

# Gold Loan Customer Acquisition

A Strategic Framework for Kotak Mahindra Bank

Strategy & Product Team

December 2024

Board Confidential

# The Gold Loan Customer's Hidden Pain

Rajesh Kumar, Mumbai  
MSME Owner, Rs 6.5L Gold Loan

Paying **18% p.a.** to Manappuram  
Monthly Interest: Rs 9,750

Knows Kotak offers 10%  
Could save Rs 4,300/month

**STUCK!** No Rs 6.5L to close first  
60-70% fail at this step

## The Customer Trap

**Rs 51,600** annual savings lost because  
customers can't bridge the cash flow gap.

## Our Opportunity

- ▶ 60-70% want to switch but can't
- ▶ NBFC customers paying 15-24%
- ▶ Kotak offers 9-12%
- ▶ **Rs 7.1 Lakh Crore** market

# Research Foundation: 18 Reports Across 7 Threads



Indonesia



Philippines



Thailand



UAE



Brazil



Malaysia

**17,525**

Lines of Analysis

Deep Research

Kotak Mahindra Bank

**6**

Countries

Global Insights

Gold Loan Strategy

**7**

Research Threads

Comprehensive

# Three Questions This Strategy Answers

1

**WHO**  
are the right  
customers to target?

4 Priority Segments

2

**HOW**  
do we remove  
switching friction?

7-Day Bridge Loan

3

**WHAT**  
message makes  
them act?

Personalized Pitch

# Today's Agenda

- |   |                                  |    |                        |
|---|----------------------------------|----|------------------------|
| 1 | Market Opportunity               | 7  | AI-Powered Acquisition |
| 2 | Competitor Crisis                | 8  | <b>Doorstep Pilot</b>  |
| 3 | Customer Psychology              | 9  | Financial Projections  |
| 4 | Target Segments                  | 10 | Risk & Compliance      |
| 5 | <b>Switch &amp; Save Product</b> | 11 | Implementation Roadmap |
| 6 | Personalized Pitch               | 12 | Call to Action         |



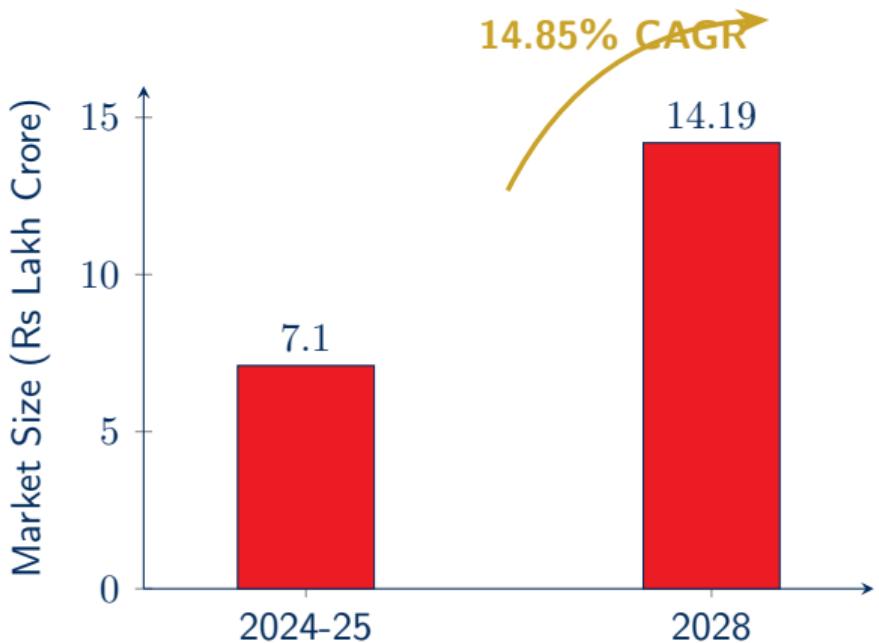
*Highlighted items represent key innovations*

1



Market Opportunity

# Gold Loan Market: A Rs 7.1 Lakh Crore Opportunity



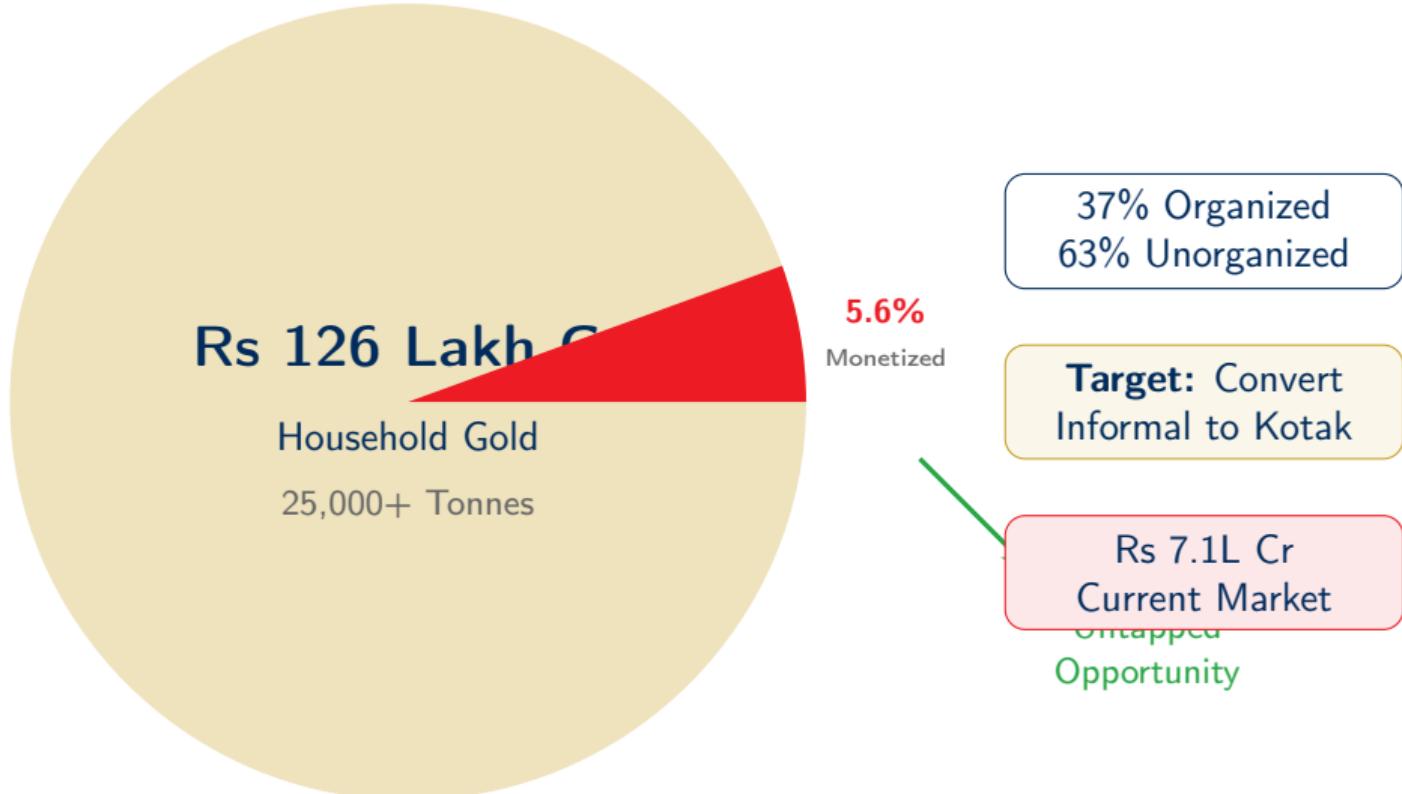
## Growth Drivers

- ▶ Rising gold prices (+25% YoY)
- ▶ MSME credit demand
- ▶ Rural & Tier 2 penetration
- ▶ Shift from informal lenders

## Bank Gold Loan Surge

**71.3%**  
YoY Growth (FY25)

# India's Hidden Gold Reserve: Only 5.6% Monetized



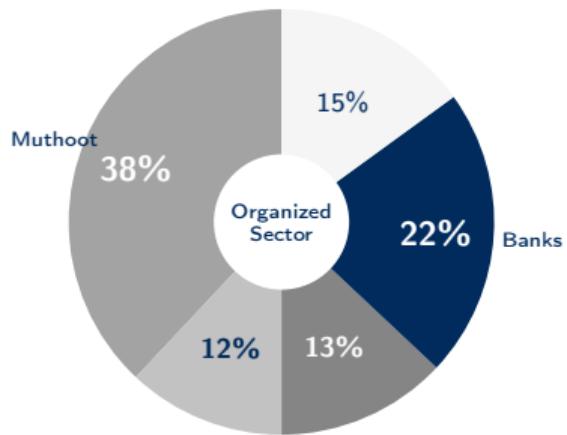
# Why Now: The Perfect Storm



**Window of Opportunity:** 12-18 months before NBFCs recover trust

# Current Market: NBFC Dominance Creates Opportunity

Gold Loan Market Share



## NBFC Vulnerabilities

- ✗ IIFL: Complete ban (Mar-Sep 2024)
- ✗ Muthoot: Multiple RBI penalties
- ✗ Manappuram: Fraud cases, subsidiary banned

