



January 26, 2021

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

Sub: Investor Presentation – Quarter ended December 31, 2020

Pursuant to Regulation 29 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we attach herewith the Investor Presentation – Q3 FY 2020-21 which is also being posted on our website, www.kotak.com.

Yours faithfully,

For Kotak Mahindra Bank Limited

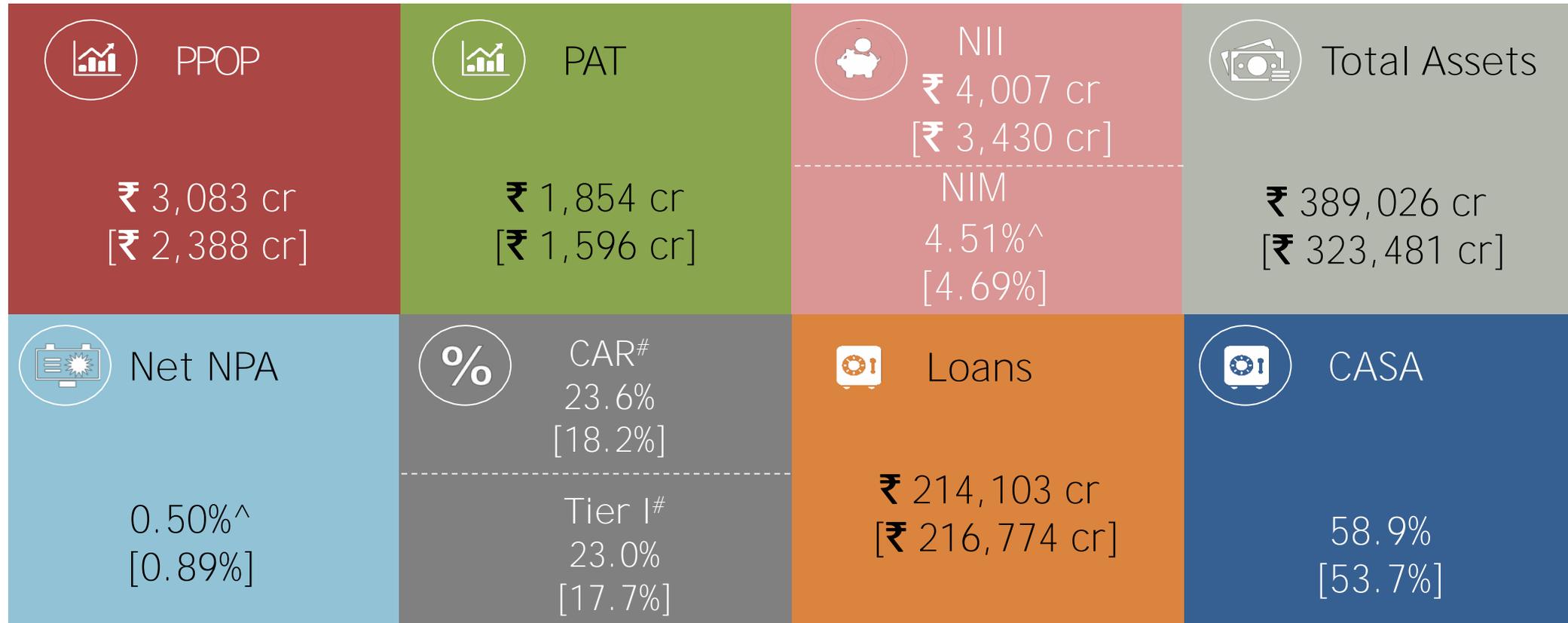
Avan Doomasia
Senior Executive Vice President &
Company Secretary
Encl : as above.

INVESTOR PRESENTATION Q3FY21

Presentation on financial results for the period ended 31st December, 2020

25th January, 2021

Standalone highlights Q3FY21



Figures in [brackets] are Q3FY20 numbers

As per Basel III, including unaudited profits. Excluding profits CAR: 21.5%, Tier I: 20.9%

^In terms of interim order of the Hon. Supreme Court, Bank had not classified any borrower as NPAs post 31st August, 2020. However, necessary provision (incl interest accrued but not collected for the entire period, with moratorium) made for all borrowers more than 90 days overdue on 31st Dec, 2020

If such borrowers were classified as NPA and interest reversed, NIM and NNPA for Q3FY21 would be 4.31% & 1.24% resp

Profit and Loss Account



₹ cr	Q3FY21	Q3FY20	Q2FY21	FY20
Net Interest Income	4,007	3,430	3,913	13,500
Other Income	1,334	1,341	1,452	5,372
<i>Fee and Services</i>	1,170	1,136	1,058	4,731
<i>Others</i>	164	205	394	641
Net Total Income	5,341	4,771	5,365	18,872
Employee Cost	959	1,092	990	3,878
Other Operating Expenses	1,299	1,291	1,078	4,973
Operating Expenditure	2,258	2,383	2,068	8,851
Operating Profit	3,083	2,388	3,297	10,021
Provision On Adv/Receivables (net)	641	432	345	2,126
Provision On Investments	(42)	12	23	90
Provision & Contingencies	599	444	368	2,216
PBT	2,484	1,944	2,929	7,805
Provision For Tax	630	348	745	1,858
PAT	1,854	1,596	2,184	5,947

Notes

- Provision includes amounts (incl. interest accrued but not collected for the entire period, with moratorium) with respect to borrowers not classified as NPA pursuant to interim order of Hon. Supreme Court but overdue for over 90 days
- Provision on Adv/Receivables (net) includes general provision relating to COVID-19
- Others include treasury gains, ARD buyout
- Q3FY20 provision for tax was lower due to some favorable tax orders

Fees & Services



₹ cr	Q3FY21	Q3FY20	Q2FY21	FY20
Distribution & Syndication Income	178	128	172	590
General Banking Fees	962	978	854	4,021
Others	30	30	32	120
Fees and Services	1,170	1,136	1,058	4,731

Asset Quality



Asset Quality

₹ cr	31-Dec-20	31-Dec-19	30-Sep-20
GNPA	4,928	5,413	5,336
NNPA	1,064	1,925	1,304
GNPA (%)	2.26%	2.46%	2.55%
NNPA (%)	0.50%	0.89%	0.64%
PCR (excl standard and COVID provision)	78.4%	64.4%	75.6%

- No sale to ARCs
- Approved restructuring
0.28% of net advances

SMA2^ outstanding - ₹ 654 cr,
0.31% of net advances

(PY: ₹ 274 cr, 0.13% of net
advances)

- In terms of Interim Order of Hon. Supreme Court, Bank had not classified any NPAs post 31st August, 2020. Had the Bank classified the borrowers more than 90 days overdue on 31st Dec, 2020 as NPA, GNPA would be 3.27% (30th Sep, 2020:2.70%); NNPA would be 1.24% (30th Sep, 2020: 0.74%). Of this increase, a disproportionate portion is in unsecured consumer retail which has flown through to +90 days in Q3FY21
- Proforma NNPA at ₹ 2,646 cr, provision (incl. standard, UFCE and COVID related) held ₹ 2,262 cr
- No COVID-19 Provision dipped into during Q2FY21 and Q3FY21. COVID-19 Provision as on 31st Dec, 2020 ₹ 1,279 cr
- Secured advances - **collections vs. demand for Dec'20 back to** precovid levels; unsecured advances - nearing precovid levels, improving month on month

Balance Sheet



₹ cr	31-Dec-20	31-Dec-19	30-Sep-20
Capital & Reserves and Surplus	61,914	47,606	59,923
Deposits	265,304	239,354	261,564
CA	43,975	36,788	40,454
SA	112,199	91,729	108,990
Term Deposits	109,130	110,837	112,120
Of which: TD Sweep	21,601	17,656	20,184
Borrowings	48,223	26,465	41,789
Other Liabilities and Provisions	13,585	10,056	11,489
Total Liabilities	389,026	323,481	374,765

₹ cr	31-Dec-20	31-Dec-19	30-Sep-20
Cash, Bank and Call	52,751	19,090	40,539
Investments	109,037	76,601	116,724
Government Securities	88,941	62,814	97,407
Credit Substitutes	14,706	10,432	13,945
Others	5,390	3,355	5,372
Advances	214,103	216,774	204,845
Fixed Assets and Other Assets	13,135	11,016	12,657
Total Assets	389,026	323,481	374,765

