









Investor Presentation Q2FY22

Presentation on financial results for the period ended 30th September, 2021

26th October, 2021

Standalone Highlights Q2FY22

 PAT ₹ 2,032 cr [₹ 2,184 cr]	 NII ₹ 4,021 cr [₹ 3,897 cr]	 NIM 4.45% [4.50%]	 CASA Ratio 60.6% [57.1%]
 Customer Assets ₹ 256,353 cr [₹ 218,790 cr]	 Net NPA 1.06% [0.74%^]	 Capital & Reserves ₹ 67,376 cr [₹ 59,923 cr]	 CAR[#] 23.1% [23.4%] <hr/> Tier I[#] 22.1% [22.8%]

Figures in [brackets] are Q2FY21 numbers

[#] As per Basel III, including unaudited profits. Excluding profits CAR: 21.8%, Tier I: 20.8% (30th Sep, 2020: CAR: 22.0%, Tier I: 21.4%)

[^] Proforma numbers

Profit and Loss Account



₹ cr	Q2FY22	Q2FY21	Q1FY22	FY21
Net Interest Income	4,021	3,897	3,942	15,340
Other Income	1,812	1,433	1,352	5,006
<i>Fee and Services</i>	1,419	1,057	1,169	4,331
<i>Others</i>	393	376	183	675
Net Total Income	5,833	5,330	5,294	20,346
Employee Cost	1,177	990	1,082	3,729
Other Operating Expenses	1,536	1,078	1,322	4,855
Operating Expenditure	2,713	2,068	2,404	8,584
Operating Profit	3,120	3,262	2,890	11,762
Provision On Adv/Receivables (net)	385	316	725	1,874
General provision - COVID related	-	13	-	629
Provision On Investments	39	4	(21)	(44)
Provision & Contingencies	424	333	704	2,459
PBT	2,696	2,929	2,186	9,303
Provision For Tax	664	745	544	2,338
PAT	2,032	2,184	1,642	6,965

Notes

- COVID-19 provision held: ₹ 1,279 cr, no utilization during H1FY22
- As per the RBI guidelines dated 30th Aug, 2021, provisions/w/back for mark-to-market depreciation on investments, has been classified under “Other Income”, which was earlier classified In Provisions and Contingencies

Fees & Services

₹ cr	Q2FY22	Q2FY21	Q1FY22	FY21
Distribution & Syndication Income	312	172	183	785
General Banking Fees	1,064	853	946	3,396
Others	43	32	40	150
Fees and Services	1,419	1,057	1,169	4,331

Asset Quality



₹ cr	30-Sep-21	30-Sep-20 Proforma	30-Jun-21
GNPA	7,658	5,632	7,932
NNPA	2,491	1,524	2,792
GNPA (%)	3.19%	2.70%	3.56%
NNPA (%)	1.06%	0.74%	1.28%

Restructuring (₹ cr)	30-Sep-21	% of Adv	30-Jun-21
COVID-1 related	227	0.10%	227
COVID-2 related	268	0.11%	10
Total COVID related	495	0.21%	237
MSME	767	0.33%	315

- COVID-19 Provision continued to be held at ₹ 1,279 cr on 30th Sep, 2021, no utilization during H1FY22
- Total provisions (incl specific, standard, COVID-19 related etc.) held as on 30th Sep, 2021 at ₹ 7,637 cr, ~100% of GNPA
- Provision coverage ratio at 67% as on 30th Sep, 2021
- Credit cost on advances: Q2FY22: 63 bps annualised [Q1FY22: 133 bps]
- No sale to ARCs
- SMA2 outstanding[^]: ₹ 388 cr (30th Jun, 2021: ₹ 430 cr)

[^] Fund based outstanding for borrowers with exposure > ₹ 5 cr

Balance Sheet



₹ cr	30-Sep-21	30-Sep-20	30-Jun-21
Capital & Reserves and Surplus	67,376	59,923	65,472
Deposits	291,711	261,564	286,560
CA	53,280	40,454	52,433
SA	123,479	108,990	120,002
Term Deposits	114,952	112,120	114,125
Of which: TD Sweep	24,151	20,184	23,050
Borrowings	32,838	41,789	29,231
Other Liabilities and Provisions	16,507	11,489	13,626
Total Liabilities	408,432	374,765	394,889

₹ cr	30-Sep-21	30-Sep-20	30-Jun-21
Cash, Bank and Call	47,697	40,539	56,135
Investments	110,898	116,724	106,292
Government Securities	85,325	97,407	84,271
Credit Substitutes	21,388	13,945	17,893
Others	4,185	5,372	4,128
Advances	234,965	204,845	217,465
Fixed Assets and Other Assets	14,872	12,657	14,997
Total Assets	408,432	374,765	394,889

Balance Sheet crossed ₹ 4 lac crore; Average LCR for Q2FY22: 153%

Investing in Technology Backbone

For Acquisition, Engagement, Experience



INFRASTRUCTURE

BUILD RESILIENCY & GO TO CLOUD

- Completed
in Q2* >
- Hyper Scalable Architecture - FW/IPS
 - Secure Work from Home for CEC
 - Resiliency: For MB, NB, and Core Banking

- Planned
for Q3/Q4* >
- Moving UAT environments to Cloud
 - Micro Segmentation of Data Centre



CORE APPLICATIONS

REINFORCE CORE SYSTEMS

Upgrades

- Cash Mgmt. System
- TI+ (Trade portal)
- Calypso (Treasury)
- Credit Card LOS 6.0
- Limits & Exposure Mgmt. System

- Multiproduct Digital Collection
- Jarvis Trade & Cash Services
- Government Business Platform
- New Clearing System Platform
- Corporate Loan Mgmt. System
- Home Loan LOS & DIY



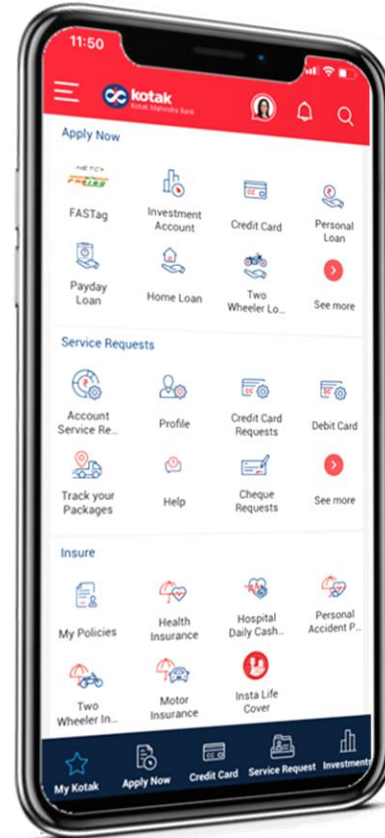
DIGITAL CHANNELS

DIY JOURNEY, STP & AUTOMATION

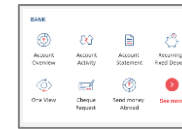
- Capacity reinforcements for Mobile and Net banking
- Connected Banking journeys and fixing tech debts

- OCEN - cashflow based lending (MSME)
- New Service & Complaint Mgmt. System
- Automation/Robotics COE

Kotak MB: SuperApp for all financial needs



Key launches in Q2



Revamped & streamlined home page



Top 4 features in Hindi



Cyber Insurance booking



Kaymall: Tata 1mg (medicine) and Gifting



Send gift to your contact



Dashboard & recharge for FASTag

Roadmap

Mobile App 2.0

Planned Two-app strategy for all banking needs

4.8

Among the top rated banking apps on iOS

4.5

Among the top rated banking Apps on Android

28%

Monthly Active Users growth YoY

138%

Transaction Volume growth YoY

55%

Transaction Value growth YoY

Ecosystems



Current Partnerships and Fintechs

Kotak-orchestrated Ecosystem: Kaymall in-app shopping

15 partners LIVE



Connected Banking

2 partners LIVE



hylobiz

API Banking

281 partners LIVE



Planned

Kotak-orchestrated Ecosystems

Investment

Health and Life Insurance

Leveraging Regulatory Enablers

Account Aggregator

OCEN

Note: All product names, logos, and brands displayed are the property of their respective owners. All partners mentioned are LIVE with Kotak Mahindra Bank as on Sep'21.