## Bank Advantages

- ✓ Lower cost of funds (7% vs 10%)
- ✓ Trust & safety perception
- ✓ Existing customer base
- ✓ Cross-sell opportunities

# Kotak's Strategic Position

## KOTAK ECOSYSTEM

 53 Million Customers

 20M+ Kotak 811 Users

 1,900+ Branches

 0.22% NPA (vs 2.14% NBFC)

 9-12% Interest Rate

## Competitive Rates

Lender	Rate
Kotak	9-12%
Muthoot	12-26%
Manappuram	12-26%
IIFL	9-24%

## Customer Savings

**40-50%**  
Lower Interest Cost

2



Competitor Crisis

# The NBFC Gold Loan Empire: Cracks Appearing

## Muthoot Finance

38%

Market Share

Rs 1.09L Cr AUM

⚠️ Multiple Penalties

★ 2.19/5 on MouthShut

## IIFL Finance

13%

Market Share

Rs 27,000 Cr AUM

🚫 BANNED 6 Months

## Manappuram

12%

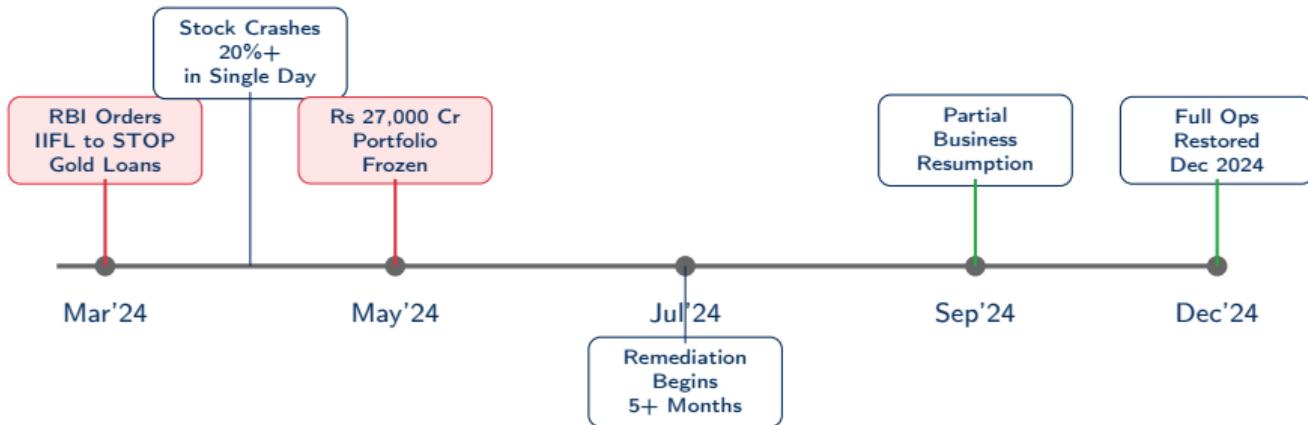
Market Share

Rs 20,800 Cr AUM

💀 Fraud Cases

Combined: 63% of organized gold loan market facing regulatory & trust challenges

# IIFL Finance: The Complete Regulatory Shutdown



**Key Violations:** ✖️ LTV breaches (>75%) ✖️ Cash disbursements >Rs 20K ✖️ Valuation without customer ✖️ NPA evergreening

# September 2024: RBI's Industry Wake-Up Call

## 11 Deficiencies Identified Valuation Issues

- ✗ Third-party valuation without customer
- ✗ Inadequate LTV monitoring
- ✗ Missing fresh appraisal on renewal

## Disbursement Issues

- ✗ Cash disbursement violations (>Rs 20K)
- ✗ Disbursement without documentation

## Operations Issues

- ✗ Auction transparency gaps
- ✗ Notice period violations

## Evergreening

- ✗ NPA classification delays
- ✗ Interest capitalization issues

- ✓ **KOTAK STATUS**
- ✓ LTV monitoring: **Compliant**
- ✓ Cash limits: **Compliant**
- ✓ Documentation: **Complete**
- ✓ Auction process: **Transparent**
- ✓ NPA recognition: **Timely**

11 Industry Failures

0 at Kotak

# Muthoot Finance: Behind the Market Leader Brand

## RBI Penalties (Documented)

₹ 10 lakh - LTV breaches + PAN violations

₹ 1.90 lakh - Multiple UCIC (KYC failure)

₹ 2.7 lakh - Complaint escalation failure

₹ 7.9 lakh - LCR + credit bureau violations

₹ 5 lakh - Governance violations (HF)

## Internal Fraud Cases

- ▶ 💀 Rs 11.92 Cr Gift Card Fraud - CEO suspended
- ▶ 💀 Rs 10.2 Cr ED Investigation
- ▶ 💀 Rs 50+ lakh Kerala Branch Scam

MouthShut Rating

2.19 / 5



## Customer Complaint Themes

- ▶ “Sold gold for **one day** delay”
- ▶ “Excessive penalty charges”
- ▶ “Dismissive attitude”

# Manappuram Finance: Fraud & Failures Exposed

## RBI Penalties

- ▶ Rs 20 lakh - NPA classification failure
- ▶ Rs 5 lakh - Gold ownership verification failure
- ▶ Asirvad Microfinance - BANNED Oct 2024

## Major Fraud Cases

- ▶ 💀 Rs 43.34 lakh Fake Gold Scam (UP, 2025)
- ▶ 💀 Rs 20 Cr Tech Fraud (Thrissur, 2024)
- ▶ 💀 Rs 5.50 Cr Betting Scam (Bhopal, 2024)

## Sambalpur Security Failure

(January 2025)

30 kg gold at risk

**ZERO security guards!**

## Customer Complaints

- ▶ "Cannot update mobile through app"
- ▶ "Payment deducted but didn't reflect"
- ▶ "Gold chain went missing from locker"

# Real Customer Voices: The Pain They Endure

“Sold my gold jewelry for **ONE DAY** delay.  
No warning, no grace period.”

– Muthoot Customer, MouthShut

“Paid through app - amount deducted but  
payment didn't reflect. **Can't retrieve my gold.**”

– Manappuram Customer

“Part payment feature **totally useless**.  
Dismissive attitude when raising complaints.”

– Muthoot Customer, MouthShut

“37-gram gold chain went **missing from locker**.  
Family heirloom - offered only market price.”

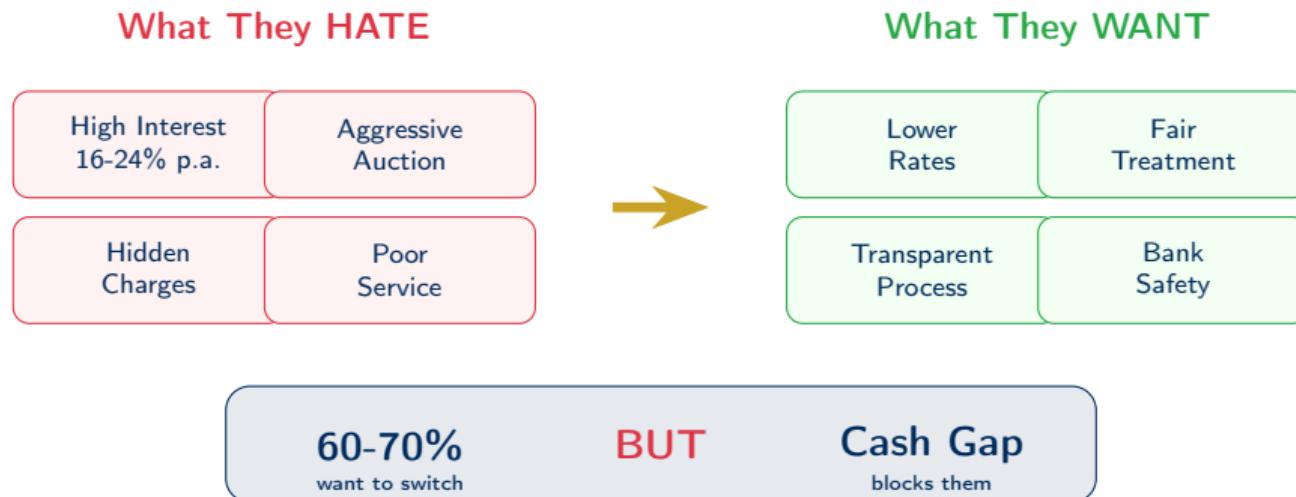
– Manappuram Customer

“Agents **torturing, abusing and harassing** when asked for time.”

