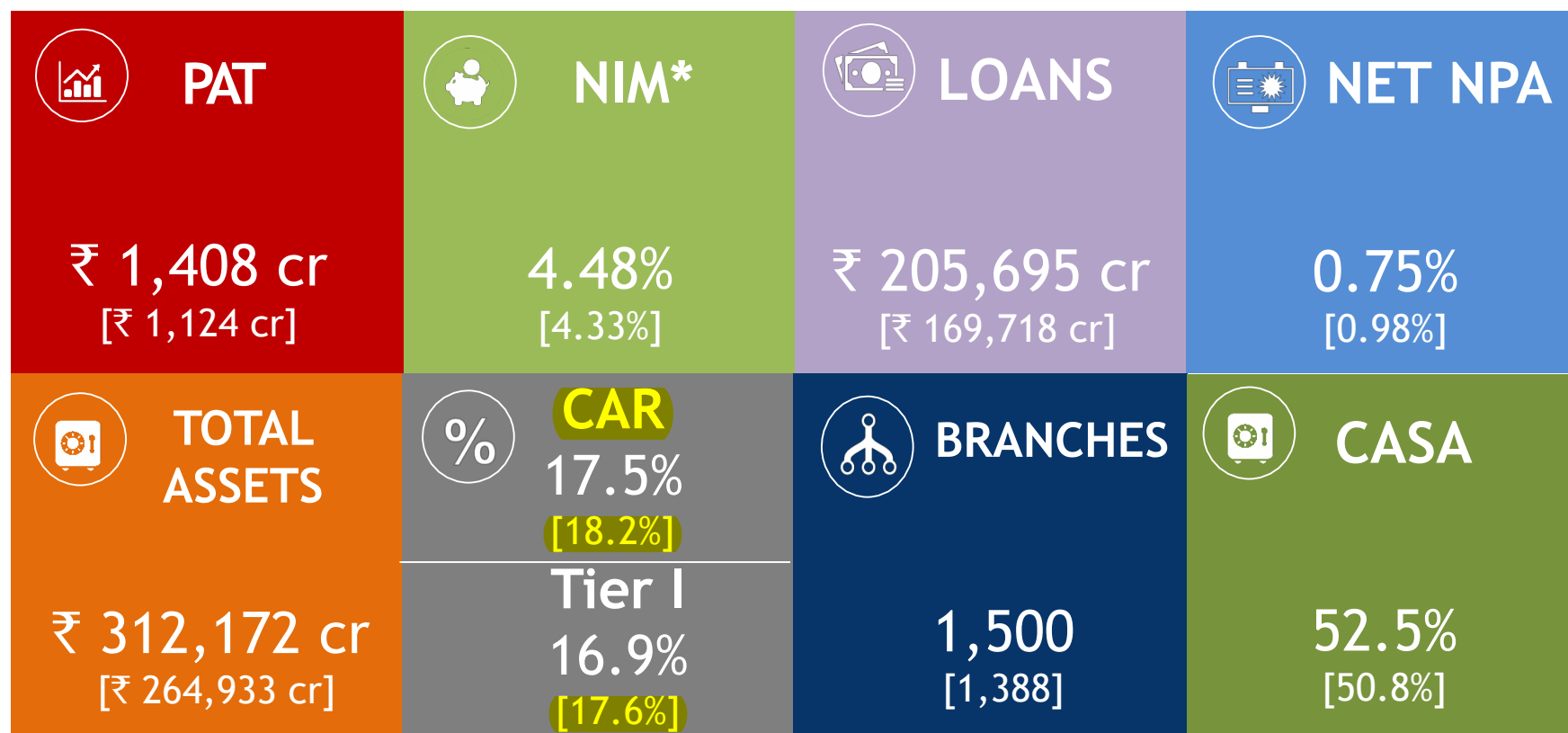


INVESTOR PRESENTATION Q4FY19

Standalone Highlights Q4FY19



Figures in [brackets] are Q4FY18 numbers

* Doesn't include dividend income and interest on income-tax refund

Balance Sheet crosses ₹ 300,000 cr; Net Advances crosses ₹ 200,000 cr

Profit and Loss Account

₹ cr	Q4FY19	Q4FY18	Q3FY19	FY19	FY18
Net Interest Income	3,048	2,580	2,939	11,259	9,532
Other Income	1,270	1,151	964	4,604	4,052
<i>Fee and Services</i>	1,187	1,009	1,038	4,233	3,454
<i>Others</i>	83	142	(74)	371	598
Net Total Income	4,318	3,731	3,903	15,863	13,584
Employee Cost	857	766	837	3,159	2,930
Other Operating Expenses	1,179	947	1,128	4,356	3,496
Operating Expenditure	2,036	1,713	1,965	7,515	6,426
Operating Profit	2,282	2,018	1,938	8,348	7,158
Provision On Adv/Receivables (net)	240	175	256	976	743
Provision On Investments	(69)	132	(287)	(14)	197
Provision & Contingencies	171	307	(32)	962	940
PBT	2,111	1,711	1,971	7,386	6,218
Provision For Tax	703	587	680	2,521	2,134
PAT	1,408	1,124	1,291	4,865	4,084

Presentation in P& L of Investment Depreciation

In accordance with RBI communication, provision for mark-to-market depreciation on AFS and HFT investments continue to be presented under Provisions & Contingencies

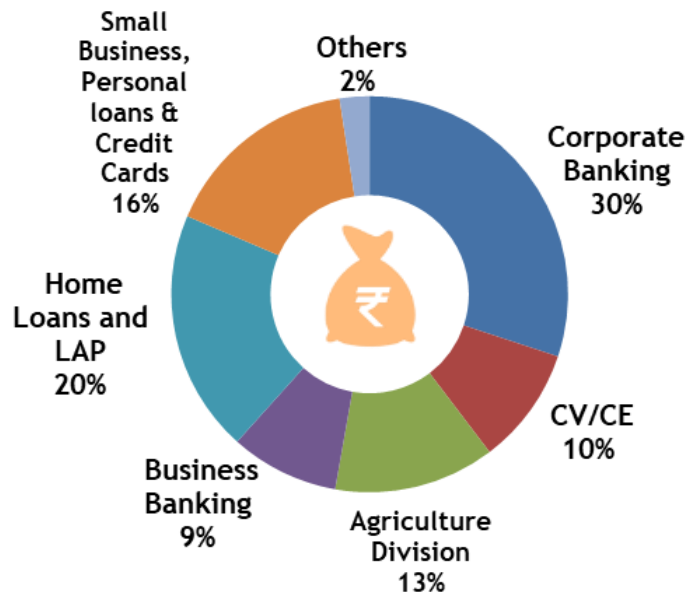
₹ cr (As reported)	Q4FY19	Q4FY18	Q3FY19	FY19	FY18
Other Income	1,270	1,151	964	4,604	4,052
Net Total Income	4,318	3,731	3,903	15,863	13,584
Operating Profit	2,282	2,018	1,938	8,348	7,158
Provision & Contingencies	171	307	(32)	962	940
Cost-to-Income Ratio (%)	47.1	45.9	50.3	47.4	47.3

If above provision for mark-to-market depreciation were treated as part of “Other Income”, the adjusted income and provisions will be:

₹ cr (Adjusted for depreciation)	Q4FY19	Q4FY18	Q3FY19	FY19	FY18
Other Income	1,377	1,055	1,235	4,668	3,933
Net Total Income	4,425	3,635	4,175	15,927	13,465
Operating Profit	2,389	1,921	2,210	8,412	7,039
Provision & Contingencies	278	210	239	1,026	821
Adjusted Cost-to-Income ratio (%)	46.0	47.1	47.1	47.2	47.7

Advances

31-Mar-19 (₹ 205,695 cr)



Advances growth: 21% YoY

Advances

₹ cr	31-Mar-19	31-Mar-18	31-Dec-18
Corporate Banking	61,889	52,133	62,972
CV/CE	19,706	15,202	17,999
Agriculture Division	26,991	22,916	23,742
Business Banking	18,215	18,269	18,012
Home Loans and LAP	40,722	32,429	38,305
Small Business, PL & Credit Cards	33,164	25,129	31,085
Others	5,008	3,640	4,317
Total Advances	205,695	169,718	196,432

Asset Quality & Specific Sectors Exposure

Asset Quality

₹ cr	31-Mar-19	31-Mar-18	31-Dec-18
GNPA	4,468	3,825	4,129
NNPA	1,544	1,665	1,397
GNPA (%)	2.14%	2.22%	2.07%
NNPA (%)	0.75%	0.98%	0.71%
PCR (excl technical w/off) (%)	65.4%	56.5%	66.2%

