

# Investor Presentation

## Q2FY23

Presentation on financial results for  
the period ended 30<sup>th</sup> September, 2022

22<sup>nd</sup> October, 2022



# Consolidated Highlights Q2FY23



PAT

**₹ 3,608 cr**

₹ 2,989 cr



ROA

**2.61%**

2.36%



ROE

**14.09%**

13.47%



Customer Assets\*

**₹ 357,060 cr**

₹ 287,831 cr



CAR#

**23.9%**

24.2%

CET I#

**23.0%**

23.3%



Book Value per Eq.  
Share

**₹ 519**

₹ 449

Figures in grey are Q2FY22 numbers

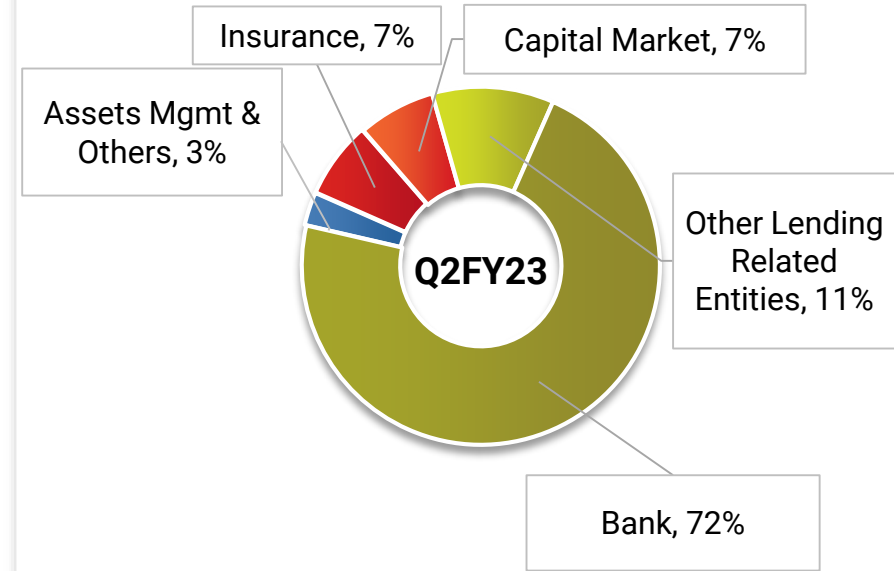
# As per Basel III, including unaudited profits. Excluding profits CAR: 22.5%, CET I: 21.5% (30<sup>th</sup> Sep, 2021: CAR: 22.8%, CET I: 21.8%)

\* Customer Assets include Advances and Credit Substitutes

# Consolidated PAT

₹ cr	Q2FY23	Q2FY22	Q1FY23	FY22
Kotak Mahindra Bank	2,581	2,032	2,071	8,573
Kotak Mahindra Prime (KMP)	222	240	157	886
Kotak Mahindra Investments	78	89	63	371
Kotak Securities	224	243	219	1,001
Kotak Mahindra Capital	22	58	51	245
Kotak Mahindra Life Ins	270	155	248	425
Kotak Mahindra General Ins	(17)	(16)	(18)	(83)
Kotak AMC and TC	106	97	106	454
International Subs	5	27	14	118
BSS Microfinance	70	8	56	83
Others	11	21	6	92
<b>Bank &amp; Subsidiaries</b>	<b>3,571</b>	<b>2,954</b>	<b>2,973</b>	<b>12,165</b>
Affiliates	29	48	43	158
Interco Adjustments	8	(13)	(261)	(234)
<b>Consolidated PAT</b>	<b>3,608</b>	<b>2,989</b>	<b>2,755</b>	<b>12,089</b>
<b>ROA (annualised)</b>	<b>2.61%</b>	<b>2.36%</b>	<b>2.04%</b>	<b>2.36%</b>

## Bank & Subsidiaries Contribution



KMP - Q1FY23: PBT hit of ₹ 111 cr, accounting policy change for brokerage



# Entity-wise Capital & Reserves and Surplus

₹ cr	30-Sep-22	30-Sep-21	30-Jun-22
Kotak Mahindra Bank	77,076	67,376	74,652
Kotak Mahindra Prime	7,856	6,928	7,634
Kotak Mahindra Investments	2,629	2,277	2,552
Kotak Securities	6,685	5,769	6,462
Kotak Mahindra Capital	924	769	902
Kotak Mahindra Life Ins	4,792	3,875	4,522
Kotak Mahindra General Ins	348	296	365
Kotak AMC and TC	1,765	1,377	1,659
Kotak Infrastructure Debt Fund	460	432	453
International Subsidiaries	1,670	1,448	1,617
Kotak Investment Advisors	771	731	767
Other Entities	544	349	473
<b>Total</b>	<b>105,520</b>	<b>91,627</b>	<b>102,058</b>
Affiliates	1,278	1,088	1,249
Inter-company and Others	(3,220)	(3,088)	(3,229)
<b>Consolidated Capital &amp; Reserves and Surplus</b>	<b>103,578</b>	<b>89,627</b>	<b>100,078</b>

# Standalone Highlights Q2FY23



PAT

**₹ 2,581 cr**

₹ 2,032 cr



NII

**₹ 5,099 cr**

₹ 4,021 cr



NIM

**5.17%**

4.45%



CASA Ratio

**56.2%**

60.6%



Customer Assets<sup>&</sup>

**₹ 321,324 cr**

₹ 256,335 cr



Net NPA

**0.55%**

1.06%



Capital & Reserves

**₹ 77,076 cr**

₹ 67,376 cr



CAR<sup>#</sup>

**22.6%**

23.1%

CET I<sup>#</sup>

**21.5%**

22.0%

Figures in grey are Q2FY22 numbers

# As per Basel III, including unaudited profits. Excluding profits CAR: 21.2%, CET I: 20.1% (30<sup>th</sup> Sep, 2021: CAR: 21.8%, CET I: 20.7%)

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

# Profit and Loss Account

₹ cr	Q2FY23	Q2FY22	Q1FY23	FY22
Net Interest Income	5,099	4,021	4,697	16,818
Other Income	1,955	1,812	1,244	6,354
<i>Fee and Services</i>	1,760	1,419	1,656	5,781
<i>Others</i>	195	393	(412)	573
<b>Net Total Income</b>	<b>7,054</b>	<b>5,833</b>	<b>5,941</b>	<b>23,172</b>
Employee Cost	1,415	1,177	1,173	4,582
Other Operating Expenses	2,071	1,536	1,985	6,539
<b>Operating Expenditure</b>	<b>3,486</b>	<b>2,713</b>	<b>3,158</b>	<b>11,121</b>
<b>Operating Profit</b>	<b>3,568</b>	<b>3,120</b>	<b>2,783</b>	<b>12,051</b>
Provision On Adv/Receivables (net)	181	385	88	1,513
General provision - COVID related	(44)	-	(65)	(732)
Provision On Investments	-	39	-	(91)
<b>Provision &amp; Contingencies</b>	<b>137</b>	<b>424</b>	<b>23</b>	<b>690</b>
<b>PBT</b>	<b>3,431</b>	<b>2,696</b>	<b>2,760</b>	<b>11,361</b>
Provision For Tax	850	664	689	2,788
<b>PAT</b>	<b>2,581</b>	<b>2,032</b>	<b>2,071</b>	<b>8,573</b>

