Confederation of Indian Industry

DRIVING TRANSFORMATION IN INDIAN BANKING

Resilient, Tech-Driven, Sustainable, and Inclusive

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SUMEDHA
adding values to value

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Foreword

India's banking sector has demonstrated remarkable resilience in recent years, navigating through periods of macroeconomic turbulence. While several global banking systems faced instability, Indian banks stood strong. From managing the unprecedented disruptions caused by COVID-19 to withstanding a hawkish monetary environment, and rising credit-deposit (CD) ratios, the sector has showcased its ability to adapt. The Reserve Bank of India (RBI) has also played a crucial role in maintaining stability through timely interventions.

Yet, one must ask, how inclusive is the banking system we see today? Agriculture, for instance, contributes close to 18% of India's GDP but continues to employ nearly 40% of the workforce, underscoring the critical role of rural and semi-urban India in the economy. Initiatives like the Pradhan Mantri Jan Dhan Yojana (PMJDY), the expansion of branch networks to the last mile, and the adoption of digital payments have brought millions of underserved citizens into the formal financial fold. Banks have also contributed to rural development through Corporate Social Responsibility (CSR) initiatives in education, skill development, healthcare, and financial literacy, laying the foundation for stronger and more equitable growth in the years to come.

Looking ahead, Environmental, Social, and Governance (ESG) factors are also emerging as critical drivers. SEBI's introduction of new sustainability reporting standards called BRSR, in the recent years have helped the top 1000 companies to appropriately measure their contribution towards sustainability. Stakeholders, from regulators to investors are increasingly holding banks accountable for sustainable finance and ethical governance. While Indian banks have made progress, a long road lies ahead in embedding ESG principles into the core of banking operations.

Bijay Murmuria
Chairman, Banking & Financial Services Subcommittee
CII Eastern Region

Message

India's banking sector stands at a pivotal juncture–where resilience meets reinvention, and legacy systems give way to agile, tech-driven models. This publication captures that transition with clarity and purpose, offering a panoramic view of the forces reshaping financial services across the country.

The sector's recent performance reflects a deepening of institutional strength. Improved asset quality, enhanced profitability, and disciplined credit growth signal a system that has not only recovered from past challenges but is now positioned to lead India's economic ambitions. These gains are underpinned by regulatory foresight and operational reforms that have fortified the sector's foundations.

Technology continues to redefine the contours of banking. From AI-powered credit underwriting to frictionless digital onboarding, innovation is no longer peripheral–it is central to strategy. Banks are leveraging data, automation, and embedded finance to serve customers faster, smarter, and more securely. This shift is particularly meaningful in regions like Eastern India, where digital infrastructure is unlocking new pathways for financial access and enterprise growth.

The momentum toward inclusion is equally striking. The expansion of banking services to previously underserved populations–through Jan Dhan accounts, microcredit, and digital outreach–is enabling millions to participate in the formal economy. Women-led enterprises, rural entrepreneurs, and first-generation borrowers are finding new footholds in the financial landscape. This is not just progress–it is transformation.

As the sector evolves, so too must its engagement with stakeholders. Dialogue, data, and collaboration will be key to navigating emerging risks and opportunities. This report contributes to that effort by distilling insights from across the ecosystem–highlighting trends, challenges, and innovations that demand attention.

Eastern India, with its entrepreneurial energy and untapped potential, has a critical role to play in this journey. The region's financial institutions, policy advocates, and business leaders must continue to work in concert to ensure that banking remains not just a service, but a driver of inclusive growth.

Let this publication serve as both a reflection and a roadmap–for institutions, policymakers, and changemakers committed to shaping the future of Indian banking.

Ratan Kumar Kesh
Co-Chairman, Banking & Financial Services Subcommittee
CII Eastern Region

Message

India's banking sector is undergoing a strategic inflection—where its foundational role in financial intermediation is being redefined by the imperatives of inclusive growth, digital acceleration, and sustainable development. No longer operating solely as custodians of capital, banks are increasingly positioned as ecosystem enablers—integrating policy priorities, technological innovation, and socio-economic objectives. This transformation is not merely operational; it reflects a deeper institutional shift towards purpose-driven finance, responsive governance, and long-horizon resilience.

Four defining pillars—resilience, technology, sustainability, and inclusion—are driving this transformation. Resilience is being reimagined beyond balance sheets, encompassing institutional agility, governance strength, and adaptive risk frameworks. Technology, meanwhile, is not just an enabler but a catalyst—reshaping customer journeys, operational models, and financial access through AI, cloud, and real-time platforms.

Sustainability has moved from the margins to the mainstream. Banks are embedding ESG principles into lending decisions, disclosures, and strategic planning, aligning with both national imperatives and global climate goals. This shift signals a deeper recognition of the sector's role in financing transitions that are not only green but equitable.

Inclusion remains a cornerstone of India's banking vision. Expanding access to finance—especially for women, microenterprises, and underserved regions—is no longer a peripheral agenda. It is central to unlocking new growth frontiers and ensuring that economic progress is broad-based and participatory. Digital public infrastructure, targeted schemes, and ecosystem partnerships are helping bridge long-standing gaps.

This report, **Driving Transformation in Indian Banking - Resilient, Tech-Driven, Sustainable, and Inclusive**, captures the sector's evolving narrative with clarity and depth. It brings together insights from across the ecosystem to reflect on progress made, challenges ahead, and opportunities for collaborative action. As stakeholders—from policymakers and financial institutions to entrepreneurs and citizens—our collective engagement will determine how effectively banking can serve as a lever for national development.

The road ahead calls for bold thinking, institutional alignment, and a shared commitment to purpose-driven innovation. Let this publication serve as a resource for reflection, dialogue, and strategic direction as we shape the next chapter of India's financial journey.

Samir Agarwal
Co-Chairman, Banking & Financial Services Subcommittee
CII Eastern Region

Preface

This report has been prepared with the objective of providing a comprehensive understanding of the transformation underway in India's banking sector and its future trajectory. The study is structured to examine both the progress achieved and the challenges that remain as the sector aligns itself with the nation's long-term growth ambitions.

The first section evaluates the current financial health of Indian banks, drawing attention to improvements in capital adequacy, asset quality, and profitability, while also highlighting areas where risks persist. The subsequent section focuses on technology adoption, emphasizing how digital innovations, fintech partnerships, and emerging tools such as artificial intelligence and blockchain are reshaping the way banks operate.

The next section addresses the growing importance of Environmental, Social, and Governance (ESG) considerations. As the global financial system undergoes a shift toward responsible and sustainable practices, Indian banks must adapt their frameworks to remain competitive and relevant.

Recognizing the importance of inclusivity, the report devotes a section to financial inclusion initiatives, with particular emphasis on rural penetration, digital payment adoption, and schemes that have successfully brought millions into the formal financial ecosystem. These developments not only support social equity but also expand the base for sustainable banking growth.

This report "Driving Transformation in Indian Banking " is both insightful and timely. I trust that readers will find it valuable and informative.

Vijay Maheshwari
Chairman, Sumedha Fiscal Services Ltd

Financial Health of Indian Banks

A Comprehensive Assessment

As of 2025, the Indian banking sector is in a position of strong financial health. Record-low non-performing assets, solid capital buffers, and improving profitability have all contributed to this positive outlook. Both public and private sector banks have shown marked improvement across key financial indicators, underscoring the sector's resilience and ability to navigate past challenges.

To make the analysis more focused, this section of the report is divided into three parts:

Strong Capital Adequacy – looking at how well banks are positioned to absorb shocks and meet regulatory requirements.

Robust Asset Quality – reviewing the steady decline in stressed assets and the gains made in recovery and resolution.

Resilient Credit Growth – exploring how credit expansion has picked up while keeping risks in check.

Strong Capital Adequacy

Capital Adequacy Framework: Beyond Basel III Standards

India has implemented a stringent capital adequacy framework. The Indian banking system operates with a minimum CRAR requirement of 9%, which is 1 percentage point higher than the Basel III minimum of 8%. Additionally, the Common Equity Tier 1 (CET1) ratio requirement is set at 5.5%, again exceeding the Basel III standard of 4.5% by 1 percentage point.

The Capital Conservation Buffer (CCB) of 2.5% in the form of Common Equity Tier 1 capital provides an additional safety margin, bringing the total capital requirement to 11.5%.

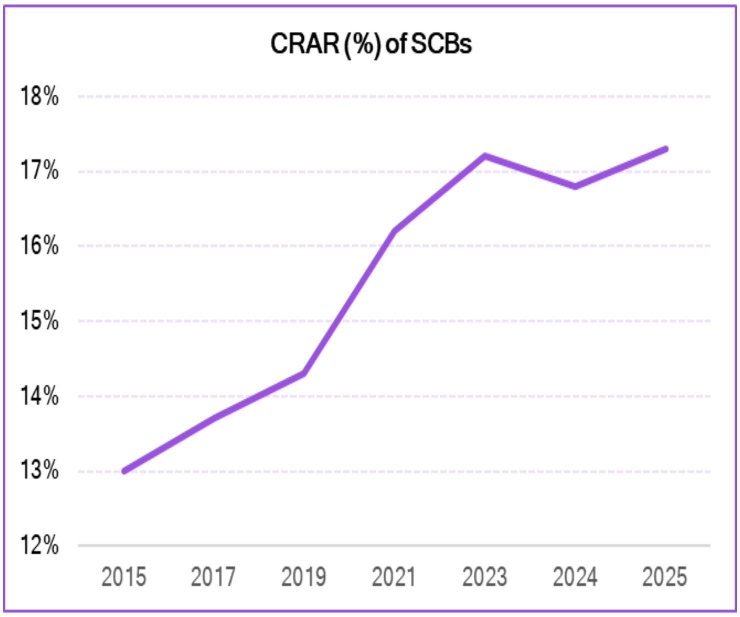
Capital Requirement	Basel III	India
Common Equity Tier 1	4.50%	5.50%
Minimum CRAR	8.00%	9.00%
Total with CCB	10.50%	11.50%

Source: Basel Committee on Banking Supervision (BCBS) & RBI

Historical Capital Strengthening Trajectory

The Indian banking system has demonstrated consistent improvement in capital adequacy over the past few years. CRAR of scheduled commercial banks have improved from 13% in 2015, to 17.3% in 2025.

Public Sector Banks have shown dramatic improvement. For Example - CRAR for Punjab National Bank rose from 9.73% in 2018 to 15.97% in 2024. The substantial improvement positions Public Sector Banks well above the RBI's minimum requirement of 11.5%.



Source: RBI

CRAR (%) of Public Sector Banks

Bank	2018	2024
Bank of Baroda	13.42	16.31
Bank of India	14.19	16.96
Bank of Maharashtra	11.86	17.38
Canara Bank	11.9	16.28
Central Bank of India	9.61	15.08
Indian Bank	13.21	16.44
Indian Overseas Bank	10.21	17.28
Punjab and Sind Bank	10.93	17.16
Punjab National Bank	9.73	15.97
State Bank of India	12.72	14.28
UCO Bank	10.7	16.98
Union Bank of India	11.78	16.97

Source: RBI

Stress Testing Results: Resilience Under Adverse Scenarios

RBI's comprehensive stress testing exercises consistently demonstrate the banking sector's resilience.

Apart from the baseline scenario based on forecasted macroeconomic variables, RBI uses two hypothetical adverse scenarios to validate results:

(i) **Adverse Scenario 1 (Geopolitical risk):** Assumes volatile global conditions with heightened geopolitical risks, financial market turbulence, and supply chain disruptions driving up commodity prices and domestic inflation. Monetary policy tightens, and lending spreads widen due to instability.

(ii) **Adverse Scenario 2 (Global growth slowdown):** Assumes a sharp, synchronised slowdown in major economies. Trade and financial spillovers, along with market fragmentation, weaken domestic GDP growth. Monetary policy eases to support growth, while lending spreads widen amid higher uncertainty.

As of June 2025, the system-level CRAR stands at 17.2%. Stress test results by the RBI show that none of the 46 major banks would fall below the regulatory minimum of 9%, even under severe stress conditions. Similarly, the system-level CET1 ratio is at 14.6%, and here too, all 46 banks remain comfortably above the minimum requirement of 5.5% under the most adverse scenarios.

Scenario	CRAR projection for 2027	CET 1 Ratio (%) projections for 2027
Baseline	17.0	15.2
Adverse Scenario 1	14.2	12.5
Adverse Scenario 2	14.6	12.9

Source: RBI

Robust Asset Quality

Uncovering NPAs: The Turning Point in 2015–16

NPAs were consistently underreported till 2015. There were many reasons which contributed to this problem. Banks masked bad loans through evergreening and RBI's post-2008 forbearance schemes, keeping stressed assets classified as "standard." Weak credit appraisal and poor monitoring further delayed recognition of NPAs, especially in large corporate and infrastructure loans.

Until 2015, banks were not reporting their bad loans as NPAs but under Restructured Standard Assets. But after the RBI's Asset Quality Review (AQR) 2015-16, a detailed examination was conducted on banks' large loan books, reclassifying many "standards" or "restructured" accounts as NPAs.

From Stress to Stability: RBI and Government Interventions (2016–2024)

RBI's AQR forced banks to recognize hidden stress, leading to a spike in reported NPAs. This resulted in rise of GNPA ratio of SCBs from 4.3% in 2015 to 9.1% by 2019. For PSBs, GNPA peaked at 14.6% in March 2018.

