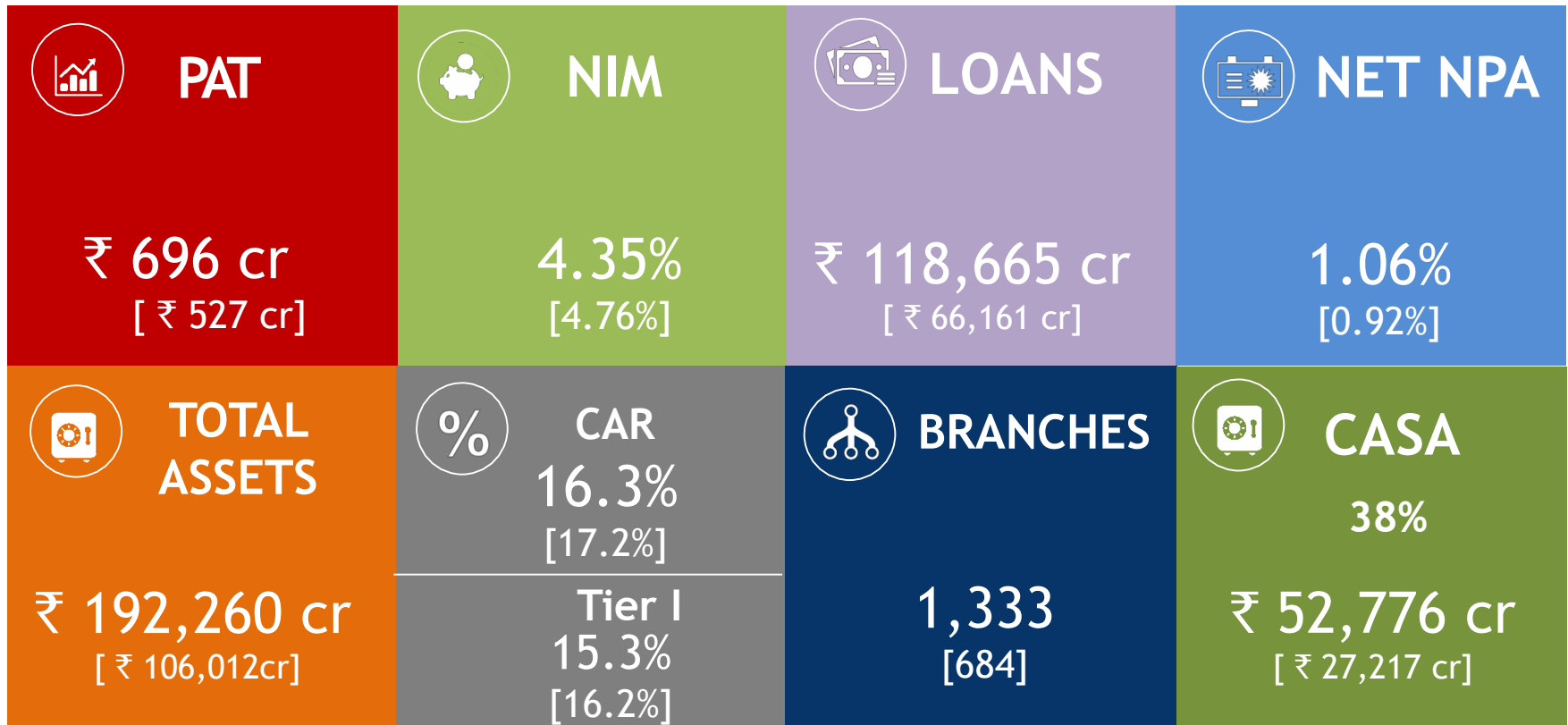


INVESTOR PRESENTATION FY16

Standalone Highlights Q4FY16



Figures in [brackets] are FY15 numbers

SMA2 outstanding as on March 31, 2016 ₹ 153 cr; 0.13% of net advances

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

- People and Process integration has been completed
- Technology integration is in the final lap
 - Multiple steps have been taken to ensure smooth data migration
- Expect completion of integration in Q1FY17
- Elaborate customer communication plan has been rolled out



- Bank now in a position to leverage opportunities presented by the merger
- With core banking system integration, retail platform will be ready to reap the benefits from combinational synergies
 - both on the revenue and on the cost side
- Average SA for Q4FY16 at eIVBL branches grew 34%, Kotak branches at 43% YoY
- Re-alignment of organization structure leading to increased productivity & efficiency
 - Increased spans of supervisory staff
 - Increased customer facing sales force, particularly in eIVBL cluster of branches
 - Operating models for businesses have been optimized to attain targeted growth
- Semi Urban & Rural Network has now attained a critical size of 400+ branches (total 1,333)
 - will help the Bank to leverage the business opportunities presented by 'Bharat'

Stressed Book

- Bad Bank formed in Q1FY16 (~6% of funded & non funded book of eIVBL) under experienced asset reconstruction team
- Credit cost at 82 bps for FY16, estimate for FY17 : 45 - 50 bps
- Impact on Q4FY16 results of ₹ 200 cr (₹ 235 cr in Q3FY16, ₹ 979 cr FY16) of which a significant portion from eIVBL
 - Including provision on SRs & credit substitutes

Other Merger Related Expenses

- Integration cost till date ₹ 149 cr, of which ₹ 95 cr in FY16
 - Incremental cost expected not to exceed ₹ 25 cr
- ~ ₹ 36 cr for Q4FY16 - additional interest upto 6% on savings accounts of eIVBL

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
Reduction in Turnaround time

Instant Pre approved personal Loan



Instant credit & complete paperless process takes < 90 seconds

Credit decision engine



Real-time Online customer acquisition
Instant eligibility based on income and demographic
KYC - Aadhar & PAN are electronically verified

New Launches

Bharat Banking App



India's first internet-free multilingual banking app
Won Finnoviti Award 2015

Acquisition Platforms



NPS Portal & Holiday RD
Bundling of savings account with specialised products

Social Commerce



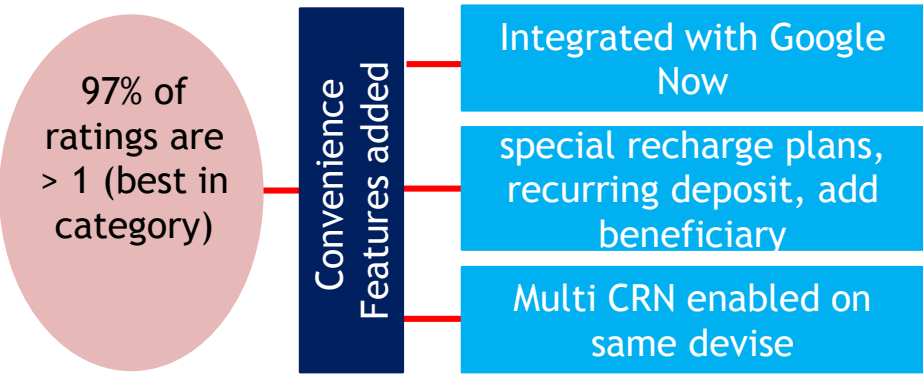
Movie tickets and Book ordering via twitter
23 banking services like balances, recharges

Best in class transaction experience on mobile

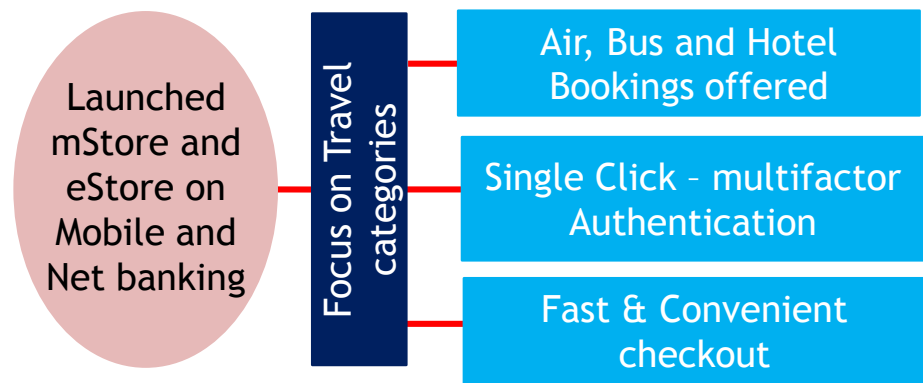
Enhancing the share of wallet



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 4.7% (₹ 2,882 cr) by value & 4.3% (27.6 lac) 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 shortly

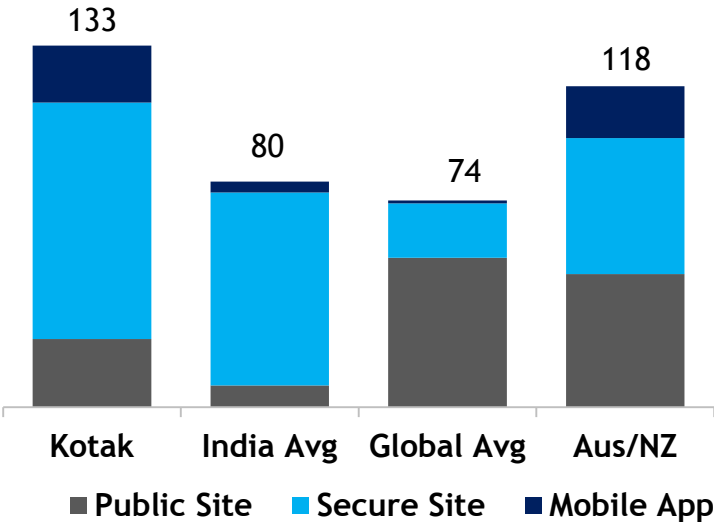
Performance in Global Benchmarking Metrics

