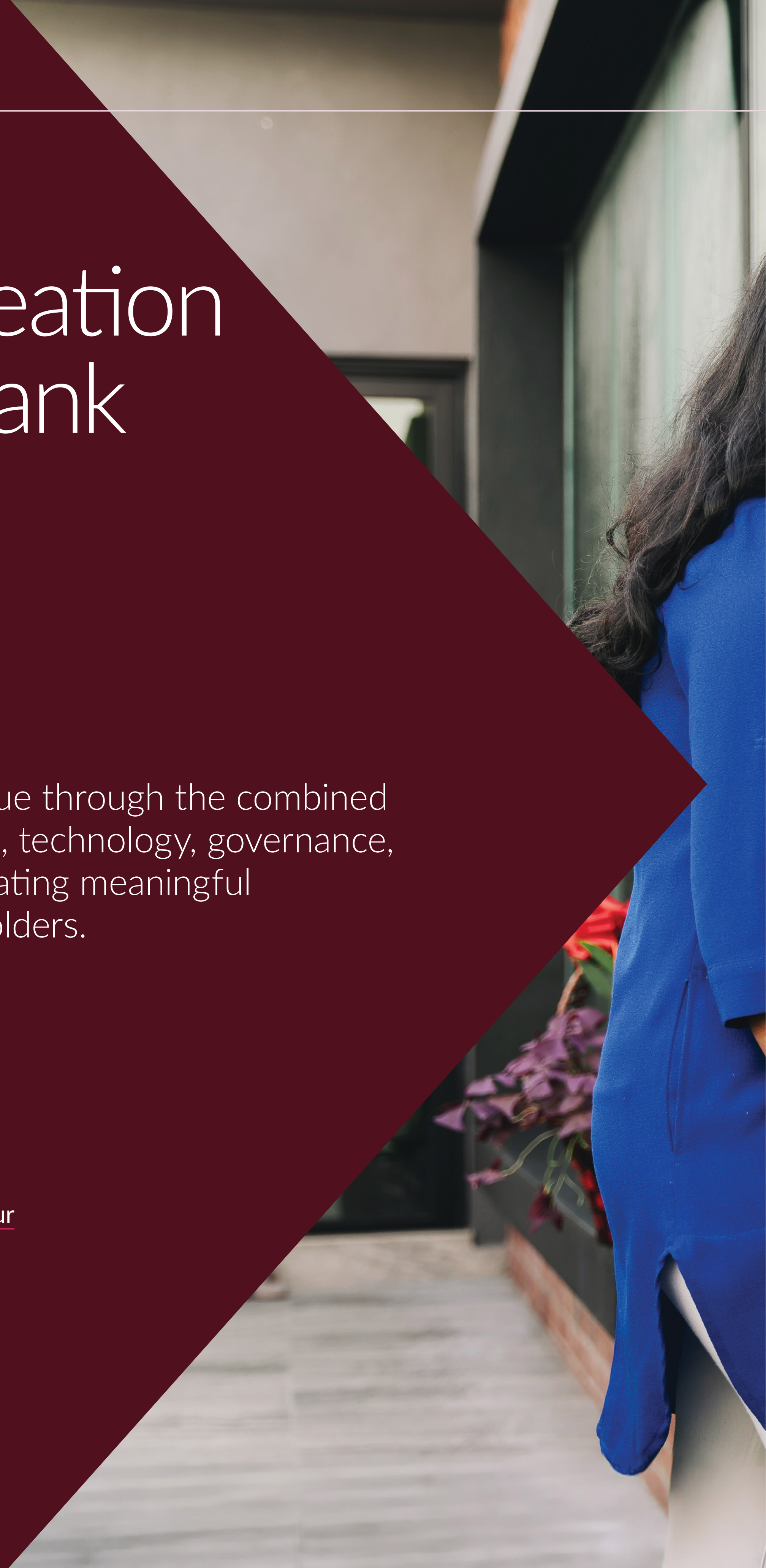
Value Creation by the Bank

Axis Bank creates value through the combined strength of its people, technology, governance, and relationships, creating meaningful outcomes for stakeholders.

