

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

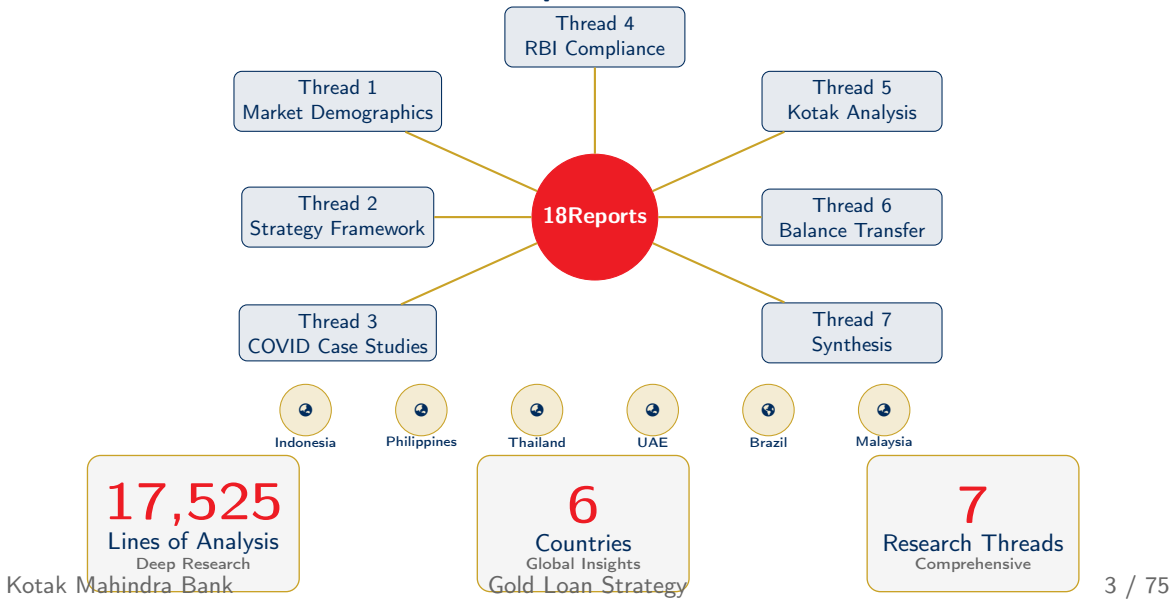
The Customer Trap

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



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

2

Competitor Crisis

3

Customer Psychology

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Target Segments

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Switch & Save Product

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Personalized Pitch

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AI-Powered Acquisition

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Doorstep Pilot

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Financial Projections

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Risk & Compliance

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Implementation Roadmap

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Call to Action



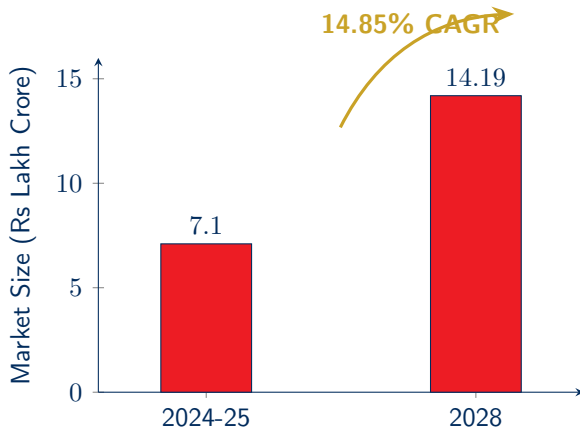
Highlighted items represent key innovations

