FIDC NEWS

FINANCE INDUSTRY DEVELOPMENT COUNCIL
A SELF REGULATORY ORGANIZATION FOR NBFCS IN INDIA

VOLUME: 18 NO: 1 APR-MAY 2026 E-EDITION NO: 23 FOR PRIVATE CIRCULATION

FIDC Jaipur Summit Draws the NBFC Ecosystem

FIDC has always been actively engaged with members and NBFCs in general. It has now initiated engagements with NBFCs at the regional level as part of its outreach program. Taking the first step in this direction, FIDC management has been meeting regional offices of Reserve Bank of India. Following up with these meeting with RBI regional offices, FIDC is now organizing summits and reaching out to all NBFCs in the respective regions.

The first such summit was on **Self-Regulation - The Way forward for NBFCs**. It was held on Friday, 15th May 2026 at Hotel Royal Orchid, Jaipur. RBI Regional office Jaipur not only supported this initiative, but emailed all NBFCs registered with their office, advising them to participate in the summit. The summit attracted 100+ delegates from NBFCs in this region.

FIDC Chairman Mahesh Thakkar welcomed the delegates with his opening remark (see next article). FIDC President Umesh Revankar gave a special address on the **Need for SRO**. FIDC CEO Raman Aggarwal made a detailed presentation on **FIDC As the SRO for NBFCs**. He highlighted the structure, governance and numerous initiatives taken by FIDC after its recognition as SRO by RBI on 3rd October 2025. He also shared the plans going ahead. He specifically mentioned the benefits for Base Layer NBFCs to join FIDC.

Next came an interactive and enlightening **Open House Discussion** where participants shared their queries/suggestion and also their concerns. Yogesh Jain, Co-Chair, FIDC's Capacity Building Committee concluded with his closing remarks on **Regulatory Structure for NBFCs**, and gave the vote of thanks.

FIDC organized a special camp for on-the-spot membership which witnessed a very encouraging response.

FIDC deeply appreciates its Jaipur based members - SK Finance, Kogta Financial and Namdev Finvest - for their encouraging support and event sponsorships. FIDC is gearing up to organize similar summits across India in the coming days.

CONTENTS

Printed at Indigo Press, Mumbai

Inviting suggestions and feedback to make 'FIDC NEWS' more useful and insightful. Please write to **NBFCSRO@FIDCINDIA.org.in**

Follow FIDC on social media: www.instagram.com/fidcindia/ x.com/Fidcindia/ facebook.com/fidcindia/ linkedin.com/company/fidc-india/


FIDC
Finance Industry Development Council
(A Self Regulatory Organisation for NBFCs in India)
EVENT PARTNER
SK FINANCE


FIDC
Finance Industry Development Council
(A Self Regulatory Organisation for NBFCs in India)
EVENT PARTNER
SK FINANCE
FIDC SUMMIT
on
"SELF-REGULATION -
THE WAY FORWARD FOR NBFCs"
Friday, 15th May 2026
Jaipur
EVENT PARTNER
SK FINANCE
SUPPORTED BY
Kogta


SUPPORTED BY
Kogta
FIDC
Finance Industry Development Council
(A Self Regulatory Organisation for NBFCs in India)
EVENT PARTNER
SK FINANCE
FIDC SUMMIT
on


FIDC
Finance Industry Development Council
(A Self Regulatory Organisation for NBFCs in India)
EVENT PARTNER
SK FINANCE
FIDC SUMMIT
on
RAMAN AGGARWAL

Self-Regulation - The Way forward for NBFCs

Opening remarks by FIDC Chairman Mahesh Thakkar at FIDC Summit on 'Self-Regulation - The Way forward for NBFCs' on 15th May, 2026 at Jaipur. Edited excerpts:

As the title of the summit demands, let me raise certain fundamental issues which will make FIDC a great SRO in all-encompassing partnership with member NBFCs.

The basic question is: **Can FIDC Become the Moral Compass, NBFCs Have Been Waiting For?**

In our system, the SRO works like a mirror.

If the industry refuses to see its own flaws, no regulation can save it.

NBFCs want growth, innovation and flexibility. But do we want shared accountability, self-discipline and a culture where the industry corrects itself before the regulator steps in?

That is the real test of an SRO. It is about what FIDC must become if it wants to carry the weight of being India's first SRO for NBFCs that genuinely **breeds** discipline rather than **merely documenting it**.

FROM LOBBYING BODY TO MORAL FORCE

For years, FIDC has been a representative body for NBFCs. A voice for concerns. A platform for dialogue. But an SRO is a different animal.

Representation is only **10%**. **Responsibility** is the remaining **90%**.

An SRO is not meant to defend its members blindly. It is meant to discipline them lovingly. It must protect the system first. Then the sector. Then the individual entity. FIDC must be a guardian. Not a shield.

WHAT SHOULD FIDC ACTUALLY DO

NBFC governance is quite uneven - some players are world class, some are sloppy, and some are dangerous without even knowing it. FIDC must serve as India's early warning radar for the financial ecosystem.

Here is what FIDC should actively and consistently do.

1. **Set behavioural discipline standards:** Focus not just on policy checklists and compliance instructions, but on standards, ethics, board behaviour, risk culture, transparency and consumer fairness. When a sector begins to speak the same language of discipline, consistency follows.
2. **Conduct thematic inspections:** Look for patterns, blind spots, repeated mistakes and practices that silently harm the system. While RBI cannot do everything, an alert SRO can.
3. **Create peer review formats:** Peer learning always works faster than regulatory warnings. FIDC can institutionalize peer assessments that are firm but supportive.
4. **Publish sector health reports:** Not glossy brochures. Honest reports. What is improving. What is deteriorating. Where risks are building up. This builds credibility with RBI and maturity in the sector.
5. **Establish safe reporting channels:** NBFC Employees often see risks long before the senior management does, but they fear speaking up. FIDC can create a protected route for early alerts. This is the single most powerful tool to catch trouble early.

INTERNAL GOVERNANCE THAT FIDC MUST BUILD

Before disciplining the sector, the SRO must discipline itself. Here is what FIDC must commit to:

1. Independent committees
2. Clear Chinese walls
3. Transparent decision making
4. Code of conduct for FIDC itself
5. Periodic self-audits

WHAT FIDC MUST COMMIT TO

No SRO journey is easy. FIDC will face issues that many do not speak openly about – pressure from powerful players, conflicts between advocacy and supervision, perception of bias, difficulty in enforcing discipline and complacency. Accordingly, FIDC must commit to:

1. Zero compromise on integrity. No fear. No favour.
2. Courage to call out repeated bad behavior. Silence breeds systemic risk. Voice prevents it.
3. Building capacity continuously. Train the sector. Train itself. Raise the bar every year.
4. Partnership with RBI. Not as an intermediary. But as an ally in building a disciplined financial ecosystem.
5. Creating a culture where NBFCs correct themselves.

