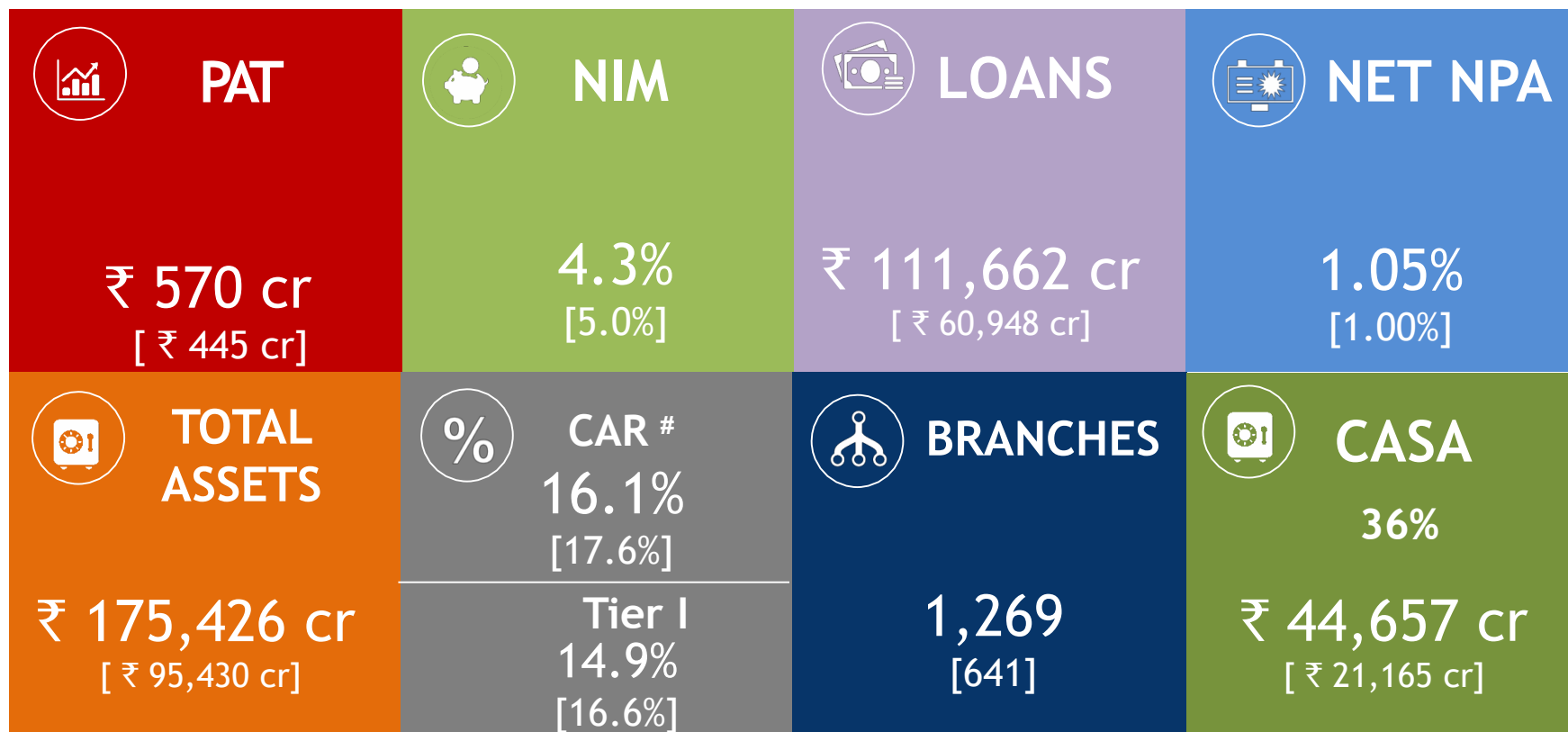


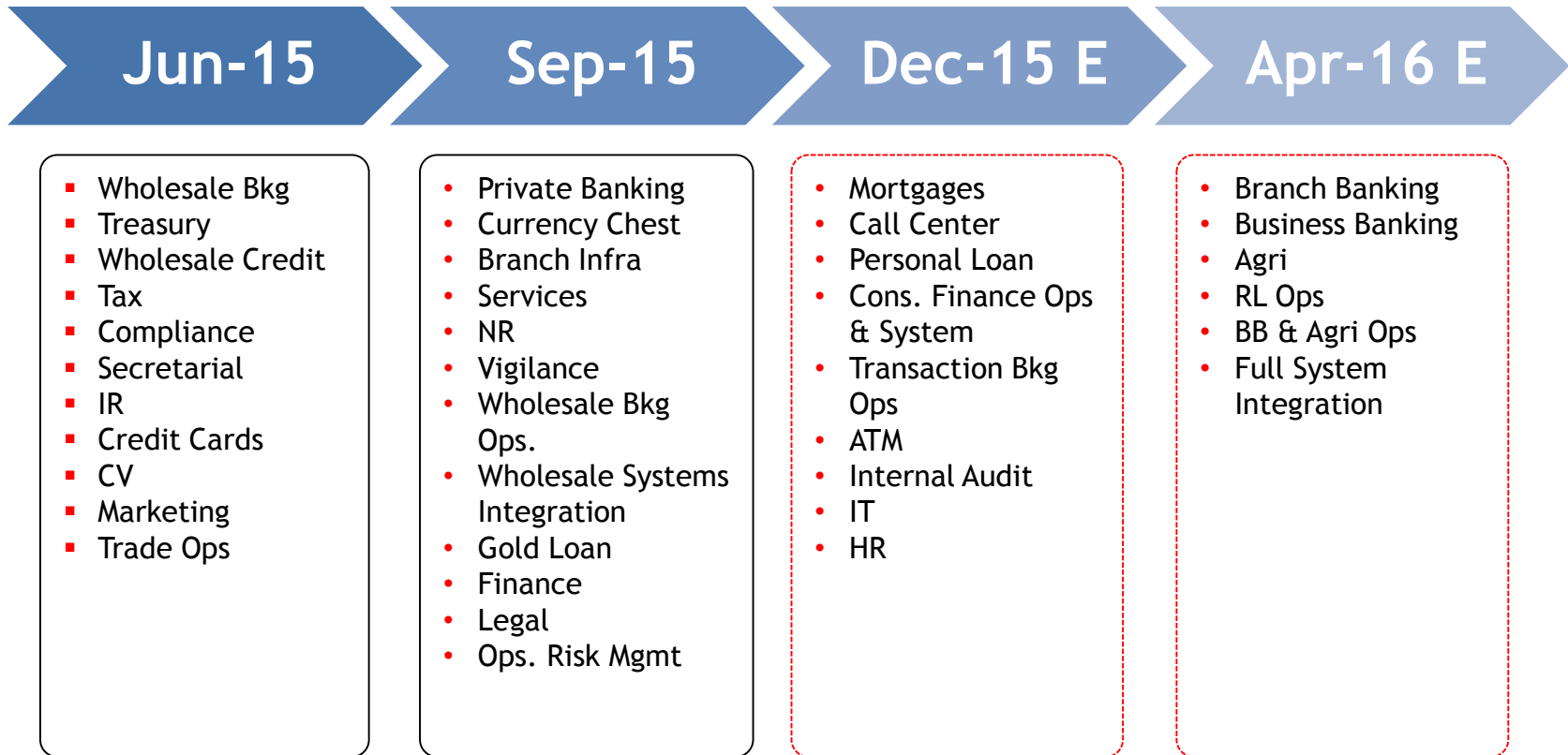
INVESTOR PRESENTATION Q2FY16

Standalone Highlights Q2FY16



Figures in [brackets] are Q2FY15 numbers

As per Basel III, including unaudited profits. Excluding profit CAR 15.5%, Tier I 14.4% (CAR 16.4% and Tier I 15.5%)



Leveraging integration

- Large scale training initiated for employees of eIVBL
- Commingling of employees at branches initiated
- Various initiatives kicked off to generate cost synergies

Revenue Synergy

- SA growth has boosted, impact of 6% visible in eIVBL network
 - 23% YoY growth in average balances in eIVBL branches
- Overall customer acquisition has gained momentum
 - Combined bank adding ~ 100,000 customers a month
- Recruitment to drive acquisition & product x-sell through eIVBL branches
 - Traction in Consumer Asset & Insurance x-sell
- Launched special focus on CA; Initiatives launched for both NTB and Deepening

Cost Synergy

- Identification & consolidation of overlapping Branches & ATMs has been initiated
 - Pilot Launched. Opportunity to relocate about 75 branches
- People synergy including opportunities within group, being explored
- Rationalization of general & administrative expenses is in progress
- Consolidation and re-negotiation of vendor contracts
 - Services, ATM management, IT vendors
- Space rationalization
 - Shifting & consolidation of Non branch business from rented to owned premises underway
 - Non core premises being disposed

Stressed Book

- Bad Bank formed in Q1FY16 (~6% of funded and non funded book of eIVBL) under experienced asset reconstruction team
- Most of the stressed assets being managed by this team
- At Q1FY16, we estimated additional provision of 0.5% of combined book for balance three quarters of FY16
- Impact on Q2FY16 results of ₹ 238 cr (₹ 305 cr in Q1FY16) of which a significant portion is from eIVBL
 - Q2FY16 includes a reversal of income of ₹ 62 cr on account of a credit event w.r.t. a derivative customer

Other Merger Related Expenses

- Integration cost of ₹ 12 cr in Q2FY16, ₹ 63 cr for Q1FY16 and ₹ 54 cr for FY15
- ~ ₹ 30 cr for Q2FY16 - additional interest up to 6% on savings accounts of eIVBL

