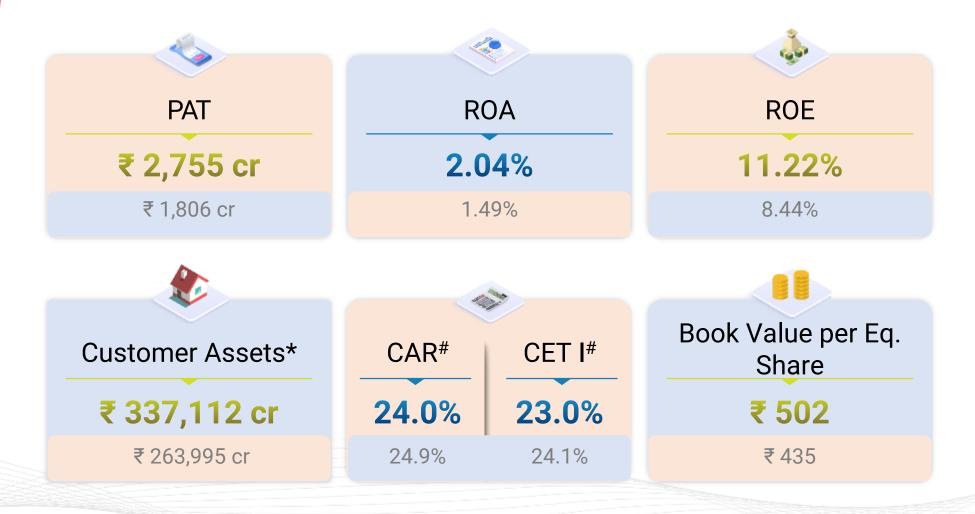


# Consolidated Highlights Q1FY23





Figures in grey are Q1FY22 numbers

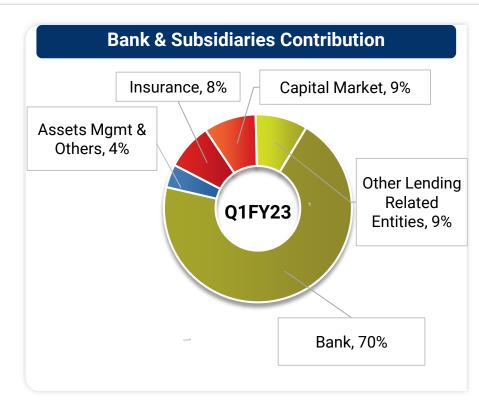
<sup>#</sup> As per Basel III, including unaudited profits. Excluding profits CAR: 23.3%, CET I: 22.4% (30th Jun, 2021: CAR: 24.2%, CET I: 23.3%)

<sup>\*</sup> Customer Assets include Advances and Credit Substitutes

## Consolidated PAT



| ₹cr                        | Q1FY23 | Q1FY22 | Q4FY22 | FY22   |
|----------------------------|--------|--------|--------|--------|
| Kotak Mahindra Bank        | 2,071  | 1,642  | 2,767  | 8,573  |
| Kotak Mahindra Prime (KMP) | 157    | 79     | 313    | 886    |
| Kotak Mahindra Investments | 63     | 71     | 101    | 371    |
| Kotak Securities           | 219    | 236    | 252    | 1,001  |
| Kotak Mahindra Capital     | 51     | 42     | 42     | 245    |
| Kotak Mahindra Life Ins    | 248    | (243)  | 267    | 425    |
| Kotak Mahindra General Ins | (18)   | (5)    | (46)   | (83)   |
| Kotak AMC and TC           | 106    | 107    | 102    | 454    |
| International Subs         | 14     | 30     | 20     | 118    |
| BSS Microfinance           | 56     | 7      | 43     | 83     |
| Others                     | 6      | 22     | 26     | 92     |
| Bank & Subsidiaries        | 2,973  | 1,987  | 3,888  | 12,165 |
| Affiliates                 | 43     | 11     | 33     | 158    |
| Interco Adjustments        | (261)  | (192)  | (29)   | (234)  |
| Consolidated PAT           | 2,755  | 1,806  | 3,892  | 12,089 |
| ROA (annualised)           | 2.04%  | 1.49%  | 2.94%  | 2.36%  |



Accounting policy change for brokerage, PBT impact in KMP: ₹ 111 cr

# Entity-wise Capital & Reserves and Surplus



| ₹cr   | 30-Jun-22 | 30-Jun-21 | 31-Mar-22 |
|---|-----------|-----------|-----------|
| Kotak Mahindra Bank                         | 74,652    | 65,472    | 72,456    |
| Kotak Mahindra Prime                        | 7,634     | 6,702     | 7,494     |
| Kotak Mahindra Investments                  | 2,552     | 2,189     | 2,489     |
| Kotak Securities                            | 6,462     | 5,526     | 6,291     |
| Kotak Mahindra Capital                      | 902       | 711       | 885       |
| Kotak Mahindra Life Ins                     | 4,522     | 3,720     | 4,389     |
| Kotak Mahindra General Ins                  | 365       | 187       | 233       |
| Kotak AMC and TC                            | 1,659     | 1,280     | 1,627     |
| Kotak Infrastructure Debt Fund              | 453       | 425       | 449       |
| International Subsidiaries                  | 1,617     | 1,422     | 1,539     |
| Kotak Investment Advisors                   | 767       | 418       | 764       |
| Other Entities                              | 473       | 308       | 419       |
| Total                                       | 102,058   | 88,359    | 99,035    |
| Affiliates                                  | 1,229     | 1,040     | 1,186     |
| Inter-company and Others                    | (3,209)   | (2,632)   | (3,087)   |
| Consolidated Capital & Reserves and Surplus | 100,078   | 86,768    | 97,134    |