Enabling Assets

- ▶ **Digi Home Loans 2.0** - Instant digital credit assessment and in-principal sanction letter
- ▶ **Digi Personal loans**- End-to-End digital sourcing & disbursal for existing Kotak customers
- ▶ **811 Credit Card** - Secured Credit card made available digitally to all Kotak customers
- ▶ 93% increase in leads & 47% increase in visits for PL on Kotak website after SEO rank improvement & personalization
- ▶ Personalized experience created for personal loan prospects on Kotak Website

Scaling Digital Banking Capabilities

- ▶ **Mobile Banking** - Continues to be 5th* in industry with 5% share of transaction value; Transaction volume up 73% & value up 40% annually
- ▶ **New Net Banking launch** - Based on micro services and containerization technologies. Offerings: Simplified Login & Password Reset process, enhanced Dashboard and revamp of key sections such as Accounts, Statements, Profile etc.
- ▶ **KayMall** - 1.32X Growth in volume for Shopping & Grocery categories in Q3FY21 over Q2FY21
- ▶ 81% YoY increase monthly active users for **WhatsApp Banking** & 56% YoY increase in monthly active users for **Keya Chatbot**
- ▶ **Finger Image Record (FIR) based biometric authentication** enabled
- ▶ PayU, WhatsApp, NCIF API integration in KSC app
- ▶ PAN/FORM 60 & income relation validation in Kotak Smart Connect & Xpress App

Mobile Banking has 180+ features and Net Banking 250+ across product categories

Banking & Servicing

- eStatement download of last 5 years in Mobile App
- Capturing Customer consent on MB for receiving WhatsApp notifications
- **97%** RDs opened through Digital channels
- **84%** FDs booked through Digital channels

Payments & Shopping

- Launch of **Amazon** in KayMall in Dec'20
- **2.7X** growth in Shopping + Grocery transactions in **Q3FY21** v/s **Q3FY20**

Open Banking

- **213** Open Banking Partnerships as of Dec'20
- **7X** Growth in transaction volume over Q3FY20
- **3.4X** Growth in transaction value over Q3FY20

Loans & Cards

- New & improved credit card overview section on Mobile Banking
- Card limit control for Debit & Credit Card in Net & Mobile Banking
- **200%** QoQ growth in Home loans sourced digitally
- **400%** QoQ growth in Personal loans sourced digitally
- **32%** of the total Personal Loans sourcing done digitally
- **300%** YoY growth in Credit Cards sourced digitally
- **73%** of all Credit Cards sourced Digitally

Investment

- **89%** of all investment accounts sourced through MB/NB
- **50%** of MF/SIPs booked through Digital channels

Insurance

- KLI's Pre-approved sum assured e-Term plan in Net Banking

Digital Engagements

811 – Share in Digital Engagement

MB 30 day unique Logins 57%

UPI transactions 62%

Secured Credit Card 78%

New Trading accounts 57%

New Recurring Deposits 54%

Group Insurance products
(Sachet Insurance) 46%

Key Highlights



- **2.1X** growth of consumer digital payment volumes in Q3FY21 over Q3FY20
- **1.43X** growth in registered merchants; **~11X** growth in acquiring transactions in Q3FY21 over Q3FY20

*92%+ of overall P2P + P2M transaction share are Digital**

Digital payments

Key Trends

- Digital payment* checkout modes contribute to **85%+** of monthly transaction share in **Dec'20**
- **~2.35X** growth in Consumer UPI P2M checkouts in Q3FY21 over Q3FY20
- **10%** QoQ ATS Growth in UPI;
14% QoQ ATS Growth in DC ECOM

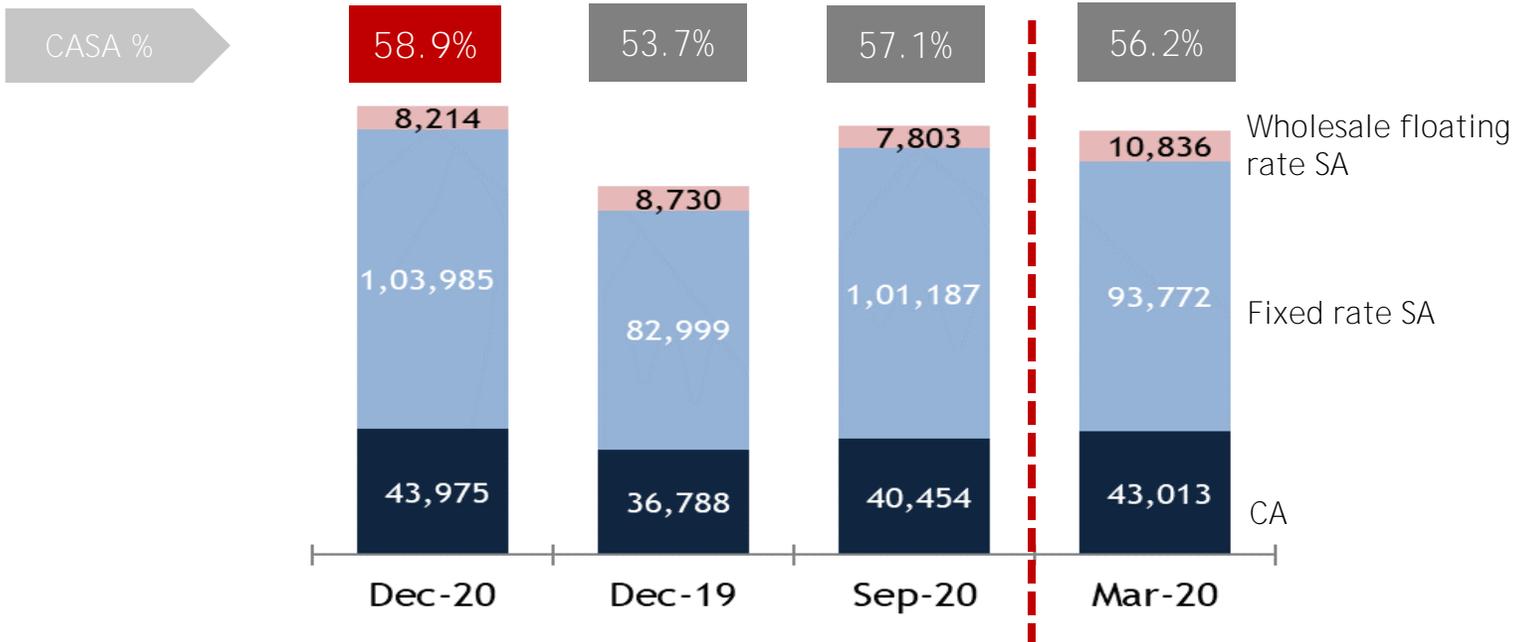


P2M = Peer to Merchant

* Digital Modes = Online Checkout Methods + Scan & Pay

Deposit

CASA (₹ cr)



Cost of SA
3.81% [5.27%]

TD Sweep as % of total deposits
8.1% [7.4%]

CASA & TDs below ₹ 5 cr, as % of total deposits
92% [87%]

