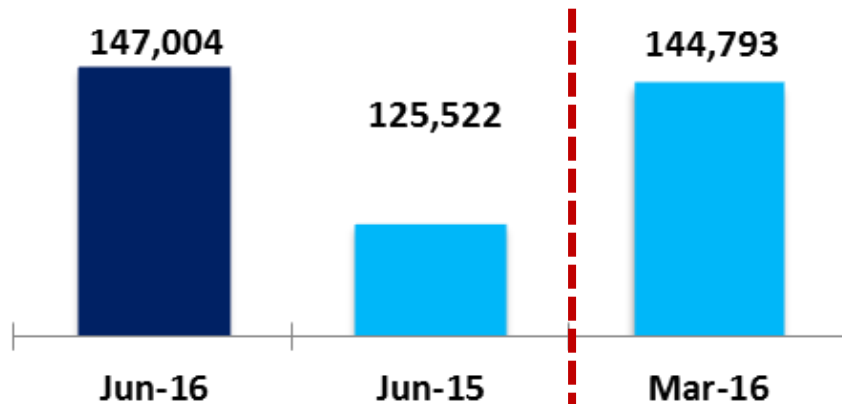


Figures in [brackets] are Q1FY16 numbers

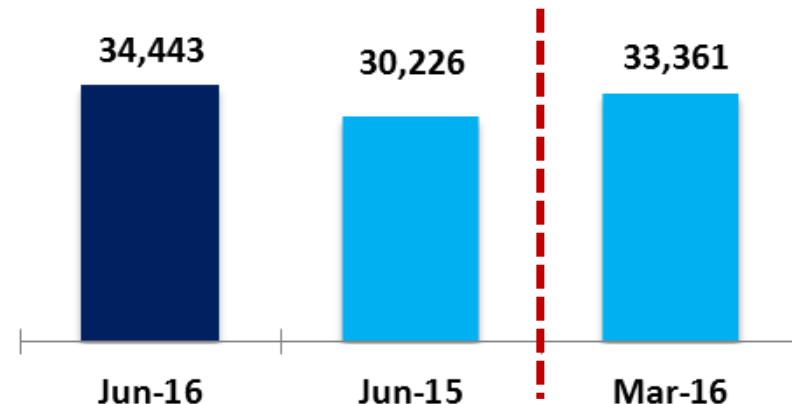
As per Basel III, including unaudited profits. Excluding profit CAR 16.8%, Tier I 16.0% (CAR 16.9% and Tier I 15.8%)

