



dil se open

Creating lasting value

At Axis Bank, lasting value is rooted in trust. Through our ***dil se open*** approach, we create banking experiences shaped by understanding, empathy, and relevance.



Making every interaction meaningful

At Axis Bank, we believe that banking goes beyond transactions and that every interaction is an opportunity to either create or strengthen a relationship built on empathy, responsiveness, and trust. That is how we turn everyday interactions into experiences that create value in the moment and endure over time.



Material Issues Linkage

M6

Capital Linkage



UN SDGs Linkage



We understand that customer value is cultivated not solely through products, processes and transactions. It relates to our ability to listen and understand the context in an interaction, address needs with care, and make banking more meaningful for the customer.

This belief is brought to life each day by 1 lakh+ **dil se open** bankers across the country. By combining human empathy with sharper listening, better journey design, and intelligent frontline tools, we ensure our service is both relevant at the moment and more valuable over time.

How we create customer value

Listen with intent

Understand needs, context and friction points



Serve with intelligence

Equip teams with real-time, actionable insights



Respond with speed

Improve journeys, resolution time and service quality



Build trust over time

Turn interactions into deeper relationships



95,000

Frontline colleagues

~90%

of retail business covered through Siddhi journeys

Customer obsession

Embedded through Sparsh

Sparsh: The architecture of customer obsession

Sparsh is the Bank's customer-obsession program, designed to embed customer centricity into how the Bank listens, acts, improves and grows. Built on customer insights, employee conversations, and external benchmarking, Sparsh has evolved from a strong cultural foundation into a sharper execution framework. This transformation involved strengthening governance, service discipline, journey design, and the connection between customer experience and tangible business outcomes.

In fiscal 2026, the key shift was from broad experience intent to focused journey redesign — an important evolution in the Bank's customer agenda, from building awareness of customer centricity to redesigning experiences in ways that are more deliberate, practical and measurable.



Our operating model

Listen better



- ▶ Customer empathy
- ▶ Voice of the customer
- ▶ Journey diagnosis
- ▶ Behavioural understanding

Respond faster



- ▶ Journey redesign
- ▶ Lower-effort pathways
- ▶ Clearer ownership
- ▶ Faster and smarter resolution

Deepen relationships



- ▶ Better service experiences
- ▶ Higher trust and loyalty
- ▶ Stronger customer relevance
- ▶ More durable value creation

What changed this year

- ▶ Shift from broad intent to focused journey redesign
- ▶ Prioritisation of senior citizens and NRIs
- ▶ Sharper customer understanding and journey simplification

Why Sparsh matters

It creates the philosophy, discipline and institutional rhythm that helps customer centricity move from intent to everyday execution.

From insight to action

The Bank is strengthening its customer focus by turning insights into actions. Throughout the year, the Bank prioritised the needs of senior citizens and NRIs, using structured empathy workshops and design thinking to map key journeys and identify friction points. The process has allowed us to translate customer understanding into actionable improvement roadmaps.

Voice of the customer as a repeatable engine

In parallel, we are scaling proactive listening into a repeatable voice-of-customer engine, which has already informed a prioritised roadmap to address key friction points:



Driving digital adoption

To lift adoption where digital penetration is low



Optimising speed

Reducing digital turnaround time where they currently lag assisted journeys



Enhancing resolution

Increasing first-time resolution rates



Simplifying workflows

Streamlining processes to create a more seamless customer experience

Senior citizens

The Bank's specialised program for senior citizens was grounded in the philosophy of 'Silver Linings'. It included health camps, will creation support, and fraud awareness sessions delivered in partnership with local police and the fraud control team. An 'Open Day for Senior Citizens' was held across various branches and attended by 25,000+ customers, with sessions on fraud awareness, will creation and the 'Silver Linings' program.

NRI

Curated dialogues with the NRI group captured expectations across service quality, wealth support, ownership clarity and digital journeys. These insights are being consolidated into a prioritised action agenda with cross-functional ownership. NRI Homecoming events were held in three cities, with 150+ NRI customers participating in sessions on wealth creation, fraud awareness and query resolution.

Understanding customers at key journey points

We continue to deepen our understanding of how customers behave at key journey points and use those insights to simplify interactions – offering simpler choices, clearer signals and easier routes, supported by Siddhi and Adi.

How customer insight is being translated into actionable roadmap

- ▶ Empathy workshops
- ▶ Journey mapping
- ▶ Friction diagnosis
- ▶ Behavioural interventions
- ▶ Cross-functional execution ownership

Sparsh Week 2025

While Sparsh provides the overarching framework, Sparsh Week brings that philosophy to life on a larger scale. In 2026, this initiative translated customer intent into tangible actions across the franchise through leadership involvement, customer engagement, capability development, idea creation and hands-on execution.

More importantly, the event emphasised that customer obsession is now embedded in the institutional rhythm. With the active involvement of leaders, frontline teams, and off-role colleagues, Sparsh Week made customer obsession visible, action-oriented and a collective endeavour throughout the Bank.



Outcomes of Sparsh Week

1.97 lakhs+	12,000
Customers reached across 9+ cohorts	Ideas through Ignite
1 lakh+	90+
Leads generated	Sparsh squads across 65 locations
40,000+	23
Opportunities converted	Live sessions
64	79,000+
Leaders mobilised	Social media impressions
38	297+
Cities covered	PR stories
1,700+	47,000+
Locations activated	Microsite interactions
1.5 lakhs+	
Employees engaged	

Platforms such as Axis Promise, Adi, and real-time CX tools are helping operationalise customer obsession through better visibility, smarter tools and faster resolution.

Recognition

The Bank was recognised as a CX Star and Best-in-Class in Banking and Financial Services.



From care to commitment

The true strength of a customer-focused organisation is revealed in moments that matter. Customer obsession is not built merely into frameworks and platforms; it is also expressed through the judgement, empathy, and ownership demonstrated by employees on the ground. It is in these everyday banking interactions that trust is protected, loyalty is reinforced, and lasting value is created. This approach is also echoed in the Bank's broader commitment to prioritising customer experience.

Sparsh stories: 'One Axis' spotlight September-November 2025

When a reputed corporate group, in collaboration with the Government of India, approached Axis Bank with an urgent, high-value import transaction, it became a mission of national importance. The request involved facilitating the repatriation of the sacred Piprahwa relic of Lord Buddha to India, a matter of deep heritage value and a source of national pride. With limited time and no scope for error, teams across the Bank moved with unmatched alignment and ownership.

The Coverage team ensured continuous client engagement; the Trade team secured overnight regulatory and compliance clearances; MWBC Mumbai validated documentation with precision; and the TFC team enabled swift backend approvals. Within 45 minutes of receiving the final instruction, the transaction was executed end-to-end, well ahead of the global deadline.

The flawless coordination and accountability demonstrated the Bank's hallmark reliability and responsiveness, earning appreciation from both the client and senior government officials. This case stands as a true reflection of Axis Bank's values in action, placing the customer first, taking charge of outcomes and delivering with speed, collaboration, and purpose.



Siddhi: Frontline intelligence in action

If Sparsh defines the Bank's customer philosophy, Siddhi enables its execution at the frontline. Siddhi is a large-scale transformation initiative that empowers frontline teams through an analytics-driven, mobile-first platform. Designed as a 'bank in your pocket' for employees, it provides proactive, intelligent, personalised, and comprehensive insights to help them improve customer engagement.

What Siddhi enables

- ▶ Sales and service journeys
- ▶ Performance insights
- ▶ Meeting and day planning
- ▶ Contextual customer conversations
- ▶ Real-time customer and employee lifecycle information

Built on a cloud-native, agile architecture, Siddhi seamlessly integrates over 35 backend systems to deliver real-time insights across the entire customer journey, from onboarding, service, to relationship management. It also supports key aspects of the employee lifecycle, such as capability building, coaching, and supervisory reviews. Its innovative machine learning-based nudge framework provides timely, contextual prompts that enable users to engage in more personalised and meaningful conversations with customers.

How Siddhi is changing the frontline

- ▶ Stronger frontline productivity
- ▶ Better customer satisfaction
- ▶ More relevant conversations
- ▶ Improved service responsiveness
- ▶ Scalable intelligence at the point of interaction

95,000

Frontline team

40+

Sale journeys

32

Service journeys

90%

of retail business covered

35+

Backend systems integrated

What comes next?

Siddhi is continuing to evolve with AI-led capabilities such as:

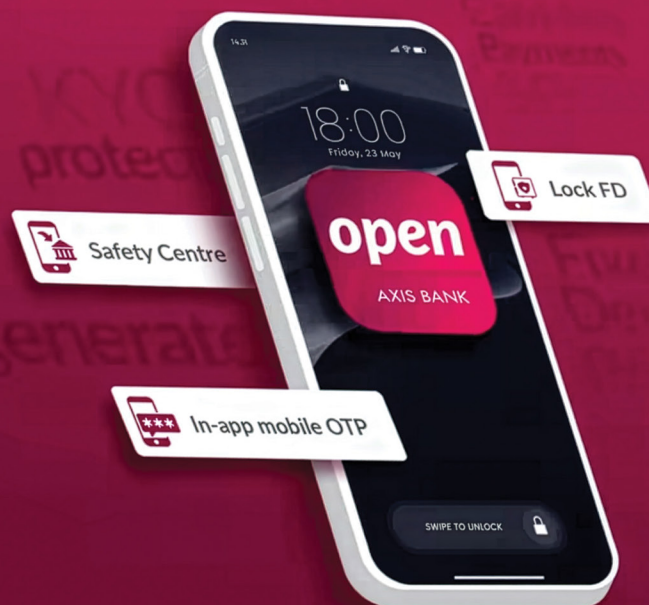
- ▶ Prioritised nudges
- ▶ Call scoring and insights
- ▶ Personalised learning modules

It is also being expanded to more segments, including Wholesale Banking.



Banking made simpler, safer, and more open

Axis Bank is creating digital experiences in retail and wholesale banking that are simpler, safer, and more intuitive, enabling customers to transact, manage, grow their wealth and achieve their financial goals with confidence and control.



Material Issues Linkage



Capital Linkage



UN SDGs Linkage



By strengthening our core journeys and expanding self-service adoption during fiscal 2026, we deepened customer relationships across both Retail and Wholesale Banking. These reliable, scalable platforms ensure every transaction is seamless, driving greater efficiency and aligning our digital-first strategy with critical global sustainability goals.

Creating reliable customer experiences

Digital banking at Axis Bank continues to shape how customers experience trust, accessibility and everyday value. During fiscal 2026, the focus remained on strengthening reliable, scalable, and intuitive digital journeys that enable seamless transactions, servicing and engagement. As digital adoption expands, digital channels are becoming central to extending the Bank's reach and deepening customer relationships. By strengthening core journeys, expanding self-service adoption, and ensuring consistency across platforms, the Bank continues to deliver improved customer experience, greater efficiency and stronger customer confidence.

Digital Banking highlights

4.8

Rating on
Google Play Store

4.8

Rating on
Apple App Store

71%

Service requests are
adopted digitally

250+

Number of digital
services available

1.55 crores

No. of mobile banking-active
customers

25%

Growth in mobile banking
transactions in fiscal 2026

Digital Banking deliverables in fiscal 2026

Simplified journeys

Digital journeys continued to become more seamless and intuitive, enabling easier services and engagement.



Stronger trust

Security-focused innovations enhanced trust in digital banking by giving customers greater control over how they authenticate, transact and protect their accounts.



Scalable engagement

Higher self-service adoption and intelligent digital workflows led to faster outcomes, greater consistency and improved scalability across customer interactions.



Making Digital Banking safer

We improve trust in digital banking by making security straightforward, visible, and firmly under the customer's control. As digital adoption grows, we continue to enhance safeguards across all interactions to ensure that convenience does not come at the expense of trust. Our approach is designed to protect customers of all ages and usage levels, enabling them to bank with greater confidence every day.



Helping customers bank with greater clarity

Digital banking provides more value when it helps clients make better financial decisions. Throughout the year, we continued to improve key customer journeys by adding smart digital features that reduce effort, boost relevance and deliver better outcomes for customers.

My Money

My Money, the personal finance manager in the Axis Mobile app, helps customers better understand their finances by consolidating balances, spending habits, credit health, and investments in one place. Customers can monitor their net worth, review their spending, access their credit scores, and receive personalised insights to promote healthier financial habits.

Intelligent digital capabilities at scale

We consistently implement intelligent digital capabilities across critical processes to reduce manual intervention and improve overall efficiency. Routine interactions are increasingly managed through AI-enabled automated

processes. This shift supports the ongoing transition toward self-service-oriented, low-touch journeys while ensuring appropriate controls and oversight.

The new Axis Bank website

The new website enhances the Bank's digital interface with customers by improving performance, clarity, and navigation. It serves as an important access point for information, services and guidance for users.

open Dialogue by Axis Bank

open Dialogue fosters transparent, informed conversations about finance, the economy, and emerging trends, extending customer engagement beyond transactions.

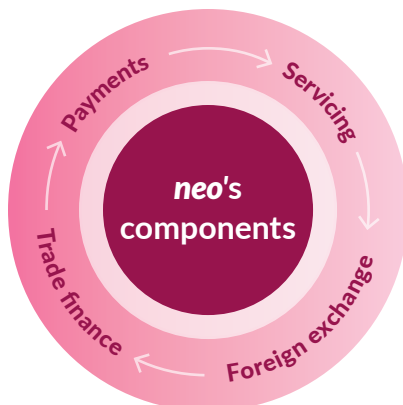
Social media engagement

The Bank also expanded its presence across social media platforms to remain visible and accessible where customers are most active, supporting a more connected and customer-focused digital ecosystem.

Scaling digital capabilities across customer segments

Neo: Strengthening the Digital Wholesale Banking proposition

neo, Axis Bank's digital wholesale banking solution, continued to experience strong growth in adoption and usage during the year. Designed around client journeys and enterprise workflows, it integrates payments, trade finance, foreign exchange, and servicing into a unified platform, with API connectivity enabling corporates to embed banking operations directly into their processes and enhance efficiency.



Recognition

Our digital initiatives continued to earn recognition across industry forums throughout the year, highlighting the advances we have made in innovation, customer experience, and responsible technology use. Among the awards are the following:

- ▶ Agentic30 Disruptors Award
- ▶ Infosys Innovation Awards 2025 for **neo** for Corporate
- ▶ Indian Domestic Digital Transformation Bank of the Year
- ▶ FINNIXX Summit Award for Best SEO Strategy
- ▶ 4th BFSI Awards 2026 for Merchant Cash Advance
- ▶ Recognition linked to participation in CBDC (Central Bank Digital Currency) at Singapore and the Global FinTech Festival (GFF) 2025
- ▶ Financial Express – Best Digital Bank Award (2025)

Bringing banking closer to Bharat

Built on local relevance, last-mile reach and digital enablement, Bharat Banking continues to open new pathways to growth across rural and semi-urban India.