Consolidated Cap & Reserves crosses ₹ 1 trillion

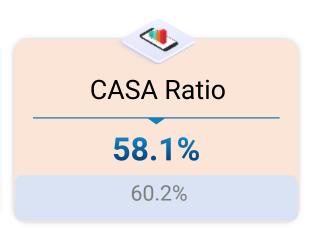
# Standalone Highlights Q1FY23





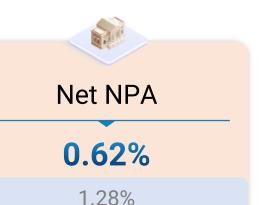




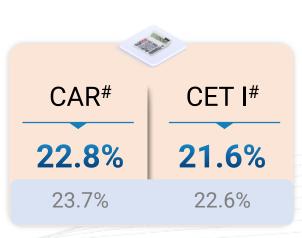




₹ 235,340 cr







Figures in grey are Q1FY22 numbers

<sup>#</sup> As per Basel III, including unaudited profits. Excluding profits CAR: 22.1%, CET I: 21.0% (30th Jun, 2021: CAR: 23.1%, CET I: 22.0%)

<sup>&</sup>amp;Customer Assets include Advances and Credit Substitutes

## **Profit and Loss Account**



| ₹cr                                  | Q1FY23 | Q1FY22 | Q4FY22 | FY22   |
|--------------------------------------|--------|--------|--------|--------|
| Net Interest Income                  | 4,697  | 3,942  | 4,521  | 16,818 |
| Other Income                         | 1,244  | 1,351  | 1,827  | 6,354  |
| Fee and Services                     | 1,656  | 1,169  | 1,697  | 5,781  |
| Others                               | (412)  | 182    | 130    | 573    |
| Net Total Income                     | 5,941  | 5,293  | 6,348  | 23,172 |
| Employee Cost                        | 1,173  | 1,082  | 1,123  | 4,582  |
| Other Operating Expenses             | 1,985  | 1,321  | 1,885  | 6,539  |
| Operating Expenditure                | 3,158  | 2,403  | 3,008  | 11,121 |
| <b>Operating Profit</b>              | 2,783  | 2,890  | 3,340  | 12,051 |
| Provision On Adv/Receivables (net)   | 88     | 725    | 187    | 1,513  |
| General provision - COVID related    | (65)   | -      | (453)  | (732)  |
| Provision On Investments             | -      | (21)   | (40)   | (91)   |
| <b>Provision &amp; Contingencies</b> | 23     | 704    | (306)  | 690    |
| PBT                                  | 2,760  | 2,186  | 3,646  | 11,361 |
| Provision For Tax                    | 689    | 544    | 879    | 2,788  |
| PAT                                  | 2,071  | 1,642  | 2,767  | 8,573  |

Trading and MTM hit\* Q1FY23: ₹ 857 cr;

(Q1FY22: ₹ 274 cr, Q4FY22: ₹ 302 cr; FY22: ₹ 1,163 cr)



AFS+HFT book as % of Investment book: 61%

Modified duration of AFS +HFT\*: 1.04 years

#### **Fees & Services**

| ₹cr                               | Q1FY23 | Q1FY22 | Q4FY22 | FY22  |
|-----------------------------------|--------|--------|--------|-------|
| Distribution & Syndication Income | 262    | 183    | 376    | 1,102 |
| General Banking Fees              | 1,352  | 946    | 1,279  | 4,511 |
| Others                            | 42     | 40     | 42     | 168   |
| Fees and Services                 | 1,656  | 1,169  | 1,697  | 5,781 |

**Notes for Q1FY23** 

<sup>\*</sup>On fixed income book, net of OIS

## **Asset** Quality



| ₹cr                                | 30-Jun-22 | 30-Jun-21 | 31-Mar-22 |
|------------------------------------|-----------|-----------|-----------|
| GNPA                               | 6,379     | 7,932     | 6,470     |
| NNPA                               | 1,749     | 2,792     | 1,737     |
| GNPA (%)                           | 2.24%     | 3.56%     | 2.34%     |
| NNPA (%)                           | 0.62%     | 1.28%     | 0.64%     |
| PCR (excl standard and COVID prov) | 72.6%     | 64.8%     | 73.2%     |



## Credit cost on advances for Q1FY23:

16 bps annualised (excl COVID & restructuring prov/reversal)

(Q4FY22: 15 bps; Q1FY22: 131 bps)



#### Slippages for Q1FY23

₹ 1,435 cr (0.5% of Advances) Of which ₹ 781 cr got upgraded within Q1FY23.