Retail Assets

Building digital engagement journeys



Customer
Categories

Existing to
Bank

New to
Bank

Co -
origination



Channels

DIY



Net Banking



Mobile App



Partner Platform



Website

Assisted



Branches



RM sales App



Contact Centre



DSA



Technology at the Core

Customer
Journeys
(VKYC,
E-Sign)

Customer
Experience
(UI/UX, API
Integrations)

Customer
Engagement
(AI/ML
enabled)

Examples of Digital Customer Experiences



Personal Loans *



Instant Disbursement
on Kotak Platform



Instant Disbursement
on Partner Platform



Paperless and DIY

Credit Cards *



Assisted Onboarding
on Digital channels



API-driven journey for
partners



Virtual card on app

Home Loans *



Home Buying
Tools/Calculators



Instant Sanction &
Disbursement



B2B Portal for
ecosystem players

SME Loans *

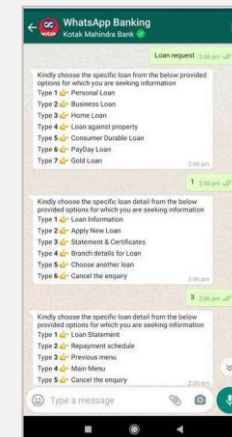


Insta Term loan, Digi OD



Credit automation
using digital data

Loan Servicing via WhatsApp



33K+ Service requests
received in Q2, growing at
30% MoM

* Will go live in a phased manner through Q3/Q4 this FY

Digitizing Merchant Offerings

Augment the Core Payment Stack offering and Enrich with VAS through partnerships



Integrated Payment Solution across different payment modes



Completely Digital Onboarding and Servicing



Omni-channel interface and single dashboard for easy recon



Pre-approved credit through digital interface to power micro loans



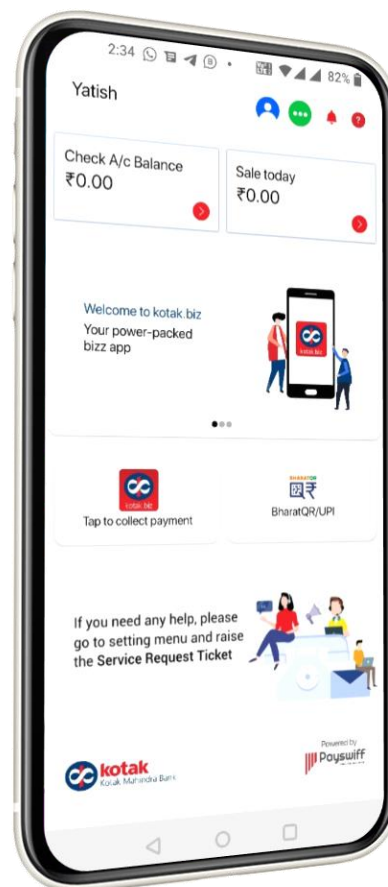
Empower merchant to offer credit on purchase at point of sale



Ease of business by automating business activity through VAS

kotak.biz

Merchant App (Q2)



Other major launches in Q2

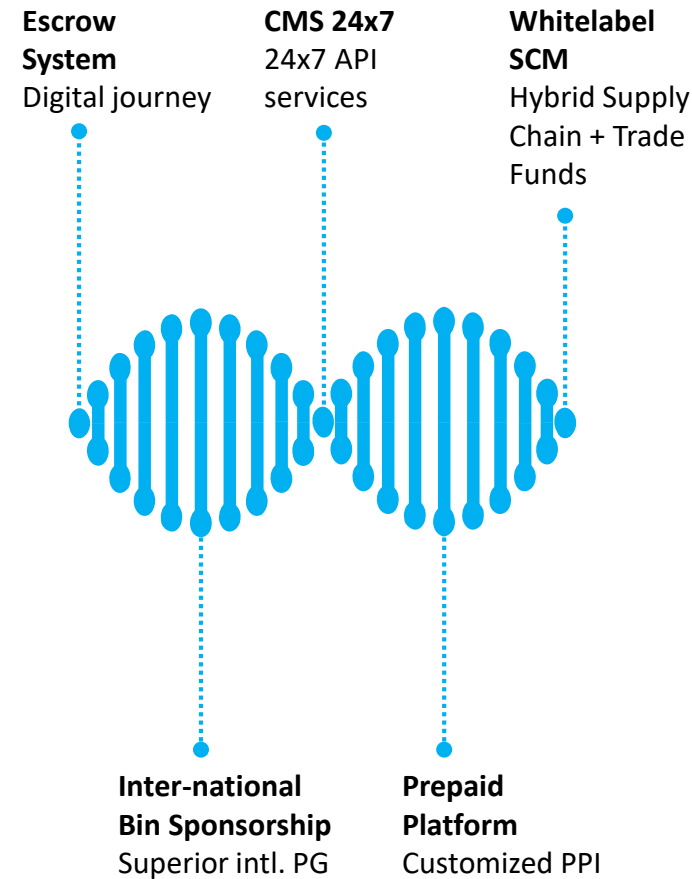
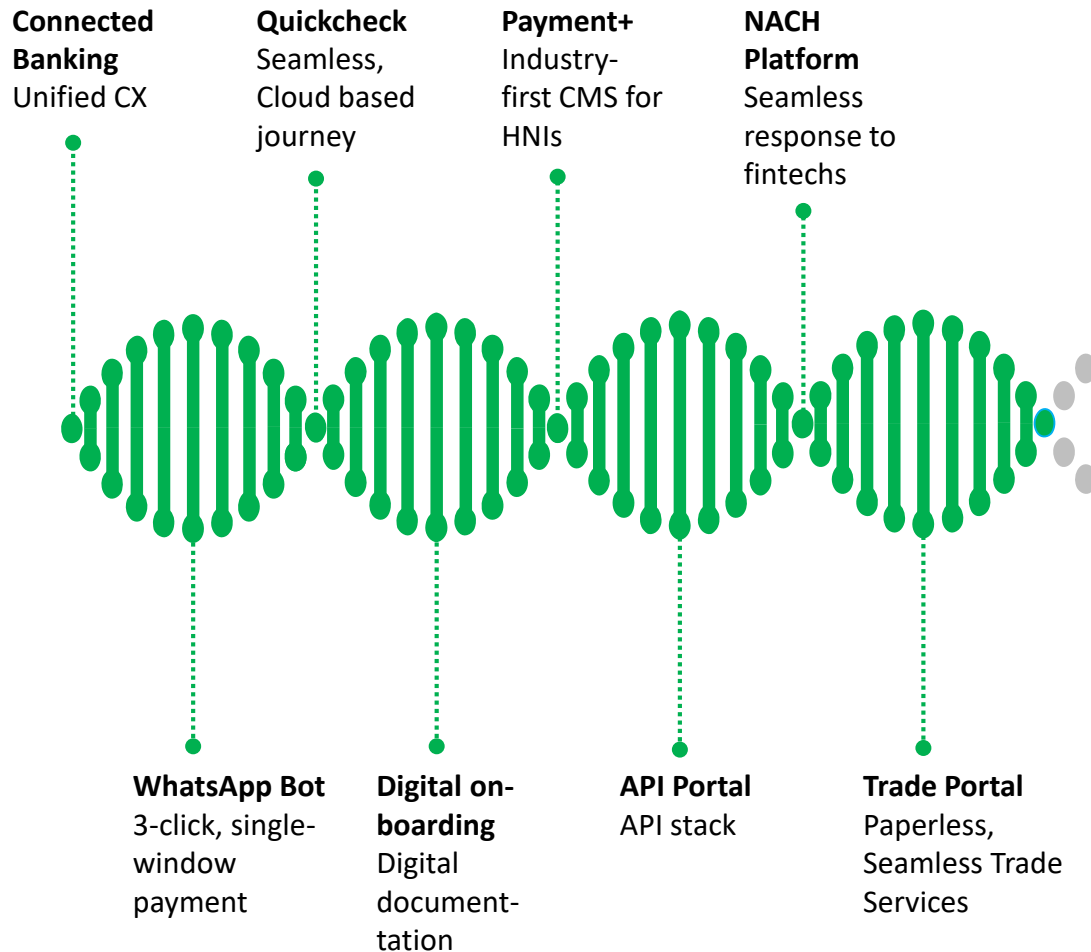
- POS Digital On-boarding
- Connected Banking – Accounting Solution

Upcoming

- Cards - Tap On Phone
- SMS Pay on Merchant App
- Billing Integration Q-buster/ Self Checkout Kiosk
- Digital Store-Inventory/Order management
- Offline 2 Online solution for retailers

Corporate Banking

Transforming Transaction Banking



Trade Portal

Paperless | Seamless | End-to-End |
24*7 | Dashboard | Report Designer



ENACH / BBPS

Among industry leaders

- Integrated CMS Dashboards
- BBPS: across all categories
- ENACH: Upgraded and Secure. E-sign. End to End Automation.

