

INVESTOR PRESENTATION Q4FY21

Presentation on financial results for the period ended 31st March, 2021

3rd May, 2021

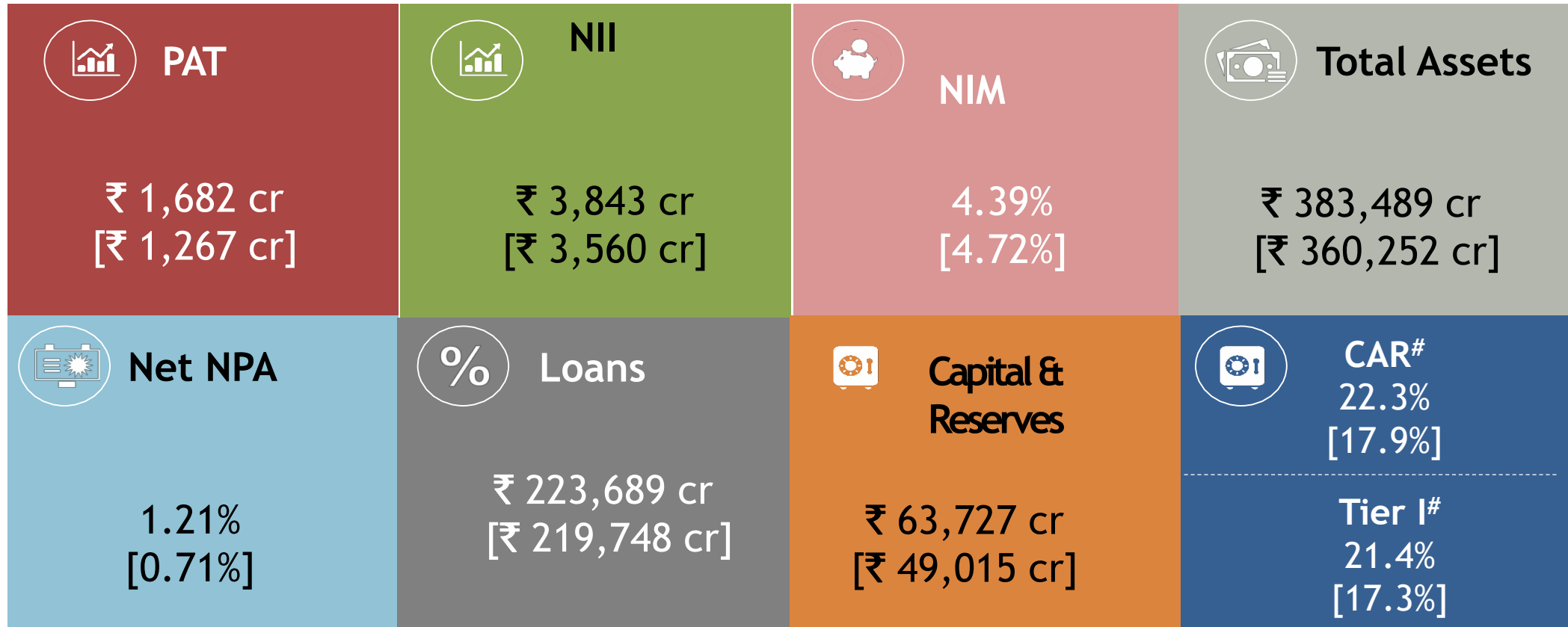
Highlights of unprecedented FY21 vs. FY20

Standalone

₹ cr	FY21	FY20	FY21 v FY20
Operating Profit	12,215	10,021	22%
PBT	9,303	7,805	19%
PAT	6,965	5,947	17%
NIM	4.41%	4.62%	
CASA Ratio	60.4%	56.2%	
Capital Adequacy Ratio	22.3%	17.9%	
Credit cost excluding COVID provision (bps)	84	67	
SMA 2	110	96	
Unsecured Retail Advances * as % of Net Advances	5.8%	7.5%	
Customer Assets	238,857	228,970	4.3%

**Including microfinance loans and consumer durables*

Standalone highlights Q4FY21



Figures in [brackets] are Q4FY20 numbers

[#] As per Basel III

Profit and Loss Account

₹ cr	Q4FY21	Q4FY20	Q3FY21	FY21	FY20
Net Interest Income	3,843	3,560	3,876	15,340	13,500
Other Income	1,949	1,489	1,285	5,459	5,372
<i>Fee and Services</i>	1,378	1,270	1,121	4,331	4,731
<i>Others</i>	571	219	164	1,128	641
Net Total Income	5,792	5,049	5,341	20,799	18,872
Employee Cost	869	970	959	3,729	3,878
Other Operating Expenses	1,516	1,354	1,299	4,855	4,973
Operating Expenditure	2,385	2,324	2,258	8,584	8,851
Operating Profit	3,407	2,725	2,903	12,215	10,021
Provision On Adv/Receivables (net)	745	373	461	1,875	1,476
General provision - COVID related	-	650	-	629	650
Provision On Investments	434	24	(42)	408	90
Provision & Contingencies	1,179	1,047	419	2,912	2,216
PBT	2,228	1,678	2,484	9,303	7,805
Provision For Tax	546	411	630	2,338	1,858
PAT	1,682	1,267	1,854	6,965	5,947

Notes

- During the quarter, the Hon. SC vacated stay on NPA recognition and granted relief for interest on interest
- Till 31st Dec, 2020, w.r.t cases not considered as NPA, the Bank had considered full hit for provisions and income as provisions for advances. Post Hon. SC Order, the Bank has retrospectively, reversed income and consequently adjusted provisions and contingencies
- Further, the Bank has created liability of ₹ 110 cr towards estimated interest relief and has reduced the same from interest earned
- COVID-19 provision retained at ₹ 1,279 cr

Fees & Services

₹ cr	Q4FY21	Q4FY20	Q3FY21	FY21	FY20
Distribution & Syndication Income	292	234	178	785	590
General Banking Fees	1,023	1,007	913	3,396	4,021
Others	63	29	30	150	120
Fees and Services	1,378	1,270	1,121	4,331	4,731

Asset Quality

Asset Quality

₹ cr	31-Mar-21	31-Mar-20	31-Dec-20 Proforma
GNPA	7,426	5,027	7,126
NNPA	2,705	1,558	2,646
GNPA (%)	3.25%	2.25%	3.27%
NNPA (%)	1.21%	0.71%	1.24%

- No sale to ARCs
- Total restructuring implemented: ₹ 435 cr (0.19% of net advances)

SMA2 outstanding - ₹ 110 cr,
0.05% of net advances

(PY: ₹ 96 cr, 0.04% of net
advances)

