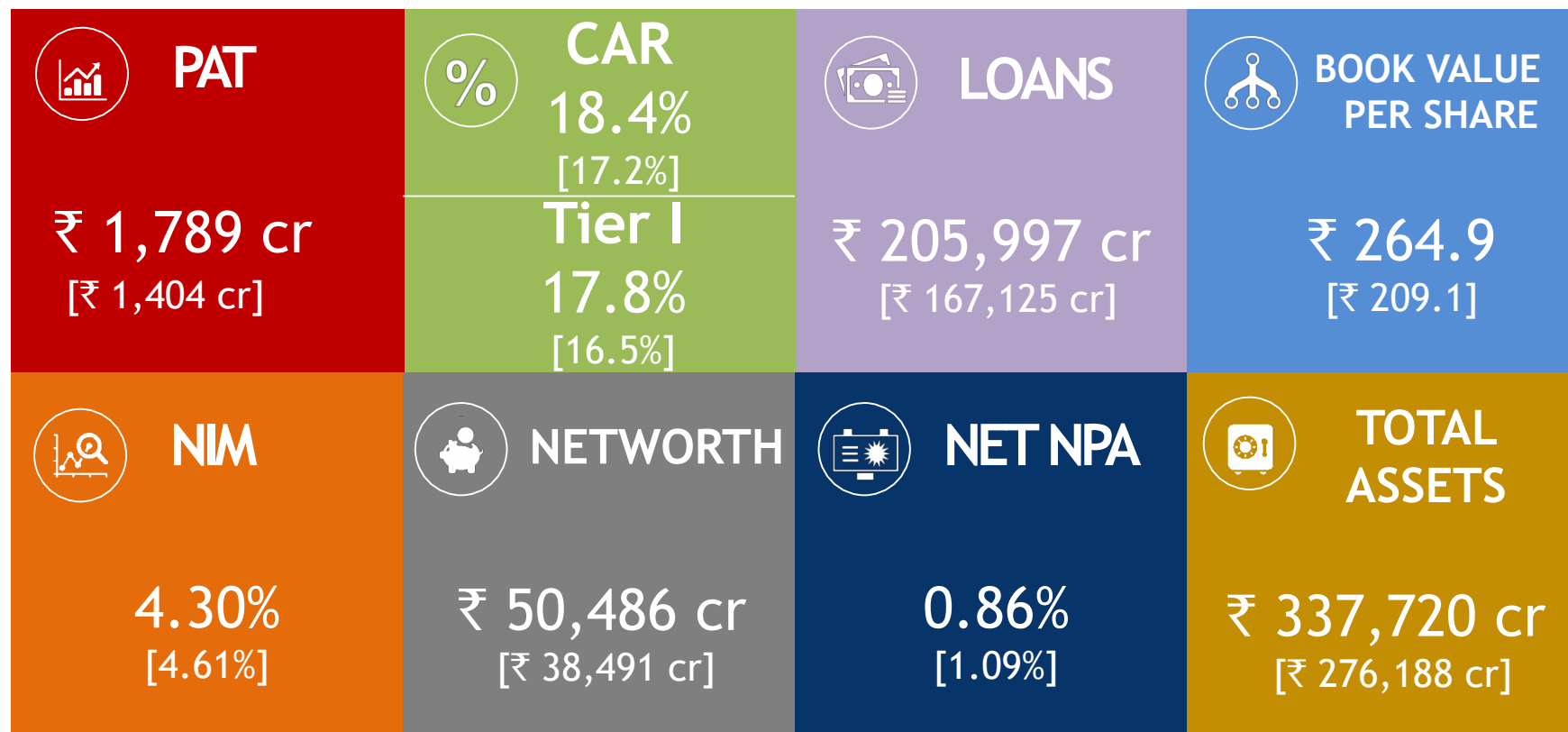


# INVESTOR PRESENTATION Q4FY18

# Consolidated Highlights Q4FY18



Figures in [brackets] are Q4FY17 numbers

# Consolidated PAT



₹ cr	Q4FY18	Q4FY17	Q3FY18	FY18	FY17
Kotak Mahindra Bank	1,124	976	1,053	4,084	3,411
Kotak Mahindra Prime	160	133	148	590	515
Kotak Mahindra Investments	95	56	50	245	196
Kotak Securities	134	121	154	531	361
Kotak Mahindra Capital	25	11	36	65	46
Kotak Mahindra Life Insurance	114	101	97	413	303
Kotak AMC and TC	39	13	38	115	56
International Subsidiaries	38	21	32	114	86
Others	2	(12)	12	13	(23)
<b>Total</b>	<b>1,731</b>	<b>1,420</b>	<b>1,620</b>	<b>6,170</b>	<b>4,951</b>
Minority Interest	-	(26)	(4)	(57)	(79)
Affiliates and Others	58	10	8	88	68
<b>Consolidated PAT</b>	<b>1,789</b>	<b>1,404</b>	<b>1,624</b>	<b>6,201</b>	<b>4,940</b>

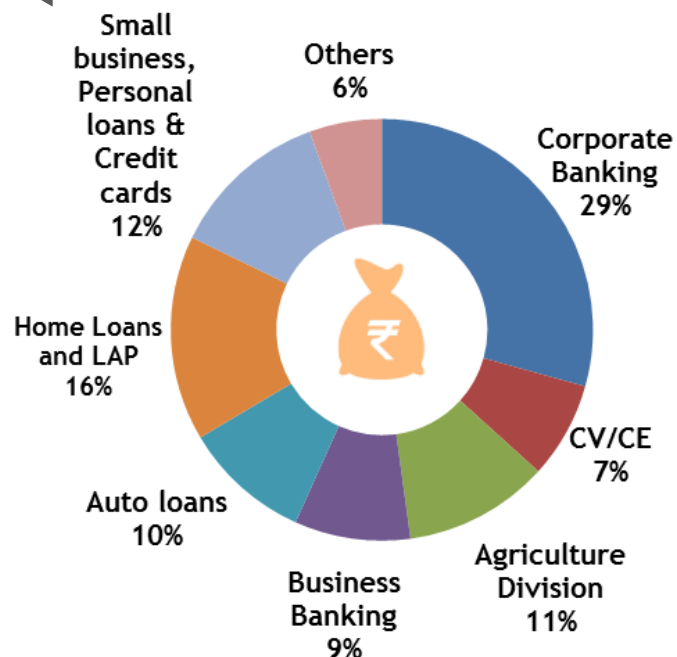
# Entity wise Network



₹ cr	31-Mar-18	31-Mar-17	31-Dec-17
Kotak Mahindra Bank	37,482	27,616	36,297
Kotak Mahindra Prime	4,816	4,227	4,657
Kotak Mahindra Investments	1,382	1,038	1,187
Kotak Securities	3,527	2,996	3,393
Kotak Mahindra Capital	559	493	533
Kotak Mahindra Life Insurance	2,238	1,825	2,124
Kotak AMC and TC	333	229	295
Kotak Infrastructure Debt Fund	324	309	320
Kotak Mahindra General Insurance	98	90	108
International Subsidiaries	813	693	760
Kotak Investment Advisors	338	277	336
Other Entities	154	44	147
<b>Total</b>	<b>52,064</b>	<b>39,837</b>	<b>50,157</b>
Add: Affiliates	858	749	801
Less: Minority, Inter-company and Others	(2,436)	(2,095)	(2,337)
<b>Consolidated Network</b>	<b>50,486</b>	<b>38,491</b>	<b>48,621</b>

# Consolidated Customer Assets

31-Mar-18 (₹ 205,997 cr)



## Advances

**GNPA: 1.95%, NNPA: 0.86%**

## Customer Assets

₹ cr	31-Mar-18	31-Mar-17	31-Dec-17
Corporate Banking	60,420	48,220	58,182
CV/CE	15,202	10,827	13,251
Agriculture Division	22,916	18,969	20,550
Business Banking	18,269	17,884	18,017
Auto loans	20,115	18,330	20,005
Home Loans and LAP	32,429	26,121	30,944
Small Business, PL & Credit Cards	25,189	17,398	22,958
Others	11,457	9,377	11,745
<b>Total Advances</b>	<b>205,997</b>	<b>167,125</b>	<b>195,652</b>
Investment Credit Substitutes	9,345	7,689	7,927
<b>Total Customer Assets</b>	<b>215,342</b>	<b>174,814</b>	<b>203,579</b>

₹ cr	FY18
Indian Embedded Value (IEV)*	5,824
Value of New Business (VNB)	522
VNB Margin (%)	29.3%

Product Mix <sup>#</sup>	FY18
Participating Products	35%
Non-Participating Products	29%
ULIP	36%

## Highlights

- 5th rank among private insurance companies on Individual APE basis (Single 1/10)
- Individual Conservation ratio: 87.1%
- Share of Risk Premium as %age of Total New Business Premium : 22%
- Claims settlement ratio FY18: 99.3%