Certificate of Deposits at ₹ 699 cr
Lower YoY by 91%

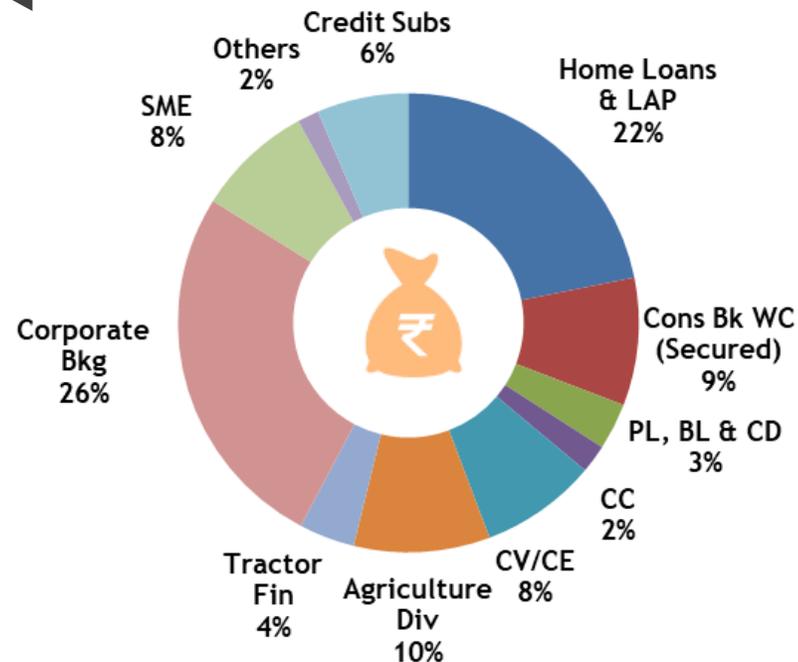


Branch count stood at 1,603 (excl. GIFT & DIFC) as on 31st Dec, 2020

Figures in [brackets] are Q3FY20 numbers

Customer Assets

31-Dec-20 (₹ 228,809 cr)



Customer Assets

₹ cr	31-Dec-20	31-Dec-19	30-Sep-20
Home Loans & LAP	49,977	47,585	47,732
Consumer Bank WC (Secured)	20,548	19,859	19,562
PL, BL and Consumer Durables	7,528	9,839	8,177
Credit Cards	4,557	4,885	4,378
CV/CE	18,685	18,993	18,363
Agriculture Division	21,858	20,481	20,926
Tractor Finance	8,943	7,255	8,151
Corporate Bkg	59,875	62,495	56,119
SME	18,702	20,928	18,118
Others	3,430	4,454	3,319
Total Advances	214,103	216,774	204,845
Credit Substitutes	14,706	10,432	13,945
Total Customer Assets	228,809	227,206	218,790

Specific Sectors Exposure

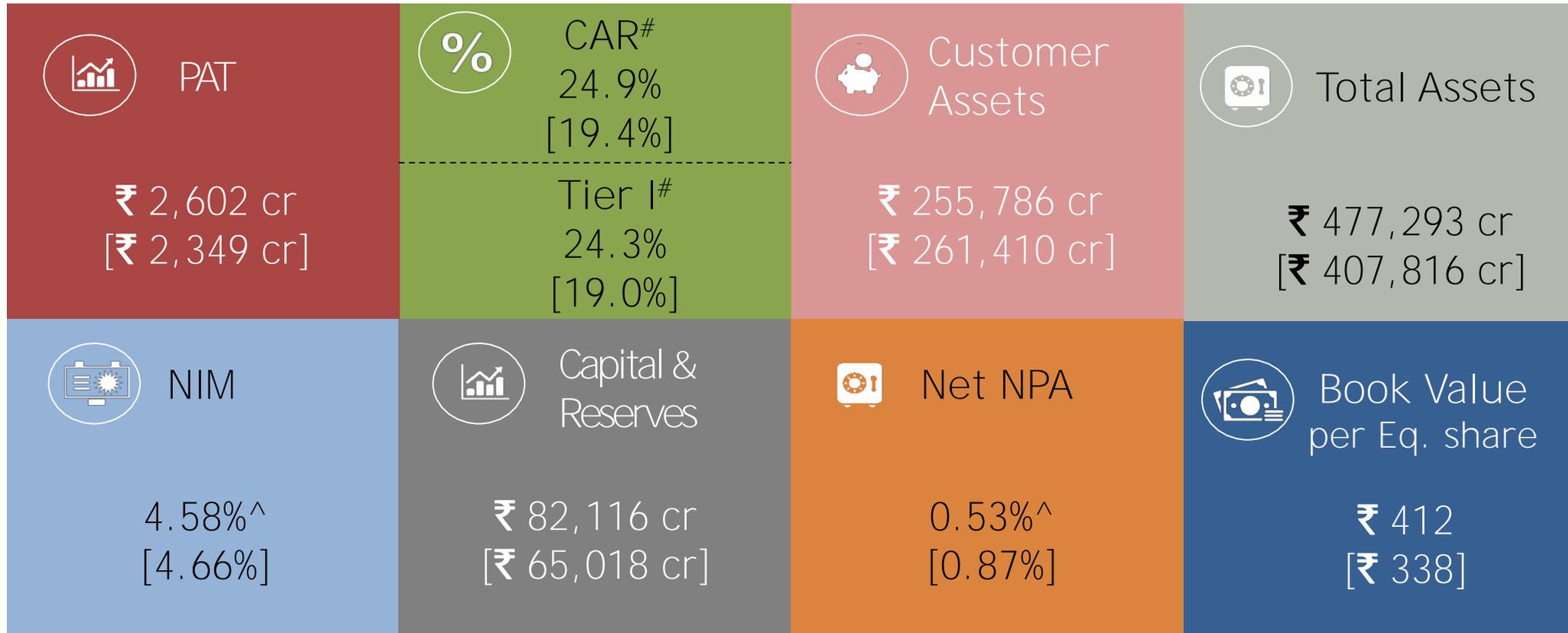
Specific Sectors as per Basel III

Outstanding* (₹ cr)	31-Dec-20	%	31-Dec-19	%	30-Sep-20	%
NBFCs	14,169	4.9%	11,756	4.2%	12,248	4.5%
: Of which HFC	6,174	2.1%	4,311	1.5%	5,025	1.8%
CRE (excl LRD)	5,572	1.9%	5,844	2.1%	5,661	2.1%
LRD	4,104	1.4%	4,521	1.6%	4,363	1.6%
Total including above	288,377		279,040		274,121	

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

Disbursal in ECLG Scheme till 31st Dec, 2020: ~ ₹ 9,400 cr; crossed ₹ 9,700 cr in Jan 2021

Consolidated Highlights Q3FY21



Figures in [brackets] are Q3FY20 numbers

As per Basel III, including unaudited profits. Excluding profits CAR: 22.7%, Tier I: 22.1%

Consolidated PAT



₹ cr	Q3FY21	Q3FY20	Q2FY21	FY20
Kotak Mahindra Bank	1,854	1,596	2,184	5,947
Kotak Mahindra Prime	149	187	133	673
Kotak Mahindra Investments	68	64	74	270
Kotak Securities	184	128	199	550
Kotak Mahindra Capital	38	40	14	79
Kotak Mahindra Life Insurance	167	166	171	608
Kotak Mahindra General Insurance	(3)	(9)	7	(28)
Kotak AMC and TC	91	91	84	337
International Subsidiaries	5	26	45	119
Others	20	39	21	106
Total	2,573	2,328	2,932	8,661
Affiliates and Others	29	21	15	(68)
Consolidated PAT	2,602	2,349	2,947	8,593

Notes

- Pre tax profit for bank and subsidiaries grew at 19.5% YoY

Entity-wise Capital & Reserves and Surplus



₹ cr	31-Dec-20	31-Dec-19	30-Sep-20
Kotak Mahindra Bank	61,914	47,606	59,923
Kotak Mahindra Prime	6,439	5,927	6,289
Kotak Mahindra Investments	2,044	1,783	1,976
Kotak Securities	5,081	4,366	4,897
Kotak Mahindra Capital	680	629	642
Kotak Mahindra Life Insurance	3,853	3,189	3,686
Kotak Mahindra General Insurance	206	174	184
Kotak AMC and TC	1,133	799	1,042
Kotak Infrastructure Debt Fund	408	373	399
International Subsidiaries	1,289	1,131	1,296
Kotak Investment Advisors	385	364	378
Other Entities	293	269	289
Total	83,725	66,610	81,001
Affiliates	993	968	967
Inter-company and Others	(2,602)	(2,560)	(2,579)
Consolidated Capital & Reserves and Surplus	82,116	65,018	79,389