1



Market Opportunity

Gold Loan Market: A Rs 7.1 Lakh Crore Opportunity



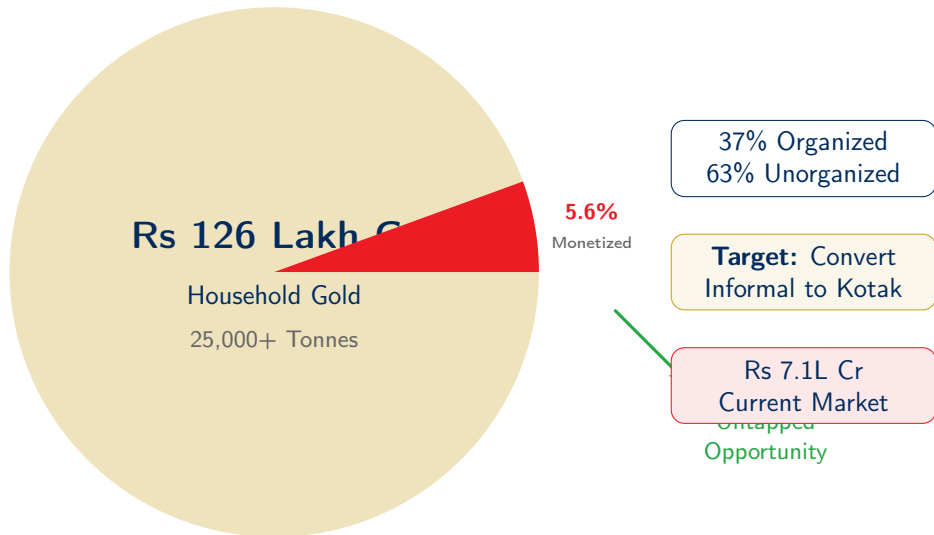
Growth Drivers

- ▶ 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



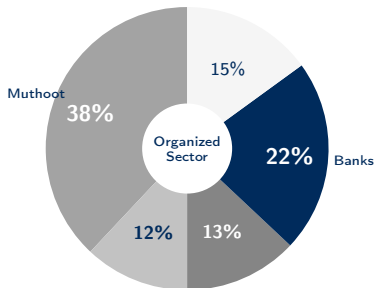
Why Now: The Perfect Storm



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



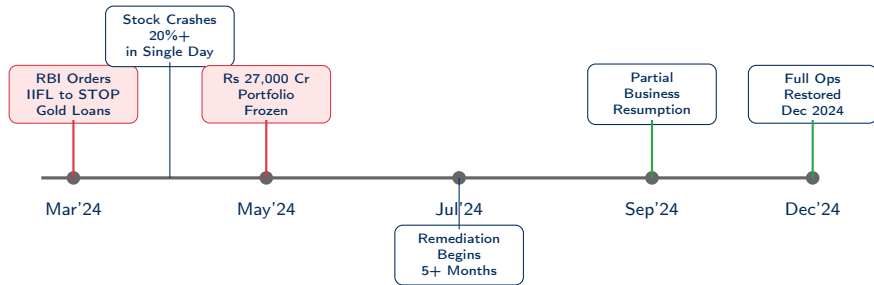
Competitor Crisis

The NBFC Gold Loan Empire: Cracks Appearing



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

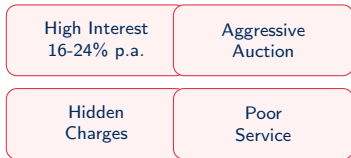
“Agents **torturing, abusing and harassing** when asked for time.”

– Manappuram Customer, ConsumerComplaints

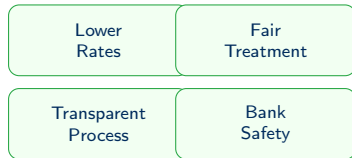
**These are THEIR customers. Tomorrow, they
could be OURS.**