Profit and Loss Q2FY16



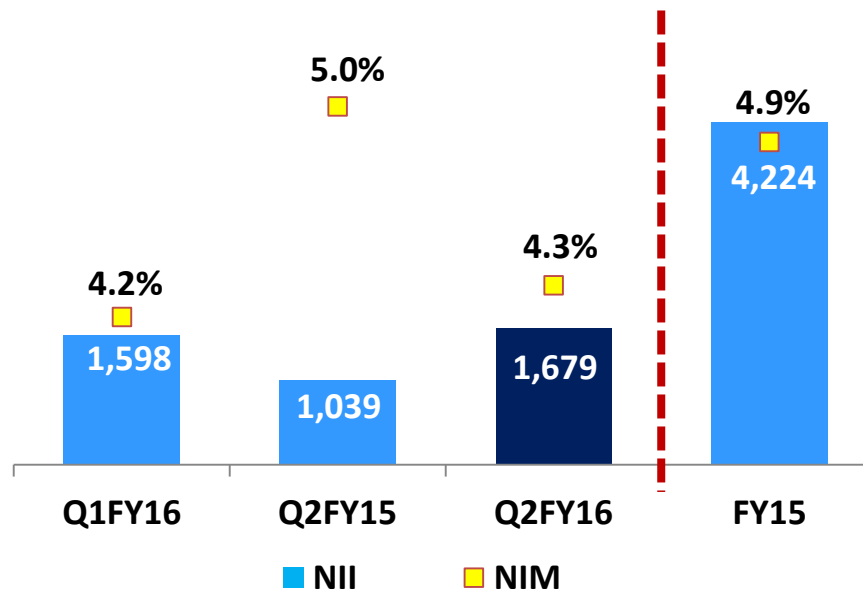
₹ cr	Q1FY16	Q2FY15	Q2FY16	FY15
Net Interest Income	1,598	1,039	1,679	4,224
Other Income	593	466	616	2,028
Net Total Income	2,191	1,505	2,295	6,252
Employee Cost*	929	355	623	1,450
Other Operating Expenses#	665	416	627	1,805
Operating Expenditure	1,594	771	1,250	3,255
Operating Profit	597	734	1,045	2,997
Provision On Advances (net)	266	64	189	275
Provision On Other Receivables	3	-	1	-
Provision On Investments	36	(10)	(14)	(111)
Provision & Contingencies	305	54	176	164
PBT	292	680	869	2,833
Provision For Tax	102	235	299	967
PAT	190	445	570	1,866

*Q1FY16 Includes large one-time retiral benefit expense pertaining to eIVBL

#Includes merger related expenses of ₹ 12 cr for Q2FY16, ₹ 63 cr for Q1FY16 and ₹ 54 cr for FY15

Income Q2FY16

NII (₹ cr) and NIM



Other Income (₹ cr)	Q1FY16	Q2FY15	Q2FY16	FY15
Fee and Services	418	321	457	1,353
Treasury Income	138	85	91	421
ARD Buyout Income	36	48	65	239
Others	1	12	3	15
Total	593	466	616	2,028

Segment Performance Q2FY16



Bank Segmental PBT

As per RBI (₹ cr)	Q1FY16	Q2FY15	Q2FY16	FY15
Corporate/Wholesale Banking	369	335	530	1,402
Retail Banking #	12	210	328	957
Treasury, BMU* & Corporate Centre **	(89)	135	11	468
Unallocated Income	-	-	-	6
Total	292	680	869	2,833

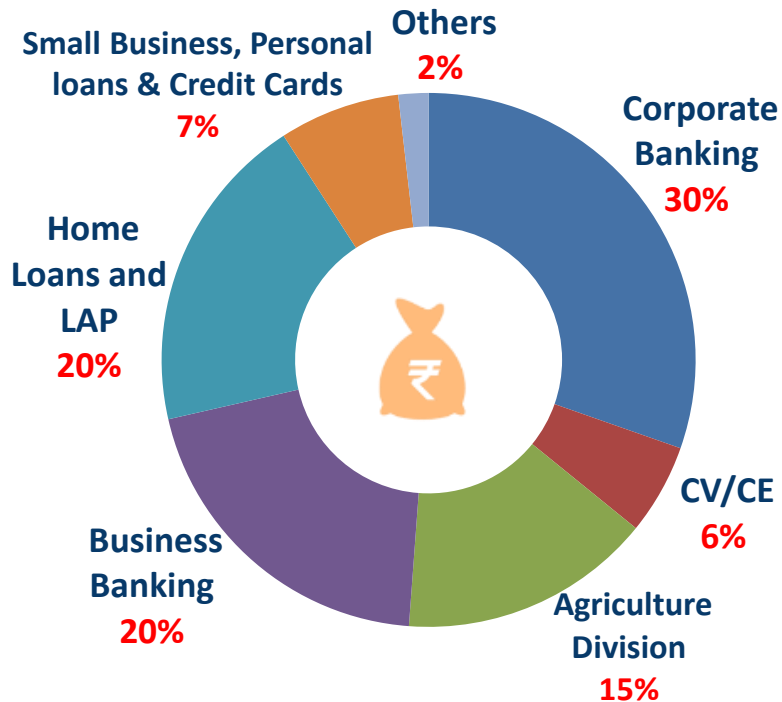
Q1FY16 included retiral benefit expenses of eIVBL. A large part of the same was in retail banking

*Balance Sheet Management Unit

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

Advances & Investments

30-Sep-15 [₹ 111,662 cr]



₹ cr	31-Mar-15	30-Sep-14	30-Sep-15
Corporate Banking	20,299	21,140	33,909
CV/CE	5,204	5,062	6,123
Agriculture Division	12,106	10,137	17,112
Business Banking	6,422	5,655	22,616
Home Loans and LAP	14,709	12,894	21,697
Small Business, Personal loans & Credit Cards	6,263	5,301	8,171
Others	1,158	759	2,034
Total Advances	66,161	60,948	111,662

Advances as per Segmental Classification

₹ cr	31-Mar-15	30-Sep-14	30-Sep-15
Retail	29,113	24,733	48,339
Corporate	37,048	36,215	63,323
Total Advances	66,161	60,948	111,662
Investments / Treasury Assets	28,659	26,049	42,571
Total Advances and Investments	94,820	86,997	154,233

Balance Sheet



₹ cr	31-Mar-15	30-Jun-15	30-Sep-14	30-Sep-15
Networth	14,141	21,887	13,199	22,606
Deposits	74,860	116,812	68,103	123,211
CA	13,181	17,385	9,472	20,322
SA	14,036	22,730	11,693	24,335
<i>Certificate of Deposit</i>	3,785	11,074	4,653	8,987
<i>Term Deposit Others</i>	43,858	65,623	42,285	69,567
Borrowings	12,150	21,435	10,554	21,873
Other Liabilities and Provisions	4,861	6,740	3,574	7,736
Total Liabilities	106,012	166,874	95,430	175,426

₹ cr	31-Mar-15	30-Jun-15	30-Sep-14	30-Sep-15
Cash, Bank and Call	6,262	9,507	4,226	9,498
Investments	28,659	42,693	26,049	42,571
<i>Government Securities</i>	22,882	35,525	19,139	36,358
<i>Others</i>	5,777	7,168	6,910	6,213
Advances	66,161	103,614	60,948	111,662
Fixed Assets and Other Assets	4,930	11,060	4,207	11,695
Total Assets	106,012	166,874	95,430	175,426

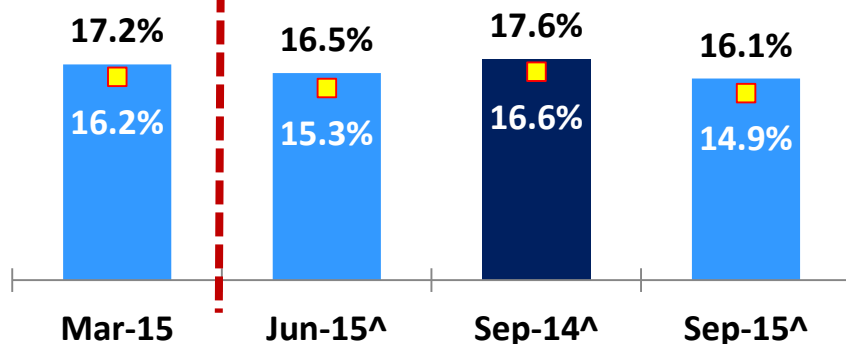
Merger of ING Vysya Bank effective April 1, 2015. Previous periods not comparable

Key Ratios

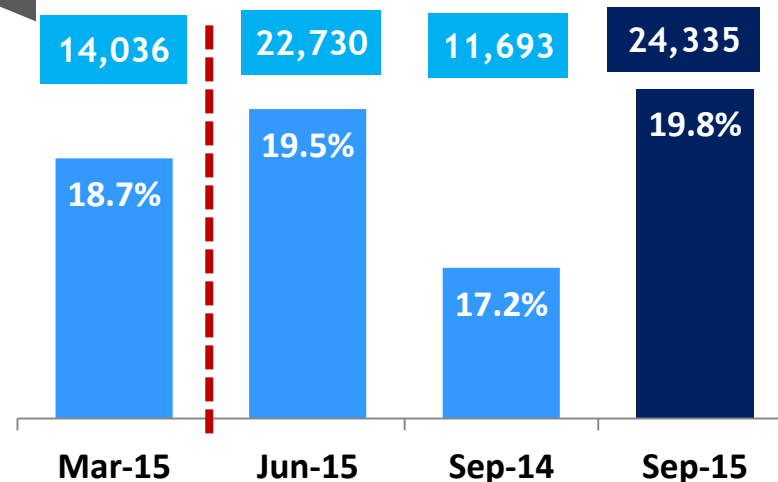
CAR & Tier I (%)

^ including unaudited profits

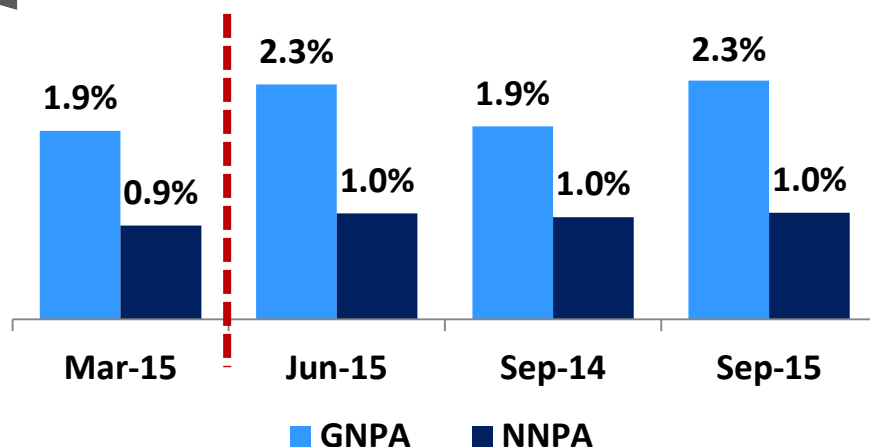
■ CAR (%) ■ Tier I (%)



Savings Account (₹ cr & % of deposits)



GNPA and NNPA (%)

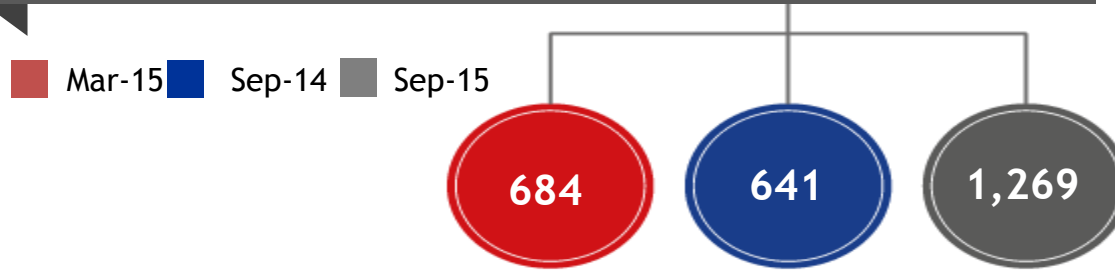


Asset Quality

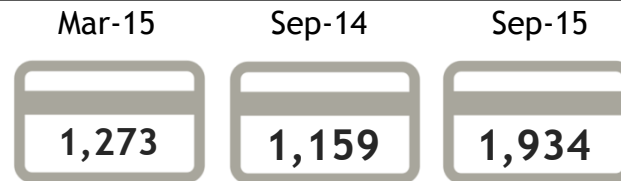
- Restructured loans considered standard ₹ 403 cr (0.4%) of which ₹ 256 cr from eIVBL portfolio
- In this quarter
 - No CDR participation
 - No transfer to ARC
 - No conversion to off-balance sheet
 - No 5/25 loans
 - No rectification

