Listening and aligning to deliver value

At Axis Bank, we regularly engage with our stakeholders to understand their expectations, concerns and emerging priorities. Continuous dialogue with internal and external stakeholder groups helps us navigate an evolving business environment, identify issues critical to long-term value creation and align our strategy with stakeholder expectations.






The Bank follows a structured Stakeholder Engagement and Materiality Assessment (SEMA) process at periodic intervals covering key stakeholder groups, to evaluate risks, opportunities, and material matters based on their significance and potential impact. Continuous engagement also strengthens the Bank's grievance redressal framework and ensures stakeholder concerns are addressed in a timely and transparent manner.

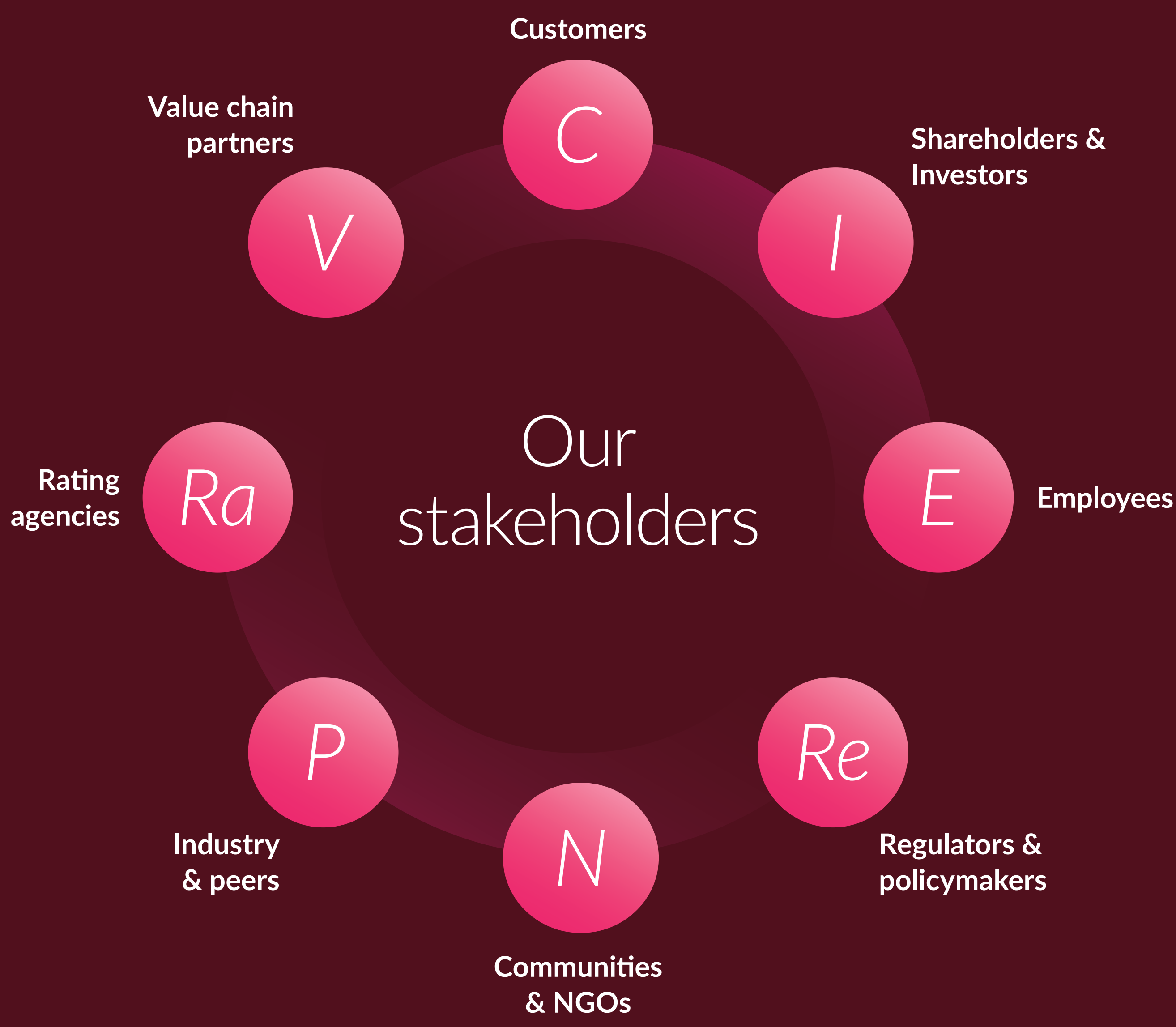
During fiscal 2025, the Bank undertook a comprehensive SEMA exercise that, for the first time, included a Double Materiality Assessment involving stakeholder consultations, internal surveys and benchmarking. Based on this, stakeholder groups were prioritised according to their level of influence and impact.