The Trust Vacuum: Customers Are Ready to Switch

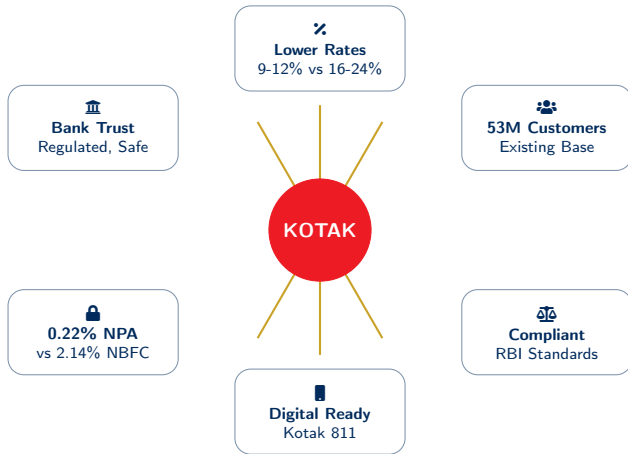
What They HATE



What They WANT



Kotak's Competitive Advantage: Built for This Moment



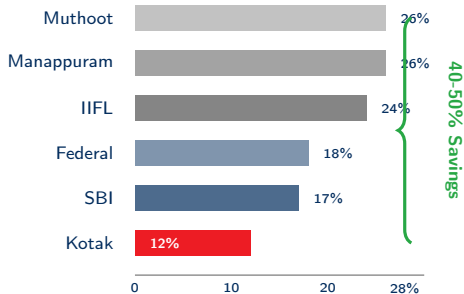
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Customer Psychology