Kotak leading bank in digital sales & channel adoption; Digital activity levels grew at the fastest pace



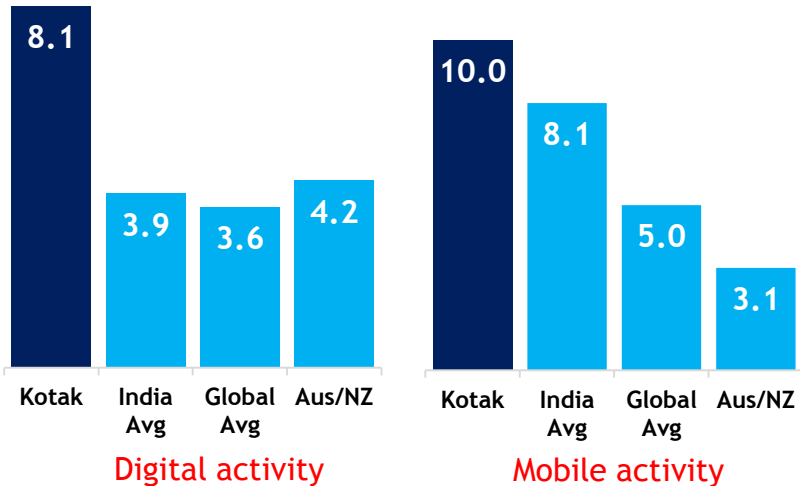
Digital Sales

Digital Sales
Per 1,000 active customers



Digital Activity

Change in 90-day digital & mobile activity
% change



Results as per Global benchmarking survey, conducted in 2015 -16 on 100+ banks. Aus/NZ scores included as global leaders in digital metrics.

- Kotak has 133 customers acquired through digital sales per 1,000 active customer Vs. India avg. of 80 & global avg. of 74
- Kotak’s Digital acq./Total acq.
 - Savings 7% & PL 15%
- Kotak’s digital activity level change is 8.1% vs India avg. 3.9% & Global avg. 3.6 %
- Kotak’s mobile activity change - 10% vs India avg. 8.1%
- Kotak’s mobile monthly log on frequency is highest in country

Profit and Loss Account

₹ cr	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
Net Interest Income	1,857	1,766	1,123	6,901	4,224
Other Income *	682	722	668	2,612	2,028
Net Total Income	2,539	2,488	1,791	9,513	6,252
Employee Cost #	634	618	379	2,804	1,450
Other Operating Expenses \$	711	665	552	2,668	1,805
Operating Expenditure	1,345	1,283	931	5,472	3,255
Operating Profit	1,194	1,205	860	4,041	2,997
Provision On Advances (net)	165	148	61	769	275
Provision On Other Receivables	5	3	-	12	-
Provision On Investments	30	84	5	136	(111)
Provision & Contingencies	200	235	66	917	164
PBT	994	970	794	3,124	2,833
Provision For Tax	298	335	267	1,034	967
PAT	696	635	527	2,090	1,866

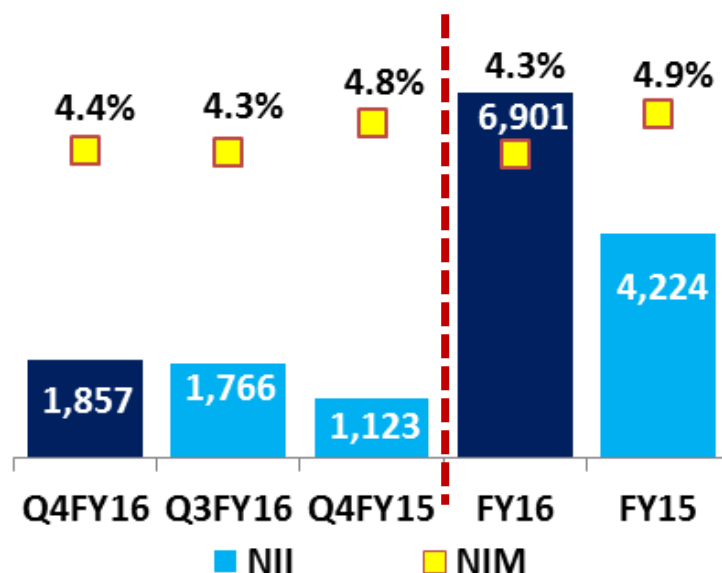
* FY16 Includes reversal of income of ₹62 cr on account of a credit event w.r.t. a derivative customer

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

\$ Includes merger related expenses of ₹ 95 cr for FY16, and ₹ 54 cr for FY15

Income and Asset Quality

NII (₹ cr) and NIM



Asset Quality

- SMA2 outstanding - ₹ 153 cr (0.13% of net advances)
- Restructured loans considered standard ₹ 305 cr (0.26% of net advances)
 - of which ₹ 165 cr from eIVBL
- During the quarter
 - No CDR participation
 - No transfer to ARC
 - No conversion to off-balance sheet
 - No 5/25 loans
 - No rectification

Other Income (₹ cr)	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
Fee and Services	510	466	389	1,851	1,353
Others *	172	256	279	761	675
Total	682	722	668	2,612	2,028

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

Bank Segmental PBT

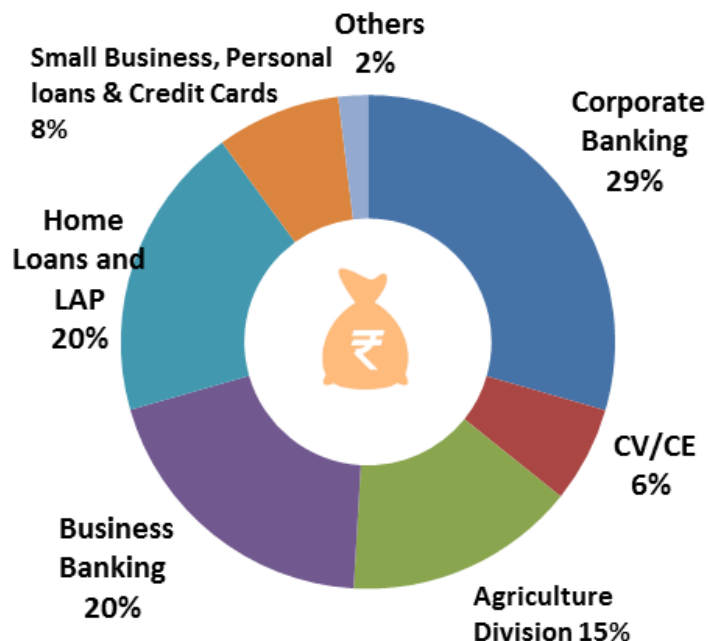
As per RBI (₹ cr)	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
Corporate/Wholesale Banking	585	547	438	2,030	1,402
Retail Banking	260	318	292	917	957
Treasury, BMU* & Corporate Centre **	149	105	63	177	468
Unallocated Income	-	-	1	-	6
Total	994	970	794	3,124	2,833

*Balance Sheet Management Unit

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

Advances & Investments

31-Mar-16 [₹ 118,665 cr]



Advances

₹ cr	31-Mar-16	31-Dec-15	31-Mar-15
Corporate Banking	34,970	35,239	20,299
CV/CE	7,463	6,550	5,204
Agriculture Division	17,993	16,811	12,106
Business Banking	23,318	23,382	6,422
Home Loans and LAP	23,009	22,327	14,709
Small Business, PL & Credit Cards	9,627	8,813	6,263
Others	2,285	2,223	1,158
Total Advances	118,665	115,345	66,161

Advances as per segmental classification

₹ cr	31-Mar-16	31-Dec-15	31-Mar-15
Retail	52,583	48,651	29,113
Corporate	66,082	66,694	37,048
Total Advances	118,665	115,345	66,161
Investments / Treasury Assets	51,260	45,269	28,659
Total Advances and Investments	169,925	160,614	94,820

Balance Sheet

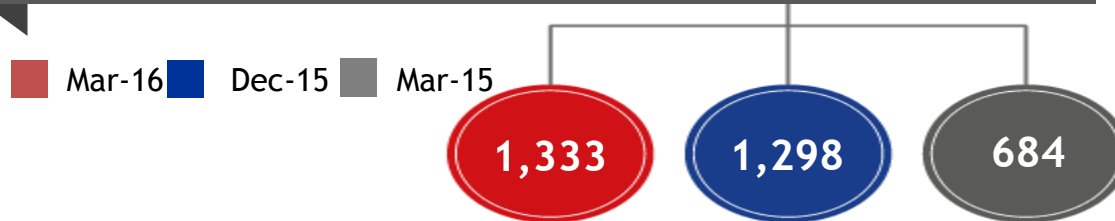


₹ cr	31-Mar-16	31-Dec-15	31-Mar-15
Networth	23,959	23,307	14,141
Deposits	138,643	130,939	74,860
CA	23,282	19,609	13,181
SA	29,495	26,579	14,036
<i>Certificate of Deposit</i>	5,639	11,505	3,785
<i>Term Deposit Others</i>	80,227	73,246	43,858
Borrowings	20,975	19,790	12,150
Other Liabilities and Provisions	8,683	8,093	4,861
Total Liabilities	192,260	182,129	106,012

