



Kotak Mahindra (UK) Limited

Pillar III Disclosures

2014

KOTAK MAHINDRA (UK) LIMITED

Pillar III Disclosures

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THE KOTAK GROUP:

Kotak Mahindra (UK) Limited (“KMUK”, the “Company”) is a 100% subsidiary of Kotak Mahindra Bank Limited (“the Parent Company”) and hence forms part of the The Kotak Mahindra group of companies (the “Group”). The group is a diversified financial services conglomerate that participates in banking, securities and capital markets, insurance, and retail asset businesses. The Group is one of the leading players in the financial services industry in India and recognizes that in its journey towards achieving growth, leading practices in the area of risk management are quintessential to ensure asset quality and bottom line stability. Diversified business activities require the Kotak Mahindra Group to identify, measure, aggregate and manage risks effectively and to allocate capital among its businesses appropriately.

The Kotak Mahindra Bank, which is the holding company for the Group, manages its risks, as a bank, through a framework implemented through a set of policies and processes. The risk management framework lays emphasis on the Bank’s risk philosophy, proper organizational structure, risk and reward balance and is supported by a dedicated monitoring and risk measuring mechanism.

The Company’s primary focus is investment management and broker dealing. As a broker dealer the firm arranges deals in bonds as well as in depository receipts. The Company is authorised and regulated by the Financial Conduct Authority (“FCA”). The Company has two branches – Dubai (regulated by the Dubai Financial Services Authority) and Singapore (regulated by Monetary Authority of Singapore).

I. THE PILLAR III DISCLOSURE REQUIREMENTS:

a. Background:

The latest version of Basel Accord on capital adequacy, commonly known as Basel III, has been implemented in the European Union via the Capital Requirements Directive IV (“CRD IV”). CRD has been adopted in the United Kingdom and the rules would be applicable to all firms regulated by the Financial Conduct Authority (“FCA”). The new prudential requirements are effective from 1 January 2014.

The CRD has been implemented in the European Union through a package:

- EU Capital Requirements Regulation (“CRR”) - (Regulation (EU) No 575/2013) and
- EU Capital Requirements Directive IV (CRD) (Directive 2013/36/EU).

The FCA has formed appropriate laws in the UK for applying the CRD IV requirements. It has also created a new source book for certain “Investment Firms” called IFPRU and Kotak Mahindra UK Limited, (“the firm”, “KMUK”) has been classified as full scope (730K) IFPRU firm. Accordingly, the BIPRU (Prudential norms for Banks and building societies and investment firms) sourcebook is not applicable to KMUK effective from 1 January 2014.

BASEL III is structured around three ‘pillars’ which are briefly explained below:

Pillar I – Minimum Capital Requirements:

Pillar I deals with the basis for computation of the regulatory capital ratio. It defines the various classes and the calculations of Risk Weighted Assets (RWAs) in respect of credit risk, market risk and operational risk as well as deriving the regulatory capital base. The capital adequacy ratio is then calculated as the ratio of the entity’s regulatory capital to its total Risk Weighted Assets.

Pillar II – the Supervisory Review Process and the Internal Capital Adequacy Process (ICAAP):

Pillar II involves the process of supervisory review of a financial institution’s risk management framework and its capital adequacy. Accordingly, this involves both, the entity and its regulators taking a view on whether additional capital should be held against risks not covered in Pillar I. Part of the Pillar II process is the Internal Capital Adequacy Process (ICAAP) which is the entity’s self assessment of risks not captured under Pillar I.

Pillar III – Disclosures:

The third pillar is related to market discipline and requires an entity to publish detailed quantitative information of its risk management and capital adequacy policies and processes to complement the first two pillars and the associated supervisory review process.

b. Basis of Disclosure:

The report has been prepared by the Company in line with its internal policy for Pillar III disclosure and requirements of the Financial Conduct Authority (“the FCA”). The disclosures in this report are in addition to the disclosures set out in the audited financial statements of the Company for the year ended 31 March 2014.

c. Scope of application:

The Pillar III disclosures set forth here are based on a solo rather than a consolidated basis. The report includes disclosures of the qualitative information and quantitative data required under the FCA BIPRU rules (Disclosure – Pillar III – BIPRU Chapter 11) and is based on Company’s current risk management practices.

