

CIMB GROUP HOLDINGS BERHAD
(Company No. 195601000197 (50841-W))

Minutes of the Sixty-Ninth (69th) Annual General Meeting (“AGM”) of CIMB Group Holdings Berhad (“CIMB”, “the Group” or “Company”) held physically at Grand Ballroom, First Floor, Kuala Lumpur Golf and Country Club Convention Centre (“KLGCC CC”) (formerly known as Sime Darby Convention Centre) (“Main Venue”) and virtually by way of electronic means via Boardroom Share Registrars Sdn Bhd’s website (“Online Platform”) on Wednesday, 29 April 2026 at 10.00 a.m.

Present at Venue : Datuk Syed Zaid Syed Jaffar Albar – Group Chairman
En. Muhammad Novan Amirudin – Group Chief Executive Officer (“CEO”)
Tengku Dato’ Sri Azmil Zahrudin Raja Abdul Aziz
En. Didi Syafruddin Yahya
Dato’ Lee Kok Kwan
Ms. Shulamite N K Khoo
Ms. Ho Yuet Mee
Datin Azlina Mahmad
Ms. Lyn Therese McGrath
Mr. Selvendran Katheerayson
Ms. Yasmin Aladad Khan

And 3,680 total Shareholders attending, and 701 proxies via Remote Participation and Voting (“RPV”), physically and virtually as per the Attendance List.

In Attendance En. Khairulanwar Rifaie – Group Chief Financial and Strategy Officer (“Group CFO”)
Datin Rossaya Mohd Nashir – Group Company Secretary

Representatives from Messrs PricewaterhouseCoopers

Puan Nurul A’in Abdul Latiff
Mr. Ong Ching Chuan
Mr. Kelvin Lee
Mr. Jimmy Tee
Mr. Chee Kong Chong
Ms. Joyce Yip
Ms. Vivian Chua
Ms. Chee Ying Chang

1. CHAIRMAN OF THE MEETING

Datuk Syed Zaid Syed Jaffar Albar took the Chair.

2. QUORUM

The Group Company Secretary confirmed that there was a quorum in accordance with Article 63 of the Company’s Constitution, and the 69th AGM of the Company was duly convened.

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3. NOTICE OF MEETING

The Notice convening the Meeting was tabled and taken as read.

4. CHAIRMAN'S OPENING REMARKS

The Chairman, Datuk Syed Zaid, commenced the proceedings by addressing the Meeting and delivered his opening remarks. The Chairman expressed his gratitude for the presence of attending Shareholders, both in person and virtually.

The Chairman then introduced the CIMB Board of Directors, the Group Chief Financial and Strategy Officer, and the Group Company Secretary.

The Chairman also introduced the representatives from PricewaterhouseCoopers ("PwC"), CIMB's External Auditors, Puan Nurul A'in Abdul Latiff, Mr. Ong Ching Chuan, Mr. Kelvin Lee and the team, who were present at the Main Venue.

The Chairman shared that the Meeting marked the Company's 69th Annual General Meeting, a milestone reflecting CIMB's long-standing progress and enduring presence in the markets it served. He added that the Meeting was particularly meaningful to him, as it was his first AGM as Chairman following his appointment in the preceding year, and expressed his honour to serve the Group at an important juncture in its journey.

The Chairman remarked that the past financial year marked the commencement of Forward30, the Group's six (6) year strategic plan to guide CIMB through its next phase of growth. He noted that this new chapter began amid a global and domestic environment that remained uncertain, shaped by geopolitical tensions, evolving trade and investment flows, rapid technological change and a more cautious economic outlook. Notwithstanding these challenges, the Chairman highlighted that Malaysia and the wider Association of Southeast Asian Nations ("ASEAN") region continued to demonstrate resilience, although the operating landscape called for discipline, agility and sound judgement.

In this regard, the Chairman emphasised that institutions such as CIMB must remain clear in purpose, prudent in execution and steady in stewardship. He was pleased to note that the Group entered this new phase from a position of strength, underpinned by its resilient franchise, regional ASEAN footprint, as well as its sound balance sheet, capital and liquidity position, which would enable the Group to continue supporting its customers and pursuing sustainable growth.

The Chairman reiterated that the Board's responsibility remained clear, namely to provide strong oversight, uphold sound governance, maintain prudent risk discipline and guide the Group's long-term direction responsibly. As the Group progressed under Forward30, the Board remained committed to ensuring that its ambitions were anchored in resilience, sustainability and disciplined execution.

The Chairman further shared that the Group continued to be guided by its purpose of Advancing Customers and Society, which shaped the Company's approach to performance, responsibility and long-term value creation.

On behalf of the Board, the Chairman recorded his appreciation to the Group CEO, the Management team and employees across the Group for their dedication and professionalism. He also expressed his appreciation to the Group's customers, regulators, shareholders and partners for their continued trust and support.

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The Chairman also placed on record the Board's deepest appreciation to the former Chairman, Tan Sri Mohd Nasir Ahmad, for his decade of dedicated leadership and stewardship. He underscored that Tan Sri Mohd Nasir Ahmad's wisdom, steady guidance and contributions over the years had strengthened CIMB's foundations and positioned the Group well for the future. He then expressed the Board's sincere gratitude for his service and lasting legacy, after which a video tribute in honour of Tan Sri Mohd Nasir Ahmad was presented.

The Chairman ended his speech by inviting the Group CEO to give his presentation.

5. GROUP CEO'S PRESENTATION

The Group CEO began by thanking the Chairman and shareholders for their presence and continued support, both physically and virtually.

The Group CEO shared that his presentation would cover three (3) key areas; how CIMB created value for shareholders, how the Group invested for long-term sustainable growth, and how CIMB share its success with stakeholders.

(i) Shareholder Value Creation and Financial Performance

The Group CEO shared that the past year was challenging due to global tariffs and persistent interest rate cuts across CIMB's operating markets. Nevertheless, he informed shareholders that the Group had remained focused on disciplined execution and successfully delivered a record net profit of RM7.9 billion and a Return on Equity ("ROE") of 11.3%. He further highlighted that, when benchmarked against industry peers, CIMB's ROE positioned the Group among the top three (3) most profitable banks listed on Bursa Malaysia Securities Berhad ("Bursa Malaysia").

He also emphasised CIMB's continued commitment to increase shareholder value and informed shareholders that those who had invested in CIMB 10 years ago would have tripled their investment over the period. He noted that the Group's market capitalisation had increased from RM40 billion to RM90 billion over the last decade, while approximately RM30 billion in dividends had been distributed to shareholders. Collectively, the increase in market capitalisation together with dividend distributions represented approximately RM120 billion in total shareholder value creation over the ten-year period.

Franchise Growth and Asset Quality

The Group CEO explained that CIMB's shareholder returns had been driven by long-term client-led growth across the franchise. He informed shareholders that the Group's deposits had grown from RM338 billion to RM524 billion, enabling CIMB to mobilise these deposits and capital into RM778 billion worth of assets. He further shared that CIMB had consistently ranked either first or second in investment banking advisory services over the past 10 years, maintaining market share in excess of 20%. In addition, he highlighted the Group's continued progress in strengthening asset quality, noting that the allowance coverage ratio had increased from 79% to above 100%, while credit costs and gross impaired loans had steadily declined over the same period.

(ii) Investment For Long-Term Sustainable Growth

The Group CEO informed Shareholders that the Group continuously assessed global developments and structural trends in determining its investment priorities. Among the key developments highlighted were global trade realignment, national policy shifts, supply chain disruptions, increasing demand for artificial intelligence and cybersecurity capabilities, inflationary pressures, and widening inequality.

He observed that Malaysia remained relatively stable compared to several other ASEAN markets. However, he noted that fragmented market structures and subscale players across the region had resulted in uneven levels of innovation and digitalisation. These trends have led to compressed timelines and widening performance gaps between leading and lagging institutions. Therefore, it is important for CIMB to remain nimble, focused, and disciplined in execution.

Forward30 Strategic Plan

The Group CEO emphasised our multi-year strategic plan, Forward30, continued to drive the Group's next phase of sustainable growth, anchored on CIMB's purpose of advancing customers and society and would be executed through four (4) strategic pillars referred to as the "Four (4) Cs," namely Capital, Cash, Cross-Sell, and Capabilities.

Under the Capital, CIMB would remain agile in reallocating capital towards growth opportunities. As for Cash, the Group would strengthen its deposit franchise to reduce funding costs. For Cross-sell, CIMB aimed to deepen customer relationships and advisory capabilities, while under Capabilities, the Group sought to become Simpler, Better, and Faster ("SBF").

The Group CEO informed Shareholders that Forward30 had been designed as a self-funded strategy and that CIMB did not intend to raise additional Shareholder capital to fund its growth initiatives. He added that growth would continue to be primarily organic, although the Group remained open to selective mergers and acquisitions where capabilities could be acquired more efficiently.

He further shared that excess capital would only be returned to Shareholders after profitable growth opportunities had been fully exhausted. In this regard, he referred Shareholders to CIMB's strong dividend track record, including the declaration of special dividends over the past three (3) years and the announcement of a multi-year capital return programme extending through 2027.

Forward30 Performance Targets

The Group CEO informed Shareholders that CIMB had established clear performance targets under the Forward30 strategy. By 2030, the Group aimed to rank among the top three (3) banks in every market in which it operated and to achieve top quartile profitability in the region with an ROE target of between 13% and 14%.

He added that a mid-term ROE target of between 12% and 13% by 2027 had also been established as an important milestone towards achieving the Group's 2030 aspirations.

Capital

In elaborating on the Capital, the Group CEO informed shareholders that CIMB had increased capital allocation to Malaysia from 54% to 56% of Risk-Weighted Assets (“RWA”), resulting in Malaysia’s contribution to Group Profit Before Tax (“PBT”) increasing from 57% to 61%.

He explained that capital allocation to Indonesia and Thailand had been reduced in response to market challenges in those countries, resulting in a 10bps increase in Group ROE from 11.2% to 11.3%. This reflected CIMB’s disciplined and effective capital allocation approach, which enabled the Group to achieve higher ROE and record net profit despite an adverse operating environment and interest rate cuts.

The Group CEO also highlighted CIMB Islamic Banking as a significant growth opportunity for the Group. He informed Shareholders that CIMB was in the process of spinning off CIMB Niaga Syariah into a standalone Islamic bank in Indonesia, with the aspiration of becoming the undisputed number two (2) Syariah bank in the country.

In addition, he shared that CIMB was collaborating with the Securities Commission Malaysia (“Securities Commission”) and Bursa Malaysia to pilot a new Islamic capital market instrument that would provide Syariah-compliant investors with greater access to the Malaysian banking sector.

Cash and Cross Sell

As for Cash and Cross Sell, Novan updated shareholders on CIMB’s digital banking initiatives, starting with Octo, the consumer banking application, which introduced the “My Wealth” feature in second half of 2025. The feature assessed customers’ risk profiles and recommended suitable portfolio allocations and investment products. The feature had contributed to increased investment volume through the platform since implementation.

Novan further shared that CIMB had launched “OCTO Biz” for corporate and SME customers, enabling businesses to perform banking functions more efficiently, including retrieving up to eighteen months of statements digitally. In addition, CIMB introduced a new financing solution known as “FlexiCash,” via OCTO Biz which enabled SMEs to obtain financing assistance based on cash flow patterns rather than traditional collateral requirements.

Novan highlighted the continued growth of Touch ‘n Go, noting that two out of three Malaysians use the platform daily. Through its partnership with Alipay, users can make international QR payments in countries that accepts Alipay payment method such as China. Similar capabilities is being planned to be integrated into our OCTO app.

He also briefed shareholders on CIMB’s partnership with the Government in supporting the BUDI 95 fuel subsidy programme, including payment settlement with petrol companies. These enhancements and innovations aimed at improving our products have contributed to eWallet transaction values in Malaysia surpassing credit and debit card transaction values for the first time ever in 2025.

Tokenisation and Cross-Border Payment Initiatives

The Group CEO also shared CIMB's initiatives in tokenisation and digital assets. Together with Khazanah Nasional Berhad ("Khazanah Nasional"), CIMB announced Malaysia's first tokenised sukuk issuance and was currently working with Bank Negara Malaysia ("BNM") on the development of its own tokenised bond issuance. This also included the efforts to develop tokenised deposits and settlement mechanisms to support tokenised bonds. Additionally, CIMB announced MOU with Ant International to develop treasury solutions aimed at enabling faster and more efficient cross-border payments using blockchain technology.