For detailed disclosures on the Double Materiality Assessment and stakeholder engagement process, please refer page 48 of the Integrated Annual Report FY 2024-25, available at:

axis.bank.in/annual-reports/2024-2025/pdf/Axis Bank IR 24-25.pdf

Stakeholder engagement

We map and identify our stakeholders to align our strategy with their expectations and support long-term value creation. Based on internal assessment and leadership review, the Bank continues to engage with eight key stakeholder groups:



In fiscal 2026, as part of our continuous review process, we reviewed the stakeholder groups and the issues addressed through our engagement mechanisms. Based on the internal evaluation, the identified stakeholder groups remain unchanged during the year.

(For a detailed Stakeholder Prioritisation Matrix, refer page 48 of the Integrated Annual Report FY 2024-25)

How we engage

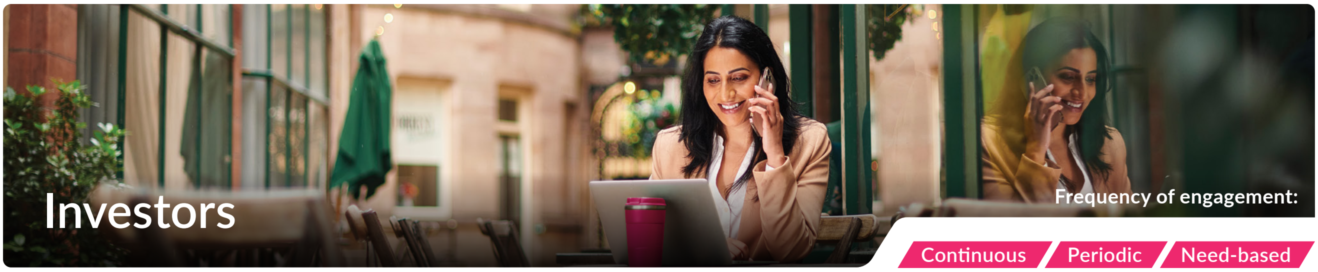
- Branch interactions and relationship management support
- Digital channels, including mobile banking, internet banking, and contact centre
- Customer feedback, satisfaction surveys, and grievance redressal platforms
- Marketing campaigns, service interactions, and customer meetings
- Axis Virtual Centre, social media, and digital engagement platforms

Key interests

- Reliable products and seamless service experience across channels
- Secure and innovative digital banking solutions
- Transparency, fair practices, and protection of customer data
- Timely resolution of queries and grievances
- Personalised offerings aligned with evolving customer needs

Translating engagement into value

The Bank continued to enhance customer experience through the 'One Axis' approach, offering integrated solutions supported by strong digital banking and cybersecurity capabilities. Focus remained on service quality, effective grievance resolution through Axis Pride, leadership in digital platforms, expansion of sustainable financing, and regular customer feedback to improve services.



How we engage

- Earnings calls and analyst interactions
- Investor conferences, roadshows, and one-on-one meetings/interactions
- Stock exchange disclosures
- Annual General Meeting and periodic investor updates

Key interests

- Consistent financial performance, sustainability and disciplined growth
- Strong governance, compliance, and risk management
- Clarity on strategy amid evolving economic and geopolitical conditions
- Transparent disclosures and timely communication

Translating engagement into value

The Bank executed its strategy in line with the GPS framework, focusing on sustainable growth with prudent risk management, strong governance and controls, close monitoring of external developments, continued investment in technology, and transparent engagement with investors to support long-term value creation.

Employees

Frequency of engagement: Continuous / Periodic

How we engage

- Town halls internal communications, including webcasts, newsletters, surveys and emails
- Leadership interactions and Management visits to branches
- Employee engagement and listening platforms, including Chatbot support
- Training, development programs, and performance appraisal discussions
- Intranet portal (My Connect) and employee communities such as Pride365

Key interests

- Career growth, learning and skill development opportunities
- Inclusive, safe, and supportive workplace environment
- Health, well-being and work-life balance support
- Flexible and hybrid ways of working
- Recognition of performance and meaningful interaction with leadership

Translating engagement into value

The Bank continued to strengthen employee engagement through structured talent and leadership development programs, internal mobility opportunities, and digital learning platforms for capability building. Focus remained on employee well-being across mental, physical, and financial dimensions, supported by strong feedback and grievance mechanisms, promotion of Diversity, Equity, and Inclusion, use of AI-enabled tools in hiring and learning, and structured rewards and recognition to build a high-performing workforce.