Hence, Net Slippages: ₹ 654 cr (0.2% of Advances)

- Recoveries and upgrades during the quarter: ₹ 1,295 cr
- SMA2<sup>^</sup> O/s as on 30<sup>th</sup> Jun, 2022: ₹ 159 cr [31<sup>st</sup> Mar, 2022: ₹ 186 cr]
- No sale of any loans during the year
- Total provisions held: ₹ 6,532 cr
  - COVID-19 provision of ₹ 482 cr (₹ 65 cr reversed in Q1FY23)
  - Restructuring provision of ₹ 221 cr, 10% higher than regulatory requirement
- Standard Restructured FB o/s under various frameworks: COVID: ₹ 379 cr; MSME: ₹ 697 cr [0.38% of Advances]

<sup>^</sup> Fund based outstanding for borrowers with exposure > ₹ 5 cr

# **Balance** Sheet



| ₹cr                              | 30-Jun-22 | 30-Jun-21 | 31-Mar-22 |
|----------------------------------|-----------|-----------|-----------|
| Capital & Reserves and Surplus   | 74,652    | 65,472    | 72,456    |
| Deposits                         | 316,483   | 286,560   | 311,684   |
| CA                               | 57,062    | 52,433    | 64,662    |
| Fixed rate SA                    | 117,552   | 109,790   | 117,908   |
| Floating rate SA                 | 9,277     | 10,212    | 6,564     |
| Term Deposits                    | 132,592   | 114,125   | 122,550   |
| Of which: TD Sweep               | 23,458    | 23,050    | 21,906    |
| Borrowings                       | 15,390    | 29,231    | 25,967    |
| Other Liabilities and Provisions | 18,243    | 13,608    | 19,321    |
| Total Liabilities                | 424,768   | 394,871   | 429,428   |

| ₹cr                           | 30-Jun-22 | 30-Jun-21 | 31-Mar-22 |
|-------------------------------|-----------|-----------|-----------|
| Cash, Bank and Call           | 40,065    | 56,135    | 42,924    |
| Investments                   | 89,183    | 106,292   | 100,580   |
| Government Securities         | 61,349    | 84,271    | 75,135    |
| Credit Substitutes            | 23,458    | 17,893    | 21,227    |
| Others                        | 4,376     | 4,128     | 4,218     |
| Advances                      | 280,171   | 217,447   | 271,254   |
| Fixed Assets and Other Assets | 15,349    | 14,997    | 14,670    |
| Total Assets                  | 424,768   | 394,871   | 429,428   |

## **Customer Assets**



| ₹cr                          | 30-Jun-22 | 30-Jun-21 | 31-Mar-22 | YoY  | QoQ |
|------------------------------|-----------|-----------|-----------|------|-----|
| Home Loans & LAP             | 80,975    | 55,623    | 76,077    | 46%  | 6%  |
| Consumer Bank WC (Secured)   | 26,487    | 21,047    | 26,444    | 26%  | -   |
| PL, BL and Consumer Durables | 11,616    | 6,561     | 10,071    | 77%  | 15% |
| Credit Cards                 | 6,819     | 3,848     | 5,572     | 77%  | 22% |
| CV/CE                        | 23,246    | 19,339    | 22,490    | 20%  | 3%  |
| Agriculture Division         | 24,604    | 20,119    | 25,200    | 22%  | -2% |
| Tractor Finance              | 11,015    | 9,276     | 10,766    | 19%  | 2%  |
| Retail Micro Finance         | 3,650     | 1,812     | 3,060     | 101% | 19% |
| Corporate Bkg                | 66,633    | 60,157    | 66,674    | 11%  | -   |
| SME                          | 20,529    | 16,404    | 20,444    | 25%  | -   |
| Others                       | 4,597     | 3,261     | 4,456     | 41%  | 3%  |
| Total Advances               | 280,171   | 217,447   | 271,254   | 29%  | 3%  |
| Credit Substitutes           | 23,458    | 17,893    | 21,227    | 31%  | 11% |
| Total Customer Assets        | 303,629   | 235,340   | 292,481   | 29%  | 4%  |

| Composition of Advances       | 30-Jun-22 |
|-------------------------------|-----------|
| Floating                      | 69%       |
| EBLR (repo-linked)            | 50%       |
| MCLR/Base rate/Others         | 19%       |
| Fixed rate (basis cash flows) | 31%       |
| < 1 year                      | 11%       |
| > 1 year                      | 20%       |

Floating + Fixed rate book < 1 year: 80%

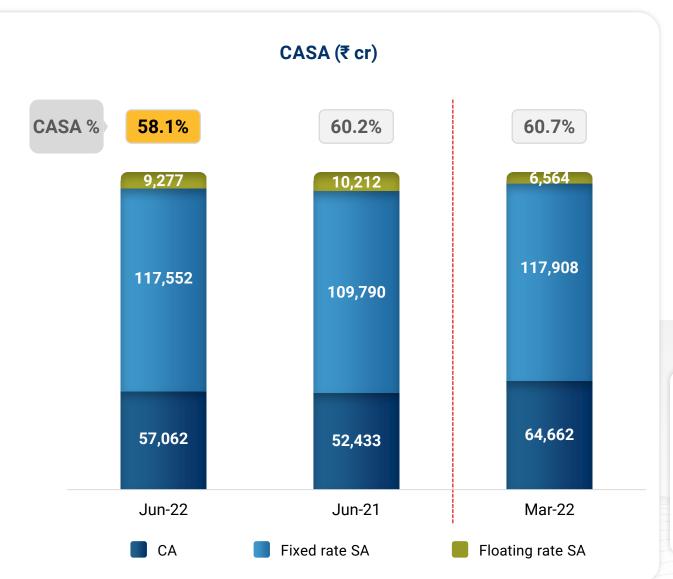
Unsecured retail advances (incl Retail Micro Finance): 7.9% of Advances (30th Jun, 2021: 5.6%)