Capabilities

As for Capabilities, the Group CEO emphasised that process simplification must come before technology implementation. In this regard, CIMB established the SBF Lab to improve operational efficiency and eliminate cumbersome processes. 30 projects had already been submitted to the SBF Lab, with targeted cost savings or cost avoidance of up to RM2 billion by 2030.

The Group CEO shared that CIMB invested significantly in digitising the Group through two (2) key focus areas: technology modernisation and the deployment of Artificial Intelligence ("AI") at scale. Technology modernisation efforts included enhancing customer-facing applications, simplifying legacy core banking systems, and migrating data and operations to cloud infrastructure. He also highlighted CIMB's use of AI across the organisation, including the deployment of an AI-powered collections bot, as well as applications in fraud detection, transaction monitoring, and technology testing. In parallel, CIMB invested RM100 million in workforce upskilling and training initiatives to strengthen employee capabilities in the evolving digital landscape.

(iii) Sharing Our Success with Our Stakeholders

The Group CEO reiterated that CIMB measures success not only through financial performance, but also through the positive impact created for stakeholders and society. He referenced the RM30 billion in dividends distributed over the past decade, including special dividends declared over the last three (3) years.

He also highlighted CIMB's investments in talent development through initiatives such as the CIMB ASEAN Scholarship programme, which had supported more than 130 students over the past decade and was recently expanded to include children of CIMB employees with outstanding SPM results.

In addition, over 1,600 graduates have been trained under "The Complete Banker" management associate programme, which now includes mandatory ASEAN regional rotations to strengthen regional exposure. CIMB had also collaborated with institutions such as the Asian School of Business, Global Institute for Tomorrow, Melbourne Business School, and IMD to curate leadership programmes across various talent levels.

Community and Social Impact Initiatives

On community and social impact initiatives, the Group CEO stated that CIMB had committed more than RM200 million to community programmes through 2030, 13% higher than previously invested.

He highlighted three (3) main CIMB community programmes. The first was the i-Tekad programme, which supports entrepreneurs and micro-entrepreneurs and had benefited more than 800 individuals. Secondly, under the Santuni MADANI initiative in partnership with the Government, CIMB implemented Kampung Angkat MADANI through the adoption of four (4) Projek Perumahan Rakyat (“PPR”) communities, benefiting over 8,000 residents. Building on this, CIMB also implemented Sekolah Angkat MADANI by adopting 10 schools, benefiting more than 2,000 students and teachers.

The Group CEO emphasised that CIMB’s approach focused on sustainable empowerment rather than one-off assistance, providing training, grants, and entrepreneurial support. For example, CIMB also modified its Harapan Ramadan programme by sourcing products from local community cooperatives rather than from large hypermarkets to support local economic participation.

On sustainability, the Group CEO reaffirmed CIMB’s commitment to future-proofing the business through sustainable financing initiatives. CIMB committed RM300 billion in sustainable financing by 2030, representing a threefold increase from previous commitments. He also noted that CIMB was the first Malaysian bank to announce sector-specific targets across six (6) high-emitting sectors.

In conclusion, the Group CEO reiterated CIMB’s commitment to disciplined execution under the Forward30 strategy and emphasised the Group’s strengths in its people, regional presence, digital capabilities, integrated banking and fintech platform. He assured shareholders that CIMB remained focused on delivering long-term sustainable growth and enhanced shareholder returns despite ongoing external challenges.

The Group CEO ended his presentation by inviting the Chairman to explain the Polling Process to the Shareholders, corporate representatives, and proxies present at the Meeting.

6. POLLING PROCESS

The Chairman informed the Shareholders, corporate representatives, and proxies present at the Meeting of their right to speak and vote on the resolutions outlined in the Notice of the 69th AGM dated 27 March 2026.

CIMB had appointed Boardroom Share Registrars Sdn. Bhd. (“Boardroom Share Registrars”), the Company’s Share Registrar, as the Poll Administrator to conduct the electronic polling process, and SKY Corporate Services Sdn. Bhd. (“SKY Corporate Services”) as Independent Scrutineers to verify the poll results.

All Shareholders and proxy holders were then invited to view a short video on the electronic poll voting procedures presented by the Poll Administrator, Boardroom Share Registrars.

Before addressing the formal business of the meeting, the Chairman informed the attendees that voting on each resolution would be conducted via online electronic voting. Participants could ask questions in real-time by clicking the messaging icon.

Attendees were encouraged to refer to the “documents tab” in the online portal to view the Pre-AGM questions and answers posted by Permodalan Nasional Berhad (“PNB”), and other Individual Shareholders.

The Chairman, who had been appointed as a proxy by several Shareholders, would be voting in accordance with their instructions.

The Chairman announced that voting would commence immediately and would continue until the closure of the poll voting was announced. An additional 10 minutes would be allocated for voting at the end of the agenda items, followed by another 10 minutes for the Independent Scrutineers to verify the polling results.

Before proceeding with the AGM agenda, the Chairman informed the Shareholders that any queries regarding banking-related matters could be emailed to the dedicated address at contactus@cimb.com.

7. AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025 AND THE REPORTS OF THE DIRECTORS AND AUDITORS THEREON

The Chairman tabled the Audited Financial Statements (“AFS”) for the Financial Year End (“FYE”) 31 December 2025 and the Reports of the Directors and Auditors.

The Chairman informed that CIMB had published the Integrated Annual Report (“AR”) and Accounts for FYE 2025 to Bursa Malaysia on 26 March 2026, and that they were subsequently uploaded to CIMB’s Website on the same day.

The Audited Financial Statements for the FYE 31 December 2025 were only for discussion. They would not be put to a vote, as the Audited Financial Statements did not require Shareholders’ approval under the provisions of Section 340 (1)(a) of the Companies Act 2016.

8. RE-ELECTION OF DIRECTORS WHO RETIRE PURSUANT TO ARTICLES 81 AND 88 OF THE COMPANY’S CONSTITUTION

The Meeting then proceeded with Items No. 2 and No. 3 of the Agenda concerning the re-election of Directors who retire pursuant to Articles 81 and 88 of the Company’s Constitution.

The Chairman explained that in line with BNM’s Guidelines on Corporate Governance and CIMB’s Fit and Proper Policies and Procedures for Key Responsible Persons, the Group Nomination and Remuneration Committee (“GNRC”) had conducted assessments of the retiring Directors at the AGM under Article 81 of the Company’s Constitution. The assessment criteria for their re-appointment included their attendance and contribution at Board and Committee meetings, their time commitment and level of contribution to effectively discharge their roles as Directors, as well as a subjective assessment of their conduct, character and competence, amongst others.

The Board approved the GNRC’s recommendations that these Directors retire by rotation.

The Chairman informed of the following Resolutions for Directors who retired pursuant to Article 81 of the Company’s Constitution:

- (i) Agenda 2 on Ordinary Resolution 1 was for the proposed re-election of Dato’ Lee Kok Kwan, who retired under Article 81 of the Company’s Constitution;

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- (ii) Agenda 2 on Ordinary Resolution 2 was for the proposed re-election of Ms. Ho Yuet Mee, who retired under Article 81 of the Company's Constitution; and
- (iii) Agenda 2 on Ordinary Resolution 3 was for the proposed re-election of Datin Azlina Mahmad, who retired under Article 81 of the Company's Constitution.

As the Chairman was an interested party for Items No. 3 to No. 5, he handed the presentation to the Group CEO.

The Group CEO stated that under Article 88 of the Company's Constitution, the Board had the power to appoint any person to be a Director, whether to fill a casual vacancy or as an addition to the existing Board of Directors. Any Directors so appointed shall hold office until the next AGM and be eligible for re-election. In view of this, the following Resolution was tabled pursuant to the said Article 88 of the Company's Constitution:

- (iv) Agenda 3 on Ordinary Resolution 4 was for the proposed re-election of Datuk Syed Zaid Albar, who retired under Article 88 of the Company's Constitution;
- (v) Agenda 3 on Ordinary Resolution 5 was for the proposed re-election of Mr. Selvendran Katheerayson, who retired under Article 88 of the Company's Constitution; and
- (vi) Agenda 3 on Ordinary Resolution 6 was for the proposed re-election of Puan Yasmin Aladad Khan, who retired under Article 88 of the Company's Constitution.

9. APPROVAL ON REVISION AND FURTHER PAYMENT OF NON-EXECUTIVE DIRECTORS' REMUNERATION

The Group CEO proceeded with Item No. 4, which was Agenda 4, Ordinary Resolution 7, concerning the proposed revision to the Non-Executive Directors ("NEDs")' fees with effect from the 69th AGM and the payment of the same to the NEDs for the period from this AGM until the next AGM of the Company.

The Group CEO informed that Section 230(1) of the Companies Act 2016 provides, amongst other things, that the fees of the directors and any benefits payable to the Directors of a listed company and its subsidiaries shall be approved at a general meeting. This proposal was also in line with the recommendation by BNM in its Directors' Remuneration Report.

The Group CEO further elaborated that the Board of Directors had recommended the payment of Directors' fees for the Company, as approved at the previous AGM, for Shareholders' approval. He noted that there was no revision to the amount proposed. The Group CEO informed that, subject to Shareholders' approval, the proposed arrangement would enable the Company to remunerate the Directors in a timely manner instead of in arrears. He added that the proposal underscored accountability while recognising the efforts and contributions of the NEDs by facilitating timely payment without the need to await the next AGM.

10. APPROVAL ON PAYMENT OF ALLOWANCES AND BENEFITS PAYABLE TO NON-EXECUTIVE DIRECTORS

The Group CEO presented the next item on the agenda, Agenda 5, Ordinary Resolution 8, concerning the proposed payment of allowances and benefits to NEDs of the Company up to an amount of RM3,895,000 from the 69th AGM until the next AGM of the Company.

The amount payable to NEDs included allowances, benefits-in-kind, and other emoluments payable by the Company. In determining the estimated cap payable for the NEDs, various factors were considered, including the number of scheduled meetings for the Board, Board Committees, and subsidiary Boards, as well as the number of NEDs attending these meetings.

The Board recommended up to an amount of RM3,895,000 as payment of allowances and benefits from the 69th AGM until the next AGM of the Company. There had been no revision to the amount proposed since the last AGM.

The Group CEO stated that proposals under Ordinary Resolutions 7 and 8, if approved by Shareholders, would allow CIMB to remunerate Directors in a timely manner instead of in arrears. He added that the proposal underscored accountability while recognising the efforts and contributions of the NEDs by facilitating timely payment without the need to await the next AGM.

The Group CEO presented that based on the Annual Cap of RM3,895,000 approved by Shareholders at the 68th AGM for variable benefits payable to the NEDs, the Board noted that the actual variable benefits incurred for the financial year 2025 were RM2.372 million, resulting in a positive gap of RM1.523 million. Given this positive gap, the Board recommended maintaining this amount for 2026 for Shareholders' approval.

Therefore, the Board proposed to approve the payment of allowances and benefits to NEDs up to an amount of RM3,895,000 from the 69th AGM until the next AGM of the Company, as specified under Ordinary Resolution 8.

The Group CEO then handed the presentation back to the Chairman for the next agenda item.

11. RE-APPOINTMENT OF AUDITORS

The Chairman informed that Agenda 6, Ordinary Resolution 9 was on the proposed re-appointment of PwC as Auditors of the Company for the FYE 31 December 2026, and to authorise the Board of Directors to fix their remuneration.

Being satisfied with PwC's performance in 2025, their technical competency and audit independence, as well as fulfilment of criteria set out in CIMB's Guidelines for the Appointment/Re-appointment of external auditor, the Board recommended the reappointment of PwC as external auditors of the company for the FYE 31 December 2026.

The Chairman further informed that the present auditors, PwC, had expressed their willingness to continue in office.

SPECIAL BUSINESS

12. RENEWAL OF AUTHORITY FOR DIRECTORS TO ALLOT AND ISSUE SHARES

The Chairman informed the Meeting that the next item on Agenda 7, under Special Business, Ordinary Resolution 10, which sought the authority for the Directors to issue shares at any time until the conclusion of the next AGM, provided the number of shares issued does not exceed 10% of the issued share capital of the Company, subject to the approval of all relevant governmental and/or regulatory authorities being obtained for such allotment and issue. This proposal, which had been approved in previous years, aimed to grant the Directors the authority to issue new shares up to 10% of CIMB's capital without the need to convene an Extraordinary General Meeting ("EGM")

The Chairman continued that the authorisation, unless revoked or varied by the Company at a general meeting, would expire at the conclusion of the next AGM. If granted, the general mandate would provide flexibility for the Company to engage in possible fundraising activities, including but not limited to further placing of shares, to improve and/or restore its capital position under stressed conditions and to fund future investment projects, working capital, and/or acquisitions.