Consolidated Key Financials

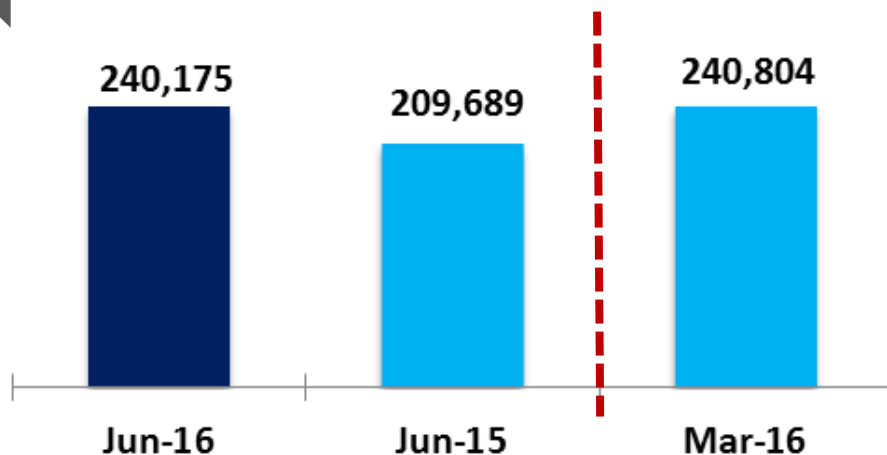
 **Advances [₹ cr]**



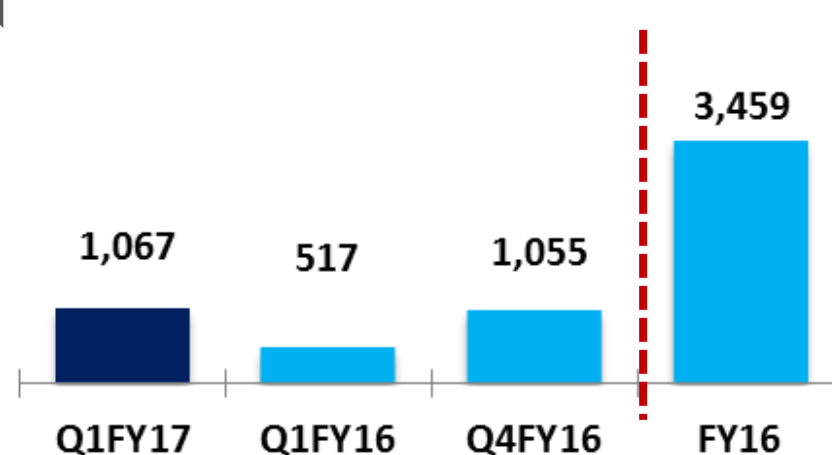
 **Networth [₹ cr]**



 **Total Assets [₹ cr]**

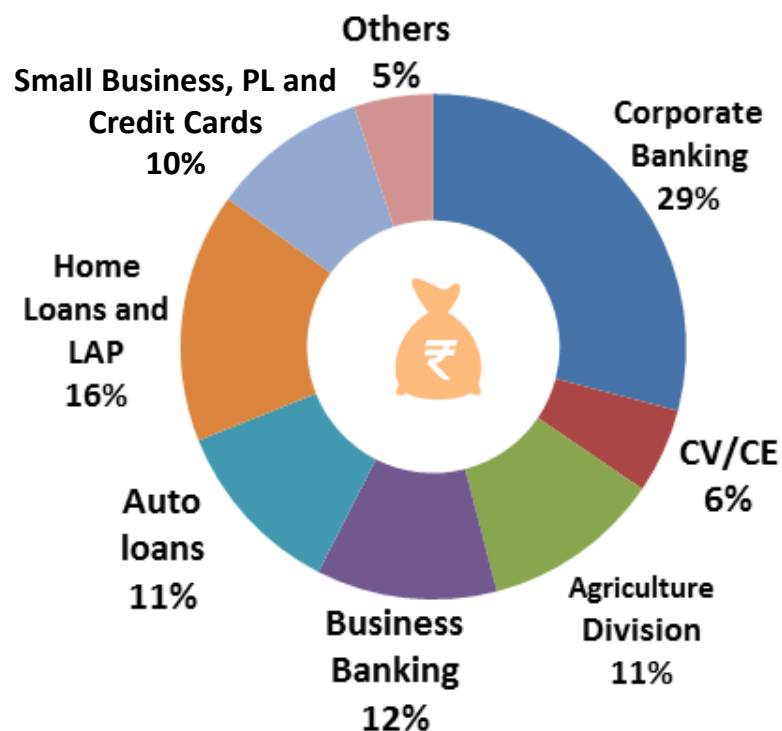


 **PAT [₹ cr]**



Consolidated Advances & Investments

30-Jun-16 (₹ 147,004 cr)



Advances & Investments

₹ cr	30-Jun-16	30-Jun-15	31-Mar-16
Corporate Banking	42,732	34,837	39,946
CV/CE	8,005	5,626	7,463
Agriculture Division	16,814	15,268	17,993
Business Banking	16,990	16,522	17,997
Auto loans	16,824	15,039	16,688
Home Loans and LAP	23,479	20,756	23,009
Small Business, PL & Credit Cards	14,701	12,416	14,967
Others	7,459	5,058	6,730
Total Advances	147,004	125,522	144,793
Investments/ Treasury Assets *	52,443	46,899	55,304
Total Advances & Investments	199,447	172,421	200,097

* Does not include policy holders' investments

Consolidated PAT

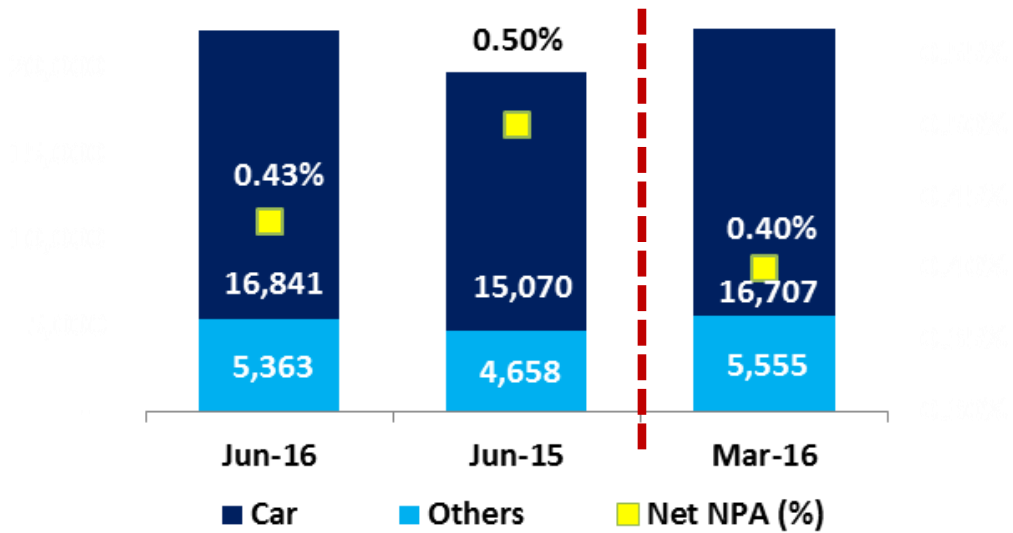


₹ cr	Q1FY17	Q1FY16	Q4FY16	FY16
Kotak Mahindra Bank	742	190	696	2,090
Kotak Mahindra Prime	120	119	130	502
Kotak Mahindra Investments	40	30	50	154
