

AXIS/CO/CS/98/2022-23

May 20, 2022

Chief Manager,
Listing & Compliance Department
National Stock Exchange of India Limited
Exchange Plaza, 5th Floor
Plot No. C/1, "G" Block
Bandra-Kurla Complex
Bandra (E), Mumbai – 400 051

The Deputy General Manager,
Listing Department
BSE Limited
1st Floor, New Trading Ring,
Rotunda Building
P. J. Towers, 'Dalal Street Fort,
Mumbai – 400 001

NSE Symbol: AXISBANK

BSE Scrip Code : 532215

Dear Sir(s),

Sub.: Analysts/institutional investors meet.

Please find enclosed herewith the details of analysts/institutional investors meet held on May 20, 2022, in terms of the Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, along with the presentation made at the said meet.

This is for your information and records.

Thanking You,

With warm regards,
For Axis Bank Limited

Sandeep Poddar
Company Secretary

Encl.: as above

Details of analysts/institutional investors meet held on May 20, 2022

Axis Capital India Financials Conference	
Sr. No.	Institution Name
1	Amansa Capital
2	Azim Premji Investment
3	Club Millionaire
4	Deep Finance
5	Eastbridge
6	Enam Asset Management
7	Enam Holdings
8	Fiera Capital
9	Helios Capital
10	ICICI Prulife Insurance
11	Kotak Mutual Fund
12	Makrana Capital
13	Motilal Oswal Asset Management
14	Nippon India Mutual Fund
15	Sundaram Asset Management
16	Tara Capital
17	USS Investment Management

AXIS BANK

Legal & CS: Axis House, Wadia International Centre, Pandurang Budhkar marg, Worli, Mumbai 400 025

Registered Address: "Trishul" - 3rd Floor, Opp. Samartheswar Temple, Near Law Garden, Ellisbridge,

Ahmedabad - 380006. Telephone No.: 079-26409322 Fax No.: 079-26409322

CIN : L65110GJ1993PLC020769 Website: www.axisbank.com



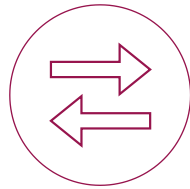
Digital Banking 2.0

Axis Capital India Financials Conference

May 2022

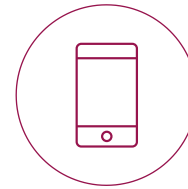


India's **Best** Digital Bank



15%

Market share in UPI transactions¹



14%

Market share in Mobile transactions¹






4.6

**App ratings
(Apple store & Google Play store)**

1. In terms of volumes for FY22

Digital Banking

 <p>D2C products</p>	<p>91% Digital transactions^{^^}</p>	<p>78% Credit cards issued^{**} (FY22)</p>	<p>70% New SA acquisition*</p>	<p>68% Fixed deposits opened (FY22)</p>	<p>46% PL disbursed^{**}</p>	<p>46% New MF SIP sales (FY22)</p>	<p>4.6 Mobile App ratings</p>
 <p>Transformation</p>	<p>250+ Services on digital channels</p>	<p>15% Market share in UPI (FY22)</p>	<p>14% Market share in mobile (FY22[^])</p>	<p>76% Digitally active customers(Q4FY22)</p>	<p>99,500+ Staff on BYOD[~]</p>	<p>1000+ Automated Processes (IA)</p>	<p>300+ Employee tool Journeys</p>
 <p>Capabilities</p>	<p>1500+ People dedicated to digital agenda</p>	<p>350+ In-house development team</p>	<p>76% New hires from non-banking backgrounds</p>	<p>PB Scale big data Hadoop clusters</p>	<p>40+% Lift of bank credit model GINI scores over bureau</p>	<p>55+ Apps on cloud</p>	<p>Agile Enabled teams with CI/CD, micro-services architecture</p>



<p>~5.6 Mn Non Axis Bank customers using Axis Mobile & Axis Pay apps</p>	<p>28% Contribution of Known to Bank (KTB) channels to overall sourcing of Cards (in FY22)</p>
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*Digital tablet based account opening process for FY22 ^RBI data for 11MFY22
^{^^}Based on all financial transactions by individual customers in FY22 ^{**} through phygital and digital mode in FY22
[~]Bring your own device enabled for staff and outsourced team

Digital leadership and technology driven transformation are key pillars of our GPS strategy

-  **Strengthen the organizational core and quality of our balance sheet significantly**
-  **Invest in technology capabilities to deliver on our Transformation plans**
-  **Act with relentless focus on making Axis digital**
-  **Build granularity across all our business segments to drive sustainable growth**
-  **Deliver strong operating performance with improvement in return metrics**
-  **Create significant value among our key subsidiaries**

Our digital strategy is aligned with our GPS strategy

A

Reimagine Customer Proposition



Digital-first products embedding design thinking



End-to-end simplification of customer journeys



Banking services **integrated across partner ecosystems**



Omnichannel experience to differentiate customer experience and **hyper personalization**

**B**

Transform the Core



Ops excellence & institutionalization of data & tech enabled operating rhythm



Twin-engine approach to build digital stack and **modernize the core**



Modular, resilient technology with **Cloud first** architecture



Proprietary in-house capabilities for accelerated design and go-to-market



Next gen **cyber security capabilities**

C

Build Future-ready Capabilities



Data architecture 3.0; moving beyond analytical models to **data engineering**



Integrating **alternate, unconventional data** for **risk-moderated growth**



Digital workforce for digital consumers






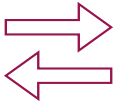


Creating a **cutting edge, future ready workspace 2.0**

The OPEN philosophy underpins everything we do

- O** **0-based redesign**; customer centric, design led and 0-operations  **Playbook for agile, customer centric design** for all teams to collaboratively **change the Bank**
- P** Proprietary **in-house capabilities**  **Building in-house capabilities** on different elements such as design, experience centre, agile and AI centres-of-excellence among others
- E** **Ecosystems capable**; built for all Axis and partner channels  **Dedicated Partnerships team** and **market beating API strategy** to deliver the open ecosystems proposition
- N** **Numbers, Numbers, Numbers:** Impact led and **metrics driven**  **Organization-wide thrust** on **identification and tracking of outcomes** as well as input metrics to **drive Impact**

- Initiatives across **all customer segments** (retail, commercial, and corporate) and **employees**
- **Impact** targeted across different stages of the **customer lifecycle** (acquisition, cross-sell and up-sell, lifecycle management and risk management)

We are working on 30+ initiatives to execute our digital strategy

	Acquisition	Cross sell / Up sell	Lifecycle management	Risk management
Retail liabilities 	LEAP: Digital journey for CASA opening Partnerships for SA acquisition NTB acquisition for FDs	Pre-approved and e2e digital journeys for Bank and third party products: MFs, Digital Gold, Forex, PFM, credit cards, PL	Archetype based personalized automated journeys for priority segment	Managing Ops risk: Early alignment with ctrl functions, fast track processes; and Tech risk: Controlled and automated testing : Alternate data for customized credit and fraud models Digital Collections initiatives: Recalibrated for the Test and learn post COVID normal Credit process automation to reduce TAT
Retail assets 	Maximus: OD FD, Auto loans, Personal loans Buy now Pay later, Home loan Acquisition partnerships: GPay, Freecharge and many more expected	Outward remittance on mobile app Buy now, Pay Later	Lifecycle management of all products on mobile app	
Payments & Cards 	Partnerships with Flipkart, Airtel and SpiceJet Maximus: Axis led acquisition End to End Digital Issuance of Cards	Olive: Convert to EMI, CLI, card upgrade, instant loan	Olive: Convert to EMI, CLI, card upgrade, instant loan Card partnerships: Flipkart Card console	
CBG 	Digital CA acquisition Digital Business Loan Lending on informational collateral: GST, POS Sankalp: Technology led sales effectiveness	Sankalp: Technology led sales effectiveness and credit process transformation	Branch of the Future Mobile and Internet Banking	
Corporate 	Project Neo: Journey re-imagination, nudges on the platform for product recommendations, enhanced API proposition and partnerships with Neobanks, aggregators etc. and SCF platform revamp GCG initiatives: e-NAM, e-freight, e-tendering & e-auction, GeM procurement			
Internal employees 	Siddhi: Analytics based tool for sales and managerial effectiveness to enable meaningful customer conversations Digitally assisted journeys for sourcing via tab: Acquisition, cross-sell and upsell (on-KYC), enabled by BYOD Sankalp: Reimagined loan origination and credit process simplification along with tools data and digital for sales force effectiveness	Branch of the Future Saksham: branch portal for servicing Digitally assisted journeys for employees across onboarding, Covid Support, and day-to-day transactions	Digitally assisted journeys to support collections: App that enables geo-tagging, route planning, prioritized lists	