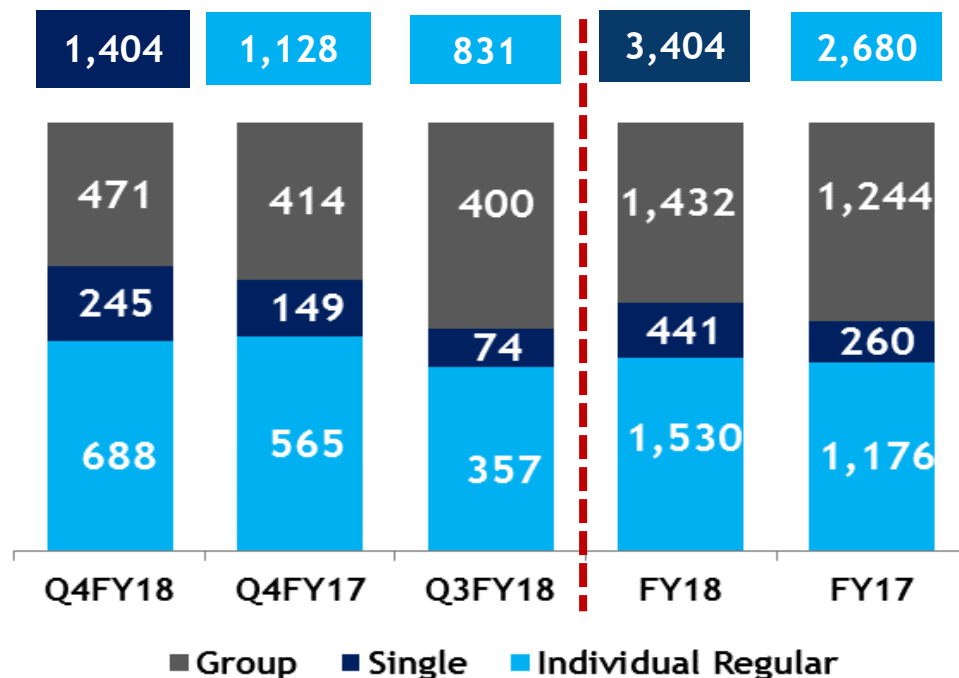
Channel Mix	FY18
Bancassurance	53%
Agency & Others	47%

Persistency	11M-FY18
For 13 <sup>th</sup> month	85.2%
For 25 <sup>th</sup> month	75.5%
For 37 <sup>th</sup> month	71.2%
For 49 <sup>th</sup> month	69.6%
For 61 <sup>st</sup> month	61.7%

\* Computed based on the principles prescribed by APS10. The methodology, assumptions and results have been reviewed by Willis Towers Watson Actuarial Advisory LLP

<sup>#</sup>Based on Individual New Business Premium APE : Annualised Regular Premium + 1/10<sup>th</sup> Single Premium

## New Business Premium (₹ cr)

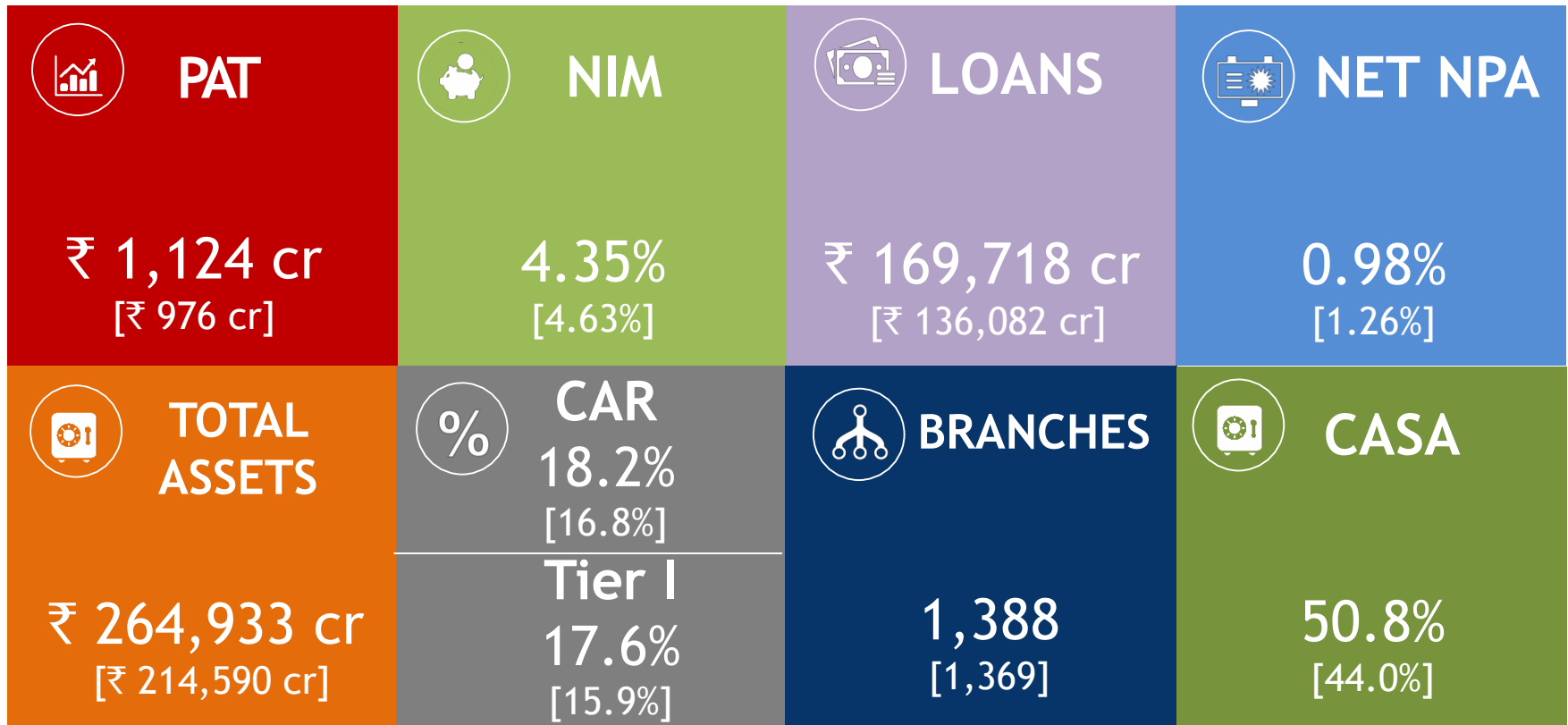


## Highlights

- Individual Regular NBP grew 30% YoY (FY18); ULIP Mix 34%
- Individual renewal premium grew 32% YoY (FY18)
- Sum assured increased by 25% YoY

₹ cr	Q4FY18	Q4FY17	Q3FY18	FY18	FY17
Capital	562	562	562	562	562
Other Reserves and Surplus	1,676	1,262	1,562	1,676	1,263
Total Premium	2,779	2,132	1,540	6,599	5,140
Profit After Tax	114	101	97	413	303
Solvency Ratio (x)	3.05	3.00	3.08	3.05	3.00

# Standalone Highlights Q4FY18



Figures in [brackets] are Q4FY17 numbers



# Profit and Loss Account

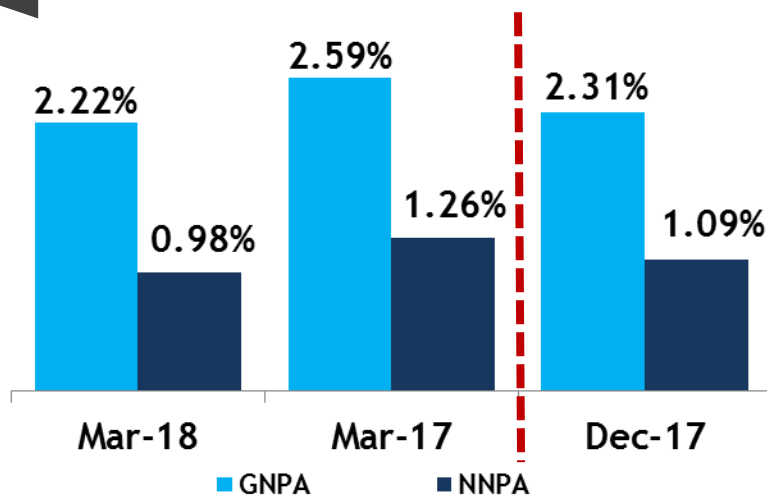
₹ cr	Q4FY18	Q4FY17	Q3FY18	FY18	FY17
Net Interest Income	2,580	2,161	2,394	9,532	8,126
Other Income	1,151	1,003	1,040	4,052	3,477
<b>Net Total Income</b>	<b>3,731</b>	<b>3,164</b>	<b>3,434</b>	<b>13,584</b>	<b>11,603</b>
Employee Cost	766*	681	734	2,930*	2,745
Other Operating Expenses	947	781	880	3,496	2,873
<b>Operating Expenditure</b>	<b>1,713</b>	<b>1,462</b>	<b>1,614</b>	<b>6,426</b>	<b>5,618</b>
<b>Operating Profit</b>	<b>2,018</b>	<b>1,702</b>	<b>1,820</b>	<b>7,158</b>	<b>5,985</b>
Provision On Adv/Receivables (net)	175	252	170	743	698
Provision On Investments	132 <sup>#</sup>	15	43	197 <sup>#</sup>	139
<b>Provision &amp; Contingencies</b>	<b>307</b>	<b>267</b>	<b>213</b>	<b>940</b>	<b>837</b>
<b>PBT</b>	<b>1,711</b>	<b>1,435</b>	<b>1,607</b>	<b>6,218</b>	<b>5,148</b>
Provision For Tax	587	459	554	2,134	1,737
<b>PAT</b>	<b>1,124</b>	<b>976</b>	<b>1,053</b>	<b>4,084</b>	<b>3,411</b>

\*Impacted due to change in gratuity ceiling – ₹ 82 cr

<sup>#</sup>Dispensation of RBI circular on amortisation of MTM loss not taken

# Income and Asset Quality

## GNPA and NNPA



## Asset Quality

- SMA2 outstanding - ₹ 72 cr
  - 0.04% of net advances
- GNPA: 2.22%
- NNPA: 0.98%