Post-AQR, RBI/government rolled out stronger resolution tools:

- **Insolvency and Bankruptcy Code (2016):** After AQR schemes like SDR, S4A, 5/25, CDR etc. were discontinued and instead the Insolvency and Bankruptcy Code (2016) was introduced, as a framework for resolution of stressed assets, which created a time-bound resolution mechanism.
- **Prompt Corrective Action (PCA) framework:** a regulatory framework by the Reserve Bank of India (RBI) for banks and non-banking financial companies (NBFCs) that identified institutions under financial stress. Weak banks were put under restrictions (no new lending, branch expansion, dividends) until they improved.
- **Recapitalization of PSBs**: PSBs set aside huge provisions which were funded through recapitalization bonds and government budgetary support. When recoveries began under IBC, much of the stress was already provided for through these high provisions, which resulted in net NPAs dropping quickly.

At the same time, corporate deleveraging, sectoral recovery and stronger credit monitoring under governance reforms reduced fresh slippages. Together, these measures brought the GNPA ratio down from a peak of 11.2% in 2018 (14.6% for PSBs) to just 2.7% by 2024 (3.5% for PSBs).

Gross and Net NPAs of Banks

	PSU Banks		Private Banks	
Year	GNPA (%)	NPA (%)	GNPA (%)	NPA (%)
2024	3.5	0.8	1.9	0.5
2023	5.0	1.2	2.3	0.5
2022	7.3	2.2	3.8	1.0
2021	9.1	3.1	4.9	1.4
2020	10.3	3.7	5.5	1.5
2019	11.6	4.8	5.3	2.0
2018	14.6	8.0	4.6	2.4
2017	11.7	6.9	4.1	2.2
2016	9.3	5.7	2.8	1.4
2015	5.0	2.9	2.1	0.9

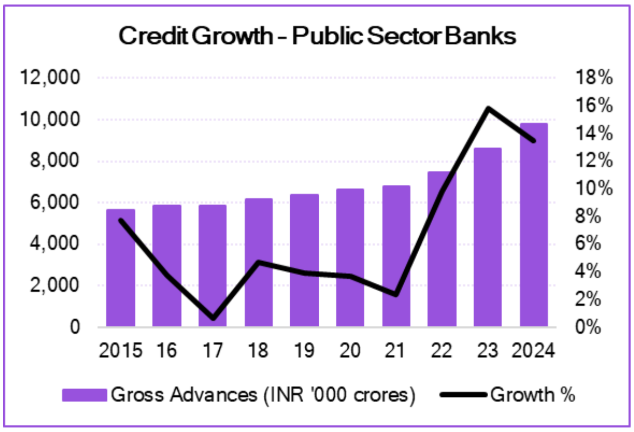
GNPA as % of Gross Advances, Net NPA as % of Net Advances; Source: RBI

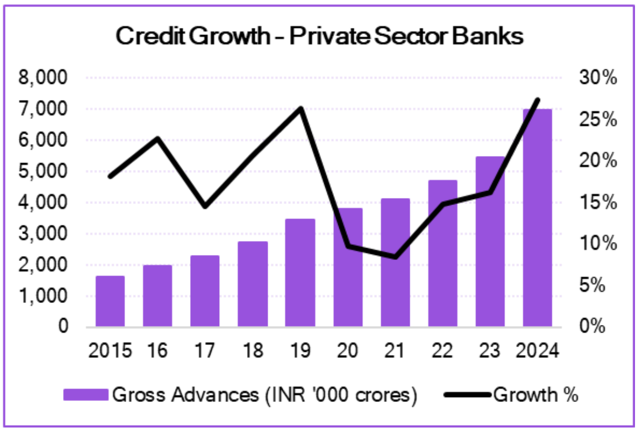
Resilient Credit Growth

2014-2018 (NPA issues): Credit growth was weak, often in single digits. Banks (especially PSBs) were focused on cleaning up balance sheets, making heavy provisions, under PCA restrictions.

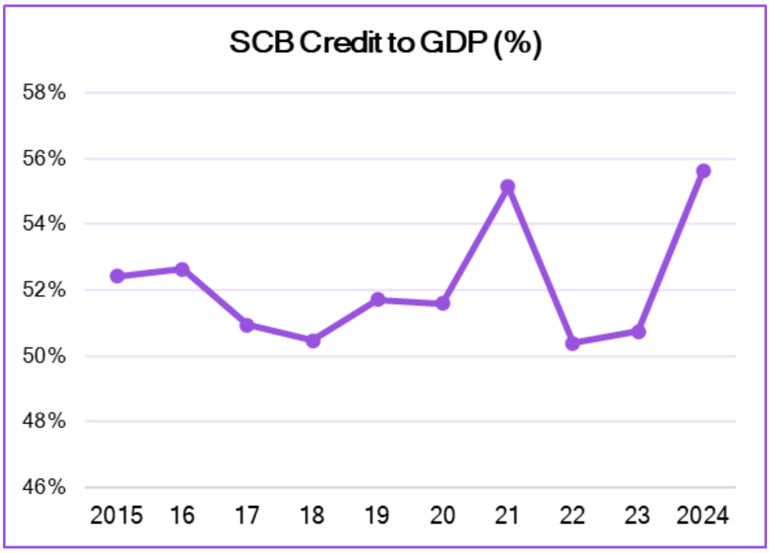
2019-2021 (transition phase): As NPA recognition peaked and provisioning stabilized, lending began recovering. However, growth was still moderate, partly due to subdued corporate demand and the COVID-19 shock.

2022 onwards (post clean-up, post-COVID rebound): With GNPA ratios falling, capital buffers at record highs, and governance tightened, banks had the confidence and balance-sheet space to lend again. PSB credit growth crossed 15% in FY2022-23, the fastest in a decade. Growth stayed robust in FY2023-24, with contribution of both PSBs and private banks.





Source: RBI



It also led to growth in **Bank Credit to GDP** ratio. This metric is essential for a developing nation aiming for rapid economic growth as evidenced by growth of economies like Malaysia, South Korea, Australia, etc. where higher credit penetration supported industrialization and infrastructure expansion.

The credit growth is not only high but also healthy, as reflected in multiple key indicators. The Credit-to-Deposit (CD) ratio remains at a comfortable level, suggesting that the growth in lending is well-supported by deposit mobilization rather than over-leverage. Similarly, stable Spread indicate that banks are maintaining pricing power and lending discipline, ensuring that margins are sustainable even in a competitive environment.

Further, Return on Assets (ROA) has improved in line with credit expansion, showing that the asset growth is generating proportionate profitability and not being driven by risky or low-yielding loans.

Bank	2023	2024	2025
Credit to Deposit Ratio			
Private Sector Banks	85.19%	90.74%	87.94%
Public Sector Banks	70.74%	73.66%	75.73%
Spread % of Assets			
Private Sector Banks	3.63%	3.49%	3.47%
Public Sector Banks	2.59%	2.63%	2.50%
Return on Assets			
Private Sector Banks	1.57%	1.85%	1.71%
Public Sector Banks	0.78%	0.96%	1.09%

Source: Indian Banks' Association

Conclusion

The Indian banking sector's financial health in 2025 reflects a remarkable transformation from the challenges of the past decade. With NPAs at multi-decadal lows, capital adequacy at record highs, and profitability showing sustained improvement, the sector is well-equipped to support India's economic growth aspirations.

While some pockets of stress in retail lending require careful monitoring, the overall fundamentals remain strong, positioning Indian banks as reliable pillars of the country's financial system. The combination of regulatory oversight and improved risk management practices could continue to strengthen and support both economic growth and financial stability in the years ahead.

Technology Adoption in Banking

The banking sector has undergone a remarkable technological transformation, adopting innovations across both hardware and software domains. With the advent of cloud computing, customers today require only a device and a stable internet connection to seamlessly access a wide range of financial services.

These services are being further enhanced by emerging technologies that banks have already deployed, as well as by innovations currently in pilot stages. Once fully commercialized, these technologies have the potential to redefine banking by significantly improving accessibility, security, efficiency, and speed of service delivery.

Artificial Intelligence

Artificial Intelligence (AI) is revolutionizing the banking sector by enabling smarter, faster, and more personalized financial services. AI technologies such as machine learning, natural language processing, and predictive analytics are being integrated with cloud computing, big data, and advanced cybersecurity frameworks to optimize operations and improve customer experience. Banks are using AI for fraud detection, credit risk assessment, customer service through chatbots, personalized financial advice, algorithmic trading, and process automation.

According to a Business Insider Intelligence report, nearly 80% of banks are aware of the benefits AI can provide, and global spending on AI in banking is projected to reach USD 64 billion by 2030. In India, AI-powered chatbots and virtual assistants are handling millions of customer queries for major banks like HDFC, SBI, and ICICI, while AI-driven credit scoring models are expanding financial inclusion by enabling lending to underserved segments.

Example: SBI uses its AI-powered platform SBI Intelligent Assistant (SIA) to handle over 10 million queries monthly. Globally, JPMorgan Chase uses AI for contract intelligence (COIN), reducing the time needed to review legal documents from 360,000 hours annually to just seconds.

Banking-as-a-Service (BaaS)

Banking-as-a-Service (BaaS) is reshaping the banking landscape by enabling licensed banks to expose their core infrastructure and regulatory frameworks through APIs to third-party providers such as FinTechs, neobanks, and e-commerce platforms. The global BaaS market was valued at approximately $8 billion in 2023 and is projected to expand to nearly $70 billion by 2030, growing at a CAGR of around 30%. By allowing non-bank entities to embed savings accounts, payments, lending, and card issuance into their platforms, BaaS is lowering entry barriers for financial innovation and extending banking services to underserved customer segments.

Over the past three years, adoption has accelerated: in India alone, neobanks supported by BaaS partners are expected to serve over 60 million customers by 2027, while globally, embedded BaaS models are fueling rapid expansion in digital-first financial products. The model helps banks expand their reach without heavy acquisition costs, while fintechs benefit from offering regulated products under a partner bank's license.

Example: In India, Jupiter and Fi offer full-stack digital banking services through BaaS partnerships with Federal Bank and SBM Bank, respectively. RazorpayX provides current accounts, payroll, and vendor payments using BaaS APIs. Globally, platforms like Solarisbank (Germany) and Railsr (UK) power neobanks and FinTechs by offering account, payments, and card-as-a-service capabilities via APIs

Embedded Finance Integration

Embedded finance is rapidly transforming financial services delivery, with the global market valued at $104.8 billion in 2024 according to Investopedia and projected to expand at a CAGR of 23.3% through 2034. Over half of global businesses now embed financial products, and transaction volumes already exceed $7 trillion annually. By integrating payments, credit, and insurance into everyday platforms, banks are extending their reach, enhancing customer convenience, and driving financial inclusion—particularly in fast-growing markets like India.

Example: In India, ICICI Bank's API Banking platform allows partners to embed services like instant credit, fund transfers, and collections within their apps. Globally, Stripe and Shopify embed payments and credit services into merchant platforms, while Uber integrates real-time payments for drivers.

Open Banking

Open banking allows banks to share customer financial data securely (with consent) through APIs. It enables third-party providers (FinTechs, NBFCs, payment apps) to offer value-added services such as personalized financial products, better credit scoring, and budgeting tools. It enhances customer choice, transparency, and competition.

> **Example:** In the UK, Open Banking Ltd. has mandated API-based frameworks, enabling apps like Revolut and Monzo to aggregate user accounts. In India, the Account Aggregator (AA) framework by RBI (2021) is helping customers securely share financial data with lenders.

Cloud Computing

Cloud computing has become a cornerstone of modern banking, with nearly all major commercial banks leveraging cloud-based platforms to enhance efficiency and accessibility. From mobile applications to online banking portals, core services are increasingly hosted on cloud infrastructure, enabling scalability, faster service delivery, and cost optimization. By integrating cloud technology, banks can offer secure, seamless, and real-time financial services to customers while reducing operational overheads, making cloud computing one of the most transformative enablers of digital banking.

> **Example:** DBS Bank (Singapore) is a pioneer in cloud-first banking, moving 90% of workloads to the public cloud. In India, ICICI Bank and Axis Bank have adopted hybrid cloud for faster service rollouts and analytics. SBI-YONO, HDFC Bank-Microsoft Azure partnership, or JP Morgan-AWS collaboration.

Emerging Technologies Poised for Future Impact

Quantum Random Number Generators (QRNGs)

Quantum Random Number Generators (QRNGs) use unpredictable quantum phenomena to produce truly random numbers, in contrast to classical generators which rely on deterministic algorithms and are ultimately predictable if the seed or initial conditions are known. QRNGs provides truly random keys for encryption, making transactions virtually unhackable.

> **Example:** JP Morgan Chase is confirmed to be pioneering the use of true randomness via quantum computing, a verified and groundbreaking advancement in secure cryptography.

Tokenization

Tokenization converts real-world assets such as real estate, bonds, or commodities into digital tokens, enabling fractional ownership, liquidity, and 24/7 global trading. Together, blockchain and tokenization create a next-generation financial ecosystem where tokenized assets can be traded, lent, or collateralized on decentralized platforms, driving efficiency, inclusion, and innovation in capital markets.

Example: JP Morgan’s Onyx platform uses blockchain for wholesale payments. RBI is exploring tokenization of government securities under CBDC pilots.

Central Bank Digital Currencies (CBDCs)

Central Bank Digital Currencies (CBDCs) are sovereign-backed digital currencies designed to enhance payment systems, strengthen monetary policy, and expand financial inclusion. Global momentum has accelerated, with 137 countries and currency unions representing 98% of global GDP exploring CBDCs. All G20 nations are engaged in this effort, and 13 countries, including China, Brazil, Japan, India, Australia, Russia, and Turkey, are already in pilot stages. Fully launched CBDCs include the Bahamas’ Sand Dollar, Jamaica’s JAM-DEX, Nigeria’s eNaira, and the Eastern Caribbean’s DCash. By combining the efficiency of digital payments with the trust of sovereign money, CBDCs can reduce settlement risks, lower cash-handling costs, and enable targeted subsidies through programmable money, positioning them as a transformative tool for the future of banking.