Each of these journeys is further transformed based on the OPEN philosophy

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Digital workforce for digital consumers



Creating a **cutting edge, future ready workspace 2.0**

Digital is an important customer acquisition engine for the Bank, which continues to achieve scale

	Product	Where we were (Sep '21)	Latest update (Mar' 22)	
Deposits 	Video KYC enabled Savings Accounts (non salaried)*	20% ²	24%	
	Video KYC enabled Current Accounts (individuals)	~20% ²	29% ¹	
	Fixed Deposits (for existing and new customers)	67% ³	68% ¹	
Assets 	Personal Loans	55% ⁴	46% ¹	
	Credit card	77% ⁴	78% ¹	
	Credit Card EMI conversion	71% ³	71%	
Investments 	Mutual Funds (new SIP sales)	48% ²	46% ¹	
	Public Provident Fund	95%	95% ¹	













Physical disbursements in H2 picked up significantly while H1 was impacted by Covid

¹ FY22 ² Q2FY22 ³ H1FY22 ⁴ through phygital and digital mode in H1FY22



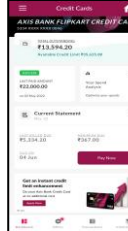

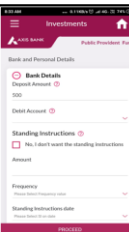
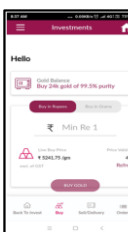
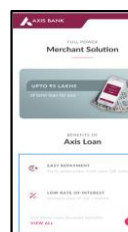

*excluding NRIs, Government and trust accounts

We continue to introduce and scale new products driven by our *zero-based redesign philosophy*

Our product portfolio

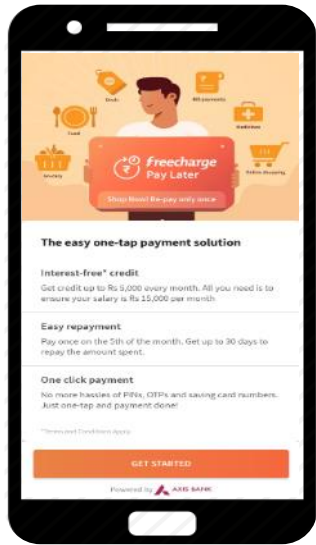
Deposits		Investments & Insurance		Loans & Cards	
					
Saving Accounts	Current Accounts	Mutual Funds	General Insurance	Personal loan	Credit cards
					
Fixed Deposit	PPF	Forex card	Life Insurance	GST based business loans	Auto loans

New launches

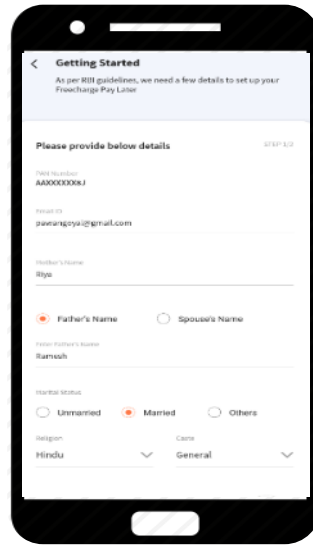
			
Buy Now Paylater	GrabDeals	Cards lifecycle	Auto loan
			
Digital PPF	Digital Gold	Merchant Cash Advance	CA Sole Proprietor

0-operations based redesigned journey with customer at the centre, minimum to no data entry and all checks done by machines with automated underwriting

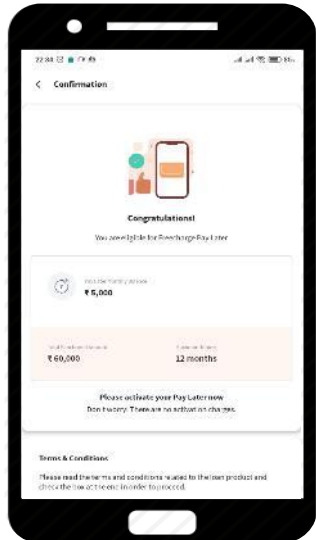
Buy Now Pay Later on Freecharge



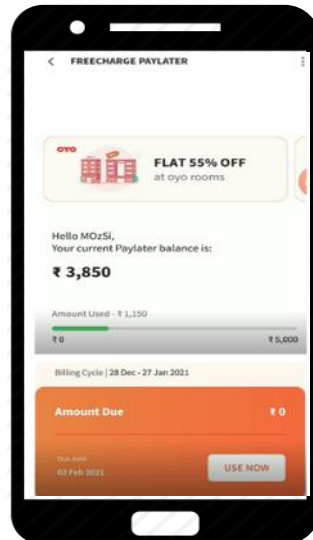
Customer clicks on paylater banner and can view details



Customer provides basic personal details



Customer is shown offer and Terms and conditions



Customer can view remaining and utilised limit at anytime

O

Insta onboarding, decisioning & activation – all in **3 steps in less than 3 minutes**

Also available for new-to-Bank customers

P

Launched on the **Bank's proprietary Jarvis loan management platform**

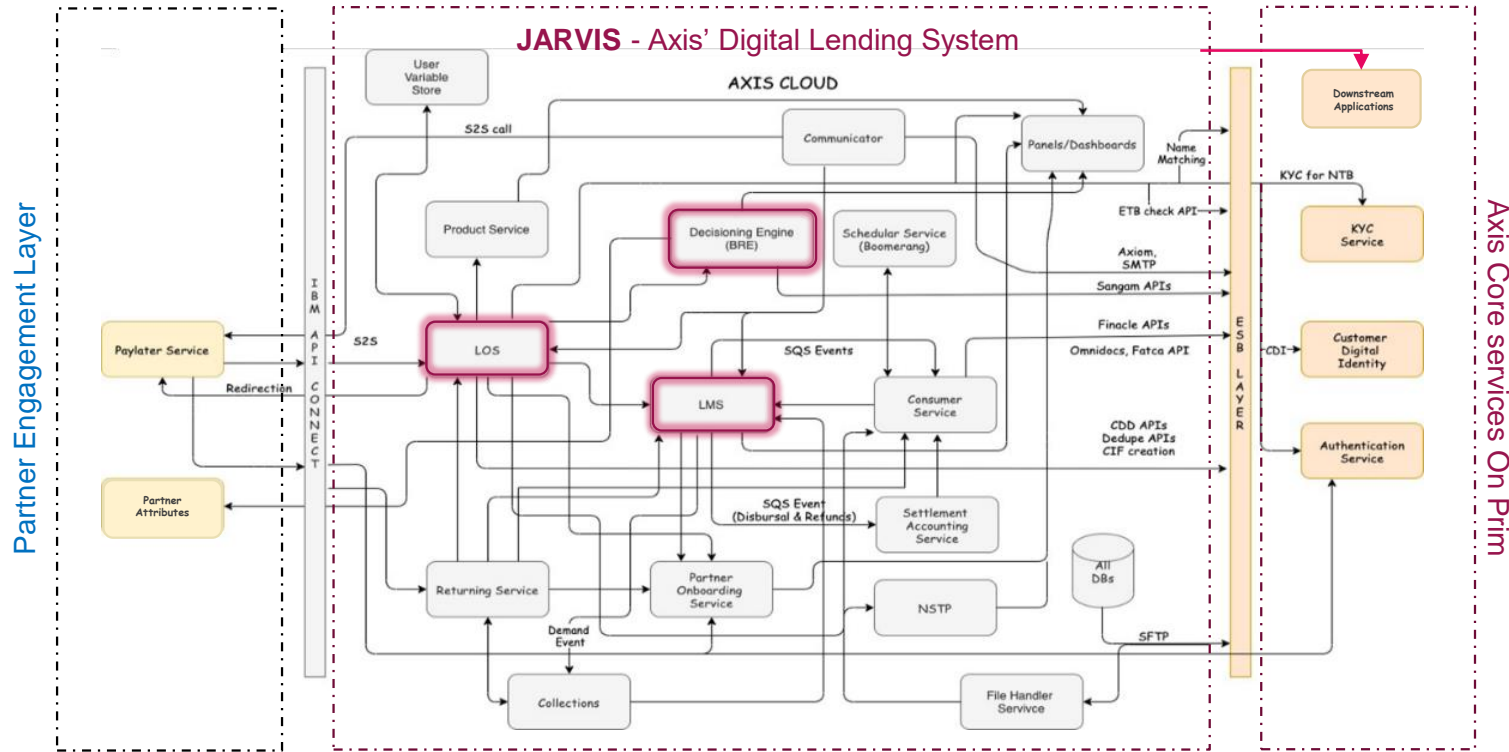
E

Built in partnership with Freecharge – can be plugged in other platforms too

N

50% growth in GMV QOQ
7L+ transactions done by the Paylater customers in Q4FY22
70% M1 retention in Q4FY22

