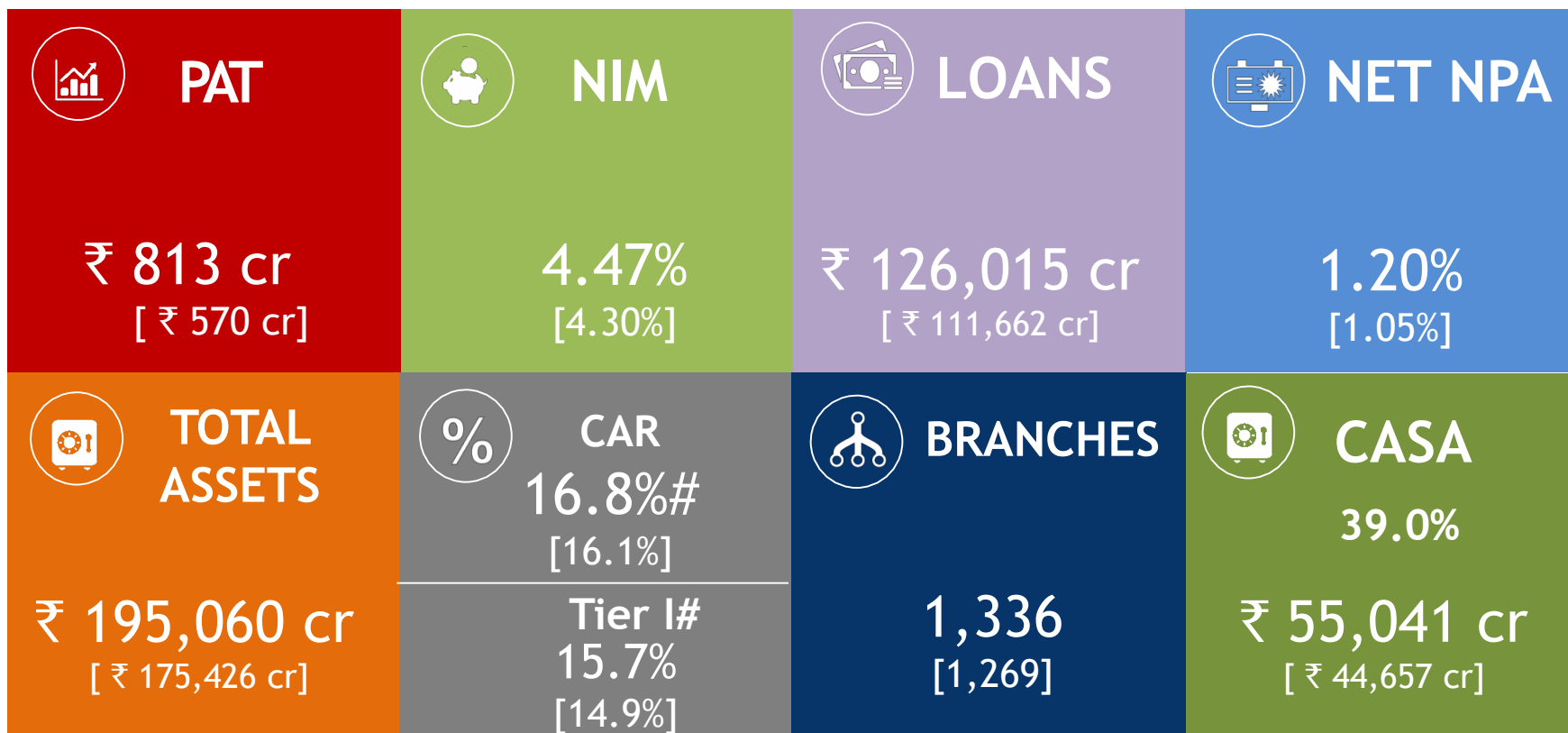


# INVESTOR PRESENTATION Q2FY17

# Standalone Highlights Q2FY17



Figures in [brackets] are Q2FY16 numbers

# As per Basel III, including unaudited profits. Excluding profit CAR 15.8%, Tier I 14.7% (CAR 15.5% and Tier I 14.4%)

Announced acquisition of BSS Microfinance, subject to approvals

# Profit and Loss Account



₹ cr	Q2FY17	Q2FY16	Q1FY17	FY16
Net Interest Income	1,995	1,679	1,919	6,901
Other Income *	831	616	733	2,612
<b>Net Total Income</b>	<b>2,826</b>	<b>2,295</b>	<b>2,652</b>	<b>9,513</b>
Employee Cost #	699	623	667	2,804
Other Operating Expenses \$	687	627	670	2,668
<b>Operating Expenditure</b>	<b>1,386</b>	<b>1,250</b>	<b>1,337</b>	<b>5,472</b>
<b>Operating Profit</b>	<b>1,440</b>	<b>1,045</b>	<b>1,315</b>	<b>4,041</b>
Provision On Advances / Receivables (net)	142	190	167	781
Provision On Investments**	56	(14)	12	136
<b>Provision &amp; Contingencies</b>	<b>198</b>	<b>176</b>	<b>179</b>	<b>917</b>
<b>PBT</b>	<b>1,242</b>	<b>869</b>	<b>1,136</b>	<b>3,124</b>
Provision For Tax	429	299	394	1,034
<b>PAT</b>	<b>813</b>	<b>570</b>	<b>742</b>	<b>2,090</b>

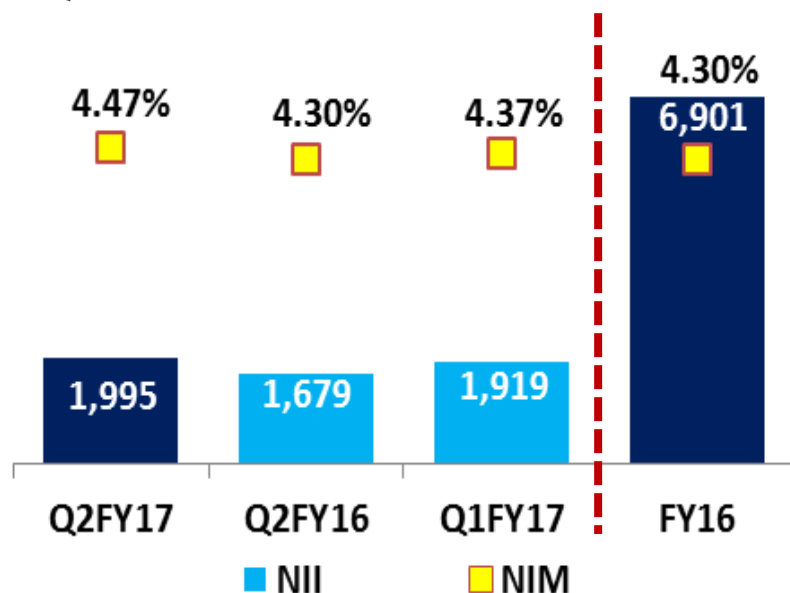
\* Q2FY16 and FY16 includes reversal of income of ₹62 cr on account of a credit event w.r.t. a derivative customer

# FY16 includes large one-time retiral benefit expense pertaining to eIVBL

\$ includes merger related expenses of ₹12 cr for Q2FY16 and ₹95 cr for FY16

\*\* Includes provision on security receipts of ₹51 cr for Q2FY17, Nil for Q2FY16, ₹8 cr for Q1FY17 and ₹85 cr for FY16

## NII (₹ cr) and NIM



## Asset Quality

- Restructured loans considered standard ₹ 147 cr
  - 0.12% of net advances (0.13% as on Jun-16)
- SMA2 outstanding - ₹ 419 cr
  - 0.33% of net advances (0.39% as on Jun-16)
- During the quarter
  - No CDR participation
  - No transfer to ARC
  - No conversion to off-balance sheet
  - No 5/25 loans
  - No SDR
  - No rectification of standard asset

Other Income (₹ cr)	Q2FY17	Q2FY16	Q1FY17	FY16
Fee and Services	630	558	564	2,246
Others *	201	58	169	366
<b>Total</b>	<b>831</b>	<b>616</b>	<b>733</b>	<b>2,612</b>

\* Q2FY16 and FY16 includes reversal of income of ₹62 cr on account of a credit event w.r.t. a derivative customer

## Bank Segmental PBT

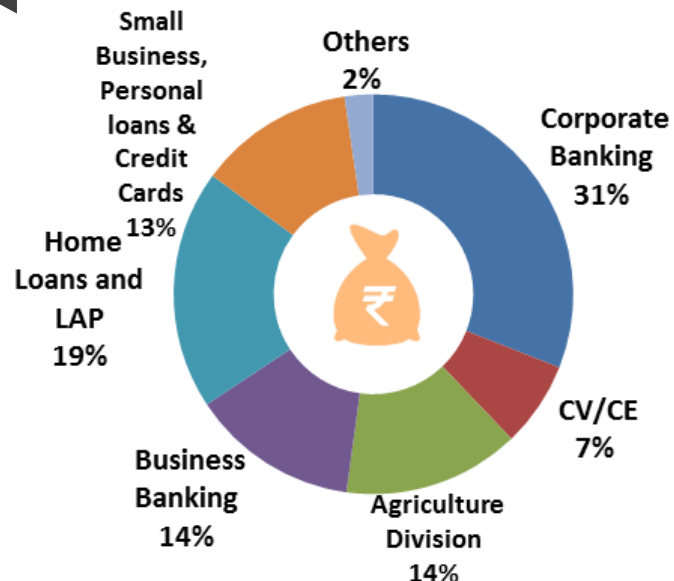
As per RBI (₹ cr)	Q2FY17	Q2FY16	Q1FY17	FY16
Corporate/Wholesale Banking	621	530	601	2,030
Retail Banking	264	328	250	917
Treasury, BMU* & Corporate Centre **	357	11	285	177
<b>Total</b>	<b>1,242</b>	<b>869</b>	<b>1,136</b>	<b>3,124</b>