Kotak Mahindra Old Mutual Life Insurance	71	66	77	251
Kotak AMC and TC	19	20	25	72
Kotak Securities	60	67	51	251
Kotak Mahindra Capital	23	3	17	32
International subsidiaries	13	25	22	105
Kotak Investment Advisors	11	-	5	5
Others	(9)	-	(7)	(9)
Total	1,090	520	1,066	3,453
Minority Interest	(19)	(17)	(20)	(65)
Affiliates and Others	(4)	14	9	71
Consolidated PAT	1,067	517	1,055	3,459

Entity Wise Networth

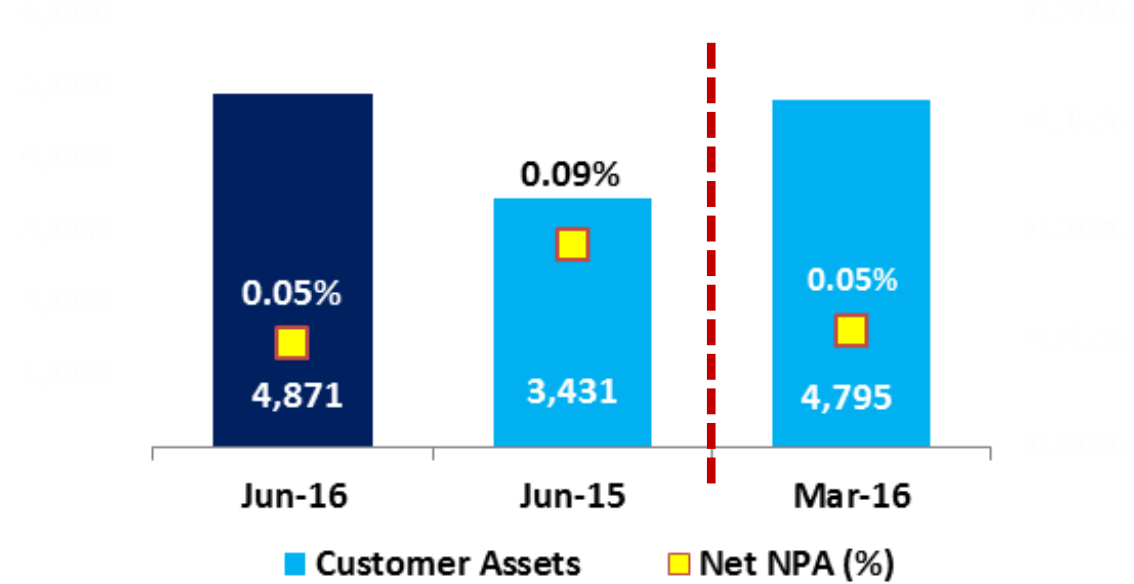
₹ cr	30-Jun-16	30-Jun-15	31-Mar-16
Kotak Mahindra Bank	24,744	21,887	23,959
Kotak Mahindra Prime	3,832	3,469	3,852
Kotak Mahindra Investments	881	717	841
Kotak Mahindra Old Mutual Life Insurance	1,593	1,337	1,521
Kotak AMC and TC	192	121	173
Kotak Securities	2,694	2,451	2,635
Kotak Mahindra Capital	470	418	447
Kotak Mahindra General Insurance	115	1	125
International subsidiaries	649	514	624
Kotak Investment Advisors	282	267	271
Other Entities	43	44	42
Total	35,495	31,226	34,490
Add: Affiliates	683	601	679
Less: Minority, Inter-company and Other Adjustments	(1,735)	(1,601)	(1,808)
Consolidated Networth	34,443	30,226	33,361

