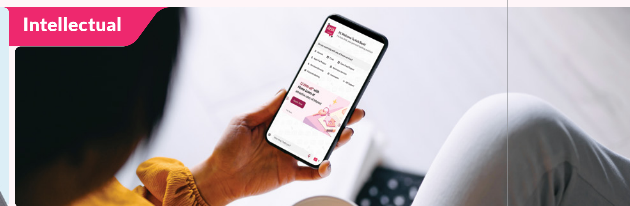
At Axis Bank, lasting value is created through the continuous interplay of our six capitals. Each capital strengthens, supports and, at times, draws upon the others, shaping how we allocate resources, manage risks, deepen relationships and deliver outcomes across stakeholder groups.

This interconnected approach enables us to bring together financial strength, digital capability, physical reach, talent, governance discipline, stakeholder trust and environmental stewardship in a cohesive manner. Guided by our GPS strategy and the 'One Axis' approach, we assess these interdependencies and trade-offs to ensure that our decisions remain balanced, resilient and aligned with long-term value creation. The following matrix illustrates how actions and investments across one capital influence outcomes across the others, helping us build a Bank that is more customer-focused, inclusive, future-ready and sustainable.






From/To Capitals	Financial	Manufactured	Intellectual	Human	Social and Relationship	Natural
Financial	Strong capital position supported resilient performance, with shareholder funds of ₹2,041.94 billion, deposits of ₹13,358.34 billion, total assets of ₹18,868.50 billion, operating profit of ₹428.17 billion, CRAR of 16.42% and net NPA of 0.37%.	Capital was deployed to deepen the phygital network, expanded presence by adding 400 new branches, thus enabled growth in digital channels and rural infrastructure.	₹4,000+ crores of technology OPEX strengthened digital platforms, AI-led enablement, analytics, cybersecurity and scalable customer journeys across Retail, Wholesale and One Axis ecosystems.	Investments in talent, learning and employee enablement supported a 1.01 lakh+ workforce, investment of ₹122.66 billion as employee expenses, 2,431 GIGA employees and future-ready capability building.	Financial resources enabled ₹5.3 billion CSR expenditure, supported ~54 million customers, strengthened customer engagement and helped positively impact over 21 lakh lives through focused CSR efforts.	Scaled green lending portfolio to ₹45,511 crores. Strategic climate financing partnership of $500 million loan for financing green and blue projects.
Manufactured	The Bank's physical distributions via branch, ATM, AVC, BCBO and Bharat network and digital distributions supported deposit mobilisation, retail advances (▲ 8% y-o-y), agri loan book (▲ 4% y-o-y) and wider customer acquisition.	The physical and digital footprint scaled to 6,278 domestic branches (including DBU and extension counters), 151 specialised branches, 310 BCBOs, 12,796 ATMs/CDMs, 8 AVCs and presence across 712 districts.	Integration of branches, AVCs, WhatsApp Banking, Open, *neo* and Aha! enabled 78 fully digitised product journeys, 250+ DIY services and scalable omnichannel delivery.	High-touch infrastructure enabled frontline, branch, virtual and relationship teams to serve customers across locations, supported by 1,591 Virtual Relationship Managers and distributed working models.	Bharat-focused infrastructure enabled last-mile access through 2,924 Bharat Banking branches, 50,000+ new accounts via BCBOs and 16 lakh+ AePS transactions.	Green buildings, centralised energy management, solar power, renewable procurement and resource-efficient facilities helped lower the operational footprint of physical infrastructure.
