

Building on our leadership position: Cards, Wealth Management and update on Citi integration

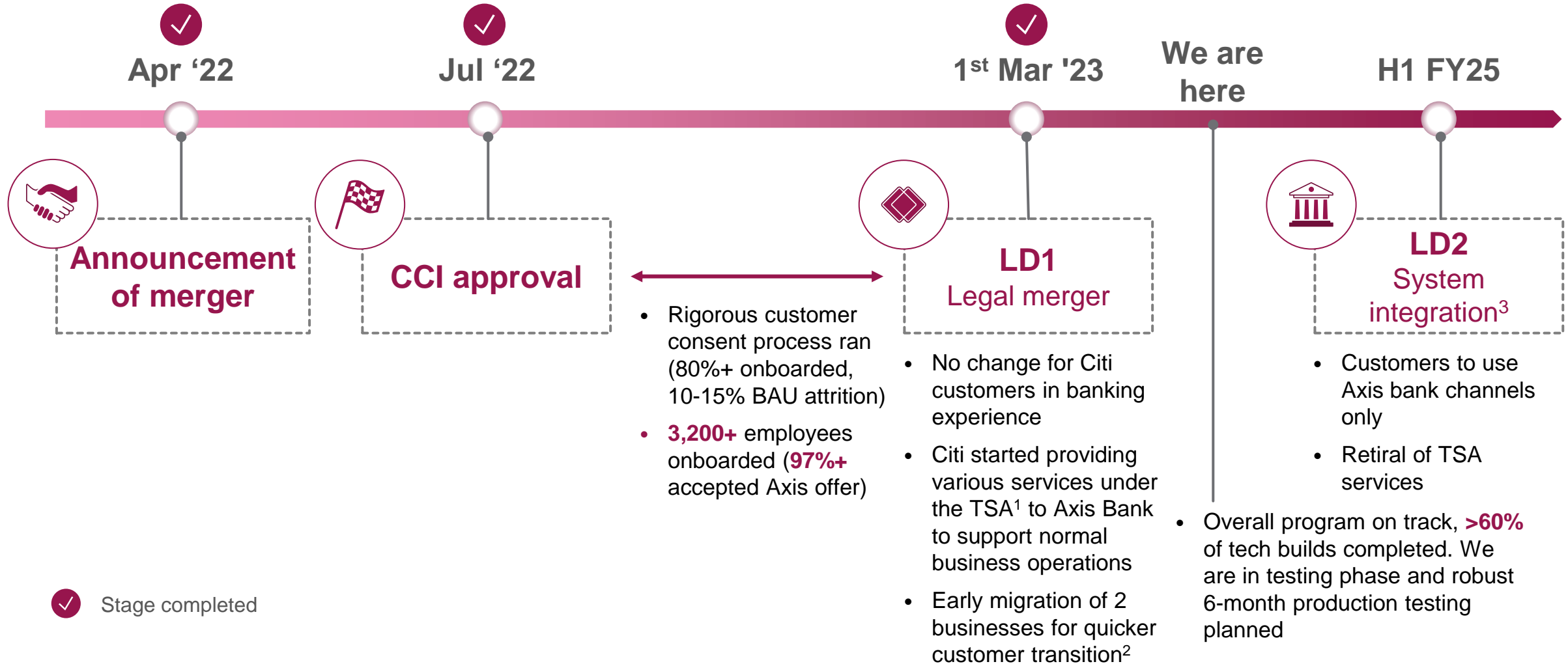
ANALYST DAY 2023

November 23rd 2023



Citi Integration

Where are we in the merger



1. Transition Services Agreement 2. Includes Small Business Loans and Retail Forex | 3. Targeted by Aug-Sep '24

Integration of high-quality Citi Consumer Franchise

Executive summary – what does the integration add to Axis Bank



Employee Integration

Diverse talent pool of **3,200+** employees with **exposure to Citi's global best practices**