Branches & Deposits

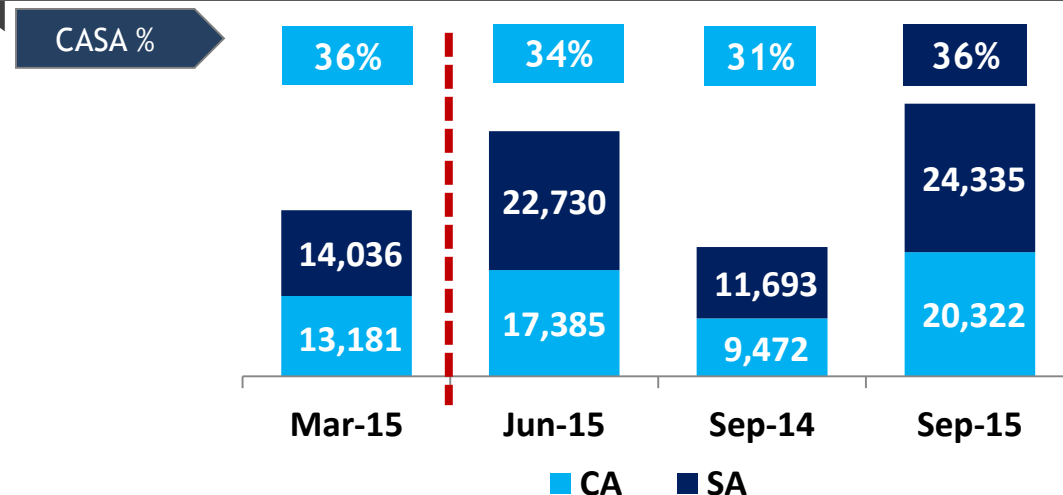
No of Branches



No of ATMs



CASA (₹ cr)



Highlights

- Plan to reach 1400 branches by March 2017
- CASA and TDs below ₹ 5 cr constitute 72% of total deposits (65% as on Sep-14)
- TDs below ₹ 1 cr were ₹ 34,105 cr (₹ 16,983 cr as on Sep-14)
- Added ~ 2.8 lac customer accounts for the quarter
- TD sweep were ₹ 6,629 cr (₹ 5,502 cr as on Sep-14)
- Cost of SA - 5.48%

Mobility



Top rated mobile app with > 80 features in Mobile banking Bill pymts, TD, RD, MF & Fund Transfers
Simplified registration process
Billpay reminders via Google Now
Bharat banking App – Internet-free multilingual app with 25 Banking transactions incl. small-value Fund Transfer

Digital Acquisition



Recommendations based online acquisition for Savings, Currents A/cs & Personal Loan
New site for sourcing NPS customers
eKYC- Customer can complete online application using Aadhaar based authentication

Big Data & Analytics



Actionable Predictive Analysis thru UNICA
Implementation for campaign & life cycle Management

Social



Kotak Jifi & Jifi Saver accounts – World's first digital & social bank account
Hashtag Banking on Twitter – Global first, Social Rewards
First bank to introduce Social commerce (movies and book)

Payment

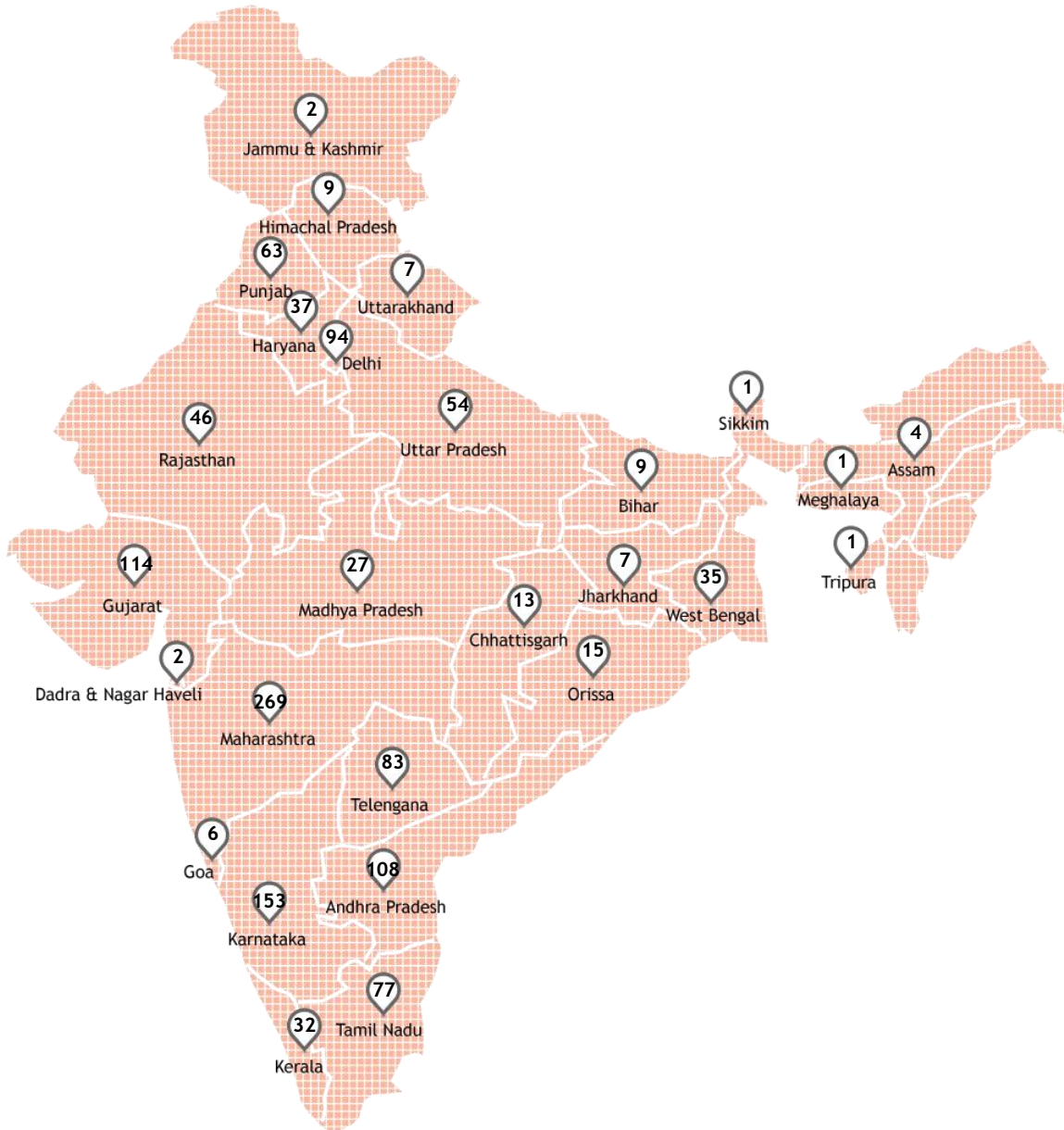


P2P Payments - Kaypay: World's largest Bank agnostic, real time, P2P platform; Mail & Message money; PFM section on Net Banking; First Bank to Launch – Online Payment Authentication using Mobile PIN & Debit Card PIN along with Net Banking with mobile responsive payment pages
mStore in App for customer convenience—Flight & Hotel booking
Mobile Payments: Dual strategy - 1. Owned Payment App, 2. Cobranded partnership

Highlights

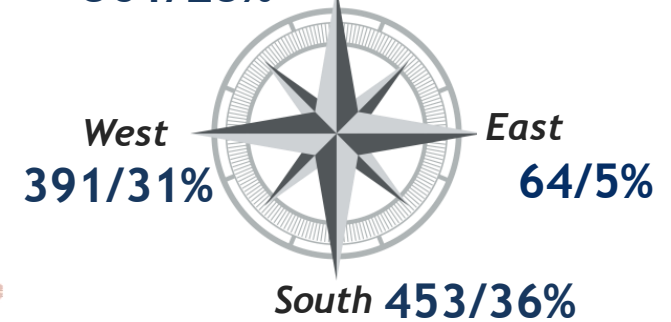
- 8% (Jul-15) share in value of mobile banking transactions; while share of industry advances & deposits is 1.6% & 1.3% resp (Jun-15) - RBI data
- Ranked at No. 5 with highest growth of 81% from Apr-15 to Jul-15 in terms of value of mobile banking transactions across all banks
- Instant PL thru Net Banking
- 50% of TDs are booked Online
- Tab Account Opening gone live for Corp Sal customers
- Over 50% YoY growth in Online Payment
- One of highest rated banking App in India (4.4)
- Kotak Bharat- first multilingual/ no data connectivity App
- Privy league website launched
- Local pages for Branch / ATM for better search results

Geographical Presence



Branches 1,269 [No./%]