\* Balance Sheet Management Unit

\*\* Integration costs are part of Treasury, BMU & Corporate Centre

# Advances & Investments

30-Sep-16 (₹ 126,015 cr)



## Advances

₹ cr	30-Sep-16	30-Sep-15	30-Jun-16
Corporate Banking	38,737	33,909	38,067
CV/CE	8,682	6,123	8,005
Agriculture Division	17,784	17,112	16,814
Business Banking	17,361	17,424	16,990
Home Loans and LAP	24,437	21,697	23,479
Small Business, PL & Credit Cards	15,865	13,363	14,684
Others	3,149	2,034	2,726
<b>Total Advances</b>	<b>126,015</b>	<b>111,662</b>	<b>120,765</b>

## Advances as per segmental classification

₹ cr	30-Sep-16	30-Sep-15	30-Jun-16
Retail	51,387	48,339	49,548
Corporate	74,628	63,323	71,217
<b>Total Advances</b>	<b>126,015</b>	<b>111,662</b>	<b>120,765</b>
Investments / Treasury Assets	48,631	42,571	47,545
<b>Total Advances and Investments</b>	<b>174,646</b>	<b>154,233</b>	<b>168,310</b>

# Branches & Deposits

## CASA (₹ cr)

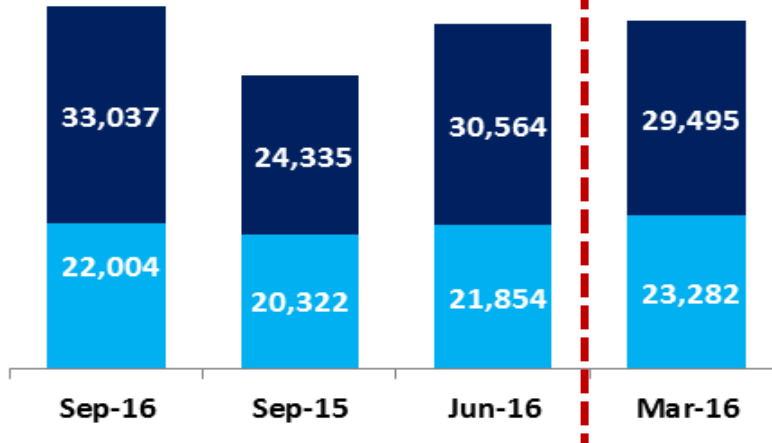
CASA %

39.0%

36.2%

37.4%

38.1%



CA SA

YoY %

Avg SA (Qtr)

30,678

35%

22,748

28,523

26,799

Avg CA (Qtr)

19,273

28%

15,115

18,575

17,899

## Highlights

- 1,336 branches as on 30<sup>th</sup> Sep, 2016
- Plan to reach 1,400 branches by CY17
- 100+ branches to be relocated/ rationalised in FY17, 21 branches completed in H1FY17
- CASA and TDs below ₹ 5 cr constitute 73% of total deposits
- TDs below ₹ 1 cr were ₹ 39,106 cr
- TD Sweep deposits 6.4% of the total deposits
- Cost of SA - 5.52%

# Balance Sheet



₹ cr	30-Sep-16	30-Sep-15	30-Jun-16	31-Mar-16
Networth	25,611	22,606	24,744	23,959
Deposits	141,045	123,211	140,028	138,643
CA	22,004	20,322	21,854	23,282
SA	33,037	24,335	30,564	29,495
<i>Term Deposits</i>	86,004	78,554	87,610	85,866
<i>Of which: TD Sweep</i>	9,087	6,629	8,691	6,947
Borrowings	19,813	21,873	17,063	20,975
Other Liabilities and Provisions	8,591	7,736	7,986	8,683
<b>Total Liabilities</b>	<b>195,060</b>	<b>175,426</b>	<b>189,820</b>	<b>192,260</b>

₹ cr	30-Sep-16	30-Sep-15	30-Jun-16	31-Mar-16
Cash, Bank and Call	9,344	9,498	10,527	10,880
Investments	48,631	42,571	47,545	51,260
<i>Government Securities</i>	39,810	36,358	40,219	40,761
<i>Others</i>	8,821	6,213	7,326	10,499
Advances	126,015	111,662	120,765	118,665
Fixed Assets and Other Assets	11,070	11,695	10,983	11,455
<b>Total Assets</b>	<b>195,060</b>	<b>175,426</b>	<b>189,820</b>	<b>192,260</b>



# Geographical Presence

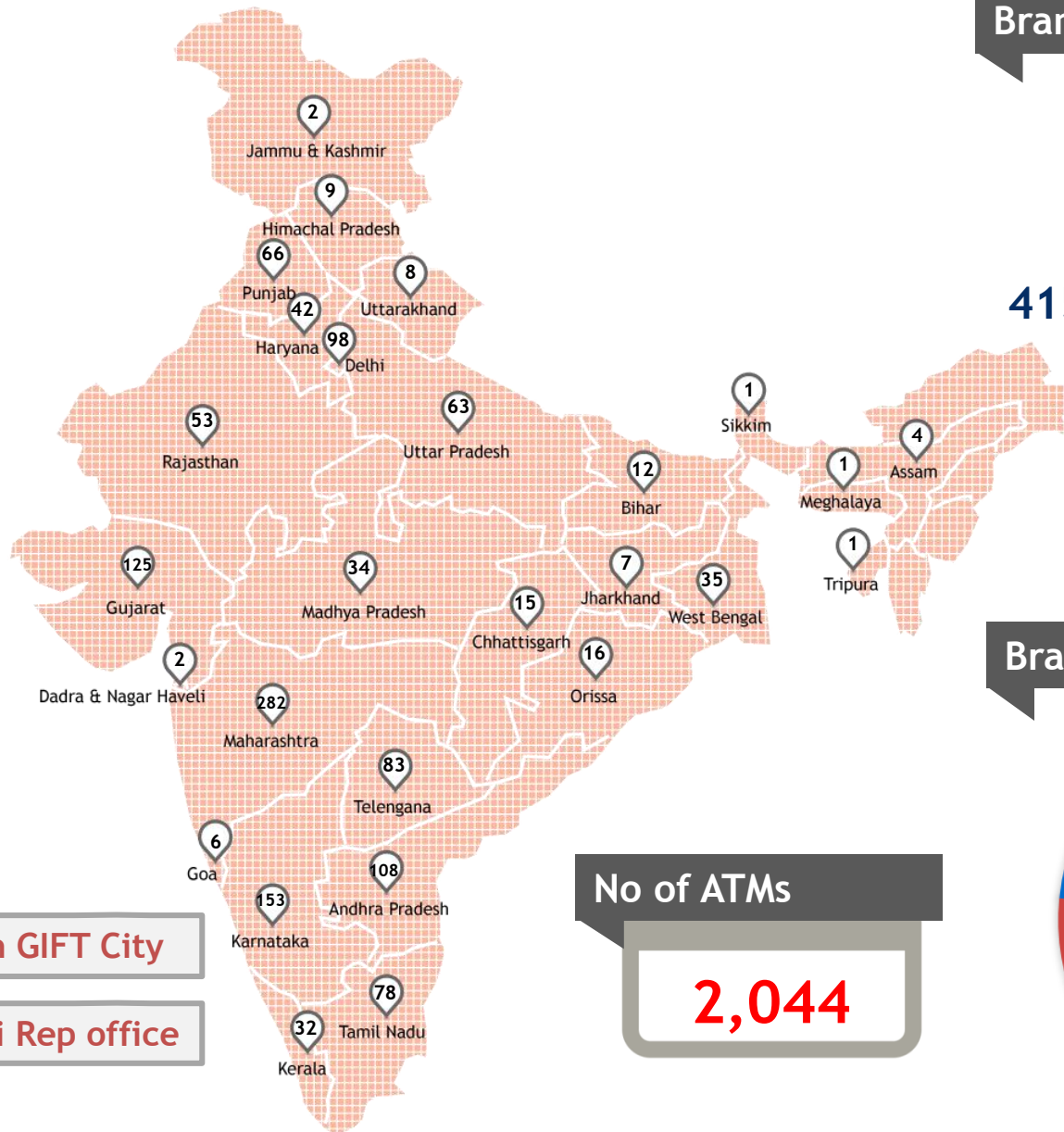
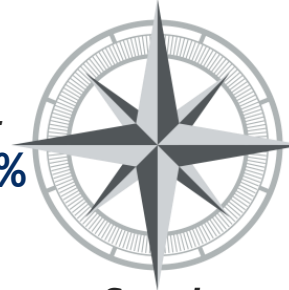


Branches 1,336 [No./%]