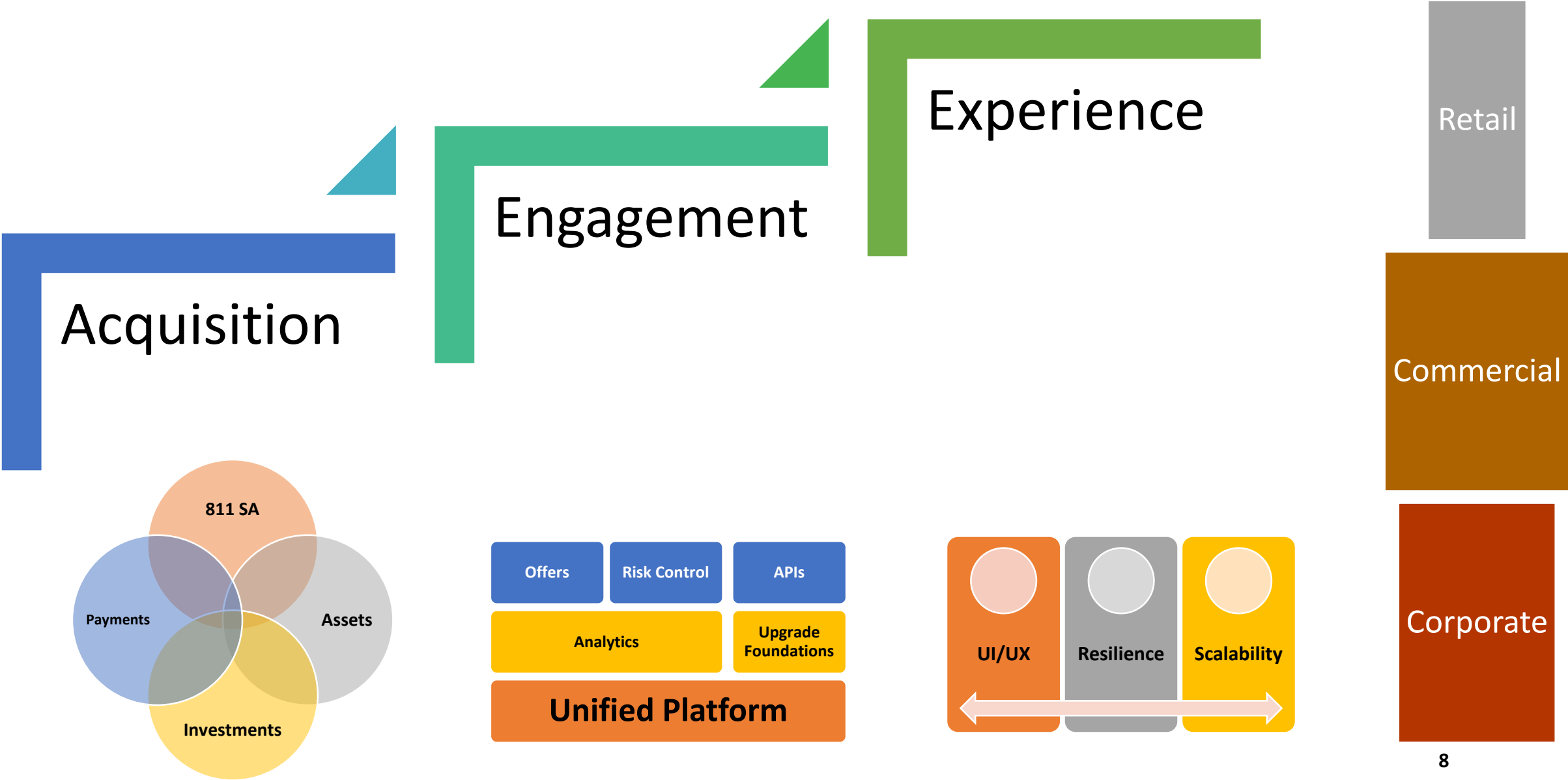
- No COVID-19 Provision dipped into during Q4FY21
- COVID-19 Provision held as on 31st Mar, 2021 ₹ 1,279 cr
- Total provisions (incl specific, standard, COVID-19 related, etc.) held as on 31st March, 2021 is ₹ 7,021 cr, 95% of GNPA
- Credit cost excluding COVID-19 provisioning for FY21: 84 bps of net advances

Balance Sheet

₹ cr	31-Mar-21	31-Mar-20	31-Dec-20
Capital & Reserves and Surplus	63,727	49,015	61,914
Deposits	280,100	262,821	265,304
CA	52,087	43,013	43,975
SA	117,226	1,04,609	112,199
Term Deposits	110,787	1,15,199	109,130
Of which: TD Sweep	20,924	17,467	21,601
Borrowings	23,651	37,993	48,223
Other Liabilities and Provisions	16,011	10,423	13,585
Total Liabilities	383,489	360,252	389,026


₹ cr	31-Mar-21	31-Mar-20	31-Dec-20
Cash, Bank and Call	39,627	53,292	52,751
Investments	105,099	75,052	109,037
Government Securities	85,345	61,906	88,941
Credit Substitutes	15,168	9,222	14,706
Others	4,586	3,924	5,390
Advances	223,689	219,748	214,103
Fixed Assets and Other Assets	15,074	12,160	13,135
Total Assets	383,489	360,252	389,026

Digital Strategy




Digital Highlights


Scaling Digital Banking Capabilities




Mobile Banking - Transaction volume up 75% & value up 41% YoY. Mobile transaction share of 4.3%. App engagement rate has increased by 15% YoY to 20.6 monthly logins per customer in Mar'21



Net Banking –Launched revamped Net Banking platform providing customers choice of 2 user interfaces for seamless transition; 1.2X YoY NB login numbers



WhatsApp Banking - 110% YoY increase in monthly active users




Keya Chatbot - 28% YoY increase in monthly active users; 75% YoY increase in Knowledgebase using crowd sourcing; resulting in 80% YoY increase in customer query resolution



Connected Banking stack for partnering with Fintechs , startups and other platforms like Zoho


Accelerating Assets



Launch of Universal Video KYC platform made for Assets customer




Lending Chatbot (HL, BL, LAP) for providing Instant In-Principal Sanction letter for customer through Chat itself – an industry first



Launched an end to end digital journey for Consumer Finance loans for New to Bank customers – an industry first




Enabled Loan Information, statement & repayment schedule on Whatsapp & Keya




Enabled Overdue EMI payments through PSP apps like Google Pay, Phone Pe, Paytm etc. for all term loans


Transforming the Bank



Cheque Tracking Portal: End-to-end tracking of cheques on near real time for frontline teams. Customer frontend to be launched by Q1 FY'22



Pre-book branch appointment: Customers can now schedule for selective branches visit for convenience and safety for selected locations across retail liabilities and retail assets



Robotics Process Automation: Faster Turn around time across processes. 2X YoY Requests Processed by BOTS

Digital Acquisition & Engagements

811 – Share in Digital Engagement

MB 30 day unique Logins

59%

UPI transactions

58%

Secured Credit Card

82%

New Trading accounts

62%

New Recurring Deposits

56%

Group Insurance products
(Sachet Insurance)

56%

Digital payments

Key Highlights



- **2.2X** consumer digital payment volumes in Q4FY21 over Q4FY20
- **8.4X** transactions acquired in Q4FY21 over Q4FY20

Key Trends

- Digital payment* checkout modes contribute to **87%+** of monthly transaction share in **Mar'21**
- **~2.43X** Consumer UPI P2M checkouts in Q4FY21 over Q4FY20
- **13%** QoQ ATS Growth in UPI
17% QoQ ATS Growth in DC ECOM



Over 94% of savings account transactions were digital or non-branch modes

Deposit

CASA (₹ cr)

CASA %

60.4%

56.2%

58.9%

11,125

106,101

52,087

Mar-21

10,837

93,772

43,013

Mar-20

8,214

103,985

43,975

Dec-20

Wholesale floating rate SA

Fixed rate SA

CA

Cost of SA

3.74% [5.23%]

TD Sweep as % of total deposits

7.5% [6.6%]

CASA & TDs below ₹ 5 cr, as % of total deposits

91% [86%]

Certificate of Deposits at ₹ 666 cr

Lower YoY by 85%

YoY %

Avg SA (YTD)

108,812

27%
▲

85,656

EOP SA

117,226

12%
▲

104,609

Avg CA (YTD)

39,481

17%
▲

33,699

EOP CA

52,087

21%
▲

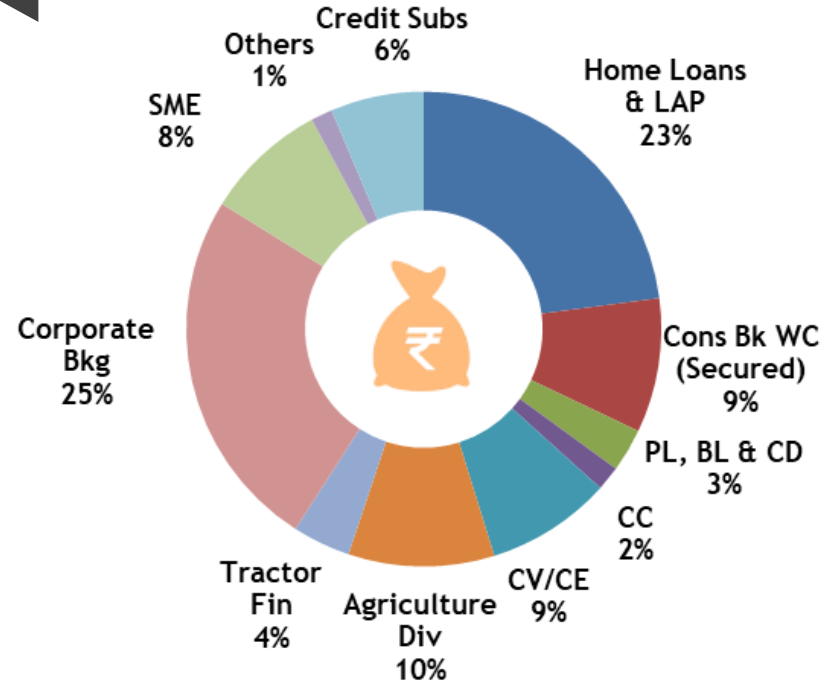
43,013

Branch count stood at 1,604 (excl. GIFT & DIFC) as on 31st Mar, 2021

Figures in [brackets] are Q4FY20 numbers

Customer Assets

31-Mar-21 (₹ 238,857 cr)