I. THE PILLAR III DISCLOSURE REQUIREMENTS (CONTINUED...):

d. Capital structure:

i. Net Available Capital:

The net available capital of the Company has been set out in the table below:

	31st March 2014 USD'000
Share Capital	1,655
Reserves	13,155
Total Tier I	<u>14,810</u>
Tier II Capital	83
Total Tier II	<u>83</u>
Total Own Funds	<u>14,893</u>

ii. Capital Requirements:

	31st March 2014 USD'000
Pillar I requirement	2,455
Pillar II	4,360
Total Own Funds Requirement	<u>6,815</u>

I. THE PILLAR III DISCLOSURE REQUIREMENTS (CONTINUED...):

d. Capital structure:

iii. Capital Adequacy Ratios**:

	31st March 2014 USD'000
Credit Risk	6,087
Market Risk	2,386
Operational Risk	22,217
Total Risk Weighted Assets	30,690
Own Funds	
Tier 1 Capital	14,810
Tier II Capital	83
Total Own Funds	14,893
Capital Adequacy Ratio (%)	
On Tier 1 Capital	48.3
On Total Capital	48.5

iv. Solvency Ratios**:

	31st March 2014
Tier I - Capital Solvency Ratio (%)	603
Total - Capital Solvency Ratio (%)	607

* **Based on own funds and own funds requirement as appearing on the earlier page.

II. RISK MANAGEMENT:

The Company has laid out a detailed risk management policy which *inter alia* covers the risk management strategy, appetite, the process for risk identification and measurement. It also covers the risk management structure, describing the roles and responsibilities of various individuals, teams and the Board of Directors.

The Company's commitment to implement the best risk management practices and institutionalising a risk culture, supported by a sustainable risk and controls framework across the organisation is formalised vide its risk management policy.

The Board of Directors of the Company oversee the understanding of the risks run by the Company and ensures that they are appropriately managed. The Board during its accomplishment of the tasks has constituted a Risk Management Committee (RMC). The main responsibilities of the RMC includes compliance to the risk management policy, integration of enterprise wide risk management, providing updates to the Board of Directors on the current risk management procedures and status of key risks on a periodic basis, etc. During the course of day to day management of the firm, the senior management is also responsible for:

- Operational risk areas of concern;
- New activities and product approval;
- Market and credit risk;
- Audit reports;
- Claims and complaints;
- Compliance monitoring exceptions;
- Training requirements; and
- Updates to procedures and documentation

The Company shall also, based on the guidelines under the Groups risk governance structure, establish a structure appropriate for the business carried on by the Company. The Company shall also endeavour to broadly match the risk management framework to the framework drawn by the Group.

Risk Appetite:

Any risk management cannot succeed without defining a risk appetite. Risk appetite is defined as the amount and type of risk the Company is willing to take within the context of its business strategy. Senior management of the Company adopt a conservative approach to risk, ensuring a low risk profile by:

- Following a straightforward business model;
- Recruitment of experienced personnel;
- Limited exposure to credit risk;
- Adequate insurance arrangements.

III. RISK GUIDELINES AND MANAGEMENT BY CATEGORY OF RISK:

The Company's activities expose it to various types of risks. The most important types of financial risk to which the Company is exposed are market risk, credit risk and liquidity risk.

Exposure to interest rate, foreign currency, price, credit and liquidity risks arise in the normal course of the Company's business. The other risks that the company may be exposed to are business risk and concentration risk. The risks that may have been identified, assessed and evaluated by the management but which are not considered to be material to the Company are also listed below.

A. RISKS COVERED UNDER PILLAR I:

a. MARKET RISK:

Market risk is the risk to earnings and capital due to volatility of interest rates, prices of securities, foreign exchange and equities. The Company's market risk is managed on a daily basis in accordance with policies and procedures in place.

(i) Interest rate risk (Interest rate PRR):

The majority of the Company's financial assets and liabilities are non-interest bearing, with the exception of cash and cash equivalents.