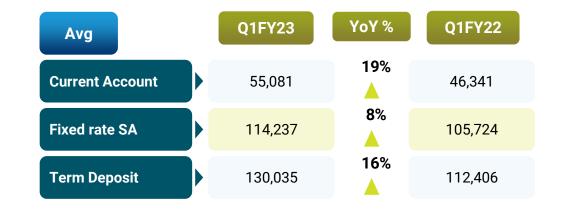
Acquired Agri & Health Equipment Financing standard loan outstanding of ₹ 582 cr of DLL India\* in Jul'22

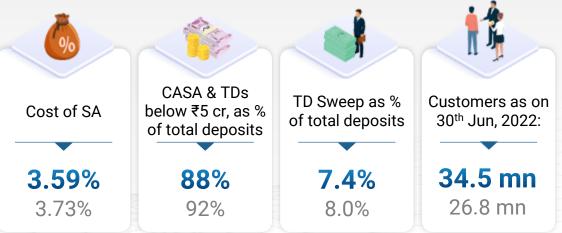
<sup>\*</sup>De Lage Landen Financial Services India Private Limited (DLL India)

# **Deposit**









# Investing in Technology Backbone

**kotak** 

For Acquisition, Engagement, Experience

### **Key Projects Completed in Q1**

### **Infrastructure & Information Security**



**Build Resiliency & Adopt Cloud** 

Capacity Augmentation within Data Centres

Next- generation Security Operations Center (SOC) with additional Mitre framework use cases

### **Core Applications**



**Reinforce Core Systems** 

Direct Tax Payments through Kotak as an agency banker

New Clearing System Platform

### **Digital**



### **DIY Journey, STP & Automation**

Home Loan LOS, DIY, and assisted journeys

Digitized Credit card onboarding, Loan Partner portal, and other enhancements

Spendz: New prepaid account and card

New UPI payment experience

# Digital Channels



## **Kotak Mobile Banking App**

SuperApp for all financial needs



### Key launches in the app in Q1

1 Loan Service

Request

(4)

Connect with

**Expert** 

(3)

2 Forex Cash

Marathi Language Support

5 Guaranteed Savings 6

uaranteed Savings Kotak Smart Insurance Plan Life

4.8

Among the top rated banking apps on iOS

4.4

Among the top rated banking apps on Android 1.4X

90 day active Users YoY 2.5X

Transaction Volume YoY 1.8X

Transaction Value YoY

## **Conversational Banking**

Al-enabled Automated Customer Support



### **Keya Chatbot**

1.6X 90 day active users YoY

2.2X YoY queries handled successfully

44 SRs / Enquiries live

### WhatsApp Banking

1.8X 90 day active users YoY

44X YoY queries handled successfully

**36** Services live

### Kotak **SPENDZ**

58%



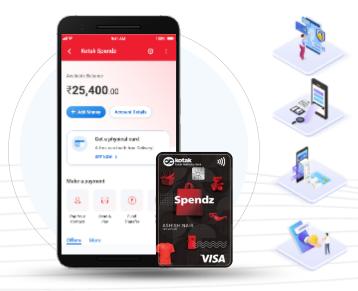
### A Prepaid account for Kotak customers for managing everyday expenses

#### **Born Out of Customer Feedback \***

Need to segregate and track expenses

Ask for cashback and offers

80% Worried about security



Secure transactions, without exposing main account or Debit Card

Track expenses conveniently without clutter

Pay conveniently through UPI (Pay Your Contact, Scan & Pay) or Spendz Card

1% cashback rewards on Spendz Card transactions on POS or PG (No cap and no minimum spends)

## **UPI** payment experience

#### **Key launch in Q1: UPI Number & Centralized Mapper**

Send money using UPI number instead of UPI ID, without needing to remember UPI handle



Customer Convenience



Mobile no usable as UPI number



One time number creation



Interoperable across UPI apps 2.6X YoY UPI transaction volume Q1 FY23 vs Q1 FY22

**3.4X** YoY UPI transactions within Mobile App Q1 FY23 vs Q1 FY22

**3.5X** YoY UPI acquiring transaction volume Q1 FY23 vs Q1 FY22

11X YoY Pay Your Contact transactions Jun '22 vs Jun '21

<sup>\*</sup>Kotak Market Research with Individual savings clients

## **Retail Assets**

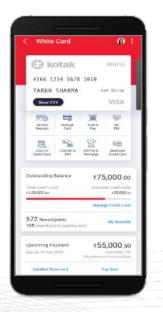
## Key new customer journeys in Q1

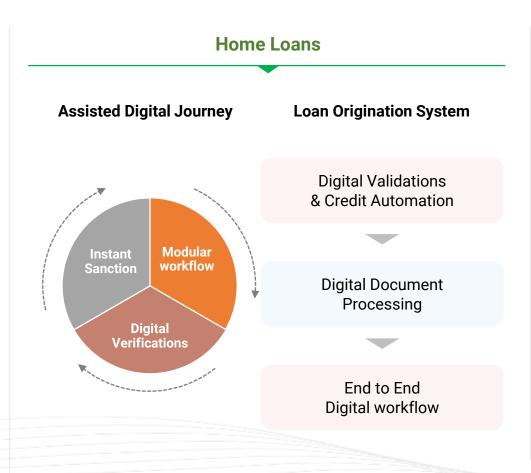


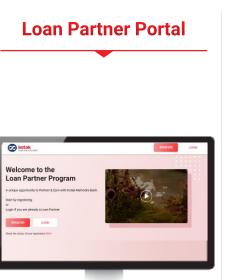
#### **Credit Cards**

E2E digitization of onboarding journeys

Straight through journeys for life cycle management







### **Loan Service Request**

Customers can raise 46 types of SRs from MB app





## **Business** Banking



### **Digitizing Merchant Offerings**

#### Key launches in Q1



#### kotak.biz mobile app

#### **Enhancements in Q1**

- SMS Pay send sms to customers to pay using UPI, wallets, cards or netbanking
- 100% Digital Onboarding of merchant
- Acceptance through PG offering multiple digital options