The Chairman highlighted that the Company had not issued new shares pursuant to Section 76 of the Companies Act 2016, under the general mandate sought at the 68th AGM held on 29 April 2025, which would lapse upon the conclusion of today's AGM.

13. RENEWAL OF THE AUTHORITY FOR DIRECTORS TO ALLOT AND ISSUE NEW ORDINARY SHARES IN THE COMPANY IN RELATION TO THE DIVIDEND REINVESTMENT SCHEME ("DRS")

The Chairman proceeded to the next item on Agenda 8, under Special Business, Ordinary Resolution 11, which was to consider and, if deemed appropriate, pass the Ordinary Resolution to renew the authority for the Company to allot and issue new ordinary shares in relation to the Dividend Reinvestment Scheme ("DRS"). The details of the resolution were outlined in the Notice of AGM. The Shareholders had initially approved the DRS at the EGM held on 25 February 2013.

The Shareholders were informed that this proposal would give the Directors authority to issue ordinary shares in the Company in respect of dividends, if any, to be declared under the DRS until the conclusion of the next AGM. A renewal of this authority would be sought at the subsequent AGM.

14. RENEWAL OF THE AUTHORITY TO PURCHASE OWN SHARES

The Chairman informed the Meeting that the item under Agenda 9, under Special Business, Ordinary Resolution 12, was to consider and, if deemed appropriate, pass the Ordinary Resolution to renew the authority for the Company to purchase its own ordinary shares. The details of the resolution were outlined in the Notice of AGM.

The Chairman further informed that Shareholders had approved similar motions in previous years, with the last approval set to lapse at the current meeting. The Board of Directors sought approval for a new mandate until the next AGM. Details on the Proposed Share Buy-Back were contained in the Statement Accompanying Notice of AGM.

By having this authority in place, the Company would be able to utilise any surplus financial resources to purchase CIMB shares in the market. Any increase in Earnings Per Share resulting from the Proposed Share Buy-Back was expected to benefit the Shareholders of the Company.

The Chairman stated that the purchased shares could be held as Treasury Shares and re-sold on Bursa Malaysia with the intention of realising potential gain without affecting the Company's total issued and paid-up share capital. The distribution of the Treasury Shares as share dividends also serves to reward the Shareholders of the Company. The share buy-back would only be made after careful consideration and when the Board opined that the Proposed Share Buy-Back would be in the best interests of the Company and its Shareholders.

It was noted that the Group Company Secretary and the Group Chief Financial and Strategy Officer were also Shareholders of the Company. They had offered to be the proposer and seconder for all the resolutions. Accordingly, the Chairman informed that Resolutions 1 to 12 were duly proposed and seconded.

15. QUESTIONS FROM PERMODALAN NASIONAL BERHAD

The Chairman informed that CIMB had received questions from PNB and invited the Group CEO to address them accordingly, for and on behalf of the Board.

The Group CEO provided CIMB's written response to the four (4) questions raised by PNB, which were also made available online for the benefit of the Shareholders.

Question 1:

To disclose the annualised Total Shareholders' Returns ("TSR") of CIMB for the past one (1), three (3) and five (5) years up to the end of FYE2025, with a brief explanation of the differences in returns over these time periods.

Response:

The Group CEO responded that CIMB Group's annualised TSR for Year 1 was 7.2%, as compared with the FBM KLCI return of 2.3%. The Group's Year 3 TSR stood at 72.2% against the FBM KLCI return of 12.3%, whilst the Year 5 TSR was recorded at 151.9% as compared with the FBM KLCI return of 3.3%. The Group CEO explained that TSR comprised two (2) key components, namely the share price appreciation and dividend yield, as outlined in his earlier presentation.

The Group CEO further elaborated that the Year 3 and Year 5 TSR performance reflected the successful execution of the Forward23+ strategic programme, whereby the Group improved its ROE from 2.1% in 2020, during the COVID-19 pandemic period, to approximately 10% to 11% by the conclusion of the Forward23+ cycle. He stated that Management's efforts in strengthening the Group's ROE had contributed materially towards the TSR performance achieved over the relevant periods.

In relation to the Year 1 TSR performance of 7.2%, the Group CEO explained that this represented the initial phase of the Forward30 strategic programme, under which the Group had sustained ROE above the 11% level. He further stated that the Group remained focused on sustaining performance and achieving its targeted ROE range of 13% to 14% by 2030, which would position CIMB among the top quartile most

profitable banking groups in Southeast Asia. In addition, the Group had established an interim target of achieving ROE of between 12% and 13% by financial year 2027.

Question 2:

Last year, the Board highlighted ROE and dividend payout (i.e. proactive capital management) as key drivers of TSR, supported operationally by the Forward30 strategy anchored on the 4Cs.

Notwithstanding this, reference was made to 2025 Forward30 Integrated Value Scorecard from Page 64 of CIMB Integrated AR 2025, where progress across several 4Cs Key Performance Indicators (“KPIs”) appeared relatively moderate, with limited Year-on-Year (“YoY”) uplift in key metrics such as Current Account Savings Account (“CASA”) ratio, net interest margin (“NIM”), non-interest income (“NOII”) and cost-to-income ratio (“CIR”). As a result, ROE improved only modestly YoY, inching up from 11.2% to 11.3%.

With the Group now effectively one (1) year away from FY2027 target of 12% ROE, this implied a step-up in execution and outcomes relative to recent trends. In this context, could the Board provide further clarity on the following:

- (a) Which specific levers within the 4Cs were expected to drive the incremental ROE uplift from current levels;
- (b) The expected contribution to the uplift from operating performance versus capital management initiatives; and
- (c) The key success factors required across the 4Cs to achieve the target, as well as the principal execution risks that could potentially impede delivery.

Response:

- (a) The Group CEO responded that the 4Cs under Forward30 would progressively improve the Group’s underlying performance.

The year 2025 and 2026 would continue to involve various capital reallocation initiatives from underperforming businesses towards ROE-accretive businesses. These underperforming businesses would no longer impact the Group from 2027, while the one-off restructuring costs incurred in 2025 and 2026 would not recur in 2027. The capital released would be reallocated into ROE-accretive businesses that would generate stronger returns. In addition, proactive capital management including capital optimisation would further support the ROE uplift in 2027. He referred to the capital return programme announced at the end of the preceding financial year and stated that the execution of the programme would further support the targeted uplift in ROE by 2027.

- (b) The capital return programme was expected to contribute approximately 20 to 30 bps of ROE uplift by financial year 2027, whilst the balance of the improvement would be driven through the execution of the Forward30 execution.
- (c) The successful execution of the 4Cs remained critical towards achieving the Group’s targeted ROE levels. To strengthen execution oversight, the Group CEO informed that the Group had introduced “Mission 27”, comprising more than 60 programmes across the organisation. Each programme was led by a

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designated programme leader supported by a project team, with clearly defined deliverables and performance targets. He stated that the execution of Mission 27 would enable close and consistent monitoring of accountability and execution progress to ensure that the Group remained on track towards achieving its strategic objectives.

The Group CEO further highlighted several key risks requiring continued monitoring, including macroeconomic conditions, inflationary pressures arising from current market conditions, and persistent foreign exchange volatility. In particular, he noted that the appreciation of the Ringgit against other ASEAN currencies could impact the Group's consolidated earnings. Notwithstanding these external challenges, the Group CEO reiterated Management's commitment towards disciplined execution of the Group's strategic priorities.

Question 3:

In November 2025, CIMB became the first Malaysian company to announce a multi-year capital return programme of up to RM2 billion by 2027. In this regard, clarification was sought on the following:

- (a) The intended cadence and remaining quantum of the RM2 billion programme through 2027; and
- (b) The considerations underlying the choice between special dividends and other instruments such as share buy-backs, given that different instruments carried differing implications on effective ownership stake and earnings per share accretion.

Response:

- (a) At the time of the said announcement in November 2025, the Group had concurrently declared a special dividend amounting to RM700 million. Accordingly, the remaining balance under the capital return programme stood at RM1.3 billion, which the Group intended to progressively execute through to the end of 2027.

The Group CEO further explained that the remaining capital return programme could be undertaken via special dividends and/or share buy-backs, depending on which approach would deliver the most value-accretive outcome for the Company and its shareholders. He added that the mode of capital return would remain subject to the relevant regulatory approvals and prevailing market conditions.

- (b) The Group would evaluate the overall impact on both the Company and its Shareholders in determining the most appropriate capital return instrument. He further shared that share buy-backs would be undertaken opportunistically, particularly where the Group considered its share price to be trading below levels reflective of the Group's ROE performance and relative peer valuations.

Question 4:

CIMB currently held a 92.5% stake in CIMB Niaga, which contributed approximately 21.5% of the Group's profit before tax ("PBT"). It was further noted that CIMB Niaga had faced persistent headwinds in recent years, including Indonesian Rupiah ("IDR") volatility, liquidity tightening and heightened geopolitical risk aversion arising from the

United States–Iran conflict, which had weighed on its contribution to Group returns. In this regard, clarification was sought on the following:

- (a) The Board’s updated perspective on the long-term role of CIMB Niaga within the Group, and whether the ongoing capital reallocation away from Indonesia reflected a temporary response to current conditions or a more strategic repositioning within the Forward30 framework; and
- (b) With regard to the free float requirement, with Indonesia’s Financial Services Authority (“OJK”) had raised the minimum threshold to 15%, clarification was sought on the Group’s intended approach towards compliance and the proposed utilisation of any sale proceeds. Further clarification was sought as to whether such proceeds would be additive to the existing RM2 billion capital return programme or form part of the Group’s broader capital management plans.

Response:

- (a) The Group consistently adopted a proactive and disciplined capital allocation approach, which formed the first pillar of the 4Cs framework. He further emphasised that CIMB Niaga remained a key pillar of the Group’s long-term growth and profitability strategy. Nevertheless, in light of prevailing macroeconomic conditions, the Group was currently optimising its capital deployment by prioritising segments with stronger returns and more favourable risk profiles, including the Shariah banking and wealth management businesses.
- (b) The Group CEO stated that the Group would comply with the prescribed timeline to increase CIMB Niaga’s free float to 12.5% by the first quarter of FY2027. He informed the Meeting that Management was currently evaluating the available options in relation thereto. He further stated that any proceeds arising from compliance with the free float requirement would be assessed holistically within the context of the Group’s overall capital allocation framework.

The Group CEO informed that there were questions received from individual Shareholders and invited the Chairman to address them accordingly.

16. PRE-AGM QUESTIONS FROM SHAREHOLDERS

The Chairman thanked the Group CEO and informed that CIMB had received pre-AGM questions from individual Shareholders.

The Chairman then addressed the following questions from the Shareholders:

- (i) Several Shareholders enquired whether CIMB distributed door gifts at the AGM and whether such practice would continue in future.

The Chairman responded that CIMB was providing a RM50 TnG eWallet reload pin to Shareholders attending the AGM either physically or virtually, and that the redemption codes would be issued after the Meeting. He further explained that the door gifts were provided as a token of appreciation to Shareholders. The Chairman added that the practice would continue to be reviewed

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periodically in line with prevailing market practices, noting that many public listed companies had discontinued the distribution of door gifts during AGMs. Notwithstanding this, he emphasised that CIMB's priority remained focused on delivering sustainable long-term shareholder value through strong financial performance and consistent dividend returns.

- (ii) Several Shareholders queried whether it was possible to request for the to be delivered to a designated address.

The Chairman responded that Shareholders may request for a printed copy of the AR via the Requisition Form available on CIMB's corporate website.

- (iii) Chan Lai Yin noted that the hard copies of AR would only be made available at the AGM and enquired whether that constituted a breach of Bursa Malaysia's Main Market Listing Requirements ("MMLR").

The Chairman responded that there was no breach of any regulatory requirements. He further reiterated that Shareholders may request for a printed copy of the AR via the Requisition Form available on CIMB's corporate website.

- (iv) Lim Pei Shan enquired whether there was a facility for online registration for physical attendance at the AGM.

The Chairman responded that registration for physical attendance was conducted via walk-in registration at the AGM venue on the day of the Meeting.

- (v) Lim Jo Vie enquired on the percentage of shareholding held by the Company in Touch 'n Go Sdn. Bhd ("TnG Sdn. Bhd.").

The Chairman responded that CIMB Group held 100% equity interest in TnG Sdn. Bhd, which in turn held a 45% equity interest in Touch 'n Go Digital Sdn. Bhd. ("TnG Digital"), the operator of the TnG eWallet.