Other Income (₹ cr)	Q4FY18	Q4FY17	Q3FY18	FY18	FY17
Fee and Services	1,010	757	829	3,454	2,677
Others	141	246	211	598	800
<b>Total</b>	<b>1,151</b>	<b>1,003</b>	<b>1,040</b>	<b>4,052</b>	<b>3,477</b>

# Segment Performance



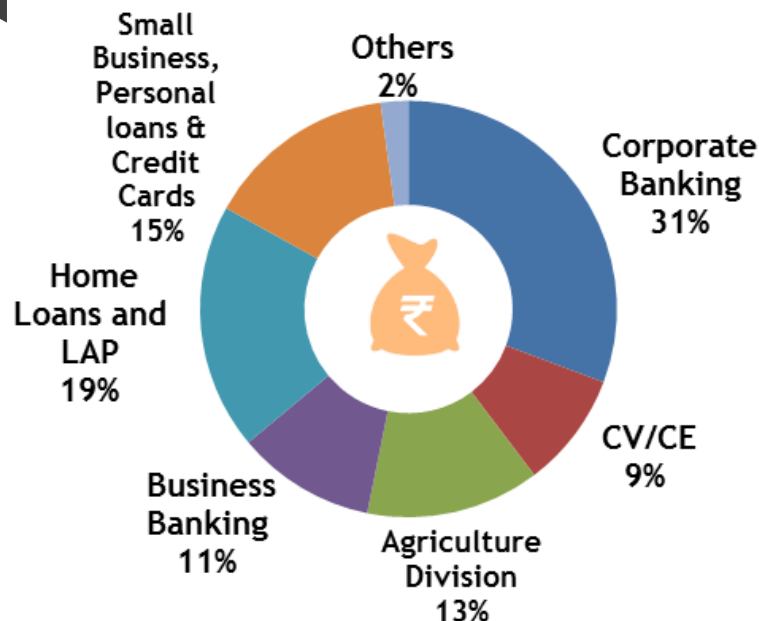
## Bank Segmental PBT

As per RBI (₹ cr)	Q4FY18	Q4FY17	Q3FY18	FY18	FY17
Corporate/Wholesale Banking	784	744	784	2,984	2,695
Retail Banking	500	358	391	1,511	1,195
Treasury, BMU* & Corporate Centre	427	333	432	1,723	1,258
<b>Total</b>	<b>1,711</b>	<b>1,435</b>	<b>1,607</b>	<b>6,218</b>	<b>5,148</b>

\* Balance Sheet Management Unit

# Customer Assets

31-Mar-18 (₹ 169,718 cr)



## Advances

Advances growth: 25% YoY

## Customer Assets

₹ cr	31-Mar-18	31-Mar-17	31-Dec-17
Corporate Banking	52,133	41,703	49,961
CV/CE	15,202	10,827	13,251
Agriculture Division	22,916	18,969	20,550
Business Banking	18,269	17,884	18,017
Home Loans and LAP	32,429	26,121	30,944
Small Business, PL & Credit Cards	25,129	17,387	22,904
Others	3,640	3,191	3,444
<b>Total Advances</b>	<b>169,718</b>	<b>136,082</b>	<b>159,071</b>
Investment Credit Substitutes	9,092	6,872	7,286
<b>Total Customer Assets</b>	<b>178,810</b>	<b>142,954</b>	<b>166,357</b>

## As per segmental classification

₹ cr	31-Mar-18	31-Mar-17	31-Dec-17
Retail	70,316	55,237	65,381
Corporate	99,402	80,845	93,690
<b>Total Advances</b>	<b>169,718</b>	<b>136,082</b>	<b>159,071</b>
Investment Credit Substitutes	9,092	6,872	7,286
<b>Total Customer Assets</b>	<b>178,810</b>	<b>142,954</b>	<b>166,357</b>

# Deposits

CASA (₹ cr)

CASA %

50.8%

44.0%

46.7%

65,529

41,504

58,459

32,246

27,761

25,927

Mar-18

Mar-17

Dec-17

■ CA ■ SA

YoY %

Avg SA (Qtr)

61,223

58%

38,628

55,397

Avg CA (Qtr)

27,024

25%

21,637

24,776

## Highlights

- CASA and TDs below ₹ 5 cr constitute 77% of total deposits
- TDs below ₹ 1 cr were ₹ 41,934 cr
- TD Sweep deposits 6.2% of the total deposits
- Cost of SA for Q4FY18 - 5.61%
- 1,388 branches as on 31<sup>st</sup> Mar, 2018

# Balance Sheet

₹ cr	31-Mar-18	31-Mar-17	31-Dec-17
Networth	37,482	27,616	36,297
<b>Deposits</b>	192,643	157,426	180,826
CA	32,246	27,761	25,927
SA	65,529	41,504	58,459
<i>Term Deposits</i>	94,868	88,161	96,440
<i>Of which: TD Sweep</i>	11,910	10,079	11,532
Borrowings	25,154	21,095	23,193
Other Liabilities and Provisions	9,654	8,453	8,330
<b>Total Liabilities</b>	<b>264,933</b>	<b>214,590</b>	<b>248,646</b>

₹ cr	31-Mar-18	31-Mar-17	31-Dec-17
Cash, Bank and Call	19,620	22,572	24,172
Investments	64,562	45,074	55,170
<i>Government Securities</i>	51,758	36,190	44,193
<i>Others</i>	12,804	8,884	10,977
<b>Advances</b>	169,718	136,082	159,071
Fixed Assets and Other Assets	11,033	10,862	10,233
<b>Total Assets</b>	<b>264,933</b>	<b>214,590</b>	<b>248,646</b>

Wealth - HNIs : entrepreneurs, business families & employed professionals

Priority: Mass Affluent

- **Consistently featured as the Best Private Bank, India** across multiple Banking Surveys
  - *Euromoney Private Banking Survey 2018 | Finance Asia Country Awards 2016*
  - *Finance Asia Country Awards 2015 | Global Private Banking Awards 2015*
- Caters to ~40% of India's top 100 families
- **Relationship Value of Wealth + Priority > ₹ 225,000 cr**

## Our Proposition



### Institutional Family Office

- Advice across advisors
- Non-investment Solutions



### Asset Advisory

- Asset Allocation
- Portfolio Discipline



### Transaction Based

- Distribution
- Broking

## Group USP

- Estate Planning Service
- Open Architecture
- No Proprietary Trading
- Asset Oriented Approach
- Institutional Advice
- Transparent Fee Structure
- Digital solutions

# Digital - Best In Class Experience



Q4FY18

New  
Age  
Banking



Biometric  
Authentication  
for Scan n Pay  
< ₹ 2,000



Instant online  
remittance  
thru Forex  
Portal 'Kotak  
Remit'



Online shopping  
made easy: Can opt  
for no OTP for < ₹  
2,000

88%

Recurring  
Deposit  
sourced  
digitally

69%

Fixed  
Deposit  
sourced  
digitally

32%

Digital share  
of Salaried  
Personal  
Loan (Value)

Mobile  
Banking  
Growth

Value  
(YoY) 76%

Volume  
(YoY) 114%



Personal loans  
thru Digital  
growth - 168%  
(YoY)



Credit Card  
growth - YoY  
322% for  
paperless card  
acquisition



Super Fast Home  
Loans - *Launched  
in Dec 17*  
150% increase in  
no. of disbursals  
(YoY)



Mobile Banking  
login more than  
5X of Net  
Banking



66% of Bank  
Active are  
Digitally Active



72% of Mobile  
banking  
customers are  
ONLY on Mobile  
App



Conversational  
Banking thru  
Artificial  
Intelligence



Phygital  
Approach-  
Digital  
branches with  
e-lobbies



## Biometric Account Opening

- **67%** Individual savings bank A/c sourced thru Biometric mode in Q4FY18
- Also started sourcing 'individual current A/c' thru Biometric mode

## Payments highlights

**76%**

Total Payment Gateway transactions Value growth (Mar'18 v/s Mar'17)

**402%**

mStore transactions Volume growth (Mar'18 v/s Mar'17)