The real victory is when members start fixing issues before FIDC even asks. That is the true meaning of self-regulation.

CONCLUSION

FIDC is aimed to be The Moral Centre of India's NBFC Sector.

An SRO must be a mirror that refuses to lie, that does not fear the truth, that helps the industry see what it needs to, not what it wants to. If FIDC embraces this responsibility, India's financial sector will have not an SRO, it will have a guardian, a conscience, a culture builder, a steady voice that reminds NBFCs that discipline is not a regulatory duty, it is a moral one. The next decade of NBFC growth demands strong hearts, strong systems and strong ethics.

FIDC is surely becoming the anchor that India needs.

And the future will remember it for the standards it sets today.

Hope to have a fruitful, mutually beneficial, long-term relationship with all of you. ■

FIDC Webinar: Maximizing Recovery Through Arbitration

As part of its ongoing Knowledge Series initiative aiming to boost capacity of member NBFCs, FIDC organized a webinar on 27th April 2026.

Industry experts and Presolv360 deliberated on **Maximizing Recovery Through Arbitration**, explaining evolving arbitration practices and the rising adoption of Online Dispute Resolution (ODR) among financial service firms.

Ravitej Chilumuri, Partner at Khaitan & Co. and Sri Phani, Dy. Executive Vice President - Legal at Bajaj Finance shared their expertise on evolving dynamics of arbitration in the NBFC sector. They emphasized how important it is to align institutional practices with legal developments while ensuring operational efficiency.

During the webinar, Presolv360 presented its ODR platform for arbitration to show how digital tools can enhance arbitration through faster resolution timelines, improved transparency, and scalable processes. Presolv360 further demonstrated how technology is redefining traditional dispute resolution by enabling an end-to-end digital journey – from case initiation to final award.

The 90-minute session reviewed the evolving arbitration landscape, and experts unpacked legal and regulatory developments and their implications for enforcement, compliance, and efficiency.

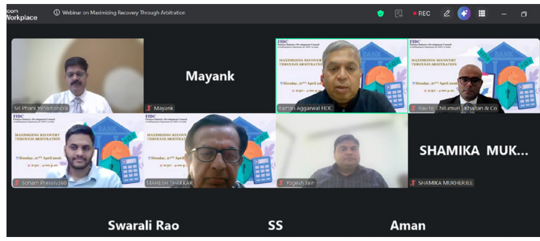
KEY BENEFITS OF ODR PLATFORMS

- Faster resolution timelines through digitized workflows
- Enhanced transparency with real-time tracking and visibility
- Cost efficiencies by reducing physical and administrative overheads
- Scalability to manage large volumes of cases

The session reinforced that ODR is no longer an emerging concept but a practical, high-impact solution for institutions seeking to modernize their recovery processes.

Speakers explained how NBFCs can adopt a more strategic approach in selecting cases for arbitration to optimize recovery outcomes. Participants gained valuable insights into leveraging ODR to enhance dispute resolution mechanisms and improve overall operational efficiency.

The webinar strongly emphasized practical, implementation-oriented guidance. Speakers highlighted the importance of well-structured arbitration clauses, robust documentation practices, and streamlined internal processes to ensure faster and more enforceable outcomes.



KEY TAKE-AWAYS

- Arbitration as a strategic recovery tool, not just legal process
- Importance of well-drafted arbitration clauses
- Need for robust documentation & compliance discipline
- Shift towards digitization via ODR platforms

PARTICIPATION & IMPACT

The webinar saw participation from over 200 professionals, including Chief Compliance Officers, Chief Risk Officers, Chief Financial Officers, Company Secretaries, and senior leaders from across NBFC segments.

This successful webinar, driven by the collaborative contributions of expert speakers and active participants, supported the development of a more resilient, disciplined, sustainable, and inclusive sector in India.

FIDC holds discussion with RBI CGM in Chennai: Left to Right: Ravindra Kundu, MD, Cholamandalam Investment and Finance & Director, FIDC; Mahesh Thakkar, Chairman, FIDC; Rakesh Srivastava, CGM, Chennai, RBI; Raman Aggarwal, CEO, FIDC; Sachin Pillai, MD, Hinduja Leyland Finance

FIDC Membership Invite 2026-27

1. **Networking Opportunites**
2. **Market Intelligence**
3. **Advocacy & Influence**
4. **Capacity Building**
5. **Professional Growth**
6. **Regulatory Assistance**
7. **Visibility & Recognition**
8. **Collaborative Initiatives**

Fee Structure: FY 2026-27

Sr. No.	Layer	One time Admission Fees	Annual Subscription Fees
1	Upper Layer	₹1,00,000	₹5,00,000
2	Middle Layer - ML1 (Total Assets above 10,000 cr)	₹50,000	₹2,00,000
3	Middle Layer - ML2 (Total Assets of ₹1,000 crores - ₹10,000 cr)	₹25,000	₹1,00,000
4	Base Layer - BL1 (Total Assets of ₹100 crores to ₹1,000 cr)	₹5,000	₹10,000
5	Base Layer - BL2 (Total Assets less than ₹100 cr)	₹1,000	₹2,000

+ 18% GST

NOTES:

FIDC GST Registration Number: 27AACCF3883H1ZG; PAN: AACCF3883H. SAC Code: 999599. The fees payable would stand revised, if GST Rates change. There is no TDS deductible on Membership Fees.

We request you to make payment through NEFT/RTGS. While remitting the membership subscription, kindly indicate your net worth. The Invoice, Receipt and Membership Certificate will be emailed on payment of full fees.

Documents Required

- Membership Application Form duly filled & signed.
- RBI Registration Certificate
- The last audited Annual Report
- PAN Card
- GST Registration Certificate

For details, please visit **Members Section** at www.fidcindia.org.in

From **number crunching** to **conversational intelligence**

How are NBFCs using AI to augment underwriting in terms of bias, hallucination, explanation, thin clients, and new & existing clients? Check out how Irem Sayeed, Chief Risk Officer at UGRO Capital and Srikant Khatei, CTO at Lendingplate, are leveraging AI to take underwriting to the next level:

Describe briefly how your organization is augmenting anti-bias and anti-hallucination in your loan underwriting systems.

Irem Sayeed: We have a scoring model that filters cases at the onboarding level. The model is based purely on measurable parameters derived from data from bureaus, banks, and GST. It is inherently bias-free and does not consider factors such as age, gender, or geography in decision-making.