- (vi) Jagjit Singh Gill informed that he had recently purchased shares, including on the day of the Meeting, and enquired whether he would be registered as a Shareholder for the upcoming AGM and whether a hard copy of the AR could be sent to him.

The Chairman responded that Shareholders were required to register in order to attend the AGM, whether physically or virtually, and were not automatically entitled to attend without registration. He further advised Shareholders to refer to the registration procedures set out in the Annual Report. The Chairman further reiterated that the Requisition Form for a hard copy of the Annual Report was available on CIMB's corporate website.

The Chairman then handed the presentation back to the Group CEO to address all other questions on behalf of the Board.

The Group CEO then addressed the following questions from the Shareholders:

- (vii) Foo Chi King posed three (3) questions relating to Note 21 on Page 143 of the AFS FYE 2025, details of which were as follows:

- (a) It was disclosed that an impairment had been recognised on the cost of computer software and work-in-progress amounting to RM21,000, whilst accumulated impairment had been reduced by RM39,000, resulting in a net credit of RM18,000. He queried why the impairment was reflected as adjustments to both the asset's cost and its accumulated impairment;
- (b) What was the rationale for an asset impairment to reduce the accumulated impairment in this instance; and
- (c) Why does the reduction in accumulated impairment exceed the reduction in the asset's cost, resulting in a net gain to the Group.

The Group CEO summarised his response to the above questions and clarified that the item related to a reversal of impairment made in prior years on fully amortised intangible assets in 2025.

(viii) Wong Tuck Kan posed three (3) questions as follows:

- (a) It was observed that CIMB appeared to have a significant level of short-term borrowings, and further explanation about the trend was requested.
- (b) The cause of the increase in such borrowings.
- (c) The anticipated final dividend for 2025/2026.

The Group CEO responded to the above questions, details of which were as follows:

- (a) The increase in Commercial Papers ("CPs") was part of the Group's strategy to diversify its funding sources. He further explained that CPs represented less than 1% of the Group's overall funding. He further shared that the Group's CP/Medium Term Notes ("MTN") stood at RM7.76 billion in 2025 as compared to RM4.42 billion in 2024.
- (b) The answer was similar to that in (a).
- (c) The Group CEO responded that the dividend payout ratio for 2025 had been maintained at 55%. He further shared that, inclusive of special dividends, the payout had amounted to 65%. He added that the Group's dividend payout policy remained unchanged at 40% to 60% for 2026.

(ix) Teo Cher Ming posed 11 questions as follows:

- (a) Whether the capital management plan up to 2027 would be impacted by the current uncertain geopolitical situation.
- (b) Reference was made to Note 16 of the AFS FYE 2025 on Stage 1 and Stage 2 of the restructuring of TnG Digital and queried whether this move was related to future monetisation plans, notwithstanding media comments that there was "no hurry for a listing as there were no funding requirements".
- (c) It was noted that TnG Digital recorded a 68% increase in revenue and an 88% increase in payment value. The query was on the key drivers

of growth and whether this was primarily derived from payments, remittance, or other investment and financial products.

- (d) It was noted that TnG Digital subsidiary Nadi Tech developed the backend system for BUDI95. He enquired whether this had contributed to revenue growth in 2025 and whether there would be annual revenue contribution from BUDI95 in the form of maintenance revenue.
- (e) Page 63 of the AR 2025 noted that approximately RM600 million had been created through data and AI initiatives. It was queried on how this value was derived and how it was being created.
- (f) What were CIMB's exposure towards the Middle East tensions, particularly in the UAE and Qatar, and the industries involved.
- (g) Whether any clients had approached CIMB for loan restructuring or support due to the Middle East crisis impacting their operations or resulting in contract cancellations or postponements.
- (h) Whether there were concerns on asset quality given that CIMB had sizeable operations in Singapore and Indonesia, which were major oil-importing countries. Consequently, how much of the loan book in these jurisdictions was exposed to sectors deemed high risk amid rising fuel prices.
- (i) Whether CIMB had any exposure to private credit in the United States of America or other countries.
- (j) It was noted that new format of CIMB's transaction notification emails did not add value to customers, considering that previously the transaction amount was stated whereas the current format only indicated that funds had been received. It was suggested that the notification format be reviewed as it appeared to be a waste of resources and costs if it did not provide meaningful or value-added information to customers.
- (k) What was the cost incurred by CIMB in developing and designing the new transaction notification email format.

The Group CEO responded to the above questions, details of which were as follows:

- (a) There was no change to the capital management plan at the current juncture as it had already taken into consideration prevailing macroeconomic conditions.
- (b) The Group was proud of the strong progress achieved by TnG Digital in delivering a sustainable high growth rate. He added that the Group continued to assess the feasibility of corporate exercise opportunities for TnG Digital, including the option to enter the capital market, and that the timing of such exercise was also being evaluated to ensure optimal value. He further clarified that the recent restructuring was undertaken to achieve an optimal corporate structure for the company, taking into account its current scale, diversified business pillars and future plans.
- (c) TnG Digital held a dominant share in Malaysia's e-wallet market, where e-money adoption was outpacing the growth of conventional payment

instruments such as debit, charge and credit cards. He further explained that growth was driven primarily by financial services, payments and value-added services, supported by new partnerships and cross-border payment expansion. In addition, the increase in Total Payment Value (“TPV”) was attributed to stronger user retention and higher transaction activity per user.

- (d) Nadi Tech had contributed to TnG Digital’s 2025 revenue and was expected to continue contributing annually going forward. He further explained that TnG Digital played a critical role in supporting the BUDI95 national agenda by providing both the technical backend infrastructure and the primary consumer-facing platform for the targeted fuel subsidy programme.
- (e) The Group was in the early phases of scaling up AI adoption. He further explained that a significant portion of the RM600 million in 2025 represented revenue contribution from analytics-driven campaign management within Consumer Banking.
- (f) Direct exposures to the Middle East were very limited relative to the Group’s overall portfolio, with the majority of exposures remaining in ASEAN. He further explained that direct exposures to the Middle East accounted for less than 1% of total credit exposures across Malaysia, Indonesia, Singapore, Thailand and China (“MISTC”) and less than 0.5% of total Group loans. He added that a large proportion of the exposures, if not all, were in ASEAN, where the respective entities had business dealings. The Group also held a small amount of bonds issued by Middle East issuers.
- (g) The Group CEO responded that such instances were minimal in view of the Group’s limited exposure.
- (h) Although Singapore and Indonesia were net importing countries, there were no material concerns on asset quality at this stage. He further explained that the Group had recently conducted a bottom-up thematic assessment across sectors that may be more sensitive to fuel price increases, including in Singapore and Indonesia. Based on the assessment, the proportion of more vulnerable exposures remained limited and the overall impact on the Group was minimal.
- (i) CIMB had no exposures to any collective schemes or funds for private credit.
- (j) The email alerts had been simplified to avoid exposing sensitive transaction details. He explained that detailed information was directed to Octo, where access was secure and personalised. He further added that notifications would be made available via Octo in phases starting May 2026, aligned to customers’ channel usage data. He noted that this approach supported stronger protection against cybercrime while enhancing overall customer experience through safer in-app notifications.
- (k) The Group CEO responded that the change was not driven by cost considerations.
- (x) Chew Hon Mun posed nine (9) questions as follows:

- (a) With regard to the announced plan to return up to RM2 billion to Shareholders by the end of 2027, it was noted that the CET1 ratio was optimised at 14.3% in 2025. It was queried under what specific economic conditions the Group would consider accelerating the return programme.
- (b) Over 90% of active users had transitioned to Octo, it was enquired what was the specific timeline for the final retirement of the CIMB Clicks website, as well as how the remaining 10% of users would be transitioned without service disruption.
- (c) What was the percentage of TnG 32.3 million registered users who had been successfully cross-sold core CIMB products such as the e-Zi Tunai loan or gold investment.
- (d) Given that TnG Digital had turned operationally profitable in Q4 2024 and extended that profitability into 2025, would there be an updated timeline for a potential Initial Public Offering (“IPO”) or other corporate exercises in light of the “crystallising monetisation pathways”.
- (e) The PBT in Thailand had declined significantly by 20.3% YoY in 2025 and gross loans had fallen by 7.2% and a business recalibration was underway in Thailand. What was the progress of reshaping the consumer finance operations, and the timeline for returning the market to sustainable profitability?
- (f) It was noted that Indonesia remained a key pillar for the Group but continued to face liquidity competition and high funding costs. The effectiveness of the digital leadership strategy in reducing the cost of funds in Indonesia and the current status of the PT Bank CIMB Niaga Tbk Syariah spin-off were queried.
- (g) The Group’s ROE in 2025 was 11.3%, compared to 11.2% in 2024, with an interim target of 12%–13% by 2027. What were the specific growth levers that would be prioritised over the next two (2) years to bridge this gap, and how would the Group intend to defend the target against persistent NIM compression, which had declined from 2.21% to 2.13% in 2025?
- (h) The CIR had risen from 46.7% to 47.3% in 2025 due to moderate revenue growth and foreign exchange translation. It was queried which of the primary “Simpler, Better, Faster” (“SBF”) initiatives were expected to deliver the most significant cost savings in 2026.
- (i) The Group reported generating RM600 million in value from data and AI initiatives in 2025. What was the breakdown of this value, whether it was primarily driven by cost reduction or new revenue generation, as well as how the Board was overseeing the Responsible AI principles implemented during the year.

The Group CEO responded to the above questions, details of which were as follows:

- (a) There was no change to the capital management plan at the current juncture, as it had already taken into consideration prevailing macroeconomic conditions.

- (b) As of April 2025, all users had transitioned to Octo following the retirement of the CIMB Clicks mobile application. There were no plans to retire the CIMB Clicks website, with ongoing efforts focused on enhancing and modernising the overall digital banking experience.
- (c) To date, there were over 800,000 customers for the two (2) products combined.
- (d) The Group continued to assess the feasibility of corporate exercise opportunities for TNG Digital, including the option to enter the capital market. The timing of any such exercise was also being evaluated to ensure optimum value.
- (e) Thailand was currently operating in a challenging macroeconomic environment characterised by low GDP growth and weak loan demand. As a relatively small player in the market, the Group was recalibrating its business strategy to prioritise profitability over growth. He added that CIMB Thai Bank PCL was undergoing a targeted transformation with the aim of achieving double-digit return on equity of 12% by 2027. This included portfolio reshaping, focusing on segments with stronger returns and better risk profiles, particularly Wealth and Wholesale Banking.
- (f) CIMB Niaga was aligned to a deposit-led strategy under Forward30 to manage its funding mix and reduce the cost of funds. He explained that digital initiatives via Octo, particularly within Wealth, had supported this effort by deepening engagement with the mass affluent segment. He further noted that while system liquidity had improved in 2025, net interest margins in Indonesia remained under pressure from loan yields and interest rate cuts. On the Syariah spin-off, he added that it was currently in the licensing phase and was expected to be completed in the coming months, subject to regulatory review and approval.
- (g) In 2025 and 2026, there would be several capital reallocation initiatives from underperforming businesses to ROE-accretive businesses. He added that such underperforming businesses would no longer impact the Group from 2027 onwards, and that there would be one-off restructuring costs in both years, which would not recur thereafter. He further explained that the capital released would be redeployed into ROE-accretive businesses, supported by proactive capital management and ongoing capital optimisation to enhance ROE further. He added that the Group would continue to prioritise deposit-led growth to reduce the cost of funds and remain nimble in deploying deposits across both loans and securities to optimise returns.
- (h) The Group was reviewing and streamlining existing processes through operating model changes under the SBF framework and via the SBF Lab. He shared that, to date, approximately 60 projects have been identified under the SBF Lab, with Phase 2 continuing in 2026. He further explained that the Group was also scaling AI and digital initiatives across the organisation to drive efficiency and productivity, reduce manual work, and enable employees to focus on higher revenue-generating activities.
- (i) The Group was in the early phases of scaling up AI adoption. He further explained that a large portion of the RM600 million in 2025 represented

revenue contribution from analytics-driven campaign management within Consumer Banking. On governance, he added that the Board oversight of Responsible AI principles was exercised through established governance frameworks across all three lines of defense, supported by a defined risk appetite and ethical alignment in the use of technologies. He further noted that this was complemented by the implementation of AI defense tools and AI red teaming exercises.