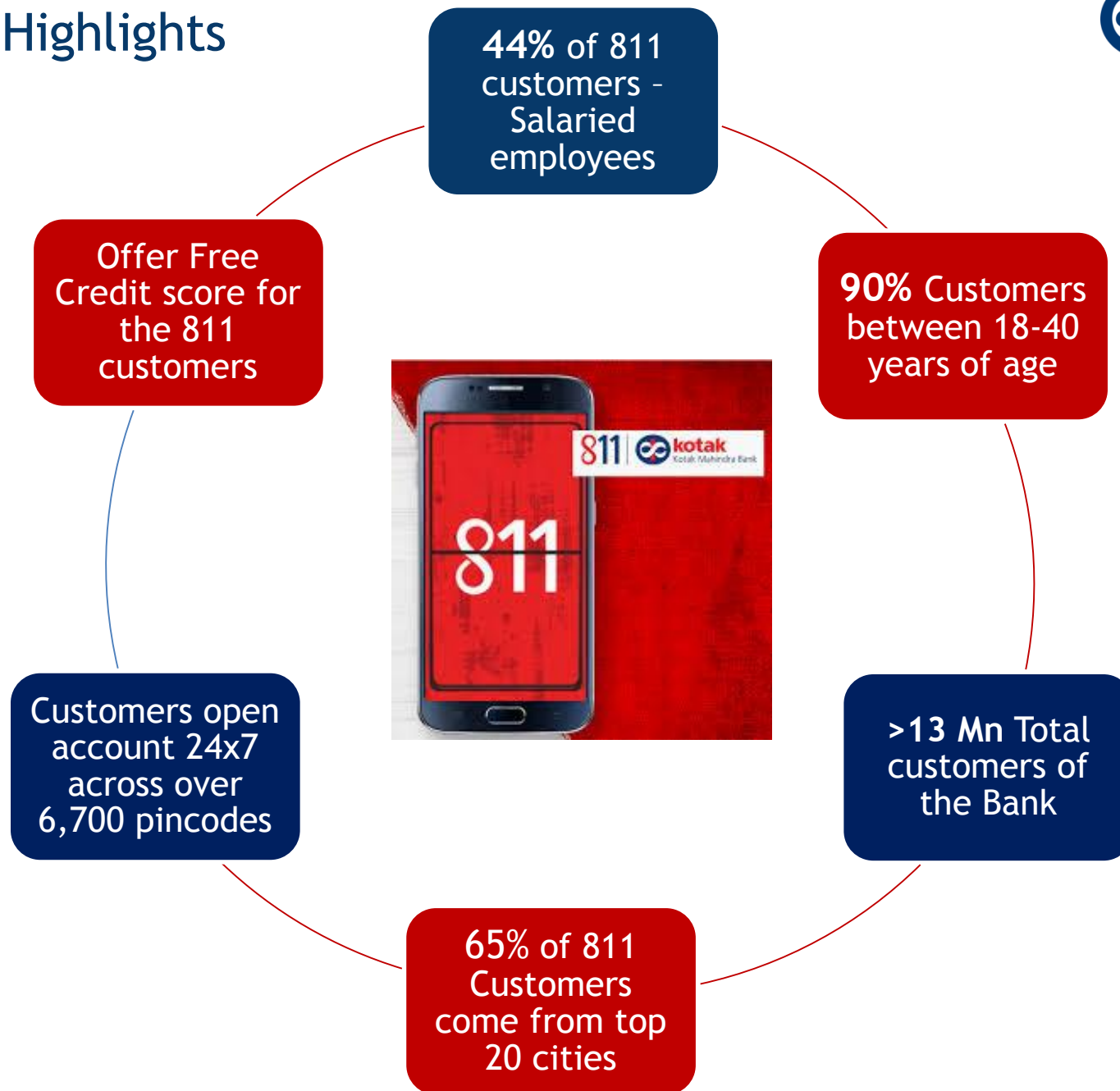
**Top 3**

Kotak amongst the Top 3 Banks in terms of Digital Payments accomplished vs. DFS target in FY18\*

**UPI Wins**

- ~5000 retail merchants
- Corp merchants like HPCL, Cashe, Unity Living, Bombay Bijlee, Payso Fintech on-boarded

# 811 Highlights



## Kotak Securities



**171%** growth YoY  
in Mobile Cash ADV



**156%** growth YoY  
in Mobile Total ADV



Launch of  
Derivative Plus  
product with  
Enhanced leverage  
up to 200 times  
across online  
platforms.

## Kotak Life Insurance

**86%**

Individual Policies sourced  
in Q4FY18 through Genie  
(Tablet based end to end  
sales solution)

**93%**

Business (sales in Q4FY18)  
comes through Genie for  
BANCA channel

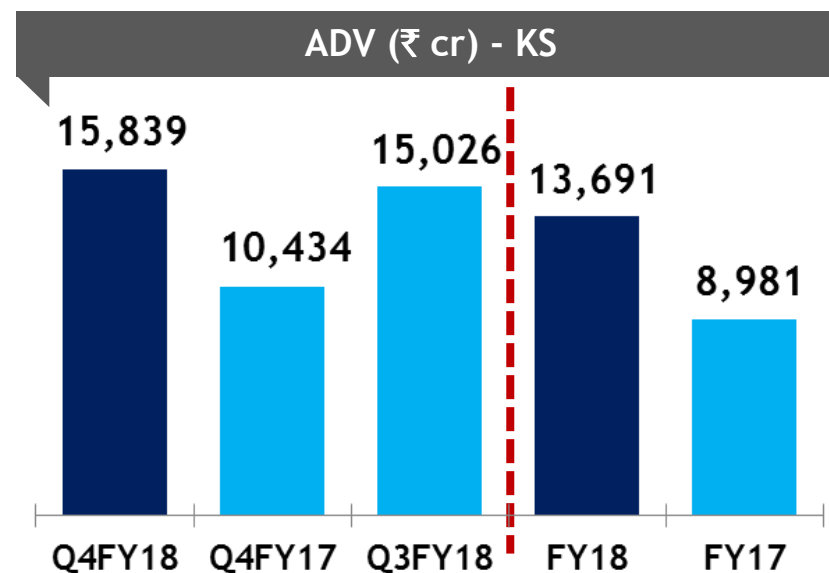
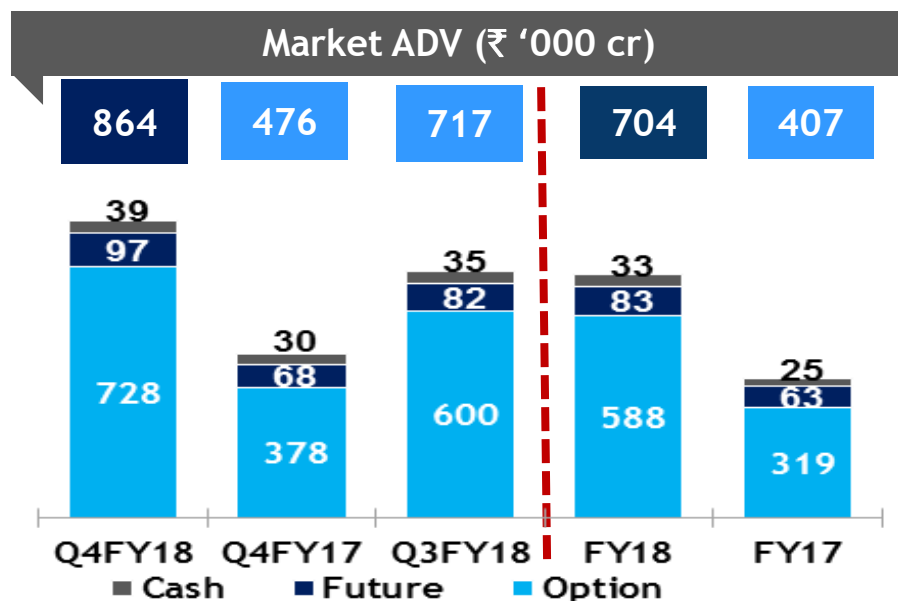
## Kotak General Insurance



>30% of new  
business  
sourced  
through digital  
channels in  
Q4FY18

**118%**

YoY growth in  
volume of  
digital  
business



₹ cr	Q4FY18	Q4FY17	Q3FY18	FY18	FY17
Total Income	448	386	463	1,655	1,239
Profit Before Tax	201	182	231	796	543
Profit After Tax	134	121	154	531	361
Market Share <sup>#*</sup> (%) (YTD)	1.9	2.2	2.0	1.9	2.2

\*excluding BSE Derivative segment

**Market Share in Cash Segment FY18 - 8.5%**

## Equity



**TATA STEEL LIMITED**

# Rights Issue

₹ 12,704 cr



**BANDHAN BANK LIMITED**

# Initial Public Offering

₹ 4,473 cr



**PIRAMAL ENTERPRISES LIMITED**

# Rights Issue

₹ 1,978 cr



**HOUSING DEVELOPMENT FINANCE CORPORATION LIMITED**

# Qualified Institutional Placement

₹ 1,896 cr



**LEMON TREE HOTELS LIMITED**

# Initial Public Offering

₹ 1,039 cr



**ASTER DM HEALTHCARE LIMITED**

# Initial Public Offering

₹ 980 cr

## Advisory



₹ 3,600 cr

Financial Advisor to Birlasoft and CK Birla Group for the acquisition of ITSS business of KPIT through merger and demerger



KPIT Promoters  
₹ 935 cr

Acquisition of 26% shareholding in KPIT through Tender Offer



₹ 886 cr

Manager to Buyback Offer to the shareholders of Unichem Laboratories via Tender Offer route



₹ 500 cr

Manager to Buyback Offer to the shareholders of Pidilite Industries Limited via Tender Offer route



₹ 356 cr

Exclusive Financial Advisor to Varthana (Thirumeni Finance Private Limited) for Series C fund raise



Undisclosed

Financial Advisor to HDFC Limited for sale of HDFC Realty and HDFC Developers to Quikr



Fairness Opinion for sale of Enterprise and Wireless Units of TTML to Bharti Airtel