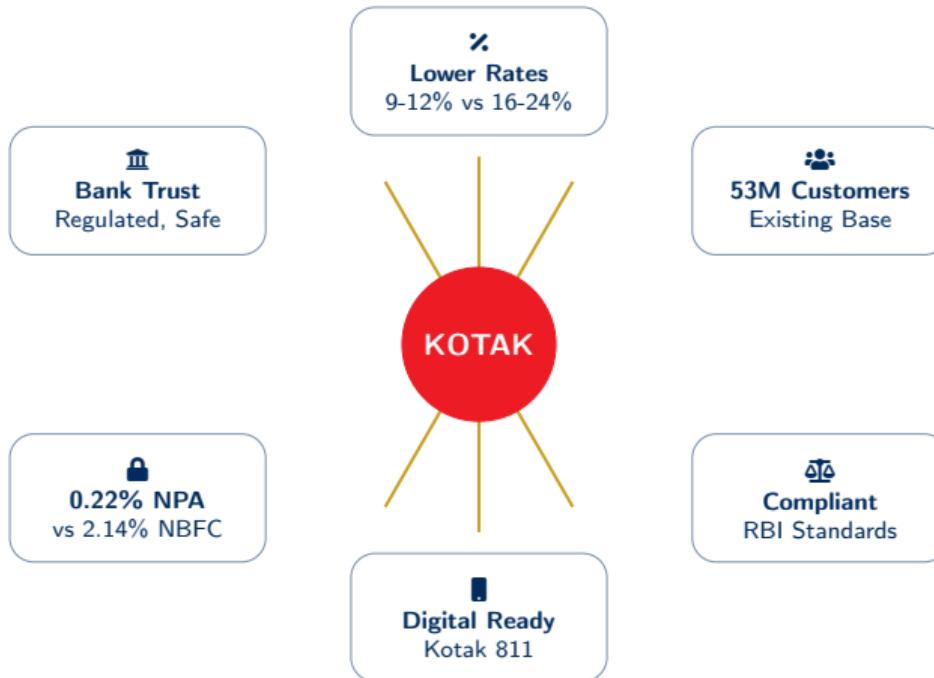
– Manappuram Customer, ConsumerComplaints

These are **THEIR** customers. Tomorrow, they  
could be **OURS**.

# The Trust Vacuum: Customers Are Ready to Switch



# Kotak's Competitive Advantage: Built for This Moment

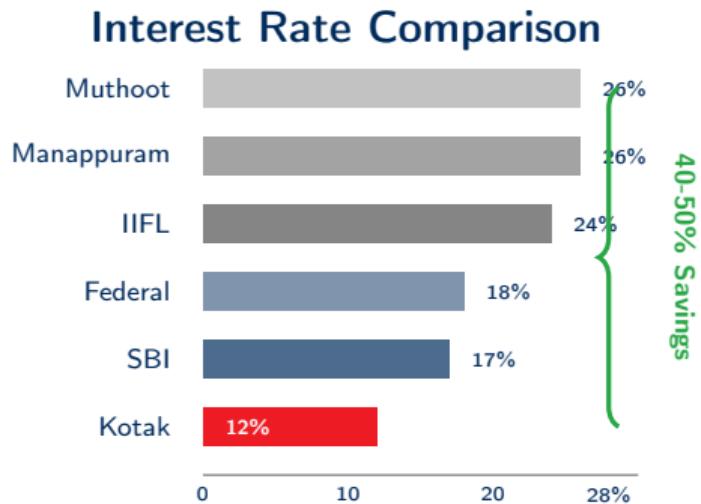


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Customer Psychology

# The Economics of Switching: 40-50% Savings



### Annual Savings Example

**Loan Amount: Rs 5,00,000**

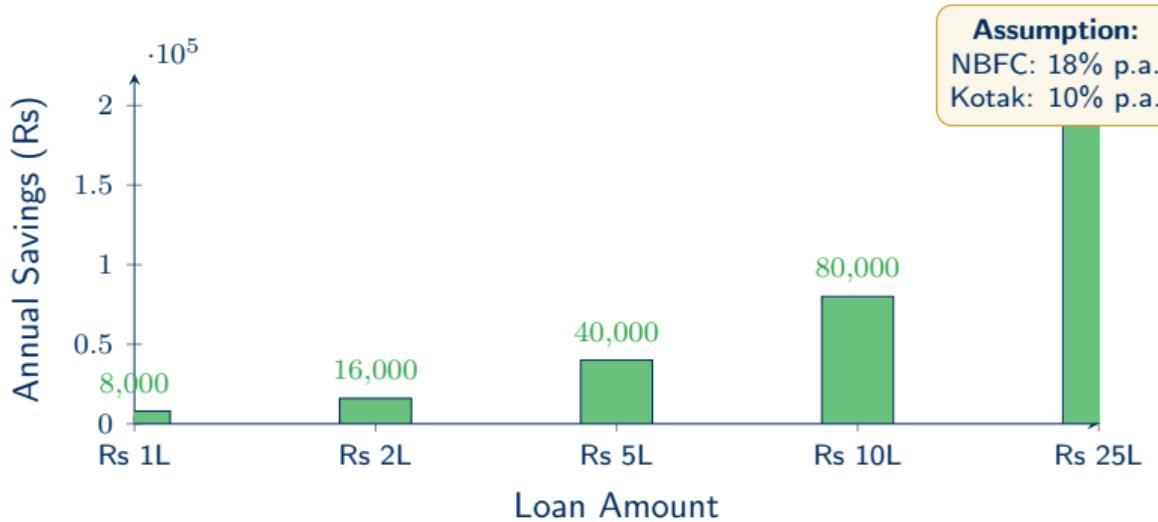
NBFC (18%)	Rs 90,000/yr
Kotak (10%)	Rs 50,000/yr