(xi) Wong Jun Leong posed two (2) questions as follows:

- (a) He noted that CIMB Malaysia had previously announced the launch of Apple Pay in the second half of 2023, however there had been no subsequent update. He further highlighted that CIMB Singapore had successfully launched Apple Pay at the end of December 2025, and enquired why Malaysia appeared to be behind despite earlier commitments and when CIMB Malaysia would deliver Apple Pay to its customers; and
- (b) He further asked what concrete steps were being taken to ensure that the rollout would not face further delays.

The Group CEO responded to the above questions, details of which were as follows:

- (d) CIMB Malaysia would be on Apple Pay by end June 2026; and
- (e) He added that the process was currently in its final stages, with close coordination across key stakeholders to ensure a smooth rollout.

(xii) Kueh Ngie Ang posed two (2) questions as follows:

- (a) What were the measures undertaken by CIMB to address global economic and political turbulence, and
- (b) To what extent would global turbulence impact the performance and operations of CIMB Bank.

The Group CEO responded to the above questions, details of which were as follows:

- (a) CIMB was proactively managing the current environment to safeguard asset quality and support customers through a series of measures, including sensitivity analysis through both bottom-up thematic reviews and top-down stress assessments across key markets and businesses, ongoing monitoring and controls with clear trigger points for timely escalation and management action, maintaining a disciplined and prudent credit underwriting approach, as well as providing targeted customer support such as payment assistance and customised restructuring solutions to help affected customers manage their financial obligations and remain resilient.
- (b) The direct impact of global turbulence was minimal. Notwithstanding that, second-order effects arising from energy prices, inflation, interest rates, currency volatility and trade disruptions might materialise subsequently. He further stated that CIMB was maintaining a cautious and measured approach while closely monitoring geopolitical developments and potential risk escalation. He added that the Group

was actively monitoring the loan book and conducting scenario analysis and stress testing to ensure asset quality remained adequately managed. Nevertheless, he highlighted that opportunities were also emerging from the disruption, including increased Middle East investment flows into ASEAN and the structuring of risk mitigation and financial solutions for customers.

- (xiii) Siow Jiun Hou enquired how CIMB hedged its risks arising from geopolitical situations, given its high exposure to ASEAN markets.

The Group CEO responded that, in view of supply chain disruptions and second-order impacts across the globe, CIMB ensured that sufficient capital was allocated in each key market to monitor credit and liquidity risks. He further explained that this was supported by a strong risk management framework covering credit risk, market risk, liquidity risk, and operational risk.

- (xiv) Tan Hui Shim posed five (5) questions as follows:

- (a) While CIMB had highlighted programmes such as GreenBizReady™ and sustainability-linked financing for SMEs, it was noted that smaller enterprises continued to face data and compliance barriers. It was enquired what changes would be made by CIMB to product design, underwriting or technical assistance to scale SME access to sustainability-linked and transition finance across ASEAN.
- (b) Of the RM300 billion sustainable finance commitment, how much capital was intended to be earmarked specifically for nature-positive or biodiversity-linked outcomes, particularly in megadiverse markets such as Malaysia, Indonesia and the Philippines.
- (c) In sectors undergoing decarbonisation such as energy, construction and palm oil. How does CIMB ensure that its financing decisions support a just transition, protecting workers, smallholders and affected communities rather than exacerbating social risks.
- (d) What specific milestones or portfolio-level targets had been set to materially increase this proportion by 2027 and 2030, and how progress would be reported to shareholders.
- (e) Following the publication of CIMB's TNFD-aligned Nature and Biodiversity Report, it was further enquired when the Board expected the Group to move from qualitative disclosure to quantitative nature or water-risk targets, and how these targets would influence financing approvals and portfolio management.

The Group CEO responded to the above questions, details of which were as follows:

- (a) CIMB provided capacity building, advisory support and digital tools to help SMEs measure and reduce emissions, thereby enabling access to sustainability-linked financing. It was further shared that flexible financing solutions for SMEs had been launched, including pre-approved, collateral-free “pay-as-you-earn” financing that linked repayments directly to daily business revenue, with no repayment required on days with no business income, such as FlexiPay in Singapore and FlexiCash/-i in Malaysia.

- (b) The RM300 billion sustainable finance target included nature-related financing; however, no separate earmark for nature or biodiversity-linked outcomes had yet been set.
- (c) Social considerations were integrated directly into financing decisions. In the palm oil sector, for example, clients were required to have policies in place to safeguard the rights of workers, smallholders and local communities. It was also noted that partnerships were maintained to support independent smallholders, with focus on traceability, certification readiness and capacity building.
- (d) No standalone portfolio share target for green loans had been set, as the approach extended beyond “green” to include transition finance and broader sustainable finance instruments, including green and sustainable bonds. It was further noted that transition finance across carbon-intensive sectors was being expanded and sustainable finance solutions for SMEs and retail customers were being scaled, with progress tracked and reported through the Annual Sustainability Report.
- (e) A phased approach had been adopted, beginning with building understanding of risks, dependencies and data gaps. It was added that nature considerations were already embedded in financing decisions, and that as metrics matured, they would inform sector exposure management, client selection and capital allocation decisions.

The Group CEO then handed the presentation back to the Chairman for the next agenda item.

17. QUESTIONS FROM SHAREHOLDERS DURING THE AGM

The Chairman then opened the Questions and Answers (Q&A) session and invited the Shareholders to submit questions online for the Board/Management’s response. The Chairman informed that the Board would endeavour to respond to these questions. The questions posed online would be reviewed to avoid repetition of similar questions, and, if lengthy, the Board/Management would summarise them.

The Chairman further informed that CIMB had appointed the Independent Scrutineers, SKY Corporate Services, to verify and oversee the Q&A process.

The Board/Management then addressed the virtual questions from the Shareholders, as follows:

- (i) Koh Kok Uei posed two (2) questions as follows:
 - (a) It was queried why insufficient physical copies of the AR were made available to Shareholders.
 - (b) Clarification was sought on the registration process, with an observation that the registration queue remained lengthy despite shareholders arriving 30 minutes prior to the commencement of the meeting, and that printed copies of the Annual Report were no longer available upon registration.

The Chairman responded to the above questions as follows:

- (a) CIMB had reduced the number of printed copies of the AR and encouraged Shareholders to access the digital version online in support of CIMB's sustainability efforts. It was further noted that Shareholders could request for a printed copy of the AR via the Requisition Form available on CIMB's corporate website.
- (b) The Board took note of the registration queue and that the process would be reviewed accordingly.
- (ii) Kang Sook Lin requested for a physical copy of the AR immediately after receiving the AGM notice via email and indicated that it had yet to be received.

The Chairman responded that Shareholders may request for a printed copy of the Annual Report via the Requisition Form available on CIMB's corporate website.

- (iii) Ting Keng Fui posed three (3) questions as follows:
 - (a) Whether voting could be opened for advance voting for Shareholders who registered to attend AGM and EGM virtually.
 - (b) Whether the Chairman or the Group Company Secretary could authorise Boardroom Share Registrars to open the voting platform for Shareholders to vote since Shareholders already registered their attendance and may wish to proceed with voting immediately.
 - (c) Whether the Boardroom Share Registrars platform could facilitate a more seamless registration process to complement attendance at the AGM and EGM, in place of the current requirement to log out and log in again.

The Chairman responded as follows:

- (a) Shareholders were allowed to cast their votes once the Chairman had opened the poll on the resolutions, and shareholders were reminded to submit their votes prior to the closure of the poll.
- (b) The matter would be addressed at the EGM.
- (c) The feedback would be conveyed to Boardroom Share Registrars for consideration in the next AGM and EGM.
- (iv) Chia Xin Xin posed two (2) questions as follows:
 - (a) It was suggested that dividend vouchers be sent via email instead, as this would be more effective, efficient, and timely, while also reducing the risk of delivery issues.
 - (b) The latest dividend vouchers, which were to be delivered by post, had not been received by the Shareholder and family, and a request was made for them to be resent.

The Chairman responded to the above questions as follows:

- (a) Shareholders may liaise with Boardroom Share Registrars for assistance, contact details of which was available in the AR.
 - (b) It was similarly advised that the Boardroom Share Registrar be contacted for further assistance.
- (v) Lim Swee suggested that the amount of fees payable to the Non-Independent Directors be stated under Agenda 7 for greater transparency.

The Chairman responded that the fees were already disclosed in the Notice of AGM.

- (vi) Yet Kiong Siang queried why Shareholders who had not registered prior to the meeting date were unable to log in to the virtual AGM despite having held shares for many years, and suggested that registration and login should be allowed on the day of the meeting itself.

The Chairman responded that Shareholders were encouraged to refer to the Administrative Details of the AGM. It was further clarified that voting would only commence upon the Chairman's announcement.

- (vii) Chok Kui Yin enquired whether virtual Shareholders could access the EGM using the same link as the AGM.

The Chairman responded that a separate link was provided for the EGM.

- (viii) Lim San Kim posed two (2) questions as follows:

- (a) Who was the substantial shareholders of TnG.
- (b) Whether banking licences were perpetual or subject to annual renewal.

The Chairman responded to the above questions as follows:

- (a) The major shareholder of TnG was CIMB Group Sdn Bhd.
- (b) It was clarified that banking licences issued by BNM did not require annual renewal and would remain valid so long as compliance with the Financial Services Act 2013 ("FSA") and Islamic Financial Services Act 2013 ("IFSA") was maintained.

- (ix) Ting Jie En posed three (3) questions as follows:

- (a) It was noted that 2025 marked the first year of the Forward30 roadmap and that Management had previously highlighted Malaysia's ROE improvement to 12.1% in FY2025. It was enquired whether the Board expected the other ASEAN markets, particularly Indonesia and Thailand, to achieve the 12% to 13% mid-term target by 2027, or whether Malaysia would continue to be the primary driver of the Group's performance.

- (b) How did the Board ensured that AI-driven customer interactions and automated credit scoring systems did not develop algorithmic bias.
- (c) What was the Group's cyber recovery time objectives ("RTO") in the event of a major system outage.

The Group CEO responded to the above question as follows:

- (a) Performance across countries varied from time to time, with Malaysia having delivered stronger performance in the previous year and contributing significantly to the overall Group performance. It was further shared that Indonesia was currently operating at an ROE above 13%, which the Group intended to maintain, while Thailand was operating at a mid-single-digit ROE. As such, capital reallocation initiatives were being undertaken to rebalance the business towards ROE-accretive segments to support the achievement of the Group's overall 12% to 13% mid-term target.
 - (b) Management responded that all AI implementations were governed by CIMB's AI governance framework, which prioritised responsible AI practices, including minimising algorithmic bias.
 - (c) CIMB complied with BNM Risk Management in Technology ("RMiT") standards, which required a maximum two (2) hour recovery period per incident and a maximum cumulative downtime of four (4) hours within any rolling 12 month period.
- (x) Kow Lih Shi posed four (4) questions as follows:
- (a) What measures would be undertaken by the Company to simplify the management structure, noting that combining divisions could potentially reduce costs and improve effectiveness, particularly as many operations had become increasingly digital and less reliant on manpower.
 - (b) Whether machine-related service maintenance fees, rental costs or labour costs were higher overall and suggested that CIMB consider further automation in view of rising labour costs.
 - (c) It was commented that machine-based and digital services should be increased to improve efficiency and reduce dependence on physical cash handling. It was then enquired whether the increasing shift towards cashless transactions had reduced the need for physical banknotes in circulation, and whether this had resulted in a reduction in cash usage, with an observation that digital payments may have reduced banknote circulation by approximately 30% over recent years.
 - (d) A future payout of up to RM1 per share was suggested.

The Group CEO responded to the above questions as follows:

- (a) The Group had launched the SBF Lab as part of its continuous improvement efforts under the SBF initiative.

- (b) The Group CEO acknowledged the suggestion and stated that the Group remained focused on reducing costs and improving operational simplicity, efficiency and speed. Any initiatives aligned with these objectives would be considered positively.
- (c) The Group CEO thanked the Shareholder for the suggestions and responded that the Group remained committed to digitizing everyday banking transactions through platforms such as Octo, Octo Biz, and TnG, which had experienced healthy customer adoption.

However, it was emphasised that physical touchpoints remained necessary for customers with more complex banking needs and for those who were less digitally savvy. Management stated that CIMB's role as both a universal bank and fintech player required balancing digitalization with inclusivity across all customer segments.

- (d) The Group maintained a dividend payout policy of between 40% and 60%. The Group CEO further stated that capital management remained a key component of the Group's 4Cs strategy and continued to be assessed on an ongoing basis.
- (xi) Lee Wan Jack enquired whether, in light of current AI trends, there were plans for CIMB to leverage such technologies for cost optimisation or to explore opportunities in this area.