- **5-6%** lower attrition in Mar-Sep'23 vs pre-LD1

Experienced leadership with **deep domain expertise** leading **critical roles¹ in Axis**

- Employees have got meaningful roles focused on growing acquired business
- Enabling continued customer engagement, business momentum and realization of synergies from integration

Continued positive overall experience of the employees post LD1



Customers Transition

Immediate benefits to customers (e.g. higher TD rates, One Axis products)

- Attrition below usual trend in core segments (across Card, Wealth & NR)

High focus on customer experience

- Smooth transition experience at LD1 with minimal customer issues
 - Deposit book and wealth AUM stabilized and growing
- Anticipating risks & over-managing LD2 transition readiness
 - Decisions to "minimize customer level change" e.g. No change in CASA account & credit card no
 - Few inevitable changes (like IFSC)
 - Transition to improved digital CX with highest rated banking app



Synergy Unlock

70 synergy initiatives identified and implemented

- Across cross-sell, deepening, sales productivity & cost rationalization
- Accrual of identified synergy on track

4 themes of Citi's Best Practices identified and taken up for implementation

- Customer Obsession
- Enhancing Internal Controls
- Digital journeys & STP back-end processes
- In-sourcing of Phone Banking

Citi customers accruing the combined benefits



Cards Festive Offers

Citi customers enjoyed Flipkart's Big Billion Days wave 1 for the first time

~7% customers activated afresh in Oct



Investments

Access to incremental 400+ MF schemes and 20 Alternate (PMS & AIF) product ideas

₹1,000+ crs of sales in new investment products



Insurance

Launch of partnership with Max Life. 8 new / revised products launched

31% YoY growth in LI business
30% YoY growth in GI business



Axis Direct

In-house Brokerage platform to bridge a key requirement of the customers

₹600 crs build up in Demat AUM



New Acquisitions

Access to a larger branch & ATM network helped scale up new customer acquisitions and salary mandates

1000+ new wealth customers acquired with ₹700+ crs of new money

Customer | Planned for minimal customer disruption for LD2



“Customers to use same account”
Core identifiers not changed



Bank Account Number



Credit card number and Pin



Investment account number¹



“Customer payments won't stop”
Backend migrations for payment data



Beneficiaries



Billers



Standing Instructions



However, few inevitable changes (like IFSC code, re-registration of IB & MB access)

1. Same account number to be appended with branch code to integrate with Axis systems (14-digit requirement)

Wealth Management

Business Context

1

3rd largest Wealth Management franchise in the country
Merger of two large wealth management business units

2

A premium proposition for a marquee client base with strong relationships
A large NRI client base across geographies (~6.5% market share)

3

Open architecture platform to leverage capabilities of One Axis & other best in industry players - to provide a comprehensive product suite

