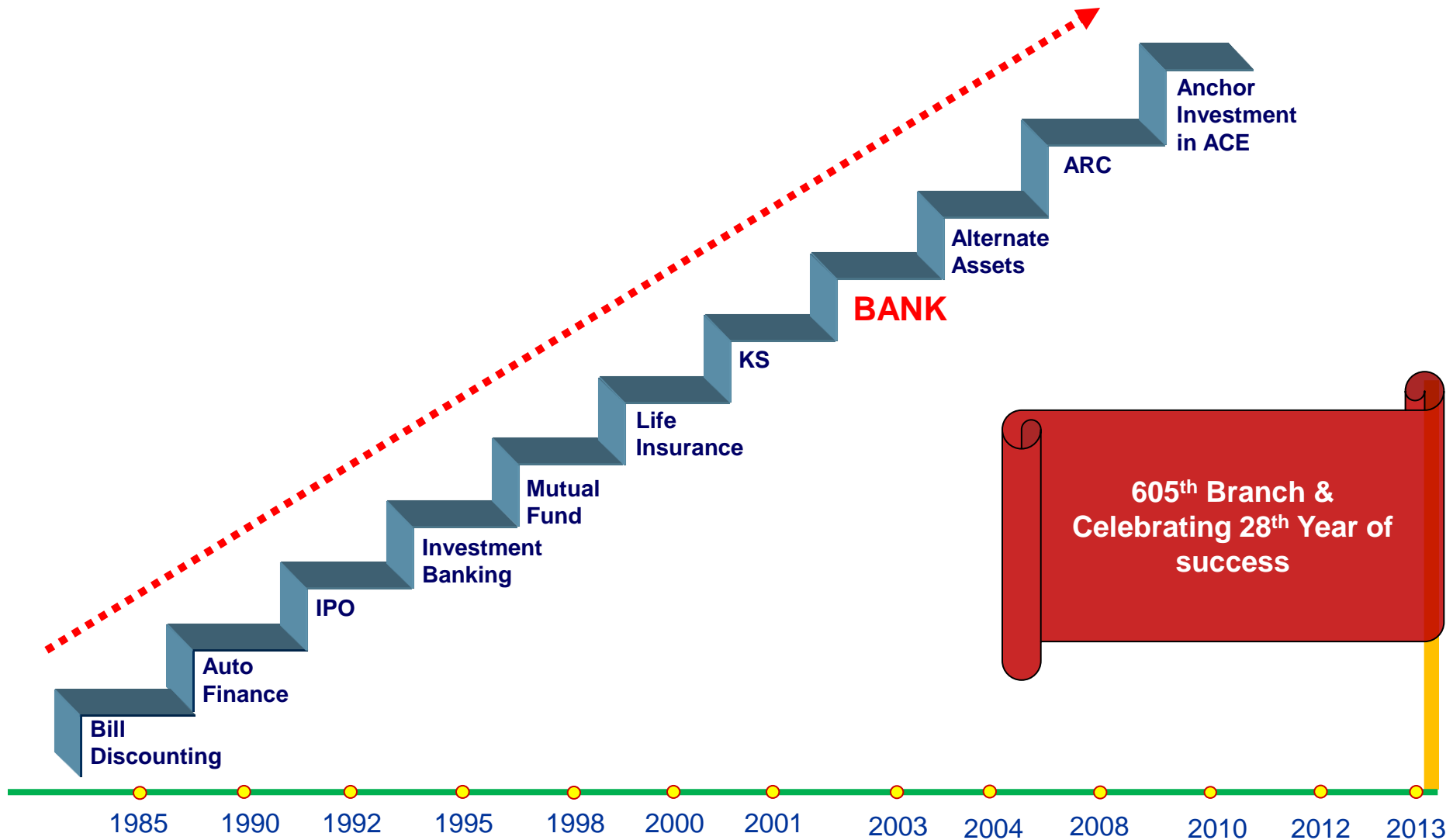


Investor Presentation FY14



Apr 30, 2014

Journey So Far.....

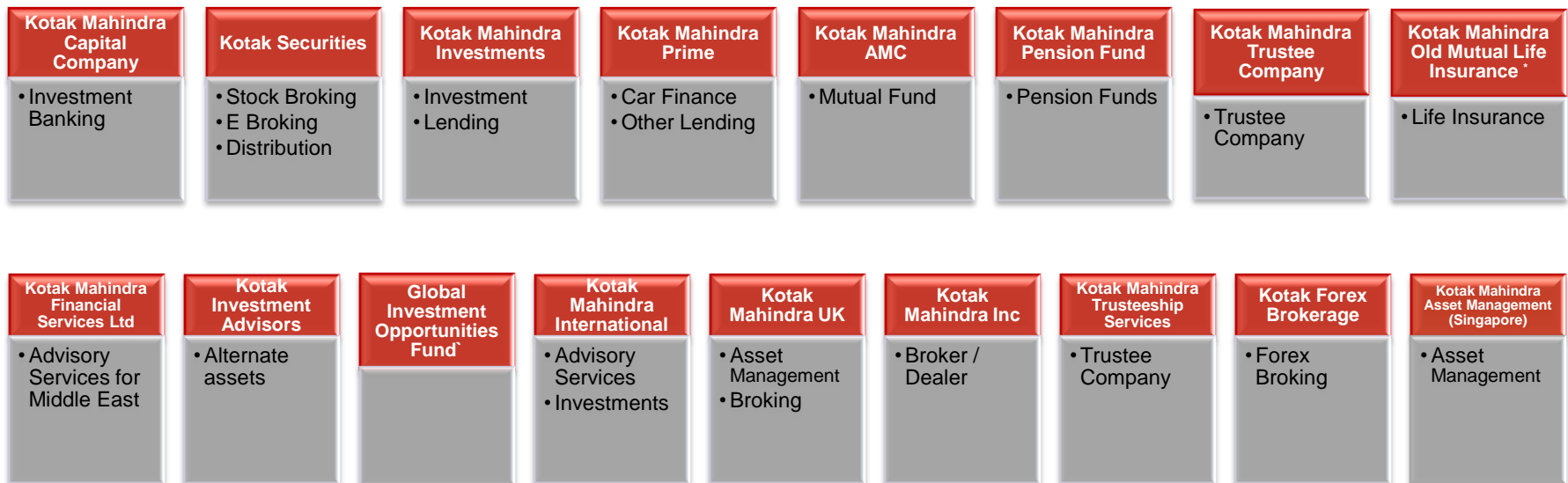


Group Structure



Kotak Mahindra Bank

- Commercial Bank & Holding Company

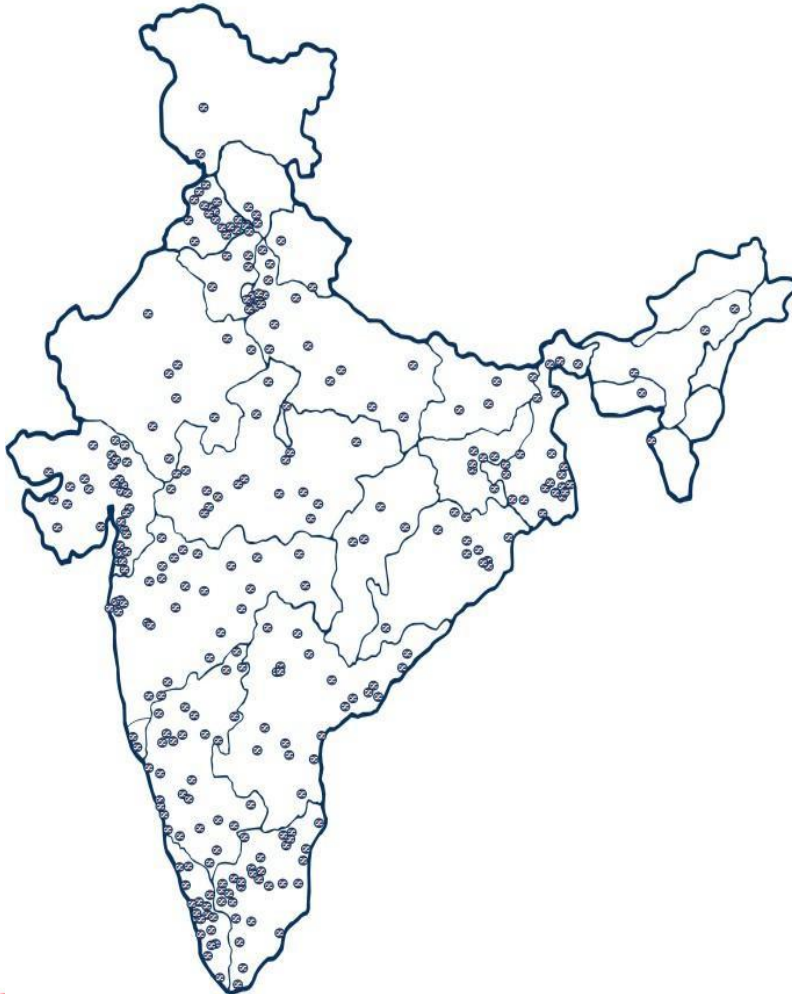


Note:

- 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	Mar 31, 2014
Banking	605
Car Finance	69
Life Insurance	205
Securities	1,157
Mutual Fund	79
Total	2,115

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

Consolidated Highlights – FY14

PAT

₹ 2,465 cr
(₹ 2,188 cr)

Networth

₹ 19,076 cr
(₹ 15,250 cr)

RoA

2.1% (2.1%)

**Book
Value**

(per share)
₹ 247.6
(₹ 204.3)

NIM

4.97% (4.70%)

Loans

₹ 71,693 cr
(₹ 66,258 cr)

**Total
Assets**

₹ 122,237 cr
(₹ 115,835 cr)

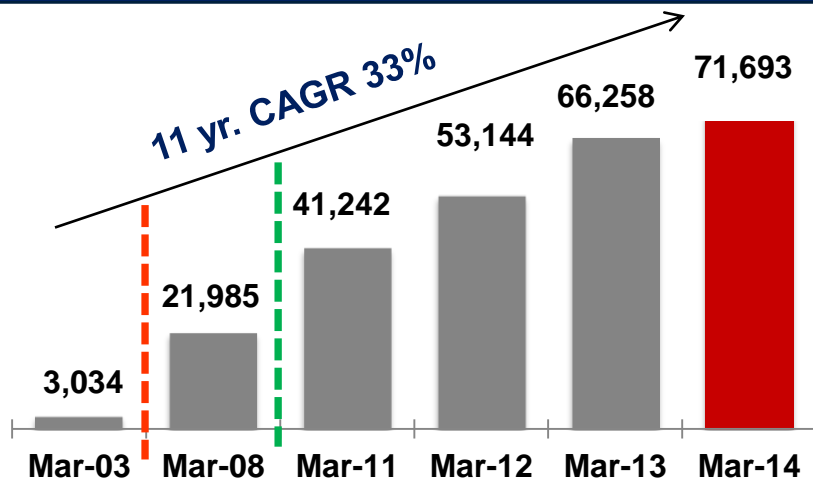
**Net
NPA**

0.88% (0.55%)

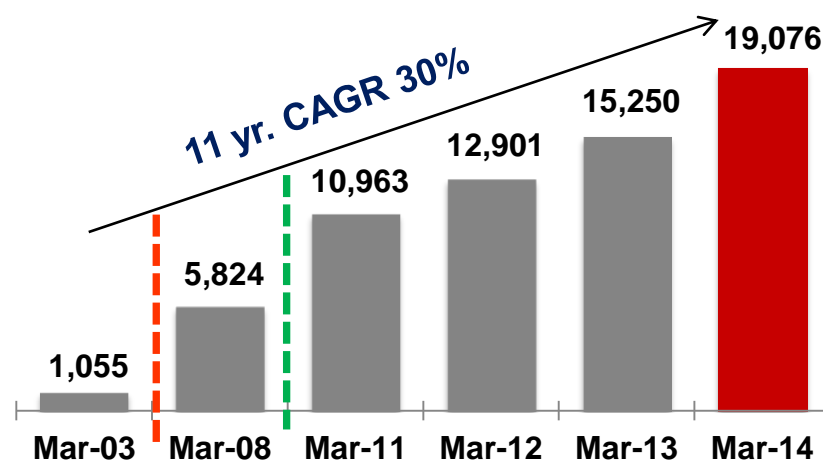
Figures in brackets are FY13 numbers

Consolidated Key Financials

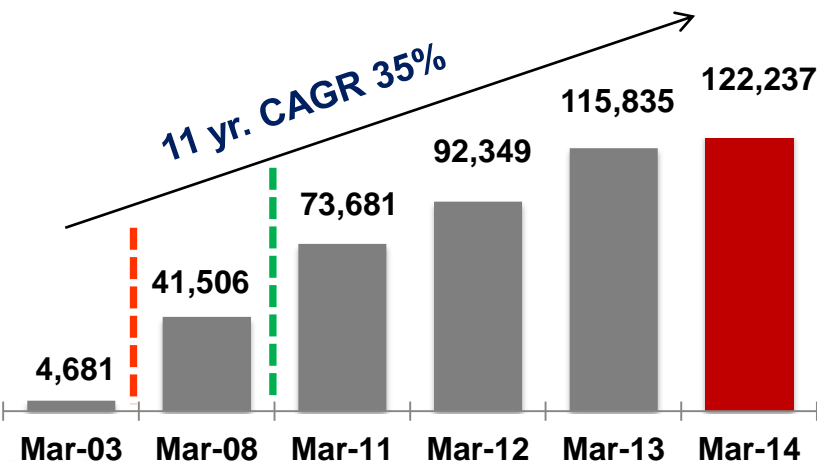
Advances (₹ cr)



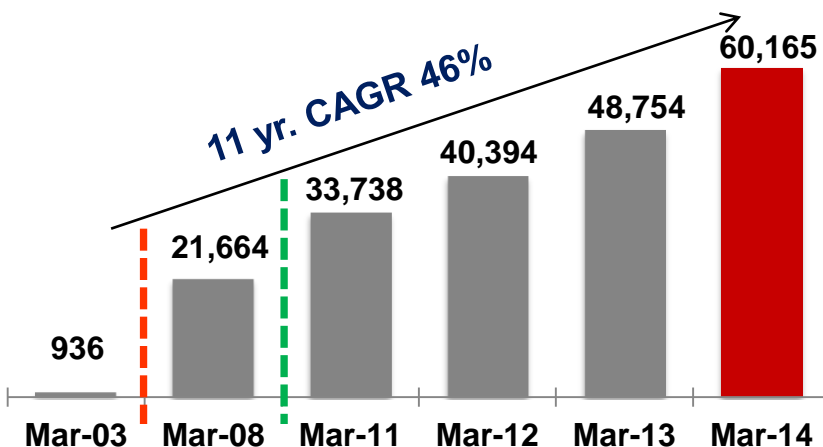
Networth (₹ cr)



Total Assets (₹ cr)



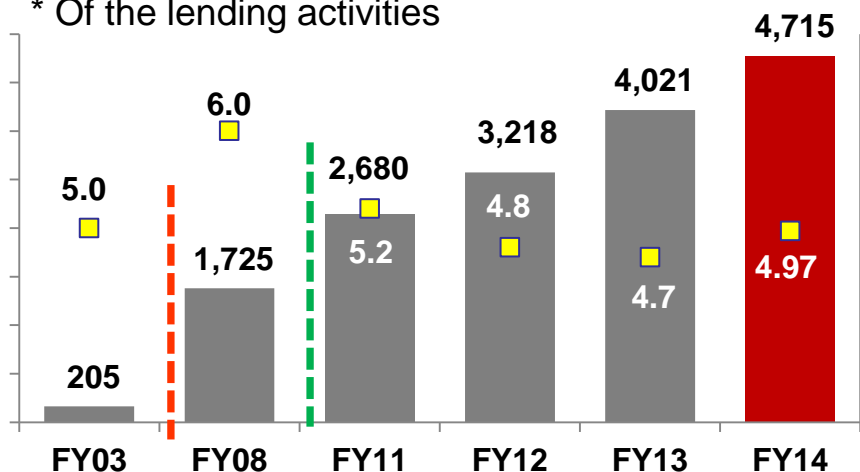
Market Cap (₹ cr)



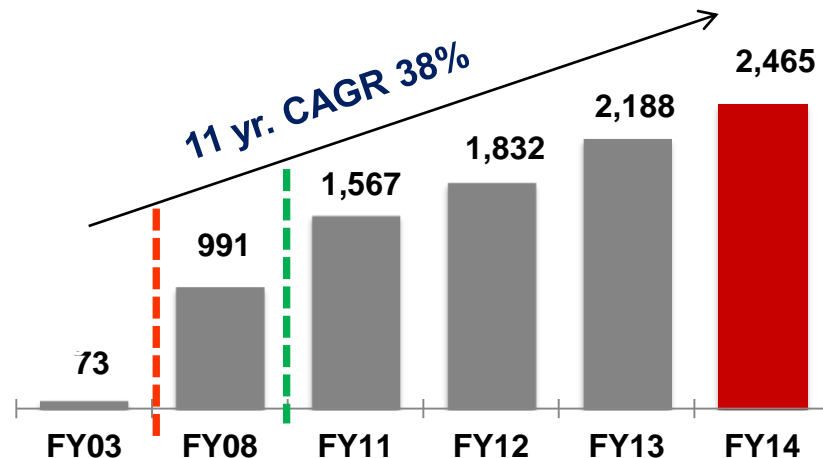
Consolidated Key Financials

NII* (₹ cr) & NIM* (%)

