



Kotak Mahindra Bank

July 26, 2021

The Manager Corporate Relationship, BSE Limited, 1st Floor, New Trading Ring, Rotunda Building, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai 400 001.	The Manager National Stock Exchange of India Ltd. Exchange Plaza, 5th Floor, Plot No.C/1, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai 400 051.
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Dear Sir,

**Sub: Investor Presentation: Unaudited Standalone and Consolidated Financial Results of the Bank for the Quarter ended June 30, 2021**

**Ref: Regulation 29 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015**

Pursuant to Regulation 29 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we enclose herewith the Investor Presentation in connection with the Unaudited Standalone and Consolidated Financial Results of the Bank for the Quarter ended June 30, 2021, which is also being posted on our website [www.kotak.com](http://www.kotak.com).

Yours faithfully,  
**For Kotak Mahindra Bank Limited**

  
**Avan Doomasia**  
**Senior Executive Vice President & Company Secretary**

**Kotak Mahindra Bank Ltd.**  
CIN: L65110MH1985PLC038137

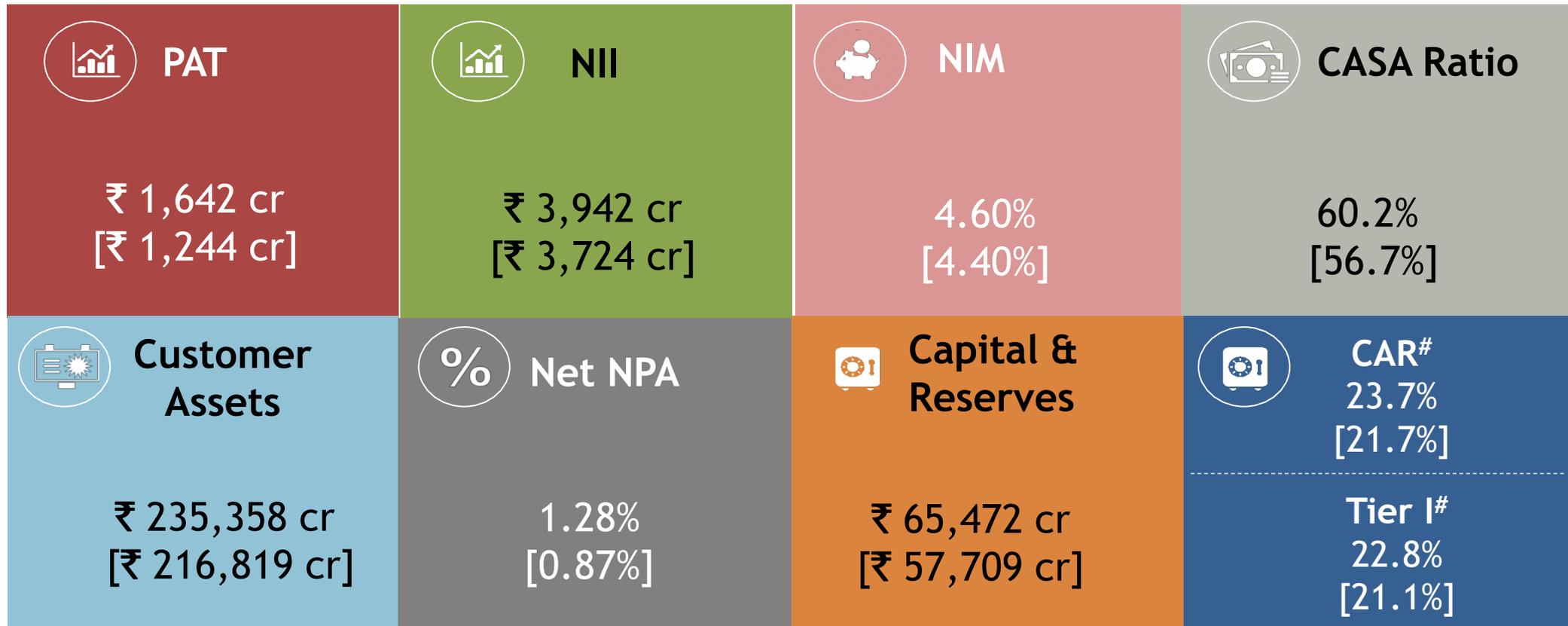
Registered Office:  
27BKC, C 27, G Block,  
Bandra Kurla Complex, T +91 22 61660000  
Bandra (E), Mumbai 400 051, F +91 22 67132403  
Maharashtra, India. www.kotak.com

# Investor Presentation Q1FY22

Presentation on financial results for the period ended 30<sup>th</sup> June, 2021

26<sup>th</sup> July, 2021

# Standalone Highlights Q1FY22



Figures in [brackets] are Q1FY21 numbers

<sup>#</sup> As per Basel III, including unaudited profits. Excluding profits CAR: 23.1%, Tier I: 22.2% (30<sup>th</sup> Jun, 2020: CAR: 21.2%, Tier I: 20.6%)

# Profit and Loss Account



₹ cr	Q1FY22	Q1FY21	Q4FY21	FY21
Net Interest Income	3,942	3,724	3,843	15,340
Other Income	1,583	774	1,949	5,459
<i>Fee and Services</i>	1,169	776	1,378	4,331
<i>Others</i>	414	(2)	571	1,128
<b>Net Total Income</b>	<b>5,525</b>	<b>4,497</b>	<b>5,792</b>	<b>20,799</b>
Employee Cost	1,082	911	869	3,729
Other Operating Expenses	1,322	963	1,516	4,855
<b>Operating Expenditure</b>	<b>2,404</b>	<b>1,874</b>	<b>2,385</b>	<b>8,584</b>
<b>Operating Profit</b>	<b>3,121</b>	<b>2,624</b>	<b>3,407</b>	<b>12,215</b>
Provision On Adv/Receivables (net)	725	353	745	1,875
General provision - COVID related	-	616	-	629
Provision On Investments	210	(7)	434	408
<b>Provision &amp; Contingencies</b>	<b>935</b>	<b>962</b>	<b>1,179</b>	<b>2,912</b>
<b>PBT</b>	<b>2,186</b>	<b>1,662</b>	<b>2,228</b>	<b>9,303</b>
Provision For Tax	544	418	546	2,338
<b>PAT</b>	<b>1,642</b>	<b>1,244</b>	<b>1,682</b>	<b>6,965</b>

# Fees & Services



₹ cr	Q1FY22	Q1FY21	Q4FY21	FY21
Distribution & Syndication Income	183	144	292	785
General Banking Fees	946	607	1,023	3,396
Others	40	25	63	150
<b>Fees and Services</b>	<b>1,169</b>	<b>776</b>	<b>1,378</b>	<b>4,331</b>

# Asset Quality



## Asset Quality

₹ cr	30-Jun-21	30-Jun-20	31-Mar-21
GNPA	7,932	5,619	7,426
NNPA	2,792	1,777	2,705
GNPA (%)	3.56%	2.70%	3.25%
NNPA (%)	1.28%	0.87%	1.21%

- No sale to ARCs
- Collections impacted in Apr and May; improvement in Jun and Jul

- COVID-19 Provision continued to be held at ₹ 1,279 cr on 30<sup>th</sup> Jun, 2021, no utilization during Q1FY22
- Total provisions (incl specific, standard, COVID-19 related etc.) held as on 30<sup>th</sup> Jun, 2021 at ₹ 7,445 cr, 94% of GNPA
- Credit cost on advances: Q1FY22: 133 bps annualised [FY21 (excl COVID-19 provision): 84 bps]

SMA2 outstanding<sup>^</sup> - ₹ 430 cr  
(31<sup>st</sup> Mar, 2021: ₹ 110 cr),

Total COVID & MSME restructuring:  
₹ 552 crore implemented as at  
30<sup>th</sup> Jun, 2021  
(31<sup>st</sup> Mar, 2021: ₹ 435 crore)

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

# Balance Sheet



₹ cr	30-Jun-21	30-Jun-20	31-Mar-21
Capital & Reserves and Surplus	65,472	57,709	63,727
Deposits	286,560	261,524	280,100
CA	52,433	38,594	52,087
SA	120,002	109,754	117,226
Term Deposits	114,125	113,176	110,787
Of which: TD Sweep	23,050	18,884	20,924
Borrowings	29,231	47,920	23,651
Other Liabilities and Provisions	13,626	11,126	16,011
<b>Total Liabilities</b>	<b>394,889</b>	<b>378,279</b>	<b>383,489</b>

₹ cr	30-Jun-21	30-Jun-20	31-Mar-21
Cash, Bank and Call	56,135	59,543	39,627
Investments	106,292	102,693	105,099
Government Securities	84,271	84,571	85,345
Credit Substitutes	17,893	12,821	15,168
Others	4,128	5,301	4,586
Advances	217,465	203,998	223,689
Fixed Assets and Other Assets	14,997	12,045	15,074
<b>Total Assets</b>	<b>394,889</b>	<b>378,279</b>	<b>383,489</b>