4

Strong business growth with multiple drivers of revenue

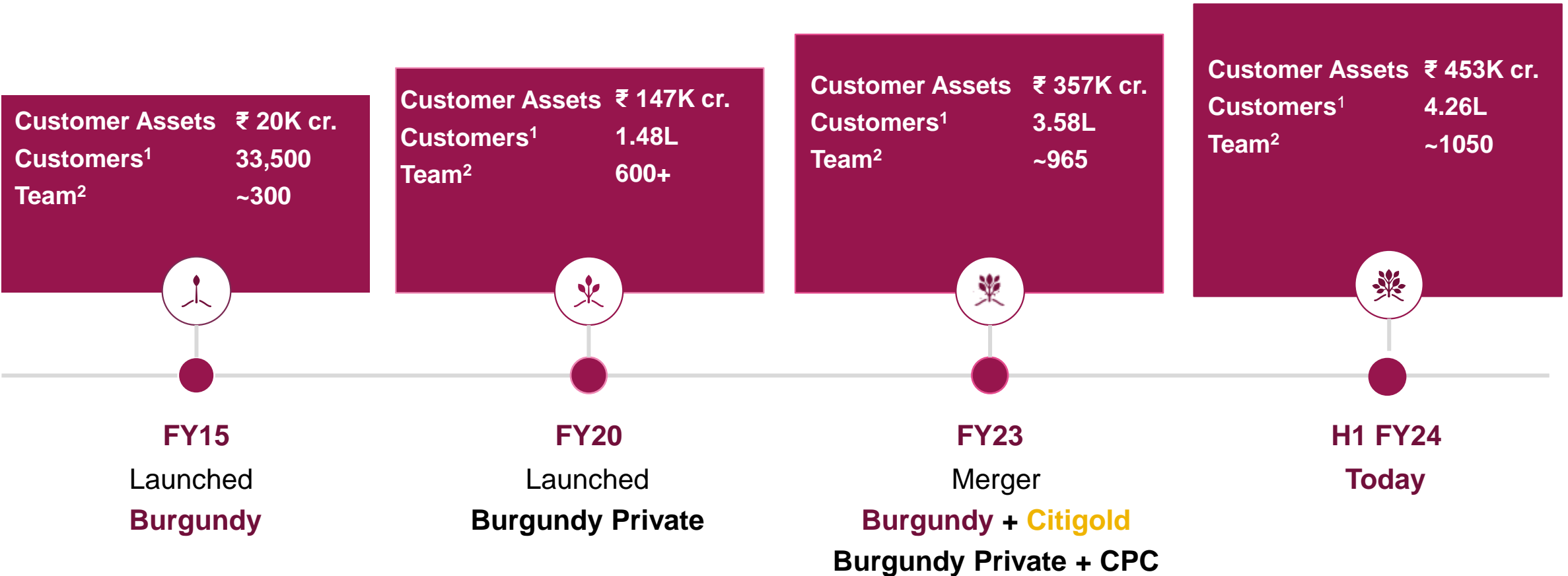
5

Hybrid Model - Combination of Physical + Digital strengths

Amongst the largest in India's Wealth Management space



The coming together of the Axis & Citi franchise has created one of the largest Wealth Management businesses in India today, with managed customer assets in excess of ₹ 4.5 trillion