Example: The Reserve Bank of India (RBI) launched the Digital Rupee pilot in 2022 for retail and wholesale use. China has already rolled out the Digital Yuan (e-CNY) in over 200 million wallets.

Quantum Computing

A leading technology in banking solving complex problems like portfolio optimization, Risk management, fraud detection and cryptography with low latency and high efficiency. Pilot projects are being explored in Algorithmic trading and cybersecurity.

Example: JP Morgan Chase is working with IBM on quantum algorithms for risk analysis, with a focus on reducing the time for complex risk calculations from hours to seconds. Goldman Sachs has piloted quantum applications in derivatives pricing.

Conclusion

The banking industry is undergoing rapid digital transformation, with several technologies already in active use. Artificial intelligence (AI) is being deployed for fraud detection, risk assessment, customer service, and predictive analytics. Cloud computing has become foundational for scalability, cost efficiency, and digital banking platforms. Alongside, Open Banking, Banking-as-a-Service (BaaS), and Embedded Finance form an interconnected ecosystem. Open Banking enables secure data sharing, BaaS allows third parties to build regulated banking services on top of banks, and Embedded Finance integrates those services into non-banking platforms such as e-commerce, mobility, and healthcare. Together, they are redefining service delivery and driving financial inclusion.

A second wave of emerging technologies is shaping the future landscape. Quantum computing is being piloted for complex financial modelling, portfolio optimization, and advanced risk analysis, while Quantum Random Number Generators (QRNGs) offer next-generation encryption and cybersecurity resilience. Blockchain and tokenization are creating new paradigms for asset ownership, liquidity, and capital market participation. In parallel, Central Bank Digital Currencies (CBDCs) are being explored by central banks, including the RBI, to modernize payments and strengthen monetary frameworks.

Together, these technologies position the sector to become more digital, secure, resilient, and inclusive. By leveraging innovations already at scale while preparing for the adoption of next-generation tools, banks can expand reach, unlock new revenue streams, and deliver seamless customer experiences ensuring competitiveness in a rapidly evolving global financial ecosystem

ESG Initiatives in Indian Banks

Pathways to Sustainable Growth

ESG has emerged as one of the most significant trends in corporate governance, management, sustainability, social respoensibility, and investment over the past two decades. The term ESG, an acronym for “Environmental, Social, and Governance” first gained prominence in 2004 when the United Nations Global Compact introduced it in its report “Who Cares Wins”, framing it within the context of socially responsible investing.

With the rapid pace of industrialization, urbanization, and population growth, the world is experiencing significant shifts in temperature and weather patterns, evidenced by intense droughts, water scarcity, severe fires, rising sea levels, floods, melting polar ice, and declining biodiversity. Currently, the global temperature is 1.1°C warmer than during the pre-industrial era.

In 2015, global leaders adopted the Paris Agreement, a legally binding treaty aimed at limiting the rise in global temperature to well below 2°C above pre-industrial levels, with an additional effort to cap the increase at 1.5°C[1]. India, along with other countries, committed through its Nationally Determined Contribution (NDC[2]) to reduce the GDP’s emission intensity by 45% from 2005 levels by 2030 and to achieve net-zero[3] emissions by 2070.

In another key initiative, the United Nations launched the 2030 Agenda for Sustainable Development, which includes 17 Sustainable Development Goals (SDGs) adopted by member nations. These SDGs aim to promote peace and prosperity while addressing global challenges such as poverty, inequality, health, education, climate change, and environmental protection.

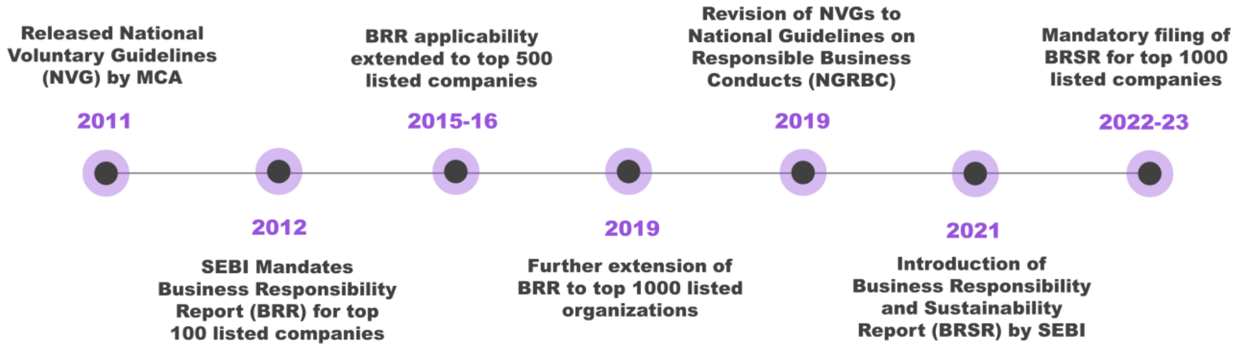
In parallel, the ESG framework has evolved from its original role as a tool for socially responsible investing into a broader mechanism for assessing a company’s sustainability practices and its ethical impact on society and the environment. Organizations that embrace ESG principles are generally better positioned to build long-term resilience and secure a sustainable future.

While the SDGs and ESG operate at different levels and scopes, they are deeply interconnected. Many SDG objectives can be advanced through strong ESG practices; in other words, widespread adoption of ESG frameworks can significantly accelerate a country’s progress toward achieving its SDG commitments.

[1] United Nations Climate Change (UNFCCC)
[2] Nationally Determined Contribution (NDC) - the contribution that needs to be made by different countries to achieve climate change goal taken in Paris Agreement.
[3] Net zero means to cut greenhouse gas emissions to as close to zero as possible; www.un.org

The Evolution of Sustainability Framework in India

Sustainability reporting provides an overview of a company's economic, environmental, and social impacts arising from its day-to-day activities (as defined by the Global Reporting Initiative).



It is not merely a presentation of data, but a strategic tool that strengthens an organization's commitment to sustainability while transparently communicating its efforts to stakeholders.

In India, there was no defined sustainability reporting framework until 2011, when the Ministry of Corporate Affairs (MCA) introduced the National Voluntary Guidelines (NVG). These guidelines encouraged companies to voluntarily disclose their responsibilities toward the economy, environment, and society. The following year, SEBI, the capital market regulator, mandated the Business Responsibility Report (BRR) for the top 100 listed companies. Over time, the mandatory implementation of BRR was expanded to encompass the top 500 listed companies in 2015-16 and later to the top 1000 listed companies in 2018-19.

Following the adoption of the Paris Agreement on Climate Change and the United Nations Sustainable Development Goals (UNSDGs) in 2015, the Ministry of Corporate Affairs (MCA) revised the National Voluntary Guidelines (NVGs) in 2019. This revision led to the establishment of a new principle for sustainable reporting in India, known as the National Guidelines on Responsible Business Conduct (NGRBC).

In alignment with the NGRBC, SEBI introduced new reporting requirements called Business Responsibility and Sustainability Reporting (BRSR), which replaced the previous Business Responsibility Reporting (BRR). For the Financial Year 2021-22, filing the BRSR was voluntary; however, starting from the Financial Year 2022-23, it became mandatory for the top 1000 listed companies. By adhering to the BRSR framework, Indian companies not only strengthen their accountability but also contribute to the achievement of SDG targets set by the UN and its member nations.

Principles of NGRBC

Principle 1: Ethics, Transparency & Accountability
Businesses should conduct and govern themselves with integrity and in a manner that is ethical, transparent and accountable.

Principle 2: Sustainable, Safe Goods & Services
Businesses must provide goods and services in a manner that is both sustainable and safe.

Principle 3: Employee Well-being
Companies should respect and promote the well-being of all employees, including those in their value chains.

Principle 4: Stakeholder Engagement
Businesses should respect the interests of and be responsive to all their stakeholders, including marginalized groups.

Principle 5: Human Rights
Businesses must respect and promote human rights within their sphere of influence.

Principle 6: Environmental Protection
Companies should respect and make efforts to protect and restore the environment.

Principle 7: Responsible Advocacy
When influencing public and regulatory policy, businesses should do so in a responsible and transparent manner.

Principle 8: Inclusive Growth & Equitable Development
Businesses should promote inclusive growth and equitable development through their operations and community engagement.

Principle 9: Customer Advocacy
Businesses should engage with and provide value to their consumers in a responsible and ethical manner.

As previously stated, the NGRBCs are founded on the principles of the Sustainable Development Goals. The Sustainable Development Goals (SDGs) are a set of 17 global objectives established by the United Nations in 2015 as part of the 2030 Agenda for Sustainable Development. They aim to tackle various social, economic, and environmental challenges while promoting prosperity and protecting the planet. SDGs are grouped under ESG parameters as follows:

Interconnection Between SDG and ESG

Source: United Nations / Department of Economic & Social Affair, Sustainable Development, & SFSL Research

ESG Initiatives in Indian Banks

Banks worldwide are increasingly embedding ESG considerations into their operations, reflecting a broader shift across industries. The traditional focus on profit maximization has evolved to include the well-being of society and the environment alongside financial performance. This transformation is being driven by growing pressure from governments, investors, and the public, pushing banks and other corporations to integrate ESG principles into their daily practices.

In India, the core structure of the BRSR is rooted in the National Guidelines for Responsible Business Conduct (NGRBCs), which outline nine guiding principles for organizations. These principles provide a framework for integrating ESG concepts and responsible business practices into everyday operations.

Environmental: An analysis of BRSR reports and other publicly available disclosures from various banks highlights their strong commitment to environmental protection. Banks are adopting structured, measurable processes to conserve and restore natural resources. In line with India's national net-zero objectives, many banks have also set their own visions and timelines for achieving net-zero emissions, though targets differ across institutions. Collectively, these initiatives reflect a clear alignment between the banking sector's efforts and the nation's broader climate goals.

Bank	Vision Towards Sustainability
HDFC Bank	Target to be carbon neutral by FY 2032.
ICICI Bank	Pursuing goal to become carbon neutral in Scope 1 and 2[4] emissions by FY2032.
Kotak Mahindra Bank	Kotak Mahindra Bank may not have its own standalone net-zero target; its contributions are integral to the larger effort of achieving India's 2070 net-zero goal by fostering expertise in sustainability and embedding ESG principles into its operations and investment strategies.
State Bank of India	To achieve Net Zero (Scope 1, 2 and 3) by 2055.
Canara Bank	Canara Bank's environmental targets are in line with India's national goal of achieving Net Zero emissions by 2070.
Punjab National Bank	Drafted Carbon neutrality plan with the target year of FY 2031.
Bank of Baroda	The Bank has fixed its goal to achieve net zero by 2057
Axis Bank	The bank's long-term ambition is to achieve net zero emissions by 2050, covering both Scope 1 and Scope 2 emissions.
Union Bank of India	The bank's ultimate goal is aligned with India's national net-zero target of 2070

Source: Annual Reports of Respective Banks

[4] Emissions are classified into three categories based on their sources.
Scope 1 refers to direct emissions from a company's own operations, such as those generated by company-owned vehicles or diesel generator (DG) sets.
Scope 2 covers indirect emissions resulting from the consumption of purchased energy, including electricity, heat, steam, or cooling.
Scope 3 includes all other indirect emissions that occur across a company's value chain—for example, emissions from business travel, waste disposal, leased or rented vehicles, and other partner activities.

Most banks are steadily transitioning away from fossil fuels by increasingly relying on renewable energy, either directly or indirectly. For example, in FY 2025, ICICI Bank sourced 30.18% of its total energy consumption equivalent to 2,92,087 Gigajoules (GJ) from renewable sources, while the State Bank of India (SBI) utilized 3,04,044 GJ of green energy.

In parallel, banks are implementing measures to optimize water usage. Several institutions have adopted rainwater harvesting systems and sewage treatment plants (STPs) to promote sustainable water management. SBI, for instance, has installed rainwater harvesting facilities at 542 locations and operates 30 STPs for wastewater treatment.

Environmental Report Card of India's Top Three Banks

	SBI		HDFC Bank		ICICI Bank	
	FY 25	FY 24	FY 25	FY 24	FY 25	FY 24
Energy consumption						
Total energy consumed from renewable sources (GJ)	3,04,044	2,68,462	66,437	11,773	2,92,087	2,72,638
Total energy consumed (GJ)	42,25,789	39,65,217	20,62,878	30,32,974	9,67,846	8,82,345
Renewable as % of Total Energy	7.19%	6.77%	3.22%	0.39%	30.18%	30.90%
Energy Intensity (total energy consumed/revenue from operations in INR crore)	8.78	9.28	5.96	9.87	5.05	5.52
Water use						
Total volume of water consumption (in kilolitres)	15,67,890	27,96,159	5,20,541	4,81,616	8,74,138	11,46,808
Water intensity (total water consumption in KL/revenue from operations in INR crore)	3.26	6.55	1.5	1.57	4.56	7.18
Greenhouse gas emission						
Details of greenhouse gas emissions						
GHG emission from Scope 1 (MTCo2e)	49,583	1,47,241	78,000	84,140	26,337	25,085
GHG emission from Scope 2 (MTCo2e)	6,56,819	6,22,670	2,84,878	5,01,899	1,20,040	1,01,165
GHG emission from Scope 3 (MTCo2e)	48,494	41,501	2,30,310	62,945	1,33,459	2,68,808
Emission intensity (total GHG emission - Scope 1 & 2 /revenue from operations in INR crore)	1.47	1.8	1.05	1.91	0.76	0.79
Waste management						
Total waste generated (in metric tonnes) - from plastics/ e-waste/ bio-medical waste/ battery/ paper and other hazardous wastes	4,926	6,719	4,073	4,204	335	182

Source: Annual Reports of Respective Banks

To achieve these improvements, banks have introduced a range of initiatives that collectively lay the foundation for a long-term sustainability pathway. For example, many banks have installed rooftop solar panels at multiple locations and deployed automated energy management systems in their offices to monitor and optimize energy consumption. Additionally, several bank offices now operate from green-certified buildings accredited by the Indian Green Building Council (IGBC). The table below highlights some of the key initiatives undertaken by SBI in advancing its sustainability agenda.