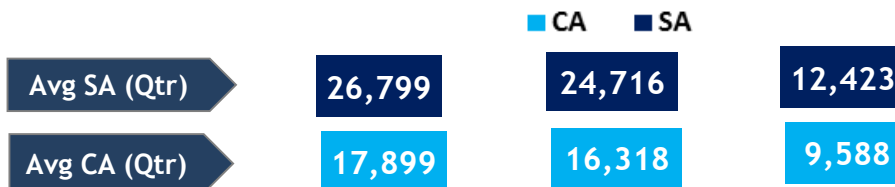
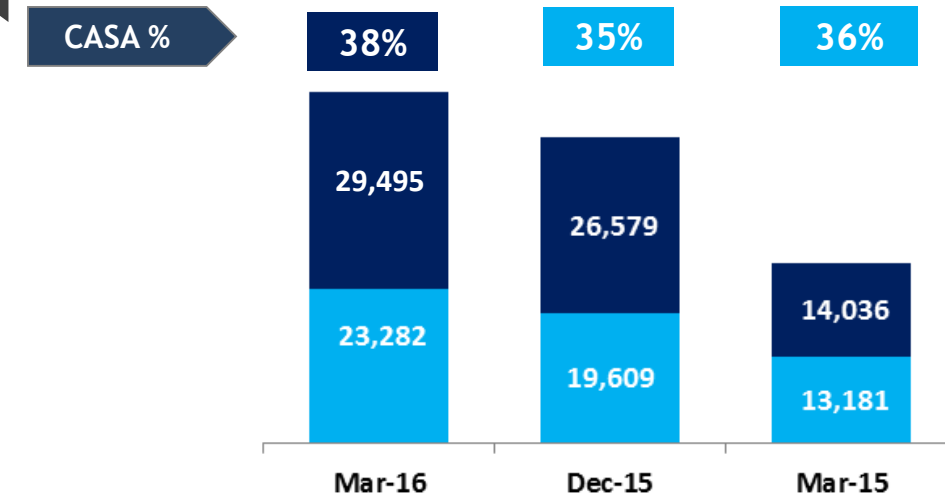
₹ cr	31-Mar-16	31-Dec-15	31-Mar-15
Cash, Bank and Call	10,880	9,817	6,262
Investments	51,260	45,269	28,659
<i>Government Securities</i>	40,761	39,038	22,882
<i>Others</i>	10,499	6,231	5,777
Advances	118,665	115,345	66,161
Fixed Assets and Other Assets	11,455	11,698	4,930
Total Assets	192,260	182,129	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 70% of total deposits (70% as on Mar-15)
- TDs below ₹ 1 cr were ₹ 35,348 cr (₹ 18,872 cr as on Mar-15)
- Cost of SA - 5.52%

Geographical Presence



Branches 1,333 [No./%]