### **Transforming Transaction Banking**

Launches in Q1



## UPI Autopay Platform

capability for easing recurring payments via UPI

**2** 

### Reporting Module Robust, DIY,

Robust, DIY, Scalable and Secured (3)

# Electronic General Banking Operations channel enabled for

RERA resulting in reduced TATs

4

# Opening Form for

SME clients resulting in ease of operations (5)

#### **Direct Tax**

End to end tax workflow with instant challan capability

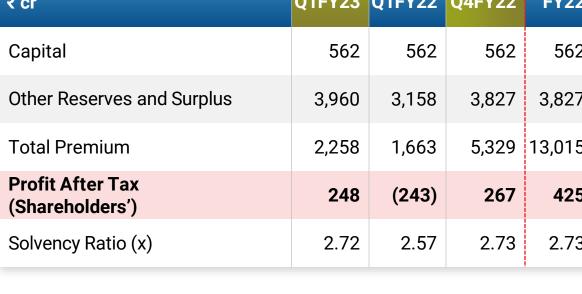




## Kotak Mahindra Life Insurance



| ₹cr                              | Q1FY23 | Q1FY22 | Q4FY22 | FY22   |
|----------------------------------|--------|--------|--------|--------|
| Capital                          | 562    | 562    | 562    | 562    |
| Other Reserves and Surplus       | 3,960  | 3,158  | 3,827  | 3,827  |
| Total Premium                    | 2,258  | 1,663  | 5,329  | 13,015 |
| Profit After Tax (Shareholders') | 248    | (243)  | 267    | 425    |
| Solvency Ratio (x)               | 2.72   | 2.57   | 2.73   | 2.73   |





Q1FY22 had significantly higher death claims and Covid-19 related provisions

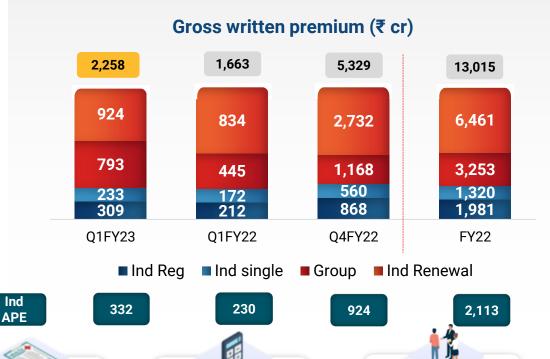


Gross written premium Q1FY23 grew 35.8% YoY



Individual APE NB premium for Q1FY23 grew 44.6% YoY





Group premium for Q1FY23 grew 78.3% YoY



**AUM** (Policyholders') as on 30<sup>th</sup> Jun, 2022: ₹ 51,082 cr, growth 15.0% YoY

Claims net of reinsurance amounted to ₹306 cr (Q1FY22: ₹ 562 cr)

## **Kotak Securities**



| ₹cr                       | Q1FY23 | Q1FY22 | Q4FY22 | FY22  |
|---------------------------|--------|--------|--------|-------|
| Total Income              | 616    | 571    | 661    | 2,502 |
| Profit Before Tax         | 291    | 315    | 335    | 1,334 |
| Profit After Tax          | 219    | 236    | 252    | 1,001 |
| Market Share Cash* (%)    | 10.4   | 9.6    | 11.5   | 10.6  |
| Overall Market Share* (%) | 4.3    | 2.4    | 3.7    | 3.0   |

1,479 branches, franchises and referral co-ordinators

<sup>\*</sup>excluding BSE Derivative & Proprietary Segments



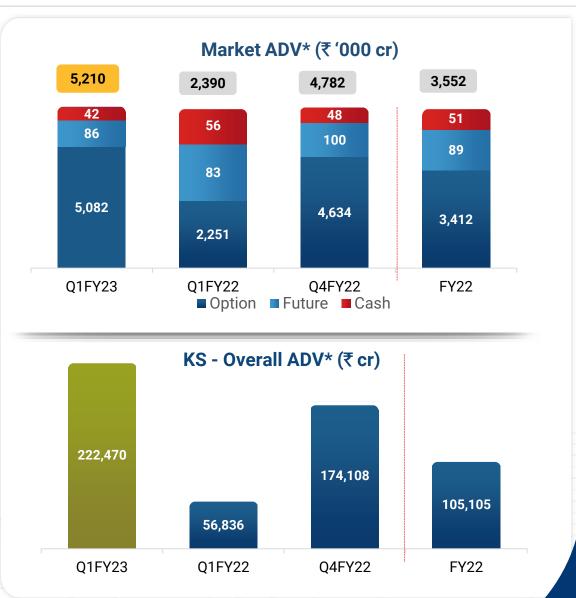
363%

Growth YoY in Internet Trading ADV



**426**%

Growth YoY in mobile Trading ADV



# Kotak Mahindra Capital Company



### **Equity**

### **Advisory**



Life Insurance Corporation of India

# Initial Public Offering

#### DELHIVELA

₹ 5,235 cr

Delhivery Limited

# Initial Public Offering



₹ 2,172 cr

Zee Entertainment Enterprises Limited

# Block deal



₹ 1,581 cr

Rainbow Children's Medicare Limited

# Initial Public Offering



₹ 1,400 cr

Campus Activewear Limited

# Initial Public Offering



HDFC BANK

₹ 436,259 cr

Advisor to HDFC Limited in relation to merger of HDFC Limited with HDFC Bank Limited