Bharat Banking is Axis Bank's dedicated franchise for India's rural and semi-urban regions, created to meet emerging customer needs through relevant, accessible and scalable services. It combines a robust physical network with technology-driven delivery and ecosystem partnerships to expand access, boost local engagement, and carve out a differentiated presence in RuSu markets.

In fiscal 2026, Bharat Banking expanded into underserved areas while delivering profitable growth, enabling self-sufficient Priority Sector Lending (PSL), and promoting financial inclusion. The franchise continues to evolve as a key growth driver, combining local insights, disciplined execution and a long-term approach to franchise development.

Material Issues Linkage



Capital Linkage



UN SDGs Linkage



Why Bharat Banking matters

Bharat Banking is more than just a distribution-focused rural business. It is a strategically vital franchise that helps the Bank expand its footprint in high-potential RuSu markets, strengthen customer relationships, diversify its asset base, enhance liabilities, and develop a more inclusive banking model at scale.

Four strategic pillars

Pillar 1

Profitable growth with granularity

Bharat Banking continues to build a more granular and diversified business franchise through focused expansion across RuSu markets, supported by physical reach, alternate distribution and ecosystem engagement.

Pillar 3

Inclusion through last-mile access

By extending reach into underserved geographies and simplifying access to formal banking, Bharat Banking helps bring more individuals, households and local enterprises into the financial mainstream.

Pillar 2

Stronger Priority Sector relevance

The franchise plays an important role in strengthening PSL performance through focused growth in Bharat-centric products and deeper participation across agriculture and allied segments.

Pillar 4

Long-term franchise deepening

With a balanced focus across assets and liabilities, Bharat Banking is building enduring local relevance while strengthening the Bank's presence in emerging growth markets.

Bharat Banking at a glance

₹1,026 billion

Agri loan book ▲ 4% y-o-y

20,922

CSC VLE network

3,252

Gold-enabled branches

50,000+

New accounts opened via BCs

16 lakhs+

Aadhaar Enabled Payment System (AePS) transactions

310

Business Correspondent Banking Outlets (BCBOs)

Strategic priorities in fiscal 2026

- ▶ Expand last-mile reach
- ▶ Drive profitable growth
- ▶ Build PSL self-sufficiency
- ▶ Advance financial inclusion
- ▶ Deepen RuSu ecosystem engagement

Building a distinctive franchise across Bharat

Throughout the year, Bharat Banking continued to strengthen its business model by innovating in Bharat-focused products, expanding involvement in rural ecosystems, and improving customer acquisition and service quality. The Bank's strategy remains centred on building a scalable and distinctive franchise in both assets and liabilities.

Growth across core Bharat-centric segments

Core products designed to serve the unique needs of Bharat, such as Microfinance, Tractor Finance and Gold Loans, saw robust growth throughout the year, driven by improved market penetration and greater customer relevance across RuSu markets. These segments are key to the Bank's strategy to strengthen its resilient rural franchise and support PSL priorities.



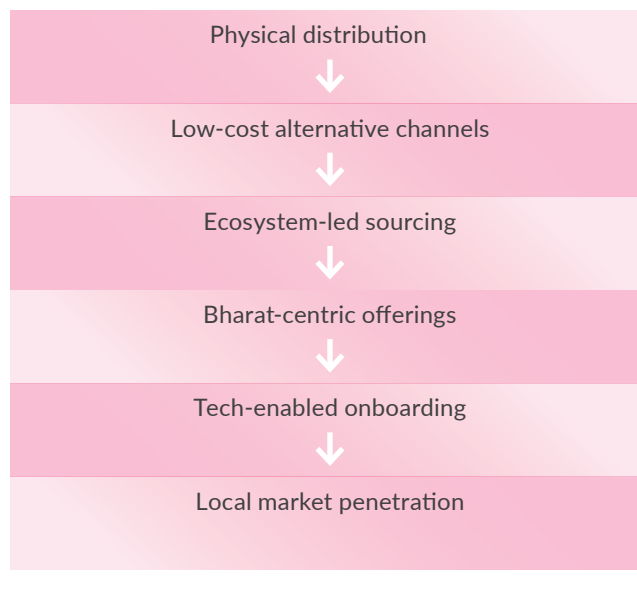
Deepening participation across rural value chains

The Bank strengthened its presence across agri-allied ecosystems such as dairy, livestock, fisheries and poultry, enabling diversification of its farm lending portfolio into more granular customer segments. This ecosystem-led approach is helping broaden engagement across the rural value chain while supporting sustainable growth in agriculture and allied sectors.

Strengthening the deposit franchise in RuSu markets

On the liabilities side, the focus remained on deposit mobilisation from Bharat branches through targeted Bharat-centric offerings, simplified onboarding processes, and deeper ecosystem engagement. These efforts helped strengthen the Bank's local deposit franchise and enhance its presence across RuSu geographies.

Operating model in action



Expanding relevance through product and digital innovation

The Bank continued to introduce targeted product offerings and digital process improvements designed around the needs of rural customers, field teams and distribution channels. The aim is to enhance convenience, reduce turnaround time, and build a more efficient and scalable operating model.

New products launched

Agri Gold

Designed to serve Bharat customers through need-based, locally relevant secured lending solutions.

MSME Gold

Extends small enterprises' access to credit through products tailored to local business realities.

Simplifying Bharat journeys through digitisation

Facilitating field teams in onboarding customers with minimal or no reliance on paper. They are supported by convenient pre-screening processes. During fiscal 2026, the Bank introduced four essential digital enablers across the Bharat division.

- ▶ eKYC, including UIDAI face authentication
- ▶ eSign, to drive zero-paper onboarding
- ▶ eNACH, to improve collections
- ▶ eStamp, across select states

These initiatives have reduced turnaround times and costs while improving productivity and customer convenience. Digitisation has strengthened risk controls in Gold Loan and Microfinance (now fully paperless), and integrated agricultural lending with the RBI Innovation Hub for digital land record access.

Digital progress, designed for Bharat

- ▶ Minimal to zero paper usage
- ▶ Lower TAT
- ▶ Faster decisioning
- ▶ Better risk control
- ▶ Improved productivity

Scaling Bharat Banking for the next phase of growth

Bharat Banking continues to create value at multiple levels, enhancing access and convenience for customers, deepening financial inclusion to the benefit of communities, and building a more granular, scalable and strategically differentiated franchise for the Bank. As we advance, the focus will remain on strengthening this model across products, ecosystems, liabilities and technology.

How Bharat Banking creates lasting value



For customers

Greater access to formal financial solutions through simpler journeys, wider reach and products aligned to rural needs.



For communities

Deeper financial inclusion, stronger participation in the formal economy and expanded support across rural livelihoods and allied ecosystems.



For the Bank

A stronger RuSu franchise, improved PSL mix, deeper deposit mobilisation and scalable long-term growth opportunities.

Outlook

Focused on the next horizon

The Bank aims to outpace industry growth in key segments such as Microfinance, Tractor Finance and Gold Loans, while supporting momentum in its liabilities at Bharat branches. Technology will remain a key enabler, with continued investment in customer journeys customised to the Bharat demographic to enhance service delivery, productivity, and customer acquisition.

The Bank also intends to continue strengthening its PSL mix through segments such as MFI-Retail, Tractor Finance, and Gold Loans, and expand the Kisan Credit Card portfolio across allied agricultural sectors, including dairy, fisheries and poultry. Low-cost alternative distribution channels and strategic partnerships will continue to play a vital role in expanding access and deepening market presence across underserved regions.

Bharat Banking remains central to building a more inclusive, scalable and future-ready banking franchise.

Enabling our people to grow and lead

As banking becomes more digital and deeply woven into everyday life, human capability in sustaining trust and accountability becomes even more defining. Our people bring the insight, judgement, and responsibility needed to uphold this trust, sustain performance today and create lasting value over time.



Material Issues Linkage

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M13

Capital Linkage



UN SDGs Linkage



Our people are central to the value we create and sustain. They build customer trust, translate strategy into execution, strengthen our culture, and enable the Bank to respond with agility in a fast-changing environment. As banking becomes more digital, data-led and increasingly embedded in everyday life, distinctly human capabilities such as judgement, empathy, accountability, collaboration and customer focus have become even more important as we translate intelligent systems into responsible outcomes, and innovation into lasting impact. These qualities shape how we serve today and how we build a modern AI workspace for tomorrow.

We therefore approach human capital with a long-term lens where technology augments human judgement rather than replacing it. Across the employee lifecycle, we continue to invest in attracting the right talent, building future-ready capabilities, deepening leadership, fostering inclusion, strengthening well-being, and enabling a values-led performance culture. Our objective is to create an environment where people are heard, supported, developed and empowered to contribute meaningfully so that growth remains responsible, resilient and lasting. During the last fiscal, we have continuously strived to leverage AI across platforms and practices to simplify work and improve decision quality to make space for employees to focus on higher-value outcomes ensuring that while systems become smarter, accountability remains human, and capability remains central to value creation.

1.01 lakhs+

Total no. of employees

30,500

Women in the workforce

₹0.24 crores

Profit per employee

Attracting talent to shape tomorrow

During fiscal 2026, the Bank continued to strengthen its talent engine with a clear focus on future readiness. Hiring efforts remained aligned to leadership, specialist, digital, frontline and other critical roles, ensuring the workforce build-out kept pace with evolving business priorities and the changing demands of banking.

Campus engagement and employer branding initiatives played an important role in widening access to emerging talent pools and strengthening the talent pipeline. Programs such as **Moves**, **WeLead** and **ABLe** deepened engagement with young talent while reinforcing the Bank's positioning as a forward-looking institution.

Launched in 2025, **Moves** emerged as the largest corporate competition of its kind, attracting more than 21,000 students. Beyond visibility, the initiative generated insights into Gen Z aspirations and increased the Bank's campus presence, leading to role placements at nearly 20% of participating institutions. We continued to scale the campus hiring ecosystem, which contributed to over 11,000 hires and improved the quality, diversity, and sustainability of the Bank's talent pool.



Hiring highlights

31,665

Total new hires

22.4%

Employee turnover rate

₹123 billion

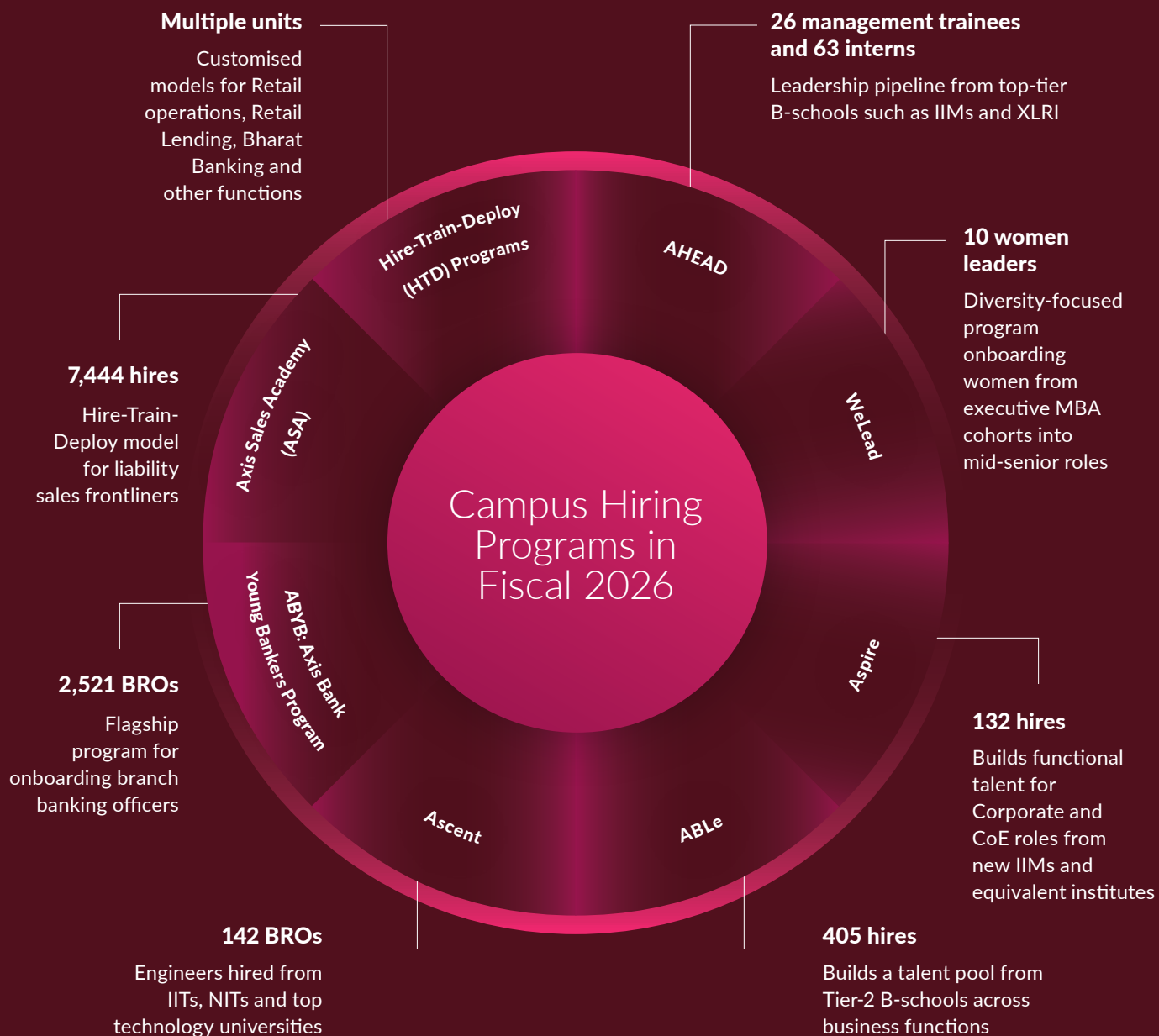
Staff cost

37%

Hiring diversity rate

₹6,106

Average hiring cost per FTE



Building capability through continuous learning

We enhanced our learning ecosystem to help employees develop relevant skills, adapt and take ownership of their growth. Learning at Axis Bank is now more embedded, personalised, and aligned with business priorities.