North  
390/29%

West 415/31% East 77/6%

South  
454/34%



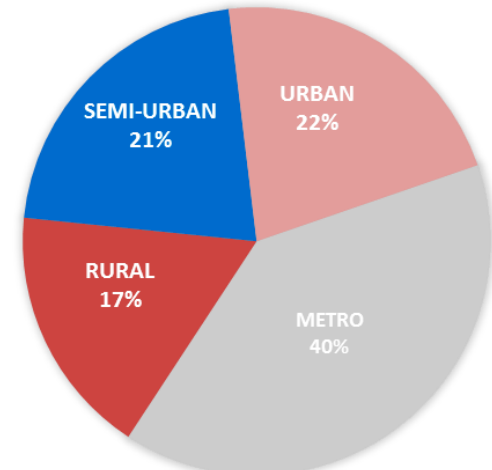
IBU in GIFT City

Dubai Rep office

No of ATMs

2,044

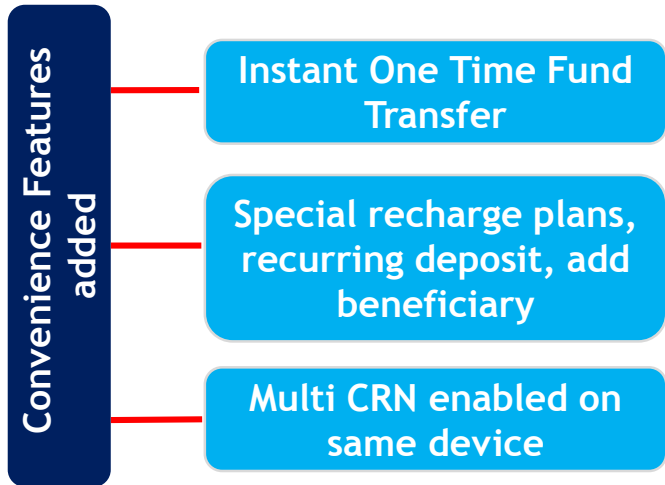
Branch Classification



# Best-in-class Transaction Experience on Mobile



## Highest rated banking app (4.4) in India



Kotak Mobile only customers now at 46% of total digital users



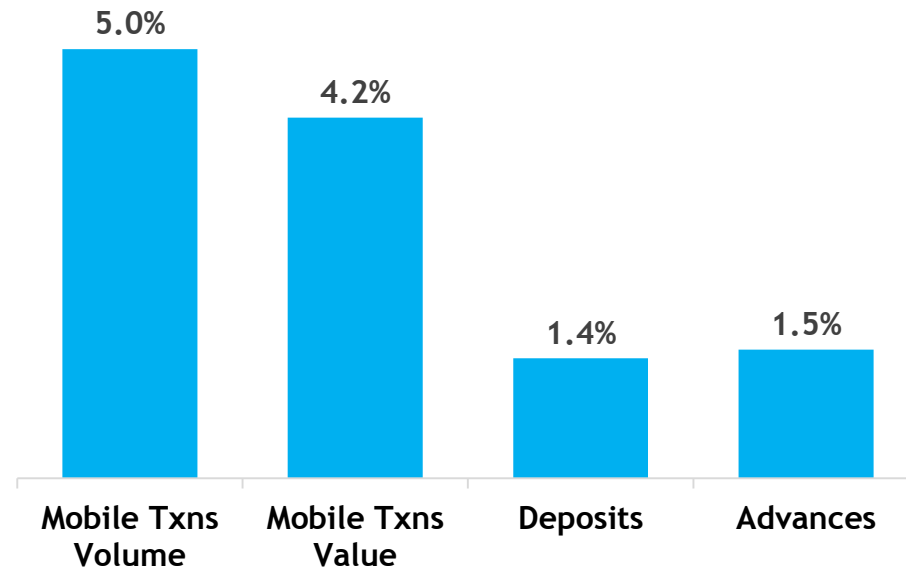
Mobile Banking usage more than 3x Net Banking



Highest App active user percentage in the industry 15.91% \*

## Disruptive growth in digital payments

118 % YOY growth in Mobile transaction volumes (Q2FY17)



Market Share data (as of March 16 last published by RBI)

\* Source : Similar web android data for August 16

## Ecommerce now integrated in our digital



Ecommerce now integrated in our digital platforms



Joined UPI group of issuers  
- Promote mobile app based payments



Kotak one of the Pilot banks participating in Bharat Bill Pay network

## Payments highlights (YoY)

₹ 3,500 cr

Monthly transactions on Mobile crossed (Sep'16)

95%

Transactions Value growth

79%

Payment Gateway transactions growth

>40%

Payment Gateway transactions from Mobiles

Launched mStore and eStore on Mobile and Net banking

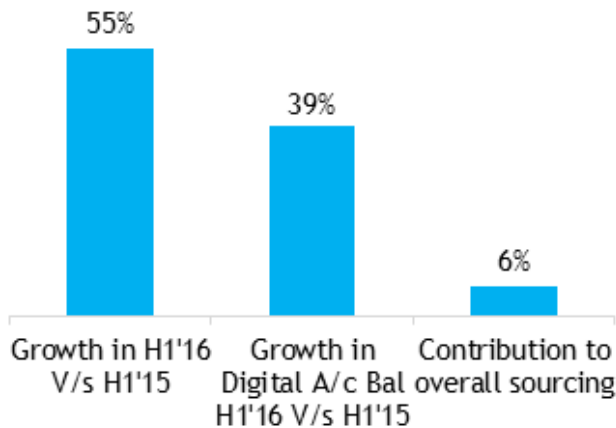
Focus on Travel & Ecommerce categories

Air, Bus and Hotel Bookings offered

Shop thru Bank App on Flipkart, 10kya, Indiamags etc.

Fast & Convenient checkout

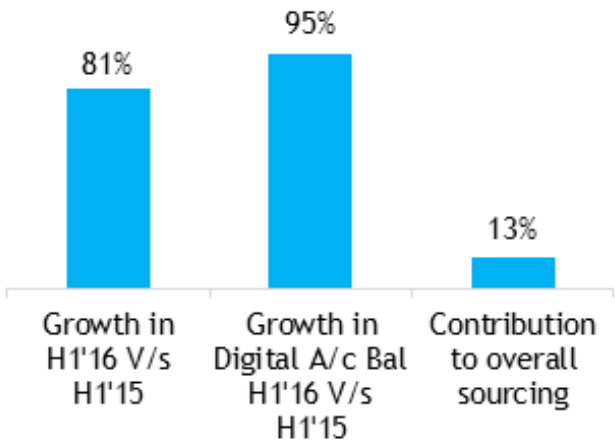
## Digital Liabilities Acquisition



Digital contribution in overall sourcing one of the highest in the Industry

- >60% Recurring Deposit sourced digitally
- >50% Term Deposit sourced digitally
- >50% Profile updating requests received through Net Banking

## Digital Lending - Salaried Personal Loan



Key focus to enhance customer experience & increase throughput without proportionate increase in cost

Healthy growth in sourcing of unsecured Personal Loans digitally



## TAB Banking

Automation of Savings account onboarding process for corporate salary - 20% of corporate sourcing through TAB

- Instant processing by in-field scanning & digital document transfers
- End-to-end acquisition capture & monitoring – unified LMS
- Enhanced First Time Right (FTR)
- Reduction in Turnaround time (from 4-5 days earlier to 1-2 days)



## LMS Mobile App

Mobile based lead management cum activity tracker

- Customer walk-through
- Notifications for any changes in lead status
- Synchronised Mobile Calendar shows Leads basis Appointment

## Kotak Securities

- In Q2FY17, Mobile transactions volume > ₹ 8,000 cr per month
- Brokerage Contribution of Kotak Stock Trader app crossed 11%
- Launch of Digital insta KIT enabling experiencing all trading platforms while account opening is in process
- Social Contact Centre with real-time info. flow of FB, Twitter, blog & forum posts
- Launch of new features on LEAP (mobile app for employees) like Payroll Link, Verify client KRA status, KWENCH digital library

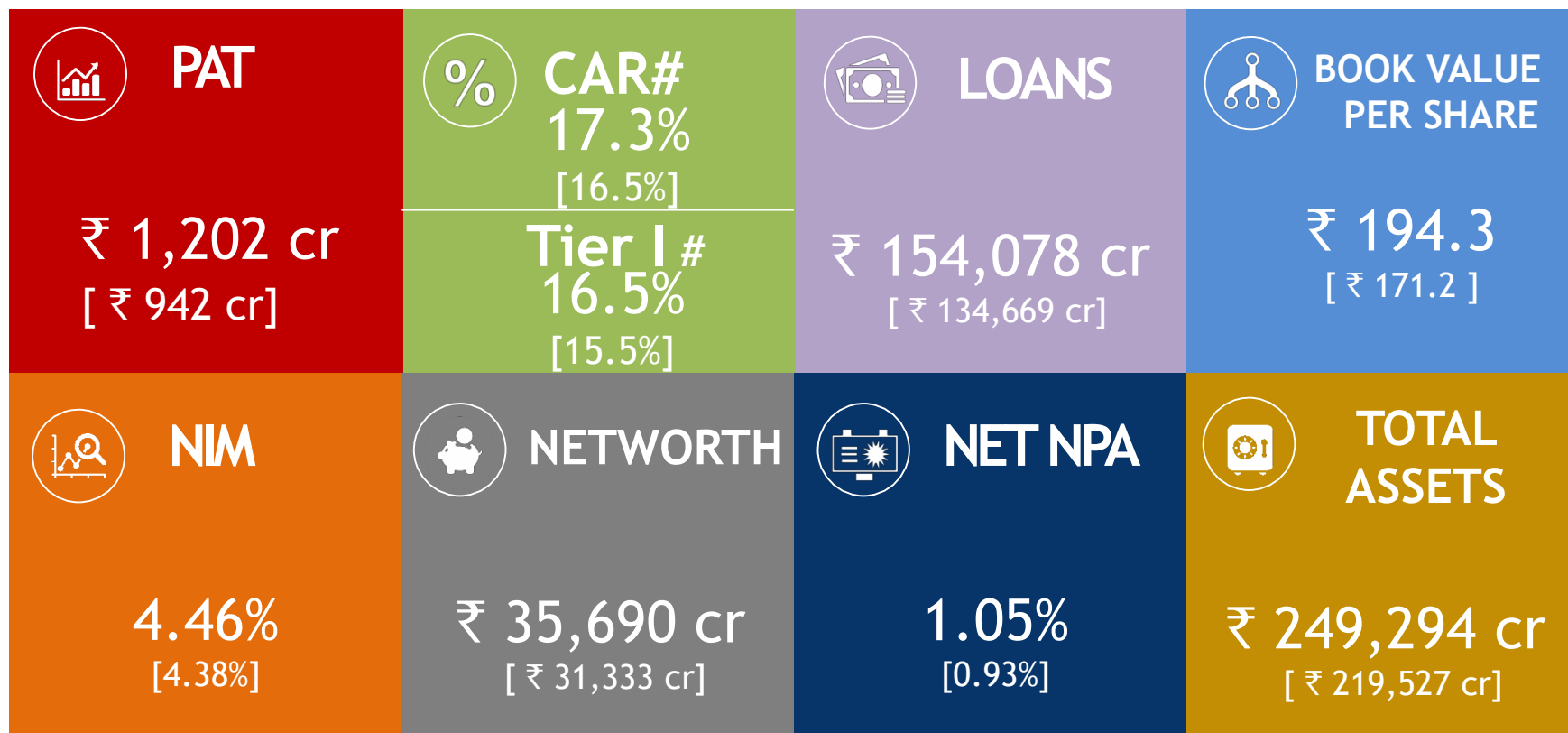


## Kotak Life Insurance

- Genie (Tablet based end to end sales solution) sourced ~5,300 policies in Q2 FY17
- 30% (Sales in Q2) of business comes through Genie
- 14% of renewal premium coming through digital platform
- 48% of switch requests serviced through online customer portal