This model of customer selection is complemented by our **'touch and feel' underwriting approach**, where we meet all our customers through an in-house team. We do not rely solely on a statistical model or AI to make decisions. Instead, AI serves as a tool that aids data collection, classification, and analysis. The final decision is a combination of digitally gathered and analysed data, along with personal meetings and discussions conducted with prospective borrowers on the ground.

Srikant Khatei: We keep underwriting grounded in hard data, bureau, banking behavior, and verified inputs, so there's very little room for guesswork. At the same time, we regularly review outcomes across customer segments to catch any skew early. If something looks off, it's corrected quickly with model adjustments or manual intervention. In credit, consistency matters more than experimentation.

Irem Sayeed is in the process of strengthening AI capabilities to provide clearer and more contextual explanations to customers on loan outcomes, by simplifying complex credit de-cisions into easily understandable insights

Briefly describe how your organization is using AI for augmenting explanations to customers for loan rejection or other loan application related queries.

Irem Sayeed: We are in the process of strengthening our AI-led capabilities to provide clearer and more contextual explanations to customers on loan outcomes. The focus is on simplifying complex credit decisions into easily understandable insights for borrowers, while ensuring transparency and consistency.

AI is being leveraged to analyze application data and generate structured responses that can help customers better understand the reasons behind a rejection or any query related to their loan application. This is further supported by our on-ground teams, who provide personalized guidance and clarification wherever required.

Srikant Khatei: We are using AI to translate model outputs into contextual, customer-specific explanations, rather than static decline reasons. The system maps key decision drivers, like income volatility, bureau behavior, or cash flow inconsistencies, into clear, human-readable responses. We're also seeing early use of **AI-led conversational layers** that can handle follow-up queries in real time. The aim is to make credit decisions more transparent without oversimplifying the underlying risk logic.

Briefly describe your key considerations for engaging with partners for augmenting underwriting using AI?

Irem Sayeed: Data security and ease of adoption are two primary considerations. In addition, given our pan-India presence and engagement across multiple regional languages, we look for partners who can enable AI solutions in regional languages.

We have locally trained teams deployed across our branches who communicate with prospective borrowers in their preferred language. Therefore, we require partners who can build systems capable of interacting with users and **delivering outputs in regional languages**.

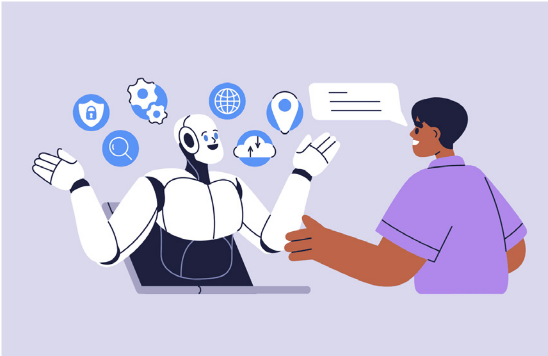
For instance, we are developing an AI-led personal discussion model that aids credit managers by nudging them to ask the right set of questions. This system needs to operate in regional languages, as most customer interactions happen in the borrower's preferred language at their place of business.

Srikant Khatei: We're careful about who we work with; data quality and compliance come first, not just model accuracy. The solution also has to fit into our real-time systems without slowing things down. And importantly, we need clarity on how decisions are being made, not just outputs. **In lending, you have to be able to explain every call you take.**

Please explain briefly with 1-2 examples how your organization is using AI for augmenting underwriting for NTC & thin file clients.

Irem Sayeed: For these customers, traditional data points such as repayment history or robust bank statements are often unavailable for financial analysis and eligibility assessment. Underwriting in such cases is conducted through cash flow assessment at the customer's place of business.

This requires a dynamic approach to personal discussions. A fixed set of



questionnaires with limited flexibility is not effective, as each business and situation is unique. What credit managers need is a system that can absorb the conversation, analyse inputs in real time, and prompt relevant questions to enable meaningful assessment. We are successfully using AI in this context to support credit managers in conducting more structured and insightful evaluations.

Srikant Khatei: For thin-file customers, AI models help us build proxy credit profiles using alternative data, especially bank transactions and cash flow patterns. Instead of relying on bureau scores, the system identifies income consistency, balance stability, and behavioral signals to assess repayment capacity. At Lendingplate, this allows us to underwrite users who would otherwise be invisible to traditional systems. The decisioning is data-led, but importantly, it is also adaptive as more signals become available.

Please explain briefly with 1-2 examples how your organization is using AI for augmenting underwriting for customers who are existing clients.

Irem Sayeed: For existing customers, AI is used to build on historical data and behavioural patterns to enhance underwriting decisions. We leverage past repayment behaviour, banking trends, and business performance to generate deeper insights into creditworthiness.

AI helps in identifying early signals, tracking changes in financial patterns, and enabling faster decision-making. This allows us to offer more tailored solutions while maintaining strong risk discipline.

Srikant Khatei uses AI models to build proxy credit profiles by using alternative data and by looking for income consistency, balance stability, and behavioral signals to assess repay-ment capacity

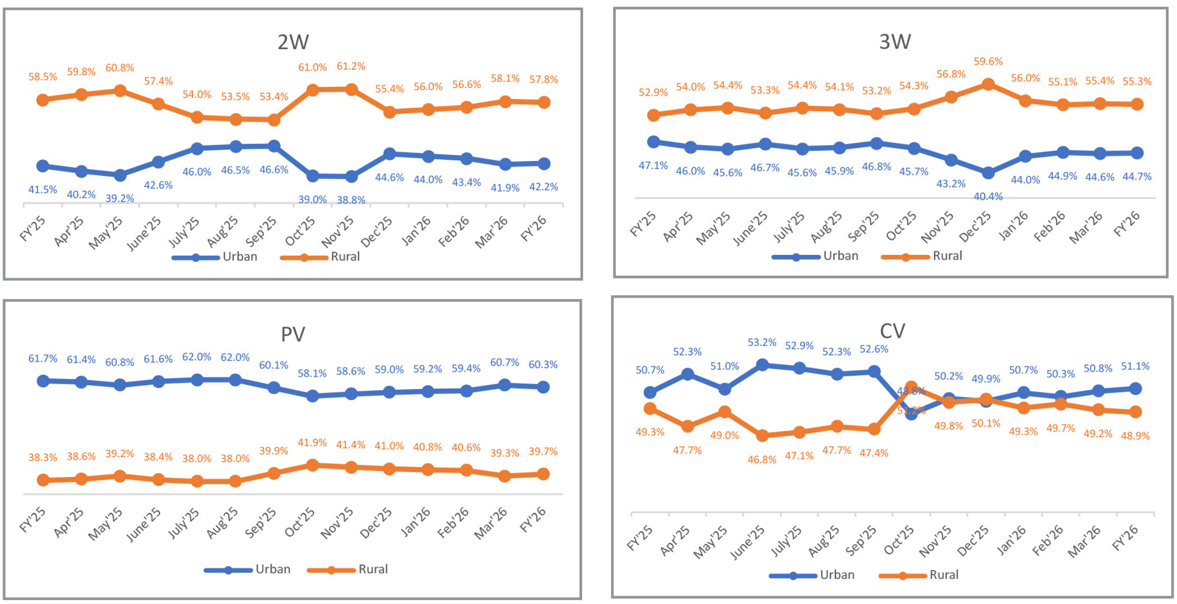
Srikant Khatei: For existing customers, AI models continuously learn from repayment behavior, utilization patterns, and account activity to refine risk assessment. This allows us to move from static underwriting to dynamic, behavior-led decisioning, where limits, pricing, or approvals can adjust over time. At Lendingplate, this means a customer with a consistent repayment history can be evaluated differently from their original profile. It makes **underwriting more responsive and aligned to actual behavior, not just past data.**