Buy Now Pay Later on Freecharge | Developed on 'Jarvis': our in-house developed, cloud native, API oriented lending platform



New-age Loan Management System

- Supports small ticket, small tenor, limit/loan, multiple interest rate/fee structures
- 100% digital journeys – No manual intervention

Custom built, Cloud native, API oriented

- Built, managed, run inhouse
- Built for partners
- Modular, loosely coupled
- 100% on AWS

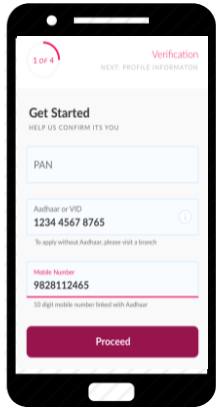
Scalable and Customizable

- CI/CD in place with best practice AWS tools (externally recognized)
- Custom built BRE – Runs multiple policies
- All forms of KYC supported

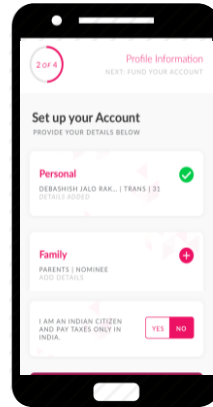
Integrated with downstream systems

- Collection & recovery
- Statutory & regulatory reporting
- Financial reporting

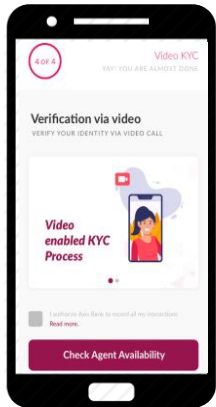
Leap | Digital Savings Account onboarding



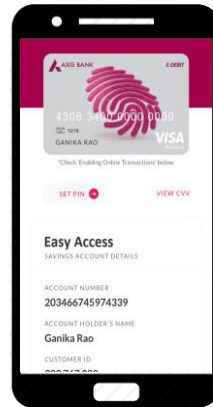
After choosing from 5 SA variants, Customer shares Aadhaar, PAN and mob number for EKYC



Customer provides personal, family and address details



After successfully initiating VCIP, customer makes payment for Initial Funding



Account and Virtual Debit Card details are displayed and shared on email



O

Mobile first, customer driven design with higher flexibility on schemes vs. peers

P

Axis Bank's **first application** to be hosted completely on the **Cloud**

E

Designed to scale with **micro-services** at each step that cater to all other VCIP applications as well

N

~24% of Retail SA (excluding salary) acquired digitally with better true rate

Grabdeals e-commerce marketplace has gained significant customer traction



O Simple 3-step process to avail cash back on Grab Deals: *Browse* → *Authenticate* → *Shop*

Integrated with **WhatsApp channel**

P Seamless CX due to close integration with Axis mobile and internet banking

Planned integration with **Axis's UPI platform**

E Expandable, Dynamic Cloud based solution to enable rapid partnerships
40+ brands available on the platform

N ~10x YOY increase in GMV (in Q4FY22)
9x YOY growth in transactions (in Q4FY22)

Partnerships as a channel has significant potential to expand our customer base **AXIS BANK**




















We have **80+** Partnerships across Ecosystems

Product Specific (API banking)

- Channel to acquire & service customers, complete customer ownership with Bank
- Co-branded products; revenue sharing (Offering FDs, PL and Credit Cards)

Transaction banking (White-labelled banking)

- Banking as a Service
- Deep integration with the partner

Aggregators					
					
					
					
					
Digital Lenders		Neo-Banks		Investment Platforms	
					
					
					
					
Mobility					
					
					
					
					
Enablers		Telecom		Payments	
					
					
					
					

APIs hosted on Bank's API Developer Portal

230+ Retail APIs

60+ Corporate APIs

15+ Connected Banking

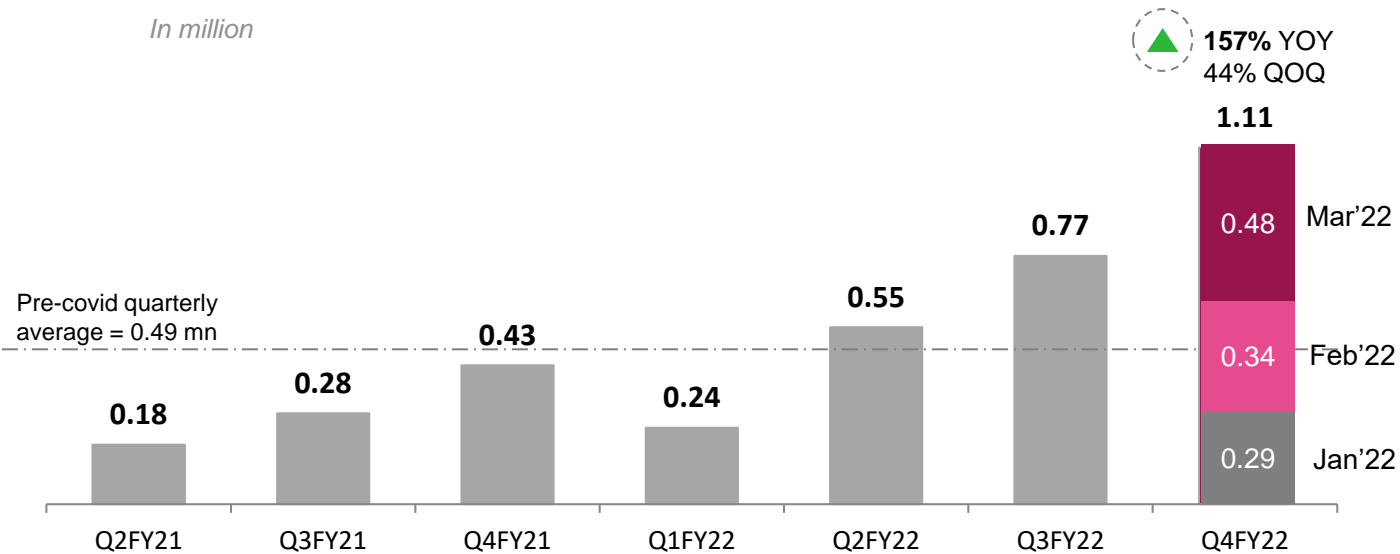
Credit Card issuances at an all time high

Increase in Cards in force (CIF) mkt share with increasing card issuances aided by KTB[^] partnerships

2.67 mn cards issued in FY22, highest ever yearly card issuances for the Bank

Highest number of net cards issued in the industry for the month of February

In million



28%

share of KTB sourcing to total card issuances in FY22, up from 21% in FY21 and 6% in FY20

17%

incremental market share in last 6 months*

12%

period end market share as of Feb'22, up 48 bps in 11MFY22 period



Airtel Axis Bank Credit Card



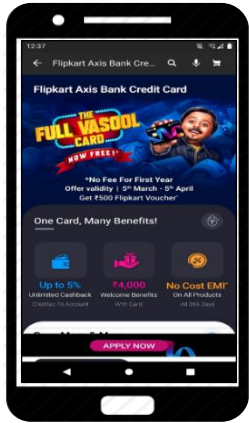
Axis Bank's strategic partnership with Airtel

- This one of its kind collaboration will help widen the access to credit and various digital financial offerings from Axis Bank for Airtel's 340 million customers.
- The first-of-its-kind 'Airtel Axis Bank Credit Card' offers a host of attractive benefits such as cashbacks, special discounts, digital vouchers and complimentary services to Airtel customers.