The Economics of Switching: 40-50% Savings

Interest Rate Comparison



Annual Savings Example

Loan Amount: Rs 5,00,000

NBFC (18%) Rs 90,000/yr

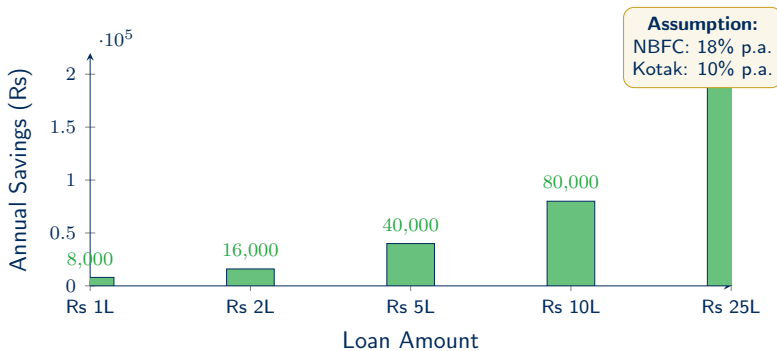
Kotak (10%) Rs 50,000/yr

Savings Rs 40,000/yr

Over 3 Years

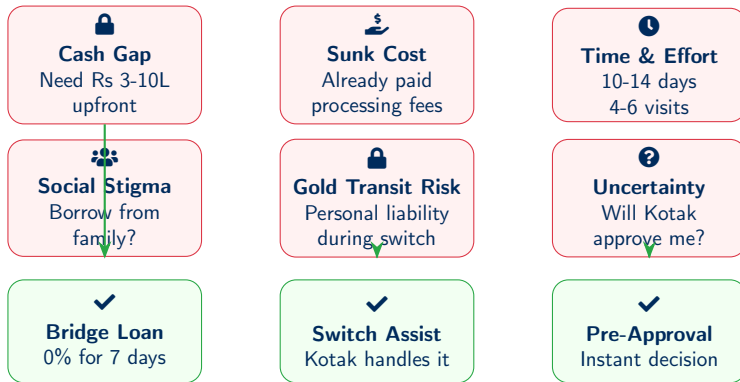
Rs 1.2L
Saved per Customer

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

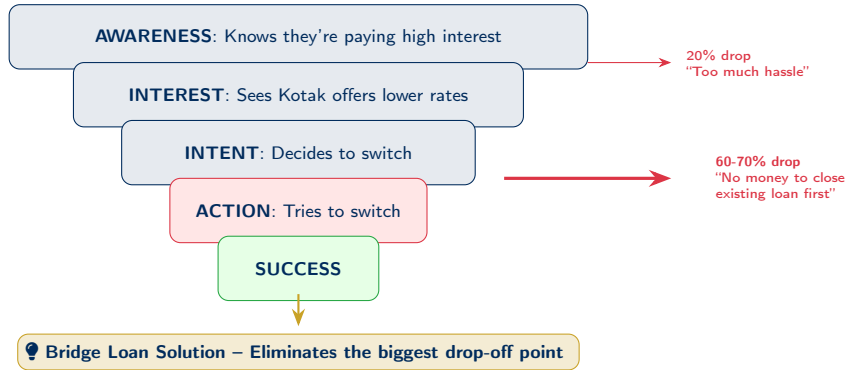
 Bank safety perception

 Transparent terms

 Digital convenience

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

The Switching Journey: Where Customers Drop Off

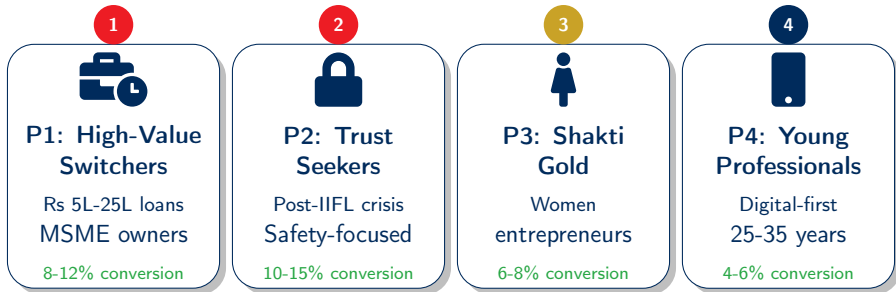


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Target Segments

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

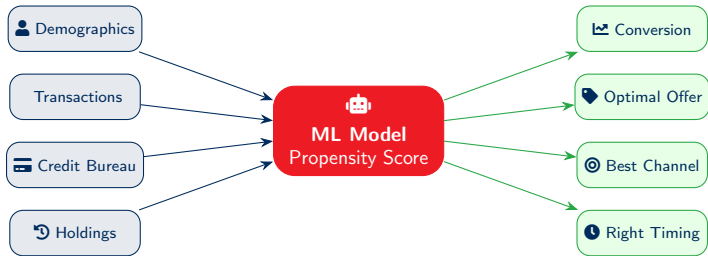
- ▶ Kotak 811 app integration
- ▶ Video KYC enabled
- ▶ Instant pre-approval
- ▶ Same-day disbursement

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



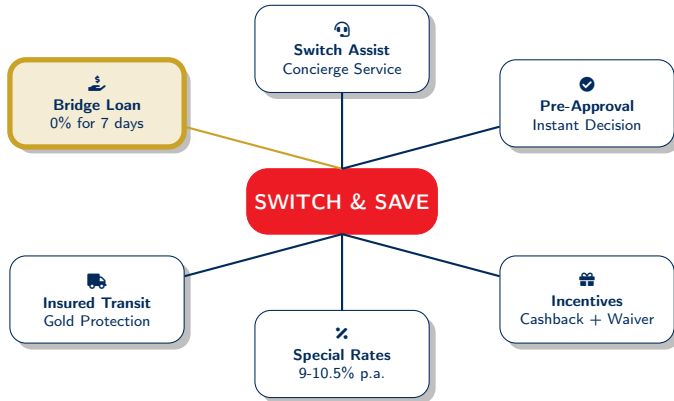
Key Signal: Recurring payments to Muthoot/Manappuram/IIFL = Active NBFC gold loan