\*On fixed income book, net of OIS

## Notes for Q2FY23



Trading and MTM hit\* Q1FY23: ₹ 857 cr; FY22: ₹ 1,163 cr  
(Q2FY23: ₹ 63 cr, Q2FY22: ₹ 110 cr)



AFS+HFT book as % of Investment book: 64%



Modified duration of AFS +HFT\*: 1.05 years

## Fees & Services

₹ cr	Q2FY23	Q2FY22	Q1FY23	FY22
Distribution & Syndication Income	258	312	262	1,102
General Banking Fees	1,455	1,064	1,352	4,511
Others	47	43	42	168
<b>Fees and Services</b>	<b>1,760</b>	<b>1,419</b>	<b>1,656</b>	<b>5,781</b>

# Asset Quality

₹ cr	30-Sep-22	30-Sep-21	30-Jun-22
GNPA	6,210	7,658	6,379
NNPA	1,630	2,491	1,749
GNPA (%)	2.08%	3.19%	2.24%
NNPA (%)	0.55%	1.06%	0.62%
PCR (excl standard and COVID prov)	73.7%	67.5%	72.6%



**Credit cost on advances for Q2FY23 (annualised):**  
 26 bps (incl std prov; excl reversal of COVID & restructuring)  
 (Q1FY23: 16 bps, Q2FY22: 48 bps)



**Slippages for Q2FY23**  
 ₹ 983 cr (0.3% of Advances)  
 Of which ₹ 330 cr got upgraded within Q2FY23  
**Hence, Net Slippages:** ₹ 653 cr (0.2% of Advances)

- Recoveries and upgrades during the quarter: ₹ 945 cr
- SMA2^ O/s as on 30<sup>th</sup> Sep, 2022: ₹ 119 cr [30<sup>th</sup> Jun, 2022: ₹ 159 cr]
- No sale of any loans during the year
- Standard Restructured FB o/s under various frameworks: COVID: ₹ 354 cr; MSME: ₹ 640 cr [0.34% of Advances]
- Total provisions held: ₹ 6,496 cr
  - COVID-19 provision of ₹ 438 cr (₹ 44 cr reversed in Q2FY23)
  - Restructuring provision of ₹ 207 cr, maintaining higher than regulatory requirement @ 10% of restructured book

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

# Balance Sheet

₹cr	30-Sep-22	30-Sep-21	30-Jun-22
Capital & Reserves and Surplus	77,076	67,376	74,652
Deposits	325,203	291,711	316,483
CA	60,162	53,280	57,062
Fixed rate SA	114,351	113,981	117,552
Floating rate SA	8,097	9,498	9,277
Term Deposits	142,593	114,952	132,592
Of which: TD Sweep	23,113	24,151	23,458
Borrowings	18,660	32,838	15,390
Other Liabilities and Provisions	21,056	16,489	18,243
<b>Total Liabilities</b>	<b>441,995</b>	<b>408,414</b>	<b>424,768</b>

₹cr	30-Sep-22	30-Sep-21	30-Jun-22
Cash, Bank and Call	31,510	47,697	40,065
Investments	98,862	110,898	89,183
Government Securities	67,201	85,325	61,349
Credit Substitutes	27,301	21,388	23,458
Others	4,360	4,185	4,376
Advances	294,023	234,947	280,171
Fixed Assets and Other Assets	17,600	14,872	15,349
<b>Total Assets</b>	<b>441,995</b>	<b>408,414</b>	<b>424,768</b>



# Customer Assets

₹ cr	30-Sep-22	30-Sep-21	30-Jun-22	YoY	QoQ
Home Loans & LAP	85,843	61,479	80,975	40%	6%
Consumer Bank WC (Secured)	28,181	23,079	26,391	22%	7%
PL, BL and Consumer Durables	13,197	7,260	11,712	82%	13%
Credit Cards	7,903	4,363	6,819	81%	16%
CV/CE	24,604	19,481	23,246	26%	6%
Agriculture Division	25,002	21,054	24,604	19%	2%
Tractor Finance	12,015	9,620	11,015	25%	9%
Retail Micro Finance	4,444	2,021	3,650	120%	22%
Corporate Bkg	65,524	65,357	66,633	-	-2%
SME	22,310	17,778	20,529	25%	9%
Others	5,000	3,455	4,597	45%	9%
<b>Total Advances</b>	<b>294,023</b>	<b>234,947</b>	<b>280,171</b>	<b>25%</b>	<b>5%</b>
Credit Substitutes	27,301	21,388	23,458	28%	16%
<b>Total Customer Assets</b>	<b>321,324</b>	<b>256,335</b>	<b>303,629</b>	<b>25%</b>	<b>6%</b>