To know more, take a look at our
Value Creation Model
Page 44



Drivers of long-term value

At Axis Bank, value creation is shaped by how thoughtfully we bring together financial strength, customer insight, digital capability, physical reach, partnerships and disciplined governance. These strengths enable us to respond to changing needs with agility, serve customers more effectively and build a franchise designed for resilience across cycles.

Our approach is rooted in integrated thinking. Through the House of GPS, customer obsession, digital leadership, Bharat Banking, 'One Axis' collaboration, and a strong focus on risk and sustainability, we translate strategic intent into outcomes that are meaningful for all stakeholders.

We integrate governance, compliance, risk management, and sustainability priorities into business decisions. This strengthens trust, supports responsible growth, enhances preparedness for emerging risks, and reinforces long-term stewardship across the franchise.

This creates value that extends beyond near-term business performance. It is reflected in stronger customer relationships, better quality growth, higher productivity, wider inclusion, greater trust and a more future-ready institution. The following model captures how these strengths are deployed across our business to create enduring value over time.

From strength to sustained value

What we draw on

- Financial strength and balance sheet resilience
- People, leadership, and culture
- Technology, data and digital platforms
- Branch network and distribution reach
- Trust-based relationships and partnerships
- Governance, risk discipline and sustainability focus

How we apply it

- Customer-first execution
- Digital innovation at scale
- Bharat Banking and inclusive access
- 'One Axis' collaboration across businesses
- Disciplined growth and risk calibration
- Responsible banking and ESG integration

What it creates

- Stronger customer relationships
- Better quality growth
- Improved productivity and profitability
- Wider access and inclusion
- Greater trust and resilience
- Long-term stakeholder value

Six enduring strengths

- Capital strength
- Distribution reach
- Digital capability
- People and culture
- Trusted relationships
- Governance discipline

From capability to consequence

Our value creation approach is realised when capabilities are put into action. Each strategic driver aims to boost short-term performance while also enhancing the Bank's capacity to create long-term value. Collectively, these drivers link our institutional efforts to the benefits for customers, employees, investors, communities, partners and the environment.

Customer franchise

We deepen customer relationships through relevant propositions, stronger service, segment-led offerings and more intuitive experiences across physical and digital channels. This helps us stay closer to evolving needs while building trust, engagement and long-term relevance.

Value created

Higher customer engagement, stronger loyalty, deeper relationships and improved wallet share.

Deposit and balance sheet strength

We continue to strengthen the quality of our liabilities, preserve capital resilience and allocate resources with discipline. This supports sustainable growth, protects flexibility through cycles and reinforces our ability to pursue opportunities with prudence.

Resilience, funding strength, prudent growth and stronger long-term returns.

Digital and Data Capability

We invest in platforms, analytics, AI-led enablement and seamless journeys that improve convenience, speed, decision-making and responsiveness. These capabilities allow us to scale intelligently while delivering more personalised and efficient experiences.

Better productivity, faster execution, differentiated experience and scalable growth.

Distribution and Bharat reach

Our branch network, Bharat Banking franchise, and ecosystem partnerships help us deliver relevant banking solutions more deeply into emerging and underpenetrated markets. This expands access while strengthening our presence across diverse customer segments and geographies.

Wider access, deeper inclusion, diversified growth and stronger franchise reach.

People and Culture

We invest in talent, learning, leadership, inclusion and employee enablement to build a future-ready institution. A culture grounded in accountability, collaboration, and service enhances execution quality and supports sustainable performance.

Stronger capability, better execution, higher engagement and organisational resilience.

Sustainability

We integrate sustainability into financing, operations, and decision-making to support responsible growth and strengthen long-term resilience. By advancing greener practices, supporting transition opportunities and reducing environmental impact, we seek to create value that is both commercially durable and environmentally responsible.

Stronger resilience, reduced environmental impact, responsible growth and more sustainable long-term outcomes.

These drivers create a business model that is more resilient, more inclusive and more future-ready. They help us convert strategic intent into outcomes that matter across stakeholders. The following value-creation model illustrates how these strengths are deployed across our business to deliver enduring outcomes.