Intellectual	Digital capabilities strengthened transaction intensity and income opportunities, with 10.9 billion mobile banking transactions (▲ 17% y-o-y) , ₹30.1 trillion mobile banking spends, ~36% UPI Payer PSP market share and transaction banking revenue contributing to 20% of total fees.	Proprietary platforms such as Open, *neo*, Aha!, WhatsApp Banking and API-based ecosystems converted physical reach and enabled an integrated phygital delivery model.	The Bank strengthened its intellectual capital through responsible AI governance, centralised API controls, governed DataMart, cybersecurity architecture, 4.8 app ratings and 250+ digital services. 71% service requests are adopted digitally.	Open Learning Lab, 11+ Skill Factories, BYOC, LOYO, LOTD, Adi, Kaleidoscope and Siddhi enhanced employee learning, customer context and frontline productivity.	SPARSH, AI-enabled service platforms and customer feedback loops improved customer experience, contributing to a Retail NPS score of 159 on an indexed baseline of 100.	Digital banking reduced paper usage, saving 34.76 million sheets and avoiding ~3,336.52 tCO_2e emissions from not printing paper; ESG rating models supported responsible portfolio evaluation.
Human	With 1.01 lakhs+ employee base, profit per employee of ₹0.24 crores, strong frontline execution and risk-aware culture supported growth, productivity and disciplined financial outcomes.	Branch Banking officers, Bharat Banking teams, relationship managers, VRMs and operations employees powered the Bank's extensive branch network and digital service infrastructure.	100,921 employees accessed learning, completing 6.7 million+ learning hours; 500 All Stars were trained in customer, digital and AI skills, while 200 Astros joined the Enterprise AI evangelist program.	Human capital was strengthened through 30.11% workforce diversity, 37% women among new hires, 95.5% mandatory compliance training completion and expanded wellness support.	Employees translated ***dil se open*** into customer and community outcomes through SPARSH, relationship-led engagement, CSR implementation, grievance redressal and customer-first service delivery.	Employee awareness, risk training, ESG capability building and digital adoption supported climate-conscious operations, responsible lending and energy, paper and waste reduction initiatives.
Social and Relationship	Trust-based relationships with customers (~54 million), investors, regulators and partners supported deposit mobilisation, fee opportunities, cross-sell and long-term investor confidence.	Stakeholder expectations for access and convenience shaped phygital expansion across 3,327 cities, Bharat markets, ~21,000 CSC VLE networks and government-linked service channels.	Customer feedback, fintech partnerships, One Axis collaboration and digital ecosystem engagement shaped innovations across WhatsApp Banking, *neo* for corporates, co-branded cards, UPI and AI-enabled service platforms.	Employee listening and engagement platforms strengthened culture, with Amber engaging 45,000+ employees through 87,000+ chats and HResponse handling ~1.35 lakh employee queries. Adi with its first-time-right responses to HR queries has ingested more than 1,400 FAQs and 52 policies.	CSR and stakeholder programs on financial literacy reach 2.6 lakh people Mission 4 Million reached 2.76 million rural households across 33,517 villages in 32 States and Union Territories.	Community and CSR programs supported climate resilience, natural resource management, and habitat restoration, including 4.16 million trees planted across 9 geographies.
Natural	Climate-conscious financing and transition opportunities strengthened long-term resilience, with ₹61,348 crores positive-impact lending, $500 million green/blue financing partnership and disciplined exposure management for carbon-intensive sectors.	Energy-efficient infrastructure, renewable power procurement, solar installations, CEMS and green building practices improved the environmental performance of offices, branches and data centres. Renewable energy comprised 6.26% of total energy consumption.	ESG policy for lending, in-house ESG rating models, climate risk assessment, stress testing, scenario analysis and TCFD-aligned practices deepened climate-related decision-making capabilities.	Climate, ESG and responsible banking priorities shaped employee capability, operational discipline and awareness around resource conservation, compliance and sustainable finance.	Sustainable livelihoods, health, WASH initiatives, and tree plantation programs strengthened community resilience and reinforced trust with local stakeholders.	Natural capital outcomes included 910.83 TJ total energy consumption, 57.01 TJ renewable energy use, 9,625.70 tCO_2e emissions avoided, 230.79 MT dry waste recycled, 46.18 MT e-waste recycled.