# Consolidated Highlights Q2FY17



*Figures in [brackets] are Q2FY16 numbers*

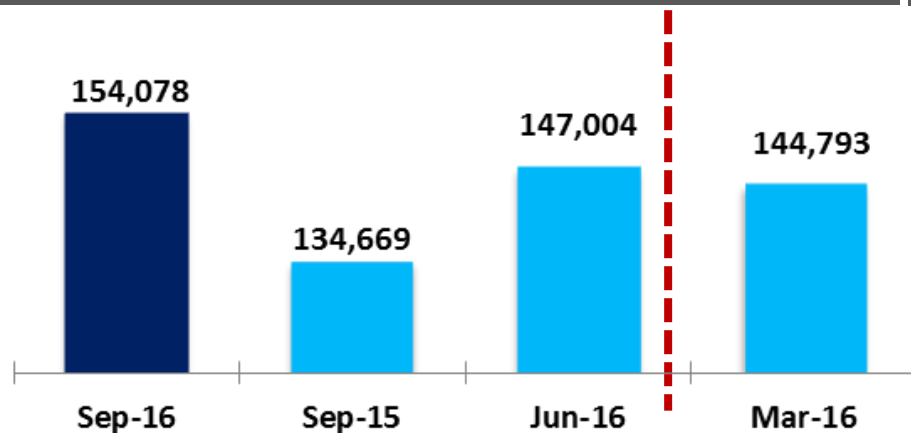
# As per Basel III, including unaudited profits. Excluding profit CAR 16.3 %, Tier I 15.4 % (CAR 15.7% and Tier I 14.8%)



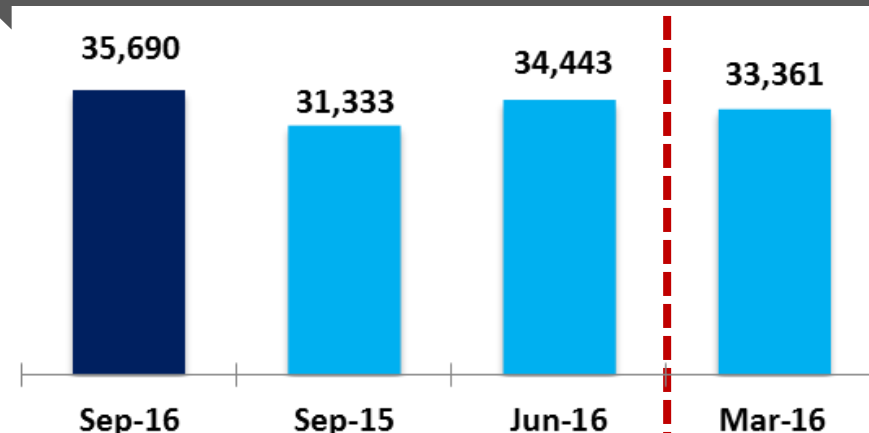
# Consolidated Key Financials



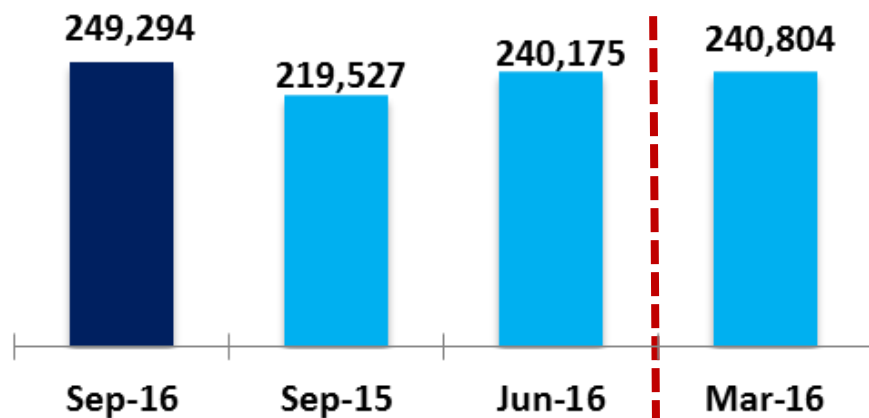
Advances [₹ cr]



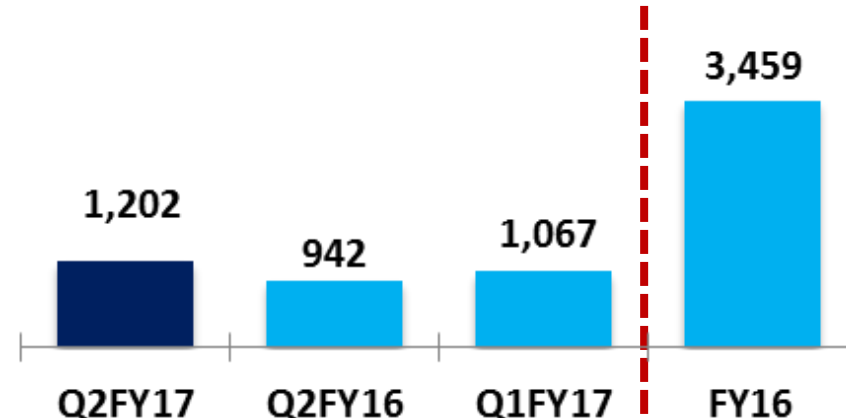
Networth [₹ cr]



Total Assets [₹ cr]



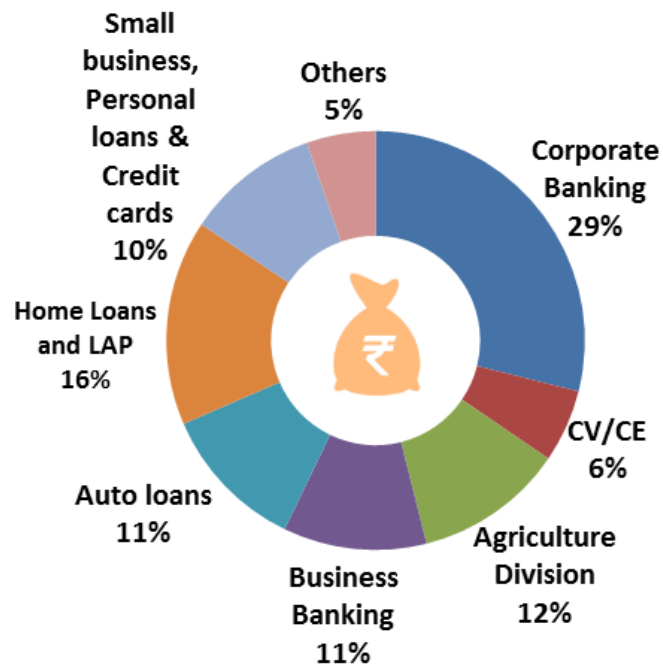
PAT [₹ cr]





# Consolidated Advances & Investments

30-Sep-16 (₹ 154,078 cr)



## Advances & Investments

₹ cr	30-Sep-16	30-Sep-15	30-Jun-16
Corporate Banking	44,243	37,569	42,732
CV/CE	8,682	6,123	8,005
Agriculture Division	17,784	17,112	16,814
Business Banking	17,361	17,424	16,990
Auto loans	17,460	15,726	16,824
Home Loans and LAP	24,437	21,697	23,479
Small Business, PL & Credit Cards	15,880	13,391	14,701
Others	8,231	5,627	7,459
<b>Total Advances</b>	<b>154,078</b>	<b>134,669</b>	<b>147,004</b>
Investments/ Treasury Assets *	53,012	46,064	52,443
<b>Total Advances &amp; Investments</b>	<b>207,090</b>	<b>180,733</b>	<b>199,447</b>