MATERIAL ISSUES	OUR CAPITALS	INPUTS	OUTCOMES	RISK
M1 M3 M4 M15	Financial Capital	Shareholder funds **₹2,041.94 billion** Total deposits **₹13,358.34 billion** Total borrowing **₹2,352.71 billion**	Total Assets size **₹18,868.50 billion** Operating profit **₹428.17 billion** CRAR **16.42%** Net NPA **0.37%** Consolidated RoA **1.46%** Consolidated ROE **13.59%**	Credit Liquidity Market Information & Cyber Security Operational Climate
M6 M7 M9	Manufactured Capital	New **400** branches and banking outlets opened in fiscal **2026** Lending in RuSu markets (Bharat Banking) branches – **2,924** – to complement PSL strategy ATMs and cash deposit/withdrawal machines **12,796** **7** international branches and representative offices **8** Axis Virtual Centres	**~51 million** Individual customers **4%** y-o-y growth in Rural Advances Domestic reach **712 districts**, **~89%** districts covered Average monthly customers connected through AVCs **~5 million**	Operational Climate Cyber Security
M5 M7	Intellectual Capital	ESG issuances under the Sustainable Financing Framework **7%** y-o-y increase in investment in technology Best-in-class UPI stack Dedicated digital team	Future-proofing our portfolio responsibly using our in-house ESG rating model for borrower-level risk review Top rated mobile banking with **~16 million** MAU (monthly active users) UPI transaction value increased by **141%** y-o-y **71%** service requests done digitally	Operational Information & Cyber Security
M11 M13	Human Capital	Total employee count **1.01 lakhs+** Staff cost **₹122.66 billion** Target **30%** female representation in workforce by fiscal **2027** Learning and training initiatives Axis GIGA – Working from anywhere	Certified again as Great Place to Work® (GPTW) Profit per employee **₹0.24 crores** **6.7 million+** total learning hours of employees Total GIGA employees **2,431** Bank's workforce diversity - **30.1%**, with **37%** of new hires being women	Operational
M1 M2 M9 M10	Social & Relationship Capital	Siddhi App empowering employees to engage with customers Funding to CSR programs – **₹5.3 billion** Nation-building partnerships Customer obsession program – **Sparsh**	Total number of customers **~54 million** Over **20 lakh** lives positively impacted through CSR programs in this fiscal Retail NPS Score **159** on baseline of **100**	Credit Information & Cyber Security Climate
M8 M12	Natural Capital	Total energy consumption - **910.83 TJ** Renewable energy as part of total energy consumption - **57.01 TJ** ESG policy for lending Scaling the green portfolio Commitment to reducing emissions in operations	Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) - **0.0000124 (GJ)** Energy used from renewable sources **6.26%** **₹45,511 crores** Green lending portfolio Strategic climate financing partnership - **$500 million** loan for financing green and blue projects (IFC's first-ever blue investment in India and the India's first blue loan issued by a financial institution) Lending towards sectors with positive environmental and social outcomes - **₹61,348 crores**	Climate

VALUE DRIVER ACTIVITIES

Our Mission

Our Mission is to be preferred financial solutions provider across the country, delivering customer delight by:

- Providing innovative and intuitive banking solutions
- A combination of organisational agility, digital capabilities and physical reach
- Adopting sustainable banking practices, particularly around ESG & climate change

Our Vision

To be the preferred financial services provider excelling in customer service delivery through insight, empowered employees, and smart use of technology

Our Purpose

Banking that leads to a more inclusive and equitable economy, a thriving community, and a healthier planet

Our Values

- Customer centricity
- Ethics
- Transparency
- Teamwork
- Ownership

Stakeholder Engagement Read more pg. 48

Material Issues Read more pg. 54

External Environment Read more pg. 70

Risk Management Read more pg. 186

Performance Read more pg. 78

Outlook Read more pg. 28

Output (Services offered by Business Segments)

Retail Banking
Loans, savings and retail term deposits, credit, debit and forex cards, bill management services, wealth management and third-party product distribution Read more pg. 86

Wholesale Banking
Loans, current and corporate term deposits, payments, trade finance products, letter of credit, bank guarantee, cash management services and commercial cards
Read more pg. 98

Treasury
Foreign exchange (Forex), Derivatives, Debt Capital Markets (DCM), Loan Syndication, Investment & Liquidity Management, Asset Liability Management (ALM) Read more pg. 103

UN SDGs

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.