Interest income from cash deposits may fluctuate in amount, in particular due to changes in the interest rates. Most of these deposits are placed in short term deposits to take care of interest rate movement.

Hence, as a result the Company is not subject to significant amounts of risk due to fluctuations in the prevailing levels of market interest rates.

(ii) Price risk (Equity PRR):

Price risk is the risk that the value of investment will fluctuate as a result of changes in market prices, whether caused by factors specific to an individual investment, its issuer or all factors affecting all instruments traded in the market, interest rate movements, etc. The Company has no investments at present and hence is not exposed to Equity PRR

III. RISK GUIDELINES AND MANAGEMENT BY CATEGORY OF RISK (CONTINUED...):

A. RISKS COVERED UNDER PILLAR I (CONTINUED....):

a. MARKET RISK (CONTINUED...)

(iii) Currency risk (Foreign currency PRR):

The reporting currency of the Company is US Dollar and hence it exposed to the currency risk posed by adverse movements in US Dollar vis-à-vis Pounds Sterling and the Singapore Dollar. Though the Company has a branch in Dubai, it is not exposed to the Arab Emirates Dirham (AED) as the rate between the AED and US Dollar is pegged.

b. CREDIT RISK:

The Company takes on exposure to credit risk, which is the risk that a counterparty will be unable to pay amounts in full when due. Financial assets which potentially subject the Company to concentrations of credit risk consist of bank balances, debtors, etc. Bank balances are held in a number of reputable financial institutions and hence the Company has no significant concentration of credit risk on its bank balances. The ageing analyses of debtors reflect the minimal exposure to credit risk for the Company based on the period for which the debtors were outstanding.

c. LIQUIDITY RISK:

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company ensures that it has sufficient cash on demand to meet its expected operational expenses, including the servicing of any financial obligations.

d. OPERATIONAL RISK:

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. The Company constantly strives to minimise operational risks (inherent in the Company's activities, processes and systems) by ensuring that a strong control infrastructure is in place throughout the Company and is enhanced where necessary. A rigid internal check system is in place by the separation of front office and back office functions, and a reasonable level of automation of the back office functions. The various procedures and processes used to manage operational risks are regularly reviewed and updated and implemented through effective staff training, close monitoring of risk limits, segregation of duties, appropriate controls to safeguard assets and records, regular reconciliation of accounts and transactions, and financial management and reporting. In addition, arrangements for insurance cover are in place to complement the processes and procedures where appropriate.

Risks covered under Pillar I and to which the Company is not materially exposed to are:

e. COUNTERPARTY RISK:

Counterparty risk is the risk that the counterparty reneges from the contract on or before the settlement date. The transactions entered into by the Company are based on the principle of delivery versus payment which reduces the exposure to the counterparty should it renege.

f. CONCENTRATION RISK:

The Company doesn't carry any concentration risk as it currently do not have any trading book exposures and consequently no trading book concentration risk excess.

III. RISK GUIDELINES AND MANAGEMENT BY CATEGORY OF RISK (CONTINUED...):

B. RISKS COVERED UNDER PILLAR II:

The key risks relevant to the Company and which have not been covered under the Pillar II are listed below:

g. BUSINESS RISK:

Business risk refers to the risk that the cash flow of the Company comprising mainly of the fee income shall be impaired because of adverse economic and business conditions or change in the regulatory environment in the markets which it is exposed to.

Presently, the Firm derives income from the following main line of businesses:

- (i) *Investment management fees* which depends on the size of the Funds under Management (“FuM”)
- (ii) *Fee income earned on transactions* carried out by sub-accounts registered with the Firm by virtue of its licence as a Foreign Institutional Investor (“FII”) granted by the Securities and Exchange Board of India (“SEBI”) [Execution-Only]
- (iii) Opportunities in *broking* (on “matched-principle” basis) in fixed income securities like Euro Bonds and Convertibles

The investment management fee which is dependent on the size of FuM is driven mainly by the performance of the Indian capital markets, flows into the funds, etc. The size and frequency of transactions carried out by sub-accounts are determined by the market conditions along with the regulations which govern this set of businesses (viz regulations set out by the SEBI)

Whilst the firm has unrivalled experience in relation to the Indian markets, the performance of the investment management business and the level of transactions undertaken by sub-accounts (and hence the fee income which the firm earns) is significantly impacted by market factors. The Indian capital markets have been tough for the past few years.