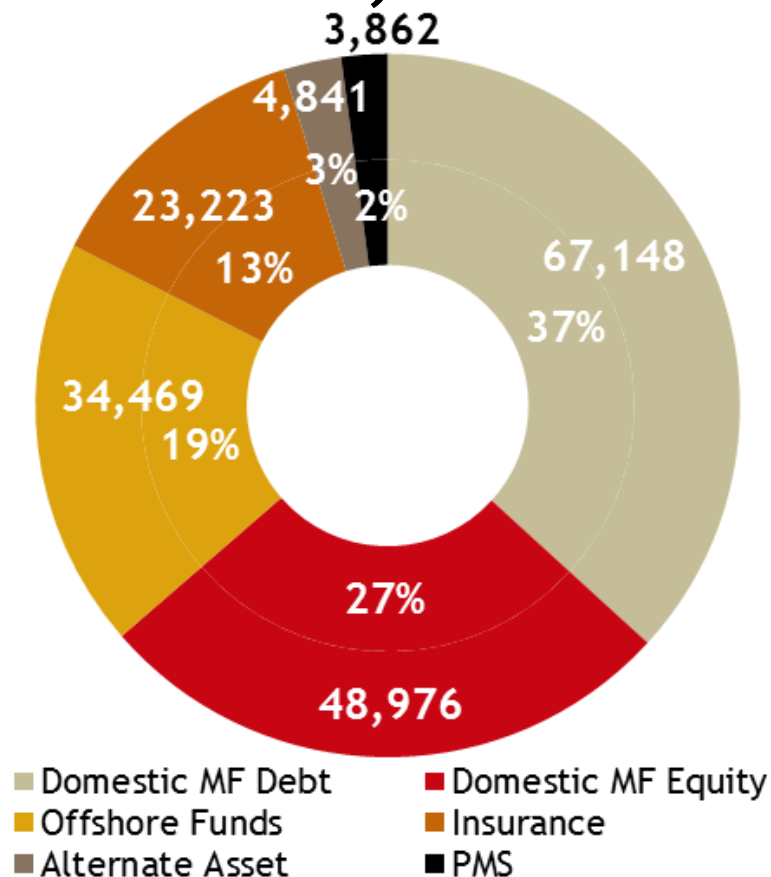


Fairness Opinion to IDFC Bank for merger between IDFC Bank and Capital First

₹ cr	Q4FY18	Q4FY17	Q3FY18	FY18	FY17
Total Income	62	34	76	181	136
Profit Before Tax	41	15	54	102	61
Profit After Tax	25	11	36	65	46

# Assets Under Management

## Mar 31, 2018

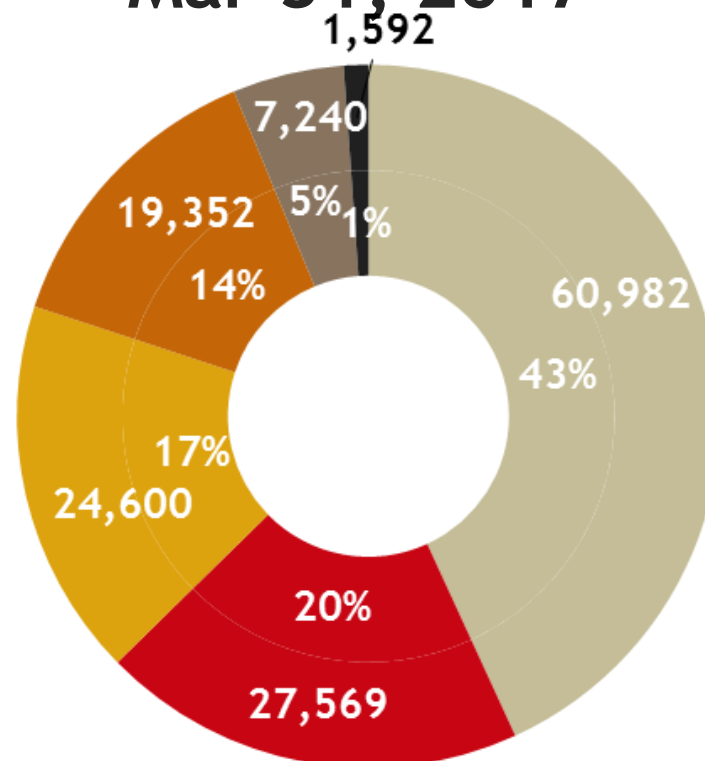


**AUM ₹ 182,519 cr**

**29%**

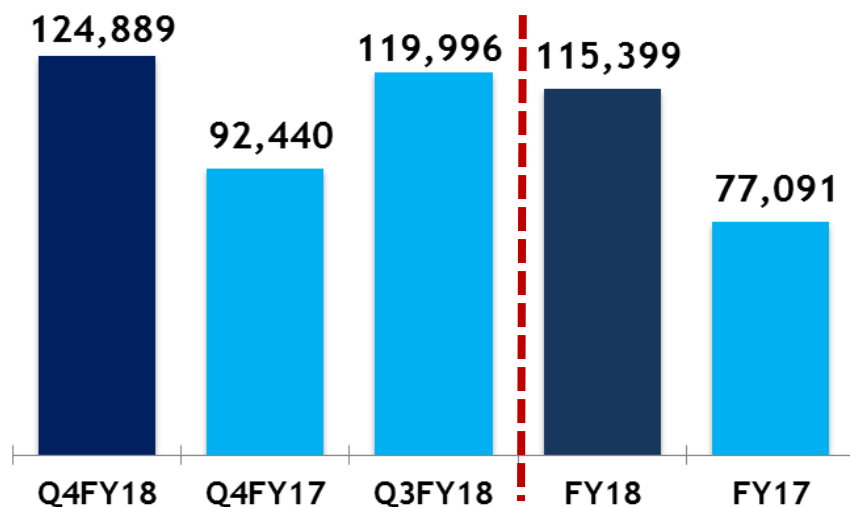


## Mar 31, 2017

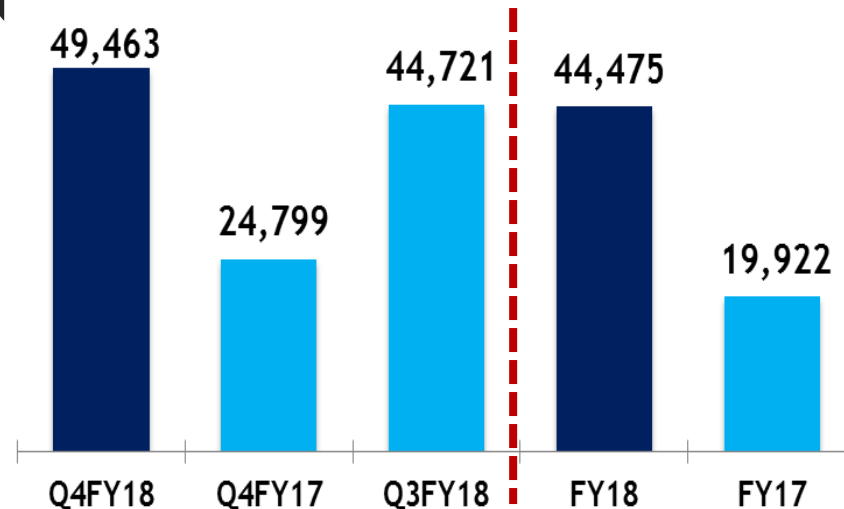


**AUM ₹ 141,336 cr**

Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity

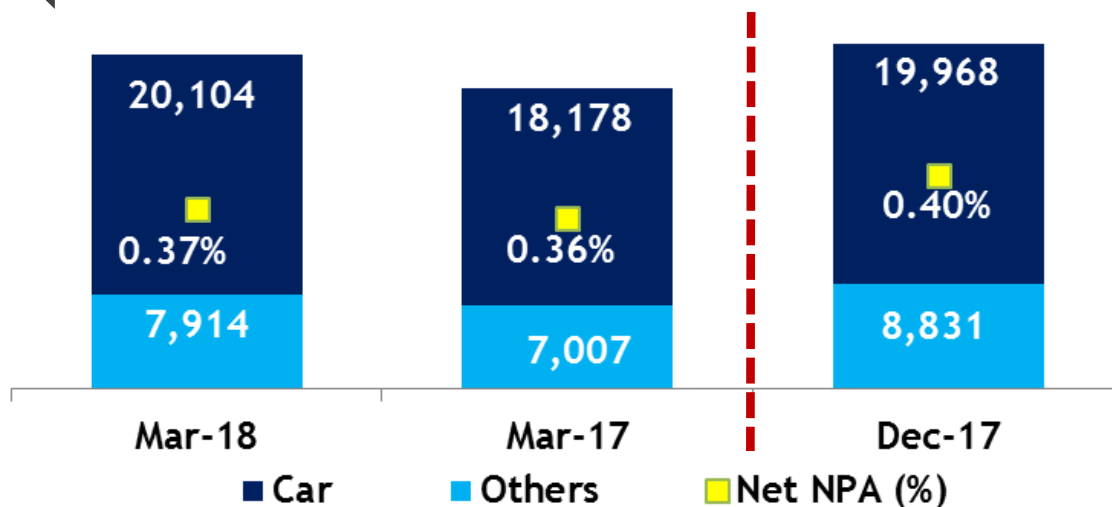


₹ cr	Q4FY18	Q4FY17	Q3FY18	FY18	FY17
Profit Before Tax	58	20	57	170	84
Profit After Tax	39	13	38	115	56

## Highlights

- Equity AAUM market share for FY18 at 4.63% Vs 3.67% for FY17
- AAUM market share for FY18 at 5.36% vs 4.68% for FY17
- PMS AUM grew 1.60 x YoY