At the centre of this ecosystem is the AI-powered **open Learning Lab (OLL)**, which brings together role-based learning, certifications and leadership development on a unified platform. This is complemented by **11 Capability Factories and academies**, which provide structured, role-specific development pathways across functions. The **Build Your Own Career (BYOC)** framework enables employees

to pursue personalised growth journeys aligned with their current responsibilities and future aspirations, including internal mobility pathways through **Thrive**.

The year also saw us continue to cultivate a culture of self-driven learning. Initiatives such as **Learning on Your Own (LOYO)** and **Learning of the Day (LOTD)** encouraged continuous capability building through flexible, embedded formats. In fiscal 2026, **100,921 employees** accessed learning, completing **6.7 million+ learning hours**, averaging 59.47 hours per employee.

Learning highlights

6.7 million+

Total learning hours in fiscal 2026

~1 lakh

Employees trained

11+

Skill factories

Average person-hours of training

59.47

Average person-hours of training – All employees

57.98

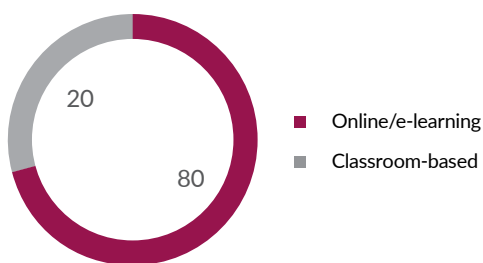
Average person-hours of training – Men

62.96

Average person-hours of training – Women

Training delivery

(%)



Externally acclaimed learning impact

Our learning ecosystem won industry recognition during the year, with Axis Bank receiving the ATD BEST Award 2025 and honours at the Brandon Hall Excellence Awards. Axis Burgundy Private Limited was also awarded at the Global Private Banking Innovation Awards 2025 for excellence in learning and development.

Leadership and supervisory development

During the year, the Bank further deepened leadership capability through a portfolio of experiential programs, coaching interventions and leadership forums that support leaders at different stages of their journey.

- **Leadership Signature**, launched in fiscal 2026, brought together advanced interventions for senior leaders through theatre-based workshops, group and

executive coaching, and outside-in perspectives from industry leaders to strengthen leadership maturity and enterprise impact.

- **Building a Culture of Coaching** remained a key pillar of leadership development, bringing under its ambit one-to-one executive coaching, 360-degree feedback and peer-led Development Circles focused on communication, influence, presence and feedback.

- ▶ **1000 Change Leaders**, the Bank's flagship program for mid to senior leaders, was refreshed during the year to help leaders translate strategy into action through real business challenges and experiential learning
- ▶ **Leaders' Class** continued as a monthly learning forum where senior leaders shared their perspectives on a variety of themes such as purpose-led leadership, resilience, ethical clarity and exponential growth mindsets
- ▶ The **High-Performing Leader (HPL)** program continued to build structured people-management capability among managers through a phased supervisory development journey. This included the rollout of the Intermediate pathway alongside onboarding into the Beginner pathway
- ▶ **Academia** – The program trains and deploys freshers through classroom and on-the-job learning
- ▶ **Knowledge Transfer Process (KTP)** – This short-form learning-led mentoring for frontline employees during the first 90 days was extended to additional roles during the year
- ▶ **Axis Competency Profiler** – Online skill assessment for employees
- ▶ **High-Performing Professional (HPP)** – A Bank-wide initiative to strengthen core professional skills through curated, multi-level modules
- ▶ **Learning on Your Own (LOYO)** – A self-directed learning initiative with 88% enrolment and 84% completion
- ▶ **Learning of the Day (LOTD)** – A daily micro-learning initiative for frontline staff, with 60,000 employees participating, and a 92% completion rate
- ▶ **SIDDHI Calling** – A personalised daily micro-learning based on call scores to improve customer engagement, with 7,500 employees and 90% completion

Other high-impact capability initiatives

- ▶ **Headstart** – An induction program for new employees
- ▶ **Go Beyond** – A 6-24-month skill-building initiative for frontline employees to improve productivity

Risk and compliance culture

As a financial institution, Axis Bank's capability-building extends beyond sharpening performance and productivity to fostering strong risk awareness, compliance discipline, and ethical judgement. During the year, we continued to invest in creating a more risk-conscious and accountable organisation.

The Bank requires all employees up to the level of the President to complete mandatory annual compliance modules, covering areas such as KYC, Anti-Money Laundering (AML), Information Security, Data Protection, Prevention of Sexual Harassment (POSH), Business Continuity Plan (BCP), and the Code of Conduct. These certifications help reinforce regulatory discipline and consistent behavioural standards across the organisation.

To strengthen the leadership mindset around risk, the Bank delivered a targeted intervention for all Senior Vice Presidents II (SVPIIs) and Executive Vice Presidents (EVPs), using real-life decision-making scenarios. This was aimed at building ethical clarity, accountability and leadership responsibility in risk management.

We further enhanced the capacity of our assurance functions through targeted training initiatives for Risk and Compliance professionals. The academies of Risk and Compliance provided self-directed, multi-tiered learning opportunities to equip professionals with vital functional expertise, while RBI-mandated certification pathways deepened the technical proficiency. The focused development of the Central Audit and Risk Officers (CARO) cohort through blended learning modalities further reinforced governance and assurance frameworks.

95.5%

Eligible employees completed annual mandatory compliance training - Mandatory module completion

96.2%

Eligible employees trained in AML & related laws - KYC/AML completion

97.0%

Eligible employees trained in cybersecurity - Aware2Secure completion

Strengthening internal talent pool and leadership depth

Alongside external hiring and structured learning, we continued to deepen internal talent pools and create stronger pathways for leadership progression through the following programs.

All Stars

Fiscal 2026 marked the introduction of All Stars, an industry first talent identification and development program for frontline sales personnel. The program is designed to identify high-potential employees, build their capabilities through intensive bootcamps and prepare them for roles with expanded portfolios.

In its inaugural year, the program saw ~12,000 applicants, of whom 465 were trained in customer management, relationship building, portfolio management, digital and AI skills, grooming, communication and professional presence.

500

Frontline employees to be trained in the next fiscal through All Stars program

Astros

During the year, the Astros program continued to serve as a structured acceleration pathway for mid-level leaders identified through assessment. Participants undergo specialised development through interactions with senior leaders, workshops, projects, and peer networking, and are fast-tracked for promotion with industry-competitive compensation.

Fiscal 2026 saw the selection of the program's third cohort, with 70 selects currently undergoing a curated development journey. Participants in this program also engage in career conversations with leaders and HR to support long-term growth. ~200 **Astros** are now part of the Enterprise AI Group's Evangelist program, in which departmental representatives will build AI capabilities, learn to identify use cases and work with the central team to customise solutions. The program commences in April 2026.

Mentorship

Our mentorship program serves as a structured and trusted platform for leadership development across the Group. The program includes ManCom members, Subsidiary CEOs and several Group Heads as mentors, with select SVP I+ employees participating as mentees.

The platform is designed as a safe space where leaders can discuss their aspirations, goals and challenges while benefitting from the experience and guidance of senior leaders. Each mentee develops four meaningful individual connections during the year, with the structure and cadence being shaped by the mentor-mentee relationship.

304

Mentees interacted with 73 mentors through the Mentorship program in fiscal 2026



Reimagining careers: Skills, mobility & growth

At Axis Bank, internal careers are a distinctive organisational advantage—enabling us to build leaders who understand our business, culture, and customers deeply. We believe that leadership is cultivated by navigating career opportunities and taking bold bets.

To enable this, we launched our Internal Mobility proposition – thrive, designed to empower employees to take charge of their careers, develop diverse skills and think beyond traditional growth paths.

Our approach is anchored in an internal-first philosophy, prioritising homegrown talent over external hiring, backed by robust policies, aligned recruiter and business mindsets, and an evolved operating model that rewards career progression through year-round promotions and salary corrections.

Axis Bank is the first Indian Bank to introduce mid-year promotions, reinforcing this commitment. This initiative was launched with senior leadership sponsorship and active engagement with business managers to drive behavioural change across levels. In parallel, we are working to increase employee participation on our platform, reaching the last mile while navigating legacy processes and systems.

As we continue to expand, skills are emerging as the foundational context layer powering this transformation. The skills framework sits at the core of our HR ecosystem,

increasingly shaping performance conversations, promotion recommendations, and feedback processes with greater objectivity and precision—marking the next phase of our shift towards a truly skills-based organisation.

At the heart of this evolution is our fully in-house talent marketplace platform, built with skills as the foundational layer, where every employee has a distinct profile defined by unique skill signatures that enable more personalised, data-driven talent decisions.

17,732

Internal movements*

6,046

Promotions*

Driving cross-functional movements

As part of our internal mobility proposition, we encourage cross-functional movements, enabling employees to transition into roles adjacent to their current skill sets. This approach helps employees acquire new skills, enhances the Bank's skill intensity, and serves as a retention lever for those seeking career pivots. 35% of selections this year are cross-functional, fostering versatility and skill diversity across the Bank.

Embedding performance, fairness and a values-led culture

The Bank's performance philosophy is built on transparency, objectivity, fairness and accountability. Employees are assessed through clearly defined Key Result Areas (KRAs), achievement targets, and developmental feedback. Moderation committees chaired by senior leaders play an important role in this assessment, ensuring consistent, bias-free evaluations. Learning support is also provided to managers to make performance conversations and feedback more constructive and growth-oriented.

To ensure market competitiveness and pay fairness, the Bank collaborates with Aon Consulting to benchmark compensation, reward high performance through variable pay and reinforce the principle of equal pay for equal work.

CEO compensation

The remuneration of the Bank's Managing Director and Chief Executive Officer is in accordance with the directives issued by the RBI on November 4, 2019. Performance is

evaluated using a Balanced Scorecard that covers Financial, Internal Process, Compliance, People, Execution, and Subsidiary metrics. Variable compensation includes a performance-linked bonus and stock-linked incentives, structured in line with regulatory requirements and deferred payout provisions. A specific portion of the bonus is deferred over three periods, while stock-linked incentives vest over 48 months. All variable pay components are subject to malus and clawback clauses in accordance with the Bank's policies.

Values-led culture

Following the Values Refresh, the focus during the year shifted to making values more visible in leadership behaviour and team environments. This was enabled through 54 Culture Councils, led by Department Heads, which used survey insights to identify cultural gaps and drive structured action plans.

*over past 3 years

The number of Axis Value Realisers (AVRs) increased from 2,339 to 2,658, reinforcing values-led behaviour through broader outreach and recognition.

Values scorecard

Customer Centricity		92%
Transparency		92%
Ownership		90%
Teamwork		89%
Ethics		81%

Creating a Workplace Where People Belong

Fiscal 2026 marked five years since the Bank formally articulated its Diversity, Equity and Inclusion (DE&I) charter, embedding inclusion as an organisational capability. Since then, we have progressed from defining the foundational principles to scaling implementation, strengthening governance, measuring outcomes and integrating inclusion more deeply into leadership practices, employee experience and customer systems.

This journey has been guided by a clear ambition – to achieve 30% women representation by fiscal 2027. During the year, the Bank advanced this milestone by a year, reflecting sustained progress and the strength of its ecosystem-led approach.

At Axis Bank, the institutional foundations of inclusion were laid through frameworks such as the **DE&I Policy**, **Human Rights Policy** and **ComeAsYouAre Charter**. These set the standards for equitable treatment, respectful conduct and inclusive participation. In parallel, inclusion capability was embedded early through onboarding and induction, helping build awareness from the beginning of the employee journey.

Evolving the language and capability of inclusion

Over time, the Bank's DE&I journey has evolved in a deliberate sequence:

Pause for Bias encouraged employees to pause and reflect, creating awareness around unconscious bias



Every day, Inclusion sets the expectation that inclusion must be demonstrated daily through leadership conduct, team norms and routine decisions

Pause for Bias Gold strengthened the manager's capability in applying inclusion standards to everyday people's decisions



Gateway to Inclusion reinforced intentional inclusive behaviours across teams and leadership routines awareness around unconscious bias



Governance, leadership, ownership and community building

The Bank strengthened governance through a DE&I Council, enabling greater alignment, accountability and follow-through across groups. Employee Resource Groups (ERGs) continued to play an important role in building community and shared ownership.

The Women in Sales ERG focused on improving women's participation and progression in frontline roles through sponsorship, mentoring and barrier removal. Pride365, the LGBTQIA+ ERG, expanded from 7 members to over 1,000 members, strengthening allyship, advocacy and community support.

Inclusive products and services

The Bank's inclusion journey also continued to shape customer-facing propositions and product design.

- ▶ **LGBTQIA+ inclusion:** Since its launch in September 2021, the charter has enabled inclusive policies (dress code, partner benefits, leave) and customer access (joint accounts, nominees, 'Mx' title). In fiscal 2026, digital enablement extended this further, allowing all life partners, including queer partners, to access credit cards online.
- ▶ **Women's Banking Program:** The program offers women tailored financial solutions, lending support, travel privileges, curated benefits linked to life-stage and lifestyle needs, and improved access to credit. Together, these initiatives reflect a broader belief that inclusion must be experienced through access, recognition and design.

External ecosystem engagement

Our DE&I agenda also extends beyond the organisation through engagement with students, communities and peer institutions.

- ▶ **Students as future DE&I champions:** The Bank's DE&I curriculum on building and leading inclusive organisations reached **700 students** across **18 sessions** nationwide.
- ▶ **Axis Women in Motion:** The program continues its grassroots outreach across towns, hinterlands and talukas to strengthen women's confidence, aspirations and financial agency; over five years, the program has reached **52,000 people** through one-to-one and virtual engagements.
- ▶ **Axis VIBE (Varsity of Inclusive Business Enterprises):** Since 2022, this platform has reached **157 corporates** through events, seminars and formal engagements to encourage inclusive business practices.

Research and thought leadership

The Bank continues to participate in broader conversations on inclusion through research and thought leadership.

- ▶ **Pink Capital:** The Spectrum of Queer Money analysed LGBTQIA+ participation across financial activities and access barriers, emphasising inclusive documentation and product design; the Bank serves over 7,000 gender-diverse accounts who identified as transgender or selected the gender-neutral title 'Mx'
- ▶ **'The Missing Half: Women and India's Growth Challenge'**, led by the Chief Economist, highlights women's economic participation as a key growth lever, drawing on global evidence and a survey of ~11,000 women across 42 cities to identify aspirations, constraints, and system-level levers



Listening with intent, acting with insight

The Bank has an established listening architecture designed to ensure employees feel heard, valued and supported. It integrates structured surveys, AI-enabled real-time sensing and responsive support channels to translate employee voice into action.