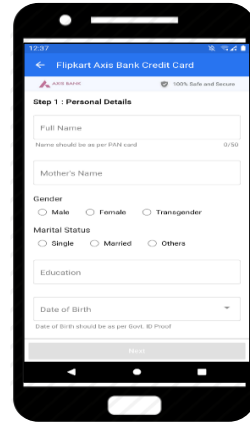
[^] Known to Bank

* Aug'21 to Feb'22 as per RBI reported data

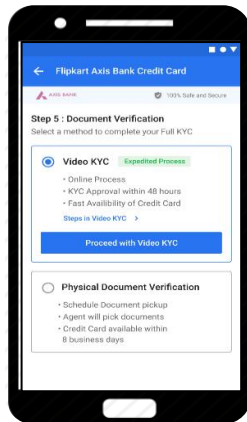
End to End Digital KTB¹ acquisition journey with best in class early activation and spend metrics for Flipkart Axis Bank Credit Card



Customer clicks on Flipkart Axis Bank Credit card banner and can view details



Customer fills up the form and submits the application



Approved customers complete KYC and income verification via digital or physical channels



2.22 mn[§] CIF for *Flipkart Axis Bank Credit*

Card, making it one of the fastest growing co-brand portfolio since its launch in July 2019

70% monthly activity rate* - Best in class

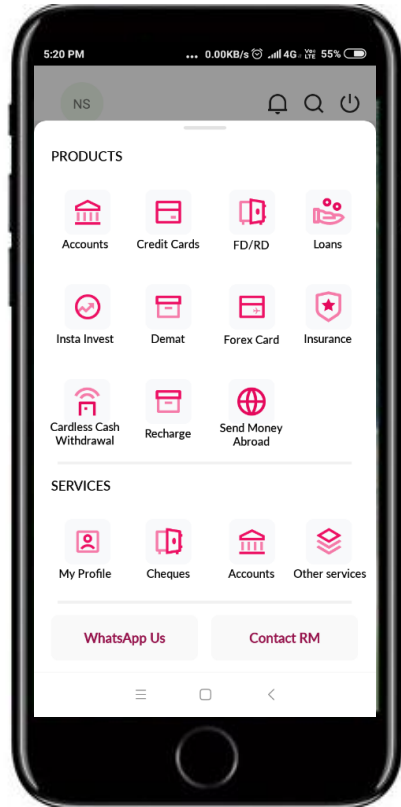
engagement in Retail segment

12% higher spend per card* , as compared to industry[^]

[§] CIF as of 31st Mar 2022
^{*}Based on the average data for the period Apr-21 to Feb-22 for cards acquired via Flipkart Platform
[^]industry data basis RBI card statistics (inclusive of Affluent & Commercial cards)

We are among the top rated players in mobile banking

Axis Bank Mobile App



9 Mn

Monthly active users on Axis Mobile Banking

60%

MB customers banking only on mobile app

~5.6 Mn

Non-Axis Bank customers using Axis Mobile & Axis Pay apps

16x

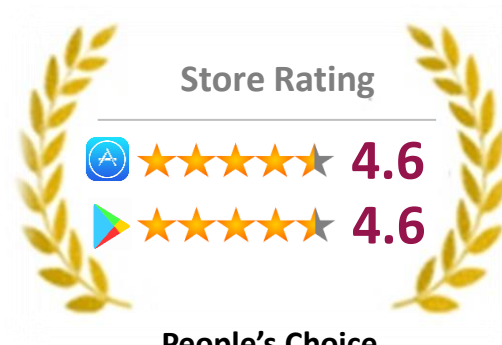
MB logins to IB logins

14%

Market share in mobile banking (FY22[^])

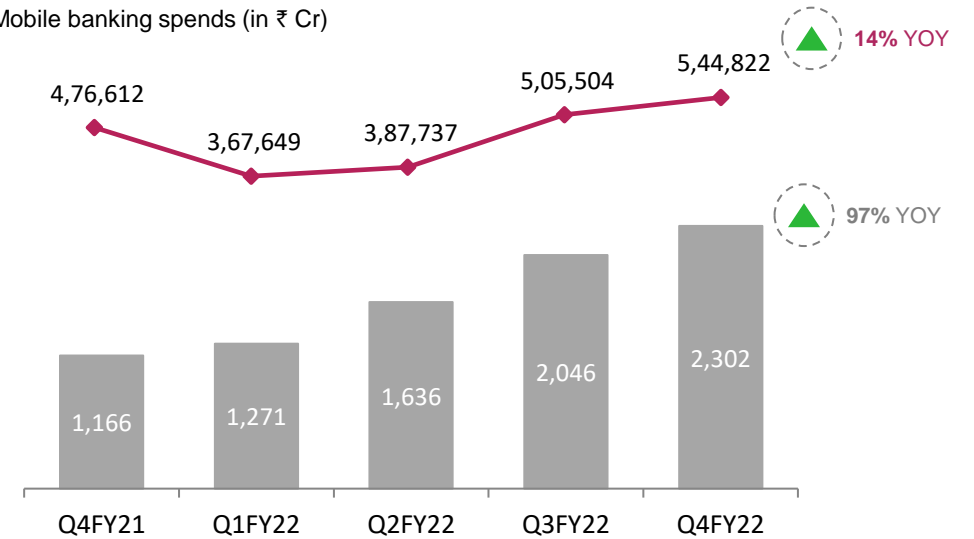
250+

DIY Services on mobile channel



Axis Bank Mobile Banking Spends (in Cr) and Volumes (in Mn)

Mobile banking spends (in ₹ Cr)



Source: RBI data

[^]RBI data for 11MFY22

WhatsApp Banking emerging as a significant channel

Account Related

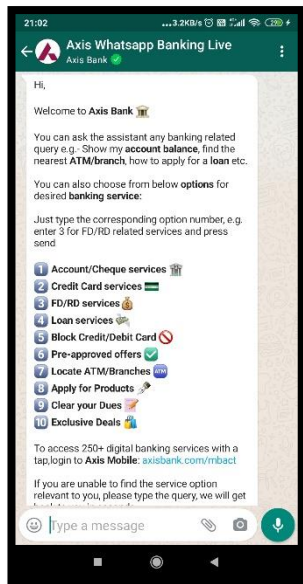
- Get your Account Balance
- Generate Account/Mini Statement
- Order Cheque Book

Credit Card Related

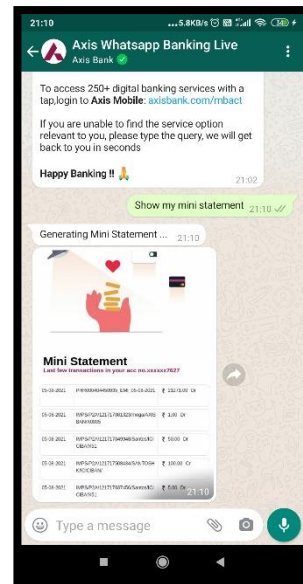
- Get your Outstanding Amount, Available Credit Limit
- Summary of Credit Card, Bill Payment details
- Block your Credit Card and many more to come.

What else you can do?

- Ask us Anything
- Get Pre-Approved Personal Loans in WhatsApp
- Apply for our Banking Products
- Locate Axis Bank Branches/ ATM and many more to come.



Comprehensive & simple menu option



Rich cards to show better & simplified view

O

Insta Opt-In, real-time fulfilment of request on WhatsApp with **24x7 availability**
AI enabled Axis Aha integration to answer all FAQs

P

Hosted and managed on Axis Bank private cloud

E

Seamlessly integrated with WhatsApp for an almost native experience in customer's chat window

N

4mn+ customers onboarded in last 14 months

Setting up best-in-class personalization engine to deliver distinctive customer experience...