**Savings**      **Rs 40,000/yr**

**Over 3 Years**

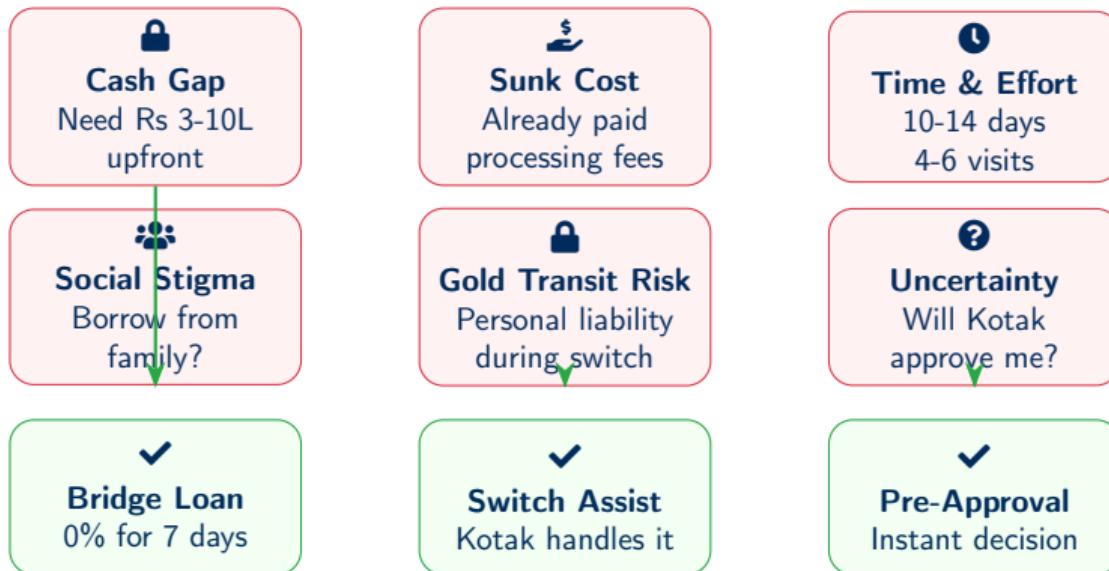
**Rs 1.2L**  
Saved per Customer

# Savings by Loan Size: The Bigger the Loan, The More They Save



**Priority Target:** High-value loans (Rs 5L+) where savings exceed Rs 40,000/year

# Why They Don't Switch: The Psychological Barriers



# Trust Triggers: What Makes Them Move

## Emotional Triggers

 Fear of unfair auction

 Frustration with service

 Family heirloom at risk

 News of NBFC fraud

 Peer recommendation

## Rational Triggers

 Clear savings calculation

 Lower interest rate offer

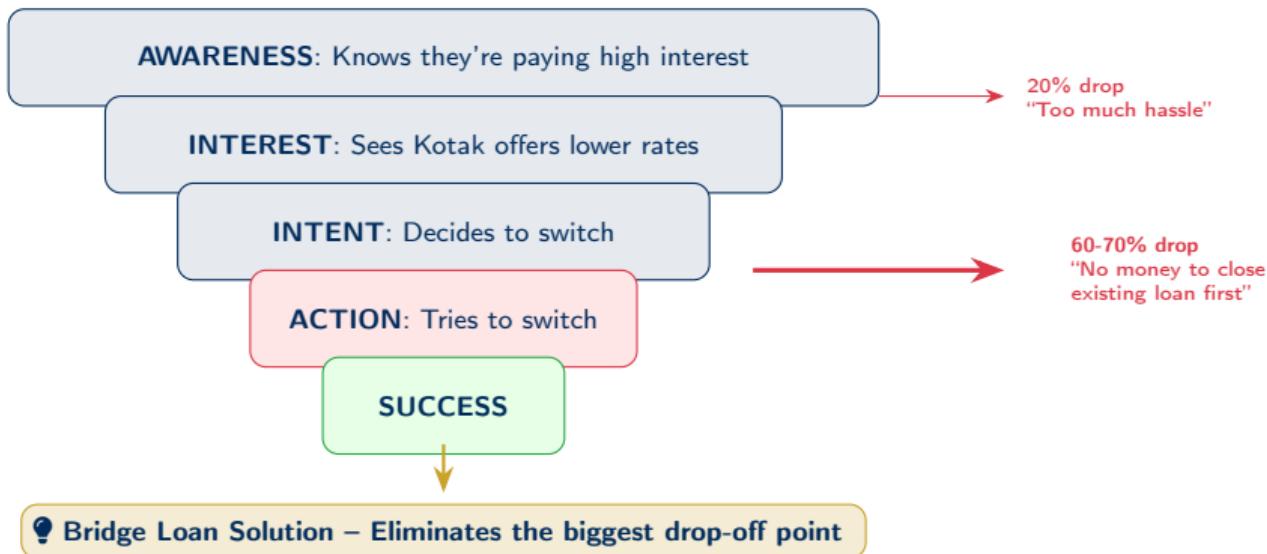
 Bank safety perception

 Transparent terms

 Digital convenience

**Insight:** Emotional triggers get attention, rational triggers close the deal.

# The Switching Journey: Where Customers Drop Off

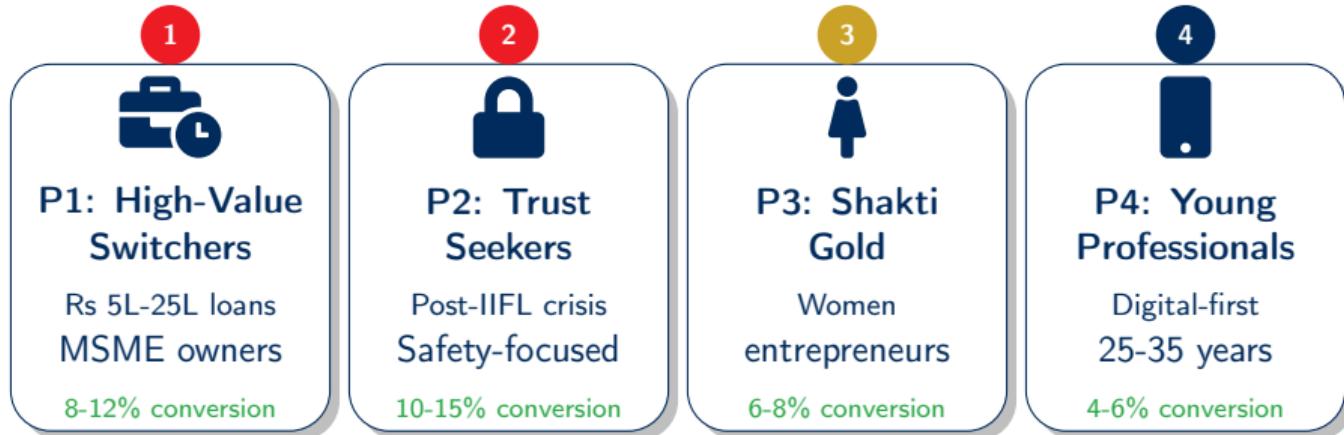


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Target Segments

# Four Priority Segments: Precision Targeting



**Combined TAM:** 4-5 million identifiable customers within Kotak ecosystem

# P1: High-Value Rational Switchers

## SEGMENT PROFILE

₹ Loan Size: Rs 5L - Rs 25L

👤 MSME Owners, Traders

📍 Tier 1-2 Cities

📅 Age: 35-55 years

💻 Highly price-sensitive

💼 Gold for business liquidity

## Why They Switch

- ▶ Clear ROI understanding
- ▶ Rs 40K-2L annual savings
- ▶ Business-minded decision
- ▶ Less emotional attachment

## Approach

- ▶ Lead with **savings calculator**
- ▶ RM-led outreach
- ▶ Business relationship focus
- ▶ Pre-approved bridge loan

**Conversion: 8-12% (Highest Value)**

## P2: Trust-Seekers (Post-Crisis Converts)

### SEGMENT PROFILE

₹ Loan Size: Rs 2L - Rs 10L

👤 IIFL/NBFC affected customers

🔒 Safety-over-price mentality

📋 Aware of NBFC scandals

❤️ Emotional about gold safety

🏛️ Seeking bank security

### Trigger Events

- ▶ IIFL ban news
- ▶ Muthoot/Manappuram fraud stories
- ▶ Personal bad experience
- ▶ Aggressive auction threat

### Approach

- ▶ Lead with **safety & trust**
- ▶ “Gold Deserves a Bank”
- ▶ Vault security messaging
- ▶ 0.22% NPA track record

**Conversion: 10-15% (Highest Rate)**

# P3: Shakti Gold – Women Entrepreneurs

## SHAKTI GOLD

₹ Loan Size: Rs 1L - Rs 5L

💡 Women business owners

🏡 Home-based enterprises

🏪 Retail, tailoring, food

❤️ Streedhan (inherited gold)

🔒 Highly safety-conscious

## Special Offer: Shakti Gold

- ▶ 9.0% interest rate (lowest)
- ▶ Zero processing fee
- ▶ Free insurance on gold
- ▶ Female RM preference
- ▶ Doorstep service option

## Why This Segment

- ▶ Lower default rates
- ▶ Strong word-of-mouth
- ▶ Community influence
- ▶ CSR alignment

Conversion: 6-8% (Lower Default)

# P4: Young Professionals – Digital-First

## DIGITAL NATIVES

₹ Loan Size: Rs 50K - Rs 3L

👤 25-35 years old

📱 App-first preference

💼 Salaried / Gig workers

⌚ Wedding/inherited gold

⌚ Speed over relationship

## Digital Journey

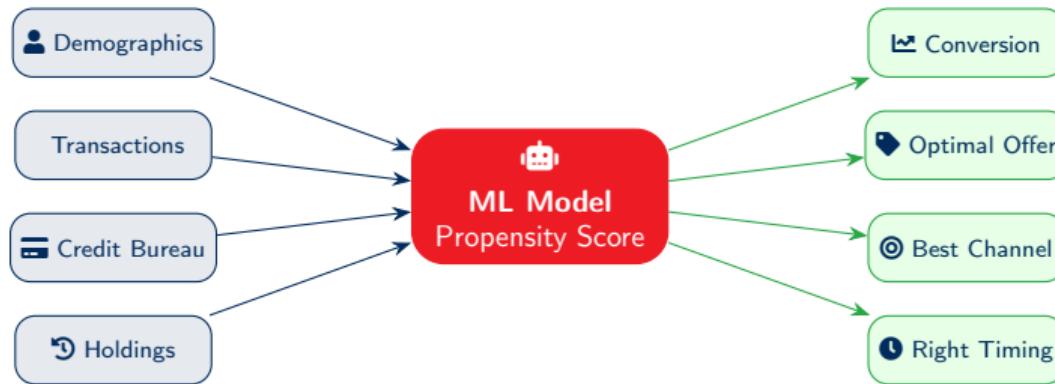
- ▶ Kotak 811 app integration
- ▶ Video KYC enabled
- ▶ Instant pre-approval
- ▶ Same-day disbursement

## Offer: Gold in Clicks

- ▶ 10.5% interest rate
- ▶ Rs 500 instant cashback
- ▶ Zero branch visits (post-pledge)
- ▶ UPI-based repayments

Conversion: 4-6% (High Volume)