- SMA2 outstanding - ₹ 138 cr
- 0.07% of net advances

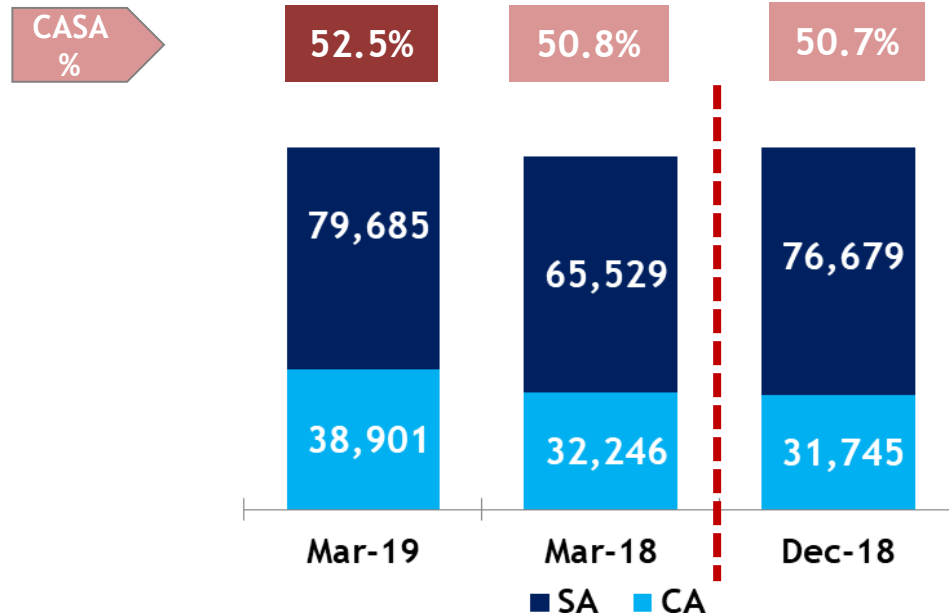
Specific Sectors as per Basel III

Outstanding* (₹ cr)	31-Mar-19	%	31-Mar-18	%	31-Dec-18	%
NBFCs	11,081	4.0%	12,033	5.1%	11,782	4.5%
:Of which HFC	3,037	1.1%	3,071	1.3%	3,278	1.3%
CRE (excl LRD)	4,666	1.7%	4,581	1.9%	4,055	1.6%
LRD	4,574	1.6%	2,904	1.2%	4,206	1.6%
Total	278,421		236,166		259,782	

*Loans, non-SLR investments, bank balances, current exposure and non-fund

Deposits

CASA (₹ cr)



Highlights

- CASA and TDs below ₹ 5 cr constitute 81% (PY: 77%) of total deposits
- TDs below ₹ 1 cr were ₹ 55,279 cr (PY: ₹ 41,934 cr)
- TD Sweep: 6.5% (PY: 6.2%) of total deposits
- Cost of SA for Q4FY19: 5.66%
- 1,500 branches as on 31st Mar, 2019

YoY %

Avg SA (YTD)

70,990

38%
▲

51,395

Avg CA (YTD)

28,742

20%
▲

24,010

Relationship Value of Wealth + Priority
as at Mar 31, 2019 ~ ₹ 270,000 cr
(PY: ~ ₹ 225,000 cr)

Balance Sheet

₹ cr	31-Mar-19	31-Mar-18	31-Dec-18
Capital & Reserves and Surplus	42,898	37,482	41,426
Deposits	225,880	192,643	213,804
CA	38,901	32,246	31,745
SA	79,685	65,529	76,679
<i>Term Deposits</i>	107,294	94,868	105,380
<i>Of which: TD Sweep</i>	14,777	11,910	14,423
Borrowings	32,249	25,154	29,129
Other Liabilities and Provisions	11,145	9,654	9,839
Total Liabilities	312,172	264,933	294,198

₹ cr	31-Mar-19	31-Mar-18	31-Dec-18
Cash, Bank and Call	24,676	19,620	13,817
Investments	71,189	64,562	73,588
<i>Government Securities</i>	58,063	51,758	61,478
<i>Others</i>	13,126	12,804	12,110
Advances	205,695	169,718	196,432
Fixed Assets and Other Assets	10,612	11,033	10,361
Total Assets	312,172	264,933	294,198



**Kotak mobile banking App one of the top rated among banking Apps in India
(4.8 in Apple Store & 4.5 in Google Playstore)**

Q4FY19

86%

- Recurring Deposit sourced digitally

69%

- Fixed Deposit sourced digitally

198%

- Mobile Banking growth YoY* (volume)



Enhanced User Interface for Keya chat bot & handling queries for Personal Loan, Bill Payment, and Fixed Deposit



Forex card option through Net and Mobile banking



Kotak Smart Connect App- Image based, paperless KYC process for customer onboarding reducing 60% TAT over physical process

50%

- YoY growth in monthly active users on Mobile Banking

78%

- Mobile banking customers are ONLY on mobile app

14X

- Logins on mobile banking compared to Net Banking

~2m

- Interactions & ~0.6M users handled by Keya Chatbot

~2m

- Users registered to use WhatsApp and ~5.5m messages handled (Since July'18)

1.3m

- Monthly average interactions handled by Keya Voicebot with 1m identified successfully and 0.17m self serviced

318%

- YoY Lead growth on Kotak website

Key Highlights :



*~100Mn transactions processed in Q4'19
5X growth over Q4'18*



*~12Mn AEPS transactions processed in 1st year
of launch with GTV of 800Cr+*



*~2X Volume Growth for KayMall in Q4'19 v/s
Q4'18 (mCommerce & eCommerce)*



*~2X Volume growth in transactions via Open
Banking in Q4'19 over Q3'19*



*4.5X Volume Growth for Kotak as a BBPS Biller
Operating Unit in Q4'19 v/s Q3'19*

*Kotak Bank continues to overachieve Digital
Payments targets set by MeitY by 110%*

Key Trends :



*Open Banking has enabled
70+ API relationships
in FY19*

*More than 50% Partners
are LIVE and transacting*



*Consumer UPI P2M (Peer to
Merchant) Checkouts have
grown from 9% in Q4
FY'18 to 23% in Q4 FY'19*

*Unique UPI Monthly
Transacting Customers
have grown 3.5X (Mar'18
v/s Mar'19)*



*Netbanking
PG*

*Amidst UPI Checkout
Growth, continued volume
growth for NetBanking PG
@ ~30% (Q4'19 v/s Q4'18)*

Credit Card

2.4x

YOY increase for digital card acquisition

Personal Loan

1.5x

YOY increase for digital salaried personal loan disbursed

32%

Total digital contribution of salaried personal loans

Home Loan

5x

YOY increase in acquiring home loans digitally

Business Loan

2.6x

YOY increase in Total digital contribution of total business

Partnered with a Fintech 'Snapmint' to
provide instant Business Loan approval
to self employed professionals
and Businesses

Digital Update - Subsidiaries



Kotak Securities



58% growth
YoY in Online
Total ADV



29% growth
YoY in Mobile
Cash ADV



121%
growth YoY in
Mobile Total
ADV



Kotak Life Insurance

88%

Individual Policies sourced in Q4FY19 through Genie (Tablet based end to end sales solution)

94%

Business (sales in Q4FY19) comes through Genie for BANCA channel

76%

Applications shared via digital medium in Mar 19 (On-board advisors provided with Mobility solution digitally)