Digital Highlights



Traditional Digital Channels

Netbanking

- ❑ **27%** YoY growth in Logins, Q2FY22 vs Q2FY21
- ❑ **32%** YoY growth in 90-day active user base, Q2FY22 vs Q2FY21
- ❑ **36%** YoY growth in Financial transaction value, Q2FY22 vs Q2FY21

Website

- ❑ **28%** YoY growth in Unique visitors, Q2FY22 vs Q2FY21
- ❑ **111%** YoY growth in Page views, Q2FY22 vs Q2FY21

WhatsApp Banking

- ❑ **1.9X** YoY Monthly Active Users, Sep '21 vs Sep '20
- ❑ **40+** Services live, **2** new added in Q2

Keya Chatbot

- ❑ **2X** YoY Monthly Active Users, Sep '21 vs Sep '20
- ❑ **33** SRs / Enquiries live, **4** new added in Q2

Emerging Digital Channels

Digital Lending

- ❑ **105%** QoQ growth in Home loans sourced digitally
- ❑ **120%** QoQ growth in Personal loans sourced digitally
- ❑ **2.3X** Volume and **2.2X** Value QoQ in Digi OD (SME/MSME)

- ❑ **82%** RDs and **77%** FDs booked digitally
- ❑ **89%** investment a/cs sourced via App & Netbanking
- ❑ **57%** of MF/SIPs booked through digital channels

Adoption and Cross-sell

Digital Payments

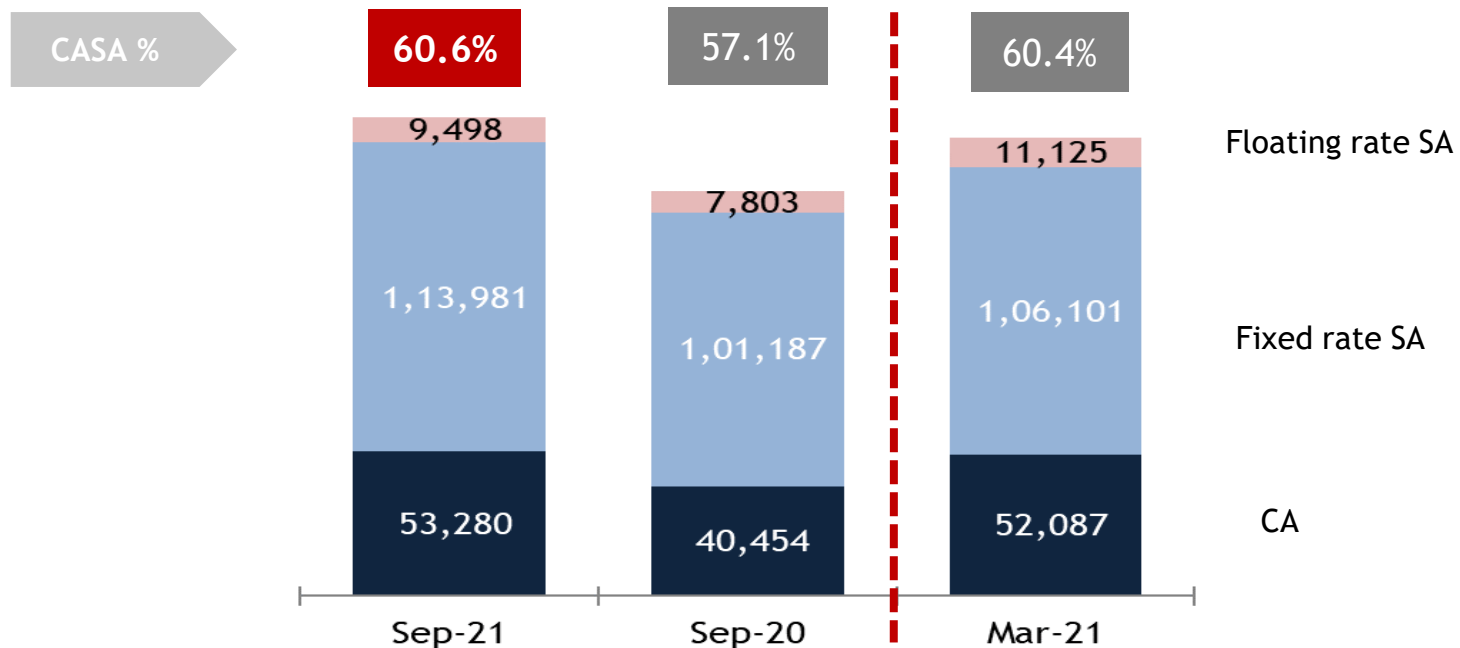
- ❑ **2.9X** YoY UPI transaction volume, Q2FY22 vs Q2FY21
- ❑ **1.7X** QoQ Value in Kaymall in-app shopping
- ❑ **2.1X** QoQ Value in shopping + grocery categories
- ❑ **10.4X** YoY UPI acquiring transaction volume, Q2FY22 vs Q2FY21
- ❑ **3.8X** Volume in 'Pay Your Contact' Sep vs Jun '21 (launched in Q1)

- ❑ **High NPS of 83+** @ Project Velocity Branch Banking
- ❑ **62%** of total bank customer requests processed real-time
- ❑ **87%** of DIY requests coming online
- ❑ **15.2X** QoQ Requests Processed via RPA, Q2 vs Q1 FY22
- ❑ **2.1X** QoQ Hours Saved via RPA, Q2 vs Q1 FY22

Digital Transformation

Deposit

CASA (₹ cr)



Cost of SA

3.69% [3.87%]

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

90% [91%]

TD Sweep as % of total deposits

8.3% [7.7%]

Customers as on 30th Sep, 2021:

28.5 mn

YoY %

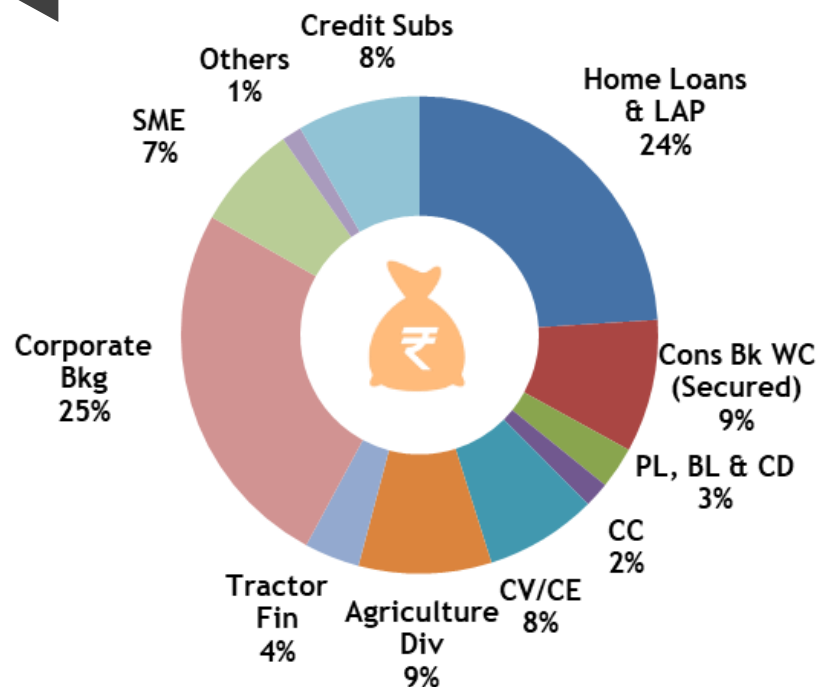
Avg CA (YTD)	48,425	32%	36,610	EOP CA	53,280	32%	40,454
Avg SA (YTD)	118,338	11%	106,442	EOP SA	123,479	13%	108,990
Avg TD Sweep (YTD)	23,031	22%	18,815	EOP TD Sweep	24,151	20%	20,184

Branch count stood at 1,622 (excl. GIFT & DIFC) as on 30th Sep, 2021

Figures in [brackets] are Q2FY21 numbers

Customer Assets









30-Sep-21 (₹ 256,353 cr)



Customer Assets

₹ cr	30-Sep-21	30-Sep-20	30-Jun-21
Home Loans & LAP	61,479	47,732	55,623
Consumer Bank WC (Secured)	23,079	19,562	21,047
PL, BL and Consumer Durables	7,261	8,177	6,563
Credit Cards	4,363	4,378	3,848
CV/CE	19,490	18,363	19,349
Agriculture Division	23,075	20,926	21,931
Tractor Finance	9,627	8,151	9,283
Corporate Bkg	64,931	59,517	59,731
SME	18,205	14,719	16,830
Others	3,455	3,319	3,260
Total Advances	234,965	204,845	217,465
Credit Substitutes	21,388	13,945	17,893
Total Customer Assets	256,353	218,790	235,358

Consolidated Highlights Q2FY22

 PAT ₹ 2,989 cr [₹ 2,947 cr]	 CAR[#] 24.2% [24.5%] <hr/> Tier I[#] 23.4% [23.9%]	 Customer Assets ₹ 287,831 cr [₹ 247,432 cr]	 Total Assets ₹ 511,826 cr [₹ 457,283 cr]
 NIM 4.54% [4.55%]	 Capital & Reserves ₹ 89,627 cr [₹ 79,389 cr]	 Net NPA 1.09% [0.86%^]	 Book Value per Eq. share ₹ 449 [₹ 399]