Creating Digital DNA elements for more than **28 Mn** customers

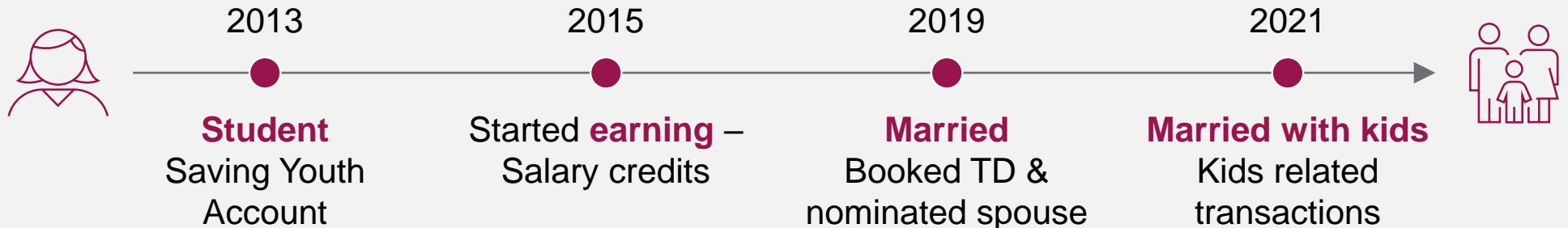


CUSTOMER

- What is the current life stage of a customer? – *Married with kids*
- What does a customer do? – *Self Employed - Doctor*
- How much does the customer earn? – *143K per month*
- Where does the customer live? – *Tier 2 city*

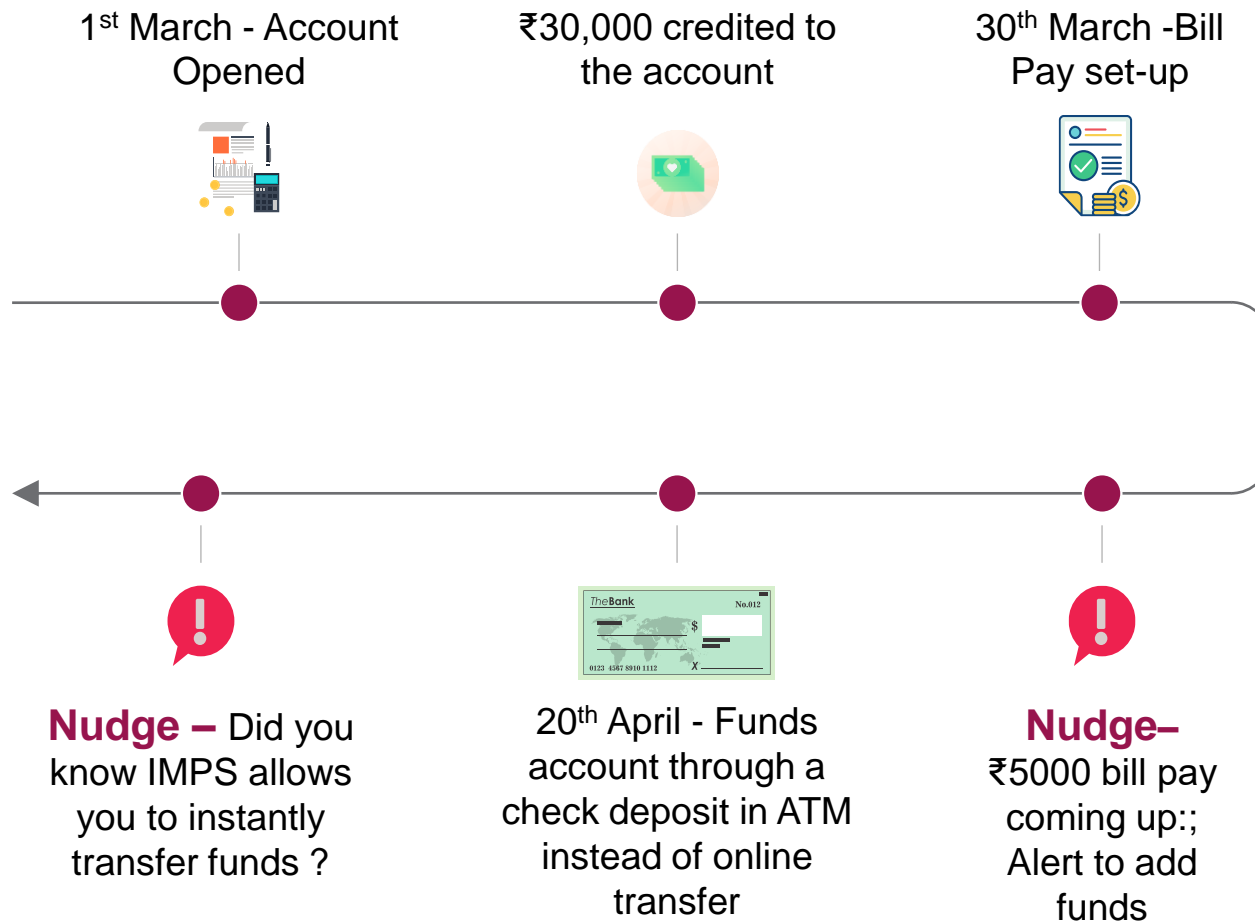
Leverage DNA variables to understand the customer better & engage with them accordingly

Illustrative – Customer joined the bank as a student in 2013 and today as per the data, we can call her life stage to be **“Married with kids”**



100+ nudges developed & deployed via custom cloud native serving layer

Leveraging situational triggers to craft a multistep curricula for ETB* ...

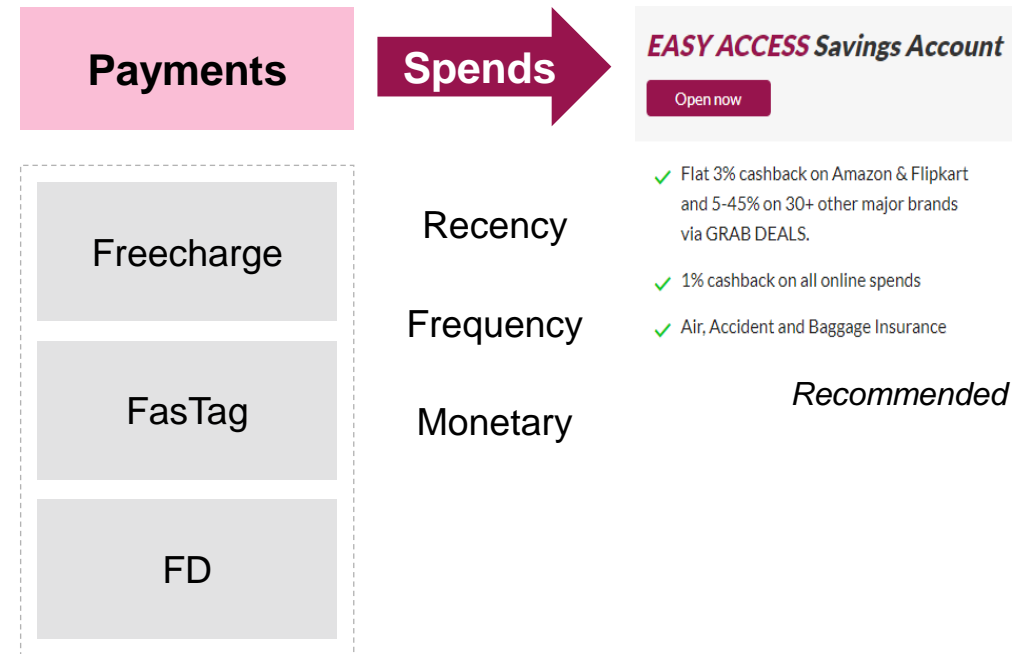


*Existing to Bank

^New to Bank



... & NTB^ to develop depth in engagement



We are building a “banking of the future” framework for corporates

“**APIs (Application Programming interface)** are fueling new digital transformations, powering innovative customer experiences and hiding complexity in the back end.”

Wide Transaction Banking API Suite



Payments API

Corporate, Real Time, GST Payments and Payment Status



Collections API

E-Collection posting, VA validation with Customer, E-Mandate creation, Direct Debit



Trade API

Outstanding LC, BG, Limits, Forward Contract, Buyers Credit



Account Information API

Account Balance, Statement, Limits



Beneficiary Management API

Add, Enquire, Update Beneficiary

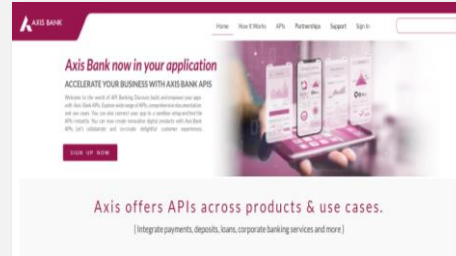


Cross Cutting API

IFSC, OTP, Account, PAN, Customer Signature Validation

Customer centric approach with a focus on building powerful Transaction APIs

API Developer Portal



Axis offers APIs across products & use cases.
(Integrate payments, deposits, loans, corporate banking services and more)

<https://apiportal.axisbank.com/portal/>



Fully-automated process for self-registration



★ **API Analytics - View analytics by applying date & API filters**



★ **Test APIs in open sandbox environment with app creation**



Browse API catalogue with detailed documentation



★ **Raise request for UAT and production access**



Developer forum to discuss and share ideas



★ **Dedicated implementation & tech support for onboarding**



Chatbot for instant query resolution

★ Industry leading proposition

Partnerships

Co-creating and powering cutting edge solutions for all the customer needs around banking and beyond



