



How Do We Create Shared Value?

FOR CIMB AND #teamCIMB*

We manage our business and people with the responsibility of delivering sustainable and impactful financial returns.

A commitment to principles of good governance and the strategic role of our Board, Senior Leadership and skilled workforce collectively contribute to shaping a profitable organisation.



Risk, Governance and Culture

- Remain resilient and responsive to the dynamic operating environment
- Integrate environmental, social and governance risks into our risk management framework
- Uphold high standards of corporate governance in the conduct of business and value chain
- Create a culture of high-performance, by promoting #teamCIMB ethos, and EPICC values
- Operate with integrity and transparency towards stakeholders
- Strengthen risk management, compliance, monitoring and reporting controls and mechanisms

Talent, Diversity, Inclusion, Health, Safety and Well-being

- Future-proof employees by upskilling and reskilling talent, enabling them to manage emerging risks and opportunities
- Safeguard health, safety, and well-being towards enhancing productivity and motivating performance
- Promote diversity to foster innovation and drive performance
- Create growth and development opportunities for employees and value chain partners
- Operationalise inclusive and agile policies and processes that contribute to employee productivity and well-being

* Investors, Shareholders, Employees, Suppliers

FOR CUSTOMERS AND CLIENTS

We support the aspirations of our customers and clients by taking an inclusive approach to development. Our objective is to create a net positive impact through our products and services, positively advancing customers and making business a force for good.



Customer Centricity, enabled by Technology

- Cultivate a 'customer-first' mindset
- Transform customer journeys to create a consistently excellent experience
- Design and deliver suitable, secure, reliable and accessible financial and digital solutions that contribute to well-being and welfare
- Protect customers' data and safeguard customers against cyber-crimes and scams through enhanced safety checks and awareness
- Offer bespoke products, services, and advisory to empower businesses to achieve their ambitions
- Establish partnerships to raise awareness and build capacity to drive responsible and competitive businesses of the future

Sustainable and Responsible Finance

- Mobilise capital flows towards the whole-of-economy climate transition needed to meet global climate goals while meeting business objectives
- Establish policies and guidelines manage exposure to various sustainability risks, including climate change, biodiversity loss, and human rights risks
- Create positive impacts, and reduce potential negative impacts through products and proactive engagement

Financial Inclusion and Literacy

- Contribute to socio-economic development by creating banking opportunities and improving financial literacy for underserved and disadvantaged communities and demographics, towards building a more resilient and financially secure population
- Encourage and enable individuals and businesses to manage their finances better, improving their well-being and quality of life

How We Create Value

- Strengthen our value proposition and ability to deliver returns to investors and shareholders
- Allocate our resources strategically and reinforce our ability to plan and achieve resilient value creation
- Create a healthy and conducive work environment that is safe, efficient, empowered, inclusive, diverse and participative, with horizontal and vertical growth opportunities for employees

Key Drivers of Shared Value

- Group Enterprise-Wide Risk Management Framework
- Group Dividend Policy
- Group Human Resources Policies and Procedures: Code of Ethics and Conduct; Human Rights Policy; Employee Engagement and Inclusiveness; Recruitment and Remuneration Policy
- CIMB Group Diversity and Inclusion Policy: Board Diversity
- Performance Management Framework; Learning and Development Policy
- Group Occupational Safety and Health Policy and Procedures
- Group Procurement Policy: Vendor Code of Conduct

2022 Highlights

46.5%
Cost to Income or Efficiency Ratio

9.0%
Return on Equity

77%
Organizational Health Index Score

30%
Female Representation on Board of Directors

RM1.7 billion
Procurement Spend Towards Suppliers/ Vendors

How We Create Value

- Treat customers fairly, with integrity and commitment to financial inclusiveness and well-being
- Provide access to finance to all and offer responsible products and services while enabling and encouraging sustainable business and lifestyle practices
- Improve credit quality by meeting responsible lending standards
- Protect medium to long-term shareholder and stakeholder value by incorporating ESG risks (such as climate change) into business and financing decisions
- Enable a just transition to a low-carbon economy through our financial solutions

Key Drivers of Shared Value

- Customer Experience (CX) Policy: Treating Customers Fairly
- Group Sustainable Financing Policy (GSFP) and Sector Guides
- Group Human Rights Policy
- IT Security Policy and Group Personal Data Protection Policy

2022 Highlights

NPS Score within **74%** of the Industry in Four Markets

8.8 million
CIMB Digital Users

444
Financing and Capital Raising Facilities with in-depth Due Diligence on E&S risks

33,328:1
Customer to Branch Ratio or Physical touchpoint per customer



How Do We Create Shared Value?

FOR SOCIETY AND THE COMMUNITY

We champion purposeful programmes that empower communities and create a better planet. From financial literacy to entrepreneurship, community empowerment to environmental stewardship, we identify issues that hinder socio-economic development in communities that matter to us. We tackle these challenges head-on, working towards a brighter, more sustainable future for all.