Kotak General Insurance

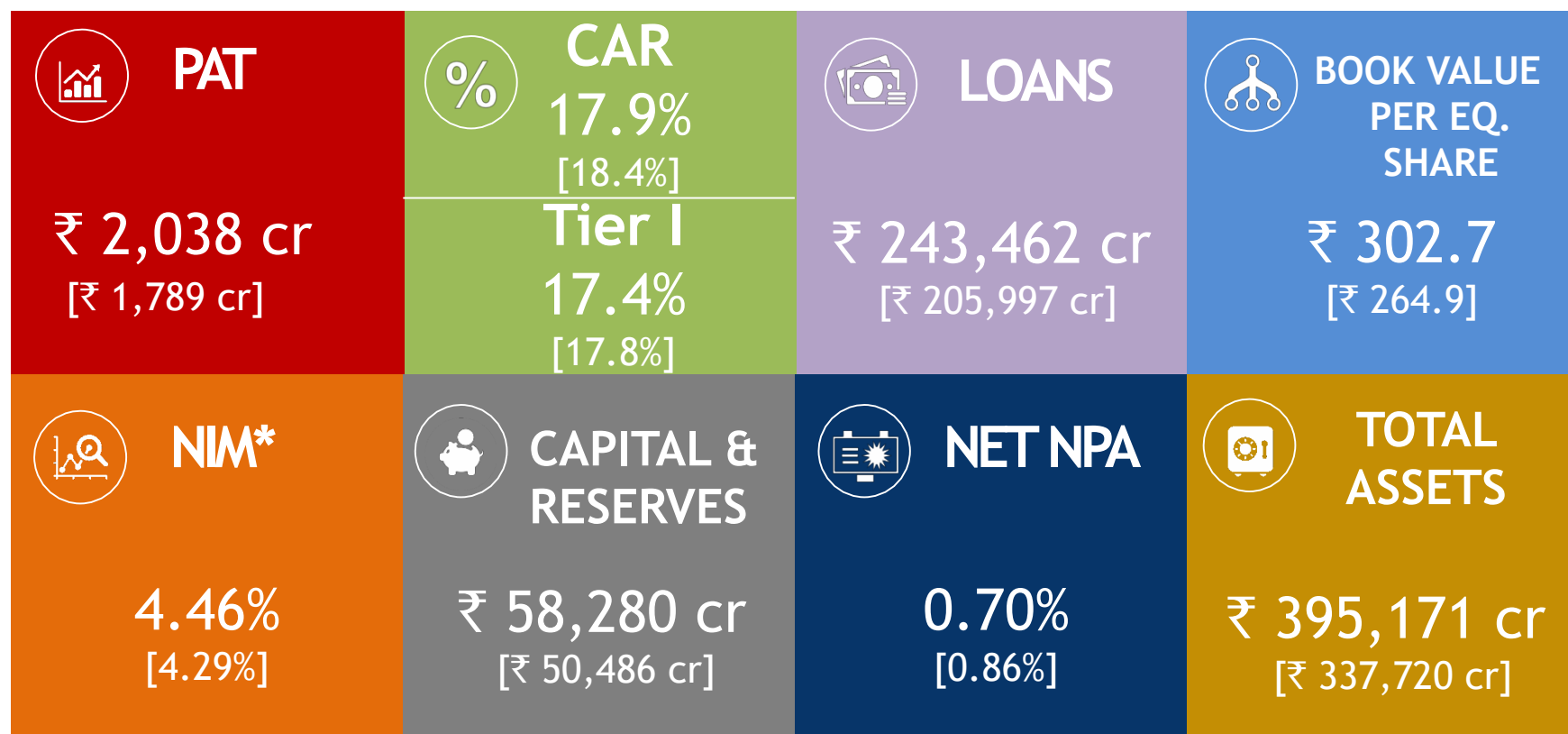
123%

YoY growth
in volume
of digital
business

21%

YoY growth
in value of
digital
business

Consolidated Highlights Q4FY19



Figures in [brackets] are Q4FY18 numbers

* Doesn't include dividend income and interest on income-tax refund

Financial results have been prepared under Indian Generally Accepted Accounting Principles

Consolidated PAT

₹ cr	Q4FY19	Q4FY18	Q3FY19	FY19	FY18
Kotak Mahindra Bank	1,408	1,124	1,291	4,865	4,084
Kotak Mahindra Prime	164	160	139	599	590
Kotak Mahindra Investments	73	95	40	207	245
Kotak Securities	111	134	99	452	531
Kotak Mahindra Capital	21	25	3	63	65
Kotak Mahindra Life Insurance	138	114	125	507	413
Kotak AMC and TC	75	39	76	255	115
International Subsidiaries	32	38	37	148	114
Others	15	2	11	67	13
Total	2,037	1,731	1,821	7,163	6,170
Minority Interest	-	(0)	-	-	(57)
Affiliates and Others	1	58	23	41	88
Consolidated PAT	2,038	1,789	1,844	7,204	6,201

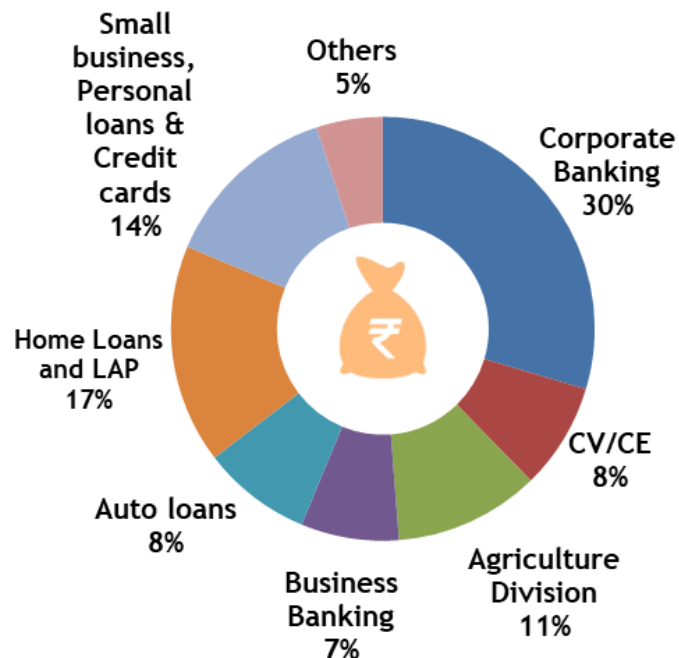
Entity wise Capital & Reserves and Surplus



₹ cr	31-Mar-19	31-Mar-18	31-Dec-18
Kotak Mahindra Bank	42,898	37,482	41,426
Kotak Mahindra Prime	5,416	4,816	5,251
Kotak Mahindra Investments	1,590	1,382	1,516
Kotak Securities	3,979	3,527	3,867
Kotak Mahindra Capital	572	559	551
Kotak Mahindra Life Insurance	2,745	2,238	2,607
Kotak AMC and TC	583	333	508
Kotak Infrastructure Debt Fund	349	324	342
Kotak Mahindra General Insurance	108	98	116
International Subsidiaries	1,009	813	987
Kotak Investment Advisors	355	338	355
Other Entities	213	154	199
Total	59,817	52,064	57,725
Add: Affiliates	942	858	942
Less: Minority, Inter-company and Others	(2,479)	(2,436)	(2,481)
Consolidated Capital & Reserves and Surplus	58,280	50,486	56,186

Consolidated Advances

31-Mar-19 (₹ 243,462 cr)



Advances growth: 18% YoY

GNPA: 1.94%, NNPA: 0.70%

Consolidated Advances

₹ cr	31-Mar-19	31-Mar-18	31-Dec-18
Corporate Banking	72,058	60,420	72,355
CV/CE	19,706	15,202	17,999
Agriculture Division	26,991	22,916	23,742
Business Banking	18,215	18,269	18,012
Auto loans	20,297	20,175	20,225
Home Loans and LAP	40,722	32,429	38,305
Small Business, PL & Credit Cards	33,166	25,129	31,093
Others	12,307	11,457	11,025
Total Advances	243,462	205,997	232,756

₹ cr	FY19
Indian Embedded Value (IEV)*	7,306
Value of New Business (VNB)	799
VNB Margin (%)	36.9%

Highlights

- Individual Conservation ratio: 86.9%
- Share of Risk Premium as percentage of Total New Business Premium : 26%
- Claims settlement ratio FY19: 99.01%

Individual New Business Product Mix [#]	FY19
Participating Products	35%
Non-Participating Products	40%
ULIP	25%

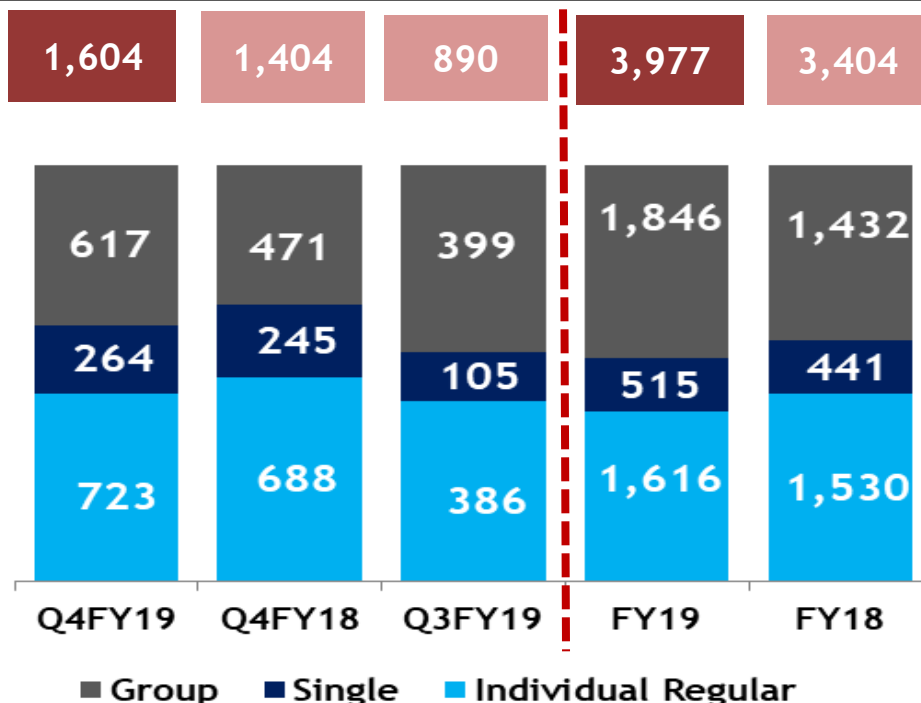
Channel Mix	FY19
Bancassurance	48%
Agency & Others	52%