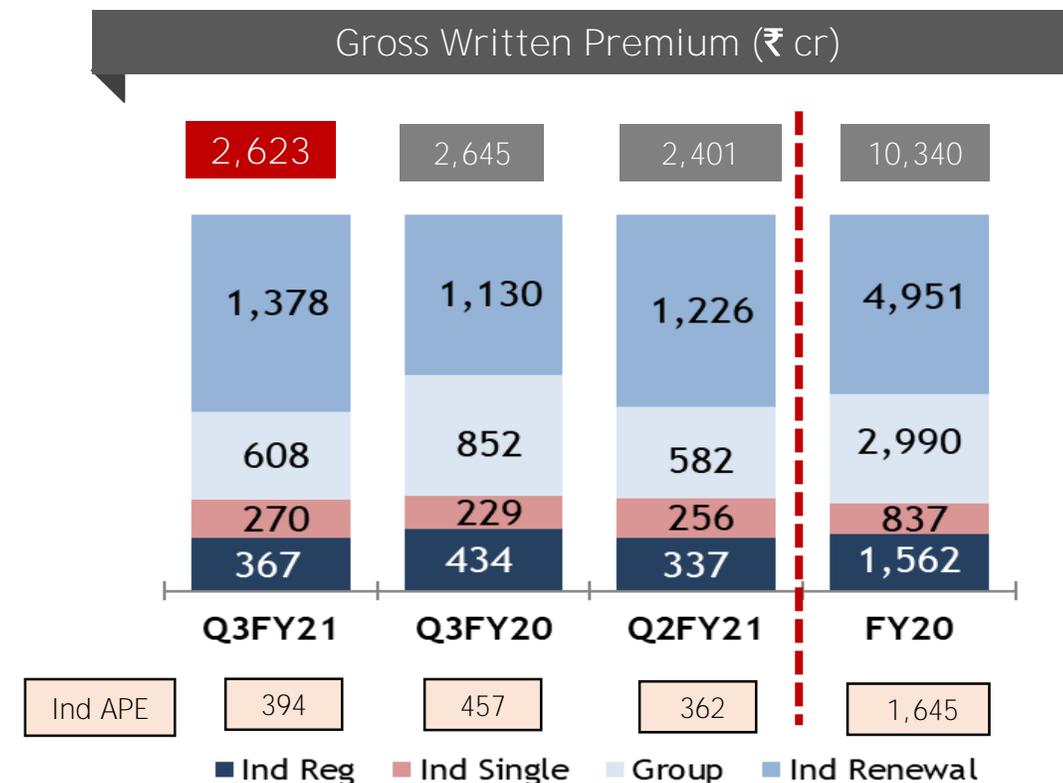
Kotak Mahindra Life Insurance



₹ cr	Q3FY21	Q3FY20	Q2FY21	FY20
Capital	562	562	562	562
Other Reserves and Surplus	3,291	2,627	3,124	2,791
Total Premium	2,623	2,645	2,401	10,340
Profit After Tax (Shareholders')	167	166	171	608
Solvency Ratio (x)	3.01	3.04	3.00	2.90

Highlights

- AUM (Policyholders') as on 31st Dec, 20 ₹ 39,770 cr, grew 21.7% YoY
- Overall Protection share for Q3 grew 4.8% YoY. QoQ grew 25.5%
- Share of Traditional **Product's** in regular Mix for Q3 stood at 84.3% & 9MFY21 at 85.3%
- Individual renewal premium Q3 grew 21.9% YoY



KLI – Update on Digitization

Focus continues on empowering distribution, energizing employees and superior customer experience



Empowering Distribution

- Digital onboarding of customers through Genie, continues to remain above 95%
- Smart Nudges to improve customer engagement and performance were launched in **Boost for advisors**, a mobile app for productivity improvement and higher engagement. Boost has been extended to more front-end sales user groups, where it helps in visibility and improving business and team performance
- KLI Recruit a completely **digital advisor-onboarding platform**, was launched to provide convenience to prospective advisors



Superior Customer Experience

- **Phased launch of “Digipro”**, a **completely digital**, **speedier fulfillment process** for superior customer experience was initiated in Q3
- In the group business, **Insta-claims** was launched, aiming to settle claims within 24 hours and improve customer experience
- As customer usage of **digital servicing tools** like whatsapp and chatbot increases, newer services such as policy document download and premium calculators have been added

Kotak Securities



₹ cr	Q3FY21	Q3FY20	Q2FY21	FY20
Total Income	474	409	516	1,690
Profit Before Tax	245	171	266	738
Profit After Tax	184	128	199	550
Market Share* (%)	2.0%			

Market Share* in Cash Segment 9MFY21: 9.1% (9MFY20: 10.0%)

1,528 branches, franchises and referral co-ordinators

Digital Update

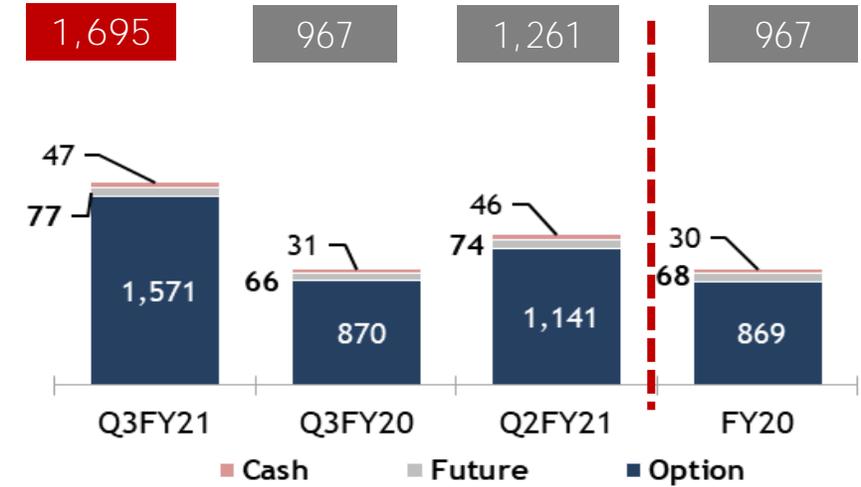


121%
growth YoY in
Online Total
ADV

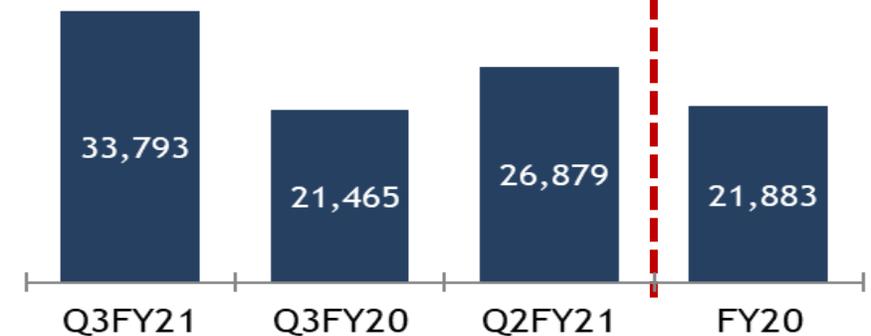


101%
growth YoY in
Mobile Total
ADV

Market ADV* (₹ '000 cr)



ADV* (₹ cr) - KS



*excluding BSE Derivative & Proprietary Segments

Kotak Mahindra Capital Company



Equity

 ₹ 6,480 cr	Gland Pharma Limited # Initial Public Offer (IPO)
 ₹ 3,685 cr	Embassy Office Parks REIT # Institutional Placement
 ₹ 1,067 cr	Burger King India Limited # Initial Public Offer (IPO)
 ₹ 750 cr	SRF LTD. # Qualified Institutional Placement
 ₹ 1,550 cr	AU Small Finance Bank # Block Deal
 ₹ 470 cr	Coromandel International # Block Deal

Advisory

 ₹ 9,782 cr	Buy-side Advisor to Embassy REIT. Acquisition of Embassy Tech Village
 ₹ 2,649 cr	Fairness Opinion Provider for Sale of Indo Gulf Fertilizers by Grasim industries
 ₹ 631 cr	Manager to Buyback through tender offer process
 Undisclosed	Exclusive financial advisor to Signet Excipients on acquisition by IMCD India (100% subsidiary of IMCD N.V.)