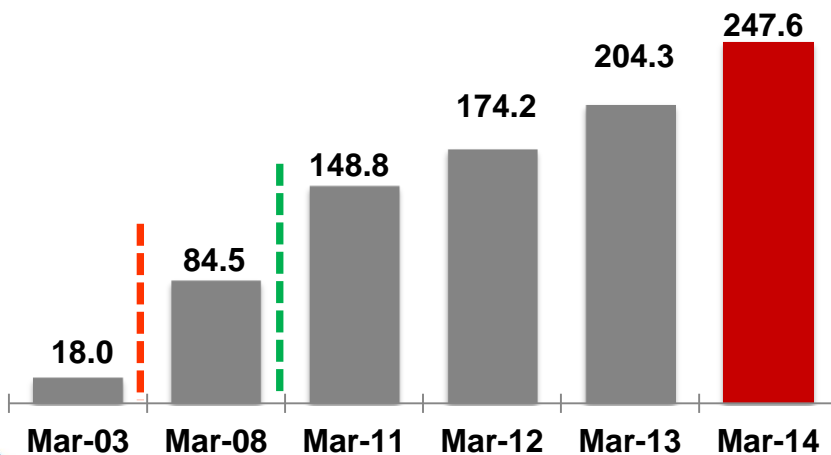
* Of the lending activities



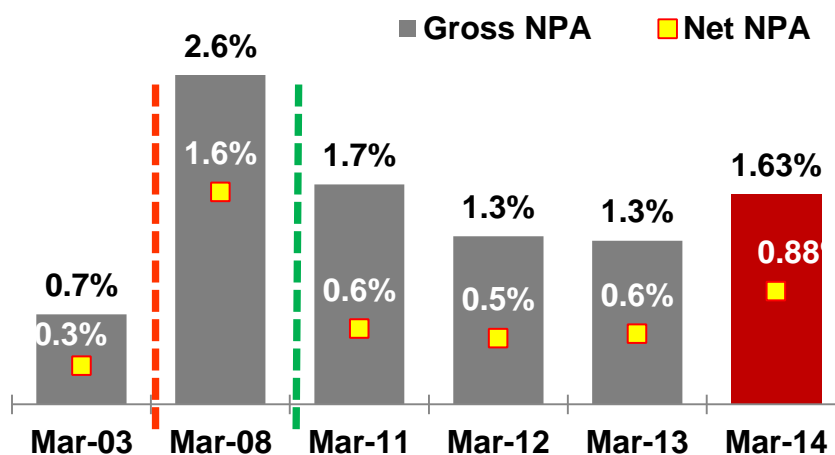
PAT (₹ cr)



Book Value Per Share (₹)



NPA (%)



Consolidated PAT

₹ cr	FY03	FY08	FY11	FY12	FY13	FY14
Kotak Mahindra Bank	45	294	818	1,085	1,361	1,503
Kotak Mahindra Prime	11	101	318	385	431	491
Kotak Securities	24	409	182	126	114 *	160
Kotak Mahindra Capital Company	31	115	52	6	17	14
Kotak Mahindra Old Mutual Life Insurance	(42)	(72)	101	203	190	239
Kotak Mahindra AMC & Trustee Co	3	8	17	22	12	41
International subsidiaries	-	64	51	(11)	6	7
Kotak Investment Advisors	(1)	13	33	36	31	18
Kotak Mahindra Investments	15	43	24	15	33	42
Total	86	975	1,596	1,867	2,195	2,515
Minority Interest, Affiliates, others	(13)	16	(29)	(35)	(7) *	(50)
Consolidated PAT	73	991	1,567	1,832	2,188	2,465

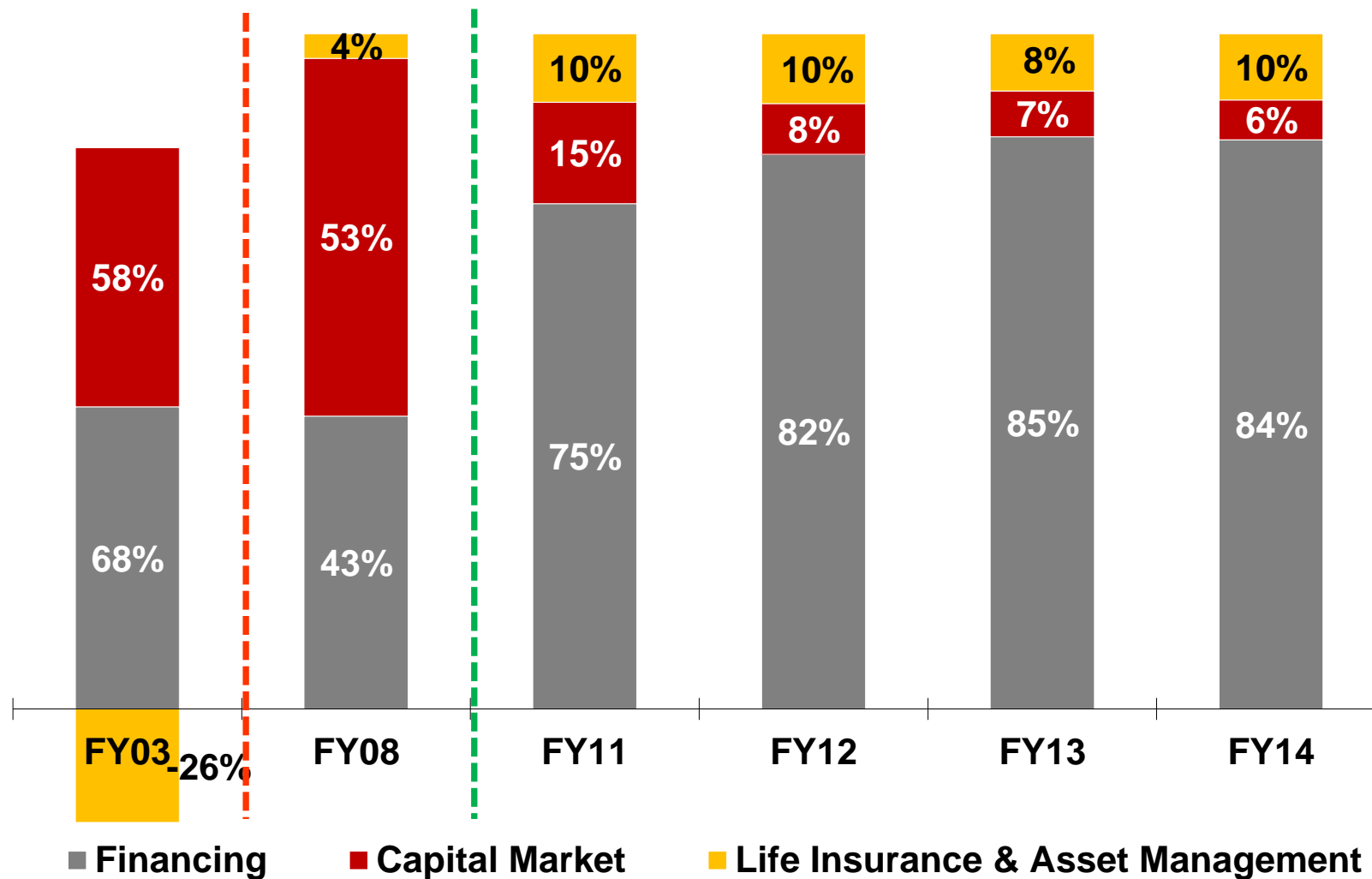
* after considering ₹ 30 cr loss on divestment of stake in a fellow subsidiary ; no impact on consolidated profits

Consolidated PAT

₹ cr	Q3FY14	Q4FY13	Q4FY14
Kotak Mahindra Bank	340	436	407
Kotak Mahindra Prime	123	119	126
Kotak Securities	46	13*	44
Kotak Mahindra Capital Company	7	4	5
Kotak Mahindra Old Mutual Life Insurance	60	58	65
Kotak Mahindra AMC & Trustee Co	12	2	4
International subsidiaries	9	(1)	6
Kotak Investment Advisors	7	8	5
Kotak Mahindra Investments	11	5	16
Total	615	644	678
Minority Interest, Affiliates, others	(24)	22*	(15)
Consolidated PAT	591	666	663