Please explain briefly with 1-2 examples how your organization is using AI for augmenting underwriting for customers who are not your existing clients.

Irem Sayeed: For new-to-UGRO customers, the approach is similar but adapted to limited prior data availability. AI enables us to aggregate and analyse alternative data sources such as bureau, banking, and GST to build an initial risk profile. This is further strengthened through AI-assisted personal discussions, where credit managers are guided in real time to ask relevant and context-specific questions. The combination of digital data analysis and on-ground assessment ensures a comprehensive and balanced underwriting decision.

Srikant Khatei: For new customers, we combine bureau data with real-time signals like bank transactions and income stability to get a fuller picture. **A score alone doesn't always tell the whole story.** These additional layers help us make quicker decisions without being reckless. That balance is critical when you're acquiring at scale. ■

All India Vehicle Retail Strength Index for FY'26 & Mar'26 on basis of Urban & Rural RTOS



Source: FADA

Agentic AI: Boosting Efficiency, Containing Risks

Pranshu Sharma, Chief Product & Technology Officer at Saarathi Finance and Saravanakumar Krishnamurthy, Vice President & Group Head – InfoSec at Vivriti Capital, explore the use cases for Agentic AI:

Pranshu Sharma is deploying agentic AI in areas like KYC workflow automation, data extraction, categorizing complaints, drafting responses and lead generation to improve efficiency while keeping risks manageable

Saravanakumar Krishnamurthy is deploying Agentic AI in KYC automation, customer onboarding, and back-office workflows to deliver hyper-personalized insights, strengthen credit underwriting & support real-time fraud detection

Please describe the use cases being considered for Agentic AI in your organization.

Pranshu Sharma: At Saarathi Finance, the approach to deploying agentic AI is guided by a simple principle: use it in areas where decision-making involves low discretion. This al-lows the organization to improve efficiency while keeping risks manageable. One **key use case is KYC workflow automation**, where AI agents assist with document verification, data extraction, and CKYC checks to reduce manual effort and turnaround time. Another application is a document checklist agent that ensures loan files are complete before moving to the next stage.

The company is also exploring a lead generation conversational agent that can **qualify and prioritize inbound leads** based on predefined criteria. In customer support, AI agents are being considered to provide verified account information, categorize complaints, re-trieve relevant context, and draft responses for human review.

Additionally, a third-party invoice validation agent is being explored to automate vendor invoice checks before they are reviewed by the finance team. Across all these use cases, the strategy remains consistent: leverage AI for repetitive, data-heavy tasks while retaining human oversight for decisions that carry significant impact.

Saravanakumar Krishnamurthy: Agentic AI is rapidly evolving from experimental adoption to strategic deployment across the BFSI sector. As an NBFC with a strong B2B focus, our priority is to enhance efficiency across the loan lifecycle, particularly in origination, disbursement, and portfolio management, by leveraging AI-driven capabilities.

We are building an autonomous AI agent ecosystem designed to deliver hyper-personalized financial insights, enable more robust credit underwriting, and support real-time fraud de-tection and response.

At an operational level, this is driving significant transformation across KYC automation, customer onboarding, and back-office workflows, improving speed, accuracy, and scalability. From a regulatory and security standpoint, we are embedding continuous compliance monitoring across all AI agents operating within the Vivriti ecosystem, along with proactive risk identification and alerting mechanisms.

Importantly, this AI agent network is being designed for deployment within a highly controlled and isolated environment. With minimal exposure to public internet interfaces, the intelligence layer will remain securely contained within the Vivriti network, with strict access boundaries aligned to our B2B operating model. As BFSI institutions increasingly adopt agentic AI, there is a **clear shift from traditional automation to autonomous decision augmentation**. Success in this space will be defined by the ability to embed security, governance, and trust at the core of this transformation. ■

Light of Technology, Shadow of Risk

Berar Finance CFO Yogesh Tahalyani highlights challenges that NBFC CFOs are facing, the parameters they are measuring and the decisions they are comfortable in shifting to AI:

Describe briefly 3 new challenges that CFOs are likely to face in 2026. What will help them solve these challenges?

(i) **Managing Growth vs Balance Sheet Risk:** With credit cycles tightening and regulatory scrutiny increasing, CFOs will face pressure to grow but not overstretch leverage. To solve these pressures, they must adopt advanced scenario modeling, rolling forecasts, and AI-led stress testing. They must move from static annual budgets to dynamic forecasting models – and update monthly.

(ii) **Capital Allocation in Volatile Markets:** Interest rates, funding spreads, and liquidity cycles – all these will remain volatile across India, US and Europe. So, CFOs must strengthen the frameworks for allocating capital. Further, they must combine AI-driven cash forecasting, market intelligence, and real-time covenant monitoring so as to optimize ROE and liquidity buffers.

(iii) **Talent + AI Integration:** The challenge will not be how to adopt AI, rather it will be how to embed it responsibly. For this, CFOs will need higher EQ and change leadership skills so that they can integrate AI into finance teams and not be constrained by cultural resistance. Their winning formula will not AI vs humans, it will be AI + human judgment.

Yogesh Tahalyani sees the CFO of 2026 acting as a chief intelligence officer, synthesizing financial and non-financial data (operational, behavioral, and risk) for sharper decisions

With the rise and decline in various input costs, what strategic recommendations should CFOs present to their respective boards?