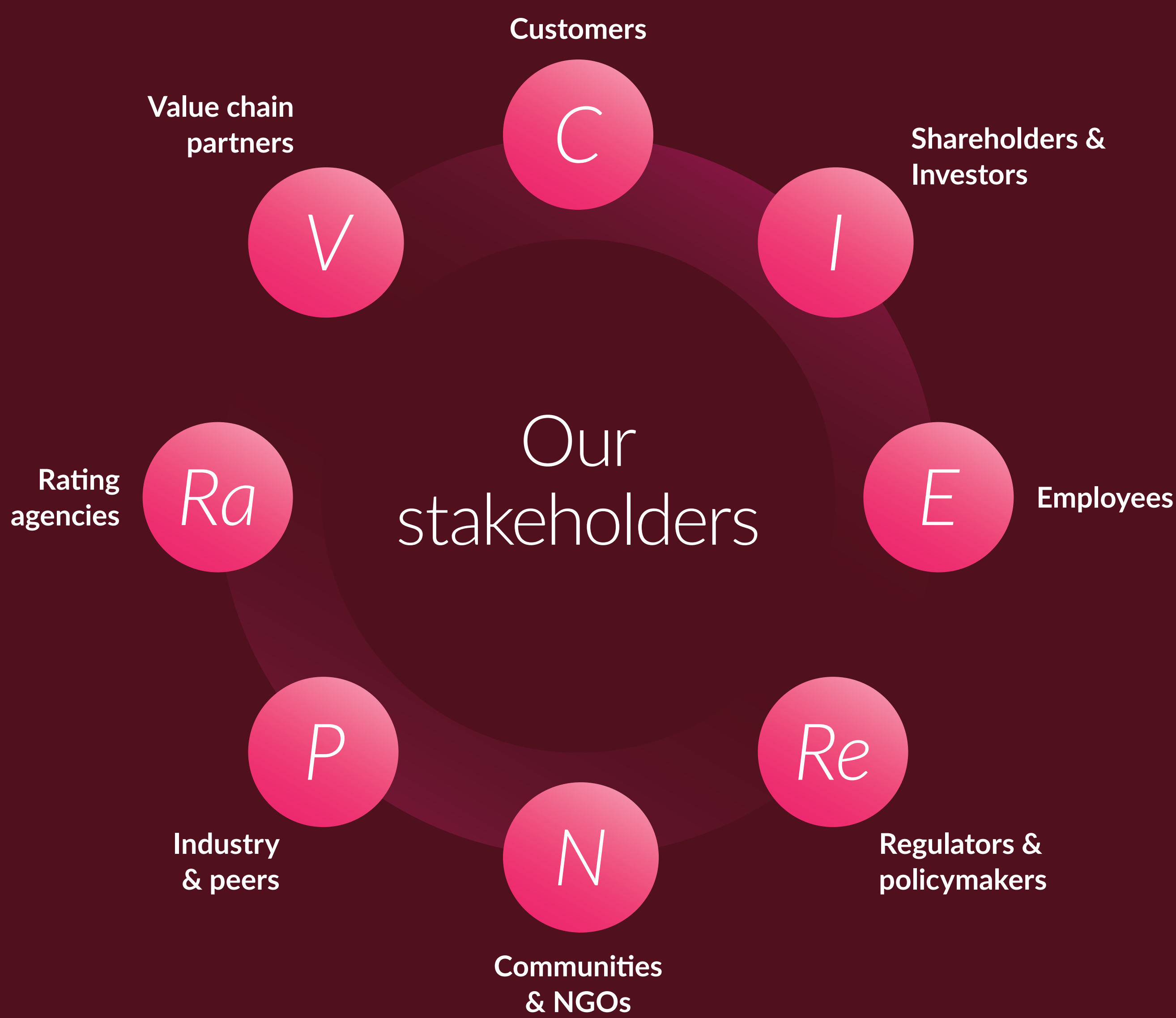
During fiscal 2025, the Bank undertook a comprehensive SEMA exercise that, for the first time, included a Double Materiality Assessment involving stakeholder consultations, internal surveys and benchmarking. Based on this, stakeholder groups were prioritised according to their level of influence and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