Customer Assets (₹ cr) & NNPA (%)



₹ cr	Q1FY17	Q1FY16	Q4FY16	FY16
NII	242	235	247	967
Other Income	52	42	57	210
Total Income	293	277	304	1,177
Profit Before Tax	183	183	201	773
Profit After Tax	120	119	130	502
CAR (%)				18.2
ROA (%) - annualised				2.3

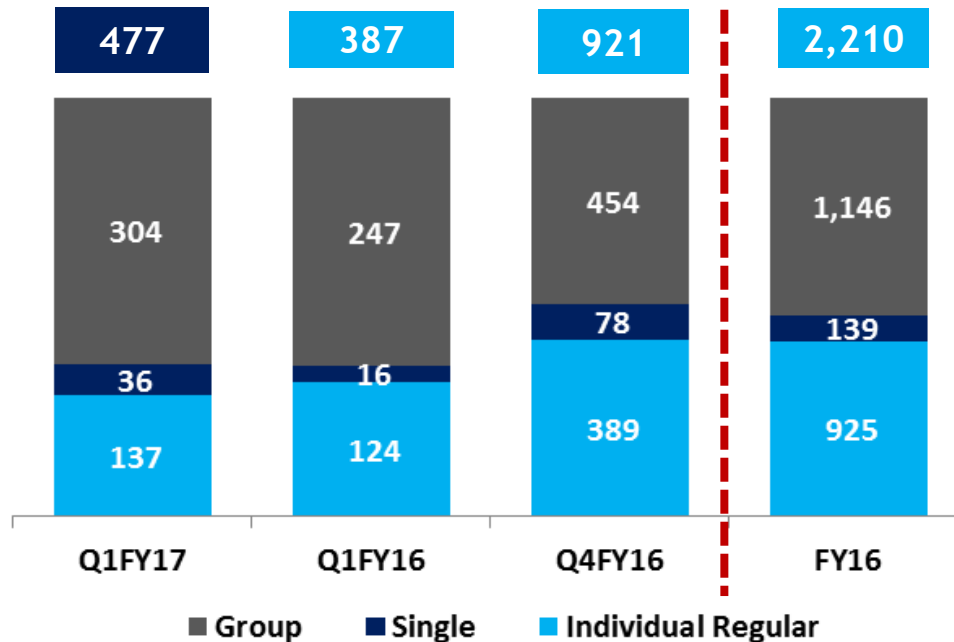
Customer Assets (₹ cr) & NNPA (%)



₹ cr	Q1FY17	Q1FY16	Q4FY16	FY16
NII	67	48	71	251
Other Income	5	8	14	29
Total Income	72	56	85	280
Profit Before Tax	61	46	75	236
Profit After Tax	40	30	50	154
CAR (%)				18.2
ROA (%) - annualised				3.4

Kotak Mahindra Old Mutual Life Insurance

New Business Premium (₹ cr)

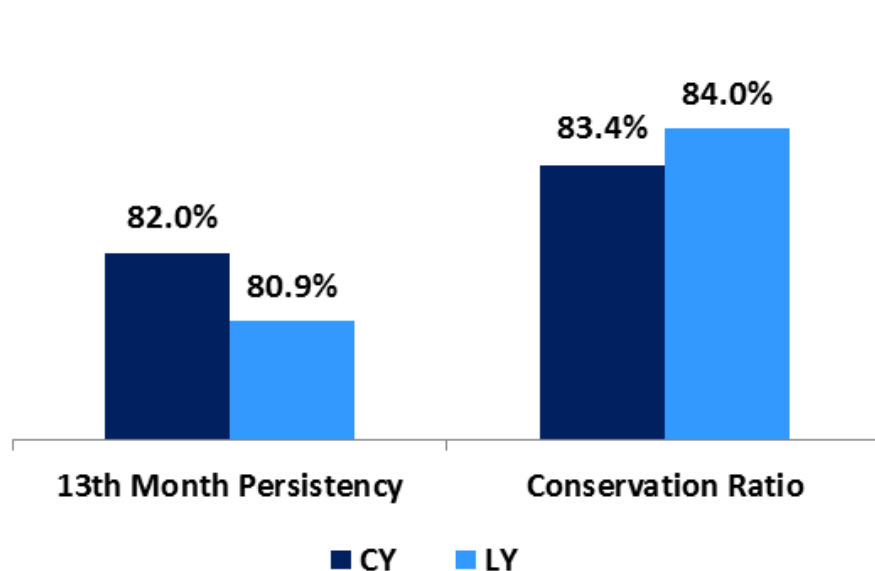


Highlights

- Group business grew by 23% YoY
- Sum assured increased by 21% YoY
- Number of lives covered grew by 39% YoY
- Investment Performance of 100% of Equity Funds in Quartile 1 on five years basis