Shiprocket

₹ 1,558 cr

Financial advisor to Pickrr Technologies Private Limited in relation to its acquisition by BigFoot Retail Solutions Pvt Ltd

| aether            |
|-------------------|
| ₹ 808 cr          |
| Aether Industries |

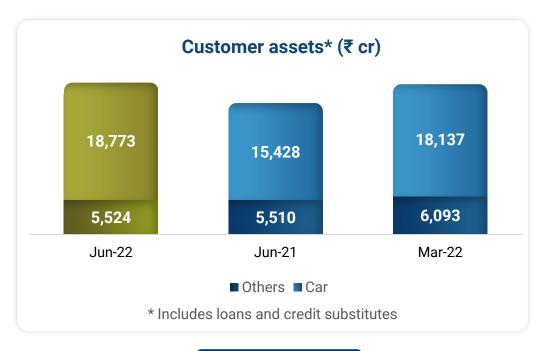
Limited
# Initial Public Offering

| ₹cr               | Q1FY23 | Q1FY22 | Q4FY22 | FY22 |
|-------------------|--------|--------|--------|------|
| Total Income      | 99     | 71     | 89     | 440  |
| Profit Before Tax | 66     | 51     | 55     | 316  |
| Profit After Tax  | 51     | 42     | 42     | 245  |

## Kotak Mahindra Prime



| ₹cr                              | Q1FY23 | Q1FY22 | Q4FY22 | FY22  |
|----------------------------------|--------|--------|--------|-------|
| NII                              | 417    | 307    | 427    | 1,457 |
| Other Income                     | 68     | 48     | 77     | 331   |
| NII and Other Income             | 485    | 355    | 504    | 1,789 |
| Profit Before Tax                | 210    | 106    | 416    | 1,180 |
| Profit After Tax                 | 157    | 79     | 313    | 886   |
| NNPA (%)                         | 1.5%   | 2.4%   | 1.7%   | 1.7%  |
| CAR (%) (incl unaudited profits) | 31.0%  | 30.9%  | 30.1%  | 30.1% |
| ROA (%) - annualised             | 2.3%   | 1.3%   | 4.5%   | 3.4%  |





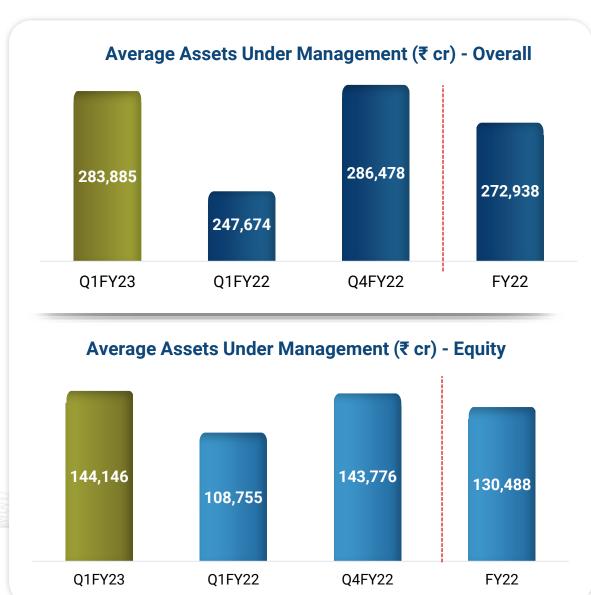
Accounting policy change for brokerage; Q1FY23 PBT lower by ₹ 111 cr



COVID-19 provision reversed during Q4FY22: ₹ 53 cr and Q1FY23 ₹ 1 cr

## Kotak Mahindra AMC & Trustee Co.





| ₹cr               | Q1FY23 | Q1FY22 | Q4FY22 | FY22 |
|-------------------|--------|--------|--------|------|
| Profit Before Tax | 143    | 143    | 136    | 601  |
| Profit After Tax  | 106    | 107    | 102    | 454  |