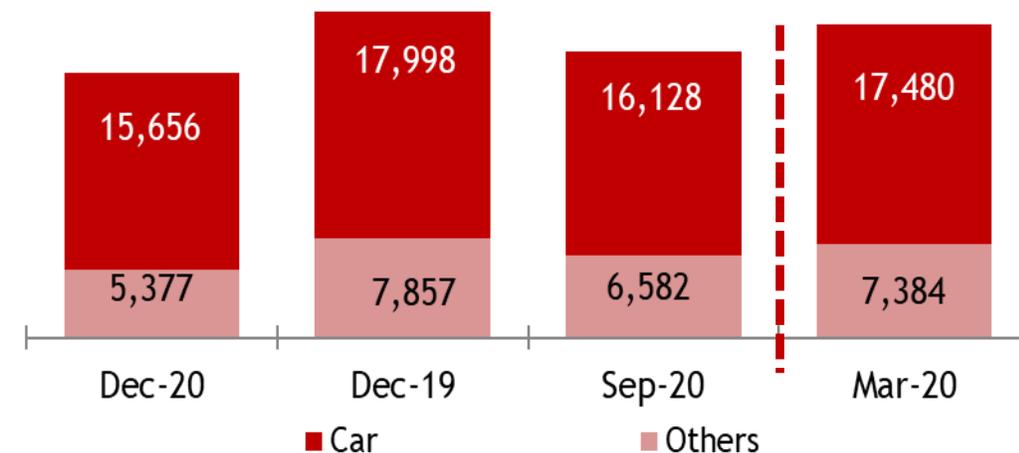
₹ cr	Q3FY21	Q3FY20	Q2FY21	FY20
Total Income	77	89	44	229
Profit Before Tax	51	53	19	108
Profit After Tax	38	40	14	79

Kotak Mahindra Prime



₹ cr	Q3FY21	Q3FY20	Q2FY21	FY20
NII	320	313	301	1,234
Other Income	66	65	53	291
NII and Other Income	386	378	354	1,525
Profit Before Tax	201	250	179	923
Profit After Tax	149	187	133	673
NNPA (%)	0.9%	0.6%	1.3%	0.6%
CAR (incl unaudited profits) (%)	29.7%			
ROA (%) - annualised	2.4%			

Customer Assets* (₹ cr)



* Includes loans and credit substitutes

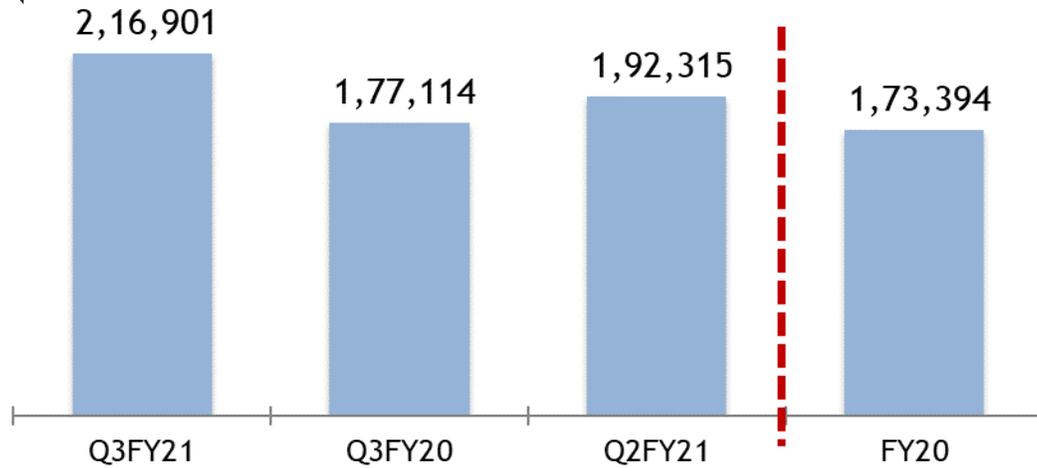
Notes

- Better margins in Q3FY21 compared to Q3FY20
- Had KMP classified the borrowers more than 90 days overdue on 31st Dec, 2020 as NPA, NNPA would be 2.2%

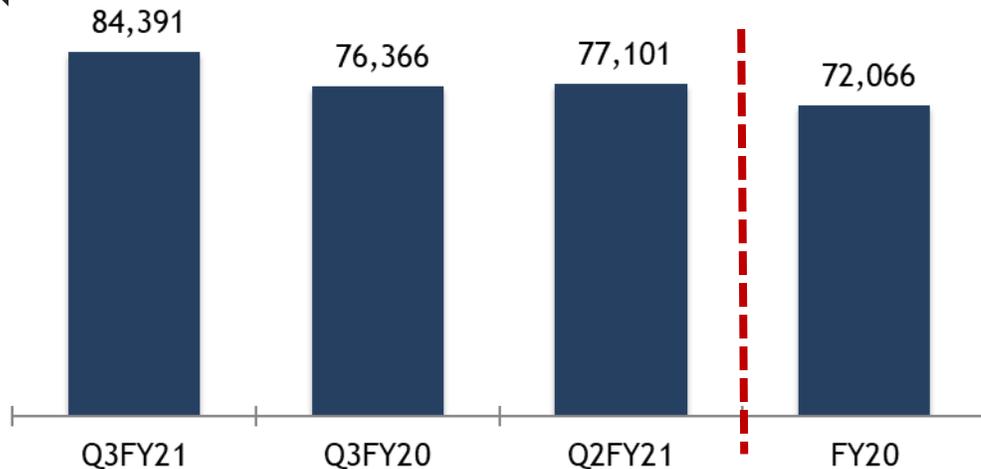
Kotak Mahindra AMC & Trustee Co.



Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity



₹ cr	Q3FY21	Q3FY20	Q2FY21	FY20
Profit Before Tax	122	122	113	454
Profit After Tax	91	91	84	337

Highlights

- Overall Ranking basis the AMFI AAUM improved to 5 in Q3FY21 (6 in Q2FY21)
- Overall Market share on AAUM increased to 7.3% in Q3FY21 (Q3FY20: 6.6%)
- Equity AAUM market share increased to 5.0% in Q3FY21 (Q3FY20: 4.8%)
- Launched equity NFO 'Kotak ESG Opportunities Fund':** amount collected ₹ 1,462 cr
- AAUM crossed ₹ 2 lac crore in Q3FY21

Assets Under Management and Relationship Value



31st December, 2020

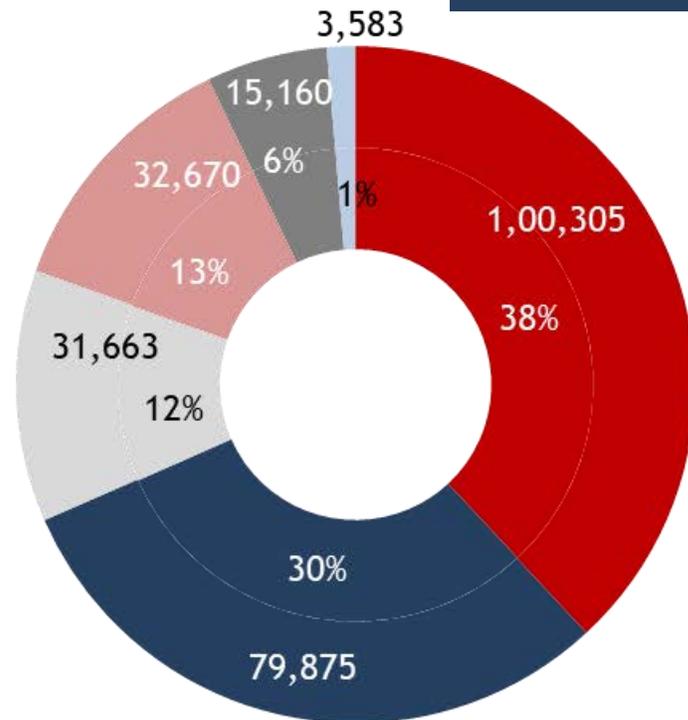
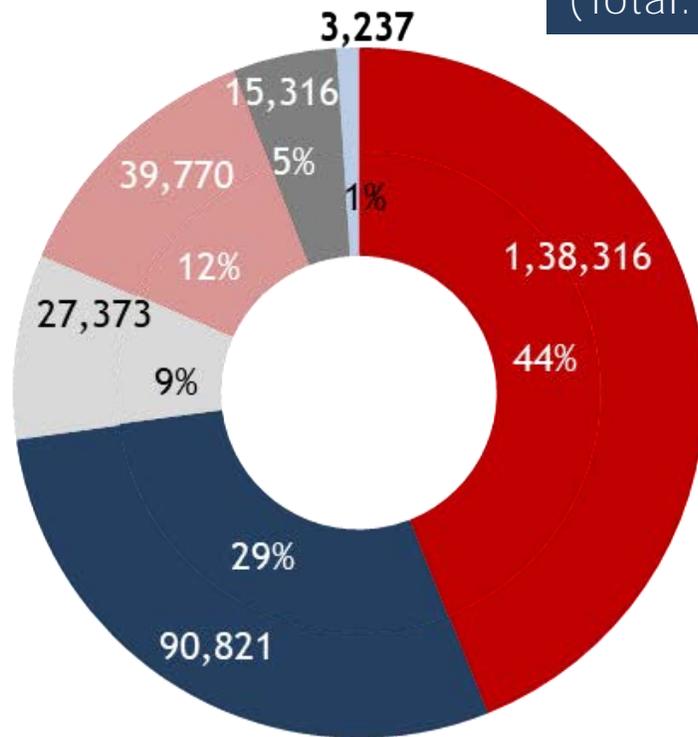
31st December, 2019

