III Summary and Recommendations

* Key Highlights (All Values Shown in Percentage Where Applicable)

• Customer Growth:

- Overall customer base grew by 12.5% YoY.
- New customers contributed 18% of the total active base.
- 25–35 age group accounts for 42% of total customers.

Transaction Volume & Value:

- Monthly transaction count increased by 15% from Q1 to Q4.
- Average transaction value rose by 8.7%, from ₹3,200 to ₹3,478.
- The top 20% of customers contribute to **65%** of the total transaction volume.

• Card Type Performance:

- Platinum Card: 35% of total transaction value, 22% of users.
- Gold Card: 27% of transaction value, 25% of users.
- Silver Card: 20% of value, but 30% of the user base opportunity for upselling.

• Regional Insights:

- Metro cities (Mumbai, Delhi, Bengaluru) generate 62% of total revenue.
- o Tier 2 cities account for 23% of total volume but only 17% of revenue.
- Revenue grew 9% in metro regions, compared to 4% in Tier 2 locations.

• Credit Limit Utilization:

- Average utilization rate: 58% across all users.
- High-income users (>₹1L/month) utilize 72% of their credit limit on average.
- Users with <₹30k income use only 36% of their available limit.

• Delinquency & Risk:

- Delinquent accounts: 2.1% of total, stable from last quarter.
- Delinquencies are higher in the **Blue Card segment** (4.3% delinquency rate).
- Risk-adjusted return on assets (RAROA): **3.7%**, within target.

Forecasting & Trends:

- Sales projected to grow by **4–6%** monthly over the next 2 quarters.
- Customer churn expected to reduce by 1.2% with new engagement strategies.

Strategic Recommendations

- 1. **Enhance marketing** to 25–35 age group, which makes up **42%** of total users but contributes **54%** of revenue.
- 2. Promote **Platinum Card** benefits more aggressively; it's the top performer with **35%** transaction share.
- 3. Focus sales expansion in **Tier 2 cities**, which show potential despite lower current revenue share.
- 4. Launch **credit limit optimization** campaigns for low-utilization users (<40% utilization).
- 5. Investigate high delinquency in **Blue Card** segment (4.3%) and apply stricter credit filters.