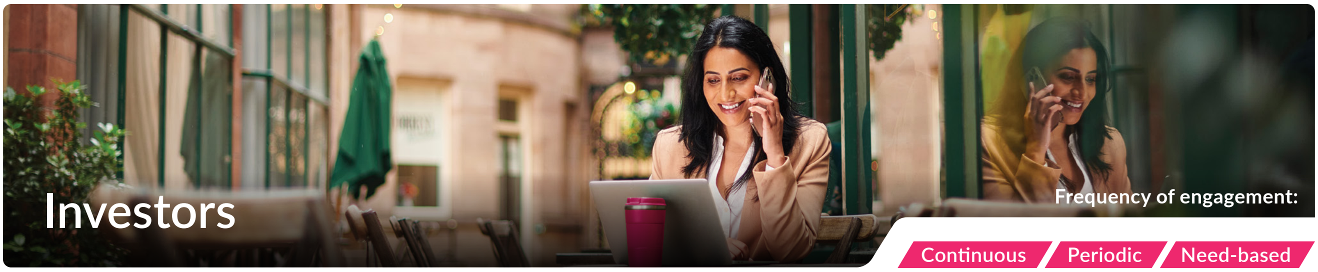
- Branch interactions and relationship management support
- Digital channels, including mobile banking, internet banking, and contact centre
- Customer feedback, satisfaction surveys, and grievance redressal platforms
- Marketing campaigns, service interactions, and customer meetings
- Axis Virtual Centre,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

Continuous / Need-based

How we engage

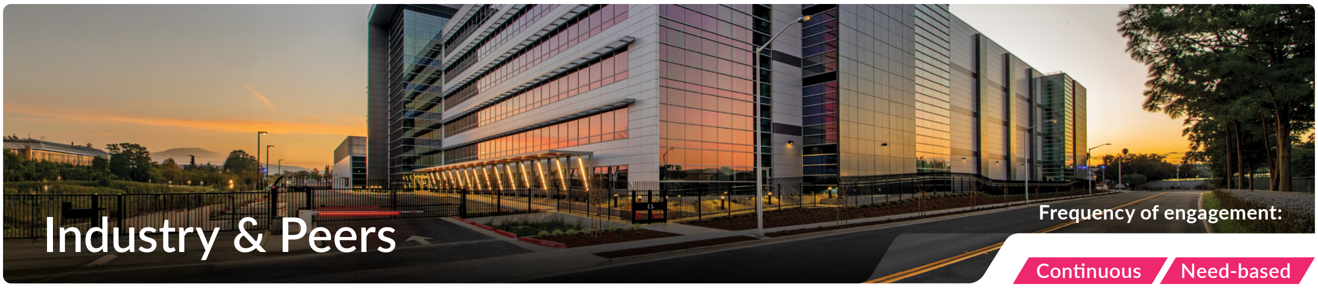
- CSR initiatives and community programs implemented by Axis Bank
- Feedback through structured surveys, consultations and roundtables
- Interaction with NGOs, CSOs and development partners
- Workshops and community engagement forums

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.



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.

Identifying the priorities that shape our future

Materiality assessment helps the Bank identify and prioritise the matters that are most relevant to its business, strategy and stakeholders, and that may influence its performance, risk profile and long-term value creation.

In fiscal 2025, we undertook a comprehensive double materiality assessment, evaluating both the impact of the Bank's activities and the implications of material matters on financial performance and long-term resilience. The exercise involved internal evaluation, stakeholder inputs, sector analysis, and reference to recognised reporting frameworks. Such detailed assessments are undertaken every three years, with interim internal reviews to evaluate any changes in business context, regulations or stakeholder expectations.

In fiscal 2026, based on internal assessment and the environment in which the Bank continues to operate, previously identified material topics were found to remain relevant and continue to represent the areas of highest significance for the Bank's long-term value creation. Accordingly, the existing set of material matters has been retained for the reporting year.