## Customer Assets\* (₹ cr) & NNPA (%)

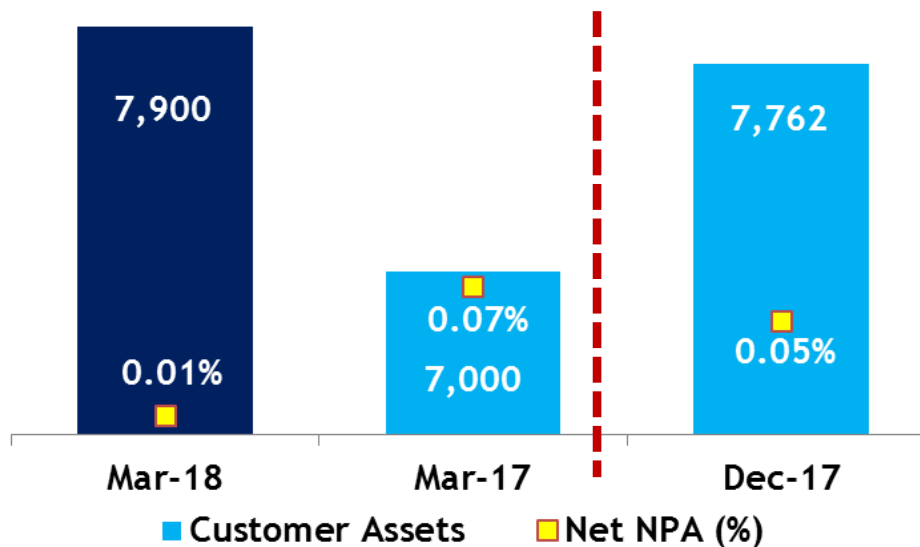


₹ cr	Q4FY18	Q4FY17	Q3FY18	FY18	FY17
NII	280	265	286	1,115	1,017
Other Income	74	65	61	256	225
<b>NII and Other Income</b>	<b>354</b>	<b>330</b>	<b>347</b>	<b>1,371</b>	<b>1,242</b>
Profit Before Tax	244	203	226	902	788
<b>Profit After Tax</b>	<b>160</b>	<b>133</b>	<b>148</b>	<b>590</b>	<b>515</b>
CAR (%)	17.7				
ROA (%) - annualised	2.1				

\* Includes loans and credit substitutes



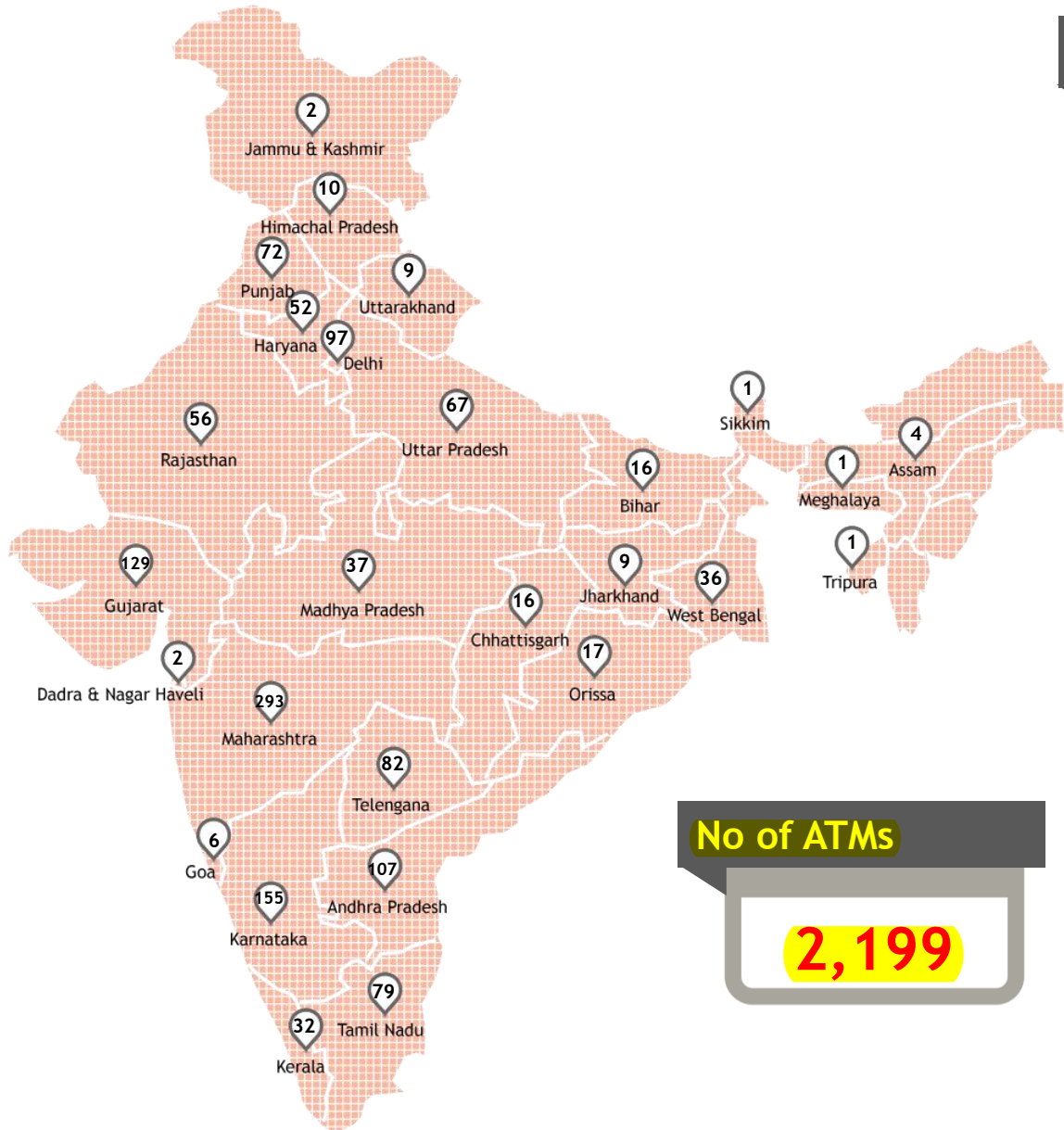
## Customer Assets\* (₹ cr) & NNPA (%)



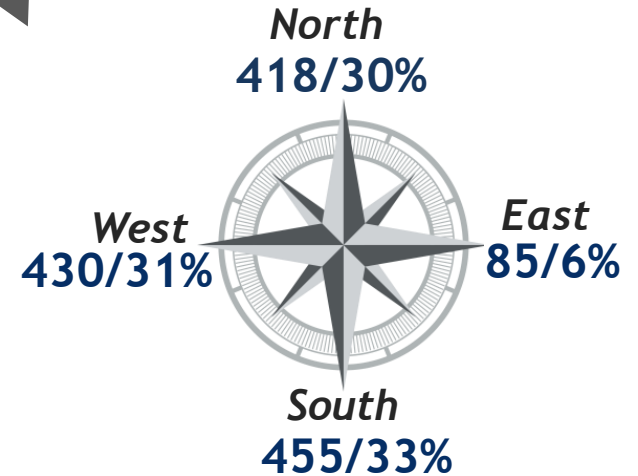
₹ cr	Q4FY18	Q4FY17	Q3FY18	FY18	FY17
NII	78	77	77	304	270
Other Income	75	23	16	122	81
<b>NII and Other Income</b>	<b>153</b>	<b>99</b>	<b>93</b>	<b>426</b>	<b>351</b>
Profit Before Tax	138	83	77	367	290
<b>Profit After Tax</b>	<b>95</b>	<b>56</b>	<b>50</b>	<b>245</b>	<b>196</b>
CAR (%)	18.9				
ROA (%) - annualised	4.5				

\* Includes loans and credit substitutes

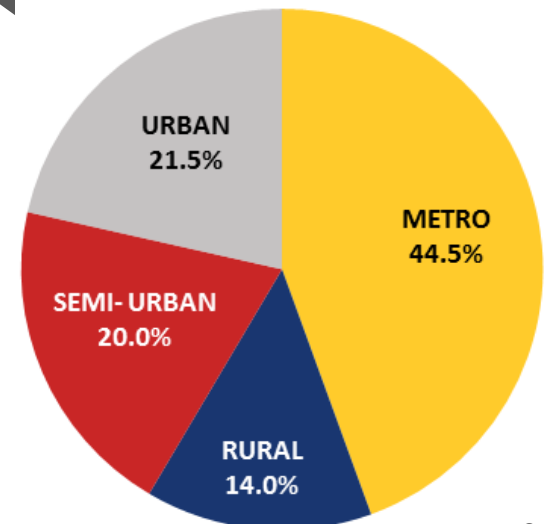
# Geographical Presence



Branches 1,388 [No./%]



