Building the most tech-focused, responsible banking institution

Subrat Mohanty
Executive Director

AI adoption scaled across customer service, engineering, and operations, improving productivity, accelerating release cycles, and enabling early risk detection with automated remediation. Axis Deep Intelligence (ADI), our GenAI-based internal assistant, now supports over 84,000 employees, resolving more than 81% of branch-level queries, with ~35,000 monthly users handling ~2.8 lakh queries.

Strong digital adoption was witnessed across core business platforms, with over 94% adoption in Bharat Banking and 84% volume adoption in SBB Working Capital. Tractor Loans, which was the first product to go live on the new digital journey being implemented, saw 55% reduction in its turnaround time and ~75% increase in market share over the previous year.

Digital channels continued to scale robustly. Mobile Banking is rated 4.8 across Google Play store and iOS, with over 35 million registered users and ~16 million monthly active users. We have maintained leadership in UPI, with market share improving from ~33% to ~36% over the year, supported by a large VPA base and ~14.3 million daily merchant transactions. We have also expanded CBDC adoption, crossing 1 million users and 10 million transactions.

Dear Shareholders,

Fiscal 2026 marked a year of decisive progress, as we advanced our transformation agenda with discipline in an increasingly volatile global environment. Even as geopolitical uncertainties persisted, we sustained strong growth momentum while reinforcing the foundations of a resilient, future-ready franchise. The three strategic priorities we articulated earlier continue to be firmly embedded in our execution agenda, providing a strong anchor for building future readiness:

- Transforming our core systems and processes to drive scale and agility,
- Institutionalising future focused capabilities by leveraging technological advancements and respond to evolving customer expectations, and
- Advancing responsible practices into enterprise-wide standards of corporate citizenship

Strengthening our core

Driving transformation through AI, data and digital scale

In fiscal 2026, we continued to advance our technology-led transformation, with a clear focus on simplifying customer journeys, enhancing resilience, and improving operational efficiency. Strategic priorities centered on AI-led innovation, digital channel modernisation, lending transformation, and payments, resulting in faster, seamless and more reliable banking experiences.

Resilient, secure and cloud-native at scale

Core technology capabilities were significantly strengthened, with 150+ applications on CI/CD pipelines (Continuous Integration and Continuous Development), 99.99% cloud DevOps availability, and AI-enabled SDLC (Software Development Lifecycle) adoption across 35+ applications. We have established an enterprise-grade data Lakehouse and enhanced security through automated vulnerability management and chaos engineering.

Infrastructure resilience remains foundational, supported by geographically distributed data centres in Mumbai and Bengaluru, a near-DR facility (Disaster Recovery), and embedded SRE (Site Reliability Engineering) practices. A cloud-first, cloud-native architecture, combined with a defence-in-depth cybersecurity framework, ensures high availability, regulatory compliance, and secure, always-on banking operations at scale.

Building on these advancements, we remain determined to establish a benchmark in customer experience, operating efficiency and risk discipline by building an AI-driven, lean and resilient operations. This approach enables consistent service standards and predictable experience outcomes across customer journeys, delivered reliably and at scale.

Investing in capabilities

Enabling a smarter, AI-augmented workforce

Delivering on our customer service promises hinges on the ability of our employees to engage with customers in a meaningful and contextual manner. Our employee platform ***'Siddhi'***, enables the frontline staff with an extensive access to products, services and customer engagement journeys. Today, ~95,000+ employees of the Bank and partners utilise Siddhi to gain real-time insights and personalised recommendations, thus enabling their interactions to be insightful, meaningful, and rewarding. Siddhi has been built using modern technical architecture and data stack and is integrated with 35+ systems. We use advanced analytics to deliver personalised nudges to reinforce daily working rhythm, provide near real time feedback to employees to upskill and prepare better for customer conversations/ engagements, thus driving higher impact and customer satisfaction. These enablers bring >10% uplift on key productivity metrics and ~10 points higher Net Promoter Scope (NPS) for 'Siddhi'-led journeys.

The capability is further strengthened by AXIOM, our enterprise operating model for responsible, scalable adoption of AI across customer journeys, employee productivity, core operations, and assurance outcomes. AXIOM is executed through a central AI team that sets enterprise strategy and standards, a reusable shared stack of capabilities, and an enterprise program that drives delivery, governance, and adoption across businesses. In fiscal 2026, this translated into measurable scale across the AXIOM focus areas like Zero Ops (115 Mn+ AI-led document services), Conversational Interfaces (10 Mn+ customer chat interactions), Enterprise Knowledge (ADI adoption across ~86% of the employee base), RM Copilot (~66% of branch sales covered through AI-assisted pitch practice), and Assurance Strengthening (50+ credit models). Together, these pillars reflect an industrialised approach to embedding AI into day-to-day banking processes by improving speed, consistency, and control at enterprise scale rather than as standalone initiatives.

Customer obsession

Sparsh, our Customer Obsession program, continues to be a core priority and a defining area of distinctiveness. Embedded across 6,275+ branches, every customer touchpoint and 1,01,300+ employees, it reflects our commitment to delighting customers, every day.