Figures in [brackets] are Q2FY21 numbers

[#] As per Basel III, including unaudited profits. Excluding profits CAR: 22.8%, Tier I: 22.0% (30th Sep, 2020: CAR: 23.1%, Tier I: 22.5%)

[^] Proforma numbers

Consolidated PAT

₹ cr	Q2FY22	Q2FY21	Q1FY22	FY21
Kotak Mahindra Bank	2,032	2,184	1,642	6,965
Kotak Mahindra Prime	240	133	79	535
Kotak Mahindra Investments	89	74	71	258
Kotak Securities	243	199	236	793
Kotak Mahindra Capital	58	14	42	82
Kotak Mahindra Life Insurance	155	171	(243)	692
Kotak Mahindra General Insurance	(16)	7	(5)	2
Kotak AMC and TC	97	84	107	346
International Subsidiaries	27	45	30	154
Others	29	21	28	98
Total	2,954	2,932	1,987	9,925
Affiliates and Others	35	15	(181)	65
Consolidated PAT	2,989	2,947	1,806	9,990

Entity-wise Capital & Reserves and Surplus

₹ cr	30-Sep-21	30-Sep-20	30-Jun-21
Kotak Mahindra Bank	67,376	59,923	65,472
Kotak Mahindra Prime	6,928	6,289	6,702
Kotak Mahindra Investments	2,277	1,976	2,189
Kotak Securities	5,769	4,897	5,526
Kotak Mahindra Capital	769	642	711
Kotak Mahindra Life Insurance	3,875	3,686	3,720
Kotak Mahindra General Insurance	296	184	187
Kotak AMC and TC	1,377	1,042	1,280
Kotak Infrastructure Debt Fund	432	399	425
International Subsidiaries	1,448	1,296	1,422
Kotak Investment Advisors	731	379	418
Other Entities	349	288	308
Total	91,627	81,001	88,360
Affiliates	1,088	967	1,040
Inter-company and Others	(3,088)	(2,579)	(2,632)
Consolidated Capital & Reserves and Surplus	89,627	79,389	86,768

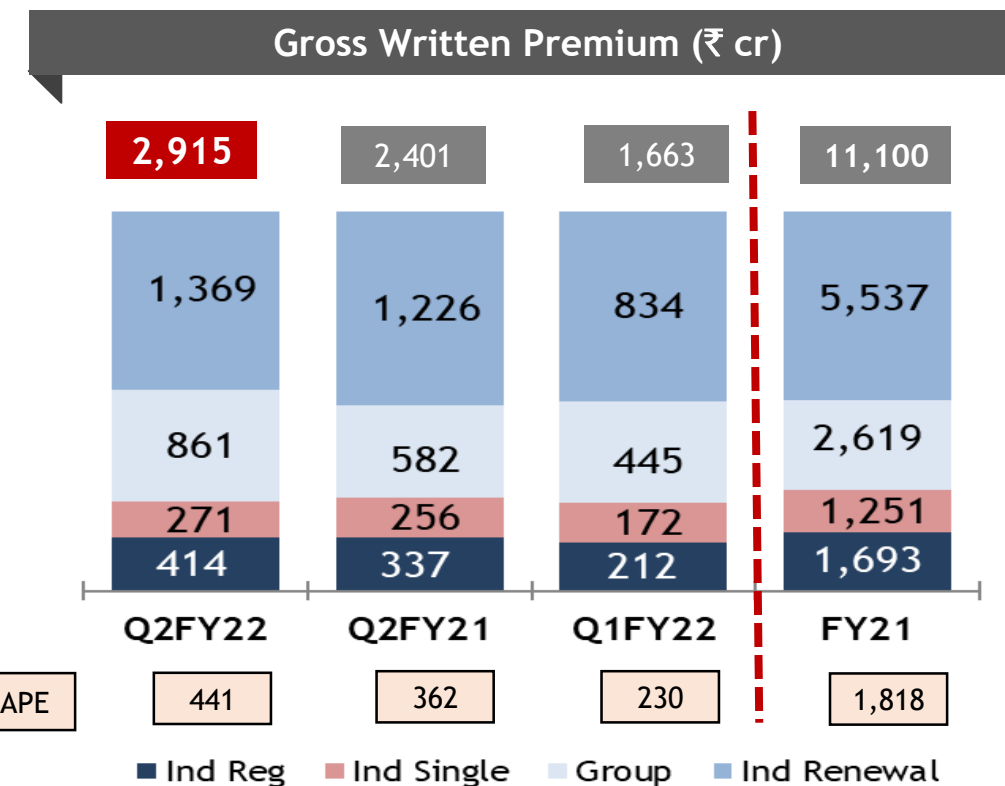
Kotak Mahindra Life Insurance



₹ cr	Q2FY22	Q2FY21	Q1FY22	FY21
Capital	562	562	562	562
Other Reserves and Surplus	3,313	3,124	3,158	3,483
Total Premium	2,915	2,401	1,663	11,100
(Loss) / Profit After Tax (Shareholders')	155	171	(243)	692
Solvency Ratio (x)	2.61	3.00	2.57	2.90

Notes

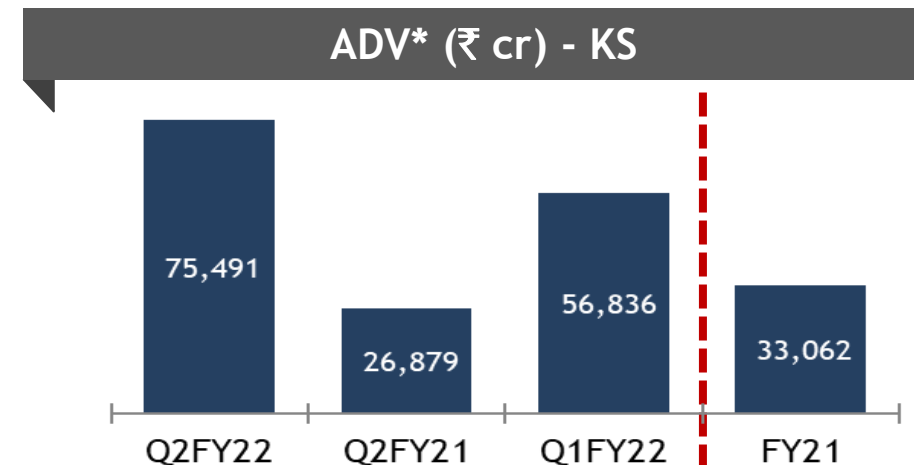
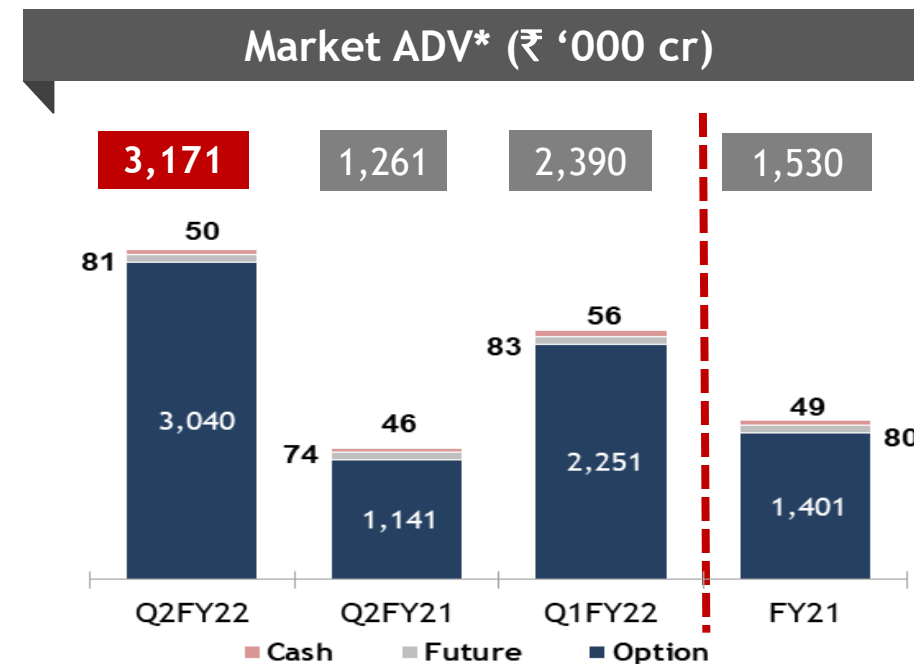
- Gross written premium Q2FY22 grew 21.4% YoY
- NB premium for Q2FY22 grew 30.7% YoY compared to overall Industry growth of 5.8% YoY
- Overall Claims experience in line with claims estimated in Q1 & provisions held to cover future expected claims
- AUM (Policyholders') as on 30th Sep, ₹ 47,246 cr, growth 31.3% YoY



₹ cr	Q2FY22	Q2FY21	Q1FY22	FY21
Total Income	613	516	571	2,020
Profit Before Tax	325	266	315	1,057
Profit After Tax	243	199	236	793
Market Share Cash* - (%)	11.0	8.7	9.6	9.3