\* Does not include policy holders' investments

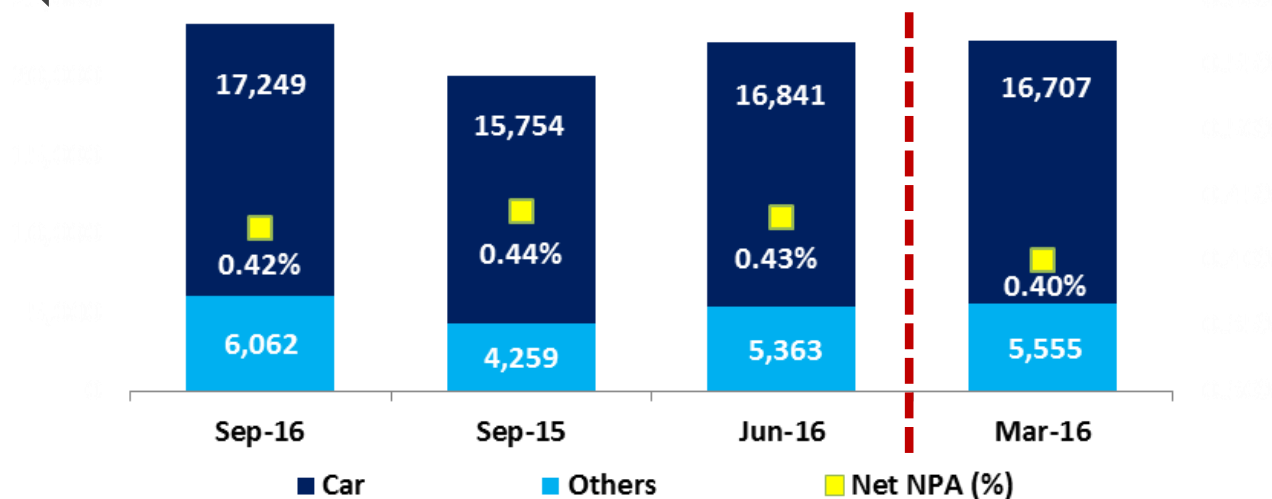
# Consolidated PAT

₹ cr	Q2FY17	Q2FY16	Q1FY17	FY16
Kotak Mahindra Bank	813	570	742	2,090
Kotak Mahindra Prime	130	127	120	502
Kotak Mahindra Investments	53	36	40	154
Kotak Mahindra Old Mutual Life Insurance	63	48	71	251
Kotak AMC and TC	7	23	19	72
Kotak Securities	96	78	60	251
Kotak Mahindra Capital	5	7	23	32
International Subsidiaries	31	32	13	105
Kotak Investment Advisors	1	-	11	5
Others	(7)	(2)	(9)	(9)
<b>Total</b>	<b>1,192</b>	<b>919</b>	<b>1,090</b>	<b>3,453</b>
Minority Interest	(16)	(13)	(19)	(65)
Affiliates and Others	26	36	(4)	71
<b>Consolidated PAT</b>	<b>1,202</b>	<b>942</b>	<b>1,067</b>	<b>3,459</b>

# Entity Wise Network

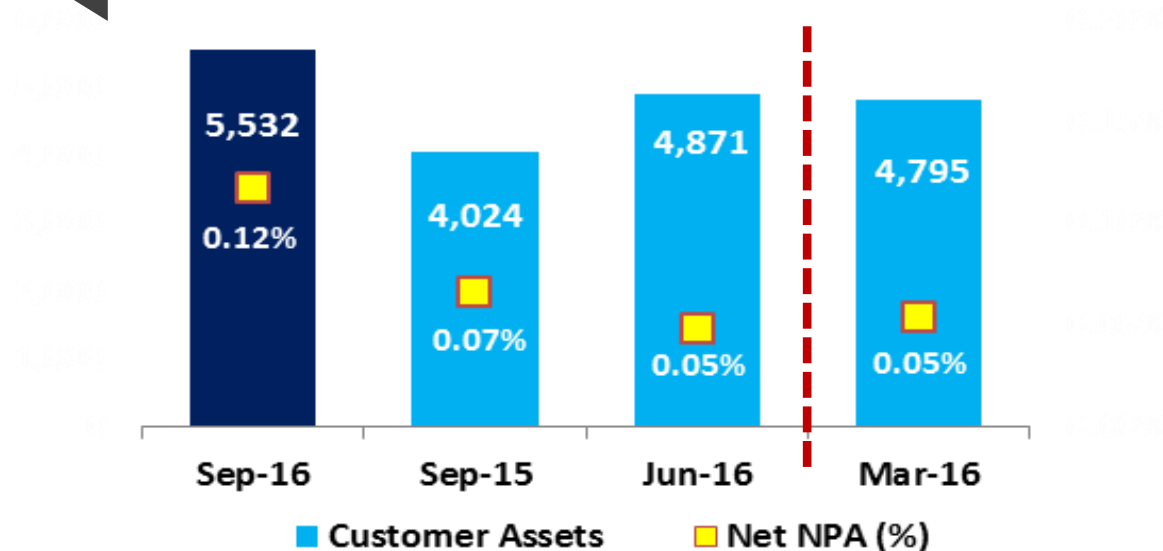
₹ cr	30-Sep-16	30-Sep-15	30-Jun-16	31-Mar-16
Kotak Mahindra Bank	25,611	22,606	24,744	23,959
Kotak Mahindra Prime	3,962	3,596	3,832	3,852
Kotak Mahindra Investments	933	753	881	841
Kotak Mahindra Old Mutual Life Insurance	1,656	1,385	1,593	1,521
Kotak AMC and TC	199	144	192	173
Kotak Securities	2,791	2,529	2,694	2,635
Kotak Mahindra Capital	475	425	470	447
Kotak Mahindra General Insurance	109	132	115	125
International Subsidiaries	671	571	649	624
Kotak Investment Advisors	283	267	282	271
Other Entities	45	45	43	42
<b>Total</b>	<b>36,735</b>	<b>32,453</b>	<b>35,495</b>	<b>34,490</b>
Add: Affiliates	706	638	683	679
Less: Minority, Inter-company and Other Adjustments	(1,751)	(1,758)	(1,735)	(1,808)
<b>Consolidated Network</b>	<b>35,690</b>	<b>31,333</b>	<b>34,443</b>	<b>33,361</b>

## Customer Assets (₹ cr) & NNPA (%)



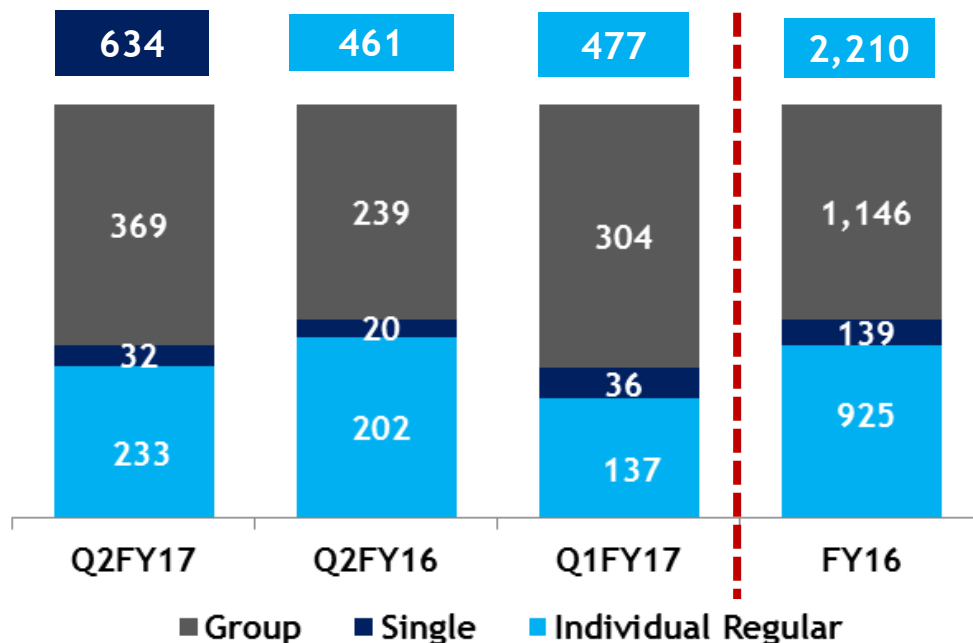
₹ cr	Q2FY17	Q2FY16	Q1FY17	FY16
NII	247	237	242	967
Other Income	61	61	52	210
Total Income	308	298	294	1,177
Profit Before Tax	198	195	183	773
Profit After Tax	130	127	120	502
CAR (%)				18.2
ROA (%) - annualised				2.3

## Customer Assets (₹ cr) & NNPA (%)



₹ cr	Q2FY17	Q2FY16	Q1FY17	FY16
NII	72	63	67	251
Other Income	21	5	5	29
Total Income	93	68	72	280
Profit Before Tax	76	55	61	236
Profit After Tax	53	36	40	154
CAR (%)				18.2
ROA (%) - annualised				3.4