New age tech for SaaS and BaaS integrations



Seamless and self-serve customer onboarding from Partner platforms



Native and connected banking experience on 3rd party applications



Plethora of services across transaction banking products



Ability to tap & serve customers beyond traditional channels



Flexibility to define user journeys basis Partner type and use case



ERP integration plugins and adapters

Witnessed two-fold jump in corporates on APIs in last year along with 56% increase in API hits

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Modular, resilient technology with **cloud first** architecture



Proprietary in-house capabilities for accelerated design and go-to-market



Next gen **cyber security capabilities**

C

Build Future-ready Capabilities



Data architecture 3.0; moving beyond analytical models to **data engineering**



Integrating **alternate, unconventional data** for risk-moderated growth



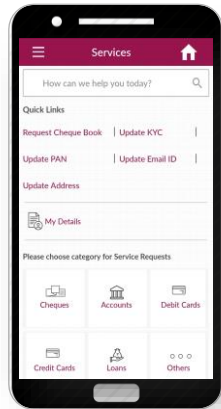
Digital workforce for digital consumers



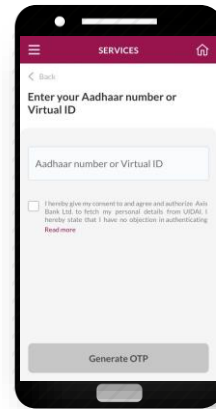
Creating a **cutting edge, future ready workspace 2.0**

Branch of the Future | Transform the way Axis Bank engages with and serves its customers

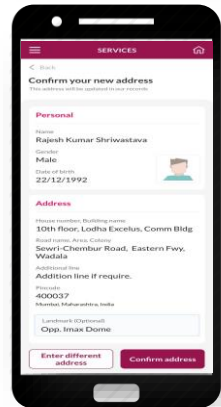
Re-engineer key service requests to **release frontline capacity** from servicing and enable **focus on relationship building** & sales



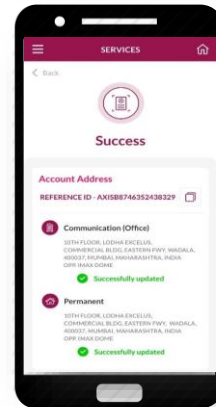
Customer clicks on **Update Address**



Enters Aadhaar number and **OTP** for authentication



Confirms the details fetched from **UIDAI**



Request is processed and customer is shown a **Success screen**

50+ Initiatives identified and underway

O

250+ services available digitally – amongst the highest in industry

Only Bank to provide OCR based document classification, Instant demographics updation through Aadhaar

P

A proprietary **cloud** solution that's **integrated with all core bank systems** for real time processing of service requests

E

Easy to integrate with other non-digital channels to provide an **omni-channel experience** to customers

N

92% digital requests processed real time via straight through processing

Initiatives

- **Landing Zones: 1st among peers to create 3 landing zones** (AWS, Azure, GCP) to support multi-cloud strategy
- **Data Security:** Reference Architecture including payload level encryption implemented. **Cloud HSM¹** for PII
- **Key Projects:** Branch of Future, Maximus, Siddhi are some of the key application on Cloud
- **Data Serving:** DS Layer created on Cloud
- **Cloud CoE²** led to rapid pace of cloud adoption and helped drive business innovation at a faster pace

Outcomes

55+ customer facing applications on Cloud

CIS score **98%** in both AWS & Azure

VA / IPT closure is **99%** across Clouds

Closure assessment by PWC – closure rate of Azure is **92%**

VKYC led **10-minute account opening** (earlier 24+ hours)

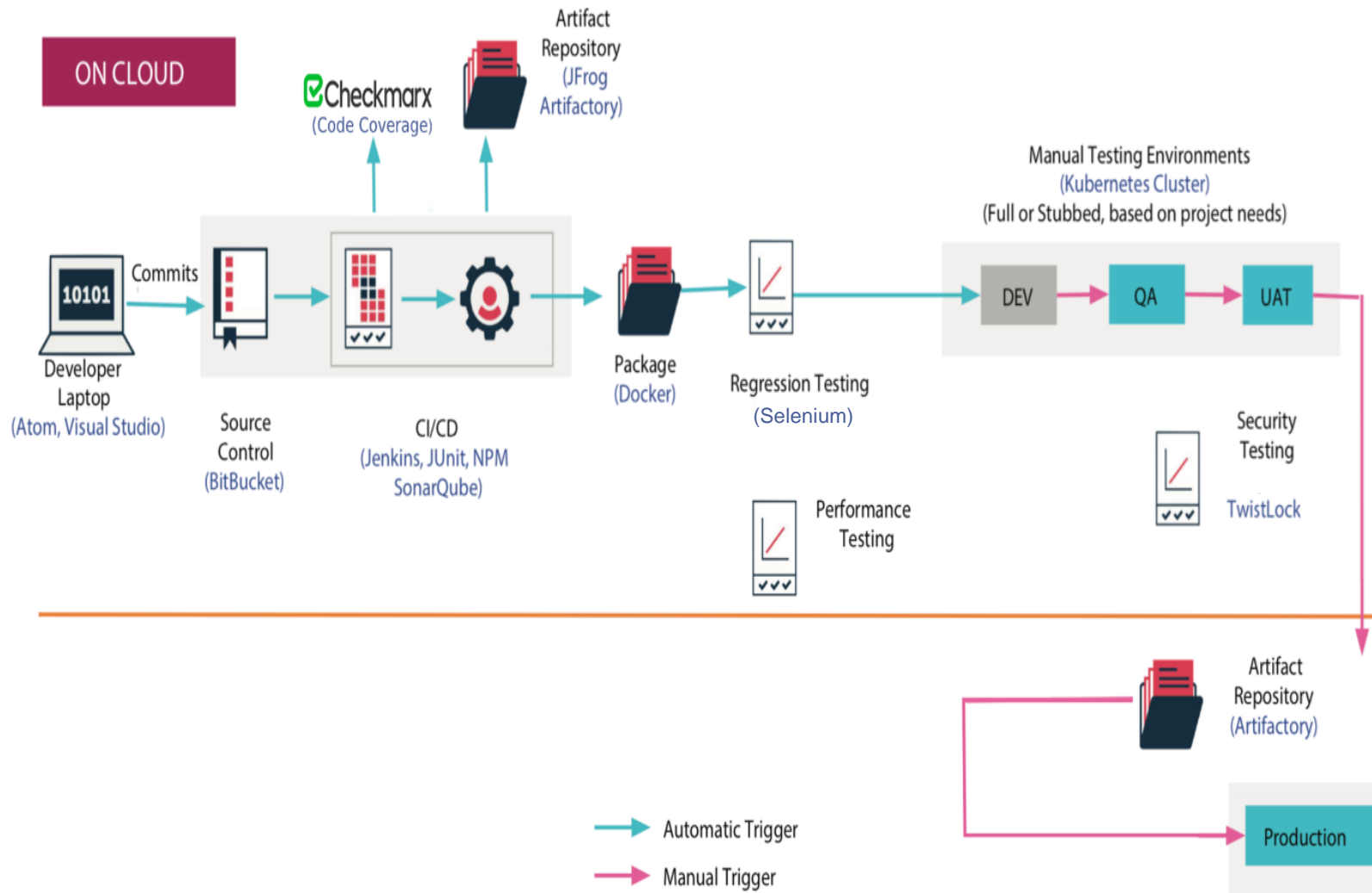
15 high volume services live in BoF with **Digital adoption ~50% & STP ~92%**

Video KYC drove **6 lakh SA and 60K CA** in FY22

350 minutes per branch per month saved by cloud interventions

Current concurrency of **5000+** users for access to Axis environment in hybrid model

500 deployments in CI/CD mode through the 'Jenkins' pipeline



The **DevSecOps Build Farm** for Axis is capable of handling **multi cloud CI CD**

All security tools have **embedded security tolerance**

Platform supports the entire spectrum from **monolithic deployment** in traditional application servers to **cutting edge deployment in managed services Kubernetes**

Features like ChatOps, automated functional and non functional testing are in the pipeline to evolve it to a **truly touchless CI CD platform**

Resiliency at Axis being built through multiple initiatives

Built for Resiliency



Data Centre

Data Centers Expansion
DRM solution implemented
DR drill calendar for Apps



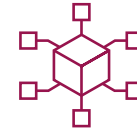
New Age Tech.