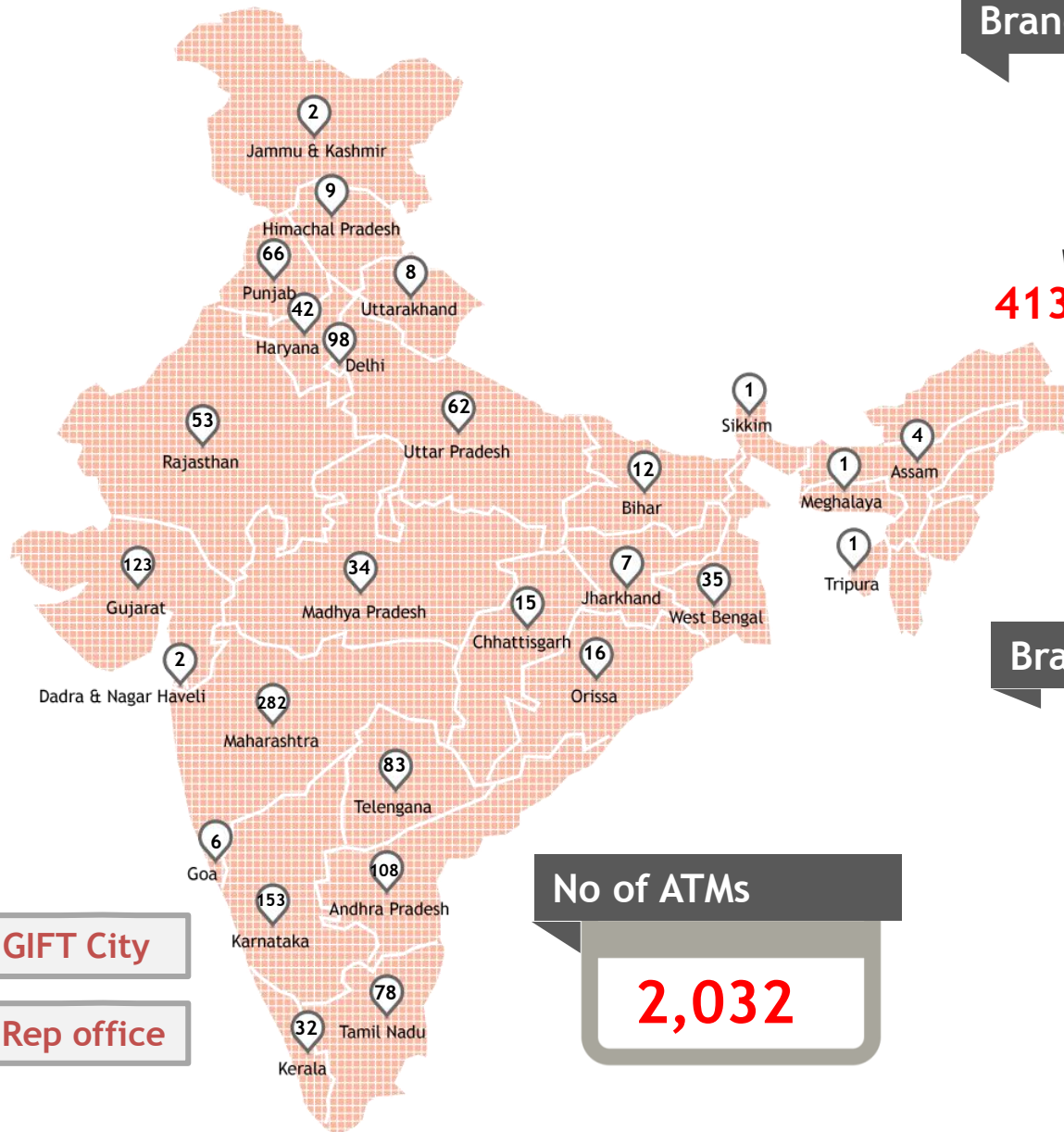
North
389/29%

West
413/31%



East
77/6%

South
454/34%



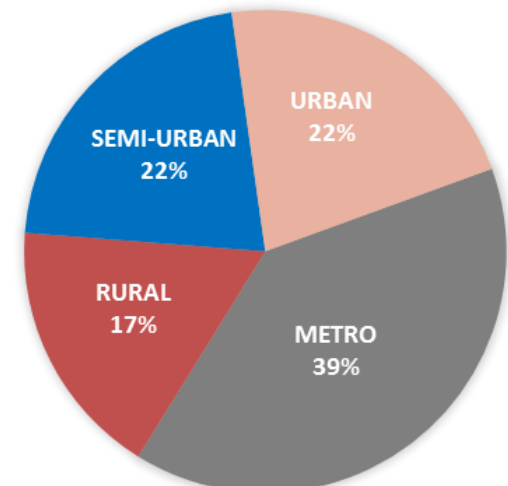
IBU in GIFT City

Dubai Rep office

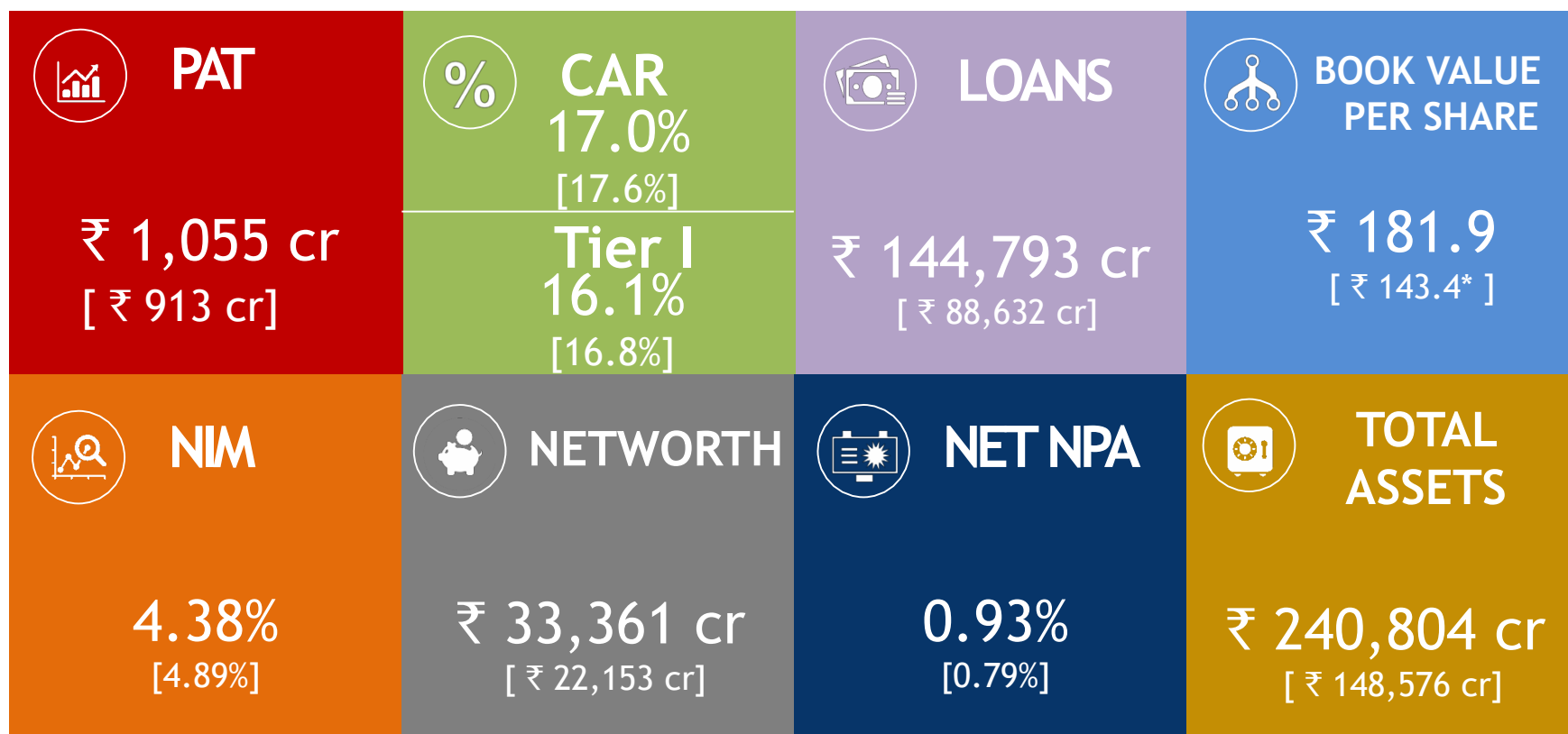
No of ATMs

2,032

Branch Classification



Consolidated Highlights Q4FY16



Figures in [brackets] are FY15 numbers

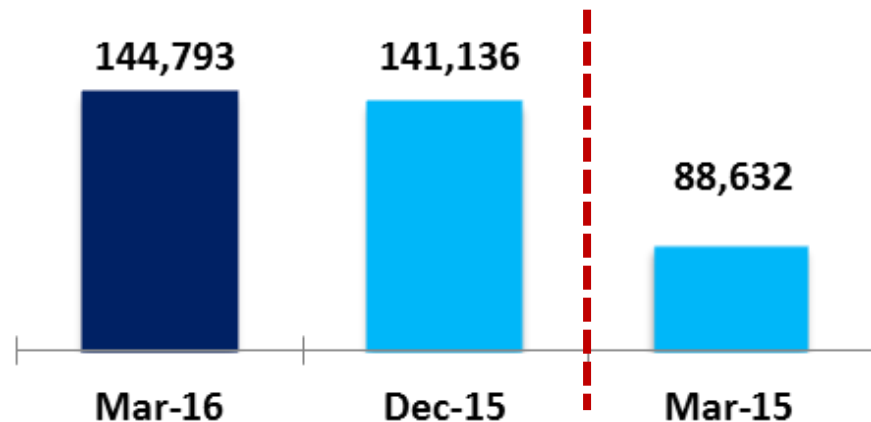
* Adjusted for bonus issue

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

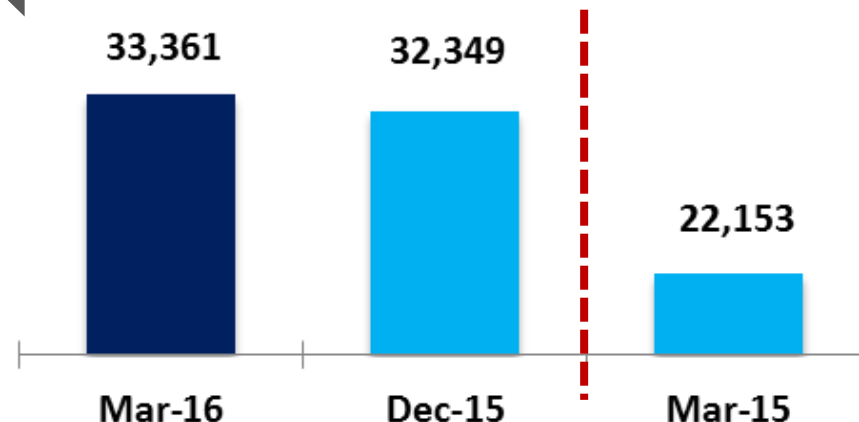
Consolidated Key Financials



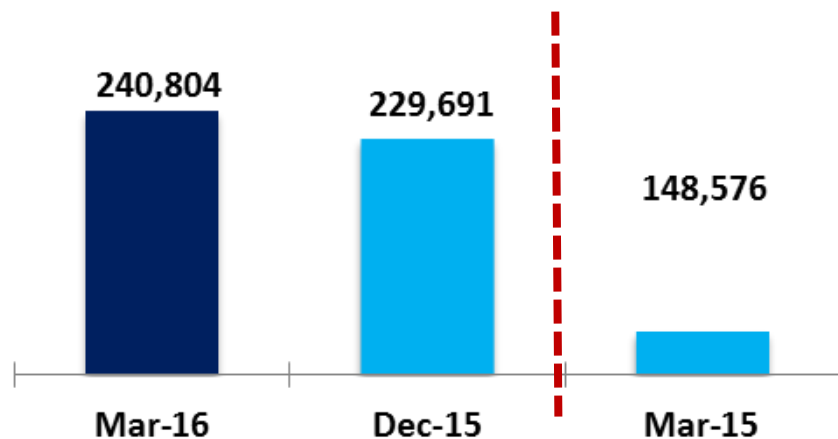
Advances [₹ cr]



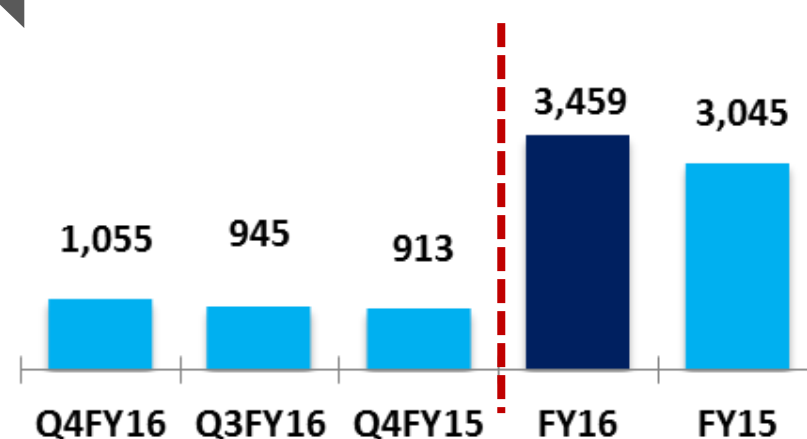
Networth [₹ cr]



Total Assets [₹ cr]



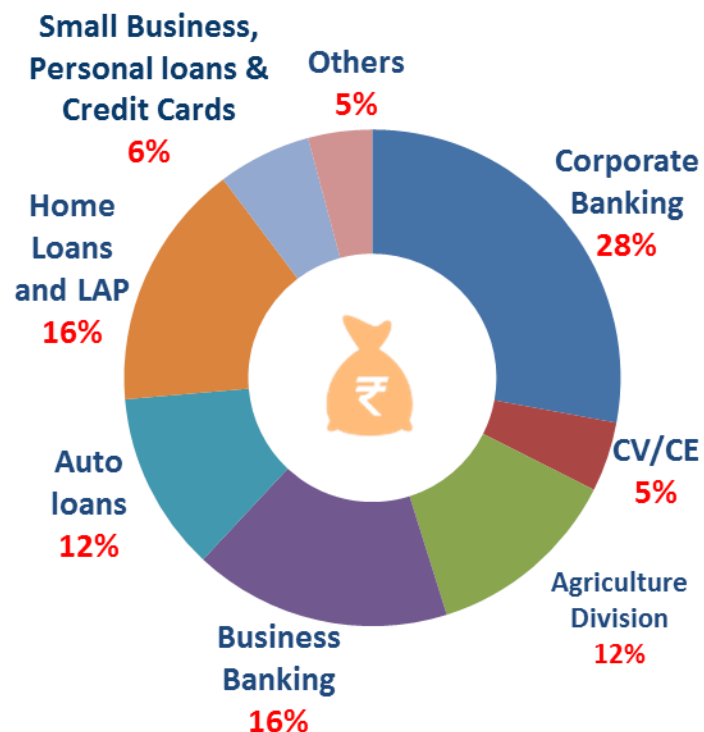
PAT [₹ cr]



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

Consolidated Advances & Investments

31-Mar-16 (₹ 144,793 cr)