361/28% North

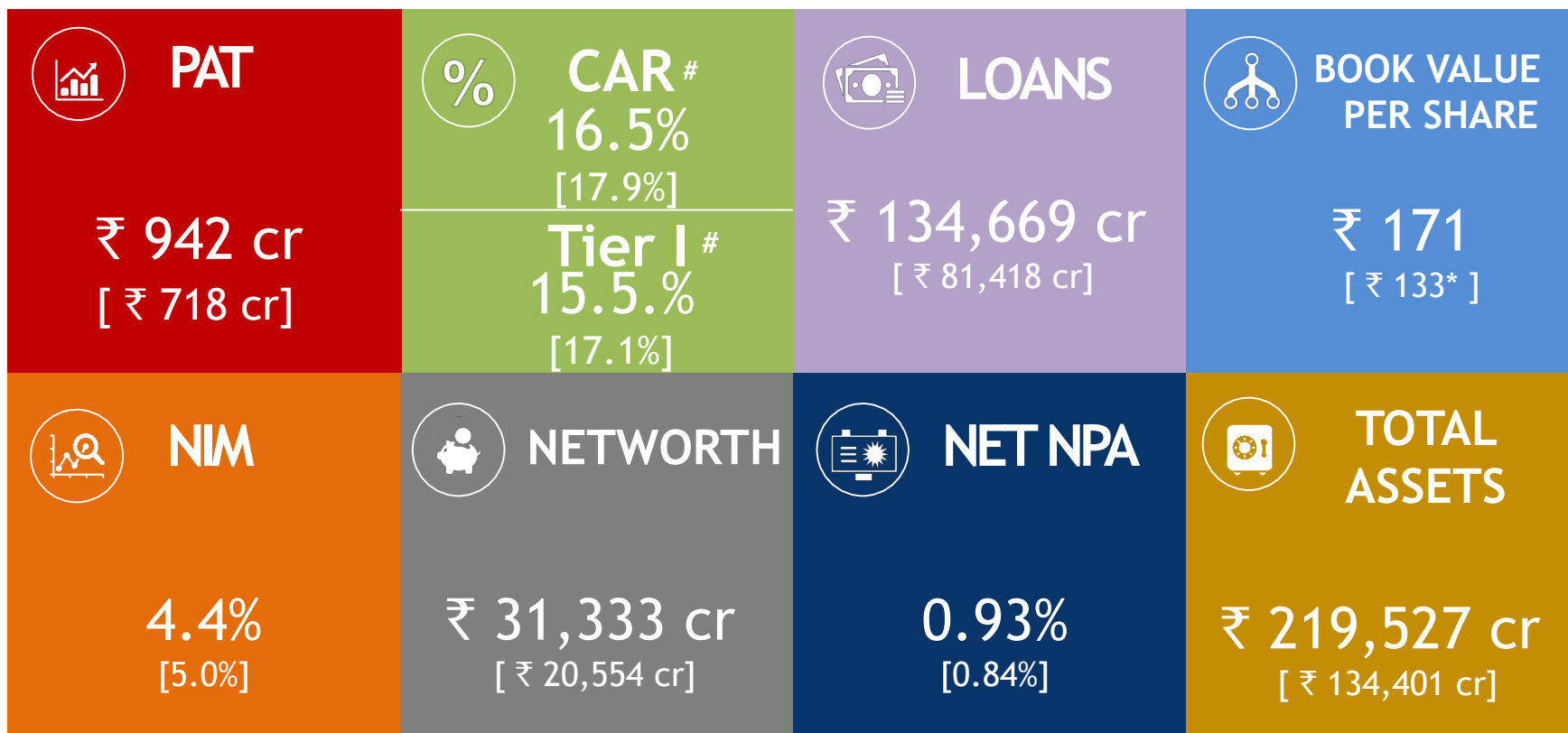


No of ATMs

1,934

Bank has a Rep office in Dubai

Consolidated Highlights Q2FY16



Figures in [brackets] are Q2FY15 numbers

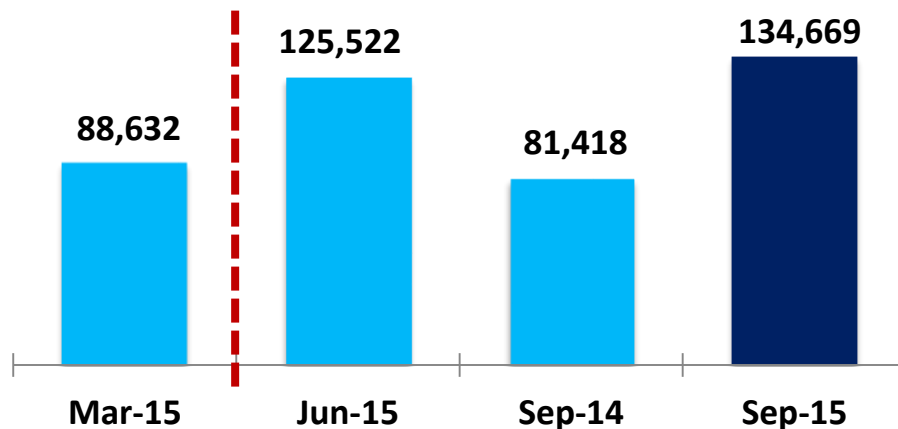
As per Basel III, including unaudited profits. Excluding profit CAR 15.7%, Tier I 14.8% (CAR 16.7% and Tier I 15.9%)

* Adjusted for bonus issue

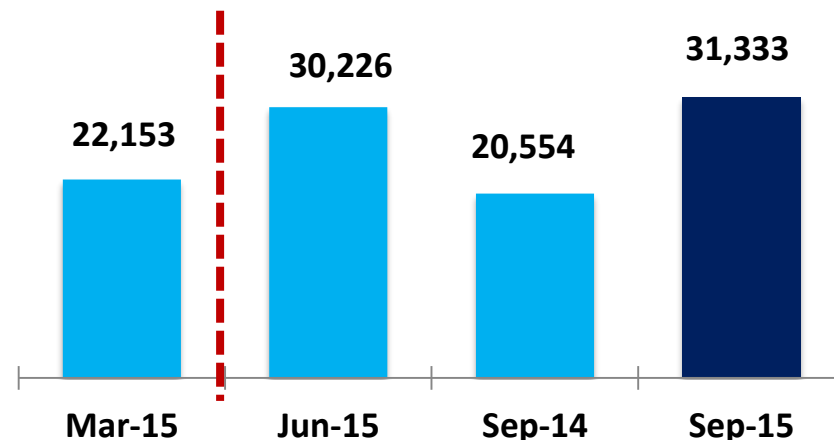
Consolidated Key Financials



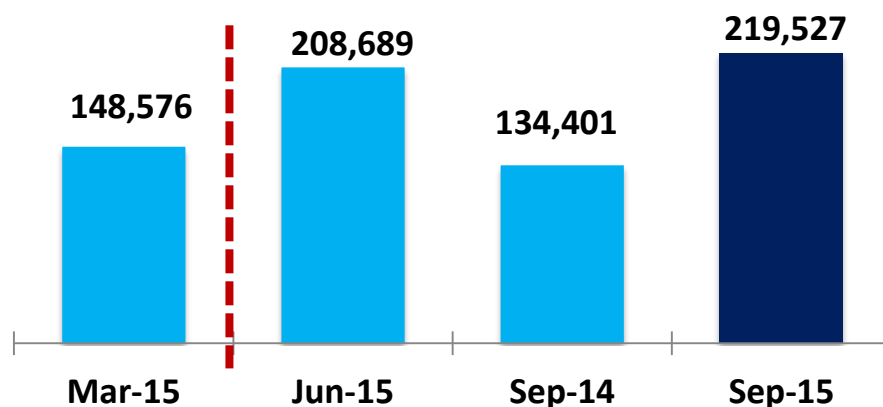
Advances [₹ cr]



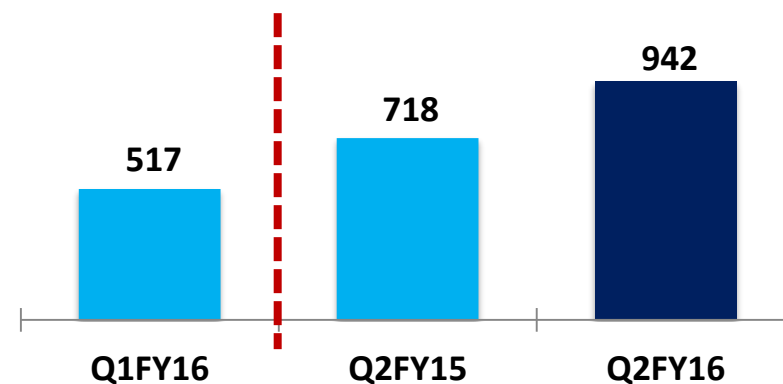
Networth [₹ cr]



Total Assets [₹ cr]



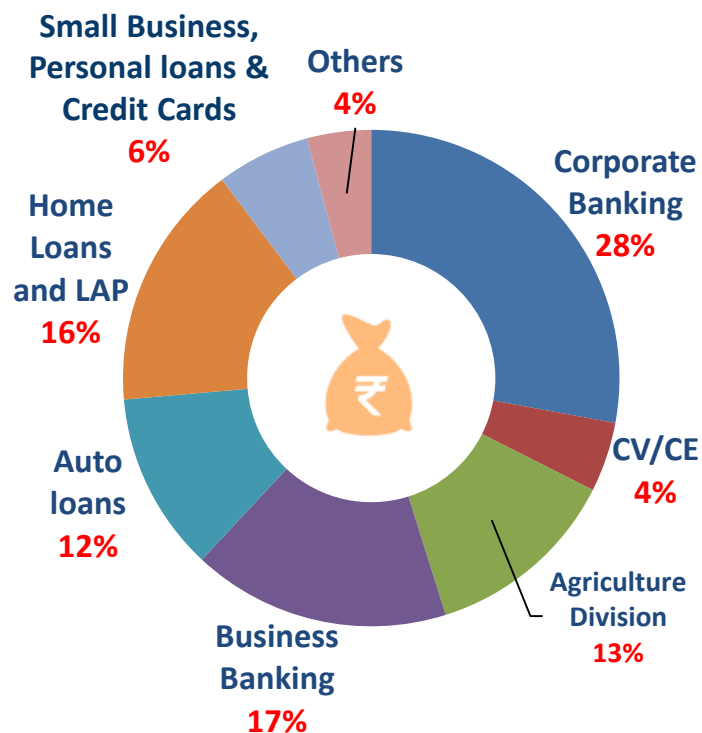
PAT [₹ cr]



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

Consolidated Advances & Investments

30-Sep-15 (₹ 134,669 cr)



₹ cr	31-Mar-15	30-Sep-14	30-Sep-15
Corporate Banking	24,546	24,845	37,569
CV/CE	5,204	5,062	6,123
Agriculture Division	12,106	10,137	17,112
Business Banking	6,422	5,655	22,616
Auto loans	14,691	13,893	15,726
Home Loans and LAP	14,709	12,894	21,697
Small Business, PL & Credit Cards	6,298	5,344	8,199
Others	4,656	3,588	5,627
Total Advances	88,632	81,418	134,669
Investments/ Treasury Assets *	31,910	29,252	46,064
Total Advances & Investments	120,542	110,670	180,733