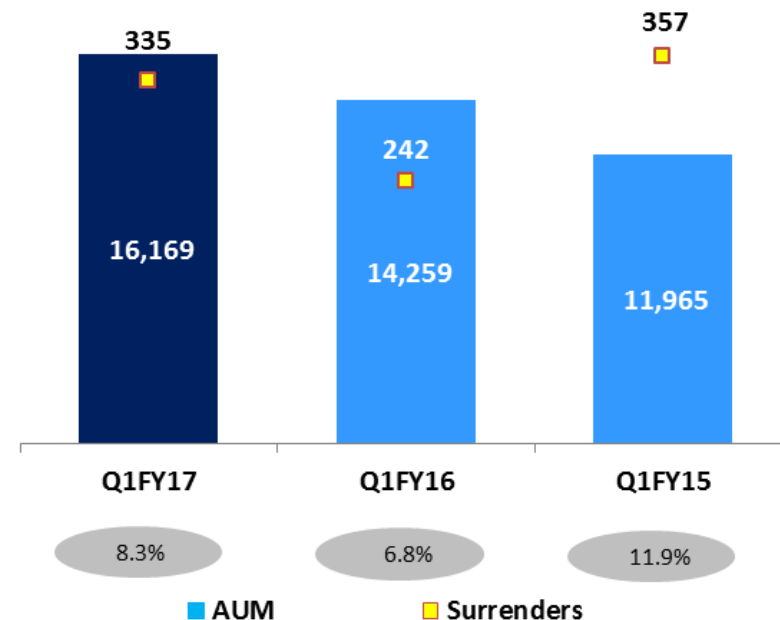
₹ cr	Q1FY17	Q1FY16	Q4FY16	FY16
Capital	562	562	562	562
Total Premium	788	637	1,651	3,972
Profit After Tax	71	66	77	251
Solvency Ratio (%)	3.13	3.21	3.11	3.11

13th Month Persistency* & Conservation Ratio



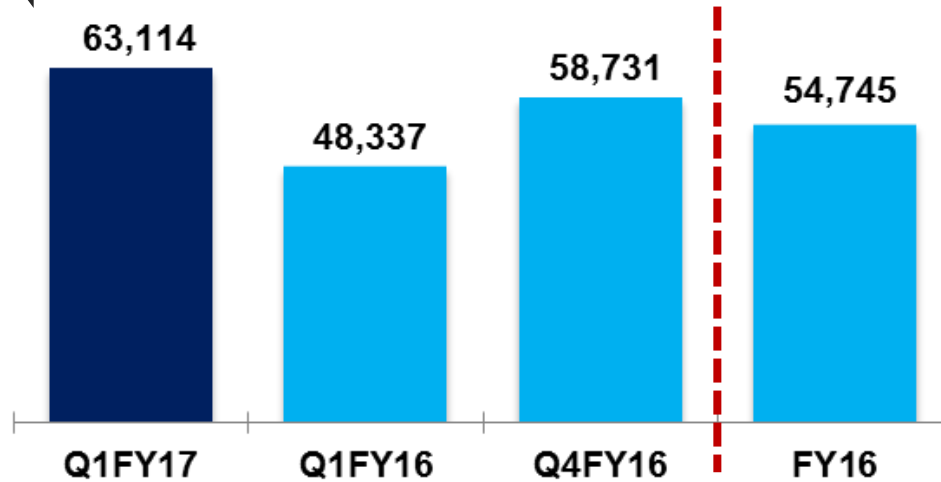
* The 13th Month persistency is after a time lag of 45 days from quarter end, accordingly the current number is of FY16

AUM and Surrenders (₹ cr)

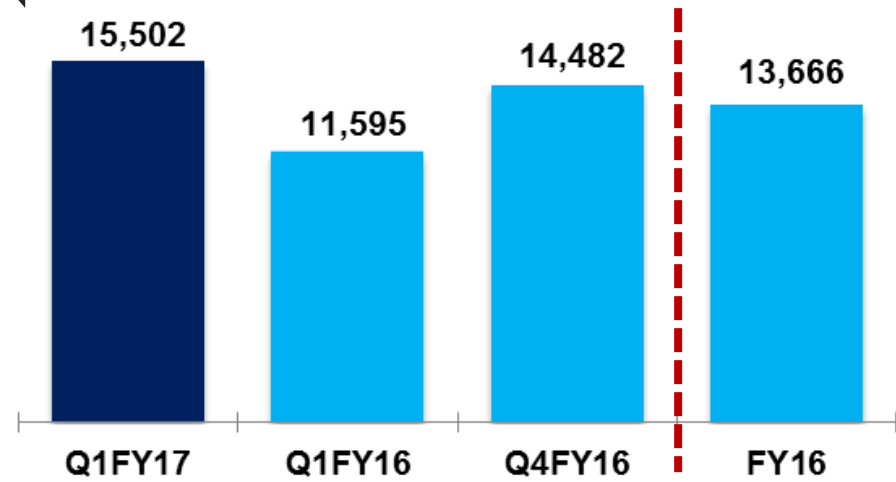


- KLI has shown improvement in 13th month persistency
- Policyholders' AUM increased at a CAGR (Q1FY15-Q1FY17) of ~16%
- Claims settlement ratio at 98.8%