Advances & Investments

₹ cr	31-Mar-16	31-Dec-15	31-Mar-15
Corporate Banking	39,946	39,988	24,546
CV/CE	7,463	6,550	5,204
Agriculture Division	17,993	16,811	12,106
Business Banking	23,318	23,382	6,422
Auto loans	16,688	16,410	14,691
Home Loans and LAP	23,009	22,327	14,709
Small Business, PL & Credit Cards	9,646	8,835	6,298
Others	6,730	6,833	4,656
Total Advances	144,793	141,136	88,632
Investments/ Treasury Assets *	55,304	49,496	31,910
Total Advances & Investments	200,097	190,632	120,542

* Does not include policy holders' investments

Consolidated PAT



₹ cr	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
Kotak Mahindra Bank	696	635	527	2,090	1,866
Kotak Mahindra Prime	130	126	143	502	507
Kotak Mahindra Investments	50	39	40	154	106
Kotak Life Insurance	77	60	76	251	229
Kotak AMC and TC	25	4	(18)	72	(29)
Kotak Securities	51	55	96	251	290
Kotak Mahindra Capital	17	6	30	32	12
International subsidiaries	22	26	18	105	51
Kotak Investment Advisors	5	(1)	11	5	26
Others	(7)	(1)	-	(9)	-
Total	1,066	949	923	3,453	3,058
Minority Interest	(20)	(15)	(20)	(65)	(60)
Affiliates and Others	9	11	10	71	47
Consolidated PAT	1,055	945	913	3,459	3,045

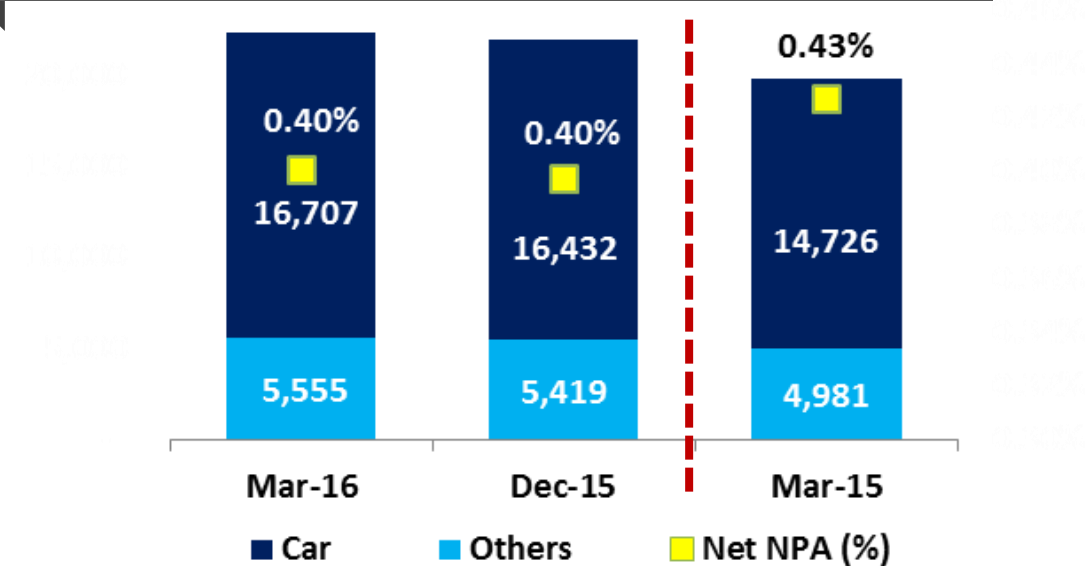
Merger of ING Vysya Bank effective April 1, 2015. Previous year periods not comparable

Entity Wise Networth

₹ cr	31-Mar-16	31-Dec-15	31-Mar-15
Kotak Mahindra Bank	23,959	23,307	14,141
Kotak Mahindra Prime	3,852	3,721	3,350
Kotak Mahindra Investments	841	791	617
Kotak Life Insurance	1,521	1,445	1,291
Kotak AMC and TC	173	149	102
Kotak Securities	2,635	2,583	2,384
Kotak Mahindra Capital	447	431	415
Kotak Mahindra General Insurance	125	131	1
International subsidiaries	624	602	480
Kotak Investment Advisors	271	266	266
Other Entities	42	47	31
Total	34,490	33,473	23,078
Add: Affiliates	679	660	586
Less: Minority, Inter-company and Other Adjustments	(1,808)	(1,784)	(1,511)
Consolidated Networth	33,361	32,349	22,153

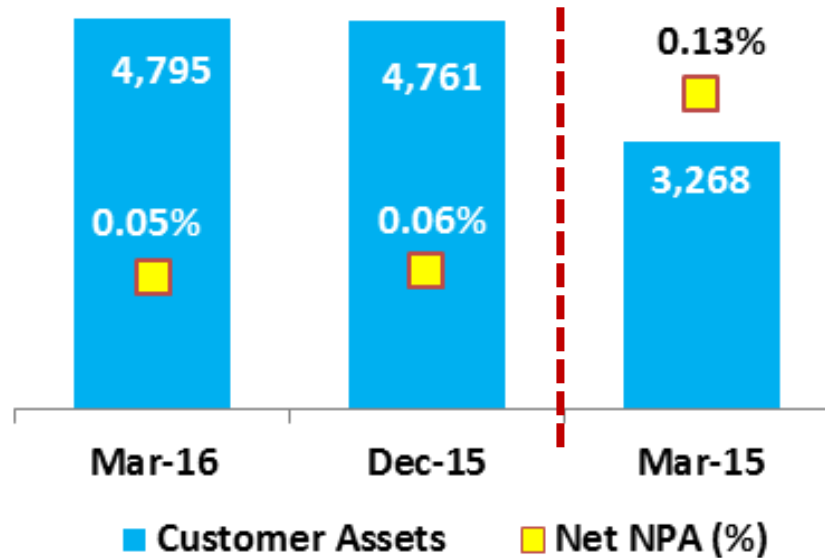
Merger of ING Vysya Bank effective April 1, 2015. Previous year periods not comparable

Customer Assets (₹cr) & NNPA (%)



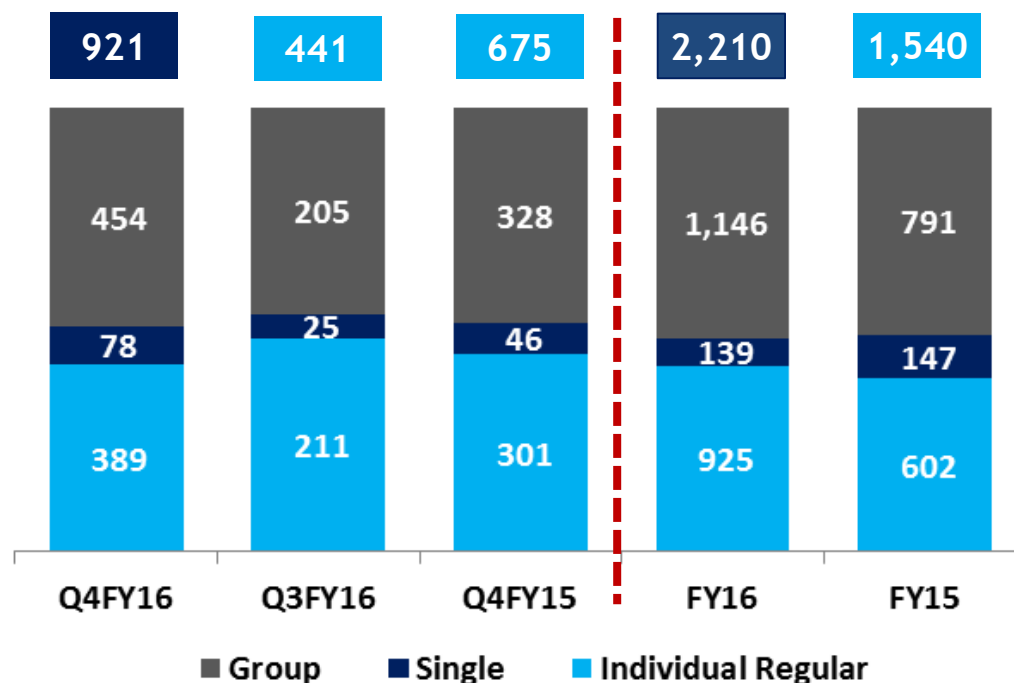
₹ cr	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
NII	247	247	252	967	915
Other Income	57	50	57	210	206
Total Income	304	297	309	1,177	1,121
Profit Before Tax	201	193	218	773	774
Profit After Tax	130	126	143	502	507
CAR (%)				18.2	18.3
ROA (%) - annualised				2.3	2.5

Customer Assets (₹cr) & NNPA (%)



₹ cr	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
NII	71	70	51	251	163
Other Income	14	3	18	29	37
Total Income	85	72	69	280	200
Profit Before Tax	75	60	57	236	158
Profit After Tax	50	39	40	154	106
CAR (%)				18.2	18.3
ROA (%) - annualised				3.4	3.9

New Business Premium (₹ cr)