For detailed disclosure on the materiality assessment process, including the materiality matrix and identified material matters, please refer to page 58 of the Integrated Annual Report FY 2024-25, available at:

axis.bank.in/annual-reports/2024-2025/pdf/Axis

Our approach to Double Materiality

Materiality Matrix

↑

Prioritisation of Material Matters

↑

Financial Materiality

↑

Impact Materiality

↑

Identifying IROs
(Impact, Risks & Opportunities)

Risk Management

Effective risk management strengthens the Bank's resilience and supports sustainable growth. In an evolving financial environment, managing both traditional and emerging risks remains critical to maintaining stability, responding to changing business and regulatory conditions.

Fiscal 2026 highlights

- Strengthened cyber security oversight
- Enhanced governance around risk appetite
- Strengthened stress testing framework
- Enhanced monitoring for unsecured lending, including models
- Regulatory reporting enhancement
- Reinforced risk and compliance culture

Capitals impacted

UN SDGs impacted

Stakeholders impacted

I C Re

Corporate Governance & Ethical Business Conduct

Strong governance and ethical conduct are essential to the Bank's long-term stability and stakeholder trust. The Bank maintains high governance standards, accountable leadership and robust oversight, while embedding integrity across operations and financing to support transparency, responsible decision-making and sustainable value creation.

Fiscal 2026 highlights

- Zero incidents of conflict of interest
- 23% representation of women in the Board of Directors
- 61.54% Independent Directors on the Board
- >99% average attendance at Board meetings
- Retained top–tier 'Leadership' rating in the IFC-BSE-IiAS Indian Corporate Governance Scorecard

Capitals impacted

UN SDGs impacted

Stakeholders impacted

I C Re N Ra

Regulatory Compliance

Regulatory compliance is fundamental to the Bank's stability and long-term value creation. Operating in a complex and evolving regulatory environment, the Bank maintains strong compliance practices to mitigate financial, legal, and reputational risks and to ensure responsible and sustainable operations.

Fiscal 2026 highlights

- Strengthened compliance framework through enhanced monitoring and improved policy governance
- Promoted compliance culture via tone-from-the-top and targeted training programs
- Implemented continuous improvement initiatives across policies, frameworks and processes
- Enhanced AML monitoring and EDD processes using AI and workflow-based tracking
- Pro-active involvement of compliance in product and policy design
- Strengthened key frameworks:
  - Compliance Risk Assessment (CRA)
  - Remedial Action Framework
  - Staff accountability for regulatory violations
- Strengthening first line of defence (CAROs) and encouraging self-identification of risks and issues
- Enhanced compliance testing frameworks for additional layer of assurance
- Established a robust Group Compliance structure for continued oversight

Capitals impacted	UN SDGs impacted	Stakeholders impacted
	8	I Re E

Fraud & Money Laundering – Prevention, Detection & Mitigation

Fraud and money laundering pose material risks to customer protection, regulatory compliance, and the Bank's reputation. As digital adoption accelerates and fraud risk patterns continue to evolve, the Bank is expected to maintain strong, technology-enabled controls to prevent misuse of the financial system. Ineffective management of these risks can lead to customer detriment, financial loss, enforcement actions and erosion of stakeholder trust. We thus prioritise robust prevention, detection, and response mechanisms across the Bank's operations to safeguard customers, uphold regulatory standards and preserve financial system stability.

Fiscal 2026 highlights

- 633 vigilance cases processed and 588 officials were subjected to disciplinary action during fiscal 2026
- 96.2% of eligible employees trained in AML & related laws - KYC/AML completion

Capitals impacted	UN SDGs impacted	Stakeholders impacted
	9	C I Re

Privacy & Data Security

Safeguarding data privacy and information security is vital to maintaining customer trust and operational stability. Amid rapid digitalisation, the Bank strengthens its cybersecurity and data protection practices to mitigate cyber risks and ensure secure and reliable operations.