Persistency	11M-FY19
For 13 th month	87.2%
For 25 th month	77.7%
For 37 th month	68.9%
For 49 th month	67.9%
For 61 st month	62.1%

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

[#]Based on Individual New Business Premium APE : Annualised Regular Premium + 1/10th Single Premium

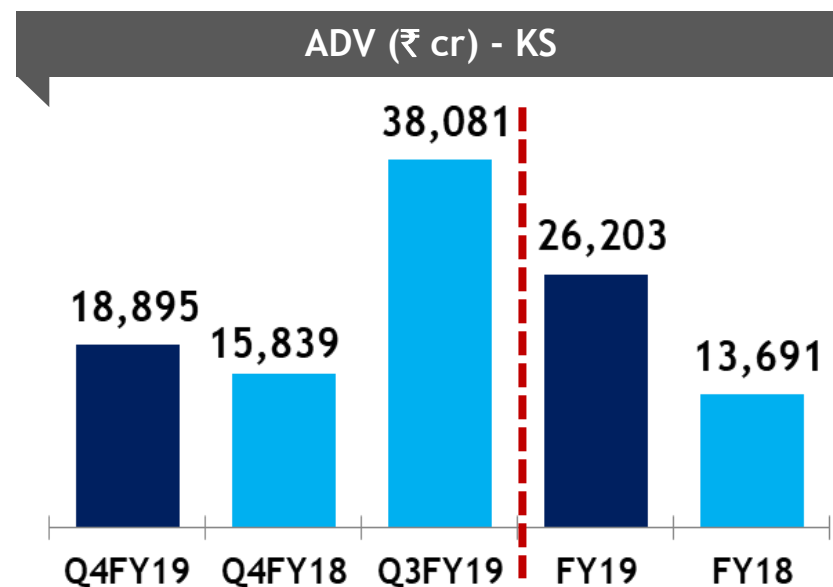
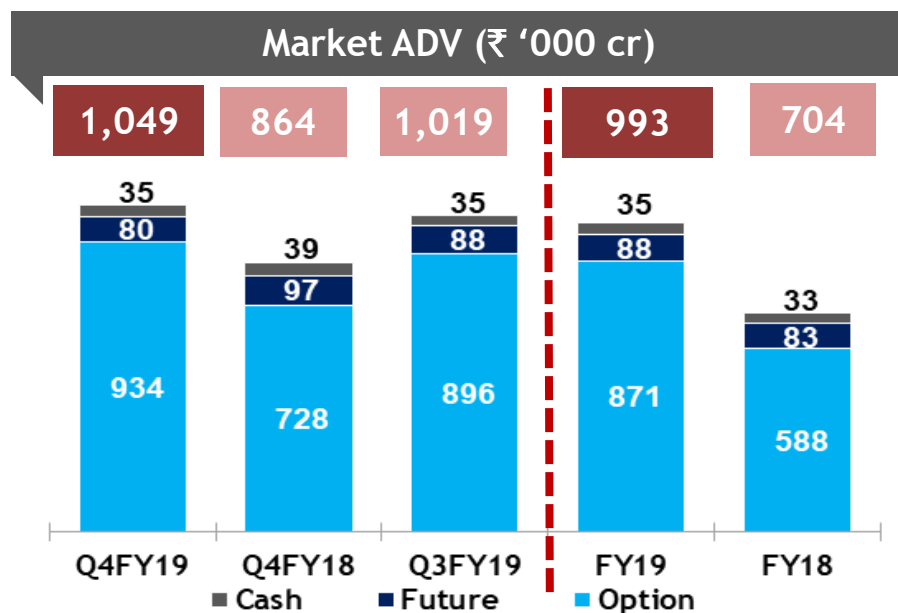
New Business Premium (₹ cr)



Highlights

- Gross Total Premium up 23.7% over FY18
- Renewal Premium up 31.2% over FY18
- AUM as on 31st Mar 19: 28,000 cr, a growth of 21% YoY
- 13th & 61st Month persistency increased to 87.2% and 62.1% respectively YTD Feb19 (FY18: 85.5% & 61.8% resp.)
- ULIP Mix FY19: 23.1% (FY18: 34.1%)

₹ cr	Q4FY19	Q4FY18	Q3FY19	FY19	FY18
Capital	562	562	562	562	562
Other Reserves and Surplus	2,183	1,676	2,045	2,183	1,676
Total Premium	3,427	2,779	1,836	8,168	6,599
Profit After Tax	138	114	125	507	413
Solvency Ratio (x)	3.02	3.05	3.10	3.02	3.05



₹ cr	Q4FY19	Q4FY18	Q3FY19	FY19	FY18
Total Income	396	448	363	1,582	1,655
Profit Before Tax	165	201	149	680	796
Profit After Tax	111	134	99	452	531
Market Share* (%) (YTD)	2.6	1.9	2.9	2.6	1.9

*excluding BSE Derivative segment

Market Share in Cash Segment FY19 - 9.1% (PY - 8.5%)

Kotak Mahindra Capital Company



Equity



EMBASSY
₹ 3,874 cr

EMBASSY OFFICE PARKS REIT
Initial Public Offering



₹ 3,173 cr

DLF LTD.
Qualified Institutions Placement



₹ 684 cr

WIPRO LIMITED
Block Deal



₹ 7,161 cr

KOTAK MAHINDRA BANK LIMITED
Block Deal

Advisory



₹ 8,260 cr

Buyback Offer to the shareholders of Infosys



₹ 1,956 cr

Buyback Offer to the shareholders of Tech Mahindra



₹ 1,700 cr

Sale of Dairy Business of Prabhat to Lactalis



Undisclosed

Sale of Star Health to Westbridge AIF, Rakesh Jhunjunwala & Madison Capital



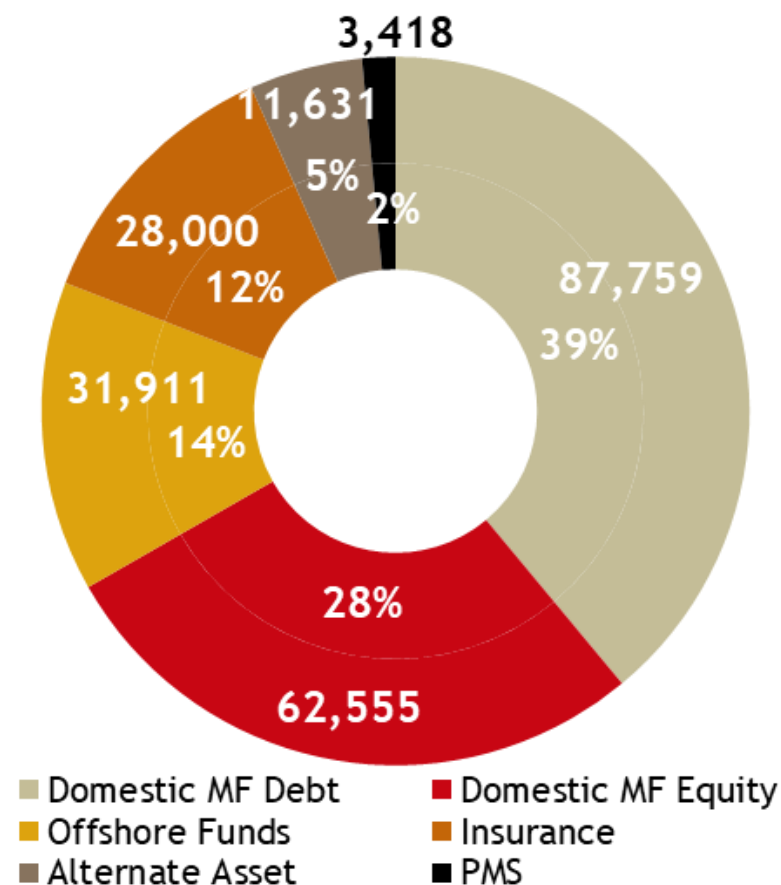
Undisclosed

Fairness Opinion for merger between Bandhan Bank and GRUH Finance

₹ cr	Q4FY19	Q4FY18	Q3FY18	FY19	FY18
Total Income	55	62	23	176	181
Profit Before Tax	32	41	3	93	102
Profit After Tax	21	25	3	63	65