During the year, Sparsh evolved further as a structured operating framework that brings together culture, ownership, behavioural understanding, results and excellence in the way we serve. It is helping strengthen a culture where customer delight is anchored in disciplined execution, sharper accountability and consistent action, while enabling us to respond more thoughtfully to customer needs, preferences and moments that shape trust, confidence and ease.

We also deepened our institutional capabilities through Adi, our Gen AI platform, and Kaleidoscope, our real time Customer Experience Management platform. As mentioned earlier as well with Adi query volumes growing 3.5x year on year and Kaleidoscope interactions growing 5.2x year-on-year with an increase in average monthly unique users of 128% and 59% year-on-year, respectively, these capabilities are helping our colleagues serve customers with greater context, first time right resolution, consistency and speed.

Retail NPS has increased 59 points since its inception in Q1 fiscal 2023, with meaningful improvements across Retail Liabilities (+60 since inception), Retail Assets (+52 since inception) and Credit Cards (+53 since inception). We have retained 2nd rank in India for the third consecutive year in the independent benchmarking study conducted by Kantar.

Sparsh continues to strengthen customer centricity across the Bank by combining culture, behavioural insight, digital capability and governance to create more meaningful customer experiences across moments that matter.

Elevating customer journeys with data-led personalisation

Customer delight is delivered through precise, analytics-led interventions at key moments of truth, powered by advanced recommended systems. Our enterprise personalisation engine—operational for over three years—has consistently improved product conversions, while processing 3 crores+ transactions daily to generate real-time insights. Analytics and AI are deeply embedded in frontline decisioning, with 100+ machine learning models deployed across credit risk, financial crime, marketing, and collections—driving consistent, data-led outcomes at scale. A maturing MLOps framework, supported by 5,000+ curated customer features and AI-driven automated monitoring toolkits, ensures efficient model development, deployment, and governance.

These capabilities are underpinned by a modern, cloud-aligned data architecture managing 3+ petabytes of data through real-time pipelines and lakehouse frameworks — enabling faster analytics, enhanced resilience and the ability to deliver enterprise AI use cases at scale.

Curating next-gen premium experiences at scale

Our premiumisation agenda is gaining momentum anchored by a partner led model in which every relationship is fine-grained and personalised, powered by the best of AI capabilities. We continue to view the ₹5 crores to ₹50 crores household segments as the most consequential opportunity in Indian wealth, given its scale, its under-penetration by full-service private banks, and its centrality to the country's next decade of growth, and we are investing accordingly to build a defensible long-term advantage. Our commitment to premiumisation is deliberate and long-term, and the strength of the Burgundy Private brand today reflects the consistency of that investment.

The most significant capability investment underpinning this agenda is our platform for Burgundy Private, designed to transform three dimensions of the franchise simultaneously. For clients, it powers a new class of highly tailored conversations and experiences at scale, ensuring that every family we serve, no matter how large or small, receives the intelligence, due diligence and rigour one would typically associate only with a CIO serving the largest relationships. For Partners, it delivers a non-linear improvement in productivity by automating the analytical and preparatory work that has traditionally consumed most of an advisor's day, freeing capacity for the conversations and judgement calls where the human relationship matters most. And for the quality of advice itself, it brings the firm's house view, model portfolios, suitability frameworks and live market intelligence into every interaction, delivered through the Partner with the right tone, the right timing and the analytical depth.

Strengthening the fraud prevention model

Digitisation of banking services continues to create both new opportunities and emerging risks across multiple areas. Fraud prevention is one such domain where digitisation presents a dual challenge, as both a threat and an opportunity. At Axis Bank, we remain firmly committed to keeping banking safe, secure and trustworthy for our customers.

We continue to invest in real-time transaction and stakeholder monitoring, dynamic onboarding controls, and the extensive use of analytics and advanced technology across our businesses. These efforts not only mitigate fraud risk but also position fraud prevention as a core strength and a long-term competitive advantage. By fostering a strong risk-first culture, complemented by customer centricity, analytics, and technology, the Bank is building a robust and resilient defence against fraud, proactively safeguarding customer trust and contributing to a safer, more secure financial ecosystem.

Being a responsible corporate citizen

We continue to be guided by the objective of offering Banking that leads to a more inclusive and equitable economy, a thriving community, and a healthier planet. Over the year, we strengthened our stakeholder-focused ESG culture across the Bank. Our CSR initiatives now reach millions of participants across India. The Sustainable Livelihood Program, our flagship initiative since 2011, achieved a major milestone by impacting over 2.75 million rural families across 33,517+ villages, across 32 States and Union Territories (cumulatively) as of March 31 2026. Last fiscal, the Bank introduced sports as a new thematic area to support interventions from the grassroots to the Olympics and Paralympics level. This year, as a long-term commitment to nation-building through sport, the Bank continued to prioritise institution-led interventions aimed at creating a sustainable pipeline of future Indian athletes.

Navigating change with confidence and clarity

In an environment defined by elevated global risks, rapid AI-led disruption, and increasing cyber security threats, our focus remains clear and unwavering. We are leveraging next-generation technologies to reimagine processes, empower our workforce, and drive sustained productivity, while elevating customer experience within a secure and resilient ecosystem. As we move ahead, we remain confident in our strategy, disciplined in execution, and firmly committed to strengthening our franchise and delivering enduring value for all our stakeholders.

Warm regards,

Subrat Mohanty
Executive Director