Fiscal 2026 highlights

- During fiscal 2026, the Bank upheld a robust and comprehensive data security and privacy framework anchored by Board-approved policies, including the Information Systems Security Policy and the Cyber Crisis Management Plan
- **Risk-based security assurance:** Periodic vulnerability assessments and penetration testing were conducted across applications and infrastructure based on defined risk classifications, supported by structured governance, tracking, and remediation oversight
- **Advanced monitoring & response:** A 24×7 in-house Security Operations Centre (SOC) enabled continuous surveillance, threat intelligence integration, and proactive incident detection and response
- **Strong incident outcomes:** No material cyber security incidents, data breaches, or regulator-reportable outages were recorded during the year. One isolated third-party vendor incident was effectively contained, with no impact on customer data or the Bank's systems
- Overall, the Bank demonstrated strong cyber resilience, effective risk management, and adherence to regulatory expectations in safeguarding information assets

Capitals impacted	UN SDGs impacted	Stakeholders impacted
		Re E C

Return on Equity & Return to Shareholders

Return on equity and returns to shareholders are key indicators of the Bank's financial strength and capital efficiency. Sustained performance builds investor confidence, supports prudent capital allocation, and enables long-term value creation while managing emerging risks and meeting wider stakeholder expectations.

Fiscal 2026 highlights

13.15% RoE	3.69% NIM	16.42% CRAR
1.45% RoA	0.37% NNPA	14.38% CET-1

Capitals impacted	UN SDGs impacted	Stakeholders impacted
		I Ra

Customer Experience & Satisfaction

Customer satisfaction and experience are fundamental to the Bank's success and customer trust. The Bank safeguards customer savings and investments through fair and transparent practices, and continuously improves its products and services through customer feedback and effective grievance redressal.

Fiscal 2026 highlights

- Strengthened customer experience through SPARSH by embedding customer obsession across touchpoints, processes and metrics
- Retail Net Promoter Score (NPS) at 159 (on an indexed baseline of 100 since inception of baseline, i.e. Q1FY23)
- Focused on improving experience outcomes and simplifying interactions through digitisation across branches, digital channels, and relationship touchpoints
- Empowered employees through Adi and Kaleidoscope, enabling faster access to knowledge, sharper customer context, and more informed conversations
- Deepened leadership engagement to ensure frontline customer signals were translated into action with clearer ownership
- Prioritised Senior Citizens and NRIs through cohort-led redesign and behavioural science-led empathy workshops to better understand customer friction points and emotional expectations
- Celebrated meaningful customer moments while building a more disciplined, insight-led, and digitally enabled approach to delighting customers every day

Capitals impacted

UN SDGs impacted

Stakeholders impacted

Re I C

Sustainable Finance & Responsible Banking

Sustainable finance and responsible banking strengthen the Bank's long-term growth while supporting a sustainable future. Integrating environmental, social, and governance (ESG) considerations into lending and investment helps direct capital to responsible sectors, manage exposure to sensitive assets, meet the demand for responsible financing, and support societal priorities and the transition to a low-carbon economy.

Fiscal 2026 highlights

- During the year, the Bank increased its lending towards sectors with positive environmental and social outcomes to ₹61,348 crores
- The Bank has actively engaged with its value chain partners to strengthen their ESG capacity and capabilities.
- ₹45,511 crores Green lending portfolio
- ~₹100,000 crores Total value of proposals reviewed under the ESG policy for lending in fiscal 2026

Capitals impacted

UN SDGs impacted

Stakeholders impacted

Re I C N Ra

Employee Engagement, Development & Well-being

Attracting, developing, and retaining talent is critical to the Bank's success, supported by investments in learning, engagement and well-being to build a resilient, high-performing workforce and an inclusive culture.

Fiscal 2026 highlights

6.7 million+
Learning hours of employees

30.1%
Workforce diversity

7,200
Internal mobility movements

Capitals impacted

UN SDGs impacted

Stakeholders impacted
E I

Innovation & Digitalisation

Digitalisation and innovation are enhancing efficiency, customer experience, and competitiveness by enabling streamlined operations, advanced digital offerings and secure, personalised interactions that build trust.

Fiscal 2026 highlights

~31 million
Total registered Mobile Banking users

~16 million
Mobile Banking MAU

Capitals impacted

UN SDGs impacted

Stakeholders impacted
I C V Re P

Community Engagement & Development

Community engagement helps the Bank understand local needs and deliver targeted initiatives that drive social impact and support sustainable development.