20%



(Total: ₹ 314,833 cr)

(Total: ₹ 263,256 cr)



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

AUM crossed ₹ 3 lac crore

Relationship Value of Wealth + Priority + Investment Advisory as on 31st Dec, 2020 ~₹ 375,000 cr (PY: ~₹ 306,000 cr)



Key Awards

Best Private Banking Services Overall
The 2021 Euromoney Private Banking and Wealth Management Survey

Best Private Banks for HNWIs
The Asset Triple A Private Capital Awards 2020

The Best bank India award for the fourth year
Asset Triple A Country Awards 2020

Best Private Bank in India
Global Private Banking Awards 2020

Best Cash Management Bank in India
The Asian Banker Transaction Finance Awards 2020

Kotak Mahindra Capital
Best IPO, India
Asset Triple A Country Awards 2020

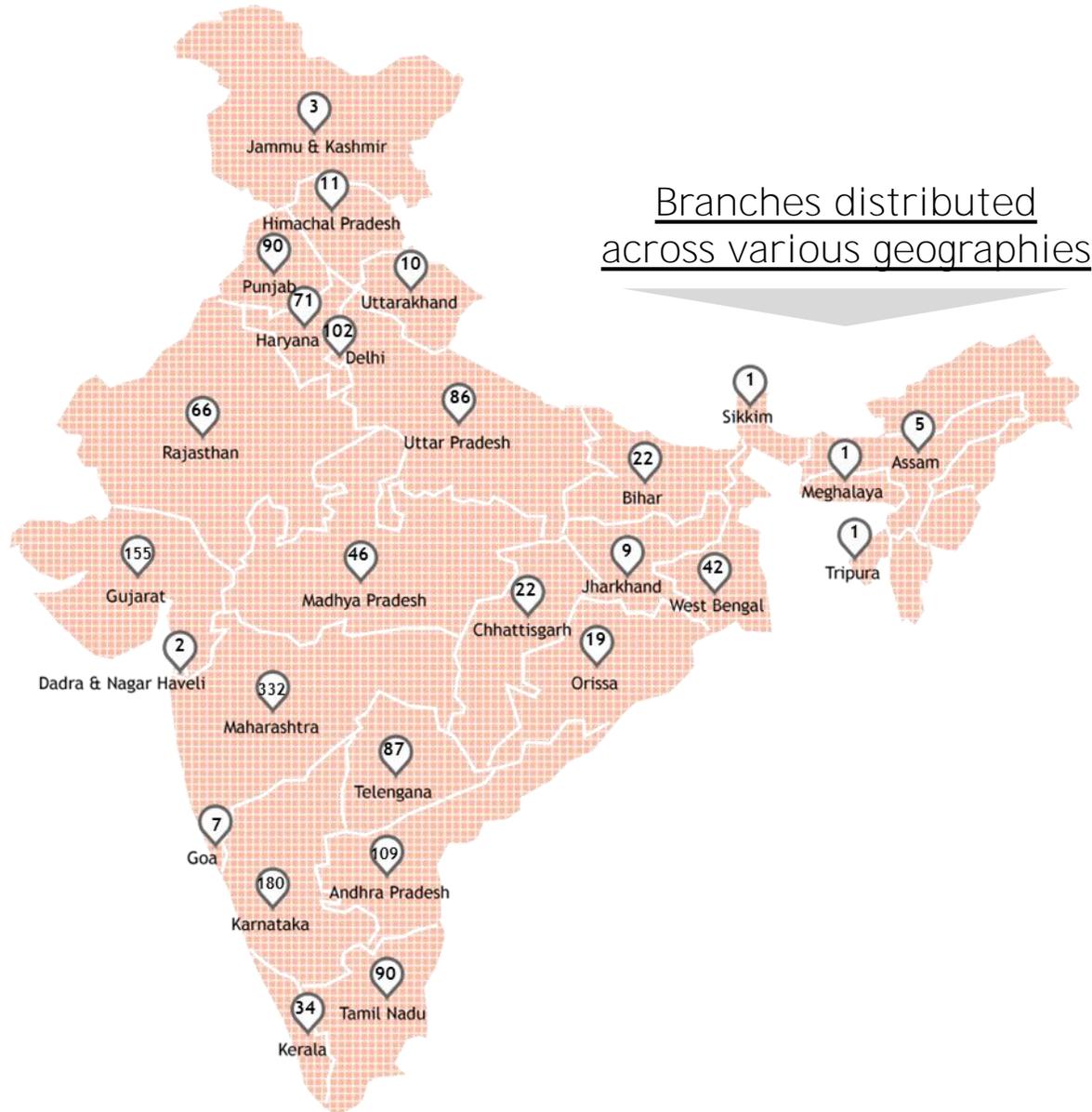
Kotak Investment Banking
Best Equity adviser
Asset Triple A Country Awards 2020

Kotak Investment Banking
Best corporate and institutional adviser
Asset Triple A Country Awards 2020

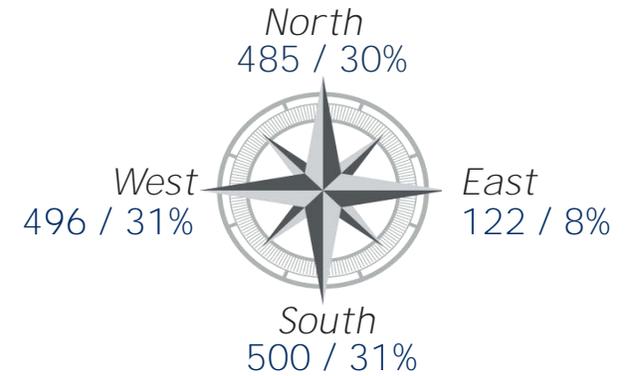
Ms. Shanti Ekambabram
One **of India's Most** Powerful Women
Business Today, October 2020

Mr. Uday Kotak
Lifetime Achievement Award
Magna Awards 2019 by Business World

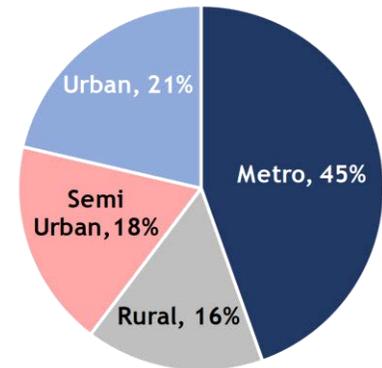
Geographical presence



Branches 1,603* [No./%]