Corporate Citizenship

- Understand the needs and expectations of communities
- Instil a sense of social responsibility and community stewardship among employees
- Encourage partnerships with grassroots organisations, lead NGOs and community groups for greater impact

Climate Change and Biodiversity

- Minimise the negative impact of our operations and financed activities on the environment and communities
- Manage our direct carbon and biodiversity impacts by monitoring and reducing emissions and waste from our operations
- Work with industry peers and stakeholders to raise awareness and mobilise action on climate resilience and the importance of nature in the financial services sector and beyond

Community Development and Human Rights

- Establish safeguards to respect human rights, mitigate social inequalities and injustices in communities that matter to us
- Empower communities by equipping them with skills, resources, and opportunities that will advance their welfare and well-being
- Integrate community members into the mainstream marketplace by promoting entrepreneurial and education programmes



How We Create Value

- Provide opportunities for employees to design as well as contribute to community programmes
- Channel significant investments to impactful community programmes and initiatives
- Create long-term net positive environmental and social impact in areas that matter to communities



Key Drivers of Shared Value

- Group Sustainability Policy
- Group Administration and Property Management Policy
- Group Corporate Responsibility Policy
- Flex4Sustainability Policy (Employee Volunteerism)



2022 Highlights



80th Percentile
in the S&P Global Corporate Sustainability Assessment



22%
Reduction in Scope 1 and Scope 2 GHG Emissions (vs 2019 baseline)

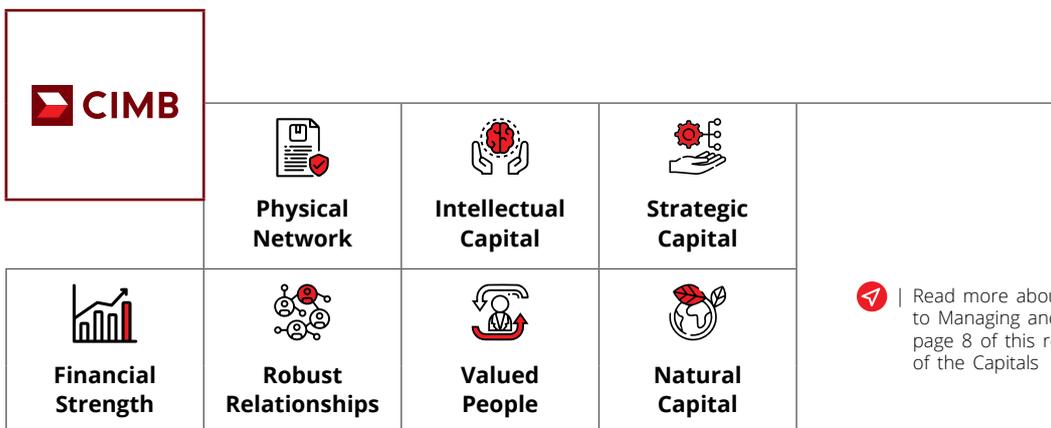


140,000
volunteer hours invested towards communities



CIMB's Value Creation Model

As part of our efforts to continuously strengthen our integrated approach, our cross-functional teams will periodically review our value creation business model so it reflects the evolving needs of our business and stakeholders. It provides a holistic and long-term view of our resources, market landscape, strategic progress, tangible outcomes, as well as our impact on society. Through this process, we remain steadfast in our commitment to delivering meaningful value for our stakeholders and emerge as a leading focused ASEAN bank.



 | Read more about Our Integrated Approach to Managing and Driving Performance on page 8 of this report for CIMB's scope/definitions of the Capitals

Our value creation model showcases the seamless integration of critical business aspects with CIMB's seven priority sustainable development goals (SDGs). These SDGs serve as the foundation of our sustainability agenda, which align with our business priorities and stakeholder expectations. By incorporating these essential elements, we are empowered to make a positive impact on the environment, society, and the economy while upholding our corporate responsibilities.



 | Read more about Sustainability Principles for our Scorecards and how we meet our priority SDGs on pages 26-28 of the CIMB Group Sustainability Report 2022

EPICC VALUES



 | Read more about Our Integrated Approach to Managing and Driving Performance for various value creation and impact/performance indicators on pages 8-11 of this report, mapped against our Forward23+ strategic themes, our material matters and capitals



CIMB's Value Creation Model

INPUTS

OUR RESOURCES AND RELATIONSHIPS

FINANCIAL STRENGTH

Strong balance sheet with invested capital and total assets valued at RM666.7 billion and market capitalisation at RM61.9 billion as at end December 2022



PHYSICAL NETWORK

604 retail branches, 7,383 self-service customer access points



VALUED PEOPLE

Around 33,000 workforce across 15 countries



ROBUST RELATIONSHIPS

Over 20 million customers and >1,500 registered suppliers, 140,000 hours of employee volunteerism



INTELLECTUAL CAPITAL

Engagement, advocacy, capacity building and knowledge platforms such as The Cooler Earth Sustainability Summit and CEO Action Network