5



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

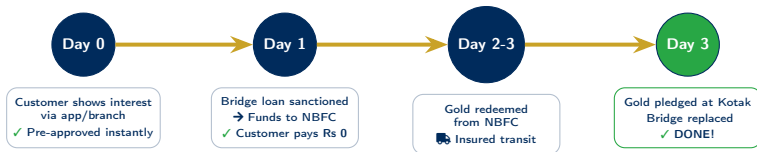
NBFC closed, gold redeemed

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

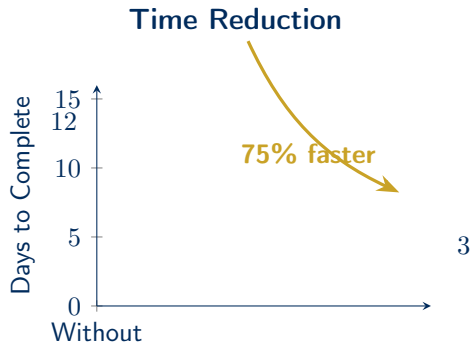
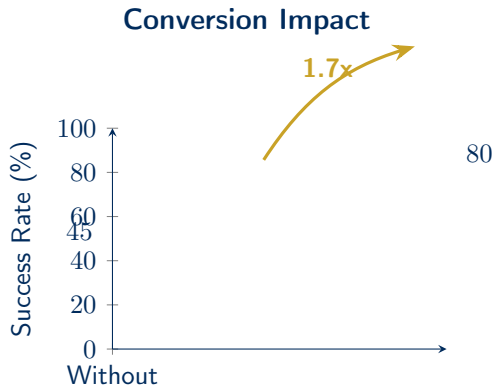
Problem:

"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
Total Cost	400-500

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
Customer LTV	50,000-60,000

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	10.5%	0.5%	Rs 500 instant	"Gold in Clicks"
Agricultural	8.5%	Zero	Harvest EMI	"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

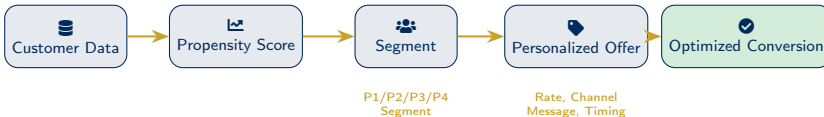
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Personalized Pitch

Personalized Pitch Architecture

KYC, Transactions
Credit Bureau, Product Holdings



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"	Savings calculator, ROI focus	"See your savings" P2: Trust-Seeker	P1: High-Value "Your gold deserves a bank"
Vault security, 0.22% NPA	"Secure your gold" P3: Women	"Shakti Gold: Your power"	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

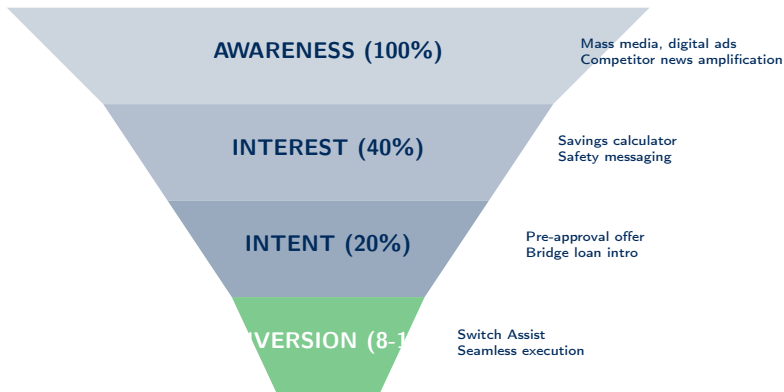
-  Target: P4 Young Professionals
-  Message: Digital convenience
-  Channels: Kotak 811 app, Instagram