# Propensity Scoring: Precision Targeting Engine



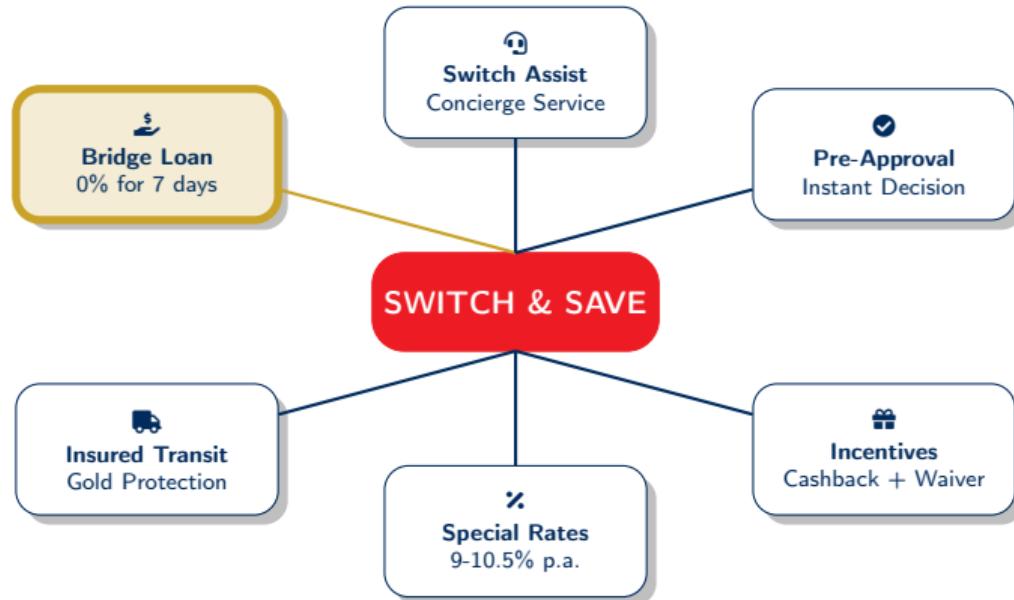
**Key Signal:** Recurring payments to Muthoot/Manappuram/IIFL = Active NBFC gold loan

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Switch & Save

# Switch & Save: Product Design



# The 7-Day Bridge: Zero-Interest Switching Power

THE INNOVATION THAT CHANGES EVERYTHING

## WITHOUT Bridge Loan

Customer wants to switch

Needs Rs 3-10L to close NBFC

**DOESN'T HAVE CASH**

Try family/credit cards

**60-70% GIVE UP**

10-14 days | 40-50% success

## WITH Kotak Bridge Loan

Customer shows interest

Pre-approved instantly

**KOTAK BRIDGE LOAN**

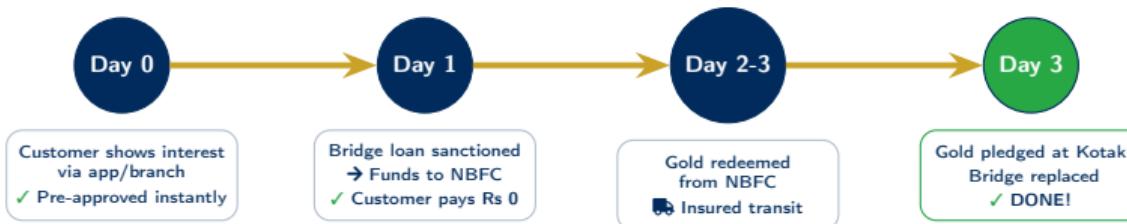
NBFC closed, gold redeemed

**SWITCH COMPLETE!**

3 days | 75-85% success

**Customer pays ZERO out-of-pocket during entire switch**

# Bridge Loan: How It Works



**Bridge Loan Terms:** 0% for 7 days | Amount = exact NBFC closure | Auto-replaced by gold loan

# Three Friction Points SOLVED



## Cash Flow Gap

### Problem:

"Need Rs 5L to close Muthoot loan, don't have it"

### Solution:

Kotak provides Rs 5L bridge loan at **0%** for 7 days



## Gold Transit Risk

### Problem:

"What if my Rs 5L gold gets lost during transfer?"

### Solution:

Kotak-insured professional transit service, **zero liability**



## Multiple Visits

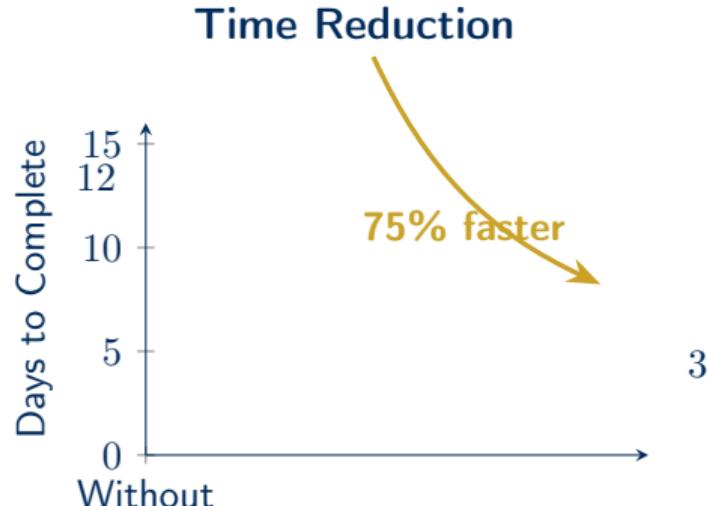
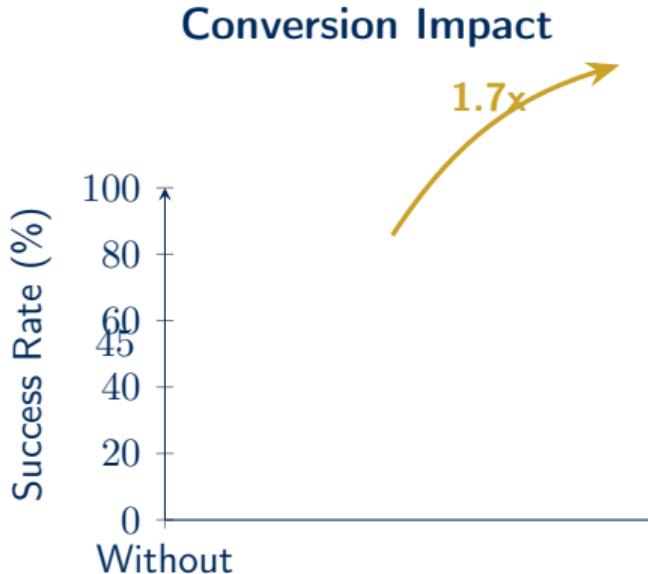
### Problem:

"4-6 visits over 10-14 days, can't take leave"

### Solution:

Pre-approved + Kotak handles NBFC closure = **2 visits max**

# Bridge Loan Impact: The Numbers



**Customer Drop-off:** 60% → 20% | **Anxiety:** HIGH → LOW

# Bridge Loan Economics: 100-150x ROI

## Cost Per Switch

Component	Cost (Rs)
Bridge Loan Float (7 days)	200
Transit Insurance	100-200
Staff Time	100
<b>Total Cost</b>	<b>400-500</b>

## Value Per Customer

Component	Value (Rs)
Interest Income (3 yr)	1,50,000
Less: Cost of Funds	(1,05,000)
Net Interest Margin	45,000
Cross-sell Revenue	5,000-15,000
<b>Customer LTV</b>	<b>50,000-60,000</b>

Return on Investment

**100-150x**

Per Bridge Loan Issued

LTV: Rs 50K-60K ÷ Cost: Rs 400-500 = 100-150x ROI

# Incentive Matrix by Segment

Segment	Rate	Fee	Special Offer	Theme
P1: MSME Owner	9.5%	Zero	Top-up facility	"Fuel Growth"
P2: Trust-Seeker	9.25%	Zero	Rs 3,000 cashback	"Safety + Savings"
P3: Women (Shakti)	9.0%	Zero	Free insurance	"Your Power"
P4: Young Prof Agricultural	10.5%	0.5%	Rs 500 instant Harvest EMI	"Gold in Clicks" "Farm Support"

## All Segments Get

- ✓ 7-day 0% bridge loan
- ✓ Insured gold transit
- ✓ Pre-approval guarantee
- ✓ Switch Assist service

## Competitive Edge

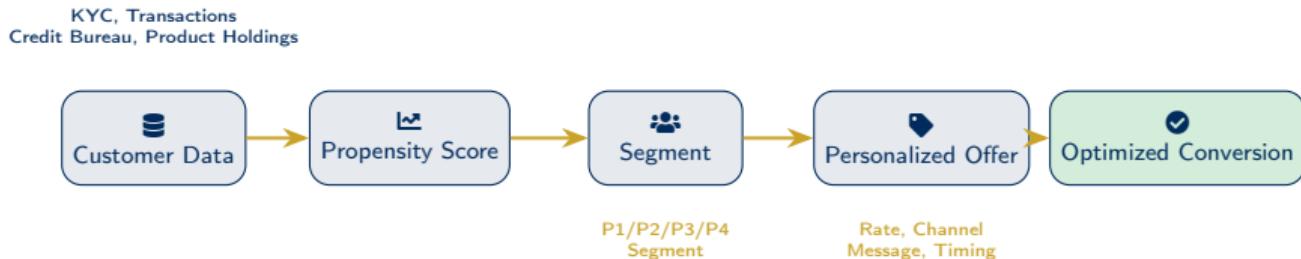
- ▶ Lowest rates: 8.5-10.5%
- ▶ vs NBFC: 16-26%
- ▶ Savings: 40-60%
- ▶ Transparent terms

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Personalized Pitch

# Personalized Pitch Architecture



## Input Signals

- ▶ Payments to Muthoot/IIFL/Manappuram
- ▶ Credit bureau gold loan flags
- ▶ Age, gender, occupation
- ▶ Product holdings (811, savings, etc.)