* Does not include policy holders' investments

Consolidated PAT



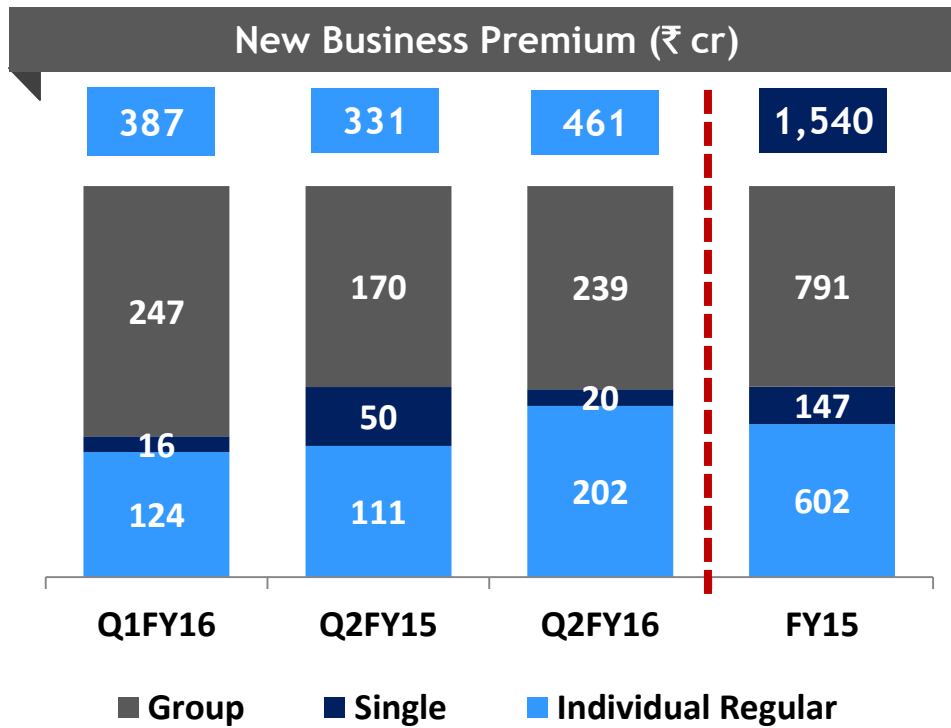
₹ cr	Q1FY16	Q2FY15	Q2FY16	H1FY15	H1FY16	FY15
Kotak Mahindra Bank	190	445	570	875	759	1,866
Kotak Life Insurance	66	52	48	101	114	229
Kotak AMC and TC	20	(1)	23	(1)	43	(29)
Kotak Securities	67	66	78	134	145	290
Kotak Mahindra Capital	3	(7)	7	(11)	10	12
Kotak Mahindra Prime	119	125	127	245	246	507
Kotak Mahindra Investments	30	25	36	42	65	106
International subsidiaries	25	13	32	20	57	51
Kotak Investment Advisors	-	4	-	12	1	26
Others	-	-	(2)	-	(2)	-
Total	520	722	919	1,417	1,438	3,058
Minority Interest, Affiliates and Others	(3)	(4)	23	(1)	20	(13)
Consolidated PAT	517	718	942	1,416	1,458	3,045

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

Entity Wise Networth

₹ cr	31-Mar-15	30-Jun-15	30-Sep-14	30-Sep-15
Kotak Mahindra Bank	14,141	21,887	13,199	22,606
Kotak Life Insurance	1,291	1,337	1,143	1,385
Kotak AMC and TC	102	121	125	144
Kotak Securities	2,384	2,451	2,228	2,529
Kotak Mahindra Capital	415	418	391	425
Kotak Mahindra Prime	3,350	3,469	3,087	3,596
Kotak Mahindra Investments	617	717	553	753
Kotak Mahindra General Insurance	1	1	-	132
International subsidiaries	480	514	443	571
Kotak Investment Advisors	266	267	253	267
Other Entities	31	44	32	45
Total	23,078	31,226	21,454	32,453
Add: Associates	586	601	573	638
Less: Minority, Inter-company and Other Adjustments	(1,511)	(1,601)	(1,473)	(1,758)
Consolidated Networth	22,153	30,226	20,554	31,333

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

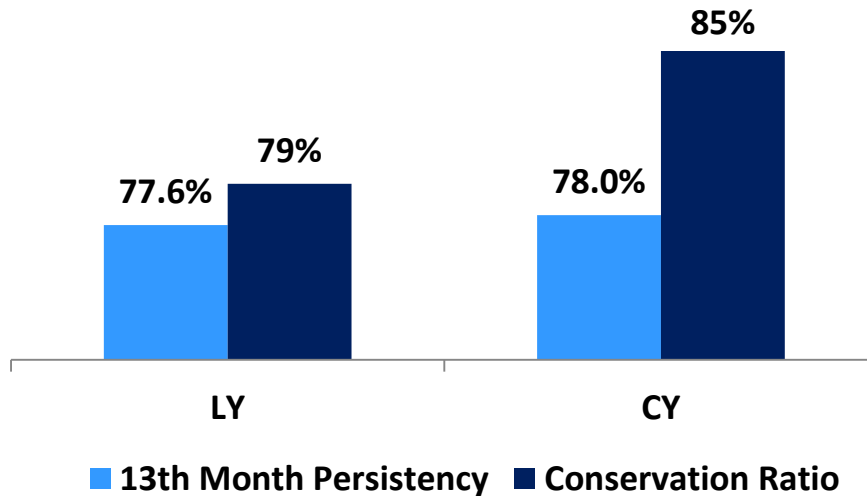


Highlights

- Individual regular business grew by 93% against private insurance industry growth of 15%
- Group business grew by 60%
- On APE basis, Kotak Bank share for Q2FY16 is 48% (PY - 33%) for first year individual premium
- Sum assured increased 29% yoy

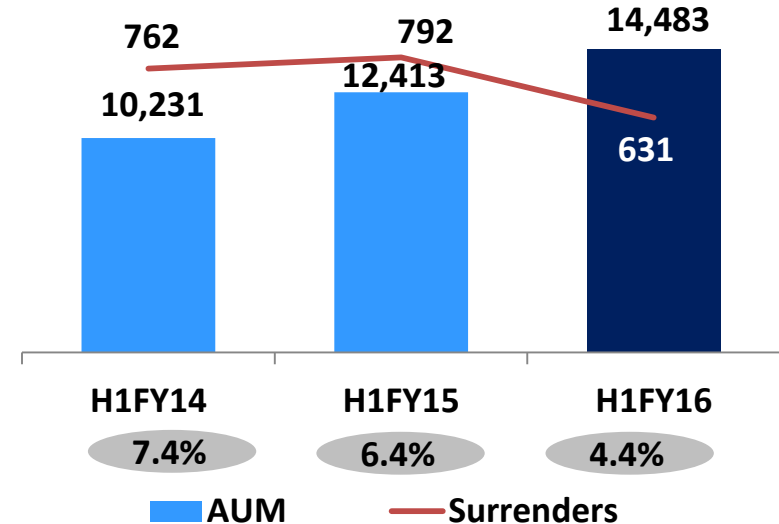
₹ cr	Q1FY16	Q2FY15	Q2FY16	FY15
Capital	562	562	562	562
Total Premium	637	668	842	3,038
Profit After Tax	66	52	48	229
Persistency Ratio (%)	79	84	86	89
Solvency Ratio (%)	3.21	2.98	3.16	3.13

13th Month Persistency* & Conservation Ratio



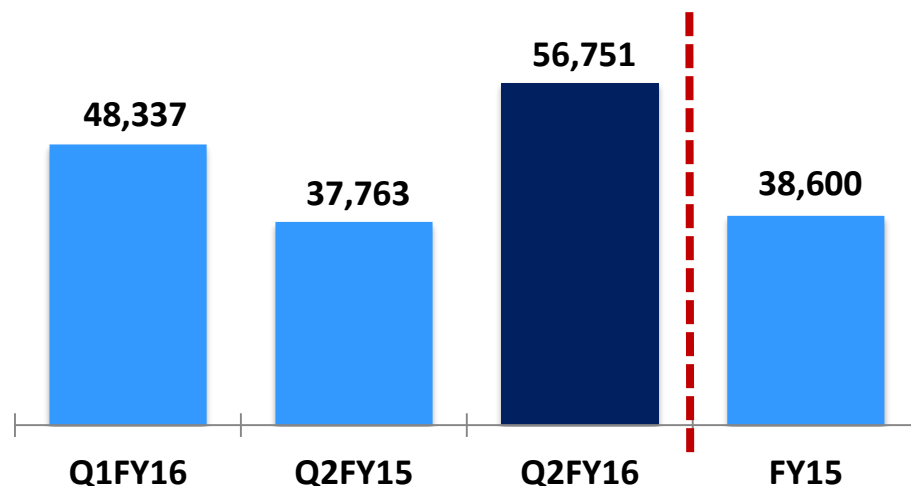
* The 13th Month persistency is after a time lag of 45 days from quarter end, accordingly the current number is of Q1FY16

Surrenders and AUM (₹ cr)



- KLI has shown improvement in Conservation ratio and persistency
- Policyholders' AUM increased at a CAGR (H1FY14-H1FY16) of ~19%
- The claims settlement ratio of KLI for 2014-15 stood at 98.4%, which is one of the best amongst the private players
- Number of lives covered grew by 42% YoY
- Number of policies sourced through E-Insurance about 2% of total policies sourced in H1FY16
- Investment Performance of 100% of Equity Funds in Quartile 1

Average Assets Under Management (₹cr)



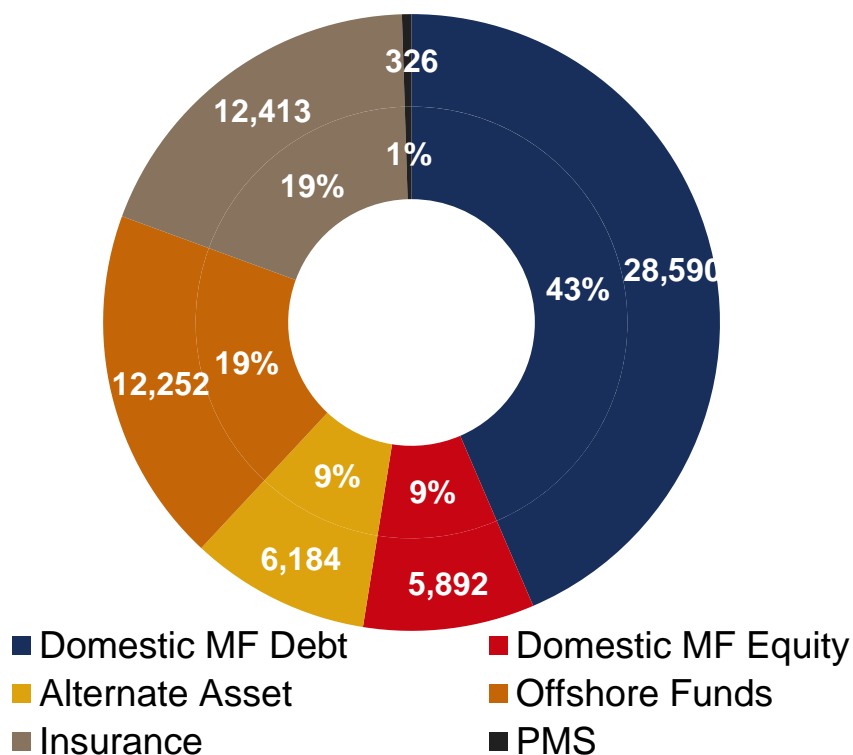
Highlights

- Closing equity market share in Sep-15 at 3.35% up from 2.59% in Mar 15
- 80% of equity AUM in Quartile 1
- 15% growth in overall AAUM in Q2FY16 vs Q1FY16 against an industry AAUM growth of 7%