Overall Market Share* Q2FY22: 2.4% (Q2FY21: 2.2%)

1,485 branches, franchises and referral co-ordinators






Kotak Mahindra Capital Company



Equity

 ₹ 9,375 cr	Zomato Ltd. # Initial Public Offer	 ₹ 1,838 cr	Devyani International Ltd. # Initial Public Offer
 ₹ 3,134 cr	Max Healthcare Institute Ltd. # Block Trade	 ₹ 1,547 cr	Clean Science & Technology Ltd. # Initial Public Offer
 ₹ 2,999 cr	Cartrade Tech Ltd. # Initial Public Offer	 ₹ 1,514 cr	Glenmark Life Sciences Ltd. # Initial Public Offer
 ₹ 2,780 cr	Aptus Value Housing Finance India Ltd. # Initial Public Offer	 ₹ 962 cr	G.R. Infraprojects Ltd. # Initial Public Offer
 ₹ 2,768 cr	Aditya Birla Sun Life Amc Ltd. # Initial Public Offer	 ₹ 543 cr	Cipla Ltd. # Block Trade
 ₹ 1,894 cr	Vijaya Diagnostic Centre Ltd. # Initial Public Offer		

Advisory

 ₹ 34,307 cr	Sell-side Financial Advisor to the Founders of Billdesk for acquisition of Billdesk (Indialdeas.com) by PayU (payments and fintech business of Prosus)
 ₹ 1,039 cr	Manager to the Open Offer to Panatone Finvest (Tata group) for acquisition of Tejas Networks Limited
 Undisclosed	Buy-side Financial Advisor to Delhivery for acquisition of SpotOn Logistics

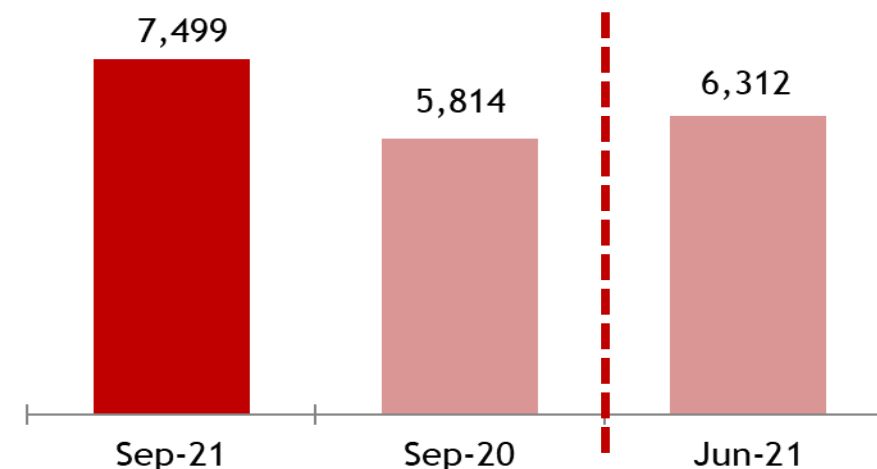
₹ cr	Q2FY22	Q2FY21	Q1FY22	FY21
Total Income	109	44	77	202
Profit Before Tax	75	19	51	111
Profit After Tax	58	14	42	82

Kotak Mahindra Investments



₹ cr	Q2FY22	Q2FY21	Q1FY22	FY21
NII	100	92	102	354
Other Income	42	25	13	74
NII and Other Income	142	117	115	428
Profit Before Tax	119	99	96	346
Profit After Tax	89	74	71	258
NNPA (%)	0.6%	1.0%	0.6%	0.6%
CAR (%) (incl unaudited profits)	30.6%			
ROA (%) - annualised	4.2%			

Customer Assets* (₹ cr)



* Includes loans and credit substitutes

Notes

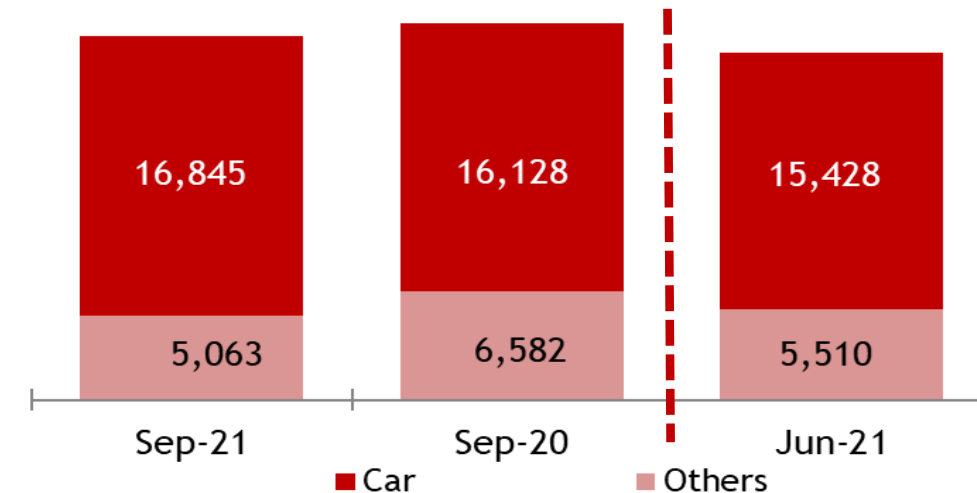
- COVID-19 provision held: ₹ 27 cr, no utilization during H1FY22
- Focus on Balance Sheet quality
- Customer Assets up by 19% QoQ and 29% YoY
- PAT increased by 24% QoQ and 20% YoY
- Improved NNPA YoY

Kotak Mahindra Prime



₹ cr	Q2FY22	Q2FY21	Q1FY22	FY21
NII	338	292	307	1,212
Other Income	97	65	47	220
NII and Other Income	435	358	354	1,432
Profit Before Tax	320	179	106	720
Profit After Tax	240	133	79	535
NNPA (%)	1.8%	1.3%	2.4%	1.8%
CAR (%) (incl unaudited profits)	30.6%			
ROA (%) - annualised	4.0%			

Customer Assets* (₹ cr)

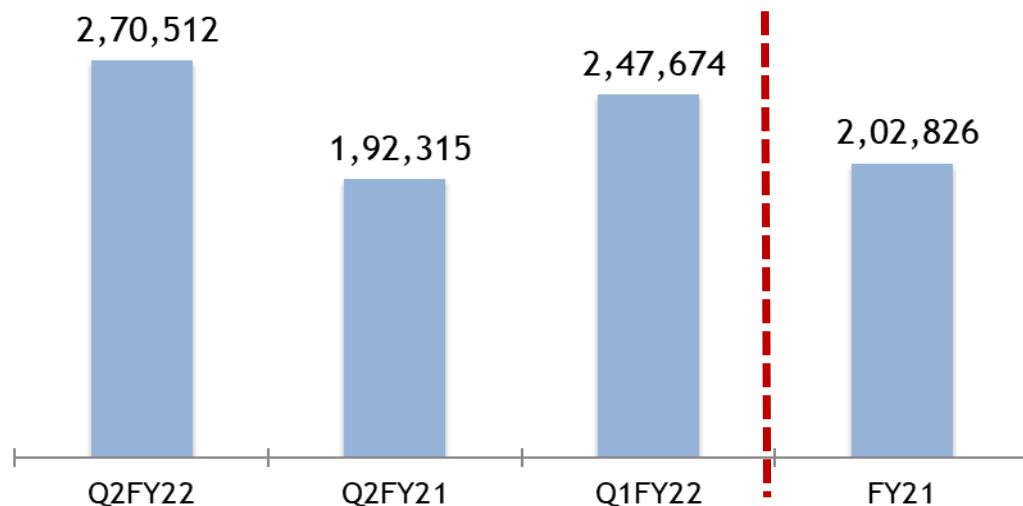


* Includes loans and credit substitutes

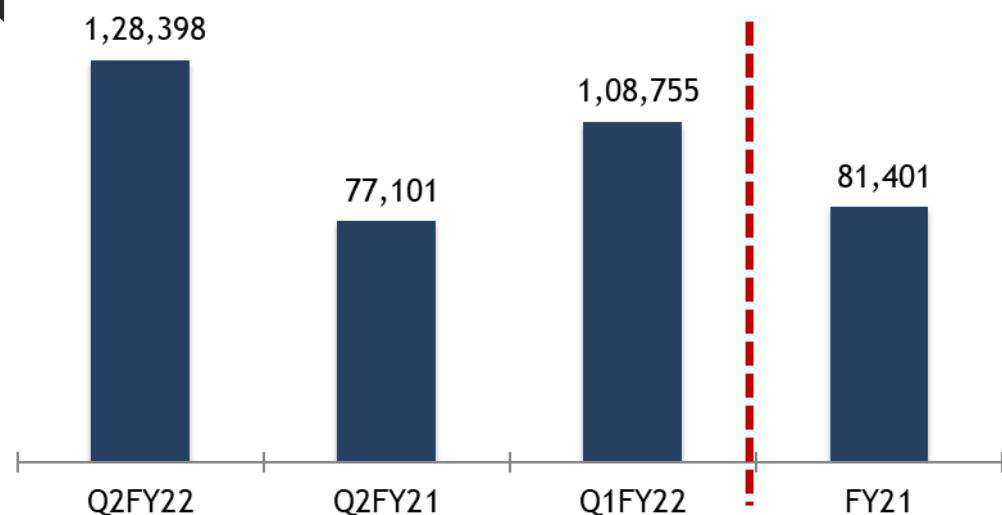
Notes

- COVID-19 provision held: ₹ 90 cr, no utilization during H1FY22
- Recoveries improved in Q2FY22 due to opening up of the markets
- Acquired car finance portfolio of Volkswagen Finance

Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity



₹ cr	Q2FY22	Q2FY21	Q1FY22	FY21
Profit Before Tax	130	113	143	465
Profit After Tax	97	84	107	346

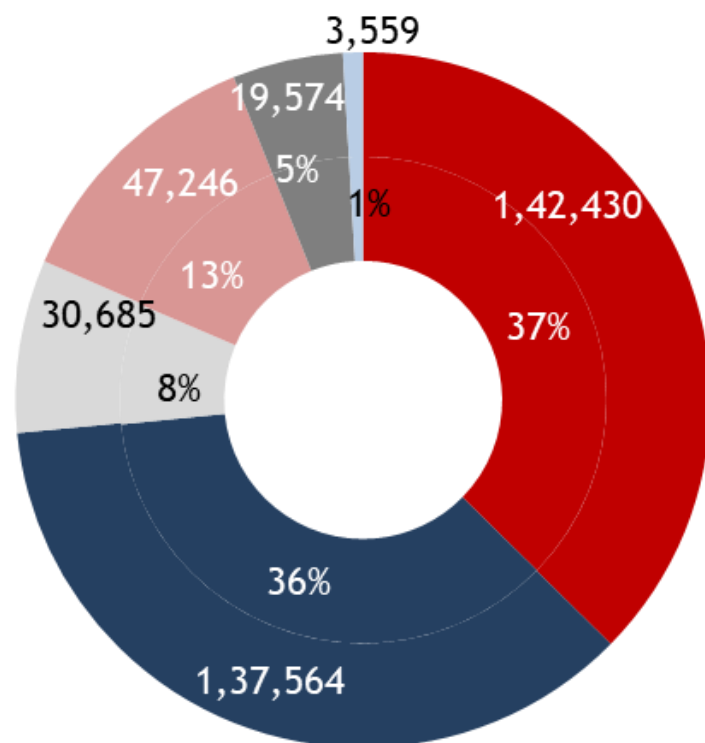
Notes

- Overall Market share on AAUM increased to 7.4% in Q2FY22 (Q2FY21: 6.9%)
- Equity AAUM market share increased to 5.4% in Q2FY22 (Q2FY21: 4.9%)
- AAUM grew 41% YoY compared to industry growth of 32%
- Launched equity NFO 'Kotak Multicap Opportunities Fund' in Sep-21- amount collected ₹ 3,510 cr & 'Kotak Global Innovation Fund' in Jul-21- amount collected ₹ 1,612 cr

Assets Under Management and Relationship Value

30th September, 2021

(Total: ₹ 381,058 cr)

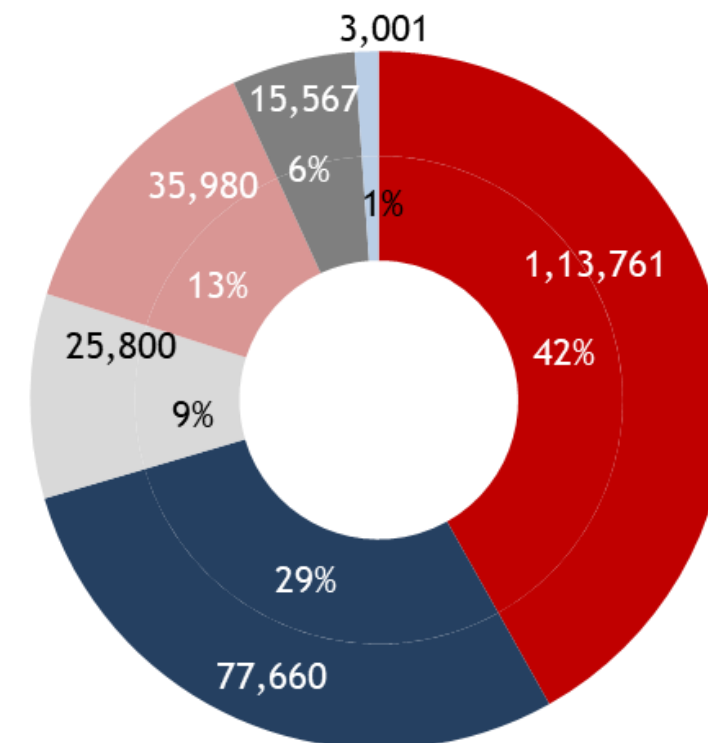


40%



30th September, 2020

(Total: ₹ 271,769 cr)



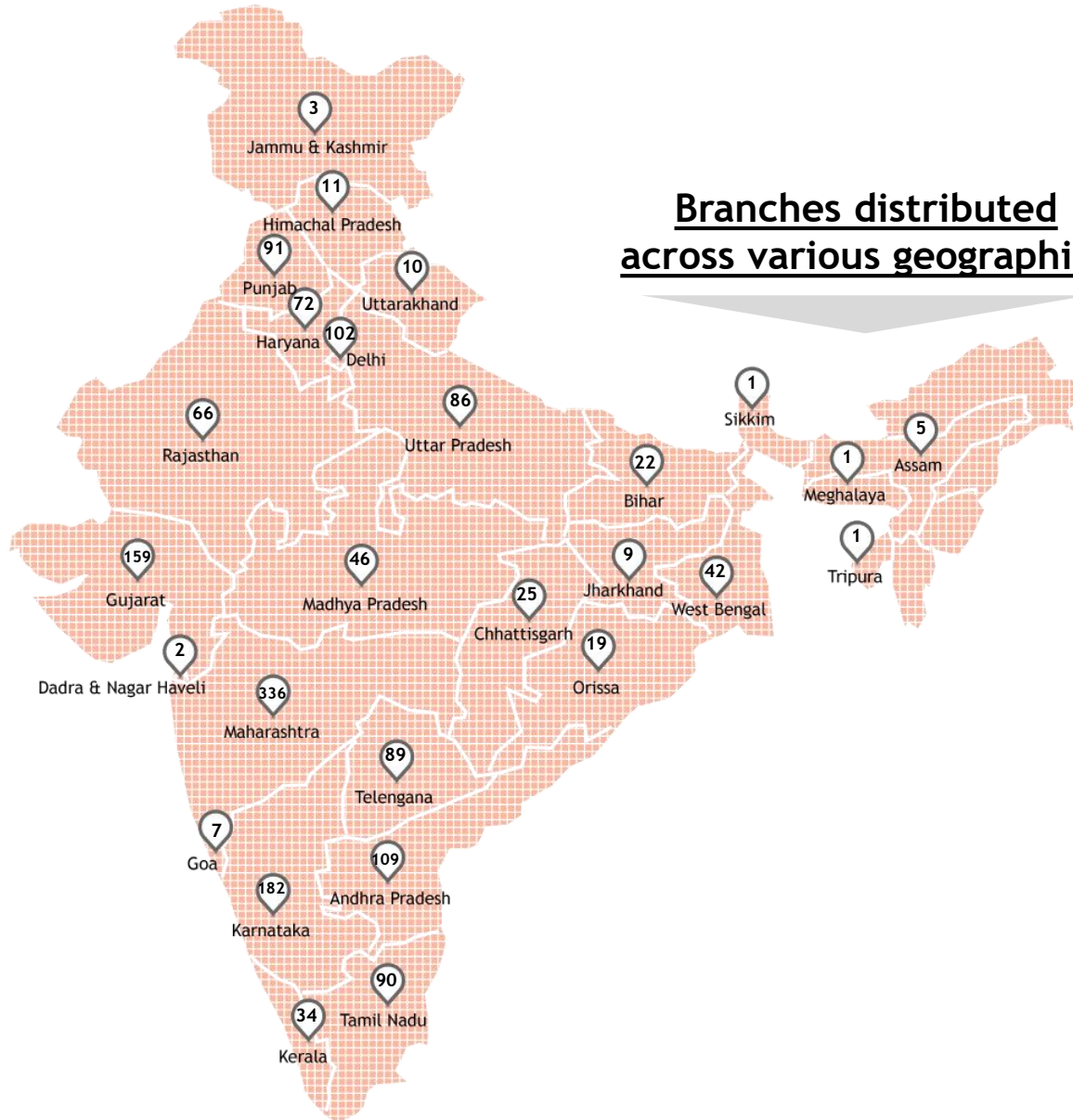
* Includes undrawn commitments, wherever applicable