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

Consolidated Profit (PBT) Mix



Consolidated Profit and Loss

₹ cr	FY03	FY08	FY11	FY12	FY13	FY14
Net Interest Income	246	1725	3,305	3,928	4,813	5,674
Other Income	279	4198	5,090	4,544	5,113	5,259
Net Total Income	525	5,923	8,395	8,472	9,926	10,933
Employee Cost	104	1,198	1,522	1,602	1,774	1,915
Other Operating Expenses	255	2,893	4,478	4,115	4,824	5,013
Operating Expenditure	359	4,091	6,000	5,717	6,598	6,928
Operating Profit	166	1,832	2,395	2,755	3,327	4,004
Provision on advances and other receivables	10	275	118	86	217	163
Provision on investments	14	149	30	13	(34)	146
Provision & contingencies	24	424	148	99	183	309
PBT	142	1,408	2,247	2,657	3,144	3,696
Provision for Tax	64	449	678	806	940	1,184
MI & Affiliates	(5)	32	(2)	(18)	(16)	(47)
PAT	73	991	1,567	1,832	2,188	2,465

Consolidated Balance Sheet

Liabilities ₹ cr	Mar-03	Mar-08	Mar-11	Mar-12	Mar-13	Ma-14
Capital	59	345	368	370	373	385
Reserves and Surplus	996	5,479	10,595	12,531	14,877	18,691
Policyholders' Funds	27	2,842	8,145	9,012	10,077	11,015
Deposits	203	13,692	27,313	36,461	49,389	56,930
Borrowings	2,680	14,508	22,073	29,195	36,172	29,007
Other Liabilities and Provisions	716	4,640	5,187	4,780	4,947	6,209
Total	4,681	41,506	73,681	92,349	115,835	122,237
Assets						
Cash and Balances with RBI	59	1,690	2,115	2,031	2,221	2,960
Bank Balances & Money at Call/Short Notice	96	2,593	879	1,545	2,298	3,683
Investments	1,044	12,491	26,049	31,658	40,907	38,791
Loans & Advances	3,034	21,985	41,242	53,144	66,258	71,693
Fixed Assets	120	333	597	612	616	1,261
Other Assets	328	2,414	2,799	3,359	3,535	3,849
Total	4,681	41,506	73,681	92,349	115,835	122,237

Consolidated Advances and Investments

₹ cr	Dec 31, 2013	Mar 31, 2013	Mar 31, 2014	YoY Growth
Corporate Banking	19,426	14,535	17,319	19%
CV/CE	6,005	7,805	5,441	(30%)
Agriculture Division	9,023	8,356	10,468	25%
Business Banking	5,246	5,217	5,388	3%
Auto loans	13,022	12,750	13,223	4%
Home Loans and LAP	11,454	10,727	12,099	17%
Small Business & Personal loans	3,189	2,924	3,439	13%
Others	3,676	3,944	4,316	2%
Total Advances	71,041	66,258	71,693	8%
Investments/ Treasury Assets *	26,129	31,340	27,788	(11%)
Total Advances and Investments	97,170	97,598	99,481	2%

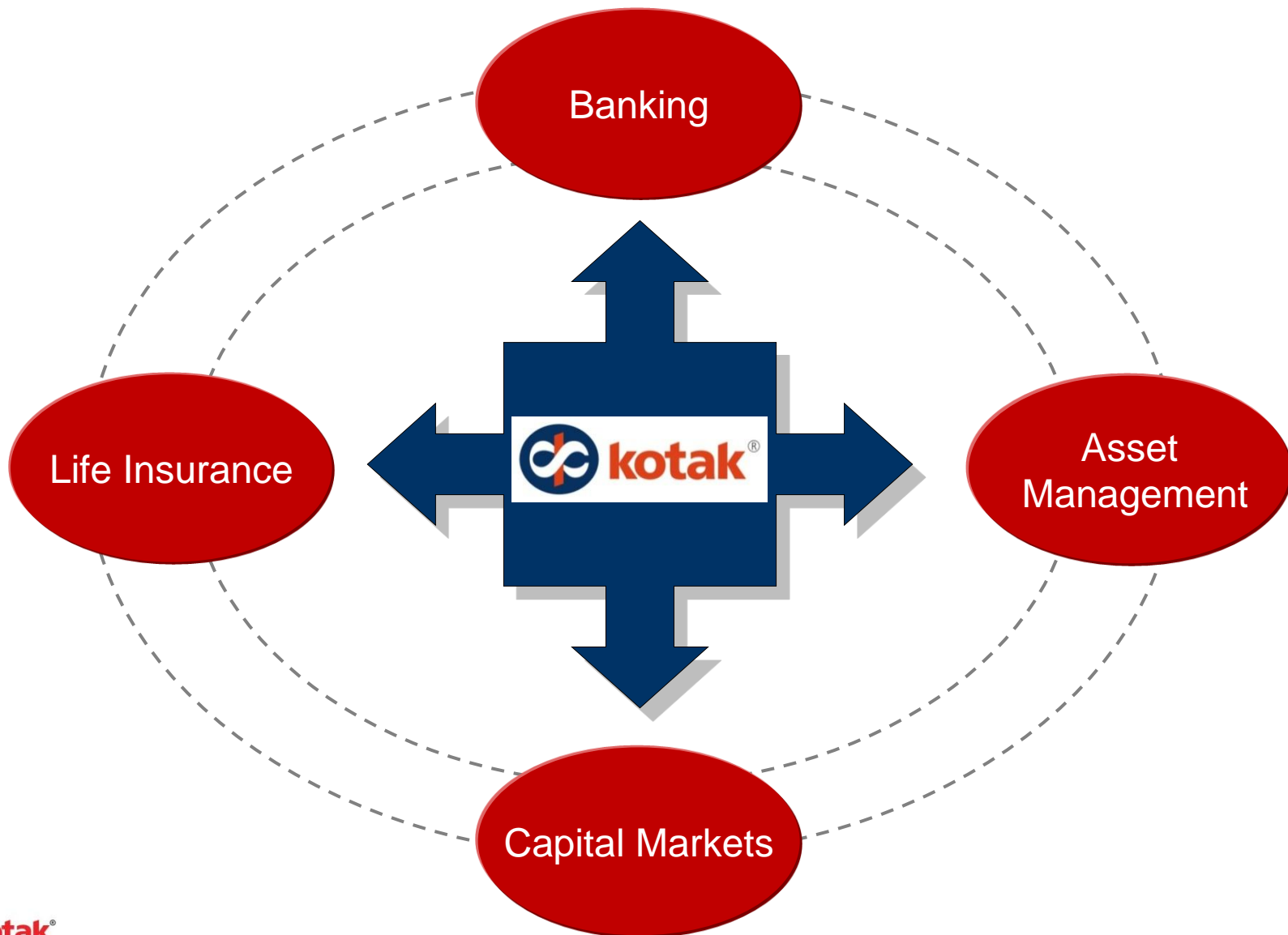
Advances growth excluding CV/CE at 13%

* Does not include policy holders' investments

Entity wise Networth

₹ cr	Dec 31, 2013	Mar 31, 2013	Mar 31, 2014
Kotak Mahindra Bank	11,896	9,447	12,275
Kotak Mahindra Prime	2,717	2,352	2,843
Kotak Securities	2,051	1,934	2,094
Kotak Mahindra Capital Company	397	389	403
Kotak Mahindra Old Mutual Life Insurance	977	803	1,042
Kotak Mahindra AMC & Trustee Co	129	108	126
International Subsidiaries	415	378	410
Kotak Investment Advisors	236	223	240
Kotak Mahindra Investments	420	304	436
Other Entities	32	31	32
Total	19,270	15,969	19,901
Add: Associates	545	533	549
Less: Minority, Inter-company and Other Adjustments	(1,360)	(1,252)	(1,374)
Consolidated Networth	18,455	15,250	19,076

Integrated Financial Services



Kotak Bank - Standalone Highlights – FY14

PAT

₹ 1,503 cr
(₹ 1,361 cr)

RoA

1.8% (1.8%)

Loans

₹ 53,028 cr
(₹ 48,469 cr)

NIM

4.90%
(4.65%)

**Net
NPA**

1.08% (0.64%)

CAR[#]

18.8% (16.0%)

Tier 1

17.8% (14.7%)