Axis numbers are combined for Burgundy & Burgundy Private

1. # of unique customers

2. Team includes Private Partners, Service Partners, Burgundy RMs, Wealth Specialists, etc.



The Power of One

Burgundy Private Alliance

Axis Bank | Axis Subsidiaries | Strategic Partners

Strong Relationship & Service Orientation



1:2 Banker to Service Partner ratio



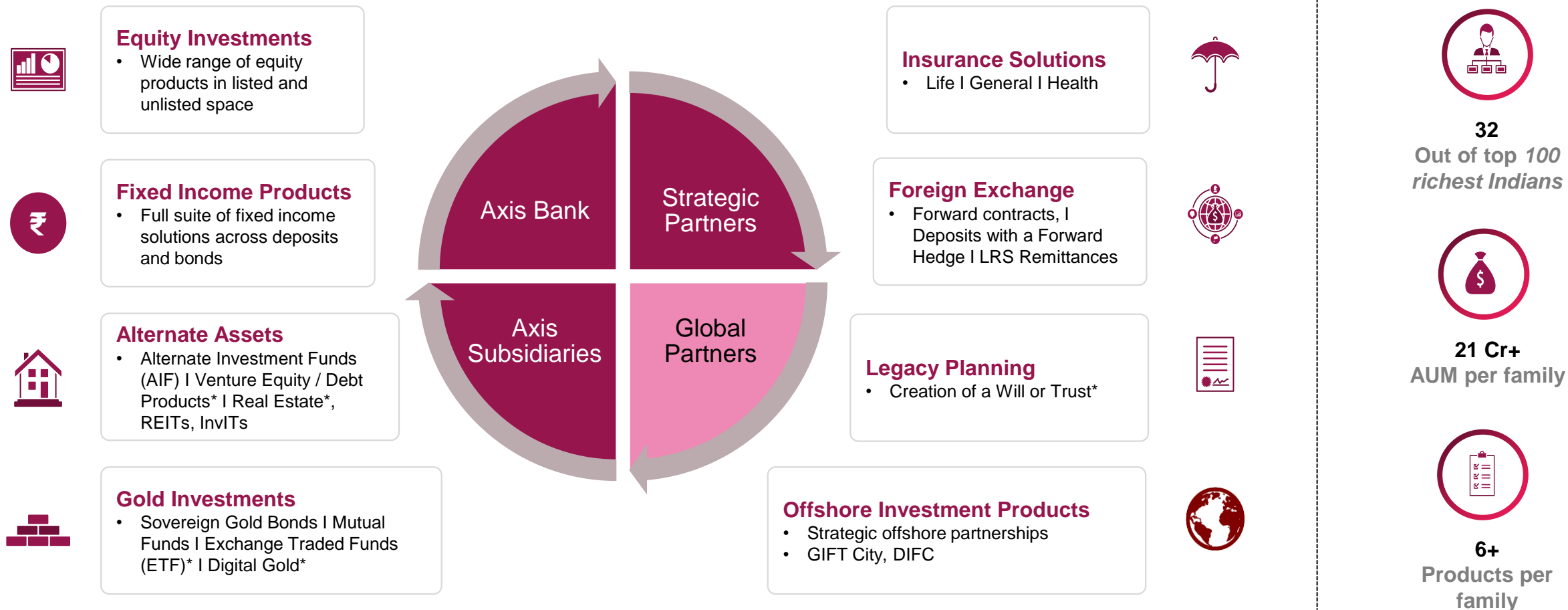
6-hour TAT for processing service requests



Alternate service channels

Offering a comprehensive product suite

Holistic suite of products across asset classes combining the strength of Axis Bank, Axis Subsidiaries and other strategic partners. Leveraging wider basket of products available globally for NRI & resident customers



Includes Axis Bank products or investment products distributed by Axis Bank
* Products offered through Group companies or other referrals



Continue to build a stable, non-cyclical franchise

- Focus on growing assets with a recurring revenue



Play to our "bank" strengths – Leverage power of One Axis

- One-stop-shop for best-in-class offerings (across wealth, liabilities, assets and other services)
- Co-create bespoke solutions & offerings with best-in-class industry players



Be truly customer-centric – Open architecture ecosystem for customers

- Own the relationship through the right offer / advice for customers (one-stop-shop for full suite of services)
- Create a strong & compelling brand proposition to differentiate & build customer association with the brand



Embrace innovation, partnerships & digital – play to our strengths

- Open to partnerships to bring the best & most innovative solutions to customers (onshore + offshore)
- Smarter journeys & digital capabilities, usage of data-science led personalized & superior client experience



Expand the talent pool and augment their capabilities with digital – preferred brand for talent in WM space