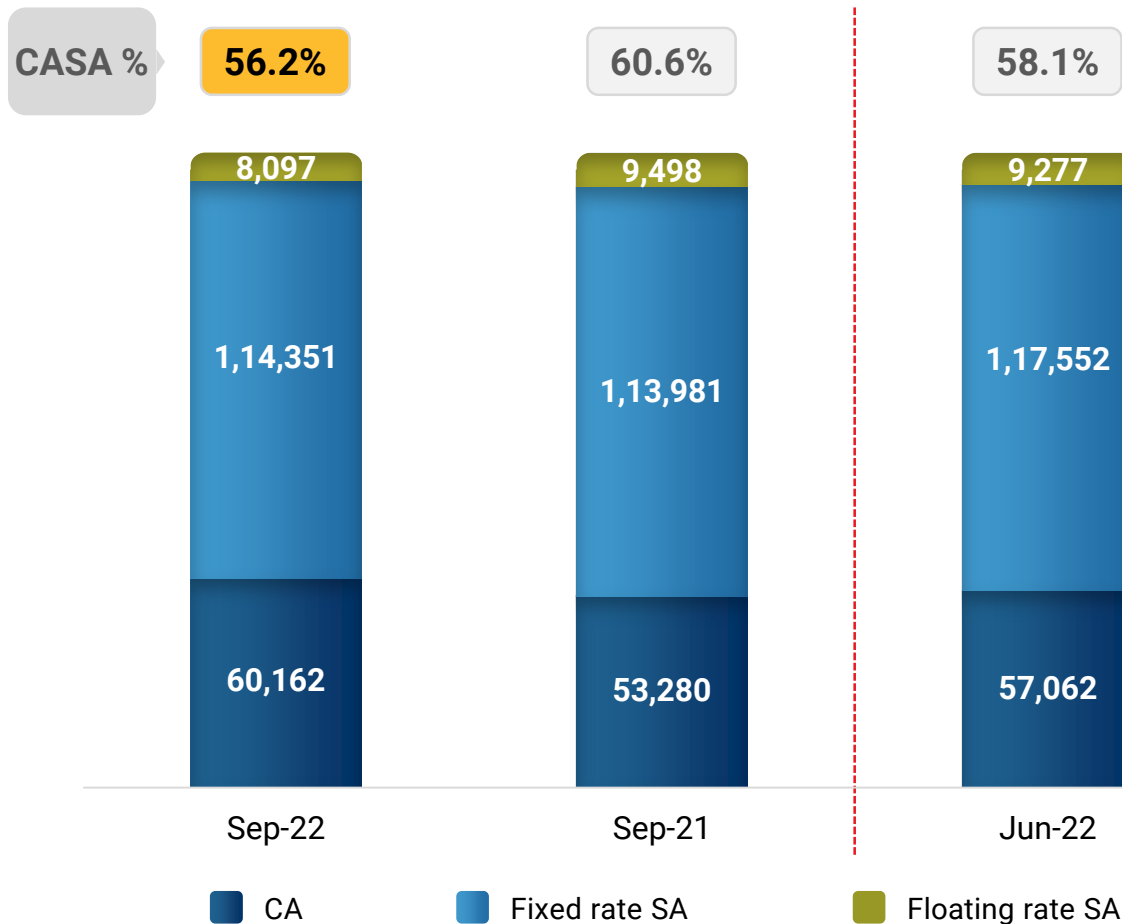
Composition of Advances	30-Sep-22
<b>Floating</b>	<b>69%</b>
EBLR (repo-linked)	53%
MCLR/Base rate/Others	16%
<b>Fixed rate (basis cash flows)</b>	<b>31%</b>
< 1 year	9%
> 1 year	22%

Floating + Fixed rate book < 1 year: 78%

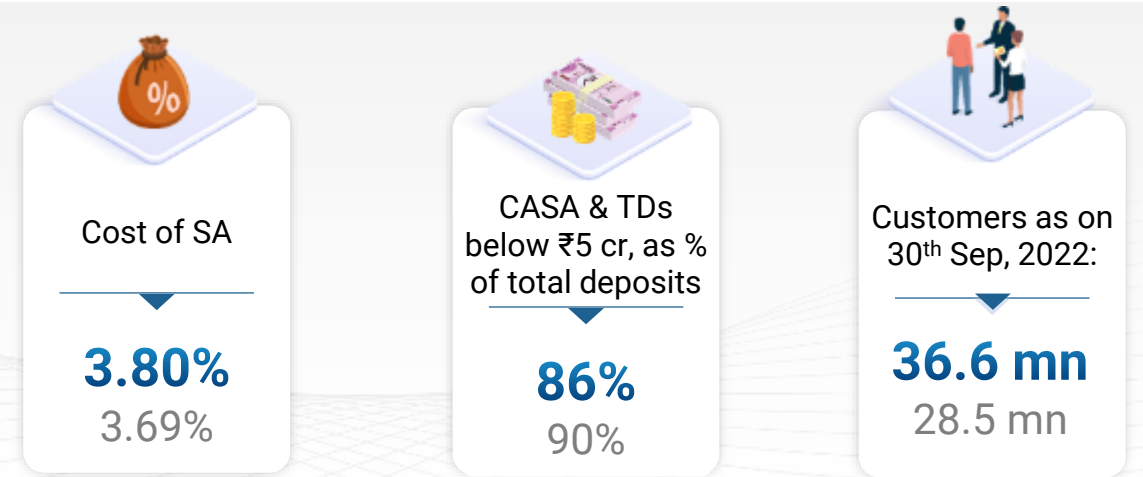
Unsecured retail advances (incl Retail Micro Finance): 8.7% of Advances  
(30<sup>th</sup> Sep, 2021: 5.8%)

# Deposit

CASA (₹ cr)



Avg	Q2FY23	YoY %	Q2FY22
Current Account	53,971	7%	50,485
Fixed rate SA	113,408	2%	110,707
Term Deposit	139,871	20%	116,819



## Key Projects Completed in Q2

### Digital



#### DIY/Assisted Journeys

- ❑ Personal Loan – DIY
- ❑ Home Loan – DIY/Assisted
- ❑ Current Account - Assisted
- ❑ HL Instant loans (Pre-Approved) available to the New To Bank Customers

### Innovative Solutions



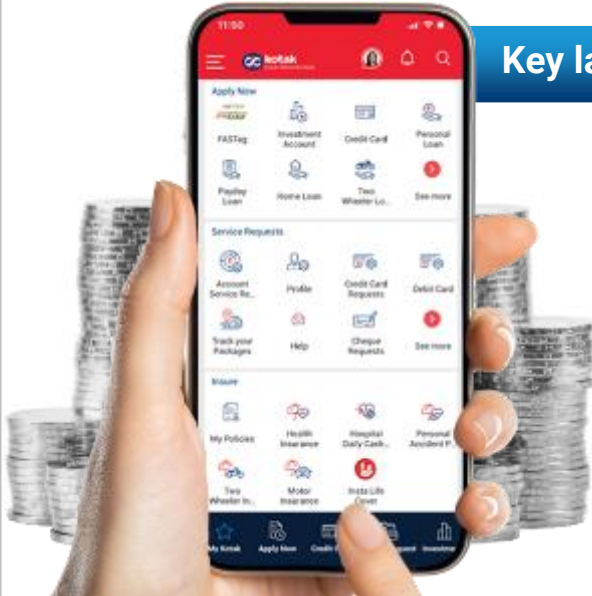
#### Customer Focus

- ❑ DIY NACH Cancellation Service
- ❑ Additional Secure OTP for ATM's
- ❑ Driving Loan Servicing on App - Over 40+ Service Requests available, including loan related tools and calculators

## Kotak Mobile Banking App

Super-App for all financial needs

### Key launches in the app in Q2



①  
UPI Number  
based Transfer

②  
UPI – UDIR  
(UPI status,  
complaints)

