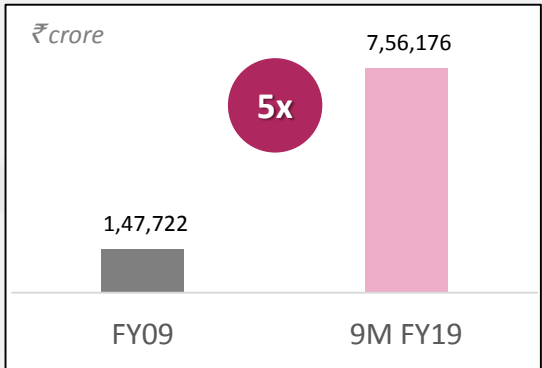


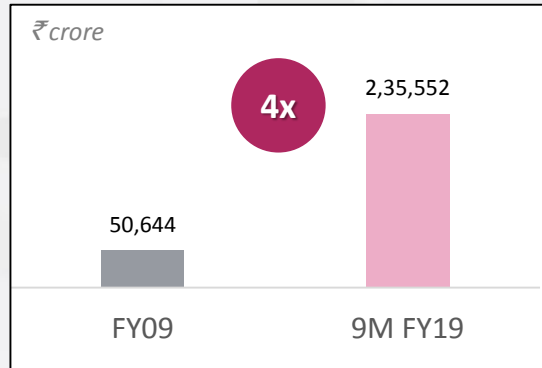
Axis Bank Strategy FY20-22

Axis Bank has built an enviable franchise over the years

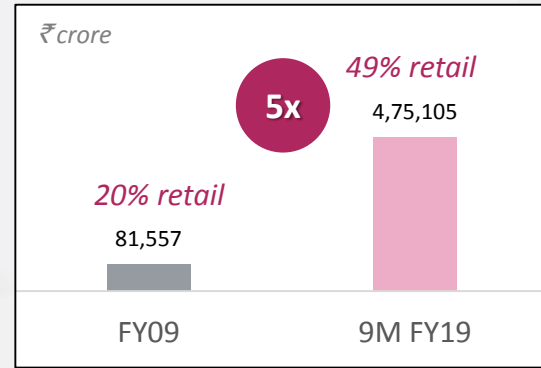
Balance Sheet



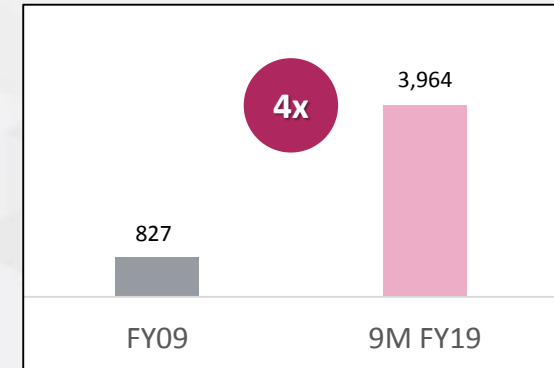
CASA Deposits



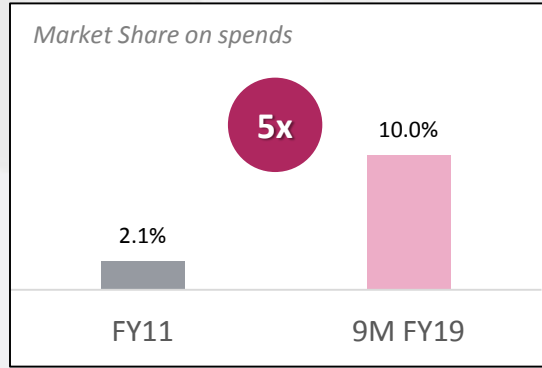
Advances



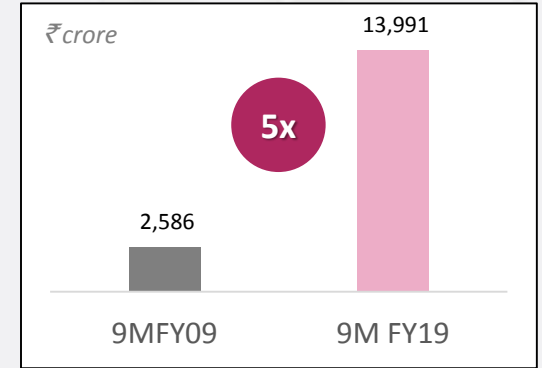
Branches



Credit Cards



Operating Profit



Subsidiaries



Brand



However, the Bank's recent performance has moderated compared to its past trends

Asset quality deteriorated significantly, driven by corporate slippages

CASA growth trended lower than the Bank's historical growth rates

Corporate loan growth trailed the Bank's long term average growth rates

Fee income growth moderated to low teens

Cost to Assets remained sticky even as the Bank gained scale

Operational risk was elevated

Three vectors of our strategy for the next three years

Growth

- Grow deposits in line with loans
- Step up growth in Wholesale Bank
- Continue momentum in Retail Bank
- Establish leadership in digital and payments
- Scale-up subsidiaries materially