Average Assets Under Management (₹cr) - Overall



Average Assets Under Management (₹cr) - Equity

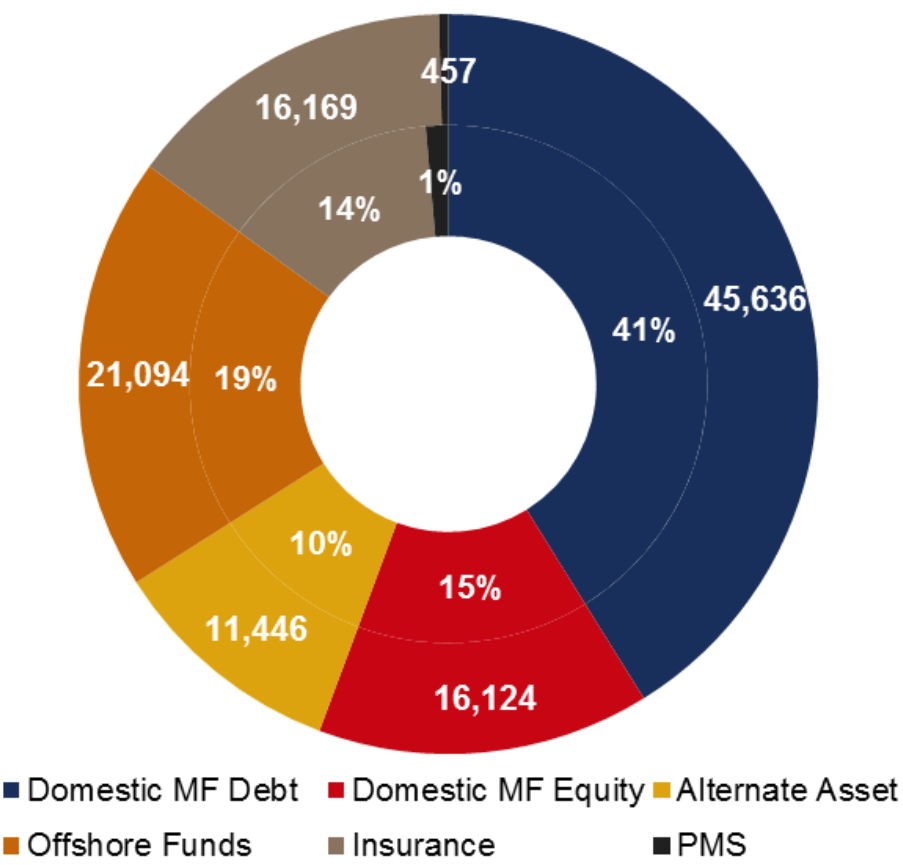


₹ cr	Q1FY17	Q1FY16	Q4FY16	FY16
Profit Before Tax	29	21	32	90
Profit After Tax	19	20	25	72

Highlights

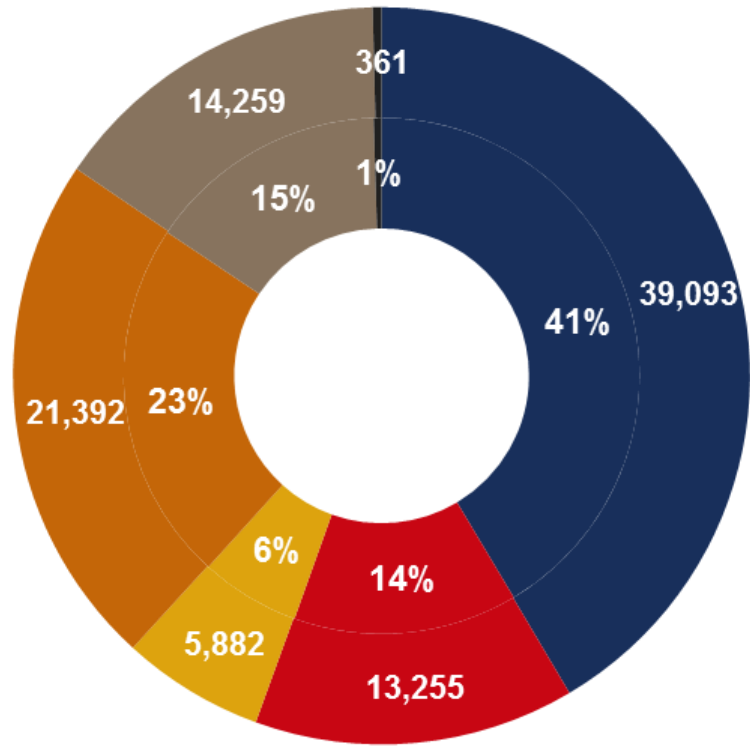
- Pure Equity closing Market share at 2.49% as on Jun-16 vs 2.37% as on Mar-16
- Market share of net sales in Pure Equity Category 6.48% for Q1FY17 vs 4.17% for Q4FY16
- PMS AUM increased to ₹ 274 cr in Jun-16 from ₹ 148 cr in Mar-16

Jun 30, 2016



AUM ₹ 110,926 cr

Jun 30, 2015



AUM ₹ 94,242 cr

- Set up for a focused approach to investing in the Indian Private Equity, Real Estate, Infrastructure, Special Situations & Listed Strategies space
- Advises / manages an AUM of ₹ 11,446 cr with dedicated, independent and experienced investment teams

Real Estate

- AUM - ₹ 5,128 cr
- 59 investments - 7 funds
- Pioneered the Residential Debt strategy

Private Equity

- AUM - ₹ 1,859 cr
- 41 investments - 6 funds
- Amongst the most experienced team
- Several marquee transactions