③  
Scan and Pay-  
via upload from  
Gallery

④  
Insta SIP

⑤  
Kaymall UI Revamp

⑥  
Transfer to  
Virtual  
account

**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

**2.1X**

Transaction  
Volume YoY

**1.5X**

Transaction  
Value YoY

## Conversational Banking



**Keya Chatbot**

**3.5 Million FAQ's** Handled

**1.2X** YoY queries handled successfully

**47** SRs / Enquiries live

### WhatsApp Banking

**2.0X** 90 day active users YoY

**14X** YoY queries handled successfully

**43** Services live

### Retail Assets

**1.3X** Traffic – Loan Section

## kotak.biz

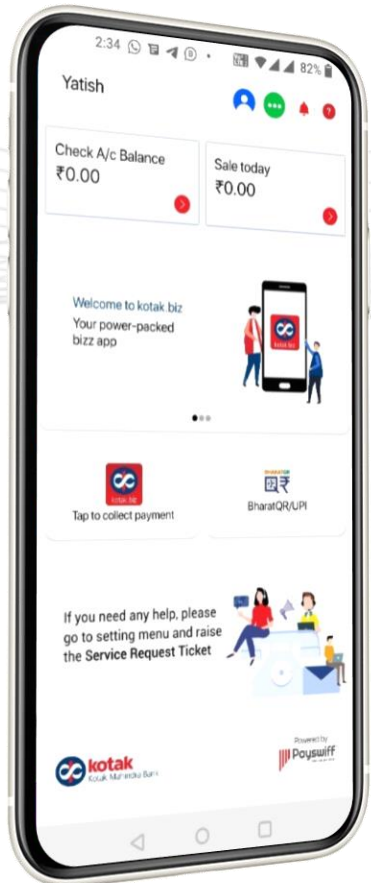
Merchant App for Payment Collection

### Key Enhancement

- ❖ Digital 'Khata' – digitising ledger for merchant's sale-on-credit to his customers.
- ❖ Automating collection activity for the merchant

### Value Add

- ❖ Digitize a critical business process for the merchant
- ❖ Instant record creation, SMS receipt to customer
- ❖ Instant view of total credit customer wise, set max limits.
- ❖ Automated payment collection reminder to customers



## Retail Assets

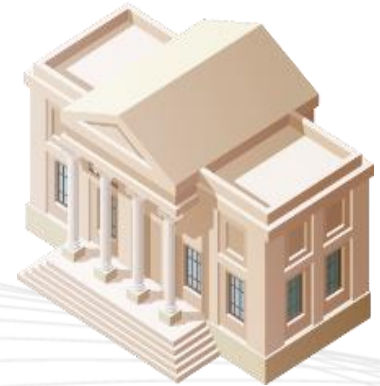


### Key Metrics

**3.8X** YoY Digitally sourced Credit Cards  
**1.3X** YoY Digitally sourced HL  
**11X** YoY Digitally sourced PL  
**26X** YoY Digitally availed Business Loans

YoY- Q2FY23 v/s Q2FY22

## FYN – Corporate Transaction Banking

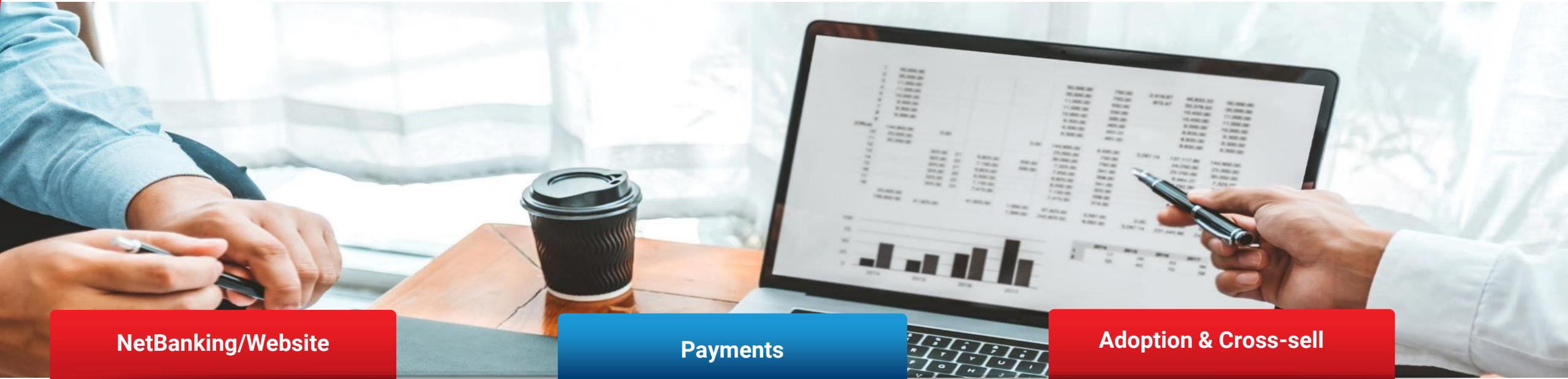


### Key Metrics

**2X** QoQ Digital Transactions  
**1.4X** QoQ Fyn Transactions per Client  
**1.7X** QoQ Fyn Transactions  
**1.4X** QoQ Active Clients

QoQ- Q2FY23 v/s Q1FY23





## NetBanking/Website

**45%** YoY Website Unique Visitors growth

**33%** YoY Website Page views growth

**23%** YoY Net banking login growth

## Payments

**2.2X** YoY UPI transaction volume

**2.4X** YoY UPI transactions within Mobile App

**1.9X** YoY UPI acquiring transaction volume

**3.6X** Sep '22 vs Sep '21 Pay Your Contact transactions

## Adoption & Cross-sell

**94%** RDs and **83%** FDs booked digitally

**93%** investment a/cs sourced via App & Netbanking

**53%** of MF/SIPs booked through digital channels

**84%** Requests are serviced digitally

**Over 98% of SA transaction volumes were in digital or non-branch modes in Q2**

YoY- Q2FY23 v/s Q2FY22

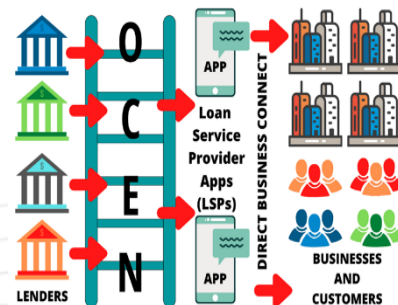
**95% Accounts Opened Digitally – Q2**

## OCEN – 1<sup>st</sup> bank in India to go-live

Open standards based network to accelerate access to affordable, formal credit

Alternate data based real time underwriting of customers (BRE driven)

End to end digital process without any manual intervention



Kotak Bank – **An Early Adopter** and live with the following journeys(HL-DIY and RM assisted- HL, BL, LAP)

Enables secure and consented data sharing between regulated financial institutions

## Account Aggregator



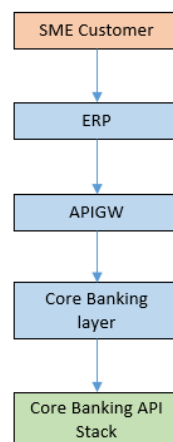
## Connected & API Banking

Providing financial services to end users via third party service providers with limited API exposure