Customer Assets

₹ cr	31-Mar-21	31-Mar-20	31-Dec-20
Home Loans & LAP	54,749	48,516	49,977
Consumer Bank WC (Secured)	21,839	19,839	20,548
PL, BL and Consumer Durables	7,024	9,754	7,528
Credit Cards	3,969	4,701	4,557
CV/CE	20,387	19,253	18,685
Agriculture Division	23,741	21,188	21,858
Tractor Finance	9,418	7,569	8,943
Corporate Bkg	59,126	64,564	59,875
SME	19,958	20,291	18,702
Others	3,478	4,073	3,430
Total Advances	223,689	219,748	214,103
Credit Substitutes	15,168	9,222	14,706
Total Customer Assets	238,857	228,970	228,809









Specific Sectors Exposure

Specific Sectors as per Basel III

Outstanding* (₹ cr)	31-Mar-21	%	31-Mar-20	%	31-Dec-20	%
NBFCs	15,307	5.0%	11,294	4.0%	14,169	4.9%
:Of which HFC	6,328	2.1%	4,548	1.6%	6,174	2.1%
CRE (excl LRD)	6,076	2.0%	6,251	2.2%	5,572	1.9%
LRD	3,198	1.1%	4,457	1.6%	4,104	1.4%
Total including above	303,710		285,585		288,377	

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

Consolidated Highlights Q4FY21

 PAT ₹ 2,589 cr [₹ 1,905 cr]	 CAR[#] 23.4% [19.8%]	 Customer Assets ₹ 268,149 cr [₹ 260,583 cr]	 Total Assets ₹ 478,873 cr [₹ 443,173 cr]
 NIM 4.45% [4.73%]	 Capital & Reserves ₹ 84,836 cr [₹ 67,134 cr]	 Net NPA 1.23% [0.70%]	 Book Value per Eq. share ₹ 426 [₹ 348]

Figures in [brackets] are Q4FY20 numbers

As per Basel III

Consolidated PAT

₹ cr	Q4FY21	Q4FY20	Q3FY21	FY21	FY20
Kotak Mahindra Bank	1,682	1,267	1,854	6,965	5,947
Kotak Mahindra Prime	184	161	149	535	673
Kotak Mahindra Investments	73	77	68	258	270
Kotak Securities	241	163	184	793	550
Kotak Mahindra Capital	25	(7)	38	82	79
Kotak Mahindra Life Insurance	193	165	167	692	608
Kotak Mahindra General Insurance	(15)	(9)	(3)	2	(28)
Kotak AMC and TC	100	88	91	346	337
International Subsidiaries	50	30	5	154	119
Others	36	16	20	99	106
Total	2,569	1,951	2,573	9,925	8,661
Affiliates and Others	20	(46)	29	65	(68)
Consolidated PAT	2,589	1,905	2,602	9,990	8,593

Notes

- Non bank entities contributed 35% to consolidated PAT in Q4FY21
- Provision for interest on interest impact on the Group: ₹ 129 cr

Entity-wise Capital & Reserves and Surplus

₹ cr	31-Mar-21	31-Mar-20	31-Dec-20
Kotak Mahindra Bank	63,727	49,015	61,914
Kotak Mahindra Prime	6,623	6,088	6,439
Kotak Mahindra Investments	2,117	1,860	2,044
Kotak Securities	5,321	4,529	5,081
Kotak Mahindra Capital	689	622	680
Kotak Mahindra Life Insurance	4,045	3,354	3,853
Kotak Mahindra General Insurance	191	165	206
Kotak AMC and TC	1,233	886	1,133
Kotak Infrastructure Debt Fund	416	383	408
International Subsidiaries	1,340	1,230	1,289
Kotak Investment Advisors	405	365	385
Other Entities	302	275	293
Total	86,409	68,772	83,725
Affiliates	1,029	942	993
Inter-company and Others	(2,602)	(2,580)	(2,602)
Consolidated Capital & Reserves and Surplus	84,836	67,134	82,116

Kotak Mahindra Life Insurance

₹ cr	FY21
Indian Embedded Value (IEV)*	9,869
Value of New Business (VNB) *	691
VNB Margin (%) *	28.6%

Highlights

- Embedded value growth of 17.7%
- Individual Conservation ratio: 85.0%
- Share of Risk Premium as percentage of Total New Business Premium : 26.6%
- Claims settlement ratio
Individual - 98.50% Group - 99.43%

Individual New Business Product Mix [#]	FY21
Participating Products	46.8%
Non-Participating Products	30.2%
ULIP	23.0%

Channel Mix	FY21
Bancassurance	48%
Agency & Others	52%

Persistency	Feb 21
For 13 th month	88.8%
For 25 th month	80.5%
For 37 th month	72.5%
For 49 th month	67.2%
For 61 st month	58.2%

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

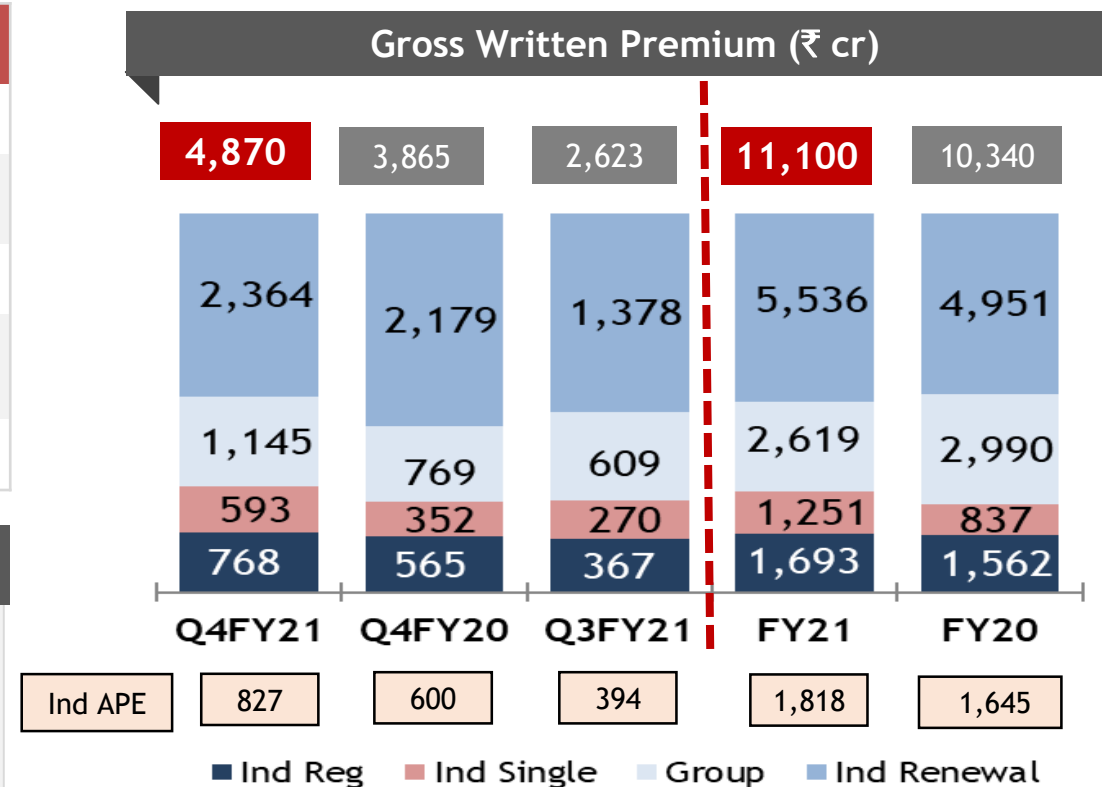
[#]Based on Individual New Business Premium APE: Annualised Regular Premium + 1/10th Single Premium

Kotak Mahindra Life Insurance

₹ cr	Q4FY21	Q4FY20	Q3FY21	FY21	FY20
Capital	562	562	562	562	562
Other Reserves and Surplus	3,483	2,791	3,291	3,483	2,791
Total Premium	4,870	3,865	2,623	11,100	10,340
Profit After Tax (Shareholders')	193	165	167	692	608
Solvency Ratio (x)	2.90	2.90	3.01	2.90	2.90

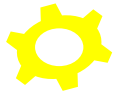
Highlights

- Gross written premium Q4FY21 has grown by 26.0% YoY
- Individual APE NB premium for Q4FY21 has a growth of 37.8% YoY
- Group Premium Q4Y21 grew 48.9% YoY
- Individual renewal premium for Q4FY21 grew 8.5% YoY. FY21 at 11.8% YoY.
- AUM (Policyholders') as on 31st March ₹ 43,042 cr, growth 34.2% YoY
- Individual Protection share for FY21to APE grew from 4.8% to 5.8% in YoY