# Digital Strategy

Acquisition

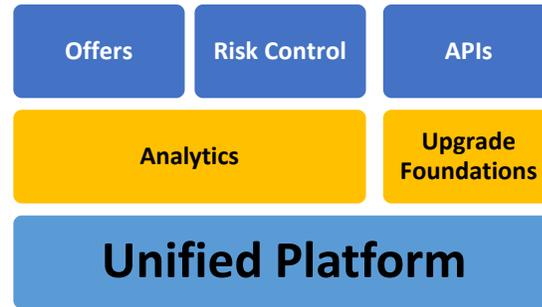
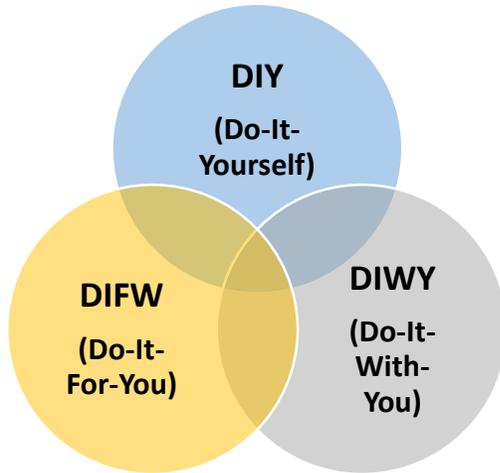
Engagement

Experience

Retail

Commercial

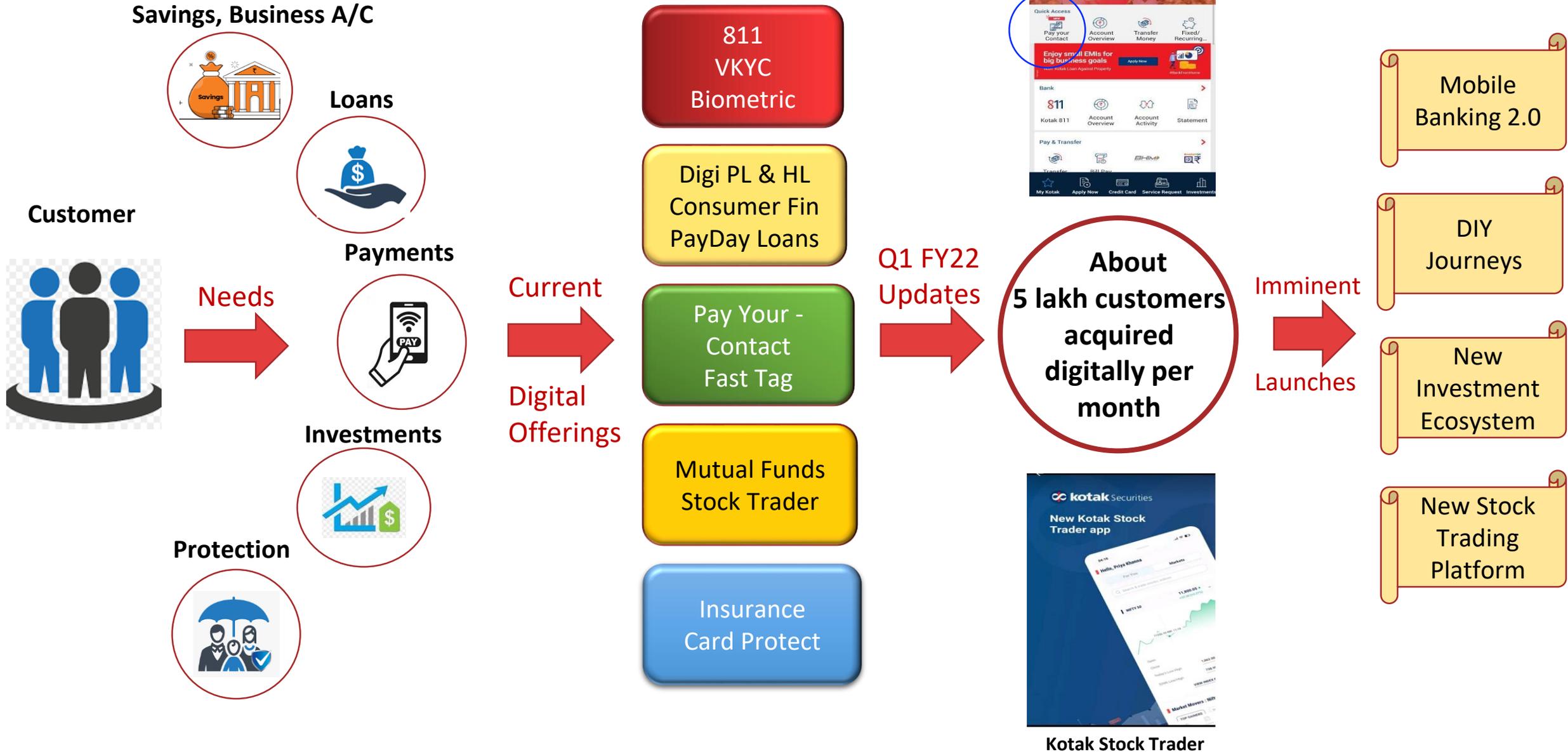
Corporate



- Digital Priorities**
- Agility
  - Scale
  - Speed of delivery

- A hybrid model**
- On-prem for core platforms
  - Cloud for all new initiatives

# Digital Acquisition



# Digital Engagement



Data Science, AI & ML, Omni Channel

Kotak Customer



Analytics + AI/ML Tools  
+ Personalization



Usage for  
**Loans**



Home



Car



Consumer  
Finance



Personal



LAP



Gold



Business



LAS

Usage for  
**Payments**



Credit Cards



UPI



Fast Tag



Pay Your Contact



POS



Debit Card

Multiple Channels  
of **Engagement**



MB/NB



CEC



Branch



ATM



Web



Keya



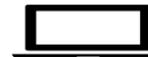
WA



IVR



Fashion



OTT



Travel



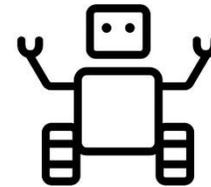
Ecom

Reliability, Consistency, Service at Scale, WOW



## Service Digitization

- ❖ **STP** of Service Requests
- ❖ **16** Most Used Customer Services Live across Net Banking/Mobile Banking, Branch via Biometric & Prelogin Website
- ❖ **High TNPS** of **80+** @ Branch Banking
- ❖ **50%** of total bank customer requests being processed instantly; **43%** Increase Q-o-Q in Customer Requests processed real time

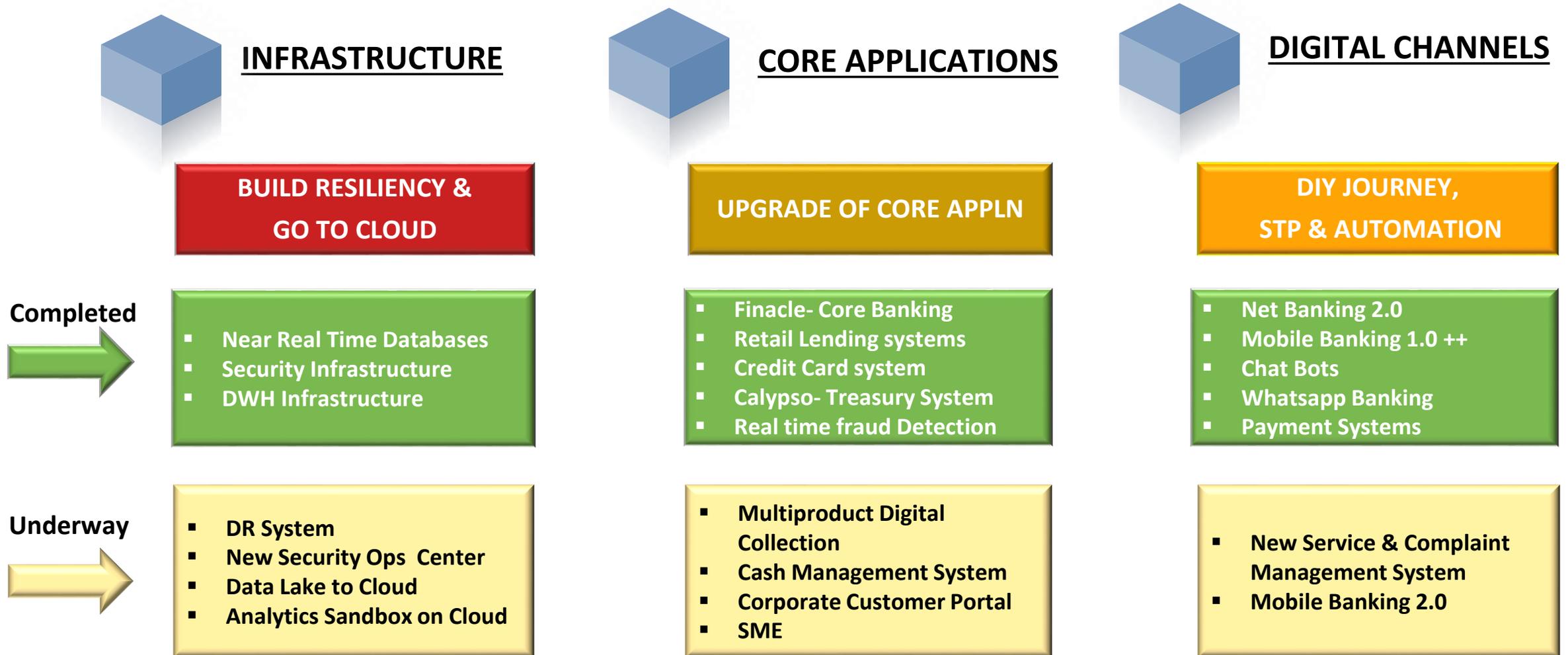


## Automation as a Theme

- ❖ **128%** Q-o-Q Increase in Hours Saved via **Robotics Process Automation (RPA)** across 23 Business Verticals
- ❖ **427%** Q-o-Q Increase in Requests Processed Via RPA
- ❖ **29** Services Live on Keya Chat Bot; **63%** Q-o-Q Increase in Active Users on Keya Chat Bot
- ❖ **40+** Service Options Available on Whatsapp Banking; **101%** Q-o-Q Increase in Active Users on Whatsapp Banking