Infrastructure

- AUM ₹ 601 cr
- Experienced team
- Focused sectors

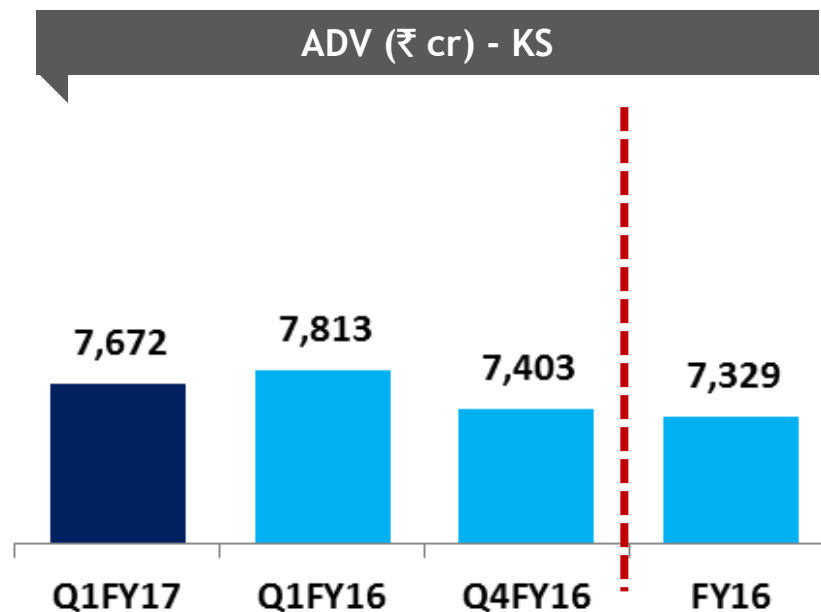
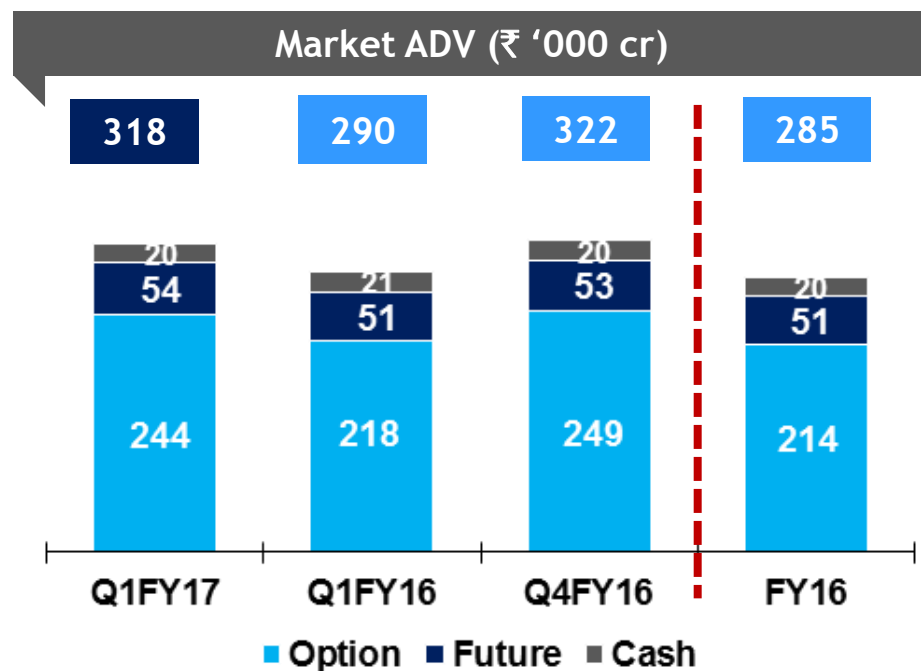
Special Situations

- AUM - ₹ 3,039 cr
- Focused on Stressed assets

Listed Strategies

- AUM - ₹ 819 cr
- Focused on Listed equities

₹ cr	Q1FY17	Q1FY16	Q4FY16	FY16
Total Income	30	16	44	88
Profit Before Tax	11	1	7	7
Profit After Tax	11	1	5	5



₹ cr	Q1FY17	Q1FY16	Q4FY16	FY16
Total Income	238	250	225	975
Profit Before Tax	92	102	75	381
Profit After Tax	60	67	51	251
Market Share * (%)	2.4	2.7	2.3	2.6

*excluding BSE Derivative segment

Kotak Securities services > 1.2 million secondary market customers through 1,229 branches & franchises

Advisory



Manager to the Buyback Offer

₹ 2,000 cr



Placement of 15.7% of AU Financiers to domestic investors

₹ 751 cr



Sale of 23% stake in Tata AIA Life Insurance Company Limited by Tata Sons to AIA Group

Undisclosed



Fairness Opinion for the acquisition of Solar and Wind Energy undertakings from Torrent Solargen Limited to Torrent Power



Undisclosed

Series A fund raise from Omidyar Network and JSW Group's Family Office

Equity



Initial Public Offering (IPO) of Mahanagar Gas Limited

₹ 1,039 cr



Initial Public Offering (IPO) of Ujjivan Financial Services Limited

₹ 883 cr



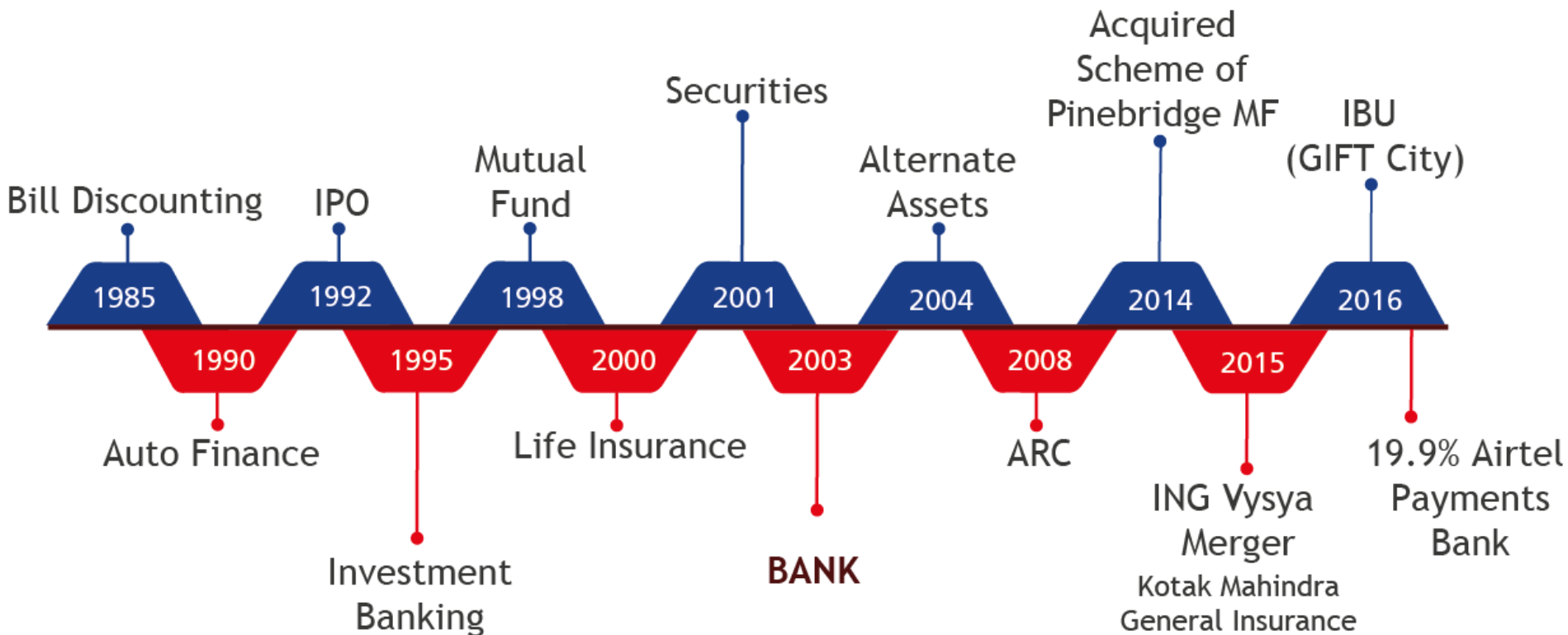
Initial Public Offering (IPO) of Parag Milk Foods Limited