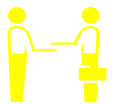
KLI – Update on Digitization

Focus continues on empowering distribution, energizing employees and superior customer experience



Empowering Distribution

- **Digital onboarding** of customers through Genie, continues to remain above 95%
- Comprehensive **Lead management** has been extended to help in visibility and improving leads lifecycle in Boost, the mobile app for advisors. Customer centric value adds like Pre-approved Sum Assured plans are now available to advisors on Boost.
- CRM platform extended to Group business, to help with leads, activity management and reporting
- KLI Recruit a completely **digital advisor-onboarding platform**, gained traction, 2/5th advisors recruited through the platform in Q4



Superior Customer Experience

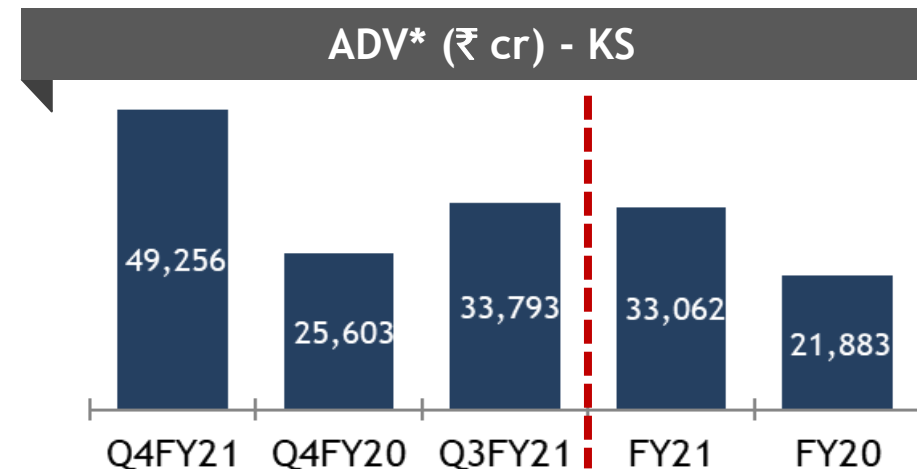
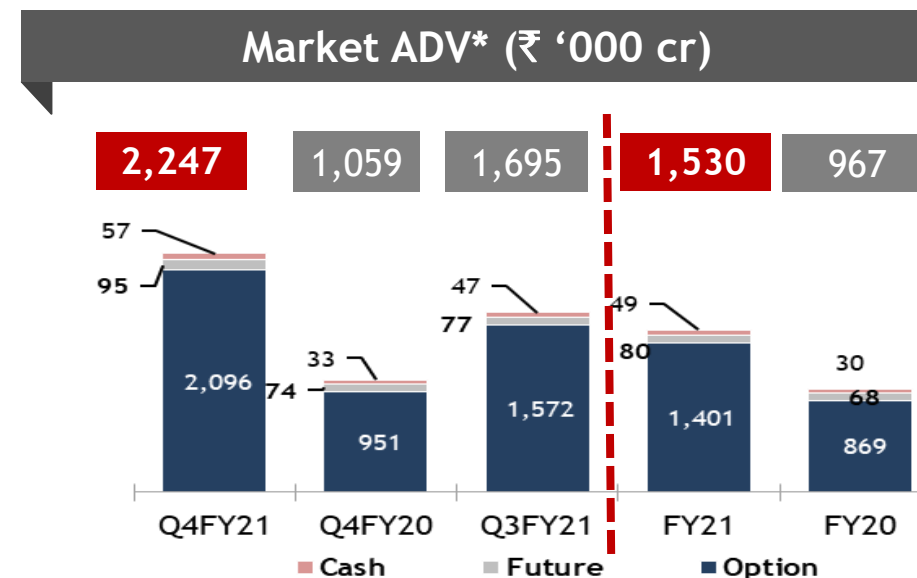
- ‘Digipro’ was launched in Q4, enabling completely **paperless digital customer onboarding**; Video calling for verification now includes digital liveness check and face match technology
- In the group business, Insta-claims gained traction, with 3 out of 5 claims settled within 2 days, in Q4
- **Digital servicing channels** showed a growth in traffic in Q4, 40% more customers vs Q3 used the customer-chatbot, while 14% higher traffic was seen on the whatsapp channel

Kotak Securities

₹ cr	Q4FY21	Q4FY20	Q3FY21	FY21	FY20
Total Income	570	462	474	2,020	1,690
Profit Before Tax	321	218	245	1,057	738
Profit After Tax	241	163	184	793	550
Market Share* (%)	2.2				

Market Share* in Cash Segment FY21: 9.3% (FY20: 10.0%)

1,450 branches, franchises and referral co-ordinators



*excluding BSE Derivative & Proprietary Segments

Kotak Mahindra Capital Company

Equity

 ₹ 5,467 cr	Bharat Petroleum Corporation Limited # Block Deals
Brookfield India Real Estate Trust ₹ 3,800 cr	Brookfield India Real Estate Trust # Initial Public Offer (IPO)
 ₹ 3,750 cr	Godrej Properties Limited # Qualified Institutional Placement
 ₹ 1,200 cr	Max Healthcare Institute Limited # Qualified Institutional Placement
 ₹ 1,170 cr	Apollo Hospitals Enterprise Limited # Qualified Institutional Placement
 ₹ 1,169 cr	Indigo Paints Limited # Initial Public Offer (IPO)
 ₹ 1,154 cr	Home First Finance Co.(India) Limited # Initial Public Offer (IPO)
 ₹ 800 cr	PVR Limited # Qualified Institutional Placement



₹ 699 cr

Varroc Engineering Limited
Qualified Institutional Placement



₹ 375 cr

V-Mart Retail Limited
Qualified Institutional Placement



₹ 180 cr

PVR Limited
Block Deals

Advisory



₹ 2,623 cr

Sellside financial advisor to Star Health and Allied Insurance Company for fund raise via private placement



₹ 775 cr

Buyside Advisor to Piramal Pharma for its acquisition of 100% stake in Hemmo Pharmaceuticals



₹ 240 cr

Sellside Advisor to Utkarsh Small Finance Bank for private equity investment led by Olympus Capital Asia



Transaction Advisor and Fairness Opinion Provider for proposed reorganization of India based US & consumer business undertaking

₹ cr	Q4FY21	Q4FY20	Q3FY21	FY21	FY20
Total Income	55	22	77	202	229
Profit Before Tax	33	(9)	51	111	108
Profit After Tax	25	(7)	38	82	79

Kotak Securities - Digital Update

Push on Digital Products and Platform

Trade Free Plan

- ❖ Cheapest Plan in the industry for Derivative and intraday Traders - allows clients to trade at 0 brokerage
- ❖ Clients can open Trading accounts **digitally** and **start trading in 60 minutes**

New Mobile App

- ❖ Built on latest technology stack with faster speed and improved features and enhanced product offerings

New Direct MF Platform

- ❖ Enables clients to invest in Mutual Funds through the direct route at a lower expense ratio

Global Investing launch

- ❖ Enables clients to invest into US and global equities
- ❖ Online onboarding and remittance capabilities



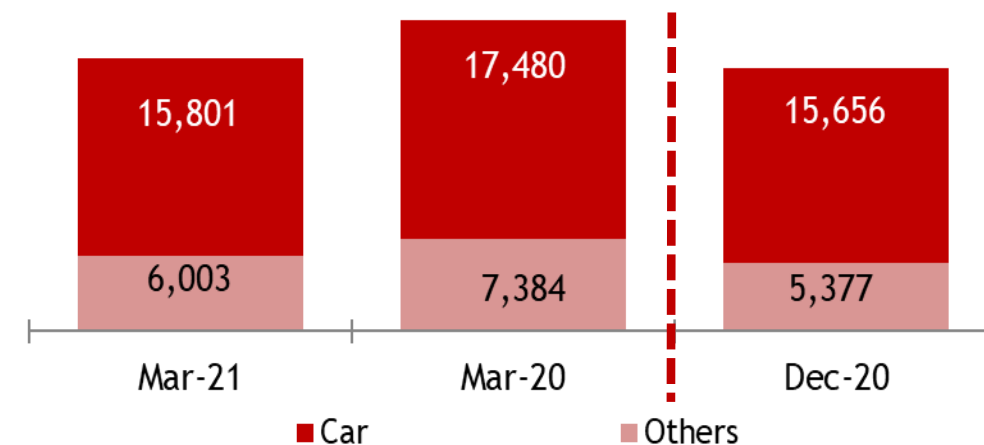
In Q4FY21, % of accounts opened Digitally : 93+%