Boards should be advised to move from cost control to cost intelligence. First, CFOs should propose dynamic pricing models linked to commodity, energy, and logistics indices. They can protect EBITDA margins by 150-300 basis points by linking pricing to quarterly commodity benchmarks instead of annual contracts.

Second, CFOs should recommend strategic supplier diversification across India, Vietnam, and Eastern Europe to reduce geopolitical and currency risk.

Third, organizations must invest in AI-based procurement analytics to detect early signals of price shifts, inventory stress, and vendor concentration risk. Fourth, they must shift capital deployment toward automation and productivity investments that deliver sustainable cost reduction. Finally, boards should prioritize cash flow resilience over short-term profitability, and ensure minimum 9-12 months of liquidity buffer.

Apart from numbers, percentages and ratios, what other kinds of information help you get a clear picture for formulating decisions?

Beyond numbers, CFOs must rely on operational, behavioral, and risk intelligence. Key inputs include customer behavior analytics, employee productivity data, attrition trends, vendor risk scores, regulatory signals from RBI and SEBI, and macroeconomic indicators such as inflation trajectory and liquidity cycles.

During recent NBFC liquidity tightening in India, early tracking of collection efficiency, bounce rates, and customer stress indicators enabled CFOs to preempt funding and asset-quality challenges before they reflected in P&L numbers.

The CFO of 2026 will act as a chief intelligence officer, synthesizing financial and non-financial data for sharper decisions.

Give 3 examples of financial decisions that you think will be safe to shift from humans to AI in 2026.

(i) Cash Flow Forecasting & Liquidity Planning: AI models can analyze thousands of payment patterns and predict weekly and daily cash positions with over 95% accuracy.

(ii) Credit Risk Early Warning Systems: AI can monitor repayment behavior, transaction anomalies, and industry trends to flag potential defaults 30-60 days earlier.

(iii) Expense Control & Fraud Detection: AI-driven anomaly detection can identify duplicate payments, inflated invoices, and policy violations, and thereby reduce operational leakage by 20-40%.

However, capital allocation, fundraising strategy, mergers, and stakeholder negotiations must remain human-led, supported by AI. ■

Learn from Hobby, Practice at Work

By K V Srinivasan, Independent Director, FIDC; Former Director, Profectus Capital

It is quite revealing to discover linkages among things that are completely unrelated - and very educative on top of that! You may think I am becoming senile if I suggest to you that there is a lot in common between wildlife photography and running an NBFC – I wouldn't blame you for thinking that!

Before we delve any deeper, let me share my credentials to make such a crazy statement. I have been a keen wildlife photographer for the past 18 years and been in the NBFC sector for a little longer – over the past 33 years. I have over time, sighted 100+ unique individual tigers (with some of them sighted multiple times), scores of leopards and countless herbivores. I have seen/photographed about 700 out of the 1200 species of birds in India.

While we generally know that India is well endowed by nature, we don't realise that we are a huge bio-diversity hotspot (among the best in the world) and that our governments have by and large worked hard to preserve this wealth. We are the ONLY country that can boast of lions and tigers, for instance! We must cherish and preserve this gift, which is perhaps worth many times our GDP.

Let's go back to my discovery.

What do you need to lead a successful NBFC, and in fact any commercial organization? Let's list a few leadership qualities – empathy, discipline, patience, ability to pick up signals and make strategic/tactical shifts in business model, carrying your team along etc. and many more….agree? Surprisingly, wildlife photography teaches you all these and more! Let's understand.

If you want to spot a tiger or a leopard in the wild, you look at the behavior of herbivores like deer, sambhar or monkeys. If they are happily grazing and sitting in groups and generally chilled out, you simply move on. On the contrary, if you see deer smelling the air, stamping their feet, having their tails up or making alarm calls, you stay put, as there is a strong possibility of a predator in the vicinity. Don't you find **environment scanning and taking decisions** pertaining to 'go-no go', 'persist or exit', 'accelerate or decelerate' being integral to running a successful business?

And once you decide to stay and sense some movement in the bushes, you have to place yourself in the right place at the right time. How to anticipate the movement of the animal, manoeuvre your vehicle and be in the right position to take that critical picture, and how to avoid getting stuck behind other vehicles – all these become important for a good experience. How to anticipate customer behavior, place yourselves in an advantageous position vis-a-vis competition, and be in a position to deliver the best business results…. sounds familiar?

Great – you have got your business model right, and you have placed yourselves at the right place and avoided competition. But unless you implement your strategy properly, you fail. Similarly, being in the right position to take that dream face-on shot of the leopard is no good if your camera battery is not charged, your settings are awry, or you simply fail to focus properly. Implementation is THE key to success in any field, else all plans remain in Excel sheets or Power Point presentations. **Focusing on small things that are critical to implementation** and accurate execution is the only thing that guarantees results.

We all have come across certain NBFCs or banks indulging in **hyper-aggressive marketing campaigns** or even aggressive collection calls. Customers tend to be put off by such behavior, and may even feel cornered or threatened, leading to complaints and even regulatory/legal actions. Likewise, when you are face to face with a tiger, it is imperative to allow adequate space between yourselves and the animal for a safe, longer and satisfactory sighting.

If you get too close to the animal or if safari vehicles surround it, and not give it space to walk on the road, the animal would get stressed and may either run away into the bushes, or worse still, may become aggressive. **Respecting the privacy of animals and customers alike**, not indulging in over-aggressive campaigns/follow ups, and behaving decently – all these are critical for a satisfactory experience in business as well as on a safari.

In spite of your best efforts, the macro-economic environment may become adverse – NPAs may mount, funds may be hard to come by, margins may shrink or there could be a war/pandemic somewhere in the world disrupting your business. What do you do? **You have to be patient**, take contingency measures and WAIT for your opportunity. On a safari as well, days may go with no success.

Sometimes you hear alarm calls and know that there is a predator around, but you cannot spot it. In such situations you stay patient – sit silently for hours, and wait. You don't move, eat, drink or chat, you just observe silently looking for signals. Then you would be rewarded with a 10-second sighting which would be worth every moment.

Governance is a very key factor in determining whether your NBFC is truly successful and sustainable. Playing by rules and regulations and keeping the Fair Practices Code at the top of one's mind is critical to gain support of the regulators, investors and other stakeholders. Let's not forget that most NBFCs (and for that matter banks) which failed, failed due to gaps in governance rather than due to business reasons.

If you observe animal behavior, you will be able to discern a strict **unwritten set of rules at work**. Let me explain – at around 4 pm on a hot afternoon, you would see the first set of deer coming to the waterhole for a drink. They would be followed by larger animals such as sambhar, bisons, etc. They come and go in a convoy, at more or less designated times, do their work and go, before the tiger walks in.