Regulators & policymakers

Frequency of engagement: Continuous / Need-based

How we engage

- Regulatory meetings, inspections, supervisory reviews and consultations
- Periodic submissions, filings and performance reporting
- One-on-one discussions and review interactions
- Participation in industry forums and banking conferences
- Corporate announcements and statutory disclosures

Key interests

- Strong corporate governance and regulatory compliance
- Transparent financial and non-financial disclosures
- Stable organisational performance and prudent risk management
- Advancement of financial inclusion and priority sector objective

Translating engagement into value

The Bank supports regulatory objectives through responsible conduct, prudent risk management and strong governance policies. The Bank is committed to promoting a culture of accountability and regulatory awareness across the organisation.

Communities & NGOs

Frequency of engagement: Continuous / Need-based

How we engage

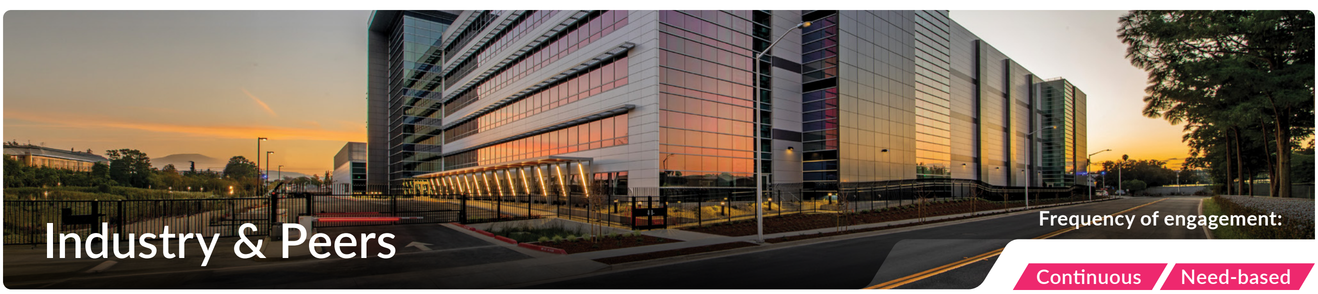
- CSR initiatives and community programs implemented by Axis Bank
- Feedback through structured surveys, consultations and roundtables
- Interaction with NGOs, CSOs and development partners
- Workshops and community engagement forums

Key interests

- Financial inclusion and inclusive growth
- Access to quality education and healthcare
- Environmental sustainability and climate awareness
- Community development and social well-being

Translating engagement into value

The Bank continued its CSR initiatives focusing on sustainable livelihoods, rural access, education, financial literacy, and inclusion. Efforts also covered environmental sustainability, health and nutrition, community welfare, sports promotion, and humanitarian relief to support long-term social development.



Industry & Peers

Frequency of engagement: Continuous / Need-based

How we engage

- Participation in industry associations and banking forums
- Engagement with IBA and other multilateral platforms
- Interaction through conferences, seminars and industry events

Key interests

- Policy advocacy and industry representation
- Knowledge sharing and exchange of best practices
- Collaboration on sector-wide initiatives
- Alignment on emerging regulatory and industry developments

Translating engagement into value

The Bank actively participated in industry platforms such as the World Economic Forum, IBA, CII, BCCI, FICCI, and NASSCOM, contributing to policy advocacy, thought leadership, and sector consultations. It also collaborated on ESG, CSR, DEI, and climate initiatives while supporting industry standards and responsible banking practices.

For more details read on page 198

Rating Agencies

Frequency of engagement:

Periodic / Need-based

How we engage

- One-on-one and group meetings with rating analysts
- Email correspondence and review discussions
- Submission of financial and non-financial information
- Interaction for rating reviews and instrument issuances

Key interests

- Strong financial performance and profitability metrics
- Robust governance and risk management practices
- ESG performance and transparent disclosures

Translating engagement into value

The Bank ensured timely and transparent financial and non-financial reporting, with continued focus on stable profitability, strong operational performance, robust governance, risk and capital management, while enhancing sustainability performance and related disclosures.

Value Chain Partners

Frequency of engagement:

Periodic / Need-based

How we engage

- Vendor meetings and structured feedback surveys
- Techno-commercial discussions and service engagements
- Contracts, emails, calls, and periodic performance reviews
- Digital vendor onboarding and due diligence interactions

Key interests

- Timely payouts and fair contractual terms
- Transparent, ethical and long-term business relations
- ESG-aligned and responsible sourcing practices
- Regular exchange of technical and operational know-how

Translating engagement into value

The Bank maintained fair and transparent partnerships by ensuring timely payments, adherence to agreed terms, and compliance with the Vendor Code of Conduct and due diligence requirements. Focus remained on risk and compliance checks, building long-term trust-based relationships, and strengthening ESG-aligned, sustainable supply chain practices.