The firm has stressed its source of income on various parameters like drastic falls in the levels of Indian capital markets, adverse changes in regulatory environment in India, etc before providing for capital under business risk.

III. RISK GUIDELINES AND MANAGEMENT BY CATEGORY OF RISK (CONTINUED...):

B. RISKS COVERED UNDER PILLAR II (CONTINUED...):

h. REGULATORY RISK:

The Company is required to comply with the regulatory requirements of various regulators including SEBI, the Financial Conduct Authority (FCA), the Reserve Bank of India (RBI), The Dubai Financial Services Authority (DFSA), Monetary Authority of Singapore (MAS), and The Securities and Exchange Commission (SEC) of the United States. As an investment firm authorised and regulated by the FCA, the European Union's CRD and the Markets in Financial Instruments Directive ("MiFID") apply to the Company. Towards meeting the regulatory requirements, the Company has a strong compliance function. The Company has in place policies and procedures to ensure that it complies with all regulatory requirements. The compliance function has an independent reporting line to the Board of Directors.

The Company's business shall be significantly affected by changes made by the SEBI, RBI or the Government of India in relation to the Foreign Institutional Investors' investment in Indian capital markets. However, as witnessed from the firm's prior experience, it would be able to adhere to these without significantly impacting its capital resources.

i. CONCENTRATION RISK:

The Company is no longer exposed to material concentration risk as the income streams of the Company have undergone changes which have led to a better diversification of income generation from its clients.

Following risks identified within the over all Pillar II rule have been assessed and evaluated by the management and which are considered to have no material impact on the Company.

j. VALUATION RISK:

Given its nature of business, the Company is not exposed to valuation risk at present.

k. REPUTATIONAL RISK:

The off shore funds ("funds") managed by the Company have been set up as distinct legal entities. The funds have appointed administrators for the administration of the fund. Whilst any loss arising out of errors and mistakes committed by the administrators are borne by them, the management recognise that such mistakes do have an adverse impact on the reputation of the Company.

In terms of SEBI regulations, the Company is responsible and liable for all acts of commission and omission of its sub-accounts regardless of whether or not discretion is exercised it. Accordingly the Company is exposed to significant reputational risk should the activities of the sub-accounts in relation to investments into India be in violation of SEBI regulations. The Company has implemented robust procedures and performs pre-execution and on-going compliance checks to ensure that the sub-accounts do not violate SEBI regulations. The Company has been in this business for almost a decade and till now there have been no instances of violations of SEBI regulations either by itself or by its sub-accounts. The management is satisfied with the robust control framework implemented in this regard and are of the view that no additional Pillar II capital would be required for potential reputational risk.

The management is satisfied that a) capital held under the basis indicator approach for operational risk under pillar I; b) the professional indemnity insurance held; and c) the Directors and Officers Liability insurance cover held by each of the funds managed by the Company are adequate

III. RISK GUIDELINES AND MANAGEMENT BY CATEGORY OF RISK (CONTINUED...):

B. RISKS COVERED UNDER PILLAR II (CONTINUED...):

Following are the risks identified within the over all Pillar II that are not applicable to the Company:

(i) Insurance risk:

Insurance risk is the inherent uncertainty as to the occurrence, amount and timing of insurance liabilities, and is particularly relevant for insurance companies. The Company is not authorised to underwrite insurance and hence this risk category is not relevant.

(ii) Pension obligation risk:

As the Company has no pension scheme in place, the risk is not relevant to it.

(iii) Securitisation risk:

The risk is not relevant to the Company.

IV. REMUNERATION DISCLOSURE AS PER BIPRU 11.5.18:

Qualitative:

The qualitative disclosures as per BIPRU 11.5.18 form part of the “Remuneration Policy” which can be found at the end of the document under Annexure I.