Assets Under Management

Mar 31, 2019



■ Domestic MF Debt
■ Offshore Funds
■ Alternate Asset

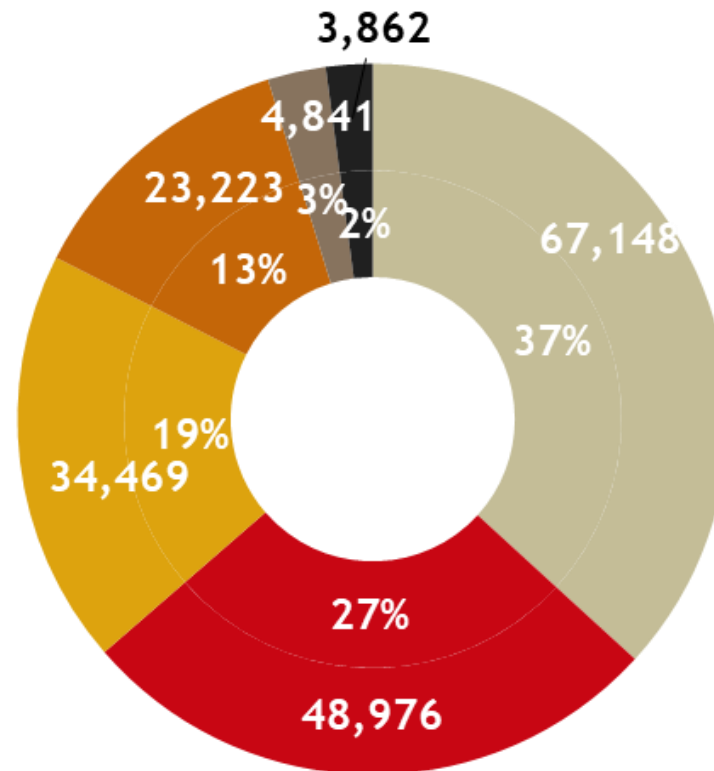
■ Domestic MF Equity
■ Insurance
■ PMS



AUM ₹ 225,274 cr

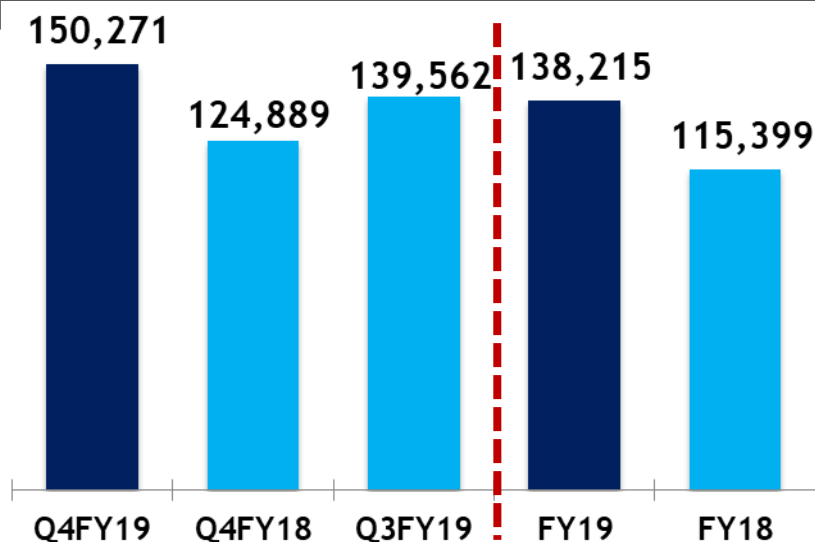
23%


Mar 31, 2018

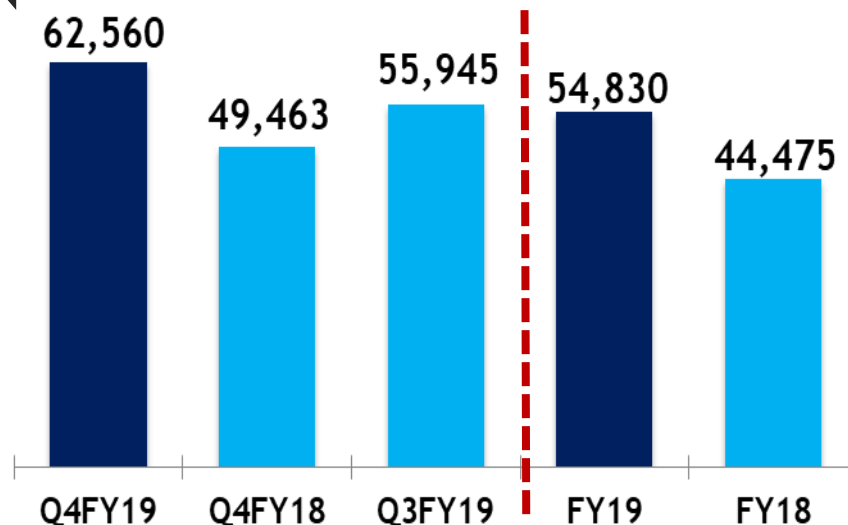


AUM ₹ 182,519 cr

Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity



₹ cr	Q4FY19	Q4FY18	Q3FY19	FY19	FY18
Profit Before Tax	116	58	115	388	170
Profit After Tax	75	39	76	255	115

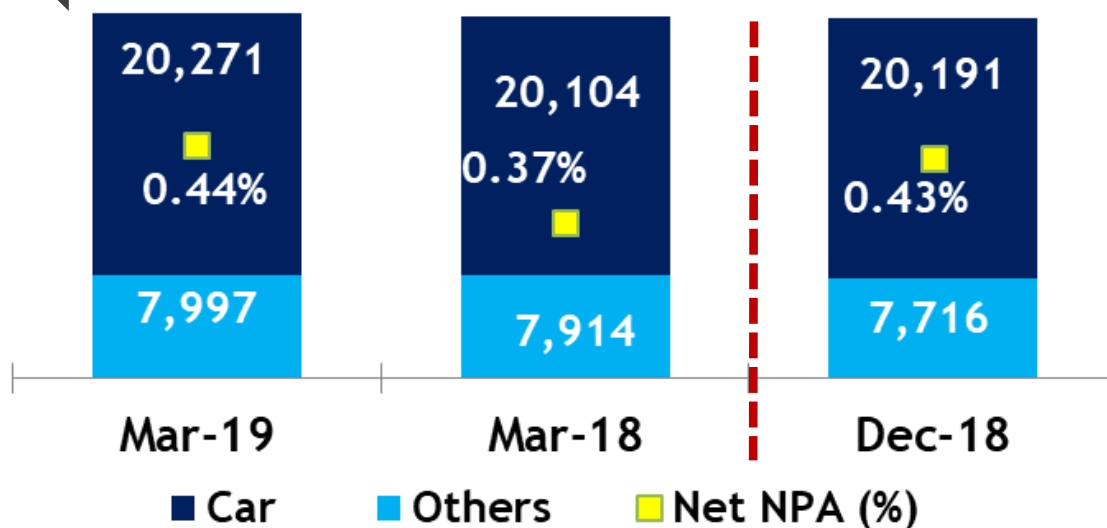
Key regulatory changes

- Drop in TER w.e.f Apr 1, 2019
- No upfront commissions from Oct 22, 2018

Highlights

- Equity AAUM market share rose to 5.52% in Q4FY19 (Q4FY18: 4.88%)
- Overall Market share on AAUM rose to 6.13% in Q4FY19 (Q4FY18: 5.41%)
- AAUM grew 20.8% against industry growth of 11.5% in FY19