# Investing in Digital Backbone

For Acquisition - Engagement - Experience



# Other Digital Highlights



- ❑ Mobile App: Transaction volume up **128%\*** & value up **51%\***
- ❑ **61%\*** increase in monthly active users for Keya Chatbot
- ❑ **74%\*** increase in monthly active users for Whatsapp Banking

Channel  
Transactions

- ❑ Kotak rated amongst the Top 3 Banks in the MeitY Scorecard for FY21 (Ranked No. 1 Private Bank in the Large & Medium Bank Scorecard)
- ❑ KayMall: **3.8X#** growth in transaction volume, with Shopping & Grocery categories leading the way at **4.95X#**
- ❑ **9.33X** growth in acquired UPI transactions

Payments

- ❑ Personal loan digital share has grown to **45%** from **34%** in previous quarter
- ❑ Personal Loan on Cards has shown **230%** QoQ growth through Mobile Banking/Net Banking

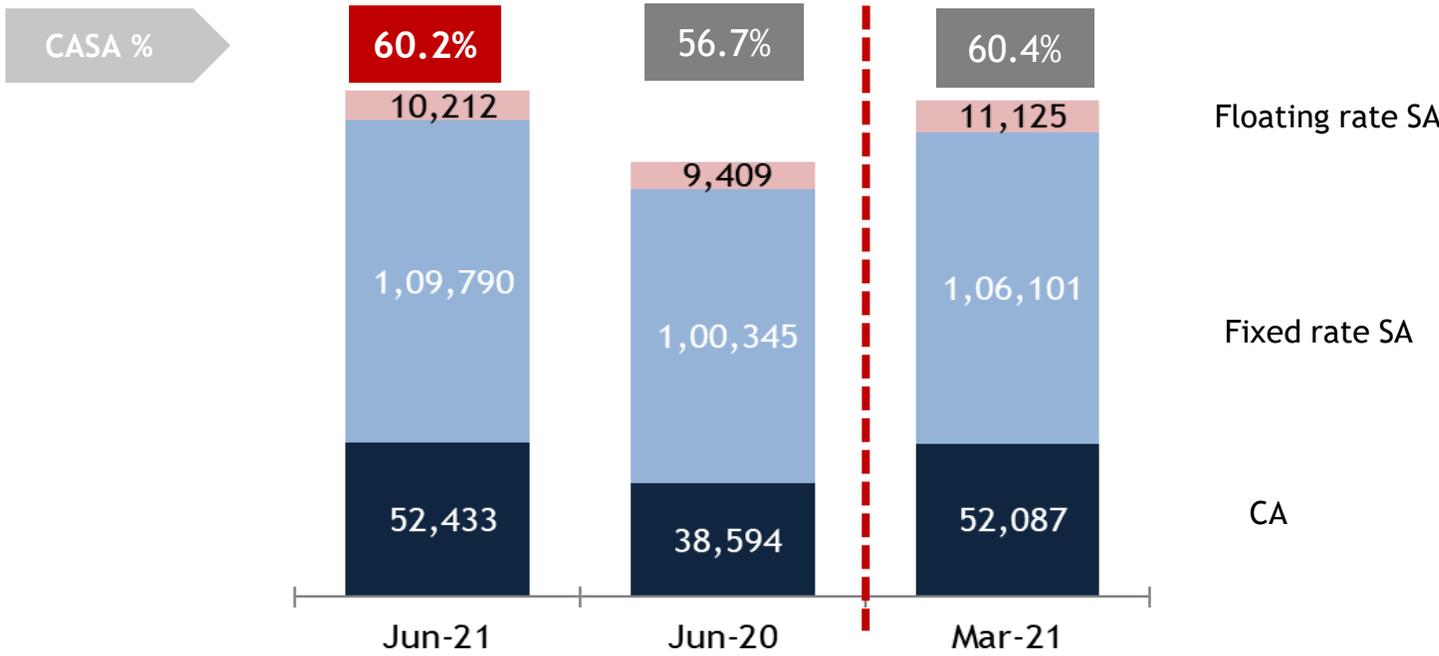
Loans on  
Digital

- ❑ **90%** RDs and **81%** FDs booked through Digital channels
- ❑ **94%** of all investment accounts sourced through Mobile & Net Banking
- ❑ **58%** of MF/SIPs booked through Digital channels
- ❑ Over **96%** of SA transactions were in digital or non-branch modes in Q1FY22

Investments  
& Deposits

# Deposit

CASA (₹ cr)



Cost of SA  
3.73% [4.22%]

TD Sweep as % of total deposits  
8.0% [7.2%]

CASA & TDs below ₹ 5 cr, as % of total deposits  
92% [90%]

Customers as on 30<sup>th</sup> Jun, 2021:  
~ 27 mn

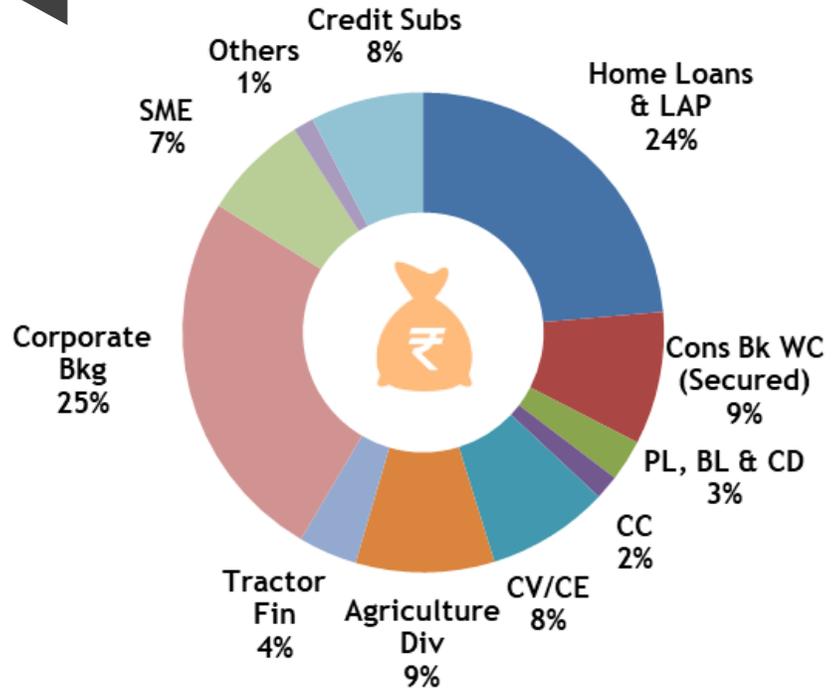
	YoY %		YoY %	
Avg CA (YTD)	28%	46,341	EOP CA	36%
	▲	36,066		▲
Avg SA (YTD)	10%	116,218	EOP SA	9%
	▲	105,673		▲
Avg TD Sweep (YTD)	24%	22,208	EOP TD Sweep	22%
	▲	17,846		▲

Branch count stood at 1,612 (excl. GIFT & DIFC) as on 30<sup>th</sup> Jun, 2021

Figures in [brackets] are Q1FY21 numbers

# Customer Assets

30-Jun-21 (₹ 235,358 cr)



ECLGS disbursed upto 30<sup>th</sup> Jun, 2021: ~ ₹ 11,900 cr

## Customer Assets

₹ cr	30-Jun-21	30-Jun-20	31-Mar-21
Home Loans & LAP	55,623	47,168	54,749
Consumer Bank WC (Secured)	21,047	18,240	21,839
PL, BL and Consumer Durables	6,563	9,088	7,024
Credit Cards	3,848	4,343	3,969
CV/CE	19,349	18,442	20,387
Agriculture Division	21,931	19,548	23,741
Tractor Finance	9,283	7,503	9,418
Corporate Bkg	59,731	61,635	62,402
SME	16,830	14,532	16,682
Others	3,260	3,499	3,478
<b>Total Advances</b>	<b>217,465</b>	<b>203,998</b>	<b>223,689</b>
Credit Substitutes	17,893	12,821	15,168
<b>Total Customer Assets</b>	<b>235,358</b>	<b>216,819</b>	<b>238,857</b>