Fiscal 2026 highlights

- Impacted over 21 lakh lives across India through focused CSR initiatives
- Reached over 7 lakh households via the Sustainable Livelihoods Program in fiscal 2026
- Established a High Performance Shooting Centre with Lakshya Shooting Club
- Empowered 1.6 lakh women through financial literacy programs in fiscal 2026

Capitals impacted

UN SDGs impacted

Stakeholders impacted
I N

Financial Inclusion, Literacy & Access

Financial inclusion, literacy and access support the Bank's objective of expanding its reach while contributing to a more inclusive economy. By improving access to financial services and strengthening financial literacy, the Bank enables underserved communities to participate in the formal economy and enhance their financial well-being and resilience.

Fiscal 2026 highlights

- During the year, the Bank delivered ~2,200 financial literacy programs, launched 'FI Model Village' across 80 villages, and digitised ~1,000 SHGs to enable cashless transactions and deepen financial inclusion further through its CSR programs
- 14.83 lakh customers in PM Jan Dhan Yojna
- 5.75 lakh customers under Pradhan Mantri Jeevan Jyoti Yojana
- 5.2 million women participants in microfinance rural lending
- CSR-led Financial Inclusion and Literacy efforts facilitated ~20,797 enrolments under Pradhan Mantri Suraksha Bima Yojana and ~16,064 under Pradhan Mantri Jeevan Jyoti Bima Yojana for the rural poor across 5 states

Capitals impacted

UN SDGs impacted

Stakeholders impacted

I N

Policy Advocacy and Thought Leadership

The Bank contributes to shaping the financial ecosystem through policy advocacy and industry thought leadership. It provides input at key forums, including the World Economic Forum, SEBI, CII, and FICCI, to support the development of robust, sustainable regulations while promoting innovation, inclusivity and resilience, in line with its commitment to responsible governance and long-term growth.

Fiscal 2026 highlights

- The Bank continues to be an active member of several prominent industry associations, including the Associated Chambers of Commerce and Industry of India (ASSOCHAM), FICCI, CII, the Bengal Chamber of Commerce and Industry (BCCI), and the Indian Banks' Association (IBA)
- To the best of its knowledge, either directly or indirectly, the Bank has not made any monetary contribution/undertaken any spending towards any political campaign or political organisation in fiscal 2026

Capitals impacted

UN SDGs impacted

Stakeholders impacted

P Re Ra

Impact of Climate Change

Climate change presents significant risks to the Bank's operations, financial performance, and the broader economy. The Bank manages these risks by improving energy and resource efficiency across operations, addressing physical and transition risks, and strengthening strategic and operational resilience. It also considers financed emissions from its lending, investments, and counterparties as part of its climate strategy, recognising the need to mitigate climate-related risks, manage costs, and respond to evolving regulatory and stakeholder expectations.

Fiscal 2026 highlights

- 8.99 GJ/FTE energy intensity per employee
- 1,57,328 tCO_2e Scope 1 & 2 emissions
- 57,007 GJ Total renewable energy consumed
- ~4.16 million trees planted
- 17,124 tCO_2e emissions avoided through various energy efficiency measures in this fiscal

Capitals impacted

UN SDGs impacted

Stakeholders impacted

I E Re

Diversity, Equity, and Inclusion

Diversity, equity, and inclusion are key opportunities aligned with the Bank's core philosophy and values, building a workplace where diverse backgrounds are represented, employees feel valued, and equitable opportunities are available to all. Prioritising DE&I strengthens the organisation, drives innovation and supports long-term value creation.

Fiscal 2026 highlights

- During the year, the Bank's overall workforce diversity increased to 30.1%, with 37% of new hires being women.
- Over 67% of teams have women representation
- The Bank continued to strengthen women's participation in front-line and revenue-generating roles through the Women in Sales employee resource group
- Axis Women in Motion continued its grassroots engagement across towns, hinterlands and talukas, encouraging women to participate as independent economic entities

Capitals impacted

UN SDGs impacted

Stakeholders impacted

I Re E