Kotak Mahindra Prime

₹ cr	Q4FY21	Q4FY20	Q3FY21	FY21	FY20
NII	313	313	306	1,212	1,234
Other Income	67	99	67	220	291
NII and Other Income	380	412	373	1,432	1,525
Profit Before Tax	248	203	201	720	923
Profit After Tax	184	161	149	535	673
NNPA (%)	1.7%	0.6%	2.2%*	1.7%	0.6%
CAR (%)	29.4%				
ROA (%) - annualised	2.9%				

*Proforma number

Customer Assets* (₹ cr)



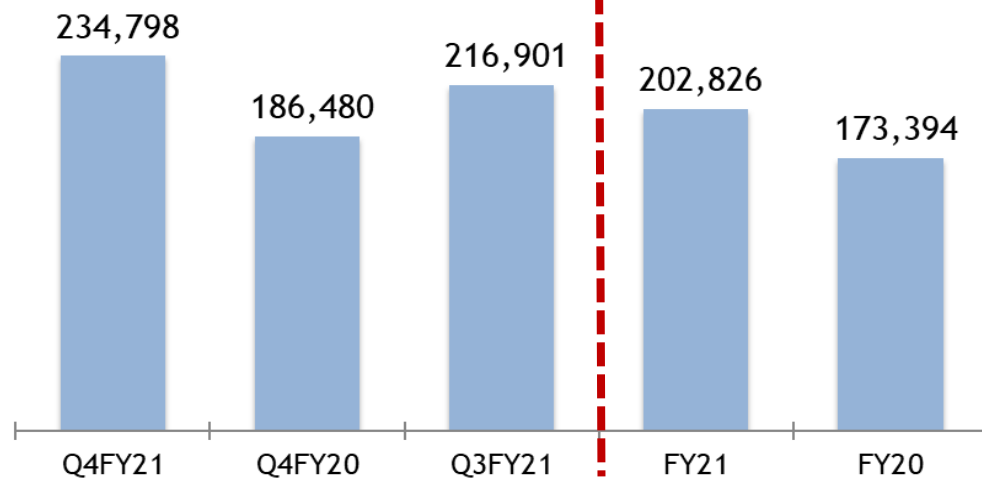
* Includes loans and credit substitutes

Notes

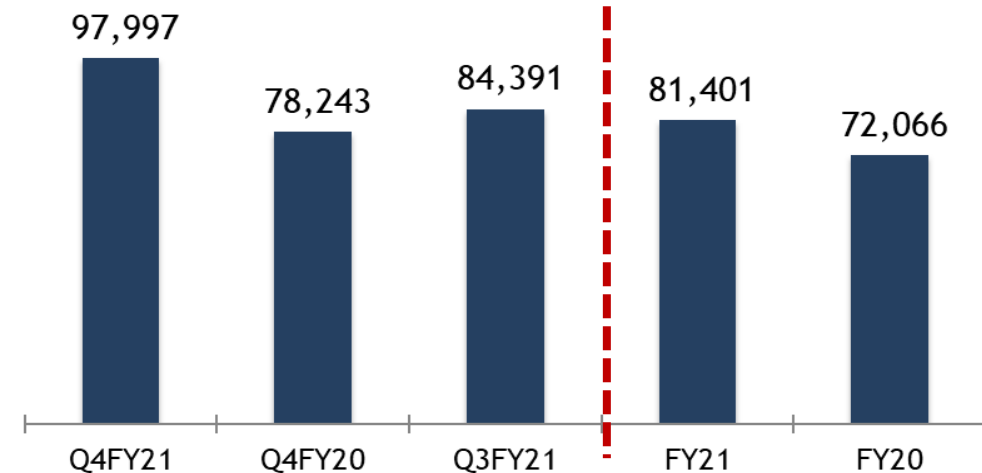
- Better margins in Q4FY21 compared to Q4FY20
- COVID-19 provision held: ₹ 90 cr

Kotak Mahindra AMC & Trustee Co.

Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity



₹ cr	Q4FY21	Q4FY20	Q3FY21	FY21	FY20
Profit Before Tax	134	117	122	465	454
Profit After Tax	100	88	91	346	337

Highlights

- Overall Market share on AAUM increased to 7.3% in Q4FY21 (Q4FY20: 6.9%)
- Equity AAUM market share increased to 5.2% in Q4FY21 (Q4FY20: 5.0%)

Assets Under Management and Relationship Value

31st March, 2021

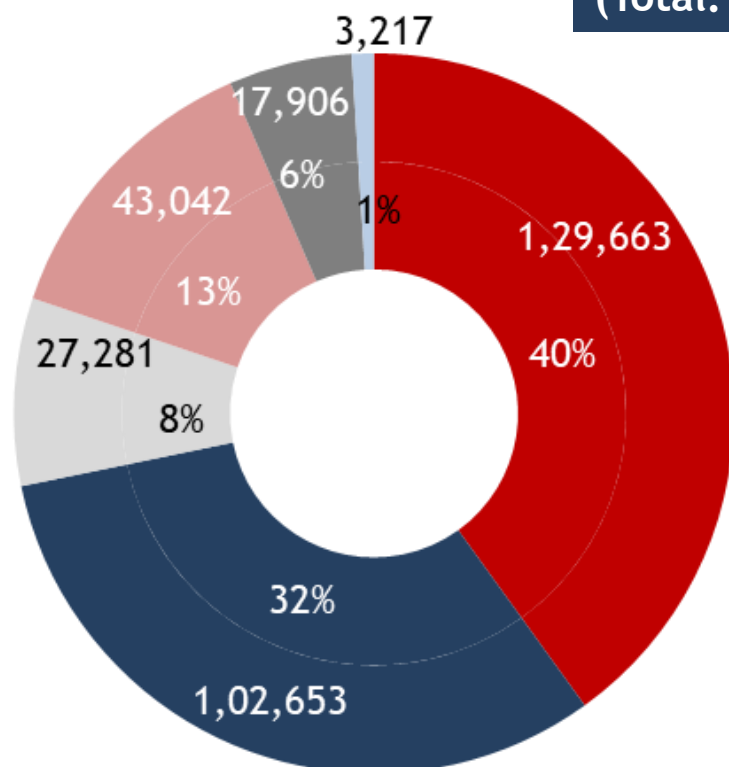
31st March, 2020

43%

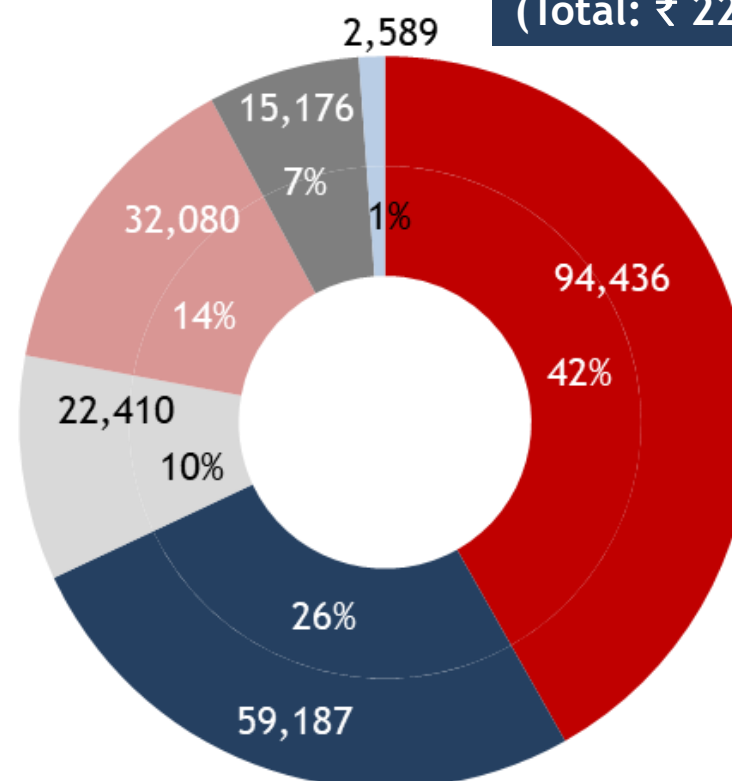


(Total: ₹ 323,762 cr)

(Total: ₹ 225,878 cr)



- Domestic MF Debt
- Domestic MF Equity
- Offshore Funds
- Insurance
- Alternate Asset
- PMS & Others



Relationship Value of Wealth + Priority + Investment Advisory
as on 31st Mar, 2021 ~₹ 382,000 cr (PY: ~₹ 270,000 cr)