Amber, the AI-driven conversation platform, engaged more than **45,000 employees** through over **87,000 chats**, now extending from Day 3 onboarding onward. The year also saw the launch of **Values Voices Survey**, aligned to the Bank's five core value and a refreshed **ISAT Survey** for senior roles, using AI to derive deeper insights.

6

Average feedback touchpoints per employee, captured annually across our structured listening platforms

HResponse, our centralised HR query resolution platform, handles employee queries, enabling a more seamless support experience.

~1.35 lakhs

Employee queries handled during the year by HResponse

RetrACE enables employees to revisit their performance journey and raise grievances regarding performance pool outcomes, which are reviewed by a Senior Management Apex Committee. During fiscal 2026, it was extended to include earlier performance-stage grievances, allowing employees to raise concerns during mid-year check-ins rather than only at year-end. The extension will provide employees with a more timely and equitable channel for redressal.

Performance feedback by employee category* (in nos.)

Received from	Fiscal 2024	Fiscal 2025	Fiscal 2026
Top Management	10	9	12
Senior Management	234	280	290
Middle Management	11,506	12,893	12,641
Junior Management	57,150	66,528	67,937

Caring for our people

During fiscal 2026, the Bank continued to invest in creating an environment where employees feel supported and empowered to thrive. The efforts included strengthening access to preventive healthcare, improving financial protection and expanding well-being support across physical, emotional and family needs.

Physical well-being and health support

Axis Bank organised several health camps across India in fiscal 2026, investing more than ₹3 crores in preventive healthcare and proactive health management, and reaching over 4,000 employees.

The year also saw enhancements to Group Medical Coverage, with limits increased for maternity care, cataract treatment, and ambulance services to reduce out-of-pocket expenditure and strengthen the employee safety net.

A series of well-being webinars and health sessions was conducted during the year to promote healthier habits and greater awareness among employees. These sessions covered a range of themes, including yoga, office ergonomics, heart health & cholesterol, eye care, nutrition and gut health.

Mental wellness ecosystem

The Bank's mental wellness ecosystem is designed to ensure accessibility, confidentiality and a non-judgemental experience, enabling employees and their families to seek support with confidence. Experienced professionals deliver care and are responsive to both personal and work-related challenges.

In fiscal 2026, key elements of the mental wellness ecosystem included the following:

- ▶ **Queer-affirmative and inclusive care** for LGBTQIA+ employees and their families, as well as support for women, persons with disabilities and diverse family structures
- ▶ **Multiple therapeutic approaches**, including dance movement therapy and psychodrama, alongside conventional counselling
- ▶ **Group sessions** on stress, burnout, grief and emotional regulation
- ▶ **Family support services** covering relationships, parenting, trauma and life transitions

- ▶ **On Board with Boards**, supporting families during exam periods by addressing anxiety and academic concerns
- ▶ **Return-to-work support** for women and birthing parents, alongside manager sensitisation
- ▶ **Wellness Sherpa**, a peer-support initiative that trains employees to provide initial emotional support and guide colleagues to professional care

- ▶ **Certification for Sherpas** to ensure quality and consistency in supportive conversations

2,500+ hours

Of counselling sessions organised in fiscal 2026

Recognising contribution

Recognition remains an important lever for reinforcing our organisational culture, for celebrating excellence and strengthening a sense of belonging.

The **Champions Awards**, the Bank's highest recognition platform, honoured employees across the Axis Group who exemplified the organisation's core values. From over **15,000 stories**, **117 winners** were celebrated by senior leaders at a gala event, with **Mr Swaminathan Janakiraman, RBI Deputy Governor**, as the Chief Guest.

The Bank also continued to run quarterly recognition platforms, such as Anchors, which recognised **3,590** employees for demonstrating ownership mantras, including Own the Customer, Own the Brand, Act with Speed, and Zero Pendency.

Through the **OGS** program, the Bank celebrated **5,913** employees who completed long-service milestones. Leadership also honoured **105 employees** who completed 25, 30 and 35-year milestones.

Additional recognition platforms included:

- ▶ **Ahead of the Curve**, through which we recognised **384 managers** for promoting diversity, inclusion and team empowerment
- ▶ **Retiring with Pride**, which honoured **32 retiring employees** for their contributions
- ▶ **Squad Keepers**, launched in fiscal 2026, which recognised **12,364 managers** who maintained zero attrition in frontline teams every quarter, with **570 managers** sustaining zero attrition through the entire year

22,393

Employees recognised through multiple programs during fiscal 2026



Enabling a better employee experience through technology

Technology continues to enhance the employee experience by making it simpler, more responsive, and productive. During the year, the HR Technology team made this possible by ensuring stronger self-service, better process controls, analytics and smarter decision support.

A major milestone was the launch of **Adi**, the Bank's GenAI-powered HR virtual assistant. Designed to deliver accurate, first-time-right responses to HR queries, Adi has ingested more than **1,400 FAQs** and **52 policies**, significantly expanding the depth and quality of self-service support. There was a significant increase in the number of HR queries handled by Adi during the year, establishing it as a primary HR self-service channel.

The Bank also strengthened process controls by automating critical hiring checks such as **PAN deduplication** and **credit score verification**. The **One Axis App** continued to provide a unified self-service experience across the Bank and its

subsidiaries, enabling employees to access attendance, leave management, travel and query resolution through a single platform.

In parallel, there was sufficient progress in developing an **Employee Data Lake** to centralise lifecycle data and strengthen analytics across organisation design, headcount, attrition, productivity, and KRA alignment. We also invested in an **AI-driven Talent Marketplace** to support skill-based internal mobility. Such initiatives are helping simplify processes, improving decision-making and strengthening the digital foundations for scale.

61%

Increase in HR queries handled by Adi in fiscal 2026, making it a primary HR self-service channel

Embedding sustainability, ethics, integrity and ESG in HR

The Bank's people agenda is closely linked to its broader commitment to ethical banking, responsible growth and long-term value creation. By embedding sustainability, integrity, ethics and ESG principles into HR practices, we are building a workforce of responsible bankers who uphold high standards of conduct, support inclusive growth, and contribute to outcomes that are resilient, trusted and enduring.

During the year, equity, inclusion and responsible leadership became more deeply embedded across the people agenda.

We believe lasting value is created when performance is grounded in trust, capability, fairness and integrity, and our approach to people continues to reflect this focus with clarity and discipline.

30%

Women's representation milestone advanced by a year

Employer of Choice, By Design

During the year, several recognitions confirmed the Bank's standing as an Employer of Choice. Among the honours were the following:



Certified by the Top Employers Institute, and the only Indian private-sector bank to feature on the list



Featured among the Best Places to Work by The Hindu and WorkL



Included in the TIME Best Companies Asia-Pacific list for the second consecutive year



Awarded the ATD Best Awards for fostering a strategically driven talent management culture

Sustainable wealth creation for shareholders

As India's growth deepens through domestic manufacturing, accelerating urbanisation, digital payments, developing AI ecosystem, increasing rural development, GCC expansion and rising aspirational consumption, Axis Bank is distinctly well-positioned to enable this transformation by scaling premium and affluent banking, deepening Bharat and MSME engagement, and driving digital banking through AI/tech-led efficiencies across the franchise.



Material Issues Linkage

M2

M15

Capital Linkage



UN SDGs Linkage



As the global economy navigates increasing geopolitical tensions, emerging financial vulnerabilities, and a more fragmented and risk-averse policy landscape, uncertainty has become an inherent characteristic of the international system. India, however, approaches this phase from a position of relative strength, supported by resilient domestic demand, credible macroeconomic buffers, a high degree of strategic autonomy, and deeper integration into global markets through recent trade partnerships.

This momentum is further reinforced by the Micro, Small, and Medium Enterprises (MSME) sector, long considered the backbone of the Indian economy, which is gaining structural strength through formalisation, digital enablement, and improved access to credit, thereby promoting inclusive and broad-based growth. Aligned with these shifts, Axis Bank is well-positioned to harness India's growth trajectory by combining its expansive physical franchise with best-in-class digital and AI-driven capabilities, delivering long-term value for investors while contributing to broad-based economic development.

Shareholder wealth creation

The Bank has delivered strong, risk-adjusted returns, outperforming market indices over the near-and medium-term—underscoring the effectiveness of its strategy focused on sustainable growth, disciplined capital allocation and prudent risk management. Shareholder returns are further supported by a balanced capital allocation that rewards investors while preserving financial flexibility for future growth. The Bank's Dividend Declaration Policy targets a minimum payout of 25% of the equity share's face value from the net profit earned during the year, reflecting its commitment to providing stable returns to shareholders while retaining sufficient capital to strengthen the balance sheet, invest in growth, and enhance long-term intrinsic value.

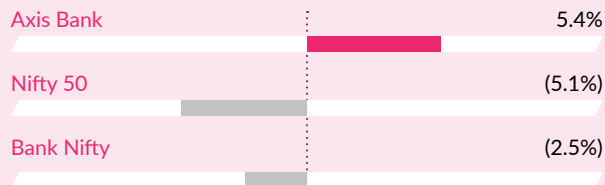


Read more about our Dividend Declaration Policy:

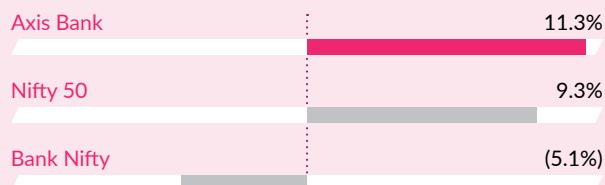
<https://www.axis.bank.in/docs/default-source/quarterly-reports/dividend-declaration-policy-of-the-bank.pdf>

CAGR returns (Axis Bank vs. Indices) as of March 31, 2026

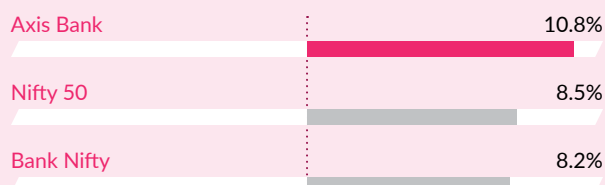
1-year CAGR



3-year CAGR



5-year CAGR

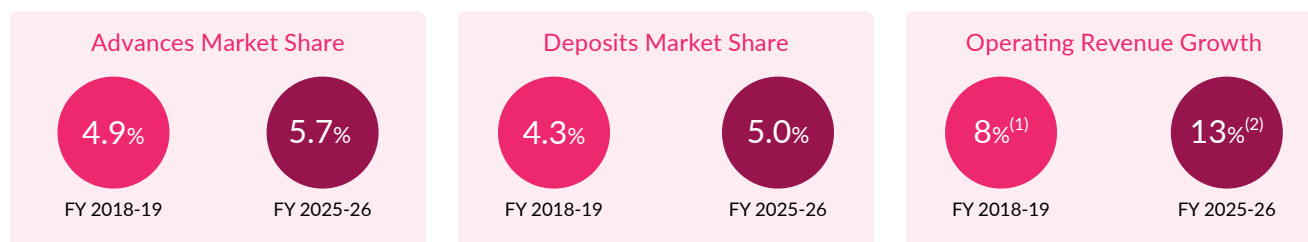


Execution

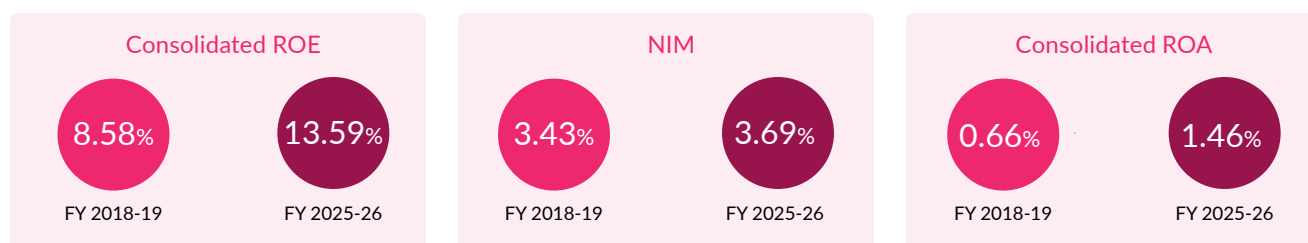
Financial & operational metrics

Driven by its GPS (Growth, Profitability, Sustainability) strategy, launched in 2019, the Bank has sustained its transformation momentum and elevated performance standards. A consistent focus on prudent risk management, disciplined execution, and targeted investments in people, processes, and technology has enabled the Bank to deliver beyond its GPS commitments, building a stronger, more agile and resilient all-weather institution.

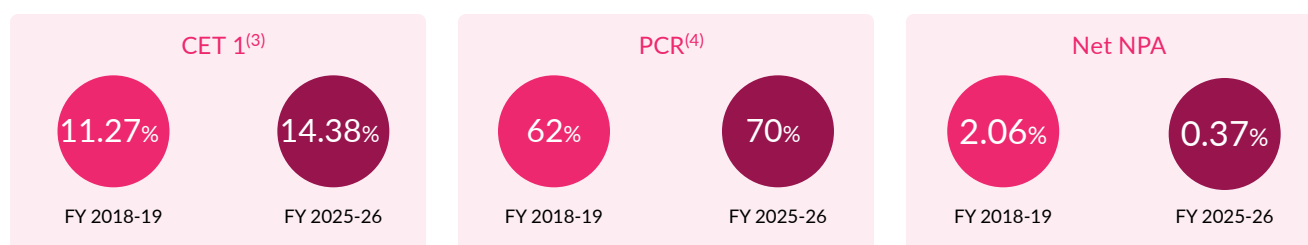
Lifted the growth momentum



Improved profitability considerably



Strengthened the Bank significantly



(1) CAGR for fiscal 2016 to fiscal 2019

(2) CAGR for fiscal 2019 to fiscal 2026

(3) Common Equity Tier-1

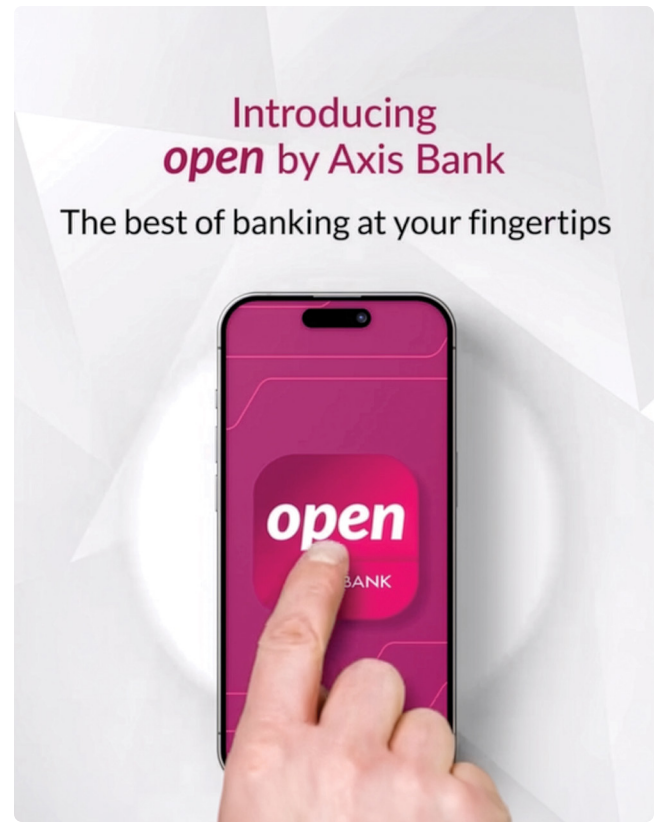
(4) Excluding technical write-offs

Digital & innovation

Advances in AI and technology-driven disruption are transforming finance by boosting productivity, refining risk management, and enabling personalised, scalable customer engagement.