CASA

₹ 18,828 cr
(₹ 14,918 cr)

**Restructured
Loans-
standard**

₹ 10 cr – 0.02%
(₹ 8 cr)

As per Basel III, previous period Basel II

Figures in brackets are FY13 numbers

Bank Profit & Loss

₹ cr	Q3FY14	Q4FY13	Q4FY14	FY13	FY14
Net Interest Income	913	903	967	3,206	3,720
Other Income	300	364	340	1,161	1,400
Net Total Income	1,213	1,267	1,307	4,367	5,120
Employee Cost	277	288	316	1,051	1,159
Other Operating Expenses	351	326	384	1,159	1,384
Operating Expenditure	628	614	700	2,210	2,543
Operating Profit	585	653	607	2,157	2,577
Provision on advances	48	46	2	245	256
Recoveries	(22)	(13)	(37)	(40)	(109)
Provision on other receivables	1	3	1	1	(19)
Provision on investments	43	1	28	(21)	176
Provision & contingencies	70	37	(6)	185	304
PBT	515	616	613	1,972	2,273
Provision for Tax	175	180	206	611	770
PAT	340	436	407	1,361	1,503

Bank Other Income

₹ cr	Q3FY14	Q4FY13	Q4FY14	FY13	FY14
Fee and Services	226	232	276	799	942
Treasury Income *	53	81	12	226	299
ARD Buyout Income	18	47	46	118	141
Others	3	4	6	18	18
Total	300	364	340	1,161	1,400

* Does not include provisions

MTM on Investments

MTM accounting as per RBI circular

- ❑ In terms of RBI circular, the Bank had opted to recognise MTM losses in the financial year and did not transfer any security to HTM
- ❑ The Bank has recognised net depreciation on HFT/AFS portfolio aggregating to ₹ 175.08 cr, including depreciation on non-SLR of ₹11.53 cr
- ❑ *Had the Bank chosen to transfer all SLR securities to HTM, the profit before tax for FY14 would have been higher by ₹ 163.55 cr*
- ❑ The duration of Bank's investment book as on 31st March, 2014 is around 2 years
- ❑ The Bank's SLR securities in HTM category at 31st March, 2014 were 11.43% of net demand and time liabilities (NDTL)

Bank Segmental Performance

As per RBI ₹ cr	Q3FY14	Q4FY13	Q4FY14	FY13	FY14
Corporate/Wholesale Banking	326	353	380	1,211	1,301
Retail Banking	207	201	226	614	793
Treasury & BMU *	(18)	62	7	146	176
Unallocated Income	-	-	-	1	3
Total	515	616	613	1,972	2,273

* Balance Sheet Management Unit

Bank Advances & Investments

₹ cr	Dec 31, 2013	Mar 31, 2013	Mar 31, 2014	YoY Growth
Corporate Banking	16,621	12,291	14,377	17%
CV/CE	6,005	7,805	5,441	(30%)
Agriculture Division	9,023	8,356	10,468	25%
Business Banking	5,246	5,216	5,388	3%
Home Loans and LAP	11,454	10,727	12,100	13%
Small Business & Personal Loans	3,156	2,897	3,404	18%
Others	1,644	1,177	1,850	57%
Total Advances	53,149	48,469	53,028	9%*

Advances – as per segmental classification

₹ cr	Dec 31, 2013	Mar 31, 2013	Mar 31, 2014
Retail	24,237	24,428	23,682
Corporate	28,912	24,041	29,346
Total Advances	53,149	48,469	53,028
Investments / Treasury Assets	23,615	28,873	25,485
Total Advances and Investments	76,764	77,342	78,513

* Advances growth excluding CV/CE at 17%

Bank Balance Sheet

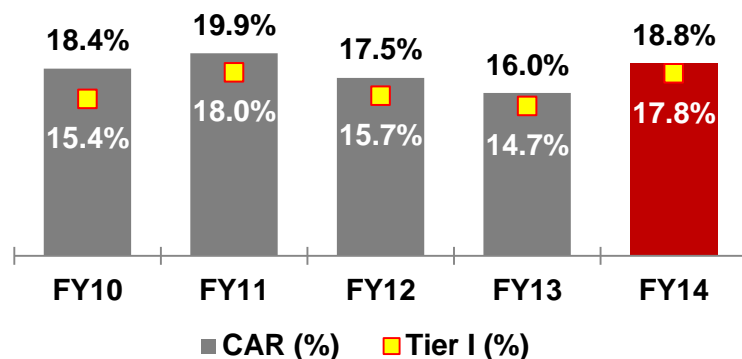
₹ cr	Dec 31, 2013	Mar 31, 2013	Mar 31, 2014	YoY Growth
Net Worth	11,896	9,447	12,275	30%
Deposits	54,671	51,029	59,072	16%
CA	7,155	7,650	8,741	14%
SA	9,106	7,268	10,087	39%
<i>Certificate of Deposit</i>	5,958	8,172	5,726	(30%)
<i>Term Deposit Others</i>	32,452	27,939	34,518	24%
Borrowings	13,673	20,411	12,896	(37%)
Other Liabilities and Provisions	4,057	2,807	3,342	19%
Total	84,297	83,694	87,585	5%

₹ cr	Dec 31, 2013	Mar 31, 2013	Mar 31, 2014	YoY Growth
Cash, Bank and Call	4,128	3,689	5,980	62%
Investments	23,615	28,873	25,485	(12%)
<i>Government Securities</i>	17,228	21,562	17,466	(19%)
<i>Others</i>	6,387	7,311	8,019	10%
Advances	53,149	48,469	53,028	9%
Fixed Assets and Other Assets	3,405	2,663	3,092	16%
Total	84,297	83,694	87,585	5%

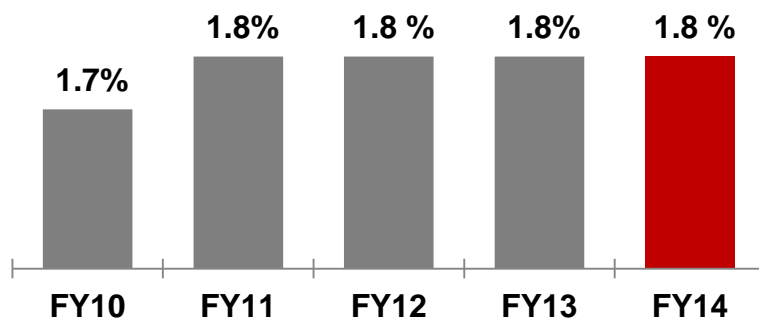
Bank Key Ratios

CAR & Tier I (%)

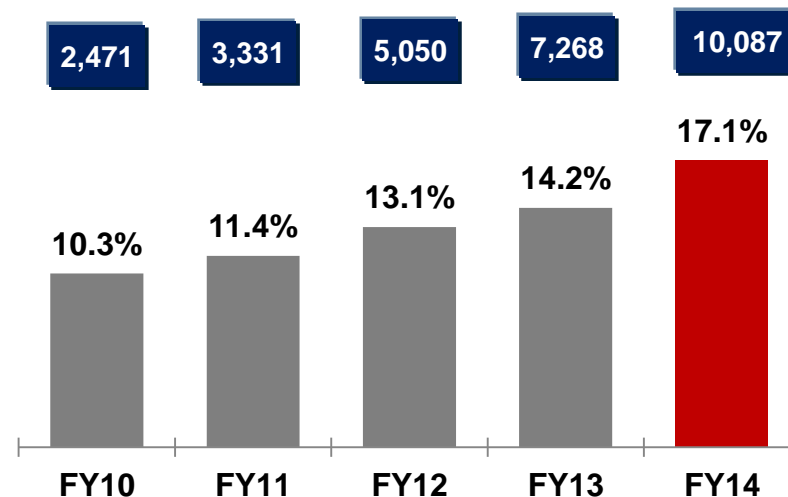
FY14 as per BASEL III



RoA (%)



Savings Account (₹ cr & % of deposits)



Asset Quality

Restructured loans considered standard
₹ 10 cr (0.02%)