#### **Notes**



Overall ranking on AAUM moved to 4 in Q1FY23 from 5 in Q1FY22



Individual MAAUM Mix- 49%



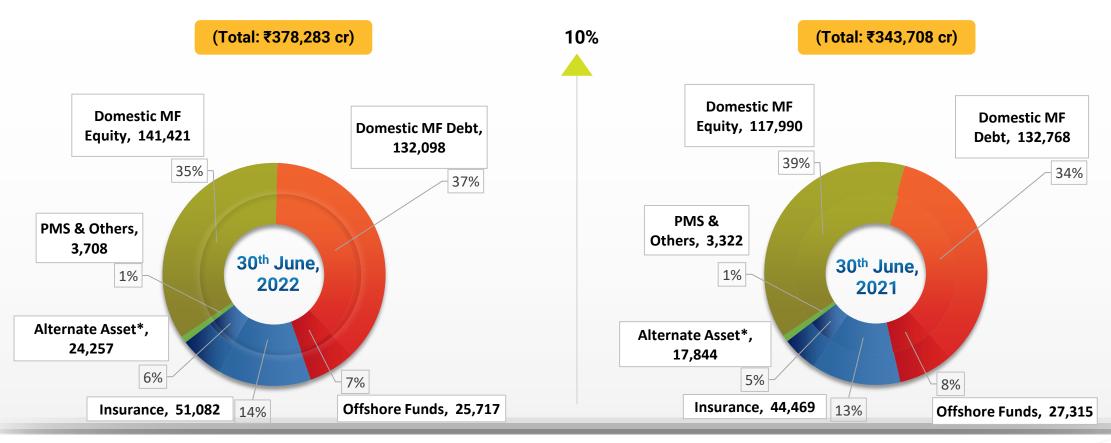
Overall AAUM Market share 7.43% in Q1FY23 (Q1FY22: 7.40%)



Monthly SIP Inflows for Jun'22: ₹ 7.3 bn, up 34% YoY

# Assets Under Management and Relationship Value





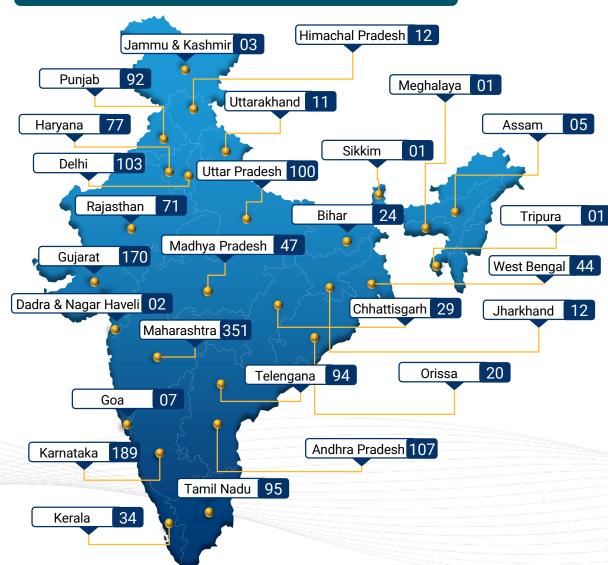


Relationship Value of Private Banking + Priority + Investment Advisory as on 30<sup>th</sup> Jun, 2022 ~ ₹ 501,000 cr (PY: ~ ₹ 404,000 cr) – up 24%

# Geographical presence



### Branches distributed across various geographies





Branches 1,702\* [No. / %]