Adoption of SDN, Latest Enterprise Class Storage, HCI, Cloud, Engineered Systems, Tapeless Backup



Data

Maximum availability arch.
Always on methodology



Network

N+N Arch. for critical n/w components and dynamic routing protocols



Cloud

Cloud Platform & Technologies adoption with **~55** Apps live from Cloud



Standardization

Infra Standardization covering Hardware & Software tech



Monitoring

24x7 Resiliency Operation and Network Operating Centre monitoring using NMS Tools



Assessments

Business impact analysis, data center and app resiliency audits

Continuous Technology Refresh - Year-on-year >25% Refresh towards Latest Technology Adoption

Continuous Re-skilling - Technology adoption of techniques like SRE, Technology Labs etc.

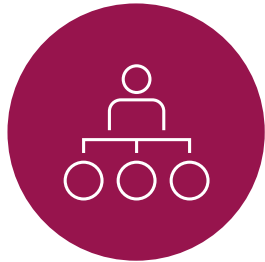
Governance - IT Strategy of the Board, Management Reviews



Key focus areas

Developing in-house tech, design and AI capabilities

The Bank is focusing on developing its in-house capabilities



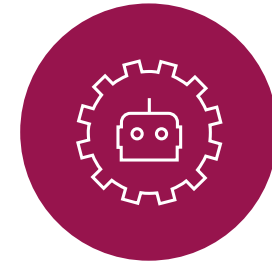
Enterprise Architecture Practice that focuses on building a **sustainable governance structure to rationalize and optimize** the application architecture



Agile Centre of Excellence (CoE) to build capabilities to deliver faster
Key roles such as **Agile Coach, Scrum Master** are being introduced across IT projects to drive adoption and leverage benefits



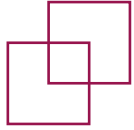
Customer Experience will be a **focal point** of all technology developments and enhancements and therefore, Bank has invested on experienced talent in this area
Subzero design - a collection of guidelines and components to create a unified experience for all Axis Bank customers



IA center of excellence (CoE) to create overall automation strategy and adoption of industry practices enabling **scaling automation** and maximize benefits within the bank and its subsidiaries

75% increase in the IT team strength in the last 2 years

Sub-zero design platform for a unified user experience



Subzero is a collection of guidelines and components shared among designers and developers in order to create a streamlined and enjoyable user experience for all Axis Bank customers.

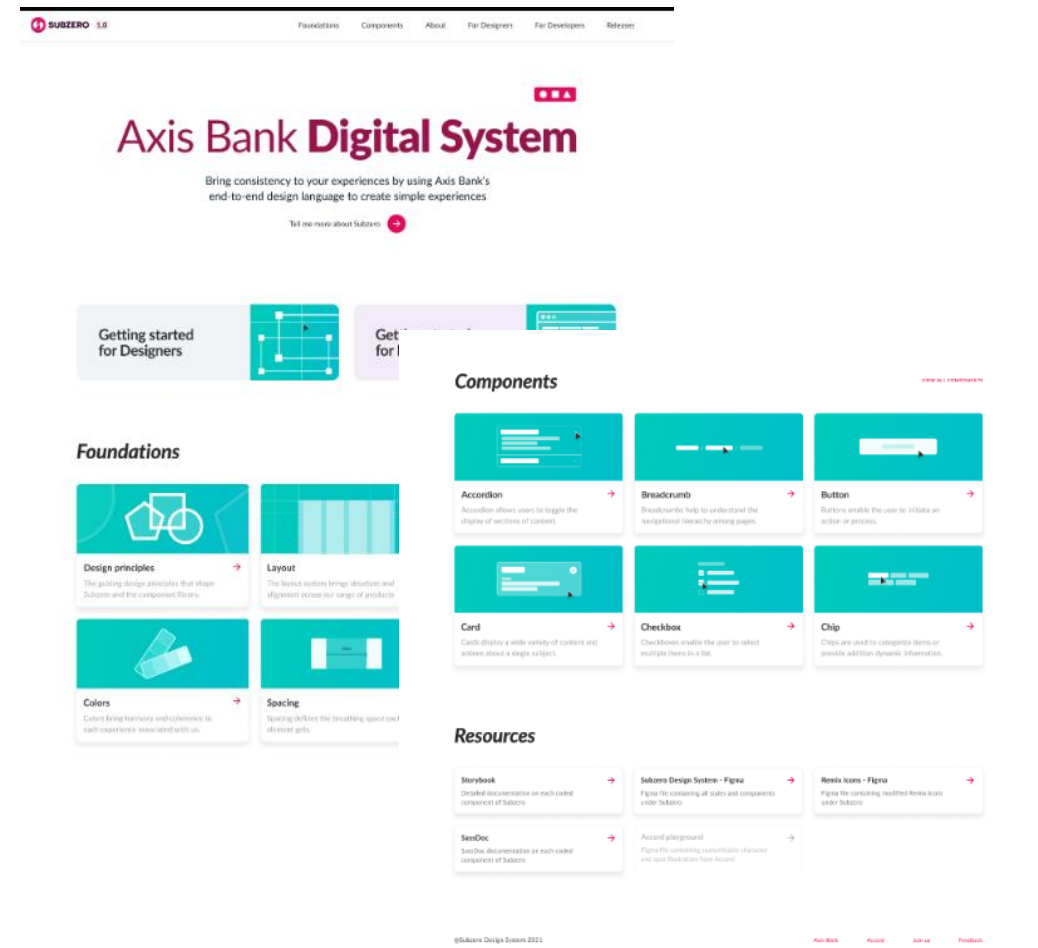


At its centre is the pattern library which contains reusable components and foundations, from the individual atoms to the full templates and pages..



Rather than focusing on pixels, developers can focus on application logic, while designers can focus on user experience, interactions, and flows.

Subzero will help reduce design and development time by ~20%, and provide consistency across customer journeys



Committed to Highest Standards of Data Security and Customer Privacy (1/2)

Security by Design



Defence in depth through best in class security technology and process controls



Vulnerability and threat management across the entire tech. landscape



24 x 7 events monitoring by SOC through Next Gen SIEM, threat intelligence tools



Continuous RED Team exercises to proactively and timely vulnerability identification



Continuous transaction monitoring supplemented by real-time decline rules



Strengthening Cyber resilience program with focus on detect and respond/recover activities



Security Analytics for enhanced security threat visibility



770 / 900
Bitsight Rating¹

1. BitSight Rating = Key Risk Indicator of Over all Cyber Security. Cybersecurity ratings company based in Boston, US (2011). Approach similar to credit ratings for financial risk. BitSight Security Ratings are calculated on a scale of 250-900 with a higher rating indicating better security performance.

Committed to Highest Standards of Data Security and Customer Privacy (2/2)

Key Capabilities



In-House Cyber Breach Assessment

For safely simulating multiphase, real-world attacks, and identify gaps / vulnerabilities in Bank's environment.



24x7 Dark Web Monitoring

- a. Fraudulent / Phishing sites
- b. Artificial Intelligence based Digital Risk Monitoring for Bank's sensitive data on Internet / Dark web



Cyber Security Threat Intelligence from best-in-class commercial sources



Cloud Cyber Security Suite

Container security monitoring & vulnerability Scanning

Cloud security compliance monitoring



Cyber Security controls for DevSecOps Pipeline

Static analysis

Dynamic analysis

Real-time vulnerability monitoring and analysis

Cloud container image signing

Cloud secret keys and credential management

Our digital strategy is aligned with our GPS strategy

A

Reimagine Customer Proposition



Digital-first products embedding design thinking



End-to-end simplification of customer journeys



Banking services **integrated across partner ecosystems**



Omnichannel experience to **differentiate** customer experience & **hyper personalization**