# Specific Sectors Exposure

## Specific Sectors as per Basel III

Outstanding* (₹ cr)	30-Jun-21	%	30-Jun-20	%	31-Mar-21	%
NBFCs	14,832	5.0%	12,304	4.5%	15,307	5.0%
:Of which HFC	6,180	2.1%	4,921	1.8%	6,328	2.1%
CRE (excl LRD)	6,030	2.0%	6,106	2.2%	6,076	2.0%
LRD	3,553	1.2%	4,400	1.6%	3,198	1.1%
<b>Total including above</b>	<b>297,905</b>		<b>272,772</b>		<b>303,710</b>	

*\*Above outstanding includes Loans, non-SLR investments, bank balances, current exposure and non-fund*

# Consolidated Highlights Q1FY22

 <p><b>PAT</b></p> <p>₹ 1,806 cr [₹ 1,853 cr]</p>	 <p><b>CAR#</b> 24.9% [23.0%]</p> <hr/> <p><b>Tier I#</b> 24.1% [22.5%]</p>	 <p><b>Customer Assets</b></p> <p>₹ 264,013 cr [₹ 245,167 cr]</p>	 <p><b>Total Assets</b></p> <p>₹ 491,399 cr [₹ 458,618 cr]</p>
 <p><b>NIM</b></p> <p>4.66% [4.44%]</p>	 <p><b>Capital &amp; Reserves</b></p> <p>₹ 86,768 cr [₹ 76,443 cr]</p>	 <p><b>Net NPA</b></p> <p>1.34% [0.89%]</p>	 <p><b>Book Value per Eq. share</b></p> <p>₹ 435 [₹ 384]</p>

Figures in [brackets] are Q1FY21 numbers

# As per Basel III, including unaudited profits. Excluding profits CAR: 24.2%, Tier I: 23.5% (30<sup>th</sup> Jun, 2020: CAR: 22.5%, Tier I: 21.9%)

# Consolidated PAT



₹ cr	Q1FY22	Q1FY21	Q4FY21	FY21
Kotak Mahindra Bank	1,642	1,244	1,682	6,965
Kotak Mahindra Prime	79	68	184	535
Kotak Mahindra Investments	71	43	73	258
Kotak Securities	236	169	241	793
Kotak Mahindra Capital	42	6	25	82
Kotak Mahindra Life Insurance	(243)	161	193	692
Kotak Mahindra General Insurance	(5)	13	(15)	2
Kotak AMC and TC	107	71	100	346
International Subsidiaries	30	54	50	154
Others	28	22	36	98
<b>Total</b>	<b>1,987</b>	<b>1,851</b>	<b>2,569</b>	<b>9,925</b>
Affiliates and Others	(181)	2	20	65
<b>Consolidated PAT</b>	<b>1,806</b>	<b>1,853</b>	<b>2,589</b>	<b>9,990</b>

# Entity-wise Capital & Reserves and Surplus



₹ cr	30-Jun-21	30-Jun-20	31-Mar-21
Kotak Mahindra Bank	65,472	57,709	63,727
Kotak Mahindra Prime	6,702	6,157	6,623
Kotak Mahindra Investments	2,189	1,902	2,117
Kotak Securities	5,526	4,698	5,321
Kotak Mahindra Capital	711	628	689
Kotak Mahindra Life Insurance	3,720	3,515	4,045
Kotak Mahindra General Insurance	187	177	191
Kotak AMC and TC	1,280	957	1,233
Kotak Infrastructure Debt Fund	425	391	416
International Subsidiaries	1,422	1,281	1,340
Kotak Investment Advisors	418	372	405
Other Entities	308	283	302
<b>Total</b>	<b>88,360</b>	<b>78,070</b>	<b>86,409</b>
Affiliates	1,040	954	1,029
Inter-company and Others	(2,632)	(2,581)	(2,602)
<b>Consolidated Capital &amp; Reserves and Surplus</b>	<b>86,768</b>	<b>76,443</b>	<b>84,836</b>

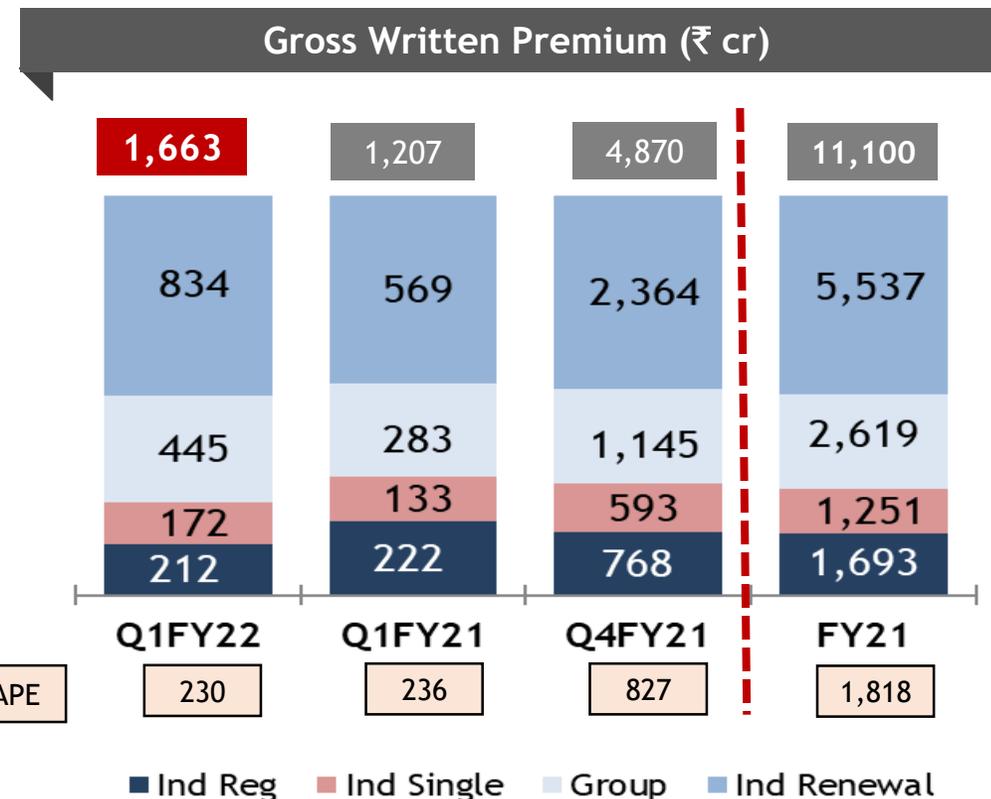
# Kotak Mahindra Life Insurance



₹ cr	Q1FY22	Q1FY21	Q4FY21	FY21
Capital	562	562	562	562
Other Reserves and Surplus	3,158	2,952	3,483	3,483
Total Premium	1,663	1,207	4,870	11,100
(Loss) / Profit After Tax (Shareholders')	(243)	161	193	692
Solvency Ratio (x)	2.57	3.00	2.90	2.90

## Notes

- Gross written premium Q1FY22 grew 37.9% YoY
- Individual NB premium for Q1FY22 grew 8.2 % YoY
- Individual renewal premium for Q1Y22 grew 46.7% YoY
- Loss in Q1FY22 due to increase in death claims and extra mortality reserving created to cover expected future claims
- Claims net of reinsurance amounted to ₹ 562 cr (Q1FY21: ₹ 96 cr)
- Reserves as on 31<sup>st</sup> Mar, 2021 were sufficient to cover claims received in Q1 for deaths occurring prior to 31<sup>st</sup> Mar, 2021



## KLI's 3E Digital edge for *Empowering distribution, Engaging channels, Enhancing customer experience*

### EMPLOYEE & ADVISOR ENGAGEMENT



95%+ digital onboarding on **KLI RECRUIT** - agency recruitment platform



**BOOST** app for advisor performance and productivity management



Smart nudges for Renewals and eNACH collections on digital platforms



**KLI MEET** proprietary video app for quality customer engagement

### CUSTOMER ONBOARDING



95% digital onboarding of customers via **GENIE**



Paperless buying CX for D2C



Mobile friendly digital sales journey enabled for key products



Pre-approved digital offers for Kotak Bank customers

### CUSTOMER SERVICING



Significantly high customer queries and requests over 24\*7 chatbot, whatsapp & portal services



Re-engineered IVR launched with 10 more self-servicing features



IVR now includes on the fly ECS enrollment, policy information / document download