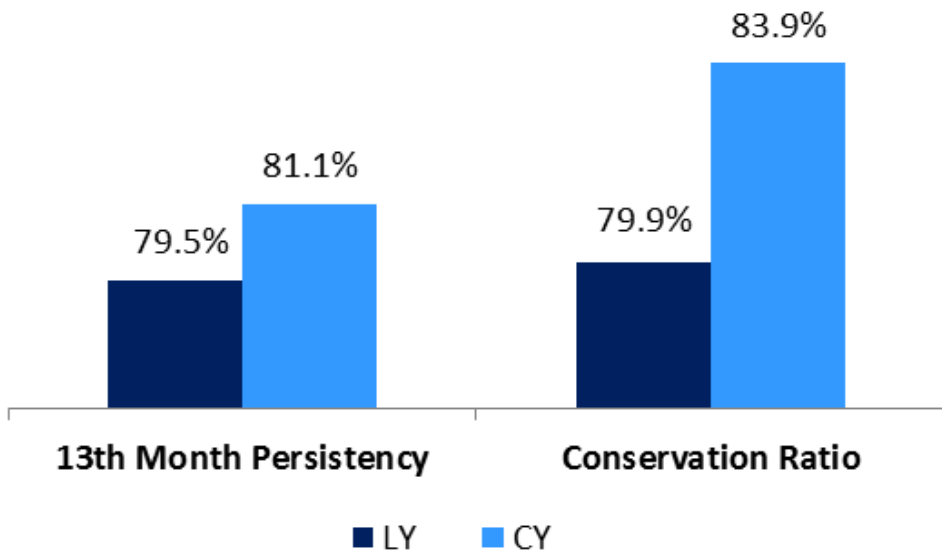


Highlights

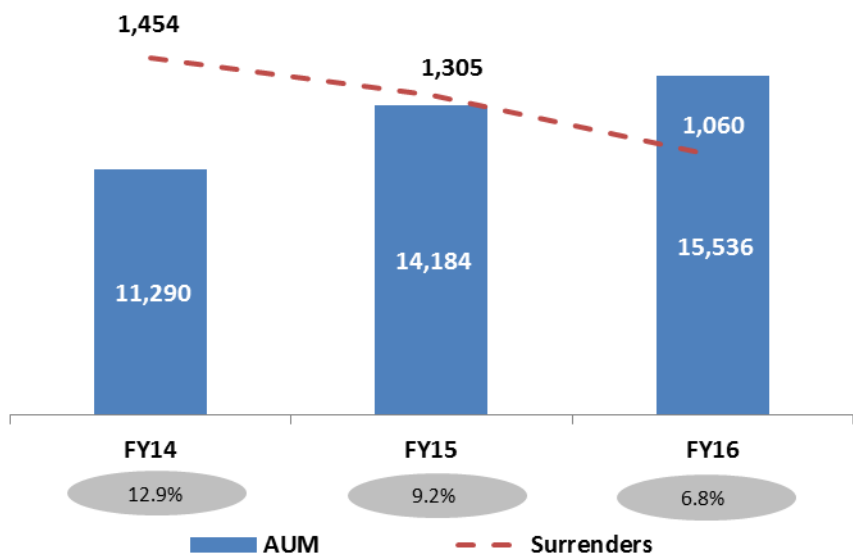
- Ranked 5th among private insurers (PY - 9th)
- On APE basis, Kotak Bank share for FY16 is 51% for first year individual premium
- Individual regular business grew by 54% against private industry growth of 14%
- Group business grew by 45%
- Sum assured increased 26%

₹ cr	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
Capital	562	562	562	562	562
Total Premium	1,651	842	1,246	3,972	3,038
Profit After Tax	77	60	76	251	229
Solvency Ratio (%)	3.11	3.20	3.13	3.11	3.13

13th Month Persistency* & Conservation Ratio



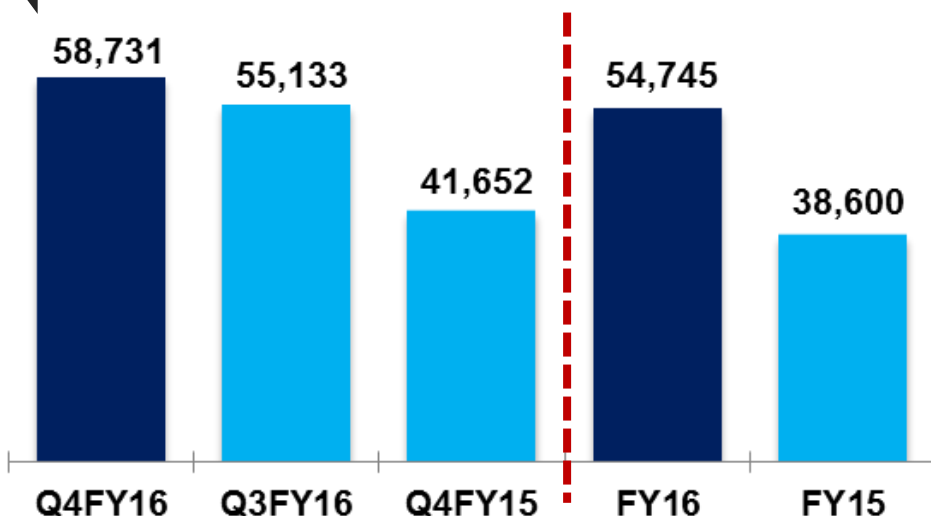
Surrenders and AUM (₹ cr)



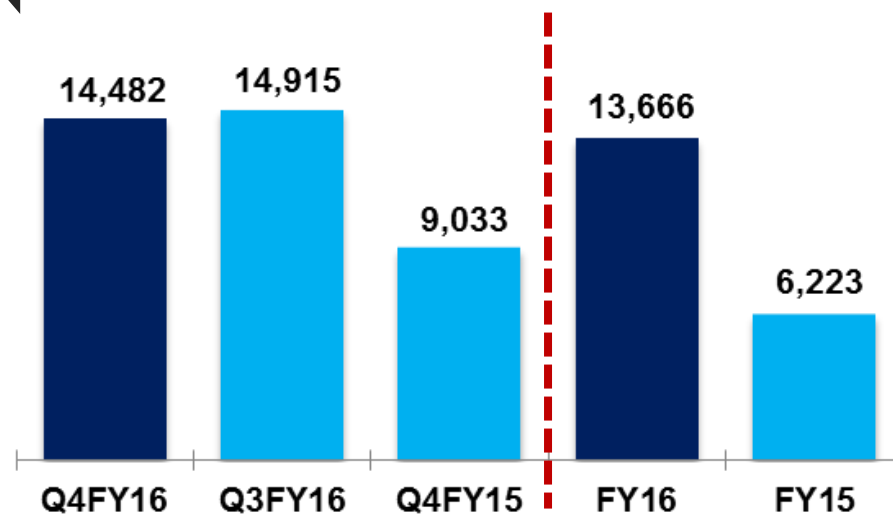
* The 13th Month persistency is after a time lag of 45 days from quarter end, accordingly the current number is of Q3FY16

- Improvement in Conservation ratio and persistency
- Claims settlement ratio at 98.7%, one of the best amongst the private players
- Number of lives covered grew by 38% YoY
- Investment Performance of 100% of Equity Funds in Quartile 1
- Number of policies sourced through E-Insurance ~ 2%

Average Assets Under Management (₹cr) - Overall



Average Assets Under Management (₹cr) - Equity

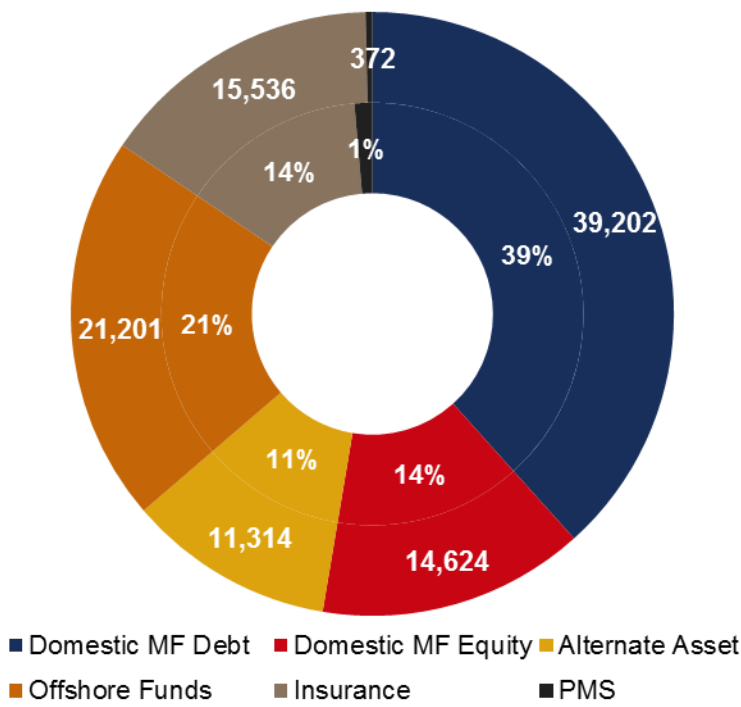


Highlights

- On Avg AUM basis;
 - Equity mix 25% vs 16%
 - Overall market share 4.3% in Q4FY16 vs 3.5% in Q4FY15
 - Ranked No. 8 (No. 9 - FY15)
- Closing equity market share 3.3% vs 2.6%