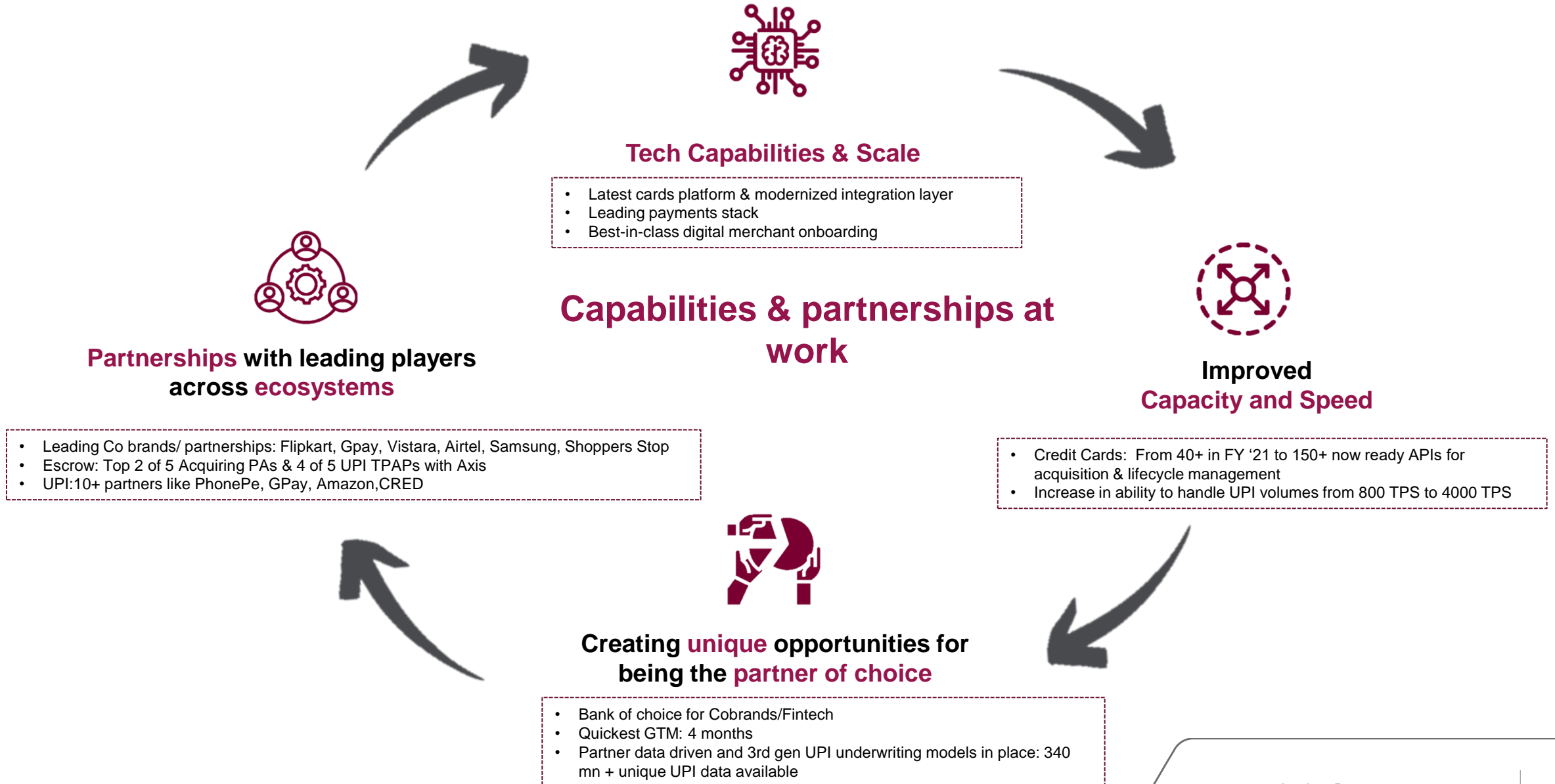
- Holistic talent strategy to hire & improve retention, enhance skillsets & motivation
- Augment the RM with Digital, Data & AI for higher productivity, superior CX & higher share of wallet