Branch Classification



No. of ATMs

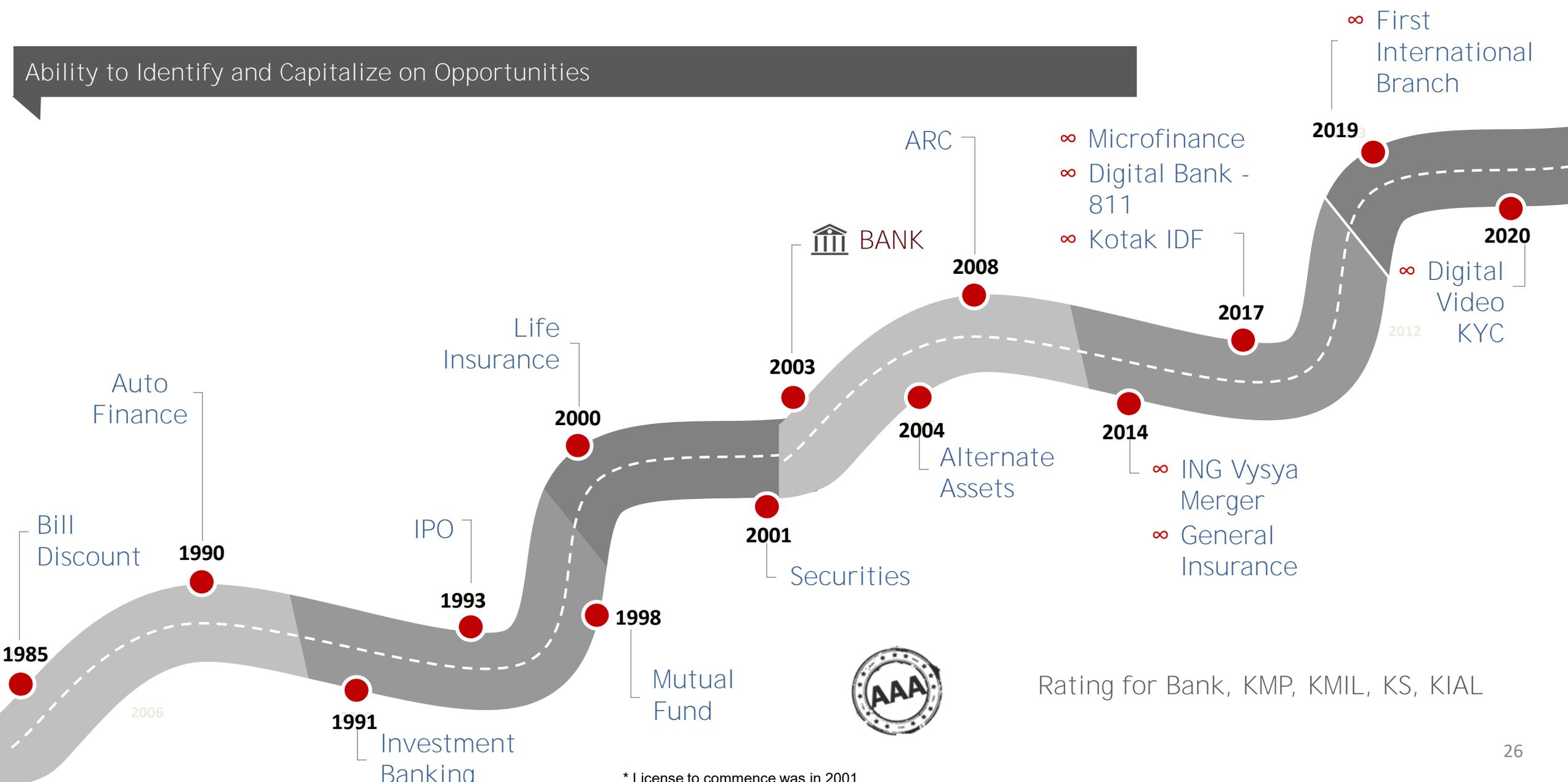


* Does not include branches in DIFC, Dubai & GIFT city, Gujarat

GROUP PROFILE

The Journey So far...

Ability to Identify and Capitalize on Opportunities



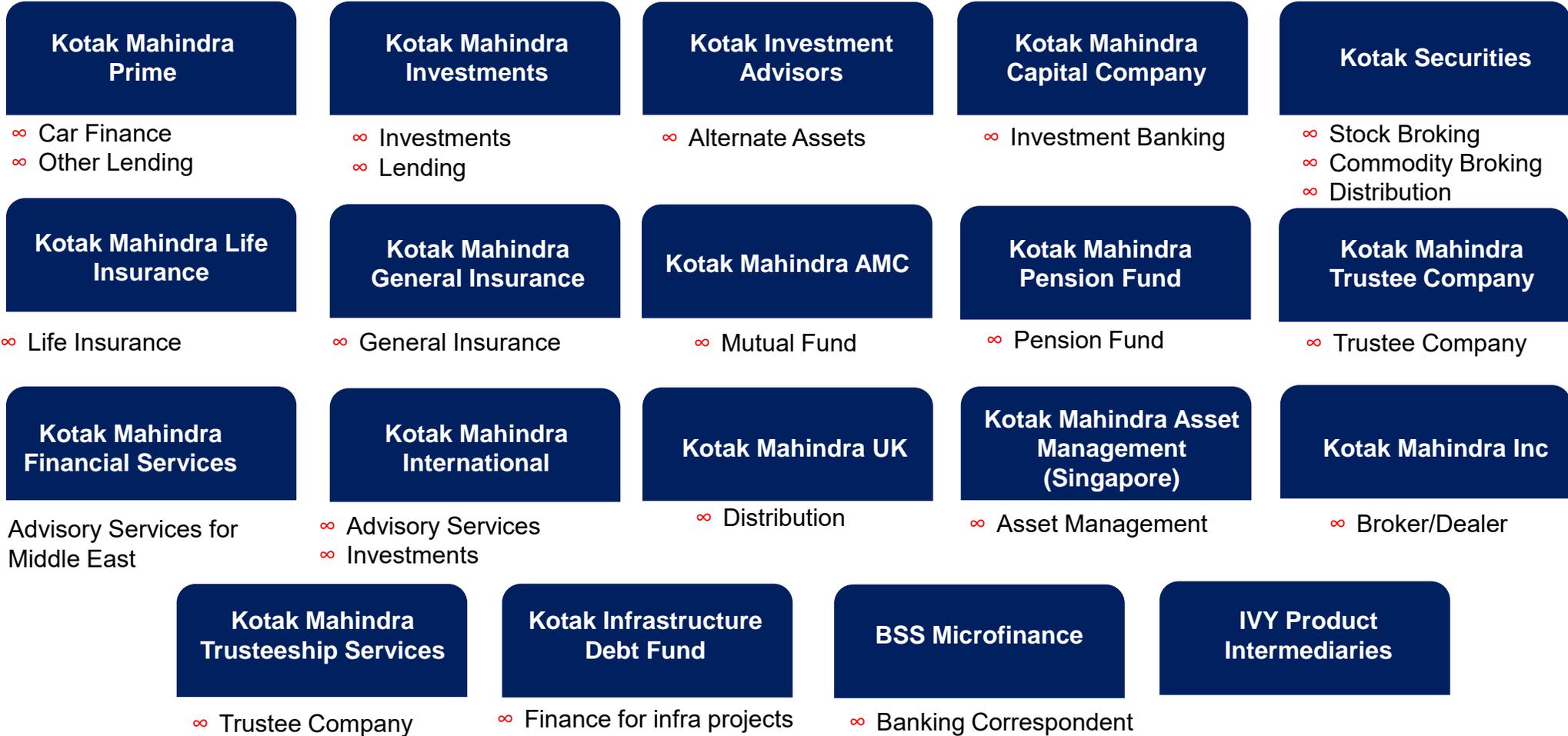
Rating for Bank, KMP, KMIL, KS, KIAL

* License to commence was in 2001

Kotak – Diversified and integrated financial services



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

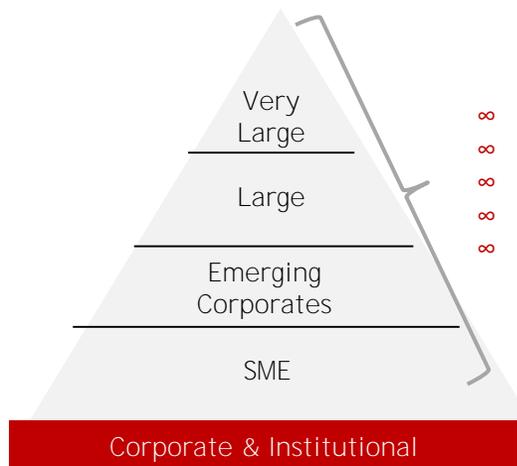
- ∞ Branch Banking
- ∞ 811
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Priority Banking
- ∞ Small Business Loans
- ∞ Private Banking
- ∞ Gold Loans
- ∞ Rural Housing & Business Loans
- ∞ Forex Cards