NATURAL CAPITAL

Seven sector guides with No Deforestation, No Peat, No Exploitation embedded where relevant



STRATEGIC CAPITAL

Target Empowerment and Alignment Model (TEAM) driven by our EPICC values



BUSINESS

OUR STRATEGY AND FOCUS AREAS

OUR BUSINESS PILLARS



WHOLESALE BANKING

COMMERCIAL BANKING

CONSUMER BANKING

ISLAMIC BANKING

TRANSACTION BANKING

CIMB DIGITAL ASSETS

FORWARD 23+ STRATEGIC THEMES



Delivering Sustainable Financial Returns



Customer Centricity



Disciplined Execution



Transform Fundamentals



Purpose Driven Organisation

OUR KPIs (2024)

ROE Top Quartile	CET1 >13.5%	CIR ≤45%	NPS and S&P Global Corporate Sustainability Assessment Top Quartile	Overall Net Zero GHG by 2050 including Scope 3 and financed emissions	GHG Scope 1 and 2 Net zero emissions in our operations by 2030
----------------------------	-----------------------	--------------------	---	---	--

MATERIAL ESG MATTERS



Sustainable and responsible finance



Governance and ethics



Cybersecurity and data privacy



Financial inclusion and literacy



Risk management and business resilience



Digitalisation and innovation



Human rights



Climate change



Diversity and inclusion



Customer experience



Biodiversity and ecosystem integrity



Talent attraction, growth and retention



Corporate citizenship

OUR VISION → To be the leading focused ASEAN bank

OUR PURPOSE → To build a high performing sustainable organisation to help advance customers and society

PURPOSE

ACCOUNTABILITY

IMPACT

OUR STAKEHOLDER PROPOSITIONS

OUR INTERNAL CONTROLS

OUR VALUE CREATION 2022



CUSTOMER VALUE PROPOSITION

We place customers at the heart of everything we do through:

- Easy and efficient banking, and always going the extra mile
- Personalised financial solutions
- Safe and secured digital platforms
- Treating customers fairly



EMPLOYEE VALUE PROPOSITION

We make CIMB the best place for the best talent to work through:

- Competitive remuneration and benefits
- Learning and talent development
- Diversity and inclusion and corporate responsibility
- Health, safety, well-being and welfare



SUPPLIER VALUE PROPOSITION

We forge partnerships that advance mutual interests and aspirations through:

- Suppliers' safety, well-being and project continuity
- Inculcation of sustainable procurement practices
- A competitive landscape aligned to the strategies of the bank for suppliers to develop and grow



INVESTOR VALUE PROPOSITION

We observe highest standards of governance and integrity to build confidence through:

- Timely and adequate disclosures
- Differentiated and responsible approach to planning and delivering growth
- Oversight, controls, independent assurance, and reporting



COMMUNITY VALUE PROPOSITION

We work towards building healthy and resilient communities in ASEAN through:

- Supporting communities from the lowest 40% of income earners
- Prioritising of at-risk and most vulnerable communities
- Channeling finance to enable a low-carbon and just economy

GOVERNANCE AND LEADERSHIP

Focus

Governance for oversight of effectiveness, adequacy and integrity of CIMB's system of internal controls and risk management

Accountability

Board of Directors (BOD), Group Executive Committee, Group Chief Risk Officer (GCRO), Group Legal and Compliance (GLC)

Controls

Internal and External Independent Audits and Assurance

GROUP KPIs And SCORECARDS

Focus

Key measures on profitability, cost, capital, mid- to long-term strategic initiatives, people, sustainability, risk, audit and compliance

Accountability

BOD, Special Purpose Committees and Group CEO

Controls

Group Nomination and Remuneration Committee, BOD

CORE VALUES

Focus

EPICC Values to deliver impact the right way across CIMB

Accountability

Group Chief People Officer and Functional Heads

Controls

Organizational Health Index (OHI); People Engagement/Enculturation



CIMB AND #teamCIMB*

77/100 Group Organizational Health Index

30% Female Directors on the Board

9.0% Return on Equity

RM27.8 billion of Sustainable Finance in Green, Social, Sustainable Impact Products and Services



CUSTOMERS AND CLIENTS

74% NPS Score, relative to peers

8.8 million CIMB Digital Users (MY & ID Clicks/Octo users)

444 Clients undergoing Enhanced Sustainability Due Diligence

99.5% Clicks Availability¹

99.99% Bizchannel Availability¹

33,328:1 Customer to Branch Ratio



SOCIETY AND COMMUNITY

80th percentile on S&P Global Corporate Sustainability Assessment

22% Reduction in Scope 1 and Scope 2 GHG Emissions (vs. 2019 baseline)

RM34.4 million Investment in communities

12 of 13 Material issues supported by policy commitments

* Investors, Shareholders, Employees, Suppliers

¹ Average of uptime availability in Malaysia, Indonesia, Singapore and Thailand, excluding scheduled maintenance