Quantitative:

Given below are the quantitative information as per BIPRU 11.5.18(R)(7) on the amounts of remuneration, broken down by senior management and other members of staff whose action have a material impact on the risk profile of the Company indicating the amounts for the financial year 2013-14 split into fixed and variable remuneration and also the number of beneficiaries.

Category	Number of beneficiaries	Remuneration (USD'000)		
		Fixed	Variable	Total
Senior Management	5	1,286	217	1,503
Other Members of staff	10	1,746	386	2,132
Total	15	3,032	603	3,635

ANNEXURE I: REMUNERATION POLICY

Kotak Mahindra (UK) Limited (“KMUK”, “the firm”, “the Company”) believes that our people are key assets in the overall success of our organisation. The aspirations of the company must be supported by compensation programmes that recognise the capabilities and achievements of individual employees and that reward significant and sustained individual and business unit performance.

The objective of the KMUK’ remuneration policy is to provide, in the context of the overall business strategy, remuneration in form and amount which will attract, retain, motivate and reward high calibre employees to deliver superior long-term business performance within acceptable risk parameters.

Policy applies to all employees of Kotak Mahindra (UK) Limited and its branches in Dubai and Singapore and specifically to all CODE STAFF^β.

Identification Of Code Staff

All employees who fall under any of the below categories are considered as CODE STAFF by KMUK:

- Controlled functions
- Front end sales
- Fund management
- Dealing/Stock broking
- Regional compliance
- KMUK Board of directors including Non-Executive Directors
- Head Products
- Head Finance & Operations
- Head Human Resources
- Head International Business
- Head Operations

Firm Categorisation

Following the CEBS guidelines, Kotak Mahindra (UK) Limited is currently being categorised as **TIER III Firm**^φ

The Key aspects of the remuneration policy are as set out below:

Pay-For-Performance

- The pay-for-performance system should have its strong foundation in robust performance management system.
- Rewards should be linked to overall group performance, business unit’ performance and employee’ own performance at work.
- Appropriate account is taken of risk factors associated with each business unit along with various conflicts which are identified and mitigated.

Market Intelligence

- Reward offerings in the respective markets where KMUK and its branches operate should be understood and reward programmes should be designed and developed to maintain market competitiveness with other niche players in industry offering similar financial products focussing on Indian equity and debt markets.

Customisation Option

The composition of reward should allow for degree of customisation based on regional taxation regimes and overall KOTAK Group’ reward guidelines.

^β As per CRD3 ‘categories of staff whose professional activities have a material impact on the risk profile’ of firm.

^φ Full scope BIPRU Investment firms with capital resources less than £100m

ANNEXURE I: REMUNERATION POLICY (CONTINUED...)

Compliance and Governance

Reward design and delivery should comply with appropriate policy, standards, be aligned to industry best practice, meet relevant regulators' criteria and be consistent with effective risk management and long term business and stakeholders' interests.

Components of individual employee' remuneration package

Base Salary/Gross Salary

Base salaries are set in order to remain competitive in marketplace and be able to attract and retain best talent. Base salaries are decided based on the specific business model, market for the business where an individual works, existing internal parity and for the talents, skills and competencies that the individual brings to the company.

The level of fixed pay should be sufficient enough in order to discourage inappropriate risk-taking. Base salaries are reviewed annually using market intelligence provided by a leading global performance/reward consulting and benchmarking firm for financial services industry (McLagan & Partners (An Aon HEWITT Company)) Salary offered to employees across regions is a gross annual amount. Company ensures that all relevant taxes and statutory deductions are taken into consideration as per local regulations.

Benefits

All employees are eligible for below mentioned benefits:

- Annual Health and Dental Insurance cover for employee and family*
- Life Insurance and Critical Illness cover equivalent to gross annual salary of employee
- Annual Leave Travel Allowance for employee* and family* (economy class return airfare after successful completion of first year of service with organisation)

Short-Term Incentives

From time to time company may decide to reward exceptionally good financial and non financial performance to support the business strategy, taking into account the risk, conflicts and personal contribution. For this firm needs to present a clear and reasonable plan to the KMUK Board and this should detail targets based on SMART principles and the proposed pay out/incentives against target achievement. Firm should communicate all such plans/schemes to the employees. All such short-term incentives are subject to appropriate governance, including review by the KMUK board, corporate human resources and finance & accounts.