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



Computer Vision

Instant Gold
Appraisal

XRF + AI valuation
30-sec assessment



Predictive Model

Customer
Propensity

ML scoring
Intent prediction



Personalization

Dynamic
Offers

Right message
Right time

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

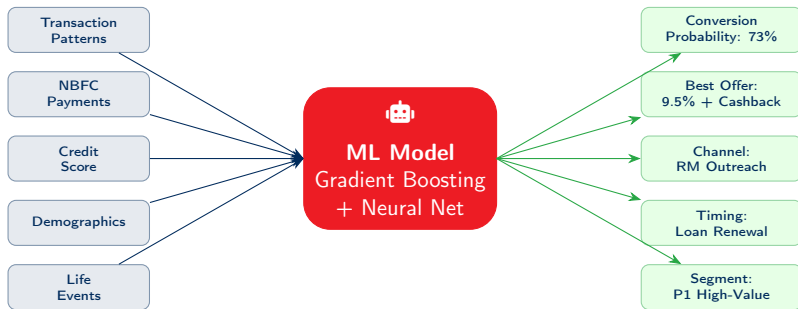
Technology Stack

- ▶ **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



Indonesia

Cloud + Mobile
Digital-first approach
40M customers



India

APM Technology
Atomic valuation
Instant pricing



Philippines

Online pawnshop
2.99% monthly rate
100% digital



India

Loan@Home
Doorstep service
Video KYC

Key Insights:

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

8



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



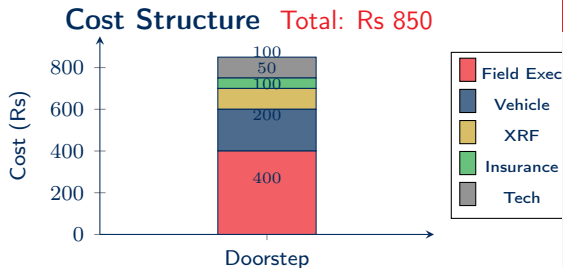
Doorstep Model

Gold collected at home
Professional appraisal
Same-day disbursement

Competitors Active

- ▶ Rupeek: 500K+ customers, 30-min
- ▶ Indigold: 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
Total	850

Key Insight

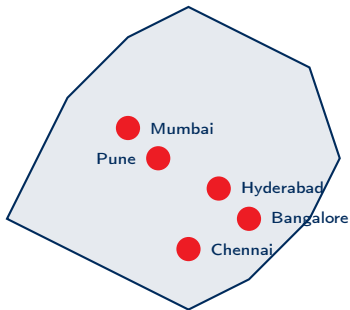
Rs 850 fixed cost regardless of loan size
→ Only viable for larger tickets

Doorstep Viability: When It Makes Sense

			
Rs 25,000	Rs 50,000	Rs 1,00,000	Rs 2,00,000+
3.4% of loan	1.7% of loan	0.85% of loan	0.4% of loan
NOT VIABLE	MARGINAL	VIABLE	HIGHLY VIABLE

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

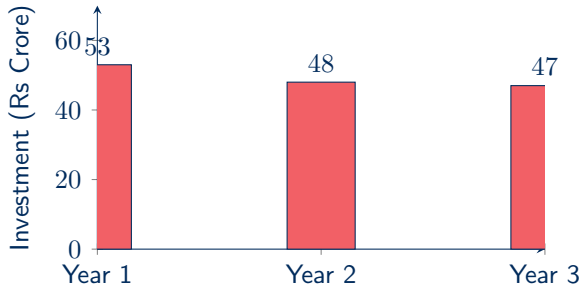
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Financials