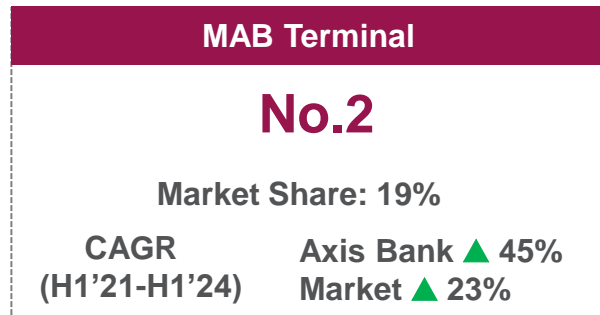
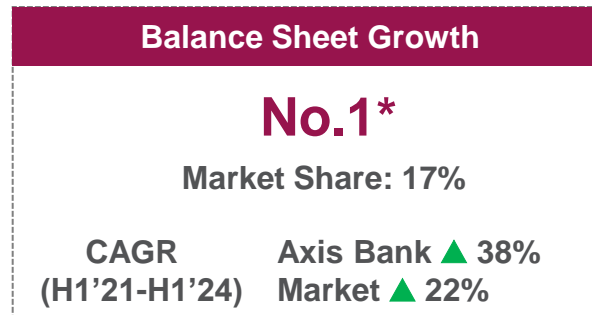
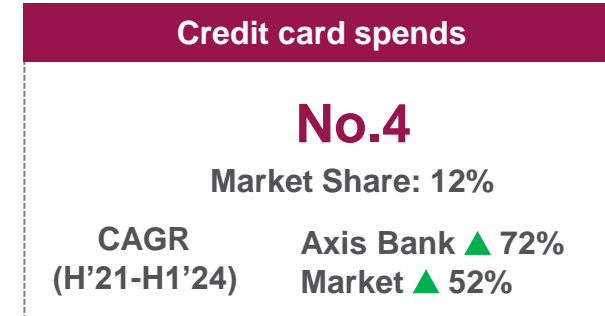
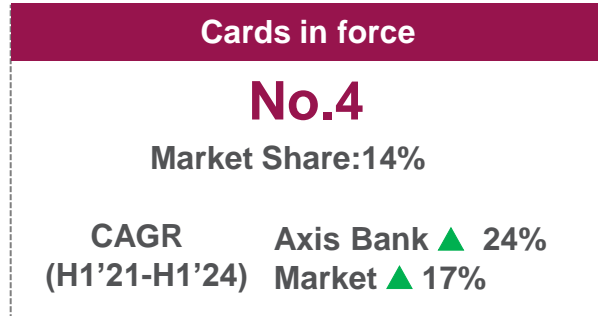
Cater to the global Indian – be the preferred bank for NRIs in India

- Shifting to curated products, experiences & identity for NRI - value added services & relevant offers
- Designing seamless digital onboarding and transaction experience wallet

Cards & Payments

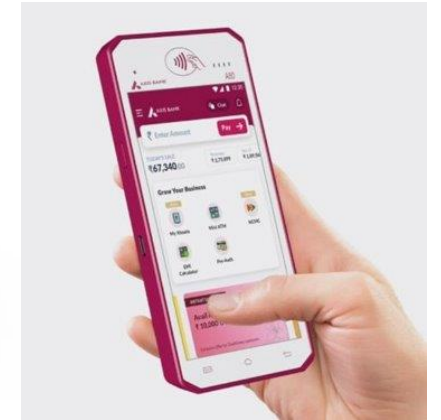
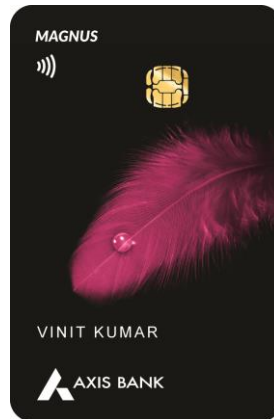
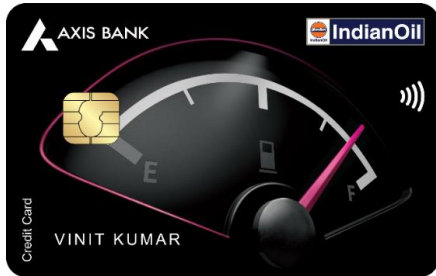