Branch Classification

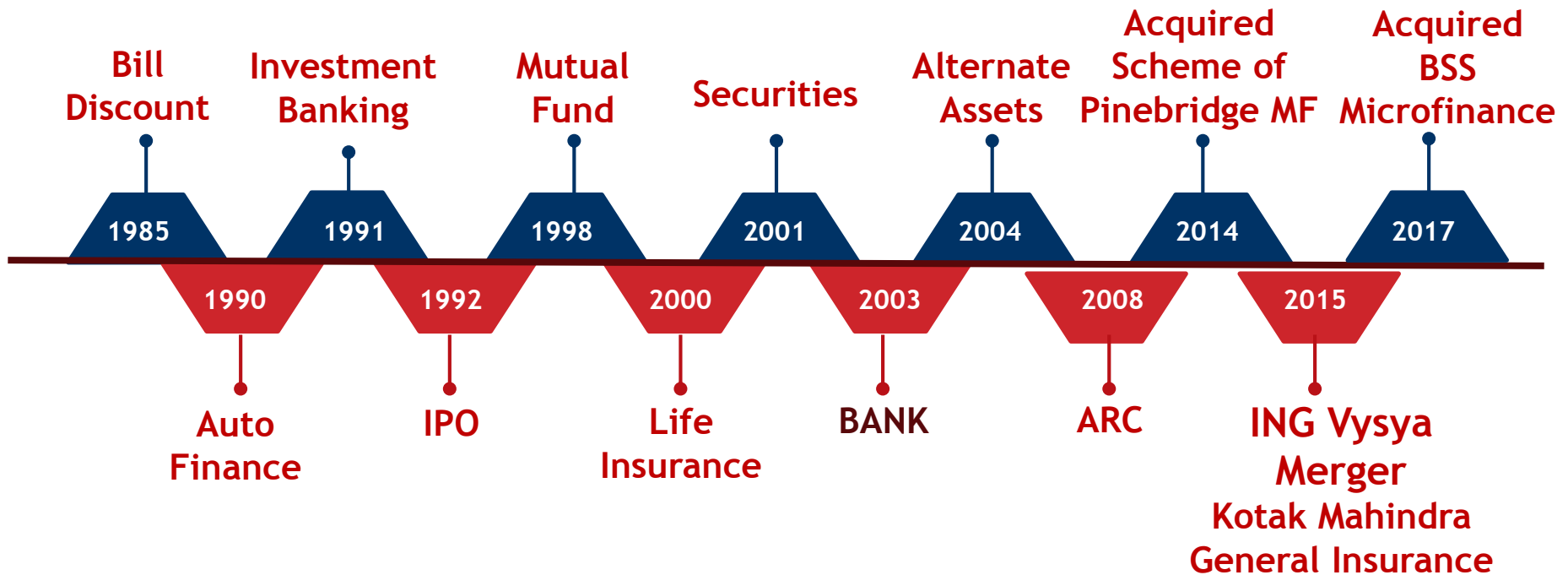


No of ATMs

2,199

# GROUP PROFILE

# The Journey So far...

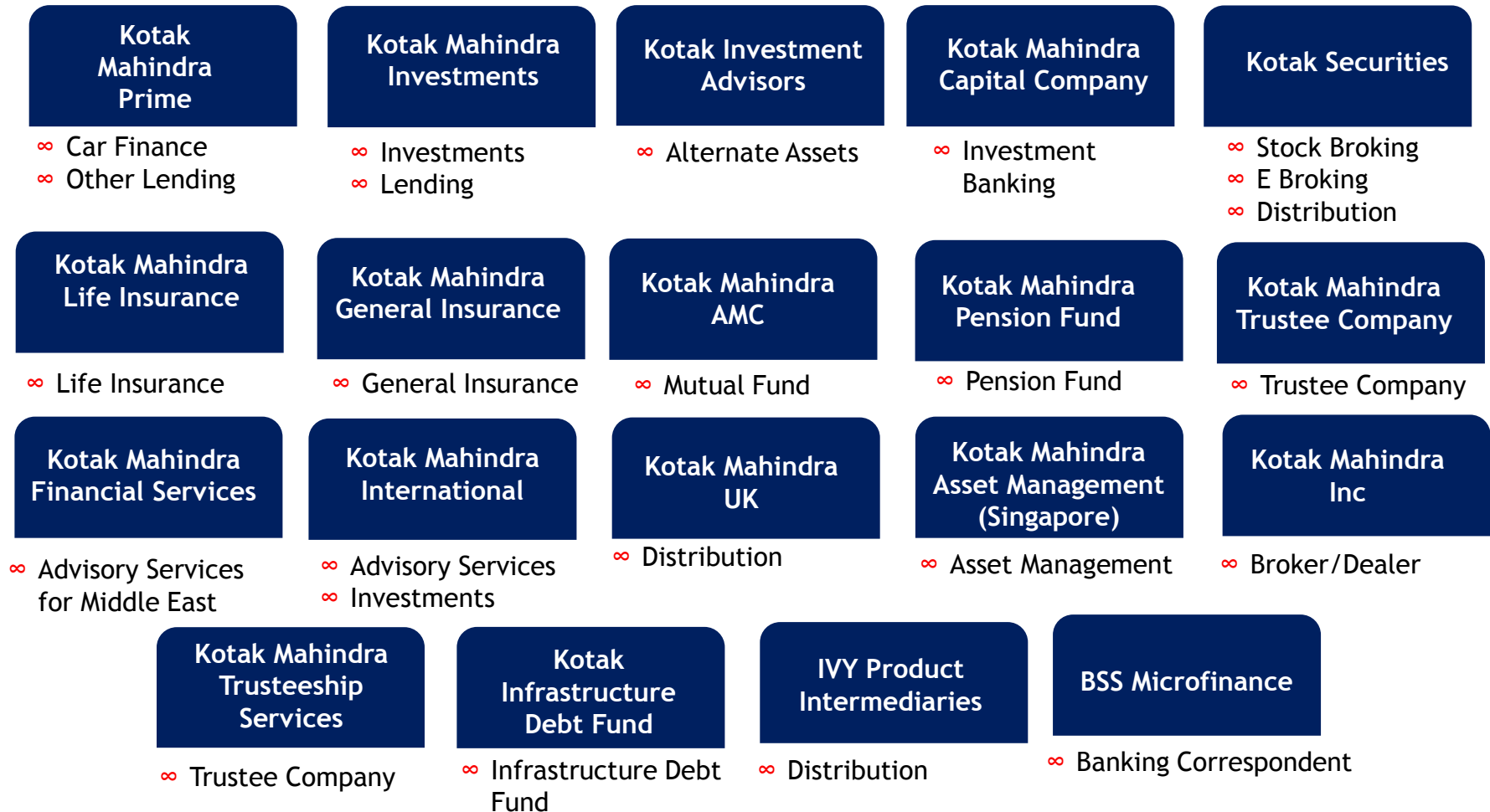


**Kotak Mahindra Bank is the 4th Largest Private Sector Bank**



Rating for Bank, KMP, KMIL, KS, KIAL

## KOTAK MAHINDRA BANK Commercial Bank & Holding Company



Note: All subsidiaries are 100% owned beneficially by the Bank.

# Present Across the Entire Value Chain



## Platform with Wide Product Portfolio

### Corporate Banking

- ∞ Corporate Loans
- ∞ Trade Finance
- ∞ Commercial Real Estate
- ∞ Infra Debt Finance (IDF)
- ∞ Forex/ Treasury
- ∞ Cash Management
- ∞ Custody Business
- ∞ Distressed Assets
- ∞ Off-shore Lending

### Commercial Banking

- ∞ Agriculture Finance
- ∞ Tractor Finance
- ∞ Business Banking
- ∞ Commercial Vehicles
- ∞ Construction Equipment
- ∞ Loan against Shares
- ∞ Gold Loans

### Consumer Banking

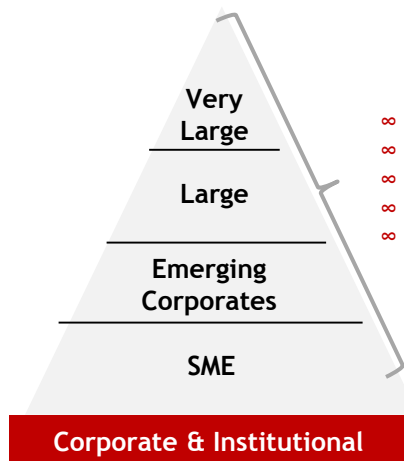
- ∞ Auto Loans
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Unsecured Business Loans
- ∞ Private Banking

### Non-Banking

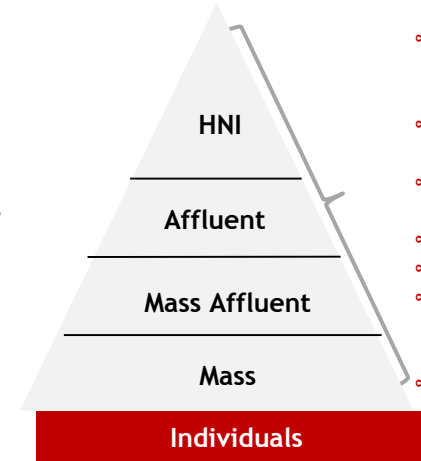
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Asset Reconstruction

Deposits across all customer segments

## Wide Customer Coverage



- ∞ I-Banking
- ∞ Corporate banking products
- ∞ Transaction banking
- ∞ Fund and Fee based products
- ∞ Salary accounts



- ∞ Private/ Priority Banking
- ∞ Commercial banking
- ∞ Consumer loans
- ∞ LAS
- ∞ Mutual fund
- ∞ Insurance

∞ 811

Organisation structure and culture drives cross-sell and customer cross-buying across various products



## An integrated and diversified business model

- ∞ Balance sheet, market and knowledge driven businesses
- ∞ Integrated business model strengthened by cross-group expertise



## Ability to identify and capitalise on opportunities

- ∞ Relative latecomers in banking, but among the largest private sector banks in India by balance sheet size as on Mar 2018
- ∞ Innovated product and services offerings to enter and compete in established segments



## Prudent risk management capabilities

- ∞ Guiding philosophy 'return of capital is as much more important than return on capital'
- ∞ Prudent risk management and credit evaluation processes, coupled with our ability to evaluate and appropriately price risk