No CDR participation

No transfer to ARC

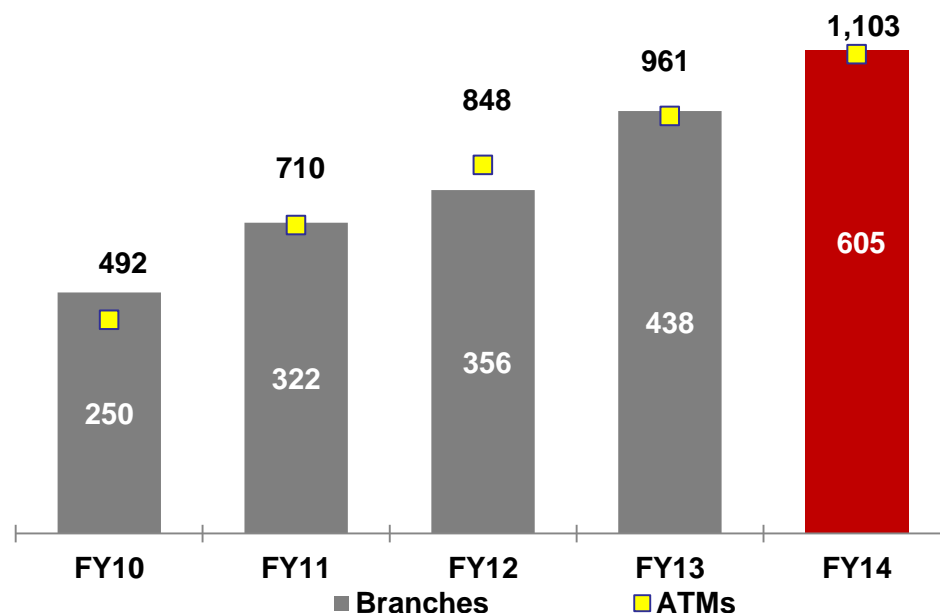
No conversion to off-Balance sheet

Consumer Banking Liabilities

Savings Bank Deposits cross ₹ 10,000 cr

- ❑ Plan to reach 1,000 branches by calendar 2016
- ❑ Average cost of savings deposit 5.5%
- ❑ Savings balances increased 39% yoy
- ❑ TD sweep to total deposit ratio at 7.2%
- ❑ CASA and TDs below ₹ 5 cr constitute 63% of total deposits (59% as on Mar-13)
- ❑ TDs below ₹ 1 cr grew 35% yoy
- ❑ Added ~ 1.63 lac customer accounts for the quarter

No of Branches / ATM's



CA deposit ₹ cr

4,992

5,460

7,352

7,650

8,741

SA deposit ₹ cr

2,471

3,331

5,050

7,268

10,087

CASA %

31

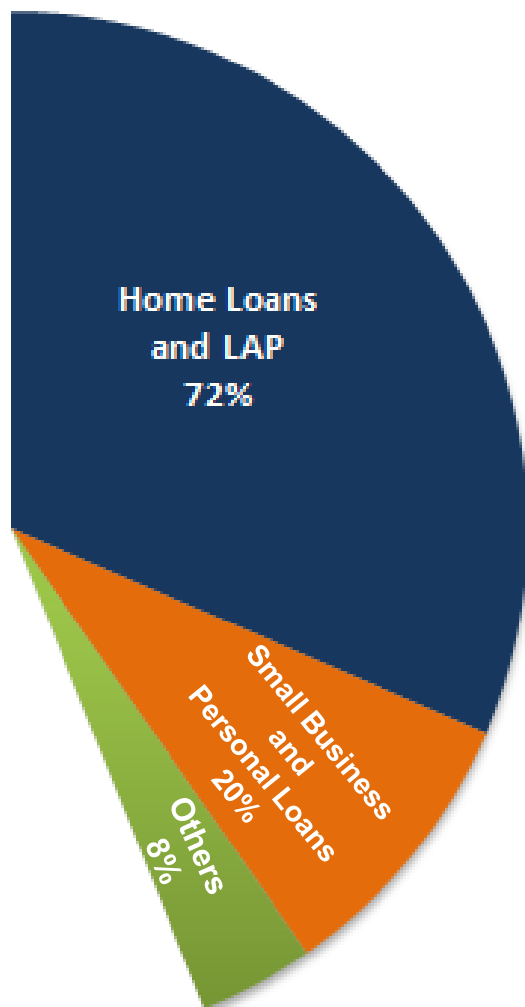
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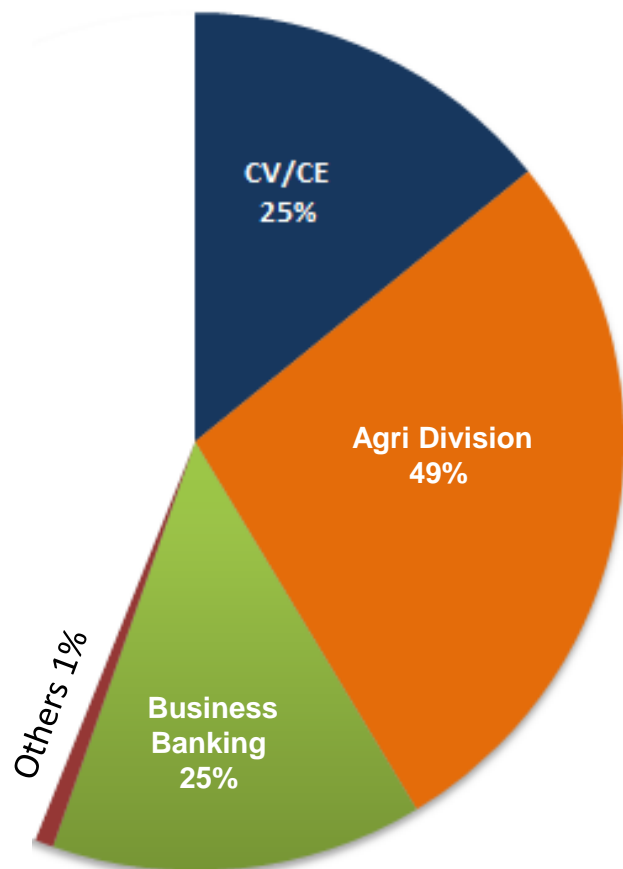
Consumer Banking Assets - Bank



	Dec 31, 2013	Mar 31, 2013	Mar 31, 2014	YoY Growth
Home Loans and LAP	11,449	10,727	12,099	13%
Small Business & Personal Loans	3,161	2,897	3,404	17%
Others	1,285	927	1,391	50%
Total Consumer Banking	15,895	14,551	16,894	16%

- ❑ 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



	Dec 31, 2013	Mar 31, 2013	Mar 31, 2014	YoY Growth
CV/CE	6,004	7,805	5,441	(30%)
Agri Division	9,023	8,356	10,468	25%
Business Banking	5,246	5,215	5,388	3%
Others	177	76	270	-
Total Commercial Banking	20,450	21,452	21,567	1%

- ❑ Focus on Bharat continued with rollout of rural branches
- ❑ Focus and growth in Agri finance

Wholesale Banking - Bank

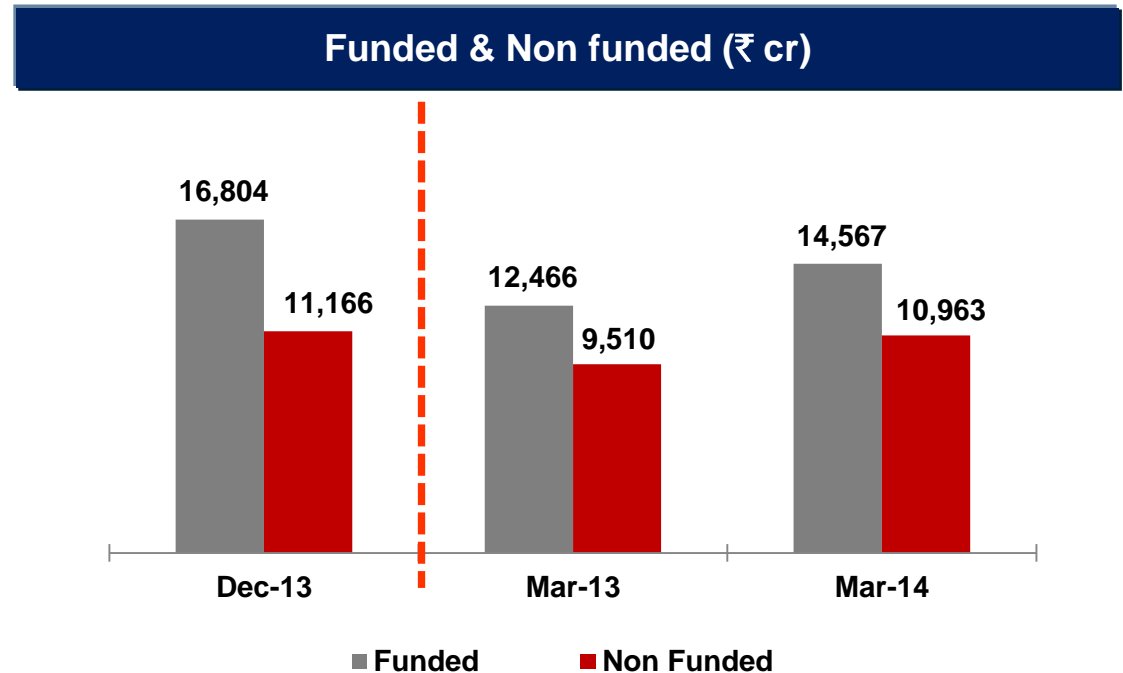
❑ Increased presence in large corporate groups