Profitability

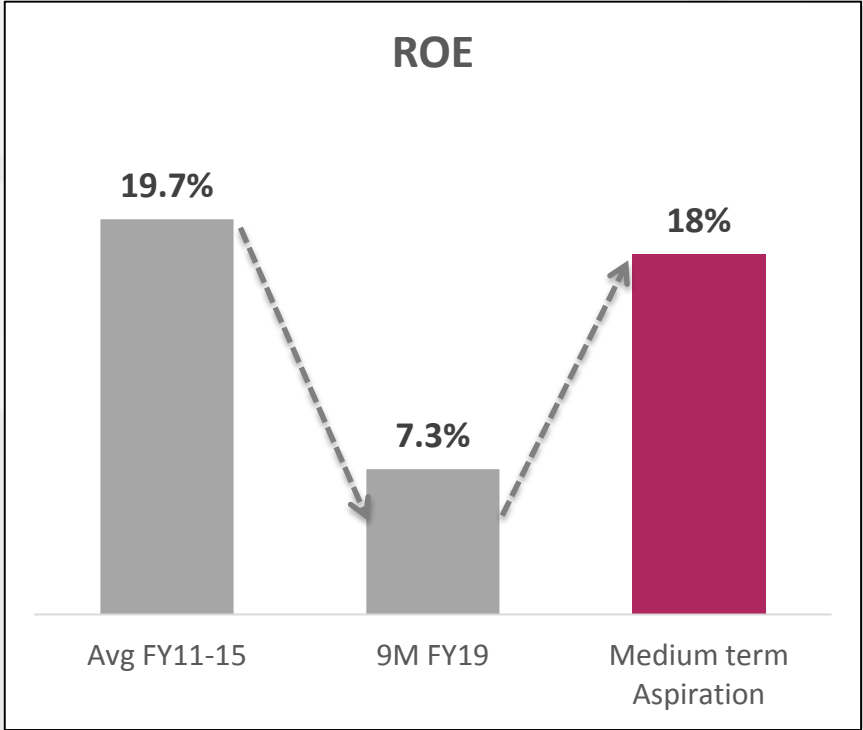
- Optimize business mix
- Improve operating efficiency
- Sweat existing infrastructure
- Reduce credit cost below long term average

Sustainability

- Strengthen the Core - technology, operations, credit risk and process excellence
- Build a bench of senior talent
- Focus on disciplined execution
- Embed conservatism in the Bank's internal policies and practices

Our goal is to deliver 18% ROE sustainably

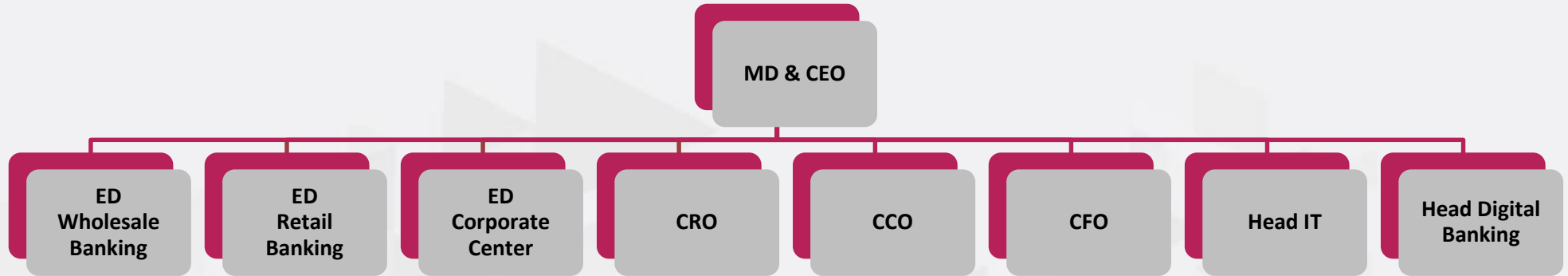
The ROE path back to 18% would be driven by three elements



3 drivers of the return to 18% ROE

- 1** **Risk normalization**
Reduce credit cost below long term average
- 2** **Business mix optimization**
Portfolio choices based on RaRoC
- 3** **Improvement in Operating efficiency**
Reduce Cost to Assets to 2%

We are augmenting the talent bench strength and clarifying organizational structures for effectiveness



MD & CEO – Managing Director and Chief Executive Officer; ED – Executive Director; CRO – Chief Risk Officer; CCO – Chief Credit Officer; CFO – Chief Financial Officer

Clarifying Organizational Structures – Key Principles

Retail	Wholesale	Operations
Clearly defined Product and Coverage Structure		Centralized Operations Team independent of lines of business
Separation of Underwriting and Product / Coverage functions		Single Bank-wide owner for customer service
Continue to buttress capabilities in digital, risk management and analytics		Dedicated owner for Customer Experience and Service Quality
Focus on both assets and liabilities through a Commercial banking group		

End of deck