Investment Ask: Rs 148 Crore over 3 Years

Total: Rs 148 Cr

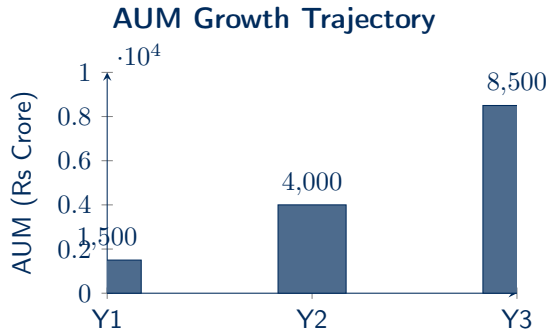


Investment Breakdown

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

0.02%
of Kotak Assets
Minimal Risk

3-Year AUM & Revenue Projections



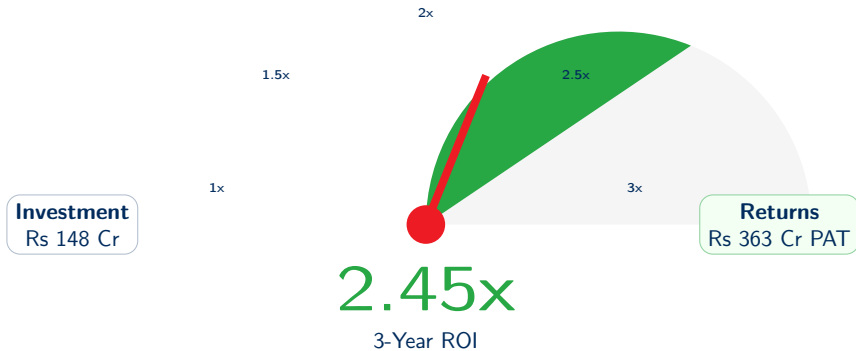
P&L Summary (Rs Cr)

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

3-Year Totals

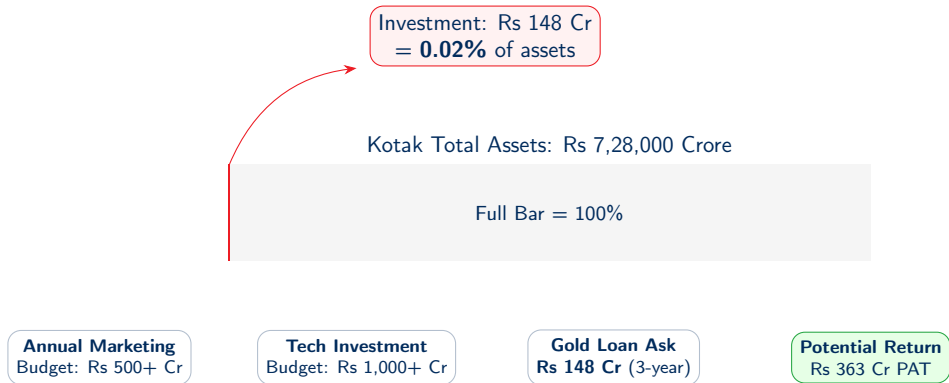
- ▶ Total Revenue: **Rs 1,260 Cr**
- ▶ Total PAT: **Rs 363 Cr**
- ▶ Cumulative AUM: **Rs 8,500 Cr**

ROI Analysis: 2.45x Return in 3 Years



Payback Period: 20 months | **IRR:** 45%+

Investment in Context: Minimal Relative to Capacity



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

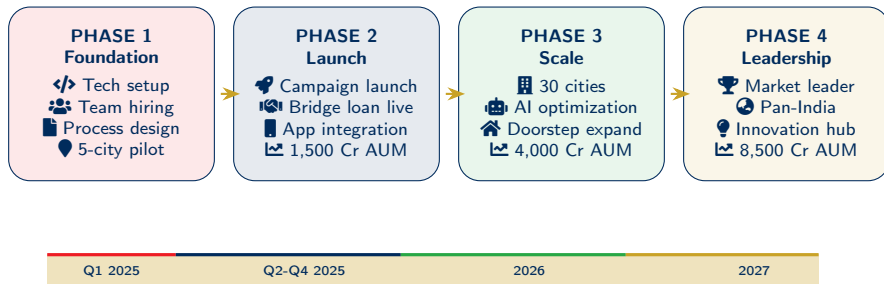
Phase Gates: Scale only if NPA $<0.5\%$ and LTV compliance $>99\%$

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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.