Deferred Award

The purpose of deferred awards is to support a performance culture where employees recognise the importance of sustainable group, business and individual performance. A significant proportion of discretionary bonus of selected individual awards will be deferred over a three to four years period.

The threshold limit beyond which the discretionary bonus is paid as deferred award is decided by the Kotak group' board at the end of every financial year^δ. These deferrals can be either in form of 'Employee Stock Option Plan' (ESOP) or 'Stock Appreciation Rights' (SAR) or both. Deferral period is also decided by the Group' board. It is mandatory to defer variable pay. For Code Staff with variable pay below £500,000, 40% should be deferred while for those with variable pay above £500,000, 60% should be deferred.

Long-Term Incentive Plans

Kotak Group at times may provide employees in Senior Management roles the opportunity to receive awards of long-term incentives. The objective is to encourage the creation of value over the long term and to align the rewards of the participants with the future business growth and returns to shareholders.

* Family- Spouse/Partner and children

• Employee- Where the home country is different to the country wherein our offices are located.

^δ Financial year- Runs from April 1st till 31st March every year

ANNEXURE I: REMUNERATION POLICY (CONTINUED...)

Guaranteed Bonuses

Firm should discourage any guaranteed bonuses of more than one year and such bonuses if agreed then can be awarded only to new hires in exceptional circumstances. Rule on guaranteed bonuses apply on a firm wide basis and not only to Code Staff.

Retention Awards

Retention awards can be made on an exceptional only basis and “where a very strong case can be made for the retention of particular key staff members on prudential grounds”.

Decision Making Process

- **Identification of performance indicators:** Firm has a strong performance management system in place with separate criteria for Front End Sales and Support Staff. Targets/expectations are made clear to the employees at the start of every financial year. Performance review is based on the assigned targets and individual’ achievement against the assigned parameters.
- **Performance review and feedback:** Firm has a well structured annual performance management process wherein the forms are sent to all employees for self appraisal. Supervisor reviews the appraisal ratings in a joint consultation meeting with the employee and assign the final aggregate score ranging from 1-5. Post discussions with reviewer final performance ratings are awarded.
- **Market Intelligence/Compensation Benchmarking:** Human Resources initiate the compensation benchmarking for all key roles in the organisation. An external agency/global consulting company is used for this process. Benchmarking report is submitted by the service provider and data is then compiled and provided to the corporate human resources team.
- **Moderation:** Moderation takes place at 3 levels –
 1. Head of Business & Head HR;
 2. Head Business, Head HR and KMUK Board and
 3. Kotak Group’ board.
- **Reward Decision:** KMUK board is authorised to take all decisions on firm’ codes staff categorisation, remuneration structures and policy issues. KMUK board is further governed by Kotak group’ remuneration guidelines on Remuneration & Rewards. Based on group’ overall revenue growth and profitability the board decides on a common bonus pool which further gets allocated to various business entities across the Group. This allocation is strictly based on individual business unit’ growth and profitability figures. KMUK board along with Head Human Resources awards the allocated bonus pool to employees across KMUK and branches. All such allocations are strongly based on individual performance, achievements and significant contributions.

Governance and Compliance

Considering the size of firm there is no provision of separate ‘Remuneration Committee’ currently. KMUK Board is authorised to take all decisions with regards to employee remuneration and code staff. KMUK Board works closely with Kotak Group board on guidelines and policy frameworks if issued from time to time in the area of remuneration practice. KMUK Board is also entrusted with the responsibility to review the remuneration policy annually and identification and mitigation of all associated risks and conflicts.

External & Internal Disclosures

Firm should make all external and internal disclosures as per the timelines defined in the BIPRU 11.5.18R disclosure requirement of the Remuneration code.