### DATA & ANALYTICS



Analytics driven cross sell models for enhanced customer value



Dynamic Risk Scoring model for better risk management in new business



Behavioral data based nudges to improve distributor's engagement with customers



Data based advisor propensity models for productivity

# Kotak Securities



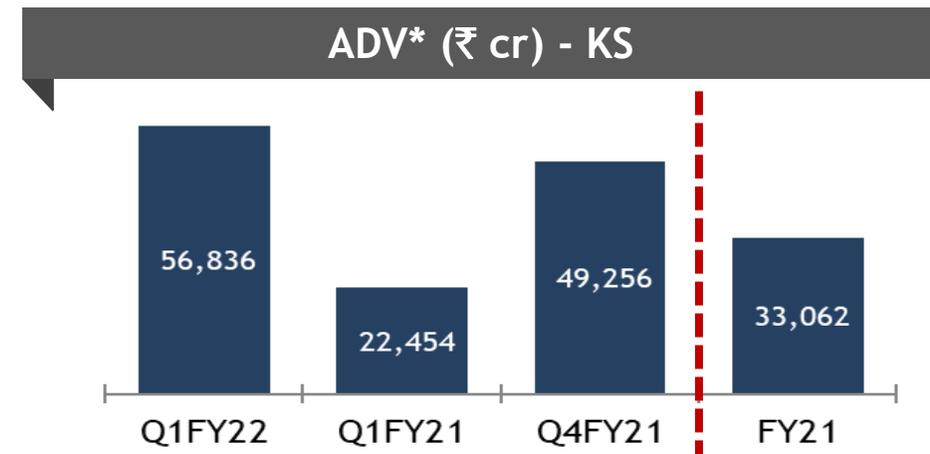
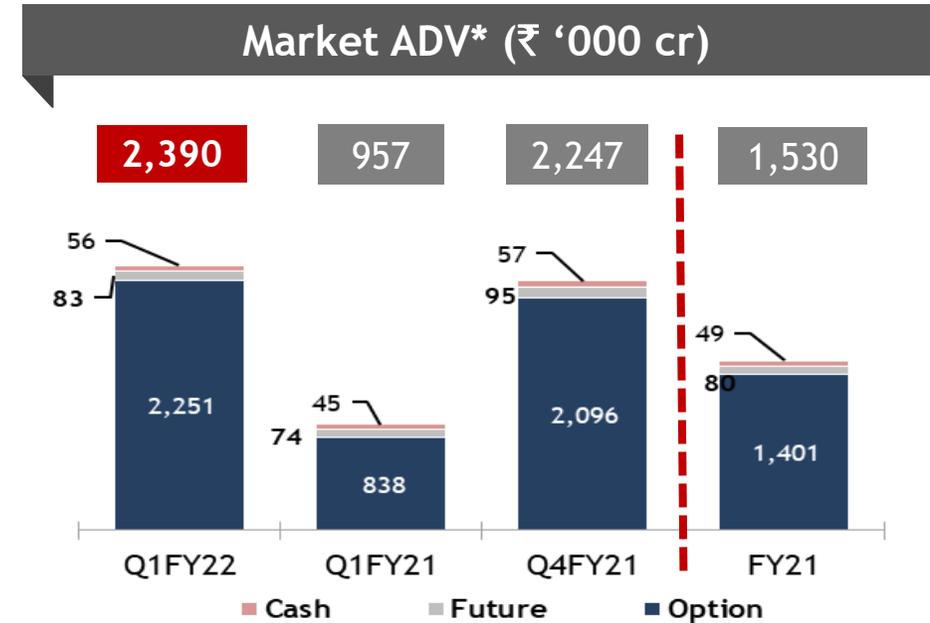
₹ cr	Q1FY22	Q1FY21	Q4FY21	FY21
Total Income	571	459	570	2,020
Profit Before Tax	315	225	321	1,057
Profit After Tax	236	169	241	793
Market Share Cash* - (%)	9.6	9.4	9.7	9.3

Market Share\* Q1FY22: 2.4% (Q1FY21: 2.3%)

1,510 branches, franchises and referral co-ordinators



In Q1FY22, % of accounts opened Digitally : 97 %



\*excluding BSE Derivative & Proprietary Segments

# Kotak Mahindra Capital Company



## Equity



**Sona BLW Precision Forgings Ltd.**  
# Initial Public Offer

₹ 5,550 cr



**Macrotech Developers Ltd.**  
# Initial Public Offer

₹ 2,500 cr



**Krishna Institute of Medical Sciences Ltd.**  
# Initial Public Offer

₹ 2,144 cr



**Aarti Industries Ltd.**  
# Qualified Institutional Placement

₹ 1,200 cr



**Brigade Enterprises Ltd.**  
# Qualified Institutional Placement

₹ 500 cr

## Advisory



₹ 9,200 cr

Manager to the Buyback Offer to the shareholders of Infosys through open market route



₹ 6,335 cr

Buy-side Financial Advisor and Advisor to the Open Offer to API Holdings for acquisition of Thyrocare Technologies



₹ 2,520 cr

Sell-side Financial Advisor to Fortum for divestment of 500 MW solar PV assets and greenfield partnership for future assets



Undisclosed

Buy-side Financial Advisor to Tata Digital for acquisition of Supermarket Grocery Supplies (BigBasket)



Undisclosed

Buy-side Financial Advisor to Tata Digital for acquisition of 1MG Technologies



Undisclosed

Sell-side Financial Advisor to Encube Ethicals and Multiples PE for Investment by Quadria Capital

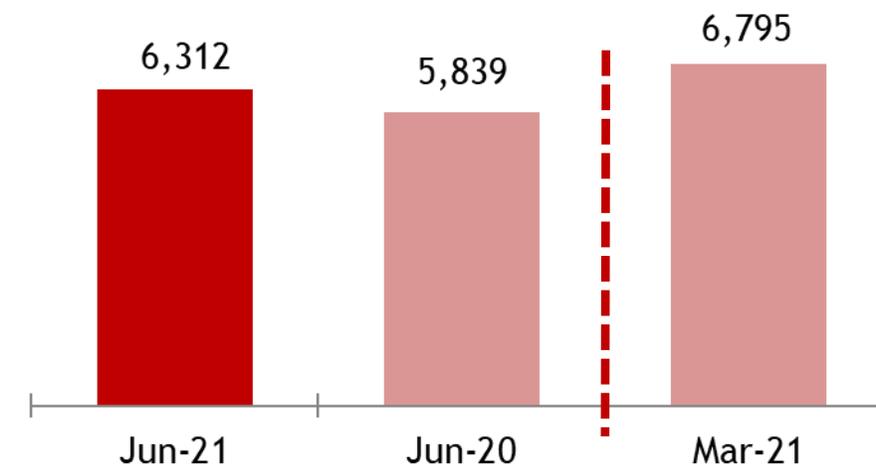
₹ cr	Q1FY22	Q1FY21	Q4FY21	FY21
Total Income	77	25	55	202
Profit Before Tax	51	8	33	111
Profit After Tax	42	6	25	82

# Kotak Mahindra Investments



₹ cr	Q1FY22	Q1FY21	Q4FY21	FY21
NII	102	88	88	354
Other Income	13	(2)	29	74
<b>NII and Other Income</b>	<b>115</b>	<b>86</b>	<b>117</b>	<b>428</b>
Profit Before Tax	96	57	98	346
<b>Profit After Tax</b>	<b>71</b>	<b>43</b>	<b>73</b>	<b>258</b>
NNPA (%)	0.6%	0.8%	0.6%	0.6%
CAR (%) (incl unaudited profits)	37.0%			
ROA (%) - annualised	3.7%			

## Customer Assets\* (₹ cr)



\* Includes loans and credit substitutes

## Notes

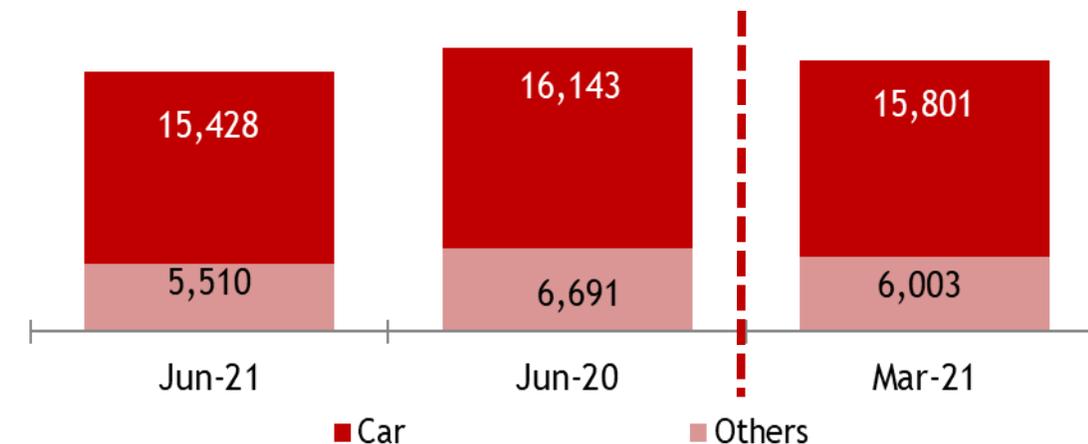
- COVID-19 provision held: ₹ 27 cr, no utilization during Q1FY22
- Focus on Balance Sheet quality
- NNPA % stable QoQ

# Kotak Mahindra Prime



₹ cr	Q1FY22	Q1FY21	Q4FY21	FY21
NII	307	301	313	1,212
Other Income	47	16	67	220
<b>NII and Other Income</b>	<b>354</b>	<b>317</b>	<b>380</b>	<b>1,432</b>
Profit Before Tax	106	93	248	720
<b>Profit After Tax</b>	<b>79</b>	<b>68</b>	<b>184</b>	<b>535</b>
NNPA (%)	2.4%	1.1%	1.8%	1.8%
CAR (%) (incl unaudited profits)	30.9%			
ROA (%) - annualised	1.3%			