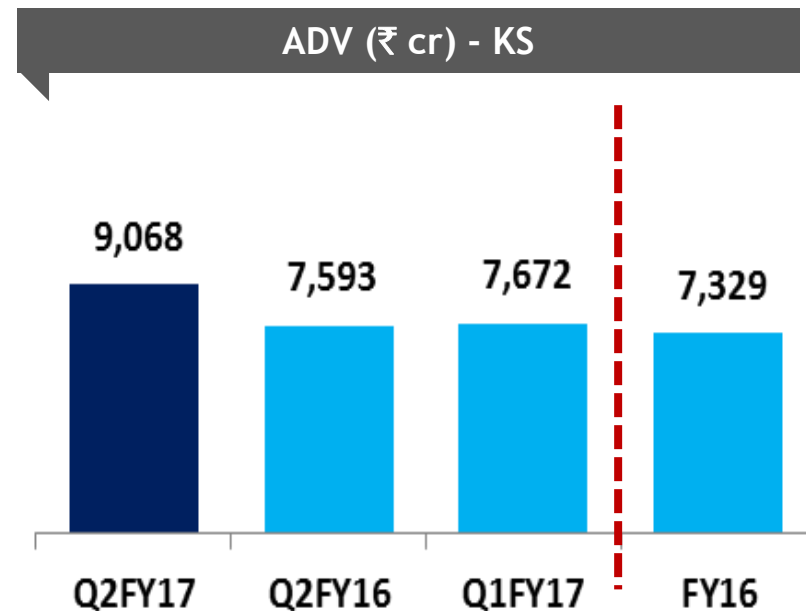
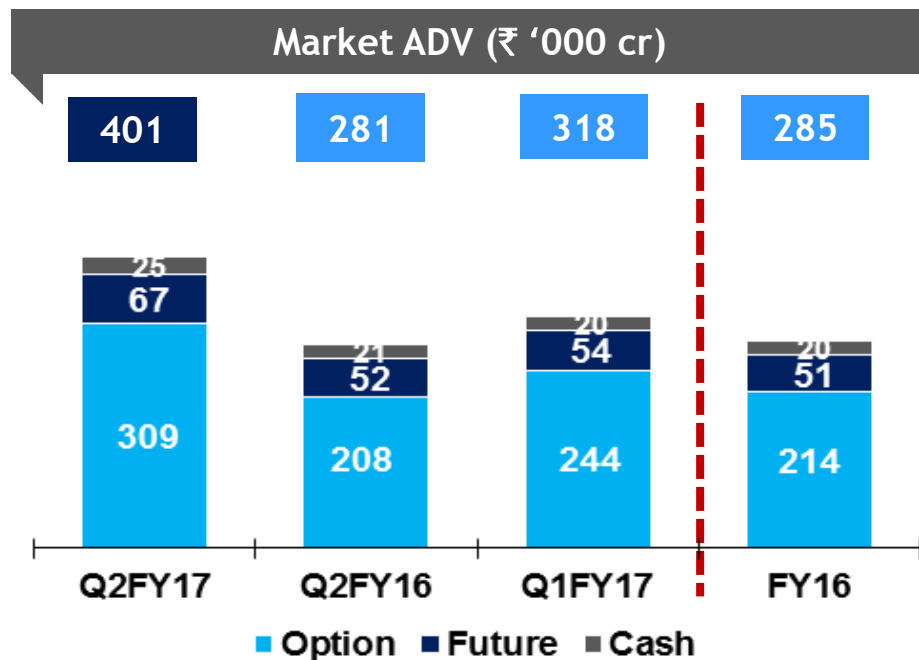
## New Business Premium (₹ cr)



## Highlights

- Individual Regular new business premium grew by 15% YoY
- Group business grew by 38%YoY
- Sum assured increased by 23% YoY
- Number of lives covered grew by 39% YoY
- Investment Performance of 100% of Equity Funds in Quartile 1 on five years basis
- Policyholders' AUM up 18% YoY
- Claims settlement ratio at 98.8%

₹ cr	Q2FY17	Q2FY16	Q1FY17	FY16
Capital	562	562	562	562
Total Premium	1,129	842	788	3,972
Profit After Tax	63	48	71	251
Solvency Ratio (%)	3.04	3.16	3.13	3.11



₹ cr	Q2FY17	Q2FY16	Q1FY17	FY16
Total Income	294	270	238	975
Profit Before Tax	144	120	92	381
Profit After Tax	96	78	60	251
Market Share * (%)	2.3	2.7	2.4	2.6

\*excluding BSE Derivative segment

Kotak Securities services ~ 1.3 million secondary market customers through 1,273 branches & franchises

## Advisory



₹ 53,038 cr

Fairness opinion to Aditya Birla Nuvo for merger with Grasim Industries; followed by demerger of Financial Services Business



₹ 20,965 cr

Fairness opinion to HDFC Life for merger of Life Insurance business of Max Group with HDFC Life



₹ 2,670 cr

Sale of Tata Chemicals' Urea Business to Yara International, Norway



₹ 2,421 cr

Acquisition of Bill Forge by MCIE; followed by equity investment in MCIE by shareholders of Bill Forge and CIE



₹ 1,695 cr

Advisor to committee of Independent Directors of Crompton Greaves for Open Offer made by Amalfiaco alongwith Macritchie Investments



₹ 139 cr

Acquisition of BSSMicrofinance by Kotak Mahindra Bank

## Equity



**L&T Infotech**  
₹ 1,236 cr

Initial Public Offering (IPO) of Larsen & Toubro Infotech Limited



₹ 1,213 cr

Initial Public Offering (IPO) of RBL Bank Limited



**L&T Technology Services**

₹ 894 cr

Initial Public Offering (IPO) of L&T Technology Services Limited



₹ 751 cr

Qualified Institutional Placements (QIP) of Bharat Financial Inclusion Limited



**PCJ**  
Jeweller for generations  
PC Jeweller

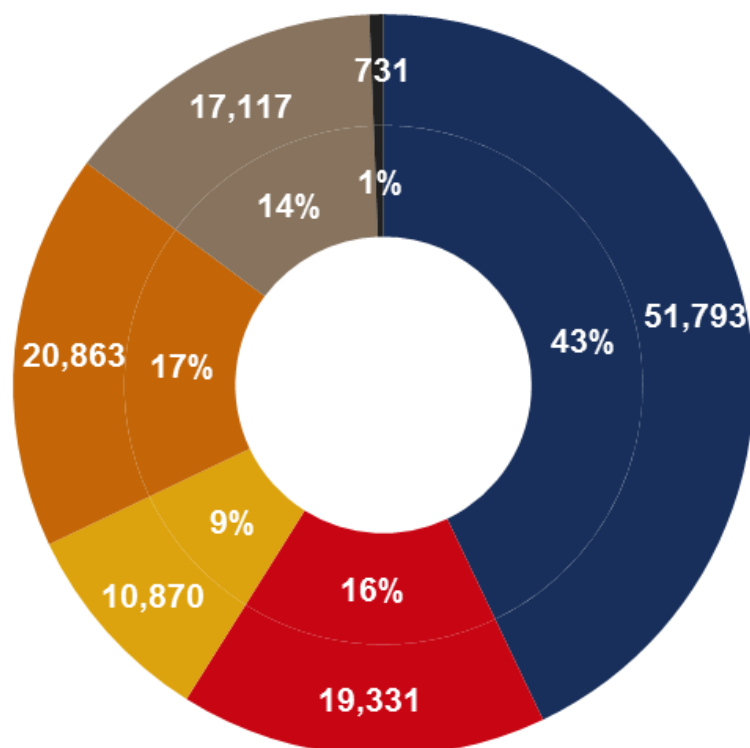
₹ 257 cr

Equity Investment in PC Jeweller Limited by Fidelity via preferential allotment

₹ cr	Q2FY17	Q2FY16	Q1FY17	FY16
Total Income	25	29	52	114
Profit Before Tax	6	12	31	46
Profit After Tax	5	7	23	32



## Sep 30, 2016

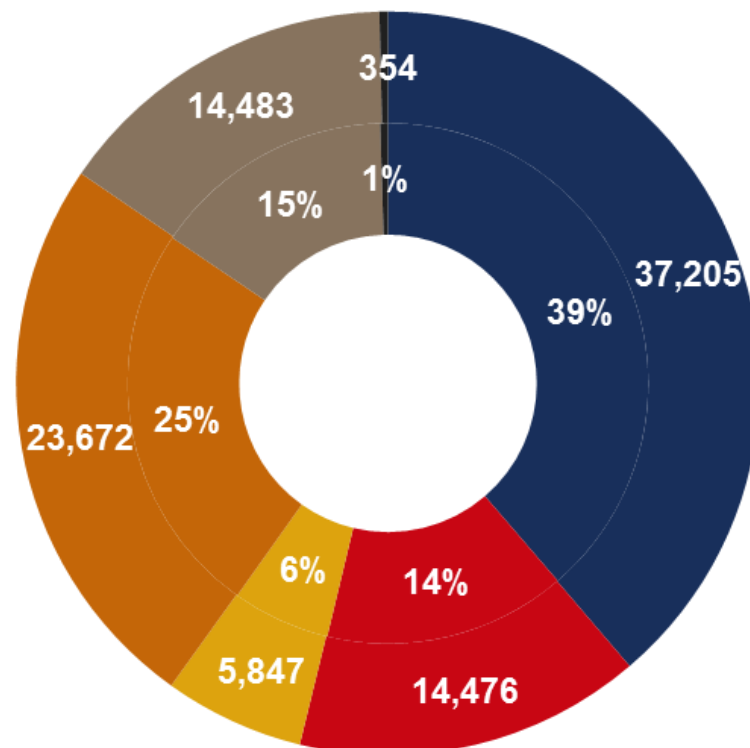


■ Domestic MF Debt 
 ■ Domestic MF Equity 
 ■ Alternate Asset  
■ Offshore Funds 
 ■ Insurance 
 ■ PMS