Similar is the behavior of birds who take turns to drink at a puddle. The price for coming late is death! Markets tend to be ruthlessly efficient as well - the better governed your company is, the greater is the chance of it thriving.

Strange as it may sound, **respect for competition** too is part of governance. If you adopt monopolistic practices/jam the market, it may help you temporarily, but at some stage you lose the most important asset- your brand equity - and your market value will go down. Respect for competition and fair means to deal with them are therefore very important to maintain a high valuation for the company.

I have observed that many safari tourists who are fortunate to have occupied vantage positions never move away to allow other tourists to also have a look at a tiger. They keep taking hundreds of pictures and ignore requests of others. This leads to frayed tempers and disappointment for a vast majority. Who can support such behavior?

I can go on and on, but I guess you get the drift - highest human values and principles of doing business apply in all aspects of our life. I have learnt a lot through my experiences in the forests - and have tried to apply to managing my NBFCs. Whether I was successful or not is for others to opine on, but I have surely been enriched by this learning.

kvs1965@gmail.com

Representation

FIDC suggests revisions to RBI's Draft Amendments on Collection Agencies

FIDC has written to RBI requesting revisions and given suitable explanations for the same. Here are the requests / recommendations in brief:

1. FIDC has sought clarification whether law firms fall under the definition of recovery agency, and if yes, FIDC has sought their exclusion.
2. FIDC requests that REs be given operational freedom to decide whether to place compensation mechanism in collection policy or along with other customer compensation mechanism such as for delay in handover of property papers, etc, at a single place.
3. FIDC requests that rather than engaging only IIBF certified debt recovery agents, lenders be permitted to engage recovery agents who have undergone comprehensive **Code of Conduct** training imparted by the company, ensuring adherence to fair practices and customer protection standards, especially for low-ticket, unsecured loan products.
4. FIDC requests that an update through website, customer portal, lender app or electronic communication channels, etc, be considered as sufficient intimation to borrower.
5. FIDC requests that additional advance intimation not be mandate as it may adversely impact the collection activities.
6. FIDC requests that customer reported grievances should not hinder the work of collection agents.
7. FIDC suggests that the disabling the functionalities borrower's device without impacting incoming calls and internet access, be employed at 30 DPD instead of the proposed 90 DPD.
8. FIDC requests collection agent be permitted to approach borrower/guarantor at residence or place of business.
9. FIDC explains that applying blanket requirements to offshore recoveries makes it structurally impossible for REs to legally or operationally pursue borrowers who have relocated abroad.
10. FIDC urges RBI to explicitly permit NBFCs and REs with debtors residing outside India to either directly report credit data/defaults to credit bureaus in the host country.

RBI allows NBFCs to open branches without its prior approval

The Reserve Bank of India has allowed NBFCs to open branches without prior approval in most cases. However, there are certain conditions for deposit taking entities based on net owned funds (NOF). The RBI directive further said a deposit-taking NBFC having NOF of up to `500 million or a credit rating below AA may open a branch or appoint agents within the state where its registered office is situated. If the NOF of an NBFC is more than ₹500 million, and credit rating is AA or above, then it may open a branch or appoint agents anywhere in India. ■

RBI registration leeway for small NBFCs

RBI has exempted those NBFCs that do not avail of public funds, do not have a customer interface, and have assets of less than ₹10 billion from registering with it. RBI will classify them as 'Unregistered Type I NBFCs', who have to meet specified conditions, including operating a long-term business model without public funds or customer exposure. They have a one-time window to apply for deregistration by 31 December 2026. The deregistration route is not unconditional and applicants must submit audited financial statements for the past 3 years, a statutory auditor's certificate confirming the absence of public funds & customer interface, and a board resolution committing to maintain these conditions going forward. ■

NBFCs lead in offering funds to NTC borrowers

A recent report by credit information company CRIF High Mark says NBFCs are now at the forefront of lending to India's new-to-credit (NTC) borrowers, contributing over 60% of total NTC accounts. The study, based on consumer bureau data as of February 2026, shows that NBFCs have steadily increased their share in NTC originations over the past 5 years, rising from 50.1% to over 60% of NTC accounts. Banks have continued to have a restrained stance in extending credit to first-time borrowers. The report puts India's total credit active population at 290 million as of February 2026. Within this, the NTC borrower base has grown from 36 million at end-February 2022 to 44 million at end -February 2026. The report also highlights that while banks gave priority to portfolio quality and risk management, NBFCs have been more agile in identifying and serving this emerging segment through calibrated ticket sizes and product offerings. ■

MobiKwik gets NBFC license

Fintech company One MobiKwik Systems has received approval from RBI for a NBFC licence. The company will now be able to launch its lending arm, MobiKwik Financial Services, thus expanding its regulated credit offering. At present, the company operates a digital wallet and has expanded into the distribution of financial products, including credit and investments. The licence will also enable it to roll out lending products faster and improve margins by bringing credit operations in-house. The company says it will now offer secured & unsecured loans to consumers and small businesses, with a focus on underserved markets. ■

DEG, Citi offer co-financing package to Shriram Finance

DEG, or Deutsche Investitions, and Citi have jointly provided a $76 million co-financing package to Shriram Finance for accelerating economic inclusion, rural development and climate-aligned mobility across India. Under the arrangement, DEG has provided a Euro 40 million loan, while Citi has extended ₹2.6 billion. This collaborative and innovative financing is designed to strengthen the company's outreach to priority segments that remain underserved in India's credit ecosystem. Citi acted as a lead arranger and coordinator for this financing. The loan will support lending towards MSMEs, EV financing and women borrowers in underserved areas that will enable access to formal credit. Citi's financing will support smallholder farmers, a segment critical to India's food security and rural economy. Under a similar financing scheme, Citi and DEG had earlier extended funds to CreditAccess Grameen in 2024. ■

Gold loans, 2nd largest retail credit product in India

The Gold Loan Landscape Report by TransUnion CIBIL says gold loans constitute India's second-largest retail credit product by balance share. The report highlights that gold loan balances have grown 3.8X since March 2022, and their share in India's retail credit portfolio has risen from 5.9% to 11.1% by December 2025. It added that the growth reflects rising borrower adoption, higher ticket sizes, broader lender participation and a borrower profile that increasingly includes consumers and women borrowers with more extensive credit histories. The report also shows that growth in the segment has been especially strong among NBFCs, which increased their share of gold loan balances from 7% in March 2022 to 11% in December 2025, and public sector banks which increased from 57% to 62% over the same period. The average gold loan balance per account increased from ₹110,000 in March 2022 to ₹190,000 in December 2025. ■