SBI's Approach Towards Sustainability

Parameter	Description	Impact
Saving paper through YONO	Digitisation of Bank's products and processes through YONO plays a vital role in reducing paper usage at the Bank.	Through the digitalisation of existing processes and the development of new digital products, SBI has achieved paper savings of approx. 380.3 lakh pages
Green Power through DISCOM	SBI procures green power through DISCOMs at 59 of its large establishments.	15,690 MtCO2e of emissions avoided by procuring 2.16 crore units of green power
Power through wind	The Bank owns 10 windmills with an installed capacity of 15 MW	7,687 MtCO2e emissions avoided by procuring wind power through open access
e-waste recycling	Bank ensures safe and responsible disposal of electronic waste generated through its operational activities in conformance with its e-waste policy. Bank encourages disposal of battery waste under buyback scheme.	168.7 MT of e-waste was given to authorised e-waste vendors. 846 MT of battery waste disposed under buy back.
Solar Installations	As on 31.03.2025, 1,013 buildings and 3,534 ATMs have solar roof top installations with total >31 MW	38,024 MtCO2e emissions avoided through solar installations
Green Building Certification	As on 31.03.25, 61 of bank's buildings has been certified green by Indian green Building council (IGBC).	The initiative has led to optimisation in use of natural resources and increase in green cover at the premises.
Rainwater Harvesting	Bank has installed rainwater harvesting measures at 542 locations	The initiative has led to water efficiency and use of recycle water for internal use.

Source: BRSR Report of SBI

Green Finance

Over the years, banks have been acting responsibly and purposefully by offering services aligned with the country's commitment to promoting sustainability. They are increasingly extending credit facilities to projects that directly support environmental protection and sustainable development. Additionally, banks are utilizing foreign currency-denominated Lines of Credit and issuing green bonds to finance initiatives with positive environmental impact. Many banks are also reducing their loan exposure to carbon-intensive sectors to further support the transition to a greener economy.

Bank	Green Finance Initiatives
HDFC Bank	As on March 31, 2025, the outstanding green portfolio - INR 67,111 crore (include investment in renewable energy, electric mobility solutions, and green buildings.
ICICI Bank	Outstanding portfolio of INR 90,600 crore towards sustainable sector out of which 34.2% is green financing in area of renewable energy and allied activities, electric vehicles, green buildings and green hydrogen.
Kotak Mahindra Bank	Green asset book as on March 31, 2025, is INR 7,900 crore. Providing products, services and incentives to depositors and borrowers for mobilising capital towards positive environmental and climate impact.
State Bank of India	As on March 31, 2025, INR 76,736 crore financed to renewable initiatives, > 38 GW capacity of RE financed portfolio, and INR 20,588 crores financed through sustainability linked projects. The bank borrowed USD 3.07 bn through Line of Credits to fund projects that will create a positive environmental impact. SBI's green financing initiatives will help in reducing 55.3 million tons of Co2e annually.
Canara Bank	Bank is having a significant portfolio under sustainable finance which includes Renewable Energy Projects, Compressed Biogas & Energy Conservation scheme, Solar Pump scheme under PM-KUSUM, Roof Top Solar (RTS) for residential sector with subsidy, Canara Green Wheels scheme for E vehicles. Bank has an outstanding of INR 18,547 crore for financing renewable energy projects under Corporate Credit segment.
Punjab National Bank	Sanctioned INR 2,382 crore towards Projects under Renewable energy sector.
Bank of Baroda	Renewable energy sector financing target set at 50% of total energy sector by 2029. The Bank has launched the 'BOB Green Hydrogen Financing Scheme', becoming the first public sector bank to offer dedicated financing for green hydrogen projects.
Axis Bank	Committed to offer INR 60,000 crore loans under wholesale banking to sectors with positive social and environmental outcome by FY 2030 (as on FY 2025: sanctioned INR 48,412 crore.). Committed to scale down exposure to carbon-intensive sectors, including coal and thermal power.
Union Bank of India	Credit facility to Renewable Energy Sector- INR 28,742 crore. INR 779 crore sanctioned to EV sector (under Union Green Miles)

Source: Annual Reports and Investors' Presentation of Respective Banks

Social: The social pillar of ESG focuses on how banks impact their employees, customers, communities, and society at large through responsible banking practices. Within the organization, it emphasizes employee well-being and the promotion of gender diversity and inclusion. Beyond the workplace, banks contribute to community development by implementing a range of projects funded through their CSR initiatives. Their social responsibilities also extend to promoting financial inclusion and providing funding support for underserved sections of society. The following table highlights some of the key socially responsible practices adopted by banks.

Bank	Social Aspects
HDFC Bank	Gender diversity: 26%; CSR initiatives cumulatively impacted over 100 mn beneficiaries
ICICI Bank	CSR initiatives continue in capacity creation in healthcare, afforestation, watershed development, forest conservation and biodiversity and financial literacy
State Bank of India	INR 610.77 crores CSR Spend during FY25, 1,56,884 Candidates trained through RSETIs during FY25; 1,621 Institutions' infrastructure upgraded (includes Primary Schools, Anganwadis, PHCs, etc.)
Canara Bank	Set up multiple non-profit organisations under its banner to help and uplift the underserved communities. 15000 candidates are trained under RSETIs. Have own woman empowerment committee to support women employees.
Punjab National Bank	Trained 79,989 persons under RSETIs. Trained a total 6.82 lakh candidates since inception out of which 3.55 lakhs were from BPL family and 4.66 lakhs were women.
Axis Bank	2 mn households reached under sustainable livelihoods; INR 100 crore CSR commitment to National Cancer Grid and Tata Memorial Centre towards research and innovation in oncology.

Source: Annual Reports and Investors' Presentation of Respective Banks

CSR Spending by Banks in FY 2025

Bank	CSR Spending (INR crore)	Key Focus Areas
HDFC Bank	1,068	Rural development, education, skill development, healthcare, financial literacy, livelihood, natural resource management
ICICI Bank	801	Healthcare, environment and ecology.
Kotak Mahindra Bank	286	Education, healthcare, livelihood enhancement, environment
State Bank of India	611	Health, sanitation, education and infrastructure building
Canara Bank	92	Livelihood creation, education, health & environment,
Axis Bank	427	Education, healthcare, livelihoods and financial inclusions

Source: Annual Reports and Investors' Presentation of Respective Banks

Governance: Our study indicates that most banks are well governed in line with the principles of independence, accountability, responsibility, transparency, and fair & timely disclosure. Boards across banks generally include an adequate number of independent and women directors, bringing diverse skills and perspectives. In addition, banks have established well-defined policies for grievance redressal, cybersecurity, and fraud management. Increasingly, technology is being leveraged to ensure faster resolution of customer complaints. Notably, some banks have also integrated their systems with the National Cyber Crime Reporting Portal through APIs to strengthen the handling of cybercrime cases.

Bank	Governance Initiatives
HDFC Bank	Commitment to principles of independence, accountability, responsibility, transparency and fair & timely disclosures. Diversified and skilled board. 23% of total directors are women. Highest governance score of 1 by ISS, 2024.
ICICI Bank	The Bank is committed principle of board independence, accountability, and transparency. Board maintains regular oversight on ESG, and climate risk related developments and the Bank's action plan. Frequently conducts extensive awareness campaigns through digital channels on cyber security, fraud prevention.
State Bank of India	The Bank has consolidated its ESG and Climate Finance functions under a dedicated unit led by the CGM. The DMD and Chief Credit Officer also serves as the Bank's Chief Sustainability Officer. The Board comprises experienced members with enough independent directors. Well-defined policies on Code of Ethics, Sustainability & Business Responsibility, Renewable Energy, Anti-Bribery & Anti-Corruption, and Cybersecurity are in place to strengthen governance. The Bank also promotes a safe and inclusive workplace for women through its 'Garima' Policy.
Canara Bank	In its journey towards sustainability, the Bank has implemented a board-approved CSR policy, a green deposit policy, and a lending framework. It has also appointed a Chief Ethics Officer.
Punjab National Bank	The Bank has established well-defined policies on cybersecurity, grievance redressal, and Fraud Risk Management & Investigation Functions (FRMIF). It has introduced an Integrated Compliance Monitoring Tool to automate and centralize all compliance activities on a single platform. For employee grievance redressal, the Bank has implemented PNB SAMADHAAN. In addition, API integration with the National Cyber Crime Reporting Portal (NCCRP) enables efficient handling of cybercrime complaints.
Union Bank of India	Board Composition - The Bank has a diverse board with independent directors. It has established policies on Related Party Transactions, Whistle Blower protection, and Corporate Communications. In addition, a policy on the Prevention, Prohibition, and Redressal of Sexual Harassment at the Workplace covers male and transgender employees.

Concluding Thoughts

The study shows that Indian banks have already integrated ESG principles into their operations, though the level of adoption differs across institutions. Most leading banks publish sustainability reports aligned with global disclosure frameworks, and several have announced ambitious net-zero emission targets—typically set for 2030, 2040, or 2050. In lending, banks are giving greater priority to green and sustainable projects, with many already holding a significant share of sustainable assets in their loan books.

On the social side, ESG adoption is visible both externally and internally. Externally, while regulatory requirements guide CSR spending, many banks are going beyond compliance. Their efforts now include skill development, financial inclusion, healthcare, and community empowerment—reflecting a more holistic approach to social impact. Internally, banks are focusing on employee well-being and health & safety through structured policies. A key highlight is their commitment to gender diversity and inclusion, with measurable targets for women in leadership roles. In addition, the allocation of about 0.2% of revenue for employee welfare shows a systematic effort to nurture human capital, which is central to the 'S' dimension of ESG.

On the governance side, banks are strengthening systems by adopting frameworks that promote independence, accountability, transparency, responsibility, and timely disclosures. Risk management committees are also factoring in ESG-related risks such as climate, reputation, and compliance risks, making governance more resilient and forward-looking.

Looking ahead, India’s evolving regulatory environment, global climate commitments, and rising investor scrutiny will accelerate ESG integration in banking. With strong foundations already in place, Indian banks are not only preparing to meet compliance needs but are also positioning themselves as long-term drivers of sustainable and inclusive economic growth.

Banking for All

A Review of Financial Inclusion Efforts and its Impact

Financial Inclusion stands as a key driver of India's development journey, bridging the gap between formal financial services and underserved communities. The expansion of Scheduled Commercial Bank branches over 1.60 lakh and ATMs over 2.5 lakh has laid a strong foundation of physical infrastructure, while the rise of digital banking ecosystems has taken inclusivity to the next level. Enabled by the JAM Trinity (Jan Dhan-Aadhaar-Mobile), individuals today can access services like credit, insurance, pensions, investments, and remittances anytime, anywhere, with just a smartphone. This shift is not only about reach, but also about affordability and empowerment, backed by strong government initiatives and progressive policy frameworks. Together, these elements are transforming India into a more financially aware and empowered economy.

The Reserve Bank of India (RBI) has developed a comprehensive, multidimensional Financial Inclusion Index (FI-Index) to track and measure the depth and quality of financial inclusion in India. This index, introduced as a response to the need for consistent monitoring of financial inclusion initiatives, is based on three broad parameters like Access, Usage, and Quality, across 97 indicators, providing a holistic view of financial inclusion. The index is composite and scalable (0 to 100), where 0 denotes complete exclusion and 100 indicates full inclusion.

India's Financial Inclusion Index has grown steadily, driven by initiatives like PMJDY, JAM trinity, and UPI adoption. Access has widened through branches, SHGs, and digital platforms, while usage is evident in rising UPI transactions, mutual fund folios, and insurance penetration. Institutions such as NABARD, NHB, and SIDBI have improved credit delivery. However higher NPAs in agriculture and MSMEs underline the need for stronger financial literacy and credit discipline in rural and semi-urban areas.

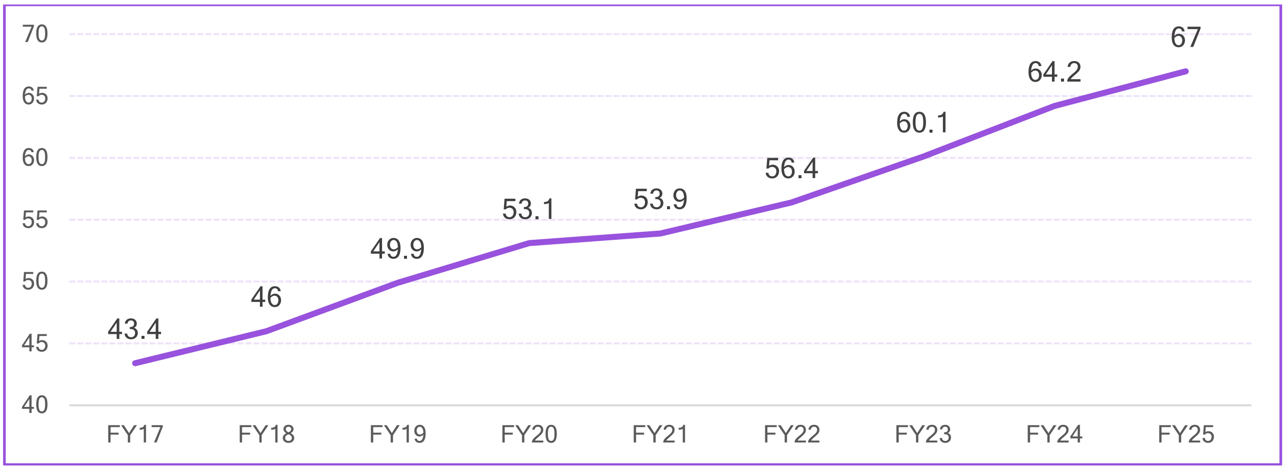
The FI-Index methodology, developed by a Task Force under the Government of India, is rooted in global best practices and tailored to the Indian context. The index gives weights of 35% to Access, 45% to Usage, and 20% to Quality, emphasizing the importance of not just providing services, but ensuring they are used effectively and delivered equitably

- Access covers indicators like number of Bank branches, BCs, ATMs, post offices, savings accounts, and digital touchpoints.
- Usage reflects savings, credit, insurance penetration, digital transaction volumes, and pension enrolments.
- Quality focuses on financial literacy, consumer protection, grievance redress mechanisms, and inequality in access.