Live with account services such as bank account statement and balance enquiry

**400 Partners** in API Open Banking as on Sept'22

Connected Banking – ZOH0 and HYLO– 1300+ customers as on Sept'22



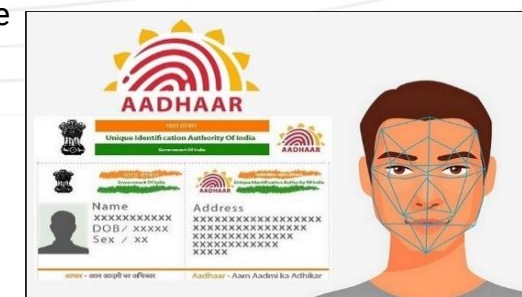
**First in the Industry** & Acts as an additional mode of authentication

No Biometric Device Required

Resolution to Failures from Fingerprints

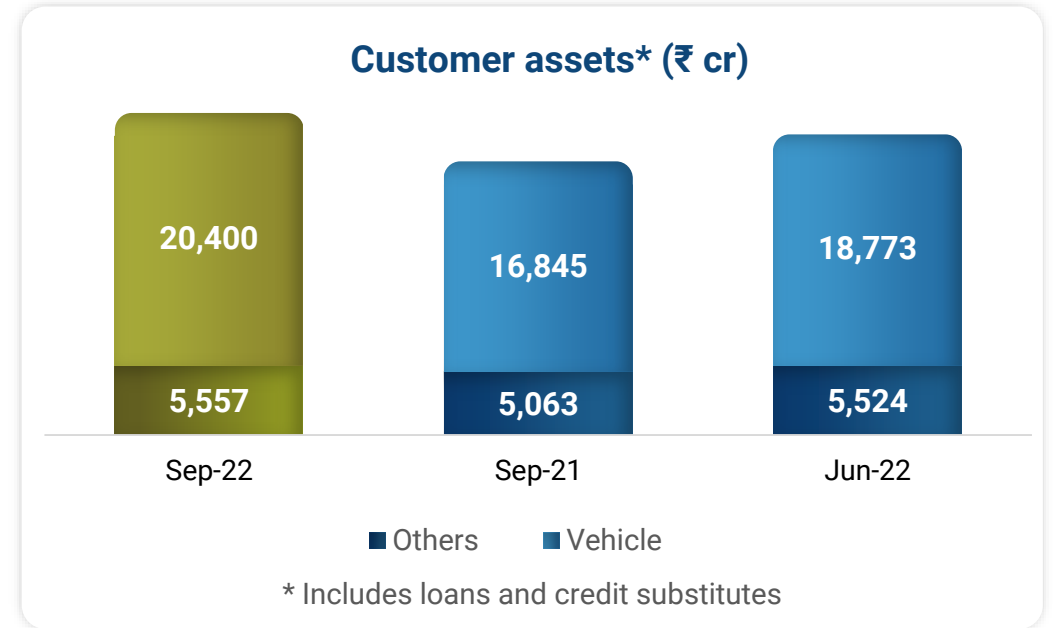
Live detection & Real time data

## Face Authentication

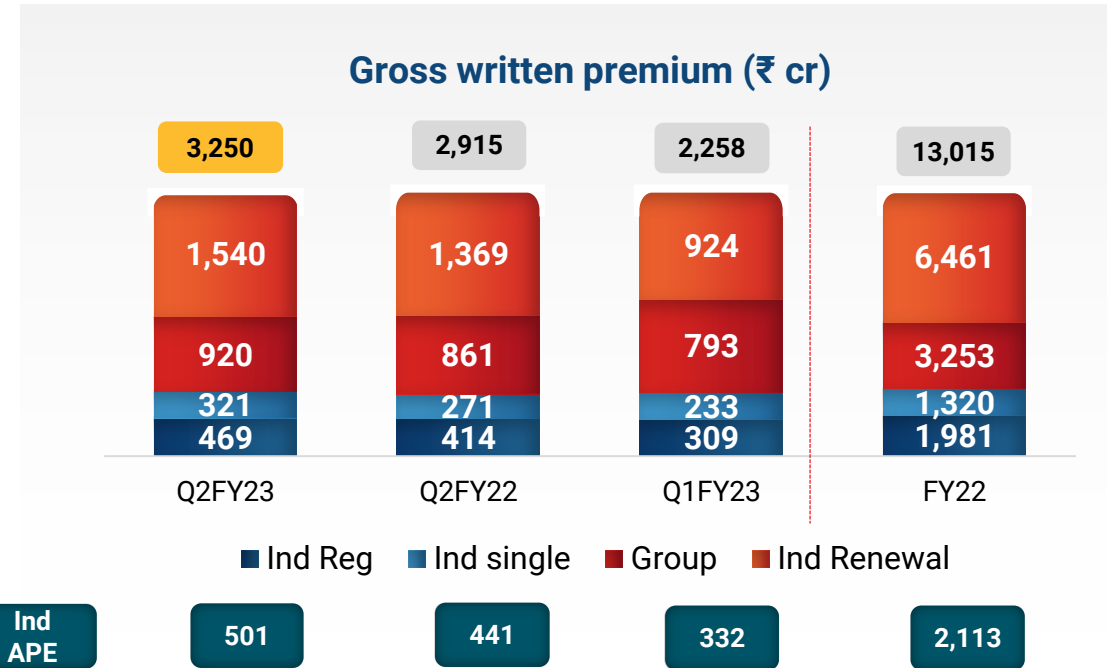


₹ cr	Q2FY23	Q2FY22	Q1FY23	FY22
NII	421	345	417	1,457
Other Income	83	91	68	331
<b>NII and Other Income</b>	<b>504</b>	<b>436</b>	<b>485</b>	<b>1,789</b>
Profit Before Tax	298	320	210	1,180
<b>Profit After Tax</b>	<b>222</b>	<b>240</b>	<b>157</b>	<b>886</b>
NNPA (%)	1.3%	1.8%	1.5%	1.7%
CAR (%) (incl unaudited profits)	30.1%	30.6%	31.0%	30.1%
<b>ROA (%) - annualised</b>	<b>3.2%</b>	<b>4.0%</b>	<b>2.3%</b>	<b>3.4%</b>

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



₹ cr	Q2FY23	Q2FY22	Q1FY23	FY22
Capital	562	562	562	562
Other Reserves and Surplus	4,230	3,313	3,960	3,827
Total Premium	3,250	2,915	2,258	13,015
<b>Profit After Tax (Shareholders')</b>	<b>270</b>	<b>155</b>	<b>248</b>	<b>425</b>
Solvency Ratio (x)	2.79	2.61	2.72	2.73



Gross written premium Q2FY23 grew 11.5% YoY

Individual APE NB premium for Q2FY23 grew 13.7% (Private industry growth of 7.0%)

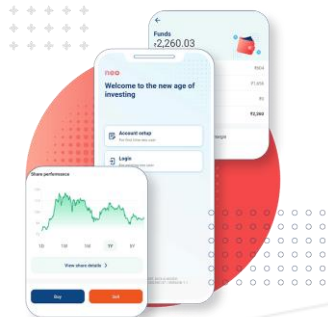
Overall protection premium for Q2FY23 grew 54.1% YoY.