₹ cr	Q1FY16	Q2FY15	Q2FY16	FY15
Total Income	54	36	59	137
Profit Before Tax	21	-	24	(25)
Profit After Tax	20	(1)	23	(29)
Average AUM (₹ bn)	483	378	568	386
Average AUM - Equity (₹ bn)	116	52	139	62

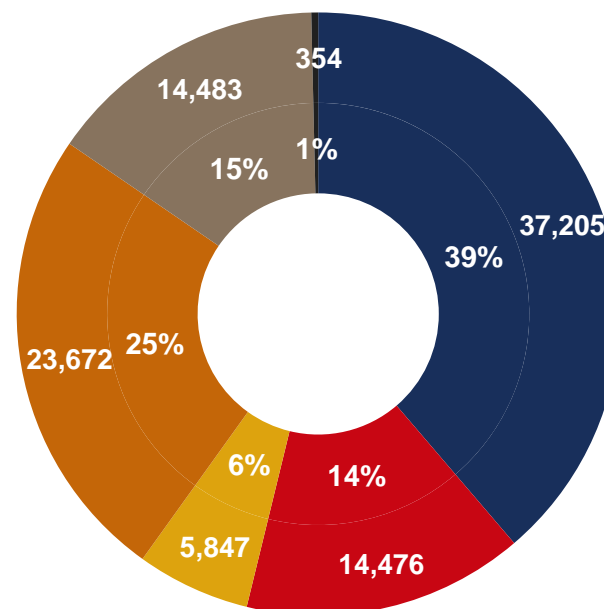
Asset Under Management

Sep 30, 2014



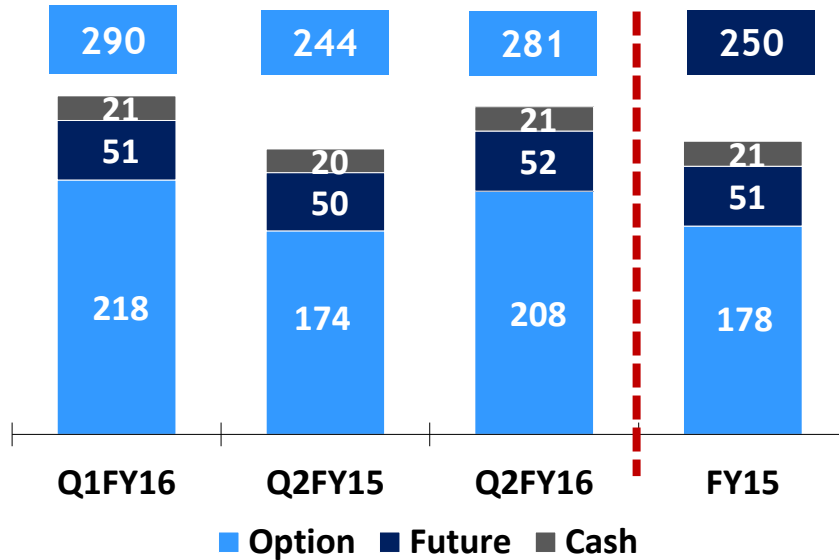
AUM ₹ 65,657 cr

Sep 30, 2015

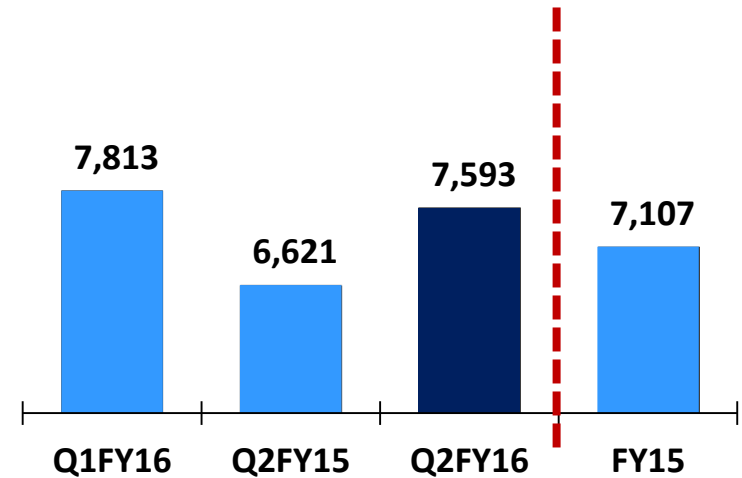


AUM ₹ 96,037 cr

Market ADV (₹ '000 cr)



ADV (₹ cr) - KS



₹ cr	Q1FY16	Q2FY15	Q2FY16	FY15
Total Income	250	224	270	960
Profit Before Tax	102	100	120	441
Profit After Tax	67	66	78	290
Market Share * (%)	2.7	2.7	2.7	2.8

*excluding BSE Derivative segment

Kotak Securities services more than 1.1 million secondary market customers through 1,185 branches & franchises

Advisory



₹ 876 cr

Divestment of controlling interest in National Collateral Management Services to Fairfax



₹ 402 cr

Acquisition of controlling interest in Astec Lifesciences by Godrej Agrovet (including Open Offer)



₹ 60 cr

Investment in Parag Milk Foods Pvt. Ltd by IDFC S.P.I.C.E. Fund

Equity



Qualified Institutional Placement (QIP of NCD + Warrants)

₹ 5,435 cr* Warrants + ₹ 5,000 cr NCDs

* Assuming full conversion of warrants



IndianOil

₹ 9,396 cr

Offer for Sale (OFS)



₹ 273 cr

Initial Public Offering (IPO)



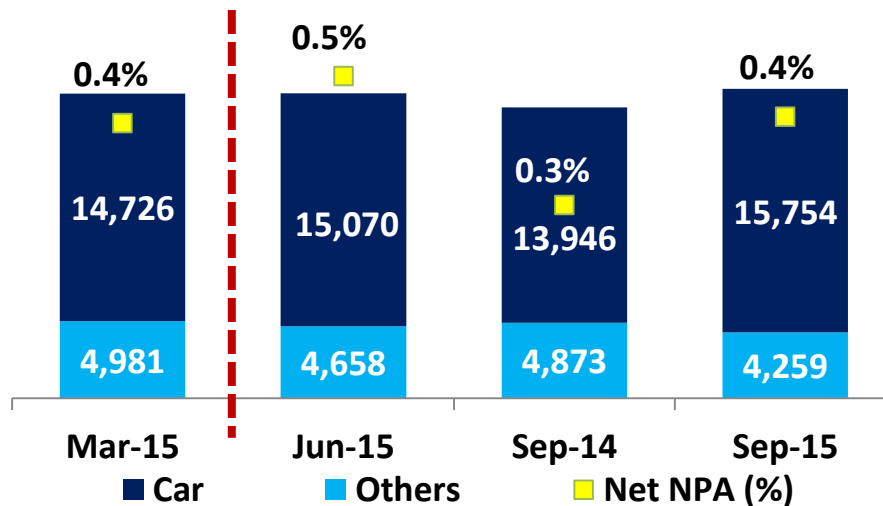
Sadbhav Infrastructure Project Ltd.

₹ 492 cr

Initial Public Offering (IPO)

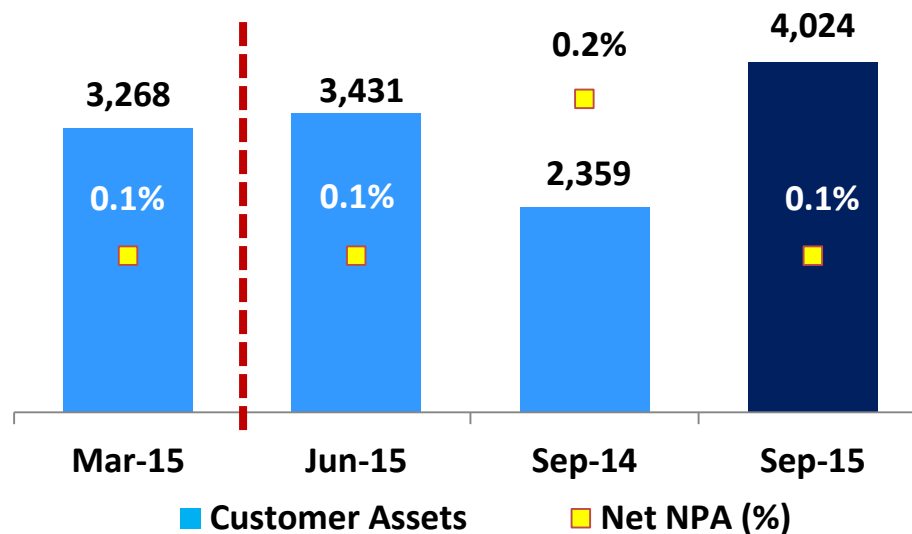
₹ cr	Q1FY16	Q2FY15	Q2FY16	FY15
Total Income	21	11	29	89
Profit Before Tax	3	(7)	12	16
Profit After Tax	3	(7)	7	12

Customer Assets (₹cr) & NPA (%)



₹ cr	Q1FY16	Q2FY15	Q2FY16	FY15
NII	235	227	237	915
Other Income	42	51	61	206
Total Income	277	278	298	1,121
Profit Before Tax	183	190	195	774
Profit After Tax	119	125	127	507
CAR (%)				18.3
ROA (%) - annualised				2.5