West **530 / 31%** 

South **519 / 31%** 

North **517 / 30%** 

East 136 / 8%



Branch Classification

Urban 21%

Semi Urban 18%

Rural 16%

Metro 45%



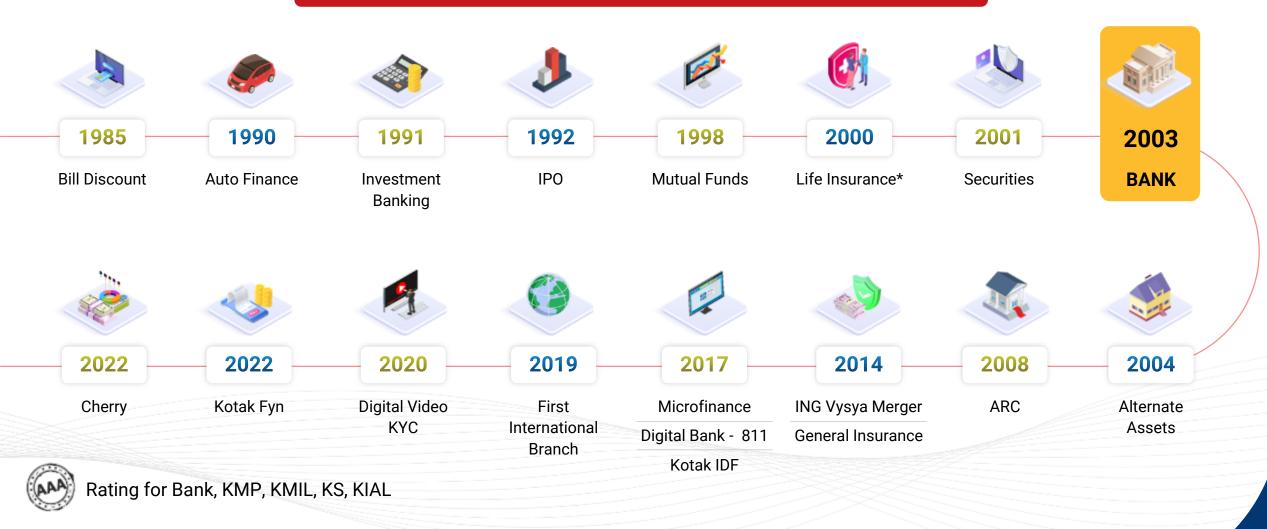
2,761



## The Journey So far...



### **Ability to Identify and Capitalize on Opportunities**



<sup>\*</sup> License to commence was in 2001

# Kotak - Diversified and integrated financial services





**Commercial Bank & Parent 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 | Commodity Broking | Distribution

#### **Kotak Mahindra Life Insurance**

Life Insurance

#### **Kotak Mahindra General Insurance**

General Insurance

#### **Kotak Mahindra AMC**

Mutual Fund

## Kotak Mahindra Pension Fund Pension Fund

**Kotak Mahindra Trustee Company** 

**Trustee Company** 

## Kotak Mahindra Financial Services Advisory Services for Middle East

Kotak Mahindra International
Advisory Services | Investments

### Kotak Mahindra UK

Distribution

### Kotak Mahindra Asset Management (Singapore)

Asset Management

#### Kotak Mahindra Inc

Broker/Dealer

#### **Kotak Mahindra Trusteeship Services**

Trustee Company

#### Kotak Infrastructure Debt Fund

Finance for infra projects

#### **BSS Microfinance**

**Banking Correspondent** 

#### **IVY Product Intermediaries**



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



#### **Consumer Banking**

- · Branch Banking
- Kotak811
- · Home loans & LAP
- Personal Loans
- · Consumer Finance
- Credit Cards
- Priority Banking
- Small Business Loans
- Working Capital
- NRI Banking
- Rural Housing & Business Loans
- Forex Cards
- FASTag
- Loan against Shares



#### **Commercial Banking**

- · Agriculture Finance
- · Tractor Finance
- Commercial Vehicles
- Construction Equipment
- Microfinance
- Gold Loans



#### **Other Financial Services**

- Private Banking
- Car and 2W Loans
- Mutual Funds
- Alternate Assets
- Off-shore Funds
- Life Insurance
- General Insurance
- · Investment Banking / DCM
- Broking
- · Infra Debt Finance
- · Asset Reconstruction

#### **Deposits across all customer segments**

### **Wide Customer Coverage**

### **Corporate & Institutional**



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

#### Individuals



- Private/ Priority Banking
- Commercial banking
- Consumer loans
- Mutual fund
- Insurance
- Kotak811
- Microfinance

# Our Strengths



An integrated financial services conglomerate with a diversified business model

Balance Sheet, Market & Knowledge driven businesses that provide access to multiple growth avenues and hedge against downturns

Broad product spectrum helps meet customers' diverse requirements, enhancing overall experience Healthy asset quality & prudent risk management capabilities

Focus on 'Return of Capital' along with return on capital

Comprehensive Enterprise Risk Management framework Digital & technological capabilities

Best in class digital processes and experience

Customer centric approach to build positive, long term and engaging relationship

Strong cybersecurity and data protection framework

Ability to identify and capitalize on opportunities

Culture of innovation that helps capitalize on profitable business opportunities, create niche and differentiated business segments

Talented, engaged and motivated employees

Strong brand and leadership across businesses

Strong position across various segments

Numerous industry awards and accolades

Strong governance culture and an experienced management team

10/ 12 Group Management Council ('GMC') members with 20+ years with the Group - helped create various businesses since inception

72 members\* in the 'Kotak Leadership Team' (incl. GMC) – strong succession pipeline for senior leadership positions

\*as on 1st July, 2022 28

## Our Strategy





## **Keeping Technology** at the Core

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



**Expanding Access to Low Cost Liabilities** 



Approaching financial inclusion as an opportunity



# Leadership in digital capabilities

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



### Pursuing Advances Growth

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



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



### **Customer Centricity**

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



# **Executing with Discipline** and Improving Productivity

Focus on Efficiency, Productivity and Capital



Leveraging strong corporate standing to pursue inorganic opportunities

# The Path of Leadership













#### **Strong Capital Position**

Capital adequacy amongst the highest in the Indian banking sector

Provides the basis for growth

#### **Multiple Growth Engines**

A stable annuity flow driven business model balancing volatility inherent in capital market-linked revenues

Leveraging world-class infrastructure and technology to drive cost-efficiencies

Leverage "India asset class strength" to tap global individual and institutional investors

### Risks Management

Extensive on-the-ground presence and superior sponsor / CXO relationships

Deep, longstanding relationships with a substantial share of corporate India

### **Attract & Retain Talent**

High degree of stability within the kotak leadership team, with an average tenure of 20+ years with the Group

Preferred Employer status in the Financial Services

### **Cross Sell Opportunities**

Robust bank platform and retail distribution network

Pan-India reach of over 4,000\* retail distribution points of the Group

Platform for improving funding from low-cost liabilities

Strong Bancassurance model with good cross-sell ratio, ability to mine customer base

# Strong and Committed Leadership Team



#### **Senior Leadership Team with Long Vintage**



Dipak Gupta Jt. MD

30 Years

IT, Digital, Analytics, Customer experience, Internal Audit



**Gaurang Shah WTD** 

25 Years

Credit, ARD, Asset Mgmt, Alternate Assets, Insurance & International Business



**KVS Manian WTD** 

27 Years

Corporate, Institutional Equities, Investment Bank & Wealth



**D** Kannan

30 Years

Commercial Banking



**Shanti Ekambaram** 

31 Years

Treasury, HR, Marketing, CSR & ESG, Vigilance, Public Affairs, 811



Virat Diwanji

18 Years

Consumer Banking



**Jaimin Bhatt** 

**26 Years**Group CFO,
Operations



Nilesh shah

**7 Years**Asset Management



Jaideep Hansraj

**28 Years**Retail Brokerage



**Srini Sriniwasan** 

29 Years
Investment
Advisory



Paul Parambi

30 Years Risk



Oisharya Das

**28 Years**Private Banking



Ramesh Srinivasan

27 Years
Investment Banking

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

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