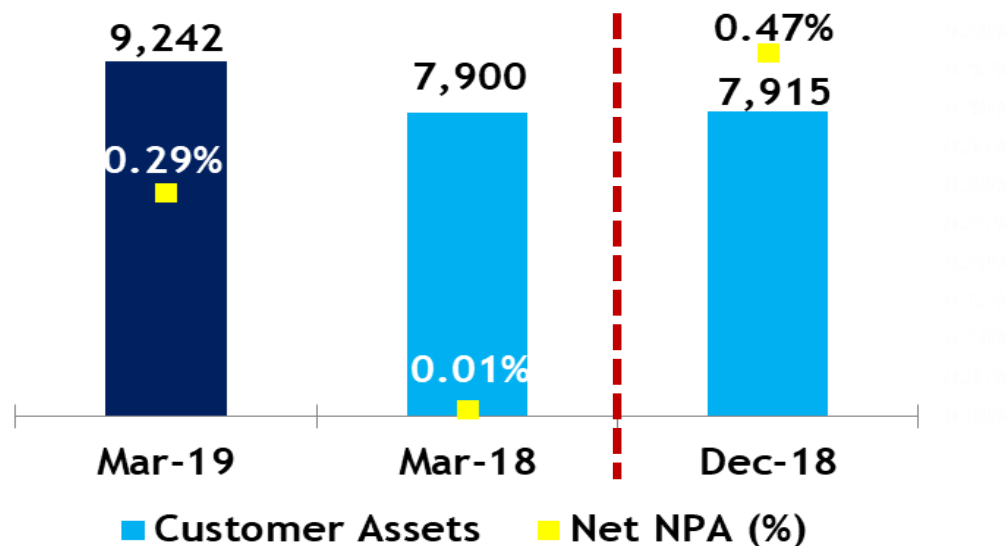
Customer Assets* (₹ cr) & NNPA (%)



₹ cr	Q4FY19	Q4FY18	Q3FY19	FY19	FY18
NII	292	280	274	1,104	1,115
Other Income	85	74	56	288	256
NII and Other Income	377	354	330	1,392	1,371
Profit Before Tax	240	244	213	905	902
Profit After Tax	164	160	139	599	590
CAR (%)	19.4				
ROA (%) - annualised	2.2				

* Includes loans and credit substitutes

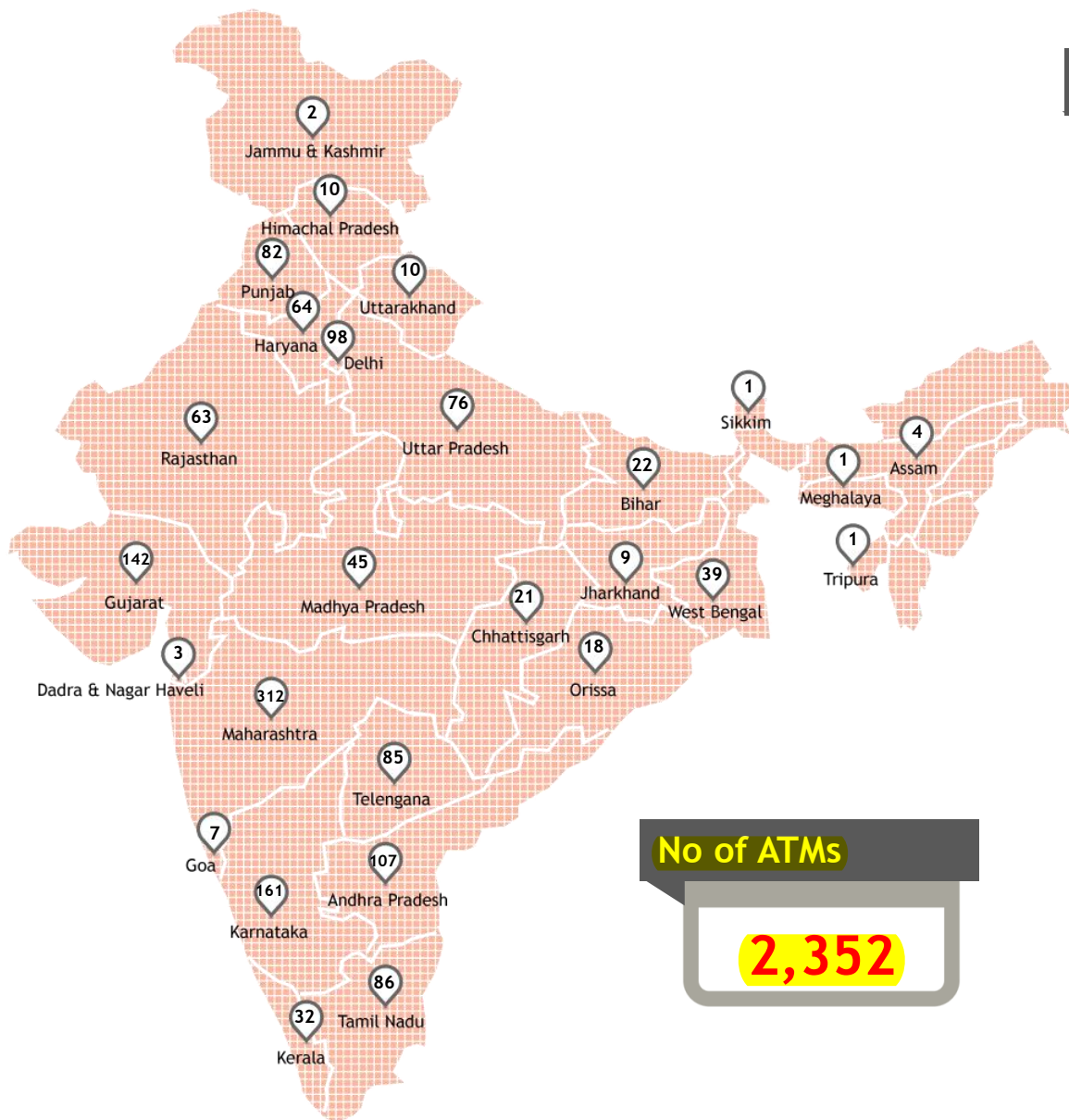
Customer Assets* (₹ cr) & NNPA (%)



₹ cr	Q4FY19	Q4FY18	Q3FY19	FY19	FY18
NII	92	78	68	293	304
Other Income	43	75	12	94	122
NII and Other Income	135	153	78	387	426
Profit Before Tax	111	138	61	316	367
Profit After Tax	73	95	40	207	245
CAR (%)	18.4				
ROA (%) - annualised	3.1				

* Includes loans and credit substitutes

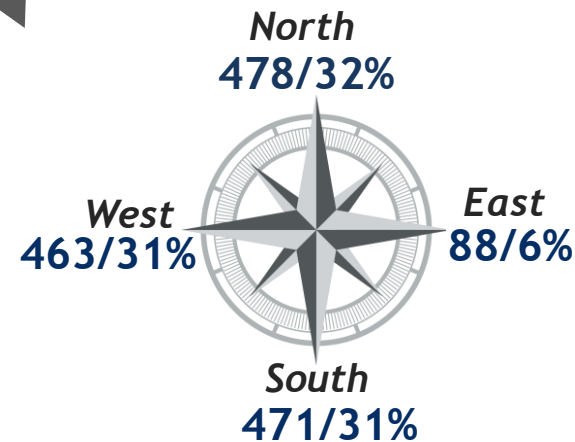
Geographical Presence



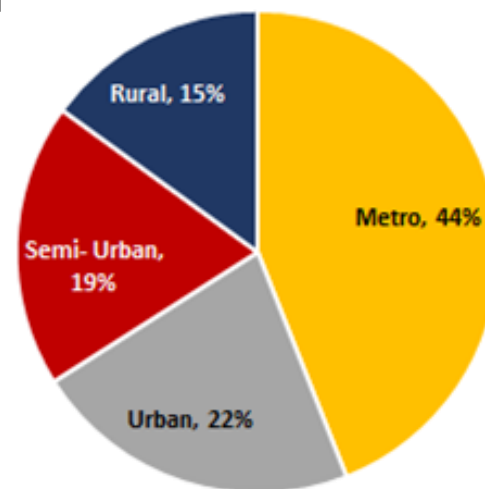
No of ATMs

2,352

Branches 1,500 [No./%]