The Group CEO responded in the affirmative, noting that the Group was undertaking process improvements through SBF, while also leveraging artificial intelligence and data analytics to enhance processes across the Group.

- (xii) Kee Wee Lim posed two (2) questions as follows:
 - (a) What were the strategic initiatives that would be implemented to enhance CIMB's business performance.
 - (b) What were the potential impact of the United States–Iran conflict on CIMB.

The Group CEO responded to the above questions as follows:

- (a) The Group remained vigilant and disciplined in executing its 4Cs strategy, namely Capital, Cash, Cross-sell and Capabilities, which would continue to underpin its strategic direction through to 2030.
- (b) The Group had minimal direct exposure to the conflict. However, it was noted that indirect impacts could arise globally, including potential increases in energy prices and sustained demand for AI, which could contribute to inflationary pressures and a subsequent moderation in global growth. The Group would remain vigilant of such secondary impacts arising from inflationary trends.
- (xiii) Ting Keng Fui made a reference to the 5-Year Group Financial Summary on Page 5 of the AFS FYE 2025, which reflected a muted performance for FY2025. Concern was raised as to whether shareholders should be worried about FY2026 performance, in light of the Group's total expected credit losses on

loans, advances and financing of RM1.4 billion for FY2025 as disclosed on Page 10 of the AFS FYE 2025.

The Group CEO responded that Shareholders were encouraged to assess CIMB's performance over the long term. While short-term periods may be affected by volatility and external shocks, such as tariff-related disruptions, it was emphasised that the Group remained focused on maintaining a nimble and disciplined approach. The Group's strategic focus continued to be on long-term value creation, particularly in growing its customer franchise and asset base.

- (xiv) Lim Kian Hong queried about how CIMB would address the oil crisis.

The Group CEO responded that the Group remained extremely vigilant and disciplined in its risk management approach. It was further noted that the Group conducted regular stress testing to ensure a clear understanding of its risk thresholds and to maintain preparedness in managing potential adverse scenarios.

- (xv) Chai Kian Hao enquired whether CIMB was targeting to be among the top two (2) banking groups in Malaysia. What were the expected timeline for such positioning, and whether there was a blueprint or concrete action plan in place.

The Group CEO responded that the Group's aspiration was to be a top-quartile, most profitable bank in ASEAN. In this regard, the Group had set a return on equity target of 13% to 14% by 2030. The Group remained guided by its Forward30 4Cs strategy in delivering this ambition.

It was further shared that a mid-term return on equity target of 12% to 13% by 2027 had been established as a key milestone, which would serve as a checkpoint to assess progress and inform any necessary strategic adjustments to achieve the 13% to 14% ROE target by 2030.

- (xvi) Lim Hoe Peng posed two (2) questions as follows:

- (a) Whether CIMB would review other strategies and opportunities to generate additional revenue in view of rising global oil prices and the risk of a global decline in bank interest rates.
- (b) Whether CIMB had adopted AI to automate processes while reducing manpower and operating costs.

The Group CEO responded to the above questions as follows:

- (a) The Group would continuously review its strategies and opportunities to enhance revenue generation. It was explained that this was part of the fundamental of the Group's 4Cs framework. The first C, Capital, related to capital allocation, where the Group remained nimble in allocating capital towards businesses that generated higher returns over time. The second C, Cash, focused on building a strong deposit franchise, supported by the modernisation of customer-facing applications to strengthen the cash franchise, reduce cost of funds and enable more competitive financing. The third C, Cross-sell, centred on delivering additional value and advisory to customers. The fourth C, Capabilities, emphasised the need for simplicity, efficiency and speed in execution.

- (b) AI had already been implemented across several areas, including customer collections, advisory support for consumer relationship managers and technology testing functions on the backend.
- (xvii) Chua Kean Boon queried why the fixed deposit rates were not as competitive as earlier periods.

The Group CEO responded that fixed deposit rates were consistently aligned with prevailing market rates.

- (xviii) Lim San Kim posed nine (9) questions as follows:
 - (a) When would CIMB be able to overtake Malayan Banking Berhad (“Maybank”) as the leader in the banking sector.
 - (b) Whether there would be any corporate exercise related to TnG or benefits for CIMB shareholders.
 - (c) Which sectors within the Group were still making losses.
 - (d) What was the number of CIMB branches located in Peninsular Malaysia, Sabah, Sarawak and overseas.
 - (e) Whether CIMB branch buildings and land were owned or rented by the Group.
 - (f) What was difference between Islamic banking and conventional banking.
 - (g) Which sector contributed the highest revenues to the Group.
 - (h) What was the minimum cash balance maintained at each branch.
 - (i) What was the minimum cash reserve required to be maintained with BNM and whether such reserves generated interest income.

The Group CEO responded to the above questions as follows:

- (a) The aspiration was for CIMB, Maybank and other Malaysian banking groups to collectively uplift the Malaysian economy and Malaysian society.
- (b) The Group CEO responded that the Group continued to assess the appropriate timing for any TnG corporate action as part of its capital allocation strategy under the 4Cs. He highlighted that TnG had demonstrated exponential growth and was among the fastest-growing companies in Malaysia. Management remained pleased with its performance and would continue to evaluate any potential corporate action carefully to ensure that it benefited both the company and Shareholders.
- (c) The Group needed to remain nimble in its capital allocation ahead of the market changes. Accordingly, businesses which had faced challenges in recent years due to various market factors would have

capital reallocated towards segments which were performing better, thereby optimising overall Group performance.

- (d) CIMB Group had approximately 545 branches globally, of which 217 branches were located in Malaysia. Within Malaysia, Sabah had 12 branches and Sarawak had 12 branches, while the remainder were located in Peninsular Malaysia.
 - (e) The Group operated a combination of owned and rented properties.
 - (f) Conventional banking operated on financing structures linked to interest rates, reflecting the cost of funds together with credit risk spreads. In contrast, Islamic banking was structured on underlying trade transactions between the customer and the bank, to achieve comparable financing outcomes in a Shariah-compliant manner
 - (g) It was noted that Consumer Banking contributed the largest share of revenue to CIMB Group.
 - (h) The Group would not disclose branch-level cash holdings.
 - (i) The statutory reserve requirement imposed by BNM was 1% of eligible deposits and that no interest was earned on such reserves.
- (xix) Chok Siew Kwong queried on the key challenges facing CIMB in the near term and how the Group intended to overcome them.

The Group CEO responded that there were three key risks facing the Group. Firstly, geopolitical developments could result in countries building resilience for themselves, leading to supply choke points. Combined with the exponential demand for AI, this could increase costs and inflation, which would in turn affect customers' margins and businesses. Secondly, foreign exchange volatility remained a key risk as approximately 50% of CIMB's business was outside Malaysia. Currency depreciation in overseas markets could negatively impact consolidated earnings. Thirdly, the Group remained mindful of broader global macroeconomic conditions linked to inflationary pressures.

The Group CEO further stated that the Group's approach to overcoming these challenges was to ignore market noise and focus on meaningful signals and execution. He emphasised the importance of discipline under the Forward30 strategy and maintaining focus on the four Cs. Despite disruptions arising from global tariffs and rate cuts across markets in 2025, Team CIMB had remained focused on execution and delivered record earnings, and the Group intended to continue operating with the same discipline.

- (xx) Law Kung Hoo posed two (2) questions as follows:
- (a) He queried on the impact arising from the discontinuation of the Rule of 78 for hire purchase financing, including customer take-up rates, financial implications and potential effects if early settlement take-up increased significantly.
 - (b) The Association of Banks in Malaysia ("ABM") has encouraged borrowers facing financial stress to seek assistance from their

respective banks. In this regard, it was queried whether there had been an increase in customer requests for support, as well as any notable rise in loan restructuring applications.

The Group CEO responded to the above questions as follows:

- (a) The rule would take effect from 1 June 2026. Existing customers under fixed-rate arrangements would remain unaffected. A goodwill discount would be extended to customers opting for early settlement from that date onward. The Group did not expect any material impact arising from the implementation of the rule.
- (b) The Group had proactively announced support measures and outlined assistance channels for customers. Management highlighted the availability of the “Extra Care” feature within Octo, allowing customers to request assistance directly. Management stated that support arrangements were assessed on a case-by-case basis and tailored to customers’ individual circumstances.

(xxi) Ong Kar Hian posed two (2) questions as follows:

- (a) He requested explanation on CIMB’s Forward30 target of achieving 12% to 13% ROE by 2027, given the 2025 ROE of 11.3%, muted loan growth and worsening CIR. He also queried whether the 55% payout ratio was contingent upon achieving the ROE target.
- (b) He queried on the plan to close the gap in CIR, noting the deterioration in the Group’s CIR to 47.3% in 2025 versus the 2027 target of below 45%, as well as the decline in CIMB Thailand’s PBT to 20.5%. He further queried whether sustained CIR levels above target would place the 55% payout ratio at risk.

The Group CEO responded to the above questions as follows:

- (a) The Group needed to improve ROE by approximately 70 bps from the current 11.3% level. This would be achieved through three main levers. Firstly, the execution of the Forward30 strategy and the 4Cs would improve operational returns. Secondly, capital would be reallocated away from underperforming businesses, and one-off restructuring costs incurred in 2025 and potentially 2026 would not persist into 2027. Thirdly, the Group’s capital repayment programme, with RM1.3 billion remaining through end-2027, would contribute additional uplift. The combination of these initiatives was expected to support achievement of the Group’s medium-term ROE targets.
- (b) CIR was only one of several factors influencing the payout ratio. Earnings depended on multiple variables, including revenue growth, net interest margins, cost structures and asset growth. Capital considerations, risk-weighted assets, macroeconomic conditions and future growth projections also affected payout ratio decisions. Management remained focused on achieving the Group’s ROE target, and various levers including revenue growth, cost optimisation and capital optimisation could be deployed to achieve this target and support the payout ratio objective.

- (xxii) Foo Chi King queried on impairment reversals relating to fully amortised intangible assets and the accounting treatment reflected in the Group's financial statements.

The Group Chief Financial and Strategy Officer clarified that the matter related specifically to disclosures on page 143 of the AFS FYE2025. The RM21,000 impairment referenced related to the cost component, while the accumulated impairment reflected a reversal of impairment from prior years. Management confirmed that the accounting treatment was consistent with the Group's policy on impairment of intangible assets.

- (xxiii) Thong Yean Jing queried on the amount CIMB spent on brand ambassadors during 2025.

The Group CEO responded that the Group would not disclose the amount spent on brand ambassadors. He emphasised that CIMB's support for ambassadors was part of its broader contribution to society by inspiring Malaysians through achievements in sports and other fields. He cited examples such as national athletes achieving international recognition and stated that CIMB intended to continue supporting such initiatives in line with its purpose of advancing customers and society.

- (xxiv) Chua Song Yun posed five (5) questions as follows:

- (a) Whether the Group's current management overlays above expected credit losses ("ECL") and whether geopolitical risks could result in higher overlays.
- (b) What does "group funding" segment disclosed on Page 70 of AR 2025 include, and whether these represented intra-group eliminations.
- (c) Referring to the CIMB digital asset disclosure on Page 102 of AR 2025, it was queried whether TnG Digital fully owned TnG Payment, including the effective interest and valuation implications.
- (d) What were drivers behind the increase in revenue from RM459 million to RM773 million and the turnaround from a RM43 million loss to a RM101 million profit, as well as the financial breakdown between the Philippines and Vietnam operations.
- (e) At the previous AGM, Management emphasised a customer-centric culture and highlighted continued service quality gaps involving digital platforms such as Octo Biz and cross-border transfers, which allegedly required repeated follow-ups. It was queried what concrete plans were taken up to solve this.

The Group CEO responded to the above questions as follows:

- (a) Overlays currently stood at RM984 million, as disclosed on page 241 of the financial statements. Management further stated that the Group continued to conduct scenario analyses and, at the present time, did not expect any material impact on the Group's 2026 targets, although vigilance remained necessary.

- (b) The group funding encompassed activities including capital management, balance sheet management, fixed income investments and the incubation of corporate ventures and projects. Segmental disclosures were available in Note 52 on page 192 of the financial statements. Management clarified that these were not intra-group eliminations on consolidation.
- (c) TNG Digital as currently the operator of the TnG eWallet, and CIMB holds a 45% ownership interest in TnG Digital via TnG.
- (d) The revenue growth and profitability turnaround were driven by the deepening usage of multiple TnG eWallet use cases, including financial services offerings, overseas cross-border QR payments, Visa card usage, SME business accounts, and foreign worker salary accounts. Management stated that there were multiple growth drivers contributing to the increase in revenue and profitability. With regard to the Philippines and Vietnam operations, management stated that the Group does not disclose the financial breakdown by country. Positive progress was being made in both markets and that the Group continued to recalibrate its strategies and capital allocation approach on an ongoing basis.
- (e) The Group CEO took a serious note of the reported service quality issues and assured Shareholders that customer service quality was treated seriously. The Group CEO highlighted the existence of a customer resolution unit and reaffirmed the Group's commitment under the Forward30 strategy to focus on customers and society. It was further shared that BNM's customer service quality survey had ranked CIMB at 17th position in 2023, in which CIMB had improved to the third ranking by 2025, reflecting substantial progress while acknowledging that further improvements were still necessary.