AUM (Policyholders') as on 30th Sep, ₹ 53,785 cr, growth of 13.8% YoY

Death Claims net of reinsurance Q2FY23 amounted to ₹ 275 cr (Q2FY22: ₹ 554 cr mainly due to Covid-19 claims)

# Kotak Securities - Digital Update

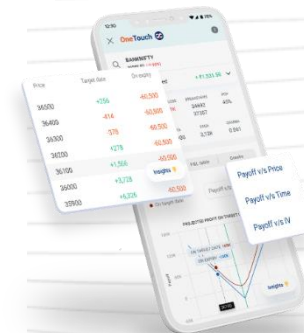
## Kotak NEO –launched across all platforms



Faster, simple, seamless trade experience unveiled with launch of our new age trading platform **"Kotak Neo"**

Launched Payoff Analyzer which helps Options traders analyze their open positions and build strategies

## Payoff Analyzer



## Digital Engagement Platform



Embedded digital engagement platform within the app for contextual personalization

## Key Digital Highlights

# 354%

Growth YoY in Internet Trading ADV

# 493%

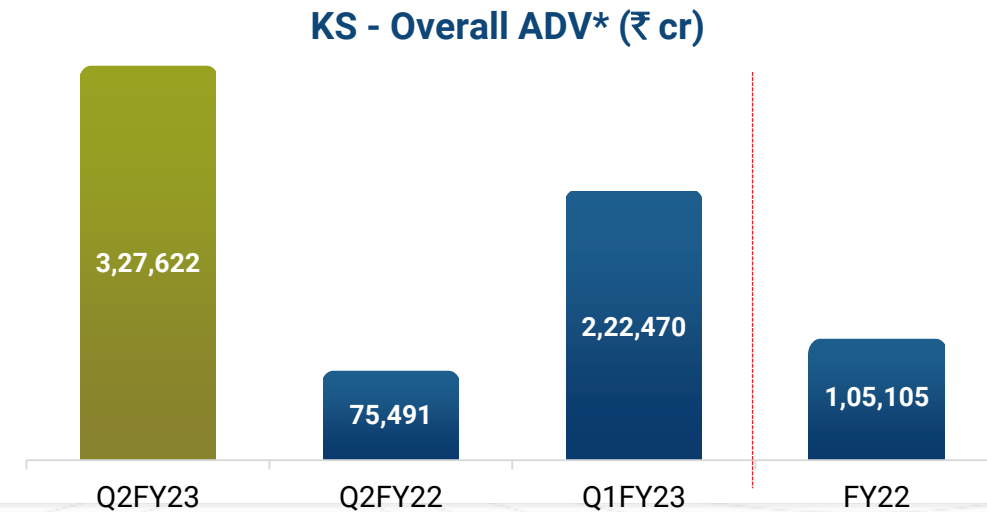
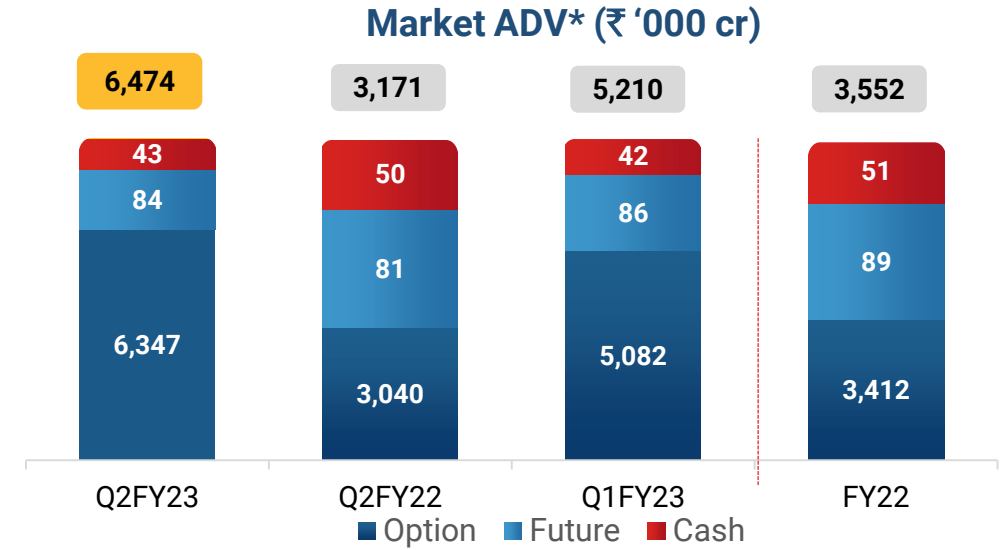
Growth YoY in Mobile Trading ADV



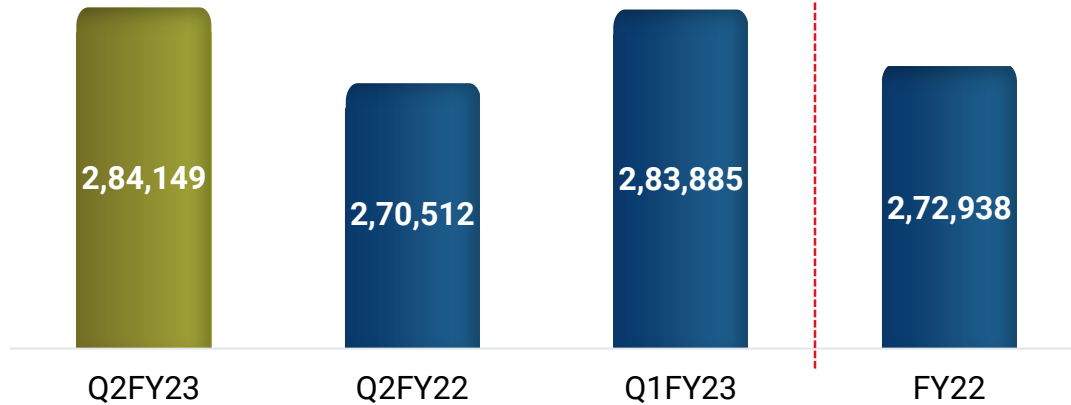
₹ cr	Q2FY23	Q2FY22	Q1FY23	FY22
Total Income	631	613	616	2,502
Profit Before Tax	298	325	291	1,334
<b>Profit After Tax</b>	<b>224</b>	<b>243</b>	<b>219</b>	<b>1,001</b>
Market Share Cash* (%)	11.2	11.0	10.4	10.6
Overall Market Share* (%)	5.1	2.4	4.3	3.0