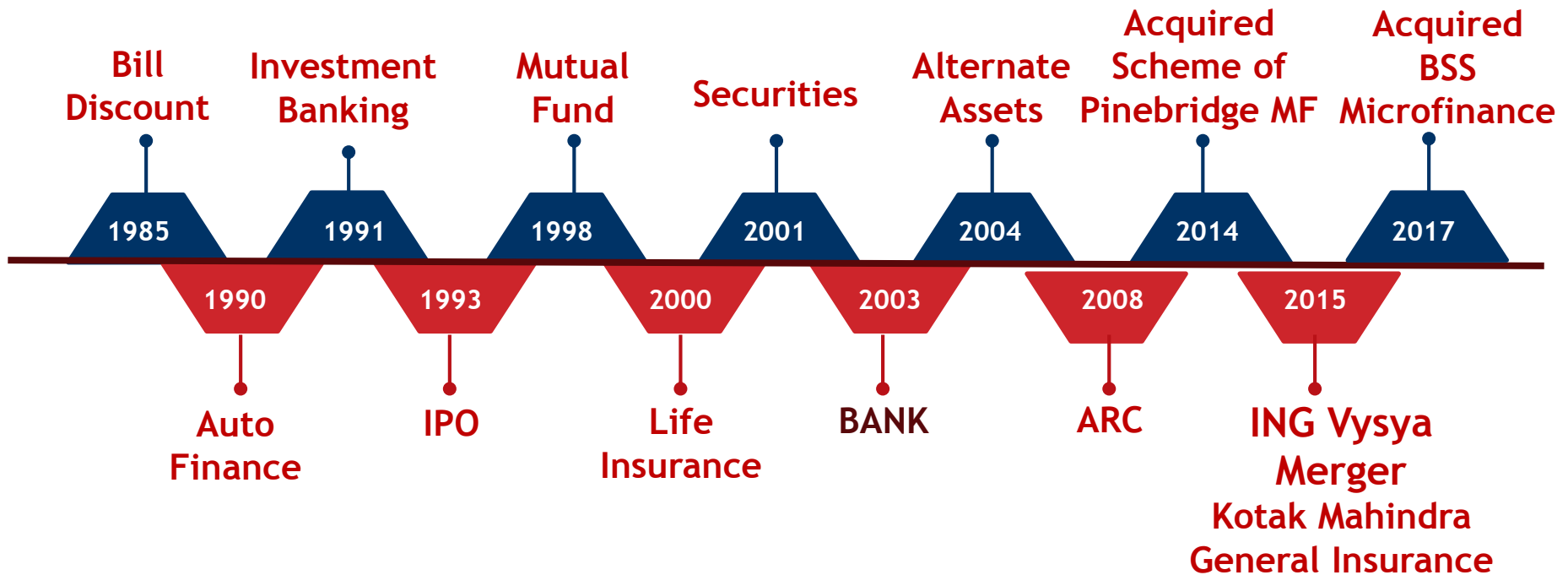


Branch Classification



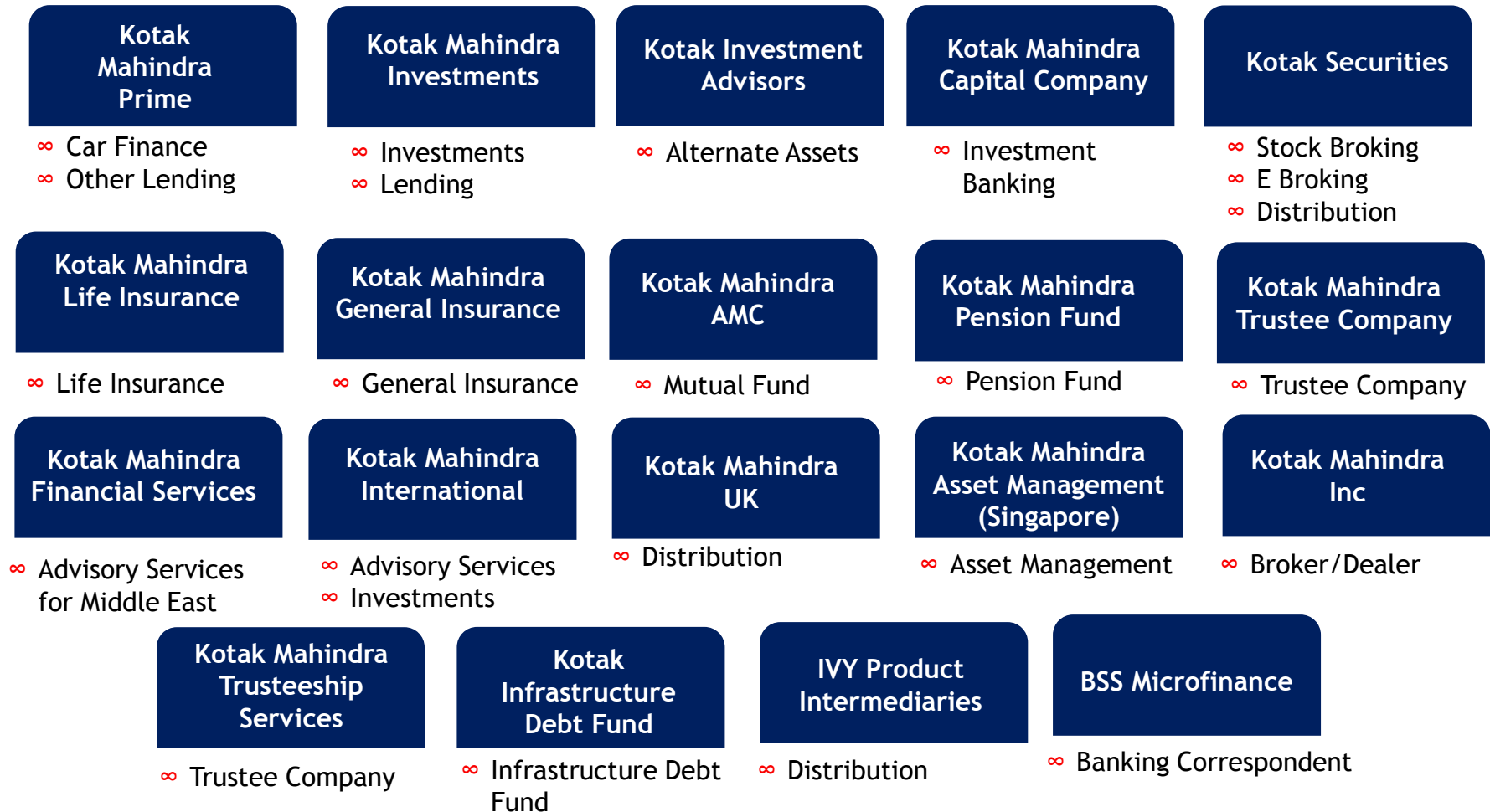
GROUP PROFILE

The Journey So far...



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

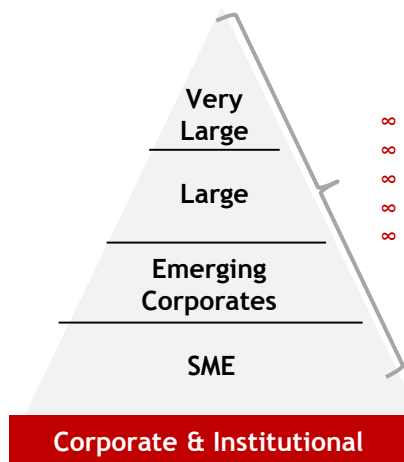
- ∞ Auto Loans
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Unsecured Business Loans
- ∞ Private Banking

Non-Banking

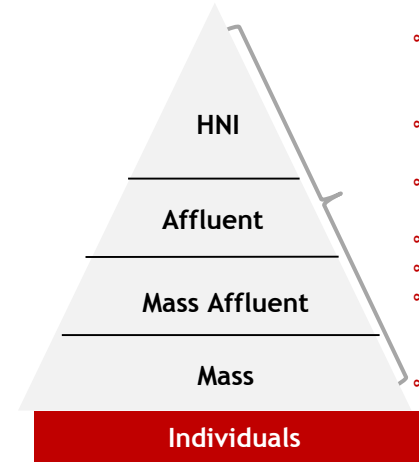
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Asset Reconstruction

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 highest CASA ratio in Indian banking space
- ∞ 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