- (xxv) Tan Kian An queried whether CIMB would consider acquiring another bank in Malaysia.

The Group CEO responded that the Forward30 strategy focused primarily on self-funded growth, whether organic or inorganic. The Group would continue evaluating opportunities where acquiring capabilities externally could be faster than building them organically. However, management remained mindful that mergers and acquisitions could distract from execution, and therefore any transaction considered must be accretive to shareholder value and not impair operational focus.

- (xxvi) Kam Soh Han queried on the outlook for the banking sector in 2026.

The Group CEO responded that CIMB remained cautiously optimistic regarding the macroeconomic environment and business outlook for 2026.

- (xxvii) Tang Siew queried whether an Associate Partner ("AP") licensed under Bursa Malaysia could operate a master account under CIMB Investment Bank Berhad ("CIMB Investment") and charge brokerage fees to third-party sub-accounts through CIMB's derivatives trading platform.

The Group CEO responded that Associate Partners were not permitted to operate master accounts or charge brokerage fees to third-party sub-accounts. All brokerage fees must be charged directly by CIMB Investment Bank to end clients in accordance with regulatory requirements.

(xxviii) Geeta A/p Suresh Chand posed three (3) questions as follows:

- (a) Whether the Group had plans to ensure adequate medical coverage for senior citizens who were unable to obtain insurance coverage due to age restrictions imposed by insurance companies.
- (b) When CIMB would be able to provide shareholder returns matching Employee Provident Fund (“EPF”) dividend rates of at least 6%.
- (c) Whether CIMB would consider rehiring former employees who had left due to education, family, or other reasons.

The Group CEO responded to the above questions as follows:

- (a) The matter primarily fell within the scope of insurance companies. Nevertheless, the Group would raise the suggestion with its insurance partners for consideration.
- (b) CIMB had delivered a total shareholder return of 7.2% in 2025, comprising both capital appreciation and dividends combined.
- (c) Workforce planning and manpower requirements were regularly reviewed based on skills and experience needs. Management stated that all applications, including those from former employees, would continue to be assessed in accordance with Group requirements and policies.

(xxix) Ng Chiew Yee queried on the impact of AI on the financial industry and the Group’s implementation of AI to optimise costs.

The Group CEO responded that CIMB was highly optimistic regarding AI opportunities. AI would enable the Group to deliver more personalised services and improve customer experiences. AI also had the potential to optimise operational costs by automating labour-intensive tasks with greater speed and fewer errors.

(xxx) Ravichandran queried on the expected performance improvements arising from the appointment of 4 new Chief Investment Officers (“CIOs”).

The Group CEO responded that the dedicated CIO structure would provide more specialised focus across different business segments. The Group expected improvements in delivery speed, innovation and operational efficiency as a result of the appointments.

(xxxi) Husin bin Yusof queried what was CIMB’s safeguards against overreliance on AI by officers and the risks of misleading data or trends generated through AI applications particularly for investment banking activities.

The Group CEO responded that the Group's AI governance framework treated AI as an enhancement tool rather than a replacement for human judgment or traditional data validation. Safeguards included human oversight, competency-based access to AI models, continuous model validation, real-time monitoring, behavioural threat detection and AI-powered application defence measures.

- (xxxii) Yap Yik Yong queried on the strategies being implemented to ensure that TnG remained relevant and competitive amid increasing competition in the eWallet and ePayments industry.

The Group CEO responded that the Group continued to focus on delivering products that solved customer pain points and remained relevant to customers' daily lives. Management stated that, despite already serving two (2) of three (3) Malaysians, the Group was not complacent and continued to introduce new features annually to improve the customer experience and maintain market leadership.

- (xxxiii) Tan Eng Hoe queried whether TnG had concrete plans to introduce a "buy now, pay later" feature, including the expected timeline and strategic positioning.

The Group CEO responded that such products were not new to the Group and had already been implemented in several other markets. However, management emphasised that the key consideration was ensuring that the product was suitable for the Malaysian market and beneficial to customers before introduction. Management added that the Group continued to carefully explore the product offering to ensure it would provide positive value to Malaysians.

- (xxxiv) Wong Jun Leong queried why purchasing a TnG eWallet reload pin now incurred additional fees, noting that a RM10 reload previously cost RM10 but now costs RM10.10, and questioned whether such transactions were processed internally without involving third parties or merchant discount rate costs.

The Group CEO responded that reload pin purchases conducted using credit cards were subject to a 1% charge to cover transaction fees imposed by the credit card system, payment clearing systems, and payment partners. Management clarified that such costs were not unique to TnG but were imposed by the broader payment infrastructure ecosystem. Management further added that reloads performed through a CIMB bank account remained free of charge and encouraged customers to use CIMB bank account transfers when reloading their TnG balances.

- (xxxv) Koh Kar Chin informed the meeting that his mother's TnG account had allegedly been hacked, resulting in unauthorised disputed transactions despite facial recognition authentication and other security features. He requested clarification on additional security measures to be implemented and sought a review of the case. reiterated concerns regarding existing security safeguards and informed the meeting that his mother had suffered losses amounting to RM10,000.

The Group CEO took a serious note of the incident. The Shareholders were assured that significant investments were being made in security standards and fraud-detection systems to identify unusual or suspicious activities.

Management advised the shareholder to contact the TnG eWallet care line and the TnG team present at the AGM for further investigation into the matter. Management reiterated that CIMB maintained strong security measures, which continued to evolve alongside emerging threats. Management advised customers to immediately report any unusual transactions

- (xxxvi) Koh Kar Kiat requested information on the percentage of TnG security breaches and requested details on the security enhancements implemented to safeguard customers and compensate victims.

The Group CEO responded that security remained an extremely serious matter and that protecting customers' money and personal security was of utmost importance. Management stated that the Group continued investing in security measures across TnG and Octo, including surveillance, monitoring systems, and customer education initiatives. Management further noted that based on the majority of cases reviewed, many incidents involved "self-authorized fraud," whereby scammers manipulated customers into authorising fraudulent transactions themselves. Management highlighted ongoing anti-scam awareness initiatives, including the "Jangan Kena Scam" campaign.

- (xxxvii) Lim Chee Leong posed three (3) questions as follows:

- (a) Whether CIMB had standard operating procedures ("SOPs") to prevent scammers from accompanying elderly customers to bank counters to withdraw their savings.
- (b) Whether CIMB might consider paying dividends quarterly in the future.
- (c) whether CIMB intends to issue bonus shares in the coming years.

The Group CEO responded to the above questions as follows:

- (a) CIMB had existing SOPs to protect vulnerable customers, particularly elderly individuals requiring additional care. Staff members were trained to identify suspicious transactions and apply escalation protocols where necessary. Management stated that awareness and customer education efforts would continue to be strengthened.
- (b) The Group's current plan remained to distribute dividends on a half-yearly basis.
- (c) There were currently no plans to issue bonus shares.

- (xxxviii) Loh Pui Sim queried whether CIMB would further enhance over-the-counter transaction SOPs to better protect elderly customers from scams.

The Group CEO responded that the Group was proactively reviewing transaction controls to identify opportunities for stronger safeguards for all customers, including senior citizens. Management stated that enhancements included improved staff guidance for identifying third-party influence, stronger escalation protocols, and alignment with the Group's vulnerable customer framework as part of its commitment to fair treatment of financial customers.

- (xxxix) Tan Wai Guan and Kang Min Xuan queried why rejected credit card applications were not accompanied by specific reasons.

The Group CEO responded that the Group needed to balance transparency with the integrity of its credit risk framework and therefore could not disclose specific reasons in individual cases. Management assured shareholders that all lending decisions were conducted fairly, consistently, and responsibly in line with regulatory expectations.

- (xi) Chew Hon Mun queried whether CIMB would consider implementing a Dividend Reinvestment Plan (“DRP”) in the current or future financial years.

The Group CEO responded that DRP remained a useful capital optimisation tool and had been utilised previously. However, implementation depended on prevailing capital levels and market conditions. Management stated that there were currently no plans to introduce a DRP.

- (xli) Wong Tuck Kan queried how the Group intended to return RM2 billion to Shareholders despite reporting a negative cash position of RM50 billion.

The Group CEO maintained that there was sufficient liquidity to fund dividends and that CIMB would continue upstreaming excess capital from its subsidiaries as part of its capital return exercise.

- (xlii) Lim Chin How queried whether CIMB intended to re-enter the brokering business following the disposal of iTrade to CGS International.

The Group CEO responded that CIMB had already re-entered the non-retail brokering business through the acquisition of KAF Equities Sdn. Bhd. in 2024, which was later renamed CIMB Securities. Management stated that the business was currently focused on institutional and non-retail clients, and that further announcements regarding retail brokering services would be made in due course.

- (xliii) Tang Liang queried the impact of digital banks such as GX Bank, RYT Bank, and Aeon Bank on CIMB, particularly among younger customers.

The Group did not view digital banks as having a material negative impact, noting that different banks served different customer segments. Management emphasised that CIMB itself operated as both a universal bank and a fintech player through platforms such as Octo, Octo Biz, and TnG, all of which offered digital banking services, including digital account opening. Management added that all institutions coexist to serve Malaysians more effectively.

- (xliv) Ku Wen Yuan queried whether CIMB intended to expand further into China.

CIMB already maintained a presence in China through its Hong Kong and Shanghai branches, focusing primarily on wholesale and non-retail banking rather than consumer banking.

The Board then addressed the physical questions from the Shareholders, as follows:

- (i) Shulhameed Marican provided feedback on the AGM’s registration process, noting that at 10.10 am, the registration queue remained long, indicating a need

for CIMB to review the current arrangements. He further took the opportunity to remind fellow shareholders of the need to adopt more sustainable practices, noting that shareholders were known to request for the printed copy of the AR. He also suggested CIMB to adopt stricter sustainability practices regarding the printing of the AR.

The Chairman clarified that Bursa Malaysia's requirements still necessitated the provision of printed AR, albeit in a reduced number. Regarding the registration congestion, the Chairman explained that several AGMs coincided with CIMB, and most shareholders arrived later and at the same time, resulting in an influx of attendees into CIMB's registration area. The Chairman thanked the shareholder for the feedback and agreed to review the arrangement for next year.

- (ii) Shulhameed Marican posed two (2) questions as follows:
- (a) Noting that six (6) out of 11 Directors were retiring pursuant to Articles 81 and 88 of the Company's Constitution and that all six (6) were standing for re-election, he enquired as to the reason no new Directors were being proposed for appointment.
 - (b) The duration for which the Company's external auditors had been appointed as the auditor for CIMB. He also commented on international best practices, particularly in the United Kingdom, where audit firms were periodically rotated for governance purposes, and not solely the audit partners.

The Chairman responded to the above questions, details of which were as follows:

- (a) The Chairman explained that these Directors were retiring under rotation, as provided for under the Company's Constitution and the Companies Act 2016. Their tenures with BNM and as recommended under the Malaysian Code on Corporate Governance ("MCCG") have yet to expire. Once their tenures expire, a new Director would be appointed accordingly.

Tengku Dato' Sri Azmil Zahrudin Raja Abdul Aziz, the Chairperson of the GNRC, further added that of the six (6) Directors retiring, three (3) of the Directors standing for re-election today were newly appointed Directors in 2025 and were required by law to stand for re-election under Article 88 of the Company's Constitution. He added that next year's AGM would see two (2) new directors, replacing two (2) directors who would be retiring this year.

- (b) The Group Chief Financial and Strategy Officer responded that PwC had served as the Group's external auditors for a number of years. He assured the Shareholders that the appointment of external auditors was subject to a rigorous annual assessment, Request for Proposal ("RFP") and approval process involving the Audit Committee, the Board, and BNM.

- (iii) Dr. Ismett Yusoff from the Minority Shareholders Watch Group ("MSWG") posed two (2) questions as follows:

- (a) Management to elaborate further on the expected impact of ongoing geopolitical tensions on the Bank's performance.
- (b) Updates and possible implications on CIMB with regard to the legal action involving the MEX 2 highway project, where CIMB Investment had been named as a party in the litigation involving claims of approximately RM1.3 billion.