In 2025, the overall FI-Index stood at 67, up from 43.4 in 2017, showing a steady improvement (CAGR of 5.5%). Access was the highest-performing dimension at 73.3, showing strong infrastructure growth. However, Usage (43.0) and Quality (50.7) lagged, highlighting the need to deepen service adoption and ensure fair distribution, especially among marginalized and underserved groups.

Key drivers of growth include expansion of savings and credit accounts, digital payments (especially UPI), direct benefit transfers (DBT), and insurance coverage. However, the pandemic-induced restrictions led to a dip in digital usage in 2021. The BC model ensured continuity of last-mile service delivery.

FI Index



Source: PIB Release & RBI

The graph of the Financial Inclusion Index (FI-Index) clearly demonstrates India's steady progress in strengthening financial inclusion over the last nine years. The index rose consistently from 43.4 in FY17 to 67.0 in FY25, showing broad-based improvements in access, usage, and quality of financial services. The growth trajectory highlights three key phases:

FY17-FY20: Gradual rise from 43.4 to 53.1, reflecting the initial impact of initiatives such as Jan Dhan Yojana, Aadhaar-based identity systems, and digital payments infrastructure.

FY21-FY23: Acceleration from 53.9 to 60.1, despite the COVID-19 pandemic, indicating resilience of digital finance, greater adoption of UPI, and government-led direct benefit transfers.

FY23-FY25: Strong push from 60.1 to 67.0, driven by deeper penetration of financial products in rural areas, expansion of insurance and pension coverage, and quality improvements in customer protection and literacy.

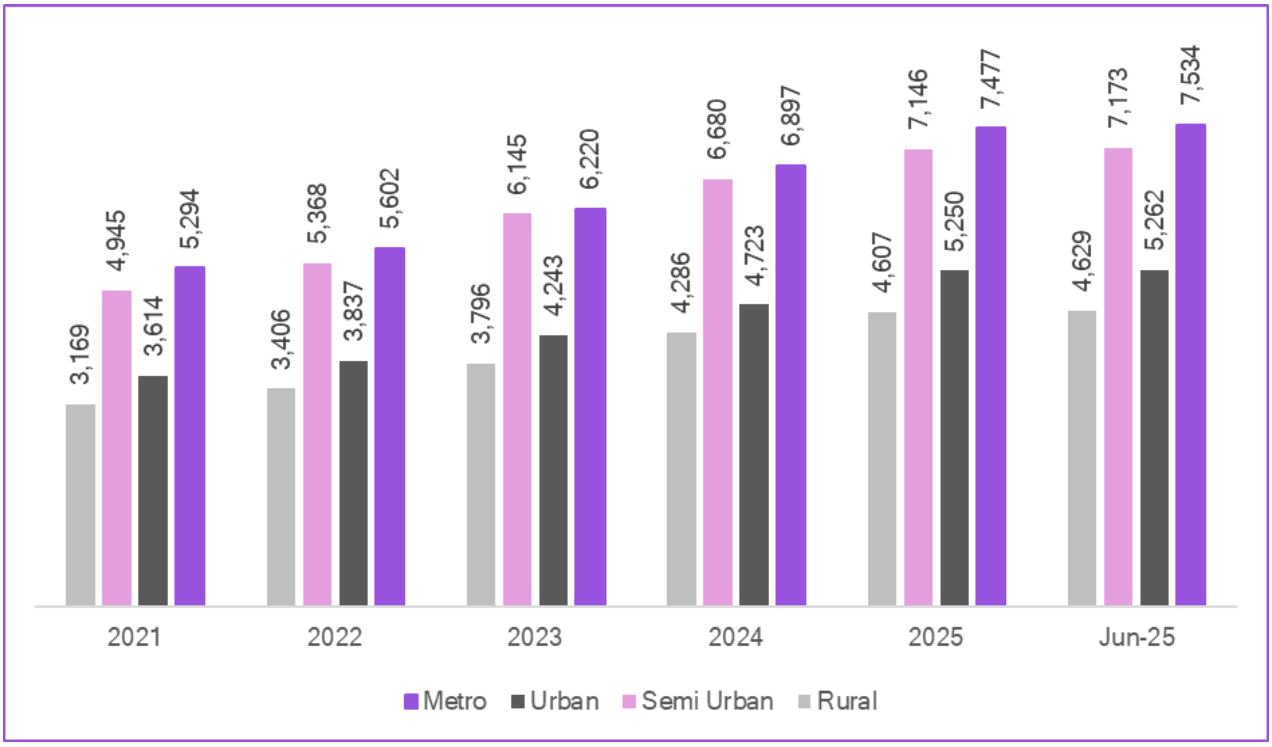
1. Access

Access represents the availability of financial services to individuals and businesses. It measures how widespread banking outlets, ATMs, bank branches, and digital touchpoints are, as well as how many people hold deposit accounts or credit facilities. Essentially, it reflects whether people have the opportunity to connect with the formal financial system.

Area wise Branche Assessment

From 2021 to 2026 (Jun '25), private banks expanded branches across all regions, with metros and semi-urban areas leading. Notably, rural branches grew from 3,169 to 4,629, reflecting stronger outreach to underserved areas, while metros remained dominant. This shows private banks are balancing profitability with financial inclusion goals.

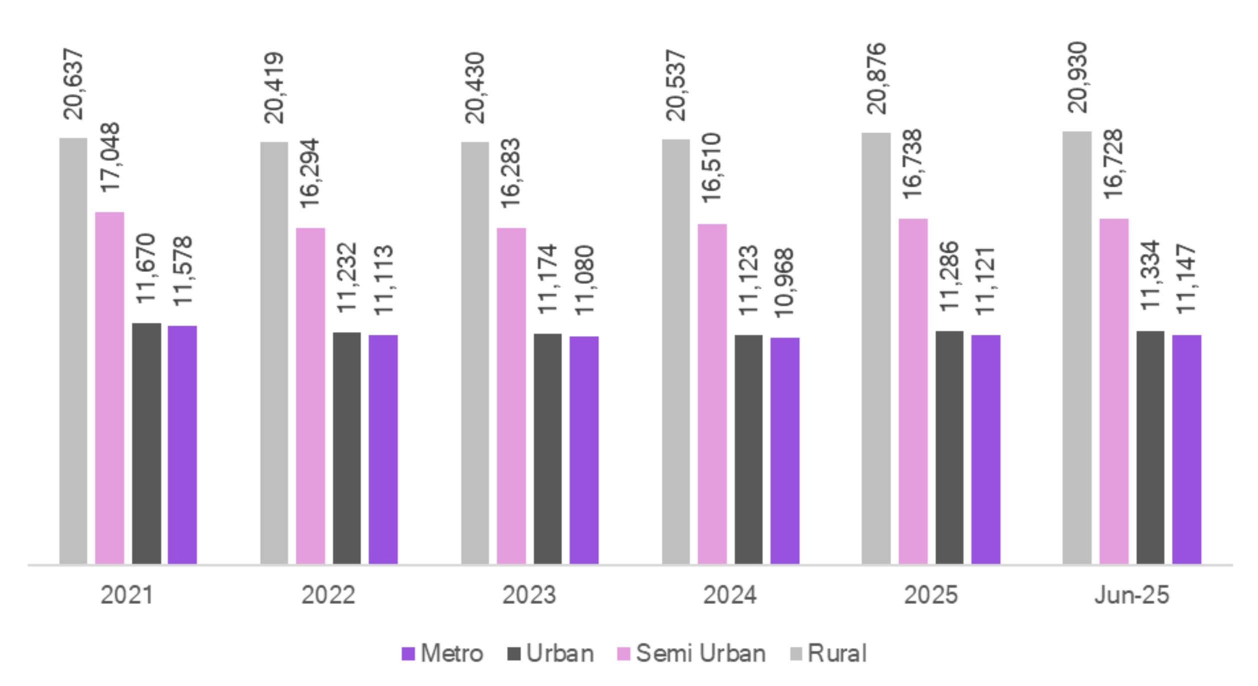
Private Banks Branches Area Wise (for major private banks)



Private Banks in consideration: HDFC Bank, ICICI Bank, Kotak Bank, Axis Bank
Source: Company's Annual Reports

From 2022, Rural Branches showed 7.49%, 11.46%, 12.91% and 7.49% growth YoY. Urban branches observed traction in growth of bank network YoY,

Public Banks Branches Area Wise (for major PSU banks)



Public Bank in consideration: SBI, BOB, Union Bank, Canara Bank, PNB
Source: Company's Annual Reports

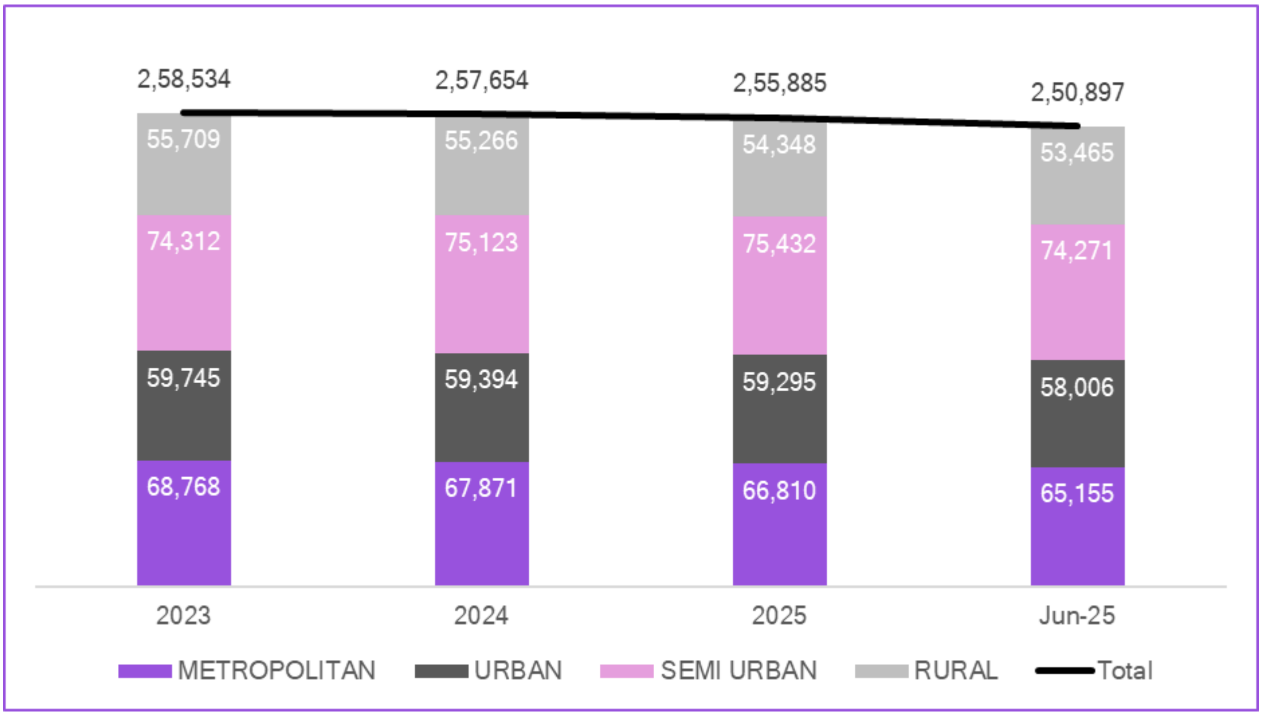
Rural areas continue to host the largest share of public bank branches (20,930) in Jun-25, followed by semi-urban (16,700), while metro and urban regions remain stable (11,147 and 11334 respectively). This highlights the sector's focus on strengthening access in rural and semi-urban India, aligning with financial inclusion goals.

Region wise deployment of ATMs, CRMs, WLAs

From 2023 to June 2025, India witnessed a marginal decline in the total number of ATMs, Cash Recyclers (CRMs), and White Label ATMs (WLAs). This reduction was mainly due to the contraction in payment bank ATMs, alongside a 2.47% decrease in public sector bank ATMs and a 1.87% decline in private sector bank ATMs. The sharpest fall was recorded by foreign banks, which scaled down their ATM footprint by 10.82%, reflecting their strategic shift away from cash-dependent channels.

On the other hand, cooperative banks have followed an opposite trajectory, aggressively expanding their ATM networks. District Central Cooperative Banks, State Cooperative Banks, and Urban Cooperative Banks reported significant growth of 51.99%, 33.45%, and 32.86% respectively. This divergence underscores a structural transition in the banking ecosystem: while commercial banks are consolidating their ATM operations in line with rising digital payment adoption and cost optimization strategies, cooperative banks continue to strengthen their physical infrastructure to meet the enduring demand for cash transactions, particularly in rural and semi-urban regions.