## Customer Assets\* (₹ cr)

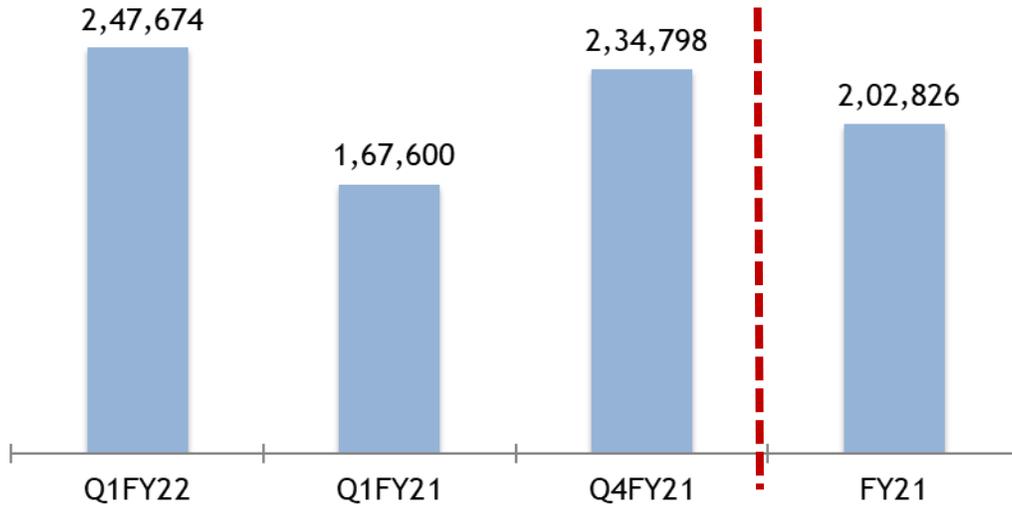


\* Includes loans and credit substitutes

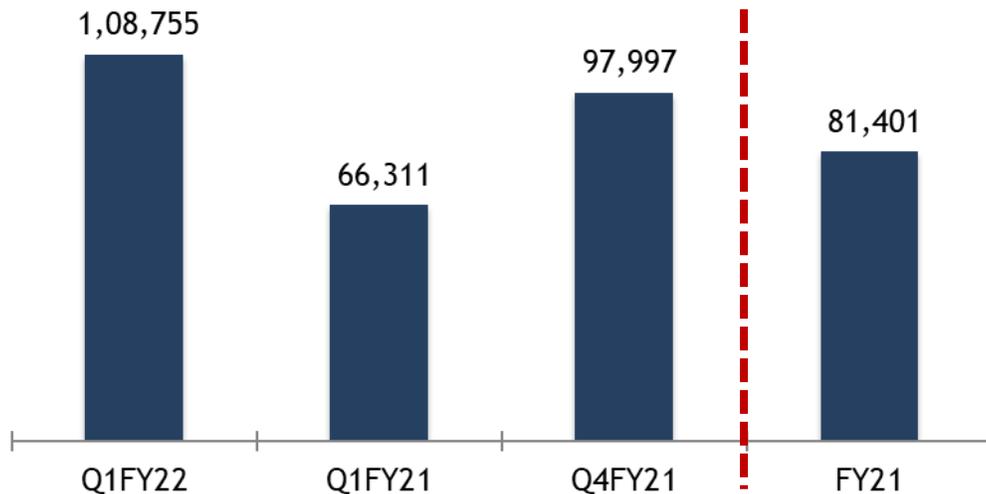
## Notes

- COVID-19 provision held: ₹ 90 cr, no utilization during Q1FY22
- Increase in NPA and provisioning in Q1FY22 due to lower collections in Apr and May on account of COVID wave 2
- Recoveries improved in Jun 2021 as most of the markets opened

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



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



₹ cr	Q1FY22	Q1FY21	Q4FY21	FY21
Profit Before Tax	143	95	134	465
Profit After Tax	107	71	100	346

## Notes

- Overall Market share on AAUM increased to 7.4% in Q1FY22 (Q1FY21: 6.8%)
- Equity AAUM market share increased to 5.3% in Q1FY22 (Q1FY21: 4.9%)
- AAUM grew 32% YoY compared to industry growth of 26%

# Assets Under Management and Relationship Value

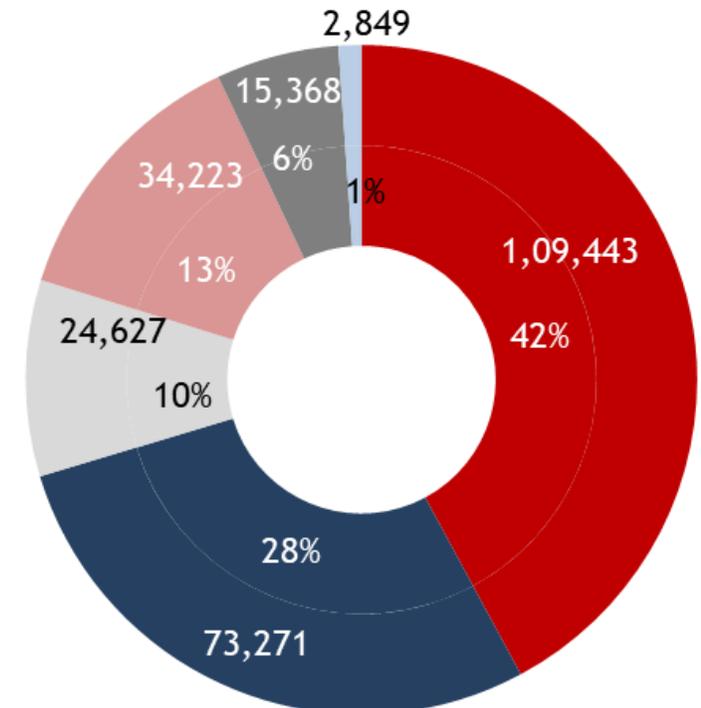
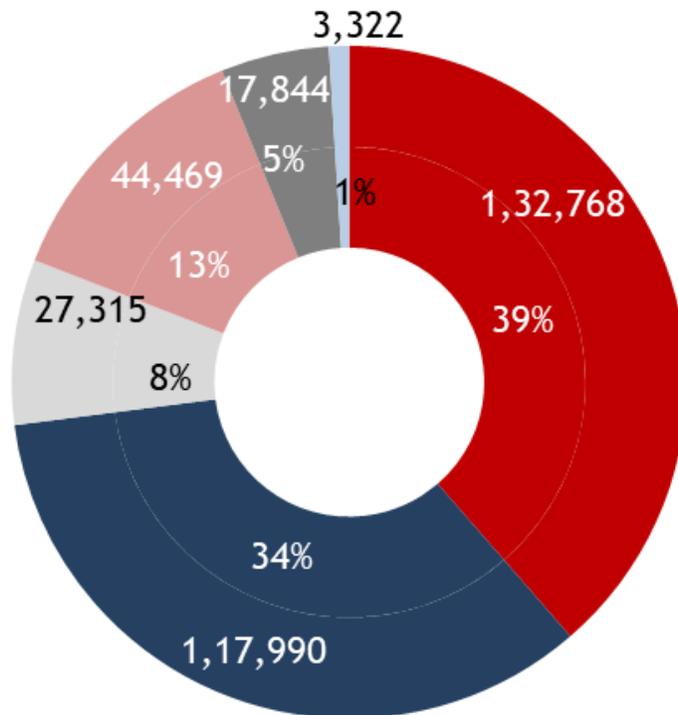
30<sup>th</sup> June, 2021

30<sup>th</sup> June, 2020

(Total: ₹ 343,708 cr)

(Total: ₹ 259,781 cr)