Relationship Value of Wealth + Priority + Investment Advisory as on
30th Sep, 2021 ~₹ 463,000 cr (PY: ~ ₹ 300,000 cr) - up 54%

Geographical presence

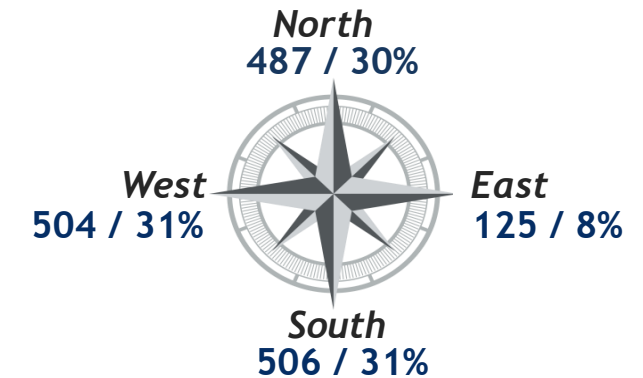


Branches distributed across various geographies

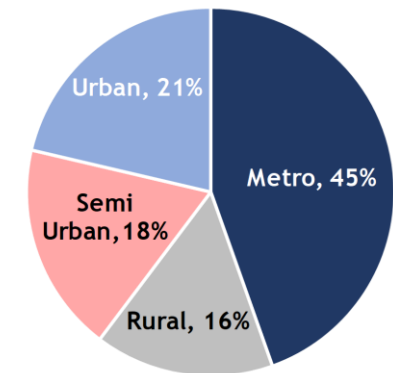


* Does not include branches in DIFC, Dubai & GIFT city, Gujarat

Branches 1,622* [No./%]



Branch Classification



No. of ATMs

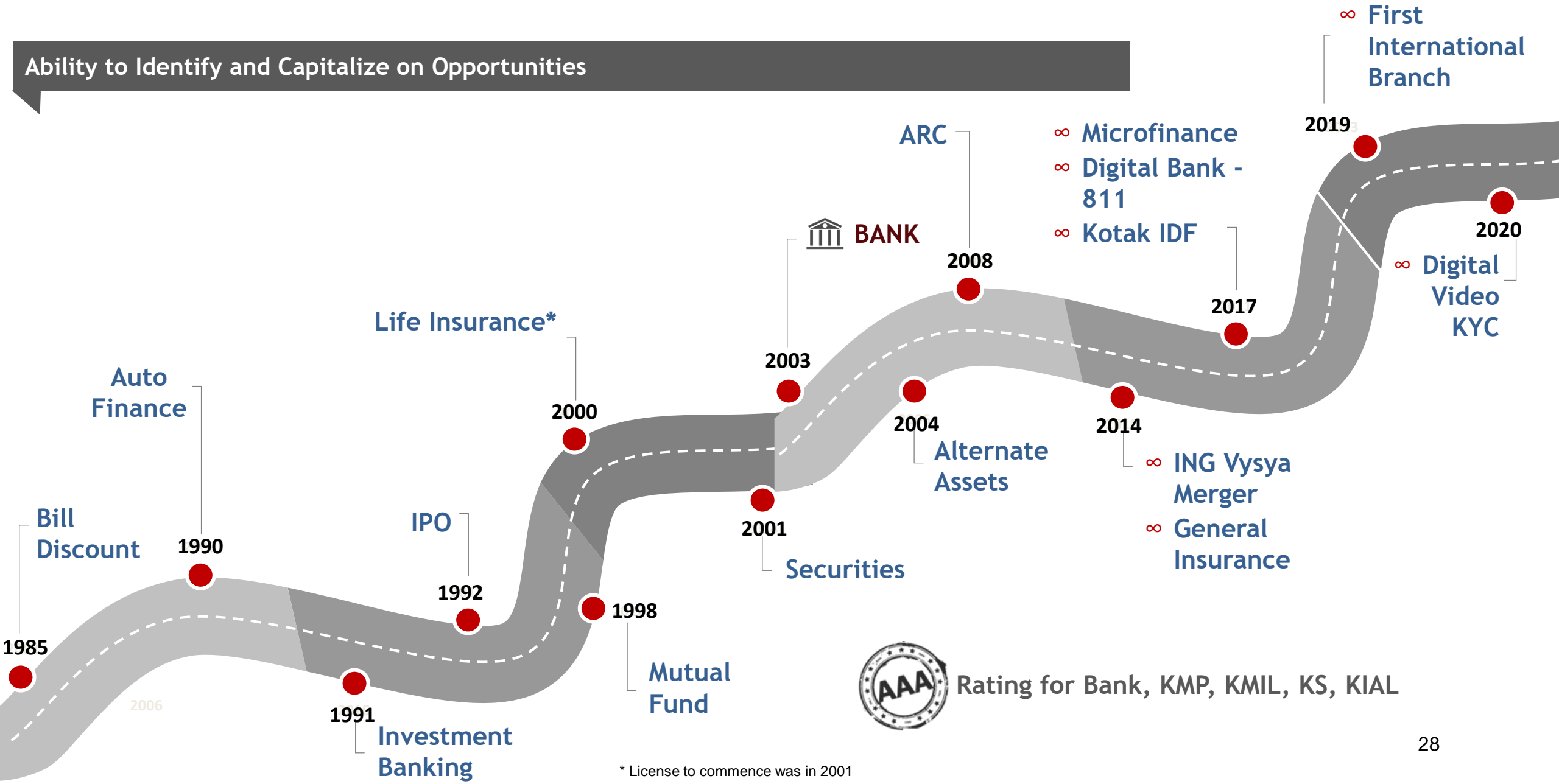


2,601

GROUP PROFILE

The Journey So far...

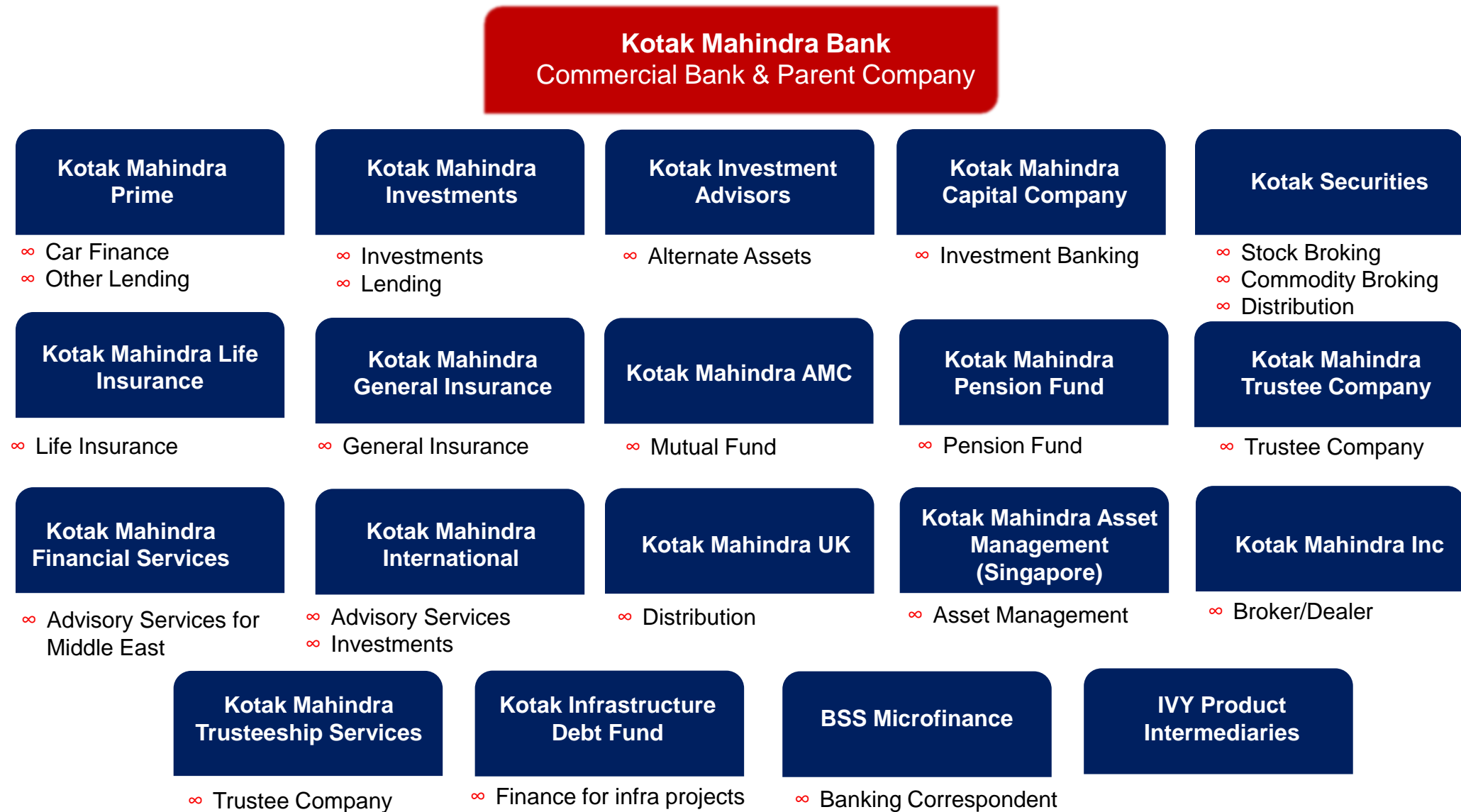
Ability to Identify and Capitalize on Opportunities