## Output Actions

- ▶ Right rate for segment
- ▶ Right channel (app/RM/BC)
- ▶ Right message (safety vs savings)
- ▶ Right timing (loan renewal date)

# Segment-Specific Messaging

Segment	Lead Message	Support Message	CTA
"Save Rs 40K+ yearly" Vault security, 0.22% NPA	Savings calculator, ROI focus  "Secure your gold" P3: Women	"See your savings" P2: Trust-Seeker  "Shakti Gold: Your power"	P1: High-Value "Your gold deserves a bank"  Free insurance, female RM
"Empower yourself" P4: Digital	"Gold loan in 3 clicks"	Speed, app-first, UPI	<u>"Apply now"</u>

## Emotional Hooks

- ▶ P1: Business growth, competitiveness
- ▶ P2: Fear of loss, NBFC scandals
- ▶ P3: Empowerment, independence
- ▶ P4: Convenience, modernity

## Rational Hooks

- ▶ P1: Clear savings, ROI
- ▶ P2: Bank safety, RBI regulated
- ▶ P3: Lowest rate, insurance
- ▶ P4: Speed, digital features

# Four Campaign Concepts

## Campaign 1: The Smart Switch

- Target: P1 High-Value
- Message: Savings calculation
- Channels: Digital, RM, Business dailies

## Campaign 2: Gold Deserves a Bank

- Target: P2 Trust-Seekers
- Message: Safety & security
- Channels: Digital video, Regional TV

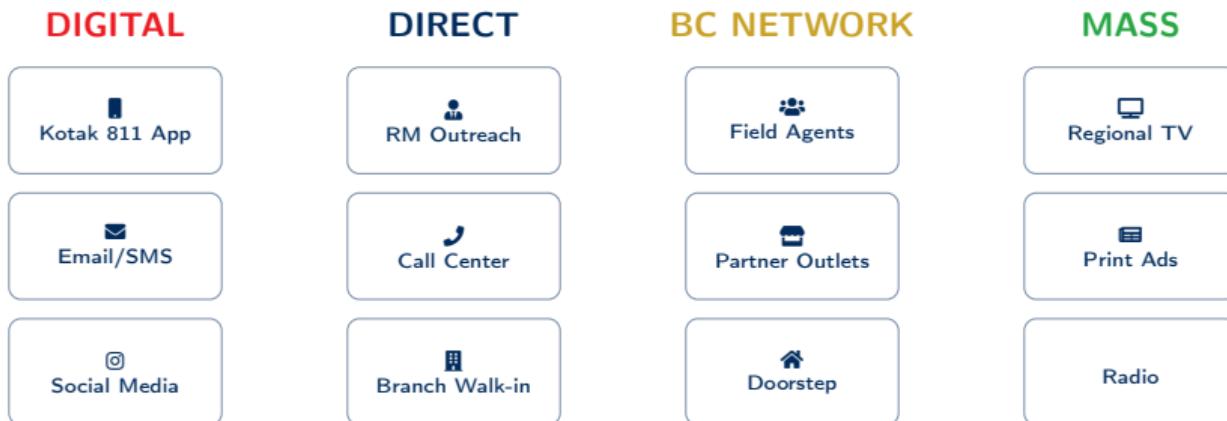
## Campaign 3: Shakti Gold

- Target: P3 Women
- Message: Empowerment
- Channels: BC network, SHGs, Social

## Campaign 4: Gold in Clicks

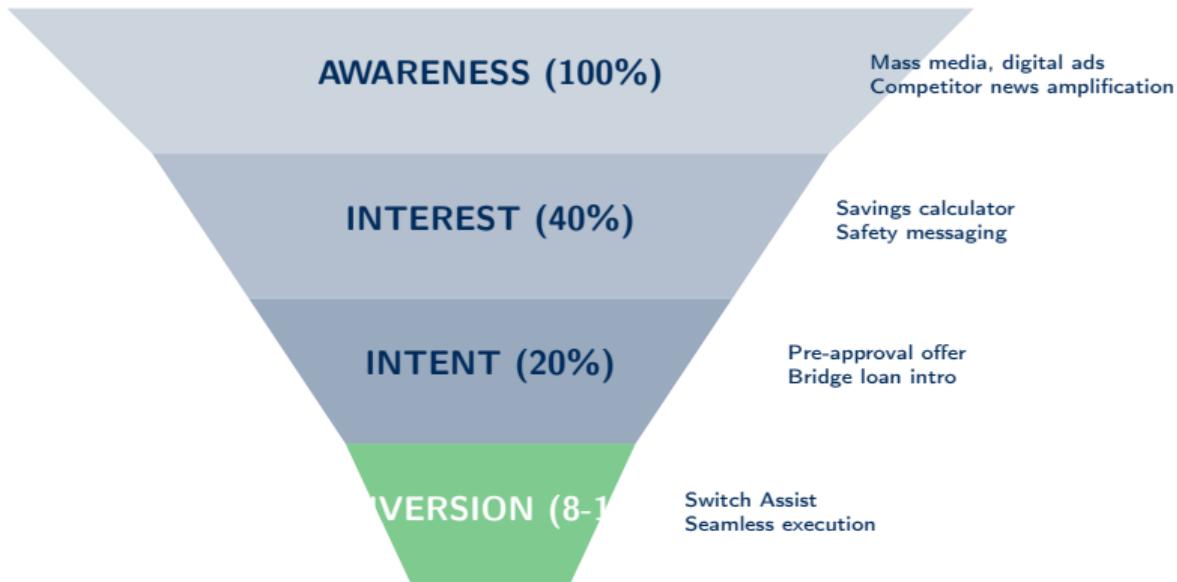
- Target: P4 Young Professionals
- Message: Digital convenience
- Channels: Kotak 811 app, Instagram

# Channel Strategy: Right Message, Right Place



P1: RM + Digital | P2: Digital Video + TV | P3: BC + SHGs | P4: 811 App + Social

# Conversion Funnel: Optimized for Each Stage



**Target:** 8-12% funnel conversion (vs industry 3-5%)

**Key lever:** Bridge loan removes 60% drop-off at Intent stage

7



AI-Powered Acquisition

# AI Strategy: Three Pillars



**DATA FOUNDATION:** Kotak 53M customers + Transaction patterns + Credit bureau

# AI Appraisal: From Hours to Seconds

## AI APPRAISAL FLOW

- 📷 Customer captures gold image
- ⌚ AI analyzes purity markers
- ⚖️ Weight estimation via scale
- 💻 Instant valuation generated
- ✓ Pre-approval in 30 seconds

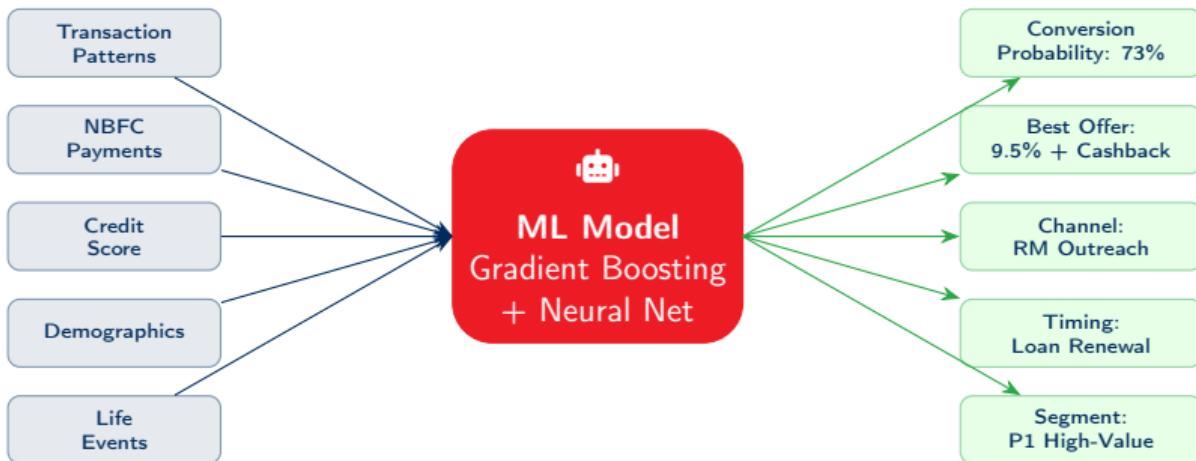
## Technology Stack

- ▶ **XRF Spectroscopy:** Purity analysis
- ▶ **Computer Vision:** Pattern recognition
- ▶ **ML Models:** 95%+ accuracy
- ▶ **Mobile App:** Customer self-service