- 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



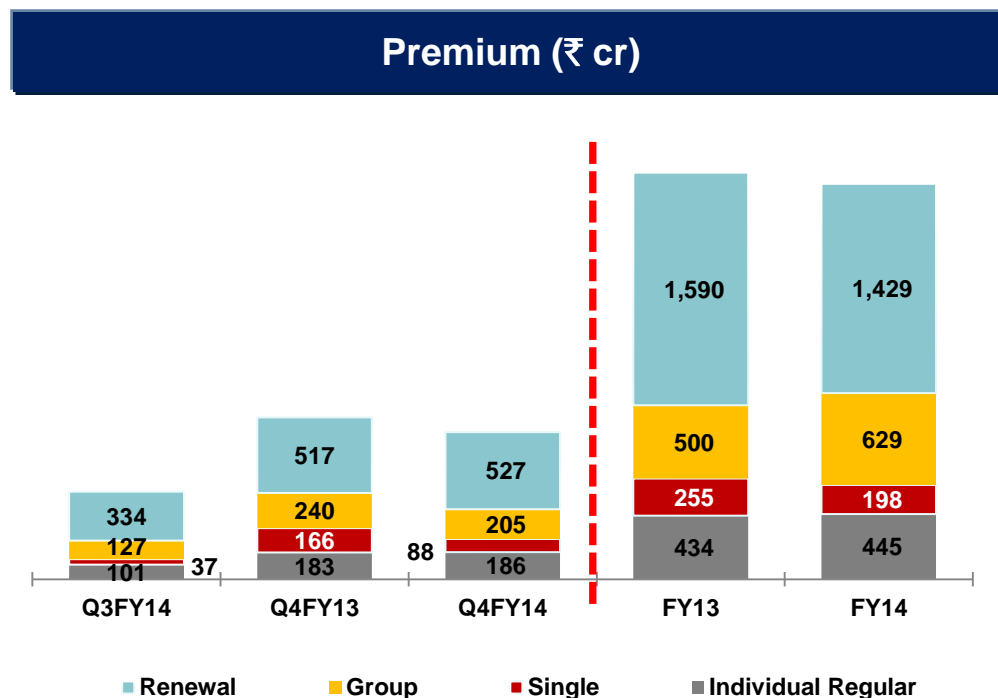
Kotak Mahindra Prime

₹ cr	Q3FY14	Q4FY13	Q4FY14	FY13	FY14
NII	215	199	240	727	880
Other income	45	41	43	186	181
Total Income	260	240	283	913	1061
Profit before tax	190	174	192	641	752
Profit after tax	123	119	126	431	491

₹ cr	Dec 31, 2013	Mar 31, 2013	Mar 31, 2014
Total Advances	16,858	17,022	17,371
Car Advances	13,066	12,777	13,273
Net NPA	63	36	56
Net NPA (%)	0.4	0.2	0.3
CAR (%)	17.1	15.4	17.7
ROA (%) - annualised	2.6	2.6	2.6

Kotak Mahindra Life Insurance

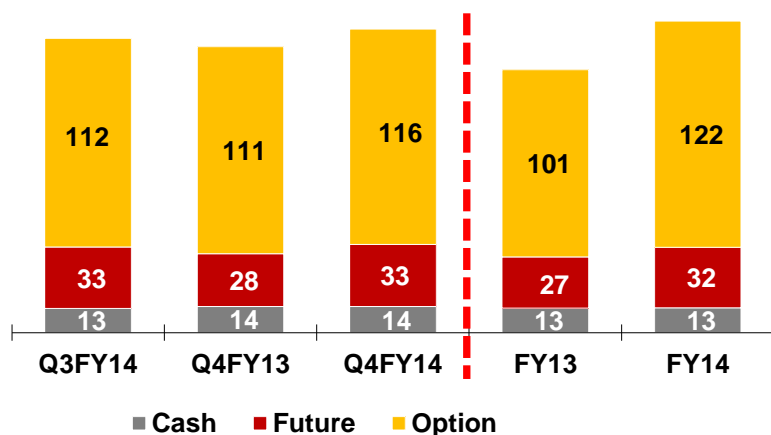
- ❑ 2.6% Growth on Individual Regular Premium against Pvt Industry De --growth of 3.1%
- ❑ Group Business grew by 26%
- ❑ Agency's Regular Business grew by 32%
- ❑ On APE (Single @ 1/10th) Basis, Share of Kotak Bank for FY14 is at 36% (PY – 34%)
- ❑ Protection Share maintained at 33% of total New Business
- ❑ NB Sum Assured grew by 31% from ₹ 106,847 cr to ₹ 139,510 cr



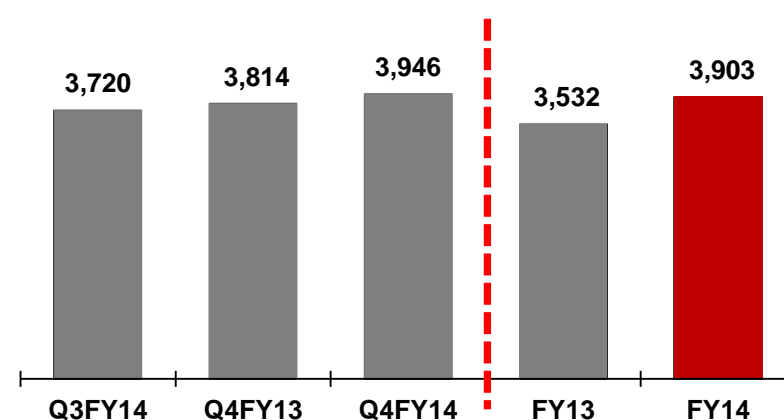
₹ cr	Q3FY14	Q4FY13	Q4FY14	FY13	FY14
Capital (₹ cr)	562	562	562	562	562
Solvency ratio (%)	3.16	2.93	3.02	2.93	3.02
PAT	60	58	65	190	239

Kotak Securities

Market ADV (₹ '000 cr)



ADV (₹ cr) - KS











₹ cr	Q3FY14	Q4FY13	Q4FY14	FY13	FY14
Total income	168	163	160	599	627
Profit before tax	71	37	55	189	234
Profit after tax	46	13^	44	114^	160
Market Share* (%)	2.3	2.5	2.4	2.5	2.3

*excluding BSE Derivative segment

Kotak Securities services more than 9 lac secondary market customers through 1,157 branches and franchises

^ after considering ₹ 30 cr loss on divestment of stake in a fellow subsidiary

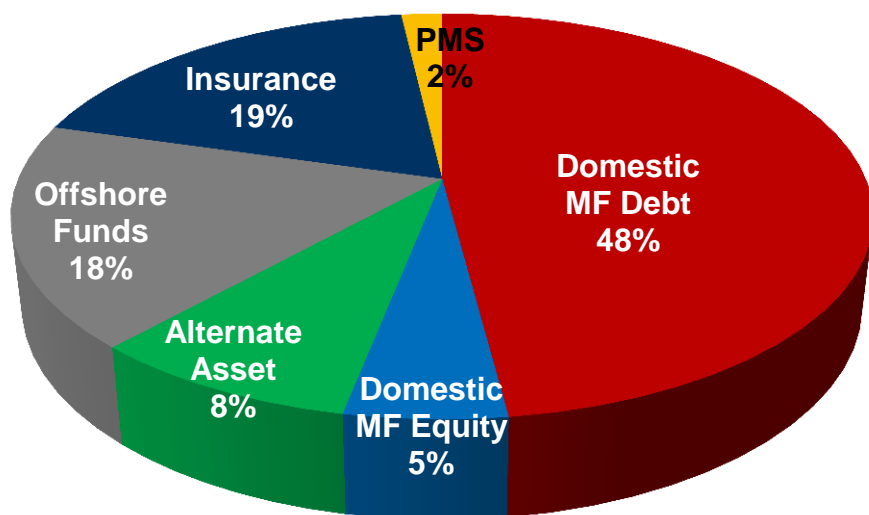
Kotak Mahindra Capital Co.