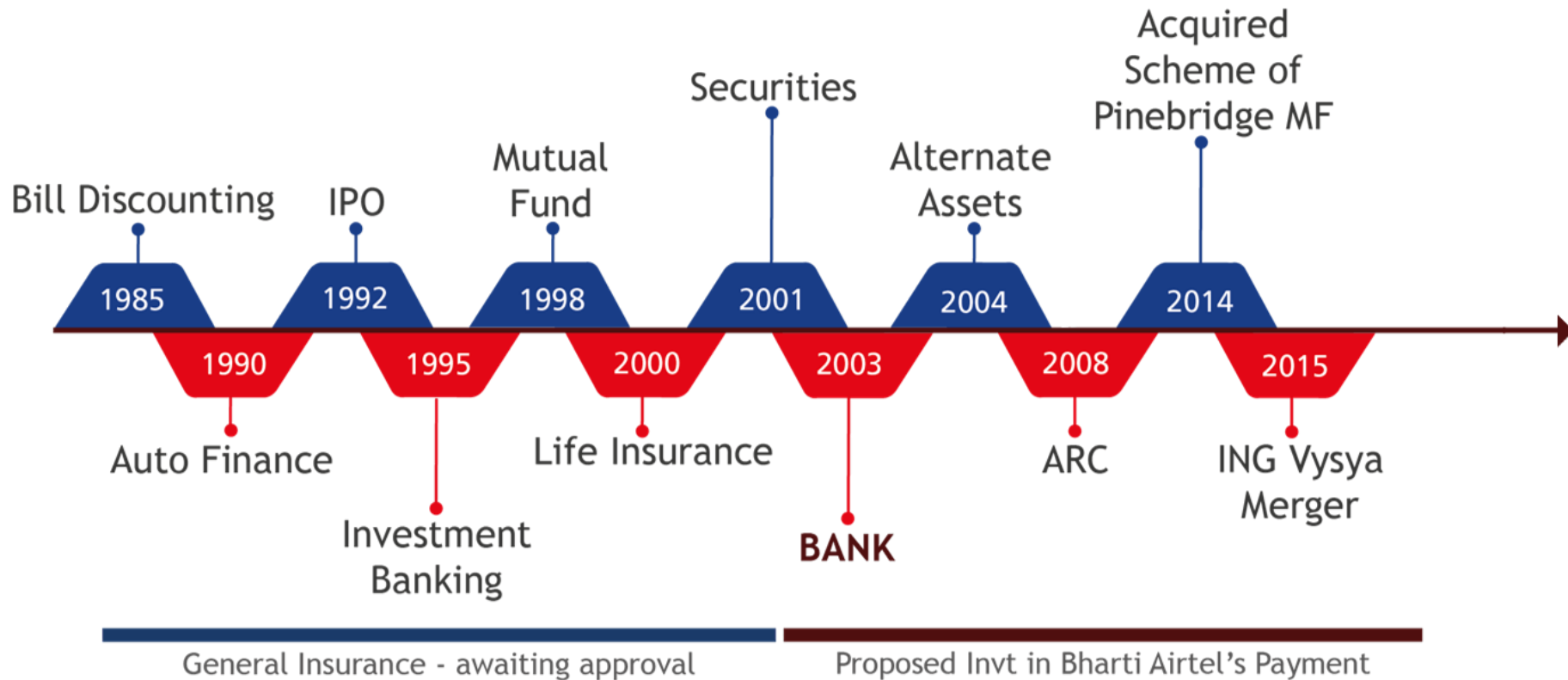
Customer Assets (₹cr) & NPA (%)



₹ cr	Q1FY16	Q2FY15	Q2FY16	FY15
NII	48	39	63	164
Other Income	8	8	5	37
Total Income	56	47	68	201
Profit Before Tax	46	38	55	158
Profit After Tax	30	25	36	106
CAR (%)				18.3
ROA (%) - annualised				5.0

GROUP PROFILE

The Journey So far...



Kotak Mahindra Bank is the 4th Largest Private Sector Bank



Rating for Bank, KMP, KMIL, KS

Organizational Overview

KOTAK MAHINDRA BANK Commercial Bank & Holding Company

Kotak Mahindra Prime

- Car Finance
- Other Lending

Kotak Mahindra Investments

- Investments
- Lending

Kotak Investment Advisors

- Alternate Assets

Kotak Mahindra Capital Company

- Investment Banking

Kotak Securities

- Stock Broking
- E Broking
- Distribution

Kotak Mahindra Old Mutual Life Insurance

- Life Insurance

Kotak Mahindra General Insurance

- General Insurance

Kotak Mahindra AMC

- Mutual Fund

Kotak Mahindra Pension Fund

- Pension Funds

Kotak Mahindra Trustee Company

- Trustee Company

Kotak Mahindra Financial Services

- Advisory Services for Middle East

Kotak Mahindra International

- Advisory Services
- Investments

Kotak Mahindra UK

- Asset Management
- Broking

Kotak Mahindra Asset Management (Singapore)

- Asset Management

Kotak Mahindra Inc

- Broker / Dealer

Kotak Mahindra Trusteeship Services

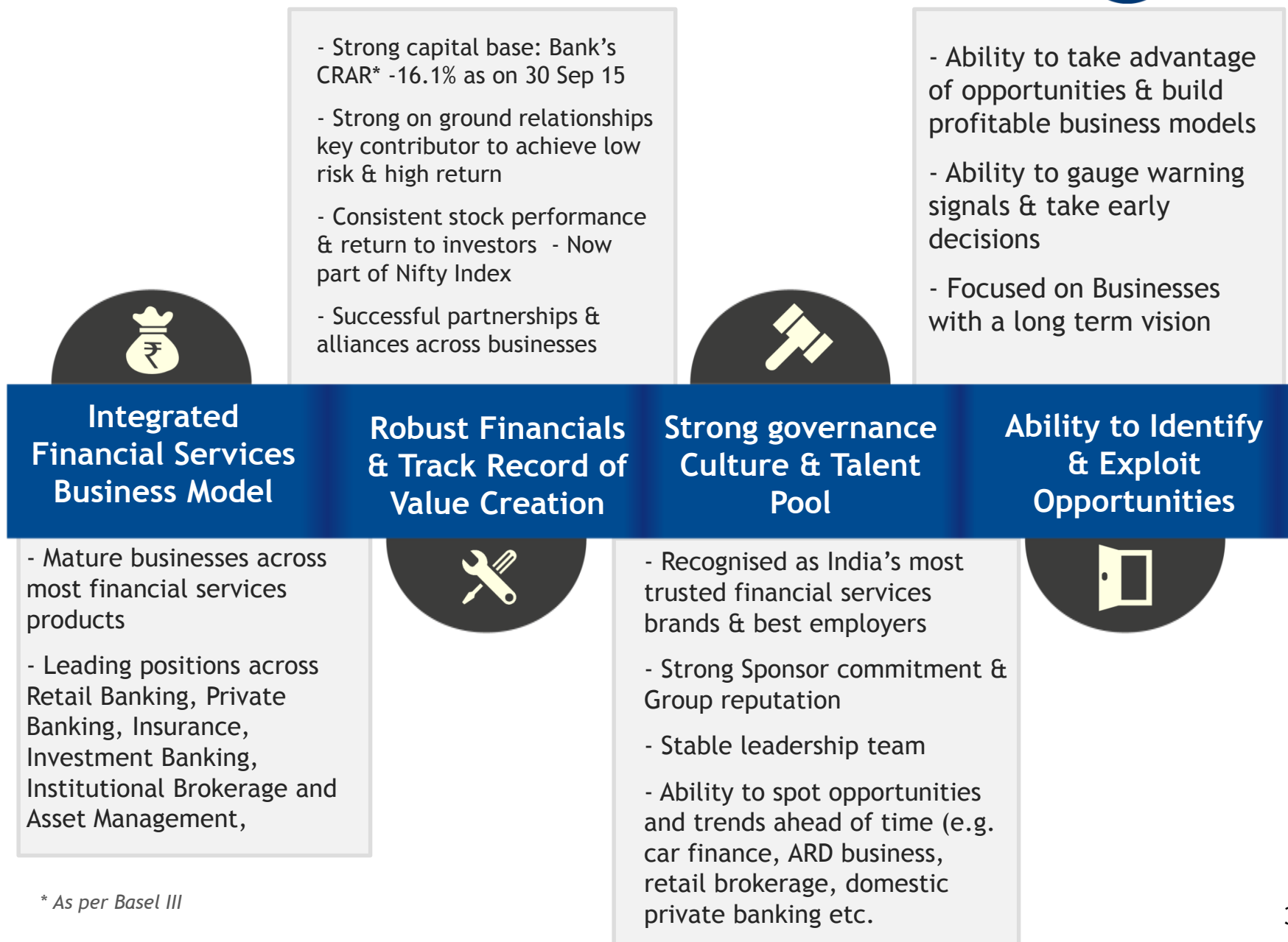
- Trustee Company

Kotak Forex Brokerage

- Forex Broking

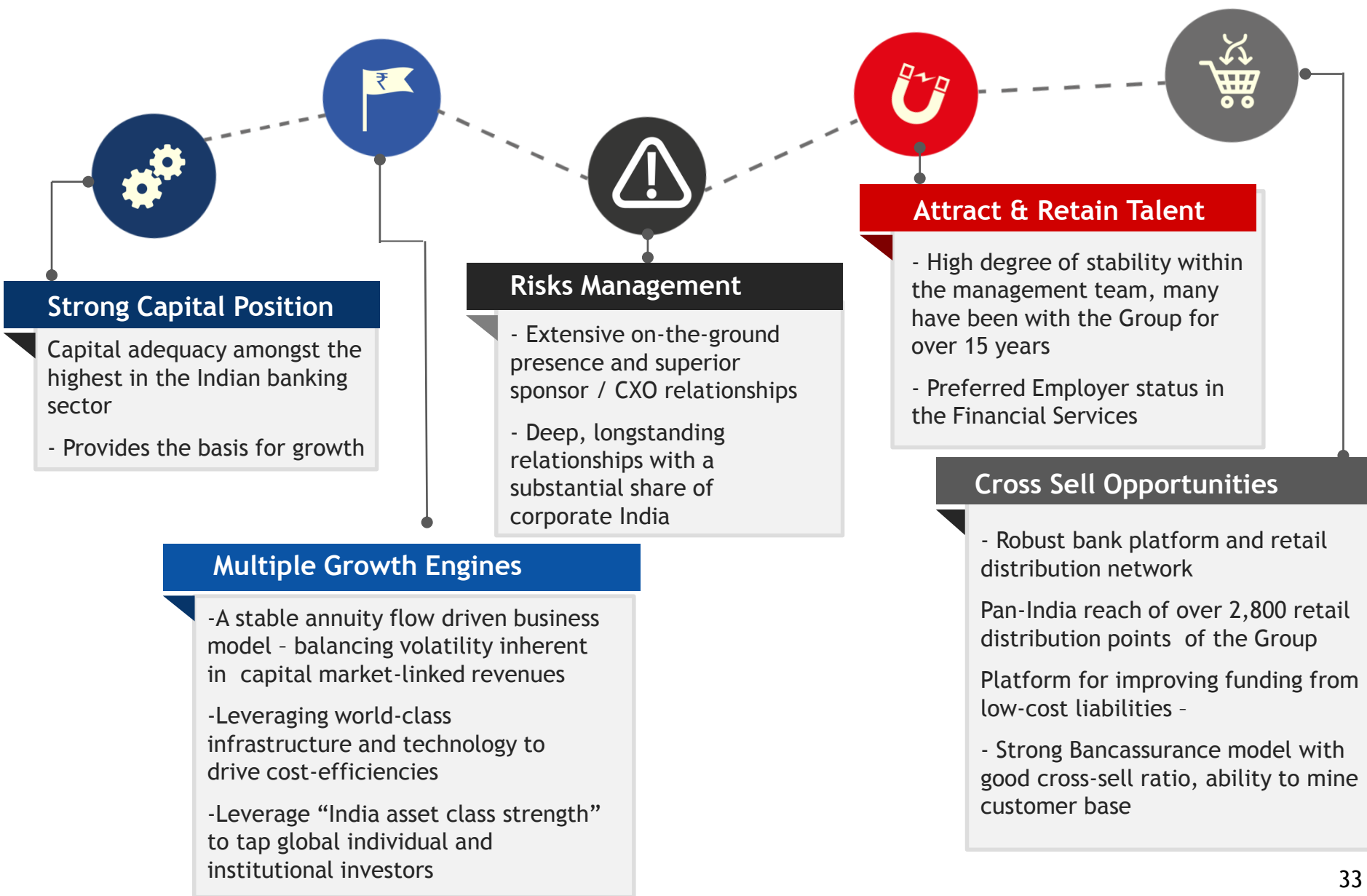
IVFSL Financial Services

- Distribution



* As per Basel III

The Path of Leadership



Bank Awards & Recognition



Best Bank in India
Euromoney Awards for
Excellence, Asia 2015

Best Private Bank India
FinanceAsia Country Awards
2015

**Best Retail Growth
Performance**
Dun & Bradstreet Awards
2015

Most Imminent Bank 2014
by Outlook Money

**AsiaMoney Cash Management
Poll 2015**

- **Best Local Cash Management Bank in India** (7th year in a row) For SME
- **Best Overall Domestic Cash Management Services** Small, Medium & large Size Corporates
- **Best Overall Cross-Border Cash Management Services** Small & Large Size Corporates