## Benefits

- ▶ 30-second pre-approval
- ▶ Reduced branch dependency
- ▶ Consistent valuation
- ▶ Fraud detection capability

# Predictive Acquisition Model



**Key Signal:** Recurring payments to Muthoot/Manappuram/IIFL = Active NBFC gold loan holder

# Personalization Engine: Dynamic Offer Optimization



## Personalization Variables

- ▶ Interest rate (8.5-10.5%)
- ▶ Processing fee (0-0.5%)
- ▶ Cashback amount (Rs 0-5K)
- ▶ Special benefits
- ▶ Message tone

## Expected Lift

- ▶ Conversion: +35-50%
- ▶ Response rate: +40%
- ▶ CAC reduction: 20-30%
- ▶ Customer satisfaction: +25%

# Global Innovation Benchmarks

## Pegadaian

Indonesia

Cloud + Mobile  
Digital-first approach  
40M customers

## GoldPe

India

APM Technology  
Atomic valuation  
Instant pricing

## PawnHero

Philippines

Online pawnshop  
2.99% monthly rate  
100% digital

## Muthoot

India

Loan@Home  
Doorstep service  
Video KYC

### Key Insights:

21% global digital transactions | Cloud transformation critical | Mobile-first wins | AI valuation is the future

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Doorstep Pilot

# Doorstep Gold Loans: The Convenience Frontier

## Why Doorstep Matters

- ▶ 30% cite “branch visits” as pain point
- ▶ Working professionals can’t visit during hours
- ▶ Women prefer home-based transactions
- ▶ Premium service perception

## Regulatory Status

### ✓ ALLOWED with restrictions:

- ▶ Gold must reach vault same day
- ▶ Bank staff or authorized BC
- ▶ Customer presence mandatory



### Doorstep Model

Gold collected at home

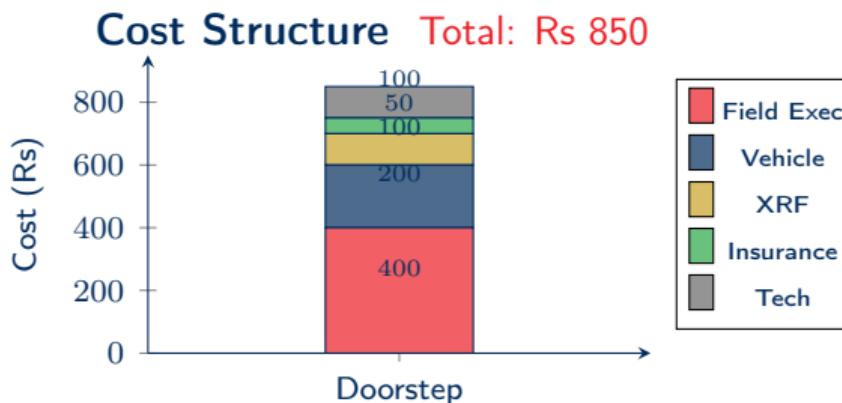
Professional appraisal

Same-day disbursement

## Competitors Active

- ▶ RupeeK: 500K+ customers, 30-min
- ▶ Indiagold: 12 cities, locker services
- ▶ Federal Bank: RupeeK partnership

# Doorstep Economics: Per-Transaction Breakdown



Cost Components	
Component	Cost (Rs)
Field Executive	400
Vehicle + Fuel	200
XRF Device (amort.)	100
Transit Insurance	50
Technology/App	100
<b>Total</b>	<b>850</b>

## Key Insight

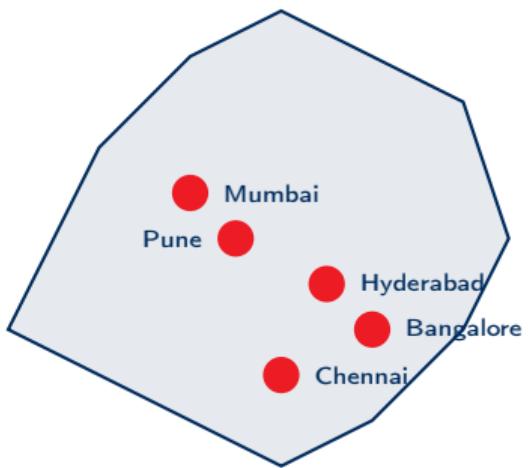
Rs 850 fixed cost regardless of loan size  
→ Only viable for larger tickets

# Doorstep Viability: When It Makes Sense



**Pilot Decision:** Doorstep for Rs 50,000+ loans only  
Below threshold → Incentivize branch/digital channels

# 5-City Doorstep Pilot Plan



## Pilot Parameters

Parameter	Value
Duration	6 months
Target	500 loans
Min ticket	Rs 50,000
Cities	5 (Tier 1)

## City Selection Logic

- ▶ Mumbai: Kotak HQ, high ATV
- ▶ Chennai: Gold loan hub
- ▶ Hyderabad: Growing market
- ▶ Pune: Tech professionals
- ▶ Bangalore: Young affluent

# Doorstep Pilot: Success Metrics



**CAC**

Target: <Rs 10,000  
per customer



**NPS**

Target: 4+/5  
customer satisfaction



**Conversion**

Target: 60%+  
of leads



**TAT**

Target: 4 hours  
end-to-end



**ATV**

Target: Rs 1.5L+  
average ticket

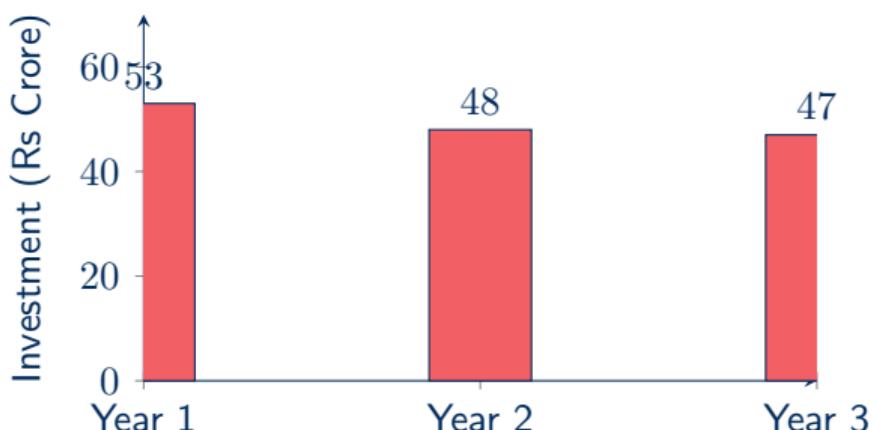
**Scale Criteria:** Hit 4/5 metrics → Expand to 15 cities in Phase 2

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Financials

# Investment Ask: Rs 148 Crore over 3 Years

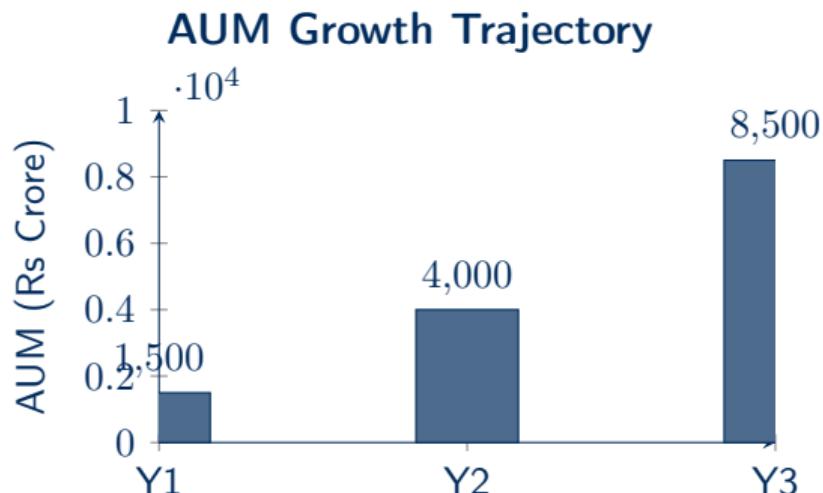


## Investment Breakdown

Category	3-Year (Cr)
Technology	45
Marketing	40
Operations	35
Training	15
Doorstep Pilot	8
Contingency	5
<b>Total</b>	<b>148</b>

