

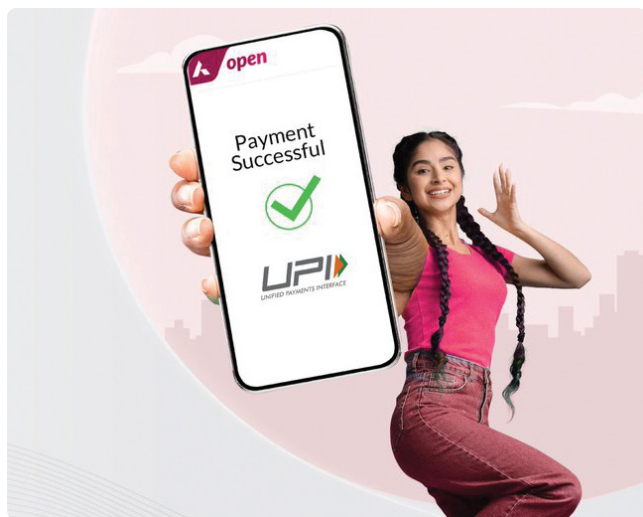
Responding to change with focus and agility

We sustain our differentiation by pairing institutional scale with disciplined practices and purpose-driven innovation to navigate a rapidly evolving ecosystem.

Global volatility vs Indian resilience

In fiscal 2026, the global economy continued to be impacted by geopolitical fragmentation, persistent regional conflicts and disruptions to key trade routes in the Middle East. These factors collectively heightened uncertainty across supply chains, energy markets, and global commerce. Despite the headwinds, India strengthened its position as a key engine of global growth, supported by resilient domestic consumption, sustained public infrastructure investment and a gradual revival in private capital expenditure. These structural tailwinds fuelled robust economic activity and created a broad-based demand for financial services.

For the Bank, this translated into sustained, high-quality opportunities across corporate, SME and retail segments, as customers looked to finance expansion, manage volatility and fulfil rising aspirations. Leveraging its well-diversified business model, strong digital capabilities, and disciplined risk management framework, the Bank remains well-placed to support India's growth journey while creating long-term value for stakeholders.



What is reshaping Indian banking?

The traditional banking model is being aggressively redefined by three mega-trends, demanding agility and strategic vision:

The premiumisation of the consumer

Rising per capita income is shifting consumer demand away from basic savings products toward diversified wealth management, premium credit cards and bespoke advisory services.

The Digital Public Infrastructure (DPI) revolution

The maturity of Unified Payments Interface (UPI), Open Network for Digital Commerce (ONDC), and Account Aggregators has democratised access to financial services. Consequently, banks must now compete on hyper-personalised user experiences, digital trust and data-driven insights rather than on physical distribution alone.

Stronger risk discipline and regulatory modernisation

The Indian banking system has significantly strengthened its risk discipline through strict asset quality norms and robust stress testing framework. The RBI has driven regulatory modernisation by adopting Basel III standards and tighter prudential guidelines.

The race for granular deposits

As systemic credit growth continues to outpace deposit growth, the ultimate winner in Indian banking will be the institution that can most efficiently mobilise low-cost, sticky retail and rural deposits to fund its asset expansion.



Our moat: Competitive advantages

In response to the operating landscape, the Bank has deliberately engineered a set of compounding competitive advantages. These pillars protect our margins, accelerate our market share, and ensure we are built for all seasons.

What gives us the edge

'One Axis' synergy

Our greatest differentiator is our ability to deliver the entire Axis ecosystem to a single client. This is ensured by driving exponential cross-sell ratios and ensuring that every Axis Bank customer has seamless access to the full suite of One Axis services. Our integrated architecture significantly lowers customer acquisition cost and maximises lifetime value.

Proprietary digital architecture

We are no longer just participating in digital banking; we are defining it. From the AI-driven personalisation engine inside the 'open by Axis Bank' app to the deeply embedded '**neo** for Corporate' transaction banking APIs, our technology stack is built for scale, absolute security, and invisible integration into our customers' daily workflows.

Unmatched 'Bharat' granularity

While competitors battle for saturated urban market share, we have built a strong, asset-led phygital footprint (physical and digital ecosystem) in Rural and Semi-Urban (RuSu) India. Achieving 89% district coverage, we are deeply embedded in the grassroots economy, allowing us to capture highly lucrative, granular retail deposits that fund our broader growth.

An unassailable balance sheet

As we exit fiscal 2026, our capital adequacy ratios remain well above regulatory requirements; our asset quality is stable and our provisioning provides a significant buffer against any unforeseen macroeconomic shock.

The premium wealth franchise

Following the seamless integration of Citibank's consumer business and the aggressive scaling of our 'Burgundy' platform, the Bank commands one of India's most formidable wealth management and premium credit card portfolios. This provides a highly profitable, fee-generating revenue stream that remains resilient through shifting interest rate cycles.