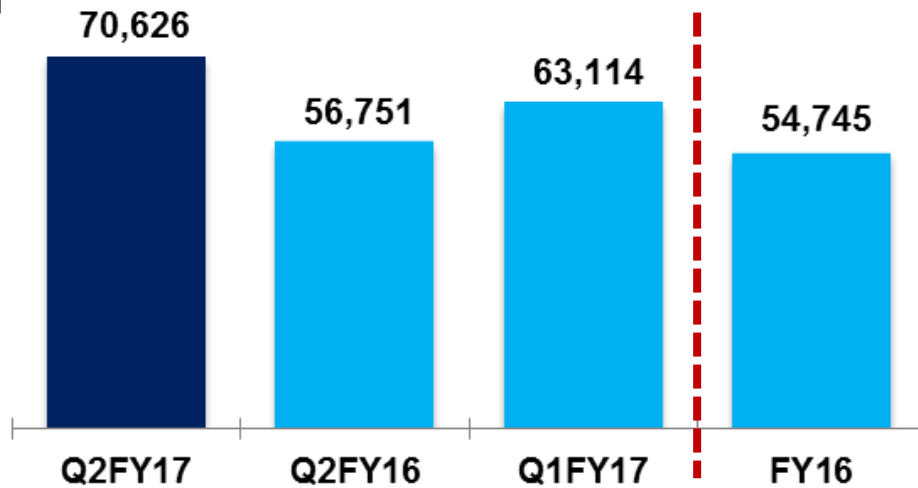
**AUM ₹ 120,705 cr**

## Sep 30, 2015

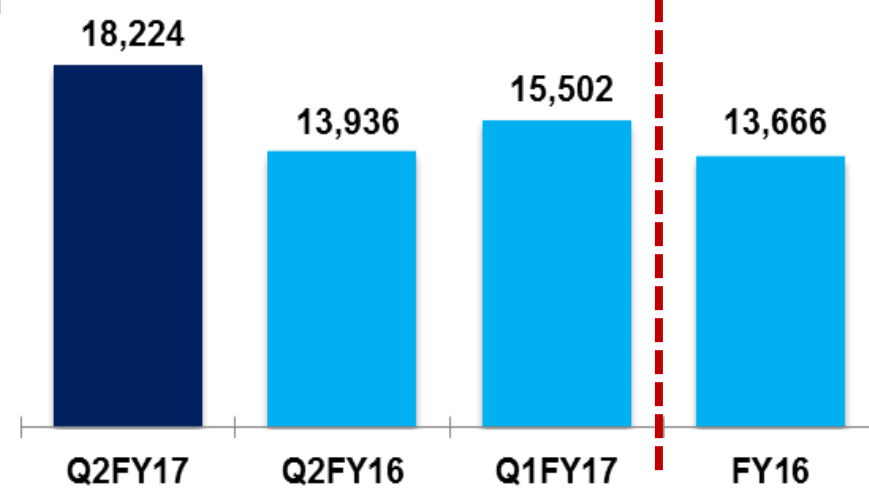


**AUM ₹ 96,037 cr**

Average Assets Under Management (₹cr) - Overall



Average Assets Under Management (₹cr) - Equity



₹ cr	Q2FY17	Q2FY16	Q1FY17	FY16
Profit Before Tax	11	24	29	90
Profit After Tax	7	23	19	72

## Highlights

- Pure Equity ranking moved to 10 in Q2 from 12 in Q1
- PMS AUM grew 60% QoQ

- Set up for a focused approach to investing in the Indian Private Equity, Real Estate, Infrastructure, Special Situations & Listed Strategies space
- Advises / manages an AUM of ₹ 10,870 cr with dedicated, independent and experienced investment teams

## Real Estate

- AUM - ₹ 4,909 cr
- 59 investments - 7 funds
- Pioneered the Residential Debt strategy

## Private Equity

- AUM - ₹ 1,551 cr
- 41 investments - 6 funds
- Amongst the most experienced team
- Several marquee transactions