At Axis Bank, we continue to develop and enhance our in-house AI capabilities to empower employees via our super app, 'Siddhi'. Our ongoing investments in technology, data analytics, and digital infrastructure continue to strengthen our competitive position. The Bank is also among the first private banks certified for the Artificial Intelligence Management System (AIMS), ensuring our commitment to secure, ethical and accountable AI deployment across the organisation.

Our digital-first approach is evident in strong customer adoption and high ratings for our mobile app. The 'Sparsh' initiative promotes a consistent service culture with leadership and frontline involvement nationwide. While leveraging traditional strengths, the Bank is leading India's digital banking evolution, maintaining top position as a UPI payer PSP, with lowest decline rates and strong market share across merchant acquisition, credit card, NEFT and IMPS transaction volumes, demonstrating the Bank's execution capabilities in a digital-first economy.



Digital payments leadership (NPCI Data)

~14%

Market share in credit cards, ranking as India's 4th largest player



36%

Market share in UPI Payer PSP by volume

27%

Market share in IMPS by volume

37%

Market share in NEFT by volume

22%

Market share in merchant acquiring terminals

Value protection

Capital allocation & risk

Axis Bank's approach to long-term shareholder value creation is anchored in disciplined stewardship, with a clear focus on building a resilient and high-quality franchise across economic cycles. The Bank prioritises profitable growth underpinned by prudent risk management, strong capital and liquidity buffers, and a diversified earnings mix—ensuring sustainability of returns rather than short-term optimisation. This discipline was evident in fiscal 2026, when the Bank continued to gain market share in advances despite a cautious industry-wide slowdown in retail lending, by selectively deepening its presence in corporate and MSME segments while preserving the overall risk-adjusted returns (RAROC).

Central to this strategy is a sustained focus on operational efficiency and productivity, driven by continued investments in digital platforms, data-led decision-making,

and the responsible deployment of advanced analytics and AI across processes. These initiatives enhance scalability, strengthen customer engagement, and improve cost efficiency, while reinforcing governance and control frameworks. Despite opening 400 branches in fiscal 2026, the Bank's total headcount declined by 3% and cost-to-assets improved by 18 bps y-o-y during this fiscal, reflecting tangible gains in employee and branch productivity.

With a strong capital position, including a CET-1 ratio of 14.38% which is ~638 bps (including capital conservation buffer) above regulatory minimum, Axis Bank combines balance sheet strength, execution discipline, and technology-enabled efficiency to remain firmly committed to compounding shareholder value through consistent, risk-adjusted returns over the long-term.





Governance and transparency

The Bank's Fair Disclosure Code provides a clear framework to ensure timely, transparent, and equitable disclosure of any Unpublished Price Sensitive Information (UPSI) that could impact the market value of the Bank's securities. In accordance with regulatory requirements, the Bank ensures that such information is first disseminated through stock exchanges, followed by other public platforms, to ensure universal, non-selective access.

The Bank consistently shares key updates, including financial results, corporate announcements, and material developments, in accordance with the regulatory guidelines set out in the Fair Disclosure Code. These disclosures are designed to enable investors and market participants to make informed decisions. Some of the disclosures available on the Bank's website include:

- ▶ Quarterly earnings investor presentation, earnings press release and financial results
- ▶ Earnings call transcripts and audio/video recordings
- ▶ Investor presentations for road shows, conferences and specific events
- ▶ Investor presentations on specific businesses or subsidiaries of the Bank



Stakeholder engagement

Shareholders form a core pillar of the Bank's growth ecosystem, supporting both capital formation and long-term strategic execution.

Likewise, Bondholders are a critical pillar of the Bank's diversified capital structure, serving as long-term partners in funding growth and balance sheet resilience. The debt capital market provides the Bank with flexible access to non-equity, non-deposit funding, enabling the issuance of tenor-specific instruments and subordinated debt that strengthens regulatory capital through Tier II qualification. During fiscal 2026, the Bank successfully raised ₹5,000 crores through the issuance of long-term Infrastructure Bonds in India, aligned with funding requirements for infrastructure and affordable housing. In the same year, subordinated debt aggregating ₹1,500 crores and Infrastructure Bonds amounting to ₹3,000 crores matured, reflecting the Bank's disciplined liability management and proactive refinancing strategy.

We engage proactively with our shareholders and bondholders through disciplined, transparent, and timely communication, fostering long term partnerships built on trust and clarity.

The Bank conducts regular interactions through a structured mix of in-person and virtual meetings, including:

- ▶ Post-quarterly earnings calls, the Annual General Meeting and analysts' meetings
- ▶ Domestic and international conferences and non-deal roadshows
- ▶ One-on-one and group meetings

Consistent and meaningful engagement enhances market understanding of the Bank's strategy and performance, strengthens price discovery and underpins fair valuation—contributing to sustained investor confidence over the long term.

Enabling inclusive, lasting progress

As one of India's leading financial institutions, our purpose extends well beyond banking. We believe meaningful progress is achieved only when communities flourish — when opportunity, dignity and well-being are not distant ideals, but everyday realities for every Indian. Anchored in our ethos of '*dil se open*', we approach community development with empathy, openness and an enduring commitment to inclusion.



Material Issues Linkage

M9

M10

Capital Linkage



UN SDGs Linkage



At the heart of our CSR strategy lies a deep focus on unlocking human potential and building long-term resilience, especially for underserved and marginalised communities. From strengthening rural livelihoods and expanding access to quality education in difficult-to-reach regions, to empowering women through financial literacy and economic participation, each initiative is a deliberate step towards a more just and equitable India.

Our CSR programs are supported by a robust institutional governance framework. They are guided by the CSR Committee of the Board and fully aligned with Section 135 of the Companies Act, 2013. We remain committed to global best practices, drawing inspiration from the United Nations Sustainable Development Goals (UN SDGs) to ensure our initiatives create lasting social and environmental impact.

In fiscal 2026, our work spanned diverse geographies and thematic areas – from border villages to urban informal settlements; from natural resource management and climate resilience to cancer care, grassroots sports, and academic research. Each milestone we achieved was underpinned by a shared purpose and the collective effort of communities, partners and institutions committed to driving meaningful change.



Lives & livelihoods

In rural India, people's livelihoods are deeply connected to local economies, community ties, natural resources, and traditions. While rural communities contribute significantly to agriculture, livestock, dairy, textiles, artisanal production and essential public services-the benefits of economic progress remain uneven across households. Shrinking landholdings, climate change, water shortage, limited market access and skill gaps restrict opportunities. Coupled with changing aspirations and economic pressures, these challenges are leading to migration and underemployment, particularly among the youth.

Established in 2011 by Axis Bank Foundation, the Sustainable Livelihood Program (SLP) is structured to empower rural households by enhancing their capacity, improving access, and fostering sustained engagement towards the betterment of their lives and livelihoods. The program operates across diverse geographies nationwide with a focus on aspirational districts, rainfed regions and

other underserved areas where poverty is more prevalent. It works with small and marginal farmers, landless, tribal regions, women, youth, artisans and disadvantaged groups through context-specific interventions.

SLP combines traditional knowledge with modern practices to create sustainable livelihood opportunities. It promotes capacity-building through training, exposure visits, peer-to-peer learning, and community institutions. To complement capacity building, it aims at improving access to technology, markets, finance, government welfare schemes and advanced agricultural techniques. By strengthening linkages with local institutions such as Panchayati Raj Institutions (PRIs), three-tier institutions promoted by the National Rural Livelihood Mission, with market actors and other stakeholders, the program helps communities build resilience, enhance incomes and achieve long-term socio-economic progress.

SLP's integrated model

SLP applies a three-pronged approach of **Capacity**, **Access**, and **Engagement** across various key livelihood areas including natural resource management, farm productivity, livestock management, enterprise development and health.

Natural resource management

SLP strengthens community-led management through village-level or watershed-level planning while improving access through integration with Panchayati Raj institutions and promoting collective action for effective resource stewardship. Demonstrated outcomes include improved water accessibility, enhanced soil moisture conservation, afforestation, development of pasture lands, increased availability of fodder and water for livestock, formation of collaborative user groups, fair access for all users, and consistent maintenance over time.



Fiscal 2026 highlights

45,000+ hectares of land

Brought under watershed management

1.2 million

Trees were planted through afforestation and horticulture

3,500+

Major and minor lift irrigation systems were made functional

2,500 hectares

Of pastureland were restored

Farm productivity

Improved access to water enables higher cropping intensity, supporting multiple harvest cycles and resulting in increased farm productivity. This is further reinforced through crop diversification, more reliable water availability, the introduction of horticulture and floriculture, improved seed quality, and weather-appropriate crop selection.

Capacity building is complemented by access to locally produced organic manure and seeds, innovative cultivation techniques, adoption of small tools and micro-irrigation systems, and a shift to renewable energy. Farmer engagement is strengthened through knowledge-sharing platforms, collective procurement of inputs, aggregation of produce for sale, and value addition activities that improve market access and price realisation.

Fiscal 2026 highlights

3.68 lakhs+

Households supported with livelihood planning

3.45 lakhs+

Households supported for Kharif (monsoon farming)

4.19 lakhs+

Households supported for Rabi (winter farming)

Livestock development

Livestock is integral to rural lives and in some regions households have traditionally reared livestock. SLP builds community capacity in breed improvement, animal health, feeding practices and livestock management. Access is strengthened through linkages to the public veterinary care system, quality feed suppliers and higher-value markets. The program also promotes collective action to purchase feed, manage pasture lands for better water and fodder access, and for aggregated sales.

Fiscal 2026 highlights

2 lakhs+ households

Supported to improve livelihoods through livestock





Artisanal livelihoods

In rural areas, artisans represent the second-largest workforce after farmers. While traditional crafts have lost some of their functional relevance, growing appreciation for handcrafted products has created new market opportunities for artisans.

SLP supports artisans through product innovation, design development, trend integration through incorporation of seasonal colour palettes, enhancement of quality standards, and improvement of production capacity. It helps artisans develop competencies in product design, market analysis, customer engagement, and digital tool utilisation. These measures are progressively strengthening or revitalising income prospects and encouraging younger generations to consider traditional craft as a sustainable career path.

Fiscal 2026 highlights

5,000+

Artisans supported



Rural entrepreneurship

Interest in self-employment is rapidly growing among rural youth. Anticipating increased demand for non-traditional goods and services in rural areas, SLP has been supporting aspiring entrepreneurs to set up small businesses, access various government schemes for subsidies, conduct market research, product and service testing, and develop business plans. It has also been equipping them with financial literacy, competition analysis, unit economics, and fundamental management skills necessary to start or operate profitable enterprises while enabling them to engage with other entrepreneurs through supportive networks.

Fiscal 2026 highlights

21,000+

Entrepreneurs supported



Health and well-being

Good health is fundamental to overall well-being and resilient livelihoods, particularly in rural India, where poor health outcomes remain closely linked to persistent intergenerational poverty, especially among women. SLP promotes strengthened health-seeking behaviour through awareness generation, better access to public health systems, and deeper engagement with frontline providers across various life stages and groups, including infants, pregnant women, young mothers, adolescents, and youth. The program is enabling this shift and facilitating intentional change toward better health consciousness.

Fiscal 2026 highlights

~1,03,000+

Women trained in better health-seeking practices

~28,000

Households supported with Water, Sanitation and Hygiene (WASH) initiatives

~5,000

Health camps organised

~22,000

Households linked with various health schemes



Mission 4 Million

Rural challenges are dynamic and interconnected, requiring responses that go beyond short-term support. Building on two completed phases, SLP has now entered its Mission 4 Million phase, with a sharper focus on scale and depth. The program seeks to strengthen local capacities, deepen institutional linkages, and enable meaningful community participation to build resilient, adaptive rural systems that can sustain long-term improvements in incomes and quality of life.

Fiscal 2026 highlights*

2.76 million

Rural households across 33,510+ villages, across 32 States and Union Territories supported by Mission 4 Million

This includes:

2.65 million

Rural households supported

1.12 lakhs+

Youths trained in vocational skills, including **31K+** people with disabilities

*As of March 31, 2026

SLP highlights of fiscal 2026**7.12 lakhs+**

Households have been positively impacted

6.93 lakhs+

Of these were rural households

~20,000

Youth were trained in vocational skills, 6,000+ among them were persons with disabilities

From unemployment to entrepreneurship

At 29, Manoj from Uttar Pradesh faced multiple challenges. Living with a locomotor disability and caring for his mother, who has paralysis, he struggled to find a sustainable source of income despite completing Class XII. Limited awareness of suitable livelihood opportunities kept him unemployed for a prolonged period, placing significant strain on the household.

His journey towards self-employment began when he was introduced to a project under the Sustainable Livelihood Program. Through a 10-day Entrepreneurship Development Program, Manoj gained foundational business skills and exposure to viable livelihood options. Post training, he received support to start an ironing service in his village and connected with a local entrepreneur for mentorship and handholding.