## Strong brand and leadership in various businesses

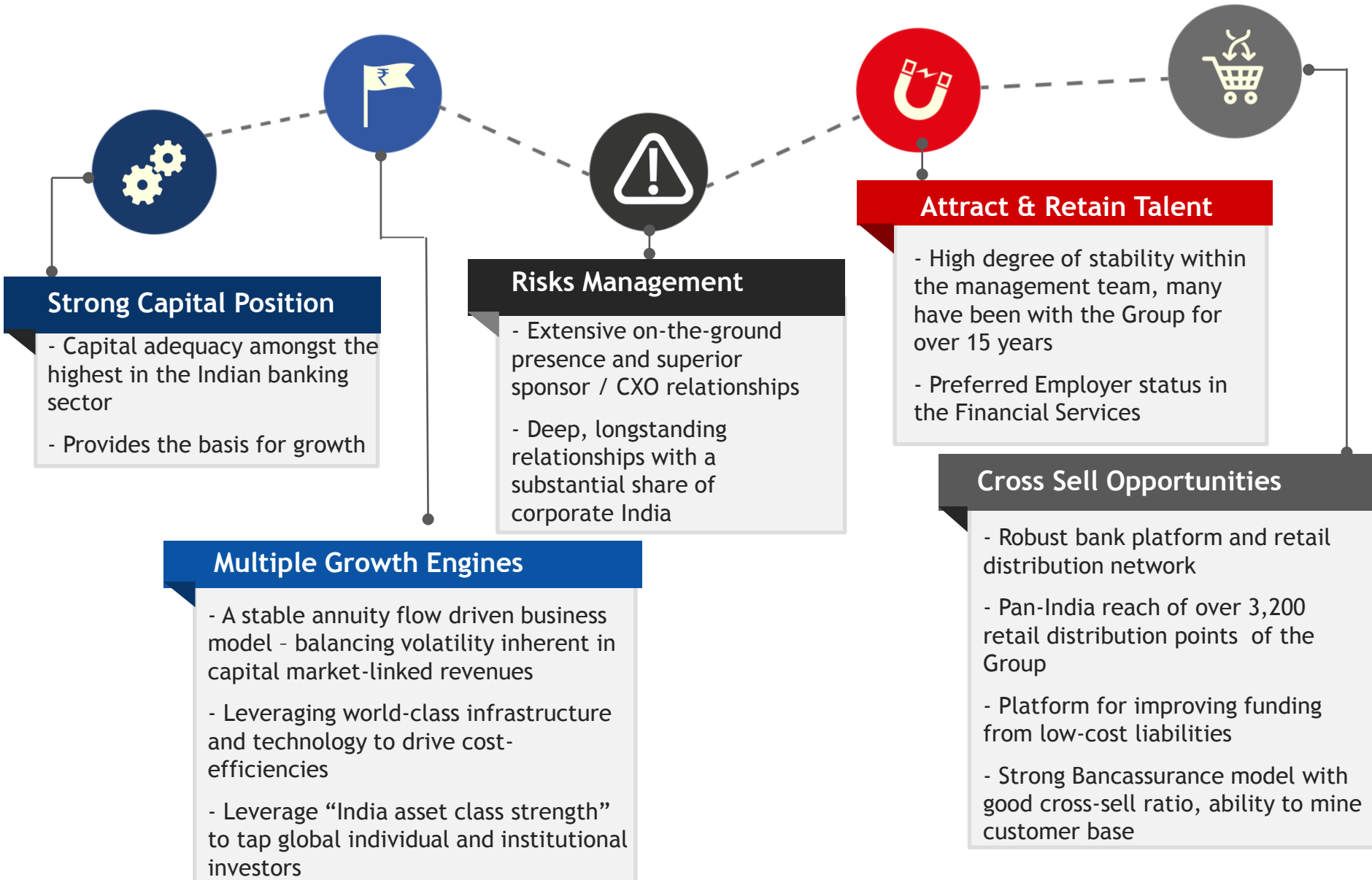
- ∞ Numerous industry accolades reflect the governance culture as well as trust in our offerings
- ∞ Recognition to various businesses for leadership / innovations



## Strong governance culture with experienced management

- ∞ Executive Board comprises professional entrepreneurs
- ∞ 8/11 having 20+ years' experience with our Group
- ∞ Management team with significant experience across business segments

# The Path of Leadership





# Bank Awards & Recognition



**811 & Biometric-Most Innovative Product**  
IBAs Banking Technology Awards 2018

**Best Mid-Size Bank**  
Businessworld Magna Awards 2018

**Best Mid-Size Bank**  
Business Today Best Banks Awards 2018

**Best Savings Bank Product**  
FE India's Best Banks Award 2016-17

**Asiamoney Best Bank Awards 2018 (India)**

- Best Domestic Bank
- Best Corporate & Investment Bank
- Best Bank (Cash Management Poll)
- Best High Yield Syndicate Loan

**The Asset Triple A Treasury, Trade, Supply Chain and Risk Management Awards 2018:**

- Best in Treasury and Working Capital-NBFCs, Public Sector
- Best Liquidity Management Solution for Tata Realty & Infrastructure Limited

**Excellence in Financial Reporting - Annual Report FY16-17 (Pvt. Sector Banks category)**  
ICAI Awards for 2016-17

**Kotak Wealth Management-Best Private Bank, India**  
Euromoney Private Banking Survey, 2018

**811-Best Corporate Innovation**  
India Fintech Forum 2017

**In-House legal team-The Legal 500 GC Powerlist India Teams**

**D&B Banking Awards 2017**  
Best Digital Bank (Online Transaction) Award

**Best Cash Management Bank**  
Asian Banker Transaction Banking Awards 2017,2016 (India)

**Best Bank in India**  
Asiamoney Cash Management Customer Satisfaction Awards 2017

**Ms. Shanti Ekambaram**  
recognized as one of the **Most Powerful Women**  
Fortune India

**Ms. Shanti Ekambaram**  
recognized as one of the **Most Powerful Women in Business**  
Business Today



**Company of the Year 2016**  
The Economic Times Awards for Corporate Excellence

**Mr. Uday Kotak**  
**Banker of the Year**  
Businessworld Magna Awards 2018

**Lifetime Achievement**  
FE Best Banks' Awards 2015-16

**Business Leader**  
LakshmiPat Singhania IIM Lucknow National Leadership Awards 2017

**Businessman of The Year 2016 - Business India**

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

# Awards and Recognition



Investment Bank of the year - M&A Award  
VC Circle

The Asset Triple A Country Awards 2017, India

- Best IPO
- Best QIP

India Equity House  
2017 IFR Asia

Securities Advisory Firm of the Year in India  
Corporate Intl Global Awards - 2017, 2016, 2014, 2012

Most Innovative Bank  
Asia Pacific award by The Banker Magazine



Asiamoney Best Bank Awards 2018 (India)

- Best for Overall Country Research (Brokers Poll)
- Best Local Brokerage (Brokers Poll)

Best Campaign Management Award (Gold Medal) for the *Agar Magar Jigar* campaign  
DMA Asia 2017

Institutional Investor's 2017

- #1 in All-India Research Team
- #1 in All-India Sales Team

Best Brokerage, India

- The Asset Triple A Country Awards, 2017



Business World Award  
Excellence in L&D for 2016



Special award for Innovative Approach to Investor Awareness  
Outlook Money

Kotak Funds-India Midcap A Acc USD- Best Fund in Over 5 Years by:

- Thomson Reuters Lipper Germany 2018 Fund Awards
- Thomson Reuters Lipper Fund Award United Kingdom 2018
- Thomson Reuters Lipper Fund Award Nordics 2018



## 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 26 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.

# Talent: Professional Entrepreneurs at work



## D. KANNAN

- ❑ Joined Kotak in 1991; **First charge** | Assistant Manager, Kotak Mahindra Finance
- ❑ **Current charge** | President - 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 and Group Chief Risk Officer, Kotak Mahindra Bank
- ❑ **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.



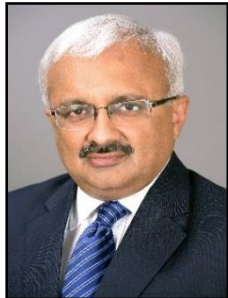
## G. MURLIDHAR

- ❑ Joined Kotak in 2001; **First charge** | Chief Financial Officer, Kotak Life Insurance;
- ❑ **Current charge** | Managing Director & Chief Executive Officer - Kotak Life Insurance
- ❑ **On being a professional entrepreneur** | Coming from a manufacturing & financial background, I transitioned to the new & emerging insurance sector for the challenges it would entail, in the role of CFO & founding member of Kotak Life Insurance in 2001. I initially focussed on building financial, operations & servicing capabilities of the company. I was appointed COO in 2007 and then MD & CEO in 2011. In this phase, my focus is to build an efficient distribution network and improve customer experience so as to deliver value to customer and all stakeholders. Kotak has provided me the opportunity to put my beliefs into action.



## JAIDEEP HANSRAJ

- ❑ Joined Kotak in 1993; **First charge** | Assistant Manager, Kotak Mahindra Finance
- ❑ **Current charge** | CEO - Wealth Management and Priority Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** My first job at Kotak was to garner liabilities for the Group. I then moved to Kotak Securities to head the Eastern region and then to Dubai as Head of the Middle East operations. I came back to India in 1999 to run the Private Client Group at Kotak Securities which is now the Wealth Management business of the Bank. From 2014, I have been responsible for the priority banking group of the bank as well. The independence and freedom given by the bank has helped me becoming a professional entrepreneur.



## 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 SA. 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.





## NARAYAN S.A.

- ❑ Joined Kotak in 1991; **First charge** | Associate Vice President, Kotak Mahindra Finance (Operations);
- ❑ **Current charge** | President - Group Treasury and Global 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.



## VENKATTU SRINIVASAN

- ❑ Joined Kotak in 1993; **First charge** | Branch Manager, Pune Branch, Kotak Mahindra Finance
- ❑ **Current charge** | Group Head - Asset Reconstruction and Structured Credit, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | Kotak Mahindra Group provided me a great platform and opportunity to kick start and grow many of the embedded businesses of Commercial Banking, mainly in the areas of CV/CE, Agri Finance etc. Later on when the opportunity unfolded with NPAs burgeoning in the economy in the late 90s, I was incharge of pioneering and starting the Asset Reconstruction business, when the concept was nascent or unheard of in the country. Over the last 18 years, I have grown the Asset Reconstruction business significantly through nursing and structuring of several Non Performing loans with dedicated teams & providng a work out through focussed stressed resolution process. Professional entrepreneurship at Kotak has taught me that for success, one needs the following three sides of triangle, Vision, Strategy & Execution and at the centre piece of it are the values and ethics which the firm and you stand for.

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