## Infrastructure

- AUM ₹ 593 cr
- Experienced team
- Focused sectors

## Special Situations

- AUM - ₹ 2,998 cr
- Focused on Stressed assets

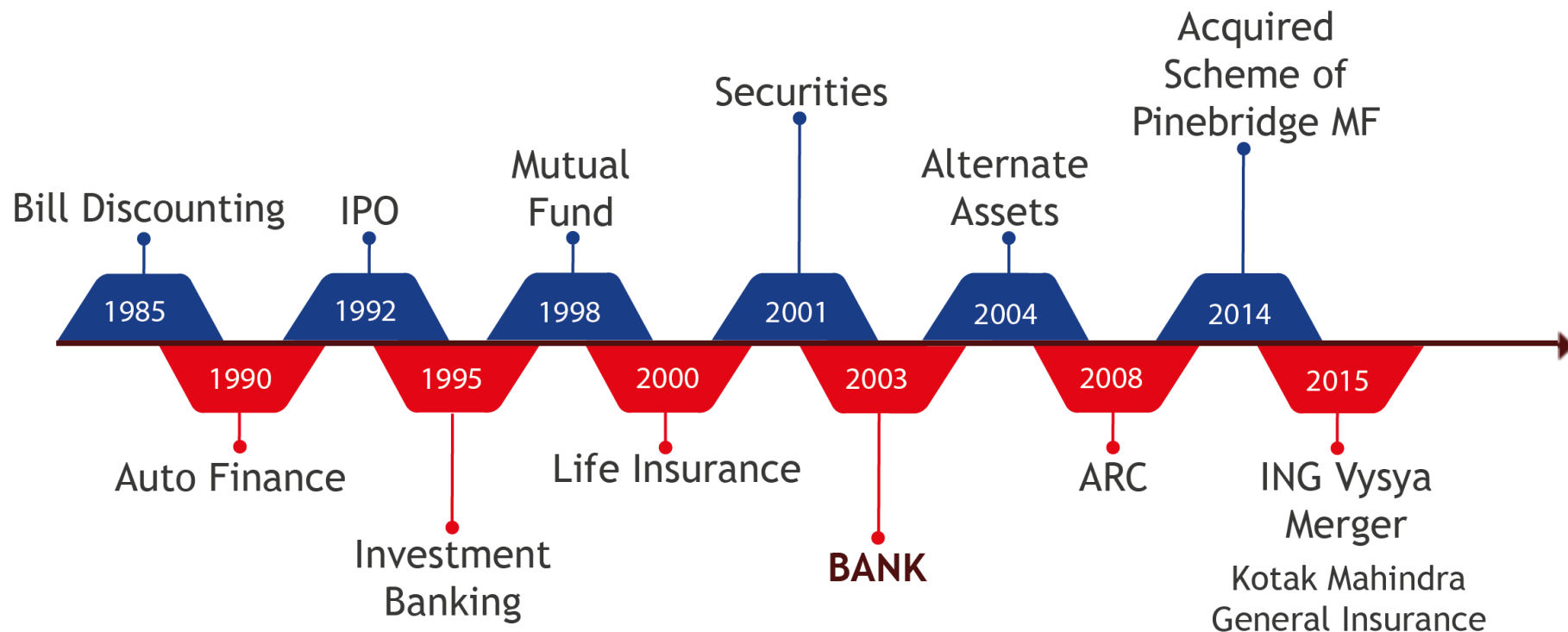
## Listed Strategies

- AUM - ₹ 819 cr
- Focused on Listed equities

₹ cr	Q2FY17	Q2FY16	Q1FY17	FY16
Total Income	30	15	30	88

# GROUP PROFILE

# The Journey So far...



**Acquisition of BSS Microfinance Private Limited – Subject to RBI approval**

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



Rating for Bank, KMP, KMIL, KS

**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**

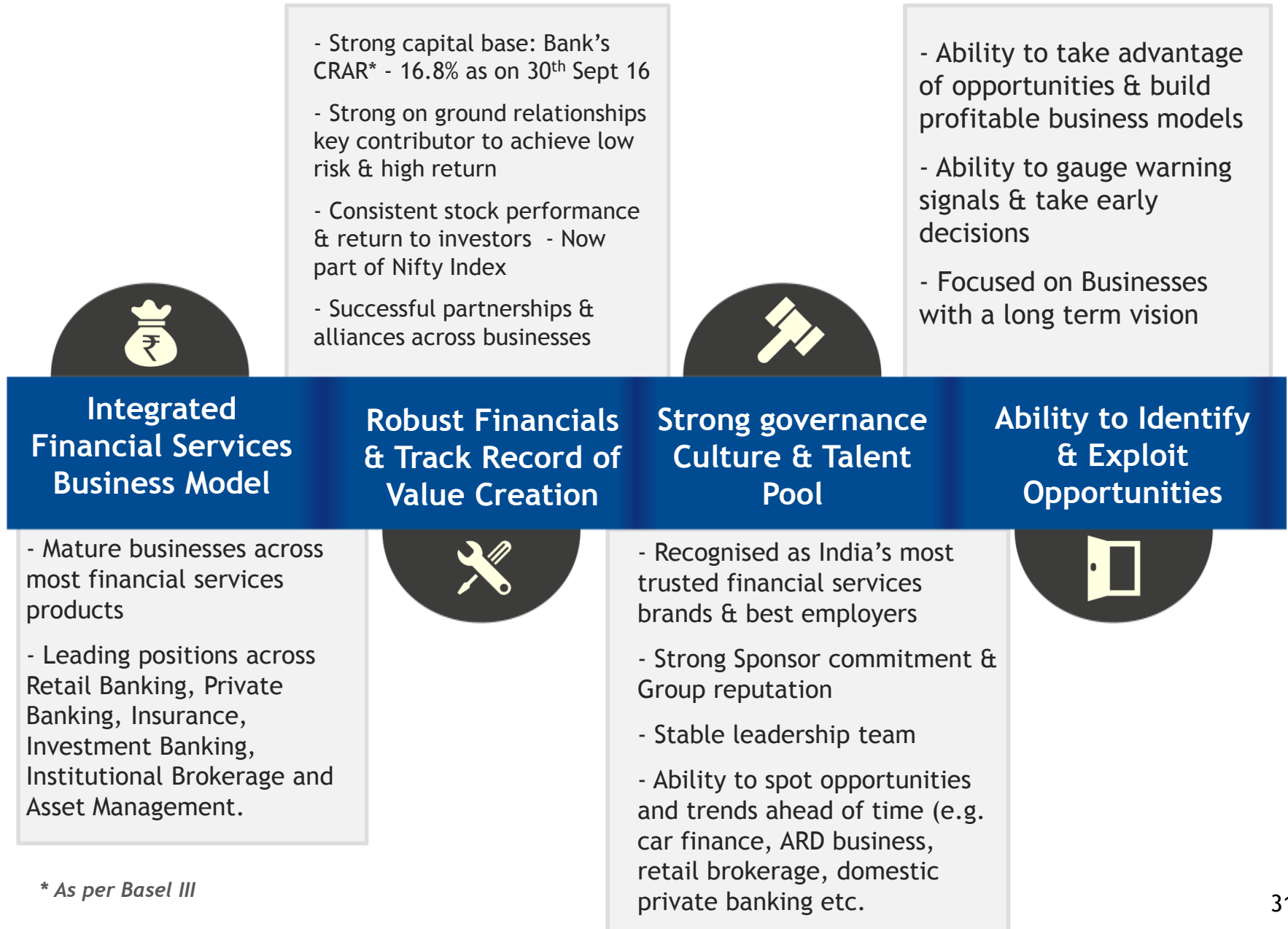
- Trustee Company

**Kotak Infrastructure Debt fund Limited**

- Forex Broking

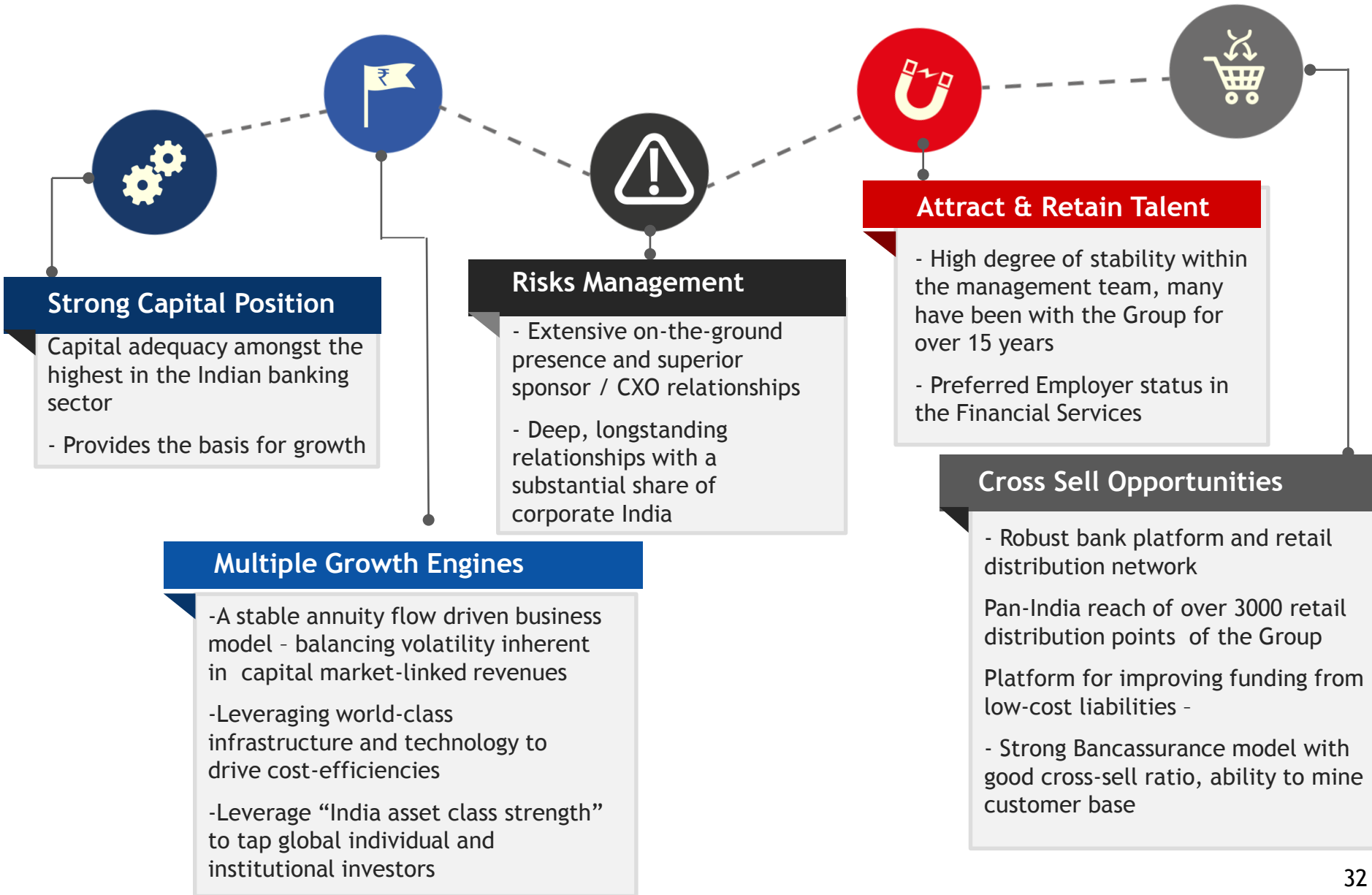
**IVFSL Financial Services**

- Distribution



\* As per Basel III

# The Path of Leadership





# Bank Awards & Recognition



- **Company of the year 2016**  
The Economic Times Awards for Corporate Excellence
- **Company with Great Managers**  
The Great Managers Award 2016 by People Business and Times of India.
- **Best Private Bank India**  
FinanceAsia Country Awards 2016
- **Best Private Bank India**  
Global Private Banking Awards 2016
- **Best Private Bank in India**  
Euromoney Awards for Excellence, Asia 2015
- **Best Retail Growth Performance**  
Dun & Bradstreet Awards 2015
- **Best Cash Management Bank**  
Asian Banker Transaction Banking Awards 2016 (India)
- **AsiaMoney Cash Management Poll 2016**
  - Best Local Cash Management Bank in India in mid-cap space.

- **DataQuest Business Technology Award 2015**  
DataQuest Magazine
- **Most Future Ready Bank**  
in Business Today-KPMG's Best Bank Study 2015
- **Best Medium Sized Bank**  
in the Business world Best Bank Survey 2014-15
- **Finnoviti Award 2016**  
for Bharat Banking App Banking Frontier's magazine
- **Custody Business adjudged Market Outperformer**  
Domestic Market Survey 2015-16
- **Excellent Performance in CTS & IMPS (Small bank Category)**  
NPCI's National Payments Excellence Awards 2015
- **Market Outperformer**  
• **Best in Technology**  
Global Custodian India Domestic Survey 2015
- **Category Outperformer**  
• **Market Outperformer**  
• **Global Outperformer**  
by Global Custodian 2015 Survey of Agent Banks in Emerging Markets (India)



**Mr. Uday Kotak**

- **AIMA - JRD Tata Corporate Leadership Award 2015**  
AIMA's 2<sup>nd</sup> National Leadership Conclave
- **Banker of the Year 2013-14**  
FE Best Bank's Awards
- **Best Transformational Leader Award 2015**  
Asian Centre for Corporate Governance & Sustainability in 2016
- **Business Leader of the year**  
ET Awards 2015
- **Entrepreneur of the Year**  
Forbes India Leadership Awards 2015
- **Ms. Shanti Ekambaram**  
**Most Powerful Women 2016**  
Business Today

# Awards and Recognition



○ **IPO Dealmaker of the Year**  
Businessworld PwC I-Banking  
Survey 2016

○ **Best Domestic Equity House**  
Asiamoney - 2016

○ **SKOCH BSE Aspiring Nation Award**  
2015

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

○ **Best Domestic Investment Bank  
and Best Domestic Equity  
House over the last 20 years**  
FinanceAsia Platinum Awards -  
20 Years of Excellence



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

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

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



○ **Ranked #1 Institutional Investor's**  
**2015 All-India Research Team**

○ **Ranked #2 Institutional Investor's**  
**2015 All-India Sales Team**

○ **Asiamoney Brokers Poll 2015**  
• Ranked #1 in Overall Research for  
India  
• Ranked #1 in Execution for India  
• Ranked #2 for Most Independent  
Research Brokerage



○ **Best new ETF and ETF Manager of the  
Year -India**  
ETFI - ETF & Indexing Awards 2016  
by Asia Asset Management - Hong Kong

○ **Best Asia - Focused ETF Manager**  
I - invest (London) in 2016 ETF Awards

○ **Kotak Select Focus Fund ranked as the**  
**#1 Mutual Fund**  
CRISIL Mutual Fund Rank for Quarter  
ending December 2015.



## DIPAK GUPTA

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



## SHANTI EKAMBARAM

- ❑ Joined Kotak 1991; **First charge** | Senior Manager - Bill Discounting
- ❑ **Current charge** | President - Consumer Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I joined Kotak from a foreign bank. Since financial services was still a new area I was apprehensive but here was a company that seemed young and hungry. In the back of my mind, I knew I could always go back to a MNC if things didn't work out. That was 16 years ago and I'm still here and raring to go. I have run the Bill Discounting business, serviced FIs and started the M&A desk. When we entered into a strategic alliance with Goldman Sachs, I moved to look after that business and we dominated the GDR and private placement markets. I subsequently moved into the domestic Investment Banking business to develop corporate relationships, then head Fixed Income. In 1998, I took over as the CEO of the Investment Bank and we went on to top the league tables. In 2003 when the bank project was launched I was given the opportunity to build the wholesale bank. I handled the corporate banking business till Mar-14, I am now handling consumer banking business. I don't think any MNC would give me so many opportunities for learning and growth.



## ARVIND KATHPALIA

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



## D.KANNAN

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



## GAURANG SHAH

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



## JAIMIN BHATT

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

## K.V.S.MANIAN



- ❑ Joined Kotak in 1995; **First charge** | Compliance, Kotak Mahindra Capital Company;
- ❑ **Current charge** | President - Corporate, Institutional & Investment Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | After two years in Investment Banking, I moved into Corporate Finance. I was instrumental in turning around and building the Retail Asset Finance Division (including the early stages of the Commercial Vehicle and Personal Loans Businesses). When the Group restructured its business in preparation for the conversion to a bank, I managed the team working on viability, decision making and structuring of the banking business as a project. I used to oversee the Personal customer segment comprising of the Home Finance Division, the Consumer Services Group, Credit Cards and the Auto Finance Business, in addition to the Branch Banking and Retail Liabilities business. I handled the consumer banking business till Mar-14, I am now handling Corporate, Institutional & Investment banking business. It's been a diverse set of responsibilities and looking back, I realize that I had no prior experience in any of the functions.

## MOHAN SHENOI



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

## NARAYAN S.A.



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



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