**0.02%**  
of Kotak Assets  
Minimal Risk

# 3-Year AUM & Revenue Projections



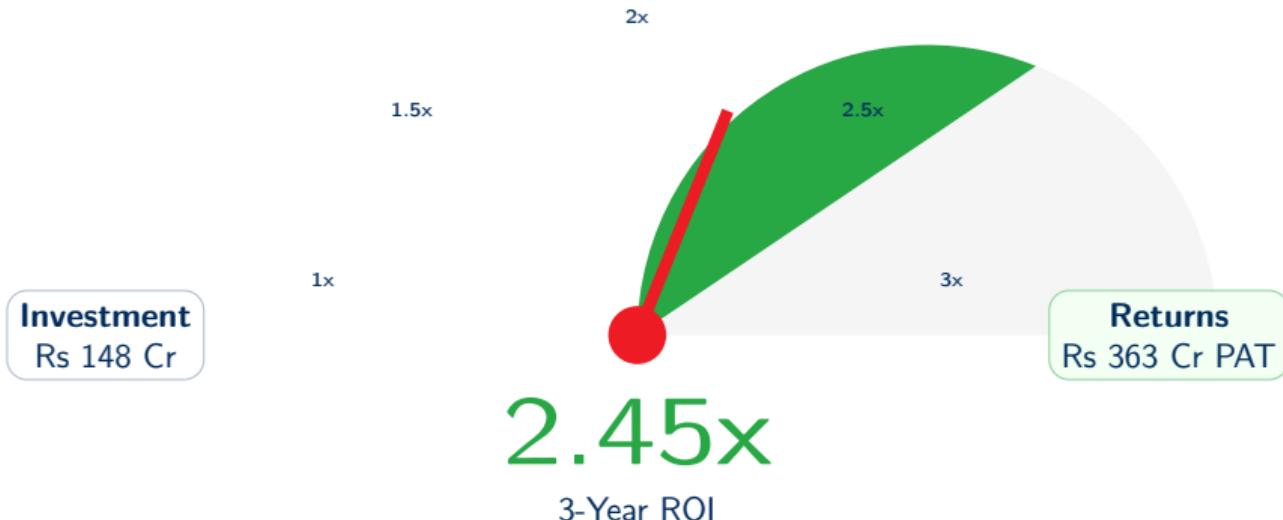
### P&L Summary (Rs Cr)

	Y1	Y2	Y3
Revenue	135	360	765
Costs	(53)	(48)	(47)
PAT	47	128	188

### 3-Year Totals

- Total Revenue: Rs 1,260 Cr
- Total PAT: Rs 363 Cr
- Cumulative AUM: Rs 8,500 Cr

# ROI Analysis: 2.45x Return in 3 Years



Payback Period: 20 months | IRR: 45%+

# Investment in Context: Minimal Relative to Capacity



**Annual Marketing**  
Budget: Rs 500+ Cr

**Tech Investment**  
Budget: Rs 1,000+ Cr

**Gold Loan Ask**  
Rs 148 Cr (3-year)

**Potential Return**  
Rs 363 Cr PAT

# Sensitivity Analysis: Conservative to Aggressive

Scenario	Conservative	Base Case	Aggressive
Conversion Rate	5%	8%	12%
Y3 AUM (Rs Cr)	5,000	8,500	12,000
3-Year PAT (Rs Cr)	180	363	520
ROI	1.2x	2.45x	3.5x
Payback	30 months	20 months	14 months
Break-even?	✓ Yes	✓ Yes	✓ Yes

## Downside Protection

Even conservative scenario:

- ✓ Positive ROI (1.2x)
- ✓ Break-even in 30 months
- ✓ Builds strategic capability

## Upside Potential

Aggressive scenario:

- ▶ 3.5x ROI
- ▶ Rs 520 Cr PAT
- ▶ Market leadership position

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Risk & Compliance

# Compliance as Competitive Advantage

## NBFC Issues

- ✗ LTV breaches
- ✗ Cash limit violations
- ✗ Documentation gaps
- ✗ Auction irregularities
- ✗ NPA evergreening
- ✗ Customer complaints

## RBI Penalties + Bans

## Kotak Strength

- ✓ Strict LTV monitoring
- ✓ Cashless disbursements
- ✓ Complete documentation
- ✓ Transparent auctions
- ✓ Timely NPA recognition
- ✓ 0.22% NPA rate

## Clean Track Record

**Message to Customers:** “What took IIFL 5 months to fix, Kotak already has right.”

# Growth Guardrails: Responsible Scaling



## LTV Discipline

Max 75%

Real-time monitoring



## NPA Control

Target <0.5%

Early warning system



## Documentation

100% digital

Audit trail



## Cash Limits

<Rs 20K cash

All digital above



## Auction Process

7-day notice

Transparent bidding

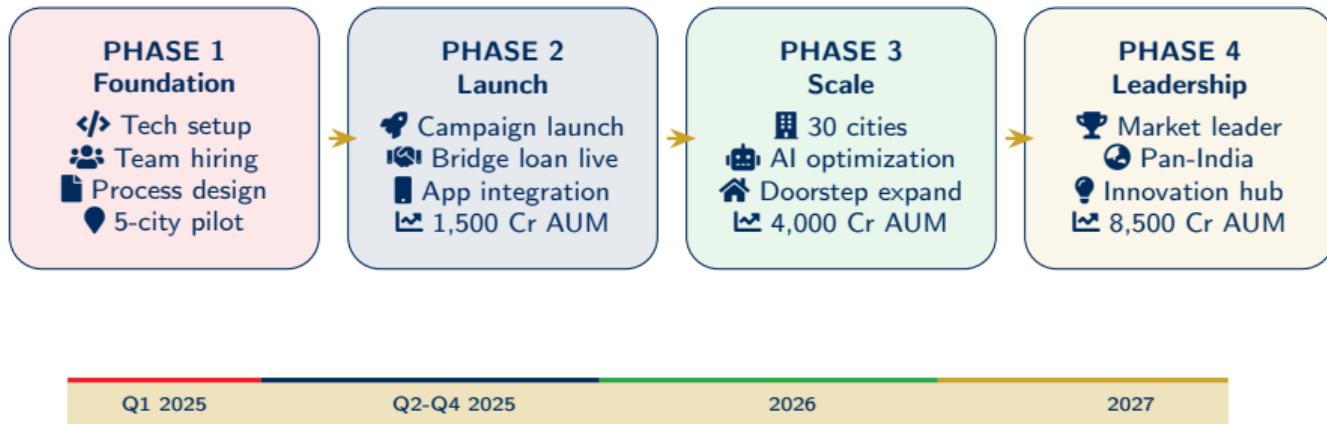
**Phase Gates:** Scale only if NPA <0.5% and LTV compliance >99%

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Roadmap

# Implementation Roadmap: Q1 2025 to 2027



# Success Metrics: Dashboard View



## AUM

Y1: Rs 1,500 Cr  
Y3: Rs 8,500 Cr



## Customers

Y1: 15,000  
Y3: 85,000



## Conversion

Target: 8-12%  
vs Industry 3-5%



## NPA Rate

Target: <0.5%  
Current: 0.22%



## NPS Score

Target: 70+  
Industry: 30-40



## ROI

Target: 2.45x  
Payback: 20 months

**Key KPI:** Bridge Loan utilization rate >60% | Customer savings communicated at onboarding

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Closing

# The Strategic Imperative

 **Rs 7.1 Lakh Crore Market**  
Growing at 14.85% CAGR

 **NBFC Trust Crisis**  
IIFL ban, Muthoot/Manappuram issues

 **60-70% Want to Switch**  
Blocked by cash flow gap

 **Bridge Loan Innovation**  
Removes the #1 barrier

## THIS IS KOTAK'S MOMENT

The market is ready. The customers are waiting. The competition is stumbling.  
We have the products, the technology, and the trust to lead.

# Call to Action: 5 Approvals Requested

1. **Investment:** Approve Rs 148 Cr over 3 years

2. **Bridge Loan:** Approve 7-day 0% switching product

3. **Doorstep Pilot:** Approve 5-city doorstep service trial

4. **Campaigns:** Approve 4 segment-specific marketing campaigns

5. **AI Investment:** Approve computer vision & ML platform development

## Expected Outcomes by Year 3:

Rs 8,500 Cr AUM | 85,000 Customers | Rs 363 Cr PAT | 2.45x ROI

# Thank You

Questions & Discussion

“Switch to Kotak in 3 days – without spending a rupee”

The Bridge Loan changes everything.