As his enterprise gained community acceptance, he expanded by opening a small cosmetics shop alongside his ironing service. This diversification has strengthened his income, enabled better medical care for his mother, and improved his confidence. Today, Manoj stands as a self-reliant individual and a role model for others in his community.

Education: Learning with heart, learning for life

Education remains one of the most powerful catalysts for unlocking human potential and driving long-term community transformation. At Axis Bank, we recognise education not merely as a fundamental right, but as a pathway to dignity, opportunity, and self-reliance—particularly for children and youth across 20+ states, including some of India's most remote and underserved regions.

Fiscal 2026 highlights**~16 lakhs**

Participants reached across 20+ states

~2.3 lakhs+

Educators supported pan-India

~550 schoolsSupported across 6 Northeastern states, where the Bank has a strong on-ground presence;
10,000+ schools reached across India**60+**

Scholars and 130+ advanced researchers supported across 8 premier higher education institutions

Our education portfolio follows a three-pillar approach that addresses key barriers across the learning lifecycle while strengthening access, quality, and outcomes:

Three pillars of Education

Axis DilSe® – Access and enabling infrastructure

Launched in 2017, Axis DilSe® is our flagship program, committed to transforming education in India's most remote and underserved regions. What began with early investments in difficult geographies has evolved into a multi-state initiative across the Northeast and other aspirational regions.

Rooted in our *dil se open* philosophy, the program works closely with grassroots organisations and institutions to strengthen access, improve school ecosystems, and enable pathways for students to realise their aspirations. Through residential learning, school transformation, and community engagement, Axis DilSe® is ensuring that children in geographically isolated regions are not left behind in India's growth story.

Through Axis DilSe®, the Bank supports Centres of Excellence across the Northeast, providing structured, residential coaching for competitive examinations to underserved youth, with centres supporting 120-280 students over multi-year cycles.

This is complemented by holistic schooling models such as the Hummingbird School in Majuli, which provides inclusive residential education to 300+ tribal students annually, including hostel support.

School transformation and ecosystem strengthening initiatives with partners such as Sunbird Trust and Tata Steel Foundation have enabled infrastructure upgrades, foundational learning interventions, and community engagement, reaching over 80,000 students across 800+ schools and 950+ anganwadis in remote geographies.



System strengthening

Our interventions focus on strengthening public education systems at scale by improving learning outcomes, teacher capacity, and classroom practices through structured, long-term partnerships with state governments and institutions.

Large-scale programs have driven measurable impact:

- In Odisha, **digital maths and science learning** is reaching 4.86 lakhs students across 6,400+ schools, supported by 18,600+ teachers through curriculum-aligned digital content
- In Madhya Pradesh, the **CM Rise Teacher Development Program** is targeting ~3 lakhs teachers across all 52 districts, with downstream impact on ~90 lakhs children

- District-led initiatives such as **Shikshagraha** have reached 3.76 lakhs students and 9,200+ educators, demonstrating improvements in school readiness and foundational learning
- The **Rupantar** program has impacted 26,000+ teachers and 3.5 lakhs students, enabling a shift towards competency-based, experiential learning at scale

At the community level, focused interventions such as **Yellow Rooms** and **Muheem Leader Fellowship** in UP with a collective reach of 3,500+ students, **LIFI** in Madhya Pradesh and Haryana reaching ~ 1,000 students, and **English Bridge Program** in Chhattisgarh with a reach of 12,000 students are strengthening foundational literacy, inclusion, and retention across high-need geographies.



Higher education, research and innovation

We support academic excellence through long-term investments in higher education institutions, research ecosystems, and scholarships, contributing to innovation and future-ready talent for the country.

Key initiatives include:

- ▶ The Axis Bank Centre for Mathematics & Computing at IISc, supporting 61 scholars and engaging over 2,100 participants through advanced research and academic programs
- ▶ The FutureTech Building at Plaksha University, enabling cutting-edge work in AI, robotics, and emerging technologies, alongside PhD and faculty-led research
- ▶ Partnerships with Ashoka University, supporting 118 PhD scholars and 13 postdoctoral fellows,

and strengthening interdisciplinary science and research capabilities

- ▶ Scholarships across Plaksha, Ashoka and ISDM, enabling access to quality higher education and leadership pathways

Together, these pillars enable a continuum of learning – from strengthening foundational education in remote and border villages to supporting higher education, research, and innovation – thus helping learners realise their full potential.

Our efforts in education are aimed at not only to help children learn but also towards enabling communities to aspire, participate, and lead. By investing across access, systems, and excellence, Axis Bank is building an education ecosystem where every learner, regardless of geography or background, has the opportunity to thrive.



Well being - A comprehensive approach to resilience

Beyond Sustainable Livelihoods and Education, our CSR efforts are designed to address interconnected social and environmental challenges that influence the overall well-being and resilience of communities.

Financial inclusion & literacy

- ▶ Financial literacy is a critical pillar of our CSR strategy, with a strong emphasis on enhancing women's economic participation and financial capability to enable greater agency, self-reliance, and long-term financial security. Our initiatives reached **~2.6 lakhs people** across India, including the empowerment of nearly **1.6 lakhs women** through our partnership with Kalanjiam Foundation
- ▶ In addition, our teams conducted **~2,200 financial literacy and awareness programs** and launched the 'FI Model Village' initiative across **80 villages**, while digitising **~1,000 SHGs** to promote cashless transactions and deepen financial inclusion

Health

- ▶ We adopt a systems-oriented, infrastructure-led, and patient-centric approach, prioritising cancer care, mental health, paediatric and developmental healthcare, and specialised tertiary services. Recognising that sustainable health outcomes depend on strong institutions, trained professionals, digital systems, and enabling care environments our interventions in fiscal 2026 focused on long-term capacity building, institutional strengthening, and creation of critical healthcare infrastructure instead of short-term service delivery
- ▶ Through our health initiatives, we reached over **~16,000 direct participants**—including patients, children in institutional care, caregivers, healthcare professionals, and students—and indirectly benefitted over **~1.2 crores** individuals through mass awareness initiatives and systemic, national-level interventions
- ▶ The interventions spanned Maharashtra, Uttar Pradesh, Bihar, Tamil Nadu, Karnataka, West Bengal, and pan-India national programs

Environmental sustainability

- ▶ Under this theme, we focus on restoring, conserving, and sustainably managing natural ecosystems while strengthening community resilience to climate variability and resource stress through a landscape-based, community-led, and science-backed approach. In fiscal 2026, the portfolio expanded to include rural water security and watershed-based interventions, recognising water as a critical ecological and livelihood resource
- ▶ During the year, we planted approximately **15 lakhs saplings** and restoring nearly **3,000 hectares of land**, creating dense, community-managed urban green patches and promoting climate-resilient, native species in rural landscapes to improve soil health, water retention, and ecosystem resilience. Interventions also supported habitat restoration, agroforestry, soil and water conservation, and biodiversity protection — particularly in buffer zones of national parks and wildlife sanctuaries — to strengthen ecosystems, support livelihoods and reduce human-wildlife conflict
- ▶ Climate resilience efforts included solar-powered cold chain infrastructure to reduce post-harvest losses and flood resilience measures in riverine regions. Anchored around ecosystem restoration, biodiversity conservation, water security, climate resilience, community stewardship, and science-led planning, the theme program reached over **2 lakh direct participants** across 13 states

Sports

- ▶ Continuing its focus on sports development, Axis Bank supported athletes across high-performance and grassroots pathways during the year. Through its partnership with the Foundation for Promotion of Sports and Games (FPSG) under the Olympic Gold Quest program, the Bank supported **~500 athletes and para-athletes across 10 Olympic and 8 Paralympic disciplines**
- ▶ The Axis Bank **Judo Development Program**, in collaboration with the Inspire Institute of Sport (IIS), provided foundational training to 560 judokas in Manipur and advanced, fully-funded residential training to **47 female judokas** at the IIS campus in Karnataka, targeting LA 2028 podium outcomes. Additionally, Axis Bank partnered with Lakshya Shooting Club to establish a state-of-the-art High Performance Centre in Navi Mumbai to develop an emerging and elite shooting talent

Disaster response and community resilience

- ▶ Under the Humanitarian & Relief theme, we provide timely, need-based support to communities affected by climate-induced disasters, particularly floods and cloudbursts, with a focus on reducing immediate vulnerability and enabling early rehabilitation
- ▶ In fiscal 2026, interventions were concentrated on flood-affected hill and plain regions, addressing urgent needs such as food security, temporary shelter, winter protection, sanitation, and essential household support. Dry ration kits were provided together with warm clothing, insulated temporary shelters, sanitation facilities and school supplies, with priority given to the most vulnerable groups
- ▶ Overall, the interventions reached **~6,000+ directly affected people** across Uttarakhand, Himachal Pradesh and Punjab

Corporate citizenship initiatives



Axis Cares

Axis Cares is the Bank's flagship employee engagement platform that fosters a culture of empathy and encourages Axisians to contribute meaningfully to society. Rooted in the values of giving back and personal social responsibility, it provides employees with avenues to support causes they care about through both financial contributions and volunteering.

Over the years, Axisians have extended their support across a wide range of social and environmental causes, including education for children, environmental and wildlife conservation, care for senior citizens, preservation of cultural heritage, promotion of sports and disaster relief efforts. Employees have also actively contributed their time by mentoring and coaching young aspirants preparing to enter the workforce.

Axis Cares reflects a shared commitment among Axisians to make a positive difference, reinforcing the Bank's belief in collective responsibility and purposeful engagement beyond the workplace.

Lending a hand in nation-building

National development requires institutions that are reliable and responsive. Axis Bank collaborates with central and state governments to strengthen public finance, service delivery and digital infrastructure, thereby improving outcomes for citizens.



Material Issues Linkage



Capital Linkage



UN SDGs Linkage



A trustworthy, reliable partner

The Bank's Government Business promotes inclusive growth, transparency, and digital transformation. Collaborating with state and central governments, it facilitates sustainable public finance aligned with initiatives such as Digital India and national priorities such as financial inclusion and ESG. The Bank continues to expand its

delivery capabilities and broaden its national footprint to meet growing banking needs, while investing in technology to automate and digitise processes, improving efficiency. The Bank is committed to advancing the government banking sector and reimagining customer experiences through a range of tailored products and services.

Driving Government Business through distinctive beyond banking proposition

RFID Solution

Prepaid card for pilgrims' expenses

Payment Disbursement Solution

End-to-end digital procurement payment process

Drone

Aerial Survey & Mapping

Fund Management Solution

Fund allocation module & MIS Dashboard

Loan Management Solution

Loan Disbursement Platform & Dashboard

Wallet Management Solution

Wallet solution for e-Ticketing

WhatsApp Chatbot

Automated AI-driven messaging

Inventory Management Solution

Automated Inventory & Vendor tracking Module

Tax & QR Collection

Multi-model Payment & Collection Model

E-Auction & E-Tendering

End-to-end Collection & Refunds

HRM & Solution

Payroll, Employee Data Management

Citizen App

Service request & Utility Payments

Currently, the Bank has the mandate to collect direct taxes, state taxes, GST, customs duty, railway e-freight, civil, defence and railway pensions, Public Provident Fund (PPF), Sukanya Samriddhi Scheme, and Kisan Vikas Patra. The Bank is among the top performers in the Public Financial Management System (PFMS) and is an active participant in the Government E-Marketplace (GeM).

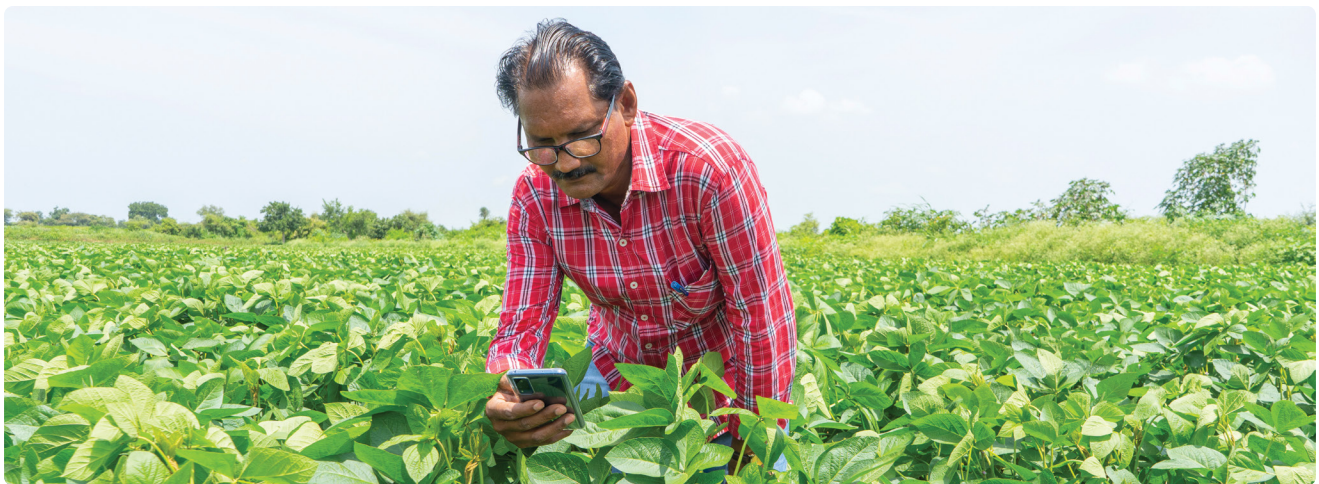
Enabling smarter urban transformation

As a strategic partner to India's ambitious Smart City Mission, the Bank collaborates closely with municipal bodies, city administrations, and state governments to deliver tailor-made banking solutions that meet local needs. We maintain strategic relationships with over half of India's Urban Local Bodies (ULBs) to support urban governance. Our solutions that digitise and streamline municipal operations ensure seamless payment and collection processes, thereby enhancing transparency and civic engagement. By integrating digital technology into public service delivery, we help cities become more responsive, sustainable and inclusive.

Among the solutions are:

- ▶ **Integrated digital services platform** enabling efficient citizen services across ULBs
- ▶ **QR code-based** doorstep property tax solution
- ▶ **App-based platform** that activates digital certifications, handles grievances, manages revenue and provides social security services
- ▶ **Drone-based aerial solutions** to strengthen disaster response and urban planning
- ▶ **Digital door-numbering solution**, enhancing service delivery, responsiveness and community inclusion

Transforming agriculture through Digi-culture



We empower this vital sector through reliable, transparent, and technologically advanced solutions that create ease and convenience for farmers and stakeholders within the agricultural value chain. Our premier digital platform for electronic procurement facilitates secure, prompt payments to farmers in accordance with government procurement regulations. Engineered to manage large-scale disbursements accurately, the platform provides real-time reconciliation, bulk transfer functionalities, and a fully automated interface that minimises delay, mitigates fraud and fosters trust.