The Group CEO responded to the above questions, details of which were as follows:

- (a) Direct exposure to the Middle East remained minimal, though secondary impacts were possible. Management noted that it was still too early to fully assess the overall impact of ongoing conflicts, inflationary pressures, supply chain choke points, and AI-driven demand growth. The Bank was conducting continuous scenario analyses and monitoring customer impacts across ASEAN markets. He added that targeted customer assistance measures had already been proactively introduced where needed.
- (b) The matter remained before the court and therefore detailed comments could not be made. Management confirmed that CIMB Investment Bank had filed and served its defense on 6 March 2026 and had also been served with a counterclaim by the plaintiff seeking indemnities and relief. CIMB Investment Bank would continue to defend its position and remained confident that its duties and obligations had been performed in accordance with legal and contractual standards.
- (iv) Charles Lim suggested that the Company should provide greater rewards or benefits to Shareholders so that more of the AGM participants would become shareholders themselves rather than acting as proxies. He further remarked that such measures could reduce abuse and encourage stronger long-term shareholder participation and support.

The Chairman thanked him for the suggestion and feedback.

The Chairman thanked all Shareholders for the questions and reiterated that if there were questions yet to be answered, Management would post the answers on the Company's Website accordingly.

With that, the Chairman declared that the Q&A session closed.

The Chairman then declared that the Audited Financial Statements, together with the Directors' and Auditors' Reports for the FYE 31 December 2025, were deemed received.

18. POLLING AND CLOSE OF POLLING

The Chairman informed that an additional 10 minutes would be provided for all resolutions to be voted on by poll and another 10 minutes for the Independent Scrutineers to verify the results. In the meantime, the Corporate Videos were shown on screen. The Chairman then announced that the Meeting would resume in 20 minutes.

19. ANNOUNCEMENT OF POLL RESULTS

The Chairman resumed the Meeting at 1.20 pm for the declaration of results. He informed that he had received the poll results from Boardroom and SKY Corporate Services and proceeded to read out the poll results, as follows:

- (i) Re-election of Dato' Lee Kok Kwan, who retired pursuant to Article 81 of the Company's Constitution

The Chairman announced the poll result in respect of **Ordinary Resolution 1**, which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,956,574,558	99.74
Against	23,524,952	0.26

THAT Dato' Lee Kok Kwan, who retired pursuant to Article 81 of the Company's Constitution, be re-elected as Director of the Company.

- (ii) Re-election of Ms. Ho Yuet Mee who retired pursuant to Article 81 of the Company's Constitution

The Chairman announced the poll result in respect of **Ordinary Resolution 2** which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,968,141,876	99.87
Against	11,930,323	0.13

THAT Ms. Ho Yuet Mee, who retired pursuant to Article 81 of the Company's Constitution, be re-elected as Director of the Company.

- (iii) Re-election of Datin Azlina Mahmad, who retired pursuant to Article 81 of the Company's Constitution

The Chairman announced the poll result in respect of **Ordinary Resolution 3**, which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,961,194,966	99.79
Against	18,936,548	0.21

THAT Datin Azlina Mahmad, who retired pursuant to Article 81 of the Company's Constitution, be re-elected as Director of the Company.

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- (iv) Re-election of Datuk Syed Zaid Albar, who retired pursuant to Article 88 of the Company's Constitution

The Chairman announced the poll result in respect of **Ordinary Resolution 4**, which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,972,019,336	99.91
Against	8,076,852	0.09

THAT Datuk Syed Zaid Albar, who retired pursuant to Article 88 of the Company's Constitution, be re-elected as Director of the Company.

- (v) Re-election of Mr. Selvendran Katheerayson, who retired pursuant to Article 88 of the Company's Constitution

The Chairman announced the poll result in respect of **Ordinary Resolution 5**, which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,805,109,035	98.05
Against	175,008,540	1.95

THAT Mr. Selvendran Katheerayson, who retired pursuant to Article 88 of the Company's Constitution, be re-elected as Director of the Company.

- (vi) Re-election of Puan Yasmin Aladad Khan, who retired pursuant to Article 88 of the Company's Constitution

The Chairman announced the poll result in respect of **Ordinary Resolution 6**, which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,978,521,317	99.98
Against	1,469,467	0.02

THAT Puan Yasmin Aladad Khan, who retired pursuant to Article 88 of the Company's Constitution, be re-elected as Director of the Company.

- (vii) Approval on Revision and Further Payment of Non-Executive Directors' fees

The Chairman announced the poll result in respect of **Ordinary Resolution 7** which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,978,749,987	99.99

Against	907,386	0.01
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THAT the revision and further payment of Non-Executive Directors' Remuneration with effect from the 69th Annual General Meeting until the next Annual General Meeting of the Company be and hereby approved.

- (viii) Approval on Payment of Allowances and Benefits Payable to Non-Executive Directors

The Chairman announced the poll result in respect of **Ordinary Resolution 8**, which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,978,497,060	99.99
Against	1,105,307	0.01

THAT the payment of Allowances and Benefits payable to Non-Executive Directors of the Company up to an amount of RM3,895,000 from the 69th Annual General Meeting until the next Annual General Meeting of the Company be and hereby approved.

- (ix) Reappointment of Auditors

The Chairman announced the poll result in respect of **Ordinary Resolution 9**, which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,916,719,916	99.29
Against	63,429,826	0.71

THAT Messrs. PricewaterhouseCoopers be re-appointed as Auditors of the Company to hold office until the conclusion of the next Annual General Meeting and that the Board of Directors be authorised to fix their remuneration.

- (x) Renewal of the Authority for Directors to Allot and Issue Shares

The Chairman announced the poll result in respect of **Ordinary Resolution 10**, which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,695,606,789	96.83
Against	284,552,174	3.17

THAT pursuant to Section 76 of the Companies Act, 2016, the Directors be and are hereby given full authority to allot and issue shares in the Company, at any time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate

number of shares issued pursuant to this resolution in any one financial year does not exceed 10% of the issued capital of the Company for the time being **AND THAT** the Directors be and are hereby given full authority to obtain approval for the listing of and quotation for the additional shares so issued on the Bursa Malaysia Securities Berhad **AND THAT** such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company or at the expiry of the period within which the next Annual General Meeting is required to be held in accordance with the provisions of the Companies Act, 2016, whichever is the earlier.

- (xi) Renewal of the Authority for Directors to Allot and Issue New Ordinary Shares in the Company in Relation to the Dividend Reinvestment Scheme

The Chairman announced the poll result in respect of **Ordinary Resolution 11**, which was carried as follows:

Poll Results	Number of Shareholdings	%
For	8,945,907,490	99.62
Against	47,190,209	0.38

THAT pursuant to the Dividend Reinvestment Scheme (DRS) approved at the Extraordinary General Meeting held on 25 February 2013 and renewed at the Annual General Meeting held on 29 April 2026, approval be and is hereby given to the Company to allot and issue such number of new CIMB Shares for the DRS until the conclusion of the next Annual General Meeting, upon such terms and conditions and to such persons as the Directors may, in their absolute discretion, deem fit and in the interest of the Company **PROVIDED THAT** the issue price of the said new CIMB Shares shall be fixed by the Directors at not more than ten percent (10%) discount to the adjusted 5-day volume weighted average market price (VWAMP) of CIMB Shares immediately prior to the price-fixing date, of which the VWAMP shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price and not less than the par value of CIMB Shares at the material time;

AND THAT the Directors and the Secretary of the Company be and are hereby authorised to do all such acts and enter into all such transactions, arrangements and documents as may be necessary or expedient in order to give full effect to the DRS with full power to assent to any conditions, modifications, variations and/or amendments (if any) as may be imposed or agreed to by any relevant authorities or consequent upon the implementation of the said conditions, modifications, variations and/or amendments, as they, in their absolute discretion, deem fit and in the best interest of the Company.

- (xii) Renewal of the Authority to Purchase Own Shares

The Chairman announced the poll result in respect of **Ordinary Resolution 12**, which was carried as follows:

Poll Results	Number of Shareholdings	%
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For	8,932,539,375	99.47
Against	47,190,209	0.53

THAT, subject to the Companies Act, 2016 (as may be amended, modified or re-enacted from time to time), the Company's Articles of Association and the requirements of the Bursa Malaysia Securities Berhad (Bursa Securities) and approvals of all the relevant governmental and/or regulatory authorities, the Company be and is hereby authorised to purchase such number of ordinary shares in the Company (Proposed Shares Buy-Back) as may be determined by the Board of Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Board of Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of ordinary shares purchased and/or held pursuant to this resolution does not exceed 10% of the total issued and paid-up share capital of the Company at any point in time and an amount not exceeding the total retained earnings based on the Audited Financial Statements for the financial year ended 31 December 2025 be allocated by the Company for the Proposed Shares Buy-Back **AND THAT** the ordinary shares of the Company to be purchased are proposed to be cancelled and/or retained as treasury shares and cancel the remainder of the shares **AND THAT** where such shares are held as treasury shares, the Directors of the Company may distribute the shares as dividends, re-sold on Bursa Securities, transfer the shares under the employees' share scheme or as purchase consideration or otherwise use the shares for such other purposes as the Minister may by order prescribe **AND THAT** the Board of Directors of the Company be and are hereby given full authority generally to do all acts and things to give effect to the Proposed Shares Buy-Back with the full power to assent to any conditions, modifications, revaluations and/or amendments (if any) as may be imposed by the relevant authority with full power to do all such acts and things thereafter on any part of the shares bought back in accordance with the Companies Act, 2016, Company's Articles of Association, Main Market Listing Requirements of Bursa Securities and any other rules and regulations that may be in force from time to time **AND THAT** such authority shall commence immediately upon passing of this ordinary resolution until:

- (i) the conclusion of the next Annual General Meeting of the Company in 2027, at which time such authority shall lapse unless, by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;
- (ii) the expiration of the period within which the next Annual General Meeting after that date is required by law to be held; or
- (iii) revoked or varied by ordinary resolution passed by the Shareholders of the Company in a general meeting.

Whichever is the earlier but not so as to prejudice the completion of purchase(s) by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the guidelines issued by the Bursa Securities and/or any other relevant authorities.

20. ANY OTHER BUSINESS

CHAIRMAN'S
INITIALS

The Chairman formally announced that, based on the results of the poll, all resolutions presented at the AGM have been duly passed. Additionally, the Group Company Secretary confirmed that no notice of any other business was received in accordance with the Companies Act 2016.

Before concluding the Meeting, the Chairman took the opportunity to acknowledge the forthcoming retirement of two (2) Independent Directors, Ms. Shulamite N. K. Khoo and Ms. Ho Yuet Mee, both of whom would be stepping down in 2026 after many years of dedicated service to the Company.

The Chairman shared that Ms. Shulamite, who was appointed to the Board in May 2020, had throughout her tenure brought a composed and considered perspective, underpinned by her extensive experience in people leadership, organisational culture and governance. As a member of the GNRC, she had contributed meaningfully to strengthening Board and senior management governance, particularly in areas relating to leadership succession, talent development and remuneration frameworks.

The Chairman further shared that Ms. Ho, whose retirement in November 2026 would conclude her nine (9) years of distinguished service, where she had served as a member of the Audit Committee and as Chair of the Board Group Sustainability Committee. In this capacity, she had been instrumental in shaping the Group's sustainability strategy and provided strong leadership in advancing the Group's ESG priorities, including oversight of climate risk, responsible financing and long-term value creation. Her stewardship had significantly strengthened the Board's sustainability governance and strategic focus.

The Chairman expressed that, although his working tenure with Ms. Shulamite and Ms. Ho were relatively brief, he had come to deeply appreciate the professionalism, independence of judgement and strong sense of responsibility demonstrated by both Directors. He added that their contributions had provided strength, balance and continuity to the Board during a critical period of transition, and that their presence would be long remembered and valued.

On behalf of the Board, the Chairman placed on record the Board's sincere appreciation to Ms. Shulamite and Ms. Ho for their outstanding service and invaluable contributions to the Group, and extended its best wishes for their continued success in their future endeavours.

21. CLOSE OF MEETING

The Chairman declared the 69th AGM of the Company closed and thanked all members present for their participation.

There being no other business, the Meeting concluded at 1:30 p.m. with a vote of thanks to the Chair.

CONFIRMED

DATUK SYED ZAID JAFFAR ALBAR
Chairman

Date: 26 May 2026

CHAIRMAN'S
INITIALS