B

Transform the Core



Ops excellence & institutionalization of data & tech enabled operating rhythm



Twin-engine approach to build digital stack and **modernize the core**



Modular, resilient technology with **cloud first** architecture



Proprietary in-house capabilities for accelerated design and go-to-market



Next gen **cyber security capabilities**

C

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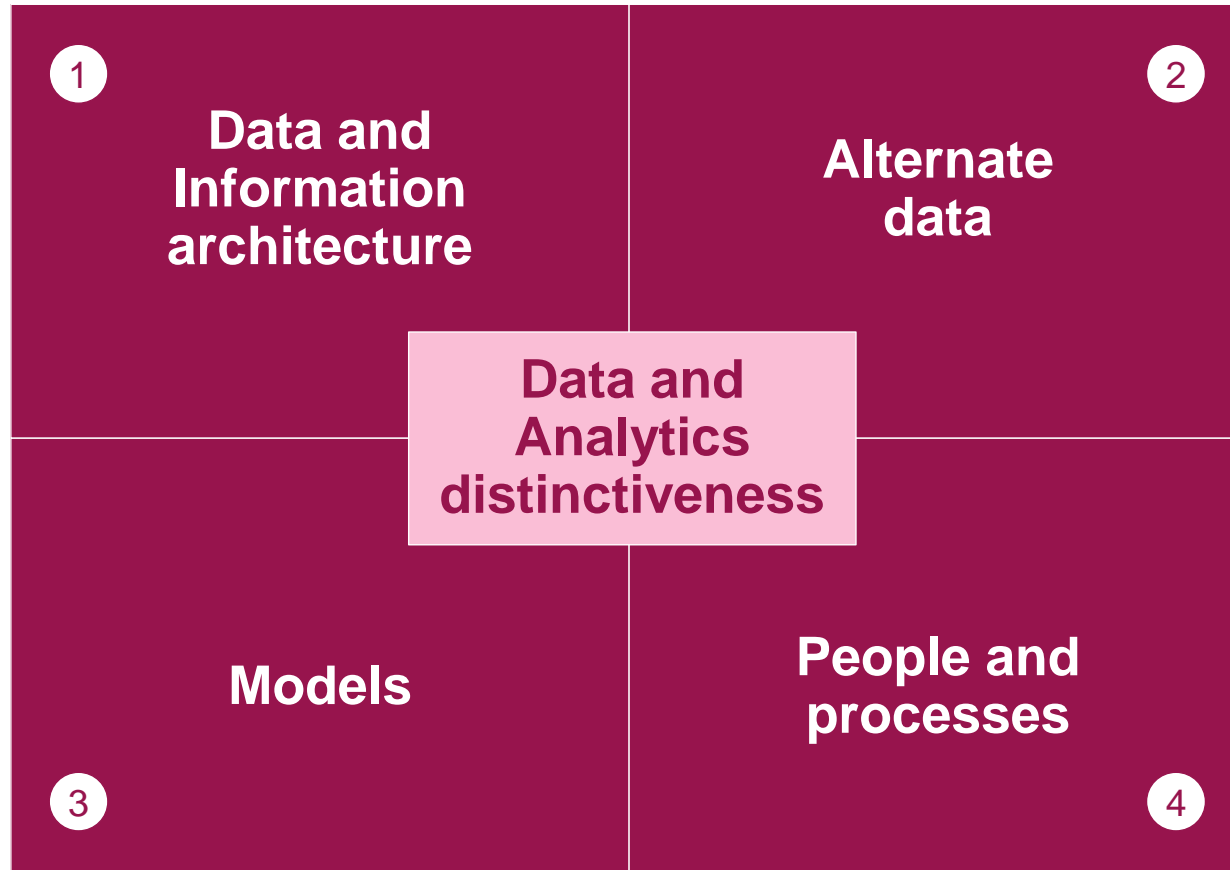


Digital workforce for digital consumers



Creating a **cutting edge, future ready workspace 2.0**

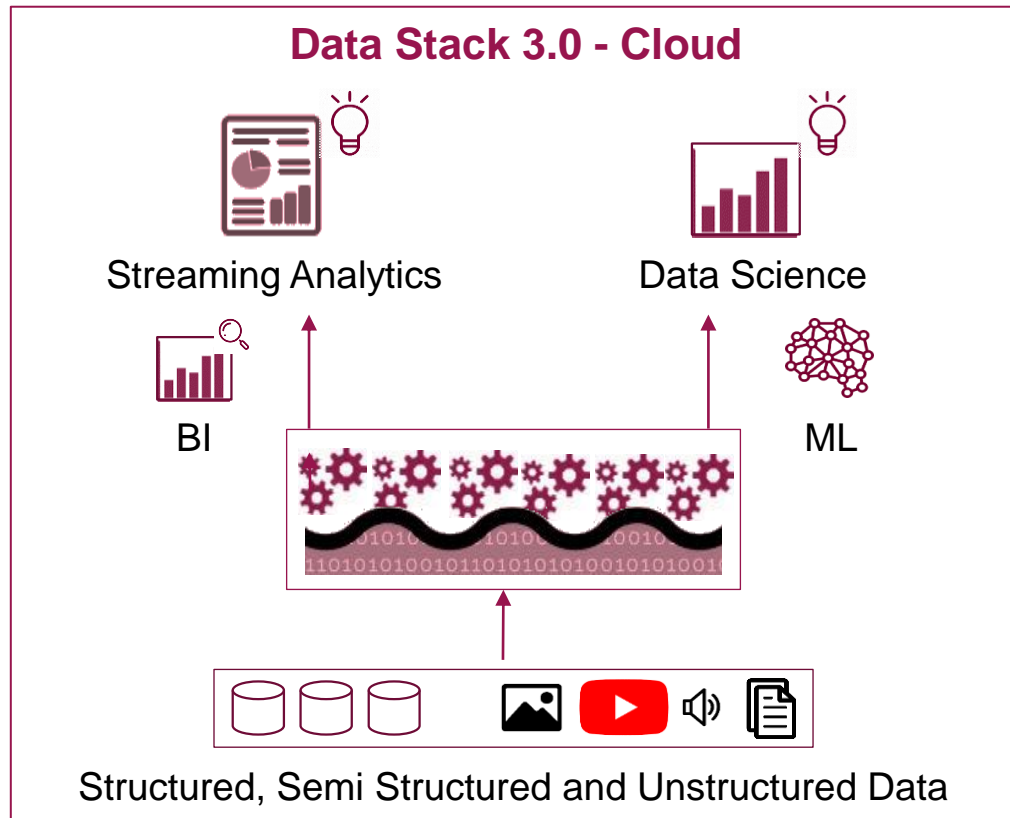
Best in class analytics solution leveraging alternate data to implement large scale models



- 1 We have begun our **cloud data infrastructure** journey
- 2 We are building **alternate data platforms** to enable score-based underwriting for next 100 million+ customers
- 3 We are also implementing large number of **credit and marketing models** leveraging advanced techniques with new age data to drive better predictive and to drive sourcing
- 4 Agile team with expertise in **alternate data and risk set up**, and a robust test and learn approach to **risk framework and program building** and scale-up set up to drive the initiative

We are moving to Data Architecture 3.0

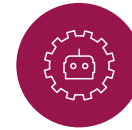
Building data stack 3.0 for next level of analytics and have created service data lake for enhanced customer experience



On the fly elasticity
Separation of compute from storage



Building **alternate data platforms** to enable score-based underwriting large cross section of lendable population



100+ nudges developed & deployed via custom cloud native serving layer



Big data clusters developed on Hadoop with PetaByte scale data



150+ use cases deployed across credit, fraud, marketing analytics on cloud decisioning platform



Multiple machine learning based credit models developed; **2000** attributes considered; over **40%** lift on GINI over generic bureau models

Building the right team with the right talent



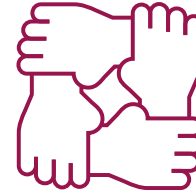
1500+

...people dedicated to digital agenda



350+

.. member strong in-house tech team



76%

...new hires from non-banking background

- Fintech's
- E-commerce
- IT
- Consulting
- Campus
- Others

.. across roles forming full service teams

- Design
- Product managers
- Developers: Front-end, backend, full stack
- Dev-ops
- QA
- Scrum masters
- Digital marketers
- Partnerships
- Governance
- Channels

The organization is moving to more flexible ways of working...

Future of work 2.0



12,000

Employees continue to be in hybrid model in large offices

3,607

full-time employees now working from anywhere; reinforcing Axis group's position as a leader in employee flexibility

~100%

Hybrid work the new normal, all employees have returned to office two days a week

Benefits

Structural reduction in costs

Better employee satisfaction

Ability to attract new talent pools

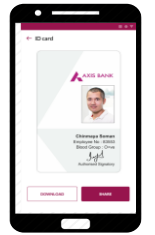
... and creating a future-ready workspace

One Axis App

App with enhanced Self-Service and access to required information through ~30 modules

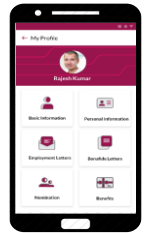
Onboarding

Virtual ID, visiting card & mandatory declarations for new joinees



Active Transaction

One screen view of benefits, employee profile, payroll and reimbursements, leave management, staff loans, ESOPs etc.



Others

COVID support – Online expert consultation, vaccination badge & reimbursement
Webcast, Axis Champions, My GPS, Contributions to social causes, Online Approval System, Tap P2P



Thank you