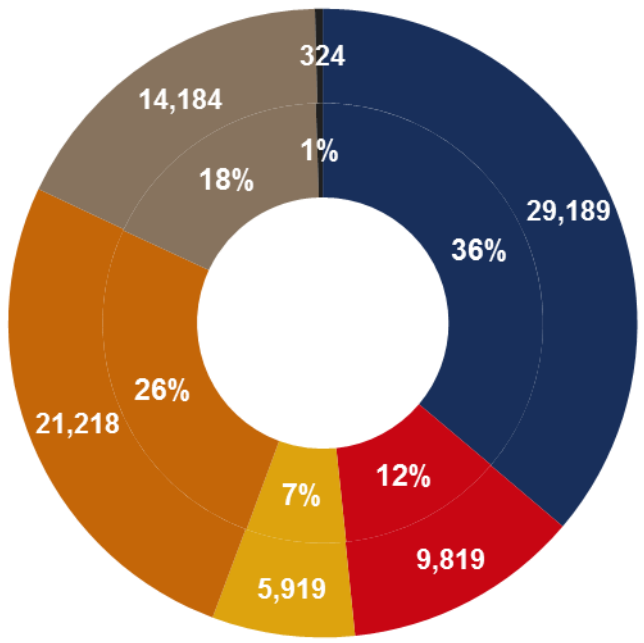
₹ cr	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
Total Income	88	59	38	259	137
Profit Before Tax	32	13	(16)	90	(25)
Profit After Tax	25	4	(18)	72	(29)

Mar 31, 2016



 **AUM ₹ 102,249 cr**

Mar 31, 2015



 **AUM ₹ 80,653 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 ₹ 11,314 cr with dedicated, independent and experienced investment teams
- Raised AUM of ~ USD 1 billion during Q4FY16

Real Estate

- AUM - ₹ 5,078 cr
- 59 investments - 7 funds
- Pioneered the Residential Debt strategy

Private Equity

- AUM - ₹ 1,847 cr
- 41 investments - 6 funds
- Amongst the most experienced team
- Several marquee transactions

Infrastructure

- AUM ₹ 590 cr
- Experienced team
- Focused sectors

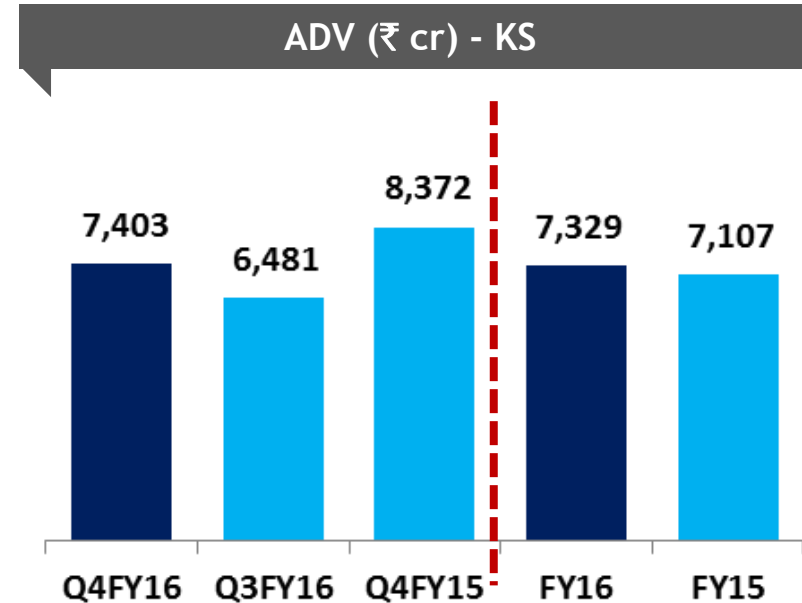
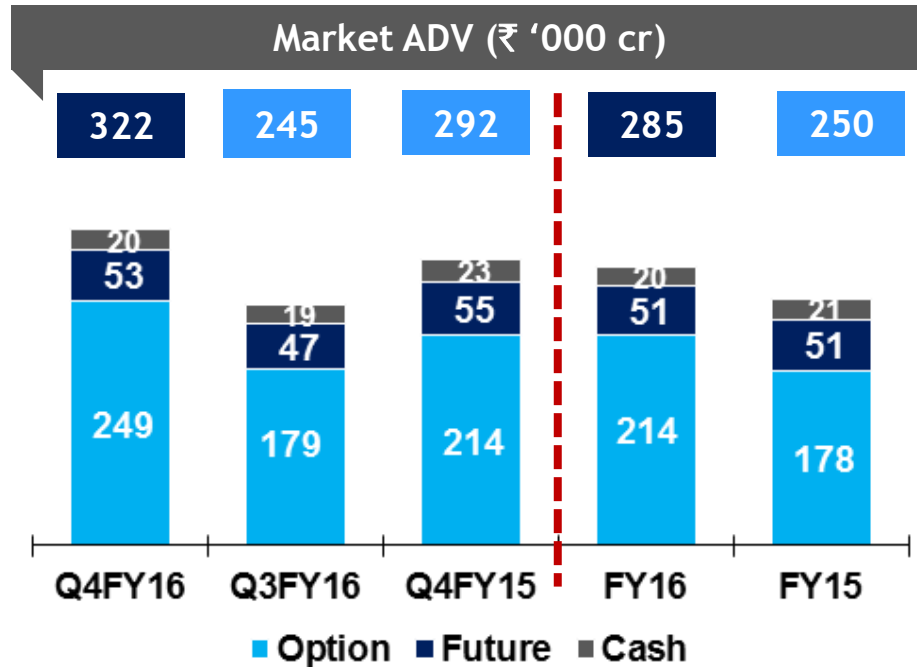
Special Situations

- AUM - ₹ 2,981 cr
- Focused on Stressed assets

Listed Strategies

- AUM - ₹ 819 cr
- Focused on Listed equities

₹ cr	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
Total Income	44	13	25	88	81
Profit Before Tax	7	-	12	7	30
Profit After Tax	5	(1)	11	5	26



₹ cr	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
Total Income	225	228	289	975	960
Profit Before Tax	75	83	147	381	441
Profit After Tax	51	55	96	251	290
Market Share * (%)	2.3	2.7	2.9	2.6	2.8

*excluding BSE Derivative segment

Kotak Securities services ~ 1.2 million secondary market customers through 1,209 branches & franchises

Mergers & Acquisitions



Manager to the
Buyback Offer

₹ 1,569 cr



Manager to the
Buyback Offer

₹ 82 cr

Equity



OFFERS FOR SALE (OFS)

₹ 1,166 cr



Initial Public Offerings (IPO)

₹ 650 cr



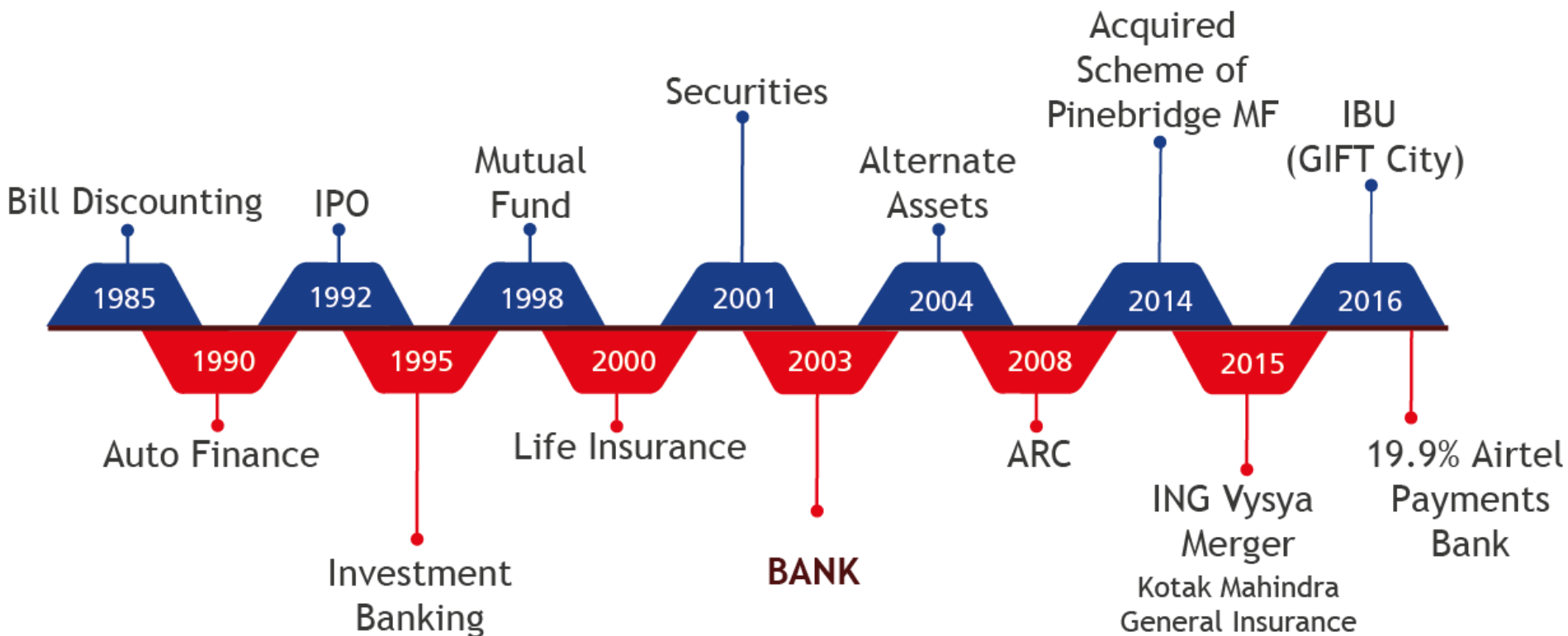
Exclusive Financial Advisor to
Ujjivan Financial Services
Limited for investment by
consortium of investors