Mirova invests $12 million in Ecofy

Ecofy has received an investment of $12 million from Mirova, an affiliate of Natixis Investment Managers. Founded in 2022 by Rajashree Nambiar and Govind Sankaranarayanan, and backed by Eversource Capital, British International Investment, FMO and Finnfund, Ecofy is India's leading retail-focused climate financing platform. In just 3 years, the company has built a customer base of 130,000, spanning states and 500+ cities. The company said it will deploy the loan proceeds to support onward lending, financing residential and commercial and industrial rooftop solar installations, as well as electric mobility solutions across India. ■

Sindhuja Microcredit raises $5 million

Noida-headquartered NBFC-MFI Sindhuja Microcredit has raised $5 million in a pre-Series D funding round from existing investors Abler Nordic, GAWA Capital through Huruma Fund and Oikocredit. The company plans to use the funds to strengthen its capital base, expand lending operations and improve access to credit for underserved communities, including women entrepreneurs and MSMEs. The company serves self-employed women entrepreneurs, traders, shopkeepers and farmers in rural and semi-urban markets. It has served over 5 lakh borrowers across 12 states over 8 years. It now has 366 branches and manages assets worth over ₹11 billion. ■

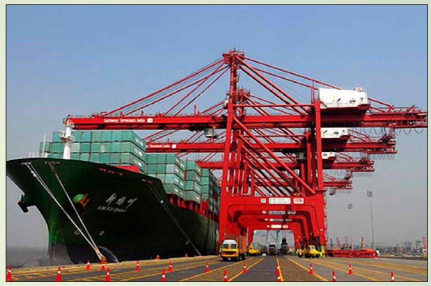
SMFG invests ₹10.75 billion in Indian NBFC arm

Japanese finance Group Sumitomo Mitsui Financial Group has infused ₹10.75 billion into SMFG India Credit through a rights issue. SMFG India Credit said the fresh capital will support its next phase of growth, including expansion of its lending book, digital transformation and investments in governance, compliance and risk management. SMFG India Credit MD & CEO Ravi Narayanan said the company remains focused on delivering sustainable, predictable, and non-volatile growth through superior execution and agility, while strengthening customer experience, governance and risk management practices. ■

Axis Finance gets ₹7.5 billion funding from Kedaara Capital

Axis Finance has received ₹7.5 billion in primary capital from private equity firm Kedaara Capital, for a 5.08% stake. This is the first-ever fund raise by Axis Finance from an external investor. Kedaara manages funds focused on Indian market opportunities and has previously invested in financial services businesses such as Veritas Finance, Aavas Financiers, CreditAccess Grameen and AU Small Finance Bank. Axis Finance has recently received ₹15 billion from parent Axis Bank through a primary rights issue. Axis Bank said this transaction will significantly bolster the company's capital base and propel its next phase of growth. ■

Sagarmala Finance plans to raise ₹100 billion



India's first marine focused NBFC, Sagarmala Finance Corp, plans to raise ₹100 billion ($1.08 billion) in FY2027 to expand lending for ports, shipbuilding and waterways. It proposes to raise the money through bonds, term loans and foreign-currency borrowings. The company aims to disburse ₹80-₹90 billion in loans in the year ending March 2027 and has already sanctioned ₹37 billion for 2 greenfield ports in Andhra Pradesh. It is also seeking a ₹20 billion equity infusion from the government to maintain a healthy debt-to-equity ratio as it grows its loan book. ■

Kosamattam Finance seeks ₹300 crores through NCDs

Kosamattam Finance has issues Secured NCDs starting on May 18, 2026. The company offered 10.41% interest rates on the NCDs. It has a rating of A/Stable by India Ratings & Research. The company is coming up with secured NCDs aggregating up to ₹300 Crores and the issue would be listed on BSE. The NCD tenure is for 24, 36, 42, 50, 60 and 84 months. Kosamattan Finance is a leading Kerala based NBFCs with 150+ years of experience in providing instant gold loans with little to no paperwork. It offers loans against pledged household jewelry to a wide range of customers, such as businessmen, vendors, traders, farmers, employees, and families. It has offices across Kerala, Karnataka, Tamil Nadu, Andhra Pradesh, Maharashtra, Delhi, Gujarat, Telangana, and Puducherry. So far, the firm has more than 10k customers and has expanded its presence through 1000+ branches. ■

Piramal Finance promotes Anbuselvan D. as National Head - Home Loans & LAP

Piramal Finance has promoted Anbuselvan D. as its National Head - Home Loans & LAP. He was National Sales Manager - Home Loans at the company. Prior to Piramal Finance, he was with RBL Finserve as its Business Head - Affordable Home Loans. He has also worked for Edelweiss Financial Services and DHFL. Anbuselvan holds an MBA from Annamalai University.

Aakash Agrawal promoted as Head - Cross Sell at Piramal Finance

Piramal Finance has promoted Aakash Agrawal as Head - Cross Sell. He was Head - Strategy and Chairman's Office - Piramal Enterprises. He has earlier worked for Edelweiss Financial Services as SVP & Head Corporate Risk. Aakash holds a PGDM in Finance and Marketing from the Indian Institute of Management, Bangalore and B. Tech in Electrical and Electronics Engineering from Indian Institute of Technology, Kanpur.

Devesh Sachdev appointed MD of Gromor Finance

Devesh Sachdev has been appointed as MD of Gromor Finance. He is a Co-founder of the company. Earlier, he was MD & CEO of Fusion Finance. He has also worked as Director for BSA Logistics. Devesh is an alumnus of XLRI, Jamshedpur.

Subhash Shetty joins Electronica Finance as CRO

Electronica Finance has appointed Subhash Shetty as CRO. He was with Profectus Capital as Head - Risk & Supply Chain Finance Credit & CISO. Prior to that he was with Reliance Group for more than 11 years and was last National Credit Manager - Supply Chain Finance at Reliance Capital.

Piramal Finance promotes Syed Imtiaz Ahmed as CBO

He was Business Head in the company. Prior to that, he was with Axis Bank for 25+ years and was last its EVP and Business Head – Mortgages. Syed Imtiaz holds a PGDBM from Amity University.

Piramal Finance promotes Vikas Arora as COO

Vikas was Head - Microfinance & Sales Planning at the company. Prior to that, he was CEO at Piramal Finance Sales and Service. He has also worked for DHFL, last as President and COO - Retail Business. Vikas holds a PGDM in Finance & Systems from the Symbiosis International University.