Implementing Direct Benefit Transfers (DBT) ensures that every rupee reaches the intended recipients on time.

Our agricultural engagement spans key states, where we collaborate with procurement agencies and cooperative organisations to deploy scalable and effective solutions.

Key engagements in the agricultural sector

- ▶ Uttar Pradesh Upbhokta Sahakari Sangh
- ▶ Food & Civil Supplies Corporation – in West Bengal, Madhya Pradesh, and Tamil Nadu
- ▶ Bihar State Vegetable Processing & Marketing Cooperative Federation
- ▶ Andhra Pradesh State Farmers' eVikraya Corporation
- ▶ Himachal Pradesh State Agriculture Marketing Board

Health & education

We support government institutions with banking solutions and technology-enabled platforms that enhance efficiency and citizen access. In healthcare, we introduced AI-based facial recognition and HRMS software for Bihar's Health Department to address issues such as absenteeism. This initiative was replicated in Puducherry and Dadra & Nagar Haveli under the National Health Mission. We also collaborate on health projects, such as Gujarat's Ayushman Bharat Health Infrastructure Mission, contributing to the development of inclusive health systems.

In the education sector, we enable secure and seamless transactions through digitised fee-collection platforms for various state boards and institutions. We also provide fee automation, reporting dashboards, and customised banking products to schools, colleges, and universities, including the Directorate of Education, Goa.



Driving digital mobility infrastructure

We partner with municipal authorities to facilitate efficient and future-oriented vehicular movement. In Guwahati, we inaugurated India's first AI and FASTag-enabled smart parking system in partnership with the Guwahati Metropolitan Development Authority, thereby eliminating manual ticketing, enabling contactless entry and exit, and establishing a new standard in urban mobility.

In Delhi, we became the exclusive acquiring bank for RFID-based FASTag fee collection at Inter-State Bus Terminals (ISBTs), streamlining fee collection, reducing congestion, enhancing transparency, and promoting cashless transportation.

DBT initiatives

The Bank plays an essential role in enhancing India's Direct Benefit Transfer (DBT) ecosystem by connecting government welfare initiatives directly with their intended beneficiaries, ensuring the timely, transparent delivery of funds. Our DBT platforms support a diverse array of state and centrally sponsored schemes, including programs for women and child development, tribal welfare and urban transformation missions. Through seamless integration, real-time validation, and direct account crediting, we prevent leakages and uphold the dignity of social assistance.

DBT schemes handled

- ▶ Krantijyoti Savitribai Phule Bal Sangopan Yojana – Women & Child Development Department, Maharashtra
- ▶ Chief Minister's Atmanirbhar Asom Abhijan – Assam
- ▶ Department of Adi Dravidar and Tribal Welfare – Tamil Nadu
- ▶ AMRUT (Atal Mission for Rejuvenation and Urban Transformation)
- ▶ Swachh Bharat Mission (SBM)

The Bank aims to be a trusted partner in nation-building by using technology, scale, and governance to grow sustainable government business. The focus remains on digitisation, inclusion, and transparency to create long-term stakeholder value.



Supporting a lower-carbon future

Environmental stewardship is key to creating lasting value. It guides us in our endeavour to finance responsible growth, strengthen resilience and reduce our operational footprint. Through disciplined capital allocation, climate-aware risk management and resource-conscious operations, we support the transition to a low-carbon economy while delivering sustainable value for our stakeholders.



Material Issues Linkage

M8

M12

Capital Linkage



UN SDGs Linkage



As a leading Indian bank, we support India's development in line with the United Nations Sustainable Development Goals (UN SDGs) and the Paris Agreement through responsible capital, climate risk management, decarbonisation, resource stewardship, and habitat restoration.

Since 2021, our ESG Committee has guided our climate and environmental strategies and helped strengthen the enterprise risk frameworks.

Our key environmental impact arise from energy consumption at our branches, diesel generator and paper usage, which we have significantly reduced through digitalisation, improved operational efficiency and investments in green technologies.

Fiscal 2026 ESG highlights

₹45,511 crores

Green lending portfolio

593

Proposals assessed under the IFC Performance standards for the ESG compliances

4.16 million

Trees across 9 geographies

11,594 tCO₂e

Scope 1 emissions

145,734 tCO₂e

Scope 2 emissions

44,212 tCO₂e

Scope 3 emissions

4

Large offices fully powered by renewable energy

3.58 million kWh

Annual savings due to CEMS and other energy efficiency interventions



Advancing low-carbon operations

Energy and emissions

Aligned with India's climate goals and global standards, we target a 3.5% reduction in per-employee emissions by fiscal 2027, using fiscal 2023 as the baseline. Our decarbonisation approach focuses on measurable action across direct operations, purchased electricity, and select indirect activities to enhance efficiency and resilience.

We manage emissions across Scope 1, 2, and 3. Scope 1 emissions are tracked through monthly monitoring of diesel expenditure and refrigerant leaks, while Scope 2 emissions are evaluated by tracking monthly electricity usage and tariff data. Scope 3 impacts, such as air travel and paper use, are addressed through digital solutions.

We continue to invest in renewable energy and energy management initiatives, renew the Green Building Certification at Axis House-Worli, adhere to IGBC standards at One Axis-Kolkata, and implement green building and power purchase agreement (PPA) projects in Noida.

Renewable energy initiatives



- ▶ Commissioned a 2 MW solar power plant in Solapur, significantly reducing our carbon emissions
- ▶ Procured ~1 MW of solar energy annually (3.50 lakhs units) through a PPA for our Bengaluru Data Centre
- ▶ Ensured that our four large offices — Axis House, Worli; Data Centre in Bengaluru; MIDC, Andheri; and The Ruby, Dadar — operate on 100% renewable energy

Centralised Energy Management System (CEMS)



- ▶ Implemented a cloud-based CEMS across 600 major branches and offices
- ▶ Enabled remote monitoring and control of air conditioning and lighting, resulting in substantial reductions in energy consumption, and maintaining optimal ambient conditions

Operational energy efficiency



- ▶ Maintained unity power factor through Automatic Power Factor Correction (APFC) panels at significant locations, including Axis House in Mumbai and Axis House in Noida
- ▶ All branches and offices have LED systems, resulting in a significant reduction in energy use
- ▶ Electrical vehicle charging facilities are available at large buildings, including Axis House in Mumbai, MIDC Andheri, and Axis House in Noida
- ▶ Installed star-rated, energy-efficient air conditioners, replacing outdated units and motion sensors at strategic locations to enhance energy conservation

Measurable impact in fiscal 2026

2,043.38 tCO₂e

Emissions avoided annually from the Solapur solar power plant

4,245.80 tCO₂e

Avoided renewable energy procurement for the Bengaluru Data Centre

~3,336.52 tCO₂e

Emissions avoided by not printing the papers (Digital Banking interventions)

Water conservation

We recognise water as an invaluable resource, essential for sustaining life and our daily operations. We actively implement measures to conserve water through efficient management, recycling and responsible use practices. Through rainwater harvesting and innovative recycling solutions, we seek to minimise our water footprint and create a positive impact on the environment and the communities around us.

Key actions include

- ▶ Implementation of a closed-loop water system at the Bengaluru Data Centre to eliminate water usage in cooling operations
- ▶ Rainwater harvesting infrastructure at Axis House, Mumbai
- ▶ Sewage treatment facilities that recycle water and reduce freshwater demand
- ▶ Sensor-based washbasins, aerators and bio-blocks at select offices to reduce wastage

Key achievements in fiscal 2026

~2.0 KL

Rainwater harvested annually at Bengaluru Data Centre

~5.5 KL

Rainwater harvested annually at Axis House Mumbai

Responsible waste management

We continue to strengthen responsible waste management practices through waste segregation, recycling initiatives, and digital solutions across our operations. Our approach is designed to reduce environmental impact, divert waste away from landfills and support a circular economy.

Key actions include

- ▶ Centralised systems at Axis House, Mumbai and select major offices across India for segregation and recycling of dry waste into usable stationery
- ▶ Collaboration with certified vendors for safe disposal of electronic waste from branches and offices nationwide
- ▶ Digital banking initiatives, including digital account opening, e-statements and e-welcome kits, to significantly reduce paper consumption

Key achievements in fiscal 2026

230.79 MT

Of dry waste (includes paper, plastic, metal & glass) recycled in select offices (through authorised vendors)

46.18 MT

Of e-waste recycled pan-India (through authorised recyclers)

34.76 million

Sheets of paper saved annually as a result of various Digital Banking initiatives

Habitat restoration

As part of the Bank's ESG commitments, we have set an ambitious target of planting 8 million trees by 2030. As of March 2026, through our CSR initiative, the Bank has planted approximately 4.16 million trees across 9 geographies in India, including all its plantation programs. This reflects our effort to create environmental value that extends beyond our immediate operations and contributes to a more resilient future.

1. All emission calculations, including intensity assessments, energy calculations with intensity considerations, water consumption, and waste estimations, encompass solely Axis Bank's operations within India. These calculations exclude any subsidiaries.
2. The reporting boundary for waste management is limited to 12 offices for Paper, 6 offices for Plastic, 4 offices for Metal, 1 office for Battery waste, 12 offices for organic waste, 2 offices for C&D Waste and E-waste reported for pan-India basis.
3. Scope 1 – Diesel-related emissions are calculated on estimation basis and Scope 1 – AC – fugitive emissions are calculated on estimation basis. Similarly, Scope 2 emissions are calculated basis unit level consumption and expenditure.

Investing in a sustainable future

As a leading Indian financial institution, we are committed to advancing the nation's development priorities in alignment with the United Nations Sustainable Development Goals (UN SDGs) and India's obligations under the Paris Agreement. Our investments focus on sectors that foster inclusive growth while promoting environmental stewardship backed by enabling policies and strong oversight in place.

Since 2021, the Board-level ESG Committee has provided strategic oversight of climate-and broader ESG risks, guiding the continued evolution of our sustainability agenda. With strong Board direction, and led by the Risk Management Department, we are strengthening enterprise-wide climate risk management capabilities and embedding climate considerations into key risk processes. This proactive approach enhances operational resilience and enables us to leverage opportunities arising from the transition to a more sustainable economy.

Introduced in August 2021, our **Sustainable Financing Framework**, aligned to the UN SDGs, serves as a structured approach for ESG-linked issuances. It was the first such framework by an Indian bank to obtain a

Second Party Opinion. Recognising the environmental and social implications of its operations, the Bank embeds Environmental, Social and Governance (ESG) considerations into its investment decision-making through its ESG Policy for Lending.

Managing ESG and climate-related risks

Climate related risks are fast emerging as significant financial risks with implications for businesses, households, financial institutions and the wider economy. Driven by both physical climate impacts and the urgency to transition to a lower carbon economy, these risks, transmitted through multiple channels, require an integrated risk management approach as they can potentially affect business profitability, household wealth and overall financial stability and may also result in stranded assets.

For financial institutions, climate risks can manifest as elevated credit, market, underwriting, operational and liquidity risks, resulting in higher default rates, changes in asset valuations, gaps in insurance coverage, operational disruptions and increased pressure on liquidity.

Focus areas of actions undertaken under the Risk functions

Governance

Strengthening Board-level oversight on climate and ESG risks

Climate and ESG risks are integrated into the Bank's risk taxonomy and governed under the oversight of the Risk Committee of the Board, supported by guidance and oversight of the ESG Committee. The Bank continues to enhance the Committee's governance and supervision over these risks and embed them further within its Risk Management Framework. Under the ESG Policy for Lending framework, key proposals are also reviewed by the Committee of Directors of the Board, within the Bank's overall risk management strategy.

Policy and controls

Inclusion of ESG and climate-related risks and opportunities in ICAAP

The Internal Capital Adequacy Assessment Process evaluates ESG and climate-related risks as material risks, covering both physical risk and transition risk.

Strengthening the ESG Policy for Lending

Since 2015, the Bank's ESG Policy for Lending incorporates environmental and social risk assessment into its credit appraisal process in alignment with the IFC Performance standards and other pertinent global standards. The implementation of the policy is overseen by the specialised Environmental and Social Management Group within the Credit function.

Adoption of the Sustainable Financing Framework

The Sustainable Financing Framework, launched in 2021 in alignment with global standards such as the International Capital Market Association (ICMA) Principles and the Green Loan Principles, and with a Second Party Opinion from Sustainalytics. The Bank has in place an ESG Working Group that works under the ESG Committee's oversight to ensure effective management of its sustainable financing activities.

Risk toolkits

In-house ESG rating model to support credit assessment

Piloted in fiscal 2023, the ESG rating model has been adopted as part of the credit appraisal process for select Wholesale Banking clients. Developed internally in close alignment with the International Finance Corporation (IFC) performance standards, it covers 80+ parameters across ESG pillars and reinforces the integration of E, S and G considerations in the Bank's lending practices. During the current fiscal, the model was further strengthened to deepen borrower-level ESG assessment.

Building capabilities for stress testing

The Bank is developing stress testing and scenario analysis capabilities in line with regulatory guidance and supervisory expectations. External best practices are also being studied to accelerate learning and strengthen internal preparedness.

Development of climate risk dashboards

Since last fiscal, the Bank has been enhancing its climate risk-related disclosures by expanding coverage of key physical risks and transition risk metrics as well as lending and financing activities aligned with its Sustainable Financing Framework. As part of the dashboard, the Bank actively tracks its transition risk exposures, highlighting asset quality in identified sectors that it deems to have elevated transition risks such as coal and thermal power. It also assesses physical risks across retail, rural and SME portfolios against four major natural hazards in India, namely cyclones, droughts, heat waves and floods. The climate risk dashboard is kept updated and presented to the ESG Committee through the year.

Capacity building

Bank-wide ESG education and participation

During the year, the Bank partnered with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, along with IPC GmbH and AuctusESG, to strengthen its capacity in climate adaptation finance. The capacity building program covered representatives from the Bank's Wholesale Banking Coverage, Risk, Treasury, Sustainability, and Credit teams who participated in a 2 day, intensified training workshop aimed at building an understanding of climate adaptation finance to be able to integrate its principles into the Bank's risk management and lending practices. The program also facilitated cross-functional collaboration, enhanced internal capabilities to identify climate vulnerabilities, and approaches for incorporating adaptation considerations into credit appraisal and portfolio monitoring processes. This collaboration also supports stronger institutional readiness for climate-resilient lending and aligned to India's wider global collaboration on sustainable development.