1,497 branches, franchises and referral co-ordinators

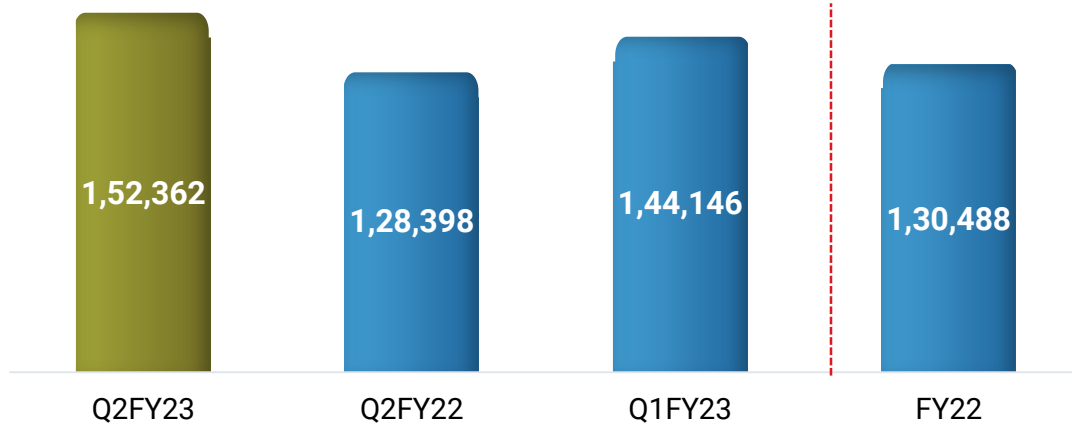
\*excluding BSE Derivative & Proprietary Segments



**Average Assets Under Management (₹ cr) - Overall**



**Average Assets Under Management (₹ cr) - Equity**



₹ cr	Q2FY23	Q2FY22	Q1FY23	FY22
Profit Before Tax	143	130	143	601
Profit After Tax	106	97	106	454

## Notes

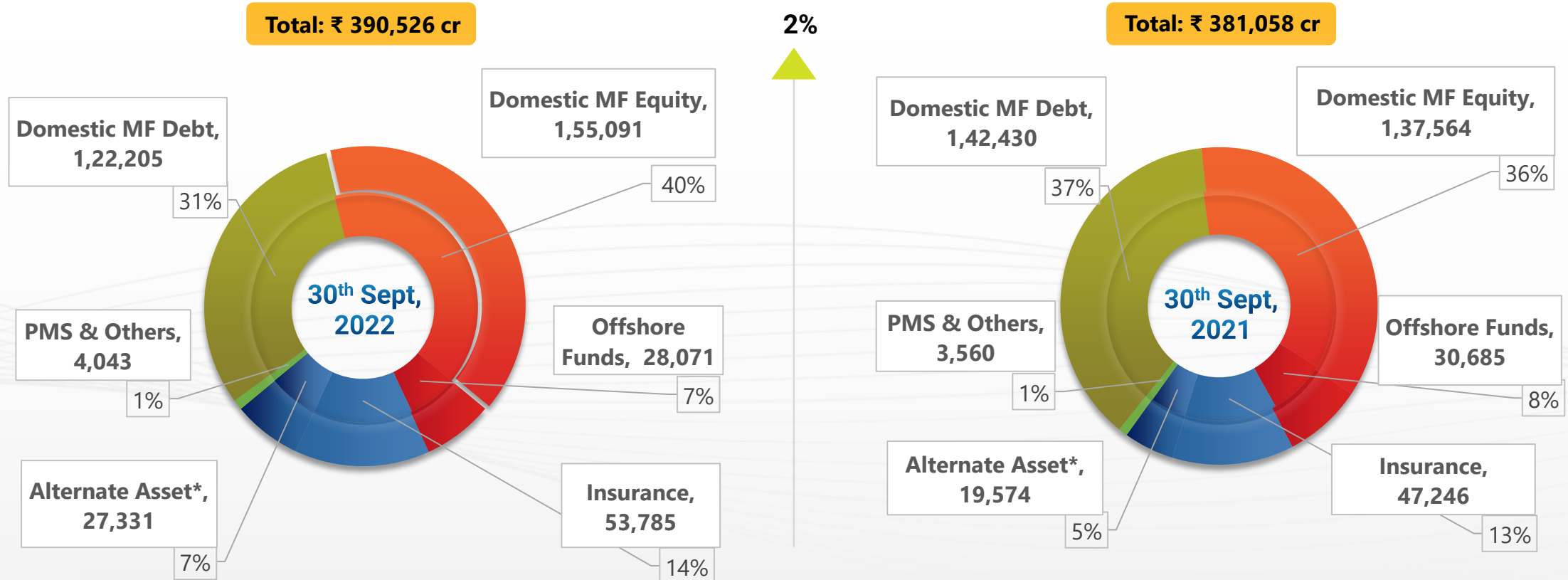
Launched equity NFO 'Kotak Business Cycle Fund' in Sep-22. Amount collected ₹ 2,266 cr

Equity(Ex ETF & Arb) AAUM Market share 6.31% in Q2FY23 (Q2FY22: 6.04%)