Total Number of ATMs (including CRMs & WLAs)



Source: RBI

2. Usage

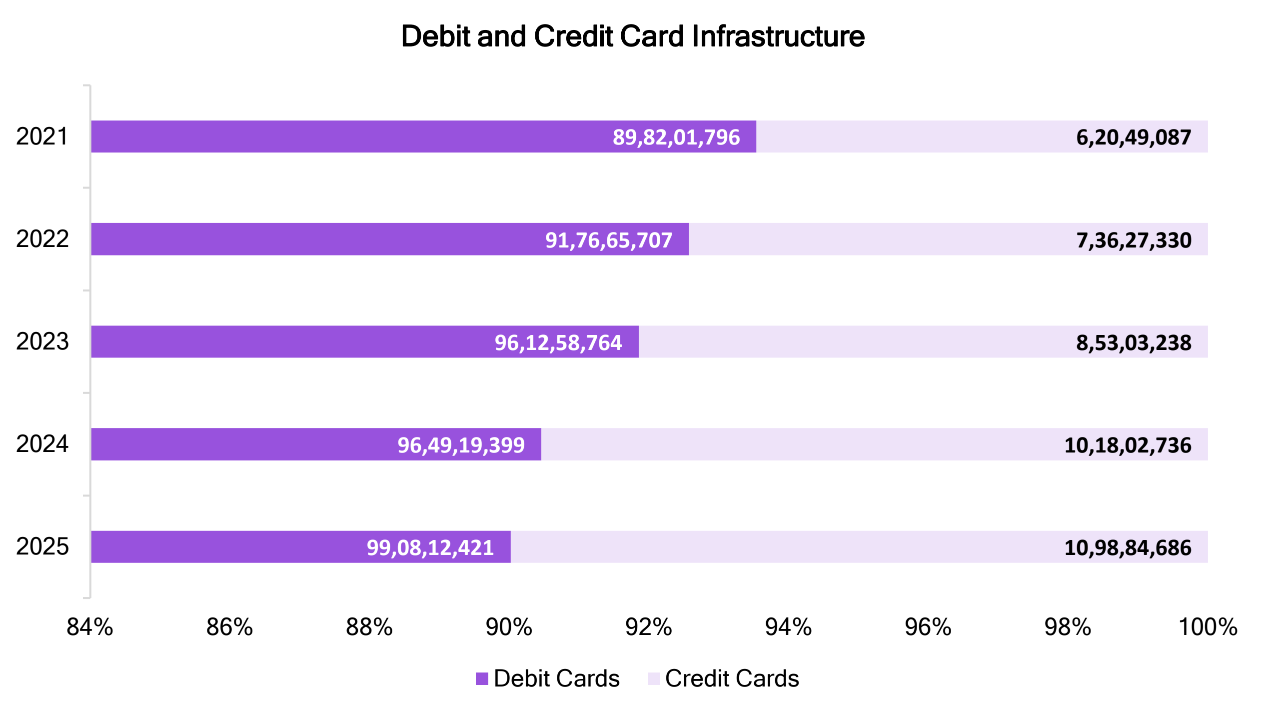
Usage focuses on how actively people engage with financial services once they have access. It looks beyond account ownership to examine whether individuals are saving regularly, taking loans, using mobile or internet banking, making digital transactions, and participating in credit or insurance schemes. This dimension indicates the depth and frequency of financial service adoption.

Trends in Digital and Card-Based Payments in Scheduled Commercial Banks

RBI data indicates a clear structural shift in payment behaviour within Scheduled Commercial Banks (SCBs), reflecting the rapid adoption of digital platforms. Over the last three fiscal years (FY23-FY25), credit cards have shown strong growth, with the number of cards in circulation rising by 7.9%, 19.3%, and 15.9%, respectively. In contrast, debit card growth has remained subdued, at 2.7%, 0.4%, and 4.8%, highlighting a saturation in the segment.

The transaction trends reinforce this divergence. Credit card transactions by volume grew sharply at 33.4%, 30.6%, and 17.7%, while transaction value also expanded by 22.5%, 19.8%, and 28.2% during the same period. Conversely, debit cards registered a steep contraction in both usage and value, with transaction volumes declining 24.6%, 33.1%, and 27.3%, and transaction values falling 12.7%, 16.7%, and 16.1%, respectively. The decline can be attributed to transaction limits, card type restrictions, and the growing preference for UPI.

Overall, the data underscores India's transition toward a more digital-first payments landscape, with credit cards and UPI emerging as the primary drivers, and traditional debit card and cash usage declining in relevance.



Source: RBI

Self Help Groups

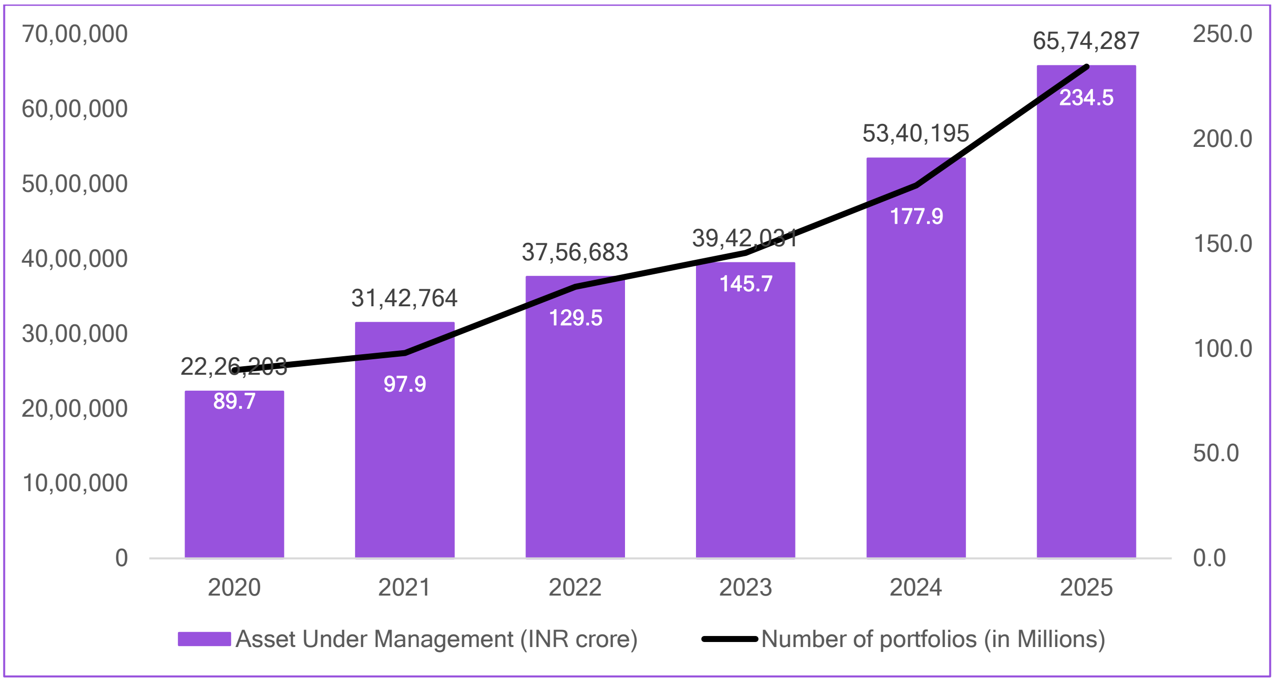
Year	No. of SHGs Financed by Banks (in Thousands)	Bank Loan (INR crore)	Refinance (INR crore)
2024-25	5,557.40	2,08,283	12,073
2023-24	5,482.15	2,09,286	10,100
2022-23	4,295.50	1,45,200	6,777
2021-22	3,398.27	99,729	10,197
2020-21	2,887.40	58,071	12,227

Note: No of SHGs figure include both Bank loans and Refinancing Programme
Source: NABARD

The financing of Self-Help Groups (SHGs) has shown a sustained upward trajectory over the past Five years, reflecting the deepening outreach of the formal financial system into rural and semi-urban India. The number of SHGs financed by banks has almost doubled from 2.88 million in 2020-21 to 5.55 million in 2024-25, highlighting the growing role of SHGs as vehicles of financial inclusion, particularly for women and underserved communities. This expansion has been accompanied by a significant increase in credit flow, with bank loans rising more than threefold–from INR 58,071 crore in 2020-21 to INR 2,08,283 crore in 2024-25. The rising quantum of refinance support from NABARD, despite fluctuations, has also played a crucial role in sustaining the momentum of credit delivery to SHGs.

These trends suggest not only the strengthening of the SHG-bank linkage programme but also its contribution to empowering rural households through access to affordable credit. The increase in loan size per SHG over time points to greater trust of the banking system in SHGs and the gradual shift of SHG members from subsistence-level borrowing to more productive, income-generating economic activities. This reinforces the SHG movement as a cornerstone of India's financial inclusion agenda and a critical instrument for reducing regional and gender-based disparities in credit access

Mutual Funds Folios and Asset Under Management



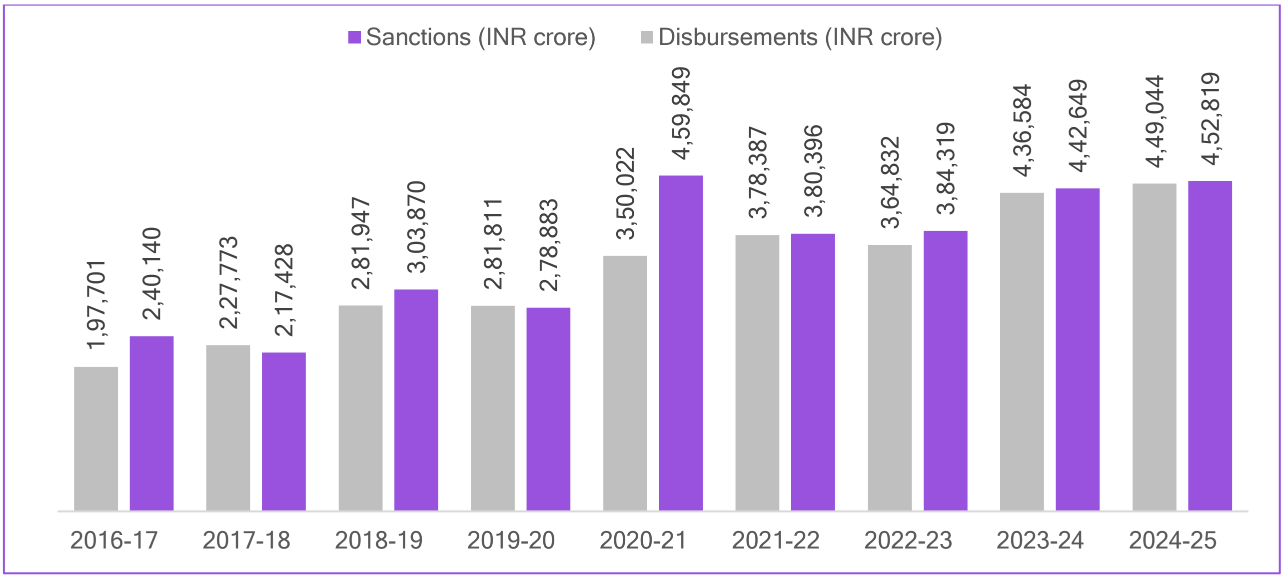
Source: RBI

Asset Under Management (AUM) of mutual funds have witnessed strong growth, expanding from INR 22.26 lakh crore in 2020 to INR 65.74 lakh crore in 2025, nearly tripling with a CAGR of 42.1%, reflecting rising investor confidence and greater mobilization of household savings into formal financial markets. Alongside this, the number of investor folios more than doubled from 89.7 million to 234.5 million over the same period, highlighting deepening retail participation.

This trend underscores the increasing role of mutual funds as a tool for financial inclusion, offering individuals, especially first-time and small investors, an accessible avenue for systematic investment, wealth creation, and participation in capital markets.

Financial Assistance Sanctioned and Disbursed by Financial Institutions

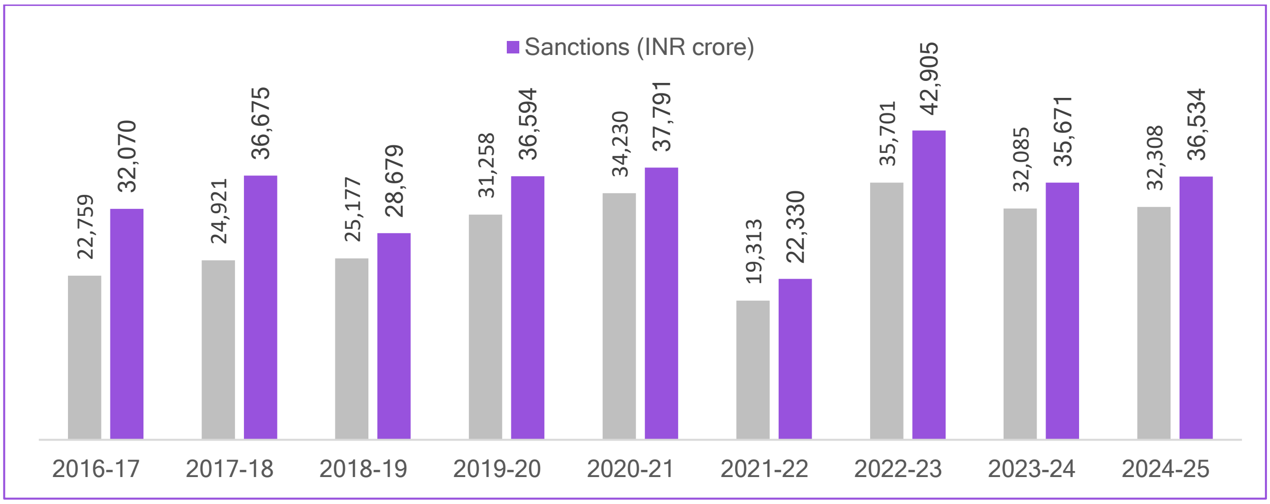
NABARD



Source: NABARD, RBI

The data highlights NABARD's steadily expanding role in driving financial inclusion through increased sanctions and disbursements over the years. Sanctions rose significantly from ₹2.40 lakh crore in FY2016-17 to ₹4.52 lakh crore in FY2024-25, while disbursements followed a similar trajectory, rising from ₹1.98 lakh crore to ₹4.49 lakh crore in the same period. The narrowing gap between sanctions and disbursements in recent years demonstrates improved efficiency in fund utilization and better delivery of credit to the intended beneficiaries. This trend reflects NABARD's critical role in supporting rural credit, agriculture, and allied activities, thereby strengthening the foundation of financial inclusion by ensuring timely access to institutional finance for rural communities.