Key Awards

**Best Domestic Bank and
Best Corporate &
Investment Bank**
*Asiamoney Best Bank
Awards for India 2021*

**The Best Bank India
award for the fourth
year**
*Asset Triple A Country
Awards 2020*

**Best Cash Management
Bank in India**
*The Asian Banker
Transaction Finance
Awards 2020*

**Kotak General Insurance
Best Insurance
Campaign**
*FICCI Insurance Industry
Awards 2020*

**Kotak Wealth
Best Private Banking
Services Overall**
*2021 Euromoney Private
Banking and Wealth
Management Survey*

**Kotak Wealth
Best Private Bank**
*FinanceAsia Country
Awards 2020*

**Kotak Mutual Fund
Best Value Creator Fund
- Debt**
*BT-MT Financial services
awards*

**Kotak Mahindra Capital
Best Equity adviser**
*Asset Triple A Country
Awards 2020*

**Mr. Shripal Shah
'CA CXO'
(Mid Corporates-BFSI)**
14th ICAI Awards 2021

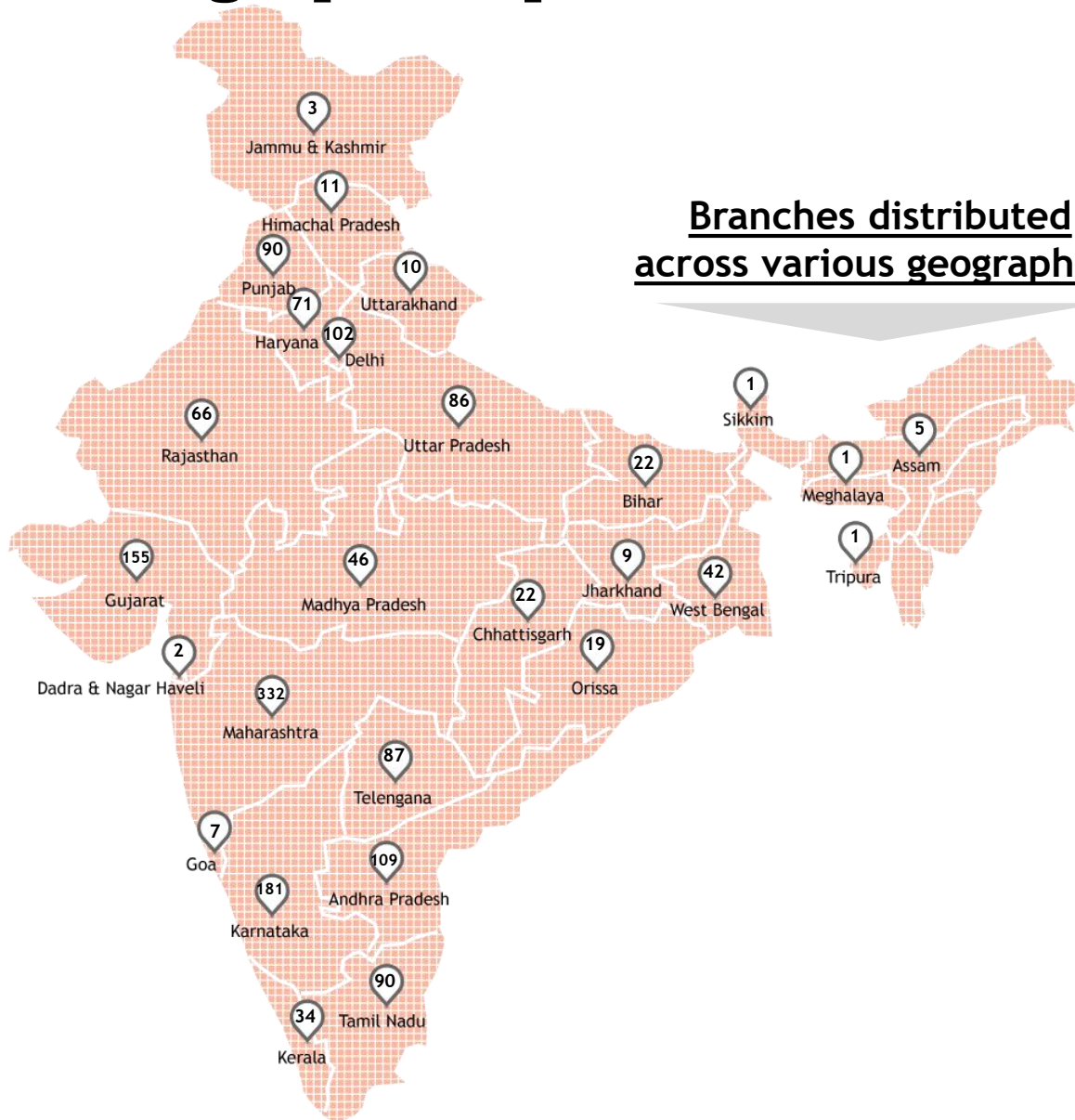
**Mr. Shekhar Bhandari
'CA Business Leader'
(Large Corporates-BFSI)**
14th ICAI Awards 2021

**Ms. Shanti Ekambabram
One of India's Most
Powerful Women**
*Business Today,
October 2020*

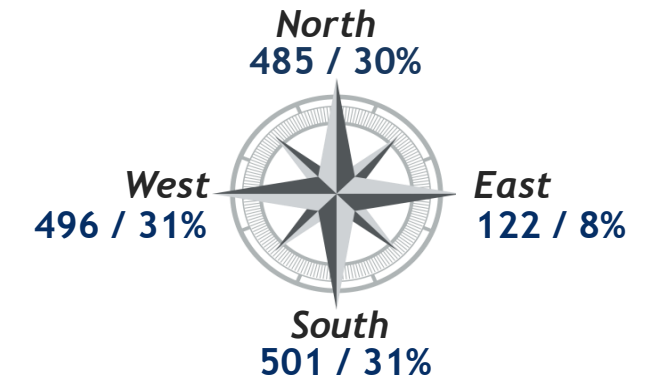
**Mr. Uday Kotak
India Business Leader of
the Year**
*India Business Leader
Awards (IBLA) 2021*

Geographical presence

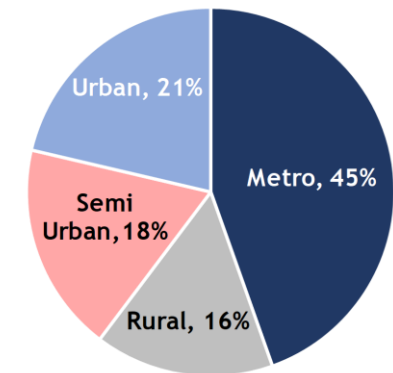
Branches distributed across various geographies



Branches 1,604* [No./%]