32%

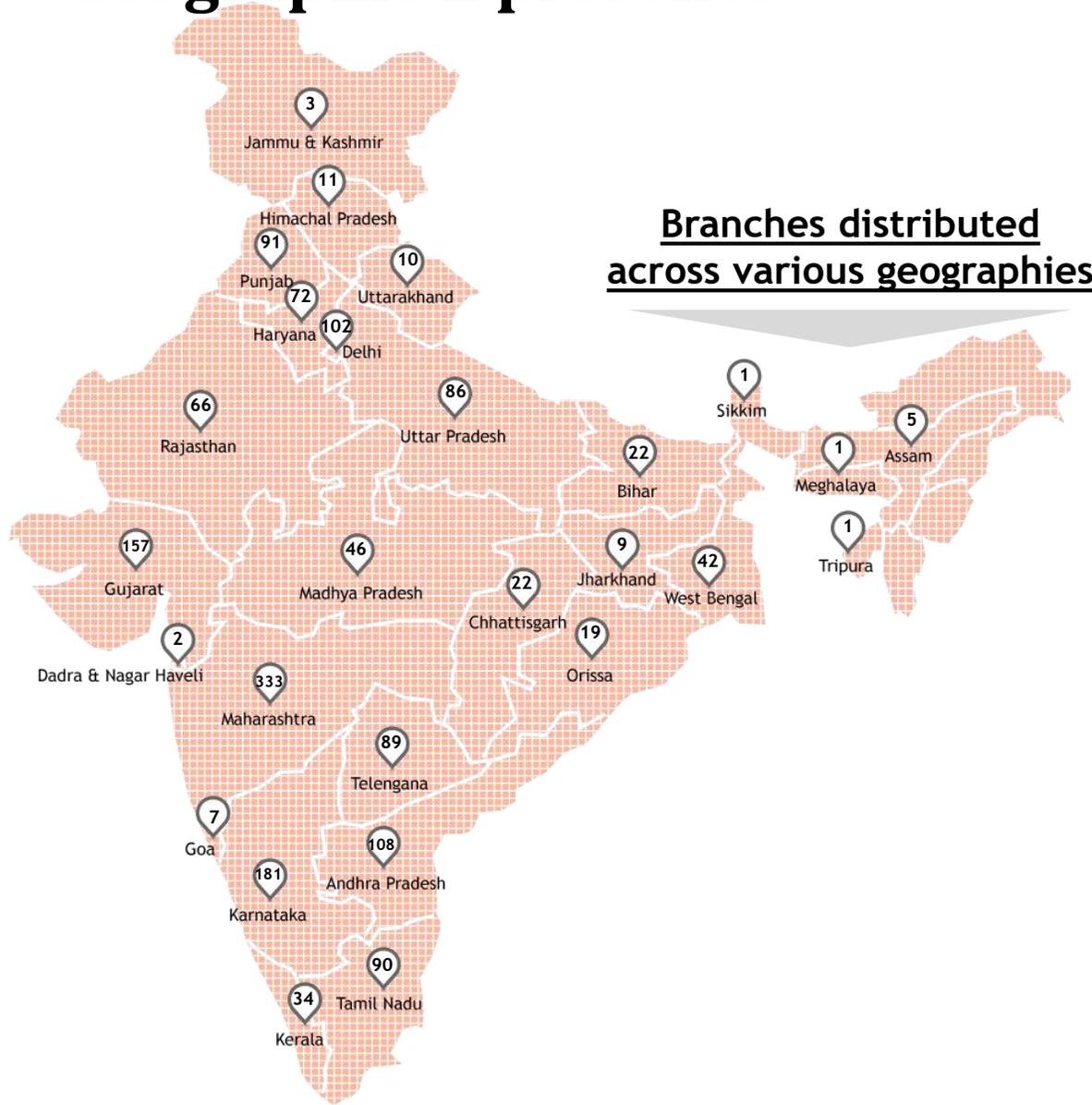


- Domestic MF Debt
- Domestic MF Equity
- Offshore Funds
- Insurance
- Alternate Asset\*
- PMS & Others

\* Includes undrawn commitments, wherever applicable

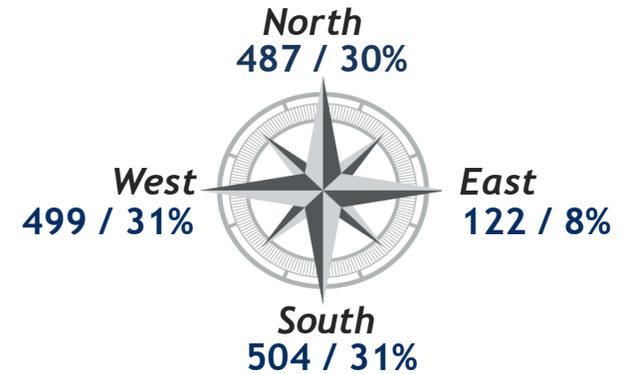
**Relationship Value of Wealth + Priority + Investment Advisory as on 30<sup>th</sup> Jun, 2021 ~₹ 404,000 cr (PY: ~₹ 282,000 cr) - up 43%**

# Geographical presence

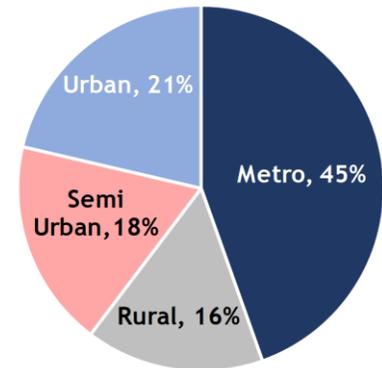


\* Does not include branches in DIFC, Dubai & GIFT city, Gujarat

Branches 1,612\* [No./%]