Aye Finance appoints Gaurav Seth as CFO

Gaurav was CFO at Ageas Federal Life Insurance and prior to that at IIFL Home Loans. He has also worked for Airtel Payments Bank as CFO & Head Institutional Business and for Canara HSBC Life Insurance as CFO. Gaurav is a CA, affiliated to the Institute of Chartered Accountants of India.

Debraj Banerjee is new SVP - Risk & Policy at SMFG India Credit

He was SVP - Portfolio Risk and Policy Head SCF at Axis Bank. He has also worked at Volkswagen Finance as National Manager - Credit Underwriting and Policy (SCF - Auto) and at Toyota Financial Services as Functional Lead - Product and Policy. Debraj holds an MBA in Finance from IIF is also a CFA.

Reshmi Prabhu promoted as EVP - Transformation & Digital Excellence at Piramal Finance

She was EVP & Head Business Excellence at the company. Earlier, she was with Nippon Life India Asset Management (Singapore) as AVP and Head - Business Excellence. Reshmi holds a PGDBA from Symbiosis International University, has completed an Executive Education Program in Digital Transformation from the Indian School of Business, and a program in Design Thinking from IIM Ahmedabad.

UGRO Capital promotes Arun Arora as Chief Litigation & Recovery Officer

He was EVP at the company. He earlier worked at Religare as VP - Fraud & Risk Intelligence and at Tata Motors Finance as Area Business Head. Arun holds an MBA in Finance from ICFAI Hyderabad, and has completed a program in Leadership & Change Management at IIM Ahmedabad.

Muthoot Group promotes Abhinav Iyer as CGM - Marketing & Strategy

He has been with the Group for 13+ years and was last Sr GM - Marketing & Strategy. Earlier, he has worked at BoB as Marketing Manager (UK Operations). Abhinav holds an MBA in Marketing from the Birla Institute of Management Technology and a BCS from Devi Ahilya Vishwavidyalaya.

Immanuvel Ganesan moves to Nabkisan Finance as MD & CEO

He has been with NABARD for 22+ years and was last its GM. He has been deputed to Nabkisan Finance earlier too and was its Director and CFO. Immanuvel is a CA, affiliated to the ICAI, CWA, affiliated to the Institute of Cost Accountants of India, CS, affiliated to the Institute of Company Secretaries of India and CAIIB.

IIFL Home Loans gets Sumit Chadha as new CTO

He was CIO at India Mortgage Guarantee Corporation. He has also worked at PNB Housing Finance as Head - IT & at ICICI Bank.

Hero FinCorp appoints Monish Vohra as Head - CX

He was COO at Revfin Group. He has also worked at SBI Card as EVP & Head Operations. Monish holds an MBA from the Faculty of Management Studies - University of Delhi, and a B.E. (Hons) in Electrical Engineering from the Delhi College of Engineering.

Finnova Capital appoints Vipin Aggarwal as CRO

He was SVP at AU Small Finance Bank. Prior to that, he was with Ummeed Housing Finance as National Credit Manager. Vipin is a CA, affiliated to ICAI.

News – Investment & Funding

KreditBee raises $280 mn equity funding

The funding was co-led by Hornbill Capital and Motilal Oswal, with additional participation from Advent International, Premji Invest, MUFG, and other institutional investors. CEO Madhusudan Ekambaram said the capital will primarily be deployed to strengthen the company's lending book and balance sheet ahead of its IPO, rather than towards product development. The company is currently in the process of merging its technology and NBFC entities, with the combined entity expected to serve as the vehicle for listing. KreditBee product suite spans personal loans, business loans, loans against property, two-wheeler loans, and other tailored financial products. ■

Finkurv prepares for ₹75 crore NCD

Finkurve Financial Services' board has approved a ₹75 crore fundraise via NCDs on a private placement basis to support its lending operations and liquidity requirements. The company is moving from internal accrual reliance to structured debt instruments for capital needs. The ₹75 crore injection represents a significant percentage of the current net worth, enabling high-velocity lending. The shift towards institutional/private placement indicates growing maturity in the company's liability profile. The use of NCDs provides fixed-cost capital, protecting margins against volatile short-term rates. ■

PARTNER WITH FIDC

Your Gateway to India's NBFC Ecosystem

Advertising & Marketing Opportunities 2026-27

Why Advertise with FIDC?

- 400+ NBFCs represented pan-India
- Direct access to regulators & policy makers
- 10,000+ newsletters reach and multi-channel visibility
- Trusted Industry Authority since 2004

The FIDC Advantage

Targeted Reach: Direct access to NBFC leadership & decision-makers
Credibility: Trusted industry body with regulator recognition
Multi-Channel: Print, digital, events, webinars across all platforms
Thought Leadership: Position alongside policy discussions & insights
Partnership: Build lasting relationships with India's NBFC sector
Flexibility: Customizable packages for your objectives & budget

Multi-Channel Visibility Across the NBFC Ecosystem

PLATFORM	FORMAT / DURATION	INVESTMENT (₹)
Newsletter Advertisement - single	Strip Ad / Half Page / Full Page (*)	25,000 / 40,000 / 60,000
Newsletter Advertisement-6 insertions	Strip Ad / Half Page / Full Page (*)	1,25,000/2,00,000/3,00,000
Website Banner	Per Week / Month	7,500 / 20,000
Content Marketing	Articles / Whitepapers/Case Studies/ Advertorials	50,000 per page/30,000 per additional page
Webinars	30-min curated sessions	100,000
Roundtables	Elite 2-hr CXO sessions	300,000
Events & Summits	Stalls / Panels / Branding	Custom

(*) **Size: Strip Ad:** 18x5 cm / **Half Page:** 18x12 cm / **Full Page:** 19x25 cm

All rates exclude GST

Premium Engagement & Partnerships

Engage with India's NBFC Leaders through curated webinars, roundtables & events.

Webinars	Focused 30-min sessions • Branding + Q&A + Newsletter highlight
Roundtables	Invite-only CXO meets • Sponsor presentation • Event management
Events & Summits	Marquee forums • Booths • Speaking slots • Hospitality branding

Who Should Partner with FIDC?

Fintechs & Tech Providers Lending platforms, KYC/AML, compliance tech, data analytics, cybersecurity, cloud solutions	**Consulting & Professional Services** Legal, tax, audit, ESG, risk advisory, governance Consultants
Financial Services Credit rating agencies, bureaus, banks, investors, capital market participants	**OEMs & Equipment** Automobiles, construction, mining, healthcare, farm equipment, solar, biogas, EVs
Knowledge Partners - Training institutions, research firms	

Web: www.fidcindia.org.in
Mail: nbfcsro@fidcindia.org.in
Phone: +91 9910921926

All rates exclude GST | Special Introductory Offer
Position your brand as the partner of choice for India's NBFCs