Branch Classification



No. of ATMs



2,598

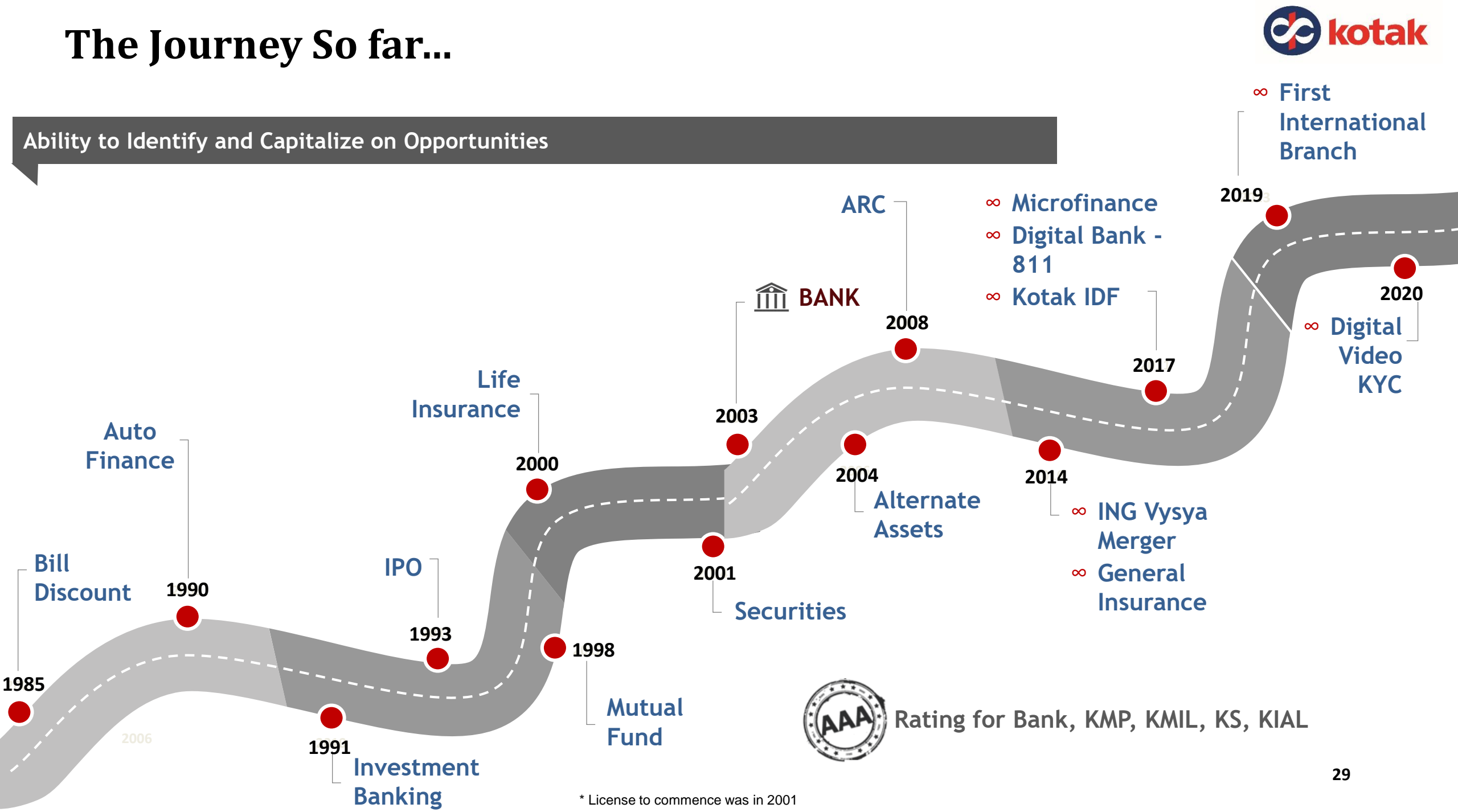
* Does not include branches in DIFC, Dubai & GIFT city, Gujarat

GROUP PROFILE

The Journey So far...

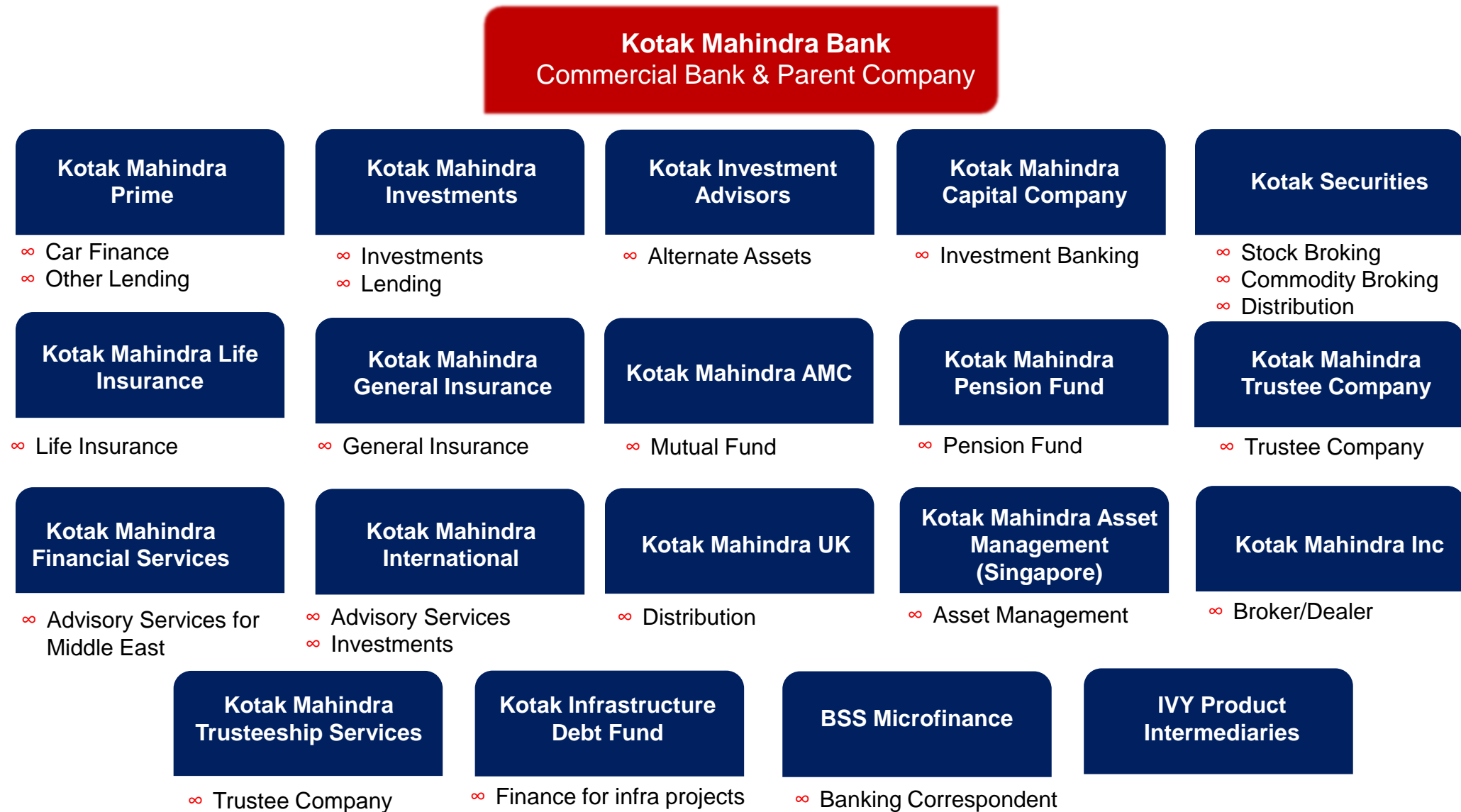


Ability to Identify and Capitalize on Opportunities



* License to commence was in 2001

Kotak – Diversified and integrated financial services



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

Present Across the Entire Value Chain

Platform with Wide Product Portfolio

Wholesale Banking

- ∞ Corporate Loans
- ∞ Trade Finance
- ∞ Business Banking
- ∞ Commercial Real Estate
- ∞ Forex/ Treasury
- ∞ Cash Management
- ∞ Custody Business
- ∞ Off-shore Lending

Commercial Banking

- ∞ Agriculture Finance
- ∞ Tractor Finance
- ∞ Commercial Vehicles
- ∞ Construction Equipment
- ∞ Microfinance

Consumer Banking

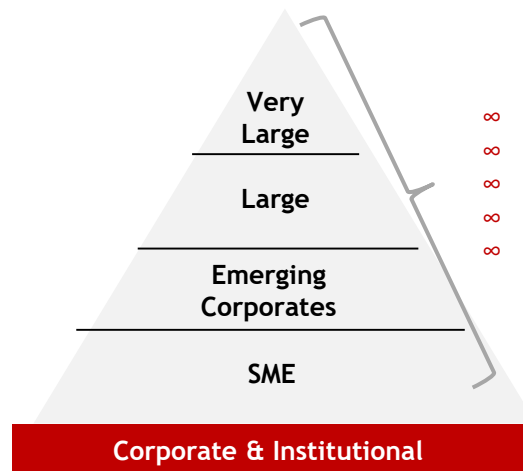
- ∞ Branch Banking
- ∞ 811
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Priority Banking
- ∞ Small Business Loans
- ∞ Private Banking
- ∞ Gold Loans
- ∞ Rural Housing & Business Loans
- ∞ Forex Cards

Other Financial Services

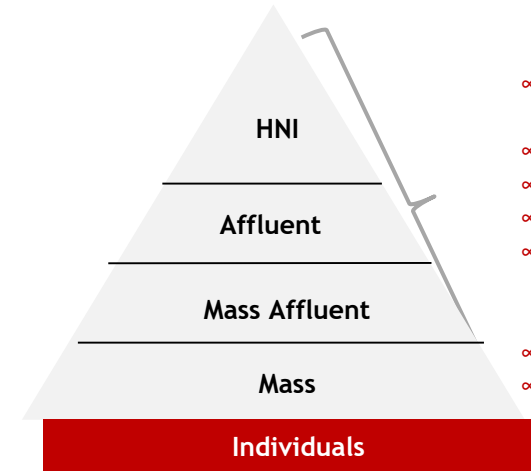
- ∞ Wealth Management
- ∞ Car and 2W Loans
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Loan against Shares
- ∞ Infra Debt Finance
- ∞ Asset Reconstruction