The Bank is enhancing its strong market position



*basis Q2 YoY growth (top 5 banks)
** Sep'23 over Sep'20

Establishing consistent brand presence in the market



Leading to profitable business growth



Accelerated growth on **balance sheet** and **fees**

Higher book growth

72%

YOY growth in Credit Card portfolio in Q2FY24

3%

QOQ growth in Credit Card portfolio in Q2FY24

Driving higher Cards & Payments Fees

39%

YOY growth in Retail Cards & payments fees in Q2FY24

4%

QOQ growth in Retail Cards & payments fees in Q2FY24

...Citi integration leading to better portfolio metrics

Portfolio metrics

	Axis (pre LD1)	One Axis	Growth
Balance per account	25,490	29,392	15%
Monthly Retail spend/acc*	11,439	13,679	20%
Vintage of customers (In months)	x	1.4x	40%

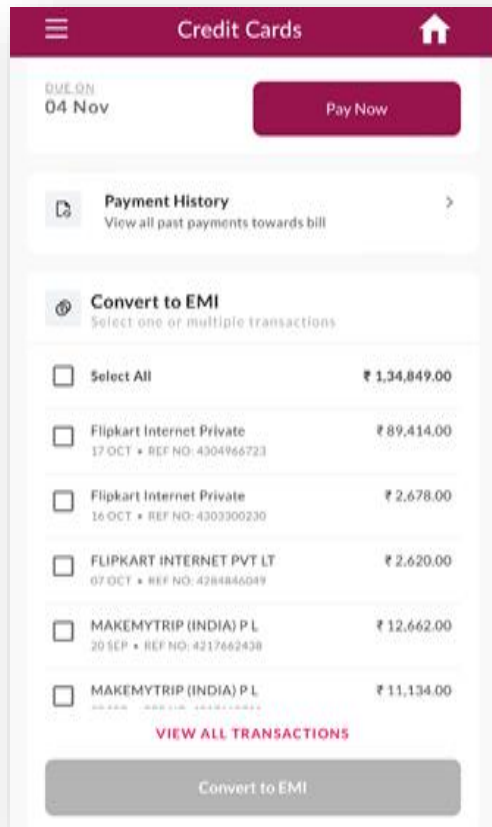
* active card customer in Rs - these are average of 3 months (Dec'22-Feb'23 taken for Pre LD1 and Jul-Sep'23 taken for One Axis)

Customer experience driven by innovative digital capabilities...



EMI New Journey

Customer can now club and convert their EMI's in a single page journey | Live – Sep'23



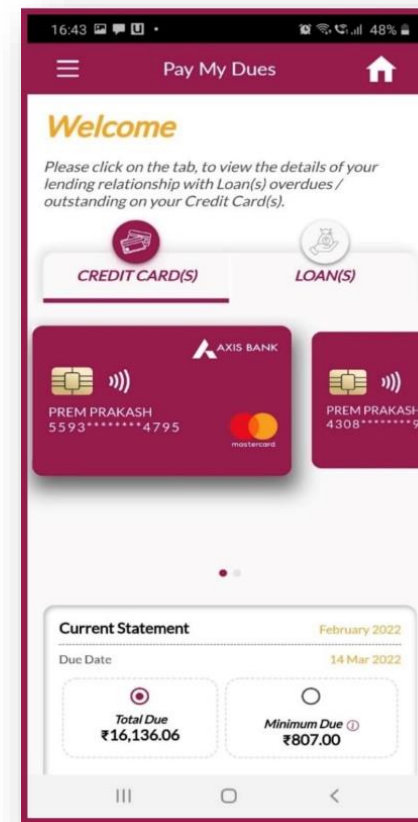
Impact

+132 bps / 100Cr

Conversion over spends Incremental sales/month

Pay my Dues

Real time settlement of CC payments through non-Axis CASA accounts | Go live Nov'23



Improved settlement TAT:

- Axis Accounts: Instant
- Other Bank Accounts: T+1 day

Impact

~5%

Overall improvement in NPS score in FY'24

Iconic properties delivering 'Axis' experiences to customers

Miles Transfer Program



- Enabling customers to transfer their earned EDGE REWARD Points and EDGE Miles
- 20 international and domestic partners across airlines and hotels.
- Accelerated conversion ratio and an end to end digital process

Axis Bank Dining Delights Program

Enjoy **Rs.1000*** off at restaurants with **EazyDiner**

Only with Axis Bank Credit & Debit Cards

Axis Bank **DINING DELIGHTS** now in partnership with **EazyDiner**



- Unmatched benefits up to 50%+ savings
- Seamless reservations & extensive network of partner restaurants
- Birthday Perks: Exclusively curated benefits like concierge services, memberships and more

Duty Free Program

AXIS BANK

15% Instant Discount* at Duty Free stores

Only with Axis Bank Credit & Debit cards

This offer is also available to Citi-branded cardholders subject to eligibility

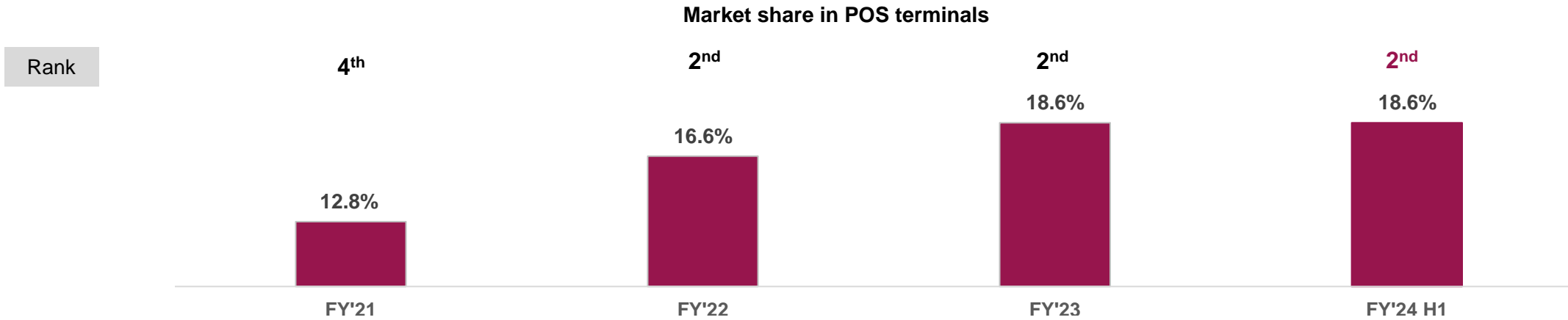


- Marquee travel-based offer at 13 airports in India at Duty Free Stores*
- Exceptional offering of 15% savings on purchases
- Creating value for the Axis Bank cardholder's travel experiences

Market Leadership | 2nd largest Merchant Acquiring Bank



Amongst few Banks strategically committed to growing the MSME Base via acquiring



Growth in market share with improved business and franchise profitability



One Axis approach – Taking Bank to Merchant

Driving Franchise Value: Deposits, Business loans, Insurance

- **Attributable MDAB:** 26.2% growth in FY'23 over FY'22
- **Lending:** 4x growth in FY'23 over FY'22
- **Products per customer:** 2.1 in FY'21 to 2.75 as of Aug'23



Product differentiation including Asset Lite products

Powerful terminals: Industry first - Android Smart POS, Pocket Android POS, Pin-on-glass. Acceptance via Soundbox under works

All in One offering : Features like Tap & PIN, Bharat QR, Digital Khata with VAS offerings like Card less EMI, Pay Later

Sound Box : For BQR txn with 10 languages

Digital Onboarding : Digital process reducing installation TAT to same day and incremental NPS of 20+ over physical journey



Market partnerships

Escrow: 2 of 5 aggregators hold escrow account with Axis Bank

Aggregators: Partnership with 29 aggregators across online and offline

Thank You