NHB

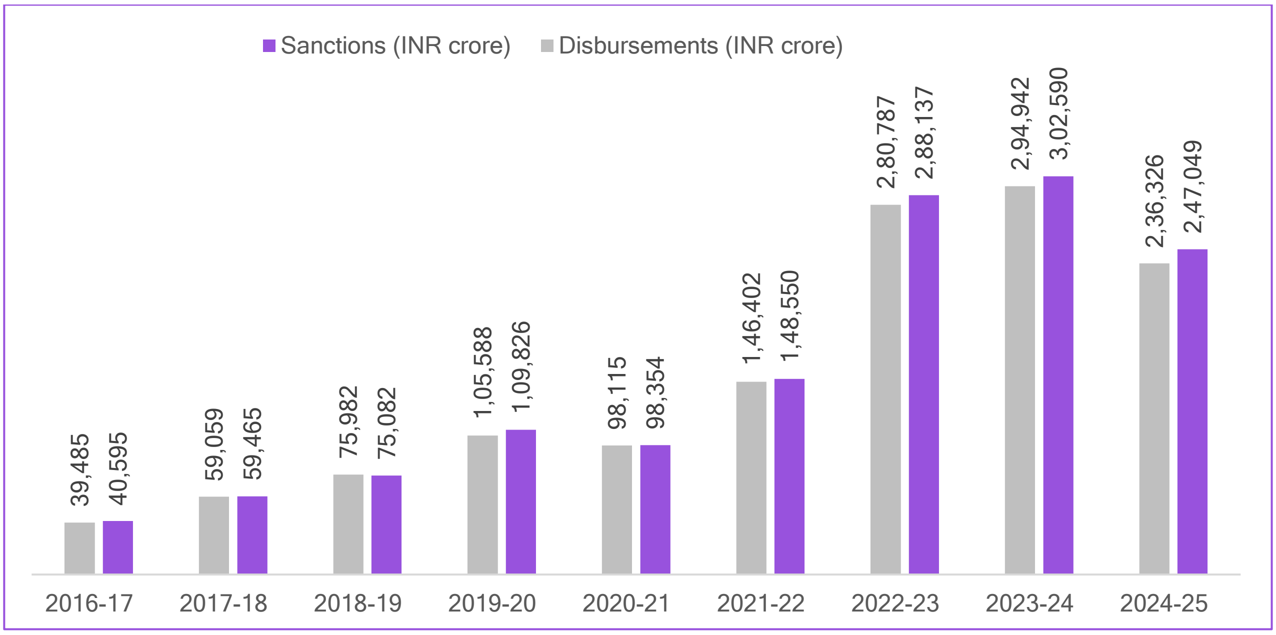


Source: RBI

The data illustrates NHB's contribution to financial inclusion by facilitating access to housing finance. Sanctions and disbursements have shown consistent growth over the years, with sanctions rising from ₹32,070 crore in FY2016-17 to ₹36,534 crore in FY2024-25, and disbursements increasing from ₹22,759 crore to ₹32,308 crore in the same period. The close alignment between sanctions and disbursements indicates effective credit delivery mechanisms and a strong demand for housing finance.

This trend highlights how NHB supports affordable housing and strengthens financial inclusion by enabling individuals and households—especially from underserved sections—to access formal credit for home ownership. Housing finance not only improves living standards but also generates multiplier effects in employment, construction, and allied sectors, reinforcing inclusive economic growth.

SIDBI



Source: RBI

SIDBI's sanctions and disbursements data highlight its growing role in enhancing credit access for Micro, Small, and Medium Enterprises (MSMEs), a key driver of financial inclusion and economic growth. From ₹40,595 crore sanctions in FY2016-17 to ₹2,47,049 crore in FY2024-25, and disbursements rising from ₹39,485 crore to ₹2,36,326 crore in the same period, SIDBI's support to the MSME sector has grown multifold.

The significant increase, particularly post-FY2020, reflects targeted policy measures, refinancing schemes, and credit interventions designed to revive and scale MSMEs during and after the pandemic. The near alignment of sanctions and disbursements shows efficient deployment of funds, directly benefiting small businesses.

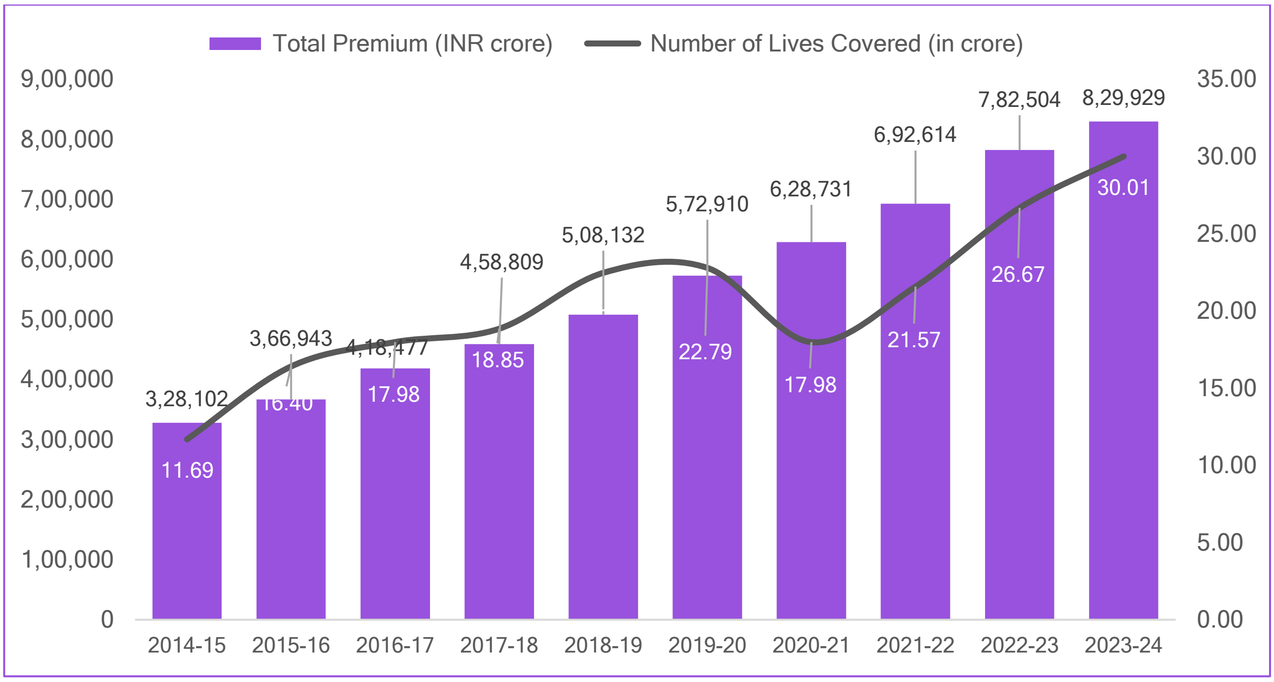
This trend underscores SIDBI's pivotal role in financial inclusion by empowering entrepreneurs, generating employment, and strengthening India's production ecosystem. It also demonstrates how institutional credit to MSMEs bridges the gap for underserved segments, ensuring inclusive growth across rural, semi-urban, and urban areas.

Insurance

The life insurance sector has witnessed significant growth over the past decade, both in terms of premium collection and the number of lives covered. Total premium income has more than doubled from ₹3.28 lakh crore in 2014-15 to ₹8.29 lakh crore in 2023-24, reflecting sustained expansion and rising penetration. Similarly, the number of lives covered increased sharply from 11.69 crore in 2014-15 to 30.01 crore in 2023-24, highlighting improved access to risk protection instruments.

While there was a temporary decline in coverage during 2019-20 and 2020-21, possibly due to pandemic-related disruptions, the sector rebounded strongly thereafter. The upward trajectory in both coverage and premium collection indicates growing awareness, deeper penetration, and alignment with the government's financial inclusion agenda, especially in extending social security and risk mitigation to underserved sections of society.

Total Premium of Life Insurance and Number of lives covered

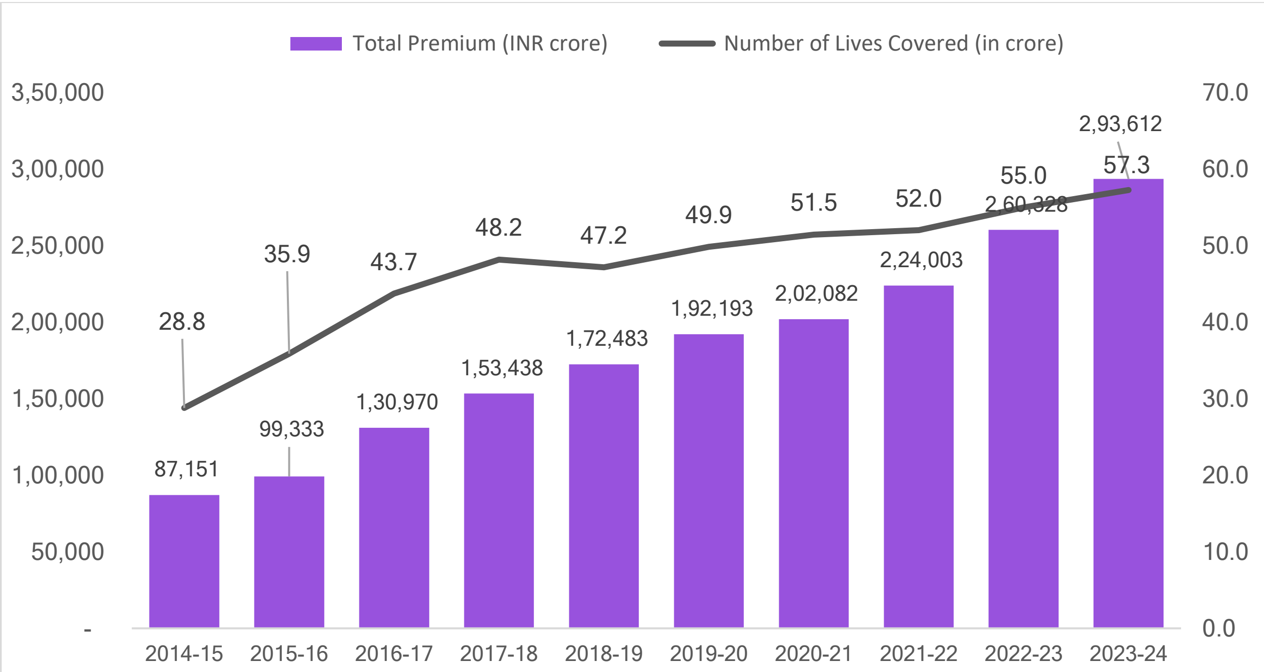


Source: IRDAI Publication of handbook 2023-24

Premium of General and health insurance and Number of lives covered in health insurance

The general and health insurance sector has shown a steady rise in both premium mobilization and health coverage, underlining its growing role in financial inclusion. Total premiums increased from ₹87,151 crore in 2014-15 to ₹2.93 lakh crore in 2023-24, more than tripling over the period. During the same time, the number of lives covered under health insurance expanded significantly from 28.8 crore in 2014-15 to 57.3 crore in 2023-24, indicating broader access to healthcare risk protection.

The consistent upward trend highlights growing awareness and demand for health insurance, particularly in the wake of rising healthcare costs and post-pandemic emphasis on health security. By providing financial protection against medical contingencies, the expansion of health insurance coverage directly supports the objectives of financial inclusion, ensuring that vulnerable households are shielded from catastrophic health expenditures.



Source: IRDAI Publication of handbook 2023-24

3. Quality

Quality assesses the effectiveness, affordability, and reliability of financial services provided. It measures whether products meet the needs of diverse groups, whether grievance redressal mechanisms exist, and whether financial literacy is promoted. A higher quality score means services are not only accessible and used but also relevant, secure, and customer-friendly.

Credit Quality in Financial Inclusion

While the expansion of formal credit is central to India's financial inclusion drive, rising NPAs in certain segments highlight underlying challenges. According to RBI data, gross NPAs in the agricultural sector remain higher than overall system NPAs, reflecting repayment difficulties among small and marginal farmers. Similarly, RRBs and Cooperative Banks, which are critical for rural credit delivery, show elevated stress levels compared to Scheduled Commercial Banks. Sustainable financial inclusion therefore requires a balance between expanding access and ensuring financial literacy, repayment capacity, and credit monitoring mechanisms.