Deposits across all customer segments

Wide Customer Coverage



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



- ∞ Private/ Priority Banking
- ∞ Commercial banking
- ∞ Consumer loans
- ∞ Mutual fund
- ∞ Insurance
- ∞ 811
- ∞ Microfinance

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

Our Strengths



An integrated financial services conglomerate with a diversified business model

- ∞ Balance Sheet, Market & Knowledge driven businesses encompassing all customer & geographic segments
- ∞ Wide spectrum of financial products and services help to balance against market cycles, hedge against downturns in specific segments and access multiple growth avenues
- ∞ Broad product spectrum helps meet our customers' diverse financial and investment requirements, enhancing overall customer experience



Healthy asset quality & prudent risk management capabilities

- ∞ Ability to assess opportunities with a focus on rewards that are commensurate with risk
- ∞ Prudent risk management, while not being averse to taking risk so long as the risk is priced to provide attractive risk-based returns
- ∞ Detailed & extensive policies covering capital adequacy, portfolio concentration limits & stress testing



Digital & technological capabilities

- ∞ Focused on customer acquisition, enhancement of customer experience, making internal operations efficient and enhancing our cybersecurity and data protection framework
- ∞ Investment in technology and analytics enabling cross-sell of a wide range of products on digital platforms, thereby deepening customer relationships



Ability to identify and capitalize on opportunities

- ∞ Ability to identify and capitalize on profitable business opportunities, create niche and differentiated business segments and offer new products and services
- ∞ Culture of innovation has allowed us to build profitable business models, and has enabled us to enter into and maintain partnerships



Strong brand and leadership in various businesses

- ∞ Numerous industry awards and accolades for various aspects of our business, reflect the talent of our senior management and employees as well as trust in the quality of our products and services
- ∞ Strong position across various segments of our businesses



Strong governance culture and an experienced management team

- ∞ 8/ 10 Group Management Council ('GMC') members have spent 20+ years with the Group & helped create various businesses since inception
- ∞ 60 members (as on Mar 31, 2021) in the 'Kotak Leadership Team' (incl. GMC) - strong succession pipeline for senior leadership positions and nurture our culture of growth, innovation & high quality governance

Our Strategy



Enhance Customer Experience & Trust

- ∞ To be amongst the most trusted financial services conglomerates in India
- ∞ Enhance customer experience backed by wide spectrum of products, and using cost efficient, convenient delivery channels including digital and technological initiatives
- ∞ Strengthen data, analytics capability, for higher cross-sell, and thereby contribute to future growth and profitability

Expansion of market share in all segments of financial services in India

- ∞ Bank to continue to be the main customer acquisition engine, and leverage such customer growth by cross selling products and services offered by the Group
- ∞ Measured, value focused growth of branch network and digital banking initiatives to expand customer reach
- ∞ Comprehensive digital strategy to deepen customer relationships

Continuously expand access to low cost liabilities

- ∞ Increase retail deposit base and current deposits
- ∞ Expand retail banking business by growing distribution network, optimizing digital channels and offering differentiated products
- ∞ Expand current deposits by providing lending solutions and range of customized products including wealth, cash management and liquidity management solutions

Attract, retain and build a team of talented, engaged and motivated employees

- ∞ Continue to focus on the recruitment and cultivation of a high-quality, professional and empowered workforce

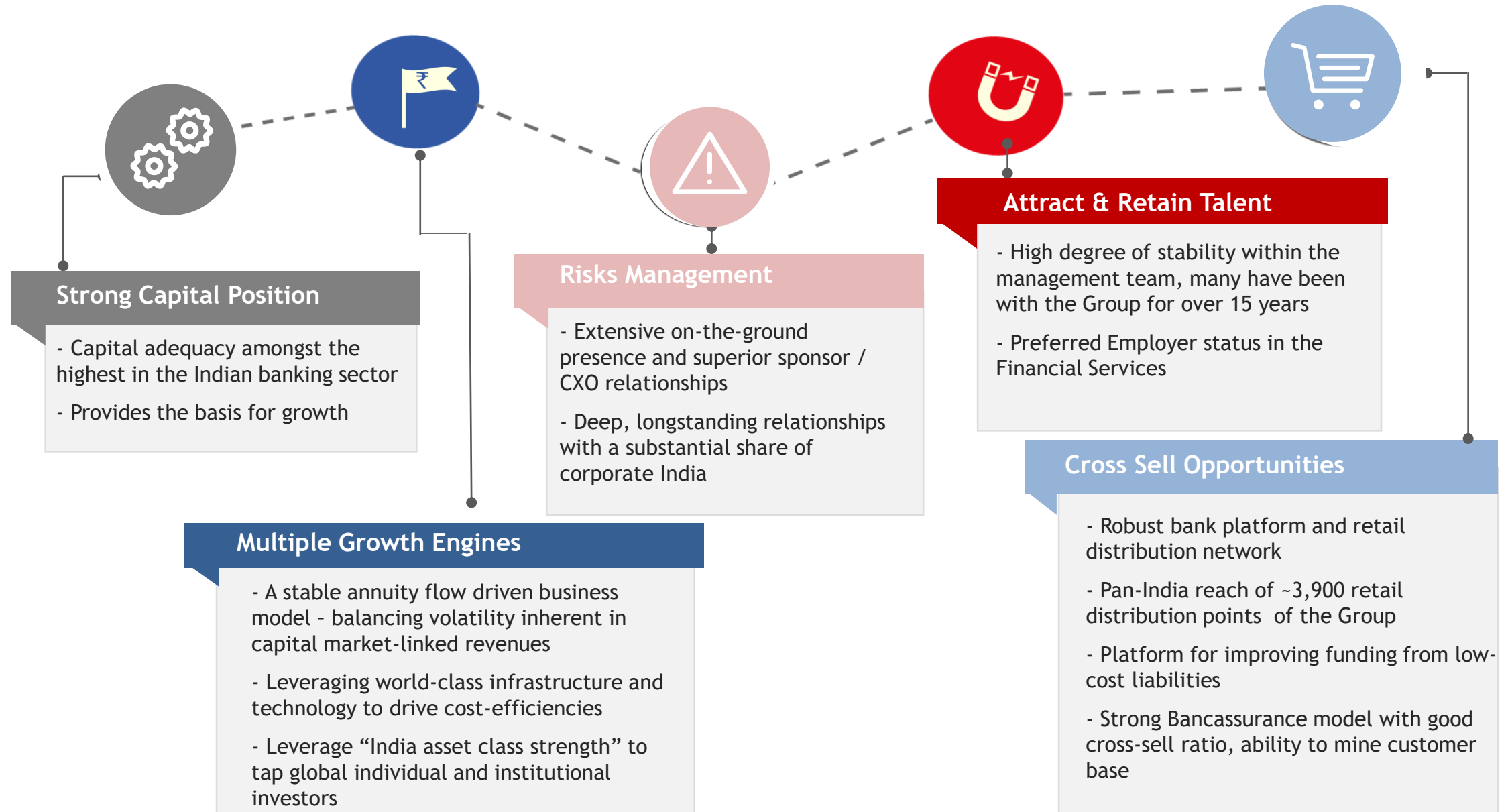
Disciplined risk management leading to strong asset quality

- ∞ Continually improve risk management, risk evaluation, rating methodology, and monitoring and control to maintain high quality asset portfolio
- ∞ Provide risk adjusted returns and continue to identify, assess & manage risks well in time and allocate capital amongst businesses appropriately

Pursue inorganic opportunities

- ∞ Actively seek inorganic growth opportunities to expand market share, access new geography, customer segment or acquire new capabilities

The Path of Leadership



Strong and Committed Leadership Team

Senior Leadership Team with Long Vintage

 Dipak Gupta Jt. MD 29 Years Compliance, IT, HR & Marketing, Digital, Customer experience, Audit & Vigilance	 Gaurang Shah WTD 24 Years Credit, ARD, Asset Mgmt, Alternate Assets, Insurance & International Business	 KVS Manian WTD 26 Years Corporate, Institutional Equities, Investment Bank & Wealth	 D Kannan 29 Years Commercial Banking	 Shanti Ekambaram 30 Years Consumer Banking
 Jaimin Bhatt 25 Years Group CFO, Operations	 Nilesh Shah 6 Years Asset Management	 Jaideep Hansraj 27 Years Retail Brokerage	 Virat Diwanji 17 Years Retail Liabilities & Branch Banking	

60 members in Kotak Leadership Team (incl. above and MD & CEO) with an average tenure of 20+ years with the Group

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