Engagement with peers and regulators

The Bank actively engages with industry peers and regulators on matters relating to ESG and climate-related risks, and sustainable finance. The Bank's senior leadership participates in pertinent domestic ESG- and climate-related committees and formal working groups, including those under the RBI, Indian Banks Association, CII and FICCI. During the current fiscal, the Bank participated in an in-depth engagement with the regulator on physical risk assessment data and methodology under the Reserve Bank Climate Risk Information System. The Bank submitted its inputs and responses to the regulator as part of this engagement.

ESG Policy for Lending

Formulated in 2015, our ESG Policy for Lending is aligned to the IFC performance standards and other pertinent international standards and benchmarks. It is applied to various financial products, including project loans, corporate loans, lines of credit, bridge loans, overseas funding, consortium/multiple banking, syndicated loans, and refinance transactions, subject to internal criteria and threshold limits. The Policy also includes an Exclusion List listing the themes and activities the Bank refrains from lending to.

Fiscal 2026	Cat A	Cat B+	Cat B	Cat C	Cat FI	Total Count
Cases eligible for ESDD	Nil	Nil	77	23	18	118
COD cases Review of Project portfolio/Group Companies portfolio w.r.t. IFC Performance standards for the ESG Compliances						475
Total cases in fiscal 2026						593



118

Proposals assessed under ESG Policy for Lending in fiscal 2026

475

Cases reviewed by the Committee of Directors during the year

~₹1,00,000 crores

Total value of proposals reviewed under the ESG Policy for Lending in fiscal 2026

The categorisation of cases reflects the status as of March 31, 2026. It is to be noted that due to material changes in the proposal or project, the categorisation of cases can also change over the duration of the loan.

In fiscal 2022, projects were categorised as A, B+, B, C, FI under our ESG Policy for Lending. We undertook a self-assessment of the policy under the IFC's ESMS diagnostic tool, which benchmarks environmental and social management systems (such as our ESG Policy for Lending) against IFC's performance standards and global best practices. The tool evaluates based on nine parameters, such as policy, due diligence, governance, capacity, and the control environment, categorising them as 'State of the Art', 'Developed', and 'Emerging'. Our ESG Policy for Lending scored 'State of the Art' on four parameters and 'Developed' on three.

 The summary of project categories and due diligence under the policy are accessible:

www.axis.bank.in/docs/default-source/default-document-library/document-lists/our-policies/esg-policy-and-procedure.pdf

Cases highlighting Environmental and Social Due Diligence (ESDD) conducted under the ESG Policy for Lending

Case study

Environmental and social risk assessment in e-bus portfolio

Axis Bank has financed electric buses (e-buses) and charging infrastructure to support intra-city public transport across multiple states. While aligned with low-carbon mobility, the Bank conducted a comprehensive Environmental and Social (E&S) risk assessment to strengthen portfolio risk management.

Key risk areas assessed included:

- ▶ Physical climate risks affecting e-bus depots and charging infrastructure
- ▶ Electric vehicle (EV) battery-related fire risks
- ▶ Road safety considerations
- ▶ Gender-Based Violence and Harassment (GBVH) risks in public transport settings
- ▶ Supply chain risks associated with EV components and infrastructure
- ▶ Water usage risks, particularly in regions classified as high water stress zones

A key focus was evaluating Emergency Preparedness and Response Plans (EPRP) for on-road operations to ensure passenger safety and operational resilience. This approach reflects the Bank's commitment to embedding strong E&S safeguards and ensuring its clean mobility investments are both sustainable and responsible.

Case study

Enhanced due diligence in renewable energy lending

Axis Bank has supported large-scale renewable energy projects as part of its low-carbon transition. Despite the sector's 'White Category' classification and limited regulatory requirements, the Bank undertook rigorous due diligence to identify and mitigate risks across the project lifecycle.

Key assessment areas included the following:

- ▶ Labour and working condition risks within the supply chain
- ▶ Biodiversity risks arising from project and surrounding activities
- ▶ Land acquisition and involuntary resettlement risks, including stakeholder grievances
- ▶ Community and stakeholder grievance management mechanisms
- ▶ Potential microclimatic impacts such as the albedo effect (changes in surface reflectivity)

The Bank conducted biodiversity assessments using IBAT aligned with IUCN standards, alongside detailed avian studies to assess species, habitats, and environmental impacts. This reflects Axis Bank's commitment to exceeding regulatory norms and ensuring renewable investments are environmentally responsible and socially sustainable.

In 2021, under the oversight of the ESG Committee of the Board, the Bank committed to accelerating its lending activities towards defined sustainability goals. In fiscal 2026, the public target for ESG-aligned lending under Wholesale Banking was achieved, and revised its public targets for Retail Two-wheeler and Four-wheeler EV lending upwards and remains on track in line with the revised targets. The Bank shall continue to review these targets periodically, considering the evolving macroeconomic environment and sectoral developments across both the Wholesale Banking and EV lending portfolios. The targets, along with the Bank’s performance against them in fiscal 2026, are presented here.



Target	Fiscal 2026 achievements
₹60,000 crores Incremental financing under Wholesale Banking to sectors with positive social and environmental outcomes by fiscal 2030 (from fiscal 2021)	₹61,348 crores
Revised target	Fiscal 2026 achievements
8% Increase in share of EV loans in two-wheeler loan portfolio by 2027*	9.01% Penetration* for two-wheelers
7% Increase in share of EV loans in four-wheeler passenger loan portfolio by 2027*	7.2% Penetration* for four-wheelers

*Penetration achieved in each fiscal in 4W and 2W segments, respectively

Scaling the green wholesale portfolio

We continue to strengthen our Wholesale Banking portfolio by expanding lending to sustainable sectors such as renewable energy generation, urban mass transport, electric mobility and green infrastructure. Through this approach, the Bank aims to support the development of low-carbon and future-ready infrastructure while aligning its financing strategy with broader sustainability objectives.

Decarbonising our lending portfolio

In line with its internal targets, Axis Bank is progressively moderating its exposure to carbon-intensive sectors such as thermal power and coal within its Wholesale Banking portfolio, thus actively aligning with India's Net Zero aspirations. While thermal power is expected to continue to play a role in supporting the country's economic growth over the medium term, the Bank recognises that India's long-term transition to a low-carbon economy will be shaped by accelerated investments in renewable energy, green hydrogen, carbon markets and clean technology innovation.

In this context, Axis Bank remains committed to aligning its financing approach with the evolving energy transition landscape. The Bank also acknowledges that this transition must be inclusive and equitable, ensuring that vulnerable communities and sections of society are not disproportionately impacted in the process.

1.4%

Percentage of exposure to thermal power generation and coal mining, logistics and trading in the Bank's total exposure (as of March 31, 2026)

Impetus to Retail EV financing

In line with its ESG commitments, the Bank has established strategic partnerships with Original Equipment Manufacturers (OEMs) to support the steady growth of Electric Vehicle (EV) adoption. Reflecting its strong ambition in this area, the Bank revised its EV lending targets upward during the year.

Green Lending Portfolio (in ₹ crores)

FY 2025-26		45,511
FY 2024-25		22,160
FY 2023-24		18,907
FY 2022-23		18,142
FY 2021-22		12,255
FY 2020-21		9,753

The target share of EVs in the two-wheeler loan portfolio has been increased from 6% to 8%, while the target share in the four-wheeler passenger vehicle loan portfolio has been raised from 4% to 7%, both by 2027 (measured as the percentage share of EVs in rupee terms). This upward revision underscores the Bank's commitment to enabling cleaner mobility solutions and supporting India's transition towards a lower-carbon transportation ecosystem.

22,400

EV loans offered in fiscal 2026

The Bank promotes EV adoption through a combination of customer-focused offerings and strategic partnerships with OEMs. A market-leading interest rate discount of up to 0.5% for retail EV customers, coupled with special arrangements with select OEMs and higher payout structures, has helped strengthen the Bank's EV financing proposition.

During the year, the Bank further deepened its engagement with EV ecosystem participants, including dealers, manufacturers and other stakeholders in the commercial EV segment. These partnerships have enabled the Bank to expand its reach and remain responsive to sectoral developments such as advancements in battery technology and changes in subsidy support.

Reflecting its continued confidence in the sector, the Bank has also communicated to the ESG Committee its intention to set fresh targets for EV financing across two-wheeler and four-wheeler loan portfolios.

Partnering to accelerate EV transition in India

Axis Bank continues to play a pivotal role in accelerating India's electric mobility transition through innovative, guarantee-backed financing structures. Under its guarantee agreement with GuarantCo, it is enabling scalable capital deployment across both retail EV adoption and electric public transportation. From supporting green bond issuances for electric two-wheelers to financing large-scale e-bus fleets under government programs, the Bank is actively deepening its presence across the EV value chain.

Muthoot Capital's ₹1.5 billion Green Bond Issuance

In 2025, in association with GuarantCo under the broader Axis Bank e-mobility framework, Muthoot Capital Services Ltd. raised a ₹1.5 billion listed green bond, backed by a 65% partial guarantee from GuarantCo. The financing is to be used for on-lending to customers for the purchase of new electric two-wheelers, thus supporting the growth of the e-mobility ecosystem.

Extending ₹2.22 billion loan to Chartered Speed

In December 2025, under its partnership with GuarantCo, the Bank approved a ₹2.22 billion loan (currently ₹10 million has been disbursed) for CSL Mobility I Pvt. Ltd. (subsidiary of Chartered Speed Limited) under the PM e-Bus Sewa scheme. Backed by GuarantCo's 66.66% partial credit guarantee, this financing will support the scaling and operation of a 300+ fleet of e-buses and associated charging infrastructure across four cities in Chhattisgarh and one city in Meghalaya, advancing clean public transport in India.

Axis Bank: Consistently at the forefront of sustainable financing in India

Axis Bank's sustainable financing journey reflects a sustained effort to build frameworks, access capital, and support thematic financing aligned with climate and broader sustainability priorities. Over the years, the Bank has marked several important milestones in this space.

- 2016** ↓ **First Indian bank to issue Green Dollar Bond**
 In 2016, Axis Bank became the first Indian bank to establish a Green Framework and raise \$500 million through a Green Dollar Bond, while also maintaining a Green Register to track project allocations and utilisation.
- 2021** ↓ **First Asian Bank to raise ESG-complaint Dollar AT1 Bond (\$600 million in 2021)**
 In 2021, the Bank further strengthened its sustainable finance architecture by implementing its Sustainable Financing Framework and raising an Environmental, Social and Governance (ESG)-compliant Additional Tier 1 Dollar Bond of \$600 million, with Sustainalytics serving as the Third-Party Opinion provider. The framework also supported diversification of sustainable funding sources through dollar loans from foreign banks, including HSBC and MUFG.
- 2022/23** ↓ **RBI issued Sovereign Green Bond Framework (Nov 2022)**
 In fiscal 2023, the Reserve Bank of India came up with its inaugural Green Bond Issuance and the Bank participated actively in such issuances.
- 2024** ↓ **IFC's largest Green and first Blue Loan (\$500 million loan) (Sept 2024)**
 More recently, in September 2024, Axis Bank secured the International Finance Corporation's largest Green Loan and first Blue Loan of \$500 million, reflecting the Bank's commitment to both climate and water sustainability across areas such as renewable energy, energy efficiency, and water and sanitation.

Green Retail Products

Green Home Loans

In November 2023, Axis Bank partnered with Mahindra Lifespace Developers Limited to provide home loans for green homes, enabling Mahindra Lifespaces customers to access home loans at interest rates 0.25% lower than standard home loan rates. The collaboration also features a seamless application and disbursement process with reduced paperwork, supporting efficient document management and lower paper use.



Through this partnership, the two organisations aim to encourage customers to choose sustainable housing projects and adopt eco-friendly practices in their daily lives. Mahindra Lifespaces stated that its portfolio is 100% green and that it is committed to building only Net Zero homes from 2030 onward.

Rooftop solar

In fiscal 2026, Axis Bank continued to strengthen its green financing portfolio by expanding rooftop solar financing across multiple customer segments. The Bank supported the clean energy transition in the agricultural sector through its PM KUSUM offering, enabling financing for solarisation-related investments under the Government's renewable energy program. It also scaled support for enterprises through the Axis Bank MSME Rooftop Solar Finance Scheme, helping MSMEs adopt rooftop solar solutions and improve energy efficiency.



For residential customers, the Bank further advanced sustainable retail lending through its green home loan proposition, supporting the integration of environmentally responsible features within home financing solutions.

In addition, Axis Bank entered into an MoU with SIDBI under the GIFT Scheme to deepen green investment financing, including support for renewable energy, green buildings, transport and energy-efficient assets. Through these initiatives, the Bank is enabling wider adoption of clean energy solutions while contributing to India's low-carbon and inclusive growth agenda.

Other marquee transactions

Sustainable Club Loan of \$150 Mn from HSBC & MUFG

The Bank concluded a Sustainable Club Loan from HSBC and MUFG for a total of \$150 million in GIFT City branch in May 2023, aligned with its Sustainability Financing Framework*.

\$200 million bilateral loan from MUFG under the Sustainable Financing Framework

The Bank availed a \$200 million bilateral loan from MUFG in March 2024 aligned to its Sustainable Financing Framework. The purpose of the loan is to finance and/or refinance eligible green projects and/or eligible social projects.

Lead arranger in Biocon's acquisition of Viatriis

Axis Bank was the lead arranger for a sustainability-linked loan in the pharmaceuticals and biomanufacturing sector in the Asia-Pacific region, with the proceeds earmarked to support Biocon Biologics' acquisition of the global Biosimilars business of its partner, Viatriis Inc. This is one of the largest outbound cross-border M&A financings from India.

Engagement with subsidiary entities

Under the One Axis framework, the Bank works closely with its business segments and subsidiaries to strengthen ESG understanding, alignment, and implementation across the wider Axis ecosystem. Through regular engagements with subsidiary companies, it helps build their ESG capabilities, share best practices, deepen awareness of emerging priorities, and foster a 'One Axis' approach to sustainable value creation. These interactions help enhance preparedness, encourage knowledge exchange, and support the Bank's collective efforts to embed ESG considerations more effectively across the Group.



*Read about our Sustainable Financing Framework:

<https://www.axis.bank.in/docs/default-source/default-document-library/axis-bank-sustainable-financing-framework.pdf>