Rating for Bank, KMP, KMIL, KS, KIAL

* 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

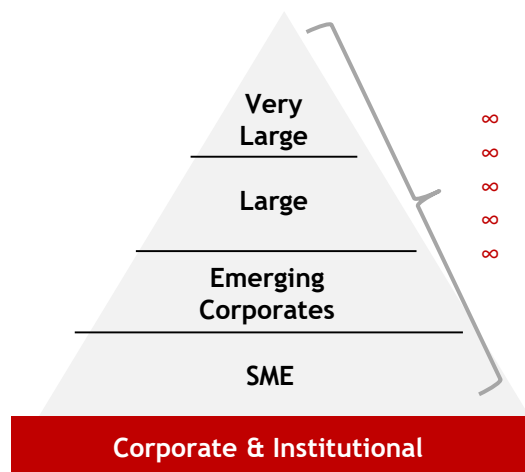
- ∞ Branch Banking
- ∞ 811
- ∞ Home loans & LAP
- ∞ Personal Loans
- ∞ Consumer Finance
- ∞ Credit Cards
- ∞ Priority Banking
- ∞ Small Business Loans
- ∞ Working Capital
- ∞ NRI Banking
- ∞ Gold Loans
- ∞ Rural Housing & Business Loans
- ∞ Forex Cards
- ∞ FASTag

Other Financial Services

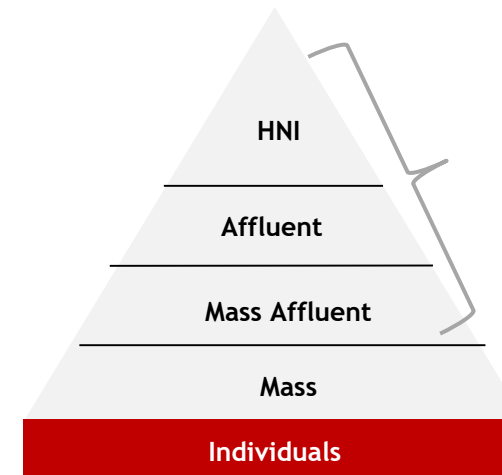
- ∞ Wealth Management
- ∞ Car and 2W Loans
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Loan against Shares
- ∞ Infra Debt Finance
- ∞ Asset Reconstruction

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

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 that help to provide balance in 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 returns that are commensurate with risk through prudent risk management
- ∞ Detailed & extensive policies covering capital adequacy, portfolio concentration limits & stress testing



Digital & technological capabilities

- ∞ Focused on customer acquisition, customer centricity, 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 that has allowed us to build profitable business models, and has enabled us to enter into and maintain partnerships



Strong brand and leadership across 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

- ∞ 9/ 11 Group Management Council ('GMC') members have spent 20+ years with the Group & helped create various businesses since inception
- ∞ 65 members (as on October 26, 2021) in the 'Kotak Leadership Team' (incl. GMC) - strong succession pipeline for senior leadership positions to nurture our culture of growth, innovation & high quality governance

Keeping Technology at the Core

Investing in technology (both infrastructure and applications), with a dual objective - 'run the Bank' and 'change the Bank'

Leadership in digital capabilities

Continue journey on best in class digital processes and interface at speed

Customer Centricity

Keep customer at the core of the business in order to provide a positive experience and build long term relationships

Expanding Access to Low Cost Liabilities

Pursuing Advances Growth

Ensuring right asset quality additions at risk adjusted pricing and appropriate risk management

Executing with Discipline and Improving Productivity

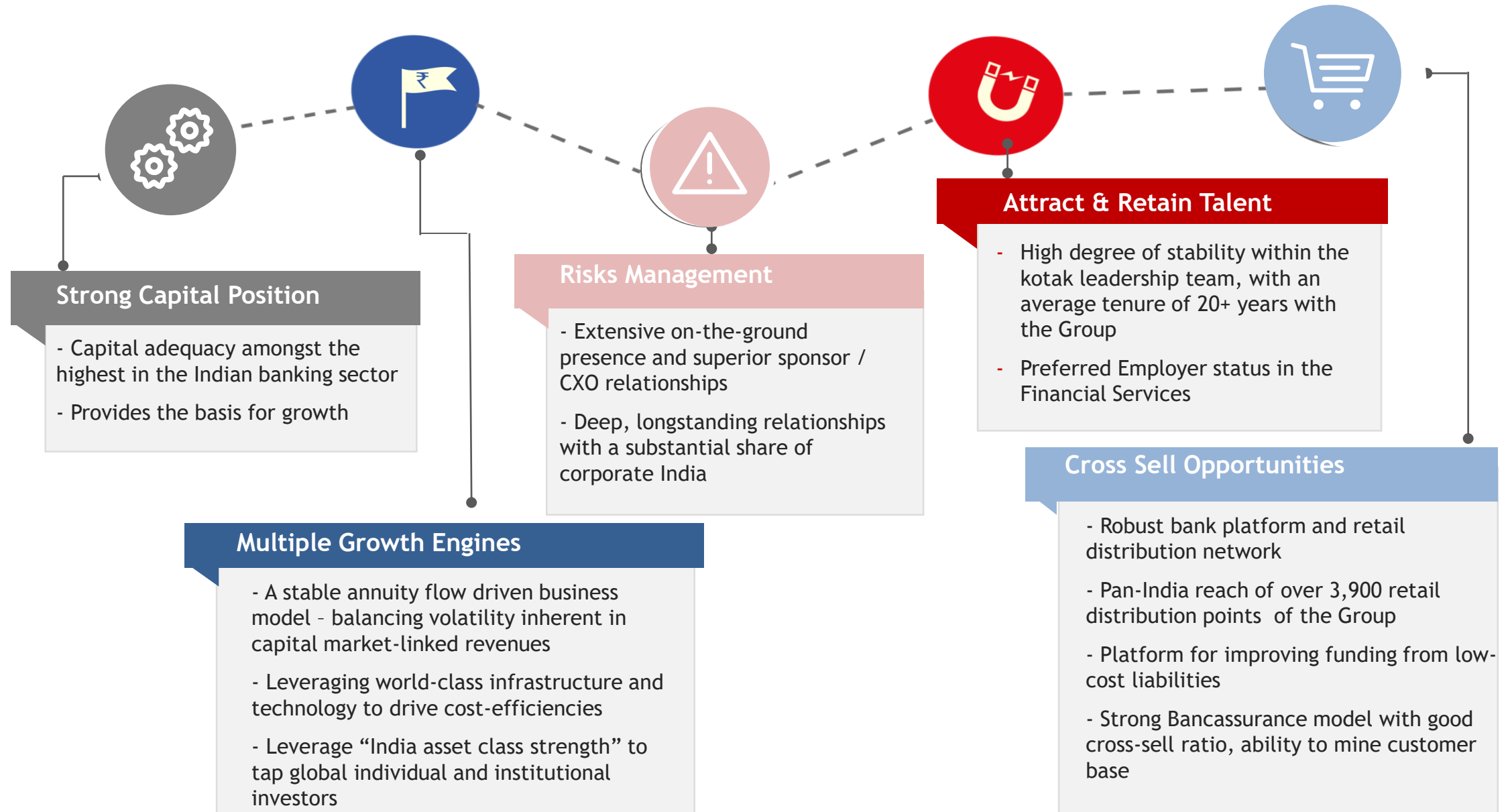
Focus on Efficiency, Productivity and Capital

Approaching financial inclusion as an opportunity

Building a team of talented, engaged and motivated employees in an agile structure

Leveraging strong corporate standing to pursue inorganic opportunities

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

25 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

26 Years

Group CFO, Operations



Nilesh Shah

6 Years

Asset Management



Jaideep Hansraj

28 Years

Retail Brokerage



Virat Diwanji

17 Years

Retail Liabilities & Branch Banking



Srini Srinivasan

28 Years

Investment Advisory



Paul Parambi

30 Years

Risk

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

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