Non-performing assets (NPAs) serve as a key indicator of the quality of financial inclusion. While higher credit penetration reflects progress under the “Usage” dimension, the ability of borrowers to repay is central to the “Quality” dimension. Sectors such as agriculture and MSME, which are priority targets for inclusion, often show elevated NPA ratios compared to system-wide averages, indicating repayment stress. Thus, monitoring NPAs ensures that financial inclusion translates into sustainable access rather than debt traps.

Priority and Non-priority Sector NPA Breakup

Priority sector advances remain significantly lower in volume compared to non-priority sector lending; however, the stress levels are notably higher, with the GNPA ratio of priority sector lending nearly three times that of non-priority sector advances. This reflects the higher credit risk associated with sectors that form the backbone of financial inclusion.

All Scheduled Commercial Banks	Value
Priority Sector - Gross Advances (INR crore)	59,48,944
Priority Sector - Gross NPAs (INR crore)	2,69,915
Priority Sector - GNPA Ratio (%)	4.54
Other than Priority - Gross Advances (INR crore)	1,10,81,293
Other than Priority - GNPAs (INR crore)	1,77,660
Other than Priority - GNPA Ratio (%)	1.60

Note: Data as of September 2024
Source: RBI

Now, let’s take a closer look into priority sector advances major NPAs Categories. It consists of Agriculture, MSME, Export credit, Education, Housing, Social Infrastructure, Renewable Energy and others.

Particulars	Value
Priority - Agriculture and Allied Activities - Gross Advances (INR crore)	21,66,520
Priority - Agriculture and Allied Activities - GNPAs (INR crore)	1,37,930
Priority - Agriculture and Allied Activities - GNPA Ratio (%)	6.37
Priority - MSME - Gross Advances (INR crore)	22,69,059
Priority - MSME - GNPAs (INR crore)	97,998.61
Priority - MSME - GNPA Ratio (%)	4.32
Other Priority Sector - Gross Advances (INR crore)	15,13,365
Other Priority Sector - GNPAs (INR crore)	33,986
Other Priority Sector - GNPA Ratio (%)	2.25

Note: Data as of September 2024
Source: RBI

A closer look shows that agriculture and allied activities exhibit the highest GNPA ratio at 6.37, well above the overall priority sector GNPA of 4.54. This is followed by MSMEs, with a GNPA ratio of 4.32, again higher than the overall gross NPA ratio of 2.63. In contrast, other segments such as housing, export credit, renewable energy, and social infrastructure record comparatively lower GNPA levels. The concentration of stress in agriculture and MSMEs underscores the need for targeted interventions and strengthened risk management practices in these categories.

Group Wise Classification of Loan Asset of Scheduled Commercial Banks

Analysis of RBI data indicates a significant improvement in the asset quality of India's banking sector over the past five years. The gross NPA ratio for all Scheduled Commercial Banks (SCBs) declined sharply from 8.2% in FY20 to 2.7% in FY24, reflecting better credit discipline, stronger recovery mechanisms, and regulatory measures.

Year	Total Advances	Gross NPAs (INR crore)	Gross NPAs 'ercentage
		Public sector bank	
2024	97,73,488.00	3,39,540.87	3.5
2023	86,10,114.70	4,28,197.36	5.0
2022	74,33,006.32	5,40,958.23	7.3
2021	67,70,362.53	6,16,615.56	9.1
2020	66,15,111.61	6,78,317.00	10.3
		Private Sector Bank	
2024	69,59,146.28	1,29,046.67	1.9
2023	54,62,976.20	1,25,211.84	2.3
2022	47,01,732.69	1,80,742.11	3.8
2021	40,97,039.56	2,02,266.14	4.9
2020	37,76,231.27	2,05,847.82	5.5
		Small Finance Banks	
2024	2,29,834.88	5,590.35	2.4
2023	1,84,807.57	8,896.66	4.8
2022	1,40,002.94	6,910.65	4.9
2021	1,11,589.21	5,970.65	5.4
2020	91,509.12	1,709.33	1.9
		All Schedule Commercial Bank	
2024	1,75,08,589.72	4,80,701.00	2.7
2023	1,47,70,908.23	5,71,850.34	3.9
2022	1,27,50,826.71	7,42,397.17	5.8
2021	1,13,99,608.00	8,35,051.42	7.3
2020	1,09,18,917.62	8,96,082.46	8.2

Source: RBI

This declining trend is visible across all major bank groups. Public Sector Banks (PSBs), despite showing the highest stress levels, improved their gross NPAs from double-digit levels in FY20 to 3.5% in FY24. Private Sector Banks and Small Finance Banks also recorded steady improvements, aided by stronger underwriting standards and diversified loan portfolios.

While the overall trend is encouraging, the relatively higher NPA levels in PSBs point to structural vulnerabilities in sectors such as agriculture and MSME lending, where they have higher exposure. Going forward, sustaining this momentum will require targeted financial assistance, effective resolution mechanisms, and stronger borrower assessment frameworks to ensure that financial inclusion does not lead to unsustainable credit expansion.

Banks can encourage credit discipline by offering incentives such as lower interest rates, enhanced credit limits, or preferential loan terms to borrowers who consistently repay on time. This not only reduces default risk but also promotes wider participation in formal credit systems.

Growth Drivers of Financial Inclusion

Pradhan Mantri Jan Dhan Yojana (PMJDY)

The Pradhan Mantri Jan Dhan Yojana (PMJDY), launched in 2014, is one of the world's largest financial inclusion initiatives aimed at providing universal access to banking services, especially for underserved and unbanked populations. Over the years, the scheme has enabled the opening of more than 56 crore accounts by 2025, with nearly two-thirds in rural and semi-urban areas and over 55% held by women, reflecting its strong focus on inclusive growth. Beyond just account openings, PMJDY has promoted access to credit, insurance, and pension, while also acting as a critical channel for Direct Benefit Transfers (DBT) from government schemes. By bridging the gap between marginalized communities and formal financial systems, PMJDY has significantly strengthened India's digital and banking infrastructure, becoming a cornerstone of the country's financial empowerment journey.

Year	Total Accounts (crore)	Women Accounts (%) / (crore)	Rural/Semi-Urban (%) / (crore)
2015	17.9	55% / 9.8	64% / 11.5
2016	22.0	56% / 12.3	64% / 14.1
2017	28.2	55% / 15.6	67% / 19.0
2018	31.4	57% / 17.9	68% / 21.2
2019	35.5	57% / 20.3	66% / 23.5
2020	38.9	56% / 21.9	64% / 25.0
2021	41.9	56% / 23.5	66% / 27.5
2022	46.2	56% / 25.8	66% / 30.7
2023	50.1	55% / 27.6	66% / 33.2
2024	52.8	55% / 29.3	66% / 35.1
2025	56.16	55.7% / 31.31	66.7% / 37.48

Source: PIB

India's Pradhan Mantri Jan Dhan Yojana (PMJDY) has demonstrated consistent and inclusive financial deepening over the past decade. Total accounts grew from 17.9 crore in 2015 to over 56 crores in 2025, marking a threefold expansion. A striking feature of this growth is its inclusivity, women consistently account for 55-57% of total PMJDY accounts, highlighting a strong push toward gender empowerment in financial inclusion. Similarly, rural and semi-urban regions hold nearly two-thirds of accounts, underscoring the scheme's reach among underserved populations. The steady balance of gender and regional distribution reflects how PMJDY has evolved into a cornerstone of India's financial inclusion agenda, providing both banking access and formal entry into the financial system for traditionally excluded groups.

Adoption of UPI

The rapid adoption of the Unified Payments Interface (UPI) has transformed India's digital payments landscape. With payments enabled seamlessly through mobile devices, UPI has become the preferred mode of transaction across segments. Between 2020 and 2025, UPI transactions recorded strong growth, with volumes and values rising at a CAGR of 11.2% and 14.1%, respectively. This expansion has been supported by the increasing penetration of bank accounts and digital literacy, underscoring UPI's role as a catalyst for greater financial inclusion by making low-cost, real-time payments accessible to a wider population.

Quarter	No. of Banks live on UPI	Volume (in Mn)	Value (INR crore)
July 2025	684	19,467.95	25,08,498.09
Q1 26	675	54,965.89	73,13,153.57
Q4 25	661	51,403.70	70,21,740.42
Q3 25	641	48,797.00	68,29,708.77
Q2 25	622	44,440.35	61,89,022.69
Q1 25	602	41,224.97	60,16,482.77
Q4 24	572	37,745.69	56,47,306.55
Q3 24	522	34,664.31	52,78,458.37
Q2 24	492	31,106.32	46,89,206.18
Q1 24	458	27,613.51	43,80,114.41
Q4 23	399	24,256.95	39,45,016.25
Q3 23	382	22,444.36	36,84,230.91
Q2 23	358	19,648.83	32,52,222.54
Q1 23	330	17,401.00	30,39,206.65
Q4 22	314	14,550.29	26,19,417.77
Q3 22	282	12,971.43	23,66,729.31
Q2 22	259	10,457.67	18,99,749.90
Q1 22	229	7,988.14	15,31,675.50
Q4 21	216	7,327.31	13,61,131.09
Q3 21	207	6,516.01	11,93,282.10
Q2 21	174	4,916.33	9,17,873.13
Q1 21	155	3,571.00	6,31,367.26

Source: RBI

With the increase in 'Number of banks live on UPI', it enabled account holders of more banks to use UPI payment methods, which also is due to increase in number of bank accounts.

India has made Significant Strides in expanding financial inclusion through initiatives like:

- **Pradhan Mantri Jan Dhan Yojana:** Under the scheme, over 558 million accounts have been opened in rural and semi-urban areas. Notably, 311 million of these accounts have been opened in the name of female beneficiaries.
- **JAM Trinity:** The pillar of financial inclusion is JAM (Jan Dhan, Aadhaar, Mobile) trinity which has expanded the coverage of direct benefit transfers.
- **Unified Payments Interface (UPI) and Aadhaar-enabled Payment System (AePS)**
- **Payments Banks;** Business Correspondent Model
- **Insurance and Pension schemes by government like:** (PMJJBY, PMSBY, APY, NPS)
- Financial Literacy Programmes like **Pradhan Mantri Gramin Digital Saksharta Abhiyan.**

Way Forward

Targeted Literacy and Regional Focus

Financial inclusion strategies should adopt state and region-specific approaches, focusing on underserved areas with literacy campaigns, access to savings accounts, credit, and insurance. This will reduce regional disparities in financial services access.

Expand Digital Infrastructure with Security

With rising internet and smartphone penetration, digital banking is thriving (RBI data shows over 90% of retail payments by volume are now digital), Banks must invest in robust cybersecurity, fraud detection, and data privacy systems to protect sensitive financial data and build trust, especially among first-time users. Building secure, transparent, and user-friendly platforms will enhance confidence in digital financial services and sustain long-term inclusion.

Strengthen Insurance and Pension Coverage

Life insurance is growing strongly but coverage still lags, with only ~30 crore people insured, leaving a large population unprotected. Expanding micro-insurance, health cover, and pension schemes like Atal Pension Yojana can provide safety nets for vulnerable groups and reduce financial distress during emergencies.

Leverage Regional Rural Banks (RRBs) and Cooperative Banks

RRBs and Cooperative Banks have a strong grassroots presence, making them vital for delivering credit, savings, and insurance to unserved and underserved populations in rural and semi-urban areas. Their effectiveness, however, relies on robust financial literacy programs that build trust, awareness, and responsible usage of services.

Incentivizing Responsible Credit Behaviour

Agriculture and allied activities record the highest gross non-performing asset (GNPA) ratio in priority sector lending. To address this, banks should offer incentives for non-defaulters such as lower rates or higher credit limits to encourage timely repayment and build credit discipline. Simultaneously, borrowers facing stress, especially in rural and agricultural segments, should be linked to financial literacy and advisory programs, ensuring credit is used productively and sustainably.

Move from access-led inclusion to usage- and quality-led inclusions fo every household and micro-enterprise reliably saves, pays, borrows, invests, and insures with confidence and protection.

SUMEDHA
adding values to value

Sumedha Fiscal Services Ltd

- Founded in 1989, Sumedha Fiscal Services Limited (SFSL) has evolved into a prominent financial services company, marked by a resolute and committed journey.

- Our array of services encompasses Debt Syndication, Financial Restructuring, Stressed Asset Resolution, Mergers and Acquisitions, Equity Placement, Valuation, Takeover, Delisting and buyback, Initial Public Offering, and Mutual Funds Distribution.

- SFSL has promoted Sumedha Management Solutions Pvt Ltd as Insolvency Professional Entity.

- SFSL has a pan-India presence across five locations with offices in Kolkata, Mumbai, Delhi, Ahmedabad, and Bangalore.

- SFSL is managed by a group of eminent chartered accountants with vast experiences in various financial sectors supported by about 65 members well-knit team of experienced professionals across the industry.

- It shares a strong relationship with corporates, banks, financial institutions, PE Funds, distressed assets funds & ARCs.

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Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organisation, with around 9,700 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 365,000 enterprises from 318 national and regional sectoral industry bodies.

For more 130 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with the Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness, and business opportunities for industry through a range of specialised services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Through its dedicated Centres of Excellence and Industry competitiveness initiatives, promotion of innovation and technology adoption, and partnerships for sustainability, CII plays a transformative part in shaping the future of the nation. Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes across diverse domains, including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

For 2025-26, CII has identified "Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, Trust" as its theme, prioritising five key pillars. During the year, CII will align its initiatives to drive strategic action aimed at enhancing India's competitiveness by promoting global engagement, inclusive growth, sustainable practices, and a foundation of trust.

With 70 offices, including 12 Centres of Excellence, in India, and 9 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with about 250 counterpart organisations in almost 100 countries, CII serves as a reference point for Indian industry and the international business community.

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