Client (Equity)	Transactions	Size (₹ cr)
 GlaxoSmithKline	Advisor to the committee of Independent Directors of Glaxo Smithkline Pharmaceuticals Limited for the voluntary Open Offer made by Glaxo Smithkline Plc.	6,389
 Indian Railway Finance Corporation Limited	Bond Issue -Tranche I & II	5,828
 TATA POWER	Rights Issue	1,993
 Engineers India Ltd	Follow-on Public Offering	497
 Varroc	Advised Varroc Engineering Private Limited on private equity fund raise from Tata Capital Opportunities Fund	300
 OnMobile	Manager to voluntary Open Offer to shareholders of OnMobile Global Ltd	48
 TOSHIBA	Financial Advisor to Toshiba Corporation, Japan for acquisition of 26% strategic stake in UEM India Private Limited	Undisclosed
 Actis	Exclusive Financial Advisor to Actis for the sale of controlling stake in Sterling Gujarat Hospitals Limited	Undisclosed

₹ cr	Q3FY14	Q4FY13	Q4FY14	FY13	FY14
Total income	26	22	25	83	85
Profit before tax	8	6	7	24	18
Profit after tax	7	4	5	17	14

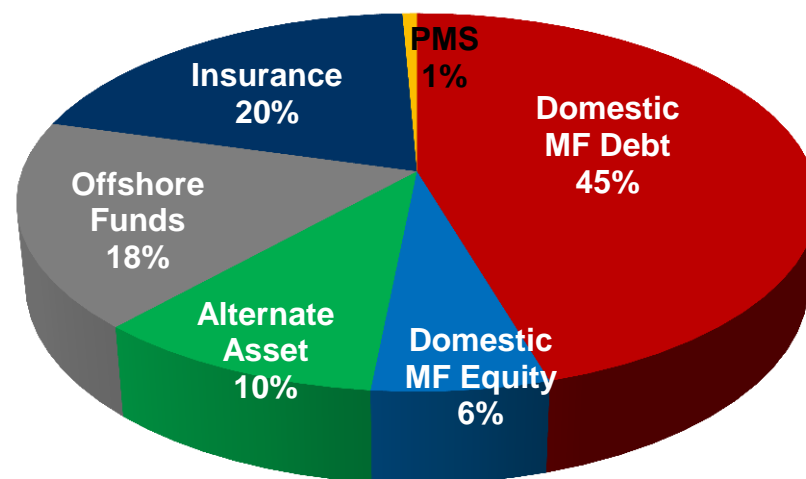
Asset Under Management

AUM ₹ 55,243 cr



Mar 31, 2013

AUM ₹ 56,564 cr

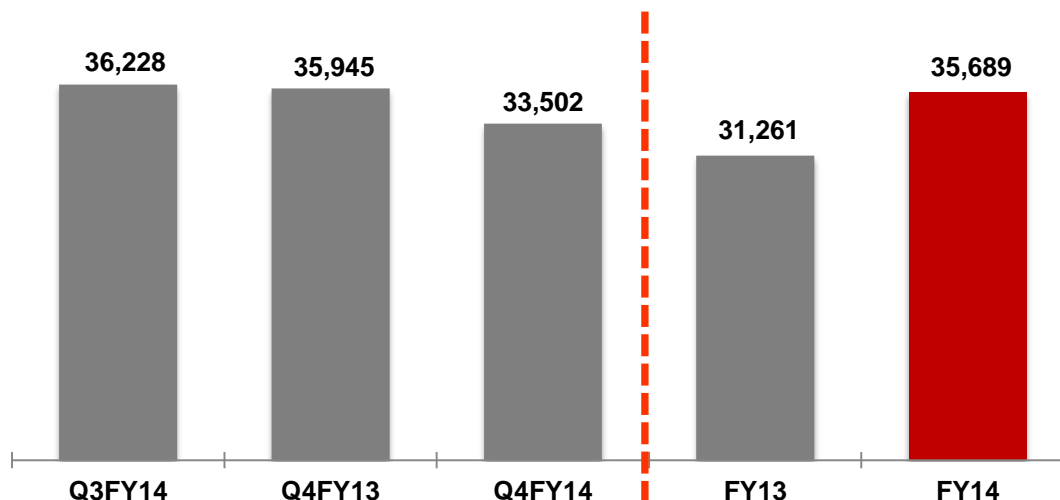


Mar 31, 2014

Kotak Mahindra AMC and Trustee Co.

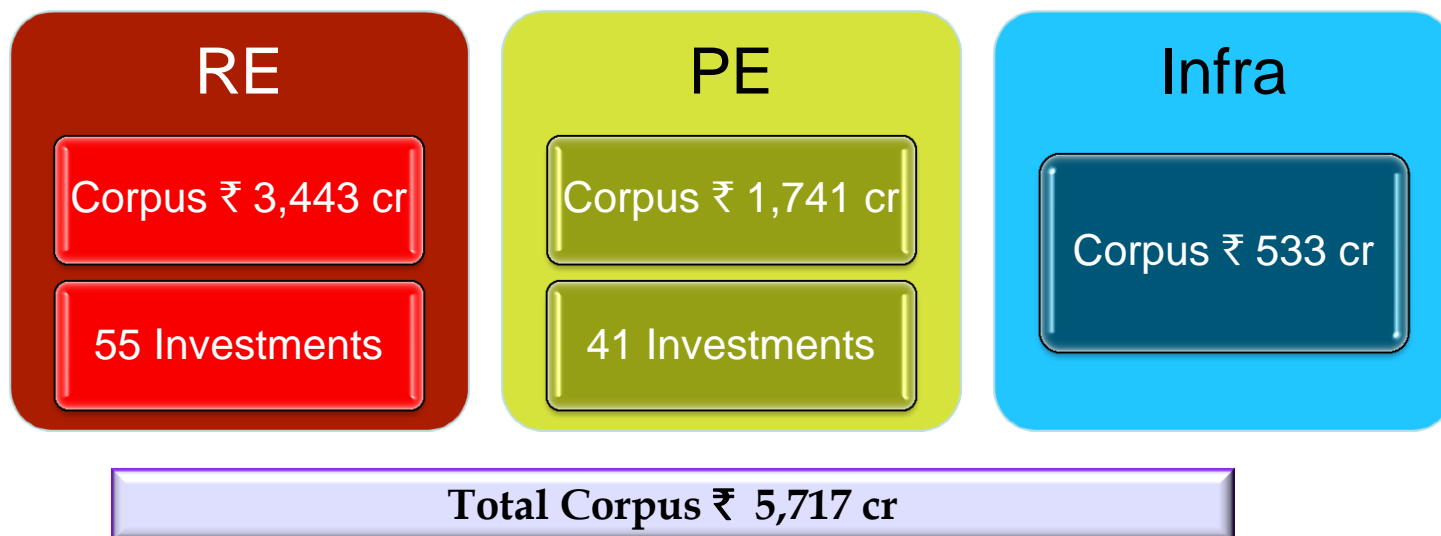
- ❑ KMMF AAUM growth marginally better than that of industry AAUM for the financial year
- ❑ AAUM mix in favour of the long term debt
- ❑ For the full year the industry equity Net sales continued to be negative. KMMF has witnessed positive flows
- ❑ Focus on Investor awareness programs

Average Assets Under Management ₹ cr



₹ cr #	Q3FY14	Q4FY13	Q4FY14	FY13	FY14
Total income	47	37	42	129	177
Profit before tax	18	2	5	14	60
Profit after tax	12	2	4	12	41
Average AUM (₹ bn)	362	359	335	313	357
Average AUM - Equity (₹ bn)	30	30	34	31	24

Kotak Investment Advisors



Kotak Realty Fund closed its second international real estate fund, raising commitments of US\$ 400 million. In Apr-14, the aggregate Capital commitments of the Realty Fund crossed the USD 1 bn mark

₹ cr	Q3FY14	Q4FY13	Q4FY14	FY13	FY14
Total income	23	22	18	85	83
Profit before tax	12	11	6	43	25
Profit after tax	7	8	5	31	18

Bank Award 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 Award 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 2014:

- Second Best Family Office Services Provider, Asia - Among Top 5
- Best Range of Advisory Services
- Best Corporate Advisory for Private Banking Clients
- Best Bespoke Wealth Planning
- Private Equity Investment
- Equity portfolio management
- Specialized Services for Inherited Wealth and Businesses

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 Forfeiting 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

Award and Recognition



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



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)



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



**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 18.8% as on Mar 31, 2014
- ∞ 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 –Wholesale 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 – 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 – Consumer Banking covering all liabilities and assets, 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.

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