₹ 751cr

₹ cr	Q1FY17	Q1FY16	Q4FY16	FY16
Total Income	52	21	36	114
Profit Before Tax	31	3	24	46
Profit After Tax	23	3	17	32

GROUP PROFILE

The Journey So far...



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 Company

- 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

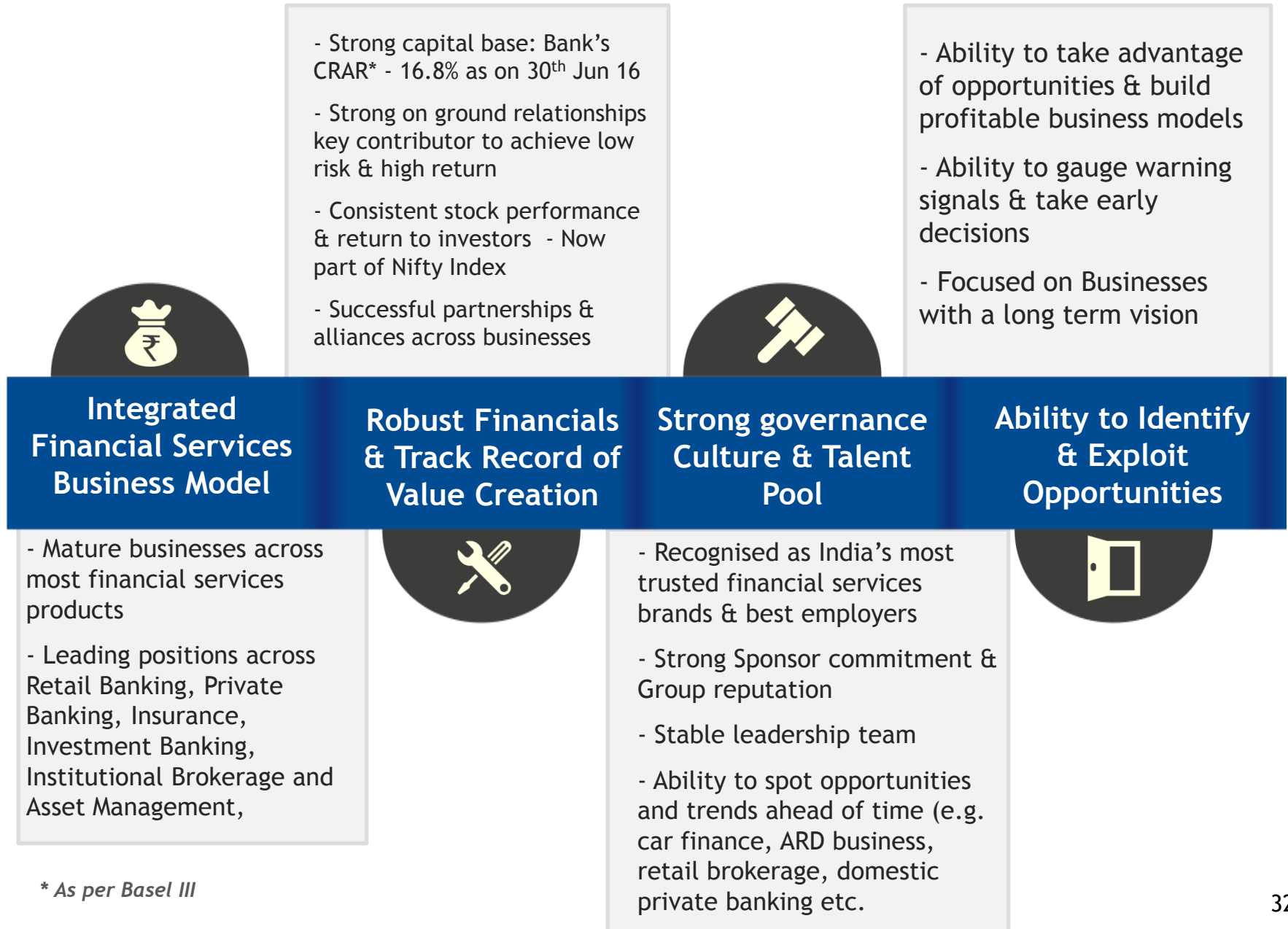
- Trustee Company

Kotak Forex Brokerage

- Forex Broking

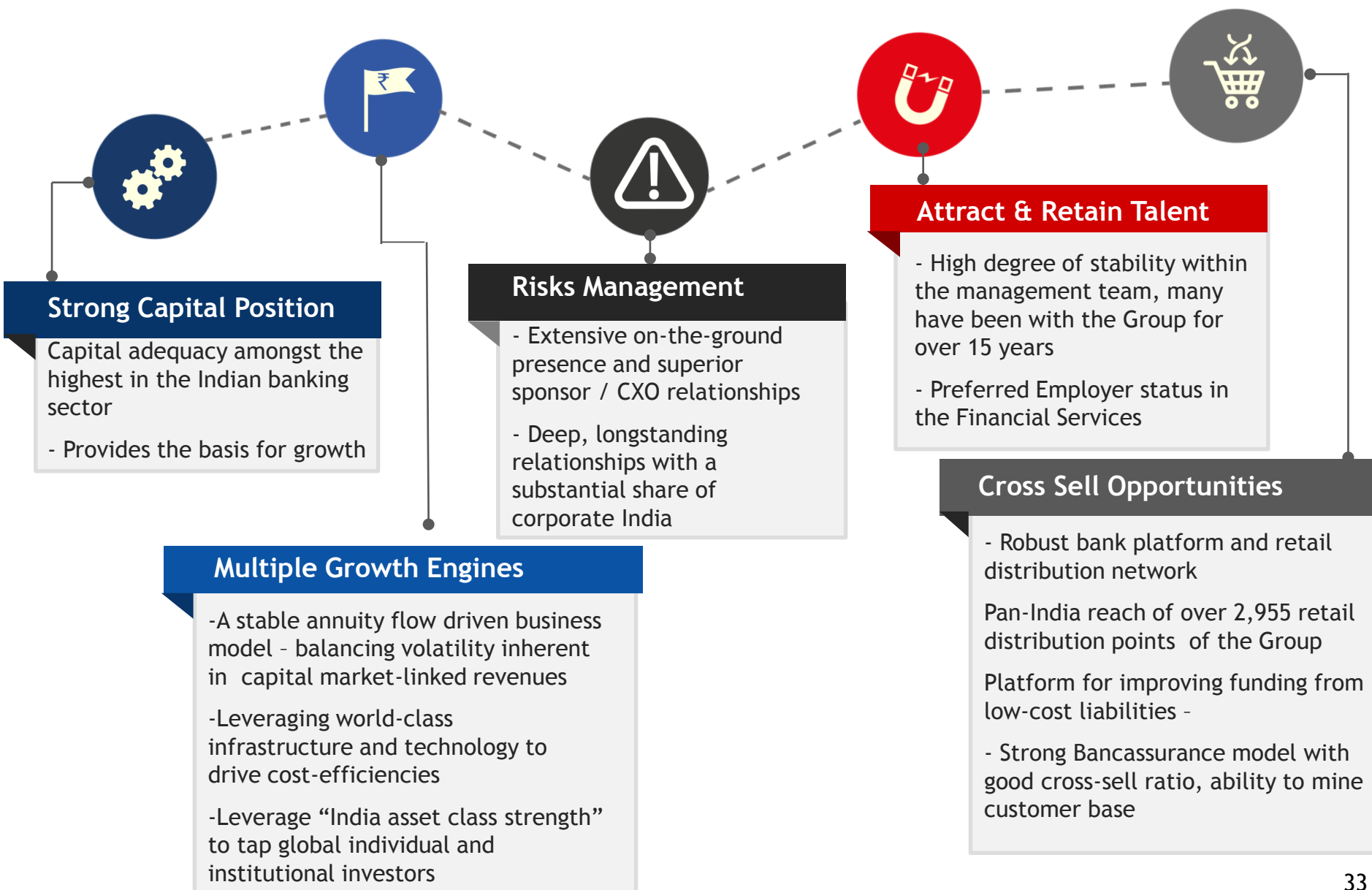
IVY Product Intermediaries

- 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 Private Bank India**
Global Private Banking Awards
2015

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

○ **Best Cash Management Bank**
Asian Banker Transaction
Banking Awards 2016 (India)

○ **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

○ **Most Future Ready Bank**
in Business Today-KPMG's
Best Bank Study 2015

○ **Best Medium Sized Bank**
in the Business world
Best Bank Survey 2014-15

○ **Finnoviti Award 2016**
for Bharat Banking App
Banking Frontier's magazine

○ **Custody Business adjudged
Market Outperformer**
Domestic Market Survey
2015-16

○ **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

○ • **Category Outperformer**
• **Market Outperformer**
• **Global Outperformer**
by Global Custodian
2015 Survey of Agent Banks
in Emerging Markets (India)



○ **Mr. Uday Kotak**
**Best Transformational
Leader Award 2015**
Asian Centre for Corporate
Governance & Sustainability
in 2016

○ **Business Leader of the year**
ET Awards 2015

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

○ **AIMA - JRD Tata Corporate
Leadership Award 2015**
AIMA's 2nd National
Leadership Conclave

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

○ **Mr. Jaimin Bhatt**
ICAI Award 2015
CA CFO Under banking

Awards and Recognition



○ **IPO Dealmaker of the Year**
Businessworld PwC I-Banking
Survey 2016

○ **Best Domestic Equity House**
Asiamoney - 2016

○ **SKOCH BSE Aspiring Nation Award**
2015

○ **Securities Advisory Firm of the
Year in India**
Corporate INTL Global Awards -
2016, 2014, 2012

○ **Best Domestic Investment Bank
and Best Domestic Equity
House over the last 20 years**
FinanceAsia Platinum Awards -
20 Years of Excellence



○ **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



○ **Ranked #1 Institutional Investor's**
2015 All-India Research Team

○ **Ranked #2 Institutional Investor's**
2015 All-India Sales Team

○ **Asiamoney Brokers Poll 2015**
• Ranked #1 in Overall Research for
India
• Ranked #1 in Execution for India
• Ranked #2 for Most Independent
Research Brokerage



○ **ETF Manager of the Year (India)**
ETFI Asia -ETF & Indexing Awards 2015

○ **Best new ETF India and ETF Manager of
the Year (India)**
Asia Asset Management ETF & Indexing
Awards 2016

○ **Kotak Nifty ETF and Kotak Select Focus
Fund ranked as the #1 Mutual Fund**
CRISIL for December 2015



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 FIs 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.



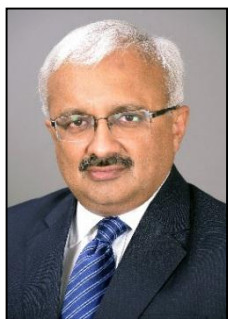
D.KANNAN

- ❑ 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, Kotak Mahindra Bank
- ❑ **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 - 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 used to 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, Institutional & Investment 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 & Chief Operating Officer, 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.

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.

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