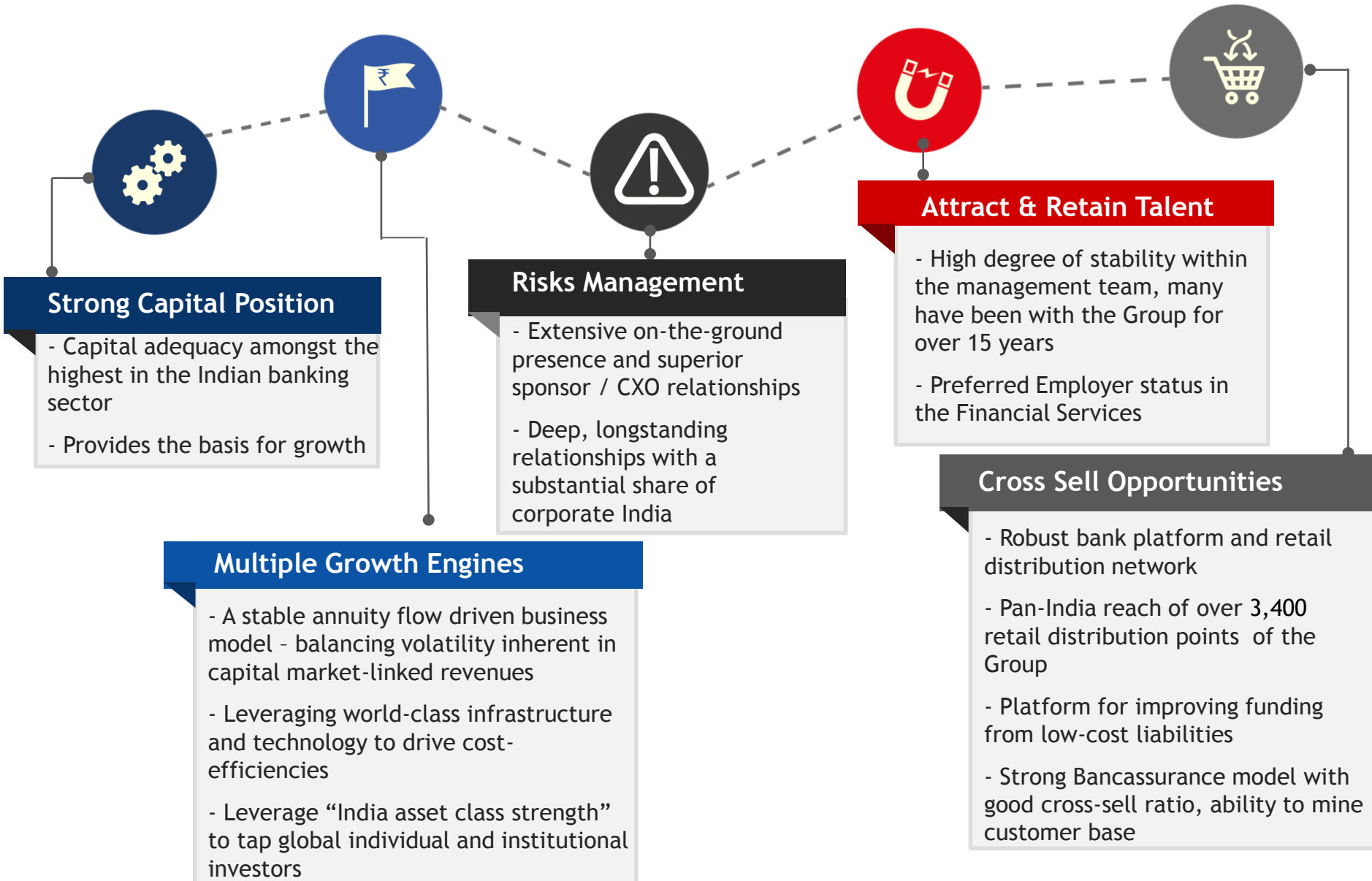
- ∞ Numerous industry accolades reflect the governance culture as well as trust in our offerings
- ∞ Recognition to various businesses for leadership / innovations



Strong governance culture with experienced management

- ∞ Executive Board comprises professional entrepreneurs
- ∞ 11/12 having 20+ years' experience with our Group
- ∞ Management team with significant experience across business segments

The Path of Leadership



Bank Awards & Recognition

Euromoney Awards for Excellence 2018

- India's Best Bank
- Best Bank in the Emerging Markets in the Euromoney Regional Awards



Voice Bot (Keya) one of the Best 50 Innovative Applications in AI NASSCOM AI Game Changer Awards 2018

Asiamoney Best Bank Awards 2018 (India)

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

Customer Service Provider of the Year Pvt. Bank - India Banking Summit & Awards 2018

FE India's Best Bank Awards

Best Savings Bank Product upto 6% Interest

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

IAMAI 9th India Digital Awards Best Digital API - Open Banking

The Asset Triple A Digital Awards

- Most Innovative Emerging Technologies Project - Whatsapp Business API
- Most Innovative Insurance Analytics Project : Smart Sell (KLI)
- Digital Insurer of the Year (KLI)

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

Silver Award for Kotak Mahindra Bank's Annual Report LACP 2017 Vision Award

Madras Advertising Club Awards Integrated Campaign - Kotak 811

BFSI Digital Innovation Award 2019 Enterprise Mobility (Successful Execution of Enterprise Network LAN)



The Asset Triple A Country Awards 2018 Best Bank, Domestic

Mr. Uday Kotak

CEO of the Year Award CNBC-Awaaz CEO Awards 2018

Global Leadership Award USIBC Global Leadership Award

Banker of the Year Businessworld Magna Awards 2018

Mr. Jaimin Bhatt CFO Award For Sustained Excellence Over a Decade

Mr. Deepak Sharma NextGen Digital Leader Leader

Dataquest technology Innovation Summit & Awards for the year 2019

Awards and Recognition



Euromoney Private Banking and Wealth Management Survey, 2019 Ranked #1

- Best Private Banking Services Overall
- Net worth Specific Services (Ultra HNI, HNI, Super affluent clients)
- Family Office Services
- Research and Asset Allocation Advice
- Philanthropic Advice

Asian Private Banker's Awards for Distinction Best Private Bank

Banker Global Private Banking Awards 2018

Best Performing Private Bank, India

Euromoney Private Banking Survey, 2018

Best Performing Private Bank, India



Early adopter of Analytics Machine conference 2018

Asiamoney Best Bank Awards 2018 (India)

- Best for Overall Country Research (Brokers Poll 2018)
- Best Local Brokerage (Brokers Poll 2018)
- Best Analyst - 6 Awards
- Best Strategist
- Best Economist

Best Brokerage, India

The Asset Triple A Country Awards, 2018

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

IAMAI 9th Digital Awards

Best Omni- Channel Campaign Management & Marketing Automation



2018 DMAI Asia Echo :

- Best Use of Direct Mail Diwali - Beejbox wali Kotak Mutual Fund (Silver)

CNBC TV 18 for the year 2018:

- Best Mutual Fund House
- Best Corporate Bond
- Best Debt Mutual Fund House
- Best ETF of the year
- Best Arbitrage Fund

Best Value Creator Fund Debt : Business Today - Money Today Financial Awards 2018-2019 Corporate Bond Fund



The Asset Triple A Country Awards 2018 Best M&A India - Tata Chemicals US\$400mn Sale of the urea business to Yara International

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

The Asset Triple A Country Awards 2017, India

- Best IPO
- Best QIP



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 27 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.



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 - Group Chief Risk Officer, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** Came from corporate finance background & joined Kotak's Car Finance business in 1996. In 1999, Took over as Executive Director of Car Finance & by 2002, we had built one of India's most profitable car finance companies. In 2002, Took over as head of Retail Assets & added Home Loans, SME lending & agricultural finance incl. tractor loans to our retail portfolio. In 2004, moved to Life Insurance. 2010 onwards, was responsible for life insurance, mutual funds, international subsidiaries & then started general insurance business in 2015. Having headed the credit committee of the Bank since 2016, took over as Head of risk management for the Bank & group, perhaps at the most challenging times. Also responsible for overseeing the development and implementation of bank's risk management function, incl. risk management policies, processes, models & reports as required, to support its strategic objectives. My experience of the last two decades in different entities of the Group is enabling me to understand & efficiently manage the enterprise wide risk.



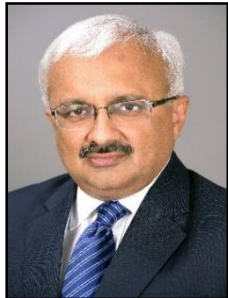
G. MURLIDHAR

- ❑ Joined Kotak in 2001; **First charge** | Chief Financial Officer, Kotak Life Insurance;
- ❑ **Current charge** | Managing Director & Chief Executive Officer, Kotak Mahindra 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 & 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, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | In 1996, broking was largely seen as an 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** | President- Asset Reconstruction & 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 & providing 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.



VIRAT DIWANJI

- ❑ Joined Kotak in 1994; **First charge** | Branch Manager - Baroda, Kotak Mahindra Finance
- ❑ **Current Charge** | President - Retail Liabilities & Branch Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur:** I started my career in Management Consulting and for the first six years focussed on implementing business process reengineering and systems design across private and public sector organizations within the domestic and international markets. Thereafter I have been with the Kotak Group for over two decades and led 10 diverse business lines cutting across Assets and Liabilities. It's been an exhilarating journey since then and some of career milestones include handling the first JV of the Group with an overseas partner, Ford Credit as the Managing Director and incubating and growing two very niche customer segments viz, Priority & NRI Banking. In the recent past I managed the integration of ING Vysya's retail distribution network with the branch banking network of Kotak, a melange of not only business but culture, talent and a unified vision. The mantra that I live with, is 3P X 2P, i.e. driving Profitability, Productivity and Performance through an active interplay of People (Talent / Teamwork) and Processes (Control / Compliance / Customer).

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