₹ 292 cr

₹ cr	Q4FY16	Q3FY16	Q4FY15	FY16	FY15
Total Income	36	28	52	114	89
Profit Before Tax	24	8	35	46	16
Profit After Tax	17	6	30	32	12

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

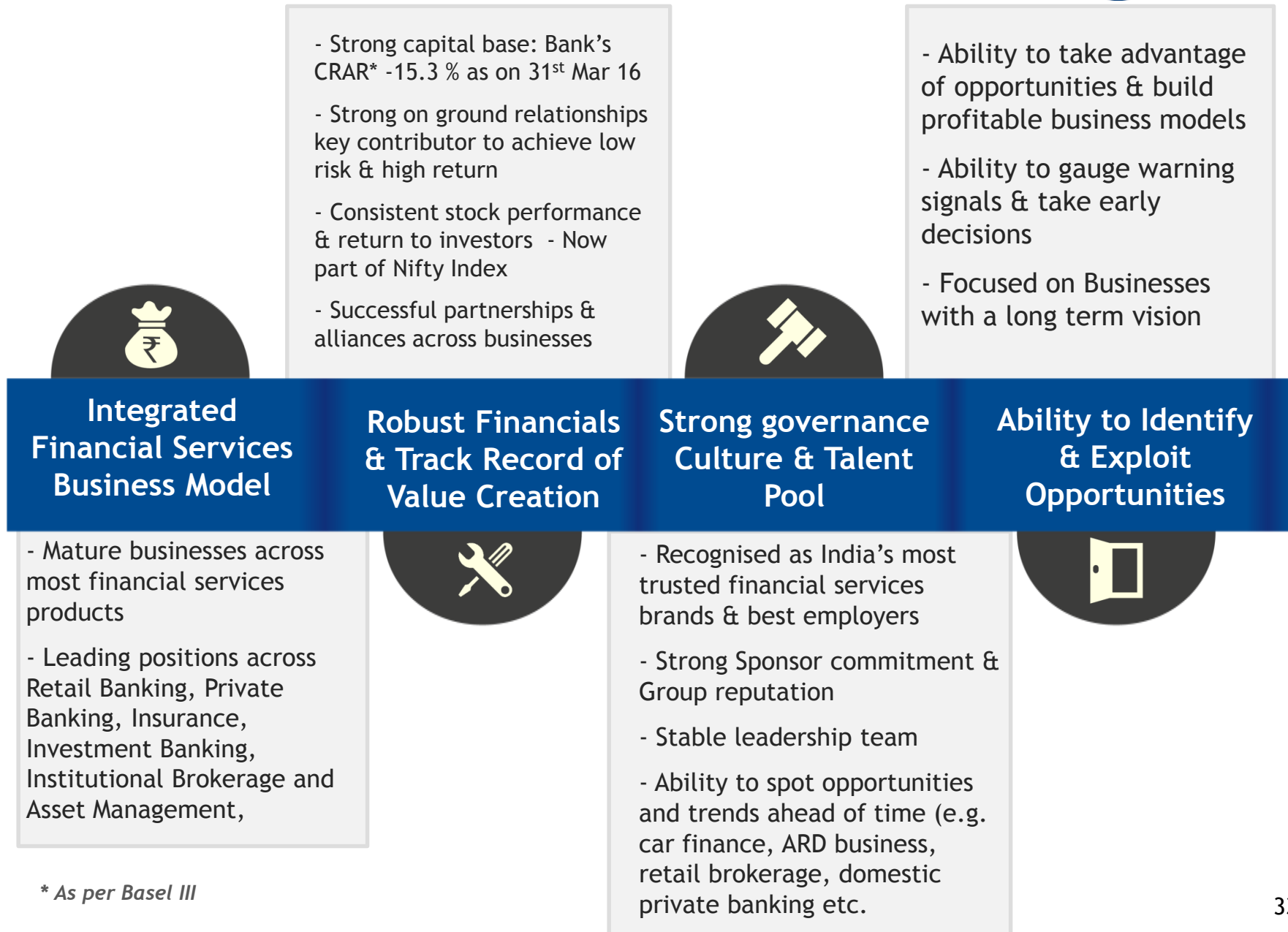
- Trustee Company

Kotak Forex Brokerage

- Forex Broking

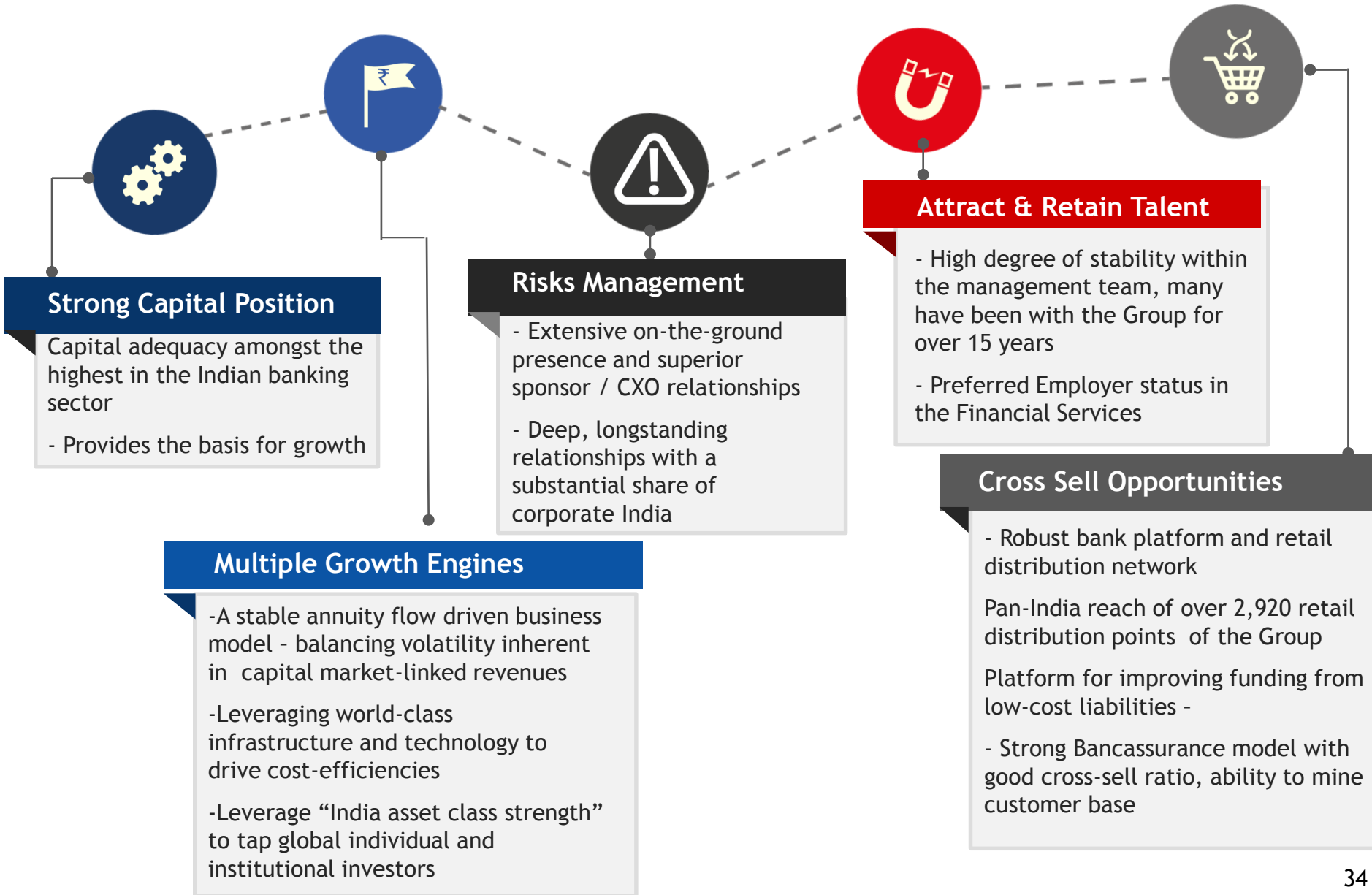
IVY Product Intermediaries

- 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 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

○ **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

○ **Best Bond Deal for
financing of SP JUHi
project**
IJ Global (Euromoney)
Awards (Asia Pacific)

○ **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

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



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

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

○ **Mr. Uday Kotak**
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

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

Awards and Recognition



Best Domestic Equity House
Asiamoney - 2015

SKOCH BSE Aspiring Nation
Award 2015

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



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



VmWare IT Excellence Award
Financial Services Industry Successful
implementation of desktop
virtualization



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.



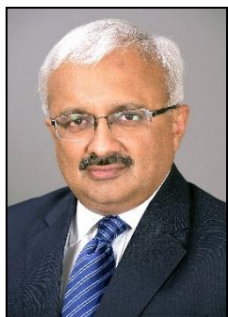
D.KANNAN

- ❑ 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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