**DataQuest Business
Technology Award 2015**
DataQuest Magazine

Bank of the year-2015
12th India International
Gold Convention in the
Emerging Nominated
Agency-Bullion category

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

Excellence in Security
under 'Security in
Bank' category at
Data Security Council
of India Excellence
Awards 2014

**#2 best midsize
Bank**
in the BW-PWC
Best Bank Survey 2014
**#3 fastest growing
midsize Bank**
in the BW-PWC Best
Bank Survey 2014



Mr. Uday Kotak
Business Leader of the year
ET Awards 2015

Entrepreneur of the Year
Forbes India Leadership Awards
2015

**Ernst & Young World
Entrepreneur Of The Year**
India Award 2014

IR Global Ranking - one of
the top 5 Best Ranked
Companies for Corporate
Governance Practices

Awards and Recognition



○ **Best Domestic Equity House**
Asiamoney - 2015

○ **SKOCH BSE Aspiring
Nation Award 2015**

○ **Best Investment Bank in India,**
FinanceAsia Country Awards for
Achievement 2014

○ **Best Domestic Investment
Bank - The Asset Triple A
Country Awards 2014**

○ **Securities Advisory Firm of the
Year in India - CorporateINTL
Global Awards 2014**

○ **Best ECM House in India**
FinanceAsia Country Awards
for Achievement 2014



○ **Best Brokerage House - India -**
The Asset Triple A Country
Awards 2014

○ **Ranked #1** on a weighted formula
basis in Institutional
Investor's 2014 All-India Research
Team

○ **Asiamoney Brokers Poll 2014**

- Ranked #2 for Most Independent Research Brokerage among all domestic and foreign brokerages
- Ranked #2 for Best Overall Country Research among all domestic and foreign brokerages
- Ranked #2 for Best Execution among all domestic and foreign brokerages



○ **Best Broker in India**
FinanceAsia Country Awards for
Achievement 2015

○ **Best SEO for Website, India**
Digital Media Awards (IDMA) 2015

○ **Best SEO for Website**
Silver Award at DMAI 2015

○ **NSDL Star Performers Award 2014**
Top Performer in New Accounts Opened
(Non-Bank Category)

○ **Kotak Mahindra Asset Management**
Awarded ETF Manager of the Year (India)
under Country
Category Awards by ETFI Asia -ETF &
Indexing Awards 2015



C JAYARAM

- ❑ Joined Kotak in 1990; **First charge** | Vice President, Kotak Mahindra Finance
- ❑ **Current charge** | Joint Managing Director, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | When I joined Kotak, I didn't really foresee that I would be running a business for the Group. As it turns out, I have been involved with building more than four businesses. Each one has presented its own set of challenges and opportunities. I can't think of too many companies which offer their people this kind of a canvas.



DIPAK GUPTA

- ❑ Joined Kotak in 1992; **First charge** | Senior Manager, Kotak Mahindra Finance
- ❑ **Current charge** | Joint Managing Director, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I used to be an engineer and then a consultant. My first job at Kotak was to look after the Lease and Hire Purchase business. We built one of the largest leasing businesses in the country. When Ford Credit came to India around 1995-96, we entered into a joint venture with them and it was very interesting discussing, debating and negotiating with them. I went on to become the head of that joint venture. Running different businesses while still being in the same fold gives you the twin benefit of a deeper perspective and wider all-round growth.



SHANTI EKAMBARAM

- ❑ Joined Kotak 1991; **First charge** | Senior Manager - Bill Discounting
- ❑ **Current charge** | President - Consumer Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I joined Kotak from a foreign bank. Since financial services was still a new area I was apprehensive but here was a company that seemed young and hungry. In the back of my mind, I knew I could always go back to a MNC if things didn't work out. That was 16 years ago and I'm still here and raring to go. I have run the Bill Discounting business, serviced 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.



ARVIND KATHPALIA

- ❑ Joined Kotak in 2003; **First charge** | Group Head , Operations, Technology & Finance, Kotak Mahindra Finance
- ❑ **Current charge** | President and Group Chief Risk Officer, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I joined Kotak Mahindra Bank in 2003 after working for two decades in a Foreign Bank in a variety of Senior Leadership roles. The nature of my first role in Kotak - the thrill of setting up the technology platform, Operations policies and processes for a new bank was truly entrepreneurial. There were daily "innovations" to ensure we met the challenges of the market as the new bank ramped up. I learnt more and never had worked harder (without ever feeling it) in any of my previous roles. In 2009, at the height of the banking crisis I moved to head the Risk function - having never worked in the function earlier - that's Kotak.



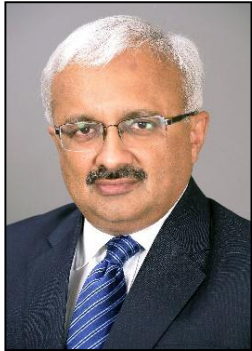
D.KANNAN

- ❑ Joined Kotak in 1991; **First charge** | Assistant Manager, Kotak Mahindra Finance
- ❑ **Current charge** | Group Head, Commercial Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | Joined Kotak Mahindra Finance as Assistant Manger and was part of the start up team which set up the Karnataka operations and moved up to be the State Head. Was Asst. Vice President, Asset Finance Division, between 1995 to 1998. Took over as Vice President Sales and Marketing, Ford Credit India Ltd, in 1998 and continued till 2000. Moved to Kotak Securities, in 2000, launched Kotak Securities.com, the internet broking platform and set up the Retail brokerage business. Have been the Managing Director of Kotak Securities since April 2010 and have moved to the Bank in August 2014



GAURANG SHAH

- ❑ Joined Kotak in 1996; **First charge** | Chief Operating Officer, Kotak Mahindra Primus;
- ❑ **Current charge** | President - Asset Management, Insurance and International Business
- ❑ **On being a professional entrepreneur** I came from a corporate finance background and joined Kotak's Car Finance business. That was in 1996. I was totally new to retail finance. In 1999, I took over as Executive Director of Car Finance and by 2002, we had built one of India's most profitable car finance companies. In 2002, I took over as head of Retail Assets and we added Home Loans, Subprime Lending in automobile financing and agricultural finance to our retail portfolio. In 2004, I moved into Life Insurance with my knowledge of insurance restricted to a single policy that I owned.



JAIMIN BHATT

- ❑ Joined Kotak in 1995; **First charge** | Proprietary Investments
- ❑ **Current charge** | President & Group CFO
- ❑ **On being a professional entrepreneur** | My initial work at Kotak was in the area of Proprietary Investments, where I worked with Narayan (S.A.). Around the time of the Ford JV, I was invited to be on the team structuring the JV and that was very exciting. I moved to the Investment Bank and handled M&A. I was involved in a number of exciting transactions. Thereafter my role grew into larger operational role at the Investment Bank and also included doing structuring work for the Group. What stands out for me is the freedom and sense of responsibility that one gets and this, in turn, instills a lot of self-confidence. As you grow and inculcate the same sense of self-confidence in those around you, it becomes a part of the culture.



K.V.S.MANIAN

- ❑ Joined Kotak in 1995; **First charge** | Compliance, Kotak Mahindra Capital Company;
- ❑ **Current charge** | President - Group Treasury, Global Markets, 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 now oversee the Personal customer segment comprising of the Home Finance Division, the Consumer Services Group, Credit Cards and the Auto Finance Business, in addition to the Branch Banking and Retail Liabilities business. I handled the consumer banking business till Mar-14, I am now handling corporate banking business. It's been a diverse set of responsibilities and looking back, I realize that I had no prior experience in any of the functions.



MOHAN SHENOI

- ❑ Joined Kotak in 2002;
- ❑ **Current charge** | President - In charge of Integration Management Office
- ❑ **On being a professional entrepreneur** | Very few in the banking industry have the experience of starting a new bank. I had this rare privilege of associating with two banks right from their inception. The first was ICICI Bank and the second is Kotak Mahindra Bank. I was instrumental in setting up and managing the treasury in both banks. At Kotak, Treasury is one of the important contributors to the revenues of the Bank. Over a 29-year banking career, I have worked in branch banking, credit, recoveries, strategic planning and retail banking (apart from treasury). The environment at Kotak allows me to leverage this diversity of experience to the fullest.



NARAYAN S.A.

- ❑ Joined Kotak in 1992; **First charge** | Associate Vice President, Kotak Mahindra Finance (Operations);
- ❑ **Current charge** | President - Commercial Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | In 1996, broking was largely seen as in institutional business. I believed that retail broking was an opportunity waiting to happen and took up the challenge of going retail. I always wanted to be an entrepreneur and Kotak gave me an opportunity to build a business that any entrepreneur would be proud of.



UDAY SAREEN

- ❑ Joined Kotak with the merger on April 1, 2015; **First charge** | President - Bank in a Bank
- ❑ **Current charge** | President - “Bank in a Bank” covering all the erstwhile ING Vysya Bank’s Consumer businesses
- ❑ Joined ING Vysya Bank as Head of Consumer Banking in 2007. Moved to Frankfurt as Chief Strategy Officer, Germany with ING DiBa in 2012, and returned to India as Head - Wholesale Banking & Deputy CEO in April 2014
- ❑ **On being a professional entrepreneur** | As we scale business post our historic and game changing merger, leveraging the tremendous opportunities that complementarities in the merged entity provide, I sense a strong set of Kotak values in the bank. These uniquely combine a “can do” entrepreneurial spirit with best-in-class professionalism, and am excited to be a part of this journey.

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