Branch Classification



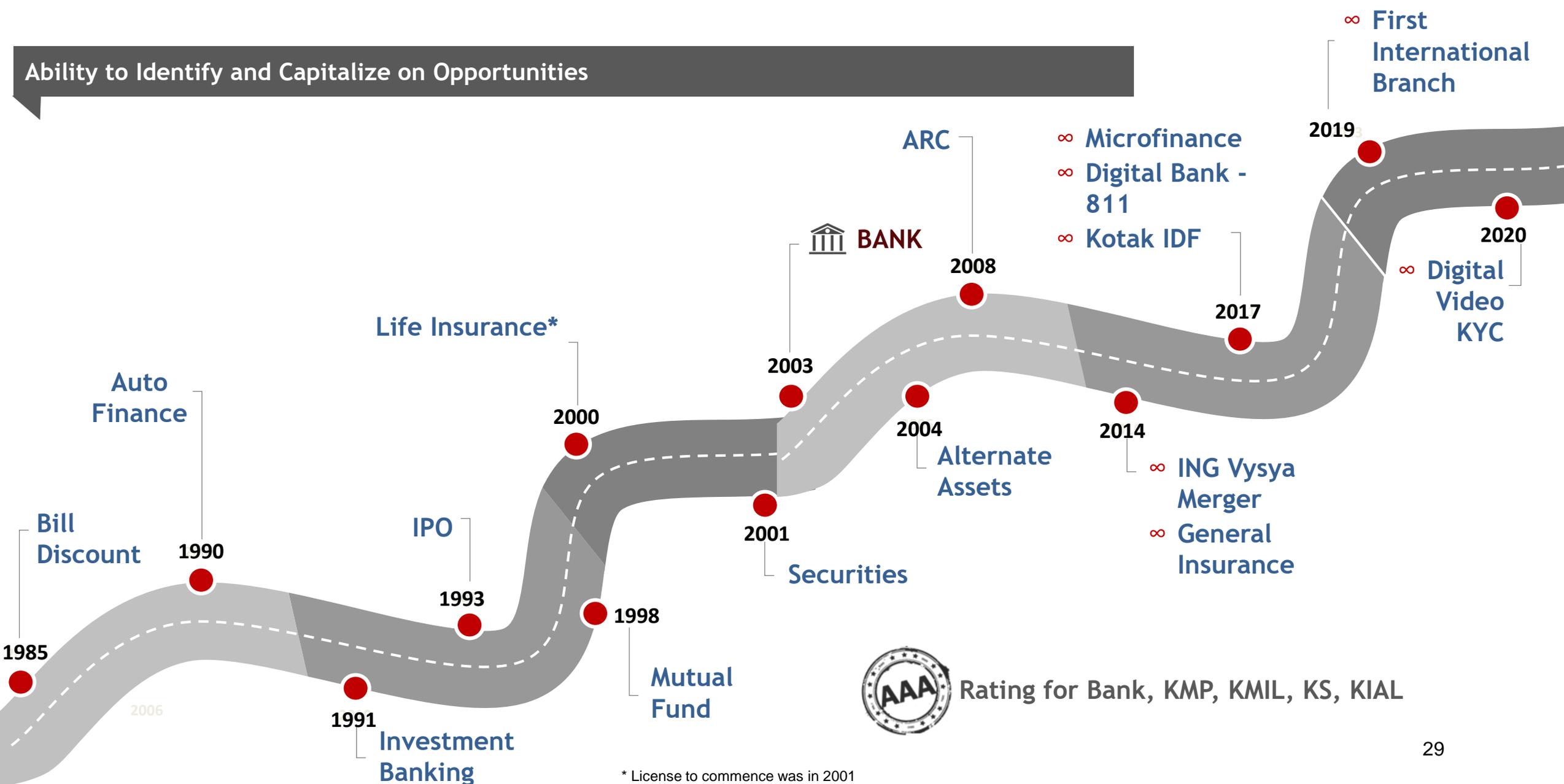
No. of ATMs

**2,591**

# GROUP PROFILE

# The Journey So far...

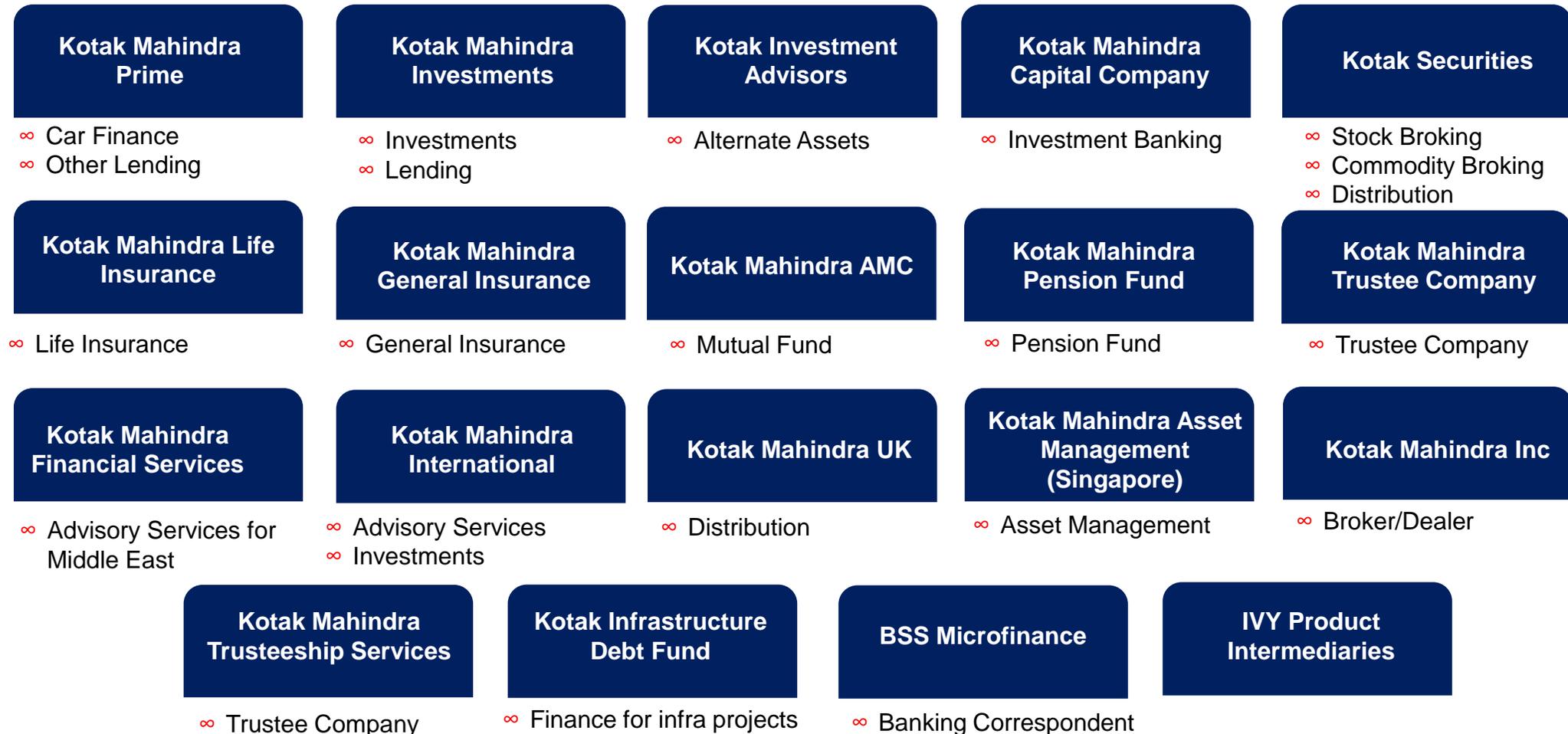
Ability to Identify and Capitalize on Opportunities



\* License to commence was in 2001

# Kotak – Diversified and integrated financial services

**Kotak Mahindra Bank**  
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

### Consumer Banking

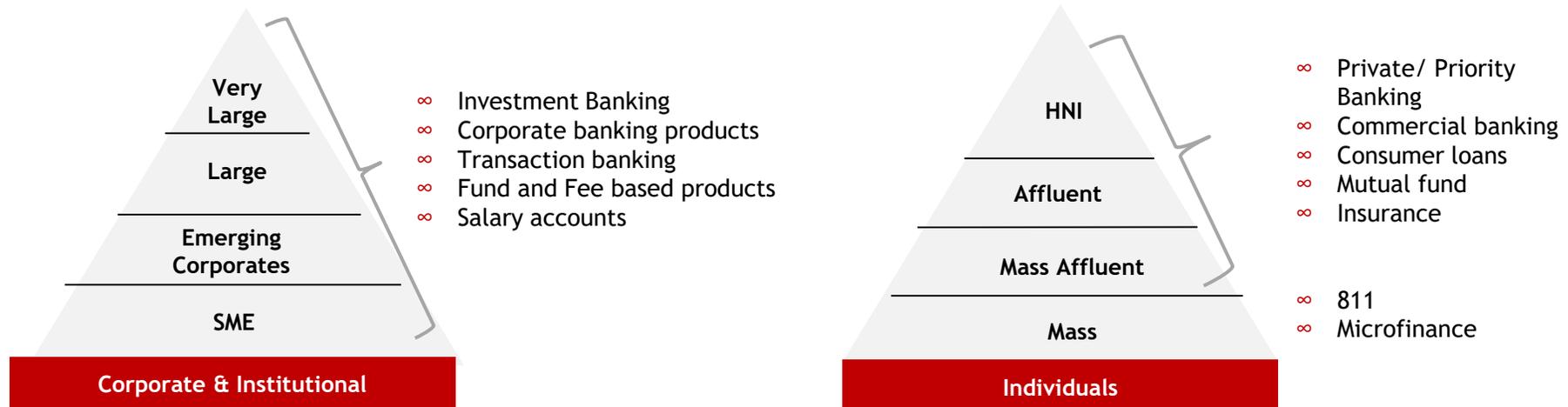
- ∞ Branch Banking
- ∞ 811
- ∞ Home loans & LAP
- ∞ Personal Loans
- ∞ Consumer Finance
- ∞ Credit Cards
- ∞ Priority Banking
- ∞ Small Business Loans
- ∞ Working Capital
- ∞ NRI Banking
- ∞ Gold Loans
- ∞ Rural Housing & Business Loans
- ∞ Forex Cards
- ∞ FASTag

### 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



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 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 July 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

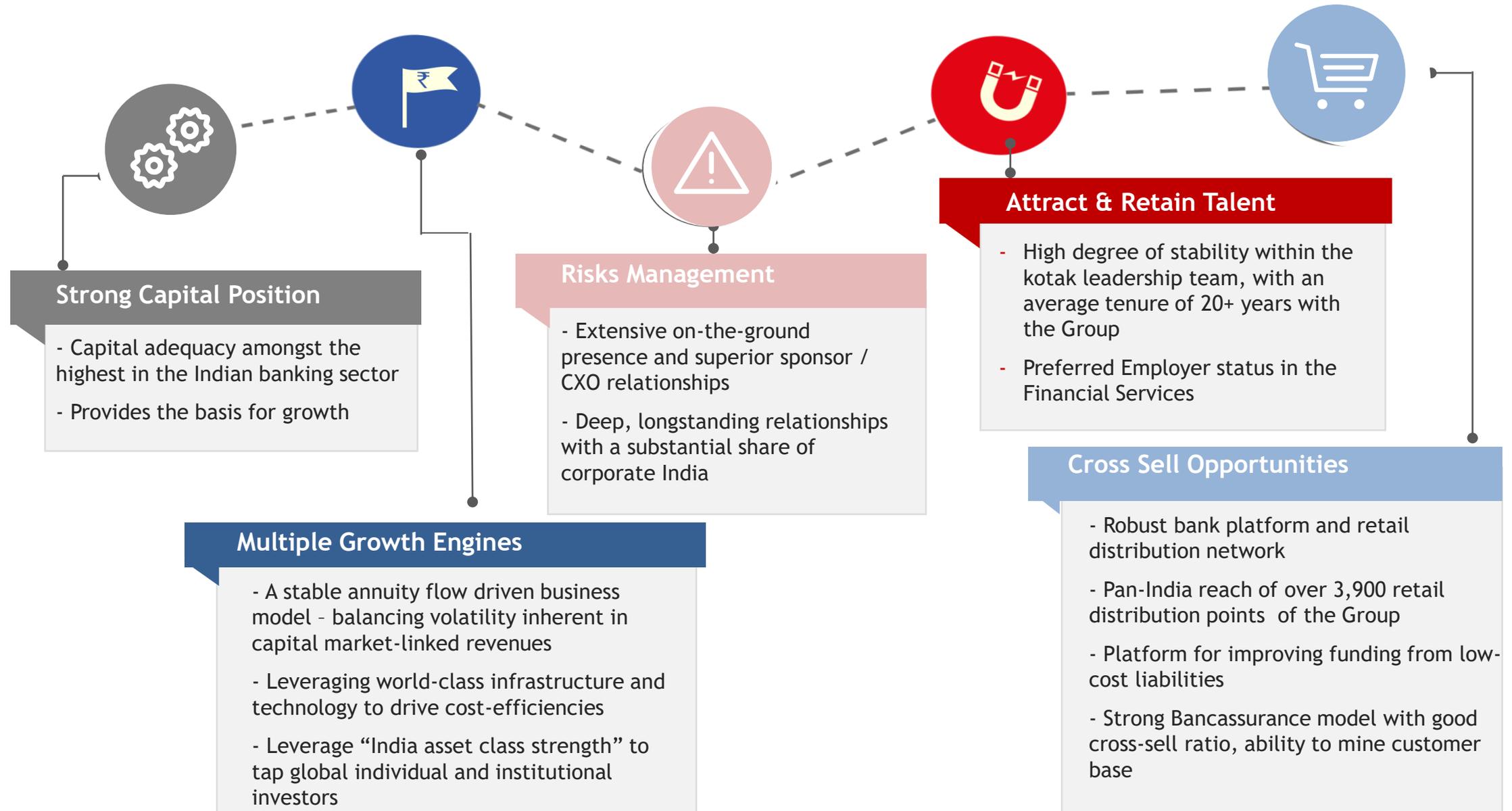
Focus on Efficiency, Productivity and Capital

## 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

24 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**

29 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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Contact: **Jaimin Bhatt / Abhiram Bhattacharjee**

Kotak Mahindra Bank Limited

Tel: +91 22 61660000

E-mail: [investor.relations@kotak.com](mailto:investor.relations@kotak.com)