Individual MAAUM Mix- 53%

Monthly SIP Inflows for Sep'22: ₹ 7.8 bn, up 26% YoY

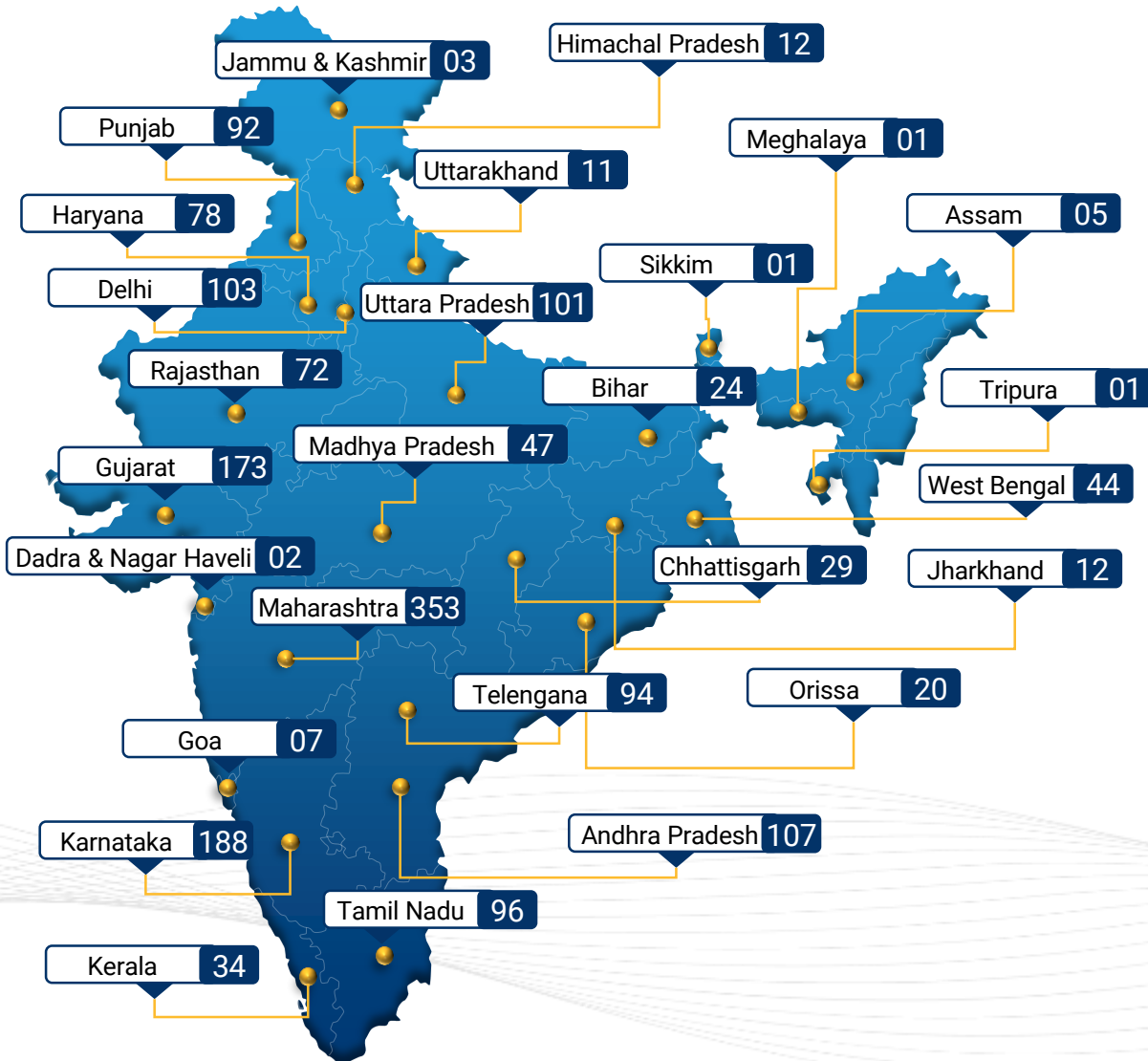
# Assets Under Management and Relationship Value



Relationship Value of **Private Banking + Priority + Investment Advisory** as on  
**30<sup>th</sup> Sep, 2022 ~ ₹ 554,000 cr (30<sup>th</sup> Sep, 2021: ~ ₹ 463,000 cr) – up 20%**

# Geographical presence

## Branches distributed across various geographies



**Branches**  
1,710\* [No. / %]

**West**  
535 / 32%

**South**  
519 / 30%

**North**  
519 / 30%

**East**  
137 / 8%



**Branch  
Classification**

**Metro**  
45%

**Urban**  
21%

**Semi Urban**  
18%

**Rural**  
16%



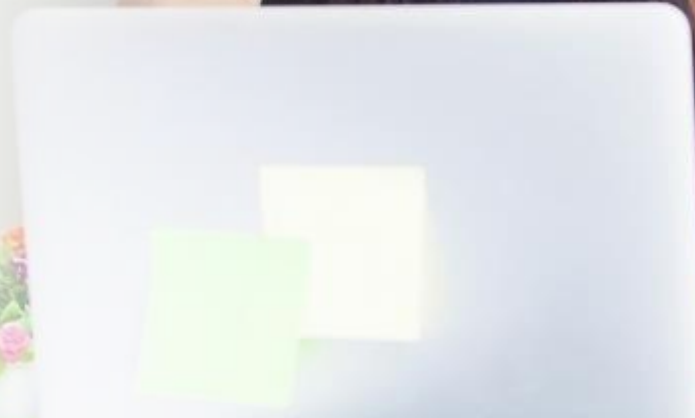
**No. of ATMs**

**2,802**

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

# GROUP PROFILE

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# The Journey So far...

## Ability to Identify and Capitalize on Opportunities



1985

Bill Discount



1990

Auto Finance



1991

Investment  
Banking



1992

IPO



1998

Mutual Funds



2000

Life Insurance\*



2001

Securities



2003

BANK



2022

Cherry



2022

Kotak Fyn



2020

Digital Video  
KYC



2019

First  
International  
Branch



2017

Microfinance  
Digital Bank - 811  
Kotak IDF



2014

ING Vysya Merger  
General Insurance



2008

ARC



2004

Alternate  
Assets



Rating for Bank, KMP, KMIL, KS, KIAL

\* License to commence was in 2001

# Kotak - Diversified and integrated financial services



Commercial Bank & Parent Company



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
- Gold Loans



### 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



### Other Financial Services

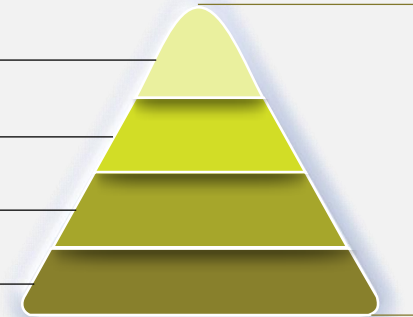
- Private Banking
- Car and 2W Loans
- Mutual Funds
- Alternate Assets
- Off-shore Funds
- Life Insurance
- General Insurance
- Investment Banking / DCM
- Broking
- Infra Debt Finance
- Asset Reconstruction

## Deposits across all customer segments

### Wide Customer Coverage

#### Corporate & Institutional

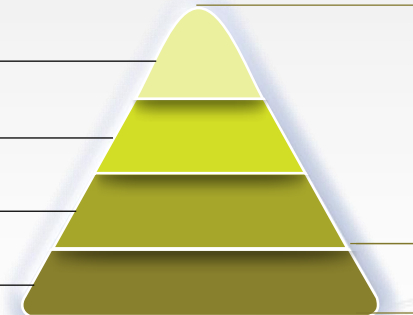
Very Large  
Large  
Emerging Corporates  
SME



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

#### Individuals

HNI  
Affluent  
Mass Affluent  
Mass



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

- Kotak811
- Microfinance

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

# Our Strengths



## An integrated financial services conglomerate with a diversified business model

Balance Sheet, Market & Knowledge driven businesses 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

11/ 13 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

# 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'



## 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 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 4,200\* 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**

**31 Years**

IT, Digital, Analytics,  
Customer experience,  
Internal Audit



**Gaurang Shah WTD**

**26 Years**

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



**KVS Manian WTD**

**28 Years**

Corporate,  
Institutional Equities,  
Investment Bank  
& Wealth



**Shanti Ekambaram**

**32 Years**

Treasury, HR,  
Marketing, CSR & ESG,  
Vigilance, Public  
Affairs, Kotak811



**Virat Diwanji**

**19 Years**

Consumer Banking



**Jaimin Bhatt**

**27 Years**

Group CFO,  
Operations



**Nilesh Shah**

**8 Years**

Asset Management



**Jaideep Hansraj**

**29 Years**

Retail Brokerage



**Srini Srinivasan**

**30 Years**

Investment  
Advisory



**Paul Parambi**

**31 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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