Other Financial Services

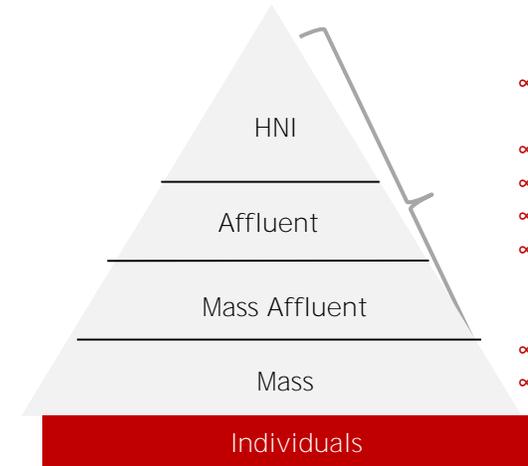
- ∞ Wealth Management
- ∞ Car and 2W Loans
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Loan against Shares
- ∞ Infra Debt Finance
- ∞ Asset Reconstruction

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

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 help to balance against 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 rewards that are commensurate with risk
- ∞ Prudent risk management, while not being averse to taking risk so long as the risk is priced to provide attractive risk-based returns
- ∞ Detailed & extensive policies covering capital adequacy, portfolio concentration limits & stress testing



Digital & technological capabilities

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



Strong brand and leadership in various 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

- ∞ 11/ 12 **Group Management Council ('GMC')** members have spent 20+ years with the Group & helped create various businesses since inception
- ∞ **56 members (as on Mar 31, 2020) in the 'Kotak Leadership Team' (incl. GMC)** - strong succession pipeline for senior leadership positions and nurture our culture of growth, innovation & high quality governance

Our Strategy



Enhance Customer Experience & Trust

- ∞ To be amongst the most trusted financial services conglomerates in India
- ∞ Enhance customer experience backed by wide spectrum of products, and using cost efficient, convenient delivery channels including digital and technological initiatives
- ∞ Strengthen data, analytics capability, for higher cross-sell, and thereby contribute to future growth and profitability

Expansion of market share in all segments of financial services in India

- ∞ Bank to continue to be the main customer acquisition engine, and leverage such customer growth by cross selling products and services offered by the Group
- ∞ Measured, value focused growth of branch network and digital banking initiatives to expand customer reach
- ∞ Comprehensive digital strategy to deepen customer relationships

Continuously expand access to low cost liabilities

- ∞ Increase retail deposit base and current deposits
- ∞ Expand retail banking business by growing distribution network, optimizing digital channels and offering differentiated products
- ∞ Expand current deposits by providing lending solutions and range of customized products including wealth, cash management and liquidity management solutions

Attract, retain and build a team of talented, engaged and motivated employees

- ∞ Continue to focus on the recruitment and cultivation of a high-quality, professional and empowered workforce

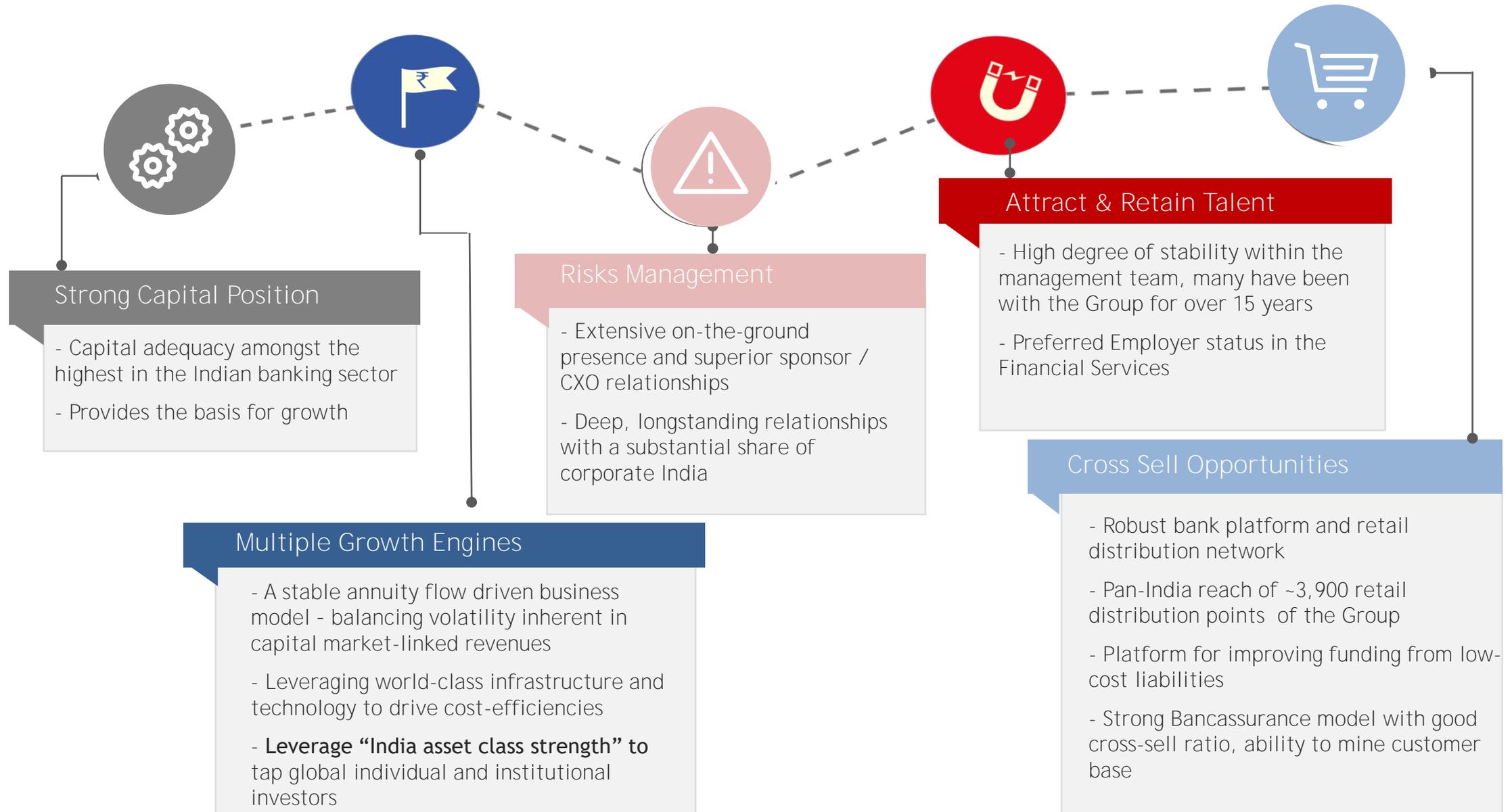
Disciplined risk management leading to strong asset quality

- ∞ Continually improve risk management, risk evaluation, rating methodology, and monitoring and control to maintain high quality asset portfolio
- ∞ Provide risk adjusted returns and continue to identify, assess & manage risks well in time and allocate capital amongst businesses appropriately

Pursue inorganic opportunities

- ∞ Actively seek inorganic growth opportunities to expand market share, access new geography, customer segment or acquire new capabilities

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

25 Years

Corporate, Institutional Equities, Investment Bank & Wealth



D Kannan

29 Years

Commercial Banking



Shanti Ekambaram

29 Years

Consumer Banking



Jaimin Bhatt

25 Years

Group CFO, Operations



Nilesh Shah

6 Years

Asset Management



G. Murlidhar

19 Years

Life and General Insurance



Jaideep Hansraj

27 Years

Retail Brokerage



Virat Diwanji

16 Years

Retail Liabilities & Branch Banking



Venkattu Srinivasan